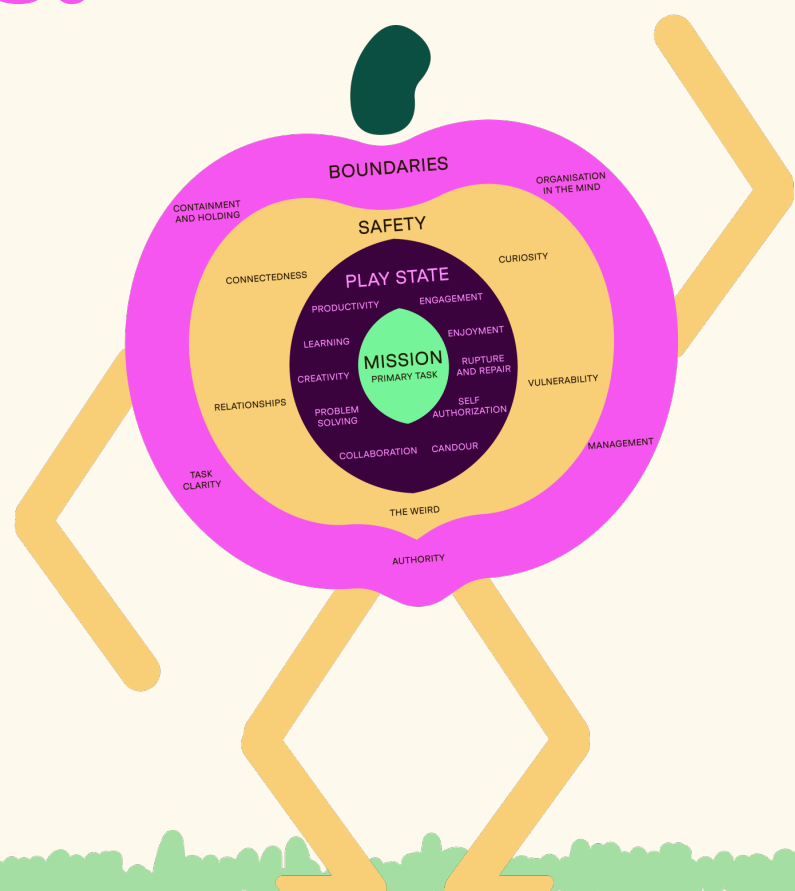


The Wise Witty Charming Leader's super-cool, super- fun holiday workbook about boundaries!





The Play State Peach

Remember primary school workbooks? They were more fun than leadership training manuals so... enjoy our leadership training manual in the form of a primary school workbook.

This workbook is designed to help you as a leader identify boundaries that exist in your organisation and explore areas for improvement, so when you authorise play, you see all the awesome collaboration, innovation and productivity goodness of the play state.

What do we mean by boundaries?

Boundaries tell the organisation who they are and how they work. Systems psychodynamic's view of leadership is that of managing what is inside the boundary in relation to what is outside the boundary (Obholzer, 1994; Rice, 1963, 1965). So, that's the job of a good leader - keep your team in balance with the teams and market around you. This workbook is not extensive, it is to get you thinking. The boundaries we value are:

Task clarity

What is the company working on, what are teams working on and how does it all relate?
Think - Vision, mission, strategy, goals, metrics

Containment & holding

What is the emotional experience of work and what does that tell us about our organisation's effectiveness?
Think - Tolerating projections, processing feelings for effective action

Organisation in the mind

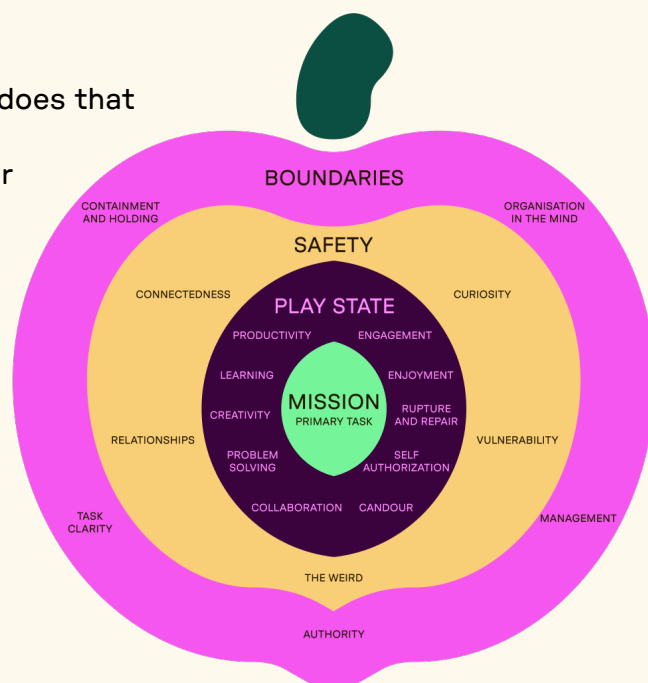
How people experience the organisation?
Think - culture, rituals, and what people think of when they think of working in your organisation

Management

How does work happen?
Think - Working systems, processes and execution

Authority

How do decisions get made and actions get taken?
Think - Hierarchy, role clarity, responsibility, empowerment & tacit authority





Authority: Line time

Get 3 colours pens. One colour for how you feel, one colour for how you think people in your team feel, and one for how you think your manager feels.

Mark along each line 3 times - 1 time with each colour.



Do not feel authorised to share opinion

Feel very authorised to share opinion



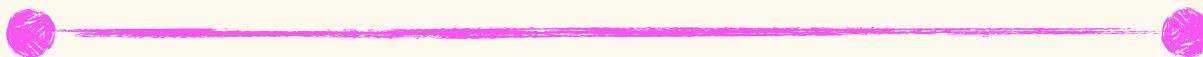
Do not feel authorised to challenge others' opinion

Feel very authorised to challenge others' opinion



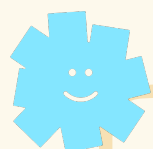
Do not feel authorised to be playful

Feel very authorised to be playful at work



Do not feel authorised to take action without permission

Feel very authorised to take action without permission



PRO TIP

Try this with your team or your manager. It will be cool to find out if how you think they feel matches up with how they actually feel

Authority is an interesting thing -
It can be formal or informal, explicit or implicit
Just because you say someone has authority doesn't mean that they do
Just because you say someone doesn't have authority, doesn't mean they don't
Sometimes you want people to work outside their authority
Sometimes you don't
Good managers want their team to feel appropriately authorised to take the actions they need to take to be effective.
Communication, expectation management, reward and recognition all contribute to how people take up their authority and how that action impacts the business



Containment & holding: Journalling & Reflective Practice

Reflective practice involves a 3 stage process. Thinking about what happened, how did it feel and what that means for your practice. Think about last week at work. Put an alarm clock on for 5 minutes and write down what happened, how did it feel and what does it mean?

What happened?	How did it feel?	And what does it mean?



PRO TIP

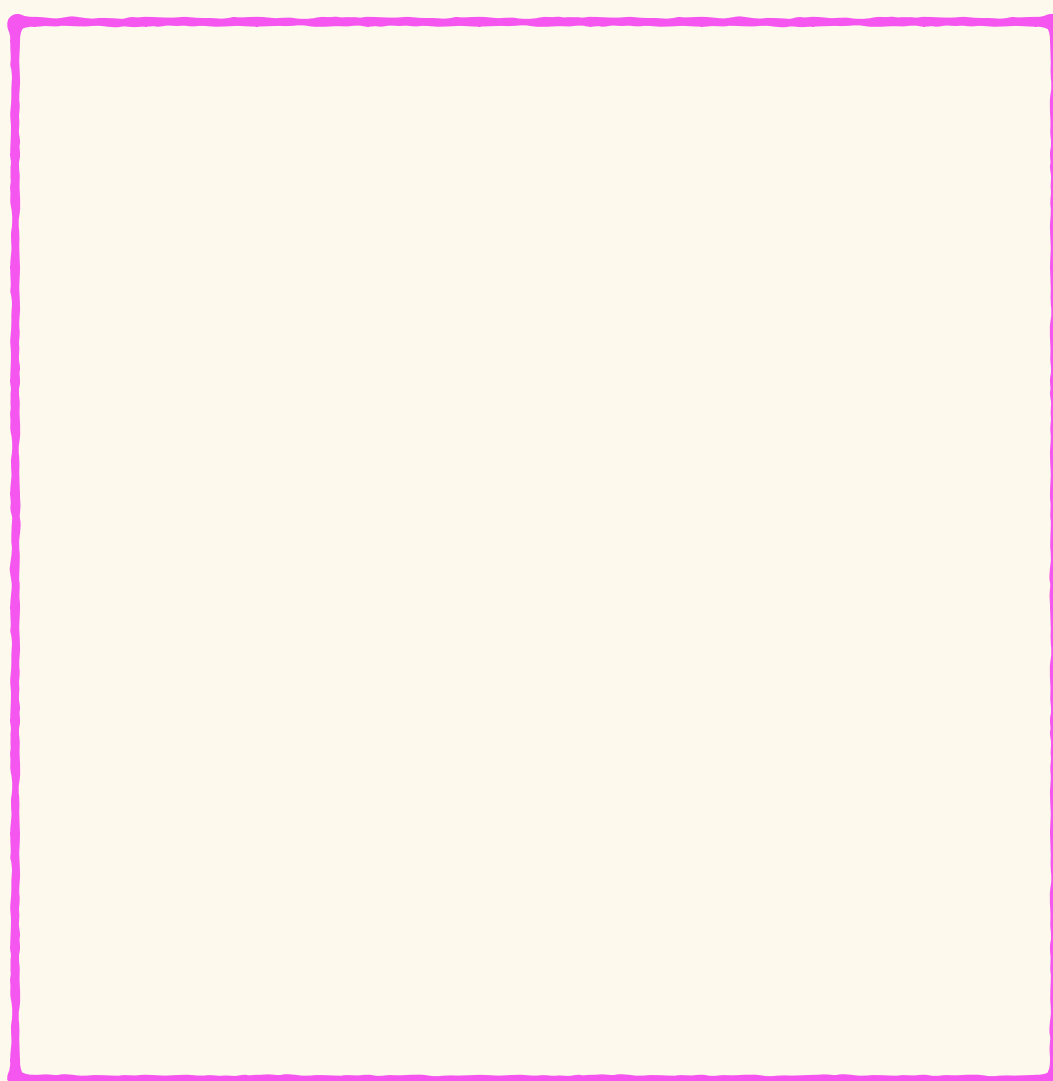
The above activity is a great way to talk to your team members about their experience of work

To avoid burnout, leaders need to be able to hear about the feelings of others at work and appropriately use that data to make work better. The best way to practice this skill is to reflect on your own emotions at work and use them to help your craft or the organisation.



Organisation in the mind: Now you're an artist!

Get your coloured pencils out. Draw a picture of your organisation. Think creatively. It can be abstract, it can be weird, it can also be just some lines on a page. What's important is that it's a picture of the organisation when you think about the company.



PRO TIP

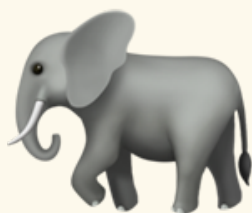
This is a fun thing to do with other people - it gives you more data on how people experience work, then you can do something in collaboration with them to make work better

Company rituals are a way for developing 'organisation in the mind'. Eg. Celebrating a sales goal, onboarding a new person.. Think about what are the opportunities for developing more rituals? How could you bring your authentic culture to how you work and play?



Management: Process Safari

Think about a person that you manage. Below are different animals you'll see on the process safari. Underneath each animal, write down the processes that they need to know to do their job well.



Role specific processes.

Eg. Go to market process, design process, code deployment process, customer support processes

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HR processes.

Eg. Annual leave, compensation adjustments, hours, grievances, conflict, promotions

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Feedback processes.

Eg. 360s, performance reviews, engagement survey, 1:1s, check ins, skills development

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You now know more about the many processes that

You can ask yourself these questions:

Is it clear how to use these processes?

Are there too many?

Are there too few?

What's getting in the way of work?

What's your favourite process?

From what you have discovered, talk with your fellow leaders about process clarity



Tools

Eg. Slack, notion, Github, note pads, pens, whiteboards

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PRO TIP

Processes are about empowering your people to do their best work. It's not about having a lot or a little, it's about having the Goldilocks just right amount that unblocks people to do their best work



Task clarity

Guess Who: Mission Edition

Pick 5 people in your organisation. They could be from any team, function, level or whatever. Draw a little picture of them in the squares below. Hang out with them and ask them the question “What do you do?”. Underneath their picture, mark whether or not they mentioned the company mission

Mission mentioned? YES / NO / A BIT

Mission mentioned? YES / NO / A BIT

Mission mentioned? YES / NO / A BIT

Mission mentioned? YES / NO / A BIT

Mission mentioned? YES / NO / A BIT



PRO TIP

You can't talk about the mission or the primary task of the group enough in an organisation or cross functional team

At the end of this exercise, you will have an idea of how people across the organisation think about what the company does, what their team does, and how their role contributes... or not. Either way, that's interesting data for you as a leader. In your next leadership team meeting, talk with them about what you found.