

ORGANISATION GUIDE

Each hub of the HCC program is run by a collaborative team in a designated geographical area. Each team chooses how they operate and are collectively responsible for everything from financials to the quality of the program delivered. Here are some ground rules and guiding principles outlined below which are always being modified as HCC evolves and grows.

Remember to always have fun and everything is about the evolving purpose above else.

We can learn so much from the Challengers, they don't see the need to be politically correct, their honesty is so refreshing. That's something society has created to protect them but they don't want or need protection. At HCC **we take off the bubble wrap, remove all politics** and provide a platform for Challengers to thrive!



KEY PRINCIPLES

There are 3 Key overriding Principles in the way we do things at HCC

- 1 - Self Management:** there are no bosses or hierarchy in the organisation but there is structure amongst the teams of people that are accountable and responsible for how a hub of HCC is run.
- 2 - Wholeness:** we want everyone to feel safe and comfortable to be themselves i.e. not wearing a corporate mask. We don't act out of fear (e.g. being watched, micro-managed or judged) in what we do and everyone is encouraged and supported to try new things.
- 3 - Evolutionary Purpose:** What we do and more importantly WHY we are doing it is continually evolving with no strategy, targets or budgets. Instead of predicting and controlling it's trying to sense and respond. **HCC's current EP** is:

To facilitate long term improvements to the lives, health and wellbeing of marginalised people and their support networks.

The **primary objective** is to make the HCC program available to any willing marginalised people and their support networks in need of a social or health intervention (regardless of NDIS funding) around Australia by 2028.

The EP is larger and more important than HCC. There is no competition, in fact we actively consult for other organisations in the hope they adopt what we do in order to improve the quality of services offered to marginalised people. We try to make ourselves irrelevant and redundant as we are building the capacity and autonomy of marginalised people and their support networks.

Profit is necessary but the evolutionary purpose is always the reasoning and guiding principle.. So much so it's the evolutionary purpose, rather than the organisation that is the entity around which people gather.

1. Self Management

Each hub of the HCC program is run by a collaborative team in a designated geographical area. Each team choose how they operate and are collectively responsible for how they perform. There are some ground rules and guiding principles outlined below which are always evolving:

TEAM ROLES & RESPONSIBILITIES

- **There are no Job titles, job descriptions (except for recruitment and when required by law) or organisation charts** - roles and responsibilities are not predefined; they are a commitment by each team member based on individual interests, talents/skills and the needs of the team. Like a social contract where you agree how you 'want to be' and our mutual expectations of each other.
- Teams must delegate management tasks widely amongst themselves, if one or two people have all the tasks then the traditional hierarchy may creep in. **WHY** - *There is more management and leadership happening because of the absence of full time managers. The moment power is shared, people feel needed and valued because they are needed and valued.*
- Colleagues can frequently switch and trade roles according to workload, interests and skills. You don't need approval from a boss to change roles, only consent from peers. If you're bored or not fulfilled in your roles it's your responsibility to change. If a role in team becomes obsolete then it's your responsibility to find something else of value to the team.
- With freedom and autonomy comes responsibility for thoughts and actions e.g. you can't throw difficult decision up the chain. All members have an obligation to do something about an issue they identify (i.e. talk to colleague whose role relates to) even if it falls

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outside scope their role. There's no turf i.e. *It's not my problem or it's none of your business are not acceptable attitudes.*

- “Staff functions” e.g. accounts payable are kept to bare minimum and those that do have no decision making authority. They can provide guidelines but cannot impose decision making authority i.e. they are “**support functions**” kicking into action only when teams request support.
- It doesn't matter if someone thinks they can do a job or perform a role better than others in the team, if they continue to do it then it stops capacity building for others and then maybe finding a different or more effective method for doing it.
- If Teams **get stuck** they can ask for external facilitation at any time e.g. from regional coach or training facilitators or another team or social network platform.
- **Experts:** Some team members will naturally have a larger contribution, more to offer or more to say based on experience, interest or willingness to step in. All team members are encouraged build up reputation and expertise and become contact point beyond own team eg through intranet. Innovation/change happens when you give workers more autonomy in their area of expertise
- A few ground rules:
 - Teams are up to 6 people, any bigger they split.
 - Teams plan regular coaching meetings where discuss specific issues and learn from each other “what would you do”.
 - Teams appraise each other based on competency models they devise themselves.
 - **Teams do their own recruiting** when they feel the need to expand **NO HR**. Because teams make all decisions they're emotionally vested in making recruitment successful.
 - Calls/emails to the team are answered on the spot or in a few hours at most.
- We understand people go through different phases in their lives e.g. having children, wanting to travel etc. People are welcome to change their involvement with HCC so long as their salary reflects this and they arrange to transfer roles they have made a commitment to the team to be responsible for.
 - Team members refer to each other as colleagues, team members/mates WHY? To create common language across the organisation which relate to our values and evolving purpose.

FAQs

- **Why would we do this?** Job titles are a honeypot to the ego, social prestige, people believing they are above others and a reliance for what is expected and how they 'ought to work'. This is not to mean everyone is equal in a team, individual members still have their expertise and experience BUT **everyone is valued and powerful** within the team. Everyone is encouraged and enable to make the best version of themselves, how far and where you go in HCC depends on your individual interests, character, how much you support others and contribute to the purpose. It's not artificially constrained by an organisation chart.

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- **Who do we go to without job titles and Who is responsible for what**, i.e. roles and expertise for each team member are listed and kept up to date on a live google drive document and shared on the intranet so everyone knows who to contact.

PERFORMANCE MANAGEMENT:

- Teams are built on mutual trust, members are seen as reasonable and good people that can be trusted to do the right thing (unless proven otherwise) therefore few control mechanisms are needed. People feel responsible and take pride and see it as a privilege to work in a team so they don't abuse the privilege or trust. *We reap what we sow: fear breeds fear and trust breeds trust*
- When trust is extended it breeds responsibility in return. Emulation, market demands and peer pressure regulates better than hierarchy and authority. As teams set their own objectives, when a team member slackens off or takes advantage of the system, team-mates will be quick to let them know their feelings.
- Fear is a great inhibitor, everyone is encouraged and supported to try something new, be innovative and FUN! Continuous learning and growing from one another.
- Performance, results and outcomes including productivity, quality KPIs and profit are recorded at a team/hub level and data is published to the whole organisation creating healthy Emulation and competition. Data won't be used against teams, teams at the bottom are motivated by pride.
- **Individual performance appraisals** are held yearly based on a competency model the team has designed. Here is a suggestion:
 - everyone prepares a self evaluation about what went well and what didn't and feedback for the other 2 colleagues in the trio, so everyone can measure self perception against colleagues perception. Everyone can expect challenging even grilling questions making sure they are not judgemental or controlling
- No goals, targets or budgets. Teams don't need pressure to perform when they are pursuing a meaningful purpose.

VOLUNTEER TASK FORCES:

- **Volunteer task forces** in addition to normal team roles may be established to investigate new topic and build expertise e.g. how to adapt new NDIS legislation. **When required external experts** can also be hired as freelancers.
- **WHY?** Volunteer task forces have multiple benefits e.g. team members:
 - find avenues to express talents, gifts, skills their primary role may not account for.
 - Develop a sense ownership and responsibility with real power to make improvements and change

REGIONAL COACHES :

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When HCC has multiple hubs of teams then we may look to implement multiple regional coaches.

- **Responsibility:** Regional coaches have no decision making hierarchical power over teams. Though they still play a crucial role they aren't responsible for team results including profit and loss. Therefore Teams are truly powerful because they are fully responsible for their actions.
- Upon request regional coaches can give advice or share how other teams have solved similar problems. The coaches main role is to ask insightful questions that help teams find their own solutions.
- Each regional coach has no job description and is encouraged to find and grow into their specific way filling role. However few guiding principles:
 - IT's OK for teams to struggle, through struggle comes learning and resilience. Therefore coaches role is not prevent foreseeable problems but to support teams in solving them.
 - Coaches role is to let teams make their own choices even if they know of better solution

SALARIES FOR PERMANENT OR PART TIME STAFF.

- Permanent or part time staff are paid the same industry leading above award rate as their casual staff of \$30 per hour plus super.
- Permanent or part time staff are also part of a **profit sharing arrangement** of up to 30% of net profit after tax (cash flow permitting, the rest of the profits are reinvested back into the program): once a year, each permanent or part time staff member write a letter which includes a self evaluation outlining what they think their % of the profit share should be with reasoning for it and compare it to others. An individual's value to the evolving purpose is not just in monetary terms, it can be intangible things towards our Evolving Purpose e.g. expertise in showing the Challengers parents how to cook for themselves.
- We need to ensure that a profit sharing arrangement does not turn staff into tight arses, does not affect the quality of the program and above all we continue having fun! **GIVE AS YOU GO IF YOU EVER FEEL THE NEED TO GIVE BACK YOU HAVE TAKEN TOO MUCH!**
- Each hub needs to be profitable going forward in order for the program to be sustainable and not reliant upon funding outside of NDIS to exist.

TEAM MEETINGS

- Teams hold short meetings whenever they like e.g. fortnightly/monthly to align and make decisions otherwise they are adhoc when topic demands attention with relevant people attending.

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- A facilitator is appointed each meeting who can ask questions and rings a bell when anyone complains, is serving themselves (not active listening) or is behaving like a pork chop (e.g. demeaning or hostile behaviour). The facilitator cannot make comments or offer suggestions.

DECISION MAKING PROCESS OPTIONS

Teams choose which decision making process to implement however the advice process has proven very effective in the health services sector at Buutzorg. The goal of decision making regardless of the process is not to make a perfect and definite answer, but to **find a workable solution quickly that can be revised. WHY?** People need the freedom to decide in the moment how to best meet the needs of others they assist.

A - ADVICE PROCESS

- Everyone can put on the hat of “the boss” to make important decisions without approval with no money authorisation limit provided they have sought advice (however they like e.g. 1:1, group meeting or intranet) from affected parties including:
 - 1 - people who have expertise
 - 2 - people who are directly affected by the decision
 - The bigger the decision the wider the net must be cast including the CEO when necessary.
 - The decision maker is usually person who noticed issue or opportunity
 - One of the few ways team members can be fired is for acting like a cowboy and ignoring the decision making process.
 - If no one picks up on suggestions or opportunity it probably means it’s not important.
 - If items have been open for more than a few months then remind (gentle prod) people who signed up to tackle the issue (ownership and responsibility) about their commitment.
 - WHY? The advice process creates community (sharing information) , humility (Asking advice), learning (on the job education), better decisions (decision maker closer issue and responsible outcome) aligned with values and innovative (stimulates initiative and creativity). It works because it’s a process of collective intelligence and is not slowed by awaiting approval.
 - No consensus is ever required which dilutes responsibility
 - Role allocation can go through the advice process or be discussed team meeting.

CONFLICT RESOLUTION

Steps to take always keeping it PRIVATE as much as possible:

1. The relevant parties to the conflict go for a coffee (shouted by HCC) to see if they can resolve the issue(s) amongst one another privately. Initiator has to make a clear request

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(not a judgement or demand) and the response has to be clear yes, or no, or counterproposal . If no solution:

2. Each party must come up with a suggested resolution to take to the meeting with a third party mediator who supports parties but can't impose resolution. If no solution
3. Panel topic relevant colleagues convened who listen and help shape agreement but CAN'T force agreement

Check out Morning Stars [Direct Communication and Gaining Agreement](#)

WHY? *Conflict resolution is a fundamental piece of self management, how peers feel safe and encouraged to hold each other account for mutual commitments*

RECRUITMENT & TRAINING

- Recruit people who care and are great operators who want to take responsibility, show initiative and don't want decisions made for them. Does the team want to work with them everyday or are they a dick head? WHY? Research shows attitude is more important than skills and experience. Is the person energised by the values and purpose
- People are not hired to fill specific job description, they're hired to constantly be looking for the most valuable work they could be doing. Don't waste time being busy.
- Hubs stop growing whenever active recruitment is required until the balance of too many good people and operators looking to be involved is restored.
- All newly formed recruits must watch reinventing organizations and trained so they are onboard with self management and the evolutionary purpose - what is it and where does it come from? New recruits are asked to reflect on their own values
- Provided they use the advice process any staff can sign up for any training inside or outside the company if they believe the costs are justified.
- Employees become trainers: most organisations stopped using external trainers, classes are presented by experts

DISMISSALS

- Process doesn't rely on hierarchy but peer based mechanisms. People generally choose to leave by mutual consent before they are dismissed.
- When a person has lost the trust of the team, the team tries to figure out a mutually agreeable solution including person suggesting ways they can withstor trust. If they can't then the regional coach or external facilitator is called in to mediate before a panel including possibly the CEO if need be.

NO SECRETS FULL DISCLOSURE INCLUDING FINANCIALS

- Everybody is privy to all information so teams can make the best decisions, otherwise empowered people stumble in the dark.
- Everyone's aware and knows where they stand including if their jobs are on the line if results are bad.

- Information is not only shared, it's discussed and debated

2. WHOLENESS

People come to work without masks, without fear, people aren't afraid to be themselves and bring their whole self. WHY? People feel safe to speak their truth and the more you know about people, their story and journey the more likely you are to possibly relate, trust and engage. Only when people feel safe to be honest can people be preventing from doing things they don't know how to do or don't want to do.

Co-worker Collaboration: Are you okay today?

It is important to note that we all have our bad days and good days and as a collaborative team we need to look out for each other and recognise vulnerability. This essentially builds trust and recognises that we are human and we aren't always able to give our "self-perceived best self" to the program. With this in place, people feel safe, put trust in their teammates and essentially feel appreciated and "okay" to feel vulnerable at work. We want teammates to express to other teammates if they are having personal issues because others can essentially step in where needed if one person is lacking their "spark" on that day. This allows the day to run smoothly, but it also brings the team closer. Looking out for your teammates and being aware that today might not be their "day" will make a difference for not only themselves, but everyone who is participating.

This promotion, recognition and awareness of one's current "state" or "mood" will allow others to place no judgment & encourage acceptance. We are all here to look out for each other, so why not start with the most important thing that makes us human: OUR HEALTH.

Collaboration example:

- If you observe a teammate to be "off" or not their "self", ask "Are you alright?"
- Acknowledge what that individual is feeling, ask "Is there anything we can do as a team to help you today?"
- If it essentially means a team member to step back and play a more "passive" role in the day, so be it.

Mental Health Days (MHD):

It is also important to note that some days, we need to just take a Mental Health Day and that is completely encouraged. In HCC, we encourage this because our roles as team members on the program can require a lot of energy and some days we might just be depleted of this. We understand that most of our team members are "casual", so if the best outcome can be achieved, the individual who is experiencing a need for a MHD, can voice this to the individual who is running the staff roster to see if a shift can be swapped.

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HCC MANAGERIAL TASKS TO BE SPLIT:

NB all team members must be on the program at least 1 day per week. WHY? This provides a much better insight and understanding as to the quality of the program and engagement with Challengers

- Support workers staff rosters
- Training and welcoming new recruits on how we roll
- Weekday Program coordination and quality standards of the program
- Weekend Activity Coordination
- Incidence follow up
- Recruitment.
- Making sure progress notes/milestones are kept up to date.
- Organisation and operations training.
- Client engagement meetings - drafting service agreements and challenger files
- Program Coordination
- Attending Expos
- Accounts Receivable:
 - Through the portal and
 - Direct invoicing
- Reconciling cash collected from participants
- Making presentations to other service providers or other events
- Ensuring Service Agreements are in place
- Event Management e.g. weekend activities and Christmas parties
- Engaging Challengers parents, carers and friends in to HCC.
- Quality Control of the program including incident Management
- Maintenance of hub assets including vehicles and equipment
- Social media including linkedin, facebook, and instagram
- Stock check of first aid kits and cooking equipment.
- Key point of communication and engagement with:
 - Current and Potential Service Users
 - Families and Carers
 - Other service providers and community groups
 - Current and potential HCC staff
 - Community Members and other service providers.

POSSIBLE FUTURE IDEAS AND SUGGESTIONS:

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- 3 months Paternity Leave for everyone including casuals?
- Celebrate and encourage Fuck ups (obviously learn from them) as well as successes
- Proactive Counselling Sessions provided and paid for for all staff
- Possible Rule of Thumb 80% of time spent in primary roles so people are available other 20% of time for task forces or free time to explore and decide what they want to do. There is no master plan and time is saved by dropping formalities of project planning. *Don't waste time being busy.*
- Looking at innovative ideas for HCC and how to process them like [Adobe kickbox](#) e.g. HCC provides \$XX towards new innovative ideas
- A budget for team training where no advice process is needed (3% of revenue at Butzorg).
- Vacant seats in any executive meetings for whoever wants to attend - full transparency
- If things are getting heated or out of hand at meetings the facilitator rings a bell or chime and no one can speak until the last dies to reflect on the question: Am i in service to the organisation and the purpose i.e. not from ego. External facilitators can attend meetings which promise to be touchy
- At the end of each day of the program- Anyone can say something to thank someone or make a compliment to another person so everyone finds out more about each other.
- Offer staff a cash incentive to quit during a trial period i.e. better off not staying in a marriage that isn't meant to be.
- Provide capacity building training to all staff
- First Aid Training for everyone
- Active Listening training.
- Regular activities and engagement opportunities for parents, carers and friends of Challengers and help advise on other services out there for them to assist!
- Really ramp up relations with other NDIS and NDIS service providers assisting any way we can e.g. presentation
- **If we ever have a headquarters:**
 - each employee has a desk on wheels so they can be wherever they want to plug in and free to huddle to get work done.
 - Staff bring dogs and possible even children to the workplace.
 - There will be quiet room for sleeping, meditation and mindfulness
- Once a year we organise something for challengers to truly challenge themselves and get outside of their comfort zone (possibly funded through innovative social and community participation) = personal growth, confronting fears and going beyond e.g. abseiling off cliffs at beach, Sydney Harbour Bridge Climb.
- Everyone can take an extra day off each year as a 'day of thanking (Possibly their bday?)'. The member receives \$200 in cash from HCC to use however they like to thank someone/anyone that day. Only rule is that when they return they must share the story with everyone at work to whom and how the gift was received.
- X times a year like Heiligenfeld organise a "mindfulness day" everyone staff and challengers spend the day in silence. People can wear tags of silent to remind each other. There are emergency talking places for people overwhelmed.

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- Performance appraisals on page 185-187.
- Optional Trading Role Process: On intranet colleagues rate each role they fill of -3 to +3 whether they find role:
 - energizing (+) or draining (-)
 - Talents aligned (+) or not (-)
 - Skills and knowledge conducive to (+) or limited (-)
- Optional salary process, co-workers fill out a survey of their colleagues of 2 questions:
 - This person contributes more or less than me (-3 to +3)
 - This person has a good basis to evaluate me (Scale of 1-5)

Resources

[Reinventing Organisations](#) VIDEO

<http://www.greystanes.org.au> empowerment philosophy

Quality Control

- [UN 17 Global Goals](#)
- [Australian Business Excellence framework](#) 7 domains to look at
- Quality KPIs psychological systems JED

www.corporate-rebels.com

OTHER POTENTIAL DECISION MAKING PROCESS

B- STEP PROCESS

Round 1 - All proposals are listed on a flip chart

Round 2 - Proposals are reviewed, improved and refined

Round 3 - Group decisions **DON'T require consensus** but need to have no principled objection and the understanding the decision can be revisited at any time. People can't veto or object a proposal if another solution was preferable i.e. no one can derail the process by imposing personal preference.

C- HOLOCACY DECISION MAKING PROCESS

Governance Meetings are held approx monthly where only questions relating to roles and collaboration discussed. Everything else about how the business runs is discussed in **Tactical Meetings**.

Governance Meeting Process

- 1 - The proposer presents the proposal and/or the issue they are trying to solve.
- 2 - Clarifying Questions
- 3 - Reaction round - discussions and responses not allowed yet
- 4 - Amend & Clarify - proposer can amend based prior discussion
- 5 - Objection round - any reason proposal can cause harm



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6 - Integration if objection raised, facilitator leads open discussion
amend proposal avoid objection(s) and still address concerns proposer

Decision making at times of crises - Share the dilemma, trust the teams and the process as much as possible, think twice before resort top down decision making and don't act out of fear. Maybe engage third party counsel if required