

FREEDOM TO FLOURISH

A Manifesto For Flourishing At Work

We are taking a stand against the growing trend of reducing human beings to mere resources in the workplace. Instead, we uphold:

- Freedom and Flourishing
 - Purpose and Social Value
 - System Change
 - Growing Better Together
- over Control and Compliance
 - over Quarterly Budget Games
 - over Individual Appraisals
 - over Bonuses and Forced Rankings

While there can be value in some of the items on the right, we value the items on the left more.

11 Principles of Human-Centric Performance Management

- 1** Our overall priority is to **foster the flourishing of every colleague** by providing continuous and personalised support to cultivate individual and business excellence. 'Good people' and social value become the primary measures of selection and continuous progress.
- 2** We empower individuals with **the freedom to pursue meaningful and virtuous work**. We trust them to manage their own tasks and contribute to shared purpose.
- 3** We enable subsidiarity and connection. The most effective, responsible and creative performance emerges from **virtuous, self-directed teams**. Teams care for individuals, as individuals care for their teams.
- 4** We establish an environment that **encourages community and mutual development**, and fosters **ethical leadership**, to elevate organizational flourishing, all while respecting individual freedoms and nurturing personal growth.
- 5** We keep constant focus on **good organizational policies** to protect the freedom of individuals and teams. HR and leaders must engage in regular revisions to shape **the system conditions** for collective excellence.
- 6** Periodically, HR will invite the entire organization to discuss how to **improve excellence and social value**, embodying a commitment to collective flourishing and success.
- 7** **Goals** not only align individual and team ambitions with business purpose, but also protect personal growth and social value. Co-created among peers and integrated in community they foster mutual learning and innovation.
- 8** **Feedback** is a collaborative inquiry among equals to develop the context for shared success, involving all stakeholders. Individual development feedback is a separate, regular and mutual process owned by the learners. It's forward-looking and growth-oriented.
- 9** **Appraisals** encompass two key processes: Firstly, an on-demand evaluation addresses over- and under-performance, facilitating career progression or necessary action, designed to be contestable and bias-resistant. Secondly, an annual revision adapts jobs, structures, and decision-making to increasingly liberate and empower individual and cross-functional teams.
- 10** **Pay and Reward** are crucial for transformation: We stop bonuses and moderate excesses, instead fostering trust by paying above market rates and sharing profits fairly. We pay living wages and take care of basic needs. We award contribution to social value and common good.
- 11** **Learning and development** must take a holistic approach, nurturing individuals in their professional, civic, relational, and moral capacities. Facilitate professional communities and guided learning through apprenticeships.

● Overall ● Core Practices

Reaching Higher for Humanity



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