

<p style="text-align: center;"><u>Principle</u></p> <p style="text-align: center;">When Liberating Structures are part of everyday interactions, it is possible to:</p>	<p style="text-align: center;">Liberating Structures make it possible to:</p> <p style="text-align: center;">START or AMPLIFY these practices that address opportunities and challenges with much more input and support:</p>	<p style="text-align: center;">Liberating Structures make it possible to:</p> <p style="text-align: center;">STOP or REDUCE these “autopilot” practices that are encouraged by conventional microstructures:</p>
<p>1. Include and Unleash Everyone</p>	<p>Invite everyone touched by a challenge to share possible solutions or invent new approaches together. Actively reach across silos and levels, beyond the usual suspects.</p>	<p>Separate deciders from doers. Appoint a few to design an “elegant solution” and then tell all others to implement it after the fact. Force buy-in. Confront resistance with hours of PowerPoint presentations.</p>
<p>2. Practice Deep Respect for People and Local Solutions</p>	<p>Engage the people <i>doing the work</i> and familiar with the local context. Trust and unleash their collective expertise and inventiveness to solve complex challenges. Let go of the compulsion to control.</p>	<p>Import <i>best practices</i>, drive <i>buy-in</i>, or assume people need more training. Value experts and computer systems over local people and know-how.</p>
<p>3. Never Start Without a Clear Purpose</p>	<p>Dig deep for what is important and meaningful to you and to others. Use <i>Nine Whys</i> routinely. Take time to include everyone in crafting an unambiguous statement of the deepest need for your work.</p>	<p>Maintain ambiguity by using jargon. Substitute a safe short-term goal or cautious means-to-an-end statement for a deep need or a bold reason to exist. Impose your purpose on others.</p>
<p>4. Build Trust As You Go</p>	<p>Cultivate a trusting group climate where speaking the truth is valued and shared ownership is the goal. Sift ideas and make decisions using input from everyone. Practice “nothing about me without me.” Be a leader and a follower.</p>	<p>Over-help or overcontrol the work of others. Respond to ideas from others with cynicism, ridicule, criticism, or punishment. Praise and then just pretend to follow the ideas of others.</p>
<p>5. Learn by Failing Forward</p>	<p>Debrief every step. Make it safe to speak up. Discover positive variation. Include and unleash everyone as you innovate, including clients, customers, and suppliers. Take risks safely.</p>	<p>Focus on doing and deciding. Avoid difficult conversations and gloss over failures. Punish risk-takers when unknowable surprises pop up.</p>

6. Practice Self-Discovery Within a Group	Engage groups to the maximum degree in discovering solutions on their own. Increase diversity to spur creativity, broaden potential solutions, and enrich peer-to-peer learning. Encourage experiments on multiple tracks.	Impose solutions from the top. Let experts “educate” and tell people what to do. Assume that people resist change no matter what. Substitute laminated signs for conversation. Exclude frontline people from innovating and problem solving.
7. Amplify Freedom AND Responsibility	Specify minimum constraints and let go of overcontrol. Use the power of invitation. Value fast experiments over playing it safe. Track progress rigorously and feed back results to all. Expose and celebrate mistakes as sources of progress.	Allow people to work without structure, such as a clear purpose or minimum specifications. Let rules and procedures stifle initiative. Ignore the value of people’s understanding how their work affects one another. Keep frontline staff in the dark about performance data.
8. Emphasize Possibilities: Believe Before You See	Expose what is working well. Focus on what can be accomplished now with the imagination and materials at hand. Take the next steps that lead to creativity and renewal.	Focus on what’s wrong. Wait for all the barriers to come down or for ideal conditions to emerge. Work on changing <i>the whole system</i> all at once.
9. Invite Creative Destruction to Enable Innovation	Convene conversations about what is keeping people from working on the essence of their work. Remove the barriers even when it feels like heresy. Make it easy for people to deal with their fears.	Avoid or delay stopping the behaviors, practices, and policies that are revealed as barriers. Assume obstacles don’t matter or can’t be removed.
10. Engage in Seriously Playful Curiosity	Stir things up—with levity, paradoxical questions, and Improv—to spark a deep exploration of current practices and latent innovations. Make working together both demanding and inviting.	Keep it simple by deciding in advance what the solutions should be. Control all conversations. Ask only closed <i>yes</i> or <i>no</i> questions. Make working together feel like drudgery.