

“Mindset change has the most fundamental and far-reaching impact on organisational transformation.”



BROT FÜR ALLE
PAIN POUR LE PROCHAIN
PANE PER TUTTI



Christoph Ochsenbein

Finance & Administration

When I see our staff, I think of a flock of birds; no one visibly steers the flock and leadership is no longer an individual capacity, but a shared one.

The story I want to share

Our **pain point were endless and never-ending meetings at all levels.** The situation escalated at the management level, as staff wanted to consult with management on too many decisions. Meetings were overwhelmed by egos, and participants lacked the ability to act and courage to make decisions, so there were no results.

The main purpose of our transformation to an agile organisation was to **give employees back their ability to act and decide**, thereby transforming leadership from an individual to a shared model. Today we guide staff by looking at

jointly defined criteria of quality, not by giving them piecemeal tasks.

For HR that has led to a series of changes, the most important being:

- **People's portfolio is made up of roles**, not described in a function with strict terms of reference.
- The **flat organisational form** also contributes to agility.
- We thematise our agile philosophy in our **interviews**.
- We use the fact that we are an agile organisation for our **employer branding**.

Lessons learnt

- **Finding a suitable form for the previous appraisal interview was challenging. It took some time before we found it;** members of a circle give each other feedback on how each person fulfils their roles, and then every employee can also get feedback from someone outside their circle.
- We underestimated the **onboarding needed for people who were on extended leave during the transformation** (maternity leave, sabbatical). They came back to a completely different organisation without being providing the guidance required to make them feel at home again.

The ABC of Bfacracy (Holacracy at Bread for all)

- **Living organism** instead of rigid hierarchy
- **Changing roles** replaces fixed functions
- **Fewer meetings**, but more targeted
- **Suggestions for solutions** instead of criticism
- Benefits of **collective intelligence**
- **Self-responsibility** and error culture
- **No grassroots democracy**