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# WEROBOTICS

## HOLACRACY CONSTITUTION

## Our Purpose

We amplify the power of local expertise to multiply sustainable solutions for development, aid and climate, driven by local actors and supported by appropriate robotics technologies.

## Our dual-mission:

- Co-create a practical example of a new path and solution on how to responsibly and sustainably localize emerging technologies for the aid and development sectors. To co-create such a solution, we needed a specific technology focus that allows us to achieve this first part of our mission. We decided on drones, data and AI as our technology focus, as we have a strong passion for these technologies from a power-shifting perspective.
- Document our path and innumerable learnings and experiences extensively, to create a replicable model. And share our experiences and model with other organizations that want to push their localization and #shiftthepower power efforts a step further and/or try out a bottom-up and decentralized power approach to localization. On our journey, we have also learned that our model can be a fantastic fit for local social enterprises that want to scale their work to more geographies and take their work global.

## Our Definition of our “Holacracy-inspired” approach & this Constitution

Holacracy is a self-management organizational system that aims to distribute authority and decision-making throughout the organization, departing from traditional hierarchical structures. By providing clear roles and accountabilities and promoting regular meetings, Holacracy seeks to create an adaptive and dynamic workplace where team members are empowered to influence the organization’s direction.

This methodology contributes to our organizational development goals and is very appropriate for our our small and mighty team. By replacing traditional top-down management with a distributed approach, Holacracy seeks to enhance collaboration, increase efficiency, and enable organizations to rapidly respond to change, ultimately promoting a more flexible and resilient work environment.

Holacracy also has a number of drawbacks and limitations. For example, rigid adherence to Holacracy’s processes and rules might stifle creativity and innovation, or bear the risk of power struggles emerging within the organization, potentially undermining the intended principles of self-management and equality. For this reason and learning from other organizations’ experiences with Holacracy, we have decided to take a hybrid version or “Holacracy-inspired” approach more suitable to our unique circumstances. This means we create our own work environment that relies on key principles of Holacracy, like the circles, roles & accountabilities, and adapt it to our own needs and decentralized setup.

Key elements to our approach are continuous learning and improving our approach along the way. We use Holaspirit as a tool that allows us to map our approach. This map provides visibility of all the work and roles of our organization in a transparent way, allowing everyone to have access to the same level of information, beyond individual or own teamwork.

The constitution is a key element of our Holacracy-inspired approach. It is our written set of rules and principles that govern our structure, processes, and decision-making. The constitution plays a crucial role in providing a clear framework for how we operate and collaborate. It serves as the foundational document that defines the rules of the game and ensures that all of us are “on the same page” when it comes to the way we work.

## Our Holacracy Constitution

### Alignment with our purpose:

- We always remember who we serve
- We set ourselves goals according to our overall purpose
- We remember that many of our activities and tasks occur behind the scenes and are critical to achieving our purpose

### Trust:

- We trust our colleagues and are trustworthy
- We trust the process and have faith that each team member can get to where we collectively are going
- We believe in the team and are all in this together
- We are open to starting relationships anew, even if we had difficult experiences or failures in the past

### Accountability:

- We take responsibility for everything we are responsible for: the buck stops with you!
- We accept and take responsibility for our failures, knowing that this creates learning for the team and
- We are allowed to fail and openly share our mistakes as this creates learning for us and the team. We find a solution to avoid the same mistake/failure again and document it to have the organization benefit from the learning of failures.

### Reliability:

- We are aware that our own actions (or lack of actions) impact our colleagues, even if they seem minor to ourselves
- We proactively reach out to colleagues if we have updates that are impacting their work and remember that it is not up to them to send us reminders to do our part

### Creativity:

- We love creating and finding new ways to generate solutions
- We believe everything we do should be imbued with something special- we aim to surprise and delight in our work and relationships.
- We reach out to our colleagues to add other perspectives and ideas and collectively find the best solutions together
- We act boldly and fearlessly, propose disruptive ideas, and take calculated risks. This however doesn't mean we act with arrogance but rather that we realize that things need to change from a social justice perspective.

### Framework:

- We have "one source of truth" in Holaspirit and proactively update all information in/linked to Holaspirit (roles, accountabilities, Trello/Monday boards, GoogleDocuments and lists linked to accountabilities)
- We use the tactical meetings of each circle to address tensions and ambiguities and get the information we might miss
- We "make it work" and let each circle take ownership to create a fitting working environment for this circle.

### Excellence:

- We strive for excellence all the while accepting that perfection doesn't exist
- We maintain a consistent level of effort
- We invest in documenting feedback from others and our own learnings to continuously improve



## Our Holacracy Constitution

### Proactivity:

- We take ownership and make the attempt first
- We honor that holacracy is not about delegating and waiting that tasks and activities are delegated
- We create an enabling environment: When a flower doesn't bloom, we fix the environment in which it blooms, not the flower
- We speak up and we have and take the permission to include our ideas and perspectives at all times

### Collaboration values:

- Empathy: we understand others and what they do
- Inclusivity: we give equal opportunity
- Compassion: we are kind to each other and ourselves

### Team communication:

- We don't assume and we clarify assumptions and preconceived ideas: "if you ASSUME, you make an ASS of U and ME"
- We are tough on ideas and gentle on people: we give feedback in a factual and constructive manner
- We see feedback as a gift and are open to shift our own position with the new insights gained
- We are specific in our communication and use simple language and small words
- We share abundantly: it's better to "over communicate" than "under communicate"
- We encourage two way communication and give ourselves permission to debate

### Team work:

- We support each other and add to each others' success
- We are not shy to reach out and ask for help
- We celebrate team success and acknowledge team members' contributions
- "Thank you" goes a long way: saying thank you to each other for large and small things goes a long way. Expressing our gratitude is good for the soul and good for WeRobotics.

## Our Values

How we live them every day, in all we do, within our team, with Flying Labs and with all our external partners and supporters

### Walk the talk

**W** We believe in leading by example and living up to the principles we set. Authenticity and integrity are the cornerstones of all our actions, living our mission of shifting power with local experts in the pursuit of positive social impact.

### Empowerment

**E** We have a growth mindset and each team member and each Flying Labs has the authority, resources, and support they need to take initiative and make their own decisions. Our action is guided by collaboration and shared governance.

### Respect global diversity

**R** We cherish the uniqueness of individuals and their diverse backgrounds and cultures. We value different perspectives and experiences, and in doing so, we cultivate an inclusive and open-minded environment that enriches our collective creativity. Our work is stronger and smarter when informed by different perspectives.

### Open, equal, and safe space for collaboration

**O** We take great pride in fostering an environment where everyone feels comfortable sharing their thoughts and ideas openly. We value everyone's contribution and invite every voice into the dialogue. Through open sharing and collaboration, we multiply outcomes.

### Be kind

**B** Kindness is at the heart of who we are. We genuinely care for everyone we interact with, and we show empathy and compassion in our interactions. By being kind, we create a supportive and harmonious atmosphere where all feel appreciated and respected.

### Ownership and Accountability

**O** We strive for excellence while accepting that perfection doesn't exist. We decentralize decision making and take accountability for the quality and success of both the output and outcomes of our work, including failure.

### Trust

**T** We trust people and the process. We have each other's backs. We prioritize transparent communication and consistency in our actions to nurture a trusting environment. We know that we can rely on one another to deliver on commitments and accomplish our collective mission.

### Inclusion of all Voices

**I** We are committed to ensuring that all voices are heard and valued. As a learning organization, we actively seek diverse perspectives, question our biases and prejudices, and constantly improve our ways of being and doing, creating a strong sense of belonging for everyone we interact with.

### Co-Creation

**C** We consider everyone in collective decision making and develop ideas together. Together, we co-design solutions and make decisions to achieve our shared goals. By involving everyone, we harness collective intelligence, enabling us to tackle challenges and seize opportunities with creativity and effectiveness.

### Support

**S** We believe in lifting each other up, providing assistance, and celebrating our successes together. By offering unwavering support, we cultivate a tight-knit community that enables us and everyone we interact with to thrive. Sustainable impact happens through continuous learning in the service of others.