

## AT A GLANCE: THE LIBERATOR

**TYRANTS** create a tense environment, one that is full of stress and anxiety and that suppresses people's thinking and capability. People restrain themselves and work cautiously. Tyrants believe:

- Creating anxiety provokes creativity and a desire to do more.

**LIBERATORS** create an intense environment where people are encouraged to think for themselves and feel a deep obligation to do their best work. People take risks and offer their best thinking. Liberators believe:

- People have the ability to do hard things and do things well.
- Giving people choice and self-direction instills confidence and yields people's best thinking.

### *Three Practices of the Liberator:*

1. *Offer choice and space for others to contribute*—Invite people to choose their path, and then allow the space for them to explore it.
2. *Demand people's best work*—Hold high expectations and ask for people's best thinking, and in return benefit from the full effort of everyone.
3. *Generate rapid learning cycles*—Create a climate open to mistakes, which obliges people to learn quickly. They do this by regularly employing these techniques:
  - a. *Admit and share mistakes*: Make it safe to take risk and fail by sharing your experiences.
  - b. *Insist on learning from mistakes*: Stand ready to learn as much from each mistake as possible.

### *Becoming a Liberator:*

1. Dispense your ideas in small but intense doses using the *Play Fewer Chips Experiment*.
2. Label your opinions as "hard" or "soft" so your organization can distinguish when you are offering perspective versus a definitive point of view.
3. Take the *Make Space for Mistakes* or *Talk Up Your Mistakes Experiments* to generate rapid learning cycles.