

Introducing the Hoxby collective behaviours

Brave
New
World



Hoxby
collective behaviours

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Corporation

The Hoxby collective behaviours

Definition

Values: our shared values at Hoxby. **Collective behaviours:** the way we expect Hoxbies to behave.

What do we mean by the Hoxby collective behaviours?

Our collective behaviours are the ways that Hoxbies approach their work and operate more generally within the community, based on our shared values. Having a set of shared behaviours helps us to work together consistently and inclusively. This shared understanding improves our work and culture by empowering people, promoting equitable ideas, encouraging participation in projects and harnessing our collective intelligence.

Why are these important to Hoxby?

At Hoxby we strive to live in line with what we stand for. We exist to create a happier, more fulfilled society through a world of work without bias and to deliver refreshing work for clients, and our day-to-day actions need to align with that purpose. Hoxbies already have an implicit awareness of the standards we hold for ourselves, so now we're building on this to make it more explicit. The behaviours will impact everything from how we recruit Hoxbies to the way we deliver projects, helping us to bring together diverse teams of people who have a greater insight into their capabilities and how they might develop them – helping Hoxby and Hoxbies too.

Why are these important for you?

These behaviours should inspire you, help you reflect, and to stretch your awareness of how you might develop while you are a part of the Hoxby the community. They should help everyone to further strengthen their capabilities – both as Hoxbies and as independent freelancers.

In Hoxby we don't have leaders in the hierarchical sense; we believe that everyone can show leadership behaviours. We hope these ideas can help you reflect on what you might achieve in your self-leadership, be it big or small.



The Hoxby collective behaviours



#LoveWhatYouDo

- 1. BEING AUTHENTIC
- 2. MOTIVATING



#RespectTheWorkstyle

- 7. BUILDING RESILIENCE
- 8. SETTING BOUNDARIES



#HappierWorld

- 3. CREATING VISION AND PURPOSE
- 4. EMBRACING DIVERSITY



#PlayYourPart

- 9. TRUSTING
- 10. DRIVING OUTPUTS



#AlwaysImproving

- 5. EXPERIMENTING
- 6. CHALLENGING CONSTRUCTIVELY



#BetterTogether

- 11. COMMUNICATING
- 12. BUILDING TEAMS



BEING AUTHENTIC

You know what makes you who you are and you present your true self consistently in every interaction.

How do I do this?

You have the confidence to be comfortable with who you are (in your own skin) – refreshingly human and able to reveal your own vulnerabilities where appropriate, and share how you're feeling.

You have the independence to trust your own instincts, to stand apart and to offer your unique strengths and expertise to the community and clients.

Why is this important to Hoxby?

To fulfil our values, it is really important that Hoxbies feel able to be genuinely themselves at every interaction, whether that's on Slack, or a video call, or through comments in documents. This builds relationships and trust. And this is what our best clients value and what makes us a refreshing partner for them.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



#LoveWhatYouDo

MOTIVATING

You use emotional intelligence to get the best out of others. You provide positive and inspiring input, which gives others confidence in themselves and the shared goal.

How do I do this?

You convey your passion for what you do in a way that inspires others.

You are empathic, ask questions and really listen to understand what makes others tick.

This empowers the people you work with and makes them feel positive about working with you.

Why is this important to Hoxby?

As freelancers, and to deliver refreshing work in a timely way, it is critical that all Hoxbies understand how to inspire the best of themselves and others, both energising themselves and creating the energy for the whole team to deliver brilliantly together.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



CREATING VISION AND PURPOSE

You can define the critical path from here to there, relating each element to the bigger project and our vision of creating a happier world.

How do I do this?

You decide your priorities with absolute clarity, focusing on the way they link up with our overall goal and purpose.

You have a service mentality, keeping the end client (or the people you serve in the community) at the heart of decision making, and understanding that we can't fulfil our purpose without serving these brilliantly.

Why is this important to Hoxby?

To keep us all aligned, every Hoxby should be clear about the overall shared vision: to create a happier, more fulfilled society through a world of work without bias.

We should all be able to 'stress test' whether what we are doing is in the service of other Hoxbies, clients and the world at large. Being able to link back to our purpose, and cut through to the critical issues to move towards it, will better enable us to do the right thing.

Got a question about this behaviour? Ask in the [#collective_behaviours channel](#).



#HappierWorld

EMBRACING DIVERSITY

You appreciate that we deliver our best work through both the diversity of our thinking and the diversity of the people in our teams.

How do I do this?

You think broadly and creatively to make connections, reaching better answers through drawing on collective intelligence.

You seek out opportunities to invite a diverse set of people onto teams, demonstrating respect and welcoming different perspectives, while always being alert to your own personal biases.

Why is this important to Hoxby?

We stand for creating a world of work without bias and we must live this ourselves at every opportunity.

We believe diversity creates better work and that the collective intelligence of our incredible and diverse community is critical to our success.

Got a question about this behaviour? Ask in the [#collective_behaviours channel](#).



EXPERIMENTING

You embrace new approaches and take steps to put them in place.

How do I do this?

You create the conditions for innovation to flourish. You learn from past experience and take the initiative to revisit what has gone before, always looking for ways to improve.

You are comfortable with constant change, trying new things, and possibly failing, rather than standing still. This approach means often taking a calculated risk in order to try new things and drive progress.

Why is this important to Hoxby?

Our very existence is grounded in challenging what has gone before. We do this to create innovative solutions for ourselves and for our clients, as well as for society more generally.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



#AlwaysImproving

CHALLENGING CONSTRUCTIVELY

You find a positive way to voice disagreement and use this to harness collective intelligence.

How do I do this?

You welcome constructive debate and dialogue as a way to get to the right solution (not just the easy one). With this approach, you can take the conversation to new places. You have the courage to give and receive feedback even if this is uncomfortable.

Why is this important to Hoxby?

In order to work together to create the impact we want to in the world, we need the whole community to feel they can confidently speak up, disagree, challenge the status quo and work collectively to find better ways of doing things.

This will help Hoxby to move closer to a holacratic organisation that is not confined by traditional structure or pre-existing thinking.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



BUILDING RESILIENCE

You manage your emotions and energy levels well, finding the sources of resilience and positivity to help you maintain perspective and cope with any highs and lows on the journey.

How do I do this?

You keep a sense of perspective. You can find a constructive way forward, even in difficult situations, without giving up. You understand the impact of your actions and reactions on others.

You know that going it alone as a freelancer comes with challenges, so you build the right support around yourself and others.

Why is this important to Hoxby?

In any business, and especially a young business (as well as one where everyone is an independent freelancer) there are highs and lows. To deliver great work, have impact and look after each other, it is key that we know how to manage these as individuals and as a collective.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



#RespectTheWorkstyle

SETTING BOUNDARIES

You model workstyle working by being clear about expectations for yourself and others, helping to reinforce the Hoxby way of doing things.

How do I do this?

You set and respect your own workstyle (and broader needs), while also respecting the workstyles (and needs) of others. You communicate your workstyle clearly and manage expectations on any project in a timely fashion to ensure Hoxby can deliver brilliant work on time to our clients.

You are conscious of the workstyle you model to others. You show discipline in upholding your workstyle and in reinforcing the importance of workstyle when working with others.

Why is this important to Hoxby?

To fully commit to #workstyle, Hoxbies have to know how to set boundaries and how to manage their time, while contributing to projects and the community in general. This is critical to ensure that Hoxbies can deliver as promised, and also that they benefit from the central tenet of workstyle that Hoxby stands for.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



TRUSTING

You create an environment of trust through consistent trusting actions and seeing the best intentions of others.

How do I do this?

You see other people's positive intentions first, knowing we are all doing our best.

You create a space for autonomy through transparent, open delegation – you are willing to let go and trust people to get on with it.

Why is this important to Hoxby?

To work as an entirely remote team, and each in our own workstyles, we need to create an environment where everyone can build trusting relationships, and where we can be trusting in our words and actions. Assuming the best in others and extending trust is the anchor of our community and helps foster our culture as a collaborative team working together to have the impact we want to on the world.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



#PlayYourPart

DRIVING OUTPUTS

You are focused on outcomes, and are accountable. You deliver on your promises and do what you say you will.

How do I do this?

You hold yourself and others accountable for delivering results, for clients and for Hoxby.

You deliver against agreed outputs and persistently drive towards agreed outcomes.

You are commercially aware, and don't see talking about money as taboo. You drive results in a sustainable way while also maintaining awareness of the business reality and financial constraints.

Why is this important to Hoxby?

To deliver exceptional client work, and also change the world of work for the better, each of us needs to be accountable. We need to be commercially viable whilst working in a way that is aligned with our values, ensuring we can deliver in a sustainable, positive way.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



COMMUNICATING

You are proactive, explicit and unambiguous when communicating with others. You communicate beyond just functional/work responsibilities, so that you can build relationships.

How do I do this?

You work well across a range of modes of communication (over Slack, on video, in writing or face to face). Your communication style in these different situations is always friendly, clear, jargon-free, explicit and unambiguous. You are an active listener and can build rapport.

You tend to over-communicate, investing the time to deepen relationships so you are an active participant in the community rather than passive or bystander.

Why is this important to Hoxby?

To truly respect workstyles and live our vision, we need to centralise most communication through Slack and other tools that allow us to work asynchronously. This means it is critical that all Hoxbies are excellent at engaging written communication and understand the importance of fully and frequently sharing information through Slack and building relationships through this communication.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.



#BetterTogether

BUILDING TEAMS

You bring people together in the right way to enable a high performing and high functioning fully remote team to thrive.

How do I do this?

You build a great sense of team and community with the people around you, creating a strong sense of cohesion, enjoyment and pride in working together.

You recognise, showcase and nurture the unique talents of those around you.

Why is this important to Hoxby?

Collective intelligence and working well together underpins our delivery of refreshing work for our clients. This means that Hoxbies need to work together as high performing and high functioning teams to work together towards a shared goal.

Creating great teams also helps our community to feel supported and connected to one another.

Got a question about this behaviour? Ask in the [#collective_behaviours](#) channel.