THE

FREEDOM V OPERATING SYSTEM

BOOK TWO

Implementing the Self-Governing Organization: A 12-Month Plan

Hermann Eben

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Ordering Information: Special discounts are available for quantity purchases by corporations, associations, educators, and other organizations. For details, please contact the publisher at the address listed above.

U.S. trade bookstores and wholesalers: Please contact GR8 Solutions Group at +1 (432) 682-6823 or email heben@gr8grp.com.

First Printing: 2026
Paperback ISBN: 978-1-105-12131-9
ePUB ISBN:

V7-7-260903

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Introduction

This guide is the implementation companion to Book 1: *The Freedom V Operating System—Building the Self-Governing Organization That Every Leader Wants*. Book 1 covers the Freedom V model, the six critical values that give it character, boundaries, consequences, the two critical human elements, and the organizational results the culture produces when built well.

This guide translates that framework into a working plan: a clear project ticket, a defined destination, a personal accountability form, a scorecard, a sequenced 12-month rollout, and the reference material leaders need to build the culture with confidence.

The rollout will reveal what the framework cannot teach in the abstract—the behavioral gaps every leader discovers only by building. Book 3 supports that work, and it is most useful when read alongside a rollout already in motion rather than before one begins.

The examples throughout this guide are drawn from an actual Freedom V implementation. They are included not as templates to be copied but as illustrations of what the structural principle looks like in practice. Every organization will adapt the specifics. The framework does not change.

The timing of the Pre-Launch and 12-Month Rollout Plan is a suggested schedule, not a prerequisite. The quarterly structure is designed for a typical small to mid-size organization beginning from scratch, and the three-metric-per-quarter phasing reflects the sequence in which the structure can realistically produce meaningful data.

Your organization may move faster in some areas and slower in others. That is expected. What is not adjustable is the content—the boundaries, the consequences, the Stop-START behaviors, the Scorecard, and the Meeting Rhythm are all critical regardless of the timeline you use. Compress the schedule if your organization is ready. Extend it if the structure needs more time to take hold. But don't skip any element, because most are interrelated.

The Freedom V culture is not built by completing a timeline.
It is built by completing the work.

Before You Begin

This guide assumes your organization has completed the foundational work described in Module 2 of The Clarity Engine: Purpose, Core Values, Leader Behaviors, Brand Promise, and Strategy. Those elements are the ingredients that the Freedom V structure processes. If that foundational work is incomplete, complete it before beginning this guide. A brief summary of Module 2 appears in the Appendix.

One statement should be communicated to every person in the organization before the rollout begins:

"At [Organization Name], self-governance earns responsible freedom."

That statement is not a slogan. It is the structural promise. It should appear in onboarding, performance conversations, team meetings, and every context where the Freedom V is discussed.

Tools and Forms

An Excel workbook (*ClarityEngineOrganizer.xlsx*) for The Clarity Engine—our Strategy and Execution system—includes useful forms you can apply to your Freedom V implementation. Any reference to a worksheet in the Excel workbook will be italicized.

See the Appendix (Access to the Clarity Engine Organizer) for instructions on how to download it. All referenced worksheets are from that workbook.

How to Use the Metrics

This guide presents a priority ranking of 9 essential metrics and a list of 45 additional metrics, organized into three categories—Structural, Developmental, and Cultural. The 9 show that they are not equally urgent, and you are not meant to track all of them at once. Understanding how they work together is more important than tracking more of them.

This guide classifies every metric as either a leading indicator or a lagging indicator. The distinction matters more than any individual metric.

Leading indicators show whether the structure is being built correctly before results arrive. They are behavioral and observational.

They move early—within 30 to 60 days of genuine structural change—and they tell you whether the Freedom V is taking hold before any output metric confirms it. A leader watching only for results will miss these signals and may abandon the framework just as it begins to work.

Lagging indicators confirm that the structure worked. They arrive later—typically 6 to 18 months into a sustained build—and reflect the cumulative effect of a structure that has demanded the right behavior long enough for that demand to compound. They are the results most leaders already track. The problem is that without leading indicators, there is no early signal that those results are coming.

Both categories matter. Leading indicators without lagging ones produce a culture that feels good but does not perform. Lagging indicators without leading ones produce a leader who cannot diagnose why performance is improving or not.

The 9 Essential Metrics Are All Leading—Intentionally

The 9 essential metrics in Step 4 are all leading indicators. That is not an oversight. They are designed for the first 90 days of implementation and the practical realities of a small- to mid-size organization. Lagging indicators do not move in that window. Including them in the essential 9 would give leaders nothing actionable early on and could cause premature abandonment of the framework when the numbers do not move, which they will not, yet, because the structure has not had time to compound.

The 9 are the right starting point. They are not meant to be the permanent dashboard.

When to Add Lagging Indicators

The risk is not the absence of lagging indicators in the 9—it is whether leaders ever add them. A leader who tracks only the 9 indefinitely will always know whether the structure is being built, but will never confirm that it actually worked. The leading indicators told you to stay the course. The lagging indicators tell you whether the course was right.

At the six-month mark, begin layering in lagging indicators. The three most practical starting points are Revenue per Employee, % of Individual BIG 3 Goals Achieved On or Before Due Date, and Leader Absence Stability. All three are relatively easy to administer, directly tied

to what the leading indicators are designed to produce, and meaningful enough to confirm that the structure is working—not just being built.

The full list of 54 metrics—37 leading and 17 lagging—is in Reference A. Apply the Vital Few principle: select the metrics most relevant to your current rollout stage, and resist the temptation to track everything. More metrics do not produce a better culture. The right metrics, tracked honestly and acted on consistently, do.

What the Metrics Are Measuring

The metrics measure whether the Freedom V culture is developing. The elements below are what build it. Every one of them is required. None is optional regardless of the timeline your organization uses.

Boundaries and Consequences are the foundation. Shared standards define the space inside the V—the responsible freedom every person is entitled to exercise. Consequences are what wait outside them. Both must be written, communicated, and acknowledged before Quarter 1 begins. A boundary that has not been communicated is not a boundary. A consequence not designed cannot be applied consistently.

The Boundary and Consequence Matrix translates shared standards into role-specific guidance that everyone can read and apply to daily decisions without needing interpretation. One table per responsibility level, built during Pre-Launch, and validated with the people in those roles before Quarter 1 begins.

Stop-START Leader Behaviors are the leader's personal commitment to the culture. Each leader identifies the specific behaviors they will stop and the specific behaviors that will replace them—no more than three per quarter, aligned to that quarter's metrics, and communicated to the team at the start of each quarter. The START behavior is the commitment. The STOP is simply the behavior it replaces.

The Scorecard tracks progress toward THERE across all nine essential metrics. The Implementation Team reviews it quarterly in a peer-review format—not privately by individual leaders. The peer review is the integrity mechanism that makes the Scorecard honest. A grade completed alone is a story. A grade completed in a room with people who observed the same reality is a measurement.

The Meeting Rhythm is the assessment engine that keeps every other element under consistent review. Without a structured meeting cadence tied to THERE, HERE, and PATH, the rollout produces activity without accountability. The annual, quarterly, monthly, weekly, and daily meetings each serve a distinct purpose and cover a distinct time horizon. All are structured around the same three questions: What is our THERE? What does HERE look like now? What PATH actions do we take next?

The Communications Plan helps the organization learn what is changing, why it is changing, and what it will look like when it arrives. Developed in Pre-Launch, executed throughout the year, and calibrated to the three groups the Project Opinion Survey identifies: those who resist, those who are undecided, and those who adopt early. Each group needs a different message at a different time. A single announcement to all three is not a Communications Plan.

Freedom V Implementation Checklist

Before the rollout begins, thirty actions must be complete. Not in progress. Not planned. Complete. The Pre-Launch is where you build the structure—boundaries written, consequences designed, behaviors committed to, metrics baselined, and the plan signed. Quarter 1 does not begin with an announcement. It begins with everything on this list already done.

PRE-LAUNCH—Before Quarter 1 Begins		
S1	Executive Team has read Book 1	☐
S1	Executive Team is committed to holding each other accountable	☐
S1	Freedom V Rollout is confirmed as a Vital Few Project with dedicated resources and protected time on the calendar	☐
S1	Every executive can explain the Freedom V clearly and consistently	☐
S1	Every executive has documented and communicated their Stop-START behaviors	☐
S2	Executive Sponsor, Project Requester, and Project leader identified and confirmed	☐
S2	Primary THERE KPI documented on the Project Ticket	☐
S2	Non-negotiable requirements stated on the Project Ticket	☐
S2	Freedom V Project Ticket reviewed and signed by the project sponsor, requester, and leader	☐
S3	Implementation Team selected using the four-quadrant framework	☐
S3	Implementation Team has a clear Project Ticket, a confirmed meeting rhythm, and a clear accountability structure	☐

PRE-LAUNCH—Before Quarter 1 Begins		
S3	Every Implementation Team member has read Book 1	☐
S3	Project Opinion Survey administered to the organization	☐
S3	Resistance profile (30-50-20) developed, and audience-specific messaging drafted	☐
S3	Communications Plan written and approved	☐
S3	Initial announcement approved by the executive sponsor	☐
S3	Implementation Team members completed their own Stop-START behaviors on the Personal Accountability Form	☐
S4	Success Definition written in observable, measurable terms	☐
S4	Nine essential metrics phased across Q1–Q3 on the Scorecard THERE columns	☐
S4	Scorecard THERE targets communicated to full leadership team	☐
S5	Scorecard HERE baseline completed for Q1 metrics (minimum) or all nine	☐
S5	Structures Chart completed for eight of nine elements with mitigations documented	☐
S5	Project Opinion Survey profile documented	☐
S5	Self-Governance Distribution map completed for the entire organization	☐
S5	Structures Chart completed **again** for all nine elements with mitigations documented	☐
S6	Boundary categories determined for all roles and responsibilities	☐
S6	Boundary and Consequence Matrix validated for all levels	☐
S6	Consequence structure communicated alongside boundaries to every person	☐
S6	All leaders documented Q1 Stop-START behaviors (max 3)	☐
S6	All leaders communicated Q1 Stop-START behaviors to their team	☐
S6	All members documented Q1 Stop-START behaviors to their peers	☐
S6	All members completed a Personal Accountability Form	☐
S6	Scorecard owner assigned for Q1	☐
S6	Quarterly review calendar set for all four quarters	☐
S6	Meeting Rhythm is scheduled and owned for the full year	☐
S6	Initial announcement delivered organization-wide	☐