### Change in leadership

**Governance & transparency**

1. **Values** – Bind people to a common cause, not to a central plan
2. **Governance** – Govern through shared values and sound judgement, not detailed rules and regulations
3. **Transparency** – Make information open and transparent, don’t restrict and control it

**Accountable teams**

4. **Teams** - Organize around a seamless network of accountable teams, not around centralized functions
5. **Trust** – Trust teams to regulate and improve their performance; don’t micro-manage them
6. **Accountability** – Base accountability on holistic criteria and peer reviews; not on hierarchical relationships

### Change in processes

**Goals & rewards**

7. **Goals** – Set ambitious medium-term goals; not short-term fixed targets
8. **Rewards** – Base rewards on relative performance; not on meeting fixed targets

**Planning & Controls**

9. **Planning** - Make planning a continuous and inclusive process, not a top-down annual event
10. **Coordination** - Coordinate interactions dynamically, not through annual budgets and planning cycles
11. **Resources** - Make resources available as needed, not through annual budget allocations
12. **Controls** - Base controls on fast, frequent feedback; not on budget variances

Source: *The Leader’s Dilemma*, Hope, Bunce, and Röösli (2011, John Wiley & Sons)