

THRIVABLE INSIGHTS FROM THE THRIVABILITY MATTERS WEBINAR

Hi, passionate thrivability enthusiast. We live in unprecedented times. The numbers prove that climate change is here to stay. Social injustices corrupt the very fabric of our society, and misinformation and false narratives clog our devices through mainstream and social media. It's important to have reliable information from people who stand to gain nothing from sharing it with you. A person's agenda defines their motivation. THRIVE's agenda is to assist others to build a thrivable future, while our passionate volunteers walk the talk to deliver an authenticity that is difficult to find elsewhere.

Every month, THRIVE delivers a knowledge-filled [webinar](#), straight to your screens, providing statistics, facts, tips, tricks, and hints on how we can solve the problems our world faces everyday, from new innovations and discoveries, to the actions that people and communities take every day to make our world just a little more thrivable.

Each month, a particular solution is unpacked, disseminated, and investigated, to see how it applies to us and how we can play as a global team, on the playing field of Earth, to reach these goals. It isn't enough for us to sit passively by and let governments and businesses make our decisions for us. After all, their motivation is driven by their agenda. What does that mean for us?

Our aim is to arm you with the knowledge to change from being simply sustainable to terrifically thrivable. Therefore, I'd like to introduce you to Nick Takavadii. He was an esteemed guest for the January 2025 Thrivability Matters Webinar, who spoke to us as part of the *SDG4 & SDG8 - Quality Education & Decent Work & Economic Growth // Discoveries* theme. Nick's focus was on motivating the creation of collaborative workspaces which act toward a flourishing world. The thrivable insights

that follow are his precious pearls of wisdom that he generously shared with us during the Q&A session that follows every webinar.

INTRODUCING NICK TAKAVADII



Nick Takavadii is a Participatory Leadership and Collaboration Enthusiast.

He is a member, director and co-owner of Percolab Coop, a social enterprise that develops and shares new ways of working, governing and learning in service of a sustainable and peaceful future.

Q & A

What are some challenges in maintaining accountability and clarity of roles in a horizontal leadership structure?

Role functioning in horizontal leadership is not the same as the job profile functioning which is prevalent in hierarchical systems. When roles are not co-created and accountabilities are not transparently defined and shared in an agile iterative manner,

the risk of misalignment and failure rises.

There is also the inherent hierarchical paradigm risk of conflating blame with accountability. The horizontal structure is not a free-for-all, with everyone doing whatever they want. It is an alternative to the command and control accountability system and does not allocate blame from above.

Roles are clearly stewarded by someone at any one point and they are not owned by the individual, and additionally, roles rotate.

The greatest challenge with moving to a horizontal structure comes from the hierarchical “immune system” kicking in and people reverting to the familiar hierarchical ways at the earliest challenge or discomfort of unlearning and learning new ways of working.

It is not enough to desire or declare that you are practicing horizontal leadership. Just like any physical skill or art, It takes repeated practice collectively and individually, trying out new practices within a supportive learning and practice environment for everyone to move from hierarchical to horizontal ways of working and being.



Do you believe that the style of leadership has changed from pre-COVID to post-COVID? If so, how?

COVID forced organisations to review their theory of work and allow people to work from home. Working from home does not automatically make an organisation horizontal, although adopting horizontal practices makes working remotely smoother.

Notably, organisations that were used to working in hierarchical structures without giving full autonomy to the team members are the ones that have struggled to come to terms with the changes and are now forcing workers back into the office.

In one of your slides, you mentioned tools and resources for collaboration.

In your opinion, what tools/resources are best used to resolve workplace conflicts, and how can they be best used?

Tools alone do not always resolve negative workplace conflicts.

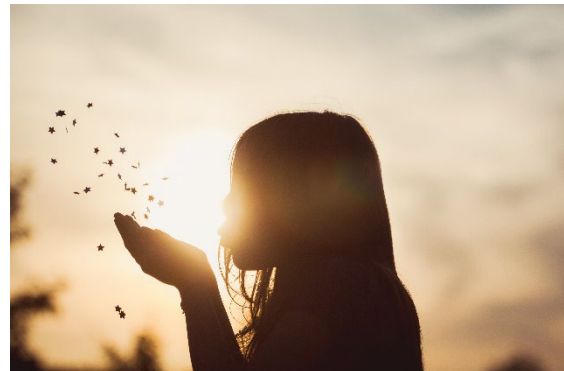
Having a shared purpose, full autonomy for everyone, transparency, appropriate situational decision-making processes, and meeting formats that allow for joyful and collective forward movement lead to healthy horizontal work relationships.

Instead, collaborative tools and resources are more useful for building [psychological safety](#) and the organisational muscles needed for relating and navigating through conflict. They help us view conflict as an opportunity to improve our collaborative abilities

and live better together.

Percolab Coop's Horizontal Leadership practice offerings include the [Conflict Café \(La Chicanerie\)](#), a restaurant for fostering healthy relationships through various activities. Items that sometimes feature on the Conflict Café Menu are the [Listen For...](#) card game, [Talking Circles](#), Collaboration Matrix, Trigger Log, and many more. The consent-based decision-making method known as [Generative Decision Making](#) method is one way of preventing and resolving conflicts.

Samantha Slade's 2019 book, [Going Horizontal](#), offers many practical tools and easily accessible practices for all who are seeking to walk their talk and go horizontal.



You mentioned the importance of transformative learning. With your permission, may I ask how it has helped you in your life journey? You may discuss any situation if you'd like to help us understand better.

Transformative learning is not a matter of incrementally filling empty vessels and learning to pass exams. Most transformative learning happens through exposure to experiences, stories, environments, and new information that triggers

serendipity. Sometimes this happens naturally, but we can create situations and practices that act as catalysts for transformative learning.

Most of my early schooling and leadership learning was an aspiration to the typical view of a hero leader. I sought mentors who were in themselves and in my eyes powerful and successful. The leadership and management armour I sought was riddled with mechanistic metaphors and language including 'up the ladder', reporting lines and subordinates, functional silos, performance appraisal 'rain dances', decision making authority and the power to punish and blame others. Power and control held everything together. I struggled in this heavy leadership armour as it was not naturally aligned with my disposition. I wanted to be authentic, to be the same person to others as I am to myself.

But in 2006, I stumbled upon the Art of Participatory Leadership when my dance company team was hosted by Maaian Knuth, an Art of Hosting practitioner. This exposure and experience opened my eyes, and I began to see leadership in a different light.

The discovery led me years later to join Percolab Coop where ongoing creation tools, practices, and experiences for transformative learning and collaboration is part of what we do for ourselves. We also share these tools and ways of working with the courageous teams and organisations we work with.

What are the barriers businesses face when transitioning to a conscious economy, and how can they overcome these?

The greatest barrier is lack of Transparency, which happens to be one of the [7 domains of practice](#) discussed in the book I highlighted earlier, *Going Horizontal*. There is too much mistrust and unnecessary secrecy in our organisations.



When teaching about holistic approaches to different age groups, do you use distinct methods for each group, or is there a core approach that you adapt based on specific needs?

Most of our methods can be tailored for any age group. Responding to needs and tailoring methods to contexts is always essential when working in complexity.

We use the [Groundwork Framework](#) to design client engagements to ensure they are relevant to their age groups; after all, the quality of the harvest is determined by the quality of the soil.



If you found value in this webinar, and loved it as much as we did, please register for our next exciting webinar at thrivabilitymatters.online.

We can't wait to see you there. Keep on thriving!

*Thank
You*

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