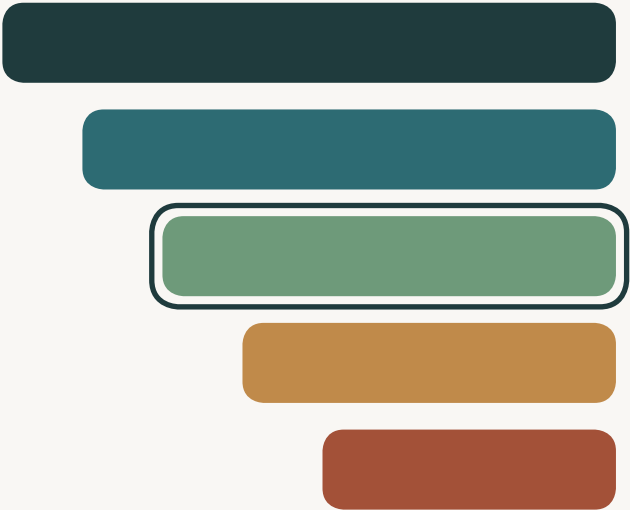


Liberty Mind

Freedom with Structure Score



FREEDOM WITH STRUCTURE SCORE · TEAM SCORE REPORT

How Brightwater Studio really works

Autumn 2026 · 1 September 2026 – 15 September 2026

TOOK PART

12 of 14

RESPONSE RATE

86%

INSTRUMENT

v1

REPORT

Standard

Confidential

Built only from the combined answers of at least 5 people. No individual's answers appear anywhere in this report, and comments have been themed with names and identifying details removed.

How to read this report

Everyone answered the same 40 statements on a five-point scale from Strongly disagree to Strongly agree. We turn each answer into a score from 0 to 100, so 50 means “neither” and 75 means “agree” on average. Statements written the other way round are flipped, so a higher score always means more ready. “Don’t know” answers are left out, not counted as neutral.

THE FIVE BANDS



The bands start above the midpoint on purpose: people tend to agree with statements, so a score of 70 or more is where a team is genuinely running much of the show.

What we show

Combined scores for the eight dimensions and 40 statements, how aligned people are, themes from comments, and how your own predictions compare with your team’s answers.

What we hold back

Anything based on fewer than 5 answers, comment themes with fewer than 3 people behind them, and anyone’s individual answers. Always.

This report is in standard mode

With 10 or more people we can show how answers split on each statement, how spread out views are, and short, reworded quotes from comments.

The Freedom with Structure Score is a conversation-starter, not a verdict. It reflects how the people who took part saw things when they answered. It is not a clinical, psychological or psychometric assessment, has not yet been independently validated, and must not be used to make decisions about any individual’s employment, performance or pay.

EXECUTIVE SUMMARY

58 /100

■ Band 3 of 5

Breaking Free

Real autonomy, in pockets.

**Strengths to protect**

Purpose & alignment (79) and Ownership & initiative (73).

Fix first

Information & transparency (41), then Leadership & letting go (44).

Your blind spots

You rated Decision-making & authority 21 points and Leadership & letting go 31 points higher than your team did. Hidden strengths: Role clarity & accountability and Ownership & initiative.

Alignment

Views are split on Information & transparency: some people see it very differently from others.

You're genuinely on your way. Some people and teams are making real decisions and owning the outcomes, but it's uneven and it can wobble under pressure. The risk now is stalling halfway: enough freedom to create confusion, not enough structure to make it work. This is where "freedom with structure" earns its keep: agreed ways to decide, clear roles, and a regular rhythm for dealing with tensions before they fester.

ACTION, OWNERSHIP, INNOVATION

ACTION

49 Permission-Led

Decisions stuck waiting for approval

OWNERSHIP

63 Breaking Free

Everyone waits to be told

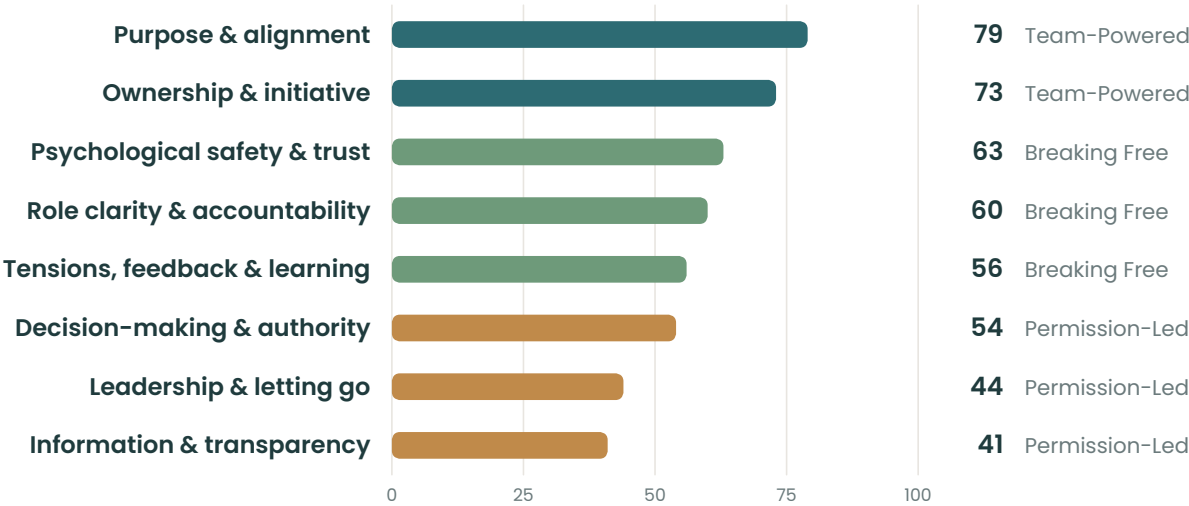
INNOVATION

65 Breaking Free

So much more we could be doing

The eight dimensions

Sorted from strongest to weakest. Each bar is the average of everyone’s score for that dimension; the colour is its band.



THE SAME NUMBERS AS A TABLE

Dimension	Label	Score	Band	Alignment
Purpose & alignment	Know your north star	79	Team-Powered	Aligned
Ownership & initiative	Ready to run with it	73	Team-Powered	Aligned
Psychological safety & trust	Safe to speak, safe to fail	63	Breaking Free	Mixed views
Role clarity & accountability	Clear roles, clear calls	60	Breaking Free	Aligned
Tensions, feedback & learning	Tension is fuel	56	Breaking Free	Mixed views
Decision-making & authority	Decisions without the bottlen...	54	Permission-Led	Aligned
Leadership & letting go	From commander to coach	44	Permission-Led	Mixed views
Information & transparency	Open books, open minds	41	Permission-Led	Split

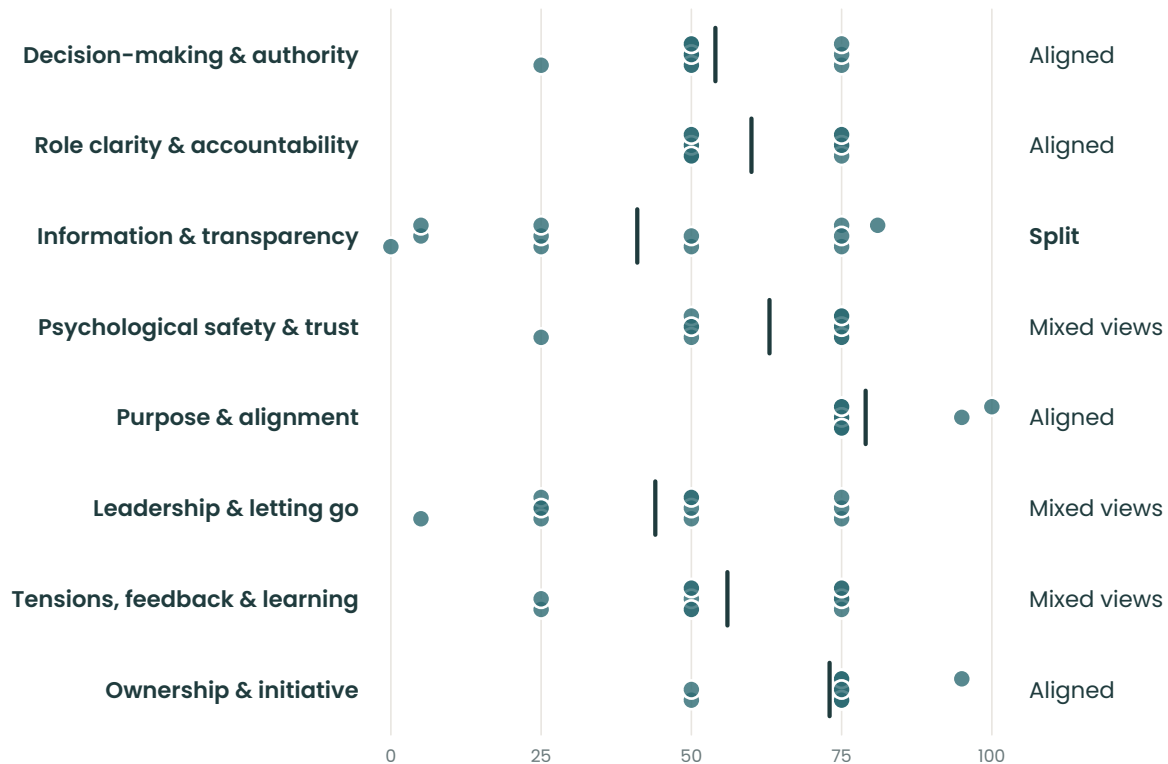
All 40 statements

Cells coloured by band; the gap is tinted at ± 10 or more. A dash means fewer than 5 answers, so the number is held back. (R) marks a statement written the other way round; its score is already flipped.

	Team	You	Gap
Decision-making & authority			
I can make decisions about my own work without asking for permission.	54	75	+21
In my team, decisions are made by the people closest to the work.	67	75	+8
In my team, even small decisions have to wait for a manager's approval. (R)	42	75	+33
Before making a decision that affects others, people in my team ask those affected for their input.	54	75	+21
My team can change the way we work without waiting for sign-off from the top.	54	75	+21
Role clarity & accountability			
I know exactly what I am responsible for.	60	50	-10
I know which decisions are mine to make.	48	50	+2
In my team, it is clear who to go to for each area of our work.	73	50	-23
In my team, work often falls through the gaps because nobody is sure who owns it. (R)	60	50	-10
People in my team follow through on what they say they will do.	60	50	-10
Information & transparency			
I can easily get the information I need to make good decisions in my work.	40	50	+10
I understand how our organisation is doing financially.	25	50	+25
Our leaders share bad news as openly as good news.	40	50	+10
In our organisation, important information stays within a small circle of people. (R)	40	50	+10
I understand how the decisions that affect me were reached.	52	50	-2
Psychological safety & trust			
I can disagree with someone more senior than me without worrying about the consequences.	63	75	+12
When I get something wrong, I feel able to say so openly.	75	75	0
In my team, people keep their real opinions to themselves in meetings. (R)	50	75	+25
I trust my colleagues to do the right thing when no one is checking.	63	75	+12
I can be myself at work without putting on an act.	63	75	+12
Purpose & alignment			
I understand why our organisation exists, beyond making money.	79	75	-4
I can see how my work contributes to our purpose.	79	75	-4
Our values guide how decisions are actually made here.	67	75	+8
In my team, it often feels like people are pulling in different directions. (R)	79	75	-4
The work I do feels meaningful to me.	90	75	-15
Leadership & letting go			
Our leaders trust people to get on with their work without checking up on them.	44	75	+31
When I take a problem to a leader, they help me think it through rather than just giving me the answer.	56	75	+19
Our leaders often overrule decisions that others have already made. (R)	33	75	+42
Our leaders ask for feedback on how they lead.	43	75	+32
Our leaders are genuinely willing to share power with the team.	44	75	+31
Tensions, feedback & learning			
In my team, when something isn't working, we deal with it quickly.	56	50	-6
People in my team give each other honest feedback.	69	50	-19
In my team, we avoid talking about disagreements. (R)	56	50	-6
My team tries out new ideas on a small scale before committing to them.	44	50	+6
My team regularly takes time to reflect on what we could do better.	56	50	-6
Ownership & initiative			
I take the initiative to fix problems I notice, even outside my own role.	73	50	-23
I feel ready to take on more responsibility for decisions in my area.	83	50	-33
I have the skills I need to make good decisions on my own.	73	50	-23
I prefer to be told exactly what to do at work. (R)	60	50	-10
When I make a decision, I take responsibility for how it turns out.	73	50	-23

How aligned are people?

Each dot is one person's score for that dimension; the dark line is the average. Dots are unlabelled and shuffled, so nobody can be picked out. Tight clusters mean people see it the same way; a wide spread is worth talking about.



Aligned

A spread of 15 points or less.

Mixed views

A spread of 15 to 25 points.

Split

A spread of more than 25 points.

Shown because 12 people answered. Reports for 5 to 9 people show the label only.

You and your team

Before launch you predicted how a typical team member would answer. Where your prediction runs 15 or more points higher than your team’s answers, that’s a blind spot. Where your team rates something higher than you expected, that’s a hidden strength.



THE FIVE BIGGEST DIFFERENCES

Statement	Team	You	Gap
Our leaders often overrule decisions that others have already made.	33	75	+42
In my team, even small decisions have to wait for a manager's approval.	42	75	+33
I feel ready to take on more responsibility for decisions in my area.	83	50	-33
Our leaders ask for feedback on how they lead.	43	75	+32
Our leaders trust people to get on with their work without checking up on them.	44	75	+31

This page appears only in reports for the account owner, co-admins and the Debrief consultant. It’s left out of the team playback kit unless the owner chooses to include it.

Decision-making & authority

Decisions without the bottleneck

54 Permission-Led

LOW LOOKS LIKE

Queues for sign-off; the founder is the default decider.

HIGH LOOKS LIKE

Decisions made where the work is, with advice from those affected.

People can decide, as long as they check first.

Statement	Score	Disagree · Neutral · Agree
I can make decisions about my own work without asking for permission.	54	8% · 67% · 25%
In my team, decisions are made by the people closest to the work.	67	0% · 42% · 58%
In my team, even small decisions have to wait for a manager's approval. (R)	42	42% · 42% · 17%
Before making a decision that affects others, people in my team ask those affected for their input.	54	8% · 67% · 25%
My team can change the way we work without waiting for sign-off from the top.	54	8% · 67% · 25%

Role clarity & accountability

Clear roles, clear calls

60 Breaking Free

LOW LOOKS LIKE

"I thought you were doing that"; work falls through gaps.

HIGH LOOKS LIKE

Everyone knows their roles, their decision rights and who owns what.

Clear in places, fuzzy where teams meet.

Statement	Score	Disagree · Neutral · Agree
I know exactly what I am responsible for.	60	0% · 58% · 42%
I know which decisions are mine to make.	48	25% · 58% · 17%
In my team, it is clear who to go to for each area of our work.	73	0% · 33% · 67%
In my team, work often falls through the gaps because nobody is sure who owns it. (R)	60	0% · 58% · 42%
People in my team follow through on what they say they will do.	60	0% · 58% · 42%

Information & transparency

Open books, open minds

41 Permission-Led

LOW LOOKS LIKE

Numbers and news held by a few people; decisions arrive unexplained.

HIGH LOOKS LIKE

Open numbers, open bad news, visible reasoning.

Some things are shared. The things that matter, less so.

Statement	Score	Disagree · Neutral · Agree
I can easily get the information I need to make good decisions in my work.	40	50% · 17% · 33%
I understand how our organisation is doing financially.	25	70% · 20% · 10% · 17% DK
Our leaders share bad news as openly as good news.	40	50% · 17% · 33%
In our organisation, important information stays within a small circle of people. (R)	40	50% · 17% · 33%
I understand how the decisions that affect me were reached.	52	42% · 17% · 42%

WHAT PEOPLE SAID

• Little visibility of the numbers · 6 people · negative

Psychological safety & trust

Safe to speak, safe to fail

63 Breaking Free

LOW LOOKS LIKE

Nodding in meetings, real talk in the kitchen afterwards.

HIGH LOOKS LIKE

Disagreement upwards is normal; mistakes are named early.

Safe with some people, not with others.

Statement	Score	Disagree · Neutral · Agree
I can disagree with someone more senior than me without worrying about the consequences.	63	8% · 33% · 58%
When I get something wrong, I feel able to say so openly.	75	0% · 25% · 75%
In my team, people keep their real opinions to themselves in meetings. (R)	50	25% · 42% · 33%
I trust my colleagues to do the right thing when no one is checking.	63	8% · 33% · 58%
I can be myself at work without putting on an act.	63	8% · 33% · 58%

WHAT PEOPLE SAID

• Easier to speak up in smaller groups · 3 people · mixed

Purpose & alignment

Know your north star

79 Team-Powered

LOW LOOKS LIKE

Busy but directionless; values on the wall only.

HIGH LOOKS LIKE

People can explain the "why" and use it to decide.

People know the why, and use it.

Statement	Score	Disagree · Neutral · Agree
I understand why our organisation exists, beyond making money.	79	0% · 0% · 100%
I can see how my work contributes to our purpose.	79	0% · 0% · 100%
Our values guide how decisions are actually made here.	67	0% · 42% · 58%
In my team, it often feels like people are pulling in different directions. (R)	79	0% · 0% · 100%
The work I do feels meaningful to me.	90	0% · 0% · 100%

WHAT PEOPLE SAID

• Proud of the work and why we do it · 4 people · positive

Leadership & letting go

From commander to coach

44 Permission-Led

LOW LOOKS LIKE

Checking up, overruling, answer-giving.

HIGH LOOKS LIKE

Coaching, trusting, asking for feedback on their own leadership.

Letting go, then grabbing back.

Statement	Score	Disagree · Neutral · Agree
Our leaders trust people to get on with their work without checking up on them.	44	42% · 33% · 25%
When I take a problem to a leader, they help me think it through rather than just giving me the answer.	56	25% · 33% · 42%
Our leaders often overrule decisions that others have already made. (R)	33	58% · 25% · 17%
Our leaders ask for feedback on how they lead.	43	45% · 27% · 27% · 8% DK
Our leaders are genuinely willing to share power with the team.	44	42% · 33% · 25%

WHAT PEOPLE SAID

• Agreed decisions get reopened · 5 people · negative
• Leaders are starting to step back · 3 people · mixed

Tensions, feedback & learning

Tension is fuel

56 Breaking Free

LOW LOOKS LIKE

Issues fester; disagreements are avoided; plans are fixed.

HIGH LOOKS LIKE

Tensions surfaced and processed fast; small experiments; regular retros.

Tensions surface, but not always fast.

Statement	Score	Disagree · Neutral · Agree
In my team, when something isn't working, we deal with it quickly.	56	17% · 42% · 42%
People in my team give each other honest feedback.	69	8% · 33% · 58%
In my team, we avoid talking about disagreements. (R)	56	17% · 42% · 42%
My team tries out new ideas on a small scale before committing to them.	44	33% · 50% · 17%
My team regularly takes time to reflect on what we could do better.	56	17% · 42% · 42%

Ownership & initiative

Ready to run with it

73 Team-Powered

LOW LOOKS LIKE

"Just tell me what to do."

HIGH LOOKS LIKE

People step up, own the outcome and want more responsibility.

People step up and own the outcome.

Statement	Score	Disagree · Neutral · Agree
I take the initiative to fix problems I notice, even outside my own role.	73	0% · 17% · 83%
I feel ready to take on more responsibility for decisions in my area.	83	0% · 8% · 92%
I have the skills I need to make good decisions on my own.	73	0% · 17% · 83%
I prefer to be told exactly what to do at work. (R)	60	8% · 42% · 50%
When I make a decision, I take responsibility for how it turns out.	73	0% · 17% · 83%

WHAT PEOPLE SAID

- Ready to take on more · 4 people · positive

What people said

Comments from the people who took part were grouped into 7 themes. Names and identifying details were taken out and quotes lightly reworded, and every theme has at least 3 people behind it. Liberty Mind checked every theme before release.

Information & transparency

6 people · negative

Little visibility of the numbers

People don't know how the business is doing financially, and hear about wins and losses late.

"People can't tell whether the business is doing well or is simply busy."

"Seeing basic monthly figures would help with everyday choices such as pricing."

Psychological safety & trust

3 people · mixed

Easier to speak up in smaller groups

Speaking up feels easier in project teams and one to one than in whole-company meetings.

"Honest views come out in small groups but fade when everyone is in the room."

Purpose & alignment

4 people · positive

Proud of the work and why we do it

People share a clear sense of why the business exists, and see it in the clients it chooses to work with.

"The values show up in which clients get a yes and which get a polite no."

Leadership & letting go

5 people · negative

Agreed decisions get reopened

Agreed decisions are sometimes changed later, after conversations the team wasn't part of.

"Agreed plans can change after a conversation the team wasn't in."

"People want to know which calls are really theirs before putting time in."

Leadership & letting go

3 people · mixed

Leaders are starting to step back

People notice the founders asking for views more often, though old habits return when busy.

"Leaders ask for input more than they used to, though that slips under pressure."

Ownership & initiative

4 people · positive

Ready to take on more

People say they'd welcome more ownership of clients and project decisions, with a little support to begin with.

"Many would gladly own client work and project calls, given some backing early on."

If you could change one thing

4 people · mixed

Be clear about who decides what

The change people asked for most: agree who decides what, write it down, and keep to it.

"Agree and record the decision rights, then keep to them even when it's awkward."

Comments that raised a possible safety, health or conduct concern are handled separately under Liberty Mind's escalation process and are never included in a report.

Strengths to protect, risks to fix first

STRENGTHS TO PROTECT

Purpose & alignment · 79 · Team-Powered

People can explain the "why" and use it to decide. Protect it as you change other things; strengths are easier to lose than you think.

Ownership & initiative · 73 · Team-Powered

People step up, own the outcome and want more responsibility. Protect it as you change other things; strengths are easier to lose than you think.

RISKS TO FIX FIRST

Information & transparency · 41

Views are split: some people experience this very differently from others.

Leadership & letting go · 44

A blind spot: you predicted 31 points higher than your team scored it.

Decision-making & authority · 54

A blind spot: you predicted 21 points higher than your team scored it.

WHERE TO FOCUS FIRST

1. Information & transparency (41, Permission-Led) 2. Leadership & letting go (44, Permission-Led)

Your two lowest dimensions, with Leadership & letting go moved up if it's a blind spot. The next page turns them into concrete steps.

Where I'd start

Based on your two priority dimensions, your blind spots and your overall band.

1

PRIORITY 1 · INFORMATION & TRANSPARENCY · PERMISSION-LED

Founder Coaching

1:1 coaching for founders ready to move from founder-led to team-powered. From £1,800

<https://libertymind.co.uk/FounderCoaching>

2

PRIORITY 2 · LEADERSHIP & LETTING GO · PERMISSION-LED

The Brave Leadership Mindset (workshop)

For leaders learning to coach, not command.

<https://libertymind.co.uk/TrainingWorkshops>

3

FOR THE WHOLE TEAM

Immersion / Liberation Sprint

A focused sprint of diagnostics, founder coaching and team workshops, with real pilots and experiments. From £14,500

<https://libertymind.co.uk/WorkWithMe>

4

REMOTE AND HYBRID WORKING

Remote/Hybrid Working (workshop)

Making freedom with structure work when you're not in the same room.

<https://libertymind.co.uk/TrainingWorkshops>

FREE, WHENEVER YOU WANT IT

- How to Build the Company Culture You Really Want (eBook) – <https://libertymind.co.uk/Resources>
- The Liberation Letter
- Lizzie on YouTube – https://www.youtube.com/@Lizzie_LibertyMind

Try something in the next 90 days

Your account has experiments ready for your two priority dimensions. Pick one, name an owner, and I'll check in on day 30, 60 and 90.

Book a free 30-minute call

Talk through what you've read with me, no obligation. <https://audit.libertymind.co.uk/app>

Method

Scoring

Each answer becomes 0, 25, 50, 75 or 100 (reversed statements flipped). “Don’t know” is left out, not counted as neutral. A person’s dimension score is the weighted average of their answers to its five statements, with the most direct statement counting 1.5 times. A dimension needs 3 of its 5 statements answered.

Combining

The team’s dimension score is the average of everyone’s dimension scores, so each person counts equally. The overall score weights Decision-making, Psychological safety and Leadership at 1.25 and the rest at 1.0. The overall band can sit no more than one band above Leadership & letting go or Psychological safety. Results are calculated once, when the survey closes.

Confidentiality rules

No report under 5 answers. No number shown with fewer than 5 answers behind it (more if a co-admin also took part). Answer splits, spread dots and quotes only with 10 or more people. Themes need 3 or more people. The account owner answers separately and is never in the team’s numbers.

Where the dimensions come from

Research on self-managing organisations, psychological safety, role clarity, autonomy and readiness for change, and Liberty Mind’s practice with Holacracy, Sociocracy, Semco Style and TUFF Leadership. The statements are original to this diagnostic.

Your founder gap

Gaps compare rounded scores: your prediction minus your team’s score. 15 or more is a blind spot, 10 to 14 is worth a conversation, -9 to +9 is in sync, and -10 or less is a hidden strength.

The Freedom with Structure Score is a conversation-starter, not a verdict. It reflects how the people who took part saw things when they answered. It is not a clinical, psychological or psychometric assessment, has not yet been independently validated, and must not be used to make decisions about any individual’s employment, performance or pay.

Instrument v1 · weights are starting values and will be reviewed as more organisations take part · © Liberty Mind Ltd

DEBRIEF ADDENDUM · WRITTEN BY LIZZIE BENTON

What I see

This is an example addendum for a fictional team, so you can see what the Debrief adds to your report.

Here's what jumps out at me. Your team is ready. Purpose & alignment and Ownership & initiative are your two strongest dimensions, and people are telling you, in their own words, that they'd happily take on more. What's holding them back isn't willingness. It's that they can't see the numbers, and they're not sure which decisions will stick.

The biggest gaps between your predictions and your team's answers are on Leadership & letting go and Decision-making. That's not a telling-off. It's the most common pattern I see in founder-led teams: you've let go in your head before you've let go in practice.

PATTERNS AND HYPOTHESES

Low Leadership & letting go alongside high Ownership & initiative usually means a team that is ready but held back. People step up, a decision gets reopened, and they quietly learn to wait. Add low Information & transparency and you have a team being asked to own outcomes without the information to judge them.

My hypothesis: if decisions stayed made, and people could see the numbers behind them, a lot of the waiting would disappear on its own.

Three experiments for the next 90 days

Small, safe to try, easy to stop. Each one is already set up in your account's experiment tracker.

LEADERSHIP & LETTING GO

The no-override pledge

If the founders commit not to override decisions made within agreed boundaries for 90 days, we expect more decisions to be made in the team and fewer to be reopened.

- Agree the boundaries together in one 30-minute conversation.
- If you disagree with a decision, give advice, not a veto.
- Keep a simple log of every time the pledge was tested, and look at it together at day 90.

INFORMATION & TRANSPARENCY

Open one set of numbers

If we share monthly income, costs and pipeline with the whole team, with a plain-English explainer, we expect better questions and better everyday pricing decisions.

- Pick three numbers and write one line on what each one means.
- Share them in a 20-minute monthly slot with time for questions.
- Ask what else people wish they knew, and add one thing next time.

DECISION-MAKING & AUTHORITY

Decision rights in one line

If each person writes one line per role saying which decisions are theirs to make, we expect fewer decisions bounced upwards and quicker answers.

- Everyone drafts their lines on their own first.
- Swap with a colleague to spot clashes and gaps.
- Settle the clashes together, then put the lines where everyone can see them.

What to protect

Your sense of purpose. People can explain why the business exists and they use it to choose the work you take on. Don't let the changes above crowd that out: keep talking about the why.

Recommended path

Start the no-override pledge and the monthly numbers in the next fortnight. Around day 60, a Tension Lab for the whole team would help turn the reopened-decision frustration into agreements. Then re-run the Team Score at day 90 to see what has moved.

Your debrief call

60 to 90 minutes. We'll start with the gap between your view and your team's.