WORKSHEET + WORKED EXAMPLE

Whose Voice Is Missing?

A map of affected people, unheard perspectives, and practical invitations.

15-20 minutes | Leader Rebellion · Participation map

Use it in three moves

1. Name one decision or change. List people who will experience its consequences, including those outside your reporting lines.

2. Record whether you have actually heard their view. Knowing a group exists is different from hearing from it.

3. Choose an accessible way to invite input, explain what can still change, and close the loop afterward. Do not promise influence you cannot offer.

The decision or change

What is genuinely still open?

Name the limits too. Consultation is not shared decision-making if the answer is already fixed.

How will people hear what happened to their input?

One item at a time

Copy this page for additional items. Use one row, option, task, or possibility per copy. The web tool handles calculations and comparisons where included.

Person or perspective

Use roles rather than sensitive personal details where possible.

How will they be affected?

Have we heard their account?

Choose: Not yet / Invited, not heard / Heard directly / They chose not to contribute

What would make participation possible?

Who will invite them, and when?

A question for me

Who might assume their view is unwelcome because of how I have invited-or failed to invite-them?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

The decision or change

Change the store's evening shift pattern

What is genuinely still open?

Start times, notice periods, and swap arrangements are open. The new closing time is fixed by the lease.

How will people hear what happened to their input?

Tell colleagues what changed in the proposal and explain any limits before asking them to confirm shifts.

Example item 1

Person or perspective: Evening colleagues

How will they be affected?: Their finishing time and journey home may change.

Have we heard their account?: Heard directly

What would make participation possible?: Paid time to review the proposal in each shift.

Who will invite them, and when?: Jo will share the revised times on Tuesday.

Example item 2

Person or perspective: Colleagues with care or transport constraints

How will they be affected?: May be unable to cover the proposed hours.

Have we heard their account?: Not yet

What would make participation possible?: Offer a private route to discuss constraints without requiring personal disclosures in a group.

Who will invite them, and when?: Sam will invite input across all shifts before Friday.

The thinking behind it

Holistic Shaping treats shared vision as something formed with people. Invite them while there is still something meaningful they can change.

An original Leader Rebellion exercise. This participation map shifts attention from ranking people by power to understanding who is affected, whose account has been heard, and what influence is genuinely available.

Read The Lie We've Normalized: "Leadership Is Influencing Behavior" by Nic Payne