# Radical
# INCLUSION

How we built a **bossless**, entrepreneurial culture,
radically inclusive by design.

# Radical
# INCLUSION

codewave

**2024**
AWARDS

# why

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In a universe that's diverse, inclusive, and symbiotic by nature, why do so many organizations still design for sameness?

Codewave was founded on a belief that workplaces can be built like **living, breathing ecosystems** — not machines. Our biggest disruption so far has been **in the way we approached people**.

Diversity gives you new ways of seeing the world, taps into the **ingenuity of every individual**, sparking disruptive outcomes.

But inclusion is what transforms diversity into power — **when every voice counts & when participative leadership is the default**.

## Inclusion is what makes everyone feel mattered.

# WHAT DO WE MEAN BY RADICAL INCLUSION?

Radical inclusion is about busting bias, hierarchy and privilege, and designing systems where **everyone has equal access** to information, power, and opportunity.

It's not about inviting someone to the table.

It's about **making everyone feel they're already invited.**

This isn't soft inclusion; **it's bold, fearless, and systemic.**

# DIVERSITY AND INCLUSION AS A
## *Design choice*



## NOT CSR.

Too many organizations treat diversity & inclusion as — a Brand initiative or HR metric.

But true inclusion is systemic.

**It's designed into the way power is distributed**, decisions are made, and information flows.

## BUT A CHOICE.

It's about **intentionally designing spaces & systems** where every individual has the autonomy to co-create, trusting:

- **Everyone** is a creator.
- **Everyone** can make decisions with the right information, clear outcomes & boundaries.

# *Diversity*
## AT CODEWAVE

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✅ Different **generations** (Gen X to Gen Z).

✅ Different **cultures,** languages and faiths.

✅ Different **backgrounds** (from artists to xerox shop owners).

✅ Different **abilities** (including people with physical disabilities).

✅ Different **genders**: 1 in 3 Codewavers is a woman.



**Check out our Survival Guide**

# OUR LENS OF INCLUSION

Radical inclusion to us is about seeing the same greatness in others that we see in ourselves — **truly living the spirit of:**

*Namaste*

It means celebrating our 'sameness', leading without titles & maintaining a culture of **zero power distance.**

## *We believe*

- Respecting **everyone** we come in touch with.
- Being bias-free, title-free and **ego-free.**
- Ideas can come from **anywhere.**
- Treating everyone as responsible **adults.**
- Making information radically **transparent.**
- Trusting the wisdom of the **crowd.**
- Taking everyone along, leaving **no-one behind.**

# WHY WE WROTE THIS

We've experienced how inclusive, empowering, autonomous (bossless) cultures create unstoppable teams.

We've also faced skepticism: **"Sounds nice, but can't scale."**

But we're thriving resiliently — like a tardigrade, proving that **you can be nice and still win.** When you trust people, they rise. And when you tap into the greatness in every individual, they nudge each other to do the right thing.

We wrote this playbook for CXOs & Change makers, shaping the future of work.

# THE BIG IDEA

We believe inclusion starts with **hiring without assumptions**. We never hired for degrees instead looked for skills like **listening, empathy & entrepreneurial spirit** to solve problems, go from idea to product.

What sustains a culture of inclusion is **the habit of leading with curiosity.**

## Switching from telling to "**asking**", inviting voices.

With a simple checklist that asks the right questions about outcomes, what we call the **Boundaries of Action (BOA)** — individuals & teams not only **speak up, voice ideas & act responsibly**, they become inspiring rolemodels for others.

This playbook will briefly share:

- How our "BYOB" (Be Your Own Boss) culture & unique Org design, enables open, participative leadership.

- How our "BOA" (Boundaries of Action) tool empowers people to take local decisions, and think like leaders do.

- How practices like "Social Contract" and "Peer-to-Peer" feedback keep everyone honest.

# THE CODEWAVE WAY

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Radical inclusion doesn't just happen. It's intentionally **designed**. Like any great product, culture is a system of values, choices, behaviors, defaults,  and rituals that either create connection & mattering or disconnection & distance.

At Codewave, **we chose mattering.**

BYOB

BYOB = Be Your Own Boss.
Inclusion starts with having the power to show up fully, speak your truth and shape your path.

**We broadcast new opportunities openly, so everyone** regardless of background, identity, title or seniority — gets to choose the work they love and the role(s) they want to play.

We believe every individual can make great decisions for themselves and in the larger interest, when they have:

- The right questions & the right information.
- The right intent.
- Clear boundaries of action (BOA).

This is the opposite of micromanagement.

No one "above" to tell you what to do. You get to think, voice your thoughts, and own your space.

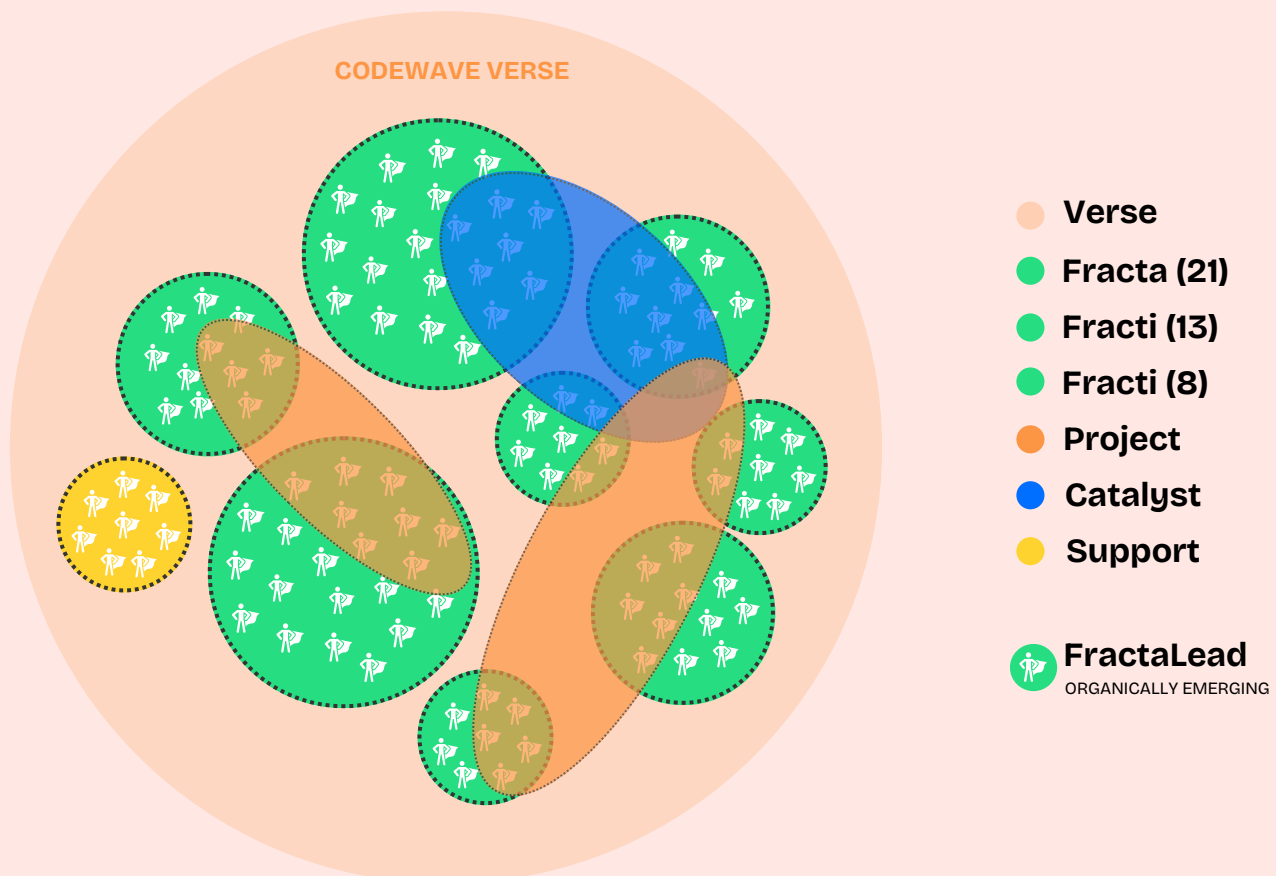Because in our culture **— everyone's voice matters.**

# *Participative* codewave
## LEADERSHIP

Inclusion comes alive through **everyday participative leadership**. We've designed an Org where **anyone can lead with intent, vision & energy** — regardless of title, background, or seniority. There's **no formal board**, no rigid org charts. Instead, our Org is run by self-directed, volunteer-led initiative teams. We're organised into:

- **Fractas** – mini startups that split once they grow beyond 21 people.
- **Catalysts** – self-directed initiatives that measure & improve Org KPIs
- **Support** – team that handle hiring, sales, finance, and legal ops

This distributes power & unlocks diverse voices to shape our future.

**CODEWAVE VERSE**

- Verse
- Fracta (21)
- Fracti (13)
- Fracti (8)
- Project
- Catalyst
- Support

**FractaLead**
ORGANICALLY EMERGING

[Learn about our WorkOS: Glue]
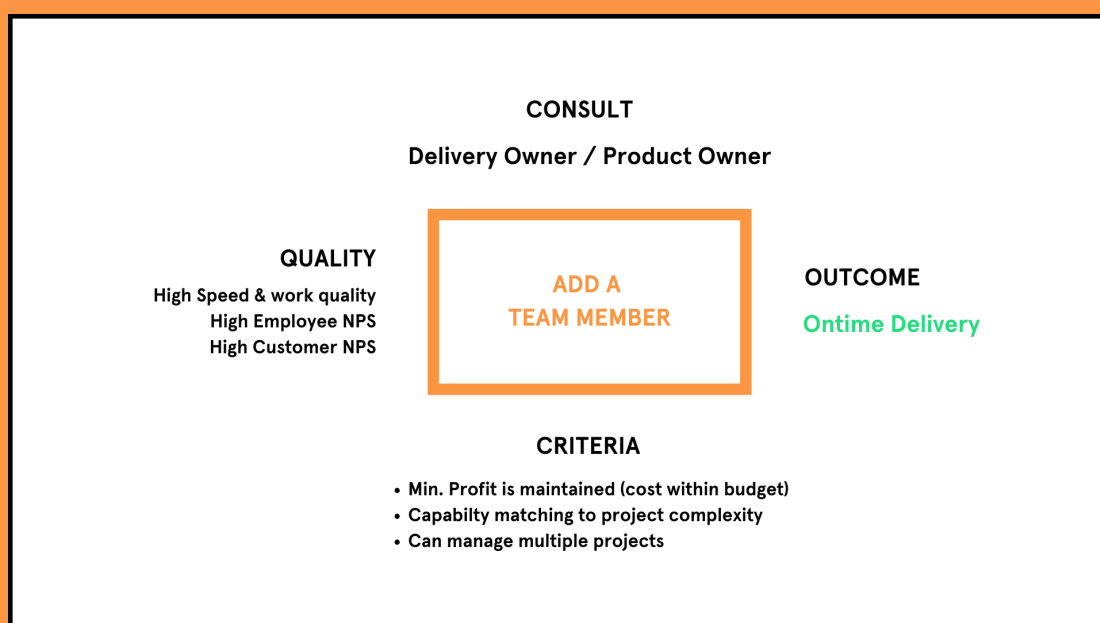
# BOA
# FOR LOCAL DECISIONS

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At Codewave, inclusion means empowering everyone — regardless of identity, seniority, or title to get involved, make local decisions & lead.

BOA = Boundaries of Action. It is our **"alternative control"** replacing traditional command & control management; enabling local decisions, making every voice count & putting outcomes first. BOA helps individuals & teams make local decisions — from hiring to firing, to saying yes or no to customers — without waiting for "approval".

A BOA generally guides:
- What can I decide on my own?
- What do I ultimately want out of the decision?
- What criteria must be met to make it a good decision?
- How do I ensure it benefits the org?
- When should I seek consent?
- Whom should I consult when in doubt?

The more intelligence and maturity a team demonstrates, **the wider their BOA gets**. We design for empowerment — not control.

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**CONSULT**

**Delivery Owner / Product Owner**

**QUALITY**

High Speed & work quality
High Employee NPS
High Customer NPS

**ADD A TEAM MEMBER**

**OUTCOME**

Ontime Delivery

**CRITERIA**

- Min. Profit is maintained (cost within budget)
- Capabilty matching to project complexity
- Can manage multiple projects

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*BOA is a framework used by Semco Style Institute (SSI), a global movement for democratic management.

# Social
# CONTRACT

Inclusion is also about **who gets to shape how work happens.**

At Codewave, every project kicks off with a Social Contract — a living agreement **democratically created by the team** on how the team will work together, make decisions, communicate, resolve conflicts, and stay accountable on the journey of realising the shared vision.

There's no one "above" telling people what to do.

Teams decide:
- How they'll show up for each other
- How they'll collaborate to deliver value
- How they'll give and receive feedback
- What happens when agreements are broken
- How and when they'll revisit the social contract

# Peerly
## FEEDBACK

Traditional feedback = once a year, top-down, and loaded with anxiety.

Ours = peer-to-peer, anytime, continuous & **designed for daily growth.**

Everyone can give feedback to anyone — regardless of seniority or title, including the CEO. Feedback can be declined if it's irrelevant or not actionable — keeping the process ego-free. Because inclusion also means **feeling safe to be heard, and supported to grow.**

We don't just evaluate competence — we see dependability, teamplay, impact, and self-management, as "performance".

Additionally, leaders rolemodel vulnerability as strength, making it safe to be emotionally exposed.

That's how we've built a culture where feedback isn't feared — it feels safe, and it fuels growth.
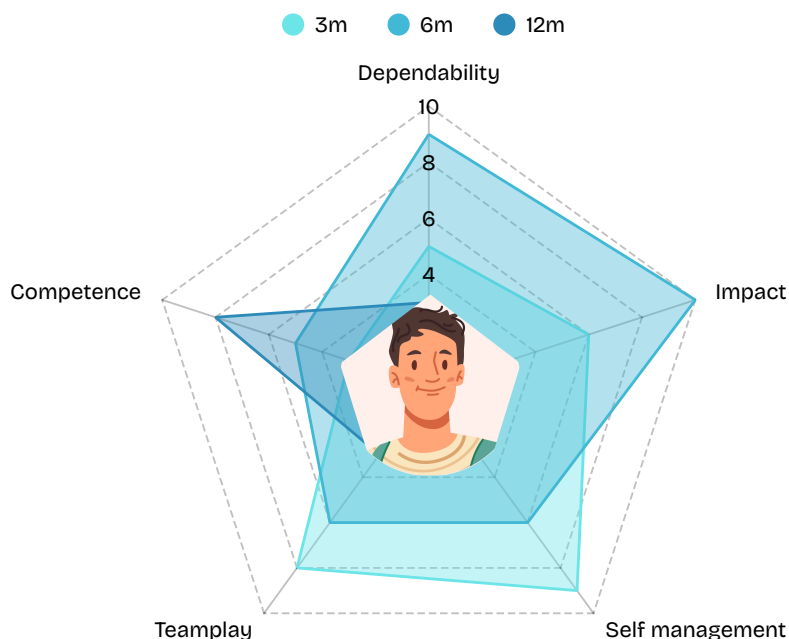
# LEADERSHIP *Café*

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Since our early days, we've believed that **ideas and inspiration can come from anywhere**. We need to listen, without underestimating any moment.

We launched **Codewave Leadership Café** — a stage to listen, learn, and honour everyday wisdom.

One of our first speakers was Mrs. Mary — our tea vendor, fondly called Tea Aunty. She shared how she grew her business from 5 cups a day to 500 — by obsessing over one thing: making the best tea in the area.

Cash flow wasn't always steady, but with a calm smile, she said:
"Money often came from the most unlikely places — and I always had enough to keep going."

She reminded us: Entrepreneurship isn't about chasing money — it's about **showing up with love, creating value and trusting the process.**

With Leadership Café, we continue to draw inspiration from the most unexpected places — listening without filters, without bias.

Clutch **Rating**
4.8 ★★★★★ 27 reviews

glassdoor **Rating**
4.7 ★★★★ 86 reviews

Google **Rating**
4.7 ★★★★ 88 reviews

Codewave is the **only** Org from India 🇮🇳 to win the global **ZeroDX Awards** for Culture,
A **Top GenAI Company** and 4x Clutch Global Leader in Digital Innovation,
A 3x **Top App Development Company** on TechBehemoths.

2024 AWARDS



# LET'S DESIGN
## *Radically*
# INCLUSIVE SPACES.

**See how we designed for Trust through Transparency.**