



Introduction to Holacracy™

Handouts

Governance Meeting Agenda

The following is a template agenda for a typical circle governance meeting:

Check-in:

The check-in is a brief go-around, where each person gives a short account of their current mindset and emotional state, to provide emotional context for others in the meeting and to help the speaker let go of any held tensions. No discussion allowed. Example: "I'm a little stressed out by my project today, but otherwise, I am doing fine."

Administrative Concerns:

The facilitator checks for objections to last meeting's minutes, and explicitly highlights the time available for this meeting.

Agenda Building:

The facilitator lists pre-established agenda items on the board and solicits additional agenda items for the meeting, then orders the agenda items and quickly ensures there are no paramount objections to the order.

Specific Items:

The group proceeds through each agenda item using an integrative decision-making process, and the secretary captures all decisions in the meeting minutes and compiled governance log.

Closing:

The closing is a brief go-around, where each person reflects and comments on the effectiveness of the meeting, providing measurement feedback for the facilitator of the meeting process itself. No discussion allowed. Example: "We broke process a few times, though we did a good job of getting quickly back on track!"

Integrative Decision-Making Process

Following is the integrative decision-making process for resolving a proposal in a Governance Meeting:

Present Proposal:

The proposer states their proposal and, optionally, the tension(s) it is attempting to resolve.

Clarifying Questions:

Clarifying questions are solicited only for the purpose of understanding the proposal; discussion and reactions are cut off immediately by the facilitator, even those veiled in question form.

Reaction Round:

The facilitator asks each person in turn to provide a quick gut reaction to the proposal (e.g. "Love it", "It needs to account for X", "No specific reactions", etc.). Discussion or responses of any sort are ruthlessly cut off by the facilitator.

Amend & Clarify:

The proposer has a chance to clarify any aspects of the proposal they feel may need clarifying after listening to the reactions, or to amend the proposal in minor ways based on the reactions (even if there were clear shortcomings pointed out, no amendments are needed at this stage and no major amendments should be attempted). Discussion is cut off by the facilitator.

Objection Round:

The facilitator asks each person in turn if they know of any objections that must be integrated into the proposal before the decision is made. An "objection" is a reason why the proposed policy or decision will immediately put the system outside of a paramount "limit of tolerance" of the system (thus, it is the circle's objections that are sought, not the individuals' personal objections). Objections are stated without discussion or questions; the facilitator lists all objections on the board, and ruthlessly crushes discussion of any kind at this stage. After the round is complete, the decision is considered made if no objections surfaced.

Integration:

If objections do surface, the facilitator facilitates a group discussion about the objection, with the goal of swiftly finding a way to integrate the core truth in the objection into an amended proposal which addresses both the objection and the original tension. As soon as is practical, the facilitator (or another circle member) states an amended version of the proposal, and the process goes back to the Objection Round.

Integrative Decision-Making Proposal Generation Process

The following process can be used when a circle member senses a tension but has no specific proposal to offer, or once all agenda items in a Governance Meeting are resolved and time remains.

Set a Focus:

The person initiating the process clarifies the core topic to focus on and surface perspectives around (e.g. “Project X”, “Product Y”, “This Past Month”, etc.).

Surface Perspectives:

The facilitator asks for tensions and related perspectives from each circle member about the topic and charts them (a mind map works well for this). The facilitator continues until the group has a clear picture of the topic to address and tensions to integrate.

Generate Proposals:

The facilitator facilitates a process to generate a proposal or a set of proposals that address one or more of the tensions on the mind map. The facilitator may do this via any means appropriate; common techniques include dialog and brainstorming, or asking each person in turn, without discussion, what they would propose and listing everything stated on the board. Once there are one or more concrete proposals, the facilitator uses the Integrative Decision-Making Process to address each, one at a time.

Integrative Election Process

Following is a template for Integrative Elections:

Define the Role:

The facilitator describes the role the election is for and the term of the role (although, as with all decisions, the election can always be revisited before the term expires as new information becomes available).

Fill Out Ballots:

Each member fills out a ballot with his or her nomination, without discussion or comment. The ballot uses the form of "(Nominator's Name) nominates (Nominee's Name)". The facilitator collects all of the ballots.

Nomination Round:

The facilitator reads aloud each ballot and asks each nominator in turn to state why he or she nominated the person shown on their ballot. Each person gives a brief statement as to why the person they nominated could be the best fit for the role.

Nomination Change Round:

The facilitator asks each person in turn if he or she would like to change his or her nomination, based on new insights that surfaced during the Nomination round. Changed nominations are noted, and a total count is made.

Discussion:

If the facilitator senses a likely choice, usually the person with the most nominations, then he or she skips this step and moves directly to an Objection Round for that nominee. Otherwise, the facilitator asks for discussion to establish a likely candidate for the role, then proposes someone and moves on as soon as practical.

Objection Round:

The facilitator proposes a specific nominee for the role and asks each person in turn if he or she knows of objections to the proposed nominee filling the role, with the nominee in question asked last. If one or more objections surface, the facilitator either facilitates a group discussion about the objection to integrate it, or simply moves on and proposes another nominee for the role. Once no objections surface, the election is complete.

Sample Governance Logs

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GCC Wiki

Aim & Strategy

The General Company Circle (GCC) is the sub-circle of the [BoardCircle](#), with an aim to:

- ***Liberate the soul of organization.***

Circle Members

- [AlexiaBowers](#)
- [BrianRobertson](#)
- [EvanLeonard](#)
- [GarethPowell](#)
- [TomThomison](#)

Circle-Defined Roles

- [RoleGCCMember](#) (Global accountabilities for all GCC members)
- [RoleBusinessDev](#), filled by Tom
- [RoleTrainingDesign](#), filled by Brian
- [RoleFinance](#), filled by Brian
- [RoleLegal](#), filled by Brian
- [RoleCEO](#), filled by Tom
- [RoleIT](#), filled by Lex
- [RoleTrainer](#), filled by Brian
- [RoleClientSupportServices](#), filled by Tom

Circle Policies

- [FinancialPolicies](#) (maintained by [RoleFinance](#))

Meeting Minutes

- [HolacraticMeeting20070329](#)
- [HolacraticMeeting20070426](#)
- [HolacraticMeeting20070525](#)

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RoleFinance

- Owner: [BrianRobertson](#)

Accountabilities

- Creating and maintaining financial reports
- Reviewing, approving and maintaining all debt agreements
- Managing Finances
- Designing and implementing appropriate [FinancialPolicies](#) for the organization
 - Integrating objections from GCC prior to implementing additions or changes to financial policies
 - Ensuring financial policies align with constraints provided by the [BoardCircle](#) (currently in the form of the "Financial Treatments" document published by the Board)