

Holacracy® Governance Meeting Process

Check-In Round	<p>Goal: Notice what's got your attention, call it out, let it go.</p> <p>Sacred space. No cross talk. Fundamental grounding for the meeting. Space to get present, here and now.</p>
Administrative Concerns	<p>Goal: Clarify time allocated for the meeting (i.e. End time, logistics, breaks).</p>
Agenda Building	<p>Goal: Build an agenda with placeholder headlines.</p> <p>Build an agenda on the fly of tensions to process; one or two words per item. No discussion, or cross talk.</p>
Integrative Decision-Making Process	
Present Proposal	<p>Who Speaks: Proposer Only, Unless Help is Requested</p> <p>The proposer has space to describe a tension and state a proposal to resolve it, with no discussion. The proposer can optionally request discussion just to help craft a starting proposal, but not build consensus or integrate concerns. No discussion, or cross talk.</p>
Clarifying Questions	<p>Who Speaks: Anyone Asks, PROPOSER Answers; Repeat</p> <p>Anyone can ask a clarifying question to seek information or understanding. The proposer can respond or say "not specified" (in the proposal.) No reactions, no discussion, no cross talk.</p>
Reaction Round	<p>Who Speaks: Everyone Except the Proposer, One at a Time</p> <p>Each person in turn is given space to react to the proposal as they see fit; reactions must be made as 1st or 3rd person comments. No discussion, no responses or cross talk.</p>
Amend & Clarify	<p>Who Speaks: Proposer Only</p> <p>The proposer can optionally clarify the intent of the proposal further or amend the proposal based on the reactions, or leave the proposal as-is and just move on. No discussion, no responses or cross talk.</p>
Objection Round	<p>Who Speaks: Everyone Including the Proposer, One at a Time</p> <p>The facilitator asks each person in turn: "Do you see any reasons why adopting this proposal would cause harm or move us backwards?" (i.e. They have an OBJECTION).</p> <p>Each person responds with "No objections" or "Objection" and states their Objection(s). Objections are tested, and captured without discussion, or cross talk. The proposal is adopted if no objections surface.</p>
Integration	<p>Who Speaks: Mostly Objector & Proposer; Others Can Help, One at a Time.</p> <p>The goal is to craft an amended proposal that would not cause the Objection, but that would still address the proposer's tension.</p> <p>Ask, "what would you add or amend to this proposal? Focus on each Objection one at a time. Once all objections are integrated, go through another Objection Round.</p>
Closing Round	<p>Goal: Harvest the learning from the meeting.</p> <p>Reflections on the meeting and its facilitation. No cross talk, no discussion.</p>

Governance Meeting - Testing Objections

An Objection is valid if.....

A) The Proposal would degrade the Circle's capacity.

Is that a reason this causes harm or moves us backward? (and how?)

or, is it a better idea or something else we should consider as well?

B) The Proposal specifically creates the Objection.

Would that issue be created by adopting this proposal? (and how?)

or is it already an issue, even if we don't adopt this proposal?

C) The Objection is either based on presently-known data, or is necessarily predictive because we can't adapt later.

Is that based on presently-known data?or are you anticipating what might happen?

Then, if anticipated: is there a reason we can't adapt once we get more data?

or is it safe enough to try, knowing we can revisit it anytime?

D) The Objection would be a valid Tension for you Role to process.

Does it limit one of your Roles? (which one?)

or are you trying to help another Role or the Circle?

Or if...

E) The Proposal breaks the rules of the Holacracy Constitution.

e.g. "Not valid governance output" (NVGO)

(Accountabilities must be on-going activities that start with an -ing verb. Creating, defining, publishing, maintaining, invoicing...not action-steps or projects)

"Outside the circle's authority to decide"

Useful Facilitator Phrases and Additional Questions:

- Based on what you told me, that is not a valid objection
- Is this a tension of one of your roles?
- Share a **concrete example** of when this got in the way of you **energizing one of your roles**.
- Knowing this proposal is not allocating any **resources, assigning roles, prioritizing work, or determining organizational talent** is it safe enough to try, knowing you can revisit it at anytime?

What is a Valid Objection? The proposal:

* Causes harm * Moves us backwards * Degrades clarity * NVGO * Outside Circles Authority