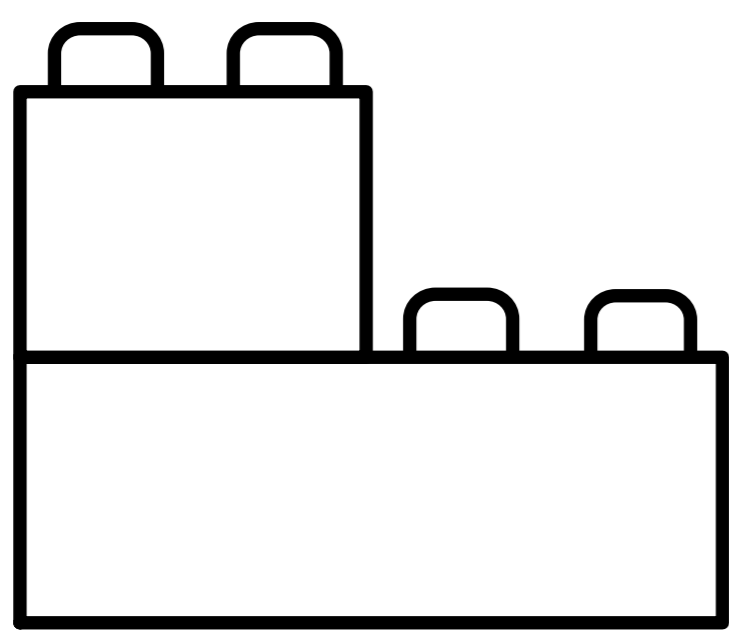


SOCIOCRACY 3.0

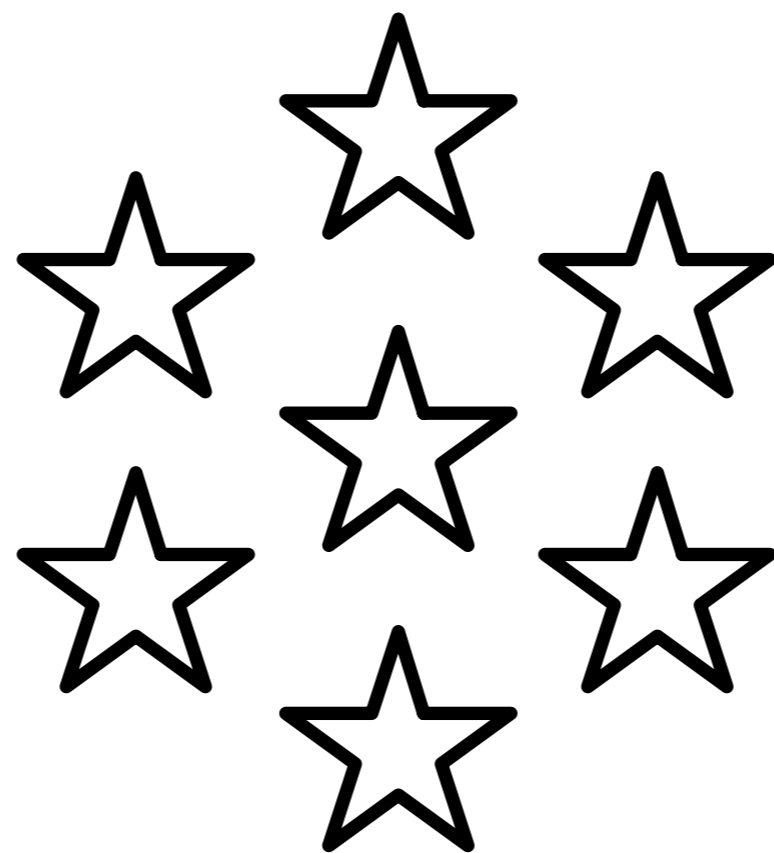
Effective Collaboration at Any Scale



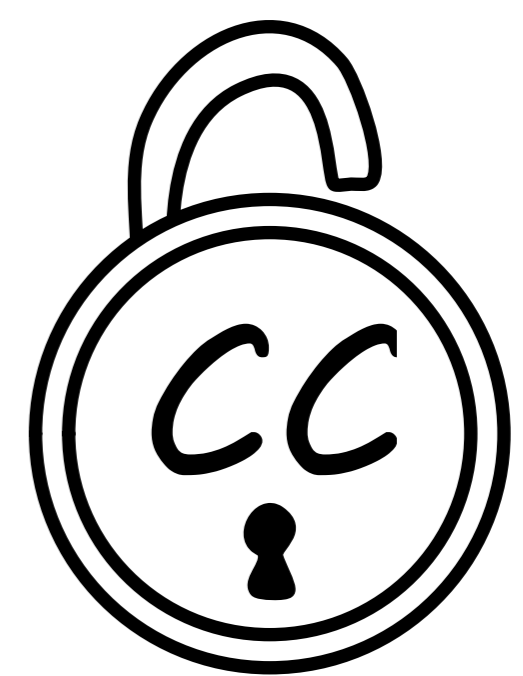
*A Social Technology for Evolving
Agile and Resilient Organizations*



flexible



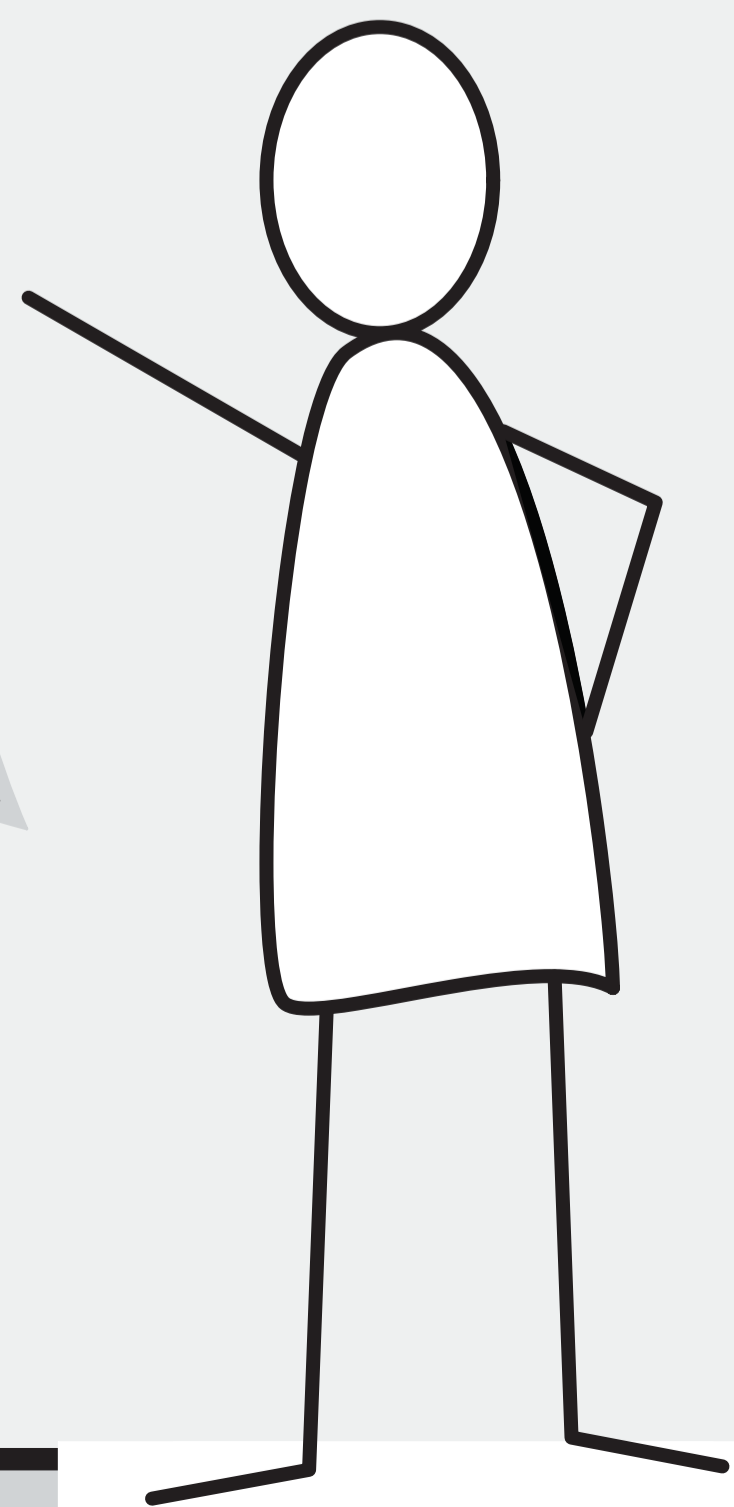
principles based



free

Driver for learning about S3

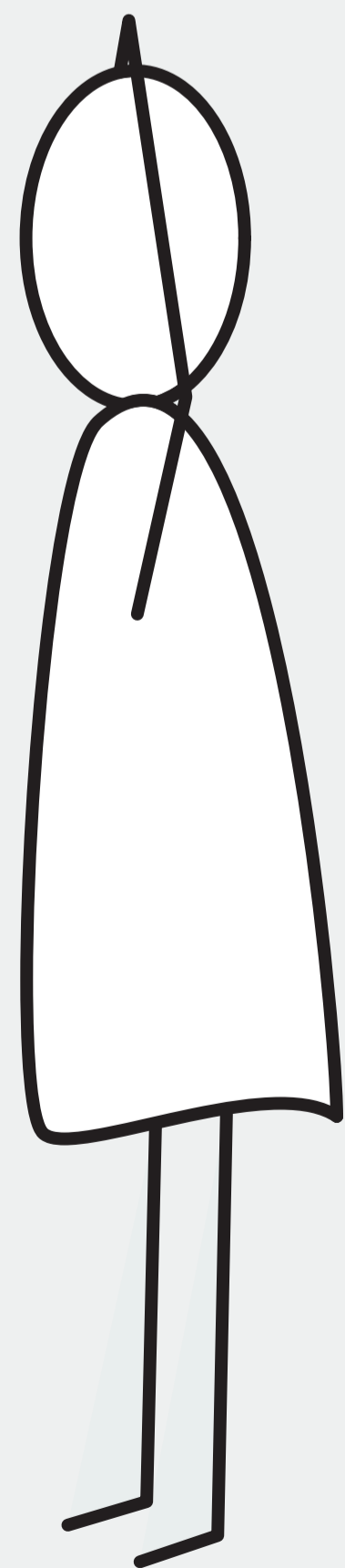
People in organisations are looking for ways to navigate complexity, raise engagement and adapt to rapidly changing contexts, to better deliver value. There is a need for practices and guidelines that facilitate effective collaboration, enhance productivity and help transform challenges into opportunities to innovate and learn.



Artful Participation



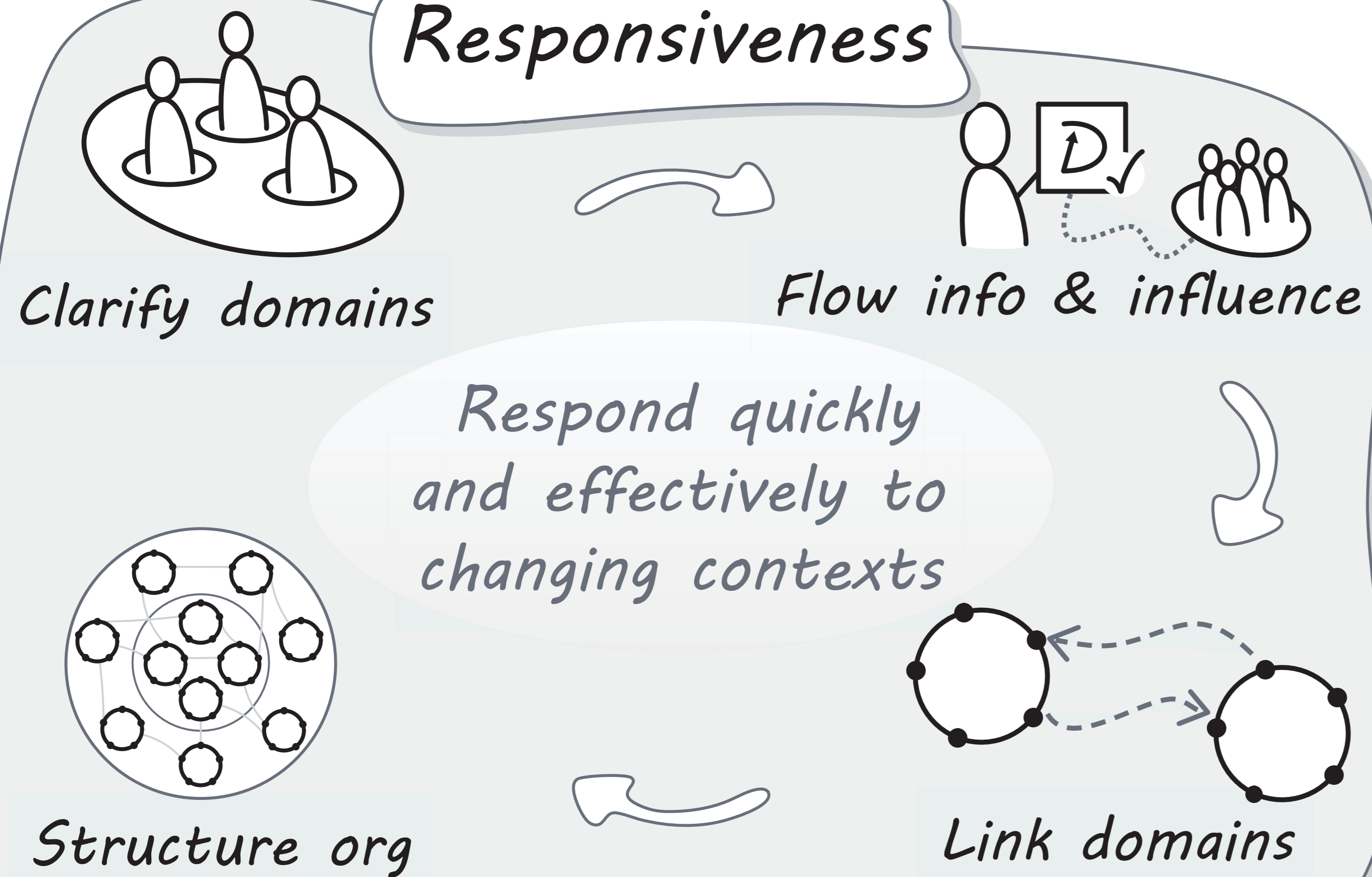
Is my behavior in this moment the greatest contribution I can make to the effectiveness of this collaboration?*



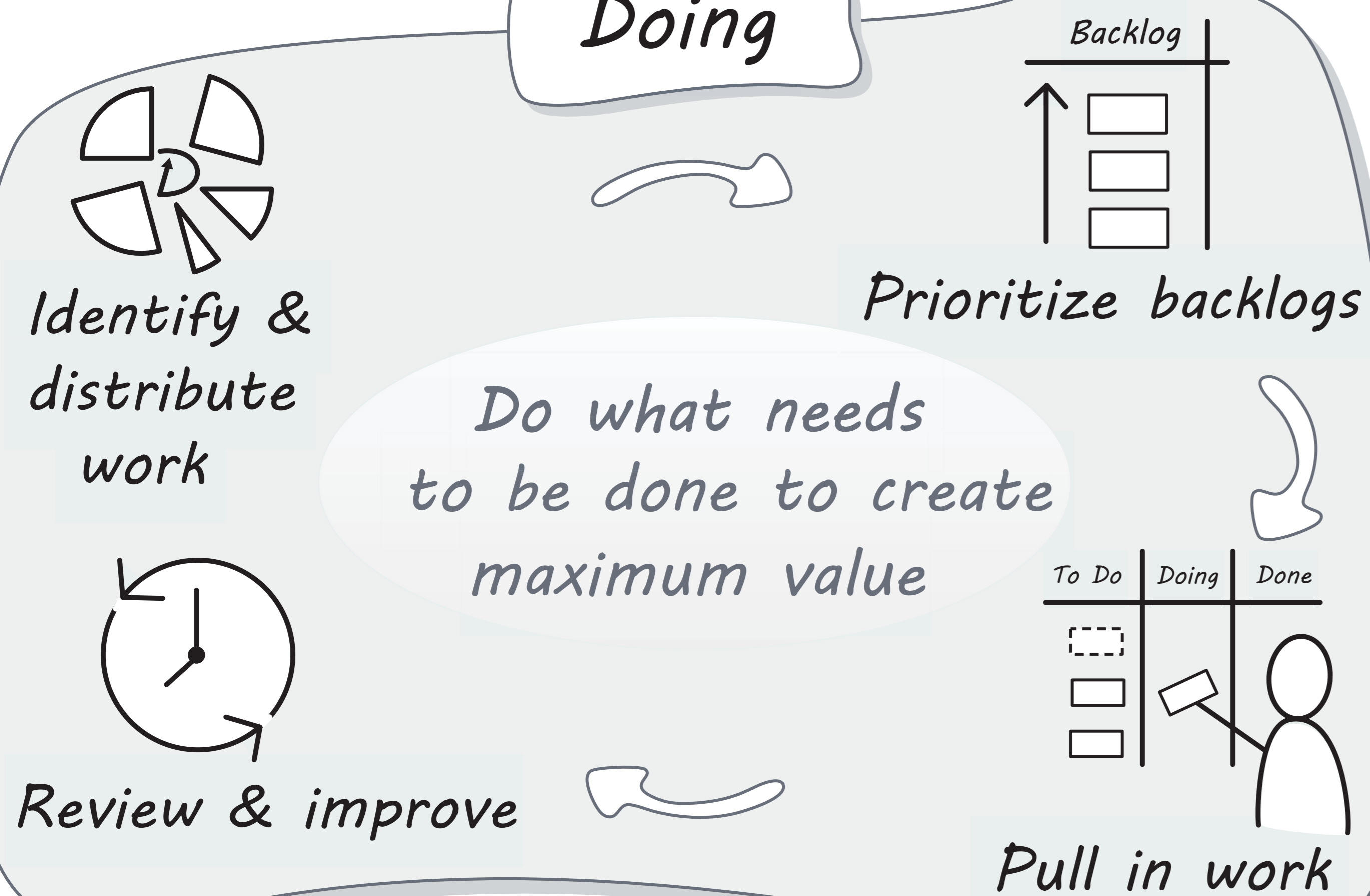
**may include holding back, interrupting, objecting or even breaking agreements*

Four Dimensions

Responsiveness



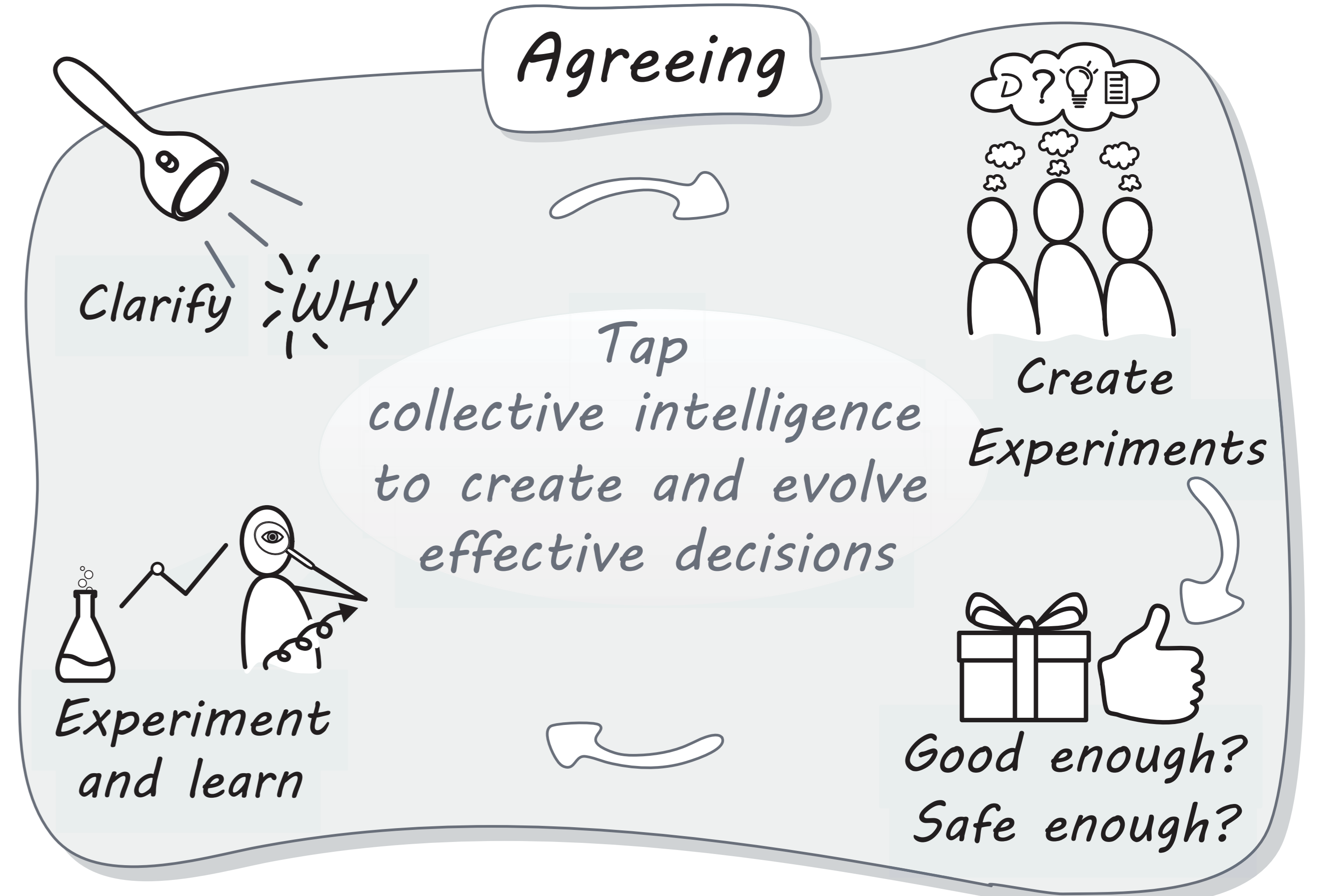
Doing



Participation



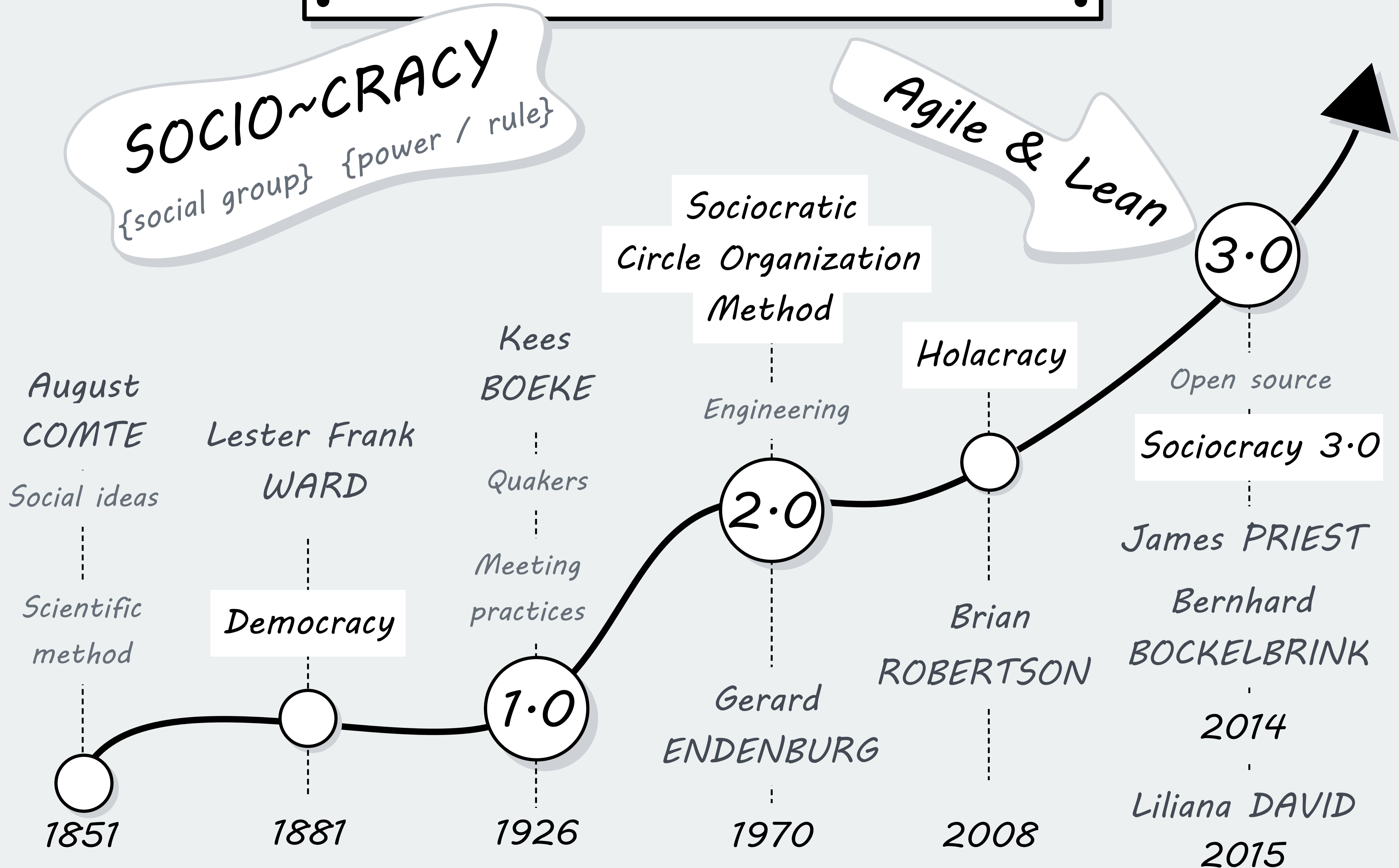
Agreeing



History & Evolution

SOCIO~CRACY

{social group} {power / rule}

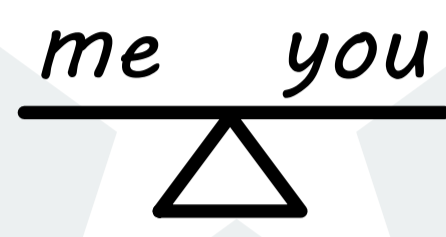


Seven Principles



Transparency

Record all information that is valuable for the organization and make it accessible to everyone, unless there is a reason for confidentiality



Equivalence

Involve people in making and evolving decisions that affect them



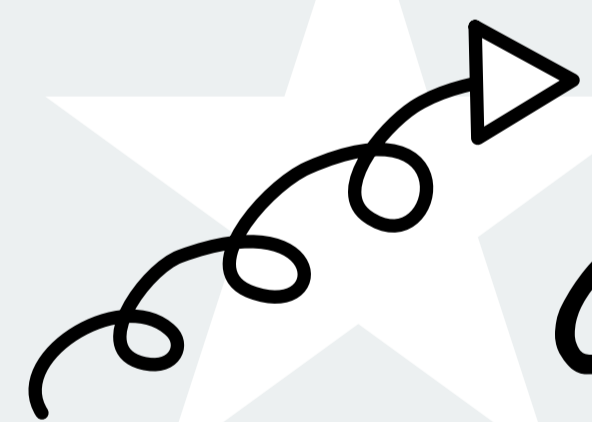
Accountability

Respond when something is needed, do what you agreed to and take ownership for the course of the organization



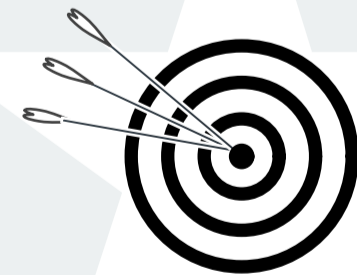
Consent

Raise, seek out and resolve objections to decisions and actions



Continuous Improvement

Change incrementally to accommodate steady empirical learning



Effectiveness

Devote time only to what brings you closer towards achieving your objectives



Empiricism

Test all assumptions you rely on, through experiments and continuous revision

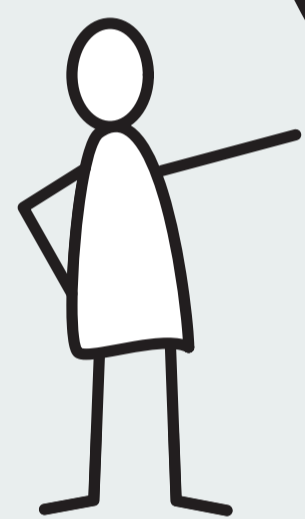
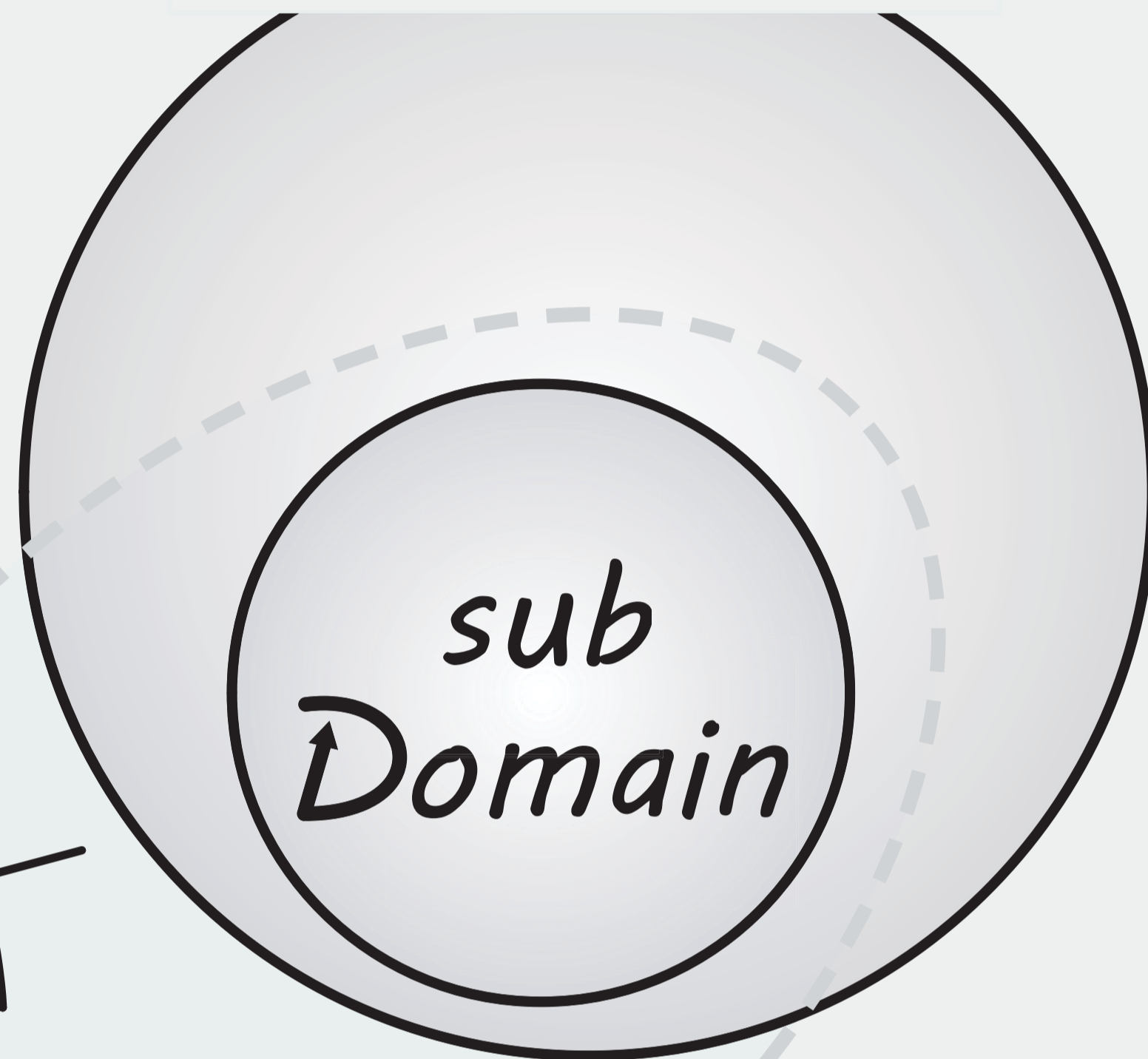
Delegate Influence

We delegate influence and retain overall accountability for this subdomain



Delegator

We clarify the domain, and provide support and opportunities for development to delegates



Delegatee

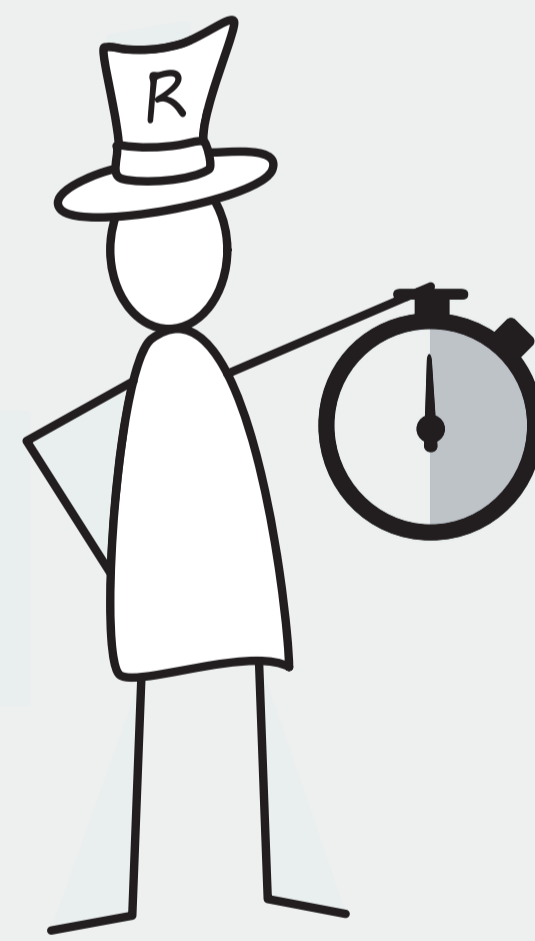
... takes responsibility for the domain,

by keeping a



Role

for a term



after which

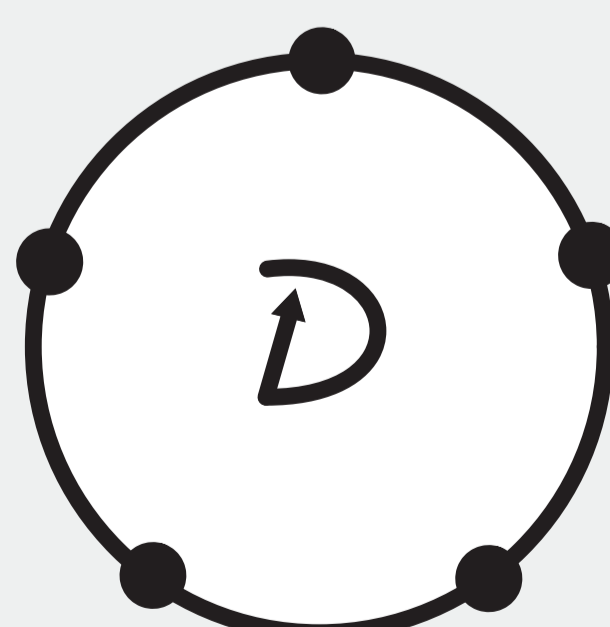
reselect



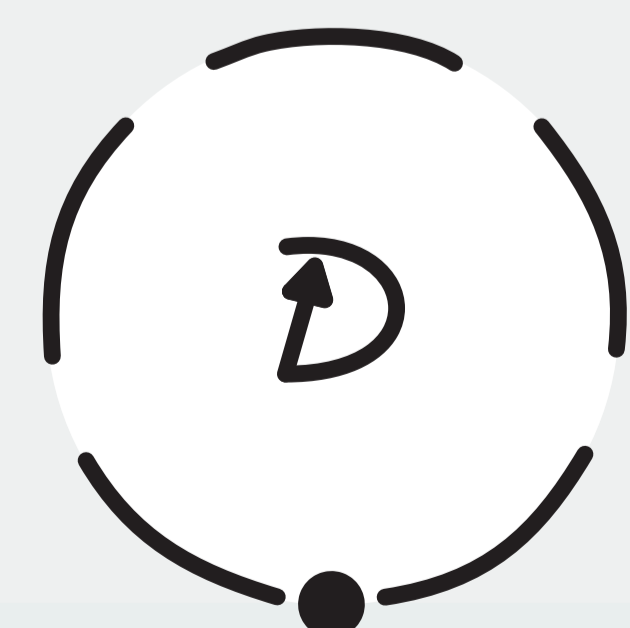
or serving in a:



Helping Team



Circle



Open Domain

Clarify Domains



A distinct area of influence, activity and decision making within an organization

Domain Description

 *Delegator:* _____

 *Primary Driver*

Key responsibilities

○ _____ ○ _____ ○ _____ ○ _____

 *Constraints*
(dependencies, reporting, etc)

 *Resources*
(budget, time, tools, privileges, etc)

 *Preferred qualities, skills, experience*

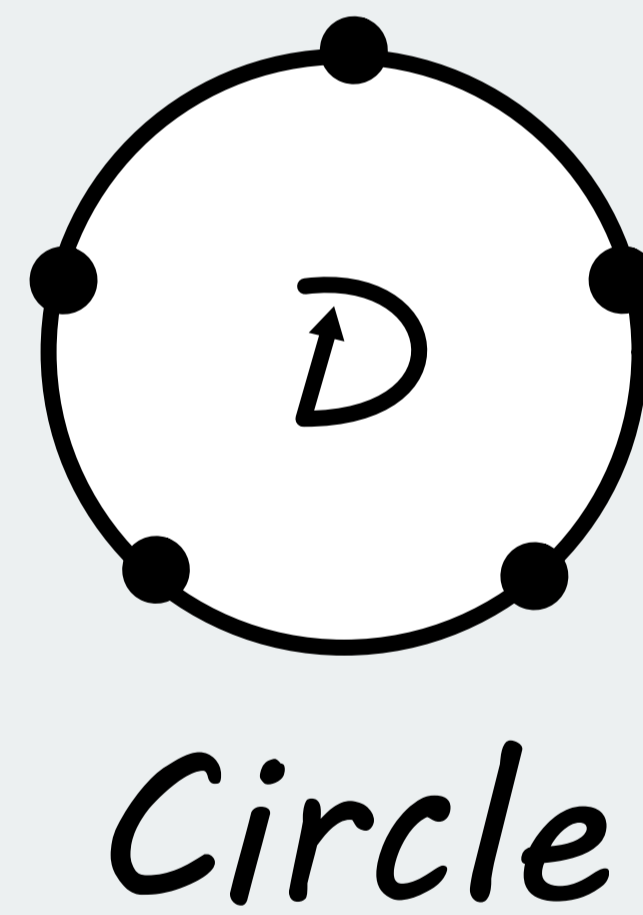
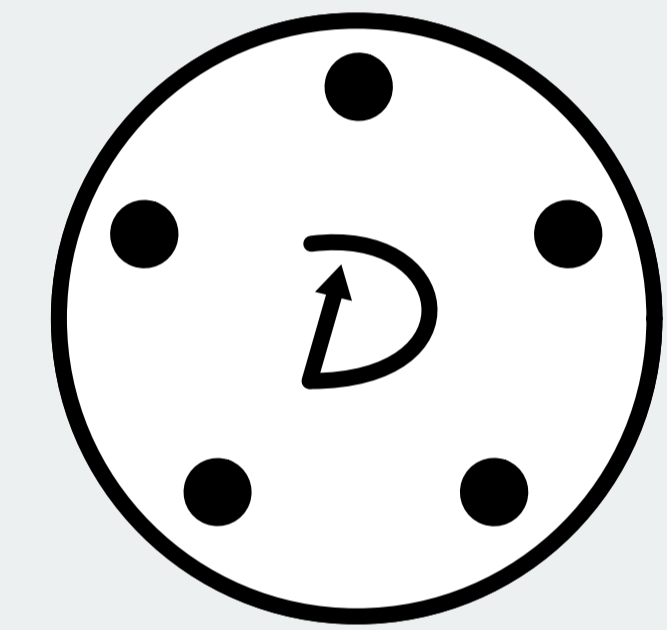
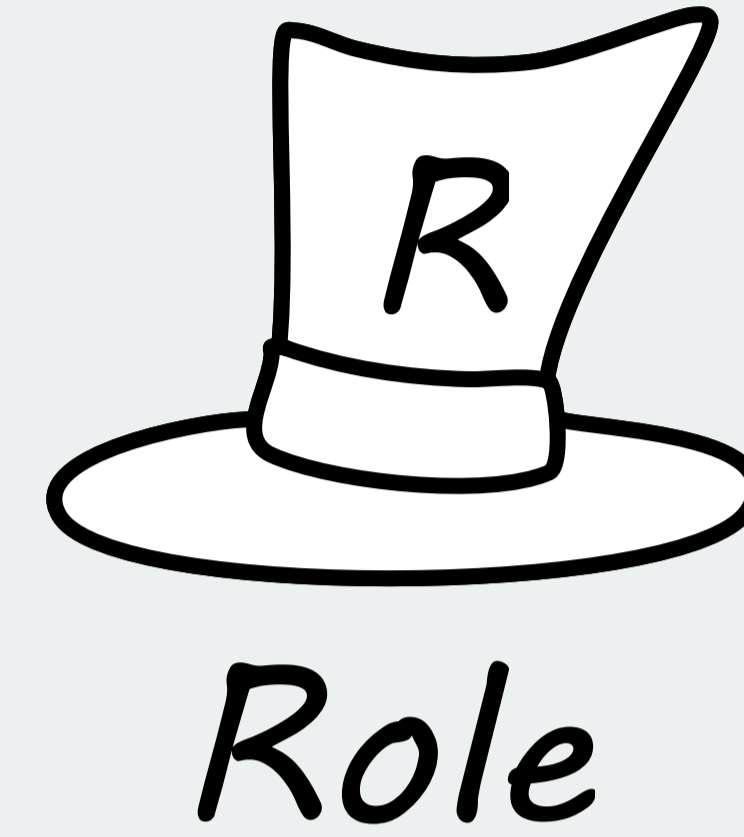
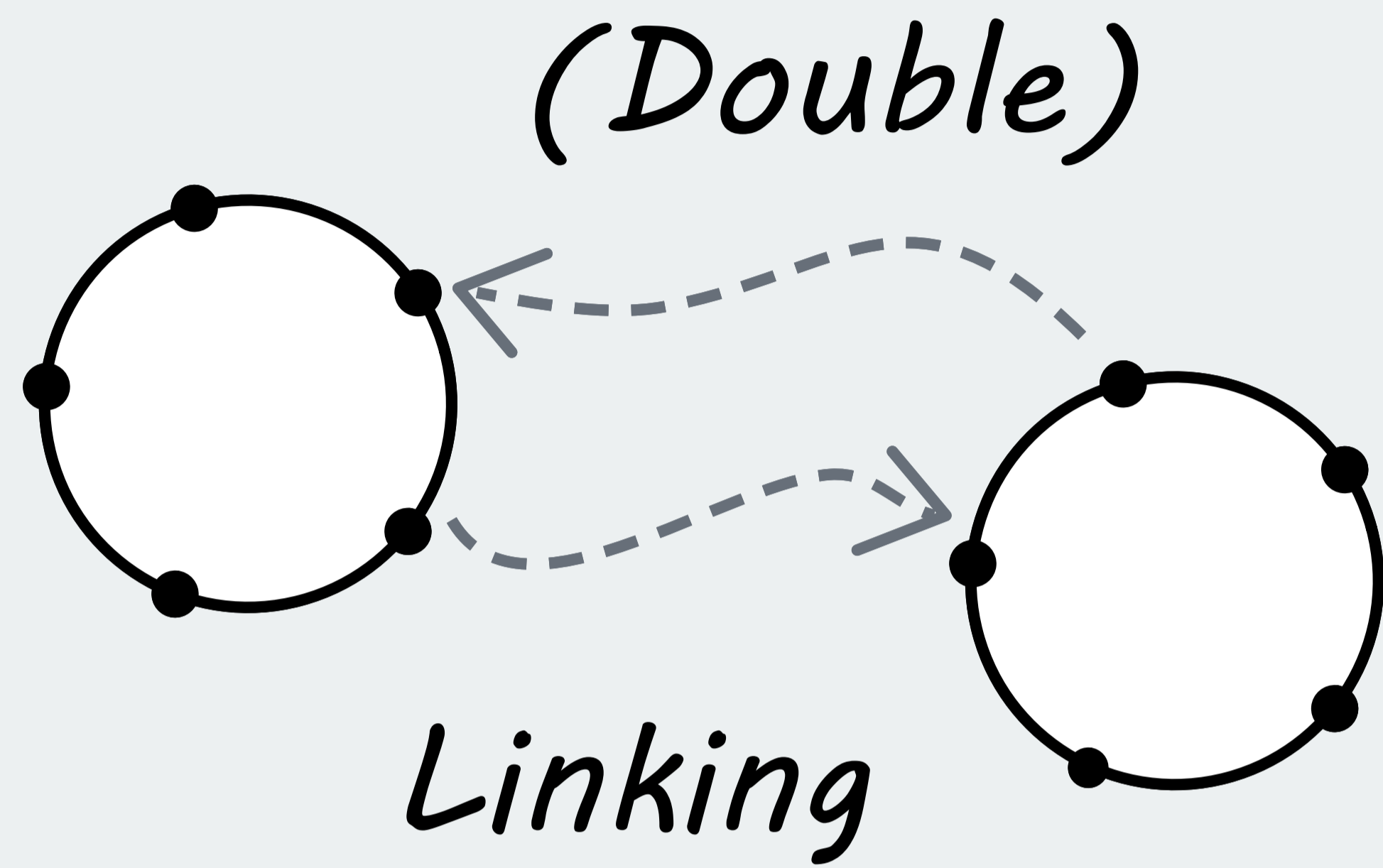
○ _____ ○ _____ ○ _____ ○ _____

? *Evaluation criteria*

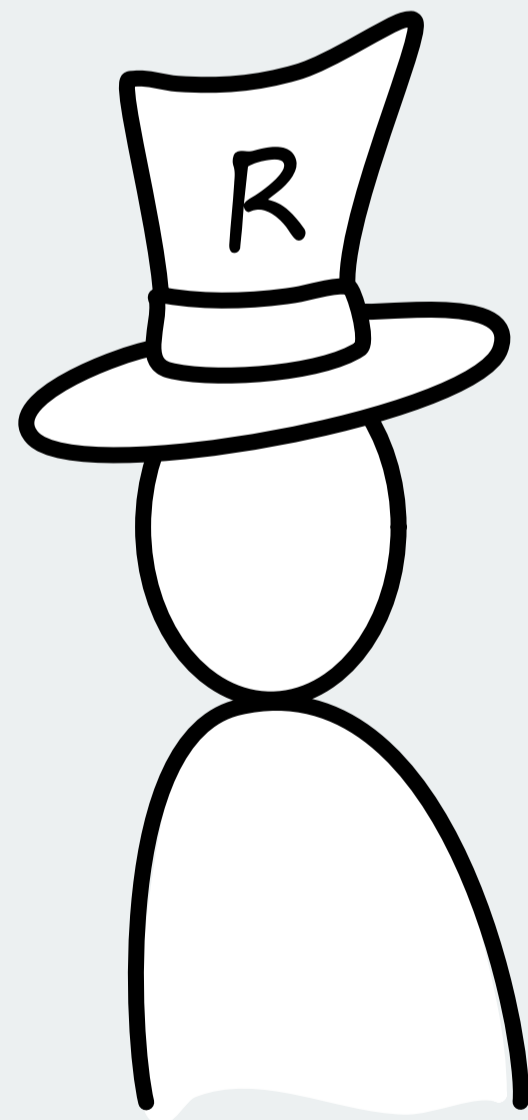
○ _____ ○ _____ ○ _____ ○ _____

 *Review date(s)* _____

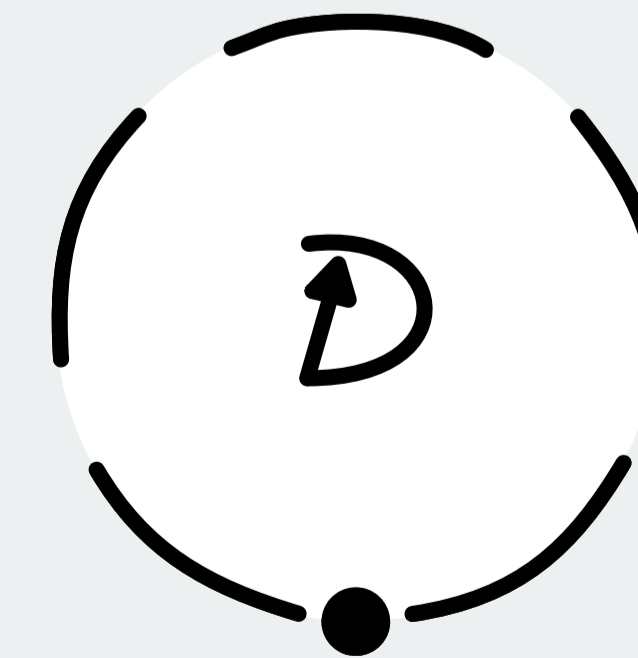
Building Organizations



Helping Team



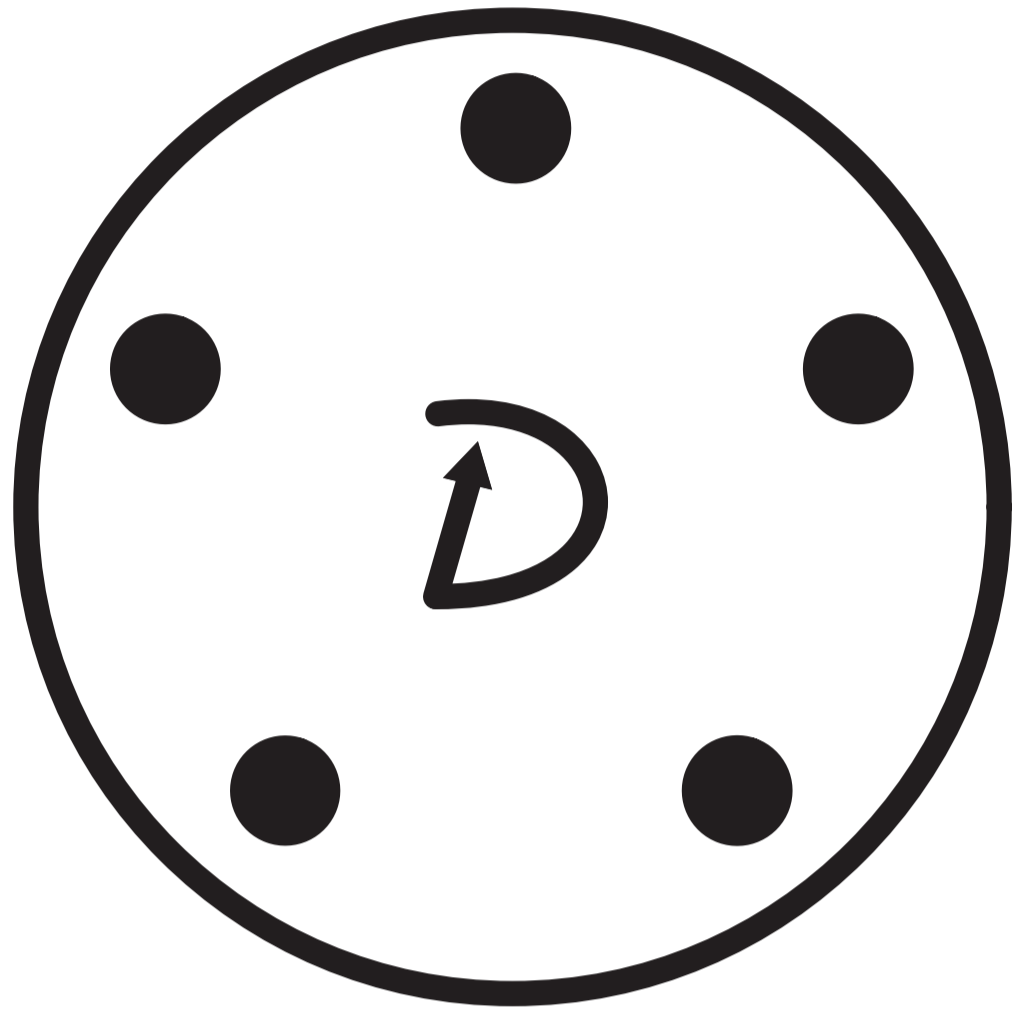
Representative



Open Domain

Types of semi-autonomous, equivalent teams

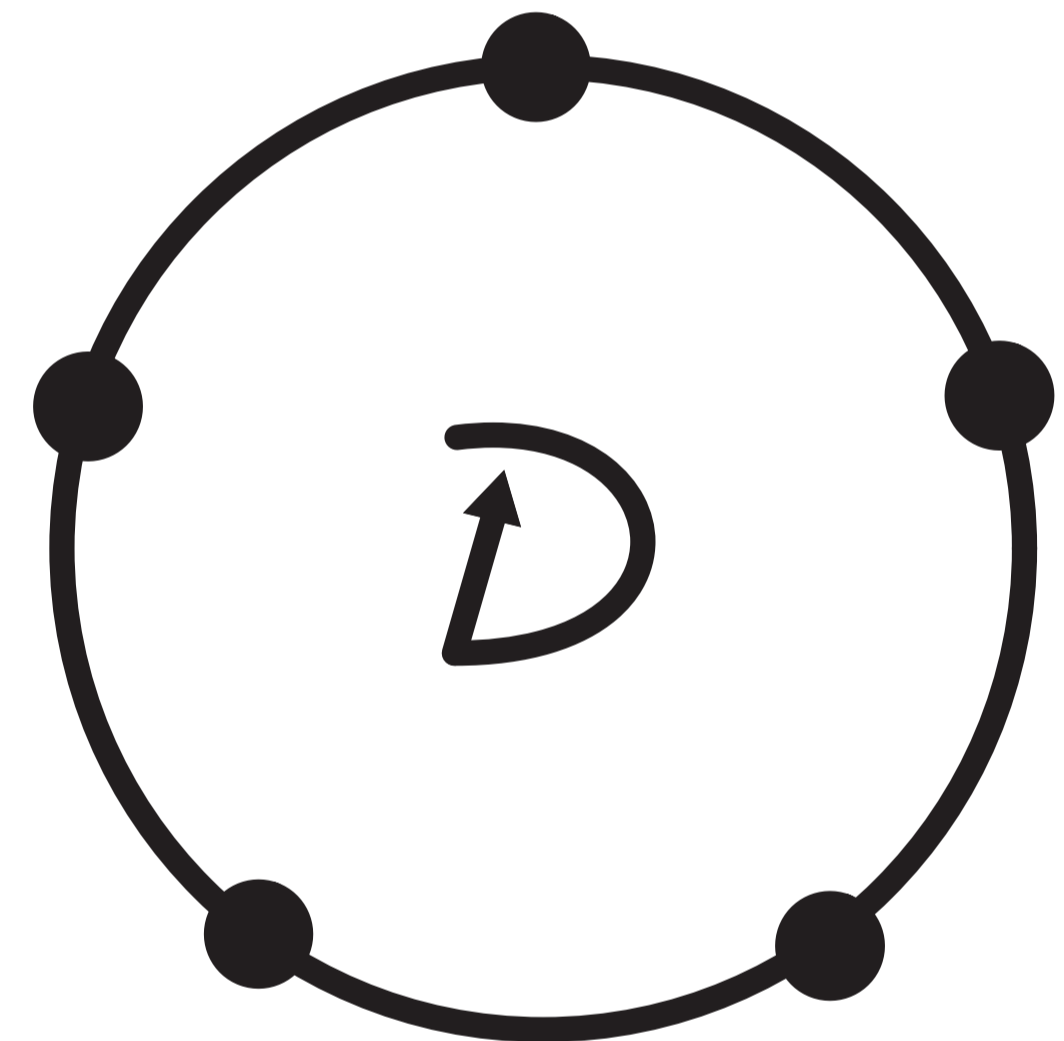
Helping Team



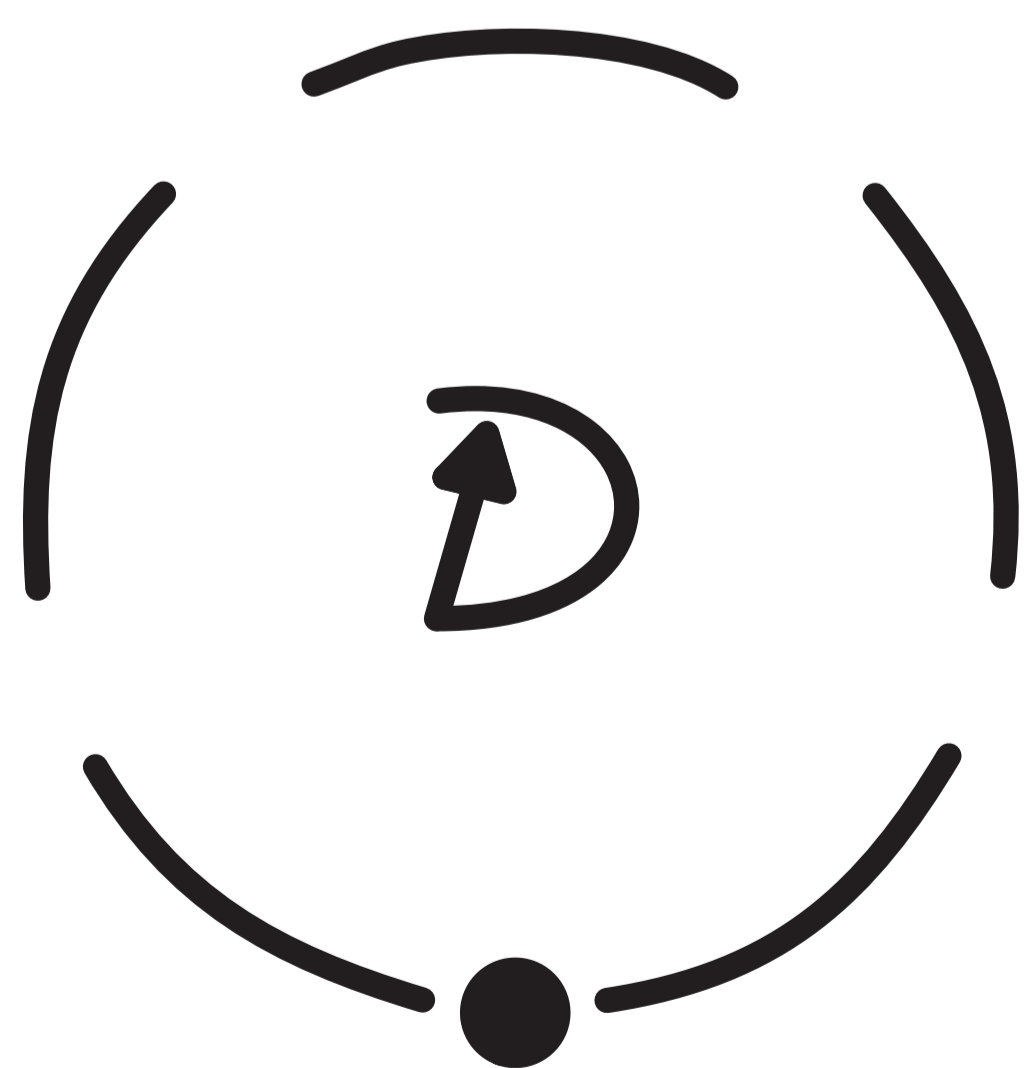
- Executes on a specific set of requirements (operations)
- Governed by their delegator
- More or less self-organizing

Circle

- Self-governing
- Accountable for their own development
- More or less self-organizing

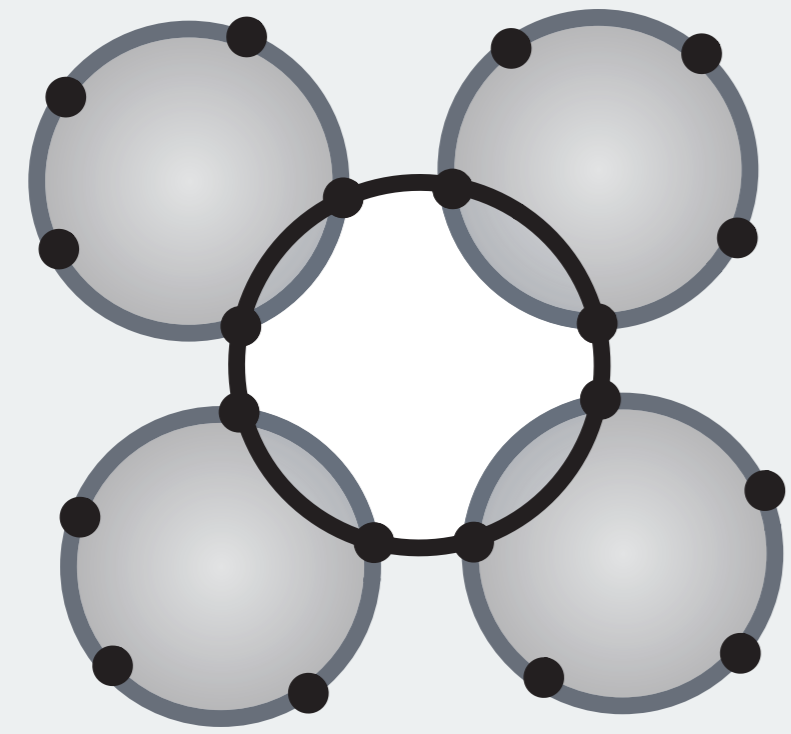


Open Domain

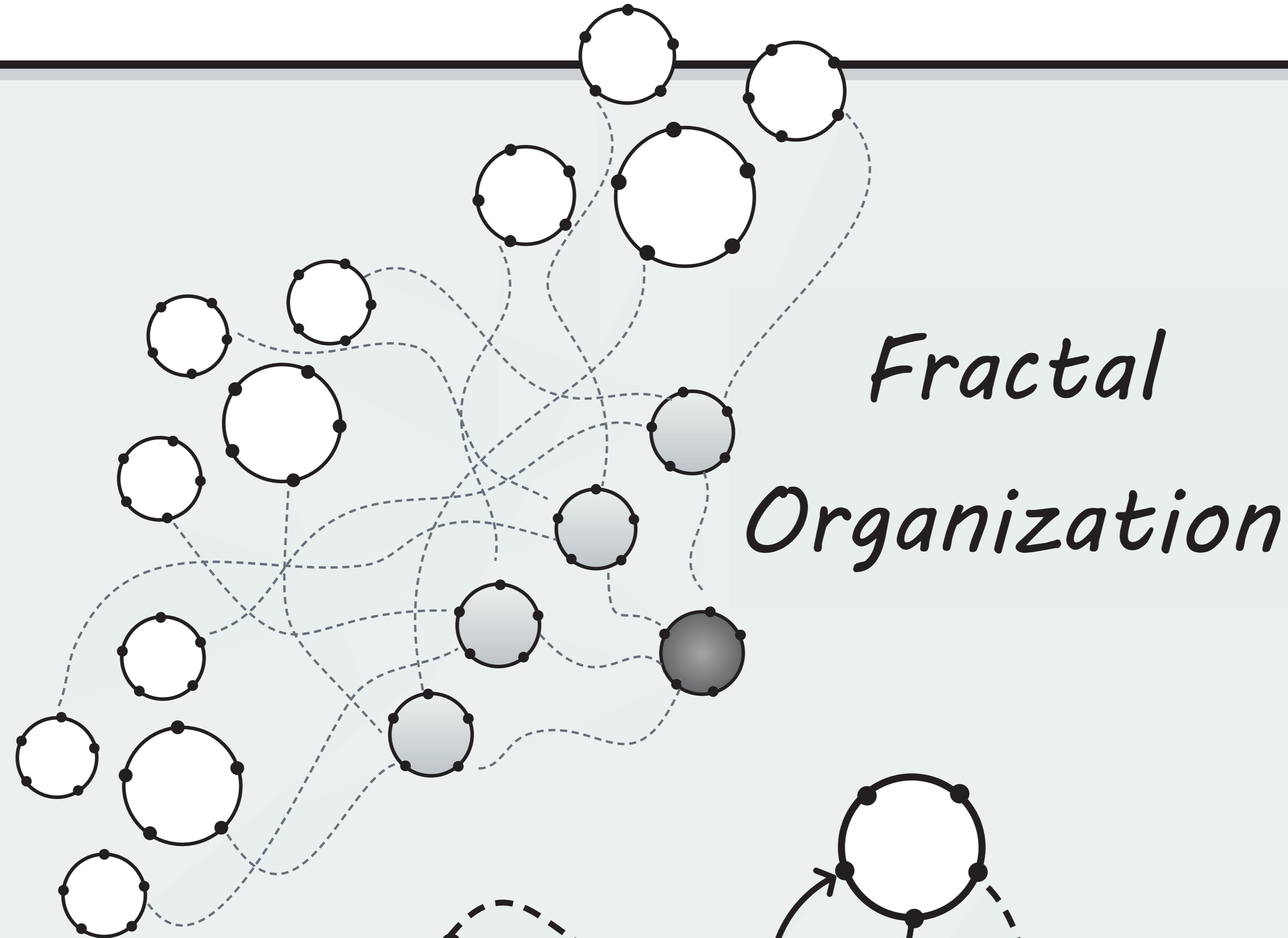


- Invitation based
- Those invited contribute if & when they can
- More or less self-organizing
- May only do operations or governance as well

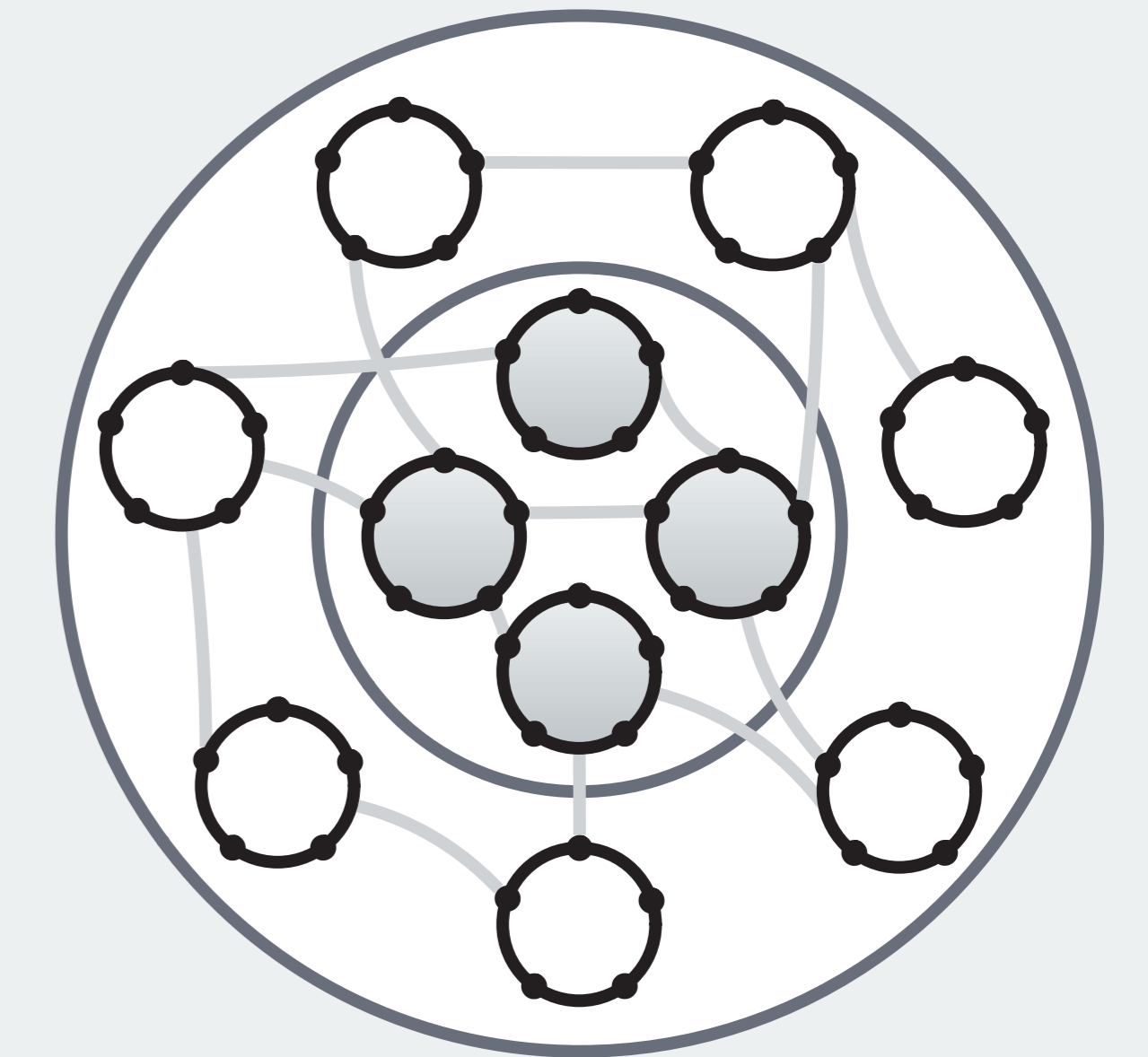
Organizational Structure



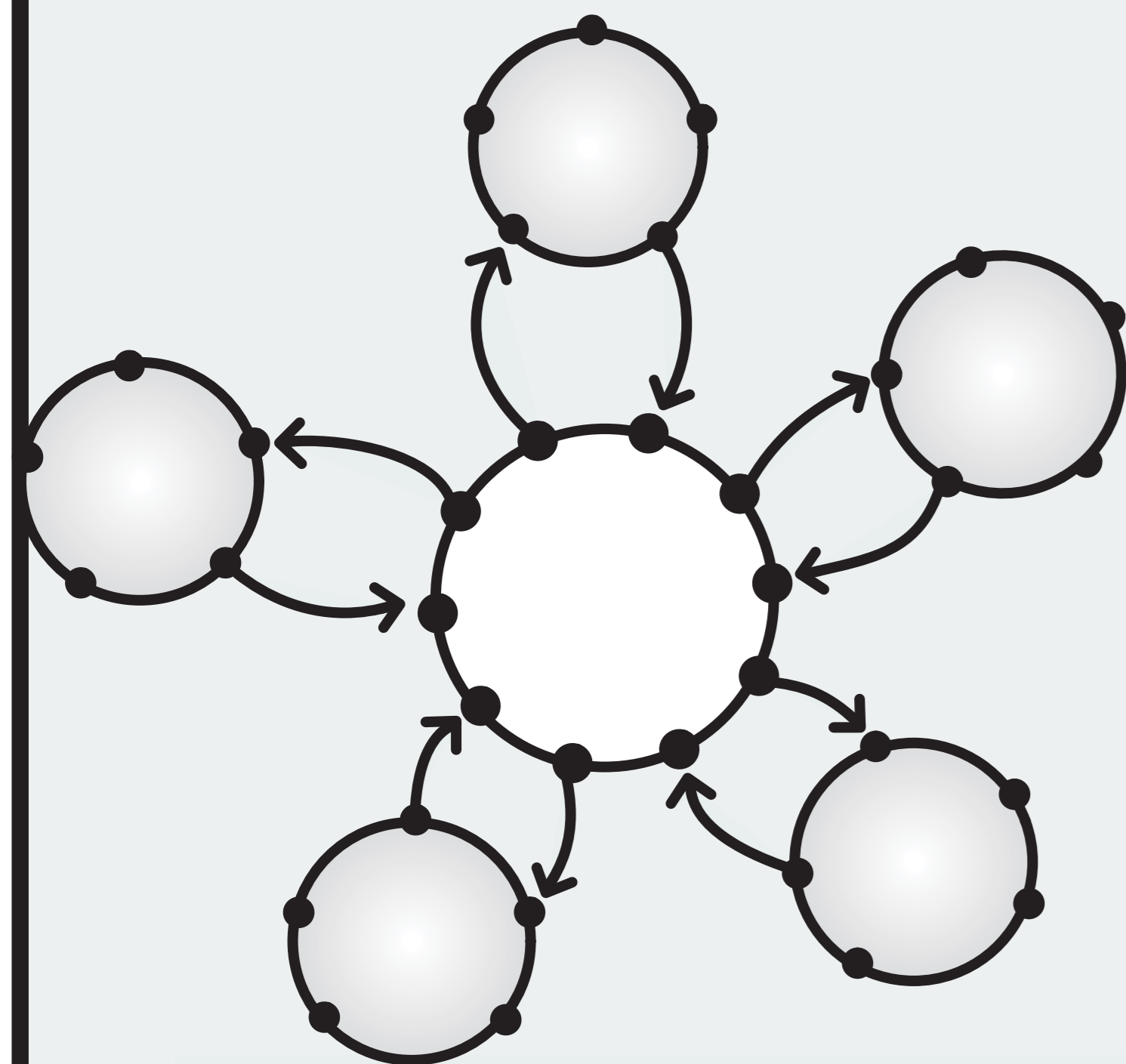
Delegate Circle



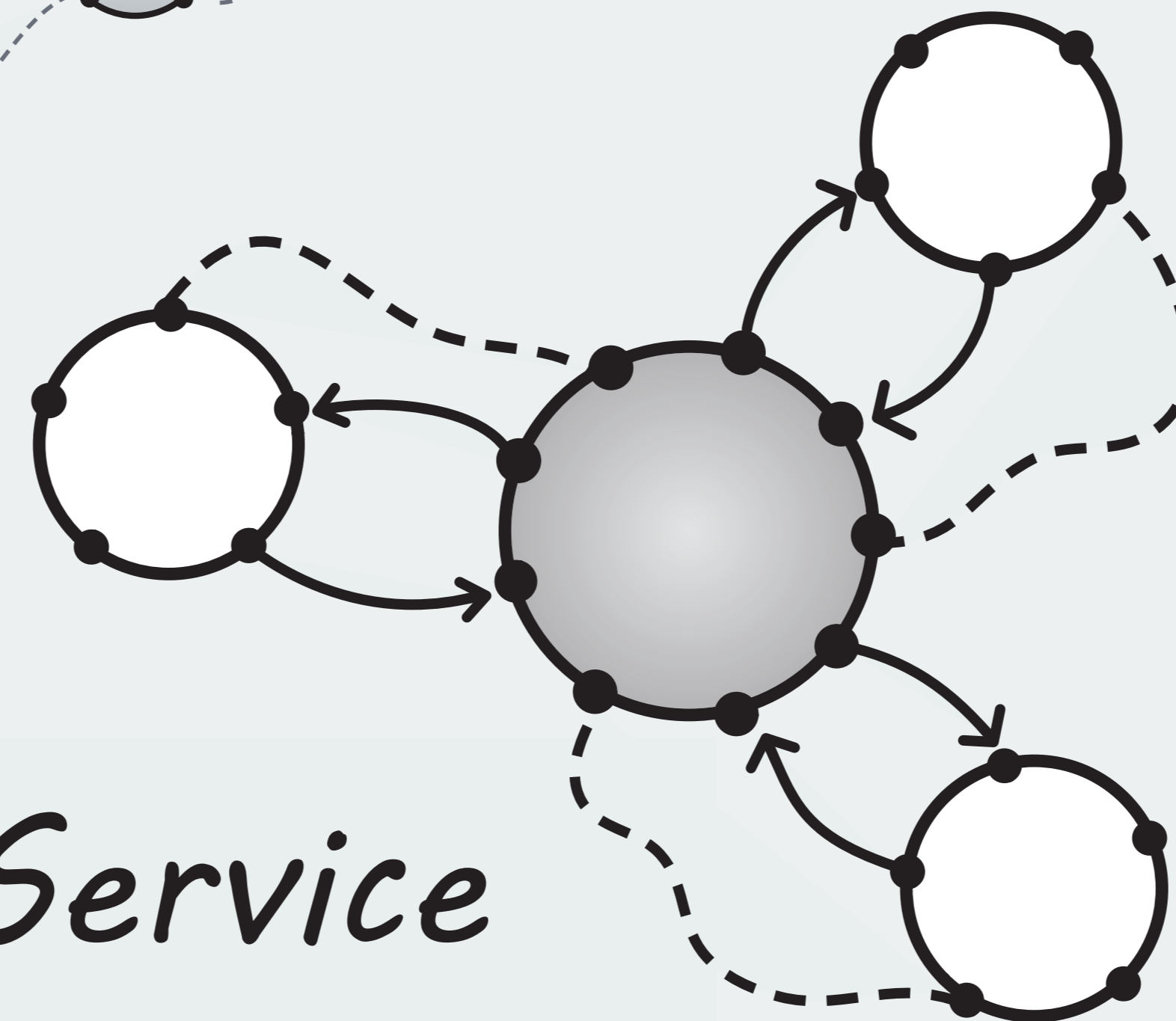
Fractal Organization



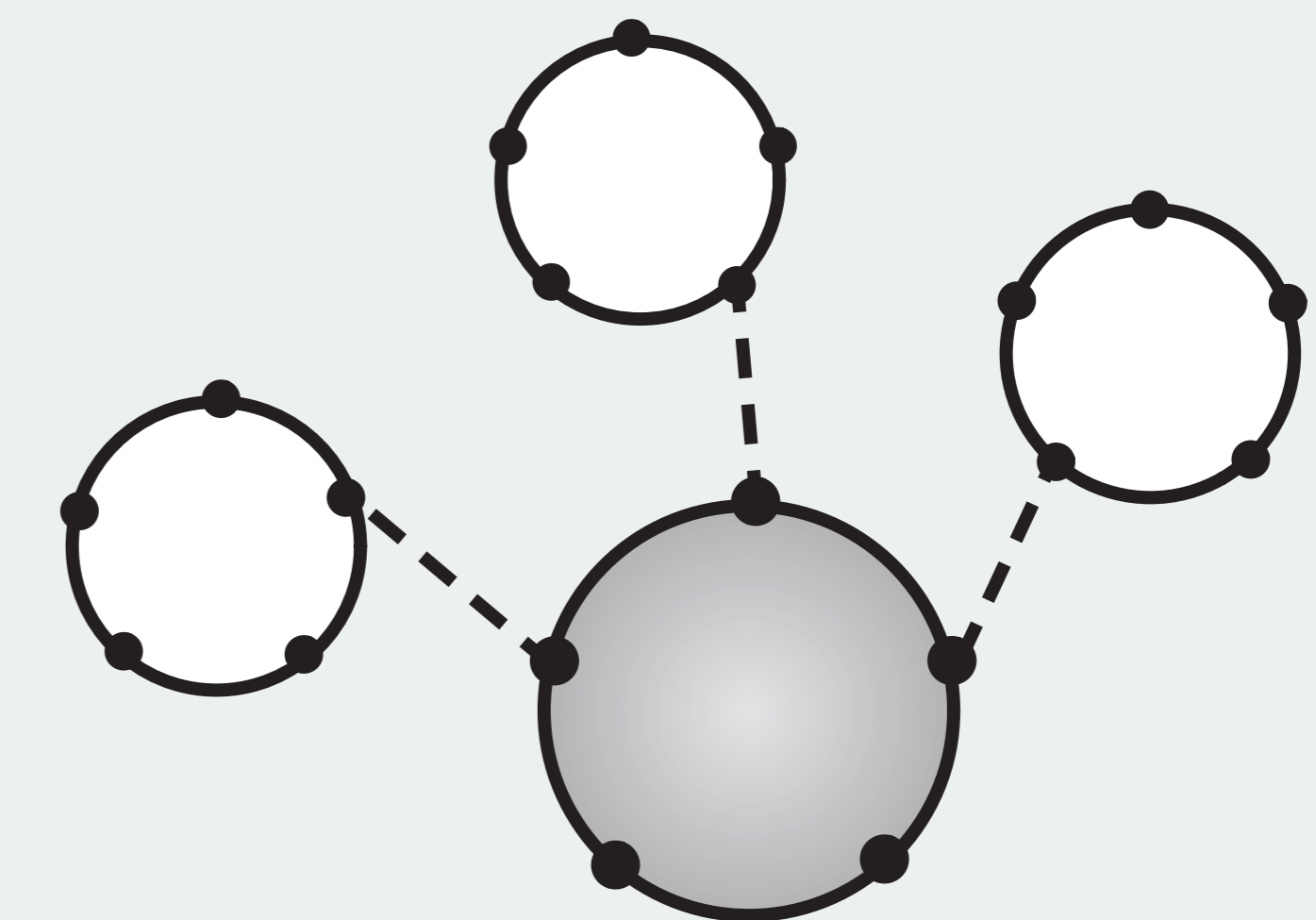
Peach Organization



Double-linked Hierarchy

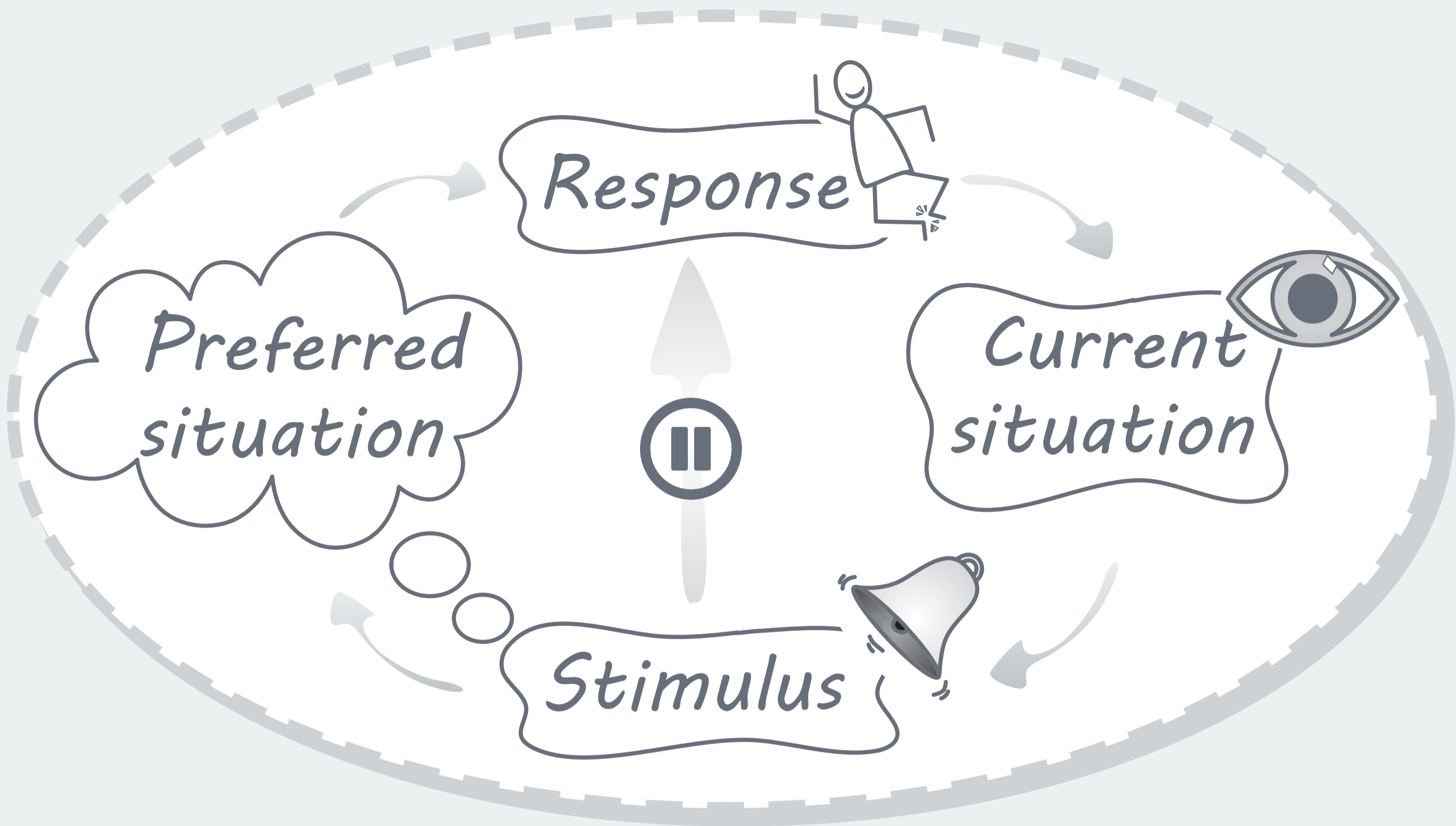


Service Organization

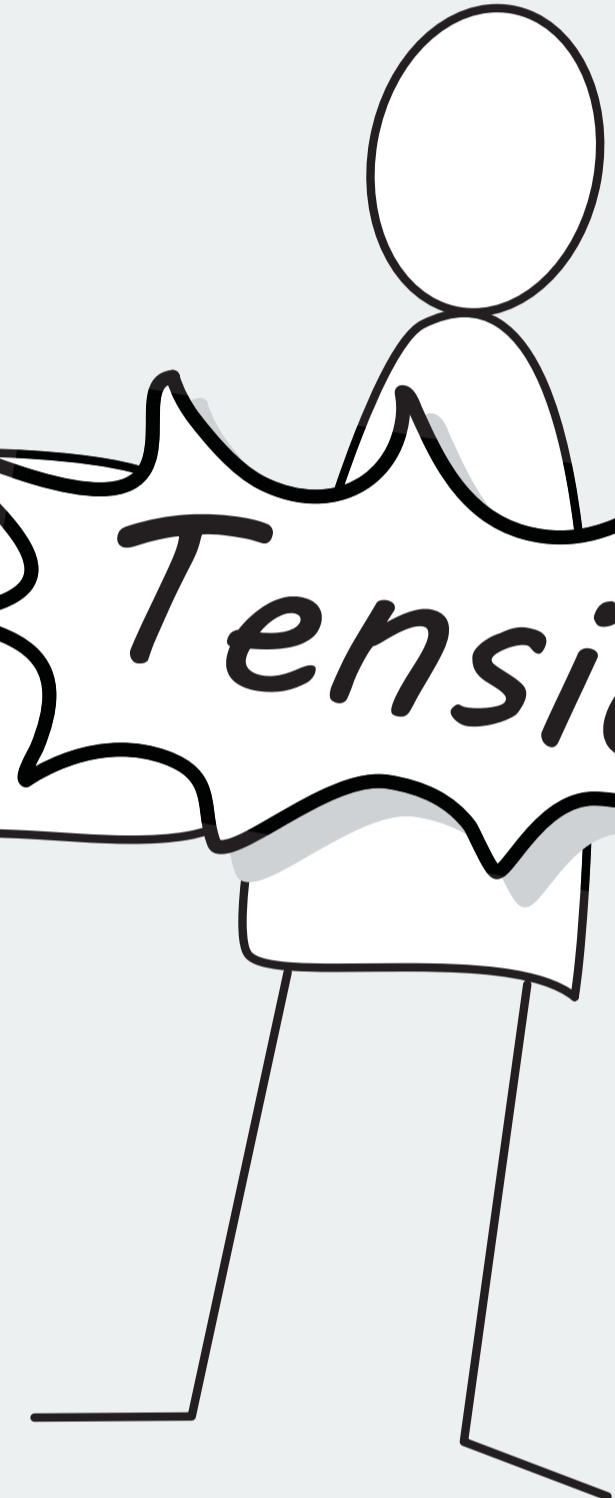


Service Circle

Navigate Via Tension



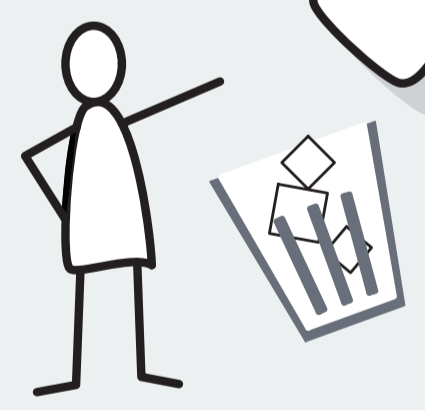
1 Notice **Tension**



2 Understand Driver

3 Is it an Organizational Driver? No

Yes

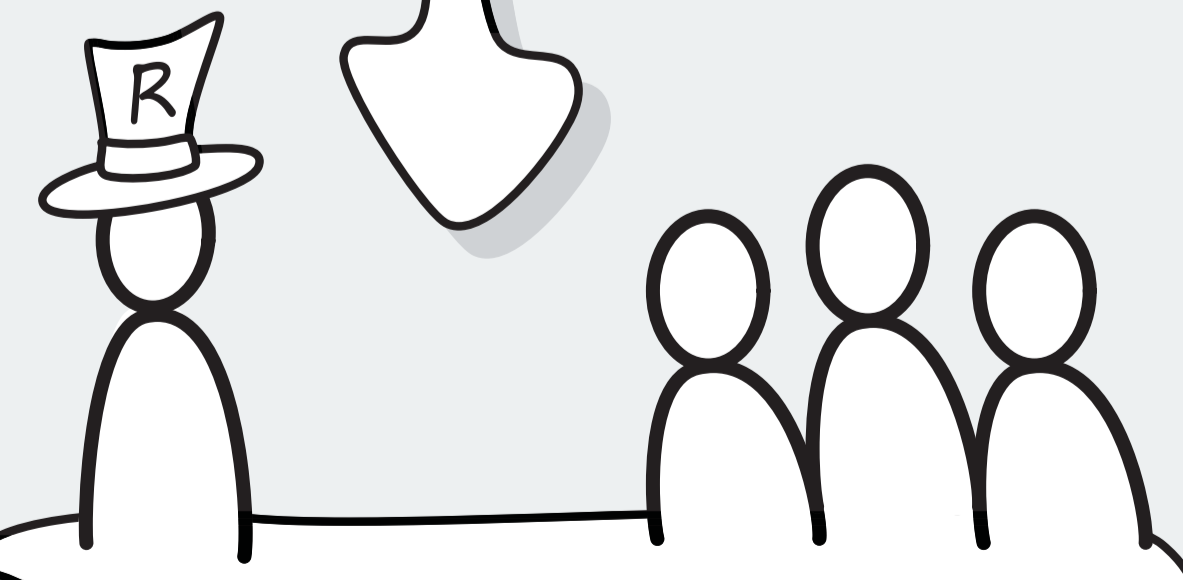


Drop it

4 Is it in my (our) domain? Yes

No

6 Respond



5 Pass to the appropriate domain

Driver

The motive for responding to a situation

a.k.a. the **WHY**

simply described in a

brief summary

explaining:

what's happening:

- current situation
- effect on the org

what's needed:

- need of the org
- impact of attending to that need

observation

~~create~~

State the obvious!


precedes the 'how'

Qualify Objections

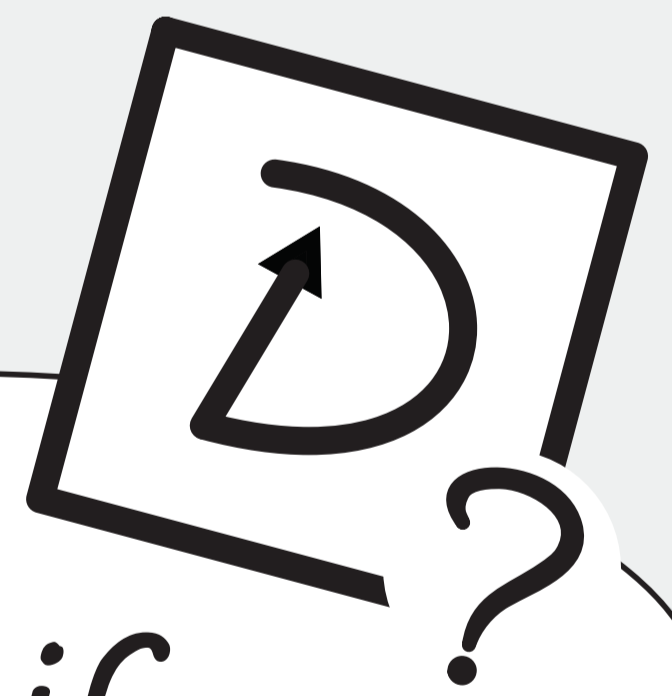


Does this argument reveal a reason why doing this stands in the way of a (more) effective response to an organizational driver?




 A Sociocracy 3.0 resource by J. Priest, L. David and J. Cumps (v2018-09-01) - based on original material by Sociocracy30.org - J. Priest, L. David and B. Bockelbrink

Qualify Organizational Drivers



*Will it help the organization if we respond to this driver?
Will it lead to unintended consequences if we don't?*



 A Sociocracy 3.0 resource by J. Priest, L. David and J. Cumps (v2019-05-12) - based on original material by Sociocracy30.org - J. Priest, L. David and B. Bockelbrink

Describing Drivers

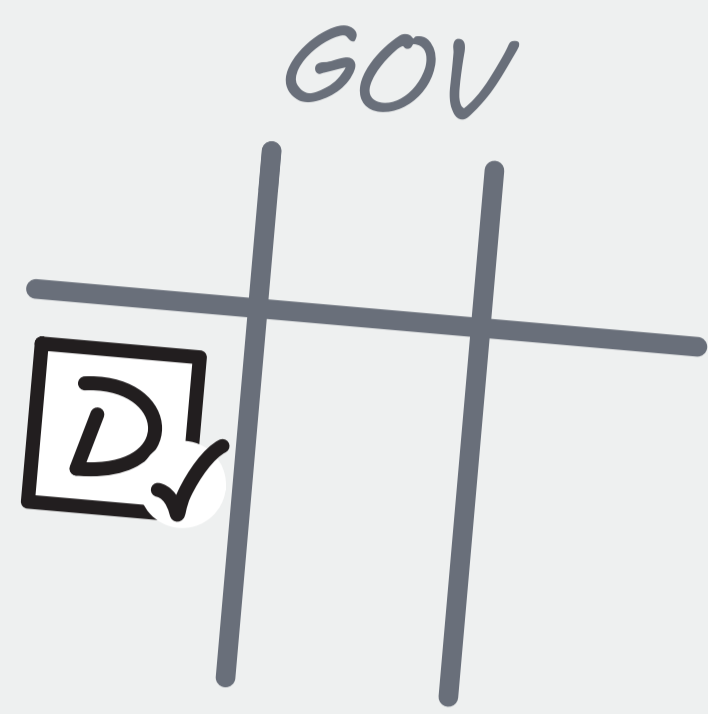
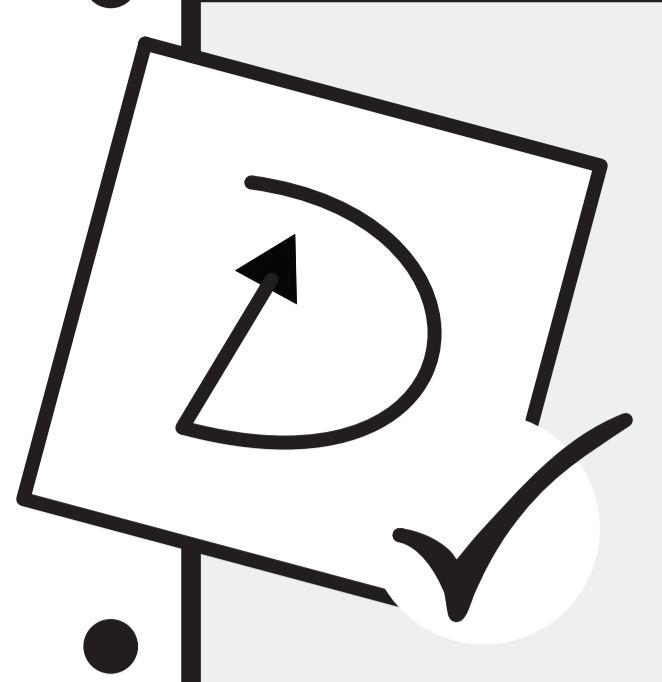
We have considerable resources and potential to further utilise our production capacity. We need to develop new opportunities to innovate, to make the best use of what we have.

We're expanding our operations with increasingly distributed teams and see potential to improve our approach. We need to evolve how we manage the department, to build and maintain coherence and performance as we grow.

We want to better harness our co-creative potential to create and deliver value to the world. We need to develop our business model and how we work together, to get the best out of our collaboration and help customers to do the same.

Information is unstructured, kept in silos and sometimes unrecorded, leading to inability to understand and contribute to the whole picture. We need relevant info to be shared proactively, to provide improved solutions for our customers.

Ways People Respond to Organizational Drivers



making and evolving governance decisions



Governance



(self)organizing how work will be done



Operations

doing work

Governance

(of an organization or a domain within it)

the act of setting objectives, and making and evolving decisions that guide people towards achieving them.

Self-Governance

People governing themselves within the constraints of a domain.

Self-Organization

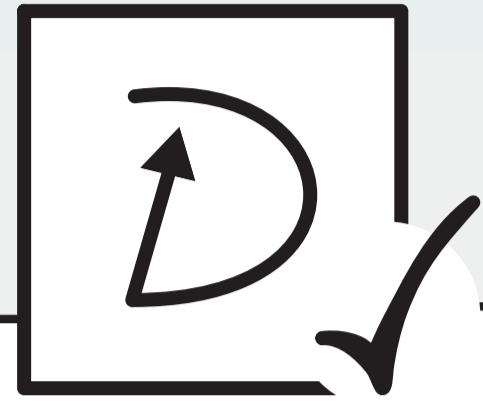
Any activity or process through which people organize their day-to-day work without the influence of an external agent, and within constraints defined through governance.

Operations

doing the work and organizing day to day activities within constraints defined through governance.

Governance vs Operations

Driver



Is this covered by a previous decision?

NO

YES

Will this decision govern future decisions and actions?

YES

NO

Governance Board

Operations Board

	To decide	Agenda	Agreed
prioritize ▲	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	

To do	Work in Progress	Done
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	WIP limit	<input type="checkbox"/>

groups make decisions in Governance Meeting



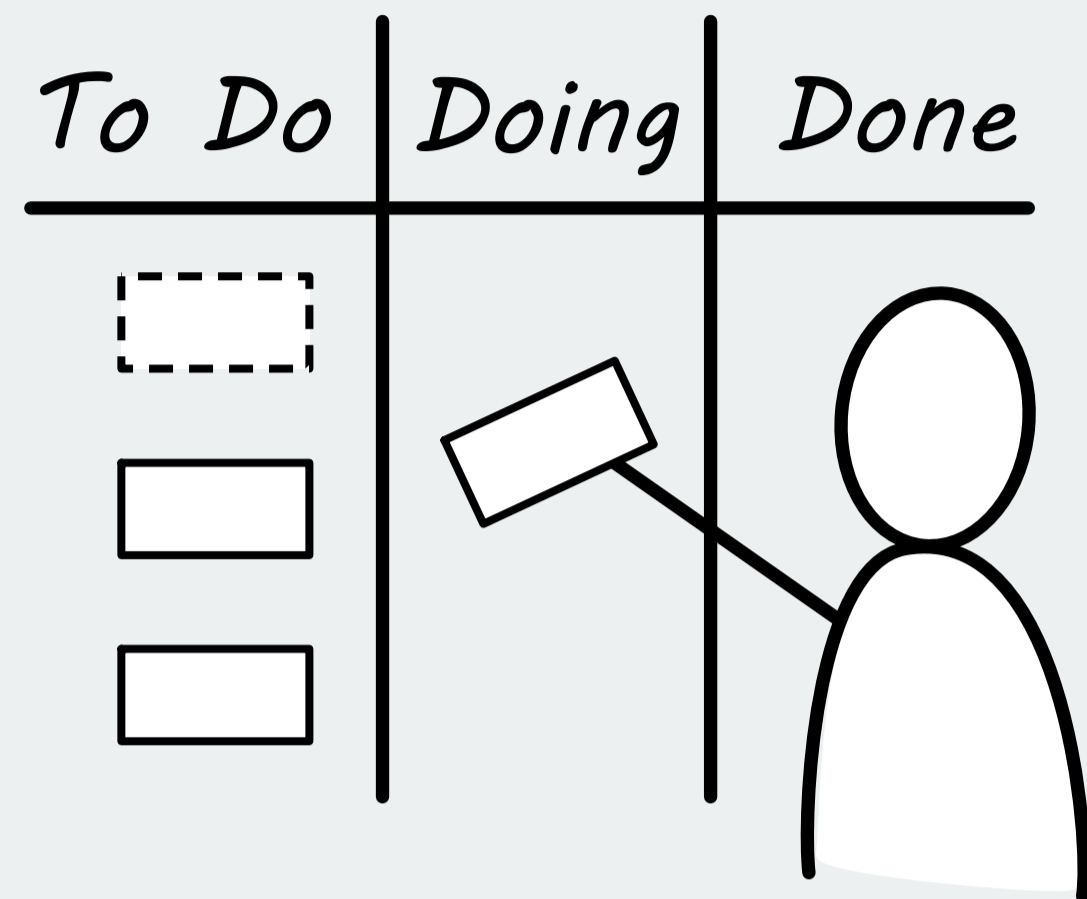
resulting in

or

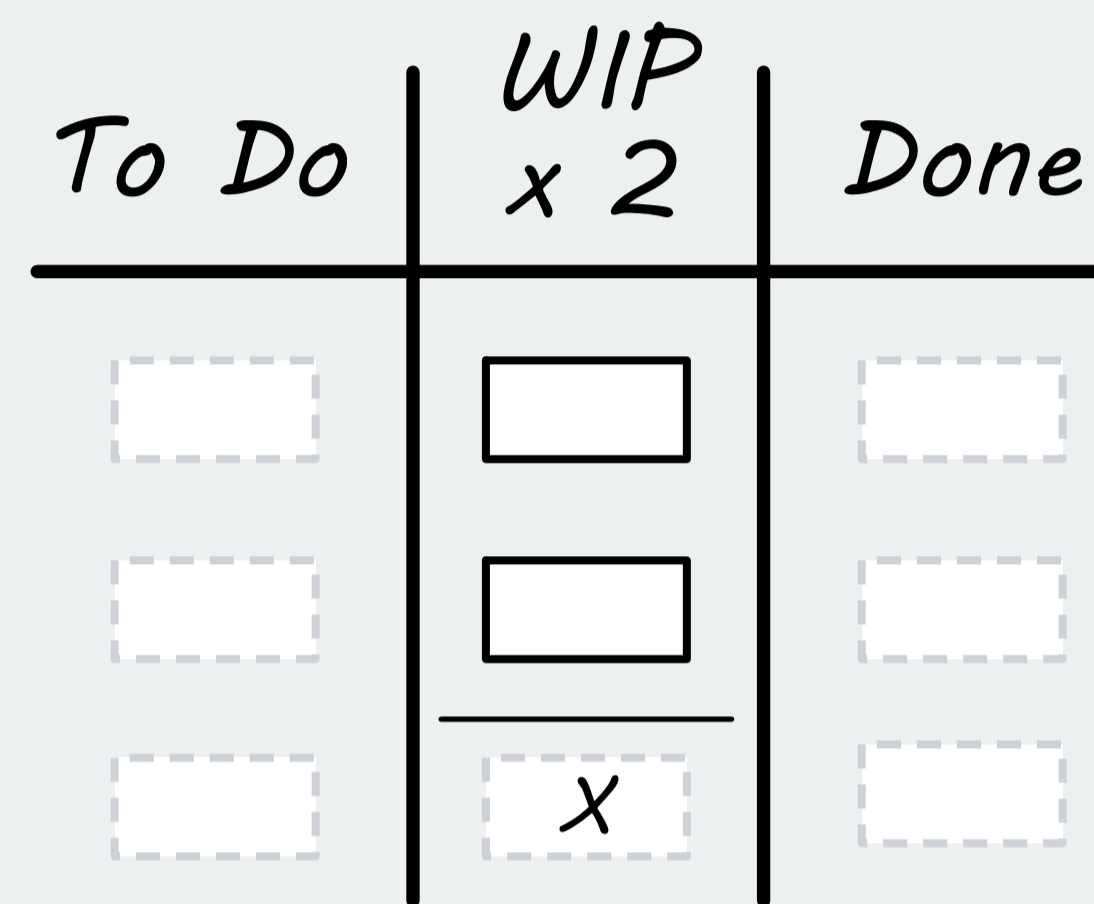
Agreements



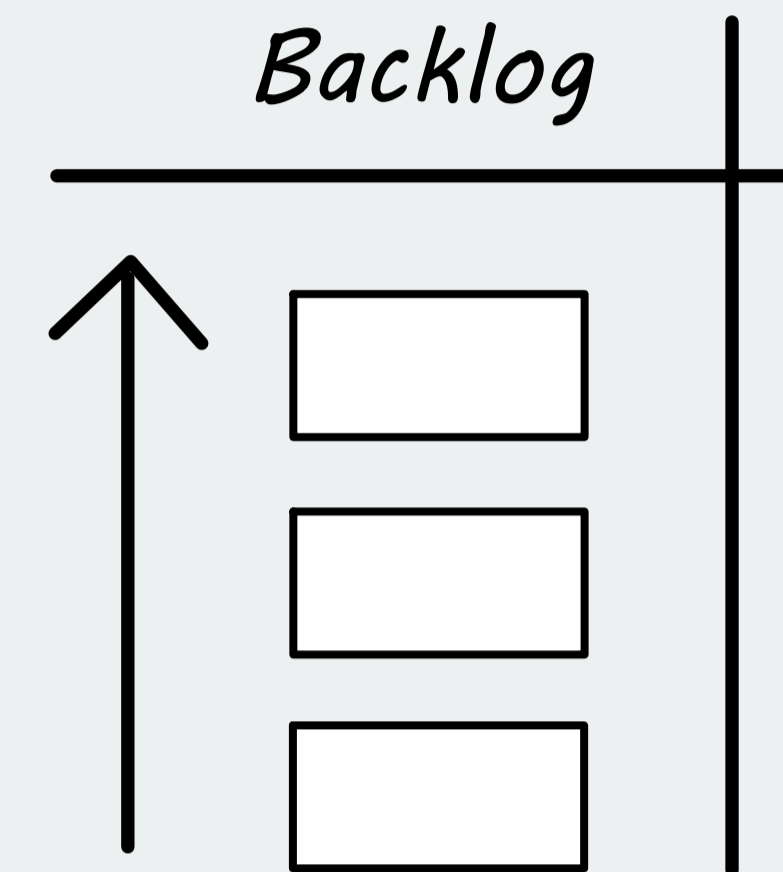
Organizing Work



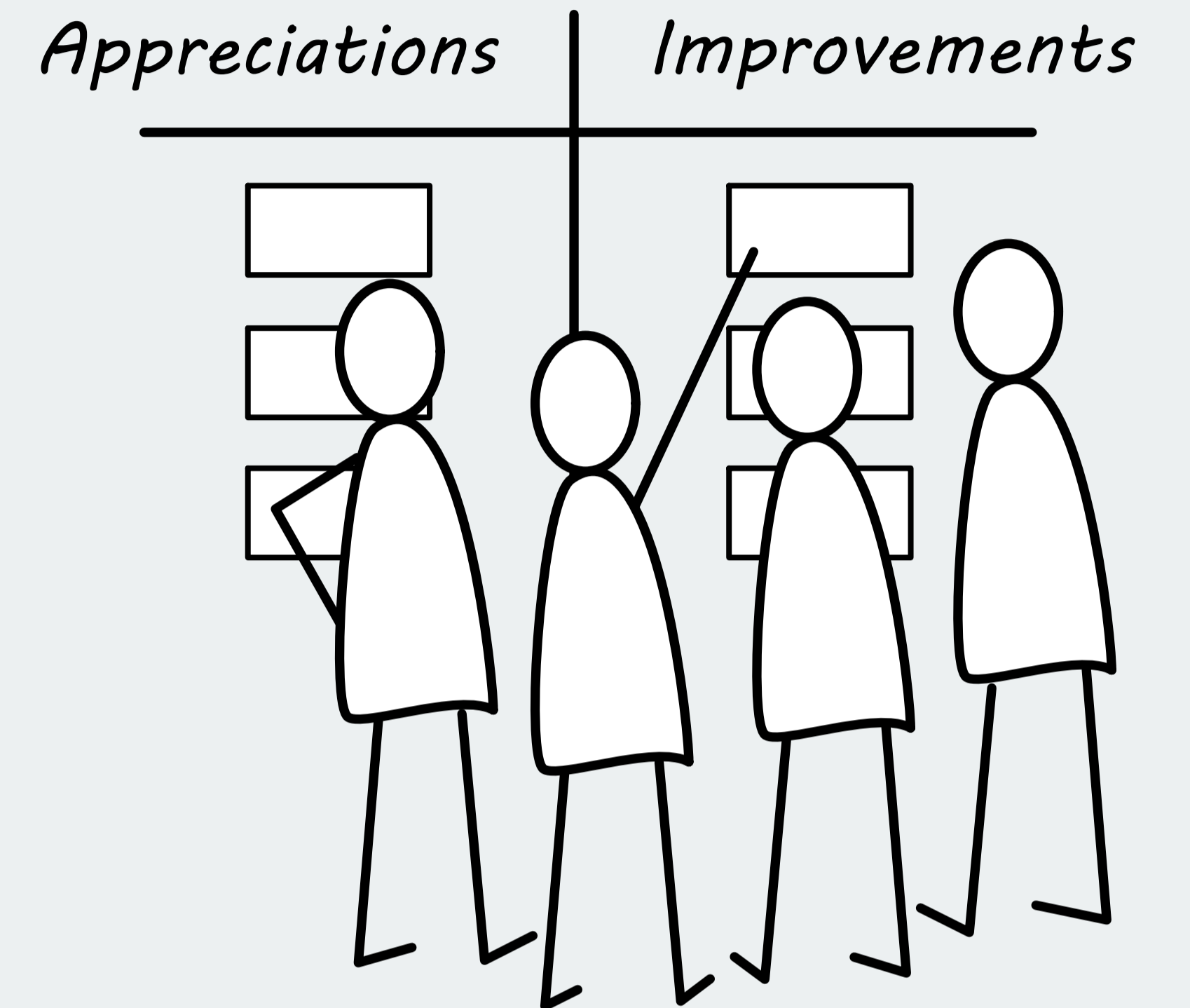
Pull system for work



Limit work in progress



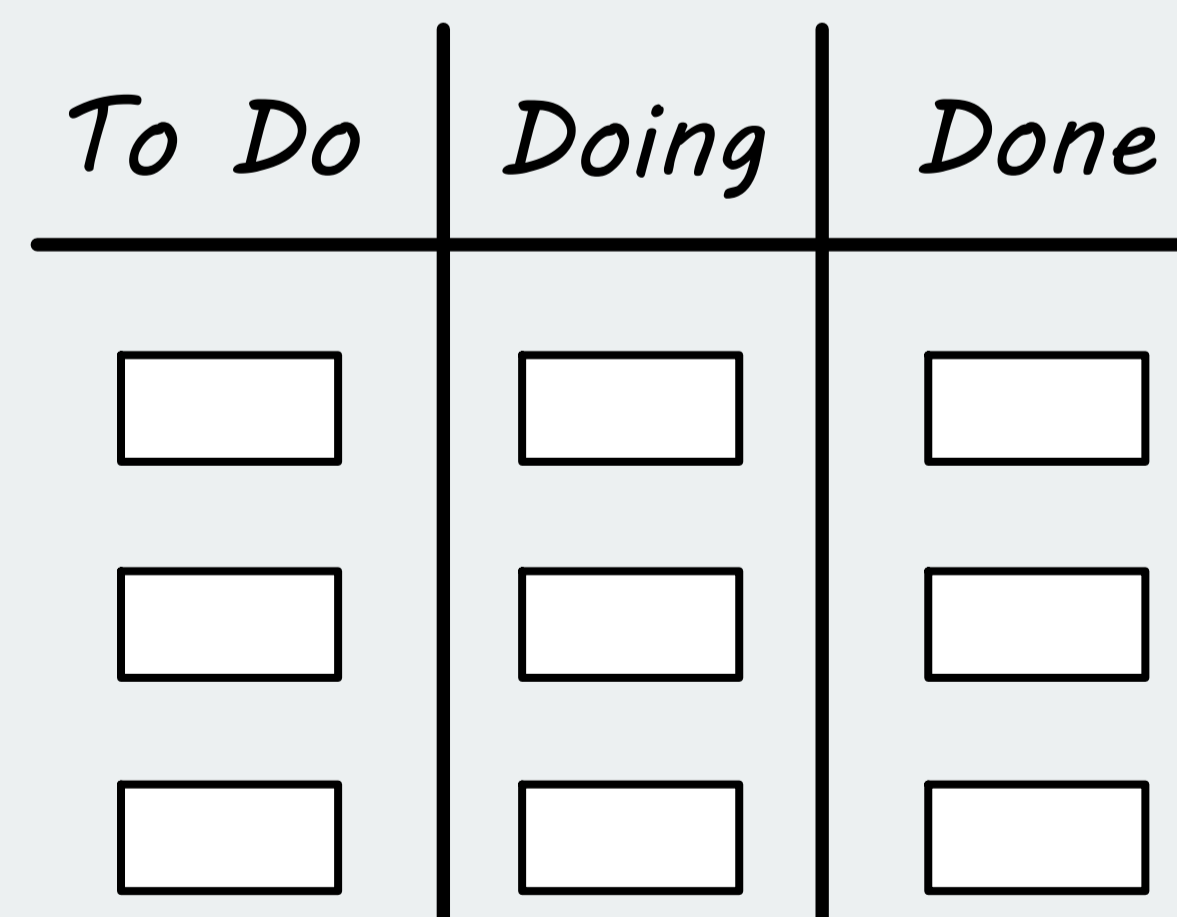
Prioritize Backlogs



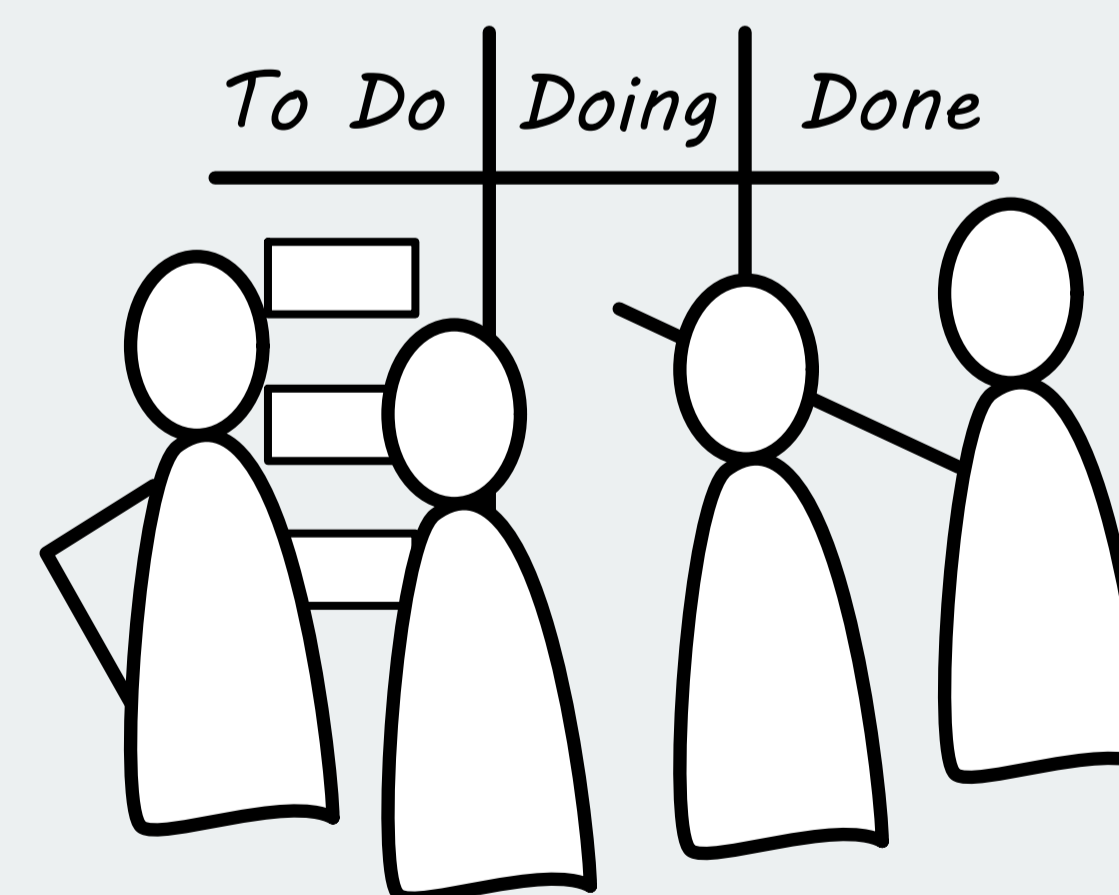
Retrospective



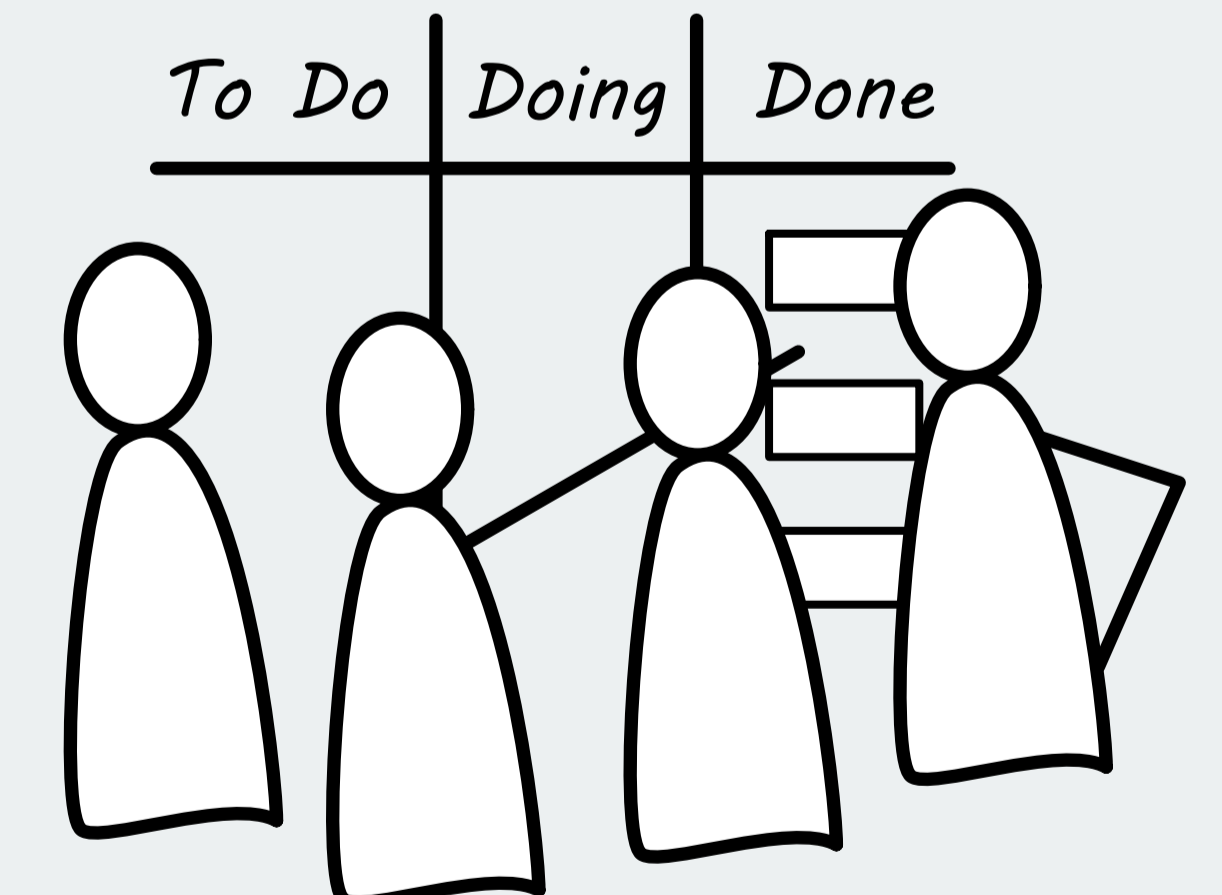
Daily Stand-up



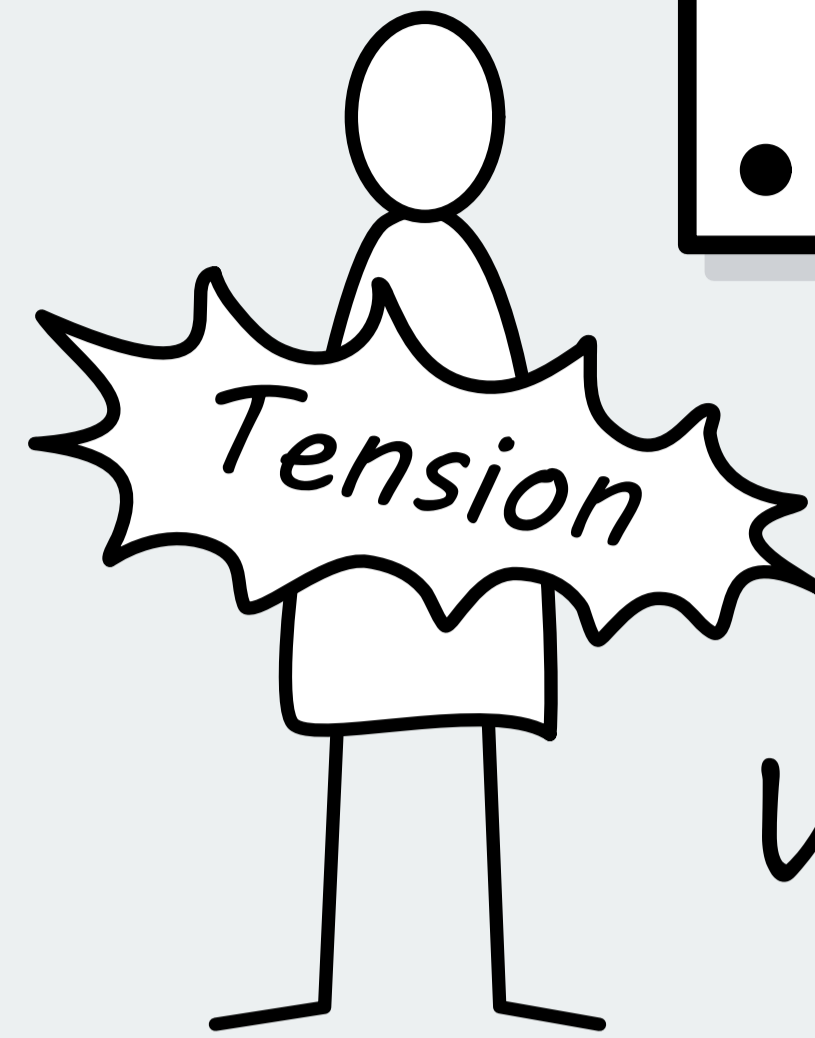
Visualize work



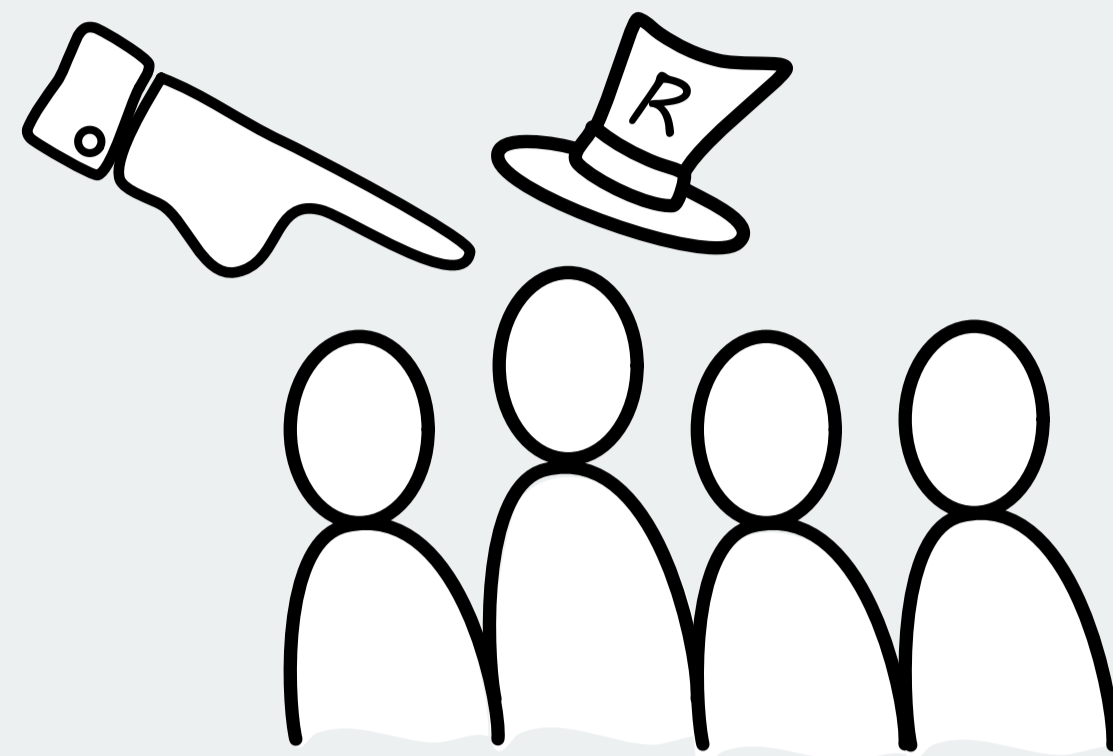
Planning & Review Meetings



Co-creation and Evolution

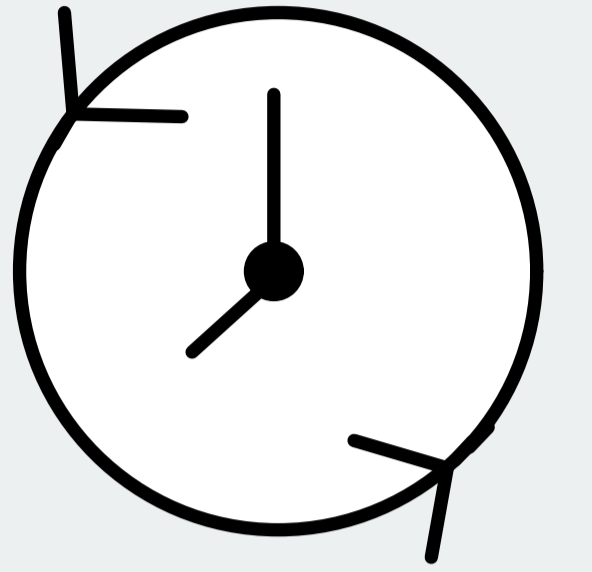


Navigate
Via Tension

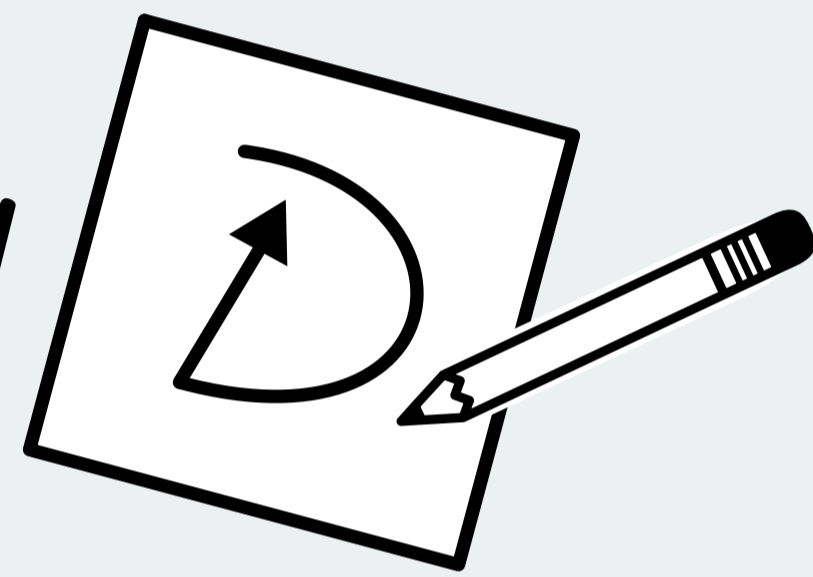


Role Selection

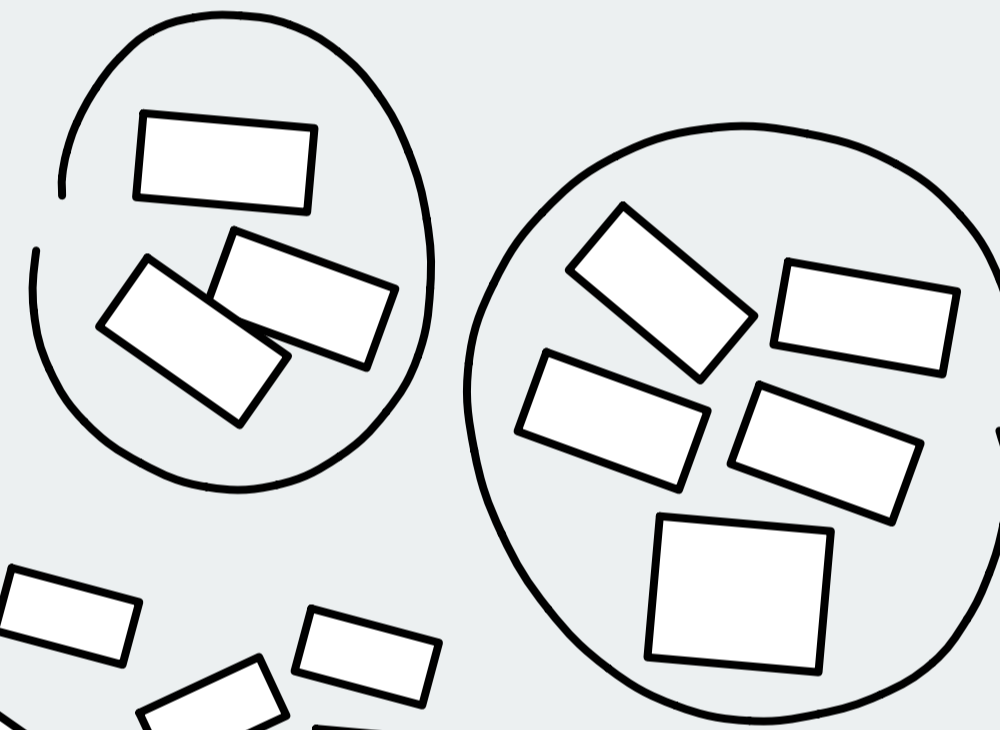
Evaluate and
Evolve
Agreements



Describe
Organizational
Drivers



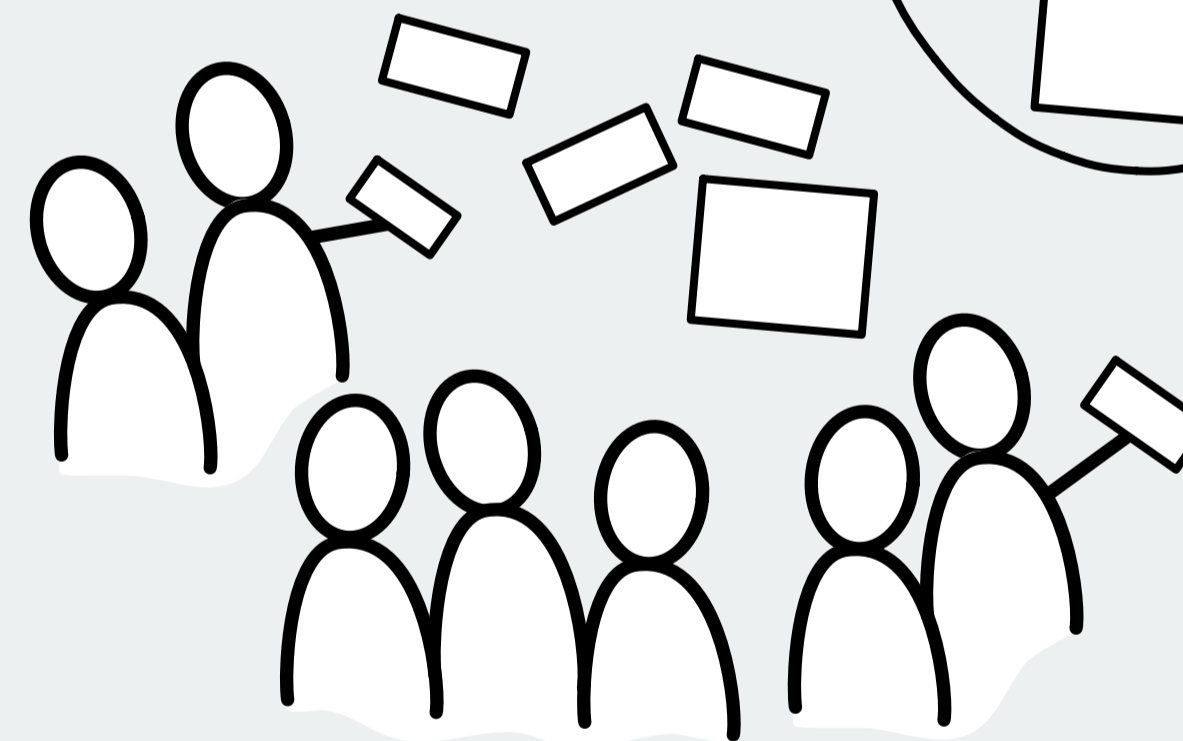
Driver
Mapping



Resolve
Objections



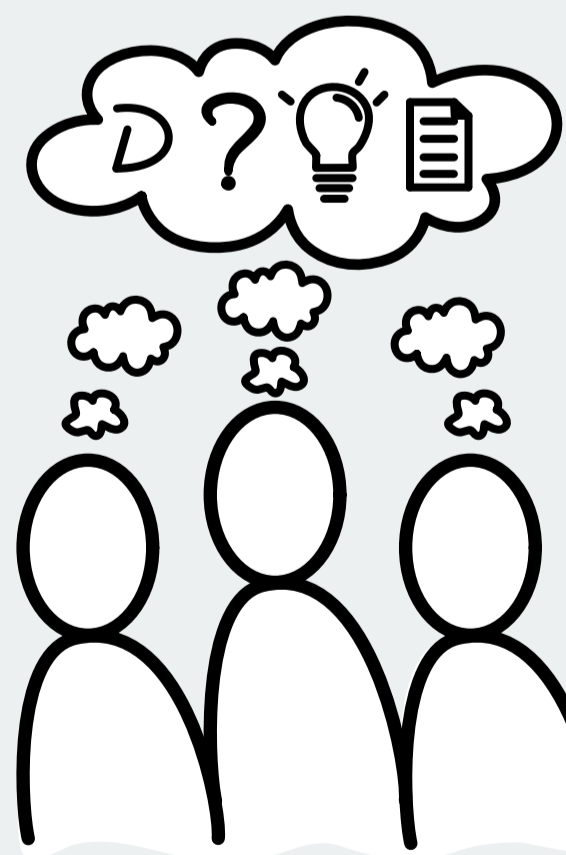
Respond to
Organizational
Drivers



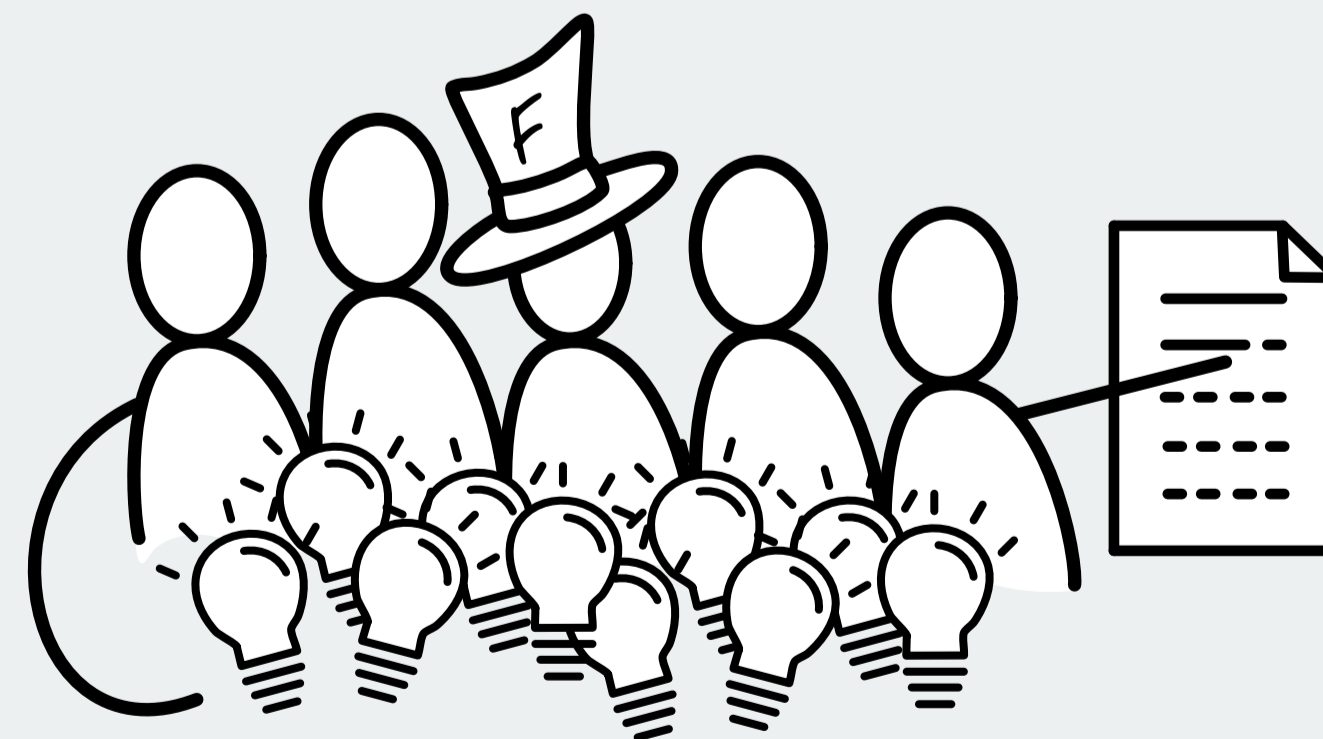
Objection



Those Affected
Decide

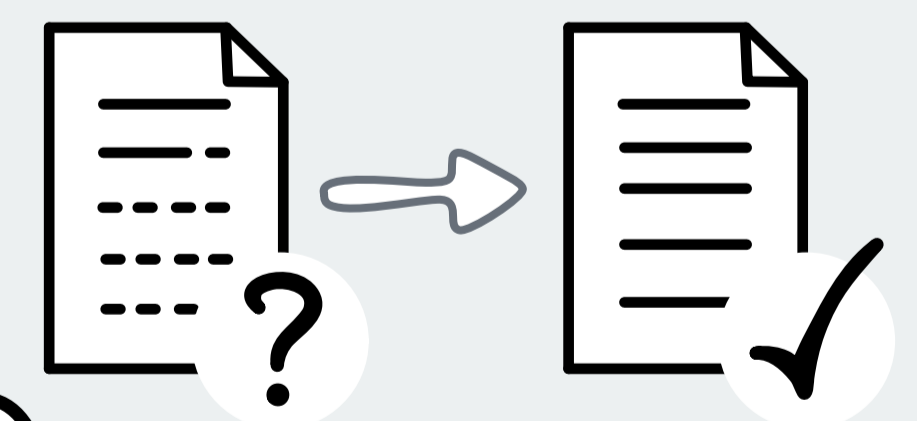


Co-Create
Proposals

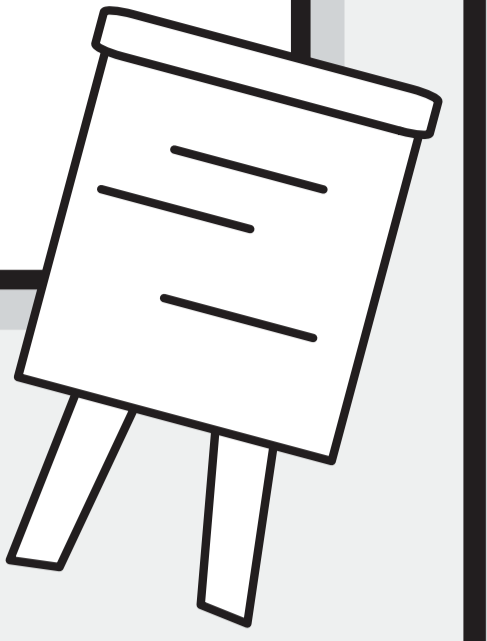
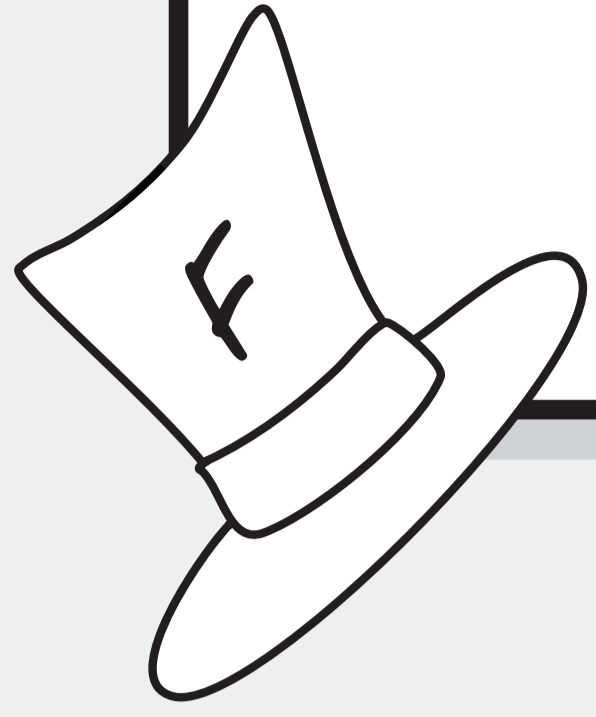


Proposal
Forming

Consent
Decision
Making



Governance Meeting

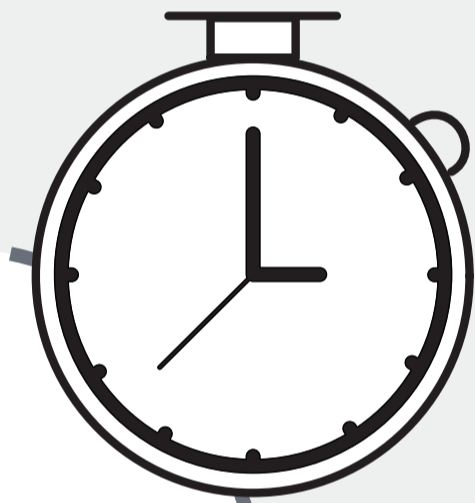


Opening round

Administrative matters

- consent to last minutes
- last-minute agenda items
- date for next meeting
- consent to agenda

Agenda items

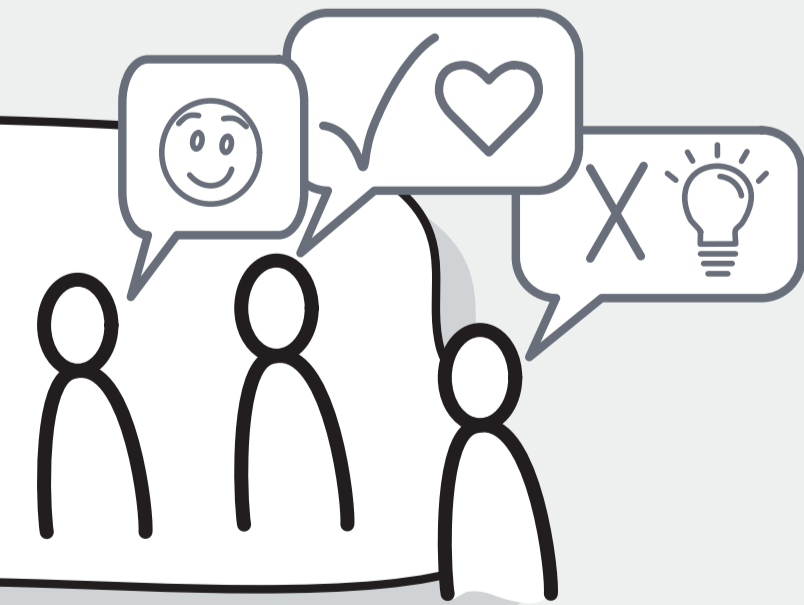


- short reports
- agreements due review

Driver	Name	Time	Process
—	—	10	CDM
—	—	20	PF
—	—	15	Selection



Meeting Evaluation



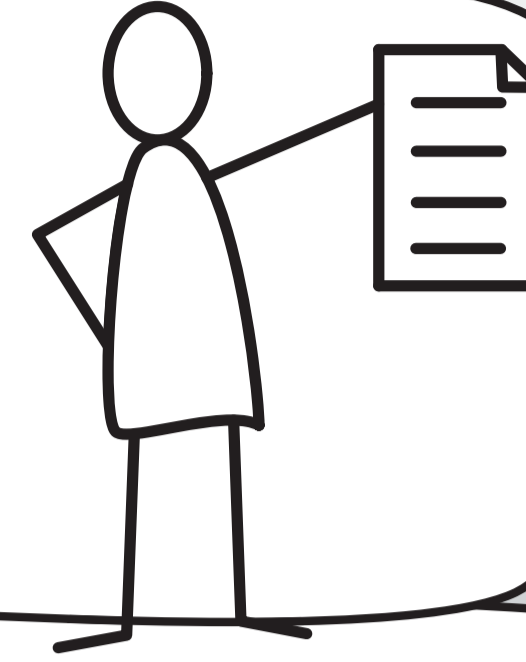
Closing





Role Selection

Present Domain

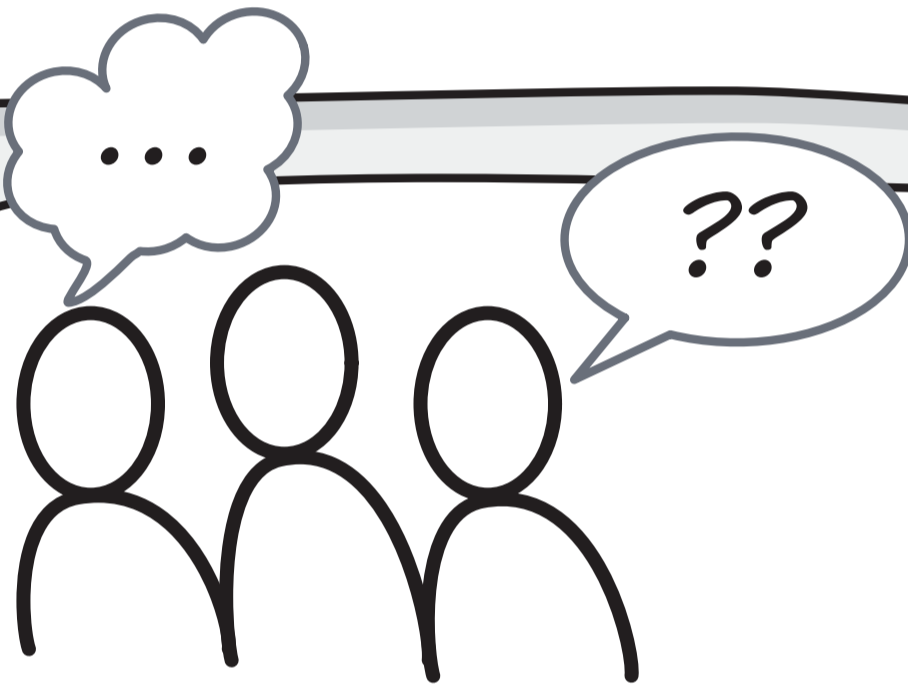
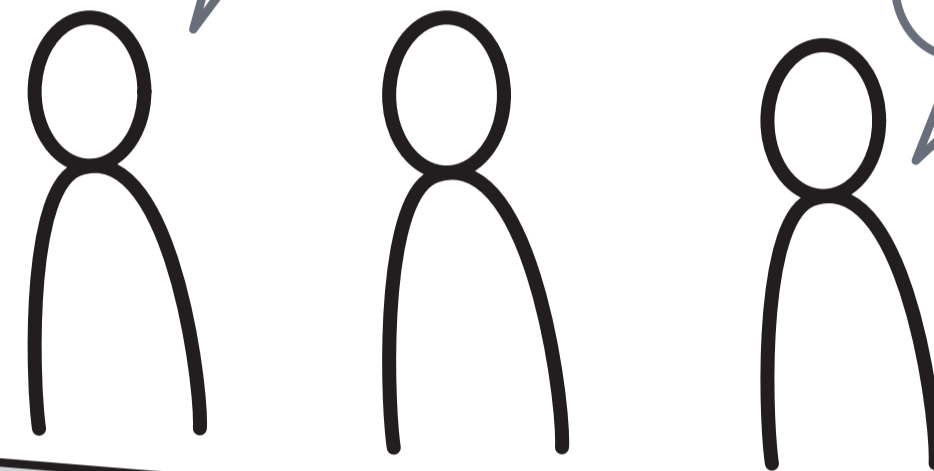


Adm

Record Nominations



Hear Reasons



Info Gathering

Nomination Changes



Propose a Nominee



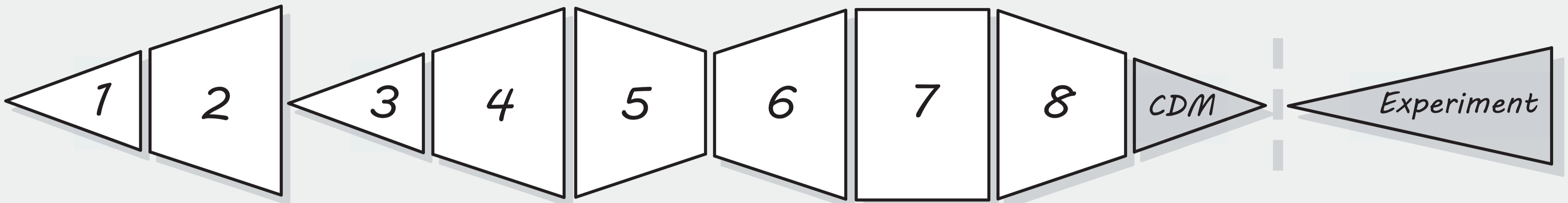
Check for Objections

Address and Resolve

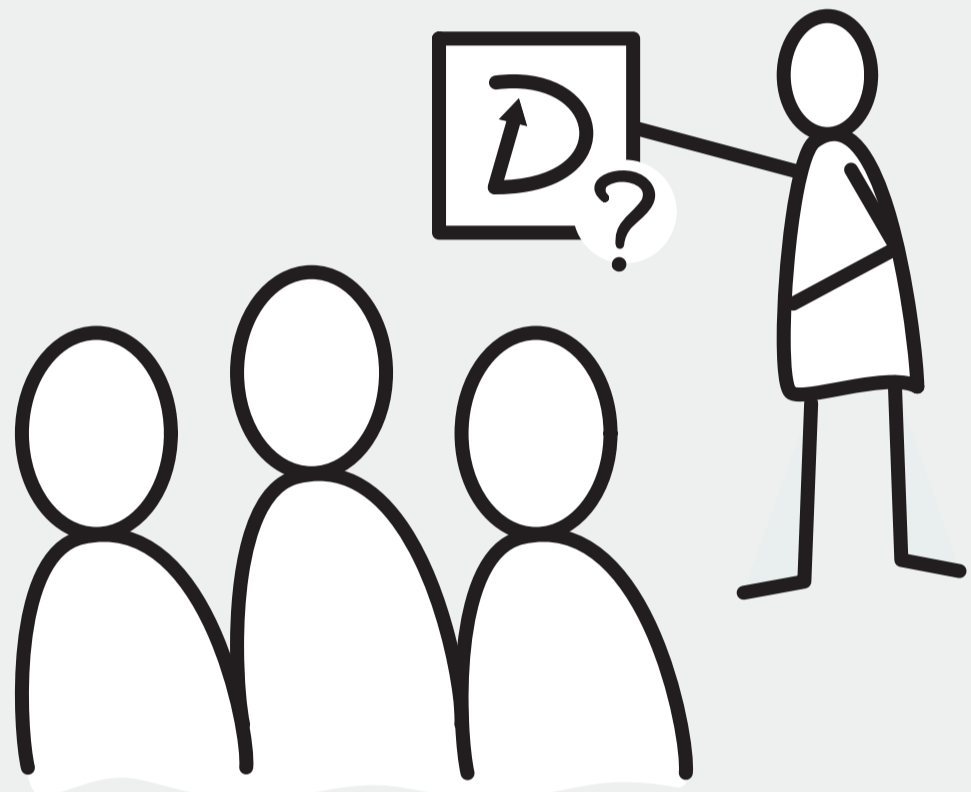


Celebrate!

Proposal Forming



1 Present and consent to Driver



"Is it clear enough?"
"Is it relevant for us?"

2 Questions about the Driver

"Any other info you need to know
about the Driver?"

...answer Q's as you go...



Do we know enough about
the Driver for now?

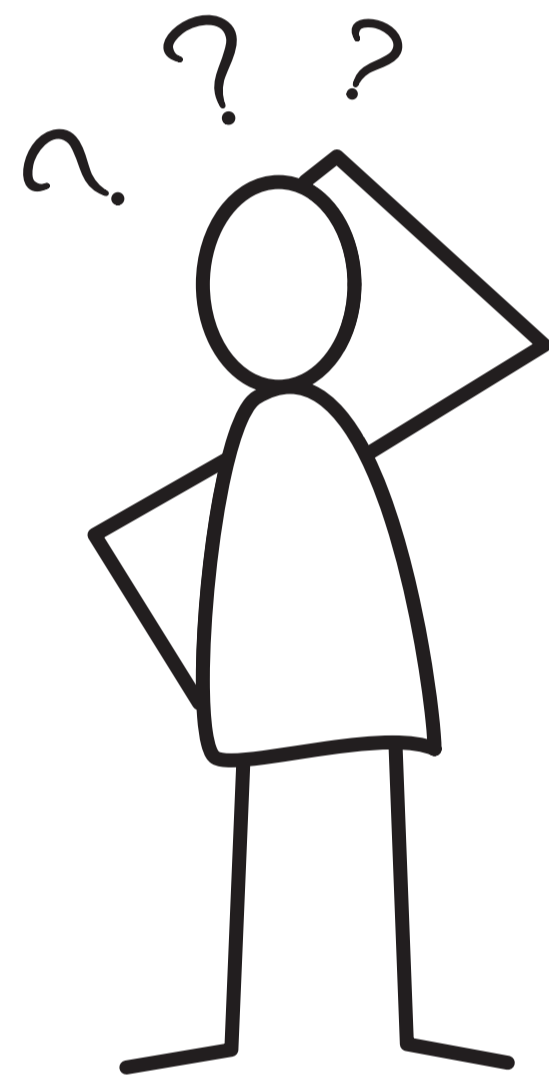
3 Record considerations as Q's

"What questions come up for me when I start thinking about possible solutions?"

Info gathering Q's
(understanding constraints)

"Do we have a budget?"

"How many people are affected by this?"



Generative Q's
(exploring possibilities)

"What's the simplest thing we could do?"

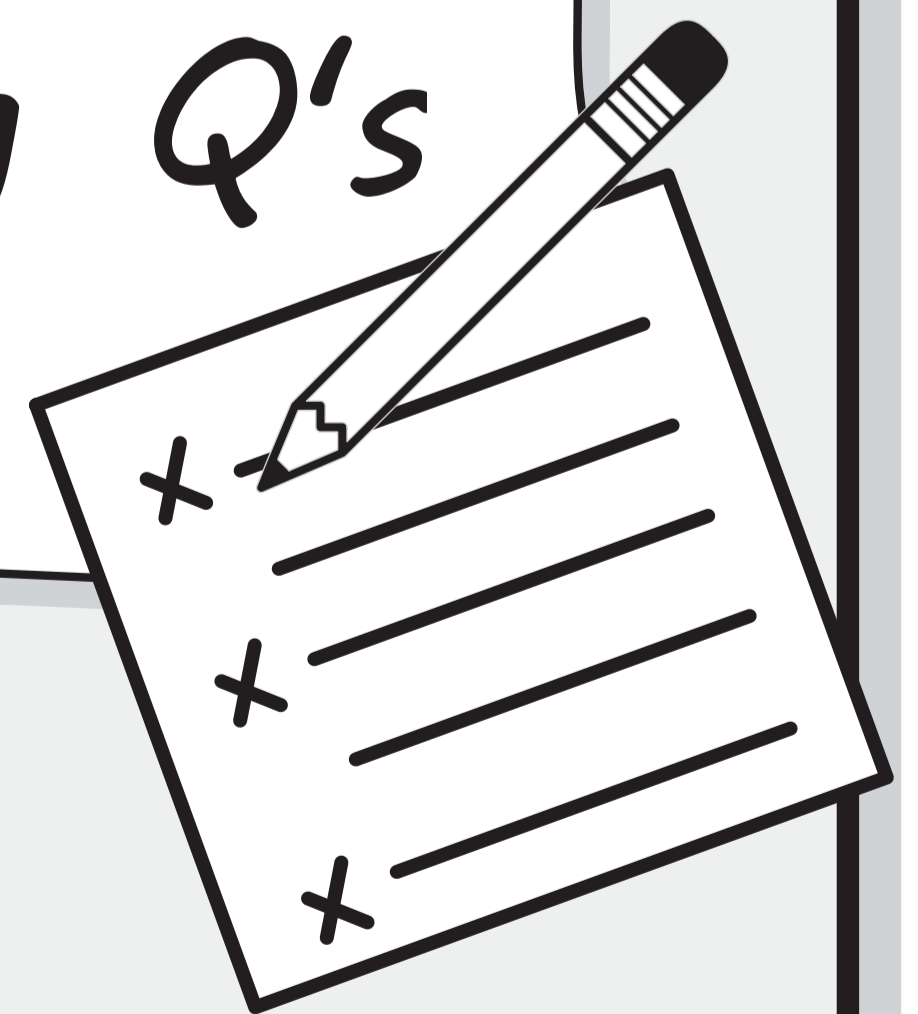
"How can we gather feedback?"

** Avoid solutions disguised as questions!*

Where possible...

4 Answer information gathering Q's

...to increase knowledge of constraints



5 Prioritize generative questions

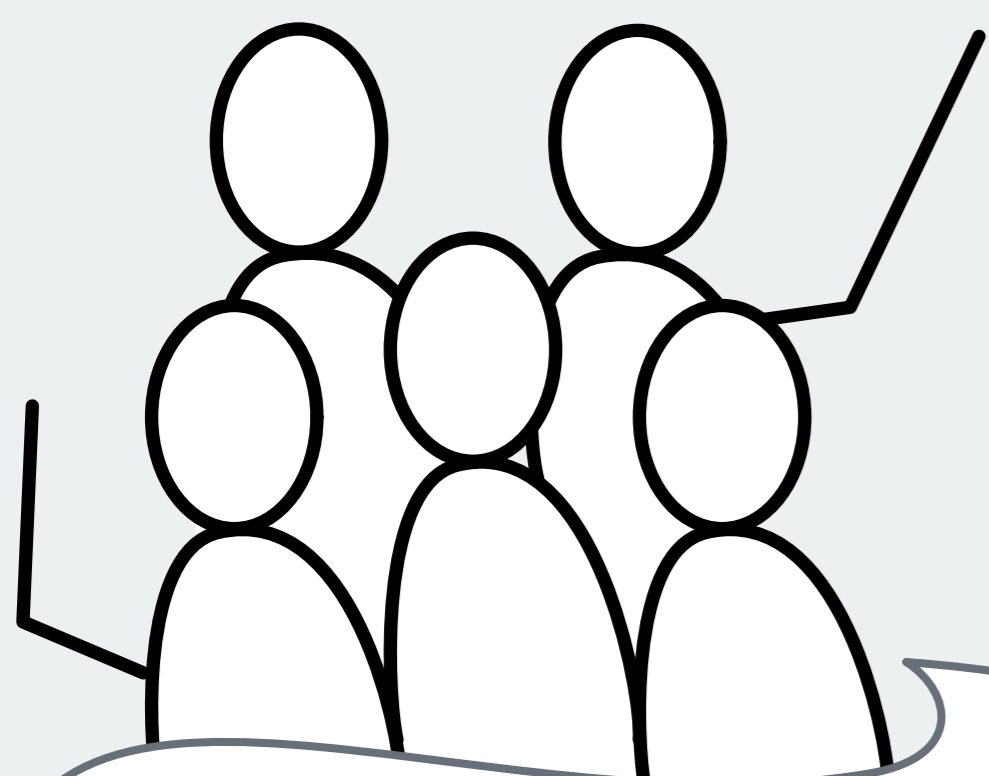
6 Collect ideas



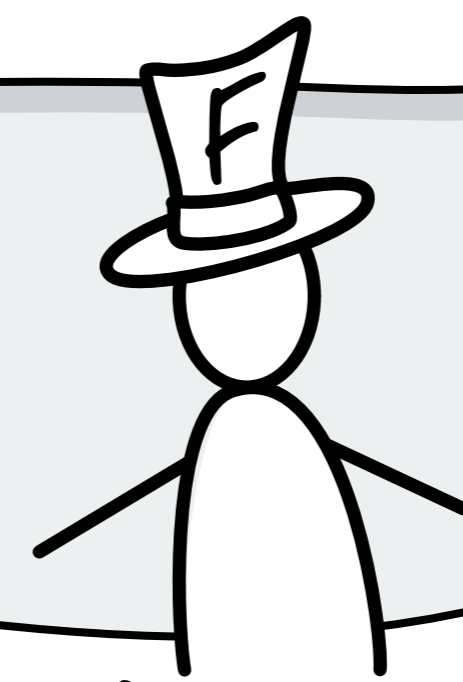
...that offer a complete solution to the driver or address specific, important considerations.

defer dialogue and sharing opinions

7 Choose tuners



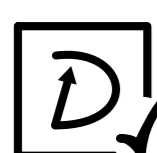

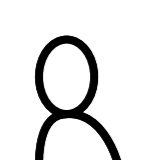


No objections!

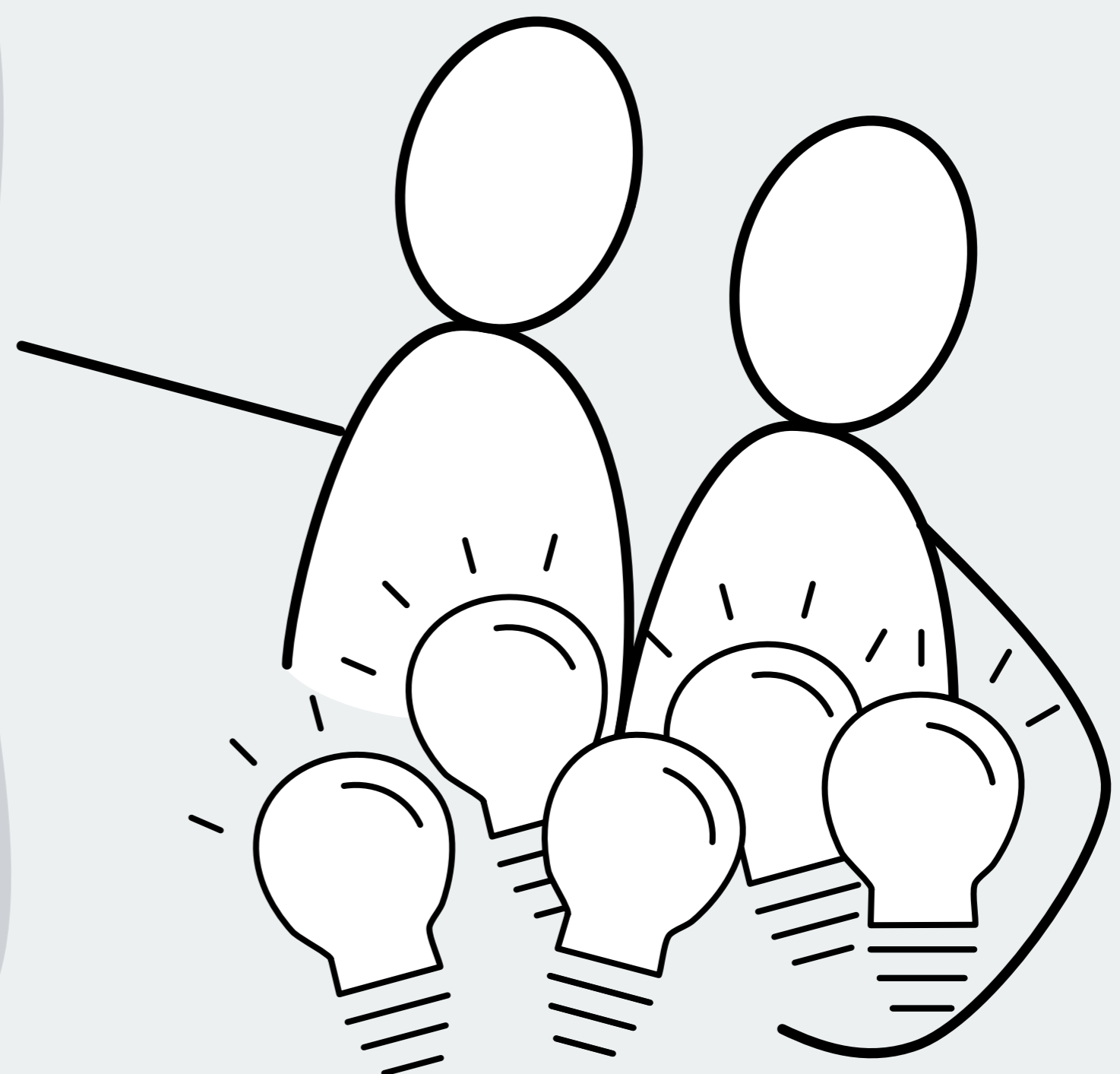


*Who should be there?
Who wants to be there?
Other significant contributors?*

8 Design proposal

Proposal title

-  *Driver*
-  *Proposal text*
-  *Who's accountable for what?*
-  *Evaluation date*
-  *Evaluation criteria*



Consent

Raise, seek out and resolve objections to decisions and actions.



Objection

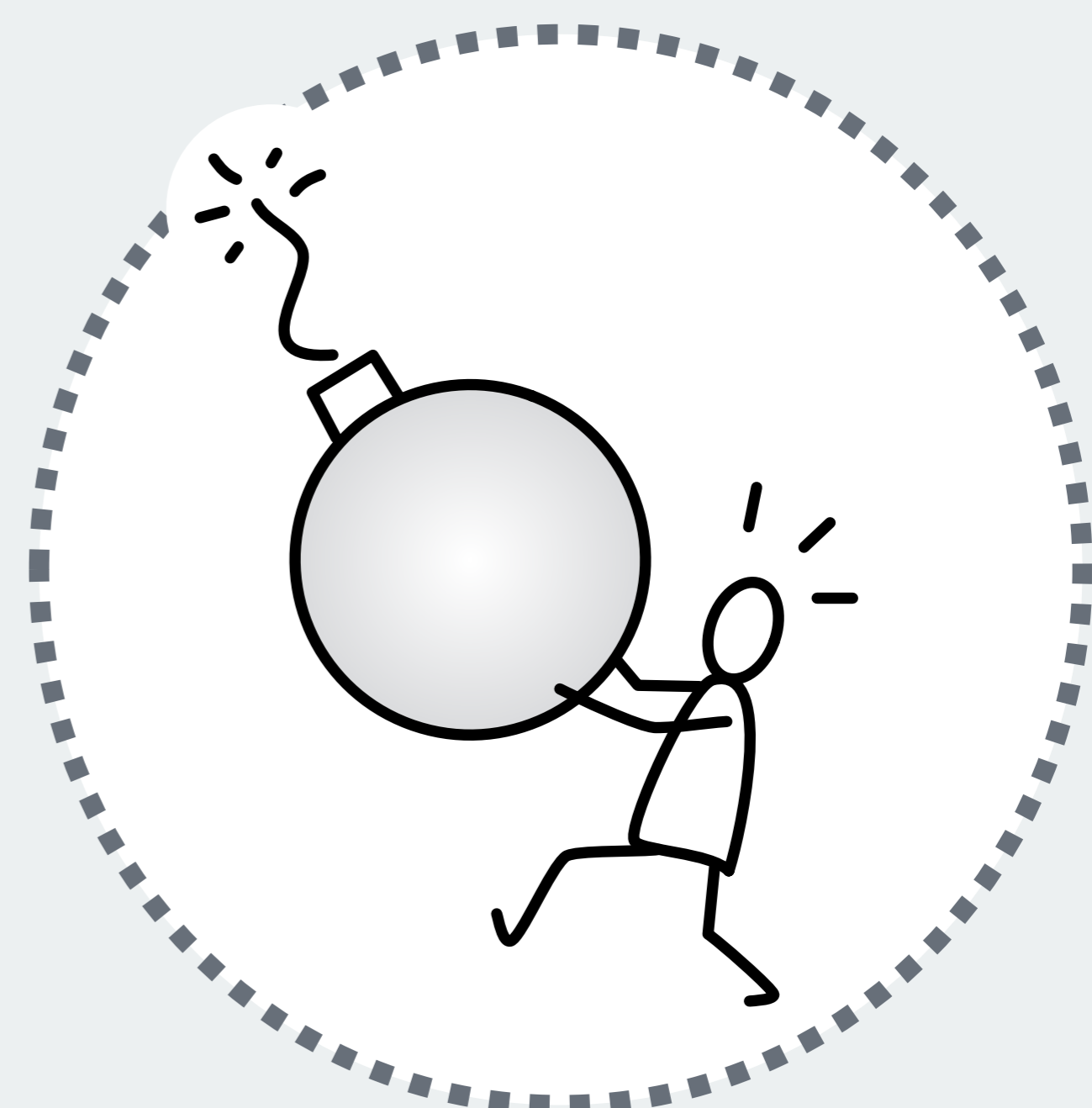
A reason why doing something stands in the way of (more) effective response to an organisational driver.



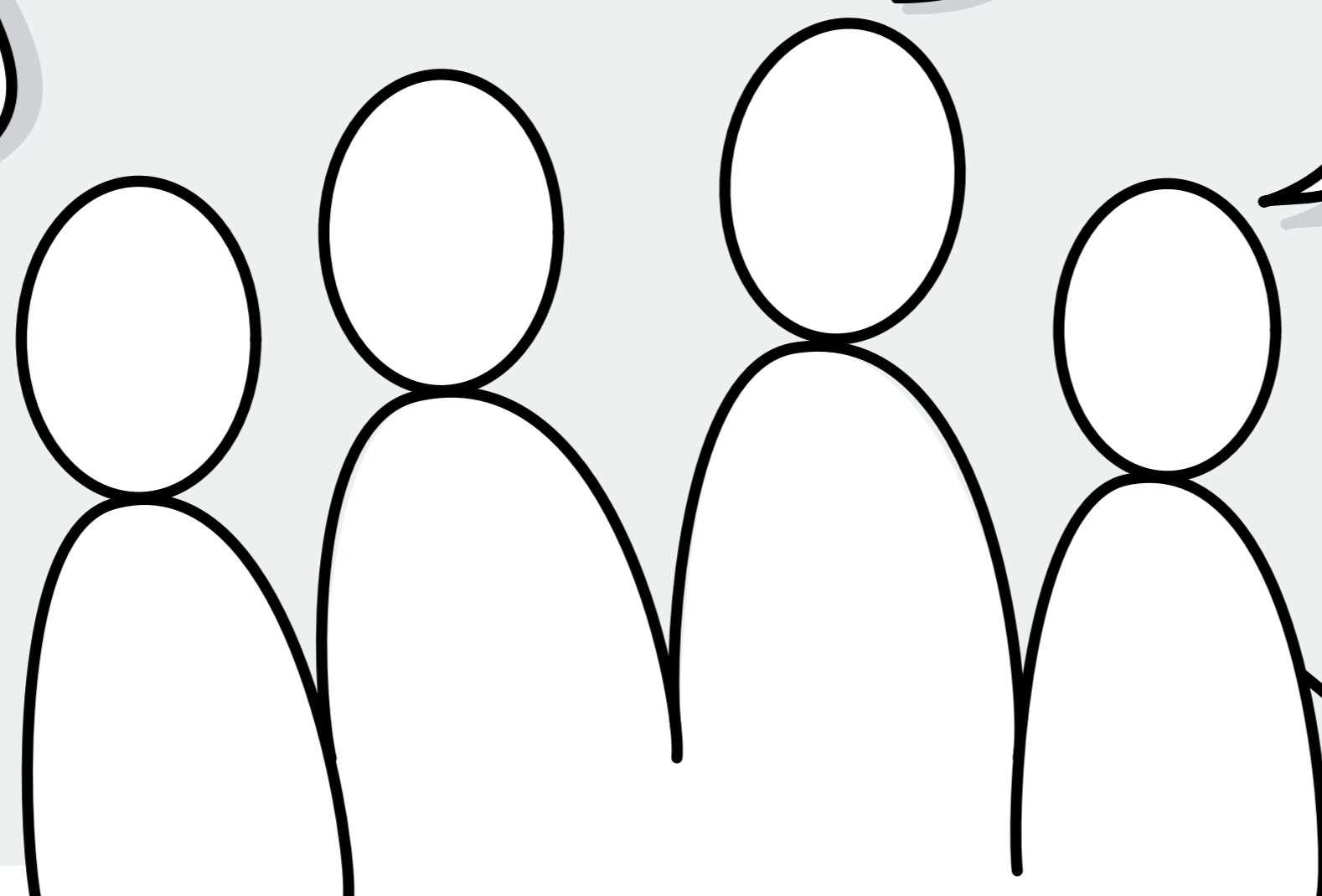
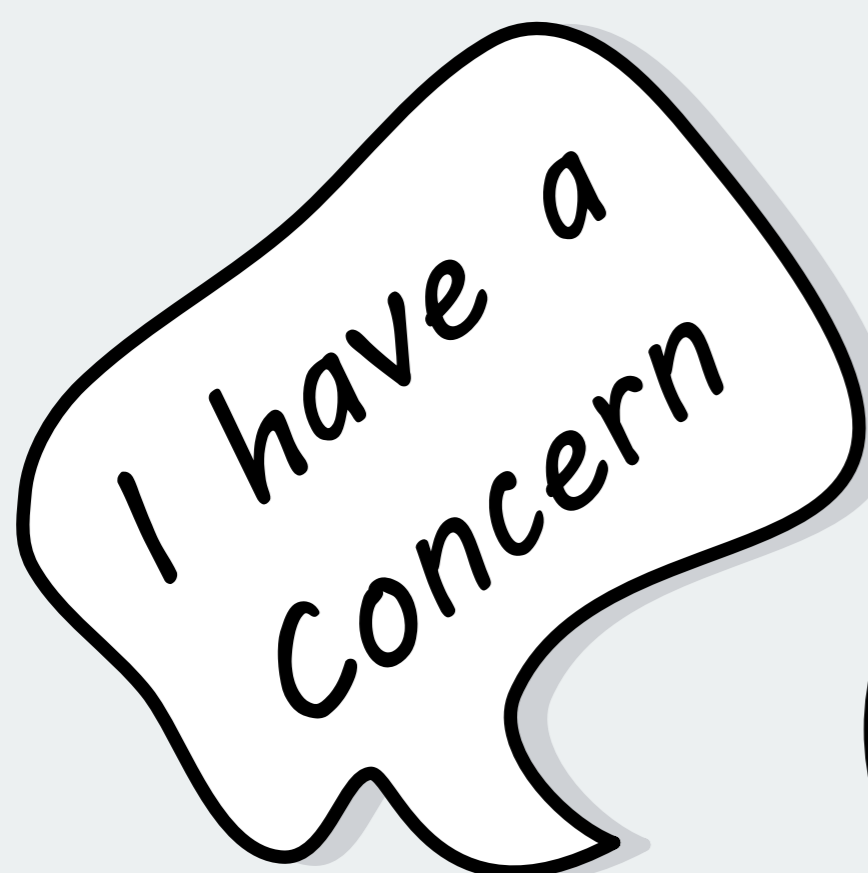
worthwhile ways to improve



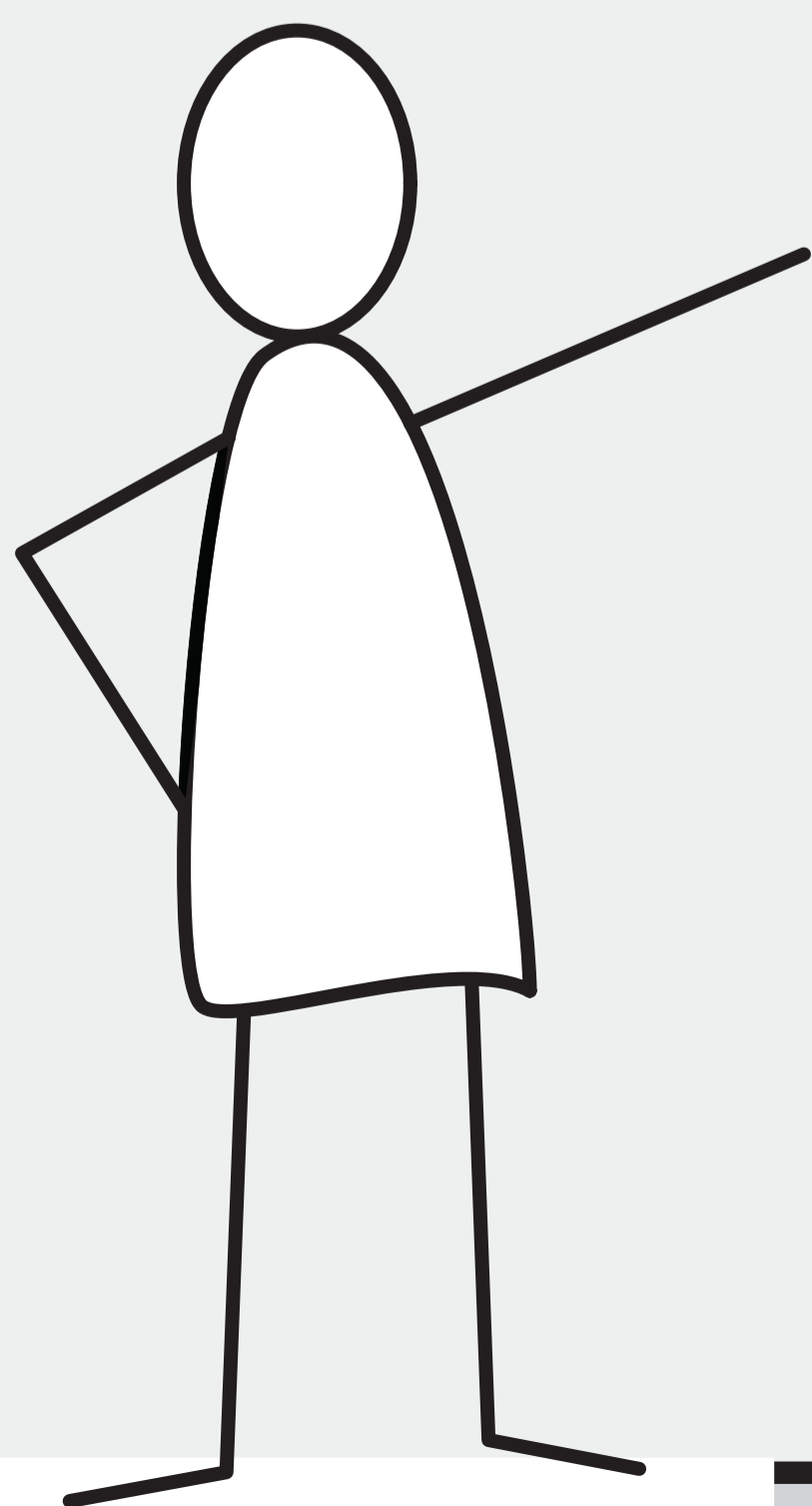
Objections reveal...



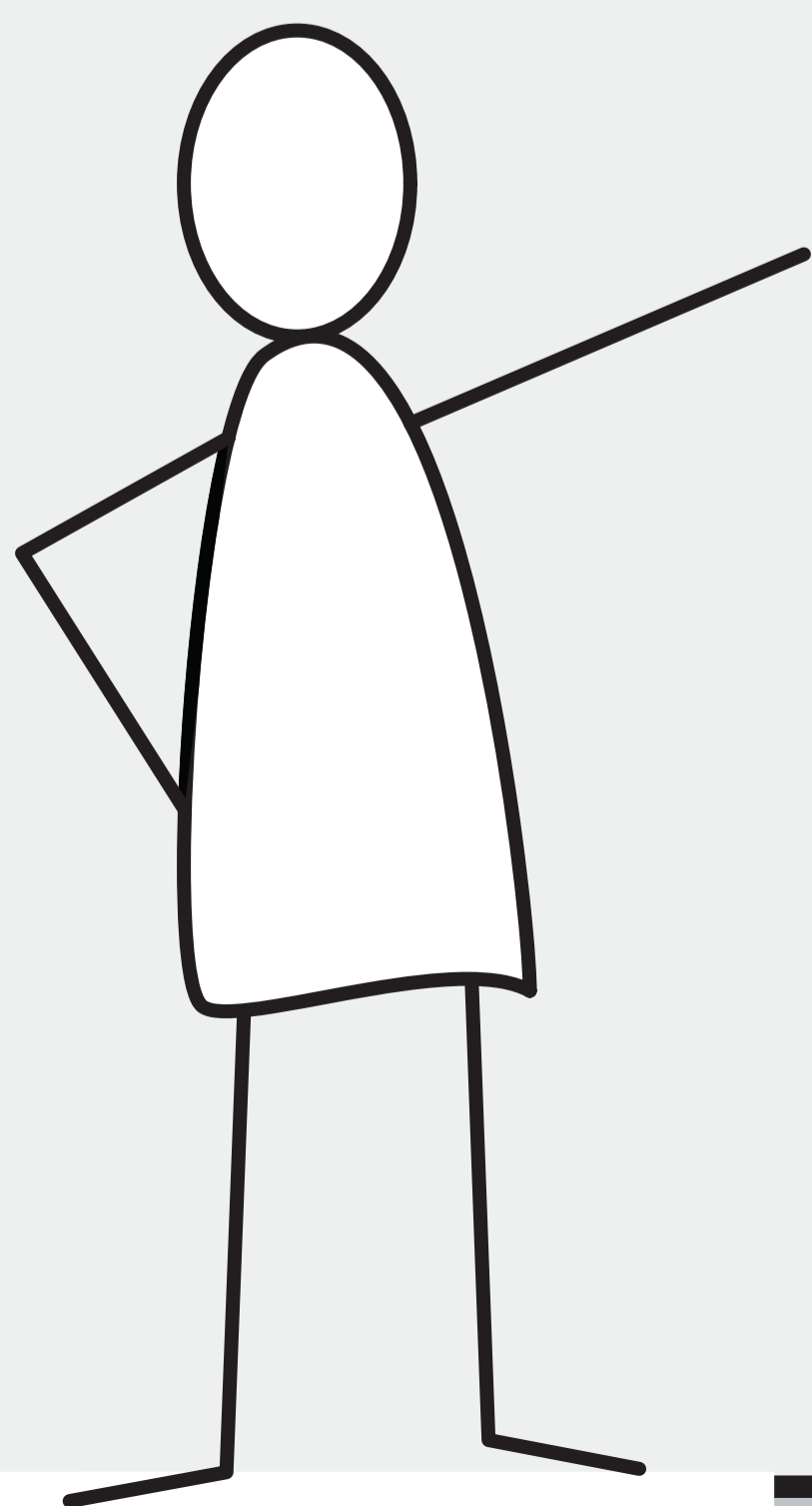
unintended consequences



*It's not
"either, or",
it's "both and
more"!*



*Good enough
for now &
safe enough to
try*

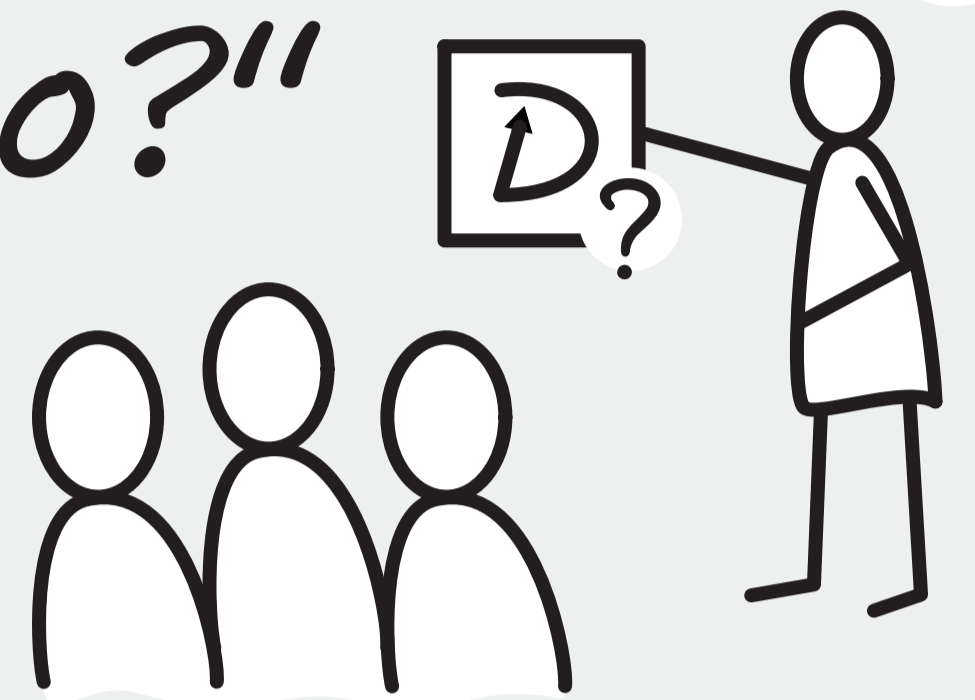


Consent Decision Making

1 Present and Consent to Driver

“Relevant for us to respond to?”

“Described clearly enough?”



2 Present Proposal

3 Clarifying Questions?

“Do you understand the proposal as it's written?”

Avoid “why” questions. Focus on “what do you mean?”



Use rounds!

4 Brief Response

“What are your thoughts and feelings about the proposal?”

5 Any Objections?

You can use hand signs to show your response simultaneously.



6 Resolve Objections

...one at a time.



Integrate information and wisdom to improve the proposal, until there are no more objections.

7 CELEBRATE!



You just made an agreement!

8 Consider Concerns

If there is time, listen to concerns.

They may inform ways to improve the agreement, or at least record them as evaluation criteria.

Qualifying Objections

Start here

Listen to and understand the initial argument

Invite reflection: do you think this argument qualifies as an objection?

Does anyone disagree, entirely or partly, that this argument qualifies as an objection?

Argument qualifies as an objection

Is there anything left of the preceding argument?

Argument does not qualify as an objection

Qualify objections to the initial argument
(process one argument at a time)

Listen to and understand the argument

Invite reflection: Do you think this argument qualifies as an objection to the initial argument?

Does anyone disagree with this argument, entirely or partly?

Are there any more arguments to listen to?

Note: If at any stage, 2 individuals oppose each other's arguments, invite them to have a timeboxed dialogue to identify and synergize valid information from both sides

Seek the 'both/and argument'

Qualify objections to the preceding argument

Listen to the argument

etc

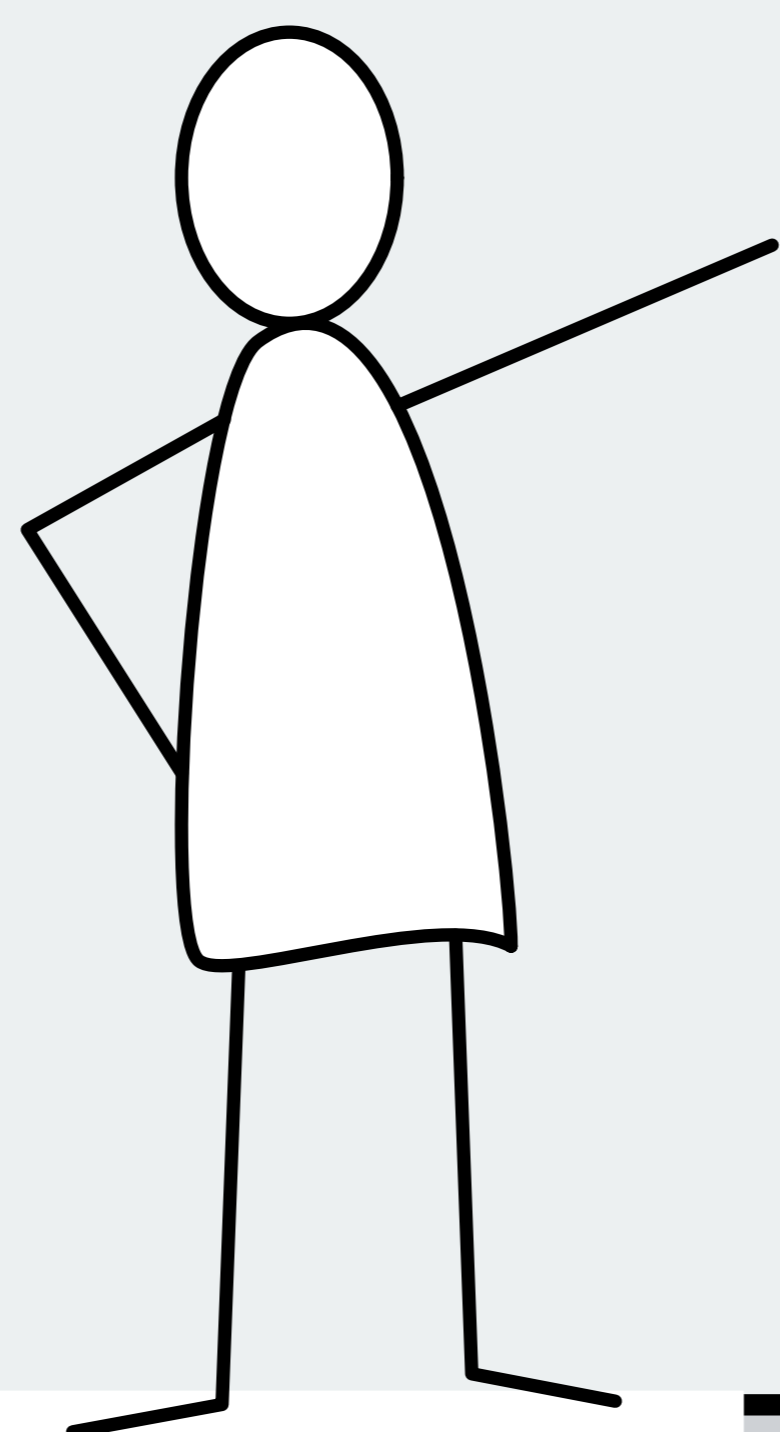
etc

any more arguments?

Does this argument reveal how proceeding in this way will, or could, lead to consequences we want to avoid?

Or

Does this argument reveal a worthwhile way to improve things?





Resolve Objections

1 Understand the argument



2 Qualify Objection

If someone (partly) disagrees that the initial argument reveals an objection, treat this new argument as a possible objection to the first.

Consider if this argument qualifies as an objection. Does anyone (partly) disagree?
Please raise your hand.



**invite people with opposing arguments to a timeboxed dialogue to synergize valid information from both sides*

3 Propose amendment

Ask the person objecting:

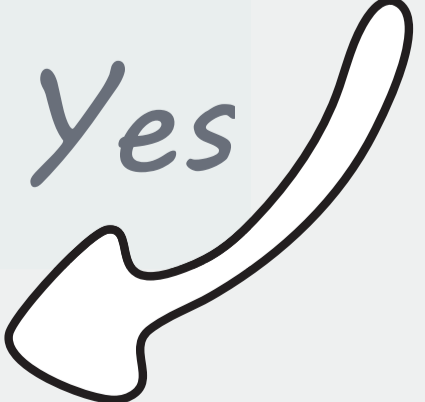

Do you see a way to amend this proposal to resolve this objection?

If not, ask others present.



4 Any to this amendment?



go to step 5  Yes  No go to step 6

5 Resolve to amendment

Find an amendment to which there are no objections

Think both / and.

Invite the people objecting to have a time-boxed conversation.

start from the beginning:

1. Listen to the argument
2. Qualify objection
3. Propose an amendment
4. Objections to amendment?

There's always an iterative next step!

6 zoom out to the whole proposal again More to amended proposal?

start again from step 1   go to step 7

7 Celebrate!

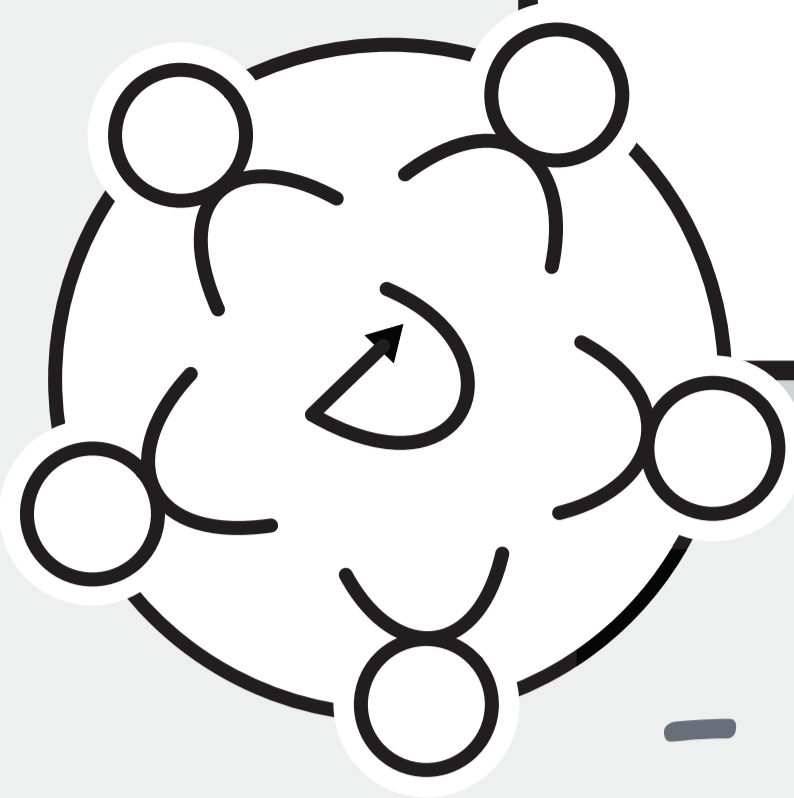
You have made an agreement!

8 Consider Concerns

Considering concerns can reveal ways to further improve an agreement, if there is time.

Record concerns and monitor them.

Peer Review



- for teams or individuals -

Invite participants



present...

Domain description & strategy



Collect appreciations...

and then

Improvement suggestions...



Co-create development plan

Pass to delegator to...

Consent to plan

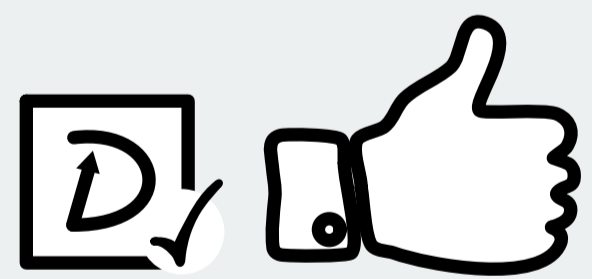
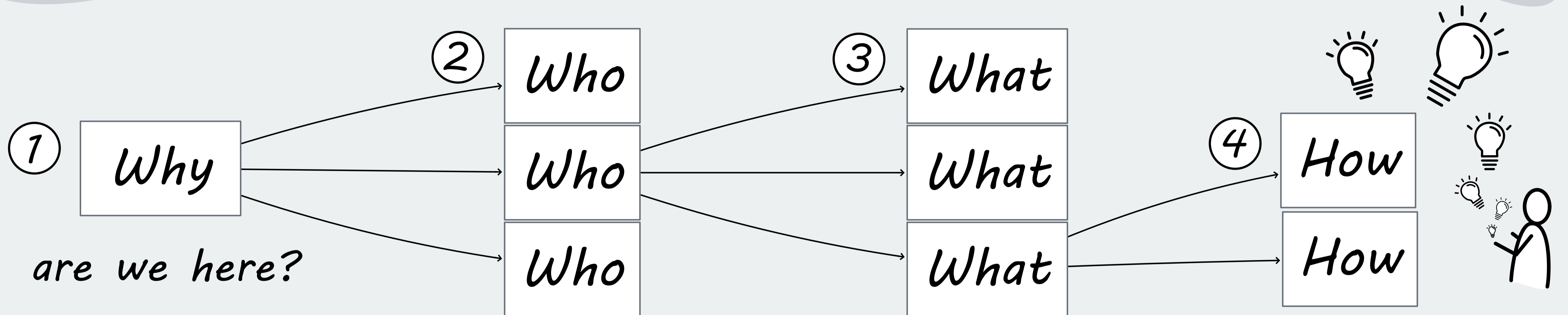


Driver Mapping

progress quickly from concept to action in self-organizing teams

Inspired by Gojko Adzic's Impact Mapping

- organize start-ups
- kick off projects
- evolve orgs



consent to primary driver

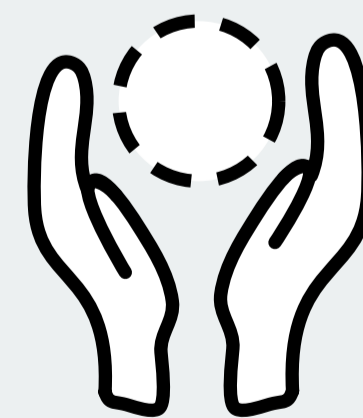


...will be impacted?
(actors)



benefit obstruct

...is needed?
(drivers)



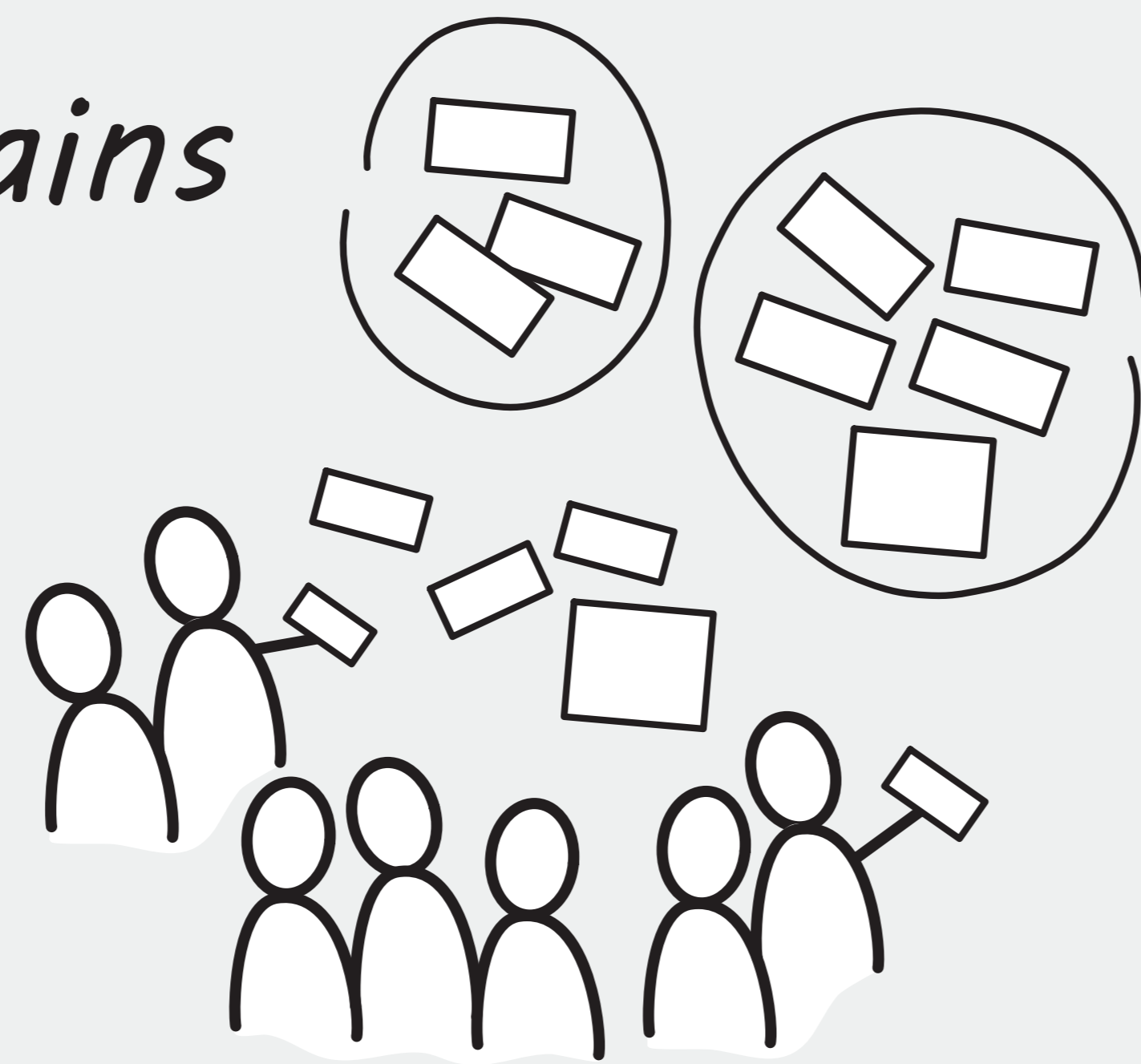
"They/We need... + impact"

...can we respond?

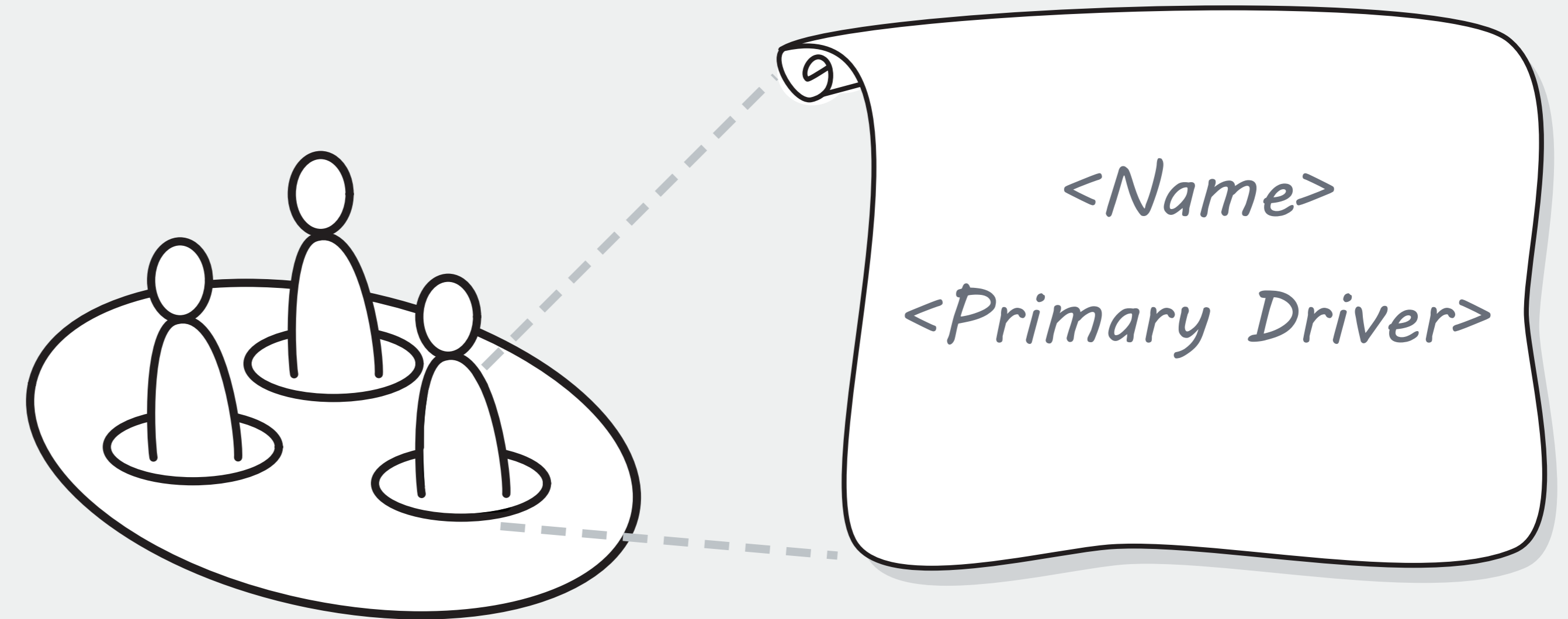
who has expertise?
add names to driver cards

⑤ Identify domains

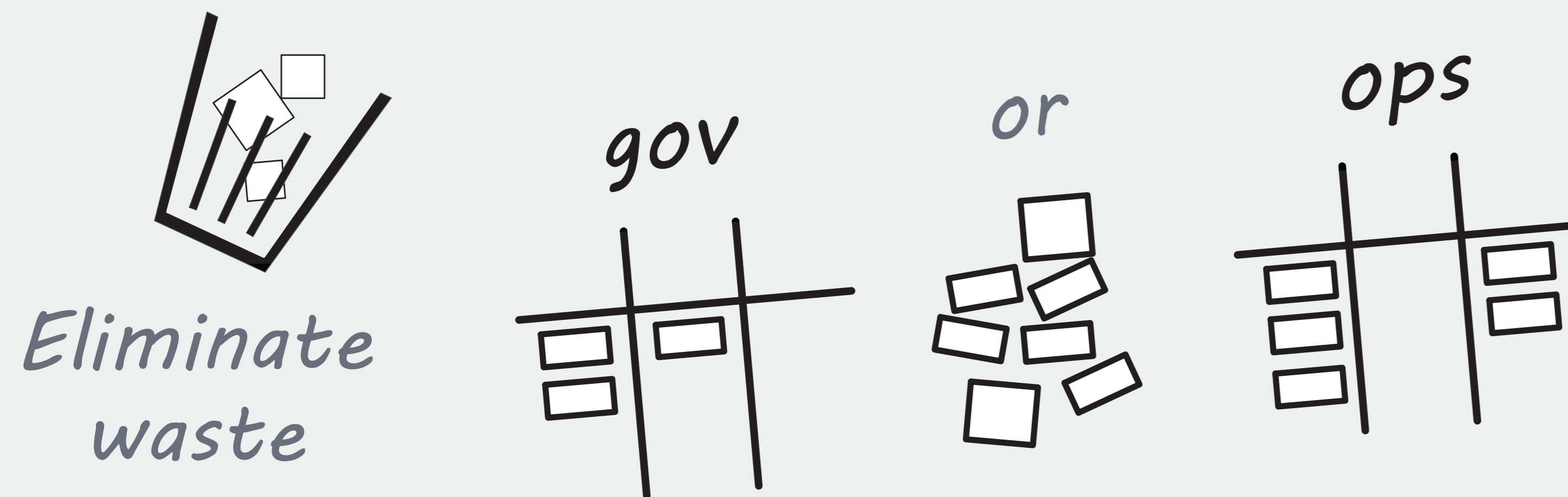
Cluster actors and/or drivers into coherent domains



⑥ Populate & define domains

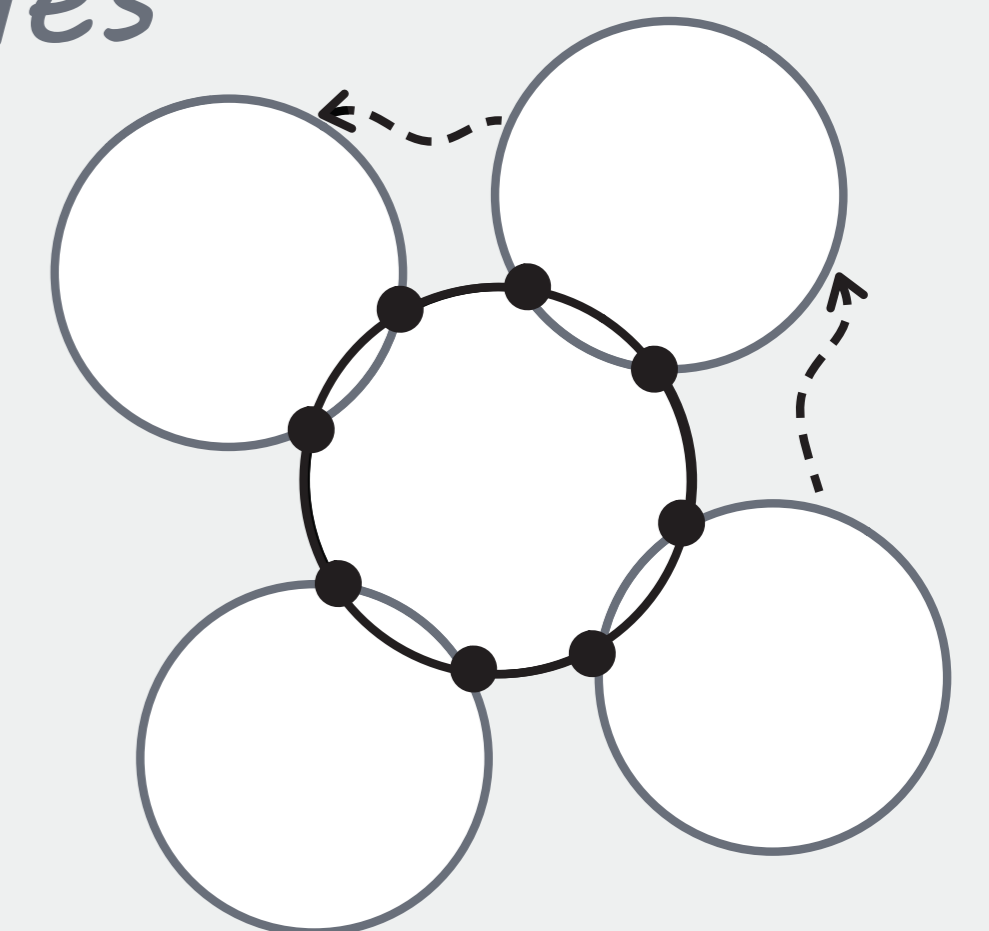


⑦ Sort, prioritize, (pass), drivers & identify any others missing



⑧ Connect domains

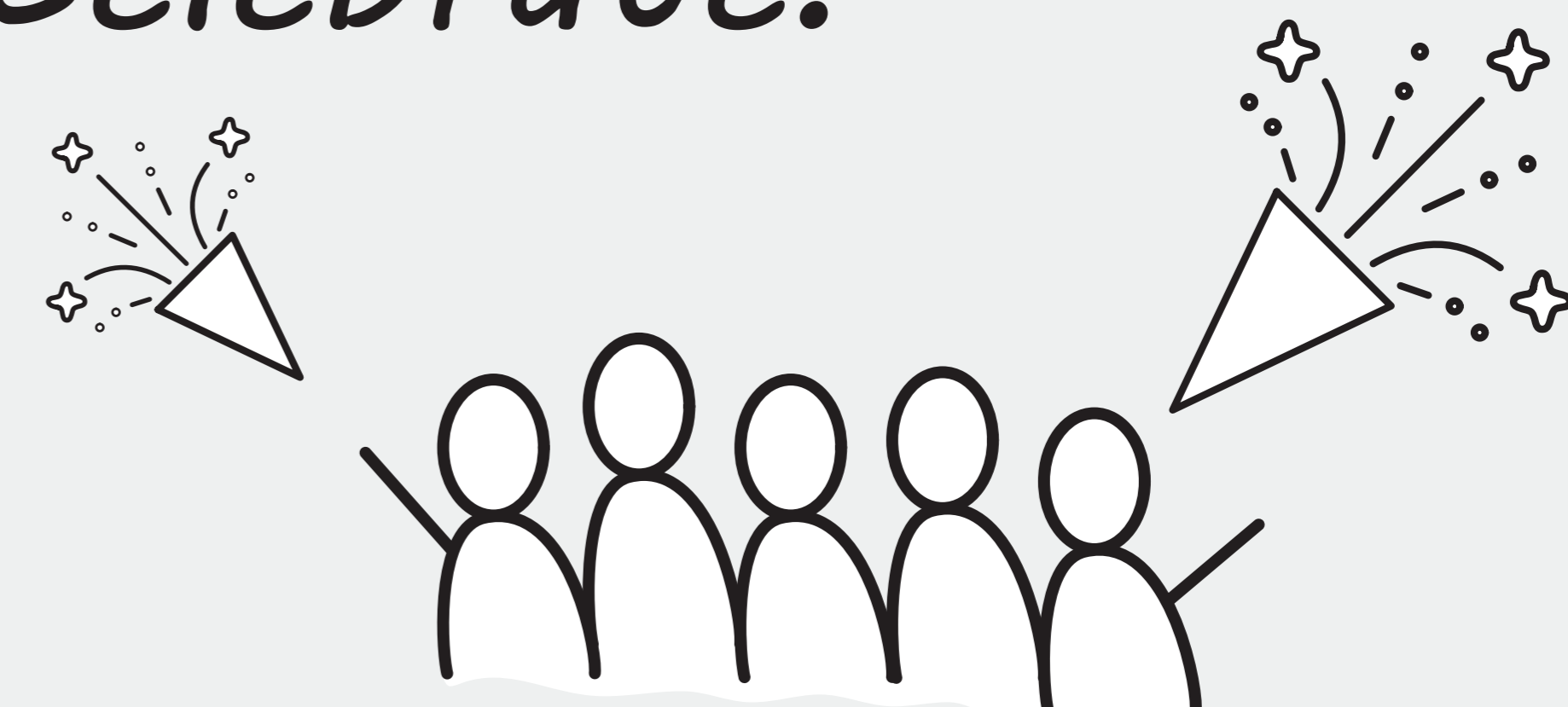
Account for dependencies and link domains when helpful to flow info between them



⑨ What else do we need to consider to respond to the primary driver?



⑩ Celebrate!



Bringing in S3



How do I invite change?



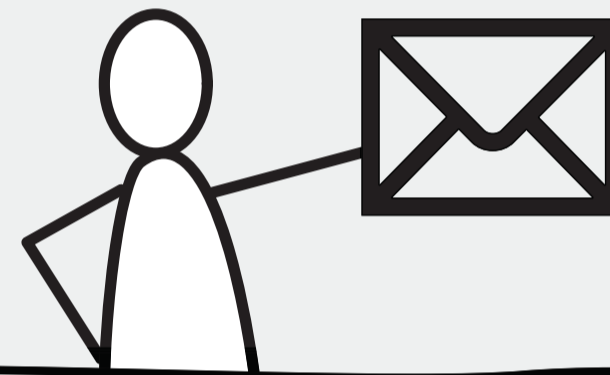
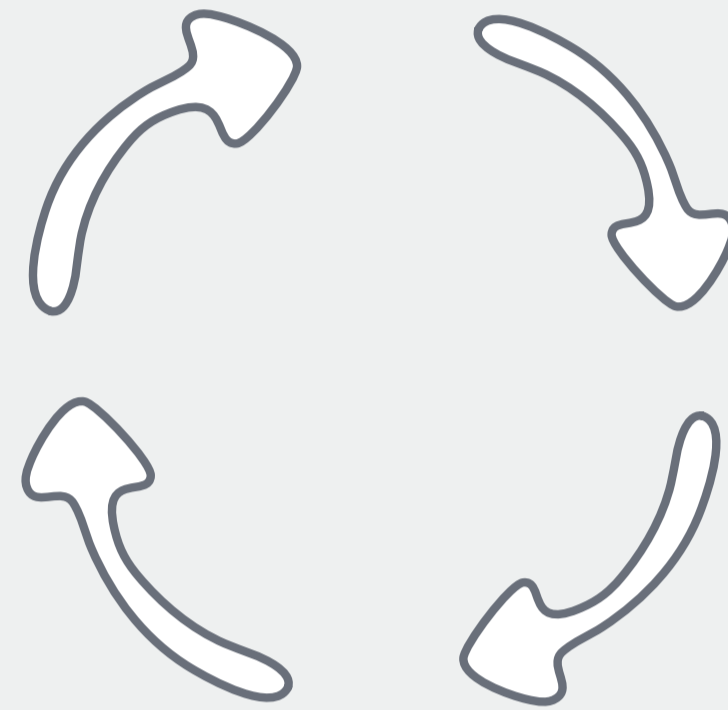
Be the change



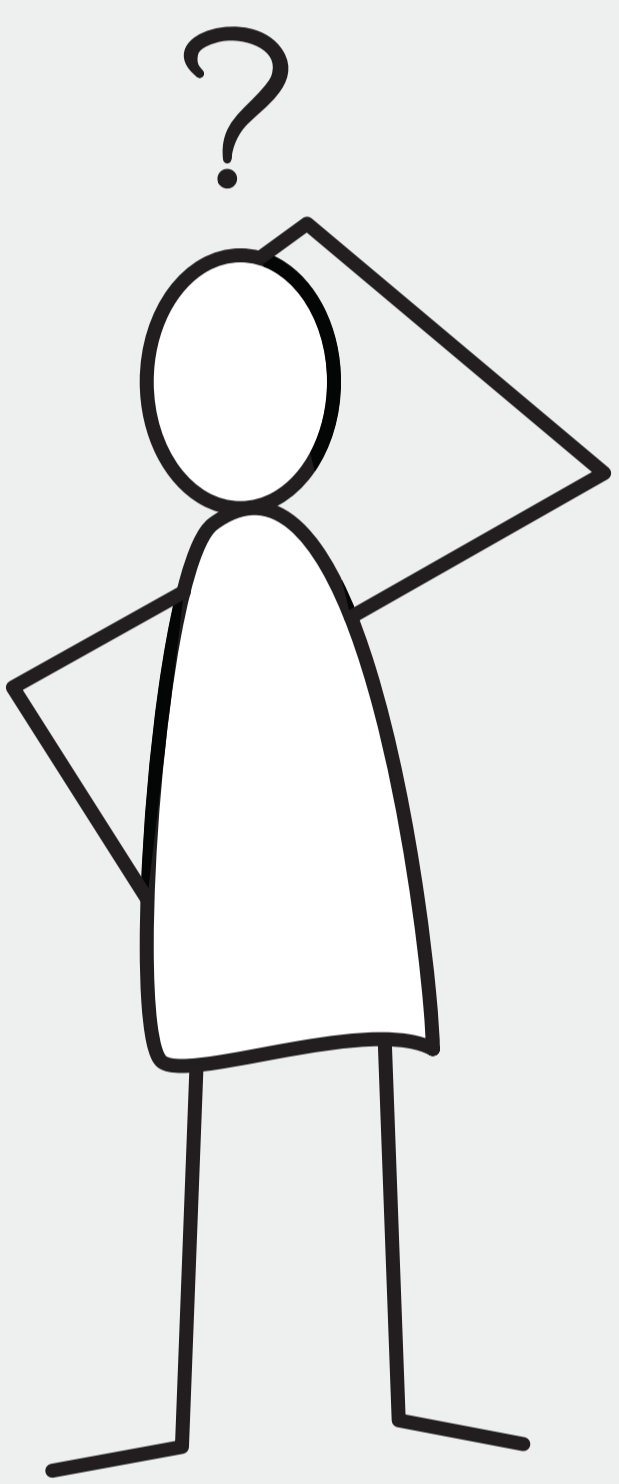
Experiment & learn



Tell the story

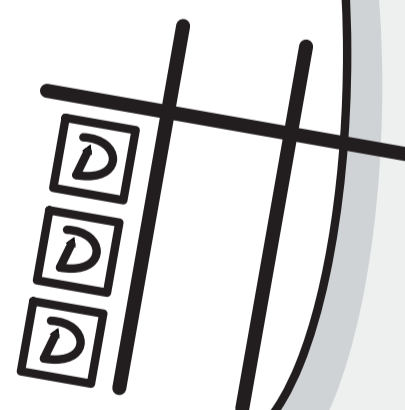


Invite others



Meet people where they are!

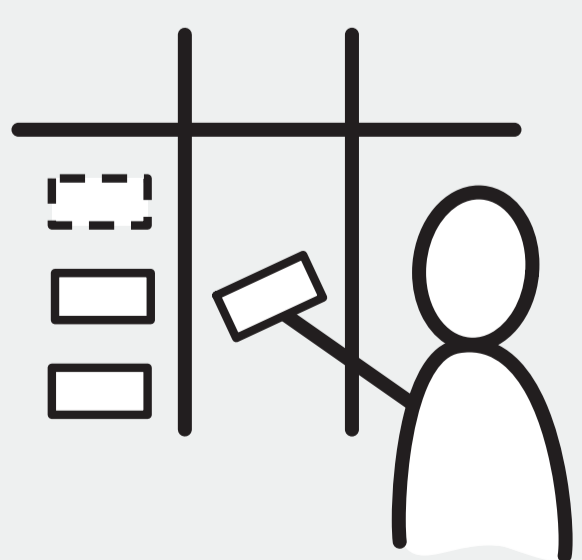
Collect & prioritize important drivers



How and where do I start?



Pull in patterns that might help



Let people choose their own pace!