Free intro: Horizontal accountability

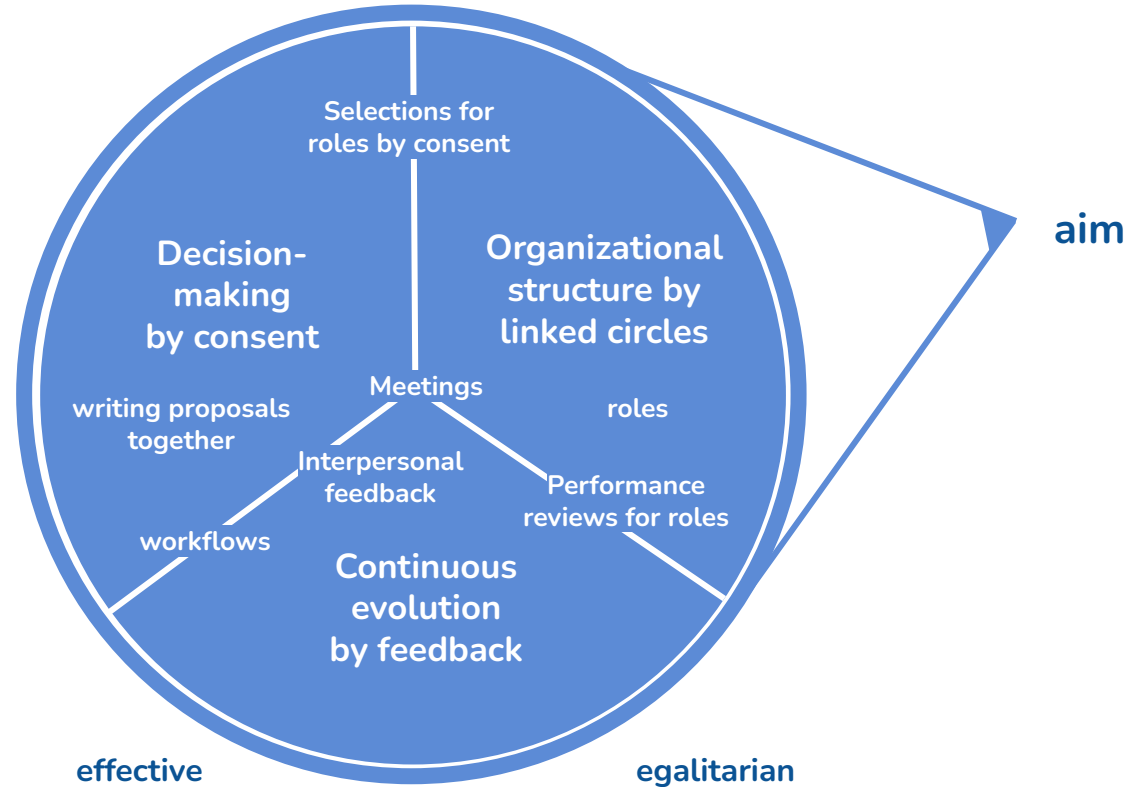Sociocracy For All

Schedule

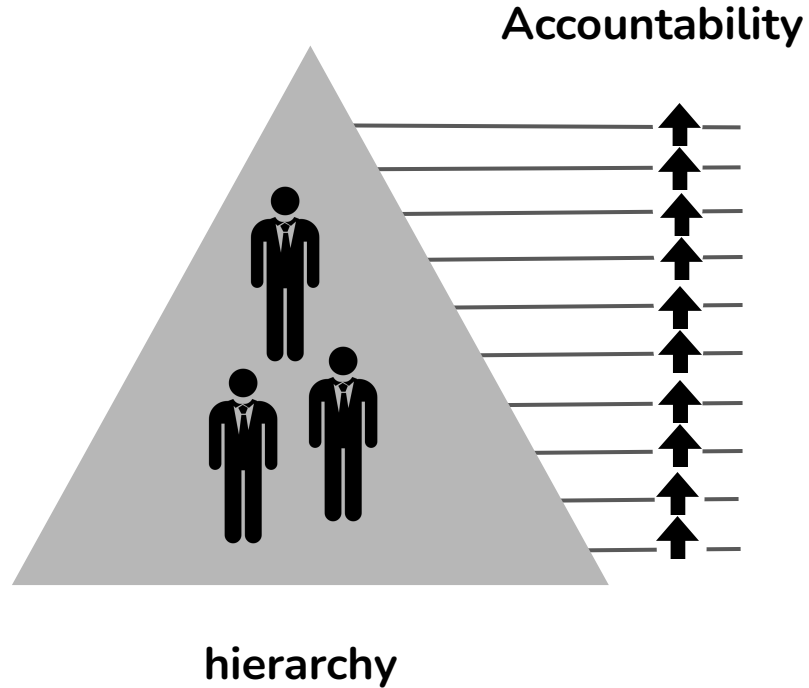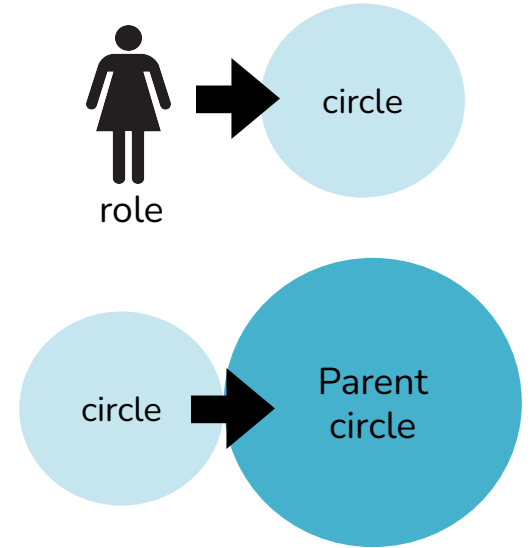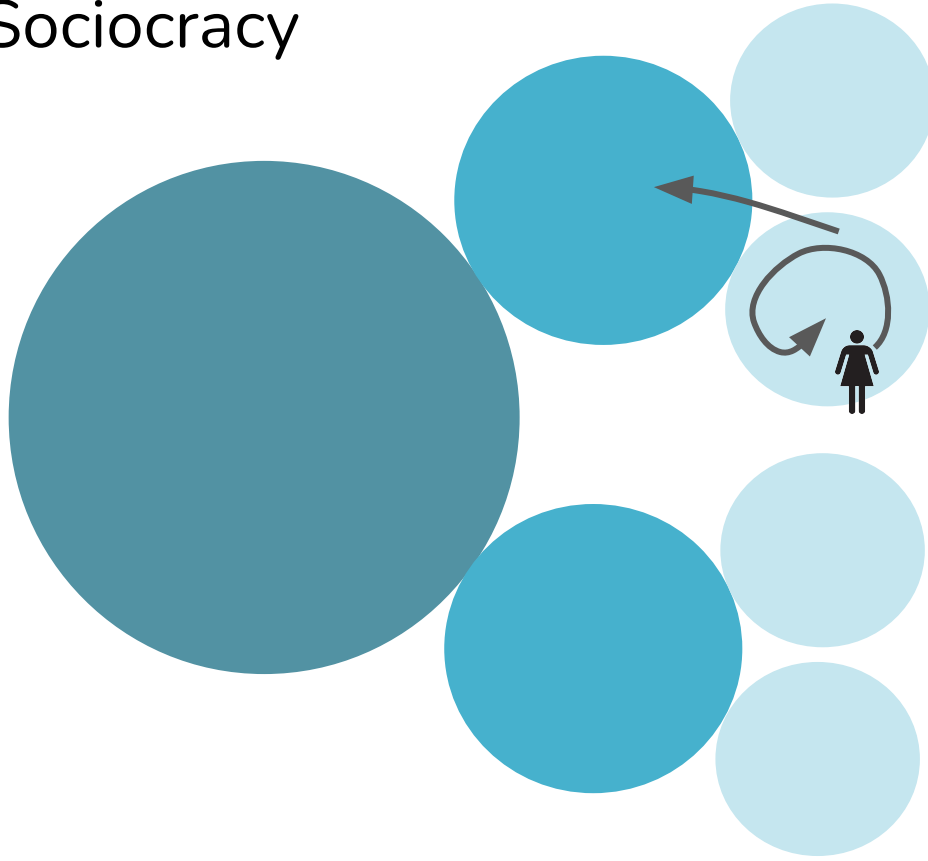| Time	Format	Topic
0:00-0:05		Overview + context
0:05-0:20	Presentation + Qs	Feedback loops and institutional feedback Surfacing tensions
0:20-0:35	Demo (plenary) + Qs exercise (small groups)	Identify and solve organizational tensions
0:35-0:45	Presentation + Qs	Defining roles for more effectiveness
0:45-0:50		Closing and next steps

Context

Sociocracy

Selections for roles by consent

Decision-making by consent

Organizational structure by linked circles

Meetings

writing proposals together

roles

Interpersonal feedback

workflows

Performance reviews for roles

Continuous evolution by feedback

aim

effective

egalitarian

Horizontal accountability

Top-down hierarchy

Accountability

hierarchy

Sociocracy

role

circle

circle

Parent circle

Not good enough!

- In a **hierarchical** system, the superior decides what's "good enough".
    → **assumptions**
    → **one source of truth**

- In a **peer** system, the team decides together what's "good enough".
    → **implicit & explicit agreements**
    → **"truth" is collective**

What needs to be done?

Role >> circle

Role descriptions

Do this
Do that.
Take care of this.

Basis for accountability:
- **Role description**
- policies/agreements
- (Metrics like OKRs, KPIs)

Mechanism:
- Role reviews
- Performance reviews
- Policy reviews

What needs to be done?

Circle >> parent circle

Basis for accountability:
- **aims/domains**
- (Metrics like OKRs, KPIs)

Mechanism:
- Parent circle hears circle reports & provides feedback; might offer a bigger narrative/evaluation
- (Aim review)

How does "the circle" notice when things aren't working?

A circle leader is
- *more* responsible
- Make sure agreements are kept
- Meta-role: flag for the circle what the circle needs to notice

(Others are welcome to do it too.)

Leader acts on behalf of the circle.

How does "the parent circle" notice when things aren't working?

Delegate reports and thereby makes topics parent circle business.

(then the same mechanism)

Relationships

Leadership is a *function*.

Relationships

Balance being involved
with empowering others.

Circular hierarchy: what's different?

- Based on agreements (roles/aims/metrics) made by consent as a group
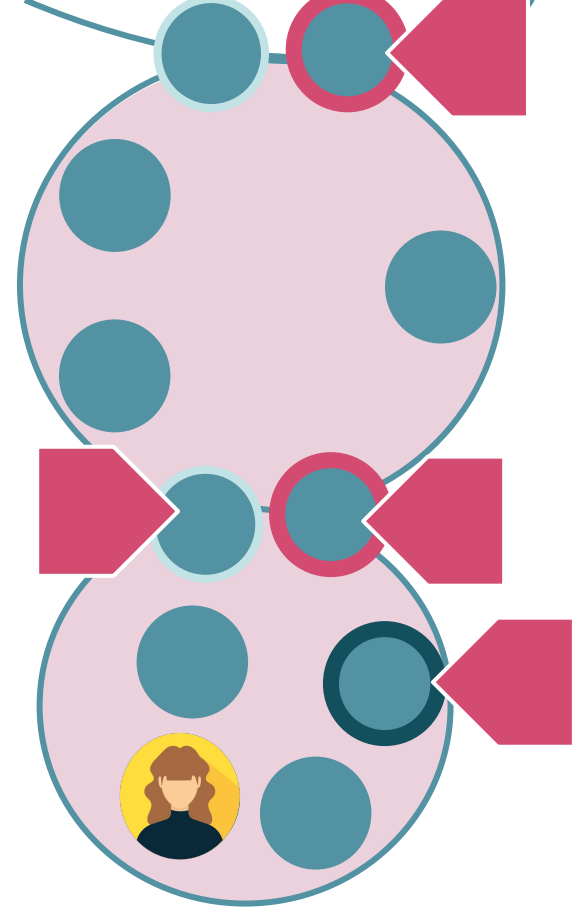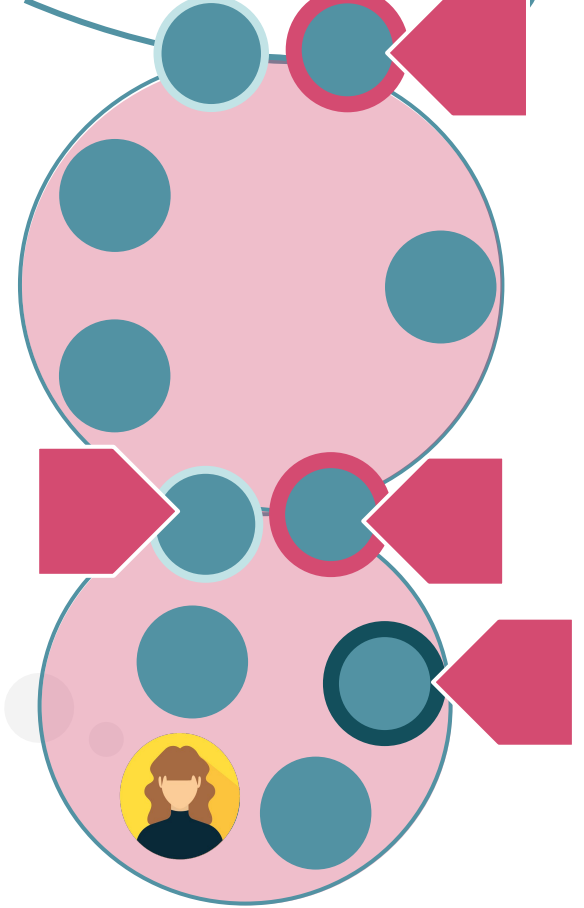- Roles < jobs
- Terms

Questions so far?

Different tensions

Who needs to act?

- My colleague in my circle isn't delivering the data I need for my role.
- My circle doesn't really know where to put its energy.
- We want more guidance from our parent circle on priorities.

- (extra) Between the different roles in different circles, I have too much to do.

Schedule

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Institutional feedback

(Sibling) circle

whole organization

(Parent) circle

Circle

helping circle

Sub-circle

individuals
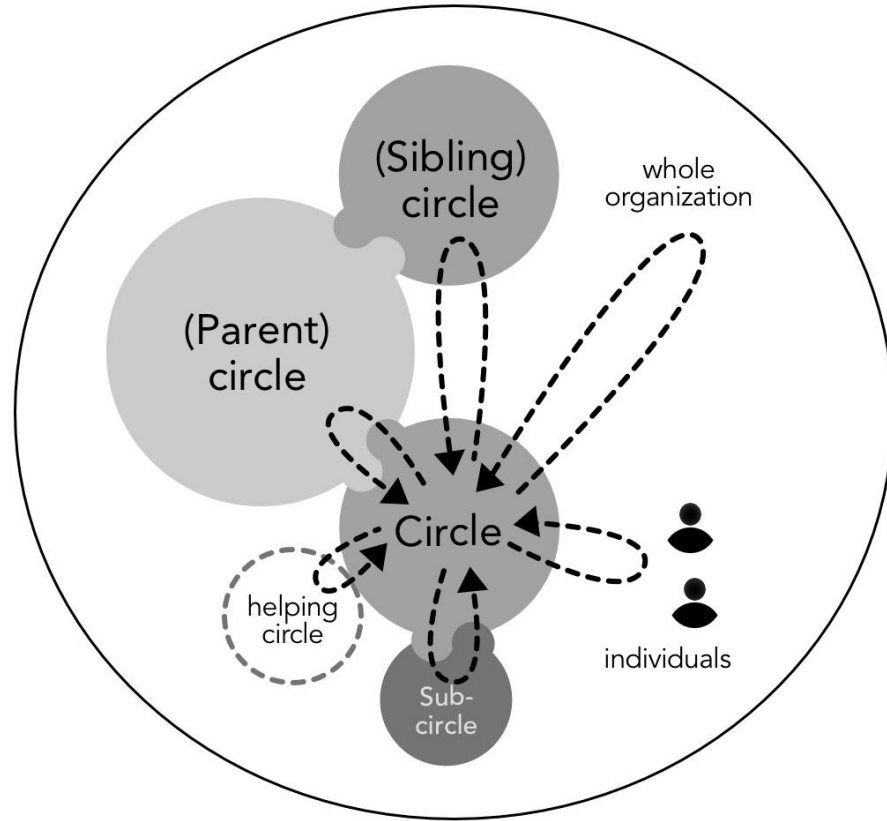
Role descriptions

Book sales and royalty tracking role

Circle holding the role:	Publishing House Circle
Aim & activities	- Tracking book sales on a quarterly basis, separate by book and channel - Aggregating and calculating royalty payments for non-staff authors and submitting those payments to bookkeeping for payment to authors. - Reporting to PHC - Shipping books orders (bulk, FIC, website sales) - Maintaining the data on bowker (ISBN seller) - Uploading and maintaining data in ingram
Guided by: (workflows, policies; decisions they can make alone, etc.)	Author contracts
Handoffs to other circles/roles	Liaison to Web Content Publishing
More context?	-
Hours/week or month	1h/week
Pay	compensated per At Large role compensation agreement
Important links etc.	🔲 Book sales
Role review date (Review of the role itself)	2022-06-30
Current _holder_ of the role:	Ted Term: 2022-06-30

When to define roles
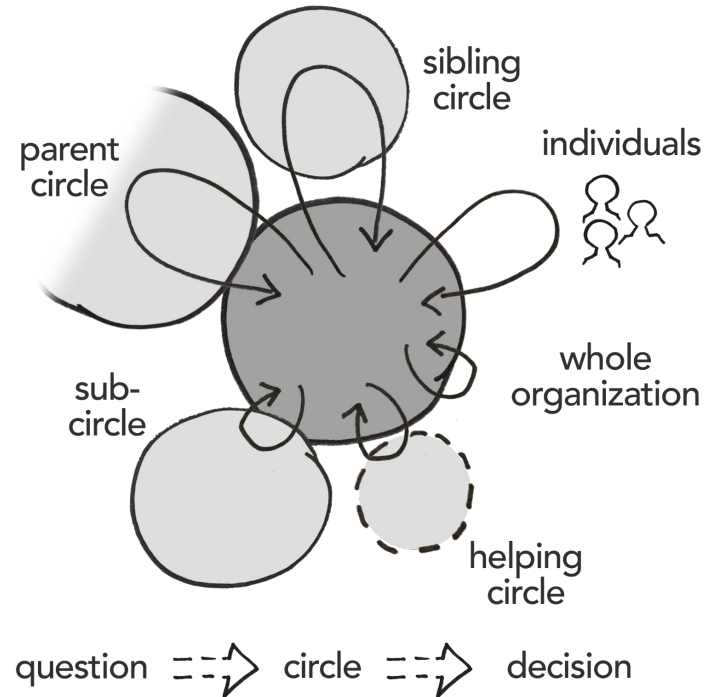
Start lean! Only define roles when it's worth it.

It's worth it when it brings clarity which then

- … helps operations   → define roles when operations aren't done
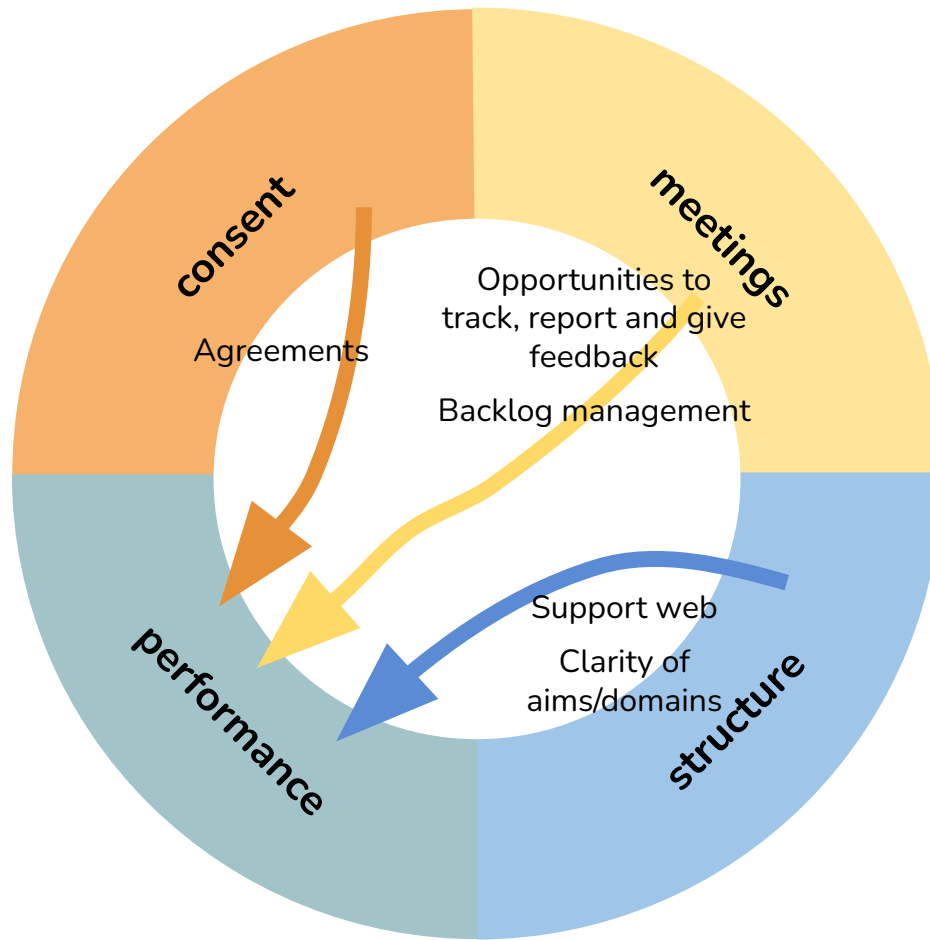- … helps people step up   → define roles when people seem to need permission

Articles about performance

- **Leadership without hierarchy – how to be a good leader**

- **Intentional feedback in organizations**

- **Institutional support for conflict resolution**

Sociocracy

consent

meetings

Agreements

Opportunities to track, report and give feedback

Backlog management

performance

Support web

Clarity of aims/domains

structure

Full class

Performance, leadership and accountability

in horizontal organizations

Full Class

Sociocracy For All

Full class

Topics

- Interpersonal feedback and conflict resolution
- Performance reviews
- Workflows
- Collaborative leadership & metrics
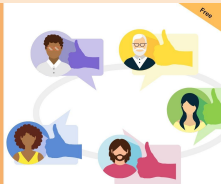
Exercises

- Writing Role descriptions
- Give feedback (for outside person)
- Circle feedback

Modules

Consent	Meetings	Structure	Performance
Deciding together — Free overview	Inclusive meetings — Free overview	Building horizontal organizations — Free overview	Horizontal accountability — Free overview
Facilitating group decision making — Full Class	Patterns and processes for inclusive meetings — Full Class	Decentralizing decision-making with circles and roles — Full Class	Performance, leadership and accountability in horizontal organizations — Full Class

Practice

Facilitation practice - everything at once! 5 x 2h

Sociocracy Leadership Training - immersion training 9 weeks

Broaden
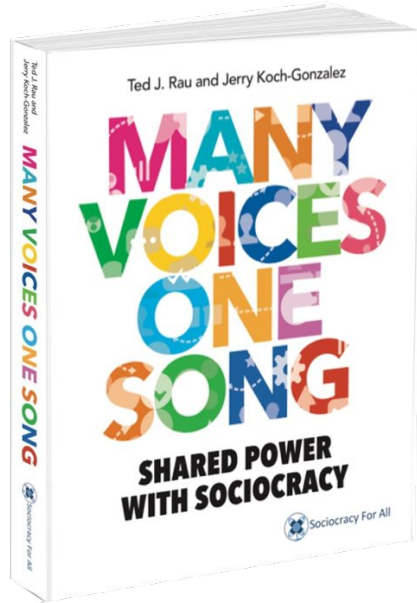
Nonviolent Communication speaking and listening with compassion 3x 2h

Certification
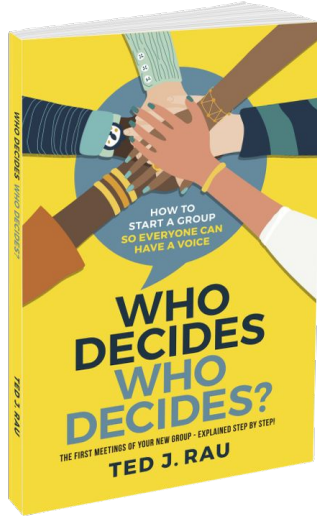
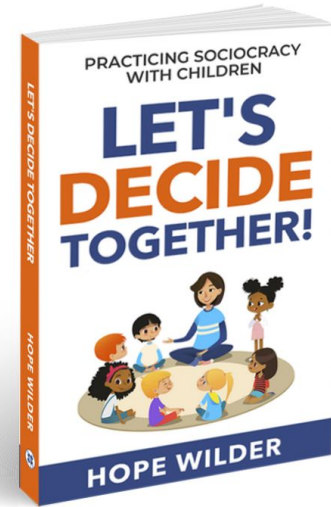Sociocracy Academy 12 months

Sociocracy For All

Learning opportunities
www.sociocracyforall.org/training

sociocracyforall.org/mvos

sociocracyforall.org/who-decides

sociocracyforall.org/lets-decide-together

Time	Format	Topic
0:00-0:05		Link to slides Overview (schedule) Context
0:05-0:20	Presentation + Qs	Horizontal accountability - Who is accountable to whom - Who needs to see what tension | Leadership as a function - Relationships - **Questions**
0:20-0:35	Demo (plenary) + Qs exercise (small groups)	Tensions
0:35-0:40		Support system
0:40-0:45		Closing and next steps - Articles - Other classes and why they matter - Full class + COUPON; other modules; books - Link to slides