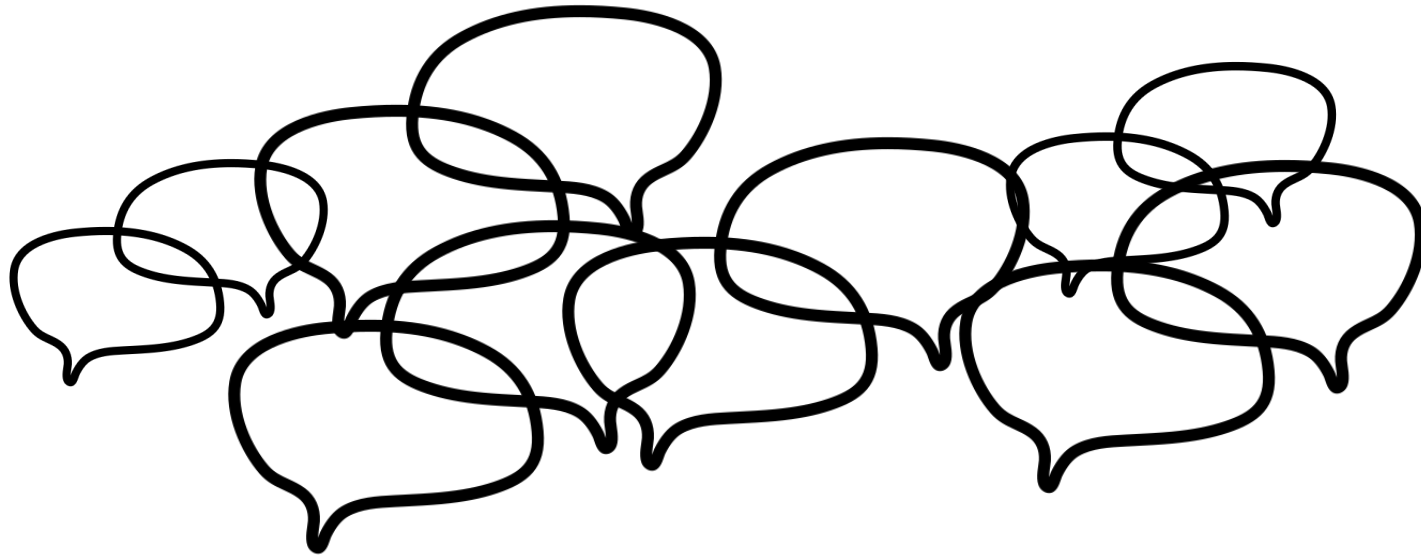


Annual Global Sociocracy Conference 2023

MAY YOUR POWER
BE WITH YOU

Come in and let me know in the chat how much experience you have with implementing sociocratic governance models....



Dette van Zeeland

HOW TO
SAFELY IMPLEMENT
A SOCIOCRATIC
GOVERNANCE MODEL?

M A K I N G W A V E S

Agenda

14.15
Intro 5'
The Force

14.37
Flow 13'
How to implement

14.20
Safety 5'

14.50
Stories 10'

14.25
Basics 12'
Building blocks

15.00
Q&A 15'
Case clinic

M A K I N G W A V E S

ABOUT ME

ORGANISATIONAL COACH · FACILITATOR · PERSONAL
TRANSFORMATION COACH · CORPORATE RITUALS
FACILITATOR · (WOMENS) CIRCLE HOST

M A K I N G W A V E S

DETTE VAN ZEELAND



*My mission in life is to
contribute to...*

A culture
based on love,
life energy and wisdom





*A culture
In which we can safely
and fully be ourselves*



*A culture
in which everyone is awake
and fully present*

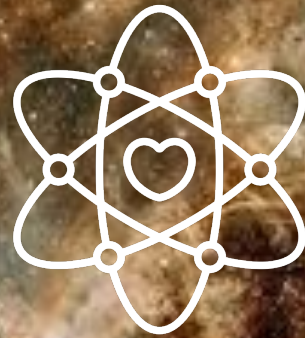


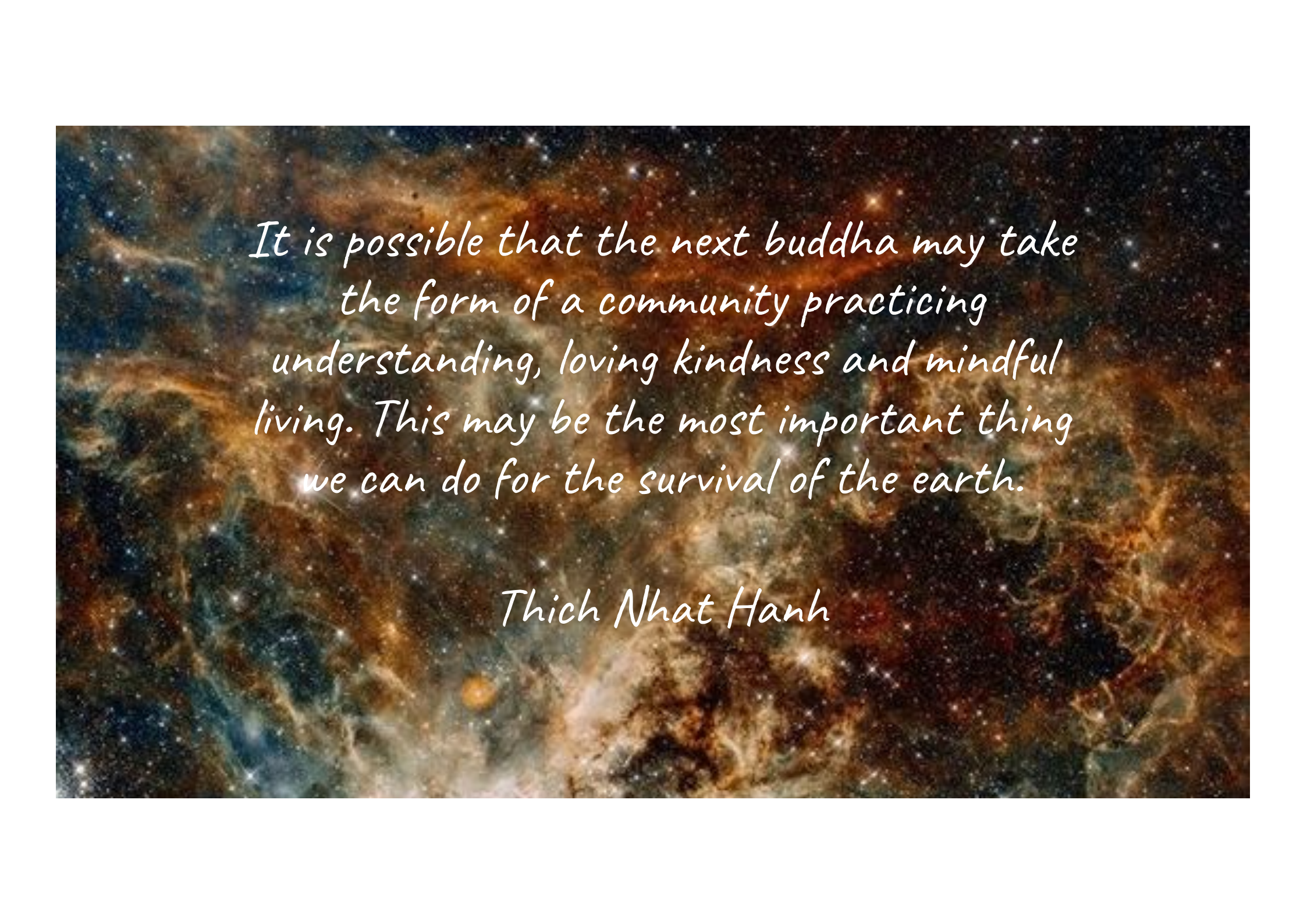
*A culture that addresses
what is alive above and below
the waterline*

*A culture in which we are
constructive, help each
other and keep the
connection*



*A culture in which we live
and act in balance
with nature*





*It is possible that the next buddha may take
the form of a community practicing
understanding, loving kindness and mindful
living. This may be the most important thing
we can do for the survival of the earth.*

Thich Nhat Hanh

*I believe together
we can create a culture
like that!*



ABOUT THE FORCE

M A K I N G W A V E S

What does
May the Force be with you
mean?

M A K I N G W A V E S

**To me the Force means
inspired action, aligned with
source. Being a channel for
wisdom.**

**If we use the Force, we have
all we need to change the
world.**



**Sociocracy is a way to invite
inspired action.**

**When used in an embodied
way, it invites wisdom, trust
and understanding.**

M A K I N G W I S D O M
A V E S

**Sociocracy creates a gateway
to a new galaxy...**

**beyond the egocentric,
beyond good and evil,
beyond the drama of this
world.**

M A K I N G W A V E S

**When we embark on this journey
in timeless space
and navigate via tension
we experience wholeness,
compassion and
hyperconstructivity.**

◦

M A K I N G W A V E S

**I believe people always
respond when their wisdom is
invited.**

**If people are given the power
to influence or consent, they
come to life. They get inspired.
They use the Force.**



HOW TO
SAFELY IMPLEMENT
A SOCIOCRATIC
GOVERNANCE MODEL?

M A K I N G
W A V E S

ABOUT SAFETY

M A K I N G W A V E S

IT'S NOT ABOUT
~~KNOWLEDGE~~
~~MENTAL CONCEPTS~~
WISDOM

WISDOM

=

EMBODIED LEADERSHIP

WISDOM

=

EFFORTLESS,
NOT WORK HARD



WISDOM

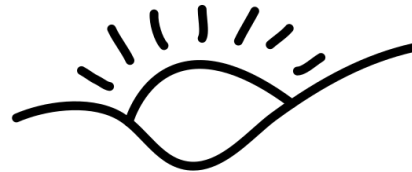
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INVITING SAGE STATE



If you want to invite wisdom

AT LEAST BRING IN
THESE INGREDIENTS

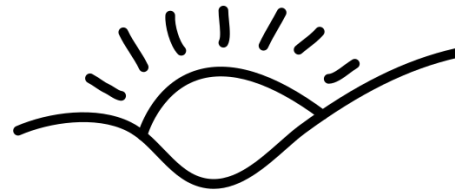


ENOUGH SILENCE
& TIMELESS SPACE



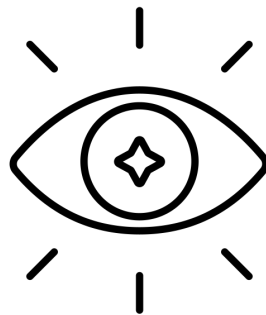
RELAXATION & WELLBEING

Invite full presence and awareness



AKNOWLEDGE WHAT IS PRESENT

above & below the waterline



EMPATHY

Actively step into other people's shoes



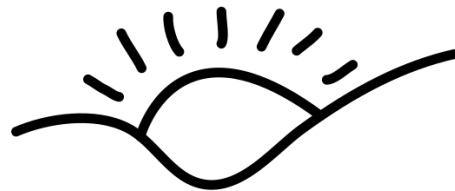
SURRENDER TO THE PROCESS

Put your trust in the facilitator



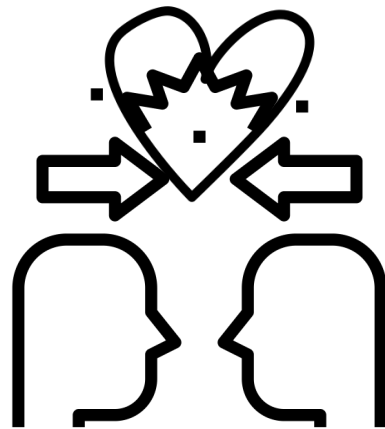
GOOD ENOUGH FOR NOW
SAFE ENOUGH TO TRY

The Agile Mantra



BOTH & MORE PRINCIPLE

*Appreciate the wisdom
of the opposite perspective*



ARTFUL PARTICIPATION

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

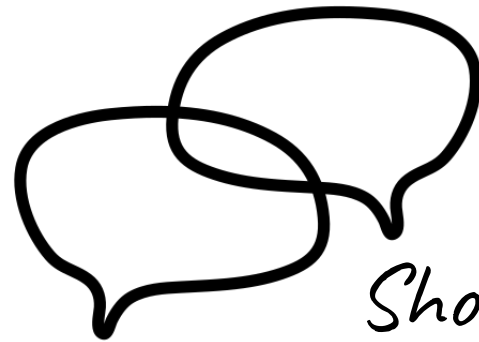




NAVIGATE VIA TENSION

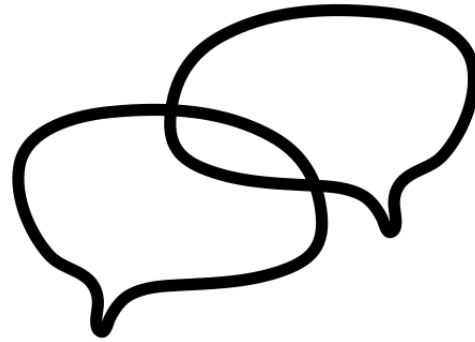
Bravely address tensions while staying in touch

INVITE RADICAL OPENNESS



Show up and be honest

RADICAL SELF- RESPONSABILITY



Taking ownership of your own needs



USE
NONVIOLENT OR
DE-ARMOURING
COMMUNICATION

jackal

Observation

Feeling

Need

Request

vs.

Interpretation or Judgement

Thoughts or Convictions

Interests or 'My strategy is best'

Demands or 'No is not an option'



THE LANGUAGE OF NEEDS

SOCIOCRACY IS NVC AT
ORGANISATION LEVEL



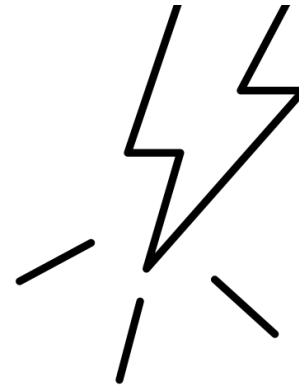
Observation
Feeling
Need
Request

Nonviolent
communication



Observation
Effect
Need
Desired impact

Sociocracy 3.0



RESISTANCE & TENSION

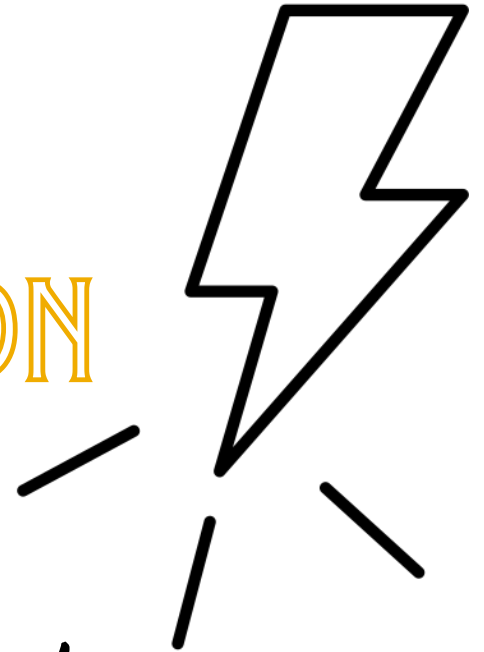
=

*Wisdom that has not yet taken
constructive form*

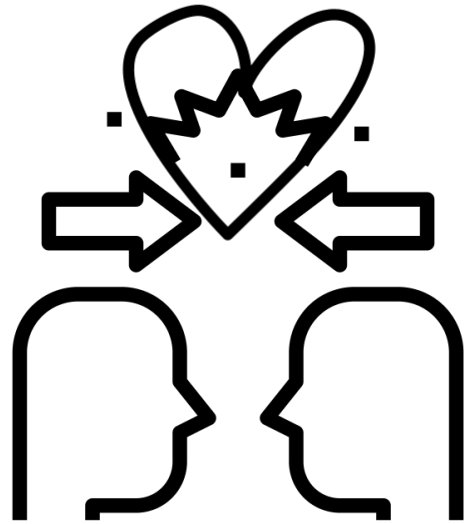
RESISTANCE & TENSION

=

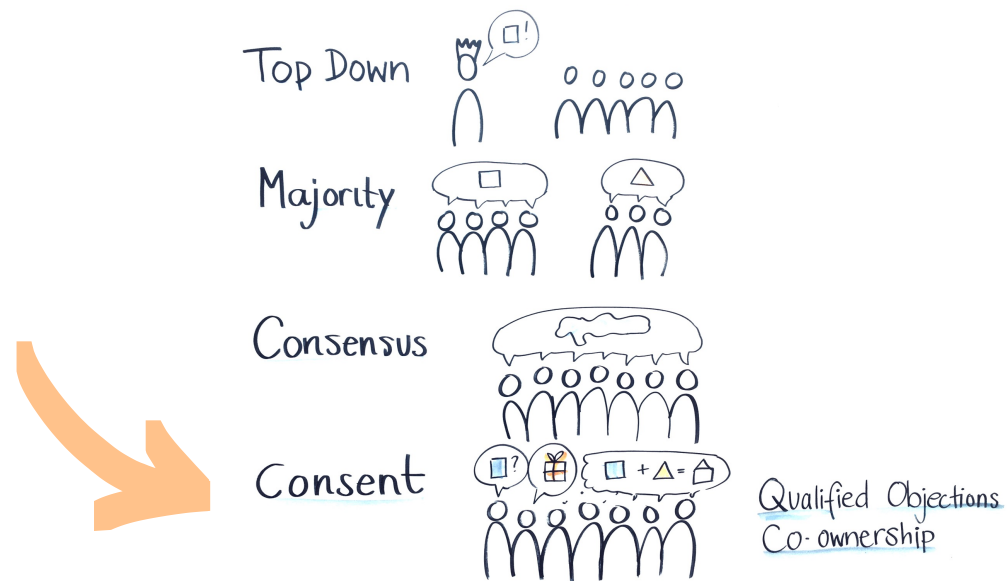
*Opportunities at personal
and group level*



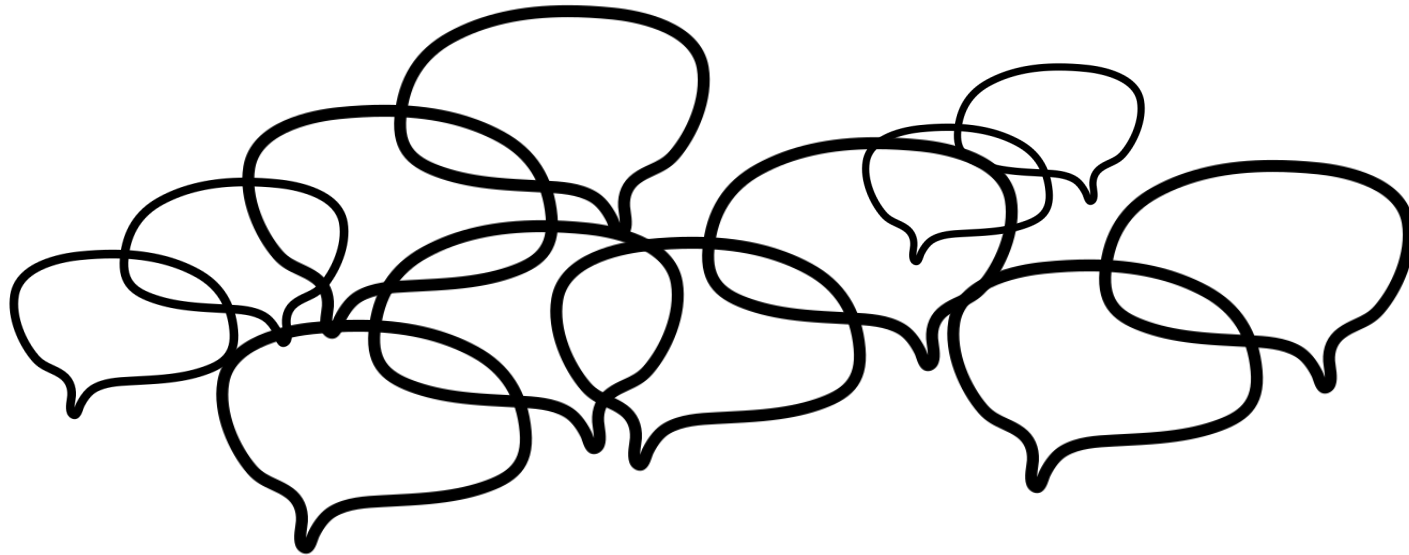
TAP INTO THE WISDOM IN THE TENSION



AND USE CONSENT DECISION MAKING



*Please let me know
in the chat
if and how this resonates with you*



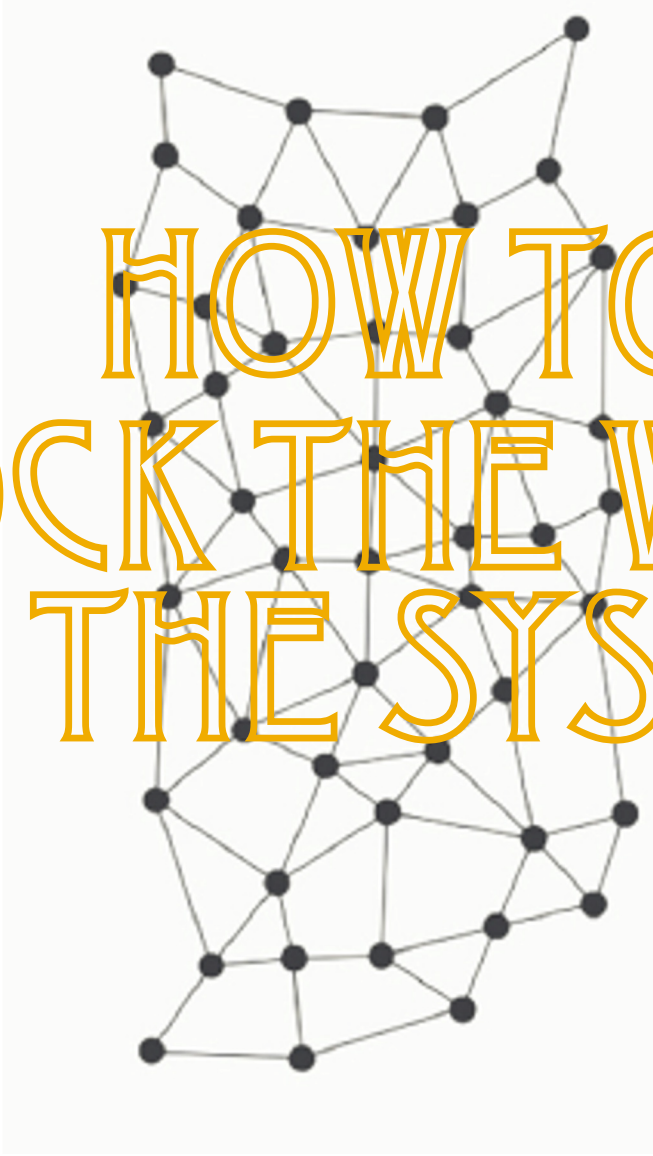
HOW TO
SAFELY IMPLEMENT
A SOCIOCRATIC
GOVERNANCE MODEL?

M A K I N G W A V E S

Building psychological safe governance systems

THE BASICS

M A K I N G W A V E S



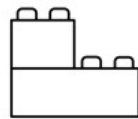
HOW TO
UNLOCK THE WISDOM
IN THE SYSTEM

SOCIOCRACY 3.0

Effective Collaboration at Any Scale



*A Social Technology for Evolving
Agile and Resilient Organizations*



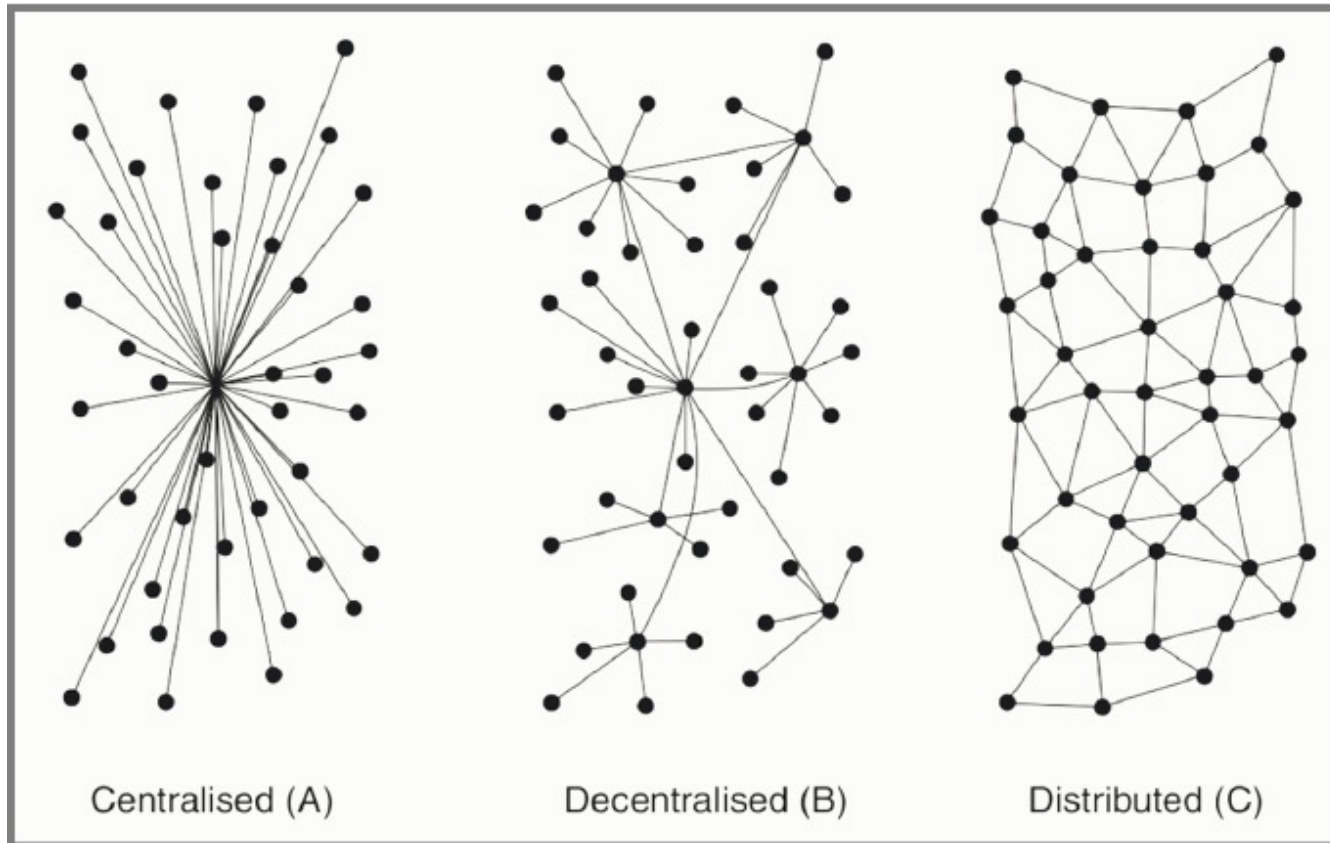
flexible



principles based



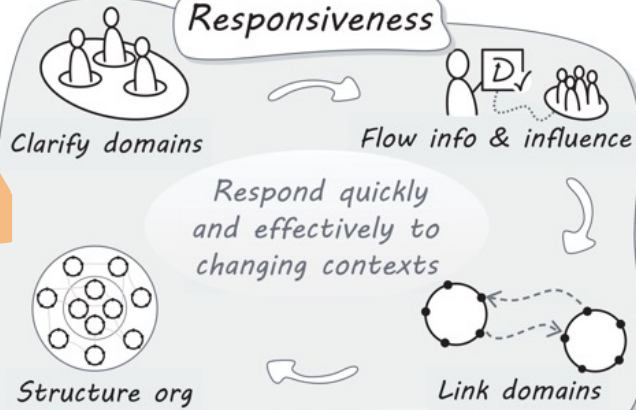
free



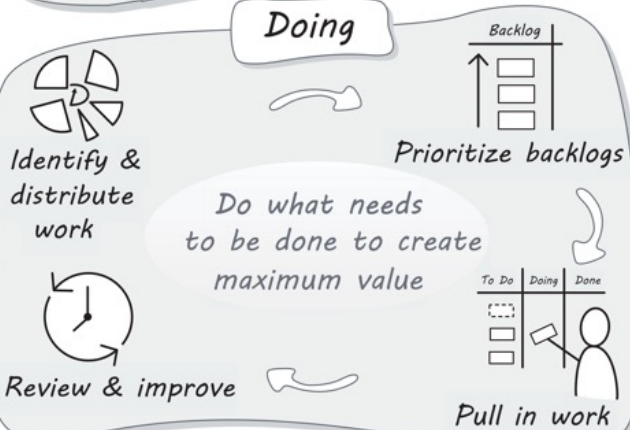
Make sure information and influence flows through the system

Four Dimensions

Responsiveness



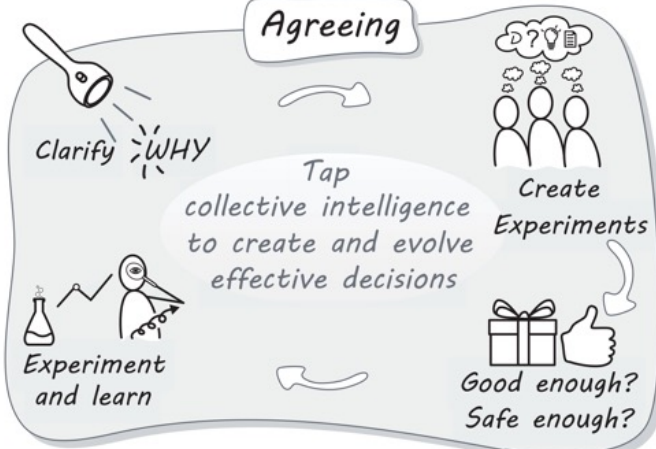
Doing



Participation



Agreeing

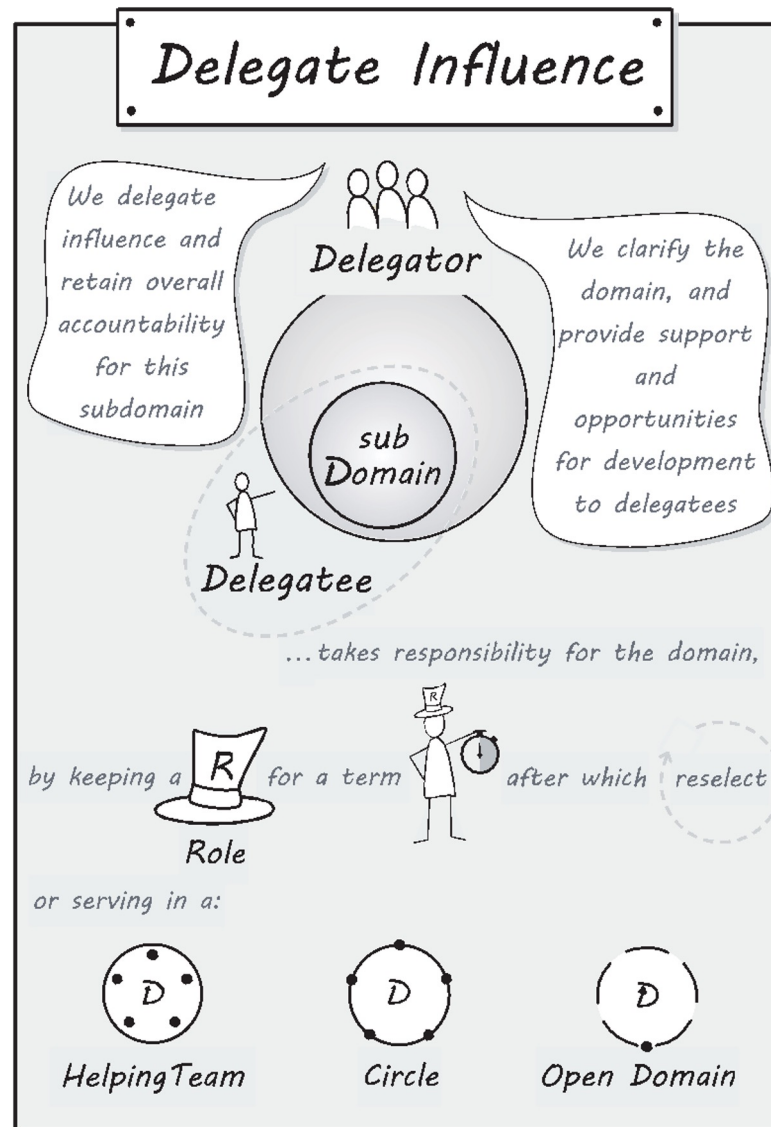


ORGANISATIONAL AGILITY

*clear roles with explicit freedom & boundaries
& proper delegation that ensures
flow of information & influence & feedback*



Domain:
A distinct area of responsibility and autonomy that addresses a specific organizational need.





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

○ _____ ○ _____ ○ _____ ○ _____

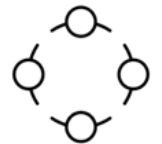
? Evaluation criteria

○ _____ ○ _____ ○ _____ ○ _____

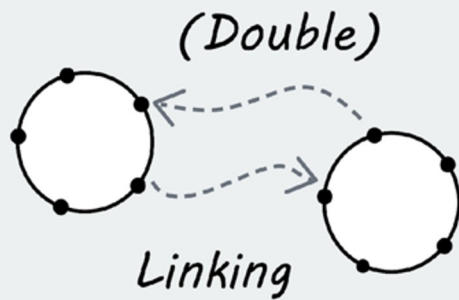
 Review date(s) _____

Can be extended with:

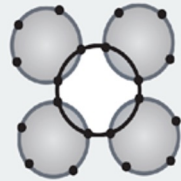
- External Constraints
- Key Challenges
- Key Deliverables
- Delegator Responsibilities
- Key Metrics



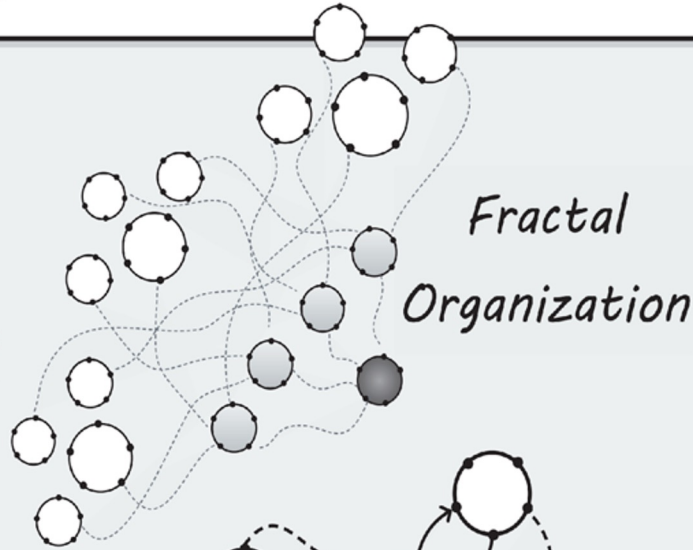
Building Organizations



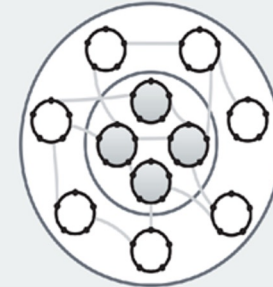
Organizational Structure



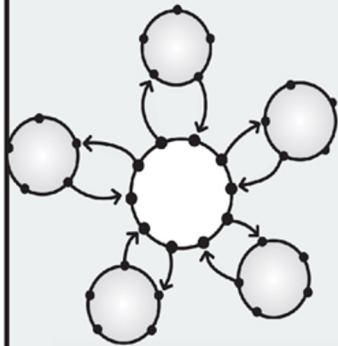
Delegate Circle



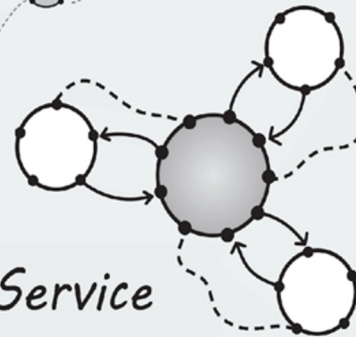
Fractal Organization



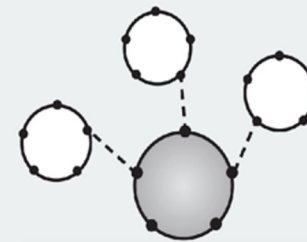
Peach Organization



Double-linked Hierarchy



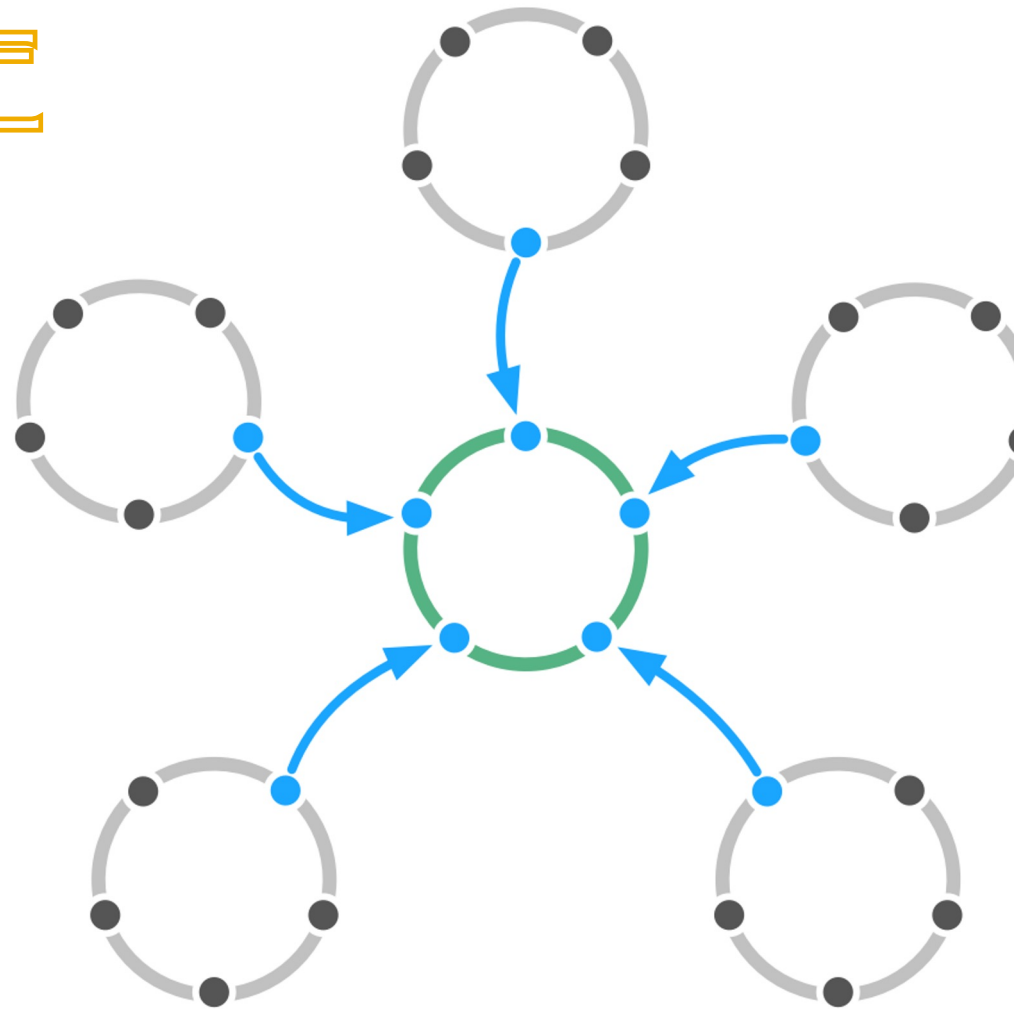
Service Organization



Service Circle

DELEGATE CIRCLE

- *Representatives represent their circles*
- *Bring proposals that impact more circles*
- *Report back to their circle about decisions made*



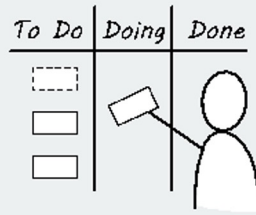
An effective organisational Structure

- Supports flow of value*
- Shows the channels through which information and influence flow*
 - Enables collaboration*
 - Addresses dependencies*
- Ensures information is available to those who need it*
- Distributes power to influence*
 - Evolves continuously*

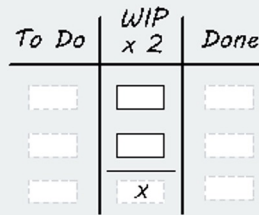
Organizing Work



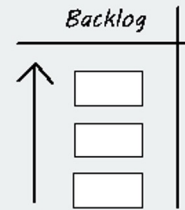
Addition:
Inbox



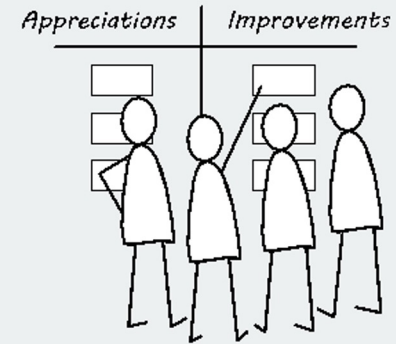
Pull system
for work



Limit work
in progress



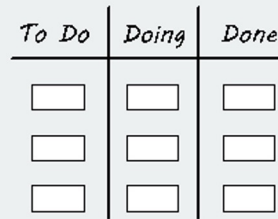
Prioritize
Backlogs



Retrospective



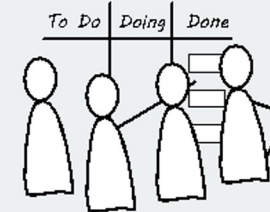
Daily
Stand-up



Visualize work



Planning & Review
Meetings



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

D✓

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"/>	<input type="checkbox"/>	<input type="checkbox"/>
	WIP limit	

groups make decisions in Governance Meeting

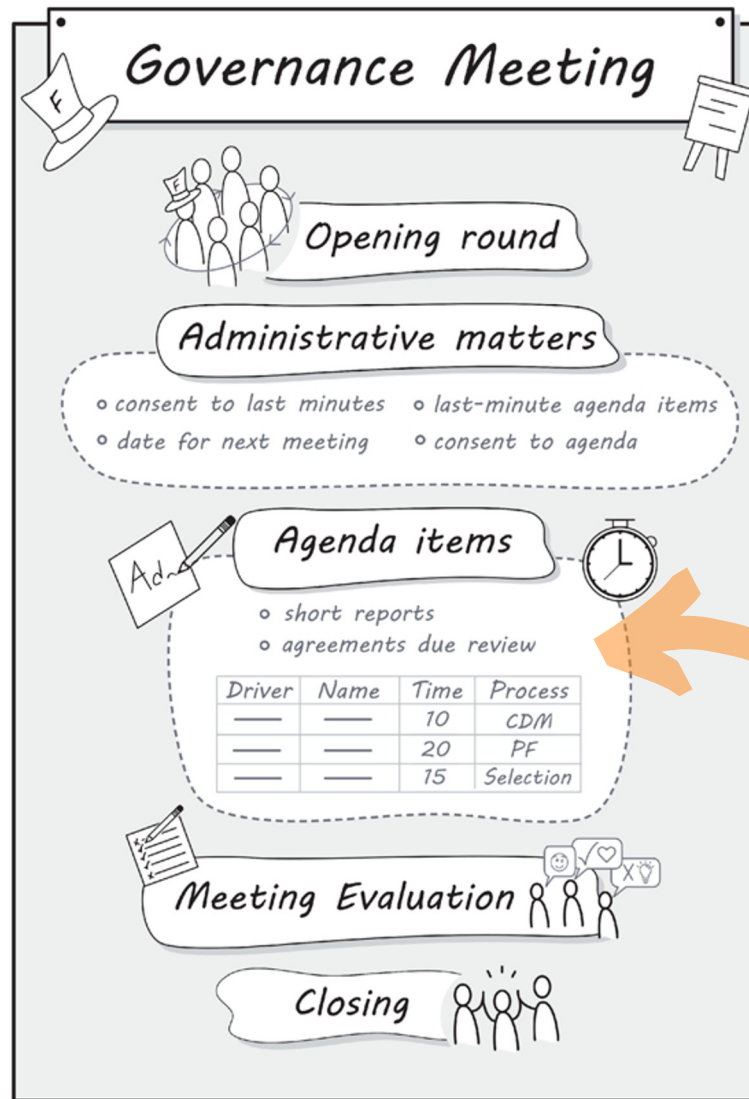


resulting in

or

Agreements



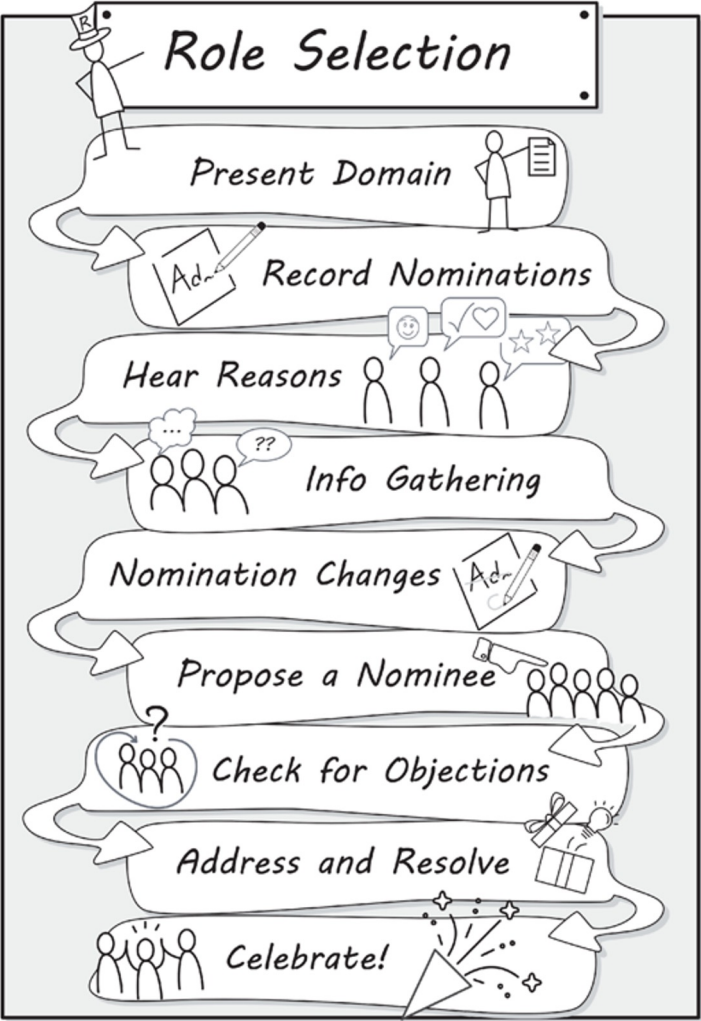


Short reports
by domains
Peer Reviews



On agenda of
the next
Governance
Meeting





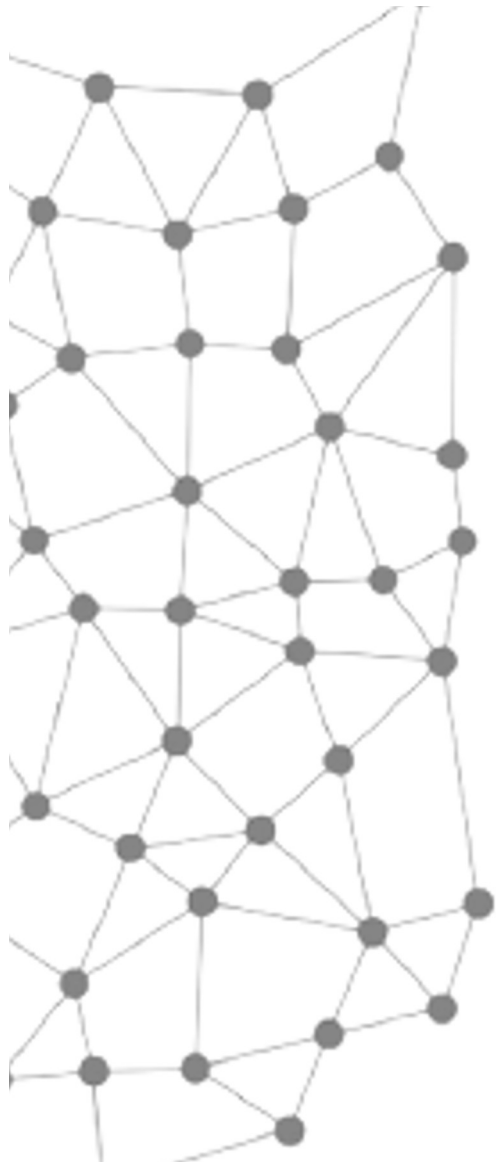
HOW TO
SAFELY IMPLEMENT
A SOCIOCRATIC
GOVERNANCE MODEL?

M A K I N G
W A V E S

A Blueprint for implementing a Sociocratic governance model

THE FLOW

M A K I N G W A V E S



THE PROCESS FLOW

1.

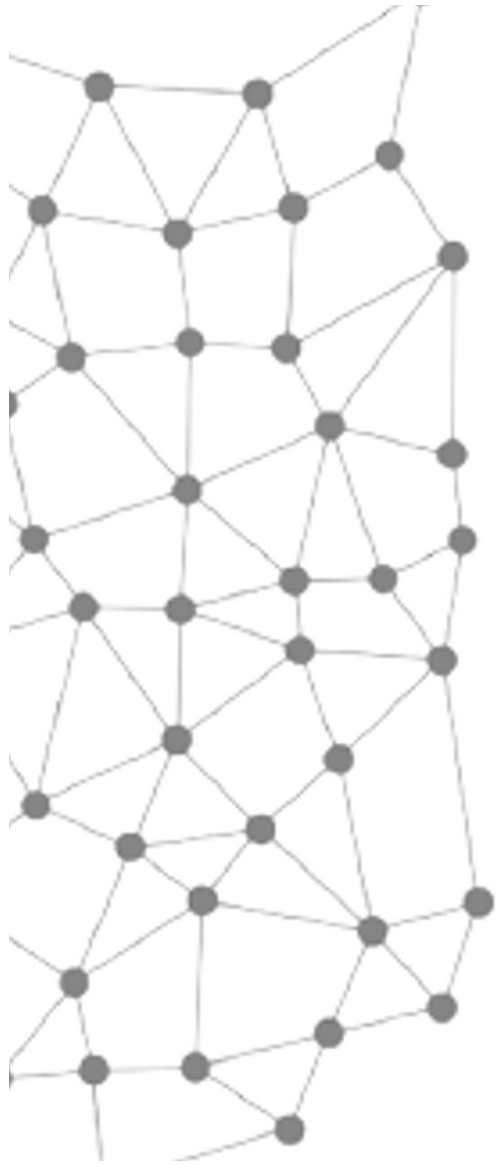
*Make sure there is a
mandate to start the process*

THE PROCESS FLOW

2.

*Bring inspiration around
sociocracy & organisational
structure*





THE PROCESS FLOW

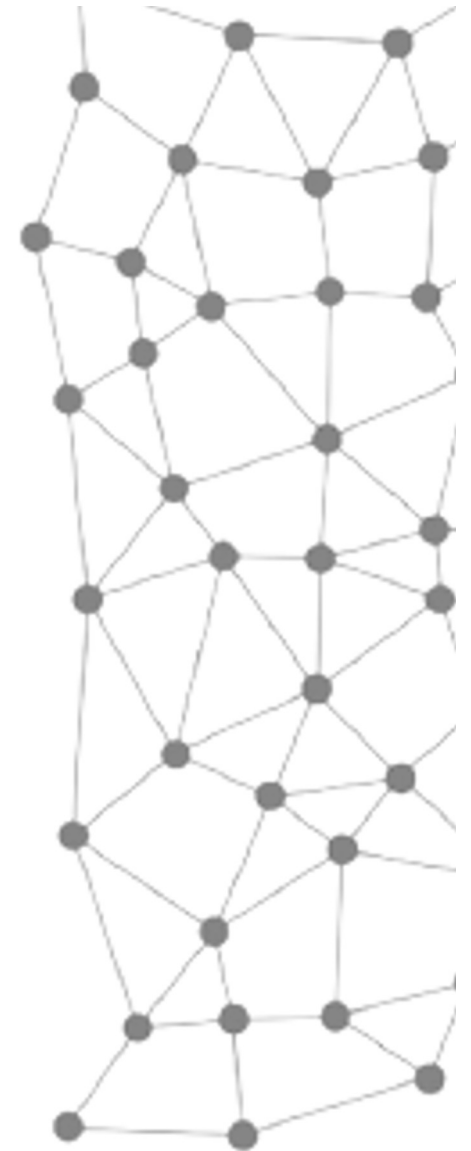
3.

*Sense if anything needs to be
acknowledged before you can
start*

THE PROCESS FLOW

4.

*Create an organisation
drawing or ecosystem with
appropriate domains*





THE PROCESS FLOW

5.

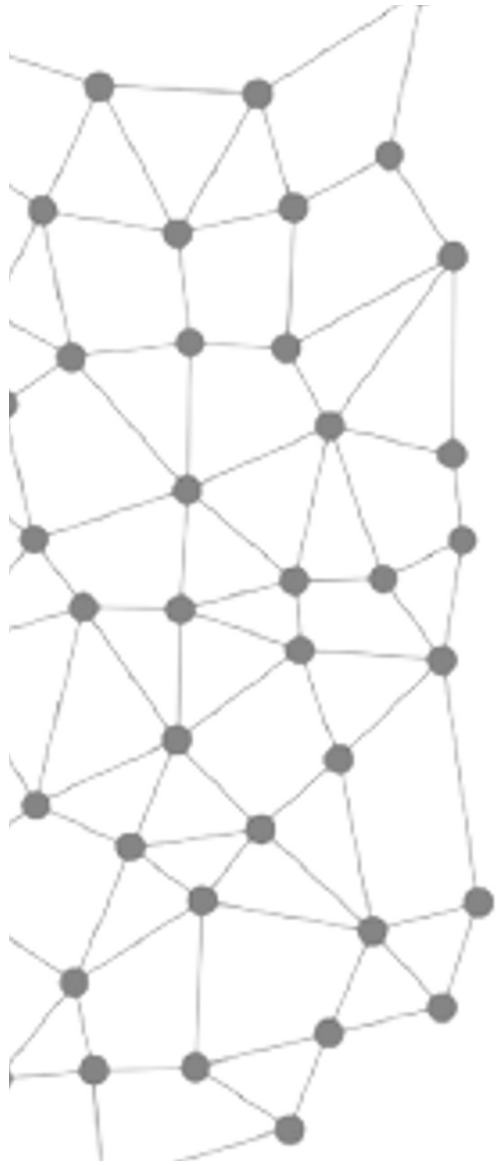
*Create domain descriptions,
together or as homework, in
pairs, and consent to them*

THE PROCESS FLOW

6.

*Make agreements on terms,
links, (gov)time budget,
coordination, evaluation*





THE PROCESS FLOW

7.

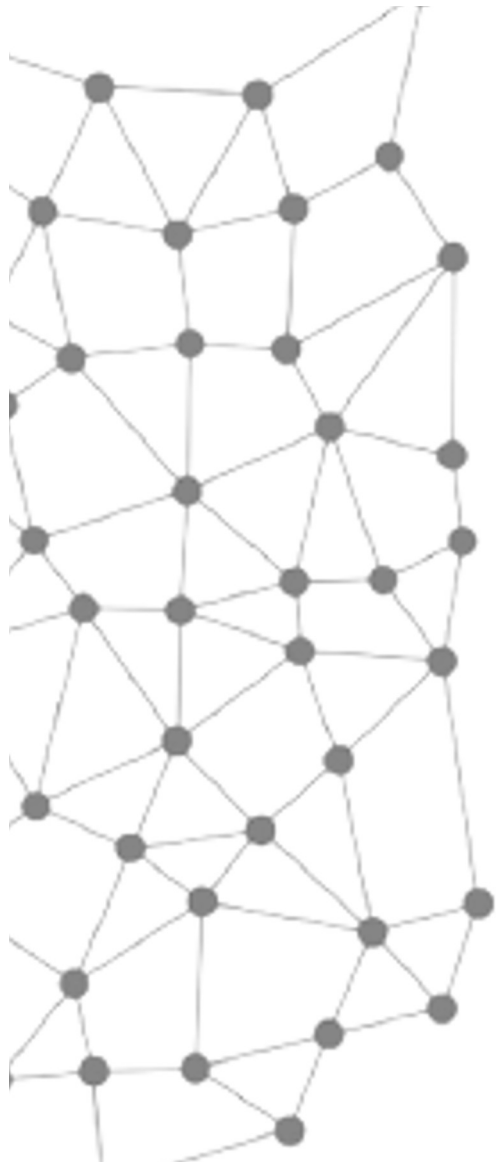
*Populate the domains, if
helpful via the role selection
process*

THE PROCESS FLOW

8.

*Set up back logs per domain,
define strategies and present
them in the (first)
GovMeeting*





THE PROCESS FLOW

9.

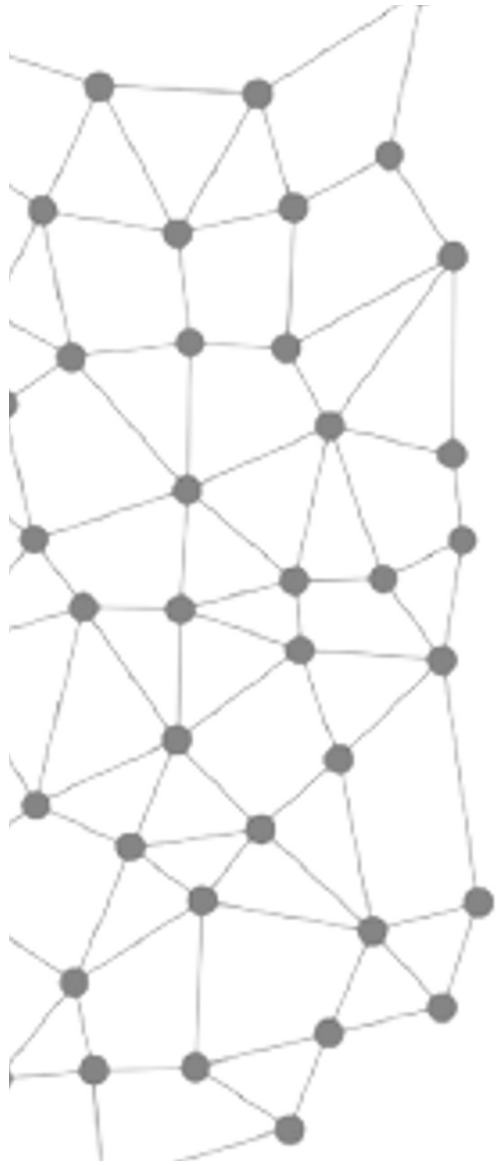
*Connect backlogs into one
transparent workflow with
one inbox per domain*

THE PROCESS FLOW

10.

*Organise delegation (rotating
or fixed) and install a
Delegate Circle*





THE PROCESS FLOW

11.

*Run facilitated Governance
Meetings*

THE PROCESS FLOW

12.

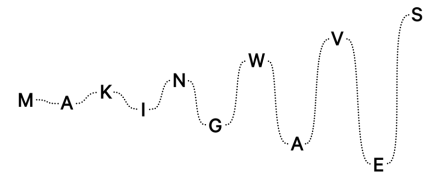
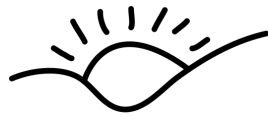
Do Peer Reviews on domain level (during GovMeetings)



THE WHOLE PROCESS FLOW

1. Make sure there is a mandate to start the process
2. Bring inspiration around organisational structure
3. Sense if anything needs to be acknowledged before you can start
4. Create an organisation drawing or ecosystem with appropriate domains
5. Create domain descriptions (together or homework, in pairs) and consent
6. Make agreements on term, links, time budget, coordination, evaluation
7. Populate domains, if helpful via role selection
8. Set up back logs in each domain, define strategies and present them in (first)
GovMeeting
9. Implement transparent work flows/ backlogs with inboxes
10. Organise delegation (rotating or fixed) and install a Delegate Circle
11. Run facilitated Governance meetings
12. Do Peer Reviews (during Govmeetings or separate)

BASIC PRINCIPLES & TIPS



BASIC PRINCIPLES & TIPS

Drawing the domains

*Explore and find consent on the domains and structure you need. Multiple lenses can be applied (core business, people's needs, temporary, knowledge, project domains..)
Same for the level of detail and subdomains.*



BASIC PRINCIPLES & TIPS

Good enough for now

*The first domain description is a draft,
it's a living document. Don't overengineer, keep it brief
(1-1,5 pages)*



BASIC PRINCIPLES & TIPS

Adjust Domain descriptions

Every Peer Review check the domain description and adjust to reality.



BASIC PRINCIPLES & TIPS

Living system

The governance model is a draft. Navigate via tension to improve it. Evaluate and revise the model, domains, roles and agreements regularly (yearly).



BASIC PRINCIPLES & TIPS

Delegacy

*Install a delegate circle with reps
by contracting them for a short term at first.*



BASIC PRINCIPLES & TIPS

Safe enough to try

It should be possible to give back your role and ask for help.



BASIC PRINCIPLES & TIPS

Take ownership

Strategies are designed and executed by domain/role keepers.



BASIC PRINCIPLES & TIPS

Consent on strategies

Develop strategies within domains and propose them to the Delegate Circle.



BASIC PRINCIPLES & TIPS

Self organization

Let domains find their own way of working, but work with shared backlogs.



BASIC PRINCIPLES & TIPS

Self governance

Run Governance Meetings in domains as well, if this is adding value.



BASIC PRINCIPLES & TIPS

Linking

Invest time to organise dependencies and create Govmeeting templates to address specific needs.



BASIC PRINCIPLES & TIPS

Inbox

Install an inbox, a way to bring work (drivers) to other domains.



BASIC PRINCIPLES & TIPS

Learn by doing

Trust the process, start quickly with feedback loops and buddy working (eg. facilitating each others Govmeetings).

Evaluate GovMeetings and facilitation.



BASIC PRINCIPLES & TIPS

Delegate Circle

Run one every 2 wks/1x month.

*Separate the roles (agenda building, time keeping,
notetaking, facilitating)*



BASIC PRINCIPLES & TIPS

Prepare for GovMeetings

Build the agenda on time. Send out proposals for Governance Meetings/Delegate circle (7-3 days) in advance.



BASIC PRINCIPLES & TIPS

Decision making

Learn to use consent decision making properly, invite expertise and mentoring.



BASIC PRINCIPLES & TIPS

Domain Reviews

*Start with Peer Reviews on Domain level after 1-3 months
(especially for new roles).*



BASIC PRINCIPLES & TIPS

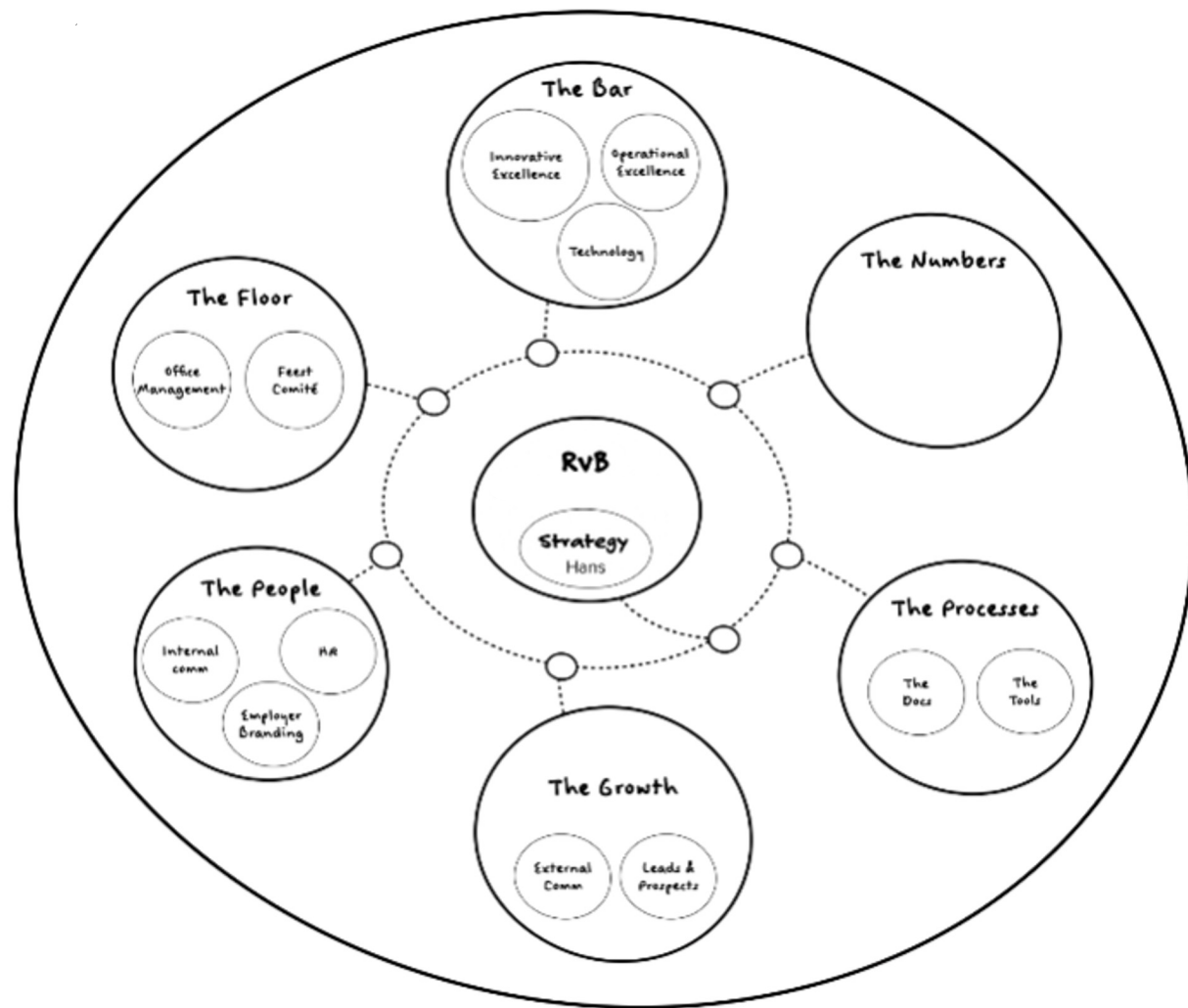
Experiment with a-synchronous working

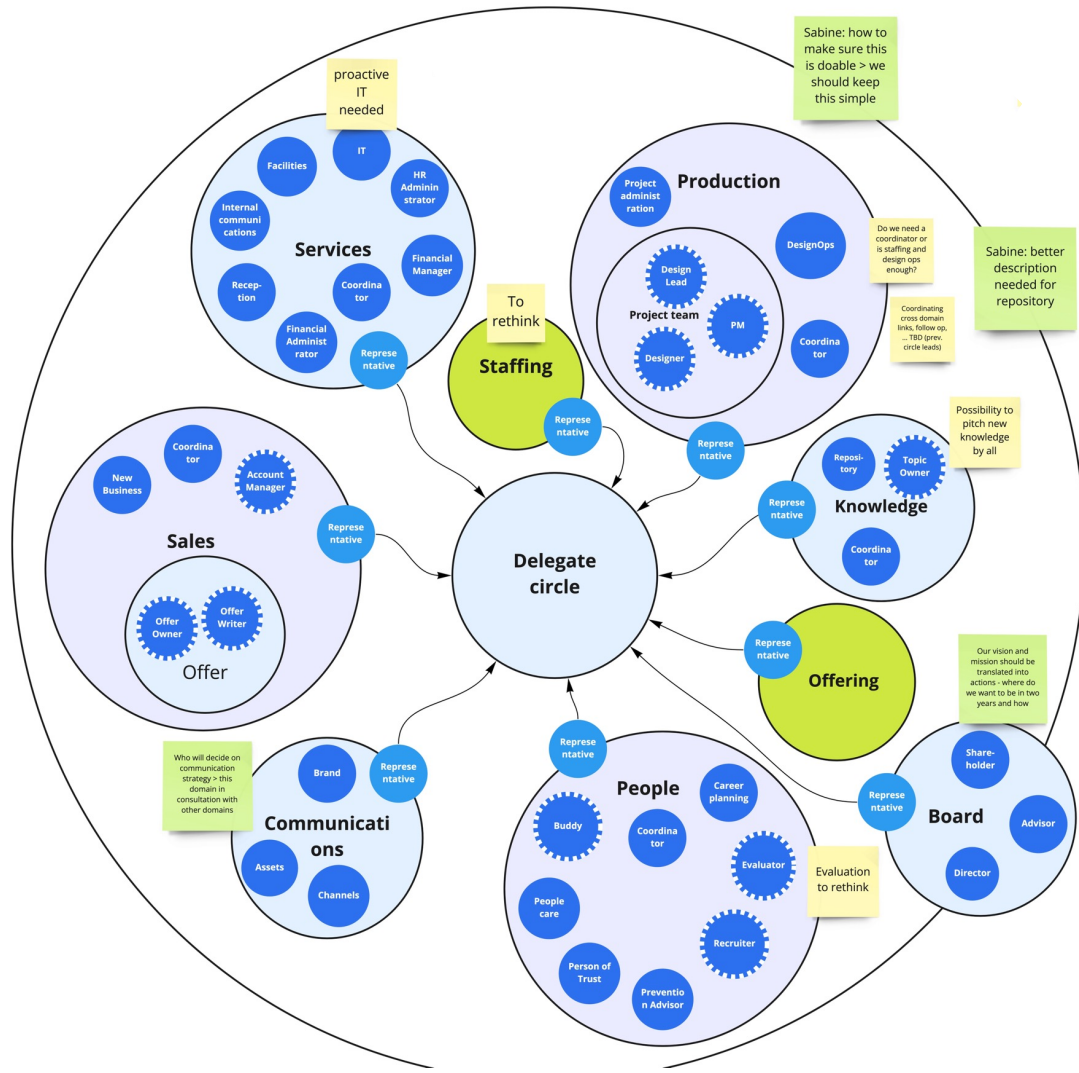
eg. Pre-fill in Reports or Peer Reviews in advance or use a-synchrone consent decision making.

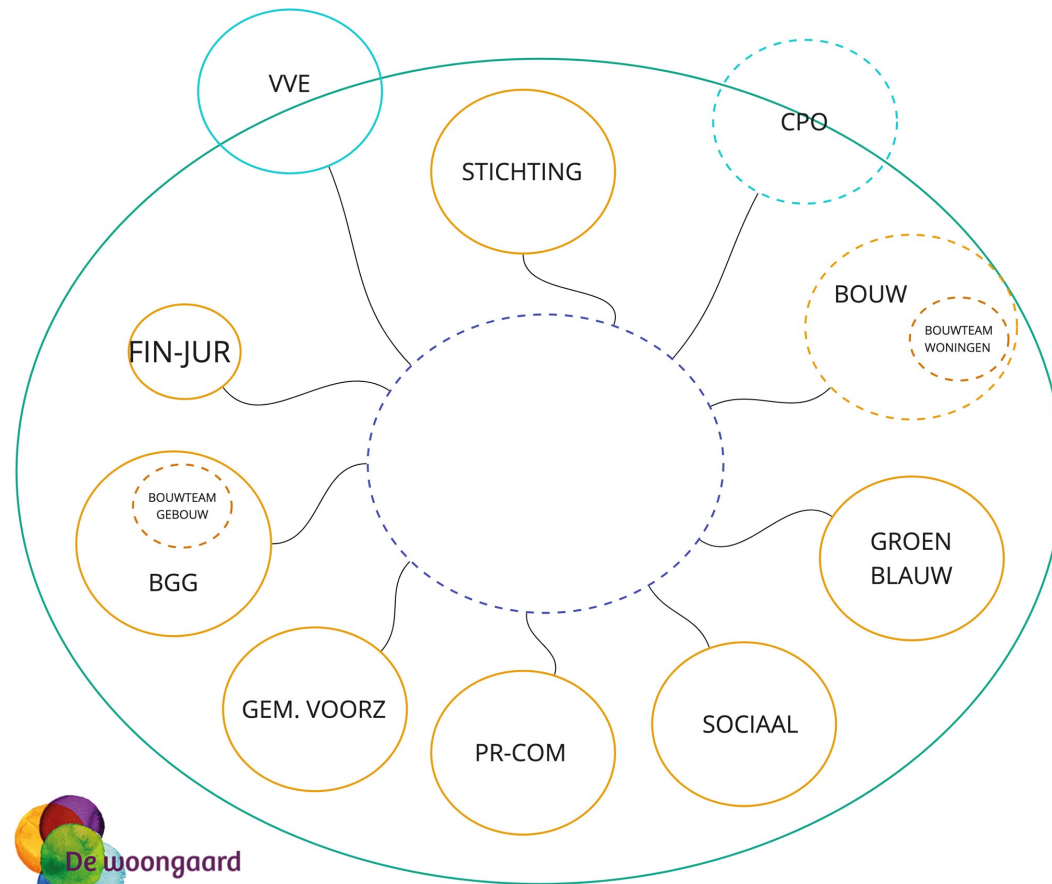


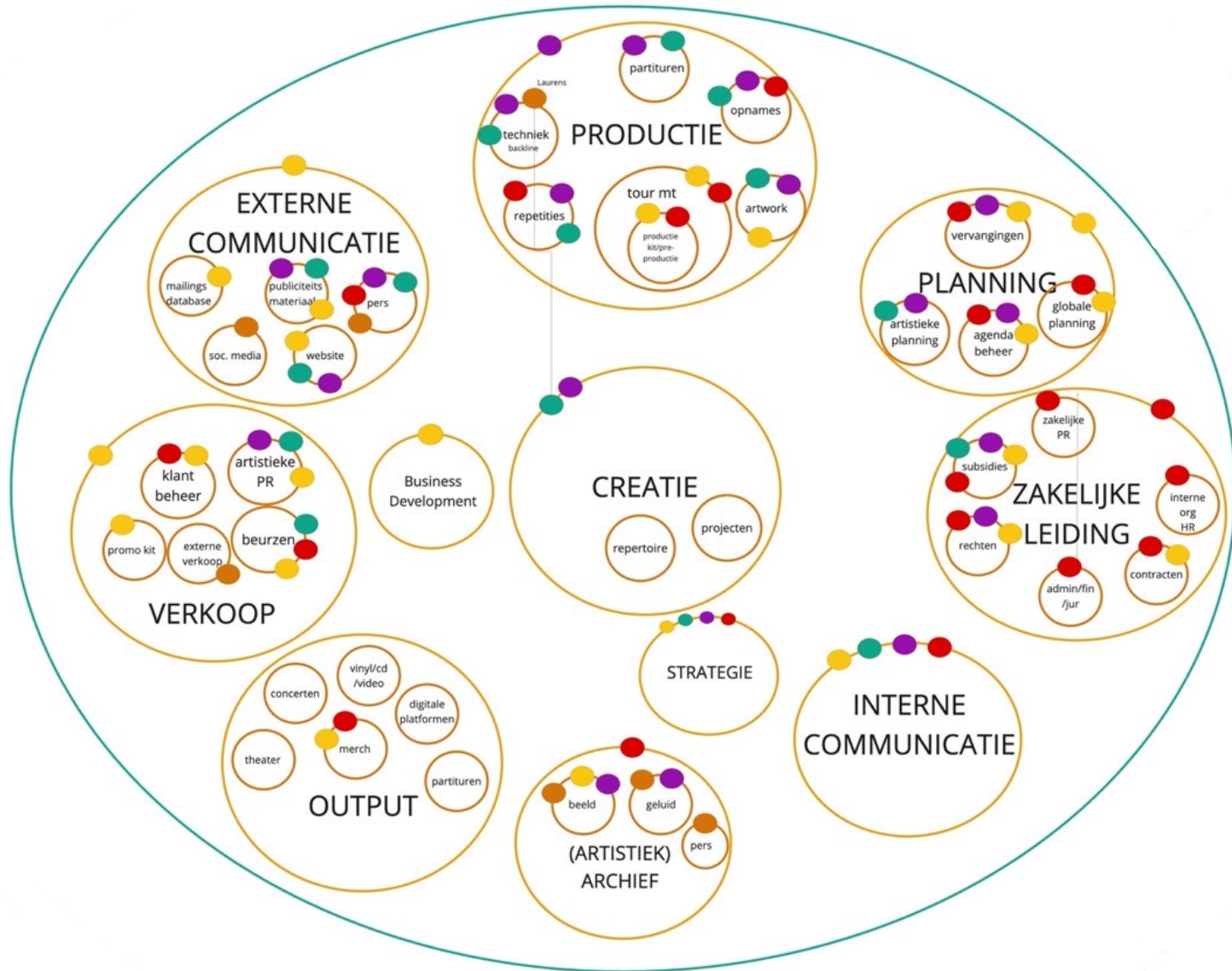
STORIES

M A K I N G W A V E S











relaties: Ewoud



DO YOU HAVE
QUESTIONS?



Please raise your hand

Q&A

CASECLINIC

M A K I N G W A V E S

Thank you so much for attending!
Welcome to follow my work
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ARTICLE ON SOCIOCRATIC ONLINE MEETING TIPS

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