The Seven Principles

Effectiveness: *Devote time only to what brings you closer towards achieving your objectives.*

Consent: *Do things only in the absence of reasons why doing so would stand in the way of (more) effectively meeting shared objectives.*

Empiricism: *Test all assumptions about an organization and its interactions through experiments, continuous revision and falsification.*

Continuous Improvement: *Respond to change in small increments, by building on and transforming what is already there, to reduce risk and resistance, and to accommodate steady empirical learning*

Equivalence: *People affected by decisions can influence and change them on the basis of reason to do so.*

Transparency: *Make all information accessible to anyone in an organization. Confidentiality requires consent.*

Accountability: *Respond when something is needed and be accountable for doing what you agreed to.*
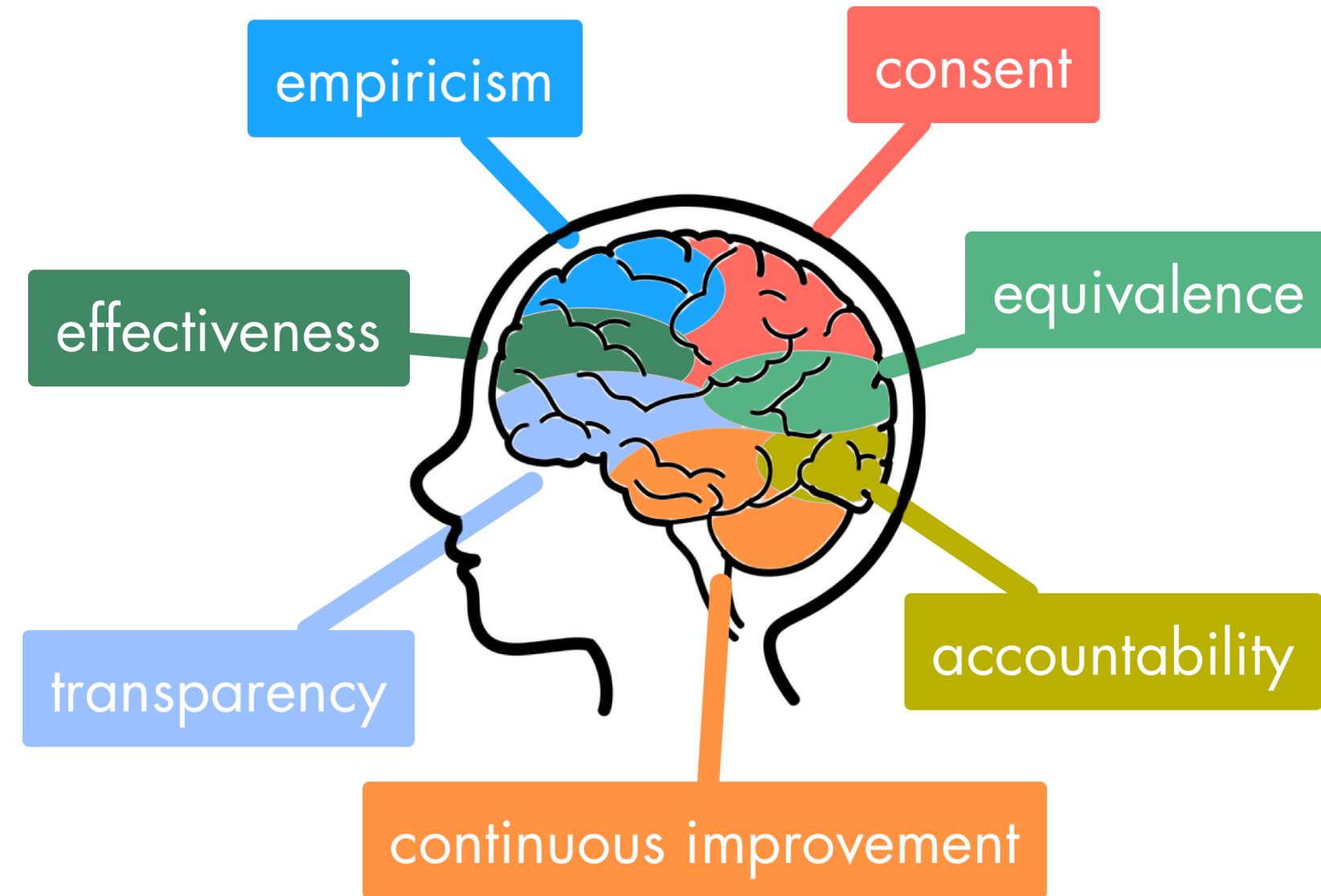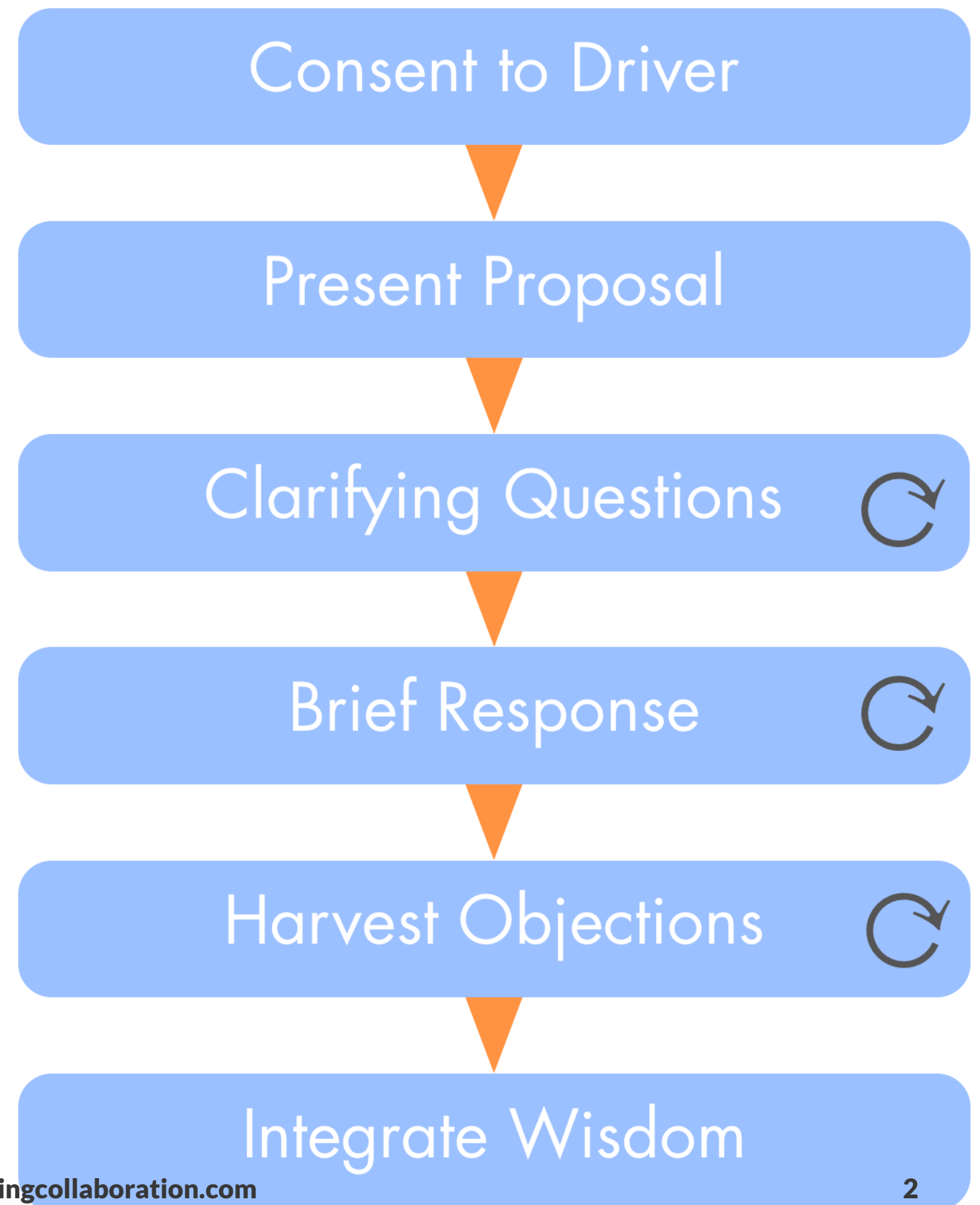
Consent Decision Making

- unresolved objections stop proposals becoming agreements

- can you *live with it* until the review? ➤ proposals only need to be *good enough for now, safe enough to try*
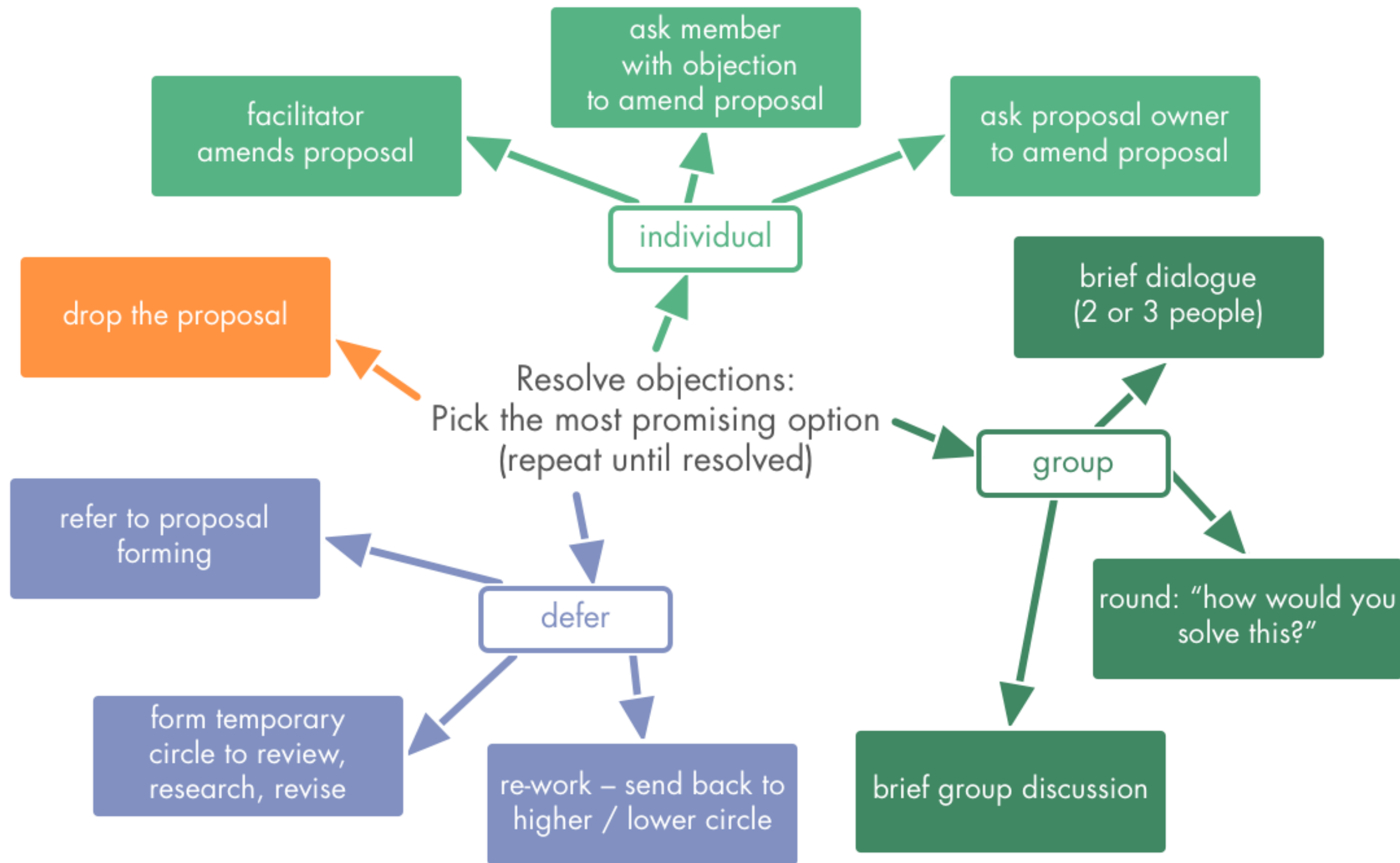
Contract of Consent

- in the absence of objections against an agreement you support following through on the agreement as good as possible

- as soon as you become aware of an objection, or a tension with the agreement, you bring it to the circle to process it.

Consent to Driver

Present Proposal

Clarifying Questions ↻

Brief Response ↻

Harvest Objections ↻

Integrate Wisdom

Questions to Understand Objections

- Does the objection relate to this specific proposal or agreement?

- Does this objection reveal how a (proposed or existing) **agreement**…

  - …jeopardizes the response to a driver?

  - …is in conflict with the organization's values?

  - …prevents or diminishes someone's contribution to responding to a driver?

  - …can be improved significantly?

ask member
with objection
to amend proposal

facilitator
amends proposal

ask proposal owner
to amend proposal

individual

drop the proposal

brief dialogue
(2 or 3 people)

Resolve objections:
Pick the most promising option
(repeat until resolved)

group

refer to proposal
forming

round: "how would you
solve this?"

defer

form temporary
circle to review,
research, revise

re-work – send back to
higher / lower circle

brief group discussion

Proposal Forming

1. **Identify** the driver

2. **Consider**: Collect considerations as questions that reveal the scope of the issue

3. **Create**: Gather ingredients/ideas for solutions

4. **Refine**: Design a proposal from some or all of the ingredients

5. **Review**: process with consent decision making
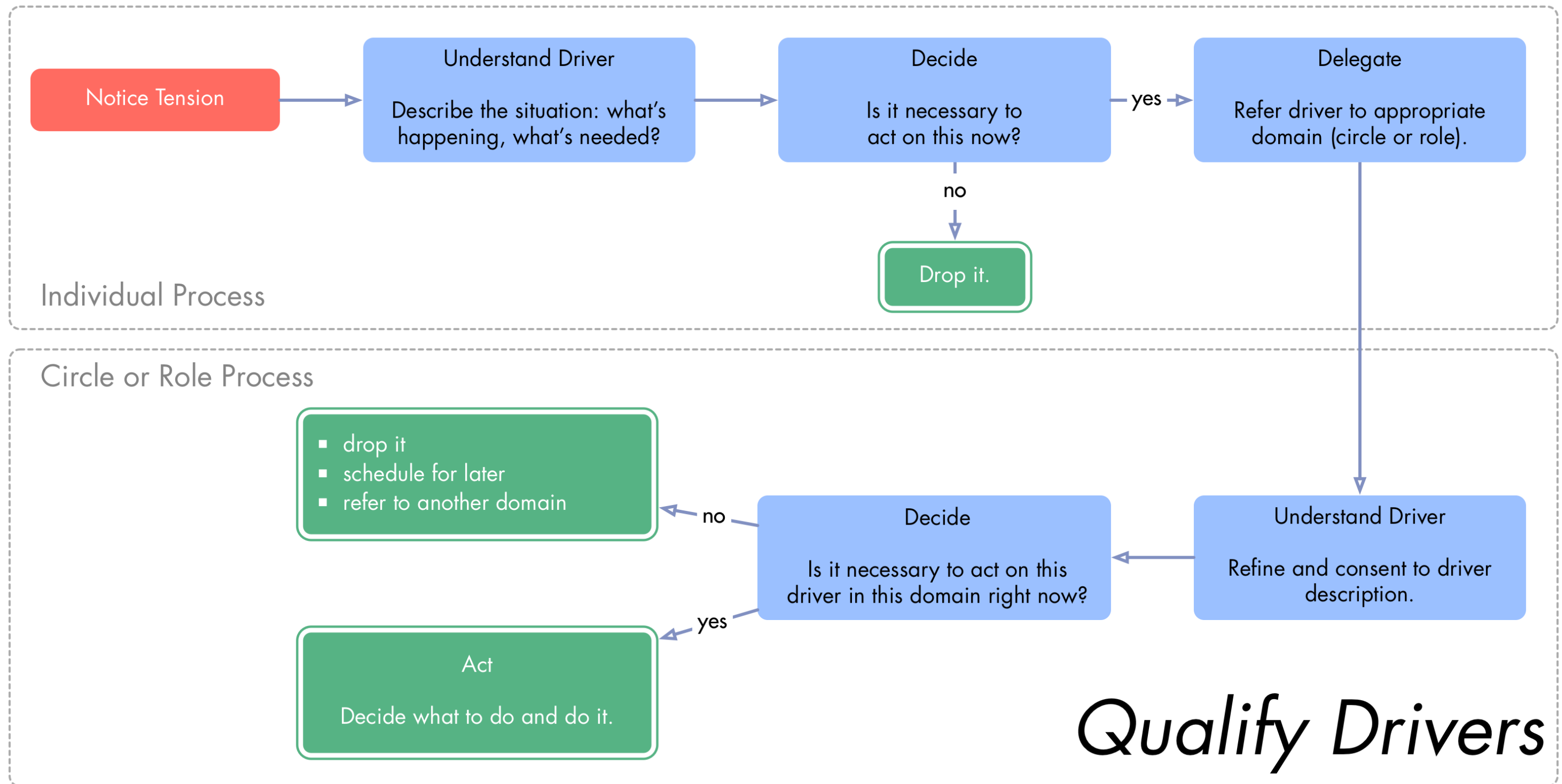
Consent to Driver

Questions about Driver

Record Considerations

Collect Ideas

Select Tuners

Create Proposal(s)

Individual Process

Notice Tension → **Understand Driver** — Describe the situation: what's happening, what's needed? → **Decide** — Is it necessary to act on this now? → yes → **Delegate** — Refer driver to appropriate domain (circle or role).

Decide → no → **Drop it.**

Circle or Role Process

Delegate → **Understand Driver** — Refine and consent to driver description. → **Decide** — Is it necessary to act on this driver in this domain right now?

Decide → no →
- drop it
- schedule for later
- refer to another domain

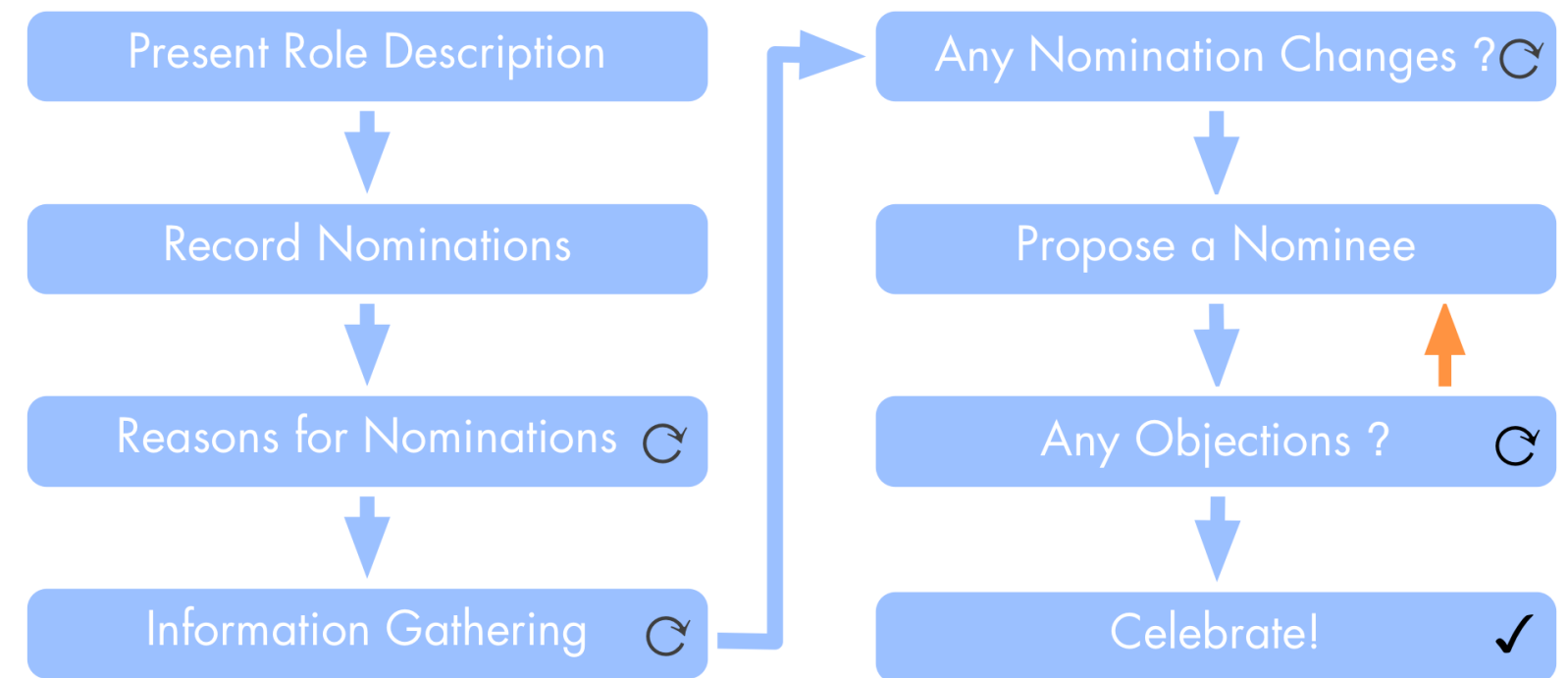Decide → yes → **Act** — Decide what to do and do it.

Qualify Drivers

Artful Participation: Self-Assessment

- How will I support myself and others in participating more artfully?

- Where are my interactions with others not particularly helpful or effective?

- Which are the agreements I find hard to keep or contribute to? What can I do to change that?

- What are skills that would support me in artful participation?

- What would artful participation mean in relation to...

  - ... my daily activities

  - ...collaboration and interaction with others?

  - ...the organization? ...our customers or clients?

  - ...the wider environment?

Role Description and Selection Process

- **Elements of a Role Description**

  - Date

  - Term

  - Driver

  - Responsibilities, Resources

  - Skills, Experiences, Qualities, Time

  - Schedule for Effectiveness Reviews

Present Role Description
Record Nominations
Reasons for Nominations ↻
Information Gathering ↻

Any Nomination Changes ? ↻
Propose a Nominee
Any Objections ? ↻
Celebrate! ✓

Effectiveness Review and Development Plan

- **Steps of an Effectiveness Review**

  1. Invite people with complementing perspectives to contribute to the review, and a facilitator

  2. Collect appreciations

  3. Identify areas for improvement

     - personal development

     - updates to role description, function or driver

  4. Co-create and consent to a development plan

Title of Role
(Development Plan)

Date   Review Date

Current Role Description

Appreciations

Areas for Improvement

Action Items

Evaluation Criteria

Amendments to Role Description

Meeting Evaluation

- short formats:

  - more of/less of/start/stop/keep

  - positive/negative/suggested improvements

- long format: Ask everyone in a round to briefly contribute to any or all of the following topics:

  - effectiveness

  - facilitation and format

  - emotional tone

  - I liked... (acknowledgments and achievements)

  - I wish... (growing edges and improvements)

  - What if... (wild ideas and radical suggestions)

Right side: Adapt Patterns To Context ➤ ➤

Understand Context

Understand Pattern

Proposal for Adaptation

Consent to Adaptation

Test Adaptation

Evaluate and Evolve