

GOVERNANCE MEETING

1

CHECK-IN

One at a time.
No discussion.

2

ADMIN CONCERNS

Address any logistical
concerns.

3

BUILD AGENDA

One or two words
per item.

4

PROCESS EACH AGENDA ITEM:

■ Present Proposal

Proposer only, or discussion to get to a proposal.

■ Clarifying Questions

Anyone asks, proposer answers. Repeat. Try to understand,
not influence.

■ Reaction Round

Everyone speaks, one at a time, except proposer. No discussion.

■ Amend & Clarify

Proposer only, can optionally clarify intent, or amend proposal.

■ Objection Round

Objections are stated, tested, and captured one at a time without
discussion. Facilitator asks, "Do you see a reason why adopting
this proposal causes harm or moves us backwards? Objection
or no objection?"

If No Objections

Accept Proposal

If Objections: **Integration**

One Objection at a time. The goal is
to craft an amended proposal that
would not cause the Objection, but
still addresses the proposer's tension.

Repeat Objection Round.

5

CLOSING ROUND

Share reflections one at a time. No discussion.



TESTING OBJECTIONS

Do you see a reason why adopting this proposal causes harm or moves us backwards? If so, **what's the harm?**

The Proposal would hurt the Circle's capacity to express its purpose.

Is your concern a reason the proposal causes harm...

or

Is your concern the proposal is unneeded or incomplete?



The Proposal would introduce a new Tension if adopted.

Is your concern created by this proposal...

or

Is it already a concern, even if the proposal were dropped?



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

Do you know this impact will occur...

or

Are you anticipating this impact is likely to occur?

If anticipated...

Could significant harm happen before we can adapt...

or

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



The Proposal would limit your role's purpose or accountabilities.

Would the proposal limit one of your roles...

or

Are you trying to help another role or the circle in general?



**VALID
OBJECTION**

An Objection is automatically valid if the Proposal breaks the rules of the Holacracy Constitution.

e.g. "Not valid governance output (NVGO);"
"Outside the circle's authority."

