

Appendix A

Definition of Core Roles

Lead Link

Purpose: *The Lead Link holds the Purpose of the overall Circle.*

Domains: Role assignments within the Circle

Accountabilities:

- Structuring the Governance of the Circle to enact its Purpose and Accountabilities
- Assigning Partners to the Circle's Roles; monitoring the fit; offering feedback to enhance fit; and re-assigning Roles to other Partners when useful for enhancing fit
- Allocating the Circle's resources across its various Projects and/or Roles
- Establishing priorities and Strategies for the Circle
- Defining metrics for the circle
- Removing constraints within the Circle to the Super-Circle enacting its Purpose and Accountabilities

The Lead Link also holds all un-delegated Circle-level Domains and Accountabilities.

Rep Link

Purpose: *Within the Super-Circle, the Rep Link holds the Purpose of the Sub-Circle; within the Sub-Circle, the Rep Link's Purpose is: Tensions relevant to process in the Super-Circle channeled out and resolved.*

Accountabilities:

- Removing constraints within the broader Organization that limit the Sub-Circle
- Seeking to understand Tensions conveyed by Sub-Circle Circle Members, and discerning those appropriate to process in the Super-Circle
- Providing visibility to the Super-Circle into the health of the Sub-Circle, including reporting on any metrics or checklist items assigned to the whole Sub-Circle

Facilitator

Purpose: Circle governance and operational practices aligned with the Constitution.

Accountabilities:

- Facilitating the Circle's constitutionally-required meetings

- Auditing the meetings and records of Sub-Circles as needed, and declaring a Process Breakdown upon discovering a pattern of behavior that conflicts with the rules of the Constitution

Secretary

Purpose: Steward and stabilize the Circle's formal records and record-keeping process.

Domains:

- All constitutionally-required records of the Circle

Accountabilities:

- Scheduling the Circle's required meetings, and notifying all Core Circle Members of scheduled times and locations
- Capturing and publishing the outputs of the Circle's required meetings, and maintaining a compiled view of the Circle's current Governance, checklist items, and metrics
- Interpreting Governance and the Constitution upon request