Galaxies – Making the thinkers doers again.

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Galaxies - a guide for running decentralize, distributes and Eco-autonomous
organizations
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Galaxies—An Eco-Autonomous Organization

The eco-autonomous organization is the result of two years of learning and practicing what is known as the teal organization. We started from holacracy, and soon found ourselves moving toward purer ideas of complex adaptive systems, no silos, and meritocracy.

This document describes how our organization should be operated following this approach, including all human resources processes. We genuinely believe that this paper is our competitive advantage. Help us to evolve it and keep our unique advantage.

1. Why We Need a Change

Humankind has witnessed many positive changes over the last 100 years. People are living longer, essential utilities are standard in most homes, literacy has increased from 20 percent to 88 percent, and technology has made communication around the world faster and easier. In addition, minority populations are gaining more traction in the quest for equal rights (albeit not as quickly as they may like) and communities are experiencing fewer instances of violence and war than ever before ("The Better Angels of Our Nature: Why Violence Has Declined" by Steven Pinker). There is one element of modern life, however, that hasn't changed much: the way that we manage, organize and motivate people in the workplace.

The concept of management as we know it today was introduced in 1911 by American inventor and mechanical engineer Frederick Winslow Taylor in his book, "The Principles of Scientific Management." In summary, Taylor's concept separated employees into two categories—thinkers and workers—within the workplace. In the factory environments that were common at the time, thinkers used scientific methods to manage workers on production lines.

Taylor's concept of scientific management is based on four main principles: 1) Assigning work based on scientific study of the tasks to be carried out, 2) Selecting and training individuals to perform specific tasks, 3) Providing individuals with clear instructions so they know exactly what to do and then supervising them while they do it, and 4) Separating managers' and workers'

job functions so that managers are able to "scientifically" plan what needs to be done and workers can perform the actions assigned. While these principles have changed somewhat since Taylor's time, the basic idea of separating thinkers from workers has remained the same.

Complicated Versus Complex Worlds

Taylor's notion of scientific management began as a noble idea that ultimately contributed to the success of the second industrial revolution. In today's world, however, this system has become a problematic structure with the potential to negatively impact the success and survival of modern businesses.

Why has "Taylorism" become such a problem? The reason can be explained scientifically in two words: "complicated" and "complex." In science, these words refer to types of systems and the difference between their elements is defined as follows:

- The behavior and reactions of complicated elements in a system are predictable. A smartphone, for example, is a complicated element: Tap its screen and it behaves predictably.
- The behavior and reactions of complex elements in a system are unexpected. People are complex elements: If you ask a group of people a question, their responses are unpredictable.

Using these definitions, it's easy to comprehend that the economic market was "complicated" a century ago. Back then, the market had hard geographical boundaries, few industry competitors and even fewer surprises, making it feasible to foresee what might happen within an industry. That consistency made it possible for business owners to focus their attention on what was happening inside their factories and devise ways to optimize production. Taylor's management system was created to help simplify this complicated world and his method was a huge success due to the world's predictability.

In contrast, the current economic market is "complex": It is global, has no geographic boundaries, and is packed with worldwide competitors that have the potential to create new and unexpected realities for other businesses within their sphere. In other words, the pace of innovation has increased, and companies can no longer complacently and exclusively focus on

the technologies that led to the success they have today. Through innovation, giants can be toppled by smaller players (Think Kodak, Nokia, and Research in Motion).

As a result, humans are now living in a volatile, uncertain, complex and ambiguous (VUCA) world. The processes that were created for the previous, complicated world no longer fit the current environment. To thrive, humans must devise different methods for dealing with the complexities of a VUCA world.

Surviving in a Complex World

In the years following the second industrial revolution, complexities in the economic market grew exponentially with the introduction of new occupations based on data manipulation and collaboration (which created new business values), virtual commodities (from data to currency), the development of virtual infrastructures to support such commodities, and the expansion of labor resources to include robotics and artificial intelligence. With the addition of new, Internet-educated generations into the workforce (generations that recognize the value that organizations based on decentralized, distributed and autonomous principles can provide), complexity is poised to gain further momentum.

As mentioned earlier, in the complicated world that inspired Taylorism, factory employees were divided into two groups: workers and thinkers. In today's complex world, however, that division no longer exists. Now, workers (that is, anyone interacting within or around a company's environment including its customers, stockholders, and suppliers; and even city and state officials, etc.) must be "thinkers" as well, often working in silos created by their areas of specialization, further constraining the company's ability to be successful.

Suffice it to say, companies trying to run twenty-first-century businesses using twentieth-century workplace practices are cracking under the pressure (2012 Global Workforce Study, Towers Watson, July 2012)1. For evidence that management systems based on Taylor's century-old theory are failing, look no further than the Internet for articles highlighting the decline of employee engagement ("Employee Engagement is Declining Worldwide," Forbes, June 1,

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[1] https://www.towerswatson.com/Insights/IC-Types/Survey-Research-Results/2012/07/2012-Towers-Watson-Global-Workforce-Study

2017)2, the rise of the freelance workforce ("Are We Ready For A Workforce That Is 50% Freelance?," Forbes, October 17, 2017)3, the number of companies disappearing from the Fortune 500 list (Fortune 500 Firms 1955 v. 2017: Only 60 Remain, Thanks to the Creative Destruction that Fuels Economic Prosperity," American Enterprise Institute, October 17, 2017)4, and the negative exponential growth in the lifespan of companies ("Why Half of the S&P 500 Companies Will Be Replaced in the Next Decade," Inc., March 23, 2016)5. For further insights, author Richard Ronald Nason's book, "It's Not Complicated: The Art and Science of Complexity for Business Success"6 details the impacts of conducting business in a complex world as well.

To live and operate in a complex world, it's only logical that humans use complex systems (such as the human brain, the economic market, and even the universe) principles to run business and organization that need to operate in a complex world. To survive and thrive into the next century and beyond, companies need to modify their organizational structures based on these concepts. Only then will businesses be able to do the things they need to do—motivate people, increase performance, and spark innovation—to withstand the demands of a complex world. The ideas of a brilliant founder can build a highly successful company, but their ideas alone cannot sustain it. To stand the test of time in a VUCA marketplace, a company must leverage all of its intellectual capital. Decades of research show that the level of employee engagement and proactivity required to support this level of innovation is achieved through employee autonomy78.

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[2] https://www.forbes.com/sites/causeintegration/2017/06/01/employee-engagement-is-declining-worldwide/#bb7477634e2f

[3] https://www.forbes.com/sites/elainepofeldt/2017/10/17/are-we-ready-for-a-workforce-that-is-50-freelance/#7d211d5b3f82

[4] http://www.aei.org/publication/fortune-500-firms-1955-v-2017-only-12-remain-thanks-to-the-creative-destruction-that-fuels-economic-prosperity/

[5] https://www.inc.com/ilan-mochari/innosight-sp-500-new-companies.html

[6] https://www.amazon.com/s/ref=dp_byline_sr_ebooks_1?ie=UTF8&text=Richard++Ronald+Nason&search-alias=digital-text&field-author=Richard++Ronald+Nason&sort=relevancerank

[7] Schmitt, A., Den Hartog, D. N., & Belschak, F. D. (2016). Transformational leadership and proactive work behaviour: A moderated mediation model including work engagement and job strain. Journal Of Occupational And Organizational Psychology, 89(3), 588-610. doi:10.1111/joop.12143

[8] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal Of Applied Psychology, 87(2), 268-279. doi:10.1037/0021-9010.87.2.268

2. Principles

Principles are key to drive certain organizational behavior over other options. Eco-autonomous (EA) organizations should have clear, explicit, and easy to follow principles. Those principles shouldn't be the vague descriptions that are common in today's organizations, which use words such as accountability, balance, commitment, community, safety, diversity, empowerment, integrity, and ownership.

If you've joined Galaxies, you have committed to following these principles:

Purpose

Each entity and function should have a clear purpose that derives from, and helps, the purpose of galaxies, which is this:

"Implementing and evolving an organization operational model and platform to support decentralization, distribution, autonomy, and no-silos organizations by providing new value."

Such organizations can provide a bridge for new generations and technologies to be part of the working environment and support new economy models. You should know the purpose and value of all the functions you are filling and entities that you are part of. Failing to do so is a basic violation of the agreement between you and the organization.

Radical Truth

Always say, use, and seek the truth, even if it's not convenient. Be true to yourself and what you believe. When communicating with peers, customers, vendors, and even competitors, always tell the truth. It is better not to answer the question, than reply with a lie. It's not enough to believe you know the truth and you are right; always make sure that you can prove to yourself and others your truth.

Radical Transparency

Be as transparent as you can with anyone with whom you work and interact. Any member of our organization should know and understand any decision, from compensations to the company strategy, and from success to failure. Never hide any information and always raise the flag. Use transparency to understand any decision and to give feedback to anyone. Transparency creates a high level of trust, so use it all the time.

Radical Learning From Mistakes

We are all human beings who make mistakes. There are no exceptions. Making a mistake is natural, but it's necessary to learn from mistakes to prevent them from recurring. Anyone should feel safe to communicate their errors; by doing so they must not be impacted negatively. We all need to learn from our own and other peoples' mistakes without creating a blaming culture. Learning from errors is crucial for continuous improvement, so make sure you understand and embrace it!

Radical Self-Awareness

Every one of us has greatness and weaknesses. Being aware of them makes you a better person. Working in an environment that actively encourages people to be better creates a better working place. Continuously work and explore better ways to learn, and be aware of how you are impacting other people as well as how different people influence you. Make sure that you communicate weaknesses that you want to work on. If other people know what you're working on, they can help you reach your goals.

Radical Self-Management

For many years, most humans were told what they needed to do. It started during the Industrial Revolution, and it's still here to different degrees. We want people who are the opposite: people who can manage themselves, think forward, find problems, and take action to change what they believe.

Leaders are always required—you can see them everywhere in nature—but managers are not. Leaders should be produced by a meritocracy, where the only one that you can and will manage is yourself.

Self-management is not a replacement for execution and accountability. On the contrary, self-management requires you to be responsible both for yourself and your group's execution and accountability. In a self-managed group, you need to take care of all challenges you see. There aren't any managers to whom you can complain to and ask them to resolve your issues—you have to solve your issues! Whenever you identify a problem, roll up your sleeves and fix it.

Radical Multi-Functional Teams

In today's organizations, silos are one of the leading reasons for the difficulties they experience. In a world of volatility, uncertainty, complexity, and ambiguity, they are a significant obstacle to support an organization's future. Replacing siloed, single-function teams with multi-function teams is the only way to create organizations that can always deal with the future.

Fight Cognitive Bias With Data

As humans, we are often sure that we're right and others are wrong. That's because we all suffer from *cognitive bias*. We jump to conclusions and act without thinking; we do it based on the subconscious. Thousands of years ago, making decisions that way would save us from predators, but today it puts us in serious jeopardy.

The best way to work around cognitive bias is with *data and analysis*. Design your functions and processes to collect as much data as possible, and use analysis to learn what's working and what's not. Use collected data and analysis when you need to make decisions. Don't base your decision solely on data, but don't make decisions without consulting the data and using sound analysis.

Use Meritocracy to Resolve Conflicts

If you find yourself in a disagreement, use the above principles to try to resolve the conflict. If you can't reach an agreement, use our meritocracy voting (as described below) to address the issue.

3. Complex Adaptive Systems

Some people view their businesses as well-running machines that can be easily understood and improved. Others believe their businesses are similar to organisms or complex systems that need to be balanced routinely. This paper suggests that eco-autonomous organizations based on complex adaptive systems should be implemented to replace existing and outdated management systems in modern corporations. Before this can be done, however, organizations need to understand the attributes, behaviors, risks, advantages, and disadvantages associated with complex adaptive systems.

A complex adaptive system is a system in which many independent elements (or agents) interact, leading to emergent outcomes that are often difficult or impossible to predict simply by looking at each individual interaction. The system is adaptive because it uses a feedback loop to adapt each element—and the system as a whole—to changes as they happen. Examples of complex adaptive systems include the economy, the human brain, developing embryos, ant colonies, ecosystems, the weather, and, yes, in today's world, even corporate organizations or government entities.

Before adopting an eco-autonomous organizational model, companies must pay attention to the following attributes of a complex adaptive system:

1. **Distributed Control**: With distributed control, there isn't a single, centralized control mechanism that governs system behavior. Although the interrelationships between a system's elements produce coherence, the system's overall behavior usually cannot be explained by the sum of its individual parts. To illustrate, consider that a developing embryo doesn't have any cells, nor does it have a master neuron in the brain that controls it. Similarly, if we use the economy as an example, the overall behavior observed in a fluctuating market is the result of countless decisions made by millions of individual people every day.

2. **Connectivity**: Complexity results from the interrelationship, interaction and interconnectivity of the elements within a system and between a system and its environment. This implies that a decision or action by one element will influence all other related parts of a system (but not in any expected way).

3. **Co-Evolution**: With co-evolution, elements in a system can change based on their interactions with one another and with the environment. Additionally, patterns of behavior can (and should) change over time.

4. **Dependence on Initial Conditions**: Complex adaptive systems are sensitive due to their dependence on initial conditions, therefore, changes in the input characteristics or rules of a system do not correlate in a linear fashion with outcomes. As a result, small changes in the initial condition of a complex system can lead to unpredictable consequences even if everything in the system is causally connected in a deterministic way. This means that 1)

small changes can have a surprisingly profound impact on a system's overall behavior or 2) a huge upset to the system may have no effect at all.

5. **Self-Organization:** Complex adaptive systems lack a command and control hierarchy. Any coherent behavior arises from the competition, cooperation or self-organization amongst each agent. "Planning" or "managing" does not exist, rather, the system constantly adapts to find the best fit with the environment. To illustrate, imagine adding up all of the food in a town's shops and dividing it by the number of people living in the town. There would likely be a few weeks' supply of food available, yet the town has not implemented a formal control process or plan to ensure a few weeks' supply of food. A continually self-organizing system simply exists through the process of emergence and feedback.

6. **Emergent Order**: The "complexity" in a complex adaptive system refers to the potential for emergent behavior in complicated and unpredictable phenomena. Each of the following examples is a system with a network comprised of many agents acting in parallel: 1) In an economy, the agents might be households; 2) In an ecosystem, the agents are species; 3) In a brain, the agents are nerve cells; and 4) In an eco-autonomous work environment, the agents are people.

Each agent within a system exists in an environment produced by its interactions with other agents in the system. There are constant actions between—and reactions to—what the other agents are doing, which means that nothing in the environment is static. These interactions produce different kinds of global properties, patterns, arrangements or configurations that cannot be predicted by understanding each particular agent. In the case of the brain, for example, consciousness is an emergent phenomenon derived from the interaction of brain cells.

7. **Far from Equilibrium**: In their book, "Exploring Complexity: An Introduction," published in 1989, Gregoire Nicolis and Ilya Prigogine showed that even when a physical or chemical system is pushed away from equilibrium, it can survive and thrive. However, if a system remains at equilibrium, it will die. The "far from equilibrium" phenomenon illustrates how systems that are forced to explore their spaces of possibility will adapt and create different structures and new patterns of relationships.

8. **State of Paradox**: Dynamics (interaction between system elements) in complex adaptive systems are created when both order and chaos are combined. This reinforces the idea that being on the edge of chaos is characterized by a state of paradox. Being on the edge of chaos means being in between stability and instability; competition and cooperation; and order and disorder.

9. **Non-Linear**: A complex adaptive system is a non-linear, unpredictable system whose whole is greater than the sum (or average) of its parts. Therefore, even though a person may be familiar with all of the components of a system, he still may not be able to predict exactly what will happen next. Another aspect of this system's non-linearity worth noting is that cause and effect are distant in time and space.

10. **Models and Feedback**: Through its agents, a complex adaptive system acquires information about its environment and its own interaction with that environment, identifies regularities in that information, condenses those regularities into a set of rules combined together into models, and acts in the real world on the basis of those models.

In every system, there are also various competing models. When the models in a system interact with the real world, they receive feedback that either influences the competition between those models or creates a brand new model. As each agent gains experience through interaction, internal models are created or modified. Once an agent gains experience, it abstracts regularities from the randomness within that experience and begins to form internal models that describe those regularities.

If an agent repeatedly exhibits a behavior that is counter-productive to its internal model, then the internal model will be modified, discarded or ignored. On the other hand, if an agent repeatedly exhibits a behavior that is productive, then the internal model (or schema) responsible will be retained and will become dominant.

11. **The Parts Can't Improve the Whole**: Remember, in a complex adaptive system, it isn't the parts that matter. Rather, it's the way those parts connect and communicate with all the other parts that create the whole. Therefore, to improve a system one must focus on the interactions

between each element to understand the whole. It's important to note that focusing directly on individual components or agents can result in damage to a system.

Through history, humans were taught to understand the world by dividing systems into their constituent parts and finding ways to improve the workability of each part rather than analyzing the entire system. As a result, it's sometimes difficult for humans to grasp complex issues.

To begin building companies based on complex adaptive systems, people must be willing to abandon the methods traditionally used to understand events (such as thinking that the external environment is static) and stop conducting detailed analysis of the parts of a system. Instead, they need to take "a crude look at the whole" (as suggested by American physicist Murray Gell-Mann, 1994) and embrace a new way of thinking. Doing so will enable business leaders to create adaptable corporate entities that will thrive in the ever-changing VUCA world being shaped by new generations and technologies.

4. Basic Structure and Definitions

An eco-autonomous organization is a grouping of different functions or entities that work together in harmony to fulfill a certain objective and provide value for different elements within or outside of an organization's environment.

Eco-autonomous organizations are created and driven using a purpose- and value-based process, which does not follow the specialized (siloed) organizational structure governing most businesses today. Eco-autonomous organizations start by defining the overall purpose of the organization; then, a group of necessary functions, each with their own defined purpose, are identified to support its realization.

As shown in Figure A, below, these functions can be organized into a value chain that depicts how the organization will achieve its purpose and deliver its value. If there are several functions serving the same purpose, they may be grouped into entities within the hosting entity.

Ultimately, the organizational structure of an entity can be broken down until all of the entities and functions within it reach the functional level.

Eco-autonomous organizations are not hierarchal—hierarchal relationships between entities don't exist—however, the fact that these particular elements are grouped together provides value within the system.
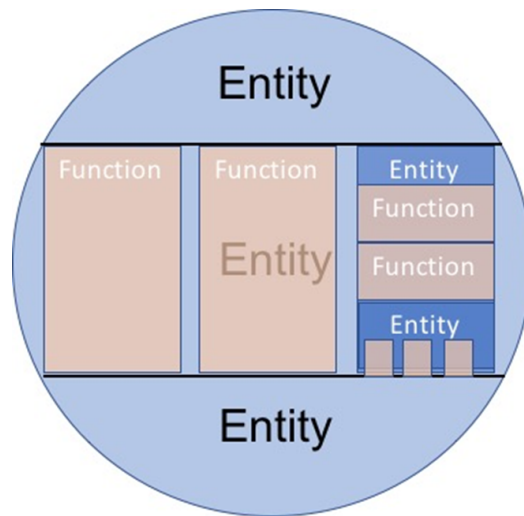
Figure A: An Eco-Autonomous Organization

The "function-based" approach used in eco-autonomous organizations arranges people based on the functions that need to be performed and not on a single area of expertise, enabling multiple skills and capabilities to be represented. This approach contradicts the common organizational concept found in hierarchical management structures: the grouping of a single expertise into one specialized silo (department).

Figure B, below, depicts the difference between an Expertise (Silo)-Based Approach and a Function (Value)-Based Approach. The hierarchical, Expertise (Silo)-Based Approach requires groupings of expertise (e.g., departments) within a company to define their own unique purposes in addition to the overall organization's purpose. To achieve both goals, each department must also create its own unique strategy, enhancements, projects, and maintenance, etc.

In contrast, eco-autonomous organizations propose creating entities containing functions that include multiple capabilities and skillsets spanning a variety of expertise. Each function (strategy, enhancements, projects, and maintenance, for example) includes all of the skills and expertise that function needs to achieve its purpose.
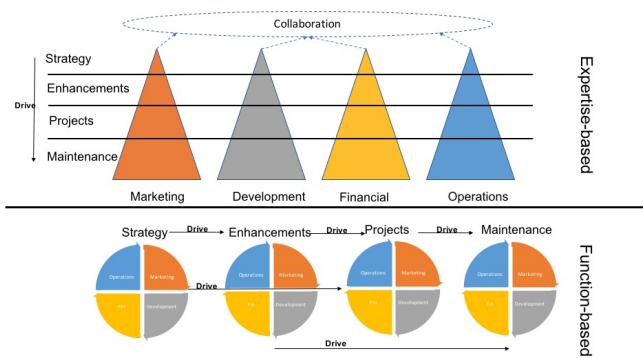
Figure B: Expertise (Silo)-Based Approach vs. Function (Value)-Based Approach

Below is a list of the terms and definitions that will be used throughout this document:

- **Agents:** Agents are groups of individuals, properties and capabilities that interact with other agents to create complex systems. In the business world, agents can be human or mechanical (robots), they may participate in many functions (equivalent to jobs found in hierarchical organizations), and may also be members of several different entities.

Function: A function is a set of rules or models that an agent will follow in response to either 1) feedback received from other agents or 2) an event that occurs within the environment. All functions are unique and should exhibit the following characteristics:

- A clear purpose that derives from the purpose of the overall entity.

- A list of responsibilities that define the function.

- A list of events that trigger the function to react.

- A set of rules or models that the function will follow in response to an event.

- A list of relationships to other functions that must exist in order for an agent to perform its particular function.

- A list of artifacts owned by each particular function.

In the business environment, a function could be series of tasks performed by humans or robots.

- **Externals**: Externals are groups that exist outside of an organization. Examples include customers, stakeholders, competitors and suppliers; financial and research institutions; and even society as a whole.

- **Entities**: Entities are groups of agents, functions and other entities that have a defined purpose and a clear understanding of the value that the entity provides. Note: This paper defines five types of entities: systems, ecosystems, planets, solar systems and galaxies. These entity types are recommendations only and can be redefined.
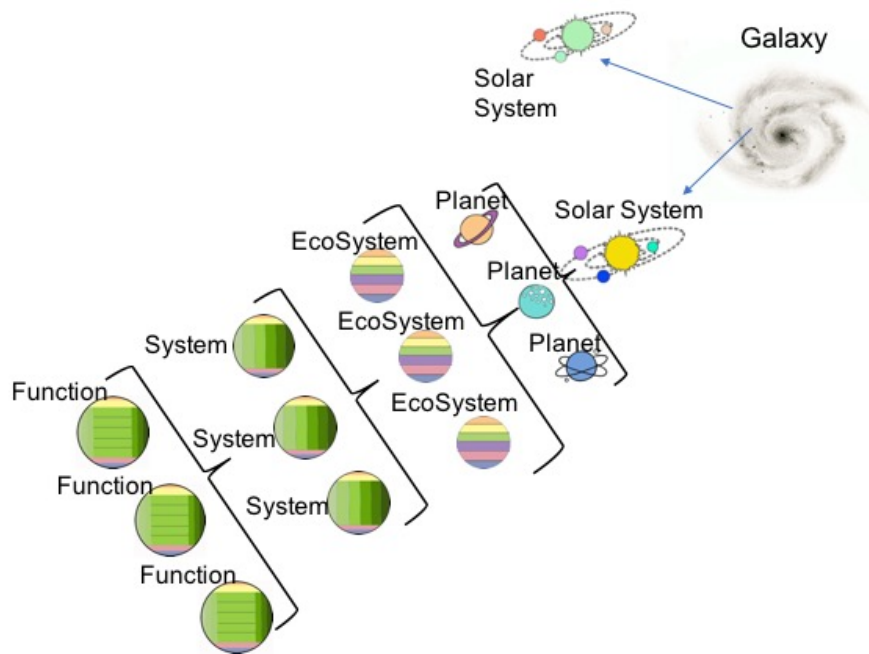
Figure C: Types of Entities

- **System**: A system is a collection of different functions and agents that work together to provide certain defined values (e.g., tasks or projects) to other systems or entities. The distinct inputs and outputs that exist within each system define its contributions.

- **Ecosystem**: An ecosystem is a collection of systems working in harmony to maintain their existence. Ecosystems continually adapt to the environment and may combine with other systems to create part of a value chain that extends to externals.

- **Planet**: A planet is a group of ecosystems working together to deliver either 1) several elements within a value chain for one segment of customers or a part of society or 2) a

complete value for different individuals or groups (such as other business owners, financial institutions, etc.).

- **Solar System**: A solar system is a group of planets that gravitate together to provide value for one segment of customers or a certain part of society.

- **Galaxy**: A galaxy is a cluster of solar systems that are held together by a noble idea and provide social and economic value to a society.

The graphic below depicts each of the organizational elements defined above for a fictional company called ZCommunication:
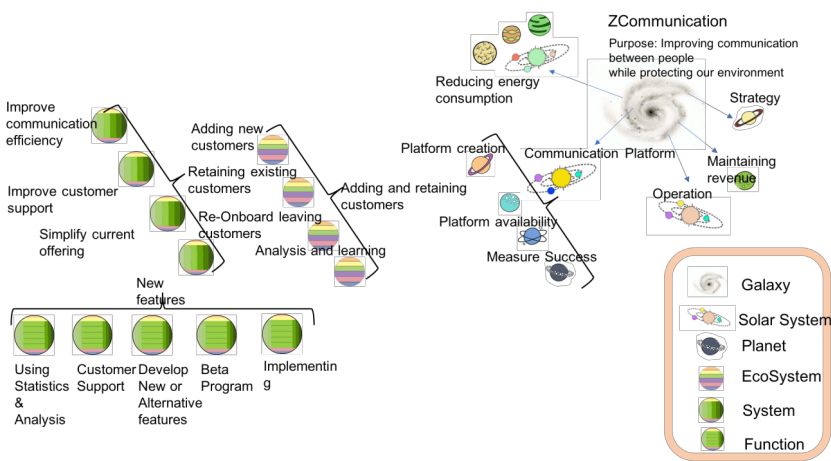
Figure D: Organizational Elements of ZCommunication (a Company)

5. Agents and Functions

We are all agents that should perform many functions within more than one system. As a result, each one of us should find themselves in different entities. This is by design, and the only way to break down the current silos that are so common in today's organizations. Remember this rule as you are considering starting a new entity or considering joining one. On the other hand, make sure that you are not already over-committed, or else you'll fail all the entities that you are part of.

Following our principles and CAS attributes, each one of us has autonomy to make his or her decisions and perform our duties by self-manage ourselves. We believe that autonomy and self-managements are key principles, but after learning complex adaptive systems we understood there is a gap between *evolving* and *chaos.* Therefore, the following chapter defines the current set of rules expected from any agent and function in our core galaxy and any other galaxies that have decided to follow this document.

When creating a function, you need to define:

• Purpose of the function

• Responsibilities

• Rules, models and algorithms the function should follow or expected to follow

• Connections (internally and externally) with other functions or entities

• Measurements or metrics (no more than five) to evaluate function success

. Artifacts managed by the function

. Events to which the function should react

. Feedback loops in place to get internal/external feedbacks

As an agent, you can be invited by an entity to fill functions that fit your personality and skillset. Once you are filling a function, you are responsible for keeping all the definitions updated, continuously evolving the function by adding and adjusting events, connections, and behavior models. This is part of your benefit and duties as a result of self-management.

As an agent, you decide if you want to fill a function. You can send a notice to all entity's agents that you want to leave a function within the entity at any point. Your notice should start the defined process to find a new agent to fill the function you left. Remember that your compensation and bonus is a factor of the functions you are filling and their contributions to the entity. The compensation process is defined in the HR processes chapter.

As an agent filling a function, you have full autonomy and authority to perform this function the best way to reach the function's purpose. Your autonomy and authority go hand in hand with your accountability to keep all impacted agents in sync with your decisions.

Our way of operating enables us to evolve aggressively and make mistakes. We also need to keep in mind cognitive bias, which can lead us to make mistakes that will be catastrophic for different level of entities. To remediate this risk, each one of us needs to design every function that he or she is performing with enough data collected throughout the function to enable them, and every agent, to verify that the emerging function is not introducing major risk. It's also your responsibility as an agent to verify other function data against any risks of which you are aware.

When filling a function, you are going to get a request form other functions within the entity or outside the entity. Once you receive a request for information regarding performing your function, helping others, or any other requests, you must follow the following steps:

1. Reply back that you got the message with estimated ETA, effort, and your internal priority.

2. Log this request as a project or task (with the above data).

3. If you foresee any obstacles to reaching your commitment, you have to notify the requester.

4. After completion of the task/project, notify the requester as well.

If *you* made a request and the ETA you received from the need function will negatively impact your function, then:

1. If the function's entity has an elected leader, contact them for assistance. If not ask the function agent to provide a reference to their process for resolving conflicts and then follow it.

2. Verify that your request didn't reveal a need to evolve your entity to prevent the same issue in the future.

While performing different functions in different entities, you will see entities and functions that are not functioning well to events, feedback, or requests. When experiencing any dysfunction:

1. Contact the agent responsible for the function and inform them.

2. If you can't contact the right agent and you have the skillset to resolve the issue, then resolve the issue.

3. Notify the related agent what happened and what you have done to resolve it.

4. If you are missing the skillset, but know another agent that can resolve the issue, contact them, and ask them to resolve the issue.

5. Contact relevant entities until you'll find someone to inform. Don't leave the issue unresolved!

We should each take daily time to work on our self-awareness. This time should include:

• Verifying that you have three publicly available areas you want to work on

• Meet with at least one person to seek feedback on areas you are working on

• Meet with at least one person to provide feedback on areas they are working on

• Use the app to provide real-time feedback during meetings and interactions

As part of the process of continuous improvement, you need to send a daily short message to all the agents you're connected to with:

• What you did

• What you learned (personally/professionally)

• What needs to be evolved

As an autonomous agent, you can decide how many hours you need to work and from where. As long as you finish all your tasks and projects on time and without negatively impacting other functions or entities, you have full autonomy. Human resources processes below define what needs to be done in case you can't deliver or you're damaging other functions or entities.

As an agent performing a given function, you can and should initiate new projects to perform and improve the function. As a self-managed agent it's your responsibility to identify your

projects, log them into the system, prioritize them, and keep necessary stakeholders in sync with the project's progress and compilation.

Once you have personal and professional roadmaps, it's your responsibility to follow the roadmap created with your coach and to keep your coach informed of your progress or any difficulties you encounter. It's your responsibility to initiate, try, and inform. It's the coach's responsibility to help you resolve difficulties.

Each entity of which you're a part might have its own rules, policies, principles, and procedures you will need to follow (such as meetings, time keeping, regular updates in the net channel, or capture metrics). You need to be familiar with each entity's requests and follow them as they're defined by the entity.

In case you feel that an entity meeting is required for any reason, you have full authority to invite all entity members. You need to:

• Provide at least 48 hours in advance notice before the meeting

• Set up the online and physical locations and publish them at least 48 hours before the meeting

• Send an agenda with reading material and publish it at least 48 hours before the meeting

Each agent can define yearly goals based on the function they're filling. Goals are not mandatory or required for any HR processes. While the guide defines other effective ways to motivate agents, goals are an option for agents who prefer to use this method for internal motivation. If an agent defines goals, they need to make sure the goals are related to the purpose of functions he or she is filling or any other entity of galaxies of which he or she is part.

6. Entities

An entity is a collection of functions and/or other entities performed by several agents. An entity can also be one function performed by one agent, but this is the exception.

As agents, entities are autonomous, self-managed, and self-organized.

Agents are part of an entity because they are filling a function that is part of the entity. There aren't any limitations to the number of functions an agent can fill within an entity. If an entity doesn't have any function to perform, the platform will automatically remove it and will send notification to all relevant agents (if they exist).

The guide defines five types of entities—system, ecosystem, planet, solar system, and galaxy. Note that there aren't any hierarchal relationships between entities. When entities are grouping together for certain reason, we give the new grouping a name and the reason for the grouping. Each entity is *autonomous!* Following the principle of autonomy, any entity can create and define new entities that are not defined in this guide, or ignore entities defined in this guide. Entity types are just for clarity and as long as the entity document can explain new types of entities, it can be used.

Grow from the Bottom Up or Top to Bottom

When you want to create a new entity, you need to decide if you want to take an approach of either "from the bottom up" or "top to bottom." You can start with one entity and one function and slowly grow your entity (like an embryo and cell division), or you can define all five entity types and grow from there. This guide encourages you to start from the bottom up, since any new start might fail and you want to minimize that impact of a failure on our universe.

If you want to start from the bottom up, "Galaxy X" is your home. Once the new entity is mature to compete in the real world, you can move it to a new or existing galaxy.

The Clearly Defined Purpose

Each entity must have clearly defined *purpose*. In autonomous and decentralized organizations, the purpose is the glue that keeps everyone reaching and working for the same goal. The entity should set up a purpose that is easy to understand but yet will inspire people.

Self-Organized Entity

Once an entity has been created, there are *no* rules or instructions how to create the group. We want groups to be self-organized, which means we don't want any central force to define how to organize an entity or who should fill a function within an entity.

As the creator of the entity, you have the freedom to define how it grows. Once you have fellow agents filling other functions, you should find your own way to add agents to new functions or to remove dysfunctional agents.

Every entity should follow the below recommendation or use it as a baseline:

When a function is missing an agent to fill it (it's a new function or an agent is not filling it for any reason), the entity can:

• Publish to all agents the function they are looking to fill

• Notify the galaxy hiring function

• Use the calculated merit to identify if an applicant is a fit for the function

• Interview the agent

• Use merit vote to make a decision

• If the new agent is new to the galaxy, it's a good idea to use the on-boarding process

An entity can follow the default separation process as defined in this guide's HR processes. Alternatively, any entity can set up their own policy to deal with dysfunctional agents and eventually separation. (This should include a process that will enable the agent to work on the root cause for their dysfunction).

Each entity needs to be alive to be kept running on the platform. An entity is considered to be alive if the platform can recognize activities in the entity's functions. If the platform doesn't recognize any activity for a month, a note will be send to all entity agents. If no activity is captured one month after the first note, the entity will be moved to the "history" mode and won't be accessible anymore. The platform will send notification to agents after moving the entity to "history" mode.

The platform also measures the percentage of entity evolvement. If the platform sees no change in the entity emergence for at least four months, it will notify the entity agents. No change indicates equilibrium, which as we have seen is not a good sign. Therefore, if after two months

there is still no evolvement detected, the platform should shut down the entity and move it to the "history" mode.

Shutting down an entity that contains other entities doesn't impact the contained entities. The contained entities are still functioning, as long as they are alive.

Any entity can redefine the evolving function, as defined in the chapter on evolving. If an entity prefers to change the default evolving function, the new function should be defined as one of the entity definitions. Following the complex adaptive system, every entity *must* have a function that is responsible for evolving.

Each entity must have a policy that defines how agents who are filling functions should communicate with one another and keep in sync with actions the agents are taking on daily basis. You can meet online or offline, or use any technology for real-time communication; or come with a solution better than the one that mentioned here.

Any agent filling a function in the entity should be aware of the communication policy and follow it. The platform will automatically subscribe agents to all messages from any other agents based on mapped connections of functions agent performing.

Our Default Communication Policy

- Each agent who is filling at least one function in an entity should post on daily basis to the entity channel an update of tasks they completed and decisions they made

- Each agent who is filling at least one function in an entity should read on a daily basis the updates posted on the entity channel

- If an agent feels that any decision or action had an impact on their function, he or she should communicate directly with the relevant agent. Involving agents not responsible for or impact by agent decision or action will create unnecessary clutter.

- Before involving all entity agents, always try to resolve misunderstandings or conflicts with agents directly involved in the disagreement

Entity Meeting

If an agent believes an online or face to face meeting with all entity agents is needed, he or she will set a meeting time and date, and send invitations at least 48 hours before the meeting.

- Every meeting should have an agenda and reading materials needed for the meeting. Agenda items should be related to the entity or functions operations. Agenda items might include but not limited to:

    - Request to discuss entity or function metrics

    - Request to discuss entity feedbacks

    - Request to change any decisions made by one agent that will have negative impact on an entity or function

    - Request to discuss an agent's priority that will negatively impact the entity itself, one of the entity functions, or any captured connections with the entity or any entity's functions

    - Notes received by the platform

- The meeting should follow posted agenda item(s)

- For each agenda item, the requester should:

    - Allow at least 15 minutes for all participants to read the submitted reading materials

    - Give participants time to ask any questions related to the reading materials

    - Present any decision related to the agenda

- If everyone agrees to the proposed decision, move forward to the next agenda item. If not, follow the conflict resolution function

Entity meeting decision shouldn't change any definition of an entity or a function. Such changes are part of the evolving process. Except for the changing of entities or functions, any decision is a valid one.

Meetings and syncs should include all agents in an entity or all agents in all entities that are part of an entity. *Any representative of one entity attending another entity's meeting is a concept that goes against self-management and autonomy.* The only exception is if all agents in given entity (and contained entities) are more than 100 people. In that case, each entity within the containing

entity should elect representative for the meeting. The representative will represent the entity, and if merits voting needed, his or her vote will represent all agents of said entity. Entities do not conform to any hierarchy, and each representative represents only the entity of which they are part (not any containing entities).

Consuming Functions

Entities can consume other entities' services (functions). In this case, just the relations between the entities, functions, and agents should be captured. The feedback mechanism will provide both the consumer and provider of a service to give feedback. If an entity finds out that having a consumed service as internal function is better for the function, the entity can define a new function or functions and find agents to fill them.

An Entity Must Have These Definitions

- Clear purpose for the entity

- Entity founder (agent name or function name)

- List of functions

- List of entities that are part of the entity

- List of agents and the functions they fill

- List of connections and relationships with other entities

- List of principles for the entities

- List of artifacts managed by entity's functions

- List of policies agents filling functions should follow

    o Mandatory: How to communicate and separation of an agent from the entity

- List of metrics (no more than five) to measure the entity's progress

- Definitions of custom entities that are not already defined in the guide

- Agent filling the predefined evolving function (see evolving and shaping)

- Leader function (optional): definition of a leading function and elected agent to fill this function

- Definition of conflict resolution process (if the default process is not used)

- Alternative evolving function definition (optional)

- Entity's functions' feedback—the actual results, both in number and comments

- Entity gravity rules (optional). This is a list of rules that keeps all functions and agents gravitated together as one entity

When an agent is filling a function and joining an entity, it's within the agent's accountability to read all the policies and procedures defined by the entity and be familiar with them.

Accepting to fill a function is also acceptance of all the entity rules and definitions.

Every agent filling a function should have full autonomy and authorization to make any decision within the functions he or she is filling. Agents should also respect other agents' autonomy. Being parts of the same entity doesn't give anyone a reason to overrule autonomy; it's just to provide a better and faster way for communication and conflict resolution.

Captured relationships between functions will be used by the platform to notify all related agents of any change done in any function that impacts them.

If you as an agent believe that another agent's decision will impact you, use the communication policy to raise your concerns and the conflict resolution function if your concern becomes a conflict.

Determining Entity Success and Viability

Each entity has metrics and functional feedback to determine if the entity is reaching the defined purpose. Our automated platform will collect metrics and feedback. Metrics should be set as 100%, which is the ultimate target; and the same applies to feedback. The platform will warn all entity agents and connected entities when:

- There's no progress in metrics for three months

- There's negative progress in metrics and/or feedback for three months (less than 60% on average)

- The entity received a missed-function note from any entity consuming services from the entity

If after a negative progress warning there is still negative progress for two months, or another miss-function note is received, the system will notify all agents and related entities, shut down the entity and put it into "history" mode. At this point of time the entity has ceased to exist.

After shutting down an entity, if the entity's functions are still needed they can:

- Be added to other (existing) entities using the evolving function of the new hosting entity.

- The entity can be re-created and emerge again. In case of the re-creation of an entity, a temporary lead will be assigned by the containing entity for two months to recreate the entity. The nominating agent will be defined as the entity founder. New agents or agents who filled functions in the decommissioned entity can fill functions within the recreated entity.

- Any combination of the two options.

If there are any conflicts about how to recover from a shutdown entity, please follow the default conflict resolution process (or unique one if defined to an entity that can resolve the conflict).

If an entity has one or more functions not assigned and filled by agents, all the agents that are filling other functions in the entity are responsible for those unfilled functions. As mentioned above, an entity can use common or customized policies to fill those functions or use an evolving function to remove the function; but as long as those functions are not assigned to an agent the function responsibilities are shared between all agents filling other functions in the entity.

Like functions, any entity can set internal priorities for the entity. Each entity can have their own method to set priorities. We recommend that priorities are based on the needs of the entity's customers. Priorities set by entities will have priority over function priorities.

Leader Function

As mentioned before, the entity can define a leader function. The leader function should be clearly defined, and this function must never break any one of our principles, with a focus on self-management, or any CAS attribute.

- These are the steps needed to create leader function:

  o The proposed leader function should be clearly defined, including purpose and artifacts.

o The proposed leader function should be acceptable by all agents in the entity at all times. If
one agent disagrees with the leader function in any point of time (even after the function was accepted), the leader function becomes obsolete. To turn the leader function to obsolete mode, a leader function removal (no-lead) note must be sent to all entity members. The platform will get the message and move the lead function to "history" mode.

o The proposed lead function should be discussed at evolving/shaping meeting. As mentioned above, conflict resolution is not part of adding the leader function. This function should be approved by all entity agents.

Electing Agents to Fill the Leader Function

- Any agent in the entity can propose anyone (outside or inside the entity), including themselves, to fill this function. A regular vote (without meritocracy factor) should elect the agent with the most of the votes. If the vote ends up with a tie, no one is elected and entity agents should cast their votes until an agent receives the majority of the votes. In case of two agents entity, the same rules apply. Both agents need to agree on a candidate to fill the leader function.

- If the entity didn't elect an agent, the leader function is shared between all entity agents.

- At any point of time, any agent in the entity can send a note for "leader election." This will end up with emerging meeting to reelect a lead following the same process listed above.

Default Leader Function Definition

- Purpose: Remove roadblocks, set priorities, and resolve daily conflicts.

- Responsibilities:

  o Set entity priorities.

  o Assign tasks/projects to functions.

  o Assist agents with daily issues with other entities.

  o Resolve daily conflicts with priorities.

- o Analyzing entity metrics and alert entity's agents.
- Rules and algorithms:
  - Understand entity emerging function and conflict resolution process, and never perform those functions while performing leader function.
  - Understand entity purpose and priorities before setting function priorities. Function priorities need to follow first and foremost the entity priorities. A risk assessment should be assigned to any priorities negatively impacted by new priorities.
  - Each task or project assigned to a function should be related to the group purpose, projects, or tasks. Assigning tasks and projects should take in account the current load of each function.
  - Make sure that the request for help with other entities is not breaking one of the principles or CAS attributes. Make sure that your plans for helping will not override any conflict resolution function of other entities.
- Connections (internally and externally) with other functions or entities:
  - All functions in the entity or other entities grouped together.
  - Any agents filling and functions as describe above.
- Measurements or metrics (no more or less than five) to evaluate function success:
  - Entity's metrics.
- Artifacts managed by the function:
  - Entity metrics.
  - Entity feedback.
- Events the function should react to:
  - Change in metrics—does the change indicate any negative or positive change?
  - New feedback—does the change indicate any negative or positive change?
  - Request to resolve conflict: If the conflict defined for the function, resolve it. If not, initiate conflicts resolution.

• Feedback loops in place to get internal/external feedback.

- Use of platform capability to send survey for each service performed or consumed by other entities or external customers.

Entity agents can set up common yearly goals for the entity. Goals can be set as part of the operational meeting as a result of an agent suggestion. When the entity agents agree on goals (with or without conflict resolution process), the yearly goals are in effect for all entity agents.

Goals can be a tool used by an entity to help agents to reach the entity purpose, but they are not used in any HR process to motivate or measure agent contribution.

Last but not least, it's recommended that each entity has their rules that will guide agents how they should gravitate together as one entity. Those rules should be algorithms an agent can follow to determine if he or she is too far from entity's agents or too close to entity's agents. The rules should also guide agents in what they should do if they find themselves too close or far away. Maintaining rules like that helps the autonomous group to stay in existence during harsh changes in the entity environment.

7. Evolving

Any entity should continuously evolve into a better entity by identifying better ways to operate the entity and trying new entities and functions. This process is key for any entity's success and for our success as a platform. Evolving is a process that requires a lot of attention, as it is associated with recognizing failures, not just successes. Failures can be valuable lessons in what is working and what is not, but they can also be devastating for an entity. Therefore, each and every entity should have a dedicated function responsible for the entity's continuous evolution into a better entity.

The evolving function is also the default mechanism to resolve any conflicts based on expectations from functions within an entity. As an agent, if you find yourself expecting another agent to perform a certain activity, or conversely you don't expect another agent to perform the same activity that you are performing, using the emerging function should be your first choice. The emerging function can define the responsibilities of functions and entities in a way that clarifies current definitions. Most of the conflicts between agents are based on unclear definitions that cause different expectations from the same function or entity.

An entity can evolve by changing the entity purpose, structure (functions and entities forming the entity), principles, policies, connections, or relationship with other entities and artifacts. Any other changes are not considered to be part of the entity evolvement; they're part of operating the entity based on a given structure.

Evolution is a dedicated function filled by an agent who is continuously responsible for evolving the entity as defined above. Every entity can either use the default evolving function as defined in this chapter or define a custom evolving function. All evolving functions (default and custom) must follow all the principles and CAS attributes defined in this guide.

Note that the evolving function can only change one entity, not entities that are part of an entity. Following autonomy, each entity is responsible for its own evolution. Only lack of activities or dysfunction as defined above can shut an entity down. An entity can't remove other entities that are part of the grouped entity after it was created. However, an entity can create the same functions existing in another entity. Duplicating functions might cause the other entity to become dysfunctional or left without an activity. The only exception is when an entity, following its internal emerging process, elects to remove itself.

Default Rules for an Evolving Entity

- Purpose: Continuously evolving and improving the entity.

- Responsibilities:

  - Continuously look for and implement better ways to operate and design the entity.

  - Change entity/function purpose.

  - Add and remove functions.

  - Add entities.

  - Remove itself.

  - Update current functions and entities.

  - Add, change, or remove policy.

  - Add, change, or remove principle.

  - Add, change, or remove connections and relationship with other entities.

  - Add, change, or remove artifacts.

  - Elect agent to fill leadership function.

  - Elect agent to fill emerging function.

- Rules and algorithms of function should:

  - Follow this guide and raise any tension with the guide.

  - Verify all requests for emerging processes are within a defined process.

  - Notify all entity's agents at least 72 hours before setting evolving meeting.

  - Verify that the request is not breaking any core principles or CAS attributes. If a request breaks core principles or CAS attributes, the emerging function should tag the request as not valid and reply back to the requester with explanation why the request is not valid.

  - Validate that the request is new for the current structure, policies, principles, connections, and artifacts. This validation shouldn't tag as "invalid" a request that was rejected in the past.

- Validate that the request to change an artifact won't result in the same artifact being managed by more than one function.
- Validate that changing function responsibilities won't cause the same responsibility to be assigned to two or more functions.
- Connections (internally and externally) with other functions or entities:
  - All functions in the entity or other entities that are part of the entity.
  - All agents filling any function mentioned above.
- Measurements or metrics (just five) to evaluate function success:
  - Entity metrics (should show positive linear or exponential change).
- Artifacts managed by the function: None.
- Events to which the function should react:
  - Request to change entity or function purpose.
  - Request for leader function election.
  - Request for emerging function election.
  - Request to add new function, function responsibility, entity, policy, principle, relations/ connections.
  - Request to remove function, function responsibilities, entity, policy, principle, relations/ connections.
  - Request to change function, function responsibilities, entity, policy, principle, relations/ connections.
- Feedback loops in place to get internal/external feedbacks: None;

Electing Evolving Function Agent

1. There are three events that can trigger the election of a new agent to fill the evolving function (EF):

a. The group has been created and no one yet elected to fill the EF.

b. The agent(s) who filled EF express a desire to be removed from the function.

c. Any agent in the group suggests re-election of an agent to fill the EF.

Any trigger for election will start the same process.

If an agent is already filling the evolving function, he or she will run the election process.

If no one is filling the evolving function, or there was a request for re-election, the founder of the entity will run the meeting.

If the founder is not part of the group or was a robot, the agent filling the grouping entity evolving function will run the meeting.

The election of a new agent to fill the evolving function should be communicated with all entity's agents at least 72 hours before the meeting, with a clear agenda item stating what triggered the election.

If there are other agenda items, the emerging meeting will start with the election. The election process will follow those steps:

- Request for nomination. Only agents filling functions in the group can be nominated. That includes self-nomination.

- The agent running the meeting announces all the nominated agents for the function, starts the election, and notifies all participants about the time allocated for the voting.

- Voting is not using any meritocracy factor.

- The agent running the meeting can vote twice in the case of a repeated tie.

- All agents filling at least one function in the entity vote for one candidate using the platform (only the agent running the meeting can see the results).

- The agent running the meeting announces results when election time has expired.

- If a nominated agent receives the majority of votes, the agent running the meeting announces that person as the elected agent.

- If there is a tie, the agent running the meeting will repeat the voting process, with only the agents who were tied for the most votes.

- If after voting for all agents that had a tie there is still a tie, the agent running the meeting can add his or her vote and finish the election.

- If the elected agent refuses the offer to fill the function, the agent running the meeting will re-run the election process, excluding the elected agent from nomination.

Any other request, except election, should follow the default evolving process:

- Any request for change (RFC) that is not initiated by the evolving function or entity meeting should be sent to the function.

- The evolving function is responsible to collect or request needed data to present the change to the entity.

- The evolving function is responsible to identify expertise and competencies from the entity meritocracy database required to discuss the change.

- The evolving function has the authority to add external subject matter experts (SMEs) to discuss an agenda item.
  External SMEs should be more than one agent and no more than 10% of the entity agents. Invited SMEs are full participants in the evolving meeting and, if needed, the conflict resolution process.

- The request, needed data, expertise, and competencies, and invited external SMEs associated with the request for a meeting, including all agenda items and associated data, must be sent at least 72 hours before the meeting.

- The meeting should focus on agenda items. Any request for change raised during the meeting should be captured but not discussed during the meeting, unless all meeting participants agree to discuss the request.

Running Evolvement meeting

For each agenda item:

- The emerging function should give time for all participants to read related materials.

- The requester should explain the request and how it will resolve existing concerns or improve the entity.

- Each participant (including invited SMEs) can ask clarification questions. The requester may answer, but is not required to do so.

- The requester can adjust his or her request, postpone the request to next meeting, or cancel their request based on the discussion.

- The request then goes through regular voting using the system, which holds the results until all votes have been collected. All meeting participants will vote one of three ways: "yes," "no," or "neutral."

- If all voting meeting participants (not necessary all entity agents) vote for the request "yes", the request is approved and taken in an immediate effect in the platform.

- If at least one participant votes against ("no"), the emerging function should process the conflict resolution process defined for the entity (see conflict resolution process chapter). The conflict resolution process results should take an immediate effect in the platform.

- Any request can be changed at any time by submitting a new request. Respect the conflict resolution results, and if in the future you have enough data to change it, resubmit a new change request to the emerging function.

- If the allocated time wasn't enough to discuss all agenda items, they will be postponed to the next meeting.

- The emerging function will decide on the order of agenda items.

8. Conflict Resolution Process

Conflict exists when at least two agents have disagreements on a request submitted, decision made, or action taken by one agent, and they couldn't reach a resolution themselves. In this chapter we describe the default conflict resolution process (CRP).

Any entity can create a customize conflict resolution process using the emerging function.

The following terms are included in the conflict resolution process:

Change. Request submitted, decision made, or action taken by one agent. We are using the term "change" to simplify this chapter, but each time it is used it means "request, decision, or action."

Conflict resolution coordinator. A function defined at least at the galaxy level and responsible to prepare conflicts for resolution. This function can be found in different entities, but needs to follow set of policies and models defined by the galaxy function.

Conflicts. Several disputes raised by one or more agents regarding a requester change.

Dispute. One disagreement expressed by one agent to the change initiated by the requester.

Disputer. The agent who files the dispute.

Requester. The agent who initiates a change. Requester can ask to change priority, task, project, function, policy, and any other definitions of function or entity.

Conflict resolution is a simple process consisting of ten steps:

1. Request for pre-resolution preparation.

2. Elect agent (using regular election) to run the process.

3. Consolidate the conflict's disputes to "dropping disputes" and "adjusting disputes."

4. Identify expertise and competencies need to resolve the conflict.

5. Validate that disputes are not conflicting with core principles or CAS attributes as defined in this guide. Only valid disputes can be resolved.

6. Enable disputer to explain his or her concern and suggested alternative.

7. Enable requester to accept disputer concern and adjust their change request.

8. Enable each agent in the meeting to express their opinion.

9. Run meritocracy vote to resolve discussed conflict.

10. If any dispute is accepted, run meritocracy voting on the final version.

Merit vote is a vote where one factors each agent's vote based on his or her merit in identified expertise and competencies. The vote's results are based on calculating the number of voters and their individual merit level added as a weight to their vote. For example, in regular voting, if four agents vote, and two support and two oppose the dispute, the result will be a 2-2 tie. In the same scenario with two supporters and two objectors, using a merit vote, the result will be 0.4-2 for supporters as a result of merit calculation.

Each galaxy should have definitions of expertise and competencies as well collected data to get unbiased understanding of each agent merit (for each expertise and competencies). Tests results, measurement of decision success rate, and feedback from other agents are used to set agent merit. Agent merit in certain expertise or competencies is a number from 0 to 100 that represents an average of all described datasets. The merit number is used to factor the weight of each agent in merit voting (multiple agent vote by weight, so a vote can be between 0 to 1).

The HR chapter explains in detail how merit is calculated for each agent.

Default Conflict Resolution in Detail

The conflict resolution process should be activated every time at least two agents have a conflict based on the function that they are performing. This process can be triggered by the emerging function of any agent. Requests for conflict resolution should be sent to the galaxy's conflict resolution coordinator, if the conflict is not initiated in emerging or entity meeting.

If the conflict initiates in emerging meeting, all the data is available to start the process. Requests to the coordinator should contain the change, the conflict, list of all captured disputes composing the conflict, functions involved, and entities involved. If the coordinator function is part of the conflict, the request should be sent to other galaxy coordinator or to any entity's agent that is not filling a function involved in the conflict.

Any agent who receives a request for conflict resolution must set up a resolution meeting no more than 48 hours after receiving the request. The meeting can be either online or face-to-face (following the entity meeting policy).

The coordinator or any agent filling their function (if the coordinator is involved in the conflict) should follow the following steps before the meeting. Again, these steps are not needed if the resolution process starts from emerging or entity meeting.

1. Capture the change subject to the conflict.

2. Capture all the conflict's disputes.

3. Based on functions involved in the conflict, identify the entity or entities needed to be part of the meeting, and extend them an invitation at least 72 hours before the meeting date. If the invited entities have a different meeting policy, the coordinator can select which policy to follow.

4. Validate at least one agent who is part of the invited entities but not part of the conflict. If all agents are part of the conflict, the coordinator must find and add to the meeting a subject matter expert (SME). The SME must not be part of the invited entities or have any relations with any agents who are part of the dispute. If all agents are involved in the conflict (changing compensation percentage for example), the coordinator must find an external SME who has no association with any agent. The name of the selected SME should be communicated to enable agents to declare if they have any association with the suggested SME. Only an SME without any associations can be selected. The function responsible for payments needs to be informed as well.

While the meeting is taking place, the entity's agent will follow this process:

1. **Elect agent (using regular election) to run the process.** The first step is to elect an agent to run the process. This agent should be from the entity or entities where the conflict occurred but must not be part of the conflict. If all entity agents are involved in the conflict, the assigned SME should run the process. The elected agents (or the SME) are responsible and have the authority to run the meeting and make decisions as described below.

2. **Consolidate the conflict disputes to "dropping disputes" and "adjusting disputes."** If there is more than one dispute to discuss, the elected agent needs to consolidate the disputes into disputes that will drop the request for change ("dropping disputes") or disputes that suggested a change in the request ("adjusting disputes"). Aggregating disputes includes removing duplicated disputes and categorizing them to either dropping or adjusting disputes.

If the owner of a dispute that was removed due to duplication by the agent running the process disagrees with the elected agent, the elected agents will not remove the dispute and it will be discussed and resolved.

3. **Identify expertise and competencies needed to resolve the dispute**. This prerequisite task is part of the meritocracy voting. The elected agents will select from the galaxy list the expertise and competencies needed to resolve the dispute. The elected agent is the only one who makes this decision, and no objections or disputes can be raised against his or her decision. The elected agent will add the selected expertise and competencies as an input to the meritocracy voting. If the meeting is to resolve several disputes between agents, a new set of expertise and competencies might be set up per dispute.

4. **For each dispute in a conflict, validate that disputes do not conflict with core principles or CAS attributes as defined in this guide.** This is the first step of the resolution process. In this step, the elected agent ensures the proposed dispute does not conflict with one of the core principles or CAS attributes defined in this guide. The elected agent will explain why a dispute is not valid, but his or her decision is non disputable. Invalid disputes are automatically rejected. If the disputer still wants to discuss his or her dispute, they can raise a new request to be discussed or a new dispute.

5. **Enable disputer to explain his or her concern and suggested alternative**. The disputer needs to explain why they believe that their dispute should be accepted. If the dispute is an adjusting dispute, the disputer needs to suggest their alternative as well. Raising an adjusting dispute without an alternative suggestion invalidates the dispute and it will not be discussed. If the disputer presents reading material, the agent who runs the meeting should give time for all agents to read the documents prior to enabling the disputer to explain his or her concerns.

6. **Enable requester to accept the disputer's concern and adjust his or her change request/decision or explain his or her point of view.** After the disputer explains their concern, the requester can accept the dispute and adjust their request. If the adjustments are acceptable by the disputer, the agent running the meeting will either move to the next dispute or to step ten (if it's the last dispute of a conflict). The proposer and disputer can spend time to reach an adjustment that works for both of them. If the requester disagrees with the disputer's suggestion, he or she can explain their logic instead of adjusting the request.

7. **Enable each agent in the meeting to express his or her opinion.** If the requester and disputer don't reach an agreeable adjustment, the agent running the meeting will give an opportunity to each agent to express their opinion regarding the dispute. Each agent should express if he or she supports or objects the disputer and why.

8. **Run meritocracy election to resolve discussed dispute.** Following the opportunity given to each agent to express their opinion, the agent running the meeting will start a meritocracy based vote. Each agent will cast his or her vote and the platform should factor meritocracy, based on selected expertise and competencies entered to the platform for the dispute and the current merit calculated for each participant. Once all agents have cast their vote ("yes" = support the dispute, "no" = support the request without the dispute, or "neutral") the agent running the meeting will announce the percentage of support to the dispute. If the results are a tie, the agent running the meeting will make the decision whether to accept the dispute.

9. **Resolution of disputes.** Starting with "dropping disputes," if one of them passed, the change is not valid and the meeting can start to resolve the next conflict. If all "rejecting disputes" didn't pass, continue resolving "adjusting disputes" one at a time. If adjusting dispute has been approved, the disputer proposal for adjusting the request will be part of the request and will override the original request.

10. **When finished with all disputes, if any dispute was accepted without merit vote, run regular voting on the final version**. After all conflict's disputes are resolved, the agent running the meeting will run regular voting for the adjusted change accepted without merit vote. If there is no objection, the conflict is resolved. If at least one agent votes against, the agent running the meeting will start again from step two. This step is to approve all changes accepted by requester and disputer. This step cannot override any decision as a result of merit voting.

9. Effective Communication

To survive and evolve over time, every living organism finds the best way for its parts to communicate with each other. Without an efficiently communicating organism, any complex adaptive system, including our organization, is set for failure.

Working with today's communication tools, we all know they are far from providing effective communication to organizations and people. We believe that today's communication tools are even *distractive* for distributed organizations. Therefore, any organization using this guide as it operating system should find or develop better communication tools.

The eco-autonomous platform provides a different way of communication based on mash networks, blockchain, and natural processing language (NPL).

Following the concept of decentralization and distribution, the platform communication network is not based on one centralized server. Each agent instance is an autonomous communication server (node) that can operate independently but yet in conjunction with other nodes. Each communication instance (node) is part of a mesh network. As part of the system, it can publish:

• Which topics interest the agent using the node.

• Target agent/s and the topic/topics of each message sent using the node.

Based on physical distance, each node is connected with three other nodes. Those connections create a network of all nodes, which offers different paths to move messages between agents. The message text, topic, and target agent/s are passed through the mesh network nodes by passing the message from node to node until it reaches the target agent node. Based on the agent list of topics, the target agent node will decide whether to push the message to the agent or reject it.

Each node monitors if a received message is:

• Opened.

• Time spent reading it.

• Categorized.

• A reply message was sent.

This data is used to keep scores of the topics relevant to the agent. The dynamic rated topic system ensures that all agents get the messages they are interested in, and into topics which makes processing communication faster and more efficient.

The node uses NLP to create new topics based on the content of messages the agent writes and sends.

All agents, nodes, messages sent, messages received/rejected, and new agents (and nodes) invited by the existing agent (node) are kept in distributed ledger using a private blockchain on agents' nodes. This data will be used to remove nodes that send messages tagged as spam, including the nodes (agents) that invited them to the network. This automatic action (done by the system) decreases to zero the amount of spam in the platform communication network.

The core galaxy provides and supports the platform and the communication network. Each other galaxy should have at least a function responsible for supporting and administrating all galaxy specific needs.

10. Human Resources Processes

This chapter explains how to follow and perform all human resources (HR) processes. These processes are default and may be customized by each galaxy. Only galaxies can change their HR processes; all other entities within the galaxy must follow the galaxy's HR processes, unless explicitly defined differently in this guide.

Each galaxy can define an HR function or HR entity, as mentioned in this chapter. From the guide point of view, each HR function or HR entity needs to follow all core principles and CAS attributes, with a focus on multi-function agents and transparency. We advise that an HR subject matter expert (SME) fills the HR function or the HR SME is part of the HR entity, and we encourage the HR entity with HR SME and other agents from different expertise filling functions.

Vacation

As stated in the agent/function chapter, as an agent you can decide when and for how long you can take vacation. There is no limit to the number of vacation days agent can take. As a self-managed agent, you should know how many vacation days you can take and when, without impacting yours and others functions. To make sure that your vacation will not impact the performance of other functions (internally or externally to an entity), every agent who wants to take vacation days needs to follow these steps:

1) Review the galaxy vacation/training calendar to make sure your backup is free to support you.

2) Publish your vacation in the galaxy vacation calendar. The following data should be entered for each request:

   a) Start date

   b) End date

   c) Backup for functions you are filling

3) The platform will reject your request if the backup has already approved vacation or training. You can request a new vacation with different dates and/or backup.

4) If not rejected by the platform, your request will be sent by the platform to all agents filling functions that might be impacted by your request. Impacted agents can reply with objections

to your vacation dates or your backup.

5) If no objection is received by the system within five days, your vacation will be automatically approved and will be publicly available on the vacation/training calendar.

6) If you receive objections, you can decide to change your vacation dates/backup or take the vacation as requested.

7) If you decide to ignore objections, the system will log your request and will send notifications to objectors about your final decision. Objectors can use the conflict resolution process if they believe that your decision will have negative impact on their functions. Note that there might be several objections from different entities you are part of or are providing services to.

8) At the conclusion of the conflict resolution process, the calendar will be updated with the result of the process.

Hiring

Each galaxy should have a solar system entity with the purpose of adding the right agents to the galaxy. This entity should identify current gaps of agents needed to perform all entity function, and then find the right agents with needed expertise to fill the gaps and the right competencies to be successful in a self-managed environment.

If the galaxy financials permit, on an ongoing basis we would add new agents that have expertise the galaxy needs and are an excellent fit to the way we motivate and organize people.

Our philosophy for hiring is different than the regular approach. We are looking for people who can fill existing or future gaps, needs, or functions. Therefore, we should always publish needed functions (based on current and future needs). Published functions should clearly define which expertise and competencies are needed to perform them. New agents applying to join us need to state to which functions they are applying.

Once the hiring entity receives a candidate application, a process of validating the candidate to the function starts. The process should use both known tests and human interactions to validate the candidate's fit to the functions to which he or she applied, and to our culture and way of operation. Taking into account human cognitive bias, the hiring process should be based on different tests defined for each function.

The usage of tests and the outline process has one purpose: it verifies that no bias is part of the hiring process and we are hiring the right people.

• If the candidate passes all tests with a score of 80% or more, he or she should be added to the galaxy.

• If the candidate gets an average between 61% and 79%, the human factor can be considered to decide if we should add the candidate to the galaxy.

• If the candidate gets an average of 60% or less in all tests, they should be notified and the hiring process should be stopped.

When they are joining galaxies or at any time while being an active agent, hiring per function enables applicants to choose the amount of time they want to spent with galaxies by filling or leaving functions. This also has impact on agent compensation.

High level structure of hiring in a solar system:
Planet/star - new agent
Ecosystem - expertise / competencies needed for each function system - per each expertise or competency
Function - test or interview per expertise or competency.

Each function posted for hire should have all expertise and competencies, as well as all tests and interview questions, defined once and then stored in a database. This process should be done once as a function posted online. The outcome will be available for future usage.

These are the steps the solar system hiring entity needs to perform in the way that they will define for themselves.

1. The entity should be notified every time an agent leaves a function or a new function is created. Based on this data, the entity should find out which functions need to be filled by external agents, or need to be filled by internal agents that will free a function. One way or another, the entity needs to be aware of any function needing to be filled.

2. Once a function has been identified as needing to be filled by externals, the entity should find out if expertise and competencies are already defined for the open function. If they haven't yet been defined, the hiring entity needs to work with the entity looking to fill the function to define needed expertise and competencies for the function. If expertise and competencies are

already defined, the hiring entity needs to work with the entity looking to fill the function to define tests and interviews needed to verify the applicant fit. The hiring entity needs to store expertise and competencies and needed tests/interviews in a database for future usage.

3. Tests and interviews should be used to determine if the candidate is a fit to our culture and way of operation.

4. Once all the data exists in the database, the hiring entity can publish the function online. The function should contain all data needed for external candidates to understand the function.

5. Once someone applies for one or more functions, the hiring entity needs to open a planet for the candidate, fill all the defined functions, and to run all the tests and interviews as defined for all the functions the candidate applied for. The hiring entity needs to administrate and collect results from all tests and interviews.

6. Based on the candidate test average results, the hiring entity needs to do an evaluation based on fit to culture and way of operating:

• If the applicant gets an average of 80% or more, the entity can move to evaluation based on fit for functions.

 • If the candidate averages on the fit to culture and way of operation tests is between 71% to 79%, the hiring decision should be based on interviews results.

• If the candidate averages on the fit to culture and way of operation tests are below 70%, the candidate is not a fit for the organization. The applicant process should be ended and he or she should be notified.

If the applicant is a fit to our culture and way of operation, the hiring entity needs to evaluate him based on functions fit.

• If the applicant gets average of 80% or more, the hiring function should extend an offer and start the onboarding process if the applicant accepts the offer.

• If the applicant gets an average between 61% to 79% in all tests, the hiring function should factor interview results to make the decision to hire or not.

• If the applicant gets an average below 60%, the applicant process should be ended and he or she should be notified.

If the applicant finds a fit to several functions he or she applied to, but not all of them, the hiring entity should decide if they will extend an offer just for the functions for which they found a fit.

The hiring function is also responsible for collecting all metrics to verify that the entity is continuously improving and making the right decisions.

Onboarding

Any agent joining our group should go through an onboarding process that acclimates, trains, and slowly integrates new agents to the different ways of operation and our culture.

Each galaxy should have at least one onboarding function responsible for the onboarding of new agents. Any entities within a galaxy may have their own onboarding function that follows what's described in this chapter while adding custom onboarding functions to an entity.

The function's purpose is to make sure new agents have all the knowledge, experience, and tools to successfully adjust to this guide and the company culture. The guide requests the following onboarding functions to be performed while giving any onboarding entity the autonomy to define how it's going to perform.

The onboarding function should:

- Make sure the new agent has all the needed equipment to fill his or her functions.

- Make sure the new agent has all the needed rights in the needed systems to operate their functions.

- Provide an onboarding buddy who can help the new agent with any needs in their first two months. The buddy needs to catch up with the new agent at least once a day.

- Ensure the new agent has (if needed) a technical coach to guide them through the technical aspect of the functions they need to fill.

- Ensure the agent with the highest merit on our core principles explains to the new associates our core principles and why we follow them.

- Ensure the agent with the highest merit on CAS attributes explains to the new associates CAS attributes and why we follow them.

- Ensure the agent with the highest merit on HR processes explains to the new associates our HR processes.

- Ensure that the onboarding buddy spends time with the new agent to explain them how we operate and to answer any question raised by the new agent.

- Ensure the new agent has time to read this guide and understand how to operate.

- Ensure the new agent knows all the custom requirements set up by entities he or she is joining.

- Ensure the new agent understands the evolving function.

- Ensure the new agent understands the conflict resolution process.

- Perform all tests to get initial merit scores for expertise and competencies defined by the galaxy he or she joined.

- The two months onboarding period is also an opportunity for the new agent and the entities he or she joined to make sure that there is a fit between both of them. At any point in time the new associate can inform the galaxy HR function that he or she has found the environment not a fit for them and they want to separate from the company.

- After the two months of the onboarding process, the HR function should collect feedback from the new agent's onboarding buddy and all agents who fill a role in all entities in which the new agent is filling roles. The feedback should be a value between 1-10 on the following topics:

    • Fit to work in our environment.

    • Fit to fill functions he or she is filling.

    • Competencies and expertise related to functions the new agent fills.

- If the average value is below 75%, the HR function should start the process of separation. The results and decision whether to keep on working with the new agent or to start separation should be communicated to all agents who were part of the feedback collection. If one of them has any conflict with the decision, they can start the conflict resolution process.

- All the agents that received notifications have 48 hours to object from the time they got the notification. If no objection is received, the HR function will proceed with communicating the decision.

Finding people who fit our organization and are eager for continuous learning is not an easy task. Regardless of whether or not we're filling a function to help new agent, we all need to do as much as we can to help new agents to successfully onboard.

Compensation

The compensation model in any galaxy should follow all our principles and CAS attributes, with a focus on transparency. Each galaxy is a different profit center and can set its own customized compensation model. Although agents join one galaxy, might find themselves engaged in different galaxies. If you as an agent are filling functions in different galaxies, your total compensation will be a sum of your compensation in all galaxies.

Each and every galaxy is a profit center. There might be galaxies that generate their revenue by charging other galaxies for their services (Galaxy X, for example), but there shouldn't be galaxies that are not generating revenue. The only exceptions to this rule are galaxies set up for social good. A galaxy set up for social good should have income from other galaxies or from external sources.

There are two available compensation models available for agents to choose from while joining galaxies and while they are active agents.

1. Non-fixed (default) plan, which ties compensation to galaxy revenue and has no limit on compensation minimum or maximum.

2. Fixed plan, which is a flat income based on the last 12 months and the functions one is filling.

The Default Compensation Calculation

The galaxy should define which percentage of the galaxy revenue will be allocated to growth, return external investment (if needed), and compensation to agents filling functions in the galaxy. We recommend that 40% be allocated for compensation. Percentage for calculation should deduct all expenses and operation (keep the lights on) costs from revenues.

Every entity should allocate the available percentage between all entities or functions creating the entity regardless of their type. The allocation stops at functions.

In general, the galaxy should define, by the contribution to the galaxy, the percentage of allocated compensation that should be given to each entity or function creating it (mainly solar systems).

The solar system should define how to spread their allocated percentage between all entities or functions comprising it (mainly planets), each planet between all entities/functions comprising it (mainly ecosystems), each ecosystem between entities/functions comprising it (mainly systems) and each system between functions. The rule is that every entity should allocate available percentage between all entities comprising the entity regardless to their type. That should be implemented to any custom structure defined as well.

When a new entity is added or removed, the percentage between all existing entities that support the contained entity should be reallocated. The same rule should be implemented if a new function is added or removed to an entity.

The percentage allocated to each function should be available at any time to all galaxy agents. Based on agents and the functions they are filling, each agent should have full transparency of compensation.

If a function is filled by two or more agents, the percentage allocated to the function will be equally divided between all agents filling a function. Any change in agent compensation should be communicated and 48 hours should be given to raise a conflict.

Some functions in an entity might have zero percentage allocation. For example, a learning function set to help an agent in his professional development can be allocated zero percent. The entity has the autonomy to split the percentage between all functions, and any entity's agent can use the conflict resolution process, if he or she feels they need to.

Each galaxy should have a dedicated function responsible for suggesting allocation and calculating agents' compensation each month based on allocated percentage.

When a new entity or function is added or removed, the compensation function should suggest the new allocation and logic to support the change. The new allocation and logic need to be communicated to all agents filling functions in any entity that is part of the entity containing the changed entity or function. For clarity, if the change is in a galaxy, all the agents in the galaxy should be informed. If the change is in an ecosystem, all the agents in the ecosystem should be informed.

Any agent who receives the notification has 48 hours to object. Objections should be resolved at the entity level, using the conflict resolution process. If the conflict resolution takes time, the

suggested percentage will be used to calculate compensation until the conflict resolution is finished.

The compensation function can also change the total percentage of compensation from revenues. This change requires for all galaxy's agents to be notified. If no conflicts are raised seven days after the change has been communicated, the change becomes active.

No one can prevent the creation of an entity or a function. A conflict should be just about the percentage allocation and not about the creation of a new entity or function. Creating a new entity in Galaxy X will push the conflict (or will dissolve the conflict) until the entity is moved back to the origin entity.

This compensation model doesn't have any minimum or maximum. Each agent's compensation is based on his or her contribution and the profit that as a group the Galaxy earned each month.

If an agent wants to join based on fixed compensation, his or her compensation will be based on the average amount of all the functions he or she has filled in the last 12 months. If he or she is filling a new function, the same calculation should be used. If it's a newly created function, the average sum of the allocated percentage from the contained entity should be used to calculate the compensation.

If the Galaxy allocates a certain percentage of the revenue to bonuses, the percentage of the bonuses (based on the galaxy's financial results) will be split equally between all agents filling a function in the galaxy.

Our compensation model is based on contraction to success and not on the number of hours an agent works per month. This model enables any individual to fill any function or functions based on the effort and time they want to spent with us.

If an agent is on paid leave for less than a month, he or she should get the full amount based on percentage of functions. If the agent is on paid leave for more than a month, the compensation should be based on calculation of the last 12 months of all functions they are filling.

Benefits

Every agent filling any role in any galaxy should be eligible for the following benefits, based on his or her yearly compensation:

• Unlimited vacation days, as described above

• Personal and professional development.

• Health insurance.

• Dental and Vision insurance.

• Vacation and paid time off.

• 401(k) plan.

• Retirement plan.

• Maternity and paternity leave.

• Paid sick days.

• Holiday time off.

• FMLA (Family and Medical Leave Act).

Any galaxy can add benefits based on their allocation of compensation percentage.

We recommend that each galaxy has benefits functions that are focus on:

• Identifying new benefits opportunities.

• Calculating monthly payment and pay providers.

• Managing relations with vendors.

If adding or removing benefits change the percentage of existing benefits or required a change in total compensation percentage, the benefit function should inform all agents on the suggested change. Any agent can raise a conflict and follow the conflict resolution process. If no conflict is raised within 48 hours, the proposal will be implemented.

Benefits are key for agents' satisfaction with the working place. If you are filling any function related to benefits, remember that and always try to find new benefits. Remember that equilibrium is not a good indication for any entity or function.

Promotions

Based on the compensation model defined above, the default HR processes don't contain any processes for promoting. Promotion is a hierarchal system mechanism that moves people up the

management chain and increases their compensation as their supposed contribution to the company grows as well. Our system doesn't have any hierarchy, and an agent's compensation doesn't have minimum or maximum; it's based on his or her contribution to the galaxy and the galaxy profits.

If a galaxy defines a custom compensation model and process, it might also define a custom promotion process as long as this process does not violate our core principles and/or CAS attributes.

Expenses

Any galaxy can define their own expense function, entity, or process. The custom entity, function, or process should follow the concept outlined below:

Any payment done by an agent relevant to function he or she is filling should be followed by an *expense report* that outlines how much money on which goods or services and for which function the agent spent money. If using company p-card or personal card for payment, just change the payment method, and the report should be submitted anyway.

Expense reports should be sent to the financial or budget entity/function and to all agents registered to get financial messages. There isn't any process of expenses approval. A list of all an agent's requests to cover expenses, the total amounts they asked for, and a breakdown of the services or goods consumed should be sent to each agent who is part of the galaxy. Each agent can raise a dispute on an expense report, and conflict resolution should be used to resolve the conflict. If the conflict resolution disputes the expense, the agent who filled the report should pay for the disputed expense.

Remember that for compensation calculation, expenses are deducted from revenues.

Personal and Professional Development

Evolvement and development, both personally and professionally, are strongly aligned with our core principles and CAS attributes. As a group we believe that developing ourselves from both a professional and personal perspective is one of the key and main activities on which each agent in our group should be focused and spend time.

Professional development should continuously improve existing expertise or create new expertise required to perform one or more functions. This is an ongoing journey to become better in *any* expertise—accounting, painting, designing, software programming, or jewelry making.

Personal development should continuously improve an agent's understanding of what motivates them and others, what they and others see as risks or unacceptable behavior differently, and the cognitive biases that drive their behavior. This journey is a focus on self-improvement and competencies.

Each galaxy should have at least one function that is responsible for personal and professional development. This function or entity should provide:

- Professional road map for each agent, filling at least one function for at least six months.

- Professional coach (if needed) to learn new expertise or to advance an existing one.

- Personal mentor or coach for every agent, filling a function for at least six months, to work together with the agent on personal development.

- A method to identify which assessments need to be taken for personal development.

- Administration of the needed assessment data to the coach and to the agent.

- Monitoring of the professional development process.

- This function or entity are responsible for:

    o Each agent filling a function more than six months has a personal and professional roadmap.

    o All agents have a coach or a mentor.

    o All agents have the needed assessment.

- Assessments for personal development shouldn't be used for any purpose except personal development. They should be shared with other agents or external service providers only with the agent's consent.

- As part of their professional and personal development, the agent's coach might recommend training or a workshop. The agent should follow the training process as defined in this chapter. We encourage all agents to find workshops, festivals, or events that are focused on

personal awareness and which they feel comfortable joining. If the galaxy can afford it, we recommend that groups from the galaxy work on an art project for the Burning Man Festival, held each summer in Nevada, and create their own camp during the event as well.

Training

Any agent who is filling at least one function in a galaxy can decide which training he or she needs to complete to keep their professional and personal development as defined in the relevant sub chapter above. There isn't any approval process; based on his or her coach's advice or the agent's own decision, any agent can register for any training. Training is considered to be an expense, and any agent taking any training or going to any event or festival for self-awareness needs to fill out an expense report and to follow the expense report process.

To make sure the functions you are currently filling are not negatively impacted by an agent's decision to take personal of professional training, any agent who wants to take training needs to follow this process:

1. Review the galaxy vacation/training calendar to make sure your backup is free to support you.

2. Publish your vacation in the galaxy vacation/training calendar. The following data should be entered for each request:

   - Start date

   - End date

   - Backup for functions you are filling

3. The platform will reject your request if the backup already has approved vacation or training time. You can request training with different dates and/or different backup if your request is rejected.

4. If not rejected by the platform, your request will be sent by the platform to all agents filling functions that might be impacted by your request. Impacted agents can reply with objections to your training dates or your backup.

5. If no objection is received by the system within five days, your training will be automatically approved and will be publicly available on the vacation/training calendar.

6. Once you receive objections, you can decide if you're changing training dates/backup or taking the training as requested.

7. If you decide to ignore the objections, the system will log your request and will send notifications to objectors about your final decision. Objectors can use the conflict resolution process if they believe your decision will have negative impact on their functions. Note that there might be several objections from different entities of which you are part.

8. In case of conflict resolution process, the calendar will be updated with the result of the process.

Continuous Feedback

Feedback is about what's essential for development. Without feedback, it's hard to know what other people think or feel about what we did and the way we did it.

There are two main factors that make feedback very effective:

1. Feedback should be delivered as close as possible to the event to which the feedback refers.

2. The agent who receives the feedback should know who gave the feedback.

Near real-time feedback (or continuous feedback) and transparent feedback help the agent who got the feedback to understand its context and allows to address the feedback (if it's constructive feedback) before it turns into a conflict between agents.

Due to the importance of continues feedback, the platform is set up to provide real-time feedback as follows:

Giving feedback

- The platform feedback system uses the expertise and competencies defined for the galaxy as the default feedback points any agent can give. At any time, any agent can open the feedback platform and:

- Select agent to give feedback.

- Select galaxy (if the agent is part of more than one galaxy).

- Select one of the competencies or areas of expertise; or, alternatively, select custom feedback.

- Select if it's either "you're are awesome" or "pay attention to" feedback.

- Give numeric indication (mandatory) of 0 to 5 for "pay attention to,"
  and 6 to 10 for "you're awesome."

- Write any feedback (mandatory).

- As the feedback is received, the agent receiving the feedback will get notification on his or her mobile device app and use the platform communication channel.

- To read current feedback at any time any agent can login to the feedback portal and view their current feedback (in numbers) and all written comments.

- The agent can see all given comments, including when it was given, by whom, competency or expertise, numeric feedback, and written comments.

- The agent can also enter email addresses of external or internal customers to solicit their feedback. The system will send custom feedback fields to customers with the request to provide customer feedback.

- All customer reviews will be factored into an average review and the written comments will be added to all written comments.

- Every year, an agent can choose the competencies or areas of expertise he or she feels they need to work on. If the agent chooses three competencies or areas of expertise and adds them to the system, a request for a feedback on those three will be added to feedback forms created upon a request to give feedback. The numbers and text received for the three competencies or areas of expertise will not factor into his or her merit (see "calculating merit"). They will be available under the "my focus competencies or expertise" report.

Measure Merit

A meritocracy will work only if everyone knows, based on facts, that merit is calculated using only data and the agent's history of successful decisions, and not using cognitive bias and feeling. The concepts of merit and meritocracy are far from being new, yet few organizations

have managed to create a true meritocracy. Those who successfully leverage merit and have made a meritocracy managed to do it using data, facts, and results to calculate merit.

We are going to calculate agent merit in different areas based on:

- Unbiased and neutral assessments of competencies and expertise.

- Tracking agent decisions and tagging them as successes or failures based on facts alone.

- Other agent feedback.

Using the datasets above, the platform maintains merit as a number from 0 to 100 for each competency and area of expertise defined in the galaxy level. Agent merit per competency or expertise will be available in the platform and used by the platform for merit based voting.

As mentioned above, each galaxy will define and maintain a list of competencies and areas of expertise needed to fill the galaxy's functions. Each galaxy can define how they are going to define and maintain competencies/expertise by following the guidelines below:

- Adding or removing competencies or expertise should be communicated to all agents in the galaxy.

- Adding or removing competencies or expertise is subject to conflicts raised by any agent in the galaxy.

- Adding or removing competencies should involve an external SME.

- The list of competencies and expertise must be evaluated at least once every two years.

- For the competencies list we suggest using the book: *FYI For Your Improvement-Competencies Development Guide, 6th edition*.

Assessments

- Once the list is ready, the galaxy needs to define assessments for competencies and expertise. Assessments are probably the most unbiased way to measure agent merit in competencies and expertise. There are known assessments for competencies and there are a variety of assessments to evaluate one's level in any expertise. For competencies we suggest to use the following assessments:

PERSONALITY:

- Meyers-Briggs Type Indicator.

- The Birkman Method.

- EQ Testing (from the book I have).

- The Big Five Personality Test.

- Custom developed assessments available on our platform (search of assessments).

COMPETENCIES:

- Lominger Competencies Tool Guide.

- CHECKPOINT 360°™.

- Custom developed assessments available on our platform (search of assessments).

Our recommendation is to have five assessments: two externals (one focus on EQ and one on personality) and three internals with a focus on competencies, expertise, and specific culture of the galaxy. Each assessment should be matched to its relevant competency or expertise and the result (a number between 0 to 100) should be attached to the relevant competency or expertise.

Keep Track of Decisions

Keeping track of decisions is the most accurate way to calculate merit, as it based on real life experience, which is the best way to determine an agent's merit; but it's not an easy task to validate each decision.

Tracking decisions should be based on calculated data and not human subjective assessment. Tracking decisions is the best way to calculate an agent's metrics. We encourage you to log all of your decisions to be able to generate enough data to calculate your merit.

The platform configured to help with decision tracking uses several ways:

1) USING FUNCTION AND ENTITY METRICS TO TRACK DECISIONS

While filling a function, any agent is going to make a lot of decisions. They can be technical, tactical, or strategic decisions. The platform enables any agent to log a decision, assign it to a predicted change in function or entity metrics, and define when the change should be in effect. Once set, the platform will monitor the metrics, and when the change should be seen the platform

will measure the selected metrics against the agent-defined value and give the agent a grade between 0 and 100.

To use this option, you need to:

1. Open *track decision* from the function menu.

2. Add *description* of the decision.

3. Select *competencies and/or expertise* (from galaxy list) that are involved in your decision.

4. Select *function or entity metrics* that will be impacted.

5. Set the *value* you expect to see as a result of your decision.

6. Set the *time* the change should take place

2) USING THE CONFLICT RESOLUTION PROCESS TO TRACK DECISIONS

Conflict resolution is a way to choose which option might be better for the entity. This process can be used to find out if the chosen option was the right one. As with function decisions, the resolution process decision can be assigned to metrics and related to competencies or expertise. Based on the results of the process, the decision can be assigned to the requester or the disputer.

Once all the needed data is in the system, the system will grade the agent based on the actual values of the metrics compared to the predicted value.

The conflict resolution coordinator should be informed by the agent or SME who runs the resolution process with the needed data to log the resolution decision for decision tracking.

3) USING TASKS AND PROJECTS PLAN VS. ACTUAL DATE

As defined in the guide, as an agent you need to log into the system all the projects that you are working on. Each project requires a priority and delivery date. A project might be split into releases, features, and tasks. Each one of them should have a delivery date as well.

Once a project is finished, the system will send a survey to all project customers asking for feedback. The system will use the survey to send data to grade the agent or agents on their delivery capability.

If a project is run as an entity, the entity's metrics can be used to give an indication of the quality of the delivered solution.

4) USING THE EVOLVING FUNCTION

The evolving process can also be used for tracking decisions. Changing the entity purpose, structure (functions and entities forming the entity), principles, policies, connections, and relationship with other entities and artifacts provides enough data to measure the decision of the agent who initiated the change.

The agent filing the emerging function is responsible for entering into the system together with the approved change the agent who initiated it, related competencies/expertise, metrics to track, and a predicted metrics date for comparing with current metrics data.

Based on entered data, the platform will calculate the grade of the agent on the entered competencies/expertise.

5) USING HUMAN JUDGMENT IN THE HIRING PROCESS

If during the hiring processes there was a need to use human judgment based on face-to-face interviews, the hiring solar system should add any decision taken by humans and associate it with hiring success metrics that are measured a year after the new agent joined us. The hiring entity needs to associate the decision with relevant competencies/expertise. Once all this data exists in the system, the system will grade the agent on the related competencies/expertise between 0 and 100 based on projected metrics value and actual metrics value.

Other Agent Feedback

Getting agent feedback is the easiest but the most subjective way to determine the agent's merit in certain competencies/expertise. Getting feedback from different agents makes the merit rating based on agent feedback more objective. As defined below, the system uses this dataset as one of three to calculate merit, and we encourage you to initiate feedback and provide competencies/expertise feedback to other agents.

1) SURVEYS

Each entity will maintain a list of connections with other entities and agents. This list can be used to generate a survey on the entity or function performance. Once you generate a survey, make sure that each question is assigned to relevant competencies/expertise and the survey is related to relevant agents. The results from all survey replies will be averaged to a number between 0 and 100, and will be used to calculate the agent's merit.

2) CONTINUOUS FEEDBACK PROCESS

As defined in continuous feedback, any agent can give any other agent immediate feedback based on one of the galaxy competencies or expertise. Received feedback also contains numbers from 0 to 10 that can be translated into 0-100 value and used to calculate an agent's merit for competency or expertise.

Merit Calculation

If competencies or experts have no data set (assessments, decisions, or agents' feedback) for merit calculation, the system will default to "zero" as the merit.

If competencies or experts have two datasets for merit calculation, the system will calculate the merit by giving each dataset a 50% weight.

If competencies or experts have three datasets for merit calculation, the system will calculate the merit by giving each dataset a 33.3% weight.

Dispute

If an agent has a dispute with the calculated merit, he or she can use the conflict resolution process. A dispute must be sent to the merit entity for validation of the merit calculation before the conflict resolution coordinator sets the meeting. The results of the conflict resolution process will override the merit calculation. If the conflict resolution process changes the way merit is calculated, that change needs to be applied to all agents.

Separation

Any violations of ethics, civil laws, or morals will result in the immediate separation of the agent. Any complaint about ethics, civil laws, or morals should be sent to the galaxy's HR function. The HR function alone has the authority to decide based on collected facts if the complaint is valid. If the complaint is found valid, the agent can't raise a conflict and he or she should be immediately separated.

Any violations of core principles will result in a separation request. Any complaint about core principle violations must be sent to the galaxy HR function. The HR function alone has the authority to decide based on collected facts if the complaint is valid. If the complaint is found valid, the agent can raise a conflict and the final decision will depend on the conflict resolution results.

When any agent leaves without any function to fill (for any reason), he or she is automatically granted with two weeks to find a new function. During these two weeks the agent will receive payment equal to the average compensation from all the functions he or she got prior to be without any function to fill (usually one, but can be more). If during the two granted weeks the agent doesn't find a function to fill, the HR entity should start the separation process of the agent. An agent who has lost all of his or her functions is welcome to apply to future posted functions.

An agent can lose a function when:

- Function/entity have switched to history mode due to lack of performance.

- Entity entered has switched to history mode due to lack of evolvement.

- Function/entity have switched to history mode due to lack of activity.

- Entity's agents have agreed to using regular voting to release an agent from entity function due to poor performance or negative impact on entity gravity or the ability of all agents to work together. Removing an agent from a function can be discussed in an operational meeting, and the decision is subject to dispute.

If a function or entity metrics show linear or exponential negative progress, any agent filling any function in that part of the entity, or consuming services from the entity, can request to switch the function or entity into history mode. This request should be sent to all agents who are going to be impacted by the decision (who would lose a function or lose a service provider). If no objections are received within seven days, the function or entity will enter into history mode and all agents filling functions within the entity, or the agent filling the relevant function, lose their functions.

Our continuous feedback process is not part of any separation process, and none of the data in the feedbacks should be used in the separation process. The feedback process is meant to help agents continuously improve and not to punish them.

Those guidelines are for the United States of America and might be changed to conform with the laws and regulations of other nations.

11. Budget and Financial Control

Each galaxy is an independent cost center and should have an entity responsible for creating its budget and providing financial control services. As with any other entity and function, the budget and financial control group must follow all of our principles and CAS attributes.

PREPARING THE BUDGET

Every year the budget and financial control entity needs to prepare the galaxy budget for the next year. The entity can define how they are creating the budget as long as they follow these guidelines:

- The entity will define and publish the target date for the budget to be ready. This date must be published to all agents at least four months before the target date.

- Before requesting to send projected expenses and capital, the budget entity will send to all entities the previous year's budget as a reference.

- Based on the previous year's allocation and usage of revenue percentage allocated for investing in the galaxy and projection of the industry of the galaxy and the market as a whole, the budget entity will send the percentage allowed or needed to increase or decrease the previous year's budget. There is no way to dispute this decision. All entities need to comply with this request. If an entity needs more funds, it will follow the process described below.

- The entity will send to all the galaxy's entities a request to send their projected expenses and capital needs for the following year. The message should define an end date for all entities to send their needs. Expenses and capital should be tagged to either "keep the light on" (KTLO) activities or "creating new assets" (CNA). If any financial request tagged as CNA, the entity needs to add how the CNA request is going to help the entity by defining the projected value of one or more of the entity's metrics as a result of the CNA investment. Failing to submit this data by the defined target date might result with no budget allocated to the entity. Remember that entities are not part of a hierarchy. Each entity needs to send their needs, not entities it contains.

Once the budget requests arrive the budget entity will:

- Verify that all entities reach their min/max request.

- Verify that all budget items are tagged correctly and contain required data.

- Verify that the galaxy budget falls within budget target.

- Identify which capital can be capitalized and for how many years it should be depreciated.

- If the total galaxy budget is favorable, the budget entity should send the data to all entities with a request to add funds. The budget entity will define the target date to receive a request for more funds and rerun this process until the galaxy budget reaches its target or there aren't any new requests for funds.

- If the budget reaches the target, the budget entity should send all entities' budgets to all the galaxy's agents.

- An agent might raise a dispute on behalf of an entity requiring more funds. The dispute should contain an explanation of how the needed funds are going to help the galaxy as a whole. This dispute should be sent to the budget entity. The budget entity will then send this dispute to all agents with a target date to reply. If entities reply back with funds they can contribute, and those funds resolve the dispute, the budget entity should change the budget and resend.

- If no funds are found to resolve the dispute, the budget entity should send the dispute to the conflict resolution coordinator. This conflict resolution invitation should be sent to all galaxy agents. If the conflict resolution processes finishes after the budget target date, the budget entity will release the budget with the dispute. The budget will be changed based on the conflict resolution results.

If the galaxy experiences a radical change that results in a request for a major reduction in costs, reduction of agents won't be the default option. If a reduction of agents is the *only* option, it requires a vote of all agents. The default option will be to reduce the total amount allocated to compensation from revenue by the galaxy. Changing the total percentage allocated to compensation can also cause temporary change in the entities' allocation of compensation. This temporary setting will revert to the last version of total percentage allocated for compensation set by the galaxy and entities as a percentage of compensation allocation, when economic conditions will change or as a result of conflict resolution.

FINANCIAL CONTROL

Based on expense reports, invoices, and depreciation, the financial control entity should create a report that shows per entity their *actual* spending vs. the monthly and year to date budget. The financial control entity will define which percentage of deviation from the budget needs to be explained. Based on this definition, within a week after receiving the report each entity that is above or below the deviation will send an explanation back to the financial control entity. The final report (with comments) should be send to all galaxy agents.

The financial control entity has the right to limit an entity's spending if they are continuously exceeding the budget. If that happens, the financial control entity will send a request to the entity to balance their spending by taking budget items from the project list for the current year. If the entity isn't able to do it, the financial control entity will send the entity a "no-spend notice" stating they can't spend any more money because they had reached the budget amount for that year. If a no-spend notice is issued, any agent in the impacted entity can raise a conflict and use the conflict resolution process to try to get more funds for the year.

Sometimes during a budget year, an unplanned but crucial need is discovered. If any entity finds itself in such a scenario, they need to issue a request for more funds from the financial control entity. If the financial control entity, after reviewing the entire budget, finds enough funds to accommodate the entity's needs, they should notify all agents and add the needed funds to the entity budget.

This decision can be challenged by using the conflict resolution process. The financial control entity has the authority to grant the funds even if it unbalances the total budget. If the financial control entity decides to grant the funds and pay the unfavorable budget penalty, they must clearly define it in their message. This decision is subject to the conflict resolution process.

If the financial control entity can't find available funds to accommodate the request, a message to all entities should be sent with the new need and the requested funds. If the message generates enough funds to support the new need, the financial control entity should add the funds to the entity's budget.

12. Priorities, Planning and Execution

This chapter explains how priorities, planning, and execution of tasks should happen in a decentralized and distributed organization. It's a different game when there is no central authority that can set priorities and make decisions for others.

Priorities

Each project, activity, or request (almost everything that an agent needs to do while filling a function) should have a priority and estimated time of delivery. This is especially important if the request supports other functions or entities.

Priorities used in the planning process help an agent to know on which requests he or she should be focused. As long as the priorities are within one function or entity, it's easy to follow them. It becomes more complex when requests come from different entities with conflicting emergency levels. The most challenging scenario is when an entity receives a request from a contained entity.

Entities do not follow hierarchal concepts. Entities and functions are grouped under other entities only because they are all supporting the same purpose. This rule is also applied to priorities. Each entity can define their own priorities; they don't need to follow the priorities defined by the contained entity unless they choose to do so.

There are four ways for the contained entity to influence the entities that comprise it:

1. Convince the entities which priorities they are going to follow.

2. Ask for a remedy from the conflict resolution process.

3. Change entities' compensation percentages to reflect their decreased support of goal. This decision is subject to dispute.

4. Create internal functions to enable the entity to follows its priority. While this solution will create duplication, it will produce the desired solution one way or another.

As mentioned in the "Agent and Function" chapter, it's the agent's decision which priority he or she is going to assign to any request that he or she receives. If the requester feels that the agent's priority and time of delivery will impact his or her function, they can always use the conflict resolution process.

Planning

We recommend any entity (and all agents filling functions) to follow short work cycles. In each cycle, the entity should plan, based on priorities, the requests they are going to work on. Using work cycles, the entity can provide an estimate of when a request will be ready.

You can use any tool or method you feel comfortable with to turn the request into a task, and to plan how many cycles will be needed to finish it. Based on the tool, you need to communicate the time of delivery to the requester.

Keep in mind that any agent, based on the entity cycle, might have to change his or her current priorities based on new requests or results of conflict resolution function. If priorities change, the agent receiving the requests needs to adjust his or her cycle and inform all the requesting agents that their requested priority or time of delivery has changed.

Keeping all agents who are requesting assistance from a function you are filling updated with the initial priority, time of delivery, and any updates until the request is finished is extremely important for maintaining transparency.

Execution

While working through the cycle time, no new requests should be added to the agent to work on. The only things that can impact the agent's schedule are issues that require his or her assistance to maintain the function or entity default activities. New requests that come during a cycle will be queued for next cycle planning.

If you encounter any issue or challenge while working on the request, share it with the requester. You would like to hear about anything related to your requests as well. When you have some results that you can share to get feedback from the requester, always do it. It's better to hear feedback and adjust as you are working on the request rather than hear rejection of your work after the requester evaluates the end results.

As mentioned, after the request is done a survey will be sent to the requester asking him or her about the quality of the work and the service. You need to change the request status to "Done" for the system to generate the survey.

13. Using Data and Analysis

Data is essential for continuous improvement, making the right decisions, measuring progress, and transparency. Therefore, the platform collects as much data as possible for you, and it enables you to customize it even further.

The list below summarizes when data is captured and by whom.

- Every time you click a link, button, image, or anything else that does something as a result, the system will record the date and time, your ID in the system, and the ID of the objects you clicked on.

- Anytime you enter data into the system, the system will record the date and time, the data that you entered, your ID in the system, and the ID of the input field.

- Any event generated or received by the system will record the date and time of the event, the event name, and any agent related to the event.

- When you enter new screen/window, the system will capture your ID in the system, the screen/window ID, and the time you entered and left the screen.

- All send/receive messages including
    - Agent send
    - Agents receiving
    - Message topic
    - Date and time sent and received.

- All rejected messages
  • Agent send
  • Agent rejected
  • Message topic.

- Entered new requests/projects
  • Time new request added to the system • History of priorities
  • History of delivery date

- • Survey date
- • Survey results.

- Any requests to track decision making
  - • Agent requested
  - • Agent/s measured
  - • Competencies/expertise being measured • Measure time
  - • Measurement results.

- Any change in metrics.

- Adding, removing or updating a metrics value will be captured by the system. The system will capture:

- Function or entity responsible for the metrics
  - • Metrics name
  - • Method of keeping metrics updated
  - • Agent ID that made the change
  - • Date and time of the change
  - • History of all metrics values, change time, and change agent.

- Any change in entity or function.

- The platform will save a history of all the changes done in any entity or function (based on all attributes defined in this document), the agent ID who made the change, and the change time.

- For each agent:
  - • Date join
  - • Date left
  - • History of all functions filled, starting date, end date.

- List of entity founded, termination date, and average metrics trend.

- All projects/actions logged per function.

- History of all captured connections, including other agents, start date, end date.

- History of competencies and expertise merit. Including agent, date of change, competency or expertise, and merit value.

- Current average of functions filled by agent.

- Current number of functions filled by agent.

- Current total compensation of an agent as a percentage based on all functions he or she is filling.

- Identified silos (a group of agents collaborating one with another in one entity).

- Any activity in an entity. The following are considered to be entity activities and should be kept in

  the system per entity, including date and other data if mentioned as well:

- Entity meeting.

- Any communication in entity channels.

- Change in entities or function.

- Any change in entity's connections and relationships.

- Any change in entity's principles.

- Any change in entity's policies.

- Any change in entity's artifacts.

- Any change in entity's metrics.

- No-lead note as defined in this guide.

- Any action in entity function
  • Task or project including capture date, priority, agent, and end date • Any feedback request
  • Any change to rule/model
  • Any new event identify
  • Change in responsibilities
  • Change in artifacts managed by the function.

- The period of time (start and end) that a function wasn't filled and a list of all other agents in the entity that were responsible for the unfilled function.

- Time it took to resolve a conflict, from first dispute to decision of the emerging function.

- Number of conflicts per month per entity.

- Number of conflicts raised by agents.

- Number of disputes approved by meritocracy voting per agent.

- Percentage of resolved conflicts per month per entity.

- Time it took to process a new emerging request. From first request until implementation in the platform, the number of emerging changes per month per entity.

- All the described data sets are available using the platform API. The platform enables any user to subscribe to queues with needed data and to be notified by the platform any time a new change is logged into a subscriber's queues. Any function and entity might be requested from the core galaxy to add more datasets or set new hooks in the system to collect new datasets. Those requests will be addressed like every request for work, and when they are publicly available they become accessible to anyone who is using the platform.

If the platform can help with out-of-the box analytics based on collected data, please send a request to the core galaxy.

14. Distribution of Classical Managerial Authorities

This chapter is a guide for anyone experienced with classical managerial organizations. Here you can read how classical managerial authorities and responsibilities are being done in eco-autonomous organizations and by whom. This is the place to start if you have a question about how certain common managerial functions should be done in our organization.

- **Providing guidance to direct reports**. There are no direct reports. Each one of us manages himself or herself. Our principles, CAS attributes, the purpose of each entity, and entity metrics should be your guidance. If all entity agents want to, they can elect a lead function or define any other function that can provide guidance. The lead function, though, is not a replacement for our principles, CAS attributes, entity purpose, or entity metrics. Those four elements should be your compass. Personal and professional development can and should provide guidance - especially the coach.

- **Ensuring clarity around priorities and goals and translating corporate goals into functional and individual goals**.
  Each entity has a purpose which should serve as the entity goal. Entities can define yearly goals for their functions, and each function can define their own goals as well. Goals are not a must; they can be defined by the entities and by functions. The same principle applies to priorities; each entity and agent can define priorities to projects and tasks, but an entity can't enforce priorities on contained entities. An entity's priorities should guide the entity's functions.

- **Approving requests for investment**, **and monitoring and controlling expenses and budgets.**
  In a nutshell, any agent can request funds for investment in new projects/technologies and can ask for reimbursement for expenses related to the functions he or she is filling. Investments and expenses are deducted from galaxy revenues and have an impact on all agents' compensation. Therefore, although there is a dedicated function to deal with budget planning and monitoring, any galaxy can raise a conflict with any agent's expenses. If agents cannot reach an agreement, conflicts should be resolved between agents and using the conflict resolution processes.

- **Managing overall financial budgeting:** Each budget is planned and managed by a dedicated function or entity within any galaxy. This function is responsible for getting all agents' requests for new investments and keeping the lights on needs, and translating them into a yearly budget. The process is transparent and open for any galaxy agent's dispute. Any yearly budget is transparent and available for any agent for review at any time. The budget function/agent is also responsible for finding funds for unplanned needs during the year and to notify and take action against agents who are breaking the yearly budget.

Hiring and Firing

Separation of an agent can be done due to an ethics violation, a core principles or CAS attributes violation, and when agent has been left without any functions to fill. Separation can be initiated by any agent. Depending on the cause of separation, the process might involve the galaxy HR function. Except for ethics violations, the separation process is subject to disputes.

The hiring process is based on non-subjective evaluation and tests. Each galaxy has a function/entity responsible for identifying needs for new agents and to initiate and coordinate the hiring process. The galaxy hiring function/entity can make a decision to hire a new agent. Any new agent should be re-evaluated for a fit to the functions he or she is filling and their fit to our culture after the onboarding period. New hire evaluations should be done by all the agents he or she has interacted with.

Old and New: A Study in Contrasts

Classical management: Guiding the talent identification and development processes.

Eco-autonomous: In a self-managed organization without centralized decision making, each person is responsible for his or her own development. It's your accountability to take care of your professional and personal development. There are entities and functions responsible to help with personal and professional developments, mainly by providing coaches to help agents with their development. Yet, in an environment without managers and where each agent is responsible for his or her own development, the coach's role is to help when difficulties arise. Your merit in different competencies and expertise will showcase your talent in different areas and will be publicly available for anyone to see. This data can and should be used by entities that are looking for agents to fill new or unfilled functions.

Classical management: Managers are working across functions with peers in other groups to ensure collaboration for shared goals.

Eco-autonomous: Related and connected functions and entities are recorded as part of an entity's definition and are publicly available. The platform communication framework uses those connections and relationships to push relevant messages in related topics to a network of agents sharing the same purpose.

Decentralized, distributed, and autonomous organizations are built, by definition, from groups that each contain all the needed expertise to reach a certain goal. Agents who have certain areas of expertise are part of different entities and work together with other agents with other areas of expertise who are part of other entities. This no-silo structure does not require a manager working across functions, since each agent is part of cross-functional entities.

In a self-managed organization, there's no reporting to superiors, and there's no need to meet with other managers since they don't exist. The platform messaging is an efficient mechanism to communicate with all relevant agents about what you are doing in your function and to hear what other agents are doing that might impact you. The no-silo approach creates hybrid teams that encourage agents to have interaction with other agents, bringing different expertise and filling different functions. The eco-autonomous organization provides any agent direct connection with all other agents related to functions the agent fills. This direct communication channel is better than communication via the old-fashioned middleman.

Classical management: Managers are working with senior management and other peers for strategy development and execution planning.

Eco-autonomous: Strategy development and execution planning are functions or entities that are created as the need arises. The guide elaborates on execution planning. In a nutshell, each function and entity can set their own execution plan since they all have their own autonomy. Strategy is a function or entity that is run by agents with different backgrounds the way that the agents decide. Respecting autonomy is one of the main attributes of complex adaptive systems. This guide does not define how the strategy function/entity should be run.

Classical management: Managers are communicating financial and goal results and key performance indicators to direct reports.

Eco-autonomous: The platform communication engine is configured and responds to keep all relevant agents with any needed communication, including financial and goal results. On top of that, each agent has visibility to all metrics that depicts in real time how different entities are going to reach their goals. In a nutshell, the classical management structure is replaced with transparent and clear visibility of both financial goals and KPI status.

Classical management: Managers are coaching and developing existing employees.

Eco-autonomous: Each agent is responsible for his or her personal and professional development. The guide requires all galaxies to provide professional and development functions or entities that are responsible for providing all needed services to support personal and professional development of each agent.

Classical management: Managers are supporting problem resolution and decision-making.

Eco-autonomous: This is replaced by the conflict resolution process (CRP). CRP is a meritocracy-based voting system used to resolve conflicts by taking in account different levels of agent knowledge, experience, and understanding of the dispute context and related past experience.

Classical management: Managers are conducting timely performance evaluations and initiating action to strengthen results.

Eco-autonomous: This is replaced by real-time, 360-degree feedbacks from all agents, customers, and service providers who interact with one agent.

Classical management: I'm currently a manager. What is my role and future in an eco-autonomous organization?

Eco-autonomous: This is a common concern of today's managers when they have to adjust or move to an eco-autonomous organization. If you are currently a manager and you need to start working in eco-autonomous organization, this section is going to help you to understand your contribution, role and future in eco-autonomous organization.

First and foremost, you have to understand that all the skillsets that you learned as a manager in the past are still needed for the eco-autonomous organization, as well as the leadership practices that you acquired over the years. All the management tasks that you've done in the past are still needed to be done in self-managed and self-organized companies, but they are going to be done in different ways and not by one individual who by doing those processes gains control and influence over others. Prioritization, budget management, feedback, hiring, separation, coaching, and strategy are just a short list of classical managerial tasks that are going to be performed by entities or functions in eco-autonomous organizations. As an individual with experience in those fields, you need to join or to start entities and to fill functions that perform classical managerial tasks.

You need to understand that the same functionality might be done differently and that you will share those tasks with other individuals, as you will work as a collaborative team and not as a manager in a hierarchal organization. Your experience and knowledge are extremely valuable to any organization; all you have to do is to adjust to different and more collaborative way to perform familiar tasks.

Leaders can be found anywhere in nature, but managers are found only in hierarchal organizations running by humans. Leadership capabilities and competencies can be taught, and you as a manager probably learned them, so you are ready to be a leader in eco-autonomous organization. The best way to become a leader is to focus on merit that you have proved to have throughout day-to-day interactions with other people and problem resolution.

Before claiming any leadership positions, focus on your merit and collect enough merit based on real-life examples. When you have enough merit, your leadership competencies and your leadership capabilities will put you as a natural leader.

While there aren't any titles in eco-autonomous organizations, as a leader you can influence people to achieve goals you believe in, but you cannot control other people in any way. You can find a way to lead by example and merit, and drive positive evolvement of entities without any

power or control over others. It might sound like a difficult task, but you can find many leaders doing the same outside of the working environment for a long time.

As a person with previous managerial experience, you are well equipped to join and flourish in an eco-autonomous organization. There are different ways and philosophies to do the same tasks as you have done before, while on the other hand there aren't any limitations on what you can do in your new organizations. Since compensation depends on the functions you contribute to the company, the classical ranking system is invalid and there aren't any limitations to what you can achieve or earn as a result of your contribution!