From Aim to Action with Holacracy™

HolacracyOne
Exquisite Organization

Aim / Purpose   (Broader Circle)

Why does the circle exist?

▶ What does the broader context need of this circle?
▶ What unique function or service can this circle provide?

Strategic Direction   (Strategy Meetings)

What direction should we head to reach our aim?

▶ What overarching themes should guide our choices?
▶ What big initiatives will we pursue now?

Governance Structure   (Governance Meetings)

How will we work together?

▶ What roles do we need to pursue our strategy?
▶ What activities will each role own (accountabilities)?
▶ What authorities or limits of authority are needed?
▶ What policies are needed to guide our work?

Projects   (Tactical Meetings)

What specific projects or outcomes are needed now?

▶ What's the outcome we seek for each?
▶ Is this a project to tackle now or backlog for later?

Actions   (Continual)

What next-actions will we take to move things forward?

▶ For each project, what's the next physical action needed?
▶ For each tension, what's the next physical action needed?
▶ Who will take each action?

Organic Structure

Each Circle:

■ has a Scope & an Aim/Purpose
■ self-organizes within that Scope for that Purpose
■ structures itself through its own governance
■ gets work done via lean operational processes

Circles are organized in a Holarchy:

■ Circles with broader scope include more focused sub-circles
■ Lead Links connect broader circles to sub-circles
■ Rep Links connect sub-circles to broader circles

Dynamic Steering Mantras

Shift from Predict-and-Control to Sense-and-Respond

At all levels of organization, in all circles, remember:

■ Get real data, steer continuously; short cycles, incremental steps
■ Any issue can be revisited at any time
■ The goal is a workable decision, not a "best" decision
■ When do we need to decide?
■ Delay all decisions to the last responsible moment
■ What's the smallest incremental step we can take?
■ Will it cause definite harm, or can we try it and revisit later?
■ How can we make it safe or practical to try it now?
■ Is it workable? If not, how can we make it workable to try it?
■ It's about the organization and its purpose, not the people

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