

Dynamic Governance for the Co-operative Sector

A Case Study and Guide

May 2012



Organization:

O.U.R. Ecovillage, Shawnigan Lake BC

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Welcome from O.U.R Ecovillage

O.U.R. (“One United Resource”) Ecovillage is a 25-acre sustainable learning centre and demonstration site at Shawnigan Lake on Vancouver Island, BC. For over 10 years we have succeeded in developing a thriving natural building program, organic farm, short- and long-term residences, and most recently a zero-mile bistro, conference facilities and B&B accommodations to support OURselves.

There’s nothing new under the sun. Dynamic Governance is a way of structuring and running an organization or business that was developed in The Netherlands in the 1940’s, which itself was based on a theory of sociocracy developed by French philosopher Auguste Comte in the early 19th century. Human beings have been living and working in various co-operative structures since, well, since we became human beings, with The Shore Porters Society claiming to be the first official co-op in 1498.

What is new is documenting the marriage of the two forms. With funding from the Co-operative Development Initiative, O.U.R. Ecovillage committed to adopt and adapt the Dynamic Governance model to our multi-stakeholder co-operative environment, which was created with the mission to own and operate the lands of O.U.R. Ecovillage.

For 16 months, Rick Juliusson from FreeRange Consulting came weekly to help design the program, plan implementation, train stakeholders, facilitate meetings, lead evaluations, and ensure a consistent focus on this governance process in the midst of the myriad other activities of the organization. We are deeply thankful for Rick’s patient guidance – having someone with an outside perspective, governance expertise, and a single focus on governance kept this project on track and successful.

This guidebook is written in the true spirit of co-operation; in the hope that co-ops across Canada and beyond can benefit from OUR experience. The experiment of bringing Dynamic Governance to a multi-stakeholder co-op was a resounding success and is highly recommended for other co-ops; it was also a steep learning curve and a significant expenditure of energy and resources. This guidebook – together with the original “We The People” book – can help your co-op move more quickly and successfully along this road to developing your own unique form of sociocratic governance that aligns with your philosophy and helps you achieve your mission.

Please enjoy this shared resource. Please let us know if it helps, and share your experience with Dynamic Governance so we can all keep learning and sharing. And please contact us if you have any questions or comments, or to share your experience. Better yet, come visit and see the sometimes mundane but always inspiring reality of Dynamic Governance in OUR cooperative environment.

By Brandy Gallagher and Patrick Jackson
O.U.R. Ecovillage Executive Team members and “Hearthkeeper” residents

www.OUREcovillage.org



Introduction

When it comes to governance, co-operatives face the unique challenge of trying to blend a philosophical commitment to inclusivity and broad participation with a practical need for effective, efficient decision-making and monitoring. O.U.R. Ecovillage Co-operative – a multi-stakeholder co-operative in Shawnigan Lake, BC – has adopted and adapted a model of “Dynamic Governance” that was designed to achieve that exact blend in the corporate sector.

With some tweaks and embellishments, Dynamic Governance emerged as an excellent fit for the co-operative movement, both in terms of its practical needs and its core values. It provides an effective organizational structure and efficient decision-making processes to co-op operations, while honouring and enhancing co-operatives’ commitment to inclusivity and group process. Note that while this paper directly addresses the co-op movement, the lessons can equally be applied to non-profit organizations, progressive businesses, and indeed any organization desiring effective, efficient and inclusive governance.

This paper is an attempt to share the lessons of this successful innovation in a way that supports other co-operatives navigating their own path to inclusive, effective governance. It is NOT a re-writing or full explanation of Dynamic Governance –readers are encouraged to read (several times) “We The People: Consenting to a Deeper Democracy” by John Buck and Sharon Villines.

The author would like to offer sincere gratitude to John Buck for the expert mentorship provided during this project, and to John and Sharon for their book that makes this valuable model accessible for us all.

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Section A: Key Characteristics/Innovations and Benefits of Dynamic Governance

This section gives a brief overview of Dynamic Governance as experienced at O.U.R. Ecovillage, and as relevant particularly to the co-operative movement. This is not a comprehensive explanation of the system – readers are once again reminded to read “We The People” and do further research for that – but rather a highlighting of OUR main lessons and reasons we have found Dynamic Governance to be so well-suited to the needs of our co-operative.

1. Equal, informed voice:

A defining characteristic of co-operatives is the commitment to giving everyone an equal voice. Co-operative decisions should be truly co-operative, with all members having a chance for input and decision-making.

In the Dynamic Governance system, there are clear mechanisms for each person to have their say – before, during and after a decision – *without having to be at every meeting*. Communication channels are strongly established through elected representatives and accessible record keeping. Proposals are vetted in circles before going for decision, and results are communicated afterward in case other important information was missed. Finally, evaluation times are established so that decisions can be revisited after a testing period.

When done right, every person in the co-op will have had ample opportunity to participate in major decision-making, can access records to understand the history of how decisions were reached, and have recourse to have decisions re-visited when new information or the experience of implementation suggests a need for revision.

Benefits of Equal Voice:

- the best decisions are made based on universal input
- there is full buy-in from all members
- the clear chance for input both before and after a decision is made enables co-op members to entrust decision making to smaller circles of members

2. Decision-making authority delegated to circles:

A truly inspired aspect of Dynamic Governance is that the benefits of full participation listed above can be achieved without having to gather everyone in the same room. The key is the establishment of “Circles” – teams united by a common activity or goal. Co-op members are included in the circle(s) that best reflects their interest and contribution to the organization.

With clear definition of circles, it becomes clear who needs to be at the table for any particular discussion. For example, if anyone in the co-op comes up with an innovative idea for online donations, it goes to the Fundraising Circle for development and decision. But the fundraisers don't need to waste their time in a discussion around the pros and cons of seed saving –the Agriculture Circle can handle that.

Circles have the authority to make the decisions relevant to their realm, and the responsibility to gather input and convey decisions to the rest of the co-op through elected Representatives and shared minutes.

Benefits of Circles:

- Minimises meeting-hours without comprising group process
- Members more motivated to attend and participate in meetings because the agenda is directly relevant to their work/involvement/interest
- Faster and more effective meetings due to smaller numbers of people, all of whom have adequate background/knowledge/involvement to participate in the discussion
- All co-op members can find their best place to plug in by identifying the Circle most relevant to their interests and contributions
- Clarity of roles and responsibilities for all Circles and members

3. Separation of higher level (circle) and operational meetings

An important and effective device in Dynamic Governance is separating higher-level discussions from day-to-day operations. Things such as long-term planning, policies, and evaluation are dealt with at the Circle level. Deciding who's going to buy the building supplies on Tuesday or how many bags of rice the kitchen will need is an operational decision to be dealt with by appropriate team members and the team leader.

The key is to be clear what type of meeting is being held, and stick to that. Too often we begin trying to develop some new policy, which leads to a realization that someone needs to re-set the alarm system and "Did you take care of..." These daily operational details are important, but derail the higher-level conversation that needs to happen. Alternatively, attempts to plan the week's activities can be derailed by a dreamy proposition that really needs the Circle process and structure to be effectively developed. The end result is that neither the important details nor the equally important high-level dialogue get sufficient focus to be done well, or even completed.

The learning curve is to (a) understand and quickly identify circle vs. operational issues, (b) clearly define which type of meeting is being held, and (c) have the discipline to stick to the appropriate level of discussion. If it's a Circle meeting, anytime an operational issue springs forth, write it down on a "Parking Lot" sheet to be discussed later. If it's an operational meeting, the Facilitator should ask dreamy proposer to put some thoughts on paper after the meeting so it can be brought to the next meeting of the relevant Circle. At OUR Ecovillage, even with professional coaching and facilitation it took many months of discipline to master this; but the better we got at maintaining the distinction, the more effective our meetings became.

Benefits of Separating Operational Meetings from Circle Meetings:

- Operational meetings are fast and effective
- Higher-level policy, planning and evaluation matters get the time and focus they need to be completed and done thoroughly

4. Consent decision making:

Most co-operatives eschew democratic voting – which by definition leaves some people on the losing side – and instead employ consensus to ensure universal agreement with decisions. Dynamic Governance’s principle of “Consent” honours this philosophical commitment, with just a subtle refinement or twist to make it more practical and efficient.

When properly applied, Consensus does not mean that everyone has to be fully in love with every decision – a member may choose to “stand aside” rather than block a proposal. But the sense of the core question tends to be “Do you support this? Do you think it’s the best idea?” Through decades of personal experience as a Quaker and with co-ops, non-profits and co-housing groups, I have often experienced a felt pressure/expectation for each person to give full-hearted embracing of every decision, leading sometimes to paralysis or decision making that is unnecessarily and unproductively slow.

With Consent, the question is a bit more neutral and easier. After extensive input, dialogue, and refinement to make the proposal as strong as possible, addressing any challenges and hurdles that come up, the final question members are asked is, “Do you have an argued and paramount objection to this proposal?” “Argued” means that it’s not just a feeling, but can be put into words. “Paramount” means that the individual would not be able to do her job, or the organization would be seriously harmed by this decision.

With the question posed this way, a member may still feel that another proposal is stronger, but if she doesn’t feel that the current proposal is seriously harmful to the organization or herself (paramount) and can put that feeling into words (argued); then she is free to give her consent.

Consensus can, and should, achieve this same result. However, the experience of Consent decision-making at OUR Ecovillage (after 10 years of a consensus model) is that universal consent was reached much faster, without compromising the quality of decisions nor the subsequent buy-in and commitment to them.

Benefits of Consent Decision-Making:

- Faster decisions without compromising quality or group process
- Feeling of group and individual satisfaction, buy-in and commitment to decisions is just as strong as in consensus (and stronger than democratic vote)

5. Effective, efficient methodology for meetings

Meetings are a constant fact of life in a co-op. In a properly-functioning Dynamic Governance system, there are still plenty of meetings. But as described above, only the right people are at them, the focus is sharp and stays on track of either circle or operational issues, and consent allows for good decisions to be reached more efficiently.

Dynamic Governance also has many practical methods and approaches to make meetings more effective. Some are just common sense, like circulating proposals a week before the meeting for Representatives to review and gather input from their teams. Others involve specialized training so that Facilitators and Secretaries both have clear roles and a variety of tools to keep meetings flowing, participative and focussed.

There is much more valuable information about all this available in the “We The People” book or from a Dynamic Governance consultant, but one resource that bears mentioning is the cheat sheet called “Consent Decision-Making Summary.” (Appendix C) This simple flow chart delineates three clear phases of moving from an idea to an approved proposal:

- a) If a germ of an idea is brought to or comes up during a meeting, time may be given to the initial steps of “Picture Forming.”
- b) Once all elements of the issue are identified, a process of “Proposal Shaping” helps to brainstorm ideas, which can then be referred to a working group for refinement.
- c) When it comes back to a future meeting, it will be in the form of a full Proposal that has been circulated by Representatives to their teams for input. This final phase has clear steps and a variety of tools to help refine and (hopefully) finally approve the proposal.

At O.U.R. Ecovillage, we each had a copy of the cheat sheet at our circle meetings, so we could all clearly see where we were in the process and agree on where we aimed to reach by the end of the allotted time. This relieved us of the false expectation of taking a new idea all the way to approval in one meeting (usually a waste of too many people’s time – how much valuable meeting time gets wasted with word-smithing?), and let us come to meetings prepared and able to complete the approval of well-formed proposals. In our very first Circle meeting we approved one policy, and referred two new ones to subgroups who brought them back the next meeting ready for approval. After so many meetings where great things get discussed but not decided, we were enthused to find a model that let us close the loop.

Benefits of Dynamic Governance Meeting Methodology:

- Realistic expectations about what can be achieved in a meeting
- Clear common understanding of the steps to proposal approval
- Meeting time used for high-level dialogue and decision-making, with proposal drafting and research delegated to working groups

6. Corporate Memory

While not unique to Dynamic Governance, one key to its success lies in the thorough note-taking and communication. Each Circle maintains a “log-book”, which records not only final decisions but also the reasoning that led to them. These minutes are then made available to all co-op members, usually in written and electronic form.

In addition to log-books, Circle secretaries should also keep “Decision Logs” – a more concise record of major decisions, complete with a schedule for when they are to be evaluated and revisited. New policies should always have a time set for when they will be evaluated, and ideally a set of criteria pre-set for that measurement. “If this policy works, we should see a 20% reduction in...” This helps ensure that the co-operative continues to learn and grow, and also makes it easier to pass a policy without 100% confidence that it will work.

This accessible history log dispels any worries that certain co-op members or groups have more information than others – it’s all there. Not everyone can or should make every meeting, but everyone can read the minutes and feel up-to-date, and make further contributions to the dialogue if something vital was not considered.

Even more significantly, it helps prevent the endless re-creation of the wheel. Every year at O.U.R. Ecovillage, a new intern or member will bring up the issue of organic and local food sourcing. Rather than re-open that well-trodden ground, they can be referred to the minutes that document all the thinking that went into the existing policy. If they then have new information that might strengthen the policy, it can be re-opened for discussion. But if they’re harbouring the same reservations that were already considered when the original policy was formed, then there are clear grounds for not expending more energy on the issue.

Benefits of Comprehensive Note-Taking and Dissemination:

- History of the co-operative is preserved, not dependent on any one person’s memory and connections
- All members have equal access to (non-confidential) information, consistent with co-operative philosophy
- Policies and decisions are not constantly re-hashed unless there is new information to consider
- Decision log helps track when policies should be re-evaluated

Section B: 12 Steps to Develop Dynamic Governance in a Co-operative

The following 12-step How-To guide is not meant to make it look simple, but at least to make it look do-able. It is based on the actual experience at OUR Ecovillage; some it is how we did it the first time, some is how we did the revision after one year, and all of it is how we would do it again. Please learn from our mistakes and our successes, and share yours as we co-operatively help evolve this model for the co-op sector.

1. Study Dynamic Governance and get widespread commitment from members

Revising a co-op's organizational structure, communications protocol, decision-making process, record-keeping, and meeting methodology is no easy task. It took a huge amount of time and resources for OUR Ecovillage over the course of a full year, and while this paper might ease the process somewhat, it's still a significant investment. Take the time to learn more and decide if it's the right fit and the right time for your co-op.

- Read the book - "We the People" (Appendix A). It's essential (and a great read for us governance geeks – you know who you are!)
- Visit or contact other organizations who have done this, including OUR Ecovillage (www.OUREcovillage.org)
- Visit www.Sociocracy.info, www.GovernanceAlive.com & www.ADeeperDemocracy.org
- Explore your co-op's philosophy and priorities and see if Dynamic Governance fits

2. Create an "Implementation Circle" to guide the process

As with any major change, you will need champions who can keep the initiative moving forward and coordinate the necessary work and research.

- Select a small group of members with the motivation, ability and position to lead the initiative
- Consider hiring a consultant to support the process. The book and this guide are valuable resources, but there are many aspects that benefit from further explanation, training, or customization by someone who's been through it before. Appendix 'A' shares possible sources of consulting support.
- Develop a schedule and strategy, ideally with much of the legwork done before whenever your co-op's busy season starts.
- Plan for a time-limited pilot, then an evaluation and revision.

3. Take inventory

Before you start creating something new, take stock of what you have. Know what assets your co-op has to build on, and who you have to help you get there. Do some brainstorming within the Implementation Circle and beyond, to catalog and evaluate:

- Current organizational structure
- Decision-making processes
- SWOT analysis (Strengths, weaknesses, opportunities and threats)
- People involved – who are your key leaders, your long-term members, community partners, funders... the people who will be part of this new structure. What do your members want to see and contribute?

4. Develop your Strategic Plan

The order of #4 and #5 is important. Co-ops must be clear about their short and (especially) long-term goals before designing a structure to help achieve them. Know your destination before deciding what kind of vehicle (or donkey, or bike) can get you there.

5. Create operational teams to align with major Strategic Plan goals

A good strategic plan should have a manageable number of clearly-defined, distinct goals or strategic initiatives. This allows the Implementation Team or co-op leadership to then assign human resources to each goal. At OUR Ecovillage we were able to simply put a team name above each goal and start putting in names of the members, staff and volunteers who work in those areas – Agriculture, Building, Fundraising, etc (shown with white boxes in Appendix B).

Creating an organizational chart was not an intellectual exercise; it was driven by the co-op's goals. We identified the people we had to do the work of achieving each goal, and in the process also identified gaps that needed to be filled.

6. Identify team leaders, executive leadership

Still looking at the operational level, we need to determine how work will be supported, monitored, authorized, and coordinated. At OUR Ecovillage, we named a team leader responsible for each goal and its team members, and formed an Executive Team of 3 people (in the usual place of a single Executive Director) to provide overall functional coordination and final responsibility.

With that structure in place (and hopefully names to fill each slot – we had some people serving multiple roles which was a weakness), this is also the time to plan communication and reporting. How and how often should team leaders report to the Executive? How involved does the Executive need to be in oversight, mentoring, or even direct participation with each team?

The Executive (director or team) is usually hired or appointed by the co-op board, and has reporting responsibilities to the board. Team leaders usually report to the Executive. Some co-ops and non-profits do strive for a flat organizational structure with no Executive role, but generally someone is still needed in at least a coordinating/communication role.

7. Create Circles

Dynamic Governance, at this functional operational level, is so far fairly conventional and hierarchical. Now it's time to look at how higher-level discussions and decisions will take place. Referring back to point #3 in section A, this is again the distinction between operations and higher-level "Circle" functions.

At OUR Ecovillage, after mapping out the traditional hierarchy of team members, leads and executive to get the daily jobs done, we literally drew circles around each team and vested them with responsibility for policy, planning, setting objectives, and evaluation within their realm. In

our organizational chart (Appendix B), the operational structure is represented with white boxes; the higher-level policy/planning circle functions are depicted with shaded circles.

We also created a “General Circle”, comprising elected Representatives from each of the team circles and from the board and executive. Just like the Executive coordinates the operations across teams, the General Circle considers policies and plans that affect the whole organization or multiple teams. For example, the Building Team circle is the appropriate place to develop protocol around accepting donations of used building material, but if they had an idea to start a new construction in a new place, it would require input from several teams. The agriculture team might have issues about it blocking the sun or run-off onto their fields; the fundraising team might need to showcase the building on their tours; and the programming team might point out accessibility issues and proximity to the meeting room. The General Circle, therefore, is a place where the voice and needs of all affected teams can come together for consideration of cross-cutting issues.

Observers have raised concerns that the General Circle might co-opt the role of the Co-op board. The experience at OUR Ecovillage has been that there is a great amount of policy, planning and evaluation work that is best done by people who are directly involved in the day-to-day operations of the organization – i.e., the General Circle members. The board is elected by the membership and doesn’t necessarily have connection with all aspects of the daily work of the co-op, and therefore might not feel adequately informed to make some of those decisions. In OUR case, the board continues in its important role of setting overall direction, ensuring the financial and legal sustainability of the co-op, overseeing the Executive, liaising with the broader community, and in general ensuring that the organization is healthy and heading in the right direction.

8. Teams set objectives, strategies timeline – action plan

One of the first tasks of these newly-formed teams is to help complete the Strategic Plan. In step 4, the plan was completed at the level of major goals, but now it is the work of the people who will actually be responsible for achieving those goals to figure out how it will be done. In true co-operative fashion, each team member is part of creating measurable objectives, strategies, and detailed action plans. Their hands-on expertise make this section of the Strategic Plan more realistic and do-able, and generates the commitment and understanding of the team members that is needed for the plan to become a reality.

One could make a case for doing the training described in step 9 first, but the experience at OUR Ecovillage is that once people have dug right into the work and got their hands dirty, they’re more motivated for the intellectual stuff. Once they’ve been part of creating their own plans, they can better see the need for a governance structure that supports that plan, and can better participate in its design.

9. Train all members on DG structure, philosophy, process

Co-op members now need training in how Dynamic Governance will help achieve the co-ops goals. Topics include all the characteristics outlined in Section A – consent, circles, etc – and

much more. Some of this can and should be done in overview sessions, and ongoing training and review is usually needed through the first year of development.

Specialized training sessions are also recommended for people in elected roles – facilitators, secretaries and representatives – as well as team leads.

It would be a disservice to provide specific training materials in this handbook, before a co-op has gone through the previous steps of research and preparation. When an organization reaches this stage, training can be designed and customized with support from a consultant, online training modules, or support from other sociocratic organizations – please refer to Appendix ‘A’ for possible support sources.

10. Teams brainstorm key circle topics

Not everyone loves governance or meetings. Shocking, but true. The best tool for overcoming any initial resistance to the introduction of Dynamic Governance is to have the group brainstorm a list of key issues or ideas that need discussing. Within minutes, a team that was groaning about having to sit inside while the garden needs weeding is suddenly excited about generating a long list of items they’ve long wanted to explore. Not operational stuff, but big-picture ideas – things that they will actually enjoy exploring and developing together. New policies, new ways of doing their job and working together, things that have annoyed or frustrated them – finally, they see that there may be a chance to address all these and move forward.

Warning – when Dynamic Governance is initiated, it opens the floodgates to issues that have maybe been swept under the rug or just not dealt with effectively for a long time. There will likely be no shortage of agenda items for the first several circle meetings.

11. Teams set meeting schedule, elections

Now that the team has the motivation to work together on these self-identified bigger picture issues, the logistics of the group can be worked out. A schedule of meetings – both operational and circle – can be agreed upon. Looking at the list of circle agenda items, how often should we convene as a circle to get through them? Separately, how often do we need to meet to do operational planning, coordination and review?

At OUR Ecovillage, some groups decided on weekly operational meetings and monthly circle meeting, others did daily operational check-ins and bi-monthly circles, and some had the discipline to meet weekly with the first hour exclusively operational and the second hour exclusively circle. The important thing is that the team agrees on what is necessary, so that the meetings are self-motivated and not imposed.

12. Pilot, evaluate, revise

Strategic plan is done, organizational structure established, meeting schedules and agenda items and elections taken care of. Now it’s time to pilot the system, test-drive and learn along

the bumps. Ongoing training, evaluation and tinkering is inevitable and important. But equally important is a scheduled evaluation – perhaps after the first year, or the first full busy season.

Things slow down at OUR Ecovillage in the winter, so before our interns and volunteers left in the fall we gathered their input. Then over the winter we met to look deeply at what worked, what needed improvement, and whether Dynamic Governance was overall a good fit for our co-op's needs and philosophy. The answer to this last question was a resounding yes, so we then made the revisions needed for year two to flow more easily.

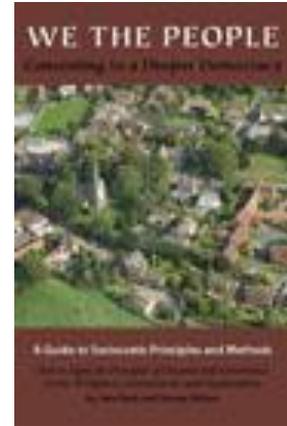
So that's the 12 steps. A lot of work, but if done right, you'll find your members galvanized into cohesive action, making effective decisions together, following-through on those decisions, and enjoying the process. The measure of success isn't how well you're following Dynamic Governance; it's how well you're governing. And how much fun you're having along the way. The brightest gem from months of mentorship with John Buck (and probably misquoting him at that) was the simple understanding that

If Dynamic Governance is feeling heavy or onerous, you're doing it wrong.

Appendix A: Resources

The Must-Read Book:

We The People: Consenting to a Deeper Democracy
– A Guide to Sociocratic Principles and Methods
*“How to Apply the Principles of Dynamic Self-Governance
to Our Workplaces, Governments, and Organizations”*
By John Buck and Sharon Villines, 2007.
Available at: <http://www.sociocracy.info/>



Rick Juliusson, FreeRange Consulting



The principal author of this guidebook, Rick worked as a consultant with OUR Ecovillage in 2011-12 to introduce, customize, pilot, evaluate and revise Dynamic Governance for their multi-stakeholder co-op. Rick has also supported OUR Ecovillage with strategic planning, and with a successful campaign to raise over \$400,000 in capital through an innovative “Ethical Investment Fund”, using a syndicated mortgage tool.

Rick offers 20 years experience in non-profit management, fundraising, training and facilitation. While Executive Director of an international development agency, Rick successfully increased the organization’s budget by 250%, established planned giving and pledge donor programs with over 300 monthly donors, created a successful social enterprise, and secured grants up to \$500,000.

Committed to the need for operational sustainability to support growth in revenue and programs, Rick facilitates comprehensive strategic planning, board and staff training, and participative program evaluation. Results have included comprehensive vision and strategic plans, organizational restructuring, board transition from an operating to a governing model, and succession planning for founders.

www.FreeRangeConsulting.ca

Dynamic Governance Resources and Consultants

The following websites contain valuable information, list-serves, and online training:

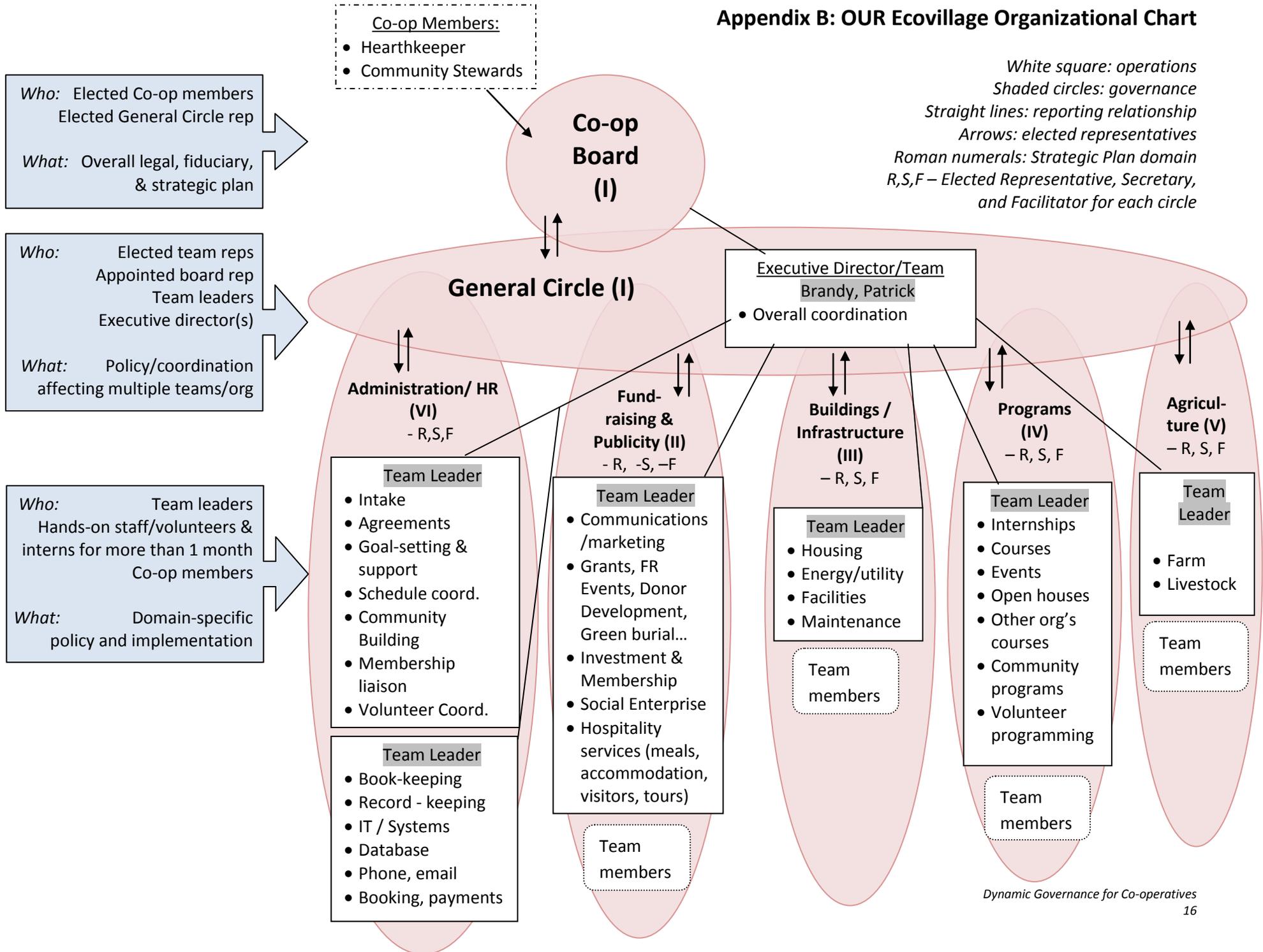
- www.Sociocracy.info
- www.GovernanceAlive.com
- www.ADeeperDemocracy.org
- www.sociocracyinaction.ca

There are many experienced consultants who can provide valuable support, including:

- Rick Juliusson, www.FreeRangeConsulting.ca
- A list on the home-page of www.sociocracy.info
- A list on p.211 of We The People

Appendix B: OUR Ecovillage Organizational Chart

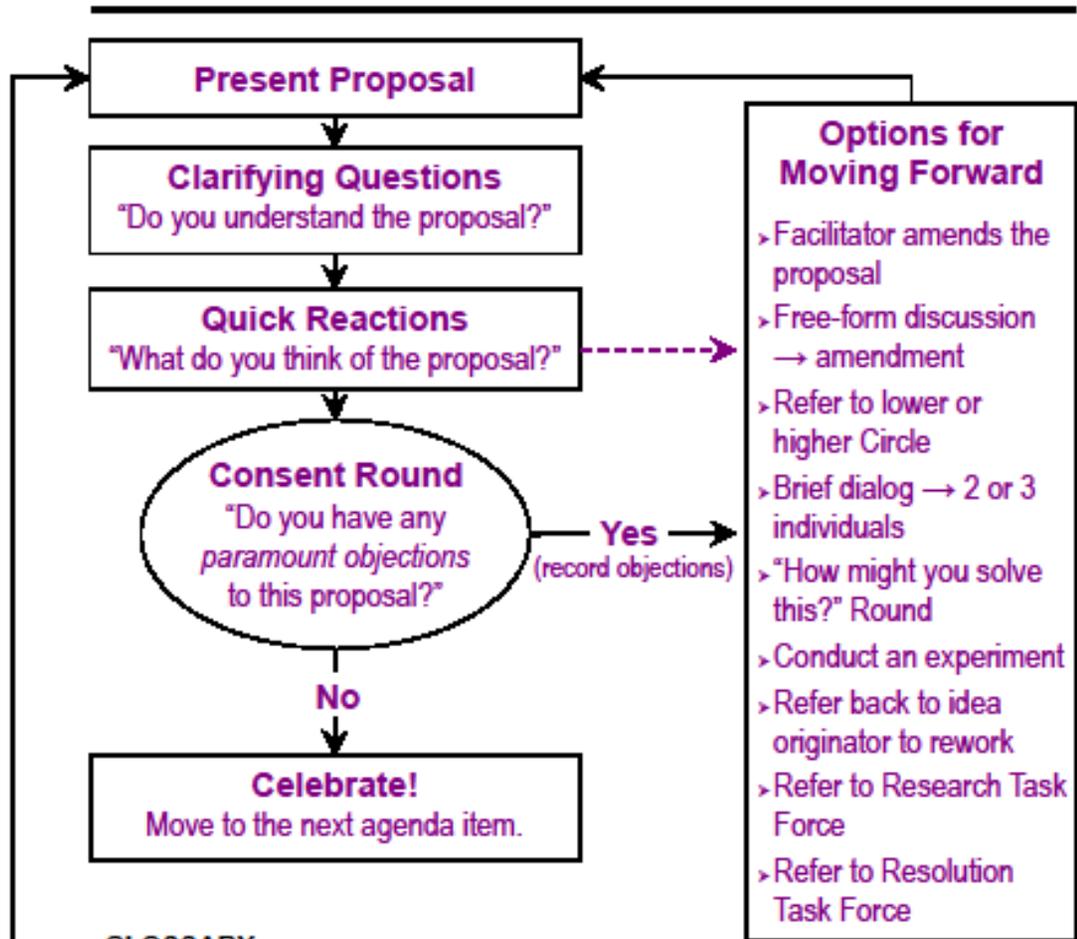
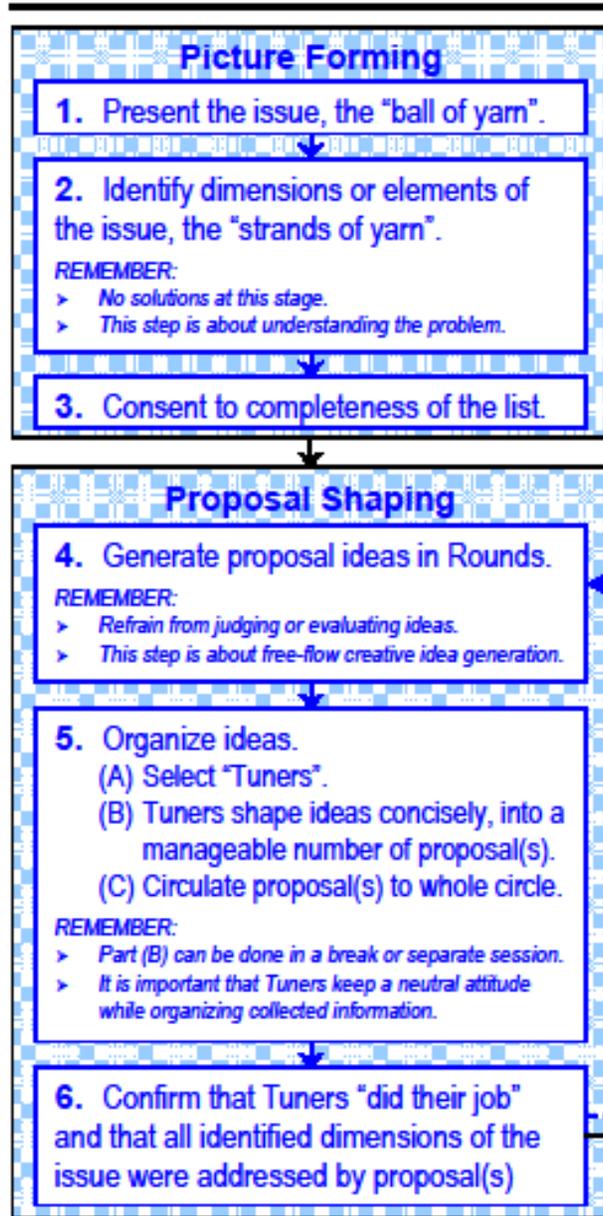
White square: operations
 Shaded circles: governance
 Straight lines: reporting relationship
 Arrows: elected representatives
 Roman numerals: Strategic Plan domain
 R,S,F – Elected Representative, Secretary, and Facilitator for each circle



PROPOSAL FORMING

Dynamic Governance Summary

CONSENT DECISION MAKING



GLOSSARY

- Round(s)* — every participant gives input in turn, with no group dialogue.
- Tuners* — individuals appointed to make information more manageable by organizing it, without additions or modifications in meaning.