

Integrative Decision-Making Process

This structured process is used in Holacracy® Governance Meetings, to resolve proposals about how the Circle should organize in pursuit of its purpose.

Present Proposal

Who Speaks: Proposer Only, Unless Help is Requested

The proposer has space to describe a tension and state a proposal to resolve it, with no discussion. The proposer can optionally request discussion just to help craft a proposal, but not to build consensus or integrate concerns.

Clarifying Questions

Who Speaks: Anyone Asks, Proposer Answers; Repeat

Anyone can ask a clarifying question to seek information or understanding. The proposer can respond or say “not specified”. No reactions or dialog allowed.

Reaction Round

Who Speaks: Everyone Except Proposer, One at a Time

Each person is given space to react to the proposal as they see fit; reactions must be made as 1st or 3rd person comments. No discussion or responses.

Amend & Clarify

Who Speaks: Proposer Only

The proposer can optionally clarify the intent of the proposal further or amend the proposal based on the reactions, or just move on. No discussion allowed, the Facilitator cuts off any discussion or comments by anyone other than the proposer.

Objection Round

Who Speaks: Everyone Including Proposer, One at a Time

The Facilitator asks each person in turn: “Do you see any reasons why adopting this proposal would cause harm or move us backwards?” (an “Objection”). Objections are stated, tested, and captured without discussion; the proposal is adopted if none surface.

Integration

Who Speaks: Mostly Objector & Proposer; Others Can Help

The goal is to craft an amended proposal that would not cause the Objection, but that would still address the proposer’s tension. Focus on each Objection one at a time. Once all are integrated, go through another Objection Round.