



“ THE NEXT GENERATION OF THE GLOBAL ECOVILLAGE NETWORK ”

NextGEN Handbook: Creating a circle of "Inspiration, Support & Action"



2009



Introduction

Welcome to the NextGEN community.

We are delighted that you want to fully step into our community and create a regional circle of **Inspiration, Support & Action (ISA)**. By now, you should already be a member of NextGEN, have checked our our website, and know what we are all about. (If you still need an introduction to NextGEN, please read "What is NextGEN" on page 77 first).

This handbook is designed to guide you through creating your circle and connecting it to the global movement of inspired people who are bringing their dreams alive for *a peaceful, sustainable and interconnected world*.

Remember: a "NextGEN Circle of ISA" is not the end, it's the beginning. It is a creative container in which like-minded people come together in community to create positive change and the **Next Generation of Ecovillages: People living holistically, in community, everywhere**. NextGEN is a youth led organisation, allowing the **Next Generation of our world** to create the world they will live in. To enable this to happen intergenerational dialogue is key, and we welcome people of all ages to make it work.

NextGEN circles are there to support the emergence of new creative ways of being. Maybe the circle supports its members to create their own businesses: an eco café, fashion boutique, permaculture landscape gardening firm, community consultancy, or eco retrofit builders. Your circle may start working with local schools through drama, initiate new educational projects, or create community allotments - there is no limit. Having an internationally recognised charity backing you and your local / global community is one of the things NextGEN offers you to create what the world is asking for NOW.

We have researched what it takes to create a youth led organisation / community, then handpicked and simplified the best methods found. They are integrated within this handbook so that your circle of ISA can grow from solid foundations.

It is up to you to bring your ideas and passions alive to create community and start taking action.

We hope you will share with us what works for you so we can expand upon the **Next Generation of thinking** (and this handbook) and make it more accessible to the rest of the world.

NextGEN: Creating a circle of Inspiration, Support & Action



Throughout the handbook you will find the support that NextGEN offers and a host of resources to go deeper should you choose. We will keep you updated with opportunities to develop your NextGEN circle and encourage you to create and find your own, both locally and globally.

For support along the way **contact the circles in your local area** or CircleDevelopment@nextgen.cc

We encourage you to scan through all of this material before starting to work through it in a style that works for you. If you need support please ask for it. We suggest you give yourselves several weeks to create your circle's purpose, select the needed roles and choose which opportunities your circle will apply for from NextGEN.

This is NextGEN's first handbook; we imagine future versions will include additional resources such as educational PowerPoints, further training materials and more training opportunities. We hope you enjoy reading through this handbook, and we are confident that it will give any community or organisation strong foundations to grow from.

And finally:

Remember keep it light and keep it fun

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CHAPTER 1

What is a NextGEN circle?

A NextGEN circle is simply a group of people creating community while inspiring and supporting each other to take action.



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Stepping into NextGEN circle is stepping into a learning community. We are constantly educating ourselves on what is needed to create a sustainable, peaceful and interconnected world whilst putting it into action at the same time. In doing this, we are changing the current model of education.



The best way to learn something is to teach it. For this reason, we are constantly teaching each other what needs to be learnt and sharing this knowledge with the rest of our community. As we build community this happens on various levels. Not only on the practical but also the personal (emotional, spiritual, mental, physical).

The education and the action happen at the same time. It's like being in a constant Ecovillage Design Education course: learn, design, implement, learn, design, implement.



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Avoiding rigid structures and bureaucracy.

As we go deeper into the **Next Generation of thinking** and our own development, we discover that red tape and rigid power over hierarchies don't seem to inspire or support us. We start to embrace holistic, systemic thinking, healthy chaos and our interrelated world, yet we still need some structure to root us in taking action together and communicating. NextGEN has given birth to a self-managing global holarchy which keeps growing and we have no idea where it will end or what it will look like. The great thing is that you do not need to understand anything about cybernetics or the holographic theory to be part of it, just be and do what works for you.

Each circle is autonomous, meaning it is free to decide how it is managed and what structures and rules it puts in place, if any. The few common structures and policy for all NextGEN circles that are needed for us to work globally are covered in this handbook. We encourage you not to make too many rules as you create the **Next Generation of Ecovillages**, and to keep your community light and fun.

The core of creating a **learning community** is based upon 5 “learning disciplines” – lifelong programmes of study and practice:

PERSONAL MASTERY

MENTAL MODELS

SHARED VISION

TEAM LEARNING

SYSTEMS THINKING

These are explained on page 51

CHAPTER 2

Creating your circle, the basic steps

In this section, you will find the basic steps you will need to take to create your circle. Remember to read this guide before sending the request for your circle to join the global community.

a) Gathering your core visionaries and support network

To create an intentional community, it helps to start with a few *motivated* people who are *passionate* about what they *intend* to create and with a clear *vision* (this is you). You are the leaders in this moment, laying the foundations for others to lead later. If this is clear from the start, manifesting your dreams and projects should be simple:

Passion

Motivation

Intention

Good will (Good use of freewill)

Vision / serving the highest

Leads to manifestation.



We suggest in starting this process to keep your circle small - approximately. 5 or 6 people (2 can also work but more is desirable). This way the vision will not get too diluted, providing a clear focus that will inspire and support you all practically. At least two of the people in this starting process need to be under thirty years old.

It really helps to have the support of elders and a local organisation. The outside perspective and support of people who have been in the sustainability movement can be invaluable while creating intergenerational dialogue, which has huge benefits.

In creating your vision it is helpful to know what support and resources you already have access to. By connecting with an already established organisation such as:

An Ecovillage

Permaculture Network

Transition Town

Local Community or Youth Centre

University

You can ground your vision physically in a building or home base. And, of course your friend's living room is O.K. too.

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b) Creating community consciousness: Shared Vision and fulfilling your purpose

Every NextGEN circle, community or organisation has a destiny; a deep purpose that expresses its reason for existence. Through working in community, it is possible to allow this purpose to become conscious of itself. We may never truly know what the purpose is; but, by choosing to continually listen for the sense of an emerging purpose, we can change from a reactive to a creative culture.

Obviously, you may have a sense of a much larger broader purpose for life in general, developed from your own views, religious beliefs or perspectives you have experienced or heard about from others that deeply resonate with you. All of these are still real and valid. When we talk about emerging purpose we are referring to living in the moment and using the moment to create the highest possible potential that exists within it.

If all organisations were viewed as communities, we would start to notice shifts in the following worldviews:

- people work in organisations to get what they want from the organisation

TO

- people work in communities to contribute to the success of the community, and benefit through the process

TO

- people work in communities to allow the community to become conscious of its purpose. When the purpose of a community is liberated, it can start to evolve consciously.

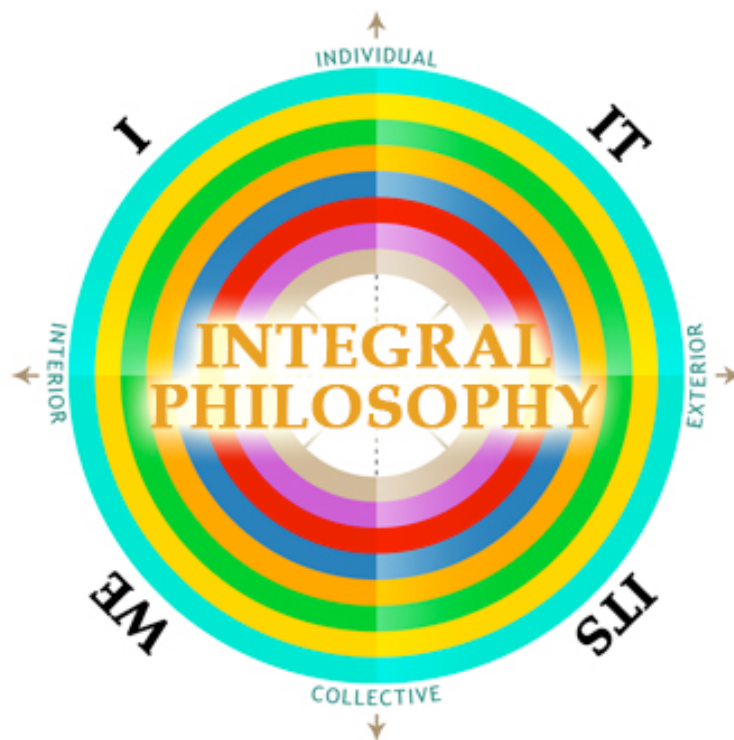
Aiding a community to achieve its purpose does not mean giving up your free will or sacrificing yourself. It is actually the opposite: Using your freewill (your personality, your ego, your creativity) to co-create with the community. This handbook points at tools to aid this shift. Spiral Dynamics integral for a deeper understanding of the relationship between “I” & “We” and Dynamic Self-Governance for developing a healthy creative sense of I or ego while working within a group. There are many more out there, again we encourage you to share your findings about what works for your circle with NextGEN as a whole.

All circles, communities, organisations and businesses are able to allow organisational consciousness to emerge.

Once organisations start to operate like communities, the organisation can start to detect and fulfill its higher purpose. The focus becomes wider than money because the organisation understands the interrelated relationships between the social, environmental and worldview areas of life. The organisation knows its health is essential if any economic sustainability and long term growth / abundance is going to be achieved.

Imagine if all types of organisations were working to uncover their purpose, their highest potential. What would the basic strategy of a vending machine company look like?

Example:



Quick Drinks Vending Machines

Vision: *A world where the thought of thirst never crosses a persons mind*

Mission: *To provide healthy and ethical liquid refreshments of the highest possible quality in all public places*

Aims:

- At least 5% of annual profits supporting water cleansing projects in majority world regions
- Advertisements that make children want to drink less sugar
- Increase sales by at least 20% more than last year

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Getting clear on your individual and circle's purpose

We all have our own reasons and desires for doing what we are doing. It is important to recognise these and make them explicit. This creates more awareness, transparency and trust within your circle. Often in stating why we are doing this, we inspire new urges and aspirations in others.

Once this clarity and transparency has been achieved, we can start to find the synergy and cross-pollination between one another's desires to create something we can unite in and work together in achieving.

It is important that what we work for in community serves both the individual and the circle. We can turn sacrifice into service allowing a healthy expression of our actions to emerge. In this way we can become clear in: where we can work together, where we can support each other to follow their passions and where sometimes we need to take a project on, on our own.

All of the steps below are recommendations and advice. We encourage you to develop our ideas further and create something that works for you. There is an example of the completed application form your NextGEN circle needs to fill in on page 45.

Developing and listening for your purpose

Having a personal mission statement is a powerful tool that can aid you when working with others towards a shared mission. If you start to become conscious of your own purpose, it is easier to separate yourself from the circle so that you do not get wrapped up in trying to push your own personal agenda or will onto others.

Viktor Frankl says, *"We detect rather than invent our mission in life."* He also says *"Everyone has his own specific vocation or mission in life, therein he cannot be replaced, nor can his life be repeated"*.

Having a purpose for your life is not a solution for happiness, but the power of it will help your confidence, centre your intent for life and aid you in living the life you want. Remember not to become too attached to your purpose and to stay conscious with it (and your circle's purpose) and see how it evolves.

Developing your circles purpose: Vision, Mission & Aims

Below are two options (we recommend option 2) that will help you get clear on your purpose and strategy, there are many more out there. But first some background and definitions:

A circle's Purpose is defined through: *Vision – Mission – Aims*

The Vision, Mission and Aims are three interconnected aspects of the purpose and intentions of an organisation.

Would you be more inspired to be in an organisation that:

- asks you what sort of world you want to live in and supports you to contribute to it?
- is explicitly clear in what they are working towards?
- gives you a voice in how you collectively achieve what you are working towards?

Generating vision, mission, and aims are the starting point when organising the work of a circle. All circles share the overall Vision, Mission & Aims of the organisation; each circle then has its own unique Mission & Aims that support the fulfillment of the overall Aims, Mission and Vision thereby uniting us together in co-creative action.

It is vital that all members of a circle have input in creating its Mission and Aims so that they represent the shared passions and agreements of the group, and create a composite picture of what we are collectively achieving.

As a NextGEN circle is a semi-autonomous, interdependent group working together to achieve common aims, it is essential that each circle member has the same understanding of the circle's purpose (Vision, Mission and Aims). Without this mutual understanding and transparency, communication and decision-making becomes difficult, if not impossible.

Vision

A vision is an image of the future as the circle sees and desires it. It is a shared dream of all members, giving a sense of shared values, identity and purpose. The Vision does not need to be realistic; idealistic dreaming is welcome here. When you write a vision ask the question:

“If this vision was reality would NextGEN be needed in the world?”

If the answer is no, and we could all have a well deserved holiday, you probably have a good vision.

The whole of NextGEN contributes to and shares the same overall Vision.

Mission

The mission is the assignment the circle gives itself to realise its vision, its purpose. The mission is the shared intention of all of the members and all members need to believe it is achievable and valuable. The mission should serve as a source of motivation.

Vision and Mission are strategy related. Any well functioning organisation will have these in place as well as other methods to define what it works towards.

Aims

Aims are specific actions (projects / intentions) that the circle intends to achieve to realise its mission. Aims specify the results that will be achieved and, therefore, outlines what the circle should work towards.

Option 1: Listening for the emerging purpose. “Discovering our synergy”:

(if you have the time we suggest using option 2 as it will create more mutual understanding and support community building)

Start this process with 5 minutes of silence. Reflect on the following two questions and see what comes up for you:

What does this NextGEN circle need to be in the world?

What does the world need this NextGEN circle to be?

1. Give each circle member a space to talk without being interrupted. They can personally share on topics like:

- Why they are here now
- What they want to achieve in life
- What they are passionate about, what inspires, excites, enthuses and motivates them
- Their ideal job
- What they currently see as their main guiding principle, the driving force in their life, what they feel responsible for bringing to life?
- What principles the circle will have
- How they see the circle working together
- How the circle would handle the good and the bad times
- What mission they feel the circle should have
- What they want to see this circle achieve in the world
- What contribution this circle will make in the world

Have two people record and identify the common ideals and threads, the emerging purpose. They should also record any practical projects and function ideas that arise.

2. These two people should then share their recordings with the whole circle and listen to the feedback, identifying the main shared themes even further.

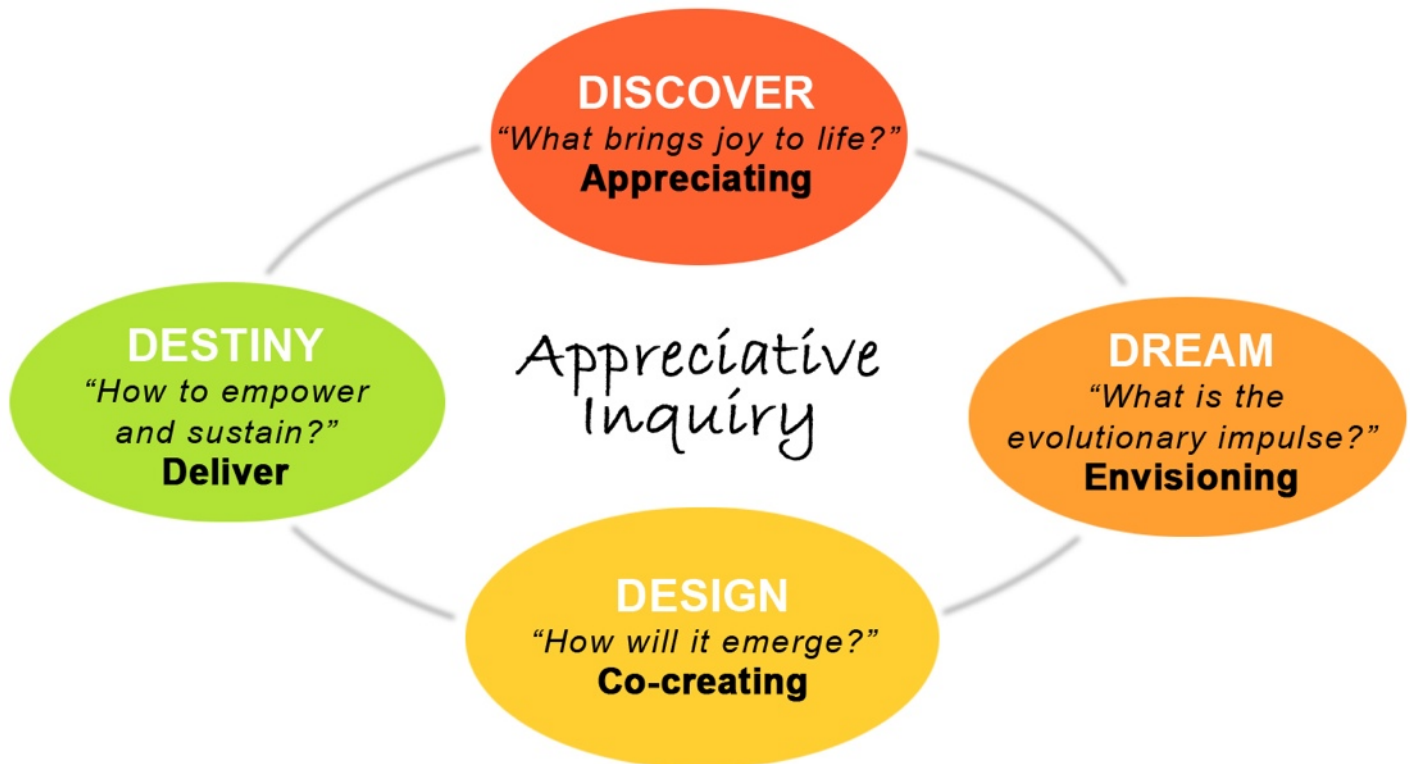
3. A draft mission statement for the circle and a list of aims then needs to be created and consented to by the circle (see page 45 for an example of the completed form).

Option 2: Listening for the emerging purpose: “Building on what works”

Our virtuous circle of Inspiration, Support & Action allows us to focus on what is working, instead of what is not. In creating your NextGEN circle, we encourage you to do the same. We create our world by what we put our intention into, so let’s focus on what gives us pleasure.

Appreciative Inquiry¹ is a co-evolutionary approach that searches for the best in people, communities, organisations, and the relevant world around them. It is a useful tool to develop a mission statement and the aims that will lead you to your mission. It simply works by releasing what is, and entering into a meeting with no agenda by following these four simple steps:

1. **DISCOVER:** Identify what works well (what makes us smile :-).
2. **DREAM:** Envision the future we want.
3. **DESIGN:** Plan the processes that would create the future we want.
4. **DESTINY (or DELIVER):** Implement that plan, live that future that moves us inside. (Steps: 2 and 3)



¹ Appreciative Inquiry methodology was developed by David Cooperrider



Appreciative inquiry encourages us to turn our attention away from fixing what does not work to building on what does. When conflict needs to arise, the appreciative inquiry approach allows it to be expressed and transformed within the supportive awareness of the circle. Appreciative inquiry does not mean just being nice, it is a way to recognise and transform our shadow side in a healthy way. Appreciative inquiry is more than a model, it is a way of being. Later, when you use the Dynamic Self-Governance integrative decision-making tools, you will experience how appreciation is built into the model.

GIVE IT A GO

Check in

Take a moment of silence to bring the circle fully present. Each member then has a few minutes to say how they are feeling and why they are here.

Now take 5 minutes in silence to reflect on the following two questions, paying attention to what comes up for you:

What does this NextGEN circle need to be in the world?

What does the world need this NextGEN circle to be?

Have several of the below questionnaires printed out and begin the appreciative process.



Appreciative Inquiry Questionnaire

Discover

Looking at what makes us smile :-)

Interview each other (1 on 1) using this prepared questionnaire (you can just print out a few extra copies). Take about 15 minutes each, one person asking the questions and recording the answers and then after about 15 minutes or when you have finished question 5, swap over.

1. Think of a time when you felt good about what you were doing, perhaps a time when your contribution really made a difference. Relive the story by telling it as if it were happening now. Who was involved? What was your part? How were you effective? What skills were you using? What was so inspiring about it?

2a Without being too humble, what do you most appreciate about yourself?

2b What do you most appreciate about your work?

2c What do you most appreciate about community?

2d What do you most appreciate about NextGEN?

3. What values are important to you in the designing and delivering of your work?

4. Imagine you are describing your NextGEN circle to a friend. How would you describe its essence or its unique life-giving force?

5. Imagine it is two years in the future. All the changes you wanted to see in your community have happened. Describe how your community is now, as if you are living in that future.

How did these changes come about?

What was your contribution?

What aspect of the change are you most delighted with?

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Report Back on question 1 – one by one tell your partner’s story to the whole circle. After the stories have been shared, the circle is invited to shout out key words, phrases and images that came up for them throughout the process. These are recorded onto post-it notes by a third person (all of these will be added later to a collective brainstorming page). No one can be wrong in this process. We are just sharing what makes us feel good, “positive gossip”.

Break back into small groups of three or four – create key words/ideas on post-it notes around the emerging themes you have expressed and heard.

Inspired people are then invited to share their answers to Questions 2, 3, 4 and 5 and the key words/ideas that emerged in the smaller groups that have been transcribed onto large post-it notes. All these post-it notes and the ones from earlier are added to the collective brainstorming page. *The collective brainstorming page can be a flip chart, large pieces of paper on the floor, or even just a big rug.*

The collective brainstorming page should be divided up into 5 sections around the questions answered:

- Stories
- Values
- What is the Project’s Life- Giving Force?
- Dreams
- Still emerging

Dream

Envision the future we want.

With all of the post-It notes on the collective brainstorming page, three people are invited to cluster them together around related themes, phrases and images while adding new ones and moving sections around. Expect new striking pictures or statements to emerge.

The other circle members are there to support and are invited to draw, individually or collectively, the essence of what they see before them.

In this part of the dream phase, we are creating a space for more intuitive, creative right-brain interpretations of the circle’s emerging purpose.



Now it is time to create a “Provocative Mission statement” (and vision statement if you so choose) from the collective brainstorming page that has expanded our perspective from the individual to the whole circle, honouring both.

The Mission statement should represent the shared ideas and ambitions that were discovered in the Discovery phase.

The Mission statement needs to be:
Specific, Achievable, Collaborative, Challenging and Inspiring.

Once a draft has been written it needs to be tested against the circle’s values.

We need to ask ourselves:

- Is this in harmony with my values?
- Does it inspire and motivate me?
- Does it capture the heart and soul of this NextGEN circle?
- Does it represent the best within NextGEN?

When answering these questions we will have personal values and organisational values. When many of the answers to the questions satisfy both, we are on our way to a great mission statement.

Your mission statement may appear very quickly or it may need to be reworked once or twice to get to this point. Mutual respect is needed so that the finished product is greater than that which one individual could do alone.

It is O.K. to move to the next phase, the design phase, with only the bones of your mission statement. You can allow one or two individuals to do the final crafting before the whole circle gives their consent.

It is important to periodically review your mission statement (using this same process if you choose) with all the new members of your circle as you listen further for your circle’s emerging purpose. You may move to the design phase on the same day or choose to carry on the process a few days later.

Design

Plan the processes that would create the future we want.

Once the Mission statement has been finalised we need to fulfill it by creating aims (and achieving them). Aims are an essential part of any NextGEN circle. They provide direction and are a starting point for taking action. If aims are not clear, the decision making process can become time consuming. Proposals can be rejected by the circle on the point: "it is not in-line with our current aims". Thus it is important to do this process well.

You may choose to add strategic directions or other criteria as a way to identify your aims more systemically. Support to do so is not given in this handbook and a real example is given in the appendix (page 78). Strategic directions will also aid in consenting to new aims later and build even more clarity around what your circle / communities shared intention is.

We encourage you not to build your circle around your shared values, as our values often change as we do. For example:

Capitalism is built around the values of competition, success measured through materialism, fast progress, etc. Organisations that are built around capitalist values can become very stuck when their employees values move away from capitalism. Common results are: people leave the organisation, the organisation collapses or the organisation moves into chaos and starts to rebuild itself around egalitarian values. The same process is likely to repeat itself when the egalitarian values are transcended and a new value system emerges.

If your circle takes the Spiral Dynamics integral (SDi) survey, you will gain a much deeper understanding of this concept and how our values evolve with us. You may recognise that each previous value system was needed to create our current experiences and current value systems. The model can reinforce the understanding that if someone values something differently than you it does not make them wrong; both perspectives are equally valid. Our work becomes about encouraging and supporting people without prejudice, so that their values can grow and change into higher more complex value systems. The Dynamic Self-Governance processes embodied throughout NextGEN enables our actions to be in line with our current collective values. This removes the need to collapse the organisation and start all over again to create an organisation that meets our current values.

CREATING YOUR CIRCLE'S AIMS

It can be beneficial to brainstorm around these questions first, using your collective brainstorming page, created earlier in the appreciative inquiry process:

- What is critical for the success of our circle?
- What factors are essential in our circles Mission?
- What are our core functions?

Now brainstorm on what aims will enable you to fulfill your Mission, using and harvesting the wealth of information on your collective brainstorming page. It is important to use the wisdom of the circle here; hearing each voice and perspective.

It can be helpful to use the Dynamic Self-Governance decision-making method that includes proposal forming to develop your aims. You can always go back to your aims once some of your circle members have taken up the Dynamic Self-Governance Advanced Facilitation training offered through NextGEN. How to apply is covered in this handbook (page 53)

DESTINY (or DELIVER): Implement the plan, live the future that makes us smile :-)

Decide on the resources (human and other) and time lines that you need to deliver your dream so your circle can live its destiny. Once each aim has been articulated and consented to, you need decide who will work on it.

By having clear, well-formulated aims, members can add a proposal to the agenda of their next circle meeting as a way of achieving their Mission while empowering themselves and taking action that inspires them, with the support of their circle. (Oh look, this aids achieving our Vision & Mission through self-empowerment and providing Inspiration, Support & Action)! If the proposal is consented to, it will become one of the next courses of action.

The person(s) working on achieving the aim then need(s) to plan how. We suggest this is done by making the aim **SMART**

S = Specific

M = Measurable

A = Attainable

R = Realistic

T = Timely

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Specific:

Is the WHAT, WHY & HOW.

What are you going to do?

Why is it important now? What will ultimately be achieved?

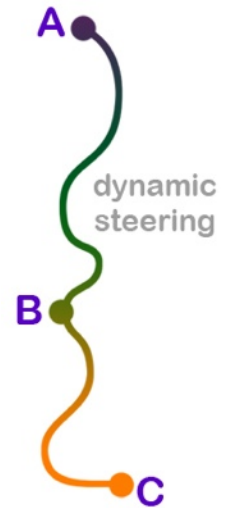
How are you going to do it?

Measurable:

To achieve an aim we need to be able to measure it. The measurements indicate what direction we need to move in to accomplish the aim (allowing new aims to emerge).

It is good to add short-term measurements into the aim. Measurement should also be present within circle meetings. For example:

We intend to send out 40 "hitchhikers guide to the ecovillage" packs to individuals by December. We intend to have 60% of this information back by March and added to the database by April.



Attainable:

Ensure the aims are realistic. To have established 20 NextGEN regions in every continent by the end of the year is not attainable. To have 4 more NextGEN regions in Europe by the end of the year is attainable. Having an attainable aim and achieving it provides more motivation to the circle and allows NextGEN to really take action in the world, not just create pipe dreams (we use our dreams to reach out to what is attainable in the moment).

Realistic:

Realistic does not mean easy. To achieve the aim we need to have the skills needed within the circle or at our disposal. We cannot aim for NextGEN members to organise and hold an EDE before the members have the accreditation to do so, and the needed skills in facilitation. It is good for the aim to develop skills in people but not break them.

Timely:

Set a timeframe for the aim, giving an end date on the aim gives a clear point to work towards. The time must be: *Measurable; Attainable; Realistic.*

Balance your circle

GEN (our Mother organisation) is more of a Yin (feminine / enabling) organisation, NextGEN has become a Yin / Yang (feminine & masculine / enabling & creative action based) organisation.

Notice: **Inspiration** is both masculine and feminine, **Support** is more feminine & **Action** is more masculine. This means the core of NextGEN allows each circle of ISA to start off balanced. We encourage you to keep this balance by both enabling and taking action together. You can measure and check on this by simply looking at your aims.

The above concept can also relate to creating a healthy sense of I & WE in community. We have touched on this, and you have the opportunity to go deeper by taking the Spiral Dynamics integral survey offered in the appendix of the handbook. It basically relates to express self and sacrifice self. To remain healthy we need to do both so remember to keep BALANCE in your community and it will be easier to integrate everything else in the future.



c) Getting clear on roles and what you expect of each other

Clarity within roles and accountabilities

When we work together it is important to have clarity on who is responsible for what, and with how much freedom. This clarity will stop misunderstandings, save time and empower people to fulfill their role (achieving the aims). Being clear about how much trust you are willing to put into a person to do a role provides the transparency needed to remove unfounded fantasy around “do people trust and support me to fulfill my role”? This level of transparency will start to build trust within a group and push people beyond their own internal dogma.



Working in this way we are able to pass leadership over to each other, leading and following in the correct moments. This is relevant to consent decision-making because the person fulfilling the role is often as important as the function the role provides. Therefore, first we consent to the role and its functions (creating the clarity) and then we consent to the person doing the role (making the trust and support explicit). Quite often the role will change depending on who is fulfilling it, to ensure the full support of the group and the best match between the role and person.

For guidelines on using the DSG role selection process that also encourages appreciation and builds trust see the appendix (page 65)

d) Connecting your circle to the global holarchy

NextGEN a self-governing holarchy

NextGEN has been said to be at the cutting edge of organisational design by organisational consultants and trainers. By combining various methods and systemic approaches we are creating a self-governing holarchy, the first known to work globally. And, of course, as we are NextGEN, the real leading of our work is done on the local grass roots level by you.



The difference between a hierarchy and a holarchy is quite subtle but the experience of being in one is quite the opposite, we move from dis-empowerment to empowerment. All of this is not explained in this handbook but on-line resources should follow soon. Very simply, all NextGEN circles are connected to core circles and all the core circles are connected to each other. This Ensures information and decisions flow up, down, across and all around the globe.

Below are the main elements or holons that make up our holarchy:

A holon is a whole / part, thus the parts that make up your circle are also holons: you are a holon; the NextGEN circle that you are part of is a holon; the core circles your circle is connected to are holons, as everything is a part of everything else. This is a true acknowledgement of our interdependence and how we act because of it.

The holons of NextGEN's Holarchy:

NextGEN members

Any individual who is inspired by NextGEN and joins on-line. Members are updated on all NextGEN's amazing work and can participate in NextGEN events, be invited to regional gatherings, join circles in their region and apply to be an active circle member. Members may volunteer in a NextGEN circle without being an active local circle member. Volunteers in a circle can not fulfil the double links (i.e be selected co-coordinators or representatives).



NextGEN circles of Inspiration, Support & Action

There are various NextGEN circles. Local, Regional, Temporary, and many more. All circles are created in a similar way and then developed by their member's creativity. All NextGEN circles are linked together to ensure effective networking and information flow. Again creativity is the key and, to ensure consistency, the only link you need to become a NextGEN circle is a double link that must be filled by two of your active circle members. All circle members are responsible for co-leading the circle to its mission and fulfilling its aims. To create your double link and become a NextGEN circle you need to select a co-coordinator and a representative. These two roles have certain responsibilities (as all the other roles you create in your circle will) but should not be seen as positions of power: just an essential element to support your circle's development and link your circle to all of the others.

We suggest that when your local circle reaches sixteen active members, you split into two local circles simply for effectiveness of working together. This split can happen in a variety of ways. The most obvious would be on tasks you are working on. At the same time we would encourage you to all stay connected, collaborate on projects and have fun and social times together. This suggested split is simply to ensure decision-making is a pleasurable process and close relationships are possible. We would expect you to all still be sharing your inspiration with each other.

Below are the roles descriptions and accountabilities that your circle will start with. These are the bare minimum, you can add to them if you need to.

Remember all new active circle members need to be consented to by the existing circle.

Active circle members:

- Any age.
- Unleash your **Inspiration**, lead from it and share it with the world.
- **Support** the fulfillment of NextGEN'S Mission. Be within, respect and develop NextGEN's culture in a positive way. Commit to being in a learning community.
- Take **Action** to fulfill your circle's mission and aims.
- Have the power of consent in the circle.
- Read the "Creating a NextGEN circle of Inspiration, Support & Action Handbook", adhering to the policies set by NextGEN and your circle. If you don't like them, suggest how your community can learn and grow.

NOTE: All current active circle members will need to consent to new active circle members and volunteers.

NextGEN: Creating a circle of Inspiration, Support & Action

Selected co-coordinator role:

- Be under 30.
- Commit for a longer period (suggested minimum of two years).
- Have an overview of what is going on in the circles you are part of and NextGEN as a whole.
- Have an awareness of and focus the circles activities and communications.
- Be able to represent your circle's interests and needs and balance them with the needs of NextGEN as a whole.
- Bring the input of your circle's members to connected circle meetings.
- Attend every meeting or send a replacement.
- Ensure a "Selected Representative" is present in all linked circle meetings.
- Be willing and able to do the needed work in the linked circles, preparing reports, etc.
- Be willing and able to take minutes.
- Inform NextGEN of any changes to the selected co-coordinator and representative.
- Provide the circle with any information they ask for from NextGEN's private internal communication system, budget, info, past minutes, annual reports, etc.
- Provide information to NextGEN for admin purposes on circle member's personal details when asked for (*this information will not be shared outside of the organisation without the individuals consent*).
- Pass the circle's requests to the other circles using NextGEN's internal communication system.
- Create / manage the required Google groups for the circle (typically two: one for attracting new members and one for circle communications). As the co-coordinator, management can be delegated but the responsibility cannot. Add InternalComms@nextgen.cc as a manager for each google group you manage. (For information on NextGEN's use of google groups see page 62)
- Invite new circle members into the community sphere see page 61)
- Pass information on to connected circles about newly created circles of Inspiration, Support & Action.
- Pass information on to connected circles about a change to other connected circles in regards to Mission, aims and co-coordinators.
- Pass information on to connected circles about all other relevant information.

All members should have the following awareness, but there needs to be a level of accountability, and this is achieved through the co-coordinator.

- Ensure members and volunteers are motivated and supported.
- Ensure all circle members and volunteers have clear accountabilities and these are understood and consented to by the whole circle.

- Ensure tasks are getting done and their circle is working towards its aims and the mission of NextGEN.
- Ensure NextGEN is not abused by unofficial circles, letter headed paper, etc.
- Ensure that circle meetings are organised with a form of facilitation (preferably with DSG), minutes are produced, etc.
- Uphold DSG principles (consent, role selection, circle structure, double linking).
- Set a review date for all relevant decisions, roles and methods to measure progress.
- All official partnerships must be formalised through completing a partnership contract.
- Uphold all policies consented to.

The co-coordinator position is a role of responsibility. Although we have a holarchy instead of a hierarchy, we are leaders, leading each other and we need to pass power back and forth. The responsibility of this role must be taken seriously and the circle can decide how to delegate the responsibilities.

Selected representative role:

- Be under 30.
- Have an overview of what is going on in the circles you are part of and NextGEN as a whole.
- Have an awareness of the circle's activities and communications.
- Be able to represent your circle's interests in connected meetings.
- Take the time to actively listen to all circle members perspectives. Accurately stand for what your circle has consented to. If decisions taken in connected circles are out of the range of tolerance of your circle, be able to articulate and reason your objections and come to a solution with the other circle.
- Attend every meeting or send a replacement.
- Be willing and able to do the needed work in the linked circles, preparing reports, etc.
- Be willing and able to take minutes.

Roles we suggest you create to ensure enjoyable and beneficial meetings:

Meeting Facilitator (Ideally trained in Dynamic Self-Governance).

Minute / note taker.

Timekeeper and emotional well-being awareness person.

All your other roles will depend on your circle's aims and the best way to achieve them. Please ensure that you create accountabilities for each role as above, and make sure that each person in the role has the consent of the circle.

Double linking your circle:

All NextGEN circles are doubled linked together using the principles of Dynamic Self-Governance. These two links are achieved through the selected co-coordinator and the representative. They ensure top-down and bottom-up hierarchy. For more information on this please see the appendix (page 65)

Once your circle is accepted we will link you to your regional circles by forwarding the information about your selected co-coordinator and representatives.

If your local circle of ISA is the first in your region, you will automatically become the core circle for your region. Example:

If you are the first circle in Australia, you will also need to create the Australian regional core circle.

The core circle's main purpose is to maintain communication within the regions (i.e. informing regions of new local circles of Inspiration, Support & Action). In reality, they should not be making too many decisions or meeting that often.

If you have aspirations wider than your local area (we hope you do) then you will need to create a mission and aims as you did for your local circle. If your focus is only for your local area your mission and aims for the regional core can be as simple as:

Mission: NextGEN in Australia

Aim: Manifest people to ground NextGEN effortlessly in Australia

As new local circles are created in your region, NextGEN will let you know who the co-coordinator and representatives are so that the double links can be made. The linking of all members from all over the globe is carried out through our social networking software: the "Community Sphere".

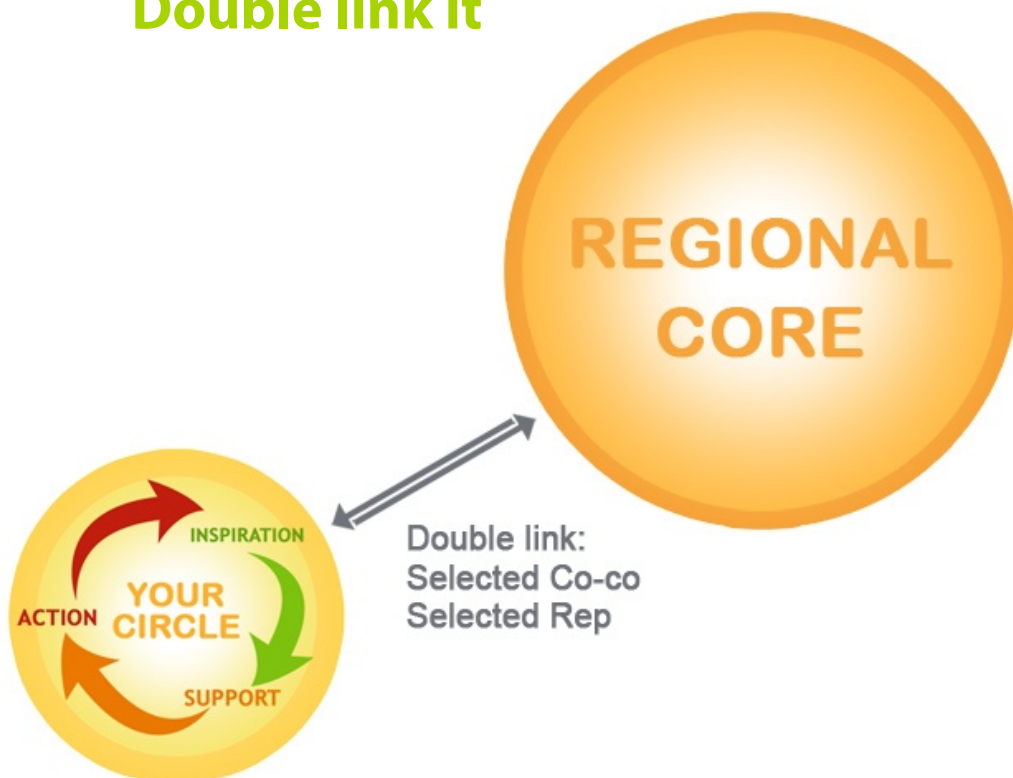
How it works !

Create your circle

Create your circle

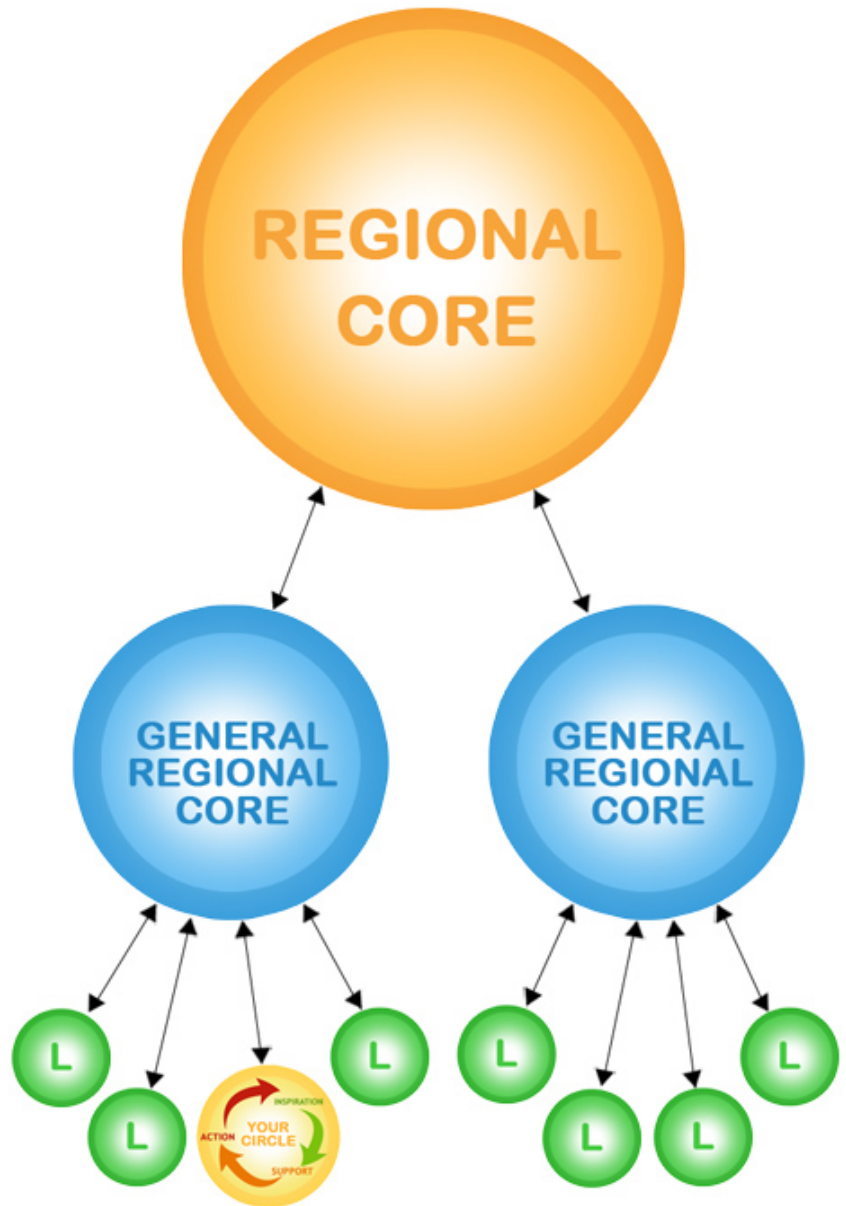
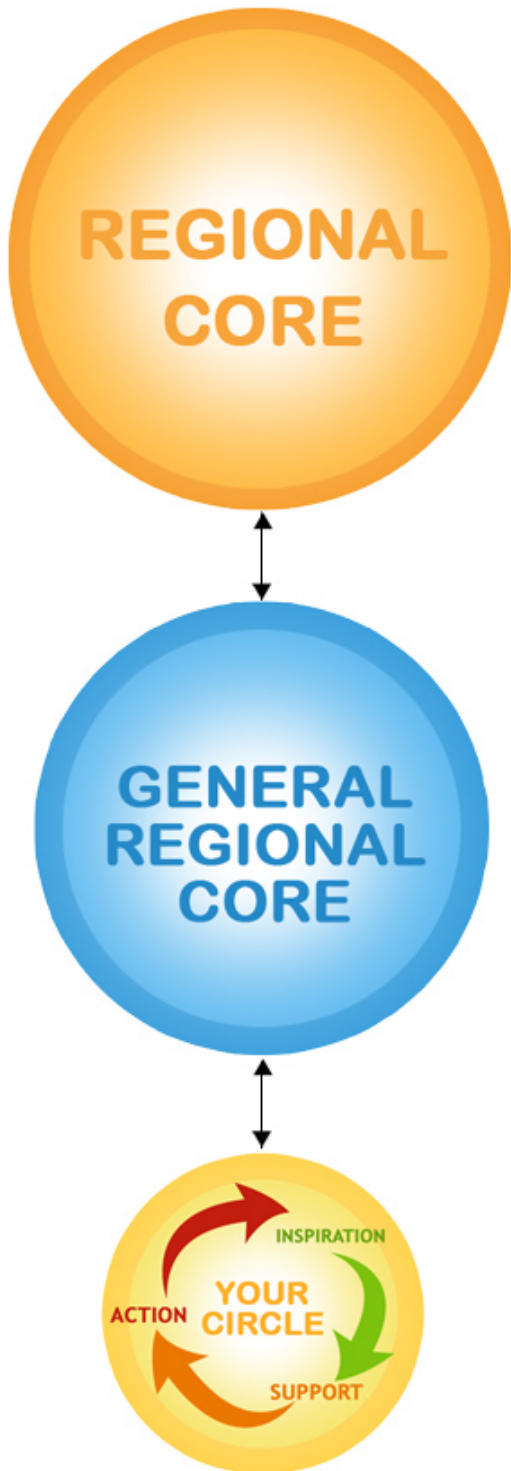


Double link it

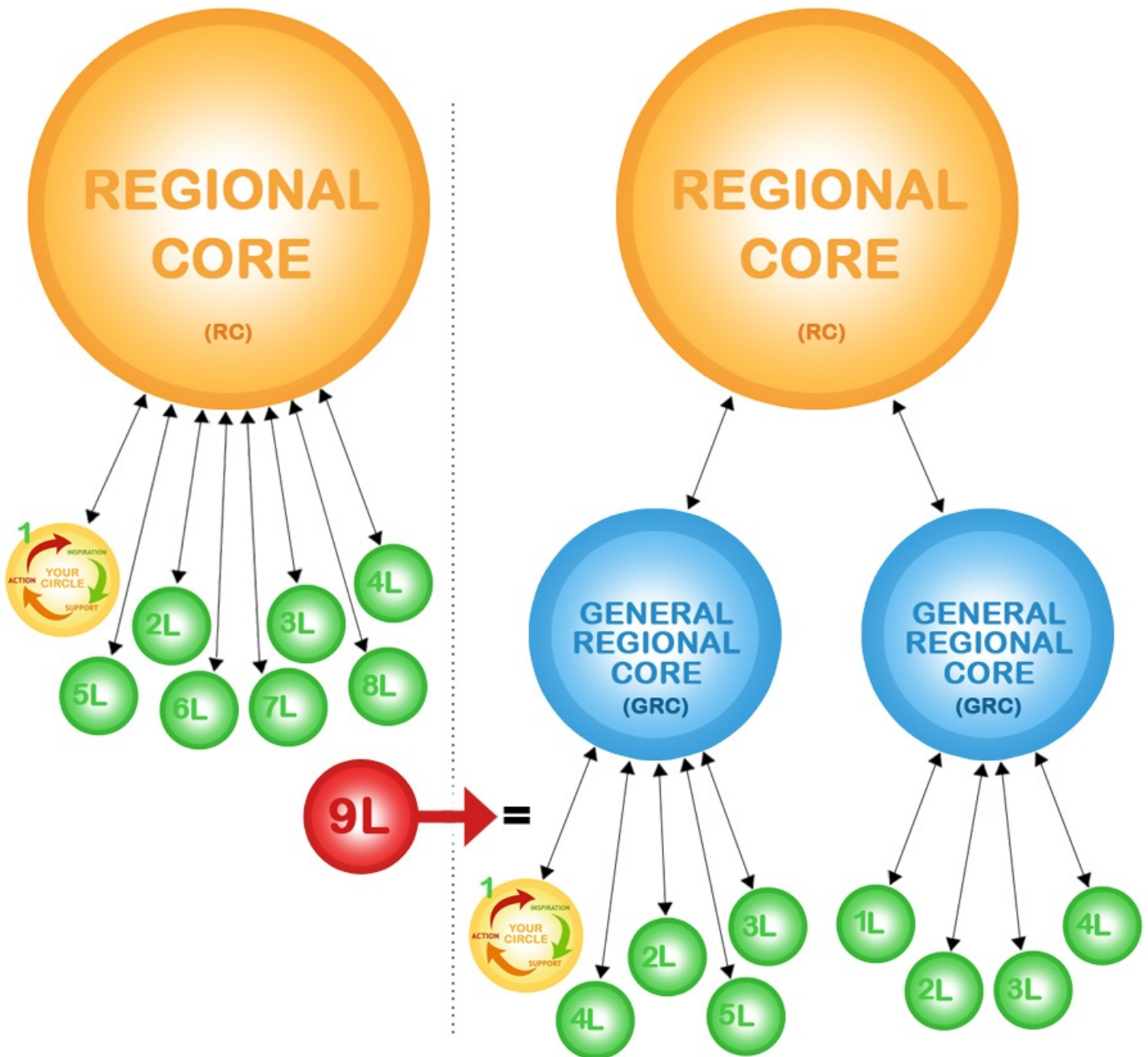


As NextGEN grows: keep connected

Watch your community grow

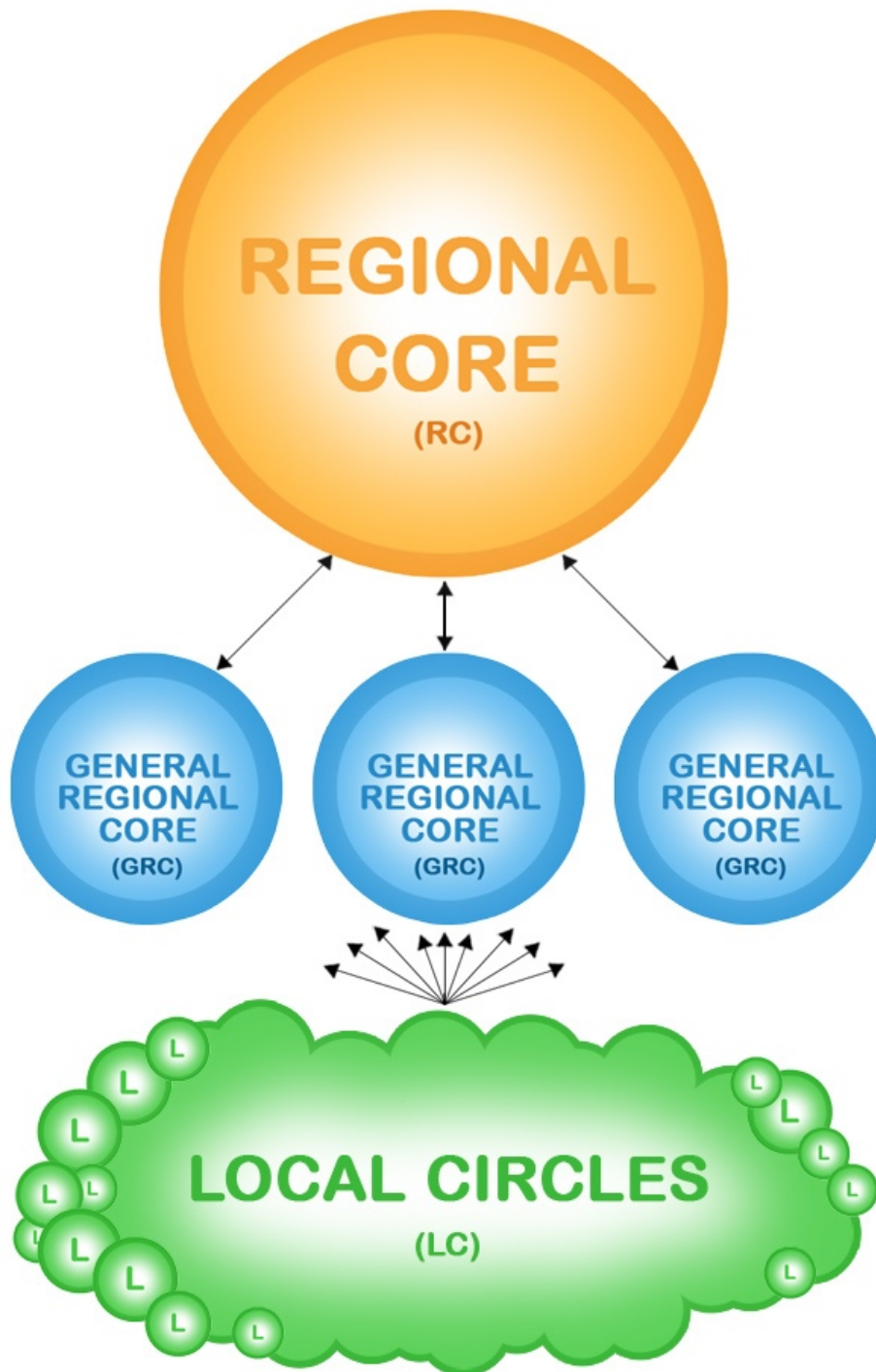


When circles multiply



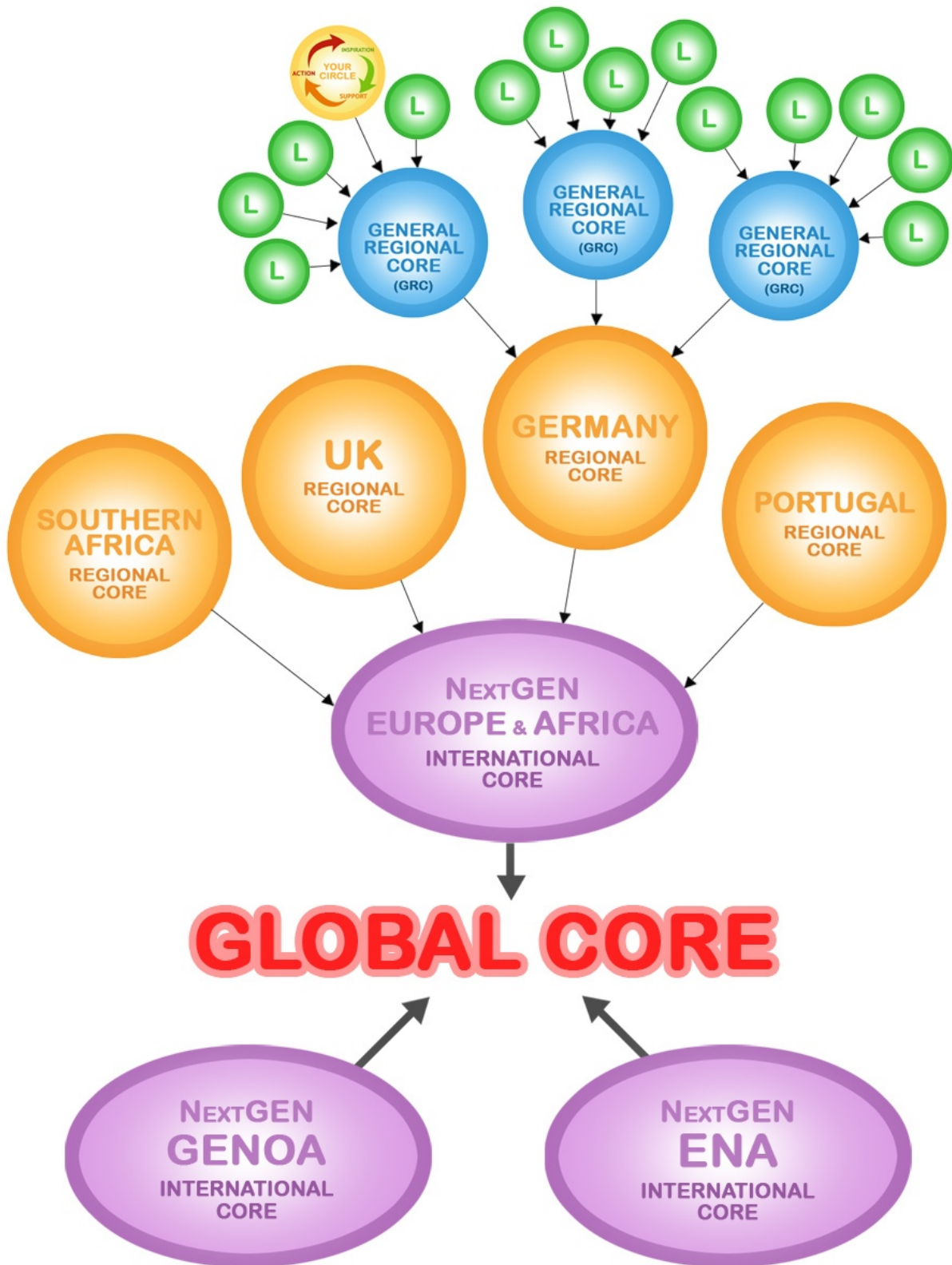
All circles multiply in a similar way, e.g: Two general regional cores are created when more than 8 circles are represented in a regional core

When circles multiply



When 9 circles are represented in a general regional core another general regional core will be created enabling all the local circles to be linked together effectively

The bigger picture



Snapshot of active regions showing connected Ecovillages in Europe.

Correct at time of release.



NextGEN: Creating a circle of Inspiration, Support & Action

What's important



The real focus of NextGEN

Creating a temporary circle

Some circles may be created for a one time project or task. They are created in the same way:

Mission

Aims

Selected co-coordinator

Selected representative

These circles may include people from different regions. They may fulfill their aims and then disperse or evolve into something else.

It is essential that at least half of the members are active in a local NextGEN circle of Inspiration, Support & Action and that you include their names and the circle they are part of in the application. The double links must be filled by local active NextGEN circle members. If the temporary circle is working with another organisation, a partnership contract will need to be filled in and signed.

It is that easy.

An example of a temporary circle is:

Temp circle: NextGEN at GEN-Europe's General assembly

Mission: NextGEN active and involved in GEN-Europe's G.A and "Training and Research for Sustainability program 2009"

Aims:

- Advertise the event through NextGEN
- Source funding for attendees
- Link to the Sieben Linden event
- Communicate with GEN-E Council
- Start process to select NextGEN Co-coordinator for GEN-E Council
- Support NextGEN members under 30 to hold open space sessions
- Bring youthful vibrancy to the meeting on all levels

Double Linked to: NextGEN Europe International core

Co-coordinator: Richard Wagner

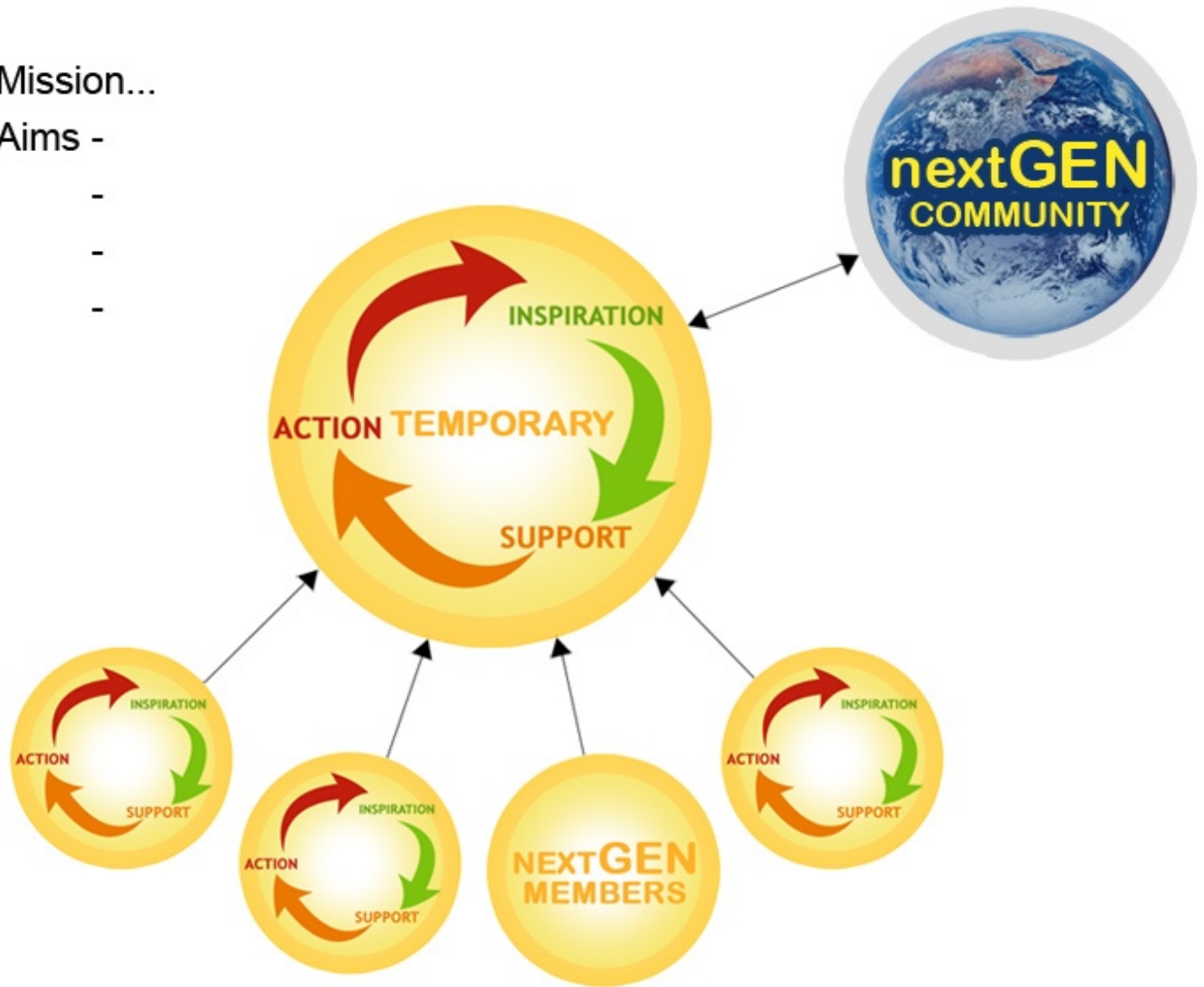
Representative: Anna Moebius

Creating a temporary circle

Mission...

Aims -

-
-
-



NextGEN: Creating a circle of Inspiration, Support & Action

Linking to other organisations: Partnerships:

Creating endorsements, sponsorships and partnerships with other organisations (non-profits/non-governmental organisations and private sector/for profit companies) is really simple. Both your circle and the partner organisations needs to fill in and sign a partnership contract. (You can find the contracts on our website or your co-coordinator can download one from our on-line forum).

Your circle needs to select two of its members to manage the partnership, stating clearly what that person is accountable for in the managing.

Common reasons to make partnerships :

Joint fundraising

Advertising

Market research

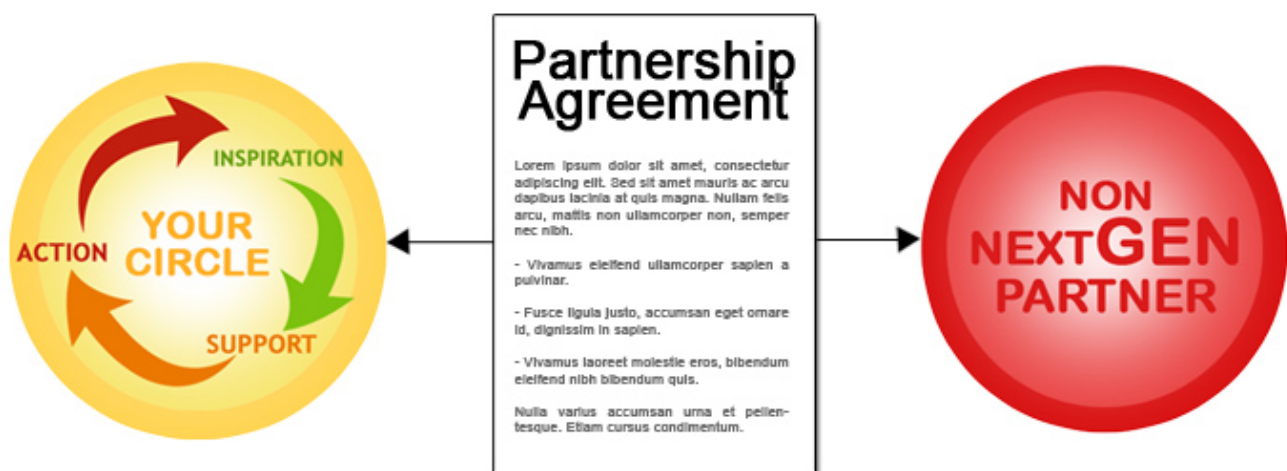
Network sharing

Joint project and collaboration

A commonly used definition of partnership from Torjman, 1998 includes:

A voluntary collaboration between two or more organisations to achieve clearly identified goals: A voluntary arrangement between two or more parties that agree to work cooperatively towards shared and/or compatible objectives and in which there is: Shared authority for, and responsibility and management of the work; Joint investment of resources; Shared liability or risk-taking and accountability for the partnered project; Collaboration on common causes; Mutual benefits (or win-win situations); Alliances within the same sector, or between different sectors, that can include parties from different communities, provinces, or countries; Alliances can be regional, national, or international in scale.

Linking to other organisations



NextGEN: Creating a circle of Inspiration, Support & Action

Linking to other organisations: Circles of context:

If your circle is working deeply with another organisation and you have a shared purpose, you may want to create a circle of context to make working with them much clearer.

You will need to:

Sign a partnership agreement / contract

Fill in a: **Circle of Inspiration, Support & Action request form** and include the below information in it.

Circle of context: name

Mission:

Aims:

- ..
- ..

Double Linked to:

Co-coordinator:

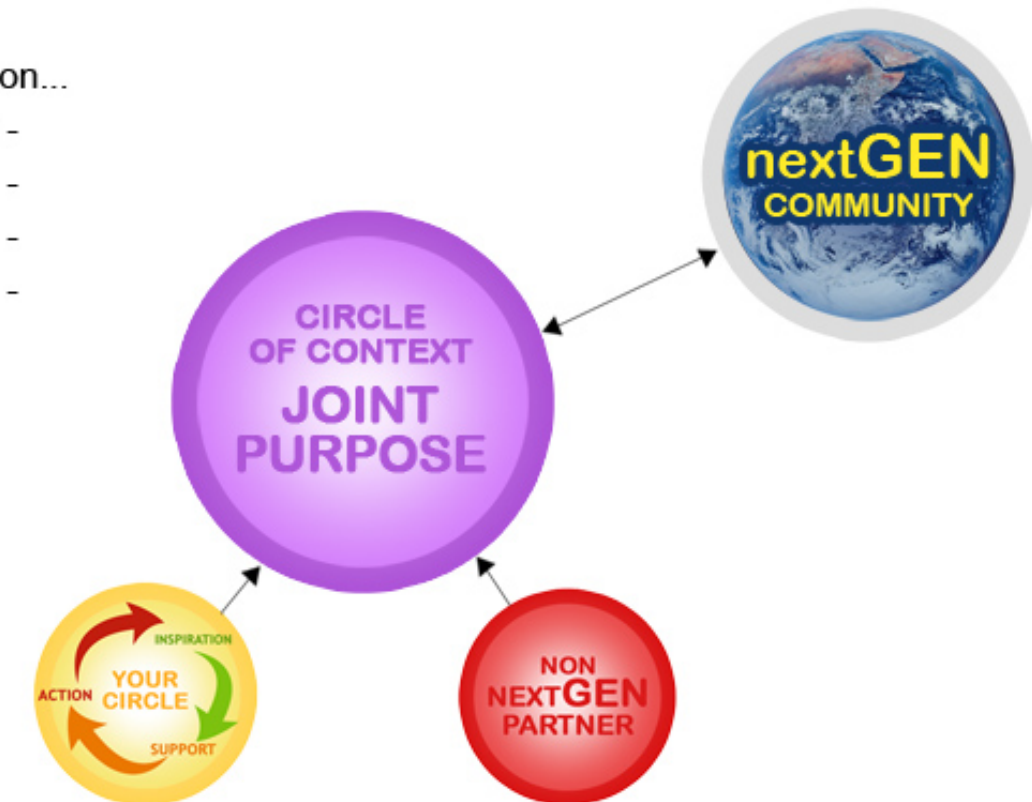
Representative:

Members from NextGEN

Linking to other organisations: Circles of context

Mission...

Aims -



NextGEN: Creating a circle of Inspiration, Support & Action

You may decide to create for your region:

Operational circles are there to support the actions of circles and members. Regional cores or international cores may create operational circles to serve their region.

The various functions held in the Global operational circle are: Organisational Development; Funding & Financial Management; Communications & Website Maintenance, to name just a few. It is very feasible that by creating and supporting one of these in your region, you will be able to receive more funding. They are created in the same fashion as all the other circles. If you create one of these in your region, the "Circle Development Circle" may suggest extra links with other circles if similar work is going on, to ensure optimum collaboration.

Elders Circle / Wisdom Council are normally made up of people in the sustainability/ integral movement whose input is desired by NextGEN members. An Elders circle or wisdom council is created through invitation. It allows NextGEN members to co-create the organisation with minimal hierarchy and honour the wisdom and guidance of our elders. You can view this circle as a board of external experts, all holding a specific context or perspective which they bring.

In the global elders circle there is a small and diverse group with expertise in:

- Our professional field (local sustainability)
- Social relations
- Economic and Financial
- legal / government and the United Nations

We hope to have an example of how this organic, self-reproducing global holarchy of NextGEN circles will grow on a 3.D globe (the world), uploaded to our website as we model the evolution of democracy: lead on the local grass roots level by you.

If you have the ability to create this please get in touch with us through:

CircleDevelopment@nextgen.cc

This is not a top down hierarchy, it is a bottom up interpersonal cultural evolution.

Circle development in depth:

The notes below are a more in-depth description of circle development and are not applicable immediately. Please give them a quick read and refer back to them when more circles are created in your region.

In large regions, further levels of abstraction (layers of circles) will be needed. Explanations of how to do this will be included in the updated version of this handbook.

If your local area is a large one like New York City or Beijing, it is up to the members of that local circle to decide how they divide up the local area. We suggest this is done through communication and location, keeping people who can physically meet each other together.

As more circles are created, new levels will emerge (holons / circles of increasing complexity). It is up to you to create sub circles as you see fit, using our double linking system centred around the number 8. Be creative with how you create more circles using this very simple format.

The nature of how new circles are created is decided by the circle that is creating them, e.g: when new local circles are created in a region, the circle creating them decides:

- which general regional circle they are connected / represented in
- how many selected representatives are in each general regional core
- how many are represented into the regional core, etc.

Rule of thumb in creating new circles: Break up (create a circle above) and then break down (create a circle below)

If a circle whose members are made up of double links (i.e selected co-coordinators and representatives in a core circle) does not have 16 people in it, the circle may choose to select more representatives from the linked circles. As more circles are created which have a double link to that core circle, some of the selected representatives will need to stand down. This is to ensure that each circle maintains a double link to the core and the core does not have more than 16 people in it (8 connected circles). And of course, a core circle may decide by consent that it will have more than 16 people in it.

As NextGEN expands and expands, it requires your creativity to keep it moving, with our simple double linking system centred around the number 8 to infinity (8 circles to each core circle).

NextGEN: Creating a circle of Inspiration, Support & Action



Again, this is only for ease in decision-making. We expect you to act as one community, whilst having a higher level of autonomy on the tasks that you are working on in your individual circles.

As mentioned at the beginning of this handbook, your NextGEN circle is not the end - it is the beginning. You can choose to stick to this very simple double linking system centred around the number 8, or choose to expand upon it using more creativity.

The first NextGEN circle of ISA (NextGEN Findhorn) evolved into an open organisation called YAY (Young Adults & Youth), with NextGEN instigating the change and remaining an essential part of it. YAY is an open organisation experimenting with ways to maintain an organisation owned by no one, yet one which anyone can contribute to and benefit from. This was made possible by using the principles of Dynamic Self-Governance. It comprises various organisations working alongside one another. It created the following sub circles with its partner organisations focused on practical projects:

Youth Project supporting the under 18's

Sourcing funding for volunteers to contribute to the Ecovillage and create educational programmes for them

Eco Education building Building an Eco-education demonstration centre, green building manufacturing workshop, etc.

Outreach to local schools and similar, creating digital media

Ministry of Fun Build social areas and a community pub

Integrated Culture Hold educational sessions, implement Dynamic Self-Governance, support organisational and cultural evolution

Learning Partnerships for Creative Sustainability fully funded educational course to run in August 2009

e) Creating more autonomy: Become a connected charity or social enterprise

As your NextGEN circle develops, you may want to register as a local charity² or as a Social Enterprise / business. If you are starting this process, please contact CircleDevelopment@nextgen.cc to see if this is possible and legal. We are confident that we can always find a way to allow NextGEN to grow in the direction it needs to.

f) Officially become a NextGEN circle of ISA

Once you have finished reading this handbook, selecting your roles, and any other exercises you choose, all you need to do to become an official NextGEN circle is send your completed request form to "Purpose Reflection". See the example to support you filling in your own application.



² Currently all NextGEN circles under GEN-Europe and ENA (Ecovillage Network of the Americas) have the use of GEN's charitable status. NextGEN GENOA region still needs to work more with GENOA until we also have the same status in that region

EXAMPLE

Circle of Inspiration, Support & Action request form:

PurposeReflection@nextgen.cc

Name of circle:	NextGEN Neverland
Type of circle: <i>(see key below)</i>	L

Type of circle Key:	
<i>Local (L) – General Regional core (G.R) – Regional core (R) – Temporary (T) – Context (C) – Operational (O) – Wisdom (W) – Other (OT)</i>	

NextGEN region <i>(please indicate, if unsure go to: http://www.ecovillage.org/ and click on the map)</i>	
<i>"Europe, Africa & the Middle East"</i>	X
<i>"Oceania & Asia"</i>	
<i>"Americas"</i>	

Is this a: <i>(please indicate one box only, if you need to indicate more do so on a separate form)</i>	
New circle request	X
Change of purpose Please include old purpose (Mission/aims) and type of circle on a separate page and date created	
Change of members details Please include old members details on a separate page including the previous co-coordinator's @nextgen.cc email address	

Your circle's purpose:	
Mission:	Neverlands as a safe and self-sufficient haven for all who end up there, including the mean and nasty pirates

Your circle's purpose:	
Aims:	<p>--- "Non Violent Communication" (NVC) Education programme delivered to all the pirates in the Neverlands</p> <p>--- Build and manage mini allotments on the tops of trees for disadvantaged and orphaned fairies</p> <p>--- Play "I believe in fairies, I do I do" on lost boys radio every day</p> <p>--- Build an energy producing water wheel at the bottom of long drop water fall to power the Mermaids local community centre</p>

Selected Co-coordinator:	
Name:	Tinkerbell
Alternative email (not @nextgen.cc account):	tink@fairiesarehot.nv
Full address:	The Boat house, Pirate St. Small Island NEVERLAND, HG56 4GU

Selected Representative:	
Name:	Peter Pan
Alternative email (not @nextgen.cc account):	nevergrowup@me.com
Full address:	The Enchanted forest. Small Island NEVERLAND, HG56 4BP

Which NextGEN circles are you linked to	
<i>Please provide "name of circle" and type of circle using the above key</i>	
None yet	

Other information:
We are a new circle and have been communicating with you via email before completing this application

Requested email addresses	
Circle's email	neverland@nextgen.cc
Co-coordinator's email	Tinkerbell @nextgen.cc

All active circle members including the selected co-coordinator and representative					
Full name	Tinkerbell	Peter Pan	Captain Hook	Wendy Thimble	Lost Boy 1
Email	tink@fairiesarehot.nl	nevergrowup@me.com	hook@hotmail.com	thimblekiss@yahoo.com	boylost1@hotmail.com
Date of Birth	22-02-1987	05-05-1990	18-09-1964	08-01-1972	22-08-1987
Signature	x	x	x	x	x
Have all of the above joined NextGEN on-line					Yes

Continue on a separate sheet if needed

By signing above you are committing to the accountabilities connected to your relevant role description as laid out within the NextGEN handbook: "Creating a circle of Inspiration, Support & Action".

Submitting your completed form:

- If completed electronically: sign it, scan it, and email it to:
- If completed by hand: please (ensure you create enough space to fill in the form by pressing the enter key in the appropriate boxes) use capital block letters, sign it, scan it, and email it to:
- If you don't have access to a scanner, you can mail the forms to:
PurposeReflection@nextgen.cc

NextGEN, Purpose Reflection
The Findhorn Foundation,
The Park
FINDHORN
SCOTLAND, U.K
IV36 3TZ

NextGEN: Creating a circle of Inspiration, Support & Action



Once purpose reflection accepts your application, different actions will occur, depending on what is happening in your region.

If there is a regional or general regional core, they will also need to consent to your circle as a formality. Once this has been done, the double links will have been made and the selected co-coordinator and selected representative will start to attend the meetings of the connected circles.

As NextGEN grows this acceptance process should become more regional, written in the native language of the circle applying, decentralising the process even further.

Your information, Circles Purpose etc. will be added to NextGEN's database.

Your requested email addresses will be created.

Once your circle is approved and double linked to connected circles, you will be requested to create a local on-line Google group that will be loaded up to our website once you have submitted it. They are incredibly simple to create please see: Internal communications (page 62) for details.

(Note failure to do so will result in all accounts being frozen as these groups enable inclusion within the local area and are essential).

Now all that is left to do is go out and enjoy creating the world you want to live in.

CHAPTER 3

Building community

Being in community comes with many opportunities and challenges for growth, both personally and collectively. Your NextGEN circle is built on shared intentions (an intentional community). As an intentional community, we need to honour both the collective and the individual, the I & the WE.

There are many helpful tools out there to help you build community. This handbook points to a few:



Dynamic Self-Governance:

for decision-making, structure, healthy hierarchy, personal development and a practice for your circle.

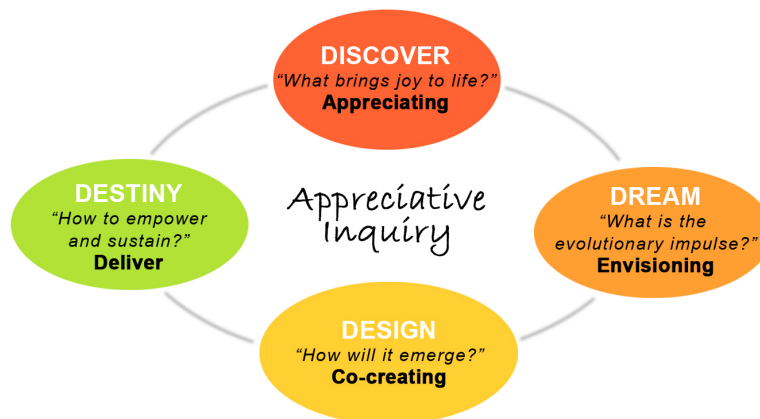
Spiral Dynamics integral:

for cultural understanding and a framework for healthy growth.



Appreciative Inquiry:

for building on what works and inspires us.



NextGEN: Creating a circle of Inspiration, Support & Action

Other models, tools and organisations are mentioned in this handbook. We resisted the temptation to include all that we find valuable and instead included the ones that NextGEN can offer practical support in using. Please try them out, find out more, let us know what works and contribute them to this handbook, to your community (NextGEN).

Living in intentional communities can often be both challenging and rewarding. We have deliberately pointed to tools that enable you to take the best from these challenges. For example the pattern of focusing on the negative aspects of life can be quite common. Appreciative inquiry changes the focus and DSG enables positive decisions to be taken forward that everyone can commit to.

A perspective for living in community:

“I can try to run away from myself, my imperfections, flaws, limitations, and fears: my shadow side. But it does not work as they just get bigger. All I can do is unconditionally love and accept myself. By doing this, I change and grow. I grow new skin and all my imperfections fade away.

By living in community I am committing to not running away from myself or you, no matter how much you infuriate me. I commit to stay until I can show you the same love and acceptance I know that I deserve. Eventually I may show myself the love and acceptance that I know I deserve”.

a) Creating a learning organisation / community

To support you in building community and maturity, NextGEN recommends your circle develops itself as a learning organisation / community and include the below in your strategy and as a commitment for new NextGEN members to aspire to.

The following is taken from the Fifth Discipline by Peter Senge:

The core of a learning organisations work is based upon 5 “learning disciplines” – lifelong programmes of study and practice:

PERSONAL MASTERY – Learning to expand our personal capacity to create the results we most desire, and creating an organisational environment which encourages all its members to develop themselves toward the goals and purpose they choose.



MENTAL MODELS – Reflecting upon, continually clarifying, and improving our internal pictures of the world, and seeing how they shape our actions and decisions.



SHARED VISION – Building a sense of commitment in a group, by developing shared images of the future we seek to create, and the principles and guiding practices by which we hope to get there.



TEAM LEARNING – Transforming conversational and collective thinking skills, so that groups of people can reliably develop intelligence's and ability greater than the sum of individual members' talents.



SYSTEMS THINKING - A way of thinking about, and a language for describing and understanding, the forces and interrelationships that shape the behaviour of systems. This discipline helps us see how to change systems more effectively, and to act more in tune with the larger processes of the natural and economic world.



b) Dynamic Self-Governance (DSG)

Dynamic Self-Governance is embedded into NextGEN as our way of governance and self-organisation.

If you live in a democracy it is good to know what a democracy is.

If you are in NextGEN, it is good to have a basic understanding of what Dynamic Self-Governance is:

Dynamic Self-Governance is an interconnected practice for organisations to become consciousness and more effective in their field. It includes:

- Integrative decision-making practices that move beyond consensus while including the healthy aspects of democracy and autocracy
- Methods to support fluid leadership through roles and accountabilities
- Circle processes and structure to harness self-organisation and self-governance on every level of the organisation whilst creating healthy hierarchy

The end result is: Organisations better equipped to focus on and achieve their purpose.

From a systems perspective, DSG is an empty system waiting to be filled with creativity and life.

The major elements of DSG are embedded into NextGEN: *Circle structure, double linking, role selection/accountabilities and shared purpose.*

For your circle to fully optimise DSG, you need to integrate the principle of “no objections” or “consent”. This is done through the integrative decision making processes. The principle of no objection will make all the other aspects of DSG work more effectively and allow NextGEN to model the evolution of democracy on a global scale led on the grass roots level.

In the appendix (page 65) there is more information on DSG and a guide to using the most simple integrative decision making tool: the “Selection Process”. To use this accurately and to be able to implement the other DSG decision-making methods, people in your circle will need to take the “Advanced Dynamic Self-Governance facilitation training”. This training is suitable for anyone who wishes to develop their skills in group facilitation.

“Advanced Dynamic Self-Governance facilitation training”

NextGEN is working with the Global Sociocratic centre and Governance Alive to enable active circle members to take the “Advanced Dynamic Self-Governance facilitation training”. By reading this handbook and understanding NextGEN’s structure: (Purpose through Vision, Mission and Aims; Circle Structure; Double Linking through your selected co-coordinator and representative and selecting people for roles through accountabilities) you are able to miss the 6 hour introduction course to Dynamic Self-Governance and move straight into the advanced facilitation training.

All NextGEN members receive a special discount price and for members under 30 NextGEN will pay up to 80% of the costs. A write-up on the course from the course trainer John Buck is below.

Dynamic Self-Governance training. Learn to lead alive and exciting meetings

This class in circle meeting facilitation is for people who have a basic understanding of DSG. Participants will gain powerful skills in moving groups efficiently through complex matters to decisions that everyone can support. Graduates from the class are often invited to facilitate other groups meetings and they earn gratitude as people feel energised by the meeting practice. Knowing how to run meetings effectively can mean the difference between your NextGEN circle operating "OK" and operating "spectacularly."

NextGEN participants will receive a special price of €200 per person. Included are: six two-hour lessons supported by a student workbook of about 100 pages; opportunities to practice facilitation skills; opportunities to correspond with the instructor between classes, and a peer study and support conference call a few weeks after the course. If you have a webcam you will be able to see and interact with the instructor and other members of the class. (If you don't have a webcam, it's OK. You can participate simply by voice).

To register or for more information, email contact@governancealive.com indicating your interest and quote “I’m a member of a NextGEN circle of Inspiration, Support & Action”.

Course content:

Session 1 - Review of the basics of DSG and the role of the facilitator

Session 2 - Avoiding facilitation challenges through effective preparation

Session 3 - Avoiding facilitation challenges through effective introductions

Session 4 - In the moment: Dealing with Content-related Challenges (including dealing with objections)

Session 5 - In the moment - Dealing with input that comes in the form of emotions

Session 6 - Reflection on lessons learned, peer feedback on dealing with facilitation challenges you've experienced. Where to from here / what is next?

NextGEN: Creating a circle of Inspiration, Support & Action



In summary, you will learn three basic decision-making methods: “quick consent to a proposal”, “proposal forming - long format,” and the “selection process”. You will learn the critical role of the facilitator and how to handle numerous challenges that you may encounter. You will have a number of opportunities to practice facilitation skills in a supportive environmental.

John Buck: President of the American Sociocratic Centre and head of Governance Alive.

For your circle to engage in the Advanced Facilitation Training funded through NextGEN, at least 2 of your circle members need to commit to completing the training together so that they can support each other through the process.

NextGEN will pay up to 80% of the costs for any members under 30, while we have the funds. This is to ensure people taking the training are committed to it. If you can pay for the training yourself at the reduced price NextGEN is offered, or do not need the full 80% discount, please don't ask for it so that you can support someone else to take up this opportunity. If your circle is fully committed to doing the training and cannot afford it even with the 80% discount please get in touch with CircleDevelopment@nextgen.cc.

Dynamic Self-Governance is also known as Sociocratic Governance³. There is a very similar practice named Holacracy⁴. NextGEN uses elements from both practices and has good communication and co-operation with both the “Global Sociocratic Centre” and “Holacracy One”. NextGEN uses the name Dynamic Self-Governance as it is more accessible.

³ Sociocratic Governance principles were originally created by Kees Boeke and later developed by Dr Gerard Endenburg

⁴ Holacracy was developed from Sociocracy by Brian Robertson

NextGEN: Creating a circle of Inspiration, Support & Action

c) Connect to our larger global community

NextGEN is one part of a much larger global family. Below you will find the immediate friends, family and partners of NextGEN. There are a whole host of other great organisations and resources out there. We encourage you to share who and what you find with your NextGEN community by simply sending an email through the Global members circle.



Global Ecovillage Network (GEN)

[GEN](http://gen.ecovillage.org) is NextGEN's mother organisation. We encourage you to also join your region of GEN and keep up to date with new developments. In specific, the ecovillage movement at large. Visit GEN's web site for more details and to take advantage of the wide range of services GEN offers. <http://gen.ecovillage.org>

Gaia Trust

Gaia Trust is a Danish-based charitable association founded in 1987 on the initiative of Ross and Hildur Jackson, with the intention of supporting the transition to a sustainable and more spiritual future / society through grants and proactive initiatives.

Gaia trust works to promote a new global consciousness which sees our entire planet as one living organism with Humankind as an integral part of the entity.



Gaia Trust has given birth and supported many of the organisations in our family, including GEN itself. NextGEN is partly funded through Gaia Trust.

Go to: www.gaia.org to learn the history of the Ecovillage movement or to read a very bold vision which we are all working towards in different ways. Gaia Trusts website is filled with great information and useful web links.



Gaia Education:

[Gaia Education](http://www.gaiaeducation.org) promotes a holistic approach to education for sustainable development. While drawing upon the best practices within ecovillages worldwide, Gaia Education works in partnership with universities, ecovillages, government and non-government agencies and the United Nations.

www.gaiaeducation.org.

Ecovillage Design Education (EDE)

The Ecovillage Design Curriculum has a wide range of practical application and is full of innovative materials, ideas and tools that have been developed and tested in ecovillage communities worldwide. You can [download the EDE Curriculum](#) for free to support the development of your circle from Gaia Education's site. www.gaiaeducation.org.



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Gaia Education and UOC Open University of Catalonia Campus for Peace and Solidarity present

Gaiaeducation Design for Sustainability

The **Gaia Education Design for Sustainability** (GEDS) is a virtual course based on the four core pillars of the Ecovillage Design Curriculum: the social, worldview, ecological and economic dimensions of sustainability. The curriculum draws on the experience and expertise developed in a network of some of the most successful ecovillages and community projects across the Earth.

The Gaia Education Design for Sustainability programme is intended to serve the purpose of educating for the transition to a comprehensive sustainable culture – broadly global in scope yet determinedly local in application. It will focus on fundamental principles, themes, and aspects needing to be addressed in any comprehensive introduction to sustainability design and development.

Gaia Education Design for Sustainability is planned to be accredited in 2010 for post-graduate students through the Open University of Catalonia. The course runs for one academic year: 2 months for each dimension; 1 month for the final project. Translates into 450 hours total.

Creating a NextGEN circle of ISA would support the participants practical projects and academic studies in the GEDS.

www.gaiaeducation.org.



GAIA UNIVERSITY
www.gaiauniversity.org

Gaia University

[Gaia University](http://www.gaiauniversity.org) offers a unique approach to higher learning by offering students access to accredited Bachelors and Masters degrees and Graduate Diplomas whilst they are actively engaged in self and planetary transformation. Gaia University motivates and enables students to link their ideals with self-directed practical experience, acting as world changers, by working for local and global sustainability and regeneration, justice and peace.

The self-directed transformative action learning methodology enables them to study locally, at work or on a project, in their own language, supported by Gaia University's Regional Organisers, and a worldwide network of learning providers, tutors and mentors.

The Permaculture ethics of Earth Care, People Care and Fair Share underlie the vision of Gaia University and any project work that fits within these ethics is of interest. Current programmes include Integrative Ecosocial Design, Organising Learning for Ecosocial Regeneration, Green Business, Sustainable Money Design, Relocalisation as well as an Open Topic programme.

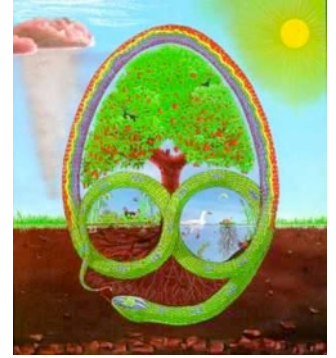
Gaia University is accredited by the International Management Centres Association (IMCA) of the UK and NZ, an action learning provider since 1964 for the corporate world. Diplomas are issued by IMCA and their Revans University, as well as Gaia University. In its 4th year Gaia U graduates (35 to date) are still exploring the recognition of their degrees. Despite its pioneering nature the initial response from other universities and corporations has been positive.

Creating a NextGEN circle of ISA would support the students practical projects and academic studies.

www.gaiauniversity.org

Permaculture Networks

To find your local Permaculture Network [click here](#) or go to: <http://www.permaculture.org.uk/IntGroups.asp> to search through the growing database of local Permaculture communities.



Transition Towns

[Transition Town Initiatives](#) have been rapidly appearing in many regions of the world. A Transition Town (or village / city / forest / island) is a community response to Peak Oil and Climate Change. Transition Towns are started in similar ways to NextGEN circles of ISA:

"A small collection of motivated individuals within a community come together with a shared purpose". Transition Towns focuses on a BIG question:

"for all those aspects of life that this community needs in order to sustain itself and thrive, how do we significantly increase resilience (to mitigate the effects of Peak Oil) and drastically reduce carbon emissions (to mitigate the effects of Climate Change)?"

A NextGEN circle of ISA is a very healthy support to any Transition Town movement as NextGEN works more deeply to develop the unseen social structures that create community allowing many more diverse purposes to be addressed. This can be the make or break point of any community project.

To find out more about Transition Towns in your area go to: <http://www.transitiontowns.org>



Interdependent project radio

The [Interdependent Project Radio](#) is a sustainability focused internet radio station. All NextGEN ISA circle members have the opportunity to broadcast shows about sustainable projects and activities they are involved in.

Contact: ipradio@interdependentproject.org stating you're part of a NextGEN circle of ISA.

The [Ecovillage Show](#) conducts interviews with existing and developing communities highlighting their progress and experiences.

Contact ipmedia@interdependentproject.org if your community would like to share its story. www.interdependentproject.org/ipradio.htm



Interdependent Community Sphere

The [Interdependent Project Community Sphere](#) is a private platform developed just for ecovillages and sustainable communities to help facilitate networking and resource sharing between communities.

All NextGEN members are welcome to join this private network. For an invitation or more information contact

communitysphere@interdependentproject.org

NextGEN became part of the Interdependent [Project Fellowship](#) when it was one of four organisations to receive an award of excellence in sustainable living.



d) NextGEN's internal communication system

Log into NextGEN's internal communications system via our website www.nextgen.cc

From there you can:

Log into your email

Co-create on-line documents and presentations with other members

Chat and video with other NextGEN circle members

Log into the community sphere

Log into NextGEN's forum

Find all the regional and local circles and contact them through their google groups

NextGEN email

You can request or change your @nextgen.cc email addresses using the "*Circle of Inspiration, Support & Action request form*". Remember to set up an email address when you apply to become a circle of ISA on the one simple application form.

Community sphere

Use the community sphere to Socialise and connect with our wider community, there are many like-minded members on the sphere who are not part of a NextGEN circle of ISA.

Forum

Co-coordinators can log into our forum from their email. It is used to store sensitive data. (global minutes, partnership contracts, etc.)

Please ask your co-coordinator to supply you with any information you require.

Google groups

Google groups in NextGEN have two simple and essential functions:

- Attract new members
- Circle communication

Every circle needs a google group to support circle communications and they must add InternalComms@nextgen.cc as a manager of the group so the double links to other circles can be made. Ensure that you make these groups private so they are not advertised through Google.

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Circles that are open to attracting new members need to create a second google group. These groups are added to our web site so new members can request to join. These circles typically are:

- Local (Request an invitation to join)
- Regional (Open invitation)
- International (Open invitation)
- Global (Open invitation)

Local circles can use one group for both functions (*Attract new members / Circle communication*)

To create a google group simply:

- Wait until you have your @nextgen.cc accounts
- Create your own group through google copying a similar format from our Global members group and a regional group but using your own circle / regions name. Simply go to: <http://groups.google.com> and follow the 3 simple steps
- Add InternalComms@nextgen.cc as a manager of the group so the double links to other circles can be made

If you do not have a computer or the on-line internet world is not your thing, don't worry. NextGEN is there to empower the local grass roots work that creates community, not just to be another on-line social network. We aim to ensure that you can still have access to the important info in a simple way, so please apply to the new circle start-up fund to receive funding to use a cyber café.

NextGEN's communication system is a Permaculture design integrating free and effective software. All @nextgen.cc accounts include a gmail account making them easily compatible with google groups. The system enables all circles to manage their own services and for the internal communications circle to add newly created circles to your groups. This minimal management and semi-autonomous approach means we do not have to pay people to spend hours updating email list servers for each circle, and that Google advertise all our circles for us for free.



e) Useful internal email addresses:

Purpose Reflection

PurposeReflection@nextgen.cc

Internal Communications

InternalComms@nextgen.cc

Circle Development

CircleDevelopment@nextgen.cc

Spiral Dynamics integral

SDi@nextgen.cc

Appendix

a) Circle support sheets

- How to hold a DSG selection process
- Appreciative inquiry questionnaire

How to hold a DSG selection process

Please follow these simple steps to select your co-coordinator and representatives. To use this method accurately and effectively, ensuring your circle does not fall from a state of consent into a state of consensus (they are two different methods for reaching decisions), and to implement the other DSG decision-making methods, we strongly recommend members of your circle take advantage of the “Advanced Dynamic Self-Governance facilitation training”. See page 63 for more info. Why not use this simple process to select who takes the training on-behalf of your circle?

The Selection Process is a specialised process that uses appreciation to address and move through conflict. It is used when a circle needs to select an option from multiple choices (e.g., selecting people to fill roles or choosing from a narrowed-down set of venues for a workshop).

When using this process, we are passing leadership over to each other, leading and following in the correct moments. This is relevant to consent decision-making because the person holding the role is often as important as the function the role provides. Therefore, first we consent to the role and its functions (creating the clarity) and then we consent to the person holding the role (making the trust and support explicit). Quite often the role will change depending on who is holding it, to ensure the full support of the circle.

When using DSG we are governing ourselves. Roles and accountabilities are a key part in harnessing this self-governance and self-organisation.

In creating roles, notice the shift from:

“Who I am accountable to?”

TO

“What am I accountable for?”

and which one feels more empowering.

Self-governance and self-organisation happen at a more effective level when roles and accountabilities are well managed.

A circle needs to periodically review its roles and accountabilities. Focus on the role and not the person, as you are trying to find the best fit between role and person. If accountabilities are not being met satisfactorily, it creates a point of reference for the circle, making the circle more conscious of the actions it needs to take. In assigning accountabilities, it is important to assign them to the role, not the person. If the role is not suiting the person, the dynamic steering process will fix the problem provided your circle is leading, doing and measuring its own activities (to do all this your circle needs a trained DSG facilitator).

The selected co-coordinator and representative's accountabilities are already in this handbook. If you are using this process to select a different role (we hope you do) make sure you create the accountabilities first.

Someone needs to facilitate the process below. All other members should try to:

- **Let the facilitator drive the bus** - Go along with their process choices, even if you think they are "doing it wrong".
- Write down any questions or feedback you have to share during the debrief of the exercise.
- Focus your attention on sharing what is true for you when it is asked.
- Not discuss, other than when called for by the facilitator.

Some of the steps and their order may seem counter-intuitive. Experience has demonstrated over and over again that this process does lead to a result that best meets the needs of everyone involved. So, **we urge you to follow the process as it is laid out.**

The Selection Process

1. Review Role.

Describe the accountabilities, qualifications, and term, as they have been consented to.

2. Submit Forms.

Write on a piece of paper, "I, ___[your name]___ nominate ___[name of candidate]___" and submit to the facilitator. You can nominate another person, yourself, or perhaps write "abstain" for name of candidate, or hire from outside.

3. Say "Why" Round.

Facilitator collects the slips of paper and reads the first one on the stack. For example:

"Suzie nominates George." The facilitator then asks the nominator to identify the needs that they believe will be best met by the person they have nominated. "Suzie, please say why you nominated George."

Suzie might say: "I nominated George because I believe attention to detail will be really important in this role. I appreciated how well he tracked the details in organising our summer outing." If someone else wants to comment, the facilitator asks them to hold their thought and express it during the upcoming change round.

4. Change Round.

Each person has the opportunity to change their initial nomination based on the arguments they have heard. For example, "I'd like to change my nomination to Sally because..."

5. Consent Round.

The facilitator proposes the candidate with the strongest arguments (the person with the most nominations) and asks for the candidate's consent last. If there are paramount objections, have each objector state their reasons without discussion until the round is completed. In this round members cannot abstain their consent, nor can they object because they would prefer it differently. Objections need to be reasoned and paramount. If necessary, amend the proposal and repeat the consent round.

6. Closing Round and Celebrate.

Give the facilitator any feedback on the process. If you are new to DSG we encourage you to review and notice how this process is different to consensus.

Celebrate in any-way and every-way. Without celebration community dies !

Please follow the process precisely – allow it to do its work to support you:

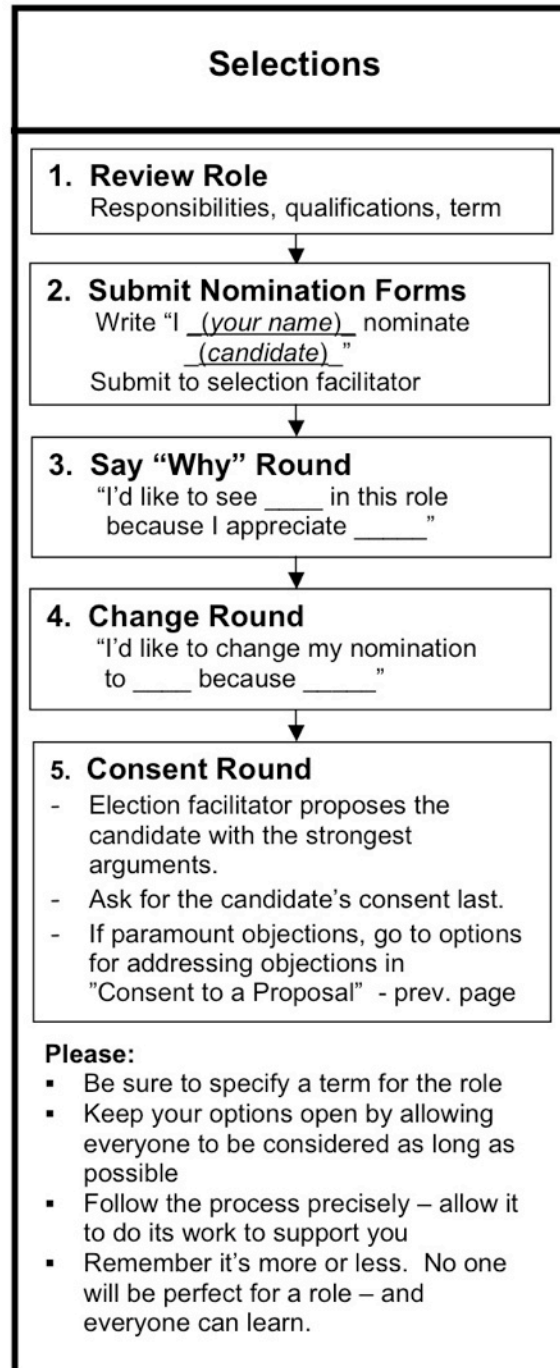
There are various ways to use this process and many different things can happen. If you do run into problems it is because you have not yet had the proper training to move beyond democracy and consensus. Be sure to specify a term for the role.

Listen to each other without dialogue during the Say "Why" Round.

Keep your options open by allowing everyone to be considered for as long as possible. (E.g., asking who is interested or not, or asking for a volunteer, would close other options too quickly).

Remember it's more or less. No one will be perfect for a role – and everyone can learn.

Diagram of the Process⁵



⁵ Diagram from Governance Alive, copyright of Sociocratish Centrum

The Selection Process – Connections to Non-Violent Communication (NVC)⁶

DSG Step	NVC Elements
<p>1. Review Role</p> <ul style="list-style-type: none"> - Accountabilities - Qualifications - Term 	<p>Essentially we are reviewing the Needs we intend to meet by having someone fill this role.</p> <p>The term is there to help us ensure we check that our strategy of a particular person filling the role continues to meet the needs of the circle.</p>
<p>2. Submit Forms (Nominations in writing)</p>	<p>We are identifying the strategy (person to fill the role) that we believe will best meet our needs. The strategy of doing this separately in writing first is used to meet needs for independence, individuality, creativity, and effectiveness.</p>
<p>3. Say “Why” Round (Appreciation's)</p>	<p>Here we share our preferred strategy,</p> <ul style="list-style-type: none"> - the needs that we believe will be met by having this person fulfil this role, and - any key observations to support our belief that having this person in this role will meet those needs.
<p>4. Change Round (Would you like to change your nomination?)</p>	<p>Here we get a chance to notice and share if anything has shifted in us as a result of hearing other people speak. New needs may have come alive in us, and/or we may have a new preferred strategy.</p>
<p>5. Consent Round (Are you willing to try this person in this role for this time-frame?)</p>	<p>Here I have let go of my preferred strategies. I focus on the current proposal, and check to see if there are any needs of mine and the circles that won't be met if it is implemented, recognising that no one person may satisfy all needs that could be met through this position - and that each of us has the capacity to learn and grow.</p>

⁶ Information adapted from Governance Alive's training material

Appreciative inquiry questionnaire

Discover

Looking at what makes us smile :-)

Interview each other (1 on 1) using this prepared questionnaire (you can just print out a few extra copies). Take about 15 minutes each, one person asking the questions and recording the answers and then after about 15 minutes or when you have finished question 5, swap over.

1. Think of a time when you felt good about what you were doing, perhaps a time when your contribution really made a difference. Relive the story by telling it as if it were happening now. Who was involved? What was your part? How were you effective? What skills were you using? What was so inspiring about it?

2a Without being too humble, what do you most appreciate about yourself?

2b What do you most appreciate about your work?

2c What do you most appreciate about community?

2d What do you most appreciate about NextGEN?

3. What values are important to you in the designing and delivering of your work?

4. Imagine you are describing your NextGEN circle to a friend. How would you describe its essence or its unique life-giving force?

5. Imagine it is two years in the future. All the changes you wanted to see in your community have happened. Describe how your community is now, as if you are living in that future.

How did these changes come about?

What was your contribution?

What aspect of the change are you most delighted with?

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b) Application and request forms

The following forms can be downloaded from www.nextgen.cc

- NextGEN circle of Inspiration, Support & Action request form
- Partnership Contracts
- New circle start up fund request (Includes SDi surveys & DSG training request)
- Project fund request

Your completed circle of Inspiration, Support & Action request form:

- If completed electronically just email to the address on the form
- If completed by hand, please use block capital letters and then scan it and email to "Purpose Reflection" or post it to:

NextGEN, Purpose Reflection
The Findhorn Foundation,
The Park
FINDHORN
SCOTLAND, U.K
IV36 3TZ

c) Further support

NextGEN offers and points to further support for interested circles. These are not essential for your circle to be part of NextGEN. However, if your circle is interested and would like to make use of them, please do so.

Spiral Dynamics Integral

The Integral theory is an all-inclusive framework that provides a simple yet comprehensive map to support us in understanding the world around us and ourselves.

The integral theory is quickly being adopted and applied in nearly every professional field. One of the integral theories greatest strengths is that it constantly encourages us to expand upon our own worldview and develop more awareness.

The Integral theory supports opposing truths to co-exist, allowing them to develop the best within themselves and removing the need for defence. This creates opportunities for greater understanding.

When opposing truths co-exist together, we create more space for new truths and perspectives to emerge. When opposing truths co-exist in a community, it is a good indication that the community is becoming mature and integral (integrating all the different aspects of itself). The integral worldview brings new depth, clarity and compassion to every level of being human.

"No one is clever enough to be 100% wrong." - Ken Wilber

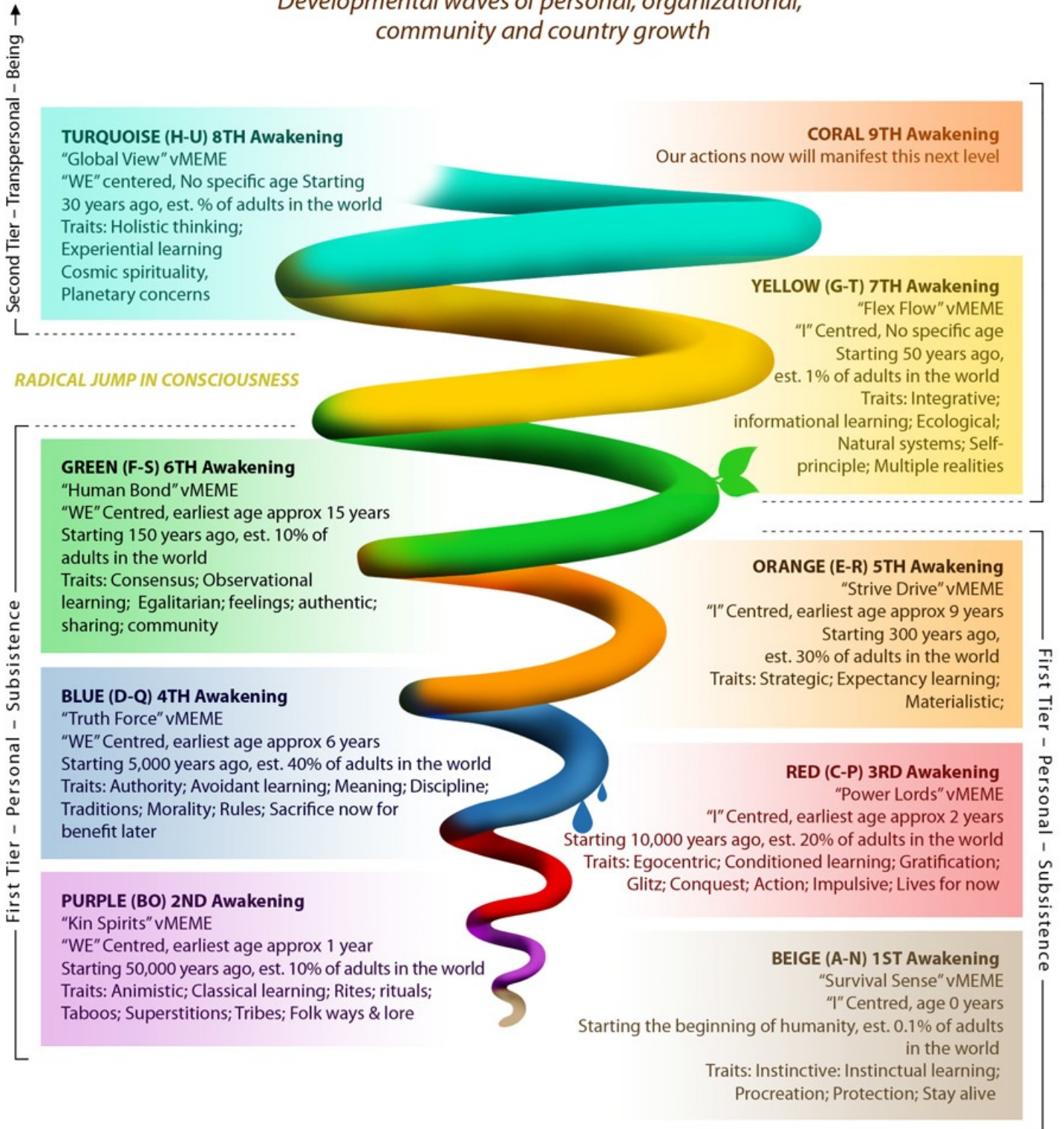
In this handbook we do not explain the integral theory but encourage you to dig deeper and find out more.

In gaining an understanding of the Integral theory many teachers refer to Spiral Dynamics. This is because it's a way to understand evolution and identifies where and how an integral perspective emerges. It shows why people view life from different perspectives at different times and how these worldviews are directly related to people's values and life conditions. Spiral Dynamics integral identifies the point where all of these value systems can be recognised and become integrated, allowing us to enter into a new paradigm and embracing all it means to be fully human at this point in time.

Below you can see a snapshot of the different levels humanity has created during our existence and the levels all people have the opportunity to develop through, in the same fashion as childhood to eldership. SDi orders these states into a natural hierarchy of developing complexity. Understanding natural hierarchies (the way nature creates hierarchies in a garden) enables our thinking to move away from power over hierarchies, to natural holacrachies of increasing wholeness.

Spiral Dynamics Integral

Developmental waves of personal, organizational, community and country growth



NextGEN's practical application of Spiral Dynamics integral ***Create your circles Spiral Dynamics integral charts.***

Spiral Dynamics integral is a powerful tool providing language, maps and perspectives for individuals and organisations to better manage their development. It maps the evolutionary path of the value systems humanity has created (so far...) It enables the management, growth and integration of every aspect of development from childcare to education, business, psychology, community development and every human system created.

We hope a basic understanding of SDi can serve your circle's activities as much as it has NextGEN as a whole.

SDi shows us how our cultural values evolve in accordance with our life conditions. Thus people in your wider area may be viewing life or reality in a very different way from you. By understanding your own and others values in a broad sense you can ensure the actions your circle of ISA takes is of benefit to you, your circle, your community and the wider world.

NextGEN circles of ISA have the opportunity to create Spiral Dynamic integral (SDi) charts. The practical application begins with an online evaluation and assessment based on the underlying codes of human nature and development. The results provide insights into the hidden value systems and change phases that can allow an individual or an organisation to thrive in their current environment. Survey results are created for individuals and then combined to give a composite picture of your NextGEN circle. These results can then be used to embed the principles of the model into your circle, and be used to develop your strategy and aims so that your circle can evolve healthily within its environment.

The charts explain:

The energy put into different value systems; the current state of evolutionary flow / impulse in regards to change; preferred methods of dealing with change, and much more. The charts also provide a picture that builds on integral thinking and is a base for making individuals and groups more healthy.

The charts work on the individual level and the collective (the "I" & the "WE"). We combine the data and offer a collective chart for your circle, expressing it as if it were its own conscious entity with its own expressions of "I" & "WE". If your circle decides to create the

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charts we will also provide you with the most accurate data available in your bioregion⁷, to see how your circle's values match or don't match with the population around you. This is to ensure that the actions you take are in-line and support the evolution of all involved.

If your circle decides to create these charts you can apply to NextGEN for financial support. NextGEN will pay up to 80% of the costs, funds permitting. This is to ensure people applying for the SDi survey are truly interested. If you can pay for the charts yourself or do not need the full 80% discount, please don't ask for it so that you can support someone else to take up this opportunity. If your circle is fully committed to taking the SDi surveys and cannot afford it with the 80% discount please get in touch with CircleDevelopment@nextgen.cc

Once accepted you will be instructed to go on-line and use the powerful software⁸ to start your practical application of SDi. Information will be provided to interpret your results. As more NextGEN members become familiar with SDi, greater opportunities for dialogue and shared learning will emerge. Until then if you have any questions about your circle's results please contact SDi@nextgen.cc

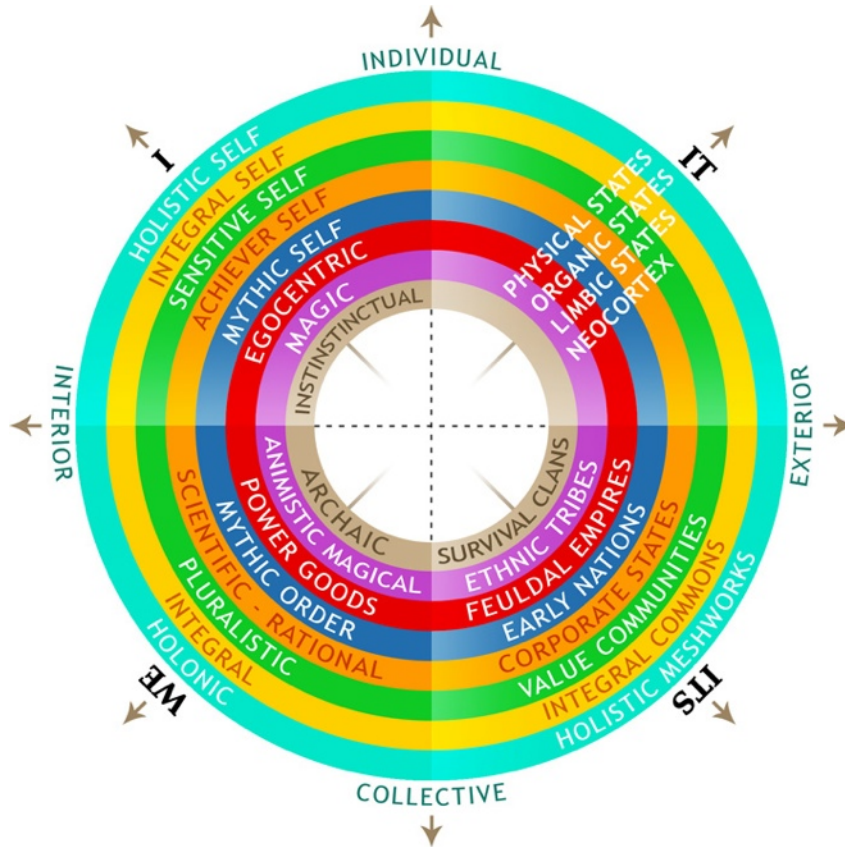
⁷ [5 Deep integral](http://www.5deep.net/deep1.asp) supply NextGEN with the most update SDi info for your bioregion www.5deep.net/deep1.asp

⁸ The SDi software NextGEN uses is provided by [On-line People scan www.onlinepeoplescan.net/](http://www.onlinepeoplescan.net/)

The Spiral of evolution expressed as the levels of development on the all quadrants all levels integral map

**Self and
Consciousness**

**Brain and
organism**



**Culture and
world view**

**Social system
and environment**

If you choose to delve deeper into the integral movement, your understanding of these maps and charts will increase. You will realise the spiral does not represent types of people but types *in* people.

If you add an individual's lines of development onto this map you might see something like:

- "I" quadrant on the emotional development line: Yellow
- "IT" quadrant on the dominate behavioural development line: Blue
- "ITS" quadrant on the Economic development line: Orange
- "We" quadrant on the Political development line: Green

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d) What is NextGEN

NextGEN is a global community being co-created by youth for youth of all ages.

We are the Next Generation for 3 reasons:

- Next Generation of Ecovillages – NextGEN shares the principles, concepts, and knowledge of the Ecovillage movement. We share this wealth of knowledge with our cities, universities, schools, businesses, governments and communities. By integrating the knowledge of the ecovillage movement into the rest of the world, we are creating the next generation of ecovillages.
- Next Generation of our world –Our global network empowers youth and provides a platform where their voice can be heard.
- Next Generation of thinking –"We can't solve problems by using the same kind of thinking we used when we created them" (Einstein). NextGEN aims to realise a new paradigm. If you have the new thinking needed for our changing times, NextGEN welcomes you to become part of our creative endeavours. There are no age restrictions; the only qualification is an open mind.

NextGEN is a community that empowers you to create a sustainable future. We are a diverse collective of individuals, communities, and NextGEN circles who work together for the common aim of a sustainable world.

If you would like to become part of the growing NextGEN community and realise your power as we co-create our world and future:

- Go to our website: www.nextgen.cc for further information
- Join the Global members circle
- Join the regional and local circles in your area
- Come back to this handbook and start to create your circle of Inspiration, Support & Action

We welcome all who are committed to creating a more sustainable world.

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Global Strategy:

NextGEN Global Vision, Mission and Strategy

Vision:

We envision a world where wisdom is passed from one generation to another, empowering everyone, giving youth a voice and an active role in the co-creation of a sustainable future.

Mission:

To inspire all youth and provide the support necessary to take action towards creating a sustainable world.



Success Factors:

- Support and partner with like-minded and prominent organisations within our field in order to grow our global community (i.e. our network of like-minded people and organisations)
- Welcome all people, young and old
- Serve as a learning organisation that grows organically and supports the diversity and individuality of different countries and cultures
- Create creative ways to financially support the members who hold NextGEN
- Paint a positive and inspiring future
- International support for NextGEN's regional activities and circles
- Create an organisation that is easy to join, get involved in, and contribute to
- Focus on topics important and current within our global community

NextGEN: Creating a circle of Inspiration, Support & Action

Strategic Directions:

- Increase Youth involvement in the Ecovillage movement (this not only includes ecovillages, but also holistic and integral living, the Transition Town movement, etc.) while fostering intergenerational dialogue
- Promote Dynamic Self-Governance (DSG) and other systemic approaches to leadership and organisation
- Implement what we identify as the Next Generation of thinking into our global community
- Increase global awareness of NextGEN
- Create ways in which NextGEN work can financially support youth to work within their communities
- Obtain funding to support the development of NextGEN projects
- Co-coordinate from an integral perspective
- Aid personal, cultural, and global evolution

Current Global Aims:

- NextGEN circles of Inspiration, Support & Action emerging in all areas
- NextGEN Mentor Programme
- The Hitchhikers Guide to The Ecovillage
- WEVE (Willing EcoVillage Energisers)
- NextGEN web presence that supports internal & external communications and integration of new member

Thank you for reading this handbook and taking an active role in the co-creation of a sustainable future.

And thank you to the NextGEN community and to all the people who have inspired and supported me to create this handbook. I truly hope that NextGEN will demonstrate a new way forward for integral community development and local grass roots governance / empowerment. Integrating the best models and practices to create flexible blue prints for sustainable community. I trust that other inspired people will take this handbook and develop it for NextGEN before its next due release date.

Remember, the most fundamental part of this handbook is your circle. Have fun creating it. Elliott.



This handbook and NextGEN’s regional development strategy was designed and created by *Elliott Saxby*

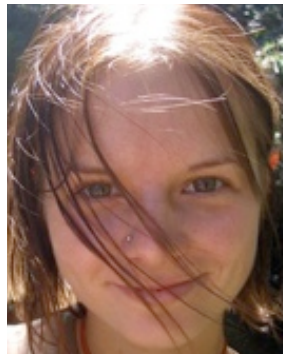
Elliott is a founder of NextGEN. He has been involved with managing all aspects of the organisation since it was created in 2005. He also represents NextGEN on the GEN board.

Elliott lives and works at the Findhorn Foundation community in Scotland: an ecovillage, spiritual education centre and working community. He launched NextGEN’S first circle of Inspiration, Support and Action: “NextGEN Findhorn”, which is active with many practical and inspiring projects.

He works with a variety of tools to support community development such as Spiral Dynamics integral and Permaculture. He is currently implementing and training facilitators in Dynamic Self-Governance within several organisations in his own community. In the Findhorn Foundation he works in organic gardening, education and community development.



All graphic design by *Ashleigh Gordon*



Ashleigh is part of the NextGEN Africa circle and lives in Cape Town. She has spent some years in the creative and design field and now works with Educo Africa, an NGO running outdoor-based experiential learning programmes. Ashleigh’s work focuses on youth leadership, personal transformation and using the wilderness as a classroom and place of healing. She has been trained to facilitate "Awakening the Dreamer" symposiums and hopes to inform and empower people to take action towards creating an environmentally-sustainable, spiritually-fulfilling and socially-just human presence on this planet.

Ashleigh is passionate about community, growing food, co-creating spaces, sustainable living, spending time in nature, and sharing the vision of a new world. Her curiosity took her to the Findhorn Foundation Community in Scotland, where she stayed for 7 months, and had her first experience of working in an organic vegetable garden. She has since fallen in love with Permaculture and has continued her long term relationship with the community.