Holacracy® Demystified

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What We’re Used to...
Another Way: Order Without Bosses
A New Constitution for Organizations…
A New Process for Distributing Authority…
Key Elements of Holacracy

1. Organizational Structure
   Organizing the Work, Not the People

2. Governance Process
   Distributes Authority & Creates Organizational Clarity

3. Operational Rules
   Enable Fast, Autocratic Action; Everyone is a Leader
Encoding Authority with Roles

Website Wizard

**Purpose**
The website is the best platform it can be for supporting all role-holders' work and providing our visitors with a high-value experience.

**Domains**
- Website menus

**Accountabilities**
- Maintaining and improving the EE website infrastructure, including testsite infrastructure, management of Wordpress plugins & licenses, and website analytics.
- Giving readers of the website access to copies of previous Magazine Highlights
- Designing and implementing website menus and navigation
- Designing and implementing the layout of website pages and sidebars, in alignment with any visual style guidelines created by Beauty Catalyst
- Evaluating and implementing (if possible) requests from other role-holders for new website functionality
Extreme Empowerment

When you fill a **Role**, you have the authority to take any action you reasonably believe is useful for enacting your Role’s **Purpose** or **Accountabilities**, so long as you don’t impact another Role’s **Domain** without their permission.

- **Policies** can be used to grant and restrict authority to impact **Domains**.
- Need explicit authorization through a **Policy** to be able to spend money, enter into contracts, and take other actions requiring legal authorization.
Working In vs. Working On the Organization

Operations vs. Governance

- Projects
- Next Actions
- Tactical Meetings
  - Metrics
  - Project Updates
  - Issue Triage
- Roles, Accountabilities, Domains, Policies
- Can only be changed via
  - Governance Meetings
  - Asynchronous Governance Proposals
  (one exception: Roles can create Policies on Domains they control at any time)
Circles Change Their Structure via Governance

These require governance changes:

1. Be able to expect someone to do something on an ongoing basis (→ role/accountability)

2. Restrict someone’s authority to do something (→ policy/domain)

Changes are Tension-Driven
There is a Hierarchy
(but it’s a hierarchy of purpose/work, not people)

- Facilitator (elected by circle)
- Secretary (elected by circle)
- Lead Link (assigned by super-circle)
- Rep Link (elected by circle)
Connecting the Circles...

**Lead Link**

**Domains**
- Role Assignments in Circle

**Accountabilities**
- Assigning people to Roles
- Monitoring the fit and offering feedback to enhance role fit; re-assigning Roles when needed
- Allocating circle resources
- Establishing priorities and strategies for the circle
- Defining metrics for the circle

**Rep Link**

**Domains**
- None

**Accountabilities**
- Removing constraints within the broader Organization that limit the Sub-Circle
- Seeking to understand Tensions conveyed by Sub-Circle Circle Members, and discerning those appropriate to process in the Super-Circle
Welcome to “The Better Way Company”
Provides training & coaching for the “Better Way” method...

The company has just adopted Holacracy…
... and there are lots of tensions to process ...
THANK YOU!

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