

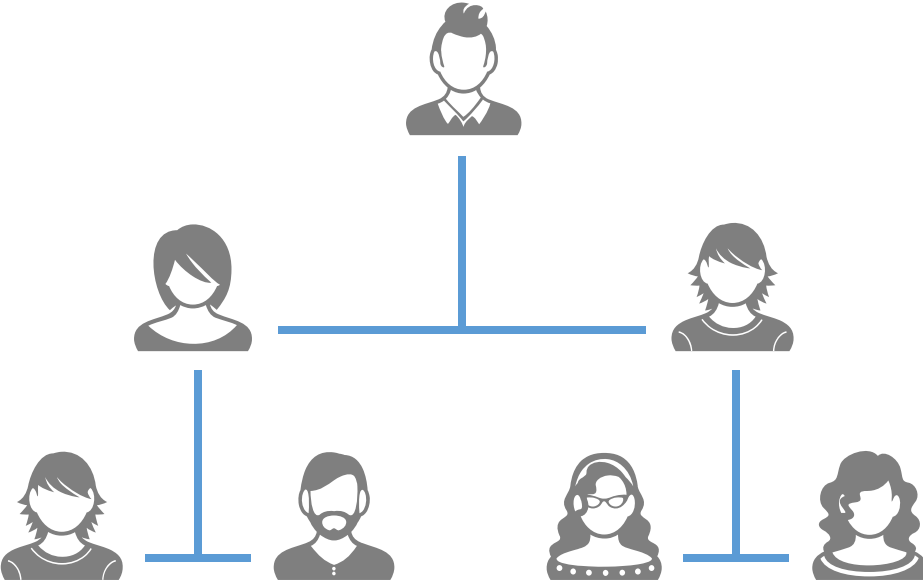
# Holacracy® Demystified

**Eric Babinet**



**ENLIVENING EDGE**  
news from next-stage organizations

# What We're Used to...

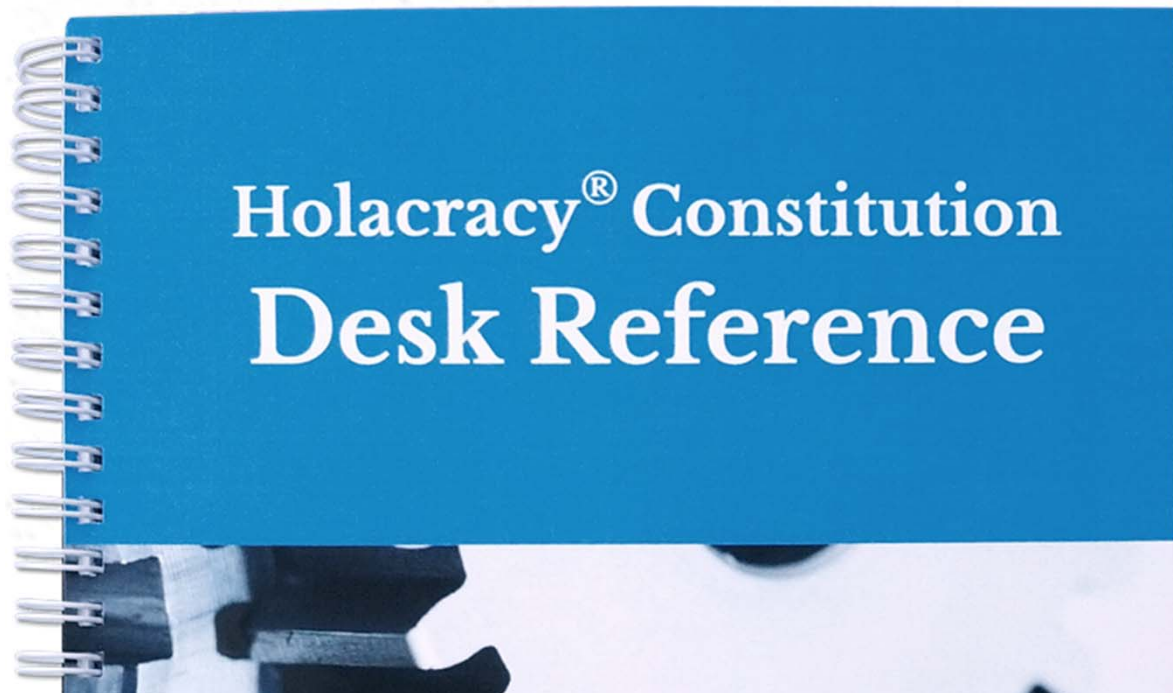


# Another Way: Order Without Bosses



**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



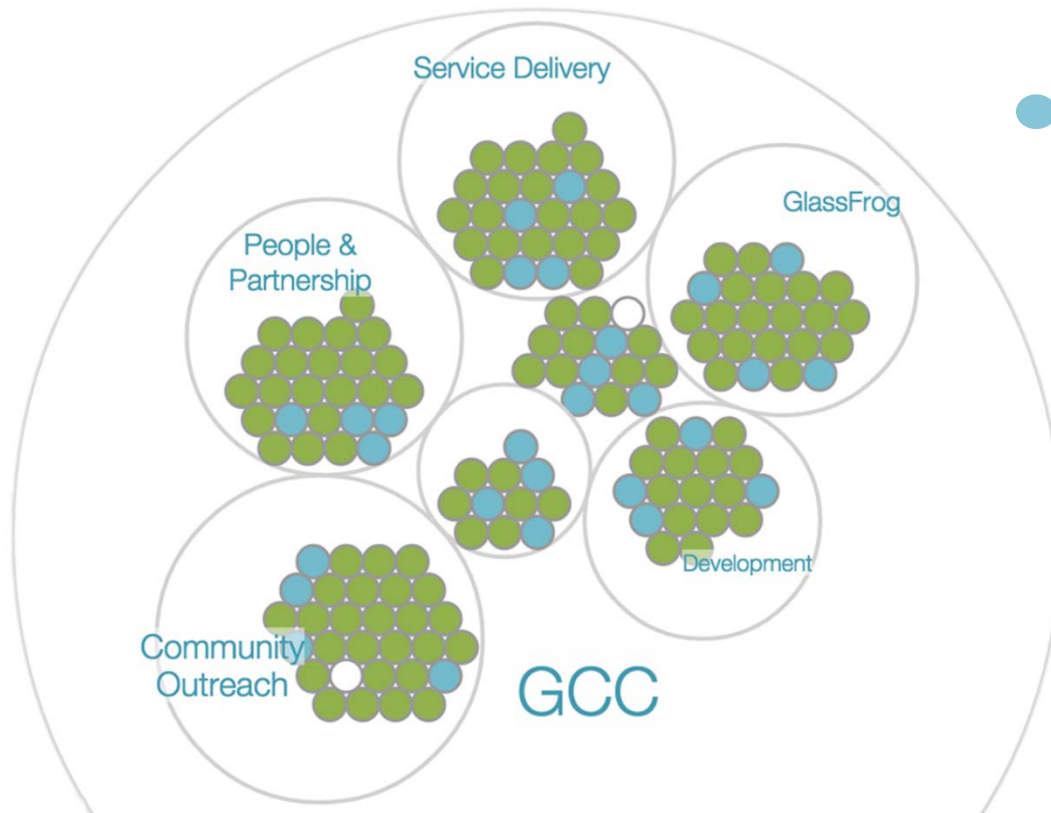
These require governance changes:

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)



- = 4 Required Roles in Each Circle
  - Facilitator (elected by circle)
  - Secretary (elected by circle)
  - Lead Link (assigned by super-circle)
  - Rep Link (elected by circle)

# Connecting the Circles...

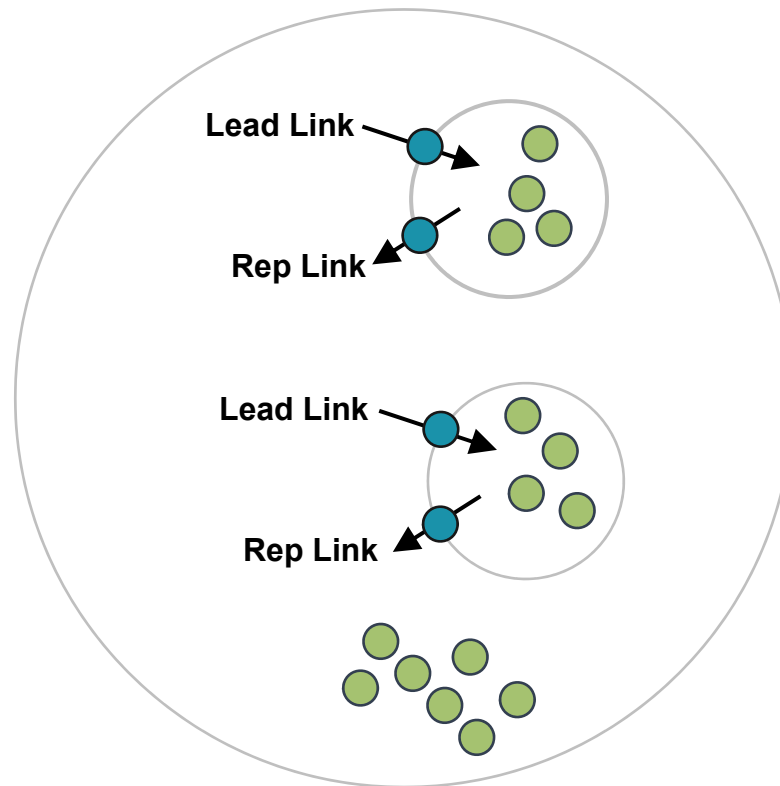
## Lead Link

### 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

# Simulation Setup

**Welcome to “The Better Way Company”**

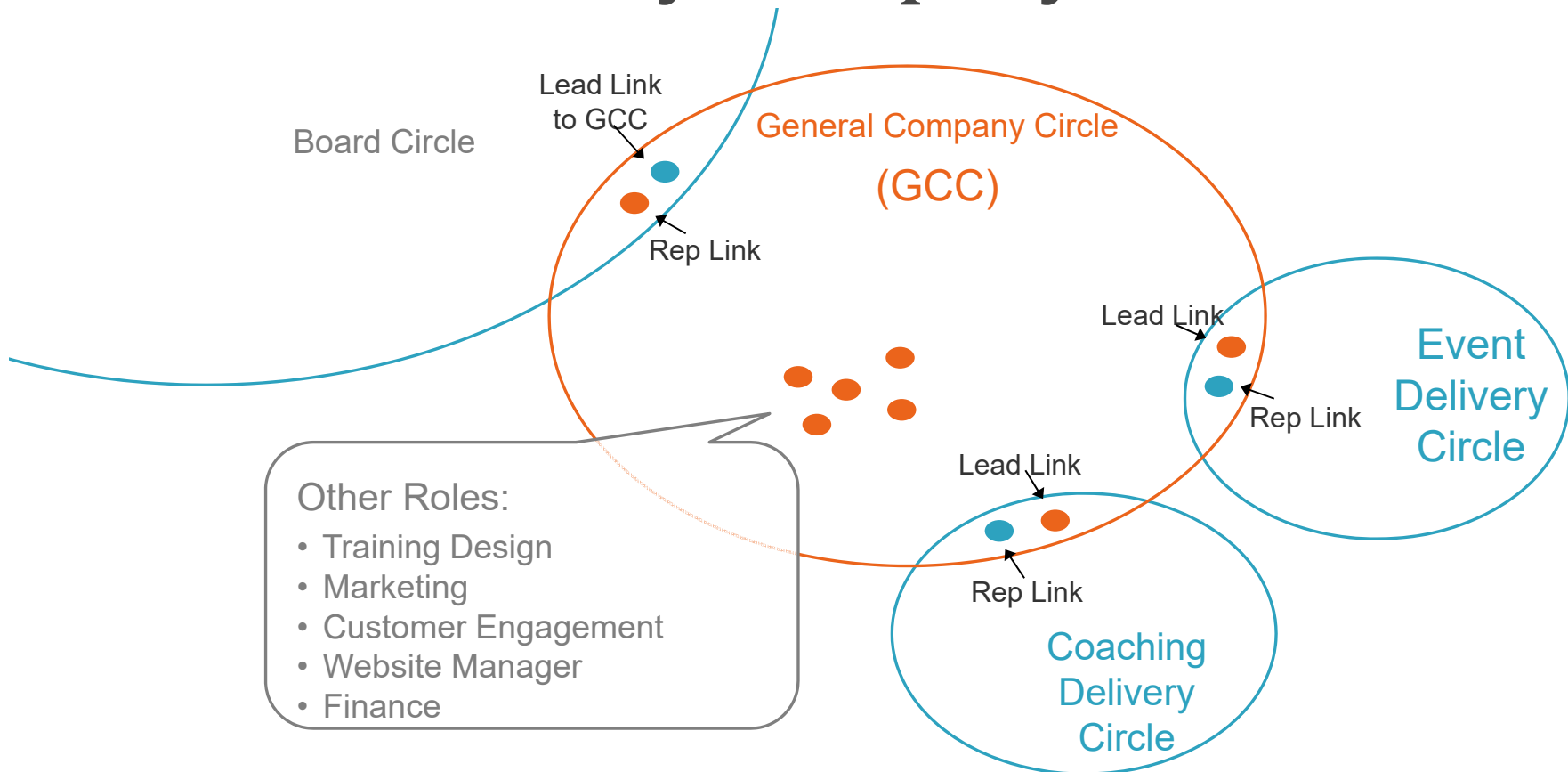
Provides training & coaching for the “Better Way” method...

**The company has just adopted Holacracy...**

... and there are lots of tensions to process ...



# The Better Way Company



**THANK YOU!**

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