Evolving

Agile Organizations with Sociocracy 3.0

Who has heard of...

Sociocracy

Dynamic Governance / Circle Forward

Holacracy

Teal Organizations

Responsive Organizations

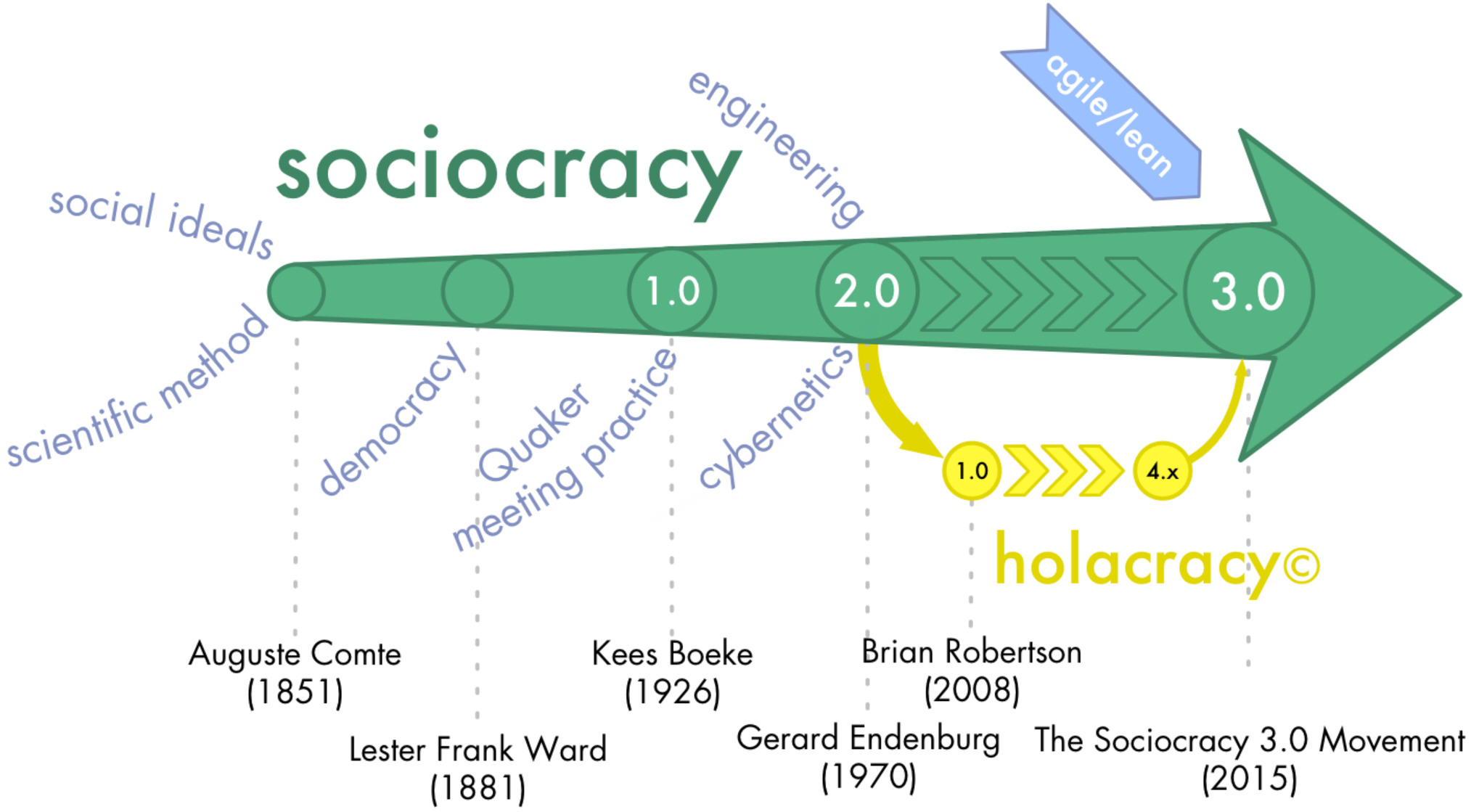
Intrinsify

New Work

Sociocracy 3.0: a Framework of Patterns for Agile Organizations

Agile Organization: **Sustainably** Creating A **Valuable** Product With **Happy** People.

A Bit of History


sociocracy
social ideals
scientific method
engineering
agile/lean
1.0
2.0
3.0
democracy
Quaker meeting practice
cybernetics
1.0
4.x
holacracy©
Auguste Comte (1851)
Lester Frank Ward (1881)
Kees Boeke (1926)
Gerard Endenburg (1970)
Brian Robertson (2008)
The Sociocracy 3.0 Movement (2015)

open
free
lightweight
actionable
effective
design goals

Agenda

1. Transcending Hierarchy
2. Evolving Organizations
3. Organizational Structure
4. How Do We Get There

Transcending Hierarchy

The Problem With Organizations:
Individual Disciplinary Power
Inevitably Leads To
a **Dominance Hierarchy**

Paradox of Management

Hierarchies

Artificially Limit a System's Complexity

And Thus The Capacity of a System

To Address Complexity

Agile and Hierarchy:

Culture Eats Strategy For Breakfast

How Can We Create An Organization Without Hierarchy?

Give Decision Making Power to Those Affected by a Decision

strategy | product | plans | contracts | role assignment | compensation | dividend organizational structure | work process | ...

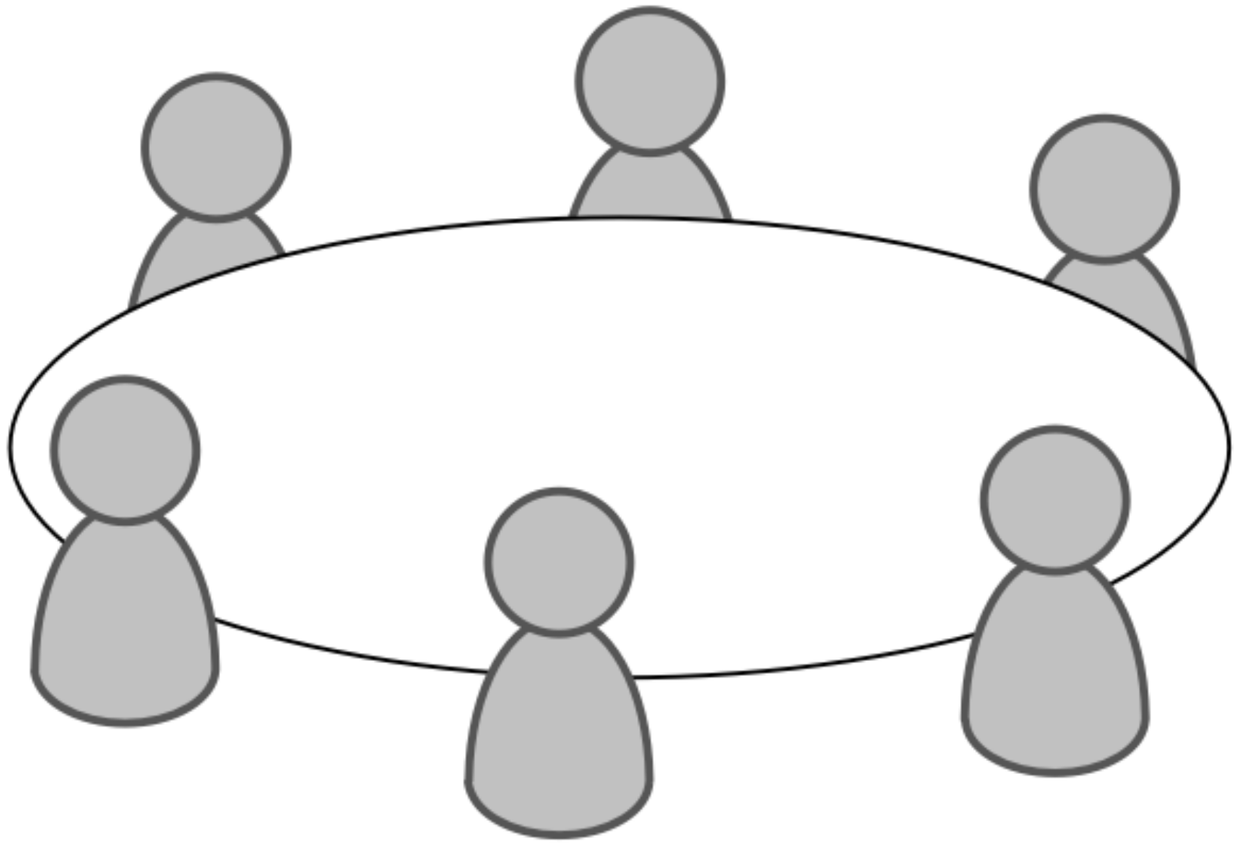
Circle

group of peers

temporary or permanent

makes decisions by consent

in person or by delegation



Circles Make Better Decisions:

more knowledge
more engagement
more creativity
more commitment

Consent

the absence of objections

everyone can "live with it"

good enough for now

safe enough to try

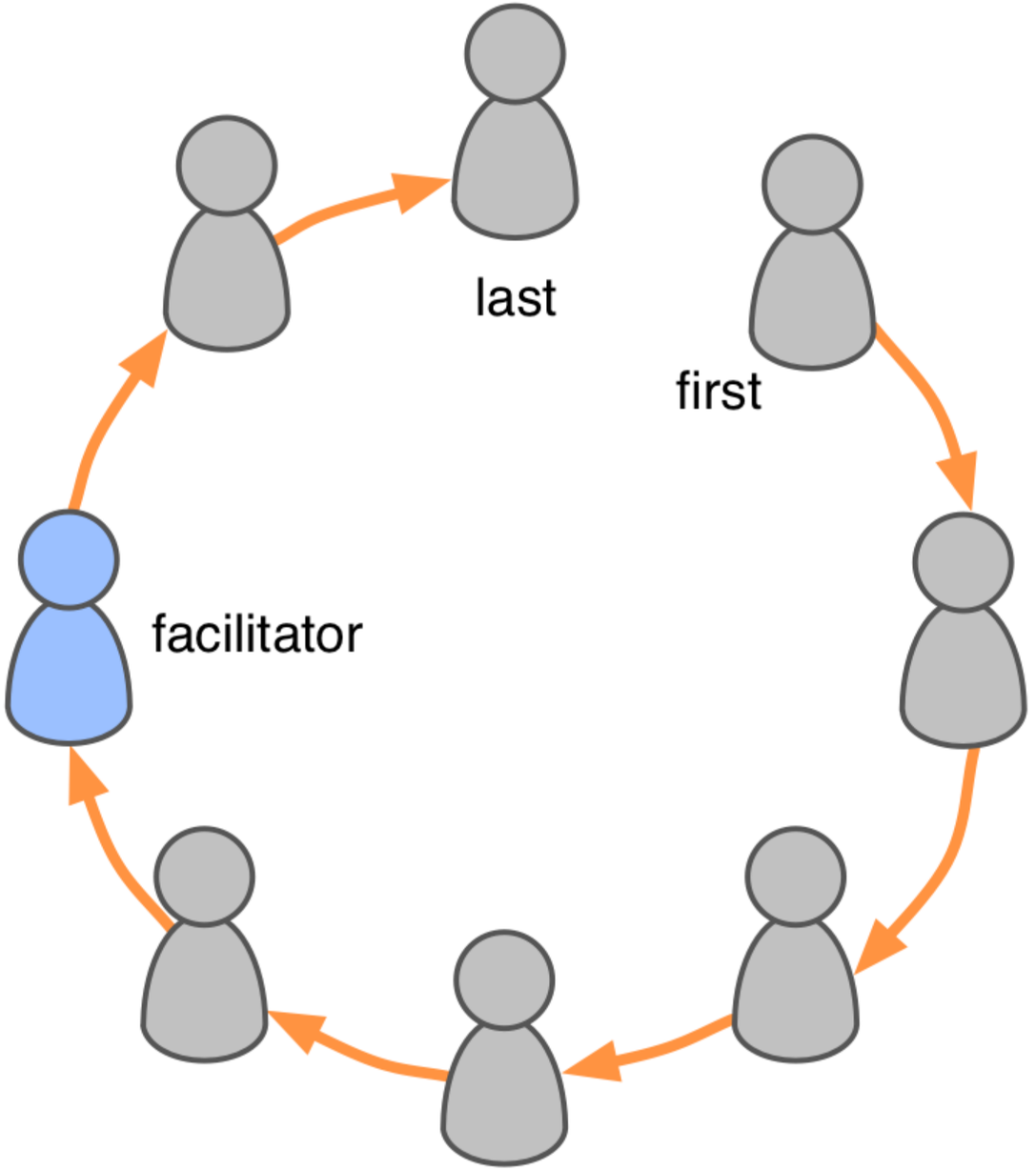
Maintain Equivalence:

Avoid Discussion

Facilitate Rounds

1. Pick a random person to start

2. Everyone speaks in turn



Evolving Organizations

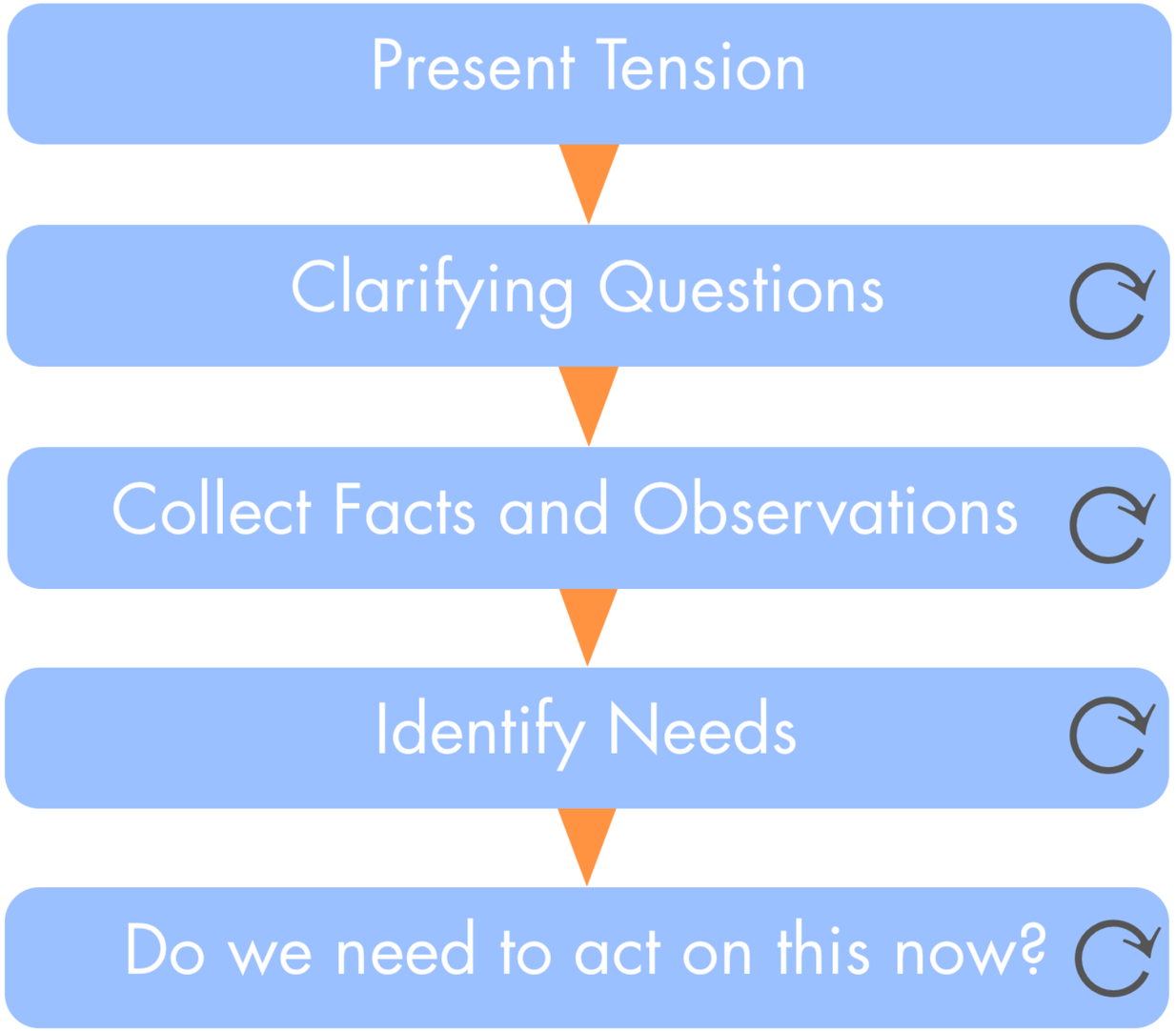
We can already evolve Products,
Business Models and Work Processes.
Can We Continuously Evolve
The Whole Organization?

Let's Make **Every Single** Policy Decision an Experiment

1. Identify Motive

The Driver

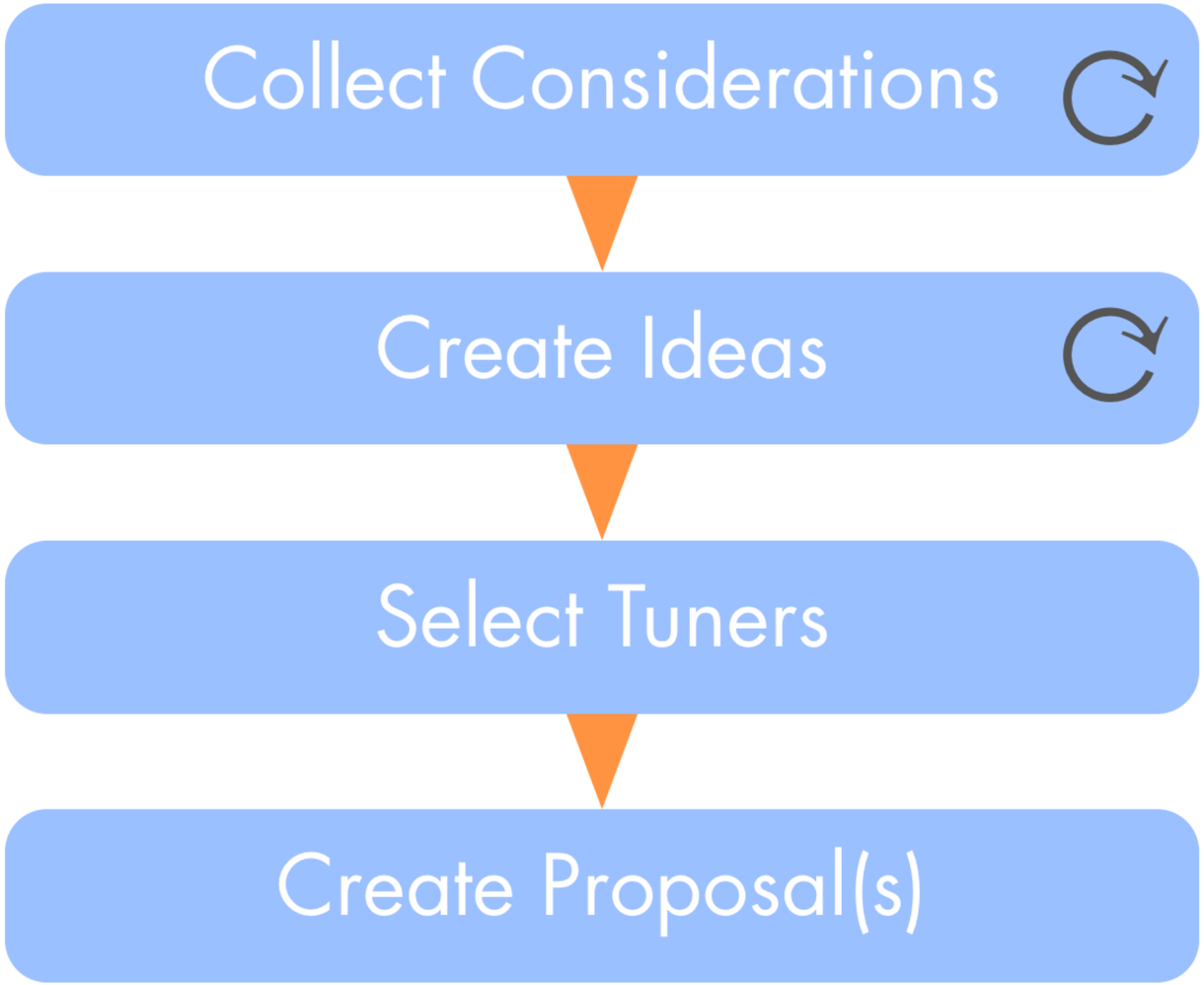
- shared motivation for action (the "why")
- situation ➤ needs
- replaces goals, aims, mission, vision, purpose
- easy to review



2. Design the Experiment

Proposal Forming

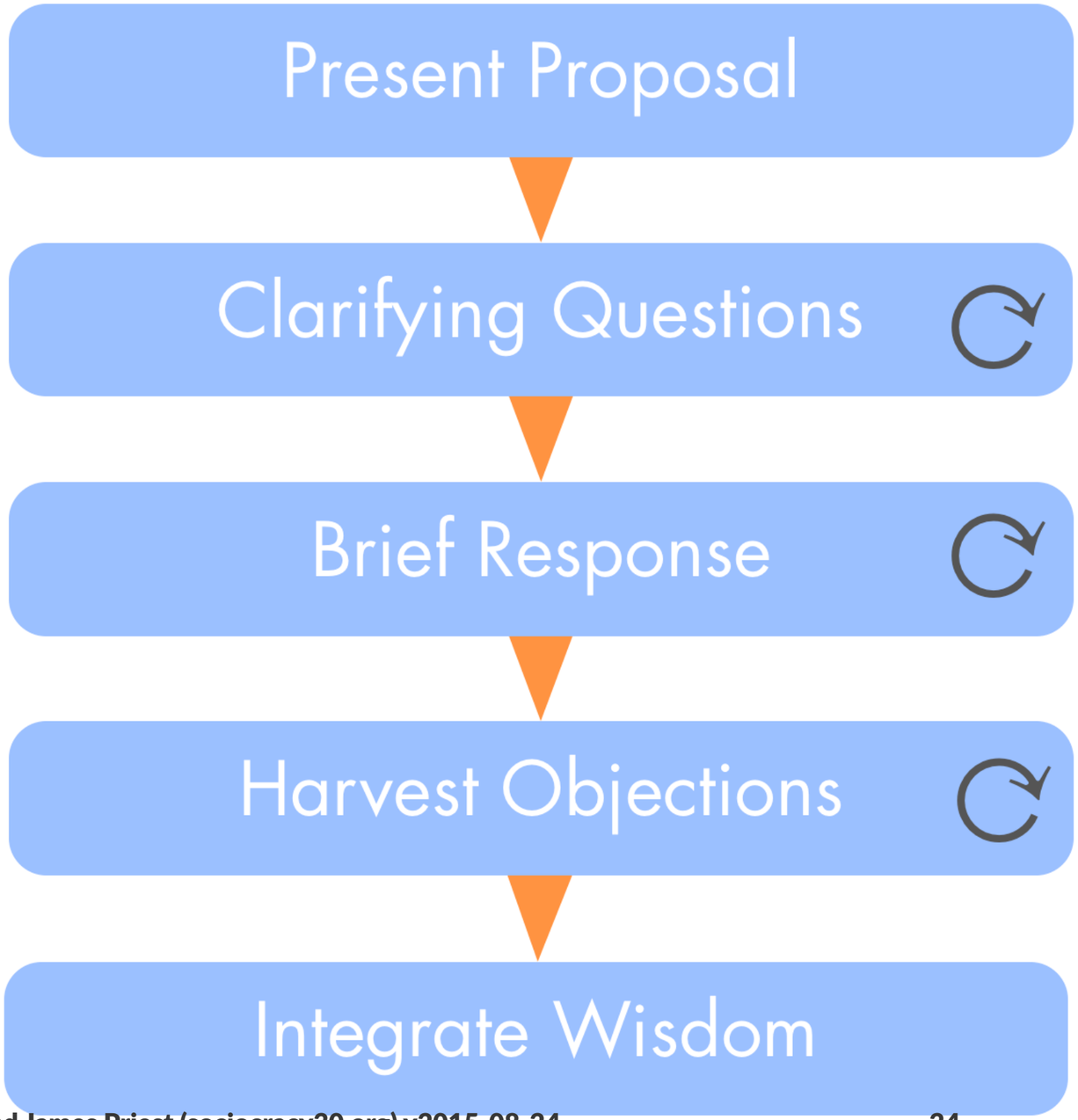
- collect considerations and ideas in larger circle
- create proposal(s) in small group



3. Commit to Run the Experiment:

Consent Decision Making

- collect objections from everyone affected
- objections reveal knowledge
- can you "live with it" until the review?
- "contract of consent"



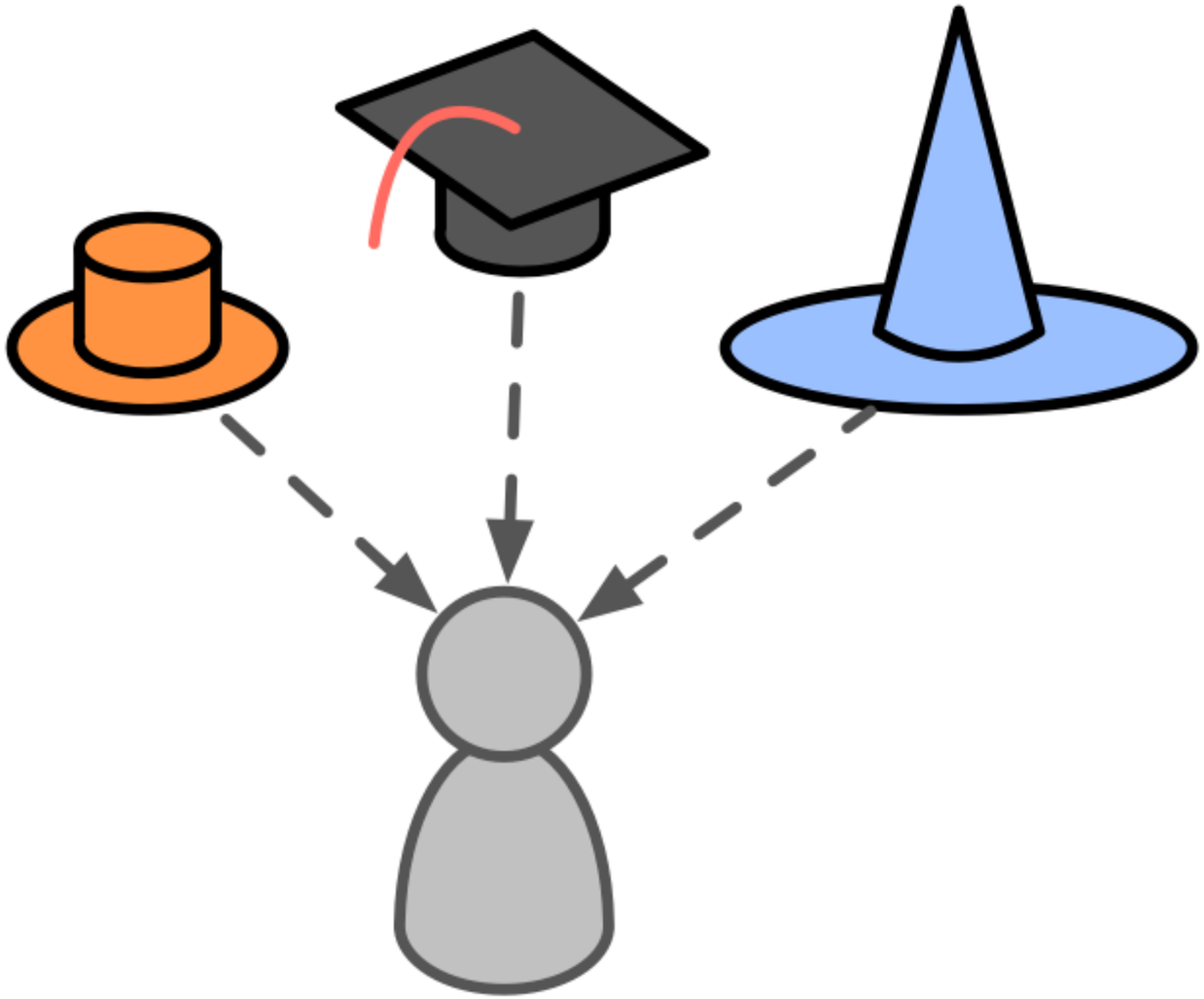
4. Review and Improve

The Governance Meeting

- circle meeting at regular intervals
- each policy has review date and evaluation criteria
- tensions may trigger early review

People and Roles

- people can wear many hats
- role definitions are policy
- elect people to roles by consent
- elect for limited terms
- performance improvement process



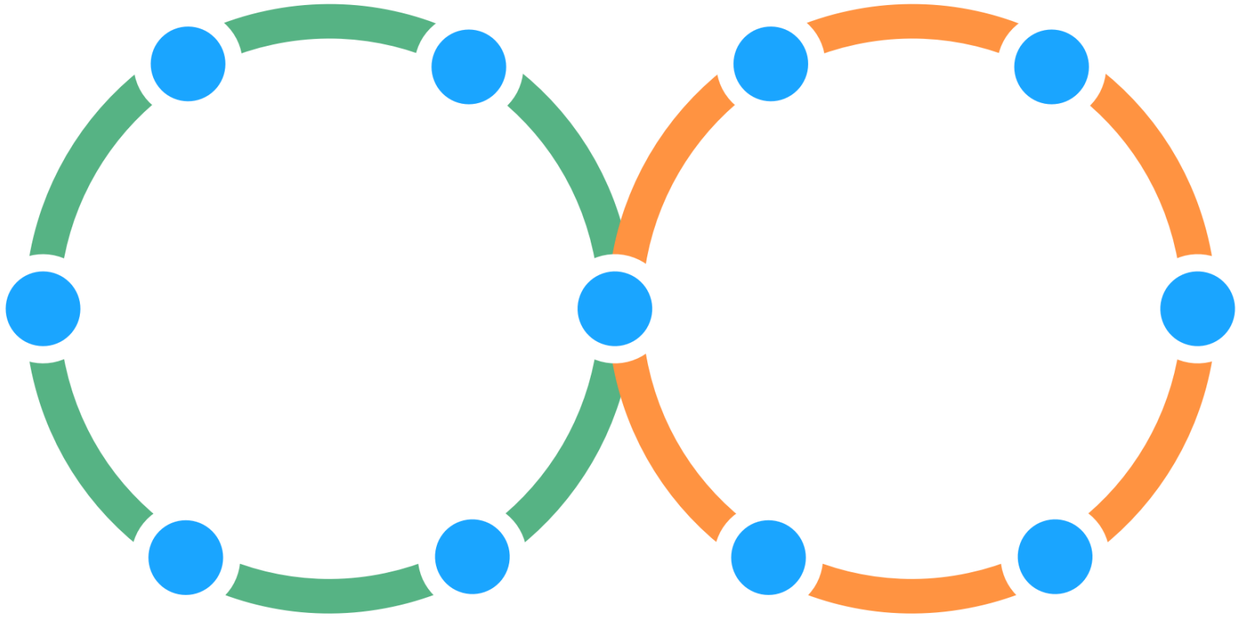
Organizational Structure

- support effective collaboration
- delegate decision making power
- built from **circles**
- evolve continuously
- co-existence of different functional structures

Representatives

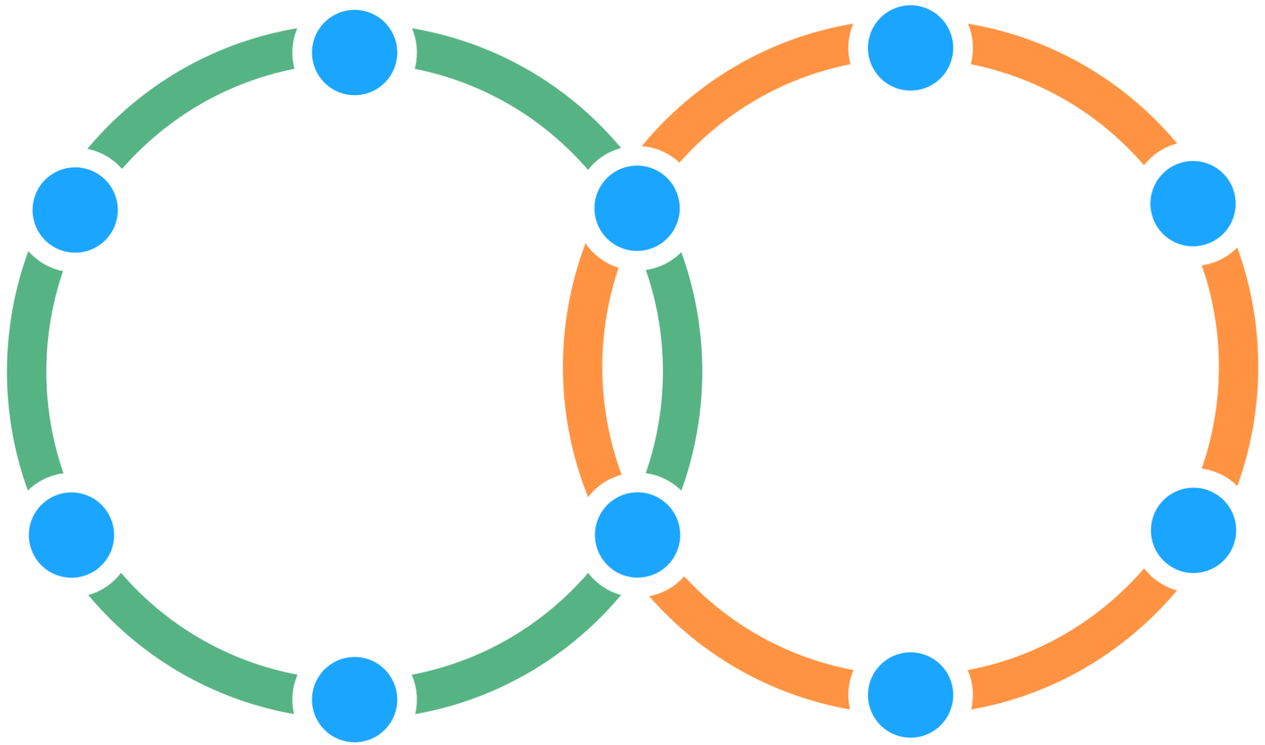
a.k.a Links...

...stand for the interests of one circle in another circle



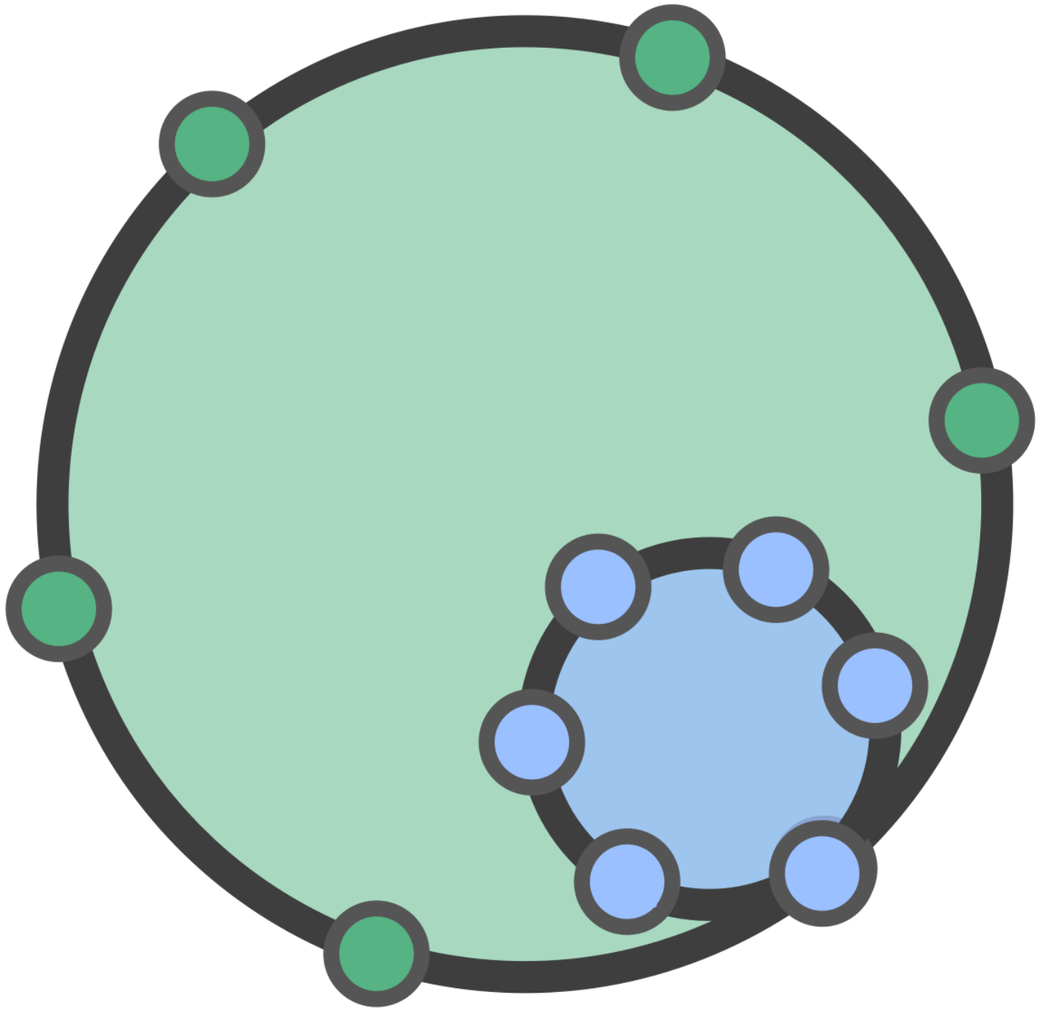
Double Linking

Facilitate two-way flow of information and influence



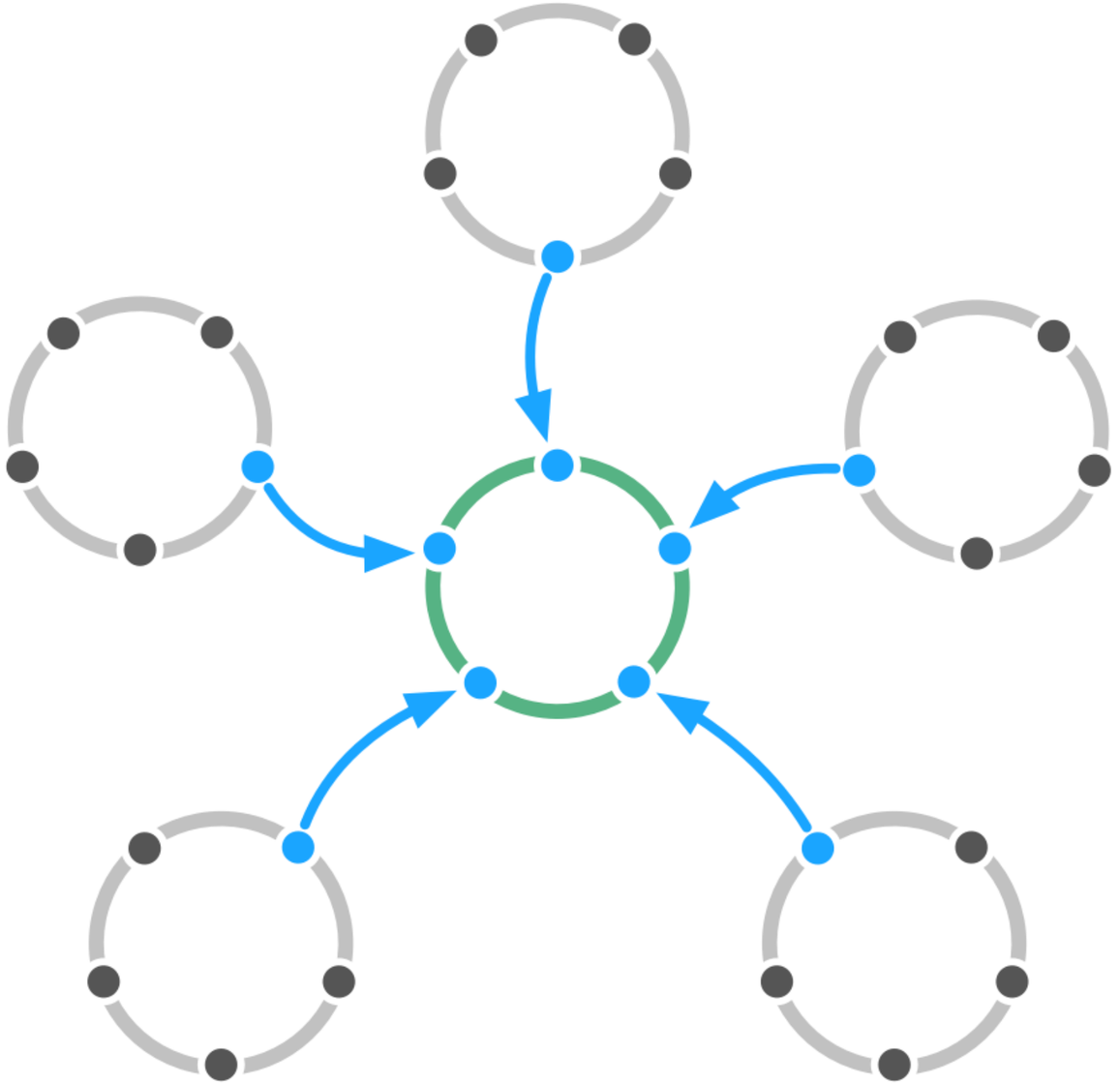
Nested Circle

A pattern for expanding functions



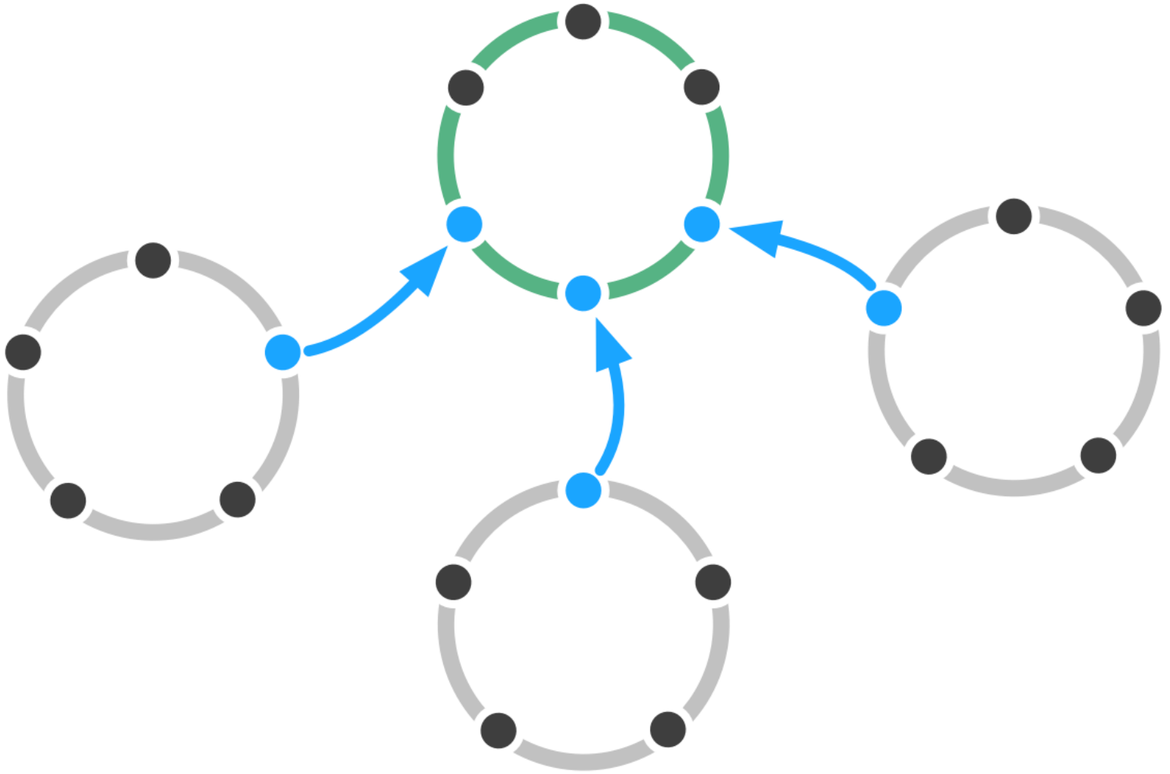
Delegate Circle

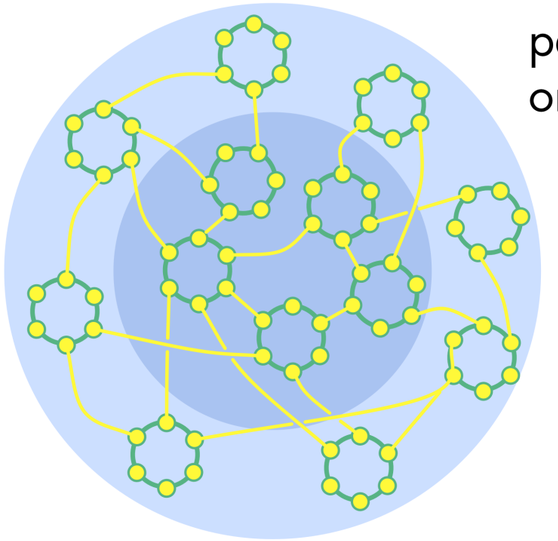
A pattern for coordination



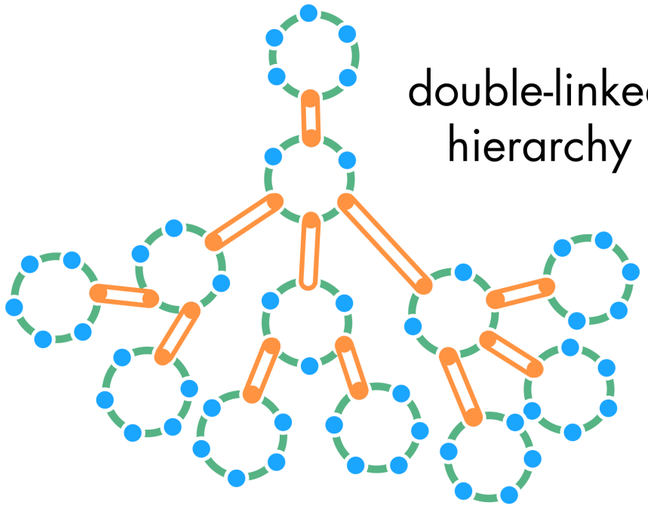
Service Circle

A pattern for outsourcing shared services



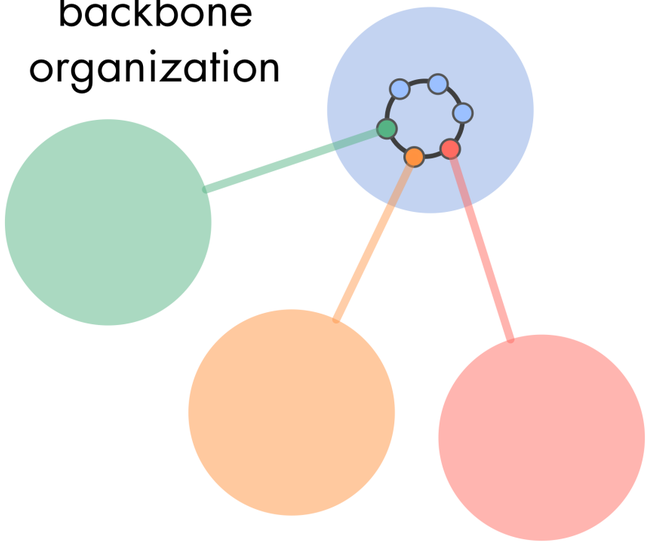


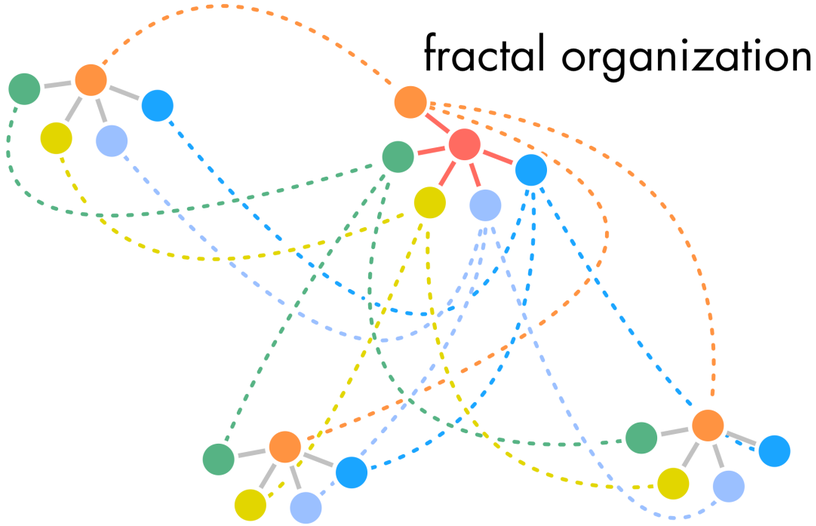
peach
organization



double-linked
hierarchy

backbone
organization





fractal organization

How Do We Get There?

- revolutions break organizations (➤Zappos)
- don't break what's already working
- meet everyone where they are

Create a Pull-System for Organizational Change

- trigger continuous improvement
- let them pull in patterns
- then expand the scope of the experiment

Context Is King

Patterns Are Just Ideas

Remix and Adapt as You Like

But Do It Together

And Evaluate the Outcome

More Considerations

- organizational values: make life so much easier
- legal: bylaws and consent
- entering and leaving an organization: agree early
- compensation and dividends: easier than you think

Now what?

Main website: http://sociocracy30.org
(more resources and a low-traffic newsletter).

Follow us on twitter: @sociocracy30

Join the movement and translate Sociocracy 3.0 into your language
http://bit.ly/translate-s3

A community platform's in planning, subscribe to the newsletter to be notified about the launch.

License

This work by Bernhard Bockelbrink and James Priest is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License. To view a copy of this license, visit http://creativecommons.org/licenses/by-sa/4.0/.

Bernhard Bockelbrink is an agile coach, trainer and consultant supporting individuals, teams and organizations in navigating complex challenges and developing a culture of effective, conscious and joyful collaboration.

evolvingcollaboration.com -- bernhard.bockelbrink@gmail.com

James Priest is an interdependent consultant, facilitator and trainer specializing in holistic organizational development, distributed leadership implementation and complex systems optimization.

thriveincollaboration.com -- james@thriveincollaboration.com