Governance Meeting

Change official structure — roles, accountabilities, policies & domains

1	2	3	4
Check-In	Build Agenda	Process Agenda Items	Closing Round

*This is the meeting where you can change **anything slowing you down**. Not a place for debate — a structured process for updating how we work.*

1 Check-In

Each colleague shares what's on their mind — briefly. Go around once. No discussion.

Why: arrive present, not distracted.

2 Build Agenda

Each tension holder adds their topics using 1–2 words as a reminder, or imports their tensions into the Governance meeting.

Tip: just enough to remind yourself — not a full explanation.

3 Process Agenda Items

Work through each item using the steps below. Facilitator keeps the process; proposer owns the outcome.

Proposer

3a

Present Proposal

State what you want to change and why it's a tension for your role. Others may only help draft an initial version if you ask — not to improve it.

→ *What's not working, and what do you propose instead?*

Anyone

3b

Clarifying Questions

Ask to understand — not to challenge or react. No discussion. The proposer can answer "Not specified."

→ *Get clarity.*

Everyone except proposer

3c

Reaction Round

Each participant shares their reaction in turn. No debate, no crosstalk. Speak to the room.

→ *Reactions are directed to the space, not to individuals. All reactions are valid.*

Proposer only

3d

Option to Clarify

The proposer may clarify the intent or amend the proposal, but they have no obligation to do so. No one else may speak, not even to help.

→ *No changes are perfectly fine.*

Everyone incl. proposer

3e

Objection Round

Facilitator asks: "Does adopting this proposal cause harm — objection or no objection?" State it briefly. No debate. Facilitator may test objections (see back).

→ *An objection is a real harm — not a preference or a better idea.*

VALID OBJECTION
↓ proceed to Integration — step 3f

NO VALID OBJECTION
→ Proposal accepted ✓

Proposer + Objector + Anyone

3f

Integration (valid objections only)

Amend the proposal to remove the objection AND still solve the proposer's problem. See back of card. Repeat Objection Round when done.

→ *Not compromise — a solution that works for both.*

4 Closing Round

Each colleague shares a brief reflection on the meeting. Go around once. No discussion.

New to Governance? Here's what matters most.

- You only need 1–2 words to add an agenda item — explain it when it's your turn.
- A "tension" is simply a gap between how things work now and how they could work better.
- You can't be wrong. If you felt it, it's real. The process will sort out what to do with it.

Not a meeting person? Fair. Here's why this one is different.

- Fixed structure = no endless debate. Every step has a clear purpose and a clear end.
- You can propose a change to anything in your role without needing anyone's approval first.
- If no one objects, it passes. No consensus required.

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Objections & Integration

Use during steps 3e & 3f

Check this first — Not Valid Governance Output (NVGO)

Does the proposal break a rule in the Holacracy Constitution? If YES → the objection is **automatically valid**. No further testing needed. Go straight to Integration.

Example: "This proposal is outside our circle's authority."

If no NVGO, the objection must meet **all four criteria** below. Any colleague may request testing. Questions can be asked in any order.

Does the proposal limit the circle's purpose or accountabilities?

✓ YES → continue	✗ NO — Objection is invalid and dropped

Does the proposal limit your role in this circle?

✓ YES → continue	✗ NO — Objection is invalid and dropped

Does the objection originate from this proposal?

✓ YES → continue	✗ NO — Objection is invalid and dropped

Can the harm be reasonably expected?

✓ YES → ask question below	✗ NO — Objection is invalid and dropped

Is there enough time to change to prevent significant harm?

✓ YES — Enough time to adapt later → Objection is invalid and dropped	✗ NO — Valid objection → proceed to Integration

Facilitating Integration

1. **Ask the objector:**
   "What could be added or changed to remove your concern?"
2. **With each idea, ask the objector:**
   "Does this resolve your objection?" → If YES, ask the proposer: "Does this still address your tension?" → If both say yes, move to the next objection.
3. **Once all objections are resolved:**
   Repeat the full Objection Round from the beginning.

The goal is not compromise. It's an amended proposal that removes the objection and still addresses the proposer's original tension. Both need to win.

Remember: governance exists to clarify expectations from roles. Every proposal processed is a tension removed — bringing us one step closer to our purpose.

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