

# GOVERNANCE MEETING

1

## CHECK-IN

One at a time.  
No discussion.

2

## ADMIN CONCERNS

Address any  
logistical concerns.

3

## BUILD AGENDA

One or two words  
per item.

4

## PROCESS AGENDA

Process items one  
at a time.



PROPOSER

### Present Proposal

Proposer states proposal, and optionally shares the tension. Others can help if proposer asks, but only to craft an initial proposal, not improve it or seek consensus.



ANYONE

### Clarifying Questions

Anyone can ask the proposer a question to better understand, but not influence; no reactions or discussion allowed. Proposer can respond "not specified" to any question.



EVERYONE

### Reaction Round

Everyone speaks, one at a time, except proposer. No discussion. Reactions are directed to the space, not to individuals.



PROPOSER

### Amend & Clarify

Proposer may clarify intent or amend proposal, but has no obligation to do so. No one else may speak, not even to help.



EVERYONE

### Objection Round

Facilitator asks each person in turn, "Do you see any reason why adopting this proposal causes harm; objection or no objection?" Objections are stated, tested, and captured one at a time without discussion. *See back of card for objection testing guidance.*



MOSTLY  
PROPOSER  
& OBJECTOR

### Integration (if valid objections)

The goal is an amended proposal that would not cause the objection and would still address the proposer's tension.

- Integrate one objection at a time.
- Start with objector, but allow contributions from anyone.
- Facilitator asks, "What can be added or changed to remove that issue?"
- Don't wait for consensus. Stop and check out each idea:
  - Ask objector: "Would this resolve your objection?"
  - Ask proposer: "Would this still address your tension?"

After all objections are integrated, repeat objection round.

(if no valid objections)

**Accept Proposal**

5

## CLOSING ROUND

Share reflections on the meeting one at a time. No discussion.



# TESTING OBJECTIONS

Facilitator asks each person in turn, "Do you see any reason why adopting this proposal causes harm; objection or no objection?" If objection, "What is the harm?"  
*The following test questions can be asked in any order.*

THE PROPOSAL WOULD HURT THE CIRCLE'S CAPACITY TO EXPRESS ITS PURPOSE OR ACCOUNTABILITIES

Is your concern a reason the proposal causes harm, or . . . . .

Is your concern the proposal is unneeded or incomplete?

INVALID  
⊗

THE PROPOSAL WOULD INTRODUCE A NEW TENSION IF ADOPTED

Is your concern created by this proposal, or . . . . .

Is it already a concern, even if the proposal were dropped?

INVALID  
⊗

THE OBJECTION IS EITHER BASED ON PRESENTLY-KNOWN DATA, OR IS NECESSARILY PREDICTIVE BECAUSE WE CAN'T ADAPT LATER

Do you know this impact will occur, or . . .

Are you anticipating this impact will likely occur?

Could significant harm happen before we can adapt, or . . . . .

Is it safe enough to try, knowing we can revisit it anytime?

INVALID  
⊗

THE PROPOSAL WOULD LIMIT YOUR ROLE'S PURPOSE OR ACCOUNTABILITIES

Would the proposal limit one of your roles, or . . . . .

Are you trying to help another role or the circle in general?

INVALID  
⊗



**VALID OBJECTION**

AN OBJECTION IS AUTOMATICALLY VALID IF THE PROPOSAL BREAKS THE RULES OF THE HOLACRACY CONSTITUTION

e.g. "Not valid governance output (NVGO);"  
"Outside the circle's authority."

