Organization Evolved: Introducing Holacracy

by Brian J. Robertson – August 6th, 2009

Contents

Background & Framing

Over the past two decades, dozens of thought-leaders have pointed the way to new capacities organizations must develop to thrive amidst our 21st century challenges. Peter Senge highlights the need for systems thinking and learning organizations. Gary Hamel describes radically new management methods. Meg Wheatley calls for self-organization and a living systems mindset. And Jim Collins shows the impact of leaders who get their ego out of the way. These visionaries and many more are highlighting the limits of our conventional views of organization and leadership, and offering a glimpse of new possibilities available to us – if we're able to make the leap.

And making that leap is proving to be one huge challenge. Fully realizing such a shift requires embodying these leading-edge principles and ideas in actual practices, across the whole organization. It is one thing to read a book or attend a workshop and leave inspired with a new vision of what's possible in organization. It's another thing entirely to go back into a broader organizational context, with its conventional structures, processes, and patterns still at play, and shift the whole system to actually operate from that new paradigm. Absorbing the mindset is just the beginning – the challenge then becomes moving from inspired theory held by a few, to stabilized practice across an entire organization.

How to achieve this shift is the leading-edge question in many leading-edge movements. Several new practices and techniques have emerged in response, though it has proven difficult to realize whole-system change by applying isolated new practices within an old organizational paradigm. Likewise, efforts to attain this shift via leadership development initiatives have also proven limited, sometimes leaving more cynicism than progress.

To really achieve the promises of this emerging new paradigm, we will need a new organizational operating system – a fundamental upgrade to the core structure and processes we use to govern, organize, and execute our work. We'll need to install self-sustaining practices that manifest new capacities throughout an organization, even when a majority of the individuals within haven't yet made the leap to this new mindset.

In response to these challenges and needs, a new approach has emerged: a complete organizational operating system called Holacracy™.

Introducing Holacracy™

Holacracy is a comprehensive practice for governing and running our organizations. With its transformative structure and processes, Holacracy integrates the collective wisdom of people throughout the company, while aligning the organization with its broader purpose and a more organic way of operating. The result is dramatically increased agility, transparency, innovation, and accountability. Holacracy takes the principles, ideas, and emerging mindset articulated by cutting-edge thought leaders, and instills them in the actual structures and processes of the organization. It grounds them in practice and brings them to life.

The approach Holacracy takes to realizing this shift is comprehensive and transformative, yet equally honors conventional fundamentals. It is not enough to simply throw out current methods, however obsolete – we must replace them with new methods which still achieve the value of the conventional, plus

much more. Static predict-and-control management methods must give way to a more dynamic and adaptable approach. This requires shifting rigid top-down power hierarchies into a more responsive organic structure, and then using that new structure to distribute governance and capture learning throughout the entire organization. That means surfacing a great deal of feedback, so slow meetings and painful decision-making must be replaced with an approach that rapidly integrates key perspectives from multiple people. The organization's operational processes can then take advantage of this newfound agility to harness innovation and deliver superior results. To avoid all of this falling apart in a clash of egos, the organization will need a compelling purpose that invites everyone to serve something larger than themselves, and a purpose-driven board to anchor it. Sustaining this over time will require new language and meaning-making in the culture, to help uproot deeply-entrenched mental models that are limiting in light of the new reality Holacracy offers.

Beyond Predict & Control

Most modern leadership and management techniques are based on a predict-and-control paradigm. This mindset asks those in leadership roles to anticipate and design the best path to achieve pre-defined goals in advance, and then control for any deviations to the prescribed plan. This approach matured through the first half of the twentieth century and worked well enough in the relatively simple and static environments faced by organizations of that era. Today, our predict-and-control techniques are struggling to keep up with the agility and innovation required in a landscape of rapid change and dynamic complexity. They're also failing to ignite the passion and creativity of a new generation of workers demanding greater meaning and purpose in their work.

In today's environment, steering an organization with predict-and-control methods is akin to riding a bicycle by pointing in the right direction, then holding the handlebars rigid and pedaling, eyes closed. Holacracy helps an organization find more dynamic methods for steering its work, to gradually shift the company from predict-and-control, to experiment-and-adapt, and finally to true sense-and-respond. Like riding a bicycle, dynamic steering involves

pursuing a general aim by adapting continuously in light of real data about present reality.

Organizationally, dynamic steering means establishing tight feedback loops and frequent steer points throughout the company's operations. This allows planning and decision-making processes to focus on quickly reaching a *workable* decision and then letting reality inform the next step, rather than agonizing about what "might" happen in an effort to conjure up a theoretical "best" decision that still doesn't quite get it right. Dynamic steering frees teams to move swiftly from discussion and planning to actually testing decisions in reality and learning from the results. Plans which start out imperfect become well-aligned with actual needs through a continual process of facing reality and incorporating feedback.

This mindset shift is core to Holacracy, however actually transitioning from static control to dynamic steering takes quite a bit more than just new principles. Holacracy embeds this shift into the core of an organization by installing a more organic structure, along with concrete decision-making and management processes which embody dynamic steering principles. This provides several immediate benefits, such as ultra-efficient meetings, and sparks a process of organizational evolution to generate deeper learning and transformation over time.

The Development of Holacracy

Holacracy was initially pioneered hands-on in an award-winning technology company between 2001 and 2006. The company's leadership continually experimented with new methods of organizing and working together, and integrated ideas and techniques from many cutting-edge movements and thought-leaders. The resulting system made its public debut in 2006 via interviews and writings, including an article in the Wall Street Journal. Holacracy has continued to evolve and spread in the years since under the stewardship of HolacracyOne, an organization created to further develop the method and bring it to the world. It is now an international movement with many certified practitioners and consultants supporting its growth and catalyzing its adoption.

Organic Structure

When large-scale predict-and-control corporations first emerged in the 19th century, they needed a way to apply their control paradigm across a large number of people. That gave rise to the organizational structure still commonly in use today: the typical top-down power hierarchy, where work is organized, directed, and managed by those above and performed to spec by those below. While this structure lends itself quite well to more static predict-and-control steering, an organization trying to scale dynamic steering beyond a single team will need a more adaptable alternative. The challenge is finding a structure which provides both local responsiveness and whole-system alignment, and works across ten people or ten thousand.

Holacracy provides the needed upgrade. Its structure is built of "circles", where each circle has a specific scope, and integrates the work of multiple members within that scope around a given purpose. Thus, a circle might wrap a specific project, product, department, business line, or a general function of the organization. Each circle has the autonomy and authority to define and evolve the roles, accountabilities, policies, and processes needed to organize and govern its operations in service of its purpose.

Despite this autonomy, circles are not fully independent of each other: they are organized together into a "holarchy" – a natural hierarchy of

From Hierarchy to Holarchy

A traditional structure can be converted to an initial holarchy by drawing a circle around each layer on the org chart, then clarifying the scope & purpose of each.

increasing scope. Thus, more broadly focused circles can encompass multiple sub-circles. For example, a department circle might include multiple team sub-circles, and multiple department circles might themselves integrate together in a yet-broader whole-company circle.

Double Linking

Each circle within this organizational holarchy is linked to its broader circle by two individuals who work within both connected circles. One of these links, called a "Lead Link", is appointed by the broader circle to carry its needs to the sub-circle (similar to a traditional manager). The other half of this double-link, called a "Representative Link" or "Rep Link", is elected by the sub-circle via a unique election process, and represents the context of the sub-circle within the broader circle. Both links take part in the governance and operations of both connected circles.
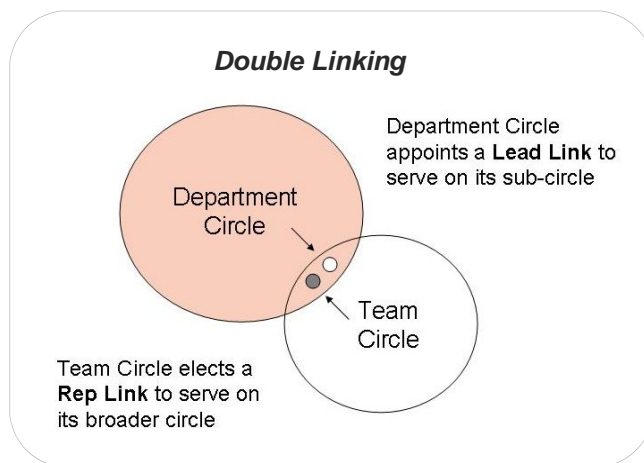
Double Linking

This double-linking structure continues throughout the organizational holarchy, one layer at a time, creating bidirectional pathways for alignment and feedback. Lead Links hold the perspective and functions needed to align the sub-circle with the purpose, strategy, and needs of its broader context. Rep Links carry front-line feedback to that broader context, while guarding the autonomy and sustainability of the sub-circle within that environment. Rather than managers trying to fulfill both needs and ending up stuck in the middle, Holacracy separates these roles and gives each a clear focus and voice in the organizational structure.
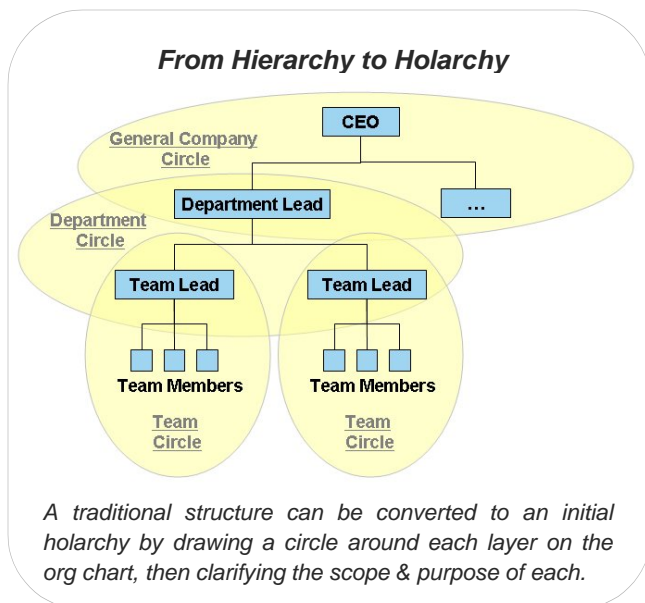
Distributed Governance

In every organization, on virtually every team, there are questions that must be answered for the members to work together effectively. For example: What activities are needed to achieve the group's goals and who will perform them?   How much autonomy will each team member have, and within what limits or requirements?   How will various decisions facing the team get made? How will tasks be defined and assigned?   What overarching guidelines or policies will be followed?

These are all questions of governance, about how the group will organize together – their answers define authorities and expectations within the group. Conventionally, an explicit governance framework to answer these questions exists only at the top, but these questions are just as relevant on the shop floor as they are in the board room.   And the people working on the front lines are often better positioned to drive continual improvements within their context and monitor the results day-to-day. But without an explicit governance process for each team these opportunities to improve organizational patterns will remain largely at the top.

This is where we see most organizations today, with a lack of capacity to harness input and capture learning throughout the organization. All too often, this leaves workers in a space of vulnerability and disconnection, with no healthy or useful outlet for improving the status quo. At the same time, those at the top who hold the reigns face a space of overwhelming complexity and overload, with more challenges and information than they can effectively process. In contrast, Holacracy distributes the job of evolving the organization across the entire company. This decreases the overload at the top and the disengagement found elsewhere, while instilling new capacities for learning and adaptability throughout the organization.

Governance Meetings

With Holacracy installed, each circle throughout the organizational holarchy has the autonomy to govern operations within its scope. This happens in explicit *governance meetings* of each circle, during which its members refine the operating structure of the circle based on new information and experiences that arise while getting the work done. Each person working within the circle's scope takes part and has a voice, while the broader circle is represented via its appointed lead link, and sub-circles are represented via their elected rep links. These meetings happen regularly, replacing the all-too-familiar need for large and disruptive "reorganizations" with rapid and incremental adaptation in light of real data.

On a human level, regular governance meetings can transform the emotional tone on a team. Lack of clarity around governance leaves everyone with implicit expectations about who should be doing what and how they should be doing it. Without a defined governance process the tendency is to make up negative stories about others or toss around blame when these unspoken assumptions clash, neither of which help move the organization forward.   With governance meetings introduced, team members now have a forum for channeling the frustration of misaligned expectations into organizational learning and continual improvement. Playing politics loses its utility, and personal drama gives way to a more authentic discussion of how to consciously evolve the organization in light of its goals and broader purpose in the world.

Integrating Perspectives

Holacracy's governance meetings surface input and ideas from multiple people, and where there are multiple people there are multiple perspectives. As with any team, integrating diverse views provides a more accurate and complete map of reality, allowing more informed decisions and better navigation of the territory ahead.   Yet, on most teams, critical perspectives are often ignored or dismissed when they're not shared by the leader or by the majority – it's like flying an airplane and ignoring the fuel gauge just because other instruments don't report a problem. When people tune into different information in service of evolving the organization, there is significant value in integrating their views.

At the same time, attempting to integrate every perspective of every team member into every decision would be just as dysfunctional as outvoting the fuel gauge. Most decisions faced day-to-day are relatively simple and pose minimal risk – they are most effectively made by one person autocratically.

Always seeking consensus would be a crippling waste of time, and a recipe for ego to take over and dominate the organization's broader purpose. Thus, there is also significant value in delegating autocratic authority to an individual and deferring to their best judgment rather than using an integrative process. The challenge lies in determining when to use each.

To address these seeming contradictions, Holacracy makes a distinction between governance and operations. Governance meetings use Holacracy's structured *integrative decision-making process* to give everyone a voice and rapidly integrate multiple perspectives. However, rather than using this group process to make specific decisions to resolve tactical issues, the outputs of the integrative process are always about governance – about how the circle will structure itself so that tactical decision-making is smooth and effective, without the need for a whole-circle decision-making process. Thus, integrative decision-making in Holacracy is used to define space for autocratic control and individual action in specific areas, along with appropriate boundaries on such control.

Roles & Accountabilities

One key output of the integrative process used in a circle's governance meetings are the roles and accountabilities needed to break down the work of the circle. For example, a circle in charge of delivering trainings could use the integrative decision-making process to define a role which is about handling the logistics for its events. It might then delegate the accountability and the authority for researching and selecting venues for events to whomever fills this role. However, the circle might also add a limit to this authority, perhaps requiring the role-holder also ensure any venue so chosen meets key requirements determined by the event's presenter and the circle's marketing role.

With roles, accountabilities, and authorities defined concretely using an integrative process, the circle empowers its members to go get the circle's work done and make specific decisions in service of that work outside of a governance meeting. At the same time, all circle members have the ability to fall-back on the integrative decision-making process to further refine these grants and limits of authority, as tensions naturally arise during the course of work. The structure and rules of the process ensure that these tensions are channeled towards achieving the circle's purpose, and that any destructive behavior has no space or impact. The effect of this is at once profoundly impersonal – it's about the purpose, not the people – and yet it enables uncommonly deep levels of trust and connection among the participants.

Lean Operations

Governance meetings provide a forum for each circle to consciously evolve its approach to getting work done operationally. While that's a great start, the circle must also transform how it manages these operational projects and processes before it can leave its predict-and-control heritage behind. To truly steer dynamically, a circle also needs operational management and meeting practices that are fast, efficient, and lightweight. These must stay grounded in real data and next-actions to help everyone involved face reality at every moment and adapt rapidly.

There is no single answer to exactly what this shift means for every circle – the natural expression of these dynamic management principles will depend on the nature of the work undertaken. However, Holacracy does provide default answers in the form of template meetings and management methods for leaner operations, including two new regular meetings for each circle: a tactical meeting and a stand-up meeting. Both are operationally focused, designed to synchronize the circle members around the next-actions each will take and remove any roadblocks to effective execution. These default templates embody Holacracy's principles and work well enough for most circles most of the time, and adopting them begins the shift to leaner and more dynamic operations. They provide a starting point which the circle can further evolve over time using its governance process.

Most meetings in Holacracy are held with a different frequency or heartbeat, meant to align with natural rhythms of getting work done in the circle. Stand-up meetings are typically daily, tactical meetings weekly, and governance meetings are usually monthly. Many circles will also need a meeting at a less-frequent

heartbeat to focus on bigger-picture issues, such as a quarterly or annual strategy meeting.

Weekly Tactical Meetings

Weekly tactical meetings are fast-paced forums to synchronize team members for the week and triage any issues which are preventing forward progress. They start with a process of surfacing information, including a review of metrics and other real data to get a picture of the circle's current reality. Then an agenda is built on the fly of specific tactical topics for the meeting, based on what's relevant now that requires discussion or synchronization across circle members. The circle proceeds through each item in turn, with a hard rule that they must finish the entire list within the time allotted, without exception – and even moderately-skilled circles using this meeting process are able to do so reliably and effectively.

The speed of tactical meetings is enabled by the driving focus and key output of the meeting, which is a list of next-actions and the owner of each. Each topic is discussed as briefly as possible to identify what the next action should be, and then the discussion is done and the meeting moves on. This clear and simple output grounds the meeting and keeps it moving. If circle members feel tension about deeper patterns at play, they don't need to discuss them here – they can bring them to a governance meeting with confidence that the integrative process will address them. Likewise, questions about larger strategic issues can be deferred to a strategy meeting, without distracting from the speed and focus of the tactical meeting.

Daily Stand-up Meetings

A stand-up meeting is a quick synchronization across circle members, lasting 15 minutes or less, and literally done with everyone standing up. They typically focus on each person in turn answering three simple questions for their peers: What did you get done yesterday, what do you plan to get done today, and is anything in your way? When held daily, these meetings establish a fast-pace and regular cadence for the team, while enhancing transparency and peer-to-peer accountability. They provide a forum for celebrating progress and focus everyone on

accomplishing the most important work to move the team forward.

A Purpose-Driven Board

In most for-profit companies today, control of the organization vests ultimately with the shareholders or their representatives, such as a Board of Directors. The purpose of the organization is legally defined as generating financial returns for these shareholders, and the directors and managers are there to align the organization with this aim. This approach served well for a time, however in recent years we've seen the limits of this model in very tangible ways – from huge accounting scandals and fraud, to the large-scale externalization of social and environmental impacts. Our core model for organizational purpose and board-level control needs an upgrade.

Economic profit is one of the best metrics for any organization to monitor, for-profit or non-profit. It is one measure of whether the organization is creating more value in the world than it is consuming. However, profit is just a metric, not a purpose. But with a board composed entirely of shareholder representatives, profit is very likely to get mistaken for such. Likewise, many non-profits face the opposite challenge and miss the importance of profit entirely. Organizations running with Holacracy are first and foremost purpose-driven, regardless of their tax structure, with all activities ultimately flowing from and for the sake of realizing the organization's broader purpose.

To truly embody this shift, ultimate control of the organization can no longer vest with shareholders alone; or, in the case of non-profits, with any other single membership or constituency group. Instead, Holacracy vests ultimate control of the organization fully with its board, and the board holds one representative for each major context the organization works within or substantially affects. One board seat holds a representative elected by the investors to represent their context and needs, while other seats may represent the organization's industry, the environment, a social movement, or whatever else is appropriate given the organization's work in the world. The board also defines how it will fill each seat, and whenever practical defers to outside groups representing its contexts to fill

relevant seats. Two final board seats hold a lead link appointed by the board to lead the organization, and a rep link elected to the board from the broadest circle within the organization.

With these diverse perspectives in place and a process to integrate them, the board is now poised to tackle questions both difficult and deep. What does the world need this organization to be, and what does it need to be in the world? What is its unique purpose, its contribution to bringing something novel to life, to furthering creativity and evolution? The needs of shareholders and other stakeholders remain important constraints, however with Holacracy installed it is this deeper evolutionary purpose that ultimately rules and pulls the organization forward. The board's job is to guide the organization on its own path in life on behalf of the evolutionary process itself, not control it on behalf of stakeholders.

Organization Beyond Ego

Holacracy's purpose-driven paradigm echoes from the board throughout the rest of the organization, with each circle pursuing a circle-specific purpose that represents one aspect necessary to realize the organization's overall purpose. Every circle in a company practicing Holacracy is thus driven by an evolutionary purpose. This is a shift beyond even the stakeholder-driven paradigm employed by many progressive companies today, which holds that an organization exists primarily to serve all its stakeholders, not just the shareholders. While this approach is more inclusive, it still sees the organization as simply a collective construct all about serving the people – human ego still dominates the organization.

Holacracy integrates the need to honor reasonable constraints of stakeholder groups, while still maintaining the organization's independence from them.   Rather than treating the organization as property, even shared property, Holacracy helps it find its own purpose – not just a purpose that's "all about the people", but one that is genuinely evolutionary, about helping the world move forward for the sake of the future. This approach recognizes the organization as its own individual living system, akin to a new form of life. The stakeholders and people involved then become stewards of this new

entity.   Like healthy parents supporting a child's journey, their job is get their own desires out of the way so that the organization can express its unique purpose and deepest creative potential in life.

This focus on an evolutionary potential beyond serving human ego is a deep but subtle shift embedded within Holacracy. Its processes help to differentiate the organizational entity from the people connected to it, while also integrating them more effectively into a new relationship grounded in mutual freedom and support. Where today's progressive people-centric view of organizations can become narcissistic and self-limiting, Holacracy's focus offers a more liberating ground – inviting people to serve something larger than themselves, larger even than the collective, for the sake of evolution's further unfolding. This is the ultimate aim of Holacracy – to liberate the organization to become a direct expression of evolution in action, creativity unleashed, free from the shackles of serving human ego.

Subtle Language Practice

Working together without human ego getting in the way requires as much change to an organization's human culture as it does to its structure and processes. These transformations go hand-in-hand, each a reflection of the other, both supporting a deeper shift to a new tier of human organization. Just as Holacracy's governance and operational methods shift an organization's tangible processes, Holacracy offers a powerful tool to deepen and transform its cultural space as well: new language.

Language is an expression of our underlying mindset and mental models; it both reflects and reinforces our thinking and meaning-making. Holacracy suggests new ways to think about organization, and consciously practicing new language patterns helps facilitate an underlying shift in mindset. This "subtle language practice" of Holacracy shows up in many ways – we talk about integrating perspectives, not debating opinions; roles we fill, not what we are; an organization's investors, not its owners; accountabilities, not responsibilities; descriptive role names, not VP's, SVP's, or other status-based titles; next-actions, not what-by-when's. The list goes on, each an expression of the new consciousness that

underlies Holacracy, and a tool for reinforcing it individually and collectively.

Holacracy's subtle language practice enhances a group's ability to perceive the mechanisms of ego and tease apart the real information behind them, making it easier to integrate the usefulness of ego while setting aside its hold on the organization. In addition to Holacracy's language shifts, many existing theories and models can also be used to complement this aim by providing new distinctions and embedding them in the culture. Over time, the right shift in language helps humans get out of their own way, and moves the organization closer to becoming a true agent of evolution.

Conclusion

Holacracy is a complete and practical system for evolving our fundamental approach to organization and management. It embeds dynamic steering principles into the core of the organization, and installs a more organic structure of semi-autonomous, self-organizing teams. It distributes governance across all teams, and adds bi-directional double-links to carry feedback and control across organizational layers. It distributes authority using an integrative decision-making process that gives everyone a voice, without the tyranny of consensus, while still allowing for autocratic control and individual action. It reframes operational processes around rapid action and dynamic responsiveness in tight feedback loops, with regular tactical meetings focused on quickly identifying next-actions and removing obstacles. And it aligns the organization around a larger evolutionary purpose beyond ego, anchored at the board level and then broken down and distributed throughout the company and its culture. Each aspect of Holacracy supports and is supported by the others. Taken together they offer not just an incremental improvement but a fundamental transformation, a vertical leap to a new tier of organization.

Actually getting there is another matter. For organizations seeking to transform with Holacracy, adopting its core structure and practices marks the beginning of the journey, not the end. At first, even with these new methods in place, the organization will still be using many of the same operational

> " Why is it every time I ask for a pair of hands, they come with a brain attached? "
>   - Henry Ford, Pioneer of Mass Production, c. 1908
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>   ....
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> " Holacracy inspires workers to contribute with their hands, their minds, and their souls – all for what Ford paid just for the hands. "
>   - Jeroen Maes, Holacracy Consultant, c. 2008

processes to get its work done – the same budgeting processes, hiring processes, project management processes, etc., all based on a predict and control model. Holacracy simply starts an evolutionary process; the real transformation will only occur with regular sustained practice over time, as the organization evolves its many specific processes to take advantage of the new capacities now available. Like sports, meditation, or medicine, Holacracy is a practice – mastering it will take sustained effort, patience, and discipline, along with significant practice.

Looking forward, Holacracy's new paradigm offers opportunities for deeper societal transformation if a significant number of organizations make the leap. HolacracyOne has already developed formal bylaws which establish Holacracy as an entity's legally-enforceable governance system. Adopting them makes Holacracy's board structure and purpose-driven paradigm a legal reality, not just an espoused ideal. It also encodes Holacracy's organic structure, distributed governance, and integrative decision-making systems into the formal power structure of the company.

The bylaws also pave the way for a legally-grounded alternative to much of what our broader societal governments currently try to achieve. With Holacracy in place, an organization can be created specifically to steward and govern a shared context and better integrate the organizations working within that context via a double-link between the context and each of its member organizations. The broader organization would have its own purpose, would govern itself with Holacracy, and could itself grow into a larger holarchy, doubly-linked with yet-broader contexts. Overall, this would create a new distributed governance meshwork with bi-directional control and

feedback processes embedded throughout. Its fractal structure would overlay current governmental paradigms and easily span across national boundaries – it has the potential to unite the world in a truly global governance paradigm, and allow coordinated and cohesive action in the face of daunting global challenges.

Whether the motivation is to improve a single organization or transform world governance, Holacracy's potential will only be realized through the work of bold pioneers ready and willing to take action and make it real. And the timing for such couldn't be better – we stand at a unique moment in history with a world poised for transformation. The power of organizations today is unmatched, and their capacity for driving further evolution has never been greater. Holacracy offers a way forward – it's up to us to make it happen.

About the Author

Brian Robertson is a seasoned entrepreneur and business leader, with a history of pioneering transformative organizational techniques that challenge conventional limits. His primary work that led to Holacracy took place at Ternary Software, an outsourced software development company he founded in 2001 and led as CEO through 2007. During Mr. Robertson's tenure as CEO, the company earned numerous awards and ranked among the 50 fastest growing private firms in the region over several years. Mr. Robertson left Ternary in 2008 to focus his full attention on HolacracyOne, an organization he co-founded with other organizational pioneers to further develop Holacracy and support its adoption across the globe. To contact him, please visit www.holacracy.org/contact-us.

Next-Steps with Holacracy
Introducing HolacracyOne

There are many ways to move forward with Holacracy or get involved in the growing Holacracy movement:

Attend an Event: HolacracyOne hosts regular trainings and events, from short webinars to full certification trainings. A great next-step is to attend a live 2-day workshop to build deeper understanding and gain first-hand experience of Holacracy in action; or, if you can't make it in-person, consider joining an interactive online version of the workshop instead. From there, those looking for deeper expertise can attend a 5-day advanced practitioner training to earn the Certified Holacracy Practitioner credential.

Join the Community of Practice: Individuals working with Holacracy or exploring its underlying paradigm are invited to join the Holacracy Community of Practice. Hosted by HolacracyOne, this active online community engages in further exploration and learning around Holacracy's principles and practices, while experts provide support for those new to Holacracy or improving their practice. Members are invited to participate in highly-interactive topic-driven dialogs each month, including regular conference calls; using novel technology, these events include small-group break-out discussions within a larger conference call framework, leading to a highly engaging experience for all involved.

Get Help Adopting: HolacracyOne can help you learn more about Holacracy, apply it to your organization, or find a licensed Holacracy consultant to help guide the way. Whatever your needs, we're here to provide support and facilitate your success in creating a next-generation, leading-edge organization. Give us a call so we can understand your situation and what keeps you up at night. Let us help you determine if Holacracy's practices make sense for your organization. We can provide the resources, framework, and set of tools for a successful and sustainable Holacracy implementation.

For more information about Holacracy and the many ways to get involved, please visit HolacracyOne's website at www.holacracy.org.