Sociocracy 3.0 - Effective Collaboration at Any Scale

The Seven Principles for successful collaboration

Empiricism
Consent
Effectiveness
Equivalence
Transparency
Accountability
Continuous Improvement

Patterns and Principles

Sociocracy 3.0 contains around 70 different patterns that can help organizations resolve the impediments to successful collaboration. Each pattern is a template for navigating a specific kind of problem or complex challenge with an agile* and sociocratic** mindset. Patterns in S3 are simple, (mostly) independent and mutually reinforcing.

When using a pattern in your organization, you need to adapt it to your context, and evolve your concrete implementation with what you learn. When adapting and evolving patterns, use the Seven Principles as a guide.

Driver for Creating Sociocracy 3.0

In 2014 we came together to co-create a body of Creative Commons licensed learning resources, synthesizing ideas from Sociocracy, Agile and Lean. We discovered that organizations of all sizes need a flexible menu of practices and structures – appropriate for their specific context – that enable the evolution of a sociocratic and agile mindset to achieve greater effectiveness, alignment, fulfillment and wellbeing.

James Priest and Bernhard Bockelbrink

*Agile: A mindset for navigating complexity through an iterative, collaborative, value-based, and self-organized approach.
**Sociocracy: A mindset where everyone who is affected by a decisions can influence those decisions.

What’s in it for me?

Sociocracy 3.0 — a.k.a. “S3” — helps you discover how to best reach your objectives and navigate complexity, one step at a time, without the need for sudden radical reorganization or planning a long-term change initiative.

Simply start with your area of greatest need, select one or more patterns to try, move at your own pace and develop skills as you go.

Regardless of your position in the organization, you will find patterns that are relevant and helpful for you.

Free and Open Source

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The most up-to-date description of S3 is the Practical Guide, which is available as a website at https://patterns.sociocracy30.org

History of Sociocracy 3.0

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S3 and the family of lean and agile methodologies

Lean Startup
Management 3.0
LESS / SaFE / SaS
Kanban / lean
Scrum
XP
Lean Startup
S3 and the family of lean and agile methodologies

Free
Effective
Open
Lightweight
Actionable
Design
Goals
For S3

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Making Sense of Organizations

Navigate Via Tension...

Notice tension

Understand driver

Is this an organizational driver?

yes → Drop it

no → Is it in my/our domain?

no → Pass to appropriate domain

yes → Decide how to respond → Respond

...and Respond To Organizational Drivers

How to Navigate via Tension, Describe Organizational Drivers and Respond to Organizational Drivers

Drivers, strategies and experiments in domains and subdomains

Peach Organization: An example of post-hierarchical structures.

Align the flow of information to the flow of value.
Responding to Complex Challenges

S3 promotes a collaborative and hypothesis-driven approach to decision making:

- **Identify Motivation**
- **Co-Create Experiment**
- **Run Experiment**
- **Evaluate and Evolve**

**Navigate Via Tension**
- Those Affected Decide
- Agreement

**Respond to Organizational Drivers**
- Describe Organizational Drivers
- Develop Strategy

**Driver Mapping**
- Clarify Domains

**Clarify Intended Outcome**
- Describe Deliverables

**Proposals and Consent**
- Co-Create Proposals
- Resolve Objections

Organizational Drivers:
- Understanding An Organization's Motive To Act

Complexity: An environment where unknowns are unknown, cause and effect can only be understood in retrospect, and actions lead to unpredictable changes. Since governance decisions always affect people's behavior, there is inevitably a degree of complexity involved in governance.

Domain: A distinct area of influence, activity and decision making within an organization.

Driver: A person's or a group's motive for responding to a specific situation.

Governance in an organization is the act of setting objectives, and then navigating and steering to achieve them: People with authority intentionally make and evolve decisions which have an ongoing effect on the way an organization (or a team or individual within it) creates value.
Building Structures for Collaboration

- **Delegate Influence**
  - design new domains* and delegate them to people

- **Clarify Domains**

- **Describe Deliverables**

- **Evaluation Criteria**

- **Role Selection**

- **Develop Strategy**

- **Peer Review**

- **Peer Review Process**
  - **Delegator Consent**
  - **Act On The Plan**

- **Development Plan**

- **S3 Delegation Canvas**

- **Align Flow**
  - **Representative**
  - **Linking**
  - **Double Linking**
  - **Service Circle**
  - **Delegate Circle**

- **Macro- and Meta-Structures**
  - **Double-Linked Hierarchy**
  - **Service Organization**
  - **Peach Organization**
  - **Fractal Organization**

**Mapping Organizational Structure**: First clarify the domains, then add the connections, i.e. how deliverables, information and influence flow between domains.

*Domain: A distinct area of influence, activity and decision making within an organization.
Operations

Organizing and doing the work.

Kanban

- Continuous Improvement Of Work Process
  - Visualize Work
  - Pull-System For Work
  - Limit Work In Progress

A simple Kanban board

Measuring cycle-time

Effective Meetings

- Prepare For Meetings
- Facilitate Meetings
- Evaluate Meetings
- Rounds
- Check In
- Meeting Host

Coordination

- Daily Standup
- Coordination Meeting
- Coordinator

Backlog

Planning Meeting
- Product Backlog
  - Iteration Backlog

Prioritize Backlogs

Timebox Activities

Retrospective

Planning And Review Meetings

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Enabling Engagement

Guiding Organizations Toward More Conscious Collaboration

Chosen Values
- The Seven Principles
  - Collaboration
- Transparent Salary
- Support Role
- Open Systems
- Breaking Agreements
- Artful Participation
- Bylaws
- Contracts For Successful Collaboration
- Adapt Patterns To Context
- Agree On Values

Empiricism
- Consent
- Equivalence
- Accountability
- Effectiveness
- Continuous Improvement

Salary Formula
- substistence guarantee
- investment
- productivity?
- profit and losses
- merit?
- what else?

Transparent Salary: Some ideas for components of a salary formula

Supporting Change in Teams and Organizations

Help identify the biggest impediment to successful collaboration, co-create a plan to what to do about it in your circle of influence (taking into account any patterns in S3 that might apply), consider any objections to that plan, and then implement it, evaluating the results and evolving the plan as you go. Repeat this process with what is now the biggest impediment. Avoid introducing S3 to people beyond suggesting specific patterns if they don’t indicate interest, and avoid introducing new language (like drivers, consent, etc.) if there is no need to do so.

“Is my behavior in this moment the greatest contribution I can make to the effectiveness of this collaboration?”

Artful participation in a nutshell
Sociocracy 3.0 - The Patterns

Co-Creation And Evolution
- Respond to Organizational Drivers
- Navigate Via Tension
- Describe Organizational Drivers
- Consent Decision Making
- Objection
- Resolve Objections
- Evaluate And Evolve Agreements
- Those Affected Decide
- Co-Creat Proposals
- Proposal Forming
- Role Selection
- Driver Mapping

Focused Interactions
- Retrospective
- Governance Meeting
- Daily Standup
- Planning And Review Meetings
- Coordination Meeting

Defining Agreements
- Agreement
- Develop Strategy
- Clarify Domains
- Evaluation Criteria
- Clarify Intended Outcome
- Describe Deliverables
- Logbook
- Logbook Keeper

Enablers Of Collaboration
- Artful Participation
- Adopt The Seven Principles
- Agree On Values
- Governance Facilitator
- Breaking Agreements
- Transparent Salary
- Contracts For Successful Collaboration
- Support Role
- Bylaws

Organizational Structure
- Delegate Circle
- Service Circle
- Double-Linked Hierarchy
- Peach Organization
- Service Organization
- Fractal Organization
- Pull-System For Work
- Limit Work In Progress
- Align Flow
- Coordinator

Building Organizations
- Delegate Influence
- Circle
- Role
- Representative
- Linking
- Double Linking
- Open Domain
- Helping Team
- Open Systems

Peer Development
- Peer Feedback
- Peer Review
- Development Plan
- Ask For Help
- Reflect
- Evaluate

Meeting Practices
- Prepare For Meetings
- Facilitate Meetings
- Evaluate Meetings
- Check In
- Rounds
- Meeting Host
- Governance Backlog

Bringing in S3
- Adapt Patterns To Context
- Pull-System For Org. Change
- Be The Change
- Invite Change
- Open Space For Change
- CI Of Work Process

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