GOVERNANCE MEETING

1. CHECK-IN
   One at a time. No discussion.

2. BUILD AGENDA
   One or two words per item.

3. PROCESS AGENDA
   Process items one at a time.

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.

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.

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

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.

Objection Round
Facilitator asks each person in turn, “Do you see any reason why adopting this proposal causes harm; objection or no objection?” Each objection is stated and tested without discussion. See back of card for objection testing guidance.

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?”

Accept Proposal
After all objections are integrated, repeat objection round.

4. CLOSING ROUND
End the meeting by sharing reflections one at a time. No discussion.
**TESTING OBJECTIONS**

Do you see any reason why adopting this proposal causes harm; objection or no objection? If objection, **What is the harm?**

*The following questions can be asked in any order.*

### CRITERIA: THE PROPOSAL WOULD HURT THE CIRCLE’S CAPACITY TO EXPRESS ITS PURPOSE OR ACCOUNTABILITIES

- Is your objection a reason the proposal causes harm, or ...........
- Is your objection the proposal is unneeded or incomplete?

### CRITERIA: 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?

### CRITERIA: THE PROPOSAL WOULD INTRODUCE A NEW TENSION IF ADOPTED

- Is the harm created by this proposal, or .................
- Is it already a concern, even if the proposal were dropped?

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

- Would the proposal necessarily cause the impact, or ..........
- Are you anticipating this impact will occur?
- Could significant harm happen before we can adapt, or ..........
- Is it safe enough to try, knowing we can revisit it anytime?

### VALID OBJECTION

E.g. “Not valid governance output (NVGO),” “Outside the circle’s authority.”

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