Sociocracy 3.0

A Surprisingly Pragmatic Approach to Enterprise Agility

Bernhard Bockelbrink @ GOTO Berlin 2017

http://evolvingcollaboration.com

Sociocracy 3.0

An invitation to developing an agile and sociocratic mindset.

We used to call it a framework, but it's not.

It's just a collection of ideas that helped other organizations, and might also help yours.

Do what you want with it. It has a **Creative Commons License**.

What if...

Sociocracy

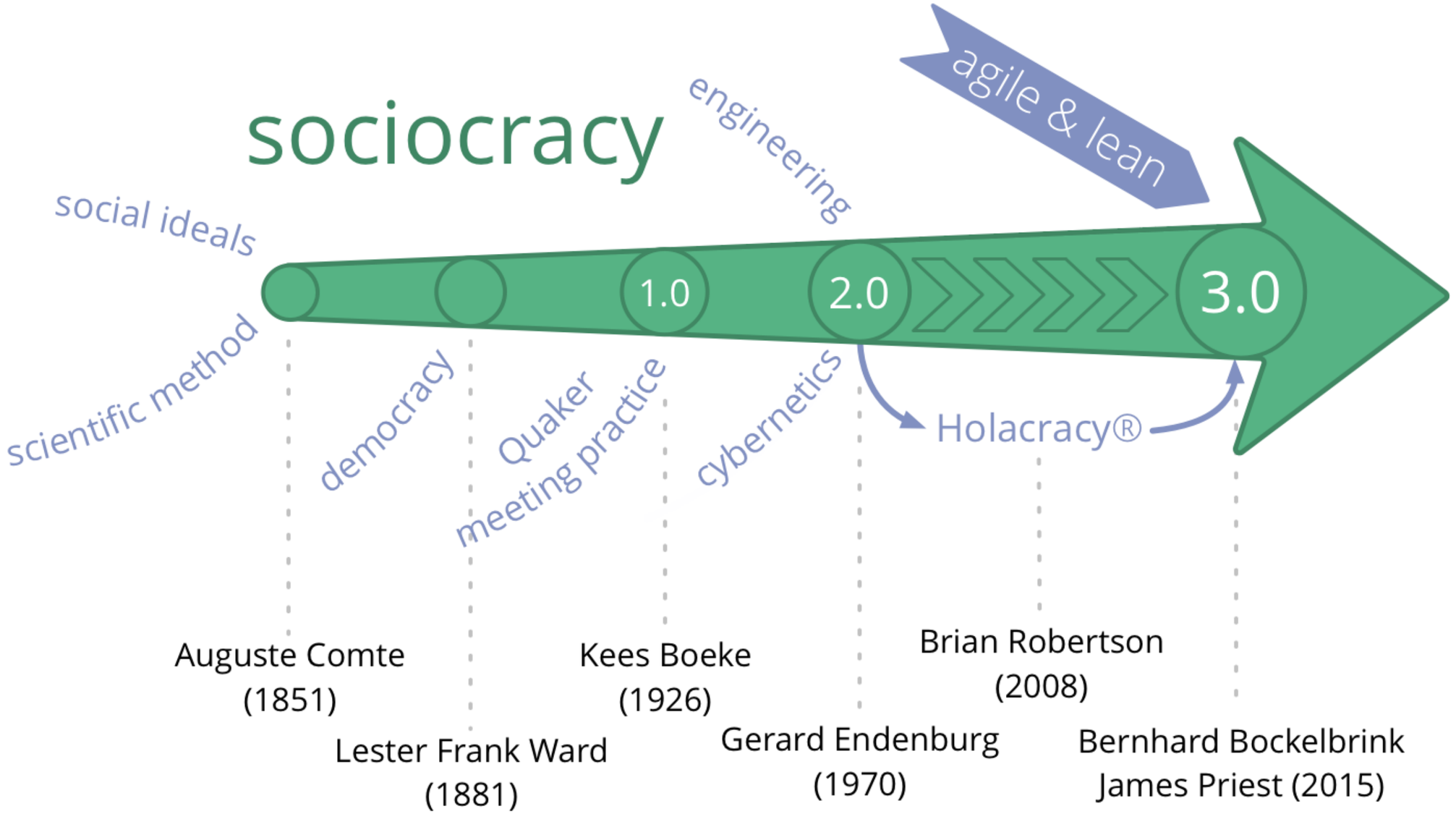
A nonviolent philosophy:

People can influence decisions that affect them.

Agility

A way of solving complex problems through

- collaboration
- selforganization
- value-focus
- iteration


sociocracy
engineering
agile & lean
social ideals
scientific method
democracy
Quaker meeting practice
cybernetics
1.0
2.0
3.0
Holacracy®
Auguste Comte (1851)
Lester Frank Ward (1881)
Kees Boeke (1926)
Gerard Endenburg (1970)
Brian Robertson (2008)
Bernhard Bockelbrink James Priest (2015)





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Primary Driver for 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 simple 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

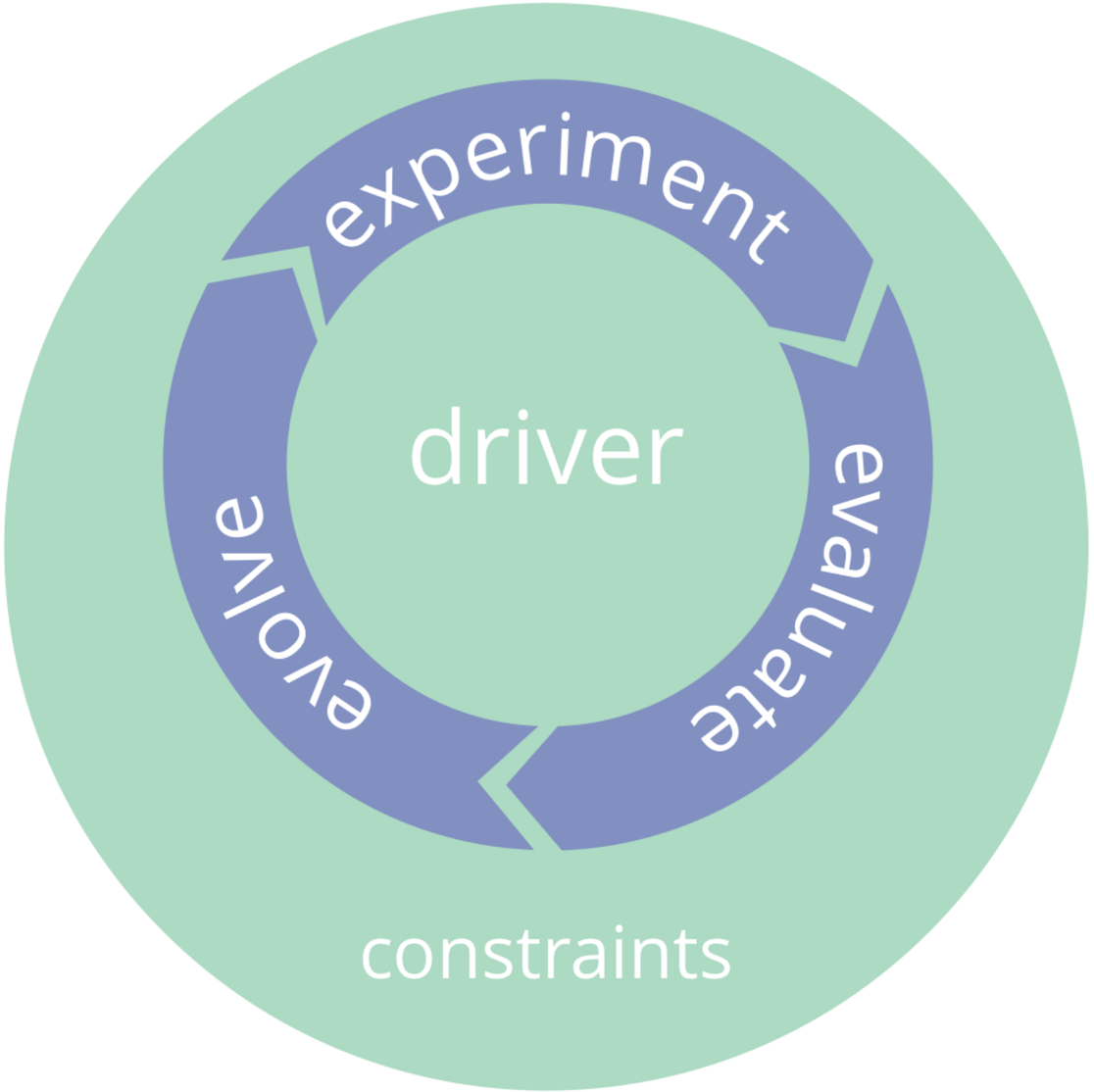
Understand The Motive For Change

A **driver** is a person's or a group's motive for responding to a specific situation.

- context
- need (of the organization)

Build a learning organization that responds to drivers

- amplify positive change
- dampen undesired effects



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Co-Creation And Evolution

- Respond to Organizational Drivers
- Navigate Via Tension
- Describe Drivers
- Consent Decision Making
- Objection
- Resolve Objections
- Evaluate Agreements
- Those Affected Decide
- Proposal Forming
- Role Selection
- Driver Mapping

Building Organizations

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

Sociocracy 3.0

A Practical Guide For Evolving Agile and Resilient Organizations

Enablers Of Co-Creation

- Artful Participation
- Adopt The Seven Principles
- Agree On Values
- Governance Facilitator
- Breaking Agreements
- Transparent Salary
- Contracting And Accountability
- Support Role
- Bylaws

Meeting Practices

- Rounds
- Governance Backlog
- Facilitate Meetings
- Evaluate Meetings
- Meeting Host

Focused Interactions

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

Peer Development

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

Organizational Structure

- Delegate Circle
- Service Circle
- Double-Linked Hierarchy
- Fractal Organization
- Peach Organization
- Service Organization

Organizing Work

- Backlog
- Prioritize Backlogs
- Visualize Work
- Pull-System For Work
- Limit Work In Progress
- Coordinator
- Align Flow

Defining Agreements

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

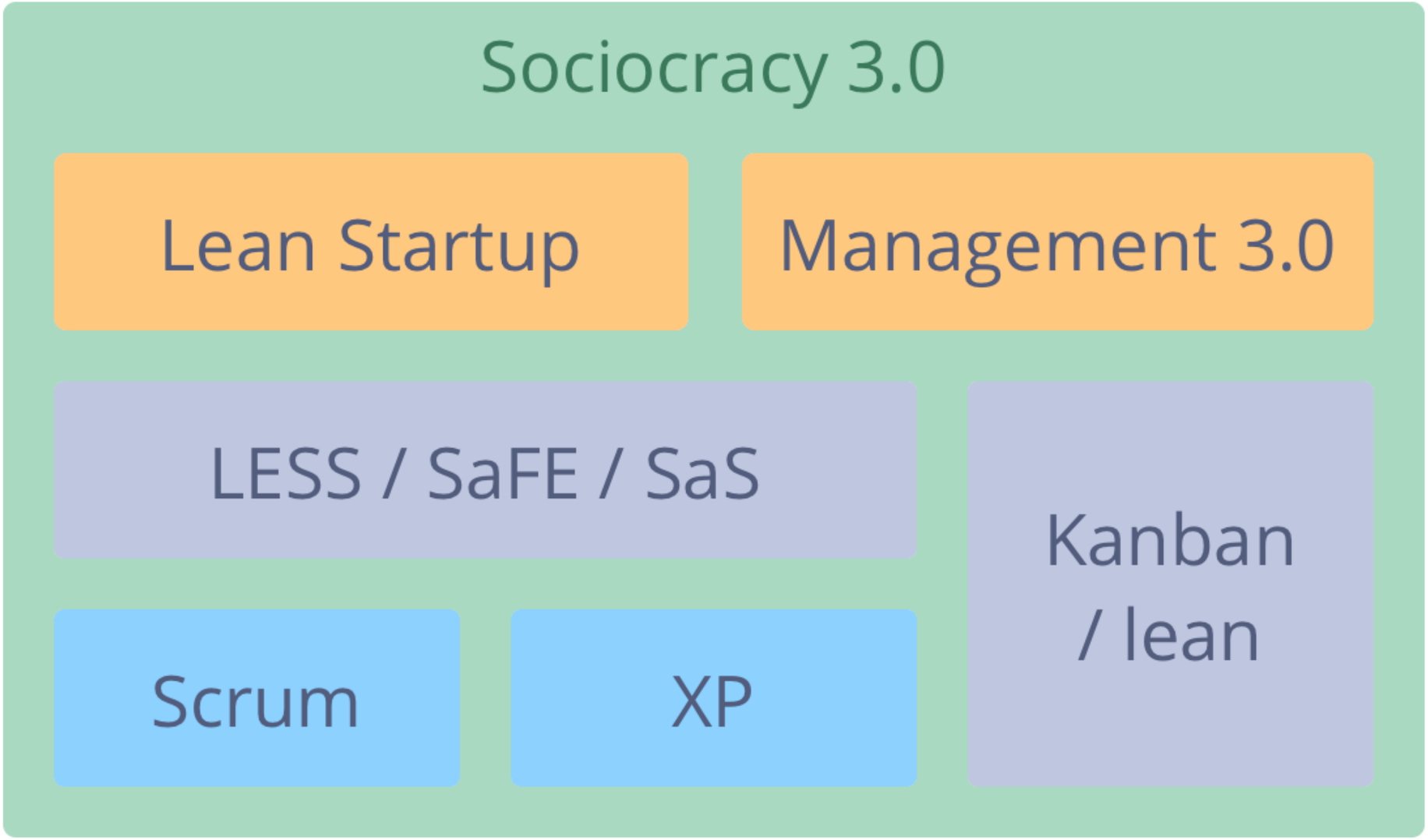
Bringing in S3

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

Principles

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

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Sociocracy 3.0
Lean Startup
Management 3.0
LESS / SaFE / SaS
Kanban / lean
Scrum
XP

How can we build an organization based on sociocracy and agility?

- evolutionary change
- building better structures
- culture
- how to start

Evolutionary Change

Hypothesis-driven Approaches

- Scrum: product
- Lean Startup: business model
- Kanban: workflow

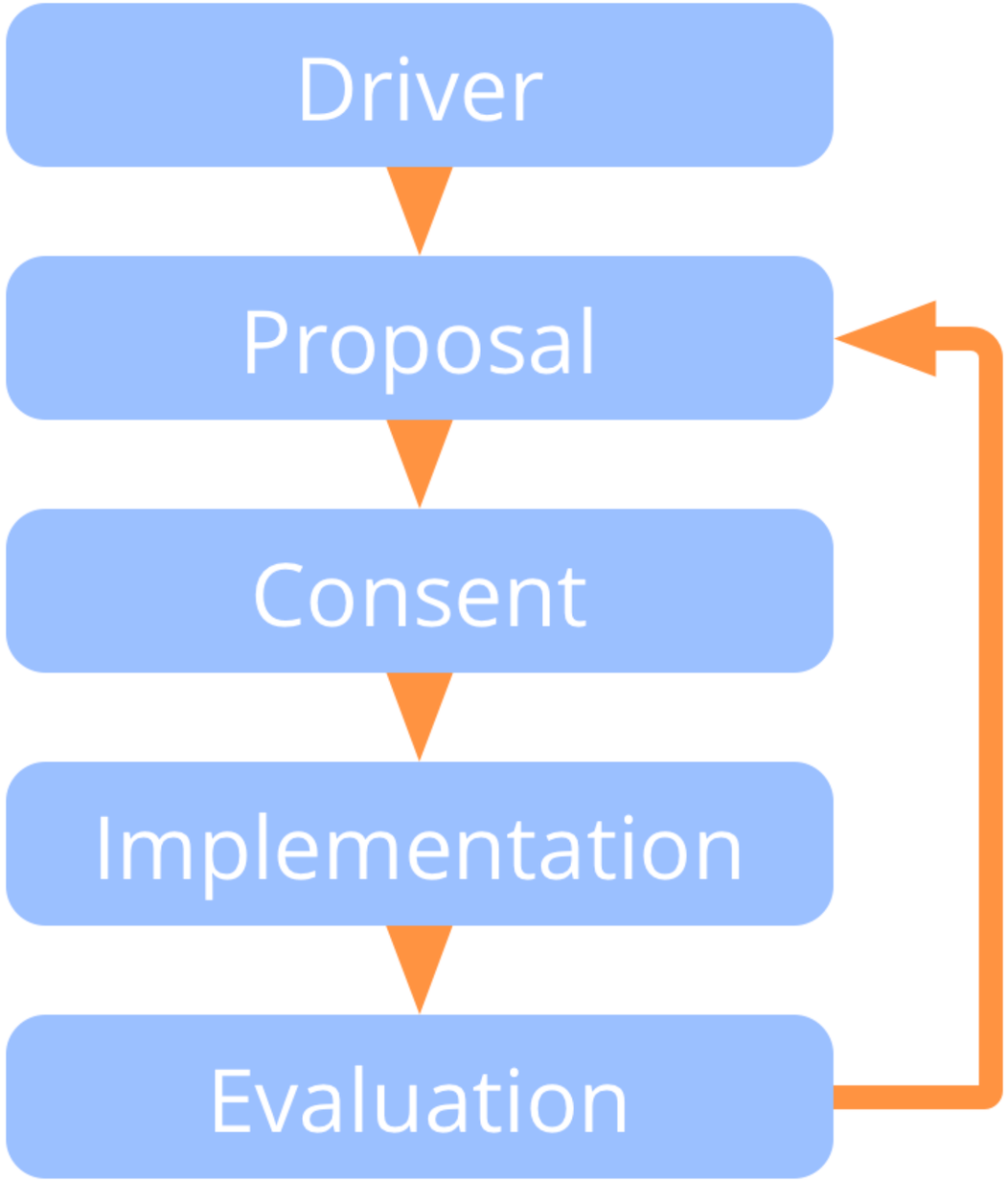
You may know this driver:

The kitchen is a mess: there are no clean cups, the sink is full of dishes and it’s not possible to quickly grab a coffee and get right back to work.

We need to figure out how we can keep the kitchen in a usable state so that we can keep our focus.

Make Every (Complex) Decisions An Experiment

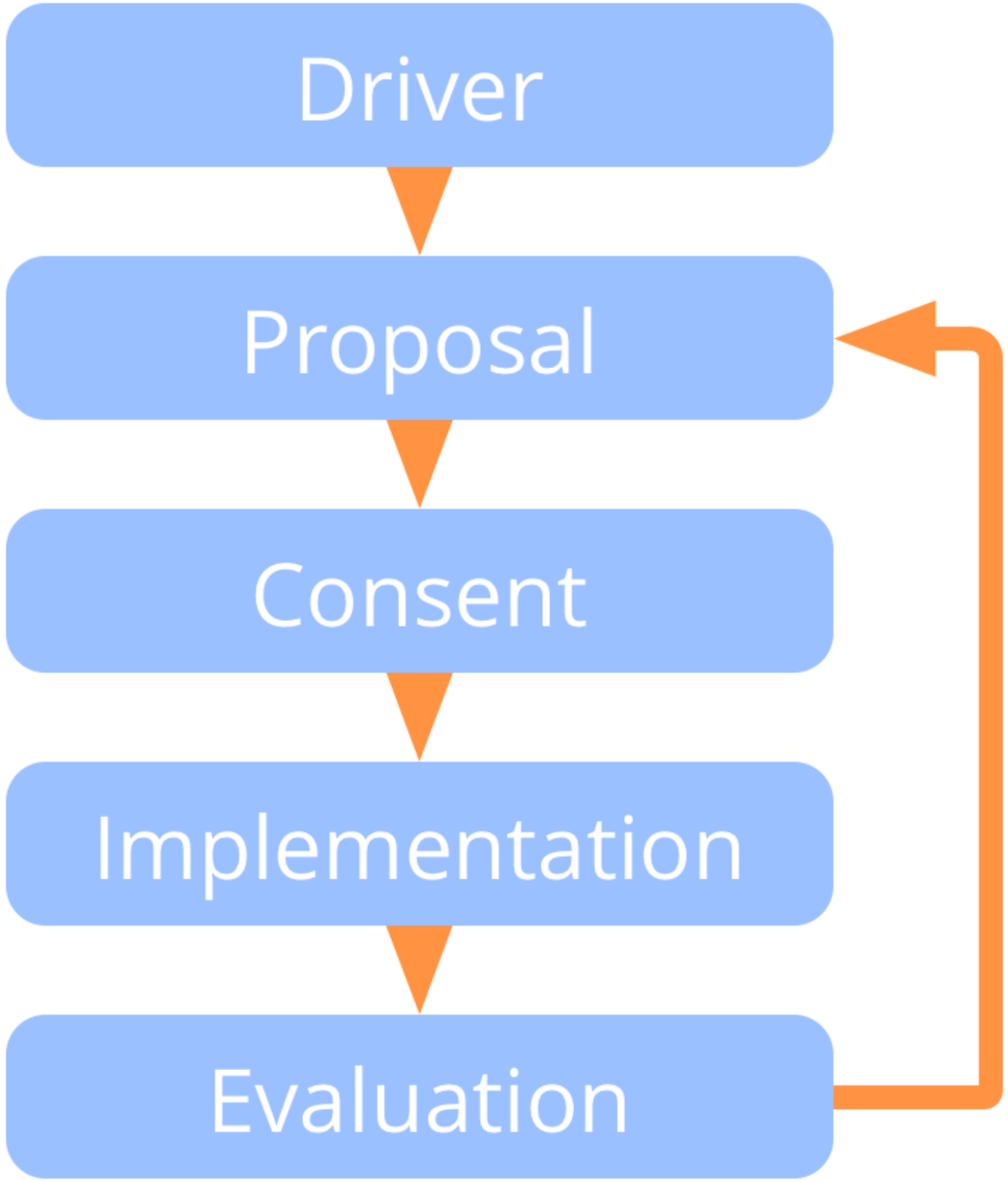
Your product might not be complex, but your organization always is.



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Things that will help you

- review decisions: "good enough for now, safe enough to try"
- consent decision making
- proposal forming
- logbooks
- governance backlog
- governance meetings

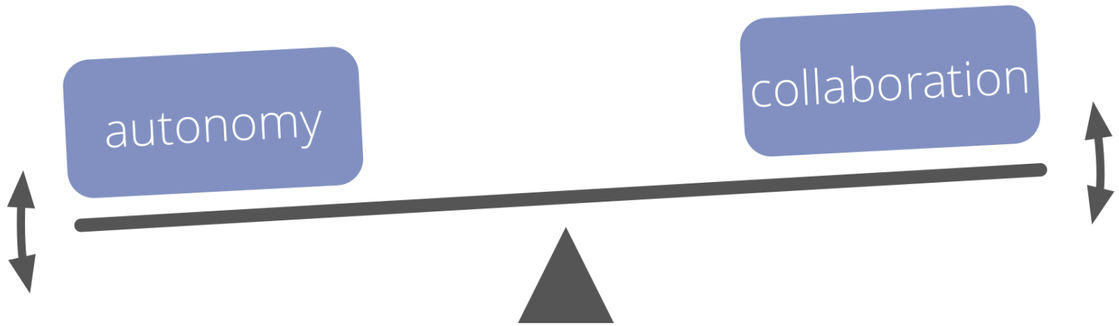


Creating Structure

"Good" Structure

…gets out of the way

- division of labour
- manage dependencies
- build autonomy and trust

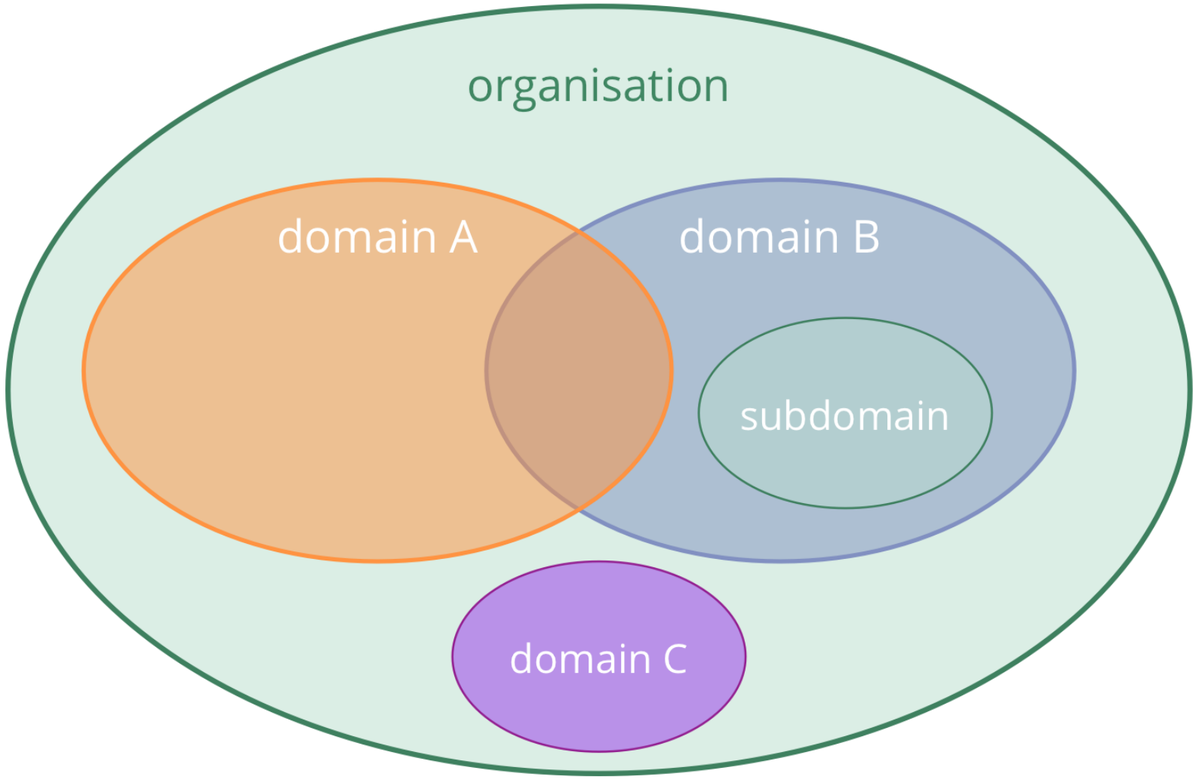


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Domains

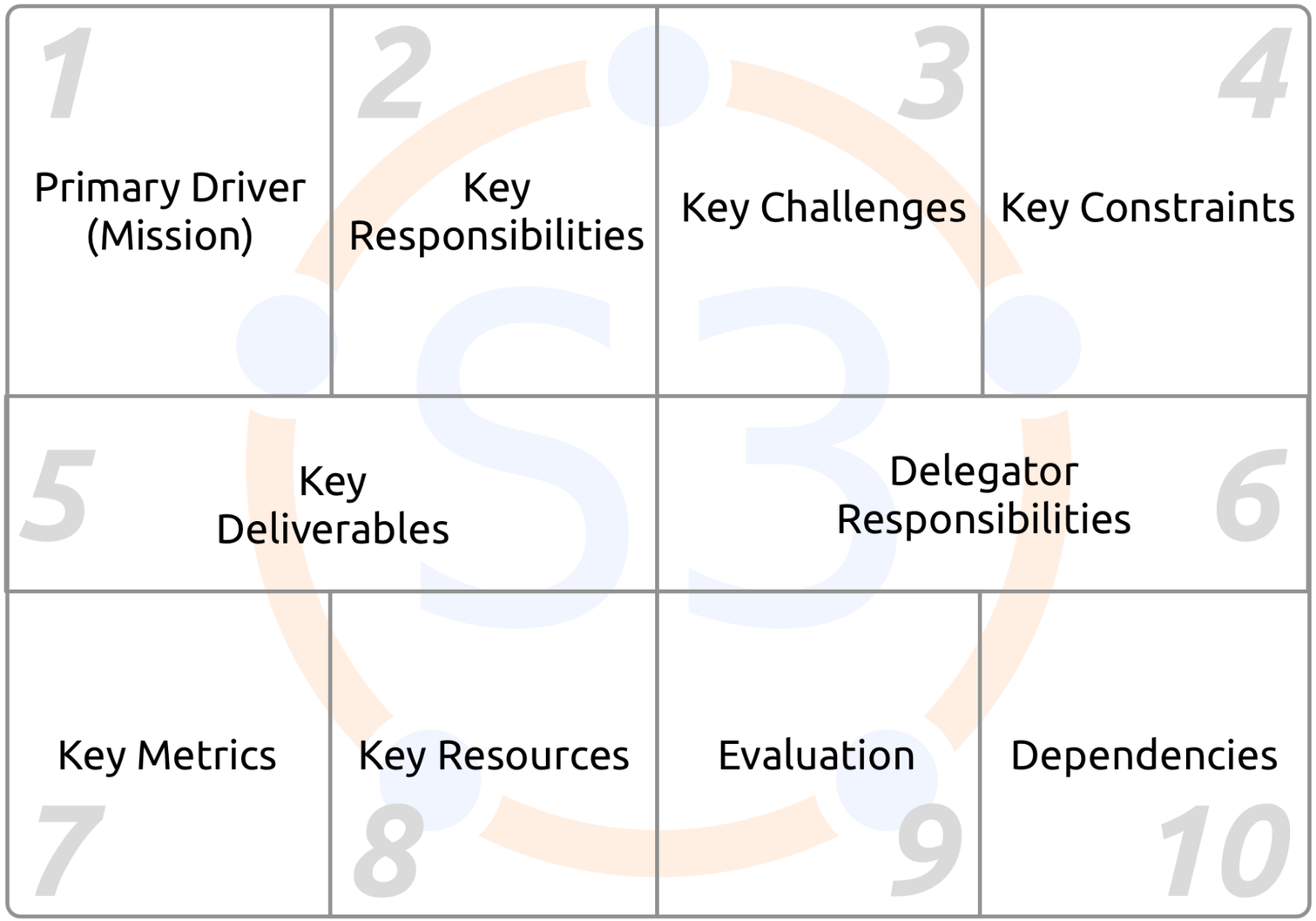
A **domain** is a distinct area of influence, activity and decision making within an organization.

- domains are delegated to people
- delegator remains accountable
- shared understanding is essential (delegation game)



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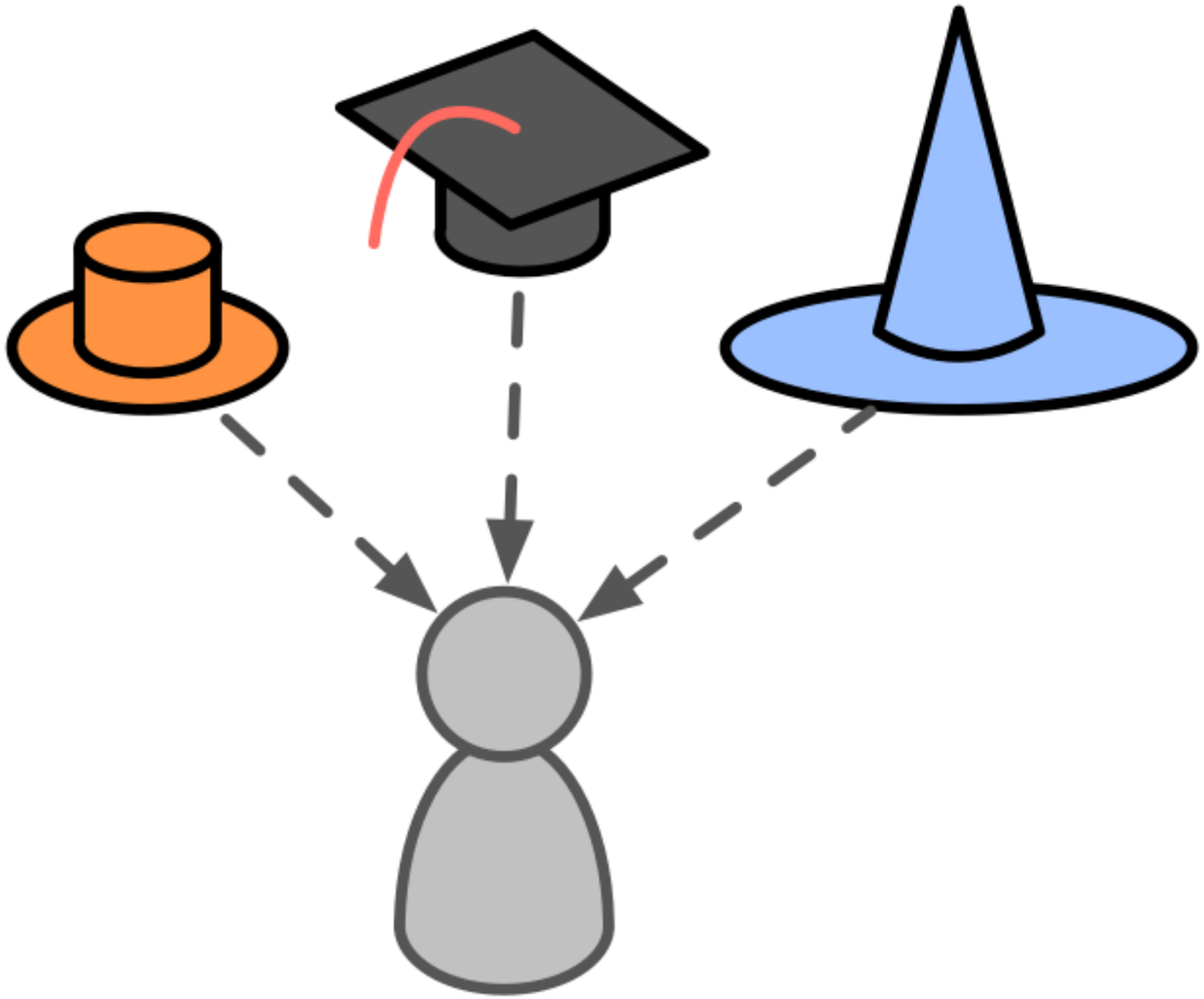
S3 Delegation Canvas



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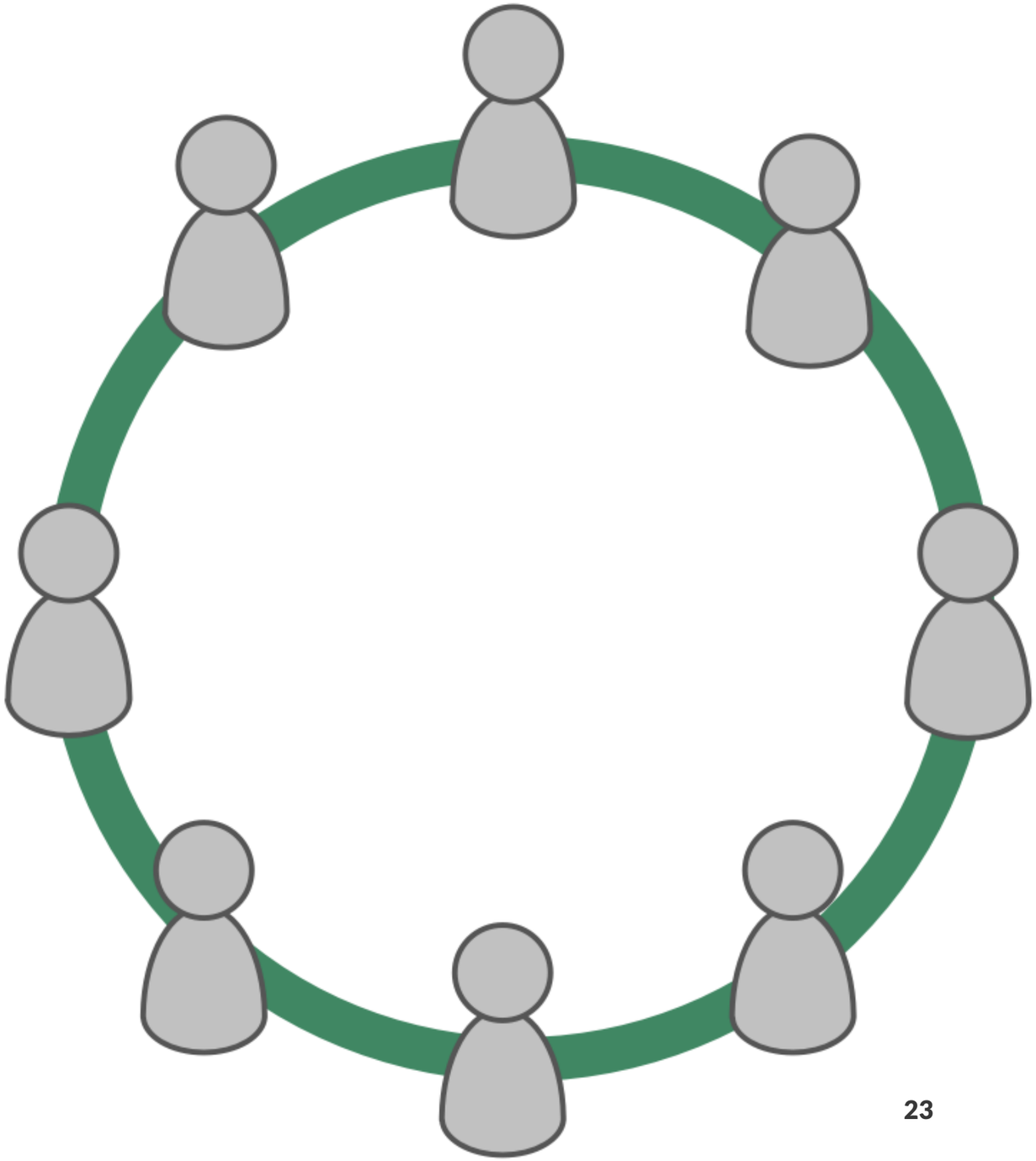
People and Roles

- the simplest form of structure
- selection by consent…
- …and for a fixed term
- peer development



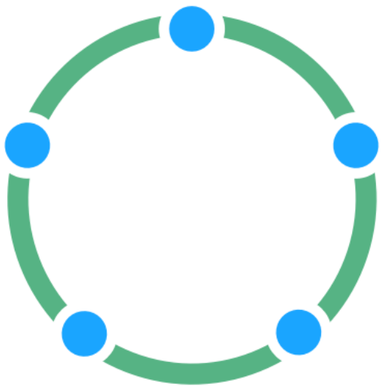
Circle

- permanent or temporary
- **equivalent**: a group of peers
- **semi-autonomous**: can create value autonomously within the constraints of their domain
- **self-governing**: develops their own system for creating value

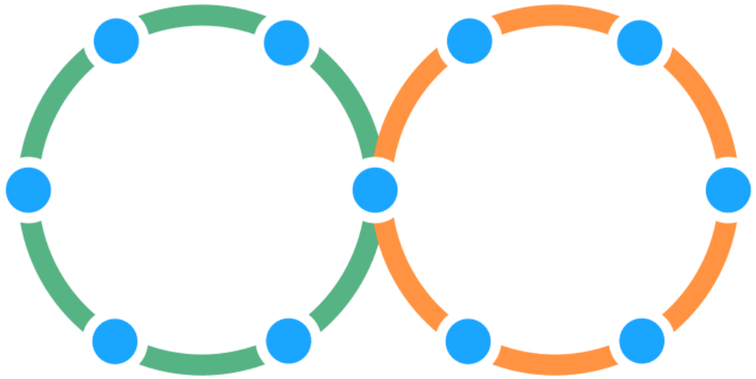


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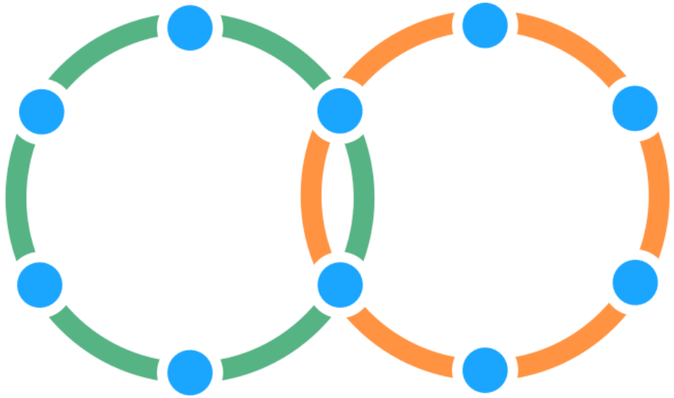
Address Dependencies



circle



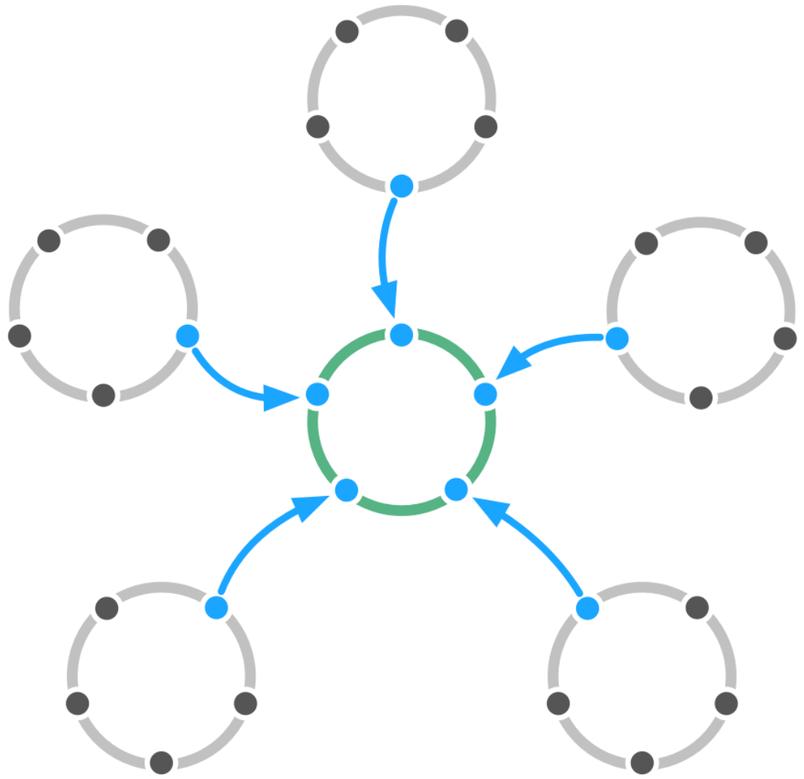
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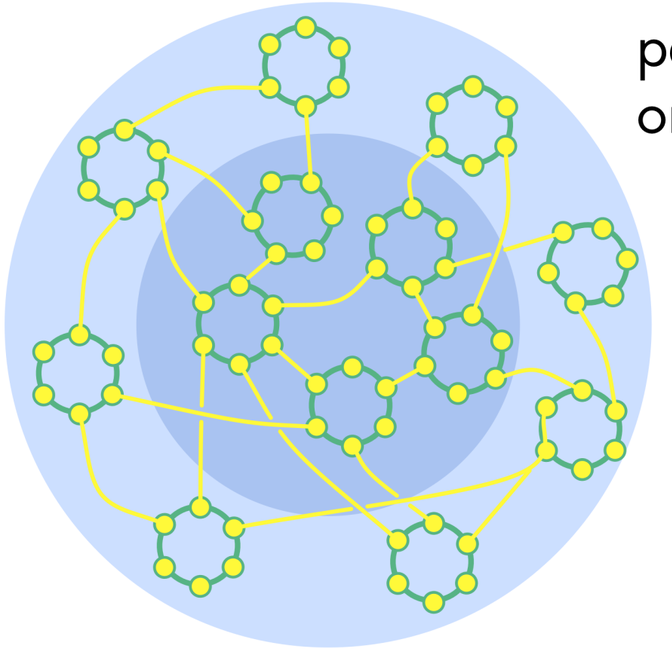
double-link

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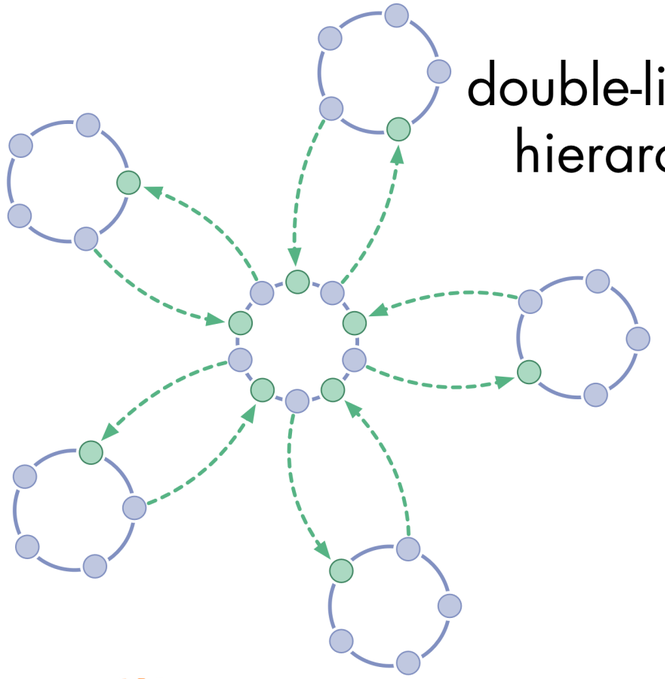
Address Dependencies (2)



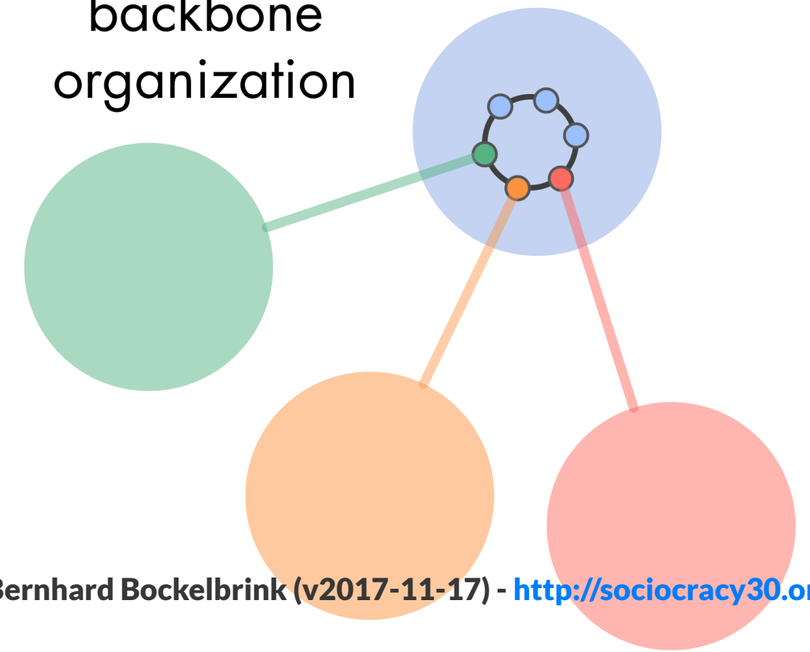
peach organization



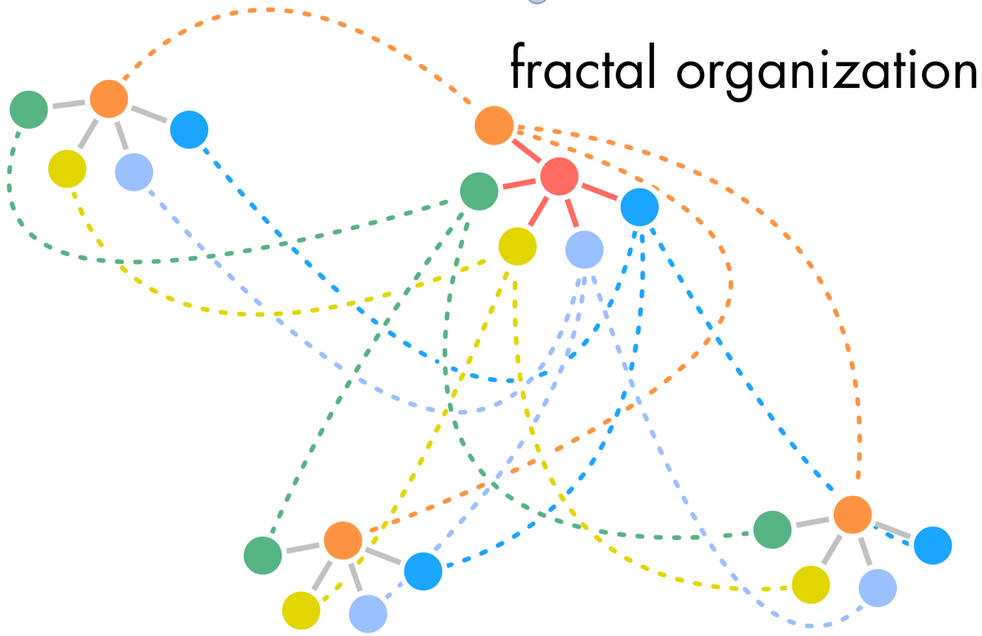
double-linked hierarchy



backbone organization

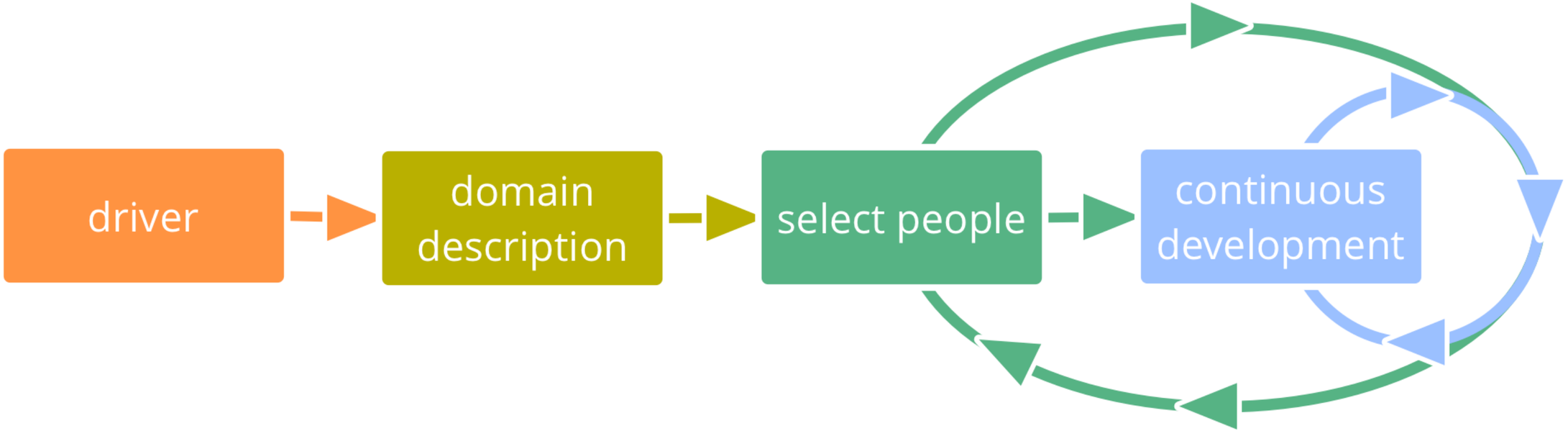


fractal organization



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Develop People And Structure



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Culture Eats Strategy For Breakfast

Identify and question ideology: does it help you, or get in the way?

Dominant normative ideology: A belief system we consider as **normal, natural, and necessary**

- growth orientation: "*Growth for the sake of growth is the ideology of the cancer cell.*" (Oliver Burkeman)
- competition (paradigm of scarcity, zero-sum games)
- hierarchy / individual disciplinary power

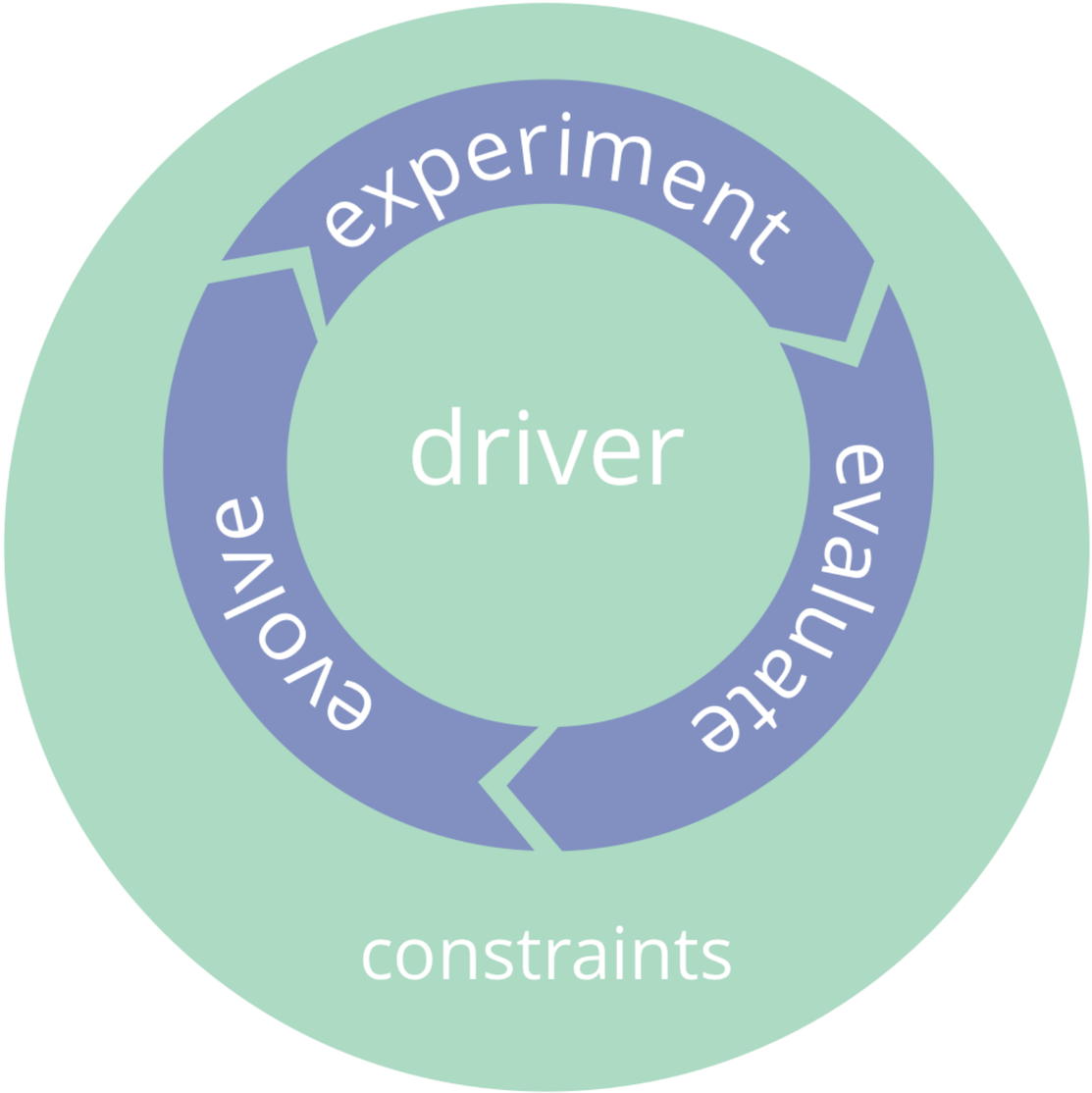
Helpful patterns

- consent decision making
- selection
- artful participation
- agree on values
- double-linked hierarchy
- transparent salaries
- peer review

Bootstrapping S3

Navigate via Tension

- identify a significant problem or challenge (in your area of responsibility)
- identify those affected
- agree on the driver and constraints
- experiment, evaluate, evolve



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Bootstrapping S3

- be the change
- create a pull-system for organizational change
- S3 sprints
- open S3 adoption

Q & A

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What now?

http://sociocracy30.org/guide

- S3 Canvas Series: http://sociocracy30.org/s3-canvas/
- S3 Primer (German): http://evolvingcollaboration.com/s3-primer/
- S3 with Trello / G Suite: http://evolving-collaboration.com/s3

Bernhard Bockelbrink is an agile coach, trainer and consultant supporting individuals, teams and organizations in navigating complex challenges and developing a culture of effective, conscious and joyful collaboration.

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This work is based on "S3 - A Practical Guide" by Bernhard Bockelbrink, Liliana David and James Priest, available on http://sociocracy30.org