



## Strategic, integral, appreciative, holacratic, huh?

Just when you think you've got all the language hammered down, along comes a new term. Why? We struggle to capture new ideas in words. Somehow, the old ones just don't fit what we want to convey. In a movement that is always thinking forward, we often use new terminology.

- Margaret Wheatley says, "We want organizations to be flexible, self-renewing, resilient, learning, intelligent—attributes found only in living systems. The tension of our times is that we want our organizations to behave as living systems, but we only know how to treat them as machines," (quoted in "Holacracy: Organization In Motion," at [www.holacracy.org](http://www.holacracy.org)).
- Holacracy is a model that includes the advantages of both control and individual responsibility—ideas once thought could not exist in the same organization.
- Teams, or circles, interconnect with one another. Each circle determines its own actions, structures, roles and responsibilities within the overall purpose given by the circle above it.
- Day to day decisions can be made by individuals. People have permission to take whatever action is needed to get the work done.
- If individual actions cause harm, the system is out of balance, and that individual acts to bring it back into balance. Circles determine the extent of these balancing actions.
- All viewpoints have some piece of the truth. Decisions emerge by including core values in each view. The circle addresses all reasonable objections until there is a clear path forward. Decision-making seeks what is best for the whole, not to satisfy individual needs.
- "Dynamic steering," holds the end goal in mind, and allows for adjustments along the way according to what happens.
- Expectations and assumptions are brought into the open.
- Trust and safety result from this type of decision-making—but don't necessarily have to be present to begin.
- Because each circle includes members from a level above and a level below, the bigger picture informs decisions.
- This model moves beyond the way most organizations operate today.

The Association home office is exploring this concept as a model for our future. We will continue to share how this plays out as we understand further. Stay tuned for more info.

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