

The Transition Movement Organizational Handbook

The very
rough
version



The purpose of this handbook is to describe, in the simplest way possible, how we collaborate and connect at levels beyond local Transition Initiatives.

This is to share inspiration, ideas and learning, support each other emotionally and take action together so that Transition can thrive not only in every place where initiatives emerge, but also influence global systemic changes that will establish regenerative human cultures everywhere.

Transition is a culture change movement

But first a bit of history



2009 - Hubs start to meet at TN conferences.

2011 - At the TN conference, hubs nominated Filipa as (volunteer) National Hubs Coordinator. First working groups formed.

2012 - Hubs meeting after TN conference - interest in Sociocracy decision-making processes.

2013 - First Hubs Gathering in Lyon - agreement that Hubs would choose a Keeper of the Global Perspective to join the TN board and that Decision-making & Structure working group would start to define What is a Hub.

2013 - First Hubs Gathering in Lyon - agreement that Hubs would choose a Keeper of the Global Perspective to join the TN board.

2014 - Consent decision-making process developed by working group and agreed. Hubs Group defined for the first time (each hub could choose 2 people to take part in decision-making).

2015 - Hubs Gathering in UK - call for a process to reimagine our network in terms of its shape and its power relations.

2016 - Evolution working group struggling to find the capacity to develop a dreaming process. Organisational Co-design working group completed process of defining What is a Hub - agreed by Hubs Group in December.

2017 - 2nd Keeper of the Global Perspective elected by consent. Organisational design group started work. Hubs invited to carry out self-assessment to confirm their status. MoU process now owned by Organisational Co-design working group rather than TN.

It's like everyone is sitting with cards in their hands, but the rules of the game are unclear (feel free to add your own experiences).

Feels like we are making this up as we go along

Not sure how I can contribute

Why don't I get a say in this?

Sooo ineffective having everyone decide on that little thing

Why am I here?

All this talk... I want to do STUFF!

Gawd. I have to choose between being stressed by the process or stressed by lack of process

This is all poor procedure... holocracy says.....

Isn't this lovely we are all a big family together

VALUES

Through our work supporting Transition to spread and evolve we have come to value:

Sensing and responding to what is emerging over *planning for business as usual.*

Building trust and letting go over *trying to control or being part of everything*

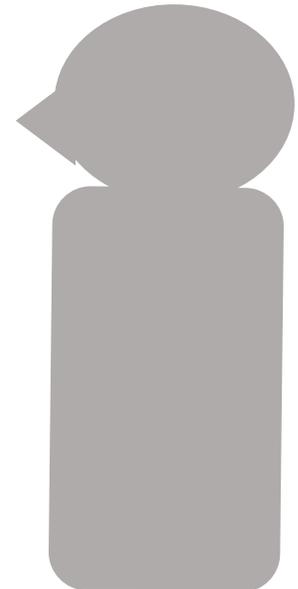
People and relationships over *structures and tools*

How we do things as much as *what we do*

Acknowledging that approaches on the right describe some of the dominant conventional thinking in human cultures, we value approaches on the left more

As we experiment with shared governance and tap into collective intelligence, we find that it is as important to develop our ways of being, relating and communicating as it is to master the specific processes. An attitude of cooperation and a good posture enables an optimal contribution from each of us as we ask ourselves questions such as: "What's the best I can give of myself, in pursuit of our common mission, for this subject, for this meeting, at this moment?"

POSTURE



The Principles

Principles that guide us as we develop our governance:

Evolutionary purpose: We listen and seek to understand what the movement is drawn to become, where it naturally wants to go.

Self organization: We see the movement as a powerful, fluid and living organism or system of distributed authority and collective intelligence. We adopt subsidiarity: self-organization and decision making at the appropriate level.

Sovereignty of roles and circles: The one who does, decides. Each role or circle has sovereignty in the domain for which they are accountable.

Continuous evolution: We change governance incrementally to accommodate our changes in our evolutionary purpose, our empirical learning and the context in which we work. We make small changes frequently (rather than large ones after a long time).

Equivalence: All circle members affected by decisions are able to influence and change them, to ensure that the circle continues to work towards its purpose.

Principles that help us collaborate well:

Trust: We explore different ways of working which engage our heads, hearts and hands and enable us to develop a collaborative posture and trust:

- in others, by letting go of our desire for others to act as we would like them to, and trusting that they will do their best in their own way.
- in life, by letting go of the resistance that makes us want to take control of situations and moving towards the acceptance of what simply is, to let collective solutions emerge.
- in ourselves, by paying attention to our feelings and intuition and remaining calm and determined as we sense what will best serve the collective purpose.

Consent: We agree to things and do things unless there is a good reason not to.

Accountability: We respond, if we can, when something is needed, we take time to stay available for communication and let others know if we cannot do what was expected of us.

Transparency: We ensure all information is available to everyone unless there is a reason for confidentiality. The most efficient and effective method of conveying information to and within a circle is a face-to-face conversation.

Effectiveness: We devote time only to what brings us closer towards achieving our objectives.

Diversity: We value and make space for difference, understanding that we each have different resources, needs, experiences, skills and perspectives.

Wholeness: We're invited to be fully ourselves, to drop the mask, reclaim our inner wholeness, and bring all the richness of who we are into what we do.

Empiricism: We test all assumptions through experiments and continuous revision.

Local first, virtual first: Transition is all about changing our way of living locally, but also facilitating global systemic change. We avoid high-cost and high-footprint travel when possible and our collaboration beyond local initiatives level is remote first.

Work is work: We give equal value to volunteer and paid work and support each other in developing appropriate Transition livelihoods.

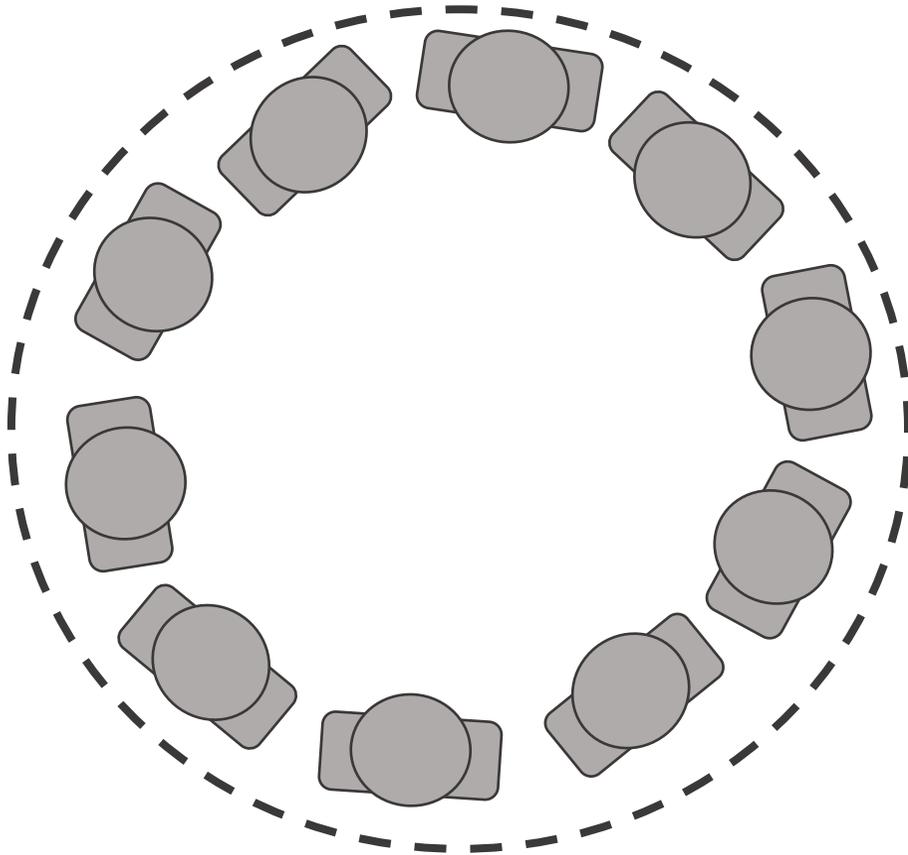
Informal learning: We are engaged in ongoing informal learning to deal with feeling overwhelmed or helpless; we learn from our peers, from widely available free and open sources and also from conventional sources like books and paid training.

PURPOSE OF THE HUBS GROUP

draft

To *connect* Transition Hubs, *feel* where the movement is, *share* collective intelligence about where the movement is now and where it needs to go next. *Share* inspiration, ideas and practices and *support* the worldwide movement to spread and evolve.

Roles and Structures: the circle



The basic Structure is the circle: A group of peers (individuals, not organizations) with a shared purpose and [domain](#). The Transition Movement's basic organisational pattern is circle of peers.

Collective intelligence needs strong rules and clear roles so that people feel safe to open up, be creative and honest.

Circle best practices

Safety agreement

These common values facilitate working together.

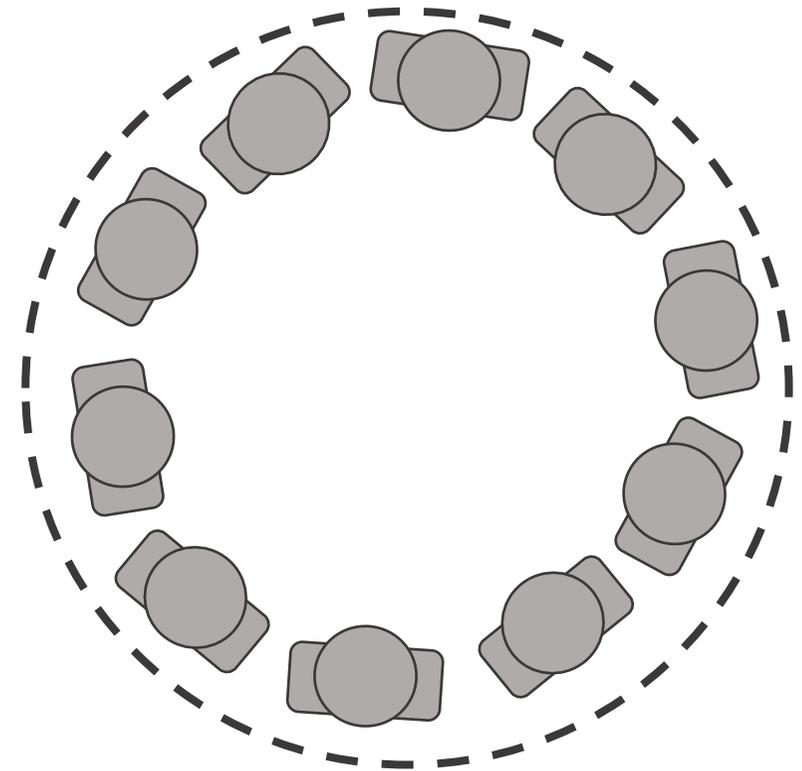
Respect: No single person is always right and each is entitled to a point of view.

Honesty: We give permission to each other to speak openly, in non-violent way.

Lightening up: We're invited to bring humour, active hope, celebration and appreciation into what we do.

Responsibility: Each person is to be accountable for his or her feelings and actions.

Confidentiality: Everyone is entitled to their personal affairs being kept private.



Check in and check out

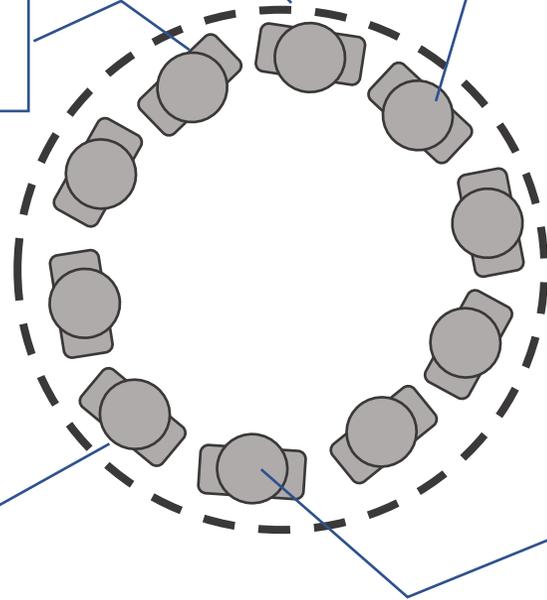
at the beginning and at the end of meetings, we dedicate time for a check-in and check-out. This is a moment of sharing the mindset of each one when starting the meeting. This practice begins with a refocusing on oneself to observe how one feels in one's body and to identify what might diminish our ability to cooperate. The sharing of these elements makes it possible to concentrate on the task to be accomplished and creates a sympathetic, caring and supportive climate during the meeting.

Roles and Structures: the circle roles

Keeper of the history: Makes the first record of the meeting. Then share it to circle who is responsible for the content

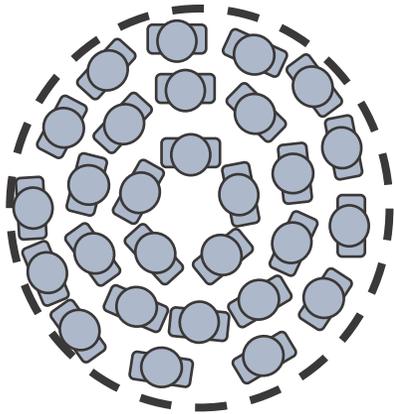
Keeper of the heart: Holding the space and feels the field. This roles is to give space for feelings that needs to be expressed, for reflection, breath or silence, to propose celebration, etc...

Keeper of the time: By making visible where the circle is in his use of time, he helps the circle to be more effective. She is not responsible on the respect of decided timing



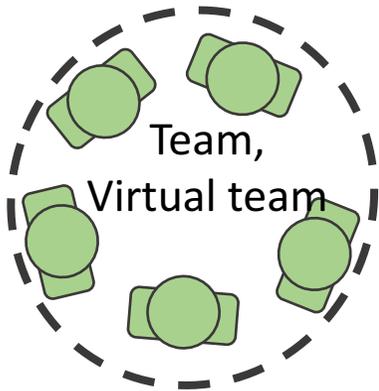
Facilitator: Propose and facilitate the meeting processes. Can ask for support or to be replaced for the facilitation of processes they don't know well. In case of wanting to contribute to the content, they can do it if clearly stated that the contribution is made from another role. Guardian of the circle can't be facilitator of a meeting. To promote collective action learning, facilitator receives feedback from the group at the end of processes (like decision by consent) or at the end of the meeting.

•(co)Guardian of a circle: This role is to be the link and represent the energy of the circle that decided to create a new circle and that proposed a purpose for it. This role is centered on the achievement of the purpose of the circle. This role can be energised by two people. It is not allowed to be facilitator of meetings and guardian of a circle at the same time and it's healthy for a circle to change guardian from time to time.



Virtual Communities of Practice

support movements by organizing and enabling informal social learning. Communities of practice are groups who share a concern or a passion for something (the domain) they do (as practitioners) and interact regularly to learn how to do it better. Note they are depicted as concentric circles



Virtual Teams

A group created to perform specific duties in specific domain. For example, working groups or project teams can be created by the Hubs group, national hubs local initiatives, etc.

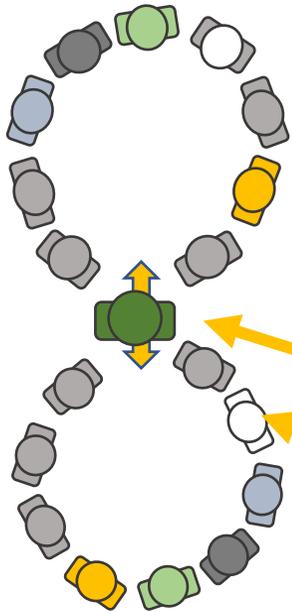


Organizations

Formal organizations are registered legal entities. A support organisation is one that has the role of for example, supporting a hub, maybe by hosting it.

Linking

A circle is a group of Roles that all contribute to the same Purpose. A Circle is treated like a Role with the additional authority to break itself down into sub-Roles.

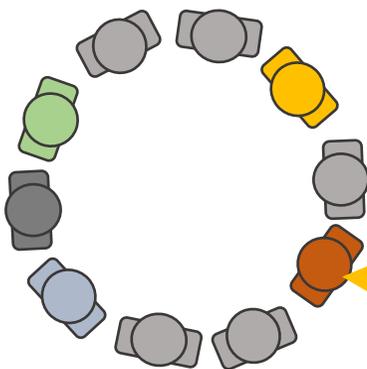


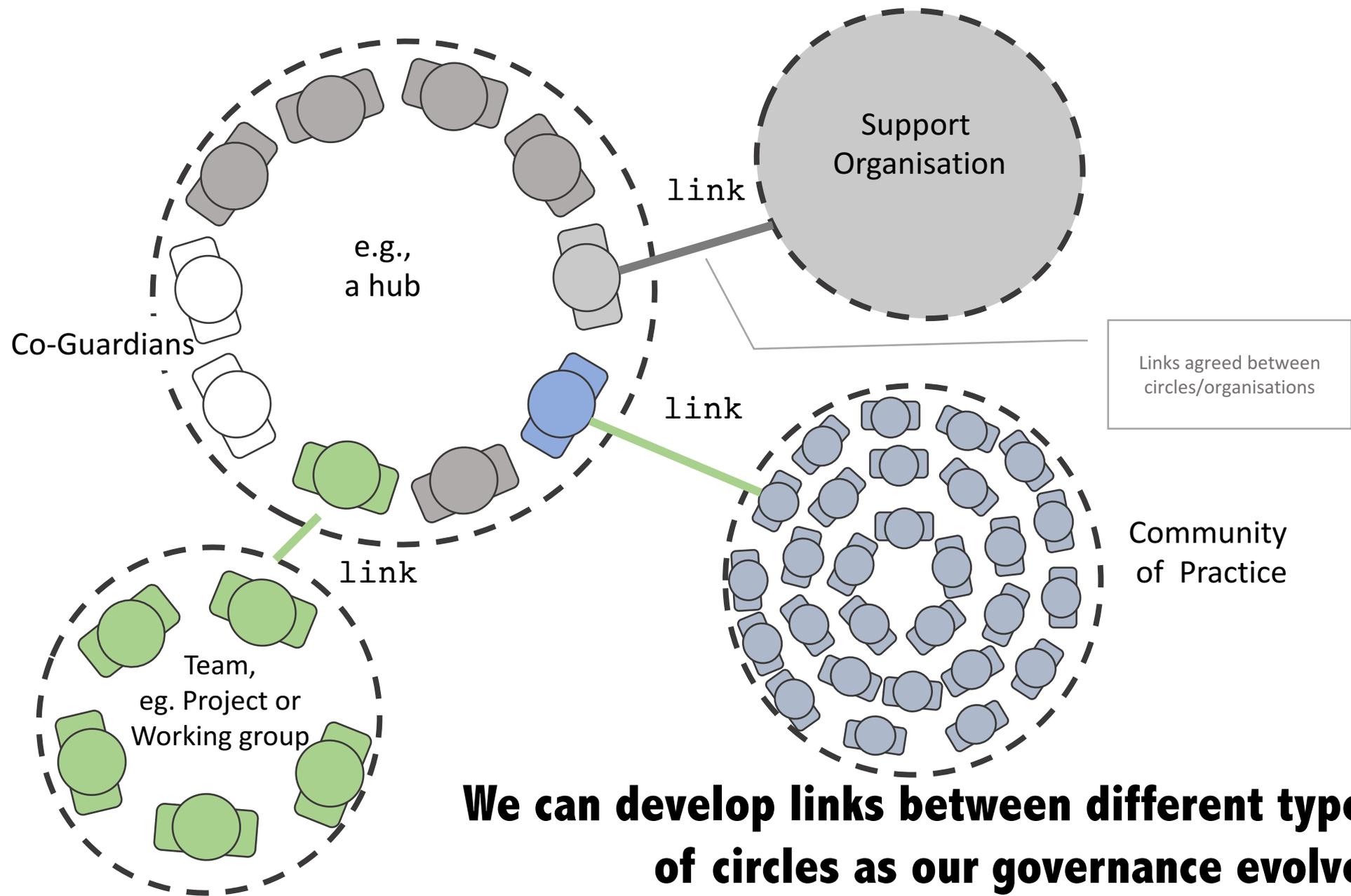
Here are 3 types of links between circles:

INDIVIDUALS: This role brings the energy of a circle into another circle. Links are in a circle as individual. They have the legitimacy to speak and decide without the need to ask for permission from the circle they are from.

(co)Guardian of a circle: This role is to be the link and represent the energy of the circle that decided to create a new circle and that proposed a purpose for it. This role is centered on the achievement of the purpose of the circle. This role can be energised by two people. It is not allowed to be facilitator of meetings and guardian of a circle at the same time and it's healthy for a circle to change guardian from time to time.

Keeper of perspective: This role is to hold the global perspective in a circle.





We can develop links between different types of circles as our governance evolves

DECISION-MAKING



In order to promote the agility and effectiveness of the hubs group and make our principles a reality, we need some decisions to be taken collectively and others to be taken by single people. Here are four decision-making processes as well as the situations in which we propose they are used.

Decision by consent: For collective decision-making in a circle. This decision-making process (already used by the hubs group) is a way to explore the limits and tolerance of the people who may be affected by the decision, identify and resolve unexpected risks and create a strong sense of ownership. There is scope to adapt the process depending on the type of decision being made (as in holacracy: consent on strategy, consent on changing governance). This process is used to make changes to governance in a response to a tension that has been identified (e.g. to create or dissolve a circle, to modify or remove a role, to agree or change the domain of a role).

Advice process: A person who needs to make an important decision which is clearly within the domain of her/his role must seek the advice of the people who are affected by the decision or who are expert in the matter and pay attention to the views and ideas expressed before reaching her/his own decision on the way forward. This will enable a quicker, clearer and more coherent decision to be reached than is likely from a consensus process. People are encouraged to maintain an awareness of how their decisions might impact on others and find appropriate ways to consult when necessary. For big issues, we might set up an online meeting or send out a general request for comments, sometimes we might just contact a few individuals whose advice would be useful. Over time, we will develop mutual trust and a shared sense of what is needed.

Election by consent: For a circle to collectively choose a person for a certain role (already used by the hubs group).

Decision in case of crisis: When the other decision making processes do not allow an adequate response to an urgent situation, recourse to unilateral decision-making is possible. The person whose role is affected announces to all members of the circle that s/he will use the unilateral decision-making process for a limited time and a limited number of critical decisions which are clearly within their domain. The person who energizes the role concerned obtains this power or they can be supplemented by another member of the circle in case of unavailability. Other decision-making procedures remain in effect for non-urgent decisions..

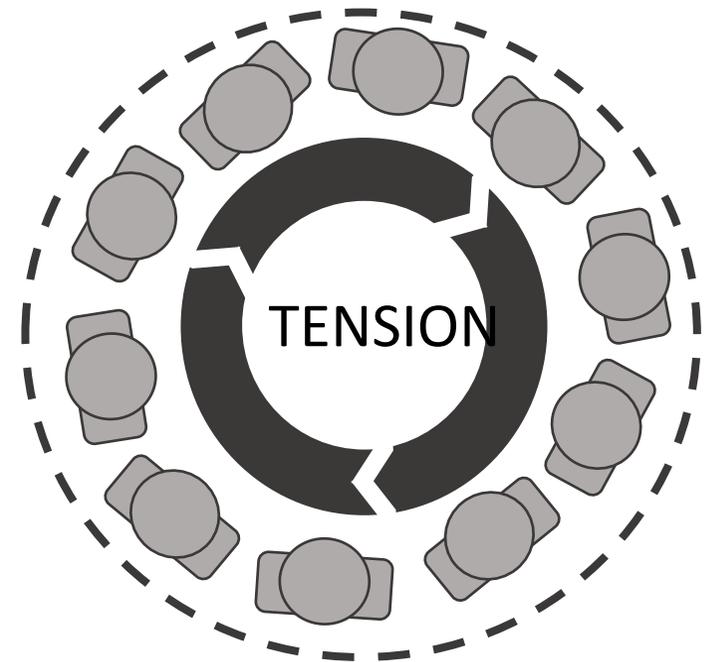


HOW DO WE MAKE DECISIONS
Consent Decision Making

Processing tensions

When working together, “tensions” arise when something needs to change before we can continue towards realising our purpose. We consider a tension as a gift made to the circle.

A tension helps us to become aware of the gap between what is and what is needed. In shared governance, we can imagine driving the organization through the expression and resolution of tensions. It is a way of being and doing that is grounded in the reality of now and helps us let go of personal projections, the desire for control or the expression of fear. Any shared tension mobilizes the group to resolve it. To allow the expression of the tensions of the circle, it is necessary to put in place a security agreement. Each tension should be processed in a space that is appropriate to it - an operational tension is not addressed during a governance process. See right for some examples of the types of processes that might be useful. Need to change direction, set new goals or priorities => Strategy meeting, each 6 months seems to be a good practice...



Need to change the way we organize ourselves, to change roles, to clarify domains or tasks => **Governance process by consent**, when needed.

Need for action, synchronize around a goal to be achieved, choose next steps, remove constraints => **Operational time in meeting**, on a regular basis.

Need to collect and built ideas => **Collective intelligence process in meeting**, when needed.

Need to improve relationship, listen to each other, manage conflict, lift relational brakes => **Regulation meeting**, when needed.

ONBOARDING, LEAVING & EXCLUSION

Onboarding

•**In a circle:** Guardian of the circle has a meeting with new people, explaining the purpose, history of the circle. He has a meeting with another member of the circle which will be “godfather” during the inclusion process explaining the governance of the circle and answering to other questions. When the “godfather” think that the inclusion process is completed, he proposes to celebrate it during the next meeting. Then, the new member is considered as a member with a right of objection.

Leaving

When someone is leaving a circle or the hubs group, he/she is asked to share the learnings he/she did :

•**In a circle:** During the last meeting he/she is attended before leaving.

•**In the hubs group:** By an email sent to the hubs coordinator.

Then a celebration time comes when other members are asked to share a good memory they have connected to this person: « About these moments shared with you, I’ll keep with me... ».

Exclusion

If a member of a circle or the hubs group feels that the behaviour of a member is a threat to the purpose of the group, he can start an exclusion process which will happen during a meeting where all members of the circle are invited. The process is inspired by decision by consent :

Proposal: The one who propose (A) has to explain why he took this decision, what are the reasons why the purpose is in danger if the member stays in the group.

Clarification round: member of the circle, including the one which is proposed to be excluded (B), can ask for clarification question. The one who proposes answer the questions if possible or says « it is not in my proposition ».

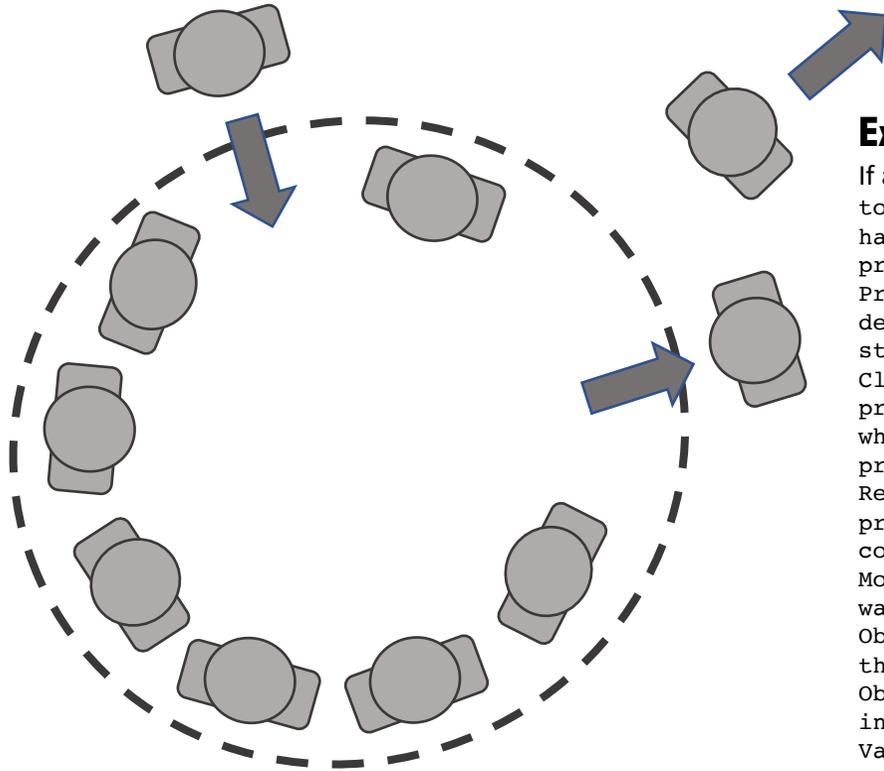
Reaction/feedback round: Members of the circle, including the one which is proposed to be excluded can share a reaction (feeling, preference, concern...). Here people can share lots of information.

Modification/clarification: The one who proposes, after listening to what was said, can change his proposition or give clarifications.

Objection round: Members of the circle, except the one who proposes and the one that is proposed to be excluded, can share an objection.

Objection treatment: Members of the circle enter in a collective intelligence process to treat all objection, one by one.

Validation and celebration



A rough
proposal how to
organize hubs

Circle best practices

Safety agreement

These common values facilitate working together.

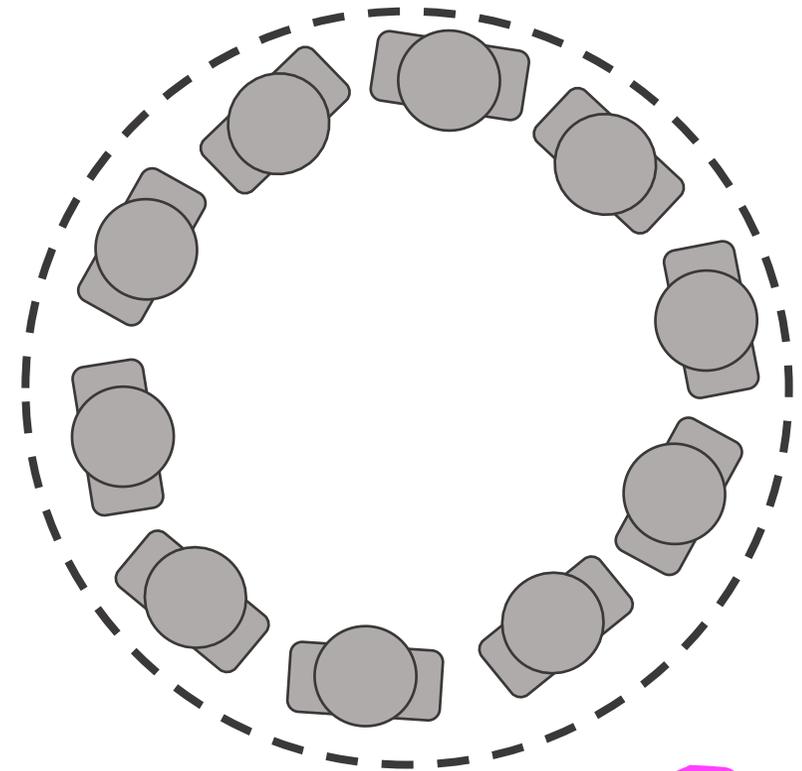
Respect: No single person is always right and each is entitled to a point of view.

Honesty: We give permission to each other to speak openly, in non-violent way.

Lightening up: We're invited to bring humour, active hope, celebration and appreciation into what we do.

Responsibility: Each person is to be accountable for his or her feelings and actions.

Confidentiality: Everyone is entitled to their personal affairs being kept private.



Check in and check out

at the beginning and at the end of meetings, we dedicate time for a check-in and check-out. This is a moment of sharing the mindset of each one when starting the meeting. This practice begins with a refocusing on oneself to observe how one feels in one's body and to identify what might diminish our ability to cooperate. The sharing of these elements makes it possible to concentrate on the task to be accomplished and creates a sympathetic, caring and supportive climate during the meeting.



HUBSTER Role

Roles
(One person can have two roles)

-  *HUBSTER
-  Guardian
-  *Hubs group coordinator
-  Keeper of perspective
-  HUBSTER or support
-  Invited to contribute/
expertise

*Objection rights

Hubster (link): from a transition or emerging hub in the hub group: This role brings the energy of a circle in another circle. Hubsters are in the circle as individuals. During decision making process, hubsters coming from a Transition hub have the legitimacy to speak and use their right of objection without the need to ask for permission from the circle they are coming from. Hubsters from emerging hubs have the right to ask for clarification and give feedback or reaction but they don't have an objection right

THE HUBSTER ROLE

Joining	<ul style="list-style-type: none"> •Nominated by respective Transition Hub Core Group or Transition Support Organization. •Invited by respective Movement circle.
Leaving	<ul style="list-style-type: none"> •Stepping down. •After two non-attendances at meetings with no apology, the circle makes contact. If no response to that contact, it is considered that member has stepped down from the circle.
Required	<ul style="list-style-type: none"> •Understanding and accepting Transition values and principles. •To be an active member of respective Transition Hub Core Group or Transition Support Organization. •To stay available for ongoing communication and actively engage in creating value within the Movement circle she or he joined. •To master virtual collaboration skills and support others in mastering those skills. •Being open to feedback, reflection and learning.
Expected	<ul style="list-style-type: none"> •To actively learn about domain of the Movement circle she or he joined. •To transfer knowledge, skills and information between own Transition Hub Core Group and the Movement and the other way around.
Encouraged	<ul style="list-style-type: none"> •To actively build personal relationships with other members of the Movement circle he or she joined, both during and outside meetings, both within and outside our collaborative work. •To mentor and/or coach peers.

(co) Guardian of a circle Role

Roles
(One person can have two roles)

-  *HUBSTER
-  Guardian
-  *Hubs group coordinator
-  Keeper of perspective
-  HUBSTER or support
-  Invited to contribute/
expertise

*Objection rights

This role is the link that represents the energy of the circle that decided to create a new circle and that proposed a purpose for it. This role is centered on the achievement of the purpose of the circle. This role can be energised by two people. It is not allowed to be facilitator of meetings and guardian of a circle at the same time and it's healthy for a circle to change guardian from time to time.

Coordinator of the Hubs group: Role

Coordinator of the Hubs group: Guardian of the hubs group. This role is centered on the achievement of the purpose of the hubs group. S/he welcomes people into the group, helps to make connections between different activities and pays attention to the health and effectiveness of the hubs group as a whole. S/he is not allowed to be facilitator of meetings in the hubs group.

Heart circle: Currently we have chosen a single coordinator who plays a holding role for the hubs group. This is a vulnerable and pressured role, and it is difficult to work effectively without support across such huge distances. There may be a need and opportunity to broaden the single role to create a heart circle. The coordinator of the hubs group would be the guardian of the circle and other members would be elected by consent by the hubs group.

Roles
(One person can have two roles)

-  *HUBSTER
-  Guardian
-  *Hubs group coordinator
-  Keeper of perspective
-  HUBSTER or support
-  Invited to contribute/
expertise

*Objection rights

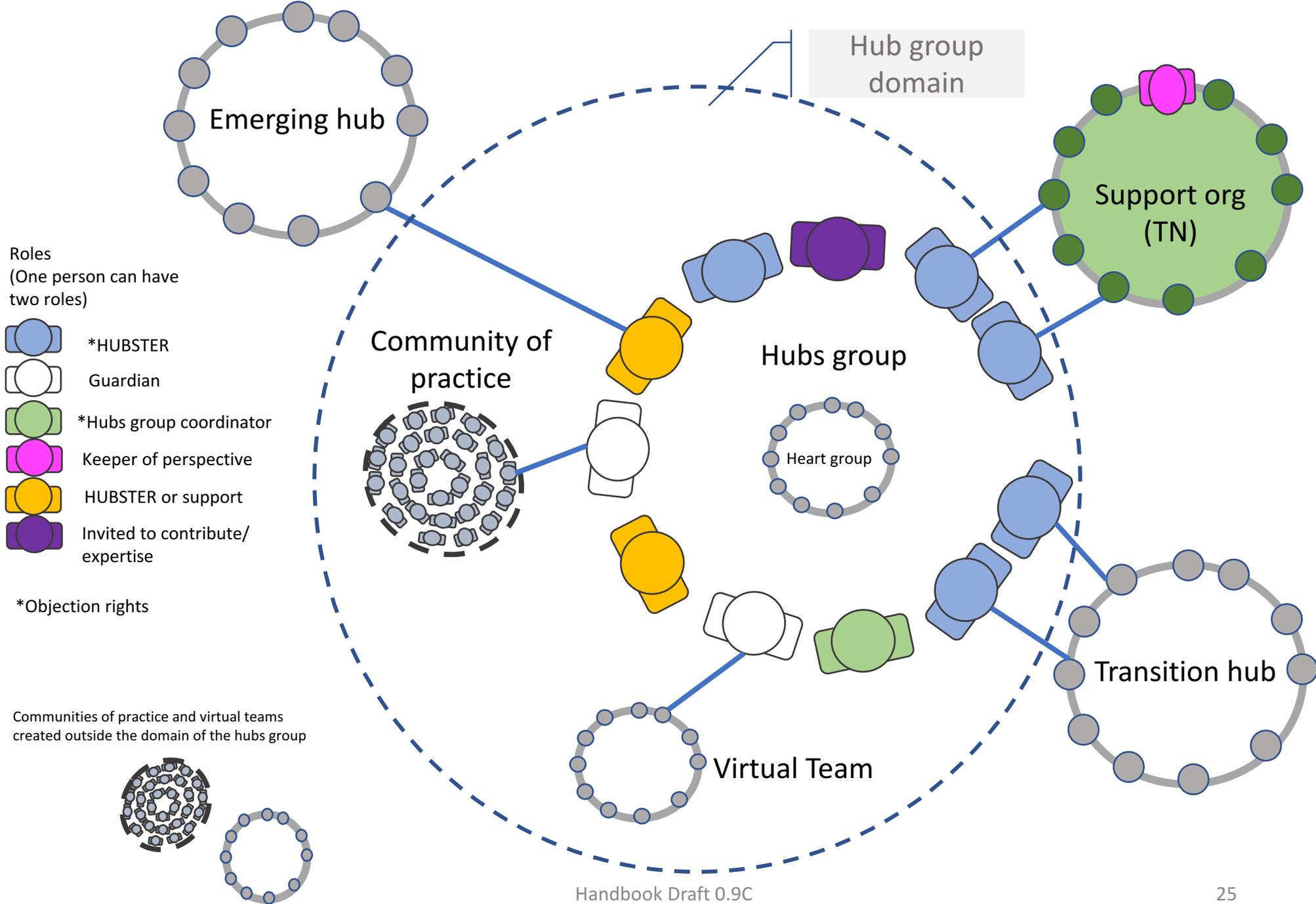
Other Roles

Roles
(One person can have two roles)

-  *HUBSTER
-  Guardian
-  *Hubs group coordinator
-  Keeper of perspective
-  HUBSTER or support
-  Invited to contribute/
expertise

*Objection rights

- **Keeper of perspective:** This role is to hold the global perspective in a circle.
- **Hubster or member of a support organization:** There is an opportunity and a need for people that are not chosen to be a link from a hub or a support organization also to participate in the hubs group work. They have objection rights in the subcircles (virtual teams and communities of practice) in which they participate but not in the hubs group itself.
- **Invited:** People invited to contribute because of a specific expertise

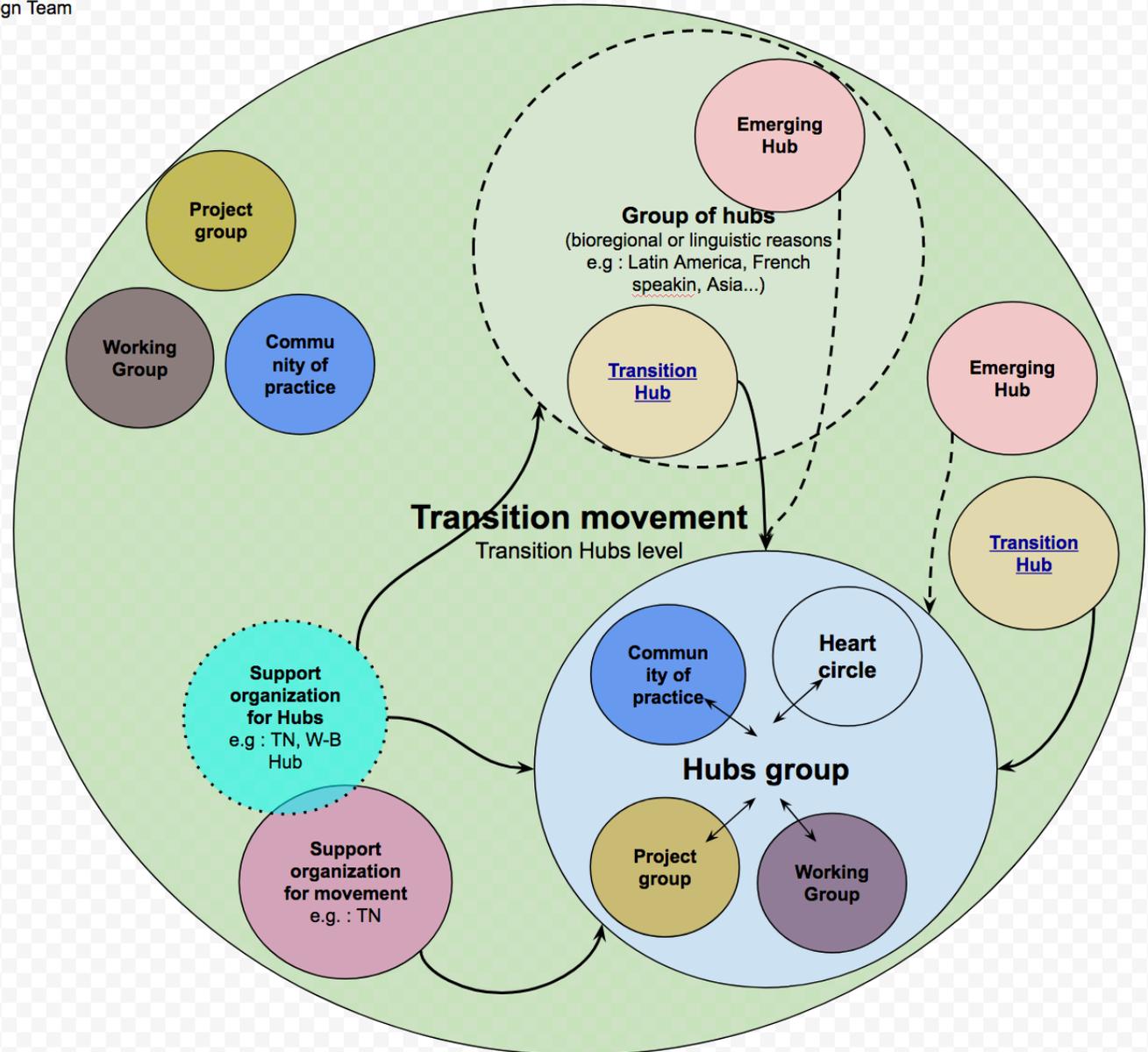


Representation of the proposition of structure for the Transition Movement beyond the local initiative level, created to nourish the [design team](#).

Author : Josué Reviewer : Design Team

Date : May 2017

Status : In progress



More Reading

[Principles](#)

<https://transitionnetwork.org/about-the-movement/what-is-transition/principles-2/>

History

https://docs.google.com/document/d/1HKweoV7H4mvZ09XhBYouO8sS9_IWW8zhkjnOTFZfxmc/edit