

SOCIAL TOOLS

Decentralized Organizing in Practice

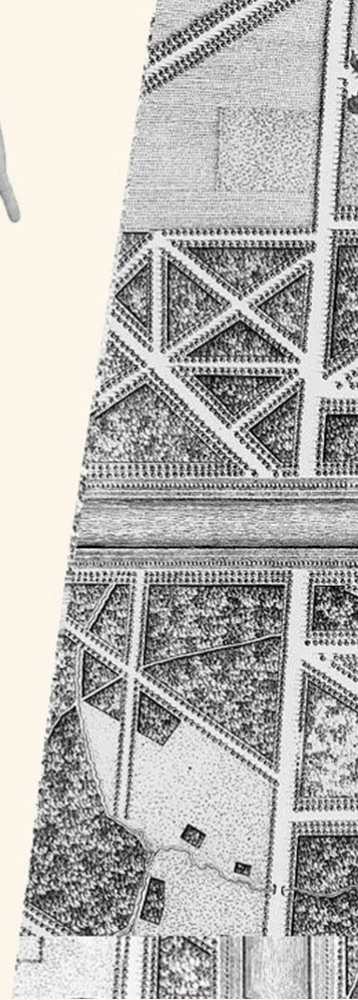
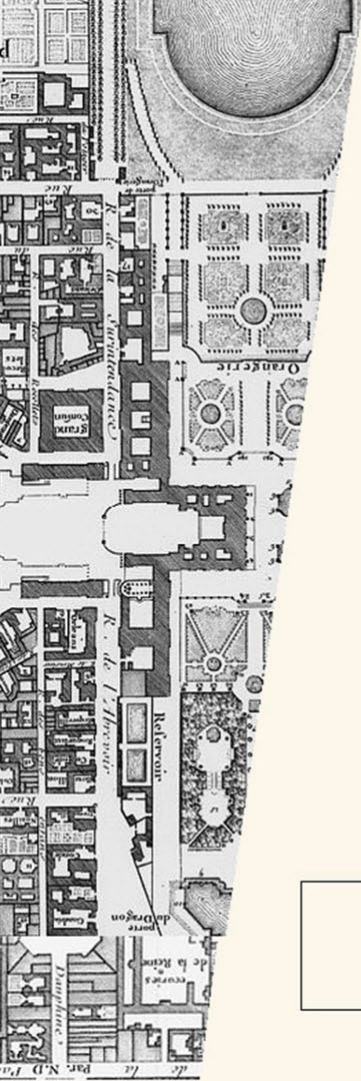
TRAINING CIRCLE

SESSION 5 - Patterns 5+6
AUGUST 12

- + Talk about Power!
- + Conflict is Inevitable - Deal with it!

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TRAINING CIRCLE - THE PROGRAM



Patterns for Decentralised Organising

TheHum.org

Self-development for collaboration.



We need to unlearn hierarchy to learn collaboration. We can grow our collaboration skills with practice (empathy, self-awareness, reflection, communication, etc). We learn by mimicking people we look up to. So be intentional about which behaviours you bring to your group.

Build a culture of trust & belonging.



Project Aristotle research found the #1 predictor of team performance is psychological safety, i.e. everyone feels they can take risks, suggest new ideas, or disagree.

Build trust & belonging by spending time together (e.g. at annual retreats), getting to know the "whole self", beyond the job title.

Systematically distribute care labour.



Care is work. Make it visible so it can be fairly shared. e.g. Practice giving & receiving care in a 'stewardship' peer-support circle. Monthly check-in: "how can I support you?" Continuous improvement in emotional intelligence. Deep relationships dissolve conflict.

Collectively agree norms & boundaries.



Common sense doesn't exist, so define your shared norms explicitly. Review and update agreements periodically. Clear expectations: easy onboarding + buy-in.

See loomio.coop/handbook.enspiral.com
handbook.gjni.net

Conflict is normal. Agree how to deal with it.



E.g. conflict escalator from Loomio co-op: agreements (norms & boundaries) and practices (non-violent communication) → direct 1:1 communication → steward-supported conversation → help from internal specialists → external mediators → system review.

Keep talking about power.



Power differences are inevitable. Distinguish "power-with" (social capital, legitimate reputation) from "power-over" (coercion, threats). Make it transparent.

Rotate roles that attract influence. Founders/elders/leaders be patient while new people learn the ropes.

Distinguish commitment from participation.



Define different levels of engagement, e.g. volunteers + workers + owners; or 1 + 9 + 90; or contributors + members.

Explicit rights + responsibilities for each group. Transparent pathways in and out.

Make decisions asynchronously.



Use loomio.org for transparent, accessible, inclusive decisions. More participation, less time spent in meetings. Use meetings for: bonding, trust, complexity, brainstorming.

A toolbox of decision protocols.



Mandate: I'll decide, then respond to questions.
Advice: I'll listen to input, then I'll decide
Consent: I'll proceed if nobody objects
Consensus: I'll proceed if everyone agrees

Prerequisites: transparency, shared purpose, psychological safety, reliable conflict resolution, regular reflection...

Agree how you're using your communication tools.



E.g. 3 tools for 3 jobs:

1. Realtime feed: chat/Slack
2. Async threads: email/loomio/forum
3. Static docs: wiki/handbook/gDocs

Intro new tools with care.

Agree the problem; begin time-limited trial; support people to learn; evaluate + repeat.

Use rhythm to align autonomy.



Different spaces for different conversations, e.g.:

1. Daily standup (yesterday, today, blocks, wellbeing)
2. Biweekly sprint (planning, demo, retrospective)
3. Quarterly retro + objective setting
4. Biannual retreat

Find your own patterns with regular retrospectives.



Regular structured reflection (good, bad, change). Hear about problems when they are small. Practice trying new things. Grow the org structure that is right for you. Continuous participatory change.

see retrospectivewiki.org

Get unstuck with an external peer.



Someone you trust & respect who is not directly involved in your situation.

Help you rethink issues, gain perspective, renew enthusiasm, host difficult conversations.

Could be a friend or a professional.

For example: talk to us! contact@thehum.org

We are available for training, coaching, advising, hosting retreats...

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+ POWER-FROM-WITHIN OR EMPOWERMENT

the creative force you feel when you're making art, or speaking up for something you believe in

+ COLLECTIVE POWER OR SOLIDARITY

empowered people coming together to act in unison

+ POWER-WITH OR SOCIAL POWER

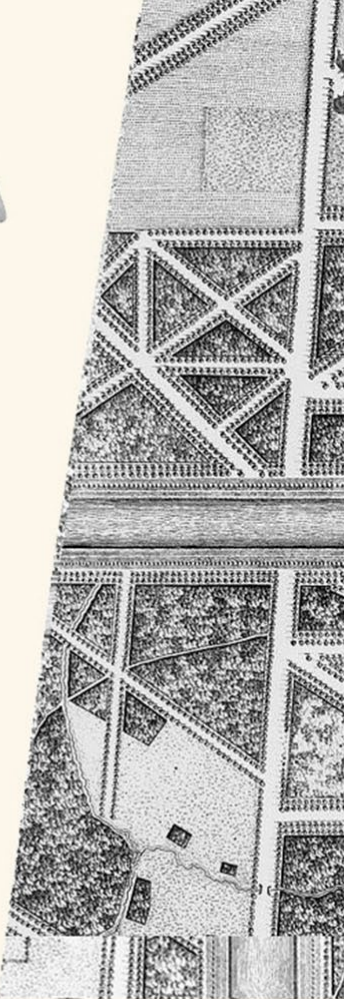
influence, status, rank, or authority that determines how much you are listened to in a group

+ POWER-OVER OR COERCION

power used by one person to control another



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PATTERN 6

TALK ABOUT POWER

EXERCISE (15 min)

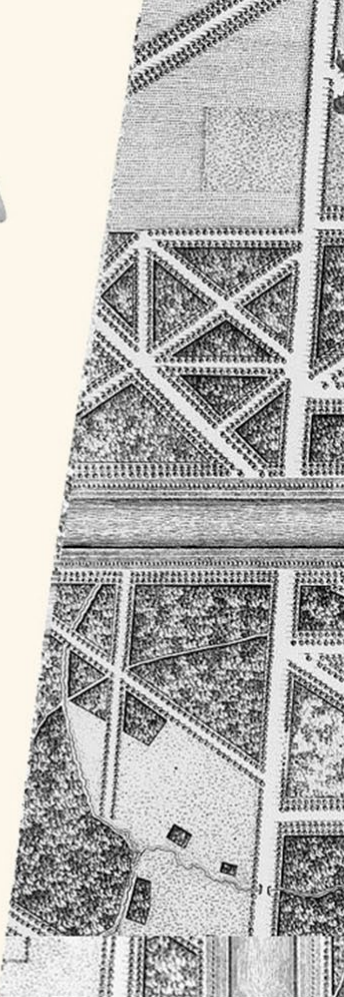
- + What is the official power structure inside your organisation/group?
- + What is the hidden power structure?
- + Who has power-over, power-with etc?
- + Visualize both power structures!

PRESENT x 3 + DISCUSS (30 min)

BREAK !



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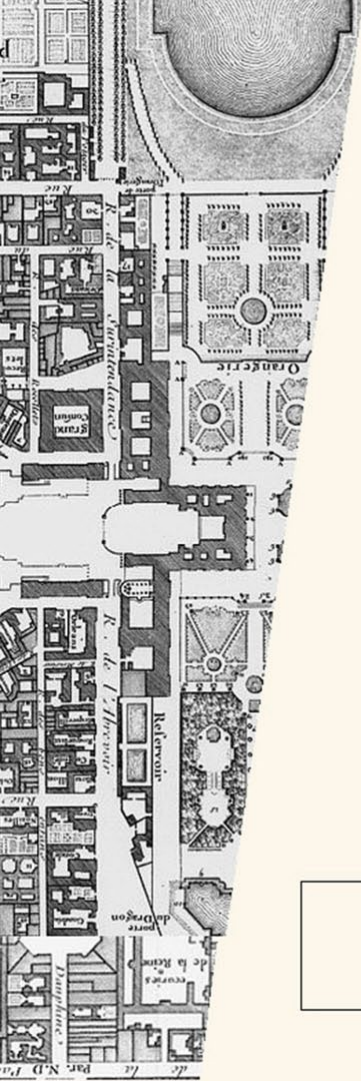
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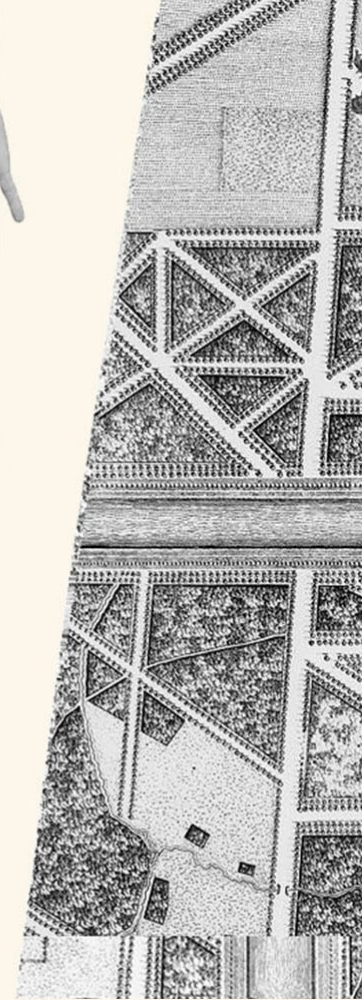
PATTERN 5

CONFLICT IS INEVITABLE – DEAL WITH IT

Video 7 min



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PATTERN 5

CONFLICT IS INEVITABLE – DEAL WITH IT

EXERCISE (10 MINUTES)

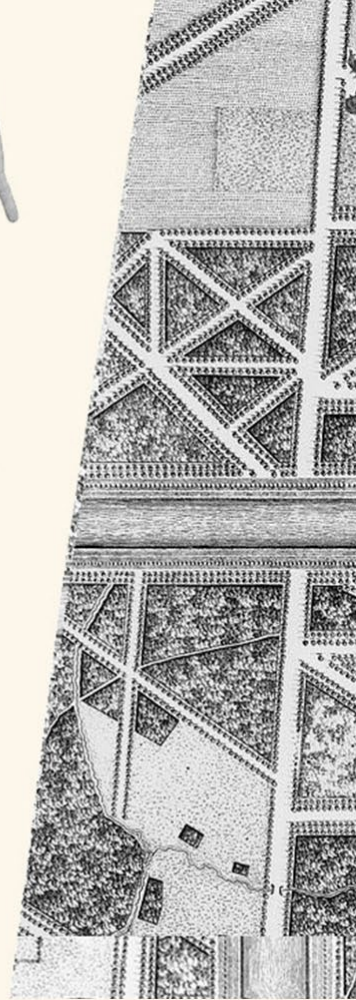
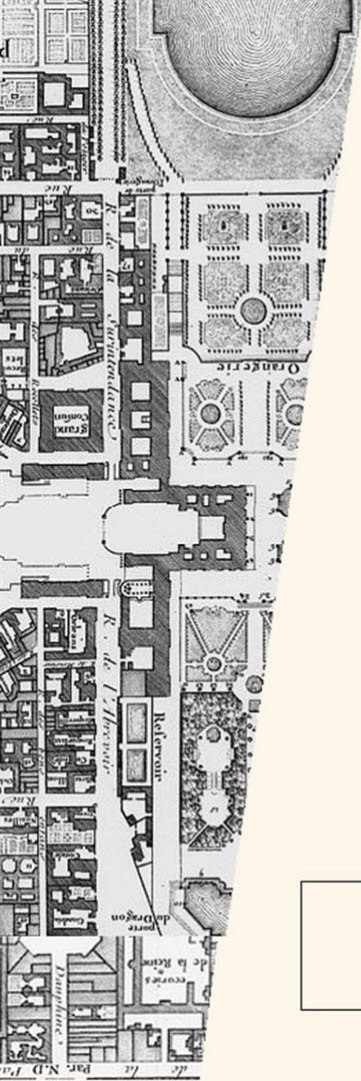
- + Think about a conflict your group has resolved - How?
- + Think about a conflict that has not been resolved - Why Not?

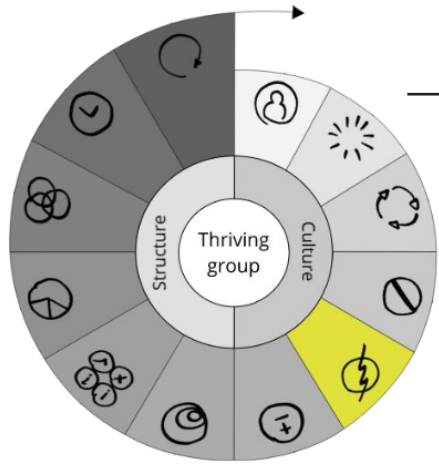
SHARING (30 MINUTES)



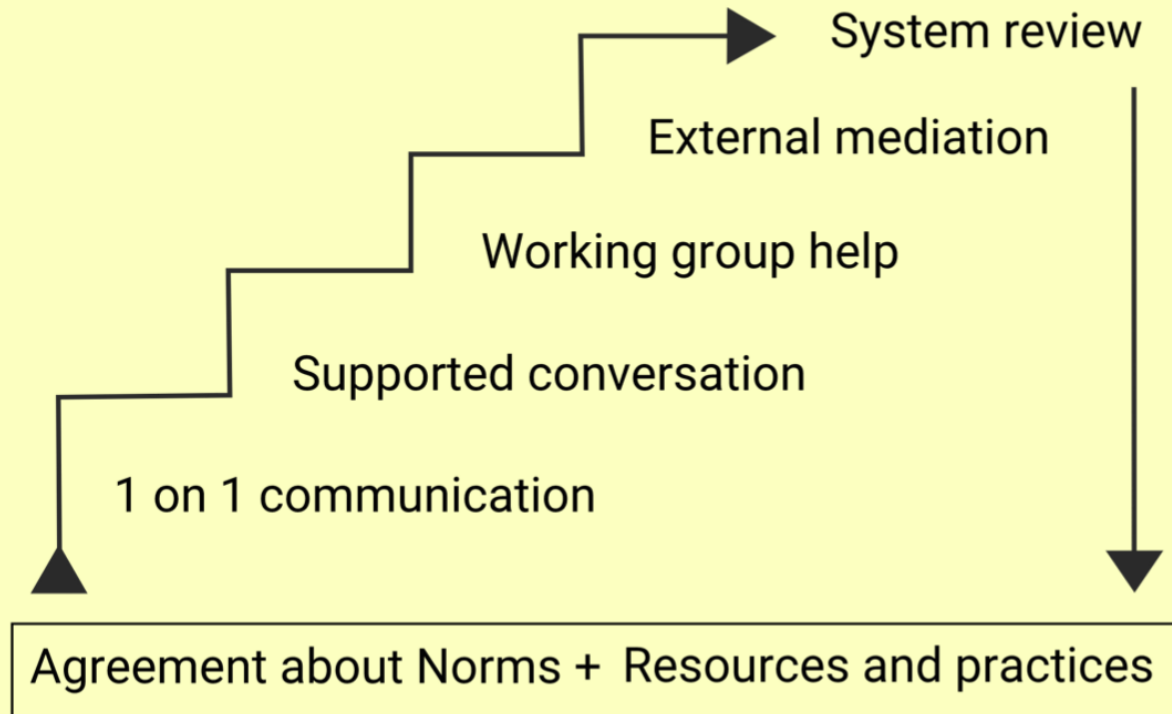
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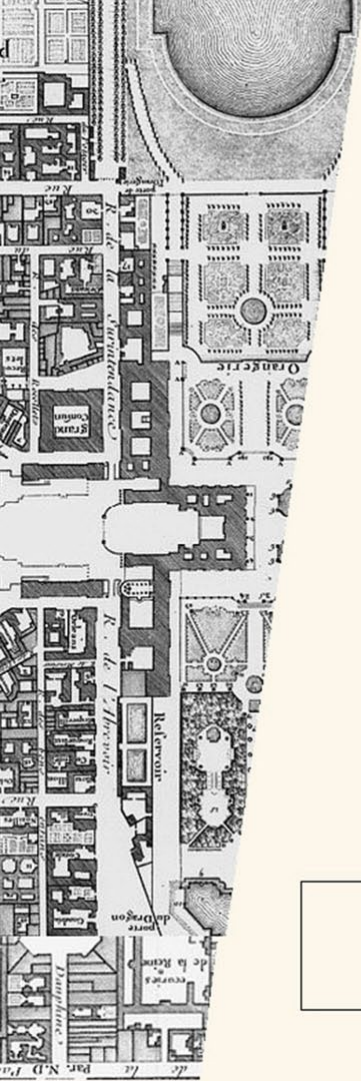
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Conflict resolution escalator





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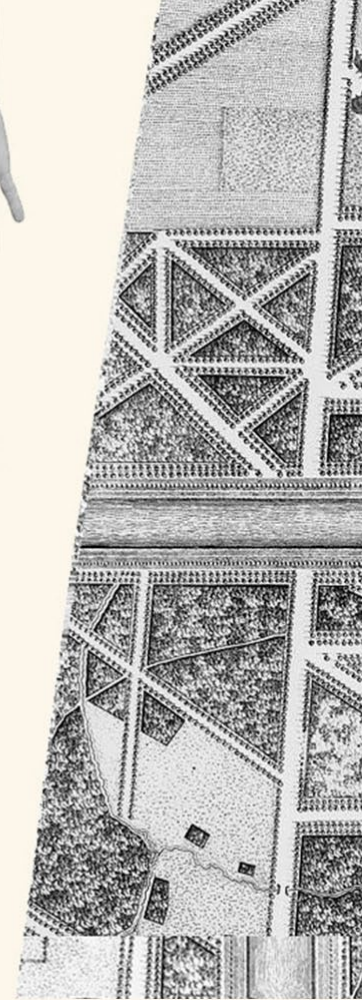
NEXT STEPS

SOCIAL TOOLS CONFERENCE
27.-29.9. 2019

POWER, MONEY, CONFLICT



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