Integrative Decision-Making™ Process

This structured process is used in Holacracy™ Governance Meetings, to resolve proposals about how the Circle shall organize in pursuit of its purpose.

Present Proposal

*Who Speaks: Proposer Only*

The proposer states their proposal and, optionally, the tension(s) it is attempting to resolve. No discussion or responding whatsoever.

Clarifying Questions

*Who Speaks: Anyone Asks a Question, Proposer Answers; Repeat*

The Facilitator solicits clarifying questions for the purpose of understanding the proposal, and the proposer either responds or says "not specified in the proposal". Any reactions expressed to the proposal or discussion about the proposal is immediately cut off by the Facilitator, including any reactions disguised as clarifying questions.

Reaction Round

*Who Speaks: Everyone in a Round, One at a Time, Except Proposer*

The Facilitator asks each person in turn to react to the proposal, and stops any discussion or responses to the reactions of any sort.

Amend & Clarify

*Who Speaks: Proposer Only*

The proposer has a chance to clarify any aspects of the proposal or to make quick amendments to the proposal based on the reactions – the proposer does not need to address everything here, and should not attempt anything more than an obvious, quick change. The Facilitator cuts off any discussion or comments by anyone other than the proposer.

Objection Round

*Who Speaks: Everyone in a Round, One at a Time, Including Proposer*

The Facilitator asks each person in turn if they see a tangible reason why adopting the proposal is not workable for the circle, at least for now (this is the Holacracy™ definition of an “Objection”). Objections are stated without discussion or questions, and captured on the board by the Facilitator. If no Objections surfaced, the proposal is adopted.

Integration

*Who Speaks: Anyone – Open Discussion*

The Facilitator leads an open discussion, focused around each Objection one at a time, about how to add to or amend the proposal to make it a workable option for addressing just the tension behind the original proposal (and nothing more). The proposer assesses whether any potential amendment still addresses the original tension, and the person who raised each Objection assesses whether a potential amendment removes that specific Objection. Once a potential amended proposal is crafted, the Facilitator stops the discussion and goes back to the Objection Round with the amended proposal.