

WonderWorks Consulting

HOW HOLACRACY WORKS

David Allen (GTD) describes Holacracy™ as Getting Things Done™ for Organizations.



Y Holacracy?

Holacracy® is scalable. Whether you're a team of two or 2000 (or a pioneering CEO leading 20,000), it will make your team enormously more efficient.

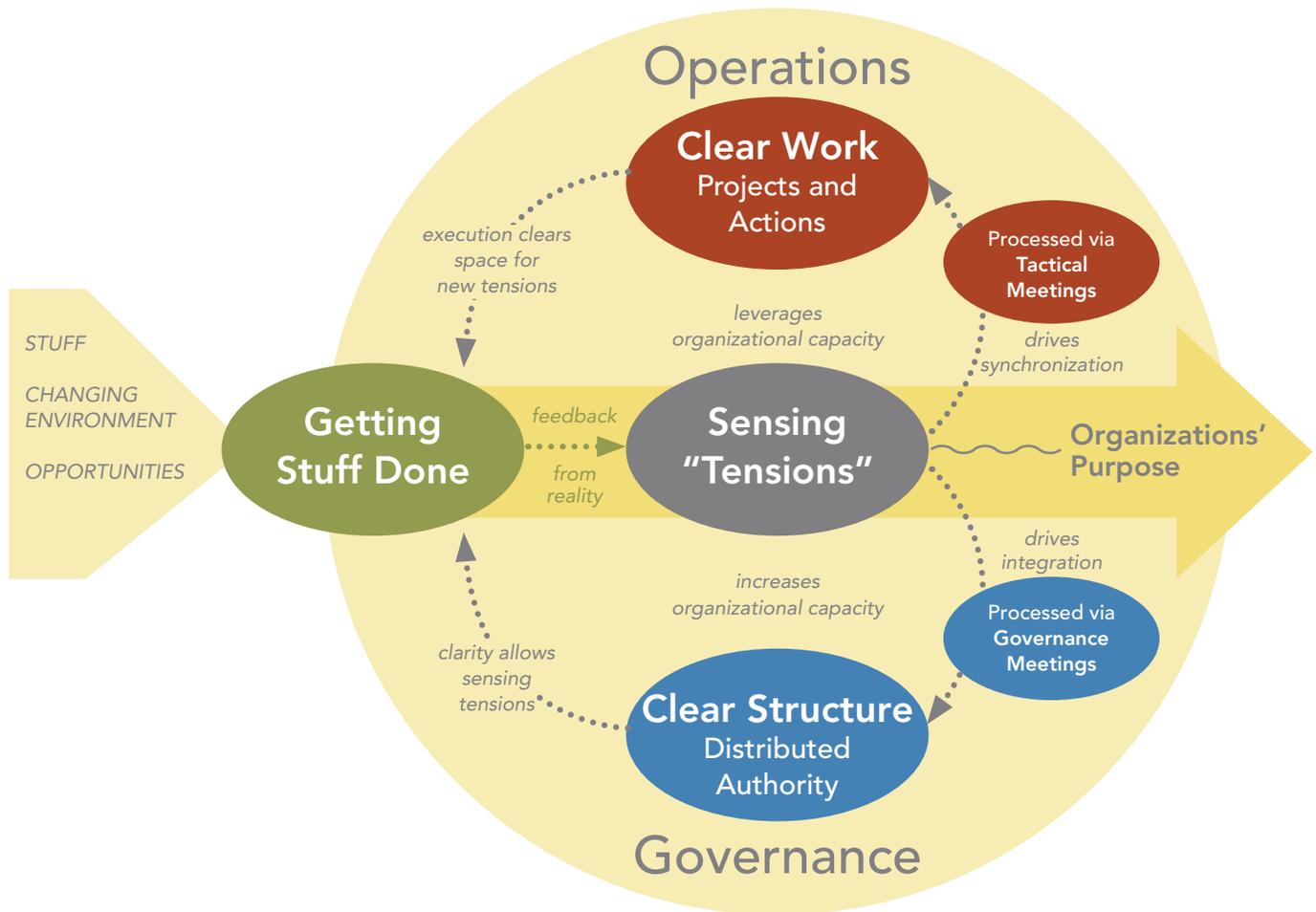
The Nuts 'n Bolts:

- **Distributed Authority:** Holacracy® establishes a framework for broad input — without falling into the trap of muddled, crowd-sourced decision-making.
- **Clear Roles + Responsibilities:** Holacracy® bakes engagement into every step. By assigning clear roles, everyone enjoys genuine authority and claims real responsibility.
- **Harnessing Tensions:** That gap between how things are and where you'd like to go? Other systems call those "problems." Holacracy® recognizes the power of these tensions to catapult you to new success. It welcomes them, addresses them head-on, and harnesses their power for positive change. Most importantly, it does all of this swiftly and consciously so you can translate them into meaningful change.
- **Transparent Governance:** Clear rules prevent egos — or politics — from dominating decisions. * Stay on purpose through explicit structures, dynamic steering, and ongoing processes.

The Benefits:

- No more frustration and disengagement. Create a culture of trust, collaboration, and optimism where everyone feels engaged and enthusiastic.
- Dynamically steer roles instead of job descriptions so everyone is maximizing their talents, sovereign over their domain, and focused on the greater good.
- No more drama. Resolve chronic issues. Deal with new tensions immediately (no more sweeping things under the rug to fester).
- No more boring, pointless, or redundant meetings. Ensure every meeting is productive and valuable. Eliminate micromanaging and inefficient overlaps.

Let Us Explain How Holacracy® Works:



Is your organization agile and adaptive to its environment? Can anyone who senses a potential improvement systematically process it into meaningful change, without resorting to politics or painful meetings?

Most often, the answer is no. Holacracy™ is a social technology that cuts through the power dynamics of hierarchical organizations and the laborious consensus-seeking processes of flat organizations.

1. Distributed Authority

Holacracy is a distributed authority system – a set of “rules of the game” that bake empowerment into the core of the organization. Unlike conventional top-down or progressive bottom-up approaches, it integrates the benefits of both without relying on parental heroic leaders. Everyone becomes a leader of their roles and a follower of others’, processing tensions with real authority and real responsibility, through dynamic governance and transparent operations.

“After implementing Holacracy™ tactical and governance meetings at Colman Knight, we experienced increased clarity about who is responsible for what, deepened commitment to the Colman Knight purpose, increased efficiency in meetings, and a enlivened working environment.”

— Gayle Colman

Co Founder of Colman Knight, Integral Wealth Advisory Services

2. Processing Tensions

Holacracy harnesses the conscious capacity of those within to sense dissonance between what is (current reality) and what could be (the purpose): the feeling of a “tension”. When there’s lack of clear and effective channels for processing tensions, they fester into frustrations, burn-out, and disengagement. Tensions are only useful to the extent the organization can process them into meaningful change. Holacracy provides several explicit channels to process tensions. Holacracy installs clear processes for “governance” and “operations” – in every team, at every level of scale. Governance is about working “on” the organization, and operations is about working “in” it – each has a different mechanism for processing tensions into actionable change.

3. Governance Working "On" the Organization

With Holacracy, regular governance meetings structure and evolve how the work gets done – everyone leaves with clarity on who is accountable for what, with what authority, and what constraints. These change dynamically with every meeting, based on the real tensions sensed while doing the work. A structured process ensures the organization's purpose is at the center.

Governance Meetings:

- Generate explicit and light-weight role definitions that are actually meaningful
- Give everyone a voice, without the tyranny of consensus
- Apply clear rules that prevent egos or politics from dominating
- Focus a team on fast, incremental improvements in light of real data
- Continually restructure the organization, one tension at a time.

4. Operations Working "In" the Organization

Governance clarity enables most work to get done by clear roles using clear authority, outside of painful meetings and group consensus-seeking. On the ground, a team's operational flow is synchronized by regular Tactical Meetings that facilitate rapid-fire triage of key issues. Anything in the way of getting the work done gets identified and processed into clear next-actions and target outcomes.

In Tactical Meetings:

- Every agenda item gets processed every meeting, on-time every-time
- The focus is on next-actions, not endless analysis
- Metrics are surfaced and checklists are reviewed – quickly
- No one hides

Y WonderWorks?

We've put Holacracy® to the test in a wide array of organizations and industries: from big corporations to family-run businesses to our own team and households. We know it inside and out: its power and what it takes to maximize its success. We know the common resistances and pitfalls that arise when implementing Holacracy. That's why we include masterful coaching and facilitation to align each individual with the essential purpose of your organization -- moving you towards your result.

We integrate our vast years of conscious people leadership experience with customized best practices, proven strategies, and the smartest business strategy. When you work with us, your team won't just "play at" Holacracy®: you'll truly implement it so you reap 100% of its transformative power.

Simply put: your team will get more done and love coming back to work the next day.

What people are saying!

"[Holacracy] is a really big thing and a foundational thing for how we run the company...It creates a very specific structure that actually allows people a lot more creativity and freedom because of that structure."

— Evan Williams (co-founder of Twitter), speaking at the Wisdom 2.0 2013 conference about using Holacracy at his new company.

Since Implementing Holacracy into my organization, "I now hear things I normally wouldn't have heard because people say things in my presence they normally wouldn't have said."

— Rich Kahler, Founder of Kahler Financial Group.

Meet Anna

ANNA MCGRATH

Co-Founder and WonderWorker,
WonderWorks Consulting

WonderWorks is the only Holacracy® Licensed Provider in the USA, and Anna McGrath heads up the Implementation, training and coaching team within WonderWorks.



In light of Anna's decades of change management expertise and real-world experience of implementing Holacracy into large and small organizations, she knows how to effectively implement Holacracy and create the least amount of disruption for your people, stakeholders and business results. WonderWorks have developed Holacracy training aids, app's and modules to support our clients in Tech, Finance, Retail and Manufacturing to get the very best out of Holacracy.

WonderWorks Consulting was founded by Ms. McGrath in 2003 and has successfully focused on organizational Development ever since. She is also a popular speaker and presenter on two key topics, Holacracy and Building Authentic Cultures.

A sample of WonderWorks distinguished roster of diverse clients: Zappo's, Pantheon, Dev Boot Camp, Three Stone Heath, Kahler Financial Group, Maestro Conference, Public Health Institute, Wikia, OutCast PR Agency, Kaiser, and Avaya

Anna McGrath is the Co Chair for Conscious Capitalism Bay Area Chapter and the Co-Founder of the Think Tank, Great Work Cultures.

Contact Us



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