This document includes a brief set of guidelines for each of four main types of meeting: Connection, Governance, Operational and Retrospective.

Meeting Guidelines

For each type of meeting there are four sections: Purpose, Defined Roles, Form (Agenda) and Output (What to Record). See below for a description of each section. At the bottom of this first page are some notes pertaining to all four types of meetings.

- *Purpose*: The reason the meeting is happening and its desired outcomes.
- *Defined Roles*: The roles that contribute to meeting effectiveness. Some roles are optional and others may be added if desired (see note below).
- *Form (Agenda)*: The basic order of events during the meeting. Each meeting includes an Opening Round and a Closing round (see below) and other elements depend on the meeting type.
- *Output (What to Record)*: The minimum information to record and preserve about the meeting, and notes about the flow of information from meeting to meeting.

General Notes

- *Optional roles* are shown in parentheses for each meeting type. Optional roles contain functions that may be included in another role or may not be needed.
- *Timekeeping* is a function that may be accomplished by someone in one of the named roles. It may also be delegated to a group member who has no other defined role.
- An *Opening Round* includes a brief personal check-in and possibly other items depending on the type of meeting.
- A *Closing Round* includes a brief personal check-out and feedback about the meeting experience and facilitation.
- For all meeting types, the use of the strategy of a *round* (going around the circle in order) is suggested to contribute to connection, equivalence and effectiveness. Rounds are also useful to restore order and flow when a "popcorn" style of input becomes too chaotic to be effective.
- On each page of guidelines, **Specific Notes** for that type of meeting are listed.

Connection Meeting Guidelines

Purpose
- Cultivate connection between and among group members.

Defined Roles
- Facilitator(s): Maintain equivalence in the group process and guide specific connection processes.
- (Process Monitor): Assist the facilitator(s) by maintaining awareness of the mental and emotional state of the group and alerting the facilitator if a change is needed.

Form (Agenda)
- Opening Round
- Specific process(es) for connection. May be different facilitator for each process.
- Closing Round

Output (What to Record)
- Typically nothing is recorded, in order to preserve confidentiality and contribute to Safety, Trust and Respect. Gain the consent of the group before recording any content from a connection meeting.
- The facilitator may record specific feedback on their performance given during the Closing Round, as a way to continue to improve and grow in the role.

Specific Notes
- None

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Governance Meeting Guidelines

Purpose

- Make policy decisions / agreements using the group's established Decision Making system.

Defined Roles

- Facilitator: Guide the meeting process and ensure equivalence among meeting participants.
- Recorder: Record the final wording of all decisions and feedback from Closing Round comments.
- (Meeting Manager): Support the Facilitator and Recorder in setting up the meeting space and communicating with meeting participants.

Form (Agenda)

- Opening Round
- Administrative Items
    - Next meeting time and date
    - Consent to previous minutes
    - Consent to current agenda
- Content Items (Decision Process – see next page)
- Closing Round

Output (What to Record)

- Final wording of all decisions made. No need to record all conversations / dialogue about a specific decision.
- Feedback on meeting process and facilitation offered during Closing Round.

Specific Notes

- Consent: Consent is defined as the absence of any *paramount* and *reasoned objection* to a proposal. We can also think of the state of consent as being "willing to live with" a proposal individually and collectively.
- Objection: An objection is ultimately an expression of an individual's belief that the proposal does not align with the values of the community. It is *paramount* when it takes a member of the community out of their Community Range of Tolerance; it is *reasoned* when it clearly articulates the specific aspect of the proposal that is paramount.
- Range of Tolerance: My Personal Range of Tolerance includes anything I am willing to live with or try; i.e. anything to which I do not object. My Community

Range of Tolerance is what I am willing to live with or try in a community context. It is *informed but not defined* by my Personal Range of Tolerance.

- Receiving an Objection: We do our best to receive each objection as a gift which becomes the community's dilemma. The Dutch word translated as objection is *bezwaar*; the literal translation is "a twist in the belly" or "a heavy heart." If the member offering the objection is not able to clearly articulate the reasoning, we offer empathic presence and inquiry to help develop clarity.
- Resolving an Objection: Once we have clarity about the reason for the objection, including any related needs, we try to creatively find other strategies to meet these needs. Once we have found these strategies, the objection is resolved. We are going for "good enough for now and safe enough to try." When we strive for a decision that is "perfect and lasts forever" we slow down the process.
- Dynamic Steering: Once we make a decision, we assess its effectiveness in implementation and review it after a defined period of time. Any decision may be reviewed at any time, as new information arises.
- Flexibility: Other forms of decision-making may be used in situations where those members involved in the decision consent to using a different approach.

Decision Process (Consenting to an Existing Proposal)
- *Present Proposal:* The proposer or facilitator briefly presents the proposal and its underlying needs. The proposal may be verbal or written.
- *Clarifying Round:* Participants ask clarifying questions for the purpose of understanding what is being proposed. Start with a round.
- *Response Round:* Participants provide a quick response ("gut reaction") to the proposal and name any aspect they would like to see added, changed or removed. Start with a round.
- *Amend Proposal:* Either during the Response Round or once all responses are collected, the proposal is amended to incorporate the responses.
- *Consent Round:* After presenting the amended proposal, the facilitator asks each participant in turn if they have an objection. Each objection is noted, and when all objections are collected the group receives them as dilemmas and works together to creatively resolve them.
- *Celebration:* Once all objections are resolved, the decision is complete and we celebrate!

Operational Meeting Guidelines

Purpose
- Review operational task assignments and progress.
- Update Operational Matrix.

Defined Roles
- Operational Leader / Facilitator: Guide the meeting process and balance participation and effectiveness.
- Recorder: Maintain the task list, Operational Matrix and any other record-keeping documents.

Form (Agenda)
- Opening Round
- Reports by operational area: Each operational leader / responsible person delivers a report as needed.
- Task assignment and review: Assign tasks to individuals as needed and review previously assigned tasks.
- Update Operational Matrix: Throughout the meeting, update the items in each area of the matrix:
    - Awareness: Items of new information or reminders of existing agreements or policies.
    - Tracking: Items to be tracked and monitored over a period of time.
    - Action: Task assignments, including the person assigned and the timeline.
    - Decision: Operational decisions may be made immediately, while policy decisions are deferred to the next Governance Meeting.
- Closing Round

Output (What to Record)
- Reports as needed
- Updated tasks and progress
- Updated Operational Matrix

Specific Notes
- This is one example of an Operational Meeting structure – it can be adapted as needed.
- See other documentation for a sample Operational Matrix.

Retrospective Meeting Guidelines

Purpose
- Reflect on a specific, recently completed event or process.
- Develop an Operational Matrix and make task assignments.

Defined Roles
- Operational Leader / Facilitator: Guide the retrospective process and balance participation and effectiveness.
- Recorder: Maintain the Operational Matrix and any other record-keeping documents.

Form (Agenda)
- Opening Round
- Reflect on event or process in rounds.
  - Invite participants to begin by bringing the event or process to their awareness and to imagine one specific moment.
  - Use rounds to collect "lessons learned" from each person about the event or process.
- Create Operational Matrix and assign tasks.
  - Go through the collected list and divide items into the four areas of the Operational Matrix (Awareness, Tracking, Action and Decision).
  - Assign any tasks related to the Operational Matrix in general, or included in specific items.
- Closing Round

Output (What to Record)
- Operational Matrix

Specific Notes
- Continue rounds until everyone is complete, shifting to "popcorn style" once the momentum slows down.
- Be sure to leave the meeting with a clear, shared understanding of next steps and who is responsible for them.
- Feed Retrospective items from the Operational Matrix into Operational and Governance meetings depending on the content.
- Over time, collect "themes" from multiple events or processes to assess learning and growth over time and identify areas for ongoing improvement.
- See other documentation for a sample Operational Matrix.

WAY OF COMMUNITY

Type of Meeting	Connection	Governance	Operational	Retrospective
Purpose	*Cultivate connection between and among group members.*	*Make policy decisions / agreements using the group's established Decision Making system.*	*Review operational task assignments and progress. Update Operational Matrix.*	*Reflect on a specific, recently completed event or process. Develop an Operational Matrix and make task assignments.*
Defined Roles [1] (Optional Roles)	• Facilitator(s) • (Process Monitor)	• Facilitator • Recorder • (Meeting Manager)	• Operational Leader/Facilitator • Recorder	• Operational Leader/Facilitator • Recorder
Agenda / Form [2]	• Opening Round • Specific process(es) for connection • Closing Round	• Opening Round • Admin Items • Content Items • Closing Round	• Opening Round • Reports by operational area • Task assignment and review • Update Operational Matrix • Closing Round	• Opening Round • Reflect on event or process in rounds • Create Operational Matrix and assign tasks • Closing Round
Output – What to Record	N/A	• Final decision wording • Closing Round feedback	• Reports as needed • Updated tasks and progress • Updated Operational Matrix	• Lessons Learned - themes • Operational Matrix • Task assignments

1. Timekeeping is a function that may be accomplished by someone in one of the named roles. It may also be delegated to a group member who has no other defined role.

2. An Opening Round includes a brief personal check-in and possibly other items depending on the type of meeting. A Closing Round includes a brief personal check-out and feedback about the meeting experience and facilitation.

WAY OF COMMUNITY

Quality	Common Challenges	Antidotes
Connection	• Some participants don't feel heard • Some participants talk more than others (fear of not being heard?) • Emotional upset distracts from meeting purpose and process • Mental or emotional distractions from outside the meeting impact one's ability to be present and effectively participate	• Checking in, checking out • Use of Rounds • Reflective listening when tensions arise
Equivalence	• Some participants have more influence than others • Meeting structure does not allow equal opportunity for each participant to be heard • Decision making system based on majority voting, autocratic edict or other methods that reduce equivalence	• Feedback in closing round • Use of Rounds • Use of consent-based decision making system
Effectiveness	• Decision making process not well understood or followed • Little or no meeting discipline regarding topics and timing • Same challenges arise every meeting • Lack of meeting maturity • Lack of clarity about meeting roles	• Have an agenda and follow it • Feedback in closing round • Defined meeting roles • Time awareness & tracking • Use of defined decision-making system • Use of Rounds