

Holacracy:

New Structures for Organisation and Decision-Making in ZEGG

ZEGG has gradually been adopting the organisational structure “Holacracy” since 2009. The process was initiated and is being accompanied by the consultant and former ZEGG resident Francois Wiesmann. Together with a “Holacracy Working Group” in ZEGG, he is finding out how to apply Holacracy best to the “community with seminar business”-organism that ZEGG is.

The model can be understood as a practice of organisation and communication which we hope will lead to:

- more efficient decision-making
- more clarity as to who is responsible for what
- the replacement of hierarchy and plenary-based democracy with self-organised Circles (holons) that can have either very specialised or wide-ranging scopes
- clear information flows between the working areas
- remembering the community’s vision at all times as the foundation of its actions

In 2010 we set up the new structures in ZEGG based on this system. Some existing structures were incorporated. For example, the existing working areas **kitchen, purchasing, garden** and **harvest / food storage** joined together to form the **Supply Circle**. This Circle meets regularly and has defined its *aims, roles, and accountabilities*. Its meetings use the methods of *integrative decision-making, dynamic steering* and each meeting is clearly scheduled as either an *operative, strategic* or *steering* meeting (*stand-up, tactical* or *governance*).

This is just one Circle. Others are: **Seminar Business Circle**, the **Site Team Circle** (buildings, site, infrastructure), the **Finance Office & Managing Director Circle** and the **Social Circle**.

The top-level operational organ (implementation organ) is the **Management**. Each sub-circle uses *integrative elections* to choose 2 representatives who then make up the Management. One is the “**lead link**”, responsible for ensuring the intentions of the broader management circle are carried into the sub-circle. The “**rep link**” represents the context and interests of the sub-circle in the management circle.

During the community’s “intensive time” in January 2011 we elected the “highest organ” in the structure, the **Board**. Its scope is not operational. Instead, the Board’s members are entrusted with the role of adopting a transpersonal view of ZEGG. It explores the questions: **What does ZEGG want to give to the world?** and **What does the world want from ZEGG?** It then formulates appropriate tasks which it delegates to the Management.