Introducing Sociocracy

An elegant whole system approach for inclusive decision making, efficient governance and the ongoing evaluation and development of harmonious organisations

With James Priest

Developed by:

thriveincommunity.co.uk

Special acknowledgement and thanks goes to James Priest, Diana Leafe Christian, John Buck, The Sociocracy Group & numerous other contributors, all of whom have influenced and contributed towards the content of this booklet.

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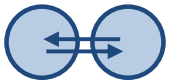
SOCIOCRACY

Values: Effectiveness, Equivalence, Transparency

GOVERNANCE STRUCTURE

- *Organize projects and tasks by groups of people (circles) sharing a specific purpose (aim). Some circles have more general aims, others have more specific aims.*
- *Double-links (⇆) between more general and more specific circles provide for two-way flow of information (proposals, policies, reports, feedback).*

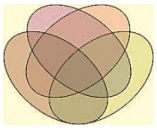


FEEDBACK LOOPS: Lead-Do-Evaluate Cycle

- *Policies have time frames and measurement and evaluation criteria built into them.*
- *A circle member can request evaluation sooner than the consented time frame if necessary or useful.*

CONSENT DECISION-MAKING

- *Decisions are made by consent. Consent exists when there are no remaining objections to a proposal.*
- *Objections are valuable information (feedback) used to improve a proposal. They must relate to accomplishing the circle's aim.*



Thanks to Diana Leafe Christian for idea for this scheme. DianaLeafeChristian.org, EcovillageNews.org, Diana@ic.org, 828-669-9702.

2013, The Sociocracy Consulting Group, *SociocracyConsulting.com, 800-870-2092*

What is Sociocracy – In brief?

Sociocracy is a whole system approach for inclusive decision making, efficient governance and the ongoing evaluation and improvement of your community or organisation.

Sociocracy is based on and encourages equivalence, transparency, and effectiveness in an organisation and helps the group fulfil its aims. It reduces the need for lengthy and frustrating governance meetings, freeing up time for creativity, work, and play, giving everyone the option to participate, in shaping the decisions that affect them.

Permaculture and Sociocracy: Traditional agriculture involves 10% planning and 90% work. Permaculture involves 90% planning with intelligent design, 10% work to implement the design and then much less work in maintenance. Sociocracy is much the same. Whilst it requires time to learn and implement at the start, once in place, it doesn't take much time: it's very "lean".

The benefits:

- Fosters more trust
- Encourages individuals to be accountable to the group's agreements and aims.
- Helps the group regulate their own pace and development, relative to available energy and resources.
- Helps them evaluate what they do, identify their strengths and growing edges, and apply what they've learned to future projects.
- Focuses on solutions and helps transform potentially painful disagreements into creative opportunities that benefit the whole group.

What else?

Sociocracy preserves individual sovereignty is maintained. It's fun to use, and helps everyone participate in shaping the decisions that affect them.
Objections and "arguments" (reasonable, logical reasons given to support or object to a proposal) are welcomed as gifts that test the integrity of ideas and enrich the creative process.
The principle of consent allows for 'good enough' measures to keep the creative process moving, along with the peace of mind that comes when everyone has the power to influence change when it becomes necessary and beneficial to do so.

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Kindly edited by Sociocracy Trainer Diana Leafe Christian – DianaLeafeChristian.org ~ Diana@ic.org

Sociocracy and 3 Streams of Influence

1. **Quaker Practice**
2. The essentials of Quaker practice, translated into secular terms:
    1. Grounding of all participants in the desire for the common good
    2. Ensuring that all voices are heard and listened to
    3. Respect for all-both participants and those outside (but affected by) the decision making process
    4. Respect and caring for the agreed legitimate interests of all
    5. Maintaining community-loving relationship-as a primary concern
    6. grounding of all participants in their own humanity and their experience of it during the meeting
    7. Sensitivity to interdependence-open systems thinking
    8. Speaking out of the silence (the state of being personally grounded)
    9. Addressing the clerk/facilitator not one another
    10. Speaking simply and not repeating what has already been offered
    11. Contributing personal perceptions and convictions-speaking one's own truth-without advocating that all should act on it
    12. The commitment to air dissent
    13. Not using emotion to sway others while being authentic with the expression of feeling
    14. Distinguishing "threshing" ("threshing it out") meetings from meetings for decision making
    15. Preparing factual and analytical material for assimilation prior to meetings for decision
    16. The role of the clerk in offering syntheses of the "sense of the meeting" that are progressively modified until there is unity
    17. The role of the clerk in resolving difficulty in coming to unity (see appended notes page)
    18. Decisions are made not by majority vote, nor by consensus, but by unity
    19. The organizational structures that bring to bear the voices of many "collectivities"

– (by Leonard Joy <leonardjoy@igc.org> / source: http://www.co-intelligence.org/P-QuakerCI.html)

1. **Cybernetics (is sometimes referred to as applied Epistemology)**

    Comes from the Greek word meaning "the art of steering". It's about having a goal and taking action to achieve it. It recognises that to know whether you have reached your goal (or are getting closer to it) "feedback" is required. "Feedback" is a concept that comes from Cybernetics.

    Cybernetics, as a process in nature, has been around for a long time. As a concept in Society, it's been around since at least the time of Plato, who used it to refer to government.

    The term Cybernetics became more widespread after Norbert Wiener wrote a book in 1948 called "Cybernetics - Control and Communication in the Animal and Machine". This was important because it connects control (a.k.a., actions taken in *hope* of achieving goals) with communication (a.k.a., connection and information flow between the actor and the environment). So, Wiener is pointing out that effective action requires communication.

2. **Mother Nature**

    Sociocracy by design mimics living organisms, enabling collectives of individuals to organise and manage themselves and their organisations. Sociocracy reflects the wisdom of nature, "sustainability" and resembles organic systems, building upon and transforming what already is, according to changes within the inner and outer environment.

    The Crocodile has gone virtually unchanged for millions of years as its design, so suits its aims. Many plants and animals have evolved over time, to accommodate changes in their environment, sometimes to continue to meet their aims and sometimes changing aims, in order to survive within the environment. Rapid environmental changes can destroy life. It's those living systems that are most adaptable and agile, that usually have the best survival rate.

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Sociocracy and its 3 core principles

Equivalence:

Sociocracy ensures that everyone has the opportunity to participate in shaping and influencing the decisions that affect them.

Equivalence puts the individual at the heart of the organisation that they have chosen to • participate within • benefit from • contribute towards.
In Sociocracy, everyone:

- "feels" the gains and the losses.
- has the power to withdraw consent (on the basis of argument).
- is a leader.
- has a voice and is invited to use it.
- is accountable for their choices and for the commitments that they make.

Sociocracy seeks to establish and maintain harmony whilst encouraging diversity.

Transparency:

Sociocracy insists that an organisation's records are kept up-to-date and are available for all members of the organisation to access at any time*.

All circles in the organisation keep a logbook (collectively, logbooks are the organisations memory). Logbooks contain information about decisions, policies and the arguments for them, financial records, contracts, evaluations, roles, aims, etc. Anyone can access information at any time.
* (unless there is an argument for information to be retained by certain circles, for some purpose and that consent has been gained for this to be so).

Effectiveness:

Using Sociocracy supports organisations in becoming highly agile and dynamic, to recognise and be responsive towards changing environments, navigating effectively and efficiently.

Implementing Sociocracy into any organisation is "front loaded" in terms of energy requirements. There needs to be an investment of human energy to transform an organisation into a Sociocratically organised one. Training an organisations member's in Sociocratic principles and practice, is also important.
Sociocracy • invites collaborative innovation in service of an organisations aims, drawing on group wisdom and utilising the combined creativity energy of all
• ensures that an organisation can develop and change at a pace that is in balance with the degree of energy available to do so • allows semi autonomous units to evolve, innovate and function freely, in service of the broader Vision and Aims of the organisation • facilitates effective leadership.

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Vision, Mission and Aims Statement

Vision – The "why" – Outward looking

A vision statement paints a clear, brief picture of a desired future. It can also describe something that has already manifest and that an organisation seeks to sustain.

The vision is a portal through which one arrives in an imagined future and grasps a realistic sense of actually being there. Development and maintenance of a Vision is the reason "why" an organisation exists. A vision statement provides a point of focus.

Mission – The "how" – Inward looking

The mission statement describes "how" an organisation realises and sustains its vision.

It paints the "big picture" and may include reference to values and principles that the organisation considers important in supporting its purpose to manifest the vision.

Aims – The "what"

In business an "aim" can refer to products, services, raw materials, experiences and transformation.

In a community context, one may look upon aims as the physical products and the non-physical things that the community provides for the people it serves. This includes its members and those people who visit or trade with the community, for example, workshop participants, volunteers etc.

What else?

- An aim is the item of exchange.
- In Sociocracy, all aims are evaluated and reviewed regularly as part of the evaluation and improvement process.
- An organisation has an overarching Vision, Mission and Aims statement.
- Each circle has a unique Aim/s which it organises around.
- Individual circle's **may have** their own Vision and Mission statement too.

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Policy Matters and Operations – 2 Distinct Types of Meeting

What is a Sociocratic circle?:

Circles (in Sociocratic organisations) are semi-autonomous units, made up of people who share a common aim (constituting a unique domain within an organisation).

Circles make policy decisions that govern how the day to day functions and tasks are carried out. Circles separate meetings for deciding and evaluating policies, selection people to roles etc, from meetings to plan tasks and work.

One way to describe these 2 types of meeting is:

- Policy Circle Meetings
- Operations Meetings

Policies (*are the river's banks*):

- describe how things are to be done and can also clarify the parameters of freedom that members of a circle have, to create and act
- are created in response to issues that arise
- are formed in service of aims and help to preserve the integrity of the vision and mission of the organisation
- must be consented to by the whole circle and can be reviewed at any time, or if an objection arises

Policy Circle Meetings:

Are the place where a circle:

- forms proposals
- decides policies
- creates roles and selects people for them
- identifies new aims (and sometimes then creates sub-circles to carry out these aims)
- Evaluates former policy decisions, improving, transforming or removing them
- Evaluates role definitions and the peoples in those roles, identifying strengths and growing edges, forming development plans

Operational matters (*are the flowing river*):

- Are the day to day functions and tasks that a circle is responsible for, in order to develop and or maintain the circles aim/s.
- A circle will usually (but not always) have a Circle coordinator (Operations leader). How ("policy") a circle decides to carry out its work ("operations"), is consented to by the members of the circle.
- Often (but not always) the most efficient way for a circle to organise its operations, is for the Circle Coordinator (Operations Leader) to use an autocratic approach to organising the day to day tasks.

Operations meetings:

Both the circles "policy decisions" and its "operations" are evaluated on an ongoing basis. These evaluations are done during a Policy Circle Meeting. In addition, all aims have their own sets of evaluation criteria and protocol, including designated people who continually monitor progress and record and feedback observations and learning. These "feedback loops" keep a circle connected to its work and tasks.

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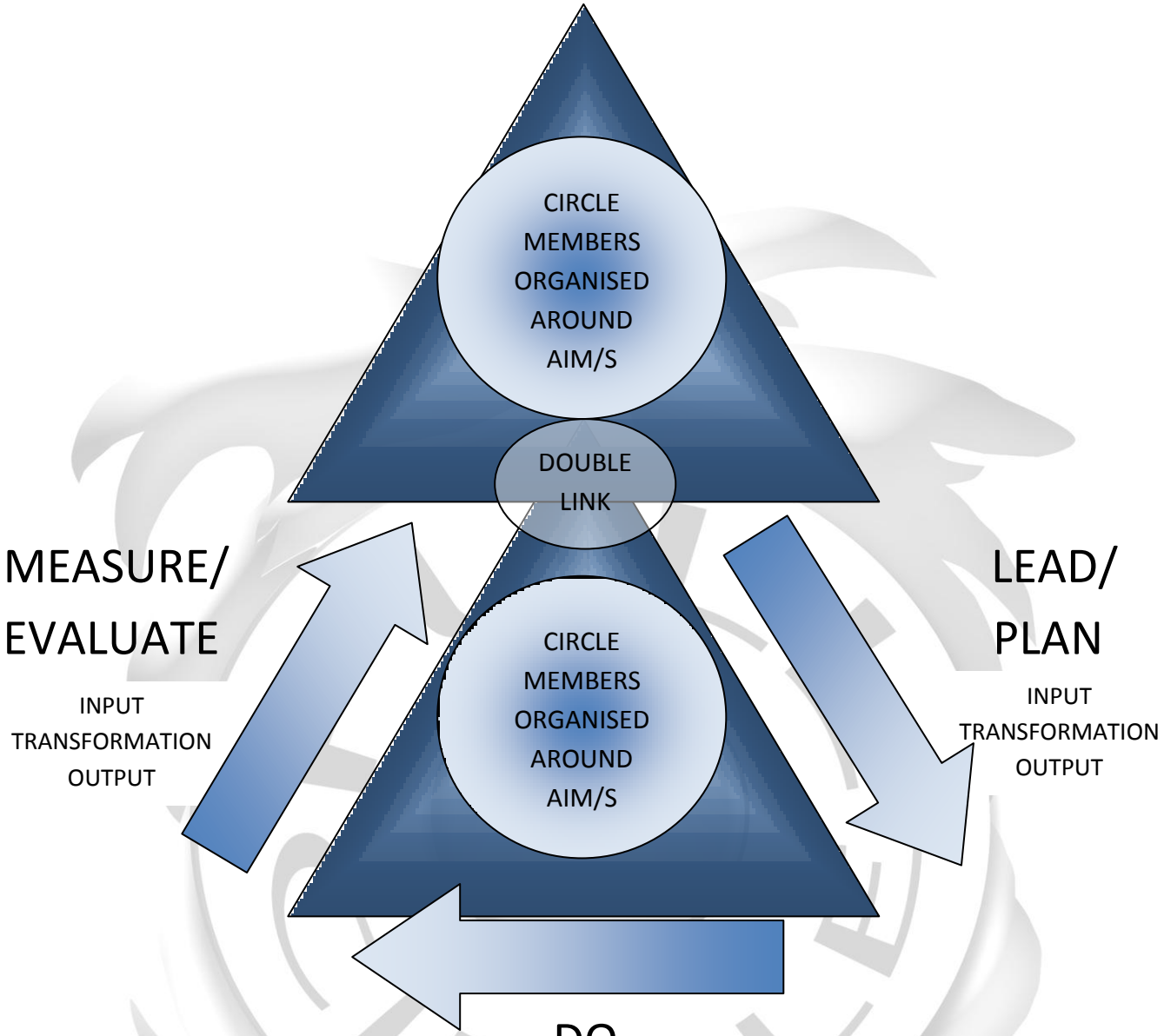
Dynamic Workflow and Feedback Cycle



All circles have an Circle Coordinator, Facilitator, Secretary and Representative

All circles organise themselves however they decide

Sometimes the most effective way for a Circle Coordinator to function, is autocratically

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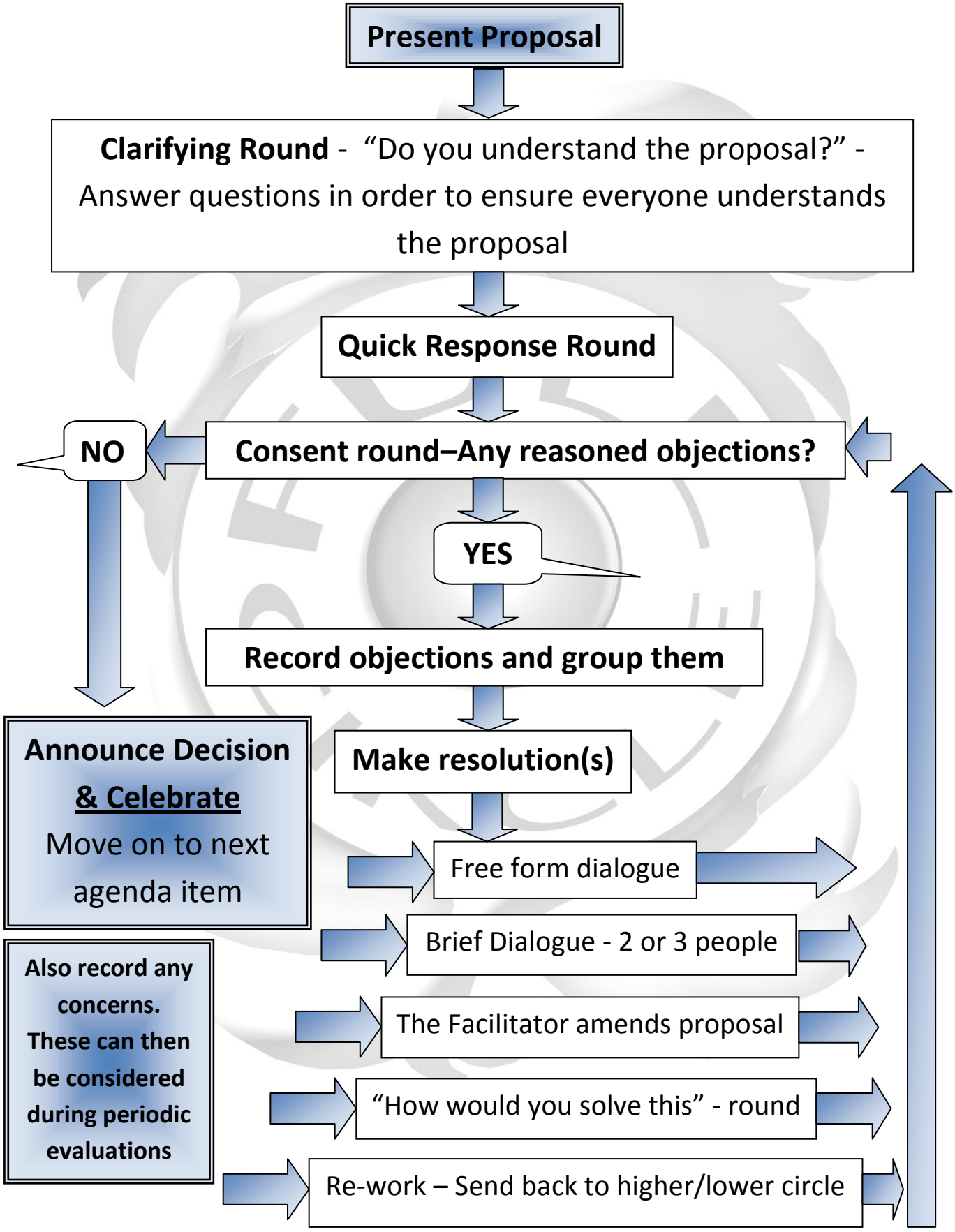
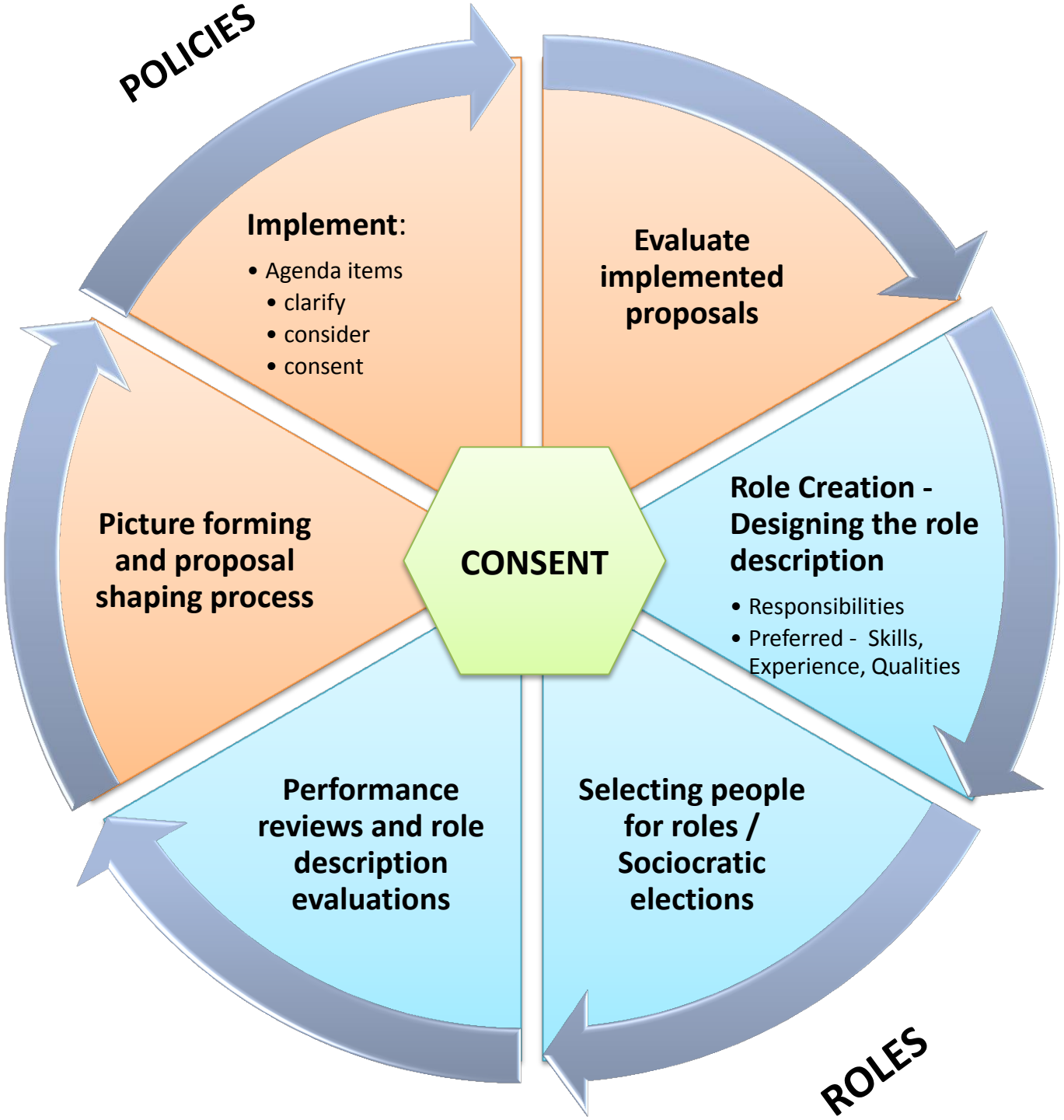
Consent Decision Making – Short Format



Originally written by John Buck - governancealive.com - modified by James Priest 2012 - thriveincommunty.co.uk

Consent and 6 Sociocratic Meeting Processes

Many meeting processes utilise the consent principle. The two basic domains that are governed by consent are policies and roles.



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Picture forming, Proposal Shaping & Consent Decision-Making – Full Format

Picture Forming:

1. Present the issue.
2. Identify the various elements / dimensions of the issue. Consider values (how you want to work together. List all relevant information **AS QUESTIONS.** Avoid proposing solutions at this stage. Focus on what you want.
3. Consent to the list as being complete.

Shaping the Proposal:

4. Explore proposal ideas in rounds. Avoid evaluating / judging –compare lists and adjust
5. Organise ideas.
   a. Select 'Tuners'
   b. Tuners distil ideas and shape into manageable proposal(s)
   c. Circulate proposal(s) to whole circle

Tuners maintain a neutral attitude whilst organising ideas

6. Circle members confirm all elements & dimensions addressed in proposal(s) formulated by the Tuners **OR return to 4.**

Towards resolution- some options:

-Free form dialogue

-Brief Dialogue – 2 or 3 people

-The facilitator amends proposal

-"How would you solve this" – round

Re-work – Send back to higher / lower circle

-Offer back to proposee to review and revise

-Form a temporary circle to review, research, revise

-Other

7. Present Proposal

8. Clarifying Round-Questions

9. Quick Response Round

10. Consent Round- Any reasoned objections

YES
Record Objections

NO

10a.Draw out concerns

Make resolution(s)

Announce Decision & Celebrate

Move on to next agenda item

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Role Selection Process a.k.a. Sociocratic Elections

Role Description

- Present role description
  - Responsibilities and Term (duration)
  - Desired experience, skills and qualities
  - Evaluation criteria, procedure and regularity

Collect Nominations

- Nominations are collected on a slip which includes:
  - the name of the person who is making the nomination
  - The name of the person being nominated

Illumination of Strengths

- Each person says who they have nominated and shares the reasons why

Information Gathering

- The facilitator leads another round, inviting comments, questions and the sharing of other relevant information

Change Around

- The facilitator leads a second round, to establish if anyone wishes to change their nomination on the basis of the reasons that they heard in the first round. Again, members of the circle who wish to change their nomination, explain why.

Nomination

- The facilitator summarises the nominations and arguments for each and then proposes one of the nominees.
- A nominee is chosen on the strength of the arguments for them to take on the role.

Consent Round

- The facilitator leads a consent round. Starting with a person next to the nominee and asking the nominee last.
- If there are objections - consider the proposal and amend, or if the objection is irresolveable, the facilitator chooses another nominee, and once again, seek consent from the circle.

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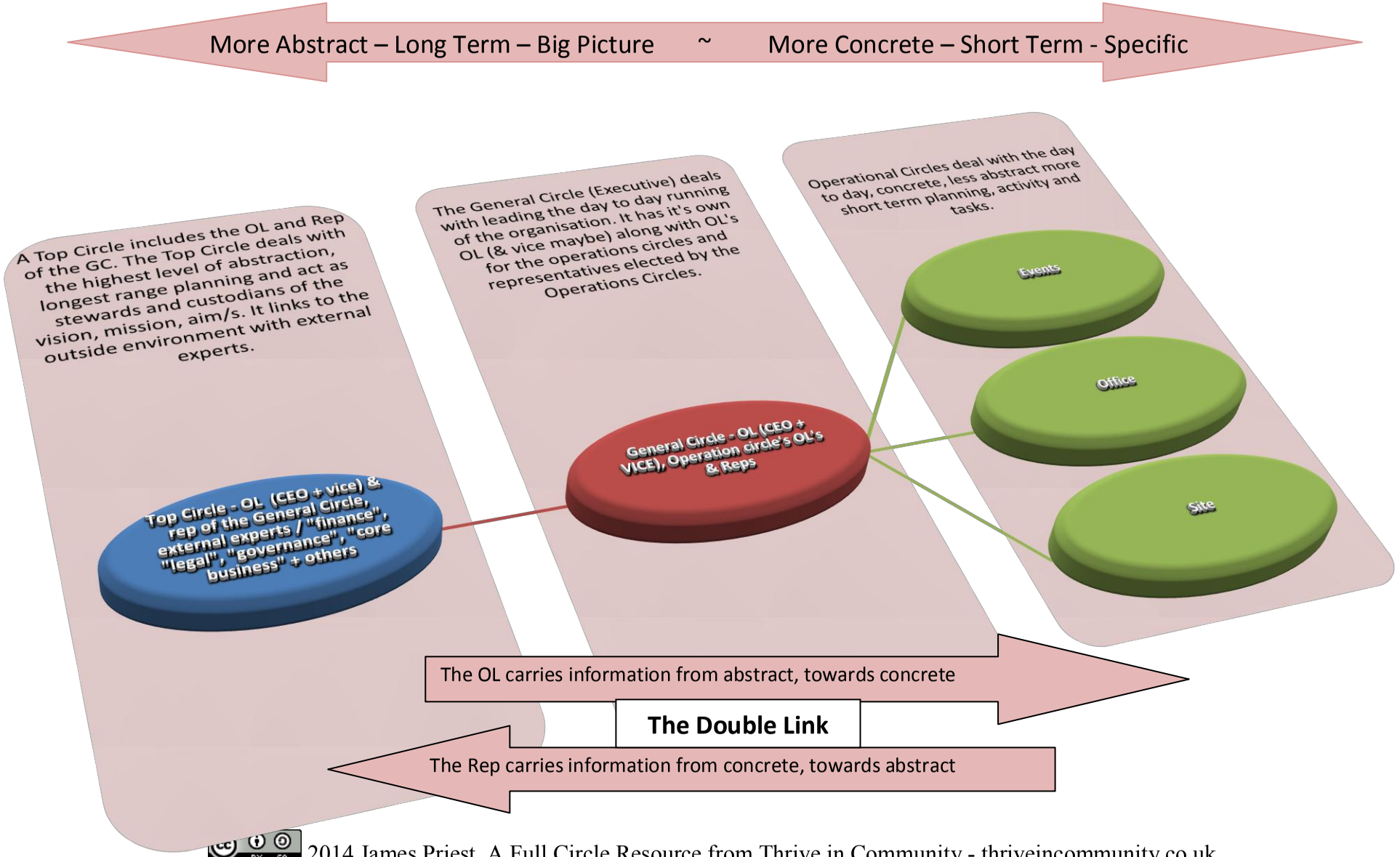
A Typical Sociocratic Circle Structure – Circles are "double linked". An Operations Leader (OL) is the "down link" and a representative (rep) is the "up link", creating a 2 way flow of influence throughout.



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The Circle Roles

Facilitator:

A facilitator guides the Policy Circle Meetings. The role of the facilitator is crucial in Sociocratic Policy Circle Meetings and the more fluent a person in the role of Facilitator is with the Sociocratic method, often, the more effective the meetings can be. In addition to having a sound understanding of Sociocracy, experience in group facilitation, good communication skills and the ability to understand and navigate group dynamics, are all skills that can further enrich the facilitation style.

Secretary:

The circle secretary is responsible for: • collecting items for the agenda • preparing Policy Circle Meeting agendas in collaboration with the Facilitator and Circle Coordinator (OL) • notifying circle members of meeting dates and sending out the agenda • organising the meeting space • distributing relevant documents and minutes

Logbook Keeper: (sometimes the Secretary and Logbook keeper roles are combined)

A circle logbook keeper: is responsible for keeping the circle Logbook in order and up to date • organises the minutes of meetings into a suitable form • records the decisions made during Policy Circle Meetings into relevant policy documents • keeps track of review dates for the decisions made • keeps a record (table) of when terms end for people elected into roles or for tasks.

The logbook keeper of the General Circle is responsible for developing and maintaining a system for storing all of the organisations information and liaising with the Secretaries of the other Circle's - to ensure they store information in a systemic and easily retrievable way. Logbooks overlap each other in terms of some content.

Circle Coordinator (Operations Leader):

An Circle Coordinator is responsible for monitoring a circles operations and ensuring that the circles work remains aligned with its Vision, Mission and Aims • keeps an overview of the circles existing policies and considers what further policies might be developed in order to support the circles work.
Sometimes the Circle Coordinator is elected by the "next higher circle" • A circle Coordinator is expected to hold a contextual picture of the circle in the context of the aims of this next higher circle and the wider organisation • Depending on what most serves the circles aims, an OL might lead operations autocratically, designating tasks to circle members, offering supervision and oversight, follow-up and intervention for other circle members where necessary • Equally, a circle might use consensus decision making, Chaordic* principles or any methodology it chooses, to determine who does what and when.
Some circles may decide that a Circle Coordinator is elected from within the circle or by a different circle (and not the "next higher circle"). (It's valuable to consider "pro's and cons" before taking this decision and whatever is decided, it's important that the Circle Coordinator participates as a full member of the next higher circle in order to carry the "downward" (from abstract to concrete) flow of information

Representative:

A representative is elected by the circle it serves and provides the "lower to higher" link with the "next higher circle". The representative liaises with the other members of the circle (that elected them) and "represents" them in the "next higher circle". A representative participates as a full member of this "next higher circle".

*Chaordic – *See* title - *Birth of The Chaordic Age,* Dee Hock – Founder & CEO Emeritus, VISA

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Governance and the 3 aspects of a healthy, thriving community / organisation

Decide on an organisation, group (even your family)_____

Approximately score between 0% and 100% - how effective the organisation is in each domain, compared to what you imagine would be the ideal.

Make some notes below about what is working well and where and how you can see improvements are desirable. (also, consider the inter-relationship between the 3 domains).

[Type text]

A special thanks to Sociocracy trainer Diana Leafe Christian for her inspiration in developing this model: Diana@ic.org

Violence ~ Power ~ Supremacy
Delegation of Supremacy to the Argument

Violence – that by which I or another, can be denied or ignored

Power – The ability to influence.

Every-thing is a manifestation of power. All factors capable of influencing our lives are factors of power. Influence is a universal phenomenon that accompanies the actualisation of power

Supremacy – Absolute or authoritarian variant of this power.

Arises where influence can be monopolised or power actualised from an isolated position. Supremacy represents the possibility of violence, the ability to deny others and the other

Sociocracy – Delegation of Supremacy to the Argument

Sociocracy shifts supremacy to the principle of argument
It can be seen as a social design whose aim is to offer no opportunity for the appropriation or consolidation of supremacy

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Some Common Decision Making Methods used by Groups

Authoritative:

Supremacy to the individual or small group

Majority vote:

Supremacy to the majority choice

Consensus with unanimity:

Supremacy to absolute agreement (or is it!?)

Consensus with recourse:

Supremacy to agreement (a group reaches consensus on the criteria for recourse – often a majority, although this still leaves potential for a (big enough) minority group to block a proposal)

Chance:

Supremacy to the haphazard (& synchronicity)

Consent:

Supremacy to the argument

Some Common Leadership Styles

Autocratic / Authoritative

Participative / democratic

Delegative / Laissez Faire

sociocracy means "rule by the *socios*," people who have a social relationship with each other. A *democracy* is rule by the *demos*, the general mass of people, regardless if they have much in common.

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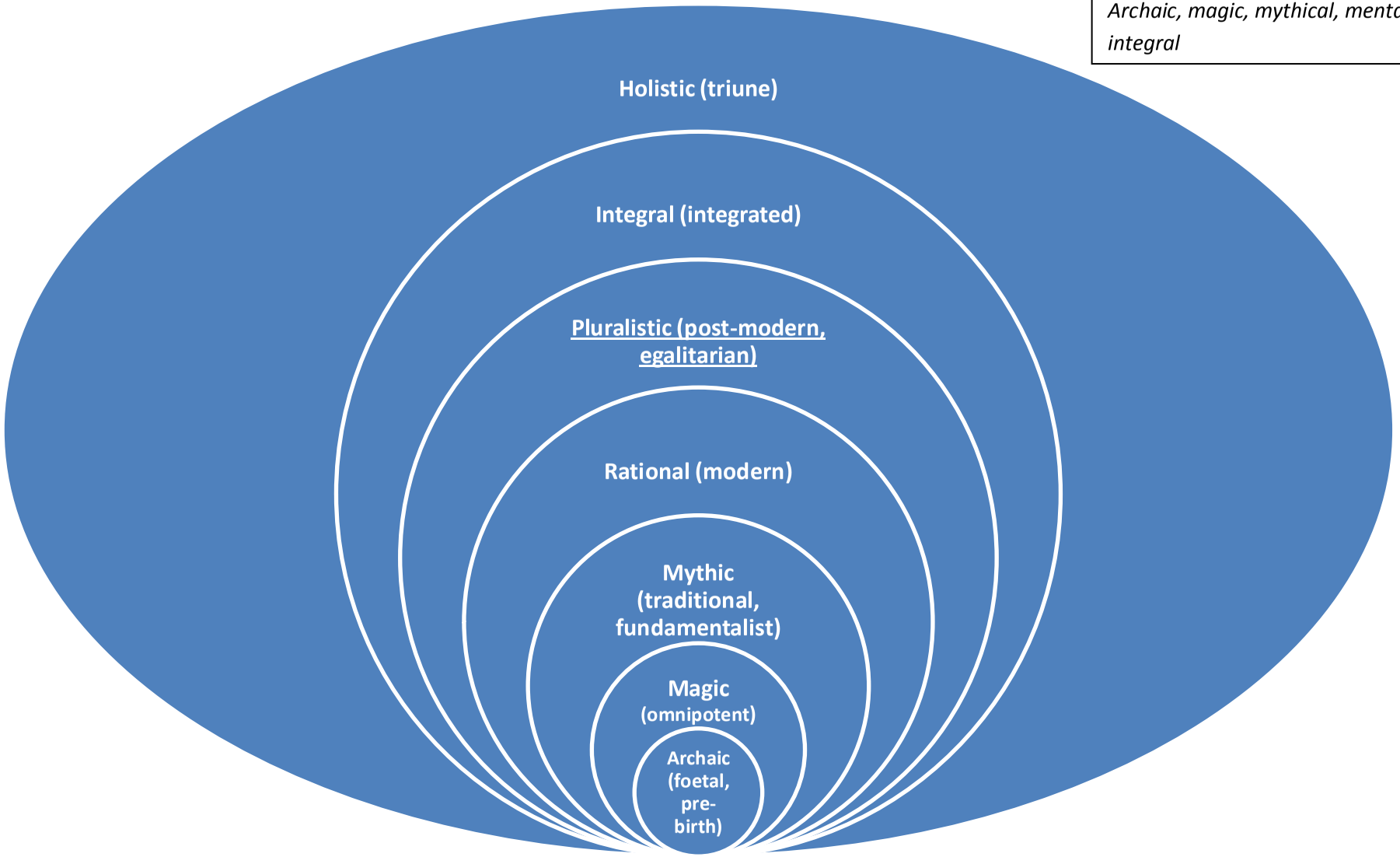
Developmental Stages

Adapted from Jean Gebster's model - the structures of consciousness – Archaic, magic, mythical, mental, integral



"The single greatest world transformation would simply be the embrace of global reasonableness and pluralistic tolerance - the global embrace of egoic-rationality..." - Ken Wilber

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Performance Review and Role Improvement Feedback

A special thanks to Sociocracy Trainer Diana Leafe Christian for suggested wording within this document

Content:

1. **Details**
2. **Review meeting - notes**
3. **Summary and Plan**
    a. **Existing strengths and gifts**
    b. **Growing edges and intended practice**
    c. **Improvements plan**
    d. **Comments**
4. **Copy of role description (at time of review)**

DETAILS:

Circle:
Role:
Date of review:
My name:
Names of others attending the review:

People attending this review will include:

- Someone I report to: my boss, supervisor, or manager
- One or two people (or more) people in the same circle at the same level; i.e. peers.
- Someone who reports to me
- A facilitator for the meeting (this role may be filled by one of the afore-mention)
- A note taker (this role may be filled by one of the afore-mention)

During this evaluation, as well as identifying my strengths and the areas I could improve, I'd like to review the following: - add link to role description here

- duties / responsibilities of the role -
- requirements for doing the role
- desired qualities of the person filling the role

top

Review Meeting - Notes:

For the actual review meeting we'll use the following steps:

1. I'll share what I consider to be the positive aspects of my work in the role so far.
-
2. I'd like you to then share what you consider to be the positive aspects of my work in the role.

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-

3. I'll then share what I consider to be my growing edges and the improvements I could make.

-

4. I'd like you to share what you perceive as my growing edges and the areas I could improve.

5. I'll summarise the improvements and with your contribution, will propose a plan to make them. This may include things that other people in the circle can do too. I'll seek your consent to the plan.

-

6. We'll evaluate the meeting in a round, considering effectiveness, achievement and emotional tone.

top

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8. Before the forthcoming circle meeting and by a date agreed by all of us, ADD DATE I'll summarise the development plan and send all of you a copy.

9. At the next Circle Meeting I'll:

1. **seek consent for the development plan, to include any further changes or modifications that may be proposed during that meeting.**

2. **present identified recommendations for improving the role description.**

top

SUMMARY and PLAN:

My existing strengths and gifts:

-

My growing edges and intended practice:

-

Plan:

-

Comments:

-

top

Copy of Role description:

Paste copy here

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Guidelines for Policy Circle Meetings:

1. It's essential that a circle has formed around a specific aim(s). A Circle cannot function without one as it would then be aimless!
2. A Circle has a Circle Coordinator (Operations Leader), (only if the Circle carries out operations), a Representative, a Secretary, a logbook keeper and a Facilitator.
3. It's the facilitator's job to keep the process on track. The facilitator is elected to the role by consent of the Circle members. The facilitator is responsible for ensuring that the agenda is completed within the time frame OR that consent has been established where a planned agenda is changed.
4. Unless specifically stated by the facilitator or unless an alternative format has been consented to, only one person speaks at a time. The facilitator and/or method of group discussion, determines who will speak and when.
5. All policy decisions are made with consent. It's important that all members of a Circle understand the proposal and that there is a "quick response round" before the "consent round".
6. A Circle benefits from having a policy for addressing how to continue with the decision making process when members of the Circle are absent from meetings.
7. All members of the Circle consent unless they have a reasoned objection. Anyone presenting an objection must be able to explain it in a way that others in the circle can understand. A basic guideline for identifying objections is if a proposal is detrimental to the Circle's aim/s OR if it will stop a circle member from being able to continue to contribute towards serving that aim.

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Resources - Sociocracy/Dynamic Governance

1. In Sweden:
http://sociokrati.se and Sociokrati—En metod för självstyre i organisationer. Vågar du prova? https://leanpub.com/sociokrati
av Jan Höglund och John Schinnerer (boken är ännu ej publicerad men ett smakprov finns att ladda ner här)

2. An online video specifically for intentional communities:
Six-minute video: Members of Lost Valley Educational Center/MeadowSong Ecovillage in Oregon describe how they changed from consensus decision-making.
Sociocracy. http://www.youtube.com/watch?v=Hyw0gBsDeho

3. Introductory articles specifically for intentional communities:
"Sociocracy and Consent," interview with Sharon Villines, from an article in *Cohousing* magazine, in Cohousing.org http://www.cohousing.org/cm/article/sociocracy
Sharon, co-author with John Buck of *We the People: Consenting to a Deeper Democracy*, introducing Sociocracy to the US (not yet published at the time of this interview), lives in Takoma Village Cohousing in Washington DC.
"How Sociocracy Helps Communities," article series in *Communities* magazine. Part I (Fall 2013 issue), Part II (Winter 2013), Part III (Spring 2014), and Part IV (Summer 2014). Written by Sociocracy trainer Diana Leafe Christian: Diana@ic.org
"Sociocracy: A Permaculture Approach to Community Evolution," by Melanie Rios, *Communities* magazine. Describes how Lost Valley, the same community as the above video, community who made the video noted above as they were first adapting their governance to Sociocracy.
http://communities.ic.org/articles/1504/Sociocracy

4. Introductory online resources for businesses, nonprofits, and other organizations (not specifically intentional communities):
The following are not professional or official Sociocracy websites, but those which may be more useful for beginners as they were written by beginners themselves, and thus know what to emphasize.
1. http://www.sociocracyinaction.ca/
2. http://mainesocio.weebly.com/what-is-sociocracy-aka-dynamic-governance.html
3. http://www.adeeperdemocracy.org/sociocracy-dynamic-governance/
More official Soiocracy articles & websites: * Wikipedia: http://en.wikipedia.org/wiki/Sociocracy
* Sociocracy.Info: www.sociocracy.info * *Governance Alive: www.governancealive.com
* Sociocracy UK: www.sociocracyuk.ning.com * The Sociocracy Consulting Group: www.sociocracyconsulting.com
* The International Headquarters: Sociocracy Center in the Netherlands: www.sociocratie.nl

5. Online video series for organizations (not specifically intentional communities):
"Beyond Democracy," Parts 1-7. Highly recommended youtube video series by Ted Millich.

6. Sociocracy Trainers Who Teach Intentional Communities - English-Speaking Countries
UK: UK Sociocracy Network:
James Priest: jamespriest@thriveincommunity.co.uk
North America: John Schinnerer: john.schinnerer@sociocracyconsulting.com
Jerry Koch-Gonzalez: jerry.koch-gonzalez@sociocracyconsulting.com
Diana Leafe Christian: diana@ic.org
Australia: Gina Price: ginaprice@optusnet.com.au

Adapted by Diana Leafe Christian from List compiled by Tina Smilie, M.D., 2013, Green Haven Cohousing, New Haven, CT http://greenhavencohousing.org

Also distributed by:
Sociocracy trainer Diana Leafe Christian, http://DianaLeafeChristian.org
Sociocracy Trainer and organizational consultant James Priest http://thriveincommunity.co.uk

A Hopi Elder Speaks

"You have been telling the people that this is the Eleventh Hour, now you must go back and tell the people that this is the Hour. And there are things to be considered . . .

Where are you living?
What are you doing?
What are your relationships?
Are you in right relation?
Where is your water?
Know your garden.
It is time to speak your Truth.
Create your community.
Be good to each other.
And do not look outside yourself for the leader."

Then he clasped his hands together, smiled, and said, "This could be a good time!"

"There is a river flowing now very fast. It is so great and swift that there are those who will be afraid. They will try to hold on to the shore. They will feel they are torn apart and will suffer greatly.

"Know the river has its destination. The elders say we must let go of the shore, push off into the middle of the river, keep our eyes open, and our heads above water. And I say, see who is in there with you and celebrate. At this time in history, we are to take nothing personally, Least of all ourselves. For the moment that we do, our spiritual growth and journey comes to a halt.

"The time for the lone wolf is over. Gather yourselves! Banish the word struggle from your attitude and your vocabulary. All that we do now must be done in a sacred manner and in celebration.

"We are the ones we've been waiting for."

attributed to an unnamed Hopi elder

Hopi Nation

Oraibi, Arizona