

STEPS GUIDE participation FRAME participation

OPENING	OPEN	<p>Welcome to this Tactical Meeting of the ___ Circle. The meeting will last until ____. The next meeting is scheduled for the ____. Our Secretary (today) is ____.</p>	
FRAME MEETING for newcomers	EXPLAIN MEETING PURPOSE	<p>Is anyone new to Holacracy Tactical Meetings? Great! Let's have a little intro ... The Tactical Meeting is a space for the roles of the Circle to process their tensions. Unlike a usual meeting, it isn't a space to build team spirit, treat personal issues, or loosely discuss topics. While those things may be necessary or desired, we do them outside of the Tactical Meeting.</p>	
	EXPLAIN MEETING PROCESS	<p>A Tactical Meeting has two distinct parts: first review of data, then address topics. After an opening check-in round, we will 'review the data' : checklist review, metrics review, projects updates. Those preamble steps provide a snapshot of the Circle current state and activities, which hopefully will raise tensions. The second part of the meeting has for purpose to process all tensions sensed by the roles present at the meeting. A tension is any sensed gap between the current reality and a potential future. A closing round will provide us with the opportunity to shortly reflect on the meeting.</p>	
	CARDS	<p>The blue Tactical Meeting cheatsheet cards let you follow the process.</p>	
	FRAME Q&R	<p>If you have a question about the process we are going through, just ask for a "timeout" and share your question. If you have a reaction to the process, save it for the closing round. <i>In the timeout space: don't rush; keep it informal; you have no authority there; say what's allowed over what's not allowed.</i></p>	

CHECK-IN	CHECK-IN ROUND	<p>Check-in round. Check-in one at a time. Call out distractions. Get present. No discussion. or I invite you to share what currently holds your attention, in order to lay it off during the time of the meeting. or What do you want to lay off or share so you can be present with the group, and the group can be present with you? The round starts with ____, and continues with ____.</p>	NO: discussion, question, reaction.
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CHECKLIST REVIEW	OPEN	<p>Let us now review checklist items.</p>	
	EXPLAIN CHECKLIST	<p>This step provides visibility on whether recurring actions are getting done. Any Circle Member can request checklist items added to the list as long as they are already accountabilities of a role. It is part of the duty of transparency of every Circle Member to report on the completion of recurring actions.</p>	
	EXPLAIN PROCESS	<p>When addressed, reply with check, meaning "completed for the current period", or no-check, for the opposite. For anything else regarding a checklist item, add an agenda item.</p>	
	CHECKLIST REVIEW	<p><i>Go through the checklist, one item at a time:</i> - <role>: <checklist item> ; check or no-check?</p>	NO: questions, discussion, reaction, request for action.

METRICS REVIEW	OPEN	<p>Let us now review metrics.</p>	
	EXPLAIN METRICS	<p>Metrics surface anything quantitative about the health and success of the circle. The Circle Lead Link assigns metrics to roles (unless specified differently ...), yet if computing the metric is "extra work", it should be a clear accountability. It is part of the duty of transparency of every Circle Member to track and report on metrics assigned to their role.</p>	
	EXPLAIN PROCESS	<p>When addressed, report on the metric and highlight latest data. Clarifying questions allowed. For anything else regarding a metric, add an agenda item.</p>	
	METRICS REVIEW	<p><i>Go through metrics, one at a time.</i> - <role>: <metric>, report and highlight latest data.</p>	OK: clarifying questions. NO: discussion, request for action, reaction.

PROJECT / PROGRESS UPDATES	OPEN	<p>Let us now review progress on projects and accountabilities.</p>	
	EXPLAIN PROJECTS	<p>Projects represent outcomes a role is currently working toward. It is part of the duty of transparency of every Circle Member to share any projects they are pursuing in their roles.</p>	
	EXPLAIN PROCESS	<p>When addressed, share what's changed since last Tactical Meeting, or simply say "no update". Clarifying questions allowed. For anything else regarding a project, add an agenda item.</p>	
	PROJECT UPDATES	<p><i>Go through the projects list (even "waiting for" or "complete" projects), one at a time.</i> - <role>: <project>, any update? When project assigned to sub-circle, allow both Lead Link and RepLink to provide update: - LeadLink/RepLink, any other update to share about this project?</p>	OK: clarifying questions. NO: discussion, request for action, reaction, full project history.
	ACCOUNTABILITY UPDATES	<p><i>Allow progress updates for accountabilities if role filler desires so.</i> Anyone wants to share progress for an accountability of one of their role?</p>	

PROCESS AGENDA (continued)

Triage tensions (continued)

GUIDE INTERACTIONS

When the Item Owner does not state their intent yet start with one pathway, give clarity on pathway:

- You've started ____, great! go ahead.

When the Item has had its share of time, timebox:

- Item Owner, we will dedicate 1 last min to this item, before we pass to the next, what do you need?

When the discussion / sharing feels overdone, or group loses focus ... invite to move on:

- Alright ... so what do you need? what next actions are needed here?

When people seek consensus or buy-in:

- Are you seeking information, just to help you make your decision?
- Who is "We"? What role has authority to make a decision about this?

If Item Owner has authority to decide (often the case):

- Remember, you have the full authority to take any action or make any decision to fulfill the purpose of your role, as long as you don't violate a policy or domain.
- The burden of leadership and authority is on you.
- So what do you need to make that decision in your role?

When someone wields an implicit expectation / trying to set new expectation, shift to accountabilities talk:

- Is that something already expected from a role? Is a role already accountable for it?

If not :

- Is that something you'd like to expect from a role on an ongoing basis?

If Item Owner expects some role / someone to take some decision / do something:

- Let's check the accountabilities of that role ...

If found some accountability:

- Great it sounds like you could expect this from <role>?

If not:

- You have no right to expect to expect it. (Pause) Would you like the right to expect it from a role?

=> gov. tension

Former power holder (i.e. "manager") directs someone to do something:

- What role of ____ are you engaging here?
- Are you making an official prioritization as Lead Link, or just sharing an opinion?

When people are addressed/engaged rather than roles:

- What role of ____ are you engaging here?

When there's no clear request, just complains, or you feel pressure on Item Owner:

Offer the pathways, slowly, letting them feel into it.

When Item Owner plays victim and others try to be saviors, put Item Owner back in control:

- So ... what do you need?

CLOSE / LOOP

Did you get what you need?

If no:

- What do you need? and in what role?
- Would you like to ...

If yes:

- Secretary, check off the item. We now move to the next item ...

CLOSING ROUND

CUT

When in the middle of processing an item:

- Meeting time is up! I have to halt the processing of this item and of any other remaining item in the agenda.

REDIRECT

You may bring partially or un-processed items to our next Tactical Meeting, or process them out of meeting.

Anything that can happen in a tactical can also happen out of meeting.

ROUND

Let us now step out of this meeting by sharing a last reflection on it.

We start with ____ and will continue with ____.

CLOSE

This Tactical Meeting of the ____ Circle is now over.

Outcomes will be shared to all Circle Members by ____ .

Thank you for your participation today.

NO discussion, question, or reactions.

Sources

- [Holacracy Constitution_v4.1](#)
- [Holacracy Tactical Meeting Cards v.110117](#)
- <https://medium.com/@chrcowan/facilitating-a-holacracy-tactical-meeting-5d51baa2441c>
- <https://blog.holacracy.org/holacracy-tactical-meeting-phrase-book-8e1c5b6fa8dd>
- <https://medium.com/@chrcowan/process-for-triaging-a-tactical-item-e58f2837c78d>
- Trainings, ...