About Circle Forward

Circle Forward is a system for collaborative governance. Its methods and tools enable networks and organizations to design their own inclusive and equitable governance systems around the principle of Consent.

Circle Forward is a system of collaborative governance designed for networks and organizations that wish to succeed in networks, to optimize the activities, relationships, and interactions among the various components of the systems we are changing. Circle Forward provides a framework of essential principles and tools, to address power dynamics, make decisions, and create adaptive strategies in complex and emergent conditions.

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Circle Forward (CIRCLF)

Description:
As a brand, Circle Forward exists to help organizations and networks express solidarity with a common set of values, assumptions, and principles for collaborative governance. And, to become part of a growing network who are shaping those values, assumptions and principles, through their application of the methods and tools.

Stakeholder(s):
Michelle Smith: Principal and Co-founder
Tracy Kunkler: Principal, Circle Forward Partners
Dee Washington: Owner | Investor | Co-op Developer
Leah Ferguson: Coach | Trainer | Consultant

Large Systems:
Around the globe, people are increasingly aware that the systems that are supposed to serve us are creating unacceptable negative consequences — like the systems around food, energy, healthcare, education, and criminal justice, for example — and that the root of the problems are in the systems, which are inadequate for 21st century realities.

Food Systems
Energy Systems
Healthcare Systems
Education Systems
Criminal Justice Systems

Vision
Inclusive and equitable governance

Mission
To enable collaborative governance

Values
Consent: The Principle of Consent -- Our organizations and networks are systems. If we want to thrive, we need conditions that meet the range of tolerance of all parts of the system. We need equitable decision-making and the ability to learn and adapt together to conditions that are constantly shifting. People often think there are only two choices for how we make group decisions: majority voting or consensus. Most people don’t realize that circles of
decision-makers ("circles") have a third option – decision-making by Consent – that can be preferable to either of these for governance decisions.

**Collaboration:** Collaborative Governance for Large Systems Change

**Interdependence:** We are recognizing that we are fundamentally interdependent — that these large-scale problems cannot be solved by any individual or single entity, no matter how large or powerful.

**Strategic Alignment:** So, we are coming together, working in networks across boundaries and sectors, from the grassroots to the grasstops, challenging the old ways that excluded people from power, and aligning our strategies toward common goals.

**Networking:** Our efforts require us to collaborate like never before, in non-hierarchical arenas where top-down decision-making does not work and attempts to do so makes things worse.

**Inclusion**

**Equity**

**Accountability**

**Trust**
1. Decision Making

Make decisions by consent

CONSENT-BASED DECISION-MAKING FOR TEAMS, ORGANIZATIONS AND NETWORKS. COLLABORATIVE DECISION-MAKING PACKAGE — Learn, use and practice a step-by-step consent process for making decisions that includes all voices, integrates feedback and builds trust again and again.

1.1. Inclusion

Include all voices

1.2. Feedback

Integrate feedback

1.3. Trust

Build trust
2. Toolkit & Dashboard

EQUITY, TRANSPARENCY AND CREATIVITY EMBEDDED INTO YOUR OPERATIONS. THE COLLABORATIVE GOVERNANCE TOOLKIT AND DASHBOARD

2.1. Culture
   Create a Culture of Consent

2.2. Purposes
   Clarify purposes

2.3. Metrics
   Measure performance

2.4. Learning
   Create action/reflection cycles of learning

2.5. Experimentation
   Develop a culture of experimentation

2.6. Guidance
   Create charters/by-laws/policies and procedures
3. Networks

Develop networks

Stakeholder(s)

Coalitions

Networks

Alliances

SUPPORT FOR NETWORK DEVELOPMENT — You might call it a coalition, network, alliance, collective impact, or something else. We can help you navigate some of the complexities of multi-organizational, multi-sector, and multi-scale (MS3) collaboration.

3.1. Start-Ups

Initiate networks

3.2. Meetings & Events

Facilitate meetings and events

3.3. Charters & Policies

Design charters and policies

3.4. Plans & Metrics

Plan for and measure results

3.5. Leadership

Cultivate facilitative leadership

3.6. Inclusion & Equity

Sustain inclusion and equity

3.7. Systems & Networks

Map systems and networks
4. Meetings & Retreats

Facilitate meetings and retreats

PROFESSIONAL FACILITATION AND PLANNING FOR IMPACT — We facilitate meetings and retreats, using a wide range of process tools and techniques, for engaging, inclusive, and safe spaces that support critical thinking, shared dialogue, and action planning. We manage participatory and inclusive processes to help you:

4.1. Purposes

   Clarify purposes

4.2. Change

   Develop a theory of change

4.3. Assessment

   Conduct strategic assessment

4.4. Input & Feedback

   Listen to stakeholders

4.5. Accountability

   Develop results-based accountability

4.6. Metrics

   Create measurement systems
5. Leadership

*Develop facilitative leadership skills*

FACILITATIVE LEADERSHIP DEVELOPMENT — We model and support the development of facilitative leadership skills with real-time coaching provided with our “on-the-job” packages. We also host peer-to-peer learning opportunities to connect with others.

5.1. Consultation & Coaching

*Offer consultation and coaching services*

1:1 leadership consultation and coaching.

5.2. Capacity

*Build capacity*

5.3. Facilitation

*Deepen the Art of Facilitation Meetup*
6. Conflict Resolution

Resolve conflicts

FIRST-AID FOR GROUP CONFLICT — In order for people’s highest creativity, best contribution and collective intelligence to come forward, a safe space, trust, and a structure for conflict resolution are needed. If your group is finding itself stuck in conflict, with diminishing productivity, we provide you with tools and processes to help your team get to the root of the conflict, reduce stress and tension, and improve communication.

6.1. Causes

Get to the root of the conflicts

6.2. Tension

Reduce stress and tension

6.3. Communication

Improve communication