



Contents

<i>About this Book</i>	vii
<i>About the Authors</i>	xv
PART ONE: Revisiting Governance	17
Chapter 1: Why We Need Another “-ocracy”	23
<i>by John Buck</i>	
Chapter 2: Why We Need Another “-ocracy”	29
<i>by Sharon Villines</i>	
Chapter 3: The Idea of a Sociocracy	37
Chapter 4: Cybernetics & Sociocracy	49
PART TWO: Rewiring Organizational Power	63
Chapter 5: Inclusive Decision-Making	67
Chapter 6: Developing Quality	85
Chapter 7: Steering & Structure	99
Chapter 8: New Leadership Strategies	115
Chapter 9: Free & Self-Optimizing Organizations	125
PART THREE: Organizing Our Strengths	141
Chapter 10: Circles & Implementation	145
Chapter 11: Consent & Rounds	159
<i>Sara’s Story by Tena Meadows O’Rear</i>	169
Chapter 12: Electing People	175
Chapter 13: Organizing Work	183
Chapter 14: Money as Measurement	197
AFTERWORD	207
An Invitation to Share	207
Finding Sociocratic Centers, Training, & Consultants	210
APPENDICES	213
A. Sociocracy by Lester Frank Ward	215



B. Sociocracy: Democracy as It Might Be by Kees Boeke.....	223
C. Rationale for a New Social Structure by Gerard Endenburg.....	231
D. Sociocracy for One by Sharon Villines	239
E. Bylaws for a Sociocratic Business	243
F. Bylaws for a Sociocratic Nonprofit Organization	261
G. Guides for Implementing Sociocracy	285
1. The Implementation Process.....	287
2. Circles and Officers	289
3. The Elections Process	291
4. Circle Meetings	293
5. Rounds	297
6. Policy Development	299
7. Resolving Objections & Building Consent.....	301
8. Designing the Work Process.....	303
9. Guide for Logbooks	305
GLOSSARY.....	307
BIBLIOGRAPHY.....	321
INDEX.....	329

