

# Conflict resolution policy (poss. 'restorative processes' language TBA)

(This is a policy and guide for conflict resolution, it should include a section about handling complaints, grievance policy for managing complaints against responsible members)

Our value resides in the people and the relationships that make up our inspiring, changemaking network. We collectively strive to foster an increasingly open, inclusive and caring culture. The [Well Working Group](#) will support this mission by developing network resources for constructive dialogue and co-working.

In this document you will find three suggestions for safely and appropriately restoring harmony. Also included are support mechanisms if you need additional input to help resolve the conflict.

Note: If you currently feel unsafe in our communication channels, please immediately e-mail [insert applicable email address](#) .

**If you or someone you know is in immediate danger, seek local law enforcement.**

We ask all members to recognize these network safety guidelines for resolving serious conflicts.

If you are in conflict with someone else consider taking these three steps:

## 1. Reflective Processes

- Take time to *process* experiences if you feel confused, overwhelmed or agitated.
- Note *uncertainties* and possible *misunderstandings* in your interactions, including cultural differences.
- Distinguish people's *actions* from your *feelings* about them. They're both important, but they're different.
- Distinguish *disagreement* from personal *hostility*. We're allowed to disagree, dissent and discuss. We should not let these feelings linger to avoid escalation.
- Review relevant documents and Conflict Resolution Support.
- Check your feelings by seeking counsel within the membership to ensure you are reflecting on a balanced perspective of the conflict. This is done with the intent of a self-check-in process not as a form of gossiping.

If you've contemplated the experience and have decided it feels like it may be *harassment* or *abuse*, please consult our [Harassment and Abuse Policy](#).

## 2. Engagement processes

If you're unable to resolve a conflict on your own, invite conversation. The sooner the better.

- If you feel able and safe to, directly discuss your concerns with the person you are in conflict with.
- Ensure a mutually agreeable time and place for conversation, including adequate privacy.
- If both parties agree, a third person can be invited to provide neutral and mutual support.
- Otherwise, see Deeper Restorative Processes.
- Consider your communication approach; [Comms Guidelines](#) might be helpful.
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- Foster inclusive dialogue by *sharing* ideas, *asking* clarifying questions, and *responding* to others' ideas.
  - Identify personal *wants* and *needs*.
  - Make *offers* or *requests*.

## 3. Deeper Restorative Processes

- If you would like to seek counsel from a support crew you can initiate a case *clinic* process to seek clarity and insight on the conflict from a small group of members.
- In complex conflicts, develop *points of agreement* to facilitate progress.
- Collaboratively develop *plans* that could restore harmony and allow everyone to move forwards, together.
- Agree on a timeframe to *check in* to discuss progress.

# Transformative Justice Support

Again, if you've contemplated the experience and have decided it feels like it may be *harassment* or *abuse*, please consult our [Harassment and Abuse Policy](#).

Each of these support stages may be pursued separately or together.

## How do I know when to enlist more support?

The time to escalate is when you've been trying to work at one level and you reach an impasse, both parties unable to compromise in any way.

For example, if you have a 1-1 meeting with reasonable, clear asks which become unmet requests, it would be at this point you might consider bringing a third party in to mediate.

There are four steps you might consider to reach a resolution, each step includes more people. The point is to resolve the conflict with as few people involved as possible.

### 1. Direct communication

Directly discuss your concerns with a conflicting person *if you're comfortable doing that*.

### 2. Private support

Talk privately to your [members](#) or trusted friends to help you resolve conflicts with other Enspiral participants. Make a plan together about what you're going to do.

### 3. Expanded dialogue

Enspiral participants may seek to informally resolve their conflicts by discussing them with mutually trusted Enspiral participants. This may be done either confidentially or openly.

### 4. Mediation

For intense conflicts, Enspiral participants may request mediation meetings which are assigned to trained, in-network (orexternal) mediators.

Our expectations are that a mediator is suitably qualified, costs incurred will be negotiated directly with the people involved. We commit to hosting a recurring bucket and—at the Enspiral Foundation's discretion—the use of reserves.

## Reporting Back / Accountabilities

coming soon

## Related Agreements

Personal Conduct  
Harassment and Abuse Policy  
Decisions  
Diversity

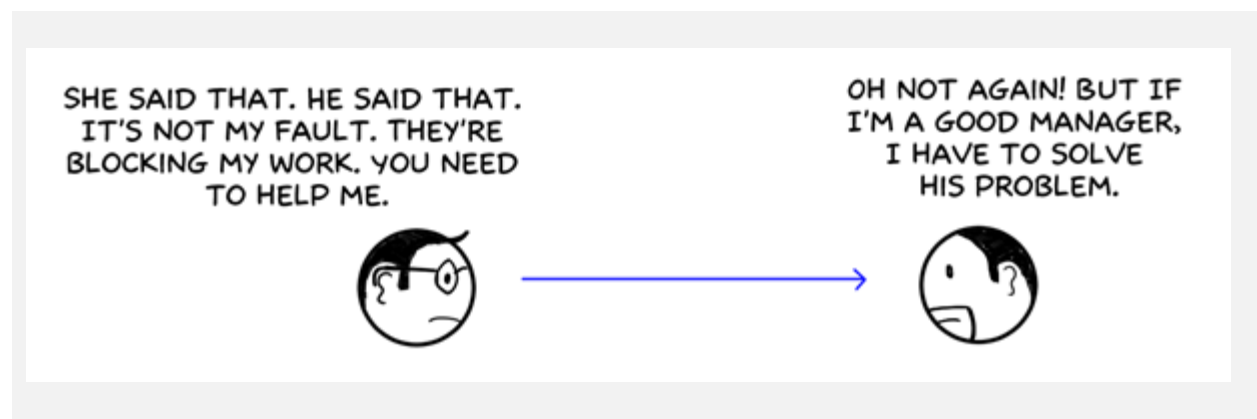
## **Other useful materials**

- [Open Mediation Protocol](#)
- [Loomio's Conflict Resolution Process and resources](#)
- [AORTA - Conflict mediation in action](#)
- [AORTA - Conflict Resolution Worksheet](#)
- [Non-Violent Communication process \(1-pager\).](#)
- [Nonviolent Communication homepage](#)
- [Codes of Conduct: When Being Excellent is Not Enough](#)
- [Geek Feminism wiki](#)
- [Buffer's 10 values](#)
- [The FOSDEM Conundrum](#)
- [Facilitation Guide for Effective Conflict Resolution](#)
- ["Manifesto of Being and Working Together" from #OurField and Future Farm Lab](#)

## 5 Ways Holacracy Organizes Power to Thrive in a Rapidly Changing World | by Mohammed Ali Vakil

**In a Conflict? There's no Manager to go to. Use the Process to channel your tension.**

As you rise up the ranks of a Management Hierarchy, you'll soon realize that a lot of your energy goes into managing people and not doing work that directly adds value to your customer.



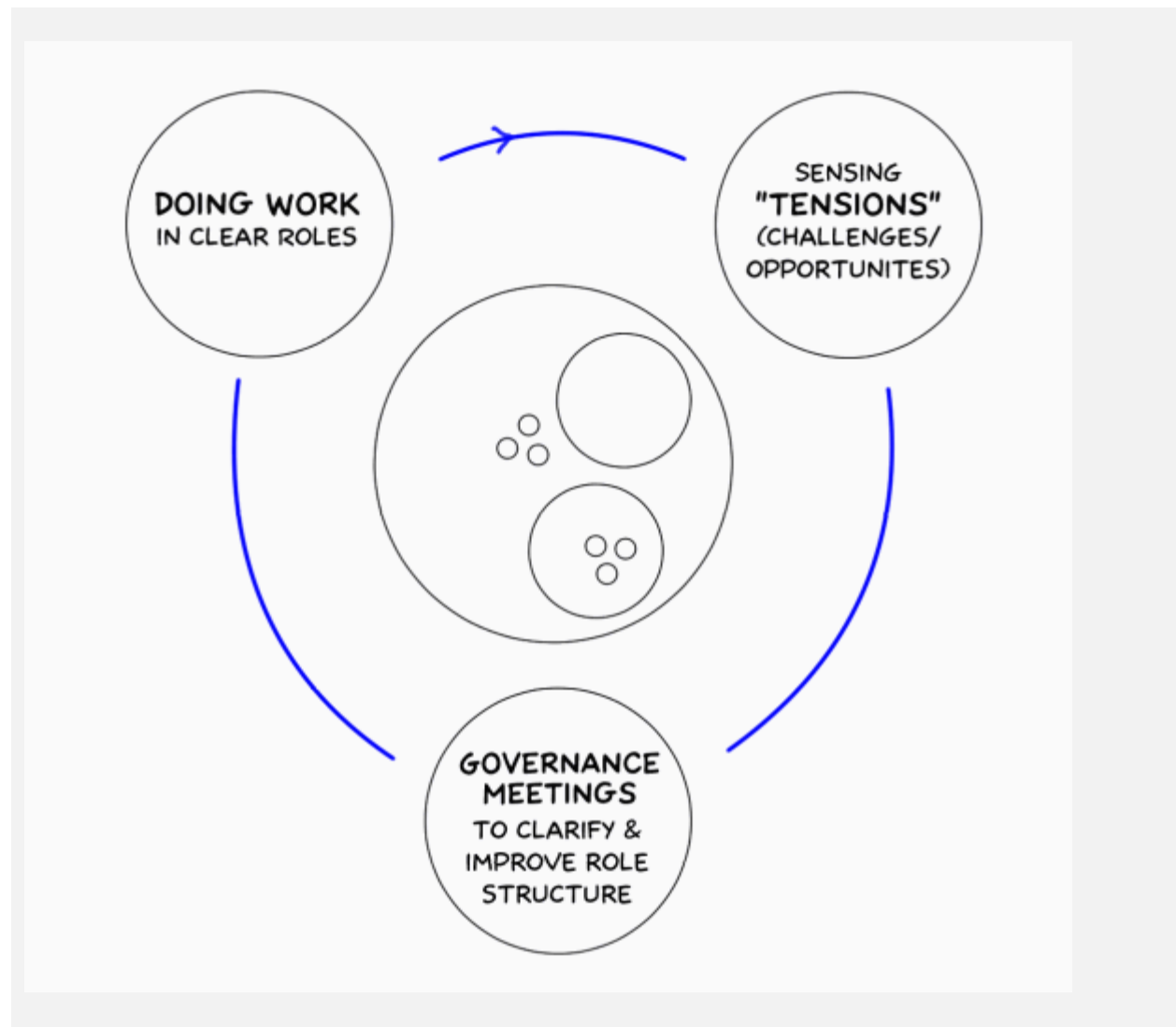
That's because it's the role of the manager to create alignment, especially when there's a conflict.

But how do you resolve conflicts in an organization without managers?

For that, you need a process. A process that aligns and integrates.

In Holacracy, anyone can use the governance process defined by

the constitution to remove what is in the way of their Role's work.



It removes the need to have managers, and lets each person be autonomous.

There's very little room to be a victim. Do you have a problem?

You don't need a manager to take care of you. You can use the process to take care of your role's work.

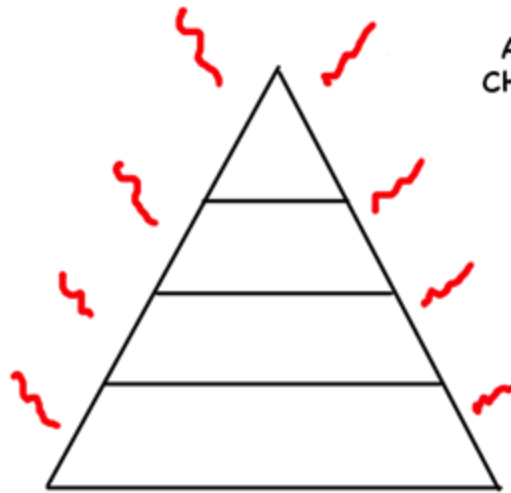
This frees up energy which people can use in their work.

## **5. A Responsive Conscious Organization**

How does an organization adapt to changing times?

A Management Hierarchy is a rigid structure that is designed upfront to address a certain need. So the only way to adapt is to go through re-organizations that are painful, disorienting and expensive.

AAAH..  
THIS STRUCTURE  
IS NO LONGER  
WORKING FOR US.



WE NEED TO DO  
A RE-ORG! CALL THE  
CHANGE MANAGEMENT  
CONSULTANT!



Holacracy allows for incremental changes. Any tension sensed by anyone in the organization has some place to go to get rapidly and reliably processed into meaningful change.

These changes result in small changes to the structure, just enough to meet the demand.

*“We process that tension to change the design, we express that design, and we test it and start the cycle over again. This is how Holacracy introduces the innovation of evolution inside our companies.” ~ Brian Robertson*