Phase 1	Interlude	Phase 2	Phase 3	Phase 4
Framing the Big Picture		**Topic Area Decisions**	**Decision Integration**	**Implementation**
What: Formulate big picture -- what we collectively want to create	**What:** Identify & populate Working Groups	**What:** Decide on action steps within topic areas	**What:** Reconcile action steps from different areas	**What:** Implement action steps
Who: NVC community (via on-line process using Synanim tool)	**Who:** CNVC Board and those it consults	**Who:** Working Groups	**Who:** Integration Council	**Who:** Implementation Council
Duration (rough): 2 months	**Duration (rough):** 2 months	**Duration (rough):** 4 months	**Duration (rough):** 3 months	**Duration:** as decided by Integration Council

Process for a New Future

INTRODUCTION
The purpose, phases and participants

Purpose

This document describes a process. The intention of this process is to make changes that will serve the aspirations of the global NVC community, based on the collective wisdom of that same community. The process includes both identifying desired actions, and seeing that the actions chosen are fully implemented. The focus is on, at a global level, how we in the NVC community want to organize, what sort of activities we want to collectively engage in, and how we would like to do things. Our idea is to identify what is wanted, and then take the resources and systems associated with the present-day CNVC, and the most promising aspects of organization in the greater network, and use these to create the desired reality.

We want to make as few assumptions as possible about what will happen. For example, maybe the process will lead to there being one global NVC organization, or maybe there will be many interconnected NVC-related organizations, working locally and/or across regions, that are part of how things work globally. Maybe there will continue to be an organization called CNVC, or maybe not. We want to encourage the process to do whatever it needs to do to powerfully serve our collective vision for the world.

We recognize that in the past people have invested energy and passion in proposing life-serving changes to CNVC, and that again and again these initiatives have not lead to the desired changes. The processes outlined here are designed to produce definitive decisions, and to lead directly to implementation. However, we recognize that the organization we dream

of may take several iterations to emerge, as we learn the dynamics of creating such a life serving structure.

This then is **not intended to be the end of the process of growth and development, but a significant and well-founded basis for moving forward, clearly distinct from the past**. We hope what we do together now will set the stage for additional, subsequent community processes to care for and continue to improve the ways we apply NVC in the world and fulfill NVC's promise of immense contribution to peace and sustainability on the planet.

Process Phases

This process will be divided into four phases:

1   ***Framing the Big Picture*** - In this phase, broad participation will be invited to develop a statement of what we would like to create. A powerful web-based software tool called Synanim will be used to support this. (Duration: approx. 2 months)

2   ***Topic Area Decisions*** - In this phase, Working Groups associated with topical areas will produce action steps for the future within their topical area. (Duration, after Working Groups created: 4 months)

3   ***Decision Integration*** - In this phase, an Integration Council made up of Working Group members will reconcile the area-specific action steps to produce an integrated design addressing all areas in a manner that is unified, coherent and time framed. (Duration: 3 months)

4   ***Implementation*** - In this phase, the implementation of the integrated design will be set in motion. (Duration: within time frame set by Integration Council)

Groups of People

The process will involve the following groups:

•   ***NVC network*** - All those for whom NVC is a significant part of their lives—including, significantly, trainers and those whose work focuses primarily on NVC, such as NVC informed mediators, and those who work in NVC projects or organizations. All will be welcome to participate throughout the process, in distinct ways during each phase. The first phase of the process is focused on combining the voices from all in the NVC network who are willing to gift their energies to help set the overall direction for the process.

•   ***Working Groups*** - These will be formed with people drawn from the NVC network who will determine action steps with regard to specific topical areas.

•   ***Integration Council*** - This will be formed and made up of members elected by Working Groups. It will ensure that action steps developed by Working Groups form a

coherent whole, finalizing the decision about an integrated set of action steps and the time frame for their implementation

- **Implementation Council** - This will be formed of members determined by the Integration Council. It will implement action steps within the set time frame.

- **CNVC Board** - The Board will set the process in motion and participate in the ways detailed in what follows. Current members will be replaced or the Board itself will be phased out in accordance with governance decisions adopted by the Integration Council.

- **CNVC Staff** - As members of the NVC network with specific knowledge of CNVC operations, all staff are invited to participate throughout, making their unique expertise available to Working Groups and Integration and Implementation Councils.

Communication Flow

Throughout the four phases, information on the process and its progress will be shared via:

- cnvc-futur@googlegroups.com (open to all) — forum dedicated to this process
- cnvc-trainers@yahoogroups.com (closed group) — certified trainers list
- https://www.facebook.com/centerfornonviolentcommunication — CNVC Facebook page
- http://cnvc.org/future — section of CNVC website dedicated to this process

Discussion of the process as it unfolds is especially invited to occur on the new cnvc-futur@googlegroups.com forum, in your preferred language. (To join the forum, send an email to cnvc-futur+subscribe@googlegroups.com. When you receive an acknowledgment email, either reply to that message or click the "Join" button that appears in the message. Or, join on the web by visiting https://groups.google.com/d/forum/cnvc-futur.)

Major announcements will generally be made available, in all the above forums, in at least English, French and German. Informal information, and detailed progress reports, will be released in English, with translations made available as resources allow. (To volunteer translation assistance, please follow the translation volunteer sign-up instructions at http://cnvc.org/future.)

PHASE 1: FRAMING THE BIG PICTURE
Collaboratively finding our vision

Purpose

The goal of this phase is to solicit broad input to articulate a collective sense of where the NVC community would like to be headed, at the level of NVC-related organizing on a large or global scale. The output of this phase will offer a vision that, in the next phase, Working Groups can orient towards as they make specific concrete decisions.

Mechanism Overview

This phase will be conducted using an Internet-based software tool called Synanim (see http://www.synanim.com/ and http://www.faithvoices.org/programs/internet.html). Synanim allows any number of people to efficiently collaborate to develop a statement that reflects their collective views.

For a majority of people, participating in the process will involve using a web browser to participate in two on-line sessions, each around an hour and a half long. The sessions focus participants' attention on key issues involved in dreaming our new organizational future. During each session, participants will answer questions, see other peoples' answers, choose answers they like, and edit answers to improve them.

Based on these responses, the software will invite some people to participate in additional follow-up sessions. Ultimately, a sub-group of participants will engage in sessions to produce a summary statement that is the end-result of the on-line process. *(More details are provided in a section later on in this document.)*

Support for Multiple Languages

Currently speakers of English, German, and French will each be able to participate in the majority of the process using their preferred language.

We are eager to offer the process in any additional language network members desire. If you would like to volunteer leadership to implement the process in another language please contact the CNVC Board as soon as possible at future@cnvc.org to discuss what would be involved.

The final stages of the process will bring together representatives of the different language groups. For this stage, knowledge of English will be important.

Wrap-Up

At the end of the process, the summary statement developed at the end of the on-line process will be shared with the community.

Feedback will be invited to assess the community's response to the final result, and a compilation of this feedback will also be shared. Both the statement and the feedback summary will guide the next phase of the process.

Time Frame

Schedule for phase 1:
- The two sessions with everyone involved will occur over a period of a week.
- The overall on-line process will be completed over a period of about 4 weeks.
- The process of translating the results into different languages, then gathering and sharing feedback, will likely take about another month.

Over all, phase 1 will take about 2 months to complete.

Topic Areas

The summary statement and feedback will serve as the basis for forming topic areas—aspects of our organizing to be focused on in phase 2. The Board, in consultation with members of the community invited for this purpose, will provide a list of topic areas to the network, based on our understanding of the summary statement and feedback. We will share this and gather feedback. While the topic areas chosen may not cover all of the concerns of all of us, the intention will be to focus on those areas that the network considers key for beginning a new organizational direction.

PHASE 2: TOPIC AREA DECISIONS
Pooling experience and commitment to decide on action

Working Groups

The work of this phase will be performed by Working Groups and by those who support the deliberations of these Working Groups.

For each topic area, a Working Group will be formed to make decisions about that topic area, to support realization of the vision that has been collectively articulated.

Criteria for Membership

Qualities desired in all Working Group members include the following:
- Ability to dedicate significant time to the Working Group during the Topic Area Decisions phase
- Passion, care, and thoughtfulness in relation to the topic area of the group
- Strong alignment with the core principles of NVC
- Ability to effectively work collaboratively in a team committed to NVC values
- Willingness and ability to work through emotional charge or fixation when its presence is perceived by oneself or others; willingness to request and receive support.

Qualities desired in a majority of Working Group members, and in all members unless there is compensating merit:
- An understanding and practice of NVC that is well integrated, sophisticated, and well beyond the minimum baseline for being a certified trainer.
- Ability to think in terms of systems and the big picture and the relationship between what we do and our deepest aspirations.

Qualities desired in the mix of Working Group members include:
- Specialized knowledge and expertise in relation to the topic area of the group.
- Both those with a long history and deep experience with CNVC and those who are comparatively new and able to offer fresh perspectives.
- Those with extensive experience as trainers, and those whose work is based on application in specific social areas beyond workshop settings.
- Ability to reflect and honour diverse perspectives, including diversity of privilege, culture, and world view.

Member Selection

The CNVC Board will invite individuals to participate in Working Groups, based on the indicated criteria, after soliciting suggestions from individuals in the NVC network who have had opportunities to experience many members of the NVC community, and whose judgment we respect.

Work Product

Each Working Group should decide on about five concrete, do-able action steps to be taken with regard to its topic area.

These action steps are decisions and will not be subject to review or approval by the Board, or any other area of CNVC. In phase 3, the Integration Council will consider the synergistic effect of all the action plans produced by the various Working Groups to ensure their mutual compatibility, seeking to respect each action step wherever possible.

Some Working Groups might choose to supplement the (binding) text of their decided action steps with advisory text offering additional suggestions and possible implementation details. When so doing, we encourage specific attention to the following:

- The goal of each decision and how it relates to an overall sense of organization
- Key activities necessary to implement each decision
- How decisions might interact and function over time, in diverse locations (given economic, cultural, historical, linguistic, etc. differences) and with respect to different degrees of development of NVC community
- Suggested implementation schedule
- Considerations for the Integration and Implementation Councils

Time Frame

Most Working Group activity will be during phase 2, the Topic Area Decisions phase. It is possible that the Integration Council may request additional work during phase 3 from those Working Group members who are not members of the Integration Council. The Implementation Council may likewise solicit clarification and feedback during phase 4.

The Topic Area Decisions phase is currently planned to take four months. Working Groups are encouraged to adjust the scope of their work to be able to complete it within the allotted time, so as to allow the overall process to move forward.

Support

Working Group members will be encouraged to request and receive empathic support from colleagues during all stages of their work—both for their own well being and to maintain their ability to listen deeply to each other, learn and synthesize when differences in groups arise, and return to a focus on the bigger picture. Offers of such support for those Working Group members who do not have access to their own community support systems will be collected by CNVC and made available to Working Group members.

Leveraging Prior Work

Both to honour the work done by others and to potentially boost productivity, Working Groups are strongly encouraged to consider prior proposals and survey results (such as those produced by the Strategic Planning Committee, the Global Functioning Committee, the GCC and individual trainers and consultants over the years) that relate to their topic area. CNVC, with the support of those involved in prior processes, will gather together what information along these lines it is aware of and make it available to Working Groups. Where those involved in prior processes are willing, we expect their input to be valuable contribution to Working Groups.

Working Group Connection to Community

Working Groups will mostly hold their meetings virtually, by video or audio teleconference. Meetings will be open to observers and will include a mechanism for their participation as part of each meeting. They will publish meeting notes at the end of each meeting, and seek to offer transparency in other ways. Groups may also choose to solicit input from the larger community as their process develops. Input might, for example, be solicited informally, or by email, public forums, surveys, or by additional use of Synanim. Working Groups may want to invite others as consultants, to participate in specific moments of their working process.

Each Working Group will publish a tentative set of action steps (in multiple languages) and solicit feedback from the network, prior to finalizing its decisions, as part of the flow of feedback between all those engaged in the process. Network members are encouraged to actively observe and engage with the process throughout, to honour that the earlier a Working Group becomes aware of a perspective, the more ease it will have in taking that perspective into account.

Inter-Group Awareness

It may be helpful for Groups to know what other Groups are thinking, as work progresses. This may be supported by the mechanisms Groups use to provide transparency to the community, possibly supplemented by mechanisms to offer transparency specifically to other Working Groups. Groups may want to arrange to have observers at meetings of other Working Groups, unless there already happen to be members in common.

Role in Populating Integration Council

Each Working Group is invited to elect a member to participate in the Integration Council.

PHASE 3: DECISION INTEGRATION
Reconciling differences and setting time frames

The work of this phase will be performed by the Integration Council, by Working Groups if needed, and by those who observe, engage with and support the deliberations.

The Integration Council will be composed of members elected by the Working Groups.

The job of the Integration Council is to take the topic area-specific action plans produced by the Working Groups, and reconcile these to produce an integrated action plan addressing all areas in a manner that is unified and coherent. It may choose to request clarifications or additional work from the Working Groups to support achieving an integrated plan.

The Integration Council will share information about the forming integrated plan with the network, and will seek to integrate feedback. The final integrated plan approved by the Integration Council will not be subject to any further review by CNVC, but will be the basis of what happens subsequently.

The integrated plan will include time frames for the completion of each action step, and the full plan itself.

Once the task of developing and publishing an integrated action plan and time frame is completed, the Integration Council will select (or cause to be selected by a process it chooses) an Implementation Council. At this point, its work will be done.

PHASE 4: IMPLEMENTATION
Putting the unified decisions into action

The work of this phase will be performed by the Implementation Council, and by those who observe, engage with and support its implementation work.

The Implementation Council has one job: to implement the integrated plan, partnering with others as needed in order to achieve this.

If this plan includes a new governance structure, then the Implementation Council will implement this structure, which will then presumably replace it. In such a case, the new governance structure will inherit the same commitment to implement the decisions of the Working Groups and the timetable for their completion as decided by the Integration Council.

CNVC
Connections between process and existing CNVC leadership

Hand-Over of Power

It is implicit in this process that the CNVC Board is handing over power to others to make decisions that are likely to profoundly impact CNVC. There are two principle limits on this hand-over of power:

1. The process is being organized by the CNVC Board, and if the process unexpectedly breaks down in some major way prior to the Integration Council ratifying an integrated plan, the Board may need to consider how to revise the process.
2. The CNVC Board is legally responsible to ensure that CNVC operates in compliance with its purpose and with US laws governing nonprofit organizations. The CNVC Board is committed to the formal decisions needed to implement the developed strategy, where it does not imply CNVC or any of its board members breaching the law. If we suspect this is the case we will return the decision to the relevant Working Group for resolution.

Subject to the need to honour its legal obligations, once the Integration Council ratifies an integrated plan for moving forward, the CNVC Board is committed to supporting that plan.

In the course of its normal operations, CNVC makes commitments to certain future events. As a result, commitments made prior to the ratification of an integrated plan may place limitations on how soon certain action steps of the integrated plan could go into effect.

CNVC Board

Members of the CNVC Board will be eligible to participate as non-voting members of all Working Groups and the Integration Council. In other words, they may participate in discussions but may not block decisions.

If the integrated plan has CNVC continuing as an organization requiring a board, the plan should specify how members of the CNVC Board are to be selected. The existing CNVC Board will be replaced using the mechanism specified by the integrated plan.

Prior to the replacement (or dissolution) of the existing CNVC Board in accordance with the integrated plan, the existing CNVC Board will continue to govern the ongoing operations of CNVC, will support the processes that lead to the creation of an integrated plan, and then will work with the Implementation Council to address implementing those aspects of the plan that involve the current CNVC legal entity.

CNVC Staff

CNVC staff may be involved with particular groups in whatever way the group and the staff find mutually beneficial.

Working Groups and the Integration/Implementation Councils are encouraged to consult with members of the CNVC staff to draw upon their relevant expertise at all stages of their process. Staff members can contribute to understanding of the current and past functioning of CNVC, and offer the thinking of those whose attention has been focused on relevant areas.

CNVC Staff members are encouraged to offer input, observe, and make themselves available to relevant Working Groups and to the Integration/Implementation Councils, insofar as their experience and thoughts are relevant to the work of those groups. Staff members may be considered for membership in Working Groups to the extent that they meet the selection criteria. CNVC Staff will continue to support the day-to-day operations of CNVC while the process unfolds.

HOW GROUPS FUNCTION
More about Working Groups, Integration Council & Implementation Council

Meta-Themes

As each Working Group, the Integration Council and the Implementation Council do their work, they are encouraged to think about the following "meta-themes" as they create their design:

- the relationship of each action step to the overarching goals of the Big Picture
- fidelity to the spirit and intention of NVC
- impact relative to investment of and generation of resources
- aliveness - inspires passion to contribute to this happening
- ongoing financial sustainability
- diversity
- evolution towards what we want from where we currently are

More on Meeting Formats

All Groups and Councils will be encouraged to hold meetings in virtual "fishbowl" formats, with at least two "empty seats": one for observers to speak and one to hear from consultants or other specifically invited participants. What this means is that the active discussions will involve the Group or Council members plus anyone who is understood as occupying one of the extra seats. Those who are not a Group or Council member or in one of the extra seats are regarded as outside of the glass fishbowl within which the discussion happens, and are asked not to speak. However, those outside can exchange places with someone in one of the two relevant seats, thereby becoming eligible to participate in the discussion. This format offers a balanced means of keeping a meeting focused while providing a mechanism for community input.

Operating Agreements

Once formed, groups can determine their own processes. The following agreements are assumed as a starting point that can be amended:

- Decisions will by default be made by consent of all participating members of the Group or Council. However, alternative decision-making processes are welcome where needed. A two-thirds majority may make a decision to switch to another decision process for a particular decision or in general.
- The Group or Council may decide to add a member, to remove a member or change a member's eligibility to vote (i.e., eligibility to object / block consensus or vote). Removing a member or reducing their voting eligibility would typically be expected only when it becomes clear that the status quo is inconsistent with effective functioning, and support to try to address the situation has been ineffective. When removing a member or changing their voting status, in such circumstances, that member need not consent to the decision.

These agreements reflect an awareness that situations can arise where an absolute commitment to inclusive decision making can leave other important needs unmet. Having mechanisms that allow flexibility around inclusiveness allows a group to make conscious choices around how it balances needs. We hope that groups will apply NVC consciousness and processes, requesting help when needed so as to integrate the learning that comes through conflicting opinions. We want there to be a range of choices to work with, should great difficulties arise.

Facilitation

High quality facilitation can enhance productivity and support increased collective intelligence. Working Groups and Councils are encouraged to make use of such support as they have access to, when wished. If a Group or Council requires support in accessing a skilled independent facilitator, CNVC will seek to support this happening.

MORE ON FRAMING THE BIG PICTURE
How the community will write a document together

The Synanim-based process is planned to involve five stages. Anyone with an interest in the direction of the NVC movement will be invited to participate in the first stage. Those who would like to participate in this stage will be invited to sign up to participate in two on-line sessions. There will be a number of time slots to choose from. Each session will probably be roughly an hour and a half long.

When a person signs in to the web site at the time of their session, they will be arbitrarily assigned to a small group. They will answer a question, then see the answers offered by others in their group. They can select the answer they think is most representative of the group, and have a chance to refine their favourite answer to the question. Over the course of each session, a number of questions will be explored.

Between each stage of the process, the number of participants will be reduced.

The software scores participants based on how often their answers were chosen by others and how often they chose the same answers as others. These can be interpreted as indicators of an ability to express ideas in a way that resonates for others, and empathy for the group as a whole. At the end of a stage, one or more people from each small group, whose scores suggest they have a capacity to carry forward what the group as a whole is thinking, will be invited to participate in the next stage.

Stage One will involve two sessions. Stages Two, Three, and Four will involve one session each, while stage Five will involve three sessions.

By Stage Five, there will be only one small group, which the software will have selected as representative of all those who began the process. This final small group will produce a statement that is the final output of the process.

Stages one through four of the process will be conducted separately for those who would like to participate in English, French, or German, or other supported languages. (For languages with fewer participants, fewer stages may be supported in the preferred language.)

At Stage Five, representatives of those who have participated in the process in various languages will come together to participate in the final stage in English. Fluency in English will be helpful at this stage, though support from a colleague who is more fluent in English may allow someone who is moderately proficient in English to participate.
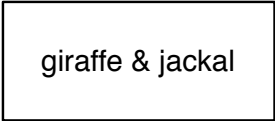
Framing the Big Picture - Stages

Stage 1

Session 1

Session 2

Stage 2

O = small group

Stage 3

Stage 4

Stage 5

Summary
Statement
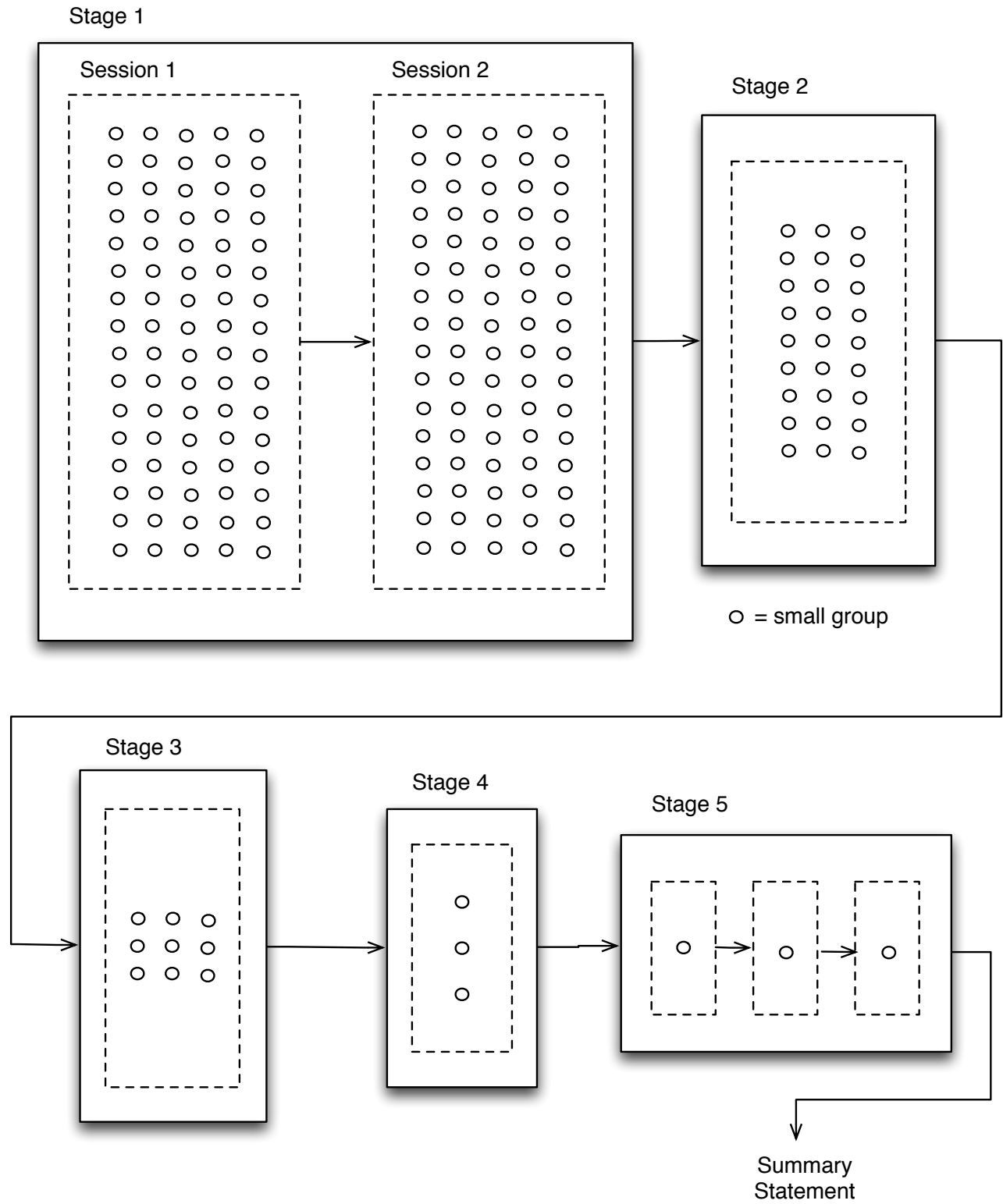
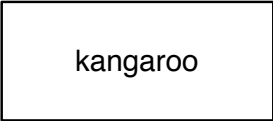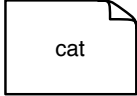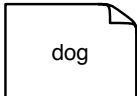### *Synanim:* Some Steps in Working with Your Small Group to Answer a Question

1. You type an answer to a question

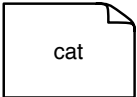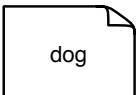**2.** You see answers from everyone in your small group. Pick the one you think best represents the group.
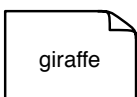
3. What you choose will be your starting point for you to refine the answer

4. Edit to create an answer you like even better

What pets do we want?

kangaroo

What pets do we want?

kangaroo
cat
dog
giraffe

What pets do we want?

giraffe

What pets do we want?

giraffe & jackal

Synanim: Factors that Affect Selection to Participate in Next Stage

Person	Answer offered	Answer chosen	Points for having answer chosen	Points for choosing same answer as others
Adam	kangaroo	giraffe	1	2
Brenda	cat	kangaroo	0	0
Carl	dog	giraffe	0	2
Diane	giraffe	giraffe	3	2

If your answer is chosen or if you choose the same answer as others, this makes it more likely that you will be selected to participate in the next stage of the process. In this example, the selections related to this answer give the most points to Diane (who authored the answer "giraffe" that several people liked, and picked an answer that others liked) and the least points to Brenda (who authored the answer "cat" that nobody chose, and picked an answer "kangaroo" that nobody else chose).