### Present Proposal
Proposer states proposal, and optionally shares the tension. Others can help if proposer asks, but only to craft an initial proposal, not improve it or seek consensus.

### Clarifying Questions
Anyone can ask the proposer a question to better understand, but not influence; no reactions or discussion allowed. Proposer can respond “not specified” to any question.

### Reaction Round
Everyone speaks, one at a time, except proposer. No discussion. Reactions are directed to the space, not to individuals.

### Amend & Clarify
Proposer may clarify intent or amend proposal, but has no obligation to do so. No one else may speak, not even to help.

### Objection Round
Facilitator asks each person in turn, “Do you see any reason why adopting this proposal causes harm; objection or no objection?” Each objection is stated and tested without discussion. See back of card for objection testing guidance.

#### Integration (if valid objections)
The goal is an amended proposal that would not cause the objection and would still address the proposer’s tension.
- Integrate one objection at a time.
- Start with objector, but allow contributions from anyone.
- Facilitator asks, “What can be added or changed to remove that issue?”
- Don’t wait for consensus. Stop and check out each idea:
  - Ask objector: “Would this resolve your objection?”
  - Ask proposer: “Would this still address your tension?”

After all objections are integrated, repeat objection round.

#### Accept Proposal

### Closing Round
End the meeting by sharing reflections one at a time. No discussion.
Testing Objections

Do you see any reason why adopting this proposal causes harm; objection or no objection? If objection, What is the harm?

The following questions can be asked in any order.

Criteria: The proposal would hurt the circle’s capacity to express its purpose or accountabilities

- Is your objection a reason the proposal causes harm, or ...........
- Is your objection the proposal is unneeded or incomplete?
  
Invalid

Criteria: The proposal would introduce a new tension if adopted

- Is the harm created by this proposal, or ......................
- Is it already a concern, even if the proposal were dropped?
  
Invalid

Criteria: The objection is either based on presently-known data, or is necessarily predictive because we can’t adapt later

- Would the proposal necessarily cause the impact if adopted, or . .
- Are you anticipating this impact will occur?

- Could significant harm happen before we can adapt, or .............
- Is it safe enough to try, knowing we can revisit it anytime?
  
Invalid

Criteria: The proposal would limit your role’s purpose or accountabilities

- Would the proposal limit one of your roles, or .................
- Are you trying to help another role or the circle in general?
  
Invalid

Valid Objection

An objection is automatically valid if the proposal breaks the rules of the Holacracy constitution

- e.g. “Not valid governance output (NVGO),”
  “Outside the circle’s authority.”