**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.
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?

**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?

**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?

**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?

**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.”

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