

New Future Process

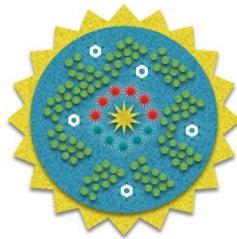
New Future Plan

Actionable Decisions

Presented to the NVC Community

By the Integration Council

January, 2017



We envision a world

where systems, cultures, and individuals

support the wellbeing and empowerment of all people,

with care for past, present, and future life.

Preliminary Information

A Note about Spelling Choices

Throughout this document, the Integration Council has adopted the British spelling of words (e.g. organisation instead of organization). The reason for this was to contribute to moving away from CNVC being perceived and operating as a US organisation, the language itself subtly contributing to a more global perspective.

We are deeply aware of the irony of the history of colonialism and imperialism that originated in England and created the US in the first place.

A Note about the Name of the Organisation

As our work progressed, it became clear to us that the name “The Center for Nonviolent Communication” no longer fits with the reality the integrated plan describes, as there is no centre, no central decision-making or doing.

As a placeholder, in this document we will refer to the organisation as NVC-O (for “NVC Organisation”). As a placeholder, and because it *doesn't* roll off the tongue with any ease, it serves as a bit of a jarring moment to remind us that we are, after all, talking about something entirely new.

As part of the conversation about choosing a name, we are aware of both advantages and disadvantages to keeping the same acronym -- CNVC. On the one hand, it allows for already existing references to CNVC on the internet to take people to the new organisation, as well as allowing continued use of the short web address, cnvc.org.

On the other hand, given how much is changing with the [New Future Process](#), keeping the initials may keep blurry just how different things are and may contribute to unconscious reinforcement of the idea that there *is* indeed a central authority somewhere in this structure.

Interpreting These Decisions

These decisions are not meant to be parsed as if they were the text of a legal document, with every word forcefully determining what must happen. Rather, they constitute our attempts to put into words strategies to address needs that seemed important to the authors. We (the Integration Council) understand that future readers and implementers of these decisions are likely to have new information that may lead them to want to adjust some details. The Integration Council intends that those implementing these decisions have significant latitude in interpreting, adjusting, and implementing these decisions, while attempting to serve life and care for the needs that inspired these decisions.

A. Purpose (WG1)

The decisions within this part of the plan are based on the work of WG1 and WG2 (Structure and Governance).

1. Composition

The global NVC network will be divided into a community and an organisation. Both share a vision, and each has its own purpose and mission as below. The community is made up of Members, who are individuals who want to be part of it because of connection with its vision, purpose, and mission. Partners in the new Organization serve the Community and the world, including taking on the tasks currently attended to by CNVC staff and The Board. Current staff and Board members will continue to contribute from their experience and expertise to the extent that they choose to go through the process of becoming a Partner in NVC-O.

Purpose of this decision: This composition is designed to support the continued activities of all who wish to engage in the ways they are engaging at present, while allowing those who want to contribute to the whole in specific ways to act as an extended “staff”, something not currently available to CNVC Certified Trainers or others.

2. Shared Vision

We envision a world where systems, cultures, and individuals support the wellbeing and empowerment of all people, with care for past, present, and future life.

Purpose of this decision: This vision aims to be an inspiring description of what we long to see in the world that can unite both community and organisation.

3. Purpose of the NVC-O Community

To live and radiate interdependence and compassion

Purpose of this decision: This statement aims to be a meaningful way to capture the broadest possible purpose that attracts people to dedicate energy to participate in NVC activities.

4. Mission of the NVC-O Community

We are an informal community spread across the world, dedicated to supporting Members of our Community and individuals and organisations beyond that Community in creating a world that works for all. We:

1. CONNECT: by actively reaching out to individuals and organisations and supporting them to learn and integrate NVC principles and practices.
2. SUPPORT: each other through empathic and authentic presence and connection
3. DEVELOP: principles and invent practices through hands-on work in different contexts and cultures that contribute to the creation of a world that works for all.

4. MODEL: Nonviolent Communication principles and practices as individuals, in our interactions with others, and in the groups and organisations that we work in and with;
5. INSPIRE: others to consider looking at NVC principles and practices as a tool that could enrich their lives.
6. INITIATE: and organise events that nourish, celebrate and expand our Community;
7. PROVIDE: input for the Organisation by harvesting the wisdom and knowledge generated within the Community.

Purpose of this decision: This mission aims to give a clear and inspiring description to the variety of activities that are currently taking place within the global NVC network that will allow new people to find meaningful ways to participate.

5. Purpose of NVC-O

We dedicate ourselves to the well being and empowerment of all by applying and sharing Nonviolent Communication principles and practices with individuals and within systems and cultures.

Purpose of this decision: This statement aims to give expression to the aspects of bringing NVC to the world that have most been named as missing in the Synanim process, such that people attracted to significant service towards creating the world of their dreams can recognise a “home” in the organisation.

6. Mission of NVC-O

As a global organisation, we seek to actively serve and support our Community and to reach out to the world to advocate for the transformative power of NVC principles and practices.

We:

1. MODEL: NVC and collaborative principles and practices as individuals and throughout the organisation.
2. CONNECT: all who are inspired to learn, integrate, share, and apply Nonviolent Communication.
3. ACTIVATE: conditions that enable knowledge and activities throughout the Community to become of service to the whole.
4. SUPPORT: the transition to collaborative systems and practices at all levels of society.
5. INITIATE: and implement collaborative and mutually supportive projects in partnership with members of the Community and the world at large.
6. INSPIRE: and link with other communities and organisations who share a compatible vision.

7. PROVIDE: platforms, resources and materials.
8. EVOLVE: our capabilities and understanding of NVC through research and experimentation.

Purpose of this decision: This mission aims to describe in tangible ways the set of activities that are likely to serve the new purpose, based on the output of the Synanim process.

7. Theories of Change

We are open to three specific pathway towards our vision (as well as other pathways that may arise in the future) that have been prevalent in the NVC community for years:

- Change will happen when a critical mass of the world's population are inspired to freely choose to embrace the fundamental principles and practices of sharing resources compassionately.
- Change will happen when transformation of leadership happens and people in power shift in how they use power.
- Change will happen when the social and economic systems in our world begin to operate according to collaborative principles.

Purpose of this decision: This multiplicity aims to make explicit that neither the organisation nor the community are wedded to one particular belief about what is likely to create the world we are longing for. Instead, this broad understanding of the variety of theories of change that currently exist supports diversity, openness, and creativity in terms of how individual can channel their energy and desire to contribute.

B. Cultural Elements

The decisions within this part of the plan are based on the work of WG3 (Effectiveness and Alignment with Values) and an Integration Council Task Force.

1. Commitment

Every aspect of the organisation operationalises the values below (numbers 2 through 6) and is measured against them.

Purpose of this decision: This entire set of values aims to support orientation and alignment around concepts at the heart of NVC-O's organisational culture.

2. Nature of the Organisation

Our organisation lives and evolves the art of collaboration. We function as a living laboratory for discovering, practicing and refining what works to support people in coming together to serve a common purpose. We integrate the principles of Nonviolent Communication with other insights into what supports collaboration.

3. Core (Operational) Values

We want how we operate to serve the following:

- a. Connection to Purpose
- b. Effectiveness
- c. Aliveness/Wholeness
- d. Learning/Growing Capacity

4. Key Intentions

We support our capacity to live our values through the following:

- a. Alignment/Connection
- b. Reflecting Interdependence
- c. Empowerment/Support
- d. Care around Power and Access to resources and influence
- e. Service/Humility
- f. Self-Responsibility

5. Foundational Strategies

We orient ourselves towards our key intentions and core operations values through using the following high-level strategies:

- a. Cultivating (Organisational) Culture
- b. Focus on Purpose
- c. Self-Management
- d. Agreements
- e. Modified Advice Process

- f. Feedback
- g. Addressing Conflict
- h. Transparency
- i. Willingness
- j. Aligning Resources to purpose and need

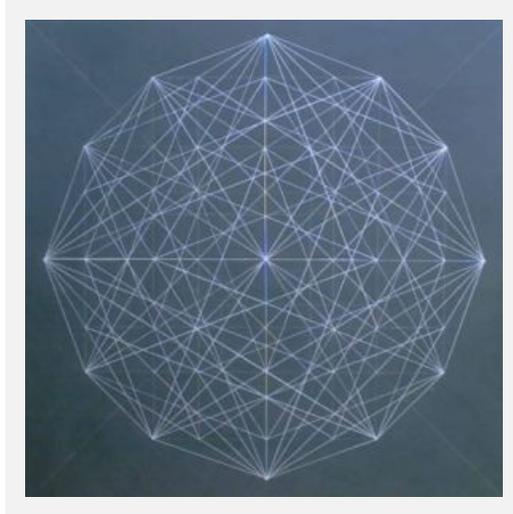
6. Operational Principles

The entire thrust of the structure, decision-making, and guidelines for operating are to support the emergence of an Organisation in which:

- a. Emergence, trial and error (i.e. continual adaptation), and ongoing learning are built into the structure.
- b. Function and structure follow purpose.
- c. Self-management, peer relationships, and peer/self-assessment form the DNA of the structure.
- d. Decision-making provides maximal autonomy everywhere within NVC-O while maintaining a strong sense of being part of the whole through focus on a shared purpose and culture.
- e. All Partners and Weaves have full power to initiate, contribute, and make all decisions to do their work.
- f. There is ample space for expression of diverse theories of change, including additional ones beyond those currently prevalent in the NVC community (i.e. critical mass, transformation of leadership, and systemic change).
- g. Multiple strategies are used to further our VPM (Vision, Purpose, and Mission), expanding beyond our previous core focus of training individuals.
- h. Connection, collaboration, trust, and efficiency are maximised.
- i. The organisational culture is infused with NVC principles and practices such as assumptions about human nature, giving and receiving feedback, conflict transformation mechanisms, making specific and doable requests, and others.
- j. NVC is seen as a tool/strategy that we love and employ to help us live and create our Vision, Purpose, and Mission. It is not an end in itself, though it is the core specific contribution we bring to the world.
- k. Only that gets done in NVC-O for which there are people with wholehearted willingness to do it; no one does things with “have to” energy, and there is no expectation that everything will necessarily be done with active joy, only wholehearted willingness.
- l. Resources flow from where they exist to where they are needed.
- m. No one works for pay, and everyone has enough resources to do the work they are gifting.

C. Structure and Governance (WG2)

The decisions within this part of the plan are based on the work of WG2 and several Integration Council Task Forces (one per system defined).



The image above is of Indra's web and it is this image that has inspired us and formed the cornerstone of our work. Indra's web is an ancient metaphor that represents the interconnectedness and interdependency of all things and the interpenetration of all phenomena. Everything contains everything else. At the same time, each individual thing is not hindered by or confused with all the other individual things. This metaphor also allows for reconciling antagonistic forces and neutralising extremes without loss of integrity or energy. This enables infinite adaptivity in reconciling opposites.

(The text above is adapted and shortened from a piece by Neb Sagiba on www.blog.aikidojournal.com.)

1. Partners

NVC-O consists of Partners who, in addition to being Members of the NVC-O Community, have gone through an on-boarding process to accept the cultural elements, operational agreements, and ways of serving that are established within NVC-O.

Purpose of this decision: In order to make it possible for the organisation to operate in a fully self-managed way and still have enough cohesion, adherence to certain agreements about how to operate replaces top-down management.

2. Organisational Weaves

The minimal unit of operation, the smallest node within NVC-O, is called a Weave. Weaves are groups of (at least three and up to twelve) Partners who come together within NVC-O for a purpose of serving and getting things done. Weaves are organised into nine clusters: Community Interface, Maintenance, Resources, Organisational Process, Creating Access, External Communications, Applications, Projects, NVC Evolution and Innovation.

Purpose of this decision: Setting up weaves is a way of creating working teams that are capable of focusing on tasks, making decisions together, and operating in a manner consistent across the organisation. The purpose of creating the clusters is to support coordination, belonging to a meaningful entity of operation with connection possibly across the globe, and to support global coordination of activities in each area of operation.

3. Global Council

Each cluster selects one person to sit on the Global Council. In addition, the council selects a Global Council Holder and an internal leader for NVC-O. The 12th position is a representative of the NVC-O Community. The Global Council has coordination and initiation functions and is not a central decision-making authority.

Purpose of this decision: The purpose of having a global council is to serve as a global coordination mechanism that allows the organisation to evolve, to be responsive to needs across the world, and to remain visionary; the Global Council is not “in charge,” but is a mechanism for connection, awareness, initiation, and coordination. The purpose of having a Global Council Holder is to support the smooth functioning of the Global Council itself as a weave. The purpose of having an internal leader is to have one person who is attuned to the whole without any other functions, and thus can sense and respond to the purpose of the organisation.

4. Decision-Making

The fundamental decision-making process within NVC-O is the modified advice process: each person anywhere in the structure is free to make any decision provided they sought non-binding advice from those affected and those with specific expertise. The only exception is when anyone whose advice is sought asks for a collaborative process for the specific decision in question, in which case the request for a collaborative process is binding.

Purpose of this decision: Distributing decision-making so widely aims to remove bottlenecks to creative and efficient movement and activity within the organisation, relying on experience from multiple organisations that have adopted the advice process, while at the same time recognising the wisdom of collaborative processes and the necessity of collaboration in certain situations.

Note: The conditions under which the request for a collaborative process is encouraged or where such a request may interfere with the foundational intention of individual and weave autonomy are likely to be discovered through experimentation and feedback.

5. Operational Agreements

- a. NVC-O will include sufficient Operational Agreements to provide both coherence to the Organisation as a whole across different zones, functions, etc., and autonomy for Weaves to make their own decisions and function in ways that support effectiveness and service for them. Operational Agreements are agreed-upon ways of doing things (the equivalent of “policy” in the new structure) that apply unless specific conditions,

circumstances, or needs lead Weaves to act otherwise. When a decision to change an Operational Agreement happens, the weave or individual that changed it is asked to provide feedback about it to the Global Council or to a relevant Organisational Process weave for continual fine-tuning of the Operational Agreements.

- b. The Implementation Council is asked to initiate an Organisational Process weave to review the initial set of Operational Agreements (OAs) prepared by WG2 (and believed to be essential for the organisation according to its design) in order to adopt, modify, flesh out those that need further development, and design new OAs as needed as NVC-O moves into existence. These initial Governance OAs are part of the additional information accompanying the plan.

Purpose of this decision: OAs aim to anchor structurally the purpose, values, intentions, and principles that are the foundation of the organisation.

6. Virtual Home

NVC-O will not have an office and will operate instead through a virtual home (website) that sustains all connections, work, and resource flow. Individual Weaves might choose to have offices as part of their work.

The Implementation Council is asked to explore and take action as needed to create a framework for fundraising weaves to generate resources to support technology in some places in the world where access to technology is itself a barrier. (Note: more details are available as part of the additional information accompanying this plan.)

Purpose of this decision: Anywhere that it would be, a physical office would be inaccessible to the vast majority of people in the global NVC community. Investing resources into a virtual home in this way makes more resources accessible to more people.

7. Systems for NVC-O

The Implementation Council is asked to review, adopt, and change as needed the following systems developed by Integration Council task forces in each of the following areas:

a. Feedback System

The preliminary feedback system answers questions such as: Who gives feedback? Who receives it? What is the feedback about? How is it given? etc.

b. Conflict Transformation System

The preliminary conflict transformation provides methods for individuals to access support for resolving conflicts, and for such support to be available.

c. Onboarding

The preliminary process by which new Partners join NVC-O includes the steps and some of the criteria to be fleshed out.

Purpose of this decision: Having systems specified is intended to support the emerging organisation and individuals within it to operate as closely as possible in line with its values and principles.

8. Global Conventions

The Implementation Council is asked to initiate a Global Convention weave within the Community Interface Cluster to organise the first Global Convention. The details of the structure and design of Global Conventions is described in the additional information accompanying this plan. Initially, the convention occurs every two years and lasts 7-10 days, with the location rotating among the six continents in a location that is the most accessible as possible for people traveling from other countries (e.g. ease in getting visas).

The Global Convention is open to all Partners and is hosted on rotating Continents by the relevant Community Interface Weaves. Each Global Convention is followed by two Global NVC-O Community Inspiration Days which Members are invited to attend. The programme for these two days is developed by Weaves who wish to take specific action to share and inspire the broader NVC-O Community.

Purpose of this decision: This a gathering of Partners that focuses on the health of NVC-O and that brings out evolutionary thinking about who we are and how we are contributing to our purpose. while we have concerns about both the financial and environmental costs of flying, we see NVC-O taking an evolutionary leap from being a purely training-based organisation to one based on multiple approaches to moving towards our vision. We believe that the global conventions will play a key role in this transition.

9. Interface with NVC-O Community

The NVC-O Community will be connected with NVC-O the Organisation in at least the following ways:

a. Partners within Community Weaves

Community Weaves, which most likely will include all existing NVC organisations except for CNVC, have no specific agreements about how they operate. In order to maintain a sense of connection with the organisation, they are requested to have a ratio of one in twelve of their members being a Partner within the organisation.

b. Virtual Home

NVC-O Community Members will have full access to all the resources available on the Virtual Home.

c. Community Interface Weaves

Community Interface Weaves have as their main purpose to support the functioning of the NVC-O Community and its relationship with the organisation.

d. Community representative on the Global Council

The Implementation Council is tasked with designing process, in full collaboration with the Community, for selecting a Community Representative.

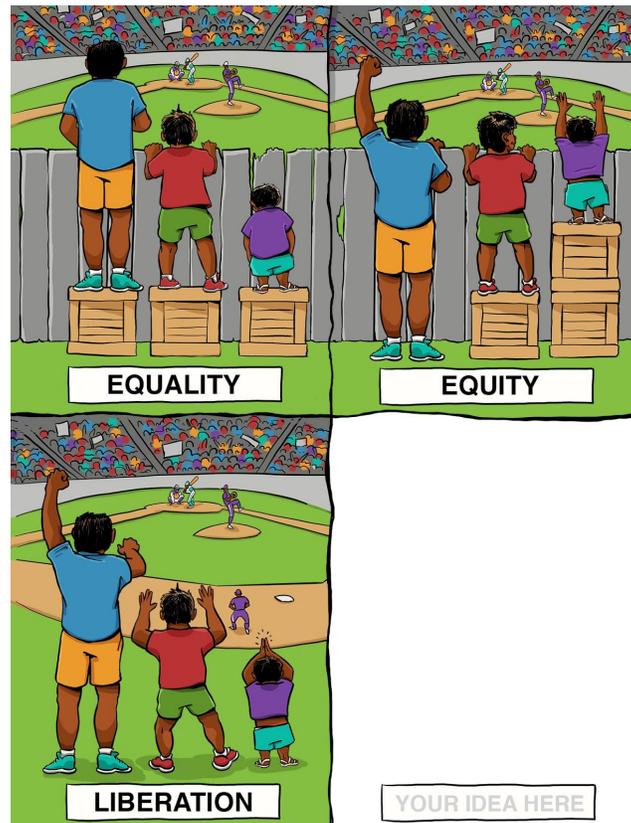
Note: while the process is intended to function in any way that works for the Members, the representative chosen would need to be a Partner.

e. Events surrounding the Global Convention

while the Global Convention is designed for Partners and is an organisational gathering, it is intended to be organised back-to-back with learning events that include Members of the community in addition to Partners.

D. Power, Privilege, and Access

The decisions within this part of the plan are based on the work of WG11 (Creating Access) and WG2 (Structure and Governance).



1. Structural Commitment

NVC-O is undertaking a fundamental structural commitment to providing access to all through its operations rather than leaving it up to individual Partners or Weaves to make this commitment or figuring out how to operationalise it. This is intended to anchor the commitment to changing resource flow and to learn and apply strategies that reverse centuries-old barriers to operating in a way that truly allows all needs to matter fully.

Purpose of this decision: This is in honor of (a) the immense challenge of noticing and transforming the pervasive and persistent assumptions and actions that are based on lack of awareness of privilege and its effects, and (b) how little exposure to methods and steps to transcend the effects of privilege currently exists, both in the world at large and within the NVC community.

2. Operational Agreements Regarding Access

The Access Cluster, when populated, is asked to figure out, implement, and continually refine Operational Agreements as needed to infuse a critical awareness of social and structural power differences into the “DNA” of the organisation as a whole and each Weave. For example, one key initial Operational Agreement is to have an “access” Partner in each Organisational Weave. This Operational Agreement can then be refined and amended based

on learning from the field. In its work, the cluster is asked to start with the initial list of Creating Access OAs available as part of the additional information accompanying this plan.

3. Core Curriculum

The Access Cluster, when populated, is asked to prepare and disseminate throughout the organisation curriculum and methods for learning about the effects of power and privilege. These are be especially relevant in relation to Recognised Roles (see below in that section), such that those seeking a Recognised Role of NVC Practitioner will have such curriculum included in their learning alongside the Matrix and Core Commitments.

4. Initial Access Weave

The Implementation Council is asked to initiate an initial Access Weave, as the seed of the emerging Access Cluster, to form an integral part of the Implementation Phase to work with all aspects of implementation from the beginning to ensure that sufficient Operational Agreements and other structural strategies are in place when NVC-O launches.

In particular, the initial Access Weave, when populated, is asked to review all the strategies identified by the Creating Access WG, and included in the additional information accompanying this plan, prioritise them, and initiate weaves to attend to them.

5. Resource Flow

NVC-O is adopting the principle of resources flowing from where they exist to where they are needed as part of its commitment to undoing the effects of oppression, colonialism, and imperialism. As part of continuing to refine and amend Operational Agreements as needed, the initial Access Weave, when populated, is asked to review the initial set prepared by the Creating Access Working Group to increase the likelihood that this commitment will be spelled out in specifics about use of training resources, fundraising, and other elements.

E. Resource Generation, Allocation, and Management (WG4)

The decisions within this part of the plan are based on the work of WG4 and an Integration Council Task Force.

1. Self-Sustaining Weaves

Weaves that generate their own financial resources as needed for their work will function in full autonomy. A portion of funds generated through fundraising will be allocated to a global south fund (OA). A separate portion of funds that utilise the legal status of NVC-O will also go to the common pool (OA).

Purpose of this decision: This approach aims to create conditions for maximum autonomy while at the same time honoring the commitments of NVC-O as a whole.

2. Maintenance and common function weaves

For resources held in common and functions that sustain the entire NVC-O, the following applies:

- a. Unrestricted resources generated through IITs, individual contributions, fundraising, and fiscal sponsorship are held in common and are allocated through the budget marketplace (see below). Restricted contributions are allocated for the purposes for which they were given.
- b. During the Implementation phase, the Implementation Council, or another weave it will initiate, is asked to draft an estimated budget for NVC-O beginning in 2018. The focus of this budget is on resources held in common rather than generated by weaves for their own functioning. The budget will include projected revenues as above, ongoing operational costs, and creating and hosting the Virtual Home and a public website. (Note: the 2017 budget is currently being reviewed by the CNVC staff and is designed to be co-owned by the CNVC staff and the Implementation Council.)
- c. The Implementation Council is asked to refine the initial design of the budget marketplace for all Weaves that draw on unrestricted common pool resources. (Note: the design is available as part of the additional information accompanying this plan.) This marketplace will apply to functions currently run by CNVC, additional maintenance and infrastructure functions that may be provided by some weaves, all non-self-sustaining project weaves, and any other weaves that want to use funds that are held in common.
- d. The Implementation Council is asked to invite into existence a Resources Cluster to begin the administration of the budget marketplace once new weaves (beyond CNVC transitioned weaves and the Implementation Council itself) come into existence that interact with common pool resources.

3. Flow of Non-Financial Resources

The Implementation Council is asked to design a process for establishing a marketplace for offering, requesting, giving and receiving non-financial resources such as materials, human support, etc. This can be done ongoingly on the virtual home and periodically in a live marketplace similar to the one established for the financial resources.

4. Alignment with Values

The Implementation Council is asked to look into the specific values and principles that exist in other parts of the plan to see how they affect resource generation, allocation, and management. Where any concerns arise for the Implementation Council, it is authorised to take any action it sees fit to create alignment.

F. Community (WG5)

The decisions within this part of the plan are based on the work of WG5, WG3 (Effectiveness and Alignment with Values) and the Integration Council as a whole.

1. Build a virtual home

The Implementation Council is asked to take the necessary actions to build a virtual home for the purposes of connection and information sharing, with the overall intention to create space and capacity for community to build community. This space is offered with the invitation to contribute in it, to own it even.

- Form a group that designs the virtual home and collaborates with IT specialists who implement it. (In their proposal, the Structure & Governance Working Group calls such a group the Home Weavers.)
- Since this is a key decision of several different working groups, prioritise strategies for funding the virtual home.

Purpose of this decision: The Virtual Home aims to enable information flow between individuals and groups that are both “members” or “partners” in the “netweb”, as defined by the Structure and Governance Working Group - anyone who wants to learn and live NVC and wants to participate.

2. Create a “living guidebook” for NVC communities

The Implementation Council is asked to take the necessary actions to create and offer a living repository of suggestions, stories, tools, and practices, for NVC communities, groups, and weaves, as part of the virtual home.

- Form a group to do the following:
 - Create a (short) document on guidelines to building NVC communities, circulate freely and update (Note: the additional information accompanying this plan includes materials that can support this effort)
 - Create possibility for people to add to this by sharing what works for them (as a part of the virtual home)

Purpose of this decision: The living guidebook aims to support communities in being sustainable and thriving. This is offered with a humble intention of: “This worked for us. See if it might be of support for you.” This is also a place to collect such stories, lessons learned, insights, inquiries, etc.

3. Keep the NVC Empowerment Forum (NEF) line open

The Implementation Council is asked to request CNVC to keep the NVC Empowerment Forum (NEF) line open. This means that NVC-O maintains, funds and technically supports the current Fuze line, or an alternative solution.

- establish clear responsibilities for maintaining, funding and technically supporting the NEF line. Take care to ensure that this does not “fall between the chairs” if or when the international center is replaced by a virtual home.
- give formal recognition of and support to people, groups and strategies that encourage people to use the line in self-organizing ways (eg. creating and scheduling their own events/series on the line)

Purpose of this decision: Keeping the NEF line serves the need for “live” community and connection.

4. Formally recognise and support a group of Community Weavers

The Implementation Council is asked to take the necessary actions to support an international group of Community Weavers to steward the community.

- give formal recognition to the Community Weavers, to support their work in the transition phase, when such recognition still matters.
- connect with the Community Weavers to exchange information and consider meeting the need for support as it may arise during the transition phase.
- The Community Weavers would be Partners with a specific focus on Community within each Community Interface Weave.

Purpose of this decision: The presence of Community Weavers aims to bring aliveness and warmth to NVC communities, both face-to-face and in the Virtual Home.

G. Recognised Roles

The decisions within this part of the plan are based on the work of WG6 (Certification, NVC Integrity, and Individual Affiliation).

1. Types of Recognised Roles

NVC-O will have two types of recognised roles: NVC Practitioner, and NVC Ambassador. NVC Practitioner refers to a particular role, while NVC Ambassador refers to a category of roles, each of which will be associated with an area of specialisation (e.g. Media and Communication, Education, NVC Integration (currently CNVC certified trainer), Facilitation, and more).

Each of the two will have its own threshold based on qualities named in the [matrix](#), the [core commitments](#), and curriculum about the impacts of power and privilege.

a. NVC Practitioner

The first, “NVC Practitioner”, refers to integration and application of NVC principles into daily life on the personal, interpersonal and systemic levels.

b. NVC Ambassador

The second, “NVC Ambassador”, refers to an NVC Practitioner with an understanding and integration of the essence of NVC that allows the form to be fluid, responsive and emergent depending on context and who applies NVC principles and practices in specific fields. NVC Ambassadors share NVC principles primarily through the application of the principles in various fields.

Note: The terms “Practitioner” and “Ambassador” are the current ones adopted within the plan, and they may change in the future. They will be used within the Organisation. Depending on context, each might be translated into something applicable to a particular culture or context. For example, “Sadhak” might be a title that represents the intention of taking on a sacred practice in India, and, similarly, “Sevak” might be a title that represents a person in a role of sacred service to the community in India, thus representing service and contribution. The Global Role Recognition Stewardship Council, when populated, is asked to determine a menu of possible alternative titles.

Purpose for this decision: Having the new role of NVC Practitioner aims to allow individuals to celebrate and recognise an initial level of integration of NVC independently of any choice to continue to integrate NVC to the point of sharing it with others.

2. Path to Recognised Roles (RR) (initial and renewal):

Individuals who wish to take on RRs will be asked to engage in programs designed to support their learning at the personal, interpersonal and systemic levels as fully as possible, and to join an RR weave, and to take the role through participation in community learning, community

systems, and community feedback. Subsequently, they are asked to participate in annual feedback for renewing their role.

Purpose for this decision: This path aims to align the process of taking on a Recognised Role with the principles of NVC and with the functioning of NVC-O.

3. Recognised Roles (RR) Weaves

- a. The Implementation Council is asked to initiate Recognised Roles (RR) weaves: relationally oriented transformational living, learning, feedback communities and social labs. RR weaves are established within the NVC-O Community, and are likely to have a mixture of Members and Partners. Each RR weave is connected to a Weave Coach to support system set-up, maintenance and conflict transformation; and an NVC Integration Trustee to support quality, feedback and integrity of embodying and applying NVC.
- b. RR weaves, when populated, will participate in sub-clusters that provide the mechanism for sharing resources locally, regionally and globally among RR weaves as well as multi-dimensional feedback and learning.
- c. The Implementation Council is asked to initiate specialised weaves in support of the RR process, including a Global Role Recognition Stewardship Council (GRRSC) weave, Global Weaves for each NVC Ambassador area, and possibly for specialised roles within the RR system.

4. NVC-O Public Profiles and Intranet on the Virtual Home

The use of an online profile for each NVC-O recognised NVC Practitioner and Ambassador will be adopted to provide a self-managed and community engaged process for individuals to specify the particular NVC applications they are involved in as well as being a platform for feedback and recommendations. The Implementation Council is asked to specify the details of what will be on the profile based on the detail provided by WG6 in the additional information accompanying the plan and the emerging design of the Virtual Home.

Purpose of this decision: This resource will allow access to anyone with internet access to find people who are practicing and applying NVC in particular fields, contexts and cultures as well as information on degree and type of experience and recommendations.

5. Functional Roles to Support RR Weave Infrastructure

NVC-O will have Partners in three functional roles in support of RR weaves. Details about mechanisms for selecting and onboarding each of these roles are part of the additional information that accompanies this plan.

a. Global Role Recognition Stewardship Council Member

Job description: to track integrity, evolution, intercultural applications, access, practices, processes and weave support.

b. Recognised Role Weave Coach

Job description: support for weave system set-up, maintenance and conflict transformation within and between weaves. Weave coaches also provide feedback for individuals and communities as requested and/or desired.

c. NVC Integration Trustee (current “assessor”)

Job description: supports weaves in engaging in open feedback for embodying and applying NVC as well as discernment of NVC integrity. NVC Integration Trustees also provide feedback to individuals seeking recognised roles and are part of the 360 degree feedback process in recognised role weaves. Integration Trustees may have one or more recognised role weaves they are supporting.

H. Learning Events

The decisions within this part of the plan are based on the work of WG8 (Training) in consultation with WG11 (Creating Access).

1. Learning Event Weaves

- a. The Implementation Council is asked to initiate one or more Learning Event Weaves within the External Communications Cluster. Learning Events Weave(s) (global/regional/local) are set up to initiate, co-create, sponsor, or encourage at least three types of regular events:

- i. **International Intensive Trainings (IITs)**

These 9-day trainings have the general form of trainers offering sessions on NVC only, with the specific core curriculum. Honoring the core elements of IITs, there is flexibility for on-going learning and evolution.

Note: it is left to the Implementation Council to find ways to ensure that any legal rights to IITs that CNVC currently holds will support this happening.

- ii. **Facilitated Learning Gatherings:** with the support of specialists in large-group facilitation (for instance Art of Hosting) a Learning Event Weave initiates and sponsors a global gathering of NVC-O Ambassadors and/or NVC Practitioners every two years, and alternatively one on each continent, with focus on strengthening the global community, learning from each other and sensing into what new wants to emerge. These events can also be hands-on project-based, supporting local communities in whatever area support might be needed. Here we do not offer formal trainings, but rather we all learn from each other and from the whole, as we explore dilemmas and questions together, create projects, make decisions, etc. It is desirable that planning for these learning events (for the NVC Community) be coordinated with planning for the Global Convention (for partners in the NVC Organisation).

- iii. **Self-Organised NVC Gatherings:** events founded on co-creation and shared leadership (ie. Open Space Technology events, yearly European NVC festival, emergent gatherings, etc).

- b. These events can be combined back-to-back with the **Global Convention**.
 - c. All events are a collaboration between local ideas and initiatives, with ideas and initiatives from the NVC-O Learning Events Weave, with help of deeply emergent and transparent dialogues.

2. Purpose of Learning Events

- a. Events and trainings support hands-on application such as projects that work with prisons, homeless populations, refugees, supporting regional and local communities, etc.
- b. while learning events generate funding to support projects within the NVC Community (in the case of most IITs), the original intention of the learning events is to follow purpose/principles of trainings/events offered by the Learning Event Weave.

3. Stewardship and Evolution of IITs

IITs will be stewarded with on-going openness and curiosity, drawing from past experiences and ever exploring what else wants to emerge.

Purpose of this decision: We see a healthy organisation as one that is always learning through integrating and transcending new information and perspectives.

Towards this purpose, the following are ways for this to happen:

- a. Each IIT team is asked to explore ways for it to become ever more of a circle, a co-learning community, instead of remaining within the old paradigm of people who know (trainers) teaching people who don't know (participants), so that the pyramid gets flattened to a circle of vulnerable people, sharing their hearts and together learning from the future as it emerges in front of their eyes.
- b. Every IIT team is asked to decide whether the event will be a general IIT or have a specific thematic focus such as social change, education, couples and intimacy, spirituality, etc.
- c. Each IIT team, after the completion of the training, is asked to collectively harvest learnings and proposals and post them in a web document, in not more than a one page format.
- d. Each new IIT team is asked to discuss these past experiences during their first online team meeting when preparing for an IIT.

4. IITs outside of a Western Cultural Context

When sponsoring IITs outside of a Western cultural context, organisers are asked to embody a humble and learning attitude. Rather than trying to reproduce the structures and ways that work within the dominant Western culture, organisers are asked to draw on local experience and wisdom, and to be open to completely reinvent an IIT (within the definition of the IIT from above) for the specific culture, so that the event still delivers the skills and awareness it is meant to, yet deeply honors and adjusts to the local culture and values.

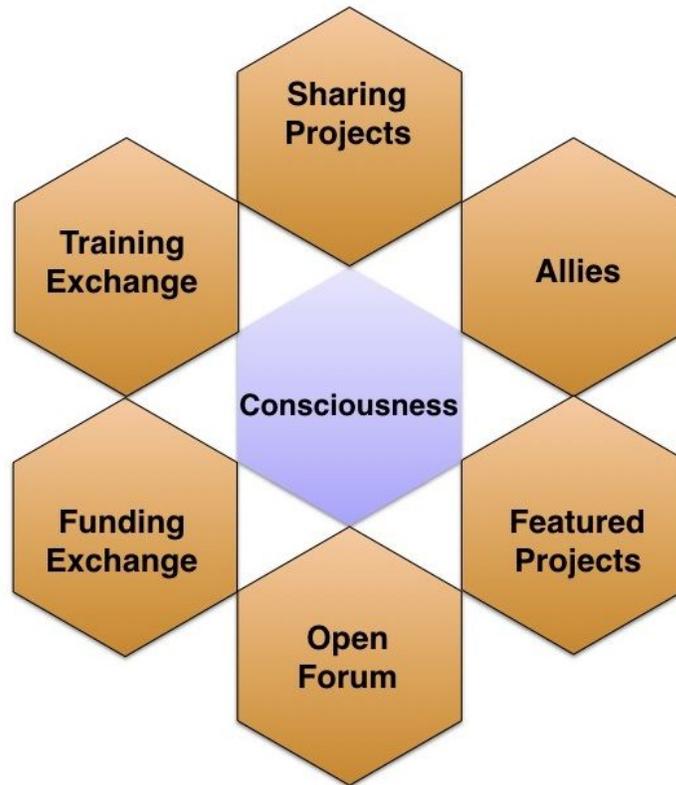
5. IITs Involving Underserved Communities

When underserved communities are involved, organisers are asked to consult with an Access Weave about who will be on the IIT team. The Access Weave will recommend NVC

Ambassadors with relevant experience, or if there are not enough NVC Ambassadors with relevant experience, NVC Practitioners with relevant experience.

I. Social Change and Peacebuilding (WG9)

The decisions within this part of the plan are based on the work of WG9 and and Integration Council Task Force.



1. Peacebuilding Sub-Cluster

The Implementation Council is asked to initiate one or more Peacebuilding Weaves as a sub-cluster within the Projects Cluster. One of the tasks of the leadership that emerges within the cluster is supporting the actions listed below.

Purpose of this decision: support empowerment and self organisation by sprouting the collective intelligence of the NVC community in relation to social change and peacebuilding.

2. Infrastructure for Projects

The Peacebuilding Sub-Cluster, when populated, is asked to design and build an infrastructure for projects to function well, including training in what it takes to run a project (e.g. how to connect with Funding Weaves to receive coaching and support with raising funds; how to build credibility in the world; how to engage the community to invite and find more people to join the newly formed weave; etc.)

Purpose of this decision: Creating an infrastructure aims to increase capacity within the NVC community.

3. Project Initiation

The Peacebuilding Sub-Cluster, when populated, is asked to give ongoing attention to the knowledge and resources available within the organisation and to the situation in the world, and to strategically propose new projects that individuals may initiate within the Projects cluster.

Purpose of this decision: Focused attention and project initiation aim to increase the likelihood that NVC-O will become a more active and visible player within the field of social change and peacebuilding.

4. A Social Change and Peacebuilding Hub on the Virtual Home

The Implementation Council is asked, when designing the Virtual Home, to include a colourful Social Change and Peacebuilding Hub with “hot links, ” including live “chat lines”, in the center, and 6 surrounding “spokes”. Note: the terminology of spoke and hub to support visualizing it as a wheel; it can also be visualised as a lotus or sunflower, so “a.” below is the center of the lotus, or sunflower.

a. Consciousness

This is the center of the Hub and graphic, such that b. through g. below are the spokes/hot links surrounding a.

This spoke will include, amongst other things, questions designed to increase awareness and in this way support the world's systems in becoming more life serving, and to directly support peace and conflict transformation in the world.

b. Sharing Projects

A listing of Social Change and Peacebuilding projects uploaded through project detail forms. Anyone can add projects, and the content is also reviewed for alignment and integrity with NVC-O Vision, Purpose, and Mission by SCP Weave moderators.

c. Sharing People Resources/ Allies

This is a hub for anyone to find allies and to offer yourself and your contribution in specific areas.

d. Training Exchange

This spoke's purpose is to open and deepen the awareness of NVC Ambassadors and NVC Practitioners to the abundance of complementary frameworks in the world today and to link NVC trainings and resources to like- minded and hearted modalities and movements.

e. Funding Exchange

Listing of organisations that fund NVC social change projects, as well as listing of examples of grant proposals and existing weaves that have successfully funded work so that new projects can learn from them. Anyone can add content, and the content is

also reviewed for alignment and integrity with NVC-O Vision, Mission & Purpose by SCP Weave moderators.

f. Featured projects

A blog of NVC-inspired social change stories (e.g. reports on experience in integrating NVC principles into new campaigns or in engaging in ongoing campaigns, and the impacts it generated, lessons learned, etc.). Anyone can add content, and the content is also reviewed for alignment and integrity with NVC-O Vision, Mission & Purpose by SCP Weave moderators.

g. Open forum for Sharing and deepening our Awareness, Visions, & Dreams

This is a forum to share and exchange about frameworks and resources outside of NVC to create more depth, effectiveness and aliveness to everyone's involvement. This is a discussion board with strategic collaboration spaces to support suggesting or engaging in ongoing initiatives and campaigns in ways that are rooted in NVC principles.

Purpose of this decision: This will bring together projects, people and resources, and offer platforms for collaboration. By creating this space, we hope to bring social change and peacebuilding into focus for the NVC community and beyond.

5. Technical Roles

- a. The Peacebuilding Sub-Cluster, when populated, is asked to invite computer savvy Partners to become administrator(s) that maintain the spokes, chat lines, and updating and monitoring of information.
- b. The Peacebuilding Sub-Cluster, when populated, is asked to invite and select Partners to become moderators with admin privileges to help maintain alignment and integrity of content on the Hub with NVC-O Vision, Mission & Purpose.

J. Transition

The decisions within this part of the plan are based on the work of Integration Council Task Forces and the Integration Council as a whole.

All materials referred to in these decisions are in the additional information accompanying this plan.

1. Transition of CNVC

The Implementation Council is asked to support the execution of the transition plan developed by the CNVC Transition Task Force.

The CNVC transition plan attends to the following:

- a. Reconfiguring CNVC into fully self-managing weaves
- b. Decision-making agreements during the transition
- c. Financial management of CNVC funds throughout the transition
- d. CNVC Board transition

2. Transition into NVC-O

The Implementation Council is asked to support the execution of the transition plan developed by the NVC-O Launch Task Force.

The NVC-O transition plan attends to the following:

- a. Transitional Partners, starting with the Implementation Council
- b. Financial management during the implementation period
- c. Implementation schedule, including the establishment of transitional weaves, launching the NVC-O community, and the final NVC-O launch
- d. Ideas for the launch event(s) for NVC-O

3. Implementation Tasks

The Implementation Council is asked to prioritise, attend to, and/or initiate weaves to attend to all the tasks that have been compiled throughout the Integration Phase of the New Future Process.

The currently known implementation tasks fall into the following categories:

- a. Startup: Tasks necessary for getting NVC-O up and running
- b. Prototyping: A plan for testing out the Integrated Plan and gathering feedback from experimentation
- c. Support: Tasks necessary for supporting Weaves in functioning at their best

- d. Structure: Attending to structure and governance elements, including refining and developing Operational Agreements
- e. Resources: Fleshing out and bringing together elements related to use of resources within NVC-O
- f. Systems: Establishing systems such as “Conflict Transformation” and others
- g. Apps: Operationalizing aspects of any of the “Specific Applications” part of the Integrated Plan, including initial selection of people to fulfill certain roles
- h. Access: Attending to multiple tasks related to establishing mechanisms for embedding the principles of creating access and transforming patterns of power and privilege throughout NVC-O.
- i. Misc: Other tasks that don’t fall into any of the other categories.