

# Holacracy for Humans



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# Ticketing Made Easy

Modern ticketing to  
deliver happy passengers.

nomad<sup>8</sup>

Keep moving ahead

[nomad8.com](https://nomad8.com)

We want to collaborate  
better!

*“Every time the size of a city doubles, innovation and productivity increase by 15%. When companies get bigger, innovation and productivity go down.”*

— Tony Hsieh, CEO Zappos

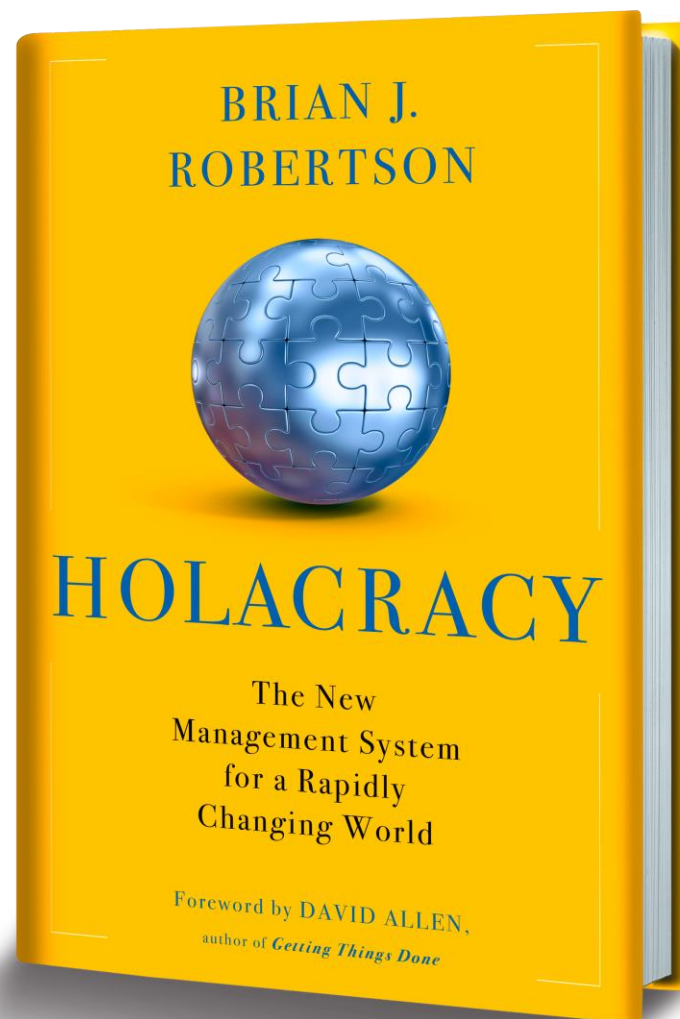
# Beliefs about collaboration

- treat people like responsible adults
- move authority to where the information is

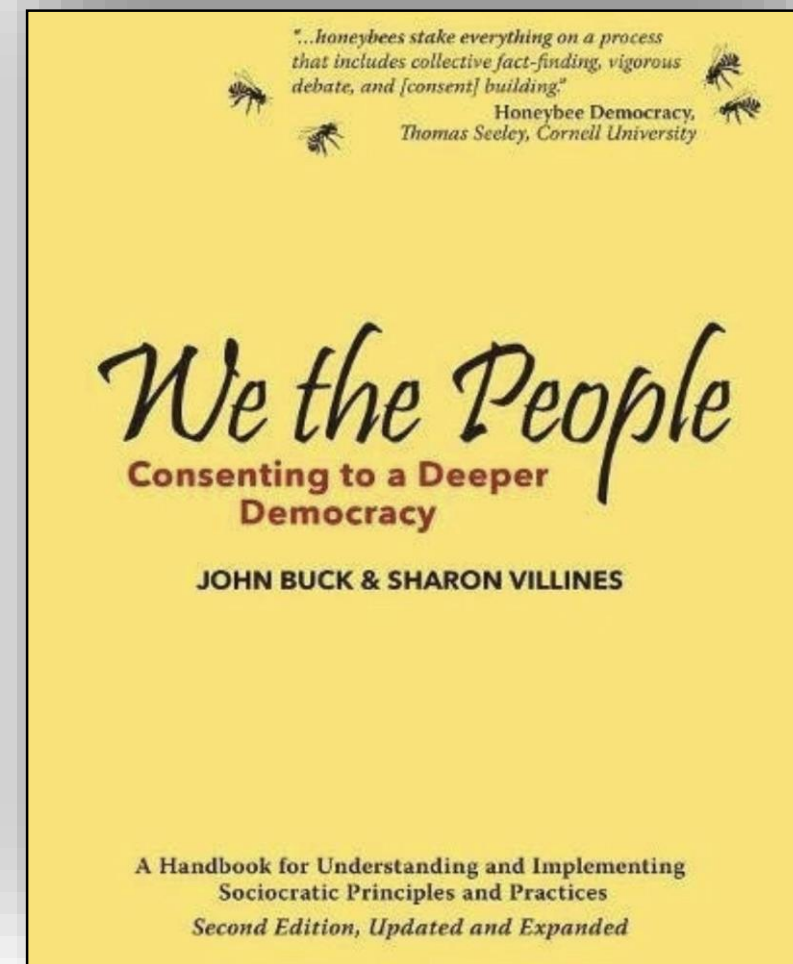
# What is Holacracy?

Holacracy is a method for  
creating a truly self-  
organising organisation





Holacracy 2009



Sociocracy 1970



# Zappos!

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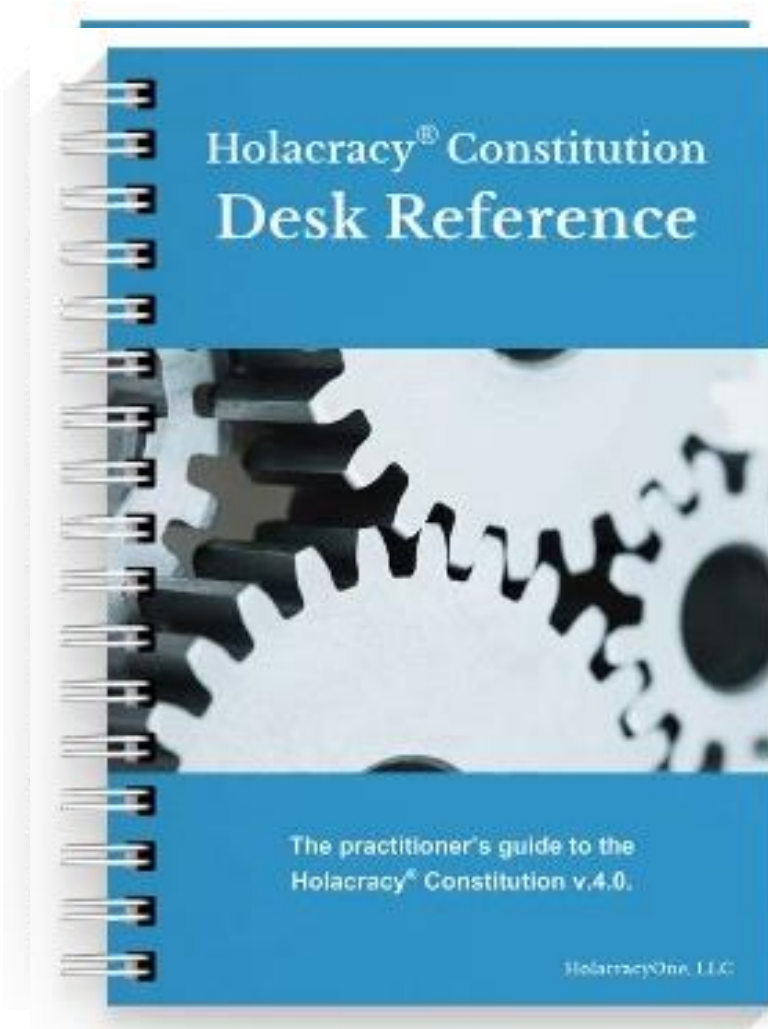
*“Scintology meets agile  
meets paleo meets  
crossfit.”*

—Mike Szikszai, CEO, Snapper

Let's try this ...

# Key concepts

1. Autonomous circles
2. Roles
3. Tensions & consent



# 1. Autonomous Circles

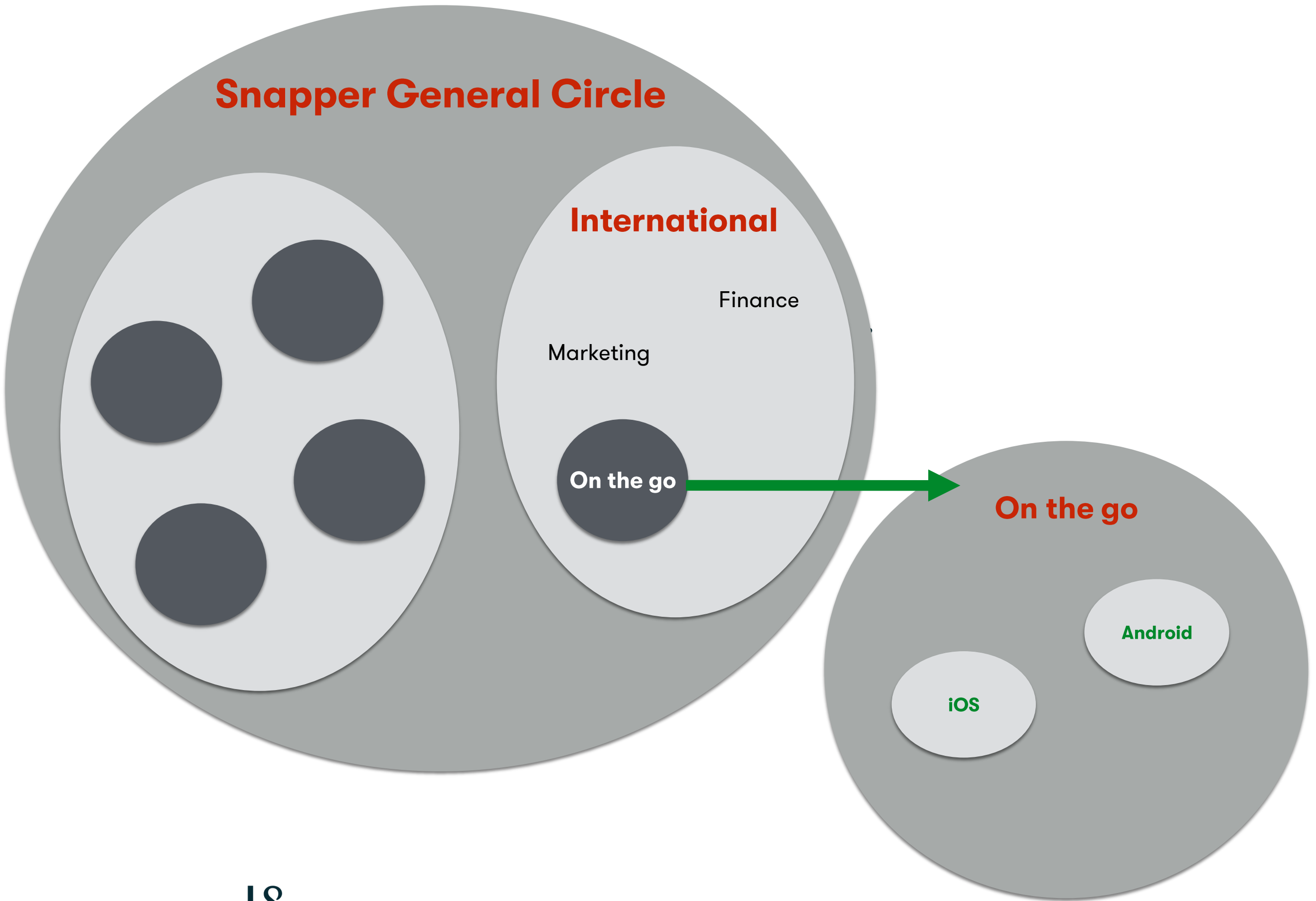
# Snapper General Circle

## Purpose

Make transport ticketing more attractive

## Accountabilities

- Design ticketing service experiences that are attractive to the people that interact with your service
- Grow business sustainably





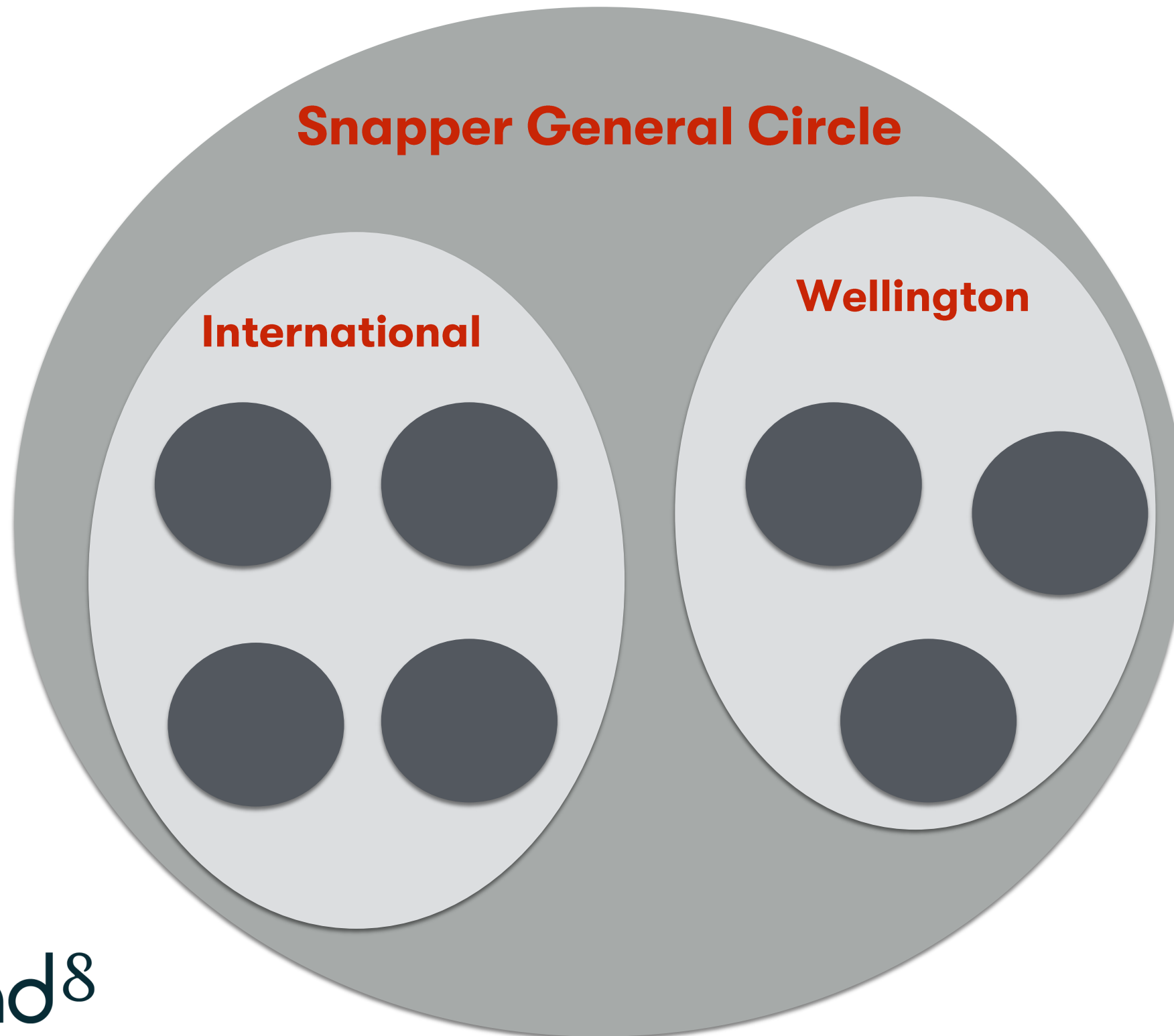
Lower circles have a  
narrower focus





A hierarchy of purpose  
- not people

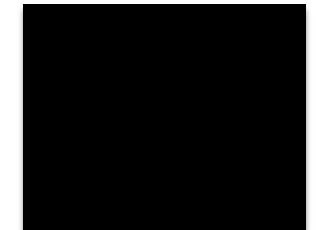
# Dynamic re-organisation



## 2. Roles

# My job description

		Refund issuer		
				Board Report Writer



Customer insights

*What I really do*

Audit co-ordinator

# Roles

- helped us split work into smaller roles that could be assigned to the most appropriate person
- allowed people to develop new skills
- dynamic allocation

# The process of defining roles ...

... was incredibly tedious but paid off

... helped us focus on the important parts of our work



# 3. Tensions & consent

# Tensions

- the gap between what is and what could be
- continuous improvement is baked in



decision making by  
consent

# Look outs

- meeting formats didn't work for us
- tools made us collaborate less
- don't wait for a meeting to act

3 years in...

# We collaborate better

- holacracy across the entire business
- circles are self-managing and performing well
- Snapper can grow and remain agile

“Things were definitely difficult in the beginning.  
The rigid rules felt at odds with the  
organisational culture.

However, we didn't give up, tried everything for  
ourselves and things have worked out well.”

— Anthony, Business Analyst



# What I think about Holacracy now

Holacracy will amplify the  
culture that's already in place.  
It won't change or improve it!

Holacracy, Agile and common  
sense will make a big  
difference

It's not about doing  
Holacracy but about being  
holacratic!



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