

SUMMER 2021-2022

ANNUAL IMPACT REPORT



Sociocracy For All

WELCOME



Hey there!

Not in wildest dreams would I have thought that I'd become a governance consultant. Or that I'd co-found an organization that supports the movement around a particular kind of governance - heck, believe it or not, but my first language (German) doesn't even have a word for "governance".

So many of us think that governance is abstract, intellectual even? And I've learned more and more just how wrong - and disempowering - that view is. Here is how I see it:

Governance is what helps you self-organize with the people you care about around a purpose you want to move forward.

And that couldn't be closer to our hearts! Governance is about the people we work, live, plan and act with on the mission we care about.

We all should have been taught how to do this in school: having a solid decision-making process, good meetings, and a good way to divide things up into circles and roles, those are basic essentials. We learn how to read and write essays, and learn how to do math ... but we don't learn how to have a good meeting?!

Our education system and the wider society fail to offer training for something as essential as group decision-making, in a time when growing complexity makes collective sensemaking and decision-making more important than ever.

Sociocracy For All is filling that gap.

And we're working hard to make those tools available to everyone - no matter where you are, who you are, or how wealthy you are. We don't own sociocracy - we believe a social system can't be owned. It's for everyone - a commons for everyone to enjoy.

Since all SoFA members strongly believe in that vision and the good things we can contribute, we make a lot happen with little resources. We want to share what we've done since the [last impact report 2020-2021](#). We have so much new to tell you about!

Enjoy reading!

A handwritten signature in blue ink that reads "Ted".

Executive Director
Sociocracy For All



Sociocracy For All

SOFA THEORY OF CHANGE

My colleague Jerry Koch-Gonzalez has this joke - "when everyone decides everything together, everyone knows how little gets done. In sociocracy, where decision-making is distributed, nobody knows how much gets done!"

It's meant as a joke but there's also truth to it. It's impossible for one mind to know all the things that are happening within SoFA. That's exciting but it's also a challenge - not only do we want to tell you what's happening but also our circles need to of course have sense of all the different activities so we can find more places of alignment. In order to be true to the vision of many voices **singing**

one song, we worked on the "song" that connects us all: the WHY of Sociocracy For All.

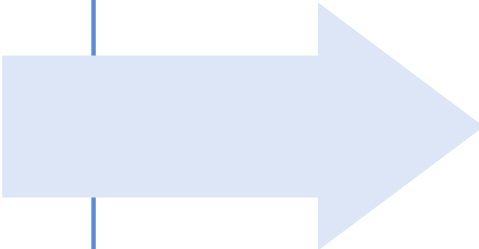
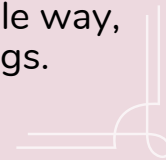
Why does Sociocracy For All exist? And what is it that we want to contribute to the world?

We dove deeply into that question this year. The result is our **Theory Of Change**.

Our Vision:



A world in which people engage together to meet their individual and collective needs in an equitable way, with respect for all living beings.



How can we get there?
What is the roadmap - the steps along the way?
And what is SoFA doing to get there?

Read on the next few pages what the obstacles are to change, and how we want to change the status quo of poor governance into inclusive, effective and transparent governance over time!

SOFA THEORY OF CHANGE

exploitative,
extractive,
exclusive
systems

The status quo in organizations

Top-down governance systems are based on coercion. Those “higher-up” make decisions, and those “lower down” have to follow. The negative impacts are many-fold.

- On the **worker** side: disengagement, loss of autonomy, and painful lack of voice/agency, along with poor mental health.
- On the **organization** side: a significant loss of information and productivity for the system if workers disengage or aren't heard
- For **society** and the **planet**: The widespread (and practically invisible) story of separation, that humans are separate from each other and from nature. People are separated.

Even very egalitarian systems are often too loose and **lack the necessary level of differentiation and clarity** to operate effectively and efficiently.

- groups wear out, slow down, and
- informal power structures emerge

Majority vote in classic democratic systems tends to **polarize**, benefits those already in the majority, and skews the systems in favor of those who have the means to campaign or speak compellingly.

Obstacles

You can only change if you recognize the issue.

Some people don't "see" governance. They think it's a people problem - when it's the systems and mindsets that determine behavior.

People don't know that there are options

Most of us learn about democracy in school, and we never learn about other alternatives.

Changing governance requires lots of support

Financial and other access barriers keep organizations from getting the help they need to support deeper change.



SOFA THEORY OF CHANGE



STEP 1

Make sure people can find out about sociocracy.

What happens With more people knowing about alternatives, they have the choice to pick a governance system that supports effectiveness and equivalence.

What we do

- free resources online
- free training
- outreach at events and in media

Is there progress? Yes! We're experiencing higher demand for and bigger presence of sociocracy. It's clearly more known now!



exploitative,
extractive,
exclusive
systems

Sociocracy
is known



SOFA THEORY OF CHANGE



STEP 2

Helping people learn and USE sociocracy.

What happens

People have access to learning opportunities and can use sociocracy well. Organizations can implement sociocracy, with minimal or full support.

What we do

- classes + materials
- peer support and networking
- coaching

Is there progress?

Yes, sociocracy is used more and more.



exploitative,
extractive,
exclusive
systems

Sociocracy
is known

Sociocracy
is used

What YOU can do:
Join a Community of
practice to improve
your skills.

SOFA THEORY OF CHANGE

3

STEP 3

Sociocracy becomes a normal option of governance.

What happens

Sociocracy becomes a "mainstream" way of running organizations. New organizations form sociocratically; established organizations transition to sociocracy.

What we do

- increase visibility of successful adoptions
- provide sector-specific materials (e.g. legal documents for specific sectors)

Is there progress?

Yes, in some early-adopter sectors, sociocracy is seen as the go-to choice.



beginning stage

exploitative,
extractive,
exclusive
systems

Sociocracy
is known

Sociocracy
is used

Sociocracy
becomes
normal

What YOU can do:
Talk to multipliers in
your sector and share
case studies.

SOFA THEORY OF CHANGE

4

STEP 4

Non-coercive institutions will become the **norm** for society.

Sociocracy is only ONE tool to make our vision a reality. An integrated approach is needed to include all areas of society in a deep and healing transformation.

- connect all the frameworks and movements that support equivalence and regeneration - like solidarity economy, permaculture, Nonviolent Communication, Commoning,...
- offer positive stories, learning and reflection spaces that support personal development
- Connect sociocracy with legal and economic models that are mutually supporting

exploitative, extractive, exclusive systems

Sociocracy is known

Sociocracy is used

Sociocracy becomes normal

A world that works for all

SOFA THEORY OF CHANGE

So what?

So what did we learn from doing the work on the theory of change?

The most important step might have been the conversations along the way. What matters to us? What's our piece in the big puzzle?

- With our vision, we're highly inter-dependent with our ally movements' success. As a simple example, **sociocracy will only succeed if all the tools and frameworks around personal development succeed as well.** One can't be done without the other. The same is true for diversity, equity and inclusion, ownership models, and models for more sustainable economies. The different movements have to get out of their silos and play together. That's why we encourage other thinkers and doers to do webinars with us so we can continue to weave the movements together towards a very similar vision - and we realized we might have to do much more of that.

- Another learning was to focus more on **metrics within the organization.** We had already adopted an OKR approach but this fueled the excitement about focusing on and connecting the OKRs in the different departments with each other.
- More motivation because when broken into smaller steps, change does seem possible. It might be too slow, too late and it might not happen everywhere right away, but **sociocracy will be needed on this planet no matter what the next few decades will look like** - no matter what, people will need to organize. And the better they do it, the better it will be for everyone.

constellations
Teal organizations
restorative practices
polarity management
Nonviolent Communication
education
cooperatives
regeneration
intentional communities
Theory U
Permaculture
agile

SOFA SECTOR SUPPORT

AN INTEGRATED APPROACH TO MOVEMENT-SUPPORT

We are more than a consulting group or a training organization. **We see ourselves as a social change movement-support organization.**

The different parts of Sociocracy For All support separate but integrated parts of the movement.

Each part holds a part of the puzzle - and only together do they gel into a systemic approach.

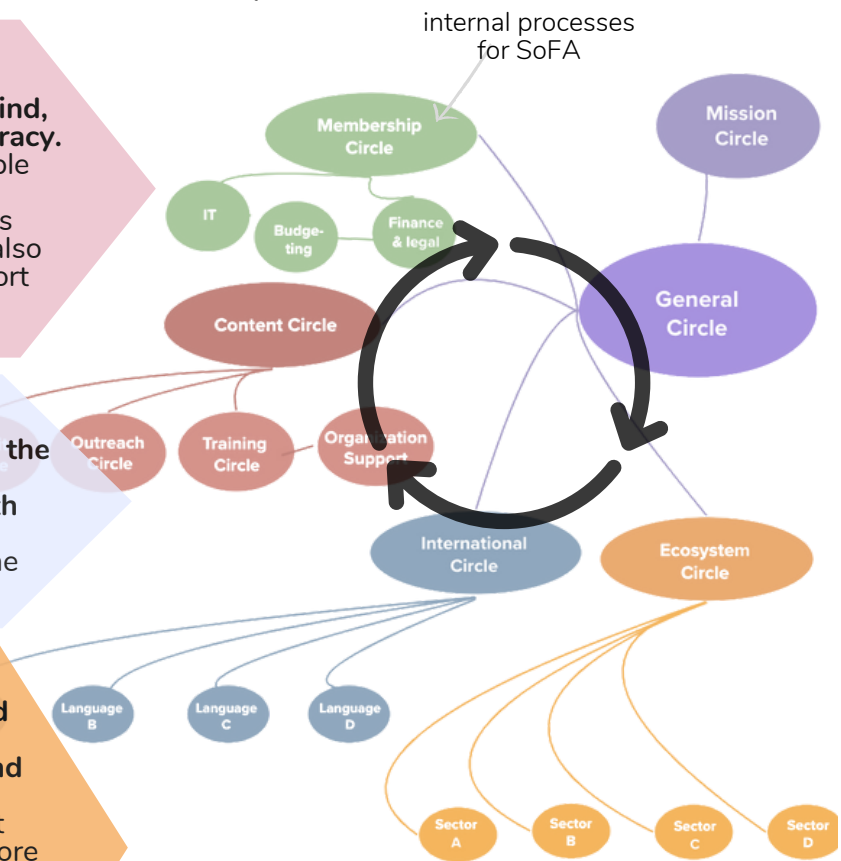
All circles are connected via operational **Help Desk** relationships (too many to draw!), for example between specific languages and website support, or between Ecosystems and budgeting circle to support their budgeting process.

An internal circular economy

Content Department
Making sure everyone can find, learn and implement sociocracy.
 The work they do bring people into the networks of International and Ecosystems Circle. Content department also trains consultants that support the work in sectors.

International Circle:
Making sure people all over the world can get access to sociocracy and network with each other. This increases interest for people all over the world.

Ecosystem Circle
Making sure people can find special applications of sociocracy in their sector and network with each other.
 The more people learn about sociocracy in a sector, the more people engage in learning which feeds Content Circle. In return, Content Circle supports sector circles in putting on conferences, webinars and building their websites.

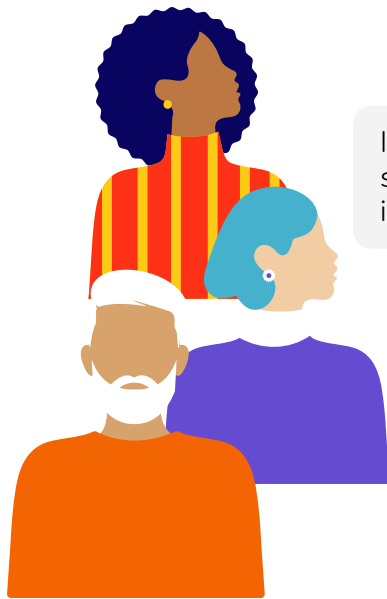


Want to understand better how the parts fit together? [Watch this video \(9min\).](#)

SOFA SECTOR SUPPORT

Imagine you're an organization that is curious about sociocracy. What would it look like? We obviously can't tell the future but one thing we can do is provide you with as much helpful information as possible.

That means, we can give you resources and connect you to others who are in similar contexts and can give you a better idea of how sociocracy applies to you.



We're a coop. How can we train everyone?

In my school, what decisions should children be involved in?

Our network has a lot of coming and going of members. How does that affect our use of sociocracy?

In our community, some would like to make all decisions in the General Meetings. What do we do with that?

How do we combine sociocracy with the fact that the founder owns the company?

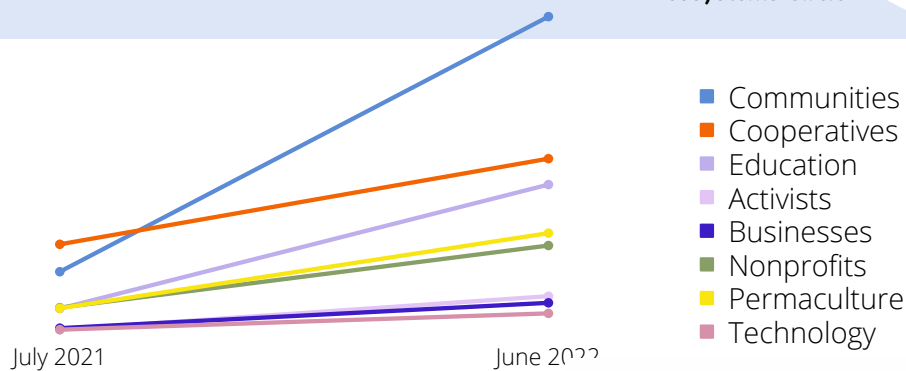


Sector interest

“ We started tracking interest in different sectors and their growth in July 2021 and have seen wonderful growth of interest since.

”

Rhonda Bair
Leader of
Ecosystems Circle



DATA: GROWTH AND IMPACT



Between July 2021 and June 2022, our videos on youtube have been watched **31,937 times**.



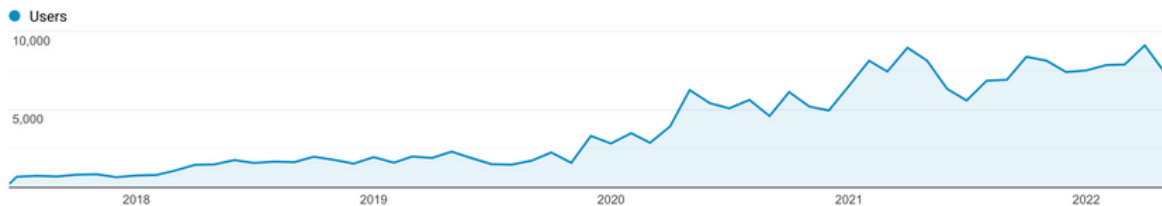
"Sociocracy - the operating system of the New Economy"
56,713 views to date



"What is sociocracy"
34,159 views to date

Website hits

Website traffic has increased again over the last 12 months. We feel the impact of growth everywhere - especially on the website. We apologize if you have been struggling with our website - we're working on it!



Students

We've trained a lot more people again - a total of ca. 1400 people.

These are estimated numbers for English & Spanish:

Webinars and info sessions	700
Beginner classes (open and for clients)	164
Facilitation classes (open and for clients)	210
Nonviolent communication (open and for clients)	100
Video-led classes (ELC, SoBA)	350
SoLT	50

Certifications

In the last year, we've gotten more serious about certifying people. In SoFA, there are now

- 4 certified consultants
- 11 certified trainers
- 26 certified facilitators
- 35 certified practitioners

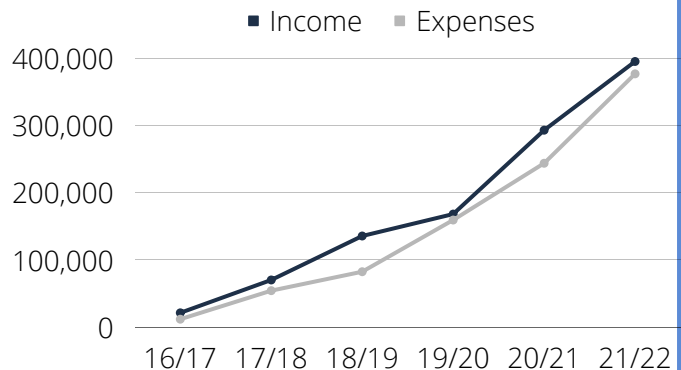
BUDGET TRANSPARENCY

Our volunteer members have contributed an estimated 4500 hours this year - the equivalent of **\$81,000!**



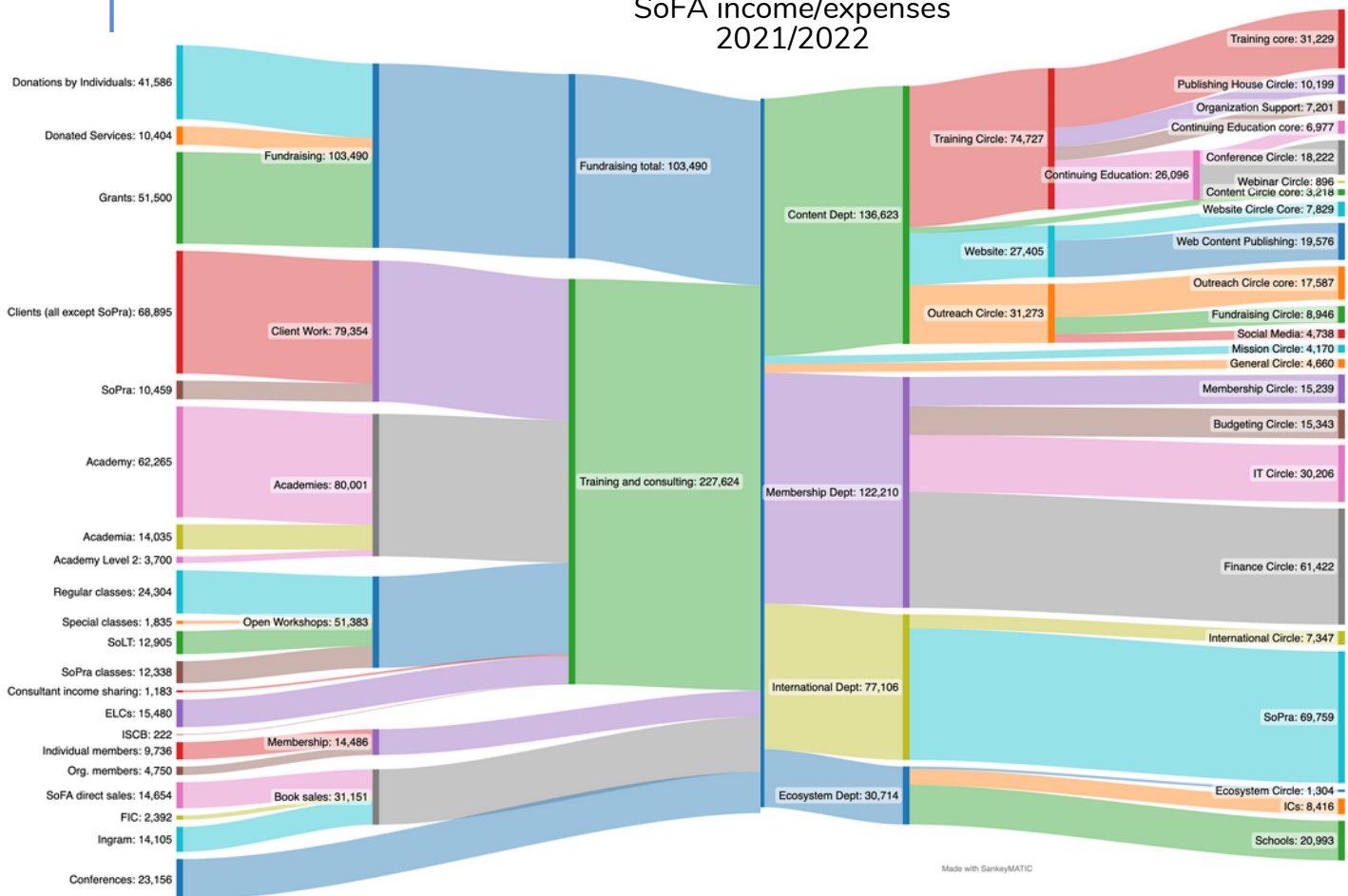
Over the years: income

2016/17:	\$ 21,748
2017/18:	\$ 70,638
2018/19:	\$ 136,067
2019/20:	\$ 168,700
2020/21:	\$ 293,517
2021/22:	\$ 395,778



In the past months, we've changed our budgeting system from a more centralized system where parent circles approve their child circles' budgets. That allows a budget (in which the General Circle much better breakdown in numbers, as decided on each budget line) to a you can see below. decentral-

SoFA income/expenses 2021/2022



CONFERENCES

A place to learn,
network and get
inspired

We've organized several
conferences in the last 12 months
with a total of 631 tickets sold.



**Shala Massey,
Leader of
Conference Circle**

SoFA conferences are a place for everyone. From those who are just learning about sociocracy to experienced sociocrats, our conferences create spaces to connect, learn, engage, inspire and be inspired.

This year, we wanted to make the conferences more accessible to and inclusive of our global community. We hosted over 100 presentations in multiple languages including English, French, German, Italian, Portuguese, Spanish, Swedish, and Turkish. And for the first time in SoFA conference history, live interpretation options were provided in English, Spanish, Portuguese, and Turkish!

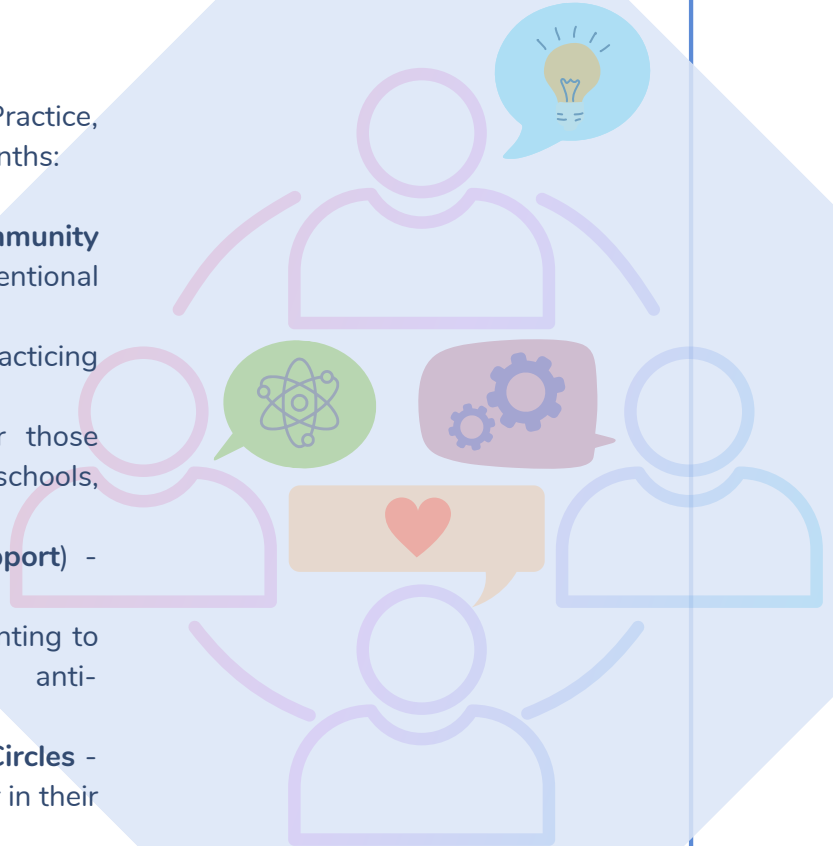
We are grateful and excited to continue to be a part of the growing community of sociocrathusiasts across the world and look forward to seeing you at the next conference!

SOFA COMMUNITIES OF PRACTICE

SoFA's Communities of Practice offer members an opportunity to network and share resources, wisdom, and challenges with other sociocrats within their sector or field of practice.,

SoFa has several active Communities of Practice, four of which launched in the past 12 months:

- **Advocates for Sociocracy in Community CoP** - for members of intentional communities practicing sociocracy
- **@Work CoP** - for those practicing sociocracy in the workplace
- **Schools and Education CoP** - for those practicing sociocracy with youth, in schools, and in universities
- **SIPS (Self Implementers Peer Support)** - for self-implementers of sociocracy
- **Breaking Cycles CoP** - for those wanting to explore sociocracy through an anti-oppression lens
- **CoP for Facilitators of Sociocratic Circles** - for those holding the role of facilitator in their sociocratic circles
- **Mixed Topics in Sociocracy CoP** - for those wanting to explore a range of special topics in sociocracy



Our goal in the @Work community of practice is to help those of us **working in business be more successful introducing Sociocracy**. We do this by sharing experiences or potential situations on implementing sociocracy in the workplace in order to receive feedback from others in the group.

- Adrian Perreau, leader/coordinator @Work CoP

The nature of (Breaking Cycles) CoP is a bit different from others in that the aim is to **examine dynamics in everyday circle work that might not align with the sociocratic values and the intentions of equity and belonging**. If these dynamics persist, they can perpetuate underlying historical processes of marginalization and oppression, cycles that it is our intention to break.

- Karen Kieffer,
member Breaking Cycles CoP



WHAT DONORS SAY

"I want sociocracy to succeed as the default in the way we interact with one another. The more we can impact on that basis, the better. I hope that it will have a monumental shift in how society conceptualizes interactions between individuals and groups and between each other and so forth."



Christopher Gervais

Why did you donate to Sociocracy For All?

"I think that if people are able to come together in groups and really function together and get shit done - I believe in that possibility and I believe in how powerful that is. That is super possible and we need tools to get there because we have been so effectively trained out of working together and valuing one another so we've got to relearn and retrain and we've got to have tools."



Helen Forsythe

INTERNATIONAL CIRCLE HIGHLIGHTS

The international circle made a “Growth leap” during 2021-22 when more language circles started to form and the circle doubled in size and it was made obvious that we need to build more capacity to support that growth with available resources and information.

We started 2021 - with 5 Language/ Locale Circles:

- SoPra ([Spanish](#))
- SoFA Italia
- SoFa Scandinavia
- SoFHe ([Hebrew](#))
- SoHua ([Chinese](#))

Since then other Language/Locale joined us:

- SozFA (German)
- SoFra ([Francophonie](#))
- SoTes ([Portuguese](#))
- And our newest addition: SoFA Nederlands (Dutch)

International circle leader became a paid role with the aim of offering support to forming and existing circles. This role, including localization and development of international circles, is held by Lea Shani.



SOCIOCRACIA PRÁCTICA (SPANISH CIRCLE)



I honor all the great work that has been done this year. It has been a very intense year with big challenges and I feel moved to belong to an organization that has the tools to be able to go through times like this in the most loving way possible. And I am amazed to see the immense work we have been able to do.



Nora Plaza, Leader of SoPra

- We accompanied 26 organizations and companies in Spain and Latinamerica.
- We have done NVC and equity workshops for teenagers for 4 secondary schools (400 teenagers).
- We have received a grant from Diputación de Cádiz (local government) to continue with the program "Talleres de Comunicación No Violenta y crecimiento en igualdad para apoyar la creación de espacios educativos de paz" one more year.
- We formed an alliance with School Circles and Outopia to bring the movie "Schools Circles" film to Latinamerica.
- We added a large number of translations to make sociocracy accessible in Spanish, especially the translation of Who Decides Who Decides. Thanks to an agreement with a print-on-demand service in Latinamerica, we can finally make books accessible there.
- Offering training of trainers to have more people prepared to teach Sociocracy in Spanish
- We have participated and give talks about Sociocracy in:
 - Congreso de Liderazgo y Empresa Consciente.
 - Lobby de Economía Humana.
 - Jornada de Culturas Regenerativas
 - Capitalismo Consciente México
 - Foro Mundial Social
- We have supported the Spanish Transition Movement "Movimiento de Transición" by doing on line meetings and public videos.
- ProPS - our immersion training - also offered in Latinoamérica time.

SoPra membership increased to 57 members.

4 new Circles:

- C.Ecosistemas
- C. de Transición
- C.Nuevas Economías
- C.Permacultura

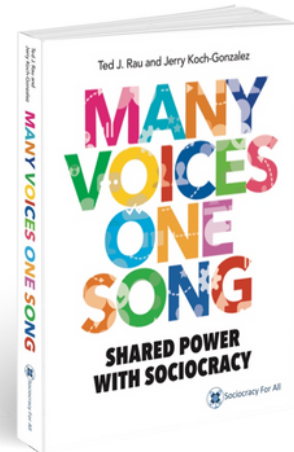
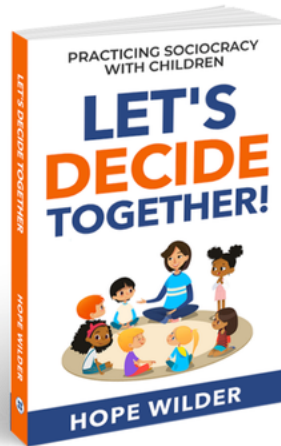
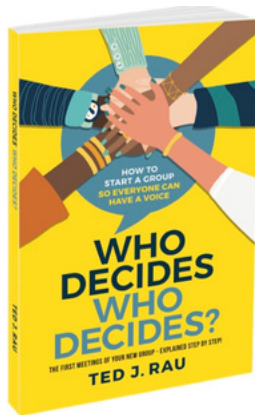
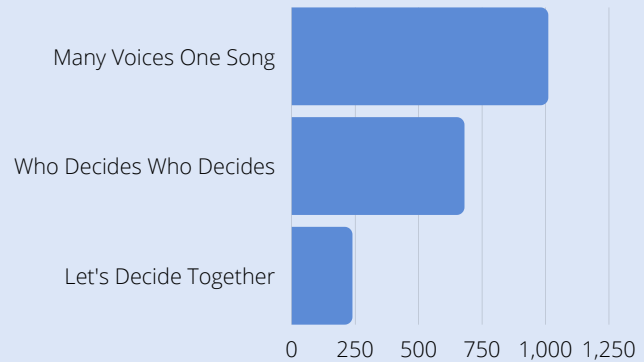
OUR BOOKS

**WE HAVE SOLD
1948 BOOKS
IN THE LAST 12 MONTHS.**

That's awesome!

In case you're curious, this is the breakdown of what books people are buying.

Let's Decide Together is still new and off to a great start.



A new book on sociocracy stories is currently in the work - hopefully, it will appear in early 2023.

Find them all under www.sociocracyforall.org/books

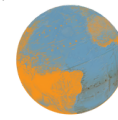
LET'S GIVE A BOOST TO THE CLIMATE ACTIVISM MOVEMENT!

A grant!



Hurray!
SoFA won a \$25,000 grant from the Climate Emergency Foundation to offer free sociocracy training to climate activists.

Starting in late fall, climate activist groups will be able to access sociocracy training for free in several languages, via a video-led training format very similar to our Empowered Learning Circles (ELC).



**CLIMATE
EMERGENCY
FUND**

How it will work



Form learning pods

Groups of 4-7 people learn together. (If your group is bigger, you can split it up into learning pods.)



Sign up & schedule

The convener learning pod signs up and schedules with the pod. **You're good to go!**

Each learning pod can learn together on their own schedule.



Learn together

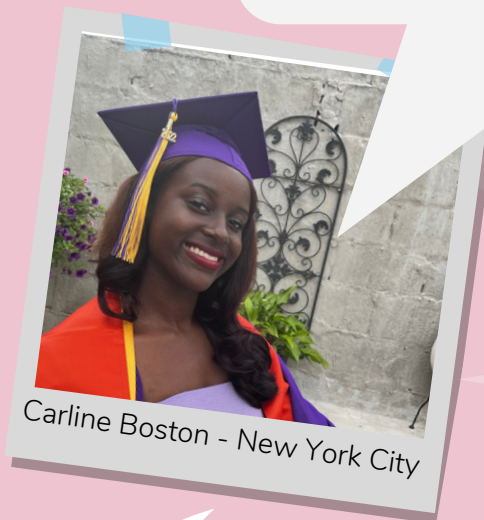
Each pod goes through the sessions and alternates between watching videos and doing group exercises.

- 4 sessions x 2 hours
- meet in video call or in person

This offering will be available starting in mid-fall!
More preliminary information

POSITIVE CHANGE!

"Many spaces I've been in don't use sociocracy. As a result, I had gotten used to having people talk over me and started to feel like my ideas weren't good enough. After joining Youth Power Coalition - a sociocratic organization - and being introduced to sociocratic customs such as consent rounds and co-creation practices, I began to feel like I was being heard and valued. As a leader, I learned how to listen more and when to make space for others to share. This has made me more empathetic in the work that I do."



What does Sociocracy For All mean to you?

"Sociocracy has definitely changed my life and I strongly believe that it is the way of the future. When cultivating youth leaders that are going to change the world, teaching them about sociocracy is the best way to go."



MODULAR TRAININGS

We've redesigned our training offerings into more modular trainings. Learn what you want to learn next!

- Each topic - consent, meetings, circles/roles and feedback - has its own module.
- Each module has a free info session and a full class.

Sociocracy modules

Free info sessions
(45 min)

Full classes
(3 hours)

<p>Facilitating group decision making Full Class</p>	<p>Facilitating group decision making Full Class</p>
<p>Inclusive meetings Free overview</p>	<p>Patterns and processes for inclusive meetings Full Class</p>
<p>Building horizontal organizations Free overview</p>	<p>Decentralizing decision-making with circles and roles Full Class</p>
<p>Horizontal accountability Free overview</p>	<p>Performance, leadership and accountability in horizontal organizations Full Class</p>



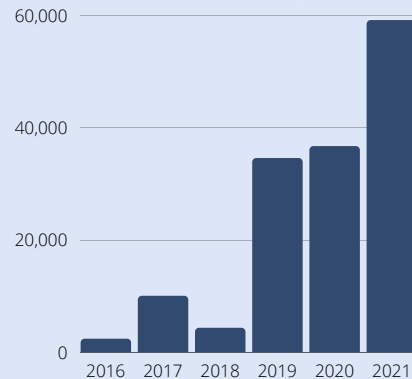
Dates + info: www.sociocracyforall.org/training

FUNDRAISING MATTERS



Fundraising impact

In 2016, we fundraised \$2,356
In 2017, we fundraised \$10,009
In 2018, we fundraised \$4,322
In 2019, we fundraised \$34,585
In 2020, we fundraised \$36,715
In 2021, we fundraised \$57,914



Fundraising is part of what made all the impact and growth shared possible!



Deborah Chang,
Leader of
Fundraising Circle

“ We did it! Together we raised money that has since provided scholarships, and supported sociocracy in different languages and sectors.

But even more important than the numbers, I believe, is the message of hope. I get overwhelmed when I consider the effects of governance by coercion: the climate crisis, authoritarianism, genocide, and the list goes on. I sometimes think to myself, "Maybe I should just give up. Maybe it's too late." But then I attend a sociocratic meeting, one where everyone has a common goal, respect for all voices, and a commitment to meet our collective needs, and **my heart eases just a little bit, my soul expands just a little more, and I dare to hope again.** That's what you're supporting with your donations: hope.”

In 2023, with your support, how far can we go?

If you are interested in being a **matching donor** this year, please contact deborah.chang@sociocracyforall.org

Give the gift of long-term support - consider becoming a **recurring donor**.

Donate



SOFA'S BEST-OF RESOURCES

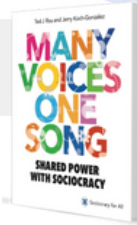
Benefit from SoFA's most-used resources. Remember, you can also share them!

www.sociocracyforall.org/content



a collection of intro-level articles and search for topics and sectors

www.sociocracyforall.org/mvos



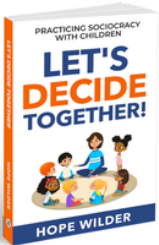
Find Many Voices One Song and its resources

www.sociocracyforall.org/who-decides



Find Who Decides Who Decides and its resource page

www.sociocracyforall.org/lets-decide-together

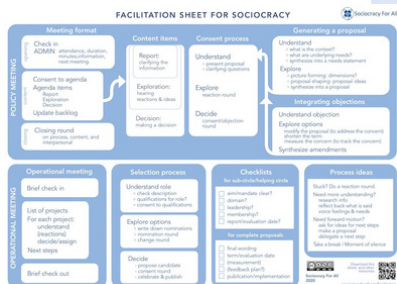


Find let's Decide Together - the book on sociocracy with children

www.sociocracyforall.org/facilitation



All facilitation-related resources, incl. the decision-making sheet.



HOW TO GET INVOLVED

How can you get involved? Easy!

General inquiries: info@sociocracyforall.org

Become a member -
Membership page

Membership



Share SoFA's posts on
social media - ideally
with a personal note



What did
others
do...?

How does
it work
to...?

How do
we...?

Discuss with others on the

SoFA Forum



You are a sociocratic
organization?

Explore **organizational
membership** - a solid
support package for the
whole organization.

Learn more



Donate to Sociocracy For All and
support effective, caring and resilient
organizations everywhere!

Donate

