Hi Everyone.
Here we go.
First, I want to rough out the main ideas underlying the first draft of the bylaws I've written. The powerpoint on the bylaws that's been up in this group for several weeks starts off like this
"When the change we are seeking is a change of the culture of the entire society and its economical and political structures, the organization we want to build has to derive its concept from outside all conventional structures."
This is what I've done.
Here's a brief sketch of the core structural concepts. It might be easier to just read the first draft, but some people may find this helpful.
https://docs.google.com/document/d/1bWwCnzAoL2tHXMC2VdhJlnYMOIwBI GaSrST21bzUfKE/edit

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**Structural Introduction**

The proposed bylaws are designed to allow anyone who wants to participate to vote with their participation. There are different levels of engagement with M4R, each one of them defined by the number and type of events a person has participated in, and what Responsibilities and Obligations they have undertaken. Responsibilities are defined as cultural expectations enforced by social censure only; Obligations are defined as cultural expectations enforced by both social and formal censure.

Anyone who signs up with M4R on our website is an Ally. Allies have a Responsibility to be generally familiar with M4R, and an Obligation to participate with Integrity. Any Ally who participates in at least two events within a 12 month period, at least one of them an event where they have seen our decision making process in action, is a Member. Any Member who attends at least one more event within a 12 month period (three total) is a Guide.

People who participate with some regularity bring ideas, data and information about the world into M4R; their participation helps guide the organization; thus, they are Guides.

A Guide who participates in at least one additional event where they observed our decision making process may choose to join the decision making group in the Chapter, beginning with the next gathering where decisions are made.

In short, the route to becoming a decision maker in an M4R Chapter is: attend four events within 12 months, at least two of them events where our decision making process was followed. At the next decision making event, you are part of the decision making group. There is no bar to joining the decision making group other than participation in at least four events, two of which where our decision making process was observed.

Joining the decision making group means taking on Responsibilities and Obligations, which are defined in the bylaws.

So anyone can join, by participating, and anyone can move into the decision making team by participating a bit more.

Having a large leadership team leads to loggerheads unless everyone on the team is pretty well aligned with each other, at least generally speaking, but also in more detail. So we want to keep leadership teams small, unless they've gotten into good alignment. The structures are designed to allow each Chapter to self-regulate the size of its leadership team.

That is done in the form or a template, that has some parameters. I don’t claim to know exactly which are the best parameters. The key term in the first draft is “Accord”. An Accord is the number of people in the right kind of positions that need to be present in order to make decisions. Yes, there’s that other world, but let’s leave that out of it. The more people on the leadership team, the more people you need to have an Accord, so the more often you’ll have problems
forming an Accord. So it’s easy to get on the leadership team, just participate a bit, but do you want to be on the leadership team? If they’re doing a good job, maybe you don’t. There are other things to do in the organization. But you can always step into the leadership team if it becomes necessary (if you’re participating at the level you’d need to be in leadership, or nearly). The leadership team knows that and wants to keep things moving smoothly. Also, there are layers of leadership. An “outer layer” (some of them with less participation, but everyone with some participation) of more members can override some decisions of the leadership team. Like looking over their shoulders and letting everyone know where the broader membership wants to go.

This is all very graphical (topological actually), and I’ll be developing some graphics to help illustrate.

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In order to change the culture, we need to change more than just our organizational structure on paper. We need to change how we think and feel and talk about organizational structures. Here’s an introduction to that idea in some depth, starting with the first several points made in the powerpoint on the bylaws that came out of the sub-committee as Steve Friday posted them.  
https://docs.google.com/document/d/1dgX9FKRZ4QVot4CvWouhLJDVoFiguUUmOJ7flkVXeQM/edit

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Michigan for Revolution
Grassroots Democratic Societies

Sketch of the Problem
When the change we are seeking is a change of the culture of the entire society and its economical and political structures, the organization we want to build has to derive its concept from outside all conventional structures.

Since we are all products of the culture and the society around us, our challenge is to set our imagination free of that which produced us.

In order for any person or entity to be able to affect change, they cannot abide by the rules and structures of which they want to change.

The culture and the organizational structure they seek has to come from outside.

We imagined an organization where ideas that find traction evolve and ideas that don’t find traction stay dormant.

We imagined a structure that allows for the drive to reach the same envisioned society to be the leader not individuals or rigid structures.

We imagined a structure that allows for organic growth and inhibits attempts of any individual to divert it from its path.

Sketch of the Solution
Keep in mind: an organization is a power tool.
Our organizational structure must answer these six questions.

How does a new person find us, learn about us, and engage?
How does a person join a Chapter, become a member?
How do new members influence their Chapter, without destabilizing it?
How do the members of a Chapter make decisions together?
How do Chapters communicate with each other, make decisions together as M4R, without destabilizing each other or the organization as a whole? How does the organization as a whole adapt and grow towards our goals?

In order to answer these questions, we need to use a common language.

Our common language has evolved symbiotically with the social structures we aim to change. The words we use to discuss and explain organizational structures have cultural and social baggage. They make us - at the very least encourage us - to feel and think about one organization much what we felt and thought about another, in large part because we use the same words and phrases and they carry associations, often at a depth we’re not directly aware of. Being tied to structures we know and understand well, our common language for describing organizations makes it difficult to think and feel outside those rigid structures.

Changing our culture, our society, and the structures of abuse and oppression they grow, requires becoming aware of our relationships with ourselves, with each other, with our organizations, with the world around us, with the unexpected, and the unknown.

How we think and feel about those relationships will be the basis of every change we create.

To move our culture in the direction we want, we need to step outside of the structures we know.

If we use our common language for organizations, we will bring our cultural baggage with us, label the components of our organization with that baggage, and with every new member, we’ll have to explain that when we say “quorum” we don’t mean exactly what is meant in other organizations, and we have a long discussion that will inevitably involve some confusion. Then we’ll have to do that again with every word of the old language we re-use. In order to be clear, in every instance we explain our new meaning, we’ll have to repeat the old meaning, to make clear distinctions. It because a huge barrier to communicating, and, as I’ve seen in other organizations, the distinctions quickly get dropped, and the language itself bends our intentions back into the structures we were trying to escape.

The solution is to use our common language, but not our common language of organizations. Instead, we need to use language that conveys the ideas, but carries different cultural baggage. The baggage we actually want to pack and bring with us into the new society we’re striving to grow.

We already call our local organizations “Chapters”. This word is often used to refer to parts of an organization. But it has another meaning in our common language. It also means parts of a story. Organizations in our culture are almost universally top-down authoritarian structures. The immediate question for a Chapter of an organization is how much control over a Chapter do the higher-ups in the organization have? A Chapter of a story doesn’t ask that question, it’s not even a question that comes to mind when thinking about it. A Chapter of a story draws from previous Chapters of the story; often from more than one story. A Chapter of a story feeds other Chapters and other stories - with ideas, concepts, characters, relationships. That’s a different way of thinking and feeling about how a Chapter of an organization is related the other Chapters and to the organization as a whole.

We already use “Chapter” to refer to our local organizations.

Michigan for Revolution is a Story of many Chapters.

Each M4R Chapter is a Story of many actions, relationships, characters, concepts, ideas, thoughts and feelings.

The first step towards growing an organizational culture that can stand up to the systems of oppression we aim to transform is to refuse the easy offer of existing organizational language. If we allow the language of oppression to into
our way of feeling, thinking, and speaking about our own organization before we’ve really even started to grow, it will infect us forever.

This is a critical choice we must make in our bylaws. In the first draft, there are many pieces of new language, precisely for the reasons outlined here.

The choice is hard, because changing the language of organizing will seem superfluous, unimportant, and some word choices and consequent phrasing will seem silly, uncool, even laughable to some.

This is how culture fights off change. The culture we’re seeking to transform resides inside each of us. Drives us in ways we often don’t recognize even in ourselves.

We will all have reactions to the language of the bylaws, and some of those reactions will be derogatory or negative in one way or another.

This is one of our culture’s self-defense mechanisms.

Sometimes we ourselves honestly feel some piece of the language of the bylaws is in fact silly, not just a part of our culture’s self-defense mechanism. And of course some of the words and phrases will strike us as silly. That we have an honest reaction in line with our culture’s self-defense mechanisms doesn’t make the fact that’s it’s also a self-defense mechanism any less true. If our culture’s self-defense mechanisms didn’t align with our individual nature at some touch points - and a significant number of them - it would be easy for us to spot. The easier it is for us to become conscious of culture working through us that way, the harder it is for culture to keep us fighting each other rather than rooting it out. So culture latches on, trying not to alert us, like leeches with anesthetic in their bite.

The question we have to ask ourselves is, are we willing to be a bit silly even to ourselves, if that’s what it takes to dismantle the systems of abuse and oppression our culture grows?

Abuse and oppression are betting we can’t stand being perceived as a bit silly now and then. Their self-defense mechanisms aren’t focused on any particular word or phrase or behavior. This self defense mechanism is built on fear of disconnection, in a word, shame. Feeling silly is on the spectrum of shame. Just reading these bylaws as written will spark some of that in many of us.

That is explicitly intentional. I’ve written the first draft to be a tool that helps each of us better understand our orientation to the dominant culture a bit. Like a flashlight in a horror movie.

There are two parts to the bylaws. There is the moral code, and there is the formal structure that emerges from the moral code. To prevent the formal structure from devolving back into the systems of abuse and oppression we aim to dismantle, we must wrap our formal structure in our moral code.

Any formal structure can be turned to abuse, and then oppression.

Only you - each one of you - can prevent it. This is one reason for explicitly defining and valuing the Sole Voice of Dissent. It may be inconvenient at times. But each one of us at one time or another will be the Sole Voice of Dissent.

No feature of purely structural design can prevent a formal structure from being turned to abuse and oppression. Formal systems are fundamentally tools. Like hemoglobin, spatulas, trucks, and guns. In order to prevent their misuse, we need to be clear about our intentions when we use formal systems.

As with any power tool there are safety guidelines.
IMPORTANT SAFETY GUIDELINES
Articulate your intentions.
Articulate your Responsibilities
Articulate your Obligations.
Ensure the three are in close enough alignment before proceeding.

In order for any of us to do that effective, we have to have at least broad if not deep agreement on what our responsibilities and obligations are. To do that, we have to have very clear definitions of what we mean, in our organizations, by Responsibilities and Obligations.

Definitions
Responsibilities
Cultural expectations enforced by social censure only.
Obligations
Cultural expectations enforced by both social and formal censure.

Depending on the formal position we’re taking in the organization, each of us will have different Responsibilities and Obligations to ourselves, others, and the organization as a whole; and the organization as a whole, and thus each of us in part, will have Responsibilities and Obligations to those taking on those formal Responsibilities and Obligations.

Regardless of any formal position within the organization, we will each assign ourselves different Responsibilities and Obligations within the organization, in different combinations; at different times, we will each play many roles in our interactions with ourselves, each other, our organization, the world around us, the unexpected, and the unknown.

For example, a meeting will need a facilitator, and someone will take that formal position, at least for some time. But there may be many in the meeting who think of themselves or just behave - consciously or not - as facilitators or mediators or in one way or another Responsible, perhaps even Obligated, to try and help good communication happen, help understanding to form, help move the group towards decision and appropriate action with wide and strong support across the members of the group. Those are facilitators, with or without any formal position.

As much as possible, we need to be aware of the Roles we play.

When we’re not conscious of the Roles we’re playing in a discussion, or in an organization, explicitly defined or not, it is much easier for cultural and other forces to move us off our intentions, and slide us into a different Role that we do not intend. One of the ways culture turns formal structures to abuse and oppression is to make the complex expectations associated with formal positions explicit and powerful, and simultaneously informal Roles ambiguous and amorphous - therefore easier to mold to the purposes of the explicit expectations of the formal positions. This is one way formal positions become positions of power, rather than positions of service to people and our organizations.

Formal structures are not just any kind of tool. They are cultural social environments. And we have to take environmental precautions, no different than carrying an umbrella or wearing a winter coat, or putting on a flight suit or diving gear. We’d like to grow a society where the umbrella is sufficient, or maybe some oven mitts, but at the moment we need the flight suit and the diving gear.

We need a common language through which to think about and communicate complexes of Responsibilities and Obligations driven by our intentions. We need to name them and be aware of which we’re putting on like a heavy jacket or snow boots and what kind of gear we’re carrying. And we need to have an ethic of communicating these to each other clearly. Who’s got the rope? Who has the flashlight? Who’s wearing the heatshield?
This helps clear the clutter of dominant cultural baggage, reducing assumptions, especially about each other’s intentions, and helps us focus on being who we want to be, individually and as an organization, and prevents us slipping towards what the dominant culture wants us to be.

Like any adverse environment, we need to dress appropriately and carry the right gear.

IMPORTANT SAFETY GUIDELINES
Describe your Roles, formal or informal.
For each Role, include a list of its Responsibilities.
For each Role, include a list of its Obligations.
Name your Roles, formal or informal.
Check your gear regularly from the inside against your intentions.
Work on the buddy system - have someone else check your gear from the outside against your intentions and outside perspective.

The first draft provides a language for talking about this.

Definition
Facets
A Facet is a formal position defined in the bylaws.
A Facet is a description of a person’s intent towards a Society.
A Facet is a description of the Society’s expectations of a person.
A Facet carries Responsibilities and Obligations.
Facets are taken on in sequence - each builds on a previous one.
Roles
A Role is an informal position a person takes on and puts off at any time.
A Role is a description of a person’s intent toward a Society.
A Role is a description of the Society’s expectations of a person.
A Role carries Responsibilities and Obligations.
Roles are taken on in parallel (almost always).

For example, “Ally” is a Facet. It is a description of a person’s intent towards a Society, and description of a Society’s expectations of a person who is an ally. We’ve heard a lot of talk about allies from those subject to abuse and oppression in our society, talking about what they expect from an ally, and what Responsibilities and Obligations a person ought to build into their intentions in order to be an ally. This is an important illustration of the structure of intent. Sometimes “intent” is just, “gee, I really think/feel I should do X…”, but then there is no action taken. Intent without defining and then fulfilling Responsibilities and Obligations is just empty promises. It’s not enough to have good intent. We have to have ways of implementing that intent, and

For growing a language for - and thus making it easier to talk about - informal roles, the first draft defines a process for naming and explaining different Roles people play in their interactions. The process is pretty simple and straightforward. We’ll come to it near the end of the first draft document.

We, each of us, and all who may come after us into our organizations, have to be clear about our intentions towards, and what we expect from, ourselves, each other, our organizations, the world around us, the unexpected, and the unknown. We have to take time and effort and energy to articulate that, at least to ourselves. And we need a way of knowing that we’re all aware of this necessity, and encourage and help each other through those processes.
Finally, here is the first draft. It does not have every piece in it yet. For example, there is a mechanism for how Chapters can split into two or more chapters that I'm still tweaking a bit. There are some other decision making tools and explicit rules I'm still tweaking, but this is the architecture of it, both the formal rules and the field of mutual knowledge. It includes an introduction and I've also included our statement of principles on the website. You can skip down to page 5 to start getting into the formal rules, but I think the introduction will help set up what I'm trying to do. 
https://docs.google.com/document/d/1lw0dmC8scyfrjKFQ6RH1BcFQ-JM4pq3qPeRAfa0CGI/edit

NOTE: As you read it may be helpful to refer to the glossary and charts beginning on page 19

Michigan for Revolution
Growing Grassroots Democratic Societies

Introduction

Every revolutionary movement has failed to put political power in the hands of the people.

Over the past ten thousand years of human history, every revolutionary movement that triumphed immediately built systems of abuse and oppression nearly identical to those it overthrew. At best, some of the oppressed were ushered into the halls of privilege, and a few of the privileged were shuffled out to suffer oppression. Overthrowing one system of inequality only to institute another unequal system is not a revolution.

The purpose of the revolution is to dismantle every system of oppression, and grow a political system that ensure equal rights, freedom, justice, security, peace, and prosperity for all.

The purpose of this book is to grow the revolution.

Michigan for Revolution is growing sustainable, resilient, grassroots democratic communities, founded in mutual knowledge of our obligations and responsibilities to each other as members of a democratic society. We are organized locally everywhere, centralized nowhere, networked to focus our collective civic power where and when needed to grow the revolution.

We’re growing communities for the revolution because protesting isn’t enough. Pressuring politicians isn’t enough. Voting isn’t enough. To grow the revolution, it’s not enough to get different people into office, tweak government policies, the laws, or add amendments to the Constitution. Those are useful, they can be tools of the revolution. They are not sufficient to dismantle the systems of oppression saturating our society.

A culture where wealthism, misogyny, racism, homophobia, and more are common requires a formal structure - an explicit set of rules - to bar these demons from infecting and using political systems as tools of discrimination.

Rules against discrimination are not enough. Rules are always subject to interpretation. Interpretation is a cultural-social process. An explicit set of rules against discrimination in a society rife with it will constantly be undermined. The social environment will interpret the rules weakly, or outright ignore them, minimizing them - each act of minimization dismissed as inconsequential; and the whole pattern, cruelly twisting the culture with a force well beyond the sum of its parts, will be disdained by some, denied by many, overlooked by most.

Systems of oppression in our culture are descended of the same foul seed, planted by the last successful revolution. They are inextricably intertwined and interconnected. Dismantle one, and another version will soon grow in its place. Dismantle all but one, and the rest will soon sprout from it. The agricultural revolution of ten thousand years ago re-organized human societies around one simple principle.
Value property above people.

The immediate corollaries are straightforward.

Value people only as their property.
Without property, value a person only as their capacity to create property.
Without property or the capacity to create it, a person has no value.

This is how our culture behaves. Look around for it. See it once or twice and get the hang of noticing it, you’ll see it everywhere. It saturates every aspect of our culture, from interpersonal relationships to how we think and feel about what freedom means, how to interact with the natural world, and how to measure our own self-worth.

Our culture constantly whispers stories in our ears, to lull us into accepting this principle and its corollaries as normal. Culture whispers “poor people are lazy, look at how little property they have; so many black and brown people are poor, it’s a shame, maybe colored people are just naturally lazy”. There are poor people of every color and background who work two and three jobs, 60, 70, 80 hours a week and more, but our culture does not measure laziness by level of activity, it measures against levels of property; the rich are not called lazy no matter how much leisure they take. If our culture was honest, it would measure how laziness by how much you do, not how much property you get for doing it. Our culture isn’t honest with us. Our culture is based on the principle of the agricultural revolution and its corollaries, and fights tooth and nail against giving them up; lying to us is just the tip of the iceberg.

A culture is a collection of stories that explain the relationships between ourselves, each other, the world, and the unknown. Why are so many people poor? Our culture tells the story of “laziness” to explain. Many just accept that explanation without questioning it. Some work hard to justify their acceptance, making convoluted arguments to justify false assumptions, like the explosion of epicycles laboriously added to the geocentric model of the solar system, until Copernicus proved the real problem was geocentrism itself, the epicycles mere illusions; false arguments from a false premise. Our culture is saturated with false stories built on the false premises of the agricultural revolution.

Shakespeare said, “all the world’s a stage, and all the men and women merely players”.

Culture is the play.

We bring our culture to life every moment of every day by living out its stories as if they were true, often even when we’re aware there’s something wrong; even when we know exactly what’s wrong. Socially acceptable thoughts, ideas, opinions, and behaviors create social expectations. We all have the script culture teaches us, drilled into us from birth. Deviation carries social consequences, from the mild disapproval of your peers, to ostracization; from being fired from your job, denied services commonly available to others, rejected by your loved ones, incarcerated - or even murdered - by the state. Stick to your lines, hit your marks... or else.

To grow the revolution requires a different stage to play on. A different set of social obligations, expectations and explicit rules that allow new stories to develop, and be lived out in a community of mutual trust. Mutual trust is grown from mutual knowledge.

This book creates a field of mutual knowledge. The following pages describe not just explicit rules, but also a context of democratic social responsibilities and obligations as important as the explicit rules. The intent is to create pockets of independently organized, grassroots democratic communities across the map, and network them to build a civic power greater than the sum of its parts.
Statement of Principles

We believe all American citizens have the inherent right to equal political power and equal representation in government. We believe the purpose of democratic government is to serve the public good, in the public interest, for the benefit of all people equally. We believe in equal rights, freedom, security, justice, peace, and prosperity for all, regardless of race, gender identity, ability, national origin, economic circumstance, or religious beliefs.

Our Mission
To organize people from the grassroots up, growing local sustainable democratic communities everywhere, centralized nowhere, networked to maximize our combined political power. To transform our political system, ending the abuse of people, our government, and the natural world by corporations and the wealthy. To eliminate systems of privilege and oppression. To return equal rights, equal political power, and equal representation to the people. To grow a new government that serves the public good, in the public interest, for the benefit of all people equally. To make our infrastructure and economy environmentally sustainable, in the process creating good jobs that cannot be outsourced. To align our economic policies with our democratic values and principles.

Our Principles
Personal responsibility and accountability; government accountability and transparency. Pragmatic direct action, sparing no political tool in the fulfilment of our mission; we agitate and negotiate, working both within and outside the established political system. Active, nonviolent resistance to oppression, discrimination, and abuse, in our governments, our communities, and ourselves.

Our Process
Form a statewide network of local progressive democratic organizations. Access established political systems and transform them into progressive organizations. Pressure established political systems to enact progressive change through coordinated direct action across our networks. Form alliances, including with non-progressive or establishment groups, in areas of agreement. Primary as many non-progressive candidates as possible in every election. Network local grassroots organizations to support each other in serving each local community directly. Evaluate and learn from our success and our mistakes, evolve solutions and implement new processes as we continue to grow.

Conceptual Framework

Definition: Theme
A Theme is a collection of Formal Rules together with a Field of Mutual Knowledge intended to grow a culture. This document is a Theme intended to grow a culture of Grassroots Democratic Societies.

NOTE
This document is written as a template for a Theme, designed to allow a lot of flexibility.
The Rules added to the template specifically to serve M4R are explicitly marked M4R.
The Rules specific to M4R are a first draft.

Definition: Culture
A Culture is the collage of all stories accessible from a Theme.
A story is accessible from a Theme if it can be grown from the patterns of the Theme, without changing the Theme.

Definition: Society
A Society is a Culture with a collective decision making process built into the Theme.
A Consensus Society is a Society where Consensus is the primary decision making process.
A Democratic Society is a Society where every person has equal decision making power.
A Democratic Consensus Society is a Society where Consensus is the primary decision making process and every person has equal decision making power.

This Theme plus those Rules specifically marked M4R is intended to grow Democratic Consensus Societies from the grassroots up.

FORMAL RULES

Definition: Chapter & Story
A Chapter is a Society of individuals.
A Story is a Society of Chapters.
A Chapter is an organization formed to serve a community, specified either by geographic area, identifiable group, or for an ongoing activity, process, or purpose to be served by a group.

M4R Rule: All Chapters of an M4R Story have equal decision making power in the Story.

Examples: K4R and A24R are Chapters. M4R is a Story.

Definition: Facets
A Facet is a formal position in a Chapter.
A Facet is a description of a person's intent towards a Society.
A Facet is a description of the Society’s expectations of a person.
Facets are structured by participation, Responsibilities, and Obligations.
There are five Facets defined below: Ally, Member, Guide, Verse, and Voice.
A Story is permitted to use Facet structure as membership criteria.

Definition: Responsibility & Obligation
A Responsibility is a cultural expectation enforced by social censure only.
An Obligation is a cultural expectation enforced by both social and formal censure.

Definition: Accord
An Accord is a group of Facets large enough for Integrity to allow Consensus to form.
Setting the requirements for Accord is a key factor in shaping the Culture.
A Story is permitted to use Accord settings as membership criteria.

Definition: Consensus
A process for group decision making.
Below is just a rough sketch.
Consensus can only form in an Accord.
Name and defined the issue to be discussed clearly, avoiding tying in personalities.
Brainstorm possible solutions.
Create space for questions and clarification.
Discuss the solutions proposed, modify as necessary and shorten the list.
Clarify the statements of the shortened list of proposals, ensure everyone is clear.
Discuss the pros and cons of each proposal.
If there is a major objection, return to step 6, or step 4 if necessary.
If there are no major objections, check for general agreement.
Acknowledge minor objections and incorporate friendly amendments.
Discuss.
Check for Consensus.
Are there any objections? No objections = Consensus.
If there is an objection, ask if they are the Sole Voice of Dissent.
Encourage the SVD to explain their objection again.
Discuss.
Ask if there is any compromise they can suggest.
If there is, check for Consensus on it.
If not, repeat 11a, this time passing over the SVD.
If there are multiple dissenters, check for a a Veto = 25% of the Accord.
If there is a Veto, end, or return to step 4 or 6 to resolve.
Record the decision as
Consensus (some objections but no Veto).
Ubiquity (Unanimity less the Sole Voice of Dissent).
Unanimity.

List of Facets
Definition: Ally
Qualifications: Any person who has signed-in to a Chapter Gathering or signed up on a Chapter website is an Ally.

Definition: Member
Qualifications: Any Ally who attends at least two Gatherings of the same Chapter within a 12 month period, at least one of them a Reading, may choose to be a Member of the Chapter.

Definition: Guide
Qualifications: Any Member who attends at least three Gatherings of the same Chapter within a 12 month period, at least one of them a Reading, may choose to be a Guide.

Definition: Verse
Qualifications: Any Guide who attends at least one additional Reading may choose to be a Verse.

Process: Facets
During the Introduction section of a Reading, any Ally qualified to take up a new Facet of participation may do so by announcing their choice to the Chapter.

No permission is required, nor is objection allowed.

Every person announcing their choice to take up a new Facet has a Responsibility, but not an Obligation, to explain in at least a few words why they are choosing to take on more Responsibilities and Obligations, and what they aspire to bring to the Chapter through their new Facet of their participation.
The Chapter has an Obligation to assure themselves the person taking up the new Facet understands the Theme, their Responsibilities and Obligations. An Accord of Guides or Verses may name a Guide to mentor the person taking up the new Facet.

All Facets have an Obligation to participate with Integrity.
All Facets have an Obligation to grow the Seeds of Trust.
All Facets have an Obligation to ensure every other voice is heard, and addressed with Integrity.
All Facets have an Obligation to ensure Consensus does not form without an Accord.
All Facets have a Responsibility to ensure their own voice is heard and addressed with Integrity.
All Facets have a Responsibility to understand the Theme.

M4R Rule: Accord

Total Verses | Verses Needed for Accord
--- | ---
2 | 2
3 | 3
4 | 3
5 | 4
6 | 5
7 | 5
8 | 6
9 | 7
10 | 7

After there are 10 Verses, a minimum of 70% (round up to the nearest whole number) is required for Accord. The same table and formula applies to all other Facets.

M4R Rule: An Accord of Guides in Consensus may override a Veto of Verses.

Process: Verse
A Verse may voluntarily remove themselves from the list of total Verses use to calculate Accord in regard to any specific Reading, by announcement to the Chapter, in person or via technology.

Example: A Verse know’s she’s not going to make it to the Reading this week, but trusts the Integrity of the other Verses. So rather than possibly denying them an Accord, she removes herself from the of Verses for that Reading. If there are normally 6 Verses, for purposes of that specific Reading there are only 5, so they only need 4 to form an Accord and be able to make decisions.

A Verse absent from a Reading without [24 hours] notice is not counted as a Verse for that Reading.

Example: If your intent is to deny the Reading an Accord by your absence, you must declare your intent in advance. Otherwise you’re not counted toward Accord.

A Verse absent from three consecutive Readings has abdicated that Facet of their participation.

A person may voluntarily abdicate any Facet by announcing their choice to the Chapter, in person or via technology. A person has a Responsibility to the Chapter, but not an Obligation, to explain their reasons. A person abdicating one Facet retains all the other for which they qualify.

A Verse has a Responsibility to consider their personal beliefs, with Integrity, in an Accord.
A Verse has a Responsibility to consider the Chapter as a whole, with Integrity, in an Accord.
Definition: Voice
A Voice is a Guide or a Verse named to Speak for their Chapter in a particular Story.
An Accord of Verses in Consensus is required to name a Voice.
Voices are to Stories as Verses are to Chapters.

M4R Rule: Naming a Voice requires a Unanimity of a the Verses in a Chapter.
M4R Rule: A Voice may not serve a term of more than three years the same Story.
M4R Rule: A Voice may not serve consecutive terms in the same Story.

Definition: Gathering
A Gathering is an event of any kind organized by Members.
Any Member may Call a Gathering at any time, at any place, for any reason or for no reason.

Any Ally may speak at any Gathering.
All Allies have an Obligation to be considerate of the Gathering’s limited time.
An Accord of Guides in Consensus or an Accord of Verses in Ubiquity may limit an Ally’s time, but shall not do so unnecessarily.

Process: Calling a Gathering
A Gathering may be called via any process that reaches all Allies.
The Call must include time/date/location.
The Call must specify the purpose of the Gathering, or specify that there is no purpose.
The Call must specify that the Gathering Called is not a Reading.

Definition: Reading
A Reading is a Gathering Called for the purpose of forming an Accord with the intention of making decisions.

Process: Calling a Reading
Standard Process
Any Verse, any three Guides, or any seven Members of a Chapter may call a Reading.
A Reading may be Called via any process that reaches all Allies.
A Chapter may specify one or more specific processes that must be used; every specified process must be available to all Members.
A Reading must be Called not less than 360 hours [15 days] before it may Open.
The Call to a Reading must include time/date/location.
The Call to a Reading must include the proposed Outline for the Reading.
The Callers have a Responsibility to update the Outline as the information comes available.
The Callers have an Obligation to send a reminder to all Allies not less 24 and not more than 72 hours before the Reading is to Open, including any updates to the Outline.

Recurring Process
A Chapter may establish a recurring time/date/location, or a rotating schedule of times/dates/locations, for regular Readings.
The schedule for all regular Readings must be available to all Allies.
The first scheduled Reading may not be less than 360 hours [15 days] from the time it was made available to all Allies.

Definition: Opening
The term for beginning a Gathering.

Definition: Anchor
An Anchor is a Chapter Guide selected to anchors a Gathering in time, space, and cultural context. Before the Gathering, an Accord of the Callers in Consensus names an Anchor.

Definition: Archivist
A Member who takes notes, organizes them, and provides them to the Chapter with appropriate formatting in a timely manner.

Definition: Facilitator
A Member who facilitates a Gathering.

Process: Opening a Gathering
A Gathering Opens when the Anchor calls the attendees to a Circle.
A Gathering must Open no earlier than the designated time, and no more than 30 minutes later.

If the Anchor is not present, any Guide with a copy of the Outline may anchor the Gathering.

The Anchor ensures there is an Archivist ready to take notes before noting the name(s) of the Chapter(s) Gathering, the time/date/location of the Gathering, the purpose of the Gathering if there is one, and briefly providing any news germane to the Chapter.

The Anchor then opens the floor to introductions, and facilitates the introductions.
If an Ally chooses to participate in a new Facet, the Anchor ensures the Archivist has properly recorded the event and asks for an Accord of Guides or Verses to name a mentor.

When introductions are complete, the Anchor presents the Outline to the Chapter. If the Outline specifies a particular facilitator, the Anchor delivers the Outline to the specified facilitator who begins the discussion by asking for any amendments to the Outline.

Any Ally may speak at any Gathering.
Every Ally has the Obligation to be Respectful of the Gathering’s time, Outline, and purposes.
An Accord of Verse in Unanimity, or an Accord of Guides in Consensus, may choose to limit any Ally’s time, but shall not do so unnecessarily.

Chapters, Stories, and Songs

Definition: Author
An Author is any person working with one or more others to form a Chapter, Story, or Song.

Definition: Writing
A Writing is a Gathering Called for the purpose of forming a Chapter, Story, or Song.

Process: Calling a Writing
Any two Authors may Call a Writing for a Chapter.
The Call must be in writing, using any technology available to all intended Authors.
The Writing may be held at any time/date/location agreed by all Authors.

Any Chapter may call a Writing for a Story.
In addition to the above, the Call must include the number of Voices each Chapter is Called to send. All Chapters Called must be Called to send an equal number of Voices.
Process: Writing a Chapter
Draft an introduction to the Chapter, describing its purpose and communities served. The introduction has no binding effect, it only explains the Theme and what the Chapter is about.
Name the Chapter. Draft a statement adopting the Theme.
Assemble the above into a single document, include a signature page with each Author’s name, and include it after the above and before the Theme the Chapter is grown from. This is the new Chapter’s Theme.
All Authors sign and date the Chapter Theme.
The Chapter is governed by the Council of Authors.
The Council of Authors has no authority to change the Theme.
Any Author may call a Gathering, any two Authors may call a Reading.
An Accord of Authors is required before Integrity allows Consensus to form.
The Council of Authors governs the Chapter until there are at least two Verses.

Process: Writing a Story
Draft an introduction to the Story, describing its purpose; the Chapters and communities served. The introduction has no binding effect, it only explains the Theme and what the Story is about.
Define membership criteria for Chapters. Name the Story. Draft a statement adopting the Theme.
Assemble the above into a single document, include a signature page with each Author’s name, and include it after the above and before the Theme the Story is grown from. This is the new Story’s Theme.
The Authors present copies of the Theme to their home Chapters for approval.
An Accord of Verses in Consensus is required to approve a Story.
Each Chapter that chooses to Join the Story complies with the membership requirements.
The Authors are provided documentation from their respective Chapters showing compliance with the membership requirements.
An Accord of Authors in Consensus Call the first Assembly of the Story. The date may not be earlier than 30 days from delivery of the Theme to the Chapters.
An Accord of Authors in Consensus must approve each membership application.
The Council of Authors has no authority other than to approve or deny membership.
Denial of membership requires a clear explanation and instructions for compliance.
The Story is governed by the Council of Authors until all the Authors’ Chapters have been approved, or those that have not been approved have withdrawn.
The Council of Authors Calls an Assembly of the approved member Chapters.

The Voices from the member Chapters are the Verses of the Story.
The Verses of the member Chapters are the Guides of the Story.
The Guides of the member Chapters are the Members of the Story.
The Members of the member Chapters are the Allies of the Story.

Definition: Song
A Song is a collection of members empowered by their Chapter to take expedited action on specific issues as they arise when time may be too short to accommodate other processes. Every Song has a Thesis that strictly limits its scope of action. A Thesis is a template for a range of actions and decision making about them.

Example: A DACA Action Team is a Song.
Mutual Knowledge

Definition: Seeds of Trust

Seeds of Trust are concepts well known to be crucial to mutual trust between people. Below is a partial list designed to convey the idea, and provide context for further discussion on what belongs here.

Responsibility: An expectation enforced by social censure only.

Obligation: An expectation enforced by both social and formal censure.

Boundaries: People can only trust each other when they each set their boundaries, communicate their boundaries to each other, and respect each other’s boundaries.

Reliability: People can only trust each other if they do what they say, consistently.

Accountability: People can only trust each other when they know if they make a mistake, if they own it, apologize for it, and make amends, they will be allowed to.

Integrity: Acting with courage over comfort, doing what’s right over what’s fun, fast, easy, or otherwise convenient.

Transparency: All records and archives of a Chapter are made available to all members of the Chapter online. Minutes of Readings, active proposals, and after-action reports are available to the all members of any Story the Chapter has joined.

Privacy: What a member shares in confidence with a Chapter is kept in confidence by each member of the Chapter.

Ethic of Care: When someone needs help, do not think or feel less of them for it, else you will think and feel less of yourself when you need help. Give aid from a place of generosity, not judgement.

Generosity: Assume the best intentions underlie the speech and acts of others. When unsure, ask, but ask from a place of generosity.

Reason: Examine your epistemology and methods of reasoning. Check for Self-consistency and consistency with the observable world.

Roles: In a Chapter, be aware of the Role(s) you choose to play. Make conscious choices. Power tools are dangers. These are pieces of safety equipment.

All Allies are Responsible for ensuring the Seeds of Trust are respected by everyone.

Definition: Roles

Generally speaking Roles are complexes of associated Responsibilities and Obligations sufficiently coherent as a whole they can be usefully named, making them easier to talk about, think about, and feel through.
Roles are not mutually exclusive. Any member may take on many different roles at the same time, or one after another, changing at any time. Be aware of the part that you're playing the Chapter. Be intentional. This is safety equipment.

Definition: Spirit
The Spirits of a story are the characters that make it live.
Obligations: Ensure every other member’s voice is heard and addressed with Integrity.
Grow the Seeds of Trust.
Responsibilities: Respect the time and effort of others.
Ensure your voice is heard in the Chapter.

Definition: Facilitator
A guide trusted to Respect the collective spirit of the Chapter.
Obligations: Honor the interests of the Chapter over any individual or group.
Respect the interests of each individual and group.
Seek to understand every point of view.
Responsibilities: Step aside when unable to fulfil the Obligations of the Role.
Step aside when unwilling to fulfil the Obligations of the Role.
Encourage spirited participation; disrupt formation of shame.
Keep calm in the face of division; help others to do the same.
Defend the rights of the Sole Voice of Dissent.

Definition: Archivist
A collector and organizer of information, current and historical, relevant to the Chapter.
Obligations: Take notes at gatherings.
Preserve the archives of the Chapter accurately and in a manner easily accessible to all.

Definition: Sole Voice of Dissent
A member who is the sole dissenting voice on an issue.
Obligations: Express the dissenting position as clearly as possible.
Respect the boundaries of the Chapter.

Role: Disruptor
Definition: A member who acts to disrupt or derail a Gathering.
Obligations: Respect the Seeds of Trust

[ADD MORE ROLES HERE]

The piece that's least fleshed out is the Mutual Knowledge section. It's there, and in some detail to get the ideas across, but needs work.
Looking forward to talking through this with everyone over the next several weeks, getting feedback and working through issues towards consensus.
I'm making myself available by phone or for coffee meet ups, or whatever is necessary over the next 2-3 weeks leading up to October 14-15 to discuss this, gather feedback, and make improvements. Anyone interested, pm me here or call me at 248-730-5665 (preferably not earlier than today mid afternoon).
I've been working on the first draft a bit more. In conversation with several people, there are some new - and I think better - ideas for some of the terms I originally used. I put together the below two diagrams to illustrate the relationship between Facets, Chapters, and Stories. I used the new terms for the Facets:
Readers (formerly Allies)
Writers (formerly Members)
Authors (formerly Guides)
Scribes (formerly Verses)
I think these terms fit better, in a number of ways. But again, still a first draft.
<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
</tr>
</thead>
</table>
| Accord                   | a group of Facets large enough for Integrity to allow Consensus to form.  
- Setting the requirements for Accord is a key factor in shaping the Culture.  
- A Story is permitted to use Accord settings as membership criteria |
| Anchor                   | Anchor - a Chapter Author selected to anchor a Gathering in time, space, and cultural context. Before the Gathering, an Accord of the Callers in Consensus names the Anchor. |
| Archivist                | a Member who takes notes, organizes them, and provides them to the Chapter with appropriate formatting in a timely manner.                    |
| Archivist                | A collector and organizer of information, current and historical, relevant to the Chapter.  
Obligations:  
Take notes at gatherings.  
Preserve the archives of the Chapter accurately and in a manner easily accessible to all. |
| Author                   | any person working with one or more others to form a Chapter, Story, or Song.                                                               |
| Chapter                  | - A Chapter is a Society of individuals.  
- A Chapter is an organization formed to serve a community, specified either by geographic area, identifiable group, or for an ongoing activity, process, or purpose to be served by a group.  
- M4R Rule: All Chapters of an M4R Story have equal decision making power in the Story.  
- Examples: K4R and A24R are Chapters. |
| Chapter Process (writing a) | Draft an introduction to the Chapter, describing its purpose and communities served. The introduction has no binding effect, it only explains the Theme and what the Chapter is about.  
Name the Chapter  
Draft a statement adopting the Theme  
Assemble the above into a single document, include a signature page with each Author’s name, and include it after the above and before the Theme the Chapter is grown from. This is the new Chapter’s Theme.  
All Authors sign and date the Chapter Theme.  
The Chapter is governed by the Council of Authors  
The Council of Authors has no authority to change the Theme.  
Any Author may call a Gathering, any two Authors may call a Reading.  
An Accord of Authors is required before “Integrity” allows Consensus to form.  
The Council of Authors governs the Chapter until there are at least two Scribes |
| Consensus                | A process for group decision making.  
- Consensus can only form in an Accord.  
- Below is just a rough sketch:  
Name and defined the issue to be discussed clearly, avoiding tying in personalities.  
Brainstorm possible solutions.  
Create space for questions and clarification.  
Discuss the solutions proposed, modify as necessary and shorten the list.  
Clarify the statements of the shortened list of proposals, ensure everyone is |
clear.
Discuss the pros and cons of each proposal.
If there is a major objection, return to step 6, or step 4 if necessary.
If there are no major objections, check for general agreement.
Acknowledge minor objections and incorporate friendly amendments.
Discuss.
Check for Consensus.
Are there any objections? No objections = Consensus.
If there is an objection, ask if they are the Sole Voice of Dissent.
Encourage the SVD to explain their objection again.
Discuss.
Ask if there is any compromise they can suggest.
If there is, check for Consensus on it.
If not, repeat 11a, this time passing over the SVD.
If there are multiple dissenterers, check for a a Veto = 25% of the Accord.
If there is a Veto, end, or return to step 4 or 6 to resolve.
Record the decision as
Consensus (some objections but no Veto).
Ubiquity (Unanimity less the Sole Voice of Dissent).
Unanimity.

<table>
<thead>
<tr>
<th>Culture</th>
<th>the collage of all stories accessible from a Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disruptor</td>
<td>Definition: A Writer who acts to disrupt or derail a Gathering.</td>
</tr>
<tr>
<td></td>
<td>Obligations: Respect the Seeds of Trust</td>
</tr>
</tbody>
</table>

**Facet Process**

During the Introduction section of a Reading, any Reader qualified to take up a new Facet of participation may do so by announcing their choice to the Chapter. No permission is required, nor is objection allowed.

*(Reading - a Gathering called for the purpose of forming an Accord with the intention of making decisions)*

Every person announcing their choice to take up a new Facet has a Responsibility, but not an Obligation, to explain in at least a few words why they are choosing to take on more Responsibilities and Obligations, and what they aspire to bring to the Chapter through their new Facet of their participation.

The Chapter has an Obligation to assure themselves the person taking up the new Facet understands the Theme, their Responsibilities and Obligations. An Accord of Authors or Scribes may name a Author to mentor the person taking up the new Facet.

All Facets have an Obligation to participate with Integrity.
All Facets have an Obligation to grow the Seeds of Trust.
All Facets have an Obligation to ensure every other voice is heard, and addressed with Integrity.
All Facets have an Obligation to ensure Consensus does not form without an Accord.
All Facets have a Responsibility to ensure their own voice is heard and addressed with Integrity.
All Facets have a Responsibility to understand the Theme.

**M4R Rule: Accord**

<table>
<thead>
<tr>
<th>Total Scribes</th>
<th>Scribes Needed for Accord</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>
After there are 10 Scribes, a minimum of 70% (round up to the nearest whole number) is required for Accord. The same table and formula applies to all other Facets.

M4R Rule: An Accord of Authors in Consensus may override a Veto of Verses.

**Facets**
- A Facet is a formal position defined in the bylaws.
- A Facet is a description of a person’s intent towards a Society.
- A Facet is a description of the Society’s expectations of a person.
- A Facet carries Responsibilities and Obligations.
- Facets are structured by participation, Responsibilities, and Obligations.
- Examples: Reader, Writer, Author, Scribe, and Voice.
- A Story is permitted to use Facet structure as membership criteria.
- Facets are taken on in sequence - each builds on a previous one.

**Facets List**

**Reader** - Any person who has signed-in to a Chapter Gathering or signed up on a Chapter website is a Reader.

**Writer** - Any Reader who attends at least two Gatherings of the same Chapter within a 12 month period, at least one of them a Reading, may choose to be a Member of the Chapter.

**Author** - Any Writer who attends at least three Gatherings of the same Chapter within a 12 month period, at least one of them a Reading, may choose to be an Author.

**Scribe** - Any Author who attends at least one additional Reading may choose to be a Scribe.

**Facilitator**
- A Member who a Gathering.
- An Author trusted to Respect the collective spirit of the Chapter.
- Obligations: Honor the interests of the Chapter over any individual or group.
- Respect the interests of each individual and group.
- Seek to understand every point of view.
- Responsibilities: Step aside when unable to fulfill the Obligations of the Role.
- Step aside when unwilling to fulfill the Obligations of the Role.
- Encourage spirited participation; disrupt formation of shame.
- Keep calm in the face of division; help others to do the same.
- Defend the rights of the Sole Voice of Dissent.
| Gathering | - is an event of any kind organized by Writers.  
- Any Writer may call a Gathering at any time, at any place, for any reason or for no reason.  
- Any Reader may speak at any Gathering.  
- All Readers have an Obligation to be considerate of the Gathering’s limited time.  
- An Accord of Authors in Consensus or an Accord of Scribes in Ubiquity may limit an Reader’s time, but shall not do so unnecessarily. |
| --- | --- |
| Gathering Process | A Gathering may be called via any process that reaches all Readers.  
The Call must include time/date/location.  
The Call must specify the purpose of the Gathering, or specify that there is no purpose.  
The Call must specify that the Gathering Called is not a Reading. |
| Gathering Process (Opening) | A Gathering Opens when the Anchor calls the attendees to a Circle  
A Gathering must Open no earlier than the designated time, and no more than 30 minutes later.  
If the Anchor is not present, any Guide with a copy of the Outline may anchor the Gathering.  
The Anchor ensures there is an Archivist ready to take notes before noting the name(s) of the Chapter(s) Gathering, the time/date/location of the Gathering, the purpose of the Gathering if there is one, and briefly providing any news germane to the Chapter.  
The Anchor then opens the floor to introductions, and facilitates the introductions.  
If an Ally chooses to participate in a new Facet, the Anchor ensures the Archivist has properly recorded the event and asks for an Accord of Guides or Verses to name a mentor  
When introductions are complete, the Anchor presents the Outline to the Chapter  
If the Outline specifies a particular facilitator, the Anchor delivers the Outline to the specified facilitator who begins the discussion by asking for any amendments to the Outline.  
Any Reader may speak at any Gathering.  
Every Reader has the Obligation to be Respectful of the Gathering’s time, Outline, and purposes.  
An Accord of Scribes in Unanimity, or an Accord of Authors in Consensus, may choose to limit any Reader’s time, but shall not do so unnecessarily. |
| Mutual Knowledge | Cultural expectations enforced by both social and formal censure |
| Obligations | The term for beginning a Gathering. |
| Opening | Reading | - a Gathering called for the purpose of forming an Accord with the intention of making decisions.  
- During the Introduction section of a Reading, any Reader qualified to take up a new Facet of participation may do so by announcing their choice to the Chapter.  
No permission is required, nor is objection allowed. |
| Reading Processes | Standard Process | Any Scribe, any three Authors, or any seven Writers of a Chapter may call a Reading.  
A Reading may be called via any process that reaches all Reader.  
A Chapter may specify one or more specific processes that must be used; every specified process must be available to all Writers. |
A Reading must be called not less than 360 hours [15 days] before it may Open. The Call to a Reading must include time/date/location. The Call to a Reading must include the proposed Outline for the Reading. The Callers have a Responsibility to update the Outline as the information comes available. The Callers have an Obligation to send a reminder to all Readers not less 24 and not more than 72 hours before the Reading is to Open, including any updates to the Outline.

**Recurring Process**

A Chapter may establish a recurring time/date/location, or a rotating schedule of times/dates/locations, for regular Readings. The schedule for all regular Readings must be available to all Readers. The first scheduled Reading may not be less than 360 hours [15 days] from the time it was made available to all Readers.

**Responsibilities**

Cultural expectations enforced by social censure only.

**Roles**

- A Role is an informal position a person takes on and puts off at any time.
- A Role is a description of a person’s intent toward a Society.
- A Role is a description of the Society's expectations of a person.
- A Role carries Responsibilities and Obligations.
- Roles are taken on in parallel (almost always).

**Roles**

Generally speaking Roles are complexes of associated Responsibilities and Obligations sufficiently coherent as a whole they can be usefully named, making them easier to talk about, think about, and feel through.

Roles are not mutually exclusive. Any member may take on many different roles at the same time, or one after another, changing at any time. Be aware of the part that you’re playing the Chapter. Be intentional. This is safety equipment.

**Scribe**

A Scribe may voluntarily remove themselves from the list of total Scribes use to calculate Accord in regard to any specific Reading, by announcement to the Chapter, in person or via technology.

Example: A Scribe knows she’s not going to make it to the Reading this week, but trusts the Integrity of the other Scribes. So rather than possibly denying them an Accord, she removes herself from the of Scribes for that Reading. If there are normally 6 Scribes, for purposes of that specific Reading there are only 5, so they only need 4 to form an Accord and be able to make decisions.

A Scribe absent from a Reading without [24 hours] notice is not counted as a Scribe for that Reading.

Example: If your intent is to deny the Reading an Accord by your absence, you must declare your intent in advance. Otherwise you’re not counted toward Accord.

A Scribe absent from three consecutive Readings has abdicated that Facet of their participation.

A person may voluntarily abdicate any Facet by announcing their choice to the Chapter, in person or via technology. A person has a Responsibility to the Chapter, but not an Obligation, to explain their reasons. A person abdicating one Facet retains all the other for which they qualify.

A Scribe has a Responsibility to consider their personal beliefs, with Integrity, in
Seeds of Trust

<table>
<thead>
<tr>
<th>Concepts</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility</td>
<td>An expectation enforced by social censure only.</td>
</tr>
<tr>
<td>Obligation</td>
<td>An expectation enforced by both social and formal censure.</td>
</tr>
<tr>
<td>Boundaries</td>
<td>People can only trust each other when they each set their boundaries, communicate their boundaries to each other, and respect each other’s boundaries.</td>
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<td>Reliability</td>
<td>People can only trust each other if they do what they say, consistently.</td>
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<td>Acting with courage over comfort, doing what’s right over what’s fun, fast, easy, or otherwise convenient.</td>
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</tr>
<tr>
<td>Roles</td>
<td>In a Chapter, be aware of the Role(s) you choose to play. Make conscious choices. Power tools are dangers. These are pieces of safety equipment.</td>
</tr>
</tbody>
</table>

All Allies are Responsible for ensuring the Seeds of Trust are respected by an Accord.
| **Society** | - A Society is a Culture with a collective decision making process built into the Theme.  
- A Consensus Society is a Society where Consensus is the primary decision making process.  
- A Democratic Society is a Society where every person has equal decision making power.  
- A Democratic Consensus Society is a Society where Consensus is the primary decision making process and every person has equal decision making power |
| **Sole Voice of Dissent** | A member who is the sole dissenting voice on an issue.  
**Obligations:** Express the dissenting position as clearly as possible.  
Respect the boundaries of the Chapter. |
| **Song** | a collection of Writers empowered by their Chapter to take expedited action on specific issues as they arise when time may be too short to accommodate other processes. Every Song has a Thesis that strictly limits its scope of action.  
*(Example: A DACA Action Team is a Song)* |
| **Spirit** | The Spirits of a story are the characters that make it live.  
**Obligations:** Ensure every other member’s voice is heard and addressed with Integrity.  
Grow the Seeds of Trust.  
**Responsibilities:** Respect the time and effort of others.  
Ensure your voice is heard in the Chapter. |
| **Story** | - A Story is a Society of Chapters.  
- M4R Rule: All Chapters of an M4R Story have equal decision making power in the Story.  
- M4R is a Story.  
- A Story is permitted to use Facet structure as membership criteria  
- A story is accessible from a Theme if it can be grown from the patterns of the Theme, without changing the Theme |
| **Story Process (writing a)** | Draft an introduction to the Story, describing its purpose; the Chapters and communities served. The introduction has no binding effect, it only explains the Theme and what the Story is about.  
Define membership criteria for Chapters  
Name the Story.  
Draft a statement adopting the Theme.  
Assemble the above into a single document, include a signature page with each Author’s name, and include it after the above and before the Theme the Story is grown from. This is the new Story’s Theme.  
The Authors present copies of the Theme to their home Chapters for approval.  
An Accord of Scribes in Consensus is required to approve a Story.  
Each Chapter that chooses to Join the Story complies with the membership requirements  
The Authors are provided documentation from their respective Chapters showing compliance with the membership requirements.  
An Accord of Authors in Consensus Call the first Assembly of the Story. The date may not be earlier than 30 days from delivery of the Theme to the Chapters.  
An Accord of Authors in Consensus must approve each membership application  
The Council of Authors has no authority other than to approve or deny membership. |
Denial of membership requires a clear explanation and instructions for compliance. The Story is governed by the Council of Authors until all of the Authors’ Chapters have been approved, or those that have not been approved have withdrawn. The Council of Authors Calls an Assembly of the approved member Chapters.

The Voices from the member Chapters are the Scribes of the Story. The Scribes of the member Chapters are the Authors of the Story. The Authors of the member Chapters are the Writers of the Story. The Writers of the member Chapters are the Readers of the Story.

<table>
<thead>
<tr>
<th>Theme</th>
<th>a collection of Formal Rules together with a Field of Mutual Knowledge intended to grow a culture.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thesis</td>
<td>is a template for a range of actions and decision making about them</td>
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</table>
| Voice | - an Author or a Scribe named to Speak for their Chapter in a particular Story.  
- An Accord of Verses in Consensus is required to name a Voice.  
- Voices are to Stories as Scribes are to Chapters.  

  M4R Rule: Naming a Voice requires a Unanimity of a the Verses in a Chapter.  
M4R Rule: A Voice may not serve a term of more than three years the same Story.  
M4R Rule: A Voice may not serve consecutive terms in the same Story.  
M4R Rule: Naming a Voice requires a Unanimity of all the Scribes in a Chapter.  
M4R Rule: A Voice may not serve a term of more than three years the same Story.  
M4R Rule: A Voice may not serve consecutive terms in the same Story. |
| Writing | a Gathering called for the purpose of forming a Chapter, story, or Song. |
| Writing Process (calling a) | Any two Authors may call a Writing for a Chapter.  
The Call must be in writing, using any technology available to all intended Authors.  
The Writing may be held at any time/date/location agreed by all Authors.  

Any Chapter may call a Writing for a Story.  
In addition to the above, the Call must include the number of Voices each Chapter is Called to send. All Chapters Called must be Called to send an equal number of Voices. |