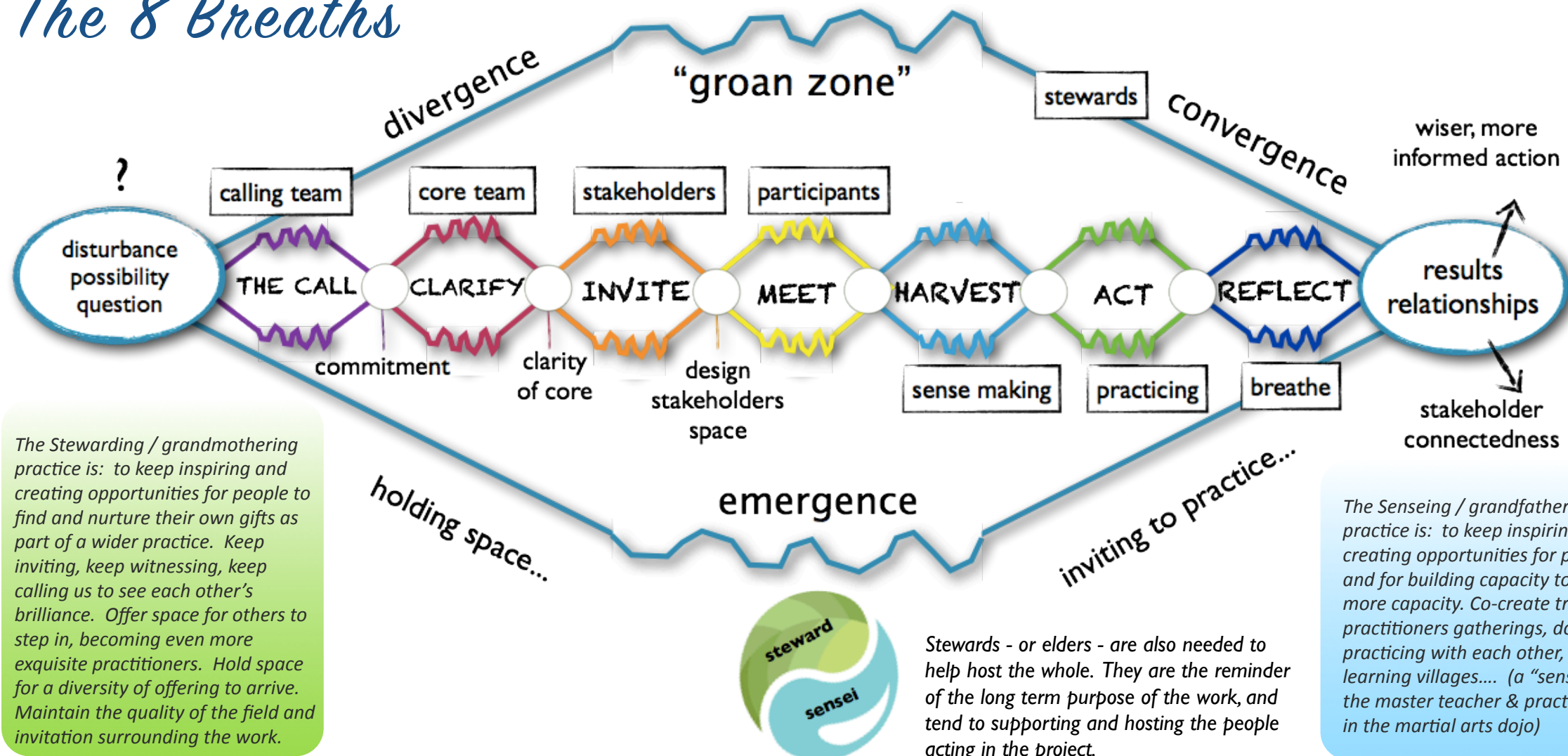


The 8 Breaths



1

First breath: THE CALL

- Name the issue: calling the core question -- birth of the callers. We have noticed that there is always a 'caller', a person who deeply holds a question, a problem, a challenge. Sometimes there are several callers. The callers are the ones who invite the host(s) to help them.
- Wise action: Focus the chaos of holding the collective uncertainty and fear -- step into the centre of the disturbance
- Don't move too fast
- Question: What is really at stake here? What if some of us worked together to surface the real question and need that matters to the community?

When the caller has committed to call the process, we go to the next phase.

2

Second breath: CLARIFY

- Creating the ground: The callers and hosts work to create collective clarity of purpose and the first articulation of principles
- Wise action: engagement
- Don't make assumptions
- Question: How to get from need to purpose? What is our purpose? How to see and feed the group value?

This phase is over once the core of clarity has emerged.

3

Third breath: INVITE

- Giving form and structure: design and invitation process
- Wise action: keep checking to be sure your design and invitation serve the purpose
- Don't make your design too complex (match it to the purpose)
- Question: Who are the stakeholders? How do we invite people to participate in a way that moves them to show up? How do we let go of our expectations that certain people need to be there?

The meeting has been designed, a larger group of stakeholders has been invited, a good meeting space has been found: it's time to meet!

4

Fourth breath: MEET

- Meeting: Conversation
- Wise action: our role is to host the group, the purpose, the questions
- Don't go alone
- Question: How can I best serve as the instrument/container to allow collective wisdom to emerge?

...and make meaning together. When the meeting is done, the group of stakeholders find collective meaning and start to co-create. This is where the harvest is important -- to capture key messages and insights and make sense of them.

Elders

5 FIFTH breath: HARVEST

- Practice: Collective Meaningmaking
- Callers & Core / Harvesting team - harvest the harvest of the assembly and make the needed wise decisions for the wiser way forward in all directions
- Wise action: more perspectives help make sense of what one person can't see alone
- Question: What are the underlying patterns we can now see? How do they shape our intended actions? What will we practice to make these intended actions come and stay alive over time?

Here a deeper view of the patterns in the system can be seen. A multi-layered understanding is possible and new actions may arise.

6 Sixth breath: ACT

- Practice: Perform the wise actions decided on during the conversation & harvest. Follow up, continue learning and leading from the field
- Wise action: always come back to purpose and practice
- Don't lose sight of the purpose or it won't be embodied
- Question: How do we sustain self-organisation?

Here the seed of community is born, and the results are a connectedness between the stakeholders and wiser actions. From here the next calling question arises...

7 Seventh breath: REFLECT & LEARN

- Practice: Reflection & capturing what we've learned
 - Wise action: build in a regular reflection point, experience has wisdom
 - Reflection in the core team and with key stakeholders.
 - Question: What have we learned? Have we gained results in alignment with need and purpose? What are the next long term steps? Etc.
- From here the next calling question arises...

8 Eighth breath: HOLDING THE WHOLE

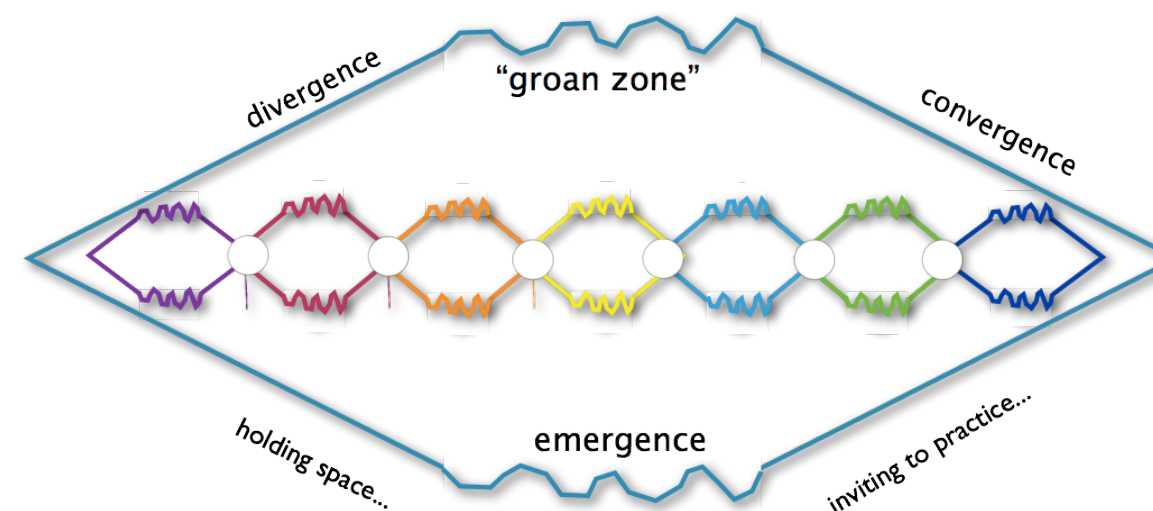
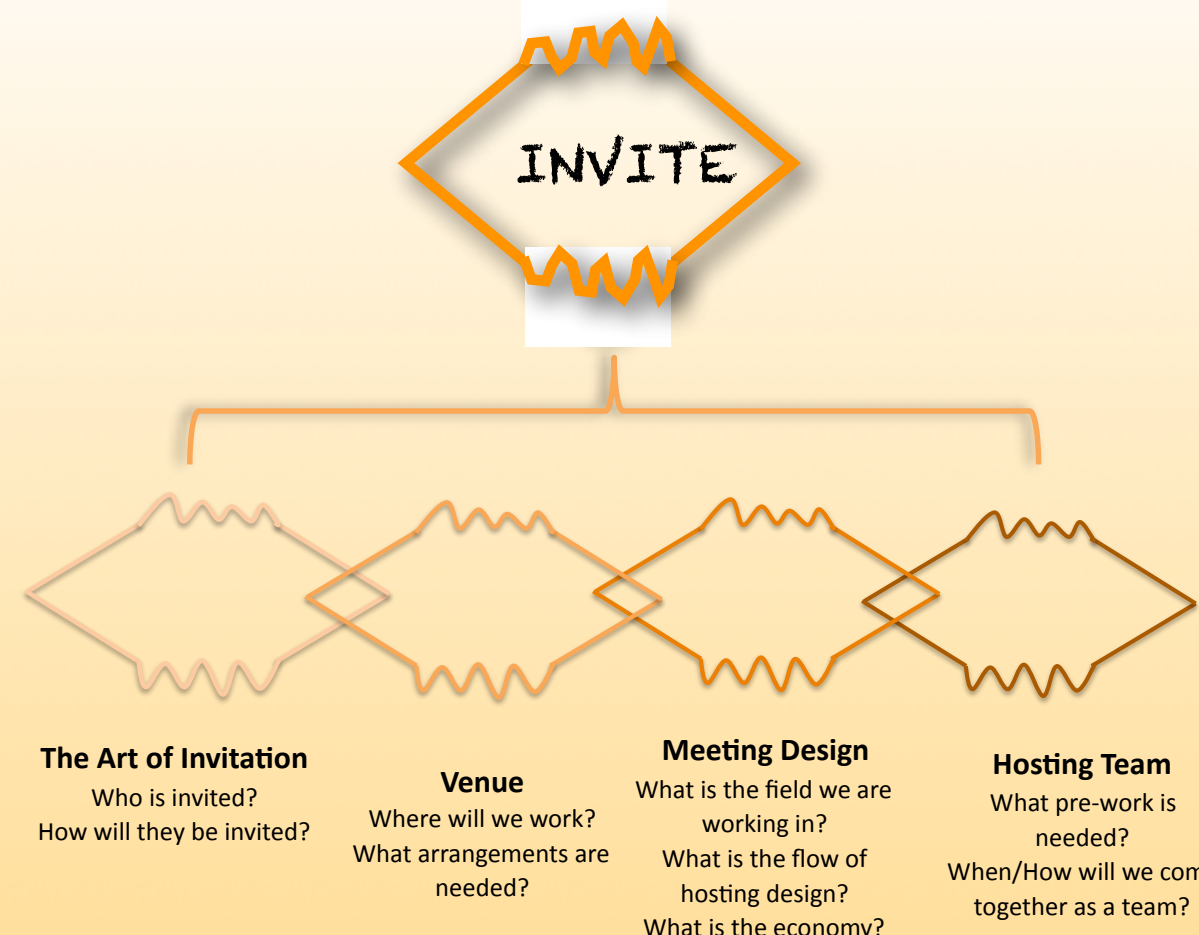
Holding the story of the unfolding progress, tending to the core team and the heartbeat of the sacred purpose underneath all the activities. The eagle practitioners & perspective -- hosting and sensing the whole -- being aware of all the 7 breaths, tending to the long-term intent and the wisdom of the actions & practices of this community of practitioners and the well being of everyone in this systems.

Although we've given a step by step description, the process is not linear but rather cyclical, and making sense (harvesting), reflecting on alignment to purpose, and next wise steps happens throughout the process.

Basic Rhythms

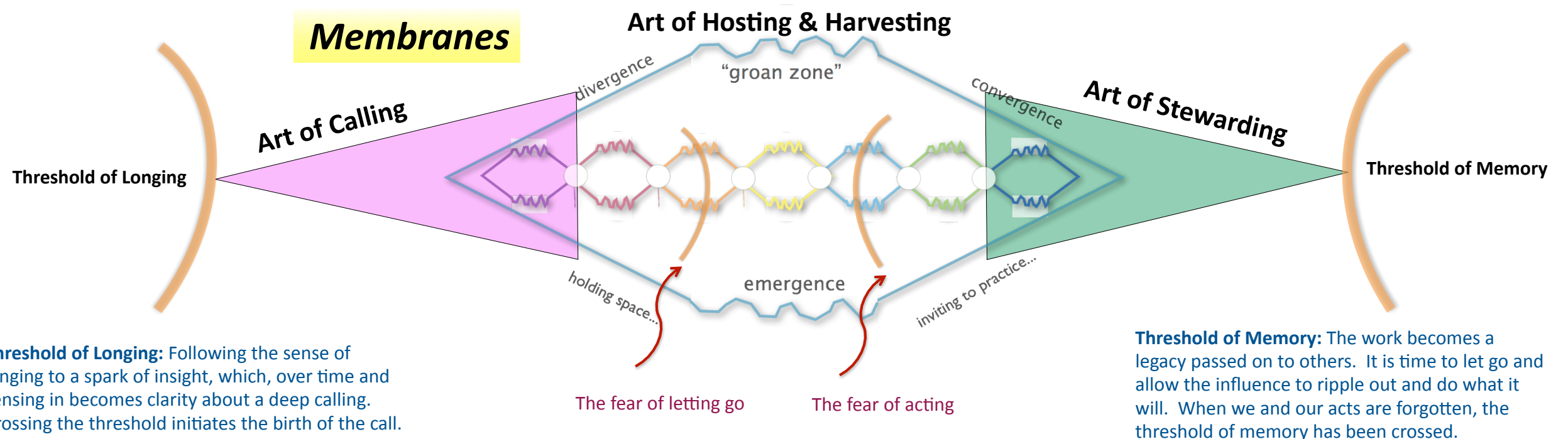
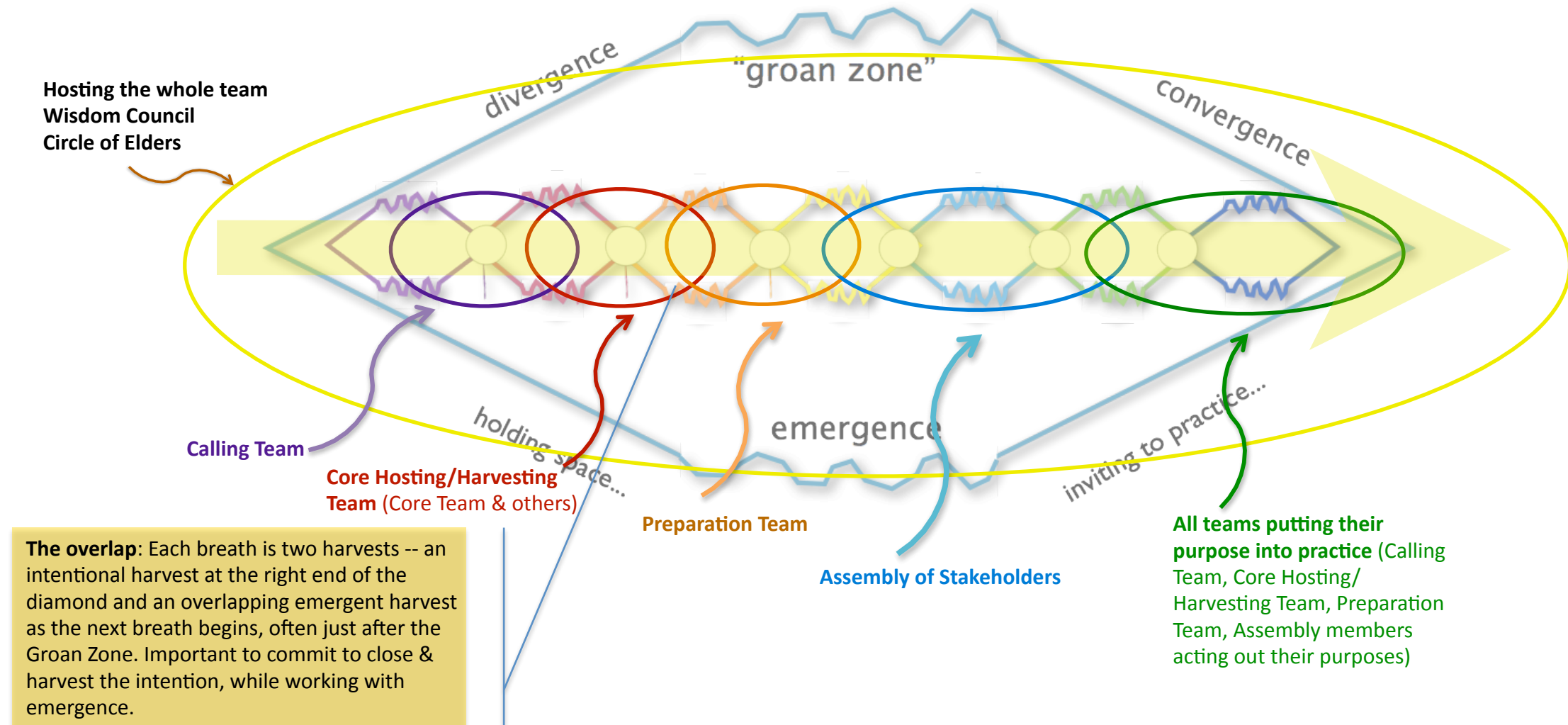
Many other parts of our practice sit within and support the 8 Breaths pattern. There are different kinds of questions and stories that can be used or gathered during each part of the process. Harvesting can take place during each breath. There are different organising patterns and the Chaordic Stepping Stones can be applied.

3rd Breath: Preparation behind the scenes

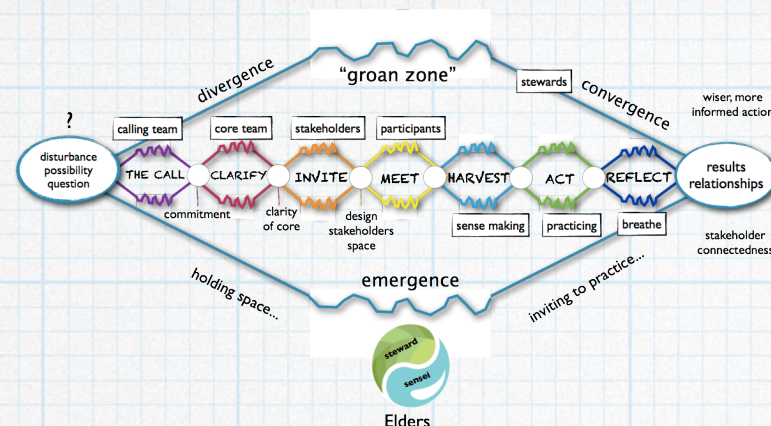


- Questions
- Stories
- Harvesting
- Chaordic Stepping Stones
- Organising patterns

People & Teams within the Process Architecture



Key Elements



	Breath 1	Breath 2	Breath 3	Breath 4	Breath 5	Breath 6	Breath 7	Breath 8
Questions	<ul style="list-style-type: none"> What is the call? What is mine to do? Will I take on this call? Who will stand with me? 	<ul style="list-style-type: none"> How do we move from need to purpose? What is our purpose? What is our calling question? Who is the core team? How will we work well together? What is our practice? Who is our eagle team? 	<ul style="list-style-type: none"> Who are the stakeholders? How can all parts of the system be in the room? What is our invitation? How can we invite people in such a way they want to be there/ are ready to participate? How do we work with 'whoever is there are the right people'? 	<ul style="list-style-type: none"> How may I serve? How can we create the best container of collective intelligence to emerge? Who else needs to be in this? What design serves the purpose? How can participants take participatory leadership — help host and harvest? 	<ul style="list-style-type: none"> What underlying patterns can we now see? How do they shape action? What will we now practice? Who else? What else? What is our action plan? 	<ul style="list-style-type: none"> How do we create & sustain self-organising? What is mine to do? How do we stay in practice & stay connected? How do we continue to open to what wants to happen now? 	<ul style="list-style-type: none"> What have we learned? What have we gained, reflecting on purpose? Will I take on this call? What are the next steps What is the long term vision? 	<ul style="list-style-type: none"> Who is our eagle team? Which elders can support us? What is needed to stay together over the full scope of this? How will we tend the fire?
People	<ul style="list-style-type: none"> Caller(s) Who else? 	<ul style="list-style-type: none"> Caller(s) Core Team 	<ul style="list-style-type: none"> Stakeholders Who is the wider Team? Who is the Hosting & Harvesting team? Who is the Groundwork team? 	<ul style="list-style-type: none"> Stakeholders (in and outside the room) Hosting & Harvesting team Groundwork team Others? 	<ul style="list-style-type: none"> Core team Harvesting/Hosting team Sense making team 	<ul style="list-style-type: none"> Core team Action triangles Wider team Stakeholders 	<ul style="list-style-type: none"> Core team Supporters 	<ul style="list-style-type: none"> Caller(s) Core team Eagle team
Hosting	<ul style="list-style-type: none"> Host yourself Practice your practice Ask for hosting 	<ul style="list-style-type: none"> Host yourself Practice your practice Host others 	<ul style="list-style-type: none"> Host yourself Practicing together Host the invitation Host others 	<ul style="list-style-type: none"> Host yourself Be in co-creation Host the harvest and harvest the hosting 	<ul style="list-style-type: none"> Host the sense & meaning making Host the deeper call 	<ul style="list-style-type: none"> Hosting self-organising Host the practice Tend to the purpose 	<ul style="list-style-type: none"> Hosting process reflection & self-reflection Future visioning 	<ul style="list-style-type: none"> Hosting the big picture of purpose & self organising
Harvesting	<ul style="list-style-type: none"> The disturbance The call The need Sensing in 	<ul style="list-style-type: none"> Next level of purpose Calling question Core team practices 	<ul style="list-style-type: none"> Stakeholder map Connections/ influence Facets of the calling question What harvest are we designing for? 	<ul style="list-style-type: none"> Micro harvest — process outputs Macro harvest — emergence Meta harvest — overarching patterns Tangible & intangible 	<ul style="list-style-type: none"> Harvesting patterns & the deeper call Harvesting the next level of practice & possible evolution 	<ul style="list-style-type: none"> Discoveries during the action phase 	<ul style="list-style-type: none"> Results Future vision 	<ul style="list-style-type: none"> The eagle eye view Process architecture map
Story	FOUNDING <ul style="list-style-type: none"> Founding story Founder's story The environment & need 	EVOLUTION <ul style="list-style-type: none"> Evolution of the calling question Evolution of purpose Evolution of core team 	FIELD <ul style="list-style-type: none"> Current StoryField Stories around the issue/question Stakeholder stories & dreams 	CO-CREATION <ul style="list-style-type: none"> Story of the event "Who we are now" snapshot Core or key stories Transformational stories 	SENSE & MEANING MAKING <ul style="list-style-type: none"> Evolution of the calling question Evolution of purpose Seeing the deeper patterns & who we become as a result 	COLLABORATION <ul style="list-style-type: none"> The impact of action + results Community of practice Practice evolution 	DEEPER SENSING <ul style="list-style-type: none"> Results & reflections Community of practice Evolution of purpose Collective Story Harvest Future story 	THE WHOLE <ul style="list-style-type: none"> Vision + challenge Alchemy Hero's journey
Leadership	<ul style="list-style-type: none"> Personal leadership 	<ul style="list-style-type: none"> Collective leadership 	<ul style="list-style-type: none"> Invitational leadership 	<ul style="list-style-type: none"> Participatory leadership 	<ul style="list-style-type: none"> Pattern leadership 	<ul style="list-style-type: none"> Action leadership 	<ul style="list-style-type: none"> Visionary leadership 	<ul style="list-style-type: none"> Holistic leadership