

LIGHT LEADERSHIP CONSTITUTION



PREAMBLE

This “Constitution” defines rules and processes for the governance and operations of a “Sphere.” The “Ratifiers” are adopting these rules as the formal authority structure for the Sphere specified upon the Constitution’s adoption, which may be an entire entity or a part of one that the Ratifiers have authority to govern and operate.

The Ratifiers and anyone else who takes part in the governance and operations of the Sphere (“Sphere Participants”) may rely upon the authorities granted by this Constitution, so long as they agree to be bound by its responsibilities and constraints.

All Sphere Participants’ responsibilities and constraints within the Sphere are defined in this Constitution, and in the Governance policies and guidelines that result therefrom. No former or implicit expectations or constraints carry any weight or authority, unless a Sphere’s Governance explicitly empowers them, or they come from a pre-existing contractual agreement with the Sphere.

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GLOSSARY

Accountability (Support Member) - The Support Member who is responsible for being the person the Sphere Participant checks in with around the completion of specific accountabilities, and is the Appeal Meeting Scribe.

Accountability Member(s) - All Participating Members have up to three surrounding Participating Members in a Sphere's Support Structure that holds that member accountable to their PL, has the ability to Fire that Perspective Lens if they believe that the individual's Perspective has shifted to a degree that they are no longer able to interact with their lens in a functional way, and the ability to re-engage the Participating Member into a new PL.

Advice Process - Occurs when a Sphere Participant proposes a decision or action, or requests expertise, initiates an informal conversation with any relevant Sphere Participant(s) to share their proposal, request, perspective, logic and/or question. The affected Sphere Participant(s) may then lend insight and any relevant expertise. The Advice Process is required in the case of potential Material Impact to another PL and/or by all Contact Lenses.

Appeal Process - A process that may be initiated, after the 48 hour Firing mark, by the Participating Member whose PL was Fired by reaching out to their Support Members if they believe the Firing was unwarranted or if they would like to propose modifying their PL, defining a new PL, or initiating a Fractaling Amendment.

Appeal Meeting - The process in which a Participating Member may initiate when their own PL has been fired by a Supporting Member and the Participating Member believes that the firing of their PL was unwarranted or they would like to propose re-engaging through the Sphere by reclaiming their PL, modifying their PL, creating a new PL, or initiating a Fractaling Amendment.

AWOL - If a Participating Member chooses to stop participating and goes out of communication.

Black and White Perspectives - A Sphere's Black Perspective is embodying the entire spectrum of Perspectives within the Sphere until a Sphere is Legally

Anchored. Once Legally Anchored, a Sphere's White Perspective takes a bird's eye view in stewarding the Sphere's Vision for the Vision to become actualized.

Constitution - This Light Leadership Constitution, which defines the rules and processes for the governance and operations of a Sphere.

Contact - Any external party whose expertise is requested by the Sphere in accordance with the Contact Lens.

Contact Lens - The document that gives a Contact the ability to engage the Sphere with their Perspective.

Core Values - The foundational values that set the energetic template of the Sphere's expression, as determined by the Primary Prospective Members during the Legal Anchoring Process. The determination of the Core Values is a key element to the relationship building that serves to strengthen the connection between the Prospective Members in the lead up to Legal Anchoring.

Cluster - A group of no more than seven, and no less than four Sphere Participants holding the same and/or similar PL's and/or CL's, forming for the purpose of grouping relevant Meetings and Meritocratic Reviews.

Dismissal – Occurs when the Participating Member whose Lens was Fired does not engage the Appeal Process, (as outlined in Section [2.6.2](#)), and has no written communication with any of the remaining Participating Members, after 30 days they will be Dismissed as a Member of the Sphere and their equity share will be dealt with in accordance with the Sphere's Financial Policy.

Duties – The ongoing duties that the Participating Member will enact on behalf of the Sphere, in alignment with the Sphere's Vision.

Emotional / Relational Meeting (E/R Meeting) - When an Emotional / Relational Threshold cannot be resolved through the Advice Process, the Participating Member is responsible for initiating a meeting to specifically address any unresolved Emotional / Relational tension.

Emotional / Relational Threshold - When a Participating Member's emotional or relational experience is interfering with their ability to effectively participate in

stewarding the Sphere's Vision or the Vision of their PL.

Emotional (Support Member)- The Support Member responsible for providing emotional and relational support.

Expansion Thresholds - An implicit gap that is perceived between the Participating Members current stewardship of their PL and the Vision they hold for their PL. The Expansion Threshold itself is the threshold they reach that limits their expansion towards their PL's Vision.

First Action - The individual with the Vision can take First Action to initiate a Sphere. The First Action consists of sufficiently articulating, in writing or otherwise, a brief statement about the Vision of the Sphere and inviting Primary Prospective Members for support.

Fractaling Amendment - The process that members of a Sphere can initiate in order to create a Sub-Sphere where the original Sphere becomes the Super-Sphere. All Sub-Sphere and Super-Sphere agreements and governance is to be created in accordance with the Fractaling process. See Fractaling Amendment for details.

Governance - The combination of all captured Governance Meeting decisions, Amendments, Repeals, and Interpretations

Governance Meeting - A meeting specifically held for engaging in the Governance Process, scheduled annually and as needed.

Governance Process - The Governance Process is intended to be utilized in situations in which the Vision of the Sphere cannot be advanced solely through the Voting Process, Advice Process or through modification of the PLs.

Guide - A Temporary Lens that is responsible for scheduling meetings (unless otherwise specified), opening the meetings, facilitating all aspects of the meetings in accordance with [Article IV and V below](#) and closing the meetings.

Guidelines – Suggested processes for the Sphere.

Individual Action - Participating Members are authorized to act, as long as acting in good faith to serve the Vision of the Sphere, even if:

- (a) it causes Material Impact where they could not come to an agreement with an affected Sphere Participant through the Advice Process; or
- (b) when there is not sufficient time to enact the Advice Process, or to propose a Governance change to allow the Individual Action to proceed; or
- (c) it breaks the rules of this Constitution.

Instigator (Support Member) - A Support Member who is responsible for supporting the Sphere Participant to stretch to meet their PL's or CL's Vision.

Interim Visionary - In the event that a Visionary ceases participation within a sphere, the highest-rated Participating Member in the Meritocratic Review will take on the full responsibility of the White Perspective Lens until a new Visionary is elected by majority vote.

Investing Members - Members that fall into one of the categories outlined in the Sphere's Financial Policy, section [1.3.3](#) Investing Members.

Legally Anchored - A Sphere is considered Legally Anchored once the Visionary and Primary Prospective Members have:

- (a) defined the Vision of the Sphere, the Core Values, and the Primary PLs that encompass the Sphere's early operation;
- (b) defined a list of any other anticipated PLs or Contact Lenses where relevant, that would support the Sphere;
- (c) formed any Sphere Policies or Guidelines;
- (d) drafted and signed the Operating Agreement;
- (e) organized or incorporated the Sphere as a legal entity;
- (f) adopted and ratified the Constitution
- (g) utilized legal and financial/business counsel to Legally Anchor the Sphere

through any additional necessary legal documentation.

Lens Firing (Fire) - The process through which a Participating Member is relieved of their Perspective Lens duties. A Participating Member may choose to fire their own lens or a Lens Firing may be initiated by one of the three Supporting Members in their Support Structure. If they feel the Lens Firing has been unwarranted they can pursue the Appeal Process as described in Section [2.6.2](#).

In the event that a Participating Member chooses to fire their own lens, his process takes place in a Governance Meeting called by the resigning Participating Member, and entails ensuring that all of the constituent elements of that PL (including its Vision, Territory and Duties), anything material that is not otherwise listed in that PL, any open communication with other Sphere Participants or clients, and any other processes or information that are pertinent to effectively enact that PL are documented.

Mastermind App - The technology/software application used to rate and visually depict the contribution and financial distribution of Participating Members (and Contacts, where relevant) over time.

Material Impact - The impact of any choice that threatens the realization of the Sphere's Vision or the realization of a PL's Vision, obscures its Territories, or interferes with the execution of its Duties.

Meeting - Both requested and regularly scheduled meetings outlined in this Constitution (and in any Sphere Meeting Policies or Guidelines) are to be prioritized by all Sphere Participants, though attendance is not obligatory. Each Meeting's Guide will take reasonable measures to allow time to address every agenda item within the meeting and may, within their discretion, cut short any item that is taking more than its due share of the remaining meeting time.

Meetings and Minutes Record - All relevant notes pertaining to the meetings taken by the Scribe and recorded in the Sphere's Record.

Meritocratic Compensation System - A system that determines how pay is allocated to Participating Members and is detailed and recorded in the Sphere's Financial Policy during the Legal Anchoring Process, and updated accordingly when relevant.

Meritocratic Contribution - The holistic contribution that arises from a Participating Members unique Perspective and incorporates, among other things:

- (a) Offering their unique Perspective;
- (b) Expressing the Sphere's Core Values;
- (c) Stewardship of the PL's Vision in alignment with the Sphere's Vision; (d) Participation and presence in Meetings; and
- (e) Accountability.

Meritocratic Review Process - The process in which each Participating Member in a Sphere or any Sub-Sphere (and any Contacts if specified by their CL) shall rate all other Participating Members' and Contacts' Meritocratic Contribution through the Mastermind App.

Non-Participating Member - any autonomous individual with ownership in a specific Sphere that does not participate through a PL in the Sphere.

Operating Agreement - Also referred to as a limited liability company agreement, the Operating Agreement, along with the Articles of Organization, constitute the legally binding documents required as part of the Legal Anchoring process that interfaces with the governing body of law from where the Sphere resides.

Organism - The Organism is an emergent that arises from the collective invested attention that occurs amongst the participants in the Sphere.

Organization - An existing entity that has a governance structure of its own, looking to adopt this Constitution.

Participating Member(s) - A Participating Member is defined as any autonomous individual, with ownership in a specific Sphere, who consistently participates by shining their inherently unique Perspective through one or more of their explicitly defined Perspective Lenses (PLs). After the Sphere is Legally Anchored, the Visionary and Primary Prospective Members all become Participating Members in the Sphere.

Perspective - Each Participating Member is seen to hold their own unique Perspective, which they then shine through their respective Lens.

Perspective Lens - Perspective Lenses (PLs) are self-generated and transparent and include the following:

(a) a Vision, which outlines the grand vision or overarching purpose of the Perspective Lens that the Participating Member will pursue or express on behalf of the Sphere, in alignment with the Sphere's Vision;

(b) one or more Territories, which outline the Territory or area being overseen by the Participating Member through the vantage point of this Perspective Lens, on behalf of the Sphere and in alignment with the Sphere's vision;

(c) one or more Duties, which outline the ongoing activities that the Participating Member will enact through this Perspective Lens, on behalf of the Sphere.

PL Policies and Guidelines - The policies and guidelines created and shared by a Participating Member with other Participating Members, as stated, updated, and refined in the Sphere's Record, which may include the ability to grant authority to allow others to materially impact their PL without enacting the Advice Process.

Primary Participating Members - To initiate the lawful formation of a Sphere the Primary Participating Members must decide to begin the Legal Anchoring process.

Primary Perspectives - These initial Perspectives evolve from the Black Perspective as a Sphere develops. They are occupied by the initial Primary Prospective Members the Black Perspective invites through First Action. They explore, draw out, and cultivate the Vision held by the Visionary through dialogue and reading any documentation gathered or created by the Visionary.

Primary Perspectives Lense(s) - The initial lenses that cover the fundamental functions that are necessary for the creation and operation of the Sphere, these may include legal and financial, operational, technological, relational etc.

Primary Prospective Members - The individuals that are attracted to and invited to

support the Visionary through First Action.

Prospective Members - Individuals who are invited, in writing, to contribute their Perspectives, for a period of nine months (unless an alternate time frame is otherwise agreed to and voted upon in a Governance Meeting) during the “Prospective Member Trial Period.

Prospective Member Trial Period - The time in which Prospective Members lend their Perspectives to the Vision and Core Values of the Sphere to determine if they are in alignment with the Participating Members. They will also participate with the Sphere as any other Participating Member would by either shining their Perspectives through the anticipated PLs identified at [1.2.1\(b\)](#) or by modifying the anticipated PLs to more accurately reflect their unique Perspectives.

Prism - The means by which the Sphere gives the Prism Holder the ability to represent the Perspective of the whole Sphere in communication with any other Sphere or external party.

Prism-Holder - Any Participating Member who represents the Sphere in communication with another Sphere or an external party in accordance with the Prism.

Prism Guidelines - Suggested ways to give the Prism holder the ability to represent the Perspective of the whole Sphere in communication with any other type of Sphere or external entity.

Ratchet (Process) - A mechanism initiated by any Participating Member (except the Visionary holding the White Perspective) to invite a centralization of power into the hands of the Visionary. When the Ratchet is in effect, no Individual Action or Lens Firing is to take place.

Ratifiers - The Ratifiers are the individuals adopting these rules as the formal authority structure for the Sphere specified upon the Constitution’s adoption, which may be an entire entity or a part of one that the Ratifiers have authority to govern and run.

Record - The location where all documents and notes are stored; including all meeting notes, all Governance updates, all invoices, financials, investment

documents, tax documents, all contracts and agreements, templates, proprietary software, IP documentation, Apps, PLs and CLs, and all amendments, all Guidelines of the Sphere, and any and all other legal, financial or proprietary notes, documents and agreements of the Sphere and any of its Sub-Spheres.

Responsibility of Accountability - The responsibility of all Participating Members to participate in the Sphere's Support Structure.

Responsibility of Meritocratic Contribution - The responsibility of all Participating Members to steward the Sphere's Vision through a Sphere Participant's Meritocratic Contribution. Sphere Participants will do so with consideration to prioritizing their time, attention and resources they allocate towards their Meritocratic Contribution in order to responsibly steward the Vision, oversee the Territories, and enact the Duties of their PL in support of the Sphere's Vision.

Responsibility of Participation - The responsibility of all Participating Members to engage their PL or CL to steward the Sphere's Vision in alignment this Constitution.

Responsibility of Transparency - The responsibility of all Participating Members to provide transparency upon request around how they are prioritizing their attention, how they are allocating the Sphere's resources (or any additional spending) their decision-making, and any approximate projections of project completion.

Scribe - A Temporary Lense that takes all relevant notes pertaining to the meetings and records them in the Sphere's Meetings and Minutes Record, in the Sphere's transparent Record.

Shared Vision - From the initial seed of the Vision, contributed by the Visionary, the Primary Prospective Members weave in their Perspectives to create a Shared Vision. The determination of the Shared Vision is a key element to the relationship building that serves to strengthen the connection between the Prospective Members in the lead up to Legal Anchoring. The Shared Vision is continually nurtured as the Organism develops and represents the Organism's guiding mission.

Sphere - A Sphere is the container within which the structure of the operating Organism is formed. A Sphere is composed of individuals consistently participating through explicitly defined Perspective Lenses and Contact Lenses in service of the Sphere's Vision.

Sphere Financial Policy - The document that may be adopted with the ratification of this Constitution that sets out the overarching philosophy, agreed rules and processes for the financial arrangements, distributions and operations of the Sphere.

Sphere Guidelines – Suggestions for financial, legal, strategic and operational principles and courses of action that are adopted by the Sphere to help guide the Governance Process.

Sphere Participant(s) - Anyone who takes part in the governance and operations of the Sphere is considered a Sphere Participant; including:

- (a) each Participating Member acting through a Perspective Lens in the Sphere;
- (b) anyone participating in a Participating Member Trial Period in a Sphere;
- (c) each Contact acting through a CL; and
- (d) each Investing Member of the Sphere.

Sphere Policies - Determine the agreed upon rules of engagement for the Sphere with respect to particular functions including, but not limited to, any Prism Policies, Contact Lens Policies, Financial Policies, Governance Policies or Meeting and Minutes Policies which can be created or updated at any time by the Governance Process.

Statement of Re-Engagement - A notification in writing by a Non-Participating Member to re-engage as a Participating Member followed by the participation in the next Sphere Sweat Lodge Meeting and a Governance Meeting to define their new PL, determine their Support Structure and re-engage the Meritocratic Review Process.

Support Members - The 3 Support Members that make up each Sphere Participant's Support Structure each have different roles:

- (i) the Emotional Support is responsible for providing emotional and relational support;

(ii) the Accountability is responsible for being the person the Sphere Participant checks in with around the completion of specific accountabilities; and

(iii) the Instigator is responsible for supporting the Sphere Participant to stretch to meet their PL's or CL's Vision.

Support Structure - The Sphere's four-pointed structure that links a Participating Member or Contact to three other Participating Members in the Sphere, each offering a specific support function: E/R support, accountability, and guidance.

Sustainable (Sustainability) - When a Sphere generates revenues that are sufficient to cover the Sphere's minimum business expenses and all of the Participating Members' base personal expenses as outlined by the Financial Cascade System in accordance to the Sphere's Financial Policy.

Sweat Lodge Meeting - A specific meeting that may act as a pressure release valve within the cultural system through transparent sharing between Participating Members (or Contacts if specified in their CL).

Temporary Lenses - Each meeting type may have two designated Temporary Lenses, which are held during those meeting types only. These Lenses are known as a Guide and a Scribe.

Vision - The initial seed-idea of a Sphere carried by the Visionary until it has been cultivated to a level of clarity where it attracts enough support to become a Shared Vision.

Visionary - the Sphere's initiating individual who the Vision is carried by and who initially holds the Black Perspective Lens. Once the Sphere is Legally Anchored the Visionary then moves to holding the White Perspective Lens.

Vote and Voting Process - The mechanism by which official decisions, which cannot be agreed upon, are made by majority within the Sphere as more fully defined in Section [2.4](#).

Article I: Sphere Structure

1.1 Sphere Basics

A “*Sphere*” is the container within which the operating organism (“*Organism*”) forms.

An Organism is an emergent that arises from the collective invested attention that occurs amongst the participants in the Sphere (“*Sphere Participants*”).

A “*Sub-Sphere*” is a legally anchored Sphere, that is birthed from another Sphere. See “*Fractaling Amendment*” for details.

A “*Participating Member*” is any autonomous individual, with ownership in a specific Sphere, who consistently participates by shining their inherently unique “*Perspective*” through one or more of their explicitly defined “*Perspective Lenses*” (PLs).

A “*Non-Participating Member*” is any autonomous individual with ownership in a specific Sphere who does not participate through a PL in the Sphere.

1.2 Sphere Formation

At the initial formation of a Sphere, its “*Vision*” is carried by the initiating individual (the “*Visionary*”). When that Vision has been cultivated to a level of clarity where it warrants support, the Visionary can take “*First Action*” to initiate a Sphere.

First Action consists of sufficiently articulating, whether in writing or otherwise, the Vision of the Sphere.

Once First Action is taken, the Visionary holds the unified “*Black Perspective*.” At this stage the Visionary holding the Black Perspective is embodying the entire spectrum of Perspectives within the Sphere.

Through First Action, the “*Primary Prospective Member(s)*” is/are attracted and invited in for support.

In offering their “*Primary Perspective(s)*,” they explore, draw out, and cultivate the

Vision held by the Visionary through dialogue and reading any documentation gathered or created by the Visionary.

The initial phase of Sphere formation is to serve as relationship building between the Visionary and any Primary Prospective Member(s) while strengthening their connection to a set of “*Core Values*” and the “*Shared Vision*”.

While the Sphere is forming, the Primary Prospective Member(s) begin(s) to ideate around their “*Primary Perspective Lense(s)*” (*Primary PLs*).

These Primary PLs, once “*Legally Anchored*” (as outlined in Section 1.2.1 below), will form the initial internal structure of the Sphere.

1.2.1 Legal Anchoring

To initiate the lawful formation of a Sphere the Primary Prospective Member(s) must decide to begin the “*Legal Anchoring*” process. The Visionary may participate in the dialogue in the lead up to the Legal Anchoring process, but the Primary Prospective Member(s) will define the suite of documents and ensure the Visionary is in alignment with the documentation before its finalization and signing.

The Legal Anchoring process involves:

(a) defining the Vision of the Sphere, the Core Values, the Shared Vision, and the Primary PLs that encompass the Sphere’s early operation;

(b) defining a list of any other anticipated PLs or “*Contact Lenses*” (as defined in Section 3.1 below) where relevant, that would support the Sphere;

(c) forming any “*Sphere Policies or Guidelines*” - which determine the agreed upon rules of engagement for the Sphere with respect to particular functions including, but not limited to, any Prism Policies or Guidelines, Contact Lens Policies or Guidelines, Financial Policies or Guidelines, Governance Policies or Guidelines or Meeting and Minutes Policies or Guidelines which can be created or updated at any time by the “*Governance Process*”;

(d) organizing or incorporating the Sphere as a legal entity;

(e) drafting and signing the “*Operating Agreement*”;

(f) adopting and ratifying the Constitution;

(g) utilizing legal counsel to Legally Anchor the Sphere through any additional necessary legal documentation.

After the completion of this process, the Sphere is “Legally Anchored” and becomes an autonomous container. At this stage the Visionary and the Primary Prospective Members all become “*Primary Participating Members*” in the Sphere.

In now having dispersed the entire spectrum of Perspectives within the Sphere, the Visionary moves from holding the Black Perspective to holding the “*White Perspective*” and defines the “*White Perspective Lens*” (*White PL*).

The White PL takes the bird’s eye view in stewarding the Sphere’s Vision for the Vision to become actualized.

1.3 Inviting Prospective Members

Additional “*Prospective Members*” may now be given written invitations to contribute their Perspectives for a period of 9 months (unless an alternate time-frame is otherwise voted and agreed upon in a Governance Meeting in accordance with Section 4.1 below) during the “*Prospective Member Trial Period*”. During this time, the Prospective Members lend their Perspectives to the Shared Vision and Core Values of the Sphere to determine if they are in alignment with the Participating Members. They will also participate with the Sphere, as any other Participating Member would, by either shining their Perspectives through the anticipated PLs identified at 1.2.1(b) or by modifying the anticipated PLs to more accurately reflect their unique Perspectives.

Prospective Members will be included in the Sphere’s “*Support Structure*” (as set out at Section 5.1.1 below), may participate in the Sphere “*Meetings*” (as defined in Section 5.4 below), and will participate in the “*Meritocratic Review Process*” (as set out at Section 5.2 below) as well as the “*Meritocratic Compensation System*” (as outlined in section 5.3 below). However, they do not have voting rights during this time (unless otherwise specified in their written invitation to the “*Prospective Member Trial Period*” or as agreed by a Vote, as set out at Section 2.4 below).

At the end of the Prospective Member Trial Period, the Prospective Members present their choice to join or leave the Sphere, in writing, to all Participating Members.

If their choice is to join the Sphere as Participating Members, a “Vote” is called among the existing Participating Members to either accept or reject their choice to join.

Participating Members must follow the “*Voting Process*” (as set out at Section 2.4 below) to bring the Prospective Member(s) onboard (and any Non-Participating Members will also be notified of the Vote (in accordance with Section 2.5 below).

Then the Participating Members extend (a) formal invitation(s) to the Prospective Member(s) into the Sphere, at which time the Prospective Members will call a “*Governance Meeting*” (as set out at Section 4.2 below) to define their PLs, and sign the Constitution, the Operating Agreement and any other relevant documentation of the Sphere.

Article II: Perspective Lenses

Each Participating Member is responsible for explicitly defining and refining their PL(s) to include the following:

(a) Its “*Vision*,” which outlines the overarching purpose of the PL that the Participating Member will steward on behalf of the Sphere, in alignment with the Sphere’s Vision;

(b) Its “*Territories*,” which outlines the areas being overseen by the Participating Member on behalf of the Sphere, in alignment with the Sphere’s Vision; and

(c) Its “*Duties*,” which outline the ongoing duties that the Participating Member will enact on behalf of the Sphere, in alignment with the Sphere’s Vision.

2.1 Perspective Lens Responsibilities

Participating Members of a Sphere are responsible for continually updating and refining their PLs and sharing any relevant and material changes to their PLs with other Participating Members in a timely fashion.

2.1.1 Addressing Expansion Thresholds

Participating Members are responsible for identifying and addressing any “*Expansion Thresholds*” that exist for them. An Expansion Threshold is implicit when a gap is perceived between a Participating Member’s current stewardship of their PL and the Vision they hold for their PL. The Expansion Threshold is the threshold they reach that limits their expansion towards their PL’s Vision.

A Participating Member may choose to address an Expansion Threshold through the “*Advice Process*” (as defined at Section 2.3.2 below), their “*Support Structure*” (as defined at Section 5.1.1 below) or through a “*Sweat Lodge Meeting*” (as defined at Section 5.4.1 below). If they are unable to resolve the Expansion Threshold in any of these manners, they may call a “*Governance Meeting*” (as defined at Section 4.2 below) to address it.

All Participating Members are empowered to bring awareness to an Expansion Threshold that they perceive, even when it falls outside the Territory of their PL, at any time. They have the ability to speak to it through the Advice Process, their Support Structure and/or a Sweat Lodge Meeting to support its resolution. If this creates an “*Emotional / Relational Threshold*” for either the Participating Member bringing awareness to the Expansion Threshold or for the Participating Member that the Expansion Threshold directly affects, the affected person is responsible for addressing it (as outlined in Section 2.1.2 below).

2.1.2 Addressing Emotional / Relational Thresholds

Participating Members are responsible for identifying any Emotional / Relational Thresholds that exist. An Emotional / Relational Threshold is implicit when a Participating Member’s emotional or relational experience is interfering with their ability to effectively participate in stewarding the Sphere’s Vision or the Vision of their PL.

Participating Members are responsible for addressing any Emotional / Relational Thresholds themselves, with the support of their Support Structure. If this does not resolve the Emotional / Relational Threshold, they are responsible for engaging the Advice Process with the Sphere Participant(s) the Emotional / Relational Threshold relates to in an attempt to resolve it.

If the Emotional / Relational Threshold still remains unresolved, the Participating Member is responsible for initiating an “*Emotional / Relational Meeting*” (“ER

Meeting”, as defined at Section 5.4.2 below) to address it with any Sphere Participant(s) the Emotional / Relational Threshold relates to, to be mediated by the Sweat Lodge Meeting Guide (as outlined in Section 5.4.2 below). If additional support is necessary, the Emotional / Relational Threshold can be raised in a Sweat Lodge Meeting (as outlined in Section 5.4.1 below).

All Participating Members are empowered to bring awareness to an Emotional / Relational Threshold that they perceive at any time. They have the ability to speak to it through their Support Structure, the Advice Process, and/or a Sweat Lodge Meeting to support its resolution. If this creates an Emotional / Relational Threshold for the Participating Member bringing awareness to the Threshold, or for the Participating Member that the Emotional / Relational Threshold directly affects, the affected person is responsible for addressing it as outlined in this Section.

2.1.3 Directing Resources

Spheres will be transparent about their resources amongst the Participating Members and any Participating Member may utilize available resources for any purpose at any time, through the Advice Process (outlined in Section 2.3.2 below).

2.2 Updating and Dividing Perspective Lenses

All PLs or relevant “*PL Policies and Guidelines*” may be updated and refined and any relevant and material changes shall be shared with other Participating Members in a timely fashion.

If a Participating Member is reaching capacity and feels they cannot fulfill the responsibilities of their PL, this qualifies as reaching an Expansion Threshold, to be addressed (as outlined in Section 2.1.1 above). The Participating Member can also propose a division of the PL that may result in inviting in a new Prospective Member, hiring a “*Contact*” through a “*Contact Lens*” (as defined in Section 3.1 below), or taking First Action to initiate the formation of a “*Sub-Sphere*” (as defined in **Fractaling Amendment**).

2.2.1 Multiple Perspective Lenses

A Participating Member can define, hold and shine their Perspective through

more than one PL at any one time. If a Participating Member elects to create a new PL for themselves, it may be defined and shared in a Governance Meeting.

2.3 Authority to Act

Participating Members have the authority to make any decision and execute any actions at any time that they reasonably believe are useful for stewarding their PL's Vision, overseeing their PL's Territories, and enacting their PL's Duties.

Participating Members also have authority to act outside of the Territory of their PL, with respect to anything that has the purpose or effect of moving the Sphere's Vision forward.

Contacts have the authority to make any decision and execute any actions at any time that they reasonably believe are useful for stewarding their CLs.

If the decision or action is likely to impact another Sphere Participant, or if another Sphere Participant's expertise is relevant, then (a) it is recommended that Participating Members follow the Advice Process (as set forth in Section 2.3.2 below); and (b) it is required that Contacts follow the Advice Process.

However, if an Action will cause "*Material Impact*" (as defined in Section 2.3.1 below) within a Territory overseen by another Participating Member, another Sphere Participant, or another Sphere or Sub-Sphere, the Advice Process must be followed.

2.3.1 Material Impact

Material Impact is defined as the impact of any choice that threatens the realization of the Sphere's Vision or the realization of a PL's Vision, obscures its Territories, or interferes with the execution of its Duties.

Sphere Participants are to exercise reasonable discernment to assess whether Material Impact is going to be created by their decision or action.

Any Participating Member whose PL is materially impacted by another Participating Member may either respond on a case-by-case basis or may also define "*PL Guidelines*" for their PL.

PL Policies and Guidelines can grant authority to allow others to materially

impact their PL without enacting the Advice Process. Before a PL Policy or Guideline is valid, the Participating Member must first publish it in the “Record” (as defined in Section 2.7 below) so it is available for all Sphere Participants to see.

2.3.2 Advice Process

To follow the Advice Process, the Sphere Participant proposing a decision or action, or requesting expertise, initiates an informal conversation with any relevant Sphere Participant(s) to share their proposal, request, perspective, logic and/or question. The affected Sphere Participant(s) may then lend insight and any relevant expertise.

If the affected Sphere Participant(s) believes the decision or action will create an Expansion Threshold if the proposing Sphere Participant were to move forward with the decision or action, this may be discussed and, if possible, a solution found which achieves the proposing Sphere Participant’s goal while addressing any Expansion Thresholds that have been raised in the conversation.

If the Advice Process is followed and agreement cannot be reached between the Sphere Participants about the proposed course of action, the proposing Sphere Participant may abandon the decision / action or still take the decision / action (without any further process).

However, if the Advice Process was required because of an action that causes Material Impact, the proposing Sphere Participant may choose to abandon the decision / action. Only Participating Member(s) may still choose to go forward with it, and, as a consequence, this action would become an “*Individual Action*” (as defined at Section 2.3.3 below).

If a Participating Member proceeds with an Individual Action, and it creates an Expansion Threshold for the affected party, the affected party may then follow Section 2.1.1 above.

Contacts cannot take Individual Action, but can raise any concerns arising from the Advice Process with their “*Prism*” (as defined at Section 3.1 below) if need be.

2.3.3 Individual Action

Participating Members are authorized to act even if:

(a) it causes Material Impact where they could not come to an agreement with an affected Sphere Participant through the Advice Process; or

(b) when there is not sufficient time to enact the Advice Process, or to propose a Governance change to allow the Individual Action to proceed; or

(c) it breaks the rules of this Constitution.

This is known as taking Individual Action. Participating Members may take Individual Action so long as the Participating Member is acting in good faith to serve the Vision of the Sphere.

No Individual Action is to take place while “*The Ratchet Process*” is in effect (as set forth in Section [5.5](#) below).

2.3.3.1 Addressing Expansion and Emotional / Relational Thresholds from Individual Action

Upon taking Individual Action, the Participating Member has a responsibility to explain their Individual Action and the reasoning behind it to any Participating Member who is materially impacted.

If the Individual Action creates an Expansion Threshold for the Participating Member who took the Individual Action, or for any other Participating Member, which cannot be resolved through the Advice Process, a Support Structure, or Sweat Lodge the person with the Expansion Threshold may call a Governance Meeting to address it.

The Participating Member taking the Individual Action has a responsibility to attend that Governance Meeting and take any reasonable actions to assist in addressing any Expansion Thresholds created by their Individual Action.

Any Emotional / Relational Thresholds arising from the Individual Action may be dealt with as outlined in Section [2.1.2](#) above.

After taking Individual Action, the Participating Member has a responsibility to prioritize the actions outlined in this Section.

2.4 Voting Process

Every Participating Member has the authority to initiate a “*Voting Process*” at any time, including for any decision which cannot be agreed upon, so long as it takes place during a Governance Meeting or 24 hours notice has been given to all Participating Members about the Vote. In the latter case, the “*Vote*” will take place via an agreed upon technological platform and the Participating Members will have 24 hours in which to place their Vote.

If a Voting Process is initiated, a Vote will be decided by the Vote of the majority. All Participating Members may cast a Vote in every Voting Process, with the exception of the Visionary holding the White Perspective. In the case of a tie, the Visionary holding the White Perspective makes the final Vote to create a majority Vote.

Participating Members are encouraged to gather any relevant feedback from any Sphere Participants, informally, prior to the Vote, to create the most information-rich perspective, but only Participating Members may Vote.

Non-Participating Members do not have a Vote in the Voting Process except in the case of a proposed sale or dissolution of the Sphere.

All Votes, and all results of all Votes, shall be captured in the Record. In addition, if a Vote affects acting Governance then the Governance Scribe will update the Governance notes with the results of the Vote, and the logic behind it, in the Record.

2.5 Becoming a Non-Participating Member

At any time, a Participating Member may voluntarily choose to become “*Non-Participating*.”

To voluntarily become Non-Participating a Participating Member must notify all Participating Members, in writing, that they wish to go Non-Participating, and call a Governance Meeting to “*Fire*” their Lens in accordance with Section [2.6.1](#) below.

A Participating Member may also be voted Non-Participating by majority Vote of their “*Accountability Members*” through the “*Lens Firing*” process, as outlined in Section [2.6.2](#) below.

During the time that the Member is Non-Participating they will have no decision-making

power or Vote in the Sphere, with the exception of a Vote on a sale or dissolution of a whole Sphere. In the event of a Vote on a sale or dissolution of a Sphere, any Non-Participating Member(s) will be notified of the potential sale or dissolution (at least 14 days prior, at their last known address and via their last active method of communication) and be invited to participate in the Vote. The Vote on a sale or dissolution of the whole Sphere will only pass by consensus.

Non-Participating Members will also be notified of any impending Vote about any new Prospective Member, any proposed sale or buy-back of equity, and any proposed sale of any Sub-Sphere, but they will not be invited to Vote unless they choose to re-engage and become Participating.

If a Participating Member becomes Non-Participating, the protocol for pay and any changes in Dynamic Equity will be determined in accordance with the Dynamic Equity Policy in the Sphere's Financial Policy.

2.5.1 Re-Engagement of a Non-Participating Member

At any time that a Non-Participating Member wishes to re-engage and become Participating, they must notify all Participating Members, in writing, through a "*Statement of Re-Engagement*" and attend the next Sweat Lodge Meeting (as set forth in Section 5.4.1 below). They must also call a Governance Meeting to define their new PL, determine their Support Structure and re-engage the Meritocratic Review Process. Any relevant protocol for pay and any changes in dynamic equity will be determined in accordance with the Sphere's Financial Policy.

2.5.2 Dismissal

If a Participating Member chooses to stop participating and goes out of communication (i.e going "AWOL,") it is the responsibility of one of their Support Members to Fire their Lens. At that time, the AWOL Participating Member's PL will be enacted by their firing Support Member (in accordance with Section 5.1.1). The Support Member can then call for a Governance Meeting to redistribute any constituent elements of the PL that they so choose (in accordance with Section 2.6.2 below).

If the Participating Member whose Lens was Fired does not engage the "*Appeal Process*," (as outlined in Section 2.6.2 below), and has no written communication with any of the remaining Participating Members, after 30 days they will be "*Dismissed*" as a Member of the Sphere and equity shall be forfeited and dealt with in accordance with the Sphere's Financial Policy) .

2.5.3 Exit of a Member on a Sale

If one Participating Member wishes to exit the Sphere, they will follow the process in Section 2.5 above to go Non-Participating and notify all Participating Members that they also wish to transfer their equity in the Sphere.

The Participating Member who wishes to exit calls a Governance Meeting to Fire their Lens. In that Governance Meeting they would offer to transfer their equity, either through a buy-back of the equity by the Sphere, a sale to one or more of the other Members, or a sale to a third party in accordance with the Sphere's Financial Policy.

2.6 Perspective Lens Firing

2.6.1 Participating Member Fires Their Own Lens

If a Participating Member either chooses to become a Non-Participating Member or no longer wishes to shine their Perspective through a particular PL, they may resign from the responsibilities associated with the PL at any time by giving notice to every Participating Member who may be Materially Impacted.

This is known as "*Lens Firing*".

This process will take place in a Governance Meeting to be called by the resigning Participating Member, and entails ensuring that all of the constituent elements of that PL (including its Vision, Territory and Duties), anything material that is not otherwise listed in that PL, any open communication with other Sphere Participants or clients, and any other processes or information that are pertinent to effectively enact that PL are documented.

This occurs so that the PL can be handed off in its entirety to someone else to pick up and shine their Perspective through. Alternatively, the constituent elements of that PL can be redistributed among the Participating Members at that time.

2.6.2 Participating Member Fires Another Participating Member's Lens

A Participating Member's PL(s) may also be Fired by another Participating Member who acts as one of their "Support Members", in accordance with the process set forth in Section 5.1.1 below.

In that case:

(a) The Participating Member whose PL was Fired will cease participation immediately for a period of 48 hours and the Support Member who Fired their PL will assume responsibility for their PL until the "Appeal Process," outlined in this Section, has been completed;

(b) At the 48 hour mark, the Participating Member whose PL was Fired may:

(i) Choose to initiate an Appeal Process by reaching out to their other two Support Members to request an Appeal Meeting if they believe the Firing was unwarranted or if they would like to propose modifying their PL, defining a new PL, or initiating a new Sub-Sphere via a Fractaling Amendment; or

(ii) Choose not to engage the Appeal Process and become a Non-Participating Member.

(c) If the Participating Member whose PL was Fired chooses to engage the Appeal Process, the following day (after the 48 hour mark) the three Support Members will hold an Appeal Meeting with the Participating Member whose PL was Fired to move towards a resolution that supports the Vision of the Sphere (as set forth in Section 5.4.3 below).

(d) In the 24 hours following the Appeal Meeting, with support from the other Participating Members through the Advice Process if or where relevant, the Support Members will determine if:

(i) They want that Participating Member's Perspective to still shine through a PL. If so, the Support Members will decide by majority Vote, within 24 hours, whether the Participating Member is now able to:

- A. reclaim their PL;
- B. modify their PL;
- C. define a new PL; or
- D. initiate First Action for a Sub-Sphere (as outlined in a Fractaling Amendment);

OR:

(ii) They feel the Participating Member's Perspective is no longer serving the Sphere and they hold a Vote (by majority of the Support Members) to decide whether that Participating Member is to become Non-Participating. If that Participating Member is voted Non-Participating (as opposed to voluntarily going Non-Participating) then they are always empowered to start a new Sphere by initiating First Action. However, they need to request a Vote of the Participating Members in order to be able to birth a Sub-Sphere.

(e) Once the Participating Member whose Lens has been Fired has been notified of the Support Members' decision, in Section 2.6.2(d) they have 72 hours to share with their Support Members all of the constituent elements of that PL (including its Vision, Territory and Duties), anything material that is not otherwise listed in that PL, any open communication with other Sphere Participants or clients, and any other processes or information that are pertinent to effectively enact their PL.

(f) A Sweat Lodge will then be called by the Support Member who Fired the PL to address any relational repair within the Sphere from the Lens Firing process. And a Governance Meeting will be called by the Support Member who Fired the PL to redistribute any constituent elements of the PL, if applicable (as set forth in Section 2.6.3 below).

No Lens Firing is to take place while The Ratchet Process is in effect (as set forth in Section 5.5 below).

2.6.2.1 Firing the Visionary's Lens

The Visionary's Lens can be Fired at any time through their Support Structure (as outlined in Section 5.1.1 below), unless a Ratchet Process is in effect.

If the Visionary's Support Members decide to Fire the Visionary's Lens in such a way that it would remove the Visionary from their White Lens (as opposed to simply modifying it) either by (a) creating a new PL (in this case the Visionary would remain a Participating Member); or (b) going Non-Participating, then a majority Vote of the Participating Members would be required to make this happen.

No Lens Firing is to take place while The Ratchet Process is in effect (as set forth in Section 5.5 below).

2.6.2.2 Electing an Interim or New Visionary

In the event that a Visionary ceases participation as outlined in Section 2.6.2.1, or they choose to stop participating voluntarily, the most recent highest rated Participating Member according to the Meritocratic Review Process and the Mastermind App (as defined at Section 5.2 below) would default to becoming "*Interim Visionary*," until someone else is elected as Visionary by majority Vote.

During this time the Interim Visionary would take on the full responsibility of the White PL.

This protocol would also apply if the Visionary is uncontactable when a Ratchet is initiated. In this case, the Interim Visionary would return the White PL as soon as the Visionary becomes contactable.

2.6.3 Fired Perspective Lenses

If a PL is Fired and a Governance Meeting is called to redistribute any constituent elements of a PL either:

- (a) The Participating Members may redistribute aspects of the fired PL

amongst themselves;

(b) One Participating Member may take on the fired PL in its entirety;

(c) The Participating Members may invite one or more Prospective Members to shine their Perspective(s) through the fired PL; or

(d) The Participating Members may engage one or more Contacts to enact the PL through a Contact Lens (as defined in [Section 3.1](#)).

2.7 Temporary Lenses

Each meeting type may have two designated “*Temporary Lenses*,” which are held during those meeting types only. These Lenses are known as a “*Guide*” and a “*Scribe*.”

The Guide will be responsible for scheduling meetings (unless otherwise specified), opening the meetings, facilitating all aspects of the meetings in accordance with [Article IV and V below](#) and closing the meetings.

The Scribe will take all relevant notes pertaining to the meetings and record them in the Sphere’s “*Meetings and Minutes Record*,” in the transparent “*Record*” which must be agreed upon by a majority Vote of the Participating Members and are available for all Participating Members to access at any time.

The Record may include folders or an equivalent record for: Legal Anchoring documentation for the Sphere, Books and Records for the Operating Agreement, the Vision, the Core Values, Sphere Policies and Guidelines, PLs, PL Policies and Guidelines, Contact Lenses (‘CLs’), CL Policies and Guidelines, Prism Policies and Guidelines, Constitution and any Amendments, Repeals, Interpretations, Meeting Notes, all Votes and results of Votes, all Meritocratic Ratings, contracts and invoices, template documents, and any minutes relating Sub-Spheres and any Fractaling Amendments.

In addition, if a Vote affects acting Governance then the Governance Scribe will update the Governance notes with the results of the Vote, and the logic behind it, in the Record.

2.7.1 Assignment & Eligibility

All Participating Members are eligible to hold Temporary Lenses. Each Meeting

type may have a designated Guide and Scribe (with the exception of the Sweat Lodge Meeting and the Emotional / Relational Meeting which do not have a Scribe) to be volunteered for in the initial Governance Meeting, and amended through the Advice Process or any Governance Meeting thereafter. If the Participating Member with a designated Temporary Lens is absent during a meeting, the Temporary Lens may be volunteered for by another Participating Member.

In an Appeal Meeting, however, the Guide will be the Support Member of the Participating Member whose PL was fired, and the Scribe will be their *Accountability Member* (as outlined at Section 5.1.1).

Article III: Sphere Participants

All Sphere Participants are allowed to take part in any of the Sphere's Meetings, with the exception of the Sweat Lodge Meetings or Emotional / Relational meetings that don't involve them, though attendance is not required.

The Sphere Participants include:

- (a) each Participating Member and anyone who is participating in a Participating Member Trial Period in the Sphere; and
- (b) each Contact acting through a CL; and
- (c) each Investing Member in the Sphere.

3.1 Prisms & Contacts

To facilitate communications with parties outside of the Sphere, a Sphere may utilize "*Prisms*" and/or "*Contact Lenses*."

A "*Prism Holder*" is any Participating Member who represents the Sphere in communication with another Sphere or an external party in accordance with the Prism.

A "*Prism*" is the means by which the Sphere gives the Prism Holder the ability to represent the Perspective of the whole Sphere in communication with any other Sphere

or external party.

A “*Contact*” is any external party whose expertise is requested by the Sphere in accordance with the Contact Lens. Contacts must follow the Advice Process, are not able to exercise Individual Action and are not permitted to Vote.

A “*Contact Lens*” (CL) gives the Contact the ability to engage the Sphere with their Perspective. The CL may include, among other things:

(a) the scope of the engagement and compensation;

(b) any additional responsibilities that would be relevant for the Contact (from those listed in Section 2.1 relating to PLs); and

(c) if the Contact will be part of a Cluster, included in a Support Structure, be invited to attend Sweat Lodge Meetings, or be part of a “*Meritocratic Review Process*” and using the “*Mastermind App*,” with other Sphere Participants.

A CL can be created by any Participating Member acting as the Prism Holder responsible for liaising with the Contact, and can be modified at any point by the Prism Holder. If a Contact wants to modify their CL or needs any additional support, they are to engage the Prism Holder responsible for liaising with the Contact through the Advice Process.

3.1.1 Contacts Addressing Expansion Thresholds

Contacts are responsible for identifying and addressing any “*Expansion Thresholds*” that exist for them. An Expansion Threshold is implicit when a gap is perceived between a Contact’s current stewardship of their CL and the Vision they hold or deliverables outlined for their CL.

A Contact may choose to address an Expansion Threshold through either connecting with the Prism Holder responsible for liaising with the Contact, the Advice Process and/or their Support Structure, if applicable to their Contact Lens, or through a Sweat Lodge, if applicable to their Contact Lens. If they are unable to resolve the Expansion Threshold in any of these manners, they may call a Governance Meeting through their Prism Holder (as defined in Section 4.2 below) to address it.

3.1.2 Contacts Addressing Emotional / Relational

Thresholds

Contacts are responsible for identifying any Emotional / Relational Thresholds that exist. An Emotional / Relational Threshold is implicit when a Contact's emotional or relational experience is interfering with their ability to effectively steward their CL.

Contacts are responsible for addressing any Emotional / Relational Thresholds themselves, with the support of the Prism Holder responsible for liaising with the Contact or with the support of their Support Structure, if applicable to their CL. If this does not resolve the Emotional / Relational Threshold, they are responsible for engaging the Advice Process with the Sphere Participant(s) the Emotional / Relational Threshold relates to in an attempt to resolve it.

If the Emotional / Relational Threshold still remains unresolved, the Contact is responsible for initiating an Emotional / Relational Meeting to address it with any Sphere Participant(s) the Emotional / Relational Threshold relates to, to be mediated by the Sweat Lodge Meeting Guide (as outlined in Section [5.4.2](#) below). If additional support is necessary, and attendance at Sweat Lodges is outlined in the Contact's CL, the Emotional / Relational Threshold can be raised in a Sweat Lodge Meeting (as outlined in Section [5.4.1](#) below).

3.1.3 Firing Contact Lenses

A Contact can fire their own lens in accordance with the CL. Alternatively, a CL may be fired at any time by the Prism Holder responsible for liaising with the Contact, or by majority Vote using the Voting Process. A CL cannot be fired through the Support Structure. The CL will be fired in accordance with the terms of the CL.

3.2 Investing Members

Investing Members may fall into one of the categories outlined in the Sphere's Financial Policy.

3.3 Sphere Clusters

Once a Sphere expands to include four Sphere Participants holding the same

and/or collaborative PLs and/or CLs, those Sphere Participants may form into a “*Cluster*” (with a maximum of seven people per Cluster).

Sphere Participants may form into Clusters for the purposes of grouping together for any relevant Meetings and, where relevant, rating each other in the “*Meritocratic Review Process*” using the “*Mastermind App*” (as set forth in Section [5.2](#) below).

Article IV: Governance Process

4.1 Scope of Governance

The Governance Process is intended to be utilized in situations in which the Vision of the Sphere cannot be advanced solely through the Voting Process, Advice Process or through modification of the PLs.

A Governance Meeting may be called in the following situations, including, but not limited to:

- (a) When a new PL is to be defined;
- (b) When a new Participating Member joins the Sphere as a Participating Member and needs to define their PL and sign the Constitution as well as the Operating Agreement;
- (c) For an alternate timeframe to be Voted and agreed upon for the Prospective Member Trial Period;
- (d) When a PL needs to be divided;
- (e) When a PL is Fired and the constituent elements need redistribution;
- (f) When Temporary Lenses need to be designated or redistributed;
- (g) When Sphere Policies or Guidelines are created or materially updated;
- (h) When an Expansion Threshold exists that cannot be addressed through the

Advice Process, Support Structure or Sweat Lodge;

(i) When a Sub-Sphere is dissolved;

(j) When a Vote has been requested by a Participating Member whose lens has been Fired to determine whether they can create a new Sub-Sphere in accordance with a Fractaling Amendment;

(k) When Amendments, Repeals, or Interpretations to the Constitution are proposed; or

(l) When Amendments or Repeals to the Operating Agreement are proposed.

The elements listed in this Section are the valid Governance for a Sphere.

The Governance Meeting Scribe will also capture Amendments, Repeals, and Interpretations which must be in writing and published in the Record where all Sphere Participants can access them.

These combined situations define the Sphere's acting "*Governance*."

4.2 Governance Meetings

The Governance Meeting Guide is responsible for scheduling a yearly Governance Meeting to enact the Sphere's Governance Process. Additional Governance Meetings may be scheduled as needed by any Participating Member, or by a Participating Member acting as a Prism Holder on behalf of a Contact.

The Governance Meeting Guide is responsible for presiding over all Governance Meetings in alignment with the elements set forth in Section 4.1 above.

The Governance Meeting Scribe is responsible for taking notes and then updating the Sphere's Governance and Record as outlined in Section 4.1 above.

4.2.1 Attendance

All Sphere Participants must be given at least 24 hours advance notice that a Governance Meeting will be held, including its time and location.

All Sphere Participants are entitled, but not obligated, to fully participate in all Governance Meetings of a Sphere. However, it is incumbent upon any Participating Member who does not attend the Governance Meeting to review the Sphere's updated Governance and to Vote, where necessary, within 24 hours of the meeting.

In addition, any Sphere Participant may invite up to one additional person, solely to aid the Sphere Participant in engaging a specific Expansion Threshold they see, as long as the Sphere Participant stays engaged in the process.

A majority Vote of Participating Members may agree to invite a guest.

The invited individual then becomes a non-voting Sphere Participant for the duration of that Governance Meeting.

4.2.2 Meeting Process

The Governance Meeting Guide may open the meeting with a presence practice aligned with emergent cultural norms. They will then invite each Sphere Participant in turn (starting with the Sphere Participant who called the meeting) to:

(a) Share any relevant notification, proposal or matter within the scope of the Governance Process;

(b) Receive feedback in an organic dialogue; and

(c) To Vote, if necessary, through the Voting Process which can be initiated by any Participating Member.

The Guide may then close the meeting with a presence practice aligned with emergent cultural norms.

4.3 Amending, Repealing or Interpreting the Constitution & Governance

The Ratifiers or their successors may amend this Constitution, repeal parts or repeal it

entirely, or interpret it in a Governance Meeting. Amendments, Repeals, and Interpretations must be in writing and published in the Record where all Sphere Participants can access them.

Sphere Participants may use their reasonable judgment to interpret this Constitution and any Governance within the Sphere, including how these apply within a specific situation, and then act based on their interpretation.

4.3.1 Voting on Amendments, Repeals and Interpretations

If an Amendment or Repeal has been proposed or an Interpretation conflicts with an interpretation of any Participating Member, a Vote may be called in accordance with the Voting Process (as outlined in Section 2.4 above). The decision applies and all Sphere Participants are responsible for aligning with it until any underlying Governance changes.

After voting on an Amendment, Repeal, or Interpretation, the Governance Meeting Scribe will update the Record with the results of the Vote and the logic behind it as the acting standard.

Article V: Operational Process

5.1 Responsibilities of Sphere Participants

When acting through a PL (or where specified in a CL), each Sphere Participant has the following responsibilities to their fellow Sphere Participants.

5.1.1 Responsibility of Accountability

All Sphere Participants acting through a PL (or Contacts acting through a CL where specified) have a “*Responsibility of Accountability*” to participate in the Sphere’s “*Support Structure*.”

(a) Each Sphere Participant’s Support Structure consists of 4 Members: that Sphere Participant and their three (3) Support Members.

(b) The Three (3) Support Members that make up each Sphere Participant's Support Structure each have different roles:

(i) the “*Emotional Support (Member)*” is responsible for providing emotional and relational support;

(ii) the “*Accountability (Member)*” is responsible for being the person the Sphere Participant checks in with around the completion of specific accountabilities; and

(iii) the “*Instigator (Member)*” is responsible for supporting the Sphere Participant to stretch to meet their PL's or CL's Vision.

(c) Each Sphere Participant is invited to meet with each of their Support Members once a week;

(d) Each *Accountability Member* is empowered to fire the PL of the Participating Members that they are supporting (or, where relevant, propose that a Prism Holder Fire the Lens of their Contact in accordance with the CL) if they believe that the individual's Perspective has shifted to a degree that they are no longer able to interact with their lens in a functional way (as outlined in Section 2.6.3 above for Participating Members and 3.1.3 above for Contacts).

Contacts may participate in a Support Structure if designated by their CL, but Contacts do not have the power to fire any PL or CL.

Outside of the Support Structure, Sphere Participants are encouraged to be in connection with other Sphere Participants to strengthen the relational fabric of the Sphere.

5.1.2 Responsibilities of Transparency

All Sphere Participants have a “*Responsibility of Transparency*” around all of the constituent elements of their PL(s) or CL(s). Upon request of any Sphere Participant, they also have a Responsibility of Transparency around how they are prioritizing their attention, how they are allocating the Sphere's resources (or any additional spending) their decision-making, and any approximate projections of project completion.

5.1.3 Responsibility of Participation

Sphere Participants have a “*Responsibility of Participation*” in engaging their PL or CL to steward the Sphere’s Vision in alignment this Constitution. Participating Members choose their level of participation and this will be reflected through the Meritocratic Review Process.

Sphere Participants are also responsible for responding to messages and requests for participation from their fellow Sphere Participants.

A Sphere Participant may request participation from any other Sphere Participant in progressing or taking on any action, project, or accountability on a PL or CL that they hold in the Sphere. However, there is no obligation to take on any requests at any time, regardless of whether they are deemed to be reasonable.

5.1.4 Responsibility of Meritocratic Contribution

Sphere Participants have a “*Responsibility of Meritocratic Contribution*” to steward the Sphere’s Vision. A Sphere Participant’s “*Meritocratic Contribution*” is the holistic contribution that arises from their unique Perspective and incorporates, among other things:

- (a) Offering their unique Perspective;
- (b) Expressing the Sphere’s Core Values;
- (c) Stewardship of the PL’s Vision in alignment with the Sphere’s Vision;
- (d) Participation and presence in Meetings; and
- (e) Accountability.

Sphere Participants will do so with consideration to prioritizing their time, attention and resources they allocate towards their Meritocratic Contribution in

order to responsibly steward the Vision, oversee the Territories, and enact the Duties of their PL in support of the Sphere's Vision.

5.2 Meritocratic Review Process Through The Mastermind App

In accordance with the Sphere's "*Meritocratic Review Process*," each Participating Member in a Sphere or Sub-Sphere (and any Contacts if specified by their CL) shall rate all other Participating Members' and Contacts' Meritocratic Contribution through the "*Mastermind App*".

These ratings take place every week and all Sphere Participants who are meritocratically rating are notified through the Mastermind App to submit their ratings and have 72 hours in which to submit them.

If a Sphere Participant who is meritocratically rating does not submit their ratings before the tension period closes, they will receive a zero rating for that week which may impact their pay for that week in accordance with the terms of the Sphere Financial Policy or with their Contact Lens.

The overall aggregate results of the ratings will be transparent, though the individual ratings will not be shared and shall remain anonymous. The results of those Sphere Participants' ratings will be available before the Sweat Lodge Meeting so that any resultant impact can be addressed in the Sweat Lodge Meeting.

5.3 Meritocratic Compensation System

A Sphere's "*Meritocratic Compensation System*" determines how pay is allocated to Participating Members and is detailed and recorded in the Sphere's Financial Policy during the Legal Anchoring Process, and updated accordingly when relevant.

If a Participating Member becomes Non-Participating the protocol for pay and any changes in Dynamic Equity will be determined in accordance with the Sphere's Financial Policy.

If the Non-Participating Member chooses to re-engage and become a Participating Member again (as outlined in Section [2.6.1](#) above) the protocol for pay and any

changes in Dynamic Equity will be determined in accordance with the Sphere's Financial Policy.

5.4 Meetings

Both requested and regularly scheduled meetings outlined in this Section (and in any Sphere Meeting Policies or Guidelines) are to be prioritized by all Sphere Participants, though attendance is not obligatory. Each Sphere shall create its own "Meetings" Policy/Guideline describing the type and frequency of each meeting which shall be attached to and made a part of this Constitution as an Addendum. Each Meeting's Guide will take reasonable measures to allow time to address every agenda item within the meeting and may, within their discretion, cut short any item that is taking more than its due share of the remaining meeting time.

5.4.1 Sweat Lodge Meeting

The "*Sweat Lodge Meeting*" provides a pressure release valve within the cultural system through transparent sharing between Participating Members (or Contacts if specified in their CL). If any Emotional / Relational Thresholds remain unresolved after an Emotional / Relational Meeting, they can be further addressed at the Sweat Lodge Meeting.

The Sweat Lodge Guide is responsible for scheduling Sweat Lodge Meetings every two weeks after the closing of the fortnightly tension period to support the relational dynamics of the Sphere.

Sweat Lodge Meetings may also be called by the Support Member who Fired a Participating Member's PL in order to support relational repair. In addition, after a Ratchet has been dissolved a Sweat Lodge Meeting will be called by the Participating Member who initiated the Ratchet to support relational repair. All Participating Members must be given at least 24 hours advance notice that a Sweat Lodge Meeting will be held, including its time and location.

There is no Sweat Lodge Meeting Scribe.

The Guide is responsible for presiding over Sweat Lodge Meetings in alignment with the following Guidelines:

5.4.1.1 Attendance

All Participating Members are recommended to participate in all Sweat Lodge Meetings of a Sphere.

5.4.1.2 Facilitation & Process

The Sweat Lodge Meeting Guide may open the meeting with a presence practice aligned with emergent cultural norms, and then ask each Sphere Participant in turn to organically share in whatever arises for them in relation to the following:

- (a) Sharing: Sharing whatever feels relevant about their personal or professional experience, including their experience of their rating in the Meritocratic Review Process;
- (b) Feedback: Receiving feedback or reflections from other Participating Members in an organic dialogue fashion, at their discretion;
- (c) Facilitation: The Sweat Lodge Meeting Guide will facilitate the process if they perceive support is needed for resolution;
- (d) Sharing: Sharing anything that feels relationally unresolved with another Participating Member or Contact, including any relational challenges arising through the Meritocratic Review Process, as well as any unresolved Emotional / Relational Thresholds;
- (e) Feedback: Receiving feedback or reflections from that Participating Member and then other Participating Members in an organic dialogue fashion, at their discretion; and
- (f) Facilitation: The Sweat Lodge Meeting Guide will facilitate the process if they perceive support is needed for resolution.

The Guide may close the meeting with a presence practice aligned with emergent cultural norms.

5.4.2 Emotional / Relational (ER) Meeting

If a Sphere Participant perceives an ER Threshold that they are unable to resolve themselves with the support of their Support Structure or through the Advice Process with the relevant Sphere Participants, then that Sphere Participant is recommended to call an “*Emotional / Relational (E/R) Meeting*” to resolve it. All Sphere Participants must be given at least 24 hours advance notice that an ER Meeting will be held, including its time and location.

There is no ER Meeting Scribe.

The ER Meeting Guide is the Sweat Lodge Guide (or a volunteer if the ER Threshold involves the Sweat Lodge Guide). The Guide is responsible for facilitating ER Meetings in alignment with the following Guidelines:

5.4.2.1 Attendance

The Sphere Participant sensing the ER Threshold is to be in attendance and to invite the attendance of any Sphere Participant(s) the ER Threshold is related to and attendance is recommended.

5.4.2.2 Facilitation and Process

(a) Sharing: The ER Meeting Guide will ask the Sphere Participant with the ER Threshold to share their experience.

(b) Dialoguing: Any Sphere Participants the ER Threshold is related to will have an opportunity to dialogue with that Sphere Participant.

(c) Facilitation: The dialogue will flow organically, facilitated by the ER Meeting Guide at their discretion.

If the ER Threshold remains unresolved at the time the ER Meeting Guide closes the ER Meeting, Participating Members (or Contacts if specified in their PL) can address it further at a Sweat Lodge Meeting, as described in Section [5.4.1](#) above.

5.4.3 Appeal Meeting

An “*Appeal Meeting*” will take place where a Participating Member’s PL has been fired by one of their Support Members, and the Participating Member believes that the firing of their PL was unwarranted or they would like to propose re-engaging through the Sphere by reclaiming their PL, modifying their PL, creating a new PL, or initiating a new Sub-Sphere via a Fractaling Amendment. The Participating Member whose PL has been fired requests the Appeal Meeting by reaching out to their other two Support Members.

The Participating Member whose PL has been fired is responsible for scheduling the Appeal Meeting between themselves and all three Support Members, to be held within 24 hours of the Appeal Meeting request (as outlined in Section [2.6.2\(c\)](#) above), in an effort to move towards a resolution that supports the Vision of the Sphere.

The Accountability Support Member will be the Appeal Meeting Scribe and take relevant Meeting notes for the Record.

The Emotional Support Member will be the Appeal Meeting Guide.

The Guide is responsible for presiding over Appeal Meetings in alignment with the following Guidelines:

5.4.3.1 Attendance

Only the Participating Member whose PL has been fired and their Support Members shall attend an Appeal Meeting.

5.4.3.2 Facilitation & Process

The Appeal Meeting Guide will organically facilitate an opportunity for the Support Members and the Participating Member to: express their Perspective related to the Lens Firing, share any evidence, navigate any relational impact, and ask any clarifying questions. The Participating Member whose PL was fired will be invited to speak first.

The Appeal Meeting Guide will aim to gather all relevant information and navigate any relational repair, and at the end of the meeting, invite the

Participating Member whose PL was fired to share how they would like to engage moving forwards.

The Appeal Meeting Guide then closes the meeting at their discretion.

5.5 The Ratchet Process

“*The Ratchet Process*” is a mechanism initiated by any Participating Member (except the Visionary holding the White Perspective) to invite a centralization of power into the hands of the Visionary.

5.5.1 Ratchet Initiation

(a) At any point, any Participating Member, except the Visionary holding the White Perspective, can initiate a “*Ratchet*.”

(b) The Ratchet acts as a formal request, in writing, to centralize power into the hands of the Visionary.

(c) If a Participating Member initiates a Ratchet, they must notify the other Participating Members immediately that they have chosen to bypass the other Participating Members’ decision-making power.

(d) It is then up to the Visionary, who is responsible for stewarding the Sphere’s Vision, to determine if a Ratchet is warranted and whether to accept or decline it.

(e) If the Ratchet is accepted, the Visionary must notify all Sphere Participants in writing, outlining how this will affect the day-to-day operations and decision-making within the Sphere, as well as if any Sub-Sphere’s power is to be centralized according to the Fractaling Amendment.

No Individual Action or Lens Firing is to take place while a Ratchet is in effect.

5.5.2 Ratchet Dissolution

When the Visionary perceives the need for the Ratchet to have resolved, at their sole discretion, they will immediately decentralize power by notifying all the Sphere Participants in writing.

At any point, any Participating Member may make a request of the Visionary to dissolve the Ratchet and decentralize power. The Visionary may reject or accept

the request, or get further clarification, at their discretion.

After the Ratchet has been dissolved a Sweat Lodge Meeting will be called by the Participating Member who initiated the Ratchet to work out any impact and support any relational repair.

Article VI: Adoption Matters

In the event that this Constitution is adopted as the governance of the whole or part of an existing "Organization" the following terms would apply:

6.1 Ratifiers Cede Authority

By adopting this Constitution, the Ratifiers cede their authority to govern and run such Organization, or any part thereof, and may no longer do so except through authority granted to them under this Constitution.

However, as an exception to this rule, the Ratifiers may continue to hold and exercise any authority that they do not have the power to delegate, such as anything required by Guidelines outside of their control, or by any powers of such Organization in or for which they currently hold fiduciary duties. Any exceptions to this rule would be outlined in the Record as a relevant amendment and/or repeal to the Constitution.

6.2 Legacy Policies and Systems

Any existing policies, agreements or systems that such Organization has in effect before choosing to become a Sphere and adopting this Constitution may continue in full force after adoption, so long as any such policy, agreement, or system does not contradict or adversely affect any provision of the Constitution. This may include compensation systems, hiring and firing processes, work-related policies, etc. Any existing policies, agreements or systems that continue in effect would be outlined in the Record as a relevant amendment and/or repeal to the Constitution and / or any relevant Sphere Policies.

However, these legacy policies and systems will lose all weight and authority as soon as Governance is defined that would replace or contradict them. In addition, they may not be modified or added to in their legacy form.

CONSTITUTION ADOPTION

DECLARATION

THE RATIFIERS IDENTIFIED BELOW HEREBY ADOPT THE LIGHT LEADERSHIP CONSTITUTION, ATTACHED HERETO AND INCORPORATED HEREIN BY THIS REFERENCE (THE "CONSTITUTION"), AS THE GOVERNANCE AND OPERATING STRUCTURE AND SYSTEM FOR AND WITHIN THE "[COMPANY/NAME], LLC" (THE "SPHERE") AND HEREBY AND THEREBY CEDE THEIR AUTHORITY TO THE CONSTITUTION'S PROCESSES AND ENDOW THE DUE RESULTS THEREFROM WITH THE WEIGHT AND AUTHORITY OTHERWISE CARRIED BY THE RATIFIERS, AS FURTHER DETAILED IN SECTION 6.1 THEREOF.

THE RATIFIERS FURTHER APPOINT THE FOLLOWING INDIVIDUALS TO THE ORGANISM'S SPHERE:

VISIONARY HOLDING THE BLACK PERSPECTIVE: [_____],

SIGNING MEMBERS HOLDING A PRIMARY PERSPECTIVE:

[[_____], - [_____], - [_____]],

THE SPHERE HEREBY ADOPTS THE CONSTITUTION ON THIS _____ DAY OF _____, 20____.

SIGNATURES OF RATIFIERS:

[_____], Visionary and Signing Member

[_____], Signing Member

[_____], Signing Member

[_____], Signing Member

[_____], Signing Member