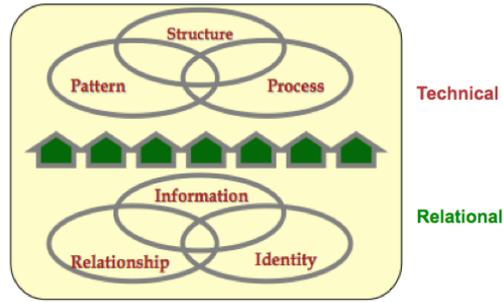


# SIX CIRCLE MODEL

*“The “hallucination” was that if you changed the structure of the organization – assigned people to have the primary responsibility for a key initiative – the organization would then respond to the change. Additionally, the thinking was that if you designed explicit processes that detailed out every step to of a change process, people would willingly respond and create the desired change. “*

-Steve Zuieback and Tim Dalmau



## ABOVE THE GREEN LINE

PATTERN	STRUCTURE	PROCESS (OPERATIONS)
Patterns in the system describe the recurring results, messages and phenomena, both intended and unintended.	The structure of a system can describe how the parts are organized and situated in relation to one another. It can include the frameworks and “containers” within which the work of the system is done.	The standard processes (operations) that are used to build consistency and efficiency.

These three areas are absolutely essential but not sufficient to bring about and sustain change. Unfortunately many leaders believe and operate as if these are the only components of work to bring about and support organizations and change efforts.

## BELOW THE GREEN LINE

RELATIONSHIPS	INFORMATION	IDENTITY
It has to do with how a team or organization values its people – their emotional, physical and spiritual well-being; The level of connectivity among people across the system; the value placed upon collaboration and high functioning teams; and the level of connectivity of and the type of relationship between key teams, programs and operational systems.	Information is like oxygen in a system. In its absence, people will “make it up” in an effort to keep moving forward. Access to information greatly minimizes the negative rumors. When information is abundant, people focus on what is important and have greater security in knowing what is actually going on in the organization.	Human beings are meaning-seekers. Our actions are completely driven by our own set of values, beliefs and sense of identity. Therefore, shared purposes and principles of people in teams motivates individuals to work together in organizations.

All three areas are completely interconnected. In some ways information is like the vital nutrients for the living system, relationships are the conduits to infuse nutrition throughout the system and the identity is the concept or framework (mind) that organizes the system into a unique entity. All three are essential to the well being of the whole.



# Working Below the Green Line

(Leading from the inside-out)

Adapted from the Dalmau Network Group | [www.dalmau.com](http://www.dalmau.com)

*“At this time in our history, we are in great need of processes that can help us weave ourselves back together. We’ve lost confidence in our great human capabilities, partly because mechanistic organizational processes have separated and divided us, and made us fearful and distrusting of one another. We need processes to help us reweave connections, to discover shared interests, to listen to one another’s stories and dreams. We need processes that invite us to participate, that honor our creativity and commitment to the organization.” - Margaret Wheatley*

## What is it?

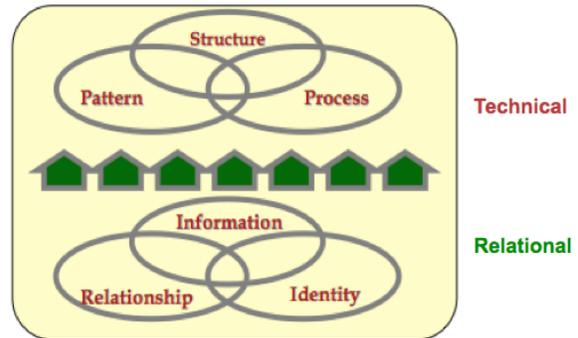
## Leadership questions to consider

Information	
Information is like oxygen in a system. In its absence, people will “make it up” in an effort to keep moving forward. Access to information greatly minimizes the negative rumors that can occur within organizations. When information is abundant, rumors decrease, people focus on what is important, have greater security in knowing what is actually going on in the organization, and people get more creative in their ideas, strategies and solutions.	<ol style="list-style-type: none"> <li>1. How can I work with others to open up the flow of information?</li> <li>2. How can I improve my access to information?</li> <li>3. How open and I with my colleagues and staff?</li> <li>4. Are there undiscussables that need airing?</li> <li>5. How can I increase commitment and will?</li> </ol>
Relationships	
People need to build trusting relationships with the people they work with in service of strengthening commitments and powerful collective work. Relationships occur not only between people, but between programs, departments, and organizations (think connections, coherence, and alignment).	<ol style="list-style-type: none"> <li>1. What are the various connections and relationships I need to foster?</li> <li>2. How do I want them to be?</li> <li>3. How can I influence them?</li> <li>4. How can I create the relationships we need in my immediate team?</li> <li>5. How engaged are we together?</li> </ol>
Identity	
Human beings are meaning-seekers. Our actions are completely driven by our own set of values, beliefs and sense of identity. Therefore, finding meaning and value in our work motivates people to work together in organizations.	<ol style="list-style-type: none"> <li>1. As a leader, who am I?</li> <li>2. How have I got here?</li> <li>3. What are my values around leadership?</li> <li>4. What do I do well? How clear and I on the changing demands of the context in which I work?</li> <li>5. What is going well in my organization? How clear is the organizations identity, vision and purpose and how well understood?</li> <li>6. What kind of leader am I becoming?</li> </ol>

# WORKING BELOW THE GREEN LINE

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*“Just as the top circles are essential but not sufficient, the bottom three circles can’t stand by themselves in a healthy system. A system focus solely on the bottom three circles would be like a social club or a book group where the only purpose is about sharing time together around a common purpose.” -Steve Zuieback*



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**Common Misconception: When most people learn about “below the green line” they think that they need to develop these areas before they can work on the “above the green line” work.**

- You constantly build “below the green line” as you do the “above the green line” work of the organization. The “below the green line” components are the social infrastructure that enables work to get done and sustained.
- People would generally rather work on what they perceive is the “real work” which is above the green line, rather than the “touchy feely” work of “below the green line”. This creates a false understanding of what is really meant by “below the green line” work. The more functional the “below the green line” infrastructure, the more complex the issue can be that is tackled by a team or organization.
- The way in which work is tackled determines whether you are building or depleting the “below the green line” infrastructure – use the right processes with the right intentions/attitudes and the right people and you build the social infrastructure.
- The philosophy of “below the green line” is really the heart or inspiration behind the whole system, and modeling this is expressed by our approach and practice.

*Adapted from Steve Zuieback –Synectics*

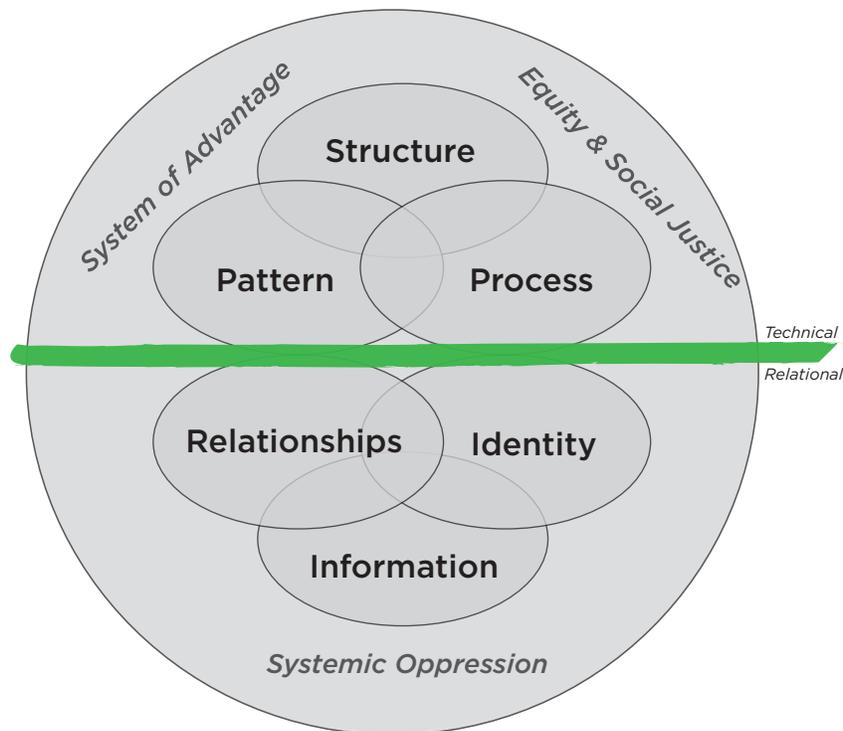


# The Seventh Circle: Lens of Systemic Oppression

*Adapted from the Dalmau Network Group | www.dalmau.com*

As a leader for equity, the Six Circle model can also be envisioned as a Seven Circle model. This model recognizes that systemic oppression exists and negatively affects the dynamic interplay of working above and below the green line.

In the Six Circle Model, all six circles are important to creating organizational success. Traditionally the greatest amount of attention has been focused on the top three circles. Working within this framework allows us to see the critical and interdependent impacts of people as reflected by the bottom three circles. This is especially true as groups seek to understand how bias, conscious and unconscious, may be impacting teaching and learning at the individual, institutional and structural levels - the seventh circle.



## Some questions to inform your use of the Seventh Circle:

- Who are the people affected by the current inequity being discussed?
- What historical patterns (around race, class, language, etc.) may be informing the dynamics in this context?
- Who has power here? What is power based on here? Who is at the table?
- How are oppression, internalized oppression and transferred oppression playing out right here, right now? (In this school, in this group, in this organization, in this district?)
- How safe is it here for different people to share their truth?
- What are the potential **unintended consequences** of our proposed solutions/actions? Do the proposed solutions ignore or worsen existing disparities for the group in which we are focused?