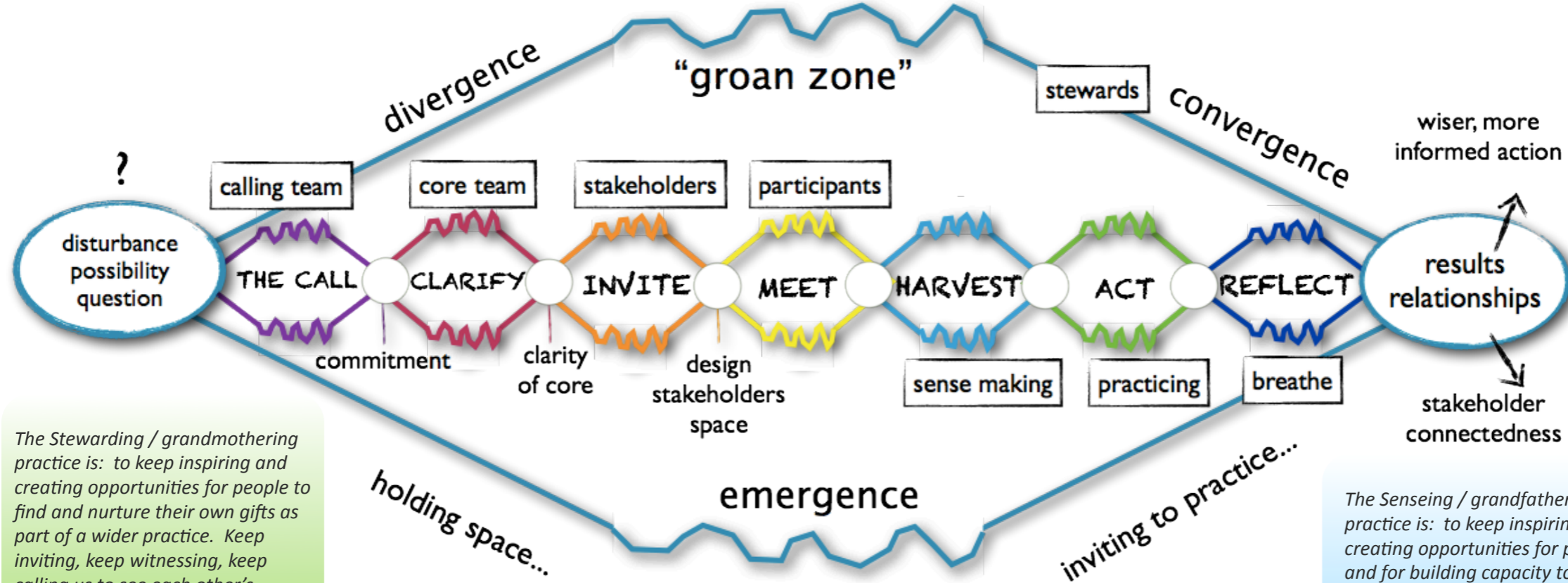


The 8 Breaths of Process Architecture



The Stewarding / grandmothering practice is: to keep inspiring and creating opportunities for people to find and nurture their own gifts as part of a wider practice. Keep inviting, keep witnessing, keep calling us to see each other's brilliance. Offer space for others to step in, becoming even more exquisite practitioners. Hold space for a diversity of offering to arrive. Maintain the quality of the field and invitation surrounding the work.

The Senseing / grandfathering practice is: to keep inspiring and creating opportunities for practice and for building capacity to build more capacity. Co-create trainings, practitioners gatherings, dojos for practicing with each other, learning villages.... (a "sensei" is the master teacher & practitioner in the martial arts dojo)

Stewards - or elders - are also needed to help host the whole. They are the reminder of the long term purpose of the work, and tend to supporting and hosting the people acting in the project.



Elders

- 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.

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

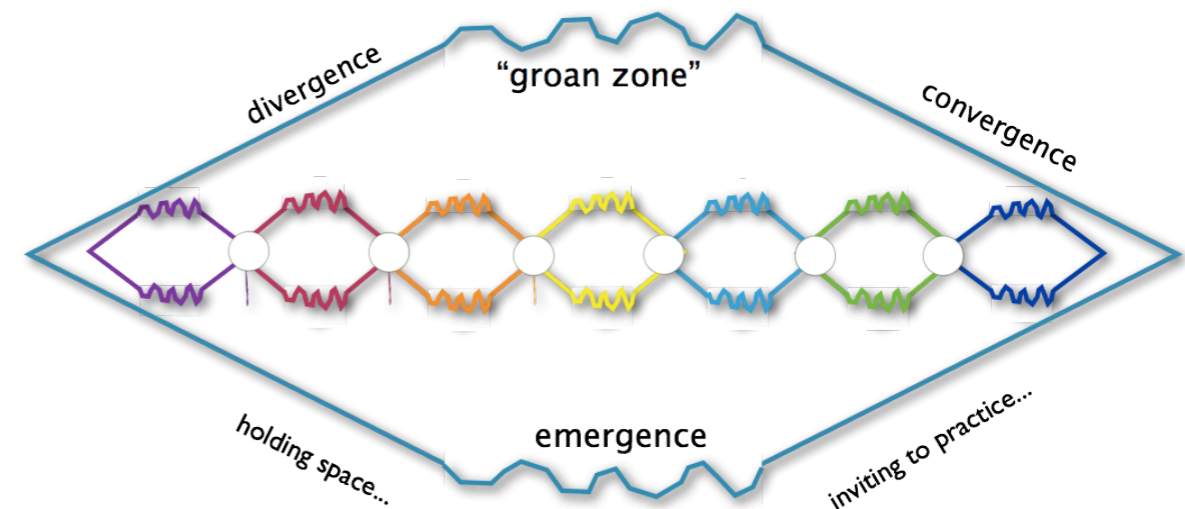
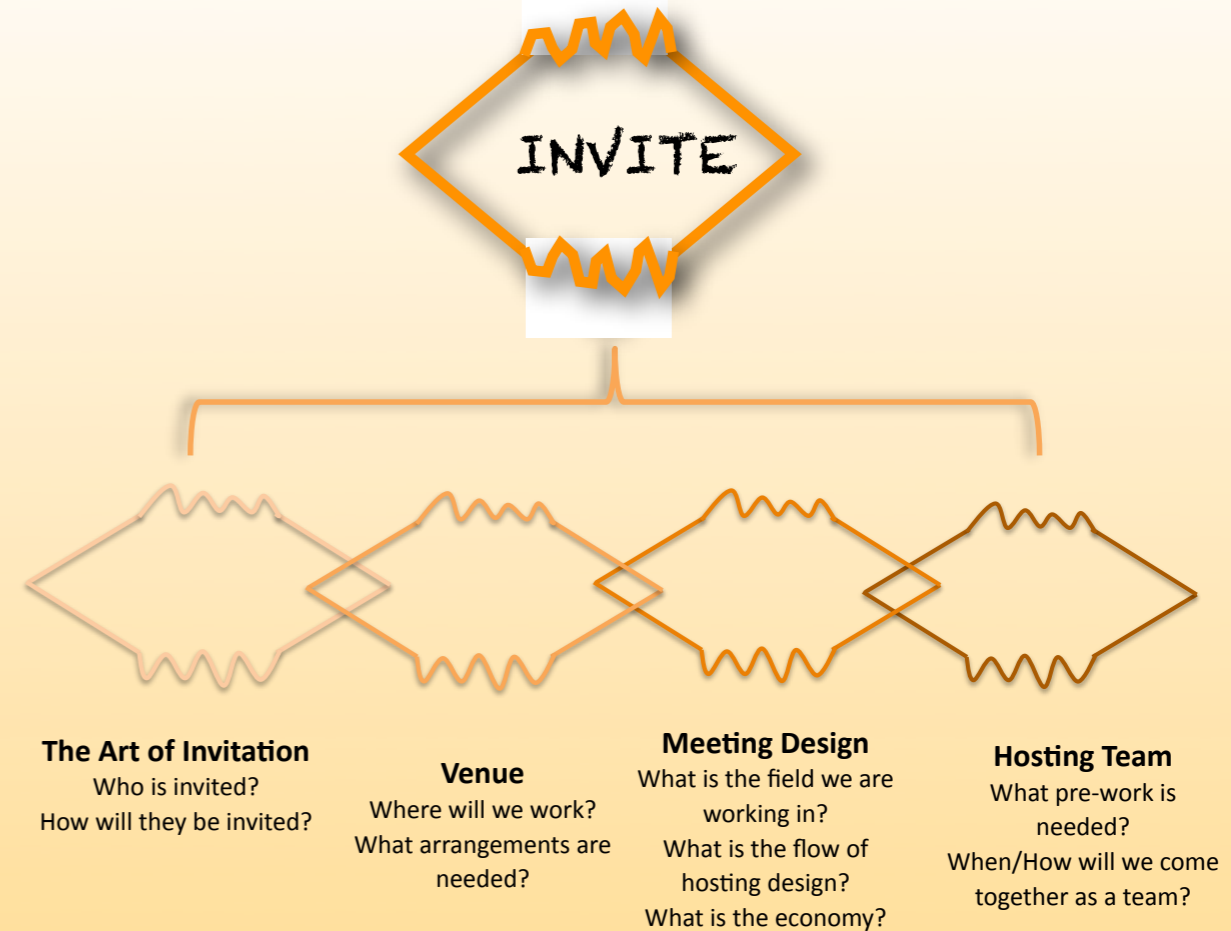
Holding the story of the unfolding progress, tending to the core team and the heartbeat of the sacred purpose underneath all the activities. The eagle practitioners & perspective -- hosting and sensing the whole -- being aware of all the 7 breaths, tending to the long-term intent and the wisdom of the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

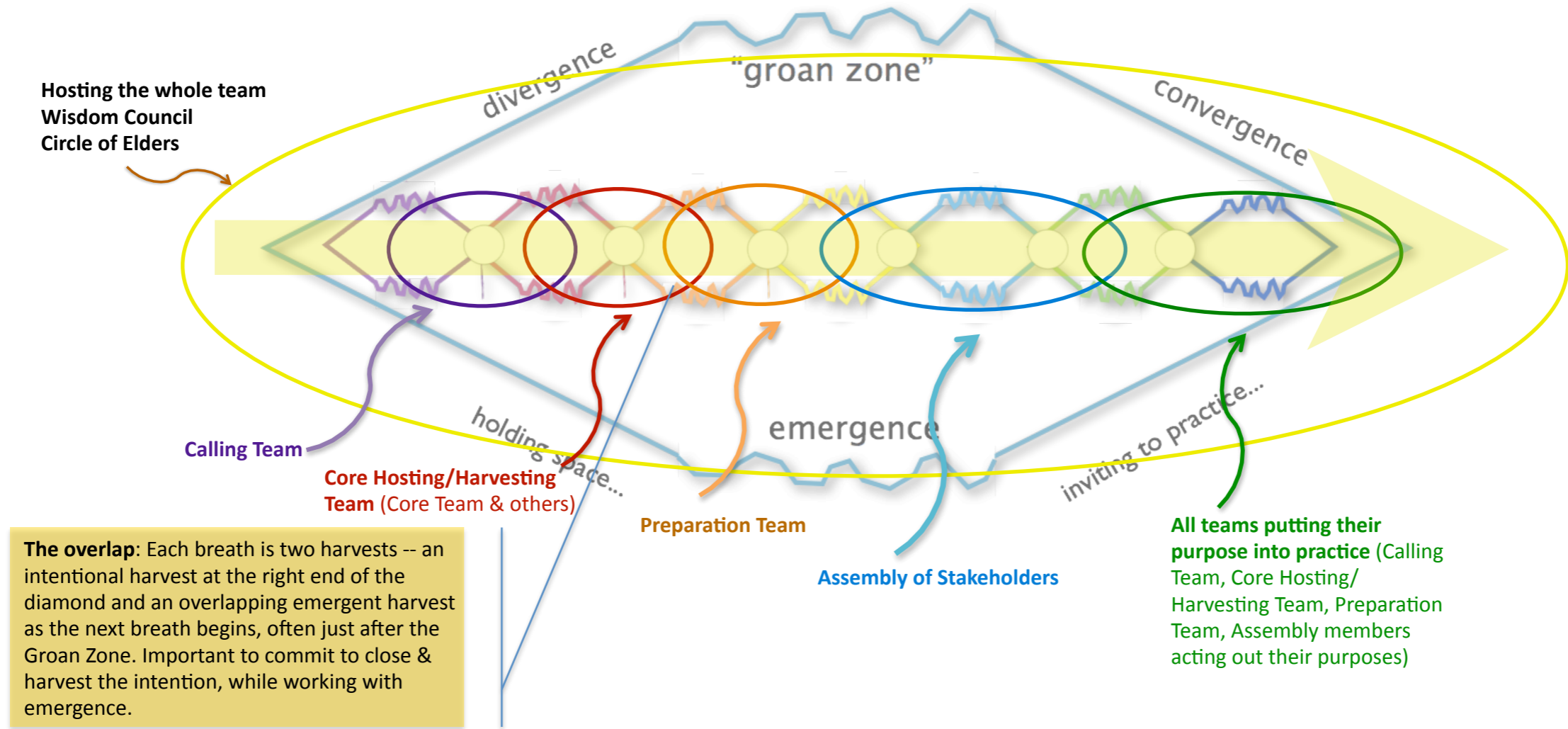
Many other parts of our practice sit within and support the 8 Breaths pattern. There are different kinds of questions and stories that can be used or gathered during each part of the process. Harvesting can take place during each breath. There are different organising patterns and the Chaordic Stepping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

3rd Breath: Preparation behind the scenes



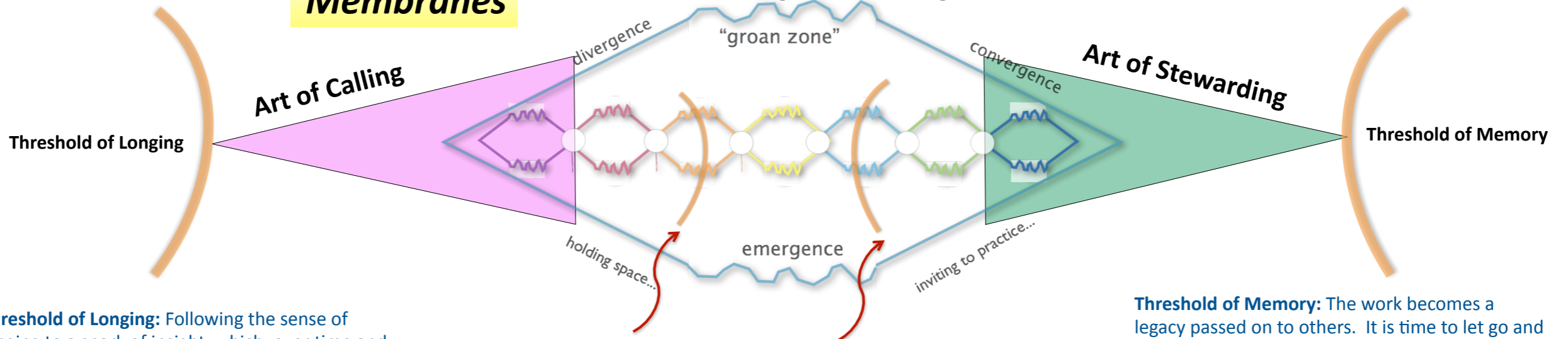
- Questions →
- Stories →
- Harvesting →
- Chaordic Stepping Stones →
- Organising patterns →

People & Teams within the Process Architecture



Membranes

Art of Hosting & Harvesting



Threshold of Longing: Following the sense of longing to a spark of insight, which, over time and sensing in becomes clarity about a deep calling. Crossing the threshold initiates the birth of the call.

Threshold of Memory: The work becomes a legacy passed on to others. It is time to let go and allow the influence to ripple out and do what it will. When we and our acts are forgotten, the threshold of memory has been crossed.