

# DHO Journey

This is an "open book" aiming to support and learn-from all that want to start a DHO Journey.

The DHO Journey is a collective exploration, it is an open invite to exploration and co-creation.

Decentralised:

- Is both a celebration of individual voice and interdependence.
- Understands Power as an emergent property of the collective will. Power with not power over.
- Understands the complex nature of relations.

Human:

- Celebrating Life
- Celebrating human will for collective action
- Celebrating both our individual uniqueness and our interdependency

Organisation:

- Sustains our capacity for collective action
- Explores the edges of collaboration
- Mimics Nature organising wisdom

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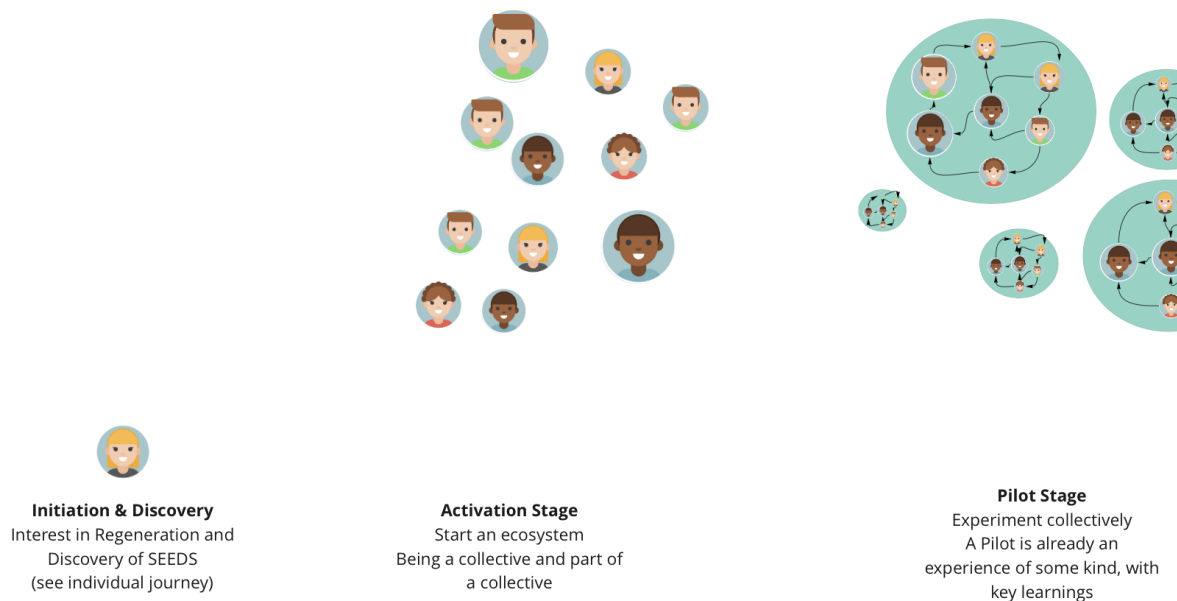


# Before starting the DHO Journey

# Before starting the DHO Journey

DHO is not a "solution for a problem" is an evolution of our collective ways of organising.

There is a journey one need to engage in before the unfolding of DHO Possibilities.



## Initiation & Discovery

This step is key for any DHO adventurer willing to start a DHO. This would allow a good understanding of both the journey at front and the preconditions to start.

## Activation Stage

DHO underlies the need for a collective. This collective needs to be fully committed to the Journey in all its dimension. Different DHO types will require different activation processes with different complexities.

The decision forward off the future DHO collective needs to be common.

## Pilot Stage

The Pilot Stage includes the exploration of both the readiness for a DHO Journey and clarifies its effective need.

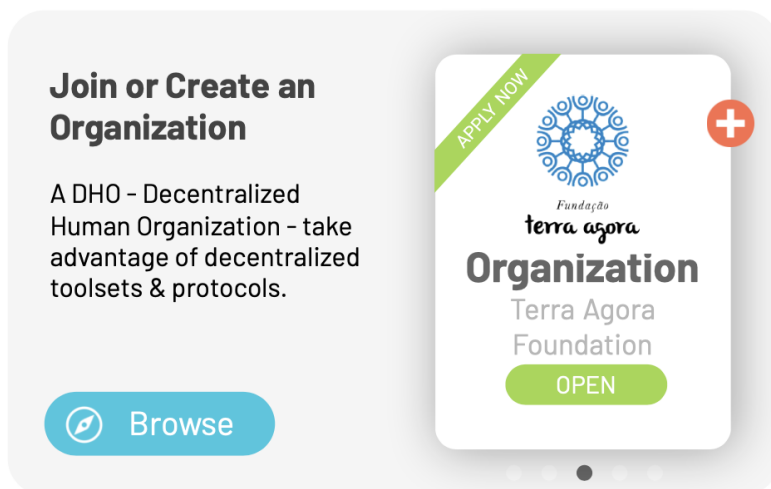
"**Building the ship while sailing**" is an expression applicable to DHOs. Exploring DHO evolutionary possibilities is an "action research" activity, we learn by doing.

## DHO Archetypes

DHO Archetypes explore the different type of contexts where DHOs can operate. Contexts influence key aspects of the DHO and are important to consider.

DHO Archetypes defined below are an exploration of possibilities and not a complete set. Archetypes are sorted according to their increasing complexity.

### Organisation DHO



**Organisation DHO** supports the will of an organisation adopt the DHO technology and its practices and principles.

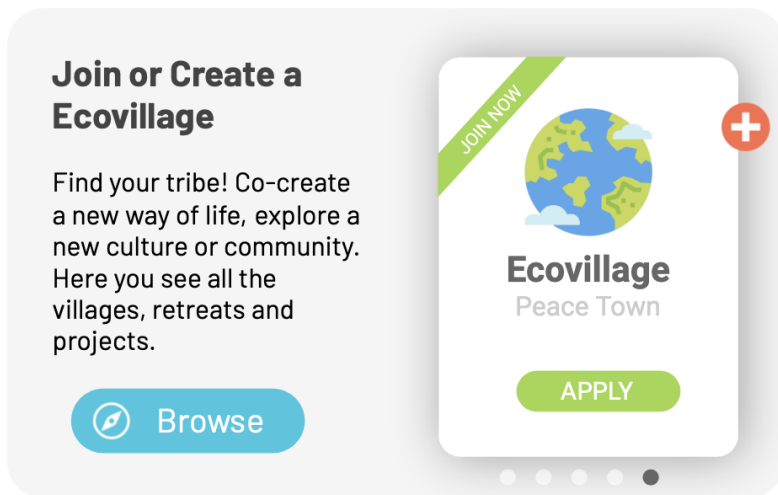
There are important criteria's to consider before starting:

1. The organisation is Decentralised or is committed to become decentralised?
2. There is a clear collective decision to adopt the DHO principles?

3. The dimension of the organisation justifies a DHO adoption efforts and its "costs"?
4. For new Organisations, there is already a solid sense of a common action?

There is no dimension criteria at this stage, nonetheless, a team of less the 10 or 15 members can organize themselves as a DHO without the technology efforts.

## Ecovillage DHO



The relevant aspect of an Ecovillages from a DHO point of view is being a village where all its members conscientiously decide to be part of. This aspect allows a distinction between an Ecovillage and a Village DHO.

The following aspects are not yet informed by any concert real life application.

Initial Clarifying criteria's:

1. The Ecovillage governance is Decentralised or is committed to become decentralised?
2. There is a clear collective decision to adopt the DHO principles?
3. Which aspects of the Ecovillage will be governed by the DHO?
4. In what stage is the Ecovillage implementation?
5. What is the definition of membership?

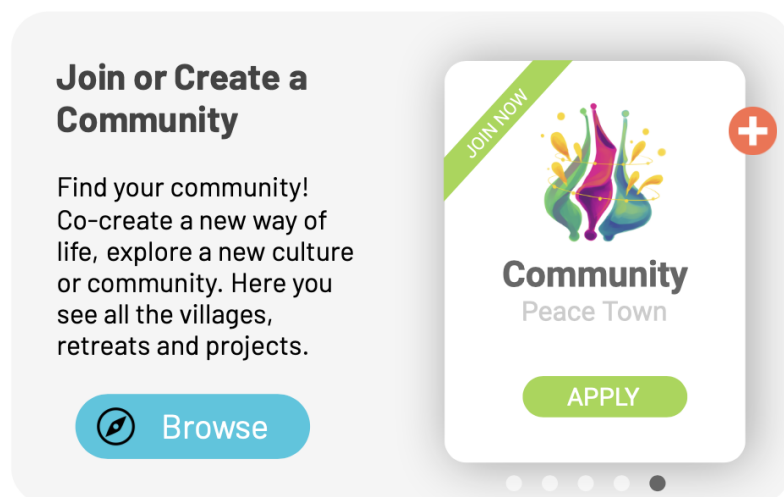
The 3rd question is critical to determine the DHO Governance Scope. An Ecovillage can be a complex system of many organisations with different governance and members. Ecovillages might have different spaces, assets and value flow dynamics.

The 4th question determines the "applicability" of a Ecovillage DHO and also the aspects to consider. A Ecovillage can start with an "organisation DHO" to support the project team unfolding the Ecovillage project.

The 5th aspect determines who as voice in the decisions. This element alludes to the membrane of the Ecovillage. An Ecovillage membrane can be extended to include in its decisions local communities, visitors, temporary residents, etc.

The 5th aspect can also be guided by economic decisions. Example, the DHO transactional token result in a "inner economy" or a open economy.

## Community DHO



A community DHO can have multi-flavours as many as community types one can consider. But there are several characteristics that are important for a Community DHO to sustain the decision of a Community DHO.

Communities are frequently loosely couple structures. Meaning aspects such as membership, belonging, common action, relationships, interactions and others can be minimal or inexistent



and still one can consider the existent of a community. As an exemple: if we would define the wikipedia community we would need to include any form and volume of participation, and it would be debatable if anyone using Wikipedia in a given time is part of the community or not.

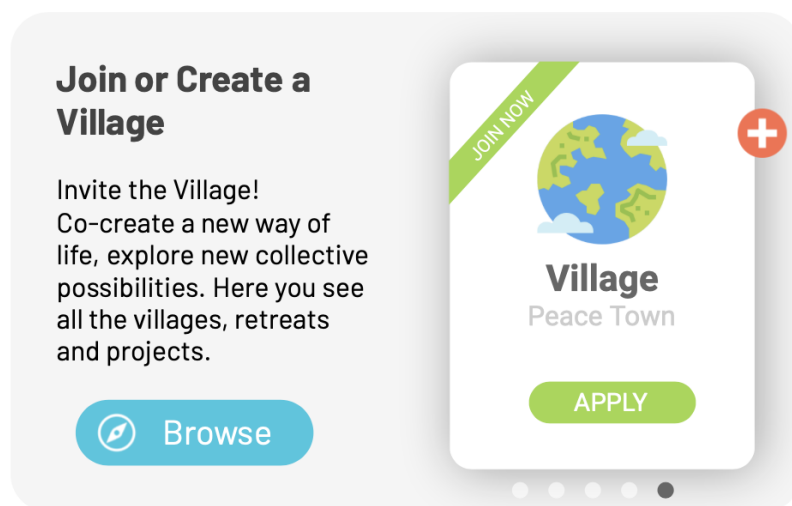
For a community to become a DHO community some of these aspects need to become solid and effective.

Initial criteria:

- Need for Governance: The community agrees on decentralise Governance, has the need for an account system and forces the establishment of common value flows.
- Economic Dimension: Need for visible Value Flow, community is active and willing to exchange value flows using the DHO Tokens.
- The sense of belonging is defined: Participation is not loose but defined.
- Community dimension and dynamics justifies a DHO.

The community can be seen as an intermediary step to the Village or Bioregion DHOs.

## Village (or City) DHO



Bringing a DHO to an existent Village is another big step in the complexity of DHOs.

A village is a complex social arrangement of many organisations, power structures and individuals.

One should consider the following guide Line Questions.

Initial Conditions:

- The initiators have legitimacy to unfold a Village DHO (are they members of the village)
- The decision was participatory and was the participation representative?

Governance:

- DHO represent the Village (or just a small fraction)?
- How does the DHO includes the existent Power Structures (Government, existent Organisations, Social dynamics)?

Economics:

- The DHO economics are relevant for the community (percentage of participants)

Legitimacy and Sense of Place:

A village DHO takes care of the all Village

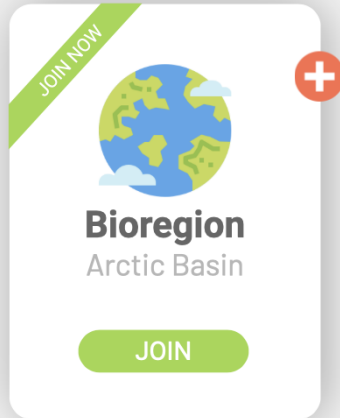
- A Village DHO should hold together a sense care for the village
- It should be the space giving voice to a participatory, multi generational vision for the village
- Consequently, the villagers must recognise its legitimacy

The risk is that there is not a coherent movement of legitimacy and more than one DHOs are representing the Village.

## Bioregional (or Eco regional) DHO

## Join or Create a Bioregion

Find your ecological niche, connect with local neighbourhoods and indigenous communities and strengthen customs, people and traditions.



A Bioregion (also true for an ecoregion) can include various human settlements (organisations, ecovillages, villages, cities) and therefore, its complexity is necessarily higher.

The definition of an bioregion is very recent and still evolving (example

<https://www.oneearth.org/bioregions/>).

Bioregional understanding and term usage needs to be grounded and respectful of its importance.

Legitimacy is there for of crucial importance.

Initiators Legitimacy:

- Sense of Place: are initiators from the place?
- Sense of Bioregion: what do they care for ? Does it include all the Bioregion?
- Representation: the initiators have recognised legitimacy to represent the bioregion?

The above should not demotivate the Initiators, hopefully they constitute a good set of guidelines for someone in the Bioregional DHO Journey.

New Language  
for new  
systems



New Language for new systems

# Organization evolution

# Organisation Images and Metaphors

The last 2 centuries the most used image for organisation was the [Machine](#). Our organisational language is loaded with terminology alluding to this image.

Alternative images best inform and define our evolutionary journey:

1. “ **Flux and Transformation:** an organisation is an ever-changing system indivisible from its environment
2. “ **Organism:** an organisation is a collective response to its environment and, to survive, must adapt as the environment changes

If we understand a DHO is a living part of an ecosystem in a permanent flow and transformation, to concepts become important:

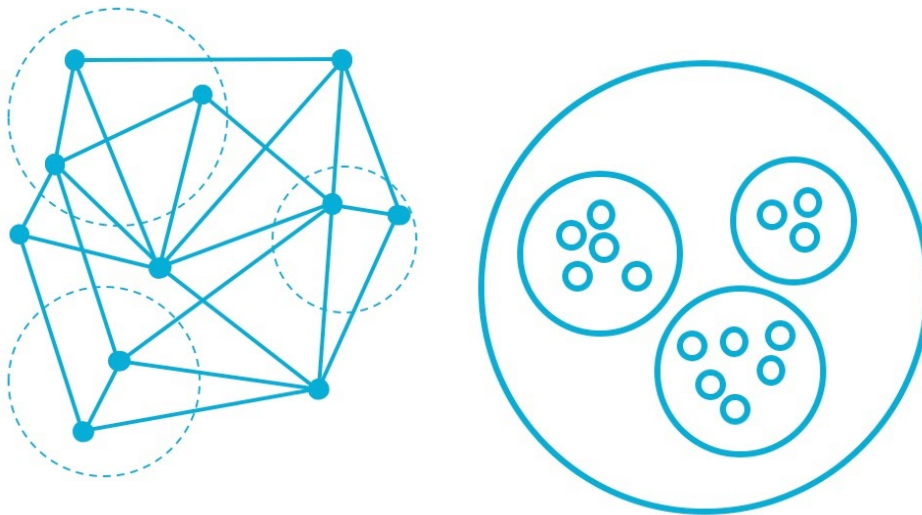
***Autopoiesis:** (from [Greek](#) ???o- (auto-) 'self', and ???????? (poiesis) 'creation, production') refers to a [system](#) capable of reproducing and maintaining itself by creating its own parts and eventually further components.*

Exopoiesis: "In exopoiesis, an organism functions not for its own benefit, but rather for the benefit of something related to it, to which it is therefore of instrumental value. Tabbi, Joseph (2002) Cognitive Fictions.

A DHO Journey is a journey into decentralisation requiring new language, new thinking, new concepts, new images, new metaphors and new stories.

Also [Frederic Laloux's \*Reinventing Organizations\*](#) used [Integral Theory](#) approach to classify organisations, from which a Teal organisation seems to be relevant bases for a DHO.

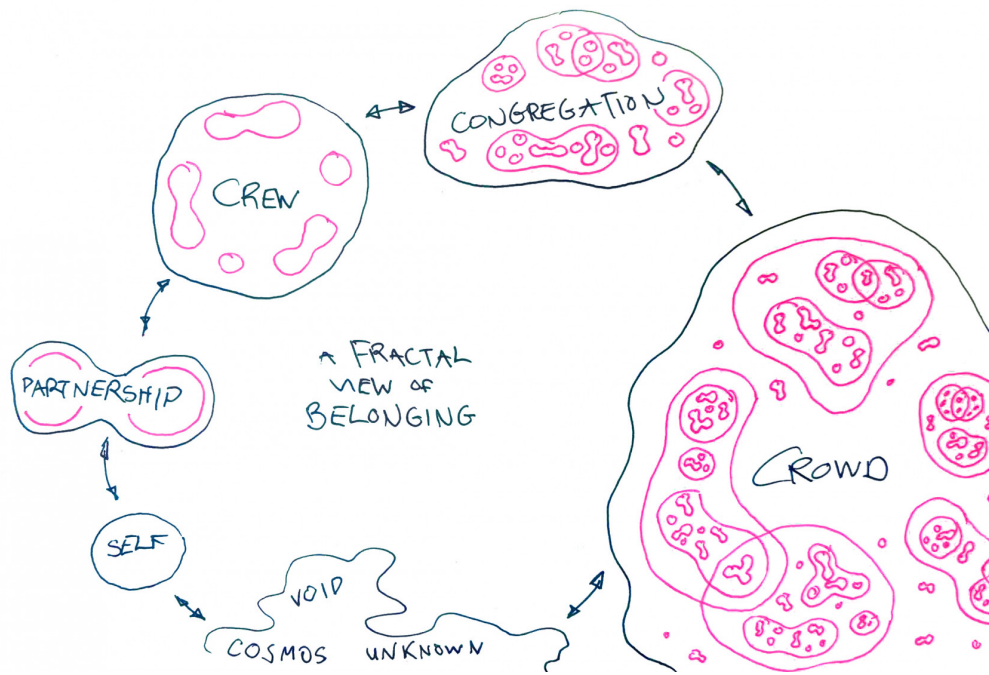
More in <https://reinventingorganizationswiki.com/theory/organizational-structure/>



Both the Web of interconnected individuals or the Nested [Holonic](#) circles are good graphical bases for the DHO organisation archetypes.

While the above are good bases for the [Organisation DHO archetype](#) they come short for the remaining archetypes.





Richard D. Barlett [Micro-solidarity](#) exploration reveals some natural patterns of humans coming together. These ideas are relevant for any Type of DHO.

New Language for new systems

# Symmatesy Living Systems

## Learn

# Symmatesy Living Systems Learn

[Symmatesy](#) results from the understanding of a living system as a interdependent learning relation.

“ **Symmathesy** Greek prefix Syn/ Sym (together) + Mathesi, (to learn) = **Learning together (Pronounced: sym- math-a-see)**

Symmathesy (Noun): An entity composed by contextual mutual learning through interaction. This process of interaction and mutual learning takes place in living entities at larger or smaller scales of symmathesy.

Symmathesy (Verb): to interact within multiple variables to produce a mutual learning context.

Symmatesy concept allows us to establish a very relevant continuum for live and living systems.

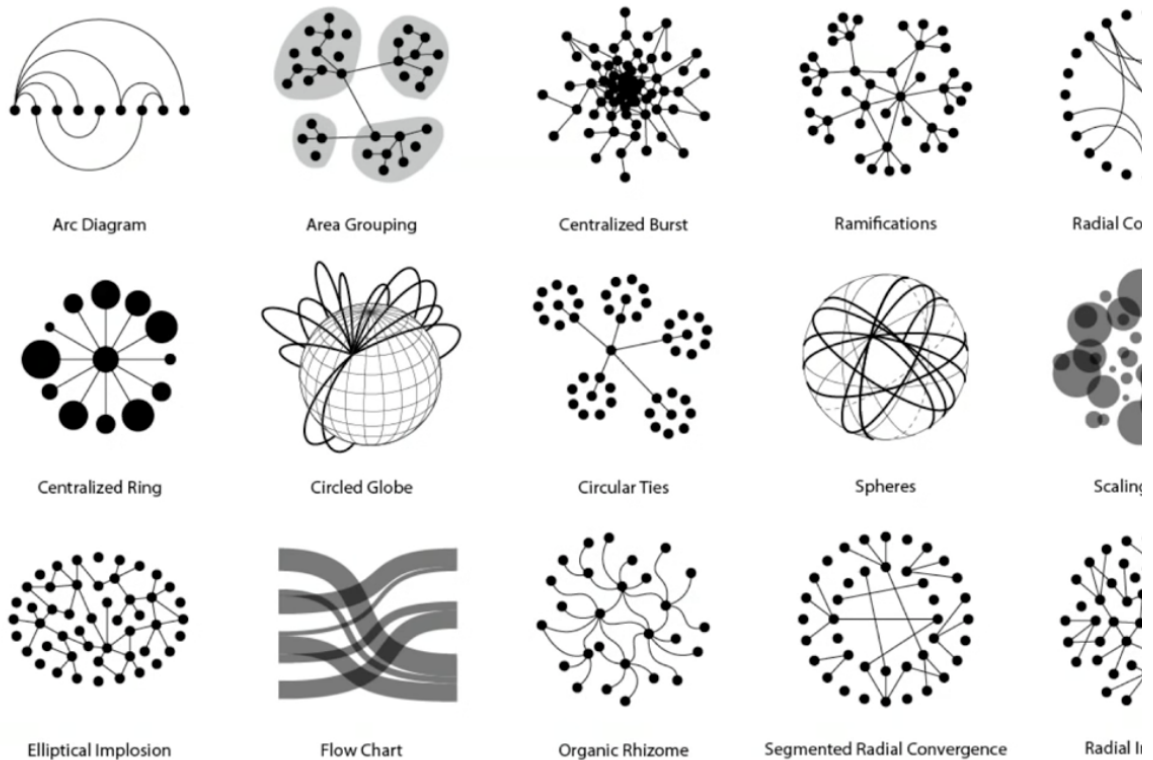
The question of what is the system learning is there for revealing of its vitality. A DHO as a Learning hedge if made explicit its implementation gains strength.

New Language for new systems

# New Visual Language

# New Visual Language

[Manuel Lima](#) systematises the graphical aspects of this new language in the next figure.



The above images are helpful for DHO adventurers reflections and mapping off their organisations.

What image better describes your DHO possibility?

New Language for new systems

# Human Collectives

## Skeletons, Scaffolds & Membranes

# Human Collectives Skeletons, Scaffolds & Membranes

How to evolve the idea of structure of an organisation and why is it needed?

We humans need some sense of structure. Structures frequently bring emotional, relational stability. If every thing is fluid we might receive it as chaotic and unsafe.

In organisational context structures alude to various dynamics:

- What Processes, Rules and Norms
- Governance, Financial resources and power and authority distribution
- Roles design
- Sense Making, Control and achievement monitoring

What informs the above, in the present world, is a mechanistic way of thinking. So we lay out a different, natural or ecological way of thinking proposition.

## Scaffolding

Scaffolding elements are critical for healthy growth and support. In a Movement of Movements one can think of Scaffolding elements one entity can provide to the other.

If your goal is to build a village, or a community or an organisation, what are the support structures needed for such endeavour?

Exemple and types of Scaffolding structures:

- “ Temporary structures that **building crews** use when constructing or maintaining buildings. Once the building is complete, the scaffold is removed i.e. doesn't become part of the structure, but

enables its construction.

- “ A second kind of scaffold can be seen in skin grafts. An internal scaffold made of shark cartilage and cow-derived collagen, the protein found in all connective tissue is applied to the burn wound. The bottom layer of the collagen scaffolding — the part that makes contact with the wound surface — is covered with a sugar molecule that mimics the texture of the lower surface of the skin. This texture activates skin cells in the body called fibroblasts to start generating human collagen. As the body produces more and more collagen, the connective tissue begins to work its way up the artificial scaffolding, slowly building a new dermis. Over time the artificial scaffolding dissolves away, leaving no trace of the implant.  
(Source: <https://health.howstuffworks.com/skin-care/information/anatomy/skin-graft5.htm>)
- “ Thirdly there are scaffolds that aren’t removed and don’t dissolve away; they persist as part of the structure, but are transformed in the process. An example of this is the [Bionic Cardiac Patch](#) ... formed by seeding nanoscale electronic scaffolds or mesh-like structures with cardiac cells. Once the cells have regenerated cardiac tissue and the patch has formed, the electronic components from the original scaffold are integrated throughout the tissue, creating an “internal pacemaker” able to detect arrhythmia and deliver correcting electrical shocks far sooner and operating at far lower voltages than traditional pacemakers. Most fascinating is that latest research shows it may be possible in future to simply do a co-injection of cells with the mesh, enabling the patch to self-assemble inside the body vs using invasive surgery.



These are some examples of human scaffolds:

- Startup Incubation and Seed investment programs
- Education System
- Healthcare system
- (...)

Viewing some of these systems as Scaffolds structures can help us reframe the question of what are they building pre-structures for? Are such Scaffolds pre-structures of development or do they create dependency and interference in the being.

What Scaffolding is needed to be in-place to support your journey?

## Structure as Skeleton

Esqueletos de animais 295180 Vektor no Vecteezy

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Draw Ladybugs | Drawings, Elephant drawing, Tree drawing

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In Nature, skeletons allow beings to grow, move, develop. Give support to the substance of the being.

An **endoskeleton** (From Greek ἔνδον, éndon = "within", "inner" + σκελετός, skeletos =

"skeleton") is an internal support structure of an [animal](#), composed of [mineralized tissue](#).

An **exoskeleton** (from Greek έξω, éxō "outer" and σκελετός, skeletós "skeleton"<sup>[1]</sup>) is the external [skeleton](#) that supports and protects an animal's body, in contrast to the internal skeleton ([endoskeleton](#)) of, for example, a [human](#). In usage, some of the larger kinds of exoskeletons are known as "[shells](#)". Examples of animals with exoskeletons include [insects](#) such as [grasshoppers](#) and [cockroaches](#), and [crustaceans](#) such as [crabs](#) and [lobsters](#), as well as the shells of certain [sponges](#) and the various groups of [shelled molluscs](#), including those of [snails](#), [clams](#), [tusk shells](#), [chitons](#) and [nautilus](#). Some animals, such as the [tortoise](#), have both an endoskeleton and an exoskeleton.

What being are you relating to and what skeleton will the being need?

# Membrane

Plasma membrane and cytoplasm (article) | Khan Academy

A membrane is a fundamental element of living beings. It defines the frontier of the being (in and out). It characterises how that being relates to its environment, what the being interchanges permanently.

Membrane is one of the most critical elements of our collective settlements, one that needs reshaping, redefinition and new embodied thinking. It is intimately connected to our sense of belonging.

Reflecting on some examples:

- Country level passport or ID is a membrane element that defines if you belong to that country or not.
- Payroll can define to each organisation you belong.

- Your address can define to each place you belong.

Yet, all of the above elements are not complete or accurate definitions of belonging. In fact they all are problematic in defining "belonging".

The invite is therefor to consider "belonging" as a central aspect Membrane definition.

Membrane and Belonging have a clear tangible implications when we approach complex humana settlements such as a Village, a City or a Bioregion

Please consider the following reflective meditation suggestions to expand your Membrane and Belonging understanding.

- Reflect on your sense of belonging (both thinking on situations were you feel belonging or the opposite).
- Consider the membranes to your house, your village, your bioregion, your organisation(...)
- Reflect and identify the disfranchised of belonging humans that are not in any of the above membrane types
- Formulate a sense of invite to your defined membranes
- Whenever you notice a difficulty in the invite contrast your "right of belonging" with the right of that someone else you could not invite.

# Preparing for DHO Unboxing

In this section we will describe what elements you need to prepare, think, discuss and define.

Preparing for DHO Unboxing

# Purposing

Purposing

Preparing for DHO Unboxing

# Shared Doing



Pods, Roles, Circles, Quests, ....

Preparing for DHO Unboxing

# Value Creation and Distribution

# Value Creation and Distribution

Preparing for DHO Unboxing

# Governance



Preparing for DHO Unboxing

# Colective Sensing

