

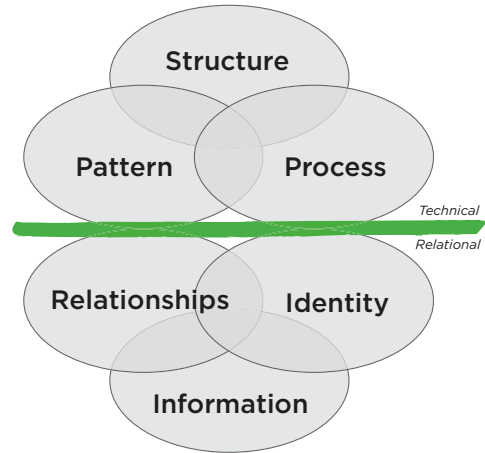


Six Circle Model

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

“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 (Strategies)	Structure	Process (Operations)
The systematic ways in which a system focuses its key strategies to accomplish its mission and goals.	The way a system organizes itself to conduct its work.	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.

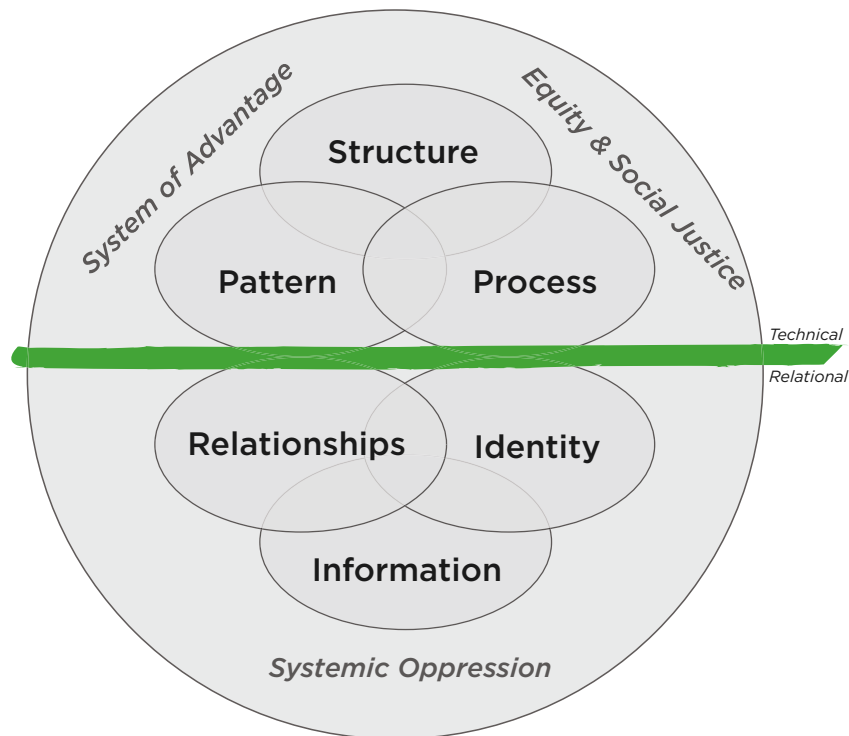


The Seventh Circle: Lens of Systemic Oppression

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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?