



Recruitment Information Pack

November 2018

Dear potential applicant,

Thank you for your interest in joining the Transition Network team.

The international Transition movement has important stories to tell, and we know we could be telling them better. A movement of thousands of people in hundreds of communities and at least 50 countries each creating grass roots change in their own way, has the potential to generate and share stories that our times desperately need. Are you right person to help us harvest, edit and synthesise, join the dots and create and frame strong narratives?

This is the first recruitment campaign we've organised since moving to a new shared governance model. Rather than recruiting to a fixed job description, we are looking for one or more new team members who can contribute in multiple ways to the overall purpose of the organisation. In our team, people take on and relinquish clearly-defined roles as circumstances change, finding ways to put their skills, experience, knowledge and passion in service to whatever is most needed at any given time.

This pack contains a simple, generic [job description](#) plus a [person specification](#) which describes the general competences required of all members of our team as well as the [communications skills](#) we are seeking in this particular campaign.

The pack also contains information about our movement, our organisation and our ways of working. We don't expect you to commit all this information to memory or even to fully understand everything that is set out here - much of it will only be made real through experience. However, we are looking for people who feel intrigued and excited by the possibilities we describe rather than put off by the lack of certainty. Your questions and ideas are very welcome throughout the process.

We encourage you to read this information pack carefully. If you decide you would like to be considered for a post, please submit this [application form](#) together with your CV before **23:00 GMT on Wednesday 21 November**. If, after reading the pack, you have any immediate questions or would like an informal conversation about joining the TN team, please contact sarahmcadam@transitionnetwork.org.

We look forward to receiving your application.

Best wishes

Sarah McAdam
Heart Circle lead link

Amber Ponton
Team Wellbeing

In this pack you will find information about:

[The Transition Movement](#)

[Transition Network](#)

[Shared governance](#)

[Introduction](#)

[Key characteristics of our shared governance model](#)

[Current structure](#)

[Relational agreements](#)

[What this means for someone joining our team](#)

[Job description](#)

[Person specification](#)

[Communications competencies](#)

[Other areas in which we're keen to strengthen the team](#)

[Some practicalities](#)

[Salary and working hours](#)

[Recruitment timetable](#)

The Transition Movement

Transition is a movement that has been growing since 2005. It is about communities stepping up to address the big challenges they face by starting local. By coming together, they are able to crowdsource solutions. They seek to nurture a caring culture, one focused on supporting each other, both as groups and in the context of the wider community. In practice, they are reclaiming the economy, building collaborative cultures across difference, sparking entrepreneurship, reimagining work and livelihoods, reskilling themselves and weaving webs of connection and support. It's an approach that has spread now to over 50 countries, in thousands of groups: in towns, villages, cities, universities and schools.

This [video](#) provides a history of our movement in less than 3 minutes. You will find more information and stories at transitionnetwork.org.

Transition Network

Transition Network is a small UK charity which **supports the Transition movement, amplifies stories of community-led change, and nurtures collaborations across difference to challenge us all to reimagine and rebuild our world.**

Our organisation was created in 2007 and registered as a charity in March 2009. We currently have ten employees, all of them part-time, plus ten trustees. We have a modest

office in Totnes where five of our staff are currently based and the rest of us work from home in the South and South West of England and in Brussels. We work closely with freelancers and volunteers across the world, including members of the [Municipalities in Transition](#) project team and the [Transition Hubs Group](#).

The TN team has agreed the following organisational purpose which guides our work and decisions and is designed to evolve over time as the context changes and we gain additional insights about what is needed.

Transition Network works in service to the international movement of self-organising Transition groups and Hubs, and others who are creating community-led change for a sustainable and just future founded on wellbeing. From our place within the movement, we encourage Transition to spread and evolve. We facilitate the sharing of inspiration and learning, identify common needs and exciting possibilities, and curate and develop tools, training and resources. We cultivate peer-to-peer support and build capacity across the movement.

We are learning to embody and integrate the inner dimension of Transition in all that we do, and commit to the love, beauty, passion, playfulness and courage so needed in these times. We are nurturing healthy collaborative group cultures rooted in caring for, and connecting with, ourselves, each other and the natural world.

We aim to make Transition more visible, creating opportunities for diverse Transition stories to be shared, to show that a shift to a more equitable and healthy culture is possible. We seek to understand the impact and potential of Transition. We amplify these stories to engage those who are new to Transition, empower those already involved, encourage more participative and holistic decision-making to support community-led change, and attract resources into the movement.

We look for ways to collaborate across and beyond the Transition movement, and to support others to connect and collaborate. We support and co-design emerging approaches that reimagine and rebuild a compassionate culture within resource limits, beyond the norms of the industrial growth system. We experiment with and cross-fertilise ideas to help Transition become more diverse and to respond to changing contexts. We recognise that power and privilege shape our behaviour, as much as they shape the behaviour of the wider world. We actively commit to addressing this, and particularly to welcoming, listening, and responding to marginalised voices within and beyond the movement. In the way that we work, as much as in what we do, we aim to bring people together, to help us to connect with our longing for a better future and our sense of interdependence. We speak from the heart to highlight alternatives to unsustainable systems and challenge assumptions.

Transition Network is a support organisation to the international Transition Hubs Group and is exploring with that network how to develop new models of leadership, share power and resources, and collaborate across distance. In England and Wales, we are working with Transitioners to develop grassroots-led Hubs with the capacity to

catalyse and support Transition in this territory and connect to the wider international network.

The needs and opportunities that arise as we pursue this organisational purpose feel exciting, important and sometimes overwhelming. We are learning to get better at prioritising our work and, to support us with this, we have agreed the following areas of focus for this current financial year:

1. Continuing to develop TN's governance model and collaborative culture and finding ways to share learning from our organisational development process with others within and beyond the Transition movement.
2. Supporting the implementation, future development and resourcing of the Municipalities in Transition project.

[This project has been operating for the past year and a half exploring how Transition groups and local government is working together to effect change, supporting these collaborations to be even more effective and sharing the learning. Find out more here - <http://municipalitiesintransition.org>]

3. Supporting and enabling Transition hubs and initiatives to carry out group health-checks and share data about the health and extent of the movement.

[Find out more about the healthcheck process here - <https://transitionnetwork.org/do-transition/healthcheck/>]

4. Working with, and in support of, Hubsters and others focused on the international level of scale to build capacity and develop collaborative social infrastructure, including in the Hubs Heart Circle and in the international coordination of Transition training.

[Transition Network has encouraged the development of self-organising and self-defining hubs which catalyse and support Transition in particular territories across the world. We're working with people in those groups and with the international network of Transition trainers to find better ways to collaborate, make decisions and share resources and power across our distributed network. Find out more about the Hubs Group here - <https://transitionnetwork.org/about-the-movement/international-hubs-circle/>]

We have agreed as a team that we will meet each January (staff and trustees together) to reflect together on the previous year, pay attention to feedback we've received from across the movement and beyond, reconnect with our organisational purpose, look forward to the coming year and make any necessary adjustments to our governance model and areas of focus. Our first team retreat using this approach will take place in Totnes from 29 to 31 January 2019 and we hope that any new member(s) of the team will be able to join us at this event.

Shared governance

Introduction

Over the past three years, the Transition Network team has been engaged in an action learning process experimenting with ways of working drawn from [sociocracy](#) and [holacracy](#), supported by a great team from [Université du Nous](#).

During 2018, we made the shift away from a what was basically a hierarchical structure to a new shared governance model. Here are some of the reasons we've done this:

- To support and enable dynamic, creative collaborations within which individuals are empowered to act. This is the essence of Transition and we want to cultivate, and experiment with, the same qualities inside our organisation.
- To explore ways of working that we believe can help us operate more effectively and efficiently in a complex and ever-changing world, responding to emergence while staying connected to our organisational purpose.
- To nurture, experiment with, and model, group culture, processes and structures in which power is visible, related with and distributed.
- So our work is energised and informed by collective intelligence and a diversity of perspectives drawn from across and beyond our team.
- To achieve more skill and clarity around boundaries, roles and decision-making processes for the benefit of our team and those with whom we connect and collaborate.
- To create a more resilient and agile structure rather than being over-reliant on an individual or role.
- To give effect to our decision to work on fewer, more collaborative projects.

This video (produced by Université du Nous) gives a sense of the philosophy that underpins our new governance model - [Video: our relationship with power](#).

Key characteristics of our shared governance model

Our shift to a shared governance model is an experiment and we hope and expect that our team culture, structures and processes will continue to evolve as needed, in service of the organisation's purpose. Here are some key characteristics of our current ways of working:

- We identify roles that need to be undertaken within TN and for each role we agree a purpose (a capacity, potential or aspirational goal that the role will pursue or express on behalf of the organisation) and accountabilities (ongoing activities of the organisation that the role will enact);
- We work through self-organising circles in which all roles in the circle exercise equivalent power guided by the purpose of their individual role, their circle and the organisation:

- Roles and circles have sovereignty to choose the best way to fulfil their purpose, gathering information, seeking advice and feedback and making decisions as feels most appropriate to them;
- All members of the organisation are expected to be transparent about their activities and find timely ways to inform and obtain advice from anyone likely to be impacted by their decisions;
- We use dynamic steering rather than predict and control, identifying small, incremental steps, taking pragmatic decisions, maintaining momentum and being alert to evidence that something needs to change.
- Circles hold sorting meetings at which tensions between roles are identified and processed, and organise governance meetings as required to adjust, delete or create roles.
- We use participatory forms of decision making such as consent decision-making and election-by-consent when appropriate.
- We have Relational Agreements (see below) that support us to cultivate healthy collaborative group culture.

Current structure

We have created a primary circle which is responsible for connecting to TN's evolving organisational purpose, agreeing our strategic focus and keeping our overall governance model under review. Most of our trustees and staff members have chosen to join this circle which we expect will meet maybe 4 or 5 times a year.

Responsibility for delivering the organisation's current organisational strategy rests with the Heart Circle. The primary circle elect one of their members (currently Sarah McAdam) to act as lead link for the heart circle and she is responsible for appointing other people to the circle and supporting them to deliver what's needed. As mentioned above, the structure is designed to evolve organically in response to tensions and needs within the organisation and people accept and relinquish roles as circumstances change.

Here is a picture of our [current structure](#) - if you're interested, you can click on roles or circles to find out more about their purpose and accountabilities.

Relational agreements

The Transition Network team worked together last year to develop a set of relational agreements which give a bit of structure to the collaborative culture that we are seeking to develop. It feels important to emphasise the introductory sentence. We are doing our best to align ourselves with these ways of being and we understand that we won't do this perfectly or all the time! We're looking for people who are keen to be part of an ongoing exploration of how we can all get better at this stuff.

Transition Network's relational agreements

When working for Transition Network we agree to do our best to align ourselves with the following ways of being and relating to help us create healthy collaborative

culture:

Accountability: We do what we say we are going to do and communicate clearly when we are no longer able to.

Appreciation: We find ways to cultivate appreciation and gratitude and express this regularly.

Awareness: We find ways to increase our self-awareness in relationship to our: needs; impact on others; relationships with power; and, our conditioned ways of being and relating.

Sovereignty: We act on our increasing self awareness and compassion around power, privilege, rank and the Drama Triangle to more and more:

- Exercise agency alongside empathy and compassion;
- Say 'no' when we need to;
- Voice 'reasonable' objections as and when they arise;
- Offer and receive feedback even when it feels uncomfortable and as early as we're able to;
- Name conflict when we feel/see it, whether directly involved or not;
- Honour the diversity of our experience by expressing our appreciation, gratitude, joy, celebrations, achievements, hopes, longings and positivity as well as our fears, frustrations, anger, sadness, vulnerability, despair and grief.

Communication: We find ways to communicate with respect, care and compassion for ourselves and each other, including: listening at least as much as we speak; speaking one at a time without interrupting; supporting all voices to be heard; owning our judgements; seeking agreement around and holding confidentiality as appropriate; and, speaking from our needs and hearts.

Feedback: We take action to learn how to offer and receive feedback in healthy ways, even and especially when it feels uncomfortable, and to respect any agreed processes around this.

Conflict Resilience: We make the effort to find ways of becoming more conflict resilient, and to respect any agreed processes around this.

Resourced and Available: We do what we can to become adequately resourced and available within our collaborations - both physically and emotionally, by: cultivating balance in our lives and learning how to avoid burnout; finding ways of balancing our own needs with that of the group; and saying 'no' when we need to.

What this means for someone joining our team

In this recruitment exercise we are not seeking to appoint someone to a specific post with a detailed job description. Instead we are seeking to appoint one or more new members of the

team who can bring in the skills, experience, capacity and competences that we've identified as needed.

You will have a generic job description (see below) and will then be assigned roles within our structure according to organisational need and your particular skills, experience and interests. You will have considerable autonomy to develop your role(s) as you see fit, orientating always towards what best serves our organisational purpose and the areas of focus that we agree as a team.

The organisational structure will continue to evolve in response to tensions and needs that emerge over time. There is an expectation that all members of the team will take on and relinquish roles as circumstances change. Crucially, you will be part of a collective process which identifies when change is needed and then designs and implements that change.

Job description

We have drawn up a simple generic job description which we are using for the first time during this recruitment exercise.

Transition Network Team Member

- To contribute to the delivery of Transition Network's evolving organisational purpose, working within the context of the shared governance model.
- To explore as an individual and with other members of the team, how to make best use of your experience, skills, qualities and interests in service to Transition Network's organisational purpose.
- To welcome opportunities to learn and develop skills and practices which enhance your contribution to the team and support other members of the team to do the same.
- To engage constructively and carefully with Transition Network's [relational agreements](#) and support other members of the team to do the same.

Person specification

We are looking to recruit team members with the skills, experience and commitment to contribute in multiple ways to Transition Network's work:

- **Supporting a grass-roots movement to spread, deepen and evolve;**
- **Amplifying stories of positive change; and**
- **Nurturing collaborations across difference within and beyond our movement.**

We are also seeking evidence of the following general competencies:

- Alignment to the values and [principles](#) of the Transition movement;
- Ability to act decisively, exercise autonomy and maintain momentum on a project while also seeking and remaining open to feedback and opportunities for broader collaboration;

- Ability to collaborate with people across different levels of scale, from local through to international, and across multiple cultures and countries in an inclusive and empowering way;
- Personal resilience - a commitment to self-care and the ability to remain grounded in the midst of uncertainty and potentially overwhelming demands;
- Willingness to engage in an ongoing exploration of healthy collaborative culture and the skills, attitudes and practices which support us to work effectively across difference.

Communications competencies

Our primary need in this recruitment campaign is someone with strong communication skills and experience, specifically:

- A strong understanding of what makes a compelling story and how to package and repurpose content for maximum impact across multiple channels;
- Editorial or journalistic experience, including proven experience of carrying out interviews and writing compelling stories;
- Experience of digital storytelling;
- Understanding of (re)framing and values based communications;
- Ability to balance and draw out the nuances of the “Outer” and the “Inner” dimensions of Transition making both accessible and interesting to diverse audiences.

Other areas in which we're keen to strengthen the team

- Collaborative leadership;
- Experience of working skilfully with emergence in complex and fast-changing environments;
- Coaching skills.

Some practicalities

As a small team, operating within an experimental shared governance model, we seek to find a good balance between organisational needs and the needs and working preferences of individual staff members, while always focusing on what best serves our organisational purpose. We describe below some current working practices as well as our intentions for the future to give a flavour of what this means in practice. We are open to exploring new possibilities.

Five members of the current team are based in the Totnes office and the rest of the staff work from home. A modest allowance is available to cover the additional costs associated with home working or some use of local work hubs.

We seek to minimise unnecessary travel so a very high proportion of our meetings and other collaborative activities take place online. We experiment with ways to bring creativity and heart to our virtual meetings. All members of the team need to be able to access a high quality broadband connection throughout their working day plus a willingness to experiment

with sometimes unfamiliar tools and technical platforms. Our current expectation is that the whole team (staff and trustees) will meet in person at least two times each year.

Whilst our team is mainly UK-based at the moment, we support an international movement and are actively seeking opportunities to distribute power, influence, resources and opportunities for paid work as widely as possible. We are very happy to explore the practicalities and costs (carbon and financial) of employing individuals based in mainland Europe or beyond. We encourage you to apply for the role if you feel you meet the person specification.

Salary and working hours

The current salary level is £32,400 per year on a full-time equivalent basis. We are looking to negotiate precise working hours once we have identified the preferred candidate(s), but expect these to be within the range of 16 - 24 hours a week. Ideally, we would like to recruit individuals with the flexibility to take on additional paid hours on a temporary basis when and if the need arises and funding is available. We appreciate however that this may not be practical for all candidates.

We are currently undertaking a review of salaries and working hours to consider what adjustments may be needed to complement our shift to a non-hierarchical and evolving structure.

Recruitment timetable

The [application form](#) must be submitted by **23:00 GMT on Wednesday 21 November**.

Shortlisted candidates will be invited to an online interview on **27, 28 or 29 November**.

Follow up discussions will take place during **early December**.

The Transition Network team has a team retreat scheduled in Totnes on **29 to 31 January 2019**. Our hope is that the successful candidate(s) will be able to participate in this event.