

Inspirational Project Governance into the Holacracy Environment

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Abstract

Holacracy is a management methodology that aims to create a more collaborative and inclusive work environment. It is based on the principles of distributed authority, dynamic governance, and continuous improvement. The key concepts of inspirational project governance in the holacracy environment include circle structure, distributed authority, dynamic governance, and continuous improvement. Circle structure refers to the way holacracy organizes work into self-governing circles, each with its unique purpose, roles, and accountabilities. These circles operate within a larger, overarching circle structure that governs the entire organization. Distributed authority means that decision-making power is distributed throughout the organization, rather than concentrated at the top. This allows for greater autonomy and accountability at all levels of the organization. Dynamic governance is the process by which decisions are made within holacracy. It is a structured and iterative process that involves defining tensions, proposing solutions, and testing those solutions in a safe-to-fail environment. Continuous improvement is a core value of holacracy, intending to create a culture of ongoing learning and development. This includes regularly reviewing and updating roles, processes, and systems to ensure they are always improving. The holacracy management framework includes several key components, such as the constitution, which outlines the rules and principles of holacracy, and the governance process, which defines how decisions are made within the organization. The framework also includes the role of the facilitator, who helps guide the governance process, and the role of the lead link, who is responsible for coordinating the work of the circle. Holacracy differs from traditional management approaches in several ways. While traditional management systems tend to be hierarchical, with decision-making power concentrated at the top, holacracy distributes decision-making power throughout the organization. Holacracy also emphasizes a more collaborative and inclusive work environment, with a focus on continuous improvement and ongoing learning. Working in distributed teams in a holacracy environment requires strong communication skills and the ability to work independently. Teams must be self-organizing and able to collaborate effectively to achieve their shared purpose. Key competencies for holacracy management and governance include the ability to facilitate meetings, manage conflicts, and coach individuals and teams. Holacracy also places a strong emphasis on accountability, so effective performance management and feedback are essential. Research conducted by the German Academy of Sciences for the VIMACS project and the European Union ERASMUS + program with financial and technical support of the WORK4CE project has shown that holacracy can lead to improved project outcomes and a more collaborative and inclusive work environment.

Keywords 1

Inspirational governance, project-oriented organization, managing projects, holacracy environment

1. Introduction

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Inspirational project governance within a holacracy environment can drive success and innovation by fostering a culture of transparency, collaboration, and continuous improvement. By empowering team members and promoting a culture of learning and flexibility, this approach to project management can inspire new ideas and approaches to project management that can drive success and innovation in the organization. Inspirational project governance is an approach to project management that emphasizes creativity, innovation, and collaboration [1]. When applied within a holacracy environment, this approach can foster a culture of transparency, distributed decision-making, and continuous improvement, which are key tenets of the holacracy framework. Inspirational project governance within a holacracy environment involves empowering team members to take ownership of their work and contribute to the project in meaningful ways. This includes creating a shared vision and goals for the project, as well as promoting a culture of openness and collaboration where all team members have a voice in the project's direction and decision-making process. By allowing decision-making authority to be distributed throughout the organization, holacracy provides a framework for collaborative decision-making that can inspire new ideas and approaches to project management. Inspirational project governance within a holacracy environment also emphasizes a culture of learning and continuous improvement. Regular tactical meetings and governance meetings provide a structured process for evaluating ongoing projects and making necessary refinements. By allowing for flexibility in processes and promoting a culture of experimentation and adaptation, holacracy provides an environment that is conducive to innovation and agility in project management.

2. Analysis of recent research and publication

Inspirational project governance is a management approach that promotes creativity, innovation, and collaboration in project management. By fostering a shared vision, empowering team members, and promoting a culture of learning and flexibility, inspirational project governance can inspire new ideas and approaches to project management that can drive success and innovation [2]. There are some ways that inspirational project governance can be implemented:

1. **Shared vision and goals.** Inspirational project governance requires a shared vision and goals for the project. This means that all team members are aligned on the purpose and desired outcomes of the project, which helps to inspire creativity and innovation [3].
2. **Collaborative decision-making.** Inspirational project governance involves collaborative decision-making, which means that all team members have a voice in the project's direction and decision-making process. This promotes a culture of openness and creativity, which can inspire new ideas and approaches to project management.
3. **Empowered team members.** Inspirational project governance empowers team members to take ownership of their work and to contribute to the project in meaningful ways. This includes delegating decision-making authority to team members and providing opportunities for personal and professional growth.
4. **Flexible processes.** Inspirational project governance allows for flexibility in processes, which means that team members can experiment with new approaches to project management and adjust processes as needed. This allows for adaptability and agility in project management.
5. **Culture of learning.** Inspirational project governance emphasizes a culture of learning, which means that team members are encouraged to share knowledge and learn from one another. This promotes a culture of continuous improvement and helps to inspire new ideas and approaches to project management [4].

3. Key concepts inspirational project governance into the holacracy environment

Holacracy is a system of organizational governance in which authority and decision-making are distributed throughout the organization, rather than being concentrated in a hierarchy of managers [5]. The principle of holacracy is based on the following key concepts:

Circle structure. In a holacratic organization, the work is organized into circles, which are semi-autonomous teams that are responsible for specific functions. These circles are nested within each other and can evolve as the organization changes.

Distributed authority. Each circle has a defined set of roles and responsibilities, and authority is distributed among the members of the circle. This means that decisions are made by the circle as a whole, rather than by a single leader or manager.

Dynamic governance. Holacracy uses a process called "integrative decision-making" to make decisions. This process involves a structured conversation that allows all members of the circle to express their perspectives and concerns. The aim is to find a solution that works for everyone, rather than simply relying on the authority of a single leader.

Continuous improvement. Holacracy is designed to be a flexible and adaptable system. Circles are encouraged to experiment with new ideas and processes, and to continuously evaluate and improve their performance.

3.1. The circle structures

The circle structure is a key feature of a holacracy environment. In a holacracy, the organization is structured into semi-autonomous circles, each with its specific roles and responsibilities. These circles are designed to be flexible and adaptable, allowing them to evolve and change over time as the organization grows and develops [6].

The circle structure in holacracy is based on the following key principles:

Nested circles. The circle structure is designed to be a hierarchy of nested circles, with each circle being responsible for a specific area of the organization's operations. The circles can be divided by function, geography, or any other relevant criteria.

Semi-autonomous. Each circle is semi-autonomous, meaning that it has the authority to make decisions within its area of responsibility. This allows for decentralized decision-making and a more agile organization.

Roles and responsibilities. Each circle has a defined set of roles and responsibilities that are designed to align with the organization's overall purpose and goals.

Circle governance. Each circle is governed by a set of rules and processes that are designed to facilitate decision-making, conflict resolution, and continuous improvement.

Circle evolution. Circles are designed to be flexible and adaptable, and can evolve to meet changing organizational needs. New circles can be created, existing circles can be merged or divided, and the roles and responsibilities of circles can be adjusted as necessary.

The circle structure in a holacracy environment is designed to promote decentralized decision-making, flexibility, and adaptability. By giving each circle the autonomy to make decisions within its area of responsibility, holacracy enables organizations to be more agile, innovative, and responsive to changing market conditions and customer needs.

3.2. Distributed authority

Holacracy is a management framework that emphasizes the distribution of authority throughout an organization, rather than relying on traditional top-down hierarchical structures. In a holacracy environment, authority is distributed among individuals or groups, each with its areas of responsibility and decision-making power [7].

One of the key aspects of distributed authority in holacracy is the concept of "circles." Circles are self-organizing teams or departments that are responsible for specific areas of the organization. Each circle has a defined purpose and a set of roles that are assigned to specific individuals. These roles come with a certain amount of decision-making authority, giving individuals within a circle the autonomy to make decisions within their areas of expertise.

In addition to circles, holacracy also uses a governance process to distribute authority. This process involves regular meetings where individuals can propose changes to the organization's structure or processes. These proposals are then evaluated and potentially approved by a group of individuals who are designated as "lead links" or "facilitators." This process allows for the ongoing

distribution of authority, as individuals are empowered to propose changes and make decisions within their areas of expertise.

Distributed authority in a holacracy environment helps to create a more dynamic and flexible organization, where individuals are empowered to make decisions and take action in response to changing circumstances. By distributing authority, holacracy enables organizations to become more responsive to the needs of their stakeholders, while also creating a more collaborative and inclusive work environment.

3.3. Dynamic governance

Dynamic governance, also known as sociocracy, is a system of governance that is closely related to holacracy. Like holacracy, dynamic Governance is based on the principles of distributed authority and self-organization, with a focus on creating a more responsive and adaptive organization [8].

In Dynamic Governance, decision-making power is distributed among all members of the organization, with a focus on consensus-based decision-making. This is achieved through a series of interconnected circles, each with its area of responsibility and decision-making power. Within each circle, members are empowered to make decisions within their areas of expertise, to create a more flexible and adaptive organization.

One of the key features of Dynamic Governance is the use of feedback loops to improve decision-making and organizational performance. This involves regular meetings and reviews to evaluate the effectiveness of decisions and processes, and to make adjustments as needed. By using feedback loops, Dynamic Governance aims to create a culture of continuous improvement, where the organization is constantly adapting and evolving in response to changing circumstances.

Dynamic Governance is a powerful tool for creating more responsive, adaptive, and effective organizations. By distributing decision-making power and creating a culture of continuous improvement, Dynamic Governance helps organizations to stay ahead of the curve and achieve their goals in a rapidly changing world.

3.4. Continuous improvement

Continuous improvement is a core principle of holacracy, a management framework that emphasizes distributed authority and self-organization within an organization. In a holacracy environment, continuous improvement is achieved through a process of regular review and adaptation, to create a more responsive and effective organization [9].

One of the key features of holacracy is the use of regular meetings and reviews to evaluate the effectiveness of decisions and processes.

This includes regular tactical meetings where individuals and teams review their progress towards goals and identify areas for improvement, as well as regular governance meetings where proposals for changes to the organization's structure or processes are evaluated and potentially approved.

In addition to these regular meetings, holacracy also emphasizes the importance of transparency and open communication within the organization.

This means that individuals and teams are encouraged to share their feedback and ideas, to create a culture of continuous improvement where everyone is empowered to contribute to the organization's success.

The emphasis on continuous improvement in holacracy helps organizations to stay ahead of the curve and adapt to changing circumstances. By regularly reviewing and adapting their processes and structures, organizations can become more responsive, efficient, and effective, while also creating a more engaged and empowered workforce.

The principle of holacracy is to create a more agile and responsive organization by distributing authority and decision-making throughout the organization.

4. Holacracy management methodology

Holacracy is a management methodology that is based on a set of principles and practices designed to promote self-management, distributed decision-making, and organizational agility.

Holacracy uses a unique governance process that involves regular meetings, called "tactical meetings" and "governance meetings," to facilitate decision-making and alignment. During these meetings, team members use a structured process to propose, discuss, and refine proposals related to their roles and accountabilities, as well as to the organization as a whole [10].

Holacracy also uses a set of roles and accountabilities to define the work that needs to be done within the organization. Each role is defined by a set of accountabilities, which outline the specific tasks and responsibilities associated with that role.

In addition, Holacracy emphasizes a culture of transparency, feedback, and continuous improvement. Team members are encouraged to share information openly and to provide feedback to one another, to improve communication and collaboration within the organization.

Overall, Holacracy is a unique and innovative management methodology that is designed to promote autonomy, agility, and adaptability within organizations, through a structured and transparent decision-making process and a culture of continuous improvement.

Holacracy provides a framework for managing innovation in a structured and collaborative way. Here are some ways that innovation is managed within a Holacracy environment:

- distributed decision-making. Holacracy allows decision-making authority to be distributed throughout the organization, which means that team members are empowered to make decisions related to their roles and accountabilities. This promotes innovation by allowing team members to experiment and try new things without having to seek approval from higher-ups.
- regular tactical meetings. Holacracy requires regular tactical meetings, which provide a forum for team members to discuss their work and identify areas for improvement. These meetings also provide an opportunity to share ideas and collaborate on new initiatives.
- governance meetings. Holacracy requires regular governance meetings, which provide a structured process for proposing and refining changes to the organization's structure and processes. This allows for new ideas to be discussed and evaluated collaboratively and transparently.
- role creation and refinement. Holacracy allows for roles and accountabilities to be created and refined over time, which allows for new areas of focus and innovation to be identified and developed.
- continuous improvement. Holacracy emphasizes a culture of continuous improvement, which means that team members are encouraged to seek out and act on feedback, to experiment and try new things, and to constantly look for ways to improve their work and the organization as a whole.

Innovation is managed in a Holacracy environment by empowering team members to make decisions, providing a structured process for proposing and refining new ideas, and fostering a culture of continuous improvement and collaboration. This allows for new ideas and initiatives to be developed and implemented in a way that is collaborative, transparent, and aligned with the organization's overall goals and objectives.

5. Holacracy is the framework for project governance

Holacracy provides a unique framework for project governance that emphasizes transparency, distributed decision-making, and collaboration [11]. Here are some ways that project governance can be implemented within a Holacracy environment:

- role creation and refinement. Holacracy allows for roles and accountabilities to be created and refined over time, which can include specific roles related to project management or project governance. This allows for the allocation of resources and the delegation of responsibilities related to project governance.
- regular tactical meetings. Holacracy requires regular tactical meetings, which provide a forum for team members to discuss their work, including ongoing projects. This allows for transparency and visibility into ongoing projects and provides an opportunity to collaborate and problem-solve.

- governance meetings. Holacracy requires regular governance meetings, which provide a structured process for proposing and refining changes to the organization's structure and processes. This includes proposals related to ongoing projects and allows for input and feedback from all team members.
- distributed decision-making. Holacracy allows decision-making authority to be distributed throughout the organization, which means that team members are empowered to make decisions related to ongoing projects. This promotes innovation and agility in project management.
- feedback and continuous improvement. Holacracy emphasizes a culture of feedback and continuous improvement, which means that ongoing projects are regularly evaluated and refined based on feedback from team members and stakeholders.

Project governance within a holacracy environment is managed through a collaborative and transparent process that emphasizes distributed decision-making and continuous improvement [12]. This allows for ongoing projects to be managed effectively and efficiently while promoting innovation and agility in project management.

Holacracy management is a management philosophy and system that emphasizes self-management, distributed decision-making, and agile organizational structure. The concept of holacracy management is based on the idea that traditional hierarchical management structures can be slow and inefficient, and can stifle creativity and innovation. Holacracy management seeks to address these issues by creating a more flexible and dynamic organizational structure.

One of the key concepts of holacracy management is the use of circles or teams. These circles are semi-autonomous and have clearly defined roles and responsibilities. Each circle is responsible for a specific function or area of the organization, and members of the circle are empowered to make decisions within their area of responsibility.

Another key concept of holacracy management is the use of transparent and collaborative decision-making processes. Rather than relying on a top-down hierarchy where decisions are made by a single leader, holacracy management encourages all members of the organization to contribute to the decision-making process. This is done through a structured conversation process called "integrative decision-making", which allows all members to express their perspectives and concerns (Fig.1).

Holacracy management also emphasizes continuous improvement and adaptability. Circles are encouraged to experiment with new ideas and processes and to continuously evaluate and improve their performance. This allows the organization to be more responsive to changing market conditions and customer needs.

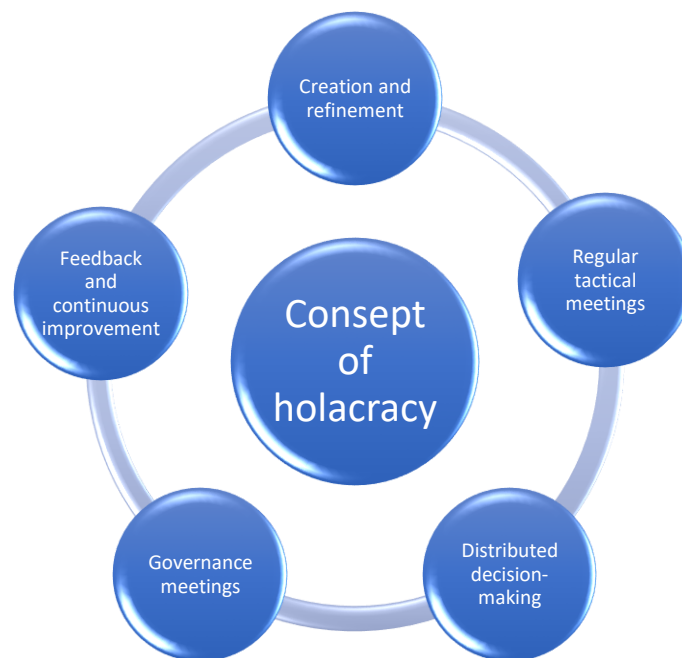


Figure 1: Conceptual model of Holacracy management

The concept of holacracy management is based on the principles of self-management, distributed decision-making, and agile organizational structure. By empowering employees and creating a more collaborative and dynamic work environment, holacracy management can lead to increased innovation, productivity, and employee satisfaction.

6. Communication in holacracy environment

Communication is a critical component of a holacracy environment, as it enables the decentralized decision-making and self-management that are the hallmarks of this management system [13]. Effective communication in a holacracy environment requires several key elements:

1. Clear roles and responsibilities. In a holacracy, each circle has a defined set of roles and responsibilities. These roles must be communicated and understood by all members of the circle to avoid confusion and duplication of effort.

2. Transparent decision-making. Holacracy emphasizes transparent and collaborative decision-making processes. This means that all members of a circle should be able to participate in the decision-making process and have access to relevant information.

3. Structured conversations. Holacracy uses a structured conversation process called "integrative decision-making" to make decisions. This process ensures that all members of a circle have an opportunity to express their perspectives and concerns.

4. Feedback mechanisms. Holacracy encourages continuous feedback and evaluation. This means that regular communication and feedback sessions are necessary to ensure that everyone is aware of progress, issues, and opportunities for improvement.

5. Open communication channels. Holacracy emphasizes open communication channels to ensure that information flows freely between circles and individuals. This can include regular meetings, online platforms for sharing information, and other communication tools. Effective communication is essential for the success of a holacracy environment. It enables decentralized decision-making, promotes transparency, and helps to create a collaborative and innovative work culture.

7. Holacracy and agility management systems

Holacracy and agility are two management frameworks that share many similarities and are often used together in organizations that prioritize flexibility, innovation, and adaptability [13].

Holacracy is a management framework that emphasizes self-organization and distributed authority, with a focus on creating a more responsive and adaptive organization. In a Holacracy environment, decision-making power is distributed among individuals or teams, with a focus on regular review and adaptation to changing circumstances.

Agility, on the other hand, is a management framework that emphasizes flexibility, innovation, and adaptability. In an agile environment, teams work collaboratively and iteratively to develop solutions, with a focus on continuous improvement and responding quickly to changing needs [14].

Holacracy and agility share many common features, including a focus on transparency, open communication, and continuous improvement. Both frameworks emphasize the importance of creating a culture of experimentation and innovation, where individuals and teams are empowered to take risks and try new things.

One key difference between Holacracy and agility is the focus on structure. Holacracy places a strong emphasis on the formal structure of an organization, with specific roles and processes defined within circles. Agility, on the other hand, is more flexible in terms of structure, with teams working together iteratively and collaboratively to develop solutions.

Holacracy is a management system that emphasizes self-management, autonomy, and distributed decision-making. One of the key communication principles in holacracy is transparency.

Transparency in holacracy means that information is shared openly and freely, without hiding anything or holding back information. This is essential to ensure that everyone has access to the information they need to make informed decisions and take appropriate actions.

In holacracy, communication is also characterized by clear roles and accountabilities. Each person has a defined role, and they are responsible for carrying out the duties associated with that role. This helps to ensure that everyone knows what they are responsible for and what is expected of them.

Another important communication principle in holacracy is the use of regular meetings to facilitate decision-making and alignment. These meetings are designed to ensure that everyone is on the same page and that decisions are made based on a shared understanding of the situation.

Holacracy also emphasizes a culture of feedback and continuous improvement. This means that communication is ongoing, with regular opportunities for feedback and reflection. This helps to ensure that everyone is continually learning and improving and that the organization as a whole can adapt and evolve [15].

Some key traits of inspirational leaders include:

- visionary: Inspirational leaders have a clear and compelling vision for the future, which they are able to communicate to their followers. They inspire others to believe in their vision and work towards it;
- empathetic: Inspirational leaders are empathetic and able to connect with their followers on an emotional level. They understand their followers' needs and concerns and are able to address them in a way that inspires trust and loyalty;
- authentic: Inspirational leaders are authentic and genuine in their interactions with others. They are transparent about their values and beliefs, and are consistent in their actions and words;
- collaborative: Inspirational leaders are collaborative and work well with others. They are able to build strong relationships with their followers and encourage teamwork and cooperation;
- resilient: Inspirational leaders are resilient and able to bounce back from setbacks and challenges. They maintain a positive attitude and inspire others to do the same.

Communication is a critical aspect of holacracy, and the system is designed to support open, transparent, and collaborative communication throughout the organization.

8. Distributed teams in holacracy environment

Distributed teams, also known as virtual or remote teams, are becoming increasingly common in today's globalized workforce. Holacracy is a management system that is well-suited for distributed teams because it emphasizes self-management and distributed decision-making [16].

One of the key principles of holacracy is transparency, which is particularly important in distributed teams. When team members are working remotely, it can be easy for information to become siloed or lost. By emphasizing transparency, holacracy ensures that everyone has access to the same information, regardless of their location.

Another important aspect of holacracy that is particularly relevant for distributed teams is the use of clear roles and accountabilities. When team members are working remotely, it can be challenging to ensure that everyone is clear on their responsibilities and knows what is expected of them. By defining clear roles and accountabilities, holacracy helps to ensure that everyone knows what they are responsible for, regardless of their location.

Holacracy also emphasizes regular meetings to facilitate decision-making and alignment, which can be particularly valuable for distributed teams. These meetings provide a structured opportunity for team members to come together and discuss issues, make decisions, and ensure that everyone is on the same page.

Finally, holacracy encourages a culture of feedback and continuous improvement, which is particularly important for distributed teams. When team members are working remotely, it can be easy to feel disconnected from the larger organization. By emphasizing a culture of feedback and continuous improvement, holacracy ensures that everyone is constantly learning and growing, regardless of their location.

Holacracy is well-suited for distributed teams because it emphasizes self-management, distributed decision-making, transparency, clear roles and accountabilities, regular meetings, and a culture of feedback and continuous improvement.

9. The competence of holacracy management and governance

The competence of holacracy management and governance can be evaluated in several ways. Some aspects can be considered when assessing the competence of holacracy management:

- knowledge and understanding of the holacracy system. The management should have a deep understanding of how the holacracy system works and how it can be effectively implemented within the organization. This includes knowledge of the roles and accountabilities, the governance process, the meeting structure, and the principles of transparency and self-management.
- leadership and facilitation skills. Holacracy management requires strong leadership and facilitation skills to ensure that the system is implemented effectively. This includes the ability to guide the organization through the governance process, facilitate meetings, and support team members in their roles.
- communication and collaboration skills. Holacracy emphasizes transparency and distributed decision-making, which requires effective communication and collaboration skills. The management should be skilled in fostering open communication, encouraging feedback, and creating a culture of collaboration within the organization.
- adaptability and flexibility. Holacracy is designed to be a flexible and adaptable management system that can evolve. The management should be able to adapt to changes in the organization, as well as to feedback from team members, to ensure that the system remains effective.
- results-oriented mindset. Holacracy management should be focused on achieving results and driving the organization forward. This requires a mindset that is focused on continuous improvement, learning, and innovation.

The competence of holacracy management can be evaluated based on their knowledge of the system, their leadership and facilitation skills, their communication and collaboration skills, their adaptability and flexibility, and their results-oriented mindset [16, 17]. Holacracy governance and management are used to develop and promote several competencies in organizations, including:

- self-Management. Holacracy emphasizes the ability of individuals to manage themselves and their work effectively. It promotes accountability and autonomy, and encourages team members to take ownership of their roles and responsibilities [19].
- distributed Decision-Making. Holacracy emphasizes distributed decision-making, which means that decision-making authority is distributed throughout the organization, rather than being concentrated at the top. This promotes a culture of trust, transparency, and collaboration, and ensures that decisions are made by those who are most knowledgeable and closest to the work [20, 21].
- clear Roles and Accountabilities. Holacracy emphasizes clear roles and accountabilities, which helps to ensure that everyone knows what is expected of them, and that work is organized in a way that promotes efficiency and effectiveness.
- continuous Improvement. Holacracy promotes a culture of continuous improvement, which means that team members are encouraged to seek out and act on feedback, to experiment and try new things, and to constantly look for ways to improve their work and the organization as a whole.
- adaptability and Flexibility. Holacracy is designed to be a flexible and adaptable management system, which means that it can be easily modified and updated as the organization evolves and changes over time. This promotes agility and responsiveness and ensures that the organization can adapt to changing circumstances and stay competitive.

The competencies promoted by holacracy management are aimed at creating a culture of autonomy, trust, collaboration, and continuous improvement [21], which enables organizations to be more effective and responsive in today's fast-paced business environment (Fig. 2).

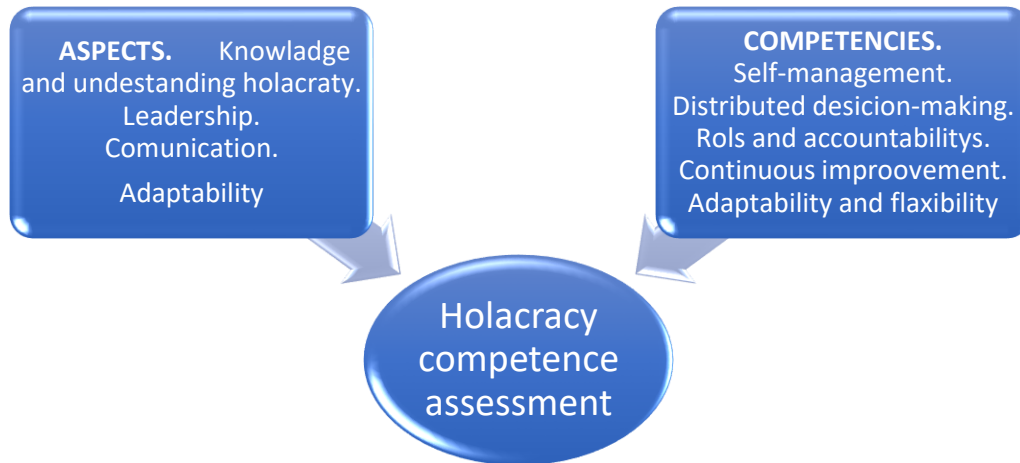


Figure 2: Holacracy competence assessment model

10. Case study

For developing a case study on Inspirational Governance in a holacracy environment we used the next key steps:

1. Identify the purpose of the case study. We would like to demonstrate how Inspirational Governance works in a holacracy environment.
2. For this case study, the Project Management department of Kyiv National University of Construction and Architecture is selected. The focus will be on analyzing projects supported by the German Academy of Sciences for the ViMaCs project and the European Union ERASMUS+ program with the support of the WORK4CE project.
3. Gather relevant data by researching the university. In addition to collecting data on the projects, involve 20 stakeholders in a competence assessment (Tab. 1).
4. Execute the case study, making sure to use relevant data and facts to support your arguments.
5. To prepare a report on executing a case study (Fig. 3).

Table 1

Assessment of key aspects and competencies with average in group 20 stakeholders

N	Please, assess on scale 1-10	Without inspiration	With inspiration
1	efficiency governance style	3	7
2	self-Management	5	8
3	distributed Decision-Making	4	7
4	clear Roles and Accountabilities	4	7
5	continuous Improvement	3	8
6	adaptability and Flexibility	4	7
7	leadership and facilitation	5	8
8	communication and collaboration	4	8
9	adaptability and flexibility	5	7
10	results-oriented mindset	4	7



Figure 3: Case study results

Based on the results of the case study, it was found that the project team's performance improved significantly with the implementation of an inspirational style of governance and management.

An inspirational style of governance and management involves leaders who inspire and motivate their followers through their vision, values, and actions. These leaders are able to articulate a compelling vision for the future, communicate it effectively, and inspire their followers to work towards that vision.

11. Conclusion

Inspirational project governance can be a powerful tool for promoting collaboration, creativity, and innovation within a holacracy environment. By creating a framework that allows for individual autonomy and collective decision-making, Inspirational project governance can help to build a sense of purpose and shared responsibility among team members.

One of the key benefits of Inspirational project governance in a holacracy environment is its ability to foster a sense of ownership and accountability among team members. By giving everyone a voice in the decision-making process, and by encouraging open communication and transparency, Inspirational project governance can help to create a culture of trust and mutual respect that is essential for effective collaboration.

In addition, Inspirational project governance can also help to foster creativity and innovation by providing a framework for experimentation and risk-taking. By encouraging team members to explore new ideas and approaches, and by providing a supportive environment in which to do so, Inspirational project governance can help to spark innovation and drive growth.

Incorporating Inspirational project governance into a holacracy environment can help to create a culture of collaboration, creativity, and innovation that is essential for achieving long-term success. By empowering individuals to take ownership of their work, and by fostering a sense of shared purpose and responsibility, Inspirational project governance can help to build strong, high-performing teams that are capable of achieving great things.

12.Acknowledgements

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