



(Kill Corporate Radio)

Kill Radio Collective Docs

September 19, 2001
Los Angeles, Ca

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Table of Contents

Mission Statement	1
Contact Information	2
About KillRadio	3
How do I get a show on KillRadio?	4
KillRadio Guidelines	4
What are my responsibilities as a KR DJ?	
Reasons for Removal	
DJ Subs	
Consensus Decision Making	6
What is a collective?	
What is consensus?	
General Assumptions	
Why should you use consensus?	
Conditions needed for consensus	
Decision-making Processes and Organizations	
Formal Consensus Process	
Consensus and Facilitation tips	
The Meeting Process	
Meeting Roles	
Facilitation	
Challenges to building consensus	
Working Groups	14
What is a working group?	
Working groups at KillRadio	
Sample Agenda	15
DJ Form	16
How Can I Support KillRadio?	17

Mission Statement

Killradio.org is a collective organization committed to using media production and distribution as a tool for promoting social and economic justice. We intend to promote the proliferation of radio in whatever form is necessary in order to challenge the corporate domination of our airwaves. It is our goal to further the self-determination of people under-represented in media production and content, and to illuminate and analyze local and global issues that impact ecosystems, communities and individuals. We seek to generate alternatives to the biases inherent in the corporate media controlled by profit, and to identify and create positive models for a sustainable and equitable society.

Contact information:

Mailing Address: KillRadio
3806 Beverly Blvd., Ste. 201
Los Angeles, Ca. 90004

Telephone: 213-252-0998

Email: KillRadioLA@gmail.com

And follow us on: www.twitter.com/killradio
www.facebook.com/killradio
www.myspace.com/killradio

About KillRadio:

Since November 30, 1999, the day that marked the opening of the new anti-capitalist movements against corporate globalization, there has been a worldwide growth in the creation of independent media, especially embodied in the spirit of the Independent Media Centers (IMC.s) found around the globe. The IMC is a decentralized network of autonomous collectives whose shared vision encompasses a radical critique of corporate/commercial media as well as an organizational structure that is based upon principles of anti-authoritarian organizing, self-management, autonomy, and mutual aid. When the IMC was organized in Los Angeles, one of its affinity groups was dedicated to the production of audio during the Democratic National Convention (DNC) protests. As people took to the streets protesting the policies supported by the Democrats (and Republicans), the Audio affinity group covered the events by playing timely interviews mixed in with music and political analysis. KillRadio is a spin-off of the LA IMC.s Audio Affinity group that covered the protests during the DNC in August of 2000. After the convention, many of the LA IMC organizers, in conjunction with RE:GENERATION:TV, a worker-owned media collective, organized meetings to continue the audio distribution of radical independent media in the context of a new Los Angeles based internet radio station. The LA IMC donated \$500 for us to get a computer and RE:GENERATION:TV donated the infrastructure to make this possible.

After months of meetings, we developed a Mission Statement and some basic principles that would guide the station through its growth. We made use of a number of global resources including, but not limited to, the Independent Media Center Network and Microradio.net, a network of community based radio stations that are challenging the corporate hegemony of our publicly owned airwaves (For more information visit www.killradio.org/links.html) KillRadio is short for Kill Corporate Radio, or Kill Monopoly Radio, or K-ILL Radio, whatever you prefer. KillRadio is run by the KillRadio Collective, a group of 50+ organizers, journalists, and DJ's. We are a strictly not-for-profit, non-commercial organization.

You can hear us by going to www.killradio.org, and clicking on the LISTEN link. Though we stream programming 24 hours a day, you can refer to our schedule page (killradio.org/schedule.html) to listen to our live content.

How do I get a show on KillRadio?

Becoming involved with KillRadio requires a commitment on the part of every DJ. In order for this station to function, we need your help. There is no management or bosses at KillRadio, primarily because we are tired of having to deal with them in our everyday lives. Those who operate the station, the DJ.s themselves must take responsibility for running it. *If you're not interested in helping run this station, then this is probably not the station for you.* We have setup guidelines that we have all agreed to fulfill. The spirit of these guidelines is meant to keep the station running as a functional resource for our community, and is not intended to be heavy-handed, but it is essential that we create a framework for everyone to support each other.

We take our mission seriously. Social and economic injustice is a bad thing. Corporate domination is also bad. Helping people is good. Giving people a chance to be heard is good. A wide mix of viewpoints is good. Using our station and our media powers to promote the good and confront the bad is what we're all about. And if you think about it, in a commerce-driven world such as ours, deciding to do something with no desire for profit is a downright revolutionary act.

After you have fulfilled and agreed to the KillRadio Collective's Guidelines, and found an open slot, you will be the caretaker of a new show.

KillRadio Collective Guidelines:

1. **Agree with the mission statement.** (*if you do not agree with the mission of KillRadio, this is probably not the station for you.*)
2. Participate in a Consensus Training session.
3. Attend three meetings (either a regularly scheduled collective meeting, or working group meeting), and one technical training before assignment of a time slot.
4. Attend at least one meeting every 60 days.
5. Acknowledge that while the station supports the fundamental right of free speech, the collective will not tolerate racist, homophobic, or sexist attacks against collective members, or hate speech directed against individuals in the community.
6. Pay \$20.00 dues every month, due on the 15th of the previous month. (*Dues paid by collective members go to rent and operational expenses*)

What are my responsibilities once I become a KR DJ?

You must:

- Follow the Collective Guidelines.
- *Do your show.* This is a radio station. Without shows, there is no radio station. If you can't make your shift, make sure that someone covers it.
- Attend **AT LEAST** one meeting in a 60-day period.
- Pay your dues (\$20.00 / month; either through PayPal or at the station)
- Subscribe to the KR email discussion list (thelist@killradio.org), so you can be kept up-to-date on KR issues, and interact with your fellow DJs.
- Help out the station when you can. This includes things like cleaning up after yourself, and use the tech log to leave a record of when there are problems that need fixing, etc.

Reasons for Removal

The collective may decide to suspend or remove a DJ/Show/Host from their timeslot if:

- Dues are not paid for three months (This can be waived if the DJ/Show/Host communicates with the Collective in the case of financial hardship)
- Any DJ/Show/Host that misses two shows in their timeslot without notification to the Collective or appropriate Working Group
- Two months worth of meetings have been missed (without explanation).
- Any illegal or criminal activity on the premises

To this end, the Collective (or the appropriate Working Group) will handle slot issues as follows:

Concerns with a particular slot will be brought to the group's attention at a general meeting. If there is no resolution of the issue at that meeting, the appropriate working group will issue a one week's notice for explanation, followed by discussion/decision at the next scheduled meeting on appropriate action (e.g.: allow time for resolution, or commit to suspension or removal of DJ from Collective).

DJ Subs

KillRadio is looking to develop a substitute DJ list so that those who are not interested in taking on the responsibility of doing a regular show can act as a substitute when other DJ.s can't make it. Subs are required to fulfill the guidelines as stated above, but are not required to pay the \$20.00 monthly dues or attend meetings on a regular basis. Still, it is strongly encouraged that those who wish to sub attend at least one meeting a month to be kept up to date on what's new at the station.

Consensus Decision Making

What is a collective?

Short version: KillRadio has an organizational structure that is fairly unique in our society. No one is in charge, no one has power over anyone else, and no decisions are final until everyone is satisfied with the outcome. None of the "Joe is club president, Jill is vice president, the majority rules and the minority is screwed" stuff that you're probably used to. An organization that lacks such hierarchy is called a collective, and this decision-making process is called the *consensus model*.

Basically, we take turns leading/facilitating the meetings, where the important KR decisions are made. When someone has an idea or a plan, we discuss our thoughts and concerns about the plan, and then make changes and compromises with the plan until it takes a shape that everyone likes, or at least one that everyone can live with. Granted, the process can be time consuming and difficult.

Democracy can be a pain in the ass, but consensus really is one of the most fair and equitable ways for groups of people to make decisions.

What is consensus?

Consensus is a decision making process in which each member of a group agrees to the decision of the whole group. The objective is to have the final decision acceptable to everyone involved. By doing so we promote a community based on trust (please visit www.consensus.net for more info).

General Assumptions We Make to Allow for Consensus

- The way we work for social change is a vital link to the change itself.
- Each individual is important to the group.
- Differences of opinion are normal and healthy and can be worked through. They need not result in a divided group.
- Creative solutions are possible.
- Every member of the group has a right to be heard.

Why should you use consensus?

- When each individual shares in the decision of the group, then all have a greater commitment to implement the group's decisions.
- Better decisions are made because more ideas are generated and discussed which creates more freedom for creativity.
- Consensus helps to avoid the adversarial confrontations and the anger and potential for hurt feelings generated in a win/lose style decision-making.
- It increases group strength by decentralizing authority, and allowing more people in the group to take on leadership roles. This really helps to increase personal empowerment.

Conditions needed for Consensus

- You need a group that shares values and goals. *This emphasizes the importance of your group to come up with a mission statement together.*
- Members must have commitment to the group and its processes
- Equal access to power, you cannot have any hidden hierarchical structures
- People must be aware of issues which can lead to inequalities of power. These are things like diversity and gender balance.
- There must be willingness to acknowledge differences of opinion, and willingness to take the time to work through them.
- The toughest one is having willingness to let go of ego-identification with one's own proposals and ideas. "Once an idea leaves your mouth it no longer belongs to you."
- For a group to use consensus it demands responsibility from the members, which means a commitment to the group and a commitment to yourself. You must be able to listen to others as well as speak on issues about which you have strong feelings.

Consensus decisions take a lot more time than voting. The time you spend is an invaluable investment into the community of your organization. Groups will be much better off if objections and concerns are expressed respected and creatively resolved. The alternatives end up with hasty decisions in which objections are suppressed. This can damage your group and cause unnecessary pain, which in the end can take much more time to repair.

Decision-making Processes and Organizations:

No Structure

= *Rugged individualism*
= *"We all Trust Each Other"*

- + *Sounds nice*
- + *Free of roles and penalties*

- *Hidden decision-making*
- *Domination (usually by aggressive males)*
- *Only a few talk, even fewer listened to*
- *Most people dissatisfied and leave*

Majority Rule

= *Voting*

- + *Most people familiar with*
- + *Works with any size group*
- + *Generally quick*

- *Splits group into winners and losers*
- *Polarizes group causing anger and lack of commitment from losers*
- *Decision has bad part of winning decision and excludes good part of losing decision*

Unanimity

= *Everyone agrees completely*
+ *Best when possible*

- *Almost impossible to achieve with more than two people*

Hierarchy

= *Chain of Command*

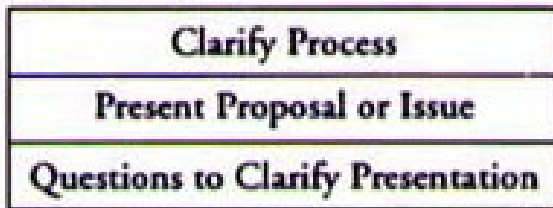
- + *Fast; good for crises, war, etc.*
- + *Explicit structure*
- + *Clear responsibility; things get done*

- *Bossism*
- *Encourages competition and ass-kissing*
- *Low chance of acceptance of decisions or commitment to carry them out*
- *Not necessarily representative*
- *Many views not heard; not best decision*

Consensus

- = *No voting*
 - = *Reach a decision that all can agree on*
 - = *Persuasion, no coercion or deals*
 - = *Bring conflict into open and deal with it; not hidden or repressed*
 - = *Synthesizes all ideas into one*
 - + *Minority opinions listened to*
 - + *Well thought-out decisions*
 - + *Promotes solidarity; all are winners*
 - + *Prevents anyone from ruling or being ruled*
 - + *Promotes commitment to carry out decisions*
- *Takes more time; long meetings, sometimes frustrating*
 - *Requires more patience*
 - *Requires ability to seek out conflicts*
 - *Requires good listening skills*
 - *One or two people can stop process*

Introductions



Level 1

Broad Open Discussion



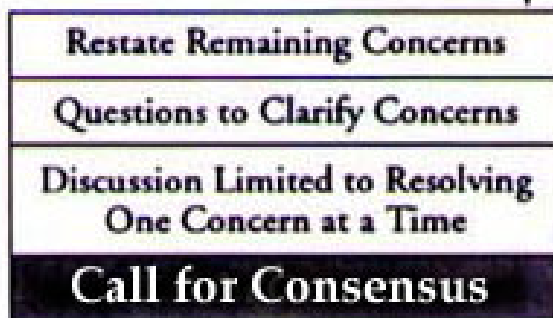
Level 2

Identify Concerns



Level 3

Resolve Concerns



The Formal Consensus Process

www.consensus.net

CONSENSUS

Alternative Closing Options

Stand Aside

Send to Committee

Declare Block

Consensus and Facilitation Tips

Meeting Roles

<p>Facilitator(s): Move group through each stage of consensus process; call on people (usually no more than 3 in a stack); allow only one proposal at a time; repeat proposal frequently to keep people clear about its current wording; suggest meeting tools and help people participate equally</p>	<p>Time Keeper: Keep time; give warnings as each time limit approaches; force group to bargain for more time if it wants to go over time on any agenda item.</p>
<p>Note Taker: Take notes and distribute accordingly; announce decisions made at previous meetings</p>	<p>Vibes Watcher: Point out the emotional undercurrents in the group; intervene if people are getting tired or cranky; suggest meeting tools, breaks, games, etc.</p>

Tools for Successful Meetings

<p>Meeting Process: Written agenda Evaluation (at middle and end) Visual aids Strategy development</p>	<p>Conflict Resolution: Active listening Articulating feelings Criticism/self-criticism fishbowls</p>
<p>Decision-Making Go-arounds Straw polls Brainstorms Small group discussions Dyads or triads Fishbowls</p>	<p>Stress Reduction Breaks Calm voice Breathing Silence Humor games</p>

The Meeting Process

Each meeting begins with several members volunteering to take on specific roles for the course of that meeting. The Facilitator(s) lead the group through the items on the agenda, the Time Keeper makes sure that discussions on a single agenda item don't drag on too long and the Note Taker, well, takes notes on the meeting and then emails them to the KillRadio list so that everyone can see what transpired. The Vibes Watcher keeps an eye on the group itself, calling attention to any tensions, frustrations, boredoms, etc. that the group might be feeling.

During the meeting, the Facilitator(s) will call on people to speak, beginning with the person responsible for a particular agenda item. That person will speak, and then anyone else can raise their hand to add to, comment on, or ask questions. The Facilitator will call on these people to speak, in the order that they raised their hands. The queue of people waiting to speak is called "the stack." Each agenda item is assigned a time limit when it is first suggested. If the discussion is over before that time limit is reached, the Facilitator will move onto the next item. If the time limit is reached and there are still people who wish to speak, the group can choose to extend the time limit. This process continues through the last item on the agenda.

Facilitation

Planning a good agenda:

Try to understand what the agenda items are attempting to accomplish in the meeting.
Be conscious of moving the process forward and keeping conversation focused on the topic at hand.
Be conscious of time and make the group agree to give more time to each topic as necessary.

Set goals for the meeting:

Facilitators should always be conscious of the difference between discussion and proposals. Discussions can lead to proposals on the spot, but this is often poorly done. For more complicated agenda items, it is much better to have discussion in one meeting and a proposal presented to the group at the following meeting. If a clear proposal has not been put forth to the group, then it can be very difficult to articulate proposals on the spot. If people make the effort to clearly work out proposals in advance, then goals for the meeting are much clearer and can lead to more productive meetings.

Review the Agenda:

Reviewing the agenda serves two purposes. First, it gives everyone in the room a chance to know what the agenda is and second, it allows people to make changes to the agenda, and whether or not to prioritize some things over others or to include things that were left out. This also contributes to a more inclusive process that helps make it easier for people to participate.

Setting Times for each Topic/Time Keeper:

It is important to set times for discussion that are realistic. Each time we bargain for time it only increases the pressure. It is possible to not discuss everything on the agenda because some things are more important than others. The time keeper is useful for helping people stick to the time limits. The time keeper should announce when they are halfway through an item's time and when they have two minutes left.

Co-Facilitation:

It is useful to have more than one facilitator run a meeting. If the facilitator gets stuck during the meeting and is having trouble moving forward, it is often helpful to have someone takeover for a part of the agenda. It is also helpful when a co-facilitator can take care of the stack as people raise their hands to speak. Co-facilitation is also a way for those who are learning the facilitation process to become more comfortable running a meeting on their own.

Challenges to building consensus

Rushing the process:

It is important to allow for adequate time for a discussion that will help develop a consensus. It takes time to create consensus and discussion is critical to achieve it. A facilitator may feel pressured to rush the process in ways that can be counter-productive to the group.

Familiarity with Consensus:

The consensus process is not always about agreeing to everything. People should be conscious of when they can let go of their concerns and allow the process to move forward, or when they feel it necessary to stand aside or block for principled reasons (e.g. a proposal is in direct conflict with the mission statement set forth by the group). ***The process should not be used as a means of getting everything that we want as individuals, but to produce a decision that is acceptable to everyone and will allow the group to move forward.***

Formal/Informal Consensus:

There are times when everyone is in agreement and the formal consensus process is not necessary. Other times, the group is not united and it is necessary to go through the formal consensus process. The choice of when to use the formal process is a judgment call of the facilitator(s). If no one has any questions or concerns, then it is probably not necessary to use the formal process.

Working Groups

What is a working group?

A working group is a small group of 5 to 20 people who work together on KillRadio projects or administrative tasks. Working groups challenge top-down decision making and organizing, and empower those involved to take creative action and make decisions on behalf of a larger organization such as KillRadio.

Working Groups in KillRadio

Working groups in KillRadio are organized to make decision-making more efficient and participatory. These groups are designed to distribute lots of decisions that would normally be made by the entire group into smaller, more closely affiliated groups of people. In this way, the entire collective doesn't have to painstakingly cover every single detail of a decision that is often easier to make with a small group of people focused on a specific area of operations. However, it is critical that decisions made by working groups are reported back to the larger collective to ensure that they are not in gross violation of the guidelines or the spirit of the mission statement.

We encourage every DJ at KillRadio to join an working group and get involved in making decisions on behalf of the larger KillRadio Collective. Working groups for KillRadio include:

- **Finance:** Responsible for finances and record keeping, maintaining a work relationship with SEE, our fiscal sponsor, etc. (*Listserv: kr-finance@killradio.org*)
- **News:** Responsible for coordinating news coverage for the station, finding sources of pre-produced material on the web, as well as producing original content for public affairs programming. (*kr-news@killradio.org*)
- **Promotions:** Responsible for promoting the station via events like the Sunset Junction Festival, doing outreach on the web via the mailing lists, making stickers, flyers, etc. (*kr-promo@killradio.org*)
- **Scheduling:** Responsible for the organization of the schedule and helping new DJ's get a slot on the station, keeping the schedule up to date and making sure that slots are being filled. (*kr-schedule@killradio.org*)
- **Library:** Responsible for coordinating material (music, books, etc) in the station and organizing the station to make it more user-friendly. (*kr-library@killradio.org*)
- **Tech:** Responsible for maintaining the station in usable state, making sure the website and computer related tasks are operational and current. (*kr-tech@killradio.org*)
- **Policy:** Responsible for handling conflict resolution and constructive intervention in cases where Collective Guidelines are not followed. (*kr-policy@killradio.org*)

Sample Agenda

KillRadio Agenda

Date: _____
Facilitators: Generally two or more facilitators
Minutes: Someone willing to take notes and type them up for distribution
Time: Someone who will rigorously announce time on each item
Vibes: One or two people who keep a check on the emotional climate

Introductions: (good to do if new people)

Announcements: (for events, updates, items that do not require a discussion by the entire group, or items that are not intended as a proposal. Announcements are a good place to suggest agenda items for a future meeting, etc.)

Working Group Report Backs: (if a Working group has recently met to make decisions, or needs the groups input into a particular decision, then this is the best place to give a report. Generally, the reports are short and there is an announcement of the affinity groups next meeting time and location)

Agenda:

Note: It is important to distinguish between discussion items and items that are put forth as a proposal. Proposals require a group consensus and can follow a formal or informal consensus process that is at the discretion of the facilitators. Discussion does not require consensus, but is usually intended as a precursor to a future proposal. It is also critical that time limits and names are attached to each agenda item so that the group has an idea how long the meeting will take. Long unorganized meetings are usually the downfall of many organizations that wish to be sustainable. Also, it is very helpful to have proposals printed out on paper for everyone to read. This makes the information more accessible and easier to understand.

Old Agenda Items (items that have been tabled, or previous discussion items that have been turned into proposals, e.g.):

1. Last week's discussion turned into formal proposal to buy X amount of equipment for station (Jane Doe, 10 min.)
2. Discussion from last week regarding station name (John Doe, 15 min.)

New Agenda Items (generally, new items are discussion items, but not always. If people are familiar with the issue, or it is a simple proposal, new agenda items will have both discussion and proposals listed, e.g.):

1. Report back from benefit show (Noam Chomsky, 10 min.)
2. We need a new turntable in the studio (Emma Goldman, 10 min.) Proposal: that we spend our last \$150 on a new turntable for the station.
3. Discussion on the need to fix the schedule (Peter Kropotkin, 5 min.)
4. Proposal to set a new meeting space that is accessible. It must be dealt with today because we don't have another space lined up (Judy Bari, 10 min.)
5. Choose next meeting's facilitators (responsible for preparing the Agenda)

KillRadio DJ Form

Your Name: _____ Date: _____

Email Address: _____

Phone: _____ DJ or Sub: _____

Description of Show you would like to do at KillRadio:

DJ Name: _____

Preferred KillRadio email address (e.g. djname@killradio.org):

Preferred KillRadio Working Group(s): _____

Do you have any equipment/resources/skills you could donate to KillRadio?

Preferred Time Slots (please see current schedule for available slots):

1st Choice: _____ 2nd Choice: _____

3rd Choice: _____

How can I support KillRadio?

KillRadio runs on approximately \$800 per month through contributions from our members and our audience. Any extra money, or donations of equipment, go a long way.

Tax-deductible donations can be made to KillRadio via our fiscal sponsor, Social and Environmental Entrepreneurs (SEE, at www.saveourplanet.org). Donations can come in the form of money or equipment (i.e. In-kind donations such as computer or audio equipment).

You can make a donation to KillRadio in any of the following ways:

- Click on the Donate link on our home page to make a donation through PayPal
- Send a check made payable to KillRadio/SEE to:
KillRadio c/o SEE
20178 Rockport Way
Malibu, CA 90265-5340