GENUINECONTACT™

*a holistic approach for organizational success*

# Path to Organizational Health and Balance

Foundational Module 1 of the Genuine Contact™ Program



Workshop Leadership

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**Developed by Birgitt Williams and Ward Williams**

# Content of Foundations One

In this workshop, you will explore:

# Intention of Path to Organizational Health and Balance

**Foundations One of the Genuine Contact™ Program**

Life brings constant change thus the context within which we are navigating is one of constant change. This requires the expansion of individual and organizational capacity and competencies to thrive with change. It requires a culture of personal leadership, where each individual consciously works to realize their own leadership potential and values this effort in their colleagues. This leadership development is strongly supported by, but not limited to, the formal leader/leaders. This culture shift moves toward transparency, informed choices and decisions, and a greater sense of personal energy and engagement, at all levels.

Constant change results in challenges and opportunities, most of which test any organization's strategic plan. Indeed, there is a saying 'if you want to make God laugh, make a plan'. Change cannot be managed – change 'management' is an oxymoron. The competencies needed for thriving with change lie outside of what has been taught as change management.

In today's complex business environment, answers to intricate and diverse challenges and opportunities must be found quickly. Solutions must also be understood throughout the organization's system very quickly so that individuals can make effective, strategic decisions.

Creating and re-creating a healthy and balanced foundation in the organization, be it an entire organization, a division, a department, a team, or even a family is key in achieving the skills and capacity to thrive in change and with change. This workshop takes you through learning and steps to get started on your creation or re-creation of a healthy and balanced foundation for your organization that will serve you well in today's more complex times.

# A Conversation That Might be Your Starting Point: Intangible Assets

Misunderstood as the less important ‘soft side’ of business, intangible assets include:

- Human capital
- Information capital
- Organizational capital
- Something which we call factor C

Factor C relates to the whole being greater than the sum of the parts. This can be called collective intelligence or collective wisdom. In our work, we will use the term collective wisdom.

It could be valuable to you to have conversations in your organization to determine what is being done now to strengthen the organization’s benefits from these intangible assets.

Is your organization achieving maximum benefit from its intangible assets including how the intangible assets interrelate with each other? Does your organization have a plan for developing its intangible assets on an ongoing basis as an important part of its business investment for its success? If yes, what is the plan? If no, is there a good reason not to develop a plan?

Making the most of its intangible assets requires leaders, organizations, and the individuals within them to develop their capacity and competencies in working with the intellectual and intuitive knowledge and wisdom of the individual and of the collective.

New concepts need to be developed and old patterns and beliefs transformed. Boundaries need to be recognized and connections need to be made.

New ways of working to benefit from right-hemisphere directed thinking need to be developed.

New ways of working to benefit from multi-disciplinary work groups that ebb and flow to meet the needs of the organization need to be developed.

Individuals and the organization need to develop the skills, knowledge, competencies and capacity to work in strategic alliances for the benefit of all.

Individuals require active support, encouragement and trust in order for their inspiration and generosity to blossom for the benefit of the organization.

# A New Level of Consciousness

Given the context within which organizations are navigating, and the need to capitalize from intangible assets, leadership and organizational development need to operate from a new level of consciousness. It is possible for the new level of consciousness to be attained through a holistic approach to business success.

A holistic approach to leadership development is needed to lead successfully into the future. A holistic approach to organizational development is needed to create the capacity and competencies to create and then achieve compelling visions for the future.

# Begin from the Foundation. Keep it Simple and Duplicable.

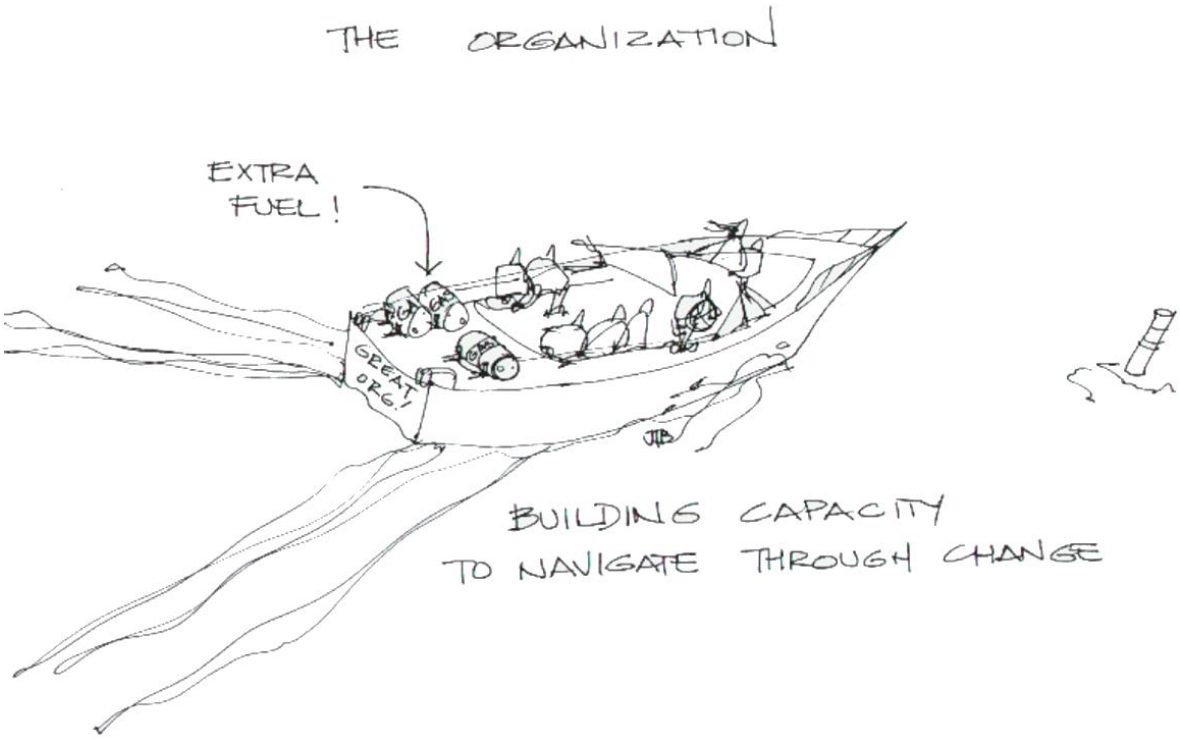
To develop the new level of consciousness and its accompanying operations, start simply in re-creating a healthy and balanced foundation. It is helpful to use the human body and its health as a metaphor to develop your perspective and understanding.

# The Path to Organizational Health and Balance

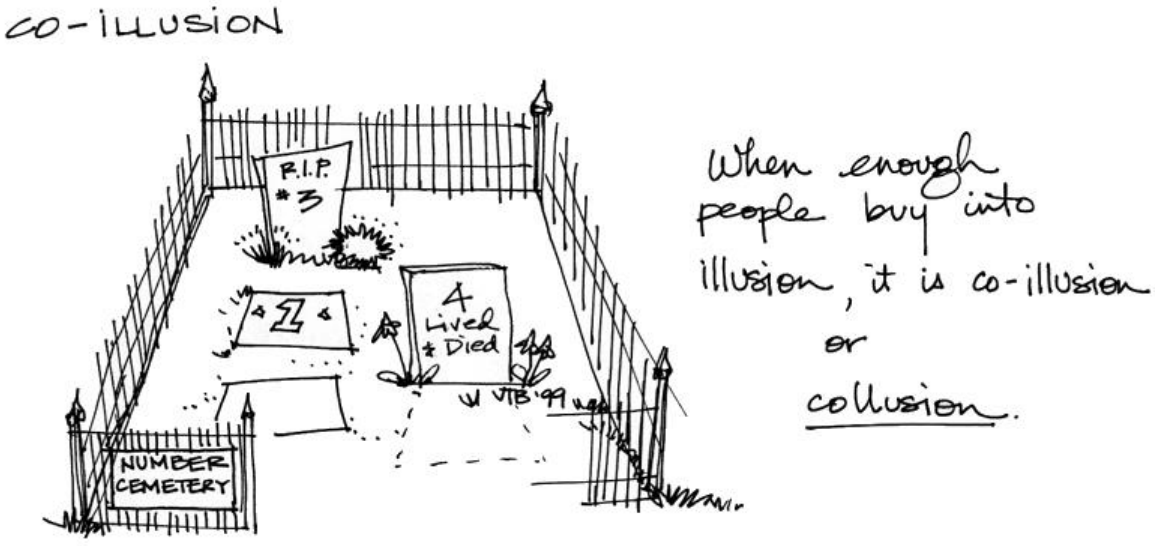
## Step One: Developing Your Perspective

To begin developing your own perspective, the following comments are intended to stimulate your thinking regarding the importance of organizational health and balance. And then it is time to have your turn to examine your perspective about the importance of organizational health and balance.


Health and balance is critical at this time of continual change in the world. Health and balance increases our ability to work with chaos and order. Health and balance increases our capacity as organizations to meet new challenges and opportunities rapidly and in a way that is of benefit.

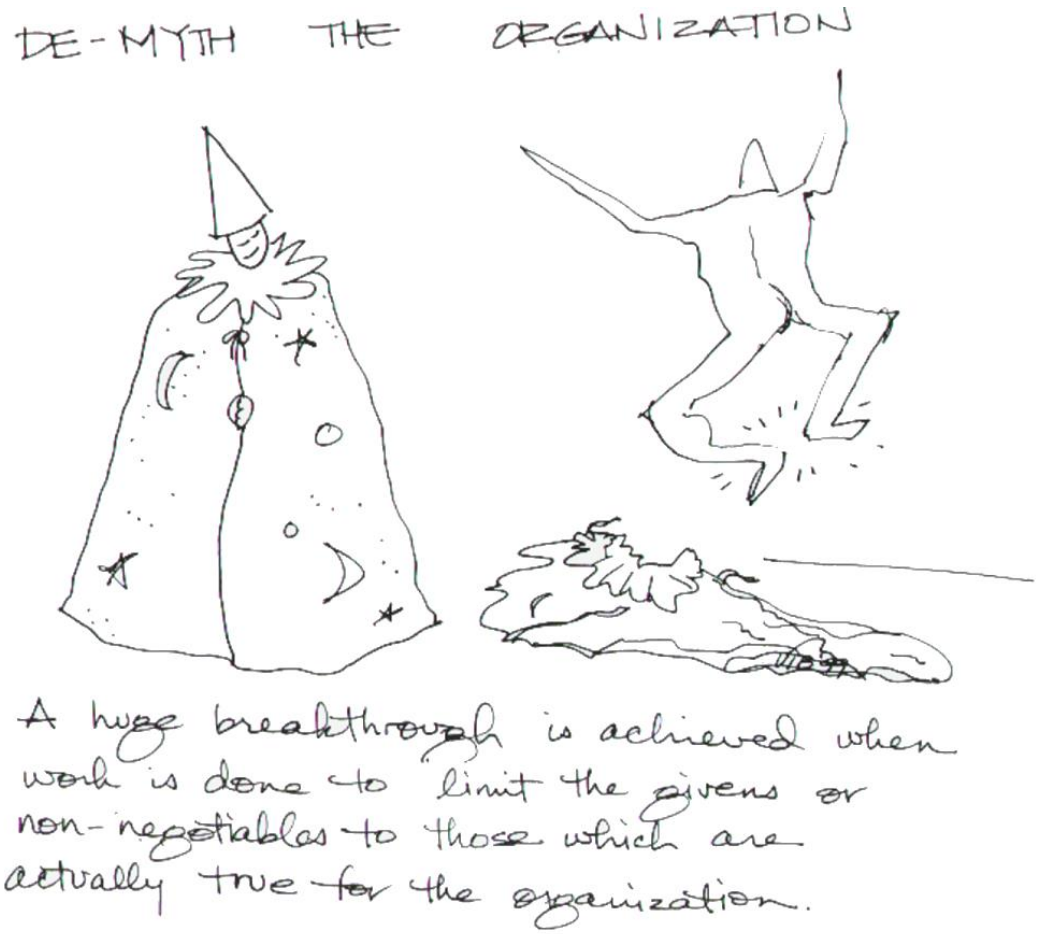



Organizations need to attend to their increased capacity to navigate through change.

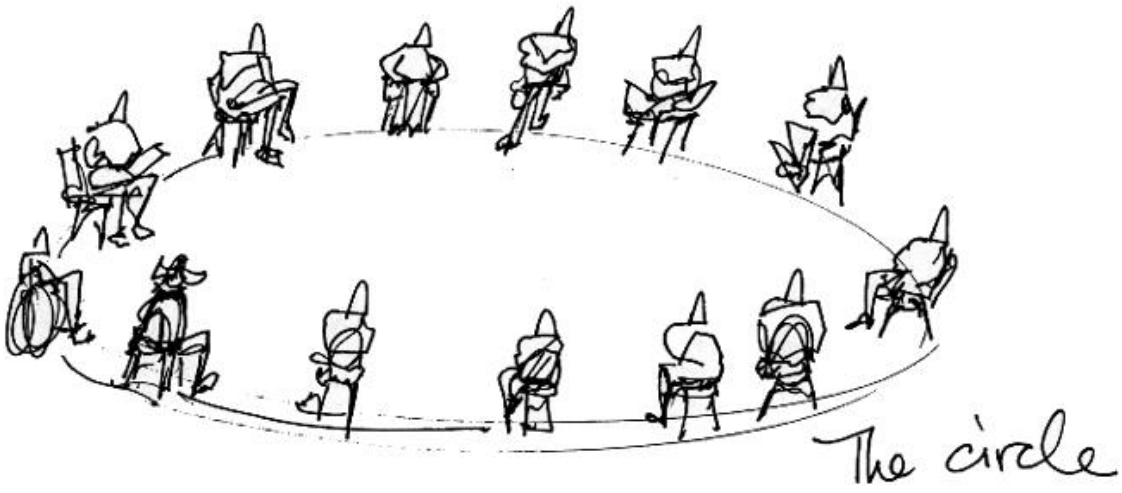



Health and balance enables the organization to break through illusion and the energy spent wastefully in feeding illusion.

Health and balance enables the organization to determine how to manage its energy to fulfill its purpose and achieve its vision.




Organizations in health and balance work to reduce energy leakages that free up energy for productive and constructive work.




Health and balance affects the attitude of the people involved in the organization. Attitude is a prime factor in how well the organization works and gets its work done.

## Developing Your Perspective

The first step on your path to organizational health and balance is to understand your own assumptions about what health and balance in an organization is and whether or not you believe there is any benefit to investing energy into organizational health and balance. To develop your perspective, please reflect about the following five questions.

What is a healthy and balanced organization?

What are the behaviors of individuals within a healthy and balanced organization?

What are the benefits to the organization of investing in health and balance as an organization, if any?

Would you like to work in the organization that you have described, achieving the benefits that you listed?

Do you currently work in such an organization?

## Offering Our Perspective

From our perspective and experience the following are key benefits for the organization resulting from working on organizational health and balance.

Healthy and balanced organizations have the capacity required to successfully work with CHANGE and to take advantage of opportunities as they arise.

Healthy and balanced organizations provide the nutrient-rich ground for remarkable staff morale and attitude. Attitude has a great, if not the greatest, effect on performance.

Healthy and balanced organizations provide the nutrient-rich ground for the potential of the organization to be realized. Potential realized affects performance, productivity, and cost effectiveness.

Healthy and balanced organizations provide the highest likelihood for creativity that achieves the best ideas and allows the best solutions to flourish.

We also offer the perspective of our colleague Roxanne Henderson who says that healthy and balanced organizations “develop a culture of personal leadership, where each individual consciously works to realize their own leadership potential and values this effort in their colleagues. This leadership development is strongly supported by, but not limited to, the formal leader/leaders. This culture shift moves toward transparency, informed choices and decisions, and a greater sense of personal energy and engagement, at all levels.”

Your comments:

## Step Two: Recognizing Your Worldview

The second step on the path to health and balance is to become aware of your own worldview regarding organizations. This affects how you work with your organization. If you are the leader of your organization, your personal worldview affects the preconditions from which your entire organization operates.

A good and simple explanation of worldviews is presented by a colleague Martin Leith of Brighton, England: “A worldview is the fundamental set of beliefs and organizing principles which are unquestioned and unexamined assumptions about the nature of reality. Paradigm and epistemology have a similar meaning.”

The three worldviews presented below are all worldviews that inform how organizations operate. What is known as a Learning Organization, as developed by Peter Senge, fits within the Systemic worldview. We recognize that many organizations seek to be learning organizations. The Systemic worldview, Metaphysical worldview, and Holistic worldview all foster learning organizations, inclusive but not limited to that which was developed by Senge.

“Mechanistic worldview. The world is a machine. This has been dominant through the industrial age. It is effective when environments are simple, stable, and predictable.”

“Systemic worldview. The world is an ecosystem. New insights on causality and control. Many current organizational interventions are based in this worldview. This worldview is underpinned by Quantum theory, Heisenberg’s uncertainty principle, cybernetics, chaos theory, complexity theory and the new biology.”

“The Metaphysical Worldview. The world is energy and consciousness.” This worldview extends beyond what can be explained by science, beyond what can be measured, beyond what can be experienced through the five senses… It is effective when the environment is bewildering.”

### Offering Our Perspective of Our Worldview

Within the Genuine Contact Program, we work from a worldview that we refer to as a Holistic Worldview that encompasses all of the worldviews noted by Martin Leith that have been present in working with organizations. It also encompasses mental, physical, emotional, and spiritual consciousness through which we acknowledge that all of life is interconnected.

Within this Holistic Worldview, we recognize, as is taught in the healing arts, that the blueprint for its own perfect health is within each organism. We experience the organization as a living organism within which is its own blueprint for its perfect health. We believe that to shift from the current state to one of health and balance requires healing to take place. Every situation that is out of health and balance is an opportunity for healing. With humans, including organizations of humans as

businesses, communities, families, and non-profits, the *will* to be healthy is the prime factor towards health.

**Getting in Touch with Your Worldview**

We invite you to take a few minutes to get in touch with your world view. Do any of the worldviews presented above resonate with yours?

In your perspective, do you recognize how your worldview impacts on decision making?

Do you recognize how your worldview has influenced your organization?

Would a discussion of worldview within your organization be of benefit?

### From Holistic Worldview to Practicality

We now introduce you to the operating definitions and beliefs nested within this Holistic Worldview that inform our work in diagnosing for organizational health and balance and in regenerating health and balance.

In the following pages, we offer a very simple and practical guide to get you started on the path of health and balance.

We assure you that even this simple path to organizational health and balance will make a big impact in your organization. And…even if you don't follow any of what we are suggesting but do start checking the assumptions as we have just suggested, you will make a big impact in your organization.

## Step Three: Decisions Based on "Is This Life Nurturing?"

The third step on the path to health and balance is focused on strengthening a life nurturing climate within the organization.

### Ill Health: How Much is Due to Workplace Stress?

People in organizations are suffering from clinical depression and other stress related illnesses in unprecedented numbers. Current statistics say that 33% of the North American workforce is clinically depressed and 1 in 2 people will develop some form of cancer.

How much ill-health is due to a lack of taking care of personal health? How much ill-health and disease is due to unhealthy organizations?

There is an impact to productivity, lost potential, and cost for health care (illness care) plus much more. There is significant loss of a valuable intangible asset of the organization.

### Risk Factors and Disease

The two most important risk factors for disease are

1. Lack of self-happiness
2. Lack of job satisfaction

Both the individual and the organization lose when there is a lack of self-happiness and a lack of job satisfaction in the individual.

## Strengthening Intangible Assets

The individual has a key role to attend to his or her self-happiness and job satisfaction and overall health, balance and well-being.

The organization also has a key role to attend to regarding the overall health, balance and well-being of the individuals within the organization by addressing organizational health and balance.

## Life Nurturing or Life Depleting?

There is one question alone that would suffice both for diagnosis and to identify within the organization what needs to be changed so that more and more of the organization is healthy.

For all aspects of the organization and for all decisions, simply run them by a test of "IS THIS LIFE NURTURING OR IS THIS LIFE DEPLETING?" Answering this question is the third step on the Path to Organizational Health and Balance.

## Balance, Cleanse, and Nourish

Within the larger quest of answering whether an aspect of the organization is life nurturing or life depleting, we work with three aspects of health.

To do this we assess whether there is need to:

Balance – Ensuring that the terrain of the organization is one that is life nurturing, not life depleting. This is an environment where pathogens do not flourish.

Cleanse – Finding aspects that need to be *cleansed* – remove the toxins and barriers that poison the organization and deplete its energy. However, don't be fooled. Sometimes something that appears to be a toxin or barrier is simply a messenger that you should be paying attention to.

Nourish – Providing nutrients/resources that can be absorbed by the organism to enhance life. If the organism is toxic or out of balance, nutrients do not make their intended impact.

## Work with the Life Force, Not Against it

All organisms have a life force within them. The life force works with nature rather than against nature. In the bigger picture of the universe, this can be referred to as Higher Intelligence, Higher Consciousness, Divine Mind, Spirit or simply life. A teaching story that is often used is one that tells how an acorn knows somehow that it will be an oak tree rather than something else.

Whether it is a healthy oak, a straight oak or whether it is diseased is dependent on whether the life force is supported to grow into its full potential or whether conditions work against the life force and the blueprint of the acorn. Is the terrain of the life form one that supports life? (Balance) Are there barriers to perfect health? (Cleanse) Are there appropriate Nutrients? (Nourish)

The organization is a living organism, with its own life force that requires nurturing. When the organization works with its life force, it has its best opportunity for success.

**Using the Human Body as a Metaphor to Understand Organizations**

On his deathbed, Pasteur said "I had it wrong…do not go after the pathogen. Go after the interior terrain."

~ Patrick Flannagan lectures

**"The Body of the Organization"**

To achieve health, we must attend to the terrain, making it life nurturing, rather than by going after the pathogens or adding nutrients that have no way to be absorbed. We will then look at adding nutrients that can be absorbed. And cleansing the pathogens.

If your body's pH level is not alkaline, a pH level of 7.0 or higher, you cannot properly assimilate vitamins, minerals and food supplements. The overall terrain of the body must be life nurturing or other attempts at health and balance do not work.

Harmful bacteria and viruses cannot live when the body is in an alkalinized state. This includes many cancers. Just think of a fish tank. When the pH is wrong, algae flourish and fish die. In care of a fish tank, we take daily readings of pH levels for optimum tank health. Likewise, with the body, that is made up primarily of water.

I encourage you to go to your local pharmacy and get some litmus paper to test your saliva for pH levels. If you are acidic (less than 7.0) please do something about it! This is one of the key ingredients to getting healthy. Become familiar with the foods that are alkalinizing for the body. The list might surprise you. You might think of something as acidic (or life depleting) and in fact it is the opposite and produces alkalinity and is life nurturing (i.e. grapefruit).

**Using Other Metaphors to Understand Healthy Terrain in Organizations**

Think about attending to a fish tank, if you have ever owned one. Isn't it critical for both the health of the fish and the balance in the water to attend to the pH level daily? If the water is acidic, algae forms and the tank gets cloudy and not so healthy for the fish. If the acidity increases, the fish die.

Anyone with a fish tank knows this and it makes sense. All organisms have a need for a healthy, life nurturing terrain.

Another metaphor is the computer. When the operating system of a computer doesn't work properly, it is not a life nurturing terrain for all of the other software and no matter how good or how expensive that other software is. No programs work when the operating system doesn't. Organizations that don't attend to a healthy "operating system" do not provide what is needed for optimal efficiency of their people.

**Integration with Your Perspective?**

Does what we have presented in our perspective integrate with your perspective in any way? We invite you to make notes that enable you to integrate your perspective with what we have presented before we continue with the workshop, to the extent that there is integration for you.

Imagine using this simple and practical approach in your organization. How would you do this? Do you think the organization would benefit?

# Cascade Effect

The optimum health and balance *of* an organization has the best opportunity to be achieved if the organization itself experiences a nutrient rich life enhancing environment rather than a life depleting environment. There is a cascade effect.

Environment → Organization → Individual

Optimum health and balance *in* an organization is achieved when all aspects are life nurturing rather than life depleting. Good organizational health and balance is achieved when most aspects are life nurturing rather than life depleting. This can be achieved even in a life depleting environment. Possibly a healthy organization can positively affect the broader environment. Certainly, a healthy organization positively affects the people within it.

Optimum health and balance for the individual within the organization is profoundly affected by the health and balance of the organization. Most individuals spend most of their waking time within the organization or doing work for the organization from home.

Identify what you believe the resources are that are needed to achieve health and balance in an organization. When you answer this, consider the cascade effect that we described above. Can a healthy and balanced individual positively effect a healthy and balanced organization?

# What is Needed to Achieve Health and Balance? A Few More Questions!

To what extent can the organization affect the external nutrient environment that it needs to support its optimum health and balance? Whose responsibility is this? What would be needed for the organization to affect the nutrient environment it needs in order for it to have its best chance to thrive?

To what extent can the organization affect the internal nutrient environment it needs to support health and balance within the organization? Whose responsibility is this? What would be needed for the organization to affect the nutrient environment it needs in order for it to have its best chance to thrive?

Can this be achieved even if the larger environment within which the organization works is life depleting?

To what extent can the individual within the organization affect health and balance in the organization?

# Don’t Be Fooled: The Toxin Handler

The late Peter Frost, former professor, and Sandra Robinson, associate professor, of Organizational Behavior at the University of British Columbia in Vancouver, Canada, offer evidence that many toxic organizations have a “toxin handler”. This is someone who assists the organization under his or her sphere of influence to achieve health and balance, and therefore to achieve productivity and effectiveness despite a larger toxic (life depleting) environment outside of that sphere of influence.

“When companies cause emotional pain through nasty bosses, layoffs, and change, a certain breed of ‘healing’ manager steps in to keep the gears moving. They are toxic handlers—unsung corporate heroes who save the day, but often pay a high price.” published in Harvard Business Review, July-August 1999.

The toxin handler pays a huge personal price after a time with effects on personal health and balance.  Are you aware of toxic handlers within organizations with which you are most familiar?

Are we willing to accept toxic handlers as a necessary part of getting business done? Are we willing to sacrifice human lives?

# Where to From Here?

There is a lot of work ahead of you as you learn to strengthen and benefit from the intangible assets of your organization to a greater degree than you have before. The work begins with a healthy and balanced foundation or it simply collapses later.

Once you have worked at the healthy and balanced foundation, learning how to work with your human capital, information capital, organization capital and factor C will require accessing the wisdom of your own people in how to do so. Conversations, deep conversations are your best asset in finding your way.  Consultants who specialize in whole group processes are helpful in assisting the organization to create the time and space for these conversations.

The best whole group methods for stimulating deep conversations are Open Space Technology, World Café, and Appreciative Inquiry for both face-to-face and online conversations.

# Thank You

It is now time for our own closing circle. Thank you for participating in this learning journey. We ask that you complete an evaluation form before you leave.

And of course, we would be delighted to see you take the full Genuine Contact™ program. Training dates and locations are available on at www.genuinecontact.net.

And if you were pleased by this program, please pass word on to others. Thank you and journey well.

# Credits and Acknowledgements

- This workshop was created by Birgitt Williams of Dalar International Consultancy. Birgitt and Ward Williams created the Genuine Contact™ program and approach and can be reached at www.dalarinternational.com.

- Open Space Technology was created by Harrison Owen and is described by Harrison Owen in his books published by Berrett-Koehler.

- Whole Person Process Facilitation was created by Birgitt Williams and Ward Williams of Dalar International Consultancy, Inc with a foundation in the work of Marge Denis of Stillpoint, Huntsville, Ontario, Canada in Process Facilitation.

- The manuals and other media for the Genuine Contact™ program were designed and produced by Rachel Bolton of Dalar International Consultancy in Kitchener, Ontario, Canada. She can be reached at rachel@dalarinternational.com.

- A comprehensive bibliography for the Genuine Contact™ program and a recommended reading list for this workshop is available by going to our list serve at www.genuinecontact.info.

# Genuine Contact Quality Commitment

## Pre-amble

Genuine Contact™ Professionals have adopted a holistic approach to leadership and organizational development based on the approach, program, and power of the Genuine Contact Program. They have developed competence in working with at least Whole Person Process Facilitation (Module 2) of the Genuine Contact Program to assist leaders and organizations in their development.

Genuine Contact Professionals, when working with modules of the Genuine Contact Program in their work as organizational consultants, leadership development consultants, and meeting facilitators, work within the scope of the modules that they have developed competency in. Genuine Contact Professionals may also apply different meeting methodologies like World Café, Appreciative Inquiry if they seem more suited to the business goal.

Depending on the needs of the client, a Genuine Contact Professional can pull larger teams together from amongst the Genuine Contact Professionals, and others whose work is in alignment with our quality commitment, when needed.

To ascertain if someone is a Genuine Contact Professional, a client can check with the Genuine Contact Program Director at gcprodir@gmail.com. While the Program Director cannot remark about the competence of the person, s/he can verify that a Quality Commitment has been made. Leaders and organizations seeking to engage a Genuine Contact Professional are responsible for selecting him/her and doing their own reference checks.

Genuine Contact Professionals make the following commitments to ensure the most beneficial results of their work and recommit to this Quality Commitment annually.

## Quality Commitment

I assure the quality of my work with the following:

**Meeting Facilitation**

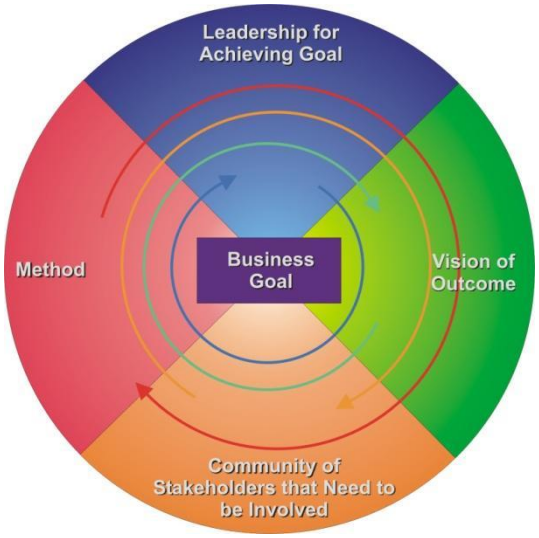
When working with the Genuine Contact™ approach to facilitate meetings, I follow an established protocol which includes preparation meetings, facilitation of the main meeting, facilitation of a debrief meeting, and ensuring a follow up accountability meeting whenever possible. I use Whole Person Process Facilitation as the participative and creative method for the preparation and debrief meetings and either Open Space Technology or Whole Person Process Facilitation or another participatory approach such as Future Search, World Café or Appreciative Inquiry (all credible participatory meeting methods) for facilitating the conference or main meeting.

Even when meeting methodologies are used that are not part of the Genuine Contact program, they will be conducted within the operating platform of a Whole Person Process Facilitation meeting, when possible.

Upon completion of the conference and/or meeting, I can provide my clients with an evaluation, based upon participant feedback upon request.

**Longer Term Consulting Services for Personal Development, Leadership Development and/or Organizational Development**

At the time of contracting, I and my client ensure that we have:




- clarity about the business goal of the assignment
- leadership considerations regarding success of the assignment in the organization
- expectations of the client (deliverables)
- who the people are who need to be involved for the assignment to be successful
- the design
- how the relationships will be worked out for success
- how the collective intelligence of the organization will be accessed if needed.

A schedule of review meetings will be established for course correction as needed in relation to the initial scope of the agreement. I understand the importance of continuous review and change rather than waiting until the final review.

## Personal Competence, Capability, and Capacity Development

As Genuine Contact Professional, I commit to my ongoing personal competence, capability, and capacity development with:

- Ongoing participation in the Genuine Contact mailing lists (international & language-specific if available)
- International Genuine Contact Mentoring Circles (in person as well as in online environment)
- Regional and/or local Genuine Contact Mentoring Circles
- GC Newsletters / Blogs
- Participation in at least one Genuine Contact training annually, either through intensifying learning in a familiar module or taking additional modules, to be done in person, on-line, or by reviewing a GC training workbook.
- Any other engagement in Genuine Contact activities

## Environmental Protection Policy

I use food, materials and techniques that ensure the least possible negative impact on the environment. This includes - whenever possible - but is not limited to recycled (flipchart) paper, water based markers, refill-products, organic food, snacks and drinks, energy saving technical products.

# The Genuine Contact™ Program

## Beliefs, Components, Key Concepts and Foundational Givens

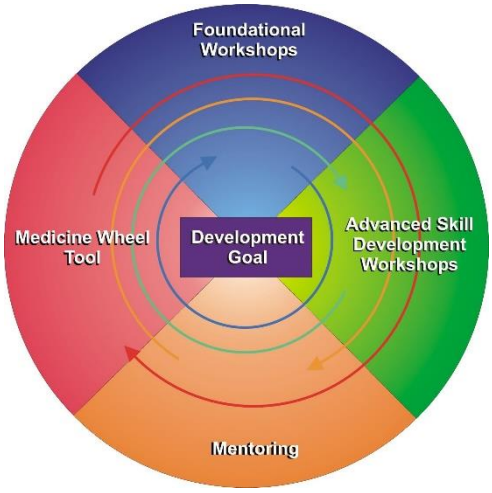
Birgitt and Ward Williams designed the Genuine Contact™ program with simplicity in mind. The program, focusing on attending to organizational health and balance as a foundation for organizational success, uses meetings as a catalyst for organizations to develop as conscious, life nurturing, interconnected creative organizations. Meetings are used as a catalyst. Management learns to manage differently. We call these organizations Genuine Contact Organizations. The process is organic so that every organization brings about its own unique change from within.

## Beliefs of Genuine Contact

Within the Genuine Contact approach and program, we work from the following five foundational beliefs:

1. We believe that spirit or Spirit matters, that through spirit or Spirit, all of creation is connected, and that people are precious.
2. We believe that every organism (including the organization) has within it the blueprint for its own optimal health and balance.
3. We believe that focusing on genuine contact enables individuals and organizations to achieve the individual and organizational health and balance that is needed for optimal effectiveness. Positive change in the organization is directly linked to positive change in individuals. Both are required for sustainable new ways of working.
4. We believe in keeping it simple. Simple frameworks and processes enable success with complex situations. In keeping it simple, we recognize that any sustainable change must begin from the inside and cannot be externally initiated or driven.
5. We believe that change with its accompanying loss, grief work, and conflict is constant. Organizations that develop mastery in working with change can sustain optimal effectiveness. These leaders and organizations recognize that change cannot be managed, that energy spent trying to manage change is wasted energy, and that productive use of individual and organizational energy is achieved by working with change rather than against it.

## Components of the Genuine Contact™ program




The Foundational Workshops and Advanced Skill Development Workshops make up the Genuine Contact program and approach. The series provides skill, capacity, and competency development in the Genuine Contact program as well as providing the conditions to assimilate the Genuine Contact approach.

1. Foundations 1: Path to Organizational Health and Balance offers leaders an opportunity to make the difference in the performance of your organization through the importance of balance, cleansing, and nourishing in a way similar to the holistic approach to the health of the human body.

2. Foundations 2: Achieving and Regenerating Organizational Health and Balance explores the state of health of organizations from a holistic organizational growth perspective and aids in developing your own prescription through a self administered diagnosis, towards achieving and maintaining a healthy organization in these rapidly changing times..

3. Foundations 3: Individual Health and Balance explores the state of individual health and how to maintain a state of optimal health even in highly stressful situations.

4. Foundations 4: Holistic Leadership Development develops the skills, capacity and knowledge for the new leadership paradigm ‘leading so that people will lead’ and to nourish a culture of leadership.

5. Advanced Skill Development 1: Working With Open Space Technology develops and enhances skills in facilitating meetings in which a frequency is held for people to make life nurturing choices from amongst agenda items within a particular theme and givens.

6. Advanced Skill Development 2: Whole Person Process Facilitation develops and enhances skills in facilitating meetings in which a frequency is held for people to make life nurturing choices based on what is presented to them to solve within a particular topic and within stated givens.

7. Advanced Skill Development 3: Cross Cultural Conflict Resolution develops and enhances skills to facilitate meetings in which people determine personal boundaries and view situations from flexible rather than fixed perspectives.

8. Advanced Skill Development 4: The Genuine Contact Organization develops and enhances skills in leading and mentoring conscious interconnected learning organizations. These organizations provide the conditions for choices to be life nurturing rather than life depleting.

9. Advanced Skill Development 5: Train the Trainer develops and enhances skills to teach others in all of the components of the Genuine

Contact™ program, ensuring that the program maintains its integrity (wholeness) and respects the unique contributions that each individual makes to the program.

10. We offer Mentoring as a forum to learn the art of mentoring and to walk the talk of mentoring of both individuals and organizations.

11. We underpin the Genuine Contact™ program with the healing circle or medicine wheel as the overall matrix for our learning, healing, development, evolution and consciousness. As Medicine Wheel Tool© it assists us in walking the mystical path with practical feet and bringing about results that exceed expectations.

## Key Concepts of working with Genuine Contact™

There are 9 key concepts supporting the foundational beliefs and development of the Genuine Contact Program:

1. Opportunities for genuine contact begin with the courage to be in genuine contact with the self and extend into all relationships.

2. Work of, with, from, and to Spirit can be experienced as a harmonic resonance that can be facilitated, beginning with establishing the harmonic resonance within the self as the facilitator. This requires discipline in a state of BEING in this harmonic resonance as the key work for the facilitator. In doing so, we work with healing energy, drawing from knowledge in the healing arts.

3. We work with the blueprint for health in the organism (the individual and/or the organization) by attending to balance, cleansing, and nourishing.

4. Change is constant and organizations must be developed to thrive in change.Organizational effectiveness in motion is a required organizational capability if they wish to thrive in future times of intense change.

5. We use meetings as a catalyst to assisting the organization attain a state of health and balance. The two meeting methodologies used are Open Space Technology developed by Harrison Owen, USA and Whole Person Process Facilitation developed by Birgitt, USA. Both meeting methodologies are highly participative, within a boundary established by predetermined “givens".

   Within Open Space Technology, a harmonic frequency is held for people to make life nurturing choices from amongst agenda items within a particular theme and givens.

   Whole Person Process Facilitation was developed by Birgitt Williams to complement working with Open Space Technology as a meeting methodology equally as participative, with similar values, and yet serving the organization when a process as open as Open Space Technology is not appropriate to the agenda and circumstance.

   Within Whole Person Process Facilitation, a harmonic frequency is held for people to make life nurturing choices based on what is presented to them to solve within a particular topic and within stated givens. The topics are predetermined, thereby offering a more obviously structured agenda than Open Space Technology.

6. We believe that a liberating structure, combined with a participatory architecture is essential to achieve and sustain organizational health and balance so that organizations are highly effective and able to thrive in constant change.

7. We work with Open Space Technology and Whole Person Process Facilitation as interventions that enable health and balance in the ongoing life of the organization. We recognize these meeting processes as powerful and impactful in the ongoing life of the organization, therefore we attend carefully to both the pre-work (before a meeting) and the debrief work (after the meeting).

8. We recognize that everyone facilitating and leading using the Genuine Contact™ program will do so with their own unique style and experience. However, it is also necessary to guarantee to organizations who bring this program into the organization that they are receiving consistency with the component parts and/or their development as a genuine contact organization. Clients are entitled to assurance that when they engage in any components of the Genuine Contact™ program, that it maintains integrity. Within the Genuine Contact™ program, the components are standardized and can be easily duplicated. When any of the components are offered in an organization, the client is guaranteed of a certain standard.

9. Component parts of the program have value if taken on their own.

## Foundational Givens of the Genuine Contact™ program

Birgitt and Ward Williams established minimal Foundational Givens for the Genuine Contact™ program. Foundational Givens define the approach and are not open for change. Basically, Foundational Givens are keys in defining what the program is and what it is not. On September 21st, 2001 Birgitt and Ward Williams invited the first group of graduating GC Trainers and all graduating GC Trainers in subsequent years, to participate in a Genuine Contact Organization within the theme of developing the approach within the following five Foundational Givens listed below.

In 2006 the GC Co-Owners Group Ltd. was formed and additional Operating Givens of the GC Co-Owners Group Ltd. have been developed over time and are open for review and change by all members of the organization. The Operating Givens are available in the Co-Owners Space online (ask Program Director for access). Foundational givens are not open for change.

**Foundational Givens:**

1. The 5 foundational beliefs as noted above.

2. There are 11 components of the Genuine Contact™ program as noted above.

3. Requirement to provide the Workbooks developed by Birgitt and Ward Williams when a GC Training is offered.

4. Limited givens, maximum choice and participation.

5. Limited external consultant involvement with maximum skill and capacity building.

The overall goal is to have the Genuine Contact™ approach and program make a life nurturing difference in the world.