GENUINE CONTACT ORGANIZATION

# Operating Matrix for the International Genuine Contact Organization

Approved: February 9, 2021

# Table of Contents

- It exists to anchor decisions and actions to fulfilling the purpose and achieving the vision of the organization.
- It guides individual, team and organization wide alignment to the chosen strategic themes.
- It guides individual, working group, and organization-wide performance management through aligning expectations, authority and accountability to functional areas which exist to succeed with the strategic themes.

In reading this document, please consider these working definitions:

- **International Genuine Contact Organization** (shortened to GCO): the organization that exists to expand the capacity of the organization and its members to spread Genuine Contact in the world. This is different than other organizations that operate as Genuine Contact Organizations according to Advanced Module 4 of the Genuine Contact program. It is also different than Advanced Module 4 of the Genuine Contact program, also called Genuine Contact Organization.

- **Genuine Contact**: this trademarked phrase is used to describe all of what makes up Genuine Contact. It is the Genuine Contact program, approach, power, and way of working.

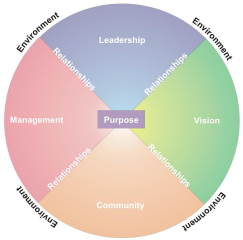
- **Members**: includes all people who are registered members of the International Genuine Contact Organization. This includes all membership levels - White, Orange, Green, Blue, Co-Owner (Purple), and Organizational (Red).

# Foundational Elements of the Genuine Contact Organization

In this section, you will find an overview of the International Genuine Contact Organization through the lens of the Medicine Wheel Tool. The intention is to provide a snapshot of why this organization exists, who it serves, and what it intends to achieve.


GENUINE CONTACT ORGANIZATION

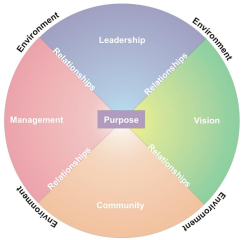
# External Environment




The external environment for the International Genuine Contact Organization is vast. Each member of the GCO has a different kind of organization they are leading or different clients/customers they are working with as they apply the Genuine Contact way of working in unique ways. This offers the opportunity to work together in what is common amongst all of the different connections - clearly demonstrating and articulating the benefits of the Genuine Contact way of working.

While the external environment within which we live and work is always one of constant change, at the time of updating this Operating Matrix, it becomes more and more apparent that people worldwide are living and working in an environment that requires leadership into the unknown. With a global pandemic, rapidly approaching climate change targets, and varying levels of social and political unrest worldwide, there is both great challenge and great opportunity. Complex challenges and opportunities that Genuine Contact has the simple tools and processes to support. As an organization, the GCO can be of best service by supporting its members in developing their individual and collective capacity to meet these challenges and opportunities while standing firmly with the Genuine Contact way of working.

# Internal Environment




In general, the internal environment of the International Genuine Contact Organization is life-nurturing and offers opportunities for interested members to get involved in ways that offer learning that is applicable to one's individual work while contributing to the collective purpose of the GCO.

The results of the Organizational Health and Balance Assessment undertaken in October 2020 reveal an organization which is life-nurturing and is seen as sitting somewhere between "Letting Go" and "Reframing for the New" in the Grief Cycle. This indicates an opportunity to be conscious of how the GCO can continually regenerate its health and balance. It also indicates that the GCO is in a time of fine-tuning the implementation of recent changes in preparation for new development activities.

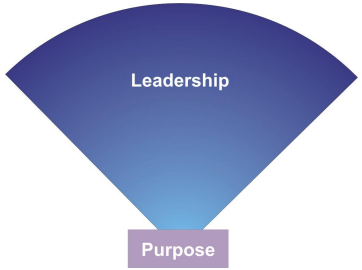
Positioned somewhere between "Toddler" and "Adolescent" on the Organizational Lifecycle, this is a time in the organization of paying attention to appropriate structure to support the organization in achieving peak performance while it fulfills its purpose and achieves its vision.

In looking at the organization through the Medicine Wheel Tool, while the organization is fairly strong in all of its components, there is an opportunity for better communicating the organizational purpose and vision and supporting people to strengthen their connection to *the same (*purpose & vision of the International GCO).

# Purpose

Working together to expand the capacity of the organization and its members to spread Genuine Contact in the world.

# Leadership Approach

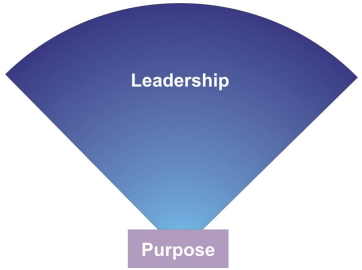



Members of the Genuine Contact organization take leadership to bring in ideas and take action that contributes to the organization fulfilling its purpose.

We commit to lead together. In this spirit, we create space for work based on shared leadership in the International Genuine Contact Organization.

Leadership is underpinned by the 5 Beliefs of Genuine Contact, the Four Principles of Open Space Technology, and the Four Immutable Laws of Spirit by Dr. Angeles Arrien.

# Leadership Principles & Beliefs




**Five Beliefs of Genuine Contact**

- Everything is connected and people are precious
- Every organism (including organizations) have within it the blueprint for its
- Positive change in the organization is directly linked to positive change in individuals. Both are required for sustainable new ways of working
- Optimal health and balance Productive use of individual and organizational energy is best achieved by working with change rather than against it
- Simple frameworks and processes led from within the organization enable success with complex situations happens

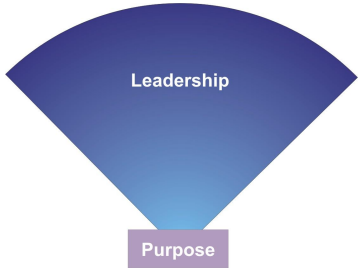
**Open Space Principles**

- Whoever shows up is the right people
- Whatever happens is the only thing that could have
- Whenever it starts is the right time
- When it's (not) over, it's (not) over

**Four Fold Way**

- Show up and be fully present
- Tell the truth without blame or judgement
- Follow what has heart and meaning
- Let go of attachment for outcome

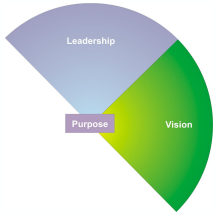
# Formal Leadership Structures




Self-selected members lead the International Genuine Contact Organization in specific roles:

- Leaders of Working Groups (project-based groups undertaking activities to fulfil the strategic plan)
- Co-Owners lead the stewardship of Genuine Contact
- Leadership Management Team (LMT) is responsible for the day-to-day leadership of the organization.
- Director facilitates, guides and leads the implementation of the Strategic Plan in cooperation with the LMT. The Director is the only hired leader within the organization.

# Vision

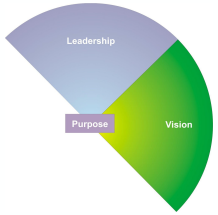



The International Genuine Contact Organization is a place for ongoing learning and capacity development for all members - nurtured by us. This learning and development happens inside the organization and also as we each apply our learning in our own lives and work.

This contributes to members working with Genuine Contact for the benefit of the organizations and communities of which they are a part, through leadership, consulting, or participation.

Members are inspired to contribute back to the organization which creates an energy flow which nurtures the International Genuine Contact Organization in return.

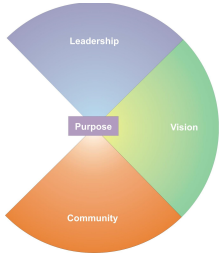
# High Level Strategic Themes




5 Strategic Themes define the chosen focus at this time to fulfill the purpose and achieve the vision:

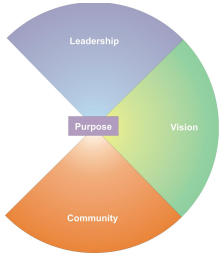
- High Quality Practice
- Wise and Playful Marketing
- Organizational Development
- Building Membership Relationships
- Cooperation/Collaboration
-

# Primary Client




The primary client for the International Genuine Contact Organization is its members.  This includes all membership levels - White, Orange, Green, Blue, Co-Owner, and Organizational.

# Beneficiaries




Who benefits from the work of the International Genuine Contact Organization?

By focusing its efforts on the Primary Client (the members), the GCO catalyzes benefits to these Multiple Stakeholders (Beneficiaries):

The people and organizations who the members engage with including clients and customers, staff and team members, colleagues, communities, families, and others.


The Genuine Contact Organization is managed within Clear Givens

- **Foundational Givens**: Birgitt Williams and Ward Williams established minimal Foundational Givens for the Genuine Contact™ program. Foundational Givens define the program and are not open for change. Basically, Foundational Givens are keys in defining what the program is and what it is not - in other words, what makes it different from other programs. These Foundational Givens have also been adopted by the International Genuine Contact Organization as part of the foundational structure.

- **Operating Givens**: These minimal additional givens provide further structure to the organization. They are developed by members of the International GCO and approved by the Co-Owners. Operational givens are subject to review and change or deletion, striving to keep operating givens to a minimum and relevant.

# Management Approach & Considerations


- The organization is a Strategy Focused Organization and aligns all of its activities, budget, and decisions to fulfilling the strategic plan.
- The organization is dedicated to creating the simplest possible structures to support fulfilling its strategy and encourage participation of members at all levels of the organization.
- We work the Genuine Contact way in all of our activities to “walk our talk” and to give members the opportunity to deepen their experience with this way of working.
- Offering opportunities to learn and work together within a predictable rhythm (e.g. at the monthly International GCO meetings)


We recognize that the International Genuine Contact Organization is an interconnected organization and care is taken to ensure that all of the parts remain in healthy connection.

Care is taken in developing life nurturing relationships between the different people and roles within the organization.

# Circle of the Whole


The International Genuine Contact Organization has lots of moving pieces and many people involved - both visible in their activity and less visibly or invisibly. There are opportunities to stay connected and contribute to the whole picture of the organization through meetings and clear communications. Members have the opportunity to develop their awareness of the whole by being involved in these opportunities to the extent that they wish.

# Strategic Themes

- High Quality Practice
- Wise and Playful Marketing
- Organizational Development
- Building Membership Relationships
- Cooperation/Collaboration

GENUINE CONTACT ORGANIZATION

# High Quality Practice
## Strategic Theme

**High quality practice in the International GCO supports members to develop their own high quality practice through participation, engagement and mentoring. This serves as a catalyst for members to recognize, refine and learn in order to apply the Genuine Contact way of working with their clients, teams and life.**

- Our Organization as a Learning Playground
  - Trainee/ Apprentice opportunities to deepen your learning in the Genuine Contact way of working (leadership, facilitation, etc.)
- Mentoring opportunities
  - Make sure they are in place and meet the emerging needs of our members
  - Making them visible
  - Inviting participation
- Activities that make explicit and visible the Beliefs, Givens and Quality Commitment of Genuine Contact
  - Learning what they are and how to work with them in our GCO and in our own lives and work.
- Developing GC Hubs (regional and/or language focused)
- Opportunities to showcase diverse uses of the Genuine Contact way of working

# Wise and Playful Marketing
## Strategic Theme

**Develop and carry out an inspirited way to provide pathways to access and engage with the Genuine Contact way of working. Provide beautiful, aligned, and clear messaging and resources that support members to share about the spirit and practice of the Genuine Contact way of working.**

- Harmonize, clarify and implement GC Brand & marketing
- Creating materials to tell the GC Story to the larger world
- Reaching beyond change and facilitator communities to organisations and people that need GC
- Corporate Storytelling as a tool for marketing
- Developing collective opportunities to increase visibility in the world (i.e. GC Specialty Series and similar)
- Creating procedures to do marketing collectively in order to support each other and the organization

# Organizational Development
## Strategic Theme

**Increase vitality and nourishment of the organization in order to deliver continuous value to its members through creating the appropriate life-nurturing structures that enable people who choose to participate to work together building a robust organization that can dance with change.**

- Finding appropriate tools that help members to collaborate & communicate easier, as we grow.
- Structures that support the membership model to grow, be vital, and easy to participate in.
- Strengthen the resource library
- Our Organization as a Learning Playground
    - Opportunities for members to deepen your learning in the Genuine Contact way of working (apprentice/trainee, participating in working groups, getting the “behind the scenes” work done, joining GCO meetings, etc.)
- Making the Implicit Explicit
    - Communication about our GCO’s purpose and vision
    - Robust structure and function of the organization
    - The GCO as an example.

Building Membership Relationships
Strategic Theme

**Support members to feel welcomed, inspired, and mobilized to share their unique gifts for the benefit of all. Stimulate cross-pollination between the International Genuine Contact Organization and its members to optimize the membership experience.**

- Interactive Communications
- Membership Benefits - Developing and Accessing Benefits
- New Members & Membership Renewals
- Engaging Members in the work of the organization

# Cooperation & Collaboration
## Strategic Theme

**Inspire and support cooperation and collaboration between members. Develop cooperative and collaborative relationships between the International Genuine Contact organization, related organizations, and other organizations interested in a holistic way of working.**

- Processes and Opportunities for our GCO to partner with organizations beyond the GCO
- Mentoring / Supporting  GC Hubs
- Opportunities for harvesting and sharing learning from our collective work in the GCO.
- Communicate clearly about how collaboration within the organization can support you and build cooperative relationships.

## The Strategy Map Aligns Work with Strategy

The International Genuine Contact Organization is managed by aligning work plans to the strategic themes via a strategy map.

The Leadership Management Team and members of the organization will use the strategy map as a tool to align all activities towards achieving the organization's purpose and vision. The strategy map layers include:

- Value to the Customer
- Internal Processes
- Capacity
- Financial Resources

Linking the strategic themes to operations via the map

- Layer 1 - **value** that the International GCO is expected to provide to the primary stakeholder from client perspective via the strategic themes
- Layer 2 - **internal processes** the International GCO must excel at to deliver value to its stakeholders
- Layer 3 - **capacity** of intangible assets needed to be able to run the internal processes
- Layer 4 - **financial perspective** needed to fulfill the International Genuine Contact Organization's purpose and achieve its vision

**Purpose**: Working together to expand the capacity of the organization and its members to spread Genuine Contact in the world.

## Layer 1: **Value to Customers/Members**

## Layer 2: **Internal Processes**

- Operations Management
- Client Management
- Innovation
- Regulatory/ Social

## Layer 3: **Capacity**

- Human Capacity
- Information Capacity
- Organizational Capacity
- Collective Intelligence

## Layer 4: **Financial, Energy & Time**

# Layer 1: Value the Customer Expects

High Quality Resources

- Access to knowledge
- Strong support through state of the art workbooks, resources, website, brand, and communications
- Recognition of brand increasing credibility
- Accountability
- Quality
- Clear communication of the resources and opportunities that exist
- Simple tools & processes

Rewards for Engagement

- Getting credit for supporting the organization
- Affordable offers/discounts

Enriched by Diversity

- Using diversity to deepen collective
- knowledge/understanding
- Abundance of knowledge and experience
- Life-nurturing environment/experiences

Access to Spirit

- Encouragement
- Energy Boost
- Inspiration

Opportunities for Capacity Development

- Competence development: different places to learn - specialty workshops, list, etc.
- Constant learning together
- Bring an apprentice and learning from more experienced people
- Learning experience by volunteering within the organization
- Participating in meetings and learning through doing
- A platform to contribute and share one's wisdom
- Online network
- Supporting one's own leadership capacity development

Life-Nurturing Community

- Network of colleagues
- Being part of a community (feeling of family and friends)
- Companionship
- Nourishment
- Building long-term relationships
- Support and Mentoring
- International network
- Sharing the same values
- Business opportunity: to partner up & collaborate
- Feeling of stability, camaraderie with others who work in a holistic way

Internal processes are the activities that need to be focused on in order to achieve the strategic themes identified.

- **Operations Management**: producing and delivering products and/or services to members.
- **Client Management**: establishing and leveraging relationships with members.
- **Innovation**: Developing new products and/or services, processes, and relationships.
- **Regulatory and Social**: conforming to regulations and societal expectations. Also includes building stronger communities.

# Operations Management
## Internal Processes

- Quality Commitment: Increasing awareness of the value and benefits of it. Process for managing commitments and maintaining them.
- Membership model: better system for tracking and acknowledging membership contributions (points) in alignment with emerging ways for membership engagement
- Continue building brand quality and materials - and HOW we use it!
- Maintaining and Updating materials: In alignment with the brand and the emergent practices.
- Growing our resources library
- Continue developing paid for services to spread the income streams (ex: GCSS)
- Figure out/develop communication structures with members, prospective members, and interested organizations - try to meet very different needs
- GC hubs: Supporting and developing the co-creation of givens and structures for supporting GC Hubs
- Website key messages align with organization’s goals and focus
- Identifying givens & structures for supporting strategic partnerships

# Member Management
## Internal Processes

- Developing appropriate ways to communicate with members based on membership level and needs (including both 1-way announcements and 2-way conversation)
- Helping members to easily enter into the organization and navigate their engagement
- Develop invitation and guidance to help people find ways to get involved in GCO working groups, developing/offering member benefits, etc.
- Support members to attract new members
- Facilitating and develop  ways to sign up as a member via hubs or GCO in one action
- Further develop and implementation of a renewal system

Innovation
Internal Processes

- Create awareness about the time, space and places where we invite for innovation! GCO-meetings, Co-owners meetings, GC-list, mentoring circles, GC working groups, Hubs,.Fb-group, L-in group.
- Incremental process of interacting with outside world. Conscious invitations for Collaboration and Innovation
- Develop “apprentice” /mentoring project
- Increase practice of making the implicit explicit (Givens, beliefs, Quality commitment)
- Creating places where we can harvest learnings from our playground and places to access this harvest for anybody interested
- Develop Corporate Storytelling activity and materials (books/articles, etc.)
- Effective marketing processes
- Future thinking budget
- Easy and well understood budget

# Regulatory & Social
## Internal Processes

- Upholding Foundational Givens
- Operating givens kept alive
- Maintaining appropriate corporate legal structure
- Copyrights workbooks and tools up to date
- Ensuring that we have appropriate rewarding systems (contribution points, apprentice, workgroups, Director)
- Nourishing places of community building: GC-list, Fb/L-in groups, GC Hugs, GC Hubs, MC & more!
- GC apprenticeship: Clarify opportunities and develop structures together
- Keep in mind: What's the most fun way to do this?

The third layer of the map includes the capacity of intangible assets that are required in order to best achieve the internal processes.

- **Human Capacity**: competencies, capabilities, and capacities needed to successfully complete the organization's work (p. 35)
- **Information Capacity**: how the organization collects, organizes, analyzes, interprets, and stores information including IT requirements (p. 36)
- **Organizational Capacity**: how the organization needs to be organized (p. 37)
- **Collective Intelligence/Collaboration**: what is needed to maximize collaboration and work with collective intelligence (p. 38)

# Human Capital
## Capacity Requirements

- Acknowledgement of work, gratitude & celebration culture
- Developing a sense of pace consciously
- Recognizing the good-enoughness (we are here and we can take steps in the right pace to get ahead)
- Developing a conscious capacity of mentoring
- Playful creative ways to communicate
- Being good at Communicating and promoting GC information and offers
- Explore tools of co-working online
- Continue to develop our ability to work online
- Ongoing learning for Director and working group members.
- Ongoing learning for our members to continue expanding capacity in both the GC way of working AND in fulfilling our organizational goals.
- Working with diversity to make Genuine Contact more accessible
- Maturity in financial understanding

# Information
## Capacity Requirements

- Information in different GC languages harmonized
- Developing the information for Members that sets out realistic expectations for where the org. Is.and engages ambition to grow
- Developed Membership system that is integrated with the rest of the organization.
- Easy to access synchronized overview of GC working groups for members who want to engage
- streamlined on-boarding information for teams. And org. work
- System to ask members about their capacities and willingness to share
- Back-end support (perhaps. external) for website and online tools
- GC calendar
- online meetings in qiqochat
- GC library
- online solutions for GC branded templates

# Organizational Capacity Requirements

- Roles and responsibilities for caring for the ongoing work
- Develop long term thinking and action and processes that support with ongoing implementation
- Paid administration position
- Clear, coherent, recurring information about key GC building blocks (f.e. QC, Beliefs)
- Ongoing intention for our outreach into the external world
- Explicit cohesive support system and structure for apprentice
- Decision making process
- Language based support
- We are a perennial, not an annual plant.
- Explicit cohesive support system and structure for members
- Active Responsibility for Financial Sustainability within the organization

# Collective Intelligence
## Capacity Requirements

- Harvesting learnings
- Identifying and inviting skill sets to help achieve goals
- Rest, celebration, reflection.
- Awareness of organizational nervous system
- GCO meetings
- GC Lists
- Honoring the current wholeness of the organizational essence, spirit, heart and age
- GC Hubs
- GC Mentoring Circles
- Financial & Energy transparency

# Layer 4: Financial, Energy & Time Perspective

- **Our Engagement with finances**
  - balance our generosity with the value.
  - Strengthen “Financial Health” as a concept for the organization,
  - maturing around topic of finances
- **Active Co-Owner Engagement in Financial Stewardship**
  - Quarterly & Annual Reporting to Co-Owners
  - Navigating change and taking responsibility with financial strategies
- **Financial Awareness & Collaboration of GC members**
  - Financial Orientation
  - Why do we need additional revenues?
  - Engagement in activities to increase our revenues (i.e. collective marketing & promotions)
- **Budgeting -** Easy structures for annual budgeting
- **Monthly, Quarterly, and Annual Bookkeeping** - Include members time contributions
- **Uplevel financial story and structures**
  - Real-time financial information available to working groups that need it
  - Good structures for counting contributions (membership points + making volunteer hours visible)
  - Moving from “enough for today” to future-focused view
- **Future thinking budgets**
  - transparency about our dreams, intentions & possibilities:about financial, time and energy invested in projects and structures
- **Diversifying the way we view financial abundance**
  - Valuing the contributions of our members (beyond contribution points)
  - Find ways to highlight people’s contributions.
  - Increased transparency on money and potential budgets
  - Meter of money
  - Meter for volunteering hours, invested energy + time
- **Growing the potential of our diverse Income Streams to provide income**
  - Membership contributions, Workbook royalties, GCSS Registrations, Publishing house
  - Making the most of our “GCO offers”
  - Developing new streams together
  - Obtaining grants to support our development

**Purpose**: Working together to expand the capacity of the organization and its members to spread Genuine Contact in the world.

## Value to Customer

- Rewards for Engagement
- High Quality Resources
- Enriched by Diversity
- Access to Spirit
- Opportunities for Capacity Development
- Life-Nurturing Community

## Internal Processes

**Operations Management**
- Quality Commitment
- Developing Membership Model
- Strengthening GC Brand
- Maintaining and Updating materials
- Growing our resources library
- Developing paid for services
- Communication structures
- GC Hubs
- Website
- Strategic partnerships

**Client/Members Management**
- Communicate with members
- Members entering
- Getting involved in GCO
- Attract new members
- Easy member sign-up
- Renewal system

**Innovation**
- Invite for innovation!
- Interacting with outside world
- Develop “apprentice” project
- Making the implicit explicit
- Harvest & access learnings
- Storytelling activity and materials
- Effective marketing processes
- Future thinking budget
- Easy and well understood budget

**Regulatory/Social**
- Foundational Givens
- Operating Givens
- Maintaining legal structure
- Copyrights updated
- Rewarding systems
- Community building
- GC apprenticeship
- Fun

## Capacity

**Human Capacity**
- Gratitude & celebration culture
- Sense of pace
- Good-enoughness
- Capacity of mentoring
- Promote GC information
- Explore tools of co-working online
- Improve ability to work online
- Professional development
- Ongoing learning for our members
- Working with diversity
- Maturity in financial understanding

**Information Capacity**
- Info in different languages
- Engaging ambition to grow
- Developed Membership system
- Overview of GC working groups
- Onboarding information
- Members share their skills
- Back-end support
- GC calendar
- Online meetings
- GC library
- Online templates

**Organizational Capacity**
- Roles and responsibilities
- Ongoing implementation
- Paid administration
- Communicating building blocks
- Outreach into the external world
- Apprentice support system
- Decision making process
- Language based support
- Member support system
- Active Responsibility for Financial Sustainability within the organization

**Collective Intelligence**
- Harvesting learnings
- Skill sets to achieve goals
- Rest, celebration, reflection
- Organizational nervous system
- GCO meetings
- GC Lists
- Wholeness of the organization
- GC Hubs
- GC Mentoring Circles
- Financial & Energy transparency

## Financial, Energy, & Time

- Active Co-Owner Engagement in Finances
- Uplevel financial story and structures
- Easy Budgeting
- Financial Abundance
- Financial Awareness & Collaboration of GC members
- Bookkeeping
- Maturing Engagement
- Future Thinking Budgets
- Diverse Income Streams

Strategy focused organization impact for members

- Working in a better aligned, strategically focused organization for heightened satisfaction from individual contributions
- Clear expectations and authority for each membership level
- Clear understanding of how each member has value in achieving results
- Working with the authority to fulfill individual contributions because the Leadership Management Team and Director are committed to clarifying the expectations that are to be fulfilled in each opportunity, and then assigning the authority needed to fulfill the expectations
- Knowing the degrees of freedom that each person has to use their own authority, not only by the authority given to them, but also by clear ‘givens’ or ‘non-negotiables’ stated for the Genuine Contact Organization.