# WORKBOOK

# Holistic Organizational Development the Genuine Contact Way

Genuine Contact™ Way Module

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Needs

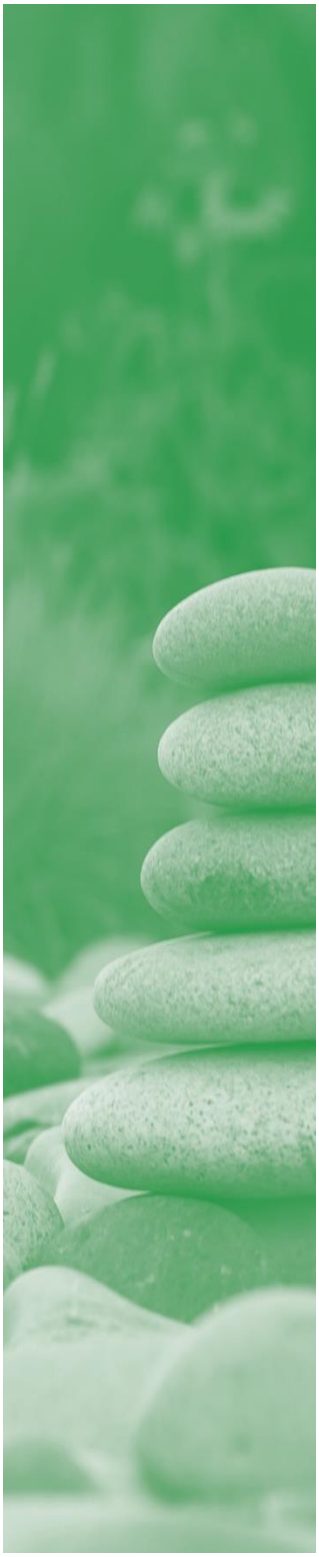
Authors: Birgitt Williams and Rachel Bolton, Dalar International Consultancy, Inc.
Editor: Rachel Bolton, Genuine Contact Organization
Book design by Maya Lie, Providers of Goodness

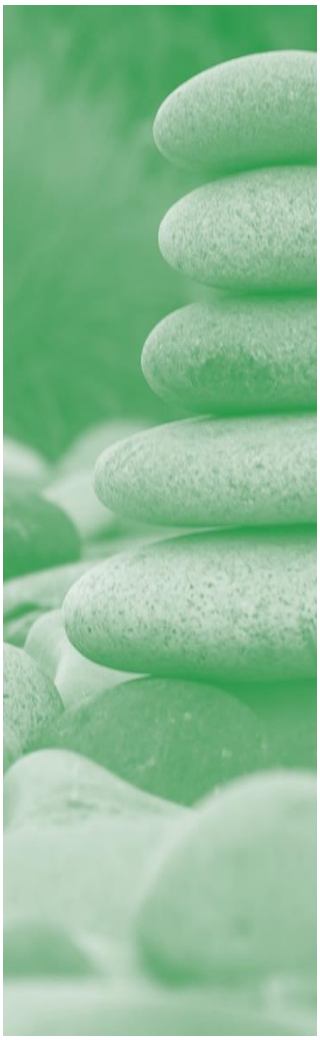
Genuine Contact Co-Owners Group
16 Sunny Acres Dr
Etowah, NC
USA 28729

www.genuinecontact.net

# Content

## In this learning journey we will explore





# **Introduction**
# and Orientation

> *Imagine that through nourishing a culture of leadership in organizations, life depleting choices will fade into the past and life-nurturing choices will be made benefiting people, society, and the environment for us and the generations that follow.*
>
> *~ Birgitt Williams*

## What is the invitation?

Leaders and consultants benefit from taking a time out, to sit back and to assess what they are creating for the future. Just as with looking in the rearview mirror when driving a car, looking back to find the best way forward is limited. A wisdom from Indigenous peoples is to do your best for your generation and for seven generations to come. This leads to a question that needs to be answered: "What principles, concepts, laws and values are you working from as you put a system in place that is on the right track for now and for generations to come?"

Constant change in the world and in the organization makes it challenging to lead into the unknown. Adopting a holistic organizational development approach is one way to meet this challenge. Those attending this workshop can determine if it is the approach they wish to adopt, both as leaders and as consultants providing guidelines to leaders and their organizations.

Throughout this learning program, you will explore, create, and learn:

- The dominant worldview about organizations today, alternatives, and making a choice about your worldview.
- Principles, whether explicit or implicit in the organization, their influence, and making a choice about the principles that seem best suited to you.
- Changing concepts and approaches about organizational development for the best future and making a choice about the concepts and approaches for you to adopt
- Laws such as the whole being greater than the sum of the parts and the implications in organizational development.
- Values that are meaningful to you to choose to anchor your organization to sustain its integrity through all change.
- Skills, knowledge, and capacity for developing an organization using a holistic organizational development approach.
- Simple multi-purpose tools from the Genuine Contact toolkit to support your work using a holistic organizational development approach.
- A roadmap for your ideal organization using a holistic organizational development approach.

Holistic organizational development, the Genuine Contact Way, provides an opportunity to explore what you need to consider to guide leaders and their organizations through their evolution. We have thirty years of experience working from a Holistic Organizational

Development approach. This has evolved for us over time and through experience including with the international Genuine Contact Organization.

## Why use this approach?

Using a holistic organizational development approach ensures that you are creating a balanced system in your organization, a system that can quickly rebalance itself when it gets out of balance. The natural state of all of us and our organizations is a state of well-being. A holistic organizational development approach helps our organizations and communities to get back on track with this state of well-being, in alignment with a harmonious life nourishing reality. When we are in well-being, harmony, and experiencing life-nourishing conditions, we make better, even best, choices and decisions individually and collectively. Alternately, when we are not in our well-being, harmony, experiencing life-depleting (toxic) conditions, individually and collectively, we are not in the right conditions for making choices and decisions for creating and evolving our best future.

A holistic organizational development approach includes the seen world and the unseen world for the gathering of information, synthesizing information, and acting on it. The seen world is determined by our five traditionally accepted senses of touch, taste, sight, hearing, smell. These provide us with an understanding of the world that might be perceived as reality. The unseen world, just as important, is understood through other senses of the multi-sensory makeup of humans including intuition, love, imagination, telepathy, and the human spirit to name a few. When the unseen world information is added to the seen world information, different understanding emerges that offers a more whole perspective.

From a holistic approach, working consciously with the whole instead of fragments of this whole, the organization is better able to live the answers it has to three important questions “why am I?”, “who am I?”, and “where am I going?”. The answers to all three, for an organization, are vitally important to a solid foundation from which it can grow.

There is no singular definition or approach to using a holistic organizational development approach. In this workshop, we offer the holistic organizational development approach that is based on the Genuine Contact Way of leading, working, and living. It is offered as an example from which participants will develop their choices about their holistic organizational development approach.

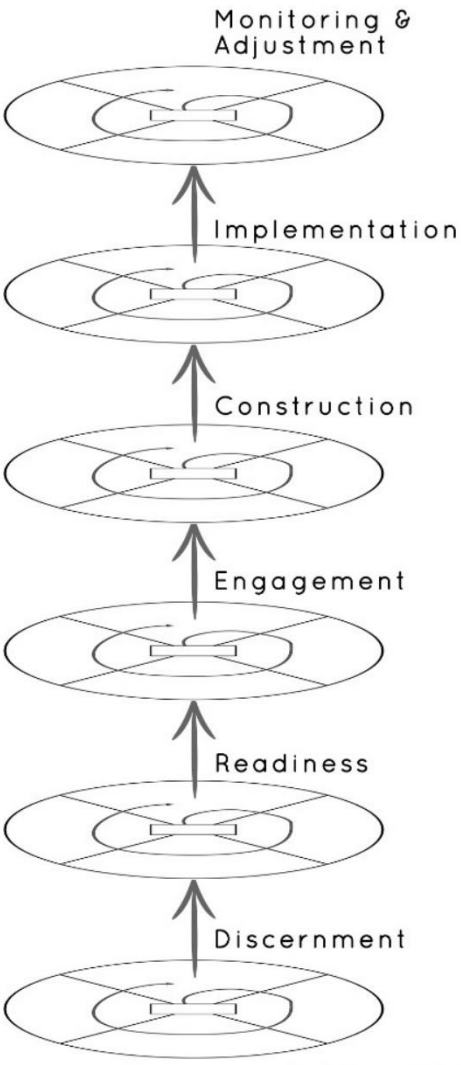
## Who needs to be involved?

Formal leaders, managers, and consultants have clear roles in preparing the organization to adopt developing itself from a holistic organizational development approach and leading the organizational development with that intention in mind.

Ideally, everyone who identifies as a stakeholder of the organization is oriented to the holistic organizational development approach and the intended shift in the culture of the organization. Skill, knowledge, and capacity is needed for the people to adopt a holistic way of operating as an organization for the benefit of individuals and the whole organization.

# How does it work?

Learning in this module is offered through 6 phases of learning, based on the Evolutionary Spiral. One of the multi-use tools that make up the Genuine Contact Toolkit, the Evolutionary Spiral offers a roadmap of your learning and development. Every phase provides the tools, tips, and guidance for your exploration of Holistic Organizational Development and a next step in your personal and professional leadership development.




1. **Discernment**: You will begin by establishing working definitions that capture your perceptions of what Holistic Organizational Development is and is not. Through art and nature, you'll establish your concept of an ideal organization or culture, developing clarity about what you assume and believe regarding organizational development.

2. **Readiness**: In this turn of the wheel, you will learn what you'll need to do to ensure sufficient readiness in an organization for undergoing an organizational transformation to a holistic organizational development approach. You will be presented with five beliefs for the purpose of considering their implications for your holistic organizational development perspective considering what is internal to an organization and within the performance environment of complexity and constant change. You'll be guided in developing a readiness checklist complete with actions that you can take towards readiness for the holistic organizational development.

3. **Engagement**: You will be taken through a series of activities to engage you with principles, concepts, laws, and values to support holistic organizational development. You'll increase your confidence and capacity for leading holistic organizational development. In this turn of the wheel, you will learn the tools that you will use during construction of a roadmap for holistic organizational development starting from where you are now, and moving to where you want to be with an organization.

4. **Construction**: In this turn of the wheel, you'll develop your roadmap based on the choices you have made in relation to the guidance, tools, tips, and insights that took place during the workshop in you and in others, all that you have learned about holistic organizational development. You'll come through this phase with increased competency in leading an organization to develop itself using holistic organizational development.

5. **Implementation**: In this turn of the wheel, you will devise a presentation for a team, orienting them to holistic organizational development. The presentation will include what

will be expected of them as individuals and as teams to support the organizational development within a culture of development in the organization.

6. **Monitoring and Adjustment**: You'll look at the difference between performance management and monitoring & adjustment. Using role play, in this turn of the wheel, you will work out what monitoring needs to include and why. You'll learn what is needed for rebalancing an organization back to its well-being when it gets out of balance.

The module is designed with follow-on facilitated peer-with-peer mentoring circles to support your ongoing learning with Holistic Organizational Development the Genuine Contact Way. These mentoring circles include group discussions facilitated by a Genuine Contact Trainer about what has been learned while applying your learning.

# Origin story of Holistic Organizational Development the Genuine Contact way

*The origin story of Holistic Organizational Development the Genuine Contact Way is told by Birgitt Williams, co-creator of the Genuine Contact Program and Genuine Contact Way of working and living.*

My first experience with the theories and practice of organizational development was in the 1980's. At the time, I was mandated by my Board of Directors of a non-profit organization to lead the organization through an organizational transformation. As the new CEO, I conveyed to the members of the Board that I had not carried out an organizational transformation before. They admitted that they had not either, although they were all respected leaders in business in our city. They promised to support me as I learned, experimented, and developed my expertise in transforming organizations.

I discovered that most of the professionals in organizational development had not yet gained interest in the less exact science of organizational transformation. The focus of their work was incremental stages of development, mostly focused on bottom line growth. Incremental stages of development were not satisfactory for achieving organizational transformation. I found those who were interested in, studying, and experimenting with organizational transformation. Transformation included bottom line growth yet also took into account employee wellbeing, greater organization-wide alignment, yet still with a view towards greater impact and efficiency.

With the support of the Board of Directors, a vision was developed of a comprehensive approach to developing our organization. The vision recognized that everything was connected, that the organizations growth and impact were intertwined with the commitment and wellbeing of our staff and volunteers, with other stakeholders including our donor base, and the long-term community impact. We realized that once the organizational transformation was accomplished, we had the formidable task of sustaining the new paradigm for the organization. The transformation our organization was going through was from a charity model to a community model, with those receiving our services part of our community rather than being treated as recipients of charity. We couldn't afford to go back to the charity model once we had achieved the community model.

Sustaining the new paradigm required a more comprehensive organizational development effort. Based on recognizing that everything was interconnected, and that whatever affected

one part of our community affected all parts of our community, I proposed that we work with Holistic Organizational Development. The members of the Board asked me what this was. I answered that we would need to figure it out as we went, however as a starting point, we could use what I had learned from Elders of the Six Nations of the Grand River during my work at their Indigenous reservation who taught me to work with the indigenous wisdom of 'all my relations' meaning that everything was in relation to everything else. We could use what I had learned from the community of healers working with Reiki healing, drumming, and the holistic approach to the wellbeing of the individual. We could combine the Indigenous wisdom teachings, the healing arts wisdom, and the best practices of organizational development.

We were successful with the organizational transformation and immediately worked from a holistic organizational development approach as created and defined by us to meet our need of sustaining the new paradigm in our organization and beyond to the greater community. We understood that our holistic organizational development approach assumed the need for our organization's long term viability for long term community impact. We had to focus on our economic prosperity while supporting long term community good. We understood that our organization needed to develop as an integral part of a larger societal ecosystem in which we thrived and had a role in the community thriving.

From our need to sustain the new paradigm, we created and worked with our version of holistic organizational development. We experimented. We learned, refined, learned more. The current version of Holistic Organizational Development the Genuine Contact way grew from this beginning in one organization.

## Five Beliefs of Genuine Contact

Underpinning this Genuine Contact Way module are the five beliefs that Genuine Contact is rooted in. These inform our way of working and are one of the core concepts foundational to the Genuine Contact Way and explored deeply in the book *The Genuine Contact Way: Nourishing a Culture of Leadership*.

As you learn Holistic Organizational Development, you are offered these five beliefs. Nothing more is offered about these beliefs at this time as it is important for you to draw your own insights, understandings, and possible conclusions about the relationship of these five beliefs and Holistic Organizational Development. You are invited throughout your learning to explore how paying attention to these five beliefs affects the way work with Holistic Organizational Development is approached. As you carry out your learning, it is also useful to include how not paying attention to these five beliefs affects the way Holistic Organizational Development work is approached.

1. **We believe that every organism (including the organization) has within it the blueprint for its own optimal health and balance.** We trust the people in the organization to know what is needed for optimal effectiveness. Building on the strengths within the organization is a key to optimal effectiveness.
2. **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.

3. **We believe that Spirit or spirit matters (conscious energy), that through spirit or Spirit all creation is connected, and that people are precious.** Our experience is that strategies based on these values have exciting, tangible results.
4. **We believe that change with its accompanying loss, grief work, and conflict is constant.** Individuals and 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.
5. **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.

# 1. Discernment

*At the beginning of any endeavor, discernment provides the value that comes from understanding what you know. Do so without judgement as you discover what is true for you.*

*~Birgitt Williams*

You will begin with discernment by establishing a baseline measure for yourself against which you'll be invited to measure your progress in your understanding of holistic organizational development. You'll discern working definitions that capture your perceptions of what holistic organizational development is and is not. Through art and nature, you'll establish your concept of an ideal organization or culture, developing clarity about what you assume and believe regarding organizational development.

# Your starting point: establishing baseline measures

Answering the reflection questions in this section provides an opportunity to examine your baseline measures to capture your perceptions of holistic organizational development.

To continue to support your preparations for learning, you are invited to answer the following reflection questions using a scale of 1 to 10, with 1 as low and 10 as high.

How much do you feel that you know about what holistic organizational development is?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about helping an organization get into readiness for holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about engaging the people in an organization in holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about constructing a plan that leads to successful holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about implementing holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about monitoring and adjusting holistic organizational development?
1 2 3 4 5 6 7 8 9 10

Over time, you may find it beneficial to return to these questions and ask them of yourself again. Checking against your baseline measurements over time can support you in tracking your progress in working with holistic organizational development.

# Developing working definitions

To proceed with the learning so that you make it uniquely yours, it is important for you to have working definitions of holistic organizational development and your concept of an ideal organization. There are three steps you are asked to take in creating definitions for yourself that serve as a starting point for the rest of your work with holistic organizational development.

**Step One**: To develop a more robust definition of an organization, create a visual of your ideal organization or culture. A visual of your ideal organization using art to capture your concepts of the ideal organization stimulates reflections that capture what you know.

When you have completed the visual, write your definition of the ideal organization using the visual you created to assist you.

**Step Two**: Using your definition of the ideal organization, you'll likely find yourself thinking about how to create that organization. This is where you'll need to consider using a holistic organizational development approach.  Holistic means that you'll emphasize the importance of the whole and the interdependence of the parts of the whole.

Working from this basic concept of the importance of the whole and the interdependence of the parts, what do you understand holistic organizational development to be? Create a working definition of holistic organizational development.

**Step Three**: When you worked on your ideal organization and your definition of holistic organizational development, you would have approached this discernment from your dominant worldview (your Weltanschauung). A worldview is your cognitive framework from which you perceive and interpret the world. Your worldview is made up of a collection of your beliefs about life and the universe. In other words, your worldview is how you assess the world, including how you assess organizations based on deeply held beliefs.

Please note the insights you are having into your worldview as it showed up for you through steps one and two.

# Value of discernment

You have now finished the turn of the Evolutionary Spiral in which you explored discernment. Was taking the time for discernment useful to you and if so, how? When working with people in your organization, or in an organization, would you include time for discernment and if so, what do you believe discernment will help them with? Is it important for people in a group or team to develop agreement with each other in the discernment process?

## Learning summary

You have gone through activities to discern your current understanding about holistic organizational development and to create baseline measurements. You are invited to review your notes, reflections, and insights and to do a brief and clear summary of what your discernment produced that you feel is important to remember or refer to.

# 2. Readiness

*Readiness requires being grounded and authentic in what you are setting out to do.*

*~ Birgitt Williams*

Following discernment, it is time for readiness. In this turn of the wheel, you will learn what you'll need to do to ensure sufficient readiness in an organization for undergoing an organizational transformation to a holistic organizational development approach. You will be presented with five beliefs for the purpose of considering their implications for your holistic organizational development perspective considering what is internal to an organization and within the performance environment of complexity and constant change. You'll be guided in developing a readiness checklist complete with actions that you can take towards readiness for holistic organizational development.

# Developing a Checklist

Readiness accomplishes exploring how ready the organization is to undertake the intended goal in relation to its capacity to do so. Readiness identifies whether further work is needed to achieve readiness for moving forward. This may include developing a plan for increasing capacity in the organization to move forward with holistic organizational development. Readiness is important for successful goal accomplishment.

Your task is to develop a readiness checklist. Use the knowledge that you have gained so far in this module and from your own experiences with organizations to think about what could go into this readiness checklist.

The readiness checklist is about actions that you can take in an organization to help the organization get ready for developing itself via holistic organizational development. Record each item in the way that suits you best, whether as a list or other way of recording a ‘checklist’.

For the balance of this module and into the future, this readiness checklist can be used as a tool to refer to again and again, adjusting it according to your learning along the way.

# Exploring meta-beliefs

Underpinning your work in organizational development, in the discernment chapter, you had an opportunity to think about how your worldview impacts your organizational development perspective. You are now invited to go further in this exploration with an opportunity to think about the role of meta-beliefs in holistic organizational development.

An example of meta-beliefs is the Five Beliefs that the Genuine Contact way is rooted in. These Five Beliefs underpin Holistic Organizational Development the Genuine Contact way. They assist us in making sense of working with holistic organizational development. Please think about the implications of working from these Five Beliefs when adopting holistic organizational development.

It is important for you to draw your own insights, understandings, and conclusions about the relationship of these five beliefs as the meta-beliefs underpinning holistic organizational development. As you go through this exploration, alternate meta-beliefs may suit you and your work better and if so, use what feels best for you.

1. **We believe that every organism (including the organization) has within it the blueprint for its own optimal health and balance.** We trust the people in the organization to know what is needed for optimal effectiveness. Building on the strengths within the organization is a key to optimal effectiveness.
2. **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.
3. **We believe that Spirit or spirit matters (conscious energy), that through spirit or Spirit all of creation is connected, and that people are precious.** Our experience is that strategies based on these values have exciting, tangible results.
4. **We believe that change with its accompanying loss, grief work, and conflict is constant.** Individuals and 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.
5. **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.

What do you notice about your personal insights regarding the five beliefs as the meta-beliefs underpinning holistic organizational development? What other beliefs might inform your own work with holistic organizational development?

At this point in your readiness work, you have conclusions about whether the Five Beliefs of Genuine Contact or alternate beliefs form the underpinning provided by meta-beliefs for your work with holistic organizational development. As you go forward in exploring Holistic Organizational Development the Genuine Contact way, pay attention to your chosen meta-beliefs to further your understanding if they are useful to you. It is also useful to include how not paying attention to your chosen meta-beliefs influences the way holistic organizational development work is approached.

## Value of readiness

You have now finished the turn of the Evolutionary Spiral in which you explored readiness. Was taking the time for readiness useful to you and if so, how? When working with people in your organization, or in an organization, would you include time for readiness and if so, what do you believe readiness will help them with? Is it important for people in a group or team to develop agreement with each other in the readiness process?

## Learning summary

You have gone through some activities to understand the value of readiness when you carry out holistic organizational development work. You are invited to review your notes, reflections, and insights and to do a brief and clear summary of this work with readiness for holistic organizational development that you feel is important to remember or refer to.

# 3. Engagement

*New skills and patterns in an organization depend on the engagement of the people in finding value for their lives and work in the development of these skills and patterns.*

*~ Birgitt Williams*

You will be taken through a series of activities to engage you with principles, concepts, laws, and values to support holistic organizational development. You'll increase your confidence and capacity for leading holistic organizational development.  In this turn of the wheel, you will learn the tools that you will use during construction of a roadmap for holistic organizational development starting from where you are now, and moving to where you want to be with an organization.

# Framework for meaningful engagement

To invite real engagement in people requires going deeper than the surface, deeper than superficial thinking. Really engaging people in holistic organizational development is achieved by attraction rather than telling or pushing.

One way of doing so is to focus on an exploration of principles, concepts, laws, and values that support holistic organizational development.

Laws, principles, values, and concepts affect us individually and collectively. The ones a person chooses, consciously or subconsciously, to work with develop from their individual worldviews. Conversations and explorations that include developing clarity about the laws, principles, values, and concepts provide different and important insights on growth and development, leadership, co-creativity, co-leadership. These conversations and explorations assist us in shifting from “I don’t know what I don’t know” to “now I know what I don’t know.”

There are different ways of using the words ‘laws’, ‘principles’, ‘values’, and ‘concepts.’ Here, you’ll find the way these words are used within this learning module.

## Laws

Laws pertain to Laws of the Universe as a person experiences them to be. By implementing the laws, whole communities and organizations can go from off-track to on-track. Examples of laws that keep us in harmony with the Universe include

1. Sustainable change is from within, starting from the inside and working its way out.
2. In order for development to occur, it must be preceded by a vision because individuals and groups move toward what they focus on.
3. The only way a great learning  leading to development occurs is if the whole community is involved.
4. A life-nourishing environment is needed so that anything within the system that is dis-eased can experience support for healing and wholeness.

## Principles

Principles are more related to action, defining accepted rules of action. A basic rule that explains how something happens or works. An example that your may be familiar with is the four principles of the meeting method Open Space Technology:

1. Whoever comes are the right people.
2. Whenever it starts it the right time.
3. Whatever happens is the only thing that could.
4. When it’s over, it’s over.

Another example of a principle is that everyone has the right to develop their full potential.

### Values

Values are more related to an emotional investment in what is believed to be true, often related to a moral code in an individual or society. Among people, there can be similarity or differences in values., and those moral codes are different as a result. People can live their whole lives according to those values, including discounting other values that the people around them prefer to live by. Values can have cultural or familial roots or be created or chosen out of beliefs of what is good or bad, and how people should act. An example of a value in the Genuine Contact way of working is to create maximum choice, maximum freedom for people to engage, make decisions, and take action. The result of being emotionally invested in this value is that one is always checking in processes and actions whether they are unnecessarily taking choice away from people.

### Concepts

Concepts are more related to thinking. In other words, a concept is something conceived in the mind. For example, for decades in business schools, a concept that affected a lot of the teaching was the importance of creating fear to get the best performance out of people. Another example of a concept is when Isaac Newton had the concept of gravity and then went onwards with experiments to prove his concept.

## Understanding your perspective

To be able to help others with this exploration, it is important for you to have knowledge of principles, concepts, laws, and values associated with holistic organizational development from your perspective.

Please develop principles, concepts, laws, or values that support holistic organizational development. To do this, do some research to get comfortable with the difference between principles, concepts, laws, and values.

Then do a different kind of research by having conversations with others to listen for points that they contribute regarding holistic organizational development, picking up on what fits into each of the four categories.

Capture what you have heard in your conversational research, reflect on these points. From this input, go further to develop a summary of the principles, concepts, laws, and values associated with holistic organizational development from your perspective.

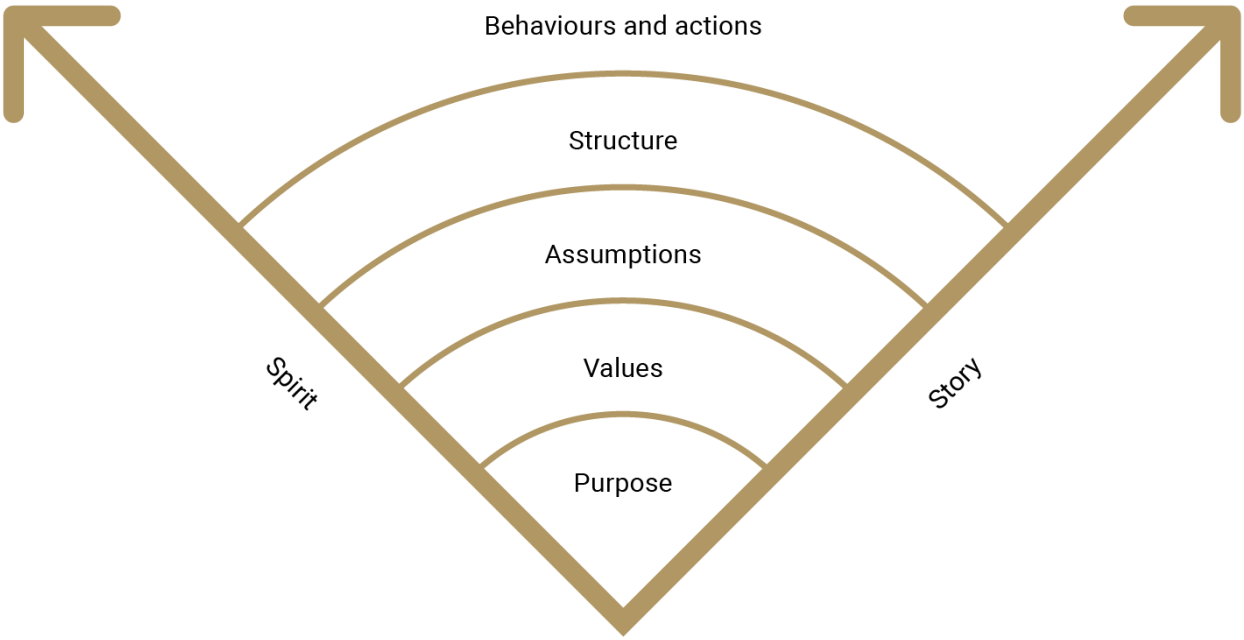
Take this work you have done on principles, concepts, laws, and values one step further by creating a presentation that you could use to engage others with holistic organizational development.

# Using the Deep Essence for Engagement

The goal of this next activity continues the work of engaging people in working with holistic organizational development. This will also give you the opportunity to practice with one application of the Deep Essence Tool – a multi-purpose Genuine Contact tool.

To introduce you to this tool, imagine this wedge as a wedge cut from a sphere or a ball. The radial arms that permeate the sphere are story and spirit. Within the arms of story and spirit are layers building on one another of purpose, values, assumptions, structure, all of which support the behaviors and actions being what they are.

Spend some time familiarizing yourself with the Deep Essence Tool so that you feel comfortable in using it with other people.




- **Story**: there is always a story about any topic including about holistic organizational development. How the story gets told can be directed by the question you ask when you invite a person to share the story that they have about the topic.
- **Spirit**: when one listens to the story, there is a felt sense of the spirit of what is being told that can be captured with a few key words.
- **Purpose**: the reason that something exists.
- **Values**: the qualities most meaningful to you about something, defining the worth of it
- **Assumptions**: a belief or feeling that something is true, even without proof that it is and possibly even without seeking validity for the feeling or belief
- **Structure**: a pattern or framework that captures the interconnection of parts that make up a whole, how those parts are arranged.
- **Behaviors and Actions**: how people conduct themselves.

Now that you are more familiar with the Deep Essence Tool, you are invited to develop a question for each of the seven components of the tool. The question for each is to focus on the association of that component to holistic organizational development. By the time people that you ask these questions have developed their answers, they would feel engaged with holistic organizational development.

# Value of engagement

You have now finished the turn of the Evolutionary Spiral in which you explored engagement. Was taking the time for engagement useful to you and if so, how? When working with people in your organization, or as an external consultant working with an organization, would you include time for engagement and if so, what do you believe engagement will help them with? Is it important for people in a group or team to develop agreement with each other in the engagement process?

# Learning summary

You have gone through many activities to understand the value of engagement when you carry out holistic organizational development work. You are invited to review your notes, reflections, and insights and to do a brief and clear summary of the value of engagement that you feel is important to remember or refer to.

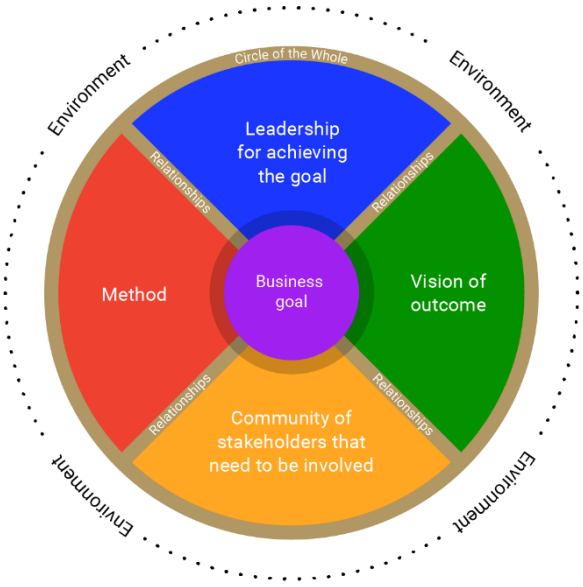
# 4. Construction

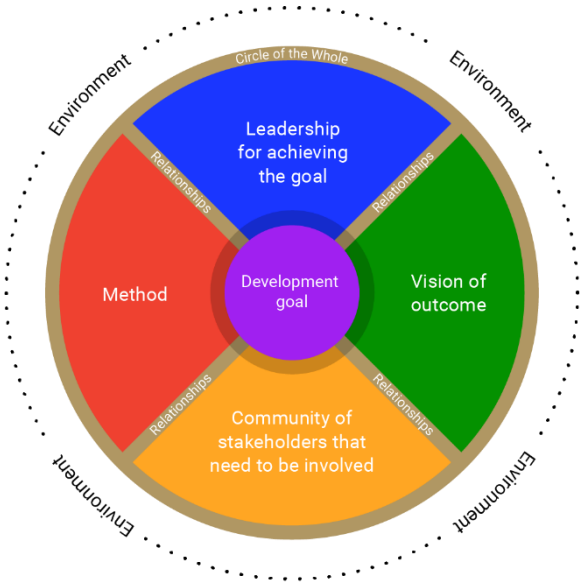
> *Having put work into discernment, readiness and engagement, the quality of what you construct always surpasses what you would have developed if you went into construction first.*
>
> *~ Rachel Bolton*

In this turn of the wheel, you'll develop your roadmap based on the choices you have made in relation to the guidance, tools, tips, and insights that took place during the workshop in you and in others, all that you have learned about holistic organizational development. You'll come through this phase with increased competency in leading an organization to develop itself using holistic organizational development.

# Clarifying the scope of work

To support you in exploring construction, you'll learn to use another multi-purpose tool of the Genuine Contact way, the Service Delivery Model. There are two versions of the Service Delivery Model that differ only in what is in the center. In one, the Service Delivery Model is centered around a business goal, in the other it is centered around a development goal. Usually, for every new undertaking there is both a business goal and a development goal. Frequently, the development goal is not given sufficient consideration.




Imagine that you are an interviewer asking a leader to define their business goal for working with holistic organizational development, what they know about leadership for working with holistic organizational development, expected outcomes, and who makes up the community of stakeholders. Now imagine the answers that the leader would give you.

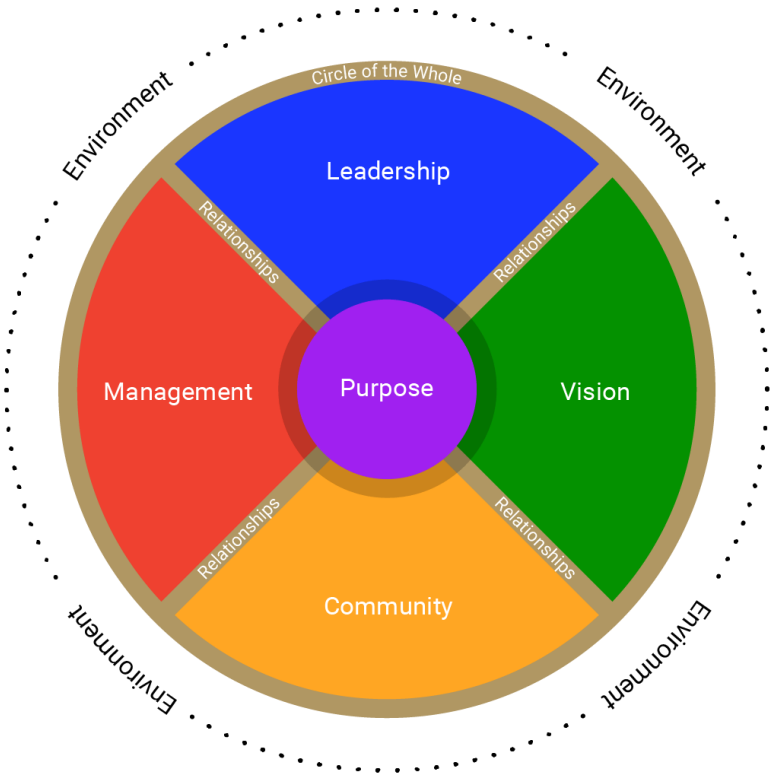
Then, turn to the Service Delivery Model with the development goal in the center and start a new round of questions. Begin with asking the leader to define their development goal for working with holistic organizational development. Continue around through leadership, expected outcomes and community of stakeholders probing whether the answers are the same or different to the ones given when focused on the business goal.

In both versions of the Service Delivery Model, don't yet go to 'method' while you are in this interviewer mode. The method is developed after this interview, taking all of the answers from the interview and your understanding of the scope of work into consideration. This work on developing the method addresses how to accomplish the business goal and development goal, with the leadership identified, achieving the expected outcomes, with the community of stakeholders to be involved. The method is developed by the person or team tasked with the holistic organizational development work.

# Creating a roadmap

To complete the work with the Service Delivery Model, there are several ways to sort out what you could put into method. One way is to create a roadmap. As a first step to begin work on a roadmap, define what a roadmap is and what it is intended to accomplish. You might write a definition, create a visual representation of a roadmap, or use a combination of both.

As a next step to develop the roadmap to accomplish the method, you are invited to use another multi-purpose Genuine Contact tool, the Medicine Wheel Tool. As well as constructing a roadmap using the Medicine Wheel Tool, this activity gives you the opportunity to explore whether the Medicine Wheel Tool is useful to you in developing a roadmap for working with holistic organizational development.




You have already used the Service Delivery Model to clarify the scope of work. It is a version of the Medicine Wheel Tool, so the Medicine Wheel Tool may already feel familiar. Just as when working with the Service Delivery Model, you start your work with the Medicine Wheel Tool in the center. Here, rather than a business goal or development goal, you find and work with purpose. Then, you continue a familiar path, on to leadership, vision, community, and management in the order listed. You'll then go on to relationships (represented by the cross), circle of the whole, and the environment.

Simple questions to consider for each are:

- **Purpose**: what is the purpose of holistic organizational development?
- **Leadership**: what do you know about leadership for holistic organizational development
- **Vision**: what is your vision for working with holistic organizational development including expected outcomes in doing so?
- **Community**: who needs to be involved to be successful with holistic organizational development?
- **Management**: what resources are needed? What barriers need to be removed?
- **Relationships**: what do you need to pay attention to regarding relationships for holistic organizational development to create success?

- **Circle of the Whole**: what do you need to consider in involving collective wisdom, the wisdom created when groups of people even the whole organization come together when working with holistic organizational development?
- **Environment**: what needs to be taken into consideration in the bigger environment when working with holistic organizational development?

Turning the answers to these simple questions into future action can be the basis for your roadmap. Imagine the answers you might receive from a leader, turn them into future actions, and create a roadmap for working with holistic organizational development.

Another way to develop the roadmap for holistic organizational development using the Medicine Wheel Tool begins with using your intuition. Using cloths, scarves, or paper, make a large version of the Medicine Wheel Tool on the floor.

Next, take a deck of Developing Leadership the Genuine Contact Way cards and shuffle them. Keeping the cards face down, populate the seven components of the Medicine Wheel Tool with cards, resulting in about seven cards per component. You can put them into each component one at a time, as though dealing playing cards for a card game. Or put them 7 at a time into each component, putting any remaining cards into the component of your choice. Or use another method entirely. Choosing how to distribute the cards is part of using your intuition.

Once all the cards have been put into components of the Medicine Wheel Tool, turn the cards face up to find out what the cards are offering as a message for the roadmap in each component. Reflect on what the cards reveal to you and make some notes about what you wish to consider for each component.

This is a non-linear approach that began with your intuition, and then involves reflection to determine the message you are picking up from each card as it relates to the component that it is associated with as revealed when you laid the cards out. Develop a roadmap based on what the cards have conveyed to you, building on your reflections about the card and the placement of the card.

**Working together online?**

A variation of the intuitive approach to constructing a roadmap can be created using a digital copy of the Medicine Wheel Tool worksheet and the online version of the Developing Leadership Reflection Cards (https://www.dalarinternational.com/developing-leadership-capacity/). Assign the first card that is revealed to purpose, refresh the page and assign the second card that shows up to leadership and so on until every component has at least one card. You can continue refreshing the page until you have been dealt as many cards as you care to have up to seven per component. Once the Medicine Wheel Tool is populated, follow the instructions above for developing a roadmap.

# Value of construction

You have now finished the turn of the Evolutionary Spiral in which you engaged in construction. Was taking the time for construction useful to you and if so, how? When working with people in your organization, or in an organization, would you include time for construction and if so, what do you believe construction will help them with? Is it important for people in a group or team to develop agreement with each other in the construction process?

# Learning summary

You have gone through some activities to construct a roadmap to your holistic organizational development work. You are invited to review your notes, reflections, and insights and to do a brief and clear summary of the value of construction that you feel is important to remember or refer to.

# 5. Implementation

*"Coherence of mind, heart, and action leads to the best choices and decisions."*

*~ Birgitt Williams*

In this turn of the wheel, you will devise a presentation for a team, orienting them to holistic organizational development. The presentation will include what will be expected of them as individuals and as teams to support the organizational development within a culture of development in the organization.

# Strengthening a Culture of Development

During the discernment, readiness, engagement, and construction work completed so far, the focus has been on holistic organizational development, with a view to adopting it in an organization.

To understand what is being worked with at yet another layer of this work, it is important to look at two assumptions that you may have been operating from.

1. That the organization wants to develop itself, in other words that there is an understanding that organizational development is important.
2. That the organization has a culture of development.

Both are necessary for holistic organizational development to be implemented. At the start of implementation, it can be helpful for you to position the holistic organizational development work as creating or strengthening a culture of development in the organization. Make some notes for yourself about the importance of the organization wanting to develop itself, and the existence of a culture of development. Think of these notes as briefing notes to yourself should you need them.

# Planning for Implementation

Using all the knowledge you now have about holistic organizational development, it is now time for you to guide a leadership team in working with holistic organizational development. Develop and write up a presentation for a leadership team that outlines your plan for implementation, taking your roadmap into account. Specifically, your focus in the presentation is on implementation of holistic organizational development. What will be expected of them as individuals and as a team to do their part for the implementation of holistic organizational development. Assume that they already have a culture of development and are now making the transition to working with a holistic organizational development approach.

# Value of implementation

You have now finished the turn of the Evolutionary Spiral in which you considered implementation. Was taking the time to consider implementation useful to you and if so, how? When working with people in your organization, or in an organization, would you include time for considering implementation and if so, what do you believe considering implementation will help them with? Is it important for people in a group or team to develop agreement with each other about implementation?

# Learning summary

You have gone through some activities to consider implementation of holistic organizational development work. You are invited to review your notes, reflections, and insights and to do a brief and clear summary of the value of considering implementation that you feel is important to remember or refer to.

# 6. Monitoring and adjustment

*Learning together to thrive in a performance environment of constant change.*
*~ Rachel Bolton*

You'll look at the difference between performance management and monitoring & adjustment. Using role play, in this turn of the wheel, you will work out what monitoring needs to include and why. You'll learn what is needed for rebalancing an organization back to its well-being when it gets out of balance.

# Monitoring your learning

You are invited to go back to the baseline measure that you completed at the start of this Holistic Organizational Development the Genuine Contact Way module. You are invited to answer the same questions that you answered in the baseline assessment, determining progress with your learning. Answer these same questions here and then look back to your original assessment on page 10 to determine your progress.

How much do you feel that you know about what holistic organizational development is?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about helping an organization get into readiness for holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about engaging the people of an organization in holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about constructing a plan that leads to successful holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about implementing holistic organizational development?
1 2 3 4 5 6 7 8 9 10

How much do you feel that you know about monitoring and adjusting holistic organizational development?
1 2 3 4 5 6 7 8 9 10

## Adjusting your future progress

Having done your comparison to monitor your progress, what would you like to adjust going forward regarding your continued development with holistic organizational development? This is a simple way to do monitoring and figuring out where some adjustment is needed that you can personally take some leadership in doing.

# Planning next steps

You have compared the baseline information created at the start of this workshop with the same measure used at the end of the workshop to monitor your progress. You then thought about where some adjustment was needed for your development going forward.

The next step is to develop clarity about what you want to adjust, where you want to put emphasis for your development based on what showed up in the monitoring.

It is helpful to develop a structure for yourself to map out the adjustment. The structure could be a timeline yet doesn't need to be. With the results from your monitoring activity fresh in your mind, clarify what you are choosing to adjust in your development with holistic organizational development, and the way you want to structure your plan.

# Working with a leadership team

Having had the opportunity to explore monitoring and adjustment regarding your development with holistic organizational development, the next step is to explore what would work for monitoring and adjustment regarding collective leadership. What options can you identify or create as a baseline to measure against for a leadership team who will take collective leadership for holistic organizational development. What would you recommend to them for monitoring their progress in holistic organizational development?

Identify what you can use as a baseline, creating what you think would work as a monitoring tool. The tool, when used over time, needs to show what gaps there are in progress thus clarifying where adjustments need to be made. Create a presentation that you would use with a leadership team about the monitoring tool you suggest for them including what it is intended to accomplish. Add to the presentation the need to identify what is to be adjusted and the value of developing a structure to capture a plan for adjustments.

# Value of monitoring and adjustment

You have now finished the turn of the Evolutionary Spiral in which you considered monitoring and adjustment. Was taking the time for considering monitoring and adjustment useful to you and if so, how? When working with people in your organization, or in an organization, would you include time for considering monitoring and adjustment and if so, what do you believe considering monitoring and adjustment will help them with? Is it important for people in a group or team to develop agreement with each other about monitoring and adjustment?

# Learning summary

You have gone through activities to understand the approach to monitoring and adjusting the implementation of a holistic organizational development process. What have you noticed? You are invited to review your notes, reflections, and insights and to do a brief and clear summary of the value of monitoring and adjustment that you feel is important to remember or refer to.

# Thank You

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

And of course, you are invited to 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


- The Genuine Contact program and way of working were developed by Birgitt Wiliams and Ward Williams. This learning module was created by Birgitt Williams and Rachel Bolton of Dalar International Consultancy. They 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.

- The Four Fold Way was researched and written by Dr. Angeles Arrien, cultural anthropologist and business consultant.

- 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 Genuine Contact logo, workbook design, and other graphic design are the work of Maya Lie of Providers of Goodness. She can be reached at http://providersofgoodness.com.

- The manuals and other media for the Genuine Contact™ program are maintained by the Genuine Contact Organization. You can reach the Director, Rachel Bolton, at pd@genuinecontact.net.

- A comprehensive bibliography for the Genuine Contact™ program and a recommended reading list for this learning module is available at genuinecontact.net/recommended-reading/

# Become a member

You are invited to become a member of the Genuine Contact Organization. To support and invest in this organization and its work to spread Genuine Contact in the world.

For over 2 decades, Genuine Contact has grown and spread in the world through reciprocal relationships. While learning the modules of the Genuine Contact Program teaches tools and methods that can be applied immediately, being a member of the Genuine Contact Organization and contributing to its work offers an ongoing opportunity for learning deeply about the Genuine Contact way of working.

Built on a foundation of 5 beliefs, the 9 modules of the Genuine Contact Program, working with the Medicine Wheel Tool, and mentoring, our members contribute their time, passion, and wisdom to spread Genuine Contact in the world while benefitting from a powerful and holistic way of working in organizations and a vibrant membership community.

Membership is open to people who are ready to:

- experience great benefit through the insights, wisdom, and relationships you have by being a member of this ongoing mentoring circle
- find value in the resources that are available to you through your connection to this organization
- benefit in using Genuine Contact in your work and want to contribute to its ongoing growth and development
- have a desire to participate in and contribute to the success of the Genuine Contact Organization that makes all this possible

Membership is much more valuable than any list of services and benefits could possibly communicate. The real value is in the relationships developed, the connections made, and the opportunities taken advantage of through time spent with other members. There are also quite a few direct, tangible benefits that our members use from the moment they join – making the decision to become a member an easy one.

**Choose Your Membership Package**

With 6 membership levels to choose from, there is one that's just right to meet your learning need and your contribution goals – choose the one that suits you best, and if you have any questions, feel free to contact our Director to help you choose just the right option.

For as little as $99 annually, you can support the future of the Genuine Contact way of living and working.

Learn more about membership at https://genuinecontact.net/membership/

# Genuine Contact
# Quality Commitment

## Preamble

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

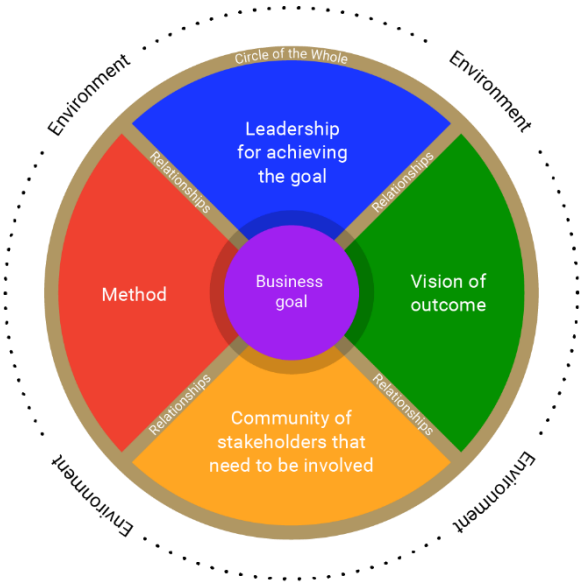
When working with the Genuine Contact™ approach to facilitate meetings, I follow an established protocol which includes preparation meetings, facilitation of the main meeting, facilitation of a debrief meeting, and ensuring a follow up accountability meeting whenever possible. I use Whole Person Process 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

## Foundational Givens, Beliefs, Components, and Key Concepts of working with Genuine Contact

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.

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

# 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.

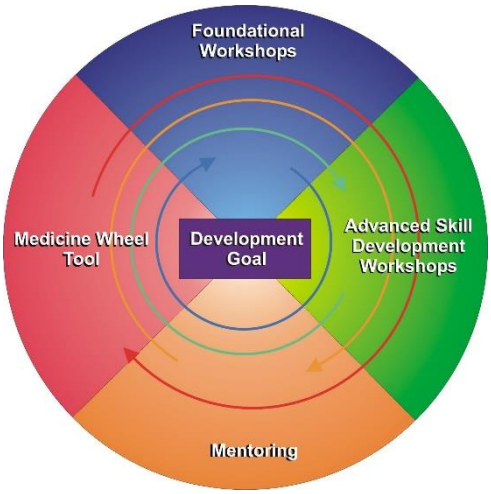
2. We believe that every organism (including the organization) has within it the blueprint for its own optimal health and balance.

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 Learning Modules and Advanced Skill Development Learning Modules 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. <u>Foundations 1: Path to Organizational Health and Balance</u>
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. <u>Foundations 2: Achieving and Regenerating Organizational Health and Balance</u>
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 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 assist the organization to 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.

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

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For more information visit **genuinecontact.net**