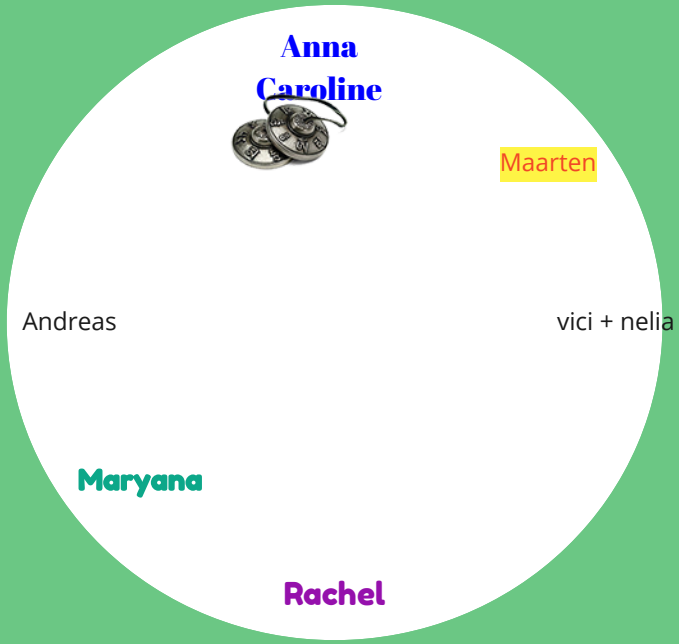
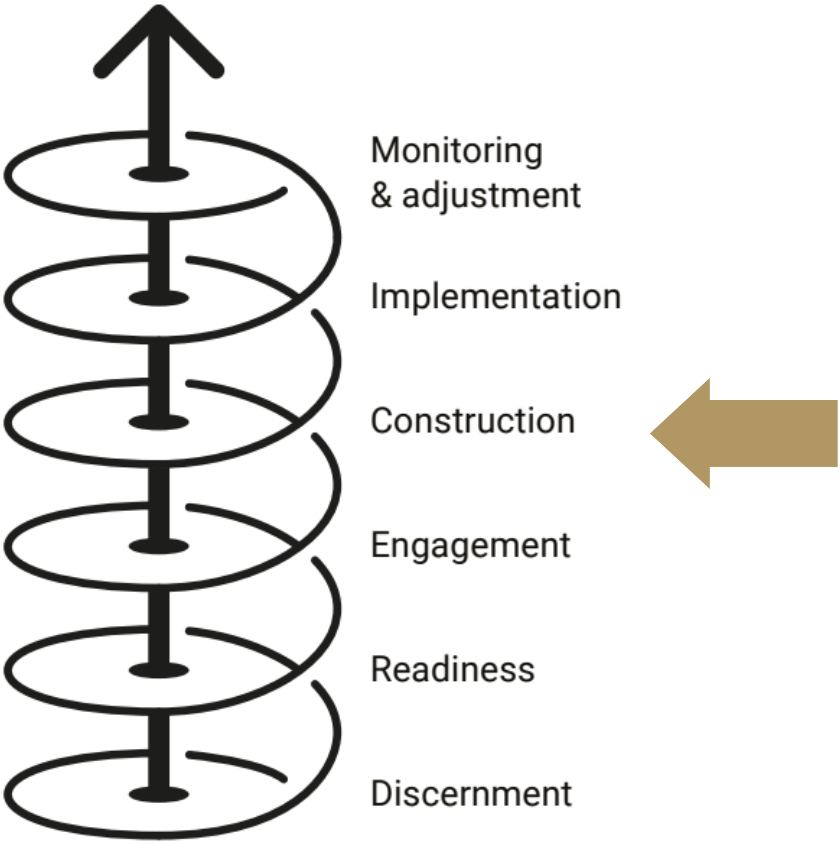
We went slow, so now we can go fast.

~ Rachel Bolton





Evolutionary Spiral

Open Questions

Is a whole system meeting the same as a whole person process facilitated meeting?

How to assess in a good way the true readiness and willingness for participatory (strategy) work in organizations

Have you applied for the inclusion of the whole system in larger organizations also information technology in the processing of building strategies, or do you consider to do so (eg. AI assisted tools)?

The concept of participation can be interpreted differently: from consultation, right to have a say, decision mandate, to full selforganization is a wide range of levels to participate,

But also how many are invited to participate mitgh differ significantly.

Does the GC approach somewhat define the concept of participation in some of the above mentioned aspects or differently?

Some differenciate in strategy work btw. establishing a new strategy or a renewal of an existing strategy.

Have you experienced the use of GC strategy work also for renewal work?

If so, anything in particular to consider compared to building a fresh one from an methodology point of view, or is it principally the same approach (assuming somehoe less efforts are needed to renew)?

Is this the mentioned online place of the Change Handbook: https://nexus4change.com/library

with the specific content here: https://app.mylibrary.world/know-bitz

Is it possible to wear 2 hats in a strategic planning process, the facilitator hat and as a contributor or even sponsor?

→ If yes, what to watch out for?

I'm curious to learn more about the alignment of responsibility, accountability and authority.

In larger organizations it is likely impossible to involve everyone in strategic planning work, more likely is to form a group of representatives.

What are good practices for the selection criteria and process to define the contributors from a broad spectrum of stakeholders to make the process working BUT also to create high acceptance levels of the deliverables from the strategic planning work?

(eg. willingness/ motivation and competence and availability) AND/OR also qualitative criteria (ability to communicate in groups, ability to deal with complexity, etc.) AND/OR mix of hierachical levels, informal leadership roles AND/OR a voluntarely (even committed) contribution vs. an assigned task by decision makers....

Any good examples how in such cases the deliverables are anchored and transferred well in the rest of the organization?

Are there limitations to consider when applying strategy work the GC approach?

eg.: Does such a process also work well in crisis situations of organizations?

e.g. Is there evidence, that this approach is not biased by the protectiveness of people´s own comfortzone or limitations in the organizations information levels (blind spots), thus rather enabling for smaller improvements than disruptive change?

Decision makers in profit organizations like to have a good understanding that a certain approach delivers better than others...

Are there facts at hand, that make it evident, that in terms of effort/ outcome relation the GC strategywork delivers better than ´traditional appraoches´?

The Strategy Map includes also Financial dimensions, which in many organizations are dealt with as confindential.

How do you in such situations deal with the dilemma in the Engagement and Construction Phase, when a larger group of people might need the understanding of such information, to also integrate in their thinking?

Does the construction phase also include the identification pf value to the beneficiaries, or just focus on the value to the primary customer?

Assumption: Knowing the needs/ benefits also of customers customer might impact your own strategy making.

Is this part of the work conducted after identification of the high level strategies, or before (hen / egg phenomenom)?

Internal Processes Overview

What **KEY** internal processes from these **4 categories** must we **excel** at to create real value to our clients?

These incudes processes that already exits and ones that must be created.

1. **Operations Management:** Producing and delivering services to clients.

   Examples of operations management processes include:

   - Setting Direction
   - Focusing Enterprise
   - Operational Rigor and Discipline
   - Aligning Enterprise
   - Engaging Enterprise
   - Managing Performance
   - Problem Solving
   - Decision Making
   - Prioritization
   - External communications
   - Internal communications
   - Risk identification and mitigation
   - Fiscal Responsibility
   - Meetings that work

2. **Client management**: Establishing and leveraging relationships with clients.

   Examples of client management processes include:

   - Developing brand identity, brand story
   - Education
   - Decision Making
   - Prioritization
   - Risk identification and mitigation
   - Finding solutions
   - Stakeholder Engagement
   - Advocacy

Identify internal processes that the organization needs to be good at to achieve the high level strategies.

Operations Management:
Producing and delivering services to clients.

effective distributed work

meetings that work

standardise simple daily rituals (circle, etc.)

engaging the members

decision making

continuous learning offerings

Internal communications: amongst the members, from the different workgroups, the leadership team etc.

external communications, especially with potential new members

effective and efficient scheduling for synchronous work/ predictability

mitigate brand damage / ensure quality of the GC deliverables

Client management:
Establishing & leveraging relationships with clients.
clients being organisations seeking GC help? or members?

transparency about client base within GCO community?

Community conferences

Portfolio of case studies incl impact / results

Searcheable knowledge library (Wiki)

CRM database & Relation principles

Engaging members

Clearly understanding needs of members

data protection?

Innovation:
Developing new services, processes, and relationship

ulatory/Social:
forming to regulations and societal expectations and building stronger communities.

Establish a dedicated 'innovation group' focussing on continous search of new approaches with a specific amount of time

??

Equip the innovation group and decision makers with know how reg. idea management and innovation management

??

Themed white papers to adress sectors/issues

Conclude on the innovation strategy priorities of GCO (must win areas) to get started with

Establish an innovation process, outlining the 'regular' way to define challenges, find ideas and solutions appropriate for them

Establish a decision process on the proposals of the innovation group, which takes into account financial and staffing needs

Conclude on potential partnerships with specialists on innovation, on being part of innovation networks, research etc.

Work and deliver according priorities and innovation process, and decide on an ongoing basis

Bridge/ contextualise GCO to other methods (Agile/Lean, etc)

Communicating externally

Knowldge management

Collecting input / knowledge / wisdom from members

Building partnerships

Risk management

Translating GC into languages

Capacity Requirements

To deliver value to its clients, the organization needs the capacity to be able to excel at the internal processes identified.

What capacity from the **4 categories** below is needed to accomplish the key internal processes you have identified for your organization?

In other words, how must you develop your organization to operate your KEY processes?

Strategic choices for capacity development fall into the following **4 categories:**

1. Human Capital Dimension

Identify the competencies, capabilities, and capacity that are present in the organization. Then identify what is missing. What needs to be done to strengthen the human capital of the organization?

In other words, the Human Capacity of the organization that is required so that we can excel at our internal processes will be achieved by →

For consideration:

- Developing teams
- Developing cross-group, cross-departmental collaborations
- Removing barriers
- Developing new competencies
- Talent optimization
- Succession planning
- Equality in breadth of roles
- Feedback system for employees to expose barriers to execution.
- Training

2. Information Capital Dimension

Some key questions are "What analysis, interpretation, and information sharing is required?", "What key transactions are (or will) be enabled by IT systems?", "What databases and information sources are most important?", "What IT capability is needed?"

In other words, the Information Capacity of the organization that is required so that we can excel at our internal processes will be achieved by →

For consideration:

- Maintain and invest in technology.
- Information and knowledge collection mechanisms
- Information and knowledge storage mechanisms
- User friendly information and knowledge retrieval mechanisms
- User friendly website

3. Organization Capital Dimension

Key question "How do we need to be organized to achieve our strategic areas of focus effectively?"

Organization capacity of the organization that is required so that we can excel at our internal processes will be achieved by

For consideration:

- Appropriate structure
- Developing culture of development
- Developing culture of well being
- Developing culture of service
- Developing strategy focused culture
- Developing culture of accountability

4. Collective Intelligence/Collaboration Dimension

Key questions are "What benefit could we achieve from working with our collective intelligence?", "What is the required collective intelligence?" and "What do we need to do to grow, spread, or preserve the required collective intelligence?"

Capacity from collective intelligence of the organization that is required so that we can excel at our internal processes will be achieved by →

For consideration:

- Developing leadership
- Removing barriers
- Providing resources
- Engagement
- Alignment
- Participatory meetings
- Thriving in change

Provided courtesy of Genuine Contact
www.genuinecontact.net

Human Capacity

Identify the competencies, capabilities, and capacity that are present in the organization. Then identify what is missing. What needs to be done to strengthen the human capital of the organization?

Assumingly present

- leading one's life and work
- coaching, entrepreneurship
- Facilitation (online / offline)
- diversity of languages and cultural backgrounds
- capacity to work in cross-cultural teams / settings
- Inclusion
- Alignment / Integrating forces
- training others
- presentation
- mentoring
- marketing and **storytelling**
- Listening
- ??? community engagement, community building

Assumingly missing

- social media competences

What needs to be done to strengthen human capital?

Information Capacity

Some key questions are “What analysis, interpretation, and information sharing is required?”, “What key transactions are (or will) be enabled by IT systems?”, “What databases and information sources are most important?”, “What IT capability is needed?”

- online facilitation technology
- zoom, Miro, G'Drive and other similar tools
- membership management system (CRM?)
- Knowledge hub
- variety of payment options
- AI

Organization Capacity

Key question "How do we need to be organized to achieve our strategic areas of focus effectively?"

Structure

Managing Roles

Core Process Roles

Operations Team

Innovation Team

Client Managements Focus Team

Support Process Roles

Culture dimensions to develop

customer focused culture

human centered culture

applying 5 beliefs

culture of taking responsibility for the own and the whole

culture of cooperation

culture of diversity

culture of continuous renewal

'design' principles

Structure to support, not limit freedom

Law of mobility (2 feet)

Collective Intelligence Capacity

Key questions are "What benefit could we achieve from working with our collective intelligence?", "What is the required collective intelligence?" and "What do we need to do to grow, spread, or preserve the required collective intelligence?"

knowledge mgmt system for individuals and the complete organization

knowledge sharing rituals

Working out loud

OST working princples

company tailored AI System with a technology buddy

knowledge exchange rituals with external parties

Mentoring circles - encourage personal/ collective growth

Assist in assignments with the focus to increase the knowledge base

coaching buddy system (teacher in circle)

After Action Reviews continuously to learn from the good and the bad real life expierences

Reflection Internal Processes & Capacities

key to dig deeper than outcomes and look at processes

challenge: member organisation different from formal / functional organisation

Which is great because we should all be voluntary members of any work organisation

Difference between capability and 'mind' space/ capacity

"Floating" borderlines btw. the 4 quadrants (both for the processes and the capacities)

Thinking about the human capacity quickly led me to thinking about roles and responsbilities

Is there a specific value in differentiating between the 4 quadrants or types of the processes and capacities or is it "just" about prompting to look at both from different perspectives to not overlook something?

Case Example: Financial Considerations

The Genuine Contact Organization's primary revenue source is membership contributions. These membership contributions include:

- Annual financial contribution from each member
- Hours contributed by members towards the fulfilment of the organization's strategic plan

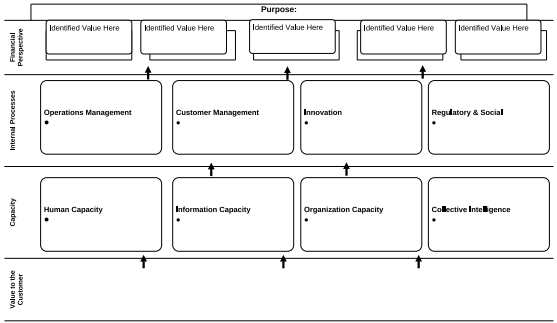
In the strategic planning process, a choice was made to explicitly visualize and count the hours people spend voluntarily supporting the organization's work as a revenue source. The organization only has 1 paid staff member, so the work of fulfilling the strategic plan is dependent upon these volunteer hours. Therefore, it is important to recognize them in the financial perspective of the organization.

One focus of the financial considerations is to increase the number of members in the organization. With more active members, the organization increases both the financial contributions received and the volunteer hours available, strengthening its financial base in different ways.

Another focus of the financial considerations is to diversify income streams. Areas to focus on during the strategic planning and implementation include:

- Opening a publishing house so that members can publish through Genuine Contact rather than self-publishing
- Offering workshops through the Genuine Contact Organization with a revenue-sharing model between the organization and the facilitators

Private Sector



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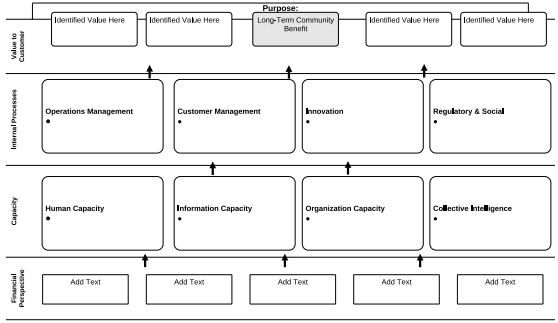
Public Sector



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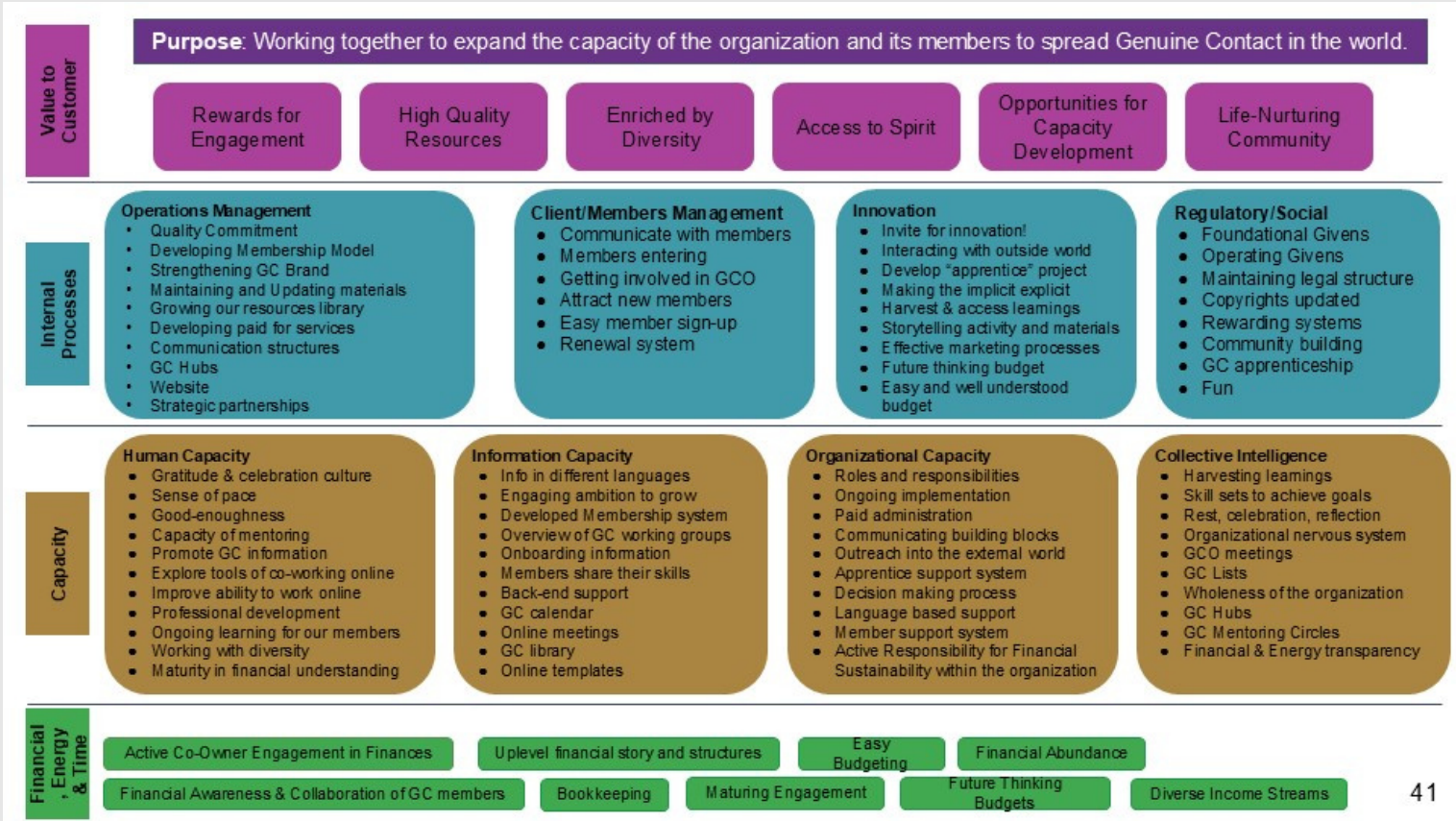
Value to Customer
Purpose: Working together to expand the capacity of the organization and its members to spread Genuine Contact in the world.
Rewards for Engagement
High Quality Resources
Enriched by Diversity
Access to Spirit
Opportunities for Capacity Development
Life-Nurturing Community
Internal 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

Reflection Strategy Maps

impressive map! relief to see how it all comes together

Could you visualise interdependencies between items?

Where are the 5 beliefs? Aren't they also value to the customer?

How do you keep it updated - dynamic (automated?)

How do you encourage critical reflection