

Effective organizational culture for the WFC

This is an iterative document, accepted in May 2008 and intended to be the basis for the WFC to develop over time.

There is no way that we in the World Future Council can make a substantive difference, and enable profound changes to take place in our societies, if we do not ourselves work in a new way. This means that we need to develop the best possible skills of good process and integrity of communication, and new ways of dealing with power issues.

This is not just something that would be nice.

It's an essential part of helping the planet to survive, since so many world-change organisations suffer from inadequate process and communications skills, resulting in the waste of much time, energy and money.

The proposal is that WFC give the requisite attention to process and communication, and in this way develop a model of effective organizational culture which could be of great value to other NGOs.

In order to start this process, we need to agree on several basic values. From these values spring various operating principles that can guide our personal and inter-personal inter-actions, and are in turn applied in certain specific ways.

These are clarified in the matrix which follows, accepted as a template for on which the WFC can surely improve over time.

We can take this forward together. Good process does not just happen; it has to be learned, developed and nurtured. WFC will need to decide whether this can best be done by a Commission, or by some other sort of on-going group. Funding for training has generously been offered.

Possibilities for how an effective organizational culture for WFC could be developed:

- Values, principles etc kept prominent in WFC literature and at all meetings
- Develop budget and funding for requisite training
- Permanent Working Group on Process
- Elders Forum available for hearing all sides to a disagreement
- Organisational Culture Commission, to work on developing the above and a theory of change.

Value	Derived Principle (what I take on board)	Application(s) (what this means in practice)
Reflection	We learn from our experiences, and base our actions on reflection	<ul style="list-style-type: none"> Evaluate what we have done Regular away-days to reflect with facilitation Use Quaker silence when things get heated
Listening	I listen before I speak	Develop habit of listening attentively for the emotional needs behind what is said
Respect	I give others the respect and affection I would like to receive	Use dialogue mode (Bohm) instead of debate
Service	I commit to be in service to the planet	Putting the aims of WFC before our own 'need to be right'
Transparency	We value truth and seek to model open-ness	We publish our accounts, sources of funds, and decision-making processes
Appreciation	The team thrives on encouragement	We give constructive feedback, and are honest about where improvements are needed
Democracy	Open, egalitarian communication between staff and Council	Everyone has a voice; decision-making process to be transparent.
Human warmth; compassion	We are interested in each other as people	Weekly staff open sessions where personal issues can be aired
Responsibility	We take responsibility for our own emotions	We speak in the first person "I feel..." and do not lay blame
Constant learning	We want to grow in communications skills	Regular training sessions for staff and EC in good communications
Understanding change	We want to understand how social change takes place	WFC develops its own theory of change
Conflict as opportunity	Develop the skills to transform conflict effectively	If there are interpersonal difficulties, use Non Violent Communication practice Offer training in conflict transformation skills
Emotional maturity	I keep a sense of perspective and do not over-react	Learn to press the pause button Training in self-knowledge