

Organizational Design

June 17, 2007

INTRODUCTION

This Organization Design Model that is used by Awakened Heart Spiritual Center, Inc. is, with some alterations, taken from the Organizational Design Model developed by the Organizational Renewal Project for an organization called United Centers for Spiritual Living. A committee of UCSL was given the task of creating an organizational design that would be renewing and innovative, vision and values-oriented, and effective for a 21st century spiritual movement.

Spiritual Mind Treatment and responsiveness to the all-guiding Source are central to the new design. Vision, values, guiding principles, spiritual community, shared prosperity, mentoring and unified support replace an emphasis upon governance, hierarchy, politics, scarcity, and a "we/they" separation.

Those participating were Rev. Kathy Hearn, Dr. Michael Beckwith, Dr. Christian Sorensen, and Dr. Roger W. Teel. The design proposed is the result of many days of intensive visioning, contemplation and co-creation. This material is offered with great openness to input, adjustments and additional innovations.

The spirit infusing this creative model is very much akin to the essence pervading the vision of Dr. Ernest Holmes, as shared in his first book, Creative Mind:

THE CENTER IS "OF GOD", OF THE ONE SOURCE

In Awakened Heart Spiritual Center, we begin with the recognition of God or Source as the All in All present within our own souls.

OUR PROPOSAL FOR GUIDING PRINCIPLES TO EMPOWER OUR SHARED

VALUES: Spiritual Mind Treatment and Visioning: To anchor our expression of spirituality, we value an emphasis upon spiritual mind treatment and meditation for spiritual connection, along with the practices of visioning and co-creation for spiritual insight to reveal our pathway. We propose that vision teams operate at the center of our community and within each activity, group, program and ministry. We propose that the offices of minister and practitioner coordinate the function of discerning and representing our pathway through these practices.

Leaders as Vision Facilitators: As a guiding principle, we propose that leadership at all levels must be centered on the facilitation of the Vision and the ever-unfolding pathway revealed through continued visioning practices. Rather than "Lone Rangers" advancing their personal opinions and preferences, our leaders participate in discerning the pathway for the unfoldment of our vision and facilitate progress along that pathway. Furthermore, our leadership involves as many as possible in service to the vision and continually cultivates more leaders.

Congruence: The proposed guiding principle of congruence suggests an all-pervading dedication to living out our values and principles and to advancing our Vision and Mission in every way possible and at all levels of our community. Simply put, our community and its members "walk our talk," in dedication to expressing a living embodiment of our Vision/Mission and of our teaching. We are demonstrating and actualizing our Vision and our possibilities.

Accountability: By means of rigorous dedication to our values and guiding principles, we manifest a natural accountability for our commitments, actions, and community participation. We are thoroughly principled and constructive.

Teamwork: At all levels, we work together to achieve our goals and to develop an ever richer, more involved and impactful Community.

Open Communication: Information and insights flow openly and dynamically in this new Community, enhancing creativity, engendering a sense of inclusion, and nurturing the efficient resolution of misunderstandings or conflict.

ESSENTIAL ELEMENTS FOR A NEW ORGANIZATIONAL DESIGN

The following elements were identified as essential to a transformed and effective Spiritual Community for the 21st Century and beyond:

Spiritual Mind Treatment & Visioning: As previously stated, a community professing a core value of spirituality must have a means to express this as its ultimate commitment and practice. Thus, we emphasize again the central importance of prayer-treatment and visioning practices to reveal our steps along the way.

Training and Education: We must continue to emphasize the evolution of our teaching and provide state-of-the-art training for our professionals and members alike. Also, there should be a training function to prepare individuals for participation in this proposed organizational model.

PR & Marketing: It is essential to expand our efforts to communicate our message and teaching to the world. These efforts should also show the world that we are healthy and motivated citizens unfolding a beneficial vision for the good of all.

Communication Network: Our renewed community must have a communication network that ties us together and increases our experience of partnership and spiritual community. Maintaining and expanding this network - including a dynamic web site to the world - should remain one of our highest priorities.

Standards and Support: We seek to move out of a system that has emphasized authoritarian control and governance, one which has often been judgmental and punitive. Instead, we envision a Spiritual Community with clear standards based on our Vision and clarified by our shared values, mission, and purpose. Standards based on our purpose, mission, vision, values and guiding principles should be clarified for ministers and practitioners, as well as for our laity. These standards should be offered as privileges and opportunities, rather than as demands and requirements. We envision a mediation and peacemaking function that shall be charged with encouraging and mentoring an embrace of these standards. With this shift, we envision our Community exuding a climate of safety and support in which all are encouraged to reach out to help and be helped, an environment in which honest reflection and growth become the norm. The new emphasis is based upon articulating, mentoring and encouraging these standards instead of judging, controlling and punishing.

Involvement in the World Scene: We envision a community that not only works for the enlightenment of the individual, but also moves out into meaningful involvement and service in the world. We look forward to forming empowering alliances with other programs and organizations whose philosophy and mission parallel our own. We envision a Spiritual Community that embraces numerous global programs and expresses active compassion and bridge building.

ORGANIZATIONAL RENEWAL DESIGN OVERVIEW DIAGRAM

The large circular diagram accompanying this description (See Diagram A below) represents a visual model for the proposed design of our Spiritual Community. The following comprise the basic elements:

The innermost circle bears the words "God . . . Spirit . . . One Mind," and represents our conviction that God is the central force animating our movement and our teaching, the hub around which all else revolves. It is from God-Life that we draw forth our compassion,

enthusiasm, commitment, and healing consciousness. It is to the service of Spirit that we are called.

The first ring outward from the central circle contains the phrase "Visioning Practices." As stated, we suggest that our most committed practice be spiritual visioning and co-creation that attunes us, meditatively and receptively, to Divine Mind, so that we achieve a definite and ongoing sense of direction. It is to God-Life that we turn for guidance and inspiration for the revealing of our evolving pathway. It is proposed that visioning be practiced by teams within all the ministries, departments, activities and programs of our Community.

The next ring is inscribed with the phrase "Vision and Evolving Pathway" and represents the Vision of our Community and the evolving pathway revealed through the visioning and co-creative practices. This Vision and pathway are the beacon lights illuminating our choices and efforts. We seek to be a visionary Community following an inspired path of service.

The third ring from the center is that of "Shared Values, Purpose, Mission, and Vision." This reveals that our shared values, purpose, mission, and vision are another key reference point for our decisions and actions. They clarify our "ways of being" for the expression of spiritual community and for our efforts to manifest our Vision.

The fourth ring from center is designated "Fulfillment Structure" and represents the most common aspects of most organizations: the means provided for moving toward the fulfillment of the vision. It is the way we will synthesize our direction, marshal our efforts and resources, and conduct our ministries, activities and business. The second diagram contained in this material (see Diagram B) presents our model for the make-up and operation of the Fulfillment Structure for our Community.

Finally, the outermost ring is the "Global Spiritual Community," the entire human family which, as our vision implies, is itself becoming a spiritual community. This represents the larger world we are involved in and serve.

FULFILLMENT STRUCTURE DESIGN

The fourth ring from Diagram A, which is our proposed Fulfillment Structure, is comprised of three major functions and a council that synthesizes their efforts.(See Diagram B)

The "Visioning Core" receives visioning and co-creation input from teams throughout the Community and melds this into a unified direction, a core vision, which will constitute our evolving pathway. The visioning core recommends the most timely and spiritually indicated next

steps for our Spiritual Community. A coordinator of this visioning core, elected by the Visioning CORE, would convene the visioning and synthesis sessions. Note: It should be remembered that visioning teams would be in place in every department, activity, ministry and function of the community and would channel their input into this core.

Composition: (9) Our Community Spiritual Leaders, our Community Youth Leader, plus three Ministers/Practitioners/Practitioner Students and three laity who have demonstrated significant involvement in Awakened Heart Spiritual Center, as well as within the Community at large.

Terms: According to the By-Laws

Qualifications: commitment to the Vision; impartial, having no agendas; able to go beyond precedent and history and into possibilities; spiritual maturity; experienced in visioning and co-creation processes and dedicated to being sensitive to the impress of Spirit.

The "Stewardship Core" would be charged with fiscal oversight and cultivation, along with basic legal and corporate oversight. It is the arena responsible for the development of budgets, both current and futuristic, as well as for financial reporting and tracking. We envision a community that is abundant and dedicated to financial integrity. This core would also be charged with raising additional funds to support the evolving pathway of the community. A hired or appointed coordinator would direct the activities of this core. Resource cultivating teams for special projects and functions would also bring their input to this core.

Composition: A coordinator hired or appointed by the CORE Council and responsible to the CORE Council, along with staff, and members of the Community gifted and motivated to serve in this core.

The "Manifestation Core" is comprised of both operational and ecclesiastical departments and teams charged with fulfilling particular aspects of the evolving pathway discerned for the Community. An operational coordinator would be hired by the CORE Council or a representative would be appointed to assist the Community Spiritual Leaders with such functions as publications, PR and marketing, computer network communications and web services, product fulfillment, as well as other operational activities. An ecclesiastical coordinator would be hired by the CORE Council or a representative would be appointed to assist the Community Spiritual Leaders with such departments and functions as the prayer ministry, education, youth and family ministries, community gatherings, and other designated ecclesiastical functions.

Composition: two coordinators hired by the CORE Council or two representatives working with the Community Spiritual Leaders, along with paid staff, and members of the Community gifted and motivated to serve in this core.

The "C.O.R.E. Council" (from an acronym meaning Consciousness of Reality Evolving) would serve a function similar, yet not identical, to a corporate board of trustees. It is the final decision making body for the Community. Its most important role would be to take the input flowing from the Visioning, Stewardship and Manifestation Cores and synthesize them into a clear direction and operational plan for the Community. The Council would deal with issues of timing, application of resources, as well as with the overall health and unfoldment of the Community. The President of the Council and its other officers would be selected from CORE Council. The Community Spiritual Leaders would be voting members of the council. The CORE Council would meet at least bimonthly to facilitate the business and unfoldment of the Community. At each annual gathering, the CORE Council would share the results of the operational plan for the year just completed and receives input on the directions and plan for the year ahead.

Composition: (10) - the Community Spiritual Leaders, one elected Minister or Practitioner, three lay community members who have demonstrated significant involvement in Awakened Heart Spiritual Center, the four Core Coordinators or Representatives serve as ex-officio, advisory, voting members.

Election: by community members at the annual gatherings from a slate prepared by the Nominating Team of the Community.

- Additional qualifications for the three elected members: supremely experienced in the philosophy and functioning of the community; spiritual maturity; specialized or highly developed gifts and talents essential to the guidance of the Community; excellent business or organizational acumen; impartial, serving the welfare and advancement of the entire Community rather than partisan representation of any groups or special interests.

SPIRITUAL LEADERS FOR THE COMMUNITY

Community Spiritual Leaders (CSLs)

We propose that the key leaders for the Community be designated as the Community Spiritual Leaders (CSLs); that this be a paid, full time position.

Role of the Community Spiritual Leader:

- to bring spiritual wisdom, charisma, purpose and light to our Community
- to serve as our spokesperson to the world and to be present at major events
- to share, articulate and stimulate the Vision, Mission, Purpose, and Shared Values
- to be instrumental in forming and maintaining strategic alliances and to remain current on creative initiatives and innovations on the world scene that may affect or present opportunities for the Community
- to participate in designing shared global or community service projects
- to participate in the deliberations of the CORE Council
- to oversee and coordinate the activities of the four Core Coordinators/Representatives (see Fulfillment Structure)

Qualifications: a credentialed minister; deep spiritual commitment and maturity; strong verbal, communication and organizational skills; able to delegate and provide strong leadership; able to collaborate and create alliances within and outside the Community; visionary; excellence in representing our Community in the world.

Support: The CSLs shall be supported by a staff and shall receive compensation as determined by the Council.

Community Youth Leader (CYL)

To further emphasize the importance of the youth in our Community and world, we propose that the office of Community Youth Leader (CYL) be established.

Role of Community Youth Leader:

- To implement curriculum in alignment with our Mission, Vision, Purpose, and Values
- To recruit and coordinate teachers for children's Sunday education program.
- To represent and advocate for children and youth in AHSC's unfoldment
- To organize youth camps and events as possible
- As possible, participate on the Visioning Core

Qualifications: a member of Awakened Heart Spiritual Center; educated in the principles of our teaching.

Election: Appointed by the CORE Council

Term: one year, with the opportunity to be reappointed.

Support: The Community Youth Leader shall receive an expense stipend to be determined and allocated by the Council.

ANNUAL GATHERING

Gathering of membership of Awakened Heart Spiritual Center would be held annually. The emphasis for the gatherings would be upon inspiration, education and deepening, sharing and testimony, music and rejoicing, and the renewing of commitment for our Vision and Mission. Business processes would be kept to an absolute minimum. We envision our Community moving out of the doldrums of procedures and the morass of by-laws. We envision a climate of love, safety, trust, enthusiasm and an absolute reliance upon the guidance of Spirit.

Key Organizational Activities: Key organizational activities would include the election of members of the CORE Council, the Nominating Team, and the Visioning Core. Another key organizational focus for the gatherings would be the reports of the CORE Council on the preceding and current year's operational directions and plan.

At the gatherings, the President of the CORE Council would preside over business processes.

NOMINATING TEAM

A nominating team would serve the Community on an ongoing basis. The role of this team would be to seek out the most highly qualified nominees to fill each available position within the organizational model of the Community. It is envisioned that this team would bring great prayer, visioning and scrutiny to its deliberations, thus providing the Community with nominees, or slates of nominees, most gifted and prepared for their proposed service. The team would provide nominees, or slates of nominees, for members of the CORE Council, the Nominating Team, the Visioning Core. A report on nominations for all offices would be submitted to the Community at least 90 days prior to each gathering. No nominations would be taken from the floor of the gatherings; however nominations by petition could be submitted to the team up to 45 days prior to gatherings.

Composition: (3): One representative from the visioning core appointed by the Community Spiritual Leaders and two lay community members elected at the annual meeting who have demonstrated significant involvement in Awakened Heart Spiritual Center or the Community at large.

Terms: The Visioning Core member would serve one-year terms only; all other members would serve two-year terms that would be staggered so that one would be replaced each year; members of the nominating team may be elected to one successive term.

Additional qualifications: Track record of significant involvement in the organizational functioning of the Community; spiritual maturity; impartial, serving the welfare and advancement of the entire Community rather than partisan representation of any groups or special interests.

Diagram A

Awakened Heart Spiritual Center Organizational Design Model



Diagram B

Awakened Heart Spiritual Center, Inc. Fulfillment Structure Design

