



LEADERSHIP PLAYBOOK

THE GOOD PLACE
 INSTITUTE

“The Good Place Operating System has had a profound impact on our organization. It has provided us with a structured methodology to achieve flourishing for our people and the communities we serve. This system has empowered me to articulate my personal purpose, our organization's purpose, the concept of systems versus departments, and the identification of the key outcomes and results (KORs) that will drive our success.”

- President & CEO



“We have been striving to steward a Kingdom focused business since inception. The Good Place Institute has helped us take what we already had in place and organize it further, to have better alignment across teams as well as initial training.”

- VP of Operations



“This powerful tool allows us to live out our unique role in the Kingdom. I believe God has a perfect design for business, just like He does for creation or family. It's a matter of how we live inside that perfect design. And when we do, we experience joy and pleasure working together to advance His Kingdom. We're not just flying by the seat of our pants. We have a vision and a plan and the right tools to execute that vision and plan with the Good Place Operating System.”

- Business Owner

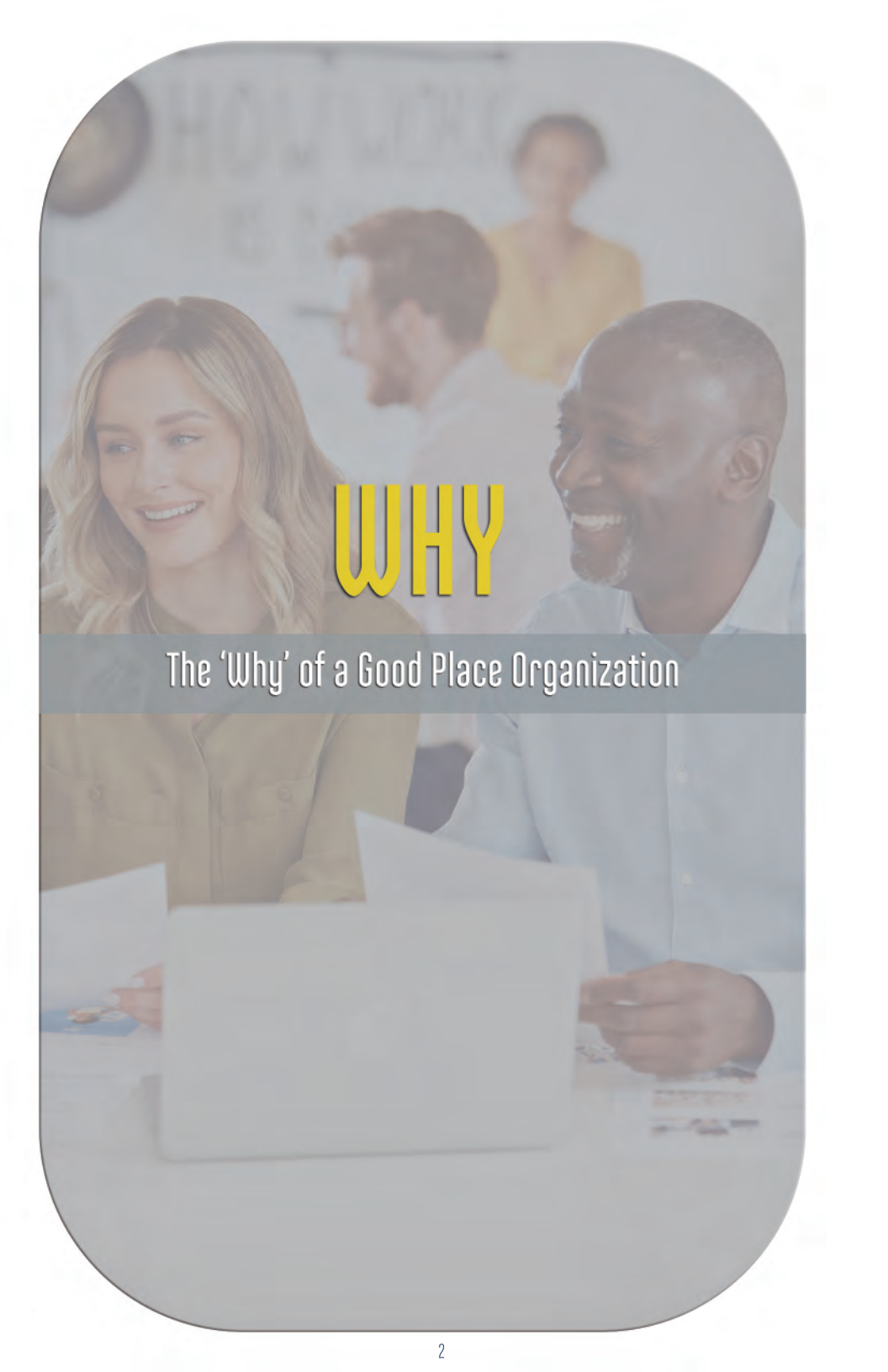
THE GOOD PLACE INSTITUTE



The Good Place Institute equips and empowers leaders and organizations, through the why, what and how of building and multiplying Good Place organizations. We help implement and activate the organizational building blocks of the Good Place Operating System (GPOS), which are designed to build and steward holistically aligned and integrated Kingdom organizations and culture. Success is defined by Kingdom criteria, where the organization thrives, people flourish, customers and communities prosper, and the business is economically regenerative – ultimately making the world a better place.

In short, we exist to multiply Good Places by:

- Equipping and empowering leaders and leadership teams,
- Applying Biblically derived principles and values to organizational life & design,
- Designing frameworks and systems that reflect Kingdom values and characteristics,
- Meeting clients where they are and journeying alongside through consulting, training, coaching and certification.



WHY

The 'Why' of a Good Place Organization

God is the Purposer, Creator, and Designer

We look to derive principles, values, methods, and tools from God and His Word as they are optimal to fulfill His purposes. There are major pillars of teaching throughout the Bible and creation, whether we look at the concept of purpose and place, the Cultural Mandate, the Great Commandment, the Lord's Prayer, the Great Commission, the Sacred-Secular myth, or the 4-Part Gospel, to name a few. We are looking to align and integrate the principles and values derived from the Bible into the optimal design of the organization, fulfilling God's purpose for business, and achieving His definition of business success.

The concept of Good Place is found throughout the Bible and His creation. From the beginning of creation in the garden, to places like the Promised Land, Solomons' kingdom, the church, to the eternal new city - the new heaven and earth . . . these places have partial and then perfect characteristics of God's Kingdom, living life the way He intends . . . where God puts people in good places for His glory, for creation to thrive, and for humans to flourish.

Good Place is simply another phrase for the concept of God's Kingdom.

Business and organizations exist to reflect His creativity and order, where God's Kingdom provides the optimal organizational design. Businesses and organizations exist to reflect His creativity and order, and when they do, they foster environments where God is glorified, creation thrives, and humans flourish.

The 3 Waves of Faith and Organizational Life:

We are journeying with clients through these 3 waves to activate holistic Kingdom integration in their businesses and organizations . . .

- 1 Generosity** – Lead and operate a good, morally sound business and be generous to the church, ministries and missions outside the business.
- 2 Evangelical Sprinkling** – evangelism is added to generosity while the definition of success still comes from Wall Street and the business model still comes from the world.
- 3 Holistic Kingdom Integration** – Modeling the King at the leadership level and designing the organization to model His Kingdom, where success is defined by what God cares about in a Kingdom economy and the organization is designed to be aligned and integrated to fulfill that collective purpose.

. . . To build and steward organizations where more and more people can experience the characteristics of God's kingdom holistically integrated into the DNA of the organization's culture and operational design, and experience the King Himself.



WHAT

'What' are we desiring to achieve:
The Three Aims of a Good Place Organization

Purpose

To build up, lead, and steward organizations that aim at Biblical and Kingdom success where people flourish, customers and communities prosper, and organizations thrive with economic sustainability and purpose.

1 People

Value and Develop Potential

Good Place Organizations equip and encourage people to reach their full God-given potential professionally and personally.

Why? Every person is made in the image of God and deserves to be honored, equipped, and developed.

What? Organizations express love and care through training, educating, and developing their people.

How? Through intentional systems for:

- Training: to reach full competency and optimally perform in your job role.
- Education: beyond job training, including why your role is important and how it works with other roles to valuably contribute and align with the overall purpose of the organization.
- Development: to fulfill your holistic potential, what you can be professionally and personally.

A Good Place is one where people experience dignity, contribution, and growth, becoming better as people and as professionals.

2 Communities

Build Up Good Places where we live and work

Good Place Organizations steward their presence and influence to make the world better by positively impacting the communities they serve.

Why? The Biblical call to work, which includes geographically, organizationally, with customers and suppliers, etc.

What? Organizations extend redemptive presence through service, products, partnerships, and purpose.

How? Through:

- The work the organization does, the business we are in, the products and services we provide, the skills the organization develops, and the methods and tools the organization uses to build Good places.

3 Stewardship

Be Economically Regenerative

Where the organization is viable and sustainable, the surplus resources are used to enhance and multiply.

Why? Resources should be stewarded for a good return not merely accumulated.

What? Sustainable, values-driven business practices that reflect God's design, utilizing resources to enhance and multiply Good Places.

How? Through:

- The three aims, aligning financial decisions with purpose, measuring success beyond profit, and reinvesting surplus into people, systems, innovation, and other Good Place organizations.

Money serves the mission. Stewardship means investing in and returning in what matters in God's Kingdom economy.

A photograph of three diverse professionals (two women and one man) in a meeting, looking at a smartphone. The image is overlaid with a semi-transparent grey box containing text. The word 'HOW' is written in large, bold, yellow capital letters. Below it, the title of the document is written in white text.

HOW

‘How’ do we build and steward
a Good Place Organization:
The Good Place Operating System



The purpose of the Good Place Operating System

The Good Place Operating System (GPOS) is a comprehensive framework of aligned, integrated, and modular organizational building blocks, methods, and tools to bring about principles and values derived from the Bible and applied to organizational life and leadership, designed to work together to achieve the three main aims of Good Place organizations:

People: Providing opportunity and encouragement for People to grow to their potential.

Communities: Building up Good Places in the Communities where we live and work.

Stewardship: Being Economically Regenerative.



Foundational Areas of GPOS

These areas are typical starting points to build the foundation for clients as we journey with them through implementing the Good Place Operating System.

Charter:

The organizational Charter is the embodiment of purpose, vision, mission, values, and inspiration.

Unique Identity:

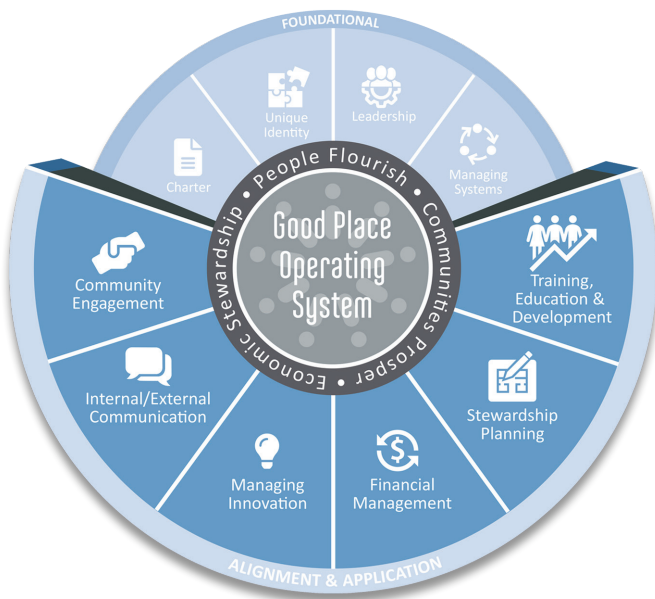
An organization's Unique Identity defines distinct purpose, describes distinct means, and determines the value the organization provides in the marketplace. As we read the Biblical narrative, we see themes emerge that form the unique design God uses to achieve His purposes.

Leadership:

Leadership is a role to steward and serve and begins with character. Leaders steward through determining/understanding ends (casting vision), and determining design (means).

Managing Systems:

All creation is designed to work together for a purpose. Organizations are systems, not hierarchies, and our desire is to manage systems in a way that values and develops people versus just managing people. The good of a system is the people it serves.



Alignment & Application Areas of GPOS

These areas are specific systems applied to address significant needs or opportunities, and align and integrate with one another to build the operational design of the organization to achieve its collective purpose.

Training, Education, and Development:

Training, Education, and Development equips people to do the best job they can and experience a life of flourishing in and out of the organization.

Stewardship Planning:

A Good Place organization incorporates a stewardship mindset, culture, and planning approach that helps leaders build on that which God has entrusted to them, developing a clearly aligned roadmap, and fostering unity across the organization to fulfill its Kingdom purpose.

Financial Management:

Financial Management not only accounts for and protects the money and assets, it also equips and empowers the organization to make wise financial decisions.

Managing Innovation:

Innovation is creating new things or doing things a new way. The purpose is to bring more shalom to the world through business as a solution.

Internal & External Communication:

Internal and External Communication develops awareness, trust, relationship, and alignment with internal and external stakeholders supporting the aims of the organization and developing stakeholder knowledge and understanding.

Community Engagement:

Altogether, the world and the people of the world need wholeness and fullness. We need more life, and more of the world and the people in the world experiencing that life in the way God designed and the Bible describes.



FOUNDATIONAL


Charter

FOUNDATIONAL


Unique Identity


Leadership


Managing Systems



Training, Education & Development


Stewardship Planning


Financial Management

ALIGNMENT & APPLICATION

Good Place Operating System
People Flourish
Communities Prosper
Economic Stewardship


Community Engagement


Internal/External Communication


Managing Innovation

God is always purposeful.

Good Place Operating System: Charter

Charter: Why?

There are significant themes throughout the Bible on this topic. God is Creator, Designer, Architect, and Owner of all things. God is always purposeful and has a purpose for all creation. That purpose is specific, tangible, and rooted in His design for people, organizations, and communities. A Charter establishes the purpose the organization is designed to fulfill and all decisions are directed toward.

Charter: What?

An organization's Charter are "the words at the top" embodying purpose, vision, mission, values, and inspiration. A Charter aligns leadership, guides decisions, and helps an organization stay on mission, especially in moments of uncertainty or change. It answers the most important organizational questions such as:

Why does the organization exist?

What unique benefits does the organization provide and for whom?

Where should we direct our efforts?

What is the aim of all our decisions?

What is the organization to achieve?

A well-crafted Charter gives direction, sets tone, shapes culture, brings unity and alignment, settles disputes, creates clarity, and provides inspiration. The Charter is the shared purpose the organization is aligned and optimized to fulfill.

Charter: How?

The process involves prayerful consideration, collaborative workshops, and intentional refinement. An organization's purpose is to serve. Therefore, we use a framework that helps define the beneficiaries of the organization, the benefits the organization provides those beneficiaries, guiding principles and behavioral values, and commensurate investment:

Beneficiaries: Who or what is served by and/or benefits from the organization?

Benefits: What value do we provide those beneficiaries?

Guiding Principles / Behavioral Values: What principles and values are non-negotiables in the organization's culture?

Investment / Cost: What cost and investment is acceptable to steward the organization toward these aims?

ENDS

CHARTER “Words at the Top”
Purpose, Vision, Mission, Values

GUIDING PRINCIPLES

MEANS

Leadership: Management
Key Outcomes & Results Monitoring
Managing Systems
Stewardship Planning
Etc.

BEHAVIORAL VALUES

From the Charter, we then determine Key Outcomes and Results (as documented on the dashboard below) to monitor and indicate fulfillment of the Charter in a manner that models stewardship, learning and improving that which has been entrusted to the organization.

| KEY OUTCOMES & RESULTS DASHBOARD | | | | | | | |
|----------------------------------|------|--------------------|-----------------|-----------------|-----------------|-------|---------|
| KEY OUTCOMES & RESULTS | TIME | HISTORICAL RESULTS | PLANNED RESULTS | CURRENT RESULTS | STATUS ● ● ● | LEARN | IMPROVE |
| Outcome #1 | | | | | | | |
| 1. | | | | | | | |
| 2. | | | | | | | |
| Outcome #2 | | | | | | | |
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| Outcome #3 | | | | | | | |
| 1. | | | | | | | |
| 2. | | | | | | | |
| Outcome #4 | | | | | | | |
| 1. | | | | | | | |
| 2. | | | | | | | |



We are uniquely and purposefully designed.

Good Place Operating System: Unique Identity

Unique Identity: Why?

We are uniquely and purposefully designed by God. In the Bible, we see God creating and organizing with purpose in mind. He creates people with different and unique gifts and resources to steward what He has given, working together in unity to accomplish His good purposes.

Unique Identity: What?

An organization's Unique Identity defines distinct purpose, describes distinct means, and determines the value the organization provides in the marketplace. It describes the essence of the purpose, values, and success of the organization as well as the ways the organization creates unique value and uniquely delivers it in ways that delight people and build loyalty to the organization. A Unique Identity creates clarity and sustainability around the most important elements that distinctively make up the organization and what makes it valuable and successful to the marketplace and the communities where we work and live. It provides a source of truth information for messaging.



Unique Identity: How?

A Unique Identity commits to understanding and then taking effective action to uniquely address problems and opportunities. The goal is to create beneficial, valuable solutions, building up shalom and Kingdom characteristics in the communities where we work and live. As we address the areas of Unique Identity, there is a beneficial process to understand and implement your Unique Identity starting with research, evaluation and interaction with key stakeholders regarding these areas. The areas of the organization that make up Unique Identity include:

- **Charter and Cultural Values:** What is the unique Purpose we are desiring to fulfill within what Guiding Principles and/or Behavioral Values?
- **Unique Value Proposition:** What unique value does the organization deliver, answering the 4 critical questions of the Good Place Value Proposition?
- **The Way:** How do we uniquely deliver the Value Proposition and fulfill our Charter?
- **Unique Experiences:** What are the unique experiences of Customers (Customer Journey Map) and Employees (Employee Journey Map) while interacting with your organization?
- **Other Unique Characteristics:** We can take this further and include other unique characteristics of the organization such as its Creation Story (Where have we been, Where are we now, Where are we going?); Brand Identity, and/or identifying unique Strengths (or a SWOT analysis).





Leadership is a role to
serve and steward.

Good Place Operating System: Leadership

Leadership: Why?

In the Bible, during the life of Jesus, we see that He invested in people, and specifically a diverse group of people. Jesus built authentic relationships with them, and shared a vision of something much greater than themselves. He trained, educated and equipped them for the mission and tasks set before them. He developed them into something far greater than they ever imagined, utilizing their gifts and fulfilling their God-given potential. He then released them to carry out the mission with authority and responsibility. He modeled all that He was teaching and developing, encouraged them and held them accountable. Jesus demonstrated stewardship and service. We believe this is the example for how leadership should be viewed and developed.

Leadership: What?

Leadership serves, stewards, and unites people and resources toward a shared purpose. Leadership starts with Biblical character, as modeled by Jesus. The type of character modeled by Jesus and illustrated in His "Sermon on the Mount". Leadership is responsible to steward well that which has been entrusted - people and the organization. Leadership determines how the organization fulfills its purpose. Leadership assumes authority and responsibility to manage systems and value and develop the people who work within the systems, versus simply managing people or assigning individual tasks and activities. Leadership is not about external reward, popularity, or influence for selfish gain, but about serving with integrity and character. The end goal is to create an environment where people flourish and lives of shalom are built up.

Leadership: How?

In a Good Place organization, everything leaders do is ultimately directed at accomplishing the three aims of a Good Place organization:

Providing opportunity and encouragement for people to grow to their potential

Building Good Places where we live and work, and

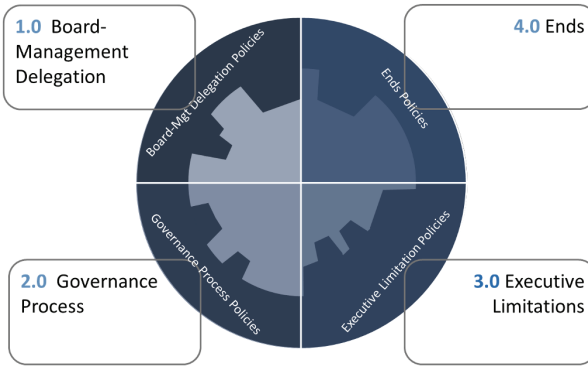
Being economically regenerative

We apply the principles and values described and the character of a Good Place leader into two categories of formal leadership in the Good Place organization:

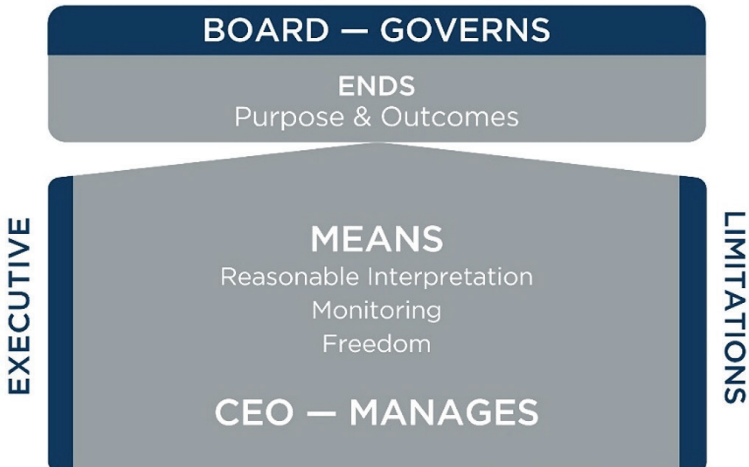
1. Governance: provided by policy governance boards
2. Management: provided by CEO / Executive Director and their organizational leaders

Governance is exercised by the board, and management is exercised by the CEO and staff. We have found that organizations work best when the board provides governance, the CEO and staff focuses on management, and there are clear ends to be fulfilled within guiding principles and values, stewardship responsibilities, processes, delegation, and accountability.

The board governs through policies in 4 quadrants:



The CEO and staff lead with a mindset and culture of stewardship through managing systems, and valuing and developing people.





Creation is designed to work together for a purpose.

Good Place Operating System: **Managing Systems**

Managing Systems: Why?

The concept of systems thinking and the components that make up systems are abundant throughout scripture and in creation. Since the beginning of time, creation has been designed to work together for its collective purpose. When we look at examples in the Bible and in nature, we see systems and functional parts intended and designed to work together to fulfill a shared purpose, achieving something greater than the individual part on its own could accomplish. The purpose for managing systems in a Good Place organization is to steward well all that has been entrusted to the organization, providing the means to achieve the Key Outcomes and Results and thus fulfill the purpose of the system and the Charter of the organization.

Managing Systems: What?

An organization is a system of systems, not a hierarchy. Organizational systems provide the means to organize people, processes, activities, resources, skills and abilities, etc. to work together in an efficient, effective, and optimal manner to produce Key Outcomes and Results, fulfill the purpose of the system, and contribute its part to fulfilling the collective purpose of the organization. Leadership serves the aim of the system which is the good of the people it serves.

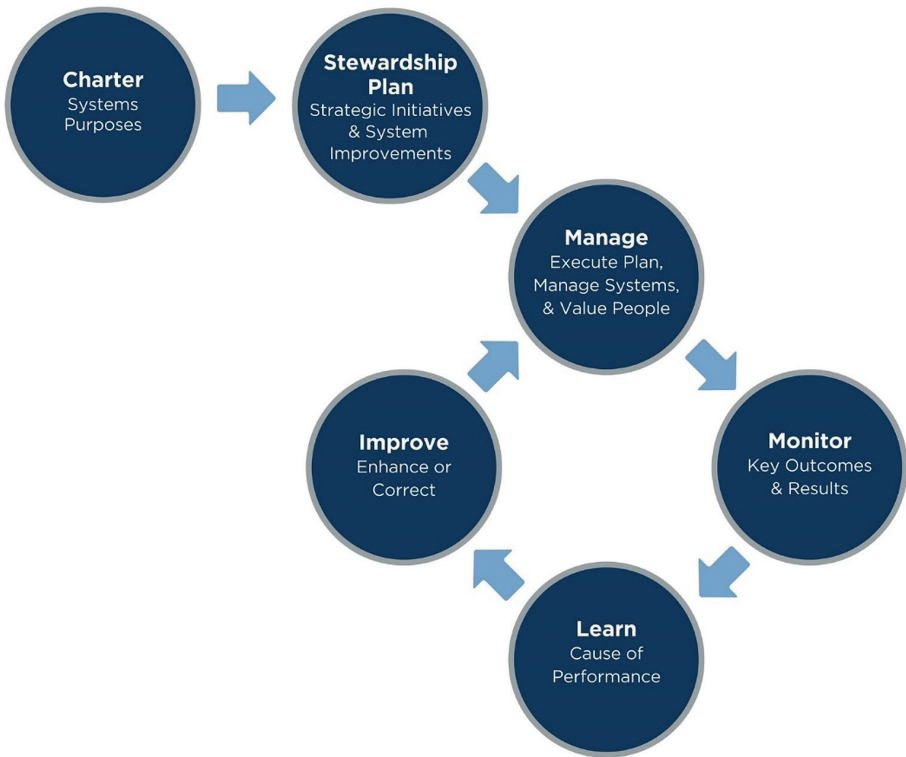
Managing Systems: How?

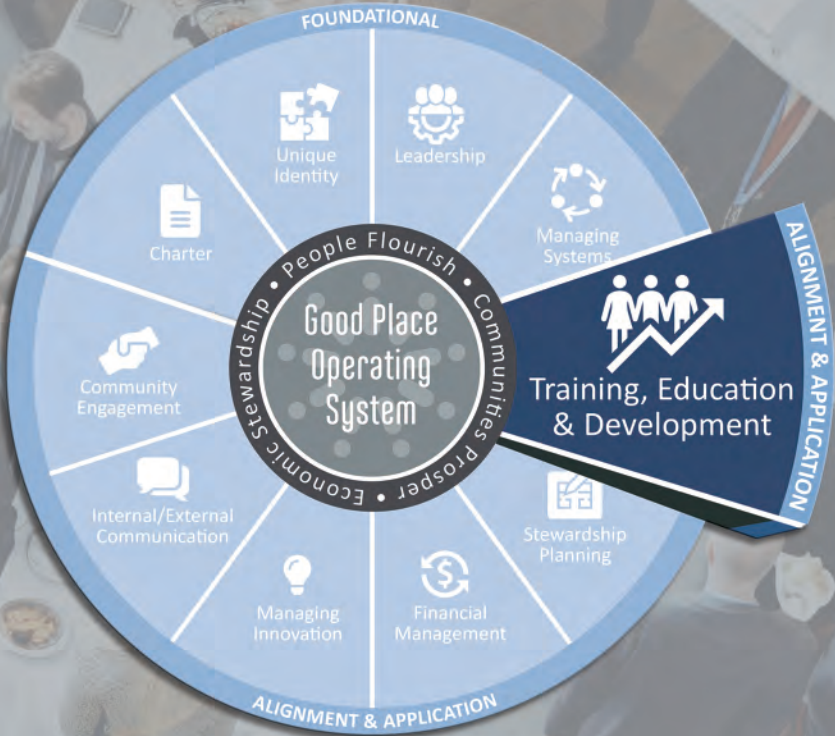
The first step for an organization in managing systems is to identify the major systems that make up the organization and are essential to achieve Key Outcomes and Results to fulfill the Charter of the organization. We understand that managing each system with excellence requires intimate knowledge of the system and the people working with in it, steward both well and with excellence. We dive into each major system, as appropriate, to understand its Purpose and contribution to fulfilling the organization's Charter. We vertically and horizontally align and integrate the components of the system from Purpose to People, to optimally fulfill the system's purpose and develop its people using:

- Charter and Key Outcomes & Results Stewardship
- Major Systems
- Each Major System:
 - + Purpose and Key Outcomes & Results Stewardship
 - + Processes

- + Activities
- + Positions and People
- + Tools and Resources
- + Knowledge, Skills, and Abilities
- + Job Descriptions
- + Role-Training (discussed further Training, Education, and Development)

We want to Manage the system to fulfill its purpose, value and develop people to flourish, monitor key outcomes and results, learn the root cause of performance and production, and continuously improve the system – the Stewardship Cycle.





We value people through loving, honoring, equipping, empowering, and developing.

Good Place Operating System: Training, Education & Development

Training, Education & Development: **Why?**

All people deserve to be honored, to be respected, and to be loved and cared for. Every person has inherent value because they have been made in the image of God and should be viewed and treated as such. If we are to love and care for people, we should equip them to do the very best job they can do and empower them to grow to their God-given potential. They should also experience their importance and value within and for the organization.

Training, Education & Development: **What?**

In a Good Place organization, we value people specifically through Training, Education, and Development. To care for and love people we equip and empower them to be and do their best and grow to their potential personally and professionally. People should experience that they and the role they play in the organization are important and valuable, and understand how they align and contribute to the collective purpose of the organization. Therefore, people should be equipped to grow to full competency in their job, understand the system they work in, the jobs and systems around them, and how their job valuably contributes to the whole system and organization, and be given opportunity and encouragement to develop their overall wellbeing and flourish.

Training, Education & Development: **How?**

As training equips people with the skills and knowledge to carry out specific job tasks and to optimally perform a role in the system, it provides balanced approaches with organizational training, department/system training, and role/position training. Education provides additional benefits as it allows understanding of how the given role fits within the organization and its systems, and, most importantly, how it fulfills the purpose of their department and contributes to the “Charter” of the organization. It also enhances the work of the person in anticipation of future roles and/or career path opportunities.










In a Good Place organization, we have specific definitions and purposes for Training, Education and Development which are described as follows:

- **Training** teaches and equips people how to do their specific job to reach full competency and optimally perform their role.
- **Education** is beyond job training, and includes why the work is important and valuable, how it fits and integrates with other work in the organization, and how it valuably contributes and aligns with the overall purpose of the organization. Education also gives opportunity to understand other areas of the organization, leading to career planning.
- **Development** goes beyond education to address not just what we know and do but who we are as a person and what we can become. Development provides opportunity and encouragement for people to progress to their potential, fulfilling what they can become professionally and personally in the many facets that make up a life of flourishing and wellbeing; physically, spiritually, relationally, emotionally, psychologically, educationally, vocationally, and financially.

Wellness Roadmap:

Providing opportunity and encouragement for people to holistically flourish . . .

| | Vocational | Relational | Emotional | Physical | Financial | Spiritual | Community Engagement |
|-------------------------------|--|--|--|--|--|--|--|
| |  |  |  |  |  |  |  |
| Resources | Partners and Resources | | | | | | |
| What We Have Now | List of Current Education and Development Opportunities | | | | | | |
| What We Are Working On | List of In-Process Education and Development Opportunities | | | | | | |
| Future Ideas | List of Potential Education and Development Opportunities | | | | | | |



We are called to be stewards of all that has been entrusted to us.

Good Place Operating System: Stewardship Planning

Stewardship Planning: Why?

The Bible has much to say about planning: why we plan, how we plan, what to expect when we plan, and some general guidelines around planning. There is a concept throughout the Bible that illustrates God's providence and our responsibility. He is sovereign and we are responsible. The Bible illustrates that we have a responsibility to plan. We are to be guided by Biblical wisdom and discernment. We are to be good stewards of the gifts and resources we have been given to bring about a good return based on Biblical success criteria.

Stewardship Planning: What?

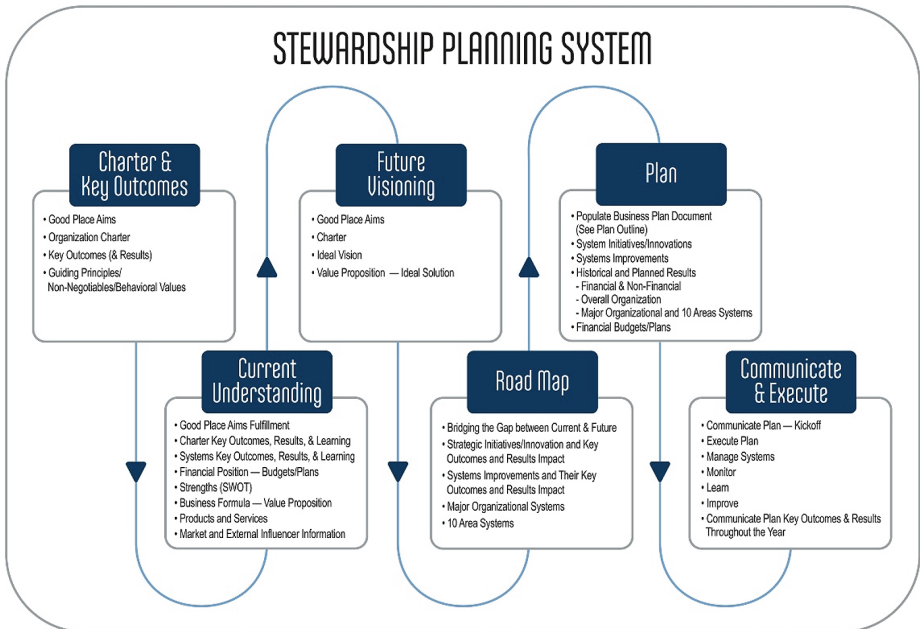
A Good Place organization incorporates a stewardship mindset, culture and planning approach that helps leaders steward well all that God has entrusted to them. Stewardship Planning is a "build up from that which has been entrusted" versus a "Wall Street" or "work back from financial goals" approach. It is an approach that includes both internal and external resources, opportunities, strengths, and talents. The plan works to answer the following questions: What can we build with what we have been given? What can we improve upon so we are achieving the aims of a Good Place organization starting with and based on our Charter?

Stewardship planning provides a framework (or a system) in relation to the Charter of the organization to understand what has been entrusted to the organization, the current state of things both internal and external, and provides a roadmap to get to where the Good Place organization would like to be in a specified timeframe, according to its Charter.



Stewardship Planning: How?

In a Good Place organization, Stewardship Planning aligns, integrates, and builds upon work done in the areas of the Good Place Operating System. The process begins with the Charter and builds on and integrates with the other areas including Unique Identity, Leadership, Managing Systems, etc. to holistically plan the stewardship of the organization. We understand the current state of the organization's fulfillment of the Charter, achievement of Key Outcomes and Results, the health and performance of major systems and development of people, and many other factors that make up the organization and what has been entrusted to the organization for good stewardship and good return. Planning then looks to a Kingdom vision of the future of the organization and determines and documents the roadmap from current to future through strategic initiatives and system improvements. We then communicate and execute the plan, bringing unity and alignment to our actions, and applying the Stewardship Cycle of managing, monitoring, learning, and improving throughout the life of the plan.





Money serves a purpose...
we do not serve money.

Good Place Operating System: Financial Management

Financial Management: Why?

Money serves a purpose. We do not serve money. God is the Owner, Provider, and Giver, and as His stewards, He entrusts finances to us so we can use them for His purposes. He expects us to be wise and prudent in all our dealings with finances because they are His. As we manage His finances, we should consider the responsibilities of providing work, opportunities and encouragement for people to grow and develop, with a commitment to making our communities where we work and live a better place.

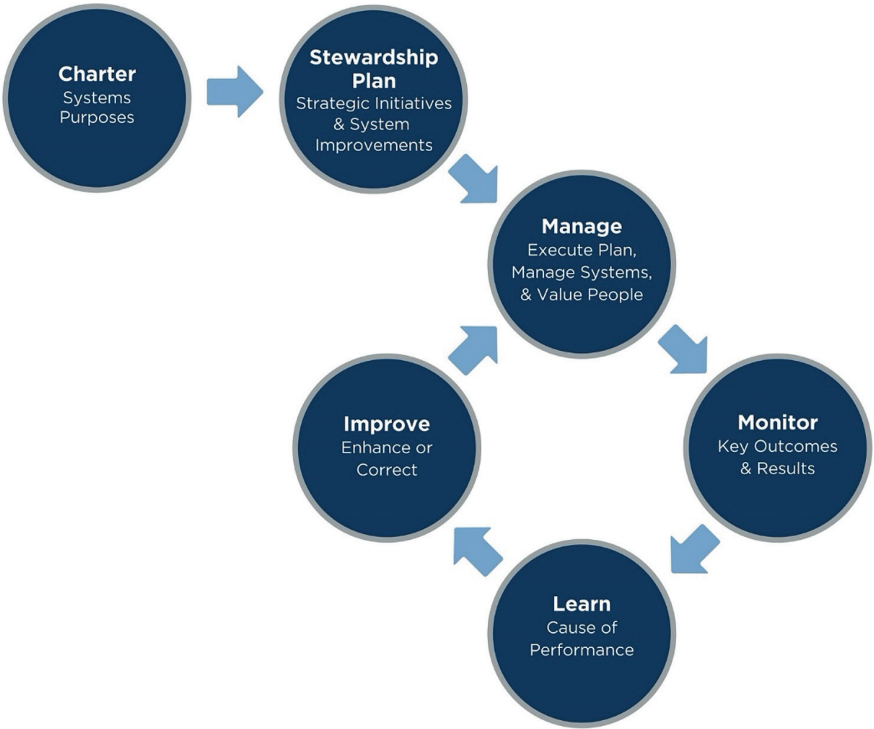
Financial Management: What?

God is the ultimate Owner, Provider, and Giver of good gifts, and we are to steward that which He provides in a way that represents His purposes and desires for His Creation. In response to this mandate, Financial Management is an applied system that serves to accurately account for financial-related outcomes and results like revenue and expenses. It ensures the use of finances is aligned with the overall Charter and, specifically, the aims of the organization. It goes beyond simply accounting to teach the members of the organization how their decisions and the work they do have significant impact on the organization, people, resources, and economics, equipping them to make wise financial stewardship decisions. Financial Management motivates us to use finances to serve God, each other, and our families to provide for their needs and the needs of others.

Financial Management: How?

Wise, Biblically-based strategies equip people to make the best financial stewardship decisions. Beneficial practices such as creating cash reserves and avoiding debt or keeping debt manageable is part of the system. In financial relationships with others, maintaining covenantal relationships means that all financial obligations are settled in a timely manner, including bills owed to employees, vendors, taxes, and additional monies owed to the government. We should pay a commensurate wage to our workers for the work they do and the value they bring to the organization, so that they can provide for themselves, their families, and others. Establishing and maintaining customer credit and collection policies ensures cash flow and maintains the covenantal relationship with them. Most importantly, the organization does not cause or allow any plans or action that jeopardizes the organization or is not aligned with the overall Charter of the organization.

The Stewardship Cycle: This image illustrates the process we use to guide clients through to manage, monitor, learn and improve a system.





We bear the image of
creativity and innovation.

Good Place Operating System: **Managing Innovation**

Managing Innovation: Why?

We bear the image of creativity and innovation from the Creator of the world and everything in it. We have been given the privilege and opportunity to co-create and innovate as God's image bearers. Given the opportunity to participate and experience the continued work of God's creation and innovation, He wants us to steward well the creation He has provided for us to live and work. This brings God glory, leading to creation thriving and human flourishing, building up hearts of love and lives of shalom, and bringing more shalom to the world.

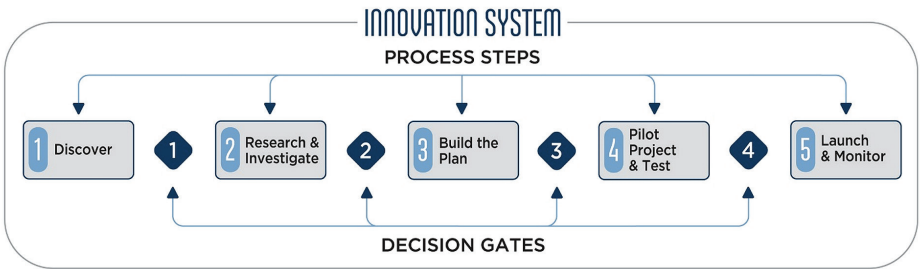
Managing Innovation: What?

Innovation systems focus on the development of new things, mainly business and/or product and service offerings, and/or new ways of doing things. Managing Innovation helps fulfill the purpose for work, fostering and providing the atmosphere and culture for people to express and exercise their God-given creativity. The Bible describes that all people are made in God's image and are given the opportunity to image the Creator God in and throughout activity in the world. Therefore, the general purpose of Managing Innovation is to develop the system that creates ideas, develops them, and implements them, producing new things and new ways of doing things that align with and help the organization better fulfill its purpose. The system is also designed to steward those new ideas well, taking them to fruition and market launch or, through wisdom, discernment and objective criteria, shutting them down along the way. In this system, we want to generate, discover, and consider ideas that align with and help further fulfill the organization's purpose, which leads to valuing and developing more people, building up more Good Places in the communities where we work and live, and being economically regenerative.



Managing Innovation: How?

Innovation produces a better system – a change in systems – in the form of new products, services, or ways of doing things. Managing Innovation includes several steps and activities which lead to decision points along the way to optimize time, effort, and resources, manage and/or minimize risk, and maximize the opportunities and probability of current and future success. Through a detailed step-gate approach, we determine the process steps, the associated activities and collected information at each step, and the decision points at the conclusion of each step.





Listen and speak truth in love to build up and unify.

Good Place Operating System: Internal/External Communication

Internal/External Communication: Why?

The best practices of communication include this principle: listen and speak truth in love to build up and unify. Being thoughtful with our words and sharing what is appropriate for the audience and the situation creates and grows trust and unity. The Bible instructs us to be focused on communication that is quick to listen and slow to speak. Why? Because it allows us to build up and to provide grace for those who hear (Ephesians 4:29). Building relationships and alignment among our internal people and those who are outside the organization is vitally important for building trust and credibility. The foundation of those qualities is good communication.

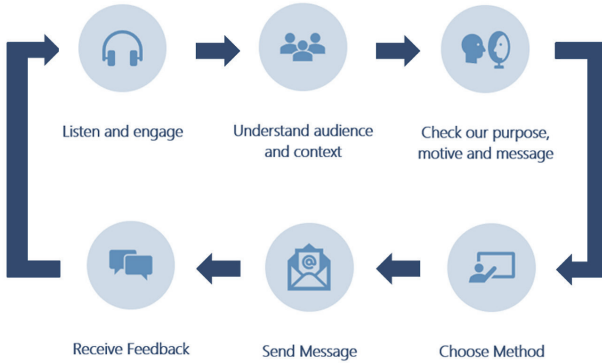
Internal/External Communication: What?

The purpose of our communication is to support the aims of our organization. Managing Internal and External Communication includes specifically applied systems that serve to intentionally manage and effectively communicate with internal stakeholders (the members of the organization) and external stakeholders - such as the marketplace, customers, suppliers, and other interested parties. This communication includes building awareness, understanding, trust, healthy relationships, alignment and influence. Addressing key aspects, such as the audience, listening, motivation, methods, message and feedback, is important as we consider what we are messaging, its reception, and our audience's response.

Internal/External Communication: How?

Internal and External Communication is effectively implemented in our purpose of the organization, progress and achievement reports and metrics, business plans, feedback loops with customers and suppliers, organizational updates, news releases, policies and practices, and even messages of encouragement and support. Much of what these systems accomplish is circular in nature, because when we are messaging, we also want to receive feedback on what we communicate. This creates a loop to express, improve, and listen again.

PRINCIPLES & VALUES: MANAGING INTERNAL & EXTERNAL COMMUNICATION



BIBLICAL FOUNDATION: MANAGING INTERNAL & EXTERNAL COMMUNICATION



Quick to listen



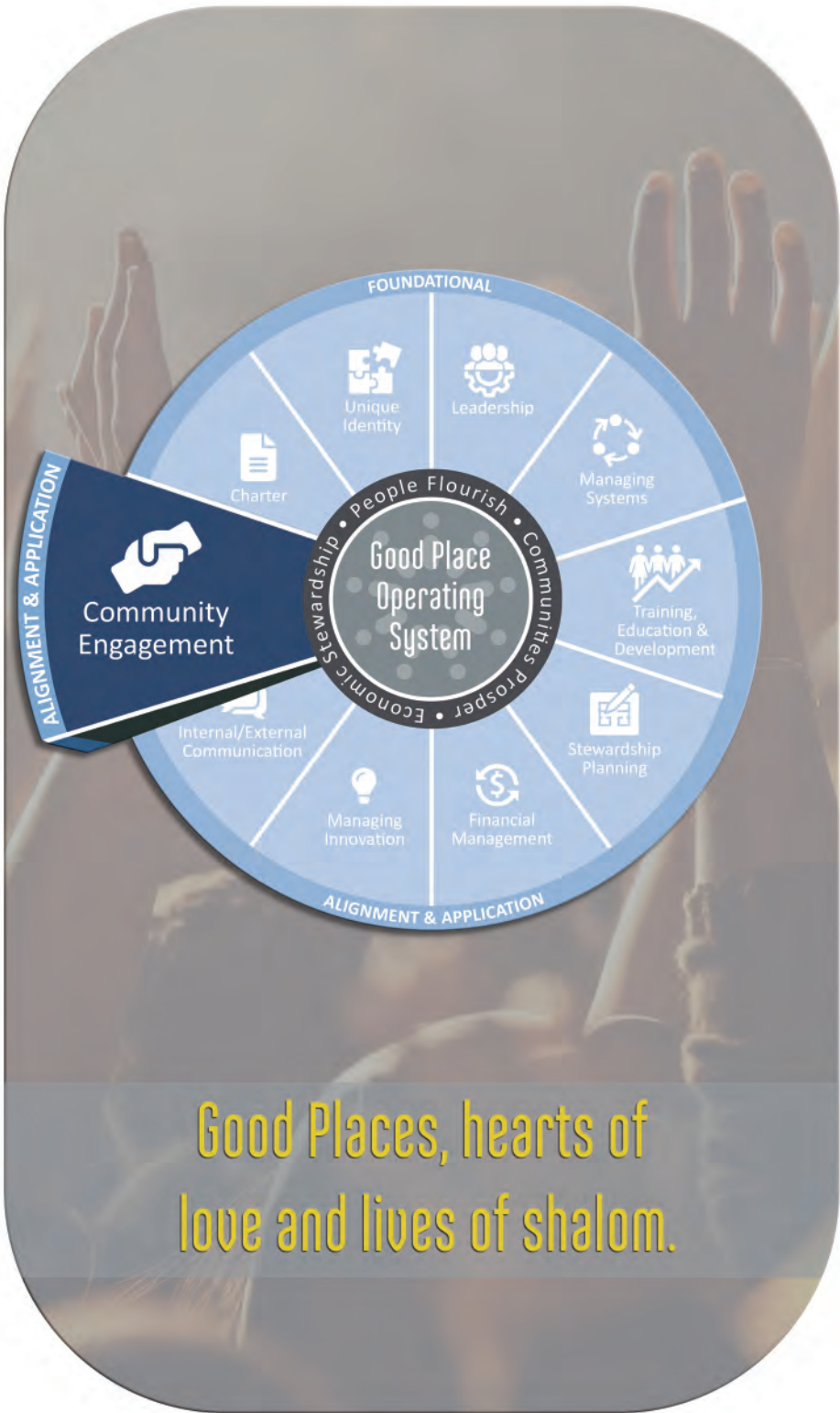
Slow to speak



Thoughtful words



Appropriate for the audience and the situation



FOUNDATIONAL



Unique Identity



Leadership



Managing Systems



Training, Education & Development



Stewardship Planning



Financial Management



Managing Innovation



Internal/External Communication



Charter

Good Place Operating System
• People Flourish • Communities Prosper • Economic Stewardship



Community Engagement

ALIGNMENT & APPLICATION

ALIGNMENT & APPLICATION

Good Places, hearts of love and lives of shalom.

Good Place Operating System: Community Engagement

Community Engagement: Why?

Every organization's main purpose should be to build up good places, hearts of love, and lives of shalom in the communities where we work and live. We are called by God to love Him and love others. Bringing God's Kingdom and its characteristics here on earth into every sphere of life is His command. As we are given gifts and called to serve, providing for each other's needs is a basic principle He expects us to live out in our communities, whether we work within a for-profit or non-profit company. The result is to make the world a better place.

Community Engagement: What?

Through God's grace, we have all received the benefit of His gifts, individually and collectively. In response, we should use those gifts to serve one another as good stewards of those gifts. Seeking the welfare of all peoples, including those in the community where we work and live, is God's expectation as He created us to do good works, which He prepared in advance for us to accomplish. In organizations, we develop gifts, talents, skills and abilities that serve the organization and its customers, so that the financial return allows us to be economically regenerative – where we build and grow more organizations which take care of our communities.

Community Engagement: How?

The call to build shalom and represent the Creator in creation is a purpose for our lives and our organization. Community Engagement is an applied system that serves to build up Good Places in the community by the work of the organization, the business we are in, the products and services we provide, the skills we build up by the work we do, and the methods and tools the organization utilizes to build up Good Places. It allows us to look into the world where there are community problems that our organization can solve and discover the opportunities we can address, bringing shalom to the community where we work and live, through the work that we do to make a living. Through this system, we find the purpose for our work and lives, providing products and services which meet needs and make a difference in people's lives.

We can look inside our organization, identify what makes our organization unique, and determine how to build up Good Places / Kingdom characteristics in the communities where we work and live by:

- the work that the organization does
- the business we are in,
- the products and services we provide,
- the skills we build up by the work that we do, and
- the methods and tools the organization utilizes to build up Good Places.





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The Good Place Institute equips and empowers leaders and organizations, through the why, what and how of building and multiplying Good Place organizations. We help implement and activate the organizational building blocks of the Good Place Operating System (GPOS), which are designed to build and steward holistically aligned and integrated Kingdom organizations and culture where success is defined by Kingdom criteria and where the organization thrives, people flourish, customers and communities prosper, and is economically regenerative, ultimately making the world a better place.

The Good Place Institute is a Good Place Holdings organization.

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