

## **Genius Process**

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(Revised: 23. July 2002 by Clinton Callahan)

### **FORMAT:**

Whole group exercise that has 5 separate parts. From 2-30 people.  
Duration: 8 hours to 3 days

### **PURPOSE:**

The GENIUS PROCESS is used for:

- Solving complex or long-standing problems.
- Designing organizations, procedures and systems.
- Creating detailed personal and organizational plans.
- Bringing teams together for more effective results.

### **SETUP:**

Two setups are possible. 1) Chairs are set in arched rows in theater style facing flip-chart papers taped to the front wall. 2) Eight chairs are placed around each table, set endwise towards the front of the room where flip-chart papers are taped to the wall. Trainer roves and does not participate in the process. *The GENIUS PROCESS only works when impartially facilitated.*

### **INTRO / BACKGROUND:**

Inherent in EVERY organization is a vast untapped wealth of Intellectual Capital and creativity. How can you repeatedly access this potential genius? The GENIUS PROCESS is a Possibility Management Meeting Technology that facilitates people of diverse nature and background to work together at unusually high levels of effectiveness and productivity without anyone being diminished.

#### **Structure:**

The 5 parts of the GENIUS PROCESS are:

- 1) GETTING A CONTRACT
- 2) PRE-PROCESS INTERVIEW
- 3) GENERATE THE CONTEXT OF POSSIBILITY
- 4) THE GENIUS PROCESS
- 5) FOLLOW-UP

These 5 parts of the GENIUS PROCESS are described below in the INSTRUCTIONS section.

#### **Materials And Forms Needed:**

- Genius Process Contract
- Pre-Process Interview Form
- Genius Process Logistics List

- Genius Process Report Form
- Genius Process Kit

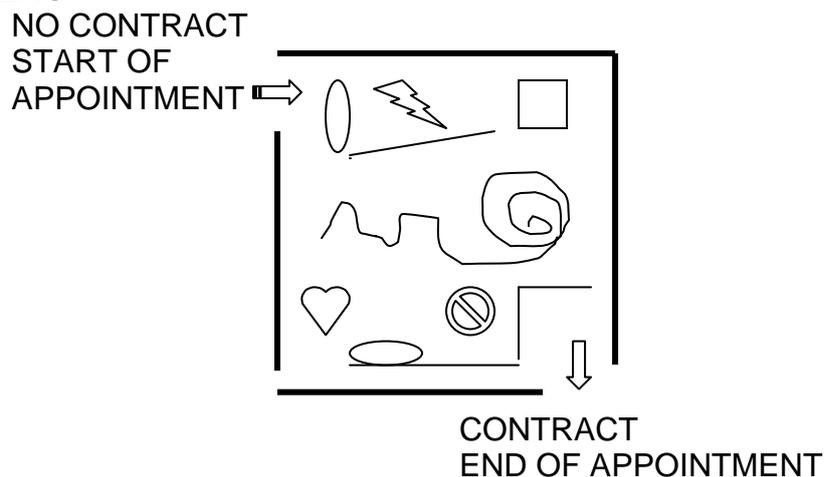
## INSTRUCTIONS / PROCEDURE:

### **PART 1: Getting A Contract**

Getting a contract involves three separate activities, often done with more than one client simultaneously.

- 1) Making contacts. You can make contacts many different ways. There are hot contacts such as personal referrals, previous clients or call-ins. There are warm contacts such as friends of friends, or people at a conference or meeting. Everyone else in the world is a cold contact. Use Possibility Manager skills to make contact.
- 2) Making an appointment. The purpose of making contact is to make an appointment. In general, do not mix making an appointment with doing an appointment. Be interested in them rather than trying to be interesting yourself. Go to where they are. Live in your client's agenda; live in their Game World; agree; use Possibility Listening. Set a specific time and place for your appointment and then end the conversation.
- 3) Doing the appointment. The purpose of the appointment is to get a signed contract. You know this already. The client may not. You get a signed contract when the perceived value of what you are providing is greater than the perceived cost. The appointment is like a video game. You already know the Map Of Selling:

### **MAP OF SELLING**



**Memorize WHAT IS THE GENIUS PROCESS (from “Purpose”)**

**Memorize and ask these 5 questions during your appointment:**

- 1) **What are you trying to bring into reality?**
- 2) **What gets in the way of better results?**
- 3) **What do you think needs to be done?**
- 4) **If we could address these issues, would that be valuable to you?**
- 5) **Will you have a GENIUS PROCESS?**

During the appointment, you may want to use some of these other ideas for getting a contract for a GENIUS PROCESS:

- Introduce yourself, ask to speak to the boss
- Say what you want, say what you can do
- Create curiosity so they want to know what you have
- Know what value you provide
- Think like the client thinks – live in their agenda – find out what they really want
- Ask questions:
  - Where in your system is the weakest point right now?
  - Where is the greatest hidden potential in your organization?
  - What do you want to change right now?
  - What did you already try? What worked? What did not work?
  - What is your vision for your organization? For yourself? For your employees?

Sign the GENIUS PROCESS CONTRACT, have them sign it, and leave a copy for them.

## **PART 2: Pre-Process Interview**

As soon as you have a CONTRACT, or perhaps as part of explaining how the GENIUS PROCESS will go so that you can get the CONTRACT, arrange a date and time and place for the PRE-PROCESS INTERVIEW.

The format for the PRE-PROCESS INTERVIEW will be different depending on the size of the organization you are working with. If it is a small organization, you can do the PRE-PROCESS INTERVIEW at the same time that you sign the contract for the GENIUS PROCESS. If it is a medium or larger organization, then you will probably need to arrange a different meeting to have the PRE-PROCESS INTERVIEW. This is because you need all of the responsible people for the organization to attend the PRE-PROCESS INTERVIEW so that they can make some basic decisions about how the GENIUS PROCESS will go. Basically, anybody who is invested, who is at risk, or who can kill the project should be at the PRE-PROCESS INTERVIEW.

Use the PRE-PROCESS INTERVIEW FORM as the outline for your INTERVIEW. In short, you will be deciding:

- What are the TOPIC and HEADERS for the flip-charts? (Make sure the TOPIC is stated general enough to allow for open input. Instead of
- Who is included in the ideal list of participants?
- Who is your contact person?
- Where and when will the GENIUS PROCESS take place?
- Who will be the Sanctioner and introduce you to the participants, and what will they say?
- Are the results of the GENIUS PROCESS binding or is the GENIUS PROCESS for information purposes only?
- What are the logistical requirements for the GENIUS PROCESS?

Sign the FORM, have them sign the FORM, and leave a copy with your contact person.

### **PART 3: Generating The Context Of Possibility**

Arrive one and a half hours before the GENIUS PROCESS is supposed to start. There are many little things to do to set up the room for the GENIUS PROCESS and it is best to be finished early and feel relaxed. Also, and perhaps more importantly, you can learn many things about an organization by sitting around and watching how things happen before you are supposed to be there.

Greet the Boss. Check in with them about introduction. Then are the first person to speak in the space. They introduce you.

After you are introduced, say that you are glad to be there and then explain the logistics to participants. Tell them about the timing, when lunch will be, that they are free to graze on snacks/tea/juices, where the toilets are, where they can smoke. Then say that the GENIUS PROCESS produces extraordinary results because of the quality of the context that you establish together: THE CONTEXT OF POSSIBILITY, which is based on 5 principles.

#### **1) Map Of Possibility – (15 minutes) These are the crucial elements to have:**

- Name on top: MAP OF POSSIBILITY
- Neutral line: What happens is neutral
- We are always creating by making stories
- Our stories are CONSCIOUS or UNCONSCIOUS
- UNCONSCIOUS STORIES make LOW DRAMA TRIANGLE
- LOW DRAMA serves SHADOW PRINCIPLES (make list)
- These are GREMLIN PRINCIPLES. What are your favorites?
- CONSCIOUS STORIES make HIGH DRAMA TRIANGLE
- HIGH DRAMA serves BRIGHT PRINCIPLES (make list)

#### **2) Clarity About Decision Making Method**

(NOTE: This part is optional. It may be more useful in the PRE-INTERVIEW.)

There are four methods groups can use for making decisions: (List on Flip-Chart)

##### **1) AUTHORITARIAN**

- All power in one person, people obey orders
- Used in military, patriarchal organizations, good for emergencies

##### **2) UNANIMOUS**

- 100% agreement, used in some legal conditions
- No dissention
- May take a long time, or might end in deadlock

##### **3) MAJORITY VOTE**

- 51% winners, 49% losers
- Used in politics, shareholder companies

##### **4) CONSENSUS**

- Agree to disagree
- Look for 80% agreement

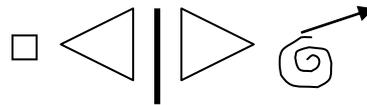
- Consult with ALL dissenters, try to include, makes wiser decisions
- Finally, agree to agree

Which does your team use?

### 3) **Pure Form Thinking**

By maintaining a clear distinction between the Generative and the Analytical Phases, we can stop arguing the pros and cons of various positions and instead say exactly what we want. Pure Form Thinking eliminates wasteful conflict and competition, and creates an abundance of clarity and possibility.

(Draw the Diagram)



- Starts where we are (the Box)
- Generative Phase – nonlinear/unpredictable/chaotic/wild/expansive
- Make a break – a full stop before switching to next Phase
- Analytical Phase – focusing/critical/logical/linear/what works
- Action Steps – specific, measurable, with names and dates
- We will spend most of our time in the Generative Phase. Like a lion scans the prairie for a long time (Generative) before she focuses (Analytical) and acts (Action Steps).

### 4) **Creative Sanctuary**

Creating is a delicate and very personal experience. THE GENIUS PROCESS provides a totally safe environment in which even the wildest ideas and most controversial issues can be presented completely without risk. Holding sanctuary for creativity allows for extraordinarily innovative and useful results. We insure that ideas are not cancelled by using a KILLER PHRASE reminding factor object. (Hold it up.) (Explain how KILLER PHRASES can be both verbal and non-verbal. Ask for examples of each. Demonstrate how to use the object.)

### 5) **Parallel Play**

THE GENIUS PROCESS is non-linear, which means that everyone in the group can participate ALL AT THE SAME TIME! There is no more waiting until it is your turn to speak. With parallel play, ideas are shared while they are still fresh and alive, and new ideas come more easily. (Each Post-It is an Info-Bit. Hold up the pads and the pens. Demonstrate how to write on a pad with big bold letters and complete sentences. Demonstrate how NOT to write on a pad with small squiggly words. Explain that people must shout out what they write on their pad so everyone can hear it. Ask for a runner at each table to start bringing Info-Bits to the Flip-Chart. Show how to stick Info-Bits to Flip-Chart close together.)

Then start warm-up exercise. Generate 50 uses for dust balls. You've got three minutes. GO!

## **PART 4: The Genius Process**

The GENIUS PROCESS itself follows the map of Pure Form Thinking, which begins where you are, is first Generative, then Analytical, leading to Action Steps. It is important for you to know and to assure the participants that the Generative phase takes by far most of the time.

TOPIC (as decided in the PRE-PROCESS INTERVIEW) (On large card above all the flip-charts)

HEADERS: (one card close above each flip chart or stuck on top of flip-chart)

- BACKGROUND
- PURPOSE
- NON-PURPOSE
- HIDDEN AGENDAS
- TOPIC HEADER (Relates to TOPIC of GENIUS PROCESS. My favorite is WHAT DO YOU REALLY WANT TO DO? Or WHAT NEEDS TO BE DONE?)
- ACTION STEPS (Action Steps come from Grouping and Dotting the other flip-charts)
- ISSUES AND QUESTIONS (This flip-chart is off to the side for special considerations. Be sure to talk about all ISSUES and QUESTIONS before the GENIUS PROCESS is over.)

Other HEADERS can be used for more specific TOPICS such as defining a MISSION, establishing a VISION, making an INVESTMENT, or creating a BUSINESS PLAN or MARKETING PLAN. To generate HEADERS for more specific TOPICS, consult the table of contents of a book on the subject.

### **Generative Phase**

As a facilitator, your job is to keep the energy focused and moving. People will get stuck. The whole organization will go into the Liquid State as a result of the immense clarity generated by the GENIUS PROCESS. You are Holding Space for all this to happen. Just do the next thing and the process happens by itself. Keep the energy moving by re-asking the same questions over and over again in new and different ways. Keep giving participants new perspectives on ways to think about the questions. Reword them, restate them, repose them, say them in the negative, keep opening doors for the participants to use.

Take lunch at the specified lunchtime. Take a break after Generating and before Analyzing.

### **Analytical Phase**

As facilitator, your job is to converge everything that was Generated into specific measurable action steps signed with names and dates. Here are some methods to try:

- DOTTING – Dotting identifies the client's choice of what is most significant. Use 5 dots to choose from many items, 3 dots for fewer items.
- GROUPING – put like things together, circle the groups, dot the groups
- COMBINING – create new themes, remix the groups
- NAMING – give groups names

- **COMPARING** – find similarities, find differences, draw connecting lines and arrows
- **SYNTHESIZING** – restate what you have found, find the flow, set a new foundation
- **PATTERNING** – find connections, recognize a bigger picture, identify repetition
- **SCENARIOS** – paint possible future, dot for the best scenarios
- **CONSENSUS** – come together on the most important scenarios to move forward with a group decision

Remember, Action Steps must be specific and measurable, with names and dates. Also make a list of who needs to be informed of what by whom and by when as a result of these Action Steps. Invite the client to digitally photograph the flip-charts to pass around for their own documentation.

### **PART 5: Follow Up**

Your Follow-Up to the GENIUS PROCESS can lead to your next job with the client, or by their referrals to other jobs. Let them know that you care how they are doing. Answer their questions.

### **DEBRIEF:**