

The Kairos Project Operations Manual

a living system of connected practice and intent

Our core commitment that drives our practice and operations is that we always honour People and Planet.

This document is not a fixed set of words, our intention is that it lives and breathes in the networks of dialogue within The Kairos Project and all stakeholder relationships. As such it is our DNA & Ecology Manual. We will review it regularly.

This document is not a series of have to's, rather an indication of intentional practice in an ever changing world. We ask that you as Associates of The Kairos Project develop your operational practice over time in the same way that we live and breathe our values in the service that we provide to clients. We will review your operational practice with you each year.

The policies and practices herein are applicable to and include working remotely, working at home and using any form of virtual communication.

Our operational practice is expressed in the following areas:

- | | |
|--|--------------------------------------|
| 1. Shared Purpose | 6. Carbon Zero by 2030 |
| 2. Governance and KPIs | 7. Appendix 1: KPIs |
| 3. Values | 8. Appendix 2: Modern Slavery Policy |
| 4. Working Commitments | 9. Appendix 3: Theory of Change |
| 5. Principles of Organisational Practice | |

1. Shared Purpose

- a. **Mission:** Our mission is to make leadership coaching and development accessible to not-for-profits and purpose driven organisations worldwide. The main focus of our work revolves around a question – what does it mean to be human in a world driven by technology and over consumption. When our ways of interacting, of being and organising are driven by efficiencies and hyper-rationalism, by virtual interfaces and digital connections and self-interest, how do we develop trust, stay centred, make wise judgements, collaborate, stay motivated and connect with each other. This is our work – to ensure that individuals, teams and whole organisations are operating from a place of wholeness and purpose, are harnessing new levels of consciousness and have, deep within their culture, a soul. We see this as the journey from knowledge to wisdom.
- b. **Aim:** We aim to make our services available irrespective of geography or finance

People working in the social & environmental sector
we acknowledge that these organisations very often have limited resources and we aim to bridge these gaps through building partnerships with Foundations and Trusts who are investing in the long term health of people and planet.
- c. **Vision:** We dream of a world where social and environmental enterprises are mainstream; where all our collective energies, talents and brilliant whole selves are engaged in meeting the social, environmental and ecological challenges of our times.

2. Governance and KPIs

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- a. Governance
 - i. The legal constitution of The Kairos Project CIC commits us to practice and behave as a BCorp.
 - ii. Kairos has an international Leadership team
 1. currently three people from Spain, and the UK
 2. who are committed to further diversity and representation in the make up of our leadership.
 - iii. Kairos Board and Advisors - our aspiration is to constitute this as follows::
 1. A maximum membership of 7 people
 2. Represent a mix of genders and ethnicity
 3. Represent our diverse geography
 4. Please note the above commitment is to improve our existing Governance and is subject to regular, not to say constant, review.
 - a. Currently (September 2020), Kairos has one person on it's board of advisors and we meet quarterly
 - iv. All surplus funds are reinvested in the core service commitment of the The Kairos Project CIC
 1. This is written in to the Memorandum and Articles of Association of The Kairos Project CIC
- b. Impact KPIs
 - i. Please refer to our Annual Impact Report for detail
 - ii. Please refer to Appendix 1 for detailed indicators in each category
- a. Stakeholder Engagement Program
 - i. Stakeholders are surveyed each year to measure the relevance and focus of our service provision
 - ii. Our stakeholders are:

● Clients ● Client Workers ● Contractors ●	● Associates ● Board of Advisors ● Suppliers	● Foundations and Trusts who fund us ● Planet ● Social and Environmental Organisations
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- b. Customers
 - i. Our service protection policies include the Kairos Project Safeguarding Policy
 1. available on request
 - ii. Certification
 1. Most of our Associates are certified by the International Coach Federation. During induction and periods of CPD some Associates will be working towards their first ICF certification at the entry level of Associate Certified Coach (ACC)
 - iii. Service Roles within Kairos to support quality of delivery
 1. Client Liaison responsible for:
 - a. relevance of project delivery
 - b. escalated complaint or request handling

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2. Project Manager
 - a. management of overall service delivery
 - b. assignment of Associates for each project
- iv. Feedback is collected for each project and assignment
 1. In late 2020 we linked all Feedback to measurement associated with our Theory of Change. (see Appendix)
- v. GDPR
 1. Our policy and practice is stated in our internal IT system (Chronos) with Associates and Clients asked to confirm their agreement.
 2. We are registered with the ICO in the UK

3. The Kairos Project Values

When engaged in work or team activities with The Kairos Project (Kairos) you join a culture that shares and lives the following values:

Conviction	to stand for positive change and transformation
Belonging	to come from our bigger selves and practice inclusion
Celebration	to always remain in awe and wonder
Respect	to recognise other and celebrate diversity
Authenticity	to speak honestly from your heart and soul

4. Working Practice Commitments

- a. General working practice and Induction
 - i. Meetings may be held virtually or in person
 - ii. It is important that every Associate keeps our internal project system "Chronos" up to date at all times
 - iii. Conversations for complaint, or involving conflict, may initially be direct, knowing that escalation to leaders and Directors are next steps. Please see the Safeguarding policy if appropriate.
 - iv. Associates must bring to the attention of project managers or leadership any potential, or actual, conflicts of interest within Kairos or with Kairos clients.
 - v. Confidentiality is key to our work with Clients (see Associate agreement) and is also important to the fabric of The Kairos Project as a whole. Associates are asked to respect confidentiality at all times.
 - vi. Induction of new associates includes an overall briefing including mission, vision and aims. We also review our commitment to reducing consumption of resources and an understanding of the practices and policies outlined in this document and the Associate, Supplier and Safeguarding Agreements.
 - vii. The continuous learning and professional development of Associates is essential to the creation and sustaining of safe and knowledgeable spaces for Kairos clients. In respect of this we provide spaces for professional supervision and our own internal practice of meta-vision.
- b. Equity

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- i. in decision making, we use consent, not consensus
 - ii. all associates are represented on our website as equals
 - iii. in remuneration, associates agree their allocated fees for a project based on role
 - iv. all information is equally accessible to all associates
 - v. our beliefs on equity:
 - 1. as everyone is unique we make a distinction between treating everyone the same and making sure that everyone has equal opportunities.
 - 2. we believe in a culture that allows people to be all that they want to be according to their capacity and passion.
 - 3. we believe in shared leadership and power; in decentralised decision making, in nurturing initiative
 - 4. with equity comes ownership, responsibility and self leadership
- c. Poverty
 - i. our broader ambitions are to provide our services in the advancements of the 17 UN Sustainable Development Goals. Number 1 is "No Poverty".
 - ii. working in the charity and NGO sector, we experience a scarcity lens; it is part of our work to challenge this paradigm, not to question Poverty but to question the mindset of fear and scarcity and make visible opportunities for trust and abundance
 - iii. we work with clients who address the challenges of Poverty directly.
- d. Diversity and Inclusion
 - i. our projects in the Global South are delivered by people in the Global South;
 - ii. our network of associates reflects our client-base - diverse. Diverse in language, race and beliefs - religion, political, social and cultural..
 - iii. Our beliefs on Diversity and Inclusion:
 - 1. we believe that inherent in diversity is strength and resilience, we see this in nature and the ecology of the natural world
 - 2. Diversity means a different shaping in worldview, multiple perspectives, multiple representatives, multiple strengths, skills, resources and futures.
 - 3. Inclusion, for us, means creating a community, a heartfelt sense of belonging, treating all stakeholders with respect
 - 4. Inclusion means slowly uncovering our biases and prejudices; and slowly unlearning the concept of "other", seeing whole systems and not self interested groups.
- e. New learning, technologies, practices, legal requirements, and standards that improve areas of work
 - i. when possible we work with services that align with our values and commitments in the world for instance the choice to work with an ethical sustainable bank - our main bankers Triodos are BCorp registered
 - ii. we are in transition from using WhatsApp to using Open Source messaging (Signal)
 - iii. our practices and methods aspire to the principles of wholeness as outlined in the book Reinventing Organisations by Frederick Laloux
 - iv. Our principles of organisation revolve around self management supported by clear practices and processes

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- v. our beliefs in new learning are:
 - 1. we understand that our world is moving very fast; mindsets are changing, legal requirements are shifting and we have a responsibility to update ourselves on a weekly, monthly, yearly basis.
 - 2. we see ourselves as students of our work on a long journey towards mastery where we are a commitment to continuous learning and practice.
 - 3. we believe in experimentation and learning by mistakes rather than the short termism of safe and proven.
- f. Building Strong Communities - networks and geographies
 - i. We provide consistent, high calibre, professional work to clients across all geographies;
 - ii. We nurture a community learning space through peer sharing, retreats, online gatherings, and our Internal newsletter..
 - iii. our strength lies in aligning our business practices, our values and our working methodologies
 - iv. we put human and ecological considerations above all else, our collective energy and wisdom is our currency
- 5. Safeguarding
 - a. As professional coaches/facilitators, as individuals, as a team and as an Organisation we recognise that significant numbers of adults are abused, or have experienced abuse previously (at any point in their lives).
 - b. You may become aware of this at any point in your work with clients. We expect timely action to be taken when appropriate.
 - c. Within the bounds of client confidentiality this includes
 - i. raising as a matter of professional supervision,
 - ii. reporting to the leadership of The Kairos Project
 - iii. reporting to relevant authorities.

6. GDPR

- a. We take the UK/EU GDPR data laws seriously, please read our data policy document, agree to the terms in Chronos and take action as appropriate.

 [GDPR Internal Policy](#)

7. Carbon Footprint

- a. Our target is to be carbon net-zero by 2030
- b. From 2019 onwards we will systematically offset our carbon footprint so that we are carbon net-zero by 2030
- c. Our policy and Practice falls into 4 areas
 - i. Workspace practice
 - ii. Travel
 - iii. Waste and Recycling
 - iv. Purchasing
 - v. Review
- d. From 2020 to 2030 we will, in each area, reduce our net impact
 - i. 2020 to 2023
 - 1. No single use plastic
 - 2. Paper - all recycled at point of purchase and disposal

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3. 10% electricity from renewable resources
4. 50% of food for gatherings, meetings and client events to come from certified organic or biodynamic sources
5. Travel miles 100% offset
6. 20% of business is virtual and not face to face
- ii. 2024 - 2027
 1. 50% electricity from renewable resources
 2. 75% of food for gatherings, meetings and client events to come from certified organic or biodynamic sources
 3. 40% of business is now virtual and not face to face
- iii. 2027 - 2030
 1. 100% electricity from renewable resources
 2. 100% of food for gatherings, meetings and client events to come from certified bio-dynamic or organic sources
 3. 100% of Supply Chain is BCorp certified
 4. 60% of business is now virtual and not face to face
 5. All plastic use from plant based materials
 6. All personal and work transport to be electric or hydrogen driven
 7. Air Travel - *to be reviewed*

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Appendix 1 - Key Performance Indicators

Organisational Performance KPI's:

1. Our pricing policy aims to:
 - a. Sustain the efficient operation of The Kairos Project CIC
 - b. Be affordable to our clients
 - i. And where this is a challenge The Kairos Project CIC works with clients to find appropriate funding
 - c. this is the subject of review with our funding partners each year

Social KPI's:

1. We work with not-for-profit sector and purpose driven organisations
 - a. There is a strong focus in The Kairos Project CIC of not only working with but supporting our clients.
 - b. our sales and marketing effort is focussed on the not-for-profit sector and purpose driven organisations
 - i. Individual requests for working with us are referred to the Leadership team for ethical review in cases where there may be a clash of values.
2. As an organisation we commit to a 100+ hours of pro-bono coaching hours per year (the equivalent of around 10% of our current revenue)
 - a. This is focussed through individual contracts and
 - b. Our annual "Connect Programme"
 - i. The connect programme offers a pro-bono session of coaching to anyone working in our sector and is promoted through social media and existing contacts
3. Social Impact measurements are determined by our Theory of Change model
 - i. please see Appendix 2 for our Theory of Change model and Impact Measurement
4. Commitment to UN SDGs
 - a. The Kairos Project Board has regular quarterly commitment to monitor performance in each SDG area
 - i. Our work is intrinsically related to the UN SDGs
 - ii. Kairos records and reports on the UN SDGs that are the focus of our Clients

Environmental KPI's:

Scope

This applies to all directors, associates and contractors of The Kairos Project worldwide. We expect practice is as follows in the following sections.

1. Workspace
 - a. Computers
 - i. manage energy use by appropriate use of screensavers, sleep modes, energy saving features and keeping printing to a minimum
 - ii. manage associated resource use - e.g. keep printing to a minimum and use recycled paper
2. Travel
 - a. Associates are asked to take responsibility for:
 - i. Avoiding unnecessary travel:-
 - using telephone / videoconference whenever possible

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- ii. For Journeys to and from workshops/facilitation/client meetings/retreats
 - As someone said - take your bike and move your body.
 - iii. All carbon emissions for air travel are to be off-set against an equivalent donation to a carbon-offsetting program.
 - Our target is to be carbon net-zero by 2030
 - From 2019 onwards we will systematically offset our carbon footprint
 - iv. Sharing vehicles for joint business travel.
- 3. Waste management and recycling
 - a. All waste associated with work for The Kairos Project should be recycled or managed as efficiently as possible.
 - i. Consumption reduction in our workspace is highly valued
 - ii. And includes insulation and other energy saving technologies such as LED lighting, and responsible heating practice
 - b. e-waste
 - i. It is currently a challenge to recycle mobile phones, computers and other electronics in a responsible manner. Until we move from a model of ownership to a model of product life cycle support provided by manufacturers there are no ideal solutions
 - ii. We ask all Associates to carry out the following actions wherever practical to give technology hardware a new lease of life and to keep it out of landfill if at all possible
 - Postpone upgrading for as long as you can
 - a. Does your phone or other devices have to be upgraded? Will a new device improve your job or communication with others?
 - Opportunities for reuse
 - a. If the item is still in good working order or requires only minor repairs, can it be repurposed with friends, family or charities that will find a genuine use for the item.
 - Return the item to the manufacturer
 - a. The hardest of all but if the item is broken or unusable ask manufacturers if they can accept the return of old electronics and their materials.
 - Last option - take them to a dedicated e-waste recycling facility
 - a. Search for one in your area
 - A challenge
 - a. If possible take your business to companies that source their materials sustainably and have a clear process for product end of life.
 - iii. Educating ourselves
 - we encourage you to watch the presentation made by Jacopo Ottaviani - available at <https://interactive.aljazeera.com/aje/2015/ewaste/index.html>
 - we uncovered this resource through our clients TacticalTech and we encourage you to visit their site for all technical related concerns or issues www.tacticalTech.org

4. Review and Practice

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- a. Each year an environmental review/update is held with all members of the The Kairos Project CIC community
 - i. Kairos undertakes an annual survey to assess responsible
 - practices related to
 - a. energy use
 - b. consumption and recycling
 - c. travel

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Appendix 2: Modern Slavery

1. Policy statement – The Kairos Project

1.1 Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity. This policy sets out the steps that The Kairos Project has taken to ensure that slavery and human trafficking are not taking place in our delivery chain or in any part of our business.

1.2 The Kairos Project UK is a registered Community Interest Company limited by shares whose core business is the delivery of coaching, facilitation and leadership development activities to NGOs Charities and other purpose driven organisations. The Kairos Project operates with more than 20 Associates, speaking more than 7 languages and delivering services to many parts of the world.

1.3 We are committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply and delivery chain, consistent with our disclosure obligations under the Modern Slavery Act 2015 (updates July 2018). We expect the same high standards from all of our suppliers and contractors. As part of our contracting processes, we expect specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children.

1.4 In implementing this approach The Kairos Project supports the Base Code of the Ethical Trading Initiative:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected
- Working conditions are safe and hygienic
- Child labour shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practiced

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- Regular employment is provided
- No harsh or inhumane treatment is allowed

1.5 This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, volunteers, interns, contractors and external consultants

2. Responsibility for the policy

2.1 The Board of The Kairos Project has overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that all those under our control comply with it.

2.2 A member of the Core Team has primary and day-to-day responsibility for implementing this policy, monitoring its use and effectiveness, dealing with any queries about it, and auditing internal control systems and procedures to ensure they are effective in countering modern slavery.

2.3 Managers at all levels are responsible for ensuring those reporting to them understand and comply with this policy and are given adequate and regular training on it and the issue of modern slavery in the The Kairos Project delivery chain.

2.4 The Kairos Project Associates are to be made aware of the policy and are given adequate and regular training on it and the issue of modern slavery in the The Kairos Project supply and delivery chain.

2.5 All staff will be informed of the reporting process for any concerns relating to this policy.

3. Compliance with the policy

3.1 All The Kairos Project staff will be made aware of this policy and will be expected to read, understand and comply with its contents.

3.2 The prevention, detection and reporting of modern slavery in any part of our business or delivery chain is the responsibility of all those working for The Kairos Project or under contract. All staff contractors and volunteers are required to avoid any activity that might lead to, or suggest, a breach of this policy.

3.3 You must notify your project manager or the core team as soon as possible if you believe or suspect that a conflict with this policy has occurred, or may occur in the future.

3.4 You are encouraged to raise concerns about any issue or suspicion of modern slavery in any parts of our supply or delivery chain at the earliest possible stage.

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3.5 If you believe or suspect a breach of this policy has occurred or that it may occur you must notify your manager or report it as soon as possible.

3.6 If you are unsure about whether a particular act, the treatment of workers more generally, or their working conditions within the delivery chain constitutes any of the various forms of modern slavery, raise it with your project manager or the core team.

3.7 We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken. We are committed to ensuring no one suffers any detrimental treatment as a result of reporting in good faith their suspicion that modern slavery of whatever form is or may be taking place in any part of our own business or in our supply or delivery chain. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Core Team immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure.

4. Communication and awareness of this policy

4.1 Training on this policy, and on the risk our business faces from modern slavery in the delivery chain, forms part of the induction process for all individuals who work for us, and regular training will be provided as necessary.

4.2 Our zero-tolerance approach to modern slavery must be communicated to all organisations we support, along with contractors and partners at the outset of our relationship with them and reinforced as appropriate thereafter.

5. Breaches of this policy

5.1 Anyone who breaches this policy will face disciplinary action, which could result in dismissal for misconduct or gross misconduct.

5.2 We may terminate our relationship with other individuals and organisations working on our behalf if they breach this policy.

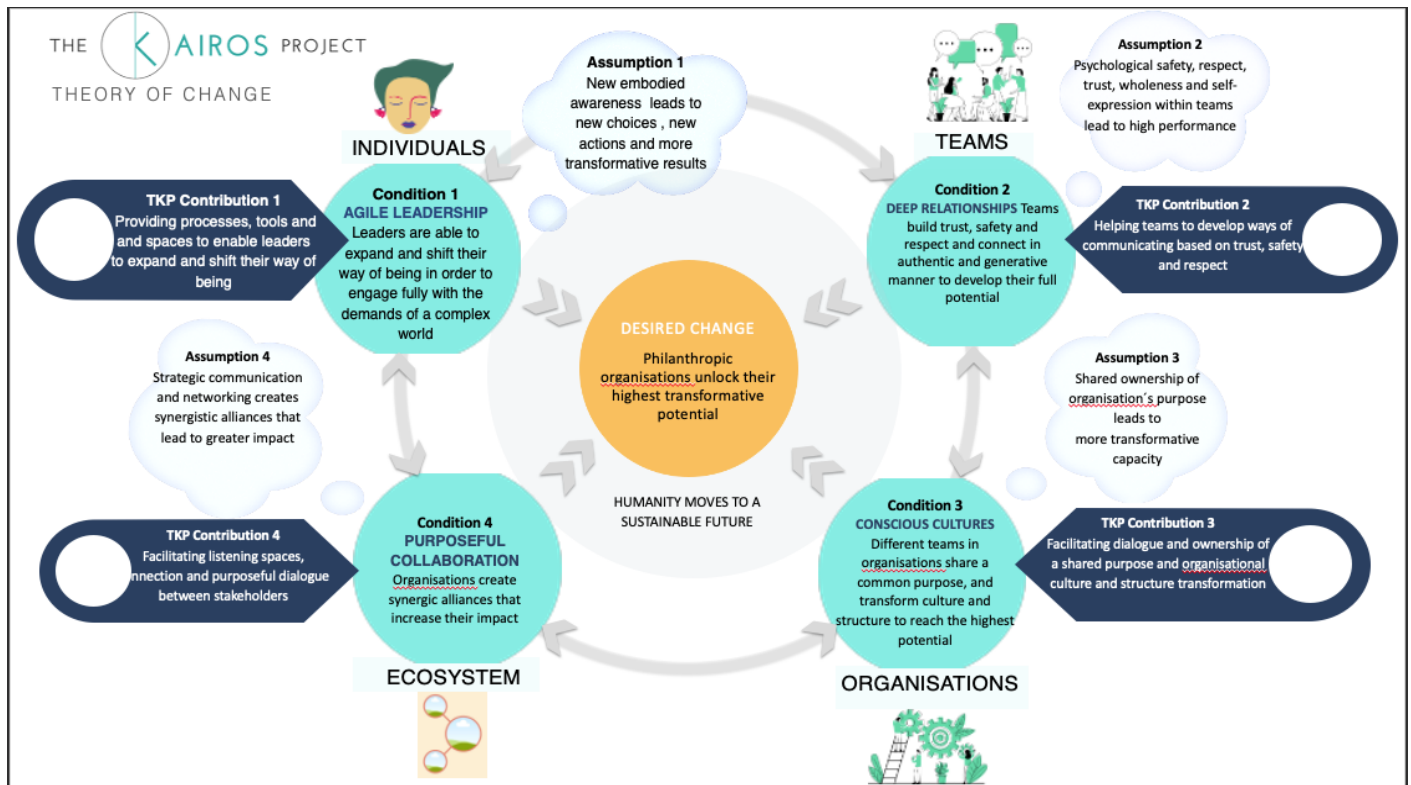
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Appendix 3 - Theory of Change and Measurement

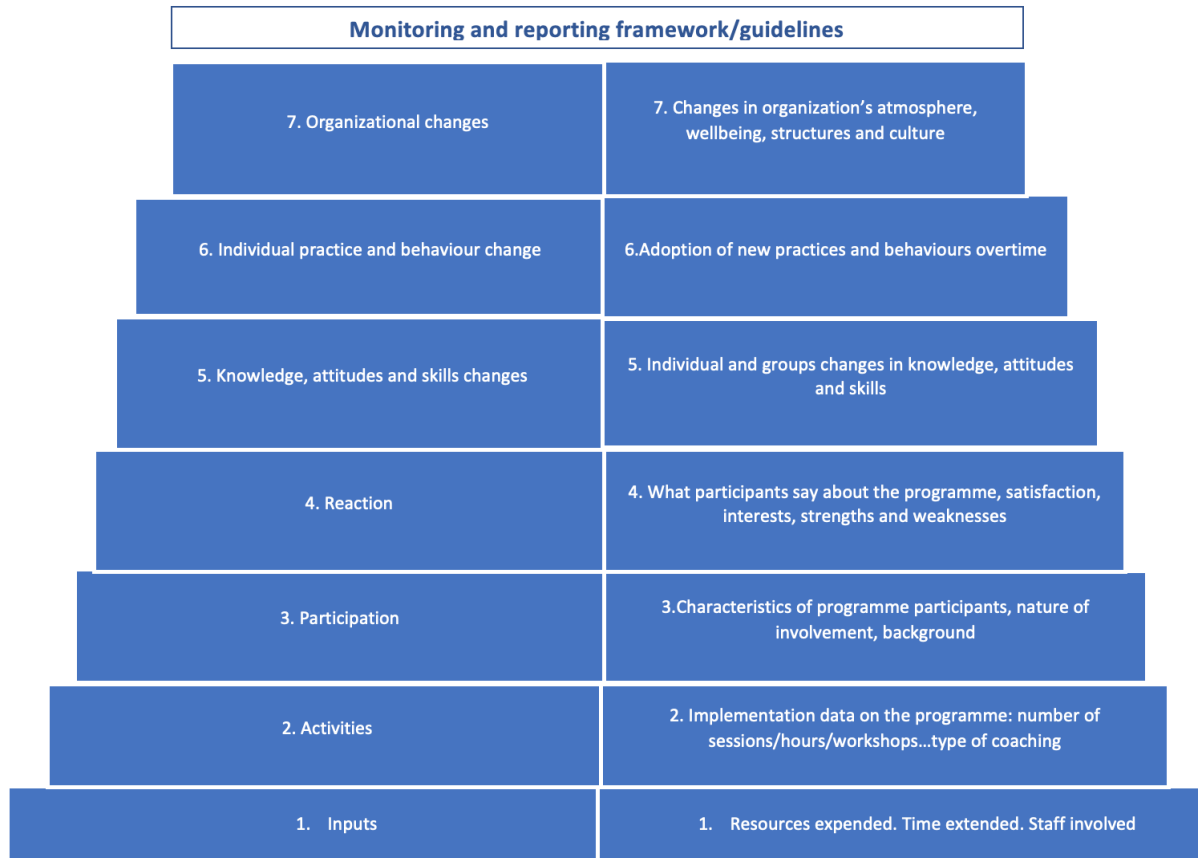
Our Theory of Change grows and changes over time. This is a snapshot from mid-2020. Behind the pictorial representations are detailed documents that define the implied practice.

The measurement framework is fully incorporated into our internal IT system (Chronos) that collects survey data from all of the projects that we undertake with clients.



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Other Kairos Policy and Practice Documents:

[GDPR Internal Policy](#)

[The Kairos Project Wholeness Policy](#)