INTERNATIONAL SPIRIT AT WORK AWARD APPLICATION

Name of Organization: __Ternary Software, Inc._____

III. The Application

Applications require a written description of the organization and a description of how they meet the criteria (see below). Please type your responses to the items below into this MS Word Document. Applications must contain sufficient background information so Committee members can make informed choices**. Please limit the application to a maximum 12 pages in addition to this document (i.e. a total of 20 pages)**. All applications must be submitted **by email** to the Committee Chair, Elisa Mallis, at **elisa@spiritatwork.org.**

The contact person cited on the application must make themselves available for questions should Committee members require more information.

Your application needs to include:

1) Basic Data:

a) Name of Organization (can be a division of a larger organization):

Ternary Software, Inc.

b) Date of founding:

March 2001

c) Number of employees
(Note: Small Business – 20-99 employees; Medium to Large Business – 100 or more employees):

20

d) Nature and scope of business:

Outsourced software development and software development process consulting using "lean" methods.

e) Location(s):

Exton, PA (Philadelphia suburb)

f)   Website address (if applicable)

www.ternarysoftware.com

2. Contact Information

a) Contact Person's Name:

Brian J Robertson

b) Position:

President & CEO

c) Phone:

610-594-8914 x200

d) Email:

brian@ternarysoftware.com

e) Cell phone:

484-995-0090

f) Mailing Address:

Ternary Software, Inc. 180 Sheree Blvd., Suite 2000 Exton, PA 19341

Please provide full contact information for a back-up contact person in case we cannot make contact with you for any reason.

g) Backup Contact Person's Name:

Jill Henasey

h) Position:

Administrative Assistant

i) Phone:

610-594-8914 x209

j) Email:

jill@ternarysoftware.com

k) Cell phone:

(610) 453-2197

l) Mailing Address:

Ternary Software, Inc. 180 Sheree Blvd., Suite 2000 Exton, PA 19341

Note: It is <u>essential</u> that all this contact information be provided so that we can follow up with you.

3. A Brief Description of Your Organization:

a) What are the vision and mission; philosophy and core values of your organization?

Ternary's purpose is to develop the healthiest possible system where enlightenment thrives.   For us the word "system" means the system within the organization (Ternary) and the outside world; multiple holons at all scales. We've captured our values as "awareness" (our definition of this includes the idea of "awakening"), "professionalism" (we think of a doctor's ethic of care and craftsmanship and respect), "continual improvement", and "partnership" (with each other, with the organizations we interact with, and with the world).

Holacracy – our organizational practice – includes a set of core understandings or principles we attempt to embody as well. These include "inherent perfection" (everything is radiantly perfect; recognizing the is-ness or suchness of reality), "creative impulse" (from this perfection there is an impulse to create, to manifest, to evolve), "requisite ontology" (recognizing the holarchic nature of reality), and "experience is truth" (I don't yet know how to explain this one briefly – perhaps the words alone will shed some light though!).

b) How does your organization define "Spirituality". How do you talk about the "vertical" and "horizontal" dimensions of spirituality? (Minimum of 500 words)

We tend not to use the word "spirituality" when we describe what we are doing at Ternary – it can leave people really uncomfortable, particularly those that don't explicitly identify the word with themselves. Ternary seeks to embrace everyone where they are and focus on the practical uses of spiritual wisdom – I'd rather Ternary help folks first experience something spiritual, and then help them interpret and understand their experience. We do speak of related concepts though, using words which tend to be less "scary" to more secular folks. We focus on concepts like enlightenment, emergence, evolution, present moment awareness, and transpersonal experiences that move us beyond our small sense of personal ego. We are seeking to live in the flow and to allow the soul of Ternary – a conscious entity in and of itself – to express itself through this governance process we call Holacracy and it's guiding principles.   (Please see the article attached to this application for further explanation).

To us "enlightenment" has vertical and horizontal dimensions. One piece of this is to expand personal awareness – to expand our scope of concern beyond our smaller interests. We embrace ego and expand it. As the scope of concern expands the horizontal dimension takes care of itself.   We believe that we are all already enlightened – where we are is just perfect. This is reflected in the core principle of Holacracy called "inherent perfection" – everything is always already perfect. And at the same time another core principle is the creative impulse – the desire to become more perfect, to create, to evolve. There is an embrace of people wherever they are, as well as the world and the company. At the same time there is a drive to evolve and to help all the holons and entities participate and evolve - not because there is something wrong but because that is the nature of reality. Our vertical drive is best described as Conscious Evolution.   Our horizontal commitment includes creating a great integral work environment while helping the world around us, and this is really embodied in our governance structure. It includes other stakeholder

interests as paramount and equal to investor/financial concerns: worker needs, community needs, industry needs, and more all take paramount voice in addition to investor/economic needs. Our attorneys are in the process of embodying this governance process in the actual legal governance documents of the organization. To my knowledge, we will be <u>the first for-profit organization</u> that ***legally*** changes the organizational governance system to put these values as paramount. This legal structure avoids pressure from owners regarding fiduciary primacy as the goal. It removes the old idea of owners entirely in fact. It recognizes the organization as an individual entity with its own soul or will. That is the best interpretation we have of our direct experience of practicing Holacracy (more information is available in the attached article). We are freeing the organizational entity from being a slave to the owners so that it can find its own higher purpose – the higher purpose of the soul of the entity itself. We have a profound commitment to emergence as the natural expression of the divine within the world.

c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable? To what degree do employees have a choice about participating in spirituality in the workplace activities? To what degree are employees able to express their own spirituality? Is there any form of spirituality that is excluded from the organization? (Minimum of 500 words)

In the context we have created here at Ternary the question itself is no longer relevant. To illustrate, who is the "you" in this question? At Ternary, the organization itself manages itself, and everyone plays a part in that process. In our system anyone can bring a tension about the organization and integrate it (see the paper attached). So we don't deal with this directly as a separate "management" team, we let the system self-organize and deal with it. If this ever became an issue, those who felt the tension would use the system to address it; so far it has not become an issue, so people direct their attention elsewhere.

About half our group is atheist or agnostic in terms of religion – but most are very focused on finding purpose and meaning in their work, living by their values, and/or helping the world around them. Many tend not to use the terms spirituality or religion to describe this. Another part of our group is very grounded in their faith and do use the language of religion. Proselytizing is not occurring. There is inherent respect in the culture – to each his/her own. There is a cultural context that allows people to use spiritual language and feel totally ok. On bookshelves in most offices and open team areas you will find books on spiritual topics, often sitting right next to books on programming and other software topics – exploring your whole self is just normal here. It's so built in at Ternary that there is no need for a big explicit push around "spirituality" in the organization. We might say to someone new – "Here's a book that explains the language and concepts I was just using, if you're interested." But that's it. The values are subtly infused, and it's in the practice of Holacracy itself.

4. Core Application:

The response to this section should be the heart of the application*.* What policies, programs, or practices **explicitly promote or enable spirituality at work**? "At work" refers to your workforce. For the purpose of this award, the Committee is more interested in how your workforce is treated but we also want to

hear about your customers and clients. Your application will not be sufficient if your practices do not include your employees. Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will be sustainable over time? If so why?

a) Description of policies, programs or practices (minimum of 1000 words):

What we've done at Ternary is create a deeply spiritual practice – Holacracy – that just becomes part of doing the work – so everyone participates and yet it's not looked at as an "individual practice" like meditation that might create resistance. Nor is it a program. It is a way of seeking meaning, allowing emergence and honoring all individuals in the workplace. Everyone can participate. Yet we avoid the downsides of autocracy, voting democracy (majority rule), or consenses. (See paper for more details on how this works). We are intentionally trying to harness a spiritual state, a transpersonal space, beyond the individual ego, and use it in our day-to-day work and our organizational governance and management practices. We experience shared meaning and shared direction, and in this transpersonal state we are operating from whatever is arising. Holacracy trains the basic spiritual skill of developing an observer self. We observe what is arising for each of us, name it and make it an object. By so doing we step outside our smaller self. For example, each group practices a check-in meeting. Here each person in turn takes what is arising for him/her and puts it out on the table. This turns it into object and opens the transpersonal space. We repeat this during the meeting in a "reaction round" as well. Then we ask for objections with very specific rules for objections. And decisions are made. From this we often find ourselves in a transpersonal state experience, and whether it's felt or not, organizational steering takes place from this transpersonal place. An attendee with a background in meditation at a recent Holacracy training program explained with amazement that "I felt like I was in an altered state experience in that business meeting."

b) What has been the effect of policies, programs, or practices on stakeholders? Stakeholders include employees, owners, customers or clients, suppliers, communities in which business has a presence, etc. *A separate attachment with verbatim testimonials is allowed*. Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application) (minimum of 1000 words):

See attached testimonials. See also the examples and description of Holacracy's effects scattered throughout the attached article on Holacracy – all are directly from or based upon events and experiences within Ternary.

c) What has been the effect of policies, programs, or practices on nominee's business success? Please say how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible. (minimum of 1000 words)

Tons of awards (see **http://www.ternarysoftware.com/about_awards.php**) for example:
- one of 50 Fastest growing privately held companies in the Philadelphia region for 3 years (Philadelphia 100 award – in the top half each time). We are one of only 19 firms in last year's group that had made the list 3 times.

- PennFuture: State Govt. Agency recognized us for environmental sensistivity for purchasing 100% wind power (as an aside we have an unusually high % of hybrid vehicles driven by our employees)
- WorldBlu Award for being one of most democratic workplaces in the world. WorldBlu recognizes organizations for rewriting the rules of business and pioneering the next generation of organizational design and leadership.
- Best Places to Work – Philadelphia Business Journal 2005

We've been profitable every year since year one with no outside investment. We've never had a retention problem. We have had people leave, but not in large numbers. Sometimes when people move on they are often getting very significant jobs elsewhere because of their experience at Ternary.

Employee morale: virtually every person here would tell you that Ternary is by far the hardest and most painful job they've ever had. Most would also tell you it's one of the most fulfilling jobs they've ever had as well. A baby can keep you up all night crying, and there is pain, but you do it with joyfulness knowing that you are contributing to something important. Holacracy surfaces pain so it can be channeled, addressed and integrated. It helps rapid evolution of the organization. And that comes with pain. "It turns the lights on" to help the organization and those within awaken – and that's a painful process. In *The Matrix* Neo asked "Why do my eyes hurt?"   The answer: "Because you've never used them before." It's like that with Holacracy and conscious evolution. A couple of the people who left, left because it was too painful, yet they say they are so glad they were here and they learned a lot. The pace of personal growth was just too much for them at that point in their lives.

d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about spirituality? (minimum of 500 words)

Brian Robertson, the CEO, uses the language of enlightenment, conscious evolution, present moment awareness, emergence, transpersonal space and Holacracy. Brian has been asked to give a keynote talk on Spirituality in the Workplace at an Integral Conference in Germany later in 2007. He is asked to speak at numerous industry conferences, seminars, non-industry general leadership conferences, and the seminars and workshops that HolacracyOne (**www.holacracy.org**) is putting on. The Wall Street Journal ran an article on the front page of marketplace section with the title of the article "Can a company be run as a democracy?" It focused on how Ternary listens to the voices of those within, integrates their concerns, and how any decision can be revisited at any time. In all of these ways Ternary is inspiring and a role model for those within their industry and beyond it. Holacracy, pioneered at Ternary, has already become a worldwide movement, and one which is growing rapidly.

5. Stakeholder References

A minimum of two references are recommended. Stakeholders may be owners, employees, suppliers, customers, strategic partners, community representatives, or environmental representatives, who are not leading your Spirit at Work initiative but can attest independently and genuinely to at least one of these:
• Vertical and horizontal dimensions of Spirituality demonstrated by the organization

- The explicitly spiritual project, policy or practice being acknowledged
- Any impact this person/group has observed resulting from the organization's Spirit at Work program, policies, practices, etc.

Please include name, contact information and the relationship to the applicant.

Tom Thomison

Tom is the CEO of HolacracyOne, a company launched with the help of Ternary to spread Holacracy in the world, and as such he is very familiar with Holacracy and has witnessed it in action at Ternary Software and other organizations. Tom has also been invited to join Ternary's "Board Circle" once HolacracyOne's formation is complete. Tom is a serial entrepreneur who has built numerous companies; he also brings his background and study in spiritual wisdom to his work in the business world (he spent time in a monastery in his past, studying to be a Benedictine monk). Tom can be reached at **tom@holacracyone.com** or via phone 281-468-7449.

Anthony Moquin

Anthony ("Anth") was one of the founders of Ternary Software and currently serves in the role of Ternary's VP of Development. He has been instrumental in the development and practice of Holacracy at Ternary. He can be reached at **anth@ternarysoftware.com** or via phone 610-594-8914 x201.

Dr. Gareth Powell

Gareth has been a citizen (employee) of Ternary Software for a couple of years – he serves in the roles of Software Developer and Technical Lead. Gareth is very familiar with Holacracy and its spiritual implications and embodiments, and Ternary's focus on honoring the whole person and helping the world around it evolve was what initially attracted him to join the company. He can be reached at **gareth@ternarysoftware.com** or via phone 484-477-8545.

6. Sources of additional information on the applicant:

Here you may mention documents which you attached to the email containing this application but which are not part of this 12 page application. You may also list websites that can be accessed by the committee if needed.

http://www.ternarysoftware.com; **http://www.Holacracy.org** and the attached article

IV. Submitting an Application

Applications shall include the information requested above (see Items #1- 6) and can be submitted via email to: **elisa@spiritatwork.org**

The Committee members reside on multiple continents and cannot share paper documents. For this reason only electronic submissions will be accepted. Additional support material, such as copies of the Mission Statement, descriptions of specific programs, or articles about the spiritual practices of the organization must also be submitted electronically.

V. Receiving the Award

Organizations receiving the Award must be willing to contribute to some of the activities that promote and raise awareness off the award, such as:

- Agreeing to attend the 2007 International Spirit at Work Awards conference to receive the award and to offer a workshop presentation on their programs and/or practices. The 2007 Conference will be held at Simpsonwood Conference Center, Atlanta, Georgia, USA on October 19-21st, 2007. You must attend the conference and offer a workshop in order to receive the Award and to be considered an ISAW Honoree.
- Providing a 1 page overview of your best practices for our Program Book and a 10 page overview of best practices for the attendees of the award ceremony and for the websites of the sponsoring organizations
- Signing a release form that grants permission for your case study to be included in ISAW publications
- Signing a release form that allows us to videotape and audiotape your presentations.
- Willingness to be contacted by researchers, journalists, and like-minded organizations to share what you are doing
- Agreeing that your application can be made available to future applicants and to journalists and researchers who are writing positive stories or work about spirituality in the workplace.

VI. Application and Award Schedule

Due Date for nominations is May 1, 2007 for the 2007 awards. The application form needs to be submitted in English. Decisions will be communicated to all applicants by the end of July. At the present time, we do not have enough funding to allow us to pay travel for honorees. However, we will waive the conference fee and pay the retreat expenses for one representative from each of the organizations honored. Award recipients will be profiled in co-organizers publications and on their websites and at their conferences. In addition to a few former award recipients, the Selection Committee of the ISAW Awards is currently composed of members from following non-profit organizations:

- **The Association for Spirit at Work**: "The professional association for people involved with spirituality in the workplace" **www.spiritatwork.org**.

- **The World Business Academy**: "Rekindling the human spirit in business." **www.worldbusiness.org**

- **The European Baha'i Business Forum**: "Enhancing the well-being and prosperity of humankind." **www.ebbf.org**

VII. Who was Willis Harman?

This award was inspired by the work of Willis Harman, PhD (1919-1997) who was a visionary thinker, futurist and social scientist who continuously articulated the possibility for humankind to transcend the limits of out-moded thinking. He was the author of several books including *Creative Work: The Constructive Role of Business in a Transforming Society* (with John Hormann), *An Incomplete Guide to the Future,* and *Global Mind Change*. He was co-editor of *The New Business of Business: Sharing Responsibility for a Positive Global Future* (with Maya Porter). He was also co-

founder of the World Business Academy (1988), president of Institute of Noetic Sciences from 1973 until late 1996, a social scientist and futurist with SRI International in the late 1960s and early 1970s, and a professor at Stanford University prior to these other affiliations. This award honors organizations who are living examples of Willis Harman's vision that business will play a major role in transforming social consciousness.

For further information contact:
Elisa Mallis
Chair, Selection Committee, 2007 International Spirit at Work Award
elisa@spiritatwork.org.

VIII. ISAW Application - Frequently asked questions

Q: Can my organization apply if it is faith-based?
A: You may apply as long as you are not promoting any one faith tradition. Honorees must respect all faith traditions and not use any Spirit At Work initiatives as a way to convert others to their preferred faith.

Q: Can my organization apply if it is based on the spiritual teaching of one person or is a religious organization such as a church?

A. No, we're sorry. We are looking for organizations that will serve as acceptable models to the broadest type of business organizations, and we believe that an organization that focuses on the teachings of one spiritual leader or is promoting one particular religion may not be easily accepted by mainstream organizations as a model. At the same time, we recognize that these kinds of organizations are often on the leading edge of spiritual practices in the workplace.

Q: What kinds of organizations can apply?
A: For-profit, not-for-profit, educational, or governmental organizations may apply. Privately held companies may apply. Publicly held companies may apply. Universities may apply. Basically any group of 20 or more full-time, paid employees (or full-time equivalent) who meet the criteria listed in the application form can apply.

Q: Can I count volunteers as part of my employee count?
A: Generally not, and here is why: Work is generally to make a living and pay the bills. Therefore this kind of work is done in return for pay. Work-for-pay creates the potential for inconsiderate treatment of workers who may feel trapped. We are trying to promote change in the workplace so that our time at work is nourishing to our Spirit.   Volunteers who are mistreated can easily leave. Thus our focus is on paid employees.   However, if you have a special circumstance, contact us so we can consider your eligibility.

Q: My entire organization at large is not yet involved with Spirit at Work initiatives, but my Division has a great program. Can we apply?
A: Yes, as long as your Division has at least 20 full-time employees, has been in existence for 5 years or more (3 for small organizations), and has a reasonable degree of autonomy (decision-making authority) in regard to this project.

Q: Our project has been a pilot project within our larger organization. Can a pilot project apply?
A: Yes as long as your organization meets the other criteria and the leadership of your organization has approved this pilot.

Q: Do some types of organizations or organizations in particular countries/regions have an advantage?

A: Some types of organizations or organizations in particular countries/regions may be thought to have an advantage, both through having more experience of practicing spirituality in the workplace and where English is their first language. However, we have developed an approach that allows for all applications to be fairly considered in both the business and cultural context from which they are presented.

Q: Are there any restrictions on the types of organizations that can apply?

A: No – any organization can apply, with the exception listed above, and they have more than 20 employees. We do not exclude from consideration any organization based on their product or service. If an organization's product or service could be considered harmful to society as decided by the Selection Committee, then there will be an obligation for the organization to demonstrate that their overall vision/mission/values are aligned with compassion for the concerns and needs of every stakeholder – including but not limited to employees, the environment and the community.

Q: What could cause my organization to not be selected for an award?

A: If you do not meet the criteria specified in this application OR If the Committee feels there is any inappropriate behavior in the organization, such as attempts to convert employees or unethical behavior OR If the Committee feels that the greater purpose of the International Spirit at Work Award is not served by naming your organization as an honoree

Q: Can my organization be a sponsor (donate money or services) to the award in the same year as we apply for an award?

A: We would welcome your support but we're afraid we cannot accept donations in the same year as an application. If you have already donated in the same year, your contribution will be refunded. We want to avoid any conflict of interest – or even an appearance of a conflict of interest. Most of our donations for the awards and for the conference come from ISAW Alumni, so if you have received the award in the past, we welcome your support through donations or services.

Q: Does my organization have to be present at the conference in New York to receive the award?

A: Yes – since it represents a visible commitment of senior management to the Spirit at Work initiative. A photographer will be present, and possibly representatives of the press, so the Award Ceremony is a good opportunity for the organization to gain favorable recognition.

Q: Can I see some applications from prior honorees to get an idea of what other organizations have done?

A: Yes, several previous award recipients have made their applications available. Check the website www.spiritatwork.org to see if they are posted. If they are not yet there, contact Elisa Mallis at elisa@spiritatwork.org to request some sample applications.

Q: Do I have to model my application after previous year's applications?

A: No. We want to encourage a creative and authentic description of the uniqueness of your organization's policies, procedures, or practices that nurture the human spirit. We want you to tell your own story in your own words. However, you may consult previous applications to be inspired by the way Award honorees have filled out the application

Q: Can I get some help as I am working on my application? I have some questions and I want to be sure I present the information you need.

A: We are happy to help you complete the application process. However this is not necessary to be successful as an applicant. We will contact all applicants to clarify items in the application – so getting help in advance is available but optional. Contact the Chairperson and a Committee member will be assigned to help you through the application process. If you have a noteworthy program or practice we WANT you to apply! Let us help!

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