



## Deep Democracy Institute

**Welcome to our 3 Year Process Oriented Leadership, Facilitation and Coaching Development Program in Ukraine. We are introducing a module-based multi-dimensional leadership training, which can be self-configured according to individual participant need.**

### **The Vision**

The Deep Democracy Institute is hosting a three year Process Oriented Leadership, Coaching, and Facilitation Training in Ukraine, providing cutting edge skill based training in organizational theory, change management methods, practical methodologies, and leadership coaching. Participants can register at any time for a single module, or enroll annually in the spring for one of the three yearly certification trainings, or for the entire 3 Year Certification.

Process Oriented Leadership presents a global model that frames organizational change and development as a holographic aspect of collective awareness and transformation on all levels of society on one hand, and individual awareness and transformation on the other. Collective transformation and individual leadership development is one complex system that must be addressed on all levels for sustainable change.

By-products of Deep Democracy include: personal empowerment, socio-economic development, community building, conflict resolution on all levels, and the development of multi-dimensional leadership.

Leadership development is a key component of sustainable development and stability globally. This perspective applies not only to Kyiv and other cities in the Ukraine: it parallels advances in organizational leadership in Berlin, Portland, Sydney, Astana, Washington, Ram Allah, Lagos, London, Moscow, Seoul, Teheran, Tokyo, and other areas in which the Deep Democracy Institute is active. Organizational concepts are changing in the business world and other sectors of society. Leadership is no longer viewed as a static framework in which one person dictates the actions of the organization. It is a complex collaborative process that requires well trained, adaptive, and skilled people throughout the organization. Coaching and entrepreneurial skills are important aspects of developing creative social, business, and political solutions that can lead the way towards psychologically, emotionally, and politically sustainable development.

Through participation in this program, participants will gain additional skills for life and career enhancement and for completing projects and goals. The training will also assist in the development of a cutting edge, skill based, self-empowered leadership culture throughout the

entire strata of society by providing leadership tools for professional and economic development with a wide range of applications—from family systems to business units and NGOs. The Project is sponsored by the Deep Democracy Institute, an international think-tank that conducts leadership and facilitation trainings worldwide.

## **The Paradigm**

Process Oriented Leadership Development is built on the Worldwork paradigm. Worldwork is a collective transformation model with applications in leadership development, change management, personal development, and organizational development. It contains many intervention systems; for example, a powerful self-management skill set, a one-on-one team coaching skill set, a large group facilitation technology, and a business development and change management technology. Many people also know it for its powerful conflict resolution approach. Worldwork is based on three pillars:

### **Deep Democracy Perspective:**

Deep Democracy is an attitude that focuses on the awareness of voices that are both central and marginal. This type of awareness can be focused on groups, organizations, one's own inner experiences, people in conflict, etc. Understanding how individuals and organizations centralize or marginalize information and experiences is a fast track to helping groups to understand and change the mindsets that initially prevented the discovery of adequate solutions. Worldwork has an easy, applicable technology to foster thinking outside of the box. This approach often brings unexpected solutions to group conflicts, interpersonal conflicts, and personal ambivalence. Unlike "classical" democracy (which focuses on majority rule), Deep Democracy suggests that all voices, states of awareness, and frameworks of reality are important. The process model makes it possible for organizations to determine when it is time for consensus building and when it is time for focused leadership. Deep Democracy also suggests that the information carried within these voices, awareness's, and frameworks is needed to understand the complete process of the system. The meaning of this information manifests when the various frameworks and voices relate to one another. Deep Democracy is a process of relationship and flow, not a state-oriented still picture or a set of policies.

### **The Theory of Worldwork:**

Worldwork theory is informed by particle physics, complex system theory, and concepts from psychology and anthropology. The theory suggests that if marginalized aspects are brought to the foreground, an experience of dynamic flow re-enters the system bringing resolution, new creativity, and depth to group and individual experience. Deep democracy, when applied in specific circumstances, takes a variety of forms, depending on cultural practices and beliefs. This approach allows individuals to work as well with measurable facts and linear logic as with intuitive and emotional experiences during non-linear processes.

### **The Methodology:**

Worldwork methods include tools from psychology, social psychology, sociology, and brain research to enhance individual and group learning. An important focus is the awareness style that an individual or an organization is using. Awareness styles are the actual psychological processes that make up mindsets.

Worldwork is a trans-cultural and ethno-specific approach to leadership. It is trans-cultural because its methods and theory are based on complex system theory, concepts from quantum physics, and the role of the observer in a hard science context. This foundation provides a global theory and framework that can be applied for different cultural manifestations and perceptions of reality.

Under the umbrella of this unifying perspective, we develop additional theories and methods that rest on the understanding that social institutions, ethnic traditions, and diverse thinking styles and norms create histories reflected in individual ethnic patterns that are culturally specific, and used by members of society to form their own unique leadership styles, organizational forms, and institutions.

The trans-cultural approach of Worldwork celebrates and frames this diversity. Our leadership model results from a collaborative effort between trainers and participants that includes a process of two-way teaching, training, and development. Our staff has experience in developing trainings in over 40 countries, in hundreds of organizations, and in communities on all continents

## The Program

The Process Oriented Leadership training consists of three year-long courses. Each of them is an individual, certifiable course and the entire program can be taken as a Certificate Course in Process Oriented Leadership. The various courses work as building blocks that the participants can mix and match as needed.

**Each year-long course consists of:**

**4x 4 day face-to-face training units**  
**8 x ½ day peer learning group events**  
**Annual registration in the spring quarter**

### ***Process Oriented Leadership Training's Main Focus:***

#### **Organizational & Team Leadership & Facilitation:**

**Process Oriented Facilitation, Team, and Organizational Leadership.** Focus on leading and facilitating organizations, resolving intra-organizational tensions, and finding synergies between competing forces. Emphasis on making allies out of opponents, and partners out of competitors.

**Entrepreneurial Leadership:** Process Oriented tools to express creativity and bring it into a form that is a source of revenue. Delivery of interventions and methods that can be used by individuals, small and large communities, businesses, and non-profit organizations. Special focus on the psychological and economic situation of the Westbank and entrepreneurship with lacking resources.

**Coaching: A path to everyday leadership—coaching one's self, family, and environment.** Special focus on establishing coaching systems in communities that forward personal empowerment, project management skills, and entrepreneurial skills. Training also includes a resource-oriented approach to crisis and risk management, trauma and grief counseling. Each of these modules will contain self-management, conflict resolution, social, and entrepreneurial components.

The entire curriculum will consist of one year-long course for each of the above themes, consisting of four modules with interim peer learning events.

Based on individual need, a module can be taken separately or as a building block in the Three Year Leadership Training, which culminates in a Certificate in Process Oriented Leadership. The courses will be held as public, open enrollment seminars, available to individuals from all sectors of the Ukrainian society

## **Peer Learning and Projects**

For participants that sign up for one of the year-long programs, there will be learning groups and the possibility of completing a project related to the year's topic: for example, a coaching internship for the year on coaching, or a "startup" or "change management" project for the entrepreneurial year. These projects will be mentored by international specialists in the particular area.

For individuals that participate in the whole three year program, we encourage the completion of a "project demonstrating excellence", spanning the last 18 months of the course.

## **Academic Credits**

We are currently researching the possibility of partnering with a university to run "Master of Art in Process Oriented Leadership" degree programs in the future. We are confident about the success of this endeavor, but uncertain about the exact time frame. If we are successful in achieving master's degree status, we will negotiate the possibility that course work completed by participants in an earlier programs will be credited towards a master's degree.

## **Assistant and Trainer Tracks**

For individuals that sign up for the entire three year training, we envision the following possibilities for assistant-ships:

After the completion of the first year (Leading and Facilitating Change in Organizations and Teams) training, 1st year graduates can apply to work as unpaid assistants for the second year. After the second year (entrepreneurial) training, 2nd year graduates can apply to work as unpaid assistants for the third year.

After completing the three year training course, certified graduates are eligible to apply to be advanced assistants for the next three-year training course. Advanced assistants will receive a second training; learning to teach the course. The second training is self-funded through work-study.

At the completion of the three year, second training course, graduates are eligible to work as co-facilitators in the following course programs thereafter. During the third program term, course planning, delivery and administration (including grant work) will be a collaborative effort between Ukrainian and international faculty members.

At the completion of the third term course, the Ukrainian faculty will take over the complete organization and delivery of the program. Local faculty members may choose to invite international faculty for special occasions, according to their wishes.

## **Program Overview**

## ***Summary Year 1 // Process Oriented Leadership I: Leading and Facilitating Change in Organizations and Teams***

### ***Discovering Myth, Building Vision, and Developing and Implementing Strategy within and across Organizations***

This year is designed for leaders of teams, organizations, businesses, governments, communities, or social movements. The focus is on training leaders from all organizational levels to create synergy between various organizational directions and to improve organizational efficiency. Participants will learn to facilitate vision and strategy by discovering underlying self-organizing directions that are present in teams and

organizations, blending them with the goal-oriented direction of leadership. The course will also teach Worldwork's Large Group Facilitation Technology, with skills designed to negotiate buy-in from large stakeholder groups without repressing conflict or negativity that would otherwise inevitably return to sabotage linear agreements and face-value approvals.

## ***Summary Year 2 // Process Oriented Leadership II: Entrepreneurial Leadership***

### ***Manifesting Creativity in the World; Process Oriented Entrepreneur-hood and Conflict Resolution Techniques.***

This year addresses doubts and fears about work in the world that hinder creative expression and entrepreneurial efforts. Inhibiting factors include fear of failure, perceived lack of resources for making dreams come true, and threat to old identities that are reliable, if not entirely effective. Everyday problems can appear to be so big and all consuming that there is no energy left to try anything new: energy is spent on surviving present circumstances. The focus of this year is on teaching skills to unfold potentials of individuals and organizations and to realize dreams and projects. Process Oriented project management and entrepreneurial skills focus not only on technical details but also on the process of the underlying mindset, which hampers development and expansion. This training includes skills to work on one's own fears of criticism and negativity (inner criticism) as well as on external criticism from family members, friends, and the larger society. Process Oriented entrepreneurial skills also include project management and business development skills, based on innovative concepts such as applied Process Oriented "bricolage," a technology that supports a non-linear flow approach to developing businesses, rather than a linear business plan.

## ***Summary Year 3 // Process Oriented Leadership III: Coaching***

### ***Coaching Yourself, Your Team, and Your Neighborhood***

Coaching and advising an organization, team, family, clan unit, or village requires that the leader and coach has learned to deal with his or her own everyday problems, can remain balanced, and is able to maintain a detached perspective in the midst of personal and community difficulties. These abilities are the basis upon which to coach and advise. Coaching skills include relationship skills to work with other team members, regardless of the hierarchical position in the organization. These are perhaps the most important skills of all, which can be used in interactions with family members at home as well as with team members at the workplace. The goal of Process Oriented

Coaching is to help individuals connect to inner and outer resources for enhancing everyday life experience, developing creativity, enhancing professional or business development, and mentoring community and team members. This module will teach methods to work with foreign belief systems allowing global application within the wide diversity of the Ukrainian society in which belief systems vary according to generation, location (urban or rural), faith, political background, and family values.

## **Curriculum**

### **Outline of Individual Training Modules in 3 Year Program**

Participants will create learning triads that work together during the course and in the interims. A Project Demanding Excellence, or PDE, will be completed by participants in each year-long course, in the form of a scholarly paper or a creative project with contextual essay. For participants in the Three Year Training, an organizational, business, or community project with publication of the results will be developed by either an individual participant or a participant group. This will include complete project management, creating funding or start-up capital, and establishing a detailed strategy plan. For this element of the project, we will be joined by adjunct faculty from US, Asian, European and African Business Schools.

### ***Curriculum Year 1***

Process Oriented Leadership I: Leading and Facilitating Change in Organizations and Teams  
Discovering Myth, Building Vision, and Developing and Implementing Strategy within and across Organizations

This year is designed for leaders of teams, organizations, businesses, governments, communities, or social movements. The focus is on training leaders from all organizational levels to create synergy between various organizational directions and to improve organizational efficiency. Participants will learn to facilitate vision and strategy by discovering underlying self-organizing directions that are present in teams and organizations, blending them with the goal oriented direction of leadership.

The course will also teach Worldwork's Large Group Facilitation Technology, with skills designed to negotiate buy in from large stakeholder groups, without repressing conflict or negativity that would otherwise inevitably return to sabotage linear agreements and face value approvals.

## **Module 1**

### **Process Oriented Group Facilitation—Manifesting Hidden**

#### **Potentials**

Place and Date To Be Announced

Process Oriented facilitation methods for discovering and utilizing hidden potentials in groups and teams will be taught in this module. These hidden potentials often manifest through disturbances in the group. Facilitation can uncover potentials which lead the group or team into new horizons.

During this module, participants will learn the theoretical basis of these skills and practice their application.

## **Module 2**

### **Conflict Resolution and Eldership**

Place and Date To Be Announced

Conflict resolution methods for teams and groups will be taught. These methods, based on theory from quantum physics, do not impose resolutions or restrictions but facilitate both sides of the conflict to the point that an organic inherent resolution appears. Concepts of good and bad or right and wrong are replaced by a scientific approach that values each viewpoint as an aspect of the field trying to get to know itself. Participants will learn methods for facilitating this process and for accessing the inner elder who has the ability to be present with current manifesting difficulties while maintaining a larger, long-term viewpoint that considers the well-being of the whole and generations to come. This module will be run in conjunction with the DDI conflict resolution program that was submitted as a proposal with UNESCO. Visiting participants from other countries will work together with local participants on how to resolve conflicts in the region.

## **Module 3**

Myth, Vision, Strategy, and Action Plan

Place and Date To Be Announced

During this module we will learn and apply tools for discovering personal and organizational myth and their corresponding visions. These visions will be used to create a strategy and action plan that reflects the spirit of the myth. This process, manifesting out of the inherent strength of the myth, creates an enduring and sustainable path towards the formulation of its purpose. Participants will emerge with self-designed, personalized action plans.

## **Module 4**

### **Executive Leadership—The Leader as an Elder and Mentor**

Place and Date To Be Announced

Executive leadership is a large task that requires skill and personal depth of spirit and wisdom. Eldership addresses the ability to lead across hierarchies and influence across communities. The elder can empower all voices in an organization or community and make allies out of competitors. Eldership values both the larger vision and the pragmatic bottom line and seeks support from inner guides and nature. In this advanced course, leaders will learn to go beyond the cutting edge of what is expected of leaders, bringing the depth of their feelings and wisdom into action.

## ***Curriculum Year 2***

### **Process Oriented Leadership II: Entrepreneurial Leadership Manifesting Creativity in the World—Process Oriented Entrepreneur- hood**

This year addresses doubts and fears about work in the world that hinder creative expression and

entrepreneurial efforts. Inhibiting factors include fear of failure, perceived lack of resources for making dreams come true, and threat to old identities that are reliable, if not entirely effective. Everyday problems can appear to be so big and all consuming that there is no energy left to try anything new: energy is spent on surviving present circumstances.

The focus of this year is on teaching skills to unfold potentials of individuals and organizations, and to realize dreams and projects. Process Oriented project management and entrepreneurial skills focus not only on technical details but also on the process of the underlying mindset, which hampers development and expansion. This training includes skills to work on one's own fears of criticism and negativity (inner criticism) as well as on external criticism from family members, friends, and the larger society. Process Oriented entrepreneurial skills also include project management and business development skills, based on innovative concepts such as applied Process Oriented "bricolage", a technology that supports a non-linear flow approach to developing businesses, rather than a linear business plan.

## **Module 1**

### **Chaos, Creativity, and Action: Making Dreams Become Real**

Place and Date To Be Announced

Complex System Theory describes creativity and emergence as processes that follow particular rules. Participants will learn these rules and use them to discover their deepest dreams in life and bring them to fruition in time and space. The path to realizing dreams is not a program that is applied but an individualized process of developing an action plan that is based on the dream itself. In this module, participants will learn to bridge "dream life" and "reality" in everyday experience, grounding them in the here and now.

## **Module 3**

### **Facing and Overcoming Obstacles**

Place and Date To Be Announced

It is tempting to ignore or repress obstacles, give up, or force the way through them. In this module, participants will learn methods to discover useful information in apparent obstacles to accelerate the way along the path rather than hinder it. This module presents a Process Oriented version of Claude Levy-Strauss' "bricolage" concept, and concepts from chaos theory; specifically bifurcations, homeostasis, and crisis. Participants will learn methods, attitudes, and practical application of these concepts for everyday life.

## **Module 2**

### **The Hedgehog: Path of Least Effort Along Your Talent**

Lines

Place and Date To Be Announced

Believe it or not, the path of least effort is also the best! Do what you enjoy and what you are good at. You will get the most out of it, get the most done, and have the best time. In this module, you will learn to discover and develop innate talents and to use them and flow along them as you work in the world. This is a Process Oriented version of Jim Collin's "Good to Great."

## **Module 4**

### **Relationships, Networks, Markets, and Conflict Resolution**

Place and Date To Be Announced

This module presents basic concepts of network theory and shows how to use them within the framework of Process Oriented Leadership to gain access to seemingly inaccessible resources that can bring ideas, products, and services to markets that appear closed or impossible to reach. The history and geography of Ukraine has made it always a key to collaboration. This module shows how to use this tradition consciously.

Possible themes include: Ukraine's role in the world, Ukraine's relationship to other countries and markets. For this module, we might invite participants from other countries to join the course.

## ***Curriculum Year 3***

Process Oriented Leadership III: Coaching One's Self, Team, and Neighborhood

Working within one's own organization, family or clan unit, village, or party requires the ability to deal with everyday problems, find a center in the midst of personal and community difficulties, and advise and support others in the surrounding environment. The skills learned in this course are useful, regardless of hierarchical positioning in an organization. They are perhaps the most important skills of all, which can be used in interactions with family members at home, and team members at the workplace. This year will teach methods to work with foreign belief systems, allowing global application within the wide diversity of the Ukrainian society. We understand that belief systems vary according to generation, location (urban or rural), faith, political background, and family values. These coaching methods allow trainees to understand and support various belief systems and can be resources for centeredness and coherence.

## **Module 1**

### **Transforming Personal Difficulties**

Place and Date To Be Announced

This module will present a new way to perceive and work with outer problems to make their inherent potentials for change useful. Methods for "shape-shifting", accessing and using the intrinsic power in the problem, and other techniques for flowing with disturbances will be taught and practiced. Participants will learn to draw on disturbances as psychological and emotional resources that can further the path of self-expression and community presence. Inner-work skills as well as skills that can be used to assist colleagues, family members, and friends will be taught.

## **Module 2**

### **Empowering One's Self in the World using the Force of the**

#### **Life-Myth**

Place and Date To Be Announced

Life myth can be considered an invariable, indescribable factor that acts as a self-organizing pattern in one's perception and journey through life. Connection with life-myth (or purpose) brings

effortless action. Life-myth is a phenomenon-logical concept based on personal experience and therefore compatible with diverse religious, political, and philosophical approaches. Methods for discovering or reconnecting with one's own unique directions and how to bring them into form in everyday life's work, daily tasks, and relationships using the power of the life-myth for strength will be taught. Participants will learn and apply methods to discover the life-myth, formulate it in a way that matches religious and philosophical preferences, and find form for its expression in everyday life.

## **Module 3**

### **Well Being, Health, Trauma, and Grief**

Place and Date To Be Announced

This module focuses on working with the difficulties that arise when dealing with stress and pain from traumatizing experiences, illness, or the loss of loved ones. Methods for Process Oriented wellness will be taught, as well as an introduction to modern trauma theory as it is connected to leadership. Participants will learn basic Process Oriented grief counseling methods and their application in leadership.

## **Module 4**

### **Relationships and Families: Men and Women**

Place and Date To Be Announced

This module will teach methods for working with relationship problems to assist in bringing refreshing and uplifting resolutions to conflicts and to using these problems to assist in personal development. Participants will learn how issues that come up in relationships are non-local, meaning disturbances that appear in relationships actually belong to both partners in some way (even if the problem is more apparent in one partner) and to the culture or environment at large. Methods will be taught for facilitating relationships beyond the policing paradigm of who is right and who is wrong into a more enriching level of growth for both partners, accessing and sharing experiences that transcend the boundaries of everyday roles as men and women. Participants will learn practical skills that can be implemented in everyday family life, which can help to resolve conflicts and bring greater intimacy and happiness in relationships.

## **The Team**

Training Program and Program Development, Overall Coordination

**Max Schupbach, PhD, Portland, USA, Program Director**

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Max Schupbach is a Certified Processwork Diplomate and Certified Professional Facilitator. Max is part of the original group that co-founded Processwork. He has established many of its training centers throughout the globe. He consults organizations worldwide, including international corporations, NGOs, Australian Aboriginal communities, Native American Tribes, Croatian and Serbian refugee camp inhabitants during the Yugoslavian war, and multi-ethnic teams in South Africa.

**Ellen Schupbach, PhD, Portland, USA**

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Ellen Schupbach is a Certified Processwork Diplomate who specializes in the personal development of leaders and facilitators. Ellen wrote her dissertation on the spiritual experience of the facilitator. She works as a coach and psychologist.

In addition to the above mentioned individuals, a diverse team of experienced instructors from Europe, Asia, North America and Australia will teach in the individual seminars.

## Program Evaluation

**Josef Helbling, PhD, Zurich, Switzerland**

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Josef Helbling is a Certified Processwork Diplomate, trainer and psychotherapist in private practice. Josef has been a lead trainer for vocational leaders in Switzerland, and has extensive experience in researching attitudes of professional groups.

## Information and Registration

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