

Transpersonal Dimensions in Organizations: Managing the Contents of Consciousness



2009 In2:IN Forum

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Human & Organizational Potential 101





Human and Organizational Transformation 101





Self-Management 101





Innovation & Creativity 101



BEING 101

Transpersonal Dimensions in Organizations: Managing the Contents of Consciousness



1. simple



s

2. relevant

4. Bring Progress



View

3. applicable (PBC)

The Body/Mind

Family, Nature, Athletics, Dance,

Yoga & Bodywork, Mind-Body
Centering, Authentic Movement, Aikido

Transpersonal Psychology

trans: over, across, beyond
personal: the individual

Consciousness, Creativity,
Systems Thinking, BEING



Cross-Cultural Training

Doing vs BEING

Time, Values, Communication &
Reasoning Styles

Coaching PRESENCE-BASED COACHING

Vision, Action, Potential & BEING



YAY!

Transpersonal Psychology (TP)=
We CAN step outside our own system
to see our thinking patterns.

We're more than Thought.
BEING = Intuition, Awareness, SQ, EQ,
wisdom, etc. Multiple Intelligences

Chaos & Complexity
TP = Human Development is about
increasing **complexity**.
Spirituality= **interconnectedness**
CONSCIOUSNESS is key.

Aim: to **promote study and awareness of individual and collective thinking** about sub-systems, psychology, variation, knowledge, and their interactions

The concept of “inThinking” derives from “thinking about thinking”, where thinking is defined as “**a way of reasoning.**”

InThinking invites an individual to learn to **perceive the patterns of interdependencies** surrounding him or her and to reason and judge with this insight.

Spirituality = Interconnectedness

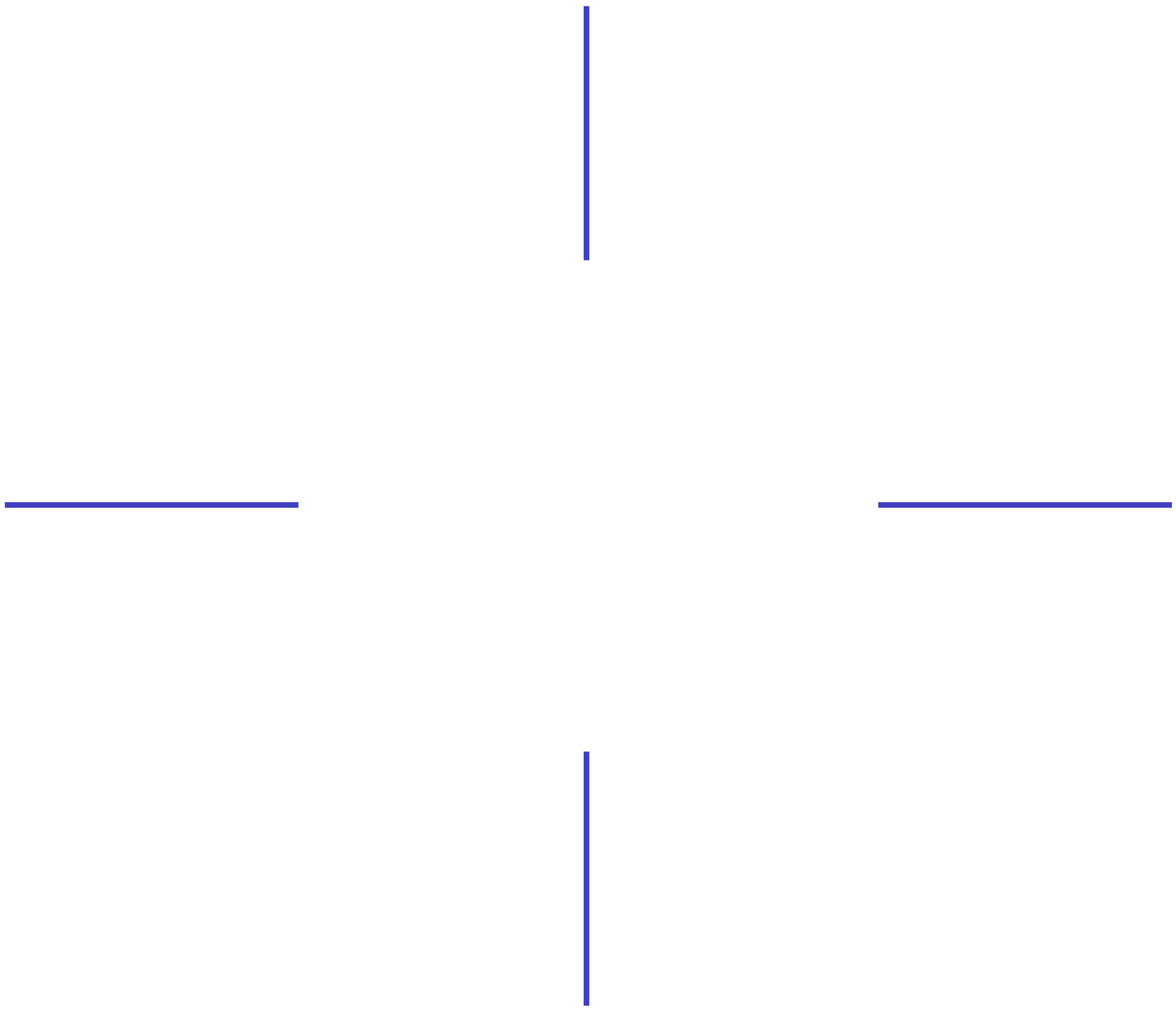
The human being is a part of the whole, called by us the Universe. (Albert Einstein)

Physicist David Bohm refers to this seamless fabric (the whole) as: ***The Implicate Order***. . . . *As a simplistic analogy, take the ocean and its waves: each wave rises or is 'projected' from the whole of the ocean; that wave then dips back into the ocean, or is 'injected' back into the whole.*

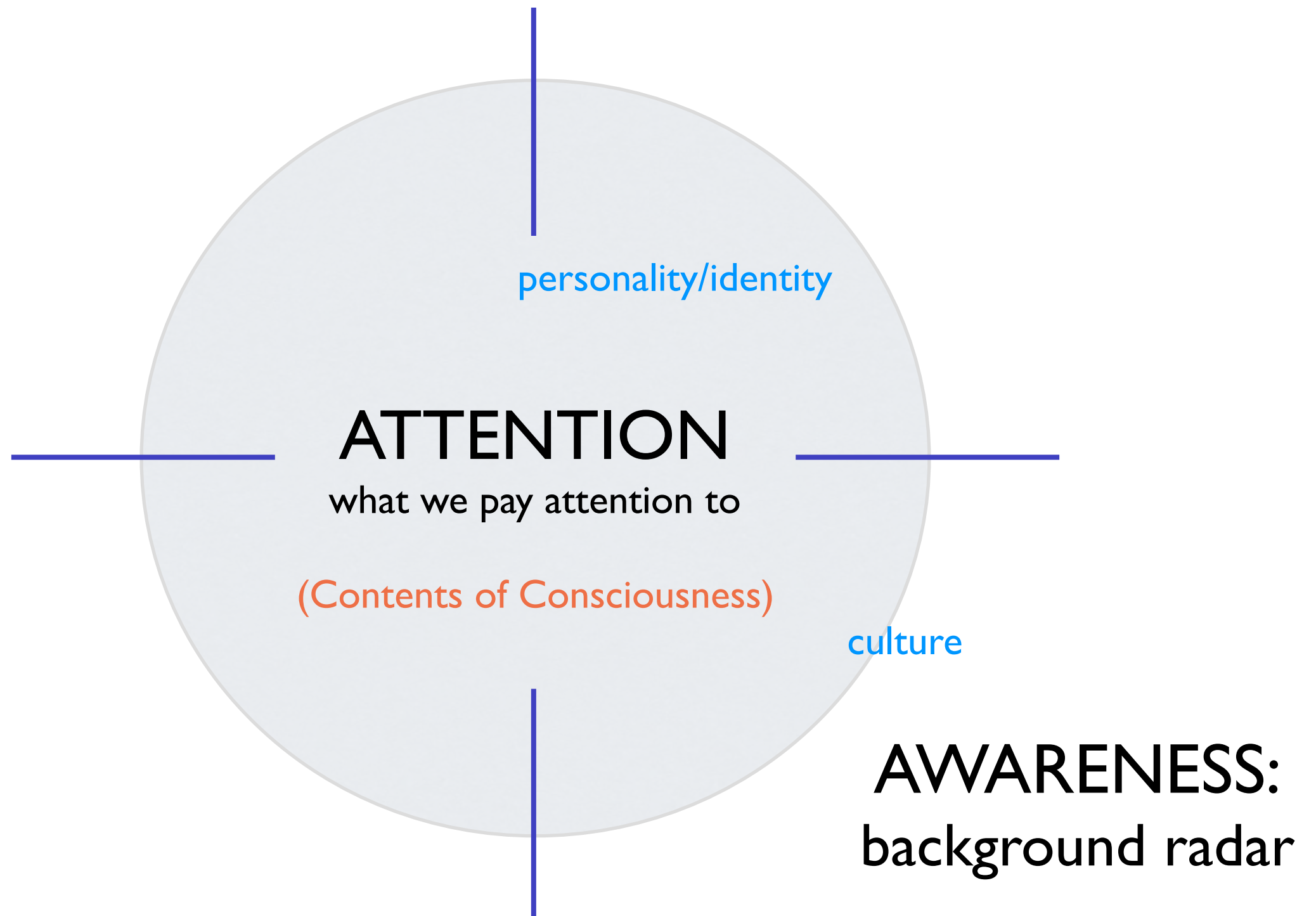
Spirituality is a quality in individuals whereby each recognizes and accepts the importance of nurturing one's inner spirit, that creative force which transcends the human and the material. (Minnesota State Board of Education)

Spirituality is mathematics: All spiritual traditions can be boiled down to ones and zeros. One = focus on God; Zero = focus on the void/emptiness. (Daniel Goleman: Harvard)

Transpersonal Psychology: Transcendent Epistemology, Transformation of Consciousness, Transformational Metaphysical Breakthrough happens...

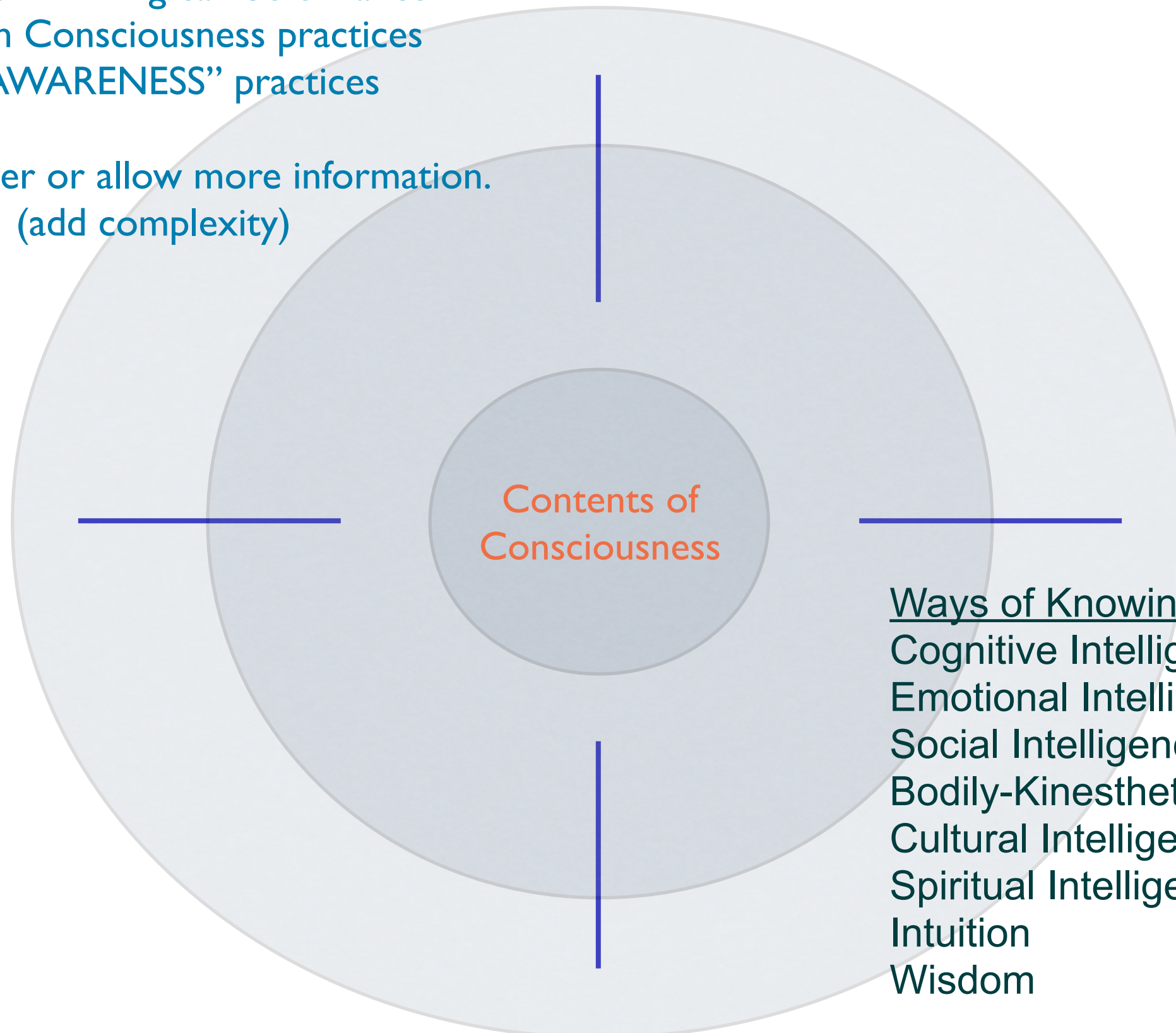


Consciousness



Quality of Thinking can be enhanced
through Consciousness practices
or “AWARENESS” practices

We consider or allow more information.
(add complexity)



Ways of Knowing
Cognitive Intelligence
Emotional Intelligence
Social Intelligence
Bodily-Kinesthetic Intelligence
Cultural Intelligence
Spiritual Intelligence
Intuition
Wisdom

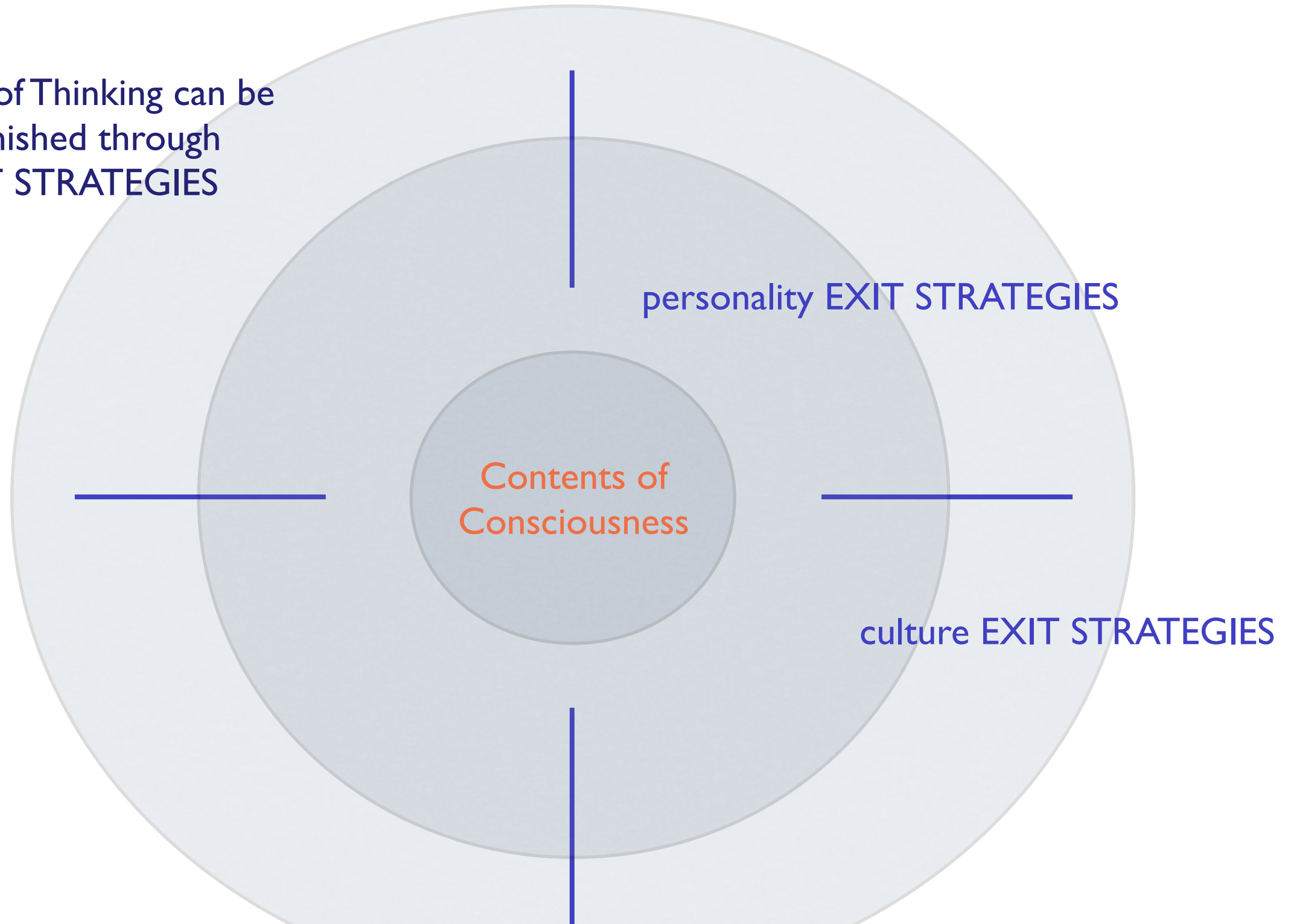
Sensing

Listening

Looking

Feeling

Quality of Thinking can be
diminished through
EXIT STRATEGIES



EXIT STRATEGIES are the things we usually do to turn away from situations that make us anxious. Anxiety and exit strategies, if not skillfully attended to, work against us being able to listen fully. “Anxiety is the enemy of intelligence.” Mark Brady

Consciousness

The fact of **awareness** by the **mind** of itself and the world.

This "**self-awareness**" may involve thoughts, sensations, perceptions, moods, emotions, dreams, etc.

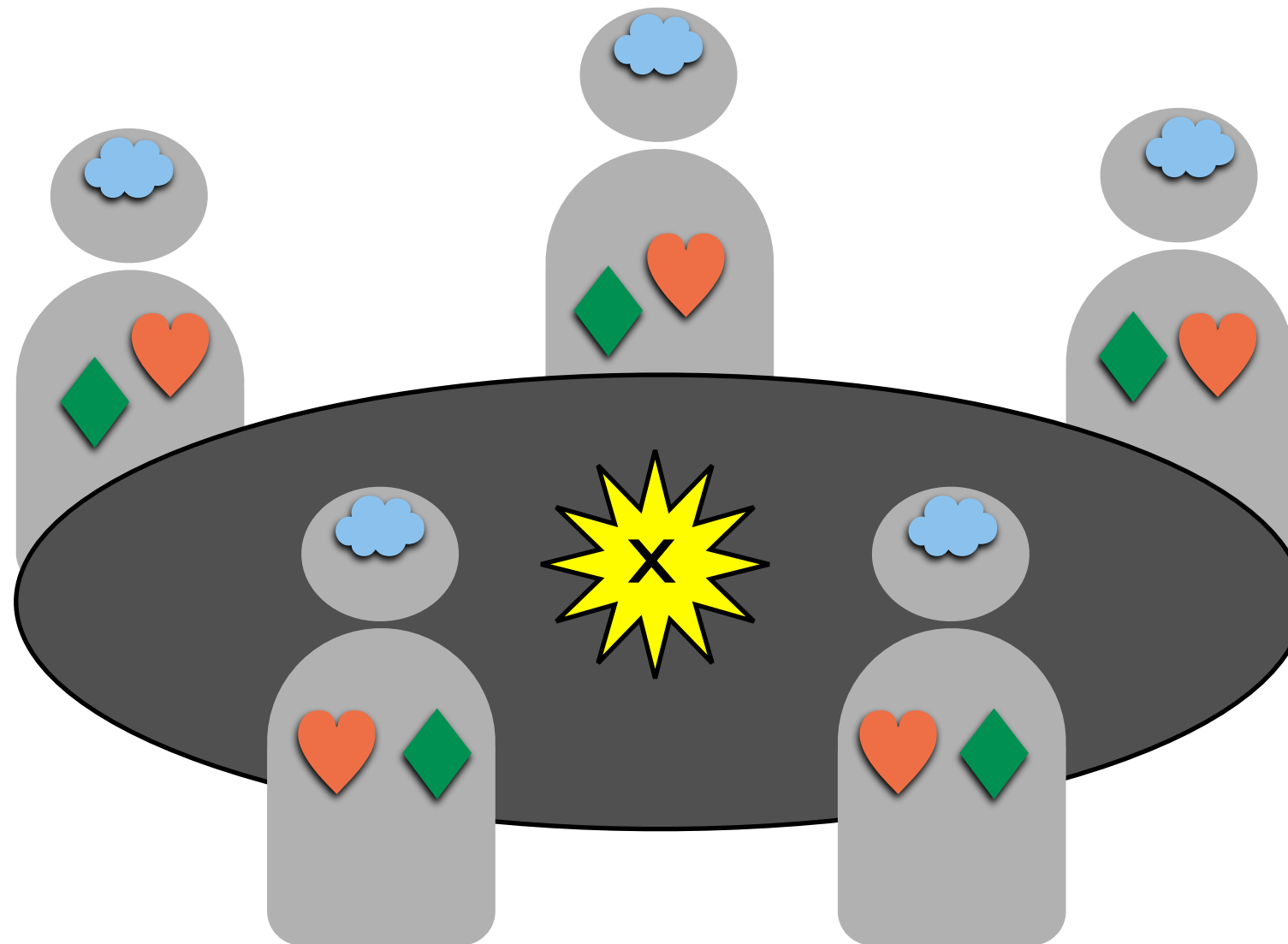
Sensing

Listening

Looking

Feeling

SUBJECTIVITY (MySpace)



MINDFULNESS

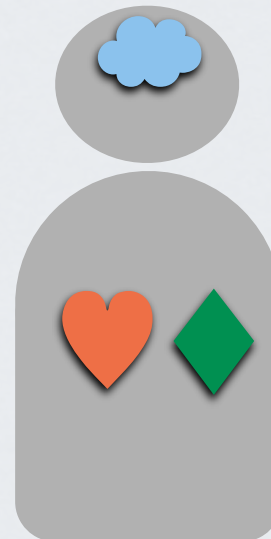
1. Open to novelty
2. Actively drawing novel distinctions
3. Sensitive to context and perspective
4. Situated in the present

Thoughts &
Feelings are not
REALITY

SUBJECTIVITY

MINDLESSNESS

1. trapped in rigid mind-sets
2. oblivious to context or perspective
3. behavior governed by rule and routine.



BEING (OurSpace)

Connection - Sensitivity to what is occurring both within us as well as within the external environment

A "sense" of one another

Open, alert Awareness

Focused Attention

Silence & Stillness

Absence of an historical self
"Beginner's mind"
(dropping mental models)

Authenticity- Absence of facade, pretense, or censoring - In groups authentic and transparent expression

Non-judgment

Sensing

Listening

Looking

Feeling

Presence-Based Coaching

Example

“I practiced the mindfulness (observing) while in various professional board meetings. In one particular situation, after debating/discussion, I voiced objection and voted contrary to the rest of the group on one very dicey matter – an occurrence that does not happen often with this particular group of professionals. It felt both adventuresome and liberating to clearly define my views in calm and well articulated way, while not taking it personally that others did not vote on the issue the same way.

I noticed that when clearly provoked by peers, I remained non-entwined – participating in a discussion, but not so easily caught up in the underpinning, negative pieces. A calmness allowed me to remain more objective and less bogged down. This is a good leadership quality to have.”

Presence-Based Coaching Data

Definition of Presence: “Being There”

The quality of being physically and psychologically available and attentive to what is occurring in the present-moment.

Presence is specifically defined as “one’s quality of relating to the here and now, or present-moment.”

Theoretical Foundation: Mindfulness, Flow, Presence, Taoism, Coaching

Process: 6-weeks - Cognitive (week 1) phenomenological (week 2) continue (week 3-6)

Stop - Observe - Align - Allow

Research Design:

Qualitative: Pre/Post assessments and Weekly Questionnaires

1. How do participants experience & practice Presence in relation to goal-directed, everyday activity? To **describe the process or experience** of individuals as they implement the PBC Model, or Presence in Action.

2. What are the **outcomes or effects** of the practice of Presence? Does the PBC model support one to execute or accomplish goals, and if so, how?

Quantitative: 360 degree: self + 4 outside observers

Presence-Based Coaching Data

Participants:

15 Entrepreneurs screened for “right fit” (14 completed)

28-48 yrs. (mean 33)

8 college, 5 Masters, 1 MD

8 female 6 male

9 full-time entrepreneur: 5 employed

Week 1: Cognitive Level

1. **Insight (11):** “Not always is actual action real movement.”

“...I noticed that I don’t give people the amount of time they need to talk. My pause in conversation isn’t long enough. If I let the pause be longer, people open up more. Great realization since this is what I do for a living.”

“I see that I am involved in a cycle of procrastination and rushing. There is suspense in this and I think I like that...but I see how it hurts me and others who have to rush around too.”

2. **Happy (6):** “I enjoyed myself and found new and more time efficient solutions during the week too!”

“...felt more happier, relaxed, assertive than usual.”

3. **Calm (5):** “I have been using this [thought] at moments when I start to feel overwhelmed and it resets me to a more calm baseline.”

Presence-Based Coaching Data

Week 2: Phenomenological Level

1. **Difficult (7):** “I am not very good at the presence drill...”
2. **Focus (7):** “A short mental exercise can help “bring me into the moment” whenever I want to elevate my concentration/productivity level in whatever I happen to be doing at the time. [I] found my mind wandered less, my distraction decreased, and I became more efficient.”
3. **Communication (6):** “I think that being present in my conversations made a huge difference to the people I was speaking to. I have gotten into the habit of half paying attention and thinking about other things. I had some very positive reactions from others during conversations in which I was fully involved. I tried to give my full attention to others when we were speaking, rather than try to multitask and not really be in the conversation.”

Week 3: Cont.

1. **Acceptance (11):** “I have been present to the things that are a mess or the things I am not handling properly but I am not judging myself for those things. I am merely chipping away at them and thinking how good it will feel when I have everything more ‘in order’.”
2. **Insight (12):** “...I think that these work-related ‘distractions’ are an important part of work tasks that need to be done and therefore need to be included in figuring out what is ‘enough’.”
3. **Negative (9):** “I walked out of a conversation with my parents when my dad began railing against my beliefs... I decided that instead of arguing, or feeling like crap, I was just going to leave. Now I know this isn’t a healthy long term option for a dealing mechanism but I felt much better within minutes.”
“...efficiency went down, spent more time in the minutia of the day.”
4. **Intentional (9):** “I accomplished the things that were more important to complete during the week, specifically I do more acting, and less reacting.”

Presence-Based Coaching Data

Week 4: Cont.

1. **Insight (11):** “...pausing and mindfulness create opportunities for better relationships... I am finding that I am more and more responsible for the quality of my relationships.”
2. **Acceptance (6):** “When I was in pain and starting to get scared that my illness had returned with a vengeance I stopped, got present, and surrendered to the pain. Just accepting took the suffering away- and suffering is much worse than pain.”
3. **Negative (5):** “There were two moments in particular, [when I was uncomfortable], and instead of doing my grounding practice, I resisted, did the SOAA practice, and observed and allowed myself to fumble and hesitate. It was uncomfortable, for sure.”
4. **Intentional (5):** “I noticed that I am not so quick to jump into business gigs- I noticed that a natural feeling of “selectivity” is occurring.”

Week 5: Cont.

1. **Insight (9):** “It is a lot easier to be in a natural state and just be who I am in that moment, and not have to worry about turning into someone else, or trying to come from [image].”
2. **Communication (7):** “I am much more willing to do things, make the not-so-fun calls at work, talk with people in my family about issues that come up, whatever. My fear of these situations is diminishing.”
3. **Limits (6):** “Being more available makes me less available.”
“I noticed with the re-engagement with work that I feel “finished” and ready to leave my home office by about 6-6:30 pm- after having started the day at 8:45-9 am. I noticed that I have taken a lunch- which allowed me an opportunity to set a bit of structure to the morning and “replenish” around mid day.”
4. **Negative (6):** I observed a peak in anxiety this week- old thoughts and feeling of inadequacy and with these thoughts, wanting to launch out into some other industry- and delighted in the potential distraction...I acknowledged that this is coping mechanism that leads to procrastination.

Presence-Based Coaching Data

Week 6

Self:

Intentionality - slow down
More joy & energy
Wholeness
Emotional Intelligence
Get Support
Focus

Others:

Communication
Engagement
Less Avoidance
Less Reactivity
Risk (Authenticity, Honesty)

Work:

Fresh Perspective
Re-Engaged
Less Effort (More effective)
Focus
New priorities
Goal Re-evaluation

Process: Accelerated Growth and Development

new awareness - discomfort - new action - increased psychological space

BEING

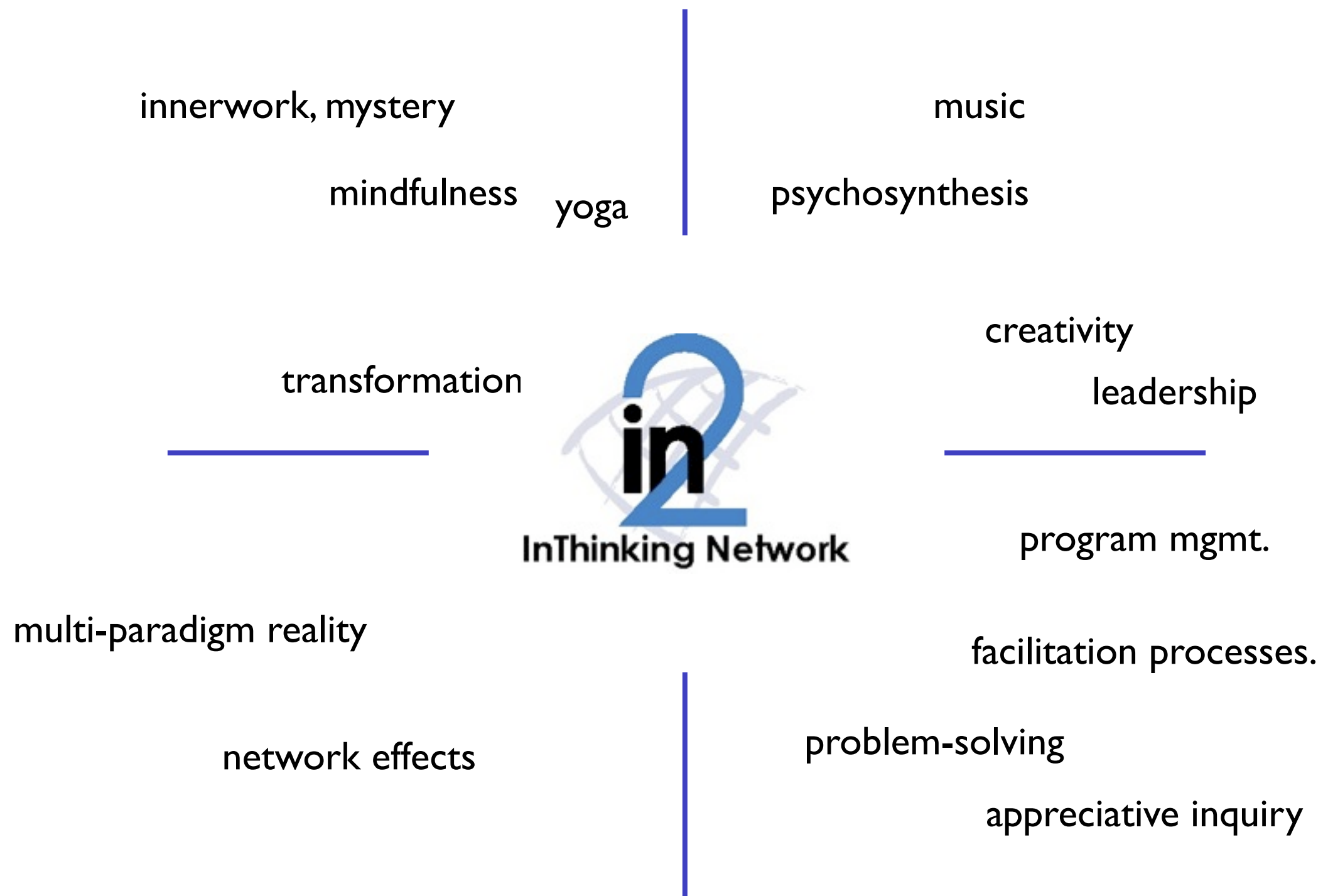


Thinking
happens within...

MINDFULNESS

- Slowing Down to Go Faster:
- Enhance Perception of Complexity
- Cultivate Equanimity
- Increase Intentionality
- Increase Calm & Focus as Baseline

Consciousness



How do we Transform?

How do we continue to bring Progress in2:View?



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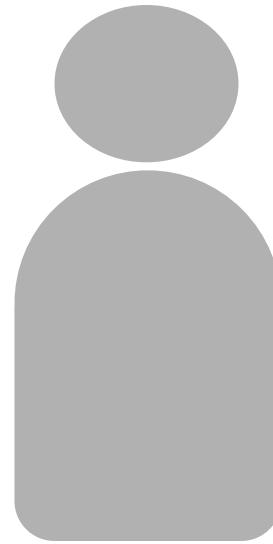
Tomorrow ?

Develop **BEING**
Capacities to compliment our DOING



Consciousness
Identity: Ego vs Self

BE you.



& Allow Others to BE themselves.

There is a vitality, a life force that is translated through you into action. And because there is only one of you in all time, this expression is unique, and if you block it, it will never exist through any other medium and be lost.

Martha Graham

...the whole is enriched by introducing diversity and achieving the unity of diversity...true individuality means you have a true being which unfolds from the whole in its particular way for that particular moment...Isn't it a paradox: the more the sense of the whole and the primariness of the whole would be alive in us, the more one would feel responsible, as an individual aspect of the whole, to express that wholeness in one's daily life.

David Bohm

Six Elements that Constitute the Heart and Art of Transcendence

In2: Organizational Environment & OurSpace

1. Ethical training
2. Development of concentration
3. Emotional transformation
4. Redirection of motivation from egocentric, deficiency-based needs to higher motives, such as self-transcendence
5. Refinement of awareness
6. The cultivation of wisdom (knowledge & humility)

Roger Walsh & Francis Vaughan (1993)

Bringing Consciousness In2:View

Einstein: Can't solve problems with same level of thinking.

I suggest that Transpersonal Psychology offers perspective that says we *CAN* step out of the system (our thinking) in order to see the system, and ultimately transcend & include more complexity to create new effective solutions.


Result = Better Thinking
Method = Consciousness practices
BEING practices = SUSTAINABLE





Our Being-ness has function & purpose.

Moving from BEING we can know more and
be more intentional, effective, & productive.



mentally SLOW DOWN: *It is SUSTAINABLE.*



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