



## INTRODUCTION

### LEADERSHIP – FOCUS ON PEOPLE

The digital age has transformed our world. We can access information at Google speed. Physical barriers have disappeared; we can connect with each other in virtual space and shop efficiently from our chair at home. In some ways life is simpler and more efficient. We don't post letters, we email but our lives are filled with speed, information and complexity that changes almost daily. The challenges and demands on leadership are greater, necessitating a shift in the role that leadership plays. Leadership is no longer embodied in individuals. It needs to be shared.

The term 'leadership' conjures up a variety of images denoting different roles. One of the most crucial, and probably the most difficult, is a deep understanding of people and underlying interpersonal dynamics. The ultimate success of today's leader depends on your understanding the people and dynamics and being equipped with the correct tools to handle each situation appropriately.

Most of you in leadership positions have been trained in a specific area of expertise. For example, you may have trained as an engineer or an accountant. Through professional achievements you may find yourself in a leadership position. Your view of leadership will be based largely on what you learned as part of your professional training as well as the type of leadership you experienced subsequently. For example, an engineer would have experienced working in a project team and being led by a project leader. An accountant would have gained insight into leadership through involvement with other financial people in relation to their business and their clients. You have modelled your leadership style on these experiences.

Stereotypical assumptions of leadership Deep Democracy challenges:

## **1. THE LEADER KNOWS BEST**

One of the prevalent views in business is that the leader holds the wisdom and knows what is best for the group.

The leader takes control of direction, setting clear goals and a vision. He/she creates structured roles of responsibility and accountability, perhaps making decisions in consultation with a few but primarily on his/her own.

A cornerstone of the Deep Democracy leadership program is that wisdom is held collectively within the group, not in one person, no matter how knowledgeable or talented that person may be. The role of facilitator leader (as described by Peter Senge 1990) is to lead and facilitate in a manner which uncovers the wisdom within the group.

This course gives you insight into people and interpersonal dynamics. It enables you to use the method in relation to your own personality, leadership style and needs. There are diverse styles of engagement. However, one kernel premise remains constant: a high correlation exists between the facilitative style of leadership inherent in the method of Deep Democracy and the subsequent empowerment, trust, 'buy in' and collaboration by the participants.

## **2. BUSINESS IS RATIONAL**

The traditional viewpoint is that business is primarily a rational process in which emotional and interpersonal issues are annoying distractions. Whilst discussion and debate (even heated debate) may be tolerated and personality clashes recognised, these are seen as emotional or irrational and have no official or rightful place in making business decisions.

As leaders of the organization, you may think the majority of your time should be spent on business issues, whereas the majority of your time is spent on human issues - those annoying emotional and irrational issues. That is the reality. In contrast, Deep Democracy perceives the emotional, irrational issues of business as fertile ground wherein creativity, cutting edge thinking and motivational energy are

born. Exploring the 'rub of the diverse views' is a promising way of challenging assumptions, unearthing new information and gaining insight into innovative solutions to business challenges. In this course you receive clear guidelines and tools which empower you to recognise and capture the supposedly annoying human 'issues' and emotions. As a result you revitalize your business.

### **3. WE ALL THINK ALIKE**

Organizations often talk about the value of diversity but in practice much of this is lip service. Those who truly express different views and values are not welcome because they often disturb the sense of harmony in the group. The Deep Democracy view is that authentic diversity is valuable and those who express difficult and contrary opinions are gifts to the group.

It is hoped that through using this approach, your style of leadership will create a climate of safety in which diverse opinions are encouraged and heard. Once skilled in these methods, the leader is able to resolve tensions arising from diversity and unleash creative solutions. The involvement of every member of the group leads to a greater support for decisions and actions. It includes clarity of responsibility and accountability. There will be a keener sense of working and striving together towards goals. The time and energy trapped in disputes, resistance or 'non buy-in' to decisions, to personality clashes or power struggles created by traditional leadership and rational decision making processes, becomes available to the group, maximizing its strength and capacity to strive towards its goal.

### **THE DESIGN**

The Co Resolve Participative Leadership Program focuses on 3 pillars of leadership:

**SELF AWARENESS** - Gaining greater self- awareness and enhancing your natural leadership style in relation to the methodology.

**UNDERSTANDING OF PEOPLE AND INTERPERSONAL DYNAMICS** in one-on-one interactions, small groups, team meetings and large group discussions.

TOOLS: Pragmatic and useful tools which you add to your toolkit in relation to people in groups, meetings, one on one interactions.

This course guides you in using the method as you:

- Consult and collaborate with colleagues
- Lead persons you are accountable for
- Interact with clients
- Are responsible to your leaders and stakeholders

## **INTRODUCTION TO THE LEWIS METHOD OF DEEP DEMOCRACY**

### **RETAINING THE DEPTH OF DEEP DEMOCRACY**

The challenge of gaining skills and insight into the depth, complexity and possibility that DD offers, and being able to use DD in your choices, depends on your ability in the following areas:

- To relate to the material;
- To provide a safe space for learning and practice;
- To receive critical feedback in a manner that facilitates growth and learning;
- Your enthusiasm and belief in DD.

### **MAKE THE COURSE YOUR OWN**

You will find that once you have mastered the material and become confident with your skills base, the course will become your own. Your personality will shine through and you will relate to others in your unique way.

At the end of the training, it is your own confidence, enthusiasm and excitement that will create the magic of the course. Initially this may take time and be elusive but we are confident you can make it!

## **PRACTICAL APPLICATION**

The course is practical and interactive with a balance of theoretic learning, world view and skills practice. It is important that you bring yourself and your own experience to the exercises.

We prefer you to role-play genuine situations, as imagined ones detract from your learning.

## **EXERCISES**

Each module has exercises accessible via the Co Resolve Platform. On completion, the exercises are automatically submitted to your instructor.

## **THE MANUAL**

Each module is presented separately in the manual and gives you a clear step-by-step approach on how, what and when to use the information.

## **THE ROOTS OF DEEP DEMOCRACY**

There are three important people in the development of Deep Democracy. The work is based on Mindell's Process Oriented Psychology. Arnold Mindell is a physicist who is also a Jungian analyst (a field within psychology). Psychology, although part of the humanities, is a science and is based on scientific principles. In Mindell's model of psychology, he has shifted psychology in alignment with the new physics. This has had tremendous effects on how we see individual psychology and in particular, our views of group behaviours.

Greg Lewis, a USA citizen, studied 4 years of physics. He then served in the Intelligence Corp during the Vietnam War. Following the war, he became an architect and director of a large architectural firm specializing in healthcare facilities. He lived

the problems of managing and leading people in large hospital-design projects. After building a hospice he changed careers and became a psychologist.

Myrna Lewis, a South African, is a teacher, social worker and clinical psychologist. She founded a halfway house for mentally ill people. This was the first institution which offered a holistic approach to psychological health in South Africa. Myrna was one of the first clinical psychologists in South Africa to move from clinical work to business in the late 70's. Initially she became the Human Resource Director of a large multinational company and subsequently started her own consultancy practice introducing cutting edge psychological services into business. She included the design and development of an assessment tool that spread internationally.

Greg and Myrna met while studying with Mindell in Switzerland and later married.

The couple was approached by one of South Africa's biggest employer, which was a part state- owned utility company, to help a division of 5000 people go through a transformation. The division wanted to remove a layer of hierarchy and introduce managers and workers sitting together in teams to solve problems. This happened shortly after the political changes—the breakdown of Apartheid. The managers and workers had been part of the apartheid system and they faced the challenges of working alongside one another with equal rights. Issues of racism were particularly strong. Greg and Myrna were two of several consultants approached to help with these issues. In meeting the challenge they realized they needed to teach the employees to fish for themselves as opposed to the couple fishing for them. They needed to teach the people in the organization how to resolve their racial tension themselves as opposed to relying on outside help due to the moment by moment racial tension alive in the organization. The demand was too great for outsiders to meet.

Therefore Greg and Myrna taught them to recognise when emotional issues such as race affected the decision-making process and gave them basic tools to resolve the tension and conflict. The couple adapted Arnold Mindell's Process Orientated Psychology to meet this need. They took the basic concepts of Process Orientated

Psychology and redesigned them to become pragmatic and practical tools everyone could easily understand and apply.

Deep Democracy, and specifically the course you are attending, is based on the course that evolved for this organization. The work took over three years and approximately 1000 people were trained in the method.

During and since this initial stage, Greg and Myrna were invited to work in other organizations in South Africa and subsequently in the USA, Canada, UK and Russia. The work spread by word of mouth.

Three years prior to his death, Greg went into semi- retirement and Myrna expanded the work into the public sector. She specifically wanted to experiment and research teaching children the method. She received an Ashoka award for this work. (The Ashoka award is an international award given to social entrepreneurs whose original work will be of benefit to society). Myrna introduced the work as a counselling approach for lay HIV/Aids counsellors. She encouraged other consultants and through joint work, participated in using Deep Democracy in varied NGOs and public sector organizations.

Greg died in 2003 just when the couple were about to teach the first group of trainers in one of the largest consultancy firms in the UK.

Since Greg's death, Myrna has concentrated on building capacity, enabling other people to train the method. She sees it as a labour of love.

## **WHERE DEEP DEMOCRACY IS TODAY**

The methodology in all countries involved is taught to people in both the public and private sectors and used in various situations ranging from children in the classroom to executives in the boardroom.

Deep Democracy is currently active in over 20 countries and is practiced in many sectors.

## COUNTRIES

## SECTORS

UK	Ireland	Business	Arts & Culture
Denmark	Netherlands	Government	Sports
France	Germany	Public Sector, NGO's	Relationship Work
USA	Canada	Education	Parent effectiveness
Israel	Iraq	Health	Communities
India	Russia	Social Activism	
Australia	New Zealand		
Lebanon	Palestine		
Kenya	Zimbabwe		
South Africa	Turkey		
Italy	Norway		
Sweden	Belgium		

For more information, articles and insight into Deep Democracy please visit our website [www.deep-democracy.net](http://www.deep-democracy.net)