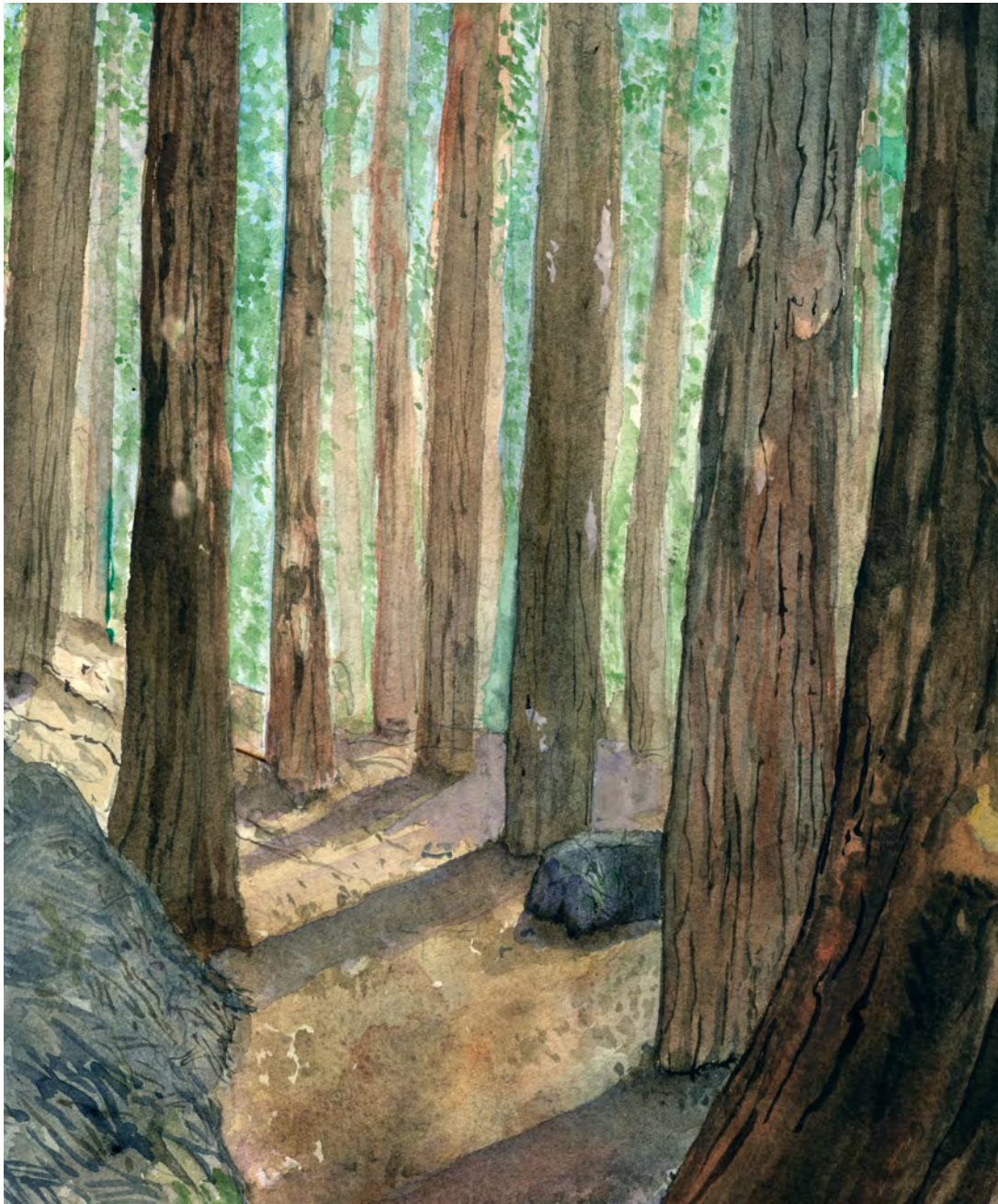


## STARTING & SUSTAINING AN ITP GROUP



## INTRODUCTION

### ITP AND THE PURPOSE OF AN ITP GROUP

*"Today, we need to develop social structures to nurture integral practice. That is what we had in mind when we started our ITP classes."*

- George Leonard and Michael Murphy

#### **Integral Transformative Practice and the Power of Practice Partnerships**

ITP co-founders George Leonard and Michael Murphy recognized the profound value of "communities of practice" early in the establishment of ITP. From the time the first ITP group convened on January 4, 1992, there has been a growing awareness that regular participation in an ITP group is a centerpiece for advancing one's practice. An ITP group can provide a rich, reinforcing environment for learning and deepening, and sustaining one's transformative journey.

Many, if not most, practitioners begin ITP on an individual basis. They may perform the ITP Kata alone by going through the movements and meditation while watching *The Tao of Practice* DVD. But, we know that beyond one's individual commitment, George Leonard and Michael Murphy write, "*A transformative community is a nearly indispensable launching pad for transformation. Such a community can create the context and the confidence for a transforming journey.*"

As an aspiring or practicing ITP leader, we encourage you to develop a solid foundation of knowledge of Integral Transformative Practice®. This practice is:

- **integral** in that it deals with the body (diet, exercise, yoga), mind (reading and discussions of articles and book excerpts on relevant topics), heart (group process, group activities), and soul (meditation, affirmation, yoga)
- **transformative** in that it aims at positive change in the body and being
- a **practice** in that it involves long-term, regular, disciplined activities, which above and beyond external rewards, are of value in and of themselves

A number of resources, included in the Appendix of this guide, can build your knowledge in the area of integral practices. However, knowledge of ITP practices is just the beginning. It is also important to learn best practices to form and sustain a successful ITP group, an ever-growing area of emphasis for ITP International.

So now, let's get started. Read on and enjoy each moment in our journey of transformation.

## What is an ITP Group?

Simply put, an ITP Group is a group of people who come together to practice ITP. If you are reading this manual, it's likely that you have already, or plan to form, an official ITP Group. The components of an ITP Group are:

- Engaged in the practice of Integral Transformative Practice® as outlined in *The Life We Are Given*
- Accepted as an ITP group and holds group membership with ITP International
- Group is listed in the ITP Group Directory on the ITPI website
- Has use of the ITP registered trademarks (logo)
- Pays annual membership dues

You can review a detailed list of group membership benefits in the Appendix on page 42.

An ITP group differs from other kinds of transformational groups and communities. Here are a number of distinct features:

Feature	ITP Group
<b>Focus of Group</b>	The healthy growth and positive transformation of body, mind, heart, and soul as defined by each member and accomplished by actively engaging Integral Transformative Practice
<b>Meeting Frequency and Member Commitment</b>	Members typically commit to a weekly or bi-weekly session and are encouraged to attend regularly
<b>Use of time between sessions</b>	Actively engaging in one's personal practice using the 9 commitments
<b>Reference and support materials</b>	The Life We Are Given, The Tao of Practice (DVD), The Future of the Body, Mastery. All can be found on <a href="http://itp-International.org">itp-International.org</a>

We have learned that for the most effective transformation and evolution of a Group's members, it is essential to place the focus on the ***practice***. A key distinguishing feature of ITP in the world of transformational offerings is that ITP is a practice. The practice aspect of the approach is so important that it has been written right into its title. The theory and philosophy of ITP without practice would simply be interesting, compelling ideas never actualized.

Establishing the practice as the central purpose for the group's existence will ensure each member is focused on not only their own practice, but on supporting the practice of others in the group. In addition, emphasizing ITP as the practice will ensure that the group maximizes the synergy and power of each member engaged together in the journey of transformation.

For these reasons, we recommend that you be very clear from the start that the main reason for the group's existence is to support one another in the ***practice*** of ITP.

## **Group Leaders Create and Hold a Unique Space for Transformation**

ITP Groups require a certain kind of transformational leadership. Leaders who form and sustain groups need to learn to create, hold and nurture a special kind of environment - a space for transformation. This includes establishing confidentiality, safety, a sense of belonging, shared ownership, clear roles, boundaries and personal accountability.

As a group leader, it is important how you engage fellow practitioners in conversation about themselves and the practice. By asking powerful questions and listening deeply, you set the tone for members to feel safe, connected and inspired. Through a spirit of generosity and a focus on members' gifts, leaders allow others to naturally choose their own right path for growth and development. ITP is not for everyone. As a Group Leader, it is essential that you help potential members understand the features of being in an ITP group to ensure that it is the right fit for them, and that they are the right fit for your group as well.

## **Starting Your Journey as an ITP Group Leader**

Setting any new direction, such as building an ITP Group, takes time, dedication and consistency. As you start down the road of leadership, here are three things to take on your journey:

- **A clear sense of purpose**  
Groups flounder when members do not share a common sense of purpose. Be up front with yourself, and build within your group, an understanding of ITP's goals and aspirations. Engage in an ongoing dialogue to define and sustain the intentions and operating principles of the group.
- **A starting point**  
Big goals are intimidating and sometimes paralyzing. Get started by taking small, tangible steps toward forming a group. The right momentum will build.
- **Persistence**  
Many transformational efforts look like they will fail at some point usually in the middle. Don't give up prematurely. Find a way around obstacles, make necessary alterations and keep going.

- Adapted from *Harvard Business Review*, October 27, 2010

And – it is important to have fun. Enjoy the practice and the peace and joy that can be found in the present moment. It's contagious!

*"For most of us, integral practices require hard work. But with patience, the initial discomfort they cause turns into an ever-recurring pleasure. Renewing mind and heart, rebuilding the body, restoring the soul, become sources of endless delight."*

- George Leonard and Michael Murphy



## CHAPTER 1

### PREPARING FOR AND STARTING A GROUP



# CHAPTER 1

## PREPARING FOR AND STARTING A GROUP

### Join ITP International

*“ITP International™ (ITPI) was created to help steward and advance the principles of Integral Transformative Practice and the work of its founders, George Leonard and Michael Murphy. ITPI serves as a hub for communications, education and research toward the broader aim of creating a society that realizes our human birthright to love, to feel deeply and to create.”*

- Excerpt from the ITPI mission statement

An ITP group is a community of practitioners, 3 or more, dedicated to the practice of ITP, a long-term practice of realizing the potential of body, mind, heart and soul. ITP groups engage in the practice of ITP as presented in *The Life We Are Given*, authored by George Leonard and Michael Murphy.

From the start, establish your affiliation and partnership with ITP International by submitting a letter of interest to **info@itp-international.org** or by calling the ITPI office at (888) 366-9213. This guidebook provided by ITPI is one of the many benefits for the leaders of ITP groups. Group membership with ITPI costs \$30 per group member annually. A description of group membership benefits can be found on page 42 in the Appendix.

### Typical Process for Starting a Group

#### ***It Starts with YOU – the Group Leader(s)***

The first step on the path of practice is to read *The Life We Are Given* and review the ITP Nine Commitments (see Appendix 8). Next, or at the same time, learn the ITP Kata, by watching *The Tao of Practice* DVD. It's wonderful to experience the presence of ITP co-founder George Leonard, who created the Kata, as he leads and instructs. By following along with the video you can learn the basic moves and overall flow of the series of movements, relaxation, transformational imaging and meditation. You can also use the *Kata Cheat Sheet* (see Appendix 2) setting it down in front of you as you do the Kata to remind you of the sequence and repetition of the various moves. Over time, you can begin “leading yourself” in the Kata without the DVD or your notes.

Use the *ITP Practice Guide* (see Appendix 18) to perform an integral assessment of your current state of being – in body, mind, heart, and soul - and set intentions for steady progress. Select and focus on those areas of your being and your life where you feel the greatest inspiration to grow and develop.

One of the best ways to learn the practice is to attend Mastery, ITPI's nine-month practitioner and teacher training program. This in-depth program typically starts in November and runs through July, meeting one weekend each month in the San Francisco Bay Area from 1 to 6pm on both Saturday and Sunday.

The curriculum is designed as an immersion in the fundamental aspects of ITP: Visioning, Affirmations, Kata, Theory and Philosophy, Leonard Energy Training (LET), Staying Current, Leadership, and Integral Fitness. While attendance for the full nine months is best, it's also possible to attend as a guest at sessions of your choice at a per session fee (an option for people living outside the San Francisco Bay Area). For more information on Mastery, visit the ITPI website under Workshops & Events.

Other ways to build your strength and confidence with the practice is to attend ITPI sponsored workshops and seminars. Throughout each year there are usually numerous opportunities to engage and deepen your overall practice and even aspects of the practice, such as Affirmations, Leonard Energy Training, or Staying Current. Workshops are often held at Esalen Institute in Big Sur, California, and also occur in other parts of the country and around the globe. You can visit the ITPI website for a listing of upcoming workshops and seminars that are available to support you.

The key is to ensure that you, and any of your co-leaders, have a solid foundation in the practice of ITP so you can consciously help form, shape and effectively lead your group from the beginning. The more you embody the practice the more effective you can be as a group leader and the more powerful, transformational and vibrant your group can be. You don't have to know it all (in fact, you can't, since the practice is an infinite road of discovery), however, it is important to know enough of the basics so that you can provide the leadership necessary to establish a transformational group of this nature.

### **An Important Note: ITP is much more than the Kata**

It's easy to think of ITP as "the Kata," but if you look at the nine commitments, you could do eight other commitments and never do the Kata at all (not that you would ever do that, but you get the point). The Kata gets a lot of focus because it's an easy practice to focus on and measure. However, ITP goes way beyond the Kata. You can ask yourself these questions to get a greater understanding of the practice:

- Am I staying current and communicating my feelings with people in my life?
- Am I conscious of everything I am eating and drinking?
- Am I truly being my own authority in all moments of my life?
- Am I regularly exercising and engaging my fitness program in a fully integral way?
- Am I developing my intellectual powers by reading, writing, and discussions?
- Are my affirmations clear, powerful, and being intentionally engaged and manifested in my life?
- Am I reaching out, offering help, and being of service to others?
- AND am I practicing the Kata on a regular basis?

Establishing a strong Kata practice is a natural, good place to start. It helps to stabilize and integrate our various parts and reinforces our vision for transformation by creating

an opportunity for transformational imaging (an aspect of working with our affirmations) and meditation into our lives on a regular basis. However, be aware that ITP is a deep and comprehensive practice, with the Kata offering a positive entry point, and then evolving from there.

Consider that as you learn the Kata and develop your personal ITP practice, you are in a more “informal” stage of ITP Group Leadership and Practice. In this stage, you are most often practicing alone, and maybe you have one or two other practice partners with whom you meet to do the Kata together, to share and discuss aspects of the practice, and to support one another on the path. You might be attending Mastery and other ITPI sponsored workshops and reading and engaging the various materials available through the ITPI website, including the various books by Michael and George and others. At some point however, and since you are reading this guide you are likely at that point, you become interested in establishing an affiliated ITP Group. It is at this point that you enter into the more “formal” aspect of Group Leadership and establish an ITP group through ITPI group membership.

## **Expressing Your Desire to form an official ITP Group**

The first step is to inform ITPI that you desire to form an official ITP group. Again, since you are reading this guide, it’s likely that you have already done this. Congratulations! You should know that not just anyone can start an ITP Group. It’s a unique and enterprising person that truly fits the bill for this extraordinary role and opportunity. In affirming its ITP Group Leaders, ITPI looks for various qualities in an applicant (see Appendix 1). Review the suggested group leader qualities listed in the Appendix and consider how well you can meet the requirements of this role. Both you and ITPI have a vested interest in your success, so wisely assessing both your strengths and weaknesses is an important step. ITP coaches and advisors are available to assist, as you step on the path of leadership.

With ITPI’s approval of your application to start an official ITP Group you will have permission to use the ITP trademark and leverage all of the resources made available through ITPI for starting, sustaining, and evolving your group. With that established, now you can really get started!

## **Groups Unfold From the Inside Out – Creating Clarity**

As the catalyst for the formation of your ITP Practice, it’s you and your practice that will be setting the bar. Just as affirmations unfold from the inside out, so do groups unfold from the inside (founders) out (the members). Your Group, and its impact in the world, will reflect its beginnings, so it’s important to take time to create a vision for your group.

It’s a given that it will be focused on the ITP practice and that all members will be required to get and read *The Life We Are Given*, likely the *Tao of Practice* DVD, and will learn and



engage the practice as outlined in those materials. What is less clear is who these people are and just exactly how this group is going to function.

Here is a list of questions to consider. We recommend getting as much clarity on these as possible without getting hung up on any one of them. Just clarify things to the best of your ability and keep moving forward:

**How many group members would be ideal to have in your group in the next three to six months?** Average group sizes are between 10 and 15, with the most being around 35. Keep in mind the amount of intimacy and fellowship you want to foster; smaller groups enable more intimacy and fellowship, larger groups more diversity. Keep in mind the size of your meeting space and its capacity.

**What type of group members do you intend to attract?** Take a look at the sample list of ITP Practitioner qualities in Appendix 1 and think about the characteristics of *your* ideal members. Who is this group for and who is it not for? This is not about discrimination; this is about getting clarity on who your group will best serve, and who will best serve the group. To begin with, three things that must be in place are:

- **A base-line of financial stability**  
While typically a modest amount, an ITP Group will have operating expenses that its members must cover. Be clear from the beginning that the group is not a charity and that members must have the capacity to pay their dues on a regular basis to maintain their membership in good standing.
- **A base-line of emotional and psychological stability**  
Be very clear that an ITP group is not therapy, counseling, or a support group. These things certainly have their place in the world; however that place is not an ITP Group. Engaging a transformational process like that of ITP requires a practitioner have a reasonable level of emotional and psychological stability to not only successfully navigate the sometimes choppy waters of change, but to also participate in a healthy, supportive manner in the group.
- **A willingness to wholeheartedly engage in the ITP practice as written in *The Life We Are Given*, both at and between Group sessions**  
While ITP is a householder's path (meaning practitioners typically have other full time commitments necessary to "hold the house"), it does require a daily investment of time and energy to properly engage the practice. Consider whether they will they come to every session, be on time, pay their dues, be in communication when challenges arise, support and serve the group's functioning and administration, and perhaps even facilitate some programs as well as invite other members to attend open sessions.

As the founder of your group, your vision is important. Giving thought to the kind of group you want to attract will go a long way toward ensuring your group members are a good fit

for a long-term transformative program dedicated to realizing the potential of body, mind, heart and soul.

- **How often and at what time will your group meet?** Many groups meet weekly either on a Saturday morning or an evening during the week. Keep in mind this is a “Householders Path” in that most of your group members will likely have jobs and other significant responsibilities in their lives they are invested in. As a result, most groups meet outside the normal work hours of 9am to 5pm Monday through Friday. Some groups meet every other week (twice per month). In addition, the availability of your practice space could also impact when your group will meet. Determine in advance what makes the most sense for you and your group to meet the needs of most members and their unique circumstances.
- **What are your expectations for group membership and your standards of participation?** Some of the thinking you do around the types of members you want to attract will inform your expectations for group membership and your standards of participation. It’s important to be very clear about these things, and communicate them to each member, from the very beginning. One great way to do this is to develop and use a “Statement of Intention to Join” (See Appendix 7). This is a document that you can customize to include the important agreements required of each member when they join the Group. Each Group member reads and signs this statement indicating they understand and are aligned with its contents. Some examples:
  - Practice ITP as outlined in *The Life We Are Given*.
  - Read *The Life We Are Given* and view *The Tao of Practice* DVD.
  - Attend all sessions, be on time for all sessions, be in communication when not able to attend a session.
  - Pay dues on time (be clear on amount and due dates).
  - Adhere to the ITP ethics statement.
  - Support others in their practice of ITP.
  - Take full responsibility for themselves in their practice of ITP and the results they receive from it.
- **What will you do during your ITP group sessions?** Most groups find it works best to establish a standard agenda that the group follows for each session. This allows for minimal distractions and a routine for you and the group to go deeper and deeper. A typical group session is usually 2 to 2.5 hours long, and usually looks something like this (also see Appendix 9):
  - Kata – 40 - 50 minutes
  - Personal Sharing Circle – 20
  - Announcements / Break – 10 to 15 minutes
  - Program – 45 to 60 minutesIn the beginning you may just want to begin with the Kata, followed by a group personal sharing circle and a conversation about some aspect of the practice with optional social time after that. As your group settles into a rhythm, you may then consider expanding the sessions to include programs focused on core practices such as affirmations, staying

current and Leonard Energy Training (LET). More information on these topics is provided in Chapter 2.

- **Where will your group meet?** The space needed for movement exercises, as in the ITP Kata, is from 35 to 40 square feet for each participant. So if you have ten members, you'll need a space that is 350 to 400 square feet or more. Of course you can start in someone's living room, but as your group grows you will likely need a space of your own.

Most groups have found good meeting spaces in spiritual centers (churches, synagogues, etc.), martial arts dojos (especially Aikido), yoga studios, community centers, holistic health care centers, retreat facilities and meditation centers. Keep in mind that you will likely desire a carpeted space (even better if padded), that is temperature controlled, easy to find, easy to access, with sufficient parking, and at a reasonable price. Share and discuss your vision and needs with your group members (or potential members) and enlist their help and networks to find a suitable location.

- **How will your group establish and manage finances?** Some groups are set up as non-profit organizations under IRS code 501c3. The advantage of this structure is that donors can deduct donations to the 501c3 as a charitable contribution on their tax returns. There is a substantial amount of legal work to set up the organization and to maintain the non-profit status. Setting up a non-profit organization is not recommended if it is only for administering an ITP Group.

It's best to keep the administration to a minimum and allow yourself to focus on the practice. Most ITP Groups collect dues and do not consider them donations. You can set up a joint bank account with other members (perhaps your co-leaders), being named on the account and having access. Set up a regular reporting schedule and give periodic accounting updates to the group.

A bank can view you similar to a book club, where you collect dues and pay expenses. For dues, have members write checks payable to you or another person on the account. Your social security number will be on file with the bank, and you will receive a 1099 for any interest earned on the account. The group can reimburse you for the minimal amount of taxes you will pay on the interest income from your ITP group bank account.

- **How much, how, and when will you collect dues?** First you must determine the amount of income you will need to cover your anticipated expenses. In the beginning your anticipated expenses may only be for meeting space. Add up all your expenses and divide that number by your anticipated number of group members. While you may want to collect dues on a monthly basis, some groups have found it's easier to have each member pay their full dues for the next cycle (see below for more on "cycles"). This decreases administrative burden from having to remind people each month, gather and deposit checks, follow-up with folks who haven't paid, etc., etc. You do this once at the beginning of each cycle and it's done.

- **How long will your group cycles last?** Consistent with the nature of ITP as a long-term practice, most ITP groups define a duration for engagement with the Group. This is known as a cycle. Cycles are typically six months to one year in duration. Members agree to wholeheartedly engage the practice and adhere to the outlined standards for participation in the Group for that duration of time.

The concept of a Cycle is powerful for it supports a practitioner in sticking with the practice, even when, and especially when, it gets challenging. If you are engaging ITP as designed, homeostasis may arise spurring thoughts in the practitioner like “I don’t have time for this,” “I’m too busy,” “It’s not working,” “I have more important things to do,” “I don’t like these people,” “It’s not for me,” etc. More than likely, these arguments for quitting the group and/or the practice (especially before completing a cycle that one has consciously committed to) are sourced in homeostasis working to maintain the status quo – the status quo the practitioner engaged ITP and the group to change in the first place! Knowing this in advance, it is recommended to commit to the practice and to the Group for a specified duration, and one that is long enough to make and solidify the desired changes in one’s life.

During a given cycle, group membership is typically closed. This means that no one new can join the group until the cycle is complete and a new cycle opens up. The benefit of closing membership during a cycle is one of creating a strong container of trust and familiarity. Introducing new members along the way of a cycle could be disruptive to the group, causing unexpected dynamics and distractions, thereby potentially decreasing the effectiveness of the Group’s practice. With that said, some groups remain “open” to new members throughout their cycle and do so successfully.

- **Where and how will you find group members?** The first source for fellow practitioners is likely to include personal friends and work associates and the friends and associates of those people. You might also find potential members who share social or spiritual memberships in other organizations, but make sure that ITP won’t conflict with their practices or vice versa.

Your inspiration and enthusiasm for something new and powerful that is making a difference in your life that you wish to share with others can be contagious. People will want to join with you because of your enthusiasm and inspiration and because they see you growing and transforming.

It is recommended that you have ITPI brochures on hand to share the specifics about ITP so that your “prospects” have something to take with them. You can also refer to ***The Life We Are Given*** and share copies of it. Ask potential new members to visit the ITPI website to learn more. However, as good as all these things may be, it is you, and who you are being, that will ultimately attract people to your group.

Once you have your first one or two group members, or co-leaders, of course your network of possible group members has doubled or tripled; having all group members sharing and inviting others in their circles is how groups find members initially, and usually in the long run as well.

If absolutely necessary, you could consider publicly advertising for Group Members. Again, since you are the most powerful attractor for new members, those places where you can make a personal announcement will be more effective than those less personal methods like fliers, Craig's list ads, or Facebook postings.

- **How will you address group insurance and liability?** Some meeting locations may require your group provide their own insurance. While this may be possible for you, depending on many factors, this can become prohibitively expensive. Other meeting locations will allow you to participate in their already existing insurance and liability coverage with a “rider” on their policy. However the most simple and straightforward way to manage liability is for each member to manage it for themselves. Have each member sign a “Waiver, Indemnification, and Release From Liability Form”(see Appendix 6). By having each member read and sign these forms, and then keeping a copy in your Group's records and as well providing copies to the management of your rental space, this issue can be addressed quite efficiently.
- **How will you lead, organize, and administer logistics needed for a successful and healthy group?** The group leadership model proving most successful, efficient, and effective is to establish a “leader-body” (made up of one to three or four co-leaders) that are responsible for the leadership and decision making of the group. While maintaining their own authority over their own personal practice, all group members agree to align around group decisions made by the leader-body. However, a group can also be led by one leader who requests support from group members. The leader-body may (and likely will) consider the input, needs, wants, and desires of the group members (since the leader-body is interested in making decisions that best serve the whole of the group), however the leader-body maintains its ultimate right to make the final decision for the group.

The group leader or leader-body can perform and execute the various group management activities, e.g. program and calendar planning, finances/treasury, event or group retreat coordination, or they can enlist the leadership and service of someone else in the group inspired to be of service to the group in some capacity. In any case, the leader-body maintains overall responsibility and accountability for effective functioning of the group.

This leadership model, where a small group of co-leaders agree to lead the group and make the necessary final group decisions, is effective for two primary reasons:

1. Good, efficient decision making – requiring only a few people to align on any decision makes the process relatively fast, while still allowing for gathering input and feedback from others as needed.
2. Focus – this model allows the group members to stay focused on what’s most important – the practice of ITP – while a small group deals with the administrative and logistical needs of efficient group functioning.

In addition, this model allows for the development of leadership qualities and competencies within the group, since you can train, mentor, and develop Group Leaders by rotating them through a role in the group’s leader-body. Developing leaders, and sharing group leadership, is a recommended best practice not only for the development of leaders, but also because it can help avoid burn-out of existing leaders and stagnation of the group.

- **When will you start your official ITP Group?** It’s important to know that in the beginning you can operate your group in an “informal” stage before formalizing your group’s status. In the informal stage you can meet with your group members on a regular basis for group sessions, participate in the ITPI Group Leadership Elevation and Evolution calls and community (GLEE), and do other things to establish your grounding in both the practice and preparation for establishing your formal group. This informal stage may go on for approximately 3 to 9 months, but usually not much more than that. Once ready to formalize your group’s status, select a date, time, and location for your first session and begin communicating that date to your prospective members. Put together a calendar for each of your group’s sessions for your first cycle so people can see and plan for these sessions in their own calendars.
- **What will you accomplish at your first session?** Share your vision and passion (and that of your co-leaders, if any) for creating the group. Describe what inspired you, what you are hoping to accomplish and how you see the group members participating in the group and the practice. Create space to hear from others on some of these same topics.

Consider putting together a packet of materials for each new member. In that packet you can include these items:

- ITPI Ethics Statement
- Statement of Intention to Join (includes your defined Ground Rules for Participation)
- Waiver, Indemnification, and Release From Liability Form
- The Nine Commitments

In a group setting or individually, go over each one of these documents explaining their importance for establishing a strong foundation and container for the successful group you are all interested in creating and experiencing. Answer any questions and/or concerns people may have about any of these materials and ask that each person sign and submit to



you a copy of each form before they can be an official member of the group.

## Getting Help

Remember, you are not alone! You have all the benefits offered by ITPI for Group Leaders:

- Quarterly Group Leader teleconference calls (GLEE – Group Leader Elevation and Evolution)
- 2 hours of phone consultation with your ITPI Group Liaison
- Group Leader Guide (in your hands now)
- Access to Group Leader Forum – where you can ask questions and get answers from ALL the existing group leaders!

In addition, ITP International™ can arrange for an ITP trainer to come to your location and, for a reasonable fee, give a customized day-and-a-half or weekend training workshop for you and your group. This can be a great way to ensure the group starts out on a solid foundation of fundamentals. For further information, contact **info@itp-international.org**. And, as a reminder, a great way to enrich and deepen the practice for you and your group is to encourage attendance at ITP workshops and events. You can have folks that attend an event bring the learning back to your group by having them facilitate a program or a discussion on concepts covered and lessons learned. For more information, see the “Workshops and Events” menu item on **www.itp-international.org**.

## CHAPTER 2

### SUCCESSFUL ONGOING GROUP MANAGEMENT AND PRACTICE DEVELOPMENT



## **CHAPTER 2**

### **SUCCESSFUL ONGOING GROUP MANAGEMENT AND PRACTICE DEVELOPMENT**

OK, you started an official ITP Group. Congratulations! Now what? The next phase of your group development is all about establishing a rhythm. Like any other practice – be it meditation, affirmations, the kata – you want to get into a rhythm of regular form and practice.

This is not about rigidity or inflexibility, and it is definitely not about mindlessly doing the same thing over and over again. Quite the opposite, it's about creating a structure and form, inside of which, or on top of, you can be fully mindful and deepen into the more powerful aspects of the practice "behind the form." The form is essential, and it's essential to get it right, however consider the form more of a vehicle for accessing, unfolding, and evolving deeper aspects of your practice, yourself and your group.

The previous section put in place many of the foundational elements needed for a strong and effective form. This section will take everything to the next level for you.

#### **Holding Successful Group Sessions – The Basics**

##### **Setting the Right Context**

The heart and soul of an ITP group is created and nurtured at its group sessions. It's very important that the regular group sessions are held and embraced as a sacred time of gathering. Consider that you and your group members are unique individuals coming together so that all of you can grow and transform. Your individual and group practice matters! Each and every group member makes a difference and is desired and needed at each group session.

Recognizing that each and every group session honors, upholds, and furthers not only one's individual evolution but also the evolution of the group, puts your group sessions, and each individual's participation, in the right context. It makes attending and contributing to each group session a high honor for each member.

##### **Establish a Regular Time and Place**

It may go without saying, however it's important to have a set schedule laid out in advance. We all live busy lives and being able to put our commitments into our calendars in advance maximizes our ability to participate, contribute, and attend to those things that are important to us; like our group sessions. So find a regular day, time, and location that works for everyone (or most), and stick to it for at least a full cycle. If you find it's not working, make adjustments as needed, but be working toward establishing a regular routine that everyone can count on and engage.

As part of establishing a regular routine, create and put onto paper a standard agenda with activities and times so that anyone in your group can facilitate (or “host”) a group session (see Appendix 9). This will “share the burden” of ensuring sessions are smoothly facilitated, but also begins sharing the leadership and creation of the group among the group members.

### **Start and End on Time**

Always start and end on time. If you get sloppy on this, so will your members, and ultimately so will the practice. Let every member know in advance what the schedule for each session is, and when you say you will start the Kata (for example, if that is your first thing) ring the bowl and start the kata, even if you are the only one there. If you set a precedent that the sessions run on time, people will begin managing themselves accordingly (and vice versa if you wait for people to show up, tolerate lateness, interruptions, etc.). Also, be sure to honor everyone’s time and do not go over time. End each session when everyone has agreed the session will end. If it looks like going over time may be a benefit to the group (e.g. a great presenter has more great stuff to share) then ask permission from the group to go over and give permission (just acknowledge that it’s OK) for people to leave that have other things they must do.

### **Create a Place of Beauty**

Some groups create a sacred space in the center and gather around it in a circle. Consider having a small rug, table runner, or scarf as the base, a talking stick, fresh flowers, a meditation bowl or chimes, and other elements of beauty and significance unique to you and your group. While candles can be nice, check in with your group members to ensure no adverse reactions to the smoke, and be very careful with melted wax (e.g. use a fire safe and stable container for any candles used).

In addition, in your sacred space in the center of your circle, you can place angel cards or other card decks of wisdom and insight. Many such decks can be found online with beautiful artwork and great messages of inspiration and insight. It can be fun to pull a card prior to the session or prior to one’s sacred sharing and reflect on its message for one’s life; the synchronicities are often amazing.

### **Facilitate the Practice of Personal Sharing**

Personal Sharing is often one of the favorite parts of a group session for practitioners. See Appendix 10 for some helpful guidelines for personal sharing. Being able to share what has deep meaning for you and really be heard – and really hear what has deep meaning for others – is a rare treat not often experienced in our overly busy and over committed society. It is recommended that you read the *Guidelines for Personal Sharing* before each personal sharing session. This reminds people of the key elements to ensure the time is well spent and honors the intention of this part of the practice. Note that personal sharing is a practice.

Personal sharing is an opportunity for everyone to practice:

- Being your own authority (both in your sharing and how you hold the sharing of others)
- Staying current – by sharing your current thoughts, feelings, challenges, breakthroughs, etc. you are staying current with yourself and your group members
- Deep listening – listening is creative, you can literally listen your group members into inspirational existence, listening deeply and creatively is a practice
- Speaking from the heart – learning to connect with what has deep meaning for you and giving voice to that
- Being respectful of others – not only in your listening of them, but in taking only as much time as needed to sincerely and authentically share while leaving sufficient time for others to share as well.

Often a talking stick or implement of some kind (a rock, the striker for the meditation bowl, a crystal, etc.) is used to support the process. The talking stick is typically placed in the center of the circle and when someone is inspired to share they pick up and hold the talking stick. While someone is holding the talking stick, they are the only one speaking; everyone else is listening. There is no cross talk. When the person is complete with their share, they either pass the talking stick to the next person indicating they wish to share, or place it back on the altar.

Again, being mindful of time is important. As you near the end of the time for personal sharing, indicate that to the group by saying something like “We have 5 minutes remaining”, or “We have time for one more.” So folks who really wish to share are informed of their remaining opportunity and the sharing session can end on time.

### **Rotate the Roles for Each Session**

It is recommended that you rotate the roles and responsibilities for each session. For each session you can rotate the roles for:

- **Hosting** - opening the room, setting things up, bringing flowers, introducing/starting/ending each section, keeping time, closing and cleaning up, etc. See Appendix 9 for an Example Host Check List.
- **Kata Leader** – a different Kata Leader at each session, also you can split up the kata and have different people lead different sections
- **Program Leader** – more is said about programs below, however it can be wonderful to have group members lead programs (can be a simple discussion on a book or workshop that was attended).

The idea is to create opportunities for the group members to lead and contribute to the group. This creates ownership of the group, develops leadership capacities from within, and avoids any one person having to do it all.

## **Developing Your Programs and Your Program Calendar**

### **Keep it Simple – Especially In the Beginning**

As covered in Chapter 1, the general format that many existing Groups follow for their regular practice sessions is: Kata (60 min), Personal Sharing (30 min), Program (60 min). While the Kata and Personal Sharing are relatively straightforward, the element of this general agenda that typically causes the most concern, frustration, and work, is – you got it – Programs! Knowing this in advance, let's take the stress out of this element.

First, realize that you do not have to have programs in your ITP group sessions. In fact, it's probably better to keep sessions simple in the beginning to minimize administrative burden and to really stay focused on the basics. Your group can simply meet to do the Kata and personal sharing – this can be a very efficient and effective 90-minute meeting. Then, if you want to meet for longer (say 2 hours), instead of adding some kind of programmatic content, consider expanding and going deeper on the basics – the kata, transformational imaging, meditation, and personal sharing. You may be surprised at how amazingly powerful and enjoyable it can be to simply lengthen and extend these core practices. Consider that during the week, between group sessions, many practitioners simply do not have the time for a "luxurious" Kata of 60 to even 90 minutes. Providing this opportunity for your members can be quite a treat, and very transformational.

Basically this is using the whole session time to go deep on the kata and sharing. You can take a nice leisurely pace on the kata and really settle in to the form, the movements can all be slower, and the stretches can be held longer. You can extend meditation from the standard 10 min. to 15 or 20 minutes, and extend Transformational Imaging from 3 or 5 min., to as much as 10 minutes. People can get very "plugged in" and connected! You can then go from that very present state into an extended personal sharing session, of 45 to 60 minutes, using the same talking stick format and rule that no one speaks twice until everyone (who wants) has spoken once. You can even allow each person to talk for up to 10 minutes if they have heartfelt communication. You might find, as some groups have, you can become so deeply relaxed and connected that you may sit in silence as a group in your sharing circle for 5 minutes or more, savoring the moments, until someone else is moved to pick up the talking stick and share. A rare and wonderful experience!

In addition, this format takes the pressure off of having to "hurry up" so you can start the program on time and ensure the speaker gets their full time, there are no logistics to manage for a speaker or program, no cost, and everyone gets to experience a luxuriously deep kata and sharing. It's wonderful, and so simple!

### **Go Deep Rather Than Wide - It's An Infinite Pool**

When it's time for programs, we recommend you go deep rather than wide. There is nothing wrong with the desire to explore various spiritual and transformational practices. In fact most practitioners of ITP found ITP due to their willingness to explore new things. However, there is a real power that comes from staying focused and sticking



with something; we must beware of the dabbler. A quote from George Leonard's book *Mastery* seems appropriate here:

*"The Dabbler approaches each new sport, career, opportunity, or relationship with enormous enthusiasm. He or she loves the rituals involved in getting started, the spiffy equipment, the lingo, the shine of newness.*

*When he makes his first spurt of progress in a new sport, for example, the Dabbler is overjoyed. He demonstrates his form to family, friends, and people he meets on the street. He can't wait for the next lesson. The falloff from his first peak comes as a shock. The plateau that follows is unacceptable if not incomprehensible. His enthusiasm quickly wanes. He starts missing lessons. His mind fills up with rationalizations. This really isn't the right sport for him. It's too competitive, noncompetitive, aggressive, nonaggressive, boring, dangerous, whatever. He tells everyone that it just doesn't fulfill his unique needs. Starting another sport gives the Dabbler a chance to replay the scenario of starting up. Maybe he'll make it to the second plateau this time, maybe not. Then it's on to something else.*

*To stay on the path of mastery would mean changing himself.... The Dabbler might think of himself as an adventurer, a connoisseur of novelty, but he's probably closer to being what Carl Jung calls the puer aeternus, the eternal kid. Though [circumstances] change, he or she stays just the same."*

While some may argue against "repetition" saying "We already did that, let's do something new, this has no more value for me," it has been our experience through the ITPI Mastery Program there is great power in "repetition." Note that repetition is in quotes since in reality there is no such thing. Each and every moment is absolutely unique and not like any other, hence repeating something exactly as previously done is impossible. While there are myriad factors always changing, you can easily see this is true just by noticing that who you are is changing from moment to moment. By some estimates almost every cell in your body is completely replaced every one to two years – so you are not even the same person you were last time you did a practice. Recognizing this can bring new eyes and freshness to every moment, experience, and practice. Even if you think you've been there and done that, "you" haven't.

Through the ITPI Mastery Program - which essentially repeats its fundamental structure and focus on the core elements of ITP each 9 month cycle - we have discovered an incredible depth and power arises from "doing it again." Think of the recent data indicating that it takes 10,000 hours of practicing something to develop an expert status in that skill. To put this in perspective, you would have to practice the Kata for 1 hour every day for more than 27 years to become "expert" at the Kata. This is longer than ITP has even been around! And that's just with the Kata – considering ALL the other elements of ITP, there is more than enough to focus on and practice right here with ITP.

With that said, and at the same time, ITP does not claim to be the end all be all, and certainly other practices, approaches, philosophies and processes can be very

complementary and truly helpful. We are simply encouraging you to stay mostly focused on the core practices of ITP (due to the amazing benefit that a focus like that can bring), and suggest you employ a wise and careful discernment when exploring other areas ensuring they are truly supportive, and not a distraction, to your group's practice. Remember, George and Michael have seen a lot of things coming through the Esalen Institute and a major impetus for the formation of ITP was to boil down and integrate into a single practice the key things they knew really worked for positive transformation of body, mind, heart, and soul.

### **Programs – A Sample Program Calendar for a Nine Month Cycle**

The Sample Program Calendar for a Nine-Month Cycle in Appendix 19 is consistent with the theme of going deep rather than wide. You can see that the core elements of Integral Transformative Practice are featured and developed in this sample calendar:

- Welcome and Initiate Cycle
- The Practice Guide
- Creating Affirmations
- The Kata
- Meditation
- Integral Fitness
- Staying Current
- Affirmations Progress and Check-in
- The Nine Commitments
- Homeostasis
- Evolutionary Panentheism
- The Hara
- Leonard Energy Training (LET)
- Commitment #9: Being of Service
- Integral Leadership
- Conscious Eating
- Celebration and Complete Cycle

Another simple model for a 9-month program calendar could be to take the Nine Commitments and focus on one each month.

The sections below provide additional guidance and some helpful tips and information for creating a program for some of these topics. While it is beyond the scope of this Guide to provide step-by-step detail for the development and delivery of programs, the sections below are intended to help get you going in the right direction and seed some ideas.

Keep in mind that *The Life We Are Given*, the ITPI Online Library, and virtually all of the books written by George and Michael are excellent resources for developing further depth and understanding on all of these areas. With these resources available, a program can be as simple as one of your group members volunteering to research the topic matter and then

facilitating a group discussion on the topic. Also note that it's a best practice to engage your group members in the development and delivery of programs – it develops your group members, increases intimacy as everyone gets to know each other better, and is very affordable since most group members will not charge a fee for facilitating a program.

Also recognize that like life itself, your group is on an evolutionary path; what's appropriate (and what you are capable of) in your early stages may no longer be appropriate at later stages. Be flexible and adaptive in your approach to your group's development, matching your programs and processes to the needs and capabilities of your members. You may not be ready to host and facilitate a full blown program or program calendar, however, many of the program topics can be pared down and streamlined for a more simple and easy engagement. For example consider weaving any of the topics into your personal sharing sessions, or facilitate a short 20-minute casual conversation about a topic. Recognize that it's a long term practice, keep things fluid, and adapt as needed.

## **Program Suggestions**

### **Welcome and Initiate the Cycle**

It's important to officially start the cycle with a warm welcome for all group members committing to the cycle. There are many things you could do for a program of this nature, but the key is to ensure everyone feels a part of the group, is clear what they are committing to, and is excited and inspired for the unfolding journey ahead. While you might spend some time reviewing key documents and signing the necessary forms (most provided in the Appendices), do something fun and engaging that gets people present to the essence of their desired transformation and evolutionary opportunity.

### **The ITP Practice Guide**

As previously mentioned, a great place to start with a cycle is with the ITP Practice Guide. It's a best practice to start each cycle with this kind of approach where each member is "taking stock" of where they're at in their practice, assessing emerging areas of growth, selecting areas of focus, clarifying their vision, and outlining steps for realizing it. The Practice Guide is a nice step-by-step package to support this type of process. You can distribute the Practice Guide to your group members and facilitate engagement around these materials for the first four to six sessions. Having done this yourself while you were learning ITP and developing your practice, you are in a position to help guide others through it as they do the same. Chapters 1, 2, and 3 in *TLWAG* will be good reading for these program sessions.

## **Creating Affirmations**

Affirmations are truly at the core of the transformational process. Affirmations put the “T” in ITP. While everyone in the group affirms “My entire being is balanced, vital, and healthy” each member is encouraged to have up to three additional affirmations. Ensuring each of your group members has at least one additional affirmation they are working with during the cycle is very important. It is through their affirmation, their declarative intent, that the transformational energy of their ITP practice will be channeled. Without a clear and powerful affirmation, their transformational energy can become dispersed and their practice not nearly as powerful and beneficial. As background for developing programs for Affirmations reference Chapters 4 and 5 in *TLWAG*.

A good goal for your programs on affirmations is to ensure each member has at least one personalized affirmation they are engaging for the cycle.

## **The Kata**

A great tool for deepening appreciation for the key elements of the kata is the DVD *The Tao of Practice*. Watching this DVD and following along as a group can be great fun and very instructional. You may be surprised just how much people miss (and do incorrectly) in their day-to-day Kata. For your program on the kata you might slow it down and really focus on each move, demonstrating how it’s done correctly, then watching each group member as they perform it themselves. Ask in advance for permission to make suggestions and corrections, and encourage everyone to have beginners mind. It takes time to learn the sequence, the counts, to honor the relaxing as much as the tensing, and to put it all together in one seamless form. Ask for feedback and questions, discuss when and where folks like to do it, and emphasize being your own authority; making adjustments to the movements to ensure safety and comfort for each individual body.

## **Meditation**

Notice that throughout the Kata there is a repetitive theme of contraction and expansion, of focus and surrender. This theme in the kata culminates with a final focus in transformational imaging and a final surrender in meditation. A program on meditation should include some basic instruction – to distinguish what meditation is and how to do it – and some actual meditation. You can handout the page on meditation in *The Power of Practice Workshop Handouts* (available in the ITPI Online Library) and review the four keys to the practice: Posture, Relaxed Focus, Breathing, Awake and Aware.

Reference Chapter 8 in *TLWAG* and the pages on Meditation in *The Power of Practice Workshop Handouts*. In addition, another great reference is the book *The Physical and Psychological Effects of Meditation* by Michael Murphy and Steve Donovan.

## **Integral Fitness**

A unique aspect for fitness within one’s ITP practice is that it be integral. Beyond simply developing one’s body, physical exercise can develop heart, mind, and soul. The inquiry into how physically-based fitness activities can also develop heart, mind, and soul is a fascinating one. Material related to this inquiry can be found in *The Ultimate Athlete* by George Leonard and *In the Zone* by Michael Murphy. Physical fitness can be so much more

than physical, adding whole new dimensions to one's walking, running, biking, hiking, swimming, etc. In addition, see chapter 9 in *TLWAG*.

### **Staying Current**

Staying Current could be simply boiled down to skillfully expressing your feelings, both positive and constructive. Of the many practices outlined in *TLWAG*, this is one of the least developed in that book. However, there are many resources available for developing the skill of effective communication and sharing. Personal Sharing is a practice of Staying Current – see Appendix 10 for Guidelines for Personal Sharing. In Appendix 12 there is a Pocket Guide for Staying Current outlining some of the key steps, practices, and guidelines for the process. And finally, in *The Power of Practice Workshop Materials* there is a two-page handout focused on the basics of Staying Current. The richly developed *Non-Violent Communication* by Marshall Rosenberg is also worth mentioning.

### **The Nine Commitments**

The following questions can be used periodically by practitioners to reflect upon the current status of their practice. Consider sharing these questions with your group members ahead of time for their contemplation, and then facilitate a program to discuss each item as a group. Also, see Appendix 15 for a sample survey you can use in this manner that mirrors the Nine ITP Commitments.

1. In my actual practice, day-to-day, week-to-week, month-to-month, how am I doing on The Nine ITP Commitments?

- Which am I doing fully, no problem?
- Which am I doing partially, and trying to do more?
- Which am I doing partially, with no thought of doing more?
- Which am I just ignoring?

It is a frequent mistake to overly focus on either those commitments that are particularly *easy* or those that are particularly *hard* for one. Balanced practice is the key to mastery.

2. When I think of The Nine ITP Commitments, what is the *felt meaning* I experience when I think of the word, *commitment*? Do I have an image more like *commandment* or *rule*? Do I think of it more as an *intention* or *aspiration*? In his ITP workshops, George Leonard often characterized the first commitment as *Radical Freedom!* How do I embody this in my own life and practice?

3. In relationship to Commitment Six (intellectual development), what commitment do I follow regarding the reading and continuing study of the foundational writings that inspire and inform our ITP group?

- *The Life We Are Given: A Long-Term Program for Realizing the Potential of Body, Mind, Heart and Soul* by George Leonard and Michael Murphy
- The last major section on “Transformative Practices” and particularly the last chapter of *The Future of the Body: Explorations into the Further Reaches of Human Nature*, by Michael Murphy

- *Mastery: The Keys to Success and Long-Term Fulfillment*, by George Leonard.

There are also several pages focused on The Nine Commitments in *The Power of Practice Workshop Material*, available on the ITPI Online Library.

## **The Hara**

When you are truly in a balanced and centered state, you are connected to, and coming from, your Hara. Hara is not only the center of our being, it's the center of our practice. Understanding and developing this important aspect of ITP is extremely rewarding. A wonderful resource for this is the book *Hara – The Vital Center of Man* by Karlfried Graf Durckheim. A quote from that book is below. Please note the book was first published in 1956 and uses *he* and *him* in a gender neutral manner, inclusive of both sexes:

*“Hara is that state in which the individual has found his primal center, and has proven himself by it. When we speak of the state of an individual we mean something that concerns him in his entirety, that is, something that transcends the duality of body and soul. But because man is a unity of body and soul – the body, as Ludwig Klages says, being the outward form of the soul and the soul the inner import of the body – the structure of the whole individual is necessarily made apparent and legible in the form and order of his body. There is no psychic structure and no inner tension which is not reflected in the body. Hence the discovery of the inner psychological center implies also the discovery of the physical center.”*

This is a rich and wonderful area of inquiry leading to increased depth and power in one's practice.

## **Leonard Energy Training (LET)**

LET is an often misunderstood and underappreciated aspect of ITP. It could be said that it is one of the most subtle aspects of the practice, but also perhaps the most powerful. To put it simply, LET is all about the Universe as energy and our ability to work with it. While LET is a stand-alone practice that precedes ITP, its principles inform and infuse ITP as a practice.

Everything is energy – literally, everything. Understanding this and beginning to operate skillfully in our energetic Universe is what LET is all about, and therefore, to a large extent, so is ITP. LET is informed by Aikido, and Aikido means “the way of unifying with life energy” or “the way of harmonious spirit.”

There are nine principles for LET, just like there are nine commitments for ITP. And while they are related, they are quite distinct in that one is a list of principles and the other is a list of commitments. The principles inform the commitments, and the commitments activate the principles. In this way they work together and empower ITP as a practice in day-to-day life.

LET is one of those areas where the infinite nature of this practice is realized; the more you do LET the more you get. There are some great resources for LET; Chapter 11 in *TLWAG*, an entire *Leonard Energy Training Manual* that outlines many, many exercises in exact detail



for leading the experience with a group, and a nice concise two page handout in *The Power of Practice Workshop Materials*, available on the ITPI Online Library.

A final word of caution on leading LET exercises: like many things, the power of the experience comes from a subtle underlying essence. Just like painting by numbers, assembling a meal from a recipe, and playing notes from a sheet of music, does not guarantee beautiful art, a delicious meal, or amazing music, it's the same with LET; rote reading from the manual does not guarantee the desired experience, insights, and outcomes. While it is best that one have a felt sense of what they are facilitating, don't let that stop you from experimenting and stepping on the path. As you "get it" others will begin to "get it" too, and vice versa.

### **Conscious Eating**

The original commitment on eating was written with an emphasis on a diet high in fiber and low in fat. However, additional research over the years has found that diet is far more complex and that individual variations are needed to optimize diet for each person. Hence this commitment has been shortened to simply "I am conscious of everything I eat." Support your group members with programs on various aspects and approaches to diet with the intention of helping them become more aware of the ideal diet for them and their transformational practice.

### **Celebration and Complete Cycle**

Finally, it's just as important to powerfully complete a cycle as it is to initiate it. Creating that sense of completion is essential to making space for what's next. As part of your group's completion process consider encouraging each member to review their progress and be grateful for whatever progress they may have made. In those areas where there was no progress, what lessons were learned? What worked and what didn't work? How can things be approached differently next time? Plan a special party and invite everyone to contribute something. Consider creating a special ritual that honors everyone's practice, completes the cycle, and begins to make way for the new.

## CHAPTER 3

### EXPANDING AND GROWING THE GROUP



## **CHAPTER 3**

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#### **Big is Not the Goal**

With respect to growing your group, the first thing to know is that big is not the goal. At ITPI we agree that a small, powerful, and committed group of practitioners is better than a large disparate group with no real focus. Do not feel that you have to have a large group in order for it to be significant or powerful. No one is pressuring you to “market and sell” the practice to as many people as possible. Like the practice itself, the expansion and growth of your group should be organic, authentic, intentional, and never forced. It’s more important to be doing powerful practice that is really working for the transformation, growth and evolution of your members than it is to be growing and expanding the group.

With that said, at some point along the journey of your group’s evolution you may desire to invite new practitioners to join. Perhaps some members have left and your group is smaller than you would like it to be, or you’d like to add the additional energy and insight of new members, or you’d like to grow the group into a larger entity, or you just desire to share this wonderful practice with more people in your community, or all of the above. All of these are great reasons for engaging the process of attracting and integrating new practitioners.

#### **Creating and Aligning on a Clear Intention**

Growing the group is an important conversation to have with your existing group members. Successfully bringing in new practitioners will require the coordinated efforts of all your group members. You want to be sure everyone is aligned on the intention and is clear on the process. Establish clarity on why you want new practitioners, what you intend to accomplish, and how your group will look and feel when you have successfully achieved your intentions. Review the sections in Chapter 1 under the title “Groups Unfold from the Inside Out – Creating Clarity,” especially the sections on how many and what type of new people you intend to attract. Also see Chapter 5 section “Attracting New Members.”

#### **Creating a Plan**

Once you and your group members are clear on your intentions, you can then move into creating a plan for attracting these wonderful new people. The first thing to consider is what are you going to invite them to? This is typically the “Open Session” where the group session is “open” to guests interested in learning more about the practice and meeting the people currently in the group. Three or four Open Sessions are usually held prior to starting the next Cycle with the idea being that interested people can “try on” the practice for one or more sessions and then decide if they would like to commit for the upcoming cycle. This approach helps people make a more informed choice.

## Structure Your Open Sessions

Think about the structure of your open sessions to ensure people new to the group and the ITP practice will truly benefit. Consider including some of the following at all open sessions:

- Introductions to group members - have people share what they value about ITP and the group, the benefits they receive, why they practice, why they are in the group, their biggest challenges, their biggest breakthroughs, their affirmations, etc.
- Provide a basic overview of the practice and supporting materials (e.g. *TLWAG* and *The Tao of Practice*)
- Discuss your group's standards and expectations for practice
- See Appendix 11 for an example *Information Sheet for Guests* – this includes answers to frequently asked questions about ITP and your group. You can customize this to fit your unique group and needs.
- Do the Kata with good clear instruction and leadership, with a heads-up overview to its components, timing, and tips for getting the most out of it.
- Facilitate personal sharing and read *Guidelines for Personal Sharing* in advance (See Appendix 10). Emphasize the desire for confidentiality, while at the same time encouraging people to be responsible for what they share, and sharing only what they feel comfortable sharing in this open session format (e.g. not a closed, confidential container of committed, long term practitioners).
- Have a program that reinforces one or many of the foundational elements of the ITP Practice.

## Marketing – Sharing the Opportunity, Making Authentic Invitations

Schedule your open sessions far in advance so that people interested in the practice will know when their next opportunity for exploring the group and the practice will be. Begin promoting your open sessions two to three months in advance to make sure people are able to get it on their calendar and come.

Create a one page attractive flier to spread the word about the open sessions. ITPI has created many of these for groups and would be happy to help you create one for your group. ITPI can also send out an email to the greater ITPI community announcing your open sessions and encouraging others to spread the word.

Provide each of your members five to ten copies of the flier and encourage them to give them to people with a warm invitation to the open sessions. Post the fliers in local coffee shops, Whole Foods, and other public places where interested people may be and public fliers can be posted. Consider posting electronic versions of your flier on Facebook and Craig's List.

You can also ask for help from the staff at ITP International to post your open sessions to the website, help you create flyers for open sessions, and send information to our mailing lists in your area. Please contact [info@itp-international.org](mailto:info@itp-international.org) for assistance.

## Supporting People to Attend

If someone expresses an interest in coming be sure to stay in touch with them, and support them in coming. Reach out to them with a friendly phone call to check in and remind them that the Open Session is coming up and that you are excited to see them. Ask if they have any questions or need any support to attend the session. Give them your phone number and let them know to call you should they have any questions, needs, or if anything changes. Keep in mind that you are inviting people to a transformational process that will likely change their lives. Change can be scary and homeostasis may show up in myriad ways preventing them from being there even though they said they were coming. Gently support your guests all the way up to and through the open session so that they can have the experience of ITP, your group, and the possibility for changing their lives in ways they truly desire.

## Integrating New Members and Celebrating Success

Once you attract new members and they commit to the next cycle, be sure to have a plan in place for successfully introducing them to the practice and integrating them into the group. See Chapter 5 section “Integrating New Members.”

At the first session of the new cycle be sure to welcome, acknowledge, and celebrate the new members joining the group. Also be sure to acknowledge and celebrate the efforts of all group members to successfully share the power of the practice with others, make it available to a wider audience, and increase our positive evolutionary impact on the world.

## Growing Your Group: A Summary

The process of growing your group can be boiled down to five key steps. Each one builds upon the other. If you and your group are weak in any of these, your efforts to attract new members and grow the group will be hampered. If you engage and perform each with excellence before moving on to the next, your efforts to grow the group will be greatly enhanced.

Take a few minutes to review each of these steps, or stages, and determine where you and your group stand with respect to them. Give your group a score on a scale from 1 to 5 with 1 being the lowest score (that step is not in place at all, there is much room for improvement), and 5 being the highest score (that step is fully in place with very little room for improvement). Do not move on to the next step until your group is at a 4 or 5 in each of the previous steps. This is a summary, since all of these have been more fully discussed in previous sections of the *Group Leader Guide*:

- **Strong practice** – you and your group members are actively and effectively engaged in the practice of ITP as outlined in *The Life We Are Given*; you and your group are excited about the practice and are getting results.
- **Internal group clarity and alignment** – you and all of your group members have discussed and are aligned on the vision and intention for growing the group. You have created a plan and everyone is on board, excited and willing to support its execution.
- **Taking action and sharing the invitation / opportunity** – you and your group members are empowered and in action effectively sharing the opportunity and inviting

people via the means you have identified in Step 2 above (fliers, emails, announcements, Facebook, personal invitations, etc.).

- **Hosting open sessions** – you and your group members are prepared to host effective open sessions ensuring guests feel welcome, have a tangible experience of ITP and your group, and become aware of both the benefits and commitments of group membership and ITP as a practice. Effective open sessions enable prospective group members to make a more informed choice regarding joining your group and engaging ITP, AND they enable you and your group to better ascertain the appropriateness of ITP for the prospective members.
- **Integrating new members** – you and your group members have a long-term plan in place (6 months or more) to ensure your new members are effectively supported in learning the practice and become integrated into the “social fabric” of the group.



## CHAPTER 4

### OVERCOMING CHALLENGES - SEIZING OPPORTUNITIES



## CHAPTER 4

### OVERCOMING CHALLENGES - SEIZING OPPORTUNITIES

#### Introduction

You probably know the Chinese character for crisis is also the same one they use for opportunity. This is a powerful way to look at any challenge or “crisis” you may be facing as a group leader or as a group of practitioners; in every crisis and challenge there is an opportunity – if you are looking for it!

In ITP, this is similar to the Leonard Energy Training (LET) concept of “taking the hit as a gift.” In this approach, rather than engaging in habitual responses to challenge like counterattack, whining and playing a victim, or denial, it is suggested to fully experience and acknowledge any strong feelings being experienced and use the energy of those feelings to handle the situation at hand – with plenty of power left over for further good works. This is a kind of alchemy, representing real transformation that the best group leaders get very good at!

This section could be called “A Group Leaders Troubleshooting Guide” since it was compiled from the hard won experiences of ITP group leaders. While not everything in this section represents a crisis - far from it - what is included are some of the typical challenges and pit falls you may encounter on the transformational journey of your particular ITP group. It’s organized by general areas of activity experienced by an ITP group. Under each area, specific challenges and situations are described followed by some suggested approaches to effectively address the challenge and seize the opportunity. Remember, that above all, beyond whatever you may be doing, it’s who you are being as a Group Leader that has the greatest impact in the resolution and evolution of a particular challenge. Reference Appendix 1 for qualities of an ITP group leader/teacher.

#### Attracting New Members

**What Can Happen:** People do not know how to share and talk about the practice

**What to Try:** Make sure everyone has copies of the ITPI tri-fold brochure that effectively describes ITP International and the ITP practice. Dedicate a session to exploring authentic ways of sharing the opportunity. Consider creating your own flyer or brochure that reflects the important and unique aspects of your group and practice. When asked “What is ITP?” many people have found the simple introductory statement *It’s like cross-training for the body, mind, heart, and soul* to be a good conversation starter that almost always leads to additional questions and conversation about the practice.

**What Can Happen:** You are not getting the “word out” about the group and the practice

**What to Try:** Dedicate a session to brainstorm and explore various means for “publicizing and marketing” the practice and your group – these can include word of mouth and personal 1-on-1 conversations, posting flyers at libraries, coffee shops, etc., making announcements at groups or communities members already belong to, placing an ad in the newspaper, and various Internet vehicles like Facebook, Craig’s List, and Meet Up. Find what works for your group and what your members are inspired to make happen.

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**What Can Happen:** You come from a “recruiting” or a “needy” place in your efforts, i.e. “We **need** new or more members.”

**What to Try:** Shift your context, focus, and energy from needy to abundant. This is a valuable practice and opportunity you have to share with others who may be interested. You do not **need** new members, they need **you**. Consider that the group and practice has more to offer any one individual than any one individual has to offer the group and practice – therefore it is a huge net gain for each person.

Also, it is recommended you get very clear about who your ideal new members would be – what kind of people does your group want to attract? See Chapter 1 in this *Group Leader Guide*. Do not “just take anybody.” Be very clear and deliberate in your efforts to attract new ideal members as the practice is not for everyone. Dedicate a session to exploring and describing the qualities of new members you’d like to add to the group. When you are clear in your intention, you may be surprised to find they start showing up!

## **Integrating New Members**

**What Can Happen:** New members are not effectively integrated into the group. You get so focused on attracting new members that when they actually show up and join the group you spend no time on learning about them, teaching them the practice, and effectively integrating them into the group.

**What to Try:** Put a plan in place **before** the new members show up. Think through how you would like to be treated as a new member in the group and what you would want and need as a “newbie.” Helpful elements might be: an FAQs on the group and practice, a group manual, a membership listing with names/addresses/phone numbers, assigning a buddy or two (a sponsor), encourage them to attend ITPI sponsored workshops and events, orient them to the ITPI online library and materials, walk them through the ITP Practice Guide, each cycle hold an all-day retreat for all members and make a special effort to welcome and learn about the newer members, create a ritual that integrates the new members into the group, have and hold “after practice” lunches with the new members, and ask them frequently “How’s it going? Is there anything we can be doing to help support your practice and better integrate you into the group?”

**What Can Happen:** Long term members become an unconscious “click” and new members are “left to themselves” trying to fit in to the already established relationships and norms

**What to Try:** First of all, be aware of this tendency and encourage all members to welcome and talk to the new members. Encourage everyone to say their name before speaking. See above recommendations.

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**What Can Happen:** You forget what it’s like to be a new practitioner and “all there is to learn”

**What to Try:** It’s easy to forget just how overwhelming it can be to be new in this practice – people come with all kinds of background and experience. In the first few months for each new member ask them several times “How are you doing integrating into the practice and group? Is there anything more we can do for you? What might be helpful? What can we do better for the next new members?”

## **Sustaining Member Commitment**

**What Can Happen:** People come on different sessions and can miss each other for weeks – each assumes others are not doing the practice or their commitment is wavering, i.e. “I haven’t seen you for weeks! Where have you been?”

**What to Try:** Create a simple form to track attendance at each session for each member that everyone has access to so they can see how the practice of others is going. This is a support tool to help members connect with others and support each other’s practice. The group can see who’s “doing well” and who might need more support.

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**What Can Happen:** People don’t show up at a group session and no one knows where they are

**What to Try:** Establish a group norm of coming to each session and that if you will not be there, to call or email in advance so everyone knows you are OK. Communicate that the presence or absence of every person makes a difference. Keep this in the context of supporting regular practice and keeping your word regarding your practice commitments and desires. Build this expectation and commitment into the Group’s Standards for Participation.

**What Can Happen:** People begin choosing other activities over the regular group session

**What to Try:** Dedicate a session to exploring with the group the priority this practice has in their lives, the value of the regular sessions (or lack of value), and what it would take for the group sessions to be the priority on the days the group session is scheduled, i.e. How can this practice and group become so valuable and juicy they wouldn't think of doing something else! Also, find ways for the group members to contribute to the group and the group sessions. Participation and contribution creates ownership and increases the willingness and desire to see the group succeed. Also, see suggestions above.

## **Avoiding Burnout**

**What Can Happen:** It's very common in volunteer organizations that the leaders and organizers for the group grow tired and resentful of "having to do it all" all the time, greatly decreasing their joy in practice as well as that of the group

**What to Try:** First, consider keeping things simple and doing only what is truly necessary, especially in the beginning. Share the leadership and remember "many hands make light work." Create a group norm where each group member is encouraged to contribute some form of service to the group as a whole. To facilitate this, break down the opportunities into smaller "bite sized" chunks. For example: rotate kata leaders each session, rotate host/hostess roles for each session, create focused and manageable group support roles (Treasurer, Membership, Library, Program Coordinator, etc.), rotate the roles regularly (every 3 to 6 months) and begin enrolling and training the next person(s) for the position 2 to 3 months in advance, consider sharing roles and having teams.

Create checklists and guides for each role to make their rotation to others easier. Encourage people to "follow their heart" and do what they are inspired to do and be willing as a group that if no one is inspired (i.e. a task or role would be a burden rather than an opportunity to learn and to serve) to go without that service. Be tolerant of mistakes and allow people to "step up" into roles they may be challenged by, but still want to try. Allow members to be creative in performing the service in their own unique way (while still meeting the needs of the group).

## **Managing Conflict**

**What Can Happen:** As a group of human beings with varying emotional, mental, physical, and spiritual needs and capacities, one or more members can experience a "falling out" or conflict with one or more other members sending a "rift" through the group and decreasing the flow of joy and energy in the group and practice.

**What to Try:** First, be sure group policies and expectations for participation and practice are very clear (e.g. how much and when dues are due, how decisions are made, what is

appropriate to share and discuss and what is not, etc.). Very often conflict is a matter of misunderstanding, misinterpretation, and misperception. We all have our own perspectives and filters of the world. Also “gossip through the grapevine” (or even honest speculation) whether on email or in “after practice” conversations can sometimes further the rift and misunderstanding. The key is communication – these situations are an opportunity to practice Commitment #7: Staying Current. This can be practiced by an individual with another individual or with the group, or it can be facilitated and practiced by the whole group together. Remember, no one has the whole truth, but everyone together can discover more of it and almost always discover a “new way” or alternative that works for everyone. See the Conflict Resolution Guidelines in Appendix 3.

## **Establishing Boundaries and Ensuring a Healthy Practice Environment**

**What Can Happen:** A member or member(s) are experiencing some kind of significant personal difficulty in their life (e.g. mental, physical, financial, emotional, etc.) and this difficulty is detrimentally impacting the group’s practice.

**What to Try:** It’s important to establish at the beginning of the group’s formation, and whenever a new practitioner joins, that an ITP group is not a support group. The group and the practice are not designed to address deep and/or significant mental, emotional, and/or physical challenges. It is also not a charity and is not established to financially support the needs of any of its members. Actually it’s quite the opposite. To effectively engage ITP requires, and group members must acknowledge, they have the sufficient mental, emotional, physical, and financial stability. When any member’s challenges in these arenas becomes disruptive to the group and the group’s practice, it’s a sign to address the member’s challenges immediately. Read more in the Appendix on Conflict Resolution.

With this understanding in place from the beginning, should these issues arise for any of the members; the group’s leadership can encourage them to seek the counsel and support needed for their particular challenge. And perhaps to take a “leave of absence” from the group and practice until their issue and challenge is resolved. With that said, deep relationships of caring and concern often develop between group members. Relationships of this nature may inspire someone to “go above and beyond” to support another practitioner should they experience significant challenges of this nature. That group member, and all group members, should know that support is offered outside the official container of an ITP group with no obligation on anyone’s part to contribute in like kind. Often the greatest wisdom is knowing one’s own limitations and encouraging usage of the proper resources needed to most effectively address a given situation.

## People Exiting the Group

**What Can Happen:** Practitioners may join the group and then after a short time decide it is not for them and stop coming. They may communicate to one person, or to no one, in either case it leaves the group incomplete in what happened. People are often uncomfortable in communicating their desire to stop practicing and hence may not be forthcoming in their intentions, whether practicing for a long or short time.

**What to Try:** Be very clear with all members, from the start of the practice, the necessity of declaring to everyone in the group their intention and commitment to the practice. If they are realizing they need to take a break, or no longer wish to practice, the group requests they communicate that in advance to the whole group. Create a “completion ceremony” for members when they complete and be sure they are honored for their decision and both they and the group are complete with the transition and empowered in moving forward.

Also, be aware that the desire to stop practicing could be homeostasis at work trying to maintain the status quo and thwart the intended transformation. Remind the person of this possibility and encourage their honest and authentic consideration of that as a possibility. If it is homeostasis, then finding a way forward is probably more desirable than the homeostatic solution of quitting the practice and group. Offer support to the practitioner in finding that way forward.



## CHAPTER 5

### RESOURCES





## CHAPTER 5

### RESOURCES

*The list below includes essential and recommended resources available to support you.*

#### **ITP International (ITPI)**

##### **About ITP International**

Since its inception in 1992, Integral Transformative Practice (ITP) has spread around the globe. In 2005, ITP International was incorporated as a non-profit organization to support and expand the work of its founders. ITP International supports and furthers the principles of ITP. To this end, ITPI assists individuals in forming ITP groups; trains group leaders; conducts research; provides resources for practitioners; and maintains high standards of practice.

Web site: [www.itp-international.org](http://www.itp-international.org)  
Email: [info@itp-international.org](mailto:info@itp-international.org)  
Phone: (888) 366-9213

- Directory of ITP Groups: ITPI fosters connections among existing ITP groups by providing background and contact information for existing ITP groups. Please see the Directory of ITP Groups on the ITPI web site.
- Workshops and Trainings are available to individuals and groups on the various components of ITP including Kata, Affirmations, Leonard Energy Training (LET), and Staying Current. Workshops are held at various locations including the Esalen Institute ([www.esalen.org](http://www.esalen.org)) and the Institute of Noetic Sciences' EarthRise Retreat Center ([www.noetic.org](http://www.noetic.org)). ITP Leadership Seminars specifically for ITP group leaders and ITP trainers are also available.
- Customized programs are offered for ITP groups and other organizations wishing to initiate or strengthen their practices.
- Consultations are provided to new groups, long-standing groups, and to individuals who are interested in the practice and seeking additional support.

## **ITPI Services for Groups & Organizations**

ITP International offers a wide range of programs for ITP groups in the United States and around the world, to support their long-term practice:

### **ITPI Training and Consulting**

Through its Group Leader Elevation and Evolution (GLEE) program, ITPI offers expanding levels of support and training for both groups and group leaders. Programs and support for groups are targeted at deepening group member understanding of ITP and increasing their effectiveness in its application in their lives. For group leaders, the programs and support are focused on developing leadership competencies and capacities and increasing the effectiveness and ease with which the leader is able to lead not only their ITP group, but also their overall life, whatever the goals may be. See Appendix 17 for a menu of services available to Group Leaders and their groups.

In addition to the GLEE program targeted at group leaders and their groups, ITP International™ offers a full range of integral coaching and consulting services for individuals, groups and organizations at large. ITP trainers and coaches are skilled at helping leaders and their teams increase their performance levels while skillfully addressing demands at work and in their personal lives.

Through an integral approach that focuses on personal and professional mastery, clients develop a deeper awareness of their untapped capacities, motivations and customary response patterns. Along with techniques for enhancing performance growth and interpersonal know-how, clients also learn new strategies for remaining calm, clear and creative under pressure.

ITP International™ designs custom programs and trainings to meet specific needs of the individual or group and is also available for presentations at team meetings or leadership retreats.

## **Group Membership Benefits**

**Benefits for Group:** permission to use ITP name & inclusion in website Group Directory

**Benefits for Individuals within the Group:**

- Inspiring Words from The Life We Are Given CD
- Access to Members-Only Online Benefits
- Access to Practitioner Forum
- 10% discount on ITPI products, conferences and workshops
- Two free tickets (coupons) for Seekers and Sages Evening Program Series

**Benefits for Group Leader:**

- All the benefits for an individual within a group, plus
- Quarterly group teleconference for group leaders
- 2 hours of phone consultation
- Group Leader Manual
- Access to Group Leader Forum

## **Members-Only Online Benefits**

**Practice Guide**

This downloadable guide provides tools help you describe your current state of being—in mind, body, heart and spirit—and set intentions for steady progress.

**Practitioner Forum & Group Leader Forum**

These forums enable you and other members to connect and converse about your practice, your thoughts on ITP, the integral movement and related topics.

**Library**

We offer streaming and downloadable audio, video and print offerings from ITP co-founders George Leonard and Michael Murphy and others. While some offerings are free, many are for members only.

*For a full list of membership benefits, visit [www.itp-international.org/member/signup](http://www.itp-international.org/member/signup).*

## Recommended Books and DVDs on Transformative Practices

### Books:

- *The Fabric of the Cosmos: Space, Time, and the Texture of Reality*. Brian Green. Vintage Books, 2005.
- *The Varieties of Religious Experience*. William James. Random House, 1902, 1993.
- *Education and Ecstasy*. George Leonard. North Atlantic Books, 1968, 1987.
- *Hara: The Vital Center of Man*. Karlfried Graf Durckheim, 1956, 1962, 2004.
- *Leonard Energy Training (LET) Facilitators Guide: Gentle Exercises for Transforming Body, Mind, and Spirit*. George Leonard and Joel Kirsch, 2007.
- *Mastery*. George Leonard. Penguin, 1992.
- *The Life We Are Given*. George Leonard & Michael Murphy. Jeremy P. Tarcher/Penguin, 1995, 2005.
- *The Essential Aurobindo*. Robert McDermott. Lindisfarne Books, 1987, 2001.
- *The Future of the Body: Explorations into the Further Evolution of Human Nature*. Michael Murphy. Jeremy P. Tarcher, Inc., 1992.
- *Sex, Ecology, Spirituality: The Spirit of Evolution*. 2nd Ed., Revised. Ken Wilber. Shambhala, 2000.

### DVDs:

*The Tao of Practice*. George Leonard, 1995.

*The 5 Keys to Mastery*. Dave & Company/1409 Entertainment, 2005.

### Appendix:

1. Essential Qualities of ITP Teachers and Practitioners
2. Kata “cheat sheet”
3. Guidelines for participation and conflict resolution
4. ITPI Ethics Statement
5. Guidelines for Collaborative Group Decision Making Process
6. Example – ITP Liability Waiver
7. Example – Statement of intention to join or rejoin
8. Example – Nine Commitments – Signature form
9. Example – Host Check List
10. Example – Guidelines for Personal Sharing
11. Example – Information sheet for guests
12. Example – Pocket Guide for Staying Current
13. Example – Background for dues and finances
14. Example – Group Service Roles
15. Example – Membership Survey
16. ITPI Group Liaison Role Description
17. ITPI Training and Consulting
18. ITP Practice Guide (instructions only – full document available online)
19. Sample Program Calendar for a Nine Month Cycle

## **APPENDIX 1**

### **ESSENTIAL QUALITIES OF ITP GROUP LEADERS AND TEACHERS**

#### **Skills**

- Embodying the practice
  - Facilitating & role modeling the power of the practice
  - Awareness and tuning into the body for information
  - Strong personal practice/know thyself ...weaknesses and strengths
  - Willing to be a fool and learn
  - Being present and showing up
- Leadership and engagement
  - Providing a safe learning environment
  - Inspiring others
  - Engaging and connecting with members
  - Teamwork
  - Negotiation and confliction resolution
    - Focused surrender
    - Balance between being accommodating and decisive
    - Acceptance and appreciation
- Organizational Skills
  - Planning
  - Delegation
  - Detail and follow through
  - Facilitation
  - Coordination
  - Resourcefulness
- Communication
  - Presence
  - Perception
  - Intuition
  - Interpersonal:
    - Active listening, inquiring, reflecting back, blending
    - Writing
    - Verbal
- Teaching
  - Mentoring and coaching
  - Empowering others
  - Offering clear instructions
  - Role modeling life long learning

## **Knowledge**

- ITP as a practice
  - The theory and philosophy of the practice
  - Understanding of core practices
  - Integration with Leonard Energy Practice (LET)
  - Strong familiarity with TWLAG
- Understanding of spiritual traditions and integral philosophy
- Psychology, human behavior, learning styles, temperamental differences
- Communication models
  - Appreciative inquiry
  - Non-violent communication
- Self-awareness
  - Knowledge of one's own interpersonal style, values, motivations, needs, desires goals, habits, and filters
  - Able to assess own strengths and weaknesses, be congruent
  - Discernment

## **Traits**

- Balanced, centered, grounded
  - Genuine, authentic, transparent
  - Vulnerable, open
- Present, aware, alert
- Connected to self, others, the cosmos
- Committed, disciplined, integrity
- Positive, optimistic, inspired
- Interested, curious, interested in life-long learning
- Courageous
- Responsive
- Flexible, adaptable
- Encouraging
- Humor
- Resilient, “Takes the Hit as a Gift, “ persevering
- Compassionate, caring for self and others
  - Commitment to serving others
  - Kindness
  - Open for feedback/ requesting
  - Flexibility
  - Integrity

## **ITP Coaching Framework**

### **Client Focused**

- The client sets the agenda
- The client has the answers

### **Listening**

- Intuition
- Curiosity

### **Asking Questions**

- Deepening
- Getting to the core

### **Communicating**

- Honesty
- Compassion

### **Forming a holistic picture of the client and their life**

### **Eliciting a vision**

### **Organizing the vision**

- Creating action steps

### **Implementation**

- Skillful accountability

## **Goleman's Emotional Intelligence Model**

### **1. Self-awareness**

Knowing what we are feeling in the moment, and using those preferences to guide our decision making; having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.

### **2. Self-regulation**

Handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress.

### **3. Motivation**

Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations.

### **4. Empathy**

Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.

### **5. Social Skills**

Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and teamwork.



## **APPENDIX 2**

### **KATA CHEAT SHEET**

#### **Balance & Center**

GRACE – Grounded, Relaxed, Aware, Centered, Energized

#### **The Water Series**

1. Drill for water, 4 left and 4 right
2. Pump water, 6
3. Fountain, 6
4. Finger spray, 4
5. Half windmill, 4 (left, right, left, right)
6. Rowing, 10 left, 10 right, with reach and shake

#### **Articulation**

1. Shoulder rotation, 4 forward and 4 back
2. Head rotation, 4 each of 3 variations
3. Arm swing, 12
4. Pelvic rotation, 4 left and 4 right
5. Knee rotation, 4 left and 4 right

#### **The Two Step**

#### **Floor Series**

1. Hip joint rotation, 8
2. Quad tightening, 6 x 6 seconds
3. Foot rotation, 4 clockwise, 4 counterclockwise
4. Hamstring stretch, 20 seconds
5. Hip stretch, 12 seconds
6. Quad stretch, 12 seconds
7. Back stretch, 16 seconds
8. Spinal curl, 12 seconds
9. Curl-up, 5 x 10 seconds
10. Elongation stretch, 2
11. Groin stretch

#### **Mini-Yoga**

1. Sun salutation, 2
2. Spinal twist, 2 left and right

#### **Deep relaxation**

#### **Transformational Imaging (2 to 5 min.)**

1. Affirmations – Group and Personal

#### **Meditation, 10 minutes**

## **APPENDIX 3**

### **GUIDELINES FOR PARTICIPATION AND CONFLICT RESOLUTION**

#### **The Purpose of ITP**

##### **Groups**

As described in *The Life We Are Given*, “human capacities develop most fully in cultures that prize them.” Healthy group support nurtures and sustains us as we open to the development of our full potential. This support also helps us to maintain the discipline of a long-term practice in a culture that sometimes seems antithetical to it. George Leonard and Michael Murphy formed the first ITP class to provide a social structure that nurtures integral practice. Therefore, an ITP group serves as a practice community, where the nine commitments can be engaged within a supportive environment with other dedicated individuals. ITP groups are not therapy groups, nor are they social groups, although members find valuable personal support simply from being together with others.

Transformative practice requires a great deal of us, involving focus, discipline, dedication and patience. It is not a path easily followed. In order to transform, we must be willing to step outside our comfort zone and discard habitual patterns that keep us trapped in old ways of being. As George Leonard says in *The Tao of Practice*, ITP is a “secure launching pad for places yet unknown.” Doing this work in community with others helps us to see ourselves more clearly and furthers our development in ways that are difficult to duplicate when practicing alone.

##### **Addressing Conflict**

Despite our desire for harmony, conflict is a normal part of individual and group experience. As we experience inner conflict, we also experience it outwardly. Therefore, we need not be distressed when conflict arises, but see it as an opportunity to look more closely at the areas where the conflict occurs and use it for the purpose of self-knowledge and transformation. However, action must sometimes be taken when individuals need help in resolving differences or when certain behaviors disrupt the practice environment. In any transformational practice, psychological issues such as buried trauma and dysfunction may arise. We must have compassion if this occurs, but at the same time not allow this expression to disrupt the group or alienate other members. Should a member impose inappropriate behavior on other members to the detriment of the group, it may be necessary to take certain actions, including suggesting that the member seek counsel outside of the group, take a leave of absence or withdraw.

## **Unacceptable Behavior**

### **Examples of unacceptable behavior**

- Harassment (see description below), sexual and non-sexual
- Thrusting political positions or personal agendas on the group
- Imposing a particular belief system on the group
- Marketing one's business or conducting self-promotion during group sessions without permission
- Interfering with or undermining the leader's or teacher's ability to conduct the group, ex. disrupting presentations

### **Harassment**

Harassment can take many forms. It includes behavior, which, to the person involved or a reasonable person in the same or similar circumstances, would not be welcome and would be personally offensive. Harassment can include unwanted physical contact, slander, innuendo, and/or off-color comments based on skin color, gender, sexual orientation, or belief system.

### **Sexual Harassment**

Although the absolute freedom from sexual harassment can never be guaranteed, ITP group members have the right to expect a safe and supportive practice environment free from sexual harassment. This is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Sexual harassment also includes gender-based treatment, and harassment that would not have occurred but for the sex of the individual. Examples (not all inclusive) of unacceptable behavior are:

1. Abusing the dignity of a group member by using insulting or degrading sexual remarks, slurs, or conduct;
2. Creating an intimidating, hostile, or offensive practice environment;
3. Retaliation against any member for complaining about these acts.

### **Emotional and Psychological Needs**

As ITP is not intended to be a counseling support group, a member who clearly requires emotional and psychological assistance may be asked to seek that assistance, take a leave of absence or withdraw, so as to handle unaddressed emotional and/or psychological issues.

### **Conflict Resolution Guidelines**

It is vital that guidelines be in place for resolving issues that may interfere with members' ability to practice in the group environment. These conflict resolution guidelines should be used, and shared with others, at the discretion of group leaders and in keeping with the structure, values or style of the group. It is recommended that group leaders have explicit authority to take action to uphold the safety and integrity of the group, and its focus on practice. The agreement and granting of this authority should be established up front as each member (and new member) joins the group and begins the practice. Guidelines

should be created, and shared openly with the group members, that address psychological needs or unacceptable behavior. ITPI's recommendations are listed below and refer to repeated instances of unacceptable behaviors, with the exception of harassment:

1. Clear direction for reporting possible instances
  - Report to group leader first
2. Recommended steps to help resolve issues
  - Use of the staying current process first between the parties concerned. If there is no resolution, invite an unbiased group member to be present during a staying current session
  - If there is no resolution, referral to outside resources for mediation or counsel
  - If there is no resolution or unlikely or extreme circumstances, consult ITPI Board
3. Consequences for given actions and recommendations to address the issues
  - Suggest that the member seek counsel outside of the group
  - Recommend that the member take a leave of absence
  - Tell the member to withdraw from the group

## **APPENDIX 4**

### **ITPI ETHICS STATEMENT**

Each member of an ITP group conducts him/herself in a way that will make a positive contribution to the group as a whole, supporting other members in their practice while maintaining, as much as possible, an attitude of acceptance and loving kindness. Every member has the right to be treated with respect and not be subject to abuse or harassment in any form.

## **APPENDIX 5**

### **GUIDELINES FOR COLLABORATIVE GROUP DECISION MAKING**

Collaborative decision-making is a form of decision making that best embodies the intentions of the group. The fundamental right is for all people to be able to express themselves in their own words and of their own will. The fundamental responsibility is to assure others of their right to speak and be heard in a safe place. The goal is to incorporate the best thinking of the group and reach a shared decision in which everyone has the opportunity to participate, while arriving at the highest and best good for the practice. Collaborative group decision-making offers the opportunity to be in practice by blending, empathic listening and staying current. It allows for a synthesis of the collective wisdom of the group by co-creating solutions. It can be transformative as you build on each other's ideas and lift each other to your highest potential.

#### **Important conditions to create a secure environment in which group partnership and alignment can emerge:**

- A commitment by each individual to consider the needs for all equally as important as their own (mutual respect).
- A willingness to stop competing for needs and cooperate to find solutions that will satisfy all, or compromise and share when there clearly isn't enough to go around.
- A willingness to get in touch and share your needs, and to avoid manipulating others in order to meet your needs.
- A willingness to adjust one's position for the greater good of the group.
- A willingness to be able to initiate action to meet another's needs, recognizing our capacity to find solutions and evoke them from others.
- A capacity for each member to be responsive to requests for help with needs when asked, keeping in mind the goal of helping to support the other person's movement towards self-leadership.
- Receptivity to heartfelt dissent and challenge without taking it personally, by blending.
- An ability to note agreements and disagreements and the underlying reasons for them. Look for ways to satisfy your objections and objections of others, by finding common solutions.
- Synthesize proposed ideas or solutions. Evaluate the different ideas until one idea seems right for the group or come up with a totally new idea. (Finding a third way).
- Try to resolve conflicts with patience, creativity and understanding.
- Trust the process.

## **APPENDIX 6**

### **EXAMPLE – ITP LIABILITY WAIVER**

#### **ITP Group Guidelines**

1. I acknowledge that as part of my participation in ITP, there is an expectation to practice ITP to the best of my abilities and to support others in their practice.
2. I understand and agree that ITP Group Leaders reserve the right to terminate my participation in the group at any time for behaviors or issues deemed counterproductive to either the ITP Group or individuals within the Group.

#### **WAIVER, INDEMNIFICATION AND RELEASE FROM LIABILITY**

In further consideration of the activities, I represent that I have, or, prior to engaging in any activities, I agree to:

1. Inspect the premises, the equipment and other conditions that may in any way affect the activities in which I engage;
2. Read, understand and abide by all warnings, rules, instructions appearing in the book, *The Life We Are Given*, posted on the premises where the Activities are being conducted, transmitted orally or otherwise delivered to me;
3. Independently investigate, consult my own independent competent sources regarding, and be adequately informed of, prepared for and competent to safely handle all risks associated with the activities in which I engage;
4. I hereby do assume all risks of any and all activities in which I engage, and I undertake sole responsibility for taking all appropriate safety measures in connection with all such activities;
5. Consult my physician or take such other steps necessary to ascertain that I am physically fit and capable of safely completing all activities in which I engage.

In further consideration of the activities; I:

A. Certify that I am physically fit, mentally competent and otherwise capable to successfully engage in and complete all activities in which I engage or intend to engage;

B. On behalf of myself, my spouse and children and other relatives, my executors, administrators, heirs, successors and assigns:

(i) hereby waive, release and discharge any and all rights and claims and agree not to sue for my death, disability (emotional, mental and physical), personal injury, property damage, property theft, or for any claim or action of any kind which may hereafter accrue to me, arising directly or indirectly out of or in connection with and activity in which I engage, including by way of illustration but not limitation, my participation in doing the Kata, random walk, LET, other Mastery Program activities, dancing as a spectator, participant or other capacity, the following entities: Integral Transformative Practice International® (“ITPI”), the officers of ITPI, any member of Mastery Program, the City Aikido dojo located at 1339 Mission Street, San Francisco, Aikido of Tamalpais in Corte

Madera, CA, and employees, representatives, agents and volunteers of all of the above (collectively, "the Releasees"); and

(ii) hereby agree to indemnify, defend and hold harmless the Releasees from any and all costs, liabilities or claims, including attorney's fees (a) made or asserted by me or for my benefit; (b) made or asserted by any third party arising out of or in connection with my activities including without limitation those described in paragraph (i) above; and (c) otherwise incurred by the Releasees arising out of my activities or the matters described in (A) and (B) above.

This release extends to all claims of every kind and nature whatsoever, whether known or unknown, now existing or hereafter arising and whether arising from the negligence of any releasee and I expressly waive on behalf of myself, my spouse and relatives, my executors, administrators, heirs, successors and assigns any benefits I or they may otherwise have under § 1542 of the Civil Code of California relating to the release of unknown claims.

I hereby certify that I am 18 years of age or older and that I have read this document and I understand the contents.

Signature: \_\_\_\_\_

Print: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 7

### EXAMPLE

#### Statement of Intention to Join/Rejoin (Circle One) ITP (Fill in your group here)

(If joining) I have attended at least one previous ITP group session.

(If joining OR rejoining) I understand that ITP is a long-term practice based on *The Life We Are Given* by George Leonard and Michael Murphy.

I understand that membership dues are \$XX for a X-month period, payable in full at the beginning of the cycle. These amounts are subject to change.

I will attend regularly. If I am not able to attend a Practice Session I will be in communication with the group regarding my absence.

I have read and understand The Nine ITP Commitments and the Standards for Participation.

I take full responsibility for my choices and actions within the (fill in your location) ITP group.

Printed Name	
Signature	
Date	



## **APPENDIX 8**

### **EXAMPLE - NINE COMMITMENTS SIGNATURE FORM**

1. I take full responsibility for my practice and for all transformations of my body and being that flow from it. While respecting my fellow practitioners, I fully understand that I am the final authority.
2. I seek to join in a group with other ITP practitioners. While maintaining my individual autonomy and authority, I commit myself to my ITP group in vision and practice. I understand that just two people can make a group. I also know that I can create a group through electronic networks, or even practice alone, bolstered by the greater ITP group.
3. I do the ITP Kata at least five times a week. I understand that, time permitting, I can lengthen any part of the Kata, and that extended periods of meditation at the end of the Kata and at other times of the day are recommended. (See chapters 6, 7, and 8.)
4. I accomplish at least two hours of aerobic exercise every week in increments of no less than twenty minutes. (Three hours per week in increments of no less than thirty minutes are recommended.) Three sessions of strength training a week are also recommended, but there is no commitment on this. (See chapter 9.)
5. I am conscious of everything I eat.
6. I develop my intellectual powers by reading, writing, and discussion. I thoughtfully consider the visions and the readings set forth in chapter 12 and, commensurate with my own best judgment seek to integrate cognitive understanding into my practice.
7. I open my heart to others in love and service. I stay current in expressing my feelings to those close to me and take care of my emotional needs in appropriate and healthy ways, seeking counsel when needed. (See chapter 13.)
8. For each six- to twelve-month period, I make at least one affirmation having to do with significant positive change in my own being. I also make the following commitment; "My entire being is balanced, vital, and healthy." I include my affirmations in my Kata and seek in appropriate and healthy ways to realize those affirmations (See chapters 4 and 5.)
9. I am dedicated to finding ways of reaching out and offering help to those in need. I understand that an important part of Integral Transformative Practice is to help ameliorate unnecessary waste and suffering in the world and advance the evolution of our species and society to a more balanced, more peaceful, more joyful condition.

Signature: \_\_\_\_\_

Print: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 9

### EXAMPLE ITP HOST CHECK LIST

#### **Prior to the meeting**

1. Review the schedule of meeting (see below) so you can be prepared to monitor the time for each activity. *The time of each segment will vary somewhat, but it is important to start and stop on time.*
2. Obtain information from the program coordinator about the presenter for the week.
3. Locate where we keep the necessary supplies: Gong, Talking Stick.
4. Confirm **kata** leader for the session.

#### **The day of the meeting:**

1. Arrive early and set up the room. This includes bringing flowers or a plant for the center of the circle.
2. Start the Kata promptly by ringing the gong and introducing the Kata Leader.
3. **Facilitate the Schedule for the ITP meeting:**
  - 09:00 - 09:55 **Kata**
  - 09:55 - 10:15 **Personal Sharing:** Sharing is either “Whole Group with Talking Stick” or small groups of four to six, created by a method that you choose. If sharing is to be in big circle (whole group).
    - Before moving into the sharing circle(s), remind the group of ground rules for sharing (covered in Tab 4 of the *Handbook*), essentially that:
    - Sharing is optional; preferably focusing on matters of life concern and ITP practice; No cross-talk; Maintain confidentiality; Begin by sharing your name.
    - If sharing is to be in small groups of four to six, create the groupings, using whatever method you choose (e.g., having them count off; Or just saying how many groups to have and where they meet, suggesting that people choose to be in a group with people you don’t know well but would like to know better, etc.). Each group may pick out a “talking stone” or use another object of their choice.
  - 10:15 - 10:25 **Announcements:** Announce and manage time for sharing of announcements.
  - 10:25 - 10:30 **Break:** Announce break, suggesting that people promptly return in five minutes.
  - 10:30 - 11:25 **Presentation:** Ring the gong for silence; introduce the speaker for the presentation. Make sure that the speaker ends on time. Initiate closing circle
  - 11:25 - 11:30 **Closing:** Lead "Name in circle", group hug.

#### **After the Meeting:**

4. Complete the attendance roster.
5. If the presenter is a guest, pay the presenter and give him/her the entire group's heartfelt thanks.

## **APPENDIX 10**

### **EXAMPLE GUIDELINES FOR PERSONAL SHARING**

*The facilitator reads the guidelines at the beginning of each personal sharing session, and if necessary sets a time limit for sharing.*

Personal Sharing is an opportunity for members to share with the group what is currently happening in their personal lives and in their practice. It is one of the basic foundations of ITP and one of the most sacred parts of the practice. Certain protocol has proven to enhance communication and group support. The guidelines listed below are for the purpose of ensuring safety, freedom of expression and mutual respect.

- Sharing is optional. No one is obligated to share.
- Each person's experience will be honored in silence.
- Each person speaks once before anyone speaks a second time.
- What is shared stays in the room unless there is express permission given by the person sharing.
- Group members shall refrain from discussion of interpersonal issues, personal attacks, interruptions, cross-talk, unsolicited advice or help, questions, or offering opinions on political or social issues.

#### **Integrating Personal Sharing**

- Consider the difference between reporting on the week's activities and sharing more deeply on an internal, transformative level.
- You may wish to share how what is currently happening for you relates to our practice (i.e., your affirmations or the ITP commitments, etc.)
- By your sharing in this deeper way, others can benefit from your experience and find ways to relate more compassionately to you, themselves and one another.
- There is no judgment about how you choose to share with the group; these are simply ideas to enhance and deepen the experience for yourself and others.

## **APPENDIX 11**

### **EXAMPLE - INFORMATION SHEET FOR GUESTS**

**Integral Transformative Practice®**  
**We welcome your visit!**

#### **What is ITP?**

"ITP" stands for "Integral Transformative Practice": Integral: Engages and develops all aspects of the human experience - Body, mind, heart, soul. Transformative: Positive change and personal growth. Practice: Regular activities, engaged over time, supported within the group.

Integral Transformative Practice involves focus, dedication, discipline, and patience—and it yields great benefits. Doing this work in a group with others is enjoyable and helps us to see ourselves more clearly and furthers our development in ways difficult to duplicate when practicing alone.

#### **Where is (Your Town) ITP, when do we meet, and what do we do at meetings?**

We meet each Saturday morning at the \_\_\_\_\_ in the building behind the Sanctuary from 9:00 a.m. to 11:30 a.m. with these activities:

9:00: ITP "kata" process (includes gentle physical conditioning movements, like Yoga or Tai Chi; also relaxation, transformational imaging/affirmations, meditation)

10:00: Personal sharing on ITP related topics (guests step outside during this time)

10:30: Speaker, program, group dialogue, etc.

Guests are welcome to attend 2-3 meetings to see if our group is a match for them and for us. We ask that you let us know in advance that you will be attending so that we can make sure to alert you if there are any changes in time, program, or location. You can learn more about actually becoming a member of our group when you come to a meeting. You can learn more about ITP in general at **[www.itp-international.org](http://www.itp-international.org)**.

#### **What are the benefits?**

Quoting George Leonard, co-founder of ITP, an ITP group can be a "secure launching pad for places yet unknown." Benefits include an increased capability for meaningful, sustained personal development; better health (physical, psychological, emotional, spiritual); greater satisfaction with life; closer connections with positive people; an improved sense of personal 'wholeness'; and expanded access to and awareness of helpful resources and information sources.

#### **What kind of people practice ITP?**

Our ITP group has about 20 people from all walks of life and different backgrounds. No specific profile of knowledge or experience is important - the commonality is dedication to ITP principles. While we practice in our group and do support and share with one another, we recognize we are each ultimately accountable for our own practice and transformations resulting from it.

**Is ITP a religion, a therapy group, or a social group?**

No. ITP groups are groups where members find reinforcement and experience positive life changes, simply from practicing with others on a shared path aimed at positive transformation in body/mind/heart/soul. ITP groups create a supportive environment, enabling our members fullest potential, however -- ITP is not a religion, therapy group, or social group.

**What Resources Are Available to Prospective or New Members?**

You can get individual orientation and support from an existing member of your choice. Prospective members are encouraged, and actual members are expected, to read the book "The Life We Are Given" written by ITP founders George Leonard and Michael Murphy. There is also a DVD called *The Tao of Practice* created and led by George Leonard that can help you learn the kata. New members receive an informational binder that explains more about our group and supports your full participation.

**What's entailed in membership?**

The ITP group serves as a group, where the "Nine Commitments of ITP" can be engaged within a supportive environment with other dedicated individuals.

The "Nine Commitments of ITP" are life affirming basic principles of ITP that each member participates in. They include: showing up each week for group sessions; doing your individual practice each day during the week; using positive affirmations; engaging conscious eating, and living with a loving open heart.

Every six months we start a new "cycle," giving fresh commitment to our practice. We ask that each member commit to participating for the full 6-month cycle. This creates a stronger container for both personal and group transformation, and increases the group's financial predictability. There are dues at the start of each cycle for speaker fees, room rental, and group housekeeping

**How does one become a member?**

You fill out a simple one-page information sheet on topics such as current activities and desires along the lines of ITP. If you know someone in the group, they may be the link to keep you informed. If you don't, someone in the group will work with you to inform and sponsor you as you consider membership.

The group reviews membership applications and approves new members, primarily to ensure that the prospective member understands the nature of our ITP group (what it is/what it isn't), and is willing to make commitments entailed in cycle membership.

**How can I learn more?**

Borrow or purchase the founder's book mentioned above: *The Life We are Given*. Any member will be glad to answer questions.

You may want to contact our Membership Chair, (fill in name) our Program Chair, (fill in name) or our Current/Past ITP Group Leaders - (fill in name)

## APPENDIX 12

### EXAMPLE – POCKET GUIDE FOR STAYING CURRENT

Staying Current Steps	Practices	Guidelines
<p><b>Invitation</b></p> <ul style="list-style-type: none"> <li>choose time to stay current</li> </ul> <p><b>Connection</b></p> <ul style="list-style-type: none"> <li>connect with oneself &amp; the other using various practices</li> <li>acknowledge &amp; share feelings about staying current</li> <li>describe and write (optional) intentions</li> </ul> <p><b>Conversation</b></p> <ul style="list-style-type: none"> <li>describe the issue</li> <li>repeat back, share feelings and patterns and acknowledge</li> <li>share points of view and responses</li> </ul> <p><b>Learning and Closure</b></p> <ul style="list-style-type: none"> <li>describe learning</li> <li>create agreements</li> <li>review staying currents process and reflect on intentions</li> <li>express appreciation &amp; gratitude</li> </ul>	<p>Balancing, centering and grounding</p> <p>Soft eyes</p> <p>Breathing</p> <p>Consciousness, awareness &amp; presence</p> <p>Blending</p> <p>Empathy (self &amp; others)</p> <p>Sincerity</p> <p>Openness</p> <p>Active Listening</p> <p>Witnessing</p> <p>Right speech</p> <p>Voice Moderation</p> <p>Recollection</p> <p>Holding the space</p> <p>Changing the context</p>	<p>Stay in your body</p> <p>Avoid judgments of the other</p> <p>See what is true for the other person</p> <p>Use sensations as energy</p> <p>Bring your whole being - body, mind, heart &amp; soul - into the staying current conversation</p> <p>Stay open to the wide range of options for resolving</p> <p>Realize that the greater number of perceived options increases the likelihood of a more favorable outcome.</p> <p>Be mindful of taking things personally</p> <p>Acknowledge that there are multiple points of view</p>

## APPENDIX 13

### EXAMPLE – BACKGROUND FOR DUES AND FINANCES

ITP (NAME) agrees to meet weekly at (LOCATION) and began with an Operating Plan (budget) with the following components:

**Cash receipts:** Membership dues

**Cash disbursements:**

**Rent** for a weekly meeting place at (*Location*).

**Presenters:** Guest speakers are paid an honorarium of (*Amount*) commensurate to the time and effort involved in attending our meeting.

**Supplies:** Include the cost of materials and other supplies. Also may include the purchase of a small inventory of books and DVDs from ITPI, which are available for members to purchase. Also may include the purchase of media for the ITP group (NAME) library.

**Insurance:** NONE. ITP (*Name*) is fortunate that the landlord does not require us to carry our own liability insurance.

**Current dues policy:** Dues are (*Amount*, E.G. \$180 for a 6 month period), payable in full at the beginning of the cycle. If there is a financial hardship, dues of \$30/month are payable the first Saturday of each month. During the open enrollment period dues are \$30/month or \$10/session.

**Please note:** Initial financial policies and budgets were drafted by the group leaders. All are subject to review, discussion, and change.

## **APPENDIX 14**

### **EXAMPLE – GROUP SERVICE ROLES**

- **Finances**
  - Fees tracking and receipt.
  - Payment of facilities, speakers, & other costs.
  - Reporting at start of each cycle.
- **Media Center/Library**
  - Media & materials storage and circulation management.
  - Maintains an inventory of books/CDs/etc. in the center.
  - Periodically may prepare or lead “book reports” on items in the center as a program.
- **Programs**
  - Update calendar and issue weekly notice.
  - Makes sure a host is identified for each session, prompts the host to identify a kata leader (as needed).
  - Obtains feedback on what is working well and what should be improved in this area.
- **Group Leader(s)**
  - Ensures that cycle transitions considered and managed.
  - Facilitates “building the container” of the group at start of cycle transitions.
  - “Help make sure things don’t fall through the cracks!”
  - Coordinates with ITPI on group membership and announcements.
- **Retreats, Special Events, & Group Service/Outreach**



## APPENDIX 15

### EXAMPLE – MEMBERSHIP SURVEY

(Name) - ITP – Group Interaction Snapshot - (Date)

#### Self-Assessment:

*Please rate the following questions on a scale of 1 – 5, 1 being “not at all,” 5 being “fully” for each of the following:*

- A. To what extent are you currently receiving support from others in the group related to the commitments?
- B. To what extent have you been providing support to others in the past 6 months?
- C. How satisfied are you with the level of support you have received from the group related to practice and progress around the commitments?

1. I take full responsibility for my practice and for all transformations of my body and being that flow from it.

A. 1      2      3      4      5

B. 1      2      3      4      5

C. 1      2      3      4      5

2. I seek to join in group with other ITP practitioners. . . . I commit myself to my ITP group in vision and practice

A. 1      2      3      4      5

B. 1      2      3      4      5

C. 1      2      3      4      5

3. I do the ITP Kata at least five times a week

A. 1      2      3      4      5

B. 1      2      3      4      5

C. 1      2      3      4      5

4. I accomplish at least two hours of aerobic exercise every week in increments of no less than twenty minutes

A. 1      2      3      4      5

B. 1      2      3      4      5

C. 1      2      3      4      5

5. I am conscious of everything I eat

A. 1      2      3      4      5

B. 1      2      3      4      5

C. 1      2      3      4      5

6. I develop my intellectual powers by reading, writing, and discussion
- A. 1      2      3      4      5
- B. 1      2      3      4      5
- C. 1      2      3      4      5
7. I open my heart to others in love and service. I stay current . . . and take care of my emotional needs in appropriate and healthy ways.
- A. 1      2      3      4      5
- B. 1      2      3      4      5
- C. 1      2      3      4      5
8. I make at least one affirmation having to do with significant positive change in my own being
- A. 1      2      3      4      5
- B. 1      2      3      4      5
- C. 1      2      3      4      5
9. I am dedicated to finding ways of reaching out and offering help to those in need. I understand that an important part of Integral Transformative Practice is to help ameliorate unnecessary waste and suffering in the world and advance the evolution of our species and society to a more balanced, more peaceful, more joyful condition.
- A. 1      2      3      4      5
- B. 1      2      3      4      5
- C. 1      2      3      4      5
10. In the last month, about how many times a week (including group practice sessions) have you done the kata? (circle one):
- 1      2      3      4      5      6      7
11. In the last month, about how many hours a week of aerobic exercise have you gotten? (circle one):
- <1 hour      1 hour      2 hours      > 2 hours

**Support Received From Others in the Group?**

12. Please specify needs, wants and hopes for support from others in the group:

13. Please specify aspirations and hopes related to your current and future contributions to other individuals and/or the group:

## **APPENDIX 16**

### **ITPI GROUP LIAISON ROLE DESCRIPTION**

#### **Description of Roles and Services**

The ITPI Group Liaison performs a variety of roles and services all intended to support the overall growth and transformation of the ITP groups; their leaders and their members. These roles and services include:

- Establish a convenient, formal, and personalized connection to ITP International and the best practices, tools, processes, and insights available there
- Assist with identification and application of ITPI tools and processes to support the effective engagement of the practice and/or the effective and efficient management of the group
- Be a coach and consultant to the group leaders / groups helping them in a personalized way with whatever may be needed
- Be a conduit through which groups and group leaders remain informed of all upcoming ITPI and other practice related activities which may be of benefit to them
- Keep the groups connected to the larger long body of groups and group activities
- Be a champion for the groups to grow, transform and succeed in their intentions

#### **How to Use the Liaison**

As part of an ITP Group's annual membership in ITP International, Group Liaisons are available to the group for approximately two hours of consultative phone time per year. This two hour block of time is typically engaged by the group leader(s) and can be used and distributed throughout the year in whatever way serves the group best. The current ITPI group liaison contact information (both email and phone) are listed and maintained on the Group Leader roster.

In addition to the group leaders reaching out to the group liaison, the group liaison will be checking in periodically with the group leaders to maintain connection, provide support for participation in upcoming activities, and in general increase the long body connection between the group and ITPI.

## **APPENDIX 17**

### **ITPI TRAINING AND CONSULTING**

#### **ITPI Training and Consulting for Group Leaders and Groups**

There are four levels to the training and consulting services offered by ITPI for Group Leaders and Groups:

##### **Level 1: (GLEE Included in ITPI Membership)**

Includes:

- GLEE teleconference calls - 6 per year
- Group and Group Leader ITPI Liaison - 2 hours per year for your group
- Unlimited website and online Forum usage
- Usage of the Group Leader Guide

##### **Level 2: Group leader training curriculum**

Includes:

Three 3-month training modules facilitated via distance learning focused on the key stages of starting, sustaining, and evolving a group. Groups and Group Leaders can engage the module most appropriate for their stage of growth and development.

##### **Modules:**

1. Starting a Group
2. Sustaining the Practice
3. Evolving the Group

##### **Level 3: GLEE Customized Coaching package**

This is a Group Leader coaching package that is customized to the group and group leader needs.

##### **Level 4: Individual coaching for ITPI members**

*Please inquire with ITPI to learn about fees and structuring support.*

## **APPENDIX 18**

### **ITPI PRACTICE GUIDE**

#### **Introduction**

##### **Step on the Path**

*“To begin any strong practice is to turn the pages of your life to a new chapter.”*

- George Leonard and Michael Murphy from *The Life We Are Given*

Congratulations! You’re stepping on a path of practice designed to create positive changes in you and your life. Integral Transformative Practice® (ITP) is a framework for creating healthy transformation of body, mind, heart and soul, a means for co-evolving all dimensions of your being.

This practice supports a balanced approach to life through clear intentions about the transformation you are seeking and diligent, daily practice to get there. As you are the steward of your practice, allow the path to unfold at a pace that nourishes you. ITP was designed to be a lifelong journey of learning, growth and personal transformation. We encourage you to meet the adventure with a spirit of curiosity, relaxation and joy. Enjoy ITP for its own rich rewards. When you look back after practicing for some time, chances are, you’ll be surprised and delighted by your progress.

##### **Consider your Intentions**

*“Ultimately, human intentionality is the most powerful evolutionary force on this planet.”*

- George Leonard

Something brought you here. What was it? What transformation are you seeking in body, mind, heart and soul?

You don’t have to answer these questions to get started. Allow the inquiry to simply motivate you to take the next steps with your practice.

## The Practice Guide

The *Practice Guide* exercises are created to help you:

1. Identify the transformation you are seeking
2. Assess growth opportunities in your body, mind, heart and soul
3. Begin practicing ITP to help you realize your potential

For best results, we recommend that you work on the *Practice Guide* exercises in tandem with reading *The Life We Are Given* by George Leonard and Michael Murphy and watching *The Tao of Practice* DVD. Please note that you can begin practicing on your own, but you may find greater support and enjoyment by practicing with a friend, family member or a group. Do what works best for you. Are you ready? Let's get started!

## Instructions

The *Practice Guide* consists of 3 sections with accompanying exercises:

1. Personal Review
  - Personal Review
  - Sample Personal Review
2. Integral Assessment
  - Integral Assessment
  - Sample Integral Assessment

Body, Mind, Heart and Soul Descriptive Terms

3. Creating Your Practice
  - Creating Your Practice
  - Sample Creating Your Practice

## Part 1: Personal Review

Take a moment to read the questions listed in the *Personal Review* followed by a brief period of silence or meditation.

The questions in the *Personal Review* are designed to help you get a current snapshot of your life: what's working well, the challenges you are facing and the positive changes you wish to make at this time. A *Sample Personal Review* document is filled in to give you some ideas and help get you started.

Take as much time as you need to complete this exercise. You may find yourself writing more or creating your own form of inquiry about you and your life through drawing, painting or other creative forms of expression.

After completing the exercise, ask yourself:

- What have I learned about myself and my life right now?
- What are my next personal evolutionary steps?
- How can practice support my growth?

## Part 2: Integral Assessment

In the next exercise, *Integral Assessment*, you have the opportunity to assess your current level of growth and development in each dimension of your being: body, mind, heart and soul. You will also identify your ideal state in each dimension. This exercise helps to further clarify the transformation you are seeking and is a precursor to creating affirmations (see Chapters 4 and 5 in *The Life We Are Given*).

Before filling out the *Integral Assessment*, take a few moments in quiet reflection or meditation. Follow the rise and fall of your breath and then scan your body for tension. Send your breath to areas where you'd like to bring in relaxation and ease. Now place your attention on each dimension of your being, one at a time - body, mind, heart and soul - and ask yourself:

"What is my current condition in this dimension? What is my current level of functioning and satisfaction in this dimension?"

Take a look at *Body, Mind, Heart and Soul Descriptive Terms* to see descriptions associated with each of these dimensions. Use this sheet to help clarify your current condition in body, mind, heart and soul. Also refer to the *Sample Integral Assessment* to guide you in completing yours.

Now turn to the *Integral Assessment* and jot down your current conditions for *Where I Am Now* in body, mind heart and soul. Next consider *Where I Want To Be* or *Ideal State of Being*. By visualizing yourself in the future, you begin to set intentions to move in the direction of your transformed state.

For *Questions and Challenges, Assumptions and Feelings*, write down your comments about the difference between your current and future state of being so you can reflect more fully on the positive changes you are seeking at this time of your life.

Consider where you are "in balance" related to body, mind, heart and soul and where you are out of balance. Consider "imbalances" as opportunities for growth. Be patient and compassionate with yourself. Transformation results from clear self-reflection, intentionality and practice.

After completing the *Integral Assessment*, ask yourself:

- Which dimensions of my being are ripe for transformation?
- Which dimensions are functioning well for me?
- What transformation am I affirming in body, mind, heart and soul?



### **Part 3: Creating Your Practice**

You are now ready to see how ITP can support your positive growth. *Creating Your Practice* is intended to engage you in practice at your own pace and serves as a means to realize your transformation, the objective of the ITP program!

*Creating Your Practice* spells out the ITP program in a modified way by listing a simplified version of the 9 ITP commitments (listed in the left column of the document). To review the 9 commitments in more detail, read *Chapter 3, Stepping on the Path*. (The 9<sup>th</sup> commitment, which focuses on service and helping others, was added recently and is not included in *The Life We Are Given*.) As with the other exercises, we recommend a quiet period of reflection or mediation before beginning.

After your period of reflection, review the *Sample Creating Your Practice* to clarify and guide you in the exercise.

In *Where I Am Now*, describe your current relationship to each commitment. In *Where I Want to Be*, describe the growth you want for yourself in each of the commitments. Finally, in *Steps I'll Take to Get There*, list the kinds of actions that will move you forward on your path of practice.

After completing this exercise, ask yourself:

- Which of the commitments am I ready to engage in?
- What are my next steps?
- How can I get support and reinforcement from others on my path of practice?

#### ***What's Next?***

The *Practice Guide* exercises set the stage for creating your affirmations, an essential component of the ITP program and the 8<sup>th</sup> commitment. Read *Chapter 4* to learn about the powerful nature of affirmations. In *Chapter 5*, you can find instruction on creating your affirmations.

If you would like further support with affirmations or any other aspect of ITP, our trainers and coaches are available to assist you. We want to see you get great benefit from your practice, so don't hesitate to call on us. The ITPI Team is here to serve you. Enjoy your practice!

***Please visit the ITPI website to download the full version of the Practice Guide that includes all forms and templates referenced in the instructions above.***

## APPENDIX 19

### SAMPLE PROGRAM CALENDAR FOR A NINE-MONTH CYCLE

(Your City) ITP Group Cycle XX Program Calendar  
(Represents a 9-Month Cycle)

Date	Session Host	Kata Leader	Program title and leader name	Notes
MM/DD/YYYY	Name		Welcome and Initiate Cycle XX Program Leader Name	
MM/DD/YYYY	Name		The Practice Guide - Personal Review Program Leader Name	
MM/DD/YYYY	Name		The Practice Guide - Integral Assessment Program Leader Name	
MM/DD/YYYY	Name		The Practice Guide - Integral Assessment Program Leader Name	
MM/DD/YYYY	Name		The Practice Guide - Creating Your Practice Program Leader Name	
MM/DD/YYYY	Name		The Practice Guide - Creating Your Practice Program Leader Name	
MM/DD/YYYY	Name		Creating Affirmations Program Leader Name	
MM/DD/YYYY	Name		Creating Affirmations Program Leader Name	
MM/DD/YYYY	Name		Creating Affirmations Program Leader Name	
MM/DD/YYYY	Name		The Kata Program Leader Name	
MM/DD/YYYY	Name		The Kata Program Leader Name	
MM/DD/YYYY	Name		Meditation Program Leader Name	
MM/DD/YYYY	Name		Meditation Program Leader Name	
MM/DD/YYYY	Name		Integral Fitness Program Leader Name	
MM/DD/YYYY	Name		Integral Fitness Program Leader Name	

MM/DD/YYYY	Name		<b>Staying Current Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Staying Current Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Affirmations Progress &amp; Check-in Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Affirmations Progress &amp; Check-in Program Leader Name</b>	
MM/DD/YYYY	Name		<b>The Nine Commitments Program Leader Name</b>	
MM/DD/YYYY	Name		<b>The Nine Commitments Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Homeostasis Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Homeostasis Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Evolutionary Panentheism Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Evolutionary Panentheism Program Leader Name</b>	
MM/DD/YYYY	Name		<b>The Hara Program Leader Name</b>	
MM/DD/YYYY	Name		<b>The Hara Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Leonard Energy Training Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Leonard Energy Training Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Commitment #9 - Being of Service Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Commitment #9 - Being of Service Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Integral Leadership Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Integral Leadership Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Conscious Eating Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Conscious Eating Program Leader Name</b>	
MM/DD/YYYY	Name		<b>Celebrate and Complete Cycle Program Leader Name</b>	