

TILDE

Transformative and
Inclusive Leadership from
Deep Democracy

THEORETICAL FRAMEWORK



Deep Democracy Denmark



Agentur für angewandte Utopien



Erasmus+



Partnership and Mobility
Erasmus+ mobility
Supports mobility
Inclusiveness
Sociological reality

INDEX

Part 1	Page 3 a 4
Introduction		
Part 2	Page 5 a 32
Process Work		
A continuous development		
Theory		
Levels of reality		
Primary and secondary processes		
Belief systems		
Signals and double signals		
Edges and hotspots		
Unfolding energies		
Rank dynamics		
Part 3	pages 33 to 48
Deep Democracy		
Phases of Conflict		
Open Forums		

Part 1

Introduction

This document is the **TILDE theoretical framework**. TILDE is a project to create **dialogue** around **migration**. **Migration** is leaving one country to live in another.

Dialogue is about communicating, paying attention and valuing what other people say.

5 European countries **collaborate** in the TILDE Project: Spain, Switzerland, Germany, Italy and Denmark.

Collaboration means that all 5 countries work together.

TILDE's **theoretical framework** explains what are Process Work and Deep Democracy.

Theoretical framework is an aid to better understand the ideas or concepts of a topic.

Process Work and Deep Democracy are **methodologies** for:

- dialogue between individuals or groups;
- **notice** deeper, more invisible aspects of everyday situations;
- pay attention to power dynamics;
- **conflict management**;
- value everyone's opinion;
- create **more sustainable relationships**.

Methodology is a way of doing something in an orderly and meaningful way.

To notice is to perceive.

Conflict management is about making it easier for people to talk to each other respectfully and to understand each other better.

A **sustainable relationship** is one that lasts because people care for and respect each other.

TILDE's theoretical framework will also help you to better understand the relationship between individuals, groups and societies.

We hope you find these ideas interesting and learn more about them!

Part 2

Continuous development

Arnold Mindell was a scientist and psychologist.

He created Process Work in the 1970s.

Arnold Mindell thought that:

- dreams and the body are connected;
- dreams and body sensations reveal things we don't know or don't like;
- dreams and body sensations can help us to know ourselves and live better.

Process Work uses very different ideas and traditions.

For example, Process Work uses:

- **Quantum Physics**

Quantum physics is a science.

It studies the **smallest particles** in the universe.

Smaller particles are those that cannot be split.

- **Taoism**

Taoism is a Chinese philosophy.

It teaches how to **live in harmony** with nature.

To live in harmony is to live in peace and union with Nature.

- **Jungian Psychology**

Jungian psychology is a **stream** of psychology. It theorises about the depth of the human being.

And what people think and act for.

Current is something shared by many people at the same time.

- **Shamanism**

Shamanism is an ancestral practice. Ancestral are the traditions or customs

we learn from our **ancestors**. It teaches how to connect with the spiritual world.

Ancestors are relatives who lived long ago.

Theory

Levels of reality

Process Work explains a **method** to understand the easiest **events** to **perceive** and the most difficult to perceive.

Knowing how many people are in a room is easier to perceive because we can count them.

Knowing what the people in the room are thinking is more difficult to perceive because we cannot enter their minds.

With the Process Work method we learn to perceive how people's **rank** can change depending on the situation and the relationship with other people.

Rank is the sum of **privileges** that one person has in relation to another at any given time.

For example, when someone of high rank is talking in a group, receives more attention than the rest of the group.

Method is a plan that shows how to do something.

Events are things that happen or people do.

To perceive is to notice something.

Privileges are the advantages a person has according to their position in society and how it affects other people.

The Process Work method analyses reality on 3 levels.

Our reality has events that happen on all 3 levels at the same time, but in a different way in each one.

The 3 levels of reality are:

- The **Consensus** Reality.

It is the easiest reality to perceive and to share in a similar way among all people.

Consensus is when everyone agrees.

For example, knowing what time it is or how many people are in a room.

- **Dreamland**. It is a reality that is more difficult to perceive. It is also more difficult to share among all people.

For example, personal experiences or what a person is thinking or feeling.

- **Essence** Reality.

It is the **spiritual** reality that makes us feel united with other people for a moment, and into a **larger whole**.

Spiritual is the reality or experience beyond the physical. It does not depend on religion or belief in a god.

For example, contemplating nature and appreciating its beauty.

A larger whole is to be part of something more than ourselves.

The Consensus Reality

It is the reality that people perceive and share in a similar or similar way.

For example:

The temperature of the planet is rising.
Science says that pollution has an influence.
That's why we talk about **climate change**.

My body temperature rises.
Science says I have a fever.
So I decide to go to my health centre.

Climate change is the warming of the Earth by gases from human activities, such as transport or factories.

Consensus Reality measures and explains its events.
It tells us what to do if there is a problem.

In Consensus Reality people perceive an experience in a similar or shared way.

Dreamland

In Consensus Reality

people share an experience in a similar way.

In dreamland each person has their own experience.

For example, 2 people with fever can experience it differently.

One person may feel **confused**. Another person may have a headache.

Confused means that you do not understand something or find it difficult to understand it.

The same goes for climate change. One person may be concerned. Another person may ignore the issue.

All persons in a group
feel and experience different things.

For example, some people
will be afraid of climate change. Other
people will not be afraid at all.

These different positions are called **roles**.

Roles are our ways of acting
depending on the situation or the moment we are in.

For example,
being an advocate or a critic are 2 roles.

A person is an advocate when he or she
supports or defends an idea.

A person will have a critical role when
questioning or analysing an idea.

We understand a role better when we know the experiences of many people.

For example, we need to know how many people feel fear in order to understand the role of fear.

There are many roles in a group.

Each person in a group can be in different roles at the same time. Each person is more than just one role.

For example, the same person can be both a critic and an advocate.

A role can be both on one or more people in the group. Each role is more than one person.

For example, several people in the group can be advocates of an opinion at the same time.



Process Work explains a method for understanding our personal reality and its relationship to the Consensus Reality.

Remember

The Consensus Reality is the reality that people perceive and share in a similar way.

For example,
a very **active** person imagines that relaxing can be good for her.

To be active is to do or plan many things.

So he decides to live his real life more calmly.

Being active and relaxed are 2 **ways of living** that many people may experience.

A person's **way of life** are her ways of relating to the environment, to other people and to herself.

The Essence Reality

The Essence Reality
is the deepest level of reality.

At this level of reality,
people feel a **mystical union**.

Mystical union is feeling a deep connection
beyond language, forms or logic.
It is to feel part of a larger whole.

At this level of reality,
the fundamental elements to all beings unite
us all people.

These experiences help us to know ourselves
better. To feel something deeper and more
spiritual.

Spiritual is the
experience beyond the
physical. It does not
depend on religion or
belief in a god.

Process Work explains a method for
understanding our spiritual reality and its
relationship to Consensus Reality.

Primary and secondary processes

Everything we **experience** is a process. The process of experience always changes and depends on different situations.

Experiencing is what we feel and think.

To understand the process we need:

- pay attention to each level of reality;
- understand the relationships of the levels.

It is about **being aware** of what is happening on the 3 levels of reality:

Being aware is to realise.

- Consensus Reality.
This level of reality is easier to perceive. People share it in a similar way.
- The Dreamland.
This level of reality is more difficult to perceive. It depends on each person's experience.
- The Essence Reality.
At this level of reality there is no **polarity** or **duality**.

At this level, people feel the connection to a larger whole.

Polarity is perceiving reality in opposite terms. For example, good and evil.

Duality is the perception of reality in 2 parts. For example, conscious and unconscious.

People identify with or feel closer to some experiences than others.

Close experiences are called

Primary process or energy Y.

These experiences are close to our **identity.**

Identity is what you are and what you feel at a particular moment.

On the other hand, people do not identify with or feel further away from us of some experiences than others.

Distant experiences are called

Secondary Process or X-energy.

These experiences are far from our identity.

For example, a person identifies with the issue of migration because their family is in another country.

Another person does not identify with the migration issue because she never needed to leave their country.

For example,
a person identifies with the issue
of environmentalism
because it recycles and uses public transport.

Another person does not identify with
the issue of environmentalism
because she uses the car a lot and pollutes.

When we are in a group,
we like some **roles** more than others.

The roles we like and accept the most are called
Primary Roles for the group.

The roles we least like and **marginalise**
are called **Secondary Roles**.

Roles are ways of acting according to the situation or the moment. Lying about an issue is a role.

To marginalise is to exclude someone or something that is not considered important.

The same happens in society in general.
Society likes some roles more than others.

The roles that society likes are
called **Primary Roles**.
Society accepts and pays attention to these
roles.

Roles that are less liked by society are
called **Secondary Roles**.
Society does not accept these roles and
marginalises them. Roles that are marginalised
by society are called **marginal roles**.



In groups there are also **Ghost roles. Ghost roles** are roles that **are difficult to fill.**

Therefore, nobody assumes or speaks from these roles and they remain ghosts.

A role is **difficult to fill** when the person has to take on parts of him/herself that he/she does not recognise.

For one person

It can be difficult to say that she is a liar because it involves acknowledging that she is lying.

But there is the role of the person who lies because he prefers that no one knows the truth.

For example, one person says they feel they are a victim of climate change but fails to recognise that they also causes it.

- **Primary role** of the person: the person complains about **heat and drought.** **Heat and drought** are consequences of climate change.

Primary Roles are the roles we like and accept the most.

- **Secondary role** of the person: person does not say who use cars unnecessarily. It pollutes and promotes climate change.

Secondary Roles are the roles we like the least and marginalise.

- **Ghost role example**

The role of being the polluter and climate changer.

The role of the polluter who harms because he pollutes.

When someone uses their car too much, they pollute the air unnecessarily.

The air is polluted with carbon dioxide.

Polluted air warms the Earth.

This warming can harm other beings by causing more natural disasters.

For example, more heat waves or droughts.

Recognising ghost roles is very important in the debates.

When we recognise ghost roles we can:

- better **interact with each other**;
- **dialogue** with the person in the role;
- **ask** the person in the role;
- **understand** more about the person in the role.

We cannot connect and learn from them if we do not recognise the ghost roles.

Belief system

Our internal belief system is what we think about the world, about ourselves and our values.

Our internal belief system selects some characteristics over others. It selects the ones we like.

After that, it marginalise the ones we don't like.

Our belief system influences:

- the way we think and act;
- the primary and secondary processes.

Joe Goodbread wrote the book *Radical Intercourse*. The book says that our early **dream figures** can influence our personality.

Dream figures are characters in dreams that represent us.

For example, they can represent our personality or emotions.

Thus, our childhood, family or culture have a strong influence on our personality.

Our belief systems help us to survive in our environment. But they can block personal aspects that would make us feel better and freer.

Our belief systems are influenced by childhood, family or culture.

Our belief system generates the limits between **primary** and **secondary processes**.

Primary Processes are close experiences. They are close to our **identity**.

Secondary Processes are distant experiences. They are far away from our identity.

Questioning our belief system helps us to move the boundaries.

Also, to **explore** more freely our secondary processes.

To explore is to investigate something in more detail.

Signals and double signals

Sometimes, we experience things that we don't like or don't want to recognise but are noticeable in our communication.

For example, we say one thing with words and another thing with our body, voice or gaze.

Communicating different things are **Double Signals** and may confuse other people.

For example,
one person says they care a lot about the environment
but he uses the car a lot and pollutes.

We can recognise what we marginalise or what society marginalises.
when we detect **ghost roles**
and we follow the double signals.

Ghost roles are difficult roles to fill.

Edges and hotspots

Edges is the separation between our **primary** and **secondary identity**. Two ways of being ourselves that clash.

Primary identity is what we like about ourselves or other people.
What we like to be or to be recognised for.

Secondary identity is what we don't like about ourselves or other people.
What we do not want to be and what we marginalise.

For example,
a person identifies with being cheerful.
He likes to be cheerful.
So, he doesn't like it when he is sad.

Because he doesn't like to be sad,
the person rejects the emotion of
sadness. He then looks for ways not to feel
sad or does not want to acknowledge that
he is sad.

Groups also have **edges**.

Edge is the limit or separation between **primary and secondary processes**.

We can recognise boundaries in a group.

People react in different ways.

The boundaries of the group can be noted in their reactions and in the signals they give. This increases the energy of the group.

For example,
people may react with laughter, silence, or more movement
when its Secondary Process begins.

These moments where a person or group touch an edge and is in the bouncerie of the Secondary Process is called **hotspot**.

Deployment of energies

Accessing the Reality level of the Dream World is necessary to better understand events that are difficult to perceive.

It helps us to better understand what is happening to us.

To gain access, we will pay attention to to what bothers us and why it bothers us.

Amplifying or magnifying the discomfort can help us notice what is happening to us.



When we work in a group,
we can use conflicts or differences
to access the Reality of the Dream World. Each person
has different **roles**.

Roles are ways of acting
according to the
situation or the moment.
Lying about an issue is a
role.

We can manage conflict better when
several people express their role
because it helps us to understand
the most important part of that role.

It allows us to transform conflict.

Range dynamics

Rank is the sum of **privileges** that one person has in relation to another at any given time.

Privileges are advantages that a person has according to his or her place in society and its **ability to impact** on others.

The person may receive the privilege.
For example, when your family has money.

The individual can build privilege.
For example, earning a lot of money for their work.

The range can be high or low.
For example,
knowing languages or having money gives a high rank.

Knowing the **dynamics** of rank is important in order to relate to each other.

Impact capacity is having an effect on or influencing other people.

Dynamics is the variety of changes and interactions.

The range is not always equal.

The range changes according to the situation, the moment and the relationship with another person.

An educated person has a high rank in a country that **recognises** his or her education.

To recognise is to accept, to value and to let work.

The same person will have a low rank in a country that does not recognise their studies.

For example, a **migrant person** will rank lower than those born in the **country of arrival**.

Country of arrival is the country to which the person goes when migrating.

Migrant person is a person who leave their country of origin to live in another country. Sometimes because of war or poverty.

There are people with high rank who don't want to lose it. or that they don't know they have it.

This is a problem because we often have power when we have high rank.

And with that power

we can abuse people of lower rank.



The power of a person in relation to others depends on a number of **aspects**.

Aspects are different parts or sides of something.

The range varies according to these aspects.

- **Social rank** depends on a person's position in society.
and how other people value it. For example, your gender, race or social class.
- **Contextual range** depends on the group a person is in.
For example, at work or with the family.
- **Psychological rank** depends on the skills a person has.
and how it values itself.
For example, whether she is self-confident or not.
- **Spiritual rank** depends on a person's quest beyond the earthly.
And how that helps him to live.
For example, their faith or relationship with nature.

A person's rank sends signals.

These signals are **unconscious** gestures and attitudes.

We can tell someone's rank by their signals.

Unconscious is without realising it.

For example,

someone can show his or her high rank when talking confidently in a group.

For example,

someone may show his or her low rank when he or she dialogues with difficulty in a group.

Not being aware of one's rank or sending **double signals** can create problems in our relationships and in our **community**.

Double signals is communicating different things. For example, saying one thing and doing another.

Community is a group of people who share something.

When a person has a low rank, he or she recognises more readily that another person has a high rank.

However,

when a person has a high rank is sometimes unaware of its own rank.

We dialogue and relate better to other people.

when we are aware of the range.



Remember

People identify with or feel closer to of some experiences than others.

Experiences close to home are called **Primary Process** or Y-energy. These experiences are close to our identity.

People do not identify with each other or feel further away from each other. of some experiences than others.

Distant experiences are called **Secondary Process** or X-energy. These experiences are far from our identity.

Part 3

Deep Democracy

Deep Democracy

is the basis of Process Work.

Process Work and Deep Democracy are methodologies for:

- dialogue between individuals or groups;
- noticing deeper, more invisible aspects of everyday situations;
- pay attention to power dynamics;
- managing or transforming conflicts;
- value everyone's opinion;
- create more sustainable relationships;
- understand different perspectives;
- assessing different perspectives;
- understanding other people's roles;
- understand our own roles;
- understand why we marginalise some ideas;
- recognising the **phases** of conflict.

Phase is each part of a process or a project.

Phases of conflict

Many times,
we want to escape the **conflicts** in
Consensual Reality because they
make us uncomfortable or hurt us.

Conflict is when people want or think different things and that creates tension.

Consensual Reality

is the reality that people perceive and share in a similar way.

Conflict makes us feel bad
but they help us to learn new things. They are important and they are everywhere.

Conflicts are **polarised forces**.

Polarised forces are everywhere:

Polarised forces
are opposing forces.

- In the cosmos.
For example, between the planets and the Sun.
- In nature.
For example, between the poles of magnets.
- In people.
For example, between love and revenge.

We cannot avoid conflict
but we can look at it from another **perspective**.
Indeed, we need conflict in order
to grow, advance and evolve.

Perspectives are different ways of understanding a situation.

Conflicts have 4 different phases:

- **Phase 1**

People are doing well
and do not perceive any conflict.

- **Phase 2**

Tensions are generated between **the parties**.

Misunderstandings are increasing.

The parties are **polarised**.

To polarise is to think or feel in the opposite way.

The parties are the persons or groups involved in the conflict.

Misunderstanding is when people do not understand each other.

- **Phase 3**

People want to get to know each other better. They dialogue and understand each other better.

Sometimes they reach agreements and sometimes they do not.

- **Phase 4**

The conflict seems to be disappearing.

People feel united, without **tension**.

Tension is the discomfort or agitation felt by people in conflict.

The Agreed Reality (phase 1 and 2)

In phase 1, people are fine. They don't want to be in the conflict.

In phase 2, the conflict begins.

In this phase 2, people recognise polarised forces.

Each person defends his or her opinion with intensity. The conflict is at a **fever pitch**.
A flashpoint is an intense moment of the conflict.

High is the same as very high or elevated.

In phase 2 of the conflict, each person may identify with one side and marginalise or exclude the other side.

Some people may be afraid. However, it is a very important phase in understanding the needs of each role.

It is important to recognise that we are in phase 2 of the conflict. In this phase, we can better understand what each person thinks.

However, sometimes we don't want to know the other party any more. **We** do not want to change our opinion or position or pay attention to the other party.

We just want to let the tension of the conflict pass.

Being aware of this phase is important to understand even these situations.

We can avoid conflict with the other party if we are not aware of it, but things will happen without us realising it.

For example, without being aware:

- we **move away** from the other side;
- we **get annoyed** with the other party;
- we **get annoyed** with ourselves.



Important

Rank consciousness is knowing your rank and the rank of other people.

You dialogue and relate better with other people when you are aware of the range.

For example,
you can avoid abusing your power
when you are aware of your high rank.

People have different ranks.

The range changes according to the situation,
the moment and the relationship with another
person.

Range awareness is important.

Phase 3

In phase 3, the conflict is at a point of **time resolution**.

Temporary resolution is to decide something for a period of time.

The **time resolution** points are moments of better understanding and rapprochement.

In this phase 3, we can discover:

- what the other party feels;
- what the other party really needs;
- what is useful about this information;
- what we should learn from it;
- what we share with opposing roles;
- that we are a bit like the other side.

In phase 3, the conflict changes and moves forward because:

- we put ourselves in the place of the other party;
- we feel what the other party feels;
- we understand each other's experience.

The reality of Essence (phase 4)

In phase 4 of the conflict, **detachment** helps us to understand in a more profound way how relationships work.

Detachment is feeling less emotion about a person, thing or situation. You can **observe them with more distance** and they don't affect you as much.

To observe with distance is not to feel so involved.

Sometimes, detachment helps us to analyse a situation in a less **subjective way**.

Subjective is when something is based on personal opinions or feelings.

It also helps us to understand the relationship between **conflicting roles** as a dance. Conflicting **roles** is how people act according to the opinion they hold.

We say that the relationship of conflicting roles is like a dance. because there is fluidity and interaction between the parties.

In this phase 4,
the energies in tension in the conflict are
part of a whole.

Being part of a whole is
that people are connected and part
of something bigger.

All roles are important.
Conflicting roles **move the world. To move
the world** is to make it evolve.

Remember

There are 3 levels of reality:

- Consensual Reality;
- the Reality of the Dream World;
- the Reality of Essence.

All 3 levels influence the conflict.

- In **Consensual Reality**,
conflict hurts us.
We do not want conflict.
- In the **Reality of the Dream World**,
Conflict helps us to know ourselves better.
To be freer and happier.

It also helps us to be aware:

- of what we marginalise;
- of what hurts us;
- we can go into more depth.

At this level of reality,
our primary and secondary identities collide.

Primary is a part of you that you like.

Secondary is a part of you that you don't like.

- In the **Reality of Essence**, we understand the relationship of **conflicting roles** like a dance.

We understand that all roles matter.

Realidad consensuada

Lo que se acepta como experiencias “reales” por la corriente mayoritaria, los datos, lo medible o contrastable, etc.

Mundo de los sueños

Roles y actitudes en un grupo; experiencias que no son tomadas como “reales” por todas las personas; experiencias más invisibles, polaridades, emociones, etc.

Realidad de la esencia

Estado de conciencia no dual.
Es un estado efímero donde se percibe una conexión con todo como, por ejemplo, cuando subes a una montaña y te sientes parte.

Open Forums

An open forum is a public space where different groups of people engage in dialogue to transform issues that are important to them. Also, to learn more about the issues.

Everyone's opinions **contribute**.

Everyone contributes in an Open Forum.

Contribute means that all personal experiences and opinions teach.

An Open Forum is part of Deep Democracy and Process Work.

In an Open Forum there are different opinions that make other people uncomfortable or upset other people. For that reason, **participants** will try to understand each other.

Participating persons are those who are in the Forum.

Start of the forum

A group of a few people will start the forum.

Each person will have 5 minutes to explain their perspectives on the issue.

The perspectives of the initial group will be very different or **polarised**.

Polarised is that they are opposing views.

This part of the forum corresponds to Consensual Reality. This level of reality is easier to perceive. People share it in a similar way.

After the initial group of people, the rest of the participants can intervene and express their ideas.

This part of the forum corresponds to the level of Dream World Reality. This level of reality is more difficult to perceive. It depends on the experience of each person.

In this part, the **facilitation team** will support:

- people to **talk to each other**;
- people to **participate**;
- all roles to be **expressed** on the 3 levels of reality;
- that people **are aware** level changes.

To be aware of changes in level is to notice and perceive the signals of the level at which one dialogues.



Tips for facilitation

Facilitation is when one person supports other people or groups to:

- dialogue;
- managing or transforming conflicts;
- to encourage rapprochement;
- meet objectives;
- improving conflict management processes.

It is important to be aware of what is going on and what stage the conflict is at.

Knowing the phase of the conflict makes it easier to change it.



Help Open Forum Kit

You will find tips for setting up your Open Forum in the Open Forum Kit.