

Leading in Complexity through Transcending Consciousness

Ronnie Ng

E-Leader Macao

3rd Jan 2017

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永 ETERNITY	恕 FORGIVENESS	庭 GARDEN	順 GENTLENESS	華 GLORY	神 GOD	恩 GRACE
福 HAPPINESS	和 HARMONY	心 HEART	實 HONESTY	貴 HONOR	視 INSIGHT	樂 JOY
笑 LAUGH	生 LIFE	愛 LOVE	忠 LOYALTY	愁 MELANCHOLY	月 MOON	山 MOUNTAIN
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DEVELOPMENT

The heart of training



The interview with Ronnie Ng, Senior Partner of Training Design Consultants, about his experience in the team spirit training field led him into attempting to model that experience. The interviewer then changed hats and the following discussion between two training professionals led to the design of the sophisticated model of the transformation process outlined in the article.

"Most of us have jobs that are too small for our spirits"

—Studs Terkel

“People need to heal their heart”, starts Ronnie breathlessly as he arrives for an interview arranged only 30 minutes earlier. I look baffled. “By which I mean they need to be encouraged and to encourage others; ‘encourage’ means to ‘give heart’”. Of course—from the Latin ‘*cor*’ and the French ‘*coeur*’. “When that happens, it opens up new vision in them—a new vision of life, love and laughter”. At the core of Ronnie Ng’s philosophy of training beats the heart.

Changing training focus

Traditional management training moves ‘outside in’ (see diagram), focusing on the outer levels of training—improving skills, behaviour and attitude. Ronnie asserts that future training and development efforts will move ‘inside out’, focusing on the inner levels of values and consciousness and will focus on inner transformation.

The outer levels are about DOING, the inner ones about BEING.

Core Transformation Development

“I work with large groups because

Ronnie
NG



Ronnie Ng is the Senior Partner of Training Design Consultants (TDC). Mr Ng founded TDC in 1991 to offer experiential training to corporations, including outdoor training and firewalking. TDC’s clients include American Express, Coca-Cola China, Hospital Authority, Housing Society, Inchcape, KCRC, Philip Morris China, Singapore Institute of Management, and Swire.

this raises participants’ consciousness of who they work with”. On these intense, dynamic programmes, participants learn to support each other, to see the overall picture and to experience a holistic approach to organisation change. They learn that their jobs and indeed they themselves are just as important as their managers. And, of course, managers learn the same thing about themselves. They learn above all that they are part of a larger process, in which they play a key part.

Human beings are “molecular structures powered by bioelectrical energy”.

One of Ronnie’s techniques is to create dynamic movement in groups (dance, physical activities, ropes, firewalking, meditation), which affects the beat of the heart. A large group together creates a large amount of bioelectrical energy. This energy is internally-activated. It is the Chi energy. The intensity of the energy neutralises negative electrostatic charges in the nerves and replaces them with a positive charge.

This transmutation of energy is the key to ‘Core Transformation Development’. The refined Chi energy reduces blockages in group consciousness and group thinking. This allows an organisation to launch key change programmes, to

instil company values and to agree on the mission to serve their customers better, with their employees' blessing.

As Ronnie elaborates, it becomes clear that he feels individual employees have other priorities in their lives than work. They will never align themselves fully with the organisations they work in until they are able to tune in to the heart of the organisation. And they will never tune into the organisation's heart until they can tune into the hearts of their colleagues.

"They must also learn both to give and to receive encouragement and support. We need to encourage people to see their lives as an experiment opening up the heights of consciousness and the depths of emotion".

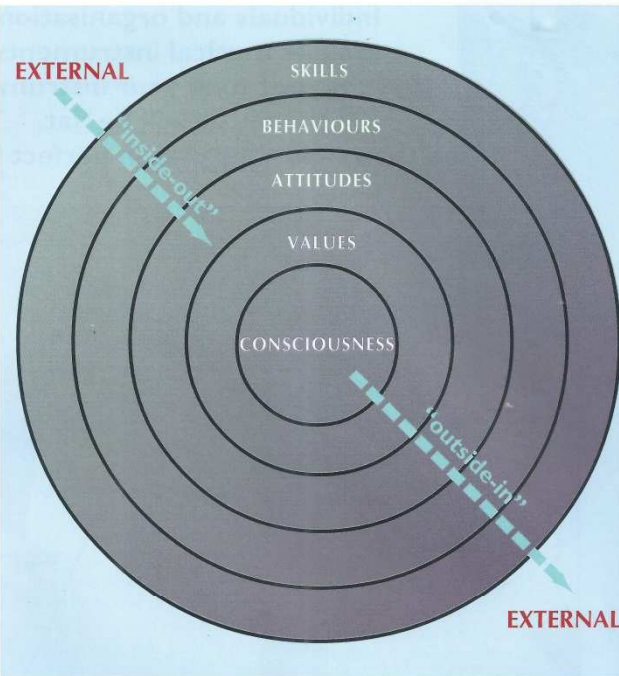
The heights of consciousness

All countries have a tradition of reaching states of 'higher consciousness'. Maslow talks about self-actualisation. When a person reaches this state, all evolves around and from oneself, with no dependence on the environment to create a state of bliss. Survival, competition, worries about the morrow are of minor import.

Such people can manifest their reality to reflect abundance simply by being who they are. No longer do they need to compete for the same slice of the cake; they bake new cakes. And that brings us to Ronnie's definition:

"Consciousness means knowing who you are, what your potential is and being who you are".

Those who achieve the heights of consciousness are empowered to 'do' without 'doing', achieve impossible feats by just 'being'—the Dalai Lama, the Pope, Sai Baba,



Levels of Training Model

Gandhi—can 'do' nothing and yet affect millions. They are able to create and manifest their reality because they know everything evolves through them.

Take a life assurance salesman with higher consciousness: he will not need to physically cold-call and sell. By merely being who he is, what he does and what he represents, he will attract people to him.

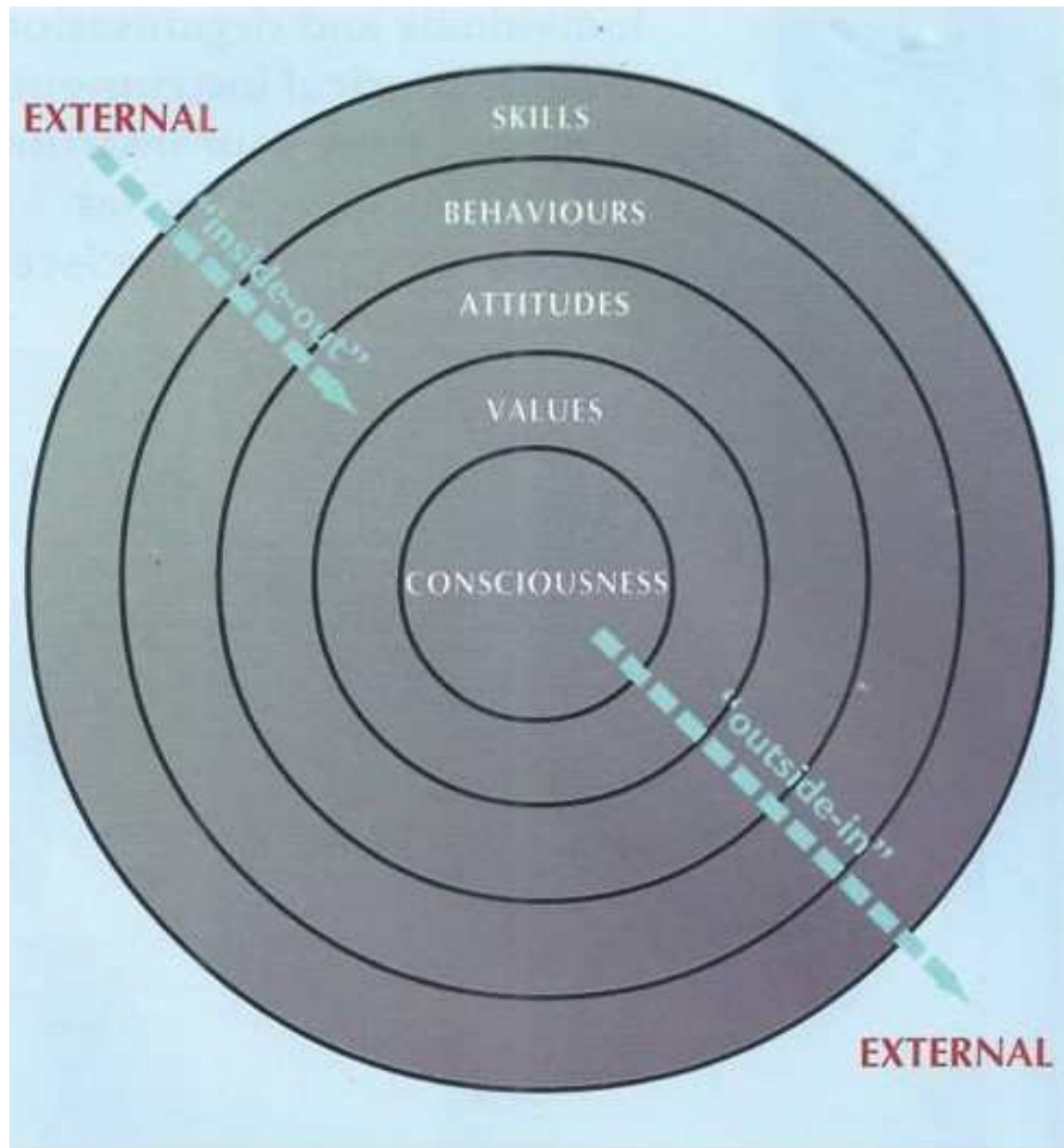
Only a few privileged businessmen in Hong Kong have reached the necessary level of inner development and are already working at this level.

The depths of emotion

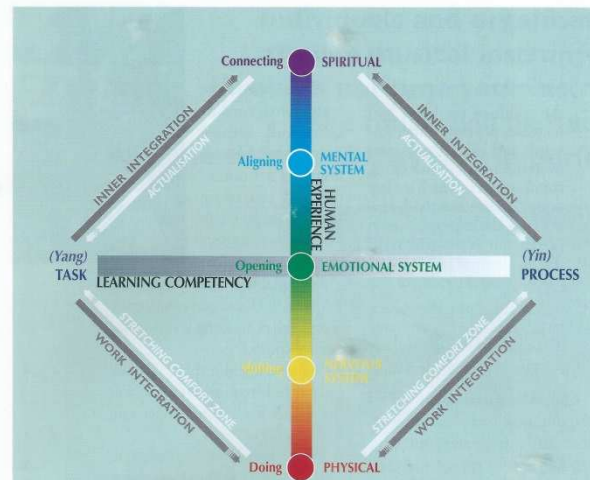
In bygone times, seekers would venture forth to explore the world and then bring their wisdom back to the tribe. Nowadays, the seek-



"The transmutation of energy is the key to Core Transformation Development."



Levels of Training Model



Two dimensions form the skeleton of the model:

The vertical axis represents the range of Human Experience (as well as the path of a person's development through life), from the gross Physical to the subtle Spiritual levels.

The horizontal axis represents the range of Learning Competency, with Task and Process at the extremes—Task being learning at the concrete, more technical level and Process being learning at the 'invisible', mainly interpersonal level.

The upper triangle denotes 'heights of consciousness' and the lower, upturned triangle 'depths of emotion'.

Inner Transformation Model



“Consciousness means knowing who you are, what your potential is and being who you are”.

ing is done through education, MBAs, travelling, meeting different people and trying out new things. But when they return, they do not share their wisdom and knowledge; it is kept close to the chest, because information is power. Thus they differentiate themselves from others and at the expense of their organisation.

Ground values

“When people come on one of my programmes, we start with 3 ground rules:

BE PRESENT

(be focused, contribute and commit 100% of what you have)



BE OPEN

(the world is changing, nothing is right or wrong except at that point in time, so it's essential to keep open and to experiment with new ideas and ways)

BE CONNECTED

(life is about going beyond the individual, a key characteristic of organisations too; many participants come to realise that they, the company and its survival are closely interrelated; people are given the opportunity to become friends—not difficult to do unless we make it difficult by putting people in silos, erecting barriers (controls, territory, communication)).

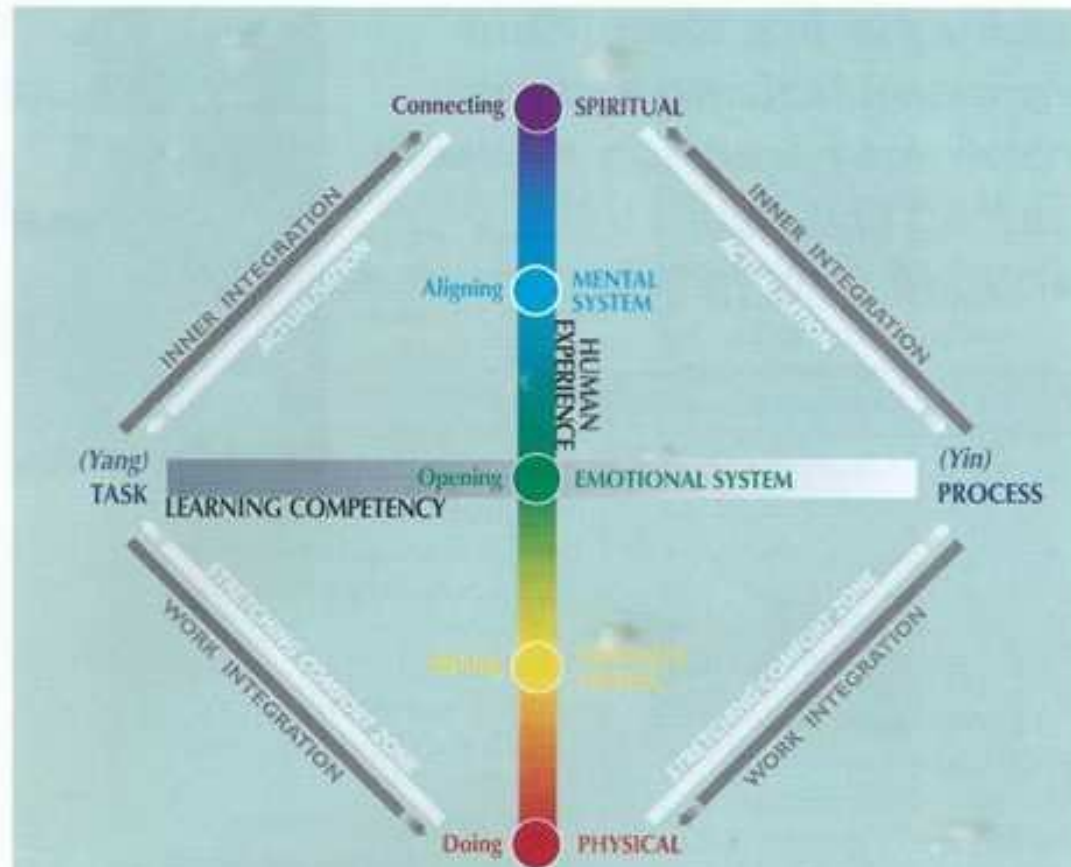
These are the programme values. They are also those which we are trying to instil in organisations we work with”.

Emotions and caring

How does Ronnie bring the 'Depths of Emotion' into a weekend training programme?

“It all starts with trust. We go to great pains to highlight the emotional feelings of trust, support, love and friendship—which are everlasting and which in turn allow the practical sharing of information, resources and self. On a global level, when we learn to share we make the community a better place to live and work in because resources are there to be shared”.

And it continues with helping others and doing things for the wider organisation rather than for oneself alone. In traditional organi-



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Inner Transformation Model

sations, self and organisation were 'one' and the self was subordinated.

Lastly, it is about giving love unconditionally. "If 10% of people in an organisation acted in this way, they would form a critical mass for organisational transformation. Provided it is done right", adds Ronnie emphatically.

Inner Transformation Model

This exciting new model of the Core Transformation process encapsulates the essence of Ronnie's approach to development. As with any model, it hardly does justice to the complex and subtle energies of the reality, but it does illustrate the interplay of the major forces unleashed in Core Transformation Development.

So how does this model relate to Ronnie's training activity? Much of the relationship will be clear from the preceding explanation, but a couple of less obvious points are worth noting:

- the movement of the training is from lower to upper halves and involves 'moving out' and differentiating, then 'moving in' again to integrate at a higher level of consciousness
- there are two levels of integration: at the spiritual level, the integration is 'inner', but at the physical level, it is about application in, and integration with, the workplace
- the different elements of the training activity affect the different vertical levels—at the physical level, the element is outdoor activity and dance
- nervous system level, high events
- emotional system level, sharing, music and interaction
- mental system level, inputs and concepts

- highest level, the firewalk
- the width of the lower half increases as people move upwards and this visually puts over the idea of 'stretching comfort zones', which is a key aspect of experiential learning and these programmes; participants learn to let go of fear and control and 'becoming' and start learning to 'be'
- when fully into the 'heart' level, participants are connected and open; the 'we' has priority over the 'I'.

Only the barest essentials of the model have been outlined here. More difficult dimensions have been left out for the sake of clarity—to mention but two of these: the Task/Process axis is also equated with Yang and Yin respectively; they combine in the Chi (the Spiritual apex of the model). The move from Physical to Spiritual is also the move from Serving Self to Serving Others and from Habit to New Vision.

New organisational paradigm

In the early 20th century, organisations were (and still are today) led by charismatic leaders. They depended heavily on technology and systems, which in turn demanded that people be dependent on systems and infrastructure. We now need a new paradigm for achieving a competitive edge.

"Most organisations want to create a new organisation. We actually help them to create a new consciousness".

Once people are empowered, encouraged and impassioned, they become fired by a self-initiating and crusading zeal to master the day-to-day operational pressures of organisational life. They do so without the need for supervision, structures and procedures (ie external quality control).

They can take their rightful place as fully responsible citizens of the world, their community and their organisation.

The million-dollar question, to which Ronnie has found an answer, is: how do we excite and inspire the whole organisation in the minimum time so that we can launch and maintain new strategies to keep up with global competition and the vicious pace of change?

"Most organisations want to create a new organisation. We actually help them to create a new consciousness," enthuses Ronnie with a lack of humility born of frequent success in a difficult arena. "I'm in this business because I know how to do this complex task very well. My clients are keen to work with me because, together, we can seriously impact bottom-line returns and they consider our partnership yields worthwhile dividends from the investment made". ▲ MH

The interviewer, Michael Harpham, is Managing Director of SYMprove Performance Consulting.

Editor's note: Many of the ideas expressed in this article pertain to state-of-the-art training concepts were developed by Ronnie Ng of Training Design Consultants. Readers who wish to fully grasp or clarify these concepts are encouraged to contact BPM for further details or explanation.





**Individuals and organisations
are like musical instruments.
If you do not tune your instruments,
the music will be flat.
Tune them and they play in perfect harmony.**



... towards



breakthrough



support



team spirit



celebration



collaboration

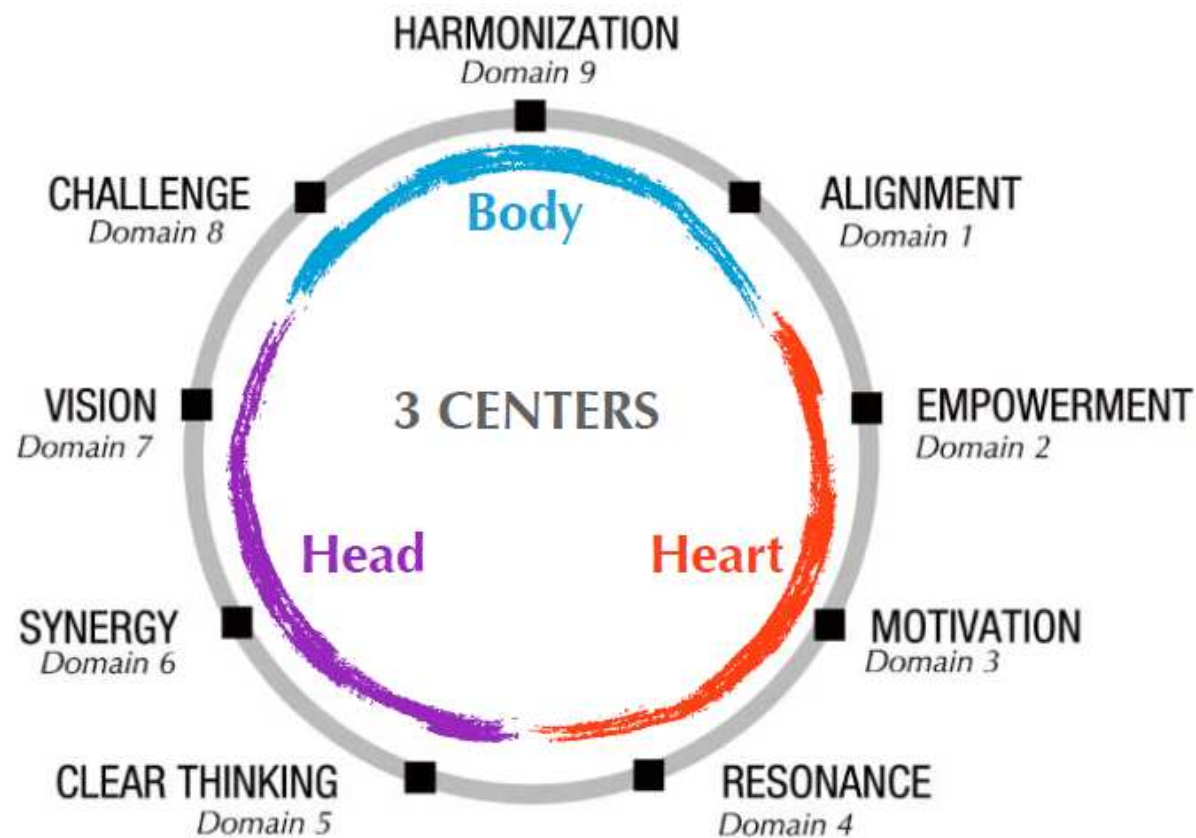
a healing organisation.

"At Training Design Consultants
we help individuals and organisations
achieve a higher level of consciousness."

Ronnie Ng

For further information about our services, please call Ronnie Ng on:
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LEADERSHIP COMMUNICATION



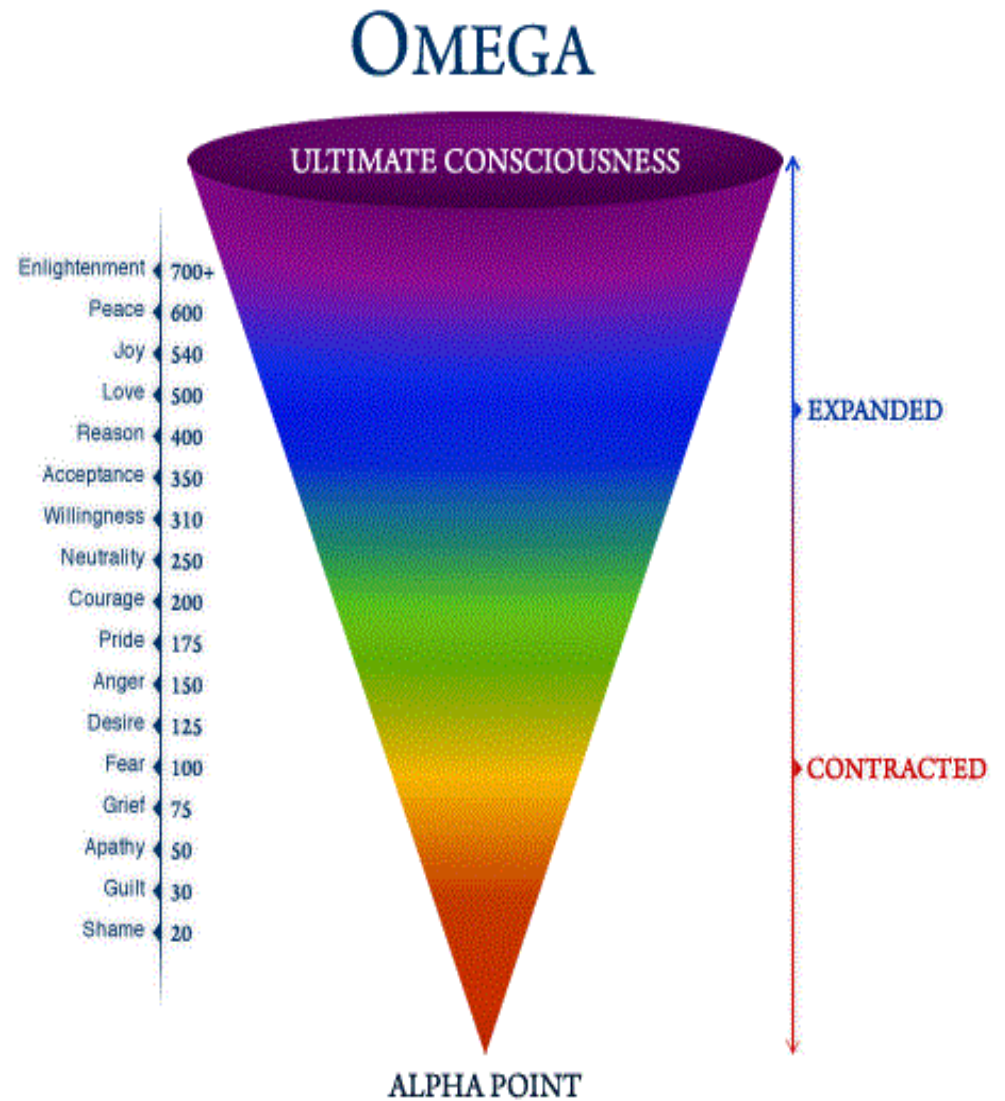
1. Non-Violent Communication
2. Persuasiveness
3. Skillful Feedback
4. Resolving Conflicts
5. Solving Problems
6. Conversations:
 - for RELATIONSHIP
 - a. Appreciation
 - b. Motivation
 - c. Meaning
 - for POSSIBILITIES
 - d. Understanding
 - e. Resolutions
 - f. Opportunities
 - for ACTION
 - g. to Get Results
 - h. to Align with Norms
 - i. to be Excellent

Levels of Leadership

	Organization	Leadership
9	Power is implicit	Atavistic
8	Power is inherited	Nepotistic
7	Power is displayed	Autocratic
6	Power is bestowed	Bureaucratic
5	Power is earned	Meritocratic
4	Power is approved	Democratic
3	Power is harnessed	Synergistic
2	Power is dispersed	Humanistic
1	Power is connected	Holistic

The leader needs to be one step ahead, but not out of sync, so it is important to understand how the leadership style matches up with the organizational level

	Level	Scale (Log of)	Emotion	Process	Life-View
P O W E R	Enlightenment	700-1,000	Ineffable	Pure Consciousness	Is
	Peace	600	Bliss	Illumination	Perfect
	Joy	540	Serenity	Transfiguration	Complete
	Love	500	Reverence	Revelation	Benign
	Reason	400	Understanding	Abstraction	Meaningful
	Acceptance	350	Forgiveness	Transcendence	Harmonious
	Willingness	310	Optimism	Intention	Hopeful
	Neutrality	250	Trust	Release	Satisfactory
F O R C E	Courage	200	Affirmation	Empowerment	Feasible
	Pride	175	Dignity (Scorn)	Inflation	Demanding
	Anger	150	Hate	Aggression	Antagonistic
	Desire	125	Craving	Enslavement	Disappointing
	Fear	100	Anxiety	Withdrawal	Frightening
	Grief	75	Regret	Despondency	Tragic
	Apathy	50	Despire	Abdication	Hopeless
	Guilt	30	Blame	Destruction	Condemnation (Evil)
	Shame	20	Humiliation	Elimination	Miserable



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“Vertical Development“ is building our ability to distinguish and let go of our own limited thinking and perceptions. As this occurs we are more able to genuinely relate to and engage with others and the world around us.

We all have defence mechanisms and views about people and situations that keep us stuck in our current ways of “doing things” (automated responses) as it feels safe and comfortable.

When we let go of these fears and anxieties (our degree of self-centeredness), our view of the world changes and we can change the course of how we think and feel and what we do – increasing our range of behavioural



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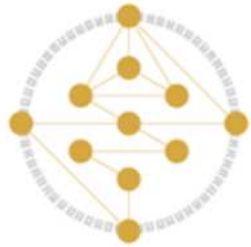
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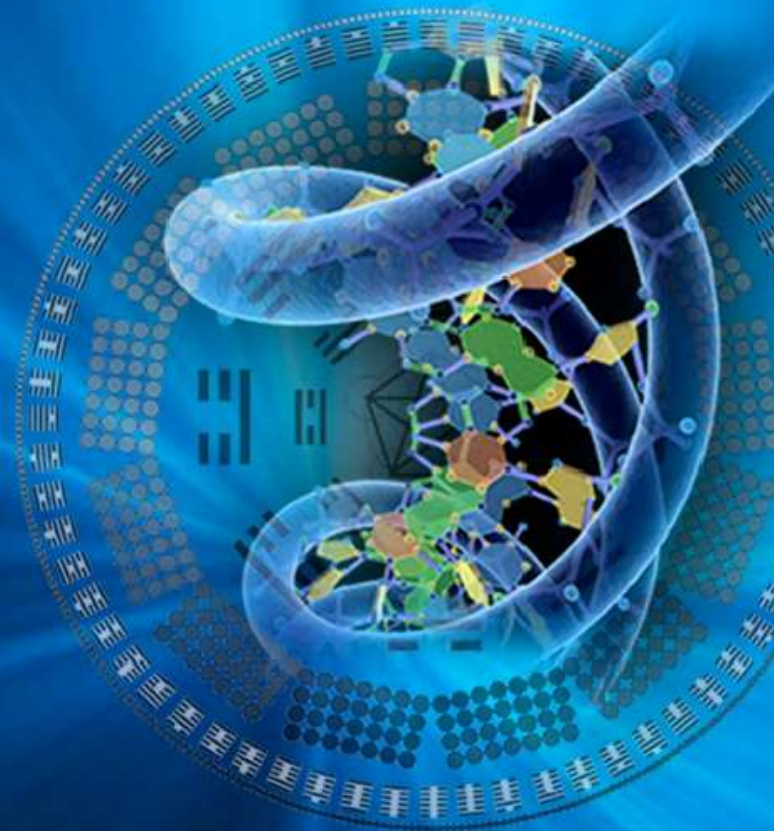


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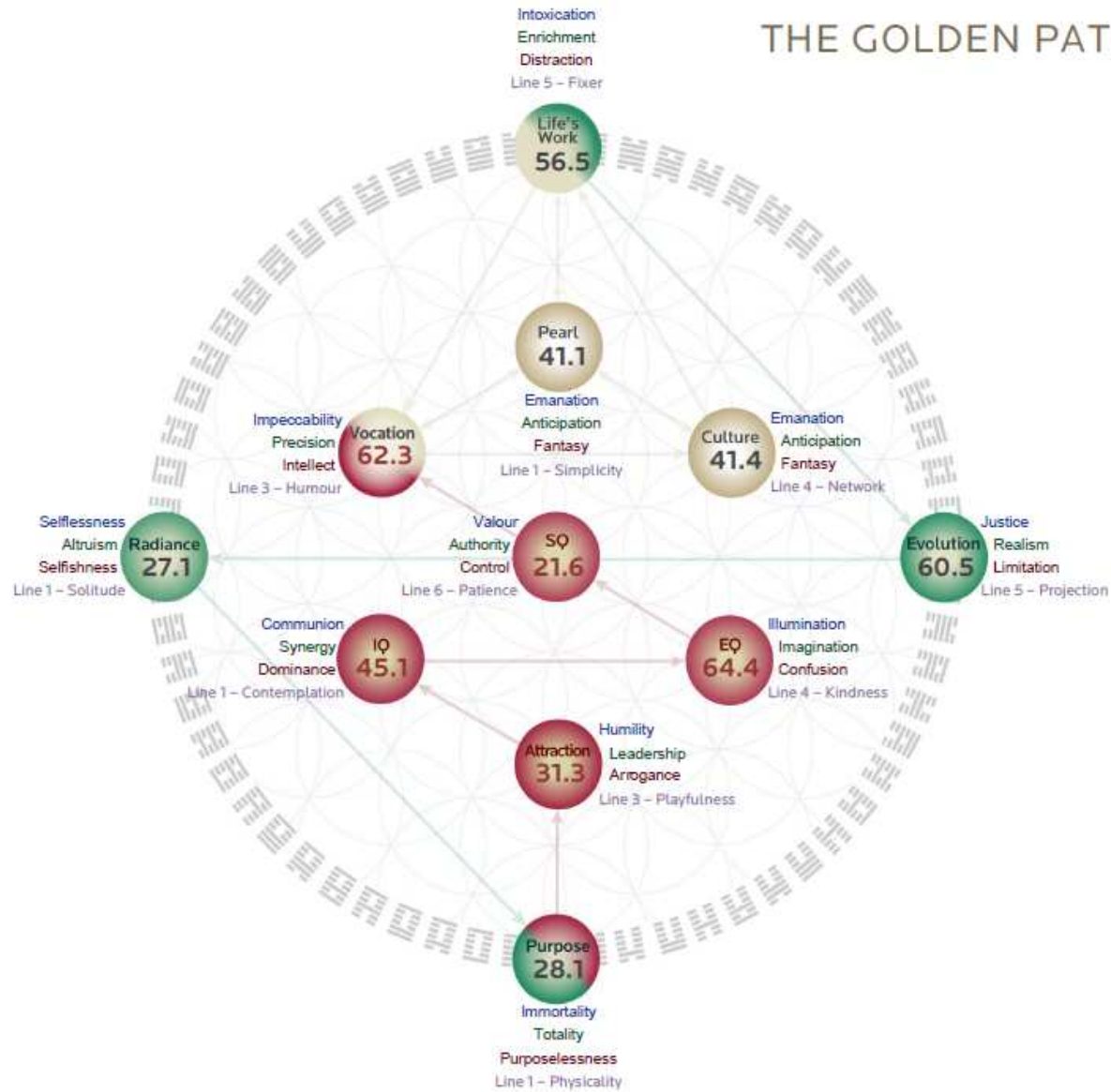


The 55th Gene Key - A Prelude

by Richard Rudd

THE GOLDEN PATH: OVERVIEW

Ronnie Ng



Siddhi= blue text
 Gift = green text
 Shadow = red text

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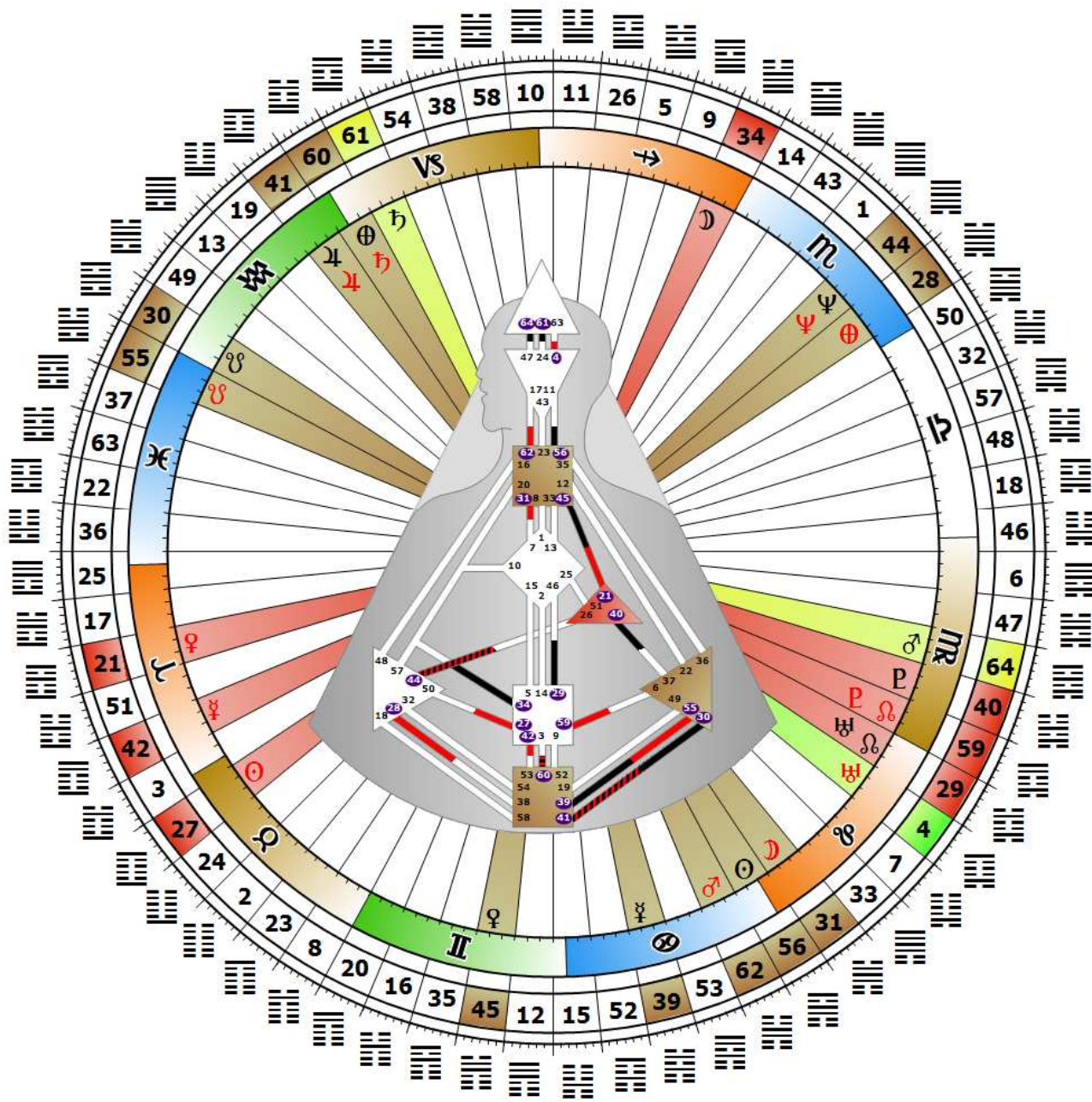
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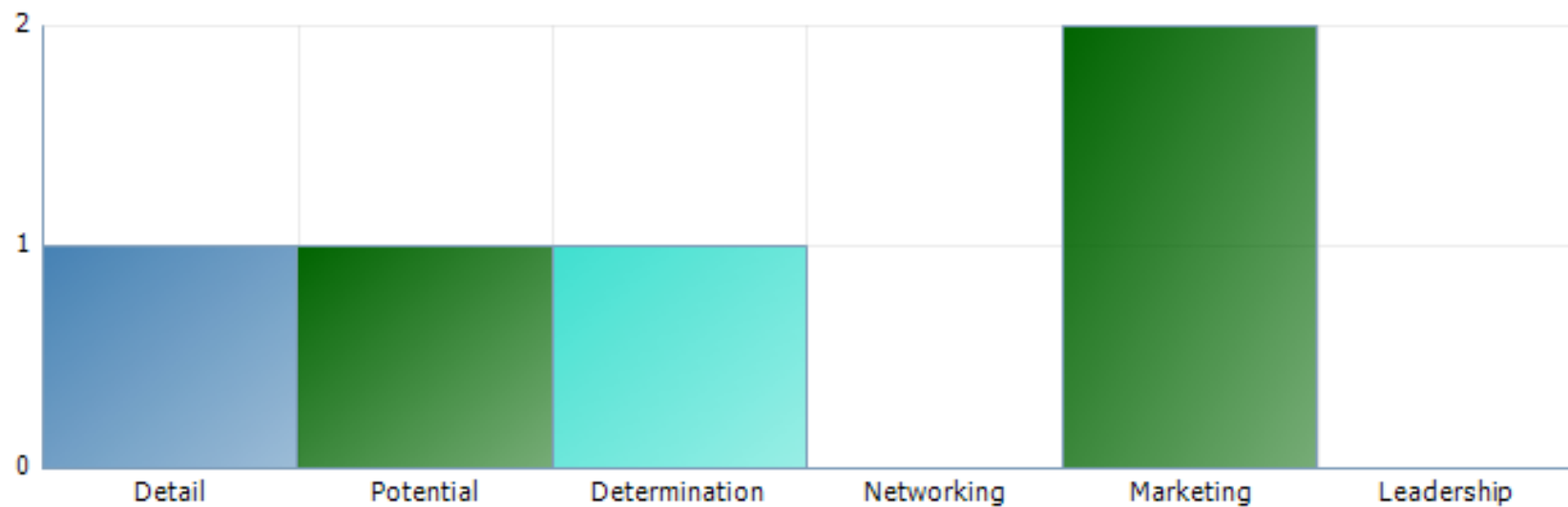
HD Organizations







Al Assad Bashar - Attributes divided by skills



- | | | | |
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The HeartMath Institute (HMI) researches heart-brain communication and its relationship to managing stress, increasing coherence and deepening our connection to self and others. HMI's scientists also explore the electrophysiology of intuition and how all things are interconnected.

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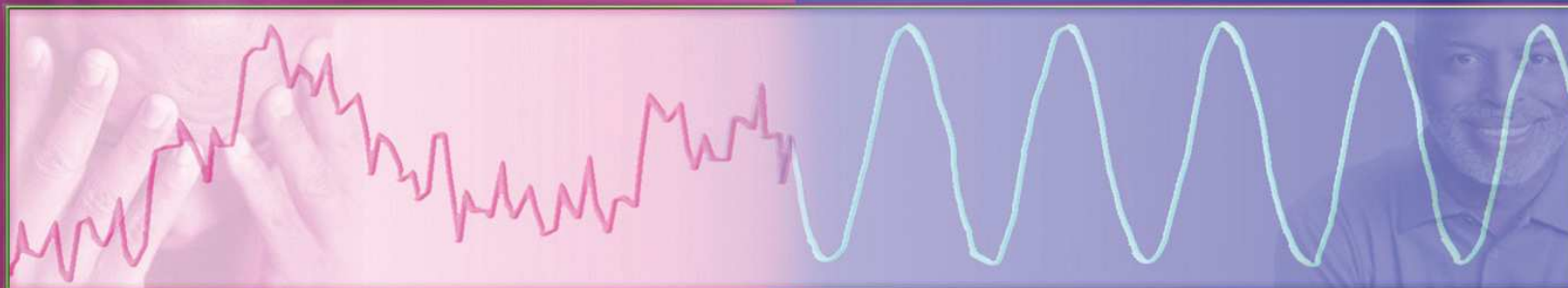
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