



Dear world-wide Trager colleagues,

All of the Feedback has been gathered. Thank you to the Group of 25 for taking time to invest in our continuing Theory U process. As many have said, we have taken a first step and now we need to take the next step. It is time to share this feedback with ALL of our extended Trager community.

Expressing and sharing feedback from our first Theory U meeting, has tangible value. *First*, it provides a further sense of what happened and what did not happen (on reflection it gives more specific perspective and identifies further significant challenges); *second*, it provides support and mutual communication within the group of Theory U participants, *third*, it gives the larger Trager community information about what the participants have experienced and what the content of our next workshop will contain; *fourth*, it gives our facilitators useful, concrete information to assist them in designing the 2nd Theory U workshop/meeting; *fifth*, it provides a document for future leadership to understand the Trager Theory U process.

This Feedback document has the same open, honest, vulnerable feelings that were expressed by the group when we were working together in Bettenburg. Moving forward into our flourishing Trager future with confidence, that comes from sharing our common challenges helps to make the volunteer hours worthwhile. Taking the Theory U process deeper, with the expectation that change and learning from our emerging future can and will happen, helps recharge, motivate and energize us to keep investing our lives in our common Trager future.

Looking forward to our next meeting with “grounded anticipation” that will take us into what is emerging,

TI/CoT Executive committee

Nan, Diane, Marlene, Jan

Here are the answers to the Questions from Wibo Koole, our facilitator for Theory U workshop.

#1 Reading the report of the Bettenburg workshop what images, thoughts and feeling do come up?

- By receiving all the pages I wasn't able to read the report because it was a lot of English reading stuff from all process work. It overwhelmed my mind and I was full. So I did it beside and took step by step one page on the next whenever I felt a bit more free and ready in my mind. Reading reminds me on the atmosphere of the workshop and the different feelings during the process. On the end I felt thankful for all the motivation to go further in a new and lightly way. (Sorry, but the reading staff with this close timeline for reacting killed this great feelings directly. This becomes better after becoming aware that I was not the only one.)
- There is the image of working concentrated, committed, with joy and fun. I am Thankful for each honest commentary. But I also have the feeling that people were holding back with what they wanted to share. Not everything was said, what could have been said, and therefore I am also sad about the lost opportunity. Lots of feelings.
- It was a good meeting, we were all very honest , I am still wondering how the power issues, the leadership issues will be "handled".....
- My main memory is the willingness from almost all participants to work on a better future. The willingness to listen, communicate and speak. The motivation to work together in spite of different backgrounds and interests.
- A recall of touching, honest, fun, fragile moments of meeting some people – people known to me already – for the first time. A feeling that we could make it, could come together, could work together constructively instead of destructively. Tender tentacles reaching out tentatively.... still holding on to something, still not quite prepared to be free of the past.
- I am thrilled by the little opening I have experience there... and the willingness of some to get the job done. Scare by the rhythm of the resistance coming. It is just the point of the Icebergs.
- The willingness to share and be vulnerable, how I loved having the opportunity to work with people from all over the world bringing so many ideas to one place and being ready and happy to work together, everyone being equal, every thought being shared was important.
- I actually began to feel the weight of the undertaking when I read the first paragraph of the written report from Wibo and Julie. I began to feel a little worried and anxious about what can be accomplished and how much time it will take and wondering if I really have the time to fully participate. I began to feel some doubts – the voice of cynicism was very present by the time I finished the first paragraph. This leaves me with some sadness. Recalling the check-in circle on the second morning was a pleasant memory, and I have a particular feeling of fondness for all that was shared and the soft, flowing plant that was used as the "talking stick." I can recall that morning and be reminded of the feeling of calm presence, willingness to be vulnerable, willingness to listen, willingness to participate – the feeling that all of us together are really capable of doing anything. Reading the section about Leadership Issues and the concerns expressed that there would be sufficient difficulty to potentially "block the process of renewal" caused me to feel a great deal of concern – it is my feeling that arriving at a common view of the future of the organizational structure of the Trager organization has not been possible because of the poor communications, relationships, and lack of cooperation

between the several bodies that are responsible for the total functions of the organization. It is my hope that what I have learned about a new way of communicating can be shared with those colleagues who were not present in Bettenburg, and that those who were present would hold each other accountable to continue to move forward in a new way to a new future..... and the depth of personal connection I felt was inspiring --- this is what I am telling my colleagues.

d. Identification and first prototypes of solutions that can lead to a flourishing future I am feeling excited and hopeful about the 4 areas that represent the first steps, and I am excited about the discussion that is going on in the Training Track Renewal group.

- I was amazed how much we did in two days and how deep we were able to go as well. I have an image of an ink blot getting bigger and bigger and taking over the room Thoughts are about going forward and hoping that the whole Trager community can catch some of what happened in our two days together. Knowing that much more is waiting for us to do - us as a group of 25 and us as Trager as a whole organization. It was a good beginning and the ONLY beginning I have trusted.
- It showed me that we have some work to do, and it will take a while, not only in terms of time. Also I think we have not yet reached the lowest point, so there remains doubts about the willingness to change. The biggest advantages I see in becoming practical in the new formed project groups, also because there are new people.
- I am reminded of the feeling of comfort and community—of being with Trager® colleagues who have similar values. I'm surprised to read ALL that we accomplished. At the time, it didn't seem like we had made a lot of progress. Looking back, I think, "Wow! We did a LOT!"
- Firstly I was impressed very much by the work we have done. Considering that the first morning was some sort of introduction, everything happened in just one day and a half. A true miracle. Two complementary things were most important for me: first the playfulness in concretely DOING and MAKING something (role play, prototypes, writings...); second the honesty, maturity and respect in sharing circle of the second morning. Citing Young Frankenstein movie, "It... could... work!!!"
- I don't know how to respond to this question because I am not sure I understand it. Which report? Wibo's? The COT's? I can only say that these 30 pages or so of information, reports, requests, deadlines and guidelines that we have received in a bunch two weeks ago, killed my enthusiasm. It made me come back in my left brain, where we were stuck in the first place. So the feeling for me has been as if I was pulled out of my « playing with delicious possibilities game » and brought back abruptly in the constrained reality. I understand that we need to be concrete with decisions and progresses, but it is really too bad that it took that path, especially while my prototype group was inspired, productive and functional. I am slowly recovering from that event.

#2 What did you like about the 2-day workshop in Bettenburg?

- The creative way of letting come up, what is inside with play tools and body-feelings. The clear and open guidance and the videos who shows deeper meanings.

- I liked that we did meet; and I have finally seen people of whom I only knew the name before. I felt the richness of the Trager community, there was a common sense which felt like home. And it was fun.
- I very much liked the professionalism of our facilitators, their emphatic and clear way of being with us....and I liked the diversity of participants. For me personally the journaling questions had the most effect and brought up clarity
- I liked the variety of the group and how they participated.(see above) I liked the inter action between the 25 and the facilitators. I liked that we had a clear agenda and that we could easily change it.
- I loved the rhythm, clarity, sincerity of it.
- The mist of tool to make the group understand, your adaptation to let people talk, and the rapid switch to show how a group can experience to do a good prototype... in a short time. The fact to have a separate and big room to use.
- I loved the creative process, getting out of our thinking brain into our feeling brain. I found it helpful to get a clearer picture of what we are trying to do, by hearing from so many people, some who have been involved with Trager for years and some new members. It gave us a forum to speak about past and present pain and unhappiness with what was not working. Also that we then looked at how it could be different, what could it be, anything we wanted?
- The location was beautiful – nature and fresh air – the ability to be outside or to see outside at all times – it was quiet and peaceful. I liked the food – although I understand some others had difficulty with it – AND, I was only there for the Theory U meeting, so I am not sure how I would have felt after several more days I liked having time alone away from the group as well. I liked the willingness of the 25 people to arrive, stay for the full event, and participate. I liked the flow of the 2 days – knowing the general plan for each day at the beginning of the day. Seeing colleagues I had not seen in a long time, and meeting new ones. The diversity of ideas and opinions and languages and experience
- If I think of the two-day meeting just as an event in itself (not thinking about the actual agenda), it worked fairly well. The process was structured well (for personal exploration) and the tasks were presented clearly, with a nice amount of variety. I enjoyed most of the tasks and through them many things were clarified to me personally, about myself in relation to the (Trager) world.
- That it happened. The willingness of everyone to be open and tell their truth about their experience of Trager, the organization and all the components, the ability of our facilitators to guide and shift and bring inspiration and order out of the intensity in the room.
- As I am a practical person, I enjoyed it to be really practical in terms of movements, project works at the tables. I appreciated very much that everybody could share their thoughts, opinions, fears and that everybody could be heard.
- I liked the way the whole event unfolded. I liked the feeling of retreat and isolation (of our group) at the castle. I liked getting to know people from around the world and finding out how they think—what is similar and different in other countries. I appreciated the movie “As It Is In Heaven” because it took us all on an emotional ride and allowed us to feel alone, together, violence, love, passion, devotion, anger, fear, death of a leader, strength, confidence.

- The beautiful leadership of the two leaders, the light and constructive spirit that they set, the trustfulness. The sense that we are able to change. The videos, the prototypes, the brainstormings, the mutual respect, the democracy, the outings, the slides.
- ○ My favourite one is the feeling of collegueness that we have built throughout the two days. I have also loved spending time with many peers who are precious to me. I also feel we have made some progresses towards our flourishing Trager future.
- Thinking back about these 2-day workshop, I get images of the beautiful castle, the delicious (although not balanced) food, the splendid sunny nature, the wonderful generous people working for us (kitchen, etc.), our colourful prototypes and the people forming our group, including our heartfelt leaders. I hear the guitars and the evening singing. I feel very happy to have been part of that process.

#3 How would you describe in your own words the outcomes we reached there?

- *In teamwork to find out and create new pictures and walking ways with the possibility to comes together with all outcomes for a attractive new TRAGER design. I am aware that this first meeting was the first step and that we needs series of going through U's.*
- *New groups were formed, following certain interests and not the bureaucracy. – working together on ideas and not because we should work on something because we belong to a certain group inside the Trager hierarchy. – But here I am deeply concerned that a new hierarchy could be built in form of the group of the 25. I am highly interested in inviting **everyone** of the Trager community to join the 4 prototype groups and also to build the 5th group.*
- *We heard each others pain, we had a feeling of hope, we only scratched the surface of our future, too many open questions, leadership etc structure....*
- *We ended with a group of motivated people, willing to work on a better future for Trager. We created some interesting prototype groups with challenging ideas to be worked out. We did not have enough time to arrive at a stage at which we could have started talking about the organization structure and leadership issues, but maybe working in the groups already shows us how to deal with these, whereas we are (mainly) mixed groups with practitioners, tutors instructors etc.*
- *The point of the Icebergs, the awareness of all this pain we carry...*
- *A coming together and a willingness to move forward and there was a sense that it **might** be **very** different.*
- *What I have been telling my colleagues is that there was a depth of personal connection among the group that was inspiring to me, and that we have come back with solidly grounded first steps to move the organization towards a flourishing future. I believe that we have come to the conclusion that these building blocks that always seem to be the important issues that keep coming up -----these ARE the most important building blocks to the members of our organization, and I am very hopeful that trying a new manner of acting to do something with these building blocks will be beneficial.*
- *From an individual perspective the outcome was positive and constructive, even fruitful. I understood somehow more clearly than before, that even though the community I belong to would be seemingly stuck, it does not necessarily imply that I would be stuck. In fact, I can be very free,*

unless I somehow assimilate the shared illusion of 'stuckness'. Real constipation is born inside... However, in terms of the agenda for the meeting, it all gets a bit blurry, and I'm not sure what I would name as the outcome. Some issues were looked at and a future envisioned, somehow, but did we really meet and pause to feel where we are together and where would we like to go? This is just based on my feeling that remained, that yes, we came to some kind of interaction, but we didn't breathe deep together. I did not feel relieved after the two days. We're now busy with prototypes, but will we be able to build them on a shared feeling-base? On a positive note, the fact that the meeting took place shows that there is willingness within the community to work towards a better future, and this is the most important thing to begin with.

- A fragile beginning, a hopeful group of prototypes, a group that can move forward and can work together for the best of Trager, a joint beginning of understanding what faces Trager, the work and the organization, some willingness to remove "everything" and then put new things together to take us into the future.
- Specifically about the outcomes:
(NOTE: **a** to **g** is comment from one person)
 - a.** Enhanced understanding of one another within the Trager community
 - I left Bettenburg with a firm conviction that this new energy **WOULD** grow and spread and become the new "normal" in our organization. I realized that for me, it will take voice to voice or face to face contact on a regular basis with other participants to be reminded of the **FEELING** of that openness and new energy.
 - b.** Common understanding of the situation of Trager and its associations and view of possible futures to move forward.
 - It was interesting for me as when building the model of a possible future organization that it seemed difficult, tentative, disjointed ---and I wondered about it at the time – looking forward I wonder if there is something deeper there --- is visioning the future where the communications between our groups begin to break down? Is there a willingness to consider other ideas from other parts of the organization as legitimate? I wonder this about my own feelings and thoughts as well as about others. I think that maybe everyone would like to see Trager create a resonance in the world like the music choir did in the movie at the end – and we are so spread out around the world, it may be difficult to come to a common understanding of how to work together to create a "voice" that moves the world.
 - c.** Energy and connectedness to work from shared (but probably differentiated) views on the future role of Trager.
 - I feel deeply appreciative and grateful to everyone who participated, including the facilitators – and the depth of personal connection I felt was inspiring --- this is what I am telling my colleagues.
 - d.** Identification and first prototypes of solutions that can lead to a flourishing future.
 - I am feeling excited and hopeful about the 4 areas that represent the first steps, and I am excited about the discussion that is going on in the Training Track Renewal group.
 - e.** Several Action plans to move forward.
 - I agree, a 3rd day would be important in the future and would have been beneficial this time.
 - f.** Understanding Theory U as a tool and a process for both personal and organizational change.
 - I do not know if I would **FEEL** a connection to this process if I had not previously read the book, discussed the book with a group, re-read the book in pieces and parts over and over for the past 3 years. I am wondering about the feedback from others on this outcome. For me,

now when I read certain parts of the book, I can hear the voices of Wibo or Julie saying this and drawing pictures to illustrate. I am curious about the feedback of others who have not spent this much time reading and studying the concepts.

g. Individual leadership development and capability building for participants.

- *I was pleasantly surprised by the journaling exercise and the insights I gained from that exercise both into my personal life and the part of my life that is my work with Trager – I was interested to see patterns – and “hear” questions bubbling up in my mind as I wrote – and I was thrilled to hear myself have some next steps to try to move forward from places that feel stuck. This activity touched me the deepest on a personal level.*
- o *I could see that there is still “life” and activity in TRAGERland. Some are willing to move, to change and improve our organisation. The connecting point among the participants was and is TRAGER, that was made clear again. In visualizing our current system/organisation it became clear that we have different viewpoints and made us cautious concerning a probable new structure. But it showed us also that we were unsure about what we want and need in the future.*
- o *We formed groups to work on what we collectively think are our most important issues. (And yet, I wonder if we are ignoring our basic structure. Will having a better website, fix tensions between different groups? We didn’t change any of our system/organization. Will these projects naturally influence the underlying problems?)*
- o *Again, the concrete proof that WE CAN CHANGE our organization. And there is no need to do any revolution and we can come to a clear and stable win-win result among all the different parts of Tragerland.*
- o *The main achievement we have reached together is the renewing of enthusiasm and the birth of some new collective hope for a better future. This is a big one because many of the participants who has been involved in*

volunteer work and committees were quite burned out before the workshop. We also identified priorities and began to take a new direction with them.

#4 When you told the stories about the workshop in your circle of friends, your National Association and/or your community of Trager and non-Trager colleagues: what were their reactions?

- o *By Practitioners at first with sceptic about some news again. After more descriptions they react with interesting, curiosity and offering support. Interested public people loved to hear about more less strong structures and the open mind to all. From long time Instructors, Teachers and Administration persons I heard sceptic. They would like to look forward what and if an outcome will be.*
- o *They were interested and had also own ideas to keep the Trager idea flourishing.*
- o *“Oh nice, and who is doing all the work for the future????”*
- o *The majority of the reactions was positive and were expressing hope that this process continues. A few people were disappointed that we had not finished the process.*
- o *The few I’ve been able to share this with listened with great sympathy, understanding and hope, if not always with optimism for a permanent change in our culture of communication.*

There is great support but still skepticism as to whether we'll manage to set sail together for a better future.

- *First I talk to just the Chair of AQT... because the situation in my NA... the Board is not interest in International matters . And they do not share with members the international communication by fears that nobody will understand. For now... some teachers have lost their trust / hope that something can change, and do not want involve more time and energy. The board plan to ask a meeting with tutors, Instructors...and me. I will personally share the documentation with few peoples that I know their interest.*
- *For the most part, people seemed pleased and excited about what this change could mean for us. There was also concern that important issues that are not resolved are still there.*
- *family and friends were moved and felt inspired when I shared descriptions of the activities, my experience, my realizations and insights and they look forward to hearing more. Colleagues were cynical – not one colleague has yet expressed positive feelings --- they are all wondering if anything is really different, can there really be any change, these are the same important issues we always come back to, what is different about this time? I was, frankly, shocked at the depth of the cynicism in the organization.*
- *In my national Trager community people are really not so interested about international issues, so the reactions were mild. My impression is that for most of the people any talk about all these three or four letter organisational bodies that we have doesn't really have so much to do with their everyday Trager-practice. I feel it's a similar effect as in politics nowadays: a lot of people are not interested, because the structures are too complicated (as is the language used) and so the issues that are being dealt with don't feel relevant to them. And all this makes me question the need for a very strong "central government", because it's locally where practitioners and clients meet, when Trager really happens.*
- *Non-Trager friends were encouraged that there was ANY movement. They have been listening for a long time and seemed very excited that the meeting happened and that it was done in good faith with professional facilitators that were not familiar with Trager before the process began. Most of the Trager friends I have spoken to since the workshop have been in attendance at the workshop and most all are very positive at what happened and what the future may bring, if we continue fairly quickly to build on the prototypes and the energy from the first meeting.*
- *Friends/family: interested about the process and the fact that we tried
Hope and new possibilities for the future
Feeling of connection as we are a part of TI and that we do something
Reluctance to believe that changes were implemented
Doubts that this group of 25 can make a change*
- *If anyone should be able to work together peacefully, it should be a bunch of Trager people!
Curious—what happened?
Did you learn something that can be applied in our USTA Board planning? How do you make decisions for the future, when you don't know what the future is? (Great question, and I didn't know how to answer. I don't feel like this is something I learned...but it was supposed to be a key point. How did I miss that?!)
Concern that our volunteer time will be spread too thin—that I (and Anna Marie) am now devoting time to International projects instead of at a national or regional level. It's nice that we*

bonded, but what actions are going to come out of our meeting? It sure was a lot of money. What are we getting for it?

Concern that our national funds were used to pay my expenses. (I clarified that it was paid by Bequest money.) Oh, then that's ok.

- *Very positive in general, sometime a bit skeptical about this nth attempt to improve our messy and too much complicate(d) organization, all very happy to see the money of Milton spent for something that could benefit all of us now and in the future.*
- *These reactions speak a bit about how I tell the story, does it ? o) Well, people seem to be encouraged and to find the emerging ideas interesting. Most of them seem to be in a « wait and see » attitude.*

#5 What could have gone better in terms of process used and issues dealt with?

- *Inside the workshop: More time for letting sink feelings and for letting come up space for creativity. I understand that press leads in spontaneity. On the other side I need time for going deeper with feelings and patterns. After the workshop: Like the same. We all are not payer people from TRAGER as a commercial company who spent payer time for process work. Most of us I think have to work for their income with or without TRAGER as a method. And I hope most of us have a private live too. What I would like to say: This process work for me, and I think others too, is not the only work I have to do. So I need a longer timeline for having fun by this process because I love to spend this time and my energy for that.*
- *The only thing, I can imagine is, to dare to ask further questions. E.g. someone says "there is so much pain" to dare to ask: what do you mean by pain? How does it bother you? – Even maybe using "option method", "the work", "GFK" or other counselling methods to go deeper.*
- *Well, 2 days are short, but now looking back, we would have had to look more at the structure of TI and the leadership issues....*
- *I have no suggestions here, it was good enough for me.*
- *I don't think we reached the very bottom of the pit – the feedback round (morning 2nd day) was a good step but there are still quite a few things unsaid, unacknowledged, not taken out of the shelf/room.... So there's still some stuff cluttering our space. Can there be more prodding without forcing? I have no idea. Could there be more guidance towards asking/addressing the 'real' issues? I do not know.*
- *In the time (2 days) I think it was OK... but in term to show-up the difference of understanding of the leadership. As we do not have directors, the skill develop can't serve the organisation longer that the mandate of the person;*
- *I felt that the process was very good, the time was used really well, not a moment was lost. That we could only do so much, maybe it would have been better to have 3 days, especial in the beginning.*
- *the last afternoon felt a little rushed and disjointed, but I am not sure that is because of process or because we were trying to actually build our idea of a new organization together with colleagues who all had different ideas of what that future organization might look like – and only short-term experience of communicating with each other in a new way.*
- *General atmosphere: I remember it being mentioned at the sharing circle of the 2nd morning, that there is a strong contradiction between our ways of being while we're practising Trager*

and while we're practising organisation-related things. Free and flowing vs. careful and hesitant. I felt that we stayed mostly in the latter, putting effort into choosing the right words. For me, it's difficult to find my place in a big group and share my thoughts and feelings, and even more so, if I feel that I would need to get the words right. I actually felt that there is an underlying mess (that doesn't concern me) that should be sorted out first before we can truly envision a future together in a light way.

Process: I understand that this was the first take, a sketch of the U, that will become clearer along the way. However, I felt that we could have used more time on diving into the actual issues of the organisation, as we began to do on the second day, instead of staying on a general level for so long. Even though I trust in approaching the issues intuitively, the process felt a little bit too fragmentary as such.

- *More time.....another day or more to flesh out things even more. More time to hang out with the group of 25 informally between working sessions. No sure what else right now*
- *To go even deeper and being more direct.. but maybe it was enough for the first time. After the film: I would have appreciated a discussion or some sharing (also possible on the following day).*
- *Did we ever get to the bottom of the problems? I feel like I never understood what our problems are. I know there is lack of communication and power struggles. In some ways, I prefer NOT knowing and not getting sucked into the negative energy of it. BUT if we don't know what the problems are, do we know what needs to change?*
- *I wish I could have recorded the sharings of the second morning and the descriptions of the prototypes. What remains to me are big emotions and just tiny bits of information.*
- *o You both have what I would call « intelligent listening skills » – you understand quickly the crux of what is being communicated and you address it calmly. You possess your material and are knowledgeable. You are well prepared and the proposed activities are enough varied to support our attention and creativity.*
o I have loved looking at the video clips – the singing one and the group of creative workers one. These were very inspiring and supported efficiently our work together.
o This next piece of feedback is full of nuances – I hope I am succeeding in being clear here! Context : I missed the journaling piece and I arrived after the beginning of the circle that 2nd morning, because I was sick all night. Still... I wasn't sure – and am still not sure – about the long speaking stick circle, even though I hear a lot of participants and the leaders being very happy about it. It was on the edge of crossing the line towards becoming a group therapy space and this is not what I am expecting from my professional group settings, plus it was not announced in advance that we would go in that direction. I do agree that some things need to be said and I understand that the sacred and protected space of this kind of circle allows deep stuff to emerge, but the line between that and using the space to expose personal pain (even gotten in professional contexts) is very fine. I believe that personal growth is a personal responsibility that needs to be dealt either directly with the people involved in these difficult situations when possible or with a therapist. I don't agree with the use of professional space for that. This speaking stick circle finally didn't quite reached that « therapy » space, but I was uncomfortable with the slightly blurred personal/professional boundaries during it. This being said, I also heard mature statements and constructive expressions during that circle and I did witness a shift in the level of trust between people afterwards.

- o I didn't like the evening movie as it was way too emotionally hard and as I don't think it was needed to make any point. I don't understand what the goal of that movie was.*
- o The stuck/ unstuck exercise was a useful experience.*
- o I have loved the last piece of the second morning and the last afternoon, although the last afternoon felt rushed through. I felt we were then really progressing in the direction announced. We could have reached that point earlier during the two days, in my opinion.*

#6 What feedback do you have for the facilitators? What did they do well and what could they improve upon?

- o Thanks a lot for your honesty, authentic and clear guidance through this workshop !!!!*
- o I liked the clarity, the nice structure, the different ways of communicating (words spoken and written, drawing, building, moving...) I liked the way they expressed themselves: clearly and understandably. The only thing I could think of improving would be: to be more daring to look at the places where "it stinks"*
- o I really liked both of you and as I mentioned before, your deep empathy , your humour and your professional way of being with us was most comfortable. I also liked the movies a lot. Improve? Well, I don't know whether you were aware of the "power "issues in the structure, there are 2 different charts on the structure of TI and they are quite different, the present Exec. Works with one of the charts. But there is another one too.*
- o They did a very good job, both together and individually. They were listening well and not afraid to interfere. I had a feeling that they did not really know which tensions were in the background (between education and administration) but we did not come to deal to work with that in detail, so it did not show clearly. In a follow up workshop this will come up and they will have to be very well informed. I liked the way they tried to bring inspiration especially with the video's. I think there is much more of this available and probably also more up to date (deep dive. 1999).*
- o You were wonderfully clear, level-headed while feeling, sensitive but sensible. Thank you. I believe you underestimated the dysfunctionality of our organization but I have no idea how that could have been avoided. Possibly, you could have acted on recognizing this (if you did while we were at it) and told the group that maybe creating the prototypes wasn't going to be terribly important but HOW some of the prototyping work was going to be done (not individuals domineering wilfully) was important. I worry that some of those patterns will continue like that. In other words, if we haven't really fully learned what the U is about, the prototyping is, to my mind, more like an exercise in practicing some of the stuff we tried to learn at the workshop.*
- o I appreciate your listening, your honesty to use your personal experience to share or demonstrate. I would have appreciate to comeback on the evening Film that bring so much emotion; for me it would have see a concrete way to see where the pain was connected: the violence I receive/or make in the organisation; to which personage do I related to? What is my new awareness, and what will serve to bring a change in the organisation?*

TO improve: IN table prototype... the short time did not help to come to a common understanding, to agree on the model presented. After 5 different models, we lost a possibility to use these differences to come closer to a common understanding facilitating an agreement to sculpt the next step.

IN material used... with more time, the group would benefit to connect concretely with their understanding in our organisation... just an opportunity to see quickly the difference of opinion in the group and to adjust with the current functioning. (what we notice is that the current functioning of the CoT is still not clear for everyone.)

- I thought they were very good, but would have preferred more time.
- Wibo and Julie both did well: Creating a safe environment for everyone to express themselves, drawing boundaries and clarifying process without negativity when self-expression began to “wander” in other directions, providing interesting materials to physically use in the process, allowing those who needed more movement time to have it, allowing for alone time to integrate (long breaks were wonderful), clearly explaining principles of Theory U and processes being used. What could Julie and Wibo do to improve? Continue to learn from listening to our group and continue to offer suggestions for clear process.
- Overall, their style of presentation was clear, informative and engaging, and they managed to build a supportive atmosphere. They could invite the group to go deeper into issues that they as experienced outside observers sense to be important.
- Your work with us was “seamless” you were both totally present and I felt supportive and never intrusive. Personally, I could totally relax about the process and timing and all the details. That was a great relief for me having just been responsible to conduct the CoT AGM meeting!! I wondered afterwards, if the 2nd morning need even more time than we took and if there was a way to extend our work day into the last evening (or be given a choice) because it seemed significant that so much was being shared and the depth and honesty was so profound. This has not been my experience in many Trager processes. Someone said: We are not finished emptying out, we need time to reflect before we put anything new in to Trager. I agree with that.
- **Plus:** clear language, nicely connected to us, their personality

Minus: give more examples when instructing, to have more pauses, but also move forward more quickly in other parts.

- I appreciate that Wibo had a session. I would invite Wibo and Julie to have a minimum of 2 Trager sessions before our next meeting. Especially since Julie’s first understanding of our group was that there was no correlation to bodywork. Knowing our bodywork is essential to knowing HOW we work off the table as well.
It felt like the program was tailored to us—in using the mind/body exercise of feeling stuck and unstuck, using our hands to create models of our systems.
- Great job, indeed! I learned a lot also in the fields of leadership and facilitation. I could see the deep knowledge, the perfect preparation of the meeting, the flexibility in changing and adapting plans, the ability to squeeze in just a few hours an incredible amount of contents. And I was pleased to watch their ability, diplomacy and understanding in dealing with the – most probably unconscious and automatic - challenges of some of “big shot” participants :-)

#7 What, in your view, are issues for the future flourishing of the Trager work and its community, to be addressed at the next workshop in 2014 Q1?

- *Going deeper into our TRAGER selves for finding what holds back to become an each knowing, successful place in the world*
- *How can we bring **everyone** on the boat? What has to be still solved as problems from the past? What is our structure? – It still feels that there are two leading boards: the CoT/Exec and the ICMT*
- *Certainly the change of the structure, the issue around service marks, about internationality and the separation of Education and Administration.*
- *To have at least 2 or 3 prototypes ready for starting up with support from the organization. This would show that a cooperation of the different disciplines/ statuses can be successful and overcome the old patterns of power struggle.*
- *Talk about and work on a better organization structure involving the various groups and bringing them to a place where they communicate regularly on a basis being equal.*
- *Find a way to implement such cooperation on various levels, not only international, but also national or regional.*
- *The 'red thread' – we all get to lead sometimes, all get to set down 'rules' sometimes, but there can only be 'one' singer, 'one' conductor, one group that is the orchestra – at a time. A clearer definition of our identities and the responsibilities this entails. Leadership, I suppose.*
- *Clarify Leadership (concrete inside TI) : where legal power is (NA), how to use it, (IC, ICMT send their proposal to the CoT true their NA) ITC do not represent Tutor Body and is not interest to have a voice... ICMT (Instructors) position as the TOP competence... scared to lose the face (as the preacher in the film)... Unify with one secretariat... to avoid separation. Stop separate European and North American. Find **collaboration** between Administration and Education.*
- *I would like to see how we are going to keep moving forward with the plans we have started to work on now and new ones in the future? How to not go back to old patterns or get stuck in not doing anything, because it seems too overwhelming with old rules. I feel that we **need** to address: how are we going to work together, on all levels?*
- *I would agree with the assessment that there are "leadership issues" in the organization – AND I am aware that 10 people will understand that sentence in 10 different ways – there are issues from understanding what leadership could be to disputes about who should be doing it. The lack of professional communication among colleagues -- lack of clarity regarding roles and functions/ responsibilities and authorities -- not asking the National Associations what they want/need from Trager International -- decisions are made at the international level with very little input from those affected by these decisions – and when questions are asked, they often go un-answered. - the lack of a sound financial plan for fiscal responsibility and success into the future (no plan to have resources necessary to HAVE a future)*
- *I would like us to really take time to pause and feel ourselves together, where we are. Then, finding future visions that will actually make us look critically at the current structure. What is needed and what not in order to achieve those goals? How could we really use the Trager principles in organisation and not just talk about it? So, to continue with what we were doing, but going much deeper.*
- *Wow, most of all continuing with prototypes – learning to allow ourselves to fail often to learn quickly, growing in challenging ourselves about "giving up" our past and being willing to see a different future. to learn to trust each other and the process, the find a way for volunteer*

leadership to “not be a round forever” to ensure that there is a future, to take the next step in a way that Trager has never done (in my opinion) to really reach into our future and welcome it.

- *Addressing directly the present problems.
Outline the steps to be taken, to continue.
To let go old habits, history, “bad” hierarchy and to learn how to do that.
How to integrate the rest of TRAGER world into our process?
How to handle “bad” actions from the outside?*
- ***Are we talking to the rice farmers?** This was such a valuable lesson! So are we talking to all of the 1, 425 Trager members? **How are we involving everyone—giving them info and getting their feedback?***
- *When I came home and I shared with Maria Rosa what we lived, she was enthusiast about everything and she pointed out that from my explanation, out of the five prototype groups proposed, only the four “rational” ones got members. We are people of touch, feeling and physical relationship and we left out the subject that is, probably, the most powerful leverage to move our organization and to keep all of us together and grow. In Bettenburg the 25 of the group were among the most active, experienced in many sections of Tragerland; people who are good in speaking, reasoning, organizing... We should come out of our second meeting with something for the rest of Tragerland, the ones who very seldom dare to speak and write, who believe that they are not able to speak, who believe that other people are much brighter and more intelligent than them, just because they speak louder, or faster, or English :-))) The people who have mostly a touch/feeling intelligence.*
- *o We need to define the lines of decisional authority
o We need a process to frame people who are not honouring group decisions, who are not competent or who are presenting violent behaviours. We need a process to eventually « fire » them if they don't change their behaviour.*