

2007

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Portland | USA



&

CE  
CONSULTING  
AUSTRALIA



# Quantum Leadership & Facilitation Training

COURSE

- Quantum Leadership: Find and Use Hidden Potentials
- Deep Democracy: Facilitate Leadership Through Empowerment
- Unite Decisive Strong Leadership with the Power of Inclusion
- Use Quantum Perspectives to Accelerate Change
- Add Value with Diversity Beyond Political Correctness
- Show the Key Purpose of Your Organisation - Discover the Secrets to Actions and Decisions
- Tap the Power of Crisis for Progress
- Use the Creative Tension of Conflict to Add Value

# The Quant

## Why Do We Need Quantum Leadership?

Most organisations have abandoned the use of one single static leadership model. Companies as well as individual departments and work units realise that they must develop their own unique leadership methodologies to fit their contexts, local challenges, and demands. We developed the Quantum Leadership Training for leaders who can recognize themselves in the following portrait: A leader must adapt quickly to new requirements and external influences, and at

the same time shape the environment and demonstrate continuity. A leader must lead proactively and congruently, follow wholeheartedly when desirable, and get out of the way when the time comes. A leader must have the ability to identify the direction to follow, but also the ability to shape-shift in the face of opposition to create synergy. A leader must respect differences and embrace diversity, gaining support for new leadership methods and behavioural styles. A leader must

## Quantum Leadership - the Cutting Edge in Organisational

### The Worldwork Perspective

Worldwork is an evidence-based paradigm, integrating new ways of thinking about leading and facilitating organisational and individual change.

At the core of Worldwork is a rigorous and consistent theory that formulates flow and change on the basis of particle theory in physics, and its relationship to the observer. Worldwork bridges the groundbreaking theories of modern physics and the newest developments in brain research, psychology and sociology. Because of the universality of the paradigm, the innovative concepts can be applied to all realms of organisational development, such as leadership and team development, strategy formulation and implementation, negotiation, diversity development, and conflict resolution.

Most leadership and facilitation models are a collection of tools and methods proved valuable for certain situations. However, because they are not informed by a unifying theory of organisational development, their effective application is contextually limited. Worldwork offers a comprehensive and global organisational theory that results in **contextual solutions and intervention methods** for all organisational situations.

Organisational life consists equally of rational, logical, and measurable dimensions (such as bottom lines, share values, or technical aspects of information management), and irrational, non-linear

processes that can be difficult to measure (such as visionary aspects of leadership, team relationships, creativity in departments, or culture of focused discipline). Worldwork utilizes information from both worlds as sources for growth and change, and applies methods for their mutual enhancement using the “parallel worlds” concept from quantum mechanics to work with measurable and non-measurable dimensions. The concept of hidden “force-fields” is used to analyse and impact organisational dynamics. Implementing these concepts enables work with rational and irrational aspects of organisational life, as well as logical and emotional components of change processes. Purpose, creativity and innovation are implicitly present in every organisation, particularly within turbulences and conflicts. Worldwork teaches leaders to uncover, make visible, and harness these potentials.

The course is focused on hands-on practice of methods and interventions; theory is condensed into fundamental concepts to achieve mastery of application. Special tutorial groups will be offered for participants that are interested in expanding their theoretical understanding of the paradigm.

### Deep Democracy Facilitation

Our Deep Democracy Facilitation Program starts where other facilitation trainings end. A Deep Democracy Facilitator is much more than a traditional focaliser or process manager. She or he

# um Leader

sweat to understand the vision for the world that drives her, feel passionate about putting it into practical action steps for her organisation, and be in love with concrete results.

**In short:** A Quantum Leader must love to grow, and must inspire growth in others. Leaders must lead others and in turn follow others. They must learn to work equally well alone and in teams, where they

show fluidity to assume diverse and shifting roles. Leaders empower team members to be their forceful selves, while teaching them that the central focus must always remain on contributing to the teamwork.

## and Leadership Development

is an expert who facilitates the discovery of emerging patterns in group and organisational events that have remained hidden, helps to make them visible, and facilitates and leads their translation into action. Deep Democracy doesn't avoid or repress conflict, but instead uses it to catalyse the group's process of consensus building and action plan creation.

The Deep Democracy concept was originally developed as a conflict resolution methodology for warring factions unable to agree on or respect ground rules. Quantum Leadership capitalises on this background, and is ideally suited for work in complex and changing environments. It does not ask parties to simplistically resolve their issues or commit to rules that later will be broken, but instead accesses the emerging resources and perspectives of the whole system to create flow and change.

### **Learning the Quantum Leadership Methodology**

This program teaches a comprehensive leadership methodology relevant to leaders and practitioners responsible for the development of organisations, groups, teams and individuals. Participants will learn about and apply a wide range of interventions designed to highlight a group's key purpose for being, facilitate its potential for progress, and translate this information instantly into long term and short term action plans. The course includes coaching to assist each individual to become aware of the unique, deep process that drives personal and professional development, and to discover where

this process overlaps with the process of the organisation, to maximize synergy. The Worldwork method works with outcomes, strategy, and data, and also with attitudes and hidden agendas.

Worldwork conflict resolution strategies create an emotional bond between the parties involved who learn to use constructively the hidden potential for change inherent in every conflict. Participants will learn to adapt the Quantum Leadership methodology to each unique situation or process, and to develop mastery by bringing awareness to each situation and context.

### **Personal Development in Deep Democracy**

Leaders must listen to advice, but then must ultimately rely on their own experiences to make decisions and take actions. Process concepts will demonstrate ways to use inner doubt creatively to access personal power. This means that individuals will not be asked to incorporate or rehearse alien behaviours or modalities. Rather, the inherent awareness processes of both the individual and the group will be used as tools to unfold a leadership and facilitation style that is unique to the individual and already present in the person's very nature. This approach results in personal authenticity and fluidity, as well as a sense of joy while leading and facilitating – a key to success. This program blends hands on self-management skills with immediate opportunities for practice within participant groups.

# > Questions

## This Course Answers the Following Questions:

- 01** How can we avoid cycling situations, in which the same topics and issues in meetings recur without bringing about effective and sustainable solutions?
- 02** How can we optimise business-wide synergies and potentials, and address co-workers' tendencies to adopt silo mentalities?
- 03** How can leaders debrief and centre themselves in the midst of challenges, to reduce stress and increase creativity and authentic leadership?
- 04** What are productive ways to deal with the loss of past sources of authority and spheres of influence when we are confronted with complex and paradoxical situations?
- 05** How can we create a culture of self-evaluation and performance management that aligns the personal development of each staff member and company requirements within a single process, without polarizing and alienating our teams?
- 06** How can we surpass compulsory exercises in the rehearsal of political correctness, and instead include diversity as a central process in change management that enhances creativity and competition?
- 07** How can leaders learn to accept and incorporate differing information, perspectives and working methods to achieve maximum energy and go beyond the tendency to prematurely align with a particular position?
- 08** How can we prevent silent and unvoiced doubts and personal agendas from sabotaging decisions and thus undermining their effective implementation?
- 09** What kind of new management paradigm will exceed that of supervisory authority and control, typically circumvented in the daily working routine?
- 10** How can processes around power distribution and personal conflict between co-workers be addressed to manage the (invisible) hampering effects on organisational efficiency and development?
- 11** How can questions regarding coaching and personal responsibility be delegated to the production and line management levels?
- 12** How can staff be empowered to solve conflicts autonomously?
- 13** How can hidden agendas and dynamics that delay or sabotage progress be identified?

These and other recurring challenges that modern leaders face will be addressed during this course. By the end of the course, participants will implement improved leadership skills with increased efficiency, assisting their respective companies to achieve and maintain a sustainable competitiveness in the market.



# Glossary



## Personal and Organisational Myth

### The Essential Purpose of Organisations and Individuals

A pillar of our work is the facilitation of an organisation's process of discovering its key purpose. Once the key purpose, or myth, is revealed, the development and implementation of a vision and action plan is an organic flow that requires considerably less effort. If you are aware of your myth and vision, you are naturally proactive and perseverant. If you are not, you are either led by intellectual plans that are disconnected from reality, or by momentary reactions to what is happening.

The key purpose, or organisational myth, is an underlying invariant organisational "soul", so to speak, that works as a self-organising pattern and permeates all activities and events. It is a multidimensional and non-local potential that has an innate direction and remains stable over time. It is both the current reality of an organisation and the engine that moves it forward. Its local and momentary expression changes with outer circumstances and is constantly reinventing itself.

The underlying deep direction remains stable, but the paths by which to proceed constantly vary and can be manifold. Organisational inertia or paralysis occurs when we push ahead without connection to this essential direction. In our work we strive to make this invariant aspect visible, using the actual experience of the individuals and groups involved; no one is asked to "believe" something that cannot be personally experienced or evidenced. We help individuals to reconnect to the current and use its stream and energy to move forward.

The experience of flow, regardless of where it manifests – within a group, across a corporation or in a team – expresses who we are and creates a sense of ease, the experience of things effortlessly coming together and a basic sense of wellbeing and happiness. This creates a meta-position, an out-of-the-box perspective that enlarges visions, reformulates strategies, and accelerates their implementation for creating measurable added value.

## Deep Democracy

Unlike "classical" democracy, which focuses on majority rule, Deep Democracy suggests that all voices, states of awareness and frameworks of reality are important, including the voice of strong leadership. Deep Democracy also suggests that the information carried within these voices, perceptions and frameworks is needed to understand the complete process of the system. The meaning of this information appears when the various frameworks and voices relate to one another. Deep Democracy is a process of relationship, a movie that is unfolding, a stream that is flowing: not a state-oriented still picture or a set of static policies. The concept of Deep Democracy and the Worldwork paradigm were developed by the U.S. physicist and psychologist Dr. Arnold Mindell and his team. Think of "normal" consciousness as a flashlight that illuminates a small section of the room and leaves the rest in the dark. Deep Democracy is an awareness discipline that considers all standstills, difficulties and conflicts to be meaningful aspects of information about the whole room (the bigger picture), which initially seem nonsensical because they are in the dark. This type of awareness can be focused on groups, organisations, personal inner experiences, and conflicts, to name a few. The ability to allow oneself to take seriously seemingly unimportant events and feelings, conflicting voices, and persistent problems, brings unexpected solutions to group and inner conflicts, strategy implementation and team building issues.

## COMMUNITY OF PRACTICE (CoP)

This course supports and develops actively a community of practice among course participants. It fosters a network of Quantum Leaders that support one another in developing leadership skills. Communities of Practice are a great asset both for the individuals directly involved in them and for the organisations to which they belong. This course will actively support the building of CoPs with networking exercises and an extranet that supports networking outside of regular session hours. We will teach participants to form CoPs in their own organisations for two reasons: for the practice of skills acquired in the course, and for the accessibility of these skills to the participants' respective organisations.

# > Course Schedule Course Sc

## **Module 1 : March 12-16, 2007**

### **Quantum Facilitation - Immersion and Mastery**

This module is designed as a total immersion into the Deep Democracy Facilitation paradigm. The course cohort will be an ad hoc team that facilitates its own process of transformation into a proactive, high performance facilitation team ready to facilitate any organisational situation. The challenge of this highly interactive course will be to work through personal inner changes that result from the paradigm shift, while at the same time learning to lead others through theirs, within the context of a changing group of

## **Module 2 : December 3-7, 2007**

### **Quantum Leadership - Flow and Action**

This module focuses on bringing your facilitation, leadership and eldership into a seamless flow. You will work with group and general organisational situations, learning how to role model, coach and inspire; how to support, set boundaries, include and challenge. You will learn to develop your eldership (the ability to grow the leaders around you), to coach yourself and others through turbulent waters, and to communicate effectively across hierarchies and or-

## **Module 3 : March 10-14, 2008**

### **Quantum Vision and Strategy - Actualizing Potential**

The central focus of module three will be on new methods for determining directions and strategies in organisational development. In this module, you will learn to understand and use the parallel worlds of myth, vision and strategy.

You will learn to find the Process-oriented myth and vision for your organisation and team, and to develop a strategy out of this information.

You will have the opportunity to discuss case scenarios with an experienced supervisor and within peer groups on discovering the myth, vision and strategy of your own group. You will learn to use

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diverse members from various organisational and cultural backgrounds. Participants will be guided in Process-oriented inner work, a powerful, self-focused, self-management method.

You will have opportunities to discuss with an experienced supervisor, and within peer groups, case scenarios from your own organisations and teams.

#### **You will learn to:**

- facilitate large and small groups
- facilitate meetings for results
- facilitate in teams
- facilitate teams of which you are also a member
- facilitate across hierarchies and departments
- understand and facilitate power dynamics
- understand systemic aspects of resistance to avoid scapegoating of individuals and teams

organisational boundaries to make partners out of competitors and allies out of opponents.

You will have the opportunity to discuss case scenarios with an experienced supervisor and within peer groups. You will learn new, effective feedback methods that result in immediate and sustainable performance increase. You will role-play possible interactions with your “home” organisations and teams to improve collaboration.

#### **In addition, you will learn:**

- leadership as a martial art
- self-coaching methods in turbulent situations
- impacting strategic decisions at the senior level
- Process-oriented performance evaluation: transforming potential into performance
- to avoid the feedback trap: empowerment in performance management
- to create and lead collaborative partnerships

this information to develop your own model of a large-scale transformation program.

In this module, we will also demonstrate how personal vision, the strategic vision of the team, and the larger vision of the corporation/organisation, including the obstacles that seem to stand in the way of reaching those goals, are in fact quantum entangled objects. Like the colourful strands in a weaving, these aspects are brilliant and important on their own; however, their true beauty comes out in the image of the larger web – the spirit, leadership and growth of the organisation as a whole.

#### **You will learn about and practise:**

- discovering organisational directions: the key purpose of groups
- facilitation of self-organising tendencies in organisations and teams: adding direction and wisdom to teambuilding
- leading growth processes and raising profitability in your organisation, your team and your personal life
- capitalizing on flow, using the path of least resistance in organisational development to develop a Process-oriented Leadership

# > Course In

## Course Format and Learning Methodologies

### COURSE SCHEDULE

We believe that people interested in our course are typically high potential leaders from all hierarchical levels. They enjoy critical thinking, the challenge to learn and grow, struggling with complex cutting edge concepts, and experimenting with direct action and interaction. They are interested in accepting and understanding their own fears and are not stopped by them along the path of developing mastery. The course integrates theory and practice, focusing specifically on the actual workplace experiences of the participants and application of the methodology within this learning community AND the organisation. Knowledge is imparted interactively. The learning community itself will be viewed as a changing, ad hoc organisation, in which new methods can be applied and practised immediately. Participants will also have the opportunity to practise within a fishbowl setting or in small groups, where they can simulate their workplace or life situations. Participants will actively take part in shaping the course program and will be called upon to contribute their own questions regarding leadership and organisational development.

**There will be three core modules, 5-days each, consisting of the following components:**

- mini-lectures conveying the framework of the Worldwork paradigm and its application for organisations approx. 25%
- exercises in small groups of two or three for furthering personal and professional development approx. 20%
- practical work in the large group and in smaller groups, with supervision and counselling from the seminar facilitator approx. 40%
- colloquiums for answering open questions approx. 15%

Learning pods of three will be formed to serve the functions of mutual support, feedback and practice. These pods will remain in effect for the duration of the course. A password protected Internet site will be available for each learning pod. The three pod members are encouraged to stay in contact in the months between the modules to coach one another through learning programs that they develop together for these periods.

**E-Learning and On-line Leadership**

There will be two online, asynchronous modules scheduled between the three face-to-face modules. Over a 48-hour period you can participate at your convenience. These online modules have a dual function: to offer support and accompaniment in the process of implementing the learning of the face-to-face modules, and to teach Process-oriented, on-line facilitation and leadership.

### TARGET GROUP

This course is designed for leaders, executives, managers and HR managers working in corporations, NGOs and government organisations. It also addresses consultants, coaches, facilitation and leadership trainers, and organisational development experts.

### PREVIOUS KNOWLEDGE

No previous knowledge is required. Prior to the course, all participants will receive relevant course material, including theoretical articles, case descriptions and book references.



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## COURSE FEE

**Course Fee:** \$4500 \$4950 incl GST

### Payment Schedule

At registration	\$2,500
November 1, 2007	\$1,225
February 1, 2008	\$1,225

### Included in the fee are:

- Three, 5-day face to face events, totalling 15-course days
- Two asynchronous on-line modules.

Please inquire about team discounts. The discount will apply to the final payment.

Please note, meals and accommodation are not included in the course fee.

## COURSE VENUE

International College of Management Sydney  
151 Darley Rd, Manly, 2095  
[www.icms.edu.au](http://www.icms.edu.au)

### Accommodation

A range of accommodation options are available, please see: [www.manlytourism.com](http://www.manlytourism.com)

The Accor Manly Pacific Sydney is offering a special rate for our delegates, from \$205 night (20% Discount).

You will receive the delegate code upon registration.  
[www.accorhotels.com](http://www.accorhotels.com) | Ph: + 612 9977 7666

## COURSE DATES

### Conferences:

Module I:	March 12-16, 2007
Module II:	December 3-7, 2007
Module III:	March 10-14, 2008

Daily 9.30 am – 5.30 pm | Friday 9.30 am – 1.00 pm

### Online Conferences:

Online-Module I:	June 6/7, 2007
Online-Module II:	January 30/31, 2008

## REGISTRATION AND PAYMENT CONDITIONS

Upon receipt of your signed and completed registration form and payment, you will receive a letter that confirms your registration for the entire module course. You can also register on-line by visiting: [www.cleconsulting.com.au](http://www.cleconsulting.com.au)

Please note: partial attendance will not reduce course fee. Because the course is an integrated whole, we recommend (but do not require) attendance at all three modules.

### Cancellation Policy

If you cancel before the first module begins, we will reimburse the tuition deposit, minus a \$200.00 administration fee.

We offer a limited number of work scholarships; please apply before February 20, 2007.

## PAYMENT

For Direct Deposit:  
R.Sandberg T/A CLE Consulting  
BSB: 802-222 Acct No: 22263066

Registration and Cheques to:  
CLE Consulting  
Quantum Leadership & Facilitation Training  
PO Box 680, Milsons Point, NSW, 1565

Credit Card:  
Please fill in and mail the registration form.

## INFORMATION

For further information, please contact:

**Ms. Rho Sandberg**  
[www.cleconsulting.com.au](http://www.cleconsulting.com.au)  
[rho@cleconsulting.com.au](mailto:rho@cleconsulting.com.au)  
p. 1300 76 34 54  
m. 0403 65 60 63  
f. 0266 87 24 83

# > Trainer

## The Trainer and Facilitator

Max Schupbach, Ph.D., Dipl.PW, CPF, is, along with Drs. Arnold and Amy Mindell, a co-founder of Process Work. He is the founder and president of Maxfxx, a consulting and coaching firm that is active on all continents, with clients including Fortune 100 companies, International NGOs, public sector organisations and political parties. He is the founder and president of the Deep Democracy Institute, an NGO that develops and implements leadership programs in the Middle East, Africa and South America. Max brought Processwork to Australia in 1990 and has developed and led its training program. He has established Process Work training programs and centres in many countries, including Japan, Korea, New Zealand, Poland, Russia, Switzerland, the United Kingdom and the USA.

Max has developed and led change management projects and other organisational development initiatives for Fortune 100 companies, government groups and NGO's on all continents. These initiatives include the reinvention of a U.S. organisation, a process that encompasses visioning, strategy development, and implementation. Max developed the subsequent change management program, including leadership training and coaching, large stakeholder group processes, the teaching and facilitation of community building practices, performance management approaches for improving productivity, communication and workflow, and goal-specific peer coaching training. Max's approach always reflects the unique nature and process of the organisation with which he works.

Max coaches individuals to understand and integrate the converging flow of the organisation's dynamics with her/his unique professional development. This results in career enhancement and greater capacity to achieve strategic input across hierarchical levels. He coaches leaders and teams from the worlds of business, NGOs, politics and government in Africa, Asia, Australia, Europe, South and North America. He is an Internationally acclaimed keynote speaker and lecturer and has taught in numerous universities and training centres. Max has developed and is currently running a leadership training for the West Bank in Palestine. In addition, he has developed and is presently implementing a Deep Democracy Leadership model for the relief efforts of a group of International NGOs servicing client communities in several African countries. He has a vast range of facilitation experience in diverse settings: from Serb and Croat groups during the war in former Yugoslavia, to U.S. cities on racism, and most recently, public open forums in European cities on the topic of Muslims, Jews and Christians living together. He has also facilitated the development of diversity training in several large business firms in South Africa. Max Schupbach grew up in the Swiss Alps and today lives in Oregon, USA.

Additional co-facilitators may be invited to work with Max during the core modules.

For further information, please visit:  
[www.maxfxx.net](http://www.maxfxx.net)



# Registration form

**CLE Consulting**

PO Box 680, Milsons Point, NSW, 1565

**Registration:**

**Quantum Leadership & Facilitation Training**

Please complete before February 20th, 2007.

I am registering for the 3 Module Course:  
Quantum Leadership & Facilitation Training.

	<b>Name</b>
	<b>First Name</b>
	<b>Organisation</b>
	<b>Street</b>
	<b>City and Post Code</b>
	<b>Phone</b>
	<b>Mobile Phone</b>
	<b>Fax</b>
	<b>Email</b>
	<b>Profession</b>

**The down payment of the amount:**

\$2,500

I accept the payment conditions and payment schedule

At registration	\$2,500
November 1, 2007	\$1,225
February 1, 2008	\$1,225

described previously in the brochure.

Date, Signature and Stamp

**Was paid to:**

**Direct Deposit:** R.Sandberg T/A CLE Consulting  
BSB: 802-222 Acct No: 22263066

**Cheque to:** CLE Consulting  
Quantum Leadership & Facilitation Training  
PO Box 680, Milsons Point, NSW, 1565

**Credit Card:** Visa | Mastercard | American Express  
(sorry, no bankcards)

I give permission for 3 periodic payments to be charged to my credit card as per the above schedule shown.

Cardholder:
Credit Card No:
Expiration Date:



# what others say about us



➤ Dr. Schupbach conveys an innovative and deep understanding of change processes and leadership. He shows that it is possible to assist each individual in finding her/his "right" position: he does justice to individual talents. As a result, change processes liberate a huge wave of new energy that can be focused on content development and production of results, rather than usurped by competition and power struggles. I finally came to realise that it is only through this process that I can truly use the full potential of teams. As a result of my participation and learning in Max's training, my daily work has become more effortless, more satisfying, and more humane.

**Bernhard Eisenbarth** | Director ICT Management | UBS Headquarters | Zurich | Switzerland  
(UBS - Union Bank of Switzerland is the world's largest wealth manager, a top tier investment banking firm, ranking 36 in Global Fortune 500)

➤ It was my privilege to participate in a Master Facilitation course presented by Max Schupbach. He created a challenging yet supportive environment that ensured maximum learning for participants. His approach had a profound impact upon my understanding and view of facilitation and the power of groups. He is a true master who can impart knowledge and inspire action in others. I now feel I have been influenced by a truly wise man.

**John Barclay** | Director | PricewaterhouseCoopers  
(PricewaterhouseCooper is one of the world's largest consulting firms with over 130,000 employees in 148 countries)

➤ I was a participant in Max Schupbach's Quantum Leadership Intensive in Cape Town, which was attended by 120 South African executives from a wide variety of industries. I was impressed with Worldwork as a methodology for working on the organisational, cultural, and interpersonal levels of an organisational issue. The course gave me the opportunity to address tough issues and work on them in depth to find sustainable resolutions. The practice and implementation of what I learned in this course empowered me to use all my talents and strength in leading groups and teams. I got to know myself not only as a centered and powerful leader, but also as an elder, who can support all sides and bring resolution to groups that are in conflict. The programme has transformed me and the way I look at issues. I believe I come much faster to much better decisions than before.

**Lawrence Mlotshwa** | HR Director | ABSA Banking Group | Johannesburg | South Africa  
(ABSA is South Africa's largest retail bank)

➤ Max Schupbach brings a new paradigm of appreciation and eldership to the kind of challenges that organisations and individuals are facing today. By his own example, he shows how difficult, multi-level processes can be observed and understood, and how underlying assumptions, roles, and ghost roles can be made visible and used to add value. He demonstrates his vast experience by focusing on the things that really matter. As a result, my facilitation and leadership skills in entrepreneurship processes, a field in which the usual and traditional methods are practically useless, have improved enormously.

**Sigrid Peuker M.A.** | Dept of Entrepreneurship | Free University of Berlin | Germany | and Chairwoman of IKIB  
(Free University of Berlin has 35,000 students and is one of the largest universities in Germany, with a worldwide reputation for excellence)

➤ What will distinguish successful, thriving organizations in the 21st Century, whether they are for profit or not for profit, is their ability to successfully transform their reliance from increased management techniques to demonstrating and embodying leadership. As a manager within an international company committed to transforming myself into a leader, I found the worldwork principles and training by Dr. Max Schupach on the cutting edge of leadership training. Every organization needs to incorporate worldwork concepts and processes into their development initiatives.

**Susan Kiraly** | Manager | American Express | USA  
(American Express is a global payments company and operates in over 130 countries)