



# HOFFMAN INSTITUTE

# LIGHT News

JAN/FEB 2006



*Raz Ingrasci is president and CEO of the Hoffman Institute, a Process teacher, Board member, and chairman of Hoffman International. During his 35-year career in the human potential movement, Raz has held key positions in national seminar companies. Raz joined the Institute in 1989 and worked closely with Bob Hoffman until Bob's death in 1997. Raz has distinguished himself as a visionary leader in the field of personal growth and development.*

## THE JOURNEY FROM HEAD TO HEART

### A CONVERSATION WITH RAZ INGRASCI, PRESIDENT, HOFFMAN INSTITUTE

**Stanley Stefancic:** In describing the heroic journey of the Hoffman Process, I've heard you say, "The longest distance you will ever travel is the journey from your head to your heart." Would you elaborate on that?

**Raz Ingrasci:** When our actions are intelligent, full-hearted, and spiritually connected, we make a difference in the world. To be whole we must integrate our intellect, our emotions, and spirit. The path from head to heart is a spiritual one. That's what the Hoffman Process is about in a nutshell.

**SRS:** You seem to be speaking about what might be called "Integral Intelligence;" that is, a combination of rational, emotional, and spiritual intelligences.

**Raz:** Right, those three plus physical/biologic intelligence. The question is: Are we connected to life through feelings of abandonment and fear, or is love our fundamental connection to life? Human beings are multidimensional and our core is light and love. We have, however, in many ways been "mis-educated" to operate out of fear rather than from our core reality.

In the Process, you can re-educate the effect of this miseducation. When you connect with the core reality of yourself and the essence of life, you find that your essence and the essence of life is the same — and it is love. To the degree that we can come from that place of love, we are connecting to the love and spirit that exists in all things. It's an extraordinary and beautiful shift to "Integral Intelligence."

**SRS:** There seem to be two major movements in the personal growth domain — helping individuals be less miserable and helping individuals be happy. What would you say the focus of the Process is in terms of these two possibilities?

**Raz:** It's an old axiom that people are led by their fears and by their dreams. To the extent that people are driven by their fears, it undermines achieving

their dreams. Dreams cannot be achieved through fear. You can never get love through fear. Bob Hoffman said that in negative love you always get the opposite of what you want. The reconciliation of one's true nature with one's life purpose is another goal of the Process.

People often mistakenly think that love is synonymous with weakness. That is not true. Love of self and others is a source of strength, of evolution, of power. When we're talking about making people less fear-based, we are talking about removing their weakness. When we speak about people connecting with their inner core of light and love, that is an infinite source of strength. We are offering a form of self-empowerment that, in turn, allows people to empower others.

**SRS:** Once a person discovers that core of love within, one can give and receive love in a different way.

**Raz:** Jerry Jampolsky, the famous psychiatrist, said that people are either expressing love or calling for help. When you're based in love, you're able to express and receive love; but you can also hear the calls for help and respond compassionately to the pain and suffering.

**SRS:** In an interview two years ago you stated that the goal for the Institute had been to create a foundation strong enough to support the programs and future that we envision. You said, "We're strong enough now to begin fulfilling the vision and greatness inherent in the work." That was an accurate assessment given where the Institute is today. Would you talk about the state of the Institute today and what was accomplished in 2005?

**Raz:** In 2005 more people participated in the Process (873) in the U.S. than any other single year, and the momentum is such that we should see more than 1,000 people do the Process in 2006.

We reached a threshold of organizational development where we no longer have to construct the

*Continued on page 2*

foundation. It's in place and we are building upon it.

Today we have 19 teachers and an administrative staff of 14, plus eight consultants. Our retreat site at White Sulphur Springs has a full-time staff of 10 and numerous part-time support staff.

Over the next few years, I see us growing to the point of serving something on the order of 1,500 Process participants a year.

Given that our work is so labor- and skill-intensive, it's never going to be the case that we're working with 25,000 people a year, but we will continue growing.

**SRS:** Would you say something about the ways the Institute is engaging with our culture as a change agent?

**Raz:** Yes, we're reaching more people in leadership positions in business, academia, religion, the inner city, and medicine.

First, the fact that participants experience positive, lasting change from the Process has been documented through scientific research has begun to shift people's perceptions of what is possible. Awareness that human beings can change quickly in a positive, lasting way is very good news. That news makes people more open and hopeful.

We're in the midst of preparing a program that will be presented this year at the Kennedy School of Government at Harvard University, as part of their leadership training.

***"A Process Graduate taking the Q<sup>2</sup> today can expect that in two and a half days they're going to achieve a breakthrough at a level similar to what they experienced in the Process itself."***

Process or elements of the Process that awaken a person's compassion can be brought into medical training. Doctors want more compassion for themselves and more compassion for their patients.

We're creating a program for inner-city kids, with a wonderful organization in New York City called Youth at Risk. In 2005, we developed a workshop for a chapter of the Young Presidents Organization; I believe we will be doing more of those in the coming year.

**SRS:** 2006 is the ninth year that the Institute has been a 501(C)(3) nonprofit. What has been the impact of that decision on the growth of the Institute and the Process?

**Raz:** Rather than non-profit, I like to say that the Hoffman Institute is a "social profit" organization. Everyone wants to make a difference in the world and from the Hoffman Process individuals experience more positive change than, perhaps, anything else they've ever done.

People naturally want to give something back. We wanted to position the Institute so that people's contributions could make a difference in the lives of other people.

As a matter of fact, tuitions only cover about 80 percent of the costs of running the Institute. Those additional costs are made up through gifts. We run a very substantial scholarship program, which gives more people access to the Process and creates a program that provides financial assistance for people who can't pay the standard tuition. We've made the Process accessible to more people.

**SRS:** The number of people taking the Q<sup>2</sup> Graduate Intensive has increased significantly. The Q<sup>2</sup> has been revitalized and I know that you love teaching the Q<sup>2</sup>. What's been your experience in teaching it?

**Raz:** We've been actively refining and developing the Q<sup>2</sup> for five years and we have reached a high point. A Process graduate taking the Q<sup>2</sup> today can expect that in two and a half days they're going to achieve a breakthrough at a level similar to what they experienced in the Process itself. We all need, at some point, that next stage of growth; the Q<sup>2</sup> is an environment in which you can move yourself to that next stage. It's very exciting. We've about doubled the number of Q<sup>2</sup> graduates this past year alone. The word is getting out that this is a great program. In fact, all our graduate programs are growing.

**SRS:** There is a lot of interest lately among people who study the brain and human development about the importance of parenting. One of the things I'm picking up is that the Process is a wonderful path to positive parenting. It helps us as parents deal with our own negative love so that we can become more loving, purposeful parents.

**Raz:** Parenting is one of the great mysteries in life and it's a skill that is empowered in the Hoffman Process. We really can become more positive, purposeful parents.

I remember my own experience. My kids were four and six years old when I did the Hoffman Process. One day, I realized in the Process, I was trying to get them to be "little adults." I was trying to get them to behave appropriately in my world, but they had no access to my world at all.

After the Process, I had more access to love, innocence, joy, and fun. Suddenly I could get down on my hands and knees and play with them. I could enter their world. That made all the difference.

The Hoffman Process gives people the opportunity to enter the world of their children without fear of regressing back to their own childhoods when they were powerless and people were dominating them. Once you get over that fear, as we do in the Process, you can enter the world that children inhabit and with a completely different opportunity for relationship.

# KEEP THE GIFT OF THE PROCESS ALIVE

There is tremendous power and potency in unconditional giving that goes way beyond ordinary commerce. As such, we have intentionally created the Hoffman Institute as a mixed-economy, social-profit organization – we rely on both revenues and gifts.

Simply stated, we seek to integrate core values from the Process – generosity, gratitude, contribution, joy, love, and compassion – into the very structure of the way we do business. Join with us and keep the gift of the Process alive for yourself and others. Contribute to the Hoffman Institute.

## HOW YOU CAN CONTRIBUTE

### The Scholarship Fund

The Scholarship Fund began out of our Graduates' desire to give back. Each year, we give away over \$150,000 in scholarships, allowing individuals who might otherwise be unable to take the Process.

### Teacher Training

Teacher training is essential to ensuring the high-quality experience of the Process. Help us maintain our high standards by supporting our ongoing teacher training.

### Research & Development

We are committed to designing the most effective and compassionate programs possible. Staying abreast of cutting-edge research keeps us at the forefront of current knowledge. It is vital to the success of our programs and our ability to make a difference in our students' lives.

### Program for At-Risk Youth

At-risk youth face overwhelming obstacles, which keep them from living their dreams. Through collaboration with New York-based Youth at Risk, the Hoffman Institute is adapting our Hoffman Quadrinity Process for work with high-risk youth.

### Leadership Programs

Research has shown that leadership is greatly enhanced through emotional intelligence, life satisfaction, and compassion. Through a collaboration with the Center for Public Leadership at Harvard's Kennedy School of Government, we will apply the Hoffman model to this exciting realm. Support us as we ensure excellence among public and private leaders.

### White Sulphur Springs Maintenance

The White Sulphur Springs Inn & Spa was graciously donated for the Institute's use and serves as our premier center. Help us maintain and upgrade this site so that our students can have the highest quality experience possible.

### The Endowment Fund

The Hoffman Institute brings compassion, joy, and vitality to the lives of diverse people around the world. Contribute to the Endowment Fund to ensure that our work continues well into the future.

#### My donation is for:

- \$ \_\_\_\_\_     \$250     \$2,500  
 \$50     \$500     \$5,000  
 \$100     \$1,000     \$10,000

*Please make tax-deductible checks payable to The Hoffman Institute Foundation.*

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**To make your donation by credit card, you can also call 800/506-5253 ext. 11 or visit our secure server at [www.hoffmaninstitute.org](http://www.hoffmaninstitute.org).**

#### Direct my gift to: (✓ all that apply)

- Where it's needed most  
 The Scholarship Fund  
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(\$10,000–\$150,000+)

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### SPECIAL THANKS

Heartfelt gratitude goes out to all the recording artists who generously gifted songs for our **Fearless Hearts** benefit CD, helping raise \$20,000 for Process scholarships.



Artists include Kenny Loggins, Beth Nielsen Chapman, Bonnie Raitt, Rodney Crowell, Bill Medley, Jesse Moore, Anna Wilson, Michelle Schmitt, Roseanne Cash, Brent BecVar, and John Denver.

A special thank you to our **Circle of Light donors** who contribute monthly, year after year.

Thank you to all who donated to the **Scholarship Fund**. Collectively you raised over \$200,000 for Process scholarships.

It is with deep gratitude that we thank each and every one of you for your contributions to the Institute. We are honored to be a recipient of your gifts. Keep spreading the Light in 2006! ■



## CEREMONY OF INTEGRATION

*Re-experience the power of the Ceremony of Integration*

*ON THURSDAY NIGHT OF ANY HOFFMAN QUADRINITY PROCESS NEAR YOU. THE 1.5-HOUR GUIDED MEDITATION IS FOLLOWED BY A CELEBRATORY DINNER AND SHARING TIME.*

*(Please note: Parents, spouses & partners of current participants cannot attend.)*

*TO RESERVE YOUR PLACE, call the Institute by the Monday preceding each Ceremony.*

**800/506-5253**

*Cost is \$20 for dinner. Plan to arrive by 4:45 PM.*

*(Please see the calendar on page 9 for specific dates.)*

*If you plan to stay the night, call White Sulphur Springs – 800/593-8873 – and ask about the 10% Hoffman Graduate lodging discount. ■*

## HOFFMAN QUADRINITY PROCESS SCHEDULE

### California:

Site in **Napa Valley**

January 20–27, 2006 (wait list only)  
February 10–17, 2006  
February 24–March 3, 2006  
March 10–17, 2006  
March 24–31, 2006  
March 31–April 7, 2006  
April 21–28, 2006  
May 5–12, 2006  
May 19–26, 2006  
June 9–16, 2006  
June 23–30, 2006  
July 7–14, 2006  
July 21–28, 2006  
August 4–11, 2006  
August 18–25, 2006  
September 8–15, 2006  
September 22–29, 2006

October 6–13, 2006  
October 13–20, 2006  
November 3–10, 2006  
November 10–17, 2006  
December 1–8, 2006  
December 8–15, 2006

### Massachusetts:

Site in **Sheffield**

May 12–19, 2006  
July 28–Aug 4, 2006  
September 8–15, 2006

### Rhode Island:

Site in **Little Compton**

February 17–24, 2006  
November 10–17, 2006

## MONTHLY PROCESS INTRODUCTORY CALLS

**Share the Process:** On the first Tuesday of the month at 5:00 PM Pacific time, the Hoffman Institute presents a wonderful Introductory Call led by Liza Ingrasci, Hoffman managing director, and a Hoffman Process teacher. People call in and ask questions, or simply listen. Hoffman graduates are also invited to join the call

and share their experiences. Most people who join the calls later take the Process.

Invite your friends and family to participate. No reservations required. Just call the number below and punch in the pass code. That's all there is to it.

We look forward to speaking with you and your friends. ■

**When: First Tuesday of every month at 5:00 PM (Pacific time)**

**Number: 866/322-7998, password 86157# (you must include the #)**

**Cost: Free – No RSVP is required. Just call in and punch in the password**

## LEADERSHIP PATH AND LEADERSHIP PATH PHASE II

The Leadership Path is designed for people who want to enhance their leadership in all aspects of their lives — relationships, parenting, homemaking, building a business, etc. It is also designed for corporate executives for whom navigating change while generating excellence is the norm. This program is for people who understand the crucial necessity of transforming unproductive modes of thought and behavior into personal excellence.

**The Leadership Path** includes 10 personalized coaching sessions, along with the Hoffman Quadrinity Process and the Q<sup>2</sup> Graduate Intensive. The personalized coaching sessions are interspersed throughout the Leadership Path program to support the integra-

tion of changes in leading one's life in the most powerful way possible. The **Leadership Path Phase II** is for graduates and includes 10 personalized coaching sessions and the Q<sup>2</sup> Graduate Intensive. Generally, both **Leadership Path** and **Leadership Path Phase II** cover a period of six to nine months.

The tuition for **Leadership Path** is \$6,200. The tuition for **Leadership Path Phase II** is \$3,000. The tuition for both covers materials and reading assignments, plus lodging and food for the residential course work.

*If you are interested or you know someone who may be interested in these powerful courses, please call 800/506-5253 or visit our website at [www.hoffmaninstitute.org](http://www.hoffmaninstitute.org). ■*

## ALERT: Q<sup>2</sup> GRADUATE INTENSIVES ADDED IN 2006

To fill the demand for Q<sup>2</sup> Graduate Intensives and to make sure those of you who were on the waiting list have an opportunity to do the Q<sup>2</sup> in 2006, we have added several new Intensives at our California retreat site. Our new schedule for 2006 is as follows:

February 17-19 (wait list)  
April 7-9  
June 16-18  
July 14-16  
September 15-17  
October 20-22  
November 17-19

Register now! The Q<sup>2</sup> Graduate Intensive is not to be missed. We have made some very positive changes, and the feedback we have received from recent Intensive graduates has

clearly shown that there is a significant increase in the value received. Small groups have been reinstated in the Q<sup>2</sup>, making it even more powerful than ever. Some of the results graduates have reported are:

- More healing from negative love patterns
- More availability to joyous and love-filled relationships
- More freedom to focus on the things that really matter
- More passion for actions that bring love, compassion, and peace to the world.

To register, call Nancy Coleman or the Graduate Department at 800/506-5253, or register online at [www.hoffmaninstitute.org/gradevents.html](http://www.hoffmaninstitute.org/gradevents.html) ■

## GRADUATE TELECLASSES

You asked for it, we're delivering – more offerings, more topics. Suit your style and your Quadrinity – join us for one, or for many.

Among our new offerings, Hoffman Supervising Teacher Ed McClune will hold a **Tools Q&A**. Each call will focus on a particular Hoffman tool, and also allow time to address graduate questions about other Hoffman tools. If you are looking to enhance your ability to use your tools or just refresh what you already know, join us for an hour on the second Wednesday of the month, starting at 5 PM Pacific time.

Plus, check out our other new "theme TeleClasses," as Devi Razo will conduct a class on joy in everyday life, Andy Milberg reconnects you to Spirit, and Ed McClune helps you deepen your relationships! Be sure to check start times, as they vary.

**Create Your Vision** – Thursday, January 26<sup>th</sup> at 6 PM Pacific time (9 PM Eastern)  
Teacher: Ed McClune

**Tools Q&A, Recycling** – Wednesday, February 8<sup>th</sup> at 5 PM Pacific time (8 PM Eastern)  
Teacher: Ed McClune

**Intimate Relationships** – Thursday, February 9<sup>th</sup> at 4:30 PM Pacific time (7:30 Eastern)  
Teacher: Ed McClune

**Tools Q&A, Elevators** – Wednesday, March 8<sup>th</sup> at 5 PM Pacific time (8 PM Eastern)  
Teacher: Ed McClune

**7 Ways (at least!) to Reconnect with Spirit** – Wednesday, March 22<sup>nd</sup> at 4:30 PM Pacific time (7:30 PM Eastern)  
Teacher: Andy Milberg

**Intimate Relationships** – Wednesday, March 29<sup>th</sup> at 6 PM Pacific time (9 PM Eastern)

Teacher: Ed McClune

**Bringing Joy into Everyday Life** – Wednesday, April 5<sup>th</sup> at 4:30 PM Pacific time (7:30 Eastern)

Teacher: Devi Razo

**Tools Q&A, Transference** – Wednesday, April 12<sup>th</sup> at 5 PM Pacific time (8 PM Eastern)

Teacher: Ed McClune

**Bringing Joy into Everyday Life** – Tuesday, April 18<sup>th</sup> at 6 PM Pacific time (9 PM Eastern)

Teacher: Devi Razo

**7 Ways (at least!) to Reconnect with Spirit** – Thursday, May 18<sup>th</sup> at 6 PM Pacific time (9 PM Eastern)

Teacher: Andy Milberg

**Tools Q&A, Recycling** – Wednesday, June 14<sup>th</sup> at 5 PM Pacific time (8 PM Eastern)

Teacher: Ed McClune

Tuition is \$25 and is non-transferable/non-refundable. Tuition covers your participation in the class, and provides you with a special toll-free number to access the call. Calls may be placed from any non-cellular phone.

To register, please call our enrollment team at 800/506-5253, Monday-Friday from 9 AM–12:30 PM or 1:30–5 PM Pacific time. NOTE: When you call the office to register, please be sure to 1) state which class(es) you're signing up for, and 2) be prepared to make your payment. ■

IN COMMUNITY  
WE DISCOVER  
OURSELVES

## ABOUT GRADUATE GATHERINGS

*Graduate Gatherings are local graduate meetings facilitated by volunteer graduates in order to serve their communities and create light connections.*

*The Institute assists by providing materials and guidance that is in sync with what you learned at the Process.*

*Together, you will:*

- Share
- Practice tools
- Give and get support
- Witness each other

*To see a list of current Gatherings, please read our article on page 8. Complete contact info and up-to-date listings are on our website at*

*[www.hoffmaninstitute.org](http://www.hoffmaninstitute.org).*

*Click on the "For Grads" navigation button, and then choose "Graduate Gatherings."*

*Thinking of starting a group near you? Then join the Graduate Dept's call, Intro to Creating a Gathering. Calls take place on the first Wednesday of the month, at 4 PM Pacific time. Call: 866/322-7998 and enter the code 72410511#. ■*

## IN ACKNOWLEDGEMENT OF OUR 2005 FACILITATORS

## HOFFMAN INSTITUTE

We would like to take this opportunity to acknowledge all our current volunteer facilitators who support our graduates by leading local groups in their areas. While we recognize it takes a number of graduates to co-create a community, the facilitators are often the driving force behind the graduate gatherings, and we honor you at this time.

The facilitators of these graduate communities have given their time and opened their hearts to provide compassion and care to their communities. Through their commitment to others and dedication to their own individual growth processes, these leaders have offered a meaningful touchstone for graduates throughout our country.

We acknowledge your commitment to the greater service of others, and thank you for helping to co-create our ever-growing Hoffman Graduate Community.

### Current Graduate Gathering Locations and Facilitators

AZ, Phoenix/Scottsdale – Ann Salmon, Helen Pierce  
CA, East Bay (women's group) – Linda Elmer  
CA, North Bay – Tessa Alburn  
CA, South Bay – Joyce Weissman\*  
CA, Los Angeles – Roberta Falke\*, Victoria Sloan  
CA, Napa Valley – Sonya and Hal Milton  
CA, Santa Barbara – Linda Ruffin\*  
CA, Encinitas – Brian Carvalho  
CO, Denver – Cindy Rold  
CT, Guilford – Ann West, Jim Lamb  
GA, Atlanta – Michal\* & Shmuel Spiegelman  
IL, Chicago – Dianne Bischoff  
ID, Boise – Andi Saucerman  
KS, Kansas City – Crystal Jenkins  
KY, Louisville – Mary Wendell Lampton, Katherine Mapother, David Weinberg  
ME, Moody – John Kellar\*  
MD, Baltimore – Kathleen Liparini  
MA, Boston – Hilary Illick, Madeleine Weinreich\*  
MI, Grand Rapids – Pat Pritchard  
MN, St. Paul/Minneapolis – Nancy Blasberg, Maisie Wolszon  
MO, Kansas City – Mary Calvillo  
MT, Billings – Anne Giuliano\*  
NH, Keene – Madeleine Weinreich\*

NY, New York City – Jane Wong\*  
OR, Portland – Beth Estock, Leslie Boase  
TN, Nashville – Scott Weiss\*, Alan Reitano  
VA, Potomac Falls – Emily King  
WI, Madison – Beth Kubly, Kelly MacVittie  
(\*Indicates 3 or more years service or special service to the graduate community. **Bold** indicates group was established or reorganized in 2005.)

### The Retired Facilitators of 2005 – We Acknowledge You and the Gifts You Brought to Us and Your Communities: 5 years or more of service

Questa Anderson – New York City, NY  
Annie Singer – Boulder, CO

### 3 or more years

Mollie Malone – San Diego, CA

### Up to three years

Jody Cutler – So. Baltimore, MD  
Linda Dean – Chicago, IL  
Jennifer and Duberly Mazuelos – San Antonio, TX  
Brett Sharenow – Oakland/East Bay, CA  
Mike Sullivan – Newport Beach, CA

There are presently *numerous* other graduates who assist with these groups, either by substitute leading, sharing responsibilities, or serving as the contact person. There are far too many for us to list here, but please know that we are also thinking of you, as we know you make it possible for these groups to thrive. **Thank You for all that you do!**

### Prior to 2005, a foundation was being built. Our current results stand on that foundation.

We appreciate all those who came before and offered their hearts, homes, time, ideas, enthusiasm, and their Light.

### In Gratitude to:

- Graduate Community Visionaries
- Hosts of Graduate Gatherings
- Hosts of other Graduate Events
- Prior Leaders and Facilitators
- Volunteer Staff
- Prior Event Coordinators
- Reunion Groups
- Contributors to Email Light Circles
- Graduates who convened, socialized, and enlightened! ■

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## HOFFMAN GRADUATE CALENDAR

FEBRUARY		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday		
				1	2	3	4		
5	6	*Process Intro Call 5 PM	7	T/C Tools Q&A Recycling 5 PM	8	T/C Intimate Relationships 4:30 PM	9	HQP-CA 10	11
12	13		14	15	Ceremony of Integration-CA	16	CA Q <sup>2</sup> HQP-RI	17	18
19	20		21	22	Ceremony of Integration-RI	23	HQP-CA	24	25
26	27		28						

MARCH		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday		
				1	Ceremony of Integration-CA	2	3	4	
5	6	*Process Intro Call 5 PM	7	T/C Tools Q&A Elevators 5 PM	8	9	HQP-CA	10	11
12	13		14	15	Ceremony of Integration-CA	16	17	18	
19	20		21	T/C Reconnect w/Spirit 4:30 PM	22	23	HQP-CA	24	25
26	27		28	T/C Intimate Relationships 6 PM	29	Ceremony of Integration-CA	30	HQP-CA	31

APRIL		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday			
							1			
2	3	*Process Intro Call 5 PM	4	T/C Joy in Everyday Life 4:30 PM	5	Ceremony of Integration-CA	6	CA Q <sup>2</sup>	7	8
9	10		11	T/C Tools Q&A Transference 5 PM	12	13	14	15		
16	17	T/C Joy in Everyday Life 6 PM	18	19	20	HQP-CA	21	21		
23/30	24		25	26	Ceremony of Integration-CA	27	28	29		

\*Intro calls are a great opportunity for graduates to call in with a friend or family member.

For Ceremony of Integration information, see page 6.

HQP = Hoffman Quadrinity Process. CA = California site; RI = Rhode Island site.

Q<sup>2</sup> = Q<sup>2</sup> Graduate Intensive.

T/C = TeleClass; see page 7 for more information.

All times indicated are Pacific time. ■

**SRS:** You also have an opportunity to “be a child again” in some ways in which you couldn’t be when you were a child. You can be open and free in ways that you may not have been able to be when you were actually that age.

**Raz:** Yes; your childhood is no longer lost to you.

**SRS:** You often speak about the Process as a threshold experience. What do you mean by that?

**Raz:** I mean a threshold kind of learning. For example, you can’t get better at riding a bicycle until you can ride a bicycle. You can practice and work at it but until that moment arrives when suddenly you can ride the bicycle,

you cannot get better at riding the bicycle. So it is with emotional intelligence. Until you cross a certain threshold of emotional intelligence you don’t continue to improve in knowing your own feelings and connecting with the inner life of others and relating appropriately.

Another threshold experience is a spiritual awakening, after which you can expand that learning. There has to be a threshold moment, an opening, and then you can expand on that. The Process turns out to

**“The Process turns out to be a huge threshold experience for people in many ways because it really initiates us into a new kind of adult life.”**

be a huge threshold experience for people in many ways because it initiates us into a new kind of adult life. Many of us are chronologically adults but we’ve never grown up.

**SRS:** So it’s a maturing process.

**Raz:** It’s a maturing process in the sense of the positive things that “maturity” can mean: autonomy, making proactive choices, personal responsibility, inner peace, care and concern for others and self, etc.

**SRS:** So you’re making a distinction between acting in ways that are expressions of self-motivation rather than motivation from what we would call “negative love programming.”

**Raz:** Absolutely. We could say it that simply.

**SRS:** What are the implications of the Hoffman Process on leadership? We have a Leadership Path program but I’ve heard you mention the fact that the Process itself is about leadership.

**Raz:** Every human asks, “How am I going to lead my life?” We all have to answer that question. The Hoffman Process connects a person more deeply with personal meaning, mission, and purpose. Thereafter, a person will live his or her life more successfully.

For people in formal leadership positions, this ques-

tion is particularly important because the way they answer it impacts lots of other people in their business institution or organization.

We must ask: “Who or what is leading the leader?” Is the leader being led by his or her negative patterns, or is he/she really connected to him/herself and to life?

At the core of the loving self is an inherent sense of belonging, how we fit in the world. When we say a person is “soulful,” we are speaking of how their spiritual self connects to the world. One of the things that the Hoffman Process does better than anything I know is to integrate spirituality with being in the world.

That, too, is a fundamental task of a leader: To support people in experiencing and expressing their spiritual selves in the world so their lives have meaning, their contribution is brought forward and they can be happier, more productive, fulfilled people. A fundamental task of leadership is to align people with what’s true, whole, and beautiful within and have them move forward expressing that in life. The Hoffman Process does that for people and it empowers the best qualities of leadership.

**SRS:** Then leadership is primarily about developing a relationship with one’s self, with the part of ourselves that is unique and not programmed — the spiritual self.

**Raz:** Yes. That’s not all of it, of course, but without that piece it’s just hopeless. The biggest problem adults have today is that they don’t know how to let go of the internalized mom and dad. That’s the problem parents have with their children. The parents are still attached to their own mom and dad.

So, if you’re a leader today and you’re still emotionally attached to your mom and dad, or pretending you’re not, you are attempting to function in this incredibly high technology age while operating off of emotional information that’s at least a couple hundred years old. And, since 80 percent of decision-making is emotionally based, it’s impossibly stressful. I mean, you are obsolete right now.

Forty years ago, Martin Luther King said, “Our scientific power has outrun our spiritual power. We have guided missiles and misguided men.” That is still true.

But when people reclaim their spiritual authenticity and their positive emotional legacy and marry that to our technological prowess, a new future emerges. Only when people take that long journey between the head and the heart can they finally wear the mantle of true leadership. ■

**“Only when people take that long journey between the head and the heart can they finally wear the mantle of true leadership.”**

## DEVELOPING OUR NEW INTEGRAL SELF

*“We cannot live in the past, but the past can live in us.”*

In order to be conscious and present, we must address the fact that the past can live in us.

We are faced with a dilemma:

Change is difficult because our habits become hard wired in the neuro-networks of our brain. The structure of our brain assists in the resistance to change in order to preserve the integrity of our identity. Yet, in order to grow, we must change.

We can change because we have the ability to self-reflect, evaluate our behavior and the content of our character, and choose to change our beliefs, attitudes, behavior, and world view.

Change happens in various ways. There are specific types of change, but the most significant change is what is called “transformational change,” which opens us to new possibilities of behavior and meaning. Transformation is a direct experiential way of knowing reality that challenges our previous ways of filtering our experience. It is a paradigm shift in which many of our beliefs, attitudes, moods, and behavior are recognized as ineffective, self-defeating, or outmoded. It necessitates significant changes in our beliefs, attitudes, and behavior.

Participation in the Hoffman Process is a transformational experience that shakes up our previous ways of being and doing, including our self-understanding. When we experience a “transformational change,” we shift back and forth between the “old reality” — the Negative Love Syndrome — and the “new reality” of the authentic self. When we are functioning in the new reality, we feel better about ourselves. We feel authentic. When we slip back into the old paradigm way of being, we become critical and skeptical regarding the value of the new reality.

William Bridges calls the experience of living with two contending paradigms after having a transformative experience as being in “transition.” (*Transitions*, Addison-Wesley Publishing Co., 1980)

Transition involves change but is different from change. Change is situational. Transition is a psychological process that we go through in order to come to terms with our new perspective. After we experience transformative change, we exist in an “in-between state,” in what Bridges calls “the neutral zone.” It is a kind of limbo between an old sense of identity and a new emerging unfolding identity.

As time passes, we think about the transformative experience. We may begin to doubt its reality, its deep insights, and its meaning. The new

thought forms are called into question by the old paradigm, what we refer to in the Process as the “dark side.”

The challenge of transition involves letting go of old habits of thought, behavior, self understanding, or world view and to allow the emergence, the unfolding of the new thoughts, behaviors, self understanding, or world view. It is an inner reorientation process.

Transformative change orients us toward the future. A transcending experience causes a shift in orientation from the past to the future, from reactivity to proactivity.

To be proactive is to be inspired by a vision of future possibilities we want to create. Transformative change inspires us to visualize the uncreated manifestations of potential that lie within us.

I once thought that we drag our old baggage from the past behind us. But I came to realize that we don’t drag it behind us; rather, it is in front of us and we push it into the future and literally fill the future with the past. In effect, we back into the future.

In order to change we must actually put the past — and the baggage from the past — behind us. Then it is possible to create a new future, rather than recreate the past.

There is a wonderful Native American story about change and transition:

An Elder was teaching his Grandchild about life. He said to his Grandchild:

“A fight is going on inside me.

“It is a real fight and it is between two wolves.

“One is evil. He is angry, envious, sorrowful, regretful, greedy, arrogant, self-pitying, guilty, and resentful; feels inferior, lies, has false pride, is superior, and filled with self-doubt.

“The other wolf is good. He is joyful, at peace, loving, hopeful, serene, humble, kind, benevolent, empathic, generous, truthful, compassionate, and loyal.

“This same fight is going on inside you and inside every other person, too.”

His grandchild thought about it and then asked: “Which wolf will win?”

The grandfather simply replied, “The one you feed.”

Our challenge after the Process is to “feed” the new paradigm, feed the new and intrinsically valuable, positive, loving self that has been uncovered, and let the old patterns — the old paradigm — de-energize and fade away.

*Stanley Stefancic* ■



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