



Dharma-Centered Organization

PIEPER TOYAMA

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Self-Centered Organization

- ▶ **Self-Centered Organizational Principles**
 - ▶ Decisions, plans, and policies (outcomes) are the highest priority.
 - ▶ Especially the outcomes one supports.
 - ▶ Egos drive participation.

Self-Centered Organization

- ▶ **Self-Centered Organizational Behavior**
 - ▶ Separate yourself from others.
 - ▶ Make yourself appear to be the smartest person in the room.
 - ▶ Disregard the humanity of other participants.

Self-Centered Organization

- ▶ **Self-Centered Organizational Behavior**
 - ▶ Dominate the discussion without full understanding or acknowledgement of other points of view.
 - ▶ Don't waste time on drawing others out to participate and listening to them.

Dharma-Centered Organizational Principles

1. Inclusive and open relationships are the highest priority....not outcomes.

- ▶ Embrace all just the way they are at whatever part of the journey they find themselves.
- ▶ Maintain a safe environment for everyone.

Dharma-Centered Organizational Principles

2. Relationships are developed through the processes of connecting, sharing, and partnering.

- ▶ Equality

- ▶ Everyone is equal before Amida.

- ▶ Ministers share the same humanity as lay people, with concerns, anxieties, and challenges the same as lay people.

Dharma-Centered Organizational Principles

3. Foster kindness, respect, and compassion.

- ▶ Emphasis on how I should try to be rather than on what I expect others to be.

4. Ichigo ichie – appreciative mindfulness.

5. Be aware of our Bombu nature through self reflection.

Dharma-Centered Organizational Principles

6. Understand the interdependence of all things.

7. Namo Amida Butsu

- ▶ We share the sound of Amida that connects one to another.

Dharma-Centered Organizational Behavior

1. Ondobo Ondogyo – We are fellow travelers.

- ▶ Who are we traveling with?
- ▶ Where are we going?

Dharma-Centered Organizational Behavior

2. Interdependence

▶ *Be a learner*

- ▶ Focus on the other.
- ▶ Listen deeply.
- ▶ Come prepared.

Dharma-Centered Organizational Behavior

2. Interdependence

▶ ***Be a teacher.***

- ▶ Be organized in your presentations.
- ▶ Be considerate of time.
- ▶ Know your audience.

Dharma-Centered Organizational Behavior

2. Interdependence

▶ *Self reflect.*

- ▶ What is my ego doing and saying?
- ▶ How am I participating?
- ▶ How am I affecting others in the room?

Dharma-Centered Organizational Behavior

3. Gratitude

- ▶ Identify and acknowledge **Nembutsu Moments** with “Namo Amida Butsu.”
 - ▶ Those moments in which all in the room are working together in the spirit of true interdependence.

Dharma-Centered Meeting Practices

- ▶ Paired sharing
- ▶ Reflective listening
- ▶ Note taking
- ▶ Chair and members nurture Dharma-Centered behavior and discourages self-centered behavior

Dharma-Centered Meeting Practices

- ▶ Capturing ***Recognition Moments*** (stopping to allow reflection on special moments)
 - ▶ Saying the Nembutsu