

Process Team Charter

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About this document

The purpose of the Process Team Charter

This document is intended to serve as a 'Team Charter' (see definition below) for the Shambhala Process Team (PT). It's development has been facilitated by the Charter Working Group. However, the intent is that it captures shared agreements from across the PT that can form the basis of the Process Team and its work.

Definition of a Team Charter

A team charter is a document that is developed collaboratively in a group setting to encourage understanding and buy-in. It clarifies team purpose and direction while also establishing boundaries and work practices. It is developed early during the forming of the team. The charter should be developed collaboratively. Investing the required time to develop a charter reduces confusion about a group's objectives.

The team charter has two purposes. It serves as a source for the team members to illustrate the focus and direction of the team and explains how the work will be accomplished. It then helps educate others (for example organizational leaders and other work groups) about the work of the team.

This document is understood as a living document and represents the knowledge gathered by the Charter Group to date.

Version date: 13th February 2020

Background and origin of the Process Team

The Process Team was appointed by the Shambhala Transition Task Force (TTF). A summary of the TTF's guidance with respect to the Process Team's work can be found below.

Guidance to the Process Team from the Transition Task Force

1. Organize yourselves as you see fit to harmoniously accomplish your tasks.
2. Understand the resources that are available to you, and use them skillfully to further the team's work.
3. In that work, draw on the wisdom of the lineage and the community, and our nearly 50 years of practice since the 11th Trungpa Rinpoche came to the west.
4. In particular, engage the full breadth of the Shambhala community in conversation to discover what is needed now.
5. In communication with the lineage, the Interim Board, pillars, regional leadership, and center leadership, explore steps that could be taken now to help meet the immediate needs of the Shambhala community.
6. Provide assistance to that leadership in implementing those steps, as you are asked, and as you feel is appropriate.
7. Engage the entire community and the lineage in a conversation about what a long-term model for community leadership could look like for Shambhala.
8. Be extremely available to the Shambhala community throughout this process, maintaining a open ear, open mind, and an open heart.
9. Be as transparent as possible in your work, inviting celebration of your successes, and honesty about your difficulties.
10. Stay in touch with members of the Interim Board about your ongoing dialogue and work.
11. Manifest gentleness, fearlessness, and intelligence in your actions, as individuals and as a group.

Purpose

While the TTF provided a number of detailed communications regarding the mandate of the Process Team, it can be synthesized as follows:

To design, recommend, and facilitate processes by which the community can heal from past harm, re-envision itself, and foster a safe, inclusive, and participatory culture and governance structure.

Using the above as a starting point, the Process Team co-created the following mission and vision:

Vision

Where we hope to see the community several years in the future:

Shambhala as a thriving community, abiding in accord with the wisdom of all humanity and the Shambhala teachings and practices, which continually evolves through gentleness, kindness, fearlessness, and wisdom.

Mission

What we intend to achieve with our day-to-day efforts:

To facilitate a community-wide process that engages the Sangha through dialogue while honouring the fundamental nature of basic goodness and abiding in accord with the Dharma, thereby identifying a path forward for the community that nurtures healing and learning, and respects diversity, inclusion, and cultural differences.

Scope of Work

Strategic Aims

The following represent the strategic aims statements of the Process Team's Working Groups. The definition of strategic aims applied in developing these statements (as developed by the PT Charter Working Group) is as follows:

Strategic Aim: *A strategy that connects the Mission to the Vision. An ongoing activity required to achieve a Goal, control a critical success factor, or overcome a barrier. Aims are extensions of the Mission inasmuch as they add strategies to the path of Goals, manifest the Mission and ultimately enable the Vision.*

Healing, Learning and Protection

Healing and Learning Group

- To complete a proposal for sharing knowledge and recommendations for providing trauma-informed containers and trauma-trained staff at all kinds of Shambhala programs. This project will include information and recommendations for working with mental health issues that arise during programs.
- To develop a plan for disseminating information about Restorative Circles and providing trainings for anyone interested in learning to become a leader of this method.
- To continue to support the process of applying the Code of Conduct policies and procedures throughout the community and offer ourselves to the Governing Board and Care and Conduct Committee as supports to this process.
- To develop, by listening to the experiences of our members and sanghas, an understanding of a community healing process that we can offer to other communities who are experiencing this type of crisis.

Dorje Kasung Group

- To establish mechanisms for interchange and communication between the Dorje Kasung and the civilian community in order to foster greater mutual understanding and appreciation.
- To reach out to those who hold command roles and inquire as to how we might support them through this period of uncertainty and transition, as well as into the future.
- To reach out to current Dorje Kasung and inquire as to what could be of support or comfort to them through this period of uncertainty and transition, as well as into the future.
- To advocate for and support the development of training within the Dorje Kasung that emphasizes kindness and skillfulness in working with ambiguity and difficulty, based on real-world situations facing the community.

Governance

Charter Group

- To prototype participatory means of collaboration and decision-making as an active learning journey within the Process Team.
- To improve the coherence, effectiveness and transparency of the Process Team and its work.
- To crystallize the wisdom that arises in the Process Team's journey as a way to strengthen and nurture an approach to our work that is in accord with the dharma.
- To practice openness, gentleness and kindness in all of our activities.

Governance Model Group^[1]

- To understand Governance as it applies to the Shambhala vision of Enlightened Society and the teachings of the Buddhadharma.

- To explore that understanding with the Shambhala community through informative and open dialogues.
- and, based on that, to recommend one or more governance structures for the organization going forward.

Finance & Legal^[2]

- To offer an environment to engage in dialog around key financial and legal considerations for the various aspects of the Shambhala Organization.
- To improve the Financial and Legal arrangements by planning in order to stop running on love, no money, and facing persistent episodes of financial and governance crises by tapping into subject matter experts within Shambhala in the field of non-profit governance, management and financing.
- To recognize and invite subject matter stakeholders at all levels including sangha members with financial, legal and non-profit management expertise, to enhance the clarity and coordination in financial and legal planning.
- Based on dialog with stakeholders and those with subject matter expertise to develop underlying principles and options for improved financial and legal structures and systems for adoption by the Shambhala International Board.
- Based on dialog with stakeholders and those with subject matter expertise, to create a manual for those charged with legal and financial responsibilities for Shambhala entities (e.g., Center directors). The manual would lay out established and acceptable procedures for legal and financial structures and reporting mechanisms as well as suggestions such as Officers and Directors liability insurance.

Community Building

Centre & Group Support^[3]

- To offer a regular cadence of support for Centre and Group leadership through zoom Director's Cafes.
- To improve communication between and throughout the mandala
- To invite the Shambhala community into Theory U training and use of its methods to encourage generative dialogue within Centers/Groups in order to bring about the emerging future.
- To recognize that communities are transient and develop inter-generational knowledge transfer. That this fragmentation occurs when we don't gather or practice together.
- Based on the diverse resources of the community we enrich and learn from each other and new patterns of relating

Path, Teachings, and Practices

- To draw together insights from the community of practitioners and from our practice history, to gain a comprehensive view of the key issues and opportunities for path and practice in Shambhala now.

- In accordance with Shambhala path requirements and the vision of Shambhala, to recommend opportunities for best aligning practice and education with shared community values and vision.
- To help assist centers and groups in resolving questions and issues on curriculum and teachings, so as to meet community needs.
- To work with, support, and facilitate Shambhala's existing practice and education resources and office holders, at both the local and mandala-wide level.

Coordination and Support

Steering Committee

- To guide the Shambhala community toward creating a healthy culture and to help repair and restore trust.
- To offer a process that facilitates the implementation of the code of conduct in a way that benefits the whole community.
- To harvest and report back to the Shambhala community, including Shambhala leadership, the themes and learnings that emerge from surveys and other methods, to help set future priorities for community process.
- To offer spaces, processes, and other skillful means that support deep listening and dialogue around topics of importance to the evolution of the Shambhala community.
- To actively invite the voices of non-dominant cultures into ongoing dialogue about the future of the Shambhala community to ensure that all voices are included and heard.
- To model an approach to governance that emphasizes dialogue and listening as a way to encourage this approach within the wider community.

Survey Group

- To provide the community with the ability to communicate with the PT and the IB through well-designed online surveys.
- To improve the community's understanding of itself by reflecting back what is learned through surveys.
- To bring the highest professional standards and ethics to the construction and analysis of surveys.

[1] These 3 Strategic Aims were taken from the "GMS Mission" out of the more comprehensive Statement of the Governance Models Subgroup on their Strategic Aims, full text see Appendix 1.

[2] The Finance & Legal Group also provided their specific Vision and Mission for the group. See Appendix 1.

[3] The Centre and Support Group also provided their specific Vision and Mission for the group. See Appendix 1.

2020 Objectives

Healing, Learning and Protection

Healing and Learning Group

- To establish a new working group that works together with the Board to develop trauma sensitive teaching containers.
- To disseminate information about Restorative Circles to the sangha and providing trainings for anyone interested in learning to become a leader of this method.

Governance

Charter Group

- To collaboratively create the Process Team Charter (as a living document) in close collaboration with the Governance Model Group, the Code of Conduct Group, and other working groups as a description of the PT's activities to define the future culture, structures and processes of Shambhala.

Governance Model Group

(Objectives for the next 4-6 months)

- To examine models currently used by various spiritual/religious organizations.
- To consolidate and interpret information gained from those models, the interviews we conducted, our reading and understanding of Shambhala texts on governance, and the community-wide survey.
- To consider the possibility of a President/Prime Minister, Delegs, regionalization, and other ideas that have currency at this time for increasing communication and accountability within governance.
- To come up with possible models for Shambhala's governing structure.
- To develop methods for sharing these possible models with the community and for receiving feedback.
- To refine and present a recommendation for one or more governance model(s) to the Sakyong and the Shambhala Board of Directors for consideration.

Community Building

Path, Teachings, and Practices

- To connect with P&E directors at centers and groups to understand what practice offerings they are hosting, and what is working well, what they are learning, and what challenges they face in doing so.
- To facilitate knowledge sharing between centers and groups about what is working for them in their practice offerings, probably most concretely in a Shambhala Network group specifically for P&E officers.

Timeframe

The TTF initially suggested a one-year term of the PT. According to the TTF, the one-year “term” of the PT indicates a time for review, not dissolution. Rather than have an open-ended term, the TTF determined it was important and kind to set some sort of time frame to ground the work of the PT. We recognize that some recommendations may be ready in less than a year, some in more than a year. One year is a checkpoint for assessing where the PT is and what needs to happen going forward. In all likelihood, some of the work of the PT will need to continue beyond this time frame and objectives for 2020 have been developed accordingly.

Work practices

Structure

Roles and responsibilities of PT Members

Process Team Oath

All members of the Process Team have taken the following oath:

Calling upon the lineages and dralas of Buddhadharma and Shambhala warriorship to support me in this oath, I, [name], as a member of the Shambhala Process Team, pledge to work diligently to further the vision of enlightened society and basic goodness.

I further pledge to:

- *apply gentleness, fearlessness, and intelligence in all my activities on the Process Team.*
- *continue my own practice and study while I serve.*
- *faithfully represent the wisdom of the lineage, the teachings, and the community as I understand it.*
- *refrain from using this position for personal gain.*

If I am unable to fulfil these pledges, I request that I be removed from the Process Team.

Appendices

Appendix 1: Elaboration of strategic aims

Governance Models subgroup Strategic Aims

GMS Vision: That Shambhala is structured and governed in the best way to manifest its vision, and proliferate the teachings of our lineage in the world, successfully and sustainably, through its people, offerings and resources.

GMS Mission: To understand Governance as it applies to the Shambhala vision of Enlightened Society and the teachings of the Buddhadharmā; to explore that understanding with the Shambhala community through informative and open dialogues; and, based on that, to recommend one or more governance structures for the organization going forward.

In detail, this requires:

- To understand how Shambhala can best achieve this stated vision through its activities, people and culture, what is critical for success, and where resources and activity need to be concentrated.
- To deduce from this understanding the most effective *organisational structures* by which it can carry through these activities, achieve its priorities and potentials and meet its societal needs
- To determine the required *processes, activities and culture for leadership* (spiritual and organisational) to best support the achievement of the vision through this structure, and safeguard against failure, drawing from best practice models and learnings from past and present leaders.
- From all of this, to draw up one or more models of organisational and leadership structure (including any options that present) and offer this to the community.

This is meant to be achieved by:

1. Engaging the “sensing” stage of TheoryU by collecting relevant data from all stakeholders:
 - a. by compiling interviews with people in leadership positions on relevant topics and analyzing the trends that emerge
 - b. by understanding the Sakyong’s views on governance
 - c. by analyzing the results of the community survey regarding governance models.
2. Determining what “governance” means for Shambhala
 - a. by describing the conditions for good governance that would apply to any governance model

- b. by selecting and adapting from our library of governance models one or more descriptions of governance that represent the range of outcomes from the interviews and survey, as well as from any communication from the Sakyong; and that that fulfil the conditions for good governance (above).
3. Developing one or more proposals of structures for Shambhala's governance, taking into account
 - a. the general conditions for good governance and administration
 - b. the various possibilities as they exist in this world and in Shambhala
 - c. the range of outcomes from the interviews, survey, and any communication we may receive from the Sakyong.
4. creating a written document that describes the proposed model or models.
5. sharing this document with the community, which includes all members and the Sakyong, and inviting comments and reactions
 - a. by way of written comments
 - b. by way of U-lab coaching circles.

Centre & Group Support

Vision: A strong connected network of centres and groups and individuals that creates an integrated and resilient community.

Mission: to create ways to have open rhythmic communications with centres and groups and eliminate the feeling of disconnectedness or separation that leads to isolation.

Finance & Legal

Vision: Shambhala needs a sound and transparent financial and legal foundation. For Enlightened Society to manifest, we must have our house in order.

Mission: To promote dialogue at all levels (e.g. SGS, the board, individual centers) in order to identify and enhance optimal financial and legal decision-making across the mandala to support the evolving SGS legal and financial structure.