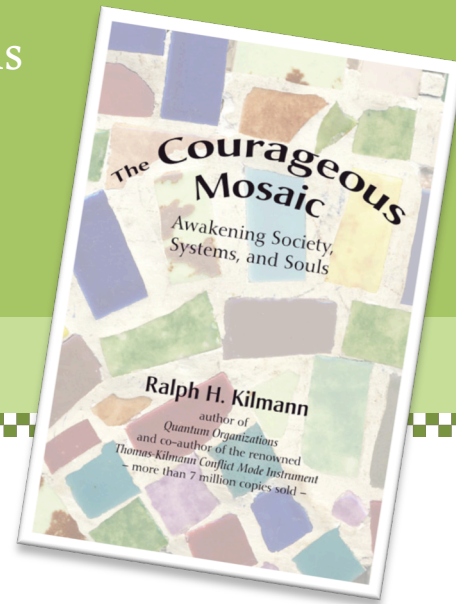


# The Courageous Mosaic

Awakening Society, System, and Souls

Ralph H. Kilmann



Kilmann Diagnostics

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## About the author

Ralph H. Kilmann, Ph.D., currently resides in Newport Coast, California where he is CEO and Senior Consultant at Kilmann Diagnostics (KD). He is well versed in conflict management and change management. His educational journey began at Carnegie Mellon University where he earned his B.S in graphic arts management and M.S in industrial administration. He also received his Ph.D. degree in behavioral sciences in management from the University of California, Los Angeles. The bulk of his career was spent at the University of Pittsburgh.

As an author, Kilmann has published books and articles ranging from conflict management, organizational design, problem management, change management, and quantum organizations.



*By resolving all the challenging relationships in your life – based on shared truth – you can heal your wounded boundaries.*

*“The Courageous portion of the title represents the ceaseless, fearless, dedicated, and everlasting investigation of one’s existence, which can be shown which can be shown as three superhighways for pursuing an examined life; mind consciousness, body consciousness, and spirit consciousness.”*

## Overview

In the book ‘*The Courageous Mosaic*’ by Ralph H. Kilmann, the author shares, in detail, his earliest childhood traumas and how he transformed these experiences into something positive. Kilmann describes the importance of relationships and various types of therapy that are able to help an individual become whole and aware of their inner selves. He speaks of various therapies such as; psychoanalysis, Holotropic Breathwork, Holosync meditation, advanced structural alignment, electro-homeopathy, Pulsor chakra clearing, and many others.

As Kilmann describes the journey through his traumatic childhood experiences, which included several eye surgeries and having no control over his own body, he continues to go through these various therapies in order to help him rebuild the relationships that were suffering with his parents. These therapies helped him to begin on a path of mending with his family. Also, Kilmann also discusses how an individual can work to becoming ‘whole’ and seeking truth. Throughout his book, he speaks of different types of boundaries, conflicts and relationships.



*Scan the QR code on your phone which will direct you to the Killman Diagnostics webpage*

*“What’s good for your soul is good for your body.”*

*“The Courageous Mosaic also recognizes how the systems in society play a major role in either expanding or obstructing human consciousness – and thus people’s capacity to resolved their primal relationships. This book thus considers how organizations and institutions (including public schools, religious organizations, health-care organizations, governments, and workplaces) can be redesigned for conscious living.”*

<http://www.kilmanndiagnostics.com/courageous-mosaic>



Chapter 1 – When Time Began

Chapter 2 – One Awakening Was Not Enough

Chapter 3 – The Quashed Rebellion

Chapter 4 – Mistreating Buttons

*“How long was I in the hospital? My best guess is five to seven days. But it felt like a lifetime. I had absolutely no concept of time in those days. I only knew my time had begun. Later, I’d learn that the rest of my life would be affected – fueled- by this awakening.” (pg. 5)*

As Ralph Kilmann begins his book, he gives the reader a look into his past childhood experiences that he describes as tragic. These experiences are reflected upon throughout the entire book, based on his journey of therapy.

Kilmann begins his book at the age of three years old and being strapped down in a hospital bed. He did not know it at the time but he had just had eye correction surgery to help rectify his lazy right eye. This tragic experience had him questioning himself and his family dynamics. As the beginning chapters continue, Kilmann describes multiple other eye correction surgeries, which he later finds out were for a soul cosmetic purpose. It wasn’t until his last painful eye surgery at the age of 23 that Kilmann decided to take control of his body.

Growing up, Kilmann was taught to obey his parents and not ask any questions. In chapter three of his book, he describes an experience where he decided to take a stand towards his mother and it concluded in a beating from his father, emotionally and physically.

It is these beginning chapters that the entire book is based upon. Kilmann does a phenomenal job in helping the reader feel his feelings at the time and gives the reader his perspective. These tragic experiences that he faced are reflected upon in later chapters as Kilmann attends therapy and begins his journey of rebuilding his relationships with his parents.

*“Finally, after two decades of recurring trauma and victimhood, I reclaimed my body. I was never again going to turn my physicality over to mom, dad, or anyone else.” (pg. 11)*

# Journey through therapy

'*The Courageous Mosaic*' explains in detail the journey that Ralph Kilmann went through in his life. He describes his experiences in great detail and his thought process throughout the experiences. He has been a part of various types of therapy including; talk therapy (psychoanalysis), Holotropic Breathwork, Holosync meditation, Network Spinal Analysis, Neuro Emotional Technique, Vipassana meditation, advanced structural alignment, electro-homeopathy, and many others. Kilmann gives the reader a description of the therapy along with how he feels it has benefited his life.

*"How can you possibly make a good decision in either your work life or love life, if you don't know who you are and what brings you bliss?" (pg. 65)*



## Education

- 1964 – Accepted at Carnegie Tech majoring in graphic arts management.
- 1967- Accepted into Carnegie's Graduate School of Industrial Administration (GSIA).
- 1969 – Accepted into Ph.D. program in Carnegie's GSIA.
- 1970 – Entered Ph.D. program at UCLA
- December 1971 – Began his work at the University of Pittsburgh's Katz School of Business where he thrived for 30 years.

## Rebuilding Relationships

As Kilmann continued his journey through therapy, he began to have realizations about his youth. This is when he decided it was time to rebuild his relationships with his parents. He began with his father. He approached the situation by describing what he was discussing in therapy and how his traumatic childhood experiences have affected him as the adult of today. As he continued to discuss these issues with his father, his father simply listened, and it was at this time that

his father began to show emotion to his son and apologize for his entire childhood trauma. It was at this breakthrough moment that Kilmann describes that they became best friends. From this conversation forward, Kilmann and his father shared experiences of their past and continued to build a positive relationship built on trust and friendship.

The same wasn't to be said about the relationship between Kilmann

and his mother. His mother continued to correct him about his feelings and did not want to be portrayed as a 'bad' mother. She did not want to accept that her son was unhappy. Therefore, the relationship between Kilmann and his mother continued to struggle until later in their lives.

These important relationships based on trust affect an individual, and Kilmann was determined to resolve the hurt that had been built between him and his parents.



“*The unexamined life is not worth living.*” – Socrates  
(pg. 65)



“*Genuine, deep-felt, long-lasting happiness can only be experienced if a person has crystal-clear boundaries and has learned to define his essence by what lives inside these sacred boundaries.*” (pg. 70)

Throughout Kilmann’s therapy, he began to appreciate individual boundaries and how they affect a person’s life and wellbeing. In chapter twelve of his book, he continues by describing ‘ego development’. There are four important parts that ego development consists of:

- 1) *Sacred Boundaries* – any kind of childhood trauma may violate a child’s sacred boundary.
- 2) Once these boundaries are violated, it begins to prevent a person’s development of individuality. Once a person’s development of individuality is affected, it may bring up a series of challenges in a person’s life.
- 3) Once these violations are affected, they may prevent an adult for establishing their ‘*temporal boundaries*’, which are used to stay present and to not live in the past. The purpose of these boundaries is to be optimistic of a positive future and how to create a better tomorrow.
- 4) If two boundary-damaged adults decide to start a family, usually one of the parents will affect the *sacred boundaries* of the child (which in turn creates a cycle).

### 5 Sacred Boundaries

- 1) Physical – consist of face and body and your larger physical environment such as your home and place of work.
- 2) Sexual – consists of your sexual organs and erogenous zones, and also your sexuality and your sexual identity.
- 3) Emotional – consists of your feelings towards how you feel about anything or anyone, and also about how you feel about yourself.
- 4) Mental – consists of a definition about what you believe, your thoughts, your opinions, and decisions.
- 5) Spiritual – consists of your soul and a reflection of what’s “inside” all beings.

# Becoming Whole: Relationships, Truth & Resolution

*What does it mean to be 'whole'? To be whole means to be "fully human – and the ethical respect of the physical, sexual, emotional, mental, and spiritual boundaries that exist around all beings.*

*"Why do people need to resolve troubled and difficult relationships?"*

*"Are there different strategies for achieving resolution?"*

*"Can peace with another person be achieved through an inner dialogue?"*

*"What is the role of truth in achieving resolution, or when does the truth not matter?"*

*"Is there something that matters more than the truth?"*

As Kilmann continues to describe his journey of therapy and beginning new relationships and creating resolutions with those he loves, he describes ways to approach resolution in his book. Throughout chapter 16, a resolution approach is described in a step by step format.

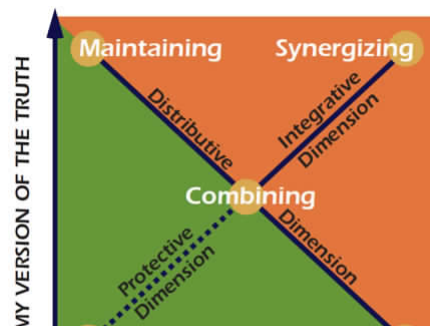
There are various steps that need to be taken in order to achieve resolution in the way that Kilmann describes. First, truth and resolution need to be respected, including ones boundaries. Secondly, he relates energy fields to the relationships and how they need to be positive between two people. Third, there are 3 dimensions for negotiating truth between two people.

And lastly, Kilmann describes a spiritual-based approach to resolve relationships.

Kilmann describes a resolution approach called the **Thomas-Kilmann Conflict Model**. This model is highly based on the recognition that people must first realize what they truly believe is "truth", then they may continue to work towards building a relationship with another. This model contains different dimensions:

- 1) Maintaining
- 2) Conceding
- 3) Isolating
- 4) Synergizing

Each axel contains a version of each person's definition of truth and in the middle contains the combining of these version and achieving resolution. This process takes time and effort. In the chapter, Kilmann describes in great detail the steps to be taken when attempting this approach to resolution.



## Conclusion

*“The most courageous mosaic for our society, therefore, is to transform our pyramid organizations into circle organizations, which include schools for self-directed learning, religious communities for spiritual development, health-care organizations for integral healing, and workplaces for soulful living.”(pg. 222)*

Throughout Ralph Kilmann’s book, *‘The Courageous Mosaic’*, the author describes in great detail his journey from his tragic experiences of children to his path of healing. He attended various forms of healing, including different forms of therapy. This journey allowed Kilmann to rebuild his relationships with his parents and allowed him to have better knowledge of who he is as a person.

Kilmann also describes his view of organizations and systems and the importance of individuals knowing themselves and their soul’s purpose. *‘The Courageous Mosaic’* is a book that helps one realize and reflect in their own personal lives and understand their relationships and what it is that they need to fulfill in order to achieve their soul’s purpose.

*“... only by expanding consciousness – in individuals and organizations – will society, systems, and souls be able to resolve war, violence, hatred, poverty, hunger, disease, hopelessness, and the destruction of Mother Earth herself.” (pg. 245)*

## References

Kilmann, Ralph. (2013). *The Courageous Mosaic: Awakening Society, Systems, and Souls*. Newport Coast, California. Kilmann Diagnostics.

## Additional works by Ralph Kilmann

- *‘Thomas-Kilmann conflict mode instrument’* by Kenneth Wayne Thomas (2002)
- *‘Quantum Organization: A New Paradigm for Achieving Organizational Success and Personal Meaning’* by Ralph Kilmann (2001)
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- *‘Work Sheets for Identifying and Closing Team-Gaps’* by Ralph Kilmann (2011)
- *‘Kilmanns Organizational Belief Survey’* by Ralph Kilmann (2011)
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