

# Integral Leadership Review

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## Notes from the Field

### Leadership for Emergence

Beatrice Benne & Andrew J. Campbell

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*I love the World  
that is breaking in tears  
for the peace of mankind*



My colleague Andrew J. Campbell and I just co-facilitated a new [Leadership for Emergence](#) course in the South of France and we can still feel the energy. We are excited at the future potential of this unique and in many ways unusual creative offering in the peaceful and inspiring commune of St. Jean de Laur, located at the heart of the Quercy.





Imagine yourself going away from your professional life to a three-day retreat. Instead of booking into a hotel or typical retreat ‘facility’ you find yourself in Beatrice’s own family country property. Just renovated, it includes all the modern comforts while keeping its original style and charm and still carrying the rich history of her family over the previous hundred years.

We share homemade breakfast, lunch and dinner made from fresh local food; we enjoy walks and hikes on trails lined by centuries old stonewalls and punctuated by shepherds’ stone huts. Now, see yourself at the end of a warm day, swinging gently in a hammock and gazing on the billion stars that are the Milky Way. If you are lucky, you may even see a shooting star.



This unique course deliberately keeps the size of the group to six people in order to provide personal attention and the appropriate level of coaching to each participant based on their specific leadership needs at every given moment. Over three days, Andrew and Beatrice will attend you as you progress through your own creative journey. One important goal we set ourselves is to create an environment that facilitates spontaneous insights as participants open their senses more wholly moving from double-loop learning to achieve triple-loop

learning—that is, learning which comes from the heart and that integrates explicit knowledge (knowledge in the mind), tacit knowledge (experience) and transcendental knowledge (wisdom). Central to our *living design* is the belief, based on our experience, that the inner state dynamically balanced with Nature is key to any transformative journey and that all change process must be grounded in our own authenticity.

With the assistance of Nature, Art, and Dialogue we choose to focus on helping individuals connect with ‘source’ that reawakens natural creativity. Throughout the process we aim at co-generating with participants an unbroken field that reveals their own emergent destination. The heuristic structure allows us to create a very fluid process, reflecting Nature’s creativity, from a set of activities that are adapted to the unfolding need of each of the participants. Our intent is to facilitate participants’ reconnection to the very meaning and new purpose of their lives—as Andrew puts it, “with lightness of touch at the speed of light.”

Since a picture is worth a thousands words, here are a few glimpses and highlights in pictures with some commentaries.

### ***Letting leaves, stones and lichen speak for themselves***

“I am powerful, but I don’t know how.”

“I am coming from Nature, going to Nature, but I am outside of it.”

“I am fragile, of different forms, yet adaptive.”

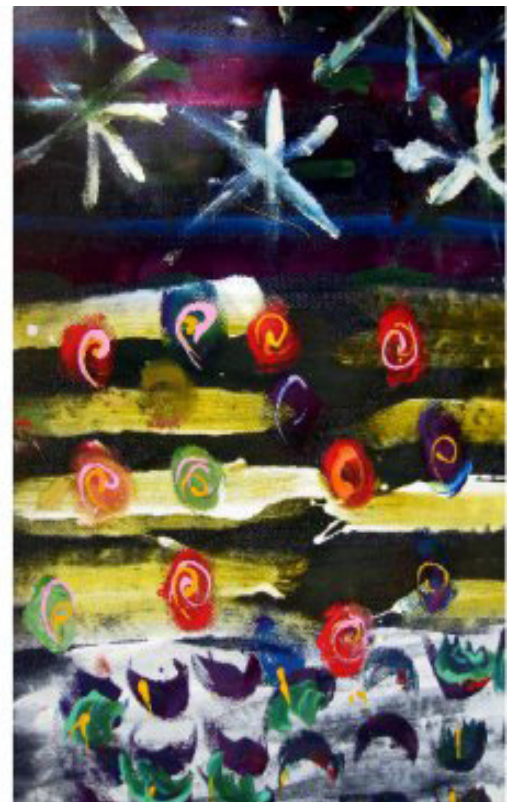
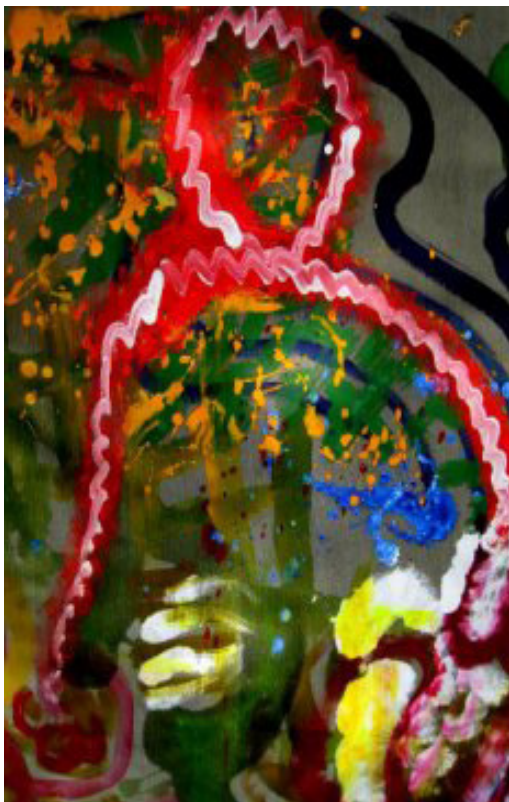
“Going forth is unteachable in the sense of prescriptions. It can only be indicated—by drawing a circle that excludes everything else. The one thing needful becomes visible: the total acceptance of the present.”

—Martin Buber



## Painting Session

One emphatically does not have to be a trained artist to fully engage one's core creative self. It is sufficient to pick up a brush, open the mind, open the inner eye and paint the vision. Our sole purpose as creative facilitators is to co-create the space for authenticity to reveal itself.



The many authentic lessons that may unfold from the connected body-mind in Nature are best captured in what poet William Blake referred to when he wrote “No bird soars too high if he soars with his own wings.” One lesson is that the quintessence of emergence is its irreversibility. It cannot be manufactured; like a dream

and like a work of art, it contains past, present and future as one. We can choose to live life as in art creatively; healed, whole, holy: three words, one reality.

“It is in encounter that the creation reveals its formhood; it does not pour itself into senses that are waiting but designs to meet those that are reaching out.” Martin Buber

### *Short Poems*

The life of a lion  
is like a mouse  
in the middle of a fire

[ fireplace room ]

The spareness of air  
from the nothing  
the birds are coming

[ middle of walk ]

I love the world  
that is breaking in tears  
for the peace of mankind

[ end of walk ]

From everything that is beautiful  
the most beautiful is  
what God created

[ Susana 13 years old – collapsing boundaries ]

The shining stars  
that show us the future  
the luxurious smell of nature

[ cosmic painting in words ]

I will carry in my bag  
these clean and light sensations  
and I will make it last

[emergence in the future ]

## *Postscript: Reflections upon a Single Leaf*



*“I am coming from Nature, going to Nature, but I am outside of it”*

On our first morning we took a walk to one of Beatrice family’s oak fields. There, after exploring a shepherd’s stone hut and collectively wondering why broad circles appear at the foot of the oak tree that will bear truffles in the winter we dispersed to think on this and other things, gathering in a better sense of the place. The only instruction taken on the walk was that, if and when, *at any time*, we felt and sensed drawn—I mean that an object from nature called us, whether it be a stone, a leaf, a branch or anything else—we would bring it back home with us to reflect further upon it.

Back home and after lunch, we all sat around our objects and Beatrice asked each of us to share our thoughts about them as if we were them, while using the following format:

“I am...”

“I am coming from...”

“My purpose is...”

Augusto had brought back with him an oak leaf of graduated colours, one side still living, being green and the other side being dead, brown in hue, burned by the sun and perhaps responding early to the arrival of autumn. Augusto spoke: “I am coming from Nature, going to Nature, but I am outside of it.” We focused on this and then noticing, we reflected on the meaning of the word “but” that Augusto had introduced in his sentence, which we felt negated the power of the beginning of his statement. Then, Andrew said: “To me, this is about both life and death,...simultaneously.”

*What is inside is outside and what is outside is inside.*

Theodor Dostoevsky

Later, as the sky darkened indigo and shining with stars, we all settled comfortably into hammocks or lay on the large flagstones, sinking upwardly against gravity into the canopy of the phenomenally visible cosmos.



*The Milky Way, time lapse photography with 13 minutes exposure*

“...[A] Jewish myth [is] that in his mother’s womb man knows the universe and forgets it at birth.”

Martin Buber

For Augusto, it was the first time he ever “saw” The Milky Way. Beatrice remarked: “Isn’t it amazing that many of the stars that we see are already dead? Their light reaches us, they affect us physically, emotionally and spiritually and yet they’re billions of years old, some thousand of light years away and many are already dead, gone.” It is then that we all realized the power of the remark about the oak leaf made earlier in the day, about life and death presenting simultaneously.

Later, and still reflecting on the mystery and beauty of The Milky Way, a second insight arose, that as observers we might seem to be outside of The Milky Way, while in fact, we are, “... completely inside it, a part of it. It is a part of us.”

A day after the course, we received the following email from Augusto who was back home in Portugal: "...my new chosen company name in the UK is 'Magellan Clouds Telecom'. I have to say that 'Magellan' appears from Sunday night, and 'clouds' were related to a new breed of Cloud Computing. The funny thing is that Magellanic Clouds are already defined as kind of space cloud ;-)" And the most interesting thing is what is written in this link: "*Both* Magellanic Clouds are irregular dwarf galaxies orbiting *our* Milky Way galaxy."

***As I was...***

Throughout the rewriting of the materials to hand, sitting here right now in a relatively remote part of France, streams continue to be joined.

And

My friend McDougal has a Chinese student, and he asked him. – "What exactly do you mean by 'Tao?'"

Typically Western! The Chinese boy explained what Tao is and he replied: 'I do not understand yet' The Chinese went out to the balcony and said. 'What do you see?' 'I see a street and houses and people walking and tramcar passing'. 'What more?' 'There is a hill'. 'What more?' 'Trees' 'What more?' 'The wind is blowing'. The Chinese threw up his arms and said: 'That is Tao'. There you are. Tao can be anything. I use another word to designate it, but it is poor enough. I call it synchronicity. The Eastern mind, when it looks at an ensemble of facts, accepts the small quantities. You look, for instance, at this present gathering of people, and you say: 'Where do they come from?'

Why should they come together? The Eastern mind is not at all interested in that. It says: 'What does it mean that these people are together?'

That is not a problem for the Western mind. You are interested in what you come here for and what you are doing here. Not so the Eastern mind; it is interested in *being together*. It is like this: you are standing on the seashore and the waves wash up an old hat, an old box, a shoe, a dead fish, and there they lie on the shore. You say: 'Chance, nonsense!' The Chinese mind asks: 'What does it mean that these things are together?' The Chinese mind experiments with that being together and coming together at the right moment, and it has an experimental method which is not known in the West, but which plays a large role in the philosophy of the East. It is a method of forecasting possibilities.

—“This method was formulated in 1143 B.C.”

C.G.Jung

[12:49:58] augusto.tomas: Today I've come back to my morning meditation practice, where I read a page from the "365 Tao daily meditations" from Dend Ming Dao. Each page has these structure: Title or Sacred Key Word, Poem of three to four lines (like the ones we did – ) and a Digestion of the Poem splitted in three parts, which I sense it like thinking, feeling, behaving (I've just read two pages:), and the titles where "Returned" and "Creativity"

I would like only to share the Poems, because the Digestion of the Poem is nice, but you know it better

[12:51:30] andrewjamescampbell: ok



[12:57:29] augusto.tomas: so, the first poem: “Return”

Angles against the sky color of lavender,  
Sent from far through the celestial vault  
Free, the swallow birds  
Describe circles around their nest

[12:57:50] andrewjamescampbell: lovely

[13:00:21] augusto.tomas: The second poem: “Creativity”

The storm brakes in pieces,  
Clouds left the heavy horizon.  
The sky rotation  
Generates all the movement.

[13:00:46] andrewjamescampbell: hmmmmm

[13:03:27] augusto.tomas: The digestion of the poem finished with the sentence that the poem means  
“action without effort is the most high skill that a Tao disciple can follow”

[13:04:31] andrewjamescampbell: quite so -- last week you took the entire cosmos in your eyes, and  
two days later birthed a new company....this is [both] the storm and the tranquility in one

[13:04:31] augusto.tomas: The next one for my mediation of tomorrow (just  
one line): Title: “Illumination” : Fire feeding fire

....

“Teachings and poems try to say more, and say too much: how murky and presumptuous is the chatter of  
“the emerging God”—but the emergence of the living God we know unswervingly in our hearts. The world  
is not divine play, it is divine fate. That there are world, man, the human person, you and I, has divine  
meaning.”

—Martin Buber.



**Note:**

1. All Martin Buber quotations selected from, *I and Thou* by Martin Buber: A new translation with a prologue “I and You” and notes by Walter Kaufmann (1970). Touchstone Book published by Simon & Schuster.

## About the Authors

**Beatrice Benne** was born in a small village in France. She graduated from the Architectural School of the University of Geneva [1989-1995]. Moving to California in 1995, she enrolled in a M.Sc program in the Department of Architecture at Berkeley. She completed her Masters thesis in Design Theories and Methods in 1998 and immediately began working for Bechtel Corporation defining short- and long-term strategies for web-based content management and collaboration tools and promoting better collaborative and knowledge management practices. A Ph.D. from the Department of Architecture at UC Berkeley followed in 2005. Her dissertation topic was “Managing Architectural /Engineering/Construction (AEC) Project Organizations at the edge of Chaos: An Analysis of AEC Project Adaptive Capacity from a Living Systems Perspective.” In 2006, she was invited to join the Discovery AE Group, a think tank of professionals from a variety of disciplines, meeting for the purpose of helping communities and organizations face adaptive challenges. In 2007, she moved to Portland, OR and co-founded Transformative Sustainable Solutions, Inc (dba ProjectDX) a service enabling governments and NGOs to meet their environmental and sustainability goals through a community-wide engagement approach. Just prior to the purchase of the company by a firm based in Oakland, CA she moved on, creating her own consulting company Soma Integral Consulting, LLC. Soma’s mission is to facilitate the resolution of adaptive challenges by transforming and designing purposeful and conscious organizations, while focusing on the well-being of social and environmental ecosystems. Since 2006 she have been team-teaching a Strategy & Implementation course and a Systems Thinking course at Bainbridge Graduate Institute (BGI). [bea.benne@gmail.com](mailto:bea.benne@gmail.com)

**Andrew Campbell** was born and educated in Oxford. He studied at Oxford Brookes University [1976-7] with Dr. Leonard McComb RA, graduating with a BA (Hons) in Fine Art and Art History from University College Falmouth [1980]. He has taught art privately and publicly and for the Arts Council of Great Britain, exhibiting professionally for over thirty years, accepting commissions from Oxford University Press (1972) and GlaxoSmithKline (2005). He has written for the Stephen Solovy Foundation, Chicago and for Art International, India. His works are in private collections in London, New York, Paris, Kentucky and Chicago. In 1997 he began consulting professionally and in the summer of 2001 he was invited by The Society of Organizational Learning to furnish original images for a seminal interview between Dr. C.O. Scharmer and Francisco Varela. More recent collaborations include the University of British Columbia [2004] and Cornell University (forthcoming). In 2007 he was invited to co-found Reos Partners, resigning in 2008 he coinitiated and co-founded a leadership program now re-branded as R2. In 2009 he co-designed and delivered an embodied and enactive project for Chinese and Asian youth in Toronto and in 2010 co-designed a workshop for delivery at the Organization Development World Summit in Hungary. He co designed and facilitated the World Development Movement public meeting that ended dramatically in the late evening with the immediate termination of a multi billion project to build a huge coal fired power station next to London. Andrew is privileged to be welcomed and respected in the communities of both the Lakota Souix of Pine Ridge, Black Hills, S. Dakota and the Cherokee, Sandhills Tribe, of NY. Andrew currently serves on the editorial board at *Integral Review* and contributes materials and advice to *Integral Leadership Review*. In 2010 Andrew was invited to teach a pioneering class as a guest lecturer to discuss organizational change and transformation from an art and creativity perspective. Andrew and Beatrice co-facilitated a new Leadership for Emergence course in September 2010 in the South of France, which they plan to take to America in 2011. [andrewjamescampbell@gmail.com](mailto:andrewjamescampbell@gmail.com)

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