

ILR

# PARTICLES

MARCH 2013



*Industrial Worker* Editor **DIANE KRAUTHAMER**  
on the State of the Unions and Labor Leadership

*also*

**Integral Political Activism**  
TERRY PATTEN

**Open Source Leadership Knowledge**  
KULDIP REYATT, STEPHEN GOVEIA, KATHRYN JOHNSON  
AND ARTHUR JUE

**Living, Learning, and Leading in the Integral Space**  
MARK MCCASLIN AND JASON FLORA

**Radical Embodiment and Soul Resilience in Transformational  
Leadership Development**  
CAROL BURBANK

**LEADERSHIP CROSSWORD PUZZLE**

**LEADERSHIP CARTOON**

# HOW OFTEN DO YOU GET INVITED TO BE PART OF HISTORY?



Despite the enormous volume of work that he has generated and the rapid spreading of integral ideas, Ken Wilber remains somewhat unknown to the larger mainstream world. Our primary purpose for producing this definitive biography video series, as well as an interactive “theory of everything” application, is to shift his status from “the most important philosopher you’ve never heard of” to “the best known philosopher on the planet!”

Whether you already find deep value in Wilber’s work, or are discovering him here for the first time, we want you to be part of this remarkable project.

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## Welcome to ILR Particles

“Particle,” a part or portion of matter; a morsel + “Article,” a written composition forming an independent section of a book, newspaper, or magazine.

It seems to me an overriding theme of the March edition *ILR* is Imagination and Inspiration. Whether it is Dorit Netzer calling for image-based learning, Kirstin McGuire’s method of resuscitating the flat-line prone office meeting by importing yoga into the boardroom, or Mark McCaslin’s illustration of the people who inspire others to great achievements, he calls Potentiators, these concepts are woven into the fabric of this issue. How else could four people, Kuldip Reyatt, Stephen Goveia, Kathryn Johnson, and Arthur Jue come up with the game-changing idea of Open Source Leadership Knowledge and the energy to actually create a model without a healthy dose of Imagination and Inspiration?

*Particles*, too, has been a product of Imagination and Inspiration. We believe so ardently in the value of the information contained in *ILR* that we were looking for a way to invite readers who might be put-off by plowing through the vast amount of information, or those that simply did not have the bandwidth to invest a simpler way to explore *ILR*. That’s how we came up with *Particles*. We wanted to summarize the articles, allow a space to publicize new books and other websites that engage the Integral community, and make *Particles* graphically beautiful to

illuminate aspect of each article that a mere title might not convey. I believe we have accomplished our goal.

It will be one year this coming June when the first *Particles* was published. At this point in time, we are uncertain if there will be an anniversary edition. Platform restrictions have made it impossible for us to evaluate *Particles*’ reach. Layout cost in terms of time invested in its creation and art are mounting. *Particles* is underwritten by *ILR* and as I’m sure you know, *ILR* is a free publication. Our only income comes from donations and our strategic partners. We will never charge a fee to access *ILR* content. That’s part of our mission. We’re dedicated to allowing free access to this valuable information. We think it’s the right thing to do.

Our readers, contributors, partners, and interns continue to inspire us. Let your imaginations feed us with you ideas about *Particles*’ future. Thank you one and all.



Jeannie Carlisle,  
Editor *ILR Particles*

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# Fresh Perspective INTEGRAL POLITICAL ACTIVISM

RUSS VOLCKMANN INTERVIEWS TERRY PATTEN

Integral politics? In the world of integral theory and practice there has been some talk about integral politics on line. There has been little evidence of organized involvement and political action, however – that is until the 2012 presidential election campaign. That's when Terry Patten stepped forward and organized Integral Obama.

Patten is a coauthor of *Integral Life Practice* with Ken Wilber and has been teaching and doing workshops in the US, Europe, Canada, Mexico, South America,

Asia and Australia. His focus has been on broadening the set of mind, body, emotion and spirit practices and encouraging others to integrate them into their daily lives. By doing so, he believes, they will promote their own balanced development in their lives.

To the integral mind, focusing on one's own development is but half the challenge. The other half is our relationships, cultures, institutions, and their approaches to evolutionary development of the collective. The primary way this has been addressed is by individuals working in the arts, psychology, medicine, social

change, business, sustainability, ecology and international development.

Now Patten has taken the step of trying to organize individuals who are working in this way into a political action movement. Integral Obama raised nearly \$30,000 for the Obama campaign. In the area of grassroots

fundraising this effort was first in the nation, as of Labor Day. Patten's hope is, and he and others have already begun working on this, is to find ways to influence members of the Obama Administration, particularly in the

area of healthcare rules under Obama Care, as well as other policy proposals.

These efforts have stirred controversy within the Integral community from those who are Libertarian or Republican or just don't think Integralists should organize for political purposes. Patten's response is that those who wish to leverage integral to support other candidates, other political parties and other policies should also organize to do so.

*An integralist has to be able to go beyond simply taking a philosophical line*

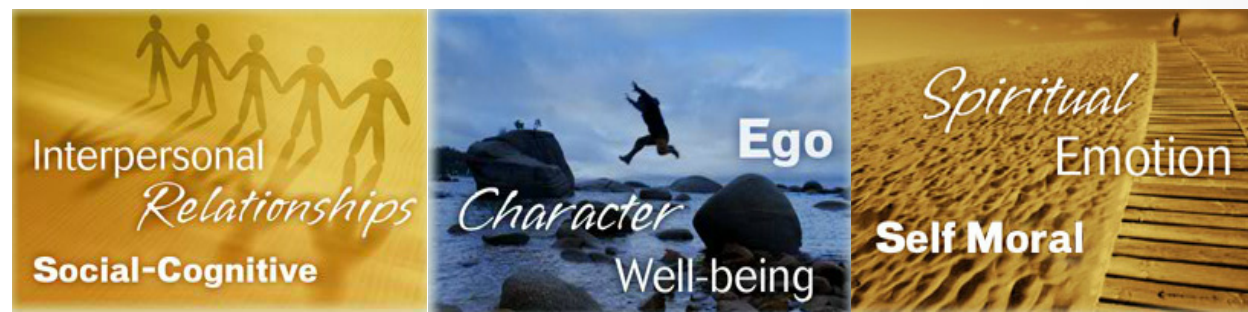
[CLICK HERE FOR THE ENTIRE INTERVIEW](#)



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# Fresh Perspective

THE STATE OF THE UNIONS AND LABOR LEADERSHIP

RUSS VOLCKMANN INTERVIEWS DIANE KRAUTHAMMER

How often in the practice and study of leadership do we focus on labor unions? In this interview, Diane Krauthamer provides us with a glimpse into the world of international union organizations and their conditions, aspirations and approaches. She is a journalist who was elected to serve as the Editor of the *Industrial Worker*.

The International Workers of the World has become one voice of labor and workers around the world. It is not phased by the recent spate of Right to Work Laws, because its members continue to fight for the welfare and rights of workers, regardless of whether union membership is required in businesses and other organizations.

As a journalist, Krauthamer covered labor struggles in New Jersey and New York from the perspective of the low-wage worker, particularly in the food service industry where there are many injustices including low wages and no health care. As Editor, part of her work is to create awareness and promote solidarity. "It's very beneficial for me, because I am finding that I am learning a great deal while promoting workplace organizing."

Unions are politically more powerful in Europe than in the United States. Union leadership in the US is fragmented with regional and industry divisions that lead to jurisdictional battles. There does not appear to be anything happening to address these challenges. The historical approaches for dealing with businesses and other organizations continue and there seems to be little potential at this time for more innovative methods.

Krauthamer concludes, "It's challenging sometimes. But no matter how many doubts I have, there are also these glimmers of hope when workers are empowered even just for a week or so during a successful campaign, or when there is a wildcat strike, or when there a hard-fought campaign has been won for various issues like increasing wages and

healthcare. We are never going to fully win... But ...it's important for workers to feel their power on the job and in their day-to-day lives, because ultimately most of what we have to do is work. When we can work and have small victories, it makes our days and our lives that much easier."

**CLICK TO READ MORE ON LABOR LEADERSHIP**



# Transformation in Leadership: A Developmental Study of Warren Buffett

## Part One

Edward Kelly

Sometime after he set up his own mobile phone distribution company in 1995, Edward Kelly read Roger Lowenstein's, *Buffett: The Making of an American Capitalist*. It is safe to say that from that point forward, gaining a deeper understanding of Lowenstein's subject, Warren Buffett, assumed a prominence in Kelly's life. Throughout the years, Kelly remained fascinated by Buffett and in 2003, he made a decision to leave his company and pursue a formal study of the enigmatic financial wizard within the rigors of a Ph.D. program.

Over time Kelly honed in on an aspect of Buffett that he seemed not to fully appreciate as a young entrepreneur: Buffett's wisdom. Buffett seemed to have a kind of "direct knowing" of things that Kelly wanted to better understand. It appeared to Kelly that Buffett "could see into the reality of what was going on and come out with a result that others could only see in hindsight." Buffett had a kind of twenty-twenty foresight. What was going on with that, he wondered. Ever evolving, Kelly's focus shifted to the wisdom of Buffett's leadership.

Kelly's hard work produced a dissertation with what he describes as the "forgettable title" of, *Transformation in Meaning-Making; Selected Examples from Warren Buffett's Life: A Mixed Methods Study*. In his work, he concluded that Buffett had gone through "seven transformations of leadership over his long business career and that the development in his character had directly influenced his success as an investor and

leader." To Kelly's surprise, what began to emerge as he delved deeper into his subject was that while Buffett may have been hard-



wired for success as an investor, he was not hard-wired for success as a leader. "Buffett's natural logical/mathematical intelligence and rational temperament (his pre-dispositions)," argues Kelly, "adapted him well for the kind

of investment environment in which he found himself." But, states Kelly, "He became a successful leader through his own intentional

how the development of Buffett's character influenced his success as a leader.

Edward Kelly has undertaken the formidable task of revising his noteworthy dissertation to share his remarkable findings with the readers of *Integral Leadership Review*. His work is divided into three parts. In Part One of a three part series, Kelly deals with the question, "What was the research about, what methods of inquiry were used and what were the results." He describes the "what is it" question as the objective third-person world of "It", and explores "what can we learn from It." Part Two will consider, "what can we learn from the research, i.e., what does it cause us to do." Here Kelly examines the second-person inter-subjective world of us or "We." Part Three delivers Kelly's reflection covering the question of "what I thought about the research and what impact it had on me" in terms of the first-person subjective world of "I."

In addressing these three questions, Kelly draws on "the three fundamental dimensions of experience that philosophers Plato, Aristotle, Kant, Wilber and Torbert have long thought are "present in each and every phenomenon (whether we are aware of them or not)." Our ability to see these perspectives separately "while also understanding how they come together is part of the story of development." Rich, comprehensible, and illuminating, Kelly's elaboration of the development of Warren Buffett as a leader is fascinating view of an enigmatic icon through an integral lens.

acts of learning and development."

Although much is written about this iconic investor, entrepreneur, and philanthropist, the story that Kelly tells is heard less often;

[CLICK HERE TO READ PART ONE](#)

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## Leadership Coaching Tip

### Improving Meeting Effectiveness with Exercises to Engage Presence and Creativity

KIRSTIN MCGUIRE

If you want to induce an instant comatose condition in an entire assembly of people, all you have to do is say the word "Meeting." This mainstay of office interaction and information sharing has the ability to produce a trance-like state that any Las Vegas stage show hypnotist would envy. Yet, like it or not, meetings are a necessity for getting business done. Sadly, the vast majority are a complete waste of time for most of the people in attendance.

Management and organizational coach Kirstin McGuire offers practical tips proven to move meetings out of the doldrums and make the experience, valuable, meaningful, and profitable for everyone. By using wisdom of yoga, McGuire brings engagement and creativity into the conference room through simple steps. Find out how to resuscitate your meetings by reading McGuire's article in ILR.

[CLICK HERE FOR MCGUIRE'S MEETING METHODS](#)



# LEADERSHIP QUOTE



*. . . facts do not remain stationary. A situation changes faster than anyone can report on it. . . Moreover, names remain the same when what they stand for has changed. It often takes a nimble mind to perceive this . . . The perception of facts, our "attention," is determined by our needs or desires . . . Facts have intimate connection with the whole*

*question of power. Parallel to the history of the use of facts must be written the history of the use of power.*

MARY PARKER FOLLETT, *Creative Experience*, 1924

## Intention, Direction, Action

Inspiring Integral Leadership Through  
Process-Oriented, Imagery-Based Learning

DORIT NETZER

Dorit Netzer believes that imagination is the ground, container, as well as an agent of meaning. In her article, Netzer explores “the phenomenological nature of imagery in its encapsulation of tacit or explicit intention, intrinsic direction, and embedded action returning to our imagination as the expression of soulfulness.”

By stating in her opening paragraph that “Returning to our imagination as the expression of soulfulness requires Presence—not past or future orientation—a reversal of direction,” Netzer suggests that we have become alienated from this grounding aspect of self that allows us to draw upon an “inner knowing” that carries within it a powerful potential for transformation. Being fully present activates all our senses, including intuition and imagination, and allows for encounters with change and transform as well.

Netzer was drawn to explore the value of process-oriented, imagery-based learning and its inspiration of constructive change as the result of personal experiences as an art therapist and adult educator. Netzer argues that it is important for individuals to sense and fully embody their imagination. The embodiment of imagination sustains one’s imagery integrity.

Furthermore, process-oriented, group-shared structure facilitates the unfolding of imagery-based learning. Netzer asserts that by “giving primacy to the learner’s imaginal world—a source of direct knowing—cross fertilized by other learners’ imaginal expressions, and subsequently integrated with newly acquired knowledge—learners connect with the authentic purposes of the leader.”



Metagogy, the approach to teaching and learning which seeks to inspire human potential, resonates with

the process-oriented, imagery-based approach to learning. Further, metagogy aims to cultivate the ground from which integral leadership may emerge. The practice of metagogy is impacted by creative and imaginal processes. Netzer describes the process of imagery as one which is phenomenological in nature.

Netzer also argues that activating the imagination is a valuable means to approach creative learning. Additionally, Netzer considers how creative and imaginal process contributes to the overarching practice of metagogy. Upon consideration, Netzer suggests future practice-based research as a means for understanding both the practical applications and implications of the concept of metagogy.

[Click here to open your imagination](#)

# Open Source Leadership Knowledge

## *Enabling Good Leadership for All*

KULDIP REYATT •STEPHEN GOVEIA •KATHRYN •JOHNSON ARTHUR JUE

The need for effective leadership has never been greater around the world. The system in place for developing individuals for leader roles just is not working well. To address this there is an effort under way to create an Internet-based open source system of knowledge, education and practices that enable people to connect, converse and collaborate on leadership and enable access, learning, creating and sharing of leadership knowledge. Individuals who can be effective in leader roles are both born and made. Leadership learning occurs in the “complex crucible of context, culture, time and situation.” It is enabling and supports a major shift in the leadership aspirations of global citizens and their expectations of leaders. This shift is away from the few elite leaders to the many global citizens.

“To answer the clarion calls for good (effective and ethical) leaders and good leadership practices around the world, the ‘Good Leadership for All’ (GLfA) movement is emerging. GLfA is about transforming leadership at all levels, in all contexts and cultures, for the benefit of all. The

GLfA strategic vision is to have good leadership pervasive throughout global society during the 21<sup>st</sup> century. There are three fundamental elements of GLfA: The *Universal Declaration of Leadership Responsibilities* (UDLR) is about transforming leadership practices. The *Principles for Responsible Leadership Education and Development* (PRLED) are about transforming leadership education and development. *Open Source Leadership Knowledge* (OSLK) is about transforming and liberating leadership knowledge.

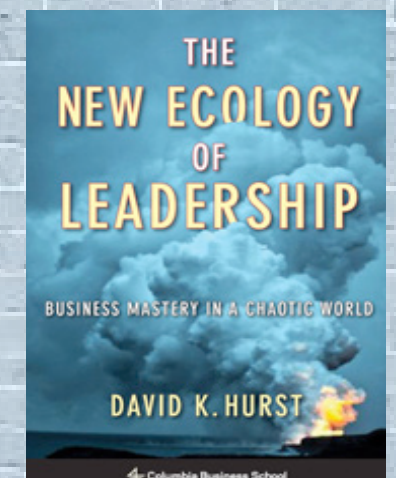
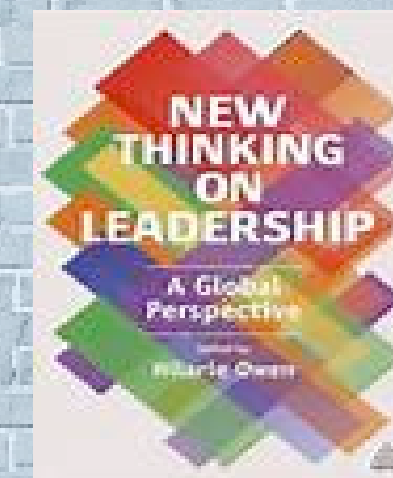
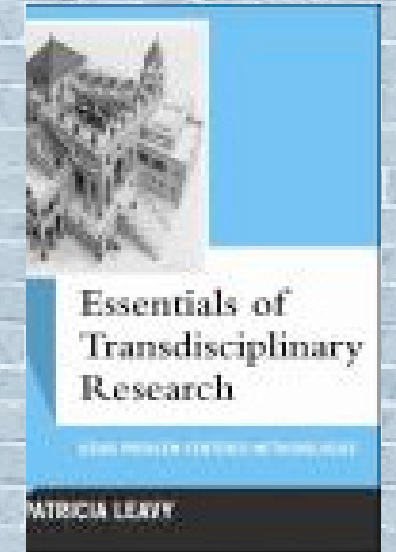
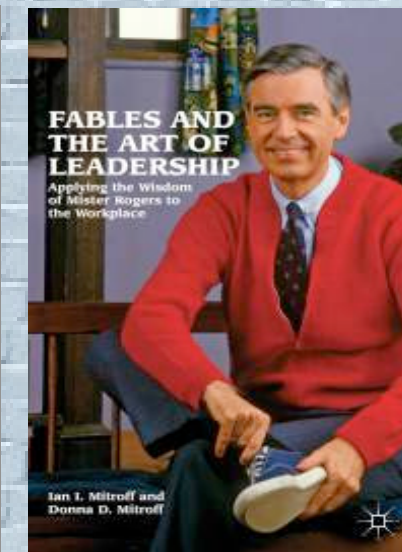
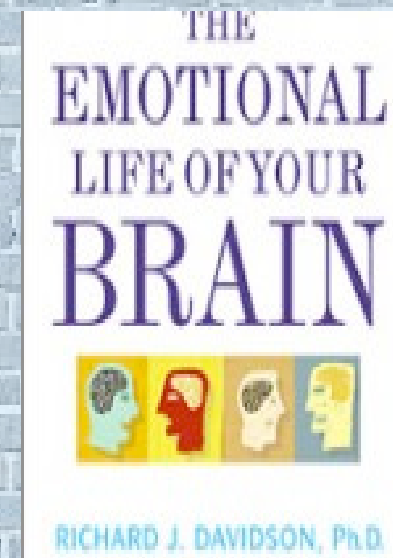
This long-term program will enable global citizens to access good leadership knowledge wherever they may be. It will allow open and free access to an evolving multimedia portfolio of leadership knowledge, education and development. OSLK will be a vital channel for leadership educators, scholars, researchers, and practitioners to connect with citizens, and vice versa, in order to transform leadership capability and capacity globally and locally in particular contexts.

[CLICK HERE FOR MORE ON OSLK](#)



# Leadership Emerging

READINGS OF INTEREST TO INTEGRAL THINKERS





## Leadership: A Lived Story

*Good leaders must become weavers of the narrative cacophony of leadership:  
Great leaders must find a way to transform it into new music.*

CAROL BURBANK

According to Carol Burbank, “good leadership is a culturally specific puzzle, with subcultural variations that are often paradoxical, even within a single community.” She asserts that as we “move awkwardly through 21<sup>st</sup> century systemic global interconnectedness, our leaders must find necessary cross-cultural solutions to emerging global crisis, while being attentive to local structures.” Ultimately, good leaders must become weavers of the narrative cacophony of leadership, while great leaders must find a way to transform it into new music.



Moreover, Burbank asserts that leaders may attain healthy expansive freedom and responsibility through radically embodied presence. Radically embodied presence involves a “fundamental reintegration of body, mind and spirit, developing evolutionary strengths that allow individual leaders to fully access the socially and biochemically relational consciousness.” Radical embodiment is more than physical self-care. Radical embodiment is the “movement beyond the body-as-fabulous-machine model of biology that effectively separates our physical experience from our emotional, spiritual and intellectual knowledge.” We must embrace the notion that “we do not *have* a body, we *are* our bodies.”

To transform the leadership cacophony into new music, leaders must seek embodiment of an integrated mind, body, and spirit. Embodiment—the healthy, grounded, active, and clear relationship with those around us—allows leaders to address leadership challenges effectively. This is the first step for transformation. Burbank urges leaders to create balance, support mutual health, and build new ways of being by becoming more fully into their bodies. Leaders can also develop the capacity to “shape-shift” through embodied self-development. Burbank describes shape-shifting as a necessary, high-functioning skill that refers to the “skillful performative layering of multiple roles that are always in negotiation.”

Essentially, a leader who works toward integral embodiment is a leader who develops the ability to communicate with the peers and/or subordinates in a way which is healthy, grounded, and attentive. Such leaders are self-aware, but without the separation that typically runs concurrent with hyper-individualization. They are authentic, which helps them understand the interconnectedness of everyone, while remaining open to vast possibilities. The authenticity that marks transformational leaders is at the “root of effective innovation and systemic change.”

*click for more*

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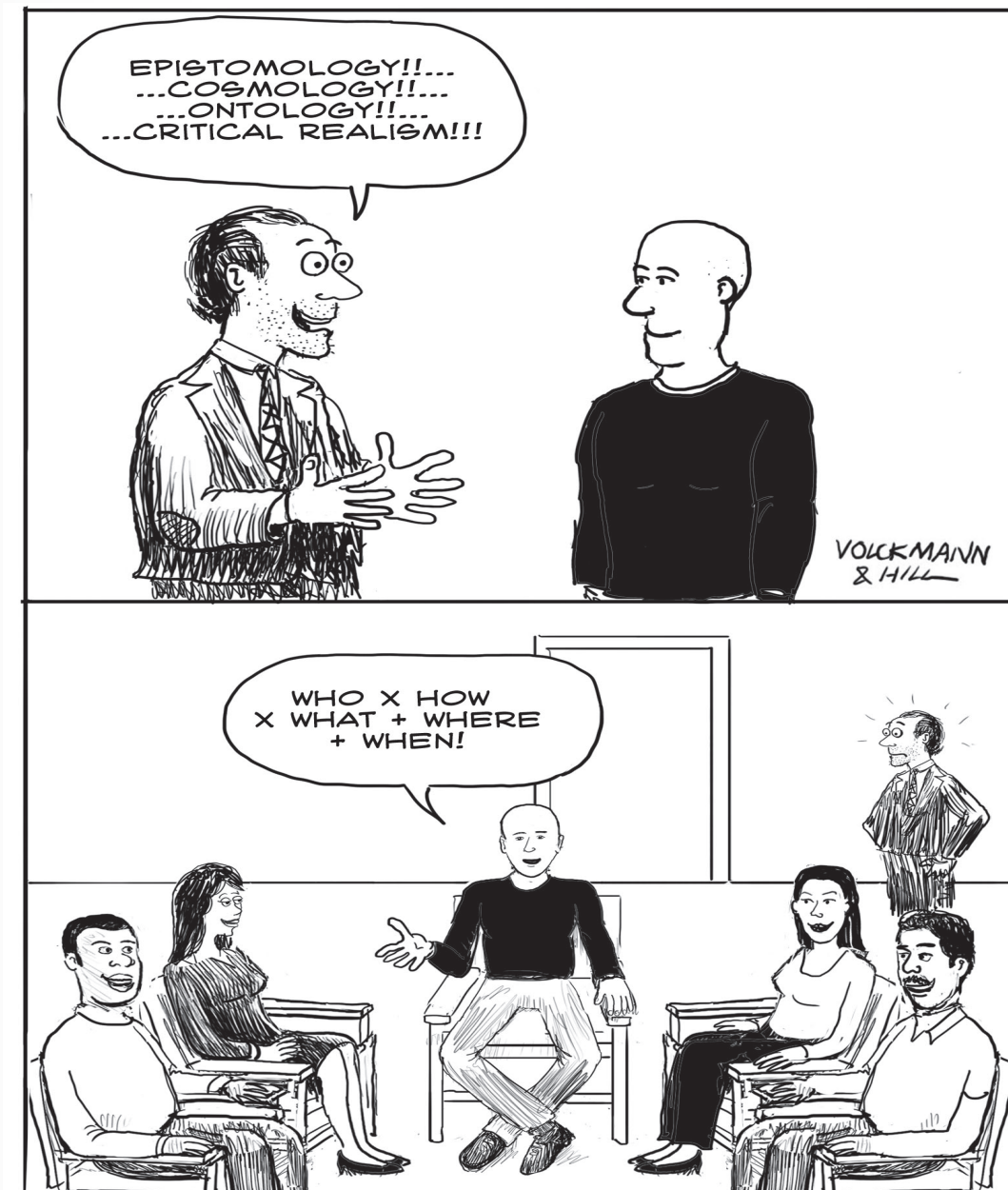
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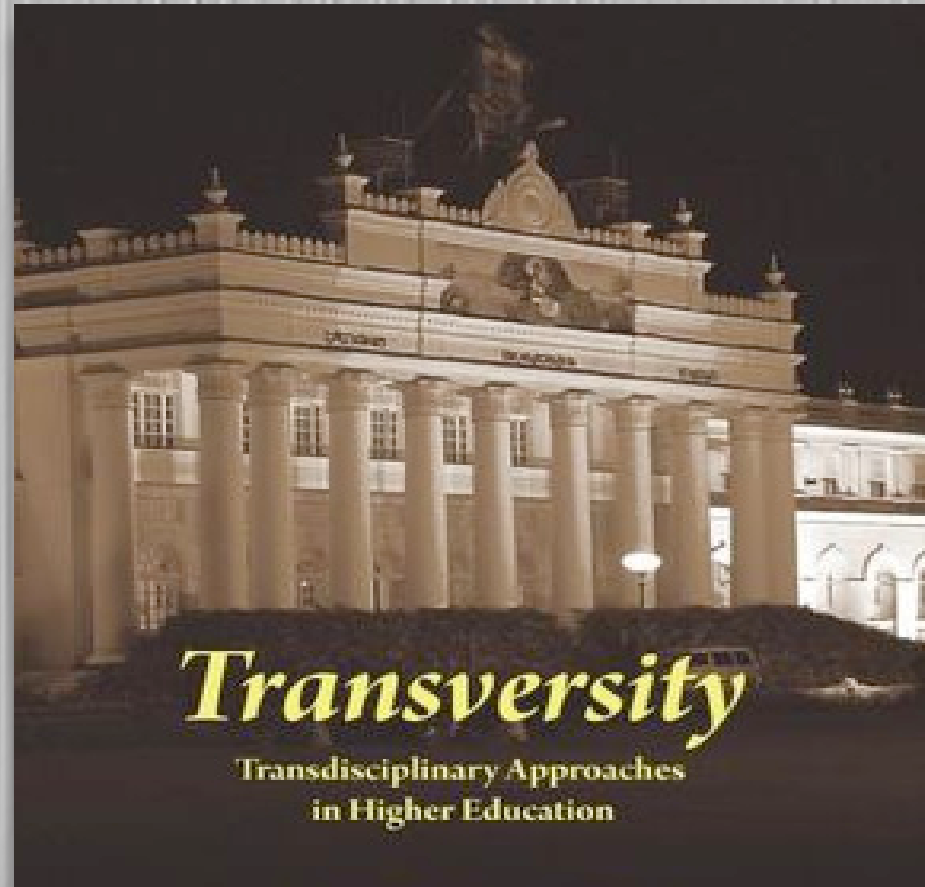
# LEADERSHIP CARTOON



AN INTEGRAL LEADER

MARK HILL's cartoons have been published in over 100 magazines and newspapers, including Time Magazine, The Chicago Tribune and the Los Angeles Times. Mark creates humorous illustration for advertising, business and publishing, for both Fortune 500 clients and start-up businesses with smaller budgets. Contact Mark directly: (303) 473-9972 Email: Hill@Comic.com fax: (303) 545-9205 Website: [www.HillCartoons.com](http://www.HillCartoons.com)

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# Spiritual Intelligence

ALLA RATNER

Over the past several decades the idea of intelligence has been markedly challenged and proven to be far more organic and dynamic than mere logic. While contestation on the definition of spiritual intelligence abounds, most can agree on the use of intuition and imagination in relating to spirituality. It is in this context, that Alla Ratner attempts to define and explain her understanding of spiritual intelligence. She writes, “Creativity does not oppose intelligence, and spirituality can only befriend logic.”

Relying heavily upon Ken Wilber’s integral theory and Howard Gardner’s multiple intelligence theory, Ratner moves the reader into her own journey of theories, cognitions, and conceptualizations of intelligent spirituality. With this concept as a platform, Ratner begins her discussion of spiritual intelligence with models of spiritual development and settles on looking at the issue through William Tolbert’s “action-logic” systems:

- ☞ the external-focused *Opportunist*
- ☞ the conflict-avoident *Diplomat*
- ☞ the emotionless *Expert*

- ☞ the “head in the clouds” *Individualist*
- ☞ the collaborative *Achiever*
- ☞ the empathetic and pragmatic *Strategist*
- ☞ the enlightened *Alchemist* who has the capacity to perform and enact on multiple levels and multiple activities simultaneously.

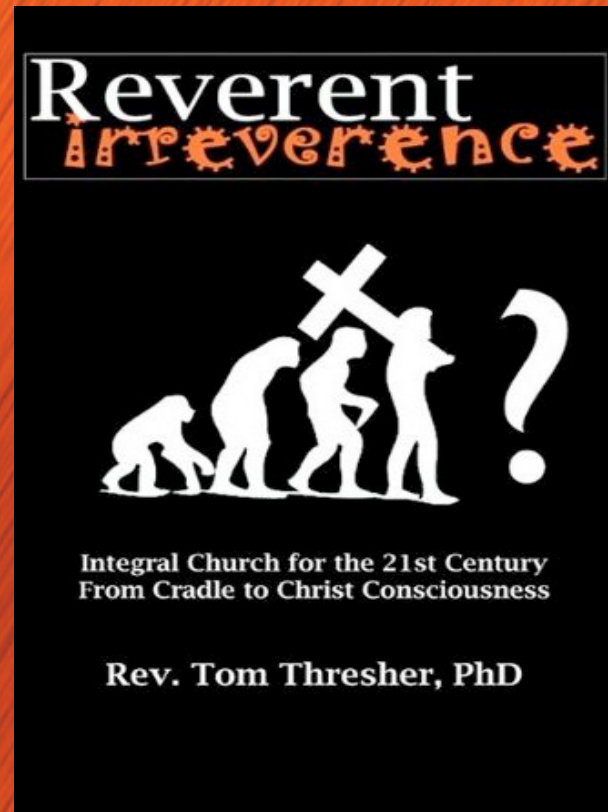


The usefulness of developing spirituality is summed up when she writes, Leaders who undertake the voyage of personal understanding and development enrich not only their own lives, but the capabilities of the organizations they are involved in. As Integral lead-

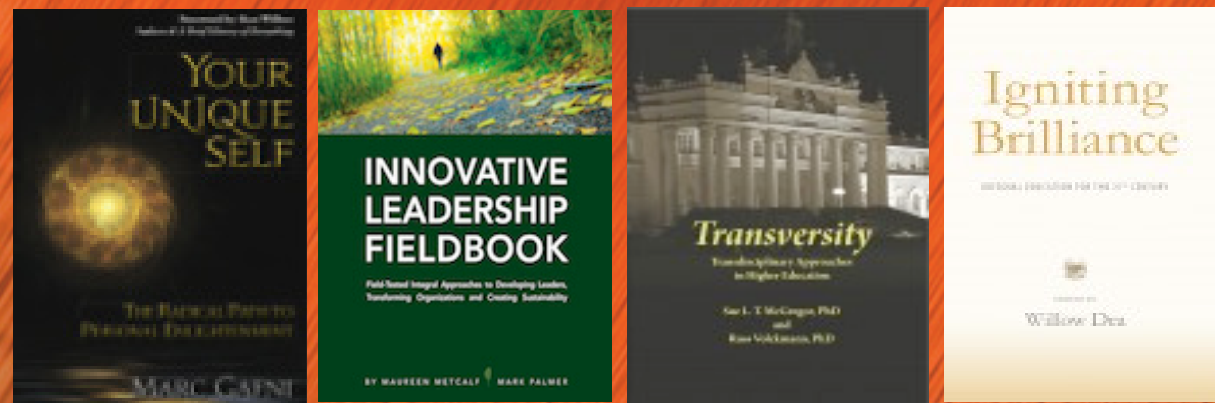
ers, we are challenged by Wilber to address fixations, pain, character demoralization and more. Doing so allows us to continually progress to higher and higher stages and states of spiritual intelligence. Leaders who undertake the voyage of personal understanding and development enrich not only their own lives, but the capabilities of the organizations they are involved in.

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# BEYOND COMPLEXITY

ERIC STORM AND BETH MEREDITH

*With a soft focus we are able to perceive the whole in all its complexity, and as necessary shift focus to elements we deem significant*

Those individuals who step into leader roles are facing increasing complexity. Those committed to integral development are actively developing their mental models and related practices. A common practical strategy for dealing with complexity is to simplify. However this may result in a reductionist approach with associated risks of lost information and quality of outcomes.

An alternative is to go beyond complexity. This means using a transcendent and include approach that uses rational and intuitive means for gaining new levels of understanding.

We have in our own experience and companies have ways of handling complexity based in part on non-rational means. We have “aha!” experiences and companies have synergistic intuitions, as described by Joiner and Josephs in Leadership Agility.

Individually we need to become fluent in a variety of processes, such as how we perceive and process information when we are driving. We need fluency in such processes to rationally

evaluate and engage with others to develop new understanding. The authors have each developed their intuition and analytic abilities in ways to clear perceptions and reduce blind spots. Clarity about their mental models is key to their observations and responses.



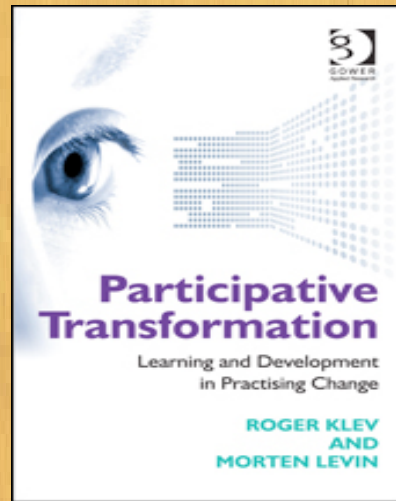
Learning to trust one’s meaning making process leads to it working better in aligning comments and actions with what is emerging in relationships and teams. The result is collective understanding into the place the authors call beyond complexity. Later, the discoveries from this process can be subject to more

purely rational analysis.

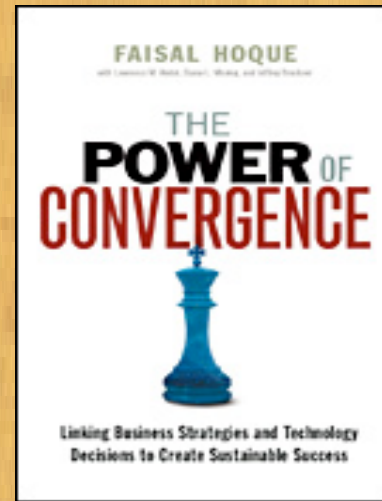
Using the mixed or transpersonal competencies works with people at varying levels of awareness. While there is much to learn and document about these processes they are likely to become increasingly conscious and common as individuals and organizations face growing complexity.

*click for more*

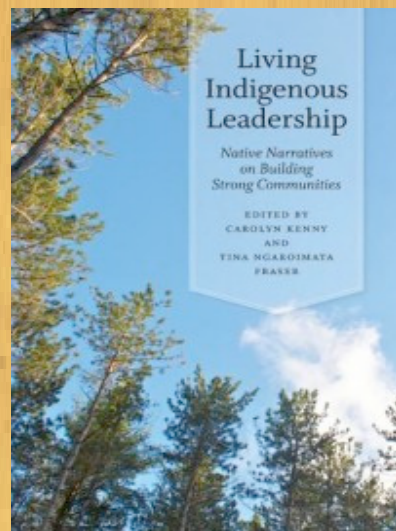
# BOOK REVIEWS



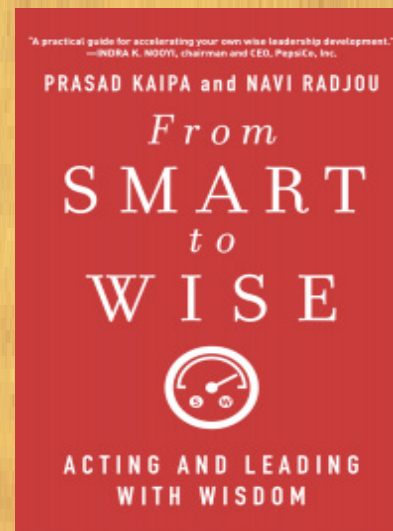
Roger Klev and Morten Levin, *Participative Transformation: Learning and Development in Practising Change*. England: Gower Publishing Company, 2012. Carlotta S. Walker



Faisal Hoque, F. *The Power of Convergence: Linking Business Strategies and Technology Decisions to Create Sustainable Success*. New York: AMA, 2011. Felisa Parris



Carolyn Kenny and Tina Ngaroimata Fraser, eds. *Living Indigenous Leadership: Native Narratives on Building Strong Communities Vancouver*, UBS Press, 2012. Julia Buchanan



Prasad Kaipa and Navi Radjou. *From Smart to Wise: Acting and Leading Within*. San Francisco: Jossey-Bass, 2013. Russ Volckmann

## *Living, Learning, and Leading within the Integral Space*

ENERGIZING INTEGRAL LEADERSHIP THROUGH EXPERIENTIAL LEARNING

MARK MCCASLIN AND JASON FLORA

Mark McCaslin and Jason Flora, in their *Living, Learning, and Leading within the Integral Space*, conceptualize and then analyze how leader use the essential the essential elements of metagogy, andragogy, and experiential learning interact to propel others toward wholeness. To better understand McCaslin and Flora's concepts we must first define our concept.

The Potentiator (one who actively demonstrates their willingness to engage and learn) maximally engages The Integral Space (a dynamic existing within a community of practice) at a point where experiential learning, Metagogy, and Andragogy collide. Each of these elements potentiate learners and provide meaningful development. Metagogy (the teaching to and learning from human potential) provides a metaphysical element to learning. Andragogy (the teaching of adults or adult learning) provides the perspective and technical approaches of presenting material.

Experiential learning brings the solidification and internalization of the information. Each of these elements are steps in the dance of progressive personal development and to-

gether create the fluid motion of actualization and potentiating. With the concept described, McCaslin and Flora move on to explaining the practical applications: "of this intersection reveals a powerful development mechanism for moving and individual towards the self-actualizing condition and beyond."

Developing our materials using the concept of Integral Space and its elements provides the impetus for our audience – albeit client, class, etc. – to move more quickly towards integration. For example, the purposeful use of experiential learning supported by metagogical and andragogical frameworks allow the learner(s) to develop applicable knowledge as well as cognitive schemas for future learning. Isn't this the pen-

ultimate goal of teaching and facilitating the growth of those we lead?

In McCaslin and Flora's idea, the learner is a participant rather than a spectator in learning. Using these characteristics and the Integral Space concept, we can become Potentiators of others and engage them in learning, rather than lecturers soon forgotten after our speech is concluded.

*Click to Read More*



# The ILR Columnist

INTEGRATING DIVERSE PERSPECTIVES

## THE MASTER CODE



[Don Beck](#)

## THE INTEGRAL NORTH



[Mark McCaslin](#)

## INTEGRAL DESIGN LEADERSHIP



[Lisa Norton](#)

## TRANSDISCIPLINARY REFLECTIONS

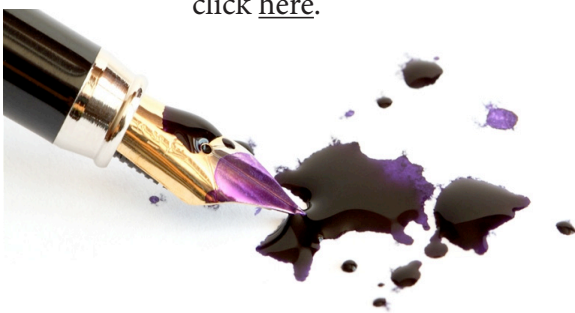


[Alphonso Monturoi](#)

## Notes from the field

### THE YALLA, YALLA PROJECT Integral Theory Meets Arab Spring Cairo, Egypt

In the Autumn 2012 an amazing integral encounter took place. Twenty young Egyptian and German leaders who want to shape their political and civil societies in their own countries met for the first time. This productive exchange took place in the framework of the “Yalla, Yalla Project” that started in October in Berlin and continued on in January 2013 in Cairo as a 5-day workshop. To follow the group as they gained deeper insights in the culture of potential fulfillment by using a systemic way of understanding, [click here](#).



### WHAT NEXT CONFERENCE Denver Colorado

December 28, 2012- January 1, 2013

MICHAEL STERN celebrated the World not ending on December 21, 2012 by attending the five-day What Next conference in Denver Colorado. The conference theme, the Future of Consciousness, Culture, and Technology, and the conference was held outside of Denver so Ken Wilber could be there in person for a keynote address and his Lifetime Achievement Award Tribute Dinner. [Click here](#) to follow Michael's adventure as he recounts events the with the 400 “incredibly smart, loving, passionate people” he calls the “international integral tribe.”

### PatternDynamics™ Bellingham, WA January 29, 2013, Vancouver, BC February 2, 2013.

Two workshops exploring PatternDynamics™ —the language of visual patterns developed by Tim Winton that helps people understand, communicate, and design solutions at the systems level — were presented in North America early in 2013. Three enthusiastic attendees report on their experiences. In Vancouver, **TREVOR MALKINSON** was about half way through the Pattern Dynamics workshop in Vancouver when he said to himself, “I wish I had done this a few years ago.” An additional perspective from the same workshop, comes from **MARILYN HAMILTON** WHO explores the sessions on through the lens of Integral City. **ALIA AURAMI** writes about the Bellingham Workshop “helping humanity deal with the overwhelming complexity of life and challenges of these times.” [Click here](#) for the full story.

### Basarab Nicolescu at 70 Romanian Academy November 12, 2012

MAGDA STAVINSCHI hails Basarab Nicolescu on the occasion of his 70th birthday. From all over the world, messages were sent to the author of the “Manifesto of Transdisciplinarity,” variously described as philosopher, physicist, author, and professor, that can be viewed at [http://www.it4s.ro/Basarab\\_Nicolescu\\_70.htm](http://www.it4s.ro/Basarab_Nicolescu_70.htm). A special event at the Romanian Academy was also dedicated to him in November. For a complete summary of Nicolescu's staggering contributions to academia and the world, [click here](#).

## The Potentiating Arts™

*These practices begin by asking, “Am I ready to learn?” From there is the path to deep understanding, critical reflection and maturity.*

### WALKER KERRA Interviews MARK MCCASLIN

Early in his life Mark McCaslin was diagnosed as retarded. Today, he has a PhD and is a professor at Sofia University, is called on to consult to major educational companies, is widely published in professional journals and is Editor of Integral Leadership Review. With the help of a series of mentors from his swimming coach to an employer he flourished in many ways. By his mid 20's he wondered how his potential to learn, to grow, to consider, to think – how was that missed in his earlier education? He also began thinking about those individuals who helped him along the way. He called them transformative figures and, later, potentiators.



McCaslin commented. “Why is this potential, this daimon, this personal greatness, hiding at all? I really began to realize that it hides because it's afraid that somebody will judge it and find it wanting. That's just a cruel twist of fate if you put yourself out there and somebody tells you that you have no or limited value. I set upon looking at ways that we can change that.” This led him to look at those who encouraged him and others.

The potentiators are individuals with deep-seated curiosity. They are full of wonder for the individual as they are. They rush to appreciation. Potentiators see each individual. And they are courageous in telling us when we are on a down slope and engaging in the hard work of finding a way to stop the slide through self-

power. While they can help, we have to give this to ourselves.

Potentiators realize that there is not some stage to reach in our development, but the integration of every day practices that foster our growth and development throughout our lives. integral leadership itself is a unique construct. In some ways it's really about leading at the integral, leading at this whole, at this complete space. And so, if we stand in this integral space and we work from it, what we can see are the opportunities to become more of a radiant force that – force may not be the right word – radiant influence, in that we can move across disciplines and within disciplines, becoming transdisciplinary.

Transdisciplinarity is something that we talk about all the time. But unlike other disciplines, other ways of being, other leadership theories, vectoring in on this whole, pressing in on what we call integral space, impinging upon it, pressing down, what the integral space offers to do is to hold all of these theories, these ways of being, these developmental processes, adult development processes at the center of this integral whole, and radiate outward as a way of looking at the problems and issues of today's society. So for me, it's very encouraging to be part of that awakening process of working from this integral space and looking at solving these problems from this transdisciplinary, transpiritual, transcultural perspective.

[click for more](#)

# Announcements

## INTEGRAL LEADERSHIP IN ACTION 2013

September 26 – 29, 2013  
Chaminade Resort & Spa, Santa Cruz, CA  
<http://integralleadershipinaction.com/index.html>

## MODES OF EXPLANATION

A Discussion Conference  
May 21-25, 2013  
Paris, France  
<http://modes.isce.edu>

## CALL FOR PAPERS

Adult Development Research Meets Social Sciences – Application in Various Disciplines  
3rd ESRAD Symposium Freiburg  
May 31-June 2, 2013  
Freiburg, Germany

Convenor, Organizer and Conference chair:  
Dr. Elke Fein (University of Freiburg, University of Hagen and Institute for Integral Studies, Freiburg/Germany)

The Symposium and Pre-Conference Workshop will be held at the University of Freiburg's conference center "Haus Wiesneck" at Buchenbach, Germany, a beautiful village at the foot of the Black Forest.

[www.europeadultdevelopment.org](http://www.europeadultdevelopment.org)

## SUBMIT A PROPOSAL

28th annual symposium for the Society for Research in Adult Development.  
focus on positive adult development  
Salem State University  
Salem Massachusetts  
Friday, June 21 to Sunday, June 23.  
submission deadline is March 31, 2013  
Contact: Michael Lamport Commons [commons@tiac.net](mailto:commons@tiac.net)

## INTERNATIONAL CONFERENCE

Transformative Learning meets Bildung  
Freiburg, Germany  
June 21-22 2013  
Contact: Michel Alhadeff-Jones [share@implexus.org](mailto:share@implexus.org)

## ILA OCEANIA CONFERENCE

Building the R & D of Leadership  
Auckland, New Zealand  
April 22-24  
<http://www.conferencealerts.com/show-event?id=113195>

## 15TH INTERNATIONAL IONS CONFERENCE

July 17 – 21, 2013  
Indian Wells, California  
<http://noetic.org/>

## RENAISSANCE 2

April 20 2013  
Oasis of Excellence Innovation Conference  
Hotel California  
Paris, France  
April 17-20  
A special session will be held on the 20th of April to explore how ThriveAbility can integrate quality, innovation, design and sustainability in organisations.  
<http://www.laatukeskus.fi/palvelut-seminaarit/oasis-excellence-innovation-conference-paris-17-2142013>

## 2013 INTEGRAL THEORY CONFERENCE: CONNECTING THE INTEGRAL

KOSMOPOLITAN  
Jul 18, 2013 \_ Jul 21, 2013  
San Francisco Airport Marriott  
<https://metaintegral.org/events/integral-theory-conference-2013>

## CALL FOR SUBMISSIONS

Leading with Spirit, Presence, and Authenticity  
A Volume in the ILA Building Leadership Bridges (BLB) Series  
Deadline July 1, 2013  
View the Complete Call: <http://www.ila-net.org/BLB>

## KOSMOS CONFERENCES

May 6-7: Centennial College, Institute for Global Citizenship & Equity, Toronto, Canada  
May 22-24: Economics of the Commons Conference, Berlin, Germany  
August 25-29: Globalizations for the Common Good Conference, "Intergenerational Dialogue for the Common Good to Inspire a Creative Leadership", Paris, France  
September 29-October 4: Interspirituality Conference, Texas, US  
October 23-24: Presencing Institute Conference, 3rd Global Forum, Otto Scharmer, Cambridge, MA, US  
<http://www.kosmosjournal.org/newsletter-archive/february-2013-newsletter>

ILA's WOMEN AND LEADERSHIP AFFINITY GROUP INAUGURAL CONFERENCE  
[Building, Bridging, and Blazing Pathways for Women and Leadership / Celebrating the Past, Present, and Future](#)  
Sun. June 9 - Wed. 12, 2013  
[Asilomar](#) in Pacific Grove, CA  
<http://www.ila-net.org/WLC13/registration.html>

# Leadership Crossword Puzzle

## ACROSS

- 1) Objects “out there”
- 3) Mark McCaslin
- 5) Bennis’ tough time for a leader
- 8) General theory of leadership journey
- 10) Wilber’s fundamental meaning
- 11) Ron Heifetz’s view
- 14) Included in transdisciplinary theory
- 15) study of being
- 18) Gebser’s ever-present ]
- 19) Evolutionary Leadership author
- 20) The Crucible co-author
- 21) On Complexity author
- 23) Mitroff leadership
- 24) Alternative to leadership
- 26) Transdisciplinary university
- 27) Fresh Perspective
- 28) Conjunction

## DOWN

- 2) Fairness
- 4) Both/and
- 6) Source of conflict
- 7) Generativity
- 9) Wilber and Laszlo’s theories
- 12) Paradigm
- 13) Orange/green gone wrong
- 16) political position or stage of development
- 17) Novel invention
- 22) Wilber’s LL
- 25) Mover from subject to object

Puzzle enthusiasts can download the Leadership Puzzle by clicking on the Particles PDF on the ILR Home page. The solution will be published in the June ILR or if you just can’t wait, you can email Russ at [russ@integralpublishers.com](mailto:russ@integralpublishers.com)

