

Integral Leadership Review

Volume X, No.4

August 2010



Leading Comments

Albert Klamt and Dorothea Zimmer

(Russ Volckmann)



In a paper prepared for a Round Table Session, “On Leadership For Development Impact Of the World Bank,” 2009 in Washington, DC, Otto Scharmer developed ten propositions on transforming the current leadership paradigm and entitled it:



Leadership Development is not about filling a gap but about igniting a field of inspired connection and action.

This statement frames perhaps the multiple streams of a new understanding and practice of leadership in Germany. While the lion’s share of global leadership literature comes from Anglo-American language sphere only a small fraction is originating from Europe in toto.

Germany especially is dealing with a historic burden of developing the meaning.

A 2010 study of Bertelsmann Stiftung Leadership Series says:

A final rationale for investing in leadership development specifically in Germany stems from the underdeveloped state of leadership in German society as a whole. Compared to the U.S., interest in leadership in Germany has lagged far behind. This is true not only as regards scholarly debate, but also in the practice of leadership development. The reasons for this lie in Germany’s history, which has led Führung [leader] to be a —historically tainted term.

. —Based on the semantics of the term—and its use in National Socialism—a sense of unease exists to this day). As a result, use of the English term, leadership, has become widespread. But a sense of inhibition goes beyond semantics to apply to the whole notion of leadership, with the consequence that leadership development has been relatively neglected in Germany. In contrast to their U.S. counterparts, German universities and professional schools have not featured teaching on leadership. And leadership development is lacking more broadly, especially in the social sector. Moreover, studies of the state of leadership development in Germany have also identified an unmet need for development of German leaders in national administration generally and in particular settings such as international development organizations...

Integral Leadership Review has assembled over the years lots of voices, practices and approaches, best practices and perspectives in the widest sense to bridge gaps and ignite integral and integrally informed, systemic and personal ways. While integral circles, groups, initiatives and projects have spread a lots in last ten years in Germany, few coherent initiatives have developed that address leadership issues in an overarching way for the German culture, specifically. We want to say thanks here for all conversations in the last 2–3 years with authors, who already contributed to this issue of *Integral leadership Review*. They offered time, energy, attention and special competences and background.

Oliver Triebel, head of organizational learning- McKinsey Berlin described integral interventions at McKinsey.

Anja Schmidt and Guido Fiolka described principles and philosophy of new European Leadership Academy in Berlin.

Patricia von Papastein, game designer, challenged with the question: “Are You Ready to Play the Integral Way?”

Mariana Bozesan shared her research of cutting edge leaders in “The Power of One: How Influential Business Executives Transform and Lead into a Sustainable Future.”

Dorothea Zimmer, co-founder and -leader of the Center for Human Emergence Germany, Austria, Switzerland asked important questions about Europe.

In this issue authors from diverse areas, cities and backgrounds came together who specifically viewed the leadership challenge in Germany from the cultural background and historic starting points, while living and working in Germany. However, all bring global perspectives, experiences and integral engagements of many kinds.

Dorothea F. Zimmer shares some observations about the ongoing cultural shift in Germany—a transition from a culture driven by Orange materialism, technological progress, rationalism and short-range results to a more Green culture emphasizing spirituality, togetherness, tolerance and empowerment of the disadvantaged, feelings and an economic world of sustainability and ecology. This means that a new—integral—culture of leadership is needed.

Timothy Speed provokes us by addressing the emotional matrix of our relationships by engaging in productive polemics about existential risk taking and individual creativity. He leaves the consensual habit of “coming together” that is seen so often in this country, even with well meaning integral contributors.

Nadja Rosman is summarizing a big study of Identity Foundation about national identity in Germany. A most important endeavor as it is often a blind spot in considerations about leadership in Germany. I am referring (who is I) to a quote from German writer Kurt Tucholsky who was quoted during a symposium in Berlin 2 years ago about the paradox of the national values and global developments. Sociologist Saskia Sassen opened the debate in this symposium with this theme too.

Claudine Villemot shares her approach to a health care project of electrosensitivity. The still very unknown dimensions of the dangerous expansion of electro-smog of all kinds are detailed in this meshwork-project of the Center for Human Emergence Germany, Austria, Switzerland, as well as first steps, creating a rescue-center for those who suffer from electrosmog-diseases, as well as building up public awareness for this emerging new plague.

Sebastian Gronbach writes about anthroposophy from the inside. He shares his very personal view regarding integral. A new generation of anthroposophic writers is contributing to integral thinking and engagement in German speaking countries. He articulates the breathing spirit of anthroposophy in the 21st century.

Albert Klamt wrote basically from his own experiences, felt identities and shifting engagements from the last 30 years. The strong tendencies and streams of German subjectivity in last 300 years and their decline after WW 2 build a massive tension in personal life to be awaked and connected to these resources. Even to have them reconsidered in a way that isn't regressive and enables integral action and enacting perspectives will be a step forward. The passion, yearnings and fire in the German psyche, the Faustian impulse to integrate reason and the flames of imagination, intuition and instincts, certainly troubled **him** for a long time, as he emphasizes.

Christian Salvesen explored some of the thoughts of philosopher Jean Gebser, relating to integral leadership, out of his very rich work describing individual and cultural shifts throughout the history of central Europe.

Germany celebrates 2010 the year of Schopenhauer. Few outside Germany even know about it. The philosopher who has written "Die Welt als Wille und Vorstellung" in the year 1819 is present even now. German philosopher and writer Peter Sloterdijk is one of the few who sees an actual relevance in Schopenhauer's work right now. He introduced Buddhism to Europe very early and certainly could contribute to our thinking about leadership in Germany.

So we have to say Thanks to all authors. For this take off endeavour to get this important conversation started and for outlining a spectrum of engaged voices. Knowing that it takes hearts, brains, spines and guts to co-create and shape what needs to be done here, we are challenged to bring it all to the emergence of a new culture in the heart of Europe that is in a dynamic process of development and integration within a multipolar world.

—*Albert Klamt and Dorothea F. Zimmer*

My thanks to Albert and Dorothea for all of the hard work and effort that they have put into bringing this issue about through their networking and their own writing. I have a much deeper appreciation of the challenges authors face in writing in a language that is not their mother tongue. So, my thanks go to all of the authors mentioned above.

There are more relevant contributions in this issue.

First and foremost is a poem by Celia Zimmer, Dorothea's 96-year young grandmother. She call to all of us to pay attention to our thoughts. They are manifest. Fresh Perspectives offers an interview with Marc Lucas who is doing very interesting work in German academia in relation to research and teaching about integral and integral leadership.

Alan Tonkin in South Africa, views the European Union through an global values lens.

Graham Mummery shares an address he delivered at Ludwig Maximilian University, Munich, Friday 2nd July 2010 at W-Orte Festival. Mummery has offered this both in English and in German. Another Brit (although transplanted to the US) columnist Keith Bellamy also speaks to his life experience with Germany and what it means to him today.

We hope you will enjoy the relevant leadership cartoon.

And we have many Notes from the Field from the Integral Theory Conference and several from a symposium in Luxembourg on Research Across Boundaries, as well a somewhat belated although still relevant submission by John Bunzl on the UK Elections. My apologies to John for not putting this in the June issue.

Sue McGregor and I offer a review of some transdisciplinary efforts in German-Speaking Cultures. In addition, I offer reviews of two books in particular. First is Arnsperger's extraordinary discussion of economic theory through an integral lens. The second is Donna Ladkin's *Rethinking Leadership: A New Look at Old Leadership Question*. While this book is not overtly integrally informed, Ladkin does draw heavily on phenomenology and hermeneutics to present a view of leadership and leadership studies that is clear and relevant to anyone who is interested in the subject of integral leadership.

There is still more in this issue for your exploration. I hope you find it informative and inspirational. And, again, thanks to all who have made this issue possible. Yours, collectively, represents a level of quality and effort that is remarkable and valuable.

