

# Conscious Leadership for Sustainability

*Learn how advanced leaders and change agents transform themselves  
and systems to guide sustainability initiatives*



*Format:* Level 1 of this program consists of four full-day workshops, over three months

*Level 1 2011 Dates:* Four Saturdays - 9 April, 7 May, 28 May, 18 June

*Time:* 9:30am - 5:30pm, with a two-hour conference call between each workshop

*Location:* The Hub – Amsterdam

*Cost:* €1290 +VAT corporate sponsored; €690 + VAT NGO/indep. consultants/Hub members/CHE Donors

## Partner Organizations



## Comments from Previous Course Participants

*“Highly recommended. I joined the 2009/10-series and found it a deeply transforming and empowering experience. Barrett offers you everything he has: his wisdom, a massive collection of dynamite reading materials and knowledge, his network, coaching and much more. The informal setting and inviting creative atmosphere is very supportive towards growth in your personal life and/or sustainability projects.”*

~ Tjalling Kuipers, Functional Manager Business Intelligence at Equens, The Netherlands

*“If you want to go deeper regarding an integral approach to sustainability, and learn from leading practitioners / researchers / writers on the topic, then this is the course for you.”*

~ Lara Toensmann, Sustainability Consultant, Programme Director CSR in Action! Nyenrode Business Universiteit, The Netherlands

*“Very intense reading, high quality stuff, new way of learning and learning together, opportunity to meet great people in all kinds of different fields but with a shared intention of exploring, connecting and experimenting. A 7 month journey which turns out to be only the first stage.”*

~ Daphne van Run, founder, bureau DMR, The Netherlands

*“I am recommending this experience for people who are interested in leading sustainability initiatives, or are fascinated by consciousness as the key to a better place. Barrett is something else, a must see, a nice guy as a vast vessel of knowledge and an inspiring way of engaging you in sessions.”*

~ Paul van Nobelen, Owner, Suerte Consulting & Training, The Netherlands

*“This is a course that will change the way you perceive yourself, the world and your relationship to the world for the good. If you’re serious about sustainability and the growth of consciousness it’ll be hard to find a better place to develop than here.”*

~ Rik Hoevers, PhD, Philosopher, The Netherlands

## A Letter to Those Considering This Course

Dear Colleagues,

What do some of the most sophisticated sustainability leaders in the world have in common? What enables some change agents to be radically more effective than others? What one master quality allows some people to lead through complexity, rapidly innovate, draw upon deep intuition, and transform conflict into alignment? The answer is a *mature action logic*.

***This course is about developing the most powerful resource you have to help bring about global sustainability.*** That resource is your action logic.<sup>1</sup> It encompasses how you *think* and how you *make sense* of the world. Decades of research suggest that it is the very *lens* through which you see everything.<sup>2</sup>

Your biggest leverage point as a sustainability leader is to transform the deep structures that determine how you interpret, frame, and understand the world around you. ***Doing so has been shown to make you a more effective leader and change agent.***<sup>3</sup>

Senior leaders from Global 100 companies, prominent NGOs, progressive governments, and intergovernmental agencies typically hold a mature action logic. This is because it is required for them to manage complexity, competing demands, and varying stakeholder needs. They must adapt, learn quickly, be able to hold many viewpoints, and constantly use their intuition in order to lead change effectively. These are the very qualities that are unlocked with the development of your action logic.

***Most leadership development programs focus on the knowledge and skills required to succeed. Those are important. This program goes deeper by helping you expand the very lens with which you understand and operate in the world.*** Developing your action logic is like climbing a mountain. The higher you climb, the further you can see. The more you can see, the more visible become the relevant information, relationship dynamics, and synergistic connections around you. ***This enables you to make wiser decisions and act in a more timely, systematic, and informed way.***

I've spent nearly 20 years studying human development and leadership development. For the past nine, I've worked with sustainability leaders and change agents to help them become more effective. ***In this course, we've brought together the science and practices that help leaders develop their most valuable asset: their action logic.*** The design of the course is based upon leading developmental psychology research from Harvard University, Integral Institute, and other world-class institutions.

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<sup>1</sup> The psychological term for your action logic is your "meaning-making system." "Action logic" is the term used in business, government, and civil society, outside of academia.

<sup>2</sup> See, for example: *Action Inquiry: The Secret of Timely and Transformational Leadership* by Bill Torbert & Associates; *In Over our Heads: The Mental Demands of Modern Life* by Robert Kegan; *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change* by Bill Joiner and Stephan Josephs.

<sup>3</sup> See the books above, or articles such as:

McCauley, C. D., Drath, W. H., Palus, C. J., O'Connor, P. M. G., & Baker, B. A. (2006). The use of constructive-developmental theory to advance the understanding of leadership. *The Leadership Quarterly*, 17(6), 634.

Strang, S., & Kuhnert, K. W. (2009). Personality and Leadership Developmental Levels as predictors of leader performance. *The Leadership Quarterly*, 20(3), 421.

To successfully address our long-term social, economic, and ecological issues, we will need leaders and change agents with a mature action logic. And lots of them. That's because they see more perspectives than others, they sense more of the subtleties in themselves and systems, they're aware of more connections, they relate more deeply to others, they better access intuition, and they're less likely to fall victim to their own inner battles. ***The bottom line is that leaders with a mature action logic are better resourced to handle the wicked problems and profound complexity we face on a local, national, and global scale.***

***This process is not easy.*** For most people, the development of how they see the world stops in their early 30s. They coast along for decades, often without deep growth. ***However, it is possible to proactively catalyze your own development.*** In this course, we will provide you with key tools, practices, and roadmaps for you to author your own transformation.

This is ultimately a deep and challenging process that takes time. The speed at which you develop largely depends upon your resolve, your openness to change, and creating the right conditions to flourish. ***In the course, we will show you how to take the reins of your own action logic development.*** We will provide a map of the territory of the inner world that you must traverse in order to unlock your deeper capacities. ***We will help you build a toolkit of frameworks, models, and practices that will further empower you to understand and more successfully work with sustainability challenges.*** These will not only help you deal with the complex issues we face in the external world, but also the tough internal challenges.

Below, I outline the core elements of this Level 1 course. Level 2 starts in the fall of 2011. I invite you to explore the ideas here. If it strikes a deep chord in you, then please join us for what will certainly be an authentic, fascinating, and empowering three months.

Barrett C. Brown, PhD  
Co-Director, Integral Sustainability Center



## The heart of the course: The Integral Framework

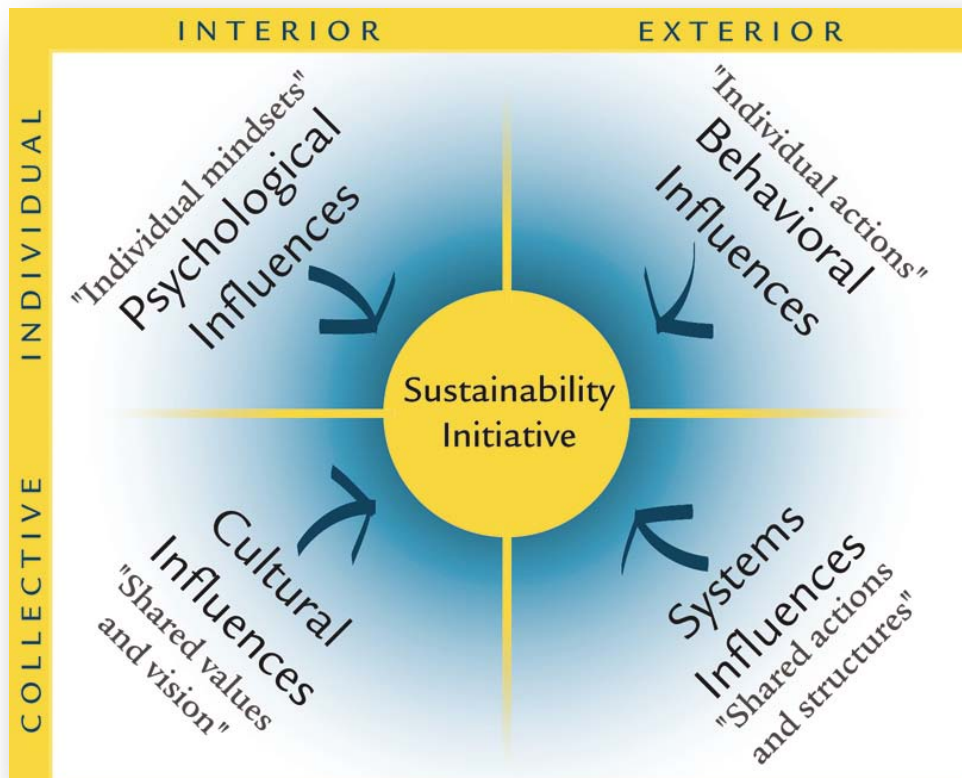
*The Integral Framework is a comprehensive map of systems, culture, psychology, and behavior. It is used worldwide at the highest levels of business, government, and civil society to design and execute sustainability initiatives. It is at the heart of this program.*

This course teaches a powerful way to understand, manage, and respond to sustainability complexity. Leaders who use the Integral Framework are able to develop practical, effective responses to the human, organizational, and systems challenges found in most sustainability initiatives. Based upon extensive research from dozens of disciplines, it offers a simple (but not simplistic) way to obtain deep insight into the important drivers that underlie sustainability.

*“My analysis and approach are informed by Integral. I use it for the development of any communication and programme strategies, my advocacy speeches, identifying the etiology of destructive behaviours, and motivating individuals to take individual and collective action.*

*The Integral Approach can serve as the basis for a strategy to bring about social change [and] transformation.” - June Kunugi, Senior UNICEF Representative to Oman*

Leaders and change agents use the Integral Framework because it brings clarity to complexity, alignment to fragmentation, and synergy to environmental, social, and economic development. Those who have field-tested it in sustainability over the past two decades consider this to be the most comprehensive and customizable framework available—offering the greatest chance for exceptional, sustainable success.



*This integral map of the forces influencing sustainability initiatives will enable you to better assess, strategize, design, communicate, and implement, at any scale.*

You will learn best practices about working with the full spectrum of sustainability dynamics: *systems, culture, psychology, and behavior*. Working with the Integral Framework helps to clarify the highest leverage points and strengthens leadership effectiveness. *Given the complexity of today's sustainability challenges, every sustainability leader would be well served to include the Integral Framework and its associated practices in their toolbox.*

*"History reveals that when humanity is faced with new challenges that cannot be solved with old thinking, new capacities at mental and biological levels will evolve. We are now living at a point in history when changing life conditions are of such a magnitude that a new worldview with a transformative vision is beginning to emerge. We call that Integral."*

*~ Nancy Roof, Ph.D., co-founder, Values Caucus at the United Nations*

## What you'll develop: 5 advanced leadership skills for sustainability

### integral framing of the challenge

Learn to use a comprehensive framework that reveals deep dynamics that support or thwart any sustainability initiative. Decrease your chances of being blindsided by unseen social, cultural, or psychological forces. Increase the likelihood that your initiatives deliver lasting, transformational impact.

### self authorship to catalyze change

The change effort we call sustainability requires leaders to continually grow their capacities and renew their perspectives. Learn how to cultivate and leverage deep capacities of mind, body, and awareness.

### communicating sustainability to different worldviews

Learn to 1) precisely hear which worldviews people hold and 2) skillfully meet people where they are. This approach is key for effective collaboration on a sustainability initiative, building a common vision, or fostering sustainable behavior. It has been successfully used for large-scale sustainability initiatives.

### adaptive management for sustainability

Learn to repeatedly sense into what is needed to help a system develop, try different interventions (e.g., prototype; experiment; seed ideas), observe the system response, and adapt accordingly.

### intuitive decision-making and the power of collective intelligence

Sustainability practitioners regularly need to make crucial decisions without sufficient information or time. Learn to rapidly access the collective intelligence of many stakeholders as well as how to lead intuitively.



*“The sustainability revolution, if it happens, will be organic and evolutionary. It will arise from the visions, insights, experiments, and actions of billions of people. It will require every human quality and skill, from technical ingenuity, economic entrepreneurship, and political leadership to honesty, compassion and love.”*

*~ Donella Meadows, co-author, *Beyond the Limits**

## What you'll understand: 7 fundamental insights

You'll learn through course readings, experiential exercises, online dialogue, and action-learning initiatives. *6 hours of home study are expected each month.* Core insights include:

1. Why many approaches to sustainability fail and what you can do to strengthen the chances that your sustainability change initiatives succeed.
2. The art and science of Natural Design: Tailoring sustainability initiatives to the stakeholders and systems involved.
3. The vital role self-development plays in successful sustainability leadership. How cross-training of your body, mind, and awareness accelerates your professional and personal growth and brings on entirely new leadership capacities.



4. Language matters when making the case for sustainability. There is an art and science to crafting the right message that appeals to the core motivations and of your audience.
5. The major approaches to sustainability are mostly partial in how they approach change. Yet the Integral Framework for sustainability brings them together, and adds unique other elements, for a more comprehensive view.
6. Sustainability initiatives should focus less on economic, geophysical, ecological, and social-systems issues, and more on the communication, mental models, and relationships amongst all stakeholders.
7. There is considerable power in shifting your focus from the sustainability task to your own awareness, as a way to gain deeper insight into critical next steps.



## What you'll do: 3 meta-practices



### deepen & widen your perspective

A blend of experiential exercises and training will enable you to see your sustainability initiatives – and yourself – more profoundly than ever. These shifts in perspective often release tremendous creative energy, helping people to move through seemingly intractable problems.

### cross-train your body, mind, & awareness

Through Integral cross-training and self-reflection, you'll learn to strengthen your body, enhance your intellectual capacities, and expand your awareness. Consistent practice will allow you to take smarter, more conscious action while feeling healthier and more energized.



### cross-fertilize ideas & share innovative practices

Together, we'll analyze case studies from leading practitioners and transfer their lessons to your sustainability work. You'll customize the concepts to your specific initiatives, so that you can implement what you've learned in between classes.



*"Science is not enough, religion is not enough, art is not enough, politics and economics are not enough, nor is love, nor is duty, nor is action however disinterested, nor, however sublime, is contemplation. Nothing short of everything, will really do." - Aldous Huxley, Island*

## Why action logic development for sustainability leaders?

*“The most beautiful thing we can experience is the mysterious. It is the source of all true art and all science. He to whom this emotion is a stranger, who can no longer pause to wonder and stand rapt in awe, is as good as dead; his eyes are closed.” - Albert Einstein*

There is considerable research that correlates leadership effectiveness with the development of a mature worldview, or action logic.<sup>4</sup> The practices taught in this program have been extensively developed to catalyze transformational shifts in how leaders see, feel, know, and act. These practices are based upon decades of research into mind-body linkages, flow states, and peak performance. Research from developmental psychology has shown that as people develop a later action logic, new leadership capacities emerge. These include the ability to:

- More easily bridge divisions, make connections, and align disparate camps toward a common objective.
- See systems, handle increasingly complex situations, and better hold contrasts, synthesize positions, and manage paradoxes.
- Understand others and yourself on increasingly subtle levels, and better access information through—and beyond—the rational mind.



Complex thinking, feeling, and action is required to bring about global sustainability. This program will challenge and support sustainability leaders to activate their deepest physical, emotional, intellectual, and interpersonal abilities. Given the state of the world and amount of work to be done, *your presence is not only welcome, it is essential.*

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<sup>4</sup> See these books and academic articles, for example:

*Action Inquiry: The Secret of Timely and Transformational Leadership* by Bill Torbert & Associates

*In Over our Heads: The Mental Demands of Modern Life* by Robert Kegan

*Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change* by Bill Joiner and Stephan Josephs

Rooke, D., & Torbert, W. R. (2005). Seven transformations of leadership. *Harvard Business Review*, 83, 66.

McCauley, C. D., Drath, W. H., Palus, C. J., O'Connor, P. M. G., & Baker, B. A. (2006). The use of constructive-developmental theory to advance the understanding of leadership. *The Leadership Quarterly*, 17(6), 634.

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Eigel, K. M., & Kuhnert, K. W. (2005). Authentic development: leadership development level and executive effectiveness. In W. Gardner, B. Avolio & F. Walumbwa (Eds.), *Authentic leadership theory and practice: Origins, effects and development. Monographs in Leadership and Management* (Vol. 3, pp. 357-385). Oxford: Elsevier.

## Faculty and Facilitation



Since 1995, **Barrett C. Brown, Ph.D.**, has worked in a dozen countries as a consultant and entrepreneur in the areas of leadership, sustainability, and organization development. He currently serves as Senior Manager – Learning & Development for the [Dutch Sustainable Trade Initiative](#) where he architects learning systems to accelerate social and environmental sustainability in global supply chains. Barrett has helped launch a dozen companies and NGOs, led executive teams through strategic alignment, developed multi-year leadership development programs, and delivered leadership initiatives for Fortune 500 executives. He has briefed high-level officials at the United Nations Development Programme headquarters and the US State Department. A member of [Integral Institute](#) since 2002, Barrett is also a senior consultant in the application of the [Integral Framework](#). He serves as Co-

Director of the Integral Sustainability Center, which leverages the Integral Framework to advance sustainable development issues. Barrett is associated with the Center for Human Emergence as trainer and facilitator of the [CHE School of Synnervation](#). He is also an advisory board member for: [Kosmos Journal](#), an integrally informed journal on global issues; the [Shift Foundation](#), which develops emerging global leaders; and [IntegralCity.com](#), focusing on urban sustainability issues. For four years, Barrett represented Kosmos Journal and the Integral Framework at the United Nations, holding UN consultative status. In addition to consulting, mentoring, and research, he is also a regular contributor to [The Journal of Integral Theory and Practice](#). Barrett's writings are consistently used in university courses in North America and Europe, as well as in international development programs. He has presented and trained widely, including at the United Nations World Summit on Sustainable Development (side event), US State Department, John F. Kennedy University, Nyenrode Business University, the School for International Training and the Bioneers conference. He has also used his fluency in Spanish and Portuguese to translate several business books and lecture on leadership. Barrett's undergraduate studies include English Literature and Mechanical Engineering at the University of California at Santa Cruz. He holds an MA in Human and Organizational Systems from Fielding Graduate University, and is currently completing doctoral research through an executive Ph.D. program at Fielding. His doctoral thesis is on how developmentally mature leaders and change agents design and engage in sustainability initiatives. Barrett lives in Amsterdam with his wife, Rita, and daughter, Sophia. **Contact:** [bbrown@integralinstitute.org](mailto:bbrown@integralinstitute.org)

*“Barrett is among the very best presenters, thinkers, and teachers I’ve had the privilege to experience.”*  
- Katrina Rogers, Ph.D., Faculty, Human and Organizational Systems, Fielding Graduate University

*“Such Soul and intensity I’ve seldom witnessed in a speaker. Barrett delivered a visceral engagement with the audience.”* - Mark Mattson, Biologist, Peak Performance Integral, Durban, South Africa



**Anouk Brack**, MSc in Biology, is a human potential developer fascinated by evolution and sustainability. She is founding director of [AnoukA Training](#) and of the [Experience Integral Foundation](#). She works at Wageningen University of Life Sciences in the Netherlands at the Chair Group Education and Competence Studies <http://www.ecs.wur.nl/UK/> where she is a senior professional communication skills trainer (negotiation, argumentation, presentation). At WUR she also teaches two courses: “Integral Leadership for Sustainability” and “Intuitive Intelligence.” She is currently involved in creating a bachelor minor in sustainability called “Empowerment for Sustainability,” which is based in an integral worldview. Anouk also teaches how to cultivate embodied leadership using principles of Conscious

Embodiment (Wendy Palmer), intuitive intelligence, aikido and Argentine tango. Being an embodied leader means cultivating a centered state that communicates confidence, compassion and clarity. She is also a trained subtle energy reader and intuition facilitator.

In 2009 she founded the Experience Integral foundation, [www.experienceintegral.org](http://www.experienceintegral.org), in order to inspire and support leaders and change makers in sustainability with enlightening content on the website and experiential courses and seminars. Keen on connecting the business world, academic world and the integral scene she has been a trainer and presenter at the Integral Theory Conference and the Integral Ecology and Education seminar. Her own practices are Conscious Embodiment (founded by her teacher Wendy Palmer), Argentine tango, meditation, fitness, GTD and of course life itself!

Twitter: IntegralVibes

LinkedIn: <http://nl.linkedin.com/in/anoukbrack>

Email: [anouk@experienceintegral.org](mailto:anouk@experienceintegral.org)

*“Anouk did a wonderful job for us in training and coaching our team. She has done this with great results by using her special capacities and intensive personal way of working!  
Creating a 'practical human capacities discovery journey' by giving us the tools to produce, work and communicate in a much better way! Well done Anouk! We recommend her in developing new ways of working in your company or team.” - Syne G. Fonk, EVS - EcoVrede, Arnhem, The Netherlands*



*“We are facing issues of near-overwhelming complexity and unprecedented urgency. Our challenge is to think globally and develop policies to counteract environmental decline and economic collapse. The question is: Can we change direction before we go over the edge?”*  
~ Lester Brown, *World on the Edge: How to Prevent Environmental and Economic Collapse*

*“From Enlightenment radiate the insight, compassion, and power needed to resolve individual and collective human problems as they continue to arise endlessly.”*  
~ Les Hixon, *Coming Home*

*“One hand on the beauty of the world, one hand on the suffering of all beings, and two feet firmly grounded in the task of the present moment.”*  
~ From a Cathedral in Autun, France

## Registration and Scholarship Information

*Location:*

The Hub – Amsterdam  
Westerstraat 187, 1015 MA Amsterdam

*Cost:* € 1290 + VAT corporate sponsored.  
€ 690 + VAT NGO/government/individual  
consultants/Hub members/CHE Donors

*Partial scholarships and extended payment  
plans are available*

*Level 1 2011 Dates:* Four Saturdays - 9 April,  
7 May, 28 May, 18 June

*Time:* 9:30am - 5:30pm

*Format:* Level 1 of this program consists of  
four full-day workshops, over three months,  
with a two-hour conference call between  
each workshop. This course will be filled on  
a first-come, first-served basis.

*To register:* Please register through the  
School of Synnervation website.

<http://www.schoolofsynnervation.nl/en/activities/conscious-leadership-for-sustainability/>

*To apply for a partial scholarship:* E-mail  
[anouk@experienceintegral.org](mailto:anouk@experienceintegral.org). In 250  
words or less, share your sustainability  
experience, why you want to attend the  
course, and amount that you can afford.

