

## Newsletter N° 8

### 2018 / 2019 (n° 2 in English)



*D*ear members, friends and supporters of the Institute for integral Studies,

this newsletter gives you an update about our activities during 2018 which has been a very dense and rich year for us.

In 2018 we have completed IFIS' 10th anniversary!

Besides, 2018 was mainly characterized by the completion of our EU-funded Strategic Partnership Leadership for Transition (LiFT), and the final Summer School held in Vienna in July.

Furthermore, we have continued our popular online colloquium in the context of which we have offered nine new sessions. At this point we would like to sincerely thank all donors who supported the IFIS over the last year, mainly via the colloquium.

In 2019, we will continue the two projects mentioned above, but also start a series of new activities and cooperations. A new EU project and numerous other activities will create new synergies and help to consolidate IFIS' work.

For one project, we especially ask for donations and support, namely an upgrade of our [website](#). After 10 years, we wish to technically adapt the design to changing user habits (especially mobile devices).

With this, we wish you happy reading and lots of inspiration in this newsletter and look forward to see and hear you again soon!



Freiburg, February 20, 2019

*Elke Fein*

Dr. Elke Fein  
Managing Director



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## 1. Reports: IFIS' projects and events 2018

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### Leadership for Transition (LiFT)

Conducting our EU Project [Leadership for Transition \(LiFT\)](#) has been IFIS' main focus since September 2015. The strategic partnership LiFT has been our largest and most important project to date. Concluding LiFT has therefore shaped the past year to a particular degree. As part of this project, an internal staff meeting and our closing event, a one-week summer school, took place during the reporting period. Then, by October 2018, the formal wrap-up of the project was due, consisting of publishing of our so-called "intellectual outputs" (end of August) and submitting the final report.

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### LiFT staff meeting, April 5-8, 2018 in Vienna

Shortly after Easter, IFIS board member Iris Kunze hosted the last internal team meeting of LiFT at the University of Natural Resources and Life Sciences (BOKU) in Vienna. It was all about preparing the Summer School and Facilitator Training in July.

Among other things, this meeting included conversations with the co-organizers and some of the stakeholders of the training collaboratory on "Social Entrepreneurship" planned for the summer (see below), as well as a visit at the Impact Hub Vienna to check out the location.



*LiFT-Team bei der Mittagspause im Türkenschanzpark*



*Iris Kunze & Elke Fein*

We also discussed details of the design of the three-month online preparation training and talked about tasks around the final editing of the five Intellectual Outputs produced by LiFT.

One of the pleasant side effects of this partnership, again, was some room for socializing and enjoying the spring in Vienna.

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## LiFT Summer School and Facilitator Training (July, 2-8, 2018)

The highlight of our project and, at the same time, its official climax, was the one-week summer school in July, where we offered a facilitator training teaching the Collaboratory method. We were pleasantly surprised to receive over 30 registrations from mostly, but not only, young people from many European countries. While we originally planned the training for only about 15 participants, we ended up with almost 25. Among them, the longest journey was made by a participant (native Austrian) from Australia and a young American. The trainees had partly been recruited through the networks of the partner organizations and from among former LiFT participants, partly through our advertising in the social media (from January 2018) and word of mouth.

As part of the recruitment process, we had designed an **application procedure**, inviting candidates to fill in a questionnaire about their previous experiences in facilitation in general and the Collaboratory in particular. We also asked them to answer some questions about their personal motivation and their views of current complex societal challenges. This was a great help in getting a better idea of the type, complexity and typical patterns of thinking of the candidates.



The Summer School itself was preceded by a three month **online training** from April-June 2018, during which participants were introduced to the method of the Collaboratory and to the topic of the public event. Teams of 2-3 peers were invited to solve different tasks in view of preparing the public event. As a side effect, the online training offered an opportunity to get to know the other participants.

As teams of trainees jointly prepared individual building blocks of the Training Collaboratory, the entire facilitation design for the on-site process was developed in close cooperation with the trainees themselves (problem-oriented learning approach). At the same time, this provided them with the experience of an ideal-typical preparation process of a Collaboratory.



*Preparatory seminar  
at Schottenfeldcenter*

The on-site summer school in Vienna itself then consisted of a five-day intensive, which was divided into:

- 2 days of preparation on site,
- 2 days of public training Collaboratory about „*Social Entrepreneurship between purpose and profit*“, which was facilitated and conducted by our trainees themselves,
- 1 day of final reflection

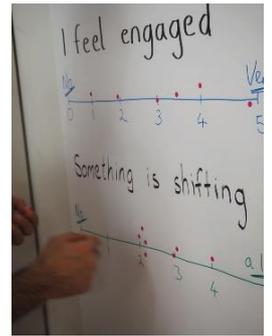
*Training  
Collaboratory,  
Dialog phase*



A detailed report about the Summer School is available in [chapter 9](#) of the [LiFT Case Book](#).

A number of **feedbacks and reflections** are also published as an [attachment to output n° 4](#), the course curriculum.





If you would like to complete (or host) the Collaboratory Facilitator Training at a later date, please contact us at [info@leadership-for-transition.eu](mailto:info@leadership-for-transition.eu). Currently, we are in contact with some institutions to offer the LiFT Facilitator Training in other contexts. Further information on upcoming dates can be found on the [LiFT website](#).



*Iris Kunze, Ann Nielsson Ahstedt, Elke Fein during the Summer School*

## LiFT Publications

An essential part of our work in the LiFT project was the creation of five so-called "[intellectual outputs](#)". These summarize the experiences gathered with the Collaboratory method over the duration of both LiFT projects and systematically evaluate them to meet the typical needs of potential users. At the heart of our action research was the question of how the method can be optimally applied in different contexts with very specific initial conditions. For further details of **LiFT's action research strategy**, examining how the two complex variables "context" and "facilitation / workshop design" work together, see also the article in our last [Newsletter No. 7](#).

In total, the LiFT project has produced the following publications all of which went online on August 31<sup>st</sup>, 2018:

1. [Foundations and Resources of integral Leadership](#),  
*Author:* Elke Fein (in cooperation with Jonathan Reams)
2. [LiFT Methods Book: Designing and facilitating Collaboratories](#) (a toolbox for practitioners), *Author:* Elke Fein (in cooperation with Marius Lervåg Aasprong, Bettina Geiken, Per Hörberg Iris Kunze, Markus Molz and Jonathan Reams)
3. [LiFT Case Book](#) (Case studies from the LiFT-Project and beyond),  
*Editors:* Iris Kunze, Elke Fein (with contributions of Even Elias Edvardsen, Elke Fein, Bettina Geiken, Stian Haugstad, Per Hörberg, Iris Kunze, Marius Lervåg Aasprong, Katrin Muff, Jonathan Reams and Christiane Seuhs-Schoeller)
4. [Facilitator Training Course Curriculum](#), *Authors:* Elke Fein, Markus Molz (in cooperation with Jonathan Reams, Iris Kunze, Toni Bünemann and Bettina Geiken)
5. [Five Superpowers for Co-Creators](#). How change makers and business can achieve the Sustainable Development Goals (experiences from the field), *Author:* Katrin Muff.



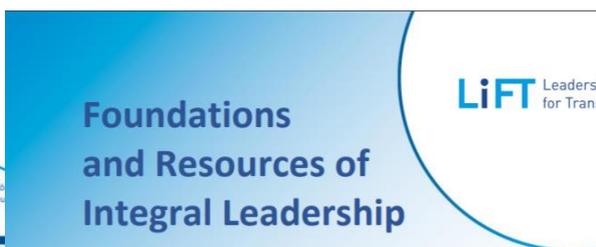
### Introduction

#### Contents:

The chapters of the case book are provided separately for download:

0. Introduction and comparison of the cases
1. LiFT Collaboratory Trondheim 2014
2. LiFT Collaboratory Vienna 2014
3. Collaboratory Rastatt 2016
4. LiFT Collaboratory Almedalen 2016
5. LiFT Collaboratory Trondheim 2016
6. LiFT Collaboratory Ecovillage Sieben Linden 2017
7. Mini-Collaboratory at an academic conference in Rotterdam 2017
8. LiFT Collaboratory Šibenik, Croatia, 2017
9. LiFT Collaboratory Summer School and Facilitator Training 2018

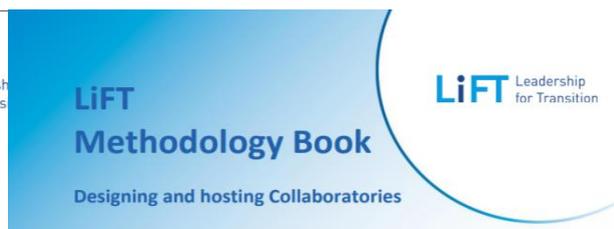
This book has been compiled and written during the Strategic Partnership Leadership for Transition (LiFT 2.0), 2015-2018, Intellectual Output N° 3. Published online August 31, 2018.



### Contents:

#### 0. Introduction

1. An overview of leadership theory, research and practice
2. Sources of integral leadership
3. The integral model of leadership – conceptual framing
4. Core dimension 1: Four quadrants
5. Core dimension 2: Vertical development



### Contents:

1. Introduction
2. The context: differing settings and how to deal with them
3. The facilitation: Designing and conducting a Collaboratory
4. After the public Collaboratory: post-facilitation and follow-up

This book gives users a sense of what an optimal setting for a Collaboratory would look like. Based on our practical experience, we also give you a panorama of potential deviations from this ideal setting that you are likely to encounter in real life. This will help you respond more adequately and enable you to work productively with the respective constellation. Beyond this, the chapter again caters for different levels of proficiency. While beginners will prefer to focus on standard elements, more advanced learners can dive deeper into background and meta-level considerations.

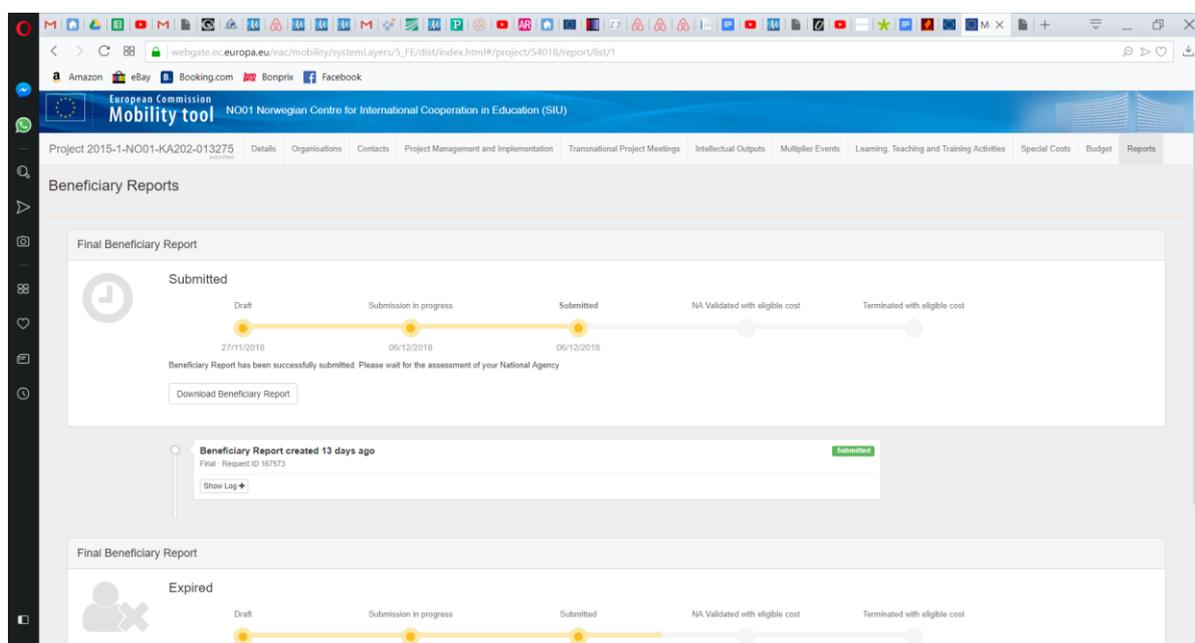
We are very proud and happy that we were not only able to deliver all the promised outputs in due time, but that we also produced an additional (No. 5) that was not yet planned in the project proposal – to the delight of our sponsors. 😊

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## LiFT Project wrap-up

However, after the last public event and the official end of the project at the end of August, our work on LiFT was not (completely) finished yet. By the end of November, the project had to be formally completed vis-a-vis the funding agency in Norway. This required a thorough documentation of all activities and expenses, and a detailed final and a financial report.

Since Elke Fein took over most of the reporting work on behalf of IFIS in close cooperation with the project coordinator NTNU, October and November have been correspondingly dense months for her. At the same time, this work has provided IFIS with considerable experience in project management. This will certainly be of great benefit in view of future projects and proposals.



*Screenshot of the final report after submission – 😊*

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## IFIS Online Colloquium and Blog

Besides the LiFT project, the last year at IFIS was shaped also by our Online Colloquium, which has been held regularly once a month since November 2016 (with the exception of a summer break, July-September). It offers a virtual forum for dialogue and discussion where new research and current projects can be presented, and where relevant problems our times can be discussed in the circle of integrally informed peers. At the same time, the format is also a vehicle to make IFIS known to a wider audience, and to enhance conversation and exchange within IFIS itself.

In 2018, a total of nine colloquia took place, with inputs from both IFIS members and external guests, scientists and practitioners from all walks of the integral field. As a result, the Colloquium is now gaining popularity also beyond the more narrow integral-academic community. The event that was best attended in 2018 was the Colloquium No. 18 with Anne Caspari, Hannes Entz of Zerssen and David Snowden. Around 50 participants listened to the introduction to the Cynefin framework and the Sensemaker® tools from Cognitive Edge.

One focus of the Online Colloquium last year was "Integral Politics", the search for innovative ways to fundamentally renew the way we do politics ("*reinventing politics*"). In order to address the current legitimacy crisis of politics as well as the great, transnational societal challenges, we believe that it is necessary to make the formation of opinions and decision-making in the public space more cooperative. In other words, the challenge is to replace the prevailing competitive paradigm in politics ("I am profiling myself at your costs", win-lose) by a cooperative win-win-win paradigm.

Numerous initiatives and pioneers already show in various ways how this can be done (see the section on the [CIP](#) below). In the context of the Colloquium, synergies could be strengthened, for example by inviting some future project partners to present their work (see section on [LiFT 3](#) below).

An overview of all (past and future) colloquium events and some more details can be found on our website at <http://www.ifis-freiburg.de/node/50>.

For 2019 again, nine dates are planned. Here is a **preview of the first half of 2019**:

<b>Kolloquium</b>	<b>Datum</b>	<b>Presenter (extern/IFIS)</b>	<b>Thema</b>
20	January 23, 2019	Bernard le Roux <i>Dialogues, Gothenburg</i>	<u>Integral Politics (2):</u> Transforming a Top-down Political and Administrative Culture to one of Dialogue and Inclusion
21	February 27, 2019	Prof. Barbara von Meibom <i>Communio Institute for the Art of Leadership</i>	<u>Healing the masculine principle?</u>
22	March 20, 2019	Jan Artem Henriksson SelfLeaders, Stockholm	<u>Culture Transformation and Values based Leadership</u>
23	April 17, 2019	Dr. Daniel Görtz <i>Metamoderna</i>	<u>Metamodern and integral politics (3)</u>
24	May 15, 2019	<b>Dr. Iris Kunze</b> IFIS	Integral approaches to intentional community
25	June 26, 2019	<b>Prof. em. Dr. Claus Eurich</b> <i>Interbeing</i>	<u>Stiller Aufstand (in German)</u>
<i>Summer break</i>			

Until further notice, the colloquium will take place on a donation basis, with external participants being invited to a one-time donation of 10-20 euros

We invite those of you who have participated in the colloquium several times as external guests, to use our **colloquium flatrate**: for **50, - Euros**, you can participate in any number of sessions per year (as a donation via [Betterplace](#) or directly to our [account](#)). Alternatively you can support us through an [associate or sponsoring membership](#).

Please do also take a look at our blog on the IFIS website where the presenters of our Colloquium summarize their impressions and meta-reflections. For an example, see the blog post by Dr. Tom Murray [here](#).

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## Center for integral Politics (CIP) at IFIS

The past hot and dry summer has made more and more contemporaries aware of just how virulent the challenges of climate change are – and how desperately, correspondingly, we need novel, much more effective, global solutions. As a result, the idea of cooperative politics has moved more into the focus – and with it integral methods for a profound transformation of politics and society.

As announced in the last newsletter, we at IFIS 2018 have begun to pool and consolidate our integral political activities at the [Center for Integral Politics \(CIP\)](#). Its basic idea and mission is to bring more of that "integral wisdom" into politics, that lies in the additional dimensions of understanding brought forward by integral approaches. Consequently, the CIP is also about opening up new, innovative options for action in the political field.



*Denis & Elke preparing Colloquium n° 15, Hauenstein (CH), May 2018*

While the development of integral political cultures, as well as of corresponding institutional forms, is more of a long-term goal, related processes and practices on a small scale can be promoted and supported everywhere. This is already happening in many places, through numerous pioneers and innovators who are working towards turning public decision-making more participatory and cooperative.

For the time being, CIP is using the existing IFIS Colloquium as a platform for integral political pioneers to present their ideas, practices and results, to promote projects and create new synergies. The prelude to this was our Online Colloquium No. 15 in May 2018 with Elke Fein, Denis Knubel and Indra Adnan. The series of integral political conversations is entering the next round this year. So far we have portrayed the following pioneers and their methods:

- The Alternative (UK), presented by *Indra Adnan*, on 15.5.2018, <https://www.thealternative.org.uk/>

- The [Sensemaker tools](#), presented by *David Snowden, Anne Caspari and Hannes Entz-von-Zerssen* on 14.11.2018
- The [Macroregional Strategies of the EU](#) as a container for a more pragmatic, cooperative governance in Europe, presented by *Anastasia Nekrasova* on 12.12.2018
- The [dialogical method of conflict moderation](#), presented on 23.1.2019 by *Bernard LeRoux*, who has been working as a mediator for Swedish municipalities for several decades.

All of these people are on board as consortium partners of the upcoming LiFT 3.0-politics project, (see [below](#)).

In 2019, we will have more integral politics sessions on the agenda:

- On April 17, Daniel Görtz will present the concept of „[metamodern politics](#)“, based on Hanzi Freinacht’s book “The Listening Society“, that is being increasingly debated in virtual forums.
- On June 26, we will have a conversation with our advisory board member Prof. Dr. Claus Eurich about his book „[Aufstand für das Leben: Vision für eine lebenswerte Erde](#)“; note that this session will be held in German,
- On November 13, Prof. Dr. Karen O’Brien (University of Oslo) will present her work on „Quantum Social Science“ in service of social transformation in response to climate change.

At IFIS itself, several members are working intensively in the area of integral politics. CIP initiators Elke Fein and Denis Knubel are political scientists. Both were involved in the Swiss party and association "Integral Politics" for several years. **Denis** works for the federal administration in Switzerland and is currently preparing his doctorate on adult development and politics. Furthermore, he is a lecturer and speaker at the [Center for Integral Peacebuilding](#) (ZIFF).

**Elke Fein** the was co-organizer of the first convention for integral politics in the German language area (DACH) in 2008, which took place at St. Arbogast (Austria), as well as co-editor of the [conference documentation](#). For IFIS, she coordinates the Leadership for Transition (LiFT) project and its follow-up project, focusing on political decision-making processes. **Bettina Geiken** has co-founded the Social Architect Community of Practice, whose main areas of work include leadership development methods and tools. Bettina was also co-organizer of the telesummit "Co-Creating Emerging Futures" in 2017.



*Elke Fein und Denis Knubel  
in Freiburg im Dezember 2018*

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## 2. Other activities and news from our members

### Days of the Future at Arnoldstein (Austria)

In the middle of June, Elke Fein and Bettina Geiken took part in the “Days of the Future” at Arnoldstein, Carinthia, organized by the Institute for Future Competences (IFZ) for ten years now. The format invites social pioneers to present their projects and develop them further, taking into account the feedback of professional coaches, as well as by the other participants. While Bettina has been working as a coach for IFZ for some years, Elke wanted to get to know IFZ better, as it is a future LiFT 3 project partner. Together they presented LiFT 3.0 – Politics at the event.



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### Mini-Collaboratory at the PRME conference in Cologne

The invitation to present the Collaboratory format at last year's Annual Conference of the [PRME network](#) for Responsible Leadership (PRME = *Principles for Responsible Management Education*) was a result of the LiFT Summer School in Vienna. One participant of the Summer School, Viola Nyssen, was involved in the conference organization and wished to make the Collaboratory better known in the context of PRME.

Bettina Geiken and Elke Fein therefore offered an interactive **teaser workshop on new leadership methods** on Nov 12, 2018, that was attended by about 30 participants. Besides our own

contribution, the conference offered interesting insights into the discussion on sustainability and leadership as it is currently being conducted in the international business school community. As part of the program, there were numerous innovative formats, such as "agile" approaches, as well as integral methods here and there. Last but not least, we met some potential cooperation partners for our LiFT Facilitator Training.

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## Cooperation with *Aktion Brückenschlag* at Treffpunkt Freiburg

[Aktion Brückenschlag](#) (Bridge building campaign) was born and initiated by a retired couple from Freiburg; he was a pastor, she a trauma therapist. Both felt the desire to send out a signal in the face of the strong polarization of society around the topic of migration and refugees, and to take constructive steps to overcome this split. In the summer of 2018, they approached [Treffpunkt Freiburg](#), a center for supporting civic engagement, co-financed by the city of Freiburg, with a request to promote the idea.

At a meeting between Treffpunkt CEO Franz-Albert Heimer and IFIS managing director Elke Fein, they both decided to jointly design and facilitate the first two "Schnuppertreffen (teaser meetings)" to be organized in the context of the campaign. In each case, a dozen hand-picked Freiburg citizens with different views on the topic of migration and refugees were invited to a 2-hour evening meeting. Treffpunkt Freiburg provided the premises and a simple catering, IFIS brought in experiences from the LiFT project for the process design. The distinction of different ways of listening as proposed by Theory U was an important building block for this work.



Until the end of December 2018, three such "Schnuppertreffen" of the *Aktion Brückenschlag* took place, the one third moderated by Elke Fein alone. The process was inspired by the goal of creating a safe space in which the participants could meet and show up as whole persons, regardless of their views on the subject. Therefore, a special focus was put on empathic forms of listening on the one hand and on speaking from a first person perspective on the other. Instead of arguing and convincing others of certain points of view, Elke invited the participants to share their personal experiences, concerns and hopes with each other. In this way, individual perceptions of certain problems became more comprehensible – which helped to understand the (unfulfilled) needs behind certain points of view.



This kind of open, appreciative and non-judgmental conversation was a new experience for many participants – even though many a statement seemed like an imposition to some others at first. The fact that even strong emotions were given space in the conversation and could be articulated openly without the respective person having to fear any negative consequences, turned these conversations into a transformative experience for the participants. As a result, what became visible in the course of all three evenings was, first, a much more differentiated panorama of perspectives, considerations and positions than it appeared to be the case at the beginning. Second, there were also areas in which the participants were able to produce a surprisingly large consensus across all positions, which was experienced as an element of mutual connection and therefore, as very valuable.

To the organizers, it was a nice surprise that after each of the three *Schnuppertreffen*, all participants without exception expressed their satisfaction about the evening, as well as their readiness to come to a deepening meeting later on.

Together with Treffpunkt Freiburg and the team of the *Bridge Building* campaign, we are currently planning next steps to continue and expand the format. Interest has already been expressed by various institutions (Citizens' Foundation and citizens' associations) in Freiburg, as well as by the Office for Civil Society and Public Participation in the regional government in Stuttgart.

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## Workshop on Theory U in Freiburg

For about three years, Treffpunkt Freiburg has been hosting a regular practice group for moderators and facilitators called [Übungsgruppe Moderation](#), offering a forum for practitioners and peers to exchange experiences and to share new approaches and developments in the field. The group is self-organized and functions based on the contributions of participants. As a rule, it meets once a month for around 2.5 hours, with one or two participants preparing and organizing the respective evening. In most cases, a method is presented and made accessible directly through practical exercises.

In the course of the preparation of the first meeting of Aktion Brückenschlag (see above), some participants had started to take an interest in the various qualities of communication and listening as described by Otto Scharmer. Elke Fein therefore offered an evening of practice dedicated to [theory U](#) on December 12, 2018. Thanks to active advertising by IFIS and Treffpunkt Freiburg, it turned out to be the best-attended evening that the practice group had seen so far with almost 30 participants.

**LiFT** Leadership  
for Transition

Institut für Integrale Studien  
Institute for Integral Studies  
**ifis**

## Was ist Theorie U?

**Einstein: Man kann Probleme niemals mit derselben Denkweise lösen, die sie hervorgebracht haben!**



- Das Wesentliche ist häufig unsichtbar.
- Die Ursachen vieler globaler Probleme liegen in unseren unhinterfragten Denk- und Handlungsmustern.
- Um sie zu lösen, muss man das Denken und Verhalten ändern (Einstein).
- **Blinder Fleck:** die innere Quelle, aus der sich unser Denken/Verhalten speist: die Art/Qualität unserer Präsenz.

**Kernthese Theorie U: The success of an intervention depends on the interior condition of the intervenor.**

Elke Fein - Institut für Integrale Studien e.V., Freiburg

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*Presentation slide for the practice group*

Despite the limited space capacity of the Treffpunkt Foyer, which was actually insufficient for the size of the group, it was possible to give both a brief introduction to the concept of Otto Scharmer and provide a tangible experience of the U process (in an extremely condensed form).

Elke ran the group through the most important phases of the U process at the example of the guiding/working question "How can we (the practice group of facilitators) bring in our collected skills and capacity in Freiburg in view of making a meaningful contribution?" In this way, not only did the evening offer methodical learnings about theory U, but also substantial results in view of further developing the practice group.

Due to the very positive response from the circle of participants, Elke was asked to offer a one-day [deepening workshop](#). This is now scheduled to take place on **May 25, 2019** in Freiburg.

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## Manifesto for Transformative Social Innovation

The Manifesto for Transformative Social Innovation, which was developed in the context of the TRANSIT project, co-initiated by IFIS member Iris Kunze, was signed by IFIS at the last General Assembly. More information at: <https://tsimanifesto.org/>.

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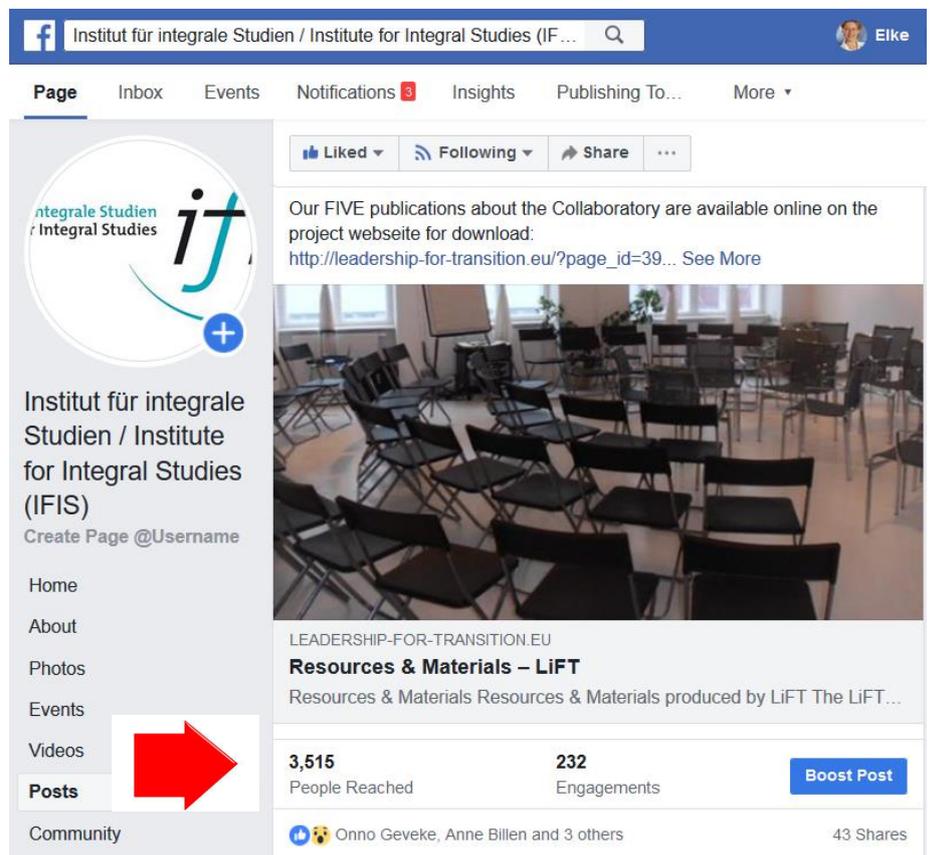
## IFIS Facebook-Präsenz

[IFIS' Facebook page](#) has now gained ground and is regularly posting information about activities and projects from the integral field, as well as invitations to our Online Colloquium. In preparation to Online Colloquium No. 20, more than 3,000 people were reached via various social media channels (see below). Our post about the publication of the LiFT publications has meanwhile reached over 3,600 people.

Nevertheless, we would be very happy to find some more support(ers) in the area of social media!

Link to [FB post on LiFT outputs](#).

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The screenshot shows the Facebook profile of 'Institut für integrale Studien / Institute for Integral Studies (IFIS)'. The page has a cover photo of a room with many black chairs arranged in rows. A post is visible with the text: 'Our FIVE publications about the Collaboratory are available online on the project website for download: [http://leadership-for-transition.eu/?page\\_id=39...](http://leadership-for-transition.eu/?page_id=39...) See More'. Below the text, there is a photo of the same room with chairs. The post has 3,515 people reached and 232 engagements. The post is titled 'LEADERSHIP-FOR-TRANSITION.EU Resources & Materials - LiFT' and includes the text 'Resources & Materials Resources & Materials produced by LiFT The LiFT...'. A red arrow points to the 'Posts' tab in the left-hand navigation menu.

## Winter meeting of IFIS women in the Black Forest

At the beginning of January, some IFIS members (Toni Bünemann, Elke Fein and Brigitte Wiechert) met near Breitenau in the Black Forest, for a New Year's walk followed by a cozy get-together in Hinterzarten. This was a rather informal event though. 😊



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## Other activities and publications of our members

The following activities and publications have been reported to us by our members during the period covered in this newsletter.

**Dr. Bettina Geiken** was closely involved in the work of the LiFT project in 2018. She was instrumental in the preparation and implementation of the Summer School and the Collaboratory Facilitator Training.

Bettina was also a co-host of [Center for Human Emergence's](#) (CHE) [Social Architect Training](#), which started in September 2018 in its new edition. Another focus of her work since her training at [SelfLeaders](#) (Stockholm) is working with their tools for value-based leadership. She explains:

„What I like so much about the SelfLeaders method is that, coming from integral consciousness, it offers a highly valued product / service for *main-stream* clients that helps people to become aware of their personal values, thus a kind of inner compass, which then allows to connect these values with the values of organizations / companies.



The SelfLeaders have developed an app for this, a so-called value tree, consisting of base, self-expression and "higher-purpose" values. The app has a modular structure, so that this [tool](#) can be used in a variety of ways. The whole thing is embedded in the *state of the art* in the field of development models, motivational theories and studies on cultural development. At the same time, the workshop includes exercises in which participants can learn and practice so-called generative listening, an ability that can create co-creative spaces for new insights and perspectives.

The effect of this work for companies – in addition to greater clarity of all participants about their own motivation / their own purpose – is a higher inner motivation of their employees, which is measurable and consistent over time, as well as an improved sense of community".

Here are some [case studies](#) on the work of the Sel-fLeaders.

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**Denis Knubel** continues to work on his dissertation on adult development and politics. As part of this, he has taken the [FOLA course](#) (*Foundations of Lectical Assessments*) course over the past two years. He says, "I enjoy the combination of psychological and philosophical aspects in it. The course gives me the opportunity to deepen my understanding of integral topics." In addition, Denis regularly gives seminars within the Center for Integral Peacebuilding ([ZIFF](#)).



His focus here is on the implications of the Spiral Dynamics model for politics in the broader sense, and especially its use in the service of constructive conflict resolution. In the following short video he explains this approach:

<https://www.youtube.com/watch?v=8u0qfHFuMoQ>. For the next date of his seminar, [see below](#).

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**Dr. Elke Fein:** In addition to coordinating the activities of IFIS, she was mainly involved in 2018 in bringing the LiFT 2.0 project to a good conclusion. This included, among others, the following tasks:



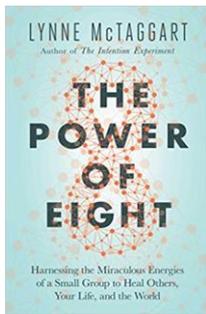
- Announcing the LiFT Facilitator Training, participant acquisition and co-ordination of the application process
- Preparing and conducting the compulsory three-month on-line training (April-June), together with Jonathan Reams and Bettina Geiken
- Preparing and conducting the LiFT staff meeting in Vienna, together with Iris Kunze - Preparing and implementing the [LiFT Summer School with Facilitator Training](#) in Vienna (July 2018), together with Jonathan Reams, Bettina Geiken and the LiFT team
- Finalising and editing of LiFT's „[Intellectual Outputs](#)“ 1-4 (3 books and course curriculum), among them 2 as single author; publication on August 31, 2018
- Coordinating work on wrapping up the project, together with Jonathan Reams and the science support team at NTNU, September 2018
- Writing the final report (October 2018)

In addition, Elke prepared an Erasmus + project proposal with Bettina Geiken to continue the LiFT project, which was first submitted to the EU in March 2018. It received very positive reviewer feedback, but could not be funded due to a formal error in 2018.

Her activities at [Treffpunkt Freiburg](#) have already been [outlined above](#).

Elke also wrote a book chapter about LiFT's the experience with the Collaboratory, which will soon appear in the anniversary volume in commemoration of 10 years of theory U:

Fein, Elke (*forthcoming*): The dance between structure and skill. Experiences from the LiFT project's experiments with the Collaboratory. In: Olen Gunnlaugson (ed.): Presenting Theory U Book Series.



Another, more private activity of hers was to participate in Lynn Mc Taggart's [Power of Eight](#) Masterclass around the [Intention Experiment](#). Elke has been part of a Power of Eight group since April 2018 which is now continuing its work beyond the masterclass on a self-organized basis. Her vision is to use the power of group intention also in other areas, for instance to support healing and productive solutions in the socio-political realm.

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**Dr. Iris Kunze** completed her projects at the BOKU in Vienna last year. She was also in charge of coordinating the [LiFT Case Book](#) and was its co-publisher.



Since the fall of 2018 she has been in an education program funded by the Austrian state. In this context, she participates in the [LERNgang](#) of the [Pioneers of change](#). Many know the PoC through their [Online Summit](#), in which outstanding pioneers of social transformation are interviewed (the next one will take place from March 7th to 17th, 2019).

The *LERNgang* is a one-year intensive coaching and vision-seeking program in which the 20 or so participants are coached towards fully developing their potential and are also coaching each other. During the course, they get to know many methods, develop them further and can thereby expand their own horizon. The course concludes with a "going public" event in June 2019, which the participants develop independently. Iris says: "I have been elected to the Coordinating Committee in a sociocratic way." Overall, she wants to promote her personal and professional development during the *LEARgang* course.

Iris shares the following publications from 2018:

Kunze, Iris (2019): 'A New We': Post-individualistic Community-based Initiatives as Social Innovations? Empirical Observations in Intentional Communities. In: Jansen, Bettina (ed.): *Rethinking Community: Towards Transdisciplinary Community Research*. Palgrave.

Kunze, Iris (2018): Soziale Innovationen und „Gesellschaftswandel von unten“. Transformative Ansätze und Herausforderungen von Grass-Roots-Initiativen. In: Matthias Grundmann (Hg.) *Gesellschaft von unten!? Studien zur Formierung zivilgesellschaftlicher Graswurzelinitiativen*. Beltz Juventa, Weinheim.

In addition, she is currently co-editing a volume on the economy for the common good. Further publications together with colleagues from recent research projects on social innovation are:

Avelino, Flor, Adina Dumitru, Carla Cipolla, Iris Kunze, Julia Wittmayer (2019): Translocal Empowerment in Transformative Social Innovation Networks. Forthcoming in *European Planning Studies* in special issue on the topic of «Bridging Local Embeddedness and Global Dynamics – The Economics of Social Innovation».

Schäfer, M.; Hielscher, S.; Haas, W.; Hausknost, D.; Leitner, M.; Kunze, I.; Mandl, S. (2018): Facilitating Low-Carbon Living? A Comparison of Intervention Measures in Different Community-Based Initiatives. *Sustainability* 2018, 10, 1047. <http://www.mdpi.com/2071-1050/10/4/1047>

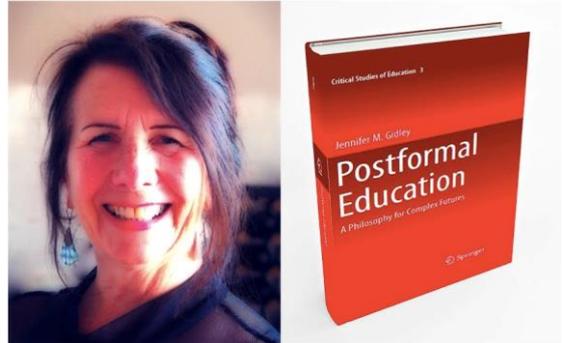
Haxeltine, A., Avelino, F., Wittmayer, J.M., Kunze, I., Longhurst, N., Dumitru, A., and T. O’Riordan (2018) Conceptualising the role of social innovation in sustainability transformations, In: Julia Backhaus, Audley Genus, Sylvia Lorek, Edina Vadovics, Julia M. Wittmayer (eds.) *Social Innovation and Sustainable Consumption: Research and Action for Societal Transformation*. Routledge

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Our scientific board member **Dr. Jennifer Gidley** presents two new publications, first [\*The Future: A Very Short Introduction\*](#) and second [\*Postformal Education: A Philosophy for Complex Futures\*](#).

The first one appeared as part of the series "Very short introductions" and gives an outline of the concept of the future, especially the idea of linearity, as well as an introduction to the discipline of *future studies*. In addition, Jennifer discusses the possibilities of actively shaping our own future based on quantum entanglements.

The second book aims to introduce postformal thinking to a broader readership. With this, Jennifer bridges the gap between approaches to psychological development research (on children and adults) and recent approaches to educational research. She argues that the current educational model, developed in the 19th century, is no longer able to meet the needs of an expanding industrial society. She suggests a new educational approach that prepares young people to cope with global insecurity, accelerated change and increasing complexity. This requires a "big picture" and long-term thinking, she argues, as it is described by adult development research as a hallmark of later stages of development.



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**Dr. Markus Molz** has expanded his activities as a Knowledge & Learning Coordinator for the European Meta-Network of Local Sustainability Initiatives ECOLISE ([www.ecolise.eu](http://www.ecolise.eu)) which he had taken up in March 2017. In the summer, a larger project proposal got approved by ECOLISE, so that Markus' job was increased to 100%.

At the same time, he is pushing forward the project of a platform for transformative learning, as well as that of the University for the Future. Besides, he is busy setting up a seminar center outside Luxembourg, which will also be his home from the spring of 2019.

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**Toni Charlotte Bünemann** is the head of the [Department of Continuing Education](#) at the University of Freiburg i. Br., Germany. She is also a shiatsu practitioner and over the past two years has completed further training in spiritual body-oriented psychotherapy based on the approach of the naturopath and psycho-therapist Margarete Sennekamp.

As part of her graduation paper, she addressed the question of how awareness, femininity and mental health can be cultivated and promoted, based on energetic and psychotherapeutic exercises and process work in the context of beneficial, low-threshold women's circle work. On the one hand, her paper reflects to what extent rituals and symbols of the traditional annual cycle of feasts

can be a starting point for this work. On the other hand, it brings together ideas and experiences on how the receptive (= "feminine") intelligence system of women (and men) can be strengthened in the course of personal transformations which combine (bodily) psychotherapeutic and spiritual experiences.



Neurobiologically generated psychological needs for security and modes of action (control, success, security, knowledge, consumption) are juxtaposed with the intuitive-spiritual dimension with its modes of reception (see Jürg Theiler). The role of elements of imagination therapy in the practice of women's work is to be further tested. It is also planned to coordinate and further develop the experiences from this context by means of the integral model.

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## New IFIS members present themselves

**Adam Waterhouse** joined IFIS in early 2018 after participating in one of our Online Colloquia. He is a trained social worker and psychotherapist with experience of the Health and Social Care within the UK. Adam currently works for a London-based company, [MindLife](#), in the field of Digital Healthcare Innovation. His main job is researching Integrated Healthcare and new models of care, but he also performs other roles for the company, as required, including Internal Communication and Conflict Resolution. Regarding his connection to „integral“, Adam says:



“I am a relative newcomer to Integral Theory, having only started to immerse myself in it since late 2017. However, it didn't take me long to appreciate its value. The AQAL perspective as articulated by Ken Wilber in *A Theory of Everything* – the first book that I read about Integral Theory – addressed my keenly-felt need to possess an explanatory framework that would allow me to start to integrate the diverse and seemingly unrelated insights of which I was aware (contained within science, philosophy, business, politics, psychology, psychotherapy, social activism, etc.) into a coherent whole that could provide the basis for transformational social action. I believe that Integral Theory can play a valuable role in assisting humankind to address the multi-dimensional challenges with which we are now faced. It is also of considerable relevance to the field of Integrated Whole Systems Healthcare and I hope to explore ways of applying it in the course of my work over the coming years.”

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### 3. Events and activities in 2019

#### General Assembly 2018/19

IFIS' General Assembly No. 11 took place on January 31<sup>st</sup>, 2018 in Freiburg. An important topic of this assembly year was the project of **updating IFIS' website**, which we would like to give ourselves as a "birthday present" for the institute's 10th anniversary. After 10 years, we wish to technically adapt the design to changing user habits (especially mobile devices). Donations for this are very welcome! ☺

We are pleased to have found a competent partner for this with our new webmaster, [Marco Bienlein](#). Our founding member Peter Winkels has now handed over the role of webhosting to Marco. We are very grateful for Peter's dedicated work in the past!

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#### Action research conference in Gothenburg

Our partner organisation **Action Research (AR)+**, initiated by Prof. Hilary Bradbury, is hosting a large [conference](#) at Chalmers University around International Women's Day on the 8th of March, 2019. It is designed as a network meeting of all those who want to contribute to the transformation of societies through action research. It's about building a global community of researchers who share the vision of putting science back at the service of the big societal challenges we are facing.



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#### Online Colloquium schedule

We are pleased to be able to continue our interdisciplinary, cross-sector and cross-field dialogue between integrally interested theoreticians and practitioners – and we look forward to you and your

active participation in this. If you have suggestions as to relevant topics or interesting sources of inspiration for the online colloquium, please let us know.



An overview of our colloquium sessions and dates in the first half of 2019 can be found on [page 8/9](#) of this newsletter as well as on our [webseite](#).

So far, our colloquia have been held in English in order to address a sufficiently broad international audience. This summer, however, we will be offering an event in German for the first time: on **June 26** with our advisory board member Prof. Claus Eurich. The topic "Riot for Life ([Aufstand für das Leben](#))" will look at the question which sources we can draw from, in order to meet the huge challenges we are confronted with as a global society, and how we can meet them adequately.

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## LiFT 3.0 – *politics* project

Following the successful completion of the LiFT (2.0) project (see above), a small working group at CIP has prepared to prepare a follow-up application to be submitted in March 2019. The aim of this new partnership is, on the one hand, to take the experience and the knowledge base from the previous LiFT projects to where they are most needed: into politics. On the other hand, it wants to gather pioneers of innovative collaborative policy-making and to collect and evaluate their experiences in view of disseminating worthwhile approaches to a wider audience. The consortium includes partners from Germany, Austria, Switzerland, Sweden and Norway. More info to come in the next newsletter.

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## Workshop on Theory U at Treffpunkt Freiburg

Due to the overwhelming resonance to and interest in theory U (see report above), Elke Fein is offering a [deepening workshop](#) on Saturday, **May 25, 2019**, at Treffpunkt Freiburg. It will contain a more detailed introduction to the theory behind the "U" and the connections between presence and communication qualities. At the same time, participants will have more opportunity to experience the different qualities described by Scharmer and to explore their implications for moderation and large group facilitation.

For reasons of space, the number of seats is limited. Please register at: [info@treffpunkt-freiburg.de](mailto:info@treffpunkt-freiburg.de)

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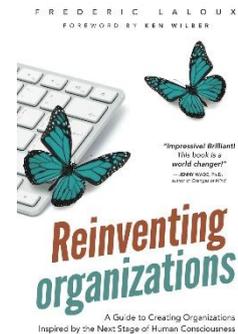
## Spiral Dynamics, integral perspectives and peace promotion

The next seminar on Spiral Dynamics by Denis Knubel (see above) is scheduled for June 1-2, 2019. It will take place once again at *Kientaler Hof* in Wetzikon near Zurich. Further information and registration [here](#).

## Frederic Laloux to be invited to speak at the University of Freiburg

Together with Treffpunkt Freiburg (see above), IFIS plans to host a lecture by Frederic Laloux, featuring his bestselling "[Reinventing Organizations](#)" in late 2019. The idea behind the event is to share the vision and practical experiences with modes of "integral organization" with a wider audience from among civil society.

The exact date is currently not scheduled yet. We will provide more information about this via our online channels in a timely manner. A review of Laloux's book by Elke Fein was published in 2015 in [IFIS' Newsletter No. 5](#).



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## 4. Miscellaneous

### Book Review: Tomas Björkman & Lene Rachel Andersen

**The Nordic Secret. A European Story of Beauty and Freedom**, Fri Tanke publishing, 2017

*Bettina Geiken & Elke Fein*

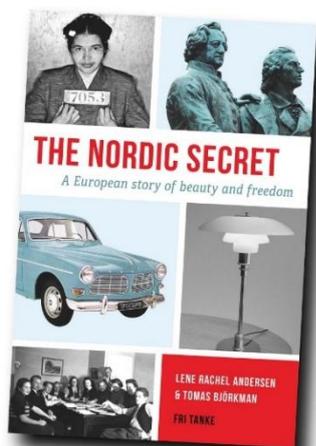
The entrepreneur, investor and philanthropist Tomas Björkman is known to several IFIS members since his generous invitation of the LiFT team to his island of [Ekskäret](#) in the Stockholm archipelago (see [Newsletter No. 5](#)).

Now, together with his Danish colleague Lene Rachel Andersen, he has published a book in which both investigate the deeper causes of the success of the Scandinavian social model. They outline how Denmark, Norway and Sweden have developed from poor, partly feudal agricultural countries into modern, highly industrialized democracies since the mid-nineteenth century. They ask why this development has been extraordinarily peaceful since then – and why the citizens of the Nordic countries today are among the happiest in the world.



The intriguing answer for integrally interested readers: they implemented a form of education that, inspired by cultural influences from Germany, France, and Switzerland, basically anticipated the findings of today's adult development research.

Bettina writes about her reading impressions:



"In *The Nordic Secret*, two elements particularly appealed to me personally and created resonance: On the one hand, the declination of the theme 'belonging' on the different stages of development of the Kegan model – and what this means very practically in view of personal autonomy/freedom and personal responsibility. On the other hand – and this will be particularly pleasing to lovers of German literature – in their chapter *The German Spring*, the two authors offer a completely new look at the connections and influences of all great German poets and thinkers, from Goethe, Schiller to Herder and many more, on the development of the concept of 'moral and emotional education'. This concept also radiated into the then feudal agricultural countries such as Denmark, Sweden and Norway. Ultimately, it was further developed and more consistently implemented by the intellectuals in the Nordic countries than in it was Germany itself. This had a decisive impact on the development of democracy throughout Europe."

We recommend the book not least because of its easy-to-read style. It is currently available only in English.

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## Call for donations and invitation to participate

Finally, we invite you to support IFIS with a [donation](#) or a [sponsorship](#). This helps us to implement our current and new projects and to continue building up the institute. This year, a particular investment will be the updating of our website ([see above](#)).

Our **bank details** can be found there, under "[Formalities](#)". You can also use the [donations button](#).

IFIS is a **not-for-profit** association and has been awarded charitable status from the beginning. Therefore, donations are fully tax deductible. We are happy to send you a donation receipt on request.

We are also happy to welcome **new members** who want to advance the goals of IFIS.

If you are a researcher yourself and/or engaged in a more integral way of doing science, if you work towards more encompassing and more sustainable solutions on a large or small scale as a practitioner, or if you would simply like to support the work of the institute privately, we would love to hear from you. You can do so either as a **full member, associate member or sponsoring member of the IFIS**. Of course, the decision about the degree of commitment is up to you.

For more information on the different types of involvement, please visit our website in the section "[Membership](#)".

With this, we wish all readers a wonderful, healthy and happy year, full of inspiration!

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## Credits: the quantum cookie strategy

Whenever you do something positive on a small scale, that's a positive change of the larger whole!



Source:

<https://loslassen.rocks/loslassen-lernen-positiv-denken/>