

Barrett Brown Interview Notes

- *Heading up Netherlands organization: Integral Sustainability Center looking at an integral approach to sustainability for business and int'l development.*
- *Interested in helping to liberate structures that support development of consciousness of change agents and leaders involved in organizational and societal change and transformation.*
- *Practically, do leadership development intensives, coaching, mentoring, teaching and writing more on my PhD research results on Conscious Leadership for Sustainability, which looks specifically at how leaders operating from "late-stage action logic" design and engage in sustainability initiatives.*
- *Discussion for summer conference will focus on this research. Curious about what is the intersection of complex consciousness with complex change initiatives look like? Global intense challenges (poverty, environmental ecosystem decline, employment, justice issues, biodiversity, climate change), as well as organizational acceleration of complexity and challenges organizations face. How do folks who have developed*

these late-stage action logic (strategists, alchemists, ironists) engage in these complex change initiatives?

- *Curious about core foundations: how they reflect and how they engage.*

CORE FINDINGS:

- *Very powerful ability to embrace uncertainty; trust in themselves, others and the process that they'll navigate through uncertainty and ambiguity.*
- *All tended to use powerful internal resources and theories to design, including intuition and non-rational ways of knowing; systems theory, complexity theory and integral theory.*
- *Re: engaging with the design itself: they used "adaptive design management", i.e. people had capacity to "dialogue with" the system they were working with, to consistently adapt the design, rather than figuring out leverage points and just pressing on them. Treated the system as a complex adaptive system they didn't have control over (could only set up initial conditions to support the emergence of novelty in the system), or they treated it as a unity element of their own*

consciousness (recognized the constantly emerging change and dynamism).

- They'd experiment and prototype lots of approaches and interventions and listen carefully to how the system responded and adapted to the different interventions.*
- They'd dialogue with system stakeholders to understand their worldviews, think through their worldview as they designed and engaged. Approach ended up being organic, emergent, and respectful of individual elements and people in the system... listen much more deeply than simply applying theories.*

"Conscious trial and error", rather than linear, rational, logical events.

- Also deeply active in their own intuition, using that as source of knowledge as well as powerful change theories/frameworks... conscious trial and error that engaged their whole intellect, not just rational mind.*

Couple ways "Integral" is applied: 1) a stage of development; 2) AQAL lens, looking at multiple dimensions - individual/collective, lines, stages, types, etc. When you're looking at stages of development, do you take into

account issues of culture, systems, in trying to understand the effectiveness of people who step into leadership roles?

- *All are in play. In my research, wasn't measuring their effectiveness. I was building upon existing leadership research and correlating leadership effectiveness with later stage action logic. More granular perspective on what these folks actually do each day that's an example of this consciousness in action.*

Three different roles these change agents tended to take, based on their developmental stage:

- *Strategists' role was to catalyze a situation - push the edges of the system, reframing, integrating, operating on these systems to make the perceived changes they felt were needed - almost an aggressive role.*
- *Alchemists (Turquoise in Ken's model) tended to focus more on creating supportive conditions, took complexity leadership approach, dialoging with the system... a softer approach than operating on the system.*

- *Ironists* were even "softer" but potentially more powerful space. They would energetically "hold and wonder" about the space for the development of the potential of the individuals in the system... subtle, causal space that would invite those systems and individuals to develop into the potential they saw was possible. They'd then "wonder" into the next developmental move for that system. "Where are we?" "What are we becoming?" "What's needed and wanted next?" A consistent inquiry... "tune into consciousness and track where the system is on the developmental arc... what's next for them?" And at the same time hold the energetic potential for the system and individuals to develop into that.

Did you discover common developmental practices?

- *Yes, practices that were relevant to each specific action logic... clear demarcations I'll get into more at the conference.*
- *Foundational practices everyone used included coaching (for themselves), meditation and journaling (self-reflection).*

Active support systems for their performance as well as development?

- *Tended to create support systems for people they were engaged in the design with. Always co-designing/ implementing; no one doing it on their own. Things like deep intense team meetings, developmental training programs for their co-designers, bringing in broad perspectives of key issues in the field, individual 1-on-1 mentoring with the stakeholders they worked with. Built structures that supported collective and individual development.*

ILC conference fostering widespread support system for people interested in integral leadership. Hope it will help more of this. What do you think this online conference can help our community achieve?

- *People making some deep connections with people that are local to them that they didn't know were in their area. Having face-to-face engagement with people on a regular basis, i.e. a salon, etc. That's where we can more deeply "template" each other and tap into the more powerful transmissions that we each have to offer.*

Barrett Brown

Barrett C. Brown, PhD, is a specialist in human and organizational transformation, with nearly two decades experience creating systems and structures that support individuals and collectives to shift to their next level of capability. He has strong experience working with high-growth and multinational companies, NGOs, and funding organizations to develop leadership, clarify strategy, accelerate innovation through learning, and implement more effectively. For the past two years at the Dutch Sustainable Trade Initiative, he served on a core team to design and implement large-scale multi-stakeholder initiatives that mainstream sustainability into global supply chains. This involved building learning systems within entire sectors and driving cross-organizational alignment and innovation amongst multinational corporations, governments in the North and South, and international NGOs. Barrett has worked on four continents, helped develop and launch a dozen companies and NGOs, co-designed corporate universities, logged 1400+ hours coaching senior executives and change agents, and delivered leadership initiatives for Global 1000 leaders. He has designed and facilitated 100+ learning events, ranging from workshops to multi-year leader development programs. He held UN consultative status for four years, and has presented widely, including at the United Nations World Summit on Sustainable Development (side event), US State Department, UNDP and UNESCO headquarters, International Cocoa Organization, and the Bioneers conference. Since 2002 he has worked with Ken Wilber and dozens of scholar-practitioners to develop an integral approach to sustainability, and he serves as Executive Director of the Integral Sustainability Center. Barrett has authored or edited 40+ articles and videos on sustainability, leadership, organizational development, and market transformation. His writings are used in universities in North America and Europe as well as in the UN system. He has also used his fluency in Spanish and Portuguese to translate several books on conscious business and lecture on leadership. Barrett's undergraduate studies are in Mechanical Engineering and English Literature through the University of California at Santa Cruz. His Ph.D. and Master's degrees are in Human and Organizational Systems from Fielding Graduate University. Barrett's recent doctoral research explored how sustainability leaders with complex worldviews engage in change initiatives. He lives in Amsterdam with his wife and daughter.



Barrett is leading two intensive courses related to integral leadership this autumn:
Catalysing Conscious Change and *Conscious Leadership for Sustainability*

(See Barrett's Integral Leadership Collaborative Interview Page to download flyers for these courses.)

Russ Volckmann

Russ Volckmann, Ph.D., has worked for over thirty years as an organization development consultant and executive coach. He is the publisher and editor of *The Integral Leadership Review* and *LeadingDigest* and the founder of *Integral Publishers* (having published nine books by integral authors). As an educator he has taught at U.C., Berkeley; the University of Arizona; the United States Army Intelligence School at Ft. Juachuca, Arizona; Sonoma State University; Golden Gate University; John F. Kennedy University; Leadership University; and the Institute for Transpersonal Psychology. He has served on dissertation committees for the Fielding Graduate Institute and the Institute for Transpersonal Psychology and mentor for Antioch University. As a writer and editor, he was the founding editor of a professional journal, *Vision/Action*, for five years. He is currently on the Editorial Board of *Integral Review* which is published by ARINA, Inc. He has authored two books and is currently working on his third with co-author Brett Thomas on the topic of Integral Leadership.

