

Join us for a 3-month, intensive professional and personal development course for leaders and change agents involved in organizational and/or societal transformation.

# CATALYSING CONSCIOUS CHANGE



## LEVEL 1

Learning to Lead Change  
in Complex Times

MODULE 1 • September 6-9, 2011

MODULE 2 • November 16-19, 2011

LOCATION • Venwoude Retreat Center, Lage Vuursche • The Netherlands

### FACULTY

**Barrett C. Brown, PhDc**  
Executive Director, Integral  
Sustainability Center

**Jamie Wheal, MA**  
Principal, Stagen and Founder,  
Fulcrum Advisors

**Dean Anderson, MA**  
Founder, Being First, and best-selling co-author  
of *Beyond Change Management*

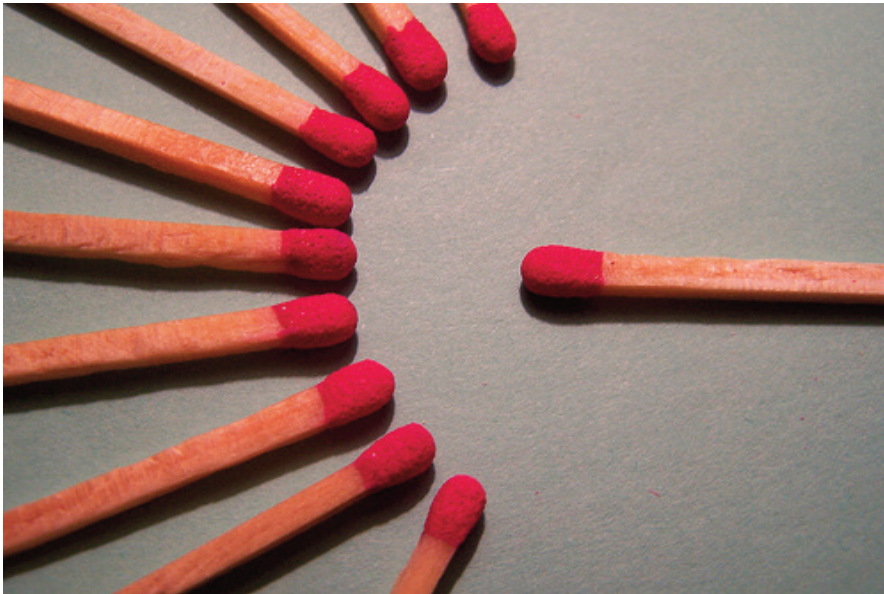
**Ken Wilber**  
Founder, Integral Institute, and best-selling  
author of *The Integral Vision* and 21 other books

**Diane Musho Hamilton**  
Zen Teacher and Big Mind Facilitator

**Anouk Brack, MSc**  
Founder, Experience Integral and  
Embodied Leadership Teacher

### PARTNER ORGANIZATIONS





*Every few hundred years in Western history there occurs a sharp transformation. Within a few short decades, society – its worldview, its basic values, its social and political structures, its arts, its key institutions – rearranges itself . . . We are currently living through such a time.*

— Peter Drucker

*It's not enough to be change ready; you must be change-oriented.*

— Copenhagen Institute for Future Studies

The pace of change in business, society, technology –everywhere we look – is only increasing. The amount of information in the world almost doubles yearly. Our economic, social, and environmental challenges are more complex and pressing than ever. How will we individually and collectively adapt to thrive in the volatile, complex, and ambiguous terrain of tomorrow?

We will need to regularly recreate ourselves if we intend to develop healthier, more impactful organizations and help bring about a world that works for all. Today's mental models, leadership competencies, and strategic maps will be insufficient for navigating the future. New capacities will be required to increasingly clarify our visions, anticipate emerging changes, adapt and innovate, and effectively respond to the challenges that arise.

Prometheus stole fire from the gods to help humanity survive and thrive on earth. That physical fire has fuelled the rise of modern civilization. Yet today we need millions of new Prometheuses who carry the fires of insight and action that fuel the transformations of our organizations and global society. We need conscious leaders and change agents empowered with the know-how to unleash human, organizational, and societal potential.

This course is for those who hunger for deep development of their personal capacities and

change leadership skills so that they can be even more powerful agents of transformation. The program is designed to increase your access to greater wisdom, compassion, and personal power while concurrently learning vital skills to guide change within organizations and systems.

### **Focusing on the Challenges of Leading Change**

Are your efforts to drive change initiatives lacking the impact you desire? Do you struggle to make sense of all the information coming at you? Are you confronting intractable dilemmas that block progress? Do you recognize that you have far greater potential to catalyse change but aren't sure how to unleash it? Are you undermining your own success? Do your communications sometimes fall flat? Are you out of balance, neglecting to develop your body, mind, or spirit? Do you show up with less than an optimum leadership presence at times? Do you feel alone, without a community that fully meets who you are?

These are challenges that many leaders and change agents face, and we've built the course in response to them. Through this three-month program, you will:

- Upgrade your strategic compass and change maps so as to better see critical drivers and design increasingly effective interventions.
- Strengthen your capacity to manage complex problems and dilemmas.
- Learn to communicate with and align people with vastly different worldviews.
- Experience how to source from creativity, inspiration, and your deepest intelligence.
- Develop new capacities to amplify and energize your physical leadership presence.
- Create an integrated personal development program that will unlock deeper mental, emotional, and interpersonal capacities.
- Develop a community of motivated and talented change agents committed to serving organizational and societal transformation.

Please join us for this powerful leadership course.



*When you change the way you look at things, the things you look at change.*

– Max Planck, Nobel Prize winning physicist

### **Foundation: Essential Theory and Frameworks**

The course is grounded in leading-edge change and development theory, models and frameworks. Through readings, lectures, group discussion, and application in your own change project, you will deepen your knowledge of the processes, dynamics, and drivers of change. The core foundation elements are:

**Conscious Change Leadership:** Grounded in decades of research and practice, this acclaimed change leadership approach offers a robust suite of tools to guide organizational and system transformation. The Conscious Change Leadership framework has been successfully used to advance large-scale change initiatives within multinational corporations, governments, the US military, and large NGOs. It is the basis of two best-selling change leadership books.

**Integral Framework:** The subject of dozens of books and applied in over 50 disciplines, the Integral Framework offers a comprehensive map of systems, culture, psychology, and behaviour. It is used worldwide at the highest levels of business, government, and civil society to design and implement change initiatives. Based upon extensive research from dozens of fields, it provides a sophisticated way to obtain deep insight into the crucial drivers that underlie personal, organizational, and systems change.

**Polarity Management:** This is a unique and powerful approach for understanding and responding to dilemmas, wicked problems, and intractable issues. Polarity Management helps leaders and change agents to shift from problem-solving to managing polarities, offering significant cognitive and competitive advantages.

### **Organizational and System Change Toolkit**

Central to this course is the development of a practical and effective toolkit for assessing change situations, designing interventions, and implementing change initiatives. The principal

tools participants will learn, practice, and be mentored on are:

**The Change Leader's Roadmap:** A true process methodology for guiding an organization or system from its current state to its desired future.

**Integral Change Driver Analysis:** A way to identify the core forces and dynamics that underlie the current situation and which are able to be influenced.

**Integral Stakeholder Analysis:** How to build a comprehensive understanding of the individuals and organizations with authority, power, and influence in the change process.

**Integral Communications:** A powerful approach to effectively tailor communications to the worldviews of different stakeholders and foster action based upon deep motivations.

### **Self-Transformation Tools and Practices**

Deeper self-awareness and the ability to self-author your own transformation are crucial capacities for change leadership. This course focuses heavily on strengthening the cognitive, emotional, spiritual, and physical capacities needed for advancing complex change initiatives. The practices enable high-performance by supporting change agents to become: more creative, highly attuned to context, better able to manage conflicts and competing perspectives, comfortable with ambiguity, and increasingly effective communicators. Key elements include:

**Integral Transformative Practice:** A comprehensive development program for body, mind, spirit, and shadow which supports the development of consciousness and the unlocking of advanced human capacities.

**Big Mind:** These 21st century Zen-style "pointing-out instructions" generate a profound realization of the true nature of the mind. This practice gives access to radically expansive perspectives from which to understand yourself, your work, and change itself.

**Embodied Leadership Practices:** A suite of practices that generate optimum energetic states for engaging in change leadership.

**Intuitive Intelligence Practices:** A toolkit for cultivating intuitive decision-making capacity and increasing access to creative insight from beyond the rational mind.

**Brain Acoustics:** An acoustic technology that facilitates deep meditative states, cultivating growth in self-awareness and mindful action.

# THE STRUCTURE

## How You Will Learn



*Becoming an effective, exemplary leader is the same as becoming a fully integrated human being.*

– Warren Bennis,  
Pioneer in Leadership  
Studies

Catalysing Conscious Change is designed to optimize your personal and professional development over an intense, three-month period. It offers a blend of actionable theory with focused practice, supporting you to make the shift from an intellectually-based “know what” to an embodied “know-how.” Through assessments, reading, lectures, and collective intelligence sessions, you will learn the fundamentals of the change leadership frameworks, tools, and practices. Through reflection, experiential exercises, and small group work, you will engage intimately with the material and deepen your self-awareness.

The most important element is your live change project. You will actively use the material from this course on an important change initiative you are advancing on a personal, organizational, or societal level. The course is ultimately a change laboratory for you to learn advanced frameworks and practices, access expert advice from faculty and peers, and field test your new insights and knowledge on a real project.

These are the key elements of the course:

**Two Four-Day Residential Intensives.** These eight days will serve as the primary crucible for your learning and the development of the community. The days will be full, lasting from early morning into the evening, so plan any other work to be done before or after these retreats.

**Live Change Project.** Through this initiative, you will apply the material from the course, reflect upon your own leadership-in-action, and refine your approach to leading change.

**Webinars.** Intimate dialogues with renowned experts in the fields of conscious change leadership (Dean Anderson) and consciousness development (Ken Wilber).

**Developmental Assessments.** You will be assessed on your stage of change leadership development and your “action

logic,” which is your stage of meaning-making complexity. These provide a roadmap for your professional and psychological development.

**Home Study and Practice.** Through home study you will engage with the content and developmental practices, as well as work on your change intervention. Three books and one interactive e-learning course will be provided which will serve as the core resource material:

***Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership***

***Change Leader’s Roadmap: How to Navigate Your Organization’s Transformation***

***Integral Life Practice: A 21st-Century Blueprint for Physical Health, Emotional Balance, Mental Clarity, and Spiritual Awakening.***

***Course 01: Essential Integral: The most innovative and complete Integral learning program ever created.***

**Small Group Work.** You will engage closely with other talented change agents, providing advice and support for each other’s projects.

**Group Coaching Calls.** These provide additional opportunity to discuss application of the material as you advance your change project.

**Online Learning Platform.** This is to post questions and hold discussions about the course material and your own project.

### Options for Extended Coaching

Participants will have the opportunity to continue to deepen their personal development and/or their change leadership skills. For an additional investment, participants can engage in a 12-cycle integral coaching program led by a certified integral coach and/or a 12-cycle coaching program on the application of conscious change leadership.

### Bringing it All Together ...

In summary, what we’ve done is designed an integrated program that will focus on two vital development areas: your toolkit to lead change and your consciousness itself. By strengthening your technical skills and knowledge, in parallel with deepening your self-awareness and worldview, you will unlock ever greater capacities as a leader and change agent. These advanced capacities (and more) are crucial to collectively guide the large-scale changes that are needed in our organizations and society. Do join us if you can.



**Barrett C. Brown, PhDc**, 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.



**Jamie Wheal, MA**, is a Principal at Stagen and Founder of Fulcrum Advisors. He oversees multi-year engagements with the CEOs and leadership of mid-market companies in industries from media, healthcare, and financial services to technology, real estate and design. Working with and directly advising senior executives and their teams, Jamie specializes in strategic planning, alignment, execution and leadership development. Jamie has designed and led programs for Fortune 500 companies including Abbott Laboratories, Fidelity Investments and Affiliated Computer Services, and numerous learning organizations nationally and internationally, including Young Presidents' Organization (YPO) and the Acton MBA, (the fourth ranked business school in the country by the Princeton Review). A skilled facilitator, he also leads large and small group work sessions and retreats, and is the developer and chief instructor of Stagen's Expeditionary Leadership Program. This twelve-week intensive multi-disciplinary training in executive leadership and ethics centers on the Leadership Development Profile (developed at Harvard by Dr. Susanne Cook-Greuter) and culminates in a weeklong backcountry course in the Utah Canyons. His expertise in high performance leadership draws on his work in surf rescue, mountain rescue, wilderness medicine, the National Outdoor Leadership School (NOLS) and the Center for Creative Leadership, as well as his expeditionary experience in the Sierras, the Rockies, and the Himalayas. He received an M.A. in American Studies at the University of Colorado under MacArthur recipient Patricia Nelson Limerick and serves on the faculty of the Esalen Institute in California where he teaches a top-ranked annual course on integral leadership. An adventure sports enthusiast, Jamie lives in Austin, Texas with his wife and two children.



**Ken Wilber** is generally regarded as the world's most influential Integral thinker. He is the first psychologist-philosopher in history to have his Collected Works published while still alive. With 22 books translated in up to 30 languages, he is perhaps the most translated academic writer in America. He is seen as an important representative of transpersonal psychology, which emerged in the 1960s from humanistic psychology, and which concerns itself explicitly with spirituality. For the fundamental and pioneering nature of his insights, he has been called "the Einstein of consciousness." The author of such titles as *A Brief History of Everything* (1996), *A Theory of Everything* (2000), and *The Integral Vision* (2007), his philosophy integrates body, mind, soul, and Spirit with self, culture, and nature. Integral philosophy is rapidly becoming a powerful presence in fields as diverse as politics and spirituality, psychology and business, sustainability, medicine, and art. Ken is the founder and president of the Integral Institute, a non-profit organization that began in 1997 to advance a more comprehensive and integrated approach to the world's increasingly complex problems. Integral Institute is concerned with finding more balance, comprehensiveness, and wholeness in the world. It involves a new way of working, loving, playing, and interacting in reality. Ken lives in Denver, Colorado. [Ken will present to the group via webinar.]



**Dean Anderson** is co-founder and president of Being First, Inc., a change leadership development and transformational change consulting firm located in Durango, Colorado. His clients are executives of Fortune 1000 companies that are engaged in transformational change. Mr. Anderson is known as a powerful speaker, writer, coach, consultant and masterful trainer. His consulting success comes from assisting his clients to build integrated change strategies that deliver the business results they need while simultaneously impacting the people and culture of the organization. His training specialty is developing leaders and consultants into conscious and competent change leaders who can lead their organization through successful transformation. Dean co-authored with Linda Ackerman Anderson two books in the Jossey-Bass Practicing Organization Development Series, *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership* and *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation*. The industry journal, *The Organization Development Practitioner*, called these two books "the most comprehensive and the most immediately usable of all approaches available." Mr. Anderson has published over fifty articles, including "Awake at the Wheel: Moving Beyond Change Management to Conscious Change Leadership" and "Development, Transition or Transformation: Bringing Change Leadership into the 21st Century." He has been featured in *Business Week*, and publishes in *Warren Bennis' Leadership Excellence* periodical. Dean co-authors the e-newsletter, "Results from Change," which is distributed globally to change leaders and consultants. Mr. Anderson received both his Bachelors and Masters degrees from Stanford University. Dean's hobbies include fly fishing, river rafting, hiking, playing the guitar and drumming. The most important part of his life are his wife, Linda, and his daughter, Terra. [Dean will present to the group via webinar.]



**Diane Musho Hamilton** is a gifted consultant, mediator, facilitator, and teacher of Zen. She has been a practitioner of meditation for more than 25 years. Diane is a core faculty member of Integral Institute and has been leading retreats, programs, and workshops in deepening individual and collective self-awareness for more than two decades. With an incisive mind, compassionate heart, uncompromising authenticity, crystal clear insight, and a deeply empathic approach to facilitating human opening, Diane brings a presence and possibility for learning that is rare. Diane works with consummate ease in a variety of personal and organizational settings--she is equally comfortable in corporations and spiritual communities. Diane's deep interest and facility with exploring what is hidden from our consciousness is both illuminating and supportive of genuine self-reflection. Diane herself is a practice in fearlessness, in compassion, and in seeing the wisdom in all situations and greeting them with a joyous mind.



**Anouk Brack, MSc**, is a human potential developer fascinated by evolution and sustainability. She is founding director of the Experience Integral Foundation and of AnoukA Training. She works at Wageningen University of Life Sciences in the Netherlands at the Chair Group Education and Competence Studies where she is a senior professional communication skills trainer (negotiation, argumentation, presentation). She is in charge of the master 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 is a specialist in leadership embodiment and intuitive intelligence. She studies and teaches how to cultivate leadership presence using the principles of Leadership Embodiment by 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 focused on cultivating leadership for sustainability. The purpose is to inspire and support leaders and change makers in sustainability with experiential courses and seminars and enlightening content. Currently a consultancy branch is being developed by the Experience Integral community of sustainability practitioners. Keen on connecting the business world, academic world and the integral scene, she has been a trainer and presenter at the Integral Theory Conference 2010, the Integral Ecology and Education seminar 2010 and the Conscious Leadership for Sustainability courses by Barrett Brown. Her own practices are Conscious Embodiment founded by her teacher Wendy Palmer, Argentine tango, meditation, fitness, GTD and of course life itself

*There is almost a sensual longing for communion with others who have a large vision. The immense fulfillment of the friendship between those engaged in furthering the evolution of consciousness has a quality impossible to describe.*

*– Teilhard de Chardin*



*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

## TUITION

The full course package includes: 3-month course tuition, 6 nights dormitory lodging, 8 days vegetarian food, Brain Acoustics Level 1 technology package, leadership maturity profile assessment, change leadership development assessment, 3 books, and an interactive e-learning course:	€3500 + VAT  (includes food and lodging for both modules)
<ul style="list-style-type: none"> <li>• <i>Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership</i></li> <li>• <i>The Change Leader's Roadmap: How to Navigate Your Organization's Transformation</i></li> <li>• <i>Integral Life Practice: A 21st-Century Blueprint for Physical Health, Emotional Balance, Mental Clarity, and Spiritual Awakening.</i></li> <li>• <i>Course 01: Essential Integral: The most innovative and complete Integral learning program ever created.</i></li> </ul>	
Lodging in a single room for both modules additional	€200
Lodging in a double room for both modules additional	€150
Additional night lodging for international participants arriving early or staying late (single / double)	€42.50 / €32.50

## DATES AND TIMES

MODULE 1: **September 6-9, 2011**

MODULE 2: **November 16-19, 2011**

Each module begins at 9:30 am on the first day and ends at 4:30 pm on the last day.

Two group coaching calls and two webinars – one with Ken Wilber and one with Dean Anderson – will occur every two weeks between the modules.

## VENUE

The course will be held at Venwoude Retreat Center, located at Vuurse Steeg 1, 3749 AN Lage Vuursche in the Netherlands. This beautiful estate provides an ideal environment for transformational work. It is surrounded by forests, close to a lake, and has hosted human development and systems change workshops for decades. See [www.venwoude.nl](http://www.venwoude.nl) for further details. It is located about an hour via public transportation from Schiphol International Airport outside of Amsterdam.

## REGISTRATION

Register through the School of Synnervation website at:

[www.schoolofsynnervation.nl/en/activities/catalysing-conscious-change/](http://www.schoolofsynnervation.nl/en/activities/catalysing-conscious-change/)

Due to the intimate and intense nature of this program, registration is limited to 30 participants.

## Extended Payment Plans and Scholarships

It is possible to pay in three instalments of 1/3 each, due by September 1, October 1, and November 1. Mention this in the comments when you register.

Partial scholarships are available for qualified participants. To apply, send an e-mail to [bbrown@integralinstitute.org](mailto:bbrown@integralinstitute.org) stating, in 250 words or less, why you want to attend the course, your current work in leading change at any level, and the amount of scholarship you are requesting.

## PRIMARY CONTACT

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