



## Clint Fuhs Interview Notes

*What projects are you excited about and what changes do you see happening in this Integral Wave?*

- *Excited about an emerging seriousness and urgency in Integral Field over the decade of my involvement.*

*Three areas of interest and personal involvement:*

*The project that I have been working on with Ken for the last two years called Core Integral -*

- *Started from conversations with Ken in 2003,*
- *It evolved from an effort to take Ken's books and teachings into a multi-media educational form that makes learning easier and more accessible.*
- *Several attempts failed and out of my conviction of the need for this kind of educational opportunity, went forward with the project now called Core Integral.*
- *Rewriting the curriculum and using most of the concepts in Ken's books, but retelling the stories that were from the ground up to inspire learning efficacy increase excitement about these concepts.*
- *Primary mission is to expand access while ensuring the integrity of the comprehensive Integral understanding.*

*Three key components of our efforts in Core Integral:*

- *Desire to foster integrity in the theoretical understanding.*
- *Develop in our learners an application and analysis capacity that they can take and apply in issues and challenges in their personal and professional lives.*
- *Cultivating an Integral Awareness, which is a first person awareness coming together with third person maps such that the distinctions they contain are live, psychoactive in one's immediate awareness arising in the moment as we encounter the complexities in our personal and professional lives.*

*The second area of personal interest is his Doctorial Dissertation that focuses on the Levels of Perspective Taking in adult leaders and managers particularly in how they use perspective taking in decision making.*

- *Partnering with Development Testing Service, Zak Stein and Theo Dawson, for data on how adults take perspectives and how can we cultivate greater accuracy of those perspectives.*

*How has your understanding of Integral Theory transformed and how have you transformed from having created a multimedia Integral Theory course? What surprised you? What changed?*

- Before I was too wrapped up in the theory and about understanding it to some perfected degree. I missed in there the two components of the application and the awareness.*
- I also had a major liability to the service of this community, which was not cultivating or expressing a balanced approach in the people I encountered. I helped lead them down that same path of thinking that effort should be more about the theory. Now there is a maturity that has come. Core Integral embodies and acts as a catalyst for that development and transformation.*

*Second simplicity in understanding - Involves three stages of engaging Integral understanding:*

- We start with a simplistic understanding including definitional structure, binary ways of understanding.*
- As we continue that achievement of understanding, we enter a second level of complexity where all of the information is overwhelming, with so much to know.*

*I tackled this next level with my masculine orientation by saying, "I can take on that complexity and help others to understand it as well." That's where I got mired for some years from my attempt to achieve what I admired in Ken's understanding of that complexity.*

- *Leading up to the creation of Core Integral, I recognized that there is another realm beyond that called the second simplicity, which transcends and includes that complexity and leads to a radically differently relationship to what these world Integral maps are and what they are good for.*

*The second simplicity has helped me in how I approach my greatest gift and service which is helping others discover for themselves how an Integral approach can help them in their lives and the good that it brings.*

*What are your thoughts on how Integrally informed leadership, Integral lenses, and an Integral awareness help leaders? And is leadership emerging in the Integral movement so that the Integral movement has more impact in the world?*

- *Involves a deep personal engagement with self and*

*others with authentic beingness and authentic practice.*

- *A four quadrant affair, leadership involves practice of being able to move from a place of those four dimensions,*
- *Deep recognition of all important variables in integral approach.*
- *Developmental aspect both in individual and collective.*
- *Integral Leadership is a coming age of increased more compassionate, more effective, and more authentic consciousness and action in individuals taking a leadership role, and in the collective associated with that leadership role.*
- *Investment in our future.*
- *This suggests a practice that asks: How do I make my next step come from my highest authentic self such that it starts to carve this groove deeper and influence the steps that people take in the future? Looking at it moment by moment not something over 5 years so that I can be a part of this emerging collective effort that will someday land a form that we call Integral Leadership.*

*Can you share a little about the new developments and practices that you and your research colleagues at*

*Integral Institute have been working on that help the kind of development you were just speaking about?*

*This is my third area of excitement, Perspective Taking practices:*

- In my early master's and doctoral work, I engaged advanced theoretical work with perspective taking for a better understanding of this realm and how it functioned. The reason I could engage that advanced theoretical work was because I saw, along with my colleagues, a connection with a deeper purpose. That deeper purpose was using that theoretical work to inform the development of more specific practices that help leaders develop whatever capacity it is that exists in humans that allows us to move forward moment to moment from our higher, more authentic selves. One of those core capacities that I have been excited about is perspective taking.*
- Perspective Taking - My research on perspective taking has evolved behind the scenes with primarily Brian Berger and we have developed practices that help people take better, more compassionate, more accurate perspectives. It is through perspectives that we come to understand and come to enact with,*

*and to encounter our world, anything in our world.*

- *My deep interest in and excitement with perspectives arose from why Ken gave in the unpublished Kosmos trilogy the idea that perspectives are primordial. I wanted to verify it, unpack it, and to map it.*
- *Currently, I am passionate about understanding how can we cultivate our ability to engage our perspective capacities with an emphasis on increasing accuracy in perspective taking.*
- *Need to examine this idea that higher is always better. It becomes more interesting to see how we can take more accurate perspectives, especially say in heated moments at work when we are contracted. How can we in those moments get an accurate read on what is happening in ourselves and in others?*

*So (at the conference) are you going to propose some practices that can help us do that better and more effectively?*

- *Yes, have been working on some micro skill based awareness tools for Integral leaders in perspective taking.*

## Clint Fuhs

Clint Fuhs is a leading authority in the field of Integral Theory and Practice and has been a senior student of its progenitor, Ken Wilber, for the past 8 years. Clint served in several leadership positions in the areas of operations and curriculum at Integral Institute and Integral Life since 2003. Currently, he is the CEO of Core Integral, Inc., which he founded with Ken in early 2009 as a platform to develop a comprehensive professional training and certification program, aiming to expand the accessibility and ensure the integrity of the Integral approach. Clint currently serves as



adjunct faculty in the Integral Studies programs at both JFK University and Fielding Graduate University. Clint completed his MA in Organizational Management and Development at Fielding and is currently completing a PhD in Human and Organizational Systems also at Fielding. His research focuses on the nature of human perspective-taking, its role in decision making and human development, along with the creation of methods to scaffold that growth toward higher levels of complexity. He was awarded best paper in Integral Theory at the first annual Integral Theory Conference hosted by JFK University and Integral Institute. In 2010, this paper was published as a chapter in *Integral Theory in Action: Applied, Theoretical, and Constructive Perspectives on the AQAL Model*. Clint also works as a workshop facilitator, consultant, and coach focusing on the comprehension and application of an integral approach in a diverse range of disciplines.

## Brett Thomas

Brett Thomas is the co-founder of Stagen, a Texas-based organizational consulting firm that specializes in Integral Leadership. He is the author and architect of the Stagen Leadership Academy's 52-week intensive *Integral Leadership Program* (now in its 10th year). Brett is a 20-year veteran in the field of human performance and organizational development having designed and facilitated hundreds of workshops and corporate training programs. Brett has logged over 10,000 hours coaching CEOs. He has published hundreds of pages of applied integral theory and has co-designed and co-delivered numerous international conferences and seminars on applied integral theory. Brett served many years as the Managing Director of the Integral Institute *Business and Leadership Center* and on the Editorial Board for the *Journal of Integral Theory and Practice*. Brett currently serves on the boards of both *Integral Leadership Review* and *Integral Publishers*. He is writing a book with Russ Volckmann on the subject of Integral Leadership.

