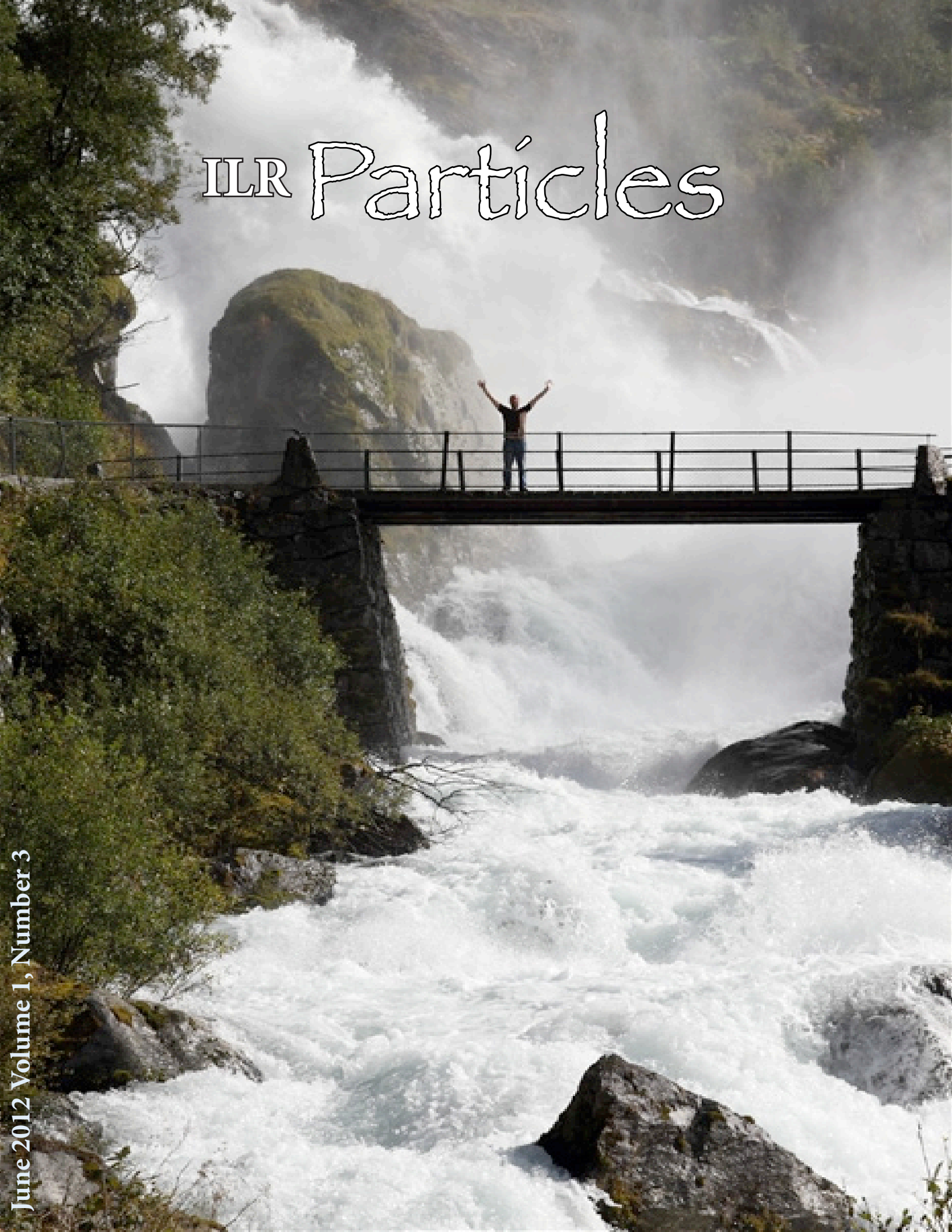


ILR Particles





MESA Research Group is a global consulting and leadership development company helping organizations build and deploy global growth strategies and develop global leaders. We are probably best described as a half-way house for practical academics and thoughtful practitioners. Our unique value proposition is the development of frameworks for crafting and deploying breakthrough business strategies within a global marketplace with particular emphasis on strategic agility, interpersonal effectiveness, and contextual intelligence.

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Expanding the dimensions of self in relation to our roles as leaders
July 15-10, Santa Barbara

Meditation Retreat: A Hindu approach to self-exploration
September 23-25. Dharamasala

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Welcome to ILR Particles

Welcome to *ILR Particles*! The title for this publication is derived from the melding of two concepts, “particle,” meaning a part or portion of matter; a morsel . . . and “article,” meaning a written composition forming an independent section of a book, newspaper, or magazine. What we are offering readers in *Particles* are “part-articles,” invitations if you will, to investigate and explore the larger article found in *Integral Leadership Review*. We at *ILR* have discovered sometimes that the prospect of reading a fifty page article on, let’s say for instance, an integrated assessment of leadership potential may seem too daunting, too time intensive, or perhaps not sufficiently interesting for readers to make the commitment to engage a lengthy article—in spite of the fact readers may be a big fans of the author. *Particles* reduces articles to give you the reader “need to know” information about the topic, and you just may find—after tasting a morsel of the larger work in *Particles*—your appetite has been thoroughly whetted for more.

You may have noticed the cover images of both *ILR Particles* and *ILR* are about bridges of some sort—walkways, stepping stones, causeways— all means to span the divides humans frequently encounter that would otherwise make their connection difficult, arduous events at best, or in the worst case, impossible. This metaphor of

bridging distances and differences is powerful and real for us. We want to help people connect to ideas and yes, across the great divide between disciplines, that have too long been a cause of separation. For instance, in this issue of *ILR*, you will have the opportunity to cross into the practical world of applied leadership practice by virtuoso practitioners like Patricia von Pepstein and Barrett Brown and then traverse to the world of leadership theory offered by brilliant academicians like Barbara Kellermann; a world that enables us to develop and to understand the principles behind the practices.

Besides article summaries, *Particles* also gives you a “heads-up” about upcoming contributors, like the announcement of Lisa Norton’s fascinating new column in starting in August on *Integral Design Leadership*. Plus you just might get to chuckle a bit with the new Leadership Cartoon by Mark Hill and Russ Volckmann in this issue of *Particles*. Read, sample, enjoy, and return and let us know what you think!



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ILR Particles

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Fresh Perspective

Barbara Kellerman and the Leadership Industry

In her just published book, *The End of Leadership*, Barbara Kellerman affirms that leadership is about a relationship between leaders and followers, a relationship in which power has been shifting historically from the hands of those who lead to those who follow. This reflects the current climate of distrust in public and private sector leaders in many cultures. To fully comprehend leadership we must add to leader and follower the context in which leading and following take place. Systems, cultures, technologies and circumstances impact how these roles are performed.

Contextual intelligence is key and every bit as important as every other kind of intelligence. Think of it as a series of concentric circles. The inner circle is the immediate context, say, the small group that you're working with or in. Then, outside this circle is a slightly larger circle. This might be the organization within which the small group is embedded. Outside this circle is where we are now – what is this moment in time and where on are larger scale are we located and so on. So context is a many-layered series of concentric circles, each of which pertains to patterns of dominance and deference.

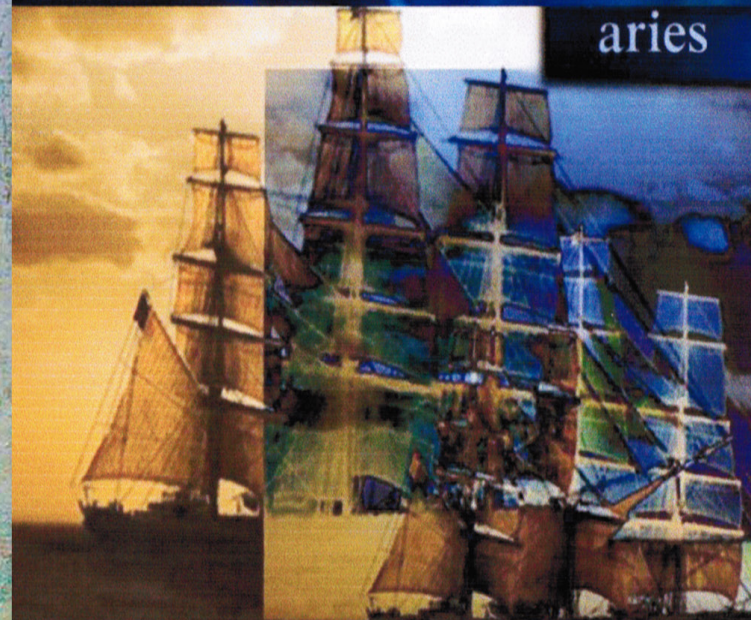
In addition, the “leadership industry,” those who research, publish and teach about leadership, as well as trainers, coaches and consultants, have failed to develop and evolve their work and approaches to take into consideration these factors of leadership: leader, follower and context. The literal explosion of money and resources spent on leadership in business and government, principally in the United States and increasingly in other countries, reflects the expansion of interest in the subject. It has been a growth industry in which a lot of people have made a lot of money. There is much of this that is less than wonderful.

“As a whole the leadership industry is self satisfied, self perpetuating and poorly policed; that leadership programs tend to proliferate without objective assessment; that leadership as an area of intellectual inquiry remains thin; and that little original thought has been given to what leader learning in the second decade at the 21st century should look like.”

[Click here for complete interview](#)

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INNOVATIVE LEADERSHIP FIELDBOOK

Field-Tested Integral Approaches to Developing Leaders, Transforming Organizations and Creating Sustainability

BY MAUREEN METCALF & MARK PALMER

Maureen Metcalf & Mark Palmer
... putting the pieces together

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Fresh Perspective

Barrett Brown: Leadership and Sustainability

Barrett C. Brown has worked as a consultant and with the Dutch Sustainable Trade Initiative in the Netherlands. In the latter he brought together multinationals, governments, NGOs and producers of products such as soy and coca to address the supply chain in a way that would support sustainability. In the tea sector, where they worked with Unilever and the Rainforest Alliance, they worked to get 250,000 farmers in the tea sector in Kenya certified in Rainforest Alliance production practices, which are essentially good agricultural practices that would make their tea more marketable in the consumer countries.

While in the Netherlands he conducted a number of experimental integral sustainability leader development programs that in some cases were eight months long. He partnered with the Center for Human Emergence to deliver the training that included helping participants learn the power of alignment of worldviews toward a common objective. In his work in the Trade Initiative they got folks aligning toward a common objective and taking action toward that without needing them to be different than who they actually are.

In the meanwhile, he completed a PhD in which his dissertation research was about second tier leaders and sustainability. He states, "There is a myth that you can't be effective as a leader unless you have reached these later stages of development. There are lots of people being very effective in leadership positions that hold an Orange or Green center of gravity."

Given the complexity of what we face on a global level we need best practices or good practices in place and we need really deep innovative work that may be only possible by folks who hold these later stage action logics. Even though the percentage of folks who hold these is so low, I hope that we are actually going to move forward through this, because there are lots of good practices out there that still need to be put into place and those are going to make a big difference.

"We can't just sit and meditate on the ideal and assume it will all work out."

[*click here for the entire interview*](#)

[Click here to read Barrett Brown's interview with Ken Wilber](#)

Leadership Quote: Parker Palmer

A leader is a person who has an unusual degree of power to project on other people his or her shadow or his or her light. A leader is a person who has an unusual degree of power to create the conditions under which other people must live and move and have their being—conditions that can either be as illuminating as heaven or as shadowy as hell. A leader is a person who must take special responsibility for what's going on inside him or her self, inside his or her consciousness, lest the act of leadership create more harm than good.

Leaders rise to power in our society by operating very competently and effectively in the external world, sometimes at the cost of internal awareness.

The problem is that people rise to leadership in our society by a tendency towards extroversion, which means a tendency to ignore what is going on inside themselves. Leaders rise to power in our society by operating very competently and effectively in the external world, sometimes at the cost of internal awareness. I've looked at some training programs for leaders. I'm discouraged by how often they focus on the development of skills to manipulate the external world rather than the skills necessary to go inward and make the inner journey.
—Parker Palmer



Microcredit at the Crossroads: A Question of Principled Leadership

Wali Mondal and Mark Peters

Microcredit is an idea that holds a lot of promise. For hundreds of millions of the earth's poorest people, microcredit offers them access to potentially life changing loans. These loans offer the only humane access to capital for countless of millions whose only other option is to take loans from predatory money lenders, exhorting impossibly high interest rates. In 2006 Nobel Prize recipient Muhammad Yunus set forth a vision for creating a world without poverty,—a world where people would need to go to a museum to experience what poverty was like. Yunus is not alone in believing that this generation is unique in its ability to eliminate lethal poverty, the kind of poverty that kills.



*"Currently, more than eight million people around the world die each year because they are too poor to stay alive"
— Jeffrey Sachs*

Microcredit has been the vehicle through which many innovators and industrious inhabitants of the developing world could escape the cycle of poverty. Regrettably recent developments in the field of microfinance spotlighting questionable lending practices suggest that more effective leadership will be needed if this vision is to be realized. Adding to the current woes in the world of microfinance is the recent crisis in Andhra Pradesh, the state in Northern India which accounts for at least half of India's total microfinance beneficiaries with more than 25 million borrowers. Default rates have increased from nearly zero to

80% in some Microfinance Institutions (MFI) indicating not just incompetence but abuses in the industry. Microfinance's ability to serve the poor may be in jeopardy unless leadership within the microfinance industry recognizes and responds to the current crossroads.

Rabindranath Tagore's vision for microfinance, which we explore in this article as a method of poverty alleviation seems to have been mitigated by some current trends, most recently culminating in the crisis in India. Rather than a combative exercise in assigning blame, the current crises represent a genuine opportunity to return microfinance to the original purposes promoted by Tagore; namely, poverty alleviation and rural development.

Here we offer a history of microcredit in Bangladesh and its growth to a worldwide movement, explore how microcredit has evolved and in more recent days, how it has devolved. Most notably, we suggest that the microcredit industry return to its original purpose of poverty alleviation and not be seduced away by the lure of excessive profits made on the backs of the poor. Already the microcredit community is responding to the current crisis as the 2012 State of Microcredit Summit Campaign Report suggests that the industry recover "the soul of micro finance." We hope this article will be one small step toward meeting that noble goal.

[*for more on microcredit click here*](#)

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<http://integralleadershipreview.com/>



This exploration came about as a result of a conversation between George and Russ Volckmann. Russ described George, a financial advisor for a global financial services firm, as one of the most honest and direct people he had ever met. George also manages a mounted search and rescue operations team in the mountains of southern Arizona, Southern Arizona Mounted Search and Rescue (SAMSAR), one of only a handful in the United States that are medically qualified. SAMSAR is charged with saving people's lives – and in the process are creating some of the standards by which other rescue operations are judged. In this leader-role, George demonstrates how to deliver consistent levels of trust and success in situations where the risks are high, the conditions are unknown and variable, and the tolerance for error near zero.

“if you're not in the field getting dirty, sweaty and bloody . . . then you are not in a position to train or coach or talk about it.”

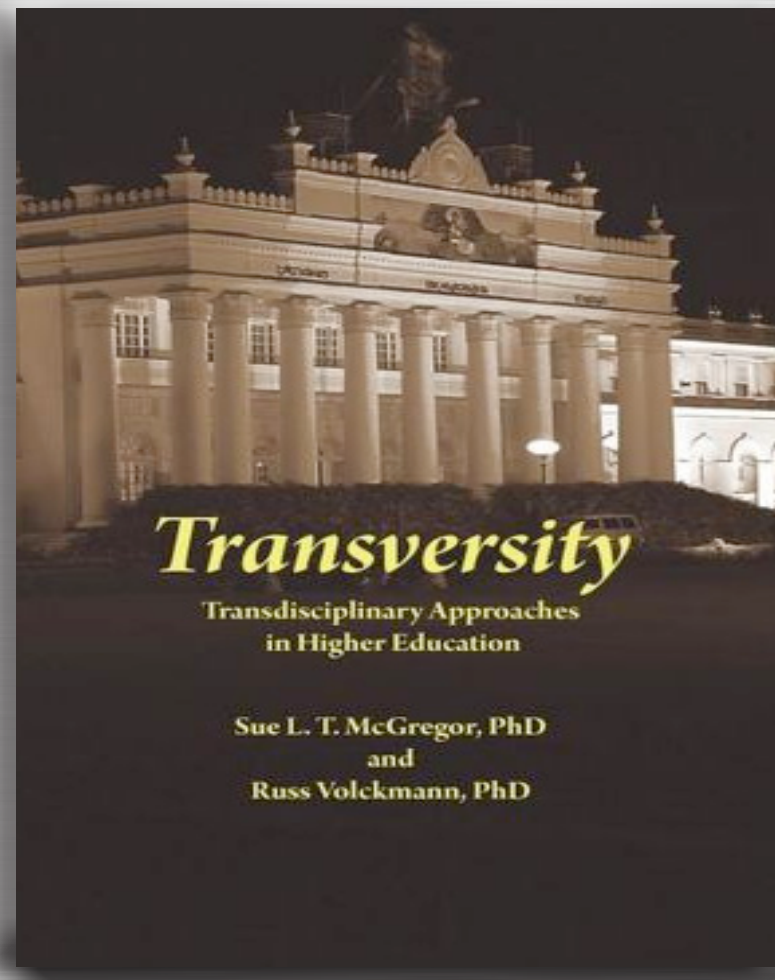
Russ could see a special kind of wisdom in George's stories of the way people and horses can team up to deliver exceptional performance. I have been working with people in relation to horses for many years. Since Russ knows that I use a fair amount of horse metaphors when talking about leadership and character development, he quickly introduced me to George. As we talked, we began to articulate some interesting dilemmas around leadership and character, innate skills and the importance of simulation in training critical operations teams that “need to hit the ground running.” Or galloping. For me the horse stands in the

middle between the two sides of leadership – because the horse needs leadership and training from the person, but this process in turn can help shape the person's leadership role. For example, when you are bringing along a young horse . . . you can determine what the horse's talents are, but also what the horse really likes to do – what he really seems born to do.

This is part of leadership, I think – to help the horse, or the person, identify where their talents and their passions align. But because the horse cannot possibly understand something like, “Oh, I'm athletic and I want to do search and rescue!” the horseman needs to rely on more fundamental questions about talent and character. To create excellence in the horse requires a certain type of leadership.

One of the overall concepts that is working my way through this conversation is the recent orientation toward leadership which is called “action inquiry” or “action logic.” The idea is that you can't solve problems or even ask the right questions without acting in the world, without actually poking at the world, experimenting with the world and learning through the feedback that comes with this kind of action. Or as George says, “In search and rescue if you're not in the field getting dirty, sweaty and bloody . . . then you are not in a position to train or coach or talk about it.”

[click here for full Leadership and the Horse article](#)



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Alfonso Montuori



Sue McGregor

[Buy it now on Amazon.com](https://www.amazon.com)



Russ Volckmann

From Freedom to Awareness: *Towards Personal Leadership* Arthur ten Wolde

Awareness itself is as old as mankind. Enlightened prophets like Buddha and their followers had reached a state of awareness thousands of years ago, druids and shamans probably much earlier. Characteristically, these were small groups of monks and nuns who lived in seclusion in such a manner that their daily necessities were dealt with according to a tight schedule and with minimal exposure to

What is going on here?
What's behind it?

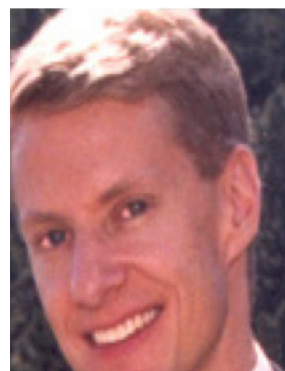
. . . and what does it mean?

temptations. That has recently changed. The group appears to be larger and growing while people live and think freely, amid all sorts of temptations. How can it help us to cope with the growing personal and global problems like hunger, burnout, the credit crunch and the climate crisis? This essay looks into different models for human values that are linked to these questions. By combining the well-known concepts of yin, yang and ego with the rather complex model of Spiral Dynamics, a relatively simple framework is created. As a result, various widely different factors seem to fall into place. This article a link is established between the models of Spiral Dynamics yin & yang and the ego. The analysis underlines the importance of more yin to achieve the necessary balance. While the Enlightenment led to freedom, democracy, emancipation and the sexual revolution, our society is still dominated by yang. We need much more yin or feminine qualities as a counterweight to solve the problems of our time, whether it comes to organizational issues or climate change. The message of Occupy is widely regarded as obscure but always comes down to "more yin" in all its aspects – art, money, labor relations, care for nature and the environment, you name it. The frameworks necessary for a revolution, such as tax reform, must first be enforced bottom up. Every free people get the political leaders they are asking for.

Stage	Quality	Focus	"Color"	Thinking style
4. Awareness	Yin	"Cold" (inward)	Turquoise	Holistic
	Yang	"Warm" (outward)	Yellow	Systems thinking
3. Freedom	Yin	Cool	Green	Green and social
	Yang	Warm	Orange	Freedom oriented
2. Power	Yin	Cool	Blue	Order oriented
	Yang	Warm	Red	Power oriented
1. Survival	Yin	Cool	Purple	Clan oriented
	Yang	Warm	Beige	Survival

[click here to read more about freedom and awareness](#)

Leadership Cartoon



Mark Hill

I am a cartoonist whose cartoons have been published in over 100 magazines and newspapers, including Time Magazine, The Chicago Tribune and the Los Angeles Times.

My specialty is cartoons and humorous illustration for advertising, business and publishing. Fortune 500 clients with national advertising campaigns are among my repeat customers... as well as start-up businesses with smaller budgets. 95% of my clients are outside of my home state of Colorado... so I can create something for you, no matter where you are.

Please contact me directly: (303) 473-9972 Email: Hill@Comic.com fax: (303) 545-9205 Website: www.HillCartoons.com

A Comparison and Critical Review of Consciousness Models

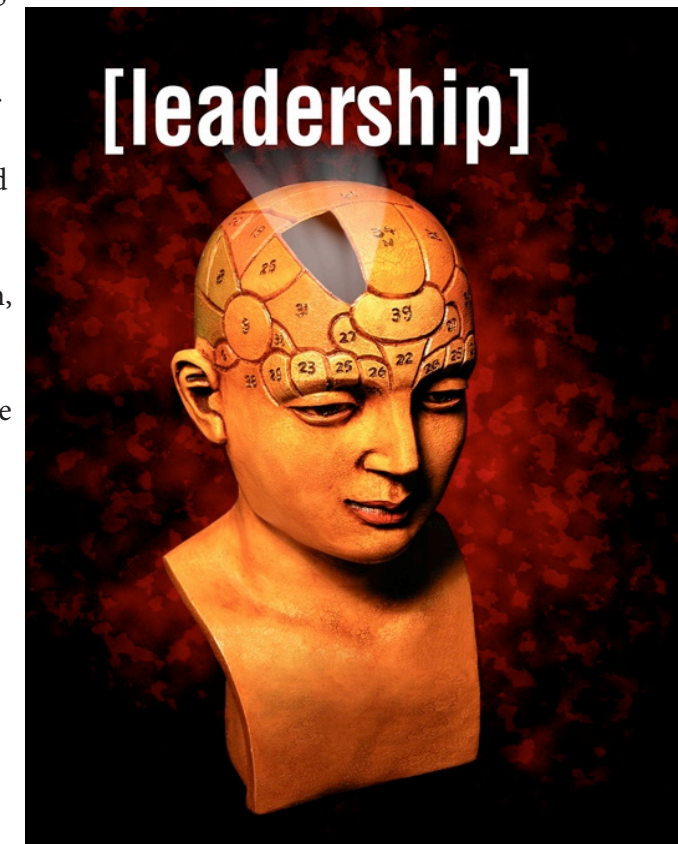
Martha Prinsloo

The construct of consciousness seems fundamental in illuminating the nature of human understanding and behaviour. Consciousness refers to levels of awareness, or the inclusiveness, extensiveness, depth and breadth with which the mind interprets incoming information, and plays a critical role in human functioning. It has become a subject of inquiry for many different disciplines including philosophy, physics, sociology, psychology and theology.

Theoretical contributions about the nature of consciousness are many and varied. Commonalities among the various models suggest a single organising framework that could accommodate their seemingly diverse themes, principles and structures. However, a critical review of the scientific status of the field, its key constructs and methodologies, as well as the explanatory power and pragmatic value of these models within the context of leadership and human development, is required to assess the validity of the premises involved.

The predictive power of consciousness models is limited, given significant gaps in information about the mechanisms involved. Certain claims made by the proponents of consciousness models seem to be based on dubious premises. Unfortunately, it may turn out that the proposed structure of these models is a function of cognitive factors involved in theory building, as opposed to the characteristics of the subject matter.

Generally, consciousness models do a better job of describing than of predicting human behavior. Their attraction lies in the comprehensive explanation of human functioning that they offer as a tool for guiding developmental initiatives, which is a considerable advance on the more simplistic offerings of psychological "trait" theory.



[Click here to read Martha Prinsloo's entire article](#)

Integral Leadership and Diversity: Definitions, Distinctions and Implications

Russ Volckmann

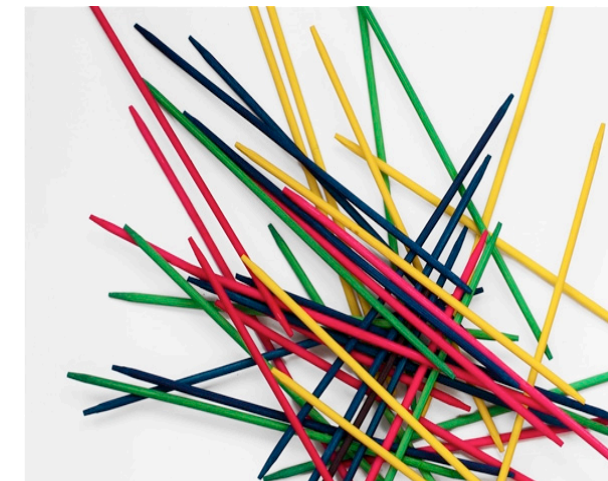
Our concepts of leadership play essential roles in our achievements and our failures. It is essential for us to appreciate how meaning and **sense making** influence how we make choices about what is relevant, how we engage with these choices to implement efforts toward learning, development and change.

cultural and systemic contexts. Greater clarity can be achieved by using specific occurrences to generate context specific definitions. Such an effort is greatly enhanced by attending to the perspectives offered by mapping and theory built on the work of Ken Wilber and others.

Terms like lead and leading, leader and leadership each carry the **baggage** of many definitions that are only partially shared, but they act as mental maps, sources of association for each of us.

The relevance of this observation for comprehending **leadership occurrences** and the role of diversity and differences is increasingly pronounced as globalization and growing ecological crises demand ever greater **complexity** in the human resources we bring together to address these challenges.

Our choices in the use of terms can be leveraged for both their ambiguity and **contextual clarity**. Ambiguity can be addressed by making distinctions among them. For example, use lead to address what a person does in a **leader role** and leadership to include those leading, stakeholders, as well as



Integral mapping allows us to consider **multiple variables**, such as frameworks for individual and collective development. It serves very little to reduce phenomena like human complexity in relation to social phenomena to a limited set of variables. We are beginning to recognize that reductionist



approaches lead to significantly misleading or **unintended results**. Inter-, multi- and transdisciplinary approaches are getting more attention around the world. They require collaboration and competition among values, worldviews, assumptions and aspirations. We have major individual and institutional **challenges** to address in taking on a more integral approach.

[Click here to read the full article by Russ Volckmann](#)

Dr. Nicholas Beecroft explores

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Peter Merry
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 integral leadership for
 an increasingly complex world
 Foreword by Fons Trompenaars

*Recommended reading for everyone seeking to be a
 responsible, aware, and modest but true leader*
 Prof. Ervin Laszlo

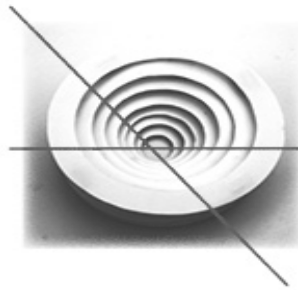
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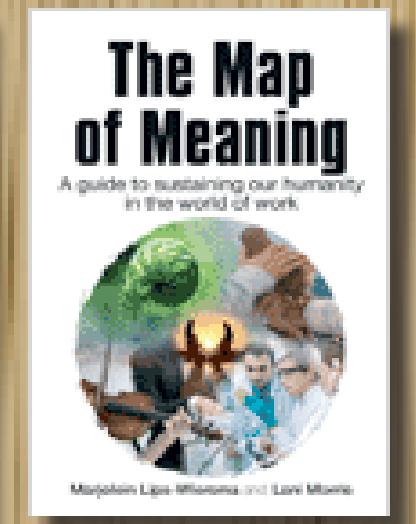
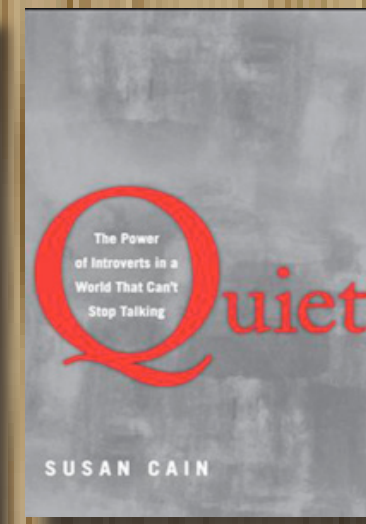
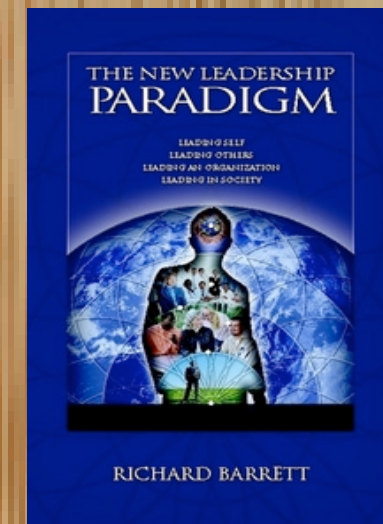
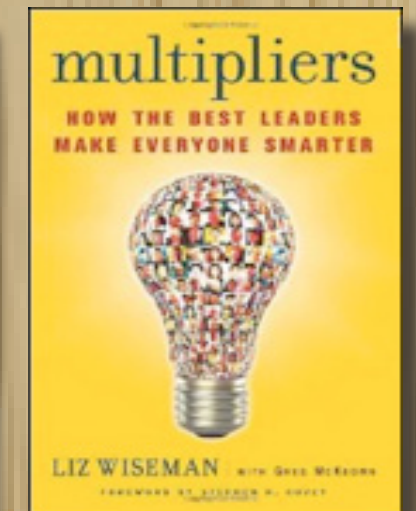
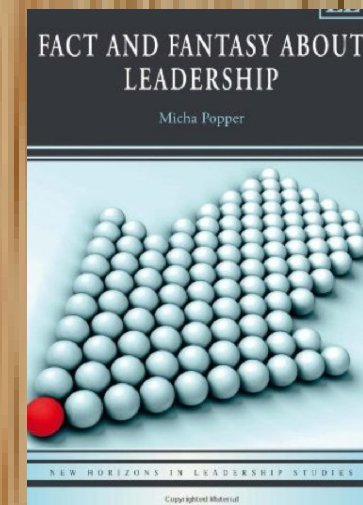
Integral Design Leadership



*Appearing in the August issue of ILR
... a new column by Lisa Norton*

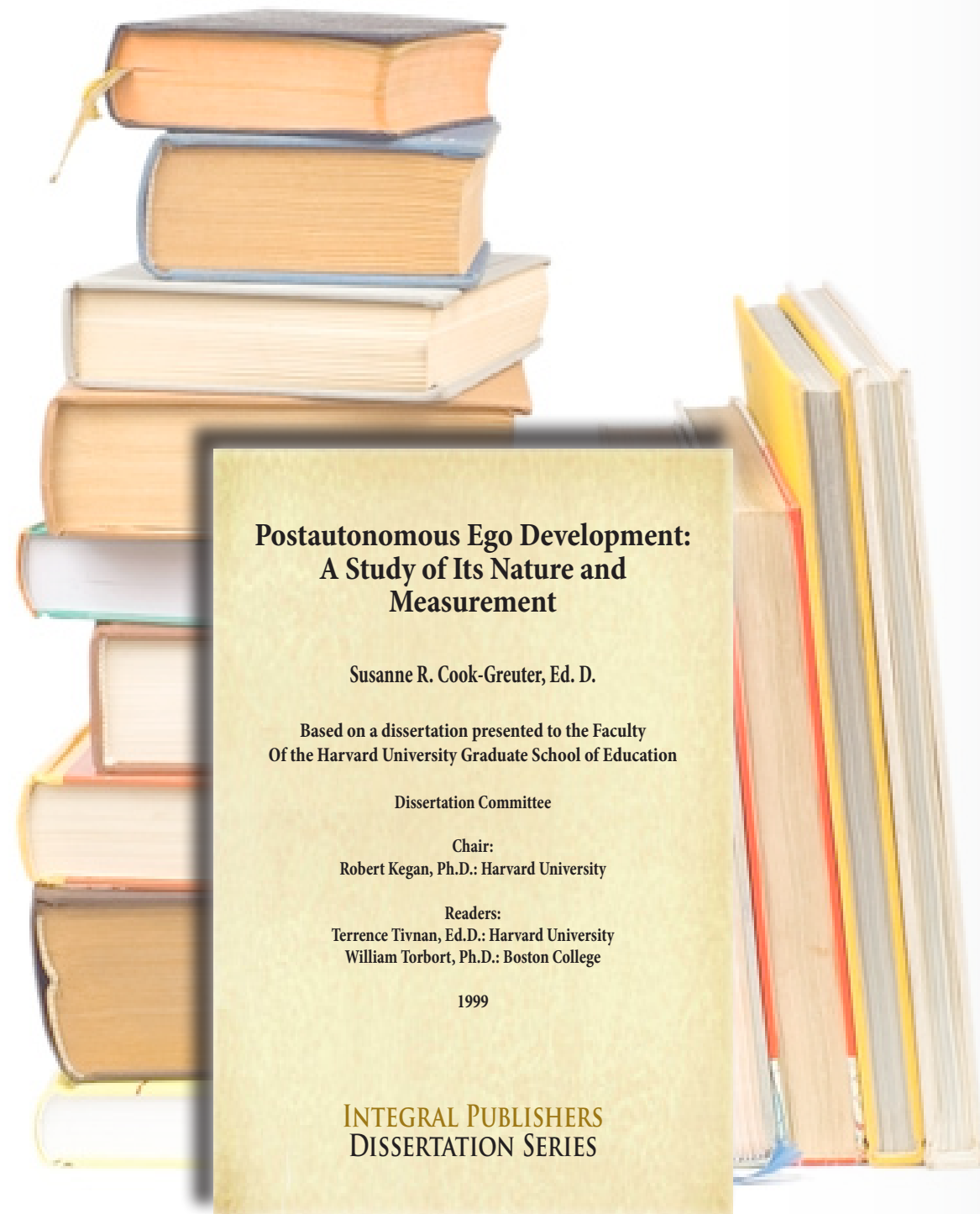


Leadership Emerging



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Notes from the field

Evolving Leadership for an Awakening World: Transforming Leadership through Theory, Action and Application

Mark McCaslin

Held in late May in Santa Cruz, California, this conference was attended mostly by people who are involved in development (individual and collective) models to hear a range of presentations from thought and practice leaders like Don Beck, Barrett Brown, Willow DeaDean Anderson, Cindy Wigglesworth, Dana Carman, Brett Thomas, Sean Esbjörn-Hargens and others. Themes included: Our individual interior affects our exterior behaviors. Specifically our stage of development, which is interconnected with our lines of intelligence, impacts how we see the world and how we formulate options for interacting with it. We often complain about lack of leadership – in business, in politics and even an integral movement itself. But what can we do about it? We have to lead ourselves first from the inside out with the model what we hope to see in others and in the world.

Integral Alignment Series, New York City: Patten, Ucik and Hübl

Julia Fischer

Three separate events featuring Terry Patten, Martin Ucik and Thomas Hübl were recently held in New York City. Terry teaches Integral Spirituality. He stated that we can only create this together. And that we're all already always practicing. Martin focused on integral relationships in his largely experiential workshop. Thomas led *Transparency, Transcendence and the New We – Contemporary Spirituality in the Marketplace of Life*. He led activities to

strengthen The Competency of Silence and The Competency of Movement

Integral Leadership Collaborative Call with Ken Wilber

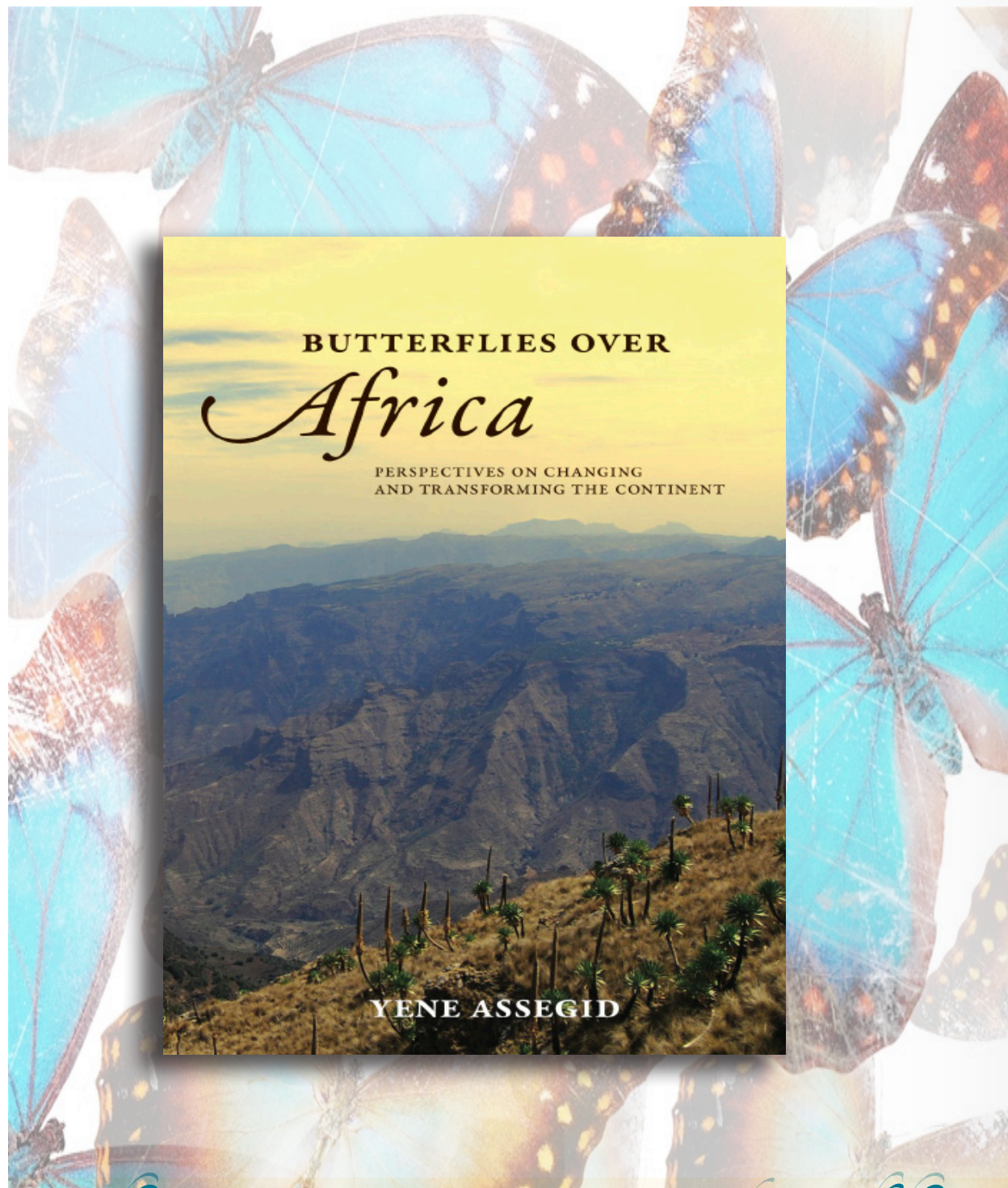
Russ Volckmann

Ken Wilber addressed an international audience about leadership in the integral movement being extended to address global issues. If you are interested in integral it is because you are at this integral stage of development, according to Wilber. As individuals at an integral stage of development, given that you have this altitude, what aptitude do you need to put this into action? What skills can you learn and put it into play, that don't necessarily come with the territory? In the next decade or two all of us will be taking out integral understanding and awareness and asking how can I use this, become part of a movement that is going to have a worldwide, community, city, family wide impact?

Stuart Davis and Integral New York –An Intimate Dialogue

Robin Reinach

Stuart's performance/presentation focused, in part, on his personal experiences related to disillusionment in relation to integral, following his early years of enthusiasm. Were we unrealistic about Integral? Were we too idealistic about how the world would receive us? Are we not as evolved as we thought we were? Stuart didn't supply any answers, but left the group holding the questions with consciousness and grace. But his own path as a musician holds the discovery of his truth in relation to these questions.



This masterpiece . . . opens a door of hope

– The Rt. Rev. Dr. Trevor Mwamba, Bishop of Botswana;
 Author of *Dancing Sermons*

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Capital in Love

When Investors Attract Eros and Wealth *Patricia von Papstein*

Capital is a great material to work with. It immediately responds to the energy you charge it with. A new league of investment talents now discovers money as a tool for sensual wealth creation. They direct their capital into Eros Impact. Investments with an Eros Impact manifest the satisfaction of emotional, aesthetic and cultural desires in our industrial societies. Investors who use Eros Impact seek full-spectrum opportunities for innovation that match their desire to bring deep earth nurturing and beauty together

The investment strategy of Eros Impact cultivates wealth identification and deal selection. Eros Impact: revolutionizes our collective approach to luxury and pleasure– identifies sensual appeal in portfolio companies and – enables investors themselves to turn into creators of sensuality. As traditional products prize practicability and quality, with Eros Impact products also “serve” the senses and have soulful rewards.

With the evolution of investment desires due to changing approaches to Eros and wealth, investors can reflect on their investing objectives and which achievements are connected to Eros Impact. Thereafter, Eros Impact works in practice. Eros Impact benchmarks are used to detect a portfolio company’s added value. Some companies are masters of creating Eros Impact and which ones are not.

Looking at our future, Eros Impact is a spirited benchmark to challenge other practices as for-profit only investing and impact investing. Von Papstein predicts that investments with Eros Impact would create a ‘sensual’ economy, with products that appeal to the senses and have soulful rewards and are ready to compete with investments in traditional and new economic spheres.

[to read more about Capital in Love, click here](#)

Eros Impact Benchmarking System

Eros Impact measurement criteria	attitude towards wealth creation	product talents	tangible rewards for body and soul
Eros Impact manifestations	„play!“ and „morph!“	social connectedness and sensorial bliss	meaningful pleasure and essential luxury

Announcements

Integral Chicks Investigates: Feminine Leadership

The Integral Chicks are back from an amazing weekend devoted to one of the hottest topics in the Integral Community – Integral Leadership. We joined our friends at the Integral Leadership in Action conference in sunny Santa Cruz, California and brought along a camera to ask a few of the stellar women in attendance to help us answer the question, “What is Integral Feminine Leadership?” We received some truly stunning and richly diverse answers that we are excited to share with you. Check out our video interview with Victoria Wilson-Jones, President of ILiA and stayed tuned in the coming weeks as we roll out more interviews with Cindy Wiggelsworth, Lynne Feldman, Willow Dea, and Mukti. Visit integralchicks.com and join the conversation today!

Academy of Management

Caucus to Explore the Intersection of Leadership and Complexity
Human Interaction Dynamics (HID): Developing a Complexity Research Agenda
August 6, 1:15PM to 2:45PM
Holmes Room of Boston Park Plaza, Boston Massachusetts USA

There is an increasing recognition that the link between individual action and organizational processes and outcomes needs to be better understood. At the same time, cross-level research presents unique challenges to traditional methods. Complexity science offers a framework and provides the prospect for new methods that show promise. A research agenda in this area will be developed at this caucus.

4th Annual Developing Leadership Capacity Conference

June 28-29, 2012 Centre for Leadership Studies, University of Exeter Business School
<http://business-school.exeter.ac.uk/events/conferences/leadership/>

2012 National Leadership Symposium

University of Richmond, Richmond, Virginia, USA
July 16-19, 2012

Final Registration Deadline: June 18

Next Generation Leadership Education: Rigorous Design, Engaging Experiences, Demonstrated

Results http://www.nclp.umd.edu/national_leadership_symposium/2012.aspx

Leading for Equity, Achievement and Diversity (LEAD) Seminar

July 23-27

Center for Intercultural Teaching and Learning (CITL)
Goshen College, Goshen, Indiana

We invite diversity educators and other professionals from all levels and all areas to join us in a week of learning and critical reflection on their assumptions, expectations and habits for the purpose supporting participants in improving their practice in promoting equity in their organizations.

<http://www.goshen.edu/citl/2012/02/21/lead-seminar-2012/>

C. Charles Jackson Foundation

Annual Grant Orientation and Leadership Conference: “Leadership Program Evaluation Methods and Best Practices.”

July 9, 2012 8:00 AM - 5:00 PM

Northwestern College, St. Paul MN

RSVP (by June 28th) for this free event

Contact Bruce Jackson at brucehjackson@gmail.com.

The 14th Annual ILA Global Conference

Leadership Across the Great Divides: Bridging Cultures, Contexts, and Complexities

Oct. 24-27, 2012

Denver, Colorado

Registration open: <http://www.ila-net.org/Conferences/2012/index.htm>

Please contact Lisa Manning at lmanning@ila-net.org.

VOICES for PEACE, our LIVE opening festival for the

Summer of Peace 2012!

Opening session live, Oakland, CA June 22, 2012.

<http://summerofpeace.net/oakland-event/>

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