



ILR Particles

**Roberto Bonilla
Marie Legault
Lisa Norton
Dorothy Danaher White
Mark McCaslin
Renee Snow
Riane Eisler
Raghu Ananthanarayanan
Eugene Pustoshkin
Mark Walsh**

March 2012, Volume 1, Number 2



Welcome to ILRParticles

By publishing “parts” or brief notes about articles we seek to provide you with a fast way to get to the key points, as well as provide you with a means to quickly identify material that you wish to explore more thoroughly. We are working on providing this new format to you in ways that will be easily downloaded and readable in various transportable formats.

In addition ilrParticles contains material that used to be in Integral Leadership Review. These include the Leadership Cartoon and Announcements of forthcoming events. Occasionally, we may also include short pieces that we think will be of interest of our readers. In this issue is an excerpt by Edgar Morin, translated by Basarab Nicolescu from the French. Morin is an author/intellectual who is cherished by many in France. Nicolescu is a Romanian physicist who is a central figure in the international Transdisciplinary movement.

So let us know how we might improve upon ilrParticles. And pass it on to anyone who you think might be interested. As noted in the CODA in Integral Leadership Review, there is a recent call for increased involvement by integrally informed individuals in taking action to address the challenges we have in the world. We offer our bridging publications as an important way to do just that. We hope to stimulate and support communications among people in business, consulting and coaching, academia and others while providing them with fresh ideas, models and perspectives to consider. Letting others know about ilrParticles is a way to bring them into the conversation.

Thanks.

Russ



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Board Retreat - Many Worlds, One Reality
May 30-June 2, Istanbul

Conscious Leadership Program - Expanding the dimensions
of self in relation to our roles as leaders
July 15-19, Santa Barbara

Meditation Retreat - A Hindu approach to self-exploration
September 23-25, Dharamsala

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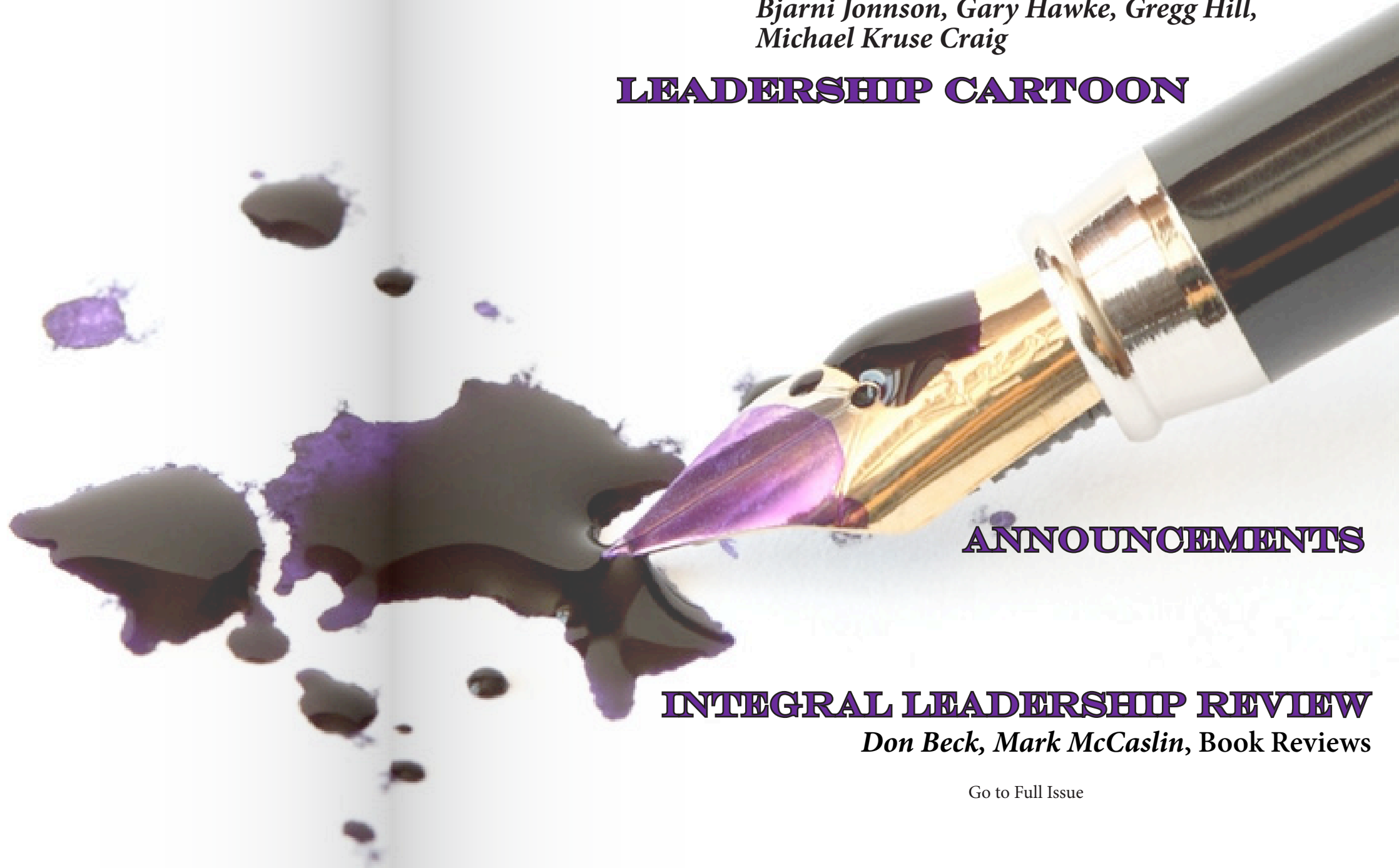
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ANNOUNCEMENTS

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Don Beck, Mark McCaslin, Book Reviews

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Fresh Perspective

MEXICO REVISITED: ROBERTO BONILLA AND SPIRAL WIZARDRY

Russ Volckmann

An earlier interview with Roberto Bonilla showed us how he was using organizational cultural assessment with a Spiral Dynamics model to help Mexican business executives align policy with culture. In addition he showed us how to see the spreading influence of drug cartels throughout Mexico.

Mexican citizens are taking a much more active role in dealing with the spread of the cartels and the crimes that are committed against citizens, in conflict with other cartels and conflict with the government. Citizens are using social network technology and other approaches to identify problems in neighborhoods and alerting others, including law enforcement. There is a virtual tsunami of citizen activity, including the growth of many NGOs that are looking for various ways to restore peace.

Increasingly this involves members of the business community. Says Roberto, “The people in businesses are more and more aware of the importance of working not only for their own good as a company, but

also in their communities.” This involves supporting the “right conditions” for a shift away from the power of the cartels and increased citizen involvement. Essential to the success of this effort is changes in policy by the United States. President Calderon had weapons captured from cartel members and that had been brought in from the United States crushed by a tank. He then had a sign made that he put up across the border from the United States to spell out “No More Weapons!”



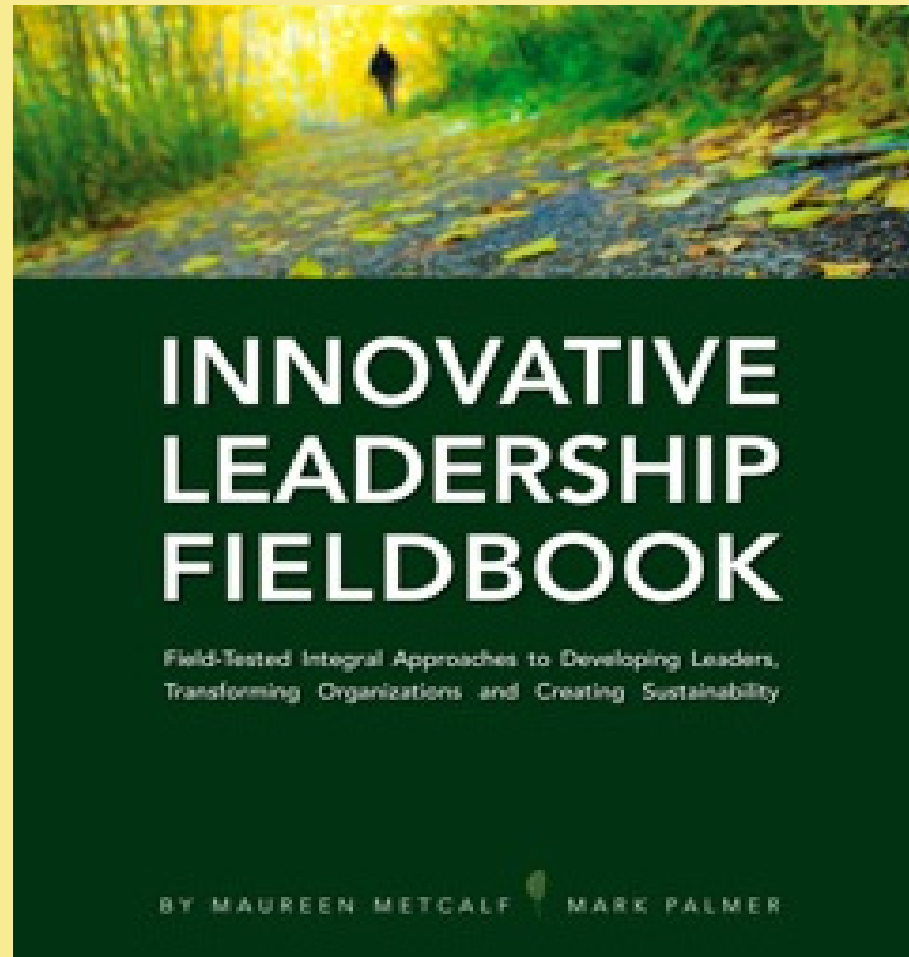
In this conversation Roberto Bonilla also brings us up to date on the use of Spiral Dynamics approaches in working with the current political climate and election dynamics among Mexico’s three major political parties. Along with others, he is helping to create the networks of individuals to influence policy. They do not support individual politicians or particular political parties. On the contrary, they are trying to influence all of them with regard to rebuilding Mexico. A cornerstone of this effort is rebuilding and strengthening the education system. We can all appreciate the support that Dr. Don Beck has provided in Roberto’s Spiral Wizardry.

Full Interview

Maureen Metcalf Mark Palmer

Beautifully written, academically brilliant, and masterfully designed . . .

Mike Morrow-Fox MBA, Vice President of Human Resources and Talent Development,
American Heart Association, Great Rivers Affiliate



The combination of theory and application make this a must read leadership book.

Kamal Aboshamaa Vice President, R&D, Bolthouse Farms

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Integral Design Thinking, Guessing the Future

Lisa Norton

Practice-based design, avers Lisa Norton, professor at the Art Institute of Chicago, has “the ability to order, configure, synthesize and enact consciousness at multiple scales. Understood as the dynamic agency of transformation enacted, design is of crucial importance to the thriving of all life.”

In this overview of design-oriented philosophers and activists from the industrial revolution to the most recent movements as the TED conferences or “Cradle to Cradle,” Dr. Norton presents an exciting cornucopia of leadership approaches to a civilization based on aesthetic and ecological design values instead of exploitation.

She has written a succinct bible of sources for modern design thinking, drawing examples from such varied domains as MBA and art schools, futurists, industry leaders, politics, and

the military, while using Ken Wilber’s AQAL model as an exploratory framework.

Norton examines two leadership types of modern design. One group is comprised of professionals in any specialty of design, or design researchers (such as G.K. Van Patter, Sim Van der Ryn, John Thakara, Tony Fry). The other group consists of leaders (such as Steve Jobs, William McDunough, Gunter Pauli and Nicholas Negroponte) who practiced designing catalytically, albeit within other professional domains of expertise.

las Negroponte) who practiced designing catalytically, albeit within other professional domains of expertise.

Norton does a brilliant job of clarifying

the complexity of the design movement—one of today’s most important social movements. As Oliver Wendell Homes said, “I wouldn’t give a fig for the simplicity on this side of complexity, but I would give my very life for the simplicity on the other side of complexity.”

“I wouldn’t give a fig for the simplicity on this side of complexity, but I would give my very life for the simplicity on the other side of complexity.”

OLIVER WENDELL HOMES



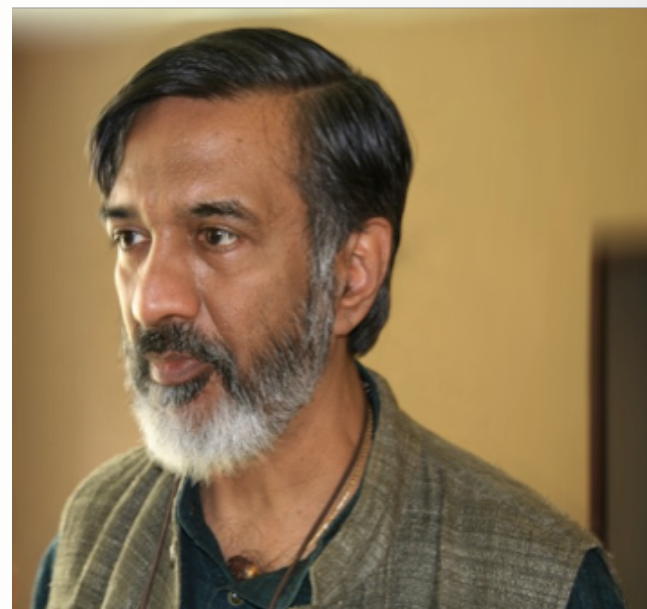
Leadership Quote



Mind preceded and initiates all phenomena! Mind is their chief, mind is their maker . . . When one speaks or preforms an action with mind, that is internally all pure, then happiness and pleasure follows, like a shadow that never departs . . .

Dhannapada

What would it take for a Leader to internalise this insight and to act from here? . . . **Raghu Ananthanarayanan**



Raghu Ananthanarayanan is a trained Behavioural Scientist, Yoga Teacher and an Engineer; Founder of the consulting firm “FLAME TAO Knoware” and Chairperson Sumedhas Academy for Human Context—a not for profit organization focusing on developing behavioral scientists. Raghu is the India Bureau Chief for ILR. He can be contacted at raghu@totallyalignedorganization.com

Leadership: Lessons From History

Dorothy Danher White

If you loved “The Tudors,” TV series on the (historic) shenanigans of Henry the VIII, you might find Dr. White’s take on the prequel saga equally fascinating. She describes “The leadership provided by the Earl of Warwick during the turbulent War of the Roses between the House of Lancaster and the House of York in fifteenth-century England . . . (an example of leadership in which) . . . The Earl was called the Kingmaker because he used both the power of negotiation and persuasion, as well as force of arms, to place King Edward IV on the throne.”

Dr. White employs several sources for her analysis, notably, “French and Raven . . . who presented a potent description of the structure of how leaders gain and maintain power: Expert, referent, legitimate, charismatic, reward, and coercion.”

A sample battle scene: “Shouts of triumph sounded in the lanes. York and Salisbury had smashed across the barriers and were driving Somerset’s men before them. St. Peter’s Street was a hell of swords and glaives and whining arrows.

Warwick was clearing a path so that his archers could fire toward the market place. There stood a ring of mailed nobles surrounding the King’s banner and the slight figure of Henry himself. ‘Spare the commons!’ Warwick was shouting. ‘Aim for the lords!’”

Not quite a Gandhi or Martin Luther King, Warwick did learn to negotiate with

commoners, merchants, shipwrights and kings, putting together an evolved army and navy, and according to Dr. White, “paved the way for organizational change in 15th century England and France.”



Dr. White completes her scrutiny of Renaissance leadership with her model of “Advanced Stages of Hierarchical Complexity: Metasystematic to Cross-Paradigmatic” or how leaders create new fields and paradigms of organization out of multiple meta-systems: “The evolution of English and French society from medieval to renaissance certainly fits the criteria for organizational change.”

Full Article

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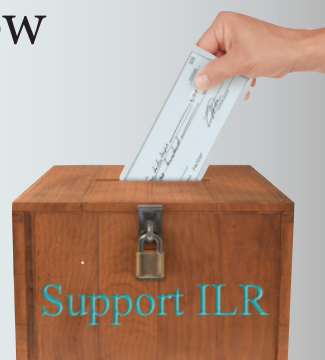
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The Human Art of Leading—Part 2

Practicing the Potentiating Art of Deep Understanding

Mark McCaslin & Renee Snow

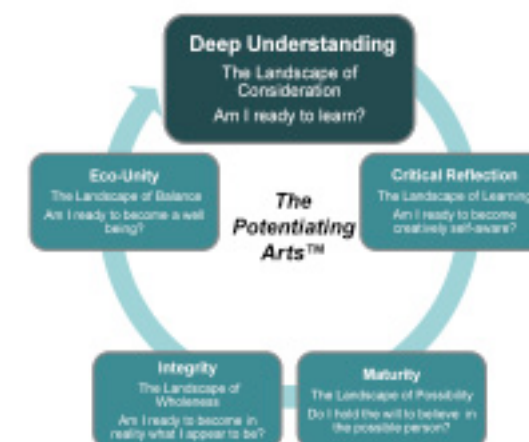
Continuing with their three part article on their “Potentiating Arts” model of Leadership, Mark McCaslin and Renee Snow present the Art of Deep Understanding-

As we unveil the practice of Deep Understanding we will necessarily address the whole notion of truth. We are going to make a distinction between a manufactured truth and a transforming truth. The practice of Deep Understanding, as it is with all the practices held by the Potentiating Arts™, follows the flow of Forming, Communing, Purposing, and Transforming as the path towards revealing and actualizing potentials currently dormant.

Drawing on philosophers from Socrates, Plato and Martin Buber to Maslow, Rogers and Ken Wilber, the authors say that, Searching for human potential within the family, school, community or organization is

like searching for hope. What does that mean to those now serving as a leader—a potentiator? As leaders we are potentiators (the “why”) and we are learners (the “how”)...

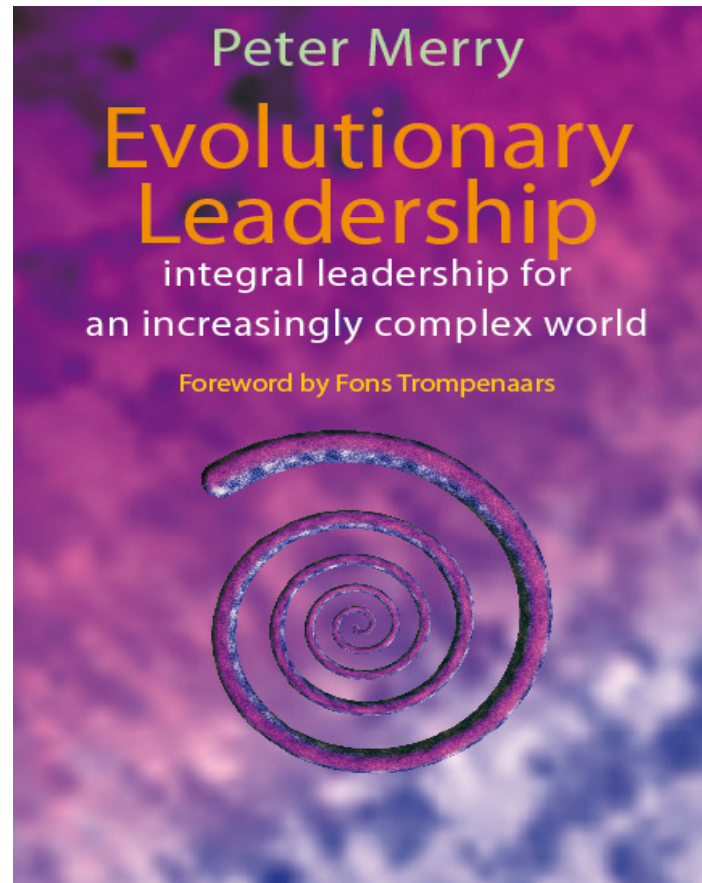
To this requirement we offer five basic practices that form the centerpiece of the Potentiating Arts (shown in the Figure below), which build on one another and begin with the practice of Deep Understanding followed by Critical Reflection, Maturity, Integrity, and Unity. Through these practices the potentiator creates a space within the community of potential, for intentional living, leading, and learning. Here, flows between economy and ecology naturally balance.



Peter Merry

“Unlike many who profess to grasp Spiral Dynamics or the Integral perspective, Peter Merry is breaking the codes of the spiral itself. . .”

Dr. Don Beck, coauthor, *Spiral Dynamics*



“Merry . . . provides the bio-psycho-cultural-social resources that can release the leadership intelligences and practices . . .”

Marilyn Hamilton PhD, CGA, Author,
Integral City: Evolutionary Intelligences for the Human Hive

“This is a sourcebook that has challenged me to deepen my own engagement with integral spiral dynamics theory. . .”

Prof. Ervin Laszlo, Physicist, author *The Akashic Field*

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Conscious Capitalism: Leaders and Organizations with a World View

Marie Legault

How can we develop conscious and world-centric leaders and businesses and, ultimately, conscious capitalism? In order for leaders to transform society and organizational cultures, they must first develop their own capabilities. The global context of business now requires leaders to think, feel, and act at world-centric stages of development in order to deal with the complexity of the global economic environment and create opportunities for a sustainable future. Research suggests that only a minority of our organizational leaders has evolved to a world-centric perspective. This raises a critical question: How can leaders develop themselves and their organizations toward a world-centric perspective? This article seeks to address this question and provides recommendations.

Corporations are probably the most influential institutions in the world today, yet people do not believe that they can be trusted, seeing them as only interested in maximizing profits. The recent protests on Wall Street and in cities around the world attest to this. In fact, investors are losing confidence in the ethics and values of executives, CEOs, and boards of directors. Study results from the Gallup Organization suggest that only 15% of the American

public believe that business executives are honest and ethical (Gallup Organization).

In addition, occupational frauds, the most costly form of fraud, are most often committed by executives and upper management. Ethical behavior is now recognized as indispensable for long-term corporate success and effectiveness and a sustainable global economy. In fact, global CEOs identify integrity as the second most important leadership quality in the new economic environment.



Organizations lose an estimated 5% of annual revenues to fraud, which translates into a potential global fraud loss of more than \$2.9 trillion per year (Association of Certified Fraud Examiners “2010 Report to the Nations on Occupational Fraud and Abuse”).

We need leaders who are aware stakeholder complexity and diverse interests and who break mental boundaries, challenge established patterns and effect real change. This requires conscious leadership to create conscious business. This requires horizontal and vertical development. Organizations led by leaders who simultaneously align the interests of all stakeholders – society, partners, investors, customers, employees, and the environment – outperform well-known organizations recognized for their financial success. Approaches that support this include dialogue, coaching and development activities that promote a world-centric view.

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

Transforming Economics: Caring Economy Leadership

Riane Eisler

The economy continues to worsen, as evidenced by the growing wealth and income gaps, among other troubling factors. Meanwhile, our economic discourse is stuck in an old paradigm dichotomy of capitalism versus socialism, with capitalistic voices dominating.

Our measures of economic health measure money rather than happiness, equality, productivity, poverty, environmental health, or anything more meaningful to humanity on a deeper level. In the USA consumer spending dominates and much of what is being consumed is known to cause illness and death: tobacco, alcohol, pesticides, firearms, and environment-destroying substances like plastics are plentiful. Planned obsolescence fills landfills. All of this while incomes shrink and costs rise, leading to a difficult way of life for most and an ill future for all.

The Center for Partnership Studies' has been exploring the need for change in these areas of our lives, and offers the skills and resources needed to join a growing international movement for a more effective and humane economic system. They have developed an approach to leader development that will contribute to these changes.

The old model of leadership values the masculine aspects of the feminine and domination over care, even in unhealthy forms. The *Partnership* system transcends this conventional structure by introducing egalitarianism and caregiving to leadership.

Hierarchy in this system is used to empower others as opposed to exploiting them as "trickle down" economics has done.

Leadership is beginning to be redefined as partnership rather than domination. Ethics are at long last making their way into leadership paradigms. The leadership of the future will be about service to others rather than control over them. It makes the case for including social wealth economic indicators, invests in human growth and development, and integrates the fact that the status of women and girls is a predictor of long-term economic success.

Leaders are emerging who can embody these new values and challenge the old ways. They are asking critical questions such as:

- **Why** can't our policy-makers seem to find money to care for people and nature? for teachers, nurses, child-care workers and others on whom our future depends?
- **Why** are we told that cutting social programs is the road to prosperity, when our past prosperity was the result of the very opposite?
- **Why** do conventional discussions of poverty ignore the glaring fact that the mass of the world's poor and the poorest of the poor are women and children?

The future of national and international economic well being requires attention to these issues through partnership and care giving leadership.

-BEGINNING THIS ISSUE- DR. DON E. BECK



CRACKING THE MASTER CODE: THE
SEARCH FOR A NEW METAPHOR TO
FACILITATE HUMAN EMERGENCE

SPIRAL DYNAMICS AND THE GELL-MANN CURVE

Raghu Ananthanarayanan

In the world of physics, entropy is a fundamental force. Ordered physical systems descend into disordered chaos and – on a large enough scale – arise again into order. What if information followed the same model? Could we use this to understand our own communication patterns and cultures and our developmental structures?

The Gell-Mann curve is a model that describes the relationship between order and predictability and appears to relate the principle of entropy to some fundamental aspects of the human experience.

This principle also separates simple systems from complex adaptive systems, which allows for certain systems of particular usefulness such as language discourses and DNA sequences to be explored from a unified systems view.

An understanding of this principle can be used to examine characteristic patterns of natural languages, meaning that this principle is relevant to Spiral Dynamics because the patterns disclosed by the latter might fit into the Gell-Mann curve and thus function as a metric for how values-meme systems experience entropy and can produce order,

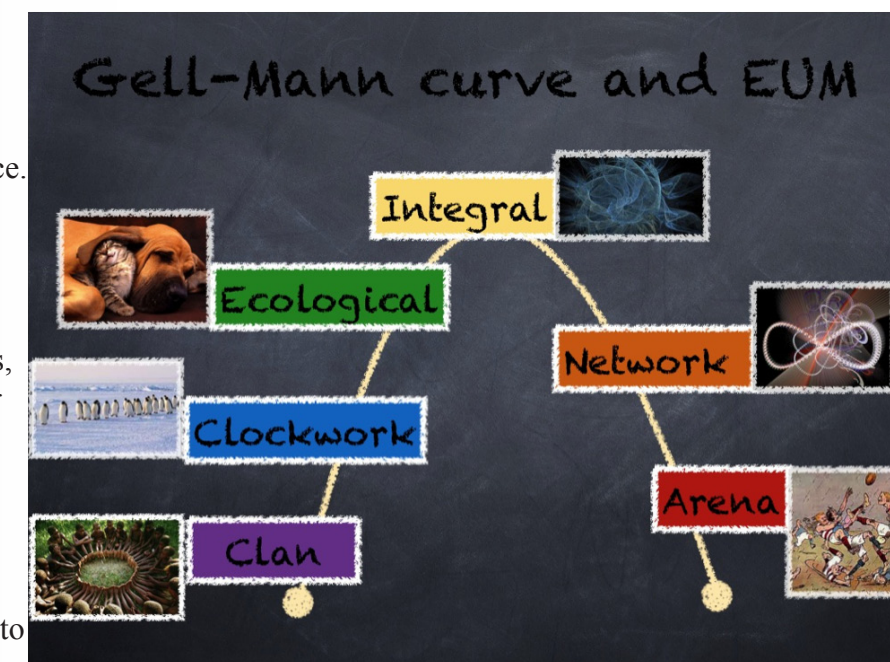
or culture, on a macroscopic scale. In this article, the potential ramifications of mapping the Spiral Dynamics model onto the Gell-Mann curve for this purpose are discussed.

It is hypothesized that the Gell-Mann curve, in conjunction with Spiral Dynamics, can be used to demonstrate that the same principles behind physical entropy apply to our own meaning-structures. It is noted that systems that are ordered and systems that

are not ordered both result in low complexity compared to systems which are part ordered and part disorderly. Such systems are said to have “Gell-Mann complexity.”

The mapping of Spiral Dynamics v-memes onto the Gell-Mann curve demonstrates that the balance between order and chaos increases with each

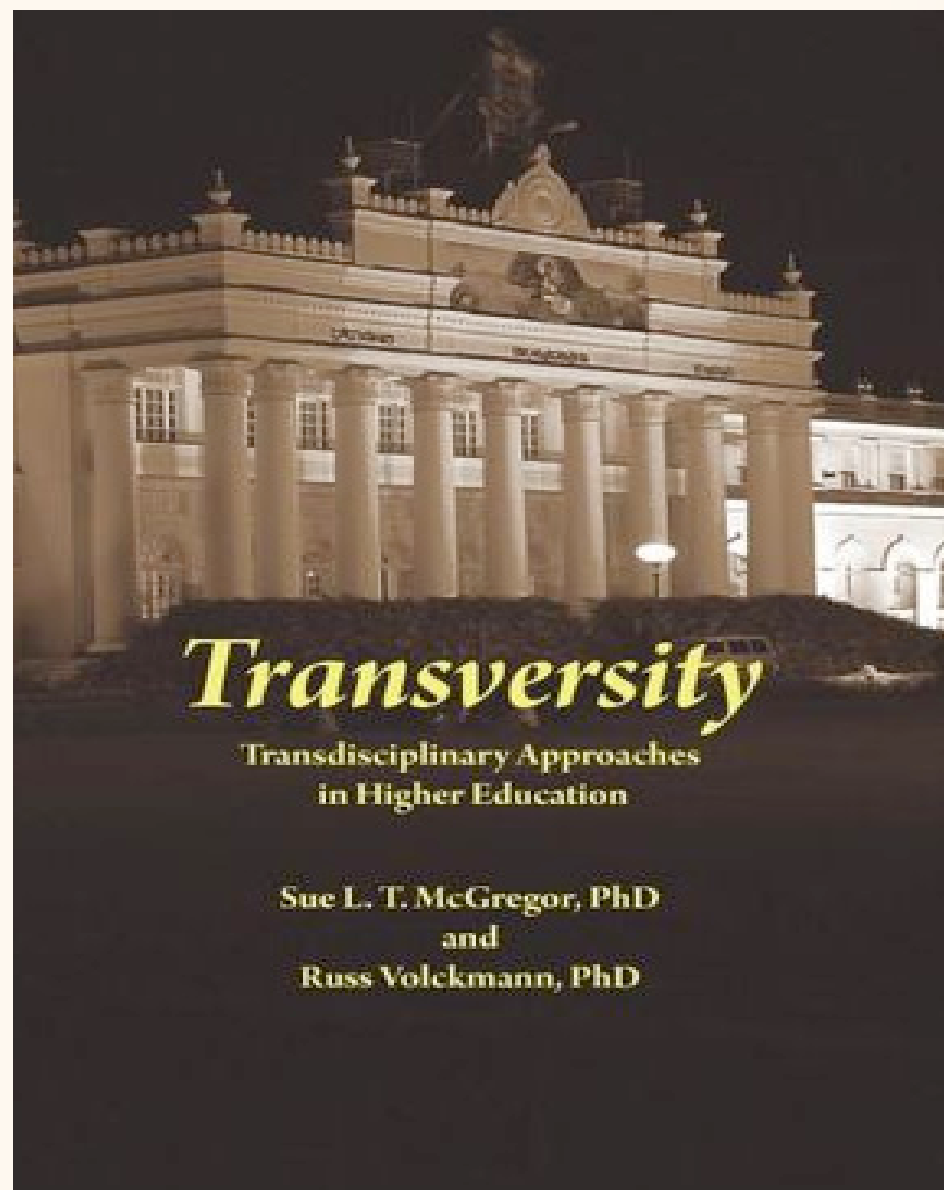
step up the spiral, appearing to achieve near-perfect balance at the yellow-meme stage. The potentials resulting from this unification of models are discussed: Can we use this model to understand our collective navigation from the dominance of the orange meme to the green meme? Is it even important to describe the potential emergence of systems beyond yellow before we firmly establish green systems in the world? Hopefully this new model will help us find out.



McGregor & Volckmann

“... a bold new path beyond the disciplinary reductionism of mainstream university based models of education.”

Alexander Laszlo, Ph.D., President of Syntony Quest, Director of Publications and Evolutionary Learning at the Center for Advanced Study of the Giordano Bruno GlobalShift University



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Radical Subjectivity in Philosophic Gonzo Journalism

Eugene Pustoshkin

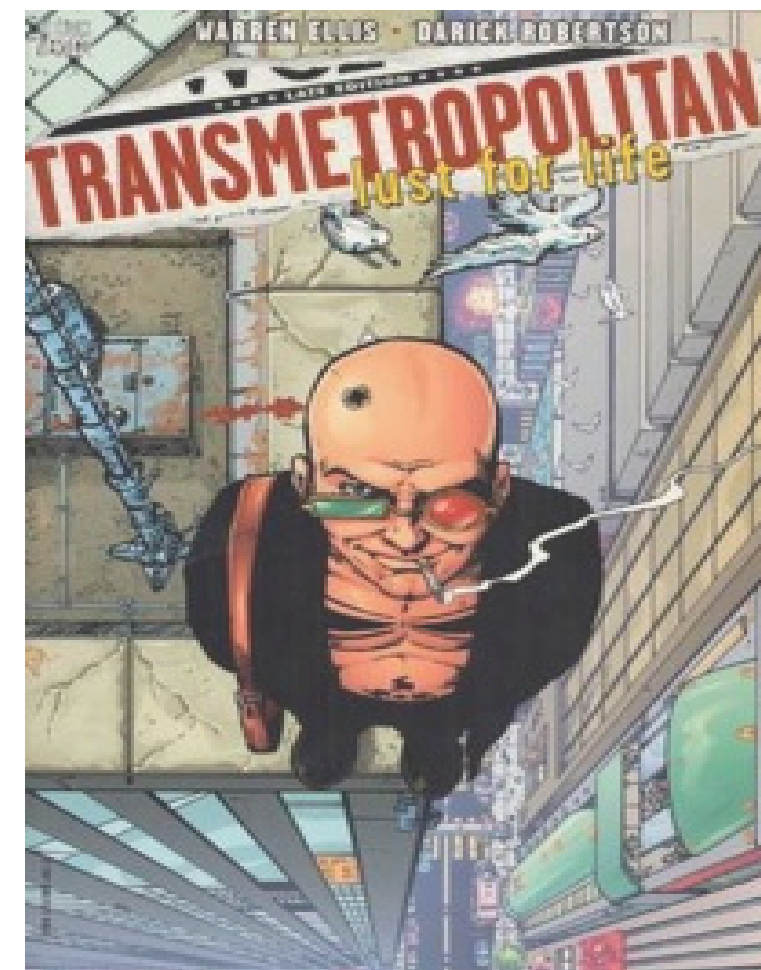
This self-reflective essay explores radical subjectivity, existential intensity of the subject's experience of being-in-the-world. The work of Russian novelist Dostoevsky's work is an example. He passionately brings forth our awareness of the moral depth of our aesthetic experiences, historically and in present time social reality.

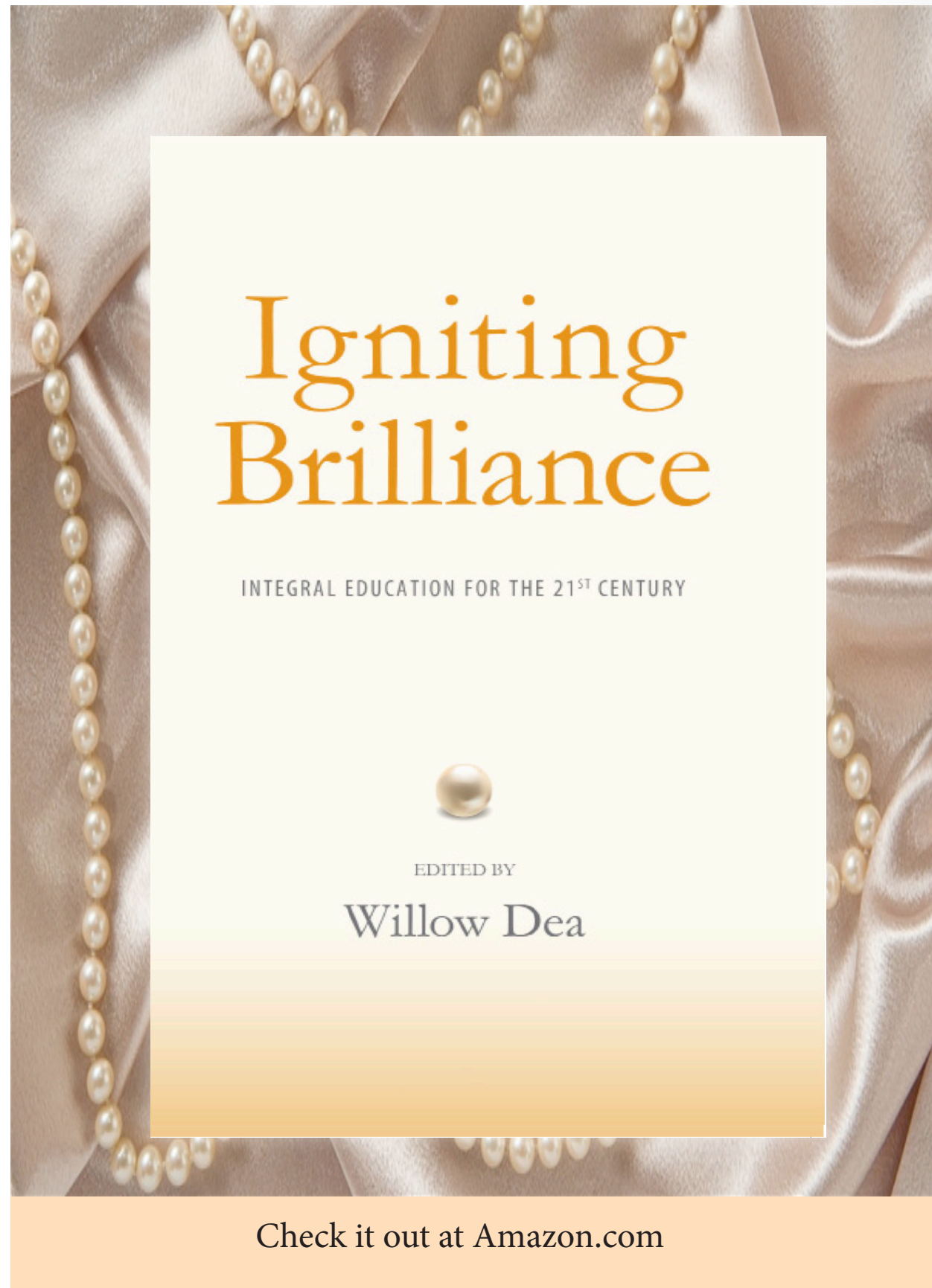
Compare the English and Russian translations of the Gospel of Thomas. The English version translates Matthew's words to Jesus as "Thou art like a wise philosopher." The Russian translation says, "Thou art like a philosopher of the heart." An authentic gonzo philosopher lives and breathes with the *wisdom of the heart*.

In my vision an integral philosophy of the heart lies upon the three pillars of Plato: The True, the Good and the Beautiful. The Beautiful manifests as formed imagery of radical subjectivity. In philosophic gonzo journalism aesthetic experience allows us to transform both multidimensional goodness and timeless grace.

Truth is born when we create our individual and social self-consciousness. In this context the newsfeed from the Russian online social network VK.com delivers a quotation from Henry Miller posted anonymously: "To spit on the past is not enough. To proclaim the future

is not enough. One must act *as if* the past were dead and the future unrealizable."





Check it out at [Amazon.com](https://www.amazon.com)

Leadership & the Body

Mark Walsh



A discussion of leadership must include the body to be integral - we are embodied creatures and this is a core part of our being.

Traditional theories of leadership have however ignored embodiment, coming from

what is a hyper-rational cognitively biased world-view this is not, perhaps, surprising. Encouragingly though, the topic of embodiment has been finding its way back into both organisations and leadership colleges in the UK, as well as becoming the subject of academic

research on areas such as “embodied cognition”. On a personal note, I’ve been running a business working with embodied and integral

I view self-awareness as the basis of effective leadership and working through the body is an excellent way to build such self-awareness.

perspectives on leadership, stress management and communication training for

the last four years, and working with embodiment in areas of conflict to promote peace and resilience. This paper is a practical introduction to the relationship between the body and leadership, how this relates to AQAL, and includes case studies from two organisations.

Susanne Cook-Greuter

Postautonomous Ego Development: A Study of Its Nature and Measurement

Susanne R. Cook-Greuter, Ed. D.

Based on a dissertation presented to the Faculty
Of the Harvard University Graduate School of Education

Dissertation Committee

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Long Live Symbiosis of Cultures

Edgar Morin

Translation provided by Basarab Nicolescu.

Each culture has its virtues, its vices, its knowledge, its arts of life, its mistakes, its illusions. It is more important, in the planetary era that is ours, to wish for, in every nation, integration of the best in the other, and to seek the symbiosis of the best of all cultures.

France must be considered in its history not only according to the ideals of Liberty, Equality, Fraternity promulgated by its Revolution, but also according to the behavior of a power, which, like its European neighbors, has practiced mass slavery for centuries, and in its colonization has oppressed peoples and denied their aspirations for emancipation. There is an European barbarism that produced colonialism and totalitarian fascists, Nazis, Communists.

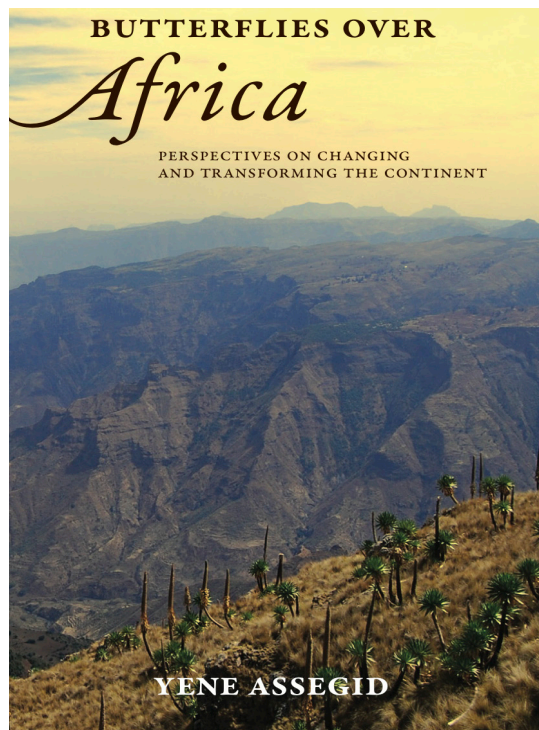
One must consider a culture not only according to its noble ideals, but also according to its way of hiding its barbarity behind these ideals. We can be proud of the minority current of self-criticism in our culture, from Montaigne to Lévi-Strauss through Montesquieu, who not only denounced the barbarism of the conquest of the Americas, but also the barbarity of a thought that “called barbarian peoples of other civilizations” (Montaigne).

Similarly Christianity cannot be seen only by the precepts of evangelical love, but also according to a historical intolerance towards other religions: its anti-Judaic millennium, its eradication of Muslims from Christian territories, in spite of the historical tolerance of Christians and Jews in Islamic countries, especially in the Ottoman Empire.

More broadly, the modern civilization born of Western Europe has spread to the world endless material progress, but countless moral deficiencies, starting with the arrogance and superiority complex, which have always brought the worst of contempt and humiliation of others.

Wisdom and the art of living: it's not a cultural relativism, but a humanist universalism. This is about going beyond Western-centrism and recognizing the riches of the variety of human cultures. This is not only to recognize the virtues of our culture and its emancipatory potential, but also its weaknesses and vices, including the unleashing of the will to power and domination over the world, the myth of the conquest of nature, the belief in Progress as the lot of history.

We must recognize the flaws of authoritarian traditional cultures, but also the existence of solidarity that our modernity has eliminated, a better relationship with nature, and in smaller indigenous cultures, wisdom and arts of living. This false universalism is to believe we own the universal – which helped to cover up our lack of respect for other human cultures and vices of our domination. The true universalism is trying to place ourselves in a meta-human point of view that encompasses us and beyond us, for which the treasure of human unity is in diversity of cultures. And the treasure of cultural diversity is found in human unity.



“An important and extremely informed new voice for troubled times. Assegid sows stories and with them, nurtures original ideas and philosophies, and does so with enormous passion and disarming honesty.”

– Joan Baxter, author of *Dust From Our Eyes: an unblinkered look at Africa*

“This masterpiece of a book *Butterflies Over Africa* wisely articulates the way forward. It opens a door of hope, of nurturing our imaginations to create a continent where good governance, justice, prosperity, and well-being will be a reality for all Africans.”

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

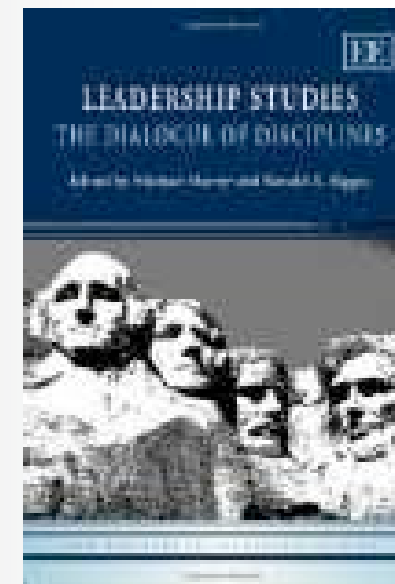
“Reading “*Butterflies Over Africa*” touched my heart and brought forth tears of joy, compassion and laughter. As you immerse your self in this colorful tale of Yene’s life, you will begin to see the world and the continent of Africa through the eyes and heart of this emerging African leader and Global citizen. Her stories are both deeply personal and universal, told in the same voice and style as if you were sitting across the table from this beautiful and courageous woman. Yene’s vision for the future of Africa and the world is both inspired and pragmatic.”

– Dana Carman, consultant and trainer

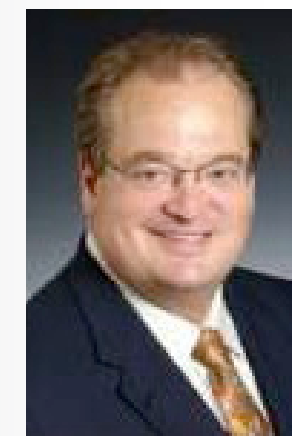
Find this truly inspired and inspiring book at [Amazon.com](https://www.amazon.com)

Leadership Emerging

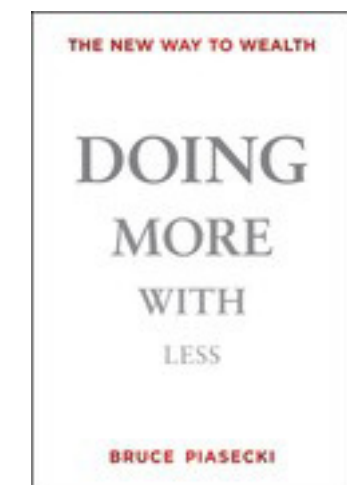
Brief Presentations of New Books Important to Leadership



Leadership Studies: The Dialogue of Disciplines, an exemplary book on leadership studies, edited by Michael Harvey and Ron Riggio, we focus on Joanne B. Ciulla’s excellent chapter, “Handmaiden and queen: what philosophers find in the question: “what is a leader?”



...and a personal account with a moral by a successful entrepreneur and author of ten books, Bruce Piasecki



Previews to In Depth Reading

Notes from the Field

And then what...? The Aftermath of the 2009 Iceland National Assembly

Bjarni Jonsson

An event like the Iceland National Assembly, not only generates ideas for action, but more significantly it opens a real potential to generate a core group which has the common desire to turn these ideas into action.

[Read it now](#)

Core Integral's *Advanced Integral Course* –

Michael Kruse Craig

Core Integral's Advanced Integral course is an effective, powerful way to deeply understand and take on the distinctions of Integral Methodological Pluralism (IMP). It is an action-centered course and, through your participation with its exercises and your interaction with your classmates and faculty, you will emerge with the tools to understand and evolve your world.

[Read it now](#)

Sacred Economics Author Charles Eisenstein with Integral New York at One Spirit Learning Alliance on February 3, 2012

Gregg Hill

In deeply contemplating the ever increasing, ever more complicated and intertwining crises facing the world today, one can find a common thread: the financial system and the human species' relationship to money. No matter what the problem, if one looks deeply to the root cause, it's nearly always money. "What does a money system look like that no longer destroys, but instead heals nature, culture, and the human spirit?"

[Read it now](#)

The Ecology of Occupy

Gary Hawke

There are a tremendous variety of voices within Occupy and there are many songs being sung. As one Occupy member said, it's about occupying minds. Also as a friend of mine is working on, it's about Occupy the heart. But it is also about taking occupancy of the way in which we want the world to be, to ensure those who are infringing the human ecology and through their action cause suffering are made accountable for their actions.

[Read it now](#)

[Read these Fascinating Accounts in Integral Leadership Review](#)

Announcements

Submission Deadline for the Summer issue of Integral Leadership Review:
May 1, 2012

Contact: russ@integralpublishers.com

2012 INTEGRAL LEADERSHIP IN ACTION
CONFERENCE
- A Gathering for Integral INQUIRY and
ACTION -
Evolving Leadership for an Awakening World:
Transforming Leadership through Theory,
Action & Application
At the Chaminade Resort and Spa in Santa
Cruz, CA
Thursday, May 17-Sunday, May 20
A conference designed for authentic collabora-
tion and experiential learning.
<http://integralleadershipinaction.com/>

Leading for Equity, Achievement and Diver-
sity (LEAD) Seminar,
July 23-27th, 2012
Center for Intercultural Teaching and
Learning (CITL) at Goshen College.
Theme: Changes in Latitude, Changes in
Attitude: Discovering the Keys to Innova-
tion in Leadership Education.
For more information and to register for
LEAD, visit:
[http://www.goshen.edu/citl/2012/02/21/
lead-seminar-2012/](http://www.goshen.edu/citl/2012/02/21/lead-seminar-2012/)

International Leadership Association Webi-
nar
The End of Leadership
Barbara Kellerman
Wednesday, March 28, 2012
2:00 - 3:00 PM EDT
Registration is free for ILA members and
only \$24.95 for non-members.
www.ila-net.org/webinars/EndOfLeadership

The ATLAS Bi-Annual Meeting
Taichung, Taiwan
June 3-8, 2012
Theme: The Impact of Transdisciplinarity on
Multi-national Education & Research Programs
Sponsor:
The Academy of Transdisciplinary Learning
& Advanced Studies (TheATLAS)
Asia University, Taichung, Taiwan
Co-Sponsors
Academy of Transdisciplinary Studies
(ATS), Texas Tech University
China Medical University, Taiwan
International Center for Transdisciplinary Re-
search & Studies (CIRET), France
George Kozmetsky Endowment (GKE)
Information:
<http://www.theatlas.org/images/2011-cfp.pdf>

The Annual Meeting and Conference
EUROPEAN SOCIETY for RESEARCH in
ADULT DEVELOPMENT
Coimbra, Portugal
July 7-8, 2012
[http://www.europeadultdevelopment.org/
coimbra-2012.html](http://www.europeadultdevelopment.org/coimbra-2012.html)

World Future Society
July 27-29, 2012
Toronto, Ontario, Canada
Register: [http://www.wfs.org/content/world-
future-2012/register-worldfuture](http://www.wfs.org/content/world-future-2012/register-worldfuture)

Global Social Change Leadership Institute
New York City, New York
July 8-20, 2012
Information: [wagner.nyu.edu/leadership/teach-
ing/GSCLI.php](http://wagner.nyu.edu/leadership/teaching/GSCLI.php)

2nd Global Servant-Leadership Research
Roundtable
21-22 June 2012, Melbourne
For further information contact
Dr Sen Sendjaya
sen.sendjaya@monash.edu

Spiral Dynamics:
The Quest for the Master Code!
Don Beck
Adizes Graduate School
[http://www.adizesgraduateschool.org/sdi_seminars.
html_](http://www.adizesgraduateschool.org/sdi_seminars.html)

c-Integral
Spiraling Into Oneness Retreat
Rose S.-Milligan and Raul Quinones-Rosado
May 25-27, 2012 Plainfield, MA
Register by April 26. e-mail to info@c-integral.org



Welcome Aboard!



**ILR Associate Editor
Mark McCaslin**