

The emergent crisis in society – developing leaders who can sense and respond

Aubyn Howard



Overview of the four seminars

Part One: Evolution, Crisis and Leadership

- Understanding the nature of today's crisis in society
- Engaging with the shape, principle and pattern of evolution
- Combining developmental thinking with psychosynthesis (the egg meets the spiral)
- Developing leaders who can sense and respond to the crisis. Personal development + three critical capacities for leaders – working with systems, synthesis and will

Part Two: Systemic awareness

- Systemic awareness as the pivotal capacity in the development of evolutionary leaders
- Systemic engagement – inner personal, outer personal, groups, organisations and society
- Systemic working – leadership and the health of the system

Part Three: Synthesis

- Assagioli's principles for creating synthesis between polarities
- Synthetic awareness and engagement – inner personal, outer personal, groups, organisations and society
- Synthetic working at any level to create synthesis between polarities

Part Four: Will

- The new determinism and the loss of free will
- Working with will and the psychological functions
- Bringing free will back to centre stage in our lives

Check-in

❖ Meditation

❖ Pairs check-in

- Who are you
- What is your work
- What brought you here
- What do you want from being here

❖ Plenary check-in

Assagioli's Unity in Diversity

- ❖ Context for the summer school
- ❖ Reading
- ❖ Discuss in pairs
- ❖ Discuss in groups
- ❖ Plenary

Assagioli's Unity in Diversity

In order to establish proper relations between human beings and human groups, it is necessary to understand, accept and practice a great principle or truth, which is at the basis of life itself in all its manifestations: that of UNITY IN DIVERSITY

...the true nature of this unity must be well understood and applied. Unity should not be understood as uniformity and absence of any differentiation, but in a functional, dynamic and organic sense.

The relations between the substantial unity and the boundless multiplicity are regulated - as far as we are given to know - by two great principles: Polarity and Diversity of functions

<https://www.thetimes.co.uk/edition/comment/the-polarisation-of-politics-should-worry-us-fp0pxfcvz>

<https://www.theguardian.com/world/2019/jul/18/ursula-von-der-leyen-no-deal-brexite-would-be-massive-blow-for-both-sides>

Evolution, Crisis and Leadership

Seminar One

Aubyn Howard



Part One: Evolution, Crisis and Leadership

- ❖ Understanding the nature of today's crisis in society
- ❖ Engaging with the shape, principle and pattern of evolution
- ❖ Combining developmental thinking with psychosynthesis (the egg meets the spiral)
- ❖ Developing leaders who can sense and respond to the crisis

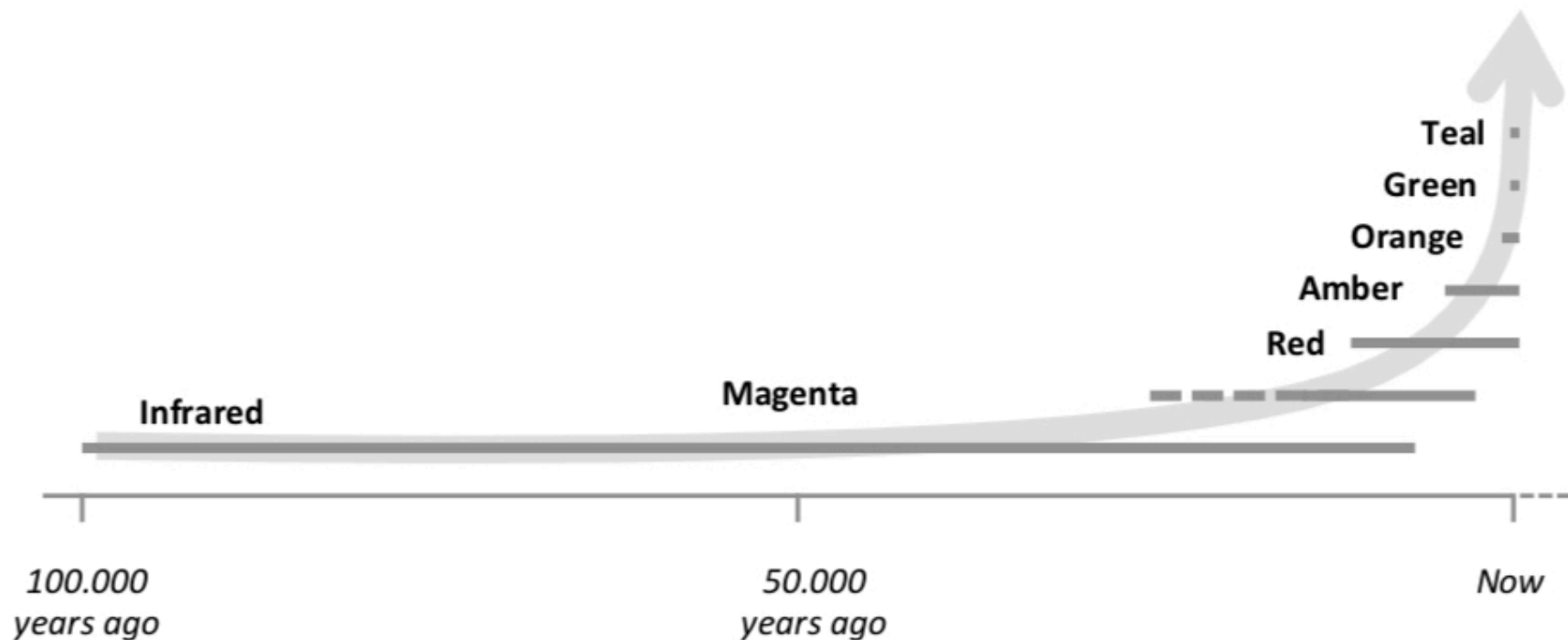
The nature of today's crisis in society

- ❖ What is the emergent crisis in society?
- ❖ Why is this an evolutionary crisis and what does that mean?
- ❖ How is this crisis different to what has come before?
- ❖ Why is this a crisis of leadership and what does that imply?
- ❖ What does the crisis look like at different levels? e.g. society, communities, organisations, families, individuals, etc.
- ❖ In what ways does the crisis show up in your practice – e.g. coaching, counselling, therapy?

Crisis what crisis?

- ❖ Rise of populism
- ❖ Increasing polarisation
- ❖ Post-truth media
- ❖ Climate emergency
- ❖ Environmental disaster
- ❖ Widening inequality
- ❖ Technological discontinuities
- ❖ Volatility, Uncertainty, Complexity, Ambiguity
- ❖ Existential crisis of meaning and values
- ❖ Threat to civilisation and future of humanity

Why this crisis is different to what came before...



Why is this a crisis of leadership and what does that imply?

Jean Houston (2013), from an online article:

‘...too many of the problems in societies today stem from leadership that is ill prepared to deal with present complexity. ...too many leaders have been educated for a different time, a different world. Few are prepared for the task of dealing with the complexity and chaos of today when the usual formulas and stopgap solutions of an earlier era will not help’.

<https://jeanhoustonfoundation.org/social-artistry/the-leadership-dilemma/>

Why is this a crisis of leadership and what does that imply?

Adam Curtis' recent documentary, HyperNormalisation (2016), echoes this state of affairs and tells the story of:

'...how we got to this strange time of great uncertainty and confusion where those who are supposed to be in power are paralysed and have no idea what to do'.

<https://www.youtube.com/watch?v=fh2cDKyFdyU&t=2084s>

Why is this a crisis of leadership and what does that imply?

Robb Smith (2016): expands upon this analysis of what is often now referred to as VUCA (Volatility, Uncertainty, Complexity, Ambiguity):

‘...a rapidly-changing world that is in many ways moving too fast for all of us really is scary, uncomfortable and unsettling. We’re connected in ways we haven’t yet mastered, we’re learning at rates we can’t yet process and we are subject to forces we can’t hope to understand (even experts don’t really understand the complex dynamical systems at the core of their disciplines). We’re all in this messy, chaotic process together’.

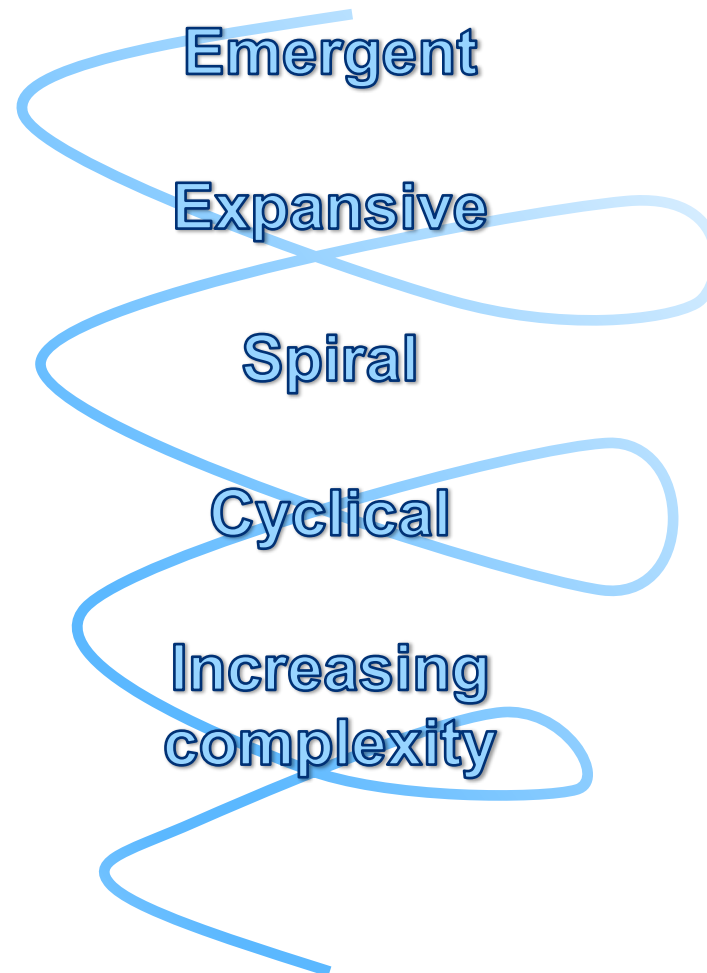
Small group discussions

- ❖ What does the crisis look like at different levels?
 - e.g. society, communities, organisations, families, individuals, etc.
- ❖ In what ways does the crisis show up in your practice?
 - e.g. coaching, counselling, therapy?

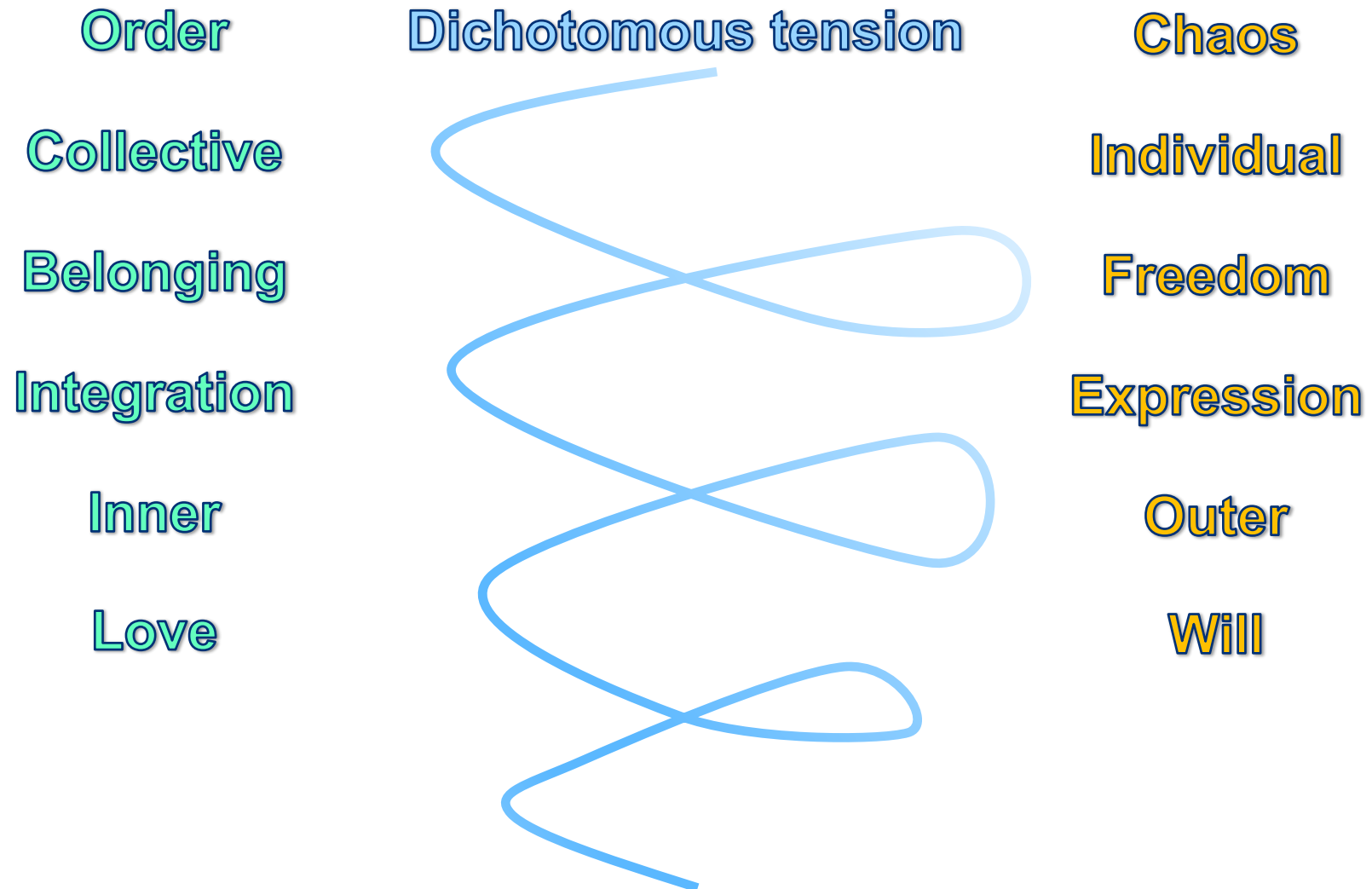
The shape, principle and pattern of evolution

- ❖ The nature or shape of evolution (of human consciousness)
- ❖ Evolutionary principle and the developmental spiral
- ❖ Emergent paradigms as a response to changing life conditions (Graves)
- ❖ The pluralistic trap and the evolutionary response
- ❖ Managing the health of the spiral for the whole system

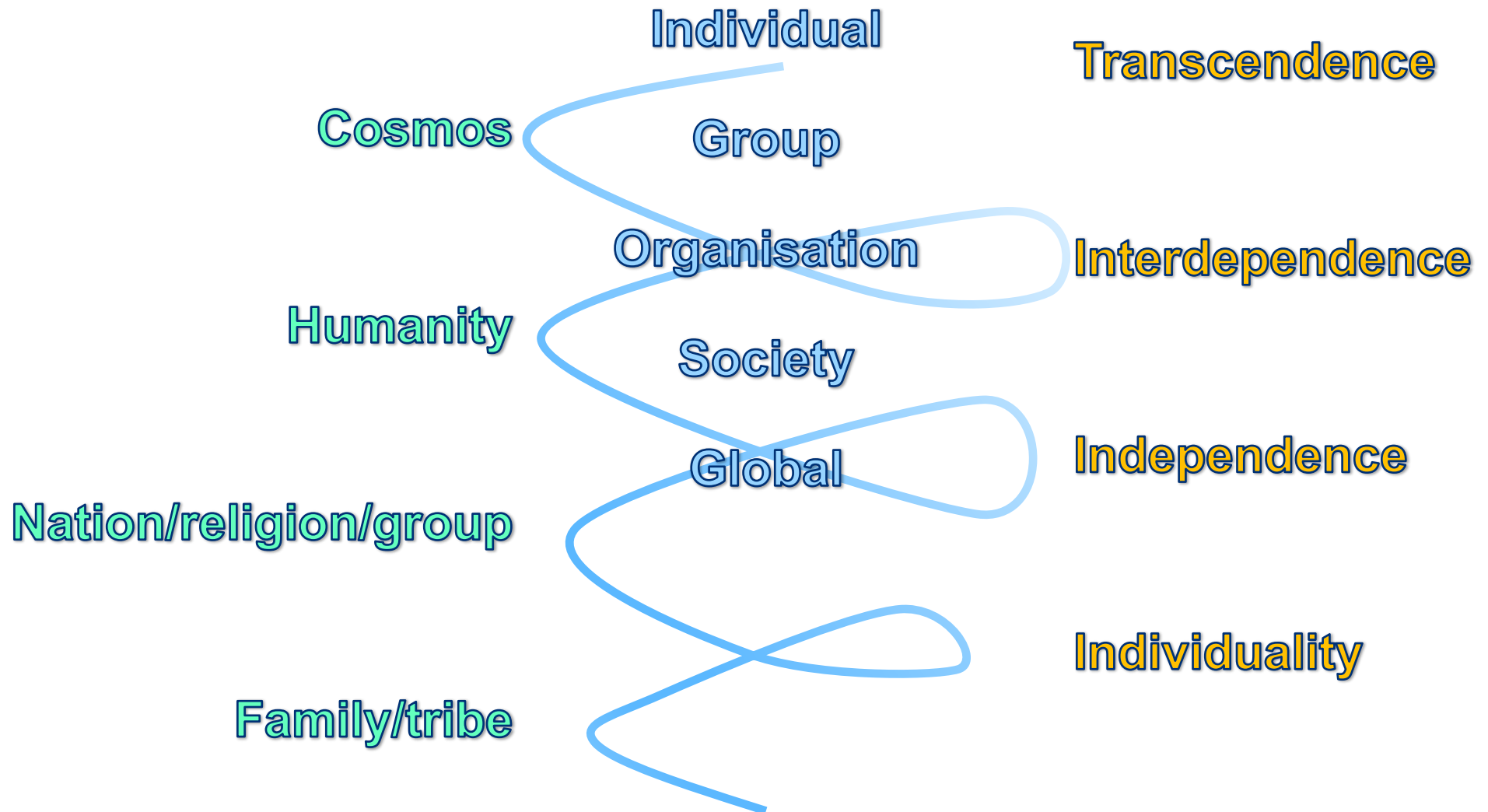
Shape of evolution



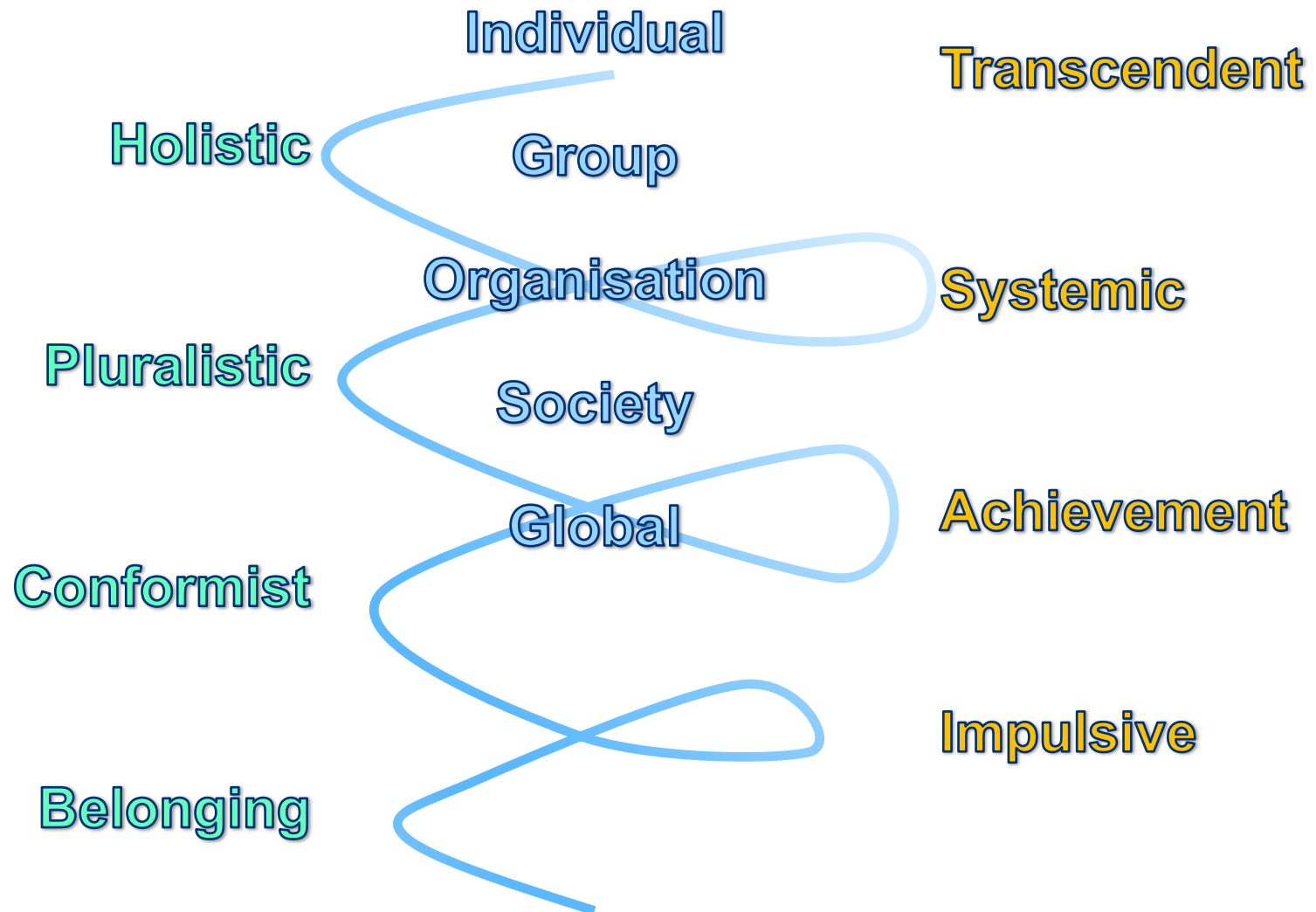
Principle of evolution



Pattern of evolution (identity)



Pattern of evolution (paradigm)



Combining developmental thinking with psychosynthesis

In what ways might Assagioli have evolved psychosynthesis in the light of developments since his day?

- ❖ Developmental thinking: e.g. Wilber, Graves, Wade, Keegan, Torbert, Laloux etc.
- ❖ Systemic working: e.g. Hellinger, Senge, Oshry, Whittington
- ❖ Somatic practice: e.g. Strozzi-Heckler, Aquilina, van der Kolk

F R E D E R I C L A L O U X

FOREWORD BY KEN WILBER



***"Impressive! Brilliant!
This book is a
world changer!"***

— JENNY WADE, Ph.D.
author of *Changes of Mind*

Reinventing organizations

A Guide to Creating Organizations
Inspired by the Next Stage of Human Consciousness

Laloux's evolutionary paradigm

Buurtzorg is just one of several
extraordinary pioneers that
are reinventing management

Buurtzorg Home care nonprofit in the Netherlands, 9,000 employees 	RHD Human services nonprofit, United States, 4,000 employees 	Sun Hydraulics Manufacturing of hydraulic valves and manifolds, global, 900 employees, for profit 
Heiligenfeld Network of mental health hospitals, Germany, 600 employees, for profit 	Morning Star Tomato harvesting, transport, and processing, California, 400-2,400 employees, for profit 	Holacracy Organizational "operating system" adopted by many organizations throughout the world 
FAVI Brass foundry, automotive supplier, France, 500 employees, for profit 	ESBZ Publicly financed grade 7-13 school in Berlin, Germany, 1,500 teachers, students, and parents, nonprofit 	Patagonia Outdoor apparel maker and retailer, United States, 1,350 employees, for profit 
AES Global producer and distributor of electricity, 40,000 employees worldwide (2001), for profit 	BSO/Origin IT services, 10,000 employees worldwide (1996), for profit 	Sounds True Multimedia publishing company, United States, 90 employees and 20 dogs, for profit 



The critical transformation or developmental shift for leaders...

Spiral Dynamics

the eight-stage spiral of development

Second Tier "Being" valueMEMES

TURQUOISE Holistic MEME – starting 30 years ago

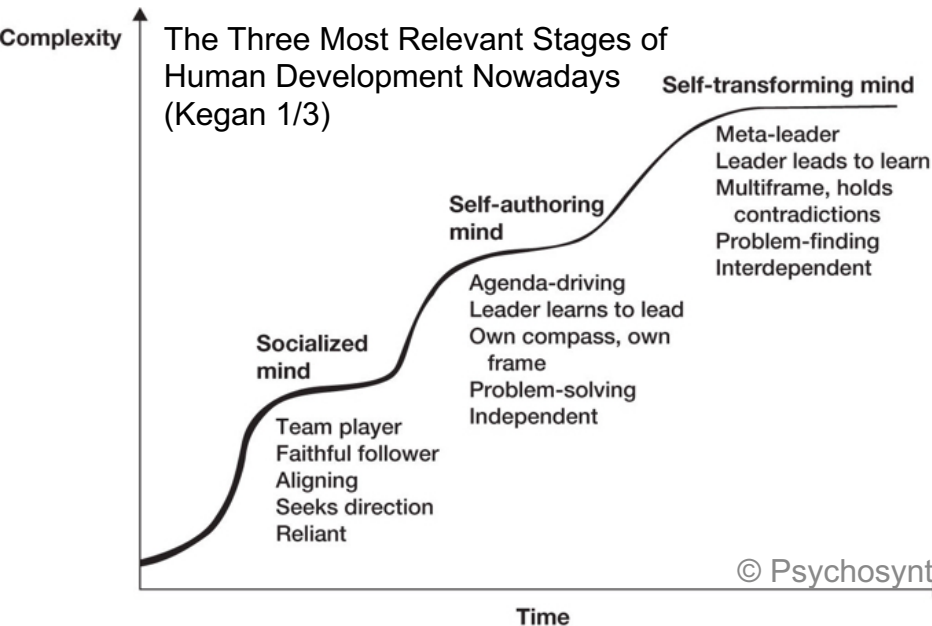
- Basic theme:** Experience the wholeness of existence through mind and spirit
- The world is a single, dynamic organism with its own collective mind
 - Self is both distinct and a blended part of a larger, compassionate whole
 - Everything connects to everything else in ecological alignments
 - Energy and information permeate the Earth's total environment
 - Holistic, intuitive thinking and cooperative actions are to be expected

YELLOW Integrative MEME – starting 50 years ago

- Basic theme:** Live fully and responsibly as what you are and learn to become
- Life is a kaleidoscope of natural hierarchies, systems, and forms
 - The magnificence of existence is valued over material possessions
 - Flexibility, spontaneity, and functionality have the highest priority
 - Differences can be integrated into interdependent, natural flows
 - Understands that chaos and change are natural

"What I am proposing is that the psychology of the mature human being is an unfolding, emergent, oscillating, spiraling process, marked by progressive subordination of older, lower-order behavior systems to newer, higher-order systems as man's existential problems change."

Dr. Clare Graves



Teal organizations come with **three breakthroughs** that fundamentally challenge management as we know it



Self-management

Teal organizations have found the key to upgrading their structures from hierarchical, bureaucratic pyramids to powerful and fluid systems of distributed authority and collective intelligence.



Wholeness

Organizations have always been places that encourage people to show up with a narrow "professional" self. Teal organizations have developed a consistent set of practices that invite us to drop the mask, reclaim our inner wholeness, and bring all of who we are to work.

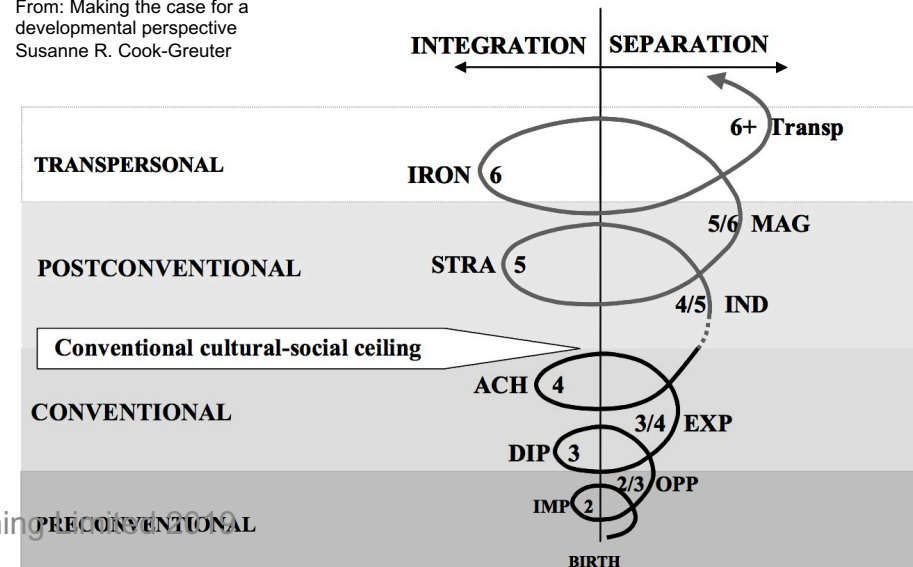


Evolutionary purpose

Teal organizations are seen as having a life and a sense of direction of their own. Instead of trying to predict and control the future, members of the organization are invited to listen and understand what the organization is drawn to become, where it naturally wants to go.

Figure 2. The Spiral Of Development In The Leadership Development Framework

From: Making the case for a developmental perspective
Susanne R. Cook-Greuter



Evolutionary leadership

- ❖ The shift to an *evolutionary* worldview is of a magnitude greater than any of the previous paradigm shifts. It is variously called second-tier, higher-order or meta-something for this reason.
- ❖ From this perspective, the leader can work with the whole system of all the previous paradigms or worldviews and see the part they play in the evolutionary process. It is not just another worldview or paradigm, but one that can work with the health of the whole system of paradigms.
- ❖ Research has shown (e.g. Torbert, 2005) that *evolutionary* leaders are by far the most successful at implementing large scale corporate transformation programmes.
- ❖ Clare Graves describes similar findings concerning creativity in finding creative solutions, when comparing groups of people operating from different paradigms and given complex tasks to perform, he found the *evolutionary* group would find ‘unbelievably more solutions than all the other groups put together’, and of ‘an amazingly better quality’.
- ❖ Laloux’s research comes to very similar conclusions – organisations with *evolutionary* leaders are far more effective and innovative than similar organisations working under *achievement* or *pluralistic* leaders.

Stage/Action Logic	Main focus	% adult pop. N=4510
Alchemist and above Deep processes and intersystemic evolution rules principles	Interplay of awareness, thought, action, and effects; transforming self and others	2.0
Strategist Most valuable principles rule relativism	Linking theory and principles with practice, dynamic systems interactions	4.9
Individualist Relativism rules single system logic	Self in relationship to system; interaction with system	11.3
Achiever System effectiveness rules craft logic	Delivery of results, effectiveness, goals, success within system	29.7
Expert Craft logic rules norms	Expertise, procedure and efficiency	36.5
Diplomat Norms rule needs	Socially expected behavior, approval	11.3
Opportunist and below Needs rule impulses	Own immediate needs, opportunities, self-protection	4.3

From: Making the case for a developmental perspective
 Susanne R. Cook-Greuter

Ken Wilber

(From: Introduction to Volume 7 of the *Collected Works*, The Integral Vision at the Millennium)

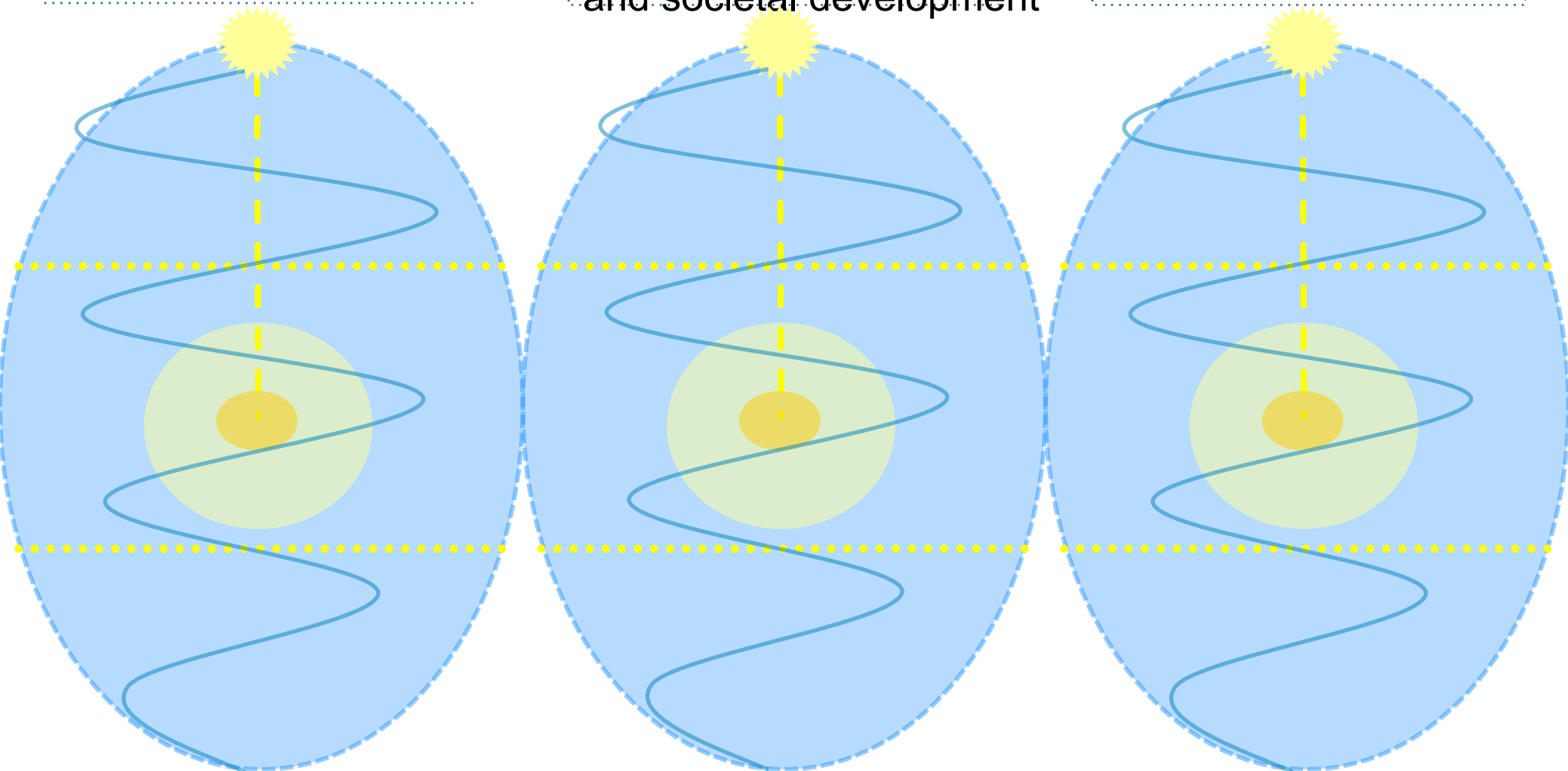
So it is that the leading edge of consciousness evolution stands today on the brink of an integral millennium - or at least the possibility of an integral millennium, where the sum total of extant human knowledge, wisdom, and technology is available to all. But there are several obstacles to that integral embrace, even in the most developed populations. Moreover, there is the more typical or average mode of consciousness, which is far from integral anything, and is in desperate need of its own tending.

The health of the evolutionary spiral

Self / personal development

System / organisational
and societal development

Others / leader development



Systemic awareness

Seminar Two

Aubyn Howard



❖ Meditation

❖ Check-in

Leadership and you

- ❖ What does leadership mean to you?
- ❖ In what ways are you a leader? e.g at what different levels of leadership? e.g. self-leadership, family leadership, team leadership, organisational leadership, etc.
- ❖ What does evolutionary leadership look like? Who might you consider to be a role model of the kind of leadership needed today and why?
- ❖ Should we and can we develop evolutionary leaders and if so, how?

Should we and can we develop evolutionary leaders?

- ❖ Nurturing what is emergent
- ❖ Responding to the needs within the system
- ❖ Listening to the call of Self

- ❖ Building on personal development
- ❖ Equipping leaders to deal with the crises they are facing
- ❖ Focusing on critical capacities needed to respond to the crisis

...and if so, how?

Building on **personal development** .e.g.

- ❖ Practising self-reflection, mindfulness, disidentification
- ❖ Awareness of difference and an understanding of the developmental spiral
- ❖ Nurturing an attitude and capacity for curiosity, tolerance of ambiguity, humility and openness to help

...and if so, how?

Plus focusing on **three critical capacities** needed by leaders to respond to the crisis

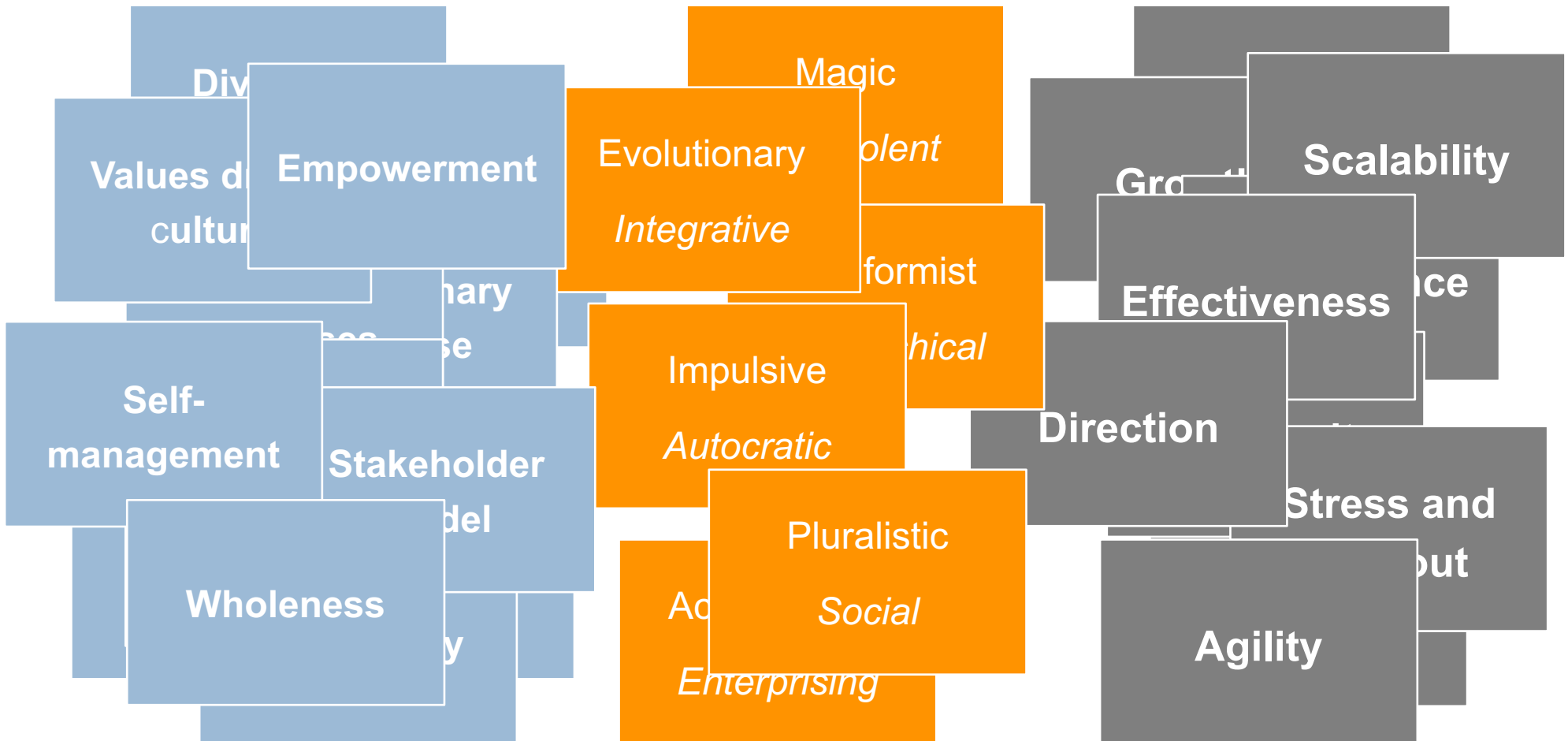
- ❖ **Systemic awareness:** e.g. developing systemic awareness with constellations and somatic work
- ❖ **Synthesis:** e.g. resolving dichotomous tensions between polarities at different levels
- ❖ **Will:** e.g. engaging and activating the will by working in the gap with trifocal vision

The Development Game

Breakthroughs

Paradigms and styles

Crises and crunches



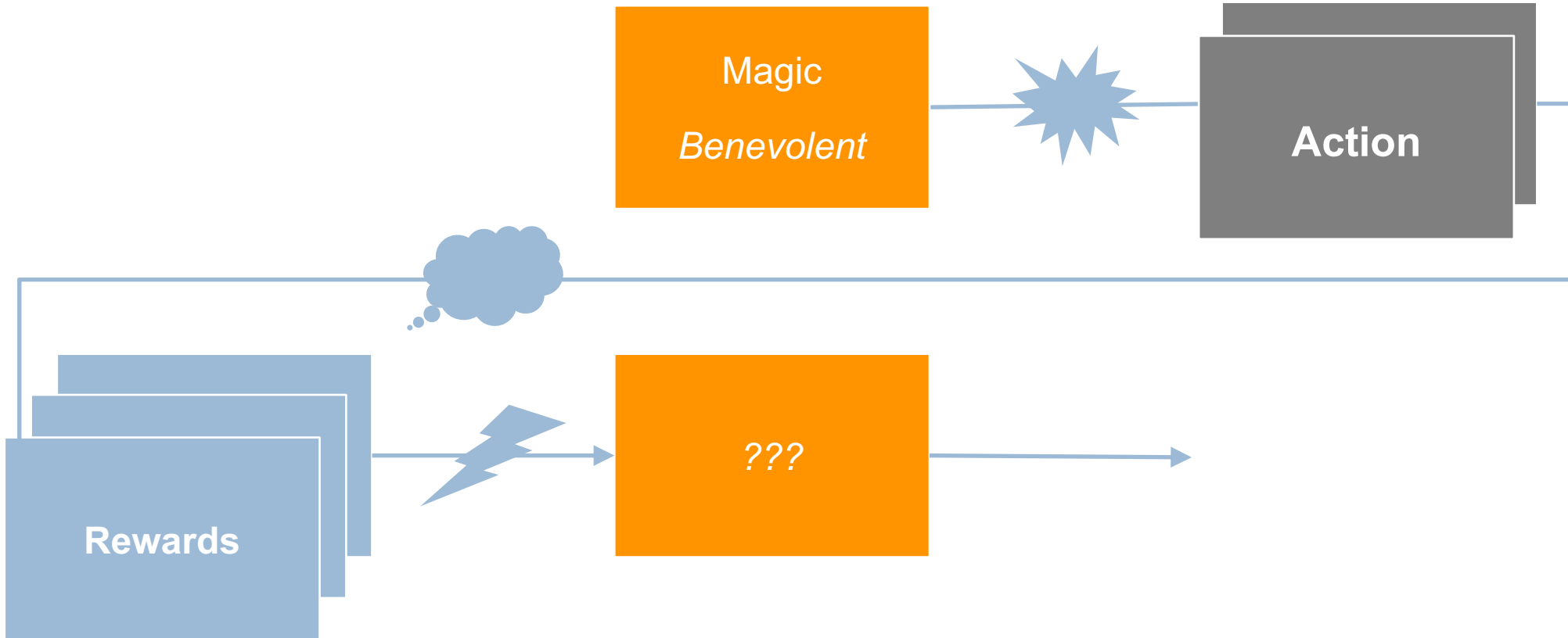
The Development Game

40 minutes to determine the sequence

Breakthroughs

Paradigms and styles

Crises and crunches



The Development Game

- ❖ Teams of four to eight
- ❖ 10 minutes – read the briefing notes
- ❖ 30 minutes – work as a team to determine the sequence of paradigms, crises and breakthroughs
- ❖ 10 minutes – review and reflect upon the presence of this developmental system within organisations

Systemic awareness as the pivotal capacity in developing evolutionary leaders

Some aspects that combine to build this capacity

- ❖ Disidentification – distinguishing personal stuff from systems forces
- ❖ Emotional maturity – moving beyond being caught by ego and the parts
- ❖ Somatic awareness – inner sensory awareness building
- ❖ Field awareness – extending our awareness outwards
- ❖ Interpersonal awareness – right relationships with others
- ❖ Group dynamics awareness – groups as organic systems
- ❖ Systemic working with constellations – and other approaches to draw upon

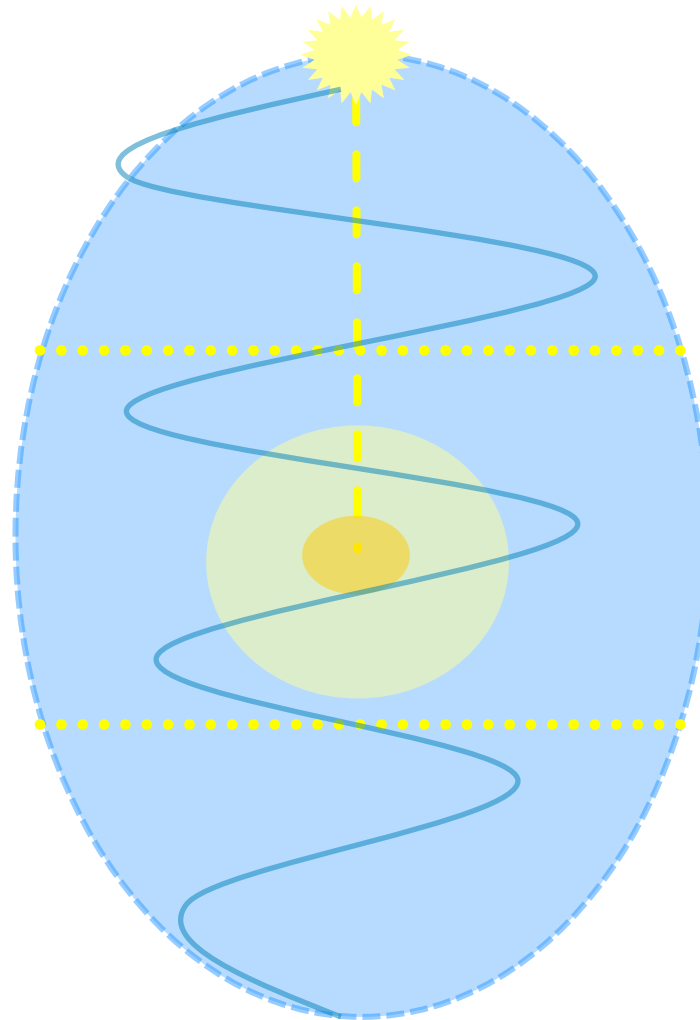
Different ways of referring to this capacity

- ❖ Systems thinking – Senge
- ❖ Seeing systems – Oshry
- ❖ Integral vision – Wilber
- ❖ Integrative thinking – Martin
- ❖ Systemic constellations - Whittington
- ❖ Social artistry – Huston
- ❖ Systems awareness (DL3) – Evans

Systemic awareness – inner personal, outer personal, groups, organisations and society

- ❖ In our inner selves – e.g. within the psyche; at prepersonal, personal and transpersonal levels of consciousness
- ❖ In our personal lives – e.g. family systems, social systems, professional and work systems
- ❖ In organisations – e.g. teams, groups, sub-organisations, whole organisations, intra-extra systems
- ❖ In society – e.g. multiple identities, communities, regions, nations, religions, interest groups, global movements

The egg meets the spiral – holding two perspectives in dynamic tension



Sense and respond – to the health of the system

- ❖ Chose a system you are part of and that is presenting an issue for you
- ❖ Sensing – connecting to your felt sense, walking through and around the system constellation (egg and spiral of the system)
 - Each of the stages of development – where is it healthy, where is it challenged or unhealthy?
 - Levels of consciousness – prepersonal, personal, transpersonal, conscious and unconscious
- ❖ Find yourself in the system – time, place and direction
- ❖ What are the energies, forces, tensions, where is it stuck or blocked?
- ❖ What is emergent or seeking to emerge in this system?
- ❖ Responding – what would be a movement towards better?

Systemic awareness – exercise in pairs

- ❖ Find a partner
- ❖ Take turns to be coach and coachee: 15 mins each
- ❖ Coachee explores their experience from this exercise...
 - How would you describe this system? What are the systems forces at play?
 - Which polarity tensions are most important? Where are you caught or struggling?
 - What change or improvement are you seeking to bring about?
- ❖ Debrief and change over

Synthesis

Seminar Three

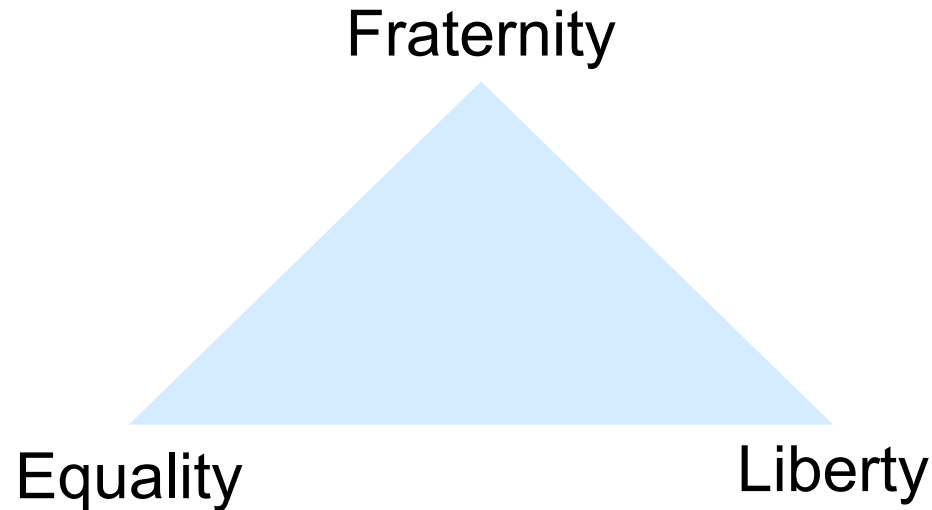
Aubyn Howard



❖ Meditation

❖ Check-in

Assagioli's 'Balance and the Synthesis of Opposites'



It is good to clarify from the beginning that every polarity is a relationship between two elements and that, as such, it is never absolute, but relative to that given pair of terms.

Therefore, the same element can be positive with respect to a given "pole", and negative with respect to another.

Synthesis between dichotomous opposites and tensions at different levels

- ❖ In our inner selves – e.g. feeling and thinking, imagination and desire, intuition and sensation, realisation and actualisation
- ❖ In our personal lives – e.g. safety and exploration, self and others, work and family, past and future
- ❖ In organisations – e.g. stability and change, individual and team, development and performance, belonging and growth
- ❖ In society – e.g. conservation and progress, individual and collective identity, freedom and security, local and global

Synthetic working to create synthesis between polarities – six steps

1. Recognising – seeing with new eyes for the first time
2. Accepting – without prejudice and judgement
3. Giving expression to the polarities
4. Understanding the needs of each polarity
5. Valuing the essential qualities and potentialities
6. Bringing about synthesis through balancing opposites to find new solutions and outcomes

Synthetic working to create synthesis between polarities – balancing opposites

The main outcomes and the main solutions of a "polar tension" can be:

1. Fusion of the two poles, with the consequent neutralization of their energy charges.
2. Reabsorption of one of the poles into the other through the action of an "intermediate center", or of a principle superior to both.
3. The creation of a new being, of a new reality.
4. The regulation of opposite poles through the action of an "intermediate center". This regulatory action can take place in two ways:
 - a) By decreasing the amplitude of the oscillations, sometimes even to nullify them, thus producing a more or less complete neutralization.
 - b) By directing the alternatives in a conscious and wise way, so that they have appropriate and constructive effects, in harmony with the cyclic alternations of the particular and general conditions, human and cosmic. (This is the method taught by Chinese philosophy and particularly by the I Ching, already mentioned).
5. Synthesis, through the work of a higher element or principle that transforms, sublimates and reabsorbs the two poles in a higher and wider reality.

Assagioli – paper on The Balance and Synthesis of Opposites

Synthesis – exercise in pairs

- ❖ Take turns to be coach and coachee: 15 mins each
- ❖ Coachee further explores the polarity tensions in their lives or a system they identified before...
- ❖ Coach facilitates coachee through each of the six steps...to achieve a new synthesis
- ❖ Debrief and change over

Will

Seminar Four *Aubyn Howard*



❖ Meditation

❖ Check-in

Will

- ❖ Assagioli's 'The Spirit of Peace'
- ❖ The new determinism and the systemic loss of free will
- ❖ Working with will and the psychological functions
- ❖ Bringing free will back to centre stage in our lives

Assagioli's 'The Spirit of Peace'

This kind of Peace, far from leading to indolence, a static appeasement or a passive endurance, gives us new energy. It is a dynamic and creative Peace. From that inner place of Peace we direct all our personal activities, we strengthen them, making them efficient and constructive as they become free of ambitions, fears, attachments, mistakes. In other words we live as free people and no longer as slaves. Peace means release from the chains of slavery.

Our daily life is the touchstone of this Peace, our way of reacting to our continuous struggles and adversities, the pin-pricks, the many frictions connected with our daily life. Our Spiritual Peace must hold and persist in the daily external tumult: if it doesn't, it's not that Peace, not the realization of Peace, it is an illusion, a false peace.

True Peace has to remain steadfast before evil, in times of pain, during emotional reactions, in the midst of any kind of assault, in the face of any loss, defeat or separation. It coexists with the inner personal suffering, it is not a mood of joyfulness and delight; it produces a double life inside ourselves, till the moment when our personality appears completely regenerated, so that the inner Peace will become incarnated and the whole being permeated through PEACE, transformed into PEACE.

Assagioli's 'The Spirit of Peace'

Real Peace is a peak to climb, an ideal to conquer, a point of arrival. We cannot find Peace at the beginning of the Path. Christ said: "I came to bring the sword, not Peace..."

We may look for the help of those who came before us, those who totally realized it, as they are Peace, they live in the Eternal, in a whole communion with the Supreme, and especially of the SPIRIT of PEACE willing to give liberally of ITS PEACE, whether or not we want to receive it.

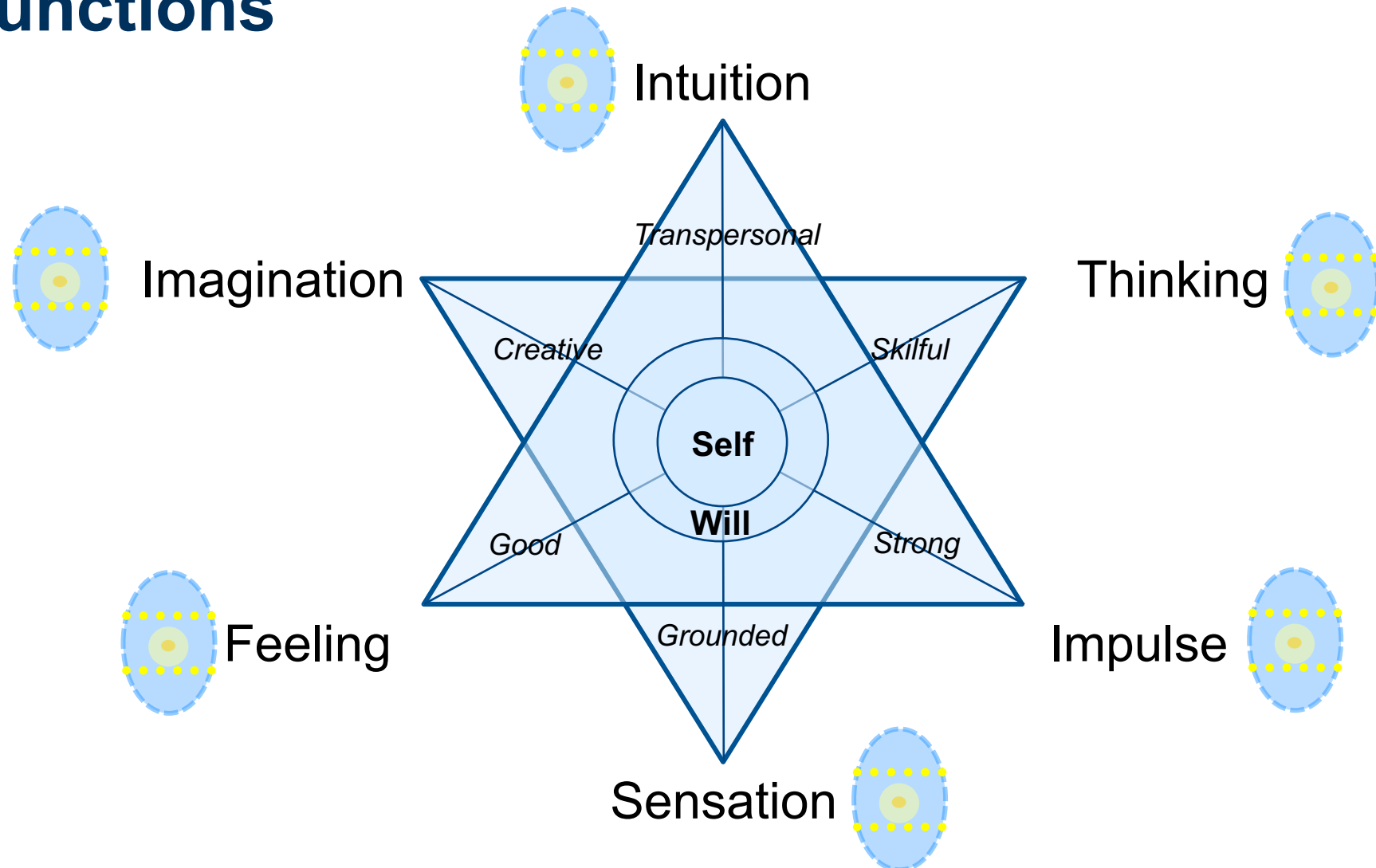
The new determinism and the loss of free will – some questions

- ❖ The systemic loss, erosion or denial of free will in our society
 - how did it happen?
 - how do we recognise it?
 - what can we do about it?

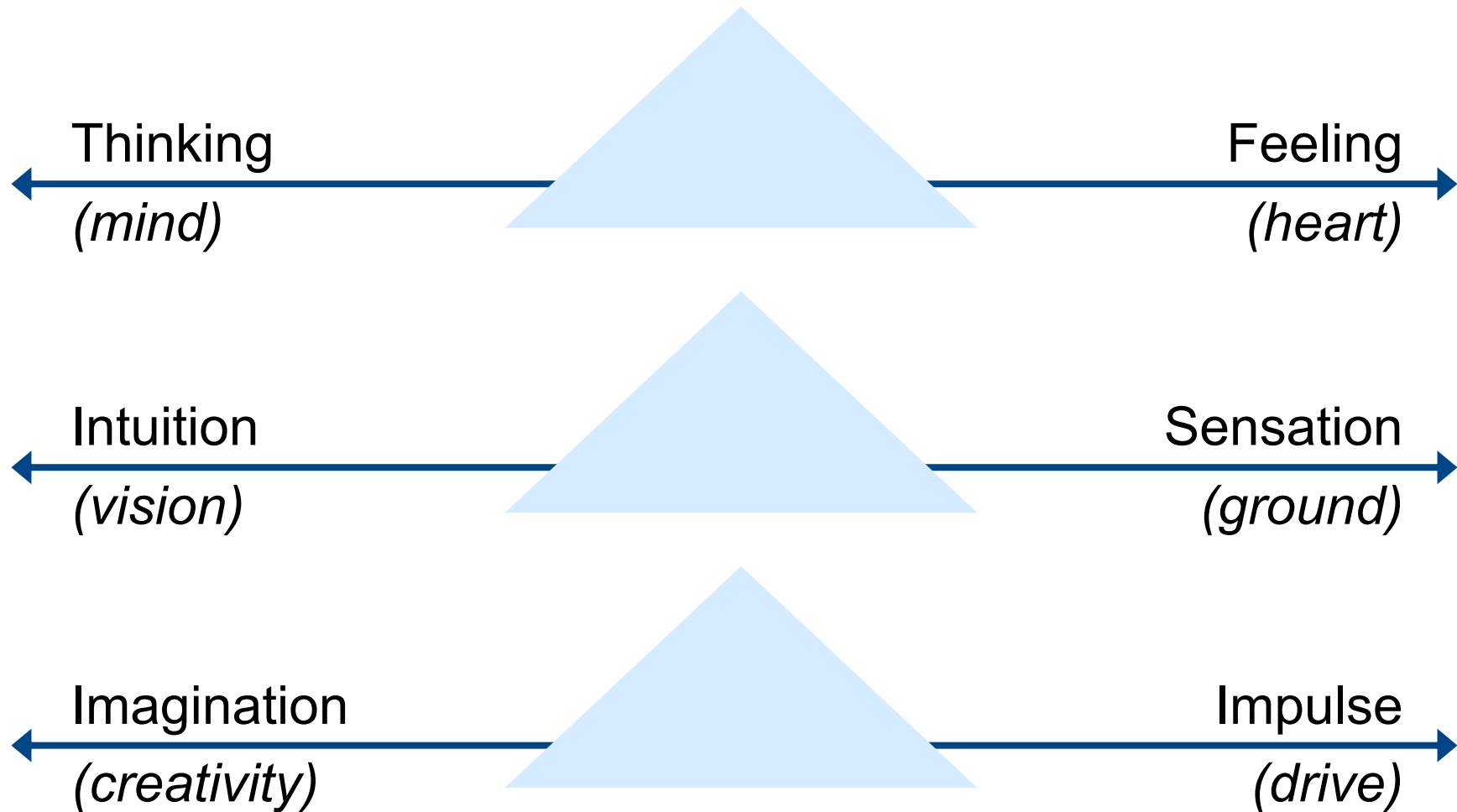
The new determinism and the loss of free will – some perspectives

- ❖ Wilber's 'Flatland' – colonisation of inner realm by scientific materialism
- ❖ Neuroscience and neuropsychology – the all powerful unconscious
- ❖ Genetics and evolutionary psychology – we are our biology
- ❖ Social media and big data – all encompassing behavioural predictability
- ❖ Consumerism and stimulus addiction – sensory overwhelm society
- ❖ VUCA world – an overwhelming environment where we have no control
- ❖ Systems within systems – how much choice do we have?
- <https://www.theguardian.com/commentisfree/2019/aug/19/weaponisation-of-information-mutating-privacy>

Working with will and the psychological functions



Working with will and the psychological functions – in polarities



Will – exercise: magnetising goals with the psychological functions

- ❖ Chose a challenging goal that is important to you
- ❖ Imagination - connect with a symbol or image that represents your goal
 - Allow yourself to stay in contact with the energy that emanates from it
- ❖ Desire – provides energy for the process and animates the goal
 - How much and in what way do you desire this? Visualise your desire or connect it with your image
- ❖ Sensation – the body becomes informed with joy and light
 - Where is the desire for this goal located in your body? What is it like to move as if your goal is achieved or coming about?

How do we bring Will back to centre stage in our lives and for our clients?

Personal and **transpersonal**
psychosynthesis, ***self-actualisation*** and
self-realisation – embracing the
continuous flow of **energy**, development of
the **personality**, emergence of the **Self**,
expression of the **Will** and renewal of
Spirit in our lives

Recognising, nurturing and developing Will, for ourselves and our clients

- ❖ Training the Will – what techniques can you use?
- ❖ Coaching the Will – how do we work in the gap to find and activate free will?
- ❖ Exercising the Will – what does this look like in our lives?

<https://www.theguardian.com/global/2018/mar/18/the-power-of-saying-no-change-your-life-psychology-william-leith>

Recognising, nurturing and developing Will, for ourselves and our clients

- ❖ Rediscovering our NO
- ❖ Rediscovering our YES
- ❖ First, disidentify from the parts and re-connect with our essential identity
- ❖ YES to what, following on from this seminar?

Saying YES – some of mine

- ❖ Bringing psychosynthesis to the development of new leaders – making it accessible, relevant and available
- ❖ Developing and supporting leaders to sense and respond to the emergent crisis in society
- ❖ Creating and sharing a body of knowledge, ideas, experience, teaching, techniques for systems leadership grounded in a psycho-spiritual psychology

Thank you

