



## SOL EUROPEAN NEWSLETTER APRIL 2011

Hello everybody!

Thank you for your contributions!

I learned pretty much during preparation of this newsletter. Normally I use Microsoft Word, but this time I decided to try publication software. Everything started well, but after a while I realized that the software is more complicated than using Word. I continued, imagining the great result before my eyes. When I converted the document into pdf, the result was nothing that I had expected. I was very disappointed and re-started the whole process with my loyal friend, Word. Action, mistakes, learning and more action, a perfect process! If someone has any tips for great publishing softwares, don't hesitate to send them to me!

Enjoy the sunny days!

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**AUSTRIA**  
[www.sol-austria.at](http://www.sol-austria.at)



On **April 12th** we will have another Pow Wow with a guest from Germany: **Theresia Warwitz**, who is enthusiastic about the idea to bring **Team Academy** to the German speaking countries, will tell us about her experience of "Team Mastery", the Team Academy award winning coach-the-coach program.

We will be talking about tools, methods and the spirit of entrepreneurship. Can it be taught or learned, and how could it happen that this new approach found its way to universities?

On **June 10th** SoL Austria will have a Science Graffiti Session with Jeanette Müller: **„SoL Austrias colourful future – Science Graffiti for Tangible Visions“**

Our **yearly Symposium** will be held on **21st of October**. Please join us if you can come!



### What is emerging in SoL Austria?

We are more and more opening up to the idea, that not only organizations but individuals from organizations can become members of SoL. The Working Groups and Learning Groups are and will be fields of learning. The Pow Wows work as informal meetings for those interested.

### What is emerging in Europe?

We are looking forward to the 1<sup>st</sup> European Forum. There is a common feeling or sense that issues about the use of energy will be an important theme for the next decades.



## CROATIA

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## FINLAND

*[www.solfinland.org](http://www.solfinland.org)*

### Workshop in April

SoL Finland organises together with Creative Industries Finland and SITRA an event:  
**“Creating future work communities here and now” in Helsinki, Wanha Satama, April 11<sup>th</sup> at 10 – 16.**

The workshop is based on Co-Creative Process as a development approach explored and renewed by M. Ed.Sc. Terhi Takanen. Ms. Takanen will facilitate the workshop. For further information please contact Silja Suntola ([Silja.Suntola@hse.fi](mailto:Silja.Suntola@hse.fi)).



## SoL Finland Board 2011

SoL Finland has had some changes in Board members. Board members for this year are:

### Teuvo Metsäpelto

Director General, Office for the Government as Employer  
*Chairman of SoL Finland*

### Matti Willamo

Experienced leader, SoL veteran

### Marita Huhtaniemi

Senior Consultant, Human Resources development Metropolia School of Applied Sciences

### Timo Järvensivu

D. Sc.(Econ), Research Manager  
Aalto University School of Economics

### Timo Ropponen

D. Tech., Organization Consultant, Humap Ltd  
*International contact person of SoL Finland*  
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### Silja Suntola

Project leader  
Creative Industries Finland  
Aalto University School of Economics

### Satu Vainio

Leadership Consultant  
Novetos Ltd

### Teija Tuomikoski

Key Customer Manager, Touchpoint

## Further activities in 2011

We have discussed on several occasions how to have more impact on society and on leadership through SoL Finland. Also we have experimented activities to get fresh ideas from younger generations. These efforts will continue this year possibly by new methods.

Please contact me or Timo Ropponen or other board members for more information on SoL Finland.

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## Takanen, T & Petrow, S 2010:

**The Power of Encounters – a Story of Co-creative Organizational Renewal Process**  
(currently available only in Finnish)

In this book, two participants an experienced leader Seija Petrow and a facilitator Terhi Takanen, share their experiences about a challenging 3-4 years renewal process. The story of renewing has several voices by many participants' experiences, drawings and photos. This is not meant to be a success story or an instruction manual. Instead the book challenges the reader to find what touches them and furthermore, gives a lot of deep insight into organizational renewing processes.

This story challenges our normal way of thinking organizational renewal: it is not about planned and implemented transformation processes from top-down. It is not even a well-planned project coordinated by consultants. It seems quite a muddled, humane and multidimensional process where the whole community takes action. However, there is a professional approach behind this process which makes sense of how this kind of process is even possible – and it is called the Co-creative process. This approach is explored in the second part of the book, where developer-researcher Terhi Takanen underlines the key principles of these kinds of developmental practices.

## **Tough expert organization took a leap to the unknown**

Participative organization is The Office for the Government as Employer which is a central role in governmental field in Finland. The Department for Government Personnel Management - or maybe better known as The Office for the Government as Employer - is located as a part of the Ministry of Finance. Even the location may lead people to think of hard values; money, power, financial politics and so on. In spite of that "hard" image the personnel of that department have taken part in the long project concerning the renewal of their (nearly forty persons) way of acting. It has "resulted" closer connection with each other, their clients and the "owners" (The Government).

This organization has a strong history, and the organizational culture could be seen as hierarchical. The people in this organization are extremely committed to their work. This creates an interesting contrast to the renewal process which starts without strong objectives or evaluating criteria. It seems almost to be opposite to the on-going productivity and new management discourses which are a background context. This tension between the rationally oriented expert organization mind-set and open, radical co-creative process thinking urges the reader to wonder: how is this possible and what will happen?

The framework and tools they have used have been new and experimental in many ways. They have learned to listen to each other "from a clean slate", they try to learn how to delay decision making and at same time how to seek really new, creative solutions by the means of questioning. As a matter of fact that particular kind of questioning manner - without answering - is one way to make room for creative thinking and also for new questions.

They feel that all this has made them stronger in front of the demanding challenges in the labour market area. The wider encountering culture made it possible to grow towards the new organisation culture, where doings and duties are not only - if at all - hierarchical matters, but also very much matters of divided and common competence without the burden of individual knowing and false power insights.

## **Becoming and being present**

The book starts with the head of office's and the in-house developer's insight about being present. They say that normally we focus on the future or on the past. In the organizational life, we are making strategic visions and plans for the future, and analyzing the past. However, it is extraordinary to be present. When they have felt being present, they have seen differently both their relations to themselves and to customers. The power of encountering is about exactly that. Being present is radically changing us: we perceive, think and act differently. But it is not easy to do. People have to stop and listen in this moment.

## **Participative renewal**

The process starts from the dialogue of over 40 experts in small process groups about how they are acting now and how they are seeing their customers. These self-reflection practices open up to several insights about how they are looking at their action, how they are relating themselves to others and how they are communicating. People become aware of their habits: debating rationally, not sharing any feelings or intuitions, doing work mostly alone, knowing in the behalf of others, having more prepared answers than questions. This new kind of observing their own actions and space to stop and suspend normal ways of acting helps them to see that there are other options also. However, the process seems very slow and challenging. These patient renewing practices seem to concentrate on very practical renewing and relating. It seems that a new kind of relations to themselves and customers is emerging, which is more open. "The results" are shown interestingly in appendix table. This choice underlines the process, not so much the results.

## Renewing working practices and themselves together

When the process-focused groups have done their work and saw that this is not enough to transform the culture, people are re-organizing theme groups around emerging themes by themselves. All of the groups are open to everyone, and they are a kind of working spaces to emerging future. This means that this enabling structure is giving space to new thinking and acting. The people and the facilitator co-create principles that help to be, act and think differently. These groups are called micro cosmoses; the idea is living up here and now what people want to co-create by their thoughts, actions and orientation. It is not doing it habitual way: planning the future, and then implementing. One interesting experiment of this kind is meeting customers in their own environments without agenda, and just listening and having dialogue. This overcomes the role of authority, power over-attitude and makes space for different kind of relations which is more about power with – becoming co-creators. Power with is contrasted to power over, where someone is using power over others. Here is a spirit of shared power, and freedom and responsibility to be conscious about what we are co-creating.

## Renewing as Composting together

The participants have drawn a humorous picture about “composting process” where Stretchylegs is lying underground and enjoying a delicious, huge carrot. The carrot had been grown in a rich and composted soil. This metaphor tells a story of how they see renewing as process. It is not like “old is bad and new is better” but an organic view: some of the earlier ways of thinking and acting are not working anymore, but they are good material to compost – they give rich soil to something new which is emerging.

In this process it seems that developing something new is not one of the biggest questions, but letting go of controlling and opening the new.

## Not just structures and ways of acting, but emotions, intuitions and quality of being present

Multidimensional storytelling challenges the reader to think about what organizational renewal really is. An experienced leader Seija Petrow and facilitator Terhi Takanen share an insight that renewing organizational culture is not just about structures and processes but humans in their every day practices with emotions, intuitions and orientations. They underline the quality of being present: it is something that we are not normally aware of but when we stop and listen ourselves, we start to see how we are co-creating social reality with our actions, thoughts, emotions and the quality of being present.

## Co-Creative Process

The word co-create is used here many times in special meaning layers. Here co-creating means participating in the reality-constructing process in every day action. It is also connected to practices that enable doing together. Co-creating is also understood as a very pragmatic way of doing together and ways of collective practices.

The co-creative process facilitator Terhi Takanen has developed a model of the Co-creative Process that was used in this renewal process. There are four intertwining processes: becoming aware, letting go, relating and practicing. This process could be seen from an organizational and an individual point of view. Here are the phases and furthermore, how they emerged in this process:

**Becoming aware:** People become aware of what kind of habits they have and how they co-create organizational culture in their everyday practices. In this phase people also become aware of their orientations, emotions and feelings behind their working practices.

**Letting go:** People see the ways of thinking, acting and being which are not working anymore, and what they want to let go. There is also a big shift from knowing and controlling to opening.

**Relating:** In this phase there are values and visions which emerge that embody a new relation to the participants and others.

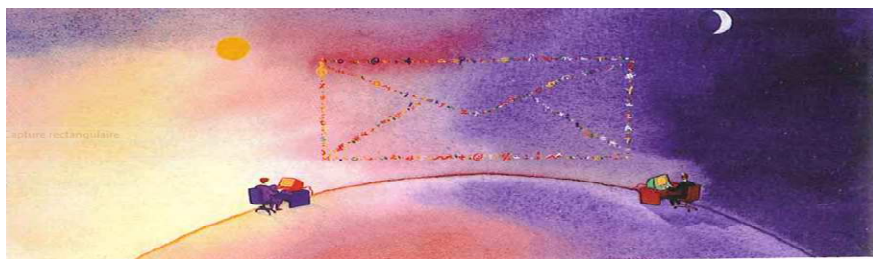
**Practicing:** In this phase the focus is on everyday practice values and a new kind of being, acting and thinking.

### **What kind of community and every-day reality we are co-creating moment-to-moment?**

In this approach the focus is on the "internal" renewal of both of the individuals and community, taking place concurrently with "external" change. This approach challenges the dominant rational-linear view of personal and organizational renewing.

Both the story and the co-creative process approach underline practical-ethical dimension of our daily being and being-in-action. This book gives an opportunity to readers to stop and ask: what kind of community and every-day reality are we co-creating? There is not only freedom but ethical responsibility within this kind of thinking.

Text: Takanen & Petrow



#### **The role of the change agents:**

from islands of innovations to archipelagos, the role of social networks. (**Learning organization, living company**).

« Des îlots d'innovation apparaissent puis ils se regroupent en réseaux d'entraide mutuelle. »

#### **The SocioCultural revolution**

A Conspiracy for the sociocultural revolution inside companies

More than 50 people are working with SoL France on the theme of the sociocultural revolution inside companies, focusing on 4 working directions:

- Communication and action towards top level decision makers
- Practices of transformation for a company which gets involved in change
- How to involve business and management schools in this revolution
- Intelligence of remarkable innovations, communication in some large circulation newspapers.

And linked to this theme, an event:

### **A new governance for a new society, 16th of May, Paris**



With practical examples and some inspiring stories (from enterprises, local authorities, associations, social entrepreneurs ...) in a dialogue with **Göran Carstedt** and **Alain de Vulpian**.

In french with english speaking sessions if necessary

### **Intrapreneurship**

The exceptional Team Academy learning process to prepare entrepreneurs is now very well known in the Sol community. We like the learning based on Dialogue, Active experimentation, Team dynamic, long term Vision, Personal mastery, like described in the "Rocket Model".

In the last months, several members of the international Team Academy network, starting with **Javier Ruiz (Bilbao)**, **Patrick Bijman (Amsterdam)** and **Etienne Collignon (Paris)** have worked on the concept of Intrapreneurship. Our definition is the following: "Intrapreneur is a person within an organization who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation".



From our experience of leveraging intrapreneurship in our companies, we are very confident that a large number of employees are a priori excited by the idea of developing their ideas, projects, initiatives. But intrapreneurship needs today big changes in the management of the organization to give room to team work, autonomy, network, co-creation with multi-stakeholders, in a word freedom.

We are very sure that the spirit of Intrapreneurship is what will help companies to adapt to the complex and global new economy.

In Paris, on March 23rd, we offered the first Day of the "**Intrapreneurship Circus**". A day of action-research, co-creation of knowledge and personal resourcing. Next Day will be in Bilbao, beginning of June. Then, the so called "Circus" will visit Amsterdam-Haarlem and other places in the following months. These great moments are prepared in partnership with different units of Sol.

*By Etienne COLLIGNON, president Sol France*

### **U THEORY**

A new French association – Génération Présence, is born in March 2011 aiming to publish a French translation of Theory U from C.O.Scharmer, more generally to promote leadership development technologies in cross-sectorial fields, i.e. government, civil and business fields, and to build a community of U practitioners.

First priority of Génération Présence is to make possible the **C.O.Scharmer's visit in Paris on 21 November 2011 to inaugurate Theory U French translation**. The second priority is to offer to SOL members two trainings modules : a one day Theory U initiation modules in French, a two day deeper experimentation module open to European SOL members in English. Génération Présence is a partner of SOL France.

*By Jean-Luc Ewald*

## Authentic Leadership in Action, Mindfulness and Dialogue

For the second year in a row ALIA Institute moved its gathering of Authentic Leadership In Action to Europe.



**130 of us** (and quite a few SOL members from France but also Spain with Javier Ruiz) **met in Holland for 4 days of Mindfulness, story telling and dialogue, creative process sessions and skill building** .

A pre-ALIA women gathering, an introductory session By Otto Scharmer, sessions on **"Power and Love" with Adam Kahane and Wendy Palmer, U theory by Marlin Balunga and Arawana Ayashi, Art of Hosting with Toke Muller and Monica Nissen** were some of the many highlights. But behind the sessions the magic comes from the unexpected calls, the unique interaction of silence and speech, intention and openness, reflection and action, mind and body. More than ever we all feel the need to cultivate the leader within if we want to bring noble transformative action into the world. And strangely enough we need the community to do that!

*By Pierre Goirand*

**Read in the recent Edgar MORIN outstanding book, « La Voie », "The way for the future of humanity"- ed.Fayard, Paris, freely translated by Irène**

p. 130 "in the new organizational network, (combining centered and polycentered...)", could be included the concepts of ORGANIZATIONAL LEARNING enlightened by Peter Senge including three practices

- building Team dialog
- improving personal development
- letting emerge a shared vision aware of every mental models

as well as the idea developed by SoL France using the complex way of thinking. SoL France is a not for profit association diffusing and enriching concepts and methods of organizational learning.

Edgar Morin is very well-known French sociologist, with a worldwide experience, having explored the Complexity in "La Méthode", an actual recognition for SoL and SoL France.





**GREECE**  
www.solgreece.org

κοινωνία για  
την οργανωσιακή μάθηση



## World Cafe

SoL Greece and the Young Entrepreneurs Association Hellas are co-organizing during the first week of June an open World Cafe with participation from all levels and stakeholders of society. We aspire to explore the theme question that emerged during a recent Symposium of Greek exporting companies: What is Greece's competitive advantage? We are looking for insights on the fundamental level of the question; to identify that characteristic national underlying quality which can be reflected throughout the Greek market in all products and services and thus contribute to revitalize the local economy.

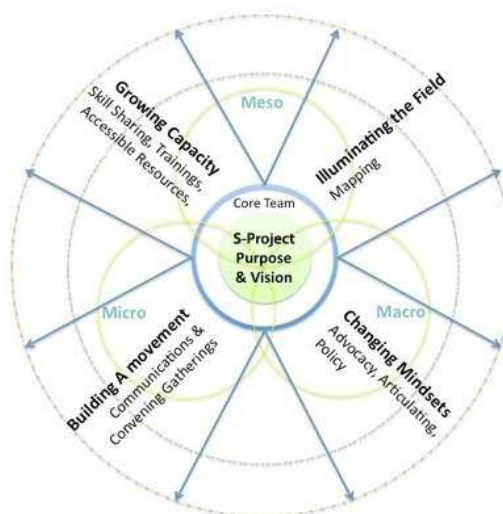
For more information visit soon: [www.solgreece.org](http://www.solgreece.org)

## The S-Project

*Building Capacity for profound Systemic Change in Greece  
Empowering Change Agents to Empower the Country*

SoL Greece, Hara Practice and its partner organizations are launching a capacity building project for leaders and 'change agents' in Greece.

Within this turbulent time that Greece is going through, we believe that there is another way forward - a way that is financially sustainable and is based on socioeconomic prosperity. As there is no such prototype, we need to discover and create this future together. Organizational Learning and Systems Thinking offers us a potential way through practical, scientific and successfully applied tools and practices towards sustainability and prosperity as it takes the whole system into consideration and brings to the forefront learning as unique sustainable advantage and as a core human, business and strategic capacity to innovating. This approach is naturally more aligned to the Greek culture and resonates with Greek tacit knowledge, offering more potential for us to discover our own way forward.



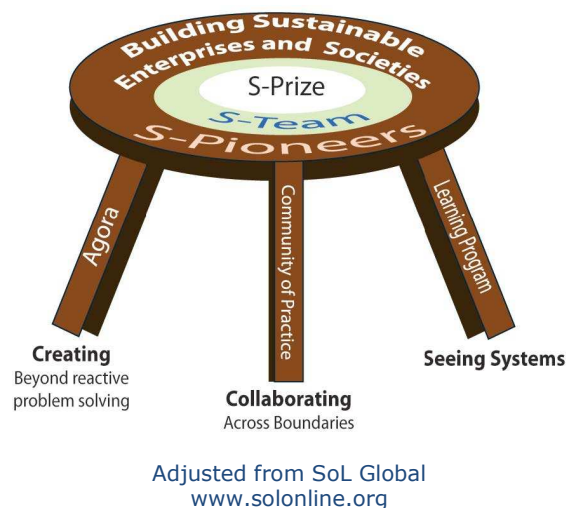
as a core human, business and strategic capacity to innovating. This approach is naturally more aligned to the Greek culture and resonates with Greek tacit knowledge, offering more potential for us to discover our own way forward.

This is uncharted territory and we don't have the solutions. Instead we have only the tools for the nation - system's stakeholders to discover the solutions. We believe that the nation's collective intelligence if facilitated through these tools, not only could radically shift the direction that Greece is heading but also innovate systemic structures in an exceptional and unique way.

The S-Project is primarily addressed to Greek residents regardless of nationality or cost related barriers of entry, and aims to equip them with cutting edge leadership, organizational learning and systems thinking training as well as space for reflection, collaboration and action in order for them to self-organize as leaders/change agents that will innovate new structures and

practices through their professional and social life.

The whole project has a duration of 2 years and includes an 8-modules program of 3-days trainings from the field's exemplars (e.g Arie de Geus, Team Academy, SoL Coaching Community of Practice, Art of Hosting etc), a pioneers' community of practice and 'Agora' events where Scenario Planning, World Cafe and Open Space practices will enhance the experience and let the full potential emerge. In parallel, three monetary prizes will support innovative systemic change initiatives of the participants, an action research will enable the continuous optimization of the project and an academic research will measure and bring the results into the scientific community's attention.



SoL Greece and its partners are calling for any kind of support and contribution in this new endeavor. For more information visit soon: [www.solgreece.org](http://www.solgreece.org)



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## THE FOURTH KNOWLEDGE CITIES WORLD SUMMIT – Updates

*"Knowledge Cities for Future Generations"*

**KNOWLEDGE-BASED AND SUSTAINABLE DEVELOPMENT OF CITIES AND SOCIETIES  
Holon and the Galilee: 14-17 November 2011, Israel**

"It takes a village to raise a child"

We are happy to update you on the recent exciting developments of our up and coming KCWS2011:

1. Our Website is up and running and you are all invited to visit us at: **[www.knowledgocities2011.org](http://www.knowledgocities2011.org)**, inside you will find all the relevant information and also the **call for papers**.

2. We are honored and proud that five world renowned experts will be keynotes speakers in the KCWS:

- **Prof. Nicos Komninos**, Aristotle University, Greece
- **Prof. Antti Lönnqvist**, Tampere University of Technology, Finland
- **Prof. Tim May**, Center for Sustainable Urban and Regional Futures, University of Salford, UK
- **Prof. Eve Mitleton-Kelly**, London School of Economics, UK
- **Assoc. Prof. Azime Tezer**, Istanbul Technical University, Turkey

3. Since dealing with the concept of Knowledge Cities involves dealing with various disciplines and areas of expertise, we have gathered a highly respected list of professionals and assembled a local organizing committee. During the committee's discussions they have decided to put greater emphasize on the connection between Knowledge Cities and ICT. ICT can provide an important and robus platform that will be used to create a Healthier, more sustainable, learning and communicating city.

4. A Reminder for your consideration - we are planning on opening a Special Session for the European SOL and would like to invite you all to become active partners in the creation of this exciting conference, and to send us your ideas, thoughts and of course... your knowledge.

Looking forward to meeting you here!

Warm Regards

Edna

4<sup>th</sup> KCWS 2011 Conference Local Chair



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**NETHERLANDS**  
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## SPAIN

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There is a clear interest on increasing our consciousness in all areas of our lives: personal, relations, professional. We have seen this and thus Sol Spain events proposal focus on facilitating the learning together, a learning that will emerge from experiencing within the frame of our body-mind what it means to live consciously. We want to feel the strength of the group as we grow, leaving our reactivity cycle behind and walking together into more creative realities.

### **What has happened so far:**

This year we have celebrated one very successful encounter. It was Dialogue session where we discussed the status quo of leadership in our society and what can we do from Sol perspective to improve it. There were 15 participants and for most of them it was their first Sol Experience. Most of them showed great enthusiasm in our learning community requested to become Sol Spain friends in order to be informed of future activities. Hopefully many of them will become members soon!

### **And many coming events:**

We will celebrate the first Systemic Learning Forum of 2011 on April 8th – facilitated by the SoL Spain community and co-led by Antonio Linares. This initiative was successfully launched in 2010 and it is based on free flowing dialogue full of learning. The proposal for this 5 hour meeting is for the participants is to bring along their personal/professional challenge, it does not matter how complex may sound, we will use the group wisdom to find the best way to be present in each scenario, always supported by SOL principles. There will be 3 more Forums in June, September and November.

### **In May we will have 2 dialogue session:**

In Madrid we will have “Mindfulness: a tool to reduce stress and increase personal effectiveness”, it will be lead by Ana Arrabé and during 3 hours will bring us through the meaning of leaving mindfully. We will understand how Mindfulness can be used to reduce stress and will experience how suspending judges changes the reality we perceive.

In Barcelona, Clara Navarro will lead a dialogue around the book “Ishmael, an adventure of the mind and the spirit”. We will share our reflections on the theme of this fantastic and touching piece of art for all of us who have an earnest desire to change the world. And YES! We will apply it in person.

A session on a hot theme: “Mindful Eating” is planned for June in Madrid. This time Marta Santure will facilitate the dialogue and will show the potential of transforming our relationship with food and our food habits, to improve our health, our physical image, our relationships and our self-esteem.

Fall will come full of events, but that we leave for our next newsletter.





# SOL SWEDEN

[annika.bergenheim@gmail.com](mailto:annika.bergenheim@gmail.com)

In SoL Sweden we are picking up an emerging trend towards approaches that take us away from the "business as usual" mindset that has had such disastrous consequences globally, on our economy, our environment and our wellbeing. It's an approach that heralds a radical shift in the way we do business together.

Like the political activism that is virally spreading across the world, we are seeing *business activists* bringing change wherever they are, like the dawn of a new species of fish that has figured out how to breathe outside the water and is growing legs. So, a learning challenge all round, but full of a growing feeling of light and hope in spite of the precarious state of our beleaguered planet.

SoL Sweden has a terrific programme this year, that includes member's meetings, two paid workshops and our regular monthly "drop-in" SoL-Pubs, that are open to non-members and take place on the first Tuesday of each month.

## Member's Meetings (included in membership)

SoL Sweden kicked off the year at our annual meeting, with: '**Economic Shift for a better world - Business models based on trust and values**', presented by Katarina Chowra of [www.economicshift.org](http://www.economicshift.org). Among other things she spoke about the social and technological trends that drive the "new species" referred to above. A quote that remains with me today as I reflect on her refreshing approach is "*The illiterate of the 21st Century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.*" Alvin Toffler. Do check out the site, it has lots of food for thought.



**In February, Ewa Bräf Norberg**, a researcher in Organisational Learning, presented on the role and requirements of leadership in today's changed world: '**Be a leader - not just a manager**' - based on her book on the subject. It was a stimulating evening and very well attended. A subject that matters to a lot of people.



The theme for our **April** members meeting will be '**Using goal setting to facilitate generative learning in decision-making and problem solving**'. It will be presented by **Peter Österberg**, a psychologist and business researcher with a focus on generative learning, leadership style and goal-oriented organizational creativity. He will offer the results of his research into what really drives performance improvement, finally burying the myth that we are thoughtful and rational in our decision-making.

In **September**, we are delighted to welcome one of SoL's "elders": **Göran Carstedt**, with a background from leading positions at both Volvo and IKEA and currently a member of the Clinton Climate Initiative, to share some of his considerable experience and understanding on the role of '**Leadership for a Sustainable future**'.



Finally, in **November**, **Roy Olofsson**, who has a background in Integrated Management, will reflect for us on his experiences in conducting a project designed to shift values and culture in a paper mill in England: '**Cultural challenges in change management - how to motivate employees through values**'.



## SoL Workshops and courses (additional fee – open also for non members)

On the 11th May there will be a '**Ground Course in SoL's Five Disciplines**'- Personal Mastery, Mental Models, Shared Vision, Team Learning and Systems Thinking - conducted (in Swedish) by **Joachim Timlon**, Professor at Linné University and Stuart Pledger, CEO of Sustainable Leadership Laboratory.



**On 30th to 31st of May**, there will be a 2-day event on the theme '**An Economy of Well-Being**'. This will be co-presented by **Humberto Maturana**, whose work on 'cultural biology' has deeply informed and transformed our mental models of learning and change and **Dennis Sandow** who has long been living this approach through social action research. They invite us to reflect together on how to liberate ourselves from an economy based on an obsolete theory of management and leadership, and transform it into an economy of well-being that nourishes us all.

This event will be in English so I hope as many of you who can, will take advantage of this unique opportunity to understand the theory behind the radical transformation that is beginning to emerge and contribute to its emergence.

## The SoL European Forum in Stockholm, May 21<sup>st</sup> – 23<sup>rd</sup> 2012

Within the group of European Coordinators it has been expressed a desire to organize a SoL Forum with an European perspective on Organizational learning and Systemic Change, in order to explore and enhance the European perspective on the shift taking place in cultural, ecological and economic fields and the challenge for our companies and societies. The SoL European Forum will be open to the Global SoL Society but designed by a European team.

SoL Sweden is happy and proud to host this SoL European Forum, May 21st – 23rd 2012. Peter Senge has confirmed that he is planning to participate at the Forum on these dates. You are all most welcome. Looking forward to see you there!

The European SoL Communities have been invited to participate in the Program Team for this Forum. The Program Team members will work on the theme and program, review the proposals for parallel workshops and also engage in bringing the presenters and the participants from all over Europe and beyond.

In the Program team we are happy to welcome members from Austria, Denmark, France, Finland, Greece, Hungary, the Netherlands, Norway, Spain and Sweden, who will have a face to face meeting in Stockholm on 27th and 28<sup>th</sup> of May 2011.



# UNITED KINGDOM

