



... SOL EUROPEAN NEWSLETTER NOVEMBER 2011 ...

Hello everybody!

Thank you for your contributions! You've done an excellent job!

As many of you already know, we have a pleasure to present the newest member of SoL European network; SoL Italy! Find the story of their establishing process from below!

So much is happening in our network, it's just amazing! A lot of sharing, many events, coordinators from different fractals working together to design SoL European Forum, held 21st – 23rd of May 2012 in Sweden, etc. Please, don't hesitate to forward this newsletter and spread the message!

If you have any questions, suggestions, feedback etc, we'll be listening as always!

Best regards,

Sanna and AnnikaB

sanna@solonline.org

annika.bergenheim@gmail.com





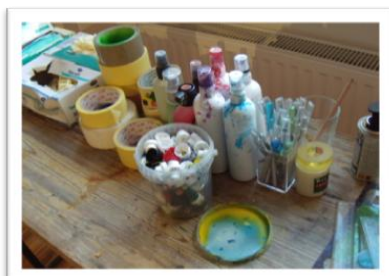
AUSTRIA
www.sol-austria.at



On **October 21st** we held our **11th yearly Symposium.**

Our member Jeanette Müller helped us with her process of "Science Graffiti" to find images and symbols for our ideas about the overall topic of "Next Generation."

We had lively discussions and at the end were busy to make stencils and spray our messages.



CROATIA
www.solcroatia.hr





FINLAND
www.solfinland.org

SoL Finland members meeting in May 16th



We were practising dialogue tools based on Marcial Losada's survey on dialogue in top performing teams. Marcial Losada was the key note speaker in SoL Finland Conference in 2006. Tapio Kymäläinen and his colleagues started to develop a tool which is easy to use in order to analyse discussion based on the parameters Losada had invented.

In our members meeting in May Tapio Kymäläinen from Humap helped us to observe our own and others dialogue having the tool in the background. One group was having dialogue and the other group made observations. How many open questions instead of opinions were presented, how many positive comments instead of negative comments – including body language, how often "us" and how often "others".

The groups found that this made much more concrete what a good dialogue was about. We also have to continue to observe our own dialogue and reflect it after meetings.

For more details see http://www.dialogueteam.com/?page_id=9 or contact tapio.kymalainen@humap.com

SoL Finland started the autumn season by members meeting on Degrowth

Is degrowth defending welfare or is it destroying welfare? Meeting was organised by SoL Finland and Aalto University School of Economics. Organiser was Timo Järvensivu (timo.jarvensivu@aalto.fi). Degrowth is a radical concept that questions current thinking on sustainability and economic growth. It may be that infinite economic growth in a finite world is impossible, and we may already have surpassed global ecological limits to growth. Hence, we

need new growth-free conceptualizations of future well-being. The idea of degrowth opened up a lively discussion and sparked new friendships among people concerned.

Dialogue Group "Open Boundaries – Creating Unexpected Valuable Combinations"

SoL Finland's dialogue group "Open boundaries" on how to innovate and create new valuable combinations across the borders of teams, organisations, practises and countries met 2nd time on October 25th. We have explored this through questions like:

- What obvious and not so obvious is needed for this to happen?
- How do we challenge what already is and envision what could be?
- What makes some of us reach across safe boundaries?
- How playing with ideas turns into valuable cross-boundary innovations?
- How do unexpected connections and combinations happen?
- Is there a source code for this? What is the role of frameworks that enable connections and combinations?
- What is the role of routines and structure in enabling this creation?

A book is to be published extracting stories, models and philosophy from this and other work. We welcome all contacts on this topic may they be questions, stories, articles or other forms of knowledge. Please contact Satu Vainio, satu.vainio@novetos.fi to join our work!

Best wishes,

Teuvo Metsäpelto
teuvo.metsapelto@vm.fi



SoL France has implemented in recent years a specific process to create collective intelligence and allow the emergence of promising projects of innovation. Each year, the process is focused in two meetings, one in early September, this year on September 14th, the other at the beginning of calendar year. All members of SoL can bring a project, a "penguin process" would say our Finnish friends, sketched out, sub-groups are formed, the project emerges.

A unifying theme was born: this year, "**What if we reinvented ourselves**" by focusing on the transformation of organizations, persons, modes of governance ... The program year starts around three axes:

1. Theory-U
2. "Facilitating the transformation of the enterprises"
3. Neuroscience and Society

1. The theory U is the subject of three meetings

The first one, the preparatory meeting was held in September, then Otto Scharmer will be with us in a big event on 1st of February 2012.



Otto Scharmer is senior lecturer at M.I.T and Founding Chair of the Presencing Institute. The Presencing Institute (PI) is an awareness-based action research community for profound societal innovation and change.

Theory U, fore worded by Peter Senge, reveals how to meet the deep challenges of our time through a new consciousness and new collective leadership ability.

This one day meeting in Paris with Otto will provide a unique opportunity to share his latest research on Society 4.0 and to discover new innovative practices to drive transformation and change towards a more sustainable, inclusive and aware society.

Early registration : agnes.cabannes@solfrance.org

At the beginning of April 12, we will extend the theme on a company level with GARF (a non profit association specialized in Human Resources).



2. The socio-cultural revolution in enterprises or "**catalyzing the metamorphosis of the company**", a working group initiated by Alain de Vulpian, which grew from 5 people to 80 people exchanging on LinkedIn, through regular work in small groups and a plenary meeting every two months.

In the same vein, a seminar is organized around Francois Dupuy, a professor at INSEAD, February 16th 2012 on "The processes, do they kill the company? From his book "Lost in management,"



"Lean Leap as an accelerator of Organizational Learning," an evening with Jacques Chaize, former CEO of Danfoss Socla.

The Brochure No. 13 "*Les Cahiers de SoL France "the living transformation of organizations from within"* take over the various topics covered: facilitating socio-cultural revolution in the education system, promoting the transformation of enterprises.

3. The theme "Neuroscience and Society" will be launched around Arie de Geus and Alain de Vulpian (probably Thursday, December 15th 2011) and depth throughout the year.

On the path:

- The preparation of the Forum in Stockholm with "workshops", "facilitating the transformation of organizations," "presence and leadership" ...
- A seminar in Seville by the PACA region using the approach of the learning organization
- The seminar "Foundations of the Learning Organization" in November and in March 2012

Publications:

- The English translation by Reflections of Cahier No. 11-12: "10 years of organizational learning in companies"
- Publication in the journal of GARF: "Web 2.0 and the learning organization"



GREECE

www.solgreece.org



HUNGARY

aruzsa@solintezet.hu

www.solintezet.hu



In September 2011

We had two successful events (in partnership with the Ombudsman office for Future Generation) with Dennis Meadows on Systems Thinking applied in Education. Ca. 220 people; teachers, educators, facilitators and business people were reached. We will continue with Systems Thinking Learning Lab with Christopher Mandl from SOL Austria.

In October 2011

Participation in the Global SOL Collective Council; great and inspiring new beginning! First event of a series of 6 events (2011-2013) supported by the EU LLL Grundtvig funding that we successfully applied for together with 5 other countries (Germany, Neatherlands, Italy, Austria, UK) to expand and share practices to HOSTING TRANSFORMATION for a sustainable future.

In November 2011

17-18th

Solution Focus for Cultural Diversity with two great trainers, *Dr Mark McKergow*, co-author of *The Simple Way to Positive Change* and *Maria Jicheva*, ex-president of SIETAR EUROPE. Still open for registration: kmueller@solintezet.hu, info: <http://solhungary.hu/events/>



18th

SOL Hungary annual gathering

23-24th

Partnership and participation at the 2nd Hungarian Sustainability Summit, Budapest

23-30th

The Systems Thinking in Education - EU LLL Comenius school exchange project which we have assisted in is coming to an end, where again 4 other schools from 4 other countries started to learn and apply systems thinking tools in the classroom.

In December 2011**7-8th**

Dialogue/ Presencing and systems Constellation- 2 day workshop

9th

Creators of Space: the 2nd Hungarian Facilitators gathering hosted by SOL Hungary

10th

A seed group design gathering for Central Eastern European Dialogue&AOH in the Danube region, 2012 event

In January 2012

World Climate Game offered for the public by the STH Learning Lab.

Launching the The Art of Hosting Transformation: systems based and mindful facilitation in times of transformational change - a 2 year project in the Danube Valley

With love and blessings for the Christmas Days to come.

Agota Ruzsa





ISRAEL
edna@pasher.co.il

Lean Management – A key success factor for Sustainable management

As part of our activities to assist organizations to become more sustainable and committed to the triple bottom line, we have recently started a project in one of Israel's leading organizations that will assist it to become more efficient, effective, socially & environmentally responsible and as such – more sustainable.

After performing the initial evaluation, we have decided that the best methodology would be the implementation of the "Lean Management" method.

"Lean thinking" is a managerial concept that was developed by Womack & Jones and evolved from a research they performed on the Japanese car industry at the end of the previous century. The main principle is to create profits by reducing waste (from all types) in all of the organization's activities.

Most organizations are captured in archaic concepts which are no longer relevant concerning what the customer wants and what brings him real value (the customer could be either internal or external to the organization). As a result, they create very little value for the customer and a lot of waste in the process.

The Lean thinking approach enables the organization to redefine what provides the customer real value, identify and analyze the value creating processes/ products/ services and to make them more efficient, effective and sustainable.

Our main goal is to reallocate the focus of the organization towards creating values for the customer in such a way that it will become better, faster & greener simultaneously. In this project we are focusing on a cross organizational process as well as evaluating its core activities individually. For example, one process that involves delivery services to the customer will be analyzed and as a result will most probably lead to a more efficient and effective delivery system that will result in lower operational costs, lower fuel consumption and lower greenhouse gases emissions.

The entire process is conducted while continuously striving to create a true dialog with the customers in which, the supplier will enable them to extract the value according to **their needs** instead of pushing them what they don't need (and in doing so, creating less waste,

consuming less energy and becoming more sustainable). Please keep in mind - in order to successfully implement lean thinking that creates value to the customer and prevents waste (or any other process that creates change for that matter) – All stakeholders must be involved!



ITALY

spiga.luigi@tiscali.it

The new fractal is taking form day-by-day since the beginning of the founding process in May 2011

THE FOUNDING PROCESS

The founding process has started in May 2011. In a few months we have joined 40 people in three national meetings and we have gathered more than 60 people and three societies as community founders.

The leading group is formed mostly by Theory U practioners, with various backgrounds, as economists, sociologists, psychologists. A few of us represent also non-profit organizations at national or local level born for the development of innovative and evolutionary management and thinking. Most of us are feeling the need to be more connected with the world at a cultural and evolutionary level, both for personal growth as for work as consultants and educators.

A few of us have re-discovered system thinking after studying The Necessary Revolution and Theory U, and we think that as a community we could also become useful for the common good of our own country, if we will be able to spread at a social level the new way of system sustainability and transformative thinking.

We had important advices for the founding process by the chair of SoL Netherland Erik van Roon and by the Chair of SoL Hungary Agota Rusza.

Recently we have completed our Declaration of Intent to start our official acknowledgment inside the Global SoL.

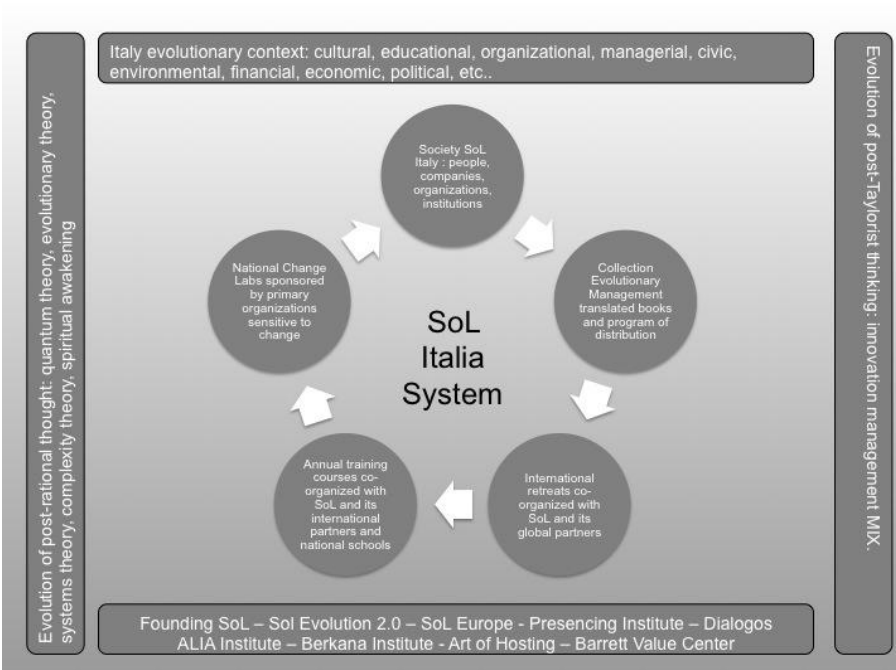


In order to keep our contacts, to give constant information and to work together we have opened a SoL Italia Group in LinkedIn and in SoL Evolution.

THE DECLARATION OF INTENT

Starting from the context of the thinking which is emerging in the twenty-first century, and from the project of the global evolution of SoL, we intend to give birth to an **open, unifying, horizontal, participatory and generative organization**. An organization in which to apply the systemic disciplines of SoL and its global partners, **to pursue learning and organizational well-being in every area of life**. An organization in which the theory and the practice find the right union, to **become a major national hub** of the economical, sociological, psychological and management's culture of the twenty-first century, and a real agent of change.

We intend to propose a **real and concrete change**, and put a strong focus on communication to pursue a wide dissemination of the messages and the practices of SoL and its global partners, like Presencing Institute, Team Academy, Tellus Institute, World Cafè Network, etc. And we intend to keep in mind and **deepen the cultural particularities that characterize Italy**, that have been also a factor of world-class excellence in historical periods like the Renaissance, in order to identify what are the positive forces we can now work on more closely. To do this we intend to join several people, corporations and organizations that demonstrate a propensity toward the practice of humanistic, systemic and evolutionary management.



You can find the complete Declaration with this Link: <http://www.slideshare.net/luigispiga/declaration-of-intent-inglese-9777766>

MEETING OF JULY, 16th

In this second meeting we gathered in 21 for a mini-retreat of half day in an ecological oasis near the mountains in the north of Italy in order to know each other and to dialogue about the first things to do using the Spirit Circle methodology.

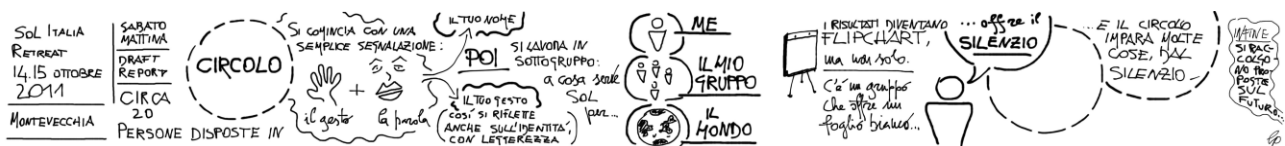


THE RETREAT OF OCTOBER, 14-15th

In the third meeting we gathered in a country lodge over the hills north of Milan for a two day retreat with the goal to expand the community, to consolidate a leading group, to use our collective intelligence to find the best ways to become a big and generative community, and to share some methodologies like Theory U, Art of Hosting, Mindfulness and Embodiment.

In fact during the two days we did a journey in the U to connect the group to our best possibilities emerging for the future, at an ego, ethno and eco level.

And we ended the meeting with several ideas to build in practice the community, and forming six work teams of committed fellows for the different topics.



WITH SOL ITALY WE INTEND GRADUALLY TO DEVELOP THE FOLLOWING ACTIVITIES

1. constantly treating the growth of the community with off-line and on-line activities that involve people,
2. promote at national level the culture, values, projects and practices of SoL and its global partners,
3. to maximize international relations within the SoL of many community members in order to facilitate the exchange of experiences,

4. to collaborate in the organization and the attraction of participating in SoL conferences and meetings in Europe and worldwide,
5. to organize regular meetings and events of national level,
6. to organize in Italy seminars and meetings of the Global SoL and its global partners, to collaborate for Italian edition and diffusion of books by authors of SoL and its global partners,
8. to undertake research on issues of Systems Thinking, the Learning Organization, the Presencing, Leadership, etc..,
9. to promote the birth in Italy of the national branches of schools like the Global Academy of SoL and the U School,
10. to promote large-scale change projects (Change Labs) with particular reference to the themes and methodologies of Sustainability and Capitalism 4.0.

THE TRANSLATION PROJECT OF AMERICAN BOOKS IN ITALIAN WITH XENIA

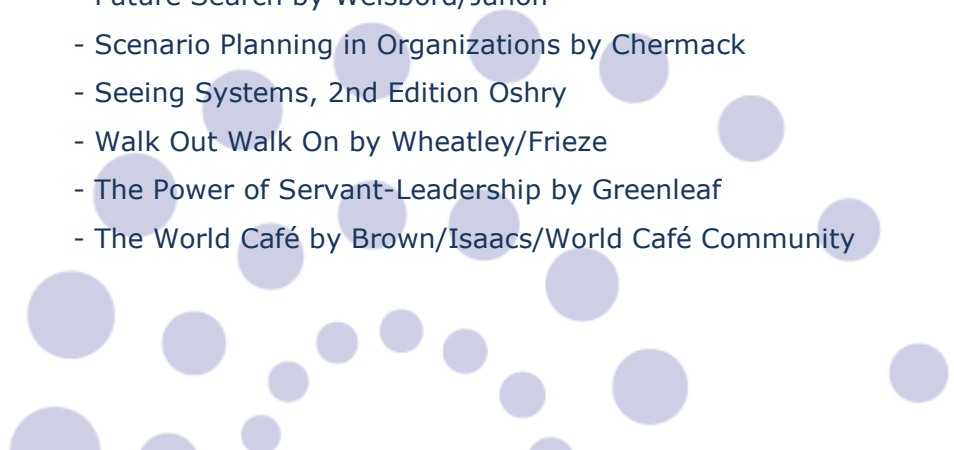
We started to give a help to Otto Scharmer searching an Italian editor for Theory U, but having a few of us recently read also Presence, Synchronicity and Power and Love, etc, most of them published by Berret Koehler, we started to think that it could be interesting to find an editor for all of them, and in fact we found XENIA, and we started with a project of a new series of books.

At the moment they are checking the books received by Berret Koehler to decide with which to start after Theory U, choosing books by Peter Senge, Margaret Whitley, Joseph Jaworski, Adam Kahane and all what is around SoL like Art of Hosting, all ALIA Institute partners, etc.

The first book to think about strictly related to SoL and Theory U could be :

- Synchronicity by Jaworski,
- Solving Tough Problems by Kahane
- Power and Love by Kahane
- Presence by Senge-Scharmer-Jaworsky-Flowers (editor SoL)

to continue with :

- Future Search by Weisbord/Janoff
 - Scenario Planning in Organizations by Chermack
 - Seeing Systems, 2nd Edition Oshry
 - Walk Out Walk On by Wheatley/Frieze
 - The Power of Servant-Leadership by Greenleaf
 - The World Café by Brown/Isaacs/World Café Community
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- The Art of Convening Neal/Neal/Wold
- The Power of Appreciative Inquiry by Whitney/Trosten-Bloom
- Out of Poverty by Polak

We think that a SoL community and the possibility to read several books in Italian could create a virtuous circle (the only one we had in Italian is The Fifth Discipline), and that it could be interesting also to have an Italian edition of Presence too.

NEXT STEPS

Some of us will participate to the Presencing Global Forum in Boston at the end of October 2011. We have also a few important meetings at European and national level with other organizations committed to change, like ALIA Institute and Club of Budapest, to work all together for the common Good and for a better World.

At the beginning of 2012 we will found a formal not-for-profit society and we will activate a website, while the physical site of SoL Italia will be in Milan.

Finally, in February we are going to organize our next retreat. This could be the first official and international retreat of SoL Italia, where to invite also some colleagues from the other SoL fractals in Europe.



NETHERLANDS

www.solonline.nl





SPAIN

ana_arrabe@solspain.org

Dear Sol European friends!

We would like to share the picture of Sol Spain in 2011, and with a smiling face because **we have experienced:**

1) An increasing membership and value in our community

We currently have 52 active members in our community that in total represent 34 organizations. More than 150 SoL España "amigos" follow our activities.

2) More SoL-minded encounters and always fostering learning from each other

2011 program is being intense and inspiring. We also have had so far 4 Learning Forums on "System Disciplines" facilitated by the SoL Spain community. 3 dialogue sessions in Madrid: "The essence of management development. For someone as important as you" facilitated by Antonio Linares, "The Power of Mindfulness: a tool to improve your personal satisfaction" facilitated by Ana Arrabé and "Why Sol Spain?" in Madrid.

In Barcelona there was a session in June about "Ishmael, Teacher seeks pupil, must have an earnest desire to save the world." Facilitated by Clara Navarro and in Bilbao we had "The Intrapreneurship Circus" by Javier Ruiz.

We also followed the Presencing Global Classroom by the Presencing Institute and Otto Scharmer: we took this opportunity to create a Sol event including dialogue before and after the sessions which enriched the experience and gave us the chance to share our insights and conclusions.

All these activities provided lots of learning experiences!

3) A warm good bye to our President Anita Seidler and welcome to a new board

Last May, we also celebrated our General Assembly where Anita Seidler announced that she would be leaving the country and therefore she would resign her as Presidency of Sol Spain, post that she hold during 5 years. We named Anita Sol Spain Honor member and approved a

new board. We announced and welcomed a new team that holds the values, intentions and experience to make our community grow in all aspects.

President: Ana Isabel Arrabe Gómez (Madrid)

Vicepresident: Javier Ruiz Fernández (Bilbao)

Secretary: José María Zamarrón Cassinello (Madrid)

Vocal: Antonio Linares Guemes (Madrid)

Vocal: José Ignacio Villadóniga Tallón (Madrid)

Vocal: Josu Saseto Ordorica (Bilbao - Madrid)

Vocal: Guadalupe de la Mata (Madrid)

Vocal: Almudena de la Mata (Madrid)

Vocal: Fernanda Maio Dias Veloso (Portugal)

Vocal: Clara Navarro Colomer (Barcelona)

4) A Close collaboration to Sol Collective Council

A representative from SoL Spain, Guadalupe de la Mata, has been collaborating during the regular conferences about the creation of the Sol Collective Council, and she participated in meeting that took place on 14-16th of October in Amsterdam. She describes the experience as "a wonderful example of how a multicultural group of people can work together and collectively combine knowledge and experience towards a common objective. It was great to experience that there are many other SoL communities around the world active and interested in the subjects we discuss in SoL Spain"

5) Hands on to the Global Sol Forum for May 2012

Sol Spain is also participating in the design of the Global Sol Forum. Ana Arrabé went to Sweden in May to meet the design team and to co-create the agenda of the event and she is an active member of the design team.

More to come during winter 2011

6) We are ready for our second edition of Sol Spain Training

In November we will have our second edition our 3 day training retreat offered by SoL Spain for the second time to deepen our knowledge on transformational processes. This year we count with the co-facilitation of Pierre Goirand from Sol France!



And last but not least, we will celebrate our last learning forum in November where we will wrap up the learnings we had during this year and expect to have more ideas of co-creation that we will share in our next newsletter!



SOL SWEDEN

annika.bergenheim@gmail.com

This is a busy time for us, as we get ready to host next year's European Forum (see more on this further in our report). The year has seen an influx of fresh members drawn to SoL's body of theory, its approaches and core values. In early May SoL Sweden members Joachim Timlon and Stuart Pledger led a **Ground Course in SoL's Five Disciplines** which was well received and contributed to this trend.

Maturana in Sweden

As many of you from SoL in Europe who attended will be aware, towards the end of May we welcomed Humberto Maturana, Ximena Davis and Dennis Sandow to a 2 day session where participants were invited to reflect together on **An Economy of Well-Being**. Over 30 people attended and participated in deep and profound dialogues, stimulated by the speakers, among who was Sebastian Davila, who introduced the Matritic School of Santiago to attendees. An overarching theme taken from the dialogue was that of the need to identify the values we need to conserve so that we can use this as a foundation for contributing to the radical transformation that is beginning to emerge.

SoL Sweden Member's Meetings

For our September member's meeting we welcomed Göran Carstedt to share some of his insights on leadership for a sustainable long-term future. Attendance was so high we almost had to switch venues, and Göran, reminded us of the urgency for change with some grim statistics, whilst at the same time inspiring us with practical approaches that have brought success in organizations he has led. He also gave examples of the innovative ways in which others are responding globally to meet today's challenges and that of the future.



In November we will hear from Roy Olofsson who has a background in Integrated Management, who will share 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**'.

Our monthly Sol Pub "drop-ins" continue on the first Tuesday of each month.

SoL European Forum - the Transformation of Values in a New Reality



We had a productive meeting with the Program team in Stockholm at the end of May.

Program team members came from: SoL Austria (Anita), SoL Finland (Matti, Timo), SoL France (Irène – via telephone), SoL Netherlands (Paul), Norway (Bjarne), SoL Spain (Ana) and SoL Sweden (Agneta, Emma-Lotta, Jan, Jonas, Mats, Ulf and Annika)



We spent time working on the theme and on the program, and experienced great co-creation and friendship.

Ulf Bohman from Kairos Future shared with us why the issue of the young generation and their expectations, desires and requirements on leadership and the future work life (business models, decision making, ethics, mindset etc), would be of great interest for business people in Sweden.



On Saturday morning, Ana led us in a beautiful session of mindful movements in nature, close to the water at the venue. This is certainly something we would like to include in our program for the SoL European Forum 2012.



At the end of the 2 days we had created 2 sets of suggested program outlines (from 2 different workgroups), that interestingly enough were very complementary to each other (and later were integrated into one).

We had also put together some Organising Principles in designing the SoL European forum 2012:

1. Use one trend as context for the learning => "The New reality", Next generation leadership, Values, Economical, ecological and social shift
2. It needs to provide a process for learning on 3 levels:
 1. society
 2. organisation
 3. individual
3. It needs to address or learn about the 5 disciplines
4. It needs to offer opportunities for co-creation
5. Integral process (not only mind, but also soul, heart, body, spirit and creativity) but functional to the learning about learning
6. It needs to offer capacity building
7. Compelling to more generations (25-45, >45)
8. Compelling and "hands on," useful to businesses - (addressing trend(s) and responses from an organisational learning perspective)
9. It should address learning spaces and learning from/in nature
10. It should offer a European perspective on Organizational learning and Systemic Change, in order to explore and enhance the European perspective on the shift taking place and the challenge for our companies and societies.
11. Based on workshops for learnings rather than speakers

We also put together a first version action list for preparing the Forum, concerning Program, Speakers, Theme, Marketing, Registration, Learning circles and Workshops, that is since then being followed up via regular teleconferences with the European Program team.

Administration Note

Organisation continues apace for The SoL European Forum, **May 21st - May 23rd**. We look forward to receiving your applications to attend. Early Bird registration closes **December 1st** so do not forget to apply for your registration form in time to complete it and return it before then. The email address to apply to is: **info@solsweden.org**



Please remember that the Forum is open both to SoL members and to non-members. Feel free to contact any member of the Program team if you have questions, requests, suggestions or a desire to contribute in some way. Please do also

circulate the information previously sent to members to people whom you would wish to involve.

The SoL European Forum Program Team:

Irène Dupoux-Couturier, Elisabeth Martini **SoL France**

Anita Frank, Petra Wagner-Luptacik, **SoL Austria**

Timo Järvensivu, Matti Willamo, **SoL Finland**

Paul Van Nobelen, **SoL Netherlands**

Anthi Theiopoulou, Odysseas Velentzas, **SoL Greece**

Ana Arrabè, **SoL Spain**

Bjarne Berg Wig, **Norway**

Steen Buchreitz Jensen, Per Kristiansen **SoL Denmark**

Stephen Parry, **SoL UK**

Agota Rusza, **SoL Hungary**

Annika Bergenheim, Jonas Dieden, Johanna Gillberg, Agneta Dieden, Christer Evans, Mats Gylemo, Jan Henriksson, Emma-Lotta Myllyharju, **SoL Sweden**



UNITED KINGDOM

www.sol-uk.org



**SOL-UK (London)
Society for
Organisational Learning**

