

# Evolving the Art and Science of Sustainability

*Have you revolutionized your perspective recently?*

Upgrade your sustainability toolkit at **the 2006 Integral Sustainability Workshop**

*The whole experience was full of compassion and insight. Ultimately, I am going home revitalized. I can put this to work in multiple arenas – a non-profit, an executive seminar program, and woven into all the sustainability work at Nike.*

— Sarah Severn, Director of Horizons, Corporate Responsibility, Nike Inc.

**11–15 September, 2006**  
**Westminster, Colorado, USA**

**Tuition:** \$2995, Early-bird \$500 discount by July 1, 2006; scholarships available

**Faculty:**

**Ken Wilber**, *Founder*, Integral Institute  
(Live Q&A via video-feed)

**David Johnston**, *Founder*, What’s Working

**Gil Friend**, *CEO*, Natural Logic

**Barrett Brown**, *Co-Director*,  
Integral Sustainability Center

**Cynthia McEwen**, *Co-Director*,  
Integral Sustainability Center

**John Schmidt**, *CEO*, Avastone Consulting

**Genpo Merzel Roshi**, *Zen Master*

**An intimate gathering for innovative leaders**

In September, 2006, sustainability veterans and pioneers will gather for a dynamic and profound week of training, scholarship, practice, and self-inquiry. The purpose: to use the Integral Framework in collaboration with wise and experienced peers to deliver superior results for their most important sustainability initiatives. We invite you to join this community of international practitioners as we deepen our capacity to design and implement highly customized and increasingly effective sustainability programs.

This week will bring together organizational leaders, managers, and sustainability consultants—from Fortune 500 companies, governments, and civil-society groups—who excel at what they do, but

*The Integral Framework is a comprehensive map of systems, culture, psychology, and behavior.*

*It is used worldwide in some of the highest levels of business, government, and civil society.*

know that far better results are possible. In fact, better results are not only possible, but are occurring. Leading Integral Sustainability practitioners will share best practices about working with the full spectrum of influences on sustainability: *systems, culture, psychology, and behavior* — all of which are mapped by the Integral Framework. They’ll explain how they transform markets, shift organizational cultures, and get full-company and full-community engagement toward sustainability.

For organizations, these practices lead to increased market share, superior retention, higher profitability, less risk, mitigated uncertainty in planning, and deeper traction for organizational strategy. For practitioners, working with the Integral Framework offers a radically improved understanding of sustainability complexity. It helps to clarify the highest leverage points and offers up to 10 times increased personal effectiveness. A profound, supportive, Integral learning community has emerged worldwide.

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# Eight qualities that make this workshop unique

*My analysis and approach are informed by Integral. [I use it for] the development of any communication and programme strategies, my advocacy speeches, identifying the etiology of destructive behaviours, and motivating individuals to take individual and collective action. The Integral approach can serve as the basis for a strategy to bring about social change [and] transformation.*

— June Kunugi, Senior UNICEF Representative to Oman

## **The most comprehensive framework in the field**

With the Integral Framework, you'll learn to recognize and respond to the dominant influences on sustainability which arise out of the major dimensions of reality: systems, culture, psychology, and behavior. You'll experience an evolution of sustainable development practice, collaboration, strategy, and theory.

## **Demonstrated success on the ground**

The Integral Framework has been field tested for over a decade and is currently deployed to help transform markets toward sustainability, to help develop programs for United Nations agencies, and to guide leaders to the furthest reaches of their physical, mental, and spiritual capacities. Leading practitioners from a range of domains will share their success stories during the week.

## **Profound intellectual horsepower**

With over 20 books – some in 30 languages – theorist and philosopher Ken Wilber is one of the most widely published academic writers in the US. He crafted the Integral Framework through 30 years of research and has helped design this workshop. A select team from Integral Institute's master practitioners and scholars will train, facilitate, and work alongside you.

## **A focus on the biggest leverage points for change**

We will pay specific attention to the intersection of government, business, and civil society as related to sustainability. Additionally, you'll identify how to respond to the powerful internal and external forces which are supporting or thwarting the effectiveness of your most important sustainability initiatives.

## **Leading-edge learning**

You'll experience the Integral Learning Model: adult action- and experiential-learning built around the Integral Framework and designed to bring forth collective intelligence. Key modules will be tailored to your immediate issues and sustainability initiatives, and to the learning community that emerges.

## **Meta-system sustainability simulation**

Learn how you actually respond when immersed in a complex, real-world situation that involves making fast-paced decisions amidst environmental, economic, cultural, and social pressures. This is a huge favorite amongst participants and is normally only reserved for corporate clients.

## **Big Mind™**

These 21st century Zen-style “pointing-out instructions” will facilitate a profound meditative state. This experience provides one of the widest and deepest possible perspectives from which to understand yourself, your work, and sustainability. 98% of participants rate this module a perfect “10.”

## **World class faculty and peers**

You'll work alongside, learn from, teach, network with, and develop community with this field's leading scholar-practitioners. The people that are drawn to these workshops are some of the most intelligent, conscious, compassionate, and effective people we know in the world of sustainability. We keep the group size small to maximize intimacy, collaboration, and the cross-fertilization of ideas.

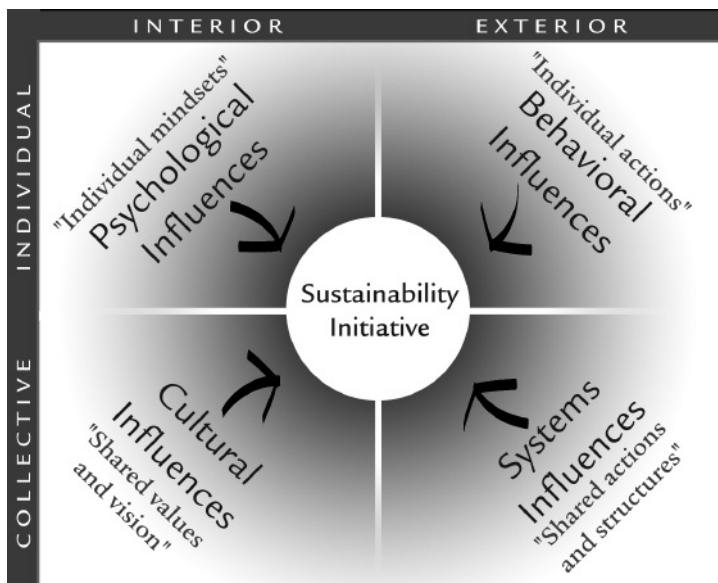
To register: **1-866-483-0168** (+1 303-530-4907 outside the US)  
<http://www.regonline.com/Checkin.asp?EventId=23649>  
Questions? Contact: [seminars@integralinstitute.org](mailto:seminars@integralinstitute.org)

# The Integral Framework

## Clarity, alignment, and synergy for sustainability

*Out of intense complexities intense simplicities emerge.*

— Winston Churchill



What sustainability challenges does your organization face?

- *Have your sustainability programs plateaued after picking all the low-hanging fruit?*
- *Do you need better employee or managerial buy-in for your sustainability initiatives?*
- *Are you struggling with how to coordinate the authority, power, and influence you need to foster sustainability in your business, administration, or community?*
- *Is the complexity of your sustainability work overwhelming and at times incomprehensible?*
- *Are your programs fragmented, isolated from the core business, and disconnected from other initiatives such that you achieve insufficient collective impact?*

Integral Sustainability helps address these issues. Leaders turn to the Integral Framework because it brings clarity to complexity, alignment to fragmen-

tation, and synergy to ecological, social, and economic development. Those who have field-tested it over the past decade consider this to be the most comprehensive and customizable framework available—offering the greatest chance for exceptional, sustainable success.

The Integral Framework is a breakthrough in understanding, managing, and responding to complexity. It maps out and facilitates practical solutions to both the exterior complexity of social systems and human

behavior, and the interior complexity of culture and psychology. Based upon 100+ models of development from dozens of disciplines, it provides the most comprehensive overview to date of the interior and exterior dynamics which influence your sustainable development initiative.

*This more accurate map of reality will enable you and your team to better assess, strategize, design, communicate, and implement, on the macro-, meso- and micro scales.*

# What you'll do: three meta-practices

## Widen your perspective

A blend of experiential exercises and training will enable you to see your sustainability initiatives, and yourself, in the widest and deepest framework available. These shifts in perspective often release tremendous creative energy, helping people to move through seemingly intractable problems.

## Cross-fertilize ideas and share best practices

Together, we will analyze the actions of leading practitioners and transfer their lessons to your sustainability work. You will customize the Integral Framework to your project, so that the following Monday you can begin implementing what you've learned. You'll also have networking time each day. The connections people make are often some of the highest rated aspects of these workshops.

## Cross-train your body, mind, and awareness

Through Integral cross-training and self-reflection, you will learn to strengthen your body, enhance your intellectual capacities, and deepen your awareness. Consistent practice will allow you to take action from a broader conceptual space, and live a healthier, more expansive life.

*The new leadership challenge is to perceive and actualize emerging opportunities. Real power or influence comes from the ability to recognize and adaptively respond to patterns of change. The task of a leader is to recognize these emerging patterns and position herself/himself, personally and organizationally, as part of a larger generative force that will reshape the current landscape in order to achieve the sustainable results desired.*

— Chris Argyris

# What you'll learn: four vital tools

To strengthen your application, management, or consulting toolbox, we'll share some of the principal tools used by successful Integral Sustainability practitioners. Open Space technology will allow you and others to exchange best practices and tools as well. We intend for everyone to leave with increased competency and marketability. Simultaneously, we will initiate new action-research through the collaborative process, thus advancing the Integral Sustainability field.

## Integral sustainability rating system

The only sustainability rating tool in the field which is based upon the Integral Framework and vetted by the business community.

## Polarity management

A vital tool for managing ambiguity and responding to the "unsolvable" problems often inherent to sustainability.

## Vesica trices values tool

An extremely clarifying process for working at the intersection of the private, public, and civil society sectors around sustainability issues.

## Integral system dynamics

A powerful technology for understanding the leverage points for achieving sustainability from a whole-systems perspective.

*History reveals that when humanity is faced with new challenges that cannot be solved with old thinking, new capacities at mental and biological levels will evolve. We are now living at a point in history when changing life conditions are of such a magnitude that a new worldview with a transformative vision is beginning to emerge. We call that Integral.*

— Nancy Roof, Ph.D., co-founder,  
Values Caucus at the United Nations

# What you'll develop: five core skills

## Integral framing of the challenge

Learn to hold the deepest and widest perspective possible of the issues you and your team face. Decrease your chances of being blind-sided by unseen social, cultural, or psychological forces.

## Integral innovation

The change effort we call sustainability is at its heart about innovation. The skill is in knowing where innovation comes from and understanding how to elicit it in ourselves and others.

## Multi-perspectival awareness

This capacity to simultaneously hold multiple perspectives—to recognize their practical insight, warning signs, and wisdom—is vital for designing any tailored sustainability initiative.

## Integral inquiry and dialogue

These skills enable you to become deeply present and ask questions that unveil self knowledge, clarify your own motivations and those of others, and facilitate mutual understanding.

## Integral communication to worldviews

Learn to precisely hear which worldviews people hold and then skillfully meet people where they are in order to effectively collaborate on a sustainability initiative or foster sustainable behavior.

*The sustainability revolution, if it happens, will be organic and evolutionary. It will arise from the visions, insights, experiments, and actions of billions of people. It will require every human quality and skill, from technical ingenuity, economic entrepreneurship, and political leadership to honesty, compassion and love.*

— Donella Meadows, co-author, *Beyond the Limits*

# What you'll understand: ten insights

You'll learn the essence of Integral Sustainability in the pre-readings and as we touch on these issues throughout the week.

1. Why many approaches to sustainability and sustainable development fail and what you can do to dramatically increase the chances of your sustainability programs succeeding.
2. How the major approaches to sustainability are mostly partial in their response to complexity, yet are held within the Integral Framework
3. The art and science of Natural Design: Tailoring sustainability initiatives to the stakeholders and systems involved.
4. Making the case for sustainability: How to craft a combination of economic, political, ecological, ethical, aesthetic, legal, productivity, or systems-based logic that appeals to the core motivations and perspectives of your audience. Additionally, how to work with the eight Ecological Selves.
5. The six key Integral questions that should first be answered before launching a sustainable

development initiative.

6. Why sustainability initiatives and research should focus less on the physiosphere (domain of physical resources) and biosphere (domain of biological resources), and focus more on the noosphere (domain of mental resources).
7. The radical effect of shifting from a sustainability model that you follow to a question-centered sustainability framework that you can customize.
8. The power of shifting from the task being at the center of all activity to your awareness holding center stage.
9. The vital role self-development plays in successful sustainability initiatives, and how Integral cross-training of your body, mind, and awareness accelerates your personal growth.
10. The power of using the AQAL Integral Framework: quadrants, levels, lines, states, and types.

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*You'll also receive an Integral Sustainability digital library with over 1000 pages of articles, academic papers, multimedia presentations, and audio dialogues between Ken Wilber and Integral Sustainability leaders.*  
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# Factor 10 personal development

*The most beautiful thing we can experience is the mysterious. It is the source of all true art and all science. He to whom this emotion is a stranger, who can no longer pause to wonder and stand rapt in awe, is as good as dead; his eyes are closed.*

— Albert Einstein

The on-going practice of Integral Sustainability will catalyze both external and internal benefits in your personal and professional life. Your thinking, communication, and management practices will become increasingly effective and nuanced. Research from developmental psychology and anecdotal evidence suggest that using the Integral Framework and practicing Integral cross-training can help you to:

- More easily bridge divisions, make connections, and align disparate camps toward a common local, regional, or global sustainability goal.
- Deliver more comprehensive, nuanced, and successful responses to environmental, social, and economic dilemmas.
- Handle increasingly complex situations, hold contrasts, synthesize positions, dissolve paradoxes, understand others and yourself on increasingly subtle levels, and better access information through—and beyond—the rational mind.

Research by Graves, Beck, and Cowan has demonstrated that people with a greater development of their awareness (able to disengage themselves from their own point of view and combine different perspectives into an integrated worldview) are *up to 10 times more creative and effective* than their more conventional colleagues. They call this developed capacity Second-Tier thinking and their cross-cultural research has demonstrated the following:

*With the shift toward Second Tier thinking the conceptual space of human beings is greater than the sum of all the previous levels combined with a 'logarithmic' increase in degrees of behavioral freedom. Thus when individuals or groups thinking through [Second Tier] are given a task, they generally get more*

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*Given the complex thinking and action required to bring about global sustainability, our focus is to help leaders increasingly activate their intellectual, physical, emotional, interpersonal, and even spiritual capacities.*  
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*and better results while expending less time and effort. They often approach the activity in surprising ways others would not even have considered.*

*This is more than efficiency; it reflects the activation of thus-far uncommitted brain-power . . . [Second Tier thinkers] tolerate, even enjoy, paradoxes and uncertainties . . . [they] are able to fix problems while others fret, manipulate, query higher authority, form study groups, or play theory games...*

*[Second-Tier thinkers experience a] dropping away of the compulsions and anxieties (fear) from the previous levels, thus enhancing the person's ability to take a contemplative attitude and rationally appraise realities. As fear receded, the quantity and quality of good ideas and solutions to problems increased dramatically . . . [There is] an ability to learn a great deal from many sources, and a trend to getting much more done with much less energy or resources.<sup>1</sup>*

The study and practice of Integral is designed to help people reach Second Tier and

beyond. Because of the complex thinking and action required to bring about global sustainability, our focus at the Integral Sustainability Center is to help sustainability leaders to increasingly activate their physical, emotional, intellectual, interpersonal, and even spiritual capacities. The Integral Framework and Integral cross-training are two keys for doing so. We invite you to join us in this effort. *Given the state of the world and amount of work to be done, your presence is not only welcome, it is essential.*

<sup>1</sup> Beck, D. & Cowan, C. (1996) *Spiral Dynamics: Mastering values, leadership, and change*. Oxford: Blackwell. pp. 66, 276-278.

*The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.*

— Marcel Proust

# Who will attend?

*The community we co-created is very powerful.*

– Sarah Severn, Director of Horizons, Corporate Responsibility, Nike Inc

*There is almost a sensual longing for communion with others who have a large vision. The immense fulfillment of the friendship between those engaged in furthering the evolution of consciousness has a quality impossible to describe.*

– Teilhard de Chardin

Experience leads us to expect a diverse and remarkable group from around the world. You'll likely spend this week alongside: business, civil society, and government leaders in sustainability; scientists; sustainability and management consultants; and graduate students. The workshop is especially designed for:

- Executives, directors, and consultants who are working with (or intend to work with) the most powerful leverage points within their organization, community, or administration
- Those involved in collaborative efforts between business, government, and civil society
- Those who are coordinating authority, power, and influence to foster sustainability.

We encourage multiple members of the same team to attend, as it allows for faster engagement and better traction within your organization. (Inquire about multi-registration discounts and private training.)

## Organizations represented at the 2004 workshop

Advanced Energy Corporation  
Asian Social Institute (Philippines)  
California Institute of Integral Studies  
Caribbean Institute (Suriname)  
Centre for Human Ecology (Scotland)  
Drishti Centre for Integral Action (Canada)  
Earth Center  
EMRGNC (Australia)  
Engineers Without Borders  
Environmental Protection Agency, US  
First Asia Institute of Technologies and Humanities  
Inner-Leadership.com  
IntegralCity.com (Canada)  
Inter-American Development Bank  
International Foundation for Support of Entrepreneurs  
Mercy Ecology Institute  
Naropa University, Environmental Leadership Program  
Natural Profit

**Titles of past participants include:** Chairman, General Director, Sustainability Consultant, CEO, Lawyer, President, Doctoral Student, Executive Director, Peace & Justice Activist, Psychiatrist, Environmental Control Specialist, Owner, Environmental Engineer, Managing Trustee, Adjunct Faculty, Deputy Regional Administrator, Project Manager, Founder, Associate Professor, Biologist, Aquaculture Consultant, Energy Consultant, Management Consultant, Leadership Consultant, Director of Sustainable Development, Business Sustainability Consultant.

Scholarships are available and are based upon need and merit.

*Not only have I learned much—academic theory, on-going practices, integral self-care—I feel a comfort that there is a community evolving and connecting who think beyond, levels beyond, the common world. It is hope for the future and peace for me right now.*

– Kathy Callahan, Deputy Regional Administrator, Environmental Protection Agency, New York, USA

The Natural Step, US  
Nike, Sustainable Development Program  
Peak Performance Integral (South Africa)  
The Permaforest Trust (Australia)  
Prince of Wales' Business and Environment Program  
Royal Roads University (Canada)  
Sierra Club  
Sustainability Institute  
Sustainable Northwest  
Swinburne University, National Centre for Sustainability  
Univ. of California at Berkeley, College of Engineering  
Univ. Colorado at Boulder, Leeds School of Business  
Univ. of Manitoba, Natural Resources Institute  
Univ. of Tennessee, College of Architecture and Design  
Upland Hills Ecological Awareness Center  
Wisconsin Coastal Management Program

# The Integral Sustainability community and post-workshop support

One of the primary goals of this workshop is to facilitate a learning community – and an on-going support system – of Integrally-informed sustainability professionals. The tools, insights, and practices you'll learn will require time to make your own.

Upon returning home, through the vast facilities of Integral University on-line, you'll be able to access the world's first Integral Sustainability learning community. Dozens of scholar-practitioners from six continents have already contributed hundreds of pages of articles about this field. The Integral Sustainability Center offers an extensive knowledge base, on-line events, discussion forums, coaching, and further training. These are all designed to move the Integral Sustainability field forward – with your contribution.

## Join us in September . . .

If what we've described here has intrigued and inspired you, then please join us for what promises to be a monumental gathering of intellect, experience, and heart—all focused on evolving the art and science of sustainability. We look forward to working with you.

David Johnston, *Co-Director*  
Cynthia McEwen, *Co-Director*  
Barrett Brown, *Co-Director*  
John Schmidt, *Core Faculty*  
Gil Friend, *Core Faculty*

*We've seen what happens when less-than-Integral maps have been used to try and drive sustainability. What has yet to be tried – on a large scale – is Integral theory combined with Integral praxis. This is the exciting frontier lying ahead of us, and it's hard to think of anything more important in the world today.*

— Ken Wilber

# Tuition and registration

**Location:** This five-day program is conducted at the beautiful Lakeview Pavilion of the Westin Hotel in Westminster, Colorado, USA. Situated halfway between Denver and Boulder, the Westin Westminster is a four-star hotel providing a first-class experience.

**Schedule:** The workshop begins at 8:00 AM Monday morning, September 11th, and will end at 6:00 PM Friday the 15th.

**Tuition:** \$2995

(\$500 Early Bird discount by July 1, 2006).

**Room and meals** are your responsibility. Please contact The Westin for room rates and availability.

*Scholarships are available and are based upon need and merit.*

We also highly recommend . . .

### **Introduction to Integral Theory and Practice for Sustainability**

A one-day introduction or refresher workshop, held the Sunday before your five-day program begins. If you are not already versed in the Integral Framework, the combination of the pre-readings and this introductory session will sufficiently prepare you for the subsequent five-day workshop.

**Location:** Westin Hotel, Westminster, Colorado (the same hotel as the Integral Sustainability workshop)

**Tuition:** \$95

- Come a day early and meet some of your Integral Sustainability colleagues
- Get prepped to make the most of your workshop experience

You can add this one-day workshop to your registration package when you sign up for the Integral Sustainability five-day workshop.



# Faculty Biographies

## David Johnston

*Founder*

What's Working, Inc.

*Co-Director*

Integral Sustainability Center



David Johnston serves as Co-Director of the Integral Sustainability Center. He is an author and green building expert using a fully Integral approach to become the first major green-building success story. He is a leading thinker behind the green building movement, transforming the way we think about the American home. His approach to green building has been embraced by municipalities, homeowners, building professionals and sustainability advocates nationwide. David's current book, *Green Remodeling: Changing the World One Room at a Time*, coauthored with Kim Master, has been hailed as the definitive guide to green remodeling techniques and recently won the 2005 Nautilus Book Award.

David is a much sought after lecturer and keynote speaker and has represented the United States at International Energy Efficiency meetings to develop international research agreements in the area of sustainable construction. He has received numerous awards for his work, including the prestigious Corporate Excellence Award for Sustainable Development from the University of Colorado, and the Environmental Hero for 2004 title by Interiors and Sources Magazine. David has also been inducted into the Remodeling Magazine Hall of Fame.

As founder of What's Working, Inc., a green building consultancy that provides socially and ecologically responsible guidance to businesses, agencies and communities around the world, David is committed to radically transforming the way America builds. He designed the Denver Metro Home Builders Association's Built Green Program and the Boulder Green Points Program, which encourages the use of cost-effective and sustainable building practices. David is also the founding designer and consultant to the Alameda County Waste Management Authority's program. This project stimulates the market transformation of green residential construction in California. He is at work to implement similar programs nationwide. David is pioneering use of the Integral Framework in these efforts, and contributes much of his breakthrough success to the clarity and alignment which the framework offers.

By using Integral methodology, David has shown both builders and homeowners alike the importance of integrating exterior social, economic, and political systems with the interior motivations and value systems of each set of stakeholders.

## Cynthia McEwen

*Sr. Leader and Consultant*

Avastone Consulting

*Co-Director*

Integral Sustainability Center



Cynthia serves as Co-Director of the Integral Sustainability Center at Integral University, with primary focus on sustainability in the business arena. She also serves as faculty for the Integral Organizational Leadership five-day workshops.

As a senior leader at Avastone Consulting, Cynthia oversees the firm's business-related sustainability and leadership practice. She helps design and implement Integrally-framed, whole-systems organization change initiatives, and leadership and executive development processes. Sample clients include Interface, Alcoa, Cox Communications, and Bunge. Where appropriate, client initiatives may include a customized day-long sustainability and leadership simulation based on the Florida Everglades restoration situation, real Everglades field experience, and a panel dialogue with Everglades' restoration leaders/stakeholders. Cynthia has been a managing director of a consulting practice, and worked in various strategic marketing and IT roles in consulting services and for AT&T.

Cynthia is on the board of Georgia Conservation Voters, the political arm of the environmental movement in Georgia, and she is a member of the advisory board of Earth Share of Georgia. She recently received a Masters degree from the University of Bath, UK, in sustainability and business practice. Her research thesis focused on an Integrally-informed action-learning approach to sustainability, communication and consciousness. Cynthia is a steadfast practitioner in ongoing consciousness development work called the Diamond Approach, spending 25+ days per year in retreat. She has a M.B.A. and B.A. in Marketing, and her home is north of Atlanta, Georgia.

## Gil Friend

CEO

Natural Logic, Inc.

Core Faculty

Integral Sustainability Center



Gil is founder, president and CEO of Natural Logic, Inc. He is a systems ecologist and business strategist with 30 years experience in business development and environmental innovation. Tomorrow Magazine called him “one of the country’s leading environmental management consultants – a real expert who combines theoretical sophistication with hands-on, in-the-trenches know-how.”

Gil combines broad business experience in management consulting, internet services, direct marketing, and television production with extensive content experience in business strategy, systems ecology, economic development, management cybernetics, and public policy.

Gil has founded and managed companies in the fields of Internet, sustainable development, and social marketing, and has developed management strategies and business, operating and marketing plans for large and small companies in many industries. He played key or founding roles in such seminal environmental enterprises as the California Office of Appropriate Technology, Turner Broadcasting’s Planet Live, University of California’s AgroEcology Program, and Buckminster Fuller’s World Game. Gil was co-founder and Co-Director of the Institute for Local Self-Reliance, one of the nation’s leading urban ecology and economic development “think-and-do tanks.” He holds an M.S. in Systems Ecology from Antioch University, a black belt in Aikido, and is a seasoned presenter of The Natural Step environmental management system.

Gil has written extensively on business, environment, and resource policy issues. He authors The New Bottom Line, an internationally distributed column offering strategic perspectives on business and environment. He has lectured on business strategy and environmental policy worldwide, including at the World Bank, Nutek (Swedish Institute of Science and Industry), Sierra Business Council, Nike Training Center, Environment Canada (Canada’s EPA), and Los Alamos National Laboratory. Gil has served as adjunct faculty to the M.A. in Business program at California Institute for Integral Studies, and as visiting faculty at UC Santa Cruz, Goddard College, and the University of Southern California. He has lectured at the business schools of Stanford University, and the Universities of California, Texas and Virginia.

## Barrett C. Brown

Consultant, Trainer in

Integral Sustainability

Co-Director

Integral Sustainability Center



Barrett serves as Co-Director of the Integral Sustainability Center at Integral University. Since 1995, he has worked with organizations throughout the Americas in communications, sustainability, and human development. Barrett represents Kosmos Journal and the Integral Framework at the United Nations. He holds UN consultative status through the Center for Psychology and Social Change. His Ph.D. studies in Human and Organizational Systems at Fielding Graduate University focus on using the Integral Framework to customize sustainability initiatives to stakeholders and systems.

In addition to consulting, mentoring, researching, speaking, and writing about Integral Sustainability, Barrett helps design and deliver workshops on Integral theory and practice. He has been a member of Integral Institute since 2002 and is associate editor for *AQAL: Journal of Integral Theory and Practice*. He has completed advanced certifications in: measuring ego-development using the Leadership Development Profile; Spiral Dynamics Integral; and ZERI (Zero Emissions Research and Initiatives). Barrett serves as advisory board member for: Kosmos, an Integrally informed journal covering global issues; the Australian-based Shift Foundation, which develops high-potential youth; and IntegralCity.com, focusing on urban issues. He previously served as the International Development Director for The Sustainable Village, supporting renewable energy and appropriate technology projects in developing countries.

Barrett has delivered numerous training seminars and presentations, including speeches at the United Nations World Summit on Sustainable Development (side event), the School for International Training (SIT), the Bioneers conference, and the Spiral Dynamics Integral Conference on Natural Design. He studied literature and mechanical engineering at UC Santa Cruz. Currently in Vermont, he has traveled extensively, living in Curitiba, Brazil and Cuenca, Ecuador.

To register: **1-866-483-0168** (+1 303-530-4907 outside the US)  
**<http://www.regonline.com/Checkin.asp?EventId=23649>**  
Questions? Contact: **[seminars@integralinstitute.org](mailto:seminars@integralinstitute.org)**

## John D. Schmidt

CEO and President  
Avastone Consulting

Core Faculty  
Integral Sustainability Center



John Schmidt is the CEO of Avastone Consulting (formerly Executive Expeditions), an organizational consulting firm involved with a number of the world's largest corporations in areas of executive and leadership development, organizational development, and design and application of direct experience processes that support individual, organizational, and inter-organizational breakthroughs.

John consults, designs, and engages in a variety of transformation-oriented projects and has personally facilitated hundreds of sessions. He is versed in a range of developmental approaches, theories, and content models including Integral Theory, the Leadership Development Framework, and SDi (Spiral Dynamics Integral), and specifically in their application for real world impact. John is the creative force behind Avastone's leading-edge simulations. To match today's complex business, social, and environmental setting, these direct experiences provide sophisticated fields for learning. Recent launch of the Everglades Sustainability Simulation is a latest example of this impactful direct experience process approach.

John's twenty-five years of professional experience span a range of organizations. Prior to acquiring Executive Expeditions in 1987, John spent eight years in consulting with KPMG. He has been active in developing leadership in public education, conducting leadership development sessions for executives from school systems throughout the southeastern U.S. John was a founding director of Atlanta's Advanced Technology Development Institute, an incubator for high technology evolution. He also supports professional and service organizations including the Sea and Land Trust, and the Nature Conservancy. John received his MBA from Georgia State University, and Bachelors of Business Administration from the Univ. of Florida. He is devoted to personal consciousness development and has been involved in the Diamond Approach path to wisdom for several years. John lives north of Atlanta in Roswell, Georgia.

## Genpo Merzel Roshi

Zen Master

Core Faculty  
Integral Training



Zen master Dennis Genpo Merzel Roshi was born in Brooklyn, New York, in 1944. In 1972, after spending a year in the mountains of California in solitary retreat, he started formal Zen training at the Zen Center of Los Angeles, under Maezumi Roshi. He was ordained a monk by Maezumi Roshi in 1973 and given the title Hoshi (Dharma-Holder) after completing Koan study in 1979.

In 1980, Genpo Roshi received Shiho (Dharma Transmission) from Maezumi Roshi, followed by Zuisse (Empowerment Ceremony required to become an abbot) in Japan in 1981. In the following year he began to conduct retreats in England, Holland, Poland, France, and Germany. In 1984, he left Los Angeles to devote himself completely to the international community of students he named "Kanzeon Sangha." This Sangha now includes thousands of members in the United States and Europe. In 1988, Genpo Roshi completed Shinsanshiki (installation as abbot) at Hosshinji Temple in Bar Harbor, Maine. In 1991 he moved to Oregon and in 1993, at the invitation of the Wasatch Zen Group, he relocated Hosshinji (Kanzeon Zen Center) to Salt Lake City, Utah.

Genpo Roshi received the certificate of Dendokyoshi Kenshuso in 1995 at Green Gulch Farm in California. In October of 1996, he received Inka from his elder Dharma brother, Bernie Glassman Roshi, in New York City. Roshi Bernie had received Inka from Maezumi Roshi shortly before the latter's death in May of 1995.

In 1999, after studying voice dialogue with Hal and Sidra Stone from 1983 -1984, Genpo Roshi discovered the Big Mind Process. This method allows anyone who wishes to open their mind to a more universal consciousness to do so in a relatively short amount of time. Individuals or groups are able to do so quite easily without any previous formal Zen training. It is a non-threatening technique which uses the ego instead of trying to destroy it. Genpo Roshi has established a non-profit, non-sectarian organization that brings the Big Mind Process out to the world.

Genpo Roshi's writing includes: *The Eye Never Sleeps: Striking to the Heart of Zen*; *Beyond Sanity and Madness: The Way of Zen Master Dogen*; *24/7 Dharma: Impermanence, No-Self, Nirvana*.

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