



Major Initiatives which Have Used, or are Using, the Integral Framework for Social, Environmental, and Economic Development

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Numerous organizations, researchers, and consultants are proactively using the Integral framework for international development, community development, sector-wide sustainable development, business sustainability initiatives, and leadership development. The work of a sampling of these organizations is briefly explained here.

ORGANIZATIONS AND INSTITUTIONS

United Nations Development Programme

Worldwide

Application of the Integral Framework to International Development (by Select Staff)

The United Nations Development Programme (UNDP) has several senior staff and departments which are using integral approaches for international development initiatives. Examples include the following.

1. Since 2002, UNDP's HIV/AIDS Group, led by Monica Sharma, has delivered the "Leadership for Results" programme as their response to the HIV/AIDS crisis. Delivered in 30 countries to date, the purpose of this global initiative is assist nations to achieve Millennium Development Goal (MDG) number six: Begin to reverse the HIV/AIDS epidemic by 2015. The strategy is to continue delivering trainings with this program worldwide, building local and national capacity. The Integral framework is used within this program, alongside other approaches, models, and frameworks. Some of the key aspects of the Integral framework which are core to the Leadership for Results program are:
 - a. A focus on developing as comprehensive an understanding of the situation as possible (the view from 50,000 feet)

- b. An intent to synergize the supportive dynamics that arise in the interiors and exteriors of individuals and collectives in order to accelerate the implementation of initiatives and strengthen their sustainability. There is an awareness that unpredicted, unprecedented leaps in effectiveness can be achieved using this approach.
 - c. A recognition that the underlying, deepest causes for the HIV/AIDS situation are often found in the interiors of individuals and collectives, and therefore those aspects of humanity should be engaged. There is a focus on integrating individual and collective concerns, values, and beliefs in order to address behaviors and social systems and structures.
- 2. Robertson Work serves as Principal Advisor in the Bureau for Development Policy at UNDP headquarters in New York. He is currently training national and local leaders about decentralized governance in seven developing countries and three global locations. The initiative he has developed is called “Decentralising the Millennium Development Goals through Innovative Leadership.” It uses a blend of Ken Wilber’s Integral Framework, Jean Houston’s Social Artistry model, the Technology of Participation by the Institute of Cultural Affairs, appreciative inquiry, and other innovative methods. He feels that “use of the Integral framework will only grow. It’s the future of international development. We need to be doing development differently, where we bring in all the dimensions of being human.”¹
- 3. UNDP personnel currently use a rudimentary version of the Integral framework (quadrants only) at the Virtual Development Academy to design strategic plans for countering HIV/AIDS countrywide.²

United Nations Children’s Fund

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- as the basis for a strategy to bring about social change [and] transformation.”
3. The UNICEF Regional Office for South Asia used the Integral framework to develop the regional Women's Right to Life and Health project. The framework was also used for staff development.
 4. A major component of UNICEF's Safe Motherhood project in Bhutan is “whole site transformation” which draws from the Integral framework.

iSchaik Development Associates

Africa, Australia, CIS, South Asia

Integral International Development Consulting

iSchaik Development Associates have been working in international development with an Integral framework based upon Integral Theory since 1995. Prior to this, they utilized a similar Integral philosophy, founded in Dzogchen. iSchaik has since consulted for The World Bank, the UK's Department for International Development, the Federal Government of Australia, UNICEF, and the European Union, among others. The Integral framework has served as the core for their thinking and as a constant reference throughout implementation. In his article, *Trying to Be Integral in Practice*,⁴ Paul van Schaik offers specific case studies of an extensive 18-month project they did for UNICEF in Bangladesh, which was designed completely around an Integral approach, as well as a synthesis of what they have learned.

Educate Girls Globally

India, Latin America

Integral International Development Approach to Girls' Education

Educate Girls Globally (EGG) is a non-profit organization founded in 2000 to promote the education of girls in developing countries. Working with local partners in a number of countries, EGG has developed a unique strategy and model (based upon Integral Theory) for promoting girls' education K-12 through reform of government schools. At the request of local governments, they are currently expanding into working with 16,000 schools in India, and have launched projects in Guatemala, Peru, Bolivia and Argentina. The founder, Lawrence Chickering—who also founded the International Center for Economic Growth—uses the Integral framework as the basis for all program design, implementation, and communications strategies.

Brandt21 Forum

Philadelphia, Pennsylvania, USA

Upgrading the Brandt Report to Include an Integral Perspective

In their 1980 report, *North-South: A Program for Survival*, the Independent Commission on International Development Issues, chaired by former German Chancellor Willy Brandt, “reckoned that it will take a monumental agreement of world leaders, endorsed by business, finance, and the international public, to create an authentic framework for global sustainability.” *North-South*, commonly called *The Brandt Report*, subsequently sold nearly a million copies, received unanimous endorsement by the United Nations, and was discussed at both the G-7 summit and an economic summit of world leaders. In January of 2004,

⁴ van Schaik, submitted

British Prime Minister Tony Blair convened a commission on international development as a follow-up to the 1980 Brandt report; it is called the Commission for Africa. James Quilligan, policy advisor, economic consultant to Clinton, and Director of the Brandt21 Forum, is currently updating the Brandt report findings and suggestions and incorporating them into an Integral Sustainable Development framework based upon Integral Theory. His belief is that realizing the “monumental agreement” Willy Brandt spoke of will require an all-quadrant, all-level (AQAL) Integral approach.

Kosmos Journal

Distributed Publicly in the US and Worldwide to United Nations Ambassadors

Promoting an Integral Approach to International Affairs and Global Policy Issues

Nancy Roof, Co-Founder of the Values Caucus at the United Nations, edits and publishes the journal *Kosmos: An Integral Approach to Global Awakening*. This journal looks at international affairs, economic development, and global policy issues through the lens of the integral framework. *Kosmos* is distributed to all major UN departments and 191 ambassadors throughout the world. While not a UN agency, *Kosmos Associates* does hold UN consultancy status through the UN's Economic and Social Council, as a civil society organization. Since 1988, Roof has been promoting Integral at UN Headquarters and has “managed to get many inclusive standards incorporated into global documents which have set global standards in critical areas of global concern.”⁵

Caribbean Institute

Throughout the Caribbean

Integral Ecological and Social Sustainability Initiatives

Dr. Maureen Silos has been working with her version of an Integral framework for international development since 1983. She notes that Wilber's work forms part of the organizing scaffolding she has needed to do the requisite transdisciplinary integration. In the following passage she reflects on her recent founding of the Caribbean Institute and its Integral approach:

I founded Caribbean Institute because I wanted an organization that would be capable of translating an Integral Theory of development into practices that would foster the transition from the organization of poverty to the organization of sustainable prosperity in the region. The core ideas of Caribbean Institute were developed over the past 15 years, and were first published in a book titled *Underdevelopment is a Choice*. Integral Theory is at the center of both these ideas and the model for sustainable community development that Caribbean Institute is promoting.

The Institute currently has three major programs to achieve its goals. The first is a research and publications program that further develops and spreads these ideas. The second is an Integral leadership program that teaches the inner and outer paths of leadership to people from the worlds of NGOs, the media, government, business, and education. The third program is Ananta, an Integral community development program that models a particular combination of knowing, doing, and feeling, a combination that will organize sustainable prosperity. The ultimate goal of Caribbean Institute is to

⁵ Nancy Roof, personal communication, 1 September 2005.

create sustainable countries and a sustainable region: economically (natural capitalism), politically (participatory democracy and self-organization), and psycho-culturally (a culture of self-responsibility and inclusive identities).

Silos' paper, *Politics of Consciousness: Integral Theory and Caribbean Development*,⁶ gives further insight into her understanding of this framework.

Drishti—Centre for Integral Action
Vancouver, British Columbia, Canada

Integral International and Community Development

Gail Hochachka co-founded and directs this organization based upon the framework of Integral Sustainable Development. It focuses on synthesizing the dimensions of self, culture, society, and nature in an Integral approach to eco-social change: "Transforming self and society, in balance with nature."⁷ Her master's thesis on Integral Community Development in San Juan del Gozo, El Salvador, encapsulates her research on including communities, ecosystems, and "interiority" in the development process. She explains some of her findings:

Our evaluation one-year after the project showed how socioeconomic and ecological objectives were merging, cooperative institutions began blending exterior (technical, social) and interior (moral and emotional) capacity building, and there was recognition of others' perspectives with a more expanded and inclusive awareness....In San Juan del Gozo, our outcomes suggest that by creating the space for "interiority" in community development, the community came closer to either averting ecological and social crises, and/or the community became more able to address and move beyond these crises.⁸

In collaboration with the International Development Research Centre in Canada, Hochachka has published a booklet on the theory and practice of Integral Community Development, drawing upon her work in El Salvador.⁹ The same organization has also funded her to compile case studies on Integral International Development.¹⁰ Additionally, Hochachka has an article in Ervin Lazlo's academic journal, *World Futures: Journal of General Evolution*, entitled "Integrating Interiority in Community Development."¹¹ This article is part of a double issue of the journal dedicated to Integral Ecology, with ten applied case studies.

Report October 11, 2005: I am exploring the theory and practice of an Integral Approach to international development through research, training, networking, and projects. My particular lines of inquiry focus on the role of interior development in fostering equitable, sustainable development, and how an Integral approach offers vital contributions to our collective approaches to global social change. I am currently doing a research project on innovative methodologies for working with interiority in international development, in collaboration with grassroots organizations in Latin America and international programs in South Asia and Africa.

⁶ Silos, 1999

⁷ Gail Hochachka, personal communication, March 12, 2004.

⁸ Hochachka, 2001

⁹ Hochachka, 2005b

¹⁰ All of Gail Hochachka's publicly available writing can be found on the Integral International Development website, which is part of Integral University, www.integraluniversity.org, or at the Drishti website – www.drishti.ca.

¹¹ Hochachka, 2005a

What's Working

Boulder, Colorado, USA

Market Transformation in the Green Building Industry

David Johnston founded this organization in 1992; for years his work has been based upon applications of Integral Theory in the Green Building industry. His organization specializes in “energy and environmental policy development, sustainable building programs, cost/benefit analysis for environmental features, design consultation, sustainable building materials specifications, marketing, communications, media relations, and training for construction professionals.”¹² David (who is one of the Co-Directors of the Integral Sustainability Center) has had considerable success in helping to shift markets and sectors toward sustainability. One example of this

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“understanding” and “action”; immersing participants into worldviews similar to and different from their own; simultaneously addressing interrelated economic, social, and environmental drivers; and learning to thrive in the interplay of private and public sector demands. McEwen based her master’s thesis on Integral Sustainability—*Exploration on Sustainability, Communication and Consciousness*—and has a forthcoming case study about an Integral Sustainability project with a Fortune 500 client—*An Integrally-Informed Simulation on Sustainability Issues, used for Executive Leadership Training*.¹⁶ This sustainability simulation Avastone developed has been tailored to challenge leaders in business, government, and civil society to step into an Integral worldview and act accordingly in the face of concomitant ecological, social, and economic pressures.

EMRGNC

Perth, Australia

Integral Ecological and Social Sustainability Projects

Report, May 9, 2005: Will Varey is a specialist researcher in the field of apithology: the study of the essential elements that enable the health and wellness of living and emergent systems. Since 1999 he has been researching the theory and practice of the dynamics of sustainable organizational growth from an Integral perspective. He founded emrgnc (pronounced 'emergence') in 2001 as a forum for practitioners seeking to make a difference in the world by applying Integral Theory to community development. His specific work is in the dynamics of transition, assisting in the emergence of consciousness in social systems undertaking large scale change, locked in temporary confusion, or facing hopelessness. Examples in Integral Sustainability include the Integral strategy frameworks adopted by the state government for Water Sustainability and Waste Management, and the design of Integral Programs to address violent crimes and substance abuse in Remote Indigenous Communities. This work has led Varey to develop specific techniques for working within the collective consciousness of integrally composed groups. His region of practice is focused in Australia and Southeast Asia.

IntegralCity.com

Abbotsford, British Columbia, Canada

Integrally-Informed Training for Citizens, City Managers, Foundations, and Developers

Dr. Marilyn Hamilton PhD, CGA is the founder of www.integralcity.com and TDG Global Learning Connections. She uses the integral framework to design change in the city that is ecologically informed and operationally integrated. Her approaches integrate value systems, social structures and infrastructures in the city, within the context of the climatic/geographic life conditions of the eco-region. Integral City Systems (ICS) provide decision making frameworks for ecological interfaces of the built environment and quality of life, that embrace the good, the true and the beautiful. ICS address leaders, teams/groups, organizations, communities, cities and metro/regions and include assessing, mapping, capacity building, facilitating processes, planning and tracking. Marilyn’s doctoral research used integral frameworks and methodologies to study learning and leadership in self-organizing online community systems. She has published peer reviewed articles promoting integral meta-mapping as a common language for urban change, proposing that the four

¹⁶ Both the thesis and case study are available on the Integral Sustainability Center website, forthcoming December, 2004.

quadrants and eight levels reveal the emergence of capacity at multiple levels of scale and supporting the need to balance subjective/intersubjective capacities with objective/interobjective capacities. She has used these arguments to address issues of Bio-Security (esp. Avian Flu), Urban Risk and Resilience and Vital Signs Monitors. Marilyn teaches, facilitates and researches integrally based leadership, organization change and systems thinking graduate studies with Royal Roads University, Spiral Dynamics for the Integral Age, California Institute of Integral Studies, The Banff Centre and Adizes Graduate School. At two recent speaking engagements at the World Planners Congress, Dr. Hamilton witnessed a paradigm shift in the urban planning profession, as planners elected to address the ecologically sensitive challenges of rapid urbanization, poverty and the related hazards posed by climate change and natural disasters. She maintains that an integrally informed action plan will enable implementation of these objectives.

Integral Africa

Ethiopia and Pan-Africa

Integrally-Informed Training for Emerging African Leaders

The Integral Africa initiative is designed to develop more leaders with an integrally-informed, world-centric worldview across the African continent who can reliably resolve complex adaptive challenges of any kind. Integral Africa endeavors to provide these leaders a global network through which they can learn from and support each other in their efforts to eradicate appalling human suffering and make possible a decent life for everyone. Integral Africa recognizes that the greatest leverage (i.e. largest number of persons receiving critical quality of life improvement per dollar spent) can be achieved by increasing the capacity of promising African leaders. As such, the organization brings to bear leading edge, proven methodologies in integral transformative learning and development that builds such capacity in leaders. With this approach, the leaders themselves can make appropriate fundamental changes in themselves as well as in the systems and cultures they influence. Within the first five years of operations, Integral Africa intends to enable the emergence of 600 African men and women with the leadership capacity to meet the complex challenges facing Africa, who will join forces with peers in the creation of healthy, thriving families, communities, organizations and institutions. Integral Africa was founded by Yene Assegid, a native of Ethiopia and award-winning UNDP HIV/AIDS and transformational leadership education program manager. Yene has successfully implemented integral approaches to leadership and program development in Ethiopia. Integral Africa is sponsored by the nonprofit everyONE-USA.

The European Corporate Sustainability Framework

European Union

Framework for Corporate Social Responsibility based upon Integral and Spiral Dynamics

The European Corporate Sustainability Framework is an “open source” framework for corporate social responsibility whose development was funded by the European Commission. Marcel van Marrewijk and Teun Hardjono, from Erasmus University Rotterdam, led its initial development. It is grounded in aspects of Ken Wilber’s Integral theory (agency and communion, and, loosely, quadrants) as well as in Spiral Dynamics. The following is the abstract from a *Journal of Business Ethics* article which describes it:

The European Corporate Sustainability Framework (ECSF) is a new generation management framework, aimed to meet increased corporate complexity and support corporate transformation towards more sustainable ways of doing business. It is a multi-layer, integral business framework with an analytical, contextual, situational and dynamic dimension.

Analytically, the framework is structured according to four focus points - the constitutional, conceptual, behavioural and evaluative perspective - providing integrative designs of complex and dynamic phenomena. The framework includes coherent sets of business philosophies, approaches, concepts and tools that structures corporate realities and generates sequences of steps in order to obtain adequate institutional structures, a road to corporate transformation and higher performance levels.¹⁷

The Permaforest Trust

New South Wales, Australia

Integral Sustainability and Permaculture Education Center

Report, May 6, 2005: The Permaforest Trust is a not for profit sustainability education center using an Integral approach as the theoretical and practical basis of its sustainability education program. It offers full time, residential, Certificate and Diploma level study in Accredited Permaculture Training (APT) at its sustainability education center and demonstration farm in New South Wales, Australia. Students participate in the APT program while living for up to 40 weeks as residents at the Trust education centre. An Integral approach at the Trust has extended sustainability beyond the ecological realm to include personal and cultural aspects into the understanding of sustainability practice. Integral sustainability training has helped students understand the importance of personal sustainability, cultural sustainability, and ecological sustainability, referred to as sustainability in 'I space', 'We space' and 'It space'. Practices in It space—such as growing organic food, rainforest regeneration, sustainable forestry and permaculture—are now complimented by practices in We space—including heart circles, meetings, commitment honoring, and equitable energy exchange—and by practices in I space—including Ki breathing, meditation, and academic study. At the beginning of each semester an Integral approach to sustainability is introduced through a one-day training module. Winton notes that as a foundation of operation, Integral Sustainability has had an overwhelmingly positive effect on the sustainability education and practice at The Permaforest Trust.

Learned Evolution

New York City

Art, Engineering, Strategic Management Grounded in Integral Theory and Eco-Effectiveness

Founded upon the principles of [Natural Capitalism](#) and [Eco-Effectiveness](#), Learned Evolution re-designs the world by creatively using *both* financial competition *and* environmental awareness to prove that with a value-based, approach to business bottom lines will be greatly improved *while* preserving and diversifying the natural environment for

¹⁷ van Marrewijk & Hardjono, “European corporate sustainability framework for managing complexity and corporate transformation,” 2003

generations to come. Learned Evolution calls this approach The Palette. In response to the limiting effects of the 'one-color' "Green" movement, The Palette Approach *includes* all the 'colors' of the spectrum, by integrating the productive aspects of "Green" ideals *with* competitive Capitalist markets, while going *beyond* them into emerging, unexplored territory. The Palette Approach recognizes that each method has important contributions, while each has destructive deficiencies. The goal is creatively integrating the productive elements, while dis-integrating the deficiencies. The Palette Approach understands the importance of each 'color,' and uses great care and precision when mixing them. Learned Evolution is an organization centered upon a worldwide network of artists, thinkers, and entrepreneurs focusing on Developing Through Creativity. Through event/film production, design, and consultation, Learned Evolution takes integrated marketing to the next level. From business to graphic design, painting to engineering, music to strategic management, Learned Evolution re-designs the world by integrating Eco-Effectiveness into both underground and popular culture.

INDEPENDENT CONSULTANTS AND RESEARCHERS

Chris Riedy

The Institute for Sustainable Futures, University of Technology, Sydney, Australia

An Integral Approach to Climate Change Policy

Report, May 31, 2005: Dr. Chris Riedy is a Research Principal at the Institute for Sustainable Futures, University of Technology, Sydney. In his PhD thesis, titled 'The Eye of the Storm: An Integral Perspective on Sustainable Development and Climate Change Response',¹⁸ he used an Integral framework to investigate sustainable development policy and climate change response in Australia. He explored the implications of Integral theory for an inquiry into sustainable futures, used quadrants and lines to guide a literature review on climate change and correlated climate policy discourses with waves and streams of personal and cultural development. Chris is particularly interested in the implications of the Integral framework for citizen participation and public policy development. He has developed a proposed model for public policy development that seeks to integrate multiple discourse positions using normative futures work, participatory integrated assessment, citizen deliberation and Integral facilitation. Chris is continuing to explore the application of Integral theory to research and consulting on sustainable development. In particular, he is investigating the qualities required by an Integral facilitator and ways to encourage deliberation across difference.

Andrew Barker

Johannesburg, South Africa

Appropriate Integrative Developmental Processes for Governmental Agencies

Report, May 16, 2005: The realisation of the huge potential resources from harvesting the real diversity of thinking systems in highly dynamic environments in South Africa is being successfully achieved through the application of an Integrative Values Approach. Andrew Barker, a Development Consultant who is working extensively in and across private and government and community sectors, has developed this powerful approach by successfully merging the integrative opportunities of the Gravesian thinking systems with the functional thinking of the value management technology and process. This collective and discussive approach has allowed the often very diverse and conflicting positions and views of people to be realigned and woven into a powerful lattice of congruity, support and delivery. This lattice become the basis for major changes in thinking, brings about a unifying cohesion and enables the participants to find meaningful and appropriate focus and priorities for realising their own sustainable future.

This approach has been successfully used in establishing strategic and operational plans for organisations to address issues such as HIV/AIDS and wellness, organisational development and restructuring, managerial crises, conflict management, urban and environmental development issues. A few examples include HIV/AIDS and wellness strategies, business and operational plans for Eskom (the national electricity agency), South African Broadcasting Corporation (the national radio and television broadcasting agency), National government

¹⁸ Riedy, 2005

Department of Transport; organisational strategies and operational plans for many private companies and industrial firms, national, provincial and local government departments, community organisations and provincial taxi councils; the development of a research strategy and focus for the national Water Research Commission.

Milla McLachlan

International Food Policy Research Institute, Washington, DC, USA

Integral Approach to International Food Policy and Nutrition

Report, August 23, 2005: I work on international food and nutrition issues, my most recent assignment was as Nutrition Advisor at the World Bank - I am now on an assignment with the International Food Policy Research Institute. I am trying to use Integral theory concepts in a paper I am currently writing for an international nutrition congress, on the need for new approaches to move from theory and policy prescriptions to practice.

Brian G. Eddy

Dept. of Geography and Environmental Studies, Carleton University, Ottawa, Ontario

Integral Sustainability and Development – An Integral Geography Perspective

Report, May 12, 2005: This research is developing a framework that examines the relation between sustainability and development across space and time, on a spectrum of local to global scales of human-environment interaction. An Integral analysis of the concepts of sustainability and development reveals that they cannot be decoupled, and a comprehensive and equitable approach must include traditional, modern and post-modern perspectives. Various perspectives are offered through multiple forms of data and knowledge that are often compiled as 'indicators' of various lines of Sustainable Development (SD). In an Integral context, SD indicators represent extensions of our human capacity to sense our environmental and existential condition in the complex state of global ecological dynamics and geopolitical affairs. A critical aspect to making effective use of SD indicators requires examining how they are situated within an understanding of 'being'. This latter aspect influences not only what indicators are meaningful to different groups and organizations, but also the values and presuppositions that we find embedded in discerning progress along various lines of SD.

A significant challenge in developing and making effective use of SD indicators is bridging the local to global continuum, and ensuring 'information integrity' and 'reflexivity' among the multitude of data sources that attempt to span this continuum. Currently, the vast majority of indicators are indexed against human political frameworks (i.e. communities, states, regions, nations), and are therefore intrinsically anthropocentric. When the same primary data is aggregated through ecological based spatial frameworks, very different statistics can emerge, and consequently, different policy options. The Integral Geography approach takes an explicit look at how indicators are collected, analyzed and assessed through both human and ecological frameworks. Particular focus is paid to the role of 'boundaries' at different scales, and how these boundaries affect and reinforce certain patterns of behaviour and understanding.

Cameron Owens

University of Calgary, Calgary, Alberta, Canada

An Integral Approach to Waste Management

Cameron Owens teaches courses in human geography at Mount Royal College and the University of Calgary in Canada. He has been active in promoting Integral theory in his classes and in his involvement in organizations such as Sustainable Calgary and Sustainable MRC. His research has involved exploring the barriers to sustainable consumption and solid waste reduction in developed world societies, with a particular focus on his own highly consumptive community. Cameron uses the Integral model as a framework within which to organize and better understand the factors that perpetuate unsustainable or wasteful behaviours. In his graduate research, through interviewing a number of Calgary families that were participating in the municipal government sponsored “Waste Watchers” program, Cameron was able to discern over one hundred particular hindrances to sustainable consumption. He then found that these barriers could be categorized using the AQAL Integral framework. Cameron proposed that a three prong approach, which addressed the personal, cultural and structural factors inhibiting sustainable consumption, would be most effective in developing meaningful and successful waste management strategies.

Brian Tissot

Benthic Ecology Lab, Washington State University, Vancouver, British Columbia, Canada

Integral Marine Ecology: Linking Science, Management, and Policy through Integral Ecology

This laboratory is focused on the ecology and conservation of marine invertebrates and fishes. Projects investigate issues at the interface between conservation science, management, and policy. The Benthic Ecology Lab uses quantitative statistical approaches combined with geospatial tools to explore the ecology of physical and biological components of habitat for commercially important fishes, with an emphasis on structure-forming invertebrates. Their work is grounded in an Integral approach to Ecology.

Ard Hordijk

Ministry of Transport, Amsterdam, The Netherlands

Transportation Sector Research Using the Integral Framework

Report, October 12, 2005: I am currently doing research for the Ministry of Transport, looking at the sustainability aspects of transport sector in the Netherlands, and planning to use Integral and also transition management.

Other Consultants

Other consultants within the Integral and Spiral Dynamics communities have done Integrally-informed development work. Don Beck has done extensive work around apartheid in South Africa,¹⁹ has presented at the World Bank, and consults on these issues continuously at high levels of leadership.²⁰ Chris Cowan and Natasha Todorovic have done leadership work with the Dutch government at The Hague.²¹ Christopher Cooke, Robin Wood, and Peter

¹⁹ Cons

Merry are also working at the intersections of business, government, and civil society, using an integral framework.

A CALL FOR PARTICIPATION AND FEEDBACK

Initiatives which use the Integral framework for international and sustainable development—whether in government, business, or civil society—are emerging continuously. Only a few have been mentioned here. As you use this framework in the field, please communicate with us about your successes, failures, questions, and conundrums. Please document your work through case studies and submit them to the global Integral community through Integral University. This is an evolving framework and there are many details to work out with regard to how to tailor it for varying situations and sectors. One of the core intentions of the Integral Sustainability Center and Integral International Development Center, as part of Integral University, is to offer an on-line learning community in which practitioners from around the world can learn from each other, cross-fertilize with best practices, and pose questions. Please participate. Your insights and inquiry are literally the lifeblood of this learning community.

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