

2011 SLaM Conference

Abstracts for papers, posters and workshops

(in alphabetical order by first author's first name)

Abha Maryada Banerjee

Spiritual Leadership in Today's Workplace

'Spirituality' has seldom been part of business. However, spiritual wisdom provides answers to every Leadership question ever raised by humankind. Referred here are two greatest Scriptures on Leadership ever written - the Holy Bible and the Bhagavada Gita. Here we find the unfailing 'universal truths of Leadership' which elucidate the mental and physical anatomy of a successful Leader. The universal truths inspire the practice of transformational leadership, based on character and conviction, the kind where people's lives change from inside out. The teachings ask us to raise the bar, thereby raising our own potential to the 'likeness of God'.

The Scriptures call the Leader to acquire the 'Freedom State of Mind' or the state of YOGA. Both Scriptures have consistently called for Leadership and emphasized positive actions.

In the Gita, Karma or Action, makes every small endeavour significant- Actions that are driven by the tripod of knower-knowledge-known. However, there is a subtle difference between the field and it's knower. One is a physical factor and the other, is an intrinsic knowledge of the physical forces. A must know for every Leader. The Bible on the other hand, has always 'raised' a Leader for critical actions, driven by faith.

Every action has been shown to have a consequence. Therefore, the need for right ACTION has been repeatedly emphasized. Both Scriptures take the Leader into a place of deeper consciousness to make him fully aware of the flow of actions arising out of human nature, his own and those of the led!

Ali Intezari and D Pauleen

Wisdom, Management and Unpredictability: A conceptual model

This paper seeks to address the question, how does wisdom contribute to management in circumstances of extreme unpredictability? To answer this question, we first discuss three key factors that support the world of business - human, knowledge, and the environmental - as well as their characteristics and their interactions. We then argue that managing the interaction between these factors requires the appropriate application of wisdom. A model is developed that illustrates the interconnection among these factors, and which points the way toward a greater understanding of how wisdom leads to proper responses to an unpredictable business world.

Allan Rudner

Using Wisdom in Leadership in the Later Lives of Men: New possibilities

What wisdom does it take for men entering the final third of their lives to live from their authentic selves? I present a structured set of skills and techniques to support a transformational journey for older men into new roles and functions which can continuously enhance their lives. The workshop is highly interactive and experiential. We will explore participant stories and use their wisdom to rewrite their narratives in a meaningful way for this later stage of their lives.

Outcomes

The key outcome is to open the door to new more meaningful possibilities and relationships in the lives and communities of the participants.

Andrea Dean & Christine Carlton

Gratitude as a Spiritual Practice

The workshop draws on the insights of the spiritual traditions as well as contemporary research from the field of Positive Psychology. Positive Psychology the study of what goes right with people, how and when they flourish, what gives them resilience, and how they achieve fulfilment and meaning.

Practicing gratitude impacts on every part of life, creates social bonds and develops skills for loving and resilience. Experiencing gratitude broadens capacity to interact positively and builds durable psycho-social resources. Gratitude is one of twenty four character strengths recognised everywhere and across time, and brought to prominence again by Drs Chris Peterson and Martin Seligman, co-authors of *Character Strengths and Virtues*.

Gratitude is measurable and studies indicate that gratitude is one of strengths most strongly correlated with well-being. Life and work satisfaction has a large correlation with gratitude and much smaller correlations with age, education, income, intelligence, and attractiveness. Gratitude is a habit that can be cultivated and which yields many benefits.

Anne Matheson

The Wisdom in Our Emotions

Researchers and practitioners who are interested in understanding the impact of emotions in the workplace generally use a measure of positive (I feel good/ pleasant) or negative affect (I feel bad/unpleasant). These emotional states are usually represented in a circle and referred to as a 'circumplex model'. These are generally described in four quadrants focussing typically on emotions that fall within the categories – mad, sad, glad and bad.

The only framework of emotions that has been developed specifically for 'Emotions in the Workplace research' is the Categorization of Emotions (Tran, 2007). The framework comprises four major groups or classes with specific emotions classified according to those classes. The four major groups are based on 'patterns of appraisal' rather than linguistic classes or positive or negative feelings. These are very academic frameworks that help researchers understand emotions from the point of view of an observer. They are not systems of meaning that assist the individual or the 'helper' to the individual to learn and grow.

Society has not yet developed a language and an understanding of emotions as a message system from the sub-conscious realm to the conscious realm. When we understand the message of the emotions we are able to experience all emotions as part of the human learning and feedback system. Using the Hierarchy of Emotions it is possible to determine the message that our emotions are sending us moment by moment. Once we understand this messaging system and are able to work with the messages, rather than ignore or work against the messages, then we can gain mastery of our emotions and become emotionally intelligent.

Examples

Emotion	Message
Happiness	Meeting a need or desire
Eagerness	Desire identified
Boredom	Not challenging your capabilities
Anger	Thwarted expectation
Jealousy	There is not enough for me
Envy	I will be deprived

This becomes an important tool in the repertoire of the Coach and the Counsellor. It assists the Coach/ Counsellor to guide the individual to understand their situation and how to change in a real and permanent way.

This model has meaning for the principles of leadership - whether it is leadership of self or of the group - as it shows a path of development and emotional maturity for the leader. It seeks to create an understanding that personal Wisdom can be found within us all, in our emotions.

Antoinette Braks

Our Self-Expression Creates Our Life Experience

I have invested over twenty years in transforming organisations and coaching people on their transformational journeys. Through my wide reading and work experience, I have found that certain principles, processes and practices work to move people through the evolutionary stages of development. At level 5 of our human transformational journey, personal wisdom becomes accessible and is actionable.

At this workshop I will present the stages of human development based on wide research, integrated with energy fields taken from the field of quantum physics, for leading self and leading others in an organisational setting. I will focus specifically on the stage of the Intuitive Self (4-5) and the Integral Self (5), a level which only 15% of leaders and managers have attained.

Participants will be taken through what I have called The Human Energy Operating System©, offered some personal illustrations, and then asked to examine their Life Experience through the higher perspective of the Integral Self, where wisdom is emergent. This is a reflective exercise that will lead into intimate engagement amongst neighbouring participants as they share moments in their life experience and examine the conscious and sub-conscious elements of Self-Expression that created it. We will also review a number of organisational processes that either hinder or liberate Self Expression at this level, providing a number of key tips that make the most difference.

Bridget Brandon

Ignite Your Stories of Leadership and Spirituality

Analysis might excite the mind but it rarely offers a route to the heart. Since 2005 the importance of storytelling as a leadership tool has become much more generally accepted because it is story that offers the route to the heart. It is story that is the portal through which we expand our lives and learn about other worlds. Stories embody our values. They give us clues from which we can discover ultimately what matters.

Translating our lived experience of leadership and spirituality into story can be challenging. This is the focus of this workshop. We will look at how to recognise those big and little experiences of leadership and spirituality and then how to story them.

This will be an interactive workshop using telling and writing, as the medium. Different ways of entering your stories or moments will be explored. You will call forth your imagination, your intellect and your intuition.

Outcomes:

You will learn simple principles that will help story your experience.

You will explore different ways to enter your story.

You will learn to listen to yourself and others

You will enter the story space of heart and connection to fellow participants

Bring your journals, pens and your explorer.

Cathy Duvel and Christine Clark

Leadership Practice: Beyond the everyday experience

Partnering with the remote Australian Aboriginal community of Mapoon and the Tetepare Descendants Association in the Solomon Islands, Global Leadership Foundation links their three principles of Self-Realisation, Collaboration and Stewardship to transformative leadership practices supported by these communities.

The Leadership Experience that is offered to leaders from the private, public and not-for-profit sectors, not only provides the opportunity to contribute to a significant ecological project but also offers leaders the time to critically and thoughtfully reflect on themselves and their businesses – particularly in identifying ways to evolve their present day leadership practice into one that addresses corporate and social responsibility and the need for an environmentally sustainable world.

This workshop will offer the opportunity to understand the transformative process and experience a number of practices that integrate our actions, feelings and thoughts - leading to moments of "presence" and a "quiet mind". These have been developed and refined through our learning with the indigenous communities and our work with Emotional Health levels and the Enneagram (a personality system that reveals important dimensions of leadership styles and assists leaders in better understanding what drives and motivates them as well as the impact that they have on others).

Christina Nielsen

Alchemy at work – for wisdom, leadership and inner work

The ancient Taoists stream of wisdom has lasted a long time. It still exerts quite an influence today for some psycho-spiritual and psycho-biological practices highlighting the web of inner and outer interconnection.

When the mythical thinking of ancient China combines with the analytical thinking of western science a transformative, alchemical process can arise that brings an awareness to leadership and business practices that can contribute to the evolution of new ways of thinking and working.

This poster presents one way of working with this combination.

Don Dunoon

Tapping the Power of Hidden Intelligence: Use of the ARIES Framework for enabling change with contentious issues

AIMS

Participants gain experience in applying the ARIES framework (Attending, Reflecting, Inquiring, Expressing and Synthesising) to better make sense of a contentious issue of current concern to them, and to identify and assess possible interventions.

RATIONALE

Contentious – messy – issues are everywhere in organisations. These are issues that people feel passionately about yet see through different lenses. There's no single correct way forward and often progress seems painfully slow. Yet potentially there are mental resources to be tapped - if only we can "find a way in" to consider current realities and emerging possibilities more deeply.

ARIES is presented as a set of practices and tools to aid such deep-reaching exploration of messy issues and to inform conversation about them.

The rationale behind the framework:

- Those with an interest in a contentious issue potentially have a great deal of intelligence to contribute to working it through
- Much of this intelligence is likely to be hidden, ordinarily out of reach, as a result of pervasive

defensive dynamics

- Leadership work entails drawing forth some of this hidden intelligence, scrutinising it, and integrating it with more concrete resources concerning the problem
- Undertaking such “leadership-mode” interventions implies engaging with threat, defensiveness and risk
- Key to reducing threat and establishing a level of safety is to intervene relationally; to recognize one’s own place as an actor in the problem sphere, to put the quality of interaction as prior to task achievement in particular moments, to hold one’s own views open to inquiry, and to encourage others to do the same.

Edna Ross

The Cultivation and Recognition of Corporate Elders: The baby boomer potential

The first batch of baby boomers turn 65 this year. Some 200,000 of them will hit the milestone in Australia, with another 5.4 million coming up behind. 89% of workers retire before they are 65. Over 3M boomers will leave the workforce within ten years, representing a significant demographic transformation.

With almost full employment and a looming skill shortage, keeping older workers in the workforce could deliver benefits to individuals, employers and society. How can this be achieved?

We now live for 20-40 years beyond our most productive stage of life. In the last 20 years, a growing chorus of voices has been proclaiming that this later stage of life has within it the unique potential for growth for those willing to pursue it. However, the ‘good old age’ does not come automatically. Deliberate action is required to cultivate the potential.

The theory and practical guidelines to make acquiring the qualities of a ‘spiritual elder’ or ‘sage’ a deliberate process – conscious ageing - have been described in the writings of Rabbi Zalman Schachter Shalomi, Harry Moody, Ram Dass and others. The work requires making an intentional inner journey, converting rich experience into wisdom through reflection.

To-date, ‘conscious ageing’ has focused on people who are considering retiring, or have retired, from the workforce. The questions I would like us to explore in this session are:

- How can the work done under the banner of ‘conscious ageing’ with retirees be used with mature workers (50+) to develop a group of ‘corporate elders’? and
- How best can their wisdom be brought into the workplace and their communities?

Eric Lyelson

Wisdom of the Enneagram and Organisational Change

In this workshop we would like to introduce Eric’s latest work in applying the Enneagram and a spiral theory of stages of development as an organisational change process. Participants will leave with a deeper understanding of themselves and their organisation, with some reflection on what is their resistance to change. Through experiential activities there is the opportunity to start the process moving up the spiral of development as individuals and taking this back to your organisation.

Gisela Wendling and Rachael Thornton

Finding Wisdom in the experience of bridging between Aboriginal and Western culture

"We invite you to listen into and participate in a conversation between Rachael Thornton, an Australian documentary maker who spent eight months in the Central Desert filming the life of a famous Aboriginal artist and healer, Bill Whiskey, and Gisela Wendling who has spent over a decade researching the experience of Westerners who have been initiated into indigenous cultures.

Cross-cultural initiations into indigenous cultures can be a transformative vehicle for tapping into a new vision about our role in the world. Gisela, who is an initiate into the Andean indigenous tradition of Peru, and Rachael who gained an understanding of what it means to belong, have discovered the healing power of the land, the value of living in reciprocity, and how despite our differences we are all part of the same human community with the same existential human needs!

The session explores patterns of transformation that define the experience of being changed by cross-cultural experiences, how this process puts us in touch with wisdom that can change us, and how as a result we are able to make different choices. We propose that seeing our own lives through the lenses of indigenous, and specifically Australian Aboriginal traditions, we can access a new vision inspiring a new kind of leadership."

Glenn Martin

The role of stories in the development of values and wisdom as expressions of spirituality

This paper explores the roles that stories can play in professional development, taking this term to refer broadly to any kind of vocational, professional and leadership role. Such roles are commonly defined in terms of competencies, but it is increasingly being recognised that there is a spectrum of development that leads beyond competency (the acquisition of knowledge and skills and their application) to the attainment of expertise. At the level of expertise, the exercise of work roles involves values and judgement. Moreover, when we consider the idea of developing from competence to expertise, we can see that expertise may develop into wisdom which is an expression of spirituality. This model raises the question of what kinds of learning are involved in professional development and how such learning is best facilitated. Expertise, wisdom and spirituality are fostered through a combination of direct experience and immersion in the experiences of others, and reflection on these experiences. The focus of interest in this paper is specifically on the role that stories can play in enabling people to develop an awareness of, and commitment to, values and ethics. One aspect of stories in professional development is the articulation and sharing of stories by participants. Another aspect is the examination of "received stories", which include organisational war stories, case studies and business novels. There are numerous types of business novel, those with a minimalist story line and a dominant didactic purpose, fables or parables, and full-length novels that deal with deep issues that leaders or professionals face. The value of the "full-length story" type of business novel is explored. The importance of the story in itself is considered, and then a methodology for eliciting learning from such novels is examined. Wisdom and spirituality are inherently personal, and stories enable the worker, professional and leader to step into their own wisdom.

Ingrid Messner

Changing Perspectives: Indigenous wisdom and sustainability in business

Our world is at a point of change. There is the need for a new type of leadership, especially in business as it has such a big influence in today's world. We need a new level of consciousness to ensure that business people can truly see and act on the interconnectedness of everything and thus will be able to positively contribute to all stakeholders in the long run. New perspectives on planet and people can open new areas for innovation and secure thriving businesses in thriving communities.

Indigenous People all over the world have led sustainable lifestyles for thousands of years (in Australia for more than 50,000 years). They survived many, many challenging changes in nature and society. Thus, they must have done something right that we might be able to do in an adapted way to solve today's sustainability challenges, like Climate Change, Water, Pollution issues and other social problems. Everybody could benefit from this timeless wisdom.

The workshop explores some of the current world views towards Sustainability and Corporate Responsibility in relation to what might be the essence of the timeless wisdom from various groups of Indigenous People. Their underlying principles of how to live a sustainable life are presented as stimuli to challenge our current perspective on this topic in business.

Objectives of workshop:

- Raising the awareness of the value of learning from indigenous wisdom
- Defining activities supporting a change of leadership behaviours
- Creating new ideas on how to improve sustainability thinking in business

Overview of process, activities and outcomes:

A small group of 9-15 participants explores together an exhibition of photos, posters and objects relating to the 7 principles of indigenous wisdom in relation to leadership in sustainability.

After a brief discussion of first impressions and thoughts, the group splits into smaller workgroups.

These groups focus each on a different principle and brainstorm the difference in perspectives between today's business world and the timeless indigenous wisdom. They define activities that business leaders today can take to integrate the specific principle of indigenous wisdom in their daily life – at work and at home. The groups then choose an inspiring presentation format for their findings, such as a short story to tell, a scribbled poster to show or any other creative outlet.

Now, the sharing in plenum takes place and provides additional perspectives from the other principles to everyone.

A brief summary by the facilitator and the invitation to capture one action per person for a new daily routine in their own life concludes the session.

Participants walk away with new perspectives on how indigenous wisdom can be integrated in today's business leadership with the aim to solve the current sustainability challenges. They have a very specific personal action point in their hand to be implemented straight after the conference.

Jay Hays

Transformation and Transcendence: Strong Theory and Wise Practice

This highly-interactive workshop incorporates strong theoretical background, shared dialogue and reflection, and active individual work. Through exercises, discussion, and reflection, participants identify one or more habits or behaviours undermining performance and / fulfilment. They, then, develop and commit to a plan based on principles provided (see below) for transcending limitations. The workshop format, materials, and approach serve not only the individual in the moment but are transferable to teams and organisations in or with which participants work. Thus what participants learn in the workshop has broad application beyond the conference.

This workshop is based on a yet unpublished paper completed in 2011 that examines the relationships amongst transformational leadership, learning, and change (T3), transcendence, and wisdom.

Principles, insights, and other discoveries from this research will be presented as part of an introduction to the topic. This background provides legitimacy to the approach taken in the workshop, as well as introducing participants to this first identified integration of three important but disconnected streams of research and practice. There has been no meaningful synthesis of transformational leadership, transformational learning, and transformational change to date.

Transcendence is only beginning to surface as a relevant aspiration and topic in leadership and organisation studies. The workshop underscores the key, synergetic roles transformation and transcendence play in promoting and manifesting wisdom. Workshop participants will have the chance to be part of defining and applying a new way of thinking about wisdom as it emerges.

Jutka Freiman

Enneagram: A transformational system for conscious leadership

Homer's Odyssey offers us the archetypal template for the Hero's journey.

In this workshop we will explore the 9 stations of the journey & marry them to the ancient wisdom of the Enneagram.

We will traverse the terrain from the Hero's Journey to the Mystic's journey by examining the focus, compensations & pitfalls of our Hero's (Odysseus) journey & how he (and indeed we) might have responded & not reacted to each of the 9 challenges through the insightful lens of the Enneagram system.

We will use archetypal story, discussion, visual & auditory vignettes' & interaction to create a dynamic and inclusive field.

No prior experience of the Enneagram is necessary.

Kate Crawford

Sharing wisdom in evolving contexts: Shared consciousness, leadership and authority in self-directed teams

For many people and organisations the rapid changes and complexity of work and recreational situations present challenges and also new possibilities to maximise the diversity of human capabilities. The substantial changes and continuing rapid evolution in personal and work relationships, expectations, and opportunities require much greater alertness, better interactive communication, new capabilities, new forms of leadership, and continuing review in ways that were not necessary in an industrial age when societal institutions were designed for stability. In particular, with rapid change and interconnectedness between many aspects of any situation, there are often tensions between culturally established roles and expectations and the demands of the emerging reality. This paper presents research results from two quite different contexts to suggest that as we move from largely hierarchical, individually competitive, and stable forms of social organisation to more a heterarchical and network centric paradigm, small self-directed teams are an important social structure for adaptation. The research also suggests that leadership styles have changed. These new modes of activity require capacities to listen, explore, sense, share possibilities as they arise, inform and catalyse positive outcomes by developing a shared situational awareness and negotiating evolving shared goals and flexible individual roles and relationships as a means to reach them.

Lindsay Mell and Rosalind Shoshana Brenner

How to proceed in a chaotic world

This poster presentation, will incorporate an accompanying interactive workshop session, all of which will comprise a three-part presentation. Included in this will be an intensive Visualisation Process to identify and address our current chaotic spirituality, leadership and management predicament arising from the global economic crisis.

The United Nations Association of Australia (UNAA) - NSW 'Community Project' realisation spectrum of Meaning --> Significance--> Relevance --> Resonance will be applied as the basic prospective transformational agent in this, along with a proposed correlated compassionate virtuous cycle of Affinity --> Affection --> Affiliation --> Appreciation, around a broad sense of Collective Purpose.

We will propose this realisation spectrum, augmented through the associated explanatory compassionate virtuous cycle, as the process and means through which to cultivate worthwhile wholehearted 'Wisdom At Work' (and in general), thus to substantiate a more profound sense of

Collective Purpose from a universal aspect.

Through this realisation process, the dynamics of how to 'manage' in this foregoing context will be addressed, with a view to cultivating 'leadership' conducive to a deeper sense of Collective Purpose. Meanwhile, the compassionate virtuous cycle and workshop component will address the 'spiritual' dimension and associated concerns by implication.

These diverse elements will then be explored through a 'Creative Expression of SLAM in Action' interactive activity.

Lynne Baker

Earth-based wisdom: Following your inner and outer nature

The concept of earth listening and speaking is both an ancient and modern one. The general worldview of many indigenous cultures, including the people of Australia is that there is a deep and complex connection between people and the land. This theme of communication with nature is also found in the writings of philosophers, poets, artists of all persuasions and in the principles of process oriented psychology.

This earth-based communication is generally not thought of as being verbal, overt, and direct. It is usually a more subtle form and may be experienced through means other than verbal. We can listen and speak in many ways. We can experience information through many channels; visual, proprioception, movement and all of our senses. For example the breeze on our skin and the smell of a lake can communicate to us non-verbally, arousing deep emotions and memories. We all have places on earth that speak to us, that have a wisdom that can be accessed and brought back to our everyday awareness as leaders; Mindell (2010) calls them our "earth spots."

This paper outlines ways to engage with our individual "earth spots", dance with earth-based wisdom and use it to support our roles within organisations. It utilises visual references, including film; and the journal entries from my log book as a documentation tool to support the thesis.

Nadine Hood

Wisdom or Myopia? Options for our uncertain path ahead: A thought experiment

This paper probes into possible future governance patterns in relation to some of the huge environmental threats facing us. I will base my presentation on insights gained during a period of my living in the Soviet Union in 1990. My treatment does not advocate their style of social/economic structures, but aims to embrace fully the learning opportunities from that 70 year social experiment. Theirs was an earnest attempt to organise industrial society along very different lines from our own; and as such can provide a reservoir of practical applications and a rich resource for new thinking. Most people have an automatic, hair-trigger rejection of anything to do with Soviet Union. This can be to our detriment, because it blocks clear-sighted thinking, across a broad scope. Given that Western democracies and institutions seem unable to respond in effective ways, commensurate with the present critical problems, anything which removes the blinkers of habitual thinking-patterns should be welcomed.

My understanding is derived from Soviet friends, interviews with other Soviet people and my own deep immersion. I use these reflections as a radically different viewing platform, to gain perspective on the practices of my own society.

I will present the essence of my thinking, and share experiences and travel tales relevant to my thesis. Together, we can explore how trouble spots in our industrial-commercial-societal set-up might look if rearranged and generally jiggered about with.

I have been active in the Left & environmental movements for over three decades. I have taught in

several Australian universities (& at St Petersburg University) and worked in radio and print media. I have spent the last 15 years in deep contemplation of this subject, whilst writing a book about it.

Neerja Ahuja

Inner Management: The wisdom of leadership

“I love doing this...” gives a different experience and feeling in the body from “Oh, I hate doing this....”. The first one probably makes one tired before even starting, yet the second one can make one feel exhilarated even when the work itself makes one physically tired.

Before any action, comes a thought. And that thought determines results we get at many levels – emotional, physical, tangible and intangible.

Fundamentally life is about management – how we manage our home, work, time, life, indicate how we live our life. The quality of our life depends on how well we manage our body, our mind, our emotions, our situations, our life in general and the world.

Generally management is spoken about in terms of economic situation in business and industry, pushing other aspects of life to corner. All KPIs are in terms of economy.

But if we make a graph of life, are we going up or down? Think how happy were you when you were 3 years old and how happy are you now? Have you not been working on managing your life? And what has been the purpose – even when you wanted to do well in your career, make lot of money, marry a certain man or woman – was not the purpose that it will make you happy? So is the graph of happiness with age going up or down?

What does it indicate – are you a good manager of your life or not?

So if this kind of management has to happen, that just in managing a business, you and the people around you rise to their peak, then you have to spend a certain amount of time in focusing on your inner management.

The professional success is determined by:

- academic qualification,
- technical competence,
- personality characteristics,
- ability to manage efficiently the resources of the organisation.

All of the above depend on inner management of the Self.

Nigel Patterson

“I see you”: a message of hope for leaders in today’s broken workplace

Research shows there is significant dissatisfaction in the Australian workplace today. Over 60% of the workforce is actively looking to change jobs. Over 42% blame management, whilst only 10% leave for more money. Clearly something is broken. Up till now most organisations have relied on IQ and EQ as a means for creating a desirable workplace. This is no longer enough. The 2010 blockbuster movie, Avatar, amongst others, may have tapped into this malaise with its “I see you” message and introduced a language which the collective corporate tribe can relate to. This paper brings into awareness how we got here and, more importantly, what could be done for the workplace to survive in the future. The research tells us that this is not a problem which can be fixed by money alone. It is a far harder challenge, one which requires leaders and managers to go within, confront their fears and to return to look their stakeholders in the eyes and authentically say “I see you”. It is a journey into the corporate soul demanding leaders tap into the wisdom that resides within.

Olumuyiwa Okubena

Workplace Diversity Issues: Financial fraud and corruption perspective

This study explored the pernicious effects of financial fraud and corruption and the importance of the rule of law, transparency and accountability of public sector in combating financial fraud and corruption. These critical conditions serve as the foundation for the effective and efficient governance and the economic growth of a nation, especially through utilizing the opportunities provided by globalisation through increased investment and trade. The circumstances and implications surrounding financial fraud and corruption in the local authorities in South-Africa were also investigated.

Patrick Bradbery

Wholistic Interactive Spiritual Development of Managers

The growth of the concept of the learning organisation over the last thirty or forty years has created more interest than positive outcomes. Despite the ambitious claims made by Senge, and others, most attempts to create a learning organisation seem to have fallen short of their ambitions. In this paper, it is argued that a naïve conceptualisation of learning and development is a major contributor to this situation. In particular, the failure to recognise that learners develop through a number of stages contributes to the application of inappropriate learning and development strategies. A reimagining and reconceptualisation of learning and development based on contemporary knowledge and wisdom necessarily includes recognition of the spiritual aspects of learning and development. Managers who are caught in a state of “arrested development” that does not embrace spiritual development are incapable of the kind of thinking and behaviour that is essential to create a learning organisation. A model of learning and development which integrates psychological and spiritual development is presented in the paper. This model is then used to develop praxis for the wholistic interactive spiritual development of managers (WISDOM). The application of this praxis is capable of transforming the concept of the learning organisation from a good idea to resilient leadership and management and radical sustainable organisational change.

Paul Eperjesi

The Wisdom of the Body

What cannot be said in Australian organisations. How your organisational taboos may be keeping your organisations from break throughs.

A weaving of disciplines to bring about a whole corporate experience.

Experience group flow and the resonance of morphic fields.

Peter Rennie

From Bystanding to Understanding and Action

‘And they just stood there’ . . . ‘Why can’t they see what’s in front of their eyes?’ . . . sound familiar? Haven’t we all said these words at one time or another? But the bystander phenomenon is more than just a cause of frustration. Despite countless psychological studies over the last fifty years, it represents one of the major challenges to those seeking a peaceful transition to a sustainable world.

This highly interactive presentation will demonstrate a practical theory that will enable you to help others make the transition from bystanding to understanding and action. It will show you how individual change can lead to group, and whole systems change in turn. It will show you how to help other people begin to change their behaviours away from those based on a desire for status and consumption toward behaviours based on a desire for partnership, relationship and learning.

Key to this practical theory is the connection between mindsets and structure. Most of us are unaware of the role played by internalised pyramidal, (hierarchical) structures. The pyramidal structure generates a pyramidal mindset that is based on the values of status and control. But high status and real control is only for a tiny minority. It is lack of status and lack of control for most. That is why the pyramidal mindset primarily gives rise to beliefs of disempowerment and disengagement for many. A person holding a pyramidal mindset is likely to deny the seriousness of information that poses a threat to their future. Why put themselves through needless anxiety if they believe they can do nothing about it? A parabolic structure is characterised not by status and control but by relationship and learning. The accompanying mindset supports a person's understanding that they are not alone and rarely should act alone. Problems are best shared and solution orientated actions best carried out in partnership.

This new parabolic / partnership mindset allows an individual to become more open to previously inconvenient truths. With an understanding of how to develop partnership mindsets you will be more able to help the citizen who is uninvolved in civic affairs to take greater interest in the organisations and social systems that impact their life. It will help you to help others envision themselves as partners and builders of social capital for a fairer more sustainable world.

Richard Harmer and Diana Coverdale

Connecting with your ever-present wisdom within

Overview

We all have a story to tell through our life journey - our "Soul Plan". The question is, what story are you presently telling in this life and is this the story you planned to tell this time around?

Each of us have three stories that are simultaneously told as we navigate the landscape of life: first, our Purpose story; second, our purpose story; and third, our ego story. In this interactive workshop, you will learn about these three stories and how they are presently coming to life through you. You will also identify which of the three stories you most want to tell, and through a short dialogue activity call upon your ever-present inner wisdom to set an intention that supports you in reconnecting and remaining aligned with your Soul Plan for your life.

Aims

In this interactive workshop participants will interact with a simple framework and process for reconnecting with their ever-present inner wisdom. Participants will discover the three stories we all 'tell' through our life and identify the key distinctions between each. Finally, through a brief self-reflective and dialogue process participants will set an intention for reconnecting and remaining aligned to their inner wisdom in service of their Soul Plan for this life.

Rationale

Disengagement with life and in life occurs as a result of disconnecting with one's Soul Plan. Indeed, many people are not aware that they have a Soul Plan and often navigate life's many choices in ways that directly contradict its fulfilment. However, indicators of our Soul Plan are ever present with an open ended invitation to reconnect and re-align with it. A person's wisdom is the 'mechanism' through which they manifest the context, content and form of their Soul Plan for this life. Being and becoming more present to our wisdom within allows us to be in dialogue with our soul in each and every moment, and through this dialogue experience greater joy, gratitude and self-understanding.

Objectives

This workshop has three core objectives for participants:

1. To identify and interact with the three stories of their life;
2. To learn two foundational practices of inner wisdom development - Intention and Dialogue - and how these two practices enable greater happiness and joy; and
3. To reconnect and align with their inner wisdom in service of their Soul Plan for this life.

Workshop Process/Activities/Outcomes

This workshop will utilise a blend of short instructional 'teachings', individual self-reflection and small group processes. Further, participants will be introduced to and engage with two core practices of

inner wisdom development: Intention and Dialogue. Participants will interact with these two practices to deepen their insight into their ever-present inner wisdom.

Sarah Pant

Finding the voice of wisdom in creative process

Aims

The aim of this 60-minute workshop is to give an introduction to accessing and utilizing our innate inner wisdom, through sound and movement. Exploring the wisdom that comes through the creative process and how to focus this practically in professional development and awareness in leadership.

Rationale

Drawing from voice and body work, Creative Arts Therapy, Process Work and Holistic Psychotherapy, this experiential workshop is an opportunity to be curious about the power of your own voice. For most of us our voice is our primary form of communication, yet we pay it very little attention. We will investigate the potential of an innate wisdom accessible through a multisensory experience where we can discover things we weren't aware of and couldn't access on a purely intellectual level. A one-sided view of IQ is a thing of the past – we are moving away from focusing purely on the intellectual and toward an intelligence that draws from our emotional, physical, sensory experience, our stories, songs and relationships. A multisensory experience is known to be more sustainable than a purely cognitive one because learning happens on a deeper, more profound level, and so too the opportunities that arise tend to be more closely aligned with our deeper vision and values.

Objectives

The objective of this workshop is to begin to discover new aspects of awareness and possibilities that arise from unfolding experiences using the voice and body. You will notice how the voice and body hold inner resources and wisdom that can be used as a reference point and guide in moving toward inspiration from your vision.

Overview of process and activities

We explore the voice and body as a tool for release, exploration, unfolding and learning. A brief introduction on the theory and application of the work will set the context and there will be a short discussion to identify the interests of the group. Activities will offer an exploration of sound and movement as an awareness tool. Anyone can do this, there is no vocal experience required, simply a willingness to be curious and explore your own voice in a safe and supportive environment. Activities include vocal play, singing and movement, investigating unfolding experience, integration and a reflective discussion.

Outcomes

You will feel energised and enlivened by this highly interactive and enjoyable workshop. You will have an experience of accessing wisdom through the voice and body, harnessing this as an awareness tool and bringing you in deeper alignment with your unfolding process.

Stephen Treloar

Leadership of Organisations: a case study involving ethical leadership, board governance, whistle-blowing and use of consultants

Silverstone Industries Ltd commenced almost 50 years ago as a registered charitable organisation. Over the years it evolved into a 'best practice' 'social enterprise' that provided vocational training and employment to over 600 persons with a disability. The company demonstrated how with good training and support disabled persons could do a lot more than low-skill level tasks traditionally associated with 'sheltered workshops'.

For the financial year ending 2008, the company reported a record turnover of \$M31, a trading surplus of over \$M1 and a net asset value of \$M12. It was a thriving successful business.

In March 2009 and at the height of the GFC, the Chief Executive Officer (CEO) of Silverstone Industries reported to the board of directors he "...no longer had any confidence in the integrity of the financial figures, information or reports emanating from the Chief Financial Officer or his department". The CEO had become a whistle-blower. The board appointed a special audit firm to investigate and report back. A 'window' of four weeks was provided.

Virginia York

Developing a "Wisdom Ecology": Practices for reflectivity, awareness and transformation in leadership

This workshop will be both a theoretical and very practical consideration of the importance of wisdom in leaders.

AIM

To increase the understanding in the mind and in the body of the power of wisdom in leadership. To affirm wisdom as a vital quality and awareness in the leader, who in accessing their wisdom will be more potent to transform their world, their sphere of influence, and the business world broadly.

RATIONALE

From my experience coaching and teaching in the business world, wisdom is an emergent topic. Leaders can see that wisdom is needed but unsure if they have it and how to access it. This workshop gets practical about what wisdom is and explores practices to increase our relationship to our wisdom. We develop our own "ecology" of wisdom, which travels with us in our daily life as leaders.

OBJECTIVES

a. We will discuss topics such as:

1. What is wisdom and how is it relevant to business leaders. Definitions presented and group discussion.
2. The place of reflectivity - What keeps you away from reflective time? What are your reflectivity practices? Use of reflection in wisdom.
Becoming comfortable in philosophical spaces like the liminal or transitional .
Reflectivity supporting the path of awareness
3. Securing your practices that allow you to sense and deepen your wisdom? The place of somatic awareness and deepening your practices.
4. Reflectivity, liminality and the coaching process – gathering one's wisdom in a business setting / coaching as a way of wisdom building
5. Collective wisdom and the interface with personal wisdom
6. How is wisdom transformative?

b. We will practice some wisdom practices together – this will be a strong experiential.

c. We will reflect upon what the theory and the practical mean for us going forward as leaders, teachers, healers and aware beings in our arenas of influence.

Process

We will review some thoughts and material on wisdom in the body, wisdom practices and the link between leadership, awareness and accruing wisdom. We will have talked about the place of reflectivity and practised this. We will explore the wisdom held in the body. We will have had rigorous discussion, (in pairs) about these 6 topics, then feed back to the larger group.

Activities

A reflection time begins our activities. Then some discussion time, after which a number of wisdom practices are done as a group and individually.

Outcomes

You will have been stimulated in discussion with material presented, to review your view of wisdom and how it locates in the body. You will have accomplished some somatic and movement activities and reflected upon how you access wisdom through your experiences in your body.

Wendelin Kuepers

Art of Wisdom Phenomenology of Embodied Wisdom at Work in Leadership and Organisation

This paper explores the phenomenon of wisdom and wise processes in organisations and leadership phenomenologically. The aim is to show how (Merleau-Pontyan) phenomenology can help to develop a more inclusive understanding of the embodied, “in-corporated” dimensions of wisdom in organisational life-world practices. Based on an integral pheno-practice of wisdom, especially artful and aesthetic dimensions of wise inter-action and inter-com-passion are discussed. A specific focus will be given to the question how responsiveness can be a base and process through which forms of responsibilities and wisdom can be practiced. In other words: How can responsibility be reinstated as an embodied answering i.e. as a ‘response-ability’ that is an ability to respond adequately and for a sustainable presence and future. Understanding embodied wisdom at work in responsive practices allows to re-member and re-integrate spiritual dimensions in thereby more sustainable organisations and leader- & followership(s). By concluding, theoretical and practical implications as well as further perspectives on embodied wisdom as artful and responsive practice in organising, leading and following will be outlined.