



..... SOL EUROPEAN NEWSLETTER MARCH 2009

Warm greetings to everybody!

Satu Vainio decided to finish her successful career as European Coordinator's and me, Sanna Tossavainen, together with Annika Bergenheim accepted this challenge.

This is our opening newsletter for year 2009 and wow, it's beautiful! We are so proud of you all! Thank you for your contributions!

SoL European newsletter is a way to communicate about different events, other activities, projects, questions and dialogues going on in European fractals. This (and all others in the future) newsletter will also be distributed globally!

All questions, feedback, ideas etc are welcome to address: sanna@solonline.org

Enjoy!

Best wishes, Sanna and AnnikaB



AUSTRIA
www.sol-austria.at

News from SoL Austria!

28th November 2008: The 8th annual Symposium of SoL Austria was held in the "Haus der Forschung" in Vienna. Many representatives of member organizations as well as interested newcomers were participating.

Anita Frank, Michaela Topolnik and Christoph Mandl presented their study on five research institutions and their respective insights entitled "Research-Productivity and Structure". Another topic of the Symposium was "Investing in Human Potential". After watching an interview with Muhammad Yunus that had been filmed for the 3rd SoL Global Forum there were lively discussions at Learning Tables.

Three Learning Groups decided to continue their work:

- Research-Productivity and Structure
- Knowledge Work
- Organizational Culture and Learning

7th May 2009: The Learning Group "Organizational Culture and Learning" together with interested members of SoL Austria will have a dialogue and brunch with Edgar Schein to discuss their current project and issues of general interest. This event is already fully booked!

9th October 2009: SoL Austria will hold an **International Symposium: "Sustaining Abilities – Stories from the Field" at the University of Vienna to celebrate its 10th anniversary.** Members of all SoL fractals from Europe and other continents as well as interested guests are cordially invited. We will start at 10.00 am. The language of the conference will be English.

Dr. Göran Carstedt, Senior Director with the Clinton Climate Change Initiative und Founding Member of Global SoL, will give a presentation of his work regarding "Learning Ports for a Better Climate – The Story of Mobilizing Port Authorities". Furthermore there will be opportunities for exchange of experience at Learning Tables, conversations on "SoL Stories from the Globe" with short reports from Organizational Learning Practitioners and a "Future Cascade" about the question "10 Years in the Future – what will Organizations have learned, what will I have learned?". The day will be completed with a festive dinner and party.

For more detailed information, registration and hotel suggestions please check: www.sol-austria.at

10th October 2009: There will be a European and Global SoL coordinators meeting at the University of Vienna. For further information please contact:

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Alfred Hanner: alfred.hanner@aramco.com

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BASQUE COUNTRY

– Cluster

Conocimiento

(Knowledge Cluster)

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CROATIA

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DENMARK



FINLAND
www.solfinland.org

SoL Finland organized **SoL Members meeting on 23.3.2009 with Roosevelt Finlayson & Merja Fischer**. Roosevelt's theme was "Leadership, Innovation and Change in Self Organizing Systems: Lessons from the Bahamas Junkanoo Festival". Merja Fischer from Wärtsilä Corporation shared her story: "How to build extraordinary performance through positive interaction" Her case was from the Global Financial Shared Service Center; located in Vaasa, Finland.

Roosevelt Finlayson covered three main areas in his presentation:

- 1) Principles of self organizing systems
- 2) Creative process in festivals
- 3) The connection between innovation, learning and change and a new way of leading

Roosevelt works as an entrepreneur and a catalyst for personal and organizational transformation. His work is focused on Leadership, Creativity, Innovation, Experiential Learning and Excellence. He is co-developer, along with his associate Michael Diggiss, of the Festival in the Workplace (FITW) transformation process.

FITW is intended to facilitate the development of an organizational culture that stimulates people to become their most creative, passionate and productive selves and where they experience joy, meaning and fulfillment.

Roosevelt and Michael have developed FITW using lessons from The Bahamas Junkanoo Festival as well as the Carnivals of Trinidad and Brazil and the New Orleans Mardi Gras.



Team Mastery Arena - New Trails for Leadership in cooperation with SoL Finland

SoL Finland, Team Academy Finland and Partus have joined forces in a very concrete way and are now co-creating a Team Mastery Arena-event that will serve the common goals of all three organisations. This year's SoL Conference is also merged to Team Mastery Arena.

Team Mastery Arena will gather together 250-300 members of the tribe of coaches, entrepreneurs and leaders to Jyväskylä in September 17-18th 2009. The themes will cover leadership, teampreneurship, learning and coaching in the spirit of SoL and learning

organisations! We have set ambitious goals in every sense in this event regarding the participants, program, speakers, and results.

More information coming soon - looking forward to seeing you in Jyväskylä 17-18th of September!



24th March 2009: SoL France has organized a special event for its 10 years anniversary. 180 people came to hear about SoL's action-research thematic: « from Crisis to Transformation ».

Different topics were discussed during the evening, such as:

- What is a transformation agent? And how can one be a successful transformation agent?
- The practices SoL members have established in their own organizations
- The conflicts that can occur within an organization between the models of management
- The paths to organizational learning

New issue of Cahiers de SoL has been published. It is our 10th number with a theme "10 years of SoL France"



Next events:

- **3rd April 2009:** discussions between the members of SoL France about this specific topic : « Learning from crisis : how to co-create desired futures »
- **9th, 10th, 11th June 2009:** core workshop of SoL France in Fontainebleau : Les Fondamentaux de l'Organisation Apprenante (3 day-workshop about organizational learning).

SoL France is composed of 12 companies and about 15 consultants and researchers.





GERMANY



GREECE

Conference on Deep Learning, 16 – 18 October 2009, Lassia Studios, Petras - Lesvos Island, Greece

www.lassia.gr

Competencies for change

This is a **DRAFT invitation** for participation in a conference on deep learning. We will invite people from many backgrounds to share their insights and intuitions on learning: **how to deal with the many challenges that society now poses upon us.**

Many fields of society are in crisis. The financial world, the environment, multicultural society, the legitimacy of government and politics, everywhere people are facing huge challenges.

The models that now govern most of our institutions, businesses and government, have created this situation. Tackling the crisis requires a shift in those models. But a sheer change in concepts doesn't change behaviour. Deep learning is about the development of the leadership that develops the knowledge, skills and attitudes that can create answers to the challenges.

Action learning

This will be an action learning conference. The participants bring their insights, intuitions and ambivalences. The conference will be a scaffold for experimenting with new insights and different forms of behaviour, and for developing new competencies.

The conference brings together people from different backgrounds: academics, consultants, practitioners from business, government or institutions. Theory and practice convene. Academics are invited to submit their insights and intuitions in the forms of research papers. Consultants and practitioners are invited to submit their insights and intuitions in the form of essays. Based on this variety in contributions the participants will create a three day dialogue.

Head, heart and hands

Learning is not just cognitive. Deep learning is about transformation on the level of knowledge, skills and attitudes; head, heart and hands. Otto Scharmer would say: head, heart and will. This goes for individuals as well as for their institutions and networks.



The proof of the pudding is in the eating. Ideally, for practitioners, consultants and researchers, the interconnection between theory and praxis is in creating a platform for trial and error, doing and talking, reflecting and exercising. The suggestion we have for this conference is to not talk about theory but to do theory; not to live in action, but to theorise action. We will work on embodying theory and on theorising experience. Together, we will create a safe space for dialogue.

Deep Learning is about growing on the levels of head, heart and hands, or head, heart and soul, for individuals interconnected with the growth of our teams, organisations and networks. The term integral leadership is being used in this realm. The conference will focus on the bond between these inner and the outer journeys.

Call for papers, call for contributions

So we invite researchers and practitioners to share their insights on deep learning, on leadership in dynamic circumstances, on kernels of change in deadlocks.

What moved people to move their teams, organisations or networks?

What challenges do you see?

What openings for change have you experienced, or did you create?

What theories seem to offer a promising set of concepts or technologies?

Which situations offer a chance to create new relevant practices?

Co-creating a conference

All participants will participate in and contribute to the learning process. The concept for the conference is to have a three day long conversation, supported by social technologies related to for instance Art of Hosting, Theory U. Body work and meditation can be part of the conference.

The written reflections will be accessible on the website of the conference on beforehand. All participants can react on the submissions – this will be an open review process. All written reflections will be available on a dvd, cd-rom or usb-stick. We can add an ISBN number to facilitate the needs of the researchers.

We expect an attendance of 50 – 60 people.

Organising Committee

Anthi Theiopoulou, Business Consultant, Greece

Stefanos Michiotis, Tetras Consult, Greece

Pieter Schrijnen, Delft University of Technology, the Netherlands

Elysebeth Leigh, University of Technology, Sydney, Australia

Scientific Committee

Pieter Schrijnen, Delft University of Technology, the Netherlands

Erik Mathijs, Catholic University of Leuven, Belgium

Elysebeth Leigh, University of Technology, Sydney, Australia

George Pór, Business School, University of Amsterdam

Christoph Mandl, School of Business, Economics and Statistics, University of Vienna





HUNGARY

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ODWS2010, Co-Creating a New World of Organisations & Communities, Dialogue 'n Action. In **22-26th August, 2010, Budapest** and post events offered to contribute to the social footprint of the region.

It is a great opportunity from several points of view:

1. to get together again as -at least- SoL Europe, which we are working on now in the SoL Europe Coordination team
2. to focus energies for deep and radical change that we badly need in Central Eastern Europe, incl. Au, Czech Republic, Slovakia, Poland, Romania, Slovenia, Ukraine etc, somewhat to continue the expected momentum of the Zagreb event in Croatia
3. to liaise and cooperate with several other large associations and communities of the kind, IODA, ODNETWORK, Open Space community, TWC community.

There is a strong intention to reduce ecological footprint at the event, to contribute to the process we have called social footprint as well as to invite companies and communities, for profit, non profit organizations to think together using the title of Peter Senge's book "The Necessary Revolution" as the conference theme.

More information from Ruzsa Agota and address <http://www.odworldsummit.org>



ISRAEL

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Road shows are organized in Israel about results of the **EC funded R&D project on wearable computing with Prof. Mike Lawo**, project leader from the University of Bremen, who is presenting 4 scenarios on empowering the mobile worker with wearable computers. More information from address <http://www.wearitatwork.com/>

March 25: Israel Sol Sustainability Group meets with Nir Ben Aharon who has just completed his PhD dissertation on Environmental Innovation in Industry.

Edna in a KM and IC conference in India



NETHERLANDS

www.solonline.nl



SPAIN

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SoL Spain has launched the program 2009 and an annual membership structure to create more benefits for the members and make better use of SoL's potential on the local and global level. SoL Spain has designed a brochure, you can ask your version from Anita if you are interested how we are presenting SoL Spain locally.

In case anyone from outside Spain wants to join us I also send you a brief description of the dialogue sessions we are organizing for 2009:

1) Team learning - Innovation in training and education based on Team Academy principles, **April 3 from 16h to 19h, Madrid** (in the Retiro Park), facilitated by 5 students from Team Academy Finland, Team Academy Euskadi and Mondragon Team Factory, www.tiimiakatemia.net, www.teamacademy-euskadi.com

2) Adressing the "blind spot" of our times based on the Theory U, May 22 from 16h to 19h, Bilbao, facilitated by Javier Ruiz, Tecnalia, www.tecnalia.info www.theoryu.com

3) "How to manage fear", October 2009, Madrid, facilitated by Pilar Jericó, Walker y Newman, www.pilarjerico.com

4) Social innovation and 'social entrepreneurship', last trimester 2009, Madrid, facilitated by the Hub Madrid, www.the-hub.net www.hubmadrid.com





SOL SWEDEN

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2008

In September, SoL Sweden hosted a lively international seminar on Leadership that Delivers Sustainable Results.

The one day seminar was held in the new Vattenfall HQ, in central Stockholm. Invited speakers were deliberately chosen to represent different perspectives to stimulate deeper dialogue around the theme.

Göran Carstedt gave many practical examples of successful leadership from his personal experience as a CEO of Ikea and Volvo in Europe and the US, with a strong emphasis on climate change as a global issue; Johan Bygge, CFO of Investor AB, emphasised sustainable business practice as a key criteria for long-term profitability; Madeleine Sjöstedt, Vice Mayor of Stockholm Stad, emphasised the extraordinary leadership qualities politicians need to develop under increasing public pressure to deliver and Irene Dupoux-Couturier of SoL France invited us to further explore the theme from the perspective of the evolution in societal values as expressed by Alain de Vulpain's research paper on that subject. The programme included large and small group dialogues and concluded with reflections from Göran and Arie de Geus.

The seminar day was nested between a number of other optional activities:

The day before, **SoL Sweden hosted the European SoL Coordinators Meeting.**

That afternoon, Team Academy, Finland ran an introductory Workshop and in the evening there was a guided tour of the Old Town in Stockholm, see the photo.



The day after the seminar, there was a Learning Trip to the eco-friendly urban development project in Stockholm called Hammarby Sjöstad. (www.stockholm.se/hammarbysjostad).

2009

This year SoL Sweden decided to change from the monthly meeting format to quarterly meetings to give more time for preparation and advance notice to members. Members were invited to contribute ideas for themes at a meeting in January and the resulting activities for 2009 follow:

Tuesday, March 3rd – Leadership and Learning in Connection with Complex Business Challenges

Gunnar Westling from the Centre for Advanced Studies in Leadership in Stockholm gave us a fascinating introduction to an approach for coming to grips with "wicked problems" that

emphasised understanding and handling the social complexity of the challenge as the primary focus.

Tuesday May 12th - Organizations that will endure and be profitable over the next 100 years

Ulric Rudebeck and Joachim Timlon will host a world café session where we will look at learning leadership in crisis for organizations of the future

Wednesday September 23rd – Strategy as a Learning Process

Jonas Dieden and Gabriel Montgomery will provide stimulus for the question: How do we create energy, curiosity and fresh approaches in the work that makes companies successful?

Thursday November 19th – Tacit Knowledge

Lotta Snickare och Margaretha Engström will offer insight on how we can catch sight of the things we can't express because we don't know that we know them (the "undescrivable understood").

Outside of these meetings we encourage networking and spontaneous meetings around questions that arise and, in the Autumn, a Learning Expedition is being planned where we will take the opportunity to go deeper into urgent themes that emerge.

Global SoL – Annika Bergenheim and Stefan Skarin of SoL Sweden will take part in the Group of 25 working on the design process for the Business Model, Communication, Governance and Purpose, Visions and Goals for Global SoL during Spring 2009.



UNITED KINGDOM

www.sol-uk.org



SOL-UK (London)
Society for
Organisational Learning

Some highlights of SOL-UK 2008-09 Program

Co-creation Lab 'How to create conditions for ordinary people to create extraordinary results': facilitated by Timo Karjalainen and Eliza Hochman from LearningHouse.

Individuals, communities and organisations need to be ever more imaginative to solve the tough challenges we face. More than that, we need to know how to turn great ideas, products and ventures into reality without compromising the wellbeing of our social and environmental systems. This workshop explored and experimented how to actualise ideas into reality and what structures and conditions were needed to empower and inspire people to produce great results. As a framework, the workshop combined methodologies - action learning, presencing and the world café, drawing on learnings from TeamAcademy (Finland) and LearningHouse (UK).

'Thinking about Leadership': Facilitated by Tony Droar

This workshop explored the sort of thinking processes we traditionally use in management and leadership, and how relevant these might be today. Participants worked together to consider

the appropriateness today of Sir Isaac Newton's influence on our approaches to management and leadership; whether they can be changed/improved; and, if so, how? The question was also raised as to how such changes might become sustainable, so that our children and grandchildren can acquire approaches to and ways of thinking about leadership and management that are fit for the 21st century.

'What do the current economic and social changes mean for us and our practice?': A follow-up workshop facilitated by Tony Droar.

We are living in interesting times... This workshop posed a number of questions: 'As Organisational Learning practitioners, researchers or consultants, what do we have to say about the current sudden change, volatility, interlocking fragility and sudden systemic collapses? Do we have answers to the anxieties and turmoil? What kind of change, if any, do we see happening in the future? What deep change would we like to help establish? Participants enjoyed free exchange and group discussion, giving the chance to reflect on what is happening and develop their own answers to the crisis.

Presencing Study Group 'Learning through practice: the U-Theory': lightly facilitated by Didier Clement

A series of evening study groups where members to practice the U-process and exchange experiences. Novices were helped to understand the basics and, more importantly, helped with exercises to have a better feeling for various individual/group states experienced with it. Participants shared experiences of when/how it was used in their organisations and practiced developing their abilities to use the process in a group. The objective of this series is to develop a community of practice around Presencing.

During January and February, we have been busy building connections:

with the founding SoL in Boston, with our European SoLs and with various members and friends who are determined to share their research ideas, theories and action research. We have revisited some of the key ideas that came out of the fine Decision-Making programme of 2007-08, and we are working towards building these into a coherent set of projects.

