



**The Use of an Integral Approach by UNDP's HIV/AIDS Group
As Part of their Global Response to the HIV/AIDS Epidemic**

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Executive Summary

An influential and effective HIV/AIDS initiative called the Leadership for Results Programme is underway in over two dozen countries. There are many human and organizational factors which contribute to its success; however, a full assessment of these is beyond the scope of this document. I have chosen to focus on one aspect of its foundation: the use of an integral approach. Both the architect of this program (Monica Sharma), and myself, believe that this is one of the keys to its cross-cultural, cross-sectoral efficacy with stakeholders, organizations, and societies.

In the following pages I first summarize the Programme itself and the integral approach—highlighting its unique benefits. Then, drawing predominantly upon recent publications by the HIV/AIDS Group at UNDP which developed this Programme, I identify specific aspects of the program which utilize an integral approach. This is followed by a spotlight on how this approach has been used to improve UNDP’s Arts and Media Strategy, with respect to HIV/AIDS. A brief toolkit for psychological and cultural transformation is then offered. I end with an overview of the Programme’s successful results. Four appendices offer an overview of the following topics:

- Ken Wilber’s Integral Framework for International Development
- Rensis Likert’s Levels of Organizational Development
- Additional Use of the Integral Framework within the United Nations System
- Resources to Learn More

My conclusion is that the use of an integral approach is a breakthrough in understanding, managing, and responding to the complexity of the HIV/AIDS epidemic. This approach is based upon a comprehensive map of the hidden landscape of human psychology and culture as well as that of personal and organizational transformation. As such, it allows for a more nuanced—and thus effective—response to the full spectrum of challenges inherent to this work. This guiding map of reality and change enables the HIV/AIDS Group to train leaders to better assess, strategize, communicate, and implement on all scales. I encourage anyone involved in social, economic, political, organizational, or environmental change to engage in due diligence of an integral approach and the Integral framework. Their initiatives may be as well served by this approach as those of the HIV/AIDS Group at UNDP.



An Overview of the Programme and the Integral Approach

The Leadership for Results Programme

Since 2002, the HIV/AIDS Group at the United Nations Development Programme (UNDP) has delivered the Leadership for Results (L4R) Programme in over 30 countries as their response to the HIV/AIDS crisis. 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 HIV/AIDS Group's strategy is to continue delivering this training program worldwide, building local and national capacity.¹ The HIV/AIDS Group summarizes the L4R Programme as follows:

By fostering strategic inquiry about HIV/AIDS at each level of society, Leadership for Results helps leaders, community members, organisations and institutions identify and address the core issues at stake. This is achieved through four core initiatives: transformative leadership development through the Leadership Development Programme, which strengthens individuals and institutions; the Community Capacity Enhancement Programme, which uses Community Conversations to stimulate decisions and actions from within communities; an Arts and Media Programme that uses advocacy campaigns to spread positive messages about change and strong leadership; and the incorporation of HIV/AIDS into national planning.²

To develop and implement this initiative, the HIV/AIDS Group has drawn upon over 40 approaches, models, and frameworks.³ They include: the Integral Framework by Ken Wilber (see Appendix A), action-learning, appreciative inquiry, the Five Evolutionary Levels of Organizational Development by Likert/Emberling (see Appendix B), leadership conversations (adapted from Fernando Flores), Monica Sharma's Dynamic Strategic Planning Process,⁴ and Daniel Goleman's emotional intelligence framework.⁵ Additionally, this programme is grounded in the experience of hundreds of thought-leaders and practitioners from both the North and South. It is impossible, therefore, to isolate any single person or instrument as the most effective; they operate in concert, each contributing a vital voice.

Given this context, we nonetheless shift our focus to one aspect of this symphony: the integral approach. As we will see, the integral approach acts like the concert hall itself, as the other frameworks and approaches perform within its deeply resonant and broadly encompassing structure.

¹ According to the Implementation Strategy for L4R, UNDP intends, at the end of 3-4 years to have in each country 1,500 top decision makers acting on the HIV/AIDS agenda through this leadership program. In this process, some of the main things they plan to do are: influence decision makers from government, civil society, arts and media, and the private sector; institutionalize UNDP practices within government, civil society, and the private sector; have government adapt the Leadership for Results activities as their own platform; reach 1,000,000 individuals through community-based organizations with this program.

² Sharma, *Leadership for Results: Transforming the response to HIV/AIDS*, 2005, p. 3

³ Personal communication with Monica Sharma 27 September 2005.

⁴ For a summary of the Dynamic Strategic Planning Process, consult UNDP, *Annex 3: The 'Leadership for Results Programme'—UNDP's role in the UN system response to HIV/AIDS*, n.d.

⁵ Goleman, *Emotional intelligence*, 1995 and Goleman, McKee & Boyatzis, *Primal leadership* 2002



The Integral Approach

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

~ June Kunugi, Senior UNICEF Representative to Oman⁶

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

~ Nancy Roof, Ph.D., Co-Founder, Values Caucus at the United Nations⁷

The Leadership for Results Programme is based, in part, upon an integral approach. The advantages of this approach, while still requiring further research, are reported to be the following.

- It establishes a common foundation from which to view the same phenomena differently; when working on a large scale, this greatly aids in the integration of multiple disciplines.
- It helps clarify the complexity of the HIV/AIDS situation, enabling superior recognition of the finer nuances influencing any development initiative which might have otherwise been overseen.
- It leads to more successful implementation, due to greater traction amongst stakeholders and better alignment with existing systems.
- It fosters increased awareness amongst development practitioners of the wide spectrum of causation for behavior and the activity of social systems, thus leading to more effective assessment, strategy, program design, and communications.
- It can help cultivate higher quality leadership which is able to better handle increasingly complex challenges from—and more sophisticated responses to—the HIV/AIDS situation.
- It offers an opening for people to logically understand that there are aspects of reality they may not be seeing, and that their own transformation may be required for their development initiatives to become sustainable.

An integral approach means that participants in the L4R Programme strive to comprehensively address both the exterior complexity of social systems and human behavior, and the interior complexity of culture and psychology—as related to HIV/AIDS (see figures 1 and 2).

⁶ Monica Sharma, personal communication to Paul van Schaik, Founder, iSchaik Development Associates, November 2003

⁷ Roof, “Integral approaches that transform us and the world,” 2003, p. 7



	INTERIOR	EXTERIOR
INDIVIDUAL	PSYCHOLOGY "What I experience" Psychological influences on HIV/AIDS	BEHAVIOR "What I do" Behavioral influences on HIV/AIDS
COLLECTIVE	CULTURE "What we experience" Cultural influences on HIV/AIDS	SYSTEMS "What we do" Systems influences on HIV/AIDS

Figure 1. The Integral Framework for HIV/AIDS⁸

	Subjective, Interior	Objective, Exterior
Individual	1. Intention, Commitment, Values <i>"I value..."</i>	2. Behavioural <i>"My actions embody..."</i>
Collective	3. Cultures, Norms, Values <i>"We value..."</i>	4. System, Structures, Laws, Plans <i>"In our actions we strive towards..."</i>

Action

Figure 2. The Integral Framework as explained in a Leadership for Results handbook⁹

In practice, this approach works with not only the technical aspects of development that concern systems, structures, and behavior, but also with the underlying cultural and psychological dynamics that can thwart or support any change initiative. This is different than most analytic frameworks and programming approaches used by the United Nations.¹⁰ Thus, the unique aspect of an integral approach to development is that it leverages UNDP's technical strengths in the objective realm of systems, structures, and behavior *and* works to customize all initiatives to:

- The interiors of individuals (psychology and consciousness; e.g., mental models, values, and personal experience);

⁸ Diagram courtesy Integral Institute

⁹ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 34

¹⁰ Monica Sharma, personal communication, 27 September 2005



- The interiors of collectives (culture and worldview; e.g., norms, interpersonal communication, shared assumptions, collective vision, and shared purpose).

This is how the HIV/AIDS Group describes the Integral Framework.

The four-quadrant framework, adapted from the work of Ken Wilber, is an analytical tool that can be used to explore the relationship between intentions and values, on the one hand, and actions on the other hand. It does so at both the individual and collective levels. It is possible to gain a deeper, more profound understanding of the epidemic by identifying, analysing and reviewing the causes and origins of actions. By placing current responses to HIV/AIDS in their respective quadrants, we can reflect on how holistic our response has been to date. This framework is necessary because it fosters a deeper understanding of the interrelationships among intentions, values and actions. After situating the different aspects of the response in quadrants, it may become clear that the first quadrant (that of values on an individual level) might look empty relative to others. This shows that there is a general lack of self-reflection and a need to start addressing individual values and beliefs before rushing to act. In this way, blaming others for certain actions can be prevented. Self-questioning as a way of challenging ourselves implies that more sustainable actions can be taken, and that this high level of authenticity starts at an individual level with the self.¹¹

Quadrant 1 is the individual/internal aspect of change. This is related to the interior reality of individuals. It is the area of cognitive, psychological and spiritual development. In this quadrant, leaders attend to the inner development of people, recognizing that no substantive change is possible without a prior change in consciousness.

Quadrant 2 has to do with the individual/external aspects of change. This is the domain of technical and interpersonal skills as well as the science (physiology/neurology/psychology) of performance. This quadrant gets a great deal of attention, especially from coaches and world-class athletes. It is where leaders pay attention to developing people's skills and supporting the physical and psychological ingredients that spark motivation and peak performance.

Quadrant 3 deals with the collective/internal aspects of change. This is the domain of culture. It is the interior, often hidden, territory of our shared assumptions and images that direct what happens when we come together. This is the domain of myth, story, unwritten rules and beliefs. It reminds leaders to pay attention to the deeper meanings of symbols, purpose, vision and values -- not so much as written, framed statements, but as the subtle messages encoded in our day-to-day interactions.

Quadrant 4 has to do with the collective/external aspects of change, the social/technical/organization system. It is the quadrant of organizational design, technology workflow, policies and procedures. This quadrant reminds leaders that system design determines performance and that if we want to get the system to perform at a substantively higher level, we must design for it.

Each of these quadrants is related to the others. Development of one quadrant is inextricably bound up with all the others. Just a few examples:

- Individual consciousness affects physiology and vice versa.
- Culture stimulates or hampers individual development and vice versa.
- Organizational structure shapes culture (and vice versa), which defines the opportunities people have for self-expression and growth.

¹¹ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 33



- Consciousness shapes and guides the design of the system and vice versa.

Each quadrant affects all the others. Each is powerful. Ignoring any one of them can lead to haphazard results in our attempt to change.¹²

This deeply inclusive approach appears to enable a more synergetic, highly customized response to the HIV/AIDS crisis. Appendix A gives an overview of Ken Wilber's Integral framework, which has been adapted here and is part of the more general integral approach used in the L4R programme.

*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.
~ Robertson Work, Principal Advisor, Bureau for Development Policy, UNDP Headquarters¹³*

¹² Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 34

¹³ Robertson Work, personal communication, 8 September 2005.



Specific Use of the Integral Approach Within the Leadership for Results Programme

The integral approach is drawn upon for all three of the HIV/AIDS Group's service lines:¹⁴

- Leadership and Capacity Development
- Development Planning and Implementation
- Advocacy and Communication

The integral approach is used within the L4R Programme for the following:

- To develop as comprehensive an understanding of the HIV/AIDS situation as possible (the view from 50,000 feet). This includes mapping out the exterior forces which influence a development initiative—such as the economic and governance systems, or behavior of individuals—and the interior forces—such as culture and personal values.
- To attempt development of an integrated, highly customized response to HIV/AIDS that leverages the supportive dynamics—and counteracts the unsupportive dynamics—in the interiors and exteriors of stakeholders and relevant organizations and societies.
- To remind development practitioners that some of the underlying, deepest causes for the HIV/AIDS situation are found in the interiors of individuals and collectives—and therefore, those aspects of humanity should consistently be honored and engaged.
- To help foster a transformation in leadership style amongst L4R Programme participants.

The use of an integral approach by UNDP and UNICEF has been championed by Monica Sharma and others¹⁵ for over a decade. (See Appendix C for other uses of an integral approach within the UN system.) Sharma is the principal architect of the Leadership for Results Programme. Until recently, she served as Director of the HIV/AIDS Group, in the Bureau of Development Policy at UNDP headquarters in New York. Sharma has since returned to a senior position at UNICEF. Before leaving UNDP, she was asked to distil her experience into publications which could serve as institutional memory and the foundation for UNDP's global leadership development program around HIV/AIDS.¹⁶ The result is the L4R Programme and its series of handbooks, strategy notes, and implementation guides.

¹⁴ Sharma, *Leadership for Results: Responding to HIV/AIDS: Measuring Results*, 2005, p. 13 and pp. 25-30

¹⁵ Other key people who champion use of the Integral Framework amongst United Nations organizations are: Robertson Work – UNDP Headquarters; June Kunugi – Senior UNICEF Representative to Oman; William Booth – Professor, UNDP Virtual Development Academy; Rolf Carriere – Senior UNICEF Leader retired; Paul and Barbara van Schaik, UNICEF and UNDP consultants.

¹⁶ Robertson Work, personal communication, 8 September 2005



The following excerpts and quotations are from the HIV/AIDS Group's L4R publications. They highlight use of the integral approach in the field. Each subheading below demonstrates engagement of at least one of the bulleted concepts above. This document ends with a review of the overall success to date of the Leadership for Results Programme, and resources for further study.

Improved Inquiry about—and Mapping of—the HIV/AIDS epidemic with the Integral Approach

The HIV/AIDS epidemic is a complex social phenomenon that must be acknowledged and addressed collectively by every level and sector of society. Its manifestations are symptoms of complex social dysfunctions that require complex understanding. Additionally, in order for our actions to accurately reflect values and principles, we need frameworks that allow us to ask the right questions, see the bigger picture, and work towards sustainable results. The Four-Quadrant [Integral] Framework facilitates awareness of the interactions between attitudes and actions, individuals and groups, and social systems and societal structures. It deepens understanding of the HIV/AIDS epidemic by demonstrating the links between individual and group attitudes, or between norms and consequent actions by individuals and groups. In planning for an expanded, extraordinary response at individual, community and societal levels, we need to understand and employ these dynamics in order to produce the desired results.

The Four-Quadrant Framework lends itself very well to mapping exercises that graphically plot current reality in terms of: (1) individual attitudes that fuel the epidemic; (2) individual behaviour; (3) our values, norms, and culture; and (4) systemic and sectoral response. The Four-Quadrant Framework helps to understand the HIV/AIDS epidemic in its social, economic and cultural context, in a given country or locale. Mapping exercises look specifically at situations that may be relevant to HIV, factors that promote its transmission or impede its spread, and that promote or impede achieving the best possible quality of life for those living with HIV/AIDS or for their families, friends and communities.¹⁷

A New Response is Needed: One Which Includes the Interiors and Addresses Underlying Causes

We are at a crossroad in the response to the HIV/AIDS epidemic. We can continue doing the same things over and over, hoping to reverse it, or we can choose to create a legacy that is free of HIV/AIDS. This requires exploring new ways to achieve a different set of results. This requires moving from commitment to action. The Leadership Development Programme (LDP), an integral part of UNDP's Leadership for Results Programme, is based on a unique methodology that helps build partnerships, overcome institutional inertia, generate innovations, and produce breakthrough results essential for halting the epidemic.¹⁸

HIV/AIDS is not only about a virus. It is also about shame and guilt, gender inequality, power relations, silence and denial, stigma and discrimination. As a complex phenomenon, it requires an extraordinary response that comprehensively addresses the multiple factors that fuel its trajectory, progressively realizes policies that reduce vulnerability and protect rights, and energizes institutions to implement effective responses.¹⁹

Leaders from all sectors of society—NGOs, faith-based organisations, the private sector, and government—who have participated in UNDP's Leadership Development Programme are

¹⁷ UNDP, *Annex 3: The 'Leadership for Results Programme'—UNDP's role in the UN system response to HIV/AIDS*, n.d.

¹⁸ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 3

¹⁹ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 4



exploring the root causes of HIV/AIDS in their nations and developing effective responses that address these causes.²⁰

By focusing on the human element of HIV/AIDS—its social, cultural and individual aspects—along with the virus itself, UNDP has rooted its methodology in the deepest levels of human experience. In addition to acknowledging the practices that drive the spread of HIV, such as unsafe sex or drug use, UNDP provides opportunities for people to understand the reasons behind these behaviours, and then use that knowledge for change.²¹

Tailoring the Approach: A Multiplicity of Customized Responses Can Create Lasting Results

A series of success stories testify to the effectiveness of the transformational methodology, whose flexibility allows each nation—and indeed, each person—to apply its lessons in a unique way. Although common problems—such as stigma, discrimination, gender inequality and poverty—stretch across borders and cultures, there is no single solution to them. The multiplicity of responses among individuals, communities and governments who have participated in Leadership for Results testifies to its ability to draw on unique experiences to produce lasting changes at all levels of society. While transformation assumes different forms in different places, it contributes everywhere towards a universal end: halting and reversing the spread of HIV/AIDS.²²

Leadership Development: A Comprehensive Focus Grounded in Personal Transformation

One of the HIV/AIDS Group’s taglines for the L4R Programme is: “A synergistic package for a comprehensive response to HIV/AIDS.”²³ In addition to attempting as comprehensive an approach as possible, this work also significantly focuses upon the transformation of leaders’ interiors. This is reflected in another tagline, shown on the cover of each L4R publication: “The Answer Lies Within.” According to the HIV/AIDS Group, the Leadership for Results Programme is:

Based on the conviction that the **answer lies within** people, societies and institutions to transform the response to HIV/AIDS and address the underlying socio-cultural causes that are fuelling the epidemic. It relies on the principle that everyone has the potential to be a leader, and that in order to transform the response to the epidemic, it is necessary to begin with the self.²⁴

Leadership for Results has as one of its components the Leadership Development Programme. Monica Sharma, describes this aspect of the L4R, and its burgeoning global impact:

The Leadership Development Programme aims to develop thousands of leaders around the world, and allow them to explore their own potential as well as the transformation of their organization, institutions and societies. The Programme provides sustainable solutions to the

²⁰ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 2

²¹ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 4

²² Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 6

²³ Kripalani, Bhattacharaya, Sharma & Kumar, *Leadership for Results: Arts and media transforming the response to HIV/AIDS: Strategy note and implementation guide*, p. 22

²⁴ Kripalani, Bhattacharaya, Sharma & Kumar, *Leadership for Results: Arts and media transforming the response to HIV/AIDS: Strategy note and implementation guide*, p. 6



most pressing development challenges. It is based on the current best theories and practices for developing leadership, calling forth the capacity to initiate and maintain profound change. To date, Leadership Development Programmes have been launched and carried out successfully in more than 30 countries, generating over 700 initiatives. They have created such resonance that UNDP now has to meet increasing interest and demand.²⁵

Deep Transformation in Every Sector, Every Process, and at Every Level

HIV/AIDS strategies and actions, if they are to be successful, require not only an unprecedented social and political mobilization across all sectors, but also a deep transformation of norms, values and practices... It is possible to stem the tide and reverse the epidemic. But only if we do much more than understand the modes and patterns of transmission. We must evolve ways to make sure that the large-scale action called for in the UNGASS Declaration²⁶ celebrates human potential and creates space for deeper transformation. Our watchword should be: reflection and dialogue in every sector, every process and at every level.²⁷

²⁵ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 3

²⁶ United Nations General Assembly Special Session on HIV/AIDS

²⁷ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 29



Spotlight: Improved Arts and Media Strategy Through an Integral Approach

The following handbook excerpts and table give an overview of how the HIV/AIDS Group’s arts and media strategy differs from the conventional approach. In addition to disseminating information, this strategy focuses on consciously addressing the interiors of individuals and collectives—specifically, personal transformation and shared values—in order to support a sustainable shift in behavior.²⁸

The contribution of media has been significant in creating awareness and disseminating information about HIV/AIDS in many countries. Experience has taught us however, that while information is important, it is not sufficient in creating sustainable behaviour change. Further, some of the early negative images and responses to the epidemic have had adverse connotations that still impact the HIV/AIDS discourse. While this needs to change, we know that change does not occur by replacing one set of messages with another. It requires a shift in the very thinking and being of communicators.

UNDP’s unique methodology engages individuals from the arts and media sector in ways very different from the conventional ‘information download’ approach. Our methodology provides a space for people to undertake a profound personal journey. It enables each individual to experience a shift in their thinking, perceptions, commitment and action regarding HIV/AIDS. It deepens our understanding of the underlying causes fuelling the epidemic and to take a stand and make a real difference.

Conventional A&M Strategies for Behavior Change Communication	UNDP’s A&M Strategy for Transformation
Focus on training media about basic facts	Focus on transformation of media practitioners and artists and generating their commitment
Addresses the behaviour and actions of people	Addresses the ‘hidden’ attitudes, beliefs and perceptions that impact on behaviour and actions of people
Dissemination of ‘right messages’	Fundamentally changes the discourse around HIV/AIDS
Improves reporting skills	Inspires innovation; generates empowering language
Focus on dos and don’ts	Focus on values and principles
Focus on immediate issues	Generates an understanding of the underlying causes
Applied to specific issues	Can be applied to all development challenges
Media practitioners are engaged by development agencies because they are a sector with reach and influence	Media practitioners are engaged as real partners and stakeholders who have ownership of the issues

²⁸ Kripalani, Bhattacharaya, Sharma & Kumar, *Leadership for Results: Arts and media transforming the response to HIV/AIDS: Strategy note and implementation guide*, p. 8



A Toolkit for Interior Transformation

In addition to the myriad technical tools the HIV/AIDS Group uses to work with the systems and structures of organizations and societies, they have adapted or developed numerous tools to foster development in the interiors of individuals and groups. Some of these are highlighted in the following excerpts and quotations.

Perspective Maps, Frameworks, Leadership Conversations, Storytelling, and Inquiry

The way we see things is the source of the way we think and the way we act... As human beings, we have many maps in our heads. Experiencing different ones will generate different perspectives of the same situation/reality, different attitudes and different behaviors. Some of the maps used in the Leadership Development Programme were developed by Likert/Emberling ('Five Evolutionary Levels of Organizational Development') and Ken Wilber ('Integral Framework').²⁹

The integral framework (adapted from Ken Wilber), the organizational development framework (adapted from Likert/Emberling) and leadership conversations (adapted from Fernando Flores) are key methodologies of the Leadership Development Programme that have been integrated into CCE [Community Capacity Enhancement]. In addition, CCE has its own unique tools, including, storytelling, strategic questioning, historical timelines, mapping and transect walks.³⁰

Community Conversations: Cultivating Individual and Cultural Change

UNDP uses an approach called Community Conversations to implement this program. This approach is "based on key distinctions, concepts, conversations, skills, frameworks and tools used to:

- develop individuals
- generate new insights
- create a new and complex understanding of HIV/AIDS
- shift perspectives
- stimulate deep reflection and introspection
- facilitate dialogue that leads to community decisions on changes needed in people's lives, values, attitudes, behaviours and choices in the context of HIV/AIDS, health and development."³¹

The main objective of the Community Capacity Enhancement programme is to generate a response to HIV/AIDS that integrates individual and collective concerns, values and beliefs and that addresses attitudes and behaviours embedded in social systems and structures.

Specifically it aims to:

- Generate a deep understanding of the complex nature of the epidemic within individuals and communities, and to create the social cohesion necessary to create an environment for political, legal and ethical change.

²⁹ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 6

³⁰ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Strategy Note*, 2005, p. 10

³¹ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Strategy Note*, 2005, p. 10



- Support the development of self-esteem, self-confidence, tolerance, trust, accountability, introspection and self-management
- Examine social contracts among various groups in the community...
- Build a pool of resource persons with transformative leadership abilities and facilitation skills in Community Conversations to scale up the community response to HIV and related development issues.
- Bring the voices of people into the national response, and integrate community concerns and decisions into national and decentralized plans with the aim of linking resources to individual and collective needs.
- Strengthen the capacity of NGOs and community-based organizations to develop appropriate strategies for a response that places communities and individuals at the centre.³²

Reflection and Introspection: Vital for Deep Alignment

One of the Guiding Principles of the Community Capacity Enhancement programme is “Willingness of facilitators to engage in a process of self-development.”³³ In the HIV/AIDS Group’s list of key concepts for this program they include: “reflection” and “emotional intelligence.” In their list of key competencies, they include “reflection and introspection.” In their list of key tools, they include: “daily journal,” “reflection guide,” and “Integral framework.” Many community development tools—which focus on developing the Lower-Left, or cultural quadrant—are included as well.³⁴

Each workshop, called Community Conversations, begins with 10 minutes of silent reflection. This reflection is described as a process of:

looking within ourselves and critically questioning and listening for answers from within (introspection). The process helps one get in touch with one’s own inner feelings and values. It is necessary to identify the underlying values in one’s behaviour in order to align these values with the objectives of the change process. HIV/AIDS prevention, care and support have as much to do with behaviour as with underlying values. A process of reflection creates space for identification of these values and helps in planning the desirable response.³⁵

Consolidation: Work with People Just as They Are and Build upon Existing Strengths

Transformation is not simply about change; it is not about abandoning one system in favour of another. Genuine transformation draws on the existing strengths of individuals and communities to create a new vision of the future. This world has moved beyond the stage where it is enough to identify the behaviours that contribute to the HIV/AIDS epidemic and devise strategies for preventing them. Instead, individuals and communities must reflect on the root causes behind their actions and discover possibilities for change. Institutions must also transform their responses to HIV/AIDS to address these deeper causes... UNDP’s basic premise is that the possibilities for transformation lie within. Individuals and communities

³² Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 10

³³ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 11

³⁴ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 13

³⁵ Gueye, Diouf, Chaava & Tiomkin, *Leadership for Results: Community capacity enhancement: Handbook*, 2005, p. 23



have potential strengths to combat the epidemic. Discovering these strengths allows them to change the systems that govern their lives.³⁶

A primary element of Leadership for Results is the Leadership Development Programme, which brings together leaders in each country for action-learning sessions that are conducted over the course of a year. Participants discuss the major factors influencing the spread of HIV/AIDS in their country and develop new strategies for action. In contrast with other leadership development programmes that dwell primarily on managerial styles and capacities, UNDP's Leadership Development Programme concentrates on self-assessment, self-reliance and personal initiative, encouraging the beliefs that answers lie within each participant and that change is possible. This individual empowerment leads to increasingly energized institutional responses, as participants bring the insights they have developed back to their workplaces.

A second component is Community Capacity Enhancement, where trained change agents stimulate Community Conversations. The change agents possess close links to the communities, and work in partnership with local NGOs and community-based organisations. The conversations are part of a process in which community members, stimulated by strategic questioning, identify factors they believe contribute to the spread of HIV/AIDS, and collectively develop strategies for halting it in their own community. Interaction and the inclusion of multiple perspectives distinguish these exercises from other community-based actions, which often revolve around lectures and awareness-building without reflection.

Thirdly, the Arts and Media Programme campaigns bring HIV/AIDS into the public discourse through print, radio, and television programmes and advertisements, many of which are created by participants in the Leadership Development Programme.³⁷

³⁶ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 3

³⁷ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 5



Programme Results

For detailed tallies and discussions of results from this global initiative, please obtain from www.UNDP.org the following three documents. All are from the Leadership for Results Programme, HIV/AIDS Group, Bureau for Development Policy, United Nations Development Programme.

- Sharma, *Breakthrough Initiatives from Around the World*, 2005
- Sharma, *Responding to HIV/AIDS: Measuring Results*, 2005
- Sharma, *Transforming the Response to HIV/AIDS*, 2005

The ensuing excerpts summarize the HIV/AIDS Group's results with the Leadership for Development Programme.

Sustainable Leadership Solutions in Over 30 Countries

The [Leadership for Development Programme] provides sustainable solutions to the most pressing development challenges. It is based on the current best theories and practices for developing leadership, calling forth the capacity to initiate and maintain profound change. To date, Leadership Development Programmes have been launched and carried out successfully in more than 30 countries, generating over 700 initiatives. They have created such resonance that UNDP now has to meet increasing interest and demand.³⁸

Results through Cutting-Edge Human and Organizational Development Research and Practice

UNDP's Leadership Development Programme focuses on achieving results, using theories and practices of distinction, leadership conversations for effectiveness, emotional intelligence competencies, and frameworks for understanding complexities and generating organizational development. Ultimately the Programme aims to develop thousands of leaders around the world who are able to understand how to employ the journey of personal transformation as the basis for the progressive transformation of organizations, institutions and societies... The design and goals of UNDP's Leadership Development Programme are based on years of cutting-edge human and organizational development research and practice with thousands of people to call forth the capacity to initiate and sustain profound change. Sustainable results have been demonstrated in positive change for people, teams and their organizations around the world... Ultimately the transformative power of this programme is in giving people the experiential tools to achieve *breakthroughs* – defined as unprecedented, unpredictable leaps in effectiveness to address the complex challenges that HIV/AIDS poses.³⁹

Achieving Measurable Results

Community conversations in villages, towns, and cities from South Africa to Cambodia are giving communities a space for reflection and the development of localized responses to the epidemic. Arts and media professionals are developing new icons and metaphors to communicate the realities of HIV/AIDS while at the same time spreading messages of hope to

³⁸ Sharma, Gueye, Reid & Sarr, *Leadership for Results: Leadership Development Programme: Implementation guide*, p. 3

³⁹ Sharma, Reid, Sarr, Gueye, & Henderson, *Leadership for Results: Leadership Development Programme: Strategy note*, 2005, p. 8



large audiences. HIV/AIDS has become an integral part of development planning in all the nations in which Leadership for Results has been implemented.

In addition to the important initiatives they have planned as part of the Leadership for Results programme, many participants have reported shifts in their personal lives, which have changed the way they view HIV/AIDS and their own role in dealing with it. Such changes are deep-rooted and likely to bear fruit in the years to come, as each and every leader embraces his or her potential to make a difference.⁴⁰

In the six countries where UNDP implemented its Leadership for Results programme in 2002, dramatic results have been achieved at the individual, community and national levels. Although each country has responded in its own way to UNDP's transformational methodology—and some countries, like Nepal, are still in the early stages of the programme—a pattern of empowerment and systemic transformation has emerged. The six nations that embarked on Leadership for Results in 2003 and 2004 have also achieved a shift in attitudes and sustainable results. Globally and regionally, UNDP is fostering change by strengthening civil society organisations and the Greater Involvement and Empowerment of People Living with HIV/AIDS (GEIPA) movement.⁴¹

⁴⁰ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 2

⁴¹ Sharma, *Leadership for Results: Transforming the Response to HIV/AIDS*, 2005, p. 6



Conclusion

The use of an integral approach and the Integral Framework by the HIV/AIDS Group at UNDP is only one of its many global applications. Leaders in business, government, and civil society are increasingly turning to this comprehensive approach to more accurately map the daunting complexity of their initiatives. Yet while the framework is often used as a third person tool with which to look at reality, that very lens is often turned back upon oneself. With development at its core, and the recognition that our reality is filtered by our perspective, the Integral framework challenges us to transform, to reach into a wider embrace, to hone our wisdom, to stretch our hearts into a deeper care for more of humanity and the world.

For anyone involved in large scale change within any sector of society, not to use the integral framework as an assessment tool borders on the irresponsible. Unless we account for the powerful forces that seethe and flow in the domains of psychology, behavior, systems, and culture, we run the real risk of being undermined eventually by that which we have ignored. Once we do take in the view from 50,000 feet, though, we begin to be able to see the vast networks, patterns, and developmental waves that permeate reality. With this increased clarity, we can learn to work with the strongest and subtlest forces at play, in an aikido-like fashion, leveraging their energy and momentum to help us and society to achieve important goals.

Yet this practice of successfully surfing the waves of individual, organizational, and societal change requires deep cognitive capacities, powerful awareness, a releasing of heavy emotional baggage, and a freeing of both our mind and heart to be able to spontaneously create effective responses. The activities required to work well with the Integral Framework—to hold contrasts, synthesize positions, manage polarities, dissolve paradoxes, understand oneself and others on increasingly subtle levels, easily offer compassion and grant forgiveness, and better access information through and beyond the rational mind—are all achievable for those of us willing to engage our own transformation.

Given the complexity of the large-scale, local and global challenges we face in nearly every aspect of society, I believe that one of the most powerful ways that we can serve humanity is by consistently developing our body, mind, and spirit and by addressing our personality's shadow aspects. With the greater health, wisdom, clarity, flexibility, and compassion that ensues, we will undoubtedly be more effective and efficient with our energy and resources. We owe it to our future selves, to our grandchildren, to humanity, and to the planet to cultivate our own transformation. If we don't, who will?



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Appendix A

An Overview of Ken Wilber’s Integral Framework as Applied to International Development

	INTERIOR	EXTERIOR
INDIVIDUAL	<p>PSYCHOLOGY "What I experience"</p> <p>Psychological influences on a development initiative</p>	<p>BEHAVIOR "What I do"</p> <p>Behavioral influences on a development initiative</p>
COLLECTIVE	<p>CULTURE "What we experience"</p> <p>Cultural influences on a development initiative</p>	<p>SYSTEMS "What we do"</p> <p>Systems influences on a development initiative</p>

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

~ June Kunugi, Senior UNICEF Representative to Oman⁴²

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.

~ Robertson Work, Principal Advisor, Bureau for Development Policy, UNDP Headquarters⁴³

Why an Integral framework for international development?

In an age of globalization and ever increasing complexity, it is no longer possible to understand or address issues of development with the current piecemeal approaches in use, no matter how holistic they appear. These times call for more effective ways of understanding and effectively managing the complex dynamics of international development. With so many variables at play, so much at stake, and so many perspectives being voiced, we need a way to clearly understand how it all might fit together. Simultaneously, if we are attempting to effect change, we need access to the leading-edge research that maps out the paths of human, organizational, and societal transformation. Continuously evolving, the integral framework attempts to serve both these needs.

What makes this framework and approach unique?

- **The most comprehensive framework available.** Based upon 100+ models of development, this framework integrates systems, culture, psychology, and behavior—focusing on both internal and external change. To date, this is the most complete way to understand and respond to social, economic, or environmental challenges.
- **Demonstrated success and consistent use in the field.** This approach is used worldwide in some of the highest levels of business, government, and civil society—from the United Nations to business consulting to environmental activism. It is not a panacea, but it is fundamental to the work of leaders in numerous disciplines worldwide. See Appendix C for examples of its use within the United Nations system.
- **Academic rigor.** The framework is the result of three decades of transdisciplinary research by Ken Wilber. With 20+ books, some in over two dozen languages, Wilber is one of the most widely translated academic authors in the US.

⁴² Monica Sharma, personal communication to Paul van Schaik, Founder, iSchaik Development Associates, November 2003

⁴³ Robertson Work, personal communication, 8 September 2005



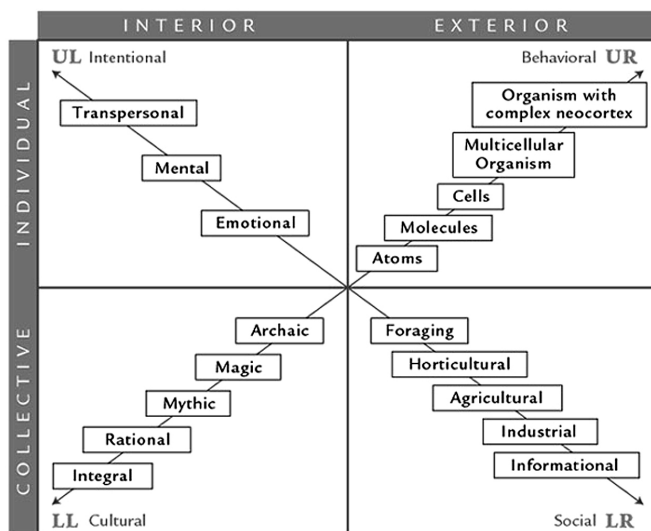
What is the essence of this framework, and how is it used?

Current use. The Integral framework is most commonly used for strategic thinking/planning, program or project design, implementation, monitoring and evaluation, and public outreach. It is especially useful for developing and deploying effective communication strategies.

The **central tenet** is that successful sustainable development is an evolutionary process that requires an understanding of and work in the domains of:

- **Self** (psychology and worldviews)
- **Culture** (traditions and social norms)
- **Systems** (social, political, economic, ecological)
- **Behaviors** (individual practices and actions).

This approach is a process that integrates tools and methodologies from these four domains and positions existing theories and practices within a trans-disciplinary framework. Fundamentally, the Integral framework is based on a more accurate and comprehensive map of human psychology and culture than current frameworks. This allows for a nuanced and tailored response to the interior (psychological, cultural) and exterior (behavioral, systemic) dynamics of any development issue.



Appropriate alignment. Many approaches to development predominantly address systems and structures (economic, ecological, political, educational). Yet often these initiatives fail to meet their potential not because of the systemic changes introduced, but because their implementation is misaligned with the organizational or public culture, stakeholder mindset, or existing systems. The Integral framework helps practitioners to align and customize all initiatives to the appropriate developmental stage of the individuals and organizations involved.

Personal development. Another tenet of Integral International Development is the recognition that we are part of this grand territory, not simply

observers or analysts of its flows and patterns. No matter which approach to international development we've used in the past, we have traditionally underrepresented and underrated the role that our own individual psychology, mental models, and worldview play in the success or failure of our endeavors. Interior development is a vital component to helping us develop the mindset, attitude, cognitive capacity, and values system required to first clearly see patterns in the complexity and then capably work with it. As such, practitioners who engage with an Integral approach in the field often also design a comprehensive transformative practice that develops their body, mind and spirit, and which addresses shadow issues of the psyche. The resulting development of the individual can often lead to a dramatic increase in productivity and effectiveness.

To learn more

This is simply an overview of Integral International Development. To access white papers, case studies, books, trainings, conferences, and a community of practitioners using this framework in the field, please visit the Integral International Development Center at Integral University (forthcoming, late 2006). www.integraluniversity.org. Questions can be directed to Gail Hochachka, Co-Director, Integral International Development Center: ghochachka AT integralinstitute.org.

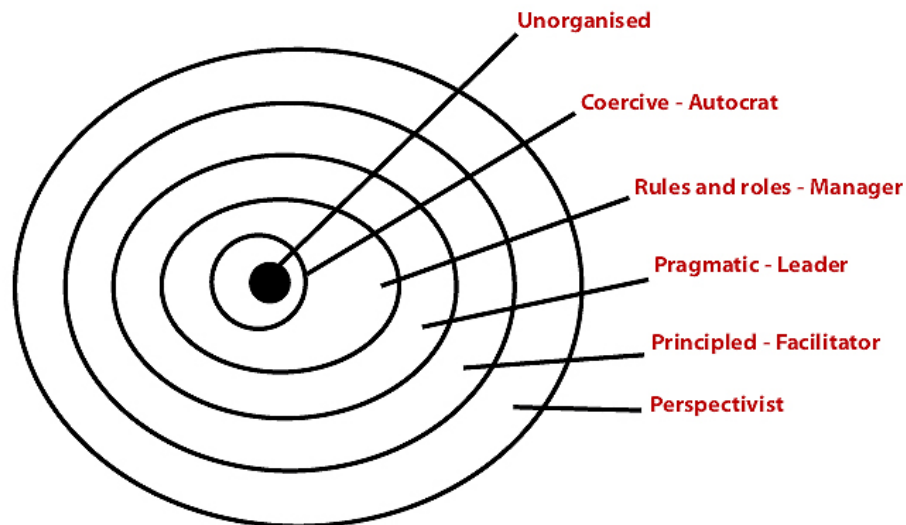


Appendix B

Rensis Likert's Levels of Organizational Development

The following description is quoted directly from a UNDP document called *Annex 3: The 'Leadership for Results Programme'—UNDP's Role in the UN System Response to HIV/AIDS*.⁴⁴ It is the most complete summary of this organizational development model I have been able to find. Those who are familiar with the most commonly used models of individual, interior development used for Integral studies and application (i.e., Leadership Development Profile and Spiral Dynamics) will recognize the developmental patterns used in Likert's model below.⁴⁵ In its current form, this has been adapted and applied in the field by Allan Henderson and Monica Sharma.

This organisational development model is based on the Rensis Likert scale⁴⁶ and further developed and refined by Dennis Emberling. It explains how organisations as entities tend to be governed by certain ground rules and assumptions. It describes how organisations evolve through different stages, and how—through strategic and conscious effort—they can change their focus, goals, and operating structures to become more self-aware, principled, and effective.



⁴⁴ UNDP, *Annex 3: The 'Leadership for Results Programme'—UNDP's role in the UN system response to HIV/AIDS*, n.d.

⁴⁵ The most common individual interior developmental models I am aware of are A) the Leadership Development Profile by Susann Cook-Greuter and Bill Torbert, based upon Jane Loevinger's ego-development work at Harvard, and B) Spiral Dynamics by Don Beck and Chris Cowan, based upon Clare Graves work with values at Union College. See www.harthillusa.com and www.harthill.co.uk for more information about the former, and www.spiraldynamics.org, www.spiraldynamics.com, and www.spiraldynamics.net for details about the latter.

⁴⁶ Likert, *The human organization: Its management and value*, 1967



1. COERCIVE (also called ‘authoritarian exploitative’): The most primitive organisational form, exploitative and despotic. The attitude of the leader (as dictator) is that employees are animals and machines to be used; more can be found to replace them.
2. RULES AND ROLES (also known as ‘benevolent authoritarian’): Bureaucracy at its lowest form, paternalistically benevolent. Bosses are managers, not leaders. They tend to micromanage, creating the environment for typical bureaucratic behaviour: play it safe (risk aversion), look good (but don’t necessarily be or do good), obey rules no matter what (show no initiative or creativity), don’t make mistakes. Process is emphasised over outcomes. Continuity and reliability can be positive aspects of this level.
3. PRAGMATIC: Here the focus is narrowly on results, in contrast to the narrow focus on process in (2) above. The desired result is the objective, sometimes ruthlessly and expediently achieved—the end justifies the means. This level often has unintended consequences. Bosses are charismatic and heroic leaders, lead by example, and consult extensively with their teams.
4. PRINCIPLED: The position of the leader is reversed. The leader is at the back, not the forefront, acting as a facilitator. The means are as important as the ends: how you achieve results is as important as getting the result. Attention is paid to sustainability and development. Organisation and leadership are values-based. The leader’s job is to empower others and facilitate their development.
5. PERSPECTIVIST: This involves intellectual humility, the ability to see through multiple lenses and apply different solutions to different problems without attachment to one approach or perspective. Principles are important but not adhered to blindly or dogmatically. At stage 4, we may become blinded by our values and become intolerant zealots, believing that our values are ‘the truth’. In this stage, the intellectual and philosophical perspective can shift to respond to the needs of the situation. Leadership totally decentralises and only appears when needed.

Likert’s organisational development model also applies to human and leadership development. Understanding the ‘personality’ or ‘style’ of an organisation helps to better understand the roles we play as members of that community. It also provides opportunities to help transform that organisation, to help to achieve its goals. This model can serve as a framework for developing more effective and responsible leaders at all levels of society. This model is used in the ‘Leadership for Results’ programme to explore the interactions between individual and institutional attitudes, goals, and practices, in order to achieve sustainable results in combating HIV/AIDS.



Appendix C

Additional Use of the Integral Framework within the United Nations System

The United Nations Children’s Fund (UNICEF) and the United Nations Development Programme (UNDP) have several senior staff who have used an Integral approach for their work in international development for nearly a decade. Some examples follow.

1. 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.”⁴⁷
2. The Senior UNICEF Representative to Oman, June Kunugi, uses the Integral framework to develop all assessments, advocacy programs, speeches, communication strategies and to identify the etiology of destructive behavior. She states that the Integral framework can “serve as the basis for a strategy to bring about social change [and] transformation.”⁴⁸
3. UNICEF Bangladesh (Rolf Carriere was Resident Representative at the time) piloted the use of the Integral framework over a number of years as part of a learning program. The Integral framework was used to structure and test a number of interventions in advocacy (June Kunugi), communications (Rina Gill), education and multiple intelligences (Waheed Hussan). Also a number of conferences at both national and local level were designed with the framework and carried out using Future Search technology. These conferences dealt with themes such as child labor, HIV/AIDS and safe motherhood (Monica Sharma and others).⁴⁹
4. 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.⁵⁰
5. A major component of UNICEF’s Safe Motherhood project in Bhutan is “whole site transformation” which draws from the Integral framework.⁵¹

⁴⁷ Robertson Work, personal communication, 8 September 2005.

⁴⁸ June Kunugi, Senior UNICEF Representative to Oman, personal communication through Paul van Schaik, 12 March 2004.

⁴⁹ Paul van Schaik, personal communication, 10 October 2005.

⁵⁰ Waheed Hasaan, UNICEF Afghanistan, personal communication 4 October 2005.

⁵¹ Tim Sutton, Senior Programme Officer UNICEF Thimphu, Bhutan, personal communication, 15 March 2004, through Paul van Schaik.



6. 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.⁵²
7. 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.”⁵³

Consultants to United Nations Agencies who use the Integral Framework

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*,⁵⁴ Paul van Schaik offers specific case studies of an extensive 18-month project they did for UNICEF in Dhaka, which was designed completely around an Integral approach, as well as a synthesis of what they have learned. Ken Wilber has extensively quoted van Schaik's writings about this UNICEF consultancy in *A Theory of Everything*.⁵⁵

There are other consultants within the Integral and Spiral Dynamics communities who have worked closely with UN agencies and affiliates. Don Beck has presented at the World Bank and consults on these issues continuously at high levels of leadership.⁵⁶ Chris Cowan and Natasha Todorovic have done leadership work with the Dutch government at The Hague.⁵⁷ The Integral Sustainability Center intends to document all major applications of the Integral framework within the UN system.

⁵² William Booth, UNDP Consultant and Professor at the Virtual Development Academy, personal communication, 18 November 2004.

⁵³ Nancy Roof, personal communication, 1 September 2005.

⁵⁴ van Schaik, *Trying to be Integral in practice*, 2004

⁵⁵ Wilber, *A theory of everything: An integral vision for business, politics, science, and spirituality*, 2000, pp. 99-103

⁵⁶ Don Beck, personal communication, 12 May 2002.

⁵⁷ Natasha Todorovic, personal communication, 22 December 2004.



Appendix D

Resources for Learning More

Each Leadership for Results publication includes the following resources for learning more about some of the core frameworks, models, and methodologies used by the Programme:

- *The Marriage of Sense and Soul: Integrating Science and Religion*, by Ken Wilber
- *How the Way We Talk Can Change the Way We Work*, by Robert Kegan and Lisa Laslow Lahey
- *Leadership Without Easy Answers*, by Ronald Heifetz
- *Emotional Intelligence*, by Daniel Goleman
- *Primal Leadership*, by Daniel Goleman
- *The Dance of Change*, by Peter Senge

The Integral Framework: Specific to International Development

Readers interested in specifically learning more about the application of Ken Wilber's Integral Framework to international development should consult the white papers and case studies available at the Integral International Development Center at www.integraluniversity.org (Live late 2006). Specifically recommended are the writings of Paul van Schaik and Gail Hochachka (both co-directors of the Integral International Development Center). Questions can be directed to Gail Hochachka: ghochachka@integralinstitute.org. In 2005 Hochachka published *Developing Sustainability, Developing the Self: An Integral Approach to International and Community Development*. A free download of this highly recommended book is available at <http://www.drishti.ca/resources.htm> and at the Integral International Development Center. As of this writing, Hochachka is doing a much more extensive case study of UNDP's Leadership for Results Programme, which should be available soon, by contacting her directly.

The Integral Framework: General

To study the Integral framework and other integral approaches, the following titles are recommended.

Beck, Don E., & Cowan, Chris C. (1996). *Spiral dynamics: Mastering values, leadership and change*. Cambridge, MA: Blackwell Publishers.

Wilber, Ken (n.d.). *What is Integral?* <http://www.integralnaked.org/faq-pdf.aspx?id=2>

Wilber, Ken (2000). *A theory of everything: An integral vision for business, politics, science, and spirituality*, Boston: Shambhala.

Wilber, Ken (2000). *A brief history of everything* (2nd ed.). Boston: Shambhala.

Wilber, K. (1999-2000). *The collected works of Ken Wilber* (Vols. 1-8). Boston: Shambhala.



Human Development and Transformation

Integral Transformative Practice

Leonard, George & Murphy, Michael (1995). *The life we are given: A long-term program for realizing the potential of body, mind, heart, and soul*. New York: Jeremy P. Tarcher/Putnam.

Wilber, Ken et al. (2006). *The Integral life practice starter kit: The simplest practice you can do to wake up*. Boston: Shambhala. Available from www.myilp.com

Cognitive Development

Kegan, Robert (1982). *The evolving self: Problem and process in human development*. Cambridge, MA: Harvard University Press.

Kegan, Robert (1998). *In over our heads: The mental demands of modern life* (Rev. ed.). Cambridge, MA: Harvard University Press.

Piaget, Jean (1952). *The language and thought of the child*. London: Routledge & Kegan Paul.

Piaget, Jean (1978). *The development of thought: Equilibrium of cognitive structures*. Oxford, UK: Blackwell.

Ego Development (Self-Identity)

Cook-Greuter, Susanne (1999). *Postautonomous ego development: A study of its nature and measurement*. (Doctoral dissertation, Harvard University, 1999). Dissertation Abstracts International, 60 (06), 3000.

Cook-Greuter, Susanne (2002). *A detailed description of the development of nine action logics in the leadership development framework: Adapted from ego development theory*. Available from www.harthillusa.com

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Walsh, Roger, & Vaughan, Francis. (1993). *Paths beyond ego: The transpersonal vision*. Los Angeles: Tarcher

Moral Development

Gilligan, Carol (1982). *In a different voice: Psychological theory and women's development*. Cambridge, MA: Harvard University Press.

Kohlberg, Lawrence (1981). *The philosophy of moral development: Moral stages and the idea of justice* (1st ed.). San Francisco: Harper & Row.

Kohlberg, Lawrence (1984). *The psychology of moral development: The nature and validity of moral stages*. San Francisco: Harper & Row.

Needs Development

Maslow, Abraham (1954). *Motivation and personality*. New York: Harper & Brothers.



Maslow, Abraham (1971). *The farther reaches of human nature*. New York: Penguin Books.

Values Development

Beck, Don E., & Cowan, Chris C. (1996). *Spiral dynamics: Mastering values, leadership and change*. Cambridge, MA: Blackwell Publishers.

Graves, Clare W. (1974, April). Human nature prepares for momentous leap. *The Futurist*. 72-87.

Graves, Clare W. (2002). *Clare W. Graves: Levels of human existence* (W. R. Lee, Ed.). Santa Barbara, CA: ECLET Publishing.

Graves, Clare W. (2005). *The never-ending quest: Clare W. Graves explores human nature* (C. Cowan & N. Todorovic, Eds.). Santa Barbara, CA: ECLET Publishing.



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