



Annual Report 2008

Stichting Center for Human Emergence (NL)

The **Purpose** of the CHE NL is:

To be a catalyser and crystalliser of action for the planetary transformation as integral evolutionary consciousness

The **Principles** of the CHE NL, which support us achieving our Purpose, are:

1. We practice full presence and radical authenticity
2. We open our hearts to the voice of the whole
3. We pay attention to the evolutionary impulse as it arises as us
4. We move as that impulse with swiftness, precision and love

The **Mission** of the CHE NL is to serve integral societal renewal by connecting and revitalising individuals, organisations and communities through experience, in the Netherlands for the world.

Welcome to the 2008 Annual Report of the Center for Human Emergence Netherlands!

Governance

Early 2008 we adopted Holacracy as our model of governance. As a distributed organisation, we had in the course of 2007 found out the hard way that using a conventional system of governance, i.e. working as a Foundation Board, did not make us into the effective and agile organisation we need to be. We had to adopt modes of functioning that allowed us to make full use of the vitality, creativity and collective intelligence of all of the volunteers, passionate to contribute to the transition humanity is making at this time.

Holacracy, which takes the pioneering work done in the Netherlands under the name Sociocracy a step further, is based on the assumption that organisations are entities in and of themselves. In this concept organisations have their own purpose and agency, as distinct from the purpose and agency of the individuals that people them. So the people are invited to work in service of the broader aim of the organisation. Paradoxically, this empowers the people to take responsibility for their own wellbeing. The impact of both

fear and personal needs are diminished and more energy is directed towards effectively meeting the organisation's aim.

So in the first months of 2008, we set out to identify the roles the organisation needs to have fulfilled so it can reach its purpose. I would like to acknowledge Diederick Janse for his clarity of insight and inspiring contribution to this process. Working in different groups of people available to do this work, we then identified the accountabilities of each role. Subsequently, adopting the role of Alignment Officer as mine, I asked 'souls' to fulfil roles we had identified. At the same time we disciplined ourselves in the governance and operational practices, which embed flexibility and effectiveness in our core processes and allow us to develop structural capacity.

As we work with what turns out to be our own version of Holacracy, we are finding that the practices help the organisation 'wake up' to consciously find and pursue its own calling in the world. It has helped us shift to the action-inquiry focus of dynamic steering. This takes present awareness – not just conscious individuals but also a conscious organisation.

We are in frequent contact with both Holacracy practitioners and the founder of Holacracy One, Brian Robertson, and his colleague Tom Thomison, who visit the Netherlands frequently as this new model of governance finds many of its early adoptors here.

In practice, the shift to Holacracy meant we now have a Foundation Board that delegates the day-to-day activities and responsibilities to the Alignment Circle in which two of the Board Members also have a seat.

Wanting to give further form to our aim to bring what we learn within the CHE out into the world, on September 17 we incorporated the for-profit part of our activities into CHE Synnervation BV. The stated purpose of this company (BV) is in Dutch: het adviseren en mede-ontwikkelen van organisaties en het faciliteren van netwerken van organisaties, voor integrale veerkracht en maatschappelijke vernieuwing, door vanuit beleving individuen en organisaties te verbinden en te vitaliseren in Nederland, voor de wereld – and in English: to give advice to and co-develop organisations as well as to facilitate networks of organisations, towards integral resilience and societal renewal, by connecting and vitalising individuals and organisations through experience in the Netherlands, for the world. Practising what we preach, the shares of CHE Synnervation BV are fully owned by the Foundation. The professionals who take out a license to work as 'synnervators' under the CHE Synnervate or CHE School of Synnervation brand, fully support the Foundation's purpose and mission.

The Foundation CHE continued to attract people from all walks of life, who feel the transition coming and want to make their contribution to the new

paradigms of connection, participation and taking full responsibility, that will shape our future world. As the Organisational Connector, Jan-Willem van Aalst took responsibility for updating the approx. 500 people on our mailing list on a regular basis. These people also receive an invitation to one of our salons every other week.

Activities

We will highlight some of the activities of both the Foundation, where all is done for and by volunteers, and CHE Synnervate BV, in which professionals who call themselves 'synnervators' offer services to a variety of profit and non-profit organisations.

Foundation CHE activities

- As everything starts from our own level of consciousness and coherence, we again held two retreats with all of us who fulfil roles within the CHE organisation. We also had a strategy day for the whole group as well as one for Constellations. All of this helped us to slow down to speed up, and deepen to expand. We also continue to experiment with the Holacracy governance structure as a model for a way of working in which the individual takes full responsibility for fulfilling their role as it is needed to achieve the common goal.
- Salon evenings, organised and presented by volunteers for all who are interested in living through this time of transition in a constructive way, continued throughout 2008, now on a rhythm of once every two weeks. These gatherings help us sense into the emergence of new ways of being and doing. They also provide a place for people to get to know the CHE by experience. I'd like to thank Venwoude for their continued hosting of us.
- The Constellations (Integral Communities of Practice) also continued in 2008. The most active were in the fields of Organisational Development and Leadership, Sustainability, Coaching, Money and Healthcare.
- We organised two meetings of our Wisdom Council, who continue to support us in staying connected to what is happening in Dutch society, and provide an external perspective on our activities. There was much appreciation of the concrete steps we have made over the last year. We are grateful for their ongoing commitment to our purpose, principles and mission.
- In February Dr Don Beck visited us in the Netherlands and we organised an afternoon Een Goed Gesprek met Don Beck, hosted by our partners Boer and Croon. 65 of our contacts joined us. At this event, Don challenged us all to look at the global role that the

Netherlands could play. It was the seed for the launch of the Hague Center for Global Governance, Innovation and Emergence.

- We supported the development and premiere of a unique interactive dance performance by one of the world's top dancers / choreographers, Dylan Newcomb. THIS was a journey through the eight value systems of the spiral. It was met with rave reviews and sold out across the country. Following on from the performance, Dylan has been supported by the CHE to develop his 16 Ways movement and sound methodology for personal development.
- This year we hosted the third EuroConfab for practitioners of Spiral Dynamics Integral. With participants for many different countries, the Euroconfab was a powerful combination of shared experience with leading insights from the field and deeper reflection.
- In the middle of the year, we put a short but intense burst of energy into a proposal for the Ministry of Overseas Development to establish the Hague Center for Global Governance, Innovation and Emergence. The Center was to providing meshworking services to networks of organisations working on millennium development goal issues. This approach was to make organisations more efficient due to their collaboration and more effective due to the integral approach taken, and the understanding of evolutionary change dynamics that frames the meshwork approach. In the end the application was turned down, primarily for the main reason of its existence, namely that it was not a front-line organisation solving poverty, but co-ordinating behind the scenes. However, in true CHE spirit, we soon realised that there was a greater reason at play for the focus on the Hague Center. We had actually created the template for a new initiative, and soon established the Center as a global outreach body of the CHE Netherlands. It quickly found its place in conversations at the end of the year with Jim Garrison and the State of the World Forum, with whom we created a strategic partnership. This partnership has gone on to be a key part of the CHE's next phase. Other partners who came on board for the proposal include:
 - Independent nodes of the **Center for Human Emergence** global network (#) in the **Middle East** (#), **Mexico** (#), **Brazil**, **USA** and **Germany** (#).
 - **M.CAM** – provides Global Technology Assessments, enables the Global Innovation Commons (#), also see appendix N for prototype of Global Innovation Lab
 - **Gaiasoft** – provides virtual performance, knowledge and collaboration platforms (#)
 - **Arlington Institute** – provides technology for systemic mapping and surprise anticipation (#)

- **HolacracyOne** – provides advice on the holacractic organisational practice
- **Boer en Croon** – provide advice on corporate finance and management (#)
- **Endemol** – provides a partnership in multi-channel media communication for the MDGs
- **PrivaServe Foundation** (now MachaWorks)– partner in improving the independence and self-reliance of local rural communities in Zambia through local leadership development in a holistic approach, using ICT and communication as important enablers; creating 8 rural competence centers in the coming two years together with local, national and international partners (#)
- **LinkNet Zambia** - cooperative organization providing for cost based building, operations and maintenance of tailored communications infrastructure and services for special interest groups in rural areas.
- **Elemental Africa** – provides expertise and experience in the application of ecologically sustainable technologies in Africa (based in South Africa) (#)
- **Young Women’s Leadership Institute** – nurtures young women’s leadership and open spaces for women’s engagement in policy processes through capacity building, learning, intergenerational dialogues and creating links (www.ywli.or.ke) (Kenya)
- **CHE Kenya i.o** - facilitating emergence in Kenya through MeshWorking, dialogues, capacity building and projects – starting with the connection, empowerment and mobilization of the women of Africa in collaboration with Kenyan (for example YWLI) and other organizations, to create the future of Africa and to develop bonds of friendship and mutual learning and support with women (and men) internationally.
- **NatuurCollege, Lippe-Biesterfeld Foundation** – NatuurCollege wants to contribute to the convelescence of the relationship between mankind and nature, by learningactivities, projects, publications, journalistic productions and the development of an interactive international platform.
- **Energy4Life** – global leader in the field of sourcing, co-developing and validating new distributed energy technologies, know-how and insights to manifest integral solutions for climate change and the global energy, water and food shortages
- **The Hunger Project** - a global, strategic organization committed to the sustainable end of world hunger. The Hunger Project has pioneered low-cost, bottom-up, gender-focused strategies in each region where hunger persists. These strategies mobilize clusters of rural villages to create and run their own programs that achieve lasting progress in health, education, nutrition and family income

CHE Synnervation activities

- Through CHE Synnervate we continued our work to support the Meshwork for Mothercare on Millennium Development Goal 5 of the Schokland Akkoorden. This has really been the context in which we have been able to discover what meshworking really means, and to work out what our core product is in the world. We invested heavily in pulling together a four-year plan to take six different projects (e.g. development of heat-stable Oxytocin and improving maternal health in Sierra Leone and Afghanistan) forward. For each of those projects different parties are working together in the pioneering meshwork way, i.e. making their unique contributions to achieve the common purpose. In the Linking and Learning Project, meshworking experiences are grounded and made transferable. Early 2009, the Meshwork for Mothercare was granted E 4,5 mio. Anne-Marie Voorhoeve has continued to play a powerful role in her leadership of this project.
- In recognition of our work with MDG5, we were asked to design and facilitate a gathering called Parliamentarians Take Action, hosted by the Dutch Parliament, World Health Organisation and Inter-Parliamentary Union in November with contributions of her royal highness princess Maxima , minister of Development Corporation Bert Koenders and minister of Health Ab Klink, acknowledging the importance of improving maternal health. We helped 60 parliamentarians from over 30 countries to come up with a common language for what they needed to work on, in order to meet the MDG5 goals. It was a another good opportunity for us to partner with Morel Fourman and his company Gaiasoft, as we integrated the social processes in the room with the online collaboration environment.
- Related to the MDG5 meshwork we came up with the idea for a project called "Vrouwen op Pad" which was about creating a TV series that followed famous Dutch women accompanying a mid-wife in a country from the Global South. This would contribute to the broader awareness of the issues around MDG5, and build growing cross-sector support. We had secured prestigious media partnerships, but unfortunately the subsidies needed to complement the commercial funds were not given. Still, being who we are, we are finding ways to make this happen.
- Another exciting project involved our support of a rural community in Zambia called Macha, which has been implementing community development work based on an integral approach and specifically using Spiral Dynamics as an operating system. A number of CHE people through the CHE School of Synnervation went to Zambia to study the



impact on the community of the approach, a short introduction film on the “Macha way” was made and Jasper Bets wrote an excellent case study of how an integral approach has a positive impact on community development.

- With the MachaWorks Foundation and Better Future, (leadership journeys to Africa) we created concept and business plan for the Ubuntu Leadership Academy in Zambia and the Gambia. Setting up the different parts of the Academy is being realised step by step, with seed funding being a challenge.

Finances

The Stichting ended the year with a positive result of Euros 1.077. As the attached spreadsheets show, the projects described above have been successful in generating income for the CHE and enabling us to perform the functions that help us fulfil our purpose. These projects were carried out within the Foundation, until the incorporation of CHE Synnervation BV on September 17, 2008 when this is where they found their home base. In order to be able to set up this legal entity, we took out a loan of € 18,000 on June 15, 2009 from Lisette Schuitemaker against a 4% annual interest. The loan is to be paid back in two instalments in the years 2009 and 2010. Of course, the idea is that this can be done from the dividends received from the BV.

We remain grateful to all donors whose generosity has helped us to continue organising in particular the not-for-profit activities (eg salons and constellations), as well as carry out research and acquisition work that has ultimately resulted in income-generating work.

In particular, I would like to thank Lisette Schuitemaker for her ongoing generous financial support for our work, as well as for the vitalising energetic space that she holds for us all. Thank you also to Fred Matser for his generous start-up loan that helped us get through this important first phase.

People

Although this is risky, as many people have contributed to our successes in 2008, I would like to mention a few. Geeske Zanen took up the role of Financial Administrator and has done a wonderful job of helping us organise our finances and make informed decisions. She has also done much more than that, beyond the title of her role, and has been particularly generous in donating her time to the CHE. Jaapjan de Dood came in to our circle through participating in the Money Constellation. His experience and expertise in the financial world as well as his attuned strategic thinking are deeply appreciated.

Anne-Marie Voorhoeve has continued to play a key role in taking our integral theory and practice into the world, broadcasting to the society what we are all about, and jumping on opportunities that she sees and co-creates.

Alain Volz continued to lead the development of the CHE School of Synnervation and its products, creating a profile of activities that make a significant contribution to our purpose and mission.

Arjen Bos took up the role of Lead for CHE Synnervate, and made a very important contribution to the establishment of the BV structure and the effective and efficient organisation of our for-profit activities. We owe him much.

I'd also like to thank every other soul in a role. The full list is:

CHE Foundation Board

Chairman	Peter Merry
Treasurer	Lisette Schuitemaker
Secretary	Diederick Janse

CHE Alignment Circle

Integral Alignment Officer	Peter Merry
Organisational	
Spaceholder	Lisette Schuitemaker
Holacracy Lead	Diederick Janse
Integrity Guardian	Marinet Ritz
Strategic Connector	Anne-Marie Voorhoeve
Financial Strategist	Jaapjan de Dood
Wisdom Council Lead	Marianne de Jager
Hague Center Lead	Peter Merry

CHE School of Synnervation Circle

School Lead	Alain Volz
Organisation Learning	
Officer	Jasper Rienstra
Co-ordinator CHE Salons	Lisette Schuitemaker
Integral Sustainability	Ard Hordijk
Integral Org Dev	Marianne de Jager
Integral Money	Lisette Schuitemaker
Integral Healthcare	Anja Wolters
Integral Coaching	Alain Volz
Integral Politics	Peter van der Vliet

CHE Synnervate Circle

Synnervate Lead	Arjen Bos
MDG5 Project Lead	Anne-Marie Voorhoeve
Macha Project Lead	Wendela Schenk
Endemol Project Lead	Jasper Rienstra
Teslin Project Lead	Lisette Schuitemaker
Coaching Project Lead	Allard de Ranitz

CHE Service Circle



Organisational Connector	Jan-Willem van Aalst
Individual Relationship Officer	Auke van Nimwegen
Director CHE	
Synnervation BV	Arjen Bos
Financial Administrator	Geeske Zanen
Gaiaspaces Lead	Jasper Bets

Closing

This continues to be a remarkable journey. Looking back at 2008 from mid-2009, it seems such a long time ago. It is a good reminder, that although the changes we seek never seem to go as quickly as I would like, we have made very significant progress over the last period. Our focus on climate change as an issue from mid-2009 is releasing great energy, and who knows what this report will look like next year! As always, please do contact us if you are inspired to be part of this Great Experiment.

With love,

Peter Merry

*Integral Alignment Office, Center for Human Emergence Netherlands
LeadLink to CHE NL, Center for Human Emergence Global*

The Hague, September 2009

Appendix: CHE financieel jaarverslag 2008