



Center for Human Emergence
the Netherlands



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Annual report 2015



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2015 was a turbulent year in the world and a year of transition within CHE as you will see from this annual report that gives an overview of the activities of Stichting Center for Human Emergence, the Netherlands. For the second time in succession, we have chosen to present this annual report in the format of Integral Accounting.

The Integral Accounting model, developed by Dr David Martin of M-CAM, identifies six consecutive impulses for an idea to materialize and have an impact in the world. We are grateful to Robert Prinable of Core Dimensions in Australia for his coaching in the application of this theoretical model. Writing our second annual report through this lens we are using it as an exercise to gain insight in the vitality of our activities and to contribute to the wider application of this useful model.

Integral Accounting

The Integral Accounting model takes into account all aspects of being, creating, collaborating and getting to a meaningful end result. We find it useful as it allows us as an organization to take stock of where we have fulfilled our intention and potential in the year under review and where there is work to be done. You will see that the first three steps of the six-fold path of Integral Accounting describe the inner process while the last three address what happens externally, culminating in a contribution for the good of the whole that in turn serves as energetic impulse for another turn of the wheel on a higher level. For those who want to know more, David Martin speaks about Integral Accounting [here](#).

For our purposes this short explanation suffices:

The Integral Accounting system is an attempt, by no means exhaustive, to identify value attributes other than, but also including, money. By assessing and accounting for value as part of a system, we open the possibility to assess explicitly ecosystems for the existence of multiple value sources and seek to understand community values, thereby organizing our endeavors to optimize all value for balanced wealth recognition. The Integral Accounting system uses six key principals to account for value exchange.



Commodity – elements present in communities which, through cultivation, production, or value-add, can be used to generate means of social or commercial engagement. Some examples of Commodities are potential energy, food, water and raw materials.



Custom & Culture - practices and expressions of individual or community held values and traditions which create a context for social interactions. Some examples of Custom and Culture are expressions of social values, gatherings, interactions, art, music, and ceremonies.



Knowledge - information and experiential awareness which can be transmitted through language, art, or other expressions. Some examples of knowledge are the transfer of information and the expansion of understanding through literacy, marketing, negotiation and stories.



Money - a mode of transmitting and recognizing value exchange using physical or virtual surrogates including currency, systems of credit and barter and engaging any artifact constituting a consensus of recognized value exchange which, itself, is devoid of the value it represents. Some examples of money are currency, trade credits, debt, equity, futures, bonds, and contracts.




Technology - artifacts or schemes by which value-added experiences and production can be effectuated including anything, action, or utility which allows for the manifestation of spatially and temporally defined tangible or intangible artifacts or event. Some examples of technology are appliances, tools, logistics, processing, communications, power, and infrastructure.



Well Being - the capacity for any person or ecosystem to function at their optimal level where conditions are suitable for a person to be at liberty to fully engage in any activity or social enterprise entirely of their choosing as and when they so choose. Some examples of well-being are health, sanctuary, medicine, inalienable rights, equitable and gainful engagement, fellowship, and fun.

With this annual report we intend to be open and honest in our subjective audit of what where we do well in our organization and where we could improve. Our intention is to report, to share, to learn and do better in the next round.

1.  **Commodity** – elements present in communities which, through cultivation, production, or value-add, can be used to generate means of social or commercial engagement. Some examples of Commodities are potential energy, food, water and raw materials.

What we asked ourselves: *This is about the originating impulse and what's here now. When you attune to this essential impulse of the activities in the domain of your role, how would you describe it? How does it live in you now?*

+ in 2015: Commitment and inspiration of 'souls in roles'. Sense of pride within CHE, for our 10 years of existence and experimentation, that we can keep the inspiration alive as well as the level of consciousness after founder and visionary Peter Merry has pulled back. Willingness to face the inevitable change with the energies of Marinette (Integral Alignment Officer), Anne-Marie (Strategic Connector) and Lisette (Integral Alignment Officer and Lead) going out to other activities and releasing their roles by the end of the year. Synnervate as a team of seven committed professionals and as a business being coherent and pro-active in its offering. The organization-wide expertise in SDi and hosting practices. Four self-initiating Constellations that convene on a regular basis with the Health Constellation coming to natural closure. Coherence of all Souls in Roles through the retreats and learning days that are well attended. Good visibility at and contribution to Integral Conference in the US. Being able to hold the tension between being and becoming.

- in 2015: A sense of stagnation, a sense of 'closed shop' signaled by new people stepping into roles and having to master holacracy, art of hosting practices and internal customs developed over a decade. Although less than in 2014, still a sense within Synnervate of unused potential and within CHE of underused synergies of our company with CHE as a whole. Not enough time and/or energy to follow-up on all the contacts made that could help us have more impact. What transpires in the Constellations doesn't make its way easily into the organization?

On April 20, 2015 Stichting The Center for Human Emergence, the Netherlands or CHE NL celebrated its 10-year jubilee. CHE NL was founded with the aim to find new ways to engage with the multiple challenges we face in the world that threaten our very existence, and to support the required shift in consciousness. In this transition time in which old ways of thinking and acting prove obsolete, a wide variety of experiments is needed to give birth to a new paradigm. We consider ourselves part of this wealth of experimental activities, none of which may in the end prove to be the way forward while each of them is essential to find it. Our particular experiment is to assume oneness, and conduct our outer activities from that inner attitude.



Or as Said Elias Dawlabani says in his book MEMEnomics:

'A paradigm shift occurs when a collective of memes has such explanatory power that it attracts the hearts and minds of people before going on to garner political support of the establishment.'

From the beginning, the roadmap chosen to engage with the world is that of [Spiral Dynamics Integral](#) which provides insight in people's value systems (sometimes called valuememes or colors). Value systems mirror the preferences in various worldviews, convictions and intrinsic drives of people and organizations. They vary from person to person and are determined by someone's neurological wiring (nature/nurture) and the perception of the life circumstances. Intrinsic drives strongly determinate our perception, our thinking, feeling, acting and avoidance. Value systems indicate how people think and why we do what we do. The valuememes also give insight in the next natural step for a person, an organization or a country in the world in transition. Applied to CHE NL, with our assumption of oneness, in Spiral-terms we assume the yellow and turquoise value memes that acknowledge (yellow) and live from (turquoise) the interconnected, interdependent one universal web of life. We aim to embody heart and soul all 1st tier value systems so we can bring them alive in our thinking and acting from a 2nd tier position, and may offer that way of being and seeing in connection to what happens in the world.

In 2015, we continued working with the purpose 'Integral renewal of society as sacred partnership in life'. This purpose provides both the context and the content of the activities. CHE NL's mission remains to serve societal innovation by connecting and vitalizing individuals, organizations and communities through integral experience, in The Netherlands, for the world. There is a growing awareness of us potentially not being the only entities on this planet, let alone in our solar system or the cosmos. Though not everybody is equally comfortable with this notion, there is a growing practice of co-creating with subtle entities and energies.

CHE NL continued being the holder of the monthly global CHE calls with its purpose 'Collaborating together, we change ourselves to change the world'. This that is highly valued by those who participate from Canada, the UK and the US, and incidentally Spain, offers a space for exchange on how we each apply SDi, how we view global events through that lens and how we can both inform and be informed by the CHE-field.

The wholly owned subsidiary CHE Synnervation BV is a partnership of seven self-employed professionals who work on manifesting integral societal renewal as a sacred partnership in life. After its inception in 2008 the team has undergone many changes. The year under review was the second one under the leadership of Jasper Rienstra who has emphasized coherence and professionalism of the team and the offering as well as distribution of internal tasks so there is co-ownership of the enterprise.



The strategy first made explicit in 2015 is 'External profiling – even at the cost of on-the-edge development.' Also in this year Synnervate formulated its accountabilities as:

- Translating CHE practices, experience and experiments into products;
- Designing, organizing and selling products that contribute to realizing CHE's and Synnervate's purpose;
- Nourishing CHE NL with immaterial/material results from the Synnervate practice.

CHE has been offering salon evenings every other week for over 10 years. With a steady team of salon hosts and coordinator, these evenings form a point of entry into CHE NL and its practice of emergent conversations. There is a constant stream of people wanting to offer an evening to this particular audience. All souls in roles are invited to play a role in at least one salon evening a year, either by being the presenter or acting actively as first or second host. To mark our 10-year anniversary, two salon hosts took it upon themselves to organize a dance salon.

As communities of practitioners the constellations form an integral part of CHE NL's experimentation and research into the yellow and turquoise valuememes. These constellations are started by individuals who are eager to explore new insights into ways of working, collaborating and living with others in their field based on oneness and thus moving beyond the current dilemmas based in separation. In 2015, the constellations Education, Energetics, Politics and Yin were active while the long-running Health Constellation dissolved itself.

CHE NL benefits from a Wisdom Council with members who have been with us from the beginning. In the bi-annual meetings, they bring an outside perspective while also reflecting to those present how CHE has the potential to make a real impact on issues of our time.

There has long been a desire within CHE NL to publish what we discover and develop, not just in the way of application of the cognitive framework of Spiral Dynamics on current issues in society but also to shed light on the transformation of fear-driven solutions to perspectives that are based on honesty, love and respect, for instance with regard to the current issue of refugees in the Netherlands and Europe as a whole. The formation of a 2nd tier publishing grouping in 2015 was an expression of the desire to upload what we learn and develop into the field, and make our learnings available to others.

This ties in with the way CHE NL has been seeking to forge strategic connections with like-minded parties and relevant institutions in the world at large – CAPI: coalescing authority, power and influence. Our relevance is enhanced when we can co-create with others, taking the information of nature and of beings in other dimensions into account. The 'Beauty of Beige' project that seeks to inquire into the instinctual basic drives of our human existence is an example of international cooperation with deep resonance within the SDi community.



As in the previous year, on average thirty volunteers ('Souls in roles') committed their time and energy to the organization. Including the people within the Constellations the count comes to 42. A rough calculation shows that, as in previous years, some 10,000 volunteer hours were given to the organization – this, of course, can only continue if what is gained from participating in CHE NL is deemed worthwhile.



2. **Custom & Culture** - practices and expressions of individual or community held values and traditions which create a context for social interactions. Some examples of Custom and Culture are expressions of social values, gatherings, interactions, art, music, and ceremonies.

What we asked ourselves: *How does the energy from #1 find its way, how is it embodied, what made it typically 'CHE' in 2015? Think of the expression: 'When you walk into the room, the idea has arrived'.*

+ in 2015: The strategy gives focus to the activities. Celebrating our 10-year anniversary with a dance salon. The experiment with a 1.5-day silent retreat. The absorption of the statement that three key people will release their roles. Energy and initiative from the new Organizational Learning Officer. Shared responsibility within Synnervate as well as mature attitude towards blind spots and growing custom of holding each other accountable. 2nd tier publication group motivated to get articles into national press. Harvesting ease in organizing salon evenings from years of common practice and experience. Presence at the Integral Conference in the US.

- in 2015: Difficult to find people to fill roles, and current active souls filling too many roles. No one forthcoming to fill the role of Integral Alignment Officer and Lead of CHE NL. Disgruntlement about the silent retreat and its Christian-based location. No new people as a result of the anniversary celebrations. Proves hard to integrate people from outside the organization into 2nd tier publication group. No true follow-up of participating in the Integral Europe Conference or of contacts made for greater impact. Constellations would like to exchange more yet meeting one another has no priority. Within Synnervate too much of the organizational responsibility still lies with the Lead.

The culture of CHE is founded on working on the basis of six principles that can also be read in pairs:

- We assume oneness, and acknowledge natural order in all life;
- We enact the role that is ours to play, and act when the time is ripe and hold when it is not;
- We clarify creative tension until new insight emerges, and act from mutual trust and are accountable to one another and the whole at all times.

The purpose and principles are reiterated at the beginning of meetings and Salons. Reiterating the purpose and principles has over the years proven to be extremely effective for us to set the tone and activate the field of consciousness that we want to participate in, be informed by and contribute to. Feedback from people who attend the Salon evenings is that this practice gives them an instant feeling of 'coming home'.

Working with a one-sentence, easy to remember strategy that is updated by the Alignment circle every six months, makes it easier to set priorities with the given limitations in time, energy and money. In 2015, we continued working from 'With SDi 3.0 we offer an attractive perspective – ready to join in?' that had its base in the impulse to be more outwardly directed. After a review of what had transpired as a result of this strategy, in March 2015 we adopted a new one: 'Open to new people who want to reinforce our organization, we communicate actively what it means to contribute to integral renewal of society as a sacred partnership in life, even at the cost of 'the established order', a big common project (SDi 3.0) and short-term stability.' Or more succinctly: 'Open to new people we communicate what we do, even at the cost of the established order, a big common project and short-term stability.'

As one of the new people stepping in, Pleun Sevens in her role as Organizational Learning Officer, over the summer conducts interviews with some twenty people within the organization. Her inventory of (self)criticism, expectations, plans and ideas serves as a basis for new initiatives with the aim to be more outward oriented. Pleun forms a group to look into rewording the purpose so it is more appealing to the world at large.

As before, the aim in 2015 was to be the laboratory, the scientist and the guinea pig at the same time by trying new ways of being and working out within the organization and then making them available through the Salons, Synnervate, strategic connecting, publications and conferences. Strategic Connector Anne-Marie Voorhoeve uses a combination of intuition, synchronicity and what is up in the world news to make and maintain connections with individuals and organizations worldwide, sending 10-15 nudging emails out on a weekly. With our reputation as leader on the 'leading and bleeding edge', she uses this categorization to see if issues and contacts are useful to pursue, concentrating on the combination of the last three:

- ⊕ Old way of working : things that should/could come to an end;
- ⊕ Known ways of working : still workable – keep in healthy balance;
- ⊕ On the edge : progressive, somewhat innovative, based in old paradigm looking for something new;
- ⊕ Leading edge : new paradigm arising - experiment and learn;
- ⊕ Bleeding edge : in (a form of) new paradigm from not-knowing, experiment and learn.

After years of well-attended and highly valued bi-annual retreats organized by Integrity Guardian Marinette Ritz and Organizational Space holder/Integral Alignment Officer Lisette Schuitemaker, an experiment is done with a silent retreat before the summer. For the first time Constellation members are also invited to join. With the choice of location comes the input of texts from a Christian background which proves challenging for some. In the sharing afterwards there is feedback on us being able to be self-guided and not needing someone with a specific background to provide input.



During the November retreat held by Marinete together with Synnervator Ard Hordijk, attention is given to Lisette stepping back from leading the organization while Marinete and Anne-Marie will also release their roles by the end of the year. The question if they might be the next one to lead the organization is put to all who attend, but no one steps forth.

Under the guiding hands of Salon Coordinator Leidje Witte, the Salons hosts are inspired and continue the steady heartbeat of offering a holistic perspective on a variety of subjects presented. Noting the administration of salon participants making up half the work of our committed Administration Officer Diana de Groot, Allard de Ranitz takes it upon himself to look into an online registration system.


The Constellations are self-organizing and each finds their own way in working with the principle of assuming oneness, while being overseen by Constellation Host Allard de Ranitz. A group of educators that has been meeting for a number of years, collectively becomes the fifth active CHE Constellation hosted by Hans Kunneman who as Constellation Lead becomes an active soul in role. Prompted by the invite for the silent retreat, a number of constellation members indicate that they feel more connected to their constellation than to the organization as a whole. The Health Constellation comes to a natural closure and after many dedicated years Anja Wolters releases her role as Constellation Lead.

With no new professionals joining the organization, Synnervate deepened as a sacred partnership in life. They describe their culture as constructive, critical, open-minded, always seeking a mix between the human and the professional. In 2015, they assumed a conscious practice to counteract:

- the tendency towards consensus by encouraging individual entrepreneurship;
- the inclination towards having to do it all by themselves by engaging an outside agency for their marketing and renewed website;
- the desire for something new by repeating to work on the basis of result oriented agreements like last year; and
- lack of discipline by taking holacracy practice and rules seriously.

The 2nd tier Publications group is activated and led by Leida Schuringa. The idea is to bring our SDi informed view to a broader audience by functioning as editors for one another. Leida is poised to bring her SDi informed views on the complex refugee issue to the wider public in the national press. Her articles, reviewed by the others in this role, Anne-Marie Voorhoeve, Jasper Rienstra and Lisette Schuitemaker, she sent to the Dutch quality newspaper NRC which published one of them 'Democratie gaat in kleine stappen'. The others were published [on our own website](#) and shared on the [CHE Facebook page](#) which has a growing number of followers. Lisette Schuitemaker intends to write regular blogs on the CHE praxis.

Even with the number of roles unfulfilled Holacracy continues to serve us as a system of governance. At the last meeting of 2015 unfulfilled roles are removed, so the organization is again brought in line with reality as it is.

3.  **Knowledge** - information and experiential awareness which can be transmitted through language, art, or other expressions. Some examples of knowledge are the transfer of information and the expansion of understanding through literacy, marketing, negotiation and stories.
 What we asked ourselves: *what are the facts and figures? What does everyone need to know to bring the originating impulse into the world. Looking at skills and experience-based knowledge, what does each of us have to master in order for all of us to manifest our common purpose?*

+ in 2015: Continued practice of living and embodying the purpose and principles, individually and collectively, as well as embodying the Yellow and Turquoise valuememes. Deeper commitment within Synnervate on the basis of continuity, trust and explicit feedback. Clearer offering of Synnervate on the basis of years of practice. Hosting check-ins and emergent conversations is a common practice throughout the organization. Working with not-embodied entities becomes more normal. The 2nd tier Publications team gets articles published in well-regarded news media. The effects of the practice of Yin and Energetics as alive elements in our field.

- in 2015: Holacracy practices could be sharper. The role of the rather autonomous Constellations, and their connection to CHE as a whole, is not fully clear. We forget that subtle entities can only work with us when we ask. Lack of awareness of what is learned in other parts of the organization. No focus on fundraising for the long-term financial health of the organization. The common practice of long years makes it hard for new people to enter into the organization.

What is required first and foremost of anyone functioning within CHE NL, is that they can re-set themselves in 2nd tier awareness when they, like we all inevitably do on a regular basis, have stepped into separation mode. This ability not to need someone else to point this out and lift you up, but to be able to notice yourself and come back into unity and again assume oneness, is the paramount practice and embodiment of all souls in roles. It is also at the basis of all our meetings, be they with Salon participants, in one of the Constellations or with the Wisdom Council, in the learning days or at a holacratic operational meeting on the phone. Embodying 2nd tier consciousness is in essence what we bring to the world. Being able to speak about this practice and our findings is the second step, and it is no secret that this is easier in places of like-minded people so the practice is to widen the circles in which we are able to convey what it means – and what it gives – to live and work from oneness.

Governance of the organization in the manner of Holacracy, that we first adopted in 2008 and reinstalled in 2013, requires each person to be able to see tension as information of the system of the need for improvement. It also asks to be able to be fully in the moment as through integrative decision objections to proposals for new policies, accountabilities and roles are being invited and only real-time facts that



prove that the proposal will do damage to the organization are acceptable. This in turn needs a reprogramming from looking at long-term threads that might or might not happen and all the time be open to souls taking initiatives within the remit of their roles. This invites an energetic and lively approach to one's role while at the same time being attuned to the culture of the organization. As a distributed organization the online tool Glassfrog has proved invaluable as everyone can see how the others are setting priorities in their workload. This does require regular visits and keeping one's own project board updated.

The above goes for the Alignment Circle of CHE NL as its governing body as well as for Synnervate. In order to manifest integral societal renewal by providing services to clients, Synnervators need to be able to translate integral analysis of the aliveness of each of the values systems within a client organization into the next natural step for them to take and present this in a way that unleashes energy and enthusiasm as people involved see a way to grow beyond their current issues by generating solutions at a higher level of development. In the process of having this happen, Synnervators need be able to see differences within the groups they consult to and integrate them as information for the whole system to grow. This requires the capacity to sit in and co-create with the unknown and trust their intuition and the unfolding of collective wisdom.


After the CHE Board called for a stricter financial administration in June 2014, Office Manager Diana de Groot took on the role of Financial Administrator as well with the back-up of an accountant. Financial Strategist and treasurer Jan de Dood oversaw moving towards a transparent and up-to-date booking and reporting system which has served the organization well in 2015.

Over the years, Salon hosts Leidje Witte, Margreet Kooistra, Peter Luyten and Wendela Schenk based on a shared practice each have developed their own style of hosting. As the new addition to this dedicated team, Ilse van Haastrecht does her first solo hosting in 2015, bringing her embodied presence as a dancer. The Salon participants have over the years also honed their ability to generate collective wisdom – to the astonishment of some of the outside speakers who comment they don't usually come across such a sophisticated audience. This collective quality is promoted by the instructions given at the beginning of each evening: to speak from and to the center of the circle rather than to one another directly, to have an open mind, heart and will, to come from not-knowing, to speak only when the impulse prompts you to do so, to listen with attention, to gauge if what you are about to say improves upon the silence.

The 2nd tier publication team is finding its way functioning as an editorial board for each other without becoming too detailed in giving feedback so the author becomes discouraged. There is still a lot to learn about what news media look for in an opinion piece and relationships need to be built so our articles make it to the top of the pile at the deciding editor's desk.



The Constellations each have their own rhythm of meeting with some members more closely related to the CHE than others, but all underwriting the purpose and principles. There is much appreciation for the leads, Anja Wolters of Health, Anne-Marie Voorhoeve of Energetics, Arielle Brouwer of Yin, Hans Kunneman of Education and Peter van der Vliet of Politics for the able way in which they have brought these groups of exploration together again this year.

4.  **Money** - a mode of transmitting and recognizing value exchange using physical or virtual surrogates including currency, systems of credit and barter and engaging any artifact constituting a consensus of recognized value exchange which, itself, is devoid of the value it represents. Some examples of money are currency, trade credits, debt, equity, futures, bonds, and contracts.
 What we asked ourselves: *What is the promise of the activity you lead? How will it benefit people, internally or externally? What makes it worth their time, money or energy? What are the goals, projected results, specific outcomes that participants or others may count on?*

+ in 2015: Site [SpiralDynamicsIntegral](#) in Dutch – and English in 2016 - launched by Synnervate under leadership of Edwin Holwerda, translated by colleagues in German. Continued interest in the Salon evenings, now in their 10th year. Lively exchanges and discoveries in the five Constellations that are continuing their explorations. Still enough money in the bank to be able to do what is ours to do.

- in 2015: CHE and Synnervate are still relatively unknown to the larger public in the NL, which impacts our effectiveness negatively. No common approach developed for and by the Constellations. Many unwritten rules and use of language that is incomprehensible to those outside the inner circles. Having to hold the tension of no one stepping forth to fill the role of CHE Lead.

This fourth aspect of the Integral Accounting map marks the first step into the outside world. Money is like a time-machine of promises. Looking through the lens of promises, CHE NL aims to make their internal practice available externally. It proves not so easy to translate our practices into language that speaks to the masses, or at least to people who are starting out to be interested in ways of living and working beyond those that geared towards personal satisfaction and gain. This is food for conversations in the 2nd tier Publications group as well as for the newly appointed Organizational Learning Officer Pleun Sevens.

Strategic Connector Anne-Marie Voorhoeve sees it as our promise that we make connections that surprise other parties, that we enhance curiosity as to what integral renewal of society could look like, and offer our approaches from emergent conversations to the mesh working way to help find next level solutions complex multi-stakeholder issues. In the year under review she has been in dialogue with people from Economy Transformers, Stichting Circulaire Economie and Circular Economy bv, Initiatives of Change, New World Campus, the Art of Hosting community, STT Toekomstverkenning van de Zorg, Rijksduurzaamheidsnetwerk Vrijplaats circulaire economie, Spiritualiteit in Business, Nyenrode, Touching the Community Soul, het Veerhuis in Varik, Pakhuis de Zwijger, NL Kantelt, LEF Rijkswaterstaat Mobiliteit, Earth Charter, Worldconnectors, United Nations NL, United Earth who all see what we do and contribute to societal renewal from unity



consciousness. This was, of course, also the case at the Integral Conference in the US. These networks will be further enlivened by being present at the 2nd IEC in Budapest in May 2016 where 20 years of Spiral Dynamics will be celebrated.

The Beauty of Beige project which also has Yin Constellation Lead Arielle Brouwers active, offers new perspectives into how strong our instincts still are, and what happens when people have to leave everything behind when fleeing danger. Peter van der Vliet, long-time Lead of the Constellation Politics, is applying insights gained both in his work with municipalities and in a local citizens' initiative he has become involved in. Vice versa he brings these experiences to the dialogue within this constellation. Within the Energetics constellation there is a growing awareness of the manifold methods with which we can access the energetic architecture and call on entities co-existing with us on this planet in different dimensions to help us find our way to a harmonious way of living.

As a foundation, CHE NL apart from the donations by Salon participants and the much-appreciated dividend from Synnervate, is dependent upon donations. In 2015, CHE NL worked with a budget of € 20,194. This provided for the much valued secretarial and administrative support, the bi-annual learning days and retreats. The number of financial donors who give on an annual basis has shrunk to a mere one who contributed € 240 in 2015 (2014: € 450). The long-term donor contributed € 17,000 (2014: € 24,000) with € 35,000 still available for the years to come. The generous donation of volunteer hours that we estimate around 10,000 during each of the nine years of CHE's existence, is another value that the organization apparently contributes to the experience those connected with it.

The promise of the Salons is the experience of the field of oneness and the collective wisdom garnered through an emergent process. The 17 Salons brought an income of € 1.665 (2014: € 1.175). We are fortunate in continuing to enjoy the hospitality of the Venwoude Center in De Lage Vuursche which is a huge donation in kind that we greatly appreciate. The expenses for Diana de Groot in the role of Office Manager who spends about 45% of her time sending Salon invitations and monitoring registrations amounted to € 3.000. A Salon evening on Value-oriented ways of doing business, made us realize we have much to learn yet in that respect.

CHE Synnervate's core purpose is the manifestation CHE NL's purpose in everyday life in the workplace. Synnervators aim to meet people from (2nd tier) oneness consciousness and supports them in taking their next natural step towards a strong stand in the centre of gravity of oneness. Sometimes this is done through integrating more 'basic' values such as trust, order, anger or fear so these are no longer impediments. Sometimes by introducing people into oneness consciousness. Often it is a combination of both. In 2015, for the first time Synnervate:

- through the dedication of SDi Lead Edwin Holwerda launched a comprehensive [site](#) on Spiral Dynamics integral full of inspiring clips people can use freely. The site has been adopted and translated by our English and German CHE colleagues, acknowledging CHE NL as a leader in this field;




- organized a successful day for clients working in municipalities and provinces, called a Workplace;
- introduced new trainings and had more participants in the SDi trainings;
- through the concerted work of Allard de Ranitz acquired a CRKBO license which is an accreditation to be able to offer short educational trainings to educators. This also has positive fiscal effects for participants;
- had a number of publications in leading media written by Synnervators;
- had each Synnervator reach or come close to their prospected turn-over.

Over 2015, Synnervate realized a turn-over of € 390K of which € 71K was earned by the Opleiding Integrale Coaching, € 60K in a large assignment for the municipality of Alphen aan den Rijn and € 35K by the SDi-trainings. The seven synnervators paid a license fee of € 8,750 and together with third parties earned fees to a total of € 225K. After deduction of the management fee and taxes a profit remains of € 9.511. The Board of Stichting CHE NL has agreed with gratitude and appreciation to the proposed dividend of € 5,000 with which Synnervate fulfills the material part of one of its three accountabilities: 'Nourishing CHE NL with immaterial and/or material results of our practice'.

A promise is also held by initiatives that have either grown out of the CHE such as the [Hague Center](#) for Global Governance, Innovation and Emergence led by Anne-Marie Voorhoeve or that core people have gone on to develop such as the [Opleiding Integrale Coaching](#) by Marinette Ritz or co-initiate such as [Ubiquity University](#) in the development of which CHE NL founder Peter Merry plays a key role, or step into the role of Chair of Trustees of the [Findhorn Foundation](#) in Scotland as Lisette Schuitemaker has done. Many involved within CHE report that 'what they do in the world in the way that they do, has its solid base in the common practice within CHE'.

The Board of Stichting CHE, consisting of Lisette Schuitemaker (chair), Jan de Dood (treasurer) and Marise Voskens (secretary), had one formal meeting to approve the 2014 Annual Accounts and the 2015 budget. There was an informal meeting with CHE Synnervation BV's director Jasper Rienstra in November 2015. The link between the Alignment Circle and the Board was safeguarded by Jan de Dood and Lisette Schuitemaker functioning in both bodies. There was frequent contact with Marise Voskens on email and telephone.

5  **Technology** - artifacts or schemes by which value-added experiences and production can be effectuated including anything, action, or utility which allows for the manifestation of spatially and temporally defined tangible or intangible artifacts or event. Some examples of technology are appliances, tools, logistics, processing, communications, power, and infrastructure.
What we asked ourselves: What was the method in 2015, the product, the service that allowed all involved to manifest the originating impulse externally, to become visible, to make ourselves known and scale up?

+ in 2015: inspiring and attractive Salon program, professionalism of Salon hosts and Constellation leads, continued steady praxis of purpose and principles, continued presence as a place of learning and 'refueling', continued participation and inspiration in CHE Global network, initiation of 'the Beauty of Beige' research project, renewed zest and deep questioning by new soul in role of Learning Officer, confirmation of validity of work in Constellations, experiment with silent retreat. Three chapters in the 'Emergent Worldviews & Systems Change' books 'Developmental Innovation' and 'Innovative Development' underline CHE NL's leadership role. First articles of 2nd tier Publication group in NRC, on our own website, Facebook and LinkedIn. The three newsletters published in 2015 contributed to our visibility in the Netherlands. First conversation with major donor. Third group embarks on 2.5-year long program of the Integral Coaching School started by Marinette Ritz. Many returning customers for Synnervate, growing diversity in clients, growing turnover, more people in the SDi trainings. High quality assignments in the sense of liberty to use 2ⁿ tier technologies such as SDi, U-process, Art of Hosting, Holacracy openly. Societal relevance of Synnervate clients.

- in 2015: no follow-up of research within the constellations, no collective Learning Days, uncertainty with three long-time leading souls leaving by the end of the year and no one stepping forth to take on the role of Lead of CHE NL, sense of continuing without new perspective. Articles and blogs written by members of the 2nd tier publication group could be more widely shared, especially if they don't make it into a national newspaper. Synnervate losing a pitch because of the website, no structural continued online presence through social media.

This fifth step in the Integral Accounting cycle, technology, could be described as 'the cook and the recipe'. People attending Salon evenings, Synnervate trainings or constellation meetings report that the embodiment of the souls in roles is an inspiration to them. They see the talk can be walked in everyday life. Members of constellations also report on daring to take steps in their day-job on the basis of what is shared, publishing what they had hereto kept to themselves. The mutual confirmation of being of the same level of consciousness, the yellow/turquoise value meme, the applied and felt sense of oneness is CHE NL's main product.



This goes hand in hand with deepening social technologies that are helpful in sourcing collective wisdom, and with inner work both individually and collectively so as to keep relationships within the organization clean and flowing. When using CHE ways of speaking and meeting in other contexts, the feedback is often positive, with the soul in role in question marveling how the efficient, contactful, truth-finding way what has become so normal to them is still so new to many. In the meetings with the members of our Wisdom Council we also explore what is going on in the world at this time using the emergent conversation model.

The year 2015 saw 17 Salon evenings with an average of 18+ visitors. The dance salon marking our anniversary drew 43 people. With pride we can establish that our own souls in roles drew the largest audiences: Jasper Rienstra with his evening on 'Holacracy and SDi' attracted 35 participants, while Peter Merry with his experiment 'I, the Earth' had 32 people attending.

How we walk the talk is also the basis for the content of the three 2015 newsletters that have been given a new format and common language by Anne-Marie Voorhoeve with Gertjan Broekman. The aim is for publishing these is to be magnetizing interest in the living practice of the purpose and principles, of being a sacred partnership in life and thus contributing to integral renewal of society. A higher awareness of the readership is engendered by asking the question 'How does my contribution honor the attention of the reader?' and offering texts that trigger reflection and interaction.

In 2015, Synnervate states as its three accountabilities:

1. Translating practices, experiences and experiments of CHE NL into products which resulted in:
 - Synnervate/ValueMatch-training introduced;
 - Certified Holacracy Coach certification obtained by Jasper Rienstra, implementation of Holacracy with a team at Alliander;
 - OIC continuing education program;
 - A first: Synnervate 'Workplace' on the theme: 'Leadership within Municipalities: as within, so without. The format is to be used again in the future.
2. Designing, organizing and selling products that contribute to realizing the purposes of CHE NL and Synnervate which resulted in:
 - Collaborative contract with AVS, Steenwijkerland, prolongation of assignments for De Baak/Alphen ad Rijn, prolongation of assignment for NJI;
 - Closer collaboration with Wilbert van Leijden and ValueMatch;
 - CRKBO and Livvit-licences obtained which enhances the potential for working in the field of educational institutions;
 - More participants in the open trainings with a record 15 in one SDi-course;
 - A number of new clients/collaborations (HU huidtherapie, Impact Hub).

3. Nourishing CHE NL with immaterial and/or material results from our practice which resulted in:
- Salon evenings by Leida, Marineta and Jasper;
 - CHE retreat organized and hosted by two synnervators (Marineta and Ard);
 - Leading role in starting 2nd tier publication group by synnervator Leida. The publication of her two articles in nationwide newspaper NRC helps CHE NL become more visible with our worldview of layered connectivity;
 - SDi NL site content made (freely) available to CHE Germany;
 - Entrepreneurial and ICT expertise of synnervator Allard and holacracy expertise of Jasper in role of Holacracy-facilitator contribute to functioning of Alignment Circle;
 - Dividends paid to CHE: € 8,500;
 - 3 synnervators (Ard, Leida, Jasper) contribute to 'Emergent Worldviews & Systems Change' books 'Developmental Innovation' and 'Innovative Development' compiled [by Tom Christensen](#) that came out in the fall of 2015. With the title *Revaluing Purple, Red and Blue* Synnervator Lead Jasper Rienstra wrote on the SD1 3.0 approach developed by Synnervate. Based on her vast experience in working with Roma and on a project in Malawi, Synnervator Leida Schuringa wrote an article on Community Empowerment through strategic use of the SDi lense. The [Turquoise research report](#) by Peter Merry with Ard Hordijk published on the CHE website in 2011 was also be included. Unfortunately, due to an oversight, Strategic Connector Anne-Marie Voorhoeve's adaptation of the article on Mesh working that she wrote for the Dutch publication 'Bloei' did not make it into the books.



6 Well Being - the capacity for any person or ecosystem to function at their optimal level where conditions are suitable for a person to be at liberty to fully engage in any activity or social enterprise entirely of their choosing as and when they so choose. Some examples of wellbeing are health, sanctuary, medicine, inalienable rights, equitable and gainful engagement, fellowship, and fun.

What we asked ourselves: how does this activity contribute to the awakening of consciousness, to integral renewal of society as a sacred partnership in life? What energy does it generate so we move to a higher level of creation with each spin of the wheel?

+ in 2015: 2nd tier viewing and practices are well-anchored within the organization, with the SDi site Synnervate confirms its leadership and visibility, Synnervate enters into new collaborations, Synnervate finds resonance between attention generated by Reinventing Organizations (Laloux) and its way of working, constellations continue to inspire and inform the people in them, growing number of followers on Twitter and Facebook, the viewpoints from the inventory round of the new Learning Officer informs CHE's next step with a new team full of zest forming the Alignment Circle.

- in 2015: not prioritizing time for reflection, Synnervate could have done more to capitalize on the interest in our methods generated by Laloux' book, no one steps forth to lead CHE NL, key roles remain unfulfilled, hard to find new people willing to step in, onboarding new people takes time.

Especially in this turbulent time in which life circumstances for many deteriorate rapidly and drastically, and our own society is under pressure from the stream of refugees, economical challenges as a result of the internet and nature is irreparably harmed, CHE is a beacon of trust in connection, in a future of living together, in co-creation with nature. The way you look at life, not only determines what you see – it also affects and alters it. The eye of oneness opens the heart, the mind and the will to be able to see threats as potential next steps. And the eagerness to be an active participant in that process.

Internally the 'even at the cost of the established order' part of the strategy has come true. With a graceful and joyous ceremony on December 21, 2015 three people who are very much part of the established order hand in their roles. They don't leave the organization. Marinet Ritz is still a synnervator and has been chosen as a Rep Link of this circle so she still sits in the Alignment Circle in that capacity. Anne-Marie Voorhoeve remains a member of the 2nd tier publication group and member of the Yin Constellation as does Lisette Schuitemaker who also is part of the Constellation Politics and chair of the Board. For the time being Anne-Marie and Lisette will also represent CHE NL within CHE Global.



It is up to the new team now to give expression to the purpose and principles of CHE NL in their way, with the DNA as we have shaped it over the years, laying the tracks while racing over them at high speed.

Another year of salon evenings has been planned to stimulate integral consciousness and exploration. The program continues to be popular with speakers coming forth eager to share with our audience. Again, those who give such an evening will be challenged to work on the edge and utilize the wisdom of those attending to further their own research and development. Inviting participants to step into a holacratic role with a minimum of information and having them be facilitated through a governance meeting and having them share from the vantage point of each of the consecutive SDi memes, Jasper Rienstra has set a new standard. Jac Hielema's experimental evening on Money and Consciousness has led to a series of three planned for the fall of 2016. Speaking of money, inspired by him and the WEconomy salon the aim for the salons is to become financially self-supporting.

An existing group of professionals in the field of Education has joined CHE NL in 2015 to become the fifth Constellation led by Hans Kunneman. Constellations remain the space where working and living from oneness can be explored in context. They are the playground of awakening consciousness, the incubator of integral renewal of society and the theatre of the sacred partnership in life.

The 2nd tier publications group is poised to continue their work which includes sharing actively on social media and growing the numbers of followers. Ten years on, the members of the Wisdom Council confirm that the meetings still work to connect their worlds with the worlds of those in roles at the CHE. The experience enriches the field of the CHE and in-forms the thinking and practice of those who are present.

Synnervate continues to offer the SDi informed perspective on current issues and needs within society. Manifesting of integral renewal of society by entering into dialogue with clients ensures having to receive feedback, try out new approaches and thus deepen the walk of the talk. Testing the CHE practice against current reality forces synnervators to ground, connect and turn aspiration into realization. Questions such as 'how to deal with money from oneness consciousness' as they set their price, give reductions and send out invoices are all part of the ongoing inquiry. Then it is gratifying to hear one of the Workplace participants observe: 'The way you interact ... you clearly are a special bunch.'

Or in the words of parting Strategic Connector Anne-Marie Voorhoeve: 'CHE has always invited me to a complete human being with all that I carry within. To awaken the inner spiritual dimension and integrate this into my daily life, to be fully completely connected to the earth and the sacred. I feel supported to develop my practice and trust in the voyage of discovery of ourselves as the spring of not-knowing, of new ways of working and connecting. Thus I sense how we are in relationship to one another, meaningful as we are rooted in Being. This contributes to our capacity to co-create. CHE is about sharing this, making it transferable, being magnetizing and

catalyzing while we practice. With joy and ease, friction and flow – all of life is present in our circle and we attempt to remain in relationship so it can all divulge the information it contains. Wherever I am, I connect to the CHE field, and consciously and unconsciously activate it so the atmosphere is lifted towards wholeness and compassion. The more of us who do that, the stronger the pull of a whole future will be.'

On we spiral in 2016

This concludes our honest audit of the year 2015. CHE has started 2016 full of zest and with a bit of trepidation, finding its feet without a Lead and with a number of key roles as yet unfulfilled. The Alignment circle approved the proposal for a new version of the purpose as generated by a group convened by Learning Officer Pleun Sevens, who consulted with many internally and externally.

The new purpose is: *'Integral renewal of society from unity consciousness.'*
The existing principles remain in full force.

Also, a new two-fold strategy was adopted:

'Individual role-entrepreneurship and working with what emerges from the purpose even at the cost of the need for security, meticulousness and continuity' and *'Working on the basis of trust and enduring even at the cost of urge to act and be meaningful.'*

With new people coming in who haven't gone through the process of forming CHE NL together, the existing culture will change. While wanting to honor and preserve what has been, the Alignment Circle consciously chooses to create space in which the creativity of everyone within the organization can shine. They want to foster the development from 'collective implicit' towards 'individual explicit' as well as more internal transparency, entrepreneurship and an orientation towards action. In the spring Financial Strategist Jan de Dood and Constellation Host, Organizational Connector and Information Officer Allard de Ranitz handed in their roles. With Allard de Ranitz replacing Marinette Ritz as the Rep Link for the Synnervation circle, the number of people holding the field and doing the work diminished even further. Newcomer Tjerko Verhaak has expressed an interest in taking on a number of roles.

In order to get more clarity on the financial future of the organization as the major donation given in 2009 comes to its end, investments will be made with a clear view towards immaterial and financial gain. The conversation with the major donor has been opened and the gift of former Wisdom Council member Fred Matser not invoking his € 20.000 loan that he extended at the start of CHE NL has been marked with gratitude.



A novelty was to have external people give feedback on how they see CHE NL at the February Learning Day. This gave a sobering look at use of jargon and other ways in which we as pioneers in 2nd tier are sometimes incomprehensible to others. At the same time the engaged invitees appreciated the integrity of CHE's practice, generous offering and integrated way of being.

At the Integral Europe Conference in Budapest in May, 2016 Anne-Marie Voorhoeve led the ceremony of honoring the lineage of Spiral Dynamics and marking its 'official' entry into the Integral Conference space by offering the English version of the spiraldynamicsintegral site to the integral community as well as to CHE's worldwide with the invitation to translate it into their own languages. Also, Leida Schuringa was awarded for her stellar essay on the predicament of refugees and their integration into society from an SDi perspective.

At this conference a constellation showed how bringing a 2nd tier witness into a complex issue which is stuck, opens the awareness to new possibilities. This is part of what we are practicing. Or to finish with Said Elias Dawlabani's words with which we started this annual report:

'A paradigm shift occurs when a collective of memes has such explanatory power that it attracts the hearts and minds of people before going on to garner political support of the establishment.'

This is what we continue to work on.

FINANCIEEL JAARVERSLAG 2015

BALANS PER 31 DECEMBER 2015

(In euro's)	31 december 2015	31 december 2014
Activa		
Deelneming CHE Synnervation BV	38.000	38.000
Debiteuren	0	0
Vorderingen	0	900
Bank en kasmiddelen	23.771	9.310
	61.771	48.210
Passiva		
Algemene reserve	(5.690)	(1.459)
Bestemmingsreserve Alignment Circle	47.461	29.669
Leningen	20.000	20.000
Crediteuren	0	0
Overlopende schulden	0	0
Btw	0	0
	61.771	48.210

RESULTATENREKENING 2015

(in euro's)	2015	2014
Baten		
Inkomsten activiteiten	5.773	3.632
Dividend CHE Synnervation BV	8.500	0
Overige inkomsten	1.690	2.286
	<u>15.963</u>	<u>5.919</u>
Lasten		
Uitgaven activiteiten	7.763	3.844
Uitgaven strategie, connecties	3.736	747
Resultaat overhead	8.695	18.027
	<u>20.194</u>	<u>22.618</u>
Resultaat voor belastingen	(4.231)	(16.799)
Vennootschapsbelasting	0	4.347
Resultaat na belastingen	(4.231)	(21.046)