

The Global Wellbeing and GNH Lab 2013



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1. Overview

A. Introduction to the Global Wellbeing and GNH Lab

"Our gross national product... counts air pollution and cigarette advertising... special locks for our doors and the jails for those who break them. It counts the destruction of our redwoods and the loss of our natural wonder...It measures everything, in short, except that which makes life worthwhile."

- Robert F. Kennedy (1968)

"The kind of civilization we build depends on the way we do our accounts, quite simply because it changes the value we put on things."

- Mismeasuring Our Lives: Why GDP Doesn't Add Up (2010)

"The old model is broken. We need to create a new one...a vision for equitable human development, a healthy planet, an enduring economic dynamism."

- Ban Ki Moon, UN Secretary General

The Global Wellbeing and GNH Lab is a collaboration between the GIZ Global Leadership Academy (commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ)) and the Presencing Institute together with the Gross National Happiness Centre.¹ It brings together key leaders from a range of relevant sectors to generate new leadership capacities and sites of innovation around models that go beyond GDP, to promote broader principles of global wellbeing and sustainability.

The aim of the Global Wellbeing and GNH Lab is to create prototype projects that help to inspire institutional transformation in business, government, and civil society around the world.

The current mainstream economic paradigm is based on an assumption of limitless growth and that material consumption promotes happiness and wellbeing². The current and urgent crises in both our environmental and social systems are symptomatic of our need for a profoundly different economic paradigm.

Any economic activity aims at fulfilling the needs of society. The Lab dives deeper into the question of what makes for human and environmental wellbeing, and what conditions are needed to increase wellbeing. The Lab's founding partners believe that these inquiries require more than theoretical analysis and argument. The Lab, therefore, aims to develop and refine new institutional models to learn – through action and reflection – what these models could look like and how they can be developed.

¹ For more information about the partners involved in the Lab, please visit www.giz.de/leadershipacademy; www.presencing.com/projects/global-wellbeing-and-gnh-lab; www.gnhbhutan.org; www.bmz.de.

² Increases in income only correlate to increases in happiness up to \$75,000/year (<http://www.time.com/time/magazine/article/0,9171,2019628,00.html>)

The Global Wellbeing and GNH Lab invited early adopters of new economic models, indicators, and organizational structures from across the globe to join. Participants were drawn from a range of sectors, including business, government, and civil society and spanned eight countries, including India, Brazil, USA, China, Germany, Bhutan, Sri Lanka, and The U.K.

One important step at the beginning of the project was to identify the right group of participants. The aim was to have a mix of early adopters of new economic indicators from government, civil society and business, as well as to have several geographic regions represented. The group composition aimed to be a microcosm of people and organizations working in this field, thus ensuring that different voices were included and that the impact of the prototypes could expand beyond the immediate group of participants.

Based on a series of interviews, participants who met a number of important criteria were selected. Criteria included:

- How well their intention for joining matched with the Lab's purpose;
- Their potential to enrich the group and the Lab through their own experiences;
- Their potential to expand the impact of the Lab from personal to organizational/system level (influence others, mobilize networks and resources);
- Their innovation and leadership capacities, and;
- Their motivation to search for solutions to the challenges prevailing in their parent institution/country.

Together this diverse group of participants embarked on learning journeys where they were immersed in places of innovation around societal wellbeing. They were simultaneously trained in methods for leading profound personal and institutional transformation.

In January 2013, 24 Lab participants traveled to Brazil to take a deep dive into places of innovation around wellbeing in both urban and rural contexts. One of the Brazilian hosts for the lab was Natura Cosméticos, a company recognized for its pioneering commitment to sustainability and wellbeing. Some of the immersion experiences during the Brazil learning journey involved an exploration of the urban and rural components of Natura's supply chain, while other immersion experiences were organized by Aoka, a Brazilian-based social business specializing in connecting different cultures. The same participants met again in Bhutan in April, where they were hosted by the GNH Centre. Bhutan is recognized for its groundbreaking commitment to placing a holistic measure of social and environmental wellbeing (Gross National Happiness) at the center of its development paradigm.

Learning journeys are a tool for initiating organizational and societal change. The aim of a learning journey is to discover new ideas and to learn about oneself. Supported by social technologies that allow participants to connect the experiences to their specific context³, a

³ <http://www.presencing.com/tools/u-browser>

learning journey creates a space for the people to break through existing patterns of action and thinking and to explore new ideas and opportunities. Ultimately, the process is designed for participants to develop new leadership skills, form partnerships across sectors and geographic regions, and collaborate to create new initiatives.

Below is a brief overview of the main phases of the Global Wellbeing and GNH Lab and the activities undertaken during each phase. This table will be referenced at various points in the document in order to orient the reader to the chronological timeline of activities.

Table 1: Timeline of Activities

Phase	Date	Headline	Detail
2012			
Intention	Early 2012		
Interviews	August	Co-Initiating (Mapping)	Mapping the field of potential lab candidates
	Aug - Nov	Co-Initiating (Dialogue Interviews)	Dialogue interview with potential candidates, to explore each candidate's personal journey, objectives in their current work, successes, current challenges, personal leadership or learning edge, and interest in awareness-based approaches to economic and social transformation.
2013			
Brazil Learning Journey	20-Jan	Co-Initiating	Morning orientation & preparatory workshop at Rio's Botanical Garden. Afternoon of urban-context learning experiences in Rio de Janeiro. Visit to the Santa Marta community to dive deep into the complexity of the urban social reality in Brazil.
	21-Jan	Co-Sensing	Morning introduction to reflective practices (mindfulness and journaling). Day of activities in Rio at the Complexo do Alemão. Participants are divided in three groups to each visit and dialogue with a social entrepreneur selling Natura products. Afternoon dialogue with Natura representatives to learn about Natura's main urban sustainability programs. Evening: Fly to Amazon region.
	22-Jan	Co-Sensing	Deep dive experience in one of Natura's partner communities where the company's raw materials are sourced. Day spent interacting with the community, learning about their lifestyle and about the benefits and challenges of Natura's partnership models.
	23-Jan	Co-Sensing	Travel by boat through the Amazon. Presentation onboard about the Amazon region to understand the economic forces that are affecting quality of life for people locally. Afternoon: an hour for solo time off the boat, in nature. Evening: participants share their experiences working on the issue of wellbeing and indicators beyond GDP.
	24-Jan	Reflection & Integration	Hike through the Amazon forest with stops to contemplate one's own relationship to nature. In the afternoon, participants come together in a circle on the boat for a continuation of the previous day's sharing experience working on issues of wellbeing.
	25-Jan	Reflection & Integration	Integration and closing workshop onboard. Deeper exploration of Theory U with reference to the Global Wellbeing and GNH Lab. Peer coaching group formation along the following criteria: cross-sectoral, cross-disciplinary, cross-country.
Peer Coaching Groups	Feb-April	Presencing	Participants are supported by periodic coaching and reflection to help them to see themselves and the larger system as they are developing
Bhutan Learning Journey	22-Apr	Presencing	Reconnect and set the intention and context for the Bhutan learning journey. Participants reflect and share about the question: <i>What has happened for me since Brazil?</i> Tree planting ceremony, group check-in.
	23-Apr	Presencing	Deep dive into wellbeing and happiness in Bhutan. Peer coaching group conversations: <i>What does wellbeing and happiness mean to you, your work field and the transformation of society?</i> Formal opening with presentations about GNH (opportunities, challenges) by Her Royal Highness Ashi Kesang Wangchuk, Princess of Bhutan; His Excellency Thakur S. Powdyel, Minister of Education; and Dasho Karma Ura of the Centre for Bhutan Studies.
	24-Apr	Presencing	Morning of sensing journeys into Bhutanese society. Participants are divided in five groups to each visit various grassroots initiatives. Afternoon of group dialogue and sense-making about the observed tensions, contradictions, and possibilities between the top-down, government vision of GNH and bottom-up reality of people's lived experience of GNH in Bhutan
	25-Apr	Presencing	Exploration of the relationship between personal, organizational, and societal change through a hike to the Tiger's Nest Monastery and solo time along the trail. Evening storytelling and sharing of experience and insights.
	26-Apr	Crystallizing	Morning: Participants share their ideas for prototype projects and form into groups based on common interest and intent. Afternoon presentation from a member of the International Expert Working Group: "Wellbeing and Happiness: A New Development Paradigm" (Follow Up to the UN High Level Meeting), and a presentation about the application of GNH in Business.
	27-Apr	Prototyping	The five prototype groups that developed the day before work on their prototype. Each group reports back to the whole Lab on their further developed prototype. Learning journey concludes with outline of next steps.
2013			
Prototype Projects Develop	ongoing		
2013-2014			
Review and Scaling	ongoing		

B. The Purpose of this Document

The inaugural Global Wellbeing and GNH Lab led to the creation of a number of promising prototype projects⁴. The purpose of this document is to shed light on some of the experiences, conditions, and social technologies that allowed new prototypes to arise, so others in this field of work may learn from the Lab's experience. For those interested in potential future Labs, or in leadership development in the area of innovating "beyond GDP", it is intended to provide a window into how the Lab process works, how participants in the inaugural lab experienced it, and the relationship between the process and some of its early outcomes. While other documents provide a succinct overview of the Lab, and in particular, the Brazil and Bhutan Learning Journeys⁵, this document is intended to complement these by giving a more qualitative and experiential sense of the Global Wellbeing and GNH Lab, drawing on participant quotes, photographs, facilitation tools, and field notes.

C. The Structure of this Document

The structure of this document reflects the chronological order in which the major events and activities of the Global Wellbeing and GNH Lab took place. The titles of each section (Co-Initiating, Co-Sensing, etc.) reflect the different macro-phases of the "U process" as described by Otto Scharmer in *Theory U*⁶. It should be noted that in reality, the lab contained multiple U processes. For example, both learning journeys (Brazil and Bhutan) were designed as full U processes.

Throughout, the reader will find descriptions of key lab activities along with text boxes that highlight the "conditions" and "social technologies" that enabled and supported participants' individual and collective change processes. Additionally, this document contains numerous case studies and "photo essays" designed to bring the reader further into the shoes of the Global Wellbeing and GNH Lab participants.

Finally, as an action-researcher, the author was a participant-observer in both the Brazil and Bhutan learning journeys. Some case studies in this document therefore contain first-person reflections.

I think [the Lab] has made me realize that true system transformation really starts with individuals, that the ability to transform the economy or transform our healthcare system ultimately depends on the ability and willingness of the individuals within a system to transform themselves; to look at things differently; to act in accordance with their values. And that was a very profound but actually obvious fact when you stop and think about it.

– Governor John Kitzhaber, State of Oregon, USA

⁴ <http://www.presencing.com/tools/prototyping>

⁵ See reports on the Brazil and Bhutan learning journeys; the documents can be ordered from the Global Leadership Academy (leadership-academy@giz.de)

⁶ C. O. Scharmer, *Theory U: Leading from the Future as It Emerges* (San Francisco: Berrett-Koehler, 2009),

Brazil Learning Journey

2. Co-Initiating

A. Key Activities

- Arrival, orientation & preparatory workshop at Rio's Botanical Garden
- Introduction to social technologies and reflective practices



Opening Session – Setting intentions at the Botanical Gardens, Rio De Janeiro, Brazil

B. Opening Intentions

In the quiet, secluded premises of the Rio Botanical Gardens, participants and facilitators of the Global Wellbeing and GNH Lab met for the first time. Participants were mostly strangers to each other then, bound by similar interests and a mutual commitment to use the opportunity of the Lab to advance their own work. Over the course of the Lab, they would explore new places and ideas in Brazil, meet again in the mountains of Bhutan, and collaborate – virtually and in person – across sectors and geographies on new projects.

But on that morning in January, most of the journey was still ahead. One by one, each participant and facilitator shared what brought them to this journey and what their intentions were for the coming week.

Some participants were looking to connect their localized work to a broader global movement. As Lew Daly (Demos, USA), put it:

I came on the lab because I was feeling uncertain and dissatisfied with the work that I was doing and the modes of my work in the US. I felt that the problems I am addressing are in fact global, yet the constraints of my institution and my job forced me to focus very exclusively on the US context. The uniqueness of the lab [is] its cross-sectoral nature, its global nature, its highly networked nature, that I felt would allow me to open my work in important ways.

Natura Cosméticos served as a host for the Brazil learning journey. Denise Alves, head of Sustainability for Natura, expressed her intention to see familiar places and projects in a fresh, new way:

I'm so familiar with all the things [Natura has] been doing in Brazil; I would like to see things fresh, through the eyes of the other [participants].

Kathrin Hoeckel (OECD, Paris) voiced a related intention:

[I was] trained as an economist. It's my hope to be more creative and think beyond the things I've been trained in. I hope the lab serves as an anchor for me when I get sucked up in the old ways of thinking and working – so I can always come back to this and remind myself – having this as an anchor in the future would be really helpful.

Breaking through existing patterns of thinking and acting is the first core step of any change process. For other participants, the connection between personal transformation and societal innovation had long been central to their work. For them, the Lab presented an opportunity to gain new insights into what their true work in the world might be. As Marcelo Cardoso, then a Vice President at Natura, said:

[I have the] intention of questioning my own expectations, and trying to find the place where I can be of service to something higher than me – to be aware and present to all possibility.

For others, the Lab was primarily an opportunity to step away from the usual ways of approaching complex global problems – and possibly approach the same problems from a different perspective.

C. CONDITIONS: Creating an Environment for Innovation

Most people who work in the field of personal, organizational, and/or societal change feel at some point that the traditional methods for diagnosing a problem and taking action are proving insufficient to address the scale and complexity of today's systemic challenges. Furthermore, overwork and burnout are increasingly common.

The Global Wellbeing and GNH Lab offered a different type of platform for action. Dr. C. Otto Scharmer and colleagues at the Presencing Institute have developed a methodology, called Theory U, for creating the conditions in which profound change can occur – at the individual,

relational, and societal levels⁷. Using a Theory U-based approach, the Lab pays explicit attention to the necessary conditions that allow people to connect with their deeper sources of inspiration and generate innovative insights that can be crystallized into actual prototype projects.

Marian Goodman, one of the Presencing Institute facilitators for the Global Wellbeing and GNH Lab, explained some of the underlying principles that inform her approach to creating optimal learning environments. She offers insight into the invisible but essential conditions that enable a group to innovate:

First, Marian said, we must break through habitual patterns and mindsets:

If we're working towards profound innovation as a shorthand term for saying trying to make something different happen, we have to go beyond same old same old; we have to find ourselves outside habitual patterns of anything which includes habitual mental models, habitual lenses, habitual everything.

Otto used the image of [Charles] Darwin walking around noting disconfirming data and he used the phrase: 'disconfirming data gives you clues for where innovation is possible'.

Why it matters to create spaces where same old same old patterns are not just playing themselves out is exactly that: to be able to access levels of thought and insight that arise from connected dots that have been obscured prior to that.

[Innovation is] less likely to happen in environments that encourage same old same old or that encourage quick surface stuff. And quick surface stuff is also fostered in distracted environments.

This illustrates one important reason why the Lab took leaders on learning journeys to places of innovation in wellbeing. That is also why, on these learning journeys, it was essential that facilitators pay close attention to the quality of environment, and the quality of listening. Says Marian:

What I'm aware of is how easily one can cultivate or create optimal space, optimal environment, and optimal focused attention. It takes one or two very ordinary moves. But they've got to be conscious. And many people are just not conscious of them.

I don't know how many people actually realize the importance of environmental conditions, which is everything from the external environment to the internal environment. How that creates and shapes the quality of whatever it is that's happening, that includes the quality of thought that's happening, as well as the quality of interaction or conversation.

⁷ Scharmer, C.O. *Theory U: Leading from the Future as It Emerges: The Social Technology of Presencing*. San Francisco, CA: Berrett-Koehler, 2009.

There are certain components that create environments for quality thinking and if they're not there, the quality of thinking is eroded. They're very simple things like attention, ease and freedom from rush or urgency, and equality. They're very simple elements but they're not practiced. They also include place – where you're doing [a particular activity].

D. SOCIAL TECHNOLOGIES: Deepening the Connection to Self and Others

The practices and methodologies used in the Lab offer participants the opportunity to deepen the quality of how they pay attention. The ability to pay attention to previously unnoticed information or relationships is a precondition for innovation and change. Here are some examples of the practices and methodologies that were integrated into the Lab:

- Mindfulness practice: In Bhutan, where mindfulness meditation has been practiced for centuries, participants were offered mindfulness training and practice each morning and evening. Mindfulness exercises were also integrated throughout the Bhutan and Brazil learning journeys.
- Dialogue walks: To debrief events, participants often find a partner and take a 30-40 minute dialogue walk. During a dialogue walk, one person takes the first 15-20 minutes to speak, while the second person listens without interrupting, without judging. Given quality space and time to think, people discover surprising insights and wisdom within themselves.
- Journaling: After the conclusion of an exercise, sensing journey (see below), or presentation, ten to 15 minutes are often set aside for reflective journaling. Oftentimes journaling includes questions such as “What did you notice that surprised or touched you?” and “What are the seeds of the future you are noticing?” and “What is emerging within yourself?”

All these practices aim to create a reflective space that allows participants to deepen their understanding of what they and others have experienced; to push themselves beyond existing patterns of thinking and action; and to open up their mind, feeling (empathy) and intention (purpose).

3. Co-Sensing

A. Key Activities

- Urban Sensing Journeys in Rio
- Amazon Community Sensing Journeys
- Hike through the Amazon forest

B. SOCIAL TECHNOLOGIES: Sensing Journeys

In the Global Wellbeing and GNH Lab, sensing journeys are mini-learning journeys that take place within the longer learning journeys. For example, during the Brazil learning journey, participants took a sensing journey to the favelas (slum communities). Sensing journeys are designed to be much more than visits to inspiring places. They are highly structured events that involve preparation, emphasis on deep listening while in the field, and structured reflection following the experience.

Prior to a sensing journey, participants pair up and share their intentions with each other. They also clarify what questions they are interested in exploring during the visit. This allows them also to become aware of existing assumptions or possible patterns they might want to move beyond. The constant interaction with other participants in a trusted environment also provides direct and immediate feedback.

Here are three basic instructions for a sensing journey:

- First, suspend your own *voice of judgment*. The voice of judgment is our habit of liking or disliking what we see, agreeing or disagreeing with the people we meet – in short, passing judgment as opposed to simply noticing what’s happening. Our thinking and action recreates these patterns unless we become aware of them.
- Second, empathize and sense. The intellect is not the only way of knowing and gathering information. The heart has its own intelligence. When meeting and having conversations with people, empathy is essential in order to really see with fresh eyes. In practice this requires that we put ourselves in someone else’s shoes and try to understand how they experience their lives.
- Third, and finally, *let go; do nothing*. This instruction is often the hardest for people who have spent their careers leading organizations, movements, or campaigns. The learning journey is an invitation to simply let the circumstances teach you, affect you, and shape you as they will. In order to practice this step the facilitators regularly ask participants to take “time off” for example in solo walks or journaling or some quiet time.

After the journey is complete, participants are invited to reflect, through journaling or dialogue walks, on some variation of the following questions:

- What touched you?
- What challenged or surprised you?
- What clarified in your work?

- What clarified in your self?
- What sparks or ideas are emerging for the future?

C. PHOTO ESSAY: Urban Sensing Journeys

There's a lot of discussion [in my line of work] about what experts are doing. We should stop deferring to the community of experts, and start referring to the community as experts.

-Katherine Trebeck, Oxfam, UK

Santa Marta Community



Small groups gathered for a walk and dialogue in the Santa Marta community



A view from the Santa Marta community overlooking Rio and the sea.



Some participants' assumptions about poverty were challenged when they noticed a girl using an e-reader.



Waste clogs the waterways beneath homes and shops in Santa Marta

Complexo do Alemão Community



A group of participants visit the home of Luciana, a Social Entrepreneur in the community of Complexo do Alemão

It was surprising how much clarity Luciana had about happiness without mentioning it directly. She mentioned that with her work she is the owner of her own time...she's happier because she now works with her community, she discovered her own talent; [and her belief that] beauty is not about being totally fit but is about how you feel, and how you can help other women feel like that.

-Andre Barrence, Minas Gerais State Office for Strategic Priorities, Brazil

D. CONDITIONS: Leading From The Future As It Emerges

The blind spot of 21st Century leadership is *how we pay attention* to the world around us. In Presencing Institute terminology, it is called a blind spot because most people are not aware of it. Most of us do not pay attention to how our “mental models” (unchecked assumptions) of the world influence the way we see, hear, and respond to the people and situations we encounter.

To address this blind spot, the Presencing Institute has found that people need to leave their daily environment and engage in a process that allows them to break through patterns of repeating the past. This journey is characterized by three phases, as described by Otto Scharmer:

- **Suspension** (of our habits of judgment) – *This is the first gateway to connecting with what is actually real around us. Most of the time we are not listening to others. We are just reconfirming what we already knew. The moment we notice this habit, we can suspend it.*
- **Redirection** – *We forget our own agenda and take a deep dive into the other person's experience. We begin to feel and experience what it's like to feel from that other perspective. It's a cognitive capacity we do with friends. Given the social situations that leaders – like those in the Lab – face, we need to practice this, even with people we disagree with.*
- **Letting Go** – *As a condition of letting come. As people in social systems, we create the world through patterns of conversation. It is not just individual practices we need to cultivate. There is a collective dimension. Lab Participants experienced debate during the Brazil learning journey. What's the problem with debate? Everyone is still stuck in his or her own viewpoint. We need to move the conversation to the next level, which is dialogue. It's not that we agree with everyone. It's that we're no longer stuck in our own viewpoint – we can see the problem through the eyes of the other stakeholders. It doesn't mean we eliminate our own viewpoint. It means we're broadening, deepening, by factoring in other perspectives.*

E. SOCIAL TECHNOLOGIES: Levels of Listening

Early in the Brazil learning journey, Otto presented a framework that helps heighten awareness about the quality of our attention. This is referred to as the four “levels of listening”, which are as follows:

- **Level One:** Downloading – listening only for what we already know. The outcome of this type of listening is that we reconfirm what we expect to hear.

- **Level Two:** Factual – paying attention to what’s different from what we expected; noticing something new; listening for what deviates from our own view. The outcome of this type of listening is discovering new or disconfirming data. What we notice deviates from our assumptions.
- **Level Three:** Empathic – listening from the perspective that the other person is speaking from. The outcome of this type of listening is seeing a problem through the views of other stakeholders.
- **Level Four:** Generative – connecting with a field of the emerging new possibility; connecting to a deeper level of reality and knowing.

These levels of listening differ in terms of how the individual connects to others and the outside world. Which level is most appropriate depends on the specific situation one is in. Many scientific discoveries are made through factual listening. Levels three and four become especially important in complex situations that require innovative solutions. We often listen at level one, when today’s leadership and innovation challenges require action born from deeper levels of listening.

F. PHOTO ESSAY: Journey into the Amazon



Amazonian residents seen on the journey to visit one of Natura’s partner communities



Farmers harvesting Acai berries, one of many natural resources they supply for Natura



Natura suppliers in dialogue with Global Wellbeing and GNH Lab participants



Participants spent an hour in silent reflection on a secluded shoreline deep in the Amazon forest

G. Reflections on the Brazil Learning Journey

Through the learning journey and the comparable experiences of nature in terms of the scale of nature, in Brazil and Bhutan, I have really gotten in touch with my “inner environmentalist”. It has given me insight into the fact that the problem of climate and related environmental problems really is the larger circumference of all the work that we are doing. Our social struggles for better living standards are really going to be tied into the challenges around our environment. Climate [change] is in effect the overarching problem. That has become clarified in my own thinking [and the future] direction of my work.

- Lew Daly, Demos, USA

We didn't do this week for tourism or because we thought that none of the participants already knew what we saw – that's not the point. The point is that we go on a journey that creates the conditions that allow us as a microcosm of the larger system to function as a vehicle for something new that maybe is possible or wanting to happen.

- Dr. C. Otto Scharmer, Presencing Institute

By the time I left Brazil I was beginning to sense that there could be something powerful perking here, but it was still feeling pretty nebulous to me. My [peer coaching] group had two Skype calls in between that were extremely useful to me. And then by midway through our first day in Bhutan, it was already feeling much more concrete. I could already sense three or four probable prototype projects or issues.

- Cylvia Hayes, 3E Strategies; First Lady, State of Oregon, USA

H. Summary of Brazil Learning Journey Activities

Brazil Learning Journey	20-Jan	Co-Initiating	Morning orientation & preparatory workshop at Rio's Botanical Garden. Afternoon of urban-context learning experiences in Rio de Janeiro. Visit to the Santa Marta community to dive deep into the complexity of the urban social reality in Brazil.
	21-Jan	Co-Sensing	Morning introduction to reflective practices (mindfulness and journaling). Day of activities in Rio at the Complexo do Alemão. Participants are divided in three groups to each visit and dialogue with a social entrepreneur selling Natura products. Afternoon dialogue with Natura representatives to learn about Natura's main urban sustainability programs. Evening: Fly to Amazon region.
	22-Jan	Co-Sensing	Deep dive experience in one of Natura's partner communities where the company's raw materials are sourced. Day spent interacting with the community, learning about their lifestyle and about the benefits and challenges of Natura's partnership models.
	23-Jan	Co-Sensing	Travel by boat through the Amazon. Presentation onboard about the Amazon region to understand the economic forces that are affecting quality of life for people locally. Afternoon: an hour for solo time off the boat, in nature. Evening: participants share their experiences working on the issue of wellbeing and indicators beyond GDP.
	24-Jan	Reflection & Integration	Hike through the Amazon forest with stops to contemplate one's own relationship to nature. In the afternoon, participants come together in a circle on the boat for a continuation of the previous day's sharing experience working on issues of wellbeing.
	25-Jan	Reflection & Integration	Integration and closing workshop onboard. Deeper exploration of Theory U with reference to the Global Wellbeing and GNH Lab. Peer coaching group formation along the following criteria: cross-sectoral, cross-disciplinary, cross-country.

Bhutan Learning Journey



4. Reflection & Integration

A. Key Activities

- Deep dive into wellbeing and happiness in Bhutan.



B. Framing the Bhutan Journey

How do the approaches and activities of the Global Wellbeing and GNH Lab serve the bigger goal of institutional innovation?

Dasho Karma Ura, Director of the Centre for Bhutan Studies and GNH Research, spoke to the group on the opening day of the Bhutan learning journey. In his talk, he spoke about the relationship between institutional innovation and what he called “consciousness shift”.

“A truly free-wandering mind,” he said, “is a journey toward alternate consciousness.” He also spoke about *“seeing the world as it is, for institutional innovation.”* This is a concept deeply grounded in Buddhist philosophy. In essence, he argued that a mind not limited by its own habitual patterns sees the world as *it is*, rather than as *the viewer’s mind* is.

He suggested that *this* is the capacity required to lead institutional innovation. It’s a capacity that, for most of us, requires a shift in consciousness – freeing our minds from their habitual patterns.

C. CASE STUDY: GNH at the Grassroots Level

Note: this case study contains first-person reflections from the author

In Bhutan's capital city, Thimpu, a ten year-old boy stood at the front of a darkened classroom. A PowerPoint slide was projected onto the screen behind him. Reading from notes, he welcomed participants with the following statement:

Although ours is just a small school, we are happy to be able to share ELC's [The Early Learning Center's] best practices in the field of Educating for GNH with professionals from all over the world. As you can see from our school's banner outside, our mission is to educate for universal happiness, and we hope to provide you with a clear idea for how we work toward this vision.

His diction was perfect. He stood tall, and his gaze poised. I turned to John, the Governor of Oregon, sitting on the floor next to me. His attention was fixed on the boy. He would later tell the students: "Your Education Minister, yesterday, talked about teaching for GNH, and I didn't quite understand. You've made it real for me."

The confident young student continued:

To empathize is to civilize. To civilize is to empathize. With this quote from [Jeremy Rifkin](#), we would like to share some of our experiences on realizing an empathic civilization, which is central in realizing true happiness for all sentient beings

Jeremy Rifkin? I looked at the other Lab participants to see if I was the only one feeling slightly incredulous and also slightly in awe. By the looks on their faces – raised eyebrows, jaws descending – I was not alone.

We were at the Early Learning Centre, a private elementary school. This was the second day of the Bhutan learning journey, and the day was dedicated to visiting communities to understand what GNH means to people in everyday life. Participants self-selected into five groups, and each group visited two organizations in Thimpu⁸.

The next student arose and walked proudly to the microphone. She cleared her throat and spoke:

At ELC we refer to our meditation practice as "brain brushing," inspired by [Dr. Dan Siegel](#), a neuroscientist. We see brain brushing as a useful exercise for brain hygiene, just as tooth brushing helps us exercise dental hygiene. We do our brain brushing exercise twice each day so that we can focus on all that we learn at school and so that we are mindful in whatever we say and do.

⁸ One group visited The Youth Development Fund and Greener Way, Bhutan's first privately owned recycling company, founded by Lab participant Karma Yonten. Another group visited the Biodiversity Center and the Royal Academy for Performing Arts. A third visited Tarayana (a development NGO) and the National Traditional Medicine Centre. The final group visited The Youth Development Fund and The Media Lab.

She then proceeded to lead us through a 60-second brain brushing exercise.

This was becoming disorienting. An hour before, we had visited a community center for formerly gang-involved youth, a place that one of our Brazilian participants described as “*more or less what you’d expect to see at any youth center around the world.*” The Early Learning Centre, on the other hand, was something different. Our small group was thoroughly absorbed by the combination of exceptional diction, well-designed PowerPoint slides, and the name-dropping of Western economists and neuroscientists.



Students and Lab participants outside the Early Learning Centre, Bhutan

Then, three students walked to the front of the classroom and concisely explained the connection between a recent school-wide project, “Saying No to Packaged Food”, and the four pillars of GNH⁹:

By saying no to packaged food we are taking ownership of a problem not confined to our school and homes. It is a problem that is also faced in big cities and even farms and villages. We see this connecting to the first pillar [of GNH] of good governance as we have played a leading role in advocating the idea within our school and other schools and organizations outside our school campus as well.

⁹ <http://www.un.int/wcm/content/site/bhutan/cache/offonce/pid/6863>

By saying no to packaged food we replace packaged food with local farmers' products. This way we ensure self-sufficiency by promoting the second pillar [of GNH] of sustainable economic development.

The third pillar [of GNH] is cultural promotion: when Friday was designated as traditional Bhutanese food day, traditional snacks found their way into our classrooms. If not us, Bhutanese, then who? I mean would you, sir, [she looks up, smiling] eat [a Bhutanese dish] on a regular basis so our farmers can happily produce them?

Finally, it goes without saying that environmental conservation [the fourth pillar of GNH] is a pillar that was addressed from the beginning when we opted to reduce plastic waste by refusing to eat packaged food every day but Wednesday...ELC is committed to contributing zero waste to the landfill.

D. SOCIAL TECHNOLOGIES: Journaling

After the day's journey was complete, participants were invited to reflect, through journaling or dialogue walks, on the following questions:

- What touched you?
- What challenged or surprised you?
- What clarified in your work?
- What clarified in your self?
- What sparks or ideas are emerging for the future?

5. Presencing

A. Key Activities

- Hike to the Tiger's Nest Monastery and "solo time" along the trail.

B. CONDITIONS: Solo Time

(As described by Presencing Institute facilitator Julia Kim)

During the middle of the week, we went to Tiger's Nest, which is a sacred monastery perched on the side of a dramatic mountain in Bhutan. It is a sacred site to the Bhutanese and a pilgrimage site for many Buddhists around the world. The purpose of that day was to do what we call a nature solo.

Participants are offered the opportunity to really spend time alone and in silence. This nature of silence is a condition that enables people to really explore where they are in terms of their own inner transformation process, as well as in their experience of GNH in Bhutan.

It was a day that was physically challenging. Many people were not used to the altitude or to hiking. It was pretty much an uphill journey all the way to the top. And it was also challenging in the sense of people really digging deep to understand why are they doing this work, what is so difficult about shifting our attitudes and our own consumer behaviors, why is it difficult to do social transformation work, how is it that we resist change as individuals and societies.

It was a powerful day that allowed participants to deepen their reflection and look honestly at questions of the purpose of their work, their role, and their contributions. Some participants arrived at new insights, clarity, and had very personal experiences. Others used the space for deep reflection, and an experience of the extraordinary natural environment and the Buddhist culture in Bhutan. Others enjoyed the natural beauty of the surroundings but did not report having an especially powerful experience. Altogether, though, it was an experience that helped bring the group together around this common question of inner transformation and social change and how they are related.

Many of us come from organizations that might be described as technocratic, or policy, or research, kind of top down, 'we just fix the numbers and the world will be better'. This is quite delusional, I think. Something I've begun to realize through the lab...much more so than [before is that] inner transformation is really the ground of societal transformation. Without that, nothing will stick. And arguably without that, nothing is possible.

- Lew Daly, Demos, USA

C. PHOTO ESSAY: Journey to Tiger's Nest



The Tiger's Nest Monastery (top right, cliff-side)



Governor John Kitzhaber (Oregon, USA) and other participants begin the hike



Participants hike to Tiger's Nest



Tiger's Nest Monastery



Conversation and reflection after the journey

6. Crystallizing

A. Key Activities

- Prototyping: The application of GNH and well-being in Business



Participants gathered in a conversation circle, Bhutan

B. CASE STUDY: Business Models Based on GNH/Well-being

At the start of the Bhutan learning journey, Eileen Fisher told fellow lab participants that since the Brazil experience, she had been thinking a lot about one question: “What actually is the purpose of business?”

A week earlier, a team from her company visited West Bengal, India, a region of brick makers, banana farmers, and Bangladeshis who migrate across the nearby border in search of work. The region is also home to a small group of specialized weavers who produce Eileen Fisher Inc. scarves. The team’s mission was to explore how the company might improve wellbeing throughout its supply chain.

What differentiates this initiative from most CSR or corporate sustainability initiatives is its intention. Eileen is not just interested in how her company can give back to communities, per se. Rather, she is questioning the fundamental reason why the company exists. She is exploring how to align their operations so that the company itself – not just a smaller CSR component of the company – is structured to serve a larger and more beneficial purpose than only profit maximization.

When the team landed in India, the goal was not just to discover answers; it was also to discover the right questions. They met Non-Governmental Organizations (NGOs) that have worked in the region for decades and visited the communities where their products are made.



Workers at a weaving cooperative in West Bengal, India

While Eileen Fisher Inc. is beginning to explore these questions through sensing journeys, Isabel Sebastian, a researcher affiliated with the GNH Centre in Bhutan, is exploring similar questions through her doctoral work at the University of Melbourne. Isabel presented to the Lab during our Bhutan journey. Her research centers on an experiment in which she helped a Bhutanese-owned 5-star hotel and tour company develop a business model based on GNH. Isabel suggested, in her presentation, that a GNH business could clearly and confidently answer three questions:

1. Is our business purpose aligned with the genuine intention to improve people's lives beyond satisfying deficit-needs (physiological needs)?
2. What is enough profit for the owners and/or shareholders?
3. How do we spend the rest to increase genuine happiness and wellbeing among our stakeholders and humanity at large?

As the Bhutan learning journey progressed, a predominant theme emerged: how can business contribute to shifting the global economy from “ego”-centric development to “eco”-focused development – that is, from growth in which stakeholders in a system maximize benefit for themselves, to growth in which stakeholders seek to improve the wellbeing of all stakeholders in the system¹⁰. This theme is explored in more detail in the case study below.

¹⁰ Scharmer, C.O., Kaufer, K, *Leading From the Emerging Future: From Ego-System to Eco-System Economies* (San Francisco: Berrett-Koehler, 2013)

7. Prototyping

A. Key Activities

- The prototype groups report back to the whole Lab on their inspiration and next steps

B. PHOTO ESSAY: Prototyping



Cylvia Hayes, First Lady of Oregon, describing the GPI in the States Prototype



A 3-D depiction of the GNH in Business Prototype



Brazil Transformation Hub Prototype Depiction

C. CASE STUDY 4: The Development of a Prototype

The world is such that a U.S. State Governor and a young Bhutanese organic farmer are unlikely to meet, much less brainstorm together on how to create a movement for economic transformation. But that is the type of cross-sector, cross-regional, intergenerational collaboration the Lab allowed for.

John Kitzhaber is the Governor of Oregon. Sangay Rinchen is a Bhutanese Organic farmer. Farmer Sangay, as he prefers to be called, is a leader of Bhutan's movement to be 100% organic by 2020. He is also the founder of Happy Green Cooperative¹¹, where he leads programs for hundreds of young people.

When, along with three other Lab-colleagues, these two men joined together on the final day of our Bhutan learning journey, their shared experience in the Lab, divergent experiences in their lives, and common interests led to the co-creation of The GNH in Business Lab.

The purpose of the GNH in Business Lab is 'to change the way we frame and conduct our economy from us vs. them to a business value proposition that builds community by better serving society and nature and engaging the creativity and potential of all citizens'. The strategy of this project will be to engage, in Oregon and Brazil, six to eight business leaders who are predisposed to this concept. In Governor Kitzhaber's words, the whole prototype "emerged from the philosophy of Farmer Sangay."

Farmer Sangay started his own farm on a small scale and his practices spread to nineteen other farmers in his village. From organic farming they began to include other ecosystem components such as livestock and forestry. "We included all the systems of the ecosystem on one farm," he said. "That duplicated to another farm, then another village, then we saw that when we become self-sustainable and we have so many farmers working together there's a surplus, actually." With the surplus, the farmers began to supply their organic produce to local hotels. "[This] created a more organic market in the town, which created more jobs, and we could see the system actually functioning itself!" said Farmer Sangay. "And that's a small stone we drop into a still pond, and the ripples just create and go on."

Farmer Sangay feels that to an extent, they have created a grassroots movement "quite organically". "And now," he added, "I've been called to so many national forums or events to speak; I've been mixed with so many policy makers, even to the cabinet. So many things are happening. Which means there's an organic process actually happening."

Currently, different villages are functioning independently as a cooperative. In the direction his work is moving people are thinking about making Happy Green Cooperative into a National Cooperative Federation. "My job is [to be] very open and accepting the change every day. I think that's how it started. There's no logic here, no strong metrics here. I feel it's uncontrollable, actually; it's so contagious how it's moving ahead," said Farmer Sangay.

¹¹ <http://happygreencooperatives.webs.com/>

The whiteboard content includes a diagram and a table. The diagram is a triangle with vertices labeled 'Gov't', 'Biz', and 'Civ. Soc.'. The edges are labeled 'GDP' (between Gov't and Biz), 'GPI' (between Biz and Civ. Soc.), and 'GNI' (between Civ. Soc. and Gov't). A question mark is in the center of the triangle.

The table compares GDP, GPI, and GNI across two dimensions: '1. Domains' and '2. Debate'.

	GDP	GPI	GNI
1. Domains	GDP	GPI - study	GNI - study
2. Debate		GPI - policy use	GNI - policy use

Below the table, the text 'PURPOSE 1.0' is written. The text below it reads: 'To change the way we frame and conduct the debate on the economy from the "us" versus "them;" to a value proposition which builds community by better serving the needs of the whole society and engaging the creativity of all citizens.'

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D. Summary of Bhutan Learning Journey Activities

Bhutan Learning Journey	22-Apr	Presencing	Reconnect and set the intention and context for the Bhutan learning journey. Participants reflect and share about the question: <i>What has happened for me since Brazil?</i> Tree planting ceremony, group check-in.
	23-Apr	Presencing	Deep dive into wellbeing and happiness in Bhutan. Peer coaching group conversations: <i>What does wellbeing and happiness mean to you, your work field and the transformation of society?</i> Formal opening with presentations about GNH (opportunities, challenges) by Her Royal Highness Ashi Kesang Wangchuk, Princess of Bhutan; His Excellency Thakur S. Powdyel, Minister of Education; and Dasho Karma Ura of the Centre for Bhutan Studies.
	24-Apr	Presencing	Morning of sensing journeys into Bhutanese society. Participants are divided in five groups to each visit various grassroots initiatives. Afternoon of group dialogue and sense-making about the observed tensions, contradictions, and possibilities between the top-down, government vision of GNH and bottom-up reality of people's lived experience of GNH in Bhutan
	25-Apr	Presencing	Exploration of the relationship between personal, organizational, and societal change through a hike to the Tiger's Nest Monastery and solo time along the trail. Evening storytelling and sharing of experience and insights.
	26-Apr	Crystallizing	Morning: Participants share their ideas for prototype projects and form into groups based on common interest and intent. Afternoon presentation from a member of the International Expert Working Group: "Wellbeing and Happiness: A New Development Paradigm" (Follow Up to the UN High Level Meeting), and a presentation about the application of GNH in Business.
	27-Apr	Prototyping	The five prototype groups that developed the day before work on their prototype. Each group reports back to the whole Lab on their further developed prototype. Learning journey concludes with outline of next steps.

8. Conclusion and Next Steps

This document has outlined some of the experiences, conditions, and social technologies that allowed new prototype projects in the field of Global Wellbeing and "Beyond GDP" to emerge. It highlighted some key elements to show how the Lab process worked and the relationship between the process and some of its early outcomes. The remaining section briefly describes the prototype projects that are currently, collaboratively, being developed by Lab participants. As these prototype projects evolve, updates will be posted on the Global Leadership Academy and the Presencing Institute websites (www.giz.de/leadershipacademy; www.presencing.com) throughout 2013 and 2014.

A. Description of Prototype Projects

1. GNH in Business Prototype

The purpose of this prototype, as described by its founders, is:

To change the way we frame and conduct our economy from "us" versus "them" to a business value proposition which builds community by better serving society and nature and engaging the creativity and potential of all citizens.

Prototype collaborators described their shared values and goal as follows:

We believe that individuals driven by their life purpose build communities based on compassion, which then transforms larger systems. Our goal is to develop the processes and practices that support large number of business leaders and entrepreneurs. To start, this Lab will prototype deeply personal, transformational leadership forums with dozens of top business leaders in various countries, as well as widely accessible workshops and events for hundreds or thousands of community entrepreneurs. We will develop a learning field and collective platform to share up, down, and across the prototypes.

As part of this prototype, the following efforts are currently under way:

In June 2013, Eileen Fisher Inc. launched a two-day workshop that included the entire leadership team plus selected younger leaders from the organization. The purpose was to “crack open the core” of the company to make it connect more with the entire eco-system and future of the organization.

The Business Alliance for Local Living Economies (BALLE) ran a GNH Business Lab workshop in New York in June 2013 with more than 80 participants. The GNH in Business Lab learned what to change for the next initiative, a half-day intervention process that could be scaled in other places soon.

2. Transformation Hub Prototype (Brazil)

The intention of this prototype is to create a “hub”, located in Brazil, where systemic changes in the direction of a more sustainable, equitable and just society will be prototyped and taken into practice. The Hub will adopt a multi-sector, cross-disciplinary, and multi-intelligence approach, linking science, societal transformation and mindfulness into a coherent framework of awareness based action research. This hub, besides primarily orienting its initiatives to supporting the desired and necessary sustainability transition processes within the Brazilian society, intends also to be part of a network of other similarly oriented organizations, located elsewhere in the world (Bhutan, China, India, Indonesia, Europe, US, etc.), with which it will interact and collaborate.

3. Genuine Progress Indicators (GPI) In the States Prototype (USA)

The purpose of this prototype is to catalyze movement toward more effective, triple bottom line economic metrics and realignment of capital investments in the U.S by leveraging state-level [GPI](#) initiatives. It aspires to help the U.S. culture and people to heal from the problems stemming from consumer society.

The GPI in the States prototype has three primary components.

1. Oregon GPI initiative as prototype within prototype:
2. GPI in Other States:
3. Business engagement in components 1 and 2.

The following progress has been made since the conclusion of the Bhutan Learning Journey (as of July 2013):

1. Oregon GPI initiative as prototype within prototype: An MOU is nearly in place between implementing partners (State of Oregon, Portland State University, Demos, and others).
2. GPI in Other States: Representatives from 20 states attended a June conference in Maryland; First Lady of Oregon Cylvia Hayes moderated a significant keynote press event by Maryland Governor Martin O'Malley and Jeffrey Sachs on Going Beyond the Great Recession and GDP.
3. Business engagement in components 1 and 2: Prototype partners have directly engaged the business community in Oregon GPI development.

4. Whose Development? Prototype (India)

A collaboration between Self Employed Women's Association (SEWA) and Oxfam India, the purpose of this prototype is to change the way Indian policy makers think about and pursue development. The intent is to create a shift from a model that prioritizes rapid economic growth (with little regard to its quality or distribution) to an economy that prioritizes the wellbeing of citizens and protects, rather than exploits, the environment. At root of this project is an interest in enhancing the wellbeing and development aspirations of young people in India.

Since the end of the Bhutan Learning Journey, collaborative conversations between Oxfam and SEWA have taken place to develop the fuller prototype concept, and to clarify roles and activate next steps.

5. GNH Centre Prototype (Bhutan)

The GNH Centre's purpose is to manifest in living practice Bhutan's unique balanced development philosophy of Gross National Happiness (GNH), which seeks to integrate equitable and sustainable socio-economic development with environmental conservation, cultural promotion, and good governance..

In the next development phase of the GNH Centre, priority will be given to the youth and to educators from early childhood to University level both in Bhutan and internationally. The objective is to promote a Mindfulness based, secular, applied ethic education aligned with the goals formulated by the former Hon. Prime Minister Jigmi Y. Thinley:

What we want to see is nothing less than transformative – graduates who are genuine human beings, realizing their full and true potential, caring for others – including other species - ecologically literate, contemplative as well as analytical in their understanding of the world, free of greed and without excessive desires; knowing, understanding, and appreciating completely that they are not separate from the natural world and from others; - in sum manifesting their humanity fully.

The following achievements have happened since the Bhutan Learning Journey (as of July 2013):

- A partnership with the Mind and Life Institute has been confirmed.
- The GNH Centre has developed a partnership with the Early Learning Centre to identify pilot schools to implement the Secular Ethic Curriculum.
- The GNH Centre, in partnership with the Global Peace Initiative of Women, has hosted an international conference of spiritual leaders from diverse traditions to explore GNH from a multicultural and interreligious perspective.

APPENDIX A: Participant List

Global Wellbeing and GNH Lab 2013 – PARTICIPANTS



Ana Luiza Alves

Brand Director, Natura Costméticos
BRAZIL

Ana Luiza has over 15 years experience in marketing and branding. At Natura, she was previously responsible for a business unit in charge of the Ekos line, one of the most important sub-brands, the first one to concretize the concept of sustainability at Natura. She is a passionate advocate of education and the role of brands and corporations in society, and is interested in how the private sector can transform an individual's life while creating social and environmental consciousness.

About Natura

Natura is a Brazilian direct sale cosmetics brand created from the passion for cosmetics and relationships. Since its beginning in 1969, it has been seeking to create value for society as a whole, generating integrated economic, social and environmental results. Its reason for being is based on the creation of products, services and concepts that promote wellbeing - a better relationship with oneself, with others, with the whole.



André Barrence

Director-President, Minas Gerais
State Office for Strategic Priorities
BRAZIL

André leads innovative projects aimed at policy crowd-sourcing and open innovation, and a government project focused on redesigning economic development strategies using Big Data tools. He is also responsible for improving government's policy evaluations and social development indicators.

About Minas Gerais State Office for Strategic Priorities

A strategy unit focused on designing, implementing and evaluating government's priority policies (Education, Healthcare, Public Security, Employment and Open Government). Using an innovative approach the unit focuses beyond the traditional improvement of service delivery and aims at the co-creation of public value through civil society engagement and shared responsibility.



Antoinette Klatzky

Program Director, Eileen Fisher Community Foundation
USA

Antoinette is the Program Director for the Eileen Fisher Community Foundation. In 2010, she piloted the Eileen Fisher Leader Leadership Institute, a program designed to share the EILEEN FISHER Inc practices and promote leadership in young women through self-empowerment, connection with others and activism in their communities. She is a social engineer, community organizer and activist in her community passionate about creating systemic social change.

About The Eileen Fisher Community Foundation

The Eileen Fisher Community Foundation supports systemic changes that positively impact women and girls locally and around the globe. By developing unique programs and partnering with existing organizations, we hope to continue to support and implement programming that will effect local and global changes in our society.



Bill Kegg
President, NOW Consulting
USA

Bill is President of NOW Consulting, Coaching & Training where he has worked with business leaders and groups from over 35 countries including Europe, Asia, the Middle East, and the Americas. Bill is passionate about awakening leaders to the heart of their essential self so they can effect meaningful change to their immediate and global communities. Bill's work includes enhancing wellbeing and fulfillment, self-awareness, mind-body synergy, and leadership skillfulness, to inspire individual and collective greatness, innovation, and contribution.



Cylvia Hayes

First Lady, Oregon Governor's Office
USA

Cylvia has 23 years experience in clean energy and sustainable economic development. She is founder and CEO of 3Estrategies, a clean economy consulting firm, and a Senior Fellow of the Clean Economy Development Center. She is also on the Board of Directors of the American Leadership Forum Oregon. Cylvia is the current First Lady of Oregon.

Cylvia has long been a proponent of the Triple Bottom Line and moving beyond GDP, speaking and writing on those topics for the past decade. She recently led in the development of a baseline Genuine Progress Indicator (GPI) for the State of Oregon and is working with several other states that are also developing GPIs. The organization Demos (see Lew Daly) has been supporting this work and it looks likely that they are going to work to develop an applied GPI for Oregon's revolutionary education reform initiative and Ten Year State Budget Plan.

About 3E Strategies

3Estrategies works to accelerate the transition to a clean economy. A clean economy supports environmental protection and restoration, energy security, and economic opportunities for people across the income spectrum.



Denise Alves

Director of Sustainability, Natura Cosméticos
BRAZIL

Denise joined Natura in 2001 and throughout the years she has gained experience in various areas such as Marketing, Commercial and Organizational Culture. She is now in charge of the sustainability area at Natura.

As the head of Sustainability, she has been in charge of several themes and projects such as carbon reduction and offsetting, waste and water consumption reduction as well as Natura's sustainable use of biodiversity that includes the management of the relationship with 32 extractive communities throughout Brazil.

About Natura

Natura is a Brazilian Cosmetics Company, which is the number one player in the Brazilian Market. Natura wants to make sustainability one of the main forces of innovation as well as being a company that can help the transition of our society into a green economy.



Eileen Fisher

Founder & Chief Creative Officer, Eileen Fisher, Inc.
USA

Eileen is the Chief Creative Officer at Eileen Fisher, Inc, the women's clothing company she founded in 1984. Eileen has always been passionate about using her company as a voice for change in the world, focusing on sustainability, human rights, empowerment of women and girls and wellness for her own employees. A few years ago, Eileen heard about the Gross National Happiness Project and thought her company could be the perfect place to try to prototype this concept in the business world - to find a way to measure prosperity beyond money.



Governor John Kitzhaber
Governor, State of Oregon
USA

Governor Kitzhaber was elected governor of Oregon in 1994 and reelected in 1998. After eight years in the private sector he was elected in 2010 to an unprecedented third term as governor. Governor Kitzhaber's political career has focused on public education, health policy and stewardship of our natural resources. He ran for a third term in 2010 because he saw the opportunity for transformational change embedded in the Great Recession. He believes our basic systems are failing us; they were designed decades ago, in a different time; in a different environment; to address a different set of circumstance – and they have not evolved to meet the challenges and realities of today.

In particular he believes that our current economic system – based on growth, debt and consumption – is simply unsustainable. He is focused on shifting our economic paradigm to one that creates living wage jobs while reducing our carbon footprint and replenishing our natural resources. To do so, he believes, we need a different metric to replace the Gross Domestic Product.



Karma Yonten
CEO, Greener Way
BHUTAN

Karma is Founder and CEO of Greener Way, Bhutan. In addition to founding Greener Way, he very recently had the honor of representing the youth of Bhutan in the High-level Meeting on Wellbeing and Happiness at the United Nation in New York. Greener Way's challenge is instilling good civic sense in the general public in handling waste. As a leader, the most pressing challenge for Karma is to lead, change, and motivate behavior on an individual, organizational and societal level.

About Greener Way

Greener Way is Bhutan's first waste management initiative. The objectives are to contribute towards sound environmental health, creating green jobs and contributing towards the economic growth of Bhutan. The project focuses on promoting one of the chief pillars of GNH, the conservation of the natural environment, specifically by developing a professional and efficient waste management system.



Katherine Trebeck

Policy & Advocacy Manager for UK Poverty Programme, Oxfam GB
SCOTLAND

Katherine leads Oxfam's UK policy efforts, which focus on inequality, tax, welfare, the green and just economy and the experience of poverty. She also leads Oxfam's development of its new measure of collective prosperity, the Oxfam Humankind Index (initially Scotland, hopefully beyond in the future).

About Oxfam UK

Oxfam is a rights-based organization that fights poverty and injustice by linking grassroots programming (through partner NGOs) to local, national and global advocacy and policy-making. All of Oxfam's work is framed by a commitment to five broad rights-based aims: the right to a sustainable livelihood, the right to basic social services, the right to life and security, the right to be heard and the right to equality: gender and diversity. It is increasingly recognizing the importance of understanding the limits to growth as thus far delivered (and acting accordingly).



Kathrin Hoeckel
Policy Analyst, OECD
FRANCE

Kathrin is a Visiting Fellow at Harvard Graduate School of Education on a one-year secondment from the OECD's Directorate for Education working for Harvard's *Pathways to Prosperity* initiative. As a policy analyst at the OECD she coordinated the development of the OECD Skills Strategy and worked on the Policy Review of vocational education and training in several countries.

About OECD

The OECD (Organization for Economic Co-Operation and Development) is an intergovernmental organization with currently 34 member states. To promote policies that will improve the economic and social well-being of people around the world, the organization gathers international data and analyses best practice in many policy fields ranging from economics, finance, trade, health and agriculture, to labor market and education.

In the aftermath of the global economic crisis, the Secretary General of the OECD has launched an ambitious project on 'New Approaches to Economic Challenges' aiming at critically reviewing the organization's way of working and its fundamental assumptions about economic and social development. This provides a rare window of opportunity to transform the work of the organization at all levels and to introduce new ideas.



Lew Daly

Senior Fellow and Project Director, Demos
USA

Lew leads Demos's Beyond GDP project, a multi-year, multi-level campaign supporting the development and implementation of well-being-oriented measurement and policy approaches in federal and state-level governance in the United States. In his work in this area, Lew engages with public officials, researchers, and advocates to assess and strategize on technical, institutional, and political challenges surrounding alternative measurement approaches and related policy development. He is also active in reaching broader audiences on these issues through commentaries in the media and public speaking in advocacy communities. He is co-author (with Stephen Posner) of *Beyond GDP: New Measures for a New Economy*, and (with John Talberth) of *What is our Public GDP? Measuring Government Output in the Twenty-First Century Economy* (forthcoming).

About Demos

Demos is a public policy research organization based in New York City.



Lucy Dubochet
Research Manager, Oxfam India
INDIA

Lucy is responsible for developing Oxfam India's research activities. She coordinates a series of studies assessing the impact of social policies on excluded groups, and writes on recent policy developments in India. She is currently initiating a project that aims to build political momentum around the measurement of social inequalities in India.

About Oxfam India

The Oxfams are rights-based organizations that fight poverty and injustice by linking grassroots programming (through partner NGOs) to local, national and global advocacy and policy-making. All of Oxfam's work is framed by a commitment to five broad rights-based aims: the right to a sustainable livelihood, the right to basic social services, the right to life and security, the right to be heard and the right to equality: gender and diversity.



Maja Göpel

Wuppertal Institute for Climate, Environment and Energy
GERMANY

Maja worked for the last 6 years with the World Future Council on bringing long-termism and future generations to the centre of policy making through legal research and policy campaigning. She is now writing about the current paradigm shift in economics and its possible implications for societal transformation processes.

Maja started working on the role of indicators in shaping ideas for progress and policy-goals in 2009. Both in the European context and in the global debates (in particular the OECD World Forum 2009) she has engaged as a campaigner and consultant to change what we measure in order to change what we value.

Currently, Maja engages in developing transformation strategies towards future just societies and researches the role of values as much as scientific standards and paradigms in judgments about what seem to be suitable answers for sustainability. Maja is currently thinking about the challenge of politicians being fearful about what will happen if we don't grow; challenging the concept of "sustained growth" as something needed in order to sustain wellbeing, and is now writing a book to uproot this belief.



Marcelo Cardoso

Diretor Executivo at Grupo Fleury
BRAZIL

Now the Executive Director at Grupo Fleury, during the Lab Marcelo was Vice President of Organizational Development and Sustainability at Natura and was responsible for implementing the Natura Management System, which covers the Strategy, Management and Personnel areas. He was also responsible for promoting sustainability at the company. Before joining Natura in May 2008, Marcelo served as Executive Director of DBM do Brasil and as regional CEO for Latin America. He also worked at GP Investimentos, headed Hopi Hari and served as Financial Director of Playcenter S.A. and Método Engenharia, among other companies.



Michelle Long

Executive Director, Business Alliance for Local Living Economies (BALLE)
USA

Michelle is the Executive Director of Business Alliance for Local Living Economies (BALLE). The BALLE community is currently developing a monitoring and evaluation program meant to track its contributions and aspirations toward real prosperity in communities. As a network, they are interested in measuring success by the things that really matter – connectivity, purpose, knowledge, creativity, health, consciousness and happiness – for everyone – rather than continuous material growth. Michelle's personal inquiry right now relates to how values like compassion, and generosity, can transform the business world. There is now a greater understanding of how the values of purpose, generosity, and being connected to each other and to the natural world – are quite universal in our happiness and wellbeing; so how can this wellbeing be moved to the center of our economic system?

About BALLE

Founded in 2001, BALLE is amplifying and accelerating the enormous awakening energy toward local economies. Seeing local, independently owned businesses as the key to solving our communities' toughest challenges and to creating real prosperity, BALLE connects visionary local leaders so they can find inspiration and support. Through intense collaboration BALLE identifies and promotes the most innovative business models for creating healthier, sustainable, and prosperous communities. With a growing network of 30,000 local entrepreneurs spanning 80 communities, BALLE is leveraging the collective voice of this movement to drive new investment, scale the best solutions, and harness the power of local, independently owned business to transform the communities where we work and live.

Members of the BALLE network share the belief that the challenges we face today stem primarily from a perilous separation of people from each other, from the natural world, and from our own higher purposes. BALLE business members share a vision of bringing economic responsibility – and power – back home, and at a deeper level, the understanding that we are here to help each other. They believe that ownership matters, place matters, opportunity matters, nature matters, we should measure what matters, and that relationships matter most.



Pedro Leitão

Executive Director, *Instituto Arapyau*
BRAZIL

Pedro coordinates the planning and implementation of *Arapyau*'s strategy for supporting area development, knowledge generating and strategic relations management programs, which are the Institute's focal working areas. Pedro is also the President of Trama, his personal/family consulting firm, through which he and associates render services on development and environment project design and implementation.

About Instituto Arapyau

Instituto Arapyau is an NGO sponsored by the Guilherme Leal family trust.



Rehana Riyawala
Secretary, SEWA
INDIA

Rehana is a senior coordinator of Rural Development at SEWA and works closely with the members and their issues as well as the senior management team at SEWA. She joined SEWA in 2001 as a finance coordinator, and her growing efforts with the Organization made her coordinator of SEWA's in-house management consulting unit where she provided technical support to various projects / units with reference to preparation of concept papers & introductory notes; evaluatory studies, strategic plans, proposals, reports etc.

About SEWA

SEWA is a trade union registered in 1972. It is an organization of poor, self-employed women workers from the Informal Economy. These are women who earn a living through their own labor or small businesses. They do not obtain regular salaried employment with welfare benefits like workers in the organized sector. They are the unprotected labor force of India. Constituting 93% of the labor force, these are workers of the unorganized sector. Of the female labor force in India, more than 94% are in the unorganized sector. However their work is not counted and hence remains invisible. SEWA has a membership base of 1.7 million women workers from 12 states of India. The twin goals of SEWA are to organize women for full employment at the household level and to help them achieve self-reliance.



Sangay Rinchen
Founder & CEO, Happy Green Cooperative
BHUTAN

The motto of Sangay's work is "green initiatives and innovations in pursuit of gross national happiness". His work uses the cooperative model of green ideas and solutions to pursue social innovations that bring happiness to communities and individuals alike. Sangay believes that giving ownership of creativity and intellectual rights and respect of life to every individual provides people with satisfaction and contentment. Rather than retaining ownership over his work, he transfers ownership to communities. The theory behind the Happy Green Cooperative starts with appreciating local resources, working within their beauty, and providing employment for people.

Sangay has a network of over 20 farms and he himself works on a farm part of the year. He has successfully formed two organic farmers' cooperatives in two different locations. He helped start an organic restaurant serving only locally grown organic food. The restaurant is also a cultural center. He is designing ecologically friendly products such as eco bags and clothes, and also producing infotainment: public relation, marketing and awareness building through art such as theater and music



Sasha Zwiebel

Leadership Facilitator, Eileen Fisher Community Foundation
USA

Sasha is a current student at Vassar College in New York studying visual media and creativity. She is a facilitator at the Eileen Fisher Leadership Institute (EFLI) for high school girls. She had the opportunity to attend the Presencing Global Forum and their pilot program Mission U in Berlin this past summer.

At EFLI, Sasha helps develop curriculum and facilitates main activities for the first year participants. Greater than her work, she is a young woman of the millennial generation and she hopes to bring the ideas of GNH into the future.

About Eileen Fisher Leadership Institute

Eileen Fisher Leadership Institute (EFLI) is a leadership program for high school young women in Westchester, NY. Through their work, they discuss different versions of success and develop the participant's sense of confidence, connection, creativity, and community. These topics are relevant to GNH because they begin to alter conventions and established values towards a greater focus on happiness.



Sergio Carvalho

Environmental Analyst, Ministry of the Environment
BRAZIL

Sergio is currently working with matters pertaining to protected areas and conservation financing. He assisted the Brazilian delegation at the CBD's COP-11 in India on the resource mobilization negotiations. He also assists the Secretariat on ecosystem payment and environmental compensation schemes.

Sergio believes that the time is right for Brazil to start experimenting with new development and economic metrics, since these alternative development initiatives are on-going, and institutions like the Ministry are open for discussing wellbeing, economics and new concepts like GNH and environmental poverty as an integral part of the policies for the conservation of biodiversity and its sustainable use, as a part of the greater national development policies.

About Department of Protected Areas, Secretariat for Biodiversity and Forests, Ministry of the Environment, Brazil

The secretariat leads the biodiversity side of development talks for the Ministry – leading initiatives for business and biodiversity, The Economics of Ecosystems and Biodiversity (TEEB), ecosystem payment schemes, ultimately trying to integrate the environment with more equitable development policies.



Shalini Trivedi

Policy Coordinator, Urban Union, SEWA
INDIA

Shalini is a lawyer and her job in SEWA includes framing policies and legislations for the informal sector. She is also involved in negotiating and advocating the same with Government and various stakeholders. She files various public interest litigations for various trade groups when their rights are infringed. She is also involved in carrying out various campaigns and organizing activities of the urban union.

About SEWA

SEWA is a trade union registered in 1972. It is an organization of poor, self-employed women workers from the Informal Economy. These are women who earn a living through their own labor or small businesses. They do not obtain regular salaried employment with welfare benefits like workers in the organized sector. They are the unprotected labor force of India. Constituting 93% of the labor force, these are workers of the unorganized sector. Of the female labor force in India, more than 94% are in the unorganized sector. However their work is not counted and hence remains invisible. SEWA has a membership base of 1.7 million women workers from 12 states of India. The twin goals of SEWA are to organize women for full employment at the household level and to help them achieve self-reliance.



Tandin Wangmo

Program Director, GNH Centre (Status as of January 2013)
BHUTAN

Tandin is Deputy Program Coordinator, Gross National Happiness (GNH) Centre, Bhutan. She is also Chairman of Lo Tshel Phendey, a local initiative that works towards promoting local organic products and minimizing waste. Tandin supports the development of detailed and interactive curricular modules and courses based on the principles of GNH, and helps to create, pilot and evaluate new experiential education programs. She works with local business, government organizations, entrepreneurs and producers to promote the ideals of Applied GNH in everyday life.

About GNH Centre

The GNH Centre aims to manifest in living practice, the philosophic values of Gross National Happiness (GNH) which seeks to integrate equitable and sustainable socio-economic development with environmental conservation, cultural promotion, and good governance. The GNH Centre aims to be a place where GNH can be experienced, where the GNH principles are lived in a practical way; that provides an inspirational and motivational experience that transforms participants deeply.



Uchita De Zoysa

Executive Director, Centre for Environment & Development
SRI LANKA

Uchita is Chairman of Global Sustainability Solutions (international agency for sustainability solutions). He also serves as Executive Director of the Centre for Environment and Development (sustainability and social justice NGO). Additionally, he is the Initiator and Global Facilitator of the Peoples Sustainability Treaties (a global platform evolving an alternative global agenda for a sustainable world order).

Currently, Uchita is engaged in several initiatives that help engage civil society organizations at regional and global levels to evolve a post 2015 sustainable development agenda and identify key Sustainable Development Goals. In 1991 Uchita created and lead the then largest environment & development NGO coalition in Sri Lanka called the “Public Campaign on Environment & Development” and edited the country’s first ever “Citizens’ Report on Environment & Development”. He has traveled widely across the world helping expand engagement of peoples movements and stakeholder groups at the largest United Nations global conferences such as the Earth Summit (1992 in Rio de Janeiro), World Summit for Social Development (1995 in Copenhagen) and World Summit on Sustainable Development (2002 in Johannesburg), UN Climate Summit (2009 Copenhagen), Rio+20 UN Conference on Sustainable Development (2012 in Rio de Janeiro) and hundreds of other important international conferences.



Yuxin Hou

Post-Doctoral Research Fellow, Tsinghua University
CHINA

Yuxin's doctoral research focuses on the field of Wellbeing & GNH/Beyond GDP. His research involves the Tuva people of China. His field of study is anthropology, and he has conducted PhD fieldwork in Tuva villages in Xinjiang Province, which is also his hometown. Yuxin's research topic is "Mobile Happiness" and "Sedentary Sufferings" – State Power, Simplification, Sedentarization and Social Sufferings among the Tuva People of China". Yuxin believes it could be instructive to know much more about the wellbeing of minorities in China. As Han Chinese, he feels deeply that if we really want to know wellbeing in China, we should know much more not only about Han but minority people in China.

Global Wellbeing and GNH Lab 2013 – TEAM



Adam Yukelson

Action Research Fellow, Presencing Institute
USA

Adam is an Action Research Fellow at the Presencing Institute. Most recently, he completed a four month research trip through India, Indonesia, Bhutan, and parts of Europe, to understand how Theory U is applied to the transformation of business, society, and self. Results will be posted on this website, and will be described in detail in a forthcoming Presencing Fieldbook.

Adam serves as the learning historian for the Global Wellbeing and GNH Lab. He was a participant/observer in both learning journeys, and is continuing to support and document the Lab process and emerging prototype projects. He is also currently responsible for engaging the Presencing Institute's 12,000+ member online community and supporting the development of a global action research community.

Previously, he worked closely with Otto Scharmer and Katrin Kaeufer during the research and writing of their latest book, *Leading From the Emerging Future: From Ego-System to Eco-System Economies*. He has also worked with one of the Presencing Institute's partner organizations, The Sustainable Food Lab, as it convened and launched a global fisheries recovery project.



Andrew Hinton
Filmmaker, Pilgrim Films
UK

Andrew started out as Assistant Producer on Marc Isaacs' award-winning documentary LIFT and has worked as a producer for the past 9 years, collaborating with bands, brands and NGOs to bring their vision to the screen. The past couple of years he has focused increasingly on his own projects as a Producer/Director in order to give voice to positive ideas and stories and encourages social change. He discovered the quietly revolutionary possibilities of the Tippy Tap during a recent three month filming trip in India. Like all exciting projects it seemed to take on a life of it's own from the first encounter. The film, which was made in an afternoon, won a 2011 YouTube non-profit video award. Another documentary made during that trip, about a 14 year old paperboy who works two jobs on top of attending school, won the Satyajit Ray Foundation International Short Film Award.



Felix Sommer
Global Leadership Academy, GIZ
Germany

Dr Felix Sommer works for the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, at present as project manager at the Global Leadership Academy. Previously, he was responsible for the company report and other strategic corporate publications while holding a position as an editor in GIZ's corporate communications department. Before joining GIZ, he worked as a researcher at the German Central Institute of Mental Health where he did his PhD in medical history.

About GIZ and the Global Leadership Academy:

GIZ is a federal enterprise and offers solutions in political, economic and social change processes. Most of the work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, GIZ also operates on behalf of other German ministries and public and private bodies in Germany and abroad. These include governments of other countries, the European Commission, the United Nations and the World Bank. GIZ is equally committed to helping clients in the private sector attain their goals. GIZ operates throughout Germany and in more than 130 countries worldwide and has more than 17,000 staff members around the globe.

Whether dealing with climate change, international security or global financial crises, to develop suitable solutions leaders need innovation capacity and leadership skills that break with conventional patterns and make room for new ways to shape our global future. As part of GIZ, the Global Leadership Academy which is commissioned by the BMZ offers interdisciplinary programmes to strengthen innovation and leadership skills for addressing global issues. The Global Leadership Academy involves responsible parties from the North and South, bringing together high-level participants from government, business and civil society who have the ability to initiate and manage change. The academy is part of a worldwide network of institutions, social innovation projects and "change agents"; it breaks new ground and cooperates across national, institutional and sectoral boundaries, for example with the Nelson Mandela Centre of Memory and the World Bank Institute.



Julia Kim
Facilitator, Presencing Institute
USA

Dr. Julia Kim is a physician, researcher, and senior policy advisor with an interest in the areas of international health and sustainable development, MDGs, and the post-2015 agenda. While based at the Bureau for Development Policy, UNDP (Cluster Leader, MDGs & Universal Access), her interests focused on addressing HIV, gender, and other cross-cutting development challenges, private-public partnerships, as well as leadership development and community capacity-building programs. More recent work within UNICEF has focused on incorporating equity, wellbeing, and sustainable development within the post-2015 agenda.

She has participated in efforts to learn from innovative measurement approaches, such as Bhutan's Gross National Happiness (GNH) index, through the 2012 UN High-Level Meeting on "Happiness and Wellbeing: Defining a New Economic Paradigm", the "Global Wellbeing and GNH Lab" (BMZ/GIZ/Presencing Institute) as well as research and policy analysis on "Health, happiness and well-being: implications for public policy" (Centre for Bhutan Studies and GNH Research). In addition to her work with the Presencing Institute, she is currently a Senior Program Advisor at the GNH Centre, and a member of the International Expert Working Group for the New Development Paradigm, convened by the Government of Bhutan. Julia graduated from Cornell University, and is a Specialist in Internal Medicine and Community-Oriented Primary Care (Tufts University School of Medicine). She has a MSc. Public Health in Developing Countries (London School of Hygiene and Tropical Medicine).



Marian Goodman
Facilitator, Presencing Institute
SOUTH AFRICA

Marian Goodman is a facilitator, consultant and coach to directors, boards and management teams from corporate and government as well as non-governmental organisations in Southern Africa and internationally. Her interest has always been people development – building authentic leadership and healthy organisations, and working with executive and management teams in deepening diversity and reflective practice.

In addition to being the Africa-based core-team member of the Presencing Institute, Marian is associate faculty for Leaders Quest (UK) facilitating multinational, multisectoral programs to engender responsible leadership for emerging market investment. She designs and facilitates various programs on Diversity; the Art of Communication; Self-Mastery in Leadership; and Team Development for a range of companies and organisations, and teaches on the executive leadership programs of the Graduate Schools of Business at the Universities of Cape Town and Stellenbosch in South Africa. Her work as a coach and practitioner seeks to foster independent solution-oriented thinking in individuals and teams, using the Thinking Environment™ (Nancy Kline, UK).

Marian is also an active Social Entrepreneur in the non-profit environment in South Africa. As Founding Director of the Stanford Valley Institute, a non-profit social action movement ‘connecting people who are keen to co-create a healthy and sustainable future for all’, she leads the Institute’s initiative on education and sustainable livelihoods, as well as its annual ideas festival called Freewheeling: Future-Thinking.

In 1994 Marian co-founded Educo Africa, an outdoor-oriented leadership development organisation working in Health (HIV/AIDS), Education, and Child & Youth Development. She served as its Executive Director for 13 years and now Chairs its Board, as well as serving as Advisor to the Educo International Alliance.



Martina Maurer
Global Leadership Academy, GIZ
GERMANY

At GIZ, Martina co-founded the Global Leadership Academy as a worldwide network for dialogue-oriented leadership development with the objective of addressing global issues and achieving results at institutional and systemic level.

Martina co-created the “Global Wellbeing and GNH Lab” together with the Presencing Institute and the GNH Centre Bhutan and from GIZ-side is the responsible one for the Lab.

Working as a senior organizational consultant employed by GIZ, she has always been passionate about how to combine personal transformation with systems transformation. In her work as organizational consultant, facilitator and coach she has been working with people and organizations ranging from top managers to staff, from Ministries to NGOs, and in a wide range of European, Asian and African countries, working on systemic change projects, leadership development, strategy development and team building.

About the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Global Leadership Academy (see Felix’ bio)



Otto Scharmer

Facilitator, Presencing Institute, MIT
USA

Dr. C. Otto Scharmer is a Senior Lecturer at the Massachusetts Institute of Technology (MIT), and founding chair of the Presencing Institute.

Otto chairs the MIT IDEAS program and helps groups of diverse stakeholders from business, government, and civil society to innovate at the level of the whole system. He co-founded the Global Wellbeing and Gross National Happiness (GNH) Lab, which links innovators from Bhutan, Brazil, Europe, and the United States in order to innovate beyond GDP. He has worked with governments in Africa, Asia, and Europe and has delivered award-winning leadership and innovation programs for companies, including Daimler, Eileen Fisher, PriceWaterhouse, Fujitsu, Google, and Natura. He also is a Vice Chair of the World Economic Forum's Global Agenda Council on New Leadership Models.

Otto introduced the concept of "presencing" - learning from the emerging future - in his bestselling books Theory U and Presence (the latter co-authored with P. Senge, J. Jaworski, and B. S. Flowers), which have been translated into fifteen languages.



Susanne Thau
Global Leadership Academy, GIZ
GERMANY

Susanne is the Responsible Manager for Private Sector Liaison at the Global Leadership Academy. Before that she was Project Manager for Development Partnerships with the Private Sector (DPP) for Central Asia, Eastern Europe and the Iraq as well as consultant for agricultural policy. From 2004 to 2010 she supported as consultant and GTZ-mandatar the German Federal Ministry of Economics and Technology in the field of EU-programs, political analysis and bilateral cooperation with Russia, Central Asia and India in Berlin.

Susanne is responsible for the establishment of the cooperation and governance system of the Global Leadership Academy as well as for the private sector cooperation.

About the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Global Leadership Academy (see Felix' bio)



Tho Ha Vinh

Facilitator, Presencing Institute; Program Director, Gross National Happiness Centre
BHUTAN

Dr. Ha Vinh Tho is the Program Development Coordinator of the Gross National Happiness Centre in Bhutan. He is in charge of setting the learning objectives, developing the curriculum and the learning process both for Bhutanese and international participants.

He has been the Head of training, learning and development at the International Committee of the Red Cross from 2005 to 2011. In this position he has developed and implemented a “People Leadership and Management program” for over 600 mid level managers and 140 senior managers including all the executives of the ICRC. He has trained humanitarian professionals working in war zones and emergency response in Asia, the Middle East, Africa and Europe.

Dr. Ha Vinh is the founder and chairman of Eurasia Foundation, a humanitarian NGO developing educational programs for children and youths living with disabilities, as well as ecological projects in Vietnam.

He is a visiting fellow in adult education and humanitarian work in several Universities (Hue/Vietnam, UCL/Belgium, Geneva/Switzerland). His fields of research include: Cognitive and emotional development, social and motivational dimensions of learning, multiple intelligence, contemplative learning practices, interactive learning strategies, biographical dimensions of learning, mentoring and coaching. He is a Buddhist teacher (Dharmacharya) in the Tradition of Vietnamese Zen Buddhism (ordained by Zen Master Thich Nhat Hanh).

APPENDIX B: About GIZ's Global Leadership Academy and the Presencing Institute

GIZ: An innovative partner for the global challenges of tomorrow

The wide range of services offered by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH are based on a wealth of regional and technical expertise and on tried and tested management know-how. We are a federal enterprise and offer workable, sustainable and effective solutions in political, economic and social change processes.

Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, GIZ also operates on behalf of other German ministries and public and private bodies in Germany and abroad. These include governments of other countries, the European Commission, the United Nations and the World Bank. We are equally committed to helping our clients in the private sector attain their goals.

GIZ operates throughout Germany and in more than 130 countries worldwide. Our registered offices are in Bonn and Eschborn. We have more than 17,000 staff members around the globe, some 70% of whom are employed locally as national personnel. GIZ's business volume was about EUR 2 billion as at 31 December 2011.

Institutions and companies around the world are facing major challenges. Be it climate change, international security or global financial crises: appropriate solutions for innovation and leadership skills that break with the patterns of the past and open up space for new possibilities are needed.

As part of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the **Global Leadership Academy** which is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) offers interdisciplinary programmes to strengthen innovation and leadership skills for addressing global issues. The Global Leadership Academy involves responsible parties from the North and South, bringing together high-level participants from government, business and civil society who have the ability to initiate and manage change. The academy is part of a worldwide network of institutions, social innovation projects and "change agents"; it breaks new ground and cooperates across national, institutional and sectoral boundaries, for example with the Nelson Mandela Centre of Memory and the World Bank Institute.

The Presencing Institute

The Presencing Institute (PI) creates awareness-based social technologies that help individuals, groups, organizations, and communities to respond to the disruptive challenges of our time, both individually and collectively. We believe that awareness-based social technologies are a powerful vehicle for building the deep human capacity to innovate from an eco-system awareness and act from our highest future possibility. We help change makers around the world to develop these skills not in an abstract classroom but in response to the concrete challenges they are addressing.

In order to reach this objective PI engages in:

- Research: PI pioneers awareness-based action research and collaborates with action researchers and universities around the world. Most research is cross-sectoral, and supports ongoing societal change processes.
- Social Technologies: PI develops and disseminates tools that help change makers create deep innovation and change. Our tools are published under Creative Commons licenses, which enables users to download and use them free of charge.
- Capacity Building: PI develops and delivers capacity building mechanisms such as the Presencing Foundation Program, the Presencing-in-Action-Lab, and a suite of online Global Classroom programs that feature live-online video lectures with local/virtual interaction in small groups. PI Programs are delivered in North America, Asia, Africa, Europe and South America.
- Living Examples: PI supports and co-creates a variety of projects that use awareness-based social technologies for profound institutional and societal change. PI works in different sectors and different regions.
- Social Presencing Theater: Deep innovation and change requires the capacity to access deeper levels of insight both individually and collectively. Social Presencing Theater (co-inspired and developed by Arawana Hayashi) allows people and communities to re-link their collectively embodied behavior with their individual and collective awareness.
- Community: PI is building a global community of presencing practitioners and cultivating the capacity for deep innovation and profound change across cultures.



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