

Editorial

Welcome to this issue of *Integral Review (IR)*! We are pleased to welcome readers to a new regular issue that brings together a number of articles, essays and reviews.

We are also glad to finally launch our new website! This is the culmination of significant investments in thinking about how we can better serve our readers and make the most of the wealth of content that has been generated here over the years. We also have been thinking about how to make it easier for an even broader audience to become acquainted with this body of work. Towards this goal, we are hoping that being able to better utilize social networks (easy links to share through various social media) and updated functionality (the new site works on smartphones and tablets as well as having a search function) will encourage growth in the community of readers making use of IR.

We also hope these upgrades will stimulate more submissions coming from both familiar and new sources. As we settle into our new home online, we will look to undertake new initiatives to enable a broader footprint for the quality of thought IR fosters. Look for updates on this on our home page and through our newsletter.

This issue has three peer reviewed articles, two essays, a poem and three extended book reviews and a response. The peer reviewed articles include reporting on qualitative research using Sara Ross' *The Integral Process for Working on Complex Issues*, action research using Wilber's AQAL model in the field of diversity in higher education and a theoretical inquiry into Kegan and Lahey's Immunity to Change process.

The two essays include a look at archetypes in relation interpreting research in leadership studies and stories of encounters with an extraordinary person. These are followed by a poem and three reviews. One review examines two books related to new forms of economy, another about integral development and the third about leadership. This issue closes with a response to the final book review. We are pleased to provide readers with this range of quality research, reflections and reviews.

Pia Andersson brings us *The Dynamics of Hope and Motivations in Groups Working on Complex Societal Issues* to open this issue. She has been doing extensive research on how using The Integral Process for Working on Complex Issues (TIP) affected participants' sense of personal hope and motivation. Andersson goes into depth unpacking the nuances and contexts for how hope arises and affects motivation. As well, she goes into the relationship between participants' experiences of hope about smaller specific aspects of issues compared to the feelings arising from seeing more of the complexity of issues.

Cheryl Whitelaw has been working in the field of intercultural education as well as linking this to her work as an integral coach. Her weaving of these fields with her her role at a community college and a research project has led to her contribution to this issue of IR; *Developing an Inclusive Perspective for a Diverse College: Inclusion = Diversity + Engagement*. Whitelaw reports on applied research addressing an issue that is relevant for many



colleges and universities; how to improve intercultural communication skills among student service staff to better serve the growing diversity of student populations. The developmental approach and model arising from this work will be of use to many.

For the past four years I have been reflecting on links between what I perceived as relevant insights from different theoretical perspectives on Kegan and Lahey's Immunity to Change process. These reflections finally took the form of a serious inquiry, leading to the article *Immunity to Change Revisited: Theoretical Foundations for Awareness Based Practices for Leadership Development*. Using qualitative research software to support an analysis of textual extracts from three sources, I discuss implications for ITC as an exemplar of awareness based practices for leadership development. This focuses around the notion of the virtuality of self and how awareness is the embodied realization of this.

Opening our editorially reviewed section, Nathan Harter brings us his inquiry *On the Archetypes Hermes & Hestia: Notes toward a Hermeneutics of Leadership Studies*. This essay explores first the nature of these archetypes, and then their relevance for leadership studies. The use of our imagination in interpreting not only acts of perceived leadership, but also the texts about those acts, becomes essential as we search for deeper layers of meaning in leadership.

We continue with a lovely set of stories by Al Erdynast, providing a window of insight into the world of Stella Adler. His essay *Stella Adler: You Have NO Expertise on Costume*, shows us facets of the human experience of someone with an exceptional degree of expertise and competency in the world. Erdynast describes the impact his experiences with Adler as transformative and his telling of them makes for engaging reading.

Kristian Stålne brings us a poetic interlude with his *Subject Object Poem*. Beyond its deceptively simple title, this poem invites us into a world of reflection and consideration of notions of self and identity.

Book reviews in IR have a long tradition of going well beyond short critiques and summaries of a work. The three reviews in this issue continue that tradition by engaging a variety of lenses and reflective stances in providing readers insights into the works being reviewed.

Kristian Stålne continues this issue with his integrated reviews of Said Dawlabani as well as Otto Scharmer and Katrin Kaufer's works in the field of economics in *Orange Capitalism – and then what? A review of two books on the future of economy and society*. The financial crisis of 2008 brought about, among many things, an accelerated interest in mapping out the future path of economic activity in order to find our way into a new world that somehow can transcend the ills of this current one. Stålne goes into depth comparing and contrasting the two developmental frameworks presented by these authors and reflects on the implications of a developmental approach to studying economics.

Wendelin Küpers continues with his review of Alexander Schieffer and Ronnie Lessem's work in *Review of Integral Development*. He views this book as a culmination of what the authors have done in numerous prior works and finds it to be an aspirational, programmatic and

practical agenda outlining what needs to be done to better conceptualize and enact more integral forms of development.

My own review of Anderson and Adam's book *Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results* examines how this book aims to bring an integrative approach, including adult development theory, to a mainstream business audience. The core message presented is clear; higher performance in terms of business results is correlated with inner work, or gains in terms of stages of consciousness. My review provides some context for the book, an overview and remarks related to my assessment of the successes and limitations of the endeavor.

We close with a response from Bob Anderson and Bill Adams to my review of *Mastering Leadership*. In their response, Anderson and Adams address some of the critiques presented in my review, presenting a helpful and detailed background on the use of stage development research in the model used in the book.

We hope this issue of *Integral Review* provides you with a useful diversity of perspectives on a variety of topics to inform and enrich your repertoire of knowledge and pique your curiosity for ongoing inquiry. We also hope that you enjoy our new website and take advantage of the possibilities it brings.



Jonathan Reams
Editor in Chief