



AAP News

The Newsletter of the Association for the Advancement of Psychosynthesis

November

Autumn

2004

Contribute to Living History



When is a Building More Than a Building?

It's the lovely space in Florence, Italy, where Roberto Assagioli lived and worked—and the psychosynthesis teachers and practitioners who work there today are renewing and expanding it. Now is your chance to help that happen.

By Phyllis L. Clay, Ph.D.

I'm not tempting you with a riddle (e.g., "When is a door not a door?"), but inviting you into a conversation about a building that has roots for all of us who know and love psychosynthesis. "We are going to talk of a building. . . as a being, an individual," begins Paola Marinelli, architect, in the most recent issue of *Psicosintesi*, a publication of the Italian Istituto di Psicosintesi. The building of which she speaks "was Roberto Assagioli's home and . . . has been the seat of Psychosynthesis Institute, thus becoming the container of an intense activity of transformation of human [consciousness]." This home of Assagioli and psychosynthesis near the edge of Florence is a building that is more than a building.

"Recently, a new event stirred the life of this house. Some rooms at the entrance level, a private residence [till now], have become available. This event can be seen as a [qualitative] leap, as sometimes happens in human life: an instance of the phenomenon of integration, a substantial unification of parts and the consequent opening of new possibilities."

Please turn to page 7

Become a Steering Committee Member—and/or Nominate Others

As a member of AAP, you can suggest names of members (including yourself) to be considered to serve on the AAP Steering Committee for a three year term beginning in June, 2005.

Requirements for Steering Committee membership:

- Experience in and enthusiasm for psychosynthesis
- Ability and willingness to devote 10 hours a month at steering committee work. This may increase for special tasks, such as helping edit an issue of the newsletter.
- Access to e-mail (which is how we conduct our on-going dialogue)
- Willingness and ability to work cooperatively with others on the SC; ability to listen, find common ground, and work with consensus decision making

Please turn to page 7

Explore This Issue

- * Glimpse Molly Young Brown's new *Unfolding Self*.
- * Wrap up Peter Stonefield's **Pragmatic Psychosynthesis**.
- * Witness with Tom Yeomans **David Bach's** extraordinary life.
- * Make changes with skill (see Cochair Report).
- * Look forward to the June Psychosynthesis conference
- * . . . and **MORE**.

Two Views on Psychosynthesis Vitality

How alive is psychosynthesis? We hope these views from outside the community that Ann Gila submitted will spark ideas—and that you will send your comments.

Is Psychosynthesis Stagnating?

“Limited Impact”—B. Cortright

“Like many movements that were started by a brilliant and charismatic personality, such as Rankian therapy, Adlerian therapy, gestalt and transactional analysis, once the founder dies the system stagnates. As with these other systems, psychosynthesis has remained basically where it was when Assagioli died. Although it still has followed, it lacks the vitality of its earlier years. Also its literature is so small that it can be read in its entirety within weeks. Such a meager literature leaves so many gaps and unanswered questions about the vast scope of the human condition that it can have only limited impact upon the larger field of psychology.”

—Cortright, B. (1997). *Psychotherapy and spirit: Theory and practice in transpersonal psychology*.

Albany: State University of New York Press, pp. 96-97

“Very Healthy School”—J. Rowan

“More recently, John Firman and Ann Gila (1997) have written a remarkable theoretical work, which takes psychosynthesis further in a number of directions ... When this happens after the death of the founder it bespeaks a very healthy school.”

“[Cortright, above] does not take account of the Firman and Gila (1997) book mentioned earlier, which is a pity, because he is a bit dismissive of psychosynthesis.”

—Rowan, J. (2001).

Ordinary ecstasy: The dialectics of humanistic psychology (3 ed.).

Hove, England: Brunner-Routledge, pp. 104, 171

More on Leadership

“The coming election for a president in the United States has great implications for peace, but either man could identify with Good and Loving Will or could only identify with Strong Will. So what can I do? Just what Assagioli did.

Go out and write, lecture, and demonstrate to others what a psychosynthetic view of society, the world, and peace is. Educate others one person at a time. Continue to pray and meditate on Peace and help others to do the same. Assagioli did not write political works, but rather universal truths.”

—Deb Onken and Mary Kelso

(from LEADERSHIP, page 4)

What are our leadership qualities, and how can we bring together a greater synthesis from the diverse strengths of unique leaders? What are our expectations, wishes—and hidden agendas—as we approach the discussion of leadership?

Please also suggest themes for future issues of AAP News.

Warm regards,

Mary Eileen Kiniry and Walter Polt
AAP News Coeditors

Membership Corner

AAP Membership Today

Have you wondered who we are? Or how many strong the Association for the Advancement of Psychosynthesis is?

We presently have 245 members: 217 in the United States, 15 in Canada and 13 on other continents. Psychosynthesis is one of the best kept secrets in the world—and we want to share it! Learn more at our website: AAP-Psychoanalysis.org.

Welcome to our Membership Corner! Have you considered volunteering for an Association for the Advancement of Psychosynthesis committee and getting an opportunity to utilize your skills—as well as work with diverse, creative people who are equally passionate about and committed to the growth of psychosynthesis?

Membership is one of several AAP member services committees. We invite your ideas and energy to help us grow our membership. In addition, AAP can use your skills and/or resources in marketing, Web site, publications, editing, finances and archives.

We invite you to reflect on what you are willing to do to help grow psychosynthesis—and write us:

Veronica Fisher: vfisher@buncombe.main.nc.us

Janet Messer: JRMesser@ev1.net

PO Box 8139

Chandler, AZ 85246-8139

We look forward to sharing and growing with you.

Warmly,
Veronica Fisher and Janet Messer
Membership Co-chairs

(from A BUILDING, page 1)

In addition to the need for structural reinforcements, the internal design of the building will be renovated to better accommodate the Institute as well as the Florence Center, adding workshop rooms and rest rooms; to provide a space for Assagioli's massive library; and to remove the doors separating each of the floors. Similar to an individual's process of psychosynthesis, the interior work will assist in the integration of the building. And beyond the structure itself, in this building-that-is-more-than-a-building, Gaetano Russo, a member of the *consiglio direttivo* (board of directors) of the Istituto di Psicointesi, notes that the focus of the renovation will be "to better promote the growth of human consciousness." As Marinelli says, "The new potentialities call the Psychosynthesis Institute to a higher responsibility in themes regarding humanity and the Planet, like peace, conflict management, ecology, religions, and inequalities in human society and between nations."

Many AAP members have visited Assagioli's study and experienced the energy of the building and particularly of that little room. I treasure the time I've spent doing research in the archives, reading Assagioli's notes on topics that I would be presenting in the next year of professional psychosynthesis training, or topics that were "up" for me in my own personal psychosynthesis. The building itself inspires a heart connection in me. It's a building that is more than a building.

Because the renovation of a building requires much energy and many resources, including financing, I would like to invite each of us to consider what we might do as individuals to support this renovation of the home and office of the founder of psychosynthesis, Roberto Assagioli, and the center of much psychosynthesis activity in Italy.

If you wish to contribute financially to the renovation of this beautiful building, there are two possibilities:

- *Request a bank transfer of the desired amount of contribution to Istituto di Psicointesi, # Banca Toscana, Firenze, J 03400 02813 000001216021 (there will probably be an additional bank charge for this service).*
- *Send the contribution by check, made out to AAP and marked "for Assagioli's home and office." Send to Betty Bosdell, 1127 La Tortuga Drive, Vista, CA 92083-6444. AAP will hold the funds and periodically send the funds by bank transfer. Accumulating several checks will reduce the transfer fee for a single check. (The transfer fee will be deducted from the total amount sent by AAP members.)*

This is one way of expressing your love of psychosynthesis. If you have any questions, or if you are interested in receiving a copy of the anticipated floor plan of the building, please contact Phyllis L. Clay, Ph.D. (synthesisintl@aol.com).

(from STEERING COMMITTEE, page 1)

What will happen next?

A member of the nominating committee will contact the person suggested to confirm interest in running, to invite her/him to write a candidate's statement to be included in the balloting materials, and to schedule a telephone interview.

The interview serves three purposes:

1. To gather factual information to include in the description of the candidate
2. To inform the person about the nature of the commitment being made—and the opportunity it represents
3. To assess together the possibility of being a candidate for the Steering Committee

December 10: last day to offer suggestions; none accepted after this date.

Where the Steering Committee is currently headed: a new, expanded website and better communication with AAP members. While we welcome all nominations, we are looking especially for people who bring experience in marketing, accounting, and/or an understanding of the nature of business in a non-profit organization.

Contact AAP right away:
speople@ionet.net

Quotable

"The new potentialities [of Assagioli's house] call the Psychosynthesis Institute to a higher responsibility in themes regarding humanity and the Planet, like peace, conflict management, ecology, religions, and inequalities in human society and between nations."

—Paola Marinelli

Unfolding Self: the Practice of Psychosynthesis

Molly Young Brown is back:

This first revision of Young Brown's book, formerly called "The Unfolding Self: Psychosynthesis and Counseling," is available from Helios Press (a branch of Allworth Press) and Synthesis Distribution (note: 10% discount to AAP members). It is another answer to the question about psychosynthesis vitality raised elsewhere in this issue of AAP News.

In 1965 when *Psychosynthesis*, by Roberto Assagioli, was first published, he said, "This introduction, though cursory, may be sufficient to indicate that psychosynthesis has much to offer; but I should not want by any means to give the impression that it is, or that I consider it as, something already fully developed or satisfactorily completed. On the contrary, I consider it as a child—or at most an adolescent—with many aspects still incomplete; yet with a great and promising potential for growth." In 1983, Molly Brown wrote *Unfolding Self*. It was the first book on psychosynthesis written by an American. By its publication Molly welcomed this growing child into the United States and into the training programs that were emerging on this side of the Atlantic. Molly has been a wise elder for the growing child that Dr. Assagioli introduced to the world, nurturing it through her writing, her work and her steadfast presence as a psychosynthesisist.

As a psychosynthesis trainer myself for over twenty years, I have relied on Molly's book for every new training group that comes through my door. This once-young psychology has grown up and I am thrilled to be able, now, to offer my trainees numerous books on psychosynthesis. But still, *Unfolding Self* is always the first book I offer. Imagine my joy upon reading the revised version, thoroughly updated and yet still full of the same clear and simple explication of the theory and practice of psychosynthesis. Molly has truly helped Assagioli's adolescent to become an adult, and the republication of *Unfolding Self* is a testimony to the importance of psychosynthesis and the great value of Molly Brown's book.

Unfolding Self offers the best introductory material on psychosynthesis and counseling that is available. It should be the first book any psychosynthesis trainee reads and ideally would be included in the text lists for any and all psychology students, counselors and therapists in training and in practice. Because it offers so much in such a clear way, any helping professional picking this book up will have a wonderful introduction to not only the theory, but the practice of psychosynthesis. And each person who reads it, does the exercises, and takes some time with *Unfolding Self*, will be not only a better helping professional, but a better person as well. Psychosynthesis is a gift to the field of psychology. It is a spiritually oriented psychological practice that truly sees human beings in their wholeness—in their wounding, in their day-to-day lives, and in their deepest truth.

Thanks go to Molly Brown for her steadfastly helping psychosynthesis flourish in this country and the world. I invite you, reader, to take the time to deeply care for yourself and others by reading and learning from this wise book. May we all know Peace.

—Foreward from the book by Dr. Dorothy Firman
The Synthesis Center, Amherst, Mass.

Jest in Fun

Any good psychosynthesis humor for AAP News? (Ok, lame humor—or puns?)

If Click and Clack the Tappet Brothers can put the law firm Dewey, Chetham & Howe in their credits, couldn't we sneak in a "psychiatric consultant" called . . . maybe . . . Izzy Freud? (Just to see if folks are awake?)

Where are our fun-loving Harry Sloan (a psychosynthesisist many of us loved and miss)—and his guru, Swami Sachibanana—when we need them?

Any cartoons?

Funny (or mildly amusing) stories? Art?

Did anything in a session or class make you laugh—or wish you could laugh? (Do preserve confidentiality, of course—even if the person that slipped on the banana peel was you!)

No need to write a big Tale of Two Subpersonalities. We'll be grateful for one little chuckle per issue.

—Walter Polt and Mary Eileen Kiniry
AAP News Coeditors

Reading by the Fire

Go to Synthesis Distribution Web site where the titles of all the PDF articles and Ted Slawski's Book/CDs and Monographs are listed with a

**** 10% Discount ****

for AAP members:

<http://www.synthesiscenter.org/syndist/catalog.html> Mention AAP membership in the comments field . . . and keep shopping.

You will find all 42 articles and monographs in a PDF format that is Mac and PC compatible. Ted also is offering the CD with all the monographs collected to date to AAP members for \$40!

What a great deal!

Skillful Change: a Cochair Report

Dear Friends and Colleagues:

Well, summer has flown and now we're in the midst of autumn colors: caught within the fullness of the season of organic good-byes—all that lives also must die to enrich the earth for the rebirth of spring. We approach those times to sit closer to the fire, reflecting on all that has come before and the choices on the road ahead.

The steering committee of the AAP just completed its four-day business retreat in Chicago. The discussion focused on an article—"Lofty Missions, Down-to-Earth Plans," by V. Kasturi Rangan in *Harvard Business Review*, March 2004, pp.112-119—that seems to be talking about the Association for the Advancement of Psychosynthesis: ". . . acting without a clear long-term strategy can stretch an agency's core capabilities and push it in unintended directions" (p.112).

Every year we recruit new Steering committee members, and within three years most folks leave the group physically and emotionally exhausted "seeing few results for their efforts" (p.119). We're coming to that place as cochairs—our term ends in June 2005. Though we're happy to report that two wonderful replacements, Betty Bosdell and David Shirley, will take our places, we are concerned that they too will experience this exhaustion—unless as an association we're willing to take some difficult yet vital steps.

We have a mission statement but we don't have an operational mission statement: "AAP is dedicated to furthering the discipline of psychosynthesis in North America and internationally as a means of facilitating conscious evolution and interconnectedness by (1) Conducting programs, workshops and conferences; (2) Providing networking opportunities among our members; (3) Engendering high standards of psychosynthesis training and practice; (4) Advocating on behalf of the field of psychosynthesis; and (5) Publishing a newsletter and journal." How are we going to achieve these lofty goals, and what are our priorities and time lines? We need grounding—an operating mission that is the "anchor of any long-range strategic plan" (p. 119).

A very interesting comment in the article was this: "Too often nonprofits punt their responsibilities for this crucial process (developing an operational mission). What passes for a long-range planning exercise is simply the annual event staged on a grander scale. Not only that, but the senior executives who pull the event together have a vested interest in prolonging the status quo, and the "discussions" turn into much celebration and rationalization—and little reflection and correction" (p. 119). Is this the AAP?

We, on the steering committee, after our discussion at the retreat, are hard at work to develop an operational mission statement with specific goals and objectives for each of our present committees. We are all trying to do our part.

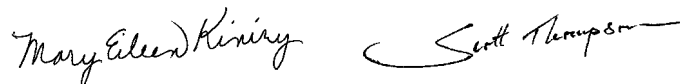
What we're asking of the membership is to do their part by helping us answer these questions from the article:

1. How effective are our programs? I.e. annual conference; AAP newsletter; membership renewal and attracting new members; marketing AAP and psychosynthesis; promotion of AAP publications and Conversations and other implicit and explicit psychosynthesis readings; networking with centers and individual psychosynthesists here and abroad; outreach for broad-based diversity; maintenance of high professional and ethical standards for psychosynthesists; updating membership directory and website and ongoing development of future psychosynthesis trainers/AAP training development program; fundraising, grant writing, finance development; advocating in behalf of the field of psychosynthesis.
2. How efficiently are they executed? (Please offer suggestions for improvement.)
3. Which programs should be dropped? Why?
4. Which should we seek to add? Please remember our finances and personpower issues. Simple and elegant seems to have the most chance of success. Streamlined and focused is an approach we're seeking.

We need to come to terms with the fact that the steering committee is a totally volunteer group. Our only paid person is the part-time consultant/administrator. There is no "us and them"—just all "us"—members, trying to establish how, in our individual, overcommitted lives, we can fulfill the AAP mission. We're working on this and need all of you to pitch in with us—to meditate on the possibilities for AAP, to send us your ideas and inspirations, to work together to bring this organization and psychosynthesis into greater effect in the world of today. We all as the 200- or 300-strong membership of AAP may now turn this AAP ocean liner just enough so it makes a much more significant long-term difference.

You can respond to us at: AAP_contact@yahoo.com

Looking forward warmly to our conversation,



Mary Eileen Kiniry and Scott Thompson
Cochairs, AAP

Edith Stauffer's Passing

To all those who knew, loved and trained with Dr. Edith Stauffer: she peacefully graduated from this plane (using her words) on October 26, 2004. Edith founded High Point Foundation in Pasadena, Calif., where she taught and practiced psychosynthesis for 18 years, then founded Psychosynthesis International, a distance learning program serving individuals worldwide. We remember and celebrate her life, her dedication and her contributions to psychosynthesis.

Please share with us your thoughts about Edith's extraordinary life and leadership for the winter issue. How did Edith pass on Assagioli's vision—and how do you integrate in yourself gifts you received from her and from others in the world of psychosynthesis?

Mares

*Siento que el barco mío
ha tropezado, allà en el fondo,
con algo grande.*

*Y nada sucede!
Nada.... Quietud.... Olas....*

*Nada sucede?
O es que ha sucedido todo,
y estamos ya, tranquilos,
en lo nuevo?*

—Juan Ramon Jimenez

Oceans

I have a feeling that my boat
has struck, down there in the depths,
against a great thing.
And nothing happens!
Nothing.... silence.... waves...
Nothing happens?
Or has everything happened,
and are we standing now,
quietly, in the new life?

Trans. by Robert Bly, 1980,
in *News of the Universe*,
Sierra Club Books

“Should we have articles about what psychosynthesists say re: leadership in 2004?”

Mary Eileen wrote the above question as the subject line on an e-mail to the Steering Committee and participants in last year's Training Development Program as a theme idea for this November newsletter. We thought it would be a timely topic in this election year with so much conversation focused on the concept of what makes a good leader and where he/she is leading us.

We received many e-mail messages in response, some of which expressed strong reservations about discussing leadership at all in this politically charged environment.

It caused us to question whether our world is feeling so conflicted and fragile that we are fearful of talking about what leadership means to us, how it looks from a psychosynthesis perspective, and what examples we see of it in everyday life. We were not looking for anything more than that.

The conversation continues. Scattered around this newsletter under the banner “More on Leadership” are a few of the e-mail responses folks sent. Now we would like to take a next step—to have a theme for each newsletter and give significant lead time so you can submit thoughtful articles and discussion pieces. **And we'd like to continue the topic of leadership in the Winter/February newsletter. Deadline for all article submissions is January 1, 2005.**

What if we washed off politics and our particular stance, used disidentification a bit, and wrote our thoughts for the newsletter? No specific “red” or “blue” thinking—just psychosynthesis folks' ideas. We'd appreciate additional thoughtful and considered responses to publish in the next newsletter.

The recent deaths of Edith Stauffer and David Bach bring to mind those of Cher and John Franklin, John Cullen, Harry Sloan, and others—including Roberto Assagioli. This is an opportunity to notice how we ourselves look at leadership and the lives of leaders. How do we incorporate, honor, deify, rigidify, distort and fashion leaders' messages to fit our individual visions of the world?

When we say “Psychosynthesis” and “leader” what do we understand that combination to be?

Did Psychosynthesis infuse, soothe, advance our leaders' conscious lives? And, did it also challenge, torture and confuse them—as it came up against all the issues from their personalities embedded in the history of their lives? Is it only our wish to frame their particular life journey within a psychosynthesis context?

And how do we as followers—or perceived leaders—treat the memory of others called “leader” in psychosynthesis?

Please turn to page 5

A Weekend with the Body at the Kentucky Center of Psychosynthesis

Here is an example of leadership and exchange between psychosynthesis centers (Kentucky and Connecticut) and between approaches to therapy that hold the body in high esteem (Hakomi and psychosynthesis). It is another gauge of the vitality in psychosynthesis.

By John Parks

Ed Gutfreund, a Hakomi and Sensory-Motor therapist, presented a weekend workshop in Lexington, Kentucky September 24 to 26, 2004. The weekend was divided into five dialogues. Each dialogue contained a skillful mixture of ideas, discussion, movement, observation, artistic expression and therapeutic exercises.

The five dialogues were

- Evoking Experience; Mindful Self Study.
- World of Senses: Ways of Perceiving/Ways of Knowing.
- Core Organizers: Boundaries/Establishing an Experimental Attitude.
- Trauma and the Body.
- Musical Wakening; Honoring Individual Spirituality.

Brad Roth, a psychosynthesis trainer at the Connecticut Institute of Psychosynthesis and the Synthesis Center, participated in Ed's workshop. At the conclusion of the workshop he engaged in a discussion with the psychosynthesis trainers of the Kentucky Center focused on the question "How do we bring into psychosynthesis training more of the body and the nonverbal modalities of experience?"

The following is Brad Roth's answer to that question.

Brad Roth's Report

Ed asked a couple of seed questions:

- How do you, as practitioners, cultivate your relationship with the body?
- How do you get receptive and communicative with the body?
- How does psychosynthesis work with evoked states?
(How would Hakomi or Sensory-Motor?)
- What is the psychosynthesis conception of past, present, future
(given that body experience always brings you into the present)?

Teaching body and spatial sensitivity (Brad Roth's recipe)

1. Develop a language for speaking about bodily and spatial experiences (e.g., warm, tingly, tight, full, cramped). Ask and elicit body experiences from the trainee as a regular aspect of every training session.

For example:

- What are you sensing in your body right now?
- How do you feel about your proximity to others, about the configuration of the group? (for the individual's sense of boundaries/spatial relationships)
- Where do you feel this in your body?
- Would you like to adjust anything to make yourself more comfortable?

Please turn to page 9

The Golden Flower: Opening the Self through Psychosynthesis

A course in the fundamentals of Psychosynthesis

- * Introductory Evening:
Friday, November 5, 7:30PM
- * Workshop:
Saturday, November 13
and six Monday eves,
November 15 - December 20
- * Private Tutorial - in person,
or by phone & correspondence

**Ramsay Raymond, MA, MHC,
Facilitator
The Dreamwheel,
Concord, MA 01742
(978) 369-2634
ramsarayraymond.dw@verizon.net**

Connecticut Institute for Psychosynthesis Stratford, CT

Our summer Open Circles are often in various locations and our most recent was hosted by Rosalind Till in Brewster, NY. It was great to be with new and old friends, and she inspired us with readings on "Mindfulness and meditation."

We are convenient to New York, New Jersey, Southern Massachusetts and Rhode Island by car and train. We also offer Feldenkrais, writing workshops and groups, hypnosis and weight loss, and many other classes.

Psychosynthesis Training is resuming for those starting out, and advanced students wishing to complete.

For details and dates of upcoming events, please contact:

**psynnie@aol.com,
or call us at
CT Institute
(c/o Act II Counseling)
203-377-2421**

2. Teach presence as a core concept of the helping relationship. Teach presence as a physical experience, as well as an empathic and intellectual one. Use the term “physical empathy,” perhaps.
3. Along with this ongoing body-oriented emphasis, teach each major topic in psychosynthesis with at least one body-based approach. (These will be catalogued and available in the near future through the AAP web site.) For example, teach subpersonalities by having the trainees create an expressive posture or statue of one of their principle subpersonalities. Bring these to life and have a subpersonality “meet and greet” party. Then, in pairs, analyze the body and spatial patterns of your own subpersonality. Use this for future recognition of the presence of the subpersonality. Then work with acceptance of the subpersonality exactly the way it is. Such exercises will be catalogued and available on will, identification/disidentification, I/self, psychological functions, and so on.
4. In addition to these, some generic body and movement activities will apply to any and all curriculum topics. For example, “Big Maps”: construct a large egg diagram or star diagram on the floor, with tape or ribbon. . . walk around the diagram, taking time to sense your body’s responses to each aspect. These can be employed regularly.
5. Take time to stretch, sing, etc.
6. With guest trainers, have 2 or 3 specific body-and-psychosynthesis applications demonstrated and taught each training year. For example:
 - Carol Ann Lucia can teach “Polarity Therapy and Psychosynthesis,”
 - Brad Roth can teach “Working with the Client’s Body Movement in the Guiding Session.”

Slow Walk

Dual Purpose:

- 1) Meditation
- 2) To increase awareness, thereby strengthening the centered self

This can be done indoors or out—doing it on the earth is nice.

Preparation: Standing comfortably, take two or three deep breaths, letting each exhale take you closer to center.

The Walk: Shift your weight entirely to one foot and very slowly move forward with your body, allowing your free leg to move forward (again very slowly), so that it is ready to support the weight of your body as it moves over the free foot. (Hints: try not to stick your free leg out in front of your body. Keeping your knees ever-so-slightly flexed helps.) Be aware of the heel of your foot making contact with the ground. Then continue to move slowly forward so that the middle of your foot, and finally the ball of your foot, is absorbing more of your weight, until your weight is completely transferred and the foot that was free is now your standing leg. Slowly, as you continue to move your body forward, bring the leg that is newly free through so it is ready to support the weight of your body as it moves over the free foot. Repeat this process for five to ten minutes (or longer—you may need to “build up” to it), continually inviting your awareness back to your foot’s contact with the ground.

Allow yourself to feel awkward at first (or forever!). It takes intention and patience to develop new skills . . . most of us are used to running through life. The slow walk invites us to develop an entirely new sense of balance.

Alternative Purpose: As a “useless exercise” (Assagioli, 1974/1999, *The Act of Will*, pp. 38-41), the slow walk can also be used to develop will.

—Phyllis Clay

More on Leadership

"It seems to me psychosynthesis has some perspectives and insights to offer in the area of leadership that will help some people see things in this region in a clearer light. This can only be expressed by a person who is familiar with psychosynthesis, and even though this does not necessarily make it ‘an official psychosynthesis statement,’ it does offer psychosynthesis in a living way."

—Dirk Kelder

I'll leave with the following from authors Jamie Sams and David Carson.

"Mountain Lion totem, which aligns with Leadership:

'Mountain Lion medicine involves lessons on the use of power in leadership. It is the ability to lead without insisting that others follow. It is the understanding that all beings are potential leaders in their own ways. . . . Therefore, the first responsibility of leadership is to tell the truth. Know it and live it. . . . Responsibility is no more than the ability to respond to any situation. . . ."

— by Jean Rhea

Pragmatic Psychosynthesis, part 2

Contextualizing Psychosynthesis for Applications in Business (conclusion)

In our last issue, Peter Stonefield laid out some of the challenges in relating psychosynthesis to the corporate world's language and needs. Here Peter explores ways to use psychosynthesis techniques and models in the context of today's global corporations—to help them meet challenges such as enriching leadership styles and becoming more agile in the marketplace.

By Peter Stonefield

For the first part of this article see the previous AAP News (summer).

The Leadership Challenge

The biggest challenge facing organizations today is how to improve performance in an increasingly integrating, complex, solution-oriented, time-based, knowledge-driven, technological, and highly competitive global marketplace. Organizations are attempting to reinvent themselves as high-performing flexible companies by decentralizing and implementing such management strategies as Strategic Partnering, Organizational Learning, Knowledge Management, Performance Management, Six Sigma Quality Management, and Business Process Reengineering, to name a few. The single biggest limitation is leadership and collaboration.

All of these strategies require a shift in leadership emphasis:

- (1) From tight, authority-based management control mechanisms to "looser" commitment-based collaborative systems
- (2) From clear, unambiguous goals and responsibilities to ones full of ambiguity and paradox
- (3) From seeing outcomes as the product of events to recognizing the underlying patterns, processes and drivers
- (4) From perceiving employees exclusively as individual contributors, to organizing them into generative learning teams and knowledge-leveraging communities
- (5) From leveraging their physical assets to leveraging their intellectual assets.

Leaders are having a very difficult time adapting. Over identification with their current leadership styles and low levels of personal integration (ego development) inhibit their flexibility. They intellectually understand and even endorse the strategies but have difficulty acting congruently. Without

congruent leadership these initiatives become fads. Four studies have employed an ego-development assessment device, The Washington University Sentence Completion Test, developed by Jane Loevinger and Associates. Very few managers (fewer than 5 percent) have apparently advanced beyond the Conscientious stage (Bushe, G.R. & Gibbs, B. *Journal of Applied Behavioral Science*, Bushe, and Gervase: "Psychological Development and Organization").

Loevinger postulates five levels of ego development in adults. Each level represents a world view and level of cognitive functioning that shapes perception to sustain itself.

His model is very complementary to psychosynthesis. Robert Kegan (*The Evolving Self*), of Harvard, has a similar model. While I was in psychosynthesis basic training in Canada, my image for the "I" was a series of what looked like filters for a camera lens rising upward. The filters became increasingly clear as you moved upward. I didn't know what to make of it at the time. Maybe, I thought, they represented dominant subpersonalities? Fifteen years later, with self-organization in mind, Loevinger's work just clicked. All complex adaptive systems evolve by constructing organizing centers of higher and higher orders. The psychosynthesis "I" is the clearest at the personality level.

The four levels of most concern here are Conscientious-conformist, Conscientious, Inter-Individualist and Autonomist. The central developmental activity of the Conscientious-conformist is self-discipline, self-control and self-reliance. At this stage the individual begins to rely more on his or her own experience and judgment when making decisions. Interactions are perceived as simply actions with little concern for underlying motivations.

The Conscientious level, aka Achiever, is characterized by a strong intention to succeed, be the best at some self-generated standard or ideal. Interpersonally, while respecting individual differences, Achievers' low level of mutuality and their tendency to project inner conflicts onto the environment make real teamwork and collaboration problematic.

The Inter-individualist, or Strategist, exhibits a shift towards concern for interpersonal relations and strategic thinking. Growing acknowledgment of inner conflict leads to less projection and greater mutuality, enabling better, more frequent collaboration. This level also reflects a marked shift in orientation from personal goals and achievements to a process-oriented strategic perspective where timing, context and partnering relationships are crucial. Strategists appreciate paradox, ambiguity and synthesis, and theorizing.

The Autonomist fully acknowledges and copes with inner conflict, without the tendency to repress or project out.

Please turn to page 11

"Using psychosynthesis techniques and models contextualized for use in organizations works. ... Discovering a deeper I, disidentification, subpersonality coordination, and self-organization are essential tools for developing personal agility."

"How did Edith pass on Assagioli's vision-and how do you integrate in yourself gifts you received from her and from others in the world of psychosynthesis?"

This is the sentence that resonates with me regarding the recent deaths of Edith Stauffer and David Bach melting into the deaths of Cher and John Franklin, John Cullen and Harry Sloan-and others I don't know of-and finally into the memory of Roberto Assagioli.

How do we incorporate, honor, deify, rigidify, distort and fashion these leaders' messages to fit our individual visions of the world? When we discuss leadership and look at these individual lives-what is there to learn?

Did psychosynthesis infuse, soothe,advance their conscious lives? Did it also challenge, torture and confuse them as it came up against all their personality and embedded history issues of their lives? Were they living their own particular life journey and it is only our wish to frame it all within a psychosynthetic context?

When we say psychosynthesis and leader what do we understand that to be?

How do we treat those we call leader-what are our expectations, wishes, hidden agendas as we approach the discussion of leadership?

We'd appreciate thoughtful and considered responses and will publish these in the next newsletter.

(from PRAGMATIC page 10)

Decisions can be made and commitments kept in the face of inner conflict and/or ambiguity. Autonomy of self and others is highly valued, enabling true interdependent relationships. Collaboration takes place in the context of a shared purpose that is aligned with the individual's sense of purpose. Sometimes referred to as Magicians, they balance and synthesize opposites and provide transformative events and experiences for others.

Unless people disidentify from their current "success strategies" and level of ego-development and evolve to the Inter-individualist stage, their effectiveness in an integrating world will be substantially limited. They will not be able to sense accurately and consistently what is going on around them,nor effectively respond.

Developing flexible, adaptive, collaborative leadership that can think strategically, get things done, and build synergy in a fiercely competitive world is no small feat. Systems perspectives are beginning to help some leaders.The skyrocketing cost of supporting complex information technologies, in particular, is currently forcing many to think differently.

There are lots of innovative approaches out there. Some argue Appreciative Inquiry and or Dialogue can change the way elements of the system interact and thereby catalyze self-organization and change. Others are trying"open-space" meeting design where participants just show up and

let the group evolve an agenda. Still others are advocating Systems Thinking skills like cause-and-effect loops. Executive coaching is working and is gaining widespread acceptance. In my work with organizations, I integrate these systems perspectives and psychosynthesis into forms organizations can easily relate to. Some are training and development programs called Agile Communications™, Agile Leadership, Executive Coaching, and Knowledge Management. Others are consulting engagements aimed at improving the organizations' ability to sense their environments more accurately and respond effectively to them. In all of these efforts, I argue that we have over three billion years of experience putting together different combinations of specialized elements into increasingly complex biological and psychological success strategies. Why not leverage it?

Using psychosynthesis techniques and models contextualized for use in organizations works. Agility is becoming the key to organizational survival and success. In an integrating world, evolution favors agility as much as it does size. Leaders must be able to show up in an integrating world and stitch together "integrative solutions" with many partners. You can't build an agile organization without agile individuals. As above, so below. Discovering a deeper I, disidentification, subpersonality coordination, and self-organization are essential tools for developing personal agility.

Bushe, G.R. & Gibbs, B. (1990) *Predicting OD consulting competence from the MBTI and stage of ego development*. Journal of Applied Behavioral Science, 26, 337-357. Kegan, Robert, *Evolving Self: Problem and Process in Human Development*. Publisher: Harvard University Press.

More on Leadership

"I think there is a real need to talk about true leadership at this time. We have much to draw on: all that we have learned from Psychosynthesis and sitting with people and watching them (and ourselves) come into a more connected way of being and expressing ourselves in this world, as well as our learning from the mistakes we have made.

"I believe we have a great deal to offer to this question, and that we should not be afraid to take it on in our community."

—Anne Yeomans

All too often, "leaders" want to create their own thing (even if means re-creating the wheel) and become the focal point of a new "pack." It takes a different kind of leadership to join with and support something that is already in motion. I see this as a form of Servant Leadership that Greenleaf talks about. It was this challenge from Assagioli

—Phyllis Clay

AAP News

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Submissions:

Please *send your ideas*, poems, articles (especially about use of psychosynthesis, whether explicit or implicit, in our world), book reviews, art work, exercises, etc. that have been helpful to you in your life and/or work. Length guideline: 600-or-so words max.

Submission deadlines:

Jan. 1, April 1, July 1, Oct. 1

This will give us both the time to edit, review and make editorial decisions when space is an issue --and get the magazine out in the last week of the month so everyone will have it in hand by the month on the newsletter!

Letter Guidelines

The AAP News provides its **Letters to Editors** pages for readers to state their views. It is intended to encourage an exchange of ideas and information related to the psychosynthesis community. Views expressed on the letter page (and in the newsletter generally) are not necessarily those of the editors of the AAP. *AAP News* may edit submissions for grammar, syntax, and size.

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Letters to Editors

Confluence and Religious Fanaticism

Dear Editors,

The August AAP Newsletter included a quote from a website article on religious fanaticism. The use of the quote took me by surprise: "this disorder...can afflict anyone, from the person on the street, to the international terrorist, to the leader of the most powerful nation on earth."

Public figures are routinely accused of a wide range of disorders in the media. The question is whether or not we feel our newsletter is an appropriate place to use the president of our country as a possible example of a disorder?

The short term issue is that we are in a presidential election year. We accept the benefits of a tax-exempt statute, and as such agree not to "distribute statements that may be beneficial or detrimental to any candidate" (IR-204-59)

But more to my point and to the deeper issue I see here: there is a way of using quotes on moral or political issues to evoke or imply confluence among our members. Confluence is the underlying dynamic of religious fanaticism. This is my concern.

Sincerely,
Karen Pesavento

(Editors' comment: We encourage diverse views in AAPNews, and appreciate correction. We pledge in future to make our headlines transparent—neither endorsing nor criticizing content.)

Why, Thank You!

I got my newsletter today, and I wanted to tell you all that this is a very professionally done newsletter and I am quite amazed...not just at the material that has been placed, but also in the layout. WELL DONE!!!

--Shamai Currim

Calling all psychosynthesis body workers, energy workers, etc., etc. ...

Martha Crampton will be giving a keynote session at the psychosynthesis conference in Minnesota in June, 2005, on working with the energy body with a psychosynthesis perspective. Martha has been working on this and writing about it for the last 5 years but hasn't presented it until this conference.

We would like you to identify yourselves known so we can send you special information about Martha's work and her presentation. Please call Dennis Wynne, conference coordinator, at (651) 644-2267 or e-mail him at dwynne@aol.com and he will contact you with further information.

Lost But Now Found!

We've discovered who the "missing author" of AAP News summer issue letter to the editors is. Thanks to Konnie Fox (from the Synthesis Center, Amherst, Mass.) for her letter on "Evil" in Psychosynthesis. We're sorry we weren't able to give her credit with her letter. We give it belatedly now!

The Association for the Advancement of Psychosynthesis, founded in 1995, is incorporated as a nonprofit association with tax exemption in the United States. It is dedicated to advancing and advocating on behalf of psychosynthesis and conducting educational programs in Psychosynthesis.



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