

Contents

About the Author	xiii
Forewords	xvii
Introduction	xxix
A short reminder of our global imperatives	li
Short overview of global trends/macro drivers	liii
Post-modern economics	lvii
The need for further integrality	lxvii
What are Integral Impact Investments (I ³)?	lxxi
I Changing yourself	
Impact as a transformational journey	3
How we grow	6
Organic growth and development	15
The Integral Nature of Money	27
Background to functions	30
Where money comes from	33
Functions	34
Integral Money	36
We are all idiots	45
The digitalisation of minds	51
Understand how the world is constructed	83
Give ‘the other’ a voice	86

Re-defining success	91
The basis and dynamics of relationship	101
Integral South: Rooting	104
Integral East: Resonance	105
Integral North: Relevance	106
Integral West: Rationale	106
The five A's of relationship	111
The value of questions	115
Ways of knowing	129
Areas of knowledge	137
Integrating capital stocks	143
More on beliefs	144
Ontology is everything	155
II Changing the investment organisation	
Introduction	159
The family office as a custodian of capital	165
A very short discussion on addictions.	169
Poverty of the self	172
Traits and thinking patterns	177
The 4 Ps Power (out Integral South)	179
Prestige (our Integral East)	179
Position (our Integral North)	179
Property (our Integral West)	179
Moving ahead	180
Ownership and governance	181
Some early personal experiences	187
Integral design	191
Causal models build virtuous circles	193

An introduction to the integral four worlds	197
Re-Connection	197
How we can release Gene-ius with ‘C+A+R+E’	209
The GENE-PROCESS	210
The 4Cs and the CARE-PROCESS	212
Impacting the integral Self	223
Integral enterprise theory	233
Transforming the enterprise	233
The development of the integral enterprise	233
Barriers for an integral impact enterprise.	234
Different cultural characteristics	238
Creatively engaging with diversity on all levels	241
Transdisciplinary impact fields	242
Management and leadership	242
From monodisciplinary to transdisciplinary	242
Technological to social innovation	244
Transpersonal impact functions	244
Understanding self, organisation and society	244
Functional grounding to effect	245
Key questions around businesses	254
Business environment dynamic	255
Create a successful management team	255
The PAEI Framework.	256
The Corporate Lifecycle	259
Great firms key tenets and embedded cultures	275
The Hedgehog Concept	276
New role and meaning of the Chief Impact Officer	283
From transformation to contribution	290
Impact contemplation	293

III Changing the firms in which we invest

Impact 1.0 301

Impact 2.0 309

 Going transformational: missing depths 323

 The multidimensional scorecard 328

 Perspectives 329

 Learning and growth 329

 The business process 330

 The customer 330

 The financial 331

 Strategy mapping 331

 Clan culture 346

 Hierarchy culture 346

 Market culture 348

 Adhocracy culture 348

 Organisational Research 356

 Innovation driven research 359

 A model that incorporates subjectivity 361

Digging deeper into the integral worlds 369

 Our integral power and ideology 371

 SOUTH: Relational Path 380

 EAST (Path of Renewal) 384

 NORTH, (Path of Reason) 386

 WEST, (Path of Realisation) 388

 The Four Fundamentals of Integral Transformation 390

Introduction to working with deeper culture 397

 A reflection on human capacities 411

 Spiral dynamics 413

Six blind men and the elephant	416
Changing stages and levels	419
Where we can apply the Graves Model?	420
Internal change management	420
Leadership and management skills	420
Needs change over time	421
Influence and Mediation	421
Recruitment	421
First tier systems	425
first code: Beige ‘Survival’	425
Second code: Purple ‘Our People’	426
Third Code: Red ‘Visible Risk’	427
Fourth Code: Blue ‘Stabilizer’	429
Fifth Code: Orange ‘Calculated Risk’	431
Sixth Code: Green ‘Inclusive’	433
Second Tier System	434
Seventh Code: Yellow ‘Systemic/functional’	434
Eighth Code: Turquoise ‘Integral-Holonic’	436
The Flow of the Spiral	437
The Change Process	438
Measuring the Path of the Spiral	440
Organisational Emergence	441
Leadership and Meshworking	442
Case Studies	444
Case Study #1	444
Case Study #2	445
Integral ownership and governance	449
Background to consensus	454
Agreement versus consent	461
Near-unanimous consensus	462
An example, Evolutesix	468
Bribery and corruption	470

Background to Impact 3.0	475
An economy of reciprocity and communion	481
Transformational: Missing Depths	481
Reconnect with our Enterprise Source	482
Reconnect with our Cultural, Political	483
Trans-disciplinary: Disciplinary Imbalance	485
How the Enterprise World is ‘Co-constructed’	486
How the Economic World is ‘Co-constructed’	487
Transpersonal: Individual Overemphasis	488
Give ‘the Other’ Enterprise a Voice	489
Give the Associated Economic Other’ a Voice	489
When Interest has a role to play	495
Impact 3.0	499
From IRR to IIR	509
SEKEM a case study	519
IV The way forward	
Second tier Impact 4.0	531
Integral Love	543
Storge/Affection Love	544
Philia/Friendship Love	544
Eros/Romantic Love	545
Agape/Charitable Love	545
Epilogue	547
V Appendices	
The Many Dimensions of Change	559
The Meta Model	567
Gandhi’s Four Pillars	571
Bibliography	
List of Tables	