

InCo MOVEMENT – PRACTICAL EXPERIENCES OF SYSTEM APPROACH WITH A LOCAL AND GLOBAL IMPACT

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ABSTRACT

The project described in this paper is a practitioner's experience about changes that a passionate and a professional movement can make based on systemic approach and heart energy. Thousands of people were touched by it, challenged, encouraged, recognized, and supported in their own pursued for contribution.

It was not done rationally nor due to an extended explicit knowledge about systemic and systems thinking. That came later and helped us to understand better the inner strength of the movement. It came naturally. We were trying to understand the concept of an innovation ecosystem as a whole in order to be able to see which parts we might have a capacity to address, as well as to understand their co-relations. It is based on a local initiative that spread very fast internationally and started to connect with many similar initiatives around the world, e.g., Innovation Journalism Program at Stanford University, Change The Game initiative from Austria, European Journalistic Centre etc.

Our friends and co-creators are from many different countries: India, Portugal, Austria, Uruguay, USA, Brazil, Finland, Sweden, Switzerland, Bosnia and Herzegovina, Serbia, etc. We contributed to the launch of several local initiatives, e.g. Heart of Slovenia, "Forest kindergartens", InJo and InCo national awards, Management Forums, etc. We co-created with other institutions and professionals many papers, conferences and initiatives addressing the power of movements, innovation, intuition, social responsibility, and civil participation.

The first events and gatherings were followed by a model, then we created a common long term mission, followed by a tangible and non-tangible results, sparkles in people's eyes and many more tools that we made available to everyone that expressed an interest. In the e-book "The power of contribution"¹, which we are officially launching in Vietnam, we show how we came about, what are the results, who we share the passion with, and where our dreams are leading us in the future (for now). The text below is a short summary of the book.

Keywords: co-creation, collaboration, movement, system approach, mass innovation, innovation communication, and innovation ecosystems

¹ Paper is a summary of the book "**The magic of contribution**". From inspiration through innovation to intuition and beyond, manifested by the power of **InCo movement**", content is presented for the purpose of the ISSS global conference 2013 in Vietnam by the permission of the authors

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The magic of the movement

In the time of globalization, collaboration and co-creation we need new structures within which we can fully thrive and be. In this paper we would like to share an amazing story about one's person vision and the power of the movement that evolved out of it. The story is about the experiences and learning that we gained, and about the possibilities and options that we can consider as an alternative to the established ones. This is a story about thousands of people who were curious enough to attend events, to join projects, to act because they simply realized that manifesting your own dreams is part of the magic of life. We hope to connect with many more organizations and initiatives like InCo movement around the world, and create a net to support a vision of a thrivable Planet.

Why did it happen

Do you know the feeling when you do things without really analysing their purpose? Have you ever felt just a simple call from inside you and followed it? Have you put a

The core vibration of InCo movement today

Mission

The InCo mission is the co-creation of an open space for the development of a thrivable societies.

Guidelines

- To see beyond the known, dare to question everything, seek solutions for the well-being of individuals, communities, societies and the Planet.
- To use 'heart intelligence' for co-creation and cooperation.
- To be sensitive to the 'weak signals', which lead to thrivability of individuals, groups and structures.
- To recognise the potential in everyone and support their evolution to serve societies and the Planet.
- To use a systematic approach to the development of new models through integration of proprietors of diverse knowledge, experiences, wisdom and intuitive insights.
- To engage a systematic communication of insights into the world.

lot of effort into your ideas that had nothing to do with the establishments around you? Have you engaged yourself in a series of events that used a lot of your own resources when many of your colleagues thought that they were of public interest and should be supported by the government? Have you done things that many thought you were crazy for doing? These are the vibes of the InCo movement.

We did it. **Because we felt that it was the right thing to do. Because we wanted to do it. Because we recognised** that innovation awareness and a deep understanding of its behaviour were missing links to prosperity in the business and social environment and we knew how to create the missing link. We sensed the weak signal and we followed its thread. We are still doing it, because new doors are opening and we get inspired

over and over again.

We made a move. **Because we were aware** that without innovation we will not be able to create business opportunities for ourselves. We had a vision and we boldly stepped on the road of its manifestation. We were raised in two different countries, yet we have not left our homes, so we knew that the changes could happen only

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when we made them. We are still on the move. We have recognised intuition and systemic thinking as the next important drivers of prosperity and change. We expanded the vision and reinforced the foundations and we are excited about the path in front of us, again.

We learn along the way. **Because we are open** for local and global information, knowledge and wisdom, from both current and past civilisations. Because we understand that creative power lays in cross-structural networks, which in turn support dynamic environments that prompt an expansion of creativity.

We are enriched by every step. **Because we support** each other. **Because we share** our thoughts, experiences, wisdom, intuitive ideas and inspirations. Because we understand that there are no right or wrong, but only maturation. Those unfavourable results ('failures') are the most valuable learning points. That only when you do it will you really feel it, and eventually know it.

Yes, even in this book we tried to be intellectual and explain the drive, the passion, the motivation, the endurance, the inspiration and curiosity, which is so strongly present in the InCo crowd. The more we learn and the more we expand our horizons, the more we are realising that **the real reasoning is beyond rationalisation**. It is hidden in our deep connections with our own, individual missions and with the collective consciousness of the communities within which we co-create, and with the places where we live.

So, why are we doing it? **Because we sensed an opportunity** and we seized it, to create something good for ourselves, for society and for global well-being. And we will be doing it for as long as this sense remains present and alive.

How did we do it

Steps that prompted the movement

At the beginning there was my **strong belief** that we needed something to shift the perception of established structures and support the innovative wave among businesses and in the public sector in Slovenia. In the early years of this century the perception of innovation was very much limited to technical innovation. Between March 2004 and October 2005 I wrote several entries on my blog², spoke at many local conferences and published multiple articles in different daily newspapers and monthly magazines, all trying to raise awareness of innovation (technical and non-technical), but all with very little success. There were several other weak initiatives going on in favour of innovation at the time, yet the general comments were diminishing its long-term importance for business (not even mentioning the public sector). The media sector was not interested in addressing it. In 2005 when I searched internet platforms of our public media I found only one entry on the site of one daily newspaper, responding to a search for the word "innovation".

² www.violeta.si ; <http://www.violeta.si/2005/12/innovation-as-fundation-design-as-value.html>

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However, my **inner drive** remained strong and the same year I was able **to inspire** some of my colleagues with the idea of informing and educating the public on the power and potential of innovation, and **we made a move**. We established a group called "The power of entrepreneurial innovation (MPI)³". Our goal was to make a series of TV shows explaining to the general public how Slovenian companies used innovation in different areas of their business to create success. We made ten forty-five minute long TV shows⁴. The response was very positive and we knew that there was room for an even larger impact.

Soon after the screening of the first two shows I went to San Francisco to work on a project for one of my clients. I met with several of my colleagues and old friends from the time when I used to live there. At one point, while discussing our work and the challenges we were facing, I also mentioned our efforts to raise innovation awareness in Slovenia and the fun we had making the TV shows. One of my colleagues mentioned an initiative at Stanford University that was just taking off at that time and that was seeking to address similar issues to those that I was talking about in the field of media, called 'innovation journalism'. I **met with the** head of the Innovation Journalism Program⁵ there and he complimented us on our efforts towards and our understanding of the importance of media in the creation of innovation culture. I was glad that we had a name, a **globally recognised label** that we could use to describe our work. At the same time I realised that we had **collected a respectful set of experiences** and data on the behaviour of innovation in a public space and the attitudes associated with it.

Slovenia is a really great lab; small enough to engage diversified groups on all levels of decision-making, and big enough to offer all the needed diversity and structures to be able to observe and learn about their social and business impact. The entry to my blog at that time says:

"... establishing national platforms by living in a small country could finally be an advantage... small countries are a great lab for testing out new models ... when you get people interested in a topic you can really get all levels of society to cooperate... not that it is a piece of cake to get the movement rolling, yet, there are less levels and the networks are smaller... challenges. many.. one of them »how to keep the movements going«, since the critical mass of people is small every person counts... and there are so many interesting projects...however, innovation is such a strong driver of change, prosperity and growth....I hope that at least for a while it will be the connecting topic..."⁶

Several months later I attended the Stanford University International Innovation Journalism conference as their guest.

Upon my return I wrote on my blog:

³ Moč Podjetniške Inovativnosti (MPI) = The power of entrepreneurial innovation

⁴ Only 4 of those have english subtitles: <http://www.vibacom.com/page.php?27>

⁵ David Nordforse, the father of the concept of innovation journalism

⁶ <http://www.violeta.si/2006/04/small-can-sometimes-be-also-advantage.html>

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"So, what kind of role can the media play in the overall innovation matter... it seems the role is larger than it appears at the beginning... media is vital in the creation of innovation as a value of a society, on the local, state or regional level... media can create a common understanding of what innovation really is and how it can help in bringing the standard of living to a higher level... we had a discussion on a radio show the other day and the message was clear: in order to really use all the benefits of innovation concept, all parts and levels of a society need to get actively involved, media as well..."⁷

After that **things started happening** at the speed of light. On the flight back from the Stanford conference I could not sleep. I felt such an incredible **excitement** in my belly. For the next eleven hours I was working on the first conference that I would launch in Slovenia upon my return. I was trying to engage my colleague, who had gone with me to California, in the process but she was too tired. I could not sleep. I had to work. The models, the list of attendees, the program and the set up, they were all alive in front of my eyes. All I needed to do was to write everything down. It was beautiful. A few days after we got back, the Vibacom⁸ team **launched the first conference** on innovation journalism in Ljubljana, Slovenia.

Here are some additional quotes from my blog from those months:

"The last few months have been the most exciting business period in my life... I feel like I have been living in world of innovation ... I have been writing about innovation, making innovative products, developing innovative processes, stimulating new partnerships, trying to add a little piece to creation of innovation society..."⁹

"An innovation society will not just happen. We need to get involved. I will try my best to contribute a little piece to it... I hope more people will start their own actions within their reach. As a consequence of the recently launched [conference on innovation journalism](#) we have started two projects: "reward for the best media contribution on innovation in Slovenia" managed by Dušan Snoj and "the city of innovation" managed by myself... I am getting more and more convinced that no matter what type of public policies there are in place, the speed of the development of an innovation society is defined by the development of the critical mass of individuals that are in its core..."¹⁰

"It happened. The message came and I followed... That was pretty much how this great event on the 20.4.05 at [FDV](#) came about. [The innovation Journalism](#) concept and its mission vibrate really well with my views and believes. I believe in dialog and cooperation. Even on a level of a country that is the only way to progressively move forward. So, can media really respond?

⁷ <http://www.violeta.si/search?updated-min=2006-01-01T00:00:00%2B01:00&updated-max=2007-01-01T00:00:00%2B01:00&max-results=32>

⁸ www.vibacom.si, the company that I established and have managed since 2000, and was the core co-creator and supporter of InCo movement since the beginning

⁹ <http://www.violeta.si/2006/06/my-rythems-of-life-of-innovation.html>

¹⁰ <http://www.violeta.si/2006/05/individual-matters.html>

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Will they have enough patience to develop the customer base for more in depth articles? It is definitely worth trying. In the next social cycle innovation as the primary force for value add creation will be replaced with something else, yet, in order to be widely accepted will need a support of media again. How can businesses and academia and the state contribute to that and avoid at the same time the "PR" connotation? How can journalists separate what has a true socio-economical impact and what is a promotion?¹¹

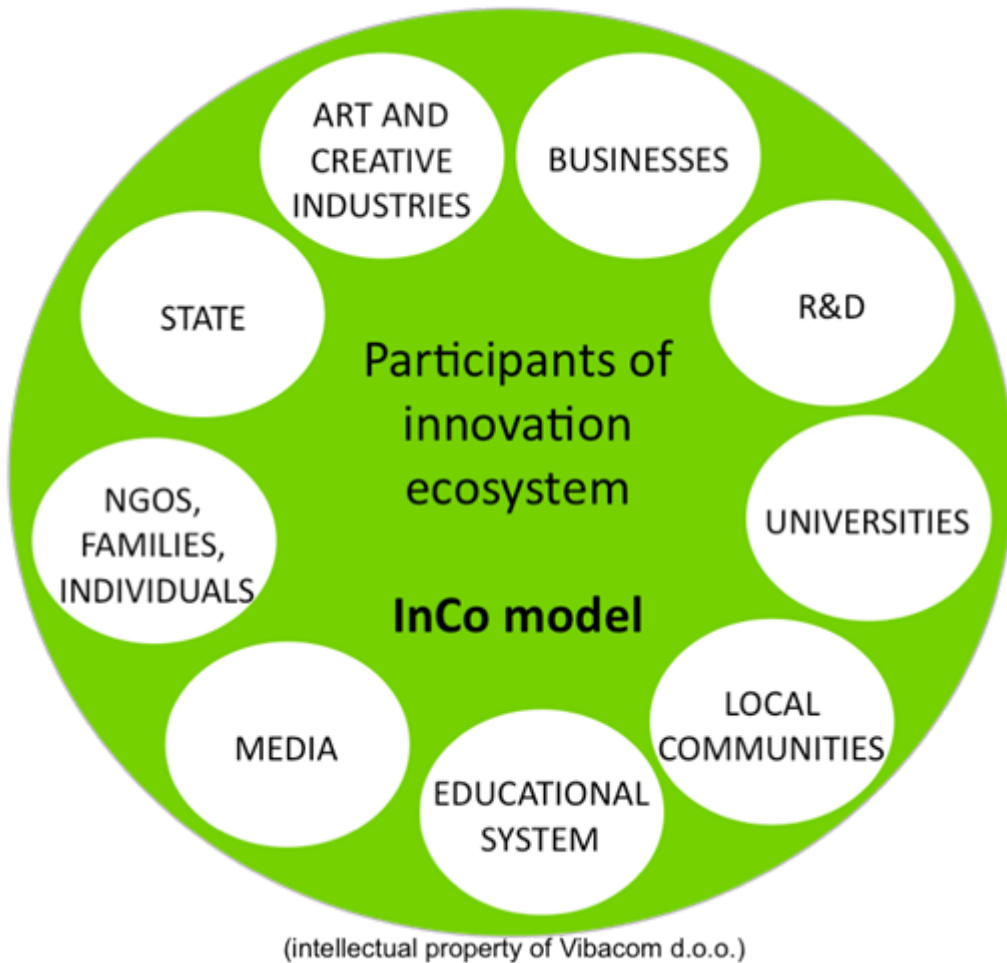
Everything else that followed became part of the **InCo history** and is described in this book.

The wisdom of a systemic approach

One of the most important elements of the InCo movement is that it has had a **systemic approach** to its development since the beginning. It was not done rationally nor due to an extended explicit knowledge about systemic and systems thinking. That came later and helped us to understand better the inner strength of the movement. It came naturally. We were trying **to understand the concept** of an innovation ecosystem as a whole in order to be able to see which parts we might have a capacity to address, as well as to understand their co-relations in order to be able to get the right people involved. At Stanford I was introduced to the Swedish triple-hex model. But I did not like it too much. It was too narrow and I could immediately tell that it was not enough to get Slovenia going. My Swedish colleagues did not much appreciate my constructive criticism and ignored my efforts to bring at least local communities into the picture. So, we started to draw **our own model** that turned out to be a great success and an incredible tool in systemic development of the movement.

¹¹ <http://www.violeta.si/2006/04/wwwvibacomstanfordpostanfordu.html>

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During the first two conferences and at the early meetings of the innovation journalism (InJo) crowd, we were carefully **observing people, listening to their comments and modelling the structure** of an innovation society/ecosystem. Soon we realised that there was more than just journalism that needed to be engaged in, in order to get a high quality communication within and among the innovating ecosystems. So, an even more comprehensive model was born – innovation communication model, and we named the movement after it - the InCo movement.

The hidden powers behind us

There were many **people and organisations that supported us** along the way. Most of them did so by their active participation and creative dialogues at the events, with their volunteering work, with their moral support, with the space that they made available for our use, with the services that they offered at the events and with the food and drinks that we could share. Here and there we got some financial support to cover the cost of materials, to accommodate some of our international guests and to build the virtual presence. They all gave as much as they were able. They integrated into the movement their heart energies, ideas, experiences, knowledge and smiles. You can feel them in every text, every photo, and every video of the InCo history.

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Most of the support (working hours, materials, money) for the movement, however, was provided by the incredible **Vibacom team**. Whoever has been working at Vibacom since 2005 still carries InCo movement in her/his veins. We learnt that movements like that need a **solid core that keeps the fire alive**, that does the work when needed, that leads when decisions need to be made, that is always there for questions and suggestions and that keeps the communication channels alive and information at reach.

However, there were also many influential individuals that recognised in the results of the movement an important **contribution to our national, business and social developments**, as well the international dimension of the movement. Professors, politicians, lecturers, musicians, dancers, researchers, entrepreneurs, opinion makers, managers, writers, journalists, and inspired individualists shared their views and discussed their points of view. With their active presence at our events they reinforced the vibes we were spreading in society and opened the doors to their communities so that we could connect, exchange our thoughts, and co-create beyond the known boundaries. Most of them are recognised in different parts of the book, some of them stayed recorded only in the cosmic history of our time, yet all are equally valid and important.

The sources we connect with

There are many important international and domestic networks that we are inspired by and with which we are exchanging information and experiences:

- a) [Challenge:Future](#): an inspiring global platform for youth collaboration and co-creation; the core points of the C:F were published on Violeta's blog as part of the interview with Andreja Kodrin:

*"Every individual is important and when sufficient people take action, changes occur. You don't believe me? Then continue reading, please.../more/...
In a single word C.F is hope. I often point out that we [ed.: as a society] are unfortunately still in the phase of gaining awareness, which has yet to provide structural solutions or readiness for such solutions. We are still much more concerned with short-term goals, rather than the conditions, or even survival a decade or a century from now. Under the surface of our big words we are still ignorant and unprepared to make drastic changes. Thus, we still celebrate "the corporation" as a pillar of social responsibility, because it acts according to the principles of sustainable development in the developed world, forgetting how quickly it turns a blind eye when people in Africa are slaughtered in the interest of oil. Each and every one of us also supports gross violations of children's rights, health and human dignity with our excessive daily shopping. We continue our destruction of the planet and our genocidal attitude towards other species we share our planet with, and totally convinced we're doing nothing wrong.../more..."¹²*

¹² <http://www.violeta.si/2012/02/internationalisation-of-knowledge.html>

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- b) [Change The Game](#): an open innovation hub for ethics & strategic leadership; the words of its founder, Stefan Blachfellner, capture the essence of the hub in the best possible way, also posted on Violeta's blog:

*".../more/... About 3 years ago a small group of business intelligence and information ethics experts introduced a 'round table' on a very specific topic, entitled »**business intelligence meets moral intelligence**«. The attendees concluded that there was something deeply wrong in the way we conduct business today and the in impact of our practice on society. These very personal statements were given before the economic crises really struck. We decided to start a small community and I was asked to be their host. Whilst traveling home by train, somehow reflecting unconsciously upon the event and the deep reflections we all had been part of, a quote by an American futurist, Joel A. Barker, flashed into my mind: ""Don't wait for the trends to develop. Instead, watch for people messing with the rules, because that is the earliest sign of significant change. And, when the rules change, the whole world can change." And instantly I decided the name of the community should be »[Change the Game Initiative](#)« and that we needed to connect people who mess with the rules.../more/...¹³*

- c) [International Society for the Systems Sciences](#) (ISSS): This society is amongst the first and oldest organisations devoted to interdisciplinary inquiry into the nature of complex systems, and remains perhaps the most broadly inclusive; the words of its current president Alexander Laszlo, posted on Violeta's blog, helped to broaden our vision and set our boundaries even further towards a thrivable Planet:

*".../more/... ISSS was originally created as a vehicle to further the research and development of the **transdisciplinary field of the systems theory**. It brings together practitioners, scholars, innovators, scientists, engineers and designers to explore what we call the »isomorphisms« in patterns and processes across different disciplinary domains. We look for the way in which systems behave (biological, chemical, social) and how can we learn from the inside how they relate to each other. And also as a vehicle for evolving what was originally thought of as systems movement (about the language of processes that allow us to make sense of complexity across different disciplinary frameworks). The focus of the movement was a unity of science (meta language). But today we prefer to think about it as a **holding space for collaborative inquiry on the dynamics of complex adaptive systems.../more/...** Social responsibility is strongly subjected to evolution. Its general social essence is the same as that of practically all religions of the world. Unfortunately, only a small, but nevertheless important part of social responsibility – humanitarian action – has been implemented in practice so far. Meanwhile, integrity and a suitably comprehensive approach have been pushed aside to allow abuse of power by business people, leaders, and other influential people in their relationships towards colleagues, business partners,*

¹³ <http://www.violeta.si/2010/10/watch-for-people-messing-with-rules.html>

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*customers and natural resources critically needed for survival of mankind. Social responsibility is disintegrated by the tendency to operate according to short-term and narrowly defined criteria, and by the dilemma of what is ethical, i.e. good or bad or, in other words, neo-liberal and feudalistic. On the other hand, social responsibility is strengthened by the realisation that it prevents problems, lowers costs and calls for long-term solutions.../more/...*¹⁴

- d) [The Managers` Association of Slovenia](#) (Združenje manager): The Managers' Association of Slovenia is the pre-eminent managers' association in Slovenia, and strives for the protection and progress of the management profession. There are ongoing exchanges of findings, experiences and challenges that are interesting to the both communities, usually within shared yearly events such as:

*"... InCo movement presented the findings and its experiences on intuition in global business community (intuitive leadership, intuitive product development). The relevance of intuition within the academic sphere was presented through a review of relevant scientific research. The conference concluded with a round table where managers and economists shared their experiences of using intuition as part of their systemic decision making."*¹⁵

- e) [The International Business Platform of Slovenia](#) (SDBP): is an independent, non-profit association providing a basis for developing and expanding international business relations in and with Slovenia.
- f) [IRDO Institute](#): a community for developing awareness on corporate social responsibility; the core messages of the institute were published on Violeta's blog as part of an interview with one of the institute's founders, Matjaž Mulej:

*"Social responsibility is not just a decorative layer over a deteriorated surface. It is not a marketing gimmick for short-term increases in sales. It is not the catchphrase of a political group, or lobby, scoring points for the interests of a chosen few. **Social responsibility is possibly the most important key part of the ethical core of civilisation.** The level of manifestation is an accurate indicator of the maturity, awareness and connectedness of an entire generation. It reflects upon the ability of citizens to understand interdependence and interconnectedness, and proves that we truly understand our responsibility for not only our own our posterity, but also that of future generations. And it stands for how much we appreciate and value ourselves.../more/... Simultaneously, dynamic social responsibility also inspires and encourages innovation in all fields, particularly technology, business and organisation, but most of all in social innovation. A man who is living his creative life among us in Slovenia has dedicated his life to social responsibility and innovation. A cosmopolitan man, capable of vision and radical choices. We are very proud to present an interview with Matjaž Mulej, PhD..../more/... In*

¹⁴ http://www.violeta.si/2012_05_01_archive.html

¹⁵ <http://www.incomovement.eu/inco-intuition-2012>

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the new strategy on corporate social responsibility issued in October 2011 the EU explicitly recognises the absence of corporate social responsibility as the core source of current global economic crises and issues. Neo-liberalism did not bring us prosperity and neither did it resolve the fundamental problems of humanity. Instead, it reinforced problems that resemble those of feudalism. The EU defined social responsibility as individuals' responsibility for their own impact on society. It is based on documents issued by the UN and ISO – International Organisation for Standardisation - which define seven principles and seven areas of action with respect to social responsibility, and identify two key elements of systems theory, i.e. interdependence and a comprehensive approach, as the key underlying concepts. This is the first instance of such a formulation and results from international bodies having realised that social responsibility is the key, or perhaps even only, alternative to the destruction of humankind – which will be the final consequence of continued neo-liberal practice.../more/...¹⁶

- g) [Development Centre of the Heart of Slovenia](#): a coordinator and developer of the development partnership of the municipalities in the central geographical area of Slovenia; the first posts about our cooperation go way back, at the beginning of the movement.

“Great news. Centre for the development of Litija (RCL) has been awarded the first round of funds for the project »City of Innovation«. One of the primary tools in the first phase of the project will be the Innovation Journalism (InJo). We are proud to be the initiator of the idea and a member of the project team. In order to ensure the development of innovative local communities a proactive social capital needs to be developed.../more/...¹⁷

In several years the centre evolved into a development partnership that just recently changed its name into Development Centre of the Heart of Slovenia:

“Organisations are living organisms that are born and develop; they enrich the world they live in and integrate into it. [The Centre of Development of Litija](#) (RCL) is a wonderful organism. Unique. With an impulse that inspires many around it. It connects the different, the similar and those who are searching for something. Those who want to go forward. In this disorientated age, when we are searching for new foundations, RCL provides the Litija Municipality and the entire development partnership of "[Srce Slovenije](#) (Heart of Slovenia)" (Heart of Slovenia)" with an unifying power, vision, boldness and professionalism. It interweaves the stories of various individuals, entrepreneurs, enthusiasts, young people and politicians, always for the benefit of the local community and the region. For the benefit of people and the entire ecosystem. For the benefit of future generations and for the joy and fulfilment of the present ones.../more/...¹⁸

¹⁶ http://www.violeta.si/2012_04_01_archive.html

¹⁷ <http://www.violeta.si/2006/07/injo-and-innovative-local-communities.html>

¹⁸ <http://www.violeta.si/2010/10/from-vision-to-measurable-results-10.html>

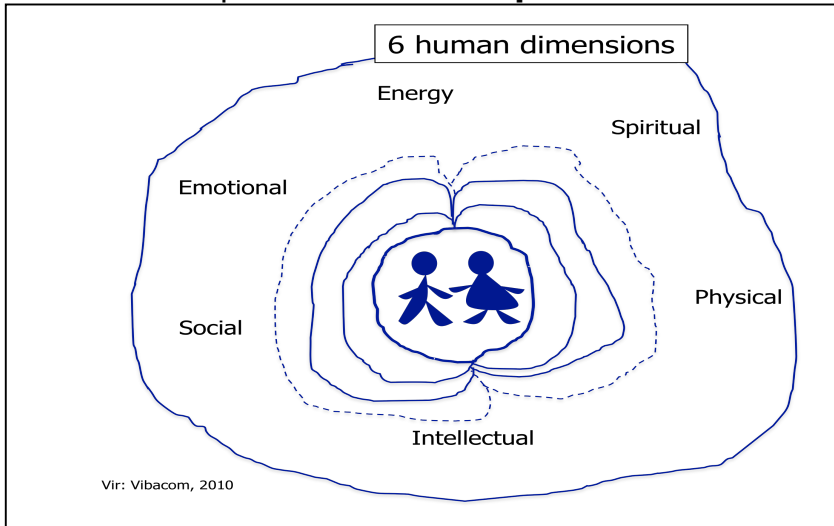
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h) [Centre for Achitecture](#): the members of the group strive to achieve that knowledge about space, architecture and design would become a part of general education and general knowledge.

What are the results

There are probably two important areas that have a **long term contribution** to the evolution of an open society and to social thriving:

1. Development of **human capital**: the movement supported participants to



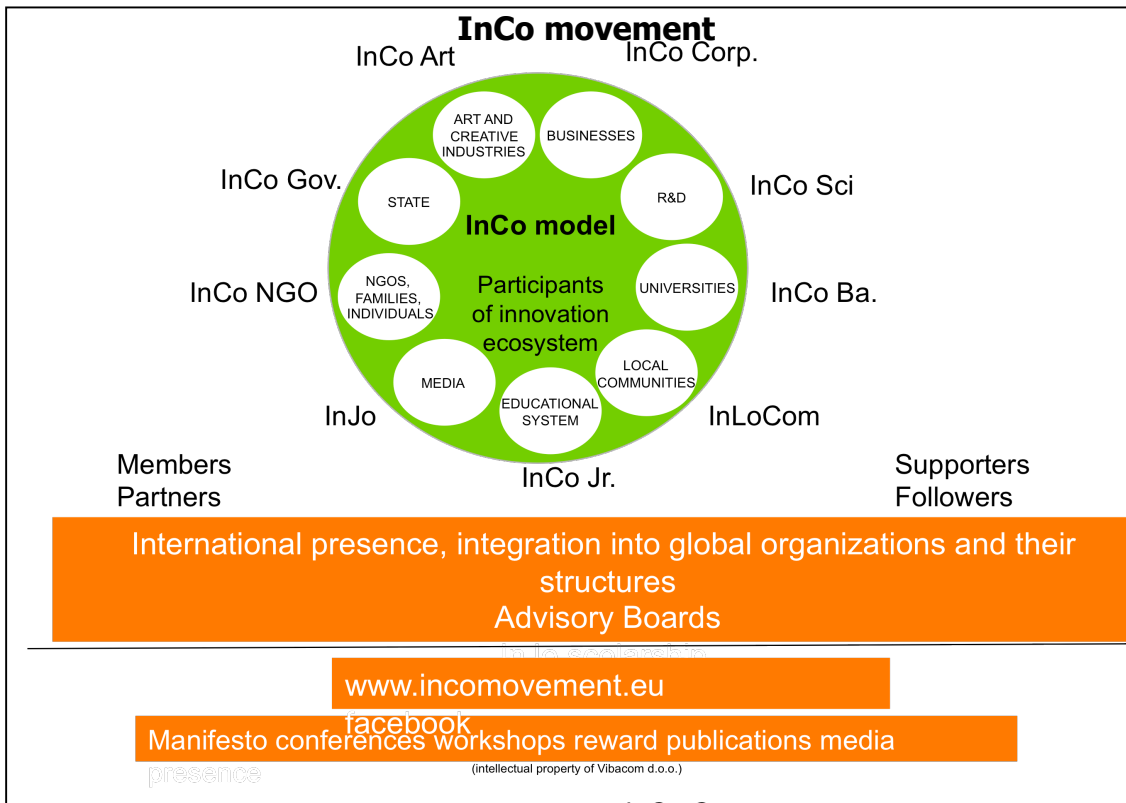
actively engage themselves in the development of all six dimensions of human capital (see the model below); a critical mass of people got inspired by all the exchanged thoughts, by the hands-on experiences and by their own

breakthroughs, by the relationships that they made and enhanced, by the inspirations that touched them, and by the power of heart intelligence that is the core vibration of the movement.

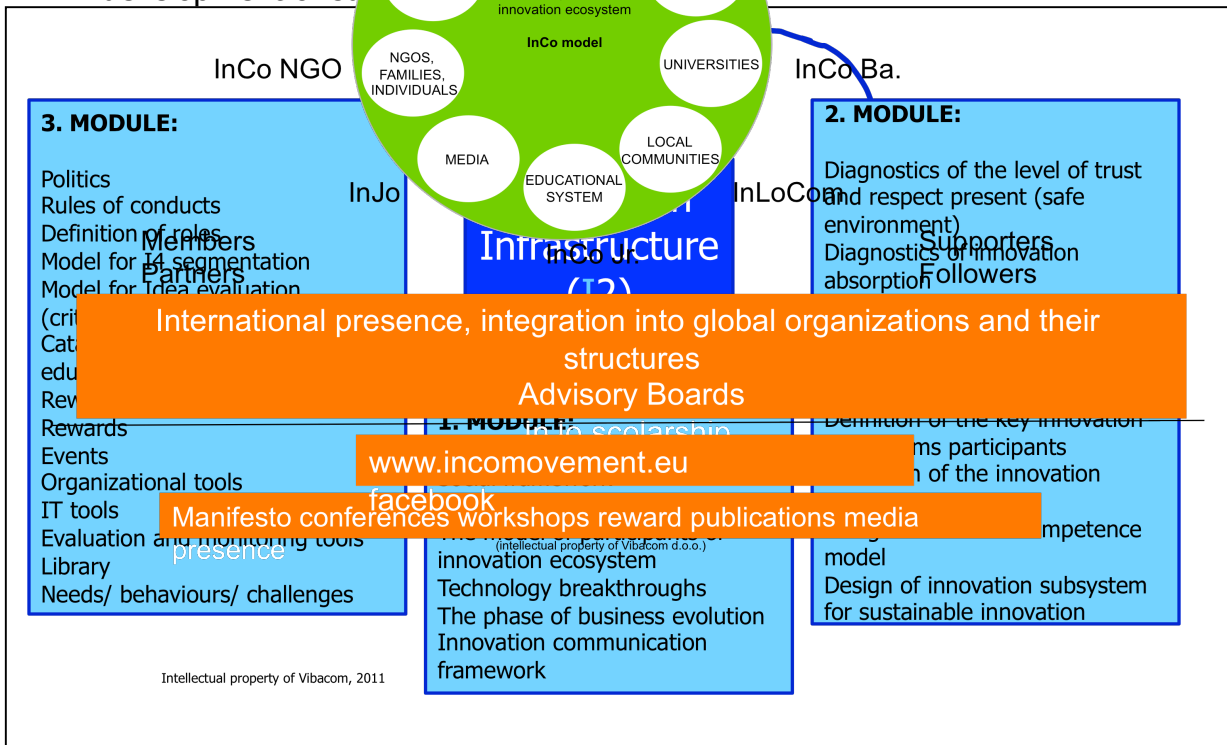
2. Development of a **structural capital**: InCo hands-on experiences contributed largely to the creation of many new business and social models that are used now in day-to-day practice, especially for the development of innovation ecosystems; those explained below were in the past mostly created within the Vibacom team, however, they were always shared within the movement based on the principles of open society; recently a critical mass of system thinkers started to form a group within the InCo community and some of the latest models are the result of that effort.

Structural capital created, based on InCo experiences

1. **Innovation Communication Model** for a Horizontal Spread of New Concepts in a Society



2. **Innovation Infrastructure** (T2)¹⁹: based on innovation ecosystem behavior observed through the InCo community. We recognized a need for a horizontal systemic infrastructure and social environments for the development of sustainable innovation ecosystems.

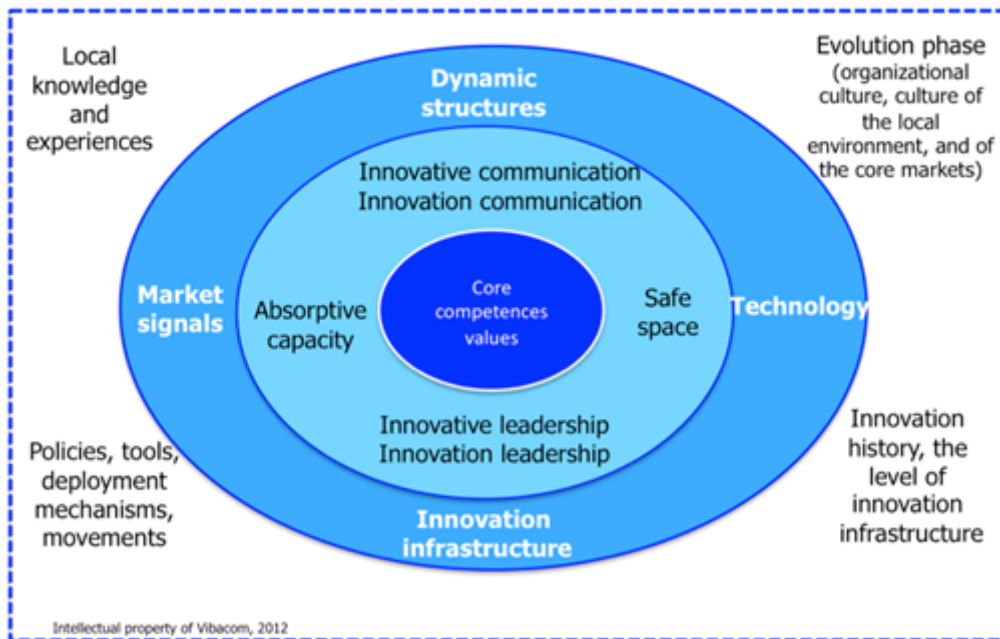


3. Model for Sustaining the Presence of **Mass Innovaiton**: years of experiences in observing the behaviour of innovation ecosystem (InCo community) helped us to see their systemic structure with the corresponding elements. This is a

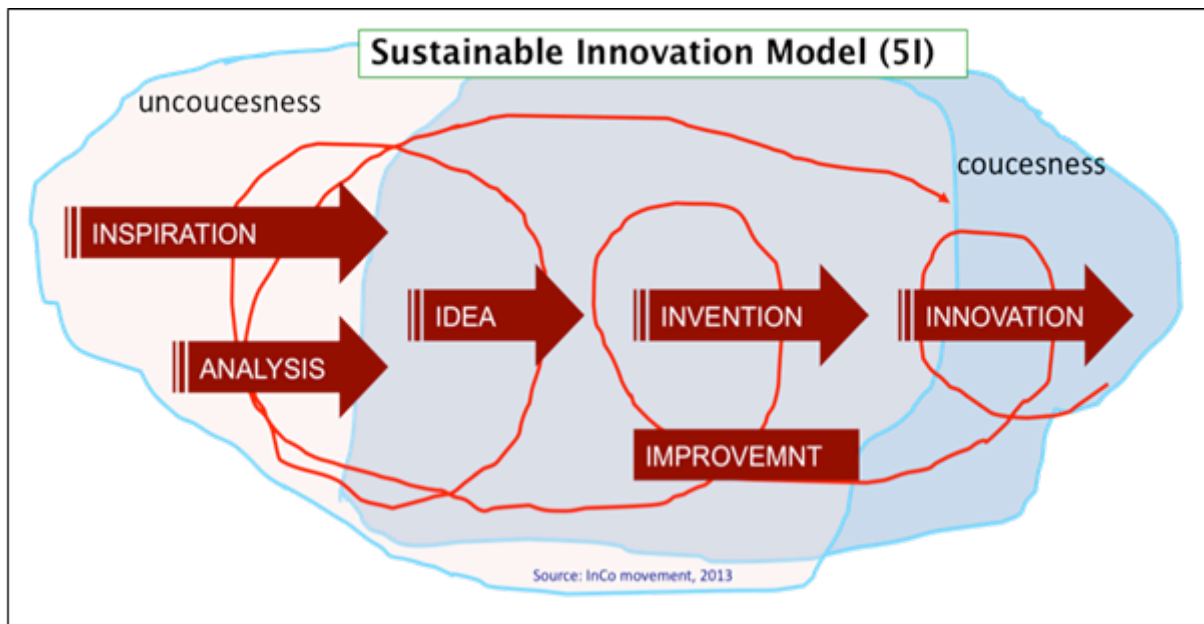
¹⁹ <http://www.vibacom.com/page.php?37>

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model in progress, yet even at this stage it is offering an inspiring support in systemic approach to the development of sustainable innovation ecosystems.

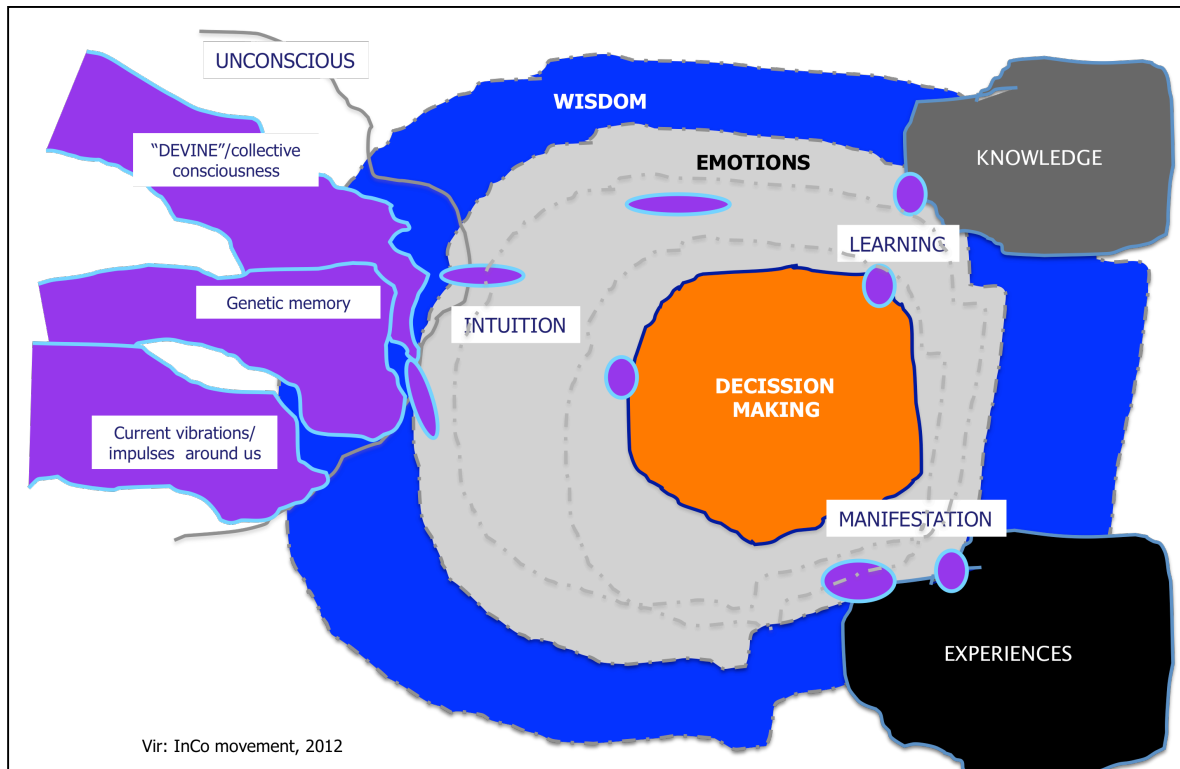


4. **Stages of Innovation (I5):** only recently, while exploring the field of intuition, we were able to add to the phases of innovation another element that is, on our opinion, of a vital importance in understanding the evolution of an innovation.



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5. Model of **Systemic Decision Making**: it is a comprehensive model that is trying to help managers and all other decision makers to understand the



complexity of the decision making process and the limitations of our rational thinking; the understandings of those limitations is vital to be aware of at the critical moments in our business and personal life.

6. The concept of a new type of leadership – **“Leadership within”**: while thinking about new concepts one cannot avoid thinking about a new kind of leadership that could support open, dynamic organizations and groups and help enable creation of value; based on the InCo movement experiences we have started to unfold a new type of leadership – leadership within.

An insert from the InJo-InCo International Conference 2011 says:²⁰

“The key challenge today seems to be the transition from a learning to a thinking environment, for two particular reasons:

- 1. Creativity does not welcome hierarchy, so a dynamic network-type structure needs to be introduced and that can cause a lot of grief, disruption and anxiety for management on all levels.*
- 2. For the first time, managers do not manage directly the source of value creation (production facilities or machinery in the first phase, and process in the second). What they do manage is an environment in which value creation is generated. In such an environment they can get the most out of the core competences and creative power of each individual or a group.*

Something even more profound is going on.../more/...

²⁰ <http://www.incomovement.eu/upload/InCo/Documents/1.1%20Violeta%20Bulc.pdf>

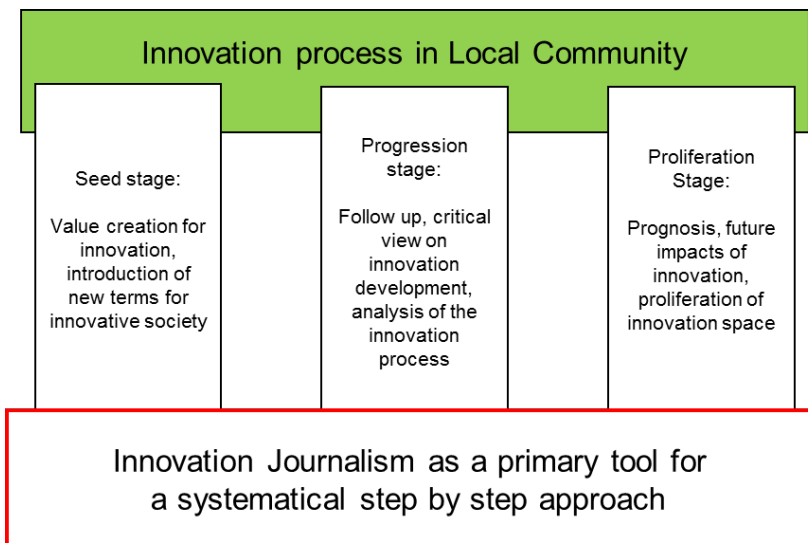
InCo movement

The core characteristics of "leadership within" could be summarised:

- *Instead of being first (either at the top or in front), you are positioned within the network, as one of the nodes with a specific role and core competences.*
- *With a proactive stand you keep the network energised at a certain level to allow people to enter the space of creativity and innovation freely and without fear.*
- *With an honest approach you hold the space for people to feel safe to create, explore, and search for holistic solutions.*
- *You encourage people to search for balance and higher good that in turn allows individuals and groups to meet their own needs, within common interests and benefits, yet still act in behalf of sustainability and progress.*
- *You connect to the wisdom of past civilisations and blend it with the wisdom of today's times with a clear inclination towards respect and understanding of the needs of future generations.*
- *You understand and stand fully behind the notion of "give before you get".*
- *You exercise the mission (personal, group, ecosystem) and constantly re-adjust your own actions and motions, as well as those that you can reach, based on the level of consciousness that is around us.*

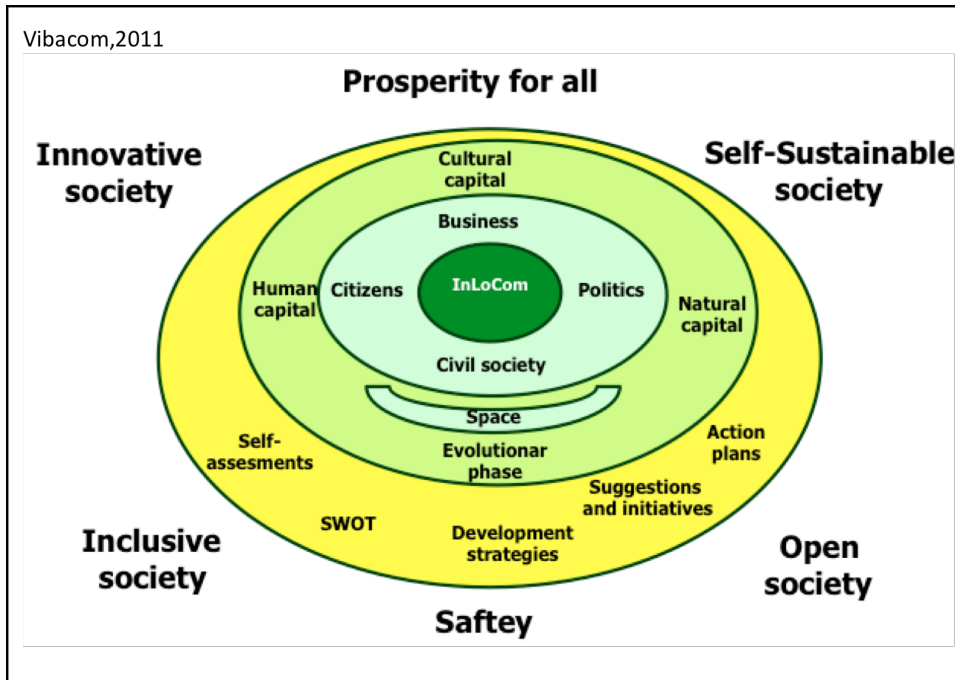
Therefore, the "leadership within" creates inspiring results by engaging the collective consciousness of teams and organisations and even the sparkles in people's eyes.../more/...²¹

7. **InLoCom Model:** innovative local communities are one of the big potentials of a modern, open society; based on the work on the field and the experiences shared at the InLoCom conferences the following models evolved:

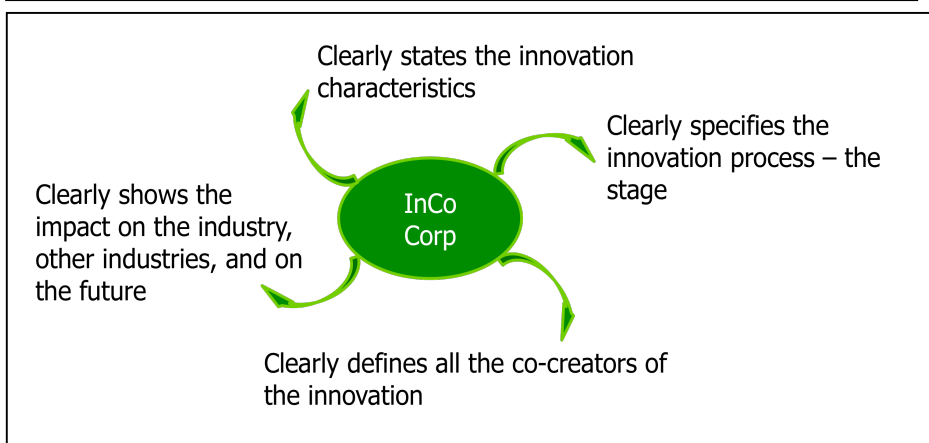
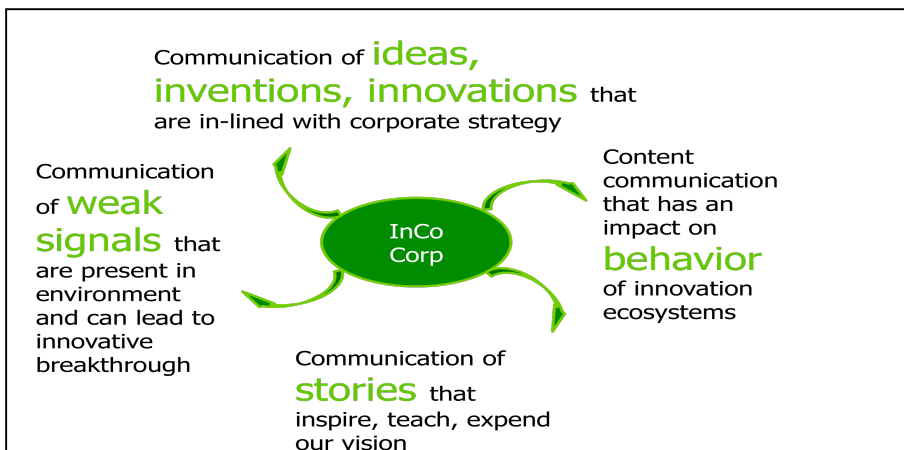


²¹ <http://www.incomovement.eu/upload/InCo/Documents/1.1%20Violeta%20Bulc.pdf>

InCo movement



8. **InCo Corp Model:** an important element for the successful launch of innovation infrastructure, and especially for the launch of mass innovation, is innovation communication and one of the core messages is: use a point access, a multi-channel approach: spread the same information to different target groups via a group's authentic communication channels and with adjusted content and language.



InCo movement

What else

We have had the privilege to launch many wonderful stories into the domestic and international arena before they became mainstream. They are prime examples what InCo movement is all about – innovation communication: [Zemanta](#), posted in September 2008, introduced at the InCo conference 2008; [VideoLectures](#), posted on November 2008, introduced at the InCo conference 2008; MD PhD Matjaž Bunc, July 2009, introduced at the InJo conference 2007; Dan Poljšak, December 2010, introduced at the InCo conference 2011, and others.

Conclusion

Movement is a serious social structure that can serve as a vehicle for sustainable evolution and trivability of our planet. The InCo movement experience is just one more prove of that. Movement has a very specific behaviour strongly linked to the interests, competences and commitments of its members. So, it can be created and dissolved very quickly. We believe that individuals could use the power of a movement more often to serve the communities and give to some important social drivers of prosperity more support and a higher push to be successfully integrated in daily lives. The strongest tools that we use to run our movement, to expand it, to contribute to the society, and to have an impact are: innovation and innovative communication, systemic thinking, dynamic models and the concept "leadership within". Through the right communication a movement can be connected with a similar other networks and create alliances that create a change even faster. With system thinking the members of the movement can keep holistic view of the challenge and see the possible consequences of their acts clearer and faster. With dynamic models and the new leadership style we can adjust and re-organize faster and with a big picture in mind. "More we are connected, more we are free" is an old Buddhists' saying. We fully support it. It is a real privilege to live, to create, to change and to connect with those that manifest the same mission. I hope you will be the next we will join the forces with!