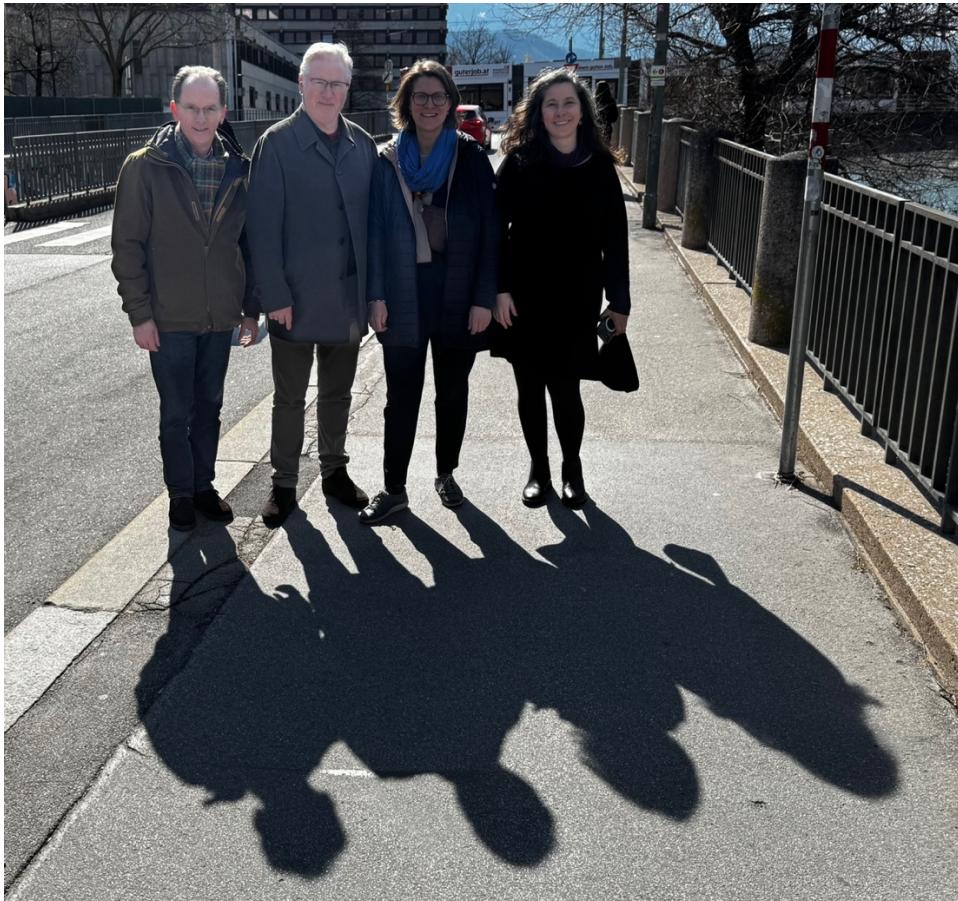


ASSOCIATION FOR SOCIAL DEVELOPMENT

SPRING REPORT FROM THE FACILITATING GROUP MARCH 2026

Dear friends

The FG held its spring meeting in the beautiful town of Innsbruck, where we worked in Margit's office from 19th to 21st March. This report contains more information about the next conference, a remarkable interview with B. Lievegoed from 1983, and details of a policy change that was necessary due to legal issues.



Our theme for 2026 is:

Here I am: Facing light and shadow

Continuing from where we started last year, we have now chosen the theme '**Here I am, facing light and shadow**'.

As OD consultants, we are asked to look at the light and shadow sides of organizations and the people who work within them. We are asked to intervene and guide the organization toward the next step in its development.

Otto Scharmer characterized in a short video where we stand in this time: *'We know that we live in a time of rupture, not transition. We know that we live in a time of fracture, not fragmentation. And we know that we live in a time of geopolitical othering and absencing, that has just brought us into yet another senseless war (...) that in the end will hurt almost everyone and benefit almost no one.(...) We begin to see the emergence of a new awareness and of inspiring living examples for radical regeneration that carry the seeds for new ways of working and living together (...). That is also true.'* ([see the video here](#))

You can read Scharmer's latest article [here](#)

Shadow and light, Here I am — how can we be receptive to what and how we can contribute, and do whatever is necessary. What is needed so as not to lose oneself in the shadow or light sides, or to avoid or deny them. Often, we name the solution as staying in 'the middle' or strengthening 'the middle'. At the same time, we only know what the middle is by being consciously aware of light and shadow. Where do I myself encounter light and shadow? What kind of qualities are those? What does this mean for my work in the organizations where we are precisely asked for this?

Scharmer speaks of Social Fields having two main components:

- The visible, observable systems and results (above ground).
- The less visible social soil – the quality of our relationships and the quality of our consciousness (below ground).

He draws a parallel with regenerative agriculture: "...the quality of everything that grows above ground is a function of the quality of the soil...".

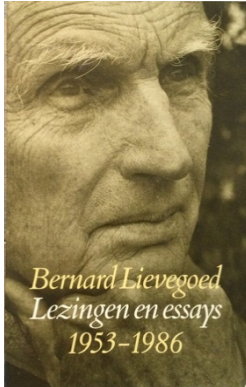
Lievegoed speaks in 'Humanity on the Threshold' about the necessity of evoking and gaining understanding, taking responsibility, and through one's own effort taking hold of the inner strengthening of one's own development.

If we assume that personal development parallels organizational development, the following questions may arise: In what ways can we support each other in this development? How can we meet each other in such a way that I learn to know myself and the other in light and shadow?

Can we as ASD become an 'island of coherence' where we can work on what we are called to do in this time of rupture, fracture, and absencing?

During the coming conference we again will have the opportunity to research the meaning of 'Here I am' and 'light and shadow' for each one of us. We will participate in each other's wisdom, we will share our experiences, inspirations and insights.

INTERVIEW WITH B. LIEVEGOED



In 1983 the journalist Jelle van der Meulen had several talks with B. Lievegoed. We found it really remarkable what he said by that time and how it relates to the time in which we now live in.

Bernard Lievegoed:

'As for the future, I expect we are heading for a period of enormous external chaos. People often have the attitude that it won't be that bad, but I think it will be... Many negative impulses will appear on the world stage, if they are not already playing a significant role. Since the beginning of this century, the following has been predicted in the antroposophical tradition: according to the Chinese chronicles, there is a so-called 'Mongolian-Turkic' impulse every 800 years. Every 800 years, this impulse awakens, reigns for 100 years, and then subsides. The Chinese have recorded all these waves in their chronicles. In Europe, we had a Mongolian impulse from 350 to 450 AD, ending with Attila, and again from 1150 to 1250, ending with the Battle of Liegnitz. 800 years later, we are between 1950 and 2050. You can find a prediction of this impulse in the real Bolshevism, Stalinism: an absolutely cold power impulse, with great contempt for human life. I have a feeling that the actual impulse will only become apparent after the year 2000. It is impossible to say where it will come from, because in our time such impulses are no longer geographically bound. It could be Russia, China or even America. These recurring impulses are directly related to what in anthroposophy are called the ahrimanic powers, which will be more active around the turn of the century. They have implanted the delusion of cold power in humans. You can recognise these powers by the cool calculation with which they operate. As well as a Mongolian impulse, there will also be an enormous increase in fundamentalist Islamic movements

The Luciferic forces stir up blind fanaticism, which is quite different from Ahriman's cold calculation. You encounter that fanaticism when you read about how they operate in the Iranian army. Thousands of young children, often no older than twelve or thirteen, are trained—if you can call it that—to walk across the mines of the Iraqi enemy. Every mine that explodes under their feet can no longer kill a soldier. This is fanaticism in its purest form. The fundamentalist movement in Islam is experiencing a renaissance of holy war. But it will grow even stronger.

These two forces will come to dominate the world stage. Of course, this time it won't be hordes of Mongols galloping across the tundra on horseback; it will take a different form. It must be unmasked anew each time. The outward form can be very deceptive; what matters is the intention at work within it.

What is striving to break through is a Michaelic culture. The opposing forces will resist this. A Michaelic culture is truly human. You could describe it this way: in the Michaelic culture, thinking is brought into the will and the will into thinking. The will in thinking means that thinking becomes creative again, that it does not automatically follow rigid patterns, but becomes imaginative and yet precise. Thinking within the will means that moral forces begin to work within the will. Thinking formulates moral objectives and brings them into the will. True humanity arises in the center, in the heart. The greatest onslaught in our culture is directed against that center. What is needed is the emergence of a new, human science with a new realism: no matter without spirit, no spirit without matter.

You can also describe Michaelism as: the courageous striving toward the spiritual aspect of the world. It is the striving to see more in things than merely what is weighable or measurable.

The pursuit of the spiritual manifests itself, for example, in the rejection of pure materialism, something you can see all around you. All truly innovative impulses embody this aspect, although it is often hidden behind outward appearances.

At the moment, the negative pressure is at least as great as it was in the 1930s, when National Socialism was on the rise. But I also believe that the positive side is much stronger than it was then. If you look around you and know how to discover the new impulses, you will see that they are there. The light is always stronger than the darkness.

So even in our time, a Mars-inspiration should once again emanate from the Mongolian region. [...] What matters is that a Christian subculture emerges in Europe, with forces capable of standing up to the demons. Cultural islands must be created, where people live and work who truly mean what they do. Where they are wholeheartedly committed to the cause. Where work is not driven by a system, simply because it is such a convenient way to teach children to read and write. Places where there is humanity, where contradictions are not glossed over, but where people genuinely engage with one another. When the time comes for a great initiate to appear, he will not be able to work without a subculture of the heart.

In the car on the way to the station, we spoke again about the situation in the anthroposophical movement, and I did not hide my impatience under chairs or benches. "If I understand correctly," I said, "the task of the anthroposophical movement is to work toward the realization of a Michaelic culture. To that end, it is necessary to collaborate with other social and spiritual movements. For the Michaelic element is, of course, not to be found solely within the anthroposophical movement. The reality, however, is that the anthroposophical movement already has its hands full with internal problems and conflicts."

'It was exactly like that in the 1930s,' he said. 'While in social life the negative forces were rising and establishing themselves in the political centers of power, the anthroposophical movement was falling apart due to differences of opinion.'

'But that can't be true, can it?' I exclaimed.

'It is true,' he said. Then he looked at me from under his American baseball cap with bright blue eyes, placed a hand on my knee, and said, 'You must practice patience.'

"Practice patience?" I asked. "I don't think there's time for that."

"Yet!" he said. "You achieve nothing with impatience. In many spiritual life paths, there is a 'hour of truth,' a situation that is central to that incarnation.

"Anger is a subjective emotion that has a negative impact on social life; wrath, on the other hand, is an objective force that commands respect. You can transform your understandable anger into effective wrath."

THE PROGRAM

Program ASD Conference Lake Balaton - Monday 1. – Saturday 6. June 2026
Here I am – facing light and shadow

Sunday 31.5	Monday 1.6	Tuesday 2.6	Wednesday 3.6	Thursday 4.6	Friday 5.6	Saturday 6.6
		Breakfast 7.00		08:15 – Eurythmy Magali		
	10:00 Class Meeting What is the form for the future? Alejandra - Ron	09:00 – 10:30 Lievegoed verse Sensing our working field - Hans	09:00 – 10:00 Contemplative work to the theme Ale Announcements	09:00 – 10:00 Contemplative work to the theme Ale Announcements	09:00 – 10:00 Contemplative work to the theme Ale Announcements	09:00 – 10:00 Contemplative work to the theme Alejandra
		Morning Break	Morning Break	Morning Break	Morning Break	Morning Break
	14:00 – 16:00 Getting to know the Class Jakob	11:00 – 12:30 Singing Guest Speakers Péter Takáts Eiőd Orbán	10:30 – 12:15 Singing Central piece Lauren	10:30 – 12:15 Singing Central piece Fernanda	10:30 – 12:15 Singing Central piece Christian	10:30 – 11:30 ASD Matters
	14:00 – 16:00 Getting to know the ASD Elena – René	12:15 – 12:30 Organizing the R&A	12:15 – 12:30 Organizing the R&A	12:15 – 12:30 Organizing the R&A	12:15 – 12:30 Organizing the R&A	11:30 – 12:30 Closing session
	16:00 – 17:00 Registration and Coffee HG	Lunch 12.30 – 14.30				
	17:00 – 19:15 Opening session Intro to the theme Remembering Intro to the place	14:30 Bothmer gymnastic / Singing	14:30 Bothmer gymnastic / Singing	14:30 Bothmer gymnastic / Singing	14:30 Bothmer gymnastic / Singing	
	20:00 Class Meeting Angus	15:00 – 16:30 Intro + parallel sessions I	15:00 – 16:30 Research & Action	15:00 – 16:30 Research & Action	15:00 – 16:30 Research & Action	
		16:30 -17:00 Break	16:30 - 17:00 Break	16:30 – 17:00 Break	16:30 – 17:00 Break	
		17.00 parallel sessions II	17.00 Welcoming new members Johannes –Madeleine	Free initiative space	Free initiative space	
		18:00 Essentials – plenary singing	18:00 Dinner	19:30 Dinner	18.00 Social Evening	
		19:30 Dinner	19:00 Cultural Evening			

GETTING TO KNOW THE ASD - AN ORIENTATION FOR YOUR GUESTS

This year we will again offer a two-hour pre-conference for guests on the topic of “What is the Association for Social Development?”

Please encourage your guests to attend, as this is an opportunity for them to meet others and to tune in before the main conference begins. Applicants are also welcome to attend this session. It will take place on Monday 1th of June from 14.00 to 16.00.

OPENING SESSION

During the opening session, we will welcome our members, applicants and guests from various countries. We kindly ask that representatives from each country bring their national flag with them. There will be an introduction to the theme, after which the HG will familiarise us with the venue.

GUEST SPEAKERS – Tuesday June 2

The HG invited two guest speakers in the morning, and in the afternoon, we have the opportunity to meet several Hungarian entrepreneurial colleagues in parallel workshops.

Péter Takáts:

Péter introduced the Lievegoed impulse to Hungary and played a decisive role in its early development. From the mid-1990s until his passing, he worked closely with Lex Bos. During this period, Lex visited Hungary on eight occasions, offering lectures and training programs.

Péter also invited several leading figures of the NPI/ASD/NALM network, including Coenraad van Houten, Christopher Schaefer, Lauri Salonen, and Hermann Seiberth, all of whom contributed to the development of the impulse in Hungary through repeated visits.

From 2003 onwards, Péter began to articulate and transmit the social impulse of anthroposophy through his own teaching, books, and writings. This work has since grown into a Hungarian consulting community, with more than a thousand participants completing various training programs, and with a tangible impact on the development of numerous companies and Waldorf schools.

Péter currently serves as a representative of the Hungarian Anthroposophical Society.

In his contribution, he will reflect on the emergence and development of the Lievegoed impulse in Hungary, as well as on the broader social impulse of anthroposophy.

Előd Orbán:

Előd is the founding owner of the group of companies with which we have been collaborating for the longest period.

Enterprise Group can be seen as a pioneering example of organic organizational development in practice. Over the years, it has served as a living laboratory for applying and evolving this approach.

Előd himself actively carries this impulse forward, sharing his experience with other leaders through various management forums and clubs. In his presentation, he will use his own company as a case example to illustrate how we have worked together, and what kinds of developmental processes and results have emerged from this collaboration.

CONTRIBUTIONS /parallel workshops afternoon June 2.

Péter Takáts

Processing the Lecture in Small Groups – and What Could Not Be Said in the Talk

Előd Orbán

Commitment to Change – Key Stages of Organic Development

Szabolcs Emich

AtlasPlatform: A World-Class Initiative – A Door to the World

Krisztina Solymosi

"Go to the Wolfnest!" – Organizational Questions within the Hungarian Police

Andi Gulyás

The Fruitful Encounter of Ways to Quality and the Lievegoed Impulse

Mária Mesterházy

Public Speaking – A New Entry Point for Threefolding in Companies

Ágoston Nagy – Andi Osváth

The Biography of Biographical Work in Hungary

Genovéva Emich-Kriston

"Rise up, Magyar! – Finding the Center in the Heart of Europe"

Júlia Jusztin

Let Us Sing Together! – Hungarian Folk Music and the Folk Soul

Katalin Barabás

Teaching Teachers – Experiences in Adult Education aligned with the Zeitgeist

GETTING CONNECTED TO THE CONFERENCE THEME

We are very glad that Lauren, Fernanda and Christian accepted our request to contribute to the morning pieces (Wednesday – Friday).

EURYTHMY

We are very pleased that once again we will be offering eurythmy in the morning lead by Magali Müller-Peddinghaus.

SINGING

Júlia Jusztin will be providing the singing during the conference

BOTHMER

Emich-Kriston Genovéva will bring Bothmer gymnastics to our conference. Bothmer helps to find our center and connect to the spiritual world through movements. It helps keep our balance and to fulfill the space around us with life.

RESEARCH & ACTION

Over the past few years, we have run Research & Action workshops. These prepared sessions, facilitated by our members and applicants, have been very well received by the community and we will again continue with this format.

From Wednesday till Friday, during three 1 ½ hour sessions, there will again be the opportunity to bring in your research questions, your wisdom or interesting approaches you are working with.

The purpose in R&A is to offer approaches and processes that will require exploration and deepening in the theme of our Conference **“Here I am - Facing light and shadow”** and therefore enabling insights that can be applied in our work with individuals and organisations. Please let us know in advance about your initiatives, questions and topics you would like to address in your session. Also let us know how many sessions you plan. This will help us save time in planning and organising the different sessions and making rooms available.

If you want to offer a session, please provide a brief description of your offer in writing. We encourage you as a facilitator to pair up with an ASD colleague and prepare in advance. Include the name(s) of the facilitator(s) and the title of your session. (please send it to margit.liebhart@trigon.at)

We will send the information to the community one week before the conference. On Tuesday before lunch there will be a space for the facilitators to announce their R&A session in person. Some important TIPS TO HELP YOU JUMP IN!

Our theme strongly relates to the core of our work as O.D. Consultants. Therefore, all of us could offer something of great value to the community

- This time we will encourage (but not limit it to) one day offerings so you can offer and participate in other offerings through the days!
- Consider collaborating with colleagues - Consider including artistic work.
- Thinking, Feeling, Willing in Balance...
- Related to our theme

CONFIRMING NEW FG MEMBER

We would like to confirm Christian Lucke from Germany as the new FG member. He will follow up Hans Ruijs during a short goodbye and welcome-session on Saturday.



I was born in Leipzig/Germany in 1965, studied economy in Berlin (a graduate with an economy degree) and then I worked at a consulting firm for the health sector in Berlin for three years where I provided consulting services to hospitals and health insurance companies. Because of my family background in the Christian Community, I went to the Youth Conference at the Goetheanum in 1993. There I heard for the first time from the NPI (Dutch Pedagogic Institute founded by Bernard Lievegoed) in The Netherlands. After writing a letter to them and an inspiring talk to some colleagues at the NPI I moved to the Netherlands for work and to learn the business of organisation development in Zeist.

In 1998, after an inspiring time at the NPI I went into business for myself and established Christian Lucke Consulting in the Netherlands. In the year 2000 – after my wedding and the birth of our daughter - I relocated CLC to Germany. During the following years I cooperated with different consulting companies in Germany, The Netherlands and the UK, including Rubicon, the company of Brian Swain and Steve Briault at that time. From Brian I learned to think in processes and to help clients to develop into a lean company.

During my time at the NPI - in 1996 - I went for the first time to a conference of the ASD in Staufen/Germany. I became a member in 1998 in Hoenderloo/The Netherlands. My sponsors have been Leif Alken, Adriaan Bekman and Alberto Barros. After becoming a member Adriaan asked me to take over the finance administration of the ASD. And I am doing it up to now.

In 2011 I've been asked by Adriaan to become a member of IMO. For 10 years I worked there together with different colleagues including Hans Ruijs, who became a member of the ASD together with me in 1998. After this period, I decided to leave IMO and to found an own network company together with 3 other colleagues. Our name is 4LP – Four Leadership Partners (www.4lp.eu). Our consulting and coaching are based on the Lievegoed impulse and the anthroposophy. We are strong connected, doing research for our concepts and work together with our different skills and complement each other at client projects.

In the years 2000/2001 I followed a training in Munich to become a quality auditor for the social and educational sector at SocialCert – a certification company in Germany founded by people connected to the GAB in Munich. After working as auditor for several years, I've been asked by Stefan Ackermann in 2013 to become the managing director together with him next to my consulting work.

From 1999 until 2008 I was a member of the supervisory board of Lievegoed Zorggroep, a Dutch anthroposophical organisation for psychiatry, aid for drug users and therapeutic

pedagogy. Since 2021 I am a member of the supervisory board of a Waldorf School in the western part of Germany.

I am experienced in organisation development and business improvement for service companies, administrative departments, healthcare, schools and the construction industry. During the last 32 years I worked in a lot of different companies in these branches, often with the task to improve the work processes and to develop quality issues. My approach is to connect the improvement of the processes and the structures with the learning processes of the people, to create sustainable changes in the client organisation. Therefore, I also work on leadership and cooperation in the client company.

I live in Germany near Düsseldorf together with my wife Birgit. Our daughter is studying medical science in Hamburg.

It is a great honour for me to serve our ASD-community as member of the Facilitating Group during the next four years.

ABOUT BEING A SPONSOR FOR APPLICANTS

It's a pleasure and a responsible task being asked for sponsorship by an upcoming applicant. We kindly remind sponsors and applicants of the guidelines for sponsorship as written in our policy.

It is a good read of 8.2 of our policy: pages 8 & 9. You find it in our next cloud under *shared files/ASD-Matters//policies/ASD Policy version 8.pdf*.

These two pages allow us to care together consciously of our clear and warm policy.

Besides that, we recommend the sponsors to consider their capacity to actively support the applicant through the process as it includes working together.

We ask you kindly to pay special attention if you are considering being a sponsor for more than three applicants: it may be too much of a good thing.

NEW MEMBERS

The following new members will be welcomed on Wednesday in an afternoon ceremony:

- Fernanda Mendes
- Magali Müller-Peddinghaus

MEMBERS WHO STEPPED OUT

- No one

POLICY CHANGES

We asked you in our autumn report 2025 to comment on the change to our policy article 5.1 by the end of December. There were no comments to this policy change. So we have included these changes in an updated policy version 9.

Since 2009 we have set up a foundation in the Netherlands, ASD Trustee Foundation (Trustee). This Trustee has received from the members of ASD the money in trust. All the members signed for that at that time. The foundation form of the Trustee was necessary to open a bank account.

The Trustee should be seen as the organization that manages the flow of funds.

So, the Trustee sends cost allocations on behalf of ASD to enable ASD (read FG and HG) to organize the conferences. The Trustee does not organize the conferences and other activities itself. This division of roles should be clear.

As described in the explanatory notes regarding this change, we submitted the articles of association for review to a notary familiar with Dutch corporate law. She recommended

making minor adjustments regarding the appointment of a new board in the absence of the old board. As a result, the articles of association now comply with the requirements of an upcoming legislative change in the Netherlands effective July 1.

As a result of the policy change, the FG is no longer the board of the ASD Trustee, but one member of the FG, together with two other members of the ASD.

The board's role is to facilitate the ASD's activities by effectively managing the funds available for that purpose. The board carries out this role on behalf of the FG and in close collaboration with the treasurer, and oversees this process.

Effective July 1, 2026, the board members of the ASD Trustee will be: Ron Henkes (FG), Christine Dietrich (member), and Hans Ruijs (member).

ASD 40 YEARS

Our ASD was founded in 1987. So, the ASD will celebrate its 40th anniversary in 2027. To get us in the mood for this event, the FG has entrusted Joachim Ziegler, a long-standing and dedicated member, with the following mandate:

To design a resonance process leading up to the conference in 2027 that will involve all members and applicants.

The leading questions will be::

- Where do we come from as ASD?
- Where are we now?
- Which image of the future of the ASD do we carry in us?

This process will be designed and managed by Joachim with 2-3 other people of his choice

The essence of this work will be evaluated with the FG and presented at the conference in '27. We are very pleased that Joachim has accepted this mandate and we wish him and his colleagues much good and inspiration for this task

FUTURE VENUES

In 2027 the ASD will meet in Brazil, from 22 till the 27th of May.

After an eight-year hiatus, we are very much looking forward to returning to Brazil. We see this as an opportunity to connect with a new generation of interested people that shares our impulse, and to reconnect with our friends in Brazil, to whom we feel deeply connected.

Of course, we are aware of the rising travel and accommodation costs caused by the turmoil in today's world, and we are concerned about this. The HG is doing all efforts looking for a place which fits our needs in the best possible way.

On Saturday 6.6 the Brazilian Host group will present this venue to our community.

The FG is awaiting your offers to host future venues. Please get in contact with one of us to update on your offer or make an offer for 2028, 2029...!

See you soon!

Warmest regards,

Hans, Alejandra, Ron and Margit