

FROM BEST TO NEXT PRACTICE SYMPOSIUM,  
SAMSOE, 18-20 SEPTEMBER 2013

**Reinventing the Commons**

 **COMMUNITY**

**A STRONG, SUSTAINABLE AND RESILIENT COMMUNITY MUST  
SHARE A LOCALITY, AN ACTIVITY, AND A MENTALITY.**





## About the Academy

Samsø Energy Academy gathers and communicates the experiences from Samsø as Denmark's renewable energy island. The transition took ten years (1998-2008) and was realized through widespread community ownership. 90 percent of the 21 wind turbines are owned by local citizens.

The Energy Academy is an association with 10 employees working on local, national and global energy projects. Samsø's vision is to become independent of fossil fuels by 2030.

The Energy Academy also functions as a meeting place and a conference venue when the local citizens, companies, researchers, politicians etc. discuss renewable energy, energy reduction and new technologies.

Every year, two thousand children and young people visit the island with their class to learn about the Samsø story and renewable energies. The academy has five thousand visitors from all over the world each year.

## About the building

The building (643 m<sup>2</sup>) is designed by Arkitema to meet a number of broad ecological building principles and guidelines and built by local craftsmen.

It boasts an agreeable indoor climate with natural ventilation of the many work stations and large rooms. It uses rainwater to flush toilets. Its walls and windows are highly insulated to minimize energy consumption, and the building is heated by the local straw-based district heating plant. A small thermal solar system delivers hot water and is designed to facilitate sustainable exhibition.

All electric appliances are A+ class energy savers. Electricity is supplied by roof-integrated PV solar cells and by the public electricity grid, electricity which is for the most part delivered by the island's wind turbines.

**Dear reader,**

This publication is about Samsø Energy Academy's symposium "From Best to Next Practice". The first symposium was held in 2011, and the next will be held in 2015. Read more about the Academy at [www.energiakademiet.dk](http://www.energiakademiet.dk)

## Facts about Samsø



Area: 114 km<sup>2</sup>, of this:  
20 % preserved  
8100 ha cultivated, of this:  
800 ha with potatoes  
600 ha with berries and vegetables

Population: 3844  
Inhabitants per km<sup>2</sup>: 34

Length: 28 km  
At the broadest: 7 km  
At the narrowest: 500 m

Total stretch of coast: 120 km

Highest point: Ballebjerg 64 m

Largest city: Tranebjerg

Denmark's renewable energy island  
100 % CO<sub>2</sub> neutral

3 straw fired district heating plants  
1 solar and woodchip fired district heating plant

11 land-based wind turbines of 1 MW  
10 offshore wind turbines of 2,3 MW



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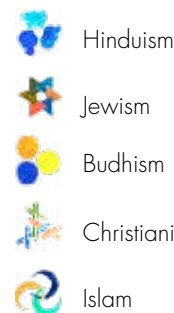
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Hinduism

Jewism

Budhism

Christianity

Islam

The illustrations that were used as visuals on the invitation to the "Next Practice" symposium 2013 are the sustainist symbols of the five large religions. Malene Annikki Lundén drew the symbols inspired by the idea in the book "Sustainism is the New Modernism" by Michael Schwarz and Joost Elffers to remind us that belief is part of the game. We cannot change behaviours, but we can change beliefs.



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### Commonities

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**LOCALITY.** We must share a locality. Community power and local development is only possible in “commonities” (commons + communities).



LEONARD COHEN, "ANTHEM":

**FORGET YOUR PERFECT OFFERING  
– THERE'S A CRACK IN EVERYTHING,  
THAT'S HOW THE LIGHT GETS IN**

LISTEN!

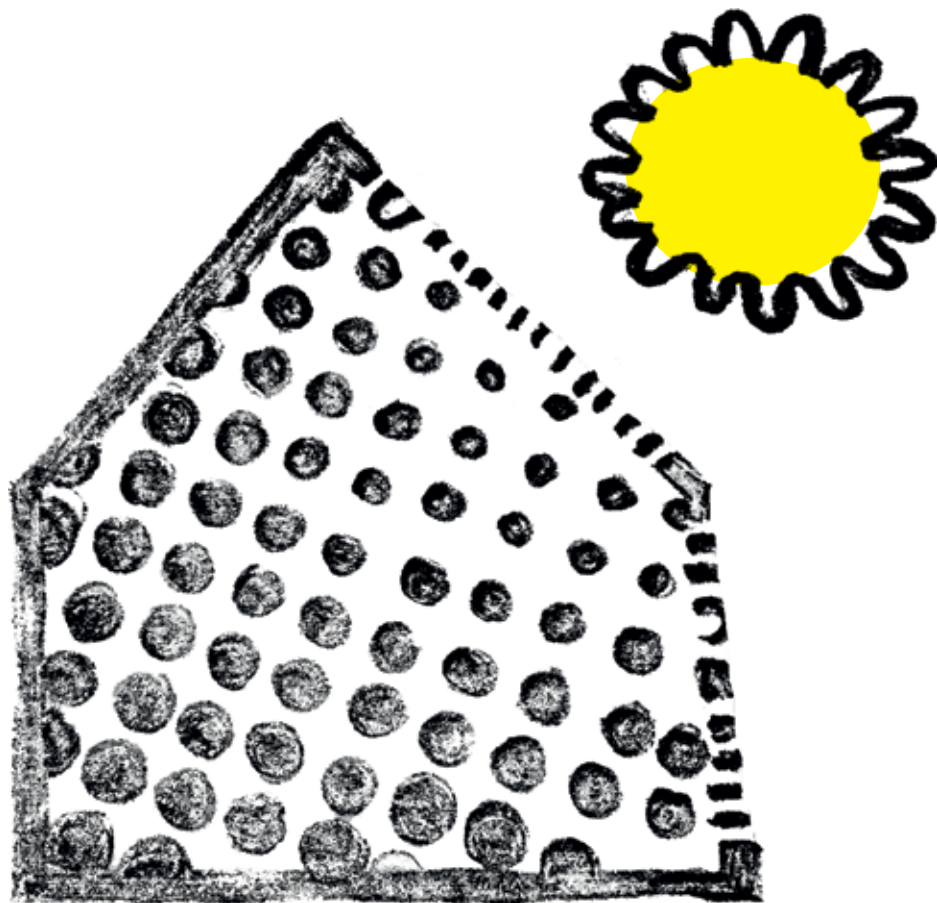


ILLUSTRATION OF PASSIVE HOUSE: MALENE ANNIKKI LUNDÉN

## Reinventing the commons

Local development demands a sense of community, loyalty and empathy between the thinkers and the doers. Reworking local democracy and decisionmaking and strengthening the engagement in and ownership of future solutions in the local community are important steps in going from best to next practice. At the Energy Academy we continuously need feedback and feedforward from our local community and from our national and global network in order to make sure that we are on the right track. The "From Best to Next Practice" symposium is all about that. We think that sustainable development must be spread to more sectors, businesses and areas of society. We need everybody to succeed – and we must work on both the hardware and the software to do that.

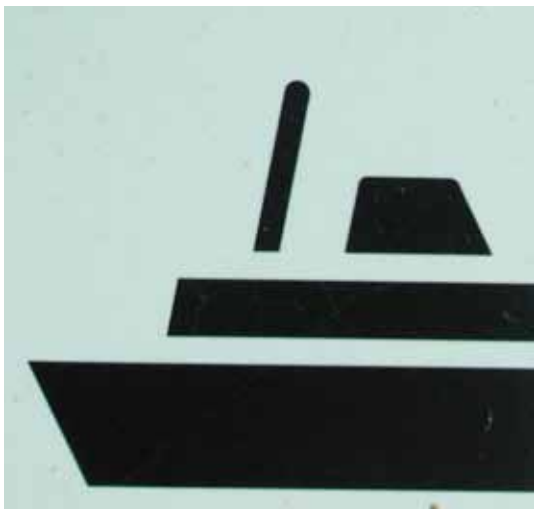
"Samsøe 2.0" is our headline for our present plans until 2030 when Samsøe will be independent of fossil fuels. This will take a lot of effort from the local community as well as our partnerships. We have to do things in new ways and take risks. In the hunter and gatherer society we sat down around the campfire eating and talking. What we are trying to do here is to make a modern campfire where we can invite different stakeholders working on the same visions and goals as we are.

A commons is something people connect to. It's a place where you feel you can contribute – it's about giving and receiving. Redefining the commons in a modern context is difficult, and our approach here on Samsøe is pragmatic rather than idealistic. There is no such thing as a stable commons, so we have to keep on creating small joint connections that will work with us on securing the commons of the future. To do that we need a neutral place with an open mind and structure as the Energy Academy. In the next phase for Samsøe we will have to become smarter when it comes to our energy consumption, and we need to show the world how to make this change – not least when it comes to organising a sustainable local society.

This year's "Next Practice" symposium, which is our second, has confirmed our strategy. The output we gained from the conference is even better than what we achieved with the first one in 2011. The symposium is a market place for new ideas, new relationships and ongoing partnerships, and it helps us realise our next steps. With our deepest thanks to everyone in our global and local network – and not least to the ones of you who joined in this year. Thank you for your participation and time, and we hope you'll enjoy this magazine!

Your hosts,  
Søren Hermansen & Malene Lundén, Samsøe Energy Academy





# Start with belief

**We can't change behavior, but we can change belief!  
Building shared beliefs is part of our success at Samsoe,  
and that's also what the "From Best to Next Practice"  
symposium is about.**

BY MALENE LUNDÉN, FACILITATOR AND  
PROJECT MANAGER COMMUNICATION AND  
EDUCATION, THE ENERGY ACADEMY

The idea behind the Next Practice symposium is education and learning. How shall humanity move on, renew itself and keep up the spirit when facing the transformation to renewable energy? What does it take for the next generations to be able to manage the commons? What choices are crucial for us to take in order to lead lives worth living? How can we share our knowledge with the rest of the world?

UNESCO is leading in the education for sustainable development and it has the responsibility to monitor and evaluate this work globally. In its latest report on the UN Decade of Education for Sustainable Development (ESD), "Shaping the Education of Tomorrow", it is summed up:

"ESD is emerging as the unifying theme for many types of education that focus on different aspects

of sustainability. ESD is increasingly perceived as a catalyst for innovation in education. Boundaries between schools, universities, communities and the private sector are blurring due to a number of trends. ESD is often at the heart of new creative multi-stakeholder configurations involving these ESD-stakeholders. With the challenge of sustainable development as considerable as ever, recognition is growing that technological advances, legislation and policy frameworks are not enough. These need to be accompanied by changes in mind-sets, values and lifestyles, and the strengthening of people's capacities to bring about change."

The intention with our Next Practice symposia are to employ and develop alternative methods to learn and educate and to share knowledge about the software needed to create sustainable societies. With the Energy Academy as a platform Samsoe has

12 years of experience with local development, community power and energy democracy. We have explored and developed new concepts through our professional skills, and the use of pre-sensing arenas (presense and sensing) in order to be able to implement the changes, make the investments and harvest the lowest hanging fruits. The transformation that has taken place on Samsoe since we won the competition in 1998 to become Denmark's renewable energy island has given us a solid knowledge and practical experience concerning what it takes. This is our stepping stone for the next steps which we have already begun to take. This is the reason why we call our line of global symposia "from best to next practice."

Every second year we will host the symposium and invite our global network and partners to participate. We aim to each time invite 40 percent new contacts and lines of business that can support the interdisciplinary work we do and create new business opportunities. The purpose of the symposium is also to get feedback on our work from the outside in order to learn if we're walking the right path and to see if what we do can also be applied elsewhere in the world.

At Samsoe Energy Academy we have many different on-going and ad hoc projects, and we want to keep on track to fulfill our purpose as defined and described in our regulations. The academy is a project house, and we're a self-governing institution with a professional board.

**Testing and improving our strategy**  
The symposium "From best to Next Practice" is one of the legs of the chair we're sitting on at the Energy Academy. In business language you would call it a strategy. We often borrow new professional terms from other lines of business, and the "2.0" is borrowed from the IT business. 2.0 is meant to illustrate that we are taking the next steps in transforming Samsoe to a sustainable society. These new steps include a high awareness of how the individual is engaged. Every citizen needs to know the history and be aware of how the projects we work on at the Energy Academy can contribute to the future of Samsoe.

Our strategy 2.0 is soon to be found on our home page, and we are continuously working with the strategy in practice. This means that there is no final version. You can read more about this in the article "Samsoe 2.0", written by our manager Michael Larsen (page 18-19).

In 2012 we developed the first edition of the part of our strategy related to the EU as part of a competition with 63 participating countries. Who in the EU had the best strategy on different parameters, who could describe the best case in Europe? The Energy Academy won the **Manage Energy Award**.

The concept "from best to next" is a metaphor we use both internally and externally to stimulate the individuals in our local community and in our global network. Samsoe is a hundred percent self-supplied with renewable energy, but the journey doesn't stop



here. All of us who live and work on the island must continuously improve and optimize what we do in order to create a sustainable community where we can live the good life – and show the world that this transition is possible and positive.

The core of the Energy Academy's work is to be in dialogue with the stakeholders around us. The local citizens and community are of pivotal importance to justify our survival, our continued existence on the island. It is a mix of the competences at the Energy Academy and the local entrepreneurs that enables us to reduce our energy use and implement new systems. You can read more about the purpose of our work in our regulations.

### **Why we do conferences**

What is it that we – the citizens of Samsøe and the Energy Academy – have been able to do on Samsøe? When people ask us how we did it, we usually say: "By doing it!". Samsøe is now producing more energy than we use, and we export energy to the mainland. We have invested 440.000.000 DKK in this transition. 70 percent comes from the citizens of Samsøe while the rest is national and EU funds.

During the latest years we have become still more aware of the different parts of this transformational project. We now see a strength in splitting things up and working on more than one path. Our new exhibition at the Energy Academy illustrates this. In the past we became Denmark's renewable energy island, in the present we're working on Samsøe 2.0, and in the future – by 2030 – we

will be independent of fossil fuels. All this work is behind the concept "from best to next" which – besides the technological hardware – also includes a lot of software.

In this work it is important to pick the lowest hanging fruits, and this is the main reason why we're also working in Japan, the United States, the EU as well as in Denmark. That's also the reason why we host the conference "From the best to the Next" every second year on Samsøe. The title as and the honor of being Denmark's renewable energy island is a reality, and the Energy Academy and the municipality of Samsøe are continuously developing and implementing new energy solutions that reduce the use of energy in the long run. During our years at the Energy Academy we have learned that a part of our daily job is to communicate with and facilitate all the thousands of guests who want to visit the island and the Energy Academy, some of whom also want to participate in workshops and conferences. This means that our focus today is on the "how" part of the equation and on the concrete tools that are important for the transformation of society today – "the software", with another borrowed word from the IT world.

### **A software developer**

Communication, language and symbols must be investigated and improved together with the local community and in accordance with the Energy Academy's vision and intention. The Energy Academy's way of seeing the world must be visible. We are not only experts, we are also ex-

perimenters and modern generalists. We need the engagement from every single individual, everyone should be heard. In our experience, all groups, also those who do not know a lot about energy transitions, can provide valuable insights into how we manage the change. We also know from experience how important it is to get everyone on board.

The Energy Academy works with people from all levels of society, and we need everybody to join in if we are to succeed. At Samsøe we have created an energy democracy where the local citizens have ownership and responsibility. If we are to change behaviours, the atmosphere, psychology and action must be integrated in our approach. Choice awareness is an important part of our work, and I teach the two thousand pupils who every year visit the Energy Academy that the existential and individual choice is a precondition. Changing belief comes first. Choice awareness is important for all actors in the sustainable transition, no matter whether we're talking small or large scale energy changes. We believe that our model for changing beliefs – and behaviours – can be used in many parts of the world. Japan is already doing what we taught them, and their experience is that ownership makes a difference.

Our vision is that everybody should be able to go along and join in on the development based on free and individual choice. The Energy Academy is continuously working with both the hardware, including the economic element, and the software of sustainable development and education. It is

crucial that what we have done and what we do can be measured in the form of resource plans and practical implementation of approved technological solutions.

### **More bottom lines**

It is not only the bottom lines that are measurable at the moment which are important. Many aspects are hard to measure and therefore hard to make visible to the naked eye.

Many different nationalities and cultures in our network have asked us about the way we work and what it is that makes it possible to create so trustful setups and go new ways. How did we get the local population to invest a lot of money in the transition to renewable energy? How can a society that is fairly conservative have the courage to act and invest in the future, not only for their own sake, but also for future generations? What kind of leadership is necessary to do this?

This year's symposium has already given us a great yield in the form of new project applications, and it has confirmed that we need better digital platforms for exchanging experiences and knowledge between disciplines, skills and competences. "From Best to Next Practice" is setting a new and necessary agenda. It is in the relationships between people that togetherness, leadership and ownership flourish. New commons are what we need in order to motivate the faith that we can actually change and reduce our energy use. It's about changing beliefs, not behavior – in the first place.

# Samsøe 2.0

BY MICHAEL LARSEN, MANAGER, AND  
SOEREN HERMANSEN, DIRECTOR,  
SAMSOE ENERGY ACADEMY

Samsø is the place where sustainability within renewable energy and energy conservation has been achieved in practice – and with great success – through the cooperation between citizens, private businesses and the municipality in concert with the Energy Academy. Samsøe's current goal is to develop into an even more sustainable community independent of fossil fuels such as diesel and gasoline. The Energy Academy and the Municipality of Samsøe are collaborating on this vision of Samsøe as Fossil Free Island 2030. This development has to be accomplished through local anchorage and in cooperation with the island population. Change has become a condition of life on Samsøe, where improvements of the local way of life take place every day in order to secure development and avoid dismantling.

## **Mission and vision**

The mission for the Energy Academy is that we will continue to succeed in practice with our projects within the areas of sustainable development and community improvement processes. We will only succeed if our collaborators have the courage to think differently.

Our vision is that the Energy Academy will be a shared meeting place for sustainability and community improvement – locally anchored on Samsøe and with a regional, national and international development perspective based on relations between people from all over the world.

## **Strategy 2.0**

The employees together with the board are currently working on a Version 2.0 of the Energy Academy. The focus is on our role for the future, and we take as our point of departure Samsøe's overall transition to a sustainable society. The starting point of the Energy Academy's work is the

**Our vision is that the Energy Academy will be a shared meeting place for sustainability and community improvement – locally anchored on Samsøe and with a regional, national and international development perspective based on relations between people from all over the world.**

knowledge and the experiences we have collected through our national as well as international collaborative projects concerning sustainable development.

Samsøe Energy Academy will continue to work with partners locally, regionally, nationally and internationally within the three focus areas Fossil Free Island, green education and satellite islands and cities – with our partnerships as the glue that keeps it all together. Our overall object is to further develop our collaborations on education and development within energy and climate with a focus on sustainability. The goal is to communicate and promote the Academy's work and collaboration processes and contribute to the creation of new knowledge and development - for the benefit of our own local community and other local communities.

A large part of our work is to pass on information about our initiatives and results both to the population of Samsøe and to our many guests and visitors

at home and abroad. In addition to that, the Energy Academy participates in national and international events and conferences while also hosting an array of events on Samsøe.

On the next page you can find examples of ongoing and current projects within our four primary areas of action.

## THE ENERGY ACADEMY'S FOUR PRIMARY AREAS OF ACTION AND EXAMPLES OF PROJECTS

### **Green education and communication**

With support from the Danish Energy Foundation the EA teaches about 2000 schoolchildren and high school students about renewable energy, biomass and sustainability in the Energy Camp and Energy Safari yearly.

The project "Nighthawks", which is supported by the EU, is about teaching store owners to use less electricity, since store owners are usually less conscious of their energy consumption than private home owners. In addition, the EA develops and facilitates local events and conferences such as "From Best to Next Practice".

One last project to be mentioned here is the "Development to Dissemination" (D2D) project, which is about collecting and disseminating 10 inspiring and positive stories or values from Samsøe which will make other people think: "We have got to have ourselves one of those!"

### **Satellite islands and cities**

With the purpose of exchanging knowledge and experiences the EA participates in an array of networks and collaborations which seek to further the use of renewable energy. The EA is, among other things, involved in the EU project "Smilegov", a network of about 100 islands in Europe working on the sustainable transition.

Refshaleøen (the Refshale island) is another example where the EA is a sparring partner in the development of a masterplan for the island. The work involves establishing a green

embassy where the local population and various networks can meet.

### **Fossil Free Island**

The Fossil Free Island project consists of a number of smaller projects. Among other things, the EA has received financial support from the Ministry of Climate and Energy in order to function as a secretariat for Samsøe in the transition towards becoming fossil free.

When it comes to projects, a few should be named: the EA is working together with Grundfos on a project concerning their new A-pump which reduces energy consumption; five of the island's big farms have joined a smart grid project; a project is exploring Samsøe's transportation network and the barriers to adoption of electric vehicles; and a project concerning carbon balance, supported by the VELUX Foundation, has just been completed.

### **Partnerships**

#### **– locally and internationally**

Local and international partnerships are absolutely central to the EA's work. Apart from the ones already mentioned, the EA is co-operating with the European City of Culture 2017 on the city's environmental footprint, with the University of Aalborg on research, and with Region Midtjylland (Region Middle Jutland) on all 19 municipalities' climate action plans and energy balances. Furthermore, the EA takes part in partnerships with different actors all over the world.





# EU local

## About saving or not saving CO2 quota, about Danish farmers being the top students in the climate class, and about running as candidate for the EU parliamentary election in 2014.

A report from the EU-themed open meeting at Ballen Badehotel, an event supported by INFORSE-Europe and Europeanævnnet. 45 people, both Samsøe citizens and guests from the "Best to Next Practice" symposium, showed up and listened to three short presentations from Gunnar Boye Olesen, coordinator of INFORSE-Europe, Marcel Meijer, the local candidate for the European Parliament, and Henrik Øster, chairman of the farmers' union on Samsøe.

### The NGO's point of view

Soeren Hermansen, Director of the Energy Academy, bid everybody welcome. He first gave the floor to Gunnar Boye Olesen, INFORSE-Europe. Gunnar went through a brief history of EU energy policies since the Brundtland Report in 1987. Already in the 70s Denmark had car-free Sundays where children enjoyed the reduced traffic on the roads. Later, the Brundtland Report was very influential, and Denmark made a sustainable energy strategy following the report. In the 1990s in the EU, it was discussed whether CO2 should be taxed, but the countries could not agree.

In Denmark our national strategy, Energy2000, included proposed requirements for the energy efficiency of products. This was not allowed by EU that could not accept national restrictions of products in the EU internal market. Instead, the EU made the SAVE program with no energy efficiency requirements, and at the same time, the EU introduced energy efficiency labels for the consumers to know which energy-friendly products to buy. While we were sceptical of the soft proposal from the EU concerning the labelling of white goods from energy class A to G, the Danish consumers began to buy A-labelled products and thereby saved substantial amounts of energy.

After the EU's approval of the Kyoto Protocol in 1997, the EU made a new climate change policy including proposals for stronger energy efficiency requirements. This became the Ecodesign regulation. Now many products such as TVs consume a lot less energy today compared to before. With the climate program in the late 1990's the EU also started developing the quota system. In the first phase the countries decided for themselves

### Get closer to Europe!

Samsøe Energy Academy and INFORSE Europe invited the local island community to a meeting about the EU. It was the night before the "From Best to Next Practice" symposium, so international guests were present as well. The meeting was held in Danish.

## Kom tættere på Europa!

*Der er snart valg til Europaparlamentet.*

Samsø Energiakademi laver i samarbejde med INFORSE Europa et borgermøde om EU.

Oplæg fra EU kandidat Marcel Meijer, Gunnar Boye Olesen og Henrik Øster.

Klokken 20.00 til 21.30  
den 18. september i cafeen på Ballen Hotel.

Ordstyrer Søren Hermansen

*Projektet er støttet af Europeanævnnet*



how many CO2 quota they needed. This gave windfall profits for some companies that got more quotas than needed and could sell them. This in turn created a bubble of unused quota which made quota prices fall to a level where, today, the quota are unable to regulate CO2 emissions.

At the moment, the system is getting updated, which means that the quota are not released as fast as previously planned. Recently, the European Parliament has given its support for the extraction of 900 million CO2 quota from the market, but the Parliament also decided that there should not be an update of the overall framework of the quota system, and that these quota can be put back on the market again later "creating new surplus in the future", said Gunnar.

In the following discussion many questions are raised and comments made from the locals and the symposium participants. Soeren asks Gunnar about his expectations of EU's green leadership and whether countries like Japan and the US can learn anything from the EU. Gunnar answers: "We should be able to become green leaders, but the quota system doesn't fit in. As it is today, all the energy we can save, we don't have to import, and that's why we in the EU have a greater interest in saving energy than the energy producing countries have."

### The farmer's point of view

Soeren points to the fact that it is costly to take leadership and be innovative. After the lively discussion, he

calls on Henrik Oester, the new chair of the board in the local farmer's association, to speak.

"I'm just an ordinary farmer," Henrik starts by saying. "When my mother read in the local paper that I would be speaking on behalf of the farmer's association, she said 'what do you know about that?' But I do have an opinion about the agricultural policy of the EU. Many people think that the EU is so complex and so far away, so I think this meeting is good."

Henrik explains about the latest agricultural reform and the new EU rules. He complains that Denmark does not have a say about farming in the EU even though we are the green guys in the climate class and stick to all the rules. "It's expensive to be innovative", he states. Denmark is the country in the world which produces the food with the lowest climate imprint – and our CO2 emissions have gone down 23 percent since 1990. It is important that production, research and innovation go hand in hand. "We need all three", Henrik says.

#### **The local politician's point of view**

The last speaker at this EU meeting is Marcel Meijer, who is a local islander running as a candidate for the European Parliament in the 2014 election. Marcel says: "I have lived on Samsø since 1992, but I was born and raised in the Netherlands so I really don't have this nationalist feeling – I'm a European citizen. To me, the EU is a peacekeeping and cooperative project. I was elected to the local municipal council here on Samsø and I am vice mayor, and when I travel

around Europe the conversations are always about how Samsø successfully managed the transition to renewable energy. It is an amazing role to be in as a politician. I have to say that this transition has probably been easier to achieve in Denmark because our green taxes make renewable energy cheaper. But with the national government's new growth plan it no longer pays to save energy, and as a social democrat I am not proud of that. We need to become more competitive, so instead of lowering our green taxes we should change the electricity prices in the EU."

Marcel does not think that we should be in competition with one another in the EU with the result that we end up with lower electricity prices. We should be working for lower prices on electricity all over Europe. At the same time, we should work for higher wages all over Europe because salaries are much lower in most other parts of Europe. He explains that Samsø has a canning factory but that beetroots can be bought in a discount supermarket for less than 1 euro. After VAT there's 0,75 euro left, and out of this amount the farmer has to be paid to sow, harvest, transport, peel, cook, put on glasses and transport the product to the supermarket. In Germany and Poland this can be done cheaper because the salaries are lower. We can't compete with this. Therefore we must work to raise the wages all over Europe.

Many of the locals as well as the symposium participants took part in the dialogue about the EU while eating tapas and enjoying a glass wine.

## **AN EXTRACT OF A DIALOGUE AT THE MEETING – ABOUT FOOD PRODUCTION**

### **Henrik Oester, chair of the local farmer's association:**

We should keep production power in Denmark.

**Guest:** If people in the local areas produced their own food, we would also see a culinary development.

**Henrik:** It's not possible to produce food everywhere in the world. Denmark is a good place to produce food. Denmark has a great reputation and we export food to China and directly to Hong Kong.

**Guest:** Do the farmers tell the story about being the green guys in the class? The consumers must be interested in that story.

**Henrik:** When it comes to telling our story, there is definitely room for improvement. I also think we should put a Danish label on our products.

**Guest:** There might be a level of external transparency, but what about transparency internally? If we in Denmark actually understood that we are very good at producing food, maybe we would learn to buy products produced at home.

**Henrik:** That is what we are trying to do, and people are spending a lot of money on that at the moment. But the big supermarkets have a capitalist mindset, and they keep lowering the prices we get for our products.

# From best to next practice

**We need both best and next practice if we are to transform into a sustainable society, and that's why we can't only focus on the hardware.**

BY GITTE LARSEN,  
FUTURIST, HOUSE OF FUTURES

Best practices should be shared and spread so we can learn from each other, but best practice is also always a solution developed with yesterday's hardware and software.

There's no doubt that Samsøe and the Energy Academy have shown the world that it is possible to shift to renewable energy, and many communities and countries all over the world still have to do this by picking the lowest hanging fruits. Next practice is about reaching for the highest hanging fruits, and on Samsøe this is, among other things, about becoming independent of fossil fuels by 2030.

Moving from best to next practice is inevitably a challenging move. What does it take and what is needed – not only in the technological realm, but also in the economic, political, social and cultural worlds. How can societies and communities really move forward? As Arne Remmen, professor

in planning, Aalborg University stated in his speech, we have the knowledge and the techno-log, that is the hardware, but we still lack the software.

Exchanging knowledge about and developing the software part is a main activity at Samsøe Energy Academy. The Next Practice symposium is about networking, about sharing initial findings about next practices, about choice awareness, personal and organizational roles and responsibilities, about communicating stories and positive thinking, and not least learning about local development in a holistic way.

## **The best and next agendas**

A way of looking at the two kinds of practices is to divide them into the "fundamental" and the "winning" agendas. They are agendas that share a goal or a vision of the world but are based on different kinds of mindsets and actions. The fundamental agenda can be described as an agenda concerned mostly with increasing the

resilience of society while the winning agenda is primarily about a perhaps utopian vision of a sustainable society. However, it's not that simple.

These agendas are never static, and what is on the winning agenda today may be on the fundamental agenda in the future. They complement each other because we always need to change things for the better. If you're only operating on the fundamental agenda and focusing on best practice you will lose in the long run. If you only focus on the winning agenda, you will lose, too.

The work done by actors operating on one or both agendas is equally important, and the two approaches need to be joined. To achieve this, we need a lot more cooperation between the natural and social sciences, between science and people, etc. We need more interdisciplinarity.

## **The time is now!**

We need to focus on the winning agenda for a while and lead from the future that emerges, as Otto Scharmer, Senior Lecturer at the Massachusetts Institute of Technology (MIT), and founding chair of the Presencing Institute, writes about in his new book "Leading from the Emerging Future". The winning agenda – or the software part of sustainable development – is what we need to take the next steps.

The concepts of the fundamental and the winning agendas are developed by futurists Steen Svendsen and Gitte Larsen, House of Futures, adapted to best and next practices here to develop further, with inspiration from a workshop held during the project "In 100 Years – starting now". [www.in100y.dk](http://www.in100y.dk)

## THE BEST AND NEXT AGENDAS

### **The Best Practice agenda is about:**

- Green economy ("reduce bad")
- One bottom line (profit)
- Competition
- Probably and possible futures (resilience)
- Being reactive (past and present oriented)
- The short run, and end-based results
- Top down and outer perspectives
- Quantitative measurement, e.g. behavioural change
- Mechanisms
- Statistical "communities" (categories like gender, age, education, nationality etc.)
- Hardware (knowledge, technologies etc.)

### **The Next Practice agenda is about:**

- New infrastructure ("do good")
- Many bottom lines (higher purposes)
- Cooperation
- Preferred futures (sustainable)
- Being creative (present and future)
- The long run, and process-based results
- Bottom up and inner perspectives
- Qualitative measurement, e.g. changing belief, mind shifting
- Organisms
- Natural communities (real people and real places, a common)
- Software (socio-economic and cultural factors etc.)



# What does it mean to be human?

**Transformation – or development – is a natural part of our on-going life at this planet. But what does transformation look like in the future? Next practice is a transformation that is taking place between spiritual openness and new igniting and generating fields. And part of this change is reinventing what it means to be human – today and tomorrow.**

BY ELSE MARIE KAASBOEL,  
MAG. ART. IN THE SCIENCE OF LITERATURE  
AND ASSOCIATE PROFESSOR IN PEDAGOGY

Transformation has been a driving concept in modern development, but perhaps the challenge now is to understand and conduct transformation in radically new ways. One may say that we need to transform the very idea of transformation.

## **What is transformation?**

Transformation can be seen as an important medium for profound change, but where transformation until now has been understood in evolution-

ary ways, aiming towards improving adjustment or perfecting realization, transformation now appears to be a forced reaction to discomfort or a psychological irritability. Today's form of transformation is as globalized as the consumer and revolves around blind competition for material goods and financial gain. Economic growth without foundation and purpose has been made the driver of an undescribed development and an unimagined realization.

It is a point zero which may be critical, but which may also be treated as a potentially constructive invitation to radically alter our

understandings of transformation. It is not so much a matter of establishing new visions as asking questions about the purpose of and the way we cope with transformation.

The rational mentality, which is the foundation of our modern culture, has introduced an idea of humanity and being human through the realization of the nation state as a political-ideological project and through the form of the institutionalized practices related to the nation state, that is our law, democracy, institutions, etc.

But how can we move on from here, when we begin to sense that the world as we knew it no longer exists and business as usual is never coming back. How then shall we realize humanity and human potential?

## **The humanistic idea is changing**

The foundational humanistic idea together with the practices of management in not least the public sector, are rapidly changing. It's not only the nation state but also the very form of management and its value system. We are witnessing the decline of the welfare state and the weakening of the nation state in a globalizing world where the sovereignty and power of nations are fading. Instead we see ideas of the competitive society and New Public Management or Governance, conducted in centralized management and manifested in regulations related to regional, supranational and global agencies.

It is our constitutive narrative of human existence and our basic – local-life conditions, which are now being suspended. It is a situation,

which is not easily solved with new visions, because it is not possible to define probable and meaningful narratives at present. We are still so much under the influence of our present ideas and views and that makes us unable to think differently and innovatively. It would be naïve and wrong to believe that we are able to formulate visions, which can constitute new paradigms and new cultural development at present. Again, the point is that we need to rethink how we cope with transformation and what it will be in our future.

## **Establishing new igniting fields**

Therefore, the actual task for everybody engaged in societal development is not primarily to find new narratives or visions, but rather to focus on transforming our very idea of transformation. This is not a matter of making a change from or to something different, rather, the task is to find constitutive fields, which can generate new forms of transformation. Rather than wishes or goals for transformative processes, it is necessary to work with frames in which new structures and forms can generate and manifest as outlets for dynamic interactions, processes and inspirations.

Goal-set visions may be powerful, but they are also vulnerable to the unexpected and difficult. Furthermore, such visions are typically strongly determined by the prerequisites which have caused the need for new visions – thereby leading to problem solving rather than innovative approaches.

## **“It will be naïve and wrong to believe that we are able to formulate visions which can constitute new paradigms and new cultural development.”**

Therefore, the present challenge is to develop the ability and the competence to define constitutive criteria, which can contribute to the establishment of igniting and generating fields. These fields must be dynamic, open-minded and “open-hearted” fields creating room for new approaches and processes that allow significant meaningfulness. In other words we need to reintroduce the core question about humanism: What does it mean to be human, and how do we develop human qualities? How can being human and humanity be understood in relation to nature and the social contexts we are part of? What is our human potential and responsibility in this larger perspective?

This is the constitutive or igniting questions about “Being” and “Becoming”, calling for new understanding in cohesive, holistic and spiritually inspired forms.

### **Openness and goal-setting**

If we define the present need as the need to initiate constitutive rethinking about the human being and becoming, the task is to establish forums for generating, imagining and exchanging such views. There is a need for profound, slow and complex explorations, and we need to create processes in which new images and ideas may form.

In our time, the rapid tempo and the global mass society have such an

impact on us that it may be hard to find space for this kind of generating forums and processes. Therefore, it is necessary to consciously create awareness and competences to define and establish constitutive fields as both individual and common project forms which can contribute to the development of new basic understandings. It is a double-sided task as, on the one hand, it has to be aimed towards a historically and ideologically adequate idea about being human, while on the other it must be focused on preparing the criteria and the structure of such a generating and, in the positive sense, visionless project.

It is a duality of openness and goal-setting, which has to facilitate a radical and all-encompassing transformation. In this formulation it is an abstract, unwieldy and idealistic claim, but it is also very concrete as it confronts us with the need for such generative work in many areas of common Danish and global everyday life.

An example may illustrate this: as mentioned, the nation state and the institutionalized practice fields are undergoing profound changes. This change is of significant importance to our lifestyle, but it is still not quite realized. We meet these changes in experiences of standardization, dehumanization and de-professionalism, leading to a loss of meaning and disorientation. But the implications are

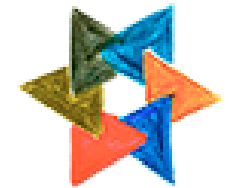
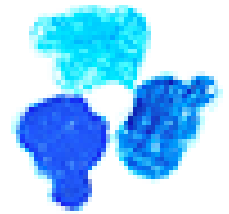
much more significant, as they reflect foundational existential ideas about being human.

Today it is impossible to operate with a unifying idea of humanity due to our relativistic and diverse experience. This, of course, is a known and accepted banality, but the consequences may not be fully understood. It is our entire conceptualization, categorization and understanding of reality that is challenged. The generalized concepts we used can no longer embrace and contain the new multiplicities of changing ideas, identities and practices.

### **Co-existence**

The task is to create forums which can make space for ideas of transformation, to create ways of working with transformation of our ideas of transformation, to define constitutive positions and to establish generating fields, which can give voice and meaning to more and different aspects than the standardized mass culture that is threatening to take up the empty space after the humanistic narrative of what it means to be human. As I see it, this is the crucial and urgent task to start working on in forums like the “From Best to Next Practice” symposium at Samsoe, and that’s also why I enjoyed being there.

After the spiritual reason and aspiration of humanism we shall perhaps enjoy the modern homelessness or liberation of spirituality and trust that spirituality and inspiration may pave the way for innovation, new understandings of life and co-existence. I hope so.



# When the social and the technical come together

BY IRINA PAPAZU, PHD STUDENT,  
UNIVERSITY OF COPENHAGEN

Samsøe is the center of the world! To the employees at the Energy Academy, this is a well-known “fact”, an integral part of the Academy’s “strategic storytelling”. When people hear it the first time, presented in the elaborate prezi show put together to tell the story of Samsøe’s transition to renewable energy, they tend to smile. What is this, megalomania?

As I get to know Samsøe and the Energy Academy, however, it seems that the grandiose statement might not be too far from the truth.

My PhD project and my interest in local responses to the climate change problem have taken me to Samsøe where I’m currently in the middle of my fieldwork. Recollecting Mary-Alice

Arthur’s (nomad and participant in the “From Best to Next Practice” symposium) wise words to me, “Well, you’re certainly in the field now!”, I have strategically situated myself in the middle of what I see as a (or maybe the) power centre of the green transition towards a sustainable society for the future.

Being at Samsøe allows me to gain access to people, documents and technologies whose actions create ripple effects and forge new and – hopefully, probably – more sustainable worlds.

The Energy Academy has made it its business to bring together hitherto disparate spatial and temporal dimensions of “reality”. This bringing together is a huge part of the Academy’s world-building enterprise. This is why, when Soeren Hermansen or Michael Larsen claim that Samsøe is the center

of the world, I see this as a pretty accurate description. At least, Samsøe is the center of a world. A world shaped by the Energy Academy, containing both past (the 1997 competition that set off the renewable island project), present and future (the vision of Samsøe as a fossil free island by 2030), and managing to hold both the very local and what we like to term “the global”.

## Acknowledging hybrid accomplishments

Samsøe is far away. When I travel to Samsøe from Copenhagen, many vehicles of transportation and many timetables have to come together: bus-train-ferry, then bus, and some walking. It takes around six hours. At the Next Practice symposium, participants from the Danish mainland jokingly said that they had accidentally brought their passports. Samsøe is far away, and sometimes coming here feels like entering a whole other dimension. The ferry ride becomes a portal to an alternative world, and as an ethnographer it provides me with the physical feeling of entering my field, leaving my life at home behind for a time.

This alternative dimension we call Samsøe – the Samsøe that has been assembled by the Energy Academy, the Samsøe that greets us as Next Practice participants – is not only a social place. Samsøe’s success as a, let’s use Karen Blincoe’s word, lighthouse for processes of sustainability is not a purely social or human accomplishment. So let’s focus on the processes, let’s look at how the Energy Academy managed to achieve wide support for the fundamental changes the island has been through these past 15 years. Let’s try to

achieve a deeper understanding of how exactly it came to be that the islanders not only accept or tolerate but actually embrace large, imposing, challenging technologies such as windmills.

I’m interested in how heterogeneous entities come together to create worlds. I say, let’s expand our view to let technologies, nature and politics in, and let’s see which effects, which processes of profound change, this great mix produces.

The story of Samsøe’s success is, among many things, a story about technologies. But the technologies are not just fixed entities, they too have been shaped by the special Samsøe approach. Deer run between the windmills in the fields while birds fly between their huge wings without getting hurt. Potato farmers become wind farmers and windmills turn into crops or perhaps mutant trees. The distinction between nature and technology blurs and can’t be taken for granted. A cat makes up the staff at one district heating plant, at another plant goats rub their horns against the solar collectors creating heat for the nearby residents during summertime. The technologies are in place due to endless meetings, lots of coffee and the extreme efforts of a limited number of people. Along with, of course, heaps of technical and legal documents and permits and political negotiations and developments.

So let’s not talk of technologies as if they were a phase Samsøe has outgrown, let’s grant them a space in the narrative. And let’s seek to understand Samsøe’s success as the coming together of processes of social and technical character. That, at least, is my project.





# Extract from new book



**Extract from the book *Commonities* by Søren Hermansen and Tor Noerretranders, Energy Academy, 2013. First published in Danish with the title *Fælledskab* in 2011**

**From chapter nine “The children”:**

We brought it into being. We created it. It’s our own doing. The world community as it is today. We might as well get our acts together. We have no choice but to solve the problems Earth’s population is facing: energy; food; population growth; the climate; biodiversity; potable water.

It would be unethical not to. We will bequeath the world to our children and their children. We must make a good job of it. The shame of not doing so will be ours to bear individually. But we must solve the problems by working together. For our own sakes. And for our children’s.

The epoch of the headquarters is drawing to an end. Communities will gain ground again. The future is no longer in the hands of the royal palace, the government or the biggest corporations. It is growing everywhere, out there among the people, in the country, in small businesses, on the Internet, locally, in the communities. Nobody has a central overview anymore; everyone is doing what he can wherever he happens to be. Society is doing the job.

But who can ensure that the job is being done well? Is there really no planning, no foresight, no leviathan making sure the story has a happy ending? Who holds the key? How can we be sure the world won’t end, the communities won’t degrade, and that our children won’t all become spoilt, sloth-like screen junkies?

Who has the overview?

Nobody does. No God, no government, no capital, no professor, no business leader, no television presenter. Nobody can comprehend everything. Everyone depends on each other. Everyone must listen to each other. But how can I be certain? How can I believe that everything will work out?

Because you are here. You are the latest link in an unbroken chain of survivors, or the second latest if you have children, and the third latest if you have grandchildren. They are the descendants of an unbroken line of survivors who have been passing on life’s torch from generation to generation for billions of years. Life arose on Earth about 3.8 billion years ago. It has been living here ever since: living creatures have kept themselves alive and passed on their genes to the next generation.



### From example “The Cannery”:

It stank of vinegar and dill. The noise was deafening, and most of the people I could see from my position were wearing ear muffs and hair nets.

My first real job with real wages was at a cannery. I was sixteen and I had to put two sprigs of dill and a chilli pepper into each jar as it passed me on the line.

It was at my dad’s cannery. Well, not only his, but owned by twenty farmers from Samsø and FDB, “United Danish Cooperative Associations”. The two parties each owned a fifty per cent share and thus also shared responsibility for the running of Samsø Konservesfabrik.

The cannery was housed in a former cooperative dairy, the Trolleborg Dairy. The dairyman had tried all kinds of things to keep the place alive since the dairy had been shut down. In one attempt to keep the place alive and retain local jobs Arne Lind, the dairyman, had experimented on canning asparagus and other vegetables. The farmers supplied the produce but it was hard to find a stable market for such modest output.

A small group of farmers, including my father, spied an opportunity to develop a strong common platform where both production and sales were assured. A cooperative was one obvious model but it would not guarantee sales. With a customer as co-owner sales would be more secure and thereby ensure stable. Long-term production both on the farms and at the cannery.

So they chose to set up an Amba. With FDB as an equal partner the farmers now had guaranteed sales for the high quality vegetables they grew. To start an Amba you need half a million Danish kroner at venture capital. This is a statutory requirement and without it the Amba cannot obtain a VAT registration number. FDB agreed to put up half the sum. At the first farmer’s meeting fifteen or sixteen people expressed definite interest. Each would put up 12,500 Danish kroner but there would have to be at least 20 members, partly to ensure a robust circle of owners but also to ensure that the owners could supply the agreed quantities to FDB.

It proved difficult to rustle up the remaining members required. People felt “I know what I’ve got”. And there was a great deal at stake for the farmers who already had contracts with Københavns Grønttorv, Gartnernes Salgsforening and other professional buyers of vegetables already exported by Samsø. But others felt that an independent farmer held the strongest cards and that the market was a harsh place to be: anyone could win or lose. Samsø was also famous for its potatoes in those days, and the very early potatoes could fetch huge prices for skilful, lucky farmers who chose exactly the right day to send his produce to Copenhagen. But there was also the risk that many other farmers would be ready that day and Samsø’s

potato growers would be pitched against each other in the fight for the market. A bad thing for Samsø but great for the wholesalers, who could just sit back and wait while the farmers undercut each other.

The establishment of the Trolleborg cannery was a new opportunity to control this so-called free market. Working with FDB the farmers could agree on next year’s contracts and the prices to be charged for the produce they needed to include in next year’s field plan. This gave them peace of mind and overview, but of course it also made life a bit predictable. For the cautious this is no bad thing, but for bolder spirits it was a slightly boring approach, because there was no longer the chance of a windfall if you were first to market.

With a couple of bad years in mind the consortium finally found nineteen active farmers who wanted to join in. The last member was a gardener with faith in the idea but who didn’t initially intend to be a supplier. Per Kampe joined in simply because it was a good idea: pure idealism, and perhaps typical of the mood that persuaded the last few members required to sign up. Progress can only take place when things happen, and when everyone takes responsibility for making sure they do. It is up to the individual to decide whether a community is the appropriate model.

The Trolleborg Konservesfabrik proved to be a very good idea indeed and the nineteen active suppliers gained a reputation as far-sighted, accomplished farmers who had invested in a community and gained personally from the community they’d created. Lots of new jobs were created, and with a qualified canner as its CEO the cannery was soon one of the biggest companies on Samsø.

Many years later, in 1998, I phoned the Aarhus County Department of Technical and Environmental Services to talk to chief planning officer Vilhelm B. Michelsen. He was responsible for drawing up a regional plan that stated that there was no room for a wind farm on Samsø: having consulted the municipalities in the county, the county published a regional plan which took no account of the prospects for wind turbines on the island. On the contrary: it emphasised that the island could not sustain wind farms. The report made it sound as if the island would simply tip over because of the tall towers. And if not it would surely be blown right across the Great Belt by the mighty westerlies.

(...)

Read more extracts [here](#)



# From Best to Next Practice symposium

The following pages document the symposium held at Samsøe 18<sup>th</sup> to 20<sup>th</sup> September 2013



## Watch the movies from the symposium

About the **symposium**

Interview with the **speakers**



FROM BEST TO NEXT PRACTICE SYMPOSIUM 18-20 SEPTEMBER 2013

## Local reduce & the commons



### How we think and act locally

Local development demands a sense of community, loyalty and empathy between the thinkers and doers. Reworking local democracy and decision making, and strengthening the engagement in and ownership of future solutions in the local community is inevitably one of the most important parts of moving forward. This is not easy, and we need to be patient and co-creative. We therefore invite you to spend two days with like-minded people and organizations and contribute your knowledge, insights, barriers and experience regarding local development. Do join us for this symposium at Samsøe to discuss how we can go from best to next practice on a local level to create a better future for our planet and communities now and in the long run.

### The Next Practice symposium is a platform for:

- Learning about local development in a holistic way
- Sharing new models for organization and innovation plus initial findings of next practice
- Choice awareness, personal and organizational roles and responsibilities
- Communicating concrete stories and positive thinking

### Program

18 September, 20:00-22:00: Welcome Drinks & Snacks.

19 September, 9:00-17:00: The day will be a mixture of short Lectures & Talks at Speakers' Corner and Exercises & Discussions, followed by a "hand made" Party Dinner.

20 September, 9:00-13:00: Søren Hermansen & Malene Lundén on the next steps for the Energy Academy, Futures Walk & Talk, Wrap up & Lunch.



### Speakers' Corner

A number of invited contributors to the energy agenda around the world will be announced in the program, and the Speakers' Corner will be open for everyone present to speak their mind and heart.



### The Next Practice document

The Energy Academy will document and publish knowledge and dialogues from the 2013 symposium online. The 2011 symposium was documented in the paper "Next Practice".

### REGISTRATION

**Date:** 18-20 September 2013 / **Venue:** The Energy Academy, Strandengen 1, DK - 8350 Samsøe / **Registration:** Register at <http://energiakademiet.dk/tilmelding/> or by sending an e-mail to Malene Lundén at [ml@energiakademiet.dk](mailto:ml@energiakademiet.dk), including name, organization and address no later than 1 July 2013. Max 40 participants / **Price:** The participation fee is DKK 1000 ex VAT, and it covers material, party dinner, 2 lunches, fruit, coffee/tea and cake. Other meals and beverages must be paid for separately / **Info:** For more information contact the Energy Academy, +45 20964458, [ml@energiakademiet.dk](mailto:ml@energiakademiet.dk), [www.energiakademiet.dk](http://www.energiakademiet.dk)

## Next Practice Symposium 2011: Insights

The symposium "From Best to Next Practice" was held for the first time in Spring 2011 and it will be a returning event. The Energy Academy will continuously take part in blueprinting a sustainable future, amongst others through the Next Practice Symposium. The Next Practice symposium is documented in order to facilitate the sharing of knowledge, insight, inspiration, experiences, and connections with our global and local networks.

### Selected reflections from the participants in 2011:

- Envisioning our roles and responsibilities
- We are in a position where we know enough to start acting
- Local ownership, including the administration of the commons
- Choice awareness, values and mindset
- The power of art and artist
- Generate initial findings around next practice, give next practice strength and foundation, and support and supply a roadmap for the next step(s)
- What drives and inspires us to keep adding to the energy/sustainability agenda around the world
- Understanding the change process – it affects and effects the world we live in
- Getting new experiences from different countries
- Create a platform for learning/education – a campfire around a common idea and the commons
- An arena for new ways to cooperate, innovate and share knowledge
- How to engage my fellow citizens, including ownership models
- New models for organization (energy democracy)
- Planning for renewable energy
- Find ways to communicate constructive stories/positive thinking, and we need a new language for where we have to go
- Decisions are often taken on the basis of known existing solutions and technologies, and the investors interest
- Doing the right thing
- Samsøe should focus on the local movement. This place should be a hot spot in the world, where the world can be invited to watch implementation and ways of developing projects. Also be a place to try out ideas from all over the world.

The invitation to this years' From Best to Next Practice symposium. The next will be held in 2015.

Read the whole newspaper that documents the first "From Best to Next Practice" symposium [here](#)

AMOS LEE, "FLOWERS":

**MY HEART IS A FLOWER  
THAT BLOOMS EVERY HOUR,  
I BELIEVE IN THE POWER OF LOVE**

LISTEN!



### EXCHANGING ENERGIES

As an intro to the symposium the participants were asked to practice “ayni” (reciprocity, ed.) through an energy exchange with the Earth – as a guided tour.

You may want to try this Andeen tradition out yourself:

1. Stand on the ground and feel the soil beneath your feet
2. Breathe
3. Imagine a bubble around you – this is your private space
4. Open up in the top and let energy from above into the bubble
5. Let the energy flow through your body – all the way down and into the center of the Earth. Let go of all heavy energy which you don't need.
6. The Earth likes it – it is food!
7. Now that you have been giving energy, you may also receive energy
8. Feel the Earth under your feet and let the light energy from the Earth come up through your body
9. Imagine that it springs above your head and falls down again as if it comes from a huge shower.
10. Enjoy the energy!

# A perfect group

**The “From Best to Next Practice” symposium was held for the second time at the Energy Academy the 18th to 20th of September 2013. Forty people participated this year, and it was a perfect group!**

BY GITTE LARSEN,  
EDITOR, HOUSE OF FUTURES

Malene Lundén from the Energy Academy welcomed everyone by asking us to present ourselves in a different way from what we're used to in a conference setting. She wanted us to “feel the rhythm” and briefly tell about ourselves, not one by one clockwise, but when we felt like it. It was an exercise in changing behaviour and making new structures for a meeting like this. The participants got better and better through the exercise. But it is difficult to change behaviour and most of the symposium was about changing beliefs, as Malene writes in her article “Start with belief”.

The people at the Energy Academy invite their global network to the “Next Practice” symposia regularly, and this year many of the Academy's national collaborators were present as well as partners from Japan and the US.

The “Next Practice” symposium is a platform for sharing and learning. Experiences and knowledge cross borders and new connections are made. We could compare this platform to a marketplace full of opportunities. You can explore local, democratic processes and contribute to the task of reinventing the commons. Face-to-face meetings are different and indeed necessary if we truly want to be open to other perspectives and to living the future as it emerges. Face-to-face meetings as joyful as the “Next practice” meetings are rare. Read on p. 100 what people said in the circle while checking out.

## Exchanging ideas

The exchange of ideas at the symposium happens in a cross-disciplinary environment. You can meet public and private sector organisations, NGOs, practitioners, researchers, scientists and facilitators.

continued on p. 48

**Malaika Thomsen, psychologist, Artful Punch, about the atmosphere at the symposium:**

Our collective journey was framed with a beginning and an end. Along the way our assembly learnt a lesson about empathetic listening.

First, all the participants were invited to participate in an “energy exercise” by Gitte Larsen. The energy exercise facilitated each participant's awareness of themselves which led to grounding and room for everyone's individuality and spirituality. The exercise finished by making a huge collective imaginary energy bubble. This created a trusting atmosphere with room for being foolish, and curious, and open enough to become flexible.

After listening to the first three presenters we were gathered in plenum. Søren Hermansen invited us to explore new possibilities. There was an intense “on-the-move” atmosphere. Many Alice wanted to join the conversation, there wasn't room enough, and some participants had difficulty listening with their full presence. Mary Alice Arthur read the situation well and understood the need for materializing all the burning questions. She fetched a box of papers and pens. Then she invited everyone to participate in a parallel process while the dialogue continued in a new, airy atmosphere: the burning questions were written and placed in the center of the circle. This created space for empathetic listening and dialogue. This lesson learnt was used in different aspects through the entire symposium.

The closing circle showed that the initial energy exercise and lesson learnt about empathic listening had facilitated individual movement and development whilst also creating many new connecting links that made the collective stronger than the sum of each participant.

atmosphere





The symposium was facilitated by Søren Hermansen, director of the Energy Academy, and Malene Lundén, project manager in the areas of education and communication. Forty people participated, among them a Japanese collaborator, Iida Tetsunari, director of the Institute for Sustainable Energy Policies in Japan. "Tetsu can learn many things from us, and we are interested in how we can help him even more. Not least, he can actually translate and apply the processual, democratic and social software needed to create community power back in Japan. It's very important that he is here, and perhaps this is even why we are here," said Søren Hermansen to welcome Tetsunari. Read the executive summary of his and the rest of the speeches on p. 56.

The "Next Practice" symposium is an event to be held regularly. The first was held in the Spring of 2011 (see box on p. 41), and the next (in 2015) will among other issues be about education for sustainable development. Who needs to be educated? By whom? How? And why?

#### **The local place – a common**

"A common is not a stable thing", as Søren Hermansen puts it. Today, lots of our communities are virtual. We do not need to share a local place

in order to take part in them. This is important and challenging when talking about reinventing the commons, which do not only include societal aspects and concrete local areas but also that we have access to clean water and air in specific places. Our starting point, then, is not virtual. How can we all, in our local communities, contribute to a sustainable development by starting where we are and using what we have?

Samsøe has come a long way, innovating their way through how to do this in an island community of 3700 citizens. Togetherness, leadership and ownership have been vital parts of the process. This takes shared activities and a shared mentality – a vision and a plan of how to become an international example of a renewable energy community. Agreeing about what to do in a local community and how and why to do it – these are the software parts of sustainable development. It's a matter of making the paths by walking them. Another important aspect of the success behind the island transition is the pragmatic, non-idealistic approach that the Energy Academy together with the population of Samsøe have put forward. "What's in it for me" has and will be a central aspect when taking the next steps forward.



#### **Else Marie Kaasboel, cand.mag., Lysbrocenteret, about the spiritual dimension of the symposium:**

"The wind blows wherever it pleases. You hear its sound, but you cannot tell where it comes from or where it is going. So it is with everyone born of the Spirit." – John 3:8

We met on the island in the middle, in a space inspired by the knowledge and shapes of the past, filled with inspiration from the present and the future. Inspiration for our surroundings, for our conditions and meanings of life, and for human beings in movement – in transformation and creation. We met because we all – each in his or her own way – feel that something is happening, that something is possible and important and fantastic to take part in. Perhaps a vision, a hope or a dream? Or a prayer for help... We met in confidence, openness and expectation about this 'something' that can happen. For a few hours we became one, a one made up manifold of people.

We are being carried by the wind or the spirit, and we listen to its sound while the light flows in and around us in the open aspiration, which might or might not be perfect, but which is so wonderfully spiritual. A sensation which was so precisely expressed when Malene ended the symposium with the Leonard Cohen song, "Anthem" (see quote on p. 10).

spirit

## Lessons learnt

What did the Energy Academy learn from this second "Next Practice" symposium? "My sensing is that although many of the participants didn't know of our principles before this meeting, they were able to put themselves and their own principles into play and contribute. New connections were made, and I believe that everybody learned something during our days together", says Malene Lundén.

She explains that the Academy's principles are a compass of purposes and intentions. They work as a foundation for the process facilitation and they make it possible to combine all relevant parts, including the unforeseen. When things are moving there are always many unknown factors at play. That goes for the symposium as well as for the local development at Samsoe.

An important parameter when organizing such meeting places as the symposium is that people are invited as individuals. You'll never know how they function as a group and which culture they will create, practically and psychologically. What are their intentions and are they willing to leave their comfort zones. These are questions you as an organizer can't know the answers to in advance. "We are not sure about the group as a common", Malene explains. She continues: "This group was able to do a lot, and many new things were learned that naturally transform into our work life."

"One thing we planned was the checkout." This session (read what people said on p. 100) was aligned to the principles of the meeting place, which are:

- Symmetry through sympathy or empathy
- Beauty
- Mind the Gap, The Inbetween
- Whatever we pay attention to will grow

## The campfire

"I think many of us participate in many conferences during a year. How many did you go to in 2013? I've been to five very different ones in Europe and in Denmark this past year," Malene says, and she states that at least two factors are relevant when choosing which ones to go to:

- (1) The network and the keynote speakers. Is it relevant for what you're doing right now?
- (2) Do you have personal relations there? Half of the participants here also participated two years ago when we started out while half of them were new.

The symposium headline was "local reduce and the commons". Local reduce was Gunnar Bøje Olesen's contribution because of his years of working with the EU. The EU is an opportunity for the island's future energy reduction projects, and the Academy is already participating in various EU projects. When writing this, new projects and collaborations have already come out of the symposium. The symposium became a common in its own right. A marketplace, and a lightening campfire.



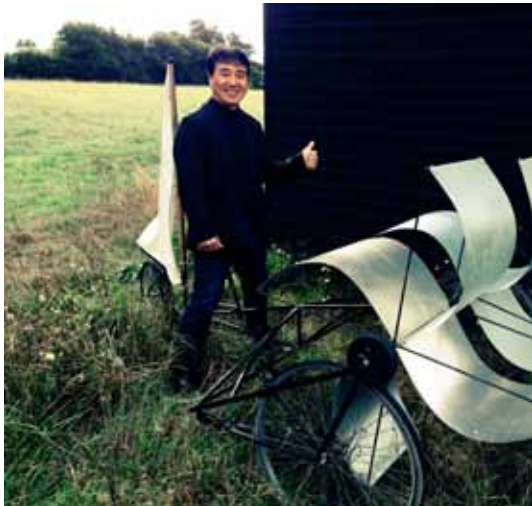
PHOTO: OLE HANSEN

## magic

**Ole Hansen, human ecologist, Lysbrocenteret, about the magic of the symposium:**

The magic came into existence in the force field between the serious transmission of the grave messages about the world around us and the permanent sparkling humour which was constantly bubbling underneath. The magic was also to be found in the energy which made the 'meeting of meanings and opinions' unpredictable, opening and open.

And then - that magical moment in the early morning light when a three-master from a bygone era floating on the dead calm sea turned Ballen into a time warp - a quiet momentum in a runaway world.





# Speakers' Corner

From the Next Practice Symposium September 19 2013 follows an executive summary of the speeches held by the six keynote speakers and a sneak peak into the two Circle Dialogues which followed the speeches.

You can also watch the interviews with the speakers by following the links under each of them.

[All the interviews](#)



IIDA Tetsunari page 56



Arne Remmen page 60



Gunnar Boye Olesen page 58



Halfdan Muurholm page 66

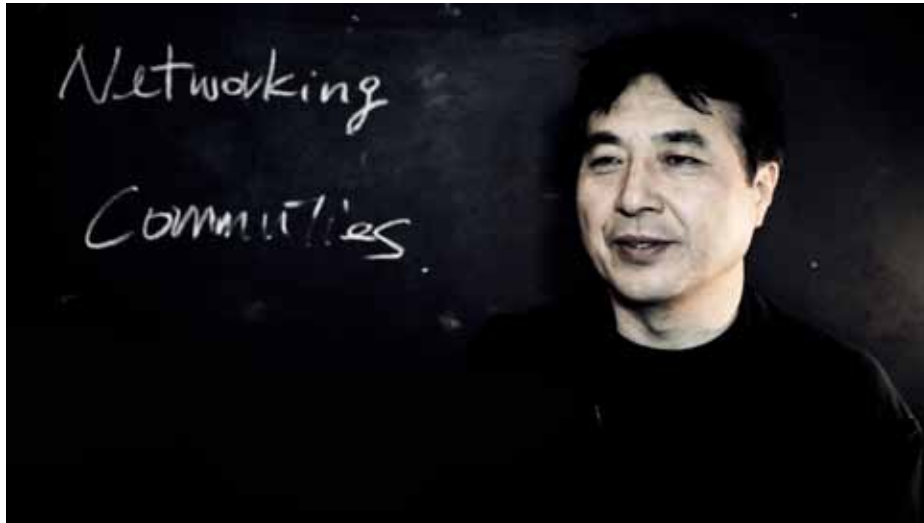


Karen Blincoe page 68



Erik Algreen-Petersen page 74





IIDA Tetsunari is Executive Director of the Institute for Sustainable Energy Policies in Japan and author of the famous book "Energy Democracy". Tetso is cooperating with the Energy Academy on "software", e.g. process models and facilitation of community power.

**Watch the interview with Tetso**

**See slides**

#### **IIDA Tetsunari (Tetso): Community power in Japan**

IIDA Tetsunari described the new reality in Japan: Renewable energy is on the rise while nuclear energy is being phased out. Add to this the fact that large-scale power is becoming more distributed and decentralized. A man said in an interview at this year's MIT Energy Conference in Cambridge, Massachusetts: "Consumers are realizing they don't need the power industry at all." (Source: Bloomberg, 2013). New things are happening all over the world.

Local networks are the drivers of this development, and ownership has also started to change in Japan. We import "community wind", that is community power processes from Denmark, and it works. The three most important factors when involving stakeholders from the community in the wind power, solar energy and biomass solutions are: Local ownership, local decision-making and local profit sharing.

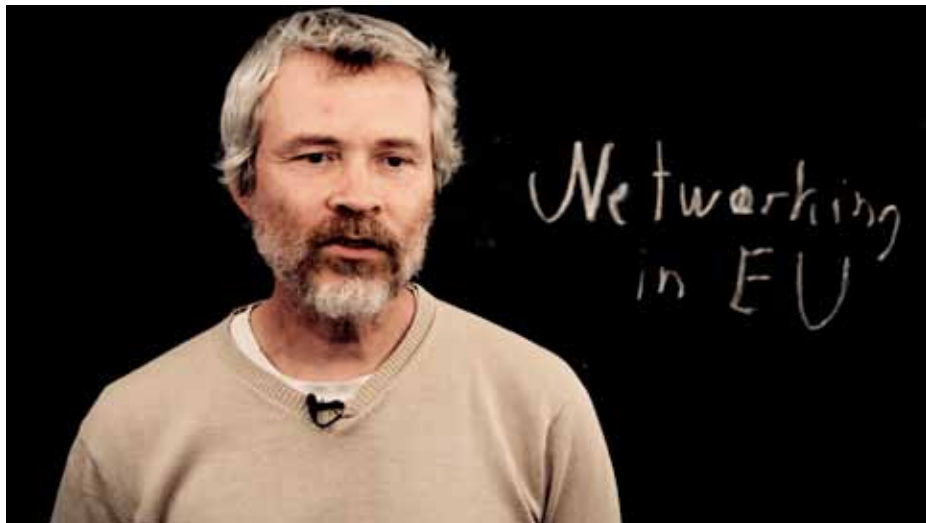
After Fukushima, community power has been on the rise in many areas of Japanese society. At first, the disaster ruined the market for tourism and local food production, but now the local stores are booming again and connecting to international networks. We are at a crossroads between the old and the new paradigm.



AT A CROSSROAD	
Old Paradigm	New Paradigm
Centralized	Distributed
Supply push	Demand (Social) pull
Hierarchy	Network
Fossil & nuke	Renewable energy & Energy efficiency
Economic growth	Fairness, justice

**See slides**

At the Institute for Sustainable Energy Policies in Japan a meeting will be held in January 2014 in which Soeren Hermansen will also participate.



Gunnar Boye Olesen is the coordinator at INFORSE Europe. The Energy Academy collaborates with INFORSE on public participation, conferences and workshops.

**Watch the interview with Gunnar**

### **Gunnar Boye Olesen: EU partnerships on climate improvements – do they work?**

Soeren Hermansen jokingly introduces Gunnar Boye Olesen as an old hippie and says that Gunnar has been the spokesman of many of the Danish environmental grassroots organisations and that he is capable of embracing and including people in the policy development. Today, Gunnar talks about EU partnerships, which he believes are good if you use them right but they are not the only road to change. EU is not a dragon with one head but with many heads.

The EU's peacebuilding project is about bringing people together so we can learn from each other. This is ideally what the EU is supporting, and there are a lot of programs behind that. Soft power is important in the EU system, and it means that for instance small islands can inspire the system.

How does the EU support local development, rising community power, energy reductions etc.? There are lots of good intentions, but a lot of time is spent on bureaucracy when working with EU projects. Being heard is often difficult for small organisations which are not part of the EU system. Still, we have to be in the forefront and always know what the EU is looking for.

Regarding the future, the EU is at a crossroads: Should the EU go for community power or a more centralized type of business power? People like us should push for community power and local solutions, both for our own sake and to change the minds of the bureaucrats.





Arne Remmen is a Professor at the Department of Development and Planning, Aalborg University. The Energy Academy has a contract on cooperation with Aalborg University.

[Watch the interview with Arne and see slides](#)

[Read the The Aalborg Commitments](#)

### Arne Remmen: Smart Sustainable Samsø 2.0

Arne Remmen talked about the silo building culture and mentality which hinders collaboration and makes it difficult to find common ground. Basically, we have the technology and the right ideas in the scientific literature, but we still miss the practice.

Arne introduces the three S's: "Smart, Sustainable, Samsø" and the four C's: Clean, Clever/Creative, Co-operative, Commons. The fundamental components of smart cities are the human, the institutional and the technological factors. Smart communities is about system integration, and we already have a decentralized energy system in Denmark. We will have energy producing buildings in the future, but everything is going in the wrong direction when it comes to transportation and mobility. Smart communities is also about connecting people and creating local participation, and here Samsøe has demonstrated to the world that it is possible. There are new ways of collaborating, also between local NGOs and the universities. Arne lists the challenges as: Smart & Sustainable, Circular Economy & Resource Efficiency, and Partnerships & the new Commons. More explicitly, the "Aalborg Commitments" target ten focus areas:

1. Sustainable governance
2. Local management towards sustainability
3. Natural common goods
4. Responsible consumption and lifestyle choices
5. Planning and design
6. Better mobility, less traffic
7. Local action for health
8. Vibrant and sustainable local economy
9. Social equity and justice
10. Local to global

Today, there is more competition than collaboration in local communities and one doesn't know what the other is doing. The challenge is to find ways towards a more integrated planning approach in all levels of our systems. We need to set up goals and doing that we have to look at the overall system and not view the single parts separately.

In the circular economy it's all about taking, making and disposing. Among others Ellen McArthur has made some very nice overviews, which is not just about recycling but also about how to maintain, repair and reuse things. All this is very much connected to local reduce, local production etc.







### **From the first Circle Dialogue: About a positive vision, the local, fear, and skills**

Soeren Hermansen, who facilitated the day, got the energy for the first circle dialogue going by summing up: Tetso, you said that nuclear power is declining, renewable energy is growing, and that we have to take community power, get on with it and work for it. Gunnar, you said that the EU is good and here to stay (and pay), there are network opportunities that we should use. And we should create and participate in the right networks. You also said that community ideas are in competition with other and more centralized ideas. Arne, you said that we shall qualify the local, and you asked whether society is ready to use all the local opportunities. The things we need are in place, but we still need to organize it, not least in practice – we have the technology, but we need to organize it.

Now we open for plenum discussions. Please put something on the floor we can use. And don't argue – this is not the place for argument but for dialogue. We don't meet out of greed but out of need.

#### **25 statements from the first dialogue:**

**#1:** We should be thinking more holistically. It's not only about green growth but also about cultural, social and economic perspectives, we need to include it all.

**#2:** How do societies change? What we are lacking is the positive vision. The sustainability discourse is about what we shouldn't do. We need positive futures on a global scale. Where do we, where do people, get inspired?

**#3:** Our stories are about best practices and about communicating in real time. We can't just do it on Facebook, we need ambassadors for these communities, real time interactions. I will take this back to Pennsylvania. What's happening in Tokyo is being communicated in a personal and a physical way here, not just through a social technology. I like that.

**#4:** I'm working with children and students, and we talk about best and next practice. I tell them the bad story, that the world might get six degrees warmer, and then I tell them the good story about Samsoe. Which story is the most inspiring? The next generation is worried about the climate, an issue we need to take care of is fear. They choose the bad story as the most powerful. This is a challenge for me. It is hard work to change their mindsets, but they are the next generation and should be frontrunners.

**#5:** It is a challenge that "sustainability" is one word but so many things. What is it actually we are discussing? It's hard to take action if we don't agree about the economy, the social sphere, business, civil society, politics etc. It is so easy to get lost. How can we ensure a systematic approach?

**#6:** I live on an island, and I think there is a geographical point here: we can make local and delimited solutions. We should focus on and keep it local, skip some of the larger problems, and keep our awareness on what we can do locally.

**#7:** I read Tim Jackson's book "Prosperity Without Growth" and I was scared shitless, but there is a way, and it goes through responsibility and creativity. Nothing happens out of fear, it drags us in the wrong direction. We all share this responsibility – each one of us is responsible – and we need the capability to create an attractive tomorrow.

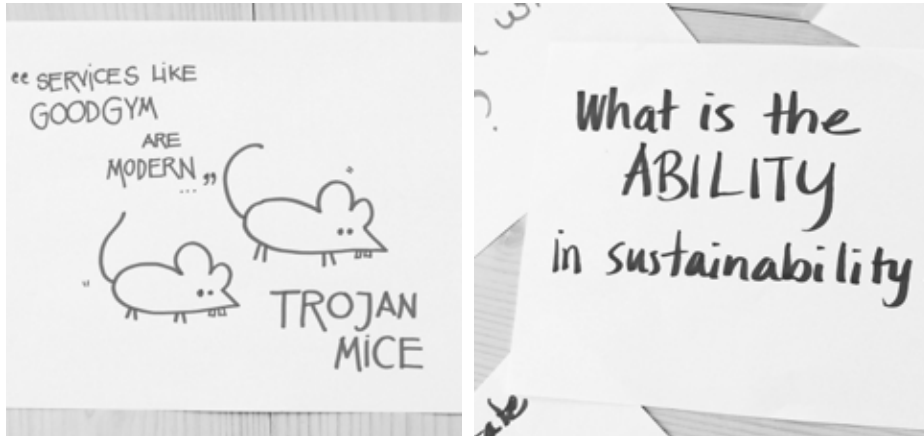
**#8:** During the oil crisis we started to react out of fear, and I think fear can be important if it's a constructive fear. Positive visions of the problems combined with good ideas. Lots of people have joined in positive visions but it still hasn't created the big transition. Maybe we need to combine the positive approach with fear?

**#9:** Perhaps there are only local perspectives? We should stop worrying so much about whether solutions and problems are global, national, EU-level, or whatever. Even in the UN, the EU etc. individuals are talking together, and these conversations and the decisions made are inherently local. So let's focus and act locally.

**#10:** We are driven by problems, visions and solutions, and the thing is to get all on board. Where are we, where do we want to go and how do we get there? The last thing motivates me, and we must redefine the journey as we go, it's not fixed, and we must enjoy the journey.

**#11:** Smart communities takes smart people, and I am wondering about the concrete experience with re-skilling people. I'm thinking of education and capacity building. If you are to be a smart citizen, do you need different skills from the ones we value and possess today?





**#12:** The younger generation can't fix simple things in the household, like use a hammer or saw etc. We used to learn that in school but we have lost these skills over the past twenty years. Today we just throw things away.

**#13:** Skills and competences are important, and so is global versus local. As human beings we must consider our own roles and instead of passively using stuff we must take responsibility. We must take leadership in our own life and acknowledge that we are the designers.

**#14:** I've been part of telling the story about the Danish state bankruptcy in 1813. Back then they said: we might be poor but we don't have to be stupid. What I got out of this story were the foundational values, which is that citizens need to be educated. Right now there is a movement around the planet asking for citizenship to come back. It is an essential value in society, and how can we bring it back? How do we find the shoes to walk? I think it's about being equal in our own brilliance.

**#15:** We are not so proud of that period. Niels Christian Nielsen challenged the Danish school system and created an army of Trojan horses that started a process of change, and after that we had a prosperous period.

**#16:** The teachers were the Trojan horses. Who are they now?

**#17:** Too many young people go to high school where they don't learn any practical skills. In the past, the idea, e.g. with the folk high schools, was to educate manually working people. Now this idea is turned upside down. Maybe here on Samsøe you can teach the educated people manual skills?

**#18:** Niels Hausgaard (Danish musician, comedian and former member of the Danish Parliament, ed.) said when he lived on Samsøe that if you live in the rural areas, you have to have craft skills, otherwise you should move to the city.

**#19:** Commonness and individuality. As a culture we have forgotten the calling of the individual and the calling of the personal. We need to be more personal, but not egoistic – it is a new discourse.

**#20:** What kind of future do we want? This should also be about what the next generation wants and not only what we think they need.

**#21:** What about getting some exercise for the common good? If someone, maybe someone old and weak, wants to rebuild his or her house or dig up the garden, other people could help. Like the concept GoodGym where you sign up to do weekly chores while getting fit. You get the exercise and people get things done.

**#22:** I have a question: why are we trying to save the world in our spare time? Why not do it every single day in our fields of expertise, where we live etc. We must do it where we are and when we are fresh in the morning, when we are at our best. Who is keeping us?

**#23:** (Halfdan): Every day I read the newsletter the Daily Climate's chapter on solutions. I skip straight to the solutions, I don't want to read about the problems. Germany jumped into saying NO to nuclear power, and now the nuclear energy companies don't make money in Germany anymore. The question is whether Germany will succeed in becoming a hundred percent renewable? We could all make small Samsøes, but it is easier if society makes the solutions on a higher level like in Germany, for instance when it comes to renewable energy.

**#24:** (Soeren): Germany is a big industrial leader, but where do we start? I did a talk in Boston at MIT and I was wondering where they get their own energy from. The ventilation in their buildings is from the last century, and they are teaching the brightest engineers in the world. They should be a best case example. They should be showing the students that they are part of the solution. We need to do what we teach, to walk the walk.

**#25:** If all you have is a hammer, everything looks like a nail. It is important to discuss what we have in the toolbox to solve our different problems. Maybe we can go into business communities and talk about open innovation as a kind of new commons.



Halfdan Muurholm is a journalist at the Danish Radio and among other things, he produces documentary films related to climate change.

Watch the interview with Halfdan and see slides

### Halfdan Muurholm: Global media landscape – a reality check

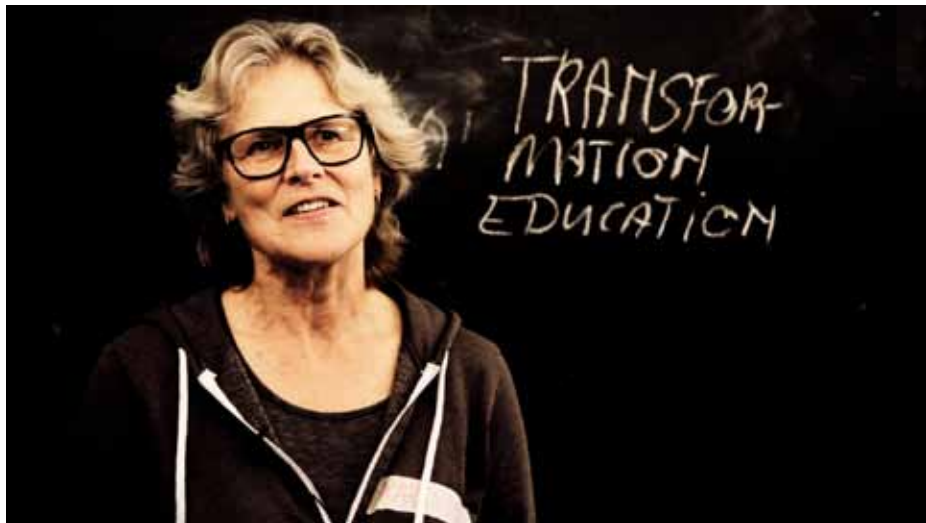
The Energy Academy is a major inspiration to me, and I've always been interested in sustainability and renewable energy. I have made TV programs about sustainability with varied success, but I think the DR (Denmark's Radio, the public service channel, ed.) where I work has a responsibility to communicate what the scientists have found out. Unfortunately, a lot of my colleagues do not share my point of view. Solar panels simply are not sexy seen from the TV producer's perspective. Climate stuff doesn't attract a lot of viewers, that is the challenge.

Another problem is what I call "the Lomborg Syndrome": journalists learn that they have to show two sides to every story, so when you have an article or a news item about climate change you always invite someone with Bjørn Lomborg's climate sceptical point of view to "balance" the story. Maybe for that reason there are still people who are very skeptical and don't "believe" – as 97 percent of all scientists do – that climate change is manmade. At COP15 there were a lot of news stories everywhere in the world, but recent US studies have shown that since then hardly anything about the climate has been on BBC, CNN etc. Al-Jazeera covers it a lot, Obama used Hurricane Sandy as part of his election campaign, but when it comes to a flooded Germany we don't even hear

about it. These things are not news anymore, and it's not an agenda that is dominating the world the way it should be in my opinion. Perhaps people share the same feeling I do: I used to be very emotionally engaged, but I'm not anymore – I'm still engaged, though.

I made a program with Soeren Hermansen that didn't attract a lot of viewers in Denmark but was sold to China. I also followed Soeren to Japan, but I couldn't sell the story when I returned. The next documentary I'm going to make is in five parts and it will be about extreme weather. I'll put some climate stuff in there as well. It's all about framing and about the content lurking behind the content. We shouldn't focus on what we really want to tell but instead wrap it up. The "real" stories are found in fiction now, that's where they can deal with it. Think of the Danish television series "The Killing" where they actually made real news headlines about pig farms. I don't make fiction, but I try to learn from fiction and practice the "content behind the content".





Karen Blincoe is the founder and director of ICIS and former director of Schumacher College in the UK.

**Watch the interview with Karen**

### **Karen Blincoe: A lighthouse in the sustainability wilderness**

Schumacher College has been at the forefront of the sustainability agenda and has spread the message since 1991. Karen talked about the unique recipe that has made the college a success as well as the ripple effects this small place in the South of England has managed to create.

Sustainability is a complex issue, and the Schumacher College was one of the first lighthouses (established in 1991) in the southern part of England and is placed together with Dartington Trust Hall and the first transition town Totness. Schumacher College was inspired by an Indian philosopher, Rabindranath Tagore, who said: "The highest education is that which does not merely give us information but makes our life be in harmony with all existence." The college is also inspired by N. F. S. Grundtvig, the founder of the Danish folk high school movement, who said: "People who are learning to live have a different urgency than those who live to learn." Schumacher College was built on a philosophy of promoting a spirit of freedom, poetry and disciplined creativity, cooperation and discovery in individuals, in science, and in the civil society as a whole. Teachers gave pupils personal guidance in emotional, intellectual and spiritual matters. As the director I felt at home because education in the Schumacher

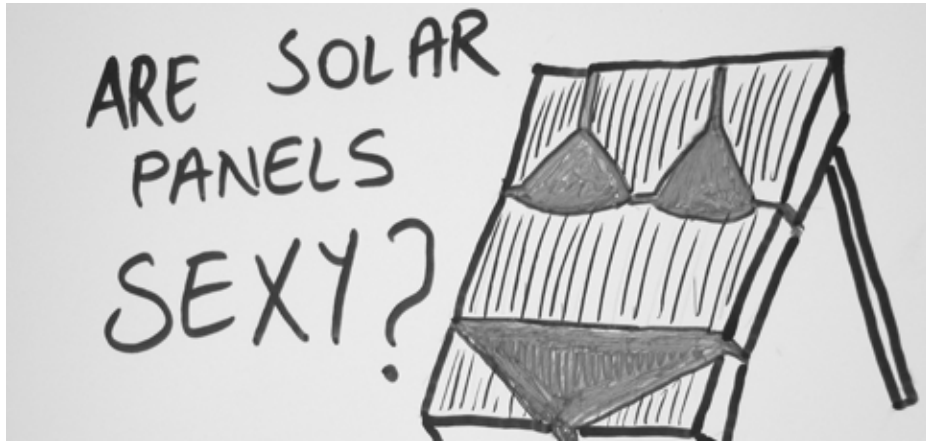
sense has to do with all aspects of society, and I knew about this way of teaching.

Transformative learning for sustainable living became Schumacher's payoff, and people would come for short or longer courses from all over the world. The college became an experiment where great people with great minds come to share stuff. It is a magical place, it's small and there is no luxury, only simple living. You cook together, eat together, walk together, work in the garden together and so on. It is a holistic experience that transforms people who come there, including me. The college staff and the students are said to be radical, transformative, elitist, unique, special, spiritual, activist, introverted, self-opinionated, universal and pioneering. Facilitators are really important – an intense place needs someone to facilitate.

To sum up the lessons learned: You have to have the right place, an anchor, good teachers, and a content that inspires people if you want to be a lighthouse in the sustainability wilderness. Don't get too arrogant and think that only you have found the holy grail. Don't be an island on an island!







**From the second Circle Dialogue:  
About tv programs, the dragon, having fun, and education**

After the speakers Halfdan Muurholm and Karen Blincoe the participants again had the opportunity to engage in a Circle Dialogue:

**21 statements from the second dialogue:**

**#1:** We might have a problem selling the word “climate”, but “green” is much easier. Halfdan, can you sell the same programs under the name of “green”?

**#2:** (Halfdan): I’ve tried to sell green projects as well. There is one program now, “Bonderøven” (The Farmer, ed.) that everybody loves, but it’s not really about sustainability, it’s more about him and his old-fashioned way of living. We have huge problems with selling solar panels and other green climate stuff to the viewers.

**#3:** You said it’s not about money but about character – character-driven storytelling is a powerful tool. I can relate to a character, not to a solar panel.

**#4:** (Halfdan): There’s not a big urge to really put this on the agenda, and people are not afraid of climate change. I don’t see cultural or educated people caring about the climate either.

**#5:** Do we have a global issue here? Perhaps we should forget Denmark and make a difference in China instead?

**#6:** (Halfdan): In my next programs we will start out in Denmark – we have to start at home, go out and then return home.



**#7:** Could we approach this in another way: when people have seen the programs, they should think “this is smart!”

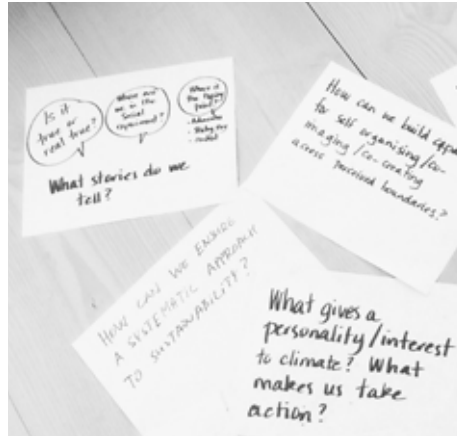
**#8:** (Tetso): COP15 was a turning point in going from “climate” to “green”, and we have the “Lomborg Syndrome”. It was a top-down meeting, and it was depressing for the industry. We are talking about the green revolution while we are still occupied with growth, but we need a win-win economy and a lot more bottom-up thinking and acting. Communities have to accept that they are local entities. Amazing things are happening in society, developments which are more than energy.

**#9:** (Soeren): I wrote this book about the commons together with Tor Noerretranders, who was more radical when he was younger. He was against nuclear power in Denmark, and when Denmark said no, I would have expected them to be celebrating, but they were depressed. When they didn’t have the dragon to fight, the air went out of the balloon. So how can we move on from here? We’ve had “climate sickness” but we still have to face what’s up and what’s down.

**#10:** We should make it sexy and we should make it easy to check at home whether something is true or not. We could turn the perspective upside down and make new starting points for discussions.

**#11:** What’s the prevailing story and what makes the paradigm shift? When the book “The Inconvenient Truth” came out, Al Gore had been around for many years, climate change, too. What is the pressure point where something shifts? The challenge in going up against the machine is that you become part of it. How could we have more fun?





**#12:** I observed my grandchild and he's got two words for truth. He says: Grandmother, is it true or real true? I remember the stories about right and wrong from my childhood, and everybody loves them, so we shouldn't be afraid of the yes or the no, the right or the wrong, let's be open about that.

**#13:** Let's not only focus on solutions and what you can change if you have five minutes. Let's raise the bar and talk about social experiments in human evolution, there are many exciting experiments on this planet. There are many wonderful things you could make TV about.

**#14:** Why don't we keep on working in the direction we like? Grundtvig talked about the good meeting which should be 50 percent science and 50 percent storytelling. Is this a necessity of educational places?

**#15:** (Karen): We spent a lot of time trying to understand what the unique thing about Schumacher College was. You come in and you go out changed. No luxury, everybody had the same conditions. You were there together, and everybody was interested in the same thing from different perspectives: how do we make this world a more sustainable place to live? People came in soaking up what everybody has to say, and no matter if you were doing the dishes, the discussions were relevant to the people there. We had amazing conversations. The morning sessions were also really important and we had meditation, breakfast, poem reading and exercise, and you were allowed to share your innermost feelings.

**#16:** So people were aiming for exploration and not for specific results.

**#17:** Sounds like the program at the Danish folk high schools, and perhaps it

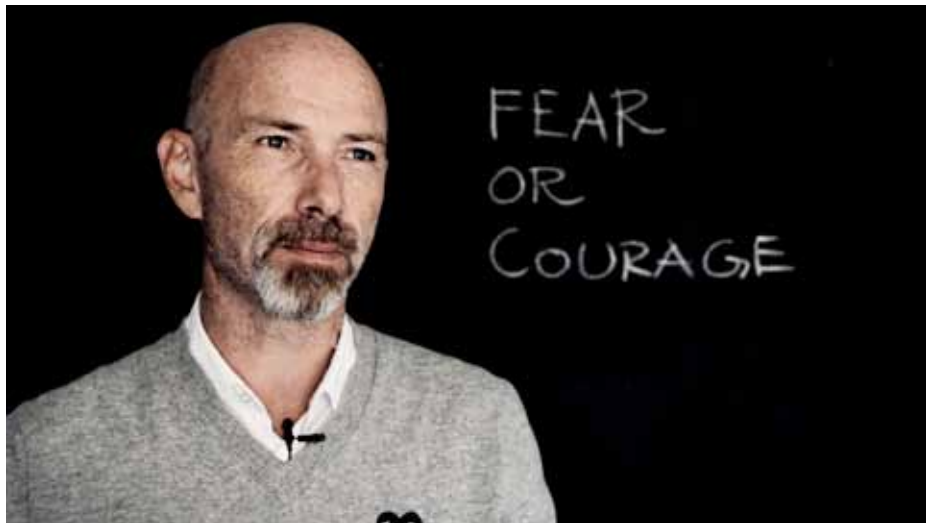
is a bit outdated today, so how can we refresh the concept and do it in a different manner?

**#18:** Form new social contexts. We must have an idea of the drivers because there's no interaction without drivers, and I think this is a dilemma.

**#19:** We must be transforming all things, mental and social processes, and we must also look to the physical world. The challenge is that today's built environment is not sustainable, and we need new buildings and new environments.

**#20:** What would Google do? How can we scale it up? Not just one school or two schools. If this is to have any impact at all we need a lot of schools, and we have to create a movement that could be so strong.

**#21:** Who are the students? It's us! We must also educate the business people and create a new place of education not only for the youngsters but also for the business people.



Erik Algreen-Petersen is the director in Artful Punch

Watch the interview with Erik

### Erik Algreen-Petersen: The Artful Punch Method

Artful Punch is about finding the courage to break the barriers and make the choices needed, paving the way for a fulfilled work life. It is about supporting each other in the release of all our competences and resources, so that "the whole can become greater than the sum of its parts."

My perspective is about our work life, about creating the fully satisfied work life that is available to all of us. Let me tell you a story from the poet Khalil Gibran: a prophet comes to a village and is asked to talk about work. He says: "And what is it to work with love? It is to weave the cloth with threads drawn from your heart, as if your beloved were to wear that cloth". If you cannot go to work like that, you can sit outside and take handouts, your work is worth nothing. This fulfillment is available to all of us, but a lot of the time we don't have the courage to do it, and that is what the artful punch is about: it's about fear and courage. Many of our decisions are fear-based, we make decisions in order to stabilize things, nothing more. But we all want something better – otherwise we wouldn't be here.

In 2001, I was the CEO of a film company, and it was a rollercoaster ride. I started out believing that I'd be better as a creative director, but I became the CEO, because they said that I would be really good. I bought into that, and all was great, but I didn't know how to be a CEO. I looked

to others, but it didn't work. After four and a half years the chairman asked me to have lunch with him, and he told me that they didn't need my services anymore. I got furious: it was my business card, my family, my life. My son asked me: dad, can they give you the sack more than one time? I realized that I was free, and I went to work the next day and pulled out all the projects that I've been really passionate about – projects that I hadn't had the courage to make, it was ten to twelve projects. I chose four of them and spent all my time on them during the next four months I had left as a CEO. I succeeded with all of them. And if I can do this, we all can.

When something is very important for us and we don't do it, what is it that is holding us back? The fear of failure is bigger when it's something that we really want. And now it's your turn to think about a project that you really want to do!



# Salons

A few statements from the one and a half hour salons held at the end of the symposium's first day.

From the salon about "Education"

## Ideas for a new education on Samsø:

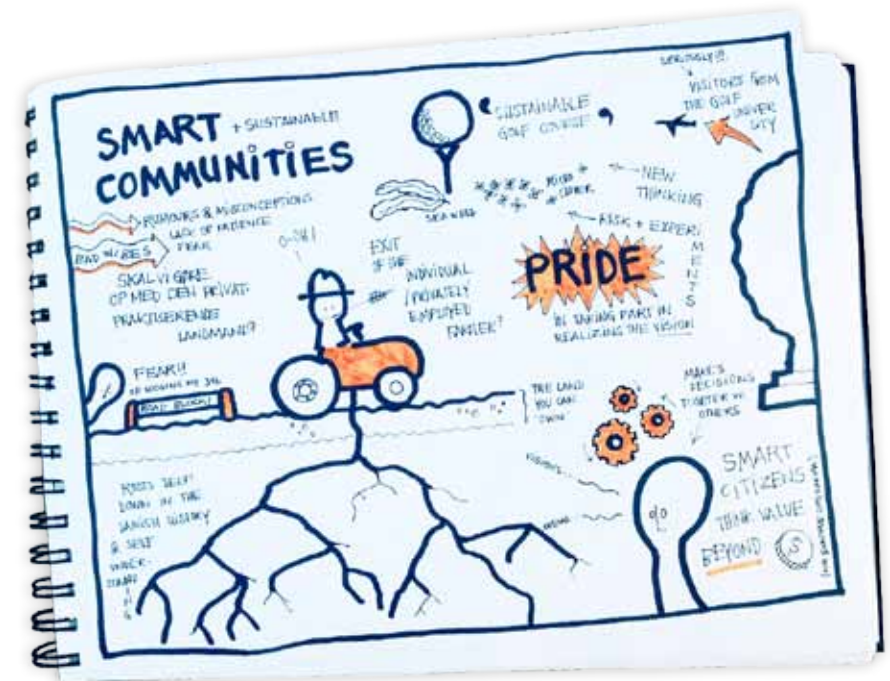
- Education that is not found elsewhere
- Samsøe as a lighthouse
- Moving things
- Problem-solving approach
- Open platforms (trust and transparency)
- Research dimension, theoretical superstructure
- Development of general theories, not only best practices
- Shall it appeal to all? (creative gymnasium)
- Webinars

## Not only education but also formation

- Representing the whole
- Citizen to citizen
- A meeting place for academia, business and civil society

## Which 25 PhD dissertations will have been produced in 25 years?

- Rainwater and community
- Resilient energy landscapes
- Etc.



Above from the salon "Smart and sustainable communities".  
Sketched by Mie Nørgaard, assistant professor, Aarhus School of Architecture.

From the salon that made their own headline for the dialogue in the smaller circle:  
"Group around courage and fear"

**"It should be manageable, funny and easy. If it is hard and tough, it will never happen."**

**"I don't know how to do it! That's the most important sentence."**

**"Contact people who you prefer to talk to."**

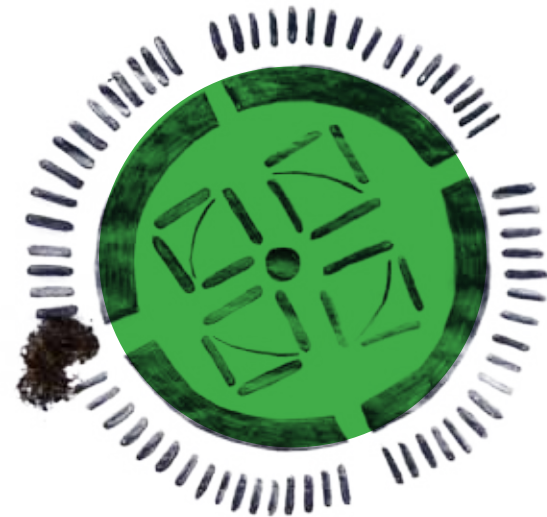
**"The fear of not succeeding is huge."**

# A new campus

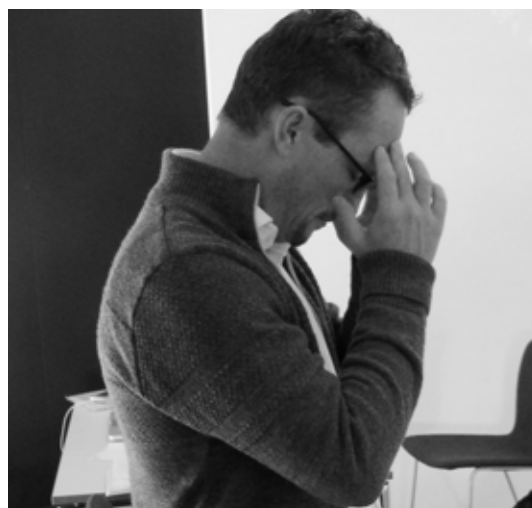
THOMAS DYBDAHL, "IF WE WANT IT, ITS RIGHT", QUOTING ARNE NÆSS:

**"HOW CAN MY, WHAT WE CALL QUALITY OF LIFE, BE  
MAINTAINED OR GROW? AND QUALITY OF LIFE HAS  
NOTHING TO DO WITH WHAT YOU HAVE, BUT WHAT  
YOU FEEL LIKE YOU HAVE AND HOW THAT FEELS;  
WHAT IS IT THAT MAKES US HAPPY?"**

LISTEN!







# Samsborg

**Samsborg will be a unique campus that will host educational processes about sustainable development.**

BY MICHAEL LARSEN,  
MANAGER, SAMSOE ENERGY ACADEMY

Samsøe has a vision to create a unique shared space and meeting place for sustainable transition and community improvement on Samsøe and in the world. The concept of sustainability will be further unfolded and explored in the years to come on Samsøe as we will focus on a great number of initiatives which will further the island's green transition. The new meeting place will be pivotal both to the Energy Academy and to the comprehensive strategy for Samsøe's development as a sustainable local community.

The Energy Academy's strategy for the development of the island is about green education and training, satellite islands and cities, fossil free island and local and international partnerships. We wish to build on the many activities we are already offering all the year round. First and foremost the 5000 yearly visitors from Denmark and abroad who pay a visit to the Energy Academy, some of which are energy tourists, others schoolchildren and students and yet others are our collaborators from educational institutions, organisations and businesses

from all over the world.

It takes new thinking to create a unique building, and we have an ambition to move frontiers through world-class architecture and to employ a new energy standard in the construction of the building, what we call '2025 passive plus'.

The meeting place "Samsborg" will be placed by the Energy Academy, where the new physical possibilities will strengthen the Academy's development strategy since new and extended activities will demand new facilities in the shape of overnight accommodation and learning spaces. At the same time, the new meeting place will markedly set itself apart from the existing possibilities on Samsøe and will thus contribute to the general development of the island.

The Energy Academy and the corporation Samsøe Energy Hotel, which consists of a number of local businesses and organisations, have in collaboration with LAG Læsø, Samsø and Ærø and the Municipality of Samsøe started the preparation of the concept development and the prospectus material as the foundation for the realisation of "Samsborg".



## Statements from the stakeholders

Below we offer a glimpse into the intentions with the new meeting place as seen from the perspective of the Municipality of Samsøe and the involved firm of contractors NCC.

Mette Løkke, director of business and tourism, Samsøe Municipality, says: "Samsøe is known and loved as a holiday island, as Denmark's renewable energy island, and as Denmark's vegetable garden. All important brands for Samsøe. The

greater part of the island's jobs are in tourism and food production. The Municipality of Samsøe wishes to create growth and development through new thinking and innovation as well as to create synergy between the three areas. It is crucial that we build the concept of sustainability into the future business development strategy. The municipality's intention with 'Samsborg' is to create a lighthouse that will make the island's development possibilities visible. In our work

with the development of 'Samsborg' we have the ambition that 'Samsborg' will come to physically comprise both nature, farming, sustainability and renewable energy.

With 'Samsborg' Samsoe Municipality wishes to create a whole new type of sustainable tourism as well as a new form of overnight accommodation and meeting place. Furthermore, it will be a space where the meal, and thus the produce of the island, is in focus. A place that gives you the feeling of home at the same time as you are out experiencing. Physically, 'Samsborg' will become a unique building which will express the essence of the special Samsoe spirit with roots deep into the history of Samsoe. Meanwhile, 'Samsborg' will display the newest technology and lead the way in the building activities of the future. In a global society we need meaningful involvement and presence. 'Samsborg' will become a modern example of how you create the possibilities for meaningful meetings between people in a sustainable context. A completely unique building which will in itself be reason enough to visit Samsoe."

Martin Manthorpe, Senior Vice President for strategy and business development, NCC Denmark: "The intention with our involvement in the new campus is to build a striking piece of architecture with a deep meaning. We wish the project to be a part of the development of our field through its example of courage and at the same time bring into focus the debate about city versus country and the exchange between the two. Another reason why we are preoc-

cupied with this collaboration is that we are working intensely with developing future forms of working, of living and of being at home, in which context we wish to bring the so-called 'third room' up for debate. The third room is the idea of the covered house, where the outer façade is separated from the inner and creates a space between inside and outside – as in a greenhouse.

This might become one of the solutions to the requirements of still more energy intensive buildings, where the walls will become thicker and thicker if we keep thinking traditionally. Lastly, our intention is to continue to work with the experiences we collected through our project 'Dome of Visions', which is a way of working with places for bonfires in the context of the debate about the transformation from the industrial society to the sustainable society of the future. This meeting place for businesses, political institutions and culture was tested with 'Dome of Visions' in Copenhagen and Aarhus all through 2013.

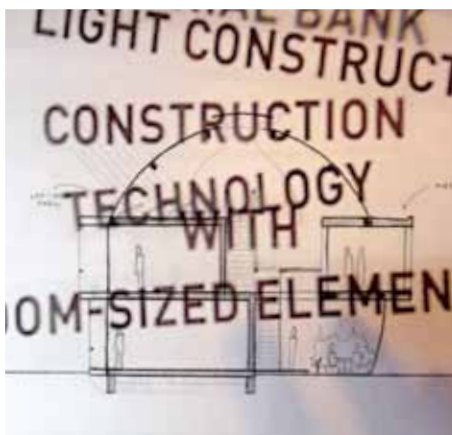
**'Samsborg' will become a modern example of how you create the possibilities for meaningful meetings between people in a sustainable context. A completely unique building which will in itself be reason enough to visit Samsoe."**

– Mette Løkke, director of business and tourism, Samsoe Municipality

**"The intention with our involvement in the new campus is to build a striking piece of architecture with a deep meaning. We wish the project to be a part of the development of our field through its example of courage"**

– Martin Manthorpe, Senior Vice President for strategy and business development, NCC Denmark





Pictures above are from the present movie about Samsborg. Watch [here](#).  
Contact Michael Larsen, manager, at [ml@energiakademiet.dk](mailto:ml@energiakademiet.dk) for more info.

### Workshop steps

**Be in silence for 2 min.**

**Round 1:**  
Images, metaphors, feelings

**Round 2:**  
Gestures from each of you

**Round 3:**  
Your gestures become a sculpture when put together, hold this shape, and when the feeling comes, move into a new sculpture. From this shape tell the group what it felt like to move into the new shape

**Discuss:**  
A round of generative dialogue ...  
What did we discover together?

## Embodied data

Discoveries from a workshop on the second day of the Next Practice symposium led by Art of Hosting facilitator Mary-Alice Arthur on the ideas for the new campus. After a brief presentation from Martin Manthorpe, NCC, participants were asked to do as described to the right, and it created data to further the development process – not only from the mind, but also from the heart/emotions/body.

### Discoveries

Halfdan Murrholm and IIDA Tetsunari illustrate an opening up of energy and moving together in their gesture (see picture). Below are some of the comments and questions from the new campus idea from the symposium's participants:

- How can it attract people?
- Design it in a way so you're part of the eco-system
- Where is the center? You just go around and around ...
- The circle is too closed
- I can't get inside of it, it doesn't seem open
- I miss the sound of the wind
- In the center we need a small dome where we can have the fireplace
- Is there a place where you can be alone and not be watched?
- I like Cph. Airport where you can check in and out from the long isles with lots of lights
- The shape/structure is not right





# Gifts from friends



**Pala Cuneys** is a friend of the Academy and came by to facilitate the Next Practice symposium graphically. June, as he is called, has previously worked at the Energy Academy, first as a part of his “world internship” as a chaos pilot. Check them out at [kaospiloterne.dk](http://kaospiloterne.dk). After that he taught at our Energy Camps for school children and high school classes. It was really nice to see you again!

**Mary-Alice Arthur** is a new friend of the house and this was her first time visiting Samsø and the Energy Academy. Thanks a lot for joining in!



**Booklet.** Mary-Alice Arthur, Art of Hosting and SOAR, participated in the Next Practice Symposium 2013. Read her harvest from the symposium in the **graphic booklet**

# Post cards from friends

**[POST CARD]** FROM MARY-ALICE ARTHUR, INFLIGHT FROM MINNEAPOLIS TO CHICAGO, 13 NOVEMBER 2011 (NEW ZEALAND)

I will keep the fire in my heart  
With the bright face of the moon as my witness  
Friends, I promise you  
That I will keep the fire in my heart.  
I will lean into that fire  
Even if it melts the soles of my shoes  
Even if it singes my hair and blackens my fingers  
I will not stop  
For our humanity is at stake.  
There, in the centre of the fire, there where we have always met  
Are the embers the wise ones have sheltered on our behalf.  
What we have always known, long in the forgetting  
Is rising through the flames again.  
It takes those of us who are the firekeepers,  
Who are the rocksitters, who have the circle in our blood and bone  
To make the shape that calls the others home.  
We have hidden the patterns in our stories, our poems, our songs  
In the deepest parts of our being.  
And we will speak, we will sing, we will dance our way  
Back.  
Even now the plazas beckon. Even now the squares call out  
For life lived in its fullest expression.  
You who have been solitary, you who have been alone  
Remember this word:  
Together.

**[POST CARD]** FROM HELLE SOLVANG, JOURNALIST, DR/P1 (DK)

My next practice is about simplicity and listening to the vibration of voices and earth. Honoring what can be seen and what can not be seen in harmony. Feet against soil, sung through the atmosphere.

We need space, time and listening abilities to move on to next practice – and funnily enough that is all something we have. It is available like the air and the soil. We just need to practice through song, dance and love. I will meet you there.

**[POST CARD]** FROM MARIANNE KNUT, KUFUNDA LEARNING VILLAGE,  
WWW.KUFUNDA.ORG (AFRICA)

**Fellowship is the Next Practice.** It is time to begin to gather in Fellowships to deepen our practices of new ways, for new worlds. We can no longer walk or work alone. We need each other. We need to reach out to those others who wish to play, experiment, and engage in ways that can serve life, this moment and the future. Our strength lies in the interconnectedness of our roots. We are a forest – can we breathe like one?

Did you know that we are connected across the oceans – a place in Denmark called the Energy Academy with a place in Zimbabwe called Kufunda Learning Village. And there are many many more in this web of new life spinning and stretching across the world, seeking solutions, practices and ways of life that can truly serve.

Next Practice is Fellowship, Community, Collaboration – so that we may be strengthened in our practices for life, for sustainability, for the next generation.

**[POST CARD]** FROM MARTIN LIDEGAARD, DANISH MINISTER FOR  
CLIMATE, ENERGY AND BUILDING (DK)

“In 1997 the project Samsø RE-island was kicked off, and the same year Samsø was named “Denmark’s renewable energy island” by the then government and the Danish Energy Agency. Today Samsø is 100% self-sufficient in electricity from renewable energy. This certainly helps en route to the island’s goal to be fossil free. Samsø’s ambitions are a showcase of Danish knowledge, and it shows how energy efficient solutions can be integrated into the Danish society.

With the Energy Agreement of 22 March 2012 it was decided to support the continued work to transform Samsø into a fossil independent island. The aid is included in the national government budget and there will be allocated 9.5 million Danish kroner in the years 2012-2015. The funds are targeted at energy projects that demonstrate solutions which can help to achieve Samsø’s goal of becoming an island without fossil fuels.”

**[POST CARD]** FROM AMORY B. LOWINS, COFOUNDER AND CHIEF  
SCIENTIST, ROCKY MOUNTAIN INSTITUTE (US)

The early bioneer Bill McLarney was stirring a vat of algae in his Costa Rica research center when a brassy North American lady strode in. What, she demanded, was he doing stirring a vat of green goo when what the world really needs is love? “There’s theoretical love,” Bill replied, “and then there’s applied love”—and kept on stirring.

“Hope is a stance, not an assessment.”  
—Frances Moore Lappé

When I give a talk, sometimes a questioner details the many bad things happening in the world, all the suffering in the universe, and asks how dare I propose solutions: isn’t resistance futile? The only response I’ve found is to ask, as gently as I can, ‘I can see why you feel that way. Does it make you more effective? In a recent college class, one young woman bemoaned so many global problems that she said she’d lost all hope and couldn’t imagine bringing a child into such a world. But discussion quickly revealed to us both that she hadn’t lost hope at all; she knew exactly where she’d left it.

“To be truly radical is to make hope possible, not despair convincing.”  
—Raymond Williams

This mission is challenging. It requires you to combine sizzle in your brain, fire in your belly, perseverance rooted like a redwood, and soul as light as a butterfly. According to the Internet, one Michael C. Muhammad said: “Everything works out right in the end. If things are not working right, it isn’t the end yet. Don’t let it bother you—relax and keep on going.”

“Infinite gratitude toward all things past;  
infinite service to all things present;  
infinite responsibility to all things future.”  
—Gōtō-roshi

# ONE

**Not all energy can be measured,  
and all of nature cannot be weighed.**

Pan, god of the forest, is half man, half buck. He is the merry tease of the forest, and he is known for his flute made of rush, the syrinx flute. He often moves on the edge of the forest close to the open fields. When the cattle stampede in the field, Pan is the one who is making them 'panic'. When night spreads out its wing, he calms down, and you can hear his flute playing out his sorrowful, unrequited love for the nymph Syrinx. It is said about him that he is both demonic, enigmatic, and life-affirming – like nature itself. The Greek philosopher and historian Plutarch tells the following story about Pan 100 years AD, here reproduced after "Naturen lys" by Axel Haaning (Reitzels Forlag 1998):

On the Mediterranean Sea a ship was sailing on its way to Rome. The wind fell, and the ship lay almost still with its sails slack on the bright and dead calm sea. On board, peace and calm reigned, but suddenly a loud voice was heard calling for the mate of the ship, an Egyptian named Thamus. Nothing could be seen, and those on board felt ill at ease. The voice sounded again, and neither Thamus nor anyone else on board dared to answer. When the voice called out for the third time, Thamus ventured to the gunwale and answered. The voice, which might as well be coming from the land as from the water, shouted back: "When you reach Palodes, you are to announce that The Great Pan is dead."

With Pan the demonism and poetry disappeared from nature, and Plutarch's account is both melancholy and very telling of the way Greek, Roman, and later the Nordic mythology with Thor and Odin

slowly disappeared as Christianity pushed itself forward. One after the other the old gods disappear into the enchanting world of mythology. Thor is the last to end his journey on a black sky with lightning crackling.

At the same time, this story also tells of the new conditions regarding man's relation with nature which Christianity brought with it. Focus shifted from nature – which in the antique world was populated by gods with divine powers and energies – to the inner spiritual world and salvation of the human being. Broadly speaking, it can be said about the natural philosophy of the Middle Ages that the Christian philosophy was preoccupied with turning the gaze of the converted from the physical to the spiritual world. In this process the wise church and faith builders considered nature to be dangerous because it had been the object of worship of the heathens.

It became a crucial feature of the Christian dogmatics to separate God from Nature. As the early philosophers of the Middle Ages repeat time and time again: God is spirit, not matter. God is the creator of matter, and it must be the creator, not the created, which is worshipped. For this reason the scientific disciplines which had the physical world as their subject became uninteresting. The physical nature, human nature included, was seen as obstructing the spiritual life and man's relation to God.

A few wise philosophers tried to maintain the unity between man, nature, and God, but were silenced in different ways and roughly handled. By the end of the Middle Ages this separation was a reality, and man was banned from nature. At the transition to our cultural era, in the seventeenth century, a renewed but failed attempt at maintaining a connection and relation between human being and nature saw the light of day. The limits of the universe disappeared with the Copernican worldview, and the efforts to secure the limits of the universe's infinity were shipwrecked. We can even name the date when this took place. The Italian monk and philosopher Giordano Bruno was burnt as a heretic on Campo dei Fiori in Rome February 16th year 1600.

Fourteen years prior to this he wrote the following in Bruno's fifth book from 1586 (ibid.): "The universe is a whole, infinite and immovable. One is the absolute possibility, one act, one form or soul,



one matter or body, one thing, one being; one is the highest and the best. It is not capable of being encompassed and is therefore unending and boundless, and because it is unending and boundless, it is immovable. It does not move locally, for there is no place outside of it whereto it can be moved, it itself is all there is. It does not create, for there is no other being which it could want or regard, since it contains all being. It does not change, because there is nothing it could be changed into – it is everything. It cannot diminish or grow since it is infinite; nothing can be added and nothing taken out of it, because infinity does not have measurable parts.”

The spirit of nature disappeared with Bruno and was replaced by man’s rational logic. In its place we got mechanical natural laws created by philosophers and natural scientists such as Descartes, Galilei, and Kepler. The universe became infinitely big, but not unending or indivisible like in Bruno’s universe. What were left was the inspired man and the objectified and atomised energy resource NATURE, which the natural sciences could disassemble, examine, and consume ad libitum.

This is what in 1843 made Søren Kierkegaard exclaim in irritation: “There is no need to have dealings with the natural sciences. You stand there defenceless, you cannot control. The scientist immediately starts to divert himself with his particulars, now you are going to Australia, now to the moon, now you are going into an underground cave, now up your ass to look for an intestinal worm. First you use the telescope, then the microscope. Only Satan knows who can stand it... All corruption will come from the natural sciences.”

Today on the threshold of the new millennium we have to acknowledge that the road forward is characterised by two opposing movements, continuity and discontinuity. We and our actions are determined by the behavioural patterns and posterior attitudes of the past centuries. This happens on a continuum from the clean-up after the local car painter over our resource and energy consumption to the removal of nuclear danger potentials. At the same time the road forward happens on a discontinuum, because we need to break with the thinking and behaviour that created us and our relation to nature.

For this reason we have to learn to make detours, and in this connection the words of the painter Friedensreich Hundertwasser about the straight line are meaningful:

“In 1953 I realised that the straight line takes humanity to its doom. Nevertheless, the straight line has created an absolute tyranny. This straight line is cowardly drawn with a ruler, without thought or feeling. It is exactly this line which does not exist in nature. And this line constitutes the rotten foundation of our doomed Civilization.”

We have to realize that humanity cannot follow the shortest distance between two points. We need to get used to find new ways as well as detours and wrong turns in our relationship with nature, energy, and ecology in the new millennium. We need to rethink our values and our actions, and we have to think within an ecological frame of understanding. Other and new values become important, and for this reason we must develop new patterns of action in order to handle the dualism of connection and lack thereof which the industrial and consumer society has left for us. The natural sciences have to be matched with the social sciences if we are to move forward under the conditions of this dualism.

We are balancing on a knife edge and facing the danger that the qualities which ecology offers – such as a high degree of diversity, integration, mutually developing states of dependence, flexibility, and a holistic understanding – might turn against us as rules, restrictions, and regulations. And innovation is always a precarious business.

Perhaps the Danish philosopher Poul Martin Møller’s words from 1837 can serve as consolation. He says about turbulent times when ideals and ideologies break down and are reshaped that “in those times when the old God turns away his face and the new God still has not shown his, it is only natural that twilight will prevail.”

Ole Hansen, human ecologist  
and co-founder of Lysbrocenteret



# Checking out

WHAT SOME OF THE PARTICIPANTS SAID ABOUT BEING PART OF THE NEXT PRACTICE SYMPOSIUM BEFORE LEAVING. YOU CAN ALSO HEAR WHAT SOME OF THEM SAID TO THE CAMERA ABOUT WHAT THEY HOPED TO TAKE HOME FROM THE SYMPOSIUM [HERE](#)

**Lene, Energy Academy:** I made good connections, and I talked to almost all of you.

**Peter, Energy Academy:** We must not forget best practice, the story of Samsoe is that, and that's what people can learn from.

**Mie, Aarhus School of Architecture:** I got hit by the island atmosphere, and besides inspiration for my professional work, I've been personally inspired to go back to my local community, a small town, and do stuff.

**Karen, ICIS:** Thank you for inviting me, it's been a wonderful experience with information and connectedness, a lot of love and care for each other and for the planet. It's been touching, emotional, spiritual, physical, mental, emotional.

**Peter, Aarhus School of Architecture:** At conferences we usually like to impress each other, not here. It has been enlightening to get in contact with both the rational and the emotional.

**Søren, Global Citizen:** Being chaotic and systematic. It's also important to have chaos as a friend and a driver for a sustainable world.

**Mary-Alice, SOAR:** Space for stories and energy, and we need it to exchange our stories, because important stuff comes from not going all the time. Those spaces are really important. Thank you for the space.

**Inge-Dorthe:** Compared to how I spend a lot of my time, it is wonderful to be in a place where you can openly be in doubt. It's very important as we're not quite sure yet what we want to do next.

**Malaika, Artful Punch:** It has been grounding for me, and this is the major reason why I will take a lot with me: now I feel like a whole person. Saying goodbye is a good opportunity as it means that we can soon say hello again.

**Ole, Lysbrocenteret:** Thanks for all the open doors to the ideas, and I hope to be part of some of them.

**Erik, Artful Punch:** I would love to be part of this family. People have put so much effort into this. All the generosity that is here, all the levels of abstraction that allows everyone to meet, it is a really good skill and quality, thank you all.

**Martin, NCC:** Thank you all, and sorry I was late ... I'm here because I need new energy and new insights to change the business world. We're trying to build a new world and yet we are still anchored and trying to produce results in the old one. Let's continue the journey!

**Else Marie, Lysbrocenteret:** I'm so touched by being in a room with so much inspiration and willingness to share. Out there we usually don't cope very well with our living conditions, and that's urgent. Next practice, Malene, you're right on – and there's a lot of possibility here to deal with that.

**Kasper, Alecia A/S:** We're working with sustainable buildings, but I'm not sure that we are doing it right. I want to talk more with people and involve them, and maybe in 2-3 years we will know more.

**Irina, p.hd. student:** I've experienced what sustainable development is actually about, and what holistic thinking is about. It's not so much about the academic, but more about the projects I am doing and want to do in my life. It's been very giving to be here.

**Jesper, Energy Academy:** There's no doubt for me that Samsoe is the test market here and that you are as saints for us. Let's go global now!

**Michael, Energy Academy:** I moved over here a little over a year ago, and it's about practice, the best and the next. We dream and we succeed with the implementation, it's nice.

**Søren, Energy Academy:** I'm very pleased that you all came. We're in a remote place – we're stuck here together and also connected here together. It's also exciting to see how we can blend our competences and approaches, and the Energy Academy is not just a house: We're a blender, a transformer. The light is so beautiful outside right now, and in here we're trying to light up things too, to put focus and attention to the new commons. Thank you for being here.



**ACTIVITY.** We must act in common. Community power is about shared activities: developing community dreams, democratic decision-making and local ownership.





THANKS TO ALL THE PARTICIPANTS  
AT THE NEXT PRACTICE SYMPOSIUM 2013

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**Alexandra Branwen**, Eco-Net  
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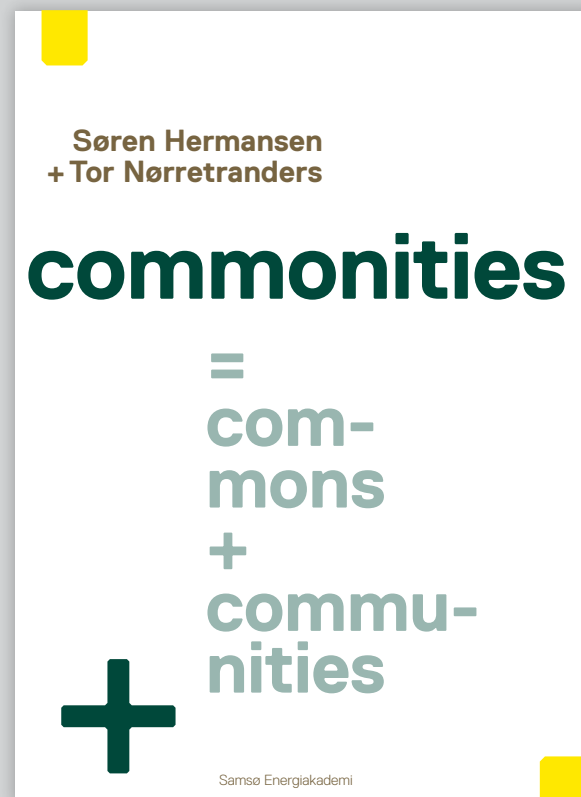
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