

# Global Responsibility

The GRLI Partner Magazine



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GLOBALLY RESPONSIBLE LEADERSHIP  
INITIATIVE

# On Responsible Leadership

Dear Reader,

Here we are in 2014 and this year we mark a milestone as the GRLI marks a decade since the first gathering which was its genesis. This gathering of 35 engaged individuals was held in September 2004 in Chateau Limelette in the forests to the south of Brussels. It is testament to the power of our purpose that many of those individuals are still actively engaged in the GRLI today.

This edition of our partner magazine shifts from its traditional role of focussing on the work of individual partners to reflecting on the past and the future of our collective work as an organisation and a movement.

GRLI Honorary Fellow Philippe de Woot reflects on the concepts we have developed and then challenges us all to "profound-up" our work. There is a wonderful spread of photographs of GRLI partners through the years with many of us looking distinctly younger and fresher than we do today.

Looking forward, we have the prospect of a new governance framework described by GRLI Council chair Claire Maxwell and previews of two major events this year - the Oulu General Assembly in March and a global business un-conference, the

Third Global Forum for Business as an Agent of World Benefit in October.

Central to our future is an exploration of "Towards 2024" which is an extensive document describing the GRLI's way forward for the next decade. This signals the start of an extensive consultation process over the coming months to seek feedback and engagement. This is critical as the implementation of our mission to develop globally responsible leadership and practice is only possible through it being fully embraced by GRLI Partner organisations and by committed individual Associates.

Mark Drewell

CEO of the Globally Responsible Leadership Initiative (mark.drewell@gri.org)



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The GRLI Partner Magazine N° 10

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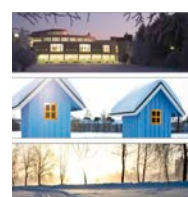
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# MANAGEMENT EDUCATION FOR THE WORLD

For many years commentators have described what is wrong with business schools – characterising them as the breeding grounds for a culture of greed and self-enrichment in global business at the expense of the rest of society and of nature.

*Management Education for the World* is a response to this critique and a handbook for those seeking to educate and create knowledge for a new breed of business leaders. It presents a vision for the transformation of management education in service of the common good and explains how such a vision can be implemented in practice.



*'50+20 not only raises the sights for those charged with the development of our future leaders, but also provides a clear roadmap for delivering on that ambition. As such, it is an important contribution to a journey of transformation that affects not only the future of business, but the very planet itself.'*

Paul Polman  
Unilever, US

*'The 50+20 initiative is an ambitious effort that highlights the urgent need for radical change in what we teach and how management education is delivered today. In a world that faces so many different and fast-evolving challenges, the initiative is indeed timely and needed.'*

Peter Bakker  
World Business Council for Sustainable  
Development, Switzerland



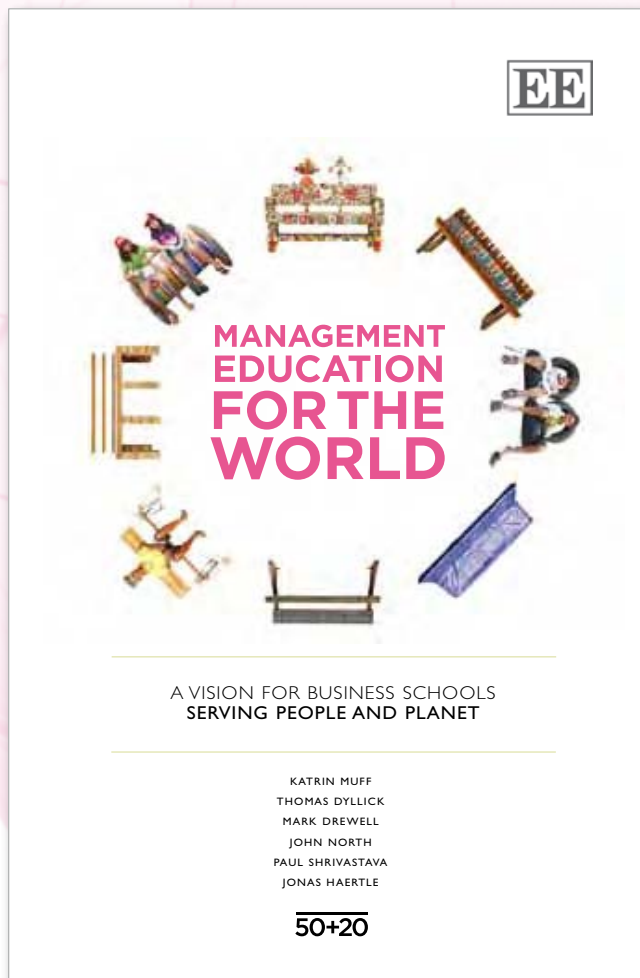
This 50+20 vision was developed through a collaborative initiative between the Globally Responsible Leadership Initiative, the World Business School Council for Sustainable Business and the UN-backed Principles of Responsible Management Education (PRME) and draws on the expertise of sustainability scholars, business and business school leaders, and thought leaders from many other walks of life.

This book explores the 21st century agenda of management education, identifying three fundamental goals:

- educating and developing globally responsible leaders
- enabling business organisations to serve the common good
- engaging in the transformation of business and the economy.



Available now from  
**Edward Elgar Publishing:**  
<http://bit.ly/10UQM4M>



It is a clarion call of service to society for a sector lost between the interests of faculty, business and the schools themselves at the expense of people and the planet. It sees business education stepping up to the plate with the ability of holding and creating a space to provide responsible leadership for a sustainable world embodied in the central and unifying element of the 50+20 vision, the “collaboratory”.

*Management Education for the World* is written for everyone concerned or passionate about the future of management education: consultants, facilitators, entrepreneurs and leaders in organisations of any kind, as well as policymakers and others with an interest in new and transformative thinking in the field. In particular, teachers, researchers, students and administrators will find it an invaluable resource on their journey.



*‘We now finally have a blueprint that can be used as a foundation for a new contract between business schools and society. Changing the way we educate our business leaders for tomorrow will change the world for the better.’*

**Rakesh Khurana**  
**Harvard Business School, US**

# Northern Lights shine on Globally Responsible Leadership

2014 is the 10<sup>th</sup> anniversary of the GRLI and we start the year by shining a northern light on our work to develop globally responsible leadership and practice. This will set the scene to work on our individual and collective calls to action for the next decade.

Hosted by the Oulu Business School, Martti Ahtisaari Institute, this will be the first GRLI General Assembly to take place in Scandinavia. The city of Oulu is often referred to as the capital of Northern Scandinavia – it combines Northern hospitality, nature and culture with modern technology.

**The themes that underpin our discussion and work at Oulu are:**

- The GRLI: Towards 2024
- Structural Changes in the Global Economy
- New Technology & Digitalization Advancement and its impact on Leadership
- The Renewal of Management Education

**By attending the GRLI meeting in Oulu you will:**

- Work on your own priorities and actions around globally responsible leadership
- Network with, learn from and be inspired by peers from business and learning organisations doing likewise
- Co-create the next stage of the development of the GRLI as the driving force in developing globally responsible leadership and practice worldwide
- Learn from the unique and world-leading sustainability agenda in Finland

**What are the main elements of the programme?**

- The first full meeting of the GRLI's Council of Partners to set action plans towards 2024
- Work on the 50+20 Agenda of Management Education for the World



**GRLI 15th General Assembly**  
24-28 March 2014  
Oulu, Finland



Hosted by  
Oulu Business School, Martti Ahtisaari Institute



- Learning journeys to Technopolis, a world famous hi-tech incubator and to hi-tech companies that have been born out of Technopolis
- A responsible leadership Top Forum which will see the GRLI engage with business and societal leaders in Finland
- An Ambassadors meeting for the next generation of globally responsible leaders
- The establishment of innovation cohorts in business on leadership and sustainability
- The announcement of the next six Honorary Fellows of the GRLI
- Accelerated learning and new project development utilizing uniquely Finnish approaches harnessing the power of the natural environment in the depths of winter
- An academic paper workshop on Globally Responsible Leadership which is a feeder event for the 3<sup>rd</sup> International Conference on Responsible Leadership taking place in South Africa in November 2014.

#### MORE INFORMATION

For more information on the GRLI General assembly, the pre activities and registration, visit the GRLI website [www.grii.org](http://www.grii.org) or contact Eline Loux: [eline.loux@grii.org](mailto:eline.loux@grii.org)

## Pre General Assembly Activities

### The 50+20 Innovation Cohort

This cohort is a global peer-based laboratory of management educators, leadership developers and organizational leaders innovating and transforming their organizations and offerings around the key roles articulated in the 50+20 vision.

The meeting in Oulu is the third of four meetings\* for this particular cohort. Cohort participants are defining and initiating transformative change outcomes or programs for their organizations

### The Consulting and Advisory Services Interest Group

Consultancies, advisory firms, trainers and coaches have a major influence on management and leadership. They work as exponents and enablers of best practices and, to the extent that they do not challenge underlying orthodoxies such as the pre-eminence of unfettered free markets, shareholder value and profit maximisation, they reinforce them.

At this full day session a pioneering group of consulting and advisory practitioners will jointly explore the question: **“What role do, can and should advisory and consulting organisations play in developing globally responsible leadership and how do they themselves practice responsibility?”** The group will also participate in the main meeting over the following days.

#### Organised & Sponsored by



#### Sponsored by



### About Oulu Business School

Oulu Business School (OBS) is a rapidly growing and internationalizing business school that caters for the needs of the businesses and students in the whole of Northern Finland. As a multidisciplinary, research-based business school, OBS generates business competencies in cooperation with the scientific community, business partners and the larger society, and conducts education and research in all traditional business subjects. OBS runs various English-language programmes that attract students from all over the world.

The business school was accredited by AACSB International in Autumn 2013, thereby accelerating its international activities and collaboration.

OBS hosts an international research and education institute founded with the support of the former Finnish President and Nobel Peace Prize Laureate Martti Ahtisaari. The Martti Ahtisaari Institute enhances business opportunities and expertise especially in Northern Finland through research, development and education that build new knowledge on international business, responsible leadership and global economy and business.

# GUEST COLUMN

## A VIEW POINT ON GRLI'S FIRST DECADE

PHILIPPE DE WOOT



Ten years ago, 35 academics and businessmen gathered outside Brussels to think about the challenges facing our economic system and their implications for future business leaders and the business schools that are training them. They tried to take some critical distance from existing practices and institutions, to think worldwide and long term, and to start building a new vision anchored in the concept of global responsibility. They rapidly became close friends determined to work together and to create a global community. GRLI, The Globally Responsible Leadership Initiative, was born. The GRLI's mission was to act as a catalyst to develop a next generation of globally responsible leaders.

Ten years later, this initiative includes 50 institutional Partners comprising primarily, business schools and corporations, and many links with associates and networks interested in the same issues, such as Golden for Sustainability, The Zermatt Summit and the Cambridge Programme for Sustainability Leadership.

GRLI has created among its members a dynamic of reflection and change. It has published a Manifesto and various books on its vision and underlying concepts. It has established partnerships with important global institutions such as EFMD, AACSB International, UNGC and PRME (Which it helped found) and has become a more and more influential global actor.

As Mark Drewell explains, "a clear positive outcome of the past decade is that the concept of globally responsible leadership is now embedded in the global discourse – a direct consequence of the creation and work of GRLI. Our timely message has spread virally to an extent that the idea of such a leadership being the aspirational "new normal" has become culturally ingrained in the international lexicon". This is an extraordinary achievement.



He adds: "Out of this work, we aim to drive a meta-vision and process of transforming business and other organizations and their leadership to move from seeking to be the best *IN* the world to becoming the best *FOR* the world".

I wish to focus my viewpoint on this theme of vision or meta-vision.

During its first decade GRLI has been very active in creating and discussing new conceptual approaches to build a vision. The aim was to better understand the meaning of responsible global leadership for a more sustainable development model. I wish to stress the importance of these conceptual breakthroughs. I will mention four of them: radically questioning the existing neoliberal system, revisiting the *raison d'être* of the business firm, promoting a new corporate culture, rethinking business education toward a greater societal engagement and whole person learning.

These are not trivial approaches. They contribute to set the foundations for global responsible leadership and sustainable development.

**Daring to question our economic system, denounce its deviations and stress the urgency of reforming it.**

The competitive market economy has many advantages: creativity, productivity, growth potential, flexibility. Entrepreneurship and innovation are at the heart of this system. In a market economy, the firm is the agent of

“ ”  
...

*If we want to reform our development model, we have to rethink the raison d'être of the business firm.*

economic and technical evolution. For a long time it has been presumed that the actions of the firm automatically serve the common good, thanks to the virtues of the market and its famous “invisible hand”. Today this link is becoming much less clear. Led solely by instrumental logic, the model becomes increasingly ambiguous and paradoxical. At the same time as producing more wealth than ever and ensuring unprecedented growth, it pollutes, excludes, and often encourages domination and social injustice. It promotes a desperate race that no longer has any visible purpose, or *raison d'être* beyond shareholder value at whatever societal cost. This purely financial criterion, by being often short-termist, no longer reflects the true value of a firm in terms of its contribution to society. In becoming global, our development model has revealed its limits and contradictions. Its extraordinary capacity to create wealth, its international dynamism and entrepreneurship are producing undesirable systemic side-effects that worry many and cause revulsion in others. Because recent experience has shown that the current model does not lead to an equilibrium which provides for the global common good, GRLI argues that there is an urgent need for conceiving and implementing a more sustainable and societal development model. The business firm will be a key agent of this evolution and the business schools should adapt to better train its future leaders.

#### Revisiting the *raison d'être* of the business firm

If we want to reform our development model, we have to rethink the *raison d'être* of the business firm.

We must start from its specific function in society: entrepreneurship, creativity, innovation, and understand the way it works. If one observes successful companies, over a period of five to ten years, there is not a single one that has not adapted, transformed and renewed itself. All have evolved and innovated, whether in their products,

their markets, their procedures or their organization. This reality marks their action as dynamic and creative. Under the spur of competition and technical evolution, the successful Company is not content simply to produce and distribute its goods and services. It constantly renews them, it seeks to evolve, and it creates the new. Initiative and creativity constitute the pivot of their undertaking. In this context, the specific function of the company is therefore to provide economic and technical progress. Milton Friedman's approach reduces the purpose of the firm to a mere financial dimension, ignoring completely this promethean role of opening for men “the endless road of progress”.

A company will only be responsible if it registers its specific function within an overview of human and lasting development and asks questions such as: “economic progress: What for? For whom? How?” Answers to these questions can only be ethical and political.

In this context, GRLI proposed defining the *raison d'être* of the business firm in the following way: creating economic and societal progress in a sustainable and wholly responsible way.<sup>2</sup>

We are far from mere shareholder value!

#### Toward a new corporate culture

The business firm can play a decisive role in promoting sustainable development, but that presupposes a much more profound transformation than most business leaders imagine. Good CSR practices are not enough. There can be no sustainable development unless the firm broadens its *raison d'être* and abandons the conventional Friedman's approach, which has resulted in one-dimensional thinking and locked the firm into a logic of means rather than ends. The firm will only become responsible if it transforms its culture by adopting new

ethical values and engaging in political debate with the new players in the globalizing world. If the movement for social responsibility just sticks new labels onto old practices it will not be taken seriously. If it puts old wine into new bottles it will be reduced to a public relations operation.

Globally responsible leadership demands that this cultural change and evolution of mindsets should be based on re-visiting and rebalancing the key roles of the organisation: first, entrepreneurship as the core function of the firm: how to orientate it to address the main challenges of the 21<sup>st</sup> century; second, leadership as embedding and catalysing values and responsibilities in the organisation; and third, corporate statesmanship as broadening the debate and dialogue on common good with society at large. A new corporate culture will contribute to give back economic activity its ethical and societal (political) dimensions.

#### Rethinking business education toward Whole Person Learning

Business Schools could become major agents for cultural change if they transformed themselves and addressed the challenges faced by the current economic system. Their influence is vast. Not only do they train, retrain and recycle the majority of CEOs and managers of large companies, they also impose and widely promote their vision of the firm and their philosophy of management. A new type of management school is required if the development model is to evolve. GRLI has proposed new concepts for their transformation and has recently published "Management Education for the World" opening broad new perspectives.

One of GRLI concepts seems to go to the heart of the educational process. It is the concept of whole person learning.

To bring to the fore the capabilities and attitudes required for the next generation of globally responsible leaders, it is no longer sufficient to rely solely on the cognitive acquisition of knowledge. Experiential, presentational, propositional and practical ways of learning must be integrated into the global responsible curriculum. In all of these the human learns not only with his or her rational abilities, but learns by responding with all of his or her senses and abilities (practical, affective, conceptual, imaginal) – a whole person learning approach. This enable the globally responsible leaders to discover more of their inner dimension, learn from first hand experiences about the social environmental consequences of business decisions, to develop entrepreneurial learning processes and to face the intended and unintended consequences of the choices they make.

This concept has been explored by GRLI and is successfully implemented under the guidance of OASIS. It is also promoted in the vision for a new business school presented by 50+20.

For the next decade, we should develop our thought leadership by transforming these conceptual building blocks into a meta-vision for responsible corporations and business schools. With our members and our networks we could successfully lead an action research project based on a new, permanent and balanced dialogue between business leaders, academics and civil society aiming at propositions, suggestions and appropriate tools to give back economic leadership and corporate culture their ethical and political (societal) dimensions.

Action research has to be considered as a collective and ongoing learning process. There are already enlightened business leaders acting at a high and sustainable level of corporate responsibility. Our aim as academic researchers should be to identify, understand and share these innovative behaviours, change making mindsets and concrete experiences. We will translate them into accessible concepts and tools that could make them transmissible and easier to incorporate into business life and management education. Progressively they will serve as building blocks for a new vision of global responsible leadership and corporate culture. These real life cases will be analyzed with the aim of understanding better the underlying values that give them their coherence. This will progressively help to build and advocate an enlarged vision of responsible leadership and responsible corporation better adapted to the new societal challenges.

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#### ABOUT THE AUTHOR

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# Press Release

## New Chair is GRLI Stalwart



The Globally Responsible Leadership Initiative (GRLI) has appointed **Dennis Hanno** Chair of the Board of Trustees of the GRLI Foundation. Dennis is Provost and Senior Vice President at Babson College in Wellesley, MA, USA and is the first North American Chair of GRLI.

His appointment was effective as of January 1st, 2014.

*"The GRLI is one of the world's leading organizations for driving the change in management education that is needed to develop a new generation of responsible leaders."* said Dennis reflecting on his new role. *"It brings together top thought leaders from both business and academia to drive this change, and I'm honored to be able to lead the Board in setting the agenda for the GRLI's activities. My goal is to involve even more constituents in this important work and increase the impact of the many great initiatives already underway."*

*"The ongoing financial crisis, the loss of confidence in business, and the emergence of the Occupy movement, coupled with our ongoing failure to live within the capacity of the natural world, all point to the urgent need for a new understanding of business and public leadership. The GRLI believes that the development of globally responsible leaders needs to move from trying to make them the best in the world to giving them the capacity to be the best for the world. This is a fundamental change in our understanding of how we define success in leadership development."*

*"Babson College has been engaged in this challenge for many years and Dennis Hanno carries the personal commitment to creating leaders who serve a society. This combination of organizational and personal engagement is essential to playing a leadership role on the global stage and we are delighted to have Dennis as our new Chair."* says **Mark Drewell, CEO of the GRLI**

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### Who is Dennis Hanno?

Dennis Hanno has held senior leadership positions at Babson College since arriving in 2006. Currently, he serves as Babson's provost, senior vice president, and President's Endowed Professor of Accounting, in addition to leading the Babson-Rwanda Entrepreneurship Center (BREC) as executive director. Previously, he served as the associate dean for Undergraduate Matters in the Isenberg School of Management at the University of Massachusetts Amherst, and on the faculty of Boston College. A vocal advocate for responsible management education, Dennis also plays an active role in the United Nations Principles of Responsible Management Education (PRME) movement, including contributing to several of its annual forums and publications. And, as an accomplished accounting educator, he was named Educator of the Year by the Massachusetts Society of Certified Public Accountants, and is actively involved in the accounting profession. He most recently was named one of Boston's 50 on Fire for revolutionizing undergraduate education and for the active role he plays in the Boston and Babson communities. Dennis leads Babson's many initiatives in Africa, focusing on creating a more entrepreneurial environment across the continent. As the executive director of the Babson-Rwanda Entrepreneurship Center; the national host for Global Entrepreneurship Week, he oversees the work of the center's in-country staff. Additionally, he has empowered thousands of youths in four African countries through a unique curriculum he has developed called From Ideas to Action as founder and director of the Babson Entrepreneurial Leadership Academies.

Dennis earned his bachelor's degree in business administration from the University of Notre Dame, his Master of Science degree in accounting from Western New England College, and his Ph.D. in accounting from the University of Massachusetts Amherst.

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# DIFFERENT GOVERNANCE FOR A DIFFERENT WORLD

## WHAT KIND OF WORLD DO YOU WANT TO SHAPE FOR THE FUTURE?

Claire Maxwell

Through the lens of governance we are able to clearly glimpse representative images of how key players in organisations relate to issues of power, authority and influence. How we govern ourselves is a mirror of all we have been taught about the ways of being managed, of how organisations operate. If we want to manage the future more effectively, then it becomes necessary to shape, change, develop the very structures that are representative of the kinds of relationships and dialogue necessary for making a difference in the world. This, I believe, is what the GRLI is doing.

Good governance is essential, especially where there is organisational access to funding and income which emerges from the public purse. However, formal and traditional mechanisms of governance, whilst essential from the perspective of good, regulatory oversight are insufficient in themselves when the world call is for greater levels of flexibility and creativity. For bringing into being different ways of organising and being organised, of governing and being governed, relating and relationship.

Given all that the GRLI stands for, it would be contradictory and disappointing, were the organisational structures to go for more of the same. In developing the Council of Partners and Guardian Group alongside the newly configured Board, the GRLI has given the green light for a smaller, actively engaged group of GRLI partners to become more closely connected to the heart of the action. Together, this grouping will explore, experiment and embody ways of operating that supports and challenges the GRLI in terms of what it does and, as importantly, how it does it, promoting and modelling the ways of operating that underpin effective action.

Emphasis on taking action is important. In 2004, 21 pioneering businesses and learning institutions, under the auspices of the European Foundation for Management Development and the United Nations Global Compact engaged in a one year long entrepreneurial process to explore how they would work together with the question of developing globally responsible leaders. The facilitation approach taken during that year was critical in shaping the future of the GRLI and with its strong orientation towards the involvement and encouragement of participants

bringing more than just their intellect to the group, heeded the call for partners to work with the 'whole self' and a reconnection or introduction to a purpose beyond the ego.

In addition to introducing a different way of working, a set of guiding principles were created:

- Being result oriented: Whatever the initiative decides to do must clearly increase the capability to deliver visible results on the ground;
- Having long term effects: Whatever the initiative decides to do will only qualify if it stands a strong chance to live on and continuously affect the development of globally responsible leaders;
- Being unique: Getting things done innovatively, quickly and effectively whilst honouring and sustaining the unique combination of businesses and learning institutions. The activity should not be replicated elsewhere.

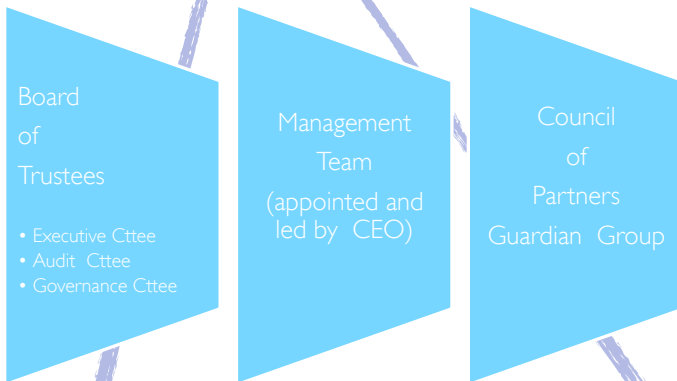
The key elements of those guiding principles: increased capability, the delivery of tangible results, sustainability, continuous impact, innovation, speed and effectiveness whilst attending to relationship are still relevant to and at the core of the GRLI.

The GRLI of 2013 comprises of 51 Partners, the most recent to join as a strategic partner along side EFMD being the Association to Advance Collegiate Schools of Business, (AACSB). There is a ceiling of 120 partners. The key areas of focus are:

- Reframing the Purpose of Management Education
- The Corporation of the Future
- Cultural Change in Organisations
- 50+20 Management Education for the World

## GRLI Global Community of Action

Organisations: Strategic Partners Institutional Partners	Individuals: Ambassadors Associates Fellows	Project Contributors
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- And acting as a support for individual and personal growth for the participating representatives of the partner organisations.

Changes in governance are representative of changes in thinking and relating to the world. In developing three separate but intrinsically linked elements to governance, the GRLI is both acknowledging and adhering to the requirements of the current world, whilst reaching out to the possibilities of being different in the world.

The first element is a coherent Board structure which allows for effective, regulatory oversight. The second, the Council of Partners, whilst no less structured, provides an environment which can foster engagement of a different nature and the third is the Guardian Group.

### The Council of Partners

Membership: All full institutional partners

Purpose: To provide opportunities for institutional partners to have an immediate connection with and influence on the business of the GRLI

- Mission and values – a reconnection with the 'why' of the GRLI
- Activities – promoting or engaging in one or more GRLI activities

### GRLI Board of Trustees

#### Chairman

Dennis Hanno: Provost and Senior Vice President, Babson College (USA)

#### Vice Chairmen

- Pascal Lizin: Director, External and Public Affairs, GSK Bio (Belgium)

- Uwe Steinwender: Senior Manager Corporate Academy, Daimler AG (Germany)

#### Representatives from Strategic Partners AACSB- EFMD

- Eric Cornuel: Director General & CEO, EFMD (Belgium) - GRLI Founding Partner

- John Fernandes: President & Chief Executive Officer, AACSB International (USA)

- Linda Livingstone: Dean, Pepperdine University, Graziadio School of Business & Management (USA)

- Thomas Sattelberger: former Board Member for Human Resources, Deutsche Telekom AG (Germany)

#### Board Members

- Jose Alberto Bucheb: General Manager Corp. University, PETROBRAS (Brazil)

- Peggy Cunningham, Dean, Dalhousie University (Canada)

- Fernando d'Alessio: Director General, CENTRUM PUCP (Peru)

- Jonas Heartle: Head, PRME Secretariat (GRLI Founding Partner)

- Claire Maxwell, Co-Director, Oasis School of Human Relations

- Katrin Muff, Dean, Lausanne Business School (Switzerland)

- Michael Powell is the Pro Vice Chancellor, Griffith Business School, Griffith University (Australia)

- Pierre Tapie: Dean and President, Essec Business School (France and Singapore)

#### Ex-officios

- Anders Aspling: GRLI Secretary General

- Mark Drewell: GRLI Chief Executive

- Membership – ensuring representation or involvement
- Governance – representation on the Board
- Participating- taking the GRLI beyond the GA's and into the business/learning institution
- Connecting - building and strengthening connections, relationships and hubs of activity Learning and developing - self, other, GRLI

Meeting: Two meetings a year, one which provides:

- An opportunity for participants to re-connect
- To share in what has been happening in the previous year
- To consider what is coming towards the GRLI in the year ahead
- To reflect, plan and commit to actions and intentions
- To attend to any business, for example one of the immediate actions is to nominate a partner representative to the Board of Trustees.

The second opportunity for engagement is also an annual event but one which is open to a much wider community of business, business schools and learning institutions, including prospective partners. Whilst some of the key aspects outlined above will still be present i.e. a restatement and check in on the mission and values, an update on the current state of activity by and within the GRLI, this gathering will have more of a relational and future orientation to it. In that sense it allows for a much greater freedom of engagement and connection and learning and allows new or prospective participants to have a glimpse of the GRLI.

The outcomes from this meeting will be linked to participant intentions and connections, how the target of 120 partners is to be worked with, gathering and applying the learning, promoting and participating in the GRLI beyond the GA's. Unlike the annual event which has a longer term perspective, this gathering focuses on the twelve months ahead.

### The Guardian Group

(Chaired by Claire Maxwell, Co-Director of the Oasis School of Human Relations)

Purpose:

To be the connecting link between the Board and the Council of Partners and, as such, to be the conduit

through which and by which the values, ethics and intentions of the GRLI are translated into actions which are results oriented, unique and have longer term impact.

Membership:

Chair and a maximum of twelve, minimum of eight representatives from institutional partners.

Individuals are invited to put themselves forward for membership providing they meet the following criteria:

- They are from a business, business school or learning institution which is a full institutional partner of the GRLI or preparing to become so
- They have already demonstrated a commitment to action, for example the GRID, 50+20, the GRLI Ambassadors, cultural change in organisations
- They have pipeline actions which will be made tangible during the two year tenure of the Group
- They are willing to work out of a 'whole person approach' or discovering more about WPL and its application
- They are able to give the time commitment to attending 4 meetings per year; preferable in person, if not via the use of technology and up to a maximum of ten days in between

Activities:

- To be the guardians, promoters, supporters of existing activities or emerging initiatives aligned with the mission and values of the GRLI
- To foster, encourage and achieve increased levels of participation, especially from business
- To promote the GRLI and be a connecting force between Institutional partners outside of the GA's
- To support and practice a WPL approach and being willing to facilitate GRLI events based upon WPL principles
- To co-create and facilitate the annual meetings of the Council of Partners
- To support the work of the Ambassadors and to keep connections alive between past and present Ambassadors

The intention is that this Group will manifest and represent the very best of the GRLI through its willingness

to innovatively support, challenge and encourage action, thought and globally responsible practice both within itself and within the institutions and businesses connected to the GRLI. In creating the Guardian Group, we are wanting to build on the experiences of the past whilst also forging the future by engaging in more challenging, creative and collaborative ways of operating .

This radically improved and pioneering governance structure has been created to enhance opportunities for inclusiveness and represents much greater value for everybody. I have no idea whether or not it will work in the way it is intended. What I do know is that, for all the reasons outlined in this article, it is truly worthy of experiment and I, for one, am very excited about prototyping an approach to globally responsible practice within the structures and frameworks necessary for effective governance.

You can also be part of this initiative. At the General Assembly in Finland in March there will be a call for people to join others in the Guardian Group. I look forward to seeing you there and to shaping the future of the GRLI with you.

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#### ABOUT THE AUTHOR

**Claire Maxwell:** Co-Director, oasis School of Human Relations, UK & Chair of the GRLI Council of Partners

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The Oasis School of Human Relations is a peer-based learning organisation inspiring and developing 21<sup>st</sup> century relationships for meaningful, responsible and sustainable action. Oasis School of Human Relations is also one of the founding partner of the GRLI and is involved in GRLI activities since the beginning in 2004

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*A decade of changing lives, transforming organisations and re-shaping the system*

In 10 years we have travelled far holding 15th General Assemblies, involving over 100 organisations and hundreds of Individuals





# PREPARING THE GRLI FOR OUR SECOND DECADE

GRLI MANAGEMENT CENTRE

Human beings have always had the ability to take remarkable changes in direction when confronted with great challenges. Today there is a global groundswell of individuals, organisations and societies seeking and devising new ways of living and making a living.

The global GRLI community is currently reflecting on the journey of the past decade and about to set a shared direction for the next decade of its work.

Enabling the development of the leadership which asks the right questions and finds answers which integrate towards systemic solutions that simultaneously address environmental, social, cultural and economic issues in a deep change agenda, remains the *raison d'être* of the GRLI.

The importance of entrepreneurial and responsible business is clear, and so is the importance of a relevant new education of managers and leaders – attuned with the world of today and the needs of tomorrow. In a world with global interconnections and interdependencies, the way forward is complex and in need of collaboration and trans-disciplinary approaches.

Our ambition over the past decade has been to build a GRLI community of responsible action that: creates, encourages and engages in transformational and innovative approaches to globally responsible practice; works to transform business as a force for good; measures the impact of such initiatives against real-world needs; and, convenes and coordinates a network of leadership to improve the effectiveness of individual and collective actions.

We have been, and remain, a community driven by the energy, ambitions, dreams and dedication of active partners globally.



## Since 2004

In October 2004 a group of 35 individuals from 21 companies and business schools met in a country hotel outside Brussels for the first gathering of a one-year project on global responsibility. One year later they issued a report on globally responsible leadership and invited others to join them in their work. The Globally Responsible Leadership Initiative was born.

Today, the GRLI is both a formal partnership of 50 organisations (11 companies, 36 learning institutions and 3 global organisations) and a less formal global community comprising a number of organisations involved informally in the 50+20 community and several hundred individuals. Within this we have important strategic partnerships with EFMD and AACSB International as well as the UNGC. We also have a total of 32 alumni organisations that have been involved in the GRLI at one time or another since its inception and are currently not actively engaged (though we maintain informal links with many of the individuals within those organisations).

“ ”  
...

GRLI is not a think tank or a member-serving organisation. It is a think-and-act enabler; a global community of responsible action with the ultimate measure being its aggregated impact.

A clear positive outcome of the past decade is that the concept of globally responsible leadership is now embedded in the global discourse – a direct consequence of the creation and work of the GRLI. Our timely message has spread virally to an extent that the idea of such a leadership being the aspirational “new normal” has become culturally ingrained in the international lexicon.

The GRLI has evolved to its current state through a unique formula comprising:

- a core question and strong call
- an existing and emerging vision, and clearly identifiable common assets
- a process of facilitated peer-group learning and innovation.

The GRLI's vision over the past decade has been “a worldwide network of companies and learning institutions characterised by action and exchange of learning”. Its work towards this vision has been enabled by a mission to “develop a next generation of globally responsible leaders” through collective and individual actions.

After 10 years of learning and experience our work is in many senses only just beginning. The GRLI is now ready to expand its sphere of influence, build on its strengths and increase its impact.

#### Towards 2024

Informed by an analysis of our successes and failure to date the coordinating team prepared the “Towards 2024” document as a starting point for our global community to reflect on the journey of the past decade and set a shared direction for the next decade of our work. The document is intended to be a dynamic

platform for an ongoing community engagement and all contributions to its further development are welcome.

Out of this work, we aim to drive a meta-vision and process of transforming business and other organisations and their leadership to move from seeking to be the best IN the world to becoming the best FOR the World.

The heart of the proposed way forward is to build on the core strengths of the GRLI to engage with the development of globally responsible leadership and practice across a growing number of communities of responsible action (CoRA's). Decisions about the focus and content of our joint work as a global partnership and the ways in which we deliver the work continue to be informed by the guiding principles distilled through our experience and learnings since 2004. Core amongst these is the recognition that effective change requires work at individual, organisational and systemic levels.

We strive to do this by convening organisations and individuals, across all spheres of society, committed to sustainable human progress built on recognition of the need for deep, systemic change, and creating vibrant and committed communities of responsible action, engaged in hands-on projects, employing unique methods of co-creation and peer learning, and producing visible, effective and much needed results.

Our ambition is to lead the discourse on what globally responsible leadership and practice represents beyond current mainstream experience and understanding.

The primary working approach is to move to a series of time-bound projects with deliverables at the personal, organisational and systemic levels. The transition to this project-based approach is already under way with a first cohort implementing the 50+20 Agenda (Management Education For the World) through prioritised and focused projects. It will be further visible in 2014 with the proposed formation of two innovation cohorts based on

business participants their sustainability and responsibility challenges as well as CoRA's/Innovation Cohorts for consulting and advisory organisations, the next generation (Ambassadors) and amongst thought leaders (the GRLI Fellows).

The effect of these initiatives will be to rebalance the GRLI towards a stronger emphasis on business in parallel to the well-established momentum for change in management education.

The way forward will also create greater visibility for partner organisations who are actively engaged in the GRLI's programmes. GRLI is not a think tank or a member-serving organisation. It is a think-and-act enabler; a global community of responsible action with the ultimate measure being its aggregated impact.

The GRLI operates with an adaptive purpose-driven organisational framework which continues to evolve as the work of the GRLI Community develops and changes. This philosophy is also embodied in the GRLI's organising structures and reflected in our unique governance model.

As an organisation, we are enabled formally as a Foundation established under Belgian law. The board of the Foundation has primarily a fiduciary responsibility relating to the proper management of resources entrusted to the community and the functioning of the Co-ordination Centre. However the Council of partners is the "beating heart" of the GRLI. It is a body comprised of representatives from partner organisations. Its role is to give direction to the overall development of the GRLI as a global community of

action. It is enabled by a working committee called the Group of Guardians.

2014 - Starting now

Towards 2024 describes in more detail a way forward which is built on two pillars.

- Clarity of purpose and how we work (chapters 3-6).
- Defined priority actions (chapters 7 and 8)

However aligning the GRLI's activities around the proposed vision and operating modes require us to focus on a number of priority objectives and specific next actions in 2014 and the immediate future. Based on the priority objectives identified a number of actions have been outlined dealing mainly with the following areas of work:

1. Developing the CoRA's and Project Portfolio through Innovation Cohorts
2. Restructuring the annual cycle of events
3. Building required internal capabilities
4. Developing our strategic partnerships and relationships
5. Further actions and opportunities not encompassed by the first four areas

More Insights is available in "Towards 2024", a working document to which comments and reflection are being added by the GRLI partners and community. If you are interested in contributing to the development of our vision and operating mode for the next decade you are invited to contact [eline.loux@grli.org](mailto:eline.loux@grli.org) to obtain a copy of the document.



# Call for Papers



## Sustainability Accounting, Management and Policy Journal

Special Issue on 'The Social Sustainability of Professional Working Lives in Modern Society'



Societal, educational and economic changes over the last decade have resulted in growing interest in the sustainability of professional working lives. This special edition welcomes research which furthers an understanding of how individual employees, employing organisations and professions manage, or indeed mismanage the social sustainability of modern professionals' lifestyles. Of particular interest, is how this occurs within accounting and business management workplaces. Papers can be theoretical, or empirical in nature. They can adopt a historical or contemporary perspective, and draw on a range of theoretical approaches.

### Guest edited by:

Professor Elizabeth Gammie, Aberdeen Business School, Robert Gordon University, Aberdeen, Scotland, UK  
[e.gammie@rgu.ac.uk](mailto:e.gammie@rgu.ac.uk)

Kathleen Herbohn, UQ Business School, The University of Queensland, Australia  
[herbohn@business.uq.edu.au](mailto:herbohn@business.uq.edu.au)

Rosalind Whiting, Otago Business School, University of Otago, New Zealand  
[ros.whiting@otago.ac.nz](mailto:ros.whiting@otago.ac.nz)

### The coverage of this special issue includes but is not limited to:

- Climate change and the sustainability of modern professional lifestyles;
- Strategies to build resilience and adaptability to climate change into the professional workforce;
- The accelerating pace of technological change and the sustainability of professional careers;
- Men and women employed under flexible working arrangements;

- Generational differences and work-lifestyle balance;
- Gender and work-lifestyle preferences;
- The social sustainability of professionals working outside their home countries;
- Mobile professionals and the capacity to sustain a work-lifestyle balance;
- The impact of changing economic conditions such as the 2008 global credit crisis on social sustainability;
- Restructurings/reorganisations and the sustainability of an upward professional career; and
- The accountability of organisations and professions around the sustainability of professional working lives – how they manage and measure these issues, and engage staff around these issues.

### Submit a paper:

Manuscripts submissions should be made via Scholar One Manuscripts: <http://mc.manuscriptcentral.com/sampj> selecting the special issue from the list.

The closing date for submissions for this special issue is **May 2014**.

Please check the author guidelines on the homepage before submitting: [www.emeraldinsight.com/sampj.htm](http://www.emeraldinsight.com/sampj.htm). The guest editors welcome enquiries and declarations of interest in submitting.

All papers will be reviewed in accordance with SAMPJ's normal processes.



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Research you can use

# Putting 50+20 into practice

## An update from the first Innovation Cohort

Satu Nätti, Sheila Killian & Sybille Schiffman

In May 2013 a gathering of Business School Deans and Directors validated the need to bring a global network of committed peers together to prototype and pilot globally responsible change in education and business. They envisioned a shared journey and programme for business school, leadership development and corporate university leaders to jointly build on insights developed through the 50+20 project and put the vision into action.

By the end of October the first intake of the 50+20 Innovation Cohort had been recruited and was preparing for their first meeting to take place at University of St. Gallen in Switzerland. Each of the 18 participants representing 16 institutions prepared an overview on what they would like to contribute to the cohort and also gain from participation in the cohort. It was clear from the outset that this was a group of dedicated and committed change agents who were willing to engage fully in a process of co-learning and co-creation.

The cohort operates along the same guiding principles that inform Communities of Responsible Action within the GRLI and indeed the GRLI itself. From the outset, it was agreed that the cohort's work would answer to the key dimensions of:

- Result Orientation. Will it deliver visible results on the ground?
- Long-Term Effects. Will it live on and continuously affect the development of globally responsible leaders and practice?
- Uniqueness. Will it get things done that could not be achieved elsewhere?

The 50+20 Innovation Cohort participants represent the following organisations:

- Bettys & Taylors of Harrogate
- Business School Lausanne
- ESSEC Business School
- Western University - Ivey Business School & The Banff Centre
- LUISS School of Business and Management
- Plymouth University - Plymouth Business School
- Rhodes University - Rhodes Business School
- Maastricht University - School of Business and Economics
- University of Gothenburg - School of Business, Economics, and Law
- The New School
- Universitat Pompeu Fabra - Barcelona School of Management
- University of Limerick - Kemmy Business School
- University of Oulu
- University of St. Gallen
- Vienna University of Economics and Business

Expert facilitation is handled by the Oasis School of Human Relations who are custodians of the GRLI's philosophy of Whole Person Learning and is supported by the GRLI Office.

Along with these criteria, the cohort also agreed to undertake its work being mindful:

- To encourage development through innovation with others
- To mobilise both our collective and our individual potential
- To work with learning approaches that seek to offer both safety and freedom
- To prepare the self as an instrument of change

Underlying this approach is an acknowledgement and desire to develop globally responsible leadership and



practice at individual, organisational and systemic levels – or put differently, through “me”, “we” and “all of us”.

Within a day and a half of the first cohort meeting the group self-organised into 3 working clusters. The clusters can be thought of as workstreams within the cohort through which participants, bringing diverse interests and focus areas, may channel their energy and effort. So apart from the cohort delivering a practical or actionable output which builds on the 50+20 Agenda and vision, there are also 3 sub-projects driven by the clusters.

**Project One: The Value(s) in Action**

Integrating Ethics, Responsibility & Sustainability (ERS) into all major areas of business schools is an ongoing challenge in the current management education world. In addition, the revised EQUIS and AACSB accreditation standards place far reaching demands on the school's strategic and institutional development. This cluster is investigating how these standards will be interpreted and put into practice, both on the side of business schools and on that of accreditation agencies. This cluster hopes to produce some guidance for applying the standards in practice and establishing benchmarks for best practice to measure performance, and will simultaneously pursue a strategic development process in their own schools for meeting and exceeding new standards.

The cluster chose the following four guiding questions for their work over the course of this 50+20 innovation cohort:

1. What are appropriate methods and tools to analyze the ERS exposure and to assess the ERS performance of Business Schools?
2. What are the value propositions of Business Schools in addressing ERS?
3. What are good practices of Business Schools in the different areas of activity addressed by the new EQUIS & AACSB standards?
4. How do you design, launch and pursue a strategic development process in a Business School for developing an ERS concept?

**Project Two: The Motivation Framework**

The goal for this cluster is to create a framework for facilitating motivation among faculty to integrate responsibility and sustainability into their offerings and approaches – a framework that change agents in business schools and business programs can use in their own context.

In developing the proposed framework they are investigating and reporting on their own institutional understanding concerning the following question:

- What is taught with regard to sustainability and responsibility related content?
- How such content is taught?

- What are the most important challenges when teaching sustainability and responsibility-related content?
- What would help and motivate the faculty to teach sustainability and responsibility-related content?
- Attempts at developing pedagogical methods, assignments and student-performance evaluation criteria to support faculty in integrating both sustainability and responsibility into their teaching content and their teaching methods.

### Project Three: Peer Learning Prototype

The third cluster recognised that there are learning and development needs that are not being answered or met within current learning institutions and approaches. This cluster aims to engage with students and educators from learning institutions with business practitioners in an online learning experiment, to explore this question – “Thinking of the big long term questions that you are facing about how management education can meet the societal and environmental needs of the world in the 21st Century, what do you need to learn or understand that you cannot learn within your current learning environment?”

The project aims to spark the development of wholly innovative, safe and powerful learning environments, capable of inspiring and equipping a new generation of leaders “step and stumble” their way into the future. In doing so this cluster has set the following specific objectives:

- Identify the gaps in current learning when it comes to taking decisions in management that are truly good for the world.
- Prototype new forms of collaborative learning using advanced technology.
- Capture the shared learning that emerges as we make connections through dialogue across education and business boundaries.

By creating a space for people to explore ideas and connections, the cluster aims to enable participants in their prototype to co-create their own learning agendas and discover their own benefits, which may include:

- Consciousness of different perspectives around a shared agenda.

- Learning how others are dealing with these questions in their own environments.
- Making mutually beneficial connections outside their own organisations.

At the time of writing this text the 50+20 Innovation Cohort is preparing for the second meeting in a series of four. The programme spans over the course of nine months. The New School in New York will host the second meeting in January where social innovation will be under focused investigation. The third meeting takes place immediately prior to the next GRLI General Assembly in Oulu toward the end of March with a number of the cohort participants also attending the General Assembly. The GRLI

### Facilitation of the Innovation Cohort

The core GRLI team, fronted by Nick Ellerby and Claire Maxwell, facilitates this participant directed programme, which is built on a framework incorporating Whole Person Learning and a Theory-U process. It builds on insights developed through the 50+20 vision and GRLI's 10 years of experience in developing unique learning facilitation and methodology.

### You are invited to join the next 50+20 Innovation Cohorts

Individuals and organisations interested in taking part in the next Innovation Cohort programme, which is planned to kick off during the second half of 2014, are welcome to contact John North.

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#### ABOUT THE AUTHORS

**Satu Nätti**, Professor in Marketing at Oulu Business School  
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#### MORE INFO

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# GRLI PARTNER PROFILE

## ISCTE Business School driving responsible management education in Portugal

ISCTE Business School has recently been accepted to the Globally Responsible Leadership Initiative as the first Business School partner in Portugal. Joining the GRLI is a step change deepening the Schools engagement in the sustainability agenda. The school had previously become a signatory of the UN Principles of Responsible Management Education. ISCTE is aiming to contribute to the development of knowledge and management practices, as well as prepare and develop managers and leaders to make a positive impact on the organizations and society, in today's globalized world.

The culture of the school is based in a set of six deeply imbedded values which are shared by all faculty and staff and communicated to all stakeholders in different ways. One of these core values is social responsibility and ethical behavior. In this context, ISCTE has developed educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership. The students and the academics engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

In line with its values, ISCTE organizes several conferences and workshops allowing academics, students, politicians, policy makers and business to interact and to exchange experiences and views about the topics of sustainable development, energy, governance and corporate social responsibility. One noteworthy event with a strong research focus is the Symposium on Ethics and Social Responsibility Research.

ISCTE students have classes exclusively related to ethical issues – for instance ethics and deontology class in Accounting – and are also exposed to the agenda of



responsible management through classes related with sustainability issues with topics such as: environmental economics and natural resources, environment, energy and sustainability, corporate governance and social responsibility, ethics, corporate sustainability and responsibility, innovation and science, technology and company dynamics. Furthermore initiatives such as the UN Global Compact, the UN Millennium Goals, the UNEP and UNEP FI are strongly referred to and discussed in the classroom, studied in group works and in exams. In the near future, the School will incorporate a minimum of two classes related to the topic of ethics and social responsibility within all courses.

As one of the most international Portuguese Business Schools, with partners and students from all over the world, ISCTE Business School joins forces with companies, partner universities, students and managers of business corporations to broaden its knowledge and to jointly explore effective approaches to meet the challenge of generating sustainable social, environmental and economic value.

**MORE INFO**  
[www.iscte.pt](http://www.iscte.pt)

# THIRD GLOBAL FORUM FOR BUSINESS AS AN AGENT OF WORLD BENEFIT - PROSPER AND FLOURISHING

DAVID COOPERRIDER



On October 14<sup>th</sup>, 2006, the United Nations Global Compact (with its 8,000 corporations from around the world) and the Academy of Management (with its 19,000 business school professors from over 90 countries) partnered with us at The Weatherhead School of Management at Case Western Reserve University to establish The Global Forum for Business as an Agent of World Benefit. It was the largest summit of its kind, bringing together leaders showing the next chapter in our world's transition to a bright green economy where *businesses can excel, people can thrive, and nature can flourish.*

Based on the conviction that *conscious* business has the opportunity to be the most creative force on the planet, the Global Forum responded to the U.N. Secretary General Kofi Annan's visionary comments: "*Let us choose to unite the strengths of markets with the power of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of disadvantaged billions and the requirements of future generations.*"

In response, remarkable stories poured in—over two thousand of them—of business as a force for peace in high conflict zones; of business as a force for eradication of extreme poverty; and of the next practices of business and green innovation, health, and harmony with nature. What we are seeing is a new breed of business leader—astonishing women and men with purpose-driven lives, spiritually alert, and mindful of the great power of business with a heart. Taken together the stories form a compelling pattern of a larger narrative of hope while also signaling a set of "once-in-a-civilization opportunities" that are both possible and real: we can be the first generation in all of human history to eradicate extreme grinding poverty; we can be the generation that establishes the first renewable, post-fossil fuel, clean energy economy; and we can unleash the power of conscious entrepreneurship for building cultures of peace, dignity, human development, and equality—turning the concept of nation-state war into an obsolete idea, just as we've done with things such as apartheid. From Stef Wertheimer's "miracle in Tefen" where business brings Arab and Jewish antagonists into collaborative reconciliation to X-Prize board member Naveen Jain's worldwide educational

revolution, with a twenty-dollar tablet computer; to Unilever's sustainable living campaign, one realizes we live in an age of abundant, exponentially expanding possibilities for a world of full-spectrum flourishing.

Yet for many reasons our media and society does not do enough to recognize such innovation, explore and spread the personal reflective practices of internally inspired leaders, nor honor the world-shaping achievements. A great wellspring of global renewal is thus squandered.

I recently spoke about this at the TEDxUNPlaza conference and shared the stage with Naveen Jain who earlier spoke about how entrepreneurship can be one of the most powerful and positive forces on the planet for building flourishing and prosperity. In turn I spoke about our exciting plans at Weatherhead for a new prizing process - a "more than Nobel-like prize" to elevate and honor our planet's greatest innovations and stories of Business as an Agent of World Benefit.

It's no longer utopian to speak of our witnessing the end of extreme poverty through profitability; or the emergence of a world of abundant, clean renewable energy; or of the spread of education to 100% of the earth's children; or of business as a pragmatic and dependable force for peace; or of cradle-to-cradle factories and supply chains that turn so-called waste to wealth; or of the birth of a sustainable full-spectrum economy where businesses can excel, people can thrive, and nature can flourish.

“ ... ”

Optimistic. Bold. Transformational. These are the words business leaders have used to describe the Global Forum for Business as an Agent of World Benefit.

Moreover, it's a time where the innovations for “doing good, doing well” are leaping beyond the tired vocabularies of social responsibility or “sustainability.” We believe that even the word sustainability has lost its capacity to inspire the future. Doing less bad is not the most compelling call, and simply surviving does not equate to thriving.

We see a next episode in capitalism emerging where the task involves a decisive shift: it's the shift from sustainability to full-spectrum flourishing and it is being fueled by today's fertile verge between business innovation, exponential technologies, and the rise of whole new human empowerment capacities, commitments, and consciousness. Flourishing enterprise is about people inspired every day and bringing their whole selves into the enterprise; it's about innovation arising from everywhere; and it's about realizing remarkable relationship value with stakeholders, including customers, communities and societies, and ultimately, with a thriving biosphere.

## About the Third Global Forum

### The New Spirit of Business

Come discover and experience the future of great business. Interact with senior leaders from the world's best companies. Learn how they achieve business breakthroughs to shape a world in which companies prosper, people thrive, and nature flourishes. Be inspired and reinvigorated in a one-of-a-kind “Unconference” designed to help you build new actionable plans, practical insights and relationships.

The Weatherhead School of Management's Third Global Forum for Business as an Agent of World Benefit will bring together top leaders from business for a dynamic, innovative two-and-a-half-day summit that will explore how cutting-edge innovators and forward-thinking leaders are moving beyond traditional notions of social responsibility and sustainability to full-spectrum flourishing and profitability. This dynamic leap is fueled by today's fertile verge between business innovation, exponential technologies, and the rise of new human factor capacities.



The agenda encompasses once-in-a-civilization opportunities - it's no longer utopian to speak of our witnessing the end of extreme poverty through profitability; or the emergence of a world of abundant renewable energy; of the spread of education to every child even in remote rural areas; of business as a pragmatic and dependable force for peace; and of cradle-to-cradle factories and supply chains that turn waste into wealth.

The Global Forum series taps into the “whole system of strengths” in the room and uses design tools from the world-renowned Appreciative Inquiry Summit method to enable and inspire individual, team, and collective action. These hallmarks of the Weatherhead School of Management, provide the framework for the Forum. Amazing speakers, groundbreaking workshops, and the mantra “Up with Design” combine to make each Global Forum a landmark event.

The aspirations for the Global Forum are audacious and designed to galvanize change. The links between business performance, society and the natural world are intimate

**Save the date****TUESDAY, OCTOBER 14**

Pre Conference Workshops  
Welcome Reception

**WEDNESDAY, OCTOBER 15**

Opening Keynote Speaker "Getting to Prosperity and Flourishing"  
Inquiry on Full Spectrum Flourishing  
CEO Panels  
Roundtable Dialogues and Interactive Workshops  
Evening Reception

**THURSDAY, OCTOBER 16**

Keynote Speaker "Breakthrough Innovations that Inspire and Engage"  
Design Summits  
Interactive Workshops  
Honoring Golden and Epic Innovations  
Evening Reception at the Cleveland Museum of Art

**FRIDAY, OCTOBER 17**

Honoring Max De Pree of Herman Miller  
Sector and Opportunity Design and Action Plans  
Conference Closing

- Strengthen your sense of deep connection to purpose, to others, and the world around you
- Inspire and fully engage others in prosperity and flourishing for your industry. Increase creativity and authenticity by being able to bring the whole self to work
- Build personal and team practices drawing on the latest findings in neurophysiology and positive organizational science
- Enhance collaboration across teams, functions, and supply chains

*"The goal of flourishing should be a key aspiration of business today. While corporate sustainability has fostered green and socially responsible investments that 'do less harm,' flourishing is far more powerful—it is about inspiring colleagues, solving complex business problems, and creating new sources of wealth for business and society. Through mindful management practices that deepen our sense of connection to each other and the world, we can find a daily pathway for bringing individuals, teams, organizations and the world into a flourishing, full life."<sup>1</sup>*

**ABOUT THE AUTHOR**

**David L. Cooperrider** is the Fairmount Minerals Professor of Social Entrepreneurship at the Weatherhead School of Management, Case Western Reserve University. Professor Cooperrider is past President of the National Academy of Management's OD Division and has lectured and taught at Harvard, Stanford, University of Chicago, Katholieke University in Belgium, MIT, University of Michigan, Cambridge and others. Currently serves as Faculty Director of the Fowler Center for Sustainable Value at Weatherhead. The center's core proposition is that sustainable value creation is the business opportunity of the 21st century; indeed that every social and global issue of our day is an opportunity to ignite industry leading innovation, eco-entrepreneurship, and new sources of value.

**MORE INFO**

[bit.ly/globalforum2014](http://bit.ly/globalforum2014)  
[davidcooperrider.com](http://davidcooperrider.com)

**REFERENCE:**

1. FLOURISHING ENTERPRISE: The New Spirit of Business (2014), Stanford University Press. Written under the auspices of the Fowler Center for Sustainable Value, Weatherhead School of Management, Case Western Reserve University

and profound.

**Make Plans Now for the 2014 Global Forum**

Designed for senior management, the Global Forum for Business as an Agent of World Benefit will provide attendees with sector-specific, actionable plans for use in their own companies. These plans, combined with the opportunity to network, create, and design with colleagues in like industries, sets the Global Forum apart from other conferences focused on sustainability. It's the new spirit of business . . . moving toward prosperity and flourishing for the benefit of all.

- Interact with business leaders pursuing world-changing innovations
- Understand rising expectations: the shift from doing less harm to making a positive impact

**About The Weatherhead School of Management at Case Western Reserve University**

The Weatherhead School of Management is different from other business schools. We are bold in our ideas, creative in our approach, and adaptive in our interactions within a changing business environment. We've enhanced traditional management education by integrating the fundamentals of business with ideas and practices that change individuals, organizations and societies. At Weatherhead, we develop leaders who innovate to create sustainable value and are good global citizens.

Weatherhead is considered among the world's top institutions for the study of organizational behavior. It is the birthplace of the world's first doctoral program and of David Cooperrider's revolutionary Appreciative Inquiry method.

# The GRLI builds capacity

Ann Dinan



**Ann Dinan has been appointed to expand and develop the GRLI's operational capabilities as its first US-based representative. In this article Ann talks about her mission**

GRLI is expanding into North America! An important component of the strategic plan is to increase awareness in North America and provide support to partner organizations. An additional component of the strategic plan is to recruit corporate partners. To support these endeavors, I will be visiting business schools, corporations, and non-profits to provide support with regard to curriculum, responsible leadership development programs, and international projects.

As someone with experience in academia, for-profit as well as not-for-profit organizations, I look forward to supporting the mission and vision of GRLI. One of our first collaborations is with Case Western University's Weatherhead School of Business and their Global Forum, which will be held in October 2014. (see article on page 30-31 for more details).

In addition to supporting our GRLI partner vis-à-vis the Global Forum, my initial responsibilities will include co-designing Globally Responsible Leadership Programs for organizations, co-designing Globally Responsible Leadership curricula for business schools as well as educational leadership and other academic programs. Additionally, I will be supporting activities such as Innovation Cohorts for Leadership Development Officers as well as one for Sustainability Officers. I will also be working with groups for responsible action in specific industries (wine making, for example).

If you have any suggestions or thoughts, please feel free to contact me below. I am based in Cincinnati, Ohio and the details are as follows:

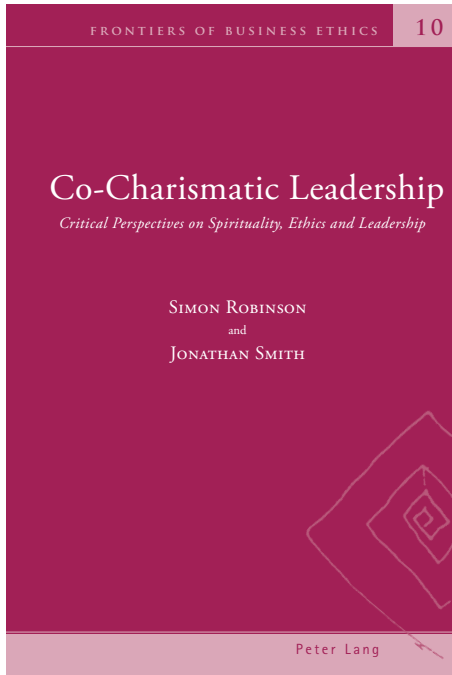
**Ann Dinan, Ph.D., M.S.S.A., C.P.C.C.**  
**Head of GRLI's North American Operations**



Ann was born and raised in the U.S. and has travelled extensively around the world and while in her 20's she lived and worked in Hong Kong. Her love for all things intercultural has led her to the study and practice of intercultural sustainable leadership and to the position as Head of North American Operations for the UN Globally Responsible Leadership Initiative (GRLI). Ann has taught Strategic and Personal Leadership and is on Faculty of the Whole Foods Market Academy for Conscious Leadership. She earned her doctorate in Social Science Research from Washington University, USA, her master's degree from Case Western Reserve, USA, and she is a designated CPCC coach from CTI (Coaches Training Institute). She trains, consults, and coaches in the areas of conflict resolution, S.T.E.M. leadership, culturally adaptive leadership, performance coaching, team building, and assessment. She has served as the Coaching Curriculum Liaison for the E.S.C.C. (Executive Service Corps) Non-Profit Leadership Institute, and as the Programme Vice President for ASTD (American Society for Training and Development –Cincinnati). She has presented her work at international and domestic conferences. Her research has appeared in a number of journals. Ann is married with two teenage children.

# BOOK REVIEW

In this article Brigit Kleymann reviews Robinson and Smith's latest book - *Co-Charismatic Leadership: Critical perspectives on Spirituality, Ethics and Leadership*.



This book is about a very popular topic –spirituality and leadership – but it is refreshingly different from what one would normally expect under such a heading. With a healthy lack of reverence for more “traditional” – often shallow and rather naïve-concepts of leadership, the authors point the reader to a more solid, and much deeper, meaning of the term.

Simon Robinson and Jonathan Smith are acting as the iconoclasts which this fad- and fashion-ridden topic has long needed: They are not afraid of shoving some of the “classical” theories of leadership off their pedestals, they argue very convincingly for a critical re-visiting of the spiritual dimension and they dare to bring back long-silenced (because potentially uncomfortable) concepts such as virtue to the discussion.

They start with a very solid and useful anthology of what has been written on the topic, and they draw on a wide range of literature, from economics to the Classics (Rilke, Shakespeare and Greek Mythology all get a voice) and very interesting business case studies. The authors offer a lucid discussion of the concept of management as a profession –and the limits of that concept. They

acknowledge the complexity of management and its various sub-professions and the heterogeneous agendas of those involved in steering organisations and society. They do not shy away from the “messy dialogue between belief, concepts, value, virtue and practice” (p. 195/6), and they put order into the mess with well-structured arguments for a re-conceptualisation of what “leadership” and “spirituality” really mean. Their tone is sober, but occasionally their brilliantly styled sidewise snipes at discursive fads and fashions will make the reader smile.

The authors highlight the importance of critical reflection in spirituality and they issue a strong warning against blindly embracing what is often a fuzzy concept: « We are arguing that the essence of spirituality will be lost by making it instrumental » (p.678), and instrumental it has indeed become in the way it has turned into a familiar ingredient of managerial discourse. Their section on the negative aspects of spirituality in management should be made compulsory reading in MBA courses.

As to a roadmap for the future, they rightly highlight the importance of education. They offer a very interesting discussion on the role of Business schools and on the danger of these institutions pandering to the rather narrow requirements for “employability” set by businesses instead of educating the kind of personalities they call “co-leaders” –and they very convincingly describe to what extent co-leadership goes beyond the better-known concept of ‘servant leadership’.

This book is less a textbook than a reference, and it is full of food for thought. The concept of ‘co-charismatic’ leadership merits to be spread and discussed. This will require courage and lucidity from both practitioners and academics, but that is what true leadership should be all about in the first place.

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#### ABOUT THE AUTHOR

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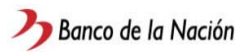
#### MORE INFO

The Book is Available here

<http://www.anglia.ac.uk/ruskin/en/home/faculties/aibs/news/books.htm>

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# The GRI Global Partnership





# Globally Responsible Leadership Initiative

developing a next generation of globally responsible leaders

## ABOUT Globally Responsible Leadership Initiative ([www.grli.org](http://www.grli.org))

The Globally Responsible Leadership Initiative (GRLI) is a worldwide partnership of companies and business schools/learning organisations working together in a laboratory of change to develop a next generation of globally responsible leaders. The GRLI engages in thought leadership, advocacy and projects to achieve measurable impact. Founded in 2004 by EFMD and the UN Global Compact, today it comprises 51 partner (member) organisations who join based on their commitment to transforming leadership development. It is a member organization, a foundation, an advanced laboratory and a movement.

Over the past years the GRLI has developed the concept of global responsibility as a higher order of responsibility beyond CSR and catalysed the creation of two new academic journals (Journal of Global Responsibility and The Sustainability, Accounting, Management and Policy Journal). Its current work includes a framework to measure global responsibility (The GRID) which has been successfully tested in a number of organisations.

Current projects and activities include faculty development, the establishment of a worldwide network of local Councils for Leadership, Business Summits, Academic Conferences, research into the Corporation of the 21<sup>st</sup> Century, a young ambassadors programme, blueprinting the business school of the 21<sup>st</sup> century (50+ 20 Management Education for the World). The GRLI meets twice per year in General Assemblies hosted by a member partner.

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For more information on the GRLI, please contact us at:

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