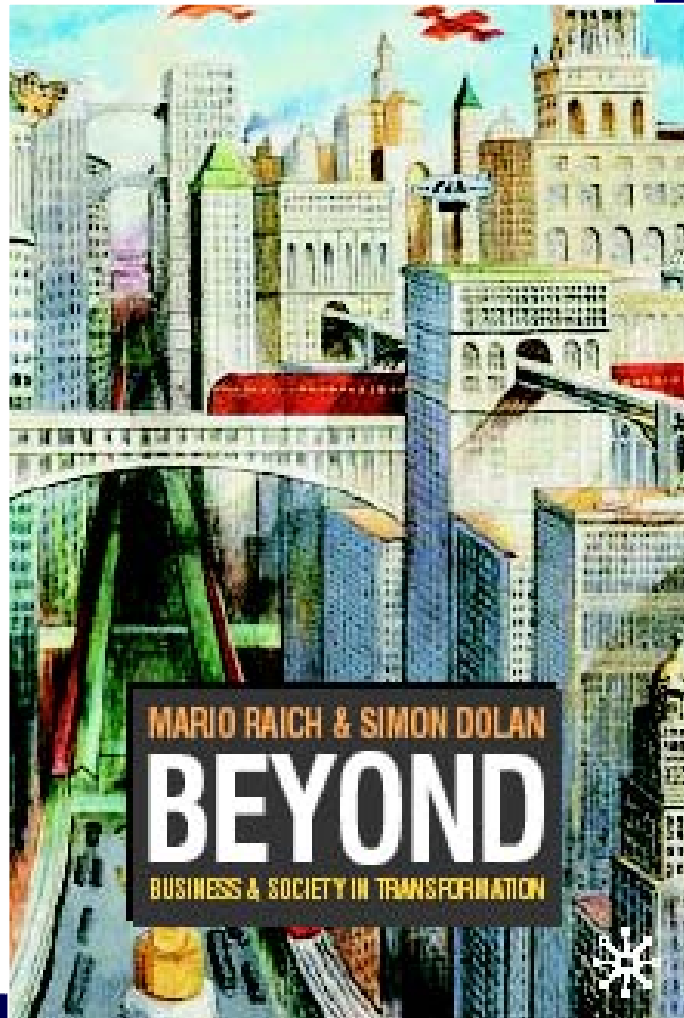




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A few words about authors



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Prof. Mario Raich is a future thinker, a pioneer and a creative mind. Today he is coaching and consulting many industries about strategic innovation. He is an international management consultant who has worked in every region of the world. He is fluent in German and Swiss-German, English, French, Italian, Polish, Spanish. Prof. Raich has worked in top executive positions with large global organizations like: Xerox, Citigroup, and Zurich Financial Services. Being a successful entrepreneur Prof. Raich has also founded several companies in different industries (publishing and consulting). One of the key projects in consulting was financed by the Swiss Government. It was a large project over ten years long dedicated to development of entrepreneurs in Poland. Over fifteen thousand Polish entrepreneurs, executives, managers and students have participated in this project.

Since 1997 Prof. Raich is Chairman of Learnità LTD (www.learnita.com), a London based company; the "The Innovation Enabler" with a worldwide network focusing on strategic innovation. Academic assignments: at HEC in Paris www.hec.fr Visiting Professor (1997-2001); ESADE Graduate School of Business in Barcelona www.esade.edu/ Visiting Professor since 1997; and GSM of the Educatis University in Altdorf www.educatis.com Associate Professor since 2001 and Founding Director of the Institute for Strategic Innovation

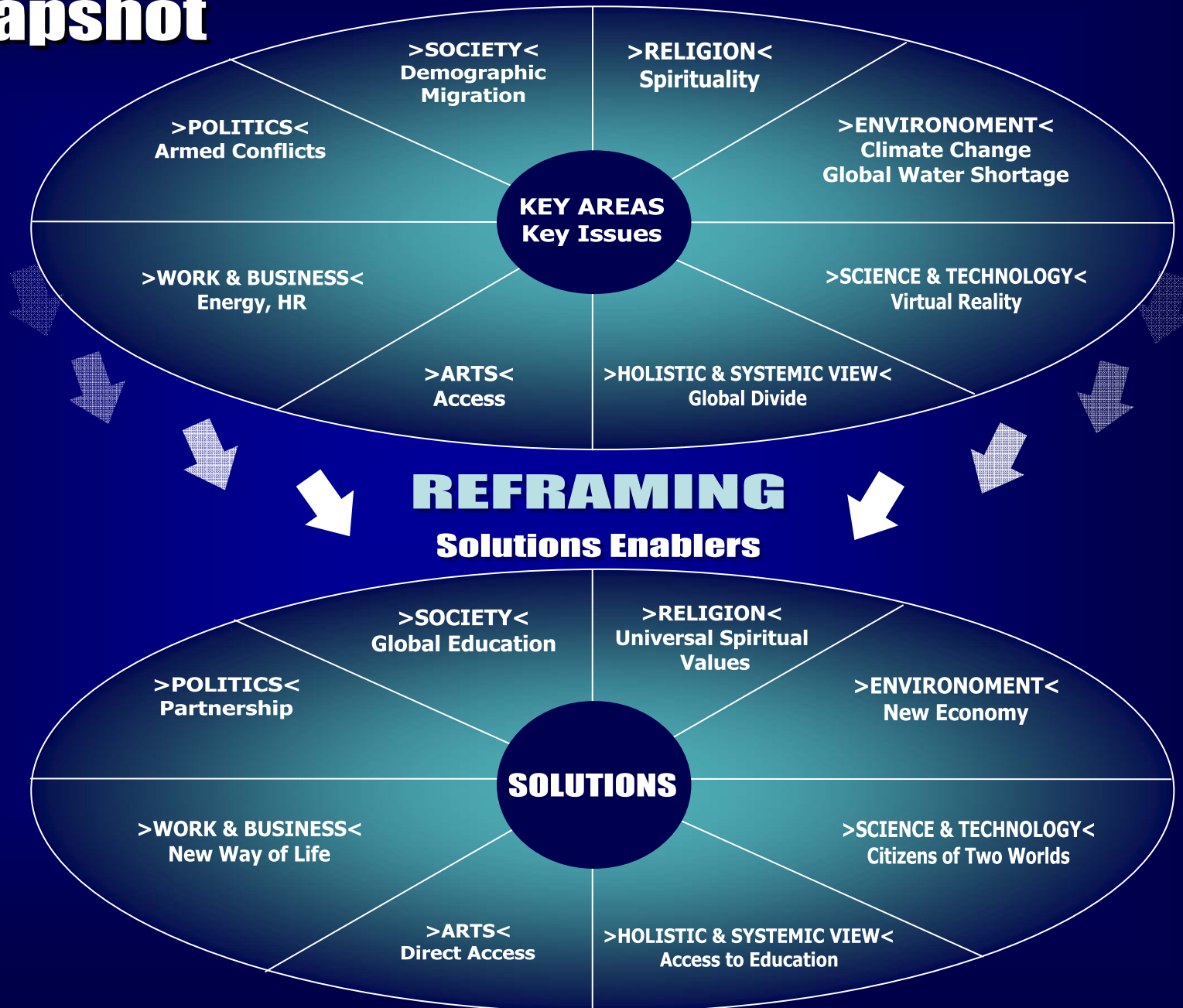


Simon L. Dolan, Ph.D.,
Simon.Dolan@esade.edu

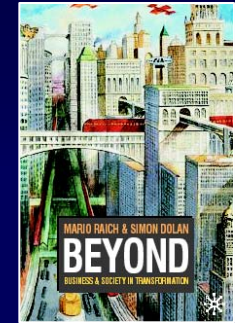
Prof. Simon Dolan is Ramon Llull University Chair Professor of HRM and OB in ESADE Business School, one of the world leading academic institution. He has been previously a full tenured Professor of Human Resource Management and Organizational Behaviour at the University of Montreal and part time at McGill University, in Canada. Prof. Dolan has written extensively in the fields of human resource management, organizational psychology, occupational stress and culture reengineering. He is the Editor of "Cross Cultural Management: An International Journal", and serves(d) on the editorial board of several international scientific journals such as: Human Resource Planning, Management Research, Career Development International, and others. Prof. Dolan speaks several languages (English, French, Spanish, Hebrew, and understands German and Polish). He has (co)written more than 35 books, some of which are on the "best selling" lists (i.e. McGraw Hill and Planeta in Spain). His 2 recent English books with Palgrave –Macmillan released in 2006 and 2007 deal with "Managing by Values" and with "Stress, Self-Esteem, Health and Work". Dr. Dolan is the scientific director of the Institute for Labor studies in ESADE, and as such, provides leadership to the various research projects dealing with managing people undertaken by the Institute. Professionally, Prof. Dolan is the founder and president of a Montreal-based Management Consulting firm (GESTION MDS MANAGEMENT INC), which provides consulting services for over 30 years throughout the world. He is an extremely solicited speaker worldwide and has delivered over 600 speeches and presentations. An updated c.v. of Prof. Dolan can be consulted online at:

www.mbvsuite.com/dolancv

BEYOND ! in a snapshot



The AKIM framework was used in order to develop the book content



Steps

1. Definition
2. Collection
3. Clustering
4. Enrichment
5. Reframing
6. Solutions
7. Action Plans
8. Implementation

AKIM (ADVANCED KEY ISSUE MANAGEMENT)

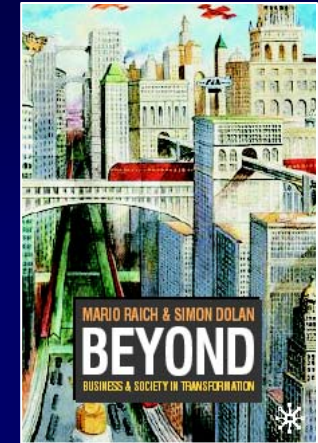
is an efficient framework to define problems and opportunities, to develop creative solutions, and to elaborate ways for implementation.

It is particularly useful to find solutions for large and complex issues.

Some of the world's leading experts and specialists in the fields covered in this book, contributed by acting as a sounding board

The **AKIM** framework is based on: **(1)** the use of the Key Issue Management by Henry Mintzberg in his innovative leadership development programs **(2)** the Creative Problem Solving Framework and the Strategic Innovation Process developed at Learnità Ltd., the London based innovation enabler and **(3)** on the long professional consulting experience of the authors of this book

With a special contribution by some of the world foremost leaders in Politics, Industry and Academia:



- Al Gore** Former VP of the USA and an environmentalist (USA)
- Belmiro de Azevedo** Chairman of the board, SONAE Corporation (Portugal)
- Bertrand Picard** The world most famous "scientist-adventurer" (Switzerland)
- Fabio Barbosa** President and CEO of "Banco Real" (Brazil)
- Humberto Maturana** Scientist, Biologist & systems thinker (The Matriztic Institute - Chile)
- Henry Mintzberg** Management and strategy Guru (McGill – Canada)
- Manfred Kets de Vries** Management and leadership Guru (INSEAD – France)
- Riane Eisler** Renown social scientist and best selling author (USA)
- Richard Boyatzis** Co developer of the "Emotional Intelligence" and "Resonant Leadership" concept (USA)

and others

Quotes from the contributors

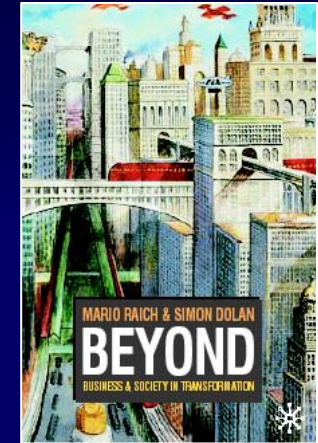
“When we do rise, it will fill our spirits and bind us together. Those who are now suffocating in cynicism and despair will be able to breathe freely. Those who are now suffering from a loss of meaning in their lives will find hope. When we rise, we will experience an epiphany as we discover that this crisis is not really about politics at all. It is a moral and spiritual challenge. At stake is the survival of our civilization and the habitability of the Earth. Or, as one eminent scientist put it, the pending question is whether the combination of an opposable thumb and a neocortex is a viable combination on this planet”.

Al Gore

“We must be attentive to new risks that are emerging. Their nature and the ways in which they manifest themselves are quite clearly different from the so-called “current” risks. To name but a few of those areas producing New Risks, I would choose information technologies, nano-technology and bio-technology. We do not yet know the problems that these areas will bring us, but there are already some impacts that go from physical aspects through to ethical and moral issues”.

Belmiro de Azevedo

Belmiro de Azevedo



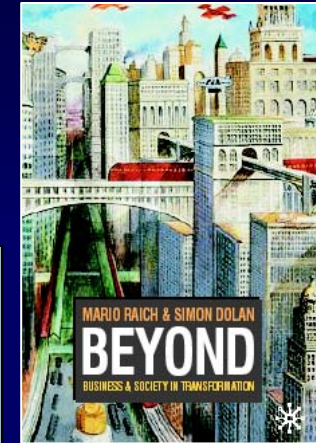
Quotes from the contributors

“The problem with our society is that, despite all the grand talk about sustainable development, we are a long way from automatically thinking in terms of sustainability. Each hour, our world consumes around a million tons of petrol, not to mention other fossil fuels, spits back out into the atmosphere enough polluting emissions to disrupt the climate, and leaves half of the population stagnating in totally unacceptable living conditions.

Bertrand Picard

“Given the speed of change occurring in today’s society, it’s a risky task to predict what’s in store for the economy over the next 20 years. We’re living in a unique period of constant transformations. Without an historical perspective, we can’t properly evaluate what the change of the millennium, supported by the knowledge revolution – which has succeeded the industrial revolution – will represent for the future of humanity”.

Fabio C. Barbosa



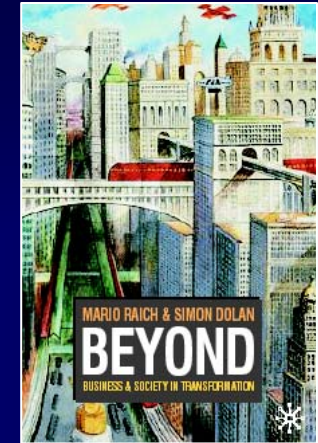
Quotes from the contributors

“Business is at a crossroads. Capitalism is facing a crisis. All of us who believe in business – from CEOs to business-school professors – must recognize that we have contributed to this crisis. The problem is simple, yet profound: We are all captives of five half-truths that shape the way we think about business and the way we do business. As a result, we may be in the process of destroying the very thing we cherish”.

Henry Mintzberg and Colleagues

“Working in global organizations can be a mixed experience; it requires participants to perform a delicate balancing act. We all want to belong to something bigger than ourselves and at the same time we want to retain our individuality, the characteristics that make us unique. The “something bigger” is our social identity; retaining our individuality is about keeping and valuing our personal identity.

Manfred Kets de Vries



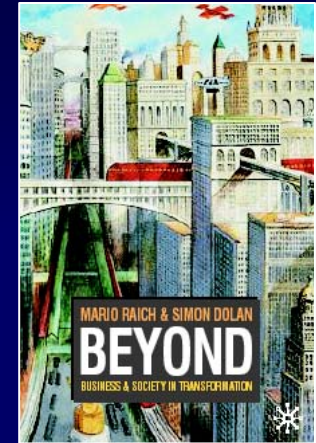
Quotes from the contributors

“We live a present where we see pain and suffering wherever we turn and look at humanity; richness and misery move us to ask how we live our lives that in this moment of our history, so filled with creative potential and ability to act, we generate so much pain in the middle of all the well being of a few. In this article we claim that we are living in a transition to a new psychic era of humanity: the post-post-modern era”.

Humberto Maturana and colleagues

“For those bold enough to lead in this age of uncertainty, the challenges are immense. Our world is a new world, and it requires a new kind of leadership. Across the globe, just look at what leaders are up against: a world that is more unstable, more dangerous than it was even a few years ago. The changes baffle our sense of reason and ignite panic and anger, as well as impulsive, ineffective responses”.

Richard Boyatzis and Colleagues



The complete list of the vignette contributors labeled “Thinkers of Tomorrow” (in order of appearance):

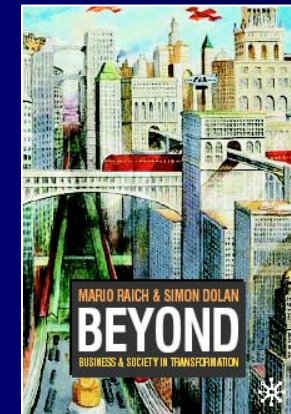
- **Salvador García** (Spain) on: “Towards a new Management by Conscientia (MbC)”
- **DK Matai** (UK) on: “Considerations for Future Scenarios: Low Probability High Impact and Black Swan Effects. The Opportunity and Risk of Asymmetric Globalization”
- **Astrid Stückelberger** (Switzerland) on: “Transgenerational and Demographic powers shaping our world”
- **Fabio C. Barbosa** (Brazil) on: “The world of collaboration”
- **Henry Mintzberg** (Canada) About the truth
- **Belmiro Azevedo** (Portugal) on: “Ethics in Business”
- **Ramnath Narayanswamy** (India) on: “ PERSPECTIVE Introspect to identify divinity. To realise the self and abide in it is the spiritual goal of all religions, however varied the path may be”
- **Henry Mintzberg** (Canada) on: **Beyond selfishness!**
- **Riane Eisler** (USA) on: “ The Caring Revolution”
- **Sue Howard and Yochanan Altman** (UK) on: “ **Organizational Spirituality**”
- **Bertand Picard** (Switzerland) on: “ ambassador of renewable energies”
- **Howard Jones** (UK) on: **The web is changing**
- **Konstantin Theile** Switzerland) on: “ Educatis University - Reframing global Education”
- **Richard Boyatzis, Annie McKee, Fran Johnston** (USA) on: “**Developing Great Leaders for the Coming Years**”
- **Manfred Kets de Vries** (France) on: “The Global Leadership Equation”
- **Ximena Dávila Yáñez and Humberto Maturana Romesín** (Chile) on : “**The great opportunity. The end of Leadership and the emergence of the Coinspirative Management**”
- **Al Gore** (US) on: “**Tomorrow is today**”



And the assistance of a Global Virtual Team of Beyond to include:

Alain Mounir, Corporate Management Performance, CDO Consulting, Vevey, Switzerland; **Alan Auerbach**, Emeritus Associate Professor of Psychology, Wilfrid Laurier University, Waterloo, Ontario; **Dr Andrew Dearing**, Secretary-General, European Industrial Research Management Association, Paris; **Dr Andrew Stainton**, Senior Fellow, School of Management, University of Southampton; **Arturas Bumblys**, Marketing Manager, Vilnius, Lithuania; **Berthold Hackl**, Managing Director, Heidelberg Innovation, Heidelberg; **Bruno Stulz**, Biology and Education, Lucerne; **Dr Clive Stainton**, Management consultant, Music producer, UK; **Czeslaw Paulus**, IT Specialist, Germany; **Dr Daniel Maerki**, Managing Director, Das Fernlicht, Vienna; **David Miller**, President, British Horticultural Institute, UK; **Dr David Strong**, Business Administration Professor, Houston, Texas; **Deepak Nayak**, India, MBA student, ESADE Business School, Barcelona; **D. K. Matai**, Executive Chairman, mi2g, ATCA, The Philanthropia, London; **Ed Marsh**, Head of Talent and Leadership Development, Nestlé, Vevey, Switzerland; **Educatis University MBA students: Alexandra Gandini, Bastian Schallenberg, Benjamin Hellbusch, Hans Krummenacher-Wüst, Jérôme Manvill, Marcel Zbinden, Marion Beier, Michael Buck, Mimi Frischknecht, Stefan Konzack-Wenger; Erich Chiavi, Master of Creativity, Davos; Professor Francesc Lamolla, Department of Business Policy, ESADE, Barcelona; Guido Spichy, Executive Education, Crans-Montana, Switzerland; Henning Kosmack, Business Development & Innovations, Nokia Siemens Networks, München; Professor Jan Klimek, SGH, Warsaw, Member of the Economic Commission of the EU, Brussels; Jörg Geier, Deputy Secretary-General, Club of Rome, Hamburg; Dr Kimio Kase, Senior Lecturer in Strategic Management, IESE Business School, Madrid; Klaus Blum, Chief Operating Officer, Educatis University, Altdorf, Switzerland; Professor Max von Zedwitz, Tsinghua University, China, University of St Gallen, Switzerland, President, AsiaCompete International; Monika Noser, President, World Wide Business Centres, Network Europe, Zürich; Dr Pero Micic, Chief Executive Officer, FutureManagementGroup AG, Eltville, Germany; Peter E. Naegeli, President of the Board, Abegglen Management Consultants, Zürich; Dr Petra Wüst, Self Branding, Basel; Pierre von Moos, economy and ecology, foreign cultures, Baden, Switzerland; Rafal Kwiatkowski, Strategic Planning, Telecommunications, Warsaw; Professor Ramnath Narayanswamy, Indian Institute of Management, Bangalore, India; Professor Richard John Artley, Chief Scientist, ETeCH Management GmbH, Zürich; Richard Watson, Chief Executive Officer, Global Innovation Network, Australia; Sebastian Stücker, Programmer, Eurospace, Germany; Stefan Berner, Software Architect, FJA, Zürich; Tamara Raich, Managing Director, Tara Security Services, Rümlang, Switzerland; Tielman Nieuwoudt, Consumer Goods Consultant, Emerging Markets, Ho Chi Minh City, Vietnam; Tielai Thabiso, entrepreneur, Bloemfontein; Tomasz Krzeminski, XELLECT Project Integrator, Katowice, Poland; Dr Waltraud Hellmann, Human Resources, Merck, Darmstadt; Werner Pfeifer, Germany; Willi Frei, Finance, Zürich.**

**After you have read BEYOND!
Business and society in transformation,
you will change your idea
about the state of the world**



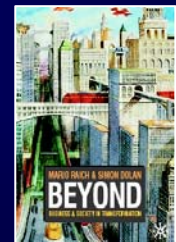
A bird's eye view of the book's content

This extraordinary book would be of high interest to you if you are concerned about the future of our world. An attempt is made in this book to draw a roadmap to the near future applying systemic and holistic perspective.

We want to bring to the forefront the underlying forces, which are shaping our world. We want to prepare the reader for the tectonic shifts which are transforming the social and business landscape of the 21st century.

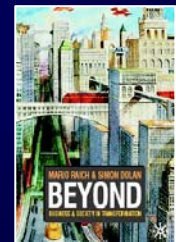
The paradigm underlying this book can be summed up in one short sentence: ***"We are living in a world of transformation and the world tomorrow will be very different from the world today or the world of yesterday"***. Unexpected changes, elements of Chaos and increased levels of complexities provide the lead towards this new world. The linear transformation is becoming an exception; nonlinear and nouvelle situations become facts of life.

This book is an attempt to have a holistic look at the underlying 'tectonic shifts' driving these changes. It is not an easy task, and we thus we have invited some of the world best known experts to contribute to this volume. We had created a virtual team spanning over all continents. This team gave us hints, inputs that have helped us fit everything into a coherent message.

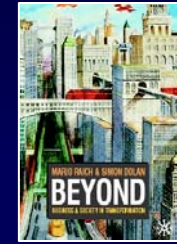


Some of the key issues addressed in this book

- We have an unsustainable lifestyle. The developed world is already using more resources than the Earth can possibly go on providing. If all developing countries were to have this same lifestyle, we would need resources from five more planet Earths to continue our standard of living. We definitively need to develop new ways of life.
- Every year we have 80 million more people – equal to the population of Germany – on our planet to add to the existing 6.5 billion. This means that every year we need space, food, water, education, jobs and so on for those additional 80 million.
- Destruction of the ecosystems providing us with the necessary resources for survival – air, water, food and shelter – is going ahead at an ever increasing pace.
- Some 90% of the world's 1.5 billion young people (between 12 and 24) live in developing countries, most of them without future or hope. They all dream about migrating to developed countries.
- Climate change will cause great damage through atmospheric disasters, as well as reinforcing the loss of fertile soil and increasing water shortages, leading to the disasters of famine and drought. We will have also at least 50 million displaced people in the next few decades, mainly as a result of climate change.

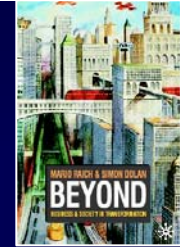


Some of the key issues addressed in this book



- In the near future we can expect more tensions leading to armed conflicts and terrorist attacks and the use weapons of mass destruction, especially those based on biotechnology and nanotechnology.
- We will face all sorts of problems related to energy. “Peak oil” – the moment when we will have used half of all available oil reserves – is approaching. Oil prices will skyrocket. Breakdowns of the electricity grid will lead to a growing number of blackouts. We will see rising energy prices due to speculation.
- The investments necessary to keep the infrastructure working – energy, transportation, roads, bridges, water, sewage and so on – are estimated at a staggering 15,000 billion euros.
- The majority of the world’s population will be living in cities. In the next few decades we will see mega-cities quickly emerging, each with a population of over 10 million people and some over 30 million. This will lead to greater pressure on the infrastructure and the environment, provoking growing social tensions. According to the United Nations, more than one billion people now live in slums. Without radical changes, that number may double within 30 years.
- We are now watching a virtual reality beginning to develop, which will soon have a major impact on education and the way we work and live. It will allow us to live several lives in parallel, with unprecedented implications and challenges.

The book content



Chapter 1: Introduction – Here we introduce the disruptive changes that are leading us towards a new world. We also explain the core concept of beyond, the central theme of the book. We propose that there is a zone called beyond; it lies way beyond the comfort zone of most people. It is not explored too often, and it keeps moving. We then identify the key issue which constitute the universe of beyond.

Chapter 2: Identifying Key Issues Towards a Sustainable Future – Here we examine the key issues connected with a sustainable future. Through a process of identification and reframing we focus on key issues connected with society such as: demographics and migration, urbanization and mega-cities, politics, the environment and resources, religion, spirituality, science and technology, and the virtual world.

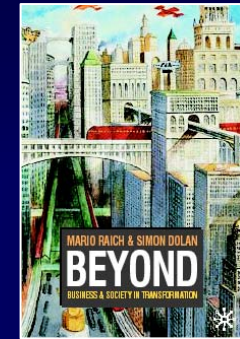
Chapter 3: Planting the seeds for solutions – To go beyond the existing analytical frameworks, we lay out in this chapter new and innovative ideas as part of the seeds of solutions to the problems described in the previous chapters. We describe some methodologies and ideas for turning those seeds into a strong, enabling force.

Chapter 4: Towards Social Entrepreneurship and Innovation – Here we foresee many fundamental changes in society and the economy due to the transition beyond the age of knowledge. We describe new ways of working, new forms of education, new ways of financing and new definitions of value, including a new approach to value creation. We describe in detail the what, how and why of the transformation into the age of knowledge and beyond.

Chapter 5: Moving beyond the comfort zone – Here we repeat the call to create a new world. We call for new patterns of thinking that will lead us towards a new reality, with new outcomes based on social and business innovations, and – most important of all – new ways of living.

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others, to collect comments and
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Michael Jackson

Heal The World

There's A Place In
Your Heart
And I Know That It Is Love
And This Place Could
Be Much
Brighter Than Tomorrow
And If You Really Try
You'll Find There's No Need
To Cry
In This Place You'll Feel
There's No Hurt Or Sorrow

There Are Ways
To Get There
If You Care Enough
For The Living
Make A Little Space
Make A Better Place...

Heal The World
Make It A Better Place
For You And For Me
And The Entire Human
Race
There Are People Dying
If You Care Enough
For The Living
Make A Better Place
For You And For Me

If You Want To Know Why
There's A Love That
Cannot Lie
Love Is Strong
It Only Cares For
Joyful Giving
If We Try
We Shall See
In This Bliss
We Cannot Feel
Fear Or Dread
We Stop Existing And
Start Living

Then It Feels That Always
Love's Enough For
Us Growing
So Make A Better World
Make A Better World...

Heal The World
Make It A Better Place
For You And For Me
And The Entire Human
Race
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If You Care Enough
For The Living
Make A Better Place
For You And For Me

And The Dream We Were
Conceived In
Will Reveal A Joyful Face
And The World We
Once Believed In
Will Shine Again In Grace
Then Why Do We Keep
Strangling Life
Wound This Earth
Crucify Its Soul
Though It's Plain To See
This World Is Heavenly
Be God's Glow

We Could Fly So High
Let Our Spirits Never Die
In My Heart
I Feel You Are All
My Brothers
Create A World With
No Fear
Together We'll Cry
Happy Tears
See The Nations Turn
Their Swords
Into Plowshares

We Could Really Get There
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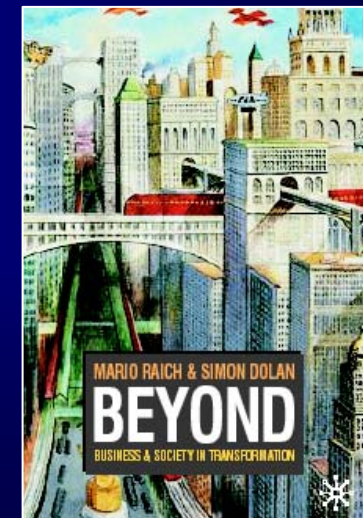
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Beyond
Business and Society in Transformation
[Mario Raich](#) and [Simon L. Dolan](#)

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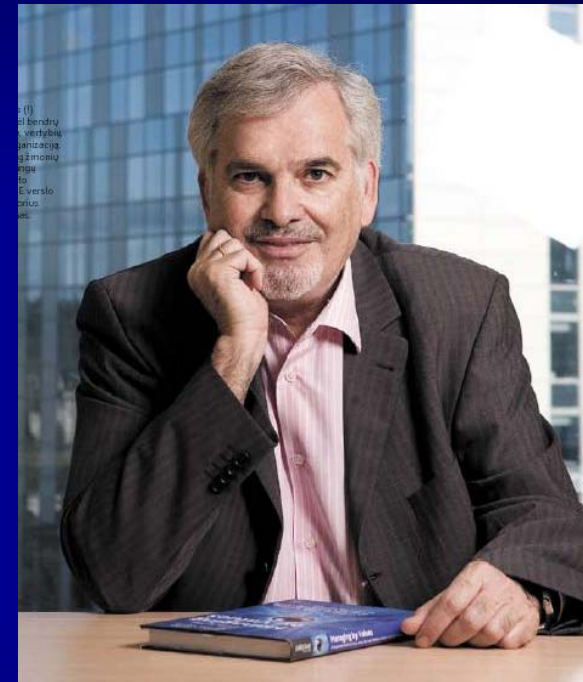
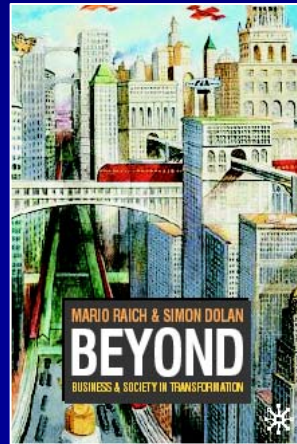
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Thanks for watching this short presentation of **BEYOND !**



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