

**The Oasis  
Global Responsibility Initiative**

**Progress Report 2004 - 2007**

# The Oasis Global Responsibility Initiative

## Progress Report 2004 - 2007

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*All of us - the private sector, civil society, labour unions, NGOs, universities, foundations and individuals - must come together in an alliance for progress. Together, we can and must move from value to values, from shareholders to stakeholders, and from balance sheets to balanced development. Together, we can and must face the dangers ahead and bring solutions into reach.*

KOFI ANNAN, GENERAL SECRETARY, UN

# INTRODUCTION

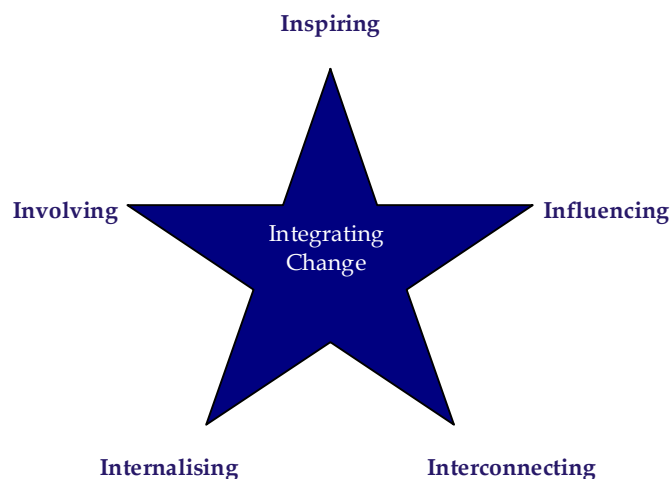
During 2004-2005 Nick Ellerby, a Co-director of the Oasis School of Human Relations, represented Oasis on a year long inquiry into *How to Develop the Next Generation of Globally Responsible Leadership*. The inquiry is referred to as the GRLI and was co-founded by the United Nations Global Compact and the European Federation of Management Development (efmd).

Oasis was one of 22 organisations reflecting a concern and interest in questions of Globally Responsible Leadership. The other partners were either global organisations of the size of IBM and Lafarge, or International Business Schools from across the world, including London Business School, INSEAD and Queen's in Canada.

The year long inquiry led to a number of major innovations in relation to the planetary implications of leadership in business organisations and in those organisations that help to educate and prepare current and future leaders. Together we produced a radical call for a fundamental examination of the way business 'works', how people are educated and the changes required in those organisations involved in an educational role.

This briefing outlines some of the actions which Oasis has taken as a result of our involvement in the GRLI. The GRLI represents an enormous opportunity for Oasis and gives us a chance to have an influence at a global and local level upon how the questions of the personal and the planetary come together.

During the inquiry a simple model was developed outlining what is called for if centres of learning are to integrate a globally responsible approach. This briefing is based upon the framework illustrated below.



# INFLUENCING

The Oasis School of Human Relations works with key social change issues and the development of learning in practice. At the centre of our work has been a commitment to relationship and responsibility and influencing learning approaches.

The 80's marked our entry into the world as a social enterprise (without us realising that that is what we were) offering some of the first nationally accredited programmes in the field of counselling and individual change processes. Toward the middle of the decade we became involved in one of the key social issues of the times, HIV and AIDS, working with groups and organisations as well as developing individual practice in this challenging, inspiring and demanding area. The 90's saw a leading edge transition to human relations development in organisations whilst continuing our commitment to developing one to one practitioners in a range of sectors that gradually recognised the need for more collaborative and peer based approaches.

Throughout our life at Oasis we have been living the practice of peer decision-making which calls for a deep engagement with the individual and collective questions of responsibility, authority and accountability. Along with invitations to work with organisations and those at senior levels we became known for bringing the potential for collaborative leadership development. The new millennium linked us to a global initiative which has strengthened our engagement in the plight of the planet and in seeking to awaken consciousness in the individual and organisational citizenship that is called for in addressing the contemporary challenges we face.

From this work has emerged Whole Person Learning (WPL) which we see as Learning for Tomorrow. An approach that to quote Distinguished Professor Henri-Claude de Bettignies *'is an effective attempt to go through the painful process of paradigm shift, and to propose an original way to transform education not only as a process to know more or better, but as an exercise to be better*

The following publications, workshops and programmes reflect our commitment to influencing globally responsible leadership, engaging with others, developing ourselves and educating for responsibility and whole person learning.

## Publications

### **2007 Learning for Tomorrow: Whole Person Learning**

Through the GRLI the concept of Whole Person Learning emerged from the working groups on Leadership and Integrity and was embraced by the partners. The Oasis School has been developing this approach for a number of years before we even knew its name! With the encouragement of the GRLI and the sponsorship of Barloworld, 2007 sees the launch of a new book written by Bryce Taylor, with an introduction by Distinguished Professor Henri-Claude de Bettignies and a Foreword by the Chair of the GRLI, Mark Drewell.

## **Workshops**

### ***2007 Changing the Dream (25 January; 10 February; others tba)***

Edward Harland and Zena Bernacca  
The Oasis School, Boston Spa, UK

### ***2007 Whole Person Learning - Thinking and Practice (17 - 20 April)***

Bryce Taylor & Nick Ellerby  
The Oasis School, Boston Spa, UK

### ***2007 The Party's Over***

Bryce Taylor & Edward Harland  
The Oasis School, Boston Spa, UK

### ***2007 Your Planet Needs You (September)***

Bryce Taylor & Edward Harland  
The Oasis School, Boston Spa, UK

### ***2006 Is it Warm Enough Yet? (11 November)***

Bryce Taylor & Edward Harland  
The Oasis School, Boston Spa, UK

## **Longer Term Programmes, Initiatives & Action Research Inquiries**

### ***2008 - MA Global Responsibility and Whole Person Learning***

In a unique partnership with Leeds Metropolitan University, The Oasis School is developing an MA programme using inquiry approaches into Developing Globally Responsible Leadership. (For further details talk to Zena Bernacca or Bryce Taylor).

### ***2007 - Developing the Centre for Social Entrepreneurship and Responsible Leadership***

As a 'catalytic' action of the Globally Responsible Leadership Initiative, The Oasis School is working with partners to establish a social entrepreneurship and responsible leadership (SERL) centre for assisting change leaders and initiators from all sectors to shape and apply new models and approaches to sustainable development through responsible and collaborative leadership. The centre will focus on alternative ways of working in those areas where economic or political systems have failed or are failing. The Centre will build an international network with others developing a renewal in the public realm through sustainable participation and engagement.

### ***2006 - Engaging Hearts and Minds in Socially Responsible and Ethical Practice***

2006 marked a project working with individuals and organisations to develop frameworks and approaches to assist in the awakening of consciousness and the encouragement of responsible action within organisations that already have developed policies but are grappling with how to engage the hearts as well as the minds of employees and customers.

***2005 onwards - Leadership, Life and Learning***

**(16 day programme - Spring and Autumn each year from The Oasis School, UK)**

As part of a wider process for developing effective leaders and managers, an aspect of this programme introduces leaders and managers to responsible and accountable practice, collaborative working and the wider planetary implications on organisations, community and individuals.

***2005 - Citizenship Inquiry***

An in-house inquiry took place into Citizenship throughout which has influenced the approach of The Oasis School to its programmes and wider application in practice.

***2004 - UK Leadership Inquiries***

**(12 day inquiry over 14 months from the Oasis School, UK)**

*2004 - 2006* saw the first UK Leadership Inquiry engaging ten leaders in public and third sectors. The focus of the inquiry centred around globally responsible practice and collaborative leadership.

*2007* will mark the recruitment of the next inquiry for leaders in the public and third sectors.

## **INSPIRING**

One of the three Gateway Action areas is **Advocacy** - encouraging, inspiring and promoting a call for engagement with the questions surrounding Developing Globally Responsible Leadership. As a relatively small organisation in the GRLI we have been involved in and created a number of opportunities to assist in this process.

***2007 Commonwealth People's Forum, Kampala (19-20 November 2007)***

***Globally Responsible Practice - links to leadership***

Nick Ellerby, GRLF Board Member & The Oasis School, UK

***2007 Globally Responsible Foundation Dinner (21 April 2007)***

Hosted by Leeds Met and The Oasis School.

Sponsored by UKTI, Cafedirect, Traidcraft.

***Leadership and Responsibility - Round Table Discussion***

presentations by: Mark Drewell, Chair, GRLF  
Geoff Mulgan, CEO, The Young Foundation;  
Jean Oelwang, CEO, Virgin Unite

***2007 The Oasis School - Seminar Programme***

***The Globally Responsible Leadership Initiative***

Nick Ellerby, The Oasis School

***2007 Oasis Practitioner Community Seminar (17 February)***

***Living between two worlds***

Bryce Taylor

***2007 Royal Society of Arts, North East Regional Lecture, Queen's Hall, Hexham***

***Advancing Globally Responsible Leadership (19 January)***

Nick Ellerby, GRLF Board Member & The Oasis School, UK

**2006 Association of Business Schools, Lancaster**

*'There is no alternative' - developing GRL in Business School.*

Nick Ellerby, The Oasis School

**2006 Accountability 21 Conference, London**

*Developing Globally Responsible Leadership*

Joint presentation:

Mark Drewell, Barloworld, South Africa; Nick Ellerby, The Oasis School, UK;

Bjorn Larsson, Foresight Group, Sweden

**2005 EFMD International Conference, Belgium**

*In Search of Doing what is Right*

Joint Presentations to Business School Faculties and Company Executives:

Peggy Cunningham & Claire Maxwell; Joaquin Garralda, Pierre Tapie & Craig

Smith; Nick Ellerby, Peter Withers & Jay Handelman

## **INTERCONNECTING**

Oasis has become involved in a number of networks since 2004 to work in partnership with business, higher education, government and civil society. These relationships are enabling us to be connected to and develop collaborative projects and ideas that demonstrate globally responsible leadership. The networks and organisations include:

- acevo
- Awakening the Dreamer; Changing the Dream
- Be the Change
- Centre for Applied Spirituality - Leeds Metropolitan University
- Globally Responsible Leadership Foundation
- Leaders UK - developing collaborative leadership in public sector
- Northern Leadership Academy
- ODEF - The Oasis Foundation UK
- Third Sector Leadership Centre
- World's Children's Prize for the Rights of the Child

### **Organisations introduced to GRL since 2004**

Since 2004 The Oasis School has been advocating engagement with the questions and issues arising from Developing Globally Responsible Leadership. This has resulted in many organisations interested in developing their understanding and practice further and includes acevo, Business in the Community UK, ASDA, Leeds Metropolitan University, Local Government Association, Virgin, YUMI, Skipton Building Society, Riversmeet Initiative as well as many Oasis clients and partners.

## Collabor8

Collabor8 was formed in 2006 arising out of the first Oasis UK Leadership Inquiry. The group is made up of public and third sector leaders, is engaged in examining public participation and collaborative leadership, and aims to develop wider engagement from those within the public realm.

## INTERNALISING

At Oasis the concept of internalising includes directors, associates, staff and participants engaging in considering and working 'beyond' their local community, the adoption of energy efficiency measures and green initiatives. We give inquiry and development time covering key areas such as citizenship, whole person learning pedagogy, curriculum development and the overall purpose of Oasis given the global challenges we face.

Examples include:

- staff and participants taking time to support and work with our projects in Uganda.
- whole staff involvement in considering how to develop further energy efficiencies including screen monitor practices, carbon offsetting, supporting renewable fuel sources and re-cycling.
- seminars for staff, directors and associates on the 'China Factor' and 'Globally Responsible Leadership'
- 20 days in 2006 for directors to examine the direction of Oasis and shape a new future based on the awakening consciousness of people and planetary questions.
- development of new programme curricula focussing on global responsibility issues and the reviewing of continuing programmes to take into account the planetary context.

*Globally responsible leaders ensure that their organisation is part of the solutions, not of the problems our world is facing.*

ELLEN KALLINOWSKY, HEAD OF REGIONAL LEARNING FOURM,  
UN GLOBAL COMPACT, (BASED IN AFRICA)

# INVOLVING

We have been fortunate to be supported by many both willing and able to support, advise and guide us. It is the involvement of these individuals and organisations that have enabled us through challenging and demanding times to sustain an effective climate for change and development.

We wish to extend our appreciation for all the tremendous support in this work of those long term friends of Oasis including John Heron, Bill Berrett, Mario van Boeschoten, Claire Maxwell, Rosemary Burton, Edward Harland, and all those who have taken part in and supported the innovation pilot programmes here at Oasis.

We recognise the importance of the encouragement from people such as Peter Block, Richard Branson, Edmund O'Sullivan, Sam Keen, Doug Paxton, Rose Diamond, Christopher Neville, HH Dalai Lama, Gorge Ferrer, Mark Robson, Nick Hart-Williams, Warren Bennis and Michael Portelly.

Over the last three years we have been fortunate to build relationships with, be inspired by, gain support from and develop alongside partners and colleagues in the Globally Responsible Leadership Initiative, including Anders Aspling, Bjorn Larsson, Peggy Cunningham, Ellen Kallinowsky, Pierre Tapie, Laura Quinn, Derick de Jongh, Henri-Claude de Bettignies, Anthony Sampson, Gay Haskins, Martine Torfs, Laurence Harribey, Izeusse Braga and Mark Drewell, Rosemary Bisset to name only a few.

Our work in the public and civil realms has been encouraged and supported by the Collabor8 members including Gill Palin, Russell Morgan, Susan Ralphs, Angela Lockwood and Kathryn Fitch.

We have seen our relationship to Leeds Metropolitan University develop over the time as we have been with some of the questions related to global leadership challenges. It is so encouraging that they have become members of the Globally Responsible Leadership Initiative and that they are setting a direction that we hope other Universities will continue to engage with. We want to recognise the support and invaluable assistance of Prof. Simon Robinson, Dorrton Otter and Eddy Halpin. Kathryn Fitch for making the connection possible, and the Vice Chancellor, Simon Lee, for being open to the potential of a relationship to The Oasis School of Human Relations.

This document was inspired by the reporting approach taken by Bordeaux Business School and for setting such an example our appreciation goes to Prof. Laurence Harribey and Prof. Bernard Sionneau.

Front page image from the GRLI Call to Engagement publication.