



GLOBALLY RESPONSIBLE LEADERSHIP
INITIATIVE

The Globally Responsible Leader

A CALL FOR ACTION



GRI Partners

The first sections of this publication represent a unique collaboration between global companies, international business schools and learning organisations working together in the Globally Responsible Leadership Initiative. This initiative was founded by the EFMD – European Foundation of Management Development and the United Nations Global Compact.



For a full list of all partners around the world and information about the GRLI contact:

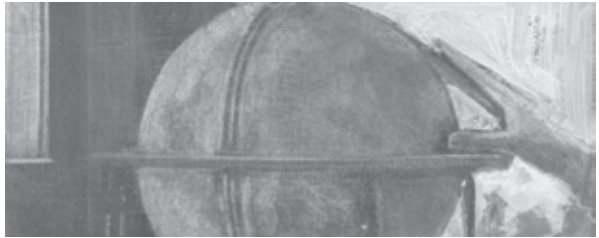
GRLI Foundation
Rue Gachard 88 - Box 5, B-1050 Brussels (Belgium)
T: +32-2-6290810
E: info@grli.org
W: www.grli.org

The initiatives outlined in the latter sections of this document represent the work of a number of organisations in the UK, including the following GRLI partners:



For websites and further information see inside back cover

A World In Need Of Globally Responsible Leadership



- 4 About the GRLI
- 6 The Board
- 7 The Globally Responsible Leader
A Call For Action
- 12 Responsible Practice In Action UK Initiatives
Inspiring Practice - Developing the person
Transformative action inquiry
Developing organisations for the 21st Century

This publication is a 'Call For Action' for globally responsible leadership. The paper also highlights some of the UK initiatives in the public, private and third sectors. It is an invitation to make a difference and builds on the work of the GRLI.

This publication is only possible through the commitment of people to making a difference, at every stage it has been a collaborative effort, from the GRLI manifesto to the illustrations of responsible action. Our thanks to Geoff Tudhope, Marion Ragaliauskas, Bryce Taylor, Paul Dowson, Jonathan Wild, Rick Cross, Zena Bernacca, Bjorn Larsson, Joanne Semple, Darren Goodall, Laura Quinn, Jonathan Smith, Martine Torfs, Anders Aspling, Liliana Petrella, Nick Ellerby and Lise Ribeiro.

About The Globally Responsible Leadership Initiative

A pioneering group of 60 business schools/learning institutions and companies representing five continents, over 300,000 students and 1,000,000 employees are engaged in developing a next generation of globally responsible leaders.

The Globally Responsible Leaders Initiative (GRLI) was co-founded and is supported by the United Nations Global Compact and the European Foundation for Management Development (EFMD). The GRLI's mission is to act as a catalyst to develop a next generation of globally responsible leaders. In doing so it challenges the issues of the company for the 21st Century, the mission of business schools/learning institutions and the process for cultural change in organisations.

*Bill Gates in Time magazine¹ said:
"Capitalism has improved the lives of
billions of people ... But it has left out
billions more.... we need a more creative
capitalism: an attempt to stretch the
market forces so that more companies can
benefit from doing work that makes more
people better off."*

A Call For Action is made to business leaders, change agents and academics by the GRLI with 3 main areas of focus:

- Re-visiting the raison d'être of the organisation
- Integrating leadership and ethics
- Making corporate statesmanship a reality

The current free market model is increasingly ambiguous and paradoxical. At the same time as having produced more wealth and periods of 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 the race itself.

Concretely, GRLI believes that business schools and learning organisations should focus on educating the whole person to develop change agents, leaders, and corporate statesmen and women. Leadership is the art of motivating, communicating, empowering and convincing people to accept a new vision of sustainable development and the necessary change that this implies.

Globally Responsible Leadership Initiative

Realising the urgency with which a failing system needs to be adapted to human needs in a globalised economy, we will:

1. Enhance the change factors that will help us to implement a more sustainable development model
2. Embed the appropriate values and behaviours in our strategies and management practices
3. Aim to develop pedagogies and curricula which enable the development of responsible leadership
4. Exchange innovations, good practices and cases in business and education, and share them with our members and the wider public through the development of learning platforms for critical and constructive dialogue

GRLI delivers results on three levels:

1. Wide impact; through its advocacy, collective communication, and engagement and shared learning with other organisations globally and locally
2. Value added to its partners; through concrete initiatives and projects for and within the partner organisations, best practices benchmark
3. Thought leadership, acting as a laboratory for innovation, writings and publications both in Research and Education related to Globally Responsible Leadership and Corporate Global Responsibility

As a consequence, GRLI also is a support for individual and personal growth for the participating representatives of the partner organisations.

GRLI is a foundation of public utility based in Belgium with the purpose of developing a new generation of globally responsible leaders through the development and support of projects and initiatives.



The Board

The board members of the GRLI are:

Pierre Tapie

Chair of the GRLI Board, Dean and President, ESSEC
(France and Singapore)

Carol Adams

Deputy Dean, Faculty of Law and Management, LaTrobe
University (Australia)

Rosemary Bissett

Group Manager, Sustainable Business Practices, National
Australia Bank (Australia)

Walter Brito

General Manager Corp. University, PETROBRAS (Brazil)

Fernando d'Alessio

Director General, CENTRUM PUCP (Peru)

Philippe de Woot

Special Adviser to the GRLI, Prof. Em., Université Catholique de
Louvain (Belgium)

Mark Drewell

Executive Chair (South Africa)

Nick Ellerby

Co-Director, The Oasis School of Human Relations (UK)

Jean-Louis Duquéroix

Director External Communications, Caisse d'Epargne Aquitaine
Poitou-Charentes (France)

Dennis Hanno

Dean, Undergraduate Education, Babson College (USA)

Swar Kranti

Faculty-HR, Welingkar Institute for Management Development
and Research (India)

Björn Larsson

CEO, The ForeSight Group (Sweden)

Linda Livingstone

Dean, Pepperdine University Graziadio School of Business &
Management (USA)

Pascal Lizin

Director, External and Public Affairs, GSK Bio (Belgium)

Laura Quinn

Senior Associate, CCL (USA)

Michael Powell

Pro Vice Chancellor, Griffith University Business School
(Australia)

Manuel Escudero

Special Adviser to the United Nations Global Compact; Head,
PRME Secretariat (GRLI Founding Partner)

Liliana Petrella

Director, EFMD, Development Initiatives Unit (GRLI Founding
Partner)

Anders Aspling

GRLI Secretary-General (Ex-officio)



The Globally Responsible Leader – A Call For Action



The GRLI 'A Call For Action', launched December 2008 at the United Nations in New York, aims at re-enforcing the strengths of our entrepreneurial system while correcting its defects and the financial excesses. We strive to achieve this through enhancing responsibility at all levels. Anyone wishing to express their support for the GRLI Manifesto can do so online at www.grii.org

A Call For Action

The competitive market economy, our present development model, has shown a continuous ability to be creative, while at the same time there has been a progressive blurring of its link with the global Common Good, and a significant loss of our capacity to regulate it.

Without an in-depth transformation, this hitherto successful model runs the risk of becoming unsustainable, and of losing its moral and political legitimacy. We invite leaders in business, politics, civil society and education to join in our effort to catalyse this change process.

The System As A Whole

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 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. Globalisation, the growth of information technology and the lack of worldwide regulation confer on firms a power - and a freedom - to act that is without precedent. Some firms exercise this power according to their own criteria: profitability, competitiveness and shareholder value, often and increasingly on a short-term basis, pushed by the demands for quarterly reporting by financial analysts.

This logic has become dominant. It has imposed on us a development model whose only purpose is its own effectiveness and dynamism.

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 oppression 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.

"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."

This measure, by being rather 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.

Globally Responsible Leadership

The current financial crisis has shown that the ideal of a self-regulated system has led us to failure on a global level, with long-term implications to economic development and human well-being. At the heart of this failure is a lack of both responsibility and leadership. We need more responsible leadership to implement a more comprehensive model for sustainable development. This requires a profound change in individual mindsets and behaviours as well as overall corporate culture. What is necessary is that both individuals and corporations assume their responsibility towards the Common Good.

Globally responsible leadership demands that this cultural change and evolution of mindsets should be based on re-visiting three areas: First, the *raison d'être* of the firm; second, leadership as embedding and catalysing values and responsibilities in the organisation; and third, corporate statesmanship as broadening the debate and dialogue with society at large.

1. Re-visiting the *raison d'être* of the firm

The primary purpose of the firm is to contribute to overall well-being through economic progress. Shareholder value is but one of several measures of performance. Entrepreneurial actions are defined in terms of initiative, dynamism, and innovation. We have to come back to the core of entrepreneurial action, which is creativity in a real world of goods and services, as opposed to a logic of purely financial speculation. This concept of progress will allow us to identify the specific contribution that a firm makes to society - the

function that it alone is capable of fulfilling, and that differentiates it from other organisations, such as government, unions, universities, NGOs and so on.

To re-locate economics in a perspective of common good requires the exercise of global responsibility. Setting out the aims and purpose of economic progress involves aligning this progress with the greater context of societal progress. Economics is only a part of the whole, and it cannot dominate human society by imposing its restricted vision of equating progress with profit growth. Other forms of progress exist in the domains of, for example, culture, society, politics, spirituality, education, and health. While a firm's financial progress may encourage some of them, it does not cover the whole field of human progress.

We have also seen that deviations of the current system can cause regression and lead to negative or even destructive situations. We must stop asserting that to respond to global challenges we have only to place our faith in technical ingenuity and market indications. We must stop claiming that there is a quasi-automatic convergence between economic creativity and the global development of humanity. The firm will only become responsible if it subscribes to an all-embracing view of societal progress and sustainable development.

It is in this perspective that GRLI stands for formulating the purpose of the globally responsible business in the following terms:

"Create economic and societal progress in a globally responsible and sustainable way".

2. Leadership and ethical fitness

Responsible leadership implies the grounding of actions in a system of values which recognise societal interdependence and long term sustainable development. If the firm wishes to lend meaning to its actions, if it wants to give a purpose to economic progress by aligning it to societal progress, ethics are essential to enlighten tough choices and guide behaviour. The main ethical question for our time is to choose what kind of world we want to build together with the immense resources we have at our disposal....

Humans, societies, and their actions build - or destroy - the world. We are responsible for the future and for the society we create. This responsibility becomes greater as our creativity, resources and power grow. Science, technology and globalisation do pose radically new questions that force us to look beyond a narrow framework and to take into account global interconnectedness.

To refuse to integrate ethics into the functioning of the firm on the pretext that the economy has its own logic amounts to locking oneself into an instrumental approach (the market ideology) which deprives the firm of its social legitimacy, and can lead to spectacular failures. Ethics are not restricted to convictions or values, but are integral to the long-term sustainability of companies.

3. Responsible Corporate Statesmanship

Corporate statesmanship is about the organisation as an active contributor to societal well-being and evolution. The responsible firm accepts an open debate whenever its actions can have major social consequences. New types of dialogue, which include representatives of civil society, (such as NGOs, universities, religious organisations) and international institutions, need to be added to the discussion with social partners and governments. Such an approach must obviously go beyond the national framework.

Voluntary transformation is necessary, but will no longer be sufficient to improve the system. We also need political will translated into regulations and world governance. Rather than limiting itself to lobbying actions, the responsible company pro-actively participates in preparing and implementing the necessary new global rules in collaboration with all stakeholders. This includes attentive listening and contributing to the public debate. It is in this sense that responsible leaders must develop a new capacity for statesmanship.

focus on educating the whole person



Conclusion and Commitment to a Critically Constructive Dialogue

In devising this necessary shift in culture, it is important to keep in mind that we are referring to an on-going inquiry process through dialogue between various stakeholder-actors (e.g., the political world, economic actors, and social enablers). Importantly, it also implies a necessary rethinking of the way business, political and social leaders are educated and trained. Concretely, GRLI believes that business schools should focus on educating the whole person as entrepreneurs, leaders, and corporate statesmen.

*on-going inquiry process through dialogue
between various stakeholder-actors*

Leadership is the art of motivating, communicating, empowering and convincing people to engage with a new vision of sustainable development and the necessary change that this implies. Leadership is based on moral authority. Moral authority requires convictions, character and talent. All those who have engaged in action know that great leaders owe part of their authority to their personal qualities perhaps more than to their intellectual or technical competences.

This has been a constant fact throughout human history. In the light of all this, and realising the urgency with which a failing system needs to be changed and adapted to human needs in a globalised economy, we, corporate leaders, business schools and learning institutions call for action, by committing to:

1. Enhancing the change factors that will help us to implement a more sustainable development model
 2. Embedding the appropriate values and behaviours in our strategies and management practices
 3. Developing a pedagogy and a curriculum which enables the development of responsible leadership
 4. Exchanging innovations, good practices and cases in business and education, and share them with our partners and the wider public through the development of forums for critical and constructive dialogue
-

This 'Call to Action' is a result of group discussions inside GRLI, based on three documents:

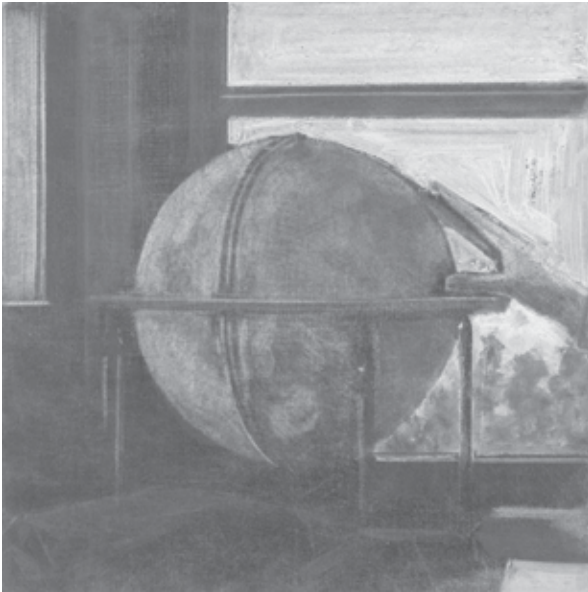
**Globally Responsible Leadership:
A Call for Engagement
(GRLI, 2005)**

**Learning for Tomorrow:
Whole Person Learning
(Bryce Taylor, Oasis Press, 2006)**

**Should Prometheus be Bound?
Corporate Global Responsibility
(Philippe de Woot, Palgrave, 2005)**



Responsible Practice In Action UK Initiatives



Making it real

Encouraged by the GRLI, we hope the following examples of innovative and radical work will inspire and offer hope for developing a sustainable future together. We are seeking similar initiatives to form the basis of a Community of Responsible Action in the UK.

Inspiring Practice - Developing The Person

These initiatives by their very nature enliven us to do more, or become more of who we need to be. They focus on the individual as activist and include equipping people to become effective change agents, individual passion as a catalyst for heightening awareness, and the fatal courage of one child who spoke up for his peers and inspired a worldwide movement introducing democracy to children and young people.

Democracy for all

The World's Children's Prize for the Rights of the Child (WCPRC) exemplifies once a small project inspired by the work of Iqbal Masih a bonded-debt-slave in Pakistan, and supported by businesses and organisations around the world, including The Foresight Group and ODEF here in Europe. The WCPRC strengthens the voices of children and young people, promotes their humanitarian growth as global citizens, and helps them to demand respect for the rights of the child. Students from all over the world work with the WCPRC, which is the world's largest annual education and empowerment process for the rights of the child, democracy, the environment



and global friendship. In 2009 alone, some 22 million children were involved through 500 partnering organisations and 50,000 teachers in 94 countries. As part of this process, the children award the world's most-respected prizes for the rights of the child. The prize sum is used to give a better life to some of the world's most disadvantaged children.

Learning to facilitate globally responsible practice

As the spirit of the time criticises traditional forms of leadership and calls into question systems that for decades have been uncritically embraced, a growing number of people and organisations are looking to develop new ways of engaging with contemporary and future challenges, and recognise that this requires new learning approaches if we are not to have more of the same. Universities with Oasis are working to shape a Masters programme, the initial two years with Oasis offering a radical Whole Person Learning Approach with the third year aligning with a Masters (MSc) in Globally Responsible Leadership.

Practical Local Solutions

Developed from one person's passion, the Earth Standards Network is now manifest. The network sees the long term survival and renewal of the Earth Community now depending on us all as Global Citizens to align ourselves to new ethical standards and show leadership through our personal actions. With their partners they aim to promote Globally Responsible Leadership through community based initiatives that support young people working on practical local projects. From a local arts project in Cumbria it is set to become a global movement highlighting the messages and actions of young people for an earth honouring future.

Transformative Action Inquiry

When the answers of the past do not speak to the questions of the future the need to co-create new thinking and alternative practices emerge as a matter of necessity. Oasis supports radical forms of transformative action learning, meaningful dialogue and collaborative inquiry based research - the GRLI is a global form of new paradigm leadership encouraging and facilitating leaderful communities of responsible action.

Thinking Globally, Acting Responsibly

Leeds Metropolitan University and Oasis, are partnering with Yorkshire based business, public and third sectors to form a learning 'community of responsible action' around the questions of thinking globally, acting responsibly - developing action learning approaches to embed responsible practice aims to shape organisational processes, establish connectivity and relationship, design new working models and harness individual commitment. This work will be the basis of a 'lived inquiry' research project to share emergent practice.

Empowerment

Cafédirect producer partners already own shares they bought in the company. They also have two members on their plc Board. In addition to paying fairtrade premiums for raw materials that enable farmers and their families to have a dignified way of life, over 50% of Cafédirect profits are also re-invested via Producer Partnership Programmes (including matched funding, £1.4m was invested in 2008). Following extensive dialogue with many stakeholders over the past year, Cafédirect are now transferring the responsibility to manage these programmes to the producers - producers themselves creating the governance and decision making processes that empower other more marginal producers rather than being managed by the Cafédirect executive based in London. This is another example of balancing the relationship and sharing responsibility respectfully in partnership.

Promoting Holism

Ashcroft International Business School is committed to fostering multi-disciplinary research including emerging areas affecting society and world problems of long-term strategic importance. Aligned with the GRLI, leadership is one such area. Ashcroft has won funding to undertake a pilot study to test and refine a newly developed framework of Global Fitness. Affirming a holistic approach the framework encourages consideration of the physical, mental and spiritual fitness of individuals, groups and society. This research will also seek to identify the current and future focus being taken in those business schools participating in the research from across the world, and determine how closely this focus fits with the aims of the GRLI.

Community Engagement

Oasis has encouraged and supported many participants from its programmes to further develop their commitment to change and transformation taking their practice into their wider circumstances and their world. Social renewal is an important aspect of this work which currently has seen two projects develop pioneering approaches that foster participation and radical forms of collaborative decision-making.

Whilst different in scope and in type Riversmeet in Cumbria with its focus upon a rural market town setting, and YUMI, a York based multicultural initiative are now forging ahead and looking at linking together to create wider opportunities for people to engage with their approach by introducing an educational element to their provision in the form of community internships. Placements will combine with a Whole Person Learning approach to transfer practice back to the host community of the intern.

Collaboration at Work

Over the past three years, Oasis directors, together with leaders from other public purpose organisations have been in an action inquiry, Collabor8, to identify characteristics of effective collaboration, underlying factors for success, and to develop a publication incorporating core questions, diagnostic frameworks and steps to collaborative practice and leadership.

The Challenge of Governance

People across many types of organisations and institutions are increasingly aware of 'the issue of governance'. Whether it is expressed in criticism of the misuse of position and power, or the moral failure to find more effective solutions to some of our global issues, many people are beginning to become 'interested' and concerned with rethinking governance.

Terms like 'transparency', 'accountability' and 'clarity of purpose' are all very well but without a deep engagement with what it means to take and hold authority, and to exercise it with care, little can change. Inquiring into how we move on these issues is something that Oasis has been exploring in small scale initiatives, medium sized organisations and global institutions. Oasis is committed to learning more and welcomes hearing from anyone interested in deepening their conversation with us.



Organisation For The 21st Century

Actions to develop cultural change with businesses, public purpose organisations and the third sector can be fragmented and superficial in their development and implementation. Oasis works to shape innovative and unique approaches with individuals and organisations that encourage stronger collaborations, deeper engagement and meaningful dialogue - leading to sustainable results on the ground and reinforcing the call for engagement with responsible action.

Developing the Workplace of Tomorrow

A series of workshops initiated in Yorkshire are exploring responses to the question 'What are the requirements of the Workplace of Tomorrow if people and planet really matter?' An open invitation to a variety of organisations - ranging in size, sector, and diversity - to explore core questions aims to develop a dialogue and debate to promote citizenship through organisational involvement. The sessions are fully

sponsored, and Oasis has only asked for people's time, an interest in the future, and to take away a commitment to act. Participants are offered a deeper understanding of current issues, the opportunity to be a catalyst for change in their organisation and the chance to seed action.

Responsible University

In the latest step of an on-going learning journey (rather than any claim to ethical perfection) Leeds Metropolitan University has created a Corporate Responsibility Statement, establishing a commitment to responsible behaviour in all its relationships, within the institution and beyond. It is recognised that students will create their biggest environmental, social and economic impact and be the decision makers of the future. Leeds Met has recently been named the greenest university by the Sunday Times, less than one year after being given the same title in a league table compiled by People and Planet. They are the only university to make the Sunday Times top 50 green companies and be described as a 'trendsetter', having been the first university in England to achieve ISO 14001, the international standard for environmental management.

Climate Change and the Supply Chain

Cafédirect is into its third year of investing in four pilots in vulnerable communities in developing countries to help their coffee and tea producer partners adapt to climate change. The project is called AdapCC and they have enlisted the support of GTZ (German Technical Cooperation). Coping with the effects of climate change is, and will for the foreseeable future be, a prime

obstacle to creating sustainable livelihoods. Building on the initial phase, Cafédirect conducted in-depth risk and vulnerability analyses with four of their producer partners: CEPICAFE in Peru, PRODECOOP in Nicaragua, Mas Café in Mexico and Michimukuru in Kenya. Bringing coffee and tea farmers together with local government and scientific experts, the sessions confirmed the challenges farmers face from climate change and identified adaptation measures to help them cope with changing conditions. From capacity building and education to reforestation and erosion prevention, these actions will play a key role in helping farmers maintain their land and their livelihoods.

Deep Culture Change

In organisational contexts varying from retail and responsible manufacturing to social housing and the youth justice system Oasis is working to facilitate and embed deep cultural change. Whether to foster globally responsible practice, collaborative leadership, inclusive cultures, team-based impact or to go beyond current strategic thinking and practice for an unpredictable world, we are committed to engaging more of the person in the workplace, and to discovering new ways of working together. Ultimately we are engaged with developing cultures that can better address issues of poverty, social justice, human rights, environmental sustainability and human development.



Developing the Company of Tomorrow

Since 2006, a partnership of The Foresight Group, Merryck & Co., The Center for Creative Leadership and The Oasis School, all working within the UK and Europe, have teamed up with nine international business schools around the world to offer an 'action tank' approach aimed at global companies. The focus is on accelerating the creation of a menu of achievable options to help them become a Company of Tomorrow - helping to sustain and develop people, profit and planet together.

Collaboration for Planetary Wellbeing

Three UK-based, but globally facing, businesses have joined with Leeds University School Of Earth and Environment to form a social enterprise to broker relationships between businesses and NGO rainforest protection projects desperate for funding. Bettys and Taylors Group, Deloitte UK and Host Universal have created a "bank" of currently unfunded projects, covering millions of hectares of rainforest; projects that seek to secure land rights and develop sustainable livelihoods for indigenous peoples.

The collaboration is called "The United Bank of Carbon", because this bank of projects will sequester literally billions of tonnes of CO2 emissions in the rainforest, to play a vital role in the struggle to mitigate climate change. Businesses are being sought to "adopt" a rainforest project to call their own, and to incorporate this positive leadership action into their marketing strategies.

About The Oasis School Of Human Relations

The Oasis School is a transformative learning organisation working with key decision makers and cultural developers. Contributing over twenty years of experience in the field of human relations we apply new ways of working that emerge from leading edge ideas, reflective practice and experience.

The Oasis School is committed to ways of working that help people make sense of their world and to shape appropriate action through authentic relationship and whole person learning. Oasis is an ethical not-for profit social business. We work and learn with individuals, groups, communities, networks and organisations looking to develop themselves in ways that call for change and transformative action beyond that which has gone before, and for which there are no easy answers. We are constantly seeking ways to engage more fully and more deeply with the human, planetary, systemic and transpersonal development questions that face us.

Oasis School of Human Relations

Hall Mews
Clifford Road
Boston Spa
West Yorkshire
LS23 6DT

For further information about our work and programmes, including the Advanced Diploma in Globally Responsible Practice, contact us:

T: +44 (0) 1937 541700

E: lise@oasishumanrelations.org.uk

W: www.oasishumanrelations.org.uk

More Information

For further information about the GRLI partners and contributors working in the UK visit:

Anglia Ruskin University
Ashcroft International Business School
www.anglia.ac.uk

Aviva
www.aviva.com

Bettys & Taylors Group *
www.bettysandtaylors.co.uk

Cafédirect *
www.cafedirect.co.uk

EFMD - The Management Development Network
www.efmd.org

Emerald Publishing
www.emeraldinsight.com

Engage Mutual Insurance
www.engagemutual.com

Globally Responsible Leadership Initiative
www.grli.org

Leeds Metropolitan University
www.lmu.ac.uk

London Business School
www.london.edu

Merryck & Co
www.merryck.com

Oasis School of Human Relations
www.oasishumanrelations.org.uk

OU Business School
www.open.ac.uk

UN Global Compact
www.unglobalcompact.org

The World's Children's Prize for the Rights of the Child *
www.childrensworld.org

The Earth Standards Project *
www.earthstandards.co.uk





THE
OASIS SCHOOL
OF HUMAN RELATIONS

This publication is sponsored by the Oasis School of Human Relations
Illustrations by Gerolf Van de Perre
Design by Type in Motion
This has been printed on recycled paper

UK VER
ISBN 978-871992-51-2