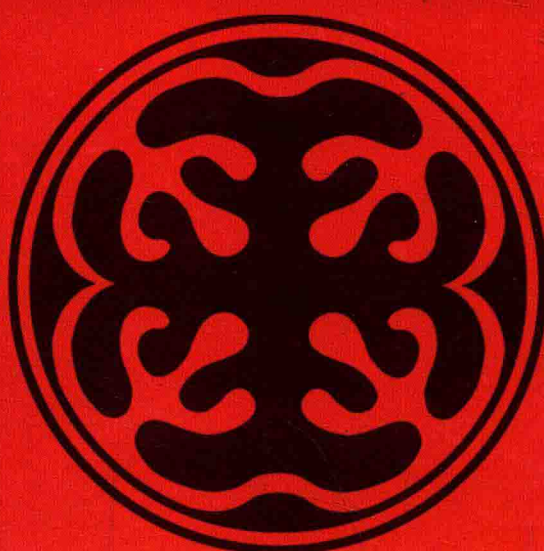
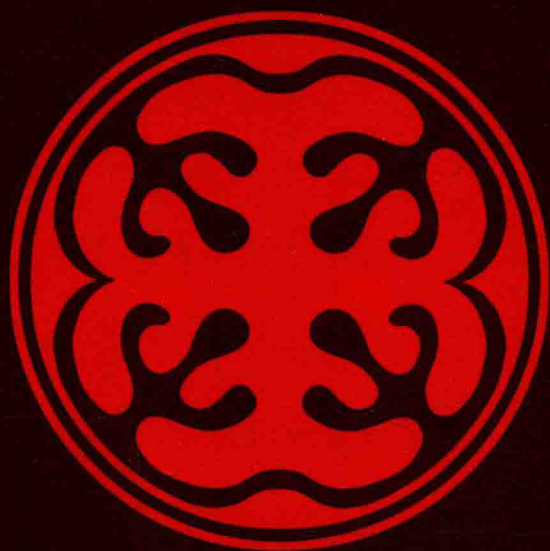


Alexander Schieffer and Ronnie Lessem



INTEGRAL DEVELOPMENT

Realising the Transformative Potential of
Individuals, Organisations and Societies



**Transformation
and Innovation series**

Integral Development

Realising the Transformative Potential of
Individuals, Organisations and Societies

ALEXANDER SCHIEFFER and
RONNIE LESSEM

GOWER

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Integral Development

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Ronnie Lessem, Trans4m Center for Integral Development, Switzerland
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The world's economic and socio-political landscape has changed dramatically and created a now-or-never momentum for transformation and innovation. "Business as usual" no longer works. The time has come to fundamentally rethink enterprise, economics and development.

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Reviews for *Integral Development*

A tour de force in relation to the notion of social innovation, the authors take us through an energizing new understanding of development. The task is irresistible. The review is far-reaching. The proposals are inspirational. A must-read.

Pilar Alvarez-Laso, Assistant Director-General for Social and Human Sciences,
UNESCO, France

In Integral Development, Alexander Schieffer and Ronnie Lessem communicate their passion for economic and social transformation by introducing a new, holistic development framework. Rather than top-down, this approach supports mutuality and creative co-creation. Interspersed with first-hand illustrative cases, this is both a visionary and practical book designed to actualize the potential of individuals, organizations, and societies through much-needed partnership and caring.

Riane Eisler, author of *The Chalice and the Blade* and *The Real Wealth of Nations*, USA

Integral Development is outstanding on many levels. Like no other contribution to the field of development it shows the crucial role of culture and spirituality in development processes. Schieffer & Lessem illustrate how community, culture, technology and economics need to interact co-creatively for authentic, sustainable development to happen. The theoretical concepts and practical roadmaps provided in Integral Development will enable today's agents of transformation to bring about a much needed, more holistic development paradigm. I rejoice to see how the authors convincingly illustrate how new approaches to education and research, and to the university as a whole, can indeed enable all of us, individually and collectively, to become Integral Developers.

Dr. A.T. Ariyaratne, founder and chairman, Sarvodaya Shramadana Movement, Sri Lanka

Integral Development contains a unique fusion of personal, organisational and societal development. It clearly shows the next evolutionary step for corporate enterprise, taking it beyond Corporate Social Responsibility. Integral Development is hugely relevant for anyone concerned with identifying the future role of business in society.

Birgit Klesper, Senior Vice President, Group Transformational Change & Corporate Responsibility, Deutsche Telekom Group, Germany

Integral Development by Alexander Schieffer and Ronnie Lessem offers a wonderful opportunity for us to understand the past, the present and the future of development. We often think about development as 'economic development'. Development indeed cannot be dissociated from our human and civilisational evolution. The authors use the term 'integral development' and offer theoretical frameworks and comparative analysis that help us understand what development really means at this important historical junction. It helps us see the choices we have ahead of us. As a social entrepreneur and innovator, I found the book extremely useful and inspiring. I would define it as a road map. It helps strengthen one's vision in order to better contextualise actions. The book is very well written and I recommend it for anyone interested in contributing to our balanced and peaceful co-evolution as humanity.

Thais Corral, Social Entrepreneur and Innovator, Founder of Network of Human Development and of the social enterprise SINAL do VALE, Brazil

With Integral Development, Schieffer and Lessem have built a much-needed bridge between individual, organisational and societal development. Organisational developers and transformation agents from all sectors of society will find in this book the knowledge and processes to respond holistically to the multiple crises we face today. It will show them how they can construct creatively on the particular contribution that each context and culture has to make. This eminent work is compulsory reading for everybody engaged in constructive societal change.

Martin Hilb, Professor and Director, Institute for Leadership and Human Resource Management, University of St. Gallen, Switzerland

*From Alexander,
to his cherished son Arjuna.*

*From Ronnie,
to his angelic granddaughter Saana.*

*From both of us,
to all agents of transformation
committed to co-creating positive futures
for humanity and the planet.*

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About the Authors

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Born in Germany, Alexander Schieffer studied economics, business and social sciences at the University of St. Gallen, Switzerland. His Doctoral thesis, also at St. Gallen, addressed new styles of organizational leadership ("Führungspersönlichkeit"). He initially worked as an executive in International Investment Banking, and then in Media and Communication with the media giant Bertelsmann. He then moved to Singapore where he founded and built up First Asia Publishing, a leading special-interest publishing house, which he sold in 2002 to a Chinese media conglomerate. From this point onwards, Schieffer pursued his passion of bringing about transformation in the economic, social and cultural sphere. Together with his colleague Ronnie Lessem, he established TRANS4M Center for Integral Development (www.trans-4-m.com), headquartered in Geneva. The center focuses on "transformational education" and "research for innovation". At the heart of TRANS4M's work is its integral approach – one of the most innovative and globally applicable approaches to individual, organisational and societal transformation in the field. All of Trans4m's cutting edge programs are geared towards addressing, in a culturally resonant way, burning socio-economic issues on the ground. The programs are spread across Africa (from South Africa to Zimbabwe to Nigeria), in the Middle East (Egypt and Jordan), in Asia (Sri Lanka, India) and Europe (Switzerland, Germany, UK). In parallel, Schieffer is an engaged and dynamic professor, and teaches management, economics and development at universities around the world. He is co-editor (together with Ronnie Lessem) of two Gower–Ashgate book series: the 'Transformation and Innovation Series' and the 'Series on Integral Green Economy and Society'.

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Ronnie Lessem, born in Zimbabwe of central European parentage, and a graduate of Harvard Business School and the London School of Economics, while a Reader in International Management at City University in the UK, co-founded New Work Ventures, which focused enterprise development, through action learning, within inner cities, and on women finding their niche. At the same time he launched projects on European Management, with IMD in Switzerland, European-ness and Innovation, with Roland Berger Foundation in Germany, African management, with Wits Graduate Business School in South Africa, and Arab as well as Islamic Management, with TEAM International in Cairo and Jordan, before co-founding TRANS4M in Geneva. Lessem studied economics at the University

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Prologue

Integral Development: A Journey for All of Us

ABOUT THE BOOK

Integral Development offers a framework and processes that enable us to realise our full transformative potential – as individuals, organisations and societies. It is geared towards four overarching objectives that are of concern to humanity at large: healthy and participatory coexistence; balanced and peaceful co-evolution; open and transparent knowledge creation; as well as equitable and sustainable livelihoods.

To achieve these goals, *Integral Development* departs from the notion of development as we know it. It is not primarily oriented towards the development of so-called ‘developing’ societies. Rather, *Integral Development* is written for each one of us and for all societies – from the South, East, North, West and centre of our World. Hence, Integral Development is not about ‘developing’ others. Rather, Integral Development is a process of continuous co-evolution, where Development agents, as individuals and as institutions, learn from each other, rather than telling each other how to develop.

Integral Development includes but goes beyond the notion of economic and technological development, to incorporate also natural and communal, as well as cultural and spiritual dimensions of development.

Integral Development places the responsibility for development not on some distant development agencies or departments, but on each one of us, both individually and also collectively. It does so, by linking individual, organisational, communal and societal development. Thereby, each individual, each organisation and enterprise, as well as each community, is a potential development actor within society. In that sense, Integral Development is a process to renew ourselves, our organisations, communities and societies – in integral fashion.

Integral Development purposefully builds on the most innovative development Theory and practice from the four corners of the globe, as well as the world’s centre. It is framed to enable you to co-engage with others in bringing about integral human systems – each one of them contributing to an integral society and an integral world.

While standing on the shoulders of many past and current integral thinkers, the integral approach underlying Integral Development is unique in various respects. First, it invokes the active participation of the Integral Developer. Second, it actively includes diverse worldviews, drawn from all corners of the globe. Third it provides a circular developmental rhythm that draws interactively on each one of these diverse grounds, as opposed to pursuing purely linear development. Thereby, Integral Development seeks to contribute to an integral world of unity in diversity.