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## Procedural Unity with consequential diversity

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# Bridge-Builder



**Bulletin n°3, October 2013**

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**‘COMMON GOOD IN THE WORKPLACE?’**

**A BRIDGE-BUILDER: Gabriel Lenot, France**

**A THINKER: Dr Ernst von Kimakowitz, Switzerland**

**A PRACTITIONER: Lenka Parkanova, Tchek Republic**

**INTRODUCTION: Peter (Pece) Gorgievski, Australia**

**NEWS: Common Good & Individual and Collective Choices**



**COMMON GOOD FORUM**  
Global & Local Bridge-Builder

## EDITORIAL

By Ms Violaine HACKER

Common Good Forum



**Violaine HACKER**  
Common Good Forum

Common good in the workplace: oxymoron, quixotic, or paradoxical preferences?

This month, the Bridge Builder brings together thinkers and practitioners in various fields to reconsider the notion of common good, as it pertains to politics, economics, and other spheres of human enterprise.

- As an introduction, Pece Gorgievski, from the Global Dialogue Foundation, shares his extensive experience as an entrepreneur in Australia and worldwide. He notes that organizations with a culturally diverse workforce often experience difficulties with staff. Rather than creating new opportunities, cultural diversity - left unmanaged - often leads to misunderstanding and conflict. To build tolerance, mutual understanding and respect in the workforce, he notes, managing cultural diversity remains essential and cannot be left to chance. It is also a strategy for increasing productivity and output.

- As a bridge-builder, Gabriel Lenot reports on Mozaik RH programmes that benefit both unemployed people from low-income neighbourhoods and potential employers.

- Dr Ernst von Kimakovitz, from the Humanistic Management Center in Switzerland, argues that turning market economies into 'market societies' means biting the hand that feeds us, for we put at risk the very foundations of social peace and cohesion, which are indispensable for a thriving market economy.

- As a practitioner, Lenka Parkanova - president of Oikos International – explained how its programmes empower both students and faculty of management, as well

as economists, to make sustainability a constant companion in their future decision.

- Note also some News : in particular books or programmes tackling two questions regarding the notion of common good:

1. What individual and collective choices can a person make to act from an evolutionary co-leadership perspective, and thus further catalyze and amplify any emergence?
2. What can somebody learn from those who have already chosen an inspiring path to find their own path, as well as the support and challenge needed from others?

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## INTRODUCTION

### Managing Cultural Diversity in the Workplace

By Mr Peter (Pece) GORGIEVSKI  
Global Dialogue Foundation, Australia



With more migration today than ever in human history, there is a huge increase in the number of people from different cultural, racial and ethnic backgrounds coexisting and competing for opportunities to improve their well-being and living standards. What does this mean for an organisation?

Firstly, 'cultural diversity' isn't just a concept. It is so intertwined in the fabric of most organisations that the degree to which it is inclusive, will determine its long-term success or failure! According to the United Nations, 75% of the world's major conflicts have a cultural dimension. If at some level, many of the misunderstandings or conflicts between people have a cultural dimension, then it goes without saying that taking the steps to manage cultural diversity can have a significant impact on productivity.

It is reported that effective management of cultural diversity in the workforce promotes team members getting to know one another quickly; becoming comfortable with cultural differences, and overall helps establish a more harmonious workplace. Much of today's research points to this phenomenon. The understanding between people of different cultural, racial and ethnic backgrounds, is among the most significant contributors to engaging staff, increasing revenues and improving organisational performance. According to the Corporate Leadership Council in the USA, engaged and satisfied employees feel a profound connection to their company, and are driven to help their employers succeed. 86% of engaged employees said they felt happy very often at work. It was also reported that highly engaged organisations have the potential to reduce staff turnover by 87% and improve performance by 20%.

In that respect, there is enormous strength in managing cultural diversity in the workforce.



**The Global Dialogue Foundation works under the auspices of the United Nations. Its principal purpose is to initiate and promote dialogue and collaboration for increased understanding among cultures and civilizations.**

**They consider 'whether or not you have experience in dealing with different cultural groups is not as important. You can start bringing these benefits into your organisation'. Read: "Managing Cultural Diversity In The Workplace" report. The report outlines a 7-step process to create more tolerance, mutual understanding, and improve productivity and output in the workplace.**

**To download your free copy, visit  
<http://peceg.tv/liveonlineevent>  
<http://globaldialoguefoundation.leadpages.net/liveonlineevent>**



## A BRIDGE-BUILDER

### Bridge between low-income graduates and the corporate sector

By Mr Gabriel LENOT  
Mozaik RH, France



Mozaik RH tackles the lack of mechanisms devoted to low-income neighbourhoods facing the alarming unemployment rate. Indeed a study performed by the Observatoire national des Zones Urbaines Sensibles (ZUS) [‘National Observatory of Sensitive Urban Zones’]

showed unemployment in these areas in 2009 was 43% for young men of working age and 37% for young women of working age. Discrimination remains excessive as well. Their applications are rejected nearly 4 times out of 5, and the jobs they have access to are well below the level for which they are qualified.

In that respect, in December 2007, Mr Saïd Hammouche created Mozaik RH. Its design is innovative, because it regards two services – support and recruitment – as mutually complementary. As the Head of Department Apprenticeship and Internship, Mr Gabriel Lenot acts as a bridge-builder between those people and potential employers.

#### Context and Issues

French universities produce a growing number of young graduates from low-income neighbourhoods who have particularly promising profiles and motivation. Nonetheless, with equivalent degrees, these young people take, on average, 18 months longer than the national average to find a job, and even when they do so, it is sometimes well below the level of their capabilities. Since they are unfamiliar with business networks, as well as poorly prepared by public universities, they fail to attract the interest of recruiters within the French business community who are looking for future employees with more traditional profiles that correspond to their own. Yet paradoxically, many emerging branches of industry are struggling to find employees that match their expectations.

This divide between companies and graduates represents a cost to society, which invests in education. It represents a real missed opportunity for companies. And it seriously impedes the future career of the young people concerned.

What is worse is that we mistrust these neighborhoods, even though they represent the future. For instance, the youngest département of France is Seine Saint-Denis which comprises the second-largest university network in the Ile-de-France region, with 60,000 students. In 20 years, its inhabitants will be an important source of our energy.

Today however, the young people who live there - the most mixed population in the whole of France - are burdened by an unemployment rate representing twice the national average. Even though our leaders deplore the breakdown of our social mobility mechanisms, they fail to point out that this failure is characterised by a highly variable geometry, depending on the neighbourhoods and origins from which these « sons and daughters of the French Republic » emerge, even though they are supposed to live in a so-called ‘indivisible nation’.

Mozaik RH helps graduates, who have demonstrated their dynamism by moving into higher education and obtaining degrees, to access jobs commensurate with their level of education. Recruiting these young graduates helps promote economic

activity within their own neighbourhood, and restores confidence in the French Republic's education model. Mozaïk RH tackles the problem of discrimination linked to the employment of young people from low-income neighbourhoods by addressing all the root causes of the problem, both on the company's side (recruiters' stereotypes), and on the candidate's side (lack of information and/or preparation for entering the employment market)

### Method and tools

Mozaïk RH matches graduates from low-income neighbourhoods with the recruitment needs of businesses.

**On the employer's side:** Mozaïk RH offers a range of recruitment consulting services tailored to the needs and to the degree of maturity of each company in the area of diversity. Mozaïk RH is also a training body. Its consultants accompany HR teams and managers via training courses.

**On the candidate's side:** Mozaïk RH identifies, evaluates and supports candidates to ensure that they have the best opportunities in the job market. Mozaïk RH has a unique database containing the details of almost 65,000 graduate job applicants. To enhance the appeal of these candidates and enable them to understand the employment market, the NGO develops support and coaching programs. The association has also built up a strong innovation research capacity, by continuously experimenting with new methods of intervention, partnership and accompaniment (Video CV, PasserElles, etc.), in order to increase its impact and ensure that it is a fertile source of ideas. Whilst delivering results and spreading the message, Mozaïk RH creates added value both at an economic and a social level. In December 2009, the association introduced an impact evaluation process: Evaluation of the Social Return on Investment (SROI). This impact evaluation approach via an SROI, measures the value created both from an economic and a social point of view.

Mozaïk RH is a recruitment firm created in late 2007 as an NGO operating on a non-profit basis. It provides a systemic solution to combine graduates from low-income neighbourhoods with the recruitment needs of businesses. Each of its activities is designed to change the misconceptions and prejudices that influence recruitment. Through its action, the association helps achieve social balance promoting equal opportunity in HR processes.

While raising awareness accompanying everyone involved in the recruitment process, and thinking on the basis of ongoing innovation, Mozaïk RH is making a major impact and experiencing strong growth:

1. Promoting the integration into the workplace of graduates from low-income neighbourhoods and equal opportunity,
2. Working with companies to help them change the way they view these young people,
3. Providing candidates with support via workshops and coaching, when they have lost their self-confidence or do not have any access to the information they need in order to secure the best opportunities in the jobs market. Mozaïk also try to convince candidates opportunities are everywhere, in every firm and every region.

**To companies,** Mozaïk RH brings talents, competencies and helps them change their mentalities to ensure they recruit the best candidates, wherever they come from. It has secured more than 1,300 recruitments since 2007.

**To candidates,** Mozaïk RH provides opportunities, training and coaching. More than 3,600 candidates have been trained since 2007.

**To French public policies,** Mozaïk RH ensures that the high investment by the State in education is not wasted. By reducing the time of unemployment of the candidates from these underprivileged areas from 18 months to 6 month, Mozaïk RH provides more tax income from employment and allows the social pension to be reduced.

**To society:** in the 19th Century, Ernest Renan defined a nation by, among other principles, the "vouloir vivre ensemble" : the ambition to live together. That is only effective if everyone is playing more or less by the same rules, and if everyone believes that the game is worth playing. By promoting fairness and equal opportunities, Mozaïk RH helps society reach this goal.

**To the underprivileged areas,** Mozaïk RH ensures a change of the perception. Each of Mozaïk RH's activities is therefore designed to change the recruitment misconceptions currently in place within companies. The CV Video is one example of this: the aim of showing a short video featuring candidates explaining their career to date and their skills in a professional format, is to change the image and the popular conception of low-income neighbourhood and the graduates who live there.

### People's place in society

Access to employment is linked to people's place in society, to the way we view one another and thus also to self-esteem. The difficulties encountered by certain categories of the population - young people, older people, the disabled or women – give rise to frustration, tension and even anger. The feeling of rejection that results from this poses a danger to the national solidarity of a France that is based on the motto "Liberty, Equality, Fraternity", and in which a better distribution of wealth would benefit society as a whole.

## A THINKER

### Procedural Unity with consequential diversity

By Dr Ernst von KIMAKOWITZ  
Humanistic Management Center, Switzerland



**The question of managing unity in diversity is central to the work of the Humanistic Management Center. In this contribution I aim to shed light on how we address the challenge of proposing neither a universalism that disregards contexts nor fall for the temptation of relativist indifference. We do so through a procedural understanding of humanistic management.**

#### A procedural understanding of humanistic management

In business as in many other contexts we need to realize that our world is far too rich in cultural, traditional, religious and spiritual diversity for one size fits all approaches to solve the ethical dilemmas we face. This shall however not lead us to relativistic views where the mere fact that a behavior is uncontested common practice, already suffices to legitimize it. To manage unity in diversity in business we propose a procedural understanding of humanistic management that is based on three interrelated dimensions. These are firstly that we as humans deserve and rightfully expect our dignity to be respected under all circumstances. Secondly, that ethical consideration must form part and parcel of business decisions and thirdly that actively embracing corporate responsibilities is contingent upon initiating and maintaining an ongoing dialogue with stakeholders.



#### 1. Unconditional respect towards human dignity

Firstly let us clarify that people do not mysteriously dehumanize, turning into robotic agents of, at times opportunistic, business aims when cross-

#### The Humanistic Management Center

**The Humanistic Management Center is an independent think tank, learning institution and advisory firm that provides thought leadership, learning offers and advisory services to nourish the paradigm shift towards a live-conductive, humanistic economic model.**

In service of this paradigm shift we generate, disseminate and support the application of knowledge. We argue that turning market economies into market societies means biting the hand that feeds us for we put at risk the very foundations of social peace and cohesion as well as the natural capacity of our planet, which are indispensable for a thriving market economy. Consequently, business leaders, policy makers, and academics need to look for prescriptions that are based on an understanding of human nature that goes beyond the reductionist homo oeconomicus model. Only by overcoming this distorted view of humanity in which individuals are little more than permanently utility calculating man-machines, will we be able to generate and sustain personal wellbeing and prosperity in a global economy that allows us to enjoy the benefits of markets within societies. Please take a look at [www.humanisticmanagement.org](http://www.humanisticmanagement.org) for more information on our work.



sing the factory gate or entering their office building. Yet, we have spent the past decades researching, building and deploying economic theories and management systems that assume they do. We are talking about human resources or human capital rather than about human flourishing or human wellbeing. Philosophic thought however teaches us that we must never view people as mere means of production (resources) within economic processes, but embrace each and every person as ends in themselves.

Some businesses such as Semco, a Brazilian industrial conglomerate, operate accordingly and are putting the respect for human dignity first. Body searches at the factory gates to prevent theft of equipment for example have been abolished because it was seen as an undignified act for workers to go through on a daily basis. Management thought it was better to lose a small amount of equipment than to maintain a culture of distrust in which each and every employee is put under the daily suspicion of stealing from his or her employer. And guess what? Theft has actually gone down, productivity has gone up and if someone may privately need, let's say, a power drill, they openly take it home and bring it back the next day.

## 2. Integration of ethical reflection in managerial decision making

Secondly, we need to fundamentally shift the place of ethics in business, moving it from the margins to the core of managerial decision making. Businesses, so the currently dominant paradigm, have one single objective function: that of maximizing profits within the given legal and regulatory constraints. The role of ethical reflection in management decisions is thus reduced to being instrumental to (short term) financial gains and is often sidelined when such gains are not expected as a result from ethically sound business conduct. In doing so we are biting the hand that feeds us. Without positioning ethics at the core of business

we cannot realistically expect to achieve more equitable benefit sharing nor the sustainable use of our planet's resources whilst both are imperative for business to prosper all over the world.

There are, however companies that take a more principled approach. A Chinese company producing absorption chiller air conditioning solutions, the Broad Group, had decided over a decade ago to not enter the very lucrative market for electric air conditioning units. This decision was taken in a difficult year for the business amidst dropping sales and against strong market pressures based on the highly negative environmental impact electric cooling units have in comparison to absorption chillers. The Broad Group not only survived but is today an award winning world market leader in their field continuing to focus on environmentally less damaging non-electric air conditioning solutions.

## 3. Stakeholder engagement

Thirdly, publicly seeking legitimacy for corporate activities is crucial for assuming corporate responsibilities. This third dimension is an expansion of the ethical reflection on corporate conduct. The otherwise solitary managerial decision about whether a certain action is ethically sound is informed and complemented through engaging with stakeholders, allowing to share responsibilities and to embark on a course of action that is acceptable to all affected parties. Too often we encounter situations where societal concerns or expectations are brushed aside and only if and when business conduct causes public outcry, that in turn can lead to costly repercussions, will stakeholders be consulted. Would it not be smarter to engage and learn about existing concerns and expectations before being forced to take corrective actions?

The Danish company Novo Nordisk, the world's largest manufacturer of insulin, thinks so and is one of the very few large

global business organizations that have an executive board position for stakeholder engagement. The company has institutionalized stakeholder engagement to address key areas of their business building trust between and understanding for various interests thus preparing the ground for finding compromise before conflicts escalate. Novo Nordisk reaches out to stakeholders to reconcile ethical dilemmas, to learn about trends affecting its business and to integrate stakeholder interests into their decision making, finding solutions that are more sustainable and more likely to succeed.

## Unity in procedures, diversity in outcomes

On the basis of these three procedural steps many flowers may bloom. Universal is not the judgment of an individual act as undignified but universal is the demand for respect for human dignity. Universal is not the solution to an ethical dilemma but universal is the need to integrate ethical reflection into managerial decision making. Universal are not the actions resulting from stakeholder dialogue but universal is the legitimacy of stakeholders expecting to be heard and to find their claims given serious consideration.

In combination, these three dimensions promote human flourishing through economic activities that are life-conducive and add value to society at large. Submitting business decisions to these three guiding principles is what we call humanistic management. With and through this approach we propose neither an all encompassing universalism - incompatible with embracing diversity, nor an anything goes relativism - incompatible with protecting human dignity and promoting human wellbeing.

What we do propose is to establish procedures for deliberation and reflection that are universal to generate diverse consequences which are respectful of contexts and thereby allow us to manage unity in diversity.



## A PRACTITIONER

### Designing Sustainable Development: the process of the Common Good

By Ms Lenka Parkanova, Oikos, TcheK Republic

Lenka Parkanova currently serves as the President of oikos International. Together with the management team and the oikos Executive Board, Lenka supports close to 40 oikos chapters run by more than 1000 bachelor, masters, and PhD students in Europe, Asia and America. Having an educational background and working experience in environmental sciences and economics, she aims to promote fruitful discussions between these fields. She is interested in processes and strategies that would lead to sustainable economy and management and wants to apply them in practice. [www.oikos-international.org](http://www.oikos-international.org)

#### Mission

Oikos strengthens action competence for sustainable development among tomorrow's decision makers. To target this objective, the organization:

- (1) increases awareness for sustainability opportunities and challenges focusing on students of economics and management,
- (2) fosters their ability not only to analyze long-term economic, environmental and social trends, but also implement sustainability-driven innovation,
- (3) creates institutional support for these learning processes through the integration of sustainability issues in research and teaching at the world's faculties for economics and management.

#### Shaping the Future towards the Common Good

##### oikos Chapters

The heart of oikos are our student members, who promote sustainability at their universities, among their fellow students, faculty and management. They drill into a broad array of topics such as climate change, energy, resources, social inclusion and well-being. They integrate sustainability in various academic fields including economics, entrepreneurship, finance, and management. Also, they develop knowledge, skills and relationships, which help them not only start a successful career, but also keep a sustainable



**oikos** is an international student-driven organization for sustainable economics and management. Founded in 1987 in Switzerland, we today empower future leaders to drive change towards sustainability worldwide. Our programs embed environmental and social perspectives in faculties for economics and management. They comprise conferences, seminars, speeches, simulation games and other initiatives to transform teaching and research. They both promote the integration of sustainability in curricula, and provide platforms for learning, creating and sharing solutions.

perspective on their personal and professional path. 25 years long existence of oikos student movement resulted into the worldwide oikos Alumni community, which is active in business, government, NGOs and academia and further pursue oikos mission.

#### Chapters' Projects Examples

Comprising more than 1000 bachelor, masters, and PhD students in more than 40 chapters in Europe, Asia and America, our chapter members ran close to 200 events last year.

oikos Cologne organized the "Thesis Workshop" – a platform for students who want to write their thesis about sustainability to get into contact with researchers from the University of Cologne to develop a topic.

The oikos Academy of the Copenhagen chapter brought together professors, company representatives, policy-makers, and students to learn and discuss the increased relevance of sustainability in today's business arena. More than 250 students signed up for this lecture and discussion series making it one of the most successful events at the Copenhagen Business School.

oikos Leipzig organised a two-day post-growth "Values, prosperity, well-being – (How) do we want to grow?". The participants discussed questions such as "Is infinite growth in a physically finite world ever possible?", "Does additional growth in the industrialized countries trigger increasing happiness?" and "What societal and environmental impacts result of our constant pursuit of growth?".

Members of oikos New Delhi in collaboration with the Finance Cell at the Delhi School of Economics brought forth an academic publication by the name of *Finshastra*. The journal, which was based on the theme «Sustainable Financial Markets: Innovation and Investments» aimed at alerting students of the Delhi School of Economics to the importance of building financial institutions that are stable and understand the implications that each of their decisions may have on their stakeholders.

The 4<sup>th</sup> scientific conference of oikos Tbilisi focused on the subject of "Globalization and Sustainable Economic Development Perspectives". It included a special session where professors of Tbilisi State University presented papers about "Theoretical, Methodological and Practical Aspects of Globalization".

One of many projects organised by oikos Warsaw was "Energysavers". Aimed at addressing excessive energy consumption observed in Warsaw's student dormitories, the first stage of the project involved four different workshops. The students were given a chance to enhance their knowledge of energy saving technologies and solve a case-study. In the second stage, events were organized to make the residents of the dormitories get acquainted with simple methods of saving energy. Finally, the residents of Warsaw dormitories were invited to take part in a competition in energy saving.

## International Projects

In addition to the multitude of projects by our chapters across the world on a local level, some of the main international programmes and events are worth mentioning. The oikos Academies are one week seminars that provide a unique platform for young researchers from all over the world. They can develop their sustainability driven research on topics like development, economics, entrepreneurship, finance and organizational studies. The small and non-hierarchical setting of oikos academies allows for roundtable discussions and quality feedback. Besides the oikos PhD Fellowship Program started in 2006 and offers a 3-year scholarship to PhD students who write their thesis on sustainability in economics or management. It also provides them with the opportunity to engage in oikos initiatives and thus combine their research with the implementation of concrete projects. Our current PhD fellows are working on topics such as human rights and corporate governance, social entrepreneurship and inclusive markets.

Also what started in 2009 with a small conference blogging project at the World Resources Forum in Davos expanded into a global reporting initiative. Students from all over the world received journalistic training to hunt stories at some of the world's largest conferences. Highlights of our conference coverage included student teams reporting at The UN Earth Summit Rio+20, the World Water Forum in Marseille, the World Economic Forum in Davos, and the World Resources Forum in Beijing.

On top of it, was launched in 2003, the oikos Cases Programme which supports the development and use of cases on sustainability in courses on management, finance and entrepreneurship.

It comprises the annual oikos Case Writing Competition and the oikos Case Collection. The competition invites scholars from around the world to submit cases in one of three tracks on corporate sustainability (started in 2003), social entrepreneurship (started in 2009) and sustainable finance (started in 2013). An international panel of leading faculty evaluates the cases in a double-blind review process and gives written feedback to all authors.

## Annual events

The oikos Model WTO is an annual event that gathers students from around the world to simulate the ministerial negotiations at the WTO with a focus on the nexus between sustainability and trade. It is organized by our St. Gallen chapter and takes place at the University of St. Gallen as well as the World Trade Organization in Geneva. Moreover, the oikos Winter School is an annual platform to empower agents for change. The event brings together highly motivated students from around the world in an interactive learning environment on sustainable economics and management. The next oikos Winter School 2014 will ask crucial questions: Green Economy or Post-Growth Society? – How can economics and businesses shift towards a more sustainable future and which way could be the most promising to do so? On top of it, the oikos Spring Meeting offers an opportunity for all oikos student members to explore topics, exchange views and launch new initiatives. The meeting rotates among our chapters who take care of the whole organization process. Its next edition will take place in Copenhagen in 2014 on the topic of sustainable city management.

Further meetings of our members, the Asia Meeting and the Central and Eastern European Meeting, are organized on a regional level - previously in Georgia (sustainable agritourism), India (sustainable consumption) and Poland (energy policy).

## FutureLab: designing initiatives engaging on the common good?

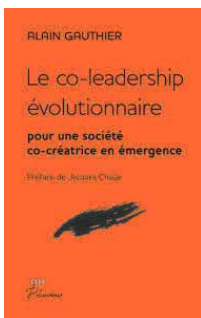
The FutureLab is an annual oikos event that gathers our global family of student members, alumni, advisors, faculty and partners. It is a "laboratory" to design initiatives and engage the oikos community in pursuing them. In 2013 it has focused on "Transforming Education" and on opportunities to drive change at faculties for economics and management. The conference offer opportunity to co-learn with our members and partners and to identify strategies to take oikos to the next level as an effective learning organization. An excellent occasion to further discuss the notion of common good in the workplace!



## IN THE NEWS

### Common Good & Individual and Collective Choices

#### Book



Alain Gauthier - HEC (Paris) graduate, Stanford MBA, and former McKinsey senior consultant -, is a co-founder of the Society for Organizational Learning (SoL, US and France), and vice-president of the Club of Budapest-France.

As a consultant, he developed experience in Africa, working with NGO and international organisations, notably with the Global Alliance for Improved Nutrition and the UNICEF, facilitating partnership between NGO, public authority and the corporate sector in different kind of areas.

He shows evolutionary co-leadership is needed to catalyze the emergence of a truly generative and wholesome society. Indeed the books tackles two questions on the notion of common good:

1. What individual and collective choices can a person make to act from an evolutionary co-leadership perspective and thus further catalyze and amplify that emergence?
2. What can somebody learn from those who have already chosen that path, to find its own path as well as the support and challenge needed from others?

It then offers a wide array of proven practices to develop co-leadership, and points to emerging initiatives.

#### Programmes

##### Leadership and emerging initiatives

In Principo - based in Paris, Lyon, with a network of correspondents from San Francisco, Munich and Copenhagen - facilitates



transitions by developing collaborative dynamics capabilities, notably with

an adapted approach through interviews and processes of open innovation. Those consultants are involved in different sectors, such like energy, transport, industry and distribution. Collaborations with NGOs also represent a chance to encourage organizations to face transitions. Their different programmes tend to consider 'facilitators' as leaders, for instance with a year-long Collaborative University. See: [www.inprincipo.com](http://www.inprincipo.com)

#### Earth charter



The Common Good Forum would like to thank very much Mrs Mirian Vilela who came from Costa Rica to the conference Imagine the Common Good last August.

She receive a prize for the 3d Planetary Awareness Award.

As the Director of the Earth Charter, she could present this universal expression of ethical principles to foster sustainable development. This Initiative is the global network that embraces, uses and integrates the Earth Charter principles.

Note the intensive course at the end of January 2014, which has been very popular and successful already:  
<http://www.earthcharterinaction.org/content/pages/Education%20and%20Values%20for%20Sustainable%20Development%20with%20the%20Earth%20Charter>





**Common Good Forum**

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