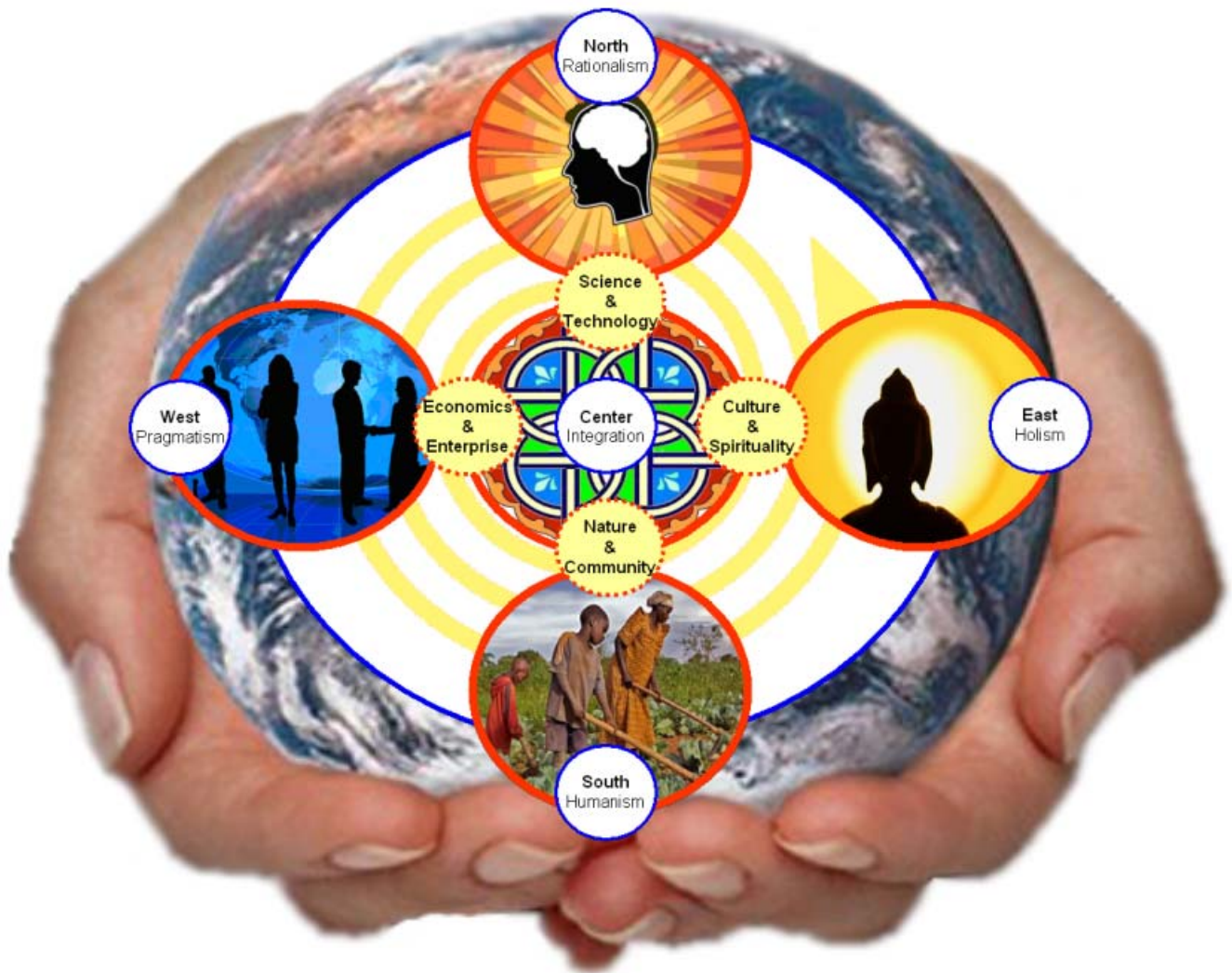


# TRANS 4 M a four world laboratory for social and economic transformation

fundamental research - education for transformation - transformative action



***“TRANS4M’s Purpose and Passion is to empower  
Individuals, Enterprises and Communities from all Four Worlds  
– East, West, North, South – to be fundamentally innovative and integrated  
in order to transform the burning Challenges they face in their own Societies.”***

*“TRANS4M is a unique organization bringing innovative and challenging thinking to redefining the roles of business, civil society, government and academia in addressing sustainable development in 21<sup>st</sup> century. Rooted in a deep understanding of the driving forces and cultures of individuals and communities from all parts of the world, TRANS4M is providing the framework and stimulus for new approaches to economic, social and environmental development to be co-created, tested and applied for the sustainable benefit of all sectors of society.”*

Peter Brew, Director – Asia Pacific, International Business Leaders Forum

## OVERVIEW

### TRANS4M – A Force for Transformation, Integration and Innovation

#### **TRANS4M:**

TRANS4M, Geneva, has emerged as a new force for “transforming enterprise-and-society”. A Laboratory for Social and Economic Transformation, TRANS4M has developed an integral approach to enable communities and enterprises to address innovatively the most pressing challenges of the societies in which they are located. We have invented fundamentally new approaches to contextualised learning, education and research, so that they lead to transformation and innovation on the ground. TRANS4M has been particularly active in Southern Africa, the Middle East, Western Europe and North America. The organization is established in Geneva as a non-profit organization under the Swiss Civil Code.

#### **Responding to Unprecedented Challenges:**

The world’s economic and socio-political landscape has changed dramatically in less than a generation. The financial crisis has created a now or never momentum confirming that “business as usual” no longer works. The time has come to fundamentally rethink enterprise and economics, and to establish research and educational processes that generate social and economic renewal and transformation. TRANS4M works with leaders from all sectors of society – from business leaders to members of parliament, from community leaders to city councillors – to co-create integrated and innovative outcomes.

#### **With a Unique Transformational Approach Leading to Innovation:**

We believe that integrated and innovative communities, universities and enterprises, that are grounded in and committed to their local contexts and cultures, while being globally conscious, can become inspiring living agents for transforming our endangered communities and economies into dynamically adaptive ones. Through our integral approach and respective programmes and processes, we enable transformation agents and their organizations to make a tangible and transformative impact in their respective societies.

#### **Compelling Offering with Real Impact:**

Our Laboratory applies its unique approach through a variety of means, spanning the full range from fundamental research to transformative action:

##### **Research for Innovation**

*published by Gower-Ashgate in a special book series on Transformation and Innovation*

##### **Education for Transformation**

*Masters & Doctoral Programmes on Social and Economic Transformation*

##### **Knowledge Community Hub**

*4 World Laboratory in Geneva and Annual Forum to support Transformation Agents*

##### **Action oriented frontline Engagements**

*Facilitating the transformation of organizations and communities*

Our clients, positioned as co-creators of transformation come from private, public, civic and environmental sectors.

#### **Working in Close Partnerships:**

TRANS4M works in close partnership with the International Business Leaders Forum (IBLF) founded by the Prince of Wales. It further cooperates with a large number of organizations from all sectors, including Universities from Africa, Europe and America, such as Buckingham University (UK), Bethel University (USA), the University of St. Gallen (Switzerland) and CIDA City Campus (South Africa).

*“For me, TRANS4M is a catalyst for social innovation and change, with a global mindset that leads to partnerships and engagements in both the developed and developing worlds. Its methods and approaches are empowering individuals and organizations to be authentically socially responsible while harnessing the power of economic development – true to themselves, their communities, their societies, and the planet.”*

Dr. Alim Khan, Knowledge Officer, UN World Health Organization, Switzerland

## DEMANDING CHALLENGES

### Fundamentally Rethinking Enterprise & Economics, Research & Education

For us, the time has come to fundamentally rethink economics and enterprise; rethink how organizations, including universities and social research institutes engage with their societies; rethink how individuals within organizations engage with both their organizations and their societies.

Why? The world's economic and socio-political landscape has changed dramatically in less than a generation. Climate change and its economic and social consequences require us to develop a new understanding of nature and its impact on organizations. Food insecurity, global pandemics, energy and financial crises, failures of democratic governance, transnational crime and corruption, "civilisational" schisms, unprecedented inequity and grinding poverty, migration and mal-integration, and intractable conflict are increasingly interlinked and globalized in their causes and consequences. They demand entirely new and innovative responses from all organizations and societies. They also demand a fundamental review of existing educational curricula and processes in management and economics. Both research and education need to become relevant for humanity's crises.

On the business front, corporate and credit scandals, consumer activism and globalized civil society mobilization against certain corporate practices are putting unprecedented pressures on enterprises, and obliging corporations to reorient their interaction with their employees, consumers and civil society.

The financial crisis is the final wake-up call that "business as usual" no longer works. Market based economies on the one hand, and responsible business enterprises, on the other, have now become so clichéd and fragmented that the time has come to take a step beyond them in fundamentally rethinking and re-enacting a more integral "economics and enterprise". This is the context in which TRANS4M makes its vital contribution.

## INNOVATIVE RESPONSE

### An Integral Approach towards Enterprise & Economics, Research & Education

TRANS4M's integral approach is *simultaneously transformational, transcultural and transdisciplinary*. It has been developed and tested over the past two decades in all four corners of the globe. We believe that fundamental transformation cannot be achieved by one-off workshops and short-term programmes that target individuals. It requires long-term processes, which focus holistically on individuals, as well as their communities and organizations. This is why we focus on designing and facilitating long-term programmes, framed, for example, as Masters and Doctoral Programmes, as well as tailor-made programmes and processes for agents of transformation, enterprises and communities.

Our intensive engagement with individuals, organizations and societies in the UK and America, Eastern and Western Europe, China and India, the Middle East and Southern Africa has informed and confirmed our integral approach. TRANS4M maintains, that the Social Innovation we seek collectively lies exactly in the creative interaction between the parts of the whole. That is, on a local level between the different sectors of societies as well as the different economic philosophies and practices that have been all but ignored, on a global level, it is about creative interaction between the cultural orientations of different societies, including humanistic and holistic, as well as rational and pragmatic approaches.

With our Four World Approach we illustrate how each world region has developed its particular cultural strengths and local capacities that, if successfully activated, form the basis for local transformation processes and social innovation. This particular strength can then contribute to global solutions, if brought in balanced interaction with other cultural capacities. The Four World Approach is a framework for such creative interaction, allowing each society, each organization and each individual to identify its particular strengths and the strengths of "the others" (see figures). It is remarkable to see how the Four World Approach – as an "archetypal" representation – equally resonates on the level of the global cultural landscape, as well as on a societal, organizational and individual level. The first figure illustrates the cultural strengths of each of the four worlds. We argue, that while each "world" has developed over time a particular set of strengths, it also always embodies the other three worlds; in fact, it needs to continuously reach out to the other worlds, in order to be in an integrated state of "dynamic balance".

The diversity of the Four World Model, represented in the different cultural strengths of the Four Worlds, is mirrored on a societal level by the differentiation of society in the four sectors: private, civic, public and environmental. On an organizational level, it is reflected in the four sustainabilities that each organization needs to integrate in order to be resilient.

*"TRANS4M has proved a very useful foil for Virgin Money. They have the ability to think very differently ... TRANS4M has helped us to take a creative and innovative perspective on the potential societal impact we can have, as we work to create the complete Financial Services business."*

Steve Love, Head of Culture,  
Virgin Money, UK

*"Myself and the Chinyika Community have gone through the TRANS4M social and economic transformation programme and regard ourselves as direct beneficiaries of this transformational process. As a community we have achieved self-sufficiency in food and the programme has put ourselves on the road to development using the TRANS4M processes."*

Chidara Paul Muchineripi, Business  
Consultant & Community Leader,  
Zimbabwe

*"Engaging with TRANS4M has transformed not only my life, but also my organization, Bethel University. Our entire doctoral programme has been informed by TRANS4M's work in Integral Research as well as Trans-ormation Management. As a result of our partnership with them, our University is launching an Institute in Reconciliation and Social Innovation that would have never been possible without their major intellectual contribution and transformational partnership. TRANS4M offers assistance in transformation and innovation like no other organization of which I am aware."*

Dr. Sam Rima, Director,  
Bethel University, USA

*"My Journey with TRANS4M helped me to construct my vision and then the reality of my Spirit and Soul School: The Ahliyyah School for Girls "ASG" in Amman, Jordan. The rational, spiritual, emotional and pragmatic components must unite to create the oneness and wholeness of a person. The horizons we seek as transformers and educators are made of new realities, new paradigms and new mind sets that aim to elevate humanity into higher dimensions."*

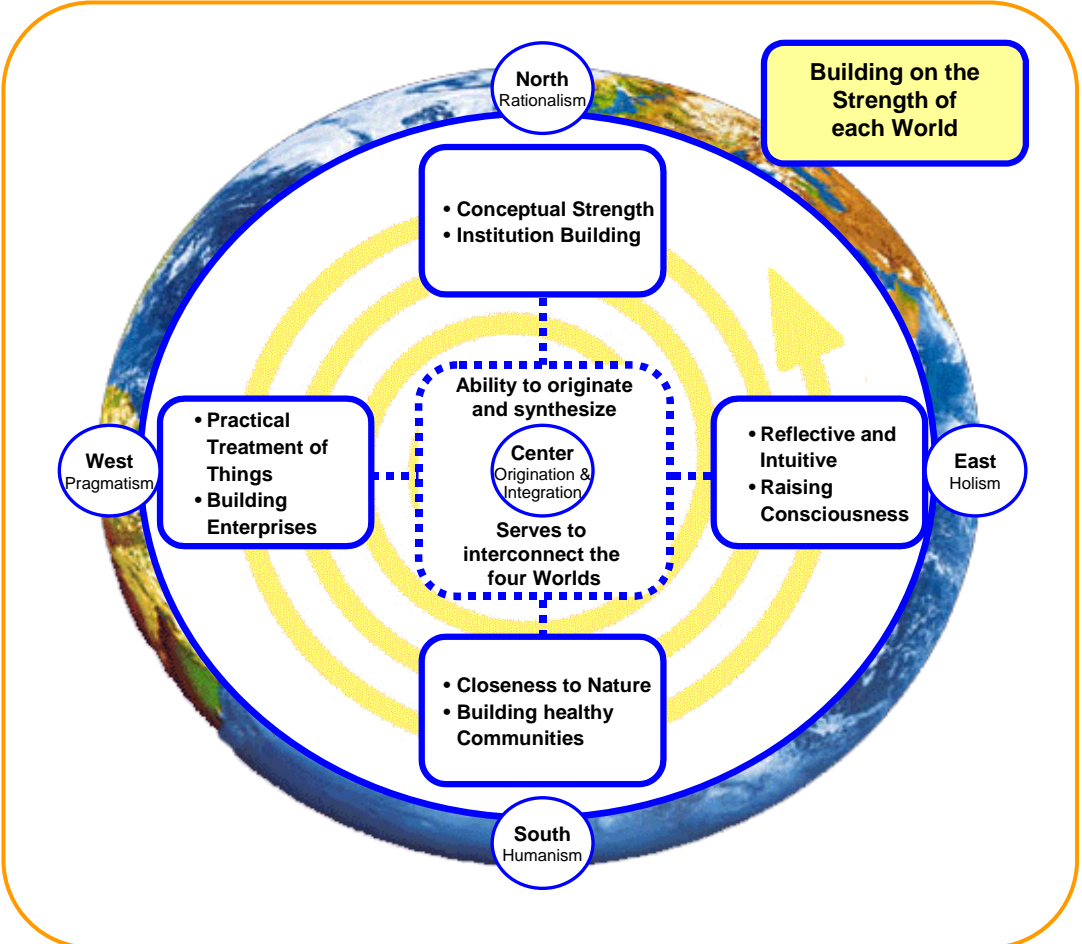
Haifa Najjar, Superintendent, The  
Ahliyyah School for Girls, Amman,  
Jordan; Member of the Board, IB  
International Baccalaureat

**INTEGRAL DESIGN**  
Four Worlds in Creative Interaction

**« TRANS4M's Four World Approach »**

*... is integrating Worlds to enable sustainable Innovation through creative Interaction between all Worlds*

*... is building on the Strength of each World on the Level of Self, Organization and Society*



**« Towards Social Innovation »**

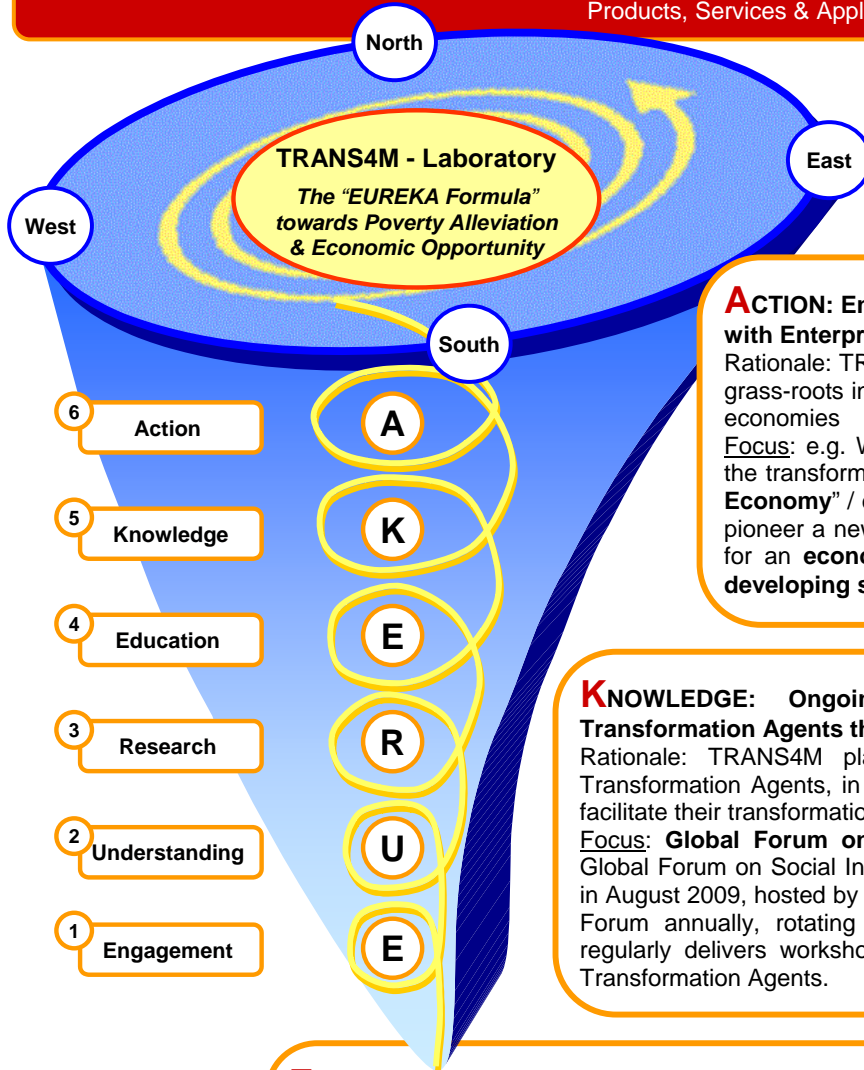
Transcultural  
Transsectoral  
Transformational

*The Four World Approach and Process offers simultaneously:*

- a) **an integrated cultural Perspective** (featuring the cultural Strengths of the South, East, North, West and Center of our World),
- b) **an integrated societal Perspective** (private, public, civic and environmental Sector),
- c) **an integrated organizational Perspective** (the four transformed Functions of the Integral Enterprise).

## COMPELLING OFFERING

Products, Services & Applications



### **ACTION: Engaging in transformative Action in Co-Creation with Enterprises and Transformation Agents on the Ground**

Rationale: TRANS4M in partnership with cutting edge organizations and grass-roots initiatives is building up viable enterprises, communities and economies

Focus: e.g. We work with the board of a leading UK bank to facilitate the transformation of the organization into an **“Integral Enterprise and Economy”** / e.g. we work with agents of transformation in Zimbabwe, to pioneer a new form of indigenous economy that will serve as pilot case for an **economic approach that offers a sustainable future for a developing society.**

### **KNOWLEDGE: Ongoing Support for our growing Community Transformation Agents through our Knowledge Community Hub**

Rationale: TRANS4M plays an empowering and catalytic role amongst its Transformation Agents, in conjunction with their organizations and communities, to facilitate their transformational impact in their respective societies.

Focus: Global Forum on Social Innovation: In 2008, TRANS4M hosted its 1<sup>st</sup> Global Forum on Social Innovation in Geneva. TRANS4M's 2<sup>nd</sup> forum will take place in August 2009, hosted by Bethel University, USA. TRANS4M will continue to hold the Forum annually, rotating through different continents. / **Workshops:** TRANS4M regularly delivers workshops (mini-labs) to introduce its approach and to support Transformation Agents.

### **EDUCATION: Delivering Education for Transformation**

Rationale: TRANS4M translates its research findings into innovative educational processes – primarily targeted at senior professionals – leading to transformation on the ground.

Focus: Masters Programme on Social and Economic Transformation; TRANS4M completed a first series of this programme in the Middle East (Jordan) and in South Africa. Currently TRANS4M is running a Masters Programme for Southern African politicians, accredited by the University of Buckingham / **Transcultural Doctoral Programmes on Social and Economic Innovation:** In partnership with Buckingham University, UK, and with Bethel University, USA, TRANS4M designs & executes a doctoral programme each with participants from US, Africa and Middle East.

### **RESEARCH: Engaging in Social Research for Social Innovation**

Rationale: Research and Knowledge Creation is at the core of the Laboratory. We believe that innovation can only be realised by engaging in the full trajectory “from fundamental research to transformative action”.

Focus: Integral Enterprise (business & society); **Integral Research and Innovation** (fundamental research to transformative action); **Integral Economics** (economics for a poverty-free world) / altogether embodied in a **Book Series on “Transformation and Innovation”** published by leading UK Publisher Gower-Ashgate.

### **UNDERSTANDING: Understanding Culture and Context as a Prerequisite for Transformation**

Rationale: An in depth understanding of and a subsequent contextualisation of our work within the relevant cultures is required for Transformation to take place.

Focus: Southern Africa / Middle East / Western Europe / North America

### **ENGAGEMENT: Energized by Burning Issues, that require Social and Economic Transformation**

Rationale: The Lab as a Center for Societal Renewal, offering individuals, organizations and communities transformative approaches to address their burning issues and desires.

Focus: Creating Economic Opportunities / Building Open Societies / Enabling Social Reconciliation / Healing Communities.

## REAL-LIFE IMPACT

Selected Examples of the Impact of our Work

**Global Reach:** In 2008/09 TRANS4M delivered its path breaking Four World programmes and courses in Jordan, Oman, South Africa, Namibia, Switzerland, France, UK, Scotland and the USA for business leaders, government officials, community leaders and scholars, committed to become agents of transformation in their communities and organizations. Selected “highlights” of our work are presented below:

**Cross-Sector Partnership to address Food Security in Zimbabwe:** Chidara Muchineripi, the son of a local chief and himself a business consultant from Zimbabwe, used his project-based TRANS4M Masters Programme in Southern Africa to team up with Cairns Food, Zimbabwe’s leading food processing company, and bring to birth a life-saving social innovation. He established a learning center built around an innovative concept to achieve food security that has enabled villages of over 5,000 people to move from starvation to sustainable food management.

**Transforming CSR into Corporate Social Innovation:** Detecon International, Germany, a leading international consultancy in telecommunications and information technology, has set up, in association with TRANS4M, a Corporate Responsibility Group, extending its portfolio towards Social Innovation. The main outcome is client assignments for “Integrated Corporate Responsibility”, a framework on how to align internationalization strategy and business operations with CSR – achieving business goals paired with social engagement.

**Leveraging our Impact – A new Institute in the USA:** TRANS4M and Bethel University together with the International Business Leaders Forum signed a MoU to jointly set up an Institute for Reconciliation and Social Innovation in the USA. The first of its kind to bring together political reconciliation with socio-economic innovation, TRANS4M’s integral approach serves as the “intellectual heart” of the new institute.

*We are Co-Creators:  
we work in engaging  
Partnerships with  
Agents of  
Transformation in  
Business, Government  
and Academia*

*We are Catalysts for  
Transformation: we  
engage directly with  
burning Social Issues*

*We link Self,  
Organizational and  
Societal  
Transformation*

*We build on Local  
Strengths: Culture and  
Context are Key*

*We focus on the  
Regions with the most  
imminent  
transformational  
Needs: Africa and  
Middle East*

*We renew Social  
Science Research by  
focusing on Social  
Innovation to solve  
Burning Issues*

*We foster Education  
for Transformation*

*We build  
transformational  
Learning and  
Research  
Communities*

## KEY PEOPLE

Founders of TRANS4M



Professor **Ronnie Lessem**, an Afro-European and a graduate of Harvard Business School and London School of Economics, is a Director of the Trans-cultural Center at the University of Buckingham in the UK. He has co-ordinated projects on African, European and Islamic Management, and has written some twenty books on self, organizational and societal transformation. He has also been a consultant to international companies on organizational learning and knowledge creation, and on managing across cultures, and has been an Adjunct Professor at IMD in Switzerland, Wits Business School and CIDA University in South Africa. Formerly, he served as the managing director of Concorde, a clothing business in South Africa and Zimbabwe, and Chief Advisor to the Anglian Water Group in the UK, on organizational learning.

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Dr. **Alexander Schieffer** was born and raised in Germany and has studied, worked and lived on all continents. He is Managing Partner of CELL Center of Excellence for Leadership and Learning ([www.c-cell.com](http://www.c-cell.com)), a company focusing on leadership and transformation of organizations. Prior to CELL, he had founded and built up First Asia Publishing, one of the leading special interest publishing houses in Singapore. Schieffer started his professional career in Investment Banking in Frankfurt, before he joined the Bertelsmann Group in London. Schieffer holds a PhD on “leadership and personality” from the University of St. Gallen, Switzerland, where he still lectures. Schieffer is member of the Society for Organizational Learning and the World Business Academy. He has published a large variety of articles and books on Leadership and Transformation.

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