



Rooted in China / Reaching Out to the World

Part 2 of 2

A case study of a Chinese organization integrating its private, public, civic and environmental activities, and contributing to an integrated global perspective

By Alexander Schieffer, Xue Ying, and Ronnie Lessem

If [Broad Air Conditioning](#) were a Western company, it would be extraordinary by triple-bottom-line standards. That it is a \$2.2 billion (in assets) privately held Chinese company makes it remarkable *sui generis* by world standards.

Chinese culture is all about balanced relationships. Balance extends from the metaphysical to the physical to the interpersonal to the intrapersonal. For example, Chinese medicine is based on the balance of energy flowing through corporal meridians that in turn flow from the Earth through a person and into the ether.

Clearly, the West has moved out of balance: hence the rise of the sustainability movement. In their pall mall frantic rush to 10% economic growth, the Chinese too have moved dangerously away from this equilibrium. They are doing what we have done, only faster.

This is the case study of a unique, visionary leader with a profound philosophy. Broad is the world leader in its category, creating products that are not only environmentally neutral, but actually positive.

In coming decades we can anticipate the Chinese will have the power to export their ideas, not just their manufactures. What can you glean from Broad Air Conditioning now?



The Broad Management Institute, owned and operated by the Company, is a business school whose campus is based on the Palace of Versailles.

Broad hosted a UN meeting, among its replicas of Versaille and the Pyramid of Giza.

III.2 Broad's Natural Dimension: From Changsha to the United Nations (cont.)

The Global Reach of Broad's Natural Dimension

Hosting of the UN Environment Programme

Broad's environmental engagement is not limited to the scope of the company. In December 2003, the United Nations Environment Programme (UNEP) held its Global Environmental Forum in Broad Town. The meeting brought government officials, scientists, members of the business community and environmentalists from ten countries together to discuss global warming.

Broad submitted an [environmental proposal](#) addressed to "consumers, factory workers, farmers, architects, product designers, scientists, teachers, parents, journalists, commuters, and mayors" wherein Broad states its viewpoint on environmental protection [Source: Thinking of Our Future]. It states: "No matter where you live, China or India, the US or Switzerland, Nigeria or Brazil, we must work together to protect our world." In this paper a large variety of suggestions is made on how each individual can contribute to a cleaner environment; in particular factory workers, farmers, architects and building designers, product designers, scientists, teachers, journalists, commuters, mayors, parent are addressed. The statement ends with the following pledge: "Today, we at Broad Town, Changsha, China make this proposal to people all over the world: for the sustainability of an earth that has existed 4 billion years, and for the sustainability of all the plants and animals that depend on this earth, and for the sustainability of mankind, let's make a joint pledge: We will protect our environment—everyone of us will play his or her role—we will all start now."

Replica of a Pyramid of Giza to host a public Environment Museum

Next to the entrance of Broad Town a large replica of an Egyptian Pyramid will surprise any visitor. Referring to one of the most ancient and long lasting civilizations of the world, the pyramid is build to host an environmental museum. This museum will be open for the public. It is one of Broad's contributions to create awareness for environmental protection in the Chinese society.

III.3 Broad's Civic Dimension: Consciously Evolving its own Workforce and Educating Society

The Local Aspect of Broad's Civic Dimension

Creating a Learning Environment for all Employees

Broad seems to take the issue of developing their employees very seriously and provides (on campus) ample opportunities for self- and group development.

Every new employee starts with a 7-day introduction to the company and its principles.

There are extensive learning facilities at Broad Town. In the lobby of the staff education center, visitors are greeted by Leonardo da Vinci's quote: "Whatever others can do, I can do, too." On a Sunday night at 10:00 pm, the center was filled with employees attending classes, studying in small groups or alone.

The standard is high, and jobs at Broad are very sought after. In 2001 and 2002 Broad was listed in the Top 20 most admired companies in China.

Employees who do not develop themselves and do not perform are asked to leave. According to the Human Resources Department of Broad, employees are distinguished in five groups:

1. Proactive (acts before asked to act)
2. Active (performs strongly, needs some guidance from time to time)
3. Less Active (needs to be told twice, then understands and acts)
4. Standard / Normal (follows instructions)
5. Passive (repeats same mistakes / needs to leave the company)

Broad Management School

Perhaps the most astonishing building on the campus is the newly built management school, which strongly reminds us of a small version of the famous castle of Versailles, though the architect included elements from other epochs and cultures. It is meant to become the home of a recognized management school, not only to develop Broad's staff, but also to hold open courses for the public, bringing teachers from all over the world.

But what kind of Management Development is Broad pursuing? When Zhang Yue was asked what kind of qualities he is looking for in Broad's managers, he answered: "Fast reaction, the ability to take in information quickly, a high EQ and, most importantly, a clear long-term view. When tackling a problem, a person should have the 'big picture' in mind, considering the long-term objectives and the overall benefits. The details were important when things were going smoothly, but when the details and the overall scheme conflicted with each other, the small benefits should be put in second place." It was indeed the focus on the long-term that Zhang stressed most, an attitude that clearly relates to Zhang's and Broad's overall long-term perspective towards natural and social environment. Zhang felt that his philosophy had

**Zhang Yue
looks first
for a clear
long-term
view in his
managers**

played a large role in the formation of his earliest workplace values. Zhang offers a metaphor from nature when describing his perspective on management. He believes in the principle of farming, that is, management of an enterprise that first involves paying in, and only gaining thereafter. When confronted with the unfamiliar, Zhang's attitude was not to take on anything he could not manage.

Encouraging employees to search for the "ideal Broad"

Broad claims to care for every single employee's self-development and individual 'betterment'. According to the company's philosophy, that includes also that employees are taught good manners, morality and positive attitudes. Perhaps another song that has also been written by Zhang Yue reflects this best. This song describes the "ideal Broad"; and it is expressed in a dream. Zhang shared that it is about a dream so beautiful it would inspire each employee to work hard to make the "ideal Broad" come true. He also sees it as an encouragement for everyone to search within for this dream and to align one's personal goals with it. The core refrain is:

The Song of the "Ideal Broad" (Dream):

*Star shining from a far distance, expecting my dream,
breathing the fragrance of the ground in the night.*

*Listen to the wisdom of the wind and the whisper of the flower;
leave my deeply touched vision here.*

*Sun always comes out in a far place, expecting me to fly high,
dissolvent the feeling of spring on the ground.*

*Listen to the memory from yesterday and tomorrow is beckoning,
let me open strong wings.*

*The warm wind blows from the south,
to open the flowers in the four seasons.*

Let's hope the world would be wonderful and romantic forever.

The earth would be healthy forever.

Let me fly in the blue sky freely in the life time.

Let me search for the "Ideal Broad" (Dream) in the life time.

**Broad
seeks to
develop
individuals
who wish to
contribute
to society**

According to Zhang and in terms of employee development, Broad doesn't want just to contribute to the society by developing a high qualified working force. It also seeks to develop a group of high motivated individuals with a high standard of morality, and with a dedication to contribute to society.

The Global Reach of Broad's Civic Dimension

Global Architecture, Art and Wisdom

The entire company campus is a most astonishing composition of global architecture. As already mentioned, one can find a replica of an Egyptian pyramid next to a replica of the Palace of Versailles.

The green areas between the buildings are filled with bronze sculptures of outstanding individuals, from Aristotle, Alexander the Great, Diogenes, Confucius and Zhang Heng over Robespierre, Adam Smith, Napoleon Bonaparte, Jean Jacques Rousseau, Leonardo da Vinci, Franz Schubert, Honore de Balzac, Charles Darwin, Thomas Edison and Abraham Lincoln up to contemporary figures such as Deng Xiaoping, Peter Drucker and Jack Welch.

There are personalities from all disciplines, cultures, nations, and times: from science, politics, arts, business and military. Among the scientists displayed one finds Rachel Carson, one of the founding spirits of the global environmental movement, whose famous book *Silent Spring* influenced Zhang Yue's own environmental engagement enormously, according to his own accounts. Upper and middle management of Broad are required to read Carson's book, and some of them mentioned in interviews that even the workers mimic verbal distillations by the engineers. In this context Zhang mentioned that, according to his perspective, China had forgotten a lot about its deep knowledge of the preservation of nature in the past 100 years, and needs to relearn this knowledge from the West.

A full list of the bronze statues to be found in Broad Town was published in 2005 in a small booklet called *Immortal Wisdom*. It is the first issue of an 'Essential and Morality Series' issued by the Broad Management Institute and tells the story of each personality. The figures are introduced to new employees during their initial week on the job.

The lobby and rooms of Broad's own company hotel also reflect the achievements of all cultures. Rooms are named after famous personalities from Chinese history. And a huge sign can be found in front of one of the factory buildings: "Broad: We build Civilization".

Zhang Yue expressed that he wants to unite the best and highest achievements from all cultures and actively encourages his staff to think beyond their own culture. A Broad engineer gave another reason why Broad is uniting so many different architectural styles and personalities at Broad Town: "We want our guests from all over the world to feel a little bit at home here."

III.4 Broad's Public Dimension: Creating New Internal Knowledge and Engaging for New Public Regulations

The Local Perspective of Broad's Public Dimension

Creating Internal Knowledge

Broad itself has developed all the technologies it uses, with over 70 patents. The Company claims never to have copied any other manufacturers. All absorption chillers of Broad are CE market, UL and ETL listed and ASME certified.

The list of Broad's achievements in creating new knowledge is long. The company continues to develop innovative technologies. Successes include:

- 1999: Development of the world's first power heat recovery exhaust chiller
- 2001: Development of the world's first multi-energy direct-fired chillers
- 2001: Development of the world's first two-stage solar chiller

Rachel Carson heavily influenced Zhang Yue

Zhang Yue has a clear view on how Broad will continue to create innovative products and stay ahead of the industry. He introduced his 'new knowledge cycle' starting with Broad's own engineers, who are in constant interaction with engineers from all over the world, most of them based at the clients. They will then work with them in order to develop products exactly to clients' needs. The clients themselves are in constant touch with the top management of Broad and vice versa, to improve cooperation and explore the needs for new products, which then are discussed internally and explored at Broad.

Zhang said he still feels that Broad's innovations do not have enough impact on the world at large. He stressed the enormous potential of energy savings. His goal is to produce better and better products, until it becomes evident to business and politicians all over the world what impact on energy consumption they can make with the right kind of energy. He sees himself metaphorically as the fire in the middle of the knowledge cycle, keeping it turning over and over again. In conversations Zhang uses cyclical pictures: he speaks about knowledge cycles, value and life cycle, as well as of re-cycling.

The Global Reach of Broad's Public Dimension

Intellectual Property Rights in China

Zhang Yue has more than once addressed the issue of Intellectual Property Rights. In his speeches in China and abroad, he takes a firm stand against the violation of Intellectual Property Rights, and urges Chinese Government Officials to ensure these rights for Chinese as well as for Foreign Investors.

Bringing New Knowledge to Society

The company publishes regularly on matters relevant to society. Zhang Yue initiates most of the publications. He writes and speaks frequently on environmental matters, corporate social responsibility, and other societal issues.

In 2004, Broad published a brochure called *A Green Perspective*, a book on Culture, Architecture, Airport Design, Urban Planning, Waste, Sewage, Energy Strategy and District Cooling & Heating. The bilingual (English/Chinese) brochure is directed to mayors, architects, airport planners, HVAC designers, energy experts and young readers. It underlines that Broad is trying to look beyond its own borders and make an impact on society.

III.5 Broad's Private Dimension: Committed to Sustainable Economic Development and Promoting it Globally

The Local Perspective of Broad's Private (Business) Dimension

Strong Commitment to be the Market Leader

While acknowledging the wide-ranging civic and public reach of Broad, one should not overlook the commitment towards economic success. Broad has clearly spelled out in one of their principles, which they call 'Hard and High', that they want to be market leader in their field: "Striving to be the No. 1: We

"Number 1 is the most beautiful word in the human languages."

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bear in mind constantly we were No. 1, this is not self-complacent but a self-encouragement. No. 1 is the most beautiful word in human languages. It is the most shining part of Broad corporate culture, which reflects our staff's wisdom, the company's dignity, our social responsibility and our clients' values. This lights the road ahead of us and encourages us to overcome our failings and always strive to be the No. 1."

This attitude is also reflected in the following observation: According to Chinese regulations, employees officially work eight hours per day. However, at Broad everybody is asked to self-organize the work on a daily basis, meaning setting him or herself a daily work target. This work target should be met by the end of the day. If a specific task group, e.g. within the production line, sets a target, no member of the group will leave before the group's daily target is met.

Until now, Broad has been very successful economically. In 2002, for example, the company was the largest taxpayer among Chinese private companies, according to China National Bureau statistics. In the same year, Zhang Yue was listed as the 26th richest person of China, according to a *Forbes* ranking.

In its outspoken drive for success, Broad always tries to get the balance right: At the entrance of the main office building, one can read one of Broad's "Golden Rules", formulated by Zhang Yue: "We are dedicated to provide the most perfect products and services in the world, not only for the purpose of gaining market or making high profits, but also to serve the purpose of satisfying the expectation and support from the customers of Broad. If we have disfigurement, which caused by our carelessness, our benefits and dignity would be damaged and, more seriously, our dear friends' heart could get hurt. "

Environmental Protection

Notwithstanding, all economic successes must be linked to Broad's guiding principle: Environmental Protection.

Broad understands environmental protection as one of its guiding principles. "In an era of global warming, environmental degradation and ozone depletion, Broad specializes in absorption chillers powered by clean and recyclable energies. Broad chillers also use non-polluting refrigerant. The company has a continual goal of enhancing energy efficiency and minimizing pollution. Protecting our future is more important than profit."

Many Chinese companies still grow and invest in a highly opportunistic way. It is interesting to notice that Broad has fully stuck to its core business until now. In fact, Broad explicitly declares that it deliberately sticks to what it is good at. "In an era when most companies are diversifying at frenzied pace and purely focused on size, Broad has stuck with what it is good at.... Excellence is more important than growth." [Source: Broad Values] Even within its own product line, the company refused to expand for opportunistic reasons.

This attitude is illustrated by the following example: "Since 1992, the production and sales of air conditioners powered by heat sources had rapidly increased in China. This was because such products could meet the needs created by the electricity shortages during the summers. In 1996, gas air

Employees self-organize. No one leaves until the daily target is met.

For environmental reasons, Broad refused to produce electric air conditioners, even as its financials deteriorated

conditioners became the leading product in China's central air conditioner market, and Broad was set to be the market leader on the direct-fired absorption segment ... In 1997, with many newly-built electricity stations beginning to work, and the decreasing needs of industrial electricity, the supply and demand of electricity had reached equilibrium in China. Then, in 1999, due to the regulation of China's energy policy, the electricity supply was greatly developed. Without the limitation of electricity usage, the market volume of electric refrigeration increased rapidly.... Broad's direct-fired heater production had been directly limited. The highest sales had peaked at US \$247 million around 1996-1997, but since 1999 had hovered around US \$140 million. Every year some Broad employees, mostly in the Sales Department, recommended that management consider producing electric air conditioners. Some of the sales employees even left Broad, thinking that the company was going in the wrong direction." [Source: Ivey Case Study]

Broad could have easily expanded in this field of electric air conditioners, but refused for environmental reasons. It took years until the economic boost of China and the accompanying energy shortages created new growth opportunities for Broad.

The Global Reach of Broad's Private (Business) Dimension

Strong Proponent for the Chinese and Global Industry of Environmentally Friendly Technology

Zhang had announced in meetings that Broad would never make electric air conditioners, unless there was no other manufacturer and they were required to be on hand for an emergency. "In that situation we will make it. But when the responsibility has a conflict with our benefits, I will put responsibility and the Company's reputation first."

It is important to see that Broad's environmental vision unfolded gradually. Zhang himself stated in 2006 that it took him a number of years after Broad's founding to see what enormous environmental impact he could make, and to fully realize the problematic situation of China and the world in relation to energy resources.

"Since 1996, Broad had gradually turned into a strong proponent of safe energy sources and environmental protection. The Company attempted to influence and inform the government, electric companies, heat source companies, end-users of air conditioners and society in general about the prospect of heat-source powered air-conditioners in regard to protecting the environment and improving the efficiency of resource utilization. Broad was making great efforts to find a way to harmonize the relationships between improving the quality of life, benefiting the Company and protecting the environment." [Source: Ivey Case Study]

But Zhang's vision came under heavy pressure. "Since 1999, Broad had suffered from the limitations of both the energy policy and the actual energy sources in China, the privatization of electric power companies and uncooperative heat-source companies, and great competitive pressure of an expanding market share of electric refrigeration machines. Pressure also came from within when

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employees advocated the manufacture of electric-based machines while still producing direct-fired absorption (heat source) ones. The top management of Broad, especially the CEO, believed that direct-fired air conditioning was the cleanest option, one that would bring about a transformation of the energy source infrastructure in China, and perhaps even in the whole world. They realized that electric powered air conditioning not only did more harm to the environment, but also wasted energy and social assets. The management of Broad had historically insisted on producing air conditioning only by heat sources and not through electric refrigeration." [Source: Ivey Case Study]

The researchers in Broad's research and development department — the 'School of Science' — shared Zhang's point of view. They thought that China and the whole world were facing a situation of too many electric air conditioners. Using too much electricity and too many electric air conditioners would damage the global and regional environment and would affect the development of the national economy. It took years until this persistence paid off.

The World in 2015:

An integrated political, cultural, economic and environmental manifesto

The employees of Broad do not regard Zhang simply as their CEO. They see him as CEO, innovator, and artist at the same time. As in his perspective on management introduced earlier on, Zhang is continuously looking for a 'broad perspective', for the 'big picture'. It is from this perspective that Zhang has written a script which imagines the world in 2015. The play starts as follows:

Zhang has written a script about the world in 2015.

WHERE DO I COME FROM?

Excerpt of *The World in 2015* by Zhang Yue

"At the beginning of 2015, the world's interest converged on one film. People flocked to see it, talked about it, and thought about it. People claimed it fundamentally changed their outlook on the world. Who shot this film? It was not shot in Hollywood but in China. Its box-office performance was over ten times better than 'Titanic'. Yet, this film lacked the imposing scenes, massive budget, special effects that movies like 'Titanic' have. The film is called 'Where do I come from?'; and it related the story of an unearthed female body whose remains trace from the Western Han Dynasty of ancient China....

"The film tells the story of the romantic affair of Xin Zhui, the wife of the prime minister of Changsha 2,200 years ago. However, what attracts the audiences is not the story of the affair, but the elegant life style of the ancient Chinese — the finely prepared food, delicate tableware, exquisite and comfortable bedding and other related articles, and the music. What impresses the audience most may be the simple yarn garment, only 48 grams in weight. People have used advanced equipment and techniques to try to duplicate the garment, but the best of the duplicates are still twice as heavy. Moreover, the exquisite ornamentation is beyond compare....

"On a spring morning, a village woman goes into the forest to collect mushrooms, small bamboo shoots and fern roots. Upon returning home, she prepares soup, and then wakes up her husband and daughter to eat. After breakfast, the husband goes to work in the field, and the daughter goes to an

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old-style private school to study. Sitting with her face towards the window, the woman, with full concentration, weaves silk. In the afternoon, the woman squats beside the pond, appreciating the butterflies, dragonflies and fish. She also feeds several birds. The birds fly all around, lighting up the young woman's day. This woman in her twenties is as happy as a child....

"The field in autumn turns a golden yellow, and the three members of the family come to the bridal chamber of the prime minister on a beautiful cart and present the garment to the bride-to-be Xin Zhui. Xin puts on the garment and looks at herself in the mirror, and the village woman gazes at Xin Zhui. Images of the butterflies, the dragonflies, birds and fish appear and disappear in the garment....

"The audience is intoxicated by the simple relations between the ancient people, the abundance of material possessions, the aesthetic beauty and fairyland-like conditions in the environment. People end up watching this film several times just to see again the unique patterns in the bed, mysterious silk fabrics and the neither beautiful nor gorgeous village woman....

"Many props used in the film are originals that were unearthed in the Mawangdui region in Changsha in 1972. The several hundred articles buried in the tomb include the real silk garments, paintings on silk, lacquerware, musical instruments and bamboo slips. The bamboo slips cite the types and sources of buried things within the coffin. The over 2,000 year-old female body unearthed in 1972 is the model through which the film director must select an actress. The unbelievable event is that the actress found in a sea of faces is the great-granddaughter of the seventy-seventh generation of Xin-Zhui. The quality of the ancient tomb preservation techniques, the precision of the human hereditary gene, the continuity of the Chinese family tree, and the craftsmanship of the film director attract audiences over and over again...."

[Source: Zhang Yue, *The World in 2015*]

From the historic perspective Zhang goes on to describe the Chinese society, which by 2015 has been transformed into a 'service economy'. Here, for example:

- "A Chinese housekeeping business is the largest business in the world, followed by a trash collecting and recycling company.
- "An Energy Service Company becomes the most profitable in the world. This company also erected solar-energy heat collection machines for gas-fired air-conditioner users, or prepared methane generators to save the natural gas. It conducted transformation of the energy control systems of the buildings for the users so that the air conditioner and ventilation can be adjusted to the temperature and demand changes, and that lighting can suit the demand and sunlight changes. Therefore, the energy is saved and people feel more comfortable."
- "Besides that, the company also carries on business of 'management of the operation of buildings' air conditioning and energy system."
- "With 5,000 employees, this company earns an annual turnover of about 15 trillion Asian dollars, with net profits exceeding three trillion Asian

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dollars. Who would have ever thought that so huge profits come from an invisible place — the energy leak inside the buildings?”

Zhang introduces in his play a super-light narrow car called Seagull with great oil-saving performance, and talks about a new concept of an environmentally friendly highly energy-efficient clean city that attracts people to live in it:

“People from other places feel puzzled when they first reach Luhai City: Why is this new city disorganized? Factories, office buildings, hotels, stores, hospitals, schools, theatres, sports fields and parks crisscross the living houses with two million people. The shape and color of the houses are different.... In Fact, that is the very intention of the City Planners: People can study, work, live, consume and entertain in the same area, returning to the free life style, and they can save the time in taking cars and fuel as well.”

Zhang goes on with his fictive tour to Luhai City and concludes that in 2015 Luhai City was chosen by the United Nations as the ‘Cultural Community of Mankind’, for it has “not consumed excessive resources, has no flashy buildings, no congested roads, no tempting shopping streets, no dull rush, no pollution, no bureaucracy, not even corruption.”

The entire play takes place in China, and Zhang develops his vision of China as a ‘service economy’. At a meeting of The Asian Alliance Energy and Environment Ministers Conference, other Asian ministers intend to introduce this approach also to their own countries. However, it is too late. Zhang then unfolds a number of natural and man-made disasters that, altogether, made it almost too late to turn to a ‘service economy’. And it is only in this stage of utter destruction and failure that politicians from all over the world finally ‘wake up’ and in October 2015, the UN holds a special conference, culminating in the unanimous agreement to a new morality codex. It is here where Zhang’s text ends.

Zhang has used all his artistic and imaginary style, developed as a young arts teacher, to introduce his vision of a sustainable society. An artist and farmer turned engineer and businessman wrote a political play that comes close to a manifesto for a politically, environmentally, economically and culturally integrated society. Zhang as an individual represents here the four dimensions of Nature, Culture, Politics and Economics, and allows himself and his organization as a whole to integrate all four dimensions.

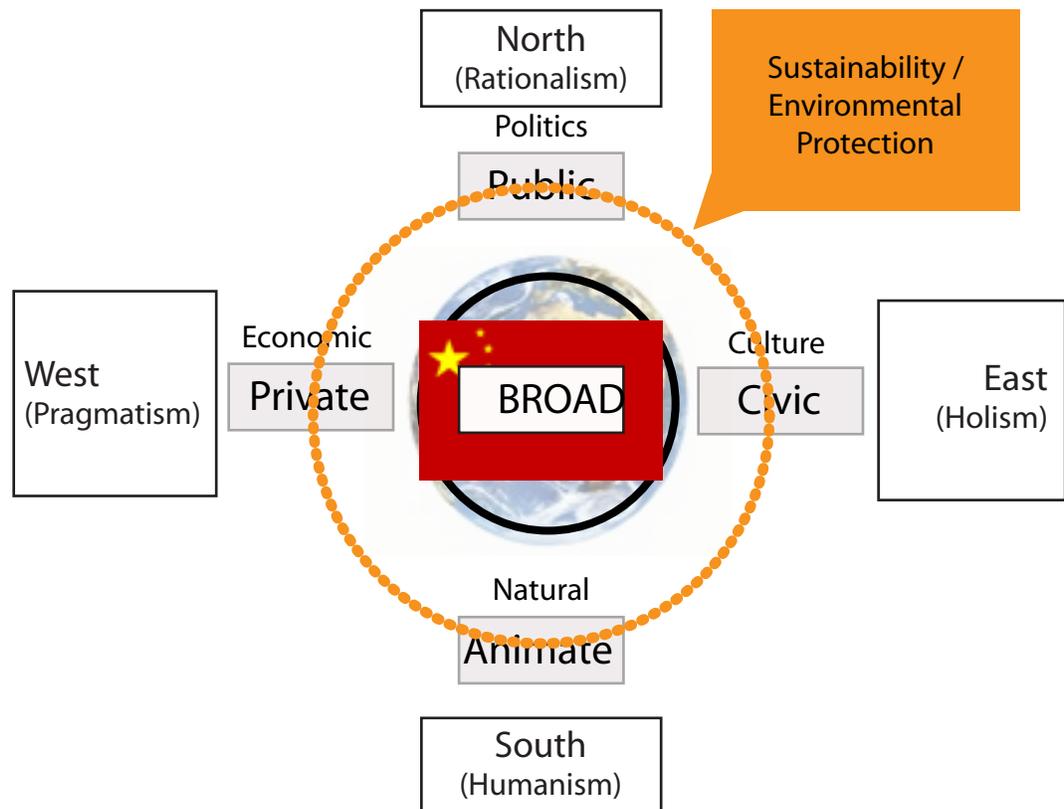
It is notable that his play takes place in China, and starts with a deep rooting in Chinese heritage. The story then unfolds first within China, then moves on to an Asian perspective, and ends in the resolution of the United Nations. An impressive model for an organization that has combined its local identity with its reach for global integrity.

IV. A Broad Conclusion: The Integrated Organization, rooted in Local Identity and reaching for Global Integrity

IV.1 A Generic Conclusion

Broad is a rare combination of conscious integration of achievements in business, culture, and ecology. The organization demonstrates how its animate, civic, public and private dimensions are building on each other. The ecological, animate, civic and public/political engagement of Broad within and beyond the company borders are all in direct relation with its business.

Sustainability and Environmental Protection are the core threads of Broad, and the main linkage between the various dimensions. While environmental protection and therefore environmental sustainability seems to be the main focus of Broad, one can clearly recognize that Broad's concept of sustainability reaches out in the civic/cultural/social dimension, in the public, political dimension and of course, in the private, business oriented dimension.



The Fourfold of Broad

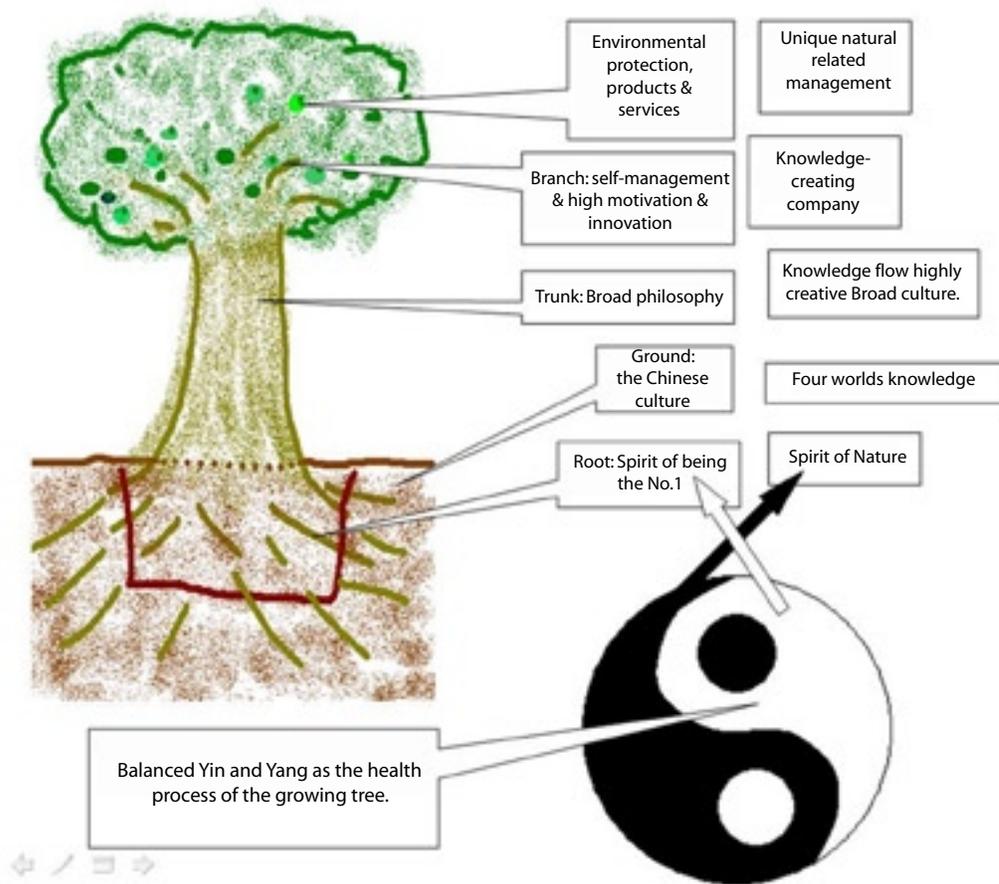
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Broad is continuously stretching its perspective: beyond the individual level, beyond the group's level, beyond the company's community level, beyond the country's level, right up to a global perspective.

BROAD		
Local Identity (Rooted in China)		Global Integrity (Reaching out to the World)
Environmentally friendly technology / Broad Town / Green Campus / Bioorganic Farming / Company Song	Animate	Public Environment Museum (Egyptian Pyramid Style) / Hosting of UN Environment Programme / Broad Environmental Proposal
Creation of a Learning Environment / Broad Management School	Civic	Integrating Global Architecture / Building on Global Art and Wisdom
Continuous Creation of Internal Knowledge (New Knowledge Cycle)	Public	Engagement for Intellectual Property Regulations and Execution in China / Bringing New Knowledge to Society
Strong Commitment to be Market Leader (No.1) / However, no compromise to guiding principle: Environmental Protection	Private	Broad as strong proponent for Chinese and Global Industry of Environmentally Friendly Technology / The World in 2015 (an integrated political, cultural, economic and environmental manifest)

Broad's Rooting in (Chinese) Local Identity, reaching out to Global Integrity

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IV.2 A Chinese Conclusion

Broad strives to balance out its Yang Forces (Business and, in parts, also public, political side) and its Yin Forces (civic, developmental aspect and the animate/natural dimension of its organization). Broad has also proven in the past that it stays true to its principles; even in times when the business aspect was threatened, it stayed true to its roots.

The Chinese co-author of this article, Xue Ying, in the diagram above sums up how she sees that Broad is building on the natural law of the Dao, balancing the Yang and Yin energies within the organization, and in the way in which Broad contributes to society.

About The Authors

Dr. Alexander Schieffer is managing partner of CELL Center of Excellence for Leadership and Learning (www.c-cell.com). He lectures at St. Gallen University in Switzerland as well as at the CIDA Campus in Johannesburg, South Africa. Prior to CELL, he had founded and built up one of the leading special interest publishing houses in Singapore. Together with Ronnie Lessem and Sudhanshu Palsule he is currently setting up TRANSOM, a Global Institute on Social and Economic Transformation (www.trans-4-m.com), committed to further developing a highly innovative educational approach addressed to leaders from all sectors of society.

Xue Ying is one of the founders of the Transcultural Centre at Buckingham University, was a Masters' student of Dr. Ronnie Lesson's from the MSc programme on Social & Economics Transformation. In her dissertation *Ecological Knowledge Transformation, Enabling Knowledge Transformation with Metaphorical Natural Imagination*, she applied her gift of imagination from the Chinese culture into the Four Worlds philosophy and created a model of a knowledge transformation process, aimed to balance the economic and social development. She is currently working in Shanghai, China, sourcing start-ups in the IT industry, digging the secrets of running a successful business, committed to knowledge fusion processes between Western practical management and Eastern metaphorical creativity.

Dr. Ronnie Lessem, an Afro-European and a graduate of Harvard Business School and the London School of Economics, is the Dean of G-Salt Global School for African Leadership and Transformation at CIDA Campus, Johannesburg, and a Director of the Trans-cultural Centre and Trans-cultural Programs at the University of Buckingham in the UK. He runs together with his colleagues Alexander Schieffer and Sudhanshu Palsule a doctoral and masters programme in Social and Economic Transformation both in the UK, and also in the Middle East and South Africa. He has written some twenty books on self, organisational and societal transformation. He has also been a consultant to international companies on organisational 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.