

think: act – Special Volume One

YOUNG GLOBAL LEADERS

Next-generation responsibility

The young leaders' network of the World Economic Forum combines commitment and expertise. The aim is a better future – for the whole world



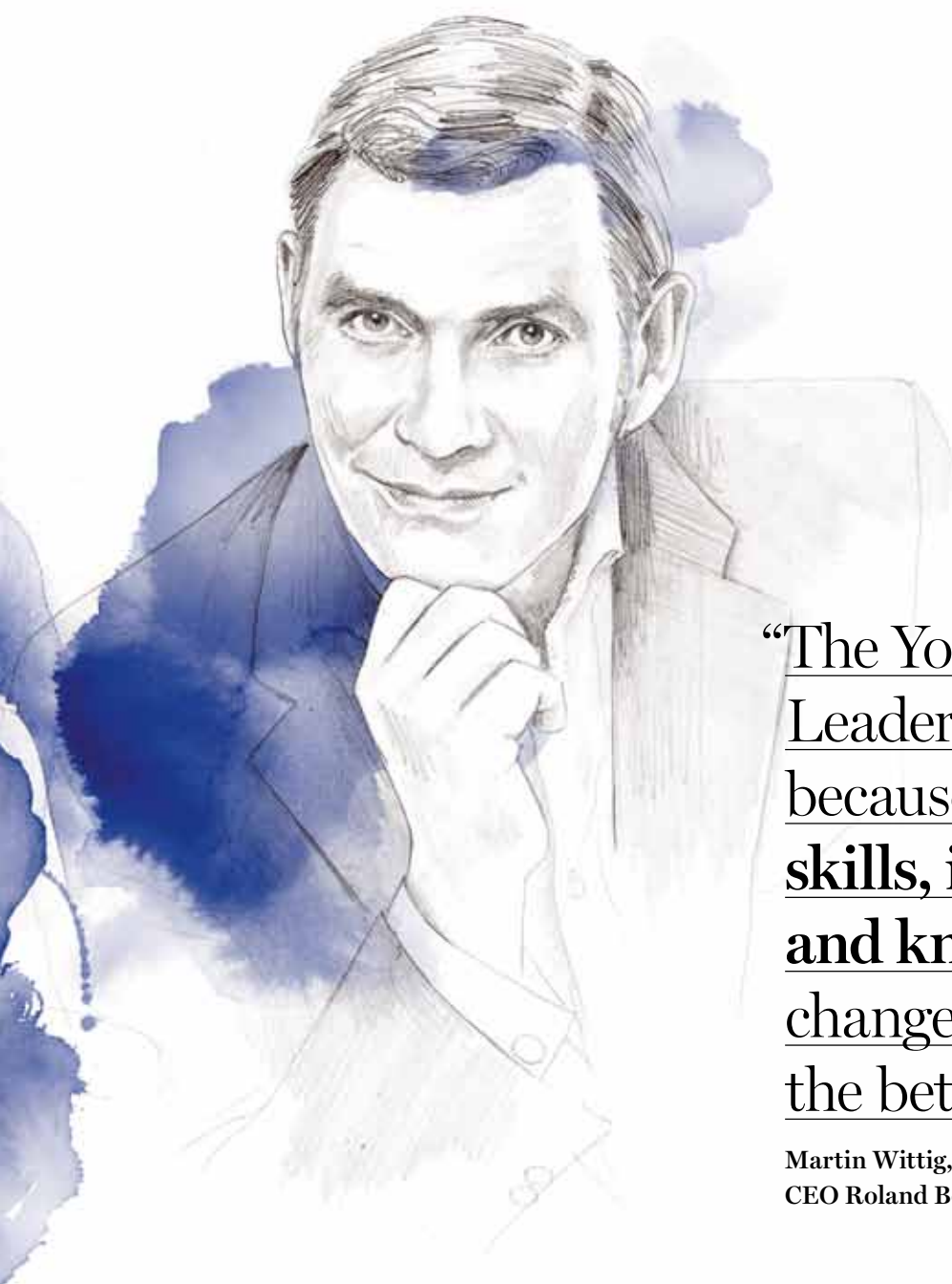
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“The Young Global Leaders impress, because they use their skills, intelligence and knowledge to change the world for the better”

Martin Wittig,
CEO Roland Berger Strategy Consultants

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At least one philosopher favors another approach: respect and dignity

www.meet-the-ygl.com

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Outstanding individuals form an outstanding organization

Five different people, five different paths

Around 750 young people from some 80 different countries make up the Young Global Leaders. Among them are entrepreneurs and advisers, managers, activists and politicians, artists and technologists. What unites them all? Passion.

Carolina Müller-Möhl

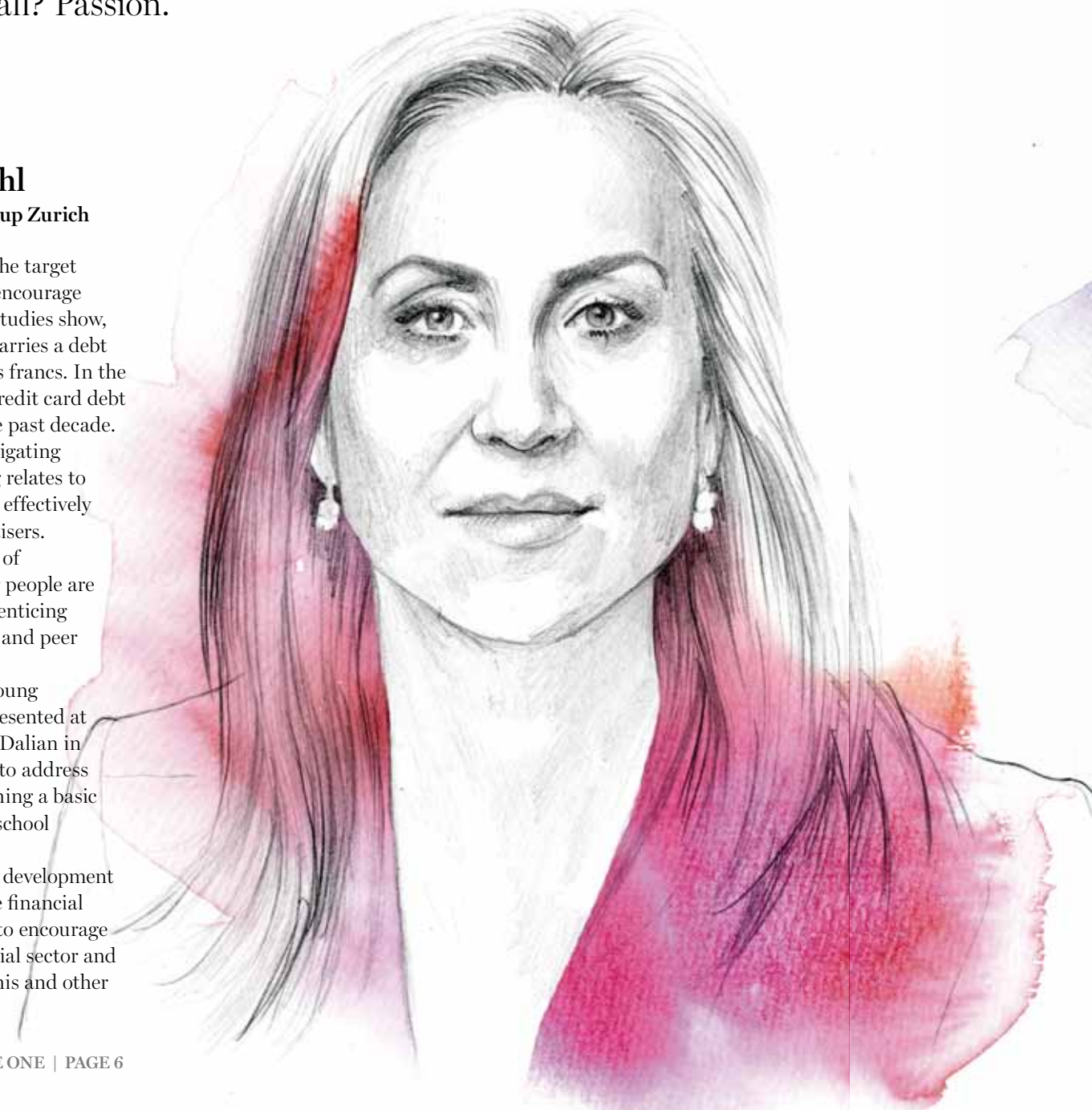
President of Müller-Möhl Group Zurich

Young people are increasingly the target of advertising campaigns that encourage consumption. In Switzerland, studies show, that every third teenager now carries a debt burden that averages 500 Swiss francs. In the United States, young people's credit card debt has more than doubled over the past decade.

A key issue in research investigating the impact of youth advertising relates to the inability of young people to effectively evaluate claims made by advertisers. Without a basic understanding of economic fundamentals, young people are often defenseless in the face of enticing commercials, brand popularity and peer pressure.

Through "Learn Money", a Young Global Leader initiative first presented at the World Economic Forum in Dalian in 2009, my lobbying efforts aim to address these developments by establishing a basic economics curriculum in high school education programs.

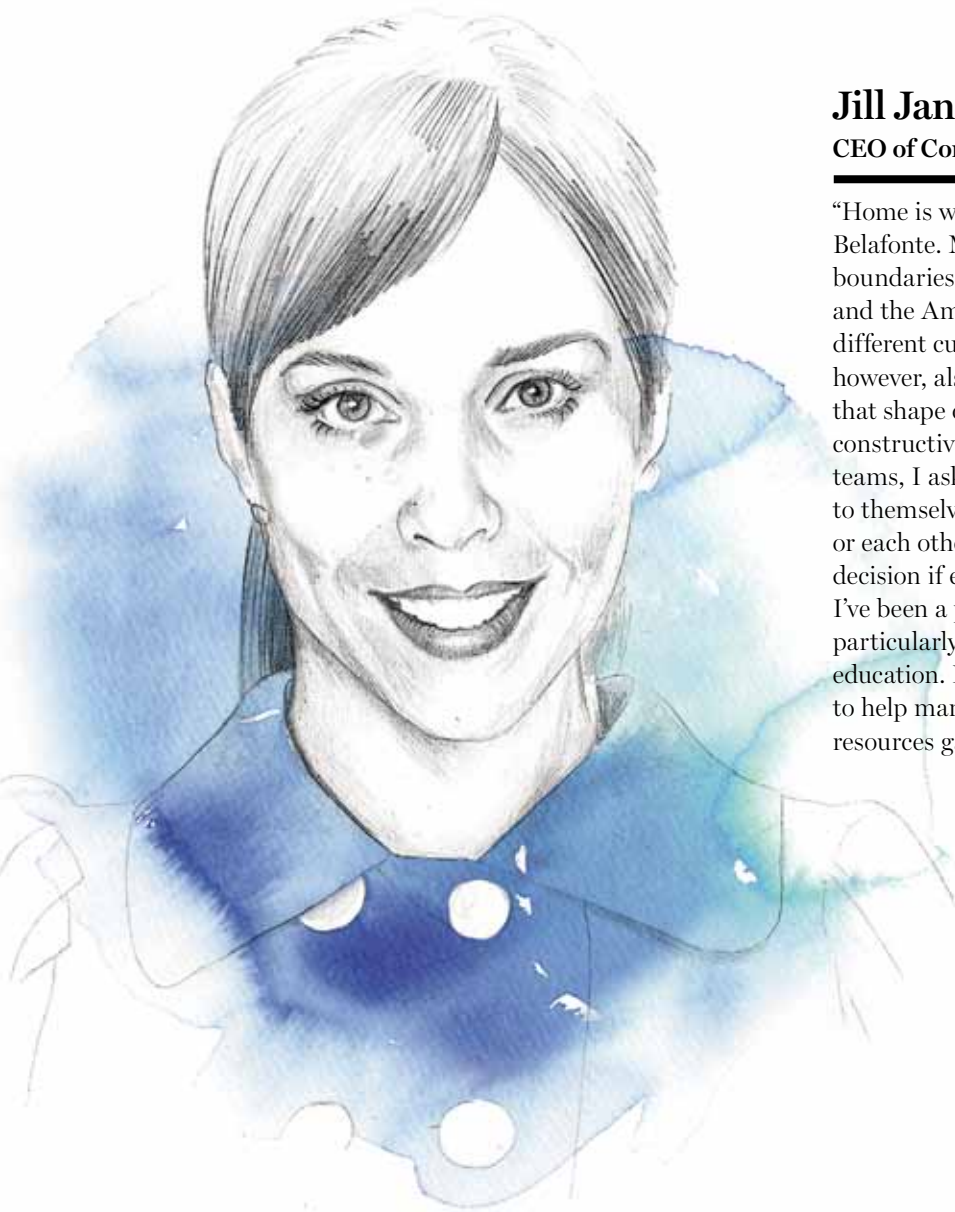
Our work also focuses on the development of media campaigns to increase financial literacy among the young, and to encourage leaders in education, the financial sector and the political arena to support this and other initiatives.



Feng Jun

CEO of aigo Digital Technology Co. Ltd.

I am passionate about making aigo a well-known international brand, building the company through integration of R&D, marketing and service, to the leaders in any of the businesses that we enter into. The fact that China has kept growing in the midst of a downturn is no longer headline news, but what is more newsworthy is the idea that the country is gradually moving from being the world's factory to becoming a global innovation greenhouse. aigo has been heavily investing in R&D locally. I believe that, by focusing on innovation and research and development, Chinese companies can attract the attention of the outside world a little like Japanese companies did some 40 years ago.



Jill Janaína Otto
CEO of Companhia Financeira OTTO

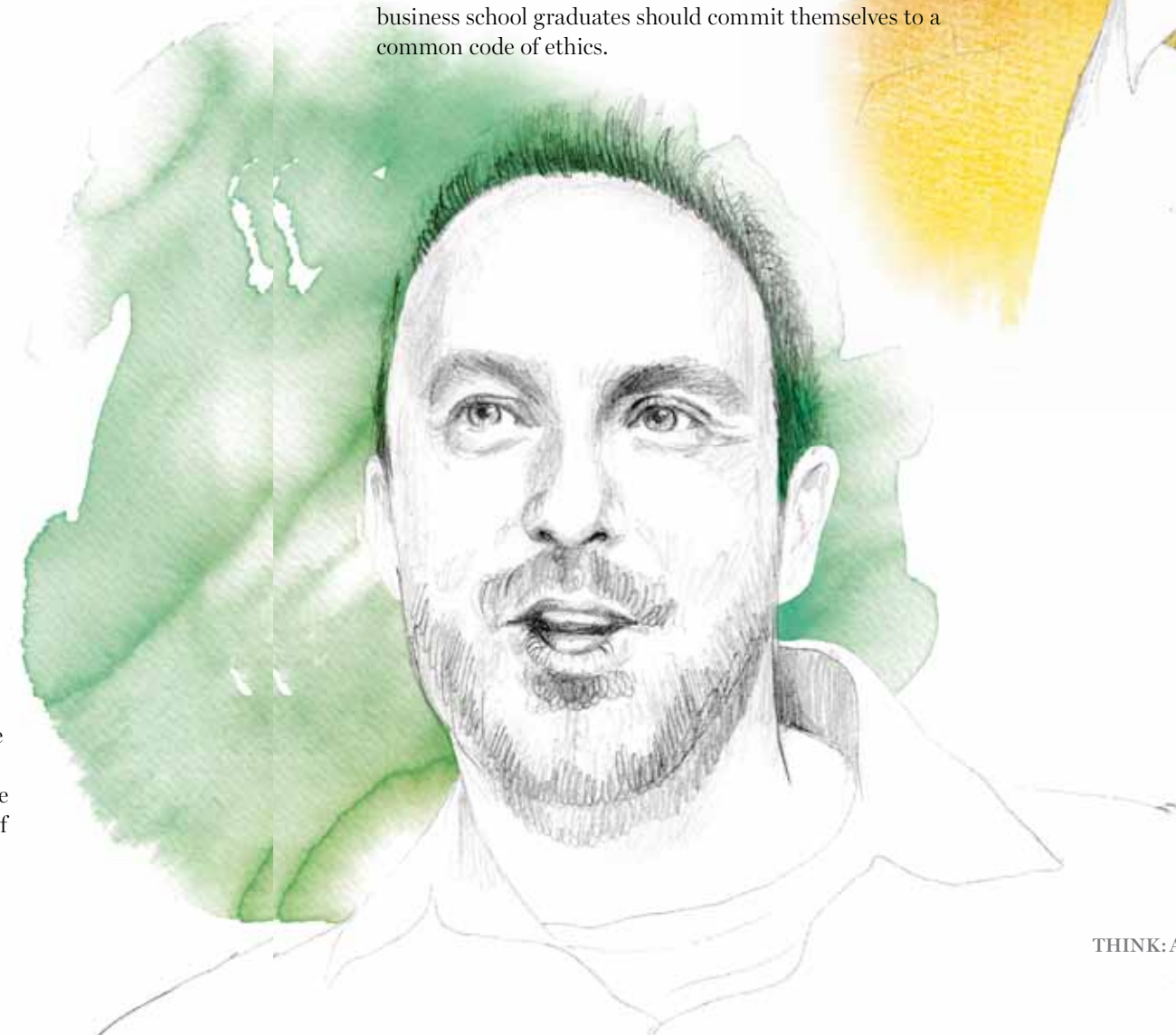
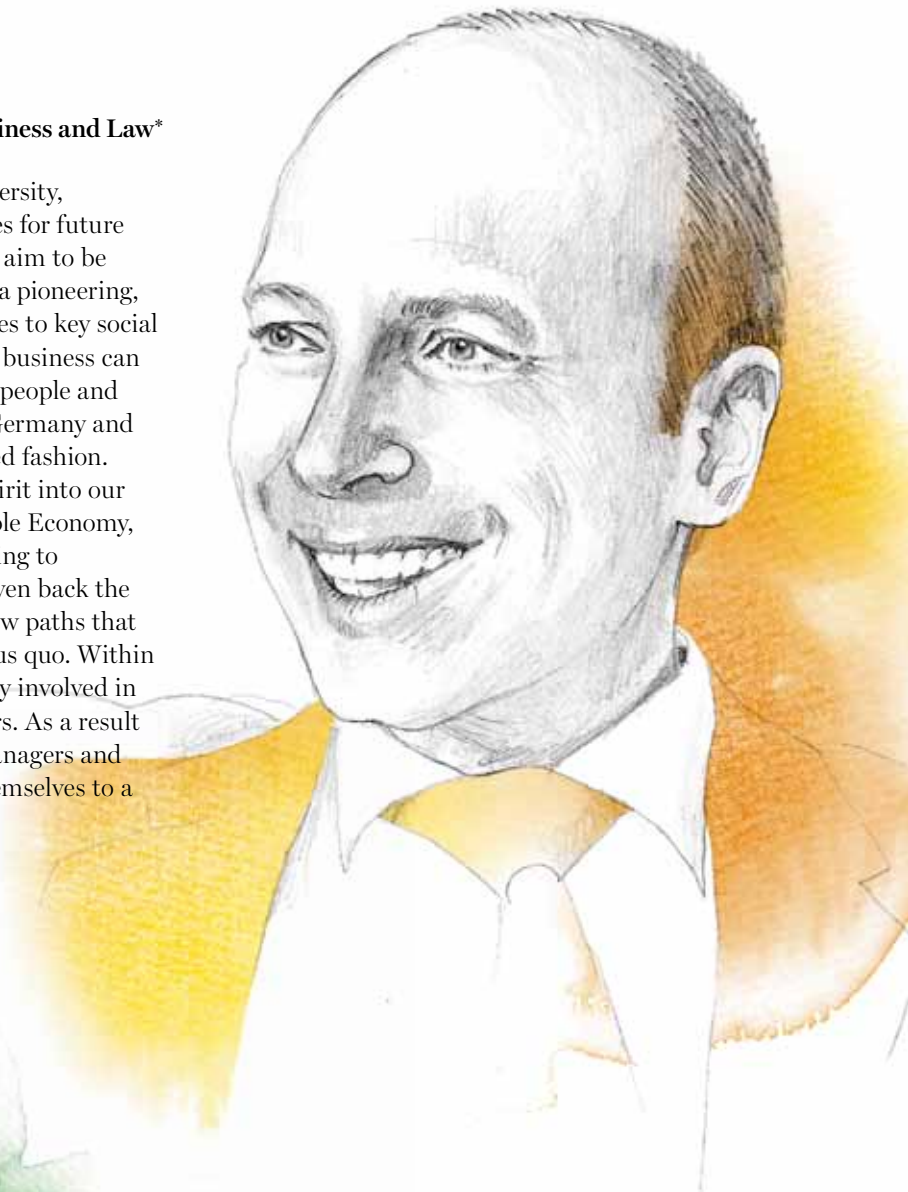
“Home is where I hang my hat,” sings Harry Belafonte. My passion in life is overcoming boundaries. Growing up in countries across Europe and the Americas taught me to integrate into different cultures. Adapting to new environments, however, also requires breaking out of the roles that shape our identity. At work, I encourage constructive criticism, and when building new teams, I ask people never to keep their opinions to themselves – either when talking to their boss or each other. There’s something wrong with a decision if everyone is in unison. In my free time, I’ve been a passionate promoter of diversity, and particularly of equality of opportunity through education. I’ve been fortunate enough to be able to help many young Brazilians without financial resources gain access to world-class educations.

Jimmy Wales
Wikipedia founder

Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge. That’s what we are doing. This original vision statement for Wikipedia is what I am passionate about. Every element of it has importance. Every single person on the planet - we are inherently global. Free access - free as in freedom of speech. The sum of all human knowledge - a comprehensive, high-quality encyclopedia. I am pleased and deeply honored that the world has shared in my vision, and that hundreds of millions of people every month are using Wikipedia. We still have a long way to go, especially in the languages of the developing world - but we will get there.

Christopher Jahns
President of the new EBS University for Business and Law*

As president of Germany’s first business university, I see the challenges of our era as opportunities for future generations. As well as being its first, we also aim to be Germany’s leading business university. With a pioneering, innovative mindset, we work to offer responses to key social questions, and to identify new ways in which business can be shaped in the future. The key is to inspire people and develop individuals who steer commerce in Germany and around the world in a sustainable, value-based fashion. I would also like to bring some of the YGL spirit into our institution. Through our Center of Responsible Economy, which brings together all EBS activities relating to responsibility and sustainability, we have driven back the boundaries of social thinking and trodden new paths that change the scientific, social and political status quo. Within the Young Global Leaders forum, I am heavily involved in developing a "Hippocratic Oath" for managers. As a result of the global financial crisis, I believe that managers and business school graduates should commit themselves to a common code of ethics.



*in the course of formation

Mr. Schwab, what do you expect from the Young Global Leaders?

Six years ago, **Klaus Schwab** set up the YGL community. In so doing, the economist and founder of the World Economic Forum created a network for a generation of new leaders. Here he discusses young people's commitment in a world that is moving ever closer together

What was your goal when forming the YGL community? My goal in founding the Forum of Young Global Leaders was quite straightforward: I wanted to create a process that would integrate the next generation of leaders into global decision-making in order to allow them to have a real and positive impact on global affairs. At the same time, I wanted to recognize that the future of leadership is more diverse than today, meaning that leadership is increasingly coming from all stakeholders of society and from all regions of the world. If you look at the composition of the YGL community you will see that this diversity is reflected in the increasing number of women leaders and ever more leaders from India, China and other emerging world powers in Asia, Latin America and Africa.



“The YGLs commit themselves to improve the state of the world in very deep and personal ways”

Where did you get your inspirations from? Were there any role models?

In 2004, when I won the Dan David Prize (\$1m for Leadership: Changing our World), I was uncertain which of the World Economic Forum's initiatives most merited the additional support. Reflecting on my thirty years as a professor, I decided that the best use of the prize would be to invest in the younger generation of leaders who will shortly be leading this world. When we think that over half of the world's population is under the age of 25, we realize how important it is to realize the capabilities of these future leaders to deal with the big global challenges confronting us. So in a way you could say that I was inspired by the youth of the world...

How does one build up such an active community of high achievers?

I think it is important to recognize that Young Global Leaders are already highly skilled and accomplished in their own fields, so you have to help them channel their incredible passion into shaping a more positive future for the world. We do this firstly by giving them insights into the complexity and interconnectedness of global

challenges but secondly by giving them a platform to deal with the challenges through various self-initiated and self-organized initiatives and task forces. This next generation of leaders, perhaps more than any previous one, is self-empowered and self-directed: you need to leverage that as a strength.

How was Roland Berger Strategy Consultants able to help build up the community?

Roland Berger Strategy Consultants provided us with valuable support during the "post-start-up" phase of this program. We successfully launched the community, held our first summit and began the work on the various YGL initiatives. At that time, Roland Berger Strategy Consultants came on board as our "lead partner" of the community and seconded a senior partner to help professionalize the governance of the community and mentor our team in Geneva. Furthermore, we embarked together on two pieces of original work and research – first a "Trend Compendium 2030" (to help Young Global Leaders understand the global trends that will impact their leadership over the course of their careers) and then a "Leadership Compendium" (gathering the foremost research and thinking on leadership

from around the world). That phase complete, the firm is now helping us increase the efficiency and effectiveness of several YGL initiatives aimed at big global challenges such as restoring the health of the world's oceans and improving the responsibility and sustainability of global companies' supply chains.

What makes the YGL community so special?

It is not an exaggeration to say that being part of the Young Global Leader community is transformational. The YGLs internalize the mission of the World Economic Forum and commit themselves to improve the state of the world in very deep and personal ways. As one YGL said, "This community put me back in touch with the idealism I had at university." An example of this would be Shai Agassi (read more on page 54), who left a leading global company to start his own venture to build up the energy ecosystem needed to power electric cars and reduce the world's consumption of fossil fuels. He named his company, Better Place, after the call to action we gave YGLs at their inaugural meeting in Zermatt: "What will you do to make the world a better place by 2030?"

What gives this community its legitimacy? Is it its impact and its diversity?

While its diversity makes it truly representative (with all stakeholders of society present – business, politics, arts & culture, academia, opinion & media, civil society and social entrepreneurs – and all regions of the world involved), it is the impact of the community which defines it. As one YGL put it, "This community doesn't just help me to do more – it helps me to BE more." There is a very strong and principled ethic amongst YGLs to use their leadership to serve society. You see this expressed in initiatives like Global Dignity (see page 61: www.globaldignity.org), where YGLs go into classrooms around the world to discuss "the universal right of every human being to lead a dignified life" as a way to change mindsets to approach the challenges of poverty, peace, and progress.

What are the criteria for selecting its members?

The baseline criteria are being under 40 at the time of nomination, having a recognized record of extraordinary achievement, demonstrating substantial leadership experience not only professionally but in serving society at large through exceptional

contributions and sharing a global perspective. We also expect an impeccable record in the public eye and a good standing in their community. After that we look at other criteria such as great self-awareness, a desire for learning, evidence of having overcome adversity as well as breadth and diversity in their interests and intellectual thinking. Every year we receive around a thousand nominations which we reduce down to between 100-200 honorees per year. The process is extremely rigorous and includes significant due diligence, including third-party checks, to ensure that only the very best leaders are selected.

How do YGLs differ from the older business leaders you usually meet in Davos?

I think the biggest difference is their time perspective: Young Global Leaders have more of their career in front of them than behind them, which results in a more forward-looking, entrepreneurial, collaborative, open and change-oriented mentality. At the same time, there are a lot of similarities with the other leaders they meet in Davos, such as their international perspective, their principle-based approach to leadership and their commitment to the betterment of society.

What have the YGLs achieved to date?

Young Global Leaders have achieved a surprising amount for such a new community and organization. A number of YGL-initiated task forces have started to deliver significant results, such as the Table for Two program (www.tablefor2.org), which has provided over 5 million meals for schoolchildren through company cafeteria solidarity while at the same time helping company employees make healthier dietary choices. Another success story is Deworm the World (www.dewormtheworld.org), which has kept more than 20 million school-age children in school thanks to school-based treatment of parasitic worms. That turns out to be the most cost-effective way of increasing education in 26 afflicted countries. In addition to these "on-the-ground" task forces, YGLs have also been involved in providing input into global public policy through their Paris Initiative for the G-20, where a team of YGLs is providing ideas for the next G-20 agenda. In addition to these broad-based initiatives, there have also been several bilateral examples of impact. One notable example is the case of two YGL politicians who successfully relaunched the Canada-Colombia Free Trade discussions after becoming friends through the

“Young Global Leaders have more of their career in front of them than behind them”

YGL community. Individually, Young Global Leaders have also made incredible personal contributions to society, thanks to the support of their fellow YGLs. Two YGLs involved in politics and persecuted in their countries (one as an opposition leader, one as a pro-democracy NGO leader) are now in significant political leadership positions, one as the Deputy Prime Minister of Zimbabwe and the other as a member of the National Assembly of Venezuela (see page 34). Another YGL, after his experience at the YGL Harvard Kennedy School program, launched Mozambique's first free newspaper, Verdade (“truth”).

How happy are you with the results?

I have seen a generation of young leaders, now numbering more than 750 from 78 countries, come together as a truly global peer community and passionately engage in the issues confronting their generation. The spirit and enthusiasm they bring to their endeavors and the deep sense of purpose and principles that they share are truly inspiring. They have also been a dynamic and valuable source of insight to the World Economic Forum: for example, more than 100 YGLs serve on our Global Agenda Councils, which convene the most relevant thought-leaders from

academia, government, business and other fields, integrating the best knowledge on key issues into global decision-making processes. So my expectations for the YGL community have been exceeded, both in terms of their collective actions and individual contributions, and I am of course happy – but I am still not satisfied. I continue to try to stretch the YGLs and my team in Geneva to do even more, to have even greater impact and to work even harder.

Do you attend many workshops yourself? What do you learn at them?

No matter how busy my agenda is during the Regional Meetings of the World Economic Forum, I always find time to join the workshops and sessions of the Young Global Leaders. I also organize regular sessions with them during my travels. I think it is very important to stay in touch with what this next generation of leaders is thinking. They often have a different perspective on issues and I look to them for new ideas and fresh insights. At a recent YGL Summit in Tanzania, I was particularly impressed with how Young Global Leaders embrace and adapt to change. They generated over 170 individual models for how they make change happen in their lives, their societies and their organizations

(see page 58). This is quite different, since many people are generally afraid of change. But YGLs seem to actively seek and empower change, which is refreshing.

How do you want the YGL community to develop in the next five years?

The Forum of Young Global Leaders will continue to evolve organically based on the self-directed initiatives, efforts and events of the YGLs themselves. In that way it reflects the new reality of networks. But it will remain a principle-led as well as a purpose-driven peer community. So while we can't predict everything that it will do over the next five years, we know that it is on a good track. You need to have this kind of open and flexible architecture to deal with complex, interconnected and ever-evolving issues. We know that the community will continue to devote energy and resources to a couple of specific themes that are preoccupying them at the moment: how to foster leadership based on common ethical principles, how to address climate and resource challenges and how to close the ever-widening gap between rich and poor. We're confident that YGLs will continue to launch initiatives, found social enterprises and engage with global leaders on these and other challenges.

What can the YGLs do to help make a change for the better? What are the levers?

The fact that the world is more complex, interrelated and interdependent than ever is a given. However, many people don't realize the significance of the deep systemic changes that are taking place in the world today. There is a significant leadership opportunity in the global community – with much talk about collaboration across stakeholders but relatively few examples of effective global governance in the face of current challenges. The World Economic Forum fosters dialog across stakeholders, providing knowledge- and idea-sharing to enable better decision-making. The Forum of Young Global Leaders offers the possibility to foster a new generation of global leaders, from all stakeholders in society, who embody these principles in action. YGLs have the opportunity to be “global facilitators” who can broker the solutions the world needs across the different stakeholders of society, who often have competing incentives or institutions that are not fit for purpose. Developing these capabilities further will be a major focus of their work as a community in 2011.



Klaus Schwab

An economist and passionate networker, in 1970 he founded the World Economic Forum, a non-profit institution in Geneva that brings together leading economic experts, politicians, intellectuals and journalists in Davos every year. From 1971 to 2003, the son of a Swiss entrepreneur taught business policy at the University of Geneva. In 2004, Schwab set up the international Young Global Leaders network to offer a platform for debate to a new generation of global leaders. He is married, has two children and lives with his family in Coligny, Switzerland.
www.weforum.org

Next-generation leaders

The network of Young Global Leaders is no secret society. Yet not everybody can be a member. When it comes to tackling the challenges that humanity will face in the future, exceptional levels of expertise and commitment are required. We present an overview of the YGL structure

Every single day, every major newspaper around the world quotes at least one Young Global Leader. This is how British YGL Mark Turrell once described the WEF community of Young Global Leaders. Of course, a constant presence in the press is just one particularly visible indicator of the growing influence this global community of interdisciplinary leaders exerts. Seven years after its founding by Klaus Schwab, established decision-makers agree that a powerful network has been established that is bringing about change for the better worldwide. But who are the YGLs? What do they actually do? Who selects them, and what criteria are applied?

The members

At present, around 750 leading figures from 78 countries are represented in the Forum of Young Global Leaders. They work for major companies and have founded social enterprises, managing them to success. They are politicians, and hold leadership positions in the international media. Young Global Leaders undertake research at leading universities, represent non-governmental organizations, and are at the forefront of contemporary art and culture. In a nutshell: They are the leaders of the next generation. Their “term of office” lasts five years, and last year saw the first intake graduate in Geneva.

The role and concept of YGLs

The Young Global Leaders see their organization as a platform for personal learning experiences and greater

public visibility (leading to a socially productive impact), and as a network for joint action. Everything serves a collective goal, which Klaus Schwab summarized at the organization’s inaugural meeting in 2005 by asking: What can we do to make the world a better place?

Within the context of the YGLs, personal learning experiences initially involve learning from each other. The network is so diverse and rich in individual knowledge that, for practically every problem, there is an expert who has already productively tackled the issue. Inspiration for YGLs comes in the form of sharing ideas with other members. This includes when the network meets at regular workshops, organized as part of the meetings of the World Economic Forum in Davos, and the WEF regional forums. In a particularly compact form, YGLs also share learning experiences at the start of their five-year term, as part of an intense course in responsible leadership run by Harvard University’s Kennedy School of Government.

The Young Global Leader platform helps ensure the voices of individual members carry more weight during debates on the future of humankind. The World Economic Forum YGL has become a global brand representing expertise and responsibility that opens doors and minds.

However, the fact that the forum is a network for communal action is even more important. Over the last five years, a range of task forces have been formed, which approach global challenges with innovative solutions. The Global Dignity Initiative, set up by HRH Crown Prince Haakon of Norway, John Hope Bryant and Pekka Himanen (see page 61) is just one example of a unique way to improve the world we live in. Through the YGL Global Business Oath initiative,



managers around the world have committed themselves to sustainable leadership. The education task force is shaped by its lateral thinking. The “Deworm the World” initiative, for example, has identified that parasitic worm illnesses are among the biggest obstacles to school attendance in developing countries. At the same time, they are relatively simple and cost-effective to overcome. As it is essential that children are healthy if they are to concentrate properly in the classroom, the deworming project has since 2007 supported organizations that carry out this work by contributing time, money and manpower. A further YGL team is providing comprehensive, concrete input for the new G-20 agenda, which is currently being drawn up under France’s leadership.

The selection process

Each year, between 100 and 200 new members join the YGL network. At the time of nomination, they can be no older than 40. The nomination process is an open one, and anyone can put forward a candidate; some suggestions come from groups, companies and organizations connected to the World Economic Forum.

The candidates then undergo a two-stage selection process. During the first stage, an international HR consultancy checks whether the central criteria for nomination have been fulfilled. These include the following:

- Candidates must typically have between 5 and 15 years’ experience of exceptional professional achievements and a track record of exceptional leadership. In addition, there must be clear indications that they are able to and wish to carry out an important leadership role in the future.
- Nominated members must have made an exceptional contribution to social issues and think with a global perspective.
- Candidates must be perceived positively among the public, have a good reputation in their own community and show a keen willingness to learn.

Based on this first evaluation, a selection committee made up of high-ranking leaders from the international media meets to take the final decisions. The chairperson of this committee is Her Majesty Queen Rania Al Abdullah of Jordan.



A network that works

Beatrix Morath is Senior Partner at Roland Berger Strategy Consultants in Switzerland. She also supports many YGL projects

International consultancy firms do not exist in a vacuum. We are part of a community on many levels – regional, national and international. The complexities of our personal and work lives have intensified at a growing rate over the last two decades. The challenges faced by a globalized world have become more involved in that they demand socially, ecologically and economically sustainable answers.

As good corporate citizens of a new global society, Roland Berger Strategy Consultants want to help slow down climate change and reduce poverty. We want to find ways in which to more intelligently avoid using limited resources, and facilitate social and economical development through a better flow of information. In short, we want to share consultant knowledge, expand on good ideas and give our competencies momentum in the given context. Our work with the World Economic Forum (WEF) fits in with this context, since we act as lead partners to the Forum of Young Global Leaders (YGLs). Initially, we helped shape and develop the YGL concept; and at present, we are using our unique consultancy expertise to assist with the topics of sustainability, governance, and youth and education. We carry out studies and publish our findings. In this way we have developed a wealth of knowledge about social trends and responsible leadership in close cooperation with the YGL community, which in turn has become the basis of many YGL activities. Roland Berger consultants help draw up concepts, perform research and open up their network to the YGLs.

Why do we support this forum? Because, as our motto states, we are firm believers in "characters creating impact." Rather than just debate, the YGLs act and effect change, meaning they fit very well with our organization. In addition, we ourselves learn a great deal: The Young Global Leaders are an important trend barometer, and we are able to take

part in discussions where we really feel that the future is taking shape. YGL is an incredible and unbeatable mix of nationalities, professions, cultural backgrounds and interests. Its members represent a group of extremely professional and energetic entrepreneurs, politicians, artists, philanthropists and scientists from across the globe. Each one of them offers a unique experience and cultural background, and their interdisciplinary cooperation leads to incredibly creative results. When the YGLs meet, vague ideas are reinforced and developed within the task forces. NGOs too receive a major boost when working with Young Global Leaders from other areas. It is a network that works. Its members form a support system that is more tightly bound emotionally than anything I have ever seen. At the graduation event last year in Geneva, somebody said to me: "It goes even beyond friendship. It is a kind of brotherhood – I found my tribe!" This perfectly encapsulates the sentiment of the majority of YGLs.

I have often wondered how such an intense sense of togetherness and such effective cooperation can emerge when the characters are so different. I now have little doubt that it is a result of their shared values and objectives. To be accepted by the YGL group, professional excellence alone is insufficient. A Young Global Leader must make an exceptional and demonstrable contribution to the common good. Social responsibility, respect, human rights and human dignity characterize the community; and this can be felt during every conversation, panel discussion and evening meal throughout the workshops. "Living your values" is certainly not an empty phrase within this community, which is all about "Being challenged to become better humans, getting out of your comfort zone, losing cynicism and standing up for what you believe in." Roland Berger Strategy Consultants are proud to support such a community. And in our role as consultants (who are always learning), we are delighted to have the opportunity to play a small part in the energy and power of the Young Global Leaders.



Characters creating impact



Fashion without victims

Fashion designer **Natalia Allen** is working to make the textile industry a fairer, greener business. As this cannot be done alone, she is currently seeking out powerful partners in the sector. And with her resolve to make the world a better place, the New Yorker is racking up success after success

Natalia Allen actually wanted to become a doctor. Helping sick people get better as quickly as possible seemed like a career that made sense to her. After high school, the young woman from New York took her excellent grades in the natural sciences with her to California to study medicine. And then, while sitting in one of her introductory courses, she thought: “Am I the only person here questioning things?”

That was nine years ago. Now the 27-year-old is sitting in the new conference center in Tianjin, northeastern China, wearing a discreet blazer made of organic cotton and recycled synthetics that she designed herself. The founder of designfuturists has brought her vision of a sustainable textile industry to life for members of the World Economic Forum at several workshops. She has explained to them that up to 8,000 different chemicals can be found in our clothing these days. That people in the US throw away about 220 pounds (100 kilograms) of clothing every year rather than recycling it. That we need to break away from a supply-driven industry

“Designers should set the goal for themselves that their clothing pieces should be passed down to the next generation”

that dictates 10 or more new collections every year, so that consumers relearn a responsible approach to clothing. Her presentation in Tianjin raised many questions. Many people in the audience wore expensive brands, but it seemed they had not heard of the terms “ethical fashion” or “clean clothes” before. And those listeners were all the more surprised when they learned that this young woman helps many designers—including Donna Karan, Calvin Klein and Quiksilver—to make clothing into a sustainable product.

“I naturally work with both sides of my brain, to combine creativity and reason,” Allen says. And that seemed like a difficult thing to do back in those introductory medical courses. The motto there was: We don’t cure cancer, we just treat it. And we do it exactly this way or that way or the other.

Allen knows that dealing with severely ill patients leaves little room for experimentation. But at the same time she quickly realized: “I will never be able to reach my full potential in an environment with precisely defined solutions. I have a far too critical mind for that.” As mentioned previously, aside from her talent for logical thinking and reason, Allen’s left-side brain was also more active than average. In high school she excelled whether in the chemistry lab or as a painter and graphic artist. “Classical technique,” she says today.

Armed with her portfolio, she was immediately accepted into the renowned Parsons The New School for Design in New York. Along with technique came the theory: “Great design is in part a decision-making process based on well-researched information,” recapitulates Allen. At the end of this process you should have something new. Curiosity – the hunger for something new – initially led the young Afro-American into the high-tech clothing field. While still in design school she worked with synthetic fibers that conduct electricity, which allow sportswear to be equipped with technical features such as pulse monitors. High-tech and textiles, that sounded like the future. With her degree in hand she founded designfuturists as a consulting firm for high-tech clothing.

Her first design: A T-shirt that glows

One of her first designs was a shirt for joggers that glows the whole night long like the luminescent dots on the face of a clock: safety without LEDs and batteries. And the design didn’t just provide a long-term solution for running safely at night; it looked cool, too. Several labels bought licenses. One major sporting-goods manufacturer quickly took note of the innovative young New Yorker with technical expertise. Allen was asked to help develop an antimicrobial fabric to reduce sweat odors in sportswear. The consultant looked at the project more closely and realized the client wanted to use a toxic metal. Environmental poisons would be released on a large scale during production. The product could also be dangerous for users under certain circumstances.

“That’s when it suddenly clicked. I went to the client and said: ‘Absolutely not.’ I then published my findings and presented alternative solutions.” But the manufacturer had already invested too much in advance development and would not change course. Allen withdrew from her consulting contract and asked herself a simple question: Doesn’t the world need other things more urgently than high-tech clothing?

Less than 1 percent from organic farming

Allen has the ability to combine complexity and clarity. She reports with impressive precision on who comes in contact with which toxic substances for each production step, from growing the cotton to wearing the clothing against bare skin, and what impact this has on people and the environment. The amount of relevant data in her head seems endless, and she chooses what will make the greatest impact on each specific audience. For US audiences she likes to say: “The United States is the world’s biggest exporter of cotton, but less than 1 percent of the raw material comes from organic farming.” In her speeches she paints drastic pictures of the conditions in sweatshops, of young workers who have lost all their teeth and children robbed of their childhood. After this chain of reasoning come simple truths: “When you pay

\$5 for a T-shirt, the true cost is paid for by everybody else.” Empathy is a good foundation for a value-based economy, while complex problems need well-structured answers. Allen illustrates the point with a graphic. At the top are consumers who first need to become aware of the problem. The organic food trend has reached the mainstream in Western consumer societies. But few shoppers think about the pesticides and herbicides used in cotton fields or working conditions in textile factories when they browse through the boutiques in New York or Paris.

Allen also wants to use her consulting firm to spark ideas in the fashion industry, particularly in New York. She initiated a program together with the Pratt Institute that educates fashion students about alternative production processes. Best practices play a crucial role in textile recycling. Technological progress has opened up many new development opportunities for keeping shirts and pants in a cycle where scarcely any resources are lost. When the first generation of students from these sustainability seminars enters the industry, they will take their knowledge with them.

And then there’s that huge wheel that the diminutive Allen would like to turn. In a nutshell, the textile industry ticks along like this, in her opinion: Global competition enables an increasing number of manufacturers to produce an increasing number of goods in shorter periods of time. They unload it into the market at all costs, creating disposable markets that should not exist.

Sustainable consumers site

An idea was born at the Young Global Leaders event in Tianjin that breaks with this “growth without limits” logic. Under Allen’s leadership, the YGLs want to launch a website where consumers decide together upfront which clothing pieces should be produced. Buyers put down a deposit, and then the product goes into production, adhering to the highest standards of sustainability. The advantages of this business model are obvious. It rules out overproduction. Customers will identify with the product more closely and use it longer. Marketing and sales costs—usually the lion’s share of total costs in the fashion industry—are reduced to a minimum, which in turn enables the company to offer a green, fair product at a competitive price.

After a test run with designs from designfuturists, the platform will be open to all fashion designers who share Allen’s vision of a better textile world. What’s beautiful is that the vision is solid and specific. The innovator makes it tangible and clear: “Designers should set the goal for themselves that their clothing pieces should be passed down to the next generation rather than landing in the garbage after two months. That’s when they really achieve sustainability.”



Natalia Allen

At Parsons The New School for Design, Natalia Allen was known as the “black girl building surfboards with computers in them in the fashion department”, she recalls. It wasn’t necessarily a compliment. But as a senior in 2004, she won the school’s coveted Designer of the Year award. Now 27 and still an iconoclast, Allen is working with Best Buy, Nike and Cambridge University, and is helping the Pratt Institute develop new business models for a sustainable fashion economy. “Enough with the gimmicks and greenwashing”, says Allen, whose own fashion line debuts in fall 2011. “We need to get retailers, manufacturers and the guys on Wall Street to dream with us in a different way.” www.nataliaallen.com



Hope is on the way

John Hope Bryant has dedicated his life to providing economic education to underprivileged sectors of society. His aim is to enable these people to free themselves from poverty using the tools of capitalism

He talks constantly, with an energy that comes from somewhere deep inside. His use of gestures and rhetoric places him in the great tradition of Afro-American speakers, from W.E.B. du Bois and Martin Luther King right up to Barack Obama. John Hope Bryant is getting his message across. He was an adviser to George W. Bush, and he also has President Obama's attention in attempting to answer the following question: How can America's poor escape from their own personal financial crisis?

Today, John Hope Bryant, born in 1966 in South Central Los Angeles, is discussing the issue of "financial literacy", as he so often does. His voice is deep and his language rhythmic. Bryant highlights the case of a single mother who has fallen into the trap of consumer capitalism and been overwhelmed by credit card bills. Then, more widely, he talks about the greed of a financial system that has lost its values. He frequently makes reference to historical events: "In 1962, 22 million people in America were unable to vote." The tempo of his speech increases. "In 2010, 40 million people in America – the world's richest country – do not have a bank

Bryant's mission is the systematic development of the American dream. He wants to heal the wounds of capitalism with the tools of capitalism

account.” The civil rights movement won universal suffrage, thank God. “Now we need the silver rights movement, to ensure that all people have access to economic education and financial services.”

After no more than ten minutes of conversation with John Hope Bryant, it is impossible not to wonder whether this man may be even more charismatic than the president he has advised for the last two years. One of Obama's predecessors, Bill Clinton, describes Bryant as a “whirlwind of good ideas,” who can show the financially illiterate of America and the world the way out of individual and structural poverty. Most importantly, his ideas are much more than just theoretical.

He teaches young people from inner-city problem areas the “language of money”

His life's focus – financial literacy – is reflected in Operation HOPE. Bryant founded the organization in 1992, immediately after the Rodney King riots in South Central Los Angeles. Since then, Operation HOPE has helped more than one million people in the USA and in southern Africa to put their personal finances in order, buy their own home, or start a business. Over 10,000 volunteers in 69 community centers teach young people from inner-city problem areas the “language of money”. Case by case, staff draw up debt relief plans, overcome the hurdles involved in acquiring start-up loans, or in partnership with banks double every dollar of equity capital saved to ease families' paths from renting to owning their own home.

In terms of numbers, Operation HOPE has allocated almost one billion dollars for social development. Bryant loves numbers – particularly big ones. He also loves to link them to anecdotes. John Bryant places his hand on the button of his navy blue suit, jerks it forward abruptly and says: “This was produced by a business owner who took our entrepreneurship program. Today he earns a million dollars a year.” Bryant's mission is the systematic development of the American dream. He wants to heal the wounds of capitalism with the tools of capitalism, or as he puts it: “Structure capitalism so that it finally works in favor of the poor.”

John Hope Bryant tackles poverty from two different angles. From the bottom, he helps individuals. The language of money is not so complicated. Anyone who puts in a little effort can learn it, and Operation HOPE offers classes free of charge in precisely this. From the top, he works tirelessly as a political activist and Young Global Leader, as a newspaper commentator and book author, and as a blogger and keynote speaker, with the aim of putting financial literacy on the agenda of both politicians and business leaders. In the wake of the financial crisis – the billions lost on Wall Street, the Lehman collapse, and the ever-rising state stimulus packages – no other American can have done so much to ensure that the “unbanked population” – those in American society who have no bank account – is not totally forgotten.

As is the case for most successful activists working for a better world, the focus of Bryant's endeavors was not stumbled upon by chance. His own past is rooted in poverty, with money – or rather a lack of it – a constant worry in his family. Neither of John's parents graduated from high school. He grew up in districts where people usually joined a gang to prevent being robbed on the way home from school. John, however, escaped from this deadly gang culture, or rather he was forced to. His mother was always close by and barely let him take one step alone. When the first children from his neighborhood started dying from drug abuse or bullet wounds, he saw why. John Bryant quickly recognized that money would offer a route out of this ghetto of violence and poverty, though hardly any families – let alone single mothers – had a financial plan. In these areas, people survive on a hand to mouth existence. The rare checks they receive are exchanged for cash at exorbitant fees. Individuals fall for dubious, enticing offers with low starter rates, which are marketed at great expense in communities where people have little knowledge of or experience with money. A loan shark lurks on every corner, bridging the gap to the next welfare check at absurdly high interest rates. “And because people don't believe they even have a tomorrow, they go to liquor stores to forget about their today,” suggests John. At the age

of ten, he independently set up his own candy store, before obtaining his high school diploma. Then, without any further academic instruction, he became a sought-after speaker in the most prominent universities around the world. Today he points to social science research to prove that: “Things do get better if we approach them in the right way.”

The financial crisis offers an historic opportunity

As an exception, John Hope Bryant does get excited about small numbers every now and then. “Within a community, you only need five percent to be good role models in order to lead the next generation out of poverty,” he quotes from Malcolm Gladwell's book “The Tipping Point”. “Not 50 percent, not 20 percent, not even 10 percent is necessary.” Bryant seamlessly moves onto his second major focus, which is connected to financial literacy, and gives it a wider dimension: leadership, or more specifically, “Love Leadership”. To European ears, the title of his new book may sound a little sentimental, though an alternative title could be “Good Leadership”, playing on the double meaning of the term ‘good’. “Value-based leadership can and must spread a positive epidemic,” Bryant notes. This has always been his belief, and as he sees it, the financial crisis now offers an historic opportunity.

“This isn't a recession; it's a reset, a new start,” continues Bryant. He never feels this more strongly than when in discussion with Young Global Leaders. At the Davos summit before last, the older leaders were all saying that it was the worst crisis of all time, that the world was ending and that everything was a disaster. Many YGLs, however, held the view that this reset offered great opportunities, and that we could now really start changing things.” Bryant pauses. He quickly looks at everyone sat around the table, and continues: “Think about it. The best leaders are always born in a crisis, and as I mentioned, we only need five percent to be role models in order to change things – it's been scientifically proven.” John Bryant embraces everyone before he leaves for his next meeting, where he will discuss financial literacy again. As the last sentence of his book on love leadership suggests: “Hope is on the way.”



John Hope Bryant

is a philanthropic entrepreneur and businessman. He is also Vice-Chairman, US President's Council on Financial Literacy; advocate for poverty eradication in America and national community leader; cited for empowering low-wealth communities across America; and adviser to two US presidents. Bryant is author of “Banking on Our Future”; was Goodwill Ambassador to the US for the UN and partnered with former US President Clinton's foundation to teach financial literacy and promote the Earned Income Tax Credit. He works with HOPE spokesman Ambassador Andrew Young, and is a leader for a new movement bridging civil rights to silver rights. Bryant has more than 400 awards, including the Use Your Life Award from Oprah Winfrey, and Community Hero by People magazine. In 1994, Bryant was among Time magazine's “America's 50 Most Promising Leaders of the Future”. He holds an honorary Doctorate of Human Letters from Paul Quinn College of Dallas, Texas. He runs Bryant Group of Companies and has served on several corporate boards. Bryant serves on the Community Board for Wells Fargo & Co. and the National Advisory Board of First American Corporation.
www.johnhopebryant.com



Secure overachiever

As a duathlete and triathlete, **Christian Wenk** learned how to push the limits of performance – before a cycling accident left him in a wheelchair and his real endurance test began

In the summer of 2000, Christian Wenk had the self-assurance that future world champions need. When cycling solo, his strongest discipline, he could cover an average of 50 kilometers per hour over flat terrain, while a half marathon took him 67 minutes. It would have been an incredible shock if, in the form of his life, he did not become the world duathlon champion. What happened next was truly shocking. Wenk cannot remember the moment at which his life changed so dramatically. He still remembers that he got on his bike on September 20, 2000 in Japan, to cover the course for the upcoming World Cup. The subsequent events he had to read from the police report and reconstruct in his mind: He was travelling at at least 60 km per hour, taking a steep straight descent into a left. He then crashed into an illegally parked car. The doctor's report states that he broke his third and fourth thoracic vertebrae, and that he was completely paraplegic from the shoulders down. A top athlete, ambitious medical student on the verge of graduating, and a man who just three weeks previously had fallen in love and was "on cloud nine" had become a severe paraplegic within fractions of a second.

“If you pursue a goal that may be beyond your personal limits – making it more of a dream – you must do everything to achieve this goal”

I've always tried to push boundaries, particularly in sport. After the accident, there was the seemingly fatal certainty that practically nothing would work anymore, and that any boundaries were a long way away. You lie on your back. You can't turn under the covers on your own. You ask yourself: 'How can I get up on my own without stomach muscles, and at least regain a little piece of freedom?' The physiotherapist was not yet allowed to show me how to do this, as the fractures were still too recent. Nevertheless, I didn't stop trying until I managed it.

And how do you do it?

Put your hands sideways under your buttocks to provide resistance, then prop yourself up on your elbows. Halfway up, quickly reach back with one hand and then the other, and push yourself up with your hands. When I later had to venture outside of the hospital for the first time, I set myself a target. There was a small path with a light slope, perhaps 50 meters in length; I decided I would try to get all the way along it on my own, which seemed ambitious. I decided to time myself – it took me three minutes. The next day I managed to do it a few seconds faster, and the next day again. Each day I set a new record and experienced more success.

A couple of weeks previously, you had been flying up steep mountain sides as if they were nothing.

Thankfully, I was able to avoid comparing my new situation with my life before the accident; I started to compare every day with the previous one. This way, each little bit of progress I made was a success, and I had something to be pleased about. It was all about success, courage, motivation, strength and new targets. My rehabilitation thus increased in intensity every day, and continues to do so now.

When you put it like that, it sounds very logical. This logic must require an incredible amount of self-discipline though, something that not everybody has – would you agree?

No, not necessarily. It has nothing to do with discipline, as the energy comes automatically from within, provided, of course, that you really do see and value such types of achievement as successes. There is another deciding factor, too: If you want to push back boundaries, or if you want to try something that seems impossible, you must be courageous enough to accept the possibility of failure. I think this is one of the biggest everyday challenges for people, either with or without a disability. If you pursue a goal that may be beyond your personal limits – making it

more of a dream – you must do everything to achieve this goal. You can only win, or rather; you can lose nothing except the entirely worthless illusion that this dream could be realized one day. This is exactly how I made many of my dreams come true. I have frequently surprised myself in what I am capable of doing, and have pushed back boundaries, gaining new dimensions. Many people don't do that – they prefer to live with the illusion of: 'I could probably do it if I wanted to'. They aren't seriously prepared to actually test their limits, and always stay well within their capabilities. Believe me; we have a lot of potential – a lot more than we think. This is shown time and time again.

When Christian Wenk is in his wheelchair, it isn't easy to follow him on foot. If he's sat onboard a handbike, a sports cycle for wheelchair users, even experienced cyclists struggle to keep up. He can cover an average of 30 kilometers an hour, and for the last four years has trained the Swiss handbike national team. Wenk invests at least 20 hours per week in “his boys”, who compete for medals at the Paralympics. You get the impression that the sport could dominate the life of the now 36 year-old. However, it is just one aspect of his life, or as he puts it: “It provides a little passion and

balance.” Handbike training gives him the basic fitness he requires, as his main job is a full-time doctor. After taking his final exams in 2002 and specializing in general internal medicine, he took a position as a senior physician at the Swiss Paraplegic Center at the start of 2009. Last year he returned to acute care, where he works as a senior physician in an emergency room. It is an ironic twist of fate that before his accident, Wenk was carrying out research into caring for paraplegics as part of his dissertation.

Christian Wenk continues: “There are people for whom the working week is 40 hours. Others say – entirely correctly – that the week has 168 hours, so there's more than enough time for two full-time jobs.” He sits up dead straight in his wheelchair, turns and, balancing on his rear wheels, rolls over the bumpy cobblestones toward his hotel. For people without an in-depth knowledge of paraplegia, the scene does not make any sense: He simply shouldn't be able to do it with his level of disability, and without the use of stomach or back muscles. Wenk, however, has developed an incredible awareness of his body. “This is largely down to playing the piano,” he says. This is similarly impressive, as it is practically impossible to play the piano to the

standard that Christian Wenk does – which is practically the level of a concert pianist – without any torso stability and without the use of feet to operate the pedals. “Perhaps not technically perfect here and there, though with plenty of emotion, authenticity and musicianship,” is Wenk's musical self-assessment. His success backs up this theory: Wenk has frequently appeared at Switzerland's most prominent concert halls over the last few years for benefit events. He has also released a recording of Edvard Grieg's Piano Concerto in A minor, and George Gershwin's “Rhapsody in Blue” on CD.

Where are your limits?

Nowadays, good organization and awareness mean that I don't need any more time for everyday tasks such as getting dressed, getting washed and getting from A to B than people without a disability. My biggest everyday limitations are no longer associated with my paraplegia or wheelchair, and are the kind of standard problems that everyone experiences. Despite those 168 hours, I don't always have enough time, and sometimes I don't have the energy to do everything, and it becomes too much. Or sometimes I might lack courage – that can happen too. My impatience with myself and with others tends to get in the way more than my disability.

So how do you overcome these inner challenges?

If you want to push back your own limits, you need to be healthy and look after your resources. My social and professional adviser, who worked with me after the accident once said – long after my rehabilitation – that: ‘What really struck me about you on the first day was your incredible focus on resources.’ Initially I didn't understand what she meant by that. She later explained that I never complained about what I had lost, and instead, that I focused on my capabilities. Everyone, with or without a disability, has capabilities and limitations – and everyone can choose to focus on one or the other.

Nevertheless, it cannot have been easy to suddenly find yourself in a situation of total helplessness after the accident.

Of course it's not easy. But it is essential to focus in this way if you are to live a fulfilling life again. I sometimes do the following exercise with my paraplegic patients: On a piece of paper we write down everything negative – what they can no longer do, what they will no longer be able to become, and everything that they have lost. Then on another piece of paper, we write down all their resources – everything that they have, and everything that they can obtain

“I wouldn’t want to take back a single day of the last ten years. I would never have had such a wealth of experiences”

or achieve in life, if they want to. Believe it or not, even patients who are paralyzed from the neck down find they write much more on the resources page than on the losses page. It clearly shows that the glass isn’t either half full or half empty – it is almost always entirely full. We really underestimate our capabilities, and I’d recommend anyone who complains about their life to repeat this experiment!

In 2009, Christian Wenk was named a Young Global Leader. In 2010, looking back at that year, he sees another major turning point in his life. In spring he spent two weeks with 100 other YGLs at the Kennedy School in Harvard, where he completed a leadership training course. There he met Christopher Jahns, the president of the European Business School (EBS) in Wiesbaden. An idea was hatched that could become very big – so big, in fact, that Wenk would be prepared to give up his work as a doctor.

“As part of these workshops, I thoroughly and seriously examined my life history for the first time. I asked myself what my accident and everything that came after it meant for my role in this world, and what a personal and unique opportunity this offered to perhaps leave a lasting influence.

At Harvard we asked ourselves: what is it that makes us the people we are today? In my case, it’s my energy, my love of people, my values and principles, my career as a doctor, my capability to open up and communicate, and the fact that through an accident, I have suffered a disability. Of course, doctors can help a couple of thousand patients in their lifetime, and make an important contribution to society. But I suddenly realized that with my diverse background, my love of people, my relentless energy, the network of YGLs and my disability, I could be an excellent, authentic advocate for improving the integration of people with disabilities on a much larger scale. I didn’t choose my history, but the result of it is that I can help bring about a change for other people with disabilities.”

What are your plans?

Together with Christopher Jahns, the president of the EBS in Wiesbaden, I’m planning the “Center for disAbility and Society” at the university. We want to scientifically prove that people with disability add economic value to society. Only by proving this and exerting influence on politics and business will disabled people receive the full recognition to which they are entitled and become fully integrated into society.

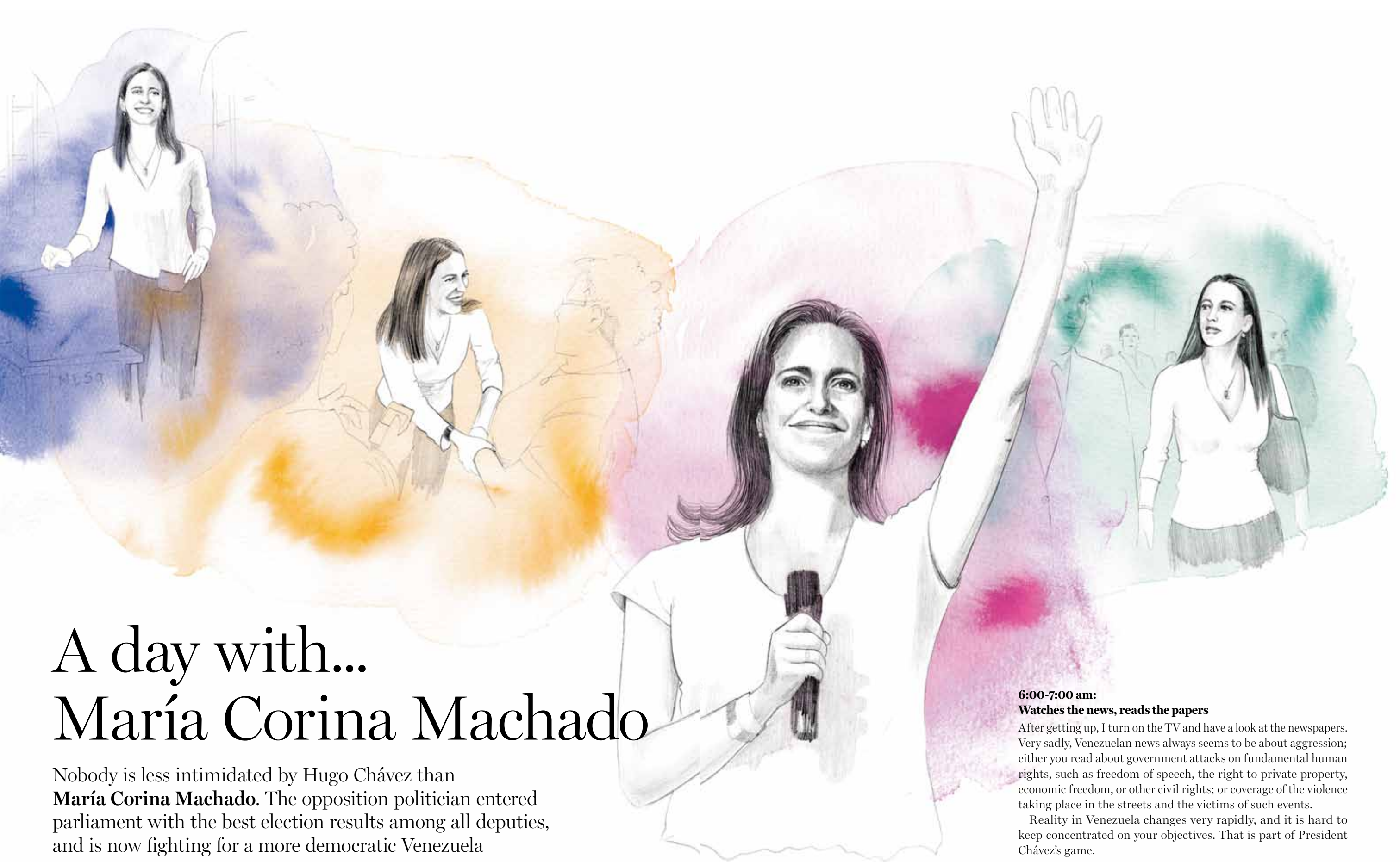
The cobblestones that Wenk’s wheelchair is jolting over on its way to the hotel are set into the sidewalk in front of the Axel Springer building in Berlin. Along with Christopher Jahns, Wenk has just been inside to present his concept to the German minister of health, Philipp Rösler. They explained to the minister that it is essentially wrong that the welfare state pays companies money if they hire people with disabilities, as this sends a signal that these people do not work as well as those without a disability. Jahns and Wenk highlighted the fact that employees with disabilities are on average more productive, loyal and focused than those without disabilities, if they are given the right position. Finally, they discussed the fact that the main incentive for better integrating people with disabilities on a professional level must be their productivity, and that the EBS’s objective is to scientifically prove the economic value of people with disabilities’ resources. Starting with this initial idea and presentation, a specific plan has now been developed by Christian Wenk, former high-level sportsman, now doctor, pianist and coach – one man amongst very few on this planet who can so credibly convey to politicians and business leaders the economic and social value that people with disabilities offer.

“I’ve been in a wheelchair for ten years now. Of course, there were times when I wanted to walk again and be able to feel my body as normal; there’s no doubt about it. However, I wouldn’t want to take back a single day of the last ten years. I would never have had such a wealth of experiences, and my life would have been completely different. I wouldn’t have had as good a relationship with my father; I probably wouldn’t have given any major concerts, or recorded any CDs; I wouldn’t have built any schools in Afghanistan; I wouldn’t have become a Young Global Leader, and I wouldn’t be here today, giving this interview. I could list countless more incredible opportunities that have arisen as a result of my new situation. Basically, I wouldn’t be the man I am today. My ‘fate’ has long made sense to me; I don’t believe in chance. If I didn’t have any more work to do, I would have died in the accident. I’ve learned that I can trust life and that I needn’t be afraid; that life means us well; that what we have been given is ours and will make sense – perhaps not today, but tomorrow; and that every day is a gift. On the whole, Swiss people prefer to be modest and rarely have ambitious plans, so it isn’t easy for me to say: ‘Yes, I believe I can bring about change.’ But I can do that – I want to use this opportunity.”



Christian Wenk

Christian Wenk followed very diverse interests since childhood. He played the piano, performed in contests and concerts and stood out with a profound musical sense. Beside his studies in human medicine and his MD in recovery after spinal cord injury, during two sabbaticals as triathlete he became Swiss champion, a world cup winner in 1999 and fourth best in the world. After a life-threatening bicycle accident in 2000, Wenk suffered from a complete and permanent paraplegia sub T2. Due to his personal resources, positive attitude, strong belief in destiny and sense of life, he graduated and, within six years, became a specialist in internal medicine and a senior doctor. He managed a world-class triathlon event for years and won two gold medals at the 2008 Paralympics in Beijing as head coach of the Swiss hand cycling team. Due to a sophisticated system of using pedals, he again plays the piano, records CDs and performs in Switzerland for good causes. Wenk is known as an inspiring personality and is in great demand for presentations about crisis management, motivation and success. www.christianwenk.ch



A day with... María Corina Machado

Nobody is less intimidated by Hugo Chávez than **María Corina Machado**. The opposition politician entered parliament with the best election results among all deputies, and is now fighting for a more democratic Venezuela

6:00-7:00 am:
Watches the news, reads the papers

After getting up, I turn on the TV and have a look at the newspapers. Very sadly, Venezuelan news always seems to be about aggression; either you read about government attacks on fundamental human rights, such as freedom of speech, the right to private property, economic freedom, or other civil rights; or coverage of the violence taking place in the streets and the victims of such events.

Reality in Venezuela changes very rapidly, and it is hard to keep concentrated on your objectives. That is part of President Chávez's game.

“I visit the barrios, the poor areas of Caracas and other cities, as often as possible with my team and volunteers”

7:30 – 9:00 am:

First meeting with the team

I meet my team in my office. Over the last few months, we obviously focused on the election. We assessed the results in order to improve our performance and we also checked the status of the different activities, projects and proposals. The team is engaged in several investigations, with the support of many experts, in fields such as health, education and security policies. In Venezuela, the efficacy of public policy is difficult to measure due to the official information blackout.

We work hard to develop proposals so that the new National Assembly can be a really important factor in the transformation of our country.

9.00 – 10:30 am:

E-mails, phone calls, interviews

10:30 am – 1:00 pm:

Discussions with various public figures

I take the time to meet and talk with members of all kind of social groups. I frequently meet industrialists, trade unionists, teachers, farmers, priests and student leaders. For me, it is essential to integrate ideas and proposals.

Therefore, we constantly work to integrate efforts and to reflect the majority opinion of the Venezuelan population. I always feel I am part of the majority of Venezuelans: those who want to live in peace and freedom.

1:00 – 1:30 pm:

Quick lunch, usually salad

1:30 – 4:00 pm:

Speeches and official appearances

I constantly meet with civil society groups, such as women’s associations. Women have contributed a lot to help change our society. Sixty percent of households in Venezuela are run by women, and 70 percent of volunteers in social projects are women. I’m one of them.

I belong to a generation that decided to participate in public affairs. We grew up in a system where the citizens left everything to the government, assuming that government should take care of everything. However, this system failed, both economically and politically.

We are fighting for a free and democratic society. We have learned that the state should create conditions in which progress rests on own a person’s own work, effort and integrity.

4:00 – 6:00 pm:

Visit to the barrios

I visit the barrios, the poor areas of Caracas and other cities, as often as possible with my team and volunteers. There are usually between 10 and 30 of us, and we knock on doors and ask if we can talk to the residents. A lot of people thought that we were crazy when we first started going out to the barrios, because President Chávez is supposed to have his largest number of followers there. These areas are also considered dangerous. I can honestly say that I have never been afraid in a barrio. We have never been attacked, not even verbally. Usually the women are at home in the afternoons; they invite me into their kitchen and explain how things have gotten worse over the last few years. They describe how bad the public health service is,

or public schools, and the way their husbands and sons have died in shootings on the streets. Today, Caracas is considered to be one of the world’s most dangerous cities. A decade ago, Venezuela’s murder rate was half of Colombia’s. Current figures show that it is three times higher than Colombia’s.

It is difficult to describe the emotions that these visits create in me. The women often do not want me to leave. Their stories make me very sad, but at the same time, they give me strength to fight. This regime demonstrates its power on TV and has complete control over the army, the judiciary and the media. I really feel that the regime’s time has run out, because you often meet people who have voted for Chávez for years but say: “That’s it. Enough is enough.”

6:00 – 7:00 pm:

Back to the office. E-mails, phone calls, final discussions with staff

7:00 – 9:00 pm:

Time with her three children

In the evenings, I try to give my children the attention and inspiration they deserve. It isn’t always easy. I am often very tired and full of emotions from the things I have experienced during the day. I regularly have to calm their nerves, too. The government has used tax funds to run campaigns against me and has attacked me and my family in cartoons. President Chávez has personally insulted me on national television in several speeches. I try to protect my children from the hate speech, though this can be the toughest job of all.



María Corina Machado

is Managing Director of Asociación Civil Súmate, an association that defends democracy in Venezuela and is one of the largest of its kind in the country. Previously, she founded and directed Fundación Oporttunitas, which funds and provides management support to numerous social development programs. This foundation became the local partner of the International Youth Foundation in Venezuela. She was also the Founder and Executive Director of Fundación Atenea, a foundation that cares for homeless young people and has served as a Member of the Board of Directors of Sivensa. Machado is an Ashoka Foundation fellow and a Member of the Venezuelan chapter of the International Women’s Forum. She holds an Industrial Engineering degree from the Universidad Católica Andrés Bello and obtained a degree in Finance from the Instituto de Estudios Superiores de Administracion. www.mariacorina2010.com



Television tackles polio

Journalist and media consultant **Amir Jahangir** has helped shape the landscape of Pakistani television. The Young Global Leader is now working to establish quality programming, while fighting against infantile paralysis

Pakistan is undergoing a huge process of transformation. Looking back just five years, Pakistan was a country with three forces: the military, politicians and bureaucrats, all of whom had unlimited authority and controlled the country and society itself. Over the last few years, however, two new bodies have been added to this: the judiciary and the media. The media now often plays the role of a watchdog and sounds the alarm if something is not right. Similarly, the justice system is becoming increasingly worthy of its name.

I am a media entrepreneur. I want to contribute to developing a lively and critical civil society in Pakistan that drives our country forward and aids its economic progress. People from Europe or the USA may take a lot of this for granted. For us, however, a free press and particularly free television broadcasting is a huge step forward.

My father wanted me to become a civil servant – a bureaucrat with a secure income and status. When I decided that I wanted to be a journalist, he asked me to find a place of my own. He was firmly convinced that I would lead a life without money or status, and he was not prepared to support this. Five years ago in Pakistan, there were just four state broadcasters. Then the TV and telecommunication sectors were liberalized, and now in Pakistan we have over 90 broadcasters, half of which are beaming news around the clock. Of course, this quantity has no bearing on the quality of the programs broadcast.

We may have freedom of press now, but many journalists still lack the expertise to report on the political and economic situation, and so many of our programs appear almost satirical. There are news presenters who ask eight-minute-long questions and expect a 30-second response. There are also many reporters who fail to assess the

“We suddenly have a huge need for journalists, yet we have no tradition of journalistic training”

consequences of corruption for the economy as a whole. They don't realize that heavy investment in infrastructure is worthless if building management and the construction industry are corrupt. When reporting on the flooding, some media organizations helped identify where aid was needed most pressing and where state and private aid agencies were going wrong. This was positive. However, the question of why it was happening was not asked. There were no reports on global warming or its causes. Similarly, nobody asked why our infrastructure and disaster protection proved so weak against the flooding, or who was responsible for such sectors. Pakistan is in a transition. It has become an information society, not yet a knowledge society. At present, we are unable to sort through the information and this must change. The media has the opportunity to play a key role here.

Jahangir established an exchange program for journalists

Training critical, professional journalists is thus extremely important for our country. With the explosion of media from a state-owned television to more than 90 television and a similar number of radio channels, we suddenly have a huge need for journalists, yet we have no tradition of journalistic training. Working with the United States Agency for International Development (USAID) and Stanford University, I was able to establish a program three years ago, whereby Pakistani financial journalists are provided with an introduction to various economic issues from the perspective of innovation at the Stanford Center for Innovation and Communication, California, and then spend a few months working with and observing US editorial teams. In this manner they see exactly how a free, critical press operates. This is how good journalists reach their audience – it is the background to the story.

Pakistan has 170 million inhabitants, and over 70 percent of these are under 35 years old. Our country's youth is our greatest opportunity. However, if we do not give young people a chance, they can become our greatest risk. Those of us in the media industry must also always bear this in mind. Two years ago, in collaboration with the Higher Education

Commission of Pakistan, we established a scholarship system for young media professionals. Good schemes like this have to start small, too. The TV station I was heading at that time first took on ten scholarship students, who undergo a two-year masters' program that covers the fundamentals of journalism and mass communication. After this, they are awarded a one-year job contract with salaries on a par with the industry standard. A range of other channels are considering adopting this model, and there will soon be 200 scholarships. If all 80 TV stations offer the same, we'll soon have 800 trainees. The first big players in the online media market are also showing an interest, so there is plenty of room to grow.

It is particularly important to us that our program does not target the upper classes exclusively. Most scholarships in Pakistan are for students who attend international schools, who tend to be children from wealthy families, but we made the decision that our journalism scholarships would only be available to young people from families with a household income of less than 400 dollars per month. This social support should have an impact on media content in the future. As in many developing countries, the media's view is focused on urban areas, and is defined by traditional elites. Many of our scholarship students come from the rural, suburban or working-class families. As journalists, they will thus bring topics onto the agenda that have largely been previously ignored by the media. At the very least they will be able to offer new perspectives on issues.

The media has a responsibility to portray reality as it is experienced by all members of society. That can only happen if all social classes have access to journalism as a career, and if the diversity of our society is reflected in the make-up of our editorial teams. We are already seeing positive developments in this regard. Until two years ago, the mainstream media reported almost exclusively on mainstream politics. Since last year, however, they have increasingly focused on social issues and on the fears and needs of those in the countryside. Journalists are gradually realizing that they can apply significant pressure to politicians and the administration to create value for the citizens of this country.

Let me give you an example. By 2006, infantile paralysis (polio) in Pakistan had been overcome. In 2008, however, we had a sudden outbreak of the disease, as regional health authorities responsible for controlling the disease were not doing their jobs properly. As a result, our TV channel set up a hotline that viewers could ring with information such as: “My name is so and so, I have three children, and I haven't received the polio vaccination from the local health department.” The names of the relevant authorities could then be shown on-screen, until the families finally received their medicine; 17 TV channels and a range of radio stations supported the initiative. It's a real joy to see how much energy the health authorities can suddenly develop when necessary. We would really like to apply this watchdog model to other fields where public administration is not being carried out correctly. The next stage may be a complaints service for corruption-related issues. Whenever I come up with a new initiative like this, I always get feedback from other Young Global Leaders. For example, if I do not know how best to include social media in a TV initiative, I can get the answer within hours, as well as a host of offers for valuable practical support. The enthusiasm with which people help each other within the network is really impressive.

One point is often forgotten in the debate on the new role of the media. While providing critical journalism is important, it is just as important to provide a platform from which we can set good examples. We must nurture hope by reporting, for instance, on the tireless work of the health authorities and on the student groups who fight against extremism in all its forms at school. The same applies to business. Journalists must do more to seek out entrepreneurs who are driving our country forward – people who are blazing a trail as innovative business leaders and who are inspirational role models for the younger members of our society. I am convinced that if we as journalists bring these business leaders, who demonstrate to young people how exciting and fulfilling business can be, to the forefront of public attention, we will make a key contribution to the economic development of our country. As I see it, this is an important part of the role of a press that is just discovering its freedom.



Amir Jahangir

Amir Jahangir is a strategic communication and media professional and currently the Chief Executive Officer of Mishal (Private) Limited. Previously, he had joined Jaag Broadcasting Systems (SAMAA TV) as Chief Executive Officer in 2008. He is Program Advisor to the VINNOVA-Stanford Research Center of Innovation Journalism at Stanford University. In the development sector, he has been working closely with the Government of Pakistan on media development, creating innovative models for healthcare delivery mechanisms and communication, advising it on privatization, skill development, sector development reforms and improving Pakistan's competitiveness. He is one of the pioneers in creating industry-academia linkage between media and the Higher Education Commission. Jahangir was part of the team that launched the Competitiveness Support Fund, the first joint venture initiative of USAID and the Government of Pakistan. He earned the title “Most Innovative Strategist” for developing a comprehensive strategy for Executive Opinion Surveys for Global Competitiveness Rankings to collect soft data on Pakistan. He also managed Pakistan's partnership for the Global Competitiveness Network of the World Economic Forum.
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“Microfinance becomes a new asset class”

A new generation of microloan entrepreneurs is challenging the donor-based model for which Mohammad Yunus won the Nobel Peace Prize. One of them is a YGL. **Ganhuyag Hutagt**, cofounder of XacBank of Mongolia, is convinced that microfinance has to be commercialized in order to serve its customers and to fight poverty in a more efficient way*

*This interview took place while Hutagt was still in his capacity as a bank manager.



“I want to work with young people, and make sure that every newborn child has full access to health care and universal education”

Why did you go into the microloan business? When I was 17 I started my own micro-business, as I moved from China to Russia with my family to run a trading business. We didn't really understand what we were doing at the time. But I saw how the big trading companies worked, and I was very frustrated to be such a small part of a big mechanism. But when I got a job in a micro-finance institution, I really felt I was in the right place at the right time.

So your own life story played a big part?

Mongolia is a unique place in the sense that we were under socialism for 70 years before all of a sudden we were forced to think in market terms. But then the banks collapsed and the people lost their trust in them, which wasn't very strong to begin with. This definitely led a lot of people to think about equitable access. It is very satisfying to see the impact of investments immediately. There

are women whose prospects change dramatically for the better within three months. This very tangible impact also motivates me a lot.

How many people did you reach?

In the whole of Mongolia there are only 2.7 million people in a country as big as Western Europe. But we have the highest penetration of financial services in the world. People have an account from the day they're born. Every bank is involved in microloans. All the money from the new-found mineral wealth and the growth of the Chinese economy is invested in the people. We are branching out into other products such as insurance and are also thinking about expanding our microloan systems to China and Russia.

The nature of the microloan business seems to have changed in recent years.

What are the differences between the microfinance concept of Muhammad Yunus, the founder of the microloan movement, and yours?

With all due respect to Yunus, he laid the foundations for what we are doing now. We are taking it further to develop things like responsible banking. For people like me, microfinance is really becoming obsolete. Microfinance is to some extent illogical, because it is about helping to eliminate poverty. That means self-destruction in the sense that if we are successful with our mission, there won't be people to reach with microfinance anymore. In Mongolia, with the opening of the economy, the abundance of natural resources and proximity to China, there is a debate about how much microfinance can really contribute to the growth of the economy. I think we have to think about much more than accessibility of credit. There are many requirements for being a suitable environment to do business. The government has to play its own part with infrastructure, access to information, education, health and the provision of a framework that ensures justice.

Gan, what is your take on the idea that XacBank would never have existed without government aid?

The problem was that most microloan projects that received public aid had definite goals. As a result, there was always the need to show something to government and the public immediately, so most of the money was spent on trucks, cars and office furniture. We are the only donor project started in the 90s that is still working in the form of a commercial bank that pays taxes and employs over 2,000 people. We paid back most of the money that we had received. So I would say that our project is a shining example of how aid can really make a difference. It is very important to let the local people run the project themselves rather than bringing in a flood of consultants who go home after 3 years. So, to a certain extent microfinance is important. But I have become very critical of it. Since 1998 the poverty rate in Mongolia has not changed for the better. The legal system still

doesn't work properly – with 100 percent access to microcredits! So I have changed my focus. I want to work with young people, and make sure that every newborn child has full access to health care and universal education. I always think about Baron von Münchhausen, as he pulls himself out of the swamp. I think poor people have to get themselves out of poverty and not rely on the government or the microfinance system. The West was not built on microfinance, but on the entrepreneurial spirit of individuals.

So what is your role as a banker?

That is what I am trying to explore. The solution to poverty is a very complex issue which has to be tackled with a partnership of government, private sector and civil society. Microcredit plays a transitional role for some time. But to keep using microfinance because it works in some cases that are good for anecdotal stories would be the wrong way. I have worked in this industry for 12 years, but in a country of only 2.7

million we could not really make an impact. So it will take a broader initiative from all participants. We now provide education loans to students, we lend to hospitals, doctors and teachers, so that they stay on in their jobs. The mission of our organization is to help people live better. We don't even call our clients poor; the last thing you can take from someone is their dignity. The government that doesn't make things better is poor. I don't want to discredit microfinance per se, but I do think it has to develop. Banks in Holland and the US have also found models showing how to tackle issues like the environment and sustainability.

You joined the Young Global Leaders network. How do you perceive this community?

It provides a perfect venue to meet the thought leaders who are shaping the future of the world now. It's an honor to be a part of it. Sometimes I get lost in small local issues; but the YGL gives me a global perspective, which again helps us on a local level.

“I get lost in small local issues; but the YGL gives me a global perspective, which **again helps us on a local level**”

What will the microfinance business look like 10 years from now?

In 10 years, microfinance issuers will have had a very critical look at themselves and learnt from the recent crisis that hit us hard in countries like Bosnia, Morocco and all over Central Asia. The reckless lending that went on before that has to be stopped. There need to be government and industry standards that are implemented in microfinance institutions. Hopefully the investors will push for a new level of corporate risk management, a new level of corporate governance. The listing of the institutions will help that. As for my bank, we will be an international company; we will engage in microlending, but only with a very critical eye on what we are doing. We have to take the holistic view, that the loan is needed to help a person's transition. But they will also need much more, such as saving accounts, insurance or mortgages – whatever the individual needs. There is no point in staying dogmatic.



Ganhuyag Chuluun Hutagt

Ganhuyang Chuluun Hutagt started his career at the Mongolian Stock Exchange as a floor supervisor in 1991 and moved on to engage in the family business a year later. He joined the Central Bank's Supervision Division after graduating from the Budapest University of Economic Sciences in 1997. He then worked for UNDP's MicroStart Project in 1998, initially as a Finance Manager and then as Operations Manager, before becoming Executive Director of Mongolia's first non-bank microfinance company XAC (Golden Fund for Development) in 1999. XAC subsequently merged with another NBF1 to form XacBank, a commercial bank with a social and development mandate. He has held the position of Chief Executive Officer of XacBank since its founding in 2009. Hutagt now leads the holding company of XacBank TenGer FG. Hutagt has served as Honorary Consul of Hungary in Mongolia since 2006. He was one of the pioneers of the financial cooperative movement in Mongolia in the 1990s. He is a Member of the Board of the Microfinance Centre for CEE and NIS, and is currently Vice Minister of Finance of Mongolia.

How to create success

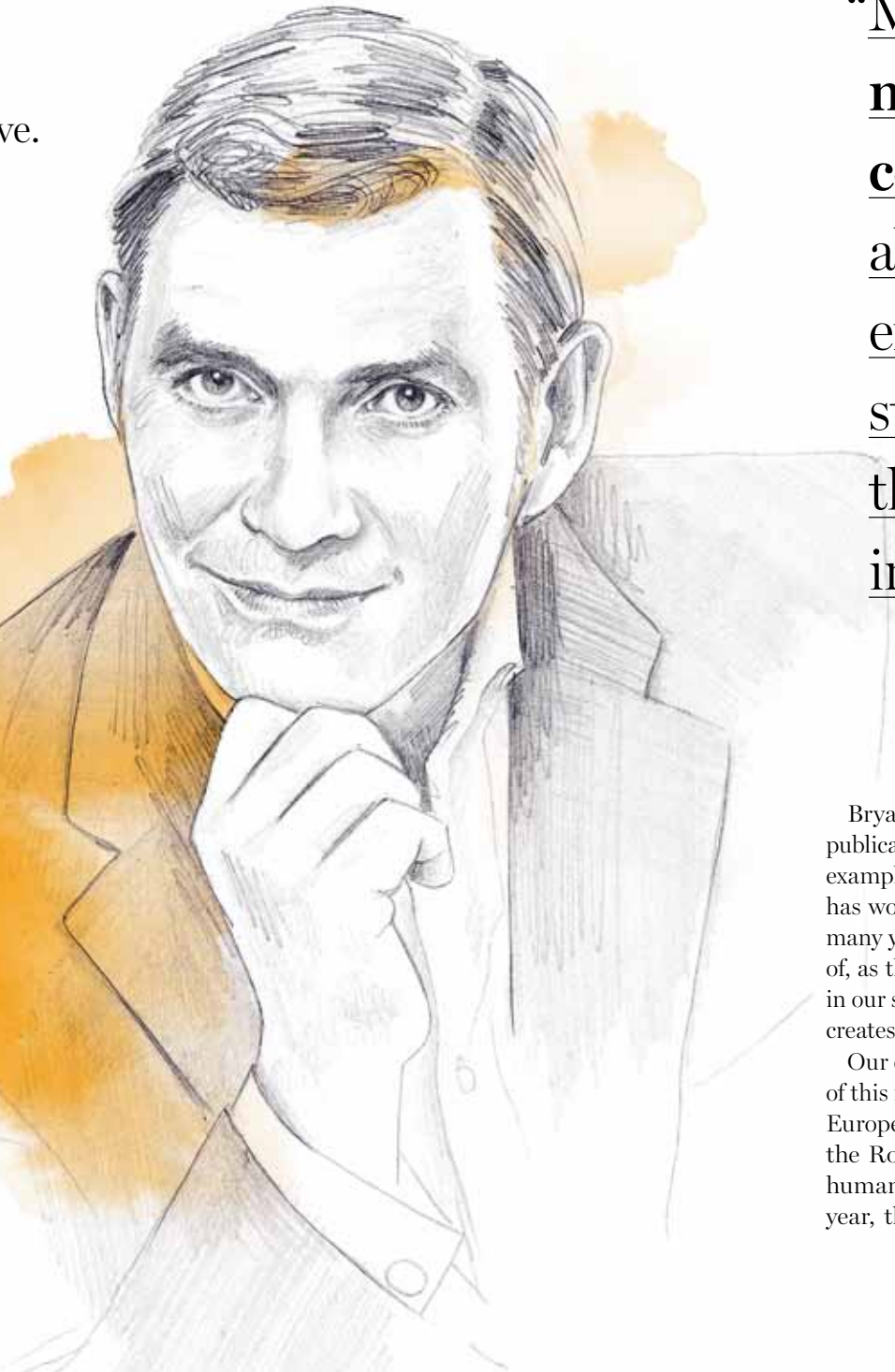
“It’s character that creates impact”

As CEO of Roland Berger Strategy Consultants, **Martin Wittig** knows what strong personalities can achieve. That’s why he supports the YGL

Success is partly a question of character – in both senses of the word. This is proven by the World Economic Forum’s Young Global Leaders (YGLs). All YGLs are firstly outstanding personalities who have achieved notable successes in their youth. Secondly, they also impress because they use their skills, intelligence and knowledge to change the world for the better. In short, they live their values and, in so doing, show their character.

One example is John Hope Bryant, who has advised President George W. Bush, as well as his successor, Barack Obama. Bryant, born in 1966, dedicates his life to the “financial literacy” of poor people in the US and Africa. His belief is that if people “learn the language of money”, they can free themselves from poverty with the instruments of capitalism. Since 1992, his “Operation Hope” has attracted 10,000 supporters, helped one million people and donated one billion US dollars to bring about social mobility.

We can also look at Christian Wenk, who became a YGL in 2009. This young Swiss has been a paraplegic since a sports accident in summer 2000. Today, he works as a senior physician in an emergency room, trains the national Swiss handbike team and gives piano concerts. Together with Christopher Jahns, President of the European Business School, he recently founded the “Center for disAbility and Society”. Here, managers of the future at the EBS learn how to employ people with disabilities as valuable, productive employees in business.



“Managers today must have an ‘inner compass’ and be able to guide both employees and stakeholders with their reliability and integrity”

Bryant, Wenk and many other young leaders in this publication embody the idea of the YGL community. Their example shows why Roland Berger Strategy Consultants has worked so closely with the Young Global Leaders for many years now. It is something we are particularly proud of, as the YGLs represent an attitude that plays a key part in our strategic consultancy philosophy: “It’s character that creates impact.”

Our company founder Roland Berger is a living example of this motto. After spending 40 years building up the only European consultancy of global importance, he founded the Roland Berger Foundation. Its mission is to bring human dignity and education into people’s lives. Every year, this institution awards a prize for personal work

against disadvantage and discrimination, and supports socially disadvantaged youth in their efforts to access a good education.

For us as consultants, it is very important that outstanding technical and methodological expertise, industry experience and sound judgment go hand in hand with integrity and values. This is the only way to achieve genuine, long-term success for our clients.

Today, this is more important than ever. The economic and financial crisis of the last few years has shown that nobody can rely on trends. Anglo-American economists speak of a “new normality”. By this they mean that corporate management is now subject to long-term, major uncertainty and growing complexity. We must get used to major swings on capital markets and to the fact that the speed of transactions will further accelerate. Uncertainty is on the rise in the real economy too: through the growing importance of China and India as exporters, for example, and through global competition for dwindling raw materials. In addition, the effects of megatrends such as climate change, urbanization and aging populations are being felt faster than many had expected.

Alongside dealing with faster changes than ever to the business environment, managers are also confronted by conflicting trends. One example of this is the way textiles manufacturer Inditex is expanding its value chain into Asia and looking for new suppliers there, while at the same time building up its production capacity in Europe to get new collections into stores even faster.

As well as in management circles, uncertainty is also growing among employees. These are far from ideal conditions in which to achieve success. Managers today must have an “inner compass”, and be able to guide both employees and stakeholders with their reliability and integrity. Expertise and authority nurture trust and motivation.

Corporate success does not solely depend on the formal education and track record of the management team. It also relies on their values and behavior – their character, essentially. Surveys show that managers have recognized this connection, with four out of five saying that they believe reliability, trust and integrity make a key contribution to corporate success – such as through stronger customer relationships.

Only strength of character – translating into an awareness among managers of the wider context and of their responsibility in society – can deliver success. “I won’t sell the future for short-term profit.” Werner von Siemens recognized this in the 19th century, and his quote has lost none of its relevance. The YGLs and many other leaders are carrying Siemens’ message into the 21st century – and are successfully implementing it on a day-to-day basis.

The man with the electric lollipop

Adrian David Cheok is one of the pioneers of what is known as mixed reality. He examines ways in which the digital and physical worlds can better interact. The result is a series of incredible ideas that have the potential to make all our lives easier over the long term



My goal has always been to make new things. This was true growing up, I loved to play with gadgets and take apart things to figure out how they worked. I soon realized I really enjoyed “hacking” in the good sense of the word. My entry into the world of invention was actually fairly conventional – I studied electronic engineering and then completed my doctorate in power electronics. My first job was in the development lab at Mitsubishi Electronics, where I worked on a range of interesting projects. These included increasing the efficiency of electricity grids, developing high-speed trains and a range of other topics that engineers love. However, I quickly became aware of the fact that we were only working to improve existing items. This of course was important work in itself and a practical endeavor, but I felt that I wanted to do more to help bring innovations into the world. At the same time, the Internet age was just beginning. As a result, I started to focus closely on digital technology and arrived at the following question: Why did the virtual worlds and virtual reality of the 80s and 90s, which had started so promisingly, never really take hold and accelerate technical development? Why had these approaches only found niche uses, such as in automotive development?

Numerous renowned psychologists have looked at this question, and largely share the same conclusion: As real people, we are not comfortable in purely virtual worlds where we

“My hope would be that a sensory Internet brings us closer together”

cannot touch, feel, taste or smell. We have developed our senses over millions of years and think in fact through our bodies. Increasingly, neuroscientific discoveries show that the separation between mind and body is an illusion. My conclusion from this was that we had to make virtual worlds sensory so that they could actually be experienced by people. Only by doing this will we ensure that virtual reality genuinely aids technical development and helps improve people's lives around the world. Basically, this is what my work in the “mixed reality lab” is all about.

Pacman comes out of the screen

When I started working in mixed reality, I initially looked at developing mobile augmented reality. We developed computer games where the boundaries between the real and virtual worlds were blurred. This included projecting a virtual object, such as a virtual flower in a real vase. I wrote a series of scientific papers on how this could be achieved, which were very well received in the academic world. However, I didn't really get a clear idea of the effect we might have on society until we presented “Human Pacman”. “Human Pacman” is a video game that is played at the point where the virtual and physical worlds meet: Players become the actual pacman character, play in the city streets by collecting virtual cookies, and run away from ghosts who are their friends.

This might just sound like fun, but the concept has a very serious background. Increasing numbers of children spend day after day glued to their computer. Of course, you may ask why they need a “Human Pacman” to get them outside. Why can't they simply go out and kick a ball around? This may be a valid point, but it means nothing if children don't do it. We can't turn back the clock. Kids love computer entertainment, so we must ensure this has a physical, interactive edge if we want our children to do more exercise. This doesn't just apply to kids either – it is equally valid for the elderly. In fact, it applies to both groups together. To address this issue, we invented “Age Invaders”, a mixed reality game based on “Space Invaders”. The twist here was that grandparents used laser beams with fast lasers, while the children's were slower, and in addition, the children should follow fast dance steps. The

children thus had to move quickly to dodge lasers from the grandparents, while the older players had much longer; the interaction between generations was fantastic to see. Through studies in Singapore, we also established that we could introduce older people to computer technology through games like this, and they enjoyed playing with the younger generations. First they play, then they surf the 'Net, then they use computers to simplify their everyday lives. We saw this as a particularly positive side effect of our games.

The games brought my lab's research international recognition, and for that I am of course very grateful. However, I wanted to explore further the potential of digital entertainment and communication. As I mentioned, for a few years I have been driven by the question of how we can turn Internet communications into encounters that feel genuine. This might sound a bit funny at first. We can already chat and Skype with video, and send endless e-mails; and that's all great. Yet people still constantly fly around the world, putting a great strain on the environment, in order to meet personally. Why is this? The reason is the same as that behind the limited success of virtual worlds. Rational communication only accounts for 30 to 40 percent of all our communications, while the rest is conveyed via body language, gestures, touch, smell, situation, etc. Chatting to a friend over dinner has an entirely different quality to an MSN chat. In the mixed reality lab, we are looking for ways to make Internet communications feel more genuine through the use of non-verbal elements.

We have started with touch, or more precisely, hugging. A prototype has been developed for a system that we call the “Huggy Pajama”. Through this, parents who are away travelling can embrace their children at home in bed, provided they are wearing the special sleep suit with controllable air chambers. It feels incredibly realistic. Please don't misunderstand the aim of our work. We are also aware that the world has more pressing needs than a remote hugging system. What we're carrying out here, however, is research into improving remote communications. Our strategy is to come up with crazy things, in the hope that they will at some point lead to important practical applications.

A good example here is the electric lollipop. This allows flavors to be transferred remotely. You place an electronic plate in your mouth that activates the taste nerves, which enables, for example, a literally sweet message to be sent over the Internet. In the near future, we also hope to be able to transmit smells via the web. I understand that this might also sound a little crazy or unnecessary, but the project is being financed by the Japanese computer firm NEC and has a serious background. Studies show that 20 percent of all elderly people in Japan can go over a week without speaking to a single person. Work pulls families apart all around the world; traditional family meals are only held occasionally, if at all. My hope would be that a sensory Internet brings us closer together. Grandmothers or grandfathers can cook in their kitchen, while grandchildren sit in their own kitchen, smelling what's being cooked and talking about the meal with them.

Once again, we don't want people to only communicate through technology that artificially creates authenticity (however contradictory that may sound). Humans require genuine authenticity. Perhaps one day it will be possible to walk through a virtual Coliseum that looks and feels relatively real. People will still travel to Rome, however, to see the actual Coliseum. I feel a world in which people only embrace using the “Huggy Pajama” would be a nightmare. There are parents and children today who communicate with each other via MSN Messenger whilst being in the same house – which is of course fairly ridiculous, and it may even be damaging.

At the same time, we must seize the opportunities offered by new technology to improve communications. At present, we are leaving the information age and moving into the “age of experience”. The Internet has multiplied our communications, but at the same time it has separated us physically to a certain extent. Technically assisted, sensory communications offer an opportunity to bring us closer together again – during times of work, school or business meetings and trips. There are even other potential uses which initially I did not think of. I'll give you an example: When we presented the “Huggy Pajama”, I received messages from all around the world. One e-mail came from a father in the UK whose daughter was in quarantine in a hospital. Nobody was allowed to approach her, and the “Huggy Pajama” would have been the only way that the little girl could have been embraced.

The YGL community has really helped clarify the possible social effects of inventions. I'm now 39, and in the next part of my life I will try to examine how creative technology can help underprivileged people. Geeks and “mad engineers” like me need to see this as a much more important part of their work. I am very excited as to where this path may take me.



Adrian David Cheok

is a Full Professor at Keio University Graduate School of Media Design and Director of the Mixed Reality Lab at the Interactive and Digital Media Institute (IDM) in Singapore. He previously worked in real-time systems, soft computing and embedded computing at the Mitsubishi Electric Research Labs in Japan. He has conducted research into mixed reality, human-computer interfaces, wearable computers, ubiquitous computing, fuzzy systems, embedded systems and power electronics. In 1992, Cheok received a Bachelor's degree (with Honors) in Engineering from the University of Adelaide and, in 1998, a PhD in Engineering. He is an Associate Professor at the Department of Electrical and Computer Engineering. Cheok has received numerous awards, including the Hitachi Fellowship; A-STAR Young Scientist of the Year; SCS Singapore Young Professional of the Year; Fellow in Education, World Technology Network; and a Microsoft Research Award for Gaming and Graphics. www.adriancheok.info

A citizen of a better place

Shai Agassi was hit by a car as a young man and has suffered from chronic back pain ever since. In 2007 he left SAP and is now bringing large numbers of electric cars onto the road. An inside look at best practice

How can the world be made into a better place by 2030? This short question was all it took to fundamentally change Shai Agassi's life. Klaus Schwab posed it to the first intake of Young Global Leaders at the inaugural meeting in January 2005 in Davos, Switzerland. At the time, Agassi was one of the most prominent members of the YGL group. The business sections of practically every major newspaper worldwide had reported on the Israeli, who originally studied IT. They discussed how he collected punch cards as a five-year old and learned the 'Fortran' programming language aged just eight at a computer course for children, run by the University of Tel Aviv. How, in his early 20s he worked with his father – a former colonel in the Israeli army – to found and successfully develop a number of software and multimedia firms. How SAP bought two of the companies, one which developed portal software



“People want electric cars on the road, and they want to literally be part of a new movement”

and the other which developed ERP software for mid sized businesses. They also discussed, how SAP cofounder Hasso Plattner supported him on the executive board and treated him as a future CEO of what is by far Europe’s largest software firm. And finally how, in 2003, at just 36 years old, Shai Agassi was featured in Time Magazine and on CNN’s list of the 20 most influential business people worldwide.

Two years later, at a workshop in Davos, Agassi tried to frame Schwab’s question regarding a better world by asking another one: “How could an entire country get by without the use of oil by 2030?” The question, however, still seemed a little too broad for the Israeli, and so instead he decided to ask this one: “How could a country’s automotive industry become independent of oil?” Agassi has since worked day and night on developing an answer to this question; and the pioneering yet simple idea of his company Better Place has also been reported on by the global press. The idea is a system-wide approach to electrification that makes electric cars more affordable and more convenient than cars fueled by oil.

According to predictions, however, the range of electric cars will remain limited for many years to come. At present, it will also be difficult to make major cuts to the time period required to recharge batteries. The message from Better Place is that this is not a problem. At automatic battery exchange stations, drivers can simply swap their empty battery for a full one. The company aims to attract customers through a business model based on subscription-based services for transport. Instead of buying petrol kilometers with every fill up, drivers will sign up for a four-year contract for electric kilometers and infinite range through complete access to the Better Place network of battery switch stations and charge spots.

The path leading from an initial concept to its eventual realization is a long one. Here, Shai Agassi summarizes the

key hurdles that he has managed to overcome, and those obstacles that still lie ahead:

Have faith in yourself

The first and perhaps most difficult stage in this kind of project is convincing yourself. That might sound strange, but it is a crucial part of the process. You can only successfully drive a project forward if you are 100% convinced that an idea of any magnitude can actually work in the real world. At Better Place, a white paper provided this persuasion. Version by version, it was checked and improved by a YGL sounding board. Eventually, a system was developed on paper that I knew would work.

Convince others (particularly investors)

We have successfully raised around 700 million dollars in capital in what has been a difficult period for the market. How has this been possible when undertaking a project that has no precedent? Well, essentially all we are doing is combining existing technologies and business models in an innovative way. We were able to demonstrate early on that an exchange station for batteries would be technically feasible, and we backed this up by showing that the figures behind our project add up. It is cheaper to run a Better Place car than to run your own gasoline vehicle. Our potential is the world’s largest market – that of oil and gasoline, worth three quadrillion dollars annually. In other words, we are replacing the world’s most expensive product. Even if we capture just a small share of this market, this business venture can therefore be enormously profitable. As such, we were able to convince a large number of investors.

Tests and proof

Our fleet of taxis in Japan proves how well our technology functions, while our field tests in Israel and Denmark

demonstrate the huge interest that exists among the public. People want electric cars on the road, and they want to literally be part of a new movement. The system and the cars themselves should, therefore, be accepted and well-received by the public. Such prognoses have also been validated in field tests, with the electric cars made by our partners, Renault, proving extremely practical.

Implement and scale up

Once some experts gave us their vote of confidence, we were able to acquire financing and investors faster. This capital helped us avoid the classic chicken-and-egg problem. We knew from the start that we had to have our infrastructure in place before producing the first cars, which in turn would bring the money in. We thus included all of this information in our business model. The best aspect of our model is that time works in our favor. Oil will continue getting more expensive – there is no way around it. If some people are unimpressed by the figures at present, it really isn’t a problem as in a year’s time (or in two or three) they will be.

Our biggest challenge in the coming years will be meeting demand. I have no worries about vehicle supply. In the first few years Renault-Nissan will certainly be able to provide sufficient cars. Additionally, we have gone into partnership with Chinese automotive manufacturer Chery, and other partnerships will inevitably follow. Infrastructure, however, is a much larger test, as every year we must increase the number of exchange stations tenfold. In 2009 we had one, in 2010 there were ten, this year there will be 100, and next year there will be 1000. By 2013, the total should stand at 100 000. No other company has overseen comparable growth in history. Though that certainly does not mean that it’s not possible.



Shai Agassi

is the founder and Chief Executive Officer of Better Place, a mobility operator focused on one of this century’s biggest challenges: building a scalable and sustainable personal transportation system that ends oil dependence. He works directly with government leaders, auto manufacturers, energy companies and others to make his vision of zero-emission electric vehicles powered by renewable energy a reality in countries around the world. This vision was inspired by a profound question posed at the World Economic Forum in 2005: “How do you make the world a better place by 2030?” Agassi founded Better Place and, in 2007, officially launched the company. In 2008, Israel became the first country, and Renault-Nissan the first carmaker, to embrace the Better Place model of building an open network to enable mass adoption of electric vehicles and delivering transportation as a sustainable service. Soon thereafter, Denmark and Australia followed suit. Recognizing Agassi’s visionary leadership with the Better Place model, Time magazine named him one of its “Heroes of the Environment 2008”.

www.betterplace.com

Models of change

Environmental scientist **Jennifer Corriero** is multi-talented. She advises businesses, brings committed young people online together and much, much more...

Jennifer Corriero expertly grasps the microphone in her right hand. The Canadian stands on the stage confidently and glances at the audience before she begins speaking. Her verses are defined by change. “How does change happen” is the title of her poem (see next page). The end of the poem is met by a standing ovation from the young leaders at the 7th Young Global Leaders Summit in Tanzania, east Africa. It is a meeting for a better future, and the attendees acclaim an appearance that has fired them all. Each year, the Young Global Leaders come together somewhere in the world for their annual meeting, where they discuss current problems of a global scale, such as

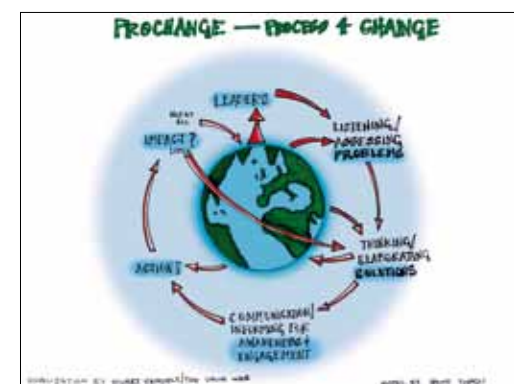
How to make a difference

How can the world be changed for the better? The YGLs examined this question in May 2010 at a conference in Tanzania’s capital, Dar es Salaam. Their “Models of Change” were also recreated as brightly colored mindmaps thanks to the support of the designers at Value Web.



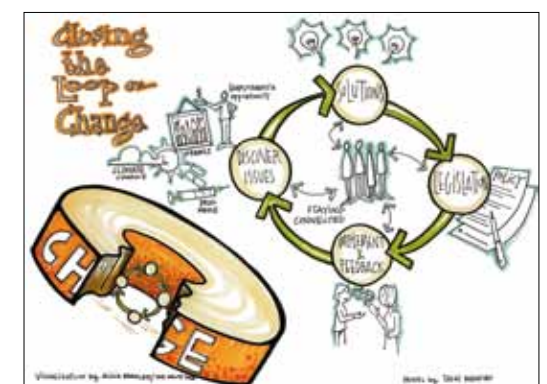
Vizualization: Aaron Williamson

Model: Umar Saif



Vizualization: Stuart Samuels

Model: Irene Tinagli



Vizualization: Alicia Bramlett

Model: Tashi Wangmo

education, nutrition and development. At the summit, strategies are drawn up, innovations presented, and new horizons opened up. The largest and most recent YGL conference was held in Dar es Salaam in May 2010, in advance of the World Economic Forum on Africa. A good third of the YGL community attended, with 265 young leaders from 70 countries and a host of social areas coming together in the east African port city. Corriero was one of them.

The young Canadian activist was named a Young Global Leader in 2005 and is particularly multi-talented. In 2000, the environmental sciences graduate founded non-profit network TakingITGlobal, which connects around 300,000 young, committed members worldwide. Their common aim is to bring about positive change at local level through global networking. Corriero's platform offers a space for communication, exchanging ideas and shared learning. At Dar es Salaam, Corriero – who is also a management consultant and motivational coach – used a poem to answer the question of: "How does change happen?" It is a question that the YGLs also discussed in countless workshops, before combining the results in 170 "models of change". Some of these models were then recreated as brightly colored mindmaps (see below). These explain complex facts in a pictorial and emotional fashion – just like a good poem.

How does change happen?

By Jennifer Corriero

This is perhaps one of those eternal questions that carries both simplicity and depths of complexity juxtaposed in a tension so bright and dark that emotions explode and identities blur.

Is your belief defined by your role or is your role defined by your belief?

How does change happen?

POLICY says the policy maker
 MARKETS says the business manager
 MASS MOBILIZATION says the organizer

DIALOGUE says the convener
 SYSTEMS CHANGE says the academic
 IMAGINATION says the artist

INVENTION says the scientist
 INNOVATION says the technologist
 INVESTMENT says the banker

DESIGN says the architect
 ENLIGHTENMENT says the spiritual guide
 RULE OF LAW says the lawyer

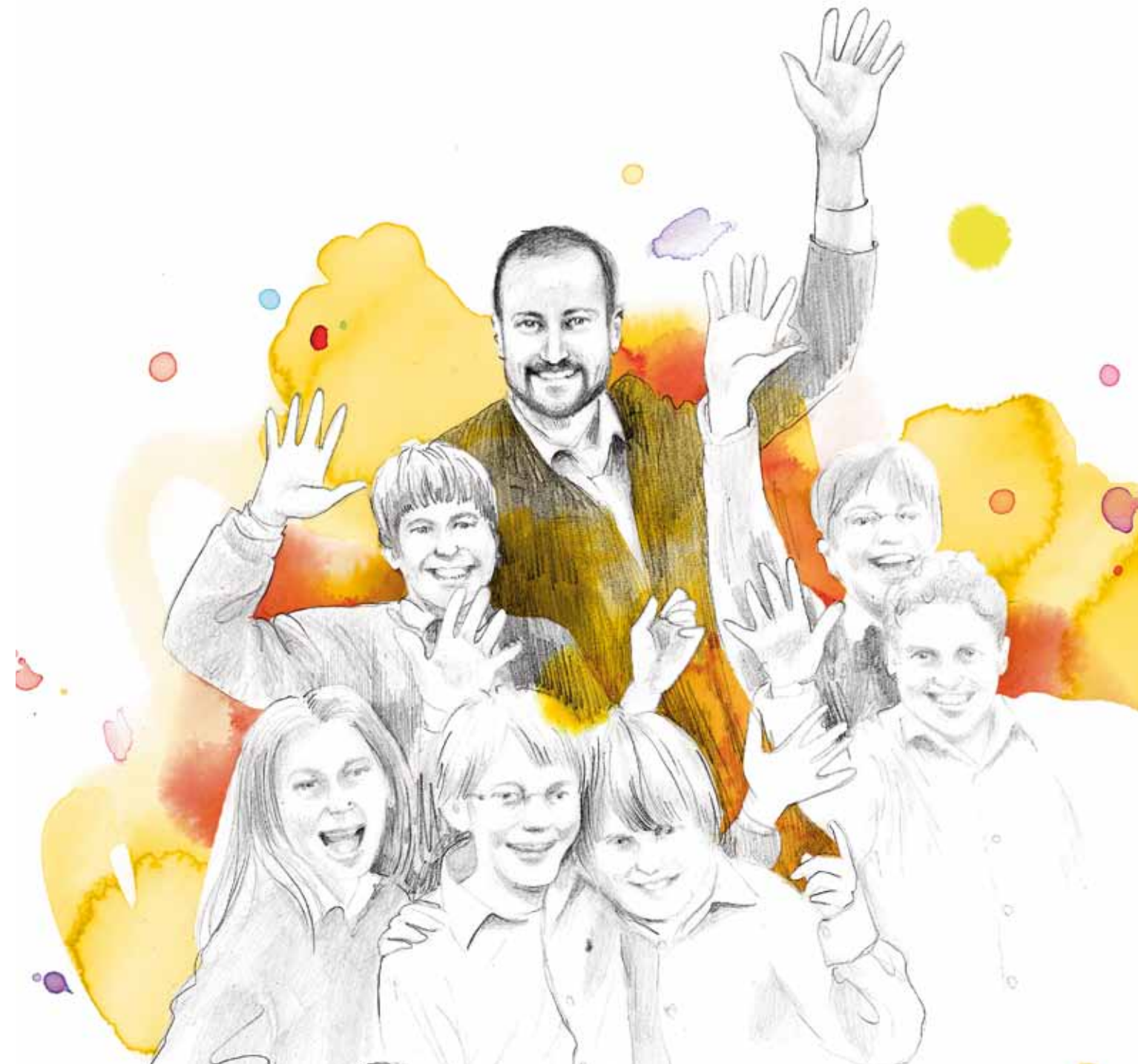
CONVICTION says the leader
 EDUCATION says the teacher
 DATA says the analyst
 UNIVERSAL ACCESS says the philanthropist
 HEALTHY CHOICES says the coach
 AWARENESS says the communicator

PERSPECTIVE says the author
 CRISIS says the journalist
 ACTION says the entrepreneur
 REVOLUTION says the activist
 HOPE says the dreamer
 NETWORKS says the connector
 INSPIRATION says the storyteller

LOVE says the mother
 ASPIRATION says the father
 LAUGHTER says the child
 POSSIBILITY says the youth
 REFLECTION says the elder

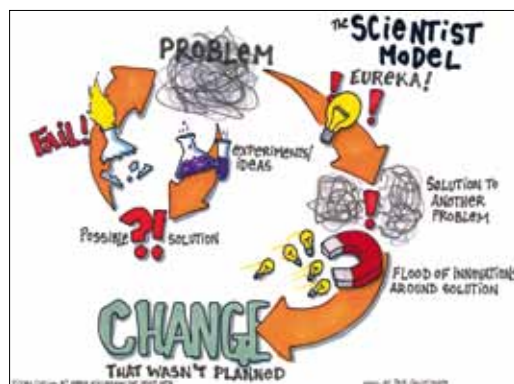
And so we ask ourselves where we stand, where we shine and where we fly. We ask whether or not we are defined by the roles we take or the collective outcomes that emerge when our efforts and beliefs collide.

Is it magic or tragic that we disagree?



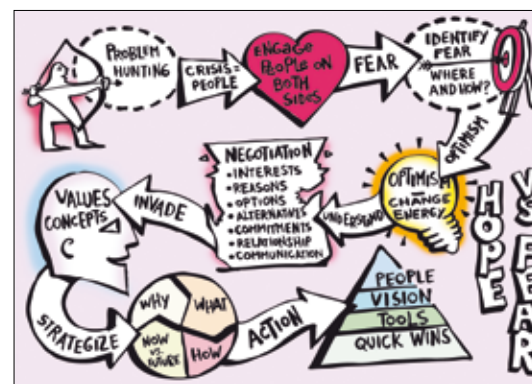
Global dignity

For Crown Prince Haakon of Norway, human dignity is a human right. As part of the Global Dignity initiative, he goes back to school to speak face-to-face with young people



Vizualization: Aaron Williamson

Model: Yair Goldfinger



Vizualization: Lucia Fabiani

Model: Alberto Vollmer

“We try to concentrate on what we as people have in common and not on what separates us”

Your Royal Highness, Crown Prince Haakon, how did you come across the concept of Global Dignity?

In 2005, when we had our first YGL meeting, we talked a lot about how to tackle issues such as health, education, poverty and development. But soon in that meeting we became more interested in questions such as: Where does this drive come from, that we want to see positive change in the world? What are our shared values in this community? I told John and Pekka about a girl I met in South Africa, who was suffering from Aids and did not have much time left. She had all the reason in the world to become angry and destructive. Instead she chose to found a community with other HIV-positive girls, so they could support each other and educate others about every aspect of HIV. We had the impression that the core of her conscious decision to make a difference can only be described with that word: dignity. This is also what we admire in people like Nelson Mandela, Martin Luther King, Mother Theresa and Mahatma Gandhi. They strengthened other people's dignity. We wanted to make dignity the ethical foundation of the work of the YGL.

How do you get your mission across?

We try to spur a global conversation on dignity among leaders and people in general. We use the term conversation not debate, because we want to support each other and focus on each other's strengths. We want to spur dignity-centred leadership and decision-making. And, most importantly, we designed a curriculum for schools, a two-hour course on dignity. A motivational seminar which focuses on ethics and values. Companies often bring outside consultancies in to motivate their employees or to focus on values. Why should we not do that in schools? This way we can motivate youths to become a source for positive change.

A good consultancy would try to measure the impact they had made in a company. Do you have any idea how successful this program is?

The scale of the program varies from country to country. In Norway we have carried it out in about 200 schools involving more than 20,000 youths. Most of it happens on 20th October, “Global Dignity Day”. We have created a survey for the participants – youths, teachers and our volunteers. The feedback has been very positive. The pupils say that

they have gained new insights and perspectives. Teachers say that it has been very important for the youths and the schools in general, that Dignity Day added value to similar initiatives already in place.

What are the obstacles to the growth of Global Dignity?

One of the main problems is that the concept is quite hard to explain. It is far easier understood when you actually take part in it. So far we have been relying on the various YGLs to spread the idea in their respective countries. Now we want to take the next step and create a proper organization to increase the scale. For that we need partners. We are trying to create a pilot program out of our work in Norway which we can carry to each country. Thanks to several YGLs, we already have substantial activities in several countries such as the USA, Mongolia, Mexico, Finland and South Africa.

What kind of partners are you looking for?

We want to have a lean and effective organization internationally to support the national initiatives. We are looking for partners that help to increase the national initiatives. In addition, we are looking

at the possibility of involving companies to enable them to contribute to Dignity Days. We have experienced ourselves how rewarding participation can be. It is amazing to see what effect the views of the youths have on one's mindset. Sometimes I think that the facilitators get even more out of the program than them.

What do the children get out of Dignity Day?

First of all it's a place for reflection. Pekka Himanen, John Bryant and I have wanted to create a school experience we would have enjoyed when we were kids. An experience to spur thoughts and ideas about how we can do something with our lives. Maybe to give us a set of directions at an earlier stage than we have had to get us moving. In one of our schools, a 15 year-old girl with a hijab stood up to talk to 250 other students during the Gaza conflict. She talked about a friend of hers who helped a Jewish boy at a different school who was being bullied and beaten. So the girl started walking with him to school and back. She took a lot of heat for that, but it reduced the bullying dramatically. She said that was her story of dignity. It's moments like this when the magic happens. This girl came up with a straightforward

solution to one of the problems that we grown-ups are struggling with. Also, there was this boy who didn't have enough money to get the bus home. When the driver wouldn't let him on, a homeless person gave him money. So the boy learned in that moment that there is more to each person than meets the eye and, secondly, that we can all contribute something with the means at our disposal. We encourage actions like these and tell the youths that we all should do something similar in our daily life. That we always have the opportunity to reach out and do something positive.

Dignity Days seem to be very emotional events for the school-kids. Would you say that emotions are key to values?

Emotions are very important when it comes to spurring actions. Actions are always motivated either negatively or positively. When they are motivated positively, they can really change the world for the better. So we want to create a context for this to happen.

On your website you say that you aim to be a “non-criticism project”. How does the element of not criticizing fit into your concept?

There is so much debate going on, the whole of the media is filled with

frustrated and maybe even angry people who are constantly criticizing something. I'm not saying that is not important, of course that has its place. But in Global Dignity we are focusing on the positive side of things. The positive, inspirational stories are often not told. We try to concentrate on what we as people have in common and not on what separates us. We want to create an organization that not only focuses on what we have in common, but to build on it, strengthen it and lay a foundation for a better society. That is what ethics and values are all about, that we see the potential of our society.

How optimistic are you about Global Dignity itself? In ten years time, what changes will you have implemented and how will the initiative itself have changed?

As Mark Twain says: It's difficult to make predictions, especially about the future. But I hope that the sense of dignity as a core value will have spread, that a lot of people are engaged in this conversation, how we can work in schools, how we can work in other forms. In order to bring the world forward, it is important that we are clear on what values we stand for and how we can operationalise these values into actions on a daily basis.

Dignity-based leadership

Leadership can be based on many different principles – fear, hierarchy or reward, to name but a few. But the great leaders of the world have chosen a different approach, explains **Pekka Himanen**

Who do we admire as great leaders? My answer would be just a couple of words: dignity-based leaders. Ultimately, we admire those people who have served something larger than themselves in life. Or even more: those who have made something greater than themselves possible in life.

Think of the names people give when asked about great leaders: Mahatma Gandhi, Martin Luther King, Jr., Nelson Mandela, Desmond Tutu, etc. What do these people have in common? They devoted their talents to a greater purpose. They wanted to create real value for people, to enrich their lives first and foremost. They wanted to make sure that everyone's potential had the chance to be fulfilled to its maximum. And they brought hope in times of despair and formulated an inspiring vision which motivated people to put their best efforts into making the world a better place.

All of this is exactly what we need now in our current period of financial and economic crisis, combined with the simultaneous environmental and welfare crisis. And it all starts from your personal leadership example. As Gandhi said, "You must be the change you wish to see in the world." And don't forget the 'universal law' of how we are always tested when leading and creating big new things. Gandhi neatly summarized the steps that we have to go through when we want to achieve anything more ambitious. He said: "First they ignore you, then they laugh at you, then they fight you, then you win."

“Picture a world where not only one billion but all six billion people can fulfill their creative potential in innovation”

It is exactly the moments of crisis that show who the truly great leaders are. Crises are the moments when you can show your true greatness. We need this dignity-based leadership now more than ever. Great leaders have always been able to link problems to solutions. The way forward from the current financial and economic crisis will require turning the challenges into new sources of growth. We need a twofold approach:

First, the OECD has calculated that, in the coming years, the next largest fortunes will be made in environmental and energy innovations. Becoming more ecologically advanced than your competitors is simply sound business sense.

As a great leader, turn challenges into opportunities

Second, we must expand the world's market. We must not forget that we still live in a world where the majority of people live in poverty on less than two dollars a day and are thus outside the global market. Of course we must act, for ethical reasons alone. But we also cannot afford to exclude these people. More inclusion makes business sense: Imagine a world where not only one billion but six billion people constitute “the market”. Picture a world where not only one billion but all six billion people can fulfill their creative potential in innovation!

What could this dignity-based leadership mean in everyday working life? Well, if you want to be remembered as a great leader, use your special talents to turn these challenges into opportunities. Make it your business. Also, make corporate and personal contributions to greater causes that increase dignity in our life, such as the environment, welfare or culture.

You should also make this dignity-based leadership your organization's daily recipe for success. If you want to be remembered as a great leader, create a work culture that adds wider value. Create an environment of dignity where everyone can fulfill their potential to the maximum and help each other to do their best through enriching interaction. And link this to a bigger story of dignity that you want to be remembered for. Just as all great leaders do.



Haakon of Norway

studied in Bergen, Berkeley, London and Oslo. He has been a particularly prominent member of the Young Global Leaders since 2005 and, as a member of the board of trustees, continues to lend his voice and face to the organization after his graduation. In 2006, Haakon worked alongside John Hope Bryant and Pekka Himanen to establish the “Global Dignity” initiative which, among other things, uses school visits to inspire young people on the subject of human dignity.

www.globaldignity.org



Pekka Himanen

is a philosopher and one of the world's best-known researchers of the information age. His books on the subject have been translated into over 20 languages from the Americas to Asia. He has also acted as an advisor to the world's leading governments and corporations and is currently one of the most popular speakers on the global circuit. For more information or to contact him, visit

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