

The Noetic Business Manifesto

The Blueprint for Business Success in
Times of Radical Change

Draft Version 0.3.

Please feel free to suggest updates, additions, corrections or other changes at
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Foreword

Much like during the Industrial Revolution, Western civilisation is today living in two distinctly different worlds. In one world, progress comes about merely by inertia from the past: like a massive freight train with brakes applied, it still takes miles for the train to slow sufficiently to change tracks. In the other world, edified individuals step courageously into the unknown, like an inquisitive child entering a forest for the first time. Living solely in the world of “that’s the way we’ve always done things” leads to predictable results – it is how we’ve created the world we’re currently destroying.

“The world we have made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them.”
— Albert Einstein (1879 - 1955), German-American theoretical physicist.

This manifesto is a rallying cry for business leaders to use their influence, reach and significant experience in the world of traditional business to step into the unknown and create a truly better world — and a chance to shift the way we think about what business is and about what value creation really means. This will be a legacy that will benefit all of us.

There is a significant grassroots shift underway in the hearts, minds and souls of millions of consumers — your customers. But the front pages of newspapers and the evening news are not reporting this shift. Scientists, philosophers and meta-physicists have already laid the foundations from which inspiring social structures may soon develop, changing forever the way we think about life, purpose, business, growth and wealth creation.

Human beings have been evolving for centuries and our higher consciousness is now laying the cornerstone of a better future based on a new mindset which is respectful of others, nature and the planet. I hope that you will read this manifesto and feel inspired to help build a better business, a stronger nation and an authentic world.

— Michael B. Haupt, Noetic Business Champion, December 2010.

Executive Summary

This is a Manifesto for Noetic* Business — a challenge for business leaders in every sector and in every corner of our planet to work together to inspire, encourage and support as many employees, customers and suppliers as possible to create a global shift of our “operating system” to solve our major planetary crises, without negatively affecting quality, profits, turnover or shareholder returns.

By the end of 2012, everyone of working age should understand the need to transition from a worldview built on separation and independence to one of inter-dependence, based on a global sense of oneness. No one should retire from business without having contributed to a truly global culture that is sustainable, peaceful, healthy, and prosperous.

My vision for modern business is to accept responsibility for creating a world that we will be proud to leave to our children. Business-as-usual hasn’t achieved this. This new business model is one possible answer.

* **No•et•ic:** From the Greek *noēsis* / *noētikos*, meaning inner wisdom, direct knowing, or subjective understanding.

Bus•iness: the activity of providing goods and services involving financial and commercial and industrial aspects.

No•et•ic Bus•iness: the activity of generating profit through the organization’s aligned and intuitive pursuit of a profound and positive purpose, while transcending Newtonian thinking.

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The Business Case for a New Model: Crisis or Opportunity?

“When written in Chinese, the word “crisis” is composed of two characters—one represents danger, and the other represents opportunity.” — John F. Kennedy, 35th US President (1961-63), 1917-1963

This Manifesto is about changing the way we conduct business. But why change?

The world we have toiled to create is no longer sustainable. Our collective future is at stake and this is not a time to be reticent, or close-minded. To create a world we want to live in requires a thorough understanding of the world we no longer wish to live in. What we need is wonderfully big, new ideas, pushing the boundaries of conditioning and ingrained beliefs.

The various systems we currently find ourselves in – economic, environmental, religious, and political – are all collapsing. Whether we accept it or not, we have entered a state of global emergency. If you’re not already convinced of this, this Manifesto is not for you.

But our situation is not a cause for pessimism and despair; it’s a call for action. An emergency situation, whether local or global, often sparks creative solutions. There is only one thing that a crisis does not permit: complacency and inertia. Doing nothing will turn the crisis into a catastrophe.

The seriousness of the situation is not insignificant. The old and the established are being threatened and even replaced.

The Economic System

Financial institutions once deemed too large to fail have disappeared overnight with surprising regularity: Washington Mutual; IndyMac; Herstatt Bank, Germany; The Hokkaidō Takushoku Bank, Ltd., Japan; Long-Term Credit Bank of Japan (LTCB); Northern Rock, UK and Barings Bank, UK.

Nation states are fighting a losing battle with ever-greater burdens of debt: Greece, Portugal, Spain, Iceland, UK and in the US at least 43 states plus the District of Columbia are eliminating or not filling various state jobs, imposing mandatory furloughs (time off without pay), or making other cuts affecting their state workforce.

The entire financial system is threatening to collapse.

“Adversity is a breeding ground for innovation.”

Robin Sharma, founder of Sharma Leadership International Inc. and author of *“The Monk Who Sold His Ferrari”*

“The crisis affecting our economy is a crisis of our civilization. The values that we hold dear are the very same that got us to this point. The meltdown in the economy is a harsh metaphor of the meltdown of some of our value systems... The only hope lies in a fundamental re-examination of the values that we have lived by in the past 30 years.”
Ben Okri in *The Times* (London), Oct 30, 2008

The Environment

Our planet is transforming under our feet. Economic superpowers insist on maintaining earlier rates of growth and this could exceed the resources of the planet and its ability to absorb waste. Changing rain patterns, violent storms and extended periods of drought cause havoc to our fragile food supplies: the 1999 Venezuelan floods and mudslides, the 2003 European heat wave, the 2004 Indian Ocean tsunami, Hurricane Katrina and the Pakistani earthquake in 2005, the 2010 Haitian earthquake, and the 2010 Russian heat wave.

Our relentless consumption of natural resources has led to environmental catastrophes of mammoth proportions: the Bhopal gas tragedy in India, 1984; the 1986 Chernobyl nuclear disaster in Ukraine; the Exxon Valdez oil spill in 1989; the 1991 Kuwaiti oil fires; the Baia Mare cyanide spill in Romania, 2000; the PetroChina Chuandongbei natural gas field explosion in China, 2003; the BP Gulf of Mexico *Deepwater Horizon* oil spill of 2010; the Ajka alumina sludge spill in Hungary in October 2010.

Our overconsumption has changed entire territories – today’s arid Middle East was known as the Fertile Crescent in biblical times, and the Iberian Peninsula was a verdant region in the early Middle Ages. Human consumption is nearing planetary limits. It is not the sheer size of the human population – it is the per capita resource use. Demand varies greatly: it ranges from 1.23 acres per person in Bangladesh to 25.2 acres in the US and oil-rich Arab states, according to the UN Environment Programme’s fourth Global Environment Outlook.

The Path to Breakdown

Ervin Laszlo is founder and president of The Club of Budapest, founded in 1993, with a membership of many of the leading thinkers, artists and visionaries in the world. He is also co-founder and president of the WorldShift Foundation and is the author, co-author or editor of eighty-five books. He has written convincingly in *The Chaos Point: The World at the Crossroads* and *WorldShift 2012: Making Green Business, New Politics, and Higher Consciousness Work Together* of the expected outcome if we continue with business as usual. This is what he says:

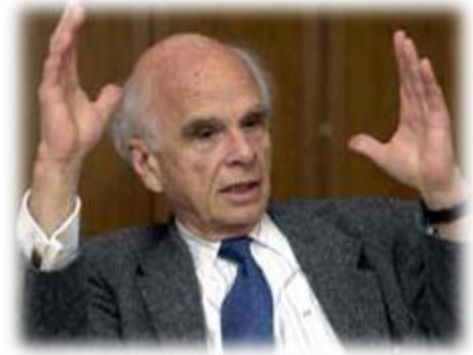


Figure 1 - Dr. Ervin Laszlo is a systems philosopher, integral theorist, and classical pianist. He has twice been nominated for the Nobel Peace Prize.

“We are approaching a major watershed; a global tipping point. Our very survival is in question.

“We are destroying the planet. The production of essential biological and physical resources has already peaked. Forests, species of fish, and coral reefs are damaged and disappearing, soils are impoverished by over cropping and by chemicals; diversity is reduced by genetic manipulation. The reserves of fresh water are diminishing; more than half the world’s population faces water shortages. And climate change threatens to make much of the planet unsuited for food production and habitation.

“We are destroying the fabric of society. There is growing insecurity in countries both rich and poor and greater propensity to resort to terrorism and war. Islamic fundamentalism is spreading throughout the Middle East, religious fanaticism is growing in America, neo-Nazi and other extremist movements are surfacing in Europe. The gap is widening between the wealthy and powerful and the poor and marginalized. Eighty percent of the world’s domestic product belongs to one billion people, and the

remaining twenty percent is shared by five-and-a-half billion. One in three urban dwellers live in slums, shantytowns and urban ghettos; more than 900 million are classified as slum-dwellers.

“If we continue in this way, changing weather patterns will create drought and hurricanes, harvest failures, and rising sea levels. Famine and frustration will fuel terrorism and trigger wars. The delicate balance of our global interdependence will be torn apart. In the ensuing global collapse no country, no population will be spared.

“To be or not to be is the question. If we are to “be” on this planet, we must change. Will we change—and will we change in time?” – Ervin Laszlo, State of Global Emergency Declaration. ¹

Why a Business Challenge?

The reason why change is crucial is clear. But why should business leaders get involved? Shouldn't the need for change be addressed by government? What about charities? Or religious leaders? Or universities?

Wielding unparalleled wealth and power, for-profit companies are a key factor in the equations that decide the human future. States and governments can at best regulate their activities, and their power to do even that is limited. When the public sector sets up too many regulations, private sector multinationals simply move elsewhere.

“In terms of power and influence you can forget about the church, forget politics. There is no more powerful institution in society than business... The business of business should not be about money, it should be about responsibility. It should be about public good, not private greed.”

Dame Anita Roddick, Founder of *The Body Shop* in *Business as Unusual*, published 2005.

The top 500 industrial corporations employ only 0.05% of the human population but control 70% of world trade, 80% of direct foreign investment, and 25% of world economic output. Even if reduced by the 2008 economic crisis, the sales of the largest companies, such as Toyota, Ford, Mitsui, Mitsubishi, Royal Dutch Shell, Exxon and Wal-Mart, still exceed the GDP of dozens of countries, including Poland, Norway, Greece, Thailand and Israel.

During the past 50 to 100 years, the private sector has progressively detached itself from the main body of society, with companies pursuing their own ends of growth and profit. If this sector is to be reintegrated into society, there must be a fundamental shift in the objectives to which companies are dedicated.

“Business and its leaders have vast importance to the entire social web. This importance goes way beyond the confines of the business world. Once this is recognised, business and its leaders will be able to assume their rightful and vitally necessary responsibility in both the construction and maintenance of that web. Business leaders are, by definition, highly talented people and they may no longer restrict the use of those talents to only the world of business. This matrix shift can only take place when business starts to cultivate its own spiritual intelligence. This it can only do by making it possible for its employees to realise their own spiritual intelligence.”

Christopher Nevill, ‘Lifsmith’ and Founder of *Foundation S.A.* ²

¹ You can add your voice to the State of Global Emergency Declaration at www.worldshiftnetwork.org/declaration/

² www.foundationsa.co.za

Preparing Business for the Future

“A business that makes nothing but money is a poor business.” – Henry Ford, founder of the Ford Motor Company, 1863-1947

The Unreported Grassroots Trends

A new culture is emerging in our societies. For years this culture has been limited to the creative fringes, but it is moving rapidly toward the mainstream. It’s the culture of “cultural creatives” – a term introduced by public opinion researcher Paul Ray. Their paradigm embraces a fundamental change in lifestyle: from product- and energy-wasteful flamboyance toward a lifestyle with minimum impact on the environment, marked by voluntary simplicity and a desire to be in harmony with nature.

They pay no heed to intrusive, manipulative marketing for unnecessary products in bright packaging. Their expendable income is instead dedicated to intense, enlightening or enlivening experiences such as weekend workshops, spiritual retreats, personal growth events and experiential vacations. They are committed to holistic ways of thinking and acting, eating natural whole foods, turning to holistic health care, searching for holistic inner experience and seeking a holistic balance between work and play, consumption and personal growth.

Paul Ray conducted an opinion survey in March 2008³. It consisted of over 500 questions and was completed by more than 1000 Americans. The results were sobering and the survey provides adequate evidence for business to reconsider their business plans based on linear Newtonian thinking:

- 87% agreed that “we need to treat the planet as a living system”;
- 81% agreed that “corporations must take more responsibility for their impact on global warming”;
- 75% agreed that “people need to work for the good of the planet, for it is our only home”;
- 70% agreed that “I see myself as a citizen of Planet Earth as well as an American”;
- 68% agreed that “at this time in history we need to see this as all one planet and one humanity”;
- 62% agreed that “the earth is headed for an environmental catastrophe unless we change”;
- 56% agreed that “our materialistic way of life can be replaced by a new more hopeful one”.

While in London in 2010, I met Marilyn Schlitz, PhD, President of the Institute of Noetic Sciences⁴ based in Petaluma, California. She told me that in ongoing studies and surveys IONS has found that in a significant segment of the U.S. population, thinking is changing:

- From competition to reconciliation and partnership;
- From greed and scarcity to sufficiency and caring;
- From outer to inner authority (from reliance on traditional, outer sources of “authority” to inner sources of “knowing”, including intuition and gut feel);

³ The poll was conducted by the Institute for the Emerging Wisdom Culture at Wisdom University. See www.wisdomuniversity.org/cultural-creatives.htm.

⁴ <http://noetic.org/>

- From mechanistic to living systems (from concepts of the world modelled on man-made mechanical systems to perspectives and approaches rooted in the principles that inform the realms of life – natural, moral law), and;
- From separation to wholeness, brought about by a fresh recognition of the oneness and interconnectedness of all aspects of life and reality.

“Scientists have now confirmed that the universe is indeed an interconnected whole. The kind of space- and time-transcending connection that occurs in the sub-microscopic world of quantum physics is also found in the everyday world of the living, and even in the cosmos at large. It renders organisms, ecologies, the whole biosphere, and the universe itself, instantly and multidimensionally coherent.”

Ervin Laszlo, Founder and President of The Club of Budapest in *WorldShift 2012: Making Green Business, New Politics & Higher Consciousness Work Together*, published 2009.

In his 2007 book *Blessed Unrest: How the Largest Movement in the World Came Into Being and Why No One Saw It Coming*, entrepreneur and environmentalist Paul Hawken ⁵ estimated that there are now one million social change organizations in the world, ranging from small neighbourhood associations to well-funded and relatively powerful NGOs.

These findings support the conclusions of David Korten, Nicanor Perlas and Vandana Shiva, who have written about the emergence of a “global civil society” – the “social expression of the awakening of an authentic planetary culture grounded in the spiritual values and social experience of hundreds of millions of people.” ⁶

Megatrends 2010 author Patricia Aburdene ⁷ noted that values-sensitive conscious consumers – people who are part of the LOHAS (Lifestyles of Health and Sustainability) culture – make up a rapidly growing segment in five sectors of the economy:

- In the **sustainability sector**, including ecologically sound construction, renewable energy technologies, and socially responsible investments;
- In the **healthy living sector**, appearing in the market as demand for natural and organic foods, nutritional supplements, and personal care;
- In the **alternative healthcare sector**, comprised of wellness centres and complementary and alternative medical services and health care;
- In the **personal development sector**, made up of seminars, courses and shared experiences in the body-mind-spirit area;
- In the **ecological lifestyle sector**, appearing in the form of demand for ecologically produced, recycled, or recyclable products, as well as ecotourism.

⁵ www.paulhawken.com

⁶ *Global Civil Society: The Path Ahead*, People-Centred Development Forum, www.pcdf.org/civilsociety/

⁷ www.patriciaaburdene.com

The consumer shift is obvious, albeit unreported. However, recognition that the shift required of business is fundamental and not merely tactical has not fully penetrated the thinking of business leaders.

The Business Leader's Conundrum

As we have seen, business can be the most powerful force in achieving significant and lasting change. However, businesses have traditionally needed to focus mainly on the bottom line in order for themselves, and the economy as a whole, to thrive. Until recently, in the thinking of many leaders, a trade-off illusion existed: they believed that addressing societal problems meant giving away money or profits.

What is required is a profound shift in thinking to one that recognizes that all of the world's problems can become business opportunities—perhaps the business opportunities of the 21st century. This new thinking recognizes that corporate citizenship is not a peripheral activity but rather a core element of business strategy. Global corporate citizenship is the future of business. The question is, “How can corporate citizenship be leveraged strategically in business?” The answer requires a shift in mindset.

“Without a global revolution in the sphere of human consciousness, nothing will change for the better... And the catastrophe towards which this world is headed – the ecological, social, demographic, or general breakdown of civilization – will be unavoidable.”

Václav Havel, Former President of Czech Republic (1989–2003); Address to the U.S. Congress, 1991.

Einstein said that we can't solve a problem at the same level of consciousness that produced the problem. A kind of vision that could solve today's problems demands a new level of consciousness – a consciousness that inspires and motivates cooperation not only by national governments, and not only in the economic and financial domain, but also in the domains of ecology, technology, education, public information, cultural contact and communication.

Many years ago, companies remained controlled by individuals and families who conserved a sense of mission about their companies' activities. These were the legendary “captains of industry”. A Rockefeller, a Vanderbilt, a Ford, a Mellon, an Astor and a Carnegie didn't think of themselves as purely a businessman, out to get the maximum money for himself and his family; he considered himself a builder of society, a force for the common good. As IBM Founder Thomas J. Watson Sr. Said, companies were not created “just to make money” but to “knit together the whole fabric of civilization.”

“Every stage of evolution eventually runs into its own inherent limitations, and these may act as triggers for the self-transcending drive... For the first time in history, we have a way to overcome our ignorance at precisely the same time that we have created the means to make this ignorance genocidal on a global scale.”

Ken Wilber, American author and Founder of the Integral Institute in *A Brief History of Everything*, published 2001.

This spirit is not extinct today, and its flame could be rekindled. Clearly, the timely transformation of a critical mass of major companies remains a fundamental requirement.

This Manifesto, then, is a clarion call for socially committed executives who recognize their planetary responsibility and their responsibility to generate sufficient profit to remain competitive in short-term oriented markets. But what are the benefits to the company?

The Power of Purpose

“There is no.... denying purpose, because as we both know, without purpose, we would not exist. It is purpose that created us. Purpose that connects us. Purpose that pulls us, that guides us, that drive us. It is purpose that defines, purpose that binds us.” – Agent Smith in *The Matrix Reloaded* (2003)

Why Does Your Business Do What it Does?

Why are some organizations more innovative, more influential and more profitable than others? Why do some business leaders command greater loyalty from customers and employees alike?

People like Martin Luther King Jr., Steve Jobs and the Wright Brothers might have little in common, but they all *started with why*. Their natural ability to start with why enabled them to inspire those around them and to go on to achieve remarkable things.

Simon Sinek is a New Yorker who has studied leaders who’ve had the greatest influence in the world. He has discovered that they all think, act and communicate in the exact same way – and it’s the complete opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides the framework upon which organizations of the future can be built. And it all starts with WHY.



Any organization can explain *what* it does; some can explain *how* they do it; but very few of today’s companies can clearly articulate *why*. WHY is not money or profit – those are always the results. Why does your organization exist? Why does it do the things it does? Why do customers really buy from one company or another? Why are people loyal to some leaders, but not others?

In his book *Start With WHY – How Great Leaders Inspire Everyone to Take Action*⁸, Sinek weaves together a clear vision of what it truly takes to lead and inspire. He relates a story which explains the difference between *being* successful and *feeling* successful.

“Every year a group of high-performing entrepreneurs get together at MIT’s Endicott House just outside Boston. This Gathering of Titans⁹, as they call themselves, is not your average entrepreneurial conference. It’s not a boondoggle. There’s no golf, no spa, and no expensive dinners. Every year forty to fifty business owners spend four days listening, from early morning until well into the evening.

⁸ For an excellent introductory video to his concepts, see www.ted.com/talks/simon_sinek. For his website, see www.startwithwhy.com.

⁹ www.gatheringoftitans.com

An assortment of guest speakers is invited to present their thinking and ideas, and then there are discussions led by some of the attendees.

“I had the honour of attending the Gathering of Titans as a guest a few years ago. I expected it to be another group of entrepreneurs getting together to talk shop. I expected to hear discussions and presentations about maximizing profits and improving systems. But what I witnessed was profoundly different. In fact it was the complete opposite.

“On the first day, someone asked the group how many of them had achieved their financial goals. About 80% of the hands went up. I thought that alone was quite impressive. But it was the answer to the next question that was so profound. With their hands still in the air, the group was then asked, “How many of you feel successful?” And 80% of the hands went down.

“Here was a room full of some of America’s brightest entrepreneurs, many of them multimillionaires, some of whom don’t need to work anymore if they don’t want to, yet most of them still didn’t feel like they had succeeded. In fact, many of them reported that they had lost something since they started their businesses. They reminisced about the days when they didn’t have any money and were working out of their basements, trying to get things going. They longed for the feeling they used to have.

“These amazing entrepreneurs were at a point in their lives where they realized that their businesses were about much more than selling stuff or making money. They realized the deep personal connection that existed between WHAT they do and WHY they were doing it. This group of entrepreneurs gathered to discuss matters of WHY, and at times it was quite intense.”

If it were possible to find a single cause for Western society’s current condition, it is this: our education systems have inculcated us with the belief that growth is good and necessary. Businesses have responded with manipulative marketing to maintain constant growth. Having spent so many years focussed on converting a vision into a viable business, many business founders have succumbed to the ‘growth is good’ mantra, or have been replaced by others more willing to focus on short-term profits and growth. Poring over financials or some other easily measured result, and fixating on HOW they were to maintain growth, they stopped focussing on WHY they started the business in the first place. In all these cases, “their WHY went fuzzy,” to quote Sinek.

This is where our society has derailed. The pressure to grow has overcome the original desire to serve society. Now is the time to find a new WHY – a renewed clarity of our founding purpose, cause or belief. For an organization to continue to inspire and lead beyond the perceived need to constantly grow, the founder’s WHY must be extracted and integrated into the culture of the company. What’s more, a strong succession plan should aim to find a leader inspired by the founding cause and ready to lead it into the next generation. Future leaders and employees alike must be inspired by something bigger than the financial success of the company and must see beyond profit and shareholder value alone.

And so, are you ready for what it takes to create an authentic, purposeful organization?

The Noetic Business Paradigm

“A radical inner transformation and rise to a new level of consciousness might be the only real hope we have in the current global crisis brought on by the dominance of the Western mechanistic paradigm.” -- Stanislav Grof M.D., Ph.D., a Czech psychiatrist with more than fifty years experience researching the healing and transformative potential of non-ordinary states of consciousness and one of the founders of the field of transpersonal psychology.

As we have seen, creating a business with an authentic purpose beyond profit and shareholder value inspires meaning and purpose and stimulates change in a global context.

A company is a culture; a group of people brought together around a common set of values and beliefs. It's not products or services that bind a company together. It's not size and might that makes a company strong, it's the culture – the strong sense of beliefs and values that everyone, from CEO to the receptionist, all share.

The Italian social entrepreneur Marco Roveda¹⁰ built LifeGate¹¹, a highly successful organization based on the shift from “the civilization of compulsive consumption” to “the civilization of conscious consumption.” Roveda suggests the following personal culture shifts:

- From having to being;
- From living on the shoulders of nature to being a harmonious part of the ecosystem;
- From GM- and pesticide-based agriculture to organic agriculture;
- From choosing work on the basis of “having” to choosing on the basis of “being”;
- From overcoming others to giving consideration to others;
- From living superficially to giving meaning to one's life;
- From business is business to life is life;
- From personal interests to the interest of the community;
- From mutual-interest acquaintances to true friendships based on common causes;
- From exploitation to respect;
- From conditioning to liberty;
- From inconsiderate consumption to ethical consumption;
- From mere formalities to sincerity;
- From being a spectator to being a participant;
- From money to love.

There are similar shifts occurring in many parts of the world. They indicate a groundswell in society of vital relevance to the conduct of business. Let's look into these principles.

¹⁰ <http://schwabfound.weforum.org/sf/SocialEntrepreneurs/Profiles/index.htm?sname=199756>

¹¹ www.lifegate.it

Noetic Business Principles

The following Principles are not laws, but standards of conduct which define the essentials of honourable and caring behaviour for business leaders who recognise their greater, planetary responsibilities. The predominant belief is one in which spirit and matter are connected and all people are connected.

Principle I – Concern With Others Welfare

Understanding the inter-connectedness and interdependence of all things, we respect the divinity of, and actively promote the well-being of all who interact with our business: customers, employees, suppliers and shareholders. We avoid fostering dependent relationships and our marketing does not contain manipulative messages.

Principle II – Integrity

Integrity is an adherence to honesty, openness and a dedication to the core of who we are. Integrity is demonstrated in knowing ourselves and being true to ourselves. We strive to be aware of our own belief systems, values, needs, and limitations and the effect of these on our work or business. We stay balanced and continue our own education and growth by participating in a spiritual practice and committing to lifelong learning.

Principle III – Social Responsibility

We are aware of our professional and personal responsibilities to the community and the society in which we work and live. We apply and make public our commitments in order to contribute to human welfare and advancement. We are concerned about and work to mitigate the causes of human suffering. We willingly contribute a portion of our professional time for little or no personal advantage.

Principle IV – Environmental Responsibility

We recognise that human health, animal health, and ecosystem health are inextricably connected. We strive to understand the complexity of global life and to develop practical approaches that support the evolution of a more aware, humane, and sustainable world.

Listed below are further values and ideals to consider implementing in your company in pursuit of a culture with a strong sense of purpose.

A Noetic Business, wherever possible and practicable:

- Measures the carbon footprint, recyclability, toxicity and bio-degradability of their products and displays the corresponding index on their products and in their marketing;
- Makes use of alternative energy and resource-saving and recycling technologies, as well as technologies of low- or zero-waste emission;
- Actively seeks to reduce pollution and environmental damage and minimizes waste in its production processes and throughout the chain of supply and distribution;
- Uses, stocks and distributes only organic, sustainable and fair-trade products and services;
- Constantly works to increase the durability and the energy and resource efficiency of their products;
- Counteracts the tendencies toward excessive consumerism by limiting the advertising of nonessential (and not only of damaging) goods in their marketing;

- Accurately and honestly represents to the public the long-term benefits and costs of its products and services, reporting on their safety, social consequences, environmental toxicity, reusability and recyclability;
- Consults employees and other stakeholders when formulating its goals and objectives;
- Gives preference to responsible companies as partners and associates, and refuses to do business with companies that behave unfairly toward their employees, customers and host communities, or degrade the environment;
- Joins forces with like-minded companies, movements and people to preserve or restore the integrity of the environment so it can generate and regenerate the resources essential for human life and well-being;
- Takes an active interest in the lives of its employees, discovering their concerns, understanding their needs, and contributing to their personal development;
- Takes a similarly active interest in its host communities, allowing and even encouraging employees to devote part of their time to social work, and the improvement of the local environment.

Sound impossible to achieve? Too naive? Perhaps a selection of case studies of companies who are breaking traditional business rules would provide a stronger sense of certainty that this new business model is what our planet is crying out for.

Case Studies

“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.” – Arundhati Roy, Indian novelist and author of *The God of Small Things*.

The following case studies are included to provide examples of the global shift that certain businesses and organisations are experiencing as they journey towards business sustainability, not as an environmental initiative, but as a business strategy that derives economic value from the pursuit and achievement of enhanced social and environmental outcomes.

Case Study 1: Centre of Business as an Agent of World Benefit

It’s not usual for a conservative, financially driven, \$10-billion-dollar-a-year multinational—a dependable, high performance company which has increased annual dividends paid to shareholders for 51 consecutive years (among the top five longest-running dividend increase records in the S&P 500 index)—to call together the largest corporate strategy summit in its history in order to focus on “the ten largest global problems facing humankind.” The key question:

“How might we turn these social and global environmental issues into strategic business opportunities to ignite innovation in new products and operations, open new unexpected markets, ignite customer passion and loyalty, turn on and energize an entire workforce, accelerate learning, build better supply chains, reduce risks, radically bring down energy costs, and produce tangible and intangible value such as brand loyalty and higher market cap—and build a safer, more secure, better world?”

By the end of the three-day session, the grey pinstripes were replaced with business casuals, and spontaneous cheers echoed as a new vision of the company’s future—as a solution provider to the ten largest global challenges facing humankind—began to take shape and a substantive form.

The chief architect of the summit wanted to find a way to connect and unify a totally diversified global company, and to turn on and elevate the imagination and passion of an entire 57,000 workforce leading, ultimately, to a whole new magnitude of business innovation. The meeting was top secret, and still is for proprietary and competitive advantage reasons.

But the story doesn’t end there.

In 2004, Kofi Annan, Secretary-General of the United Nations, called David Cooperrider, Professor of Organizational Behaviour at the Weatherhead School of Management at Case Western Reserve University. In many ways it was an astonishing call. Having been briefed on the results achieved in the top secret meeting referred to previously, the Secretary-General invited the Weatherhead team to facilitate what became the largest meeting in history between the UN and hundreds of CEOs, from companies such as Hewlett Packard, Green Mountain Coffee Roasters, Nokia, Microsoft, Lafarge, Novartis, Novo Nordisk, Tata, and

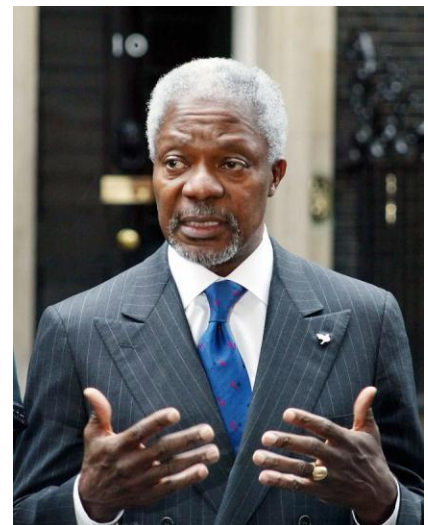


Figure 2 - Kofi Atta Annan (born 8 April 1938) served as the seventh Secretary-General of the United Nations from 1 January 1997 to 31 December 2006. Annan and the United Nations were the co-recipients of the 2001 Nobel Peace Prize.

many others. The summit was an exploration into the next phases of global corporate citizenship, where Kofi Annan reached out his hand to the business leaders and said:

“Let us choose to unite the strengths of markets with the power of universal ideals, let us choose to reconcile the forces of private entrepreneurship with needs of the disadvantaged and the well-being of future generations.” – Kofi Annan, UN Secretary-General.

The summit was powerful. And three years later a second summit took place. Since those initial world summits, an explosion of energy has occurred: the UN Global Compact is now the world's largest corporate citizenship and sustainability initiative. Since its official launch on 26 July 2000, the initiative has grown to more than 7700 participants, including over 5300 businesses in 130 countries around the world. The most recent summit was held in June 2010 in New York.



Ten Principles

The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Human Rights:

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour:

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment:

- Principle 7: Businesses should support a precautionary approach to environmental challenges;

- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption:

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Learn More

The Centre for BAWB was formerly a centre advancing extraordinary business innovation and entrepreneurship at the Weatherhead School of Management. Following a generous gift from Char and Chuck Fowler, the centre is now The Fowler Centre for Sustainable Value and can be visited at <http://weatherhead.case.edu/fowler>.

Find out how to participate in the **UN Global Compact** at www.unglobalcompact.org/HowToParticipate/.

Chris Laszlo is a Visiting Professor at Case Western University's Weatherhead School of Management and has authored *Sustainable Value: How the World's Leading Companies Are Doing Well by Doing Good*. The book's website is www.sustainablevaluebook.com.

Case Study 2: Turning the World of Finance on its Head

“Micro-credit is something which is not going to disappear... because this is a need of the people, whatever name you give it, you have to have those financial facilities coming to them because it is totally unfair... to deny half the population of the world financial services.”— Dr. Muhammad Yunus, 2006 Nobel Peace Prize winner and Founder, Bangladesh Grameen Bank, in March 2002

“Micro finance has tremendous potential as an instrument for poverty reduction.” — Shahid Khandker, Senior Economist, World Bank, in 1999

Laila Khatoon was born on 21 March 1957 in the village of Taburkhill under Raozan Thana in Chittagong District. She had a rough childhood and due to poverty her parents could not afford to send her to school. At the mere age of 15 she was married to an older man who already had a wife. Her husband married her hoping that she could give birth to a child, since his previous wife was unable to bear any child. Laila was born into poverty and even after the marriage her fate did not change much.

Before long she found out that her husband is an ordinary seaman with limited income. Soon after the marriage she gave birth to her first son, Mohammad Shafi. Subsequently she became mother of two more sons and two daughters. To make things worse, her husband became ill. He could not walk as half of his body was paralyzed. Initially she tried to treat him with a traditional healer (Kobiraj). That obviously did not work and she was forced to sell 20 decimal of land to pay for the fees of a regular doctor.

Even that was not enough; she had to borrow from relatives to pay for his treatment. Her husband died leaving behind five young children and a mountain of debt. She was at a loss, as she could not meet the basic needs of her five children.

She took a job as a housemaid in one of the rich households in the village. In between her work and raising the children she had little time left for herself. Whatever little time she could muster out of her busy schedule, she used to spend it to make handicrafts out of cane and bamboo with borrowed capital from a relative. Soon that capital ran out and she was forced to eke out a living of bare subsistence. The only resource she had left was the homestead and a two roofed thatched house.

One day on her way to work she overheard a group of women talking about forming a group to borrow money from a bank. Soon she joined the group and became a member of the Grameen Bank. Her first loan was for 500 Taka and it was used for bamboo and cane work--something that she used to do to make ends meet.

Laila Khatoon achieved many milestones for her family after joining Grameen Bank. She was a good customer for the bank and she followed all the rules and regulation of the bank faithfully. The family could lift itself by the bootstraps, thanks in part to the credit from the bank. Her eldest son used to drive someone else's taxi but now own their own taxi. The middle son is a farmer and he is able to produce enough food grain for the yearly consumption of the family. Moreover, they own a rice-husking machine that is used to supplement family income by husking neighbour's rice on a contractual basis. The two daughters' work with bamboo and cane and the youngest son will appear in Secondary School Certificate examination this year.

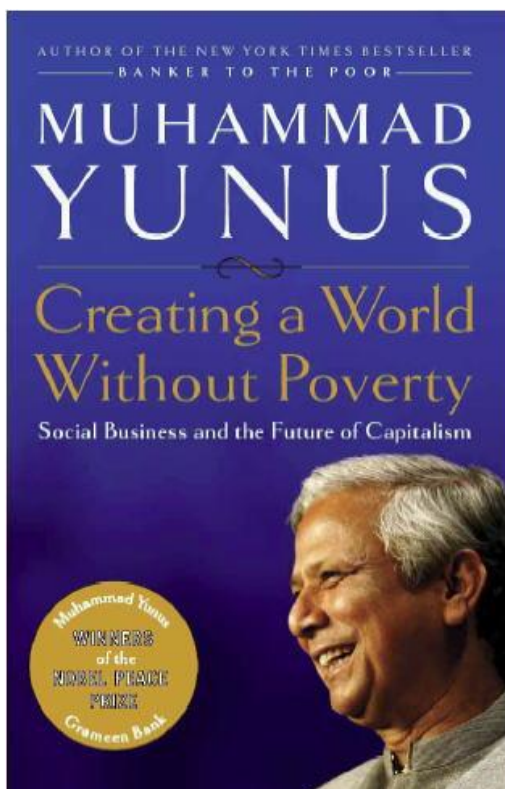
Laila Khatoon, who used to live like a draught animal is among the few privileged people in her village. Her rags to riches story have raised eyebrows among the upper class member of the society. They cannot understand how a landless woman who used to be a housemaid and did not own any asset to be used as collateral could become the proud owner of a taxi.

Laila is not the only example of individuals who have improved their living conditions with the help of the microfinance programs of Grameen, a pioneer in microfinance.



Figure 3 - Grameen Bank logo

- The Grameen Bank of Bangladesh is a micro-credit institution that lends small amounts of money to poor people who are ignored by the conventional banking system due to their lack of collateral.
- The Bank has helped 7,000 micro-lenders with 25 million clients worldwide.
- Its method of small loans has advanced the economic rights of women in particular and has contributed to national economic growth.
- Industrialised and developing countries have also adopted the Grameen Bank model to tackle poverty.



The Grameen (which means ‘village’) Bank was developed by Professor Mohammed Yunus in 1976, when the country was stricken with famine. Using \$26 from his own pocket, he lent cash to poor village women so that they could invest in the livestock and materials they needed to make money of their own. He received sponsorship from the central bank of Bangladesh as well as commercial banks, and in 1983 the Grameen Bank became an independent entity.

Reversing conventional banking practice, the Grameen Bank lends to the poorest in society. The bank rests on the principle that those who are too poor to get bank loans are actually good credit bets.

Women, who make up 94% of its customers, use loans from the bank to invest in business ventures like matt-weaving and small-scale agriculture.

The Grameen Bank now lends \$1.3 billion to 2.3 million borrowers, most of them women. With 1,128 branches, the \$2 billion operation serves 38,951 villages, covering more than half of the total villages in Bangladesh. The average loan is \$160.

In spite of a national illiteracy rate of 62% (78% for women), economic activity in rural Bangladesh has seen a marked increase since the launch of the bank.

In 1998, Dr Yunus was awarded India's Indira Gandhi peace prize for his efforts to tackle poverty. The Norwegian Nobel Committee awarded the Nobel Peace Prize for 2006, divided into two equal parts, to

Muhammad Yunus and Grameen Bank for their efforts to create economic and social development from the ground up. Grameen Bank is the only business corporation to have won a Nobel Prize. In 2009, President Barack Obama awarded the 2009 Presidential Medal of Freedom to Dr. Yunus at the White House.

The 7 Principles of Grameen Social Business

Muhammad Yunus developed the following principles at the World Economic Forum in Davos, January 2009.¹²

1. Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access, and environment) which threaten people and society; not profit maximization.
2. Financial and economic sustainability.
3. Investors get back their investment amount only. No dividend is given beyond investment money.
4. When investment amount is paid back, company profit stays with the company for expansion and improvement.
5. Environmentally conscious.
6. Workforce gets market wage with better working conditions.
7.do it with joy.

A Worldwide Trend

The Grameen Bank model has been replicated across the world -- not only in developing countries like India, Pakistan, and Vietnam, but even in developed countries such as Australia and the USA, where similar schemes have been set up to improve the lives of the urban poor.

- The Banco do Nordeste in Brazil and the Dagang Bali Bank in Indonesia have copied the Grameen Bank model.
- The United States and the United Kingdom have also welcomed micro-lending institutions for their own impoverished populations.
- The People's Fund in the US has been granting micro-loans to poor women and ethnic minorities since 1995.
- There is a significant micro-credit infrastructure in Britain.
- The British Bankers' Association said there are 62 local schemes lending £5,000 or less to help the 'financially excluded' begin self-employment or start a business. The British government has also promoted the expansion of credit unions.
- The UN has encouraged Western banks to lend more money to micro-lending institutions, and the World Bank is a major supporter of the Grameen Bank.

Learn More

The Grameen Creative Lab is a joint venture between Nobel Peace Prize Laureate Prof. Yunus and serial entrepreneur Hans Reitz, with the aim of raising awareness for the concept of social business and helping to set up successful social businesses. Their common vision is to eradicate poverty - worldwide. Visit them at www.grameencreativelab.com and watch their video channel at vimeo.com/channels/grameencreativelab

¹² To see a copy of the original document, go to www.grameencreativelab.com/a-concept-to-eradicate-poverty/7-principles.html

Grameen Social Business is a business model which was conceptualized by Professor Muhammad Yunus, and is a great alternative to the classical profit-maximization model. Visit them at www.grameensocialbusiness.org

Find out more about **Grameen Bank** at www.grameen.com

Professor Yunus has **authored two books**:

- *Creating a World Without Poverty: Social Business and the Future of Capitalism* ([Amazon](#)), and;
- *Building Social Business: Capitalism That Can Serve Humanity's Most Pressing Needs* ([Amazon](#))

Case Study 3: The Sanyo Gaia Experience

“Thank God men cannot as yet fly and lay waste the sky as well as the earth.” – Henry David Thoreau, January 3, 1861 (The Wright Brothers’ first flight took place on December 17, 1903 – forty years after this quote was uttered.

When Tomoyo Nonaka took over Sanyo in June 2005, the venerable but struggling Japanese electronics maker, she already had one strike against her. Nonaka was a female CEO in a business culture that is overwhelmingly male. A more timid executive would have charted a cautious course, focusing on slashing costs at a company that lost \$1.6 billion in its 2005 fiscal year. But Nonaka, a former TV journalist with no executive experience, instead announced a bold plan to transform Sanyo into a leader in the production of environmentally friendly products like solar panels and energy-efficient refrigerators.

She reorganized Sanyo’s 300 subsidiaries into three divisions: environment, energy and lifestyle. The company began marketing new products such as a battery that could be recharged with a solar panel and a washing machine that recycled water.

“The corporate vision I created was called “Think Gaia”. My objective was to create a corporation that uses its technological know-how to make products that solve the environmental problems we now face and enable people to live sustainably on this planet. I was certain that this know-how is much needed by Gaia.”



Figure 4 - Tomoyo Nonaka, Chairperson of Sanyo Electric 2005-2007, and current Chair of the not-for-profit Gaia Initiative (Japan)

Some critics called the Think Gaia concept naïve, Ms. Nonaka acknowledged. In her view, however, “consumers are increasingly aware of the environmental impact of the products that they consume, and they know that money and material comforts alone will not necessarily make them happy.” In using the Gaia theme, Sanyo sought to position itself not only for a return to profitability in the near term, but also for leadership in the marketplace of the future. “Unless the fish and the blue sky are healthy, people are not going to be happy,” she said. “If the air is not clean, no matter how much economic growth you have, you will never be happy. And as a manufacturer Sanyo would like to contribute to that process of preserving the beautiful planet so that we can pass this on to future generations.”

While she served as Chairperson, Sanyo underwent drastic restructuring in the first two years. Under a three-year Evolution Plan the bottom line was raised from red to black. However, throughout her tenure she had to fight about how to run the company with board members sent by investors. They said Think Gaia was too “naïve”, and “feminine” to produce the desired profit.

The conflict with investors and the board led to her resigning as Chairperson of Sanyo in March of 2007. She established The Gaia Initiative, a not-for-profit organization that sets forth her life mission. It is her hope and

belief that the kind of social and ecological vision instilled in Sanyo under the Think Gaia plan will spread in the world, and help shift the basic objective of business.

Learn More

The Gaia Initiative Mission Statement can be found at www.gaiainitiative.org/en/mission

Ms. Nonaka's keynote address at the World Congress on Zero Emissions ¹³ held in Hawaii in September 2010 can be viewed at vimeo.com/15465533.

¹³ www.zeroemissionshawaii.org

Case Study 4: Food and Gratitude

“The Engelhart’s have an intriguing and preposterous notion: Companies can now serve as centres of self-realization and CEOs can nurture a business community’s spiritual transformation as well as a healthy bottom line. This is cutting-edge stuff and I’m cheering them on.” —Chip Conley, Founder and CEO of Joie de Vivre Hospitality

Try this. Say out loud: I Am Worthy. I Am Passionate. I Am Perfect.

Was that comfortable? Consider yourself primed to visit Cafe Gratitude, where you’ll utter phrases like these each time you order — because each dish is named with an affirmation, from the *I Am Generous* guacamole to the *I Am Lovely* fruit cobbler.

Cafe Gratitude isn’t just a restaurant; it’s more a philosophical phenomenon. With seven locations in the San Francisco Bay area, these organic/vegan/raw food bistros offer unusual cuisine as well as a unique menu.

Matthew and Terces Engelhart opened the first Cafe Gratitude in 2004 in San Francisco, their signature “What Are You Grateful For?” slogan arching over the doorway. The restaurant essentially evolved as a vehicle for the couple’s original inspiration: an interactive board game called “The Abounding River”. The cafe originated as a gaming parlour, where people ate good, healthy food while enjoying the board game.

Waitresses now invite customers to hear the Question of the Day, which often inspires thought-provoking conversation. Ordering from the 170-plus menu items — from cold-pressed coffee to “live” desserts — means saying names like I Am Ecstatic, I Am Eternally Youthful and I Am Surrendering. Ordering at Cafe Gratitude is fun if you’re open to it — and discomfiting if you’re not.

The cafes employ an unusual approach to food production, pre-preparing ingredients in one central kitchen and then delivering it by refrigerated biodiesel van to the four sites. “Raw foods are preparation-heavy, with lots of juicing and soaking,” says Matthew’s son Ryland, general manager of the new San Rafael cafe. “Food prep starts at midnight, until about 8 am.” All-organic local produce, he explains, is outsourced by Veritable Vegetable organic distributors.

And Cafe Gratitude workers are given a unique perk. “We promise our employees a life breakthrough,” Matthew says matter-of-factly. Charmaine, a Cafe Gratitude employee of six months, told me, “It’s completely transformational”.

Sacred Commerce Principles

Matthew Engelhart describes Cafe Gratitude as “sacred commerce” and says the popular restaurants have exceeded his expectations, although he admits more profit would be nice. “Our food is labour intensive with expensive ingredients,” he acknowledges, while noting wanting to keep prices customer-friendly.

The Englehart’s choose to work in partnership with vendors, customers, and the community in making choices that support the environment we share. Plastic containers & water bottles have been eliminated from their retail stores and they often request that new & treasured vendors repackage their products in cellophane, or glass.

Their many environmental commitments include:

- If the organic variety of produce is not available, they do not choose conventional.
- They use non bleached 100% cotton cloths for napkins that, after used, are sent to become rags in the auto industry. This creates an additional life for that product and eliminates the use of harmful chemicals like bleach for laundering.
- They filter their own water at all locations, reducing the impact of transport to deliver bottled water.
- All food scraps are composted and are often sent to the Be Love Farm in Vacaville.
- All paper and cardboard is recycled.
- Dishes are washed with the most environmentally-friendly products.
- All of their books, private labels, administrative documents and menus are printed on recycled paper with soy based ink.

The Cafe Gratitude mission statement reads:

“Café Gratitude is our expression of a world of plenty. Our food and people are a celebration of our aliveness. We select the finest organic ingredients to honour the earth and ourselves, as we are one and the same. We support local farmers, sustainable agriculture and environmentally friendly products. Our food is prepared with love. We invite you to step inside and enjoy being someone that chooses: loving your life, adoring yourself, accepting the world, being generous and grateful every day, and experiencing being provided for. Have fun and enjoy being nourished. Welcome to Café Gratitude!”

Sacred Commerce ‘Isms’

- Lean into the discomfort.
- Nothing is personal, they are not responding to you.
- Safe is a sedative.
- All there is is love; everything else is our resistance to it.
- Emotional adversity is just like the weather, let it move through.
- There is nothing wrong.
- You don’t have complaints, complaints have you.
- What would love do now?
- What you resist persists.
- Suffering is a call for awakening.
- Everything can be resolved through communication.
- What would it take to restore love now?
- Are you more committed to being right or to workability?
- Look at what you have an abundance of now; that is what you are worshipping.
- There are no others; there is only the collective “us”.
- It’s all you.
- It’s all made up.
- Whatever experience you are having, you are the one creating it.
- The present moment is inevitable.

- If you are not failing often, you are playing too small a game.
- It's impossible to acknowledge someone too much.
- Just let go of your opinions and everything will be clear.
- Choose what is.
- Everything is teaching you something.
- Knowing keeps you from experiencing.
- Everything is working on your behalf.
- There is nowhere to get to, nothing to prove.

Learn More

The **Café Gratitude** website is www.cafegratitude.com

The Englehart's have shared the lessons they've learned for building a spiritual community at the workplace in their book, *Sacred Commerce, Business as a Path of Awakening*. Read more at www.cafegratitudestore.com/sacredcommerce.html

Ayman Sawaf¹⁴, international visionary entrepreneur, published musician and a best-selling author, has also published a book called *Sacred Commerce, the Rise of the Global Citizen*. The book reverses the common assumption that business and spirituality are mutually opposed, and instead looks at business as a path of destiny. Read more at: www.sacredcommerce.com.

¹⁴ <http://www.aymansawaf.com/>

Case Study 5: Technology and Consciousness

Soren Gordhamer¹⁵ is an interesting individual. He spent a year walking through parts of the United States, India, Pakistan, and Japan as a part of the Global Walk for a Livable World. He later founded the New York City-based non-profit, The Lineage Project¹⁶, which offers awareness-based practices to at-risk and incarcerated teens. He is also the Founder and Host of the Wisdom 2.0 Summit, a unique event that launched in Silicon Valley in April 2010¹⁷ and brought together people from a variety of disciplines, including technology leaders, Zen teachers, neuroscientists, and academics to explore how we can live with deeper meaning and wisdom in our technology-rich age. It's probably one of the few places where high level execs from Google, Zappos, Twitter, Facebook and elsewhere mingle with neuroscientists and spiritual leaders.

The conference addresses the great challenge of our age which is not only to live connected to one another through technology, but to do so in ways that are beneficial to our own well-being, effective in our work, and useful to the world. The conference was developed to explore this and related issues.

There are a number of thinkers online who have written eloquently on how the evolution of social technologies such as Twitter and Facebook is mirroring our essential interconnectedness. In a 2009 article titled *The Spiritual Importance of Twitter*, Stephan Dinan wrote¹⁸:

“I'm now convinced that Twitter is part of the spiritual evolution of our species. Its growth corresponds to the accelerating spread of a global consciousness, one in which...we are increasingly in touch with our sense of ‘oneness’ with others.”

Steven Vedro, ruminating on his blog *Digital Dharma* about both the challenges and evolutionary engine of the Twitter-verse, believes that¹⁹:

“..the ‘ambient awareness’ that is emerging within Twitter circles can be extended beyond the subconscious knowledge of what one's friends are up to into an actual mindfulness practice...and to something even more powerful: the ‘seeing-everything-all-at-once’ consciousness where one is a node on the network, and simultaneously the entire web itself.”

Clearly, the Digital age is morphing into the next age of Consciousness. All of the digital tools which we've embraced as part of our daily routine are training us in the requisite skills to tap directly into each other's thoughts, bypassing technology.

Learn More

Soren Gordhamer has written about his thoughts in *Wisdom 2.0: Ancient Secrets for the Creative and Constantly Connected*. A link can be found on his personal site at www.sorengordhamer.com. He also blogs frequently and his most popular posts are *If the Buddha Used Twitter*, *Zen and Art of Twitter*, *4 Steps for Reducing Social Media Stress* and *The Tao of Tweeting*. Links can be found on his site.

¹⁵ www.sorengordhamer.com

¹⁶ www.lineageproject.org

¹⁷ You can register for the 2011 event at www.wisdom2summit.com/register

¹⁸ <http://blog.stephendinan.com/2009/05/spiritual-meaning-of-twitter.html>

¹⁹ <http://teleconsciousness.blogspot.com/2009/07/twitter-ambient-awareness-and-spiritual.html>

What's Next?

We've come to the end of our discourse. It feels a little abrupt to me. Like whiplash. We've covered why the time for radical business change is now, before it's too late; and we've covered what a truly sustainable business of the future might look like. But we've not covered much about how to apply any of the Noetic Business principles. There just isn't enough paper to cover the years (and tears) that it cost to learn them. But may I ask you a question.

Where do you stand?

Are you a "builder of society" or are you focussed only on the short-term objective of making money for yourself and your shareholders?

It's no longer good enough to "do good" by dabbling in a few philanthropic activities while focussing single-mindedly on "doing well" in the marketplace. The damage done by companies that persist in the pursuit of short-term profit-maximising strategies is not made good by the funding of charitable causes, however important they may be. The urgent call is for those who have the wealth and the power to control major companies to become forces for the public good not by philanthropy, but by reorienting their companies.

What will it be? Will you continue with business as usual, driven by the force of inertia, or will you step bravely into a new world of possibility, "like an inquisitive child entering a forest for the first time?" What you do in the next 5 minutes will determine the legacy you'd like to leave for your children and grandchildren.

Perhaps you're wondering how to implement the business we've been discussing.

As a global group of consultants dedicated to making the world a better place, we have a LOT of information that will come in handy for the business leader who has chosen to accept their responsibility for the future of our children and grandchildren. We also have an entire toolkit which your business may be interested in putting to use. To find out more, please visit [\[link to be created\]](#).

One Last Thing

May I ask you two favours?

1. If you got anything out of this Manifesto: if you circled, or highlighted or Post-It-Noted, I'm hoping you'll do something for me: Give this to someone else. Forward it by email to your line managers or others you might know in positions of responsibility. Beg them to read it. Beg them to answer what role they will play in transforming the business world, and ultimately our playground, the planet. We need them. We need you. Spread the word. If you prefer to use social media, you will find pre-written posts for LinkedIn, Twitter, Facebook and more at [\[link to be created\]](#).
2. Would you be willing to publicly add your name to the Noetic Business movement? As you probably know, there is immense power in 'social proofing.' For example, you are more likely to visit a restaurant based on a friend's recommendation, rather than the establishment's marketing efforts. If you have a LinkedIn profile (and if you don't, why on earth not?!), please consider writing a brief

recommendation for the Noetic Business Manifesto by clicking [here](#), or visiting this link:
<http://linkedin.com/in/michaelhaupt>.

Thank you for your time, and thank you for joining me on this journey. I hope we meet in person one day.



Michael Haupt
London, England and Cape Town, South Africa
December 2010

About the Author

Michael Haupt is a ‘Corporate Plumber’ who bravely ventures where few others dare. He wades through (procedural) slush and grime to unclog blockages caused by entrenched habits and old-style thinking. His special skill is in helping business shift from a path of unsustainability, conflict and confrontation to a path of sustainability, well-being and peace.

Over the past 20 years, Michael has lived in 16 cities on 5 continents while leading high performance teams to deliver complex IT assignments on time and under budget. His general management and business development roles have given him a thorough understanding of corporate objectives and pressures. In 2010, after a series of profound epiphanies, Michael stepped out of the commercial world and began to follow his passion to introduce a new model of business, based on the cutting edge findings of the Institute of Noetic Science.

The range of his interests is eclectic; his reading prodigious. His sources of reference encompass the wisdom of writers and philosophers, both ancient and modern and his views on humanity and our need to define a new future are extremely stimulating, and at times controversial.

Michael is a Certified Authenticis Consultant.

About Authenticis

Authenticis is a global team of exceptional business consultants helping to create better and more successful businesses. Through a process of Authentic Transformation we help develop your Authentic Leadership and articulate the purpose of your organisation. This creates an Authentic Business of passionate, dedicated and loyal people connected to passionate, dedicated and loyal customers.

We believe in:

- business with a positive purpose, without damage or exploitation;
- if you do the right thing you will do well;
- if you try to please everyone you become bland (be original, enough people will love you);
- anything can be made possible;
- authenticity in all things.



Whether you need specialist Design Consultants, Executive Coaching, an Interim Manager, or Non-Executive Director, our global community of trusted partners and associates with Big 4 experience can bring in-depth experience from a wide range of functional areas across a broad spectrum of industries.

Discover more at <http://authenticis.com/>

Noetic Business Recommended Reading

I maintain a constantly updated list of highly recommended books on my LinkedIn profile at <http://linkedin.com/in/michaelhaupt>