

# CSAWorld

volume 12 issue 3 2007



## *Widening the Net of Opportunity*

– exclusive interview  
**C. K. Prahalad** talks  
about untapped and  
underserved markets

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Bjørn Lomborg spots  
**global red herrings**

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Find out from  
Joseph E. Stiglitz  
**why globalization is  
not inevitable**

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Get **the definitive  
definition of innovation**  
from John Kao

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# CSA World - Contributors



**Leszek Balcerowicz**, former Deputy Prime Minister and Finance Minister of Poland, succeeded in reforming and transforming Poland's economy. Known for his controversial approach he proved to be a man of vision. In **Leaders of Reform** (page 9) he talks of the necessary short-term sacrifices for longer-term gain.



**John Kao**, specialist in innovation strategy, pinpoints the definition of innovation in **The New Disciplines of Innovation** (page 8) he cuts this much overused term down to size and distinguishes between understanding innovation and implementing it – an issue he feels is rife among organizations of all sizes.



**John Naisbitt**, futurologist, considers what a European company really is – not as simple a notion as it might seem. In the global economy we all need to rethink our understanding of competition and where it might be coming from. As a starting point, we need to grasp the context in which we are operating, only then can we know **Where are the Horses Headed?** (page 8).



**Ray Kurzweil**, ground-breaking inventor, has created numerous technological advances, which benefit millions of people. In **The Ultimate Merger – man and machine** (page 4) he illustrates why it is inevitable that humans will interact with artificial intelligence more and more; the benefits of which are innumerable.



**C. K. Prahalad**, prominent business strategist, demonstrates an enviable flair for perceiving how organizations can, and should, sustain competitive advantage; for his cause is not merely about profit. He challenges us to eradicate poverty through profit and in **Widening the Net of Opportunity** (pages 6 & 7) you get a taste of why this prolific business thinker makes so much sense.



**James Kyng**, esteemed journalist with a focus on developments in China, brings a fresh perspective to the pace of change in Asia. By comparing the growth of the Chinese economy with that of 19th century America he sets a very clear context for those of us in the West to consider. In **China Shakes the World** (page 5) he also raises the implications of such change for all of us.



**Joseph E. Stiglitz**, economic educator, conveys the interplay between circumstance and market performance so adeptly that he is unrivalled as academic, consultant, advisor and speaker on economic matters. In **Globalization: Keeping the Promise** (page 4) he explains why globalization is not a certainty.



**Bjørn Lomborg**, the sceptical environmentalist, challenges the scare-mongers who would have us believe that the world is about to end. **Global Red Herrings** (page 5) invites us to check our perspective on the world and suggests that we should not accept all data about environmental issues that is set before us.



**Dave Ulrich and Kurt Sandholtz**, Human Resource specialists, have taken the intangible area of innovation and present it to us as a staged protocol. **Creating an Innovation Protocol** (page 9) relates innovation in business to show business, sport, even flying a plane; the mystery surrounding innovation just disappears.

## A Word from the Editor



### Tapping the Creative Fuel

The ability to use knowledge and experience as a fuel for innovation is where true potential lies (*Creating an Innovation Protocol, page 9*); only through applying what we know to what we hope to achieve can we create new products and services. Yet risk is associated with anything creative. However, in moments of doubt it is worth reminding ourselves that nothing great has ever been achieved without an element of risk.

While many consider the sharing of knowledge a risk, the reverse is so often the case. Of course it is important to protect intellectual property, yet it is equally important for business leaders to foster a climate where knowledge workers can take risks and subsequently realize their true creative talents. As globalization forges ahead it is the creative talents that will sustain an organization's success through the innovation of new products and services. Long-term success lies in innovation and only innovative organizations will attract, and retain, innovative people (*The New Disciplines of Innovation, page 8*).

So the lesson is that we all need to think differently. Creative thinking must not be restricted to those in creative roles, for we are all operating in the creative economy. From the classroom to the boardroom a lateral approach is required to cultivate creativity. Only by maintaining several perspectives simultaneously can we recognize timely opportunity (*Where are the Horses Headed?, page 8*). We all have a responsibility to integrate creative thinking into how we all work, all the time (*Widening the Net of Opportunity, pages 6&7*). By doing so our approach will be fresh and open to different, innovative and new thoughts and suggestions – and each day will be a truly new day.

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# Globalization: Keeping the Promise by Joseph E. Stiglitz



Joseph E. Stiglitz

**G**lobalization has been a double edge sword. To those able and willing to seize the opportunities and manage globalization on their own terms, it has provided the basis of record growth. China and India, with a combined population of 2.4bn, have, for more than a quarter century, been growing at historically unprecedented rates, with hundreds of millions moving out of poverty.

However, there is growing disparity between the richest and the poorest countries, and growing inequalities within most countries around the world. The numbers in poverty in Africa have

doubled in the last two decades. And globalization has contributed to both of these problems. For instance, the last trade agreement, the Uruguay Round of 1994, was so unfair that the poorest countries were actually made poorer. In the North, global competition has helped drive down wages of unskilled workers, exacerbating similar trends coming from changes in technologies and the weakening of labor unions.

Some say that globalization is inevitable, but that is wrong: the extent of globalization, as conventionally measured, e.g. by the ratio of trade or capital flows to GDP, was actually stronger before World War I than in the interwar period. And unless we ensure that globalization has more winners – and few losers – there can be a backlash. Indeed one can already see such a backlash taking shape.

Standard economic theory emphasizes that opening up markets provides opportunities for each country to leverage its comparative advantage, and provides enhanced scope for efficiency gains from economies of scale. But

there is an even more compelling argument for globalization: the encounters between different cultures, the new opportunities which globalization brings, as well as the enhanced competition that accompanies globalization, all mean that globalization can be a tremendous spur for innovation and creativity.

Globalization can be managed differently. The problems encountered to date are not inevitable. They are a consequence of the particular way that globalization has been managed – or mismanaged – especially in the post Cold-War world. In *Making Globalization Work* I lay out a set of reforms – some small, some large, some that will take years to be realized, some that are already underway – that will at least make globalization work better. With these reforms, globalization has a chance of living up to its promise and its potential, of improving the living standards, not just of the rich in the richest country of the world, but of the rich and the poor, in both the developing and the developed world.

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## The Ultimate Merger – man and machine

by Ray Kurzweil

**W**ithin a quarter century, nonbiological intelligence will match the range and subtlety of human intelligence. It will then soar past it because of the continuing acceleration of information-based technologies, as well as the ability of machines to instantly share their knowledge. The result will be an intimate merger between the technology-creating species and the technological evolutionary process it spawned and by 2045 the nonbiological intelligence created in that year will be one billion times more powerful than all human intelligence today.

There are three greatly influential and overlapping revolutions involved, namely, genetics, nanotechnology, and robotics, otherwise referred to as GNR. Each will provide a dramatic increase to human longevity, among other profound impacts.

We're in the early stages of the genetics – also called biotechnology – revolution right now.

Biotechnology is providing the means to actually change your genes: not just designer babies but designer baby boomers. Already, new drug development is precisely targeting key steps in the process of atherosclerosis (the cause of heart disease), cancerous tumor formation, and the metabolic processes underlying each major disease and aging process. The biotechnology revolution will peak in the second decade of this century, at which point we'll be able to overcome most major diseases and dramatically slow down the aging process.

That will bring us to the nanotechnology revolution. With nanotechnology, we will be able to go beyond the limits of biology, and replace your current "human body version 1.0" with a dramatically upgraded version 2.0, providing radical life extension. The "killer app" of nanotechnology is "nanobots," which are blood-cell sized robots that can travel in the bloodstream destroying pathogens, removing debris, correcting DNA errors, and reversing aging processes.

Finally, the robotics revolution, which really refers to "strong" artificial intelligence (AI) at the human level means that we'll have both the hardware and software to recreate human intelligence. We'll be able to improve these methods and harness the speed, memory capabilities, and knowledge-sharing ability of machines.

By the mid 2020s, it's conservative to conclude that we will have effective models for all of the brain and a full understanding of its methods. One benefit will be a deep understanding of ourselves, but the key implication is that it will expand the toolkit of techniques we can apply to create artificial intelligence. We will then be able to create nonbiological systems that match human intelligence in the ways that humans are now superior, for example, our pattern-recognition abilities. These superintelligent computers will be able to do things we are not able to do, such as share knowledge and skills at electronic speeds.

# China Shakes the World by James Kyng

It seems to have all happened so suddenly. Only a few years ago China loomed, for most of us, as a large but mainly remote presence. Now, though, the convulsive forces that are re-shaping Asia's giant are no longer contained within its borders, but spill out into the wider world, roiling the international economy and touching our lives in both elemental and subtle ways.

*"The country's weaknesses are just as profound as its strengths."*

Never before has so large a country risen to economic prominence in so short a space of time. The pace of change within China is breathtaking, and its unprecedented vigor leads some observers to forecast that it cannot last; that Beijing's bid to shake off roughly two centuries of regression, poverty and warfare will sooner or later run into the sand. Such arguments are not without basis,

but what they miss is the depth and breadth of China's transformation. For example, an inland city such as Chongqing – situated some 2,500 kms up the Yangtze river from Shanghai – is growing by about 300,000 inhabitants, or some 25 sq km of new urban precinct, every year. Compare that to Chicago during the second half of the 19th century, when the gateway to the American Midwest was known as the fastest growing city on earth, and you find that Chongqing today is growing at eight times the speed of Chicago then. But the really remarkable thing about Chongqing is that, in China, it is utterly unremarkable. There are more than 40 Chinese cities with over one million inhabitants and they are all expanding at a similar pace.

Such is one source of the energy that reverberates on foreign shores. The shape of China's influence on the US and Europe is at once familiar and evolving. Towns such as Rockford in Illinois, Dortmund in Germany and Prato in Italy clearly show the



James Kyng

imprint of China's rise; even though they are thousands of kilometers distant from the old 'Middle Kingdom'.

Yet not all Chinese graphs point upward. The country's weaknesses are just as profound as its strengths, and these too are being projected into the international arena. The mixture of energy and frailty, benefit and hardship that China is foisting onto the outside world raises the key question of whether – and how – the West can cope with this new, unfamiliar presence in its midst.

# Global Red Herrings by Bjørn Lomborg

Global warming has in many ways become today's main catastrophe concern. We are being told that species will become extinct, cities will flood and diseases return with a vengeance. While we need to deal with global warming there is a danger that the hysteria surrounding it will render us unable to maintain a sense of proportion. We need the real data and costs to make good judgments; only then can we be sure to make decisions that help our planet.

Take polar bears, we are told that they are going to be extinct by 2012. Yet, populations have gone from 5,000 in the 1960s to 25,000 now and their numbers are not declining. It is suggested that we should apply the Kyoto protocol to save the bears; never mind, it would help much less than a bear every 16 years. If we really wanted to help polar bears perhaps we should consider not shooting 500 each year, as we do now?



Bjørn Lomborg

*"Even if every nation signed up to Kyoto, it would do very little good."*

As for flooding, Al Gore states that sea levels will rise by seven meters, flooding large parts of Florida, San Francisco, New York, Holland, Calcutta, Beijing and Shanghai. But seven meters is a fiction. The United Nations (UN) tells us that sea levels will rise 29cm over the coming century; comparable to the rise over the past 150 years. Yes, the rising sea level is a problem, but is it a pending catastrophe?

Finally, let's look at diseases. There is no doubting that cases of Malaria will rise with temperatures, but very little (less than 2-4%). What matters is development. Malaria was endemic in Europe and the US from the Little Ice Age until after the Second World War (with 5-10 million cases in Russia in the 1920s). As temperatures rose we tackled Malaria, because we got richer. Focusing on climate change as a way of combating Malaria is extremely inefficient.

There are many better things to do first. Even if every nation signed up to Kyoto, it would do very little good at a very high cost - postponing warming by six years in 2100 for an annual cost of \$150 billion.

For half the cost of implementing Kyoto, the UN estimates we could fix every basic problem: for \$75 billion a year, we could provide clean drinking water, sanitation, basic health care and education to every single human being on Earth - shouldn't we do that first?



*"I see the challenge for the 21st century as being one of how to democratise commerce."*

# Widening the Net of Opportunity

## C. K. Prahalad

An interview with C. K. Prahalad by Lisa DiVito

Leading authority on corporate strategy, C. K. Prahalad, advises organizations the world over. In this exclusive interview he challenges us to eradicate poverty through profit and suggests why some organizations ought to re-consider which markets fit with their brand.

**Q** Who do you think should be responsible for strategic change?

**A** In a sense everyone has a role to play in strategic development. Political parties, businesses, charitable and not-for-profit organizations and citizens alike, all contribute to the society in which we live, so all should make a contribution to strategic change and societal development.

**Q** If everyone is to be involved in and have the opportunity to influence progress, how and why do you see that working?

**A** I see the challenge for the 21st Century as being one of how to democratise commerce. In other words, how do you make the benefits of globalization accessible to all people? The ongoing debate of whether globalization is a good or bad thing is futile; globalization is a reality, so a linear argument about whether to support it or not detracts from the more pressing matter of how to make it beneficial to everyone. All citizens and all consumers should have the opportunity to co-create their own experiences. However, currently there are 5bn people underserved by global companies – just consider the potential for those individuals and organizations, it is phenomenal. There really is an opportunity to eradicate poverty through profit, not charity.

**Q** Why should a successful organization target a market that they do not believe fits with their brand?

**A** Well, first of all, sustaining a competitive advantage is not about having a customer focussed organization. Smart companies know that the very term 'customer focussed' is flawed for it can only, at its very best, be the

organization's view of what customers want. In future, value will be co-created with the customer. Take the cell phone, a product that typifies inclusive capitalism, there are 5m new subscribers a month in India alone, 5m! And what of the international leading brand Unilever, 50% of their business comes from the 'bottom of the consumer pyramid' – Unilever is a master of social innovation.

If organizations are still in any doubt as to the value and relevance to sustainability and growth of including the customer, providing them with choice, then perhaps they should look to one of the world's most successful brands Coca-Cola. Tell me a market, or segment of one, that is not familiar with Coke.

**Q** What of corporate social responsibility, is that a step in the right direction?

**A** Yes and no. Of course, it is preferable for organizations to recognize their responsibilities as far as regeneration, the environment and so on; however, the danger is that corporate social responsibility (CSR) is an add-on to the business rather than an integral part of its very being, its strategic approach. Only by co-creating with consumers can



**Q** What are the common pitfalls made by organizations when seeking new markets, products and/or services?

**A** Innovation lies at the heart of progress and like CSR it is all too often held in a silo of the organization structure. It is okay to have special innovation groups for a particular task, but everything outside of that should be everyone's responsibility. The language of new business models has shifted from product innovation to co-creation or experience innovation.

The other potential barrier to innovation is the dominant mental model within an organization. Well-meaning managers, who uphold the organization's values, can inadvertently filter out opportunities, which they believe do not reflect the

**“Currently there are 5bn people underserved by global companies.”**

organizations really deliver value. And to deliver value they must treat all potential consumers as equal, not distinguish between rich and poor. By including consumers, new and diverse markets can be found. Once again, think of the 5m new cell phone subscribers in India every month, many of whom choose a pay as you go service.

organization. Yet the need to experiment and encourage learning and develop new ways of thinking that may challenge the status quo has never been greater. Innovation is everything to everyone.

# Where are the Horses Headed?

by John Naisbitt

**T**wenty years ago, in my book *Megatrends*, I wrote that trends, like horses, are easier to ride in the direction they are already going. That has not changed. The world is – as we all sense -- restructuring, but will we reset our thinking, our mindsets, to keep pace with changing directions?

Nobody would get the idea to work on a new state-of-the-art computer with old software. Nor should we use old mindsets to understand new paradigms. The purpose of my new book *Mind Set!* is to offer a context to sort out and evaluate today's events, to capture the pieces that are forming the picture of the future.



John Naisbitt

The picture of global market-driven competitiveness is changing. Along the twin paths of globalization and decentralization the economic pieces of the future will be assembled in a new way. Not what is produced within country borders, but what is generated globally within a business sector delivers relevant data and a basis for economic decisions. We have to change our mindset from thinking about country borders to thinking about economic borders.

What is a European company? What is an American company? Only 37 percent of

Europe's 100 biggest companies are residing in their homeland. Danone's share of worldwide production in France is 22 percent, and the percentage of its employees in France is only 14 percent. Almost 98 percent of Nestle employees work outside of Switzerland. Microsoft's 75,000 employees are spread over more than 102 countries. And of course stock ownership in international companies is widely held, often with a minority by nationals of the countries the companies are identified with. All those companies are in global competition for market shares within their domain, the automobile domain, the pharmaceutical domain, the banking domain.

In the world ahead of us, populist themes and government regulatory rules are against the economic reality. Countries and individuals holding on to the old mindsets are neglecting the new rules and are not riding the horses in the direction they are going.

## The New Disciplines of Innovation by John Kao

**I**nnovation is one of the most frequently used, yet poorly understood, terms in the lexicon of business. Recently, while preparing to give a presentation at Google, I used their famous search engine to check the word 'innovation' and got 330,000,000 hits.

Yet the greatest impediment to practicing innovation remains our understanding of it. Innovation is more than high-technology. It is more than research and development. It is more than new ideas - more than creative sparks.

The definition of innovation that I advocate is: "Innovation is the capability of continuously achieving a desired future state". Note the implications of this definition: innovation has to be *about* something. I often ask prospective clients, "If innovation is the answer, what is the question?" In other words, what is the big idea that innovation serves? What is its purpose? Without an answer to that question, innovation is simply variety, a collection of new 'stuff'. With the right answer to this question, innovation becomes transformational; purpose aligns the fruits of innovation to create and achieve a meaningful journey to the desired future.

Note that my definition also refers to a continuous process. Innovation is not simply the result of a campaign, which once completed may be put aside; it is an ongoing agenda. Note also that innovation refers to a capability, like playing the piano or flying an airplane. The skill of innovation requires practice, it must be earned. And once you have it, it is hard to lose, and hard to imitate.

I also like to point out that my definition of innovation is scalable; that is, it works well whether one is talking about a start-up, a mature organization, an individual or even a country. Countries, as well as companies, need innovation as their lifeblood in order to compete and remain robust in the 21st century.

***"There is a difference between 'getting' innovation and getting it done."***

Once innovation has been clearly defined, it remains for us to determine the 'how' of innovation. I like to say that there is a difference between 'getting' innovation, and 'getting it



John Kao

done'. While space precludes a detailed description of contemporary innovation practices, suffice it to say that new concepts of organization, technology, metrics, open-source and bottom-up dynamics, customer relations, parallel organizations, prototyping, learning, facilitation and leadership approaches all factor into the new disciplines of innovation. It is clear to me from two decades of practice with organizations large and small, public and private, American and international that innovation is a discipline that can be transmitted, that improves with practice, and that is fundamental to how organizations advance and renew themselves.

# Creating an Innovation Protocol by Dave Ulrich and Kurt Sandholtz

Leaders who desire innovation need and deserve an innovation protocol. After all, a play has a script to guide actors' performance; a sports team has a playbook that specifies how players execute a diagrammed play; a pilot has a checklist to ensure flight safety before and during a flight. Such scripts, playbooks and checklists serve as protocols to predict successful action. The protocol below enables leaders to make informed choices, which increase the probability of successful innovation.

## Protocol 1: Idea generation

Innovation originates with ideas: fresh ideas, different ideas, out of the box ideas, streams of on-going ideas. Leaders inspire new ideas by focusing on customers, encouraging risk takers and forming alliances. For example, by spending time with teens Motorola came up with colored phones that its engineers would never have created. Building rapport with 'lighthouse' customers becomes a source of idea generation.

A second source of ideas are the iconoclasts in your midst – individuals who are passionate about experimenting with new approaches. Make space for them. Build alliances with sources of knowledge: universities, research centers, and research consortia.

## Protocol 2: Impact

Innovation is more than new ideas; innovation is about ideas with impact, so rigorously filter ideas using the following criteria:

- Strategic fit: Will it be credible for our firm to pursue this idea?
- Potential value: Will the financial margins justify further investments?
- Opportunity size: Will the value and impact be large enough to be worth pursuing?
- Differentiation: Will the innovation help the firm distance itself from competitors?
- Employee passion: Will the firm find employees with the passion and competence to pull it off?

## Protocol 3: Incubate

Ideas that pass the impact screen merit additional care and feeding. Innovative leaders create 'incubators' where the idea can be piloted for customer acceptance and technical feasibility. Failures are almost as important as successes, since they prevent investment in ideas that look promising only on paper.

## Protocol 4: Invest

Successfully piloted ideas are ready for further investment. An expanded field test is one way to assure sustained value before gearing up for a full product or service launch. Alliances and joint ventures are another way to 'hedge your bets' on an innovative idea. Eventually, however, strategic investment will require clarity around product portfolios, distribution channels, and geographic scope. Governance mechanisms assure focused investment.



Dave Ulrich

## Protocol 5: Integrate

Innovation requires integration of new ideas into old. With product innovation, this means that new products and/or services both complement and cannibalize the old. With strategic innovation, it means that new business models become commonplace throughout an enterprise. With administrative innovations, practices that worked in one division must become integrated across an enterprise.

## Protocol 6: Improve

Innovation does not end, but evolves. It requires successive improvement where lessons learned are constantly codified, adapted, and implemented. Leaders committed to innovation improvement constantly monitor the product life cycle. Is the innovation still creating value? Quarterly or semi-annual reviews of product, strategic, or administrative innovations can focus attention on the 'next wave'.

In summary, the six phases of the innovation protocol help demystify the innovation process and create discipline in the organization. Innovation can become less magic and more regimen.

# Leaders of Reform by Leszek Balcerowicz

Research shows that success for transition countries goes hand in hand with market-oriented reforms, which imply a fundamental restructuring of the state. One cannot make a transition from a command economy to a market economy without simultaneous shift from an omnipotent state, without a rule of law, towards a limited state and the rule of law. Countries which have accumulated more of such reforms achieved better results on growth and inflation; attracted more FDI. What is interesting, such countries also obtained better outcomes on health and environment, and recorded smaller increases of income inequalities.

When one compares the situation in early 2007 with that in 1989, i.e. just before the start of

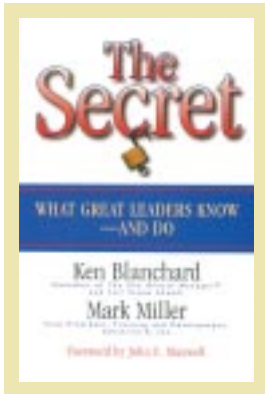
reforms, one notices that the most reformed and thus the most successful countries – among the transition economies – are located in Central Europe, including the Baltic States. However, during that period the pace of reforms differed across time and countries. The recent leaders in reform include Slovakia and Lithuania. Outside Central Europe, Armenia is an outstanding example of radical reforms.

*"Reforms are an art, not a science."*

There are valuable economic lessons to be learnt from such reforms, the main one being that the more you reform, the better for your country, for the welfare of your people. However, even though reforms are so important from a social point of

view, they meet resistance from the vested interests, from political demagogues, from the parts of misinformed population. And there is no magic formula of how to overcome this resistance; reforms are an art, not a science. One lesson is: reformers cannot avoid some discontent, and should look to a longer term perspective. Another is: reformers should be intellectually and organizationally prepared with reforms, so as to be able to move with a great speed, whenever a political window of opportunity emerges. Still another: in democracy and in a free society, reformers should be very good at mass communication. Finally, successful reforms require that there is a reformist team, with a clear leader, and a supportive political organization.

# BOOK REVIEWS

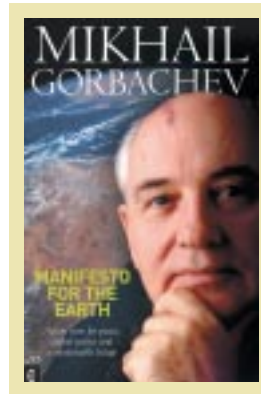


*“A book that is relevant to both pupil and master.”*

## **KEN BLANCHARD AND MARK MILLER**

### **The Secret: What Great Leaders Know – and do**

*The Secret* conveys the virtues of effective leadership through a simple story; the mentoring of a novice leader by the company President. Much insight is presented for newcomers to leadership, including how and who to learn from. Equally, this modern business fable challenges capable leaders to consider what they do with what they know. Like all great storytelling, *The Secret* can have a lasting effect if you let it.

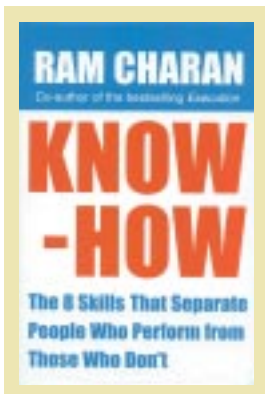


*“A courageous and thought-provoking work.”*

## **MIKHAIL GORBACHEV**

### **Manifesto for the Earth**

Mikhail Gorbachev, the man who changed the destiny of Russia, Europe and the world, is calling for a global and comprehensive Perestroika (reform) for the twenty-first century. Through the organization he founded in 1992, Green Cross International, he has been engaged in working to protect the earth and its inhabitants. In an age when ecological crises, poverty and military conflicts are humanity's main challenges, Gorbachev urges us to stop regarding these problems in isolation.

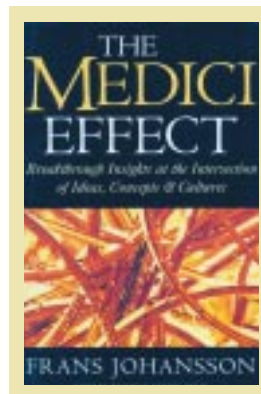


*“The frankness of the case studies is enlightening.”*

## **RAM CHARAN**

### **Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't**

*Know-How* is a credible and challenging account of business leadership. Each of the eight sections covers a familiar theme for many a leader, yet the currency of the content promotes thought and reflection. Countless pertinent examples support the points raised and the wealth of contributions from leaders operating in a range of industries and sectors is impressive.



*“Proof positive for lateral thinking.”*

## **FRANS JOHANSSON**

### **The Medici Effect**

*The Medici Effect* presents a winning argument for inter-disciplinary working. While grappling with the often intangible hot topic of innovation it cites high profile illustrations of extraordinary, and sometimes unprecedented, levels of success gained from unusual working practices. Although it is not suggesting that we all rip up our organization charts, it is inviting, and challenging us to know why and how we approach innovation in the workplace.



*“It captures the world's angst and hope.”*

## **MARIAN SALZMAN AND IRA MATATHIA**

### **Next Now: Trends for the Future**

*Next Now* is an ambitious summation of trends and their implications. Yet despite the breadth and depth of concerns covered, from global to individual, *Next Now* serves as a concise and user-friendly guide for anyone interested in what is going on all around them. Our sometimes contrary relationship with progress is expertly threaded together, offering us the chance to reconsider our own 'take' on the world, be it from a personal or business perspective.



*“A revealing account of industry powers.”*

## **NIRMALAYA KUMAR AND JAN – BENEDICT E.M. STEENKAMP**

### **Private Label Strategy**

*Private Label Strategy* focuses on the increasing challenges presented by powerful retailers. As these global giants develop strategies to raise the profile of their own brands manufacturers are forced to consider new and innovative approaches. This thought provoking account explores, and confirms, the implications and opportunities for retailer and manufacturer alike.

# CSA NEWS

## New Speakers

### CHUCK FREILICH

Former Israeli Deputy National Security Adviser



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### VIJAY GOVINDARAJAN

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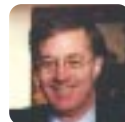
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"Speaking at our centennial conference 'Global Place', **John Thackara** proved he is clearly a key player in the international dialogue on the future of the planet. His thoughtful and inspiring talk fulfilled our desire for someone who can connect the dots between technology and environmental concerns."



*University of Michigan*

"**Hamish McRae** is highly professional and has a good eye for knowing how content will be perceived. His presentation on Financial Services 2010 was tailored perfectly for the participants and delivered in a relaxed and easy to understand way. Overall Hamish was extremely well received by our audience."



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"**Carl Lewis** is an excellent speaker and a pleasant personality. His presentation was easy to listen to, captivating and suited very well to our purposes. The audience were left feeling truly inspired."



*Nokia Oyj*

"The guests at the 10th Anniversary of Mobilcom celebrations were electrified by **Sir Bob Geldof's** excellent speech. Highly professional he communicated his message clearly and in a relaxed manner. He engaged very well with the audience who were extremely impressed."



*Hochegger GMBH*

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