



Asia's relevance in a globalizing world
- Trust & Integrity in the New Leadership Model

Compiled Daily Review of the Conference at Asia Plateau, Panchgani, Maharashtra, India co-hosted by Japanese and Indians.

Review by:

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Day 1, Friday, November 23, 2007

The 'first truly international conference' for Initiatives of Change (IofC) started on Friday evening, with over 160 delegates from 19 different countries, present at Asia Plateau, Panchgani in India. The event is co-hosted by IofC India along with IofC Japan and 'Caux Initiatives of Business'. The idea originated in March 2006, when Mr Prabhat Kumar, Mr Suresh Vazirani, Mr Sarosh Ghandy from India met Mr. Hashimoto in Japan. This idea became a reality today with this conference attended by 22 delegates from Japan, which comprised of prominent people from the corporate world, the media and education.

Welcoming the delegates, Mr Sarosh Ghandy, Convenor of the conference, said Asia forms two third of the world population and hence the challenge for all Asians is to make globalization, which is irreversible now, more equitable. He said, the attention has to be towards human values and not just commercial and economic gains. In his address, Mr. Ghandy said trust, integrity and leadership are central to moving globalization forward. Further, he added the conference should be action-oriented so as to try and achieve the objectives that are set forth.

Justice Verma, former Chief Justice of India, known for his independent thinking, who has fearlessly voiced his thoughts on human rights issues, inaugurated the session. He emphasized the need to address all concerns, possible solutions to present and future impact of globalization on various economies. A nation can be empowered through quality governance and development, which is people-centric, according to Justice Verma. The development has to be in the form of inclusive democracy, which can be achieved by addressing issues like gender inequality, infant mortality, environmental development, combat diseases like HIV/AIDS, and many more which bother our countries, he added. He underlined the importance of partnerships from the industry in the form of corporate social responsibility. There is a need for 'renaissance of values', and this can be achieved by motivating one self first before motivating others, he said.

Mr. Toro Hashimoto, Chair, Deutsche Securities Inc and IofC Japan, in his keynote address said, "It is most timely that IofC India and IofC Japan are cosponsoring the CIB conference. I will be gratified if the conference can provide the impetus in charting a roadmap for business to resolve bilateral issues and the many global challenges". Mr. Hashimoto expressed a need for more student exchange programmes between the two countries. He added, "This collaboration between the two countries will continue in the future."

The inaugural session ended with a vote of thanks, by Mr R D Mathur, founding trustee of IofC India. Mr Mathur said in today's borderless world, two countries like India and Japan have come together for a common purpose. He urged the need to find a direction and build a world of tomorrow with justice and equality using tools available in our hands, for the betterment of the future generations.



Can Globalization Reduce the Gap Between the Haves and Have-nots?

Day 2, Saturday, November 24, 2007

Justice J S Verma, former Chief Justice of India

- **Urgency:** We must recognise that globalization is an unavoidable reality and that there is a need to address its negative implications - the question is not 'Can Globalization reduce the gap between the Haves and the have-nots?', but rather 'How can this gap be reduced?'
- **Empathy:** We must 'place ourselves on the other side' of the prosperity divide.
- **Human Dignity:** human dignity should be defined by asking ourselves the following question in any given context - 'If this were done to me, would I consider it an affront to my dignity?'
- **Distributive Justice:** Economic growth is insufficient without appropriate policy. The wealth must be distributed equitably.

Dr Balasubramaniam, Founder, Swami Vivekananda Youth Movement, Mysore

- **Measuring prosperity:** Human prosperity cannot be measured in purely economic terms. There is not a simple and direct correlation between levels of material wealth and overall happiness. Many poor people in tribal areas are perfectly happy.
- **Needs-based approaches:** Danger of converting self-sufficient 'haves' of tribal communities into 'have-nots' by attempting to impose un-nuanced development values of international organisations.
- **Agriculture:** it is important to take into account the value of traditional agricultural practices, and avoid the imposition of market-driven agricultural practices that are unsustainable for particular communities.
- **Health:** there needs to be a more concerted effort to distill India's particular needs from the most pressing international health concerns - eg whereas the international pre-occupation (eg at the World Bank) is with HIV/AIDS, in the context of India, Tuberculosis is a far more pressing concern. Yet India continues to prioritize the problem of HIV/AIDS. Is this wise?
- **Distribution of benefits:** It seems the benefits of globalization are limited to urban India, whilst the problems of globalization are reaching rural India. How do we address this?

Shiv Khara, Founder, Qualified Learning System

- **Raising the poor:** Abraham Lincoln: 'We cannot strengthen the weak by weakening the strong, we cannot enrich the poor by impoverishing the rich'. The point made by other speakers is a fundamental one - there has to be a process of pulling the poor up.
- **Entrepreneurism:** importance of goals, as distinct from dreams - that is, dreams with a clear timeline and plan for their realization. Entrepreneurial sense is crucial, as hand-outs will never be empowering *per se*. People need to be equipped with the capacity to handle their wealth effectively.
- **Equality of opportunity:** Ultimately, 'we need equal opportunity, nothing more, and equal opportunity to be unequal thereafter'.
- **Values:** It is not a resource issue, but an integrity issue. Note the findings of Transparency International, according to which there is a clear correlation between integrity and prosperity at a corporate level. There needs to be zero flexibility on certain universal values and successful companies have demonstrated the financial viability of this approach.



Discussion

- **Japan** is an excellent model of economic growth from the ashes of WWII, with the help of countries such as the USA. Now Japanese people have a role to play in reducing the prosperity gap, particularly through individual contributions and initiatives.
- **Women** offer a unique contribution to development through effectiveness in community initiative.
- **Micro-credit** is an often effective tool for encouraging entrepreneurial activity.
- Civil Society can prepare a strategic plan to develop ethical market economies where welfare is replaced by **entrepreneurship**, aided by **micro-credit**, sustained by an honest judicial system, giving **business incentives** for MNCs to develop technologies for the rural poor.

The Inconvenient Truth *- I need to wake up now*

Today's post lunch session had the screening of movie, "**The Inconvenient Truth**". The movie highlighted Al Gore's efforts on increasing awareness about Global Warming and its devastating consequences that have occurred and could occur. This was followed by audience responses and a panel discussion which comprised of Mr. Kensaku Konishi, Mr. Rajendra Gandhi, and Mr. Anant Nadkarni. The thought provoking movie generated some interesting views from the panelists.

Mr. Kensaku Konishi, CEO Canon India

- Companies should not be seen as mere capital generating tools, but should concentrate more on **sustainability** in the future. This can be achieved through a **change in mindsets** of management, which is an increasing challenge for corporates these days. **Good leadership** becomes essential to achieve this.
- Example of Canon, how they had contributed to the environment, by transitioning from conventional methods of production, with the help of a smaller team along with cost effective measures. By 2010, Canon intends to reduce carbon emission by half

Mr. Rajendra Gandhi, MD - Gujarat Reclaim and Rubber Products Ltd.

- If you want to make a **choice**, it should **not be out of compulsion**, but because you think that is the **right thing to do**
- Increase in **economic development** leads to **employment generation** and hence more **purchasing power**. This further increases the **desire** to fulfill wants, leading to **materialism**. This materialism is the cause for **pollution**.
- Global warming is linked with our consuming habits. Our needs are met but wants are not.
- Each individual needs to **draw a line between desire and contentment** based on his value system and conscience.

Mr. Anant Nadkarni, VP - TATA Council for Community Initiatives

- Proposed the TATA leadership model as a framework to tackle issues
- For corporate sustainability, three perspectives to be followed
 - Create something with **lasting benefits**
 - Create something which serves a **larger purpose**
 - All those engaged should find a **sense of meaning**
- Suggested that IofC can look at some way of facilitating these perspectives



- Principles of the leadership model
 - Ownership - Distance from greed and control. Example : Wealth generated by the TATA Group is not concentrated in the hand of the owners but is with the trust
 - Governance - Every decision is taken by consensus and not majority
 - Business Model - Moral decisions at transaction level
 - Volunteerism - Proactive initiative by those involved
 - Leadership - Through commitment, team work & service

Action Points of the session

- Emphasis on sustainability of organizations
- Coming together of corporates and bureaucrats in implementation of concerned issues
- Having absolute awareness about issues such as pollution and not just relative awareness
- Good leadership to change mindsets in organizations
- Making choices out of will and not out of compulsion
- Contentment Management - Balance needs and desires
- Asia should not try to fit their paradigms as per the West
- Pollution of mind and intellect should also be tackled along with the physical elements
- Spreading awareness across the youth through student communities
- Spelling out a new leadership model to tackle major issues

Day 3, Sunday, November 25, 2007 - “Building trust in a globalizing world”

Vikas Deshmukh, Chairman and Managing Director, Ameyacon, USA

- ‘In an unfettered market economy, **private interests are rarely aligned with social costs**’ - Adam Smith. Such a system fosters conditions where social safety-nets are missing (eg the US Health Care system).
- **Poor corporate governance destroys trust** within, outside and between corporations.
- Addressing the **root cause**: where young students admit cheating to gain entry to business and medical schools, what does this indicate about the system as a whole?
- **Historical deterioration in ethical standards**: both in India and the USA, socially conscious philosophies of corporate governance have evolved into practices more susceptible to corruption.
- MNCs overseas do not have the same **respect for the land and the workforce** that would be expected from them on home soil.
- The way ahead: **transparency** (often requiring a balancing act), **responsibility** (the buck stops at the top) and **integrity** (a fundamental prerequisite to good corporate governance).

Mike Smith, Author and Journalist, Initiatives of Change UK

- The **historical imbalance** that deprived India and China of much of the world’s wealth is being redressed, but how can that positive process be managed equitably?
- **India has two particular advantages**: a youthful, creative population and its industrial houses.
- **New book** entitled *Trust and Integrity in the Global Economy* - 15 case-studies taken from local, community, national and international levels.
 - o Hopes that it will inspire people with a ‘belief that if you **commit your life to a great purpose** then you can play a part in changing the world.’



- Delineates **eight steps towards a value-centred leadership**, including vision and purpose beyond the bottom line, a commitment to personal integrity, building relationships of trust and drawing inspiration in spiritual resources.
- 'We need an **economics of unselfishness**'

Harua Funabashi, President, Sirius Institute Inc, Japan

- Japan is now 'seriously grappling' with the questions surrounding **corporate social responsibility**.
- Recently published book, entitled *The Sirius Method - A Methodology for Strengthening Corporate Ethics*. Discusses how to perceive the ethical values of the Japanese.
 - Four keys: **honesty, mutual respect, moderation, gracefulness**.
- The Japanese view of people is that each person is born with a **better nature**, and that the duty of humans is to discover that better nature and to live according to it.
- We 'cannot survive without recognizing each other's ethical values in our interactions with each other.'
- Notes the latest title of *The Japan Journal* - '**A new era of Japan-India Relations**'
- 'People are not slaves of money... money and goods should be used for people, not vice-versa.'

Panel Discussion

- Globalization is not the terminology of uniformity: we **need to understand our diversity**.
- Need to have a nuanced approach to the particular needs of different situations.
- Those in the West have an equal task in reshaping the world.
- There is no recipe for building trust - it needs to be at all times in all places and needs to include efforts to facilitate trust-building between others.
- Key to trust-building - If you can be **absolutely authentic, willing to be open and vulnerable**. Everyone has something in their history, personal or communal, to put right.
 - **Five Cs** - Courage, Communication, Commitment to the truth, Care and Compassion.
- There is a great power in acknowledging our history, in recognising where we have made mistakes, in apologizing and forgiveness - examples were offered from **Chinese/Japanese relations, family life**, the relationship between **White and Indigenous Australians**, and the history between **China and Britain**.

The Media: Role in Furthering Integrity & Trust in Society for Better Governance

The post lunch session had the discussion on the role of media, which is a global force today, for better governance. This was followed by audience responses and a panel discussion which comprised of the following speakers.

Mr. Hugh Nowell, Director, International Communications Forum Ltd, U.K

- Volume and quality of **insight and information** that pours out across the world from the media daily is impressive, without which we would be lost
- The degree of confidence in what we read and view is greatly influenced by our **sense of integrity**
- Information we receive may not be accurate or balanced but a combination of the pressure of **laws, public conviction** and **long-term self-interest** may bring out far reaching effects on the media industry as it does on the business practice.



- The media has an **unparalleled opportunity** to affect people's **thinking** and thus a possible creation of a **sustainable world**. Media-oriented youth should try to make use of this to drive a change.

Ms. Sabina Inderjit, Times of India, New Delhi

- It is important to address the following issues
 - o Getting the facts correct - **Ethical Journalism**
 - o The media should be **free** to carry out its duty
 - o There should **not be a monopoly**
- The mission of media is to inform the society to raise **public awareness** and **aid good governance**. But, unfortunately it has a more **business oriented approach** today.
- The journalists need to try and **introspect** about where they are heading and what they do. The **readers/viewers need to drive them** do this.

Ms. Malgorzata Bonikowska, President, International Communications Forum, Poland

- The world, today has four inter-dependent groups of interest which need to re-organize their relationship
 - **Governments/States**
 - **Media**
 - **Society - Readers/Viewers**
 - **Business**
- Journalists depend on business, even in public media & this influences how they behave
- Fundamental question for the journalists today is what , when , how to report to have maximum readers
- Mass media today provides news which the people want, but a **limit needs to be drawn**

Ms. Agnieszka Ostrowska, Founder, International Communications Forum, Poland

- **Civic Journalism** - Using internet as a tool to influence democracy
- Society can use the internet to **monitor the journalists** and provide them **feedback**
- Tools like **websites, blogs** help in voicing concerns of society, in case the journalists don't
- In India, many people may not have access to the internet currently, but a hope if we look at Poland's example, where initiatives are taken to **educate people** to learn use of internet
- Internet can be manipulated too at times, but a more optimistic view on the reach of internet, and a hope that more and more countries start using this effective tool

Discussion

Some of the concerns raised included means of regulating the media, the alarmingly less number of mass communication students pursuing journalism, and cynicism expressed about the media.

- Be the reader, **making the choice** of a good newspaper is a way for own regulation
- Demand for Third Press Commission for regulation.
- If there is any thing disturbing in the newspaper, sending **complaints to put pressure**
- Suggestions: if papers are found guilty thrice a year, government can block the advertisements
- A need to look at bettering **journalism schools** in view of the above mentioned concern
- Journalists should draw a **line between scepticism and cynicism**
- Media, today is **offering choices** that did not exist earlier



“The Impact of Globalization on Corporate Social Responsibility”

Dr. J.J. Irani, Director, TATA Sons Ltd, Mumbai

- Emphasis on **Corporate Sustainability** with CSR
- Corporate Sustainability is not an expense but **an investment**, which will pay back in the future
- In different countries, Corporate Sustainability **depends on economic evolution** or the phase of development which the country has reached
- In India, **corporates need to step in** and put up better educational, medical and such other facilities
- Organizations of future should be based on **ethical business practices**, as employees, customers, suppliers, investors, communities **prefer** associating themselves with ethical organizations
- Businesses based on **values**, can weather off difficulties better than other organizations
- Example of TATA,
 - o do not associate themselves with organizations that do not adhere to desired standards
 - o are not into businesses such as tobacco and liquor
 - o where top executives meet to discuss climate changes
- Some **financial system** is important for corporations to continue financial sustainability
- **Entrepreneurship** needs to be encouraged
- Organizations need to **follow environment friendly processes** create a better environment for the future
- The most important **quality in a leader should be credibility**, as he will have the courage to implement what he says
- In businesses, **different value systems can co-exist**, but it is important to retain your own value systems without sacrificing them. At the same time, not allow anybody to impinge on your values.
- **Values are sacrosanct**, which are **based on trust**
- Organizations should believe that **what comes from people, must go back** to people in larger proportions

Ms. Toru Hashimoto, Chairman, Deutsche Securities Inc, Japan

- With globalization, **CSR would also be globalized** as the stakeholders, customers, employees, suppliers, communities in which the businesses operate, **would expand globally**
- CSR is businesses' responsibility towards these stakeholders
 - o **Customers** - To not sell defective products or services, be ethical and not lie about the real content and quality of their products or services
 - o **Employees** - To take good care of employees, provide jobs and compensation that improve the workers' living conditions, be honest in communications with employees
 - o **Shareholders** or Investors - Reward them with adequate returns, disclose relevant information, conserve, protect and increase their assets
 - o **Communities** - Contribute to the economic well-being, promote and stimulate development, charitable donations, educational & cultural contributions
- **Businesses which neglect CSR** and only seek profits may prosper for several quarters or years, but they **cannot survive for very long**
- As business activities become globalized, it becomes necessary for businesses to pay attention to the many different cultures and practices, respond to the different needs of



customers and communities abroad and **comply with different laws and regulations** of the host countries

- “Think Global, act local”
- Emphasis on the importance of **Caux Round Table Principles of Business**
 - o Responsibility of businesses **beyond stakeholders towards community**
 - o Business should **contribute the toward Innovation, Justice, and World Community**
 - o Business should **go beyond the letter of the law** ; importance of transparency
 - o Respect for the **rules and regulations**
 - o Business should **support multi-lateral trade**
 - o Work to **protect and improve the environment**
 - o Business should **not promote unethical practices** such as money laundering, fraud etc.
- Hope that these principles spread in more countries

Ms. Subir Raha, Executive Vice-Chairman, Hinduja Group

- Globalization has four- five aspects
 - o Ever-increasing **Connectivities**
 - o Ever-increasing **Competitiveness**
 - o Ever-increasing **Communities**
 - o Ever-increasing **Commonalities**
 - o Ever-increasing **Compassion**
- CSR means **putting people before profits**
- CSR gives companies a **purpose beyond achieving profits**
- Traditionally, CSR is considered to be **charity**, which occasionally, **becomes a charade**
- Rarely, it is a **Continuing Concern**, of an organization which is a demonstration, of its purpose beyond profits
- CSR can effectively be implemented by “**Inclusive Growth**”, by involving communities around it
- There are times when we need to look around and **find ways of creating a change** or a difference around us

Discussion

- CSR can be implemented at the following **three levels** which will attract partners
 - o Providing products and services **which provide value** and are useful to society
 - o Creating **employment with a meaning**
 - o Having a **responsible attitude** towards the stakeholders
- Corporates must develop a **strong culture**, which goes much further than the strict application of law and striving for maximum immediate profits
- At a national level, CSR can be implemented by
 - o Reasonable laws
 - o Objective justice
 - o Good implementation of them
 - o Creating safe environment
 - o Creating safe competition(preventing corruption, cartel)
- Everybody can contribute by following the rules
 - o Be honest



- Respect others (by listening to others)
- Establish bridges in conflict situations
- Show the example
- **Change should begin by one self** rather than pointing out who is wrong which can act as a catalyst to change people around
- Civil society must **convert risk into an opportunity** and ensure long term development
- Two challenges faced in the 21st century
 - Sociology
 - Ecology
- lofC can organize various programmes to exemplify such initiatives as it is a great platform

Afternoon Session “Exploring the New Leadership Model”

Sir Jim Lester, Former Member of Parliament, U.K

- ‘**Politics is the art of making change acceptable...** A good politician anticipates the change.’
- Reflection on the suggestion in Al Gore’s movie that if you can’t get your politicians to listen, you should consider running for parliament yourself - parallels in Sir Jim’s own life, where his candidature for local elections was motivated by the local discontent for the incumbent.
- **Leaders need to inspire** - British PM Ted Heath’s vision of Europe which Sir Jim first heard in 1966 was an inspiration to him.
 - In 1993, Sir Jim led a British delegation to Japan - one of those they met considered the creation of the European Communities and subsequent European Union, to be the most significant event of his lifetime - an unprecedented pooling of sovereignty, despite a history punctuated by conflict.
 - The decision to include Spain, Portugal and Greece was not an economic decision, it was a step of faith by the founding six.
 - Part of the solution to the conflict in Ireland lies in the accession of Southern Ireland to the European Union and the prosperity they derived.
 - 27 nations acting together must surely achieve more than 27 nations acting separately
- Action point: **the UN must be reformed** - at present it is ‘like driving a 1945 car in 2007.’
 - A lot is at stake - Millennium Development Goals (which we are not on track to achieve by 2015), Nuclear Proliferation.
 - Proper financing of the UN essential - needs to be structured to employ the best minds in the world.
 - Needs to be a balance of power, brains and facilities
- Message for the youth - **If you have a goal with your sight on it, then sky is the limit.**

Terry Netto, MD, People Potential Sdn Bhd, Malaysia

- What is lofC’s leadership role in business?
- **3 key questions**
 - What is lofC’s role in the world?
 - What is Asia Plateau’s role in Asia?
 - Does Frank Buchman have something to reach us?



- **Leadership initiatives in the world**
 - o Threats in Buchman's world were fascism and communism and his response was through the magnitude of vision and effort
 - o Threats in the modern world are global terrorism and global warming - is the response the same?

- **Leadership initiatives in Asia**
 - o Asia Plateau was conceived from a vision for the world, but many of the programs seem to be concentrated on India - There is room for much more international representation
 - o Challenge for Asia Plateau is to make it more Asian - a challenge for anyone with a stake in lofC

- **Leadership initiatives for business**
 - o If we take seriously Funabashi San's comments on evolving ethics, than it could represent a paradigm shift for lofC - the idea that ethics are not absolute seem diametrically opposed to lofC's standards

- **Assumptions to examine**
 - o Can the four standards be transposed to business entities
 - o Quiet time - would it produce unintended, not necessarily positive consequences, in the context of business?
 - o Individuals as starting point - not necessarily the only way (eg restructuring reward structure instead - Jeremy Hope, *Beyond Budgeting*)

Prabhat Kumar, Former Cabinet Secretary, India

- 'Small part of the world is being destroyed everyday by failure of leadership.'
- **Leadership a contextual concept** - India has specific factors which need to be addressed, although they may be applicable more broadly.
- There is a **crisis of leadership in every sphere of economic, administrative and social activity.**
 - o Hasn't always been the case - in the pre-independent renaissance, leaders shaped visions for their followers, but these visions became diluted and money became the goal - wealth became a measure of respectability.
- **Develop new dynamics of leadership** and start monitoring leadership on certain ethical benchmarks
- A need for a crop of leadership based on ethics
- Mr. Fukiyama on state-building - all governance is defined by transactions between the citizenry and the state. There are two main types;
 - o 1. Highly specific, low volume transactions
 - o 2. Low specificity, high volume transactions - these are difficult to monitor, but in a society where these are dealt with honestly and efficiently, there is good governance.
- **Need leaders who will deliver goods to poor people** - various concerns such as Polio eradication need to be addressed.
- Village level of government has not been effective until now because of a shortage of ethical leaders at this level.
 - o Some exist, but it's almost to the point where we need 'an assembly line' to produce the hundreds of thousands of effective leaders.

Discussion



- **Leaders need to be trained**, hence some courses in leadership for the youth can be arranged
- Money and power are **temporary motivations**
- A leader's raw material is people and leadership needs to be **inspired from love, not fear**.
- **Leadership model is for all levels** - home, school, etc
- People start with the aim of serving the public, but with fame the **priorities begin to shift**.
- We need to **aim to be God-pleasers, not people pleasers**.

Day 5, Tuesday, November 27, 2007 “Action Planning and the Way Ahead”

Something to ponder:

- What am I taking away personally?
- What ideas do I have about the way ahead?

Action program for the future

- Considering the five Ws when you have an idea?
 - **What** - What is the idea?
 - **Who** - Whom do u want to engage in your idea or action?
 - **Why** - Why do you want to implement this idea?
 - **Where** - Where do you want to implement this idea?
 - **When** - Is the idea planned for short term or long term?
 - **How** - How do you plan to implement this idea, using money, people or other means?
- Renewed partnership between India and Japan for the caring of the whole of Asia
- A hypothetical consideration - UN S-G to organize two day summit on this theme
- To have **Chinese delegates** at the next conference
- **UN Reform** - Use the resources of IofC to present an updated factual case. Involve the highest minds with exceptional experience. To consider conducting not necessarily a conference, but brainstorming sessions, to suggest ideas to solve the problems constructively. The results must go public with every possible tactic to persuade the people
- Asia and China can be a more important part of the international dialogue that moves us forward
- Concern to **preserve water resources**
- Collaboration between International Communication Forum(ICF) and Indian media for a greater impact
- Collaboration with many other countries in Asia, to see Asia emerge as a greater force in the future
- Conducting more conferences of such nature, to allow more people to be exposed to these ideas and take them to their own communities
- Emphasis on Business Ethics and CSR among the corporates in relating to the consumers
- Building a network of people committed to ethical leadership with compassion
- Call for companies to own some of the Millennium Development Goals, as they have done for environmental concern
- Dialogue of leadership to be taken forward with the help of models available, with the help on media as well as other countries like China
- Opportunity such as education initiatives for under-privileged to be provided rather than only charity



- Movies such as “*Imam and the Pastor*” to be shown across countries having religious conflicts, if need arises translated in their local languages
- Converting this century as a century of dialogues
- Big conference/dialogues between representatives from different countries can be tried at Asia Plateau
- Need to create critical mass by increasing awareness amongst the youth and others about programs of IofC so that they will be equipped to build the future we aspire
- Encourage more Europeans to be a part of such conferences
- Courage, Commitment, Communication, Care and Compassion - Very important