

WORLD CITIZENSHIP & THE ALLWIN NETWORK

Email info@allwinnetwork.org. website

www.allwinnetwork.org

Ir W. (Pim) van Monsjou, Secretary General

All-Win Network international. bank account number

9431792 PSTBNL21

BUSINESS IN A GLOBALIZING WORLD AND THE ALL-WIN PRINCIPLE

Attempting to Compete in an Interdependent World

In today's global world businesses have become interdependent parts of the same whole. Yet many companies still see the world as consisting of separate entities/businesses which can survive only at the expense of the competition. Businesses with this mindset are at present confronting overwhelming challenges. What are these challenges and which alternatives do such businesses have?

Controlling world markets requires firms to become larger and larger, more and more unwieldy, while the larger the slice of the market they control the greater the number of firms they must contend with. To maintain their position in the market, megafirms must contain or control the creativity and innovation of their competitors by buying up firms and/or patents or else creating better comparable products. Companies are caught between the expectations of their stockholders and increasingly socially aware consumer movements and when they are suspected of poor business practices they must live with the threat of well-managed global boycotts. Dominating the market is thus a luxury only a few can afford to dream of and the question arises in how far even megafirms can hope to realise their dreams for any length of time. Moreover rampant consumerism is increasing the gap between rich, depleting natural resources, poisoning our planet and bringing natural systems to the verge of collapse.

A new, more inclusive approach to business is emerging which has benefits for all.

An All-Win Paradigm which Can Profit Business

As diverse cultures, religions, nations and socio-economic classes intermingle, a world emerges characterised by a *rich diversity of needs which do not have to be artificially stimulated*. This world is teeming with creativity and innovation, even among those who have least.

Grassroots businesses with low overhead which focus on what they do best, can create more customised and complicated products by collaborating with other small specialised businesses with which they network. By working now with one group of businesses in the network then with another, each business can provide the necessary diversity of goods and services required by the diverse consumer needs which become apparent as world markets open up.

Here small versatile businesses have a huge advantage over megacompanies with large global marketing departments which often see their challenge as stimulating artificial markets among cultures they do not know well. Worldwide networks of smaller businesses which each do what they do best tend to have low overhead. They share their expertise and resources as well as costs and serve the combined markets of those firms they collaborate with. They hereby work with needs of clients who

collaborating businesses know well. Each collaborating company in a business venture is also a marketer of the goods and services they provide for a close-in, well-understood consumer base where loyalty can flourish.

Such networks of small businesses each doing what they do best are using an *all-win approach* which tends to generate goodwill: Each participating business benefits since it focuses on what it does well and presumably enjoys doing most; it thus tends to produce high-quality goods and services, directly meeting the needs of a consumer base to which they are attuned; and they are able to produce goods and services at the lowest possible prices. Because they respond mainly to existing needs of their clientele they use less resources and create less waste than megafirms which artificially stimulate needs. Small networks of firms which are close to their consumer base thereby are less harmful to our natural environment. The all-win approach provides maximum profit and goodwill with minimum outlay.

The all-win approach, beside having advantages for all concerned, actually uses the same natural principles which are bringing about globalization. For the evolutionary leap humanity is taking -- from a world consisting of separate entities (countries, cultures, businesses) to a global interdependent world -- has been taken before in many different ways: as after the big bang, energy took a leap and brought forth matter; matter, living cells; and these in turn brought forth myriad life forms, including human beings.

Let us see how the all-win approach works and how it relates to other principles which propel such evolutionary leaps.

Evolutionary Leaps

It is tempting to think of ourselves as independent of our natural environment. Nothing is farther from the truth. We are only able to survive to the degree we live in harmony with the principles which govern the universe of which we are an integral part. For this reason it is useful to look at what evolutionary systems science can teach us about the natural processes which are propelling globalization. Once we understand these, we can work with them to enable the emerging global community to assume, like the molecule, the solar system, or the living cell, an integrated, all-win, durable form that can survive for ages to come.

Looking at 'evolutionary leaps' in the context of the evolution of the Universe, we discover a recurring three-step process:

1. *a change of energy* (this is clearly perceivable in today's world as everything around us seems to "speed up"),
2. *chaos* which is also clearly perceivable as conflicts at every level of society barrage our living rooms via the media and our everyday experiences, and
3. *a stable dynamic, all-win structures* which maintains an environment in which all parts can thrive. Such a stable, all-win structure seems distant when we look at our human world. Yet the solar system, the molecule and the cell are durable, all-win structures which have each emerged from past chaos. Other examples are atoms, the integrated groups of single cells which constitute different plant and animal species; systems of water/clouds/ice/snow; ecosystems in which plants and animals mutually help to sustain one another; and human social systems which have worked well in modern times, such as the world postal services, the Internet,

the traffic systems which are interconnected worldwide. Human communities have also produced other durable structures: villages have grown into towns, the formerly warring 11 provinces now constitute stable parts of the country, the Netherlands and the 50 separate states which make up the United States of America. Each of these relatively stable structures can be seen as precursors of an integrated all-win global community.

So, from an evolutionary perspective, the chaos we are experiencing in our world today can be seen as a step in a process which can become stable as all-win principles are applied. Businesses which opt to apply all-win principles therefore both generate goodwill and are in harmony with the powerful universal forces which are fuelling globalization.

A Different Type of Evolutionary Leap

Yet the human evolutionary leap is different from any that has taken place in the past, since human beings have the ability to block the promptings of natural forces which speak to us via our intuition/gut levels/instincts on the one hand. On the other, we also have the ability to *consciously* work with them. We can either see one side of the coin or the other and so those who live according to win/lose paradigms can not conceive of all-win forms of business.

Business, like the blood circulation and nervous system in the human body, provides each human being with the information and sustenance necessary for life. *As such, business has a key role to play in either blocking human evolution or helping to bring about a global community which works for all.*

The all-win approach has advantages over a competitive one. Each person, each business, openly and convincingly dedicated to an all-win approach will resonate at the cellular level of those they come into contact with (for each cell of the human body lives in all-win relationship with all others). The all-win approach also taps into our fundamental yearning to thrive and to experience the support and goodwill of our surroundings. Finally, an all-win approach tends to mobilise people to work together in goodwill while a more cut-throat competitive approach tends to isolate and produce enmity. And so it will not be necessary to convince the whole world, a critical mass (perhaps just a small percentage of people and businesses), working with the powerful all-win forces fuelling this phase of globalization may be sufficient to create a global all-win mindshift. The challenge will be for those who live the all-win approach to “get through” to those who see only a conflicted adversarial win/lose reality. How, in other words, can business help to bring about a global mindshift which acknowledges the possibility of an all-win world?

The 4-Part All-Win Principle

Both Chaos and Dissipative Systems Theory (for which Ilya Prigogine received the Nobel Prize) illustrate the all-win principle at work. Here are the three aspects of the all-win principle:

1. As the energy in an environment changes, the *individual parts (be they molecules, people, or businesses) are propelled from within into new relationships* with the other parts in the new energy environment. In today’s world we see structures falling apart: marriages, church congregations; and countries are finding more and

more dissonance between citizens and governments, judging by, for instance, the huge demonstrations of the antiglobalization movement or going to war with Iraq. Old structures are falling apart like the segments of a caterpillar in a cocoon.

People and businesses are (often unconsciously) seeking to find their unique role in the global community which, like a newly born butterfly, is trying to emerge.

2. People and businesses gravitate to mutually rewarding ways of relating with both others and the planet as a whole, such ***all-win relationships tend to sustain themselves***; and
3. ***The all-win relationships tend to form flexible building blocks in a stable whole.*** In this process, it will be necessary for global structures, laws and communications to be co-ordinated worldwide. The United Nations is already performing this role and provides business with an opportunity to be seen publicly to be working in a spirit of goodwill with the emerging global community as a whole.

To summarise the all-win principle:

In an all-win society it is recognised that

1. **all and everything individually knows best how to relate to the whole without harming others.**
2. **all relate to one another in a way that, like the cells of the human body, all benefit and none are harmed**
3. **all form interdependent parts of the same whole.**

The role of the United Nations in a World in which Business Can Flourish

Very few are aware that the United Nations is coordinating human relationships in almost all areas in which people connect beyond their national borders and that the UN can help to legitimize businesses which wish to be a constructive social force and yet are not always able to perform according to the norms of consumers, especially the antiglobalization movement.

The United Nations is the most all-round system of global governance we have. It has developed a body of international laws (in fact every person on earth has 30 universal, inalienable human rights, based on the all-win principle, including the right to *education directed at the full development of the human personality, and a say in governance!*). It also has a number of law courts and other bodies devoted to judication. The UN coordinates everything from postal and other telecommunications services; it has access and compiles global statistics which are unavailable to any one nation, it coordinates scientific research, sets labor standards and protects both employers and employees, and helps to generate solutions to problems, which can not be dealt with by any individual nation how ever powerful because they reach beyond countries' borders.

It is in the interest of business that the UN functions well: business depends on the telephone, travel, the Internet, a stress free environment in which epidemics are kept in check, a well regulated global economy in which agreements are kept and the statistics that only the UN can collect from countries world wide.

The United Nations also needs the support of business and ordinary citizens. For, despite all the UN has achieved it is often frustrated when a nation resorts to power

politics, since so far the 191 Member Nations have never mobilized a UN military force to enforce international agreements (Nations are understandably afraid that if they invoke a global military force against one nation, this same force may be used against them if they infringe on global agreements.) And so, the UN depends on an all-win atmosphere to work effectively. To help to bring this about it increasingly opens its doors to civil society which include NGOs and business, for these can help to moderate the power politics of their governments.

Kofi Anan, the UN's Secretary General, has designed a form of all-win collaboration between the UN and businesses which can show people (and the antiglobalization movement) that businesses are attempting to support a world that works for all and can generate understanding for the complicated challenges they are meeting.

The Global Compact

Companies which are members of the Global Compact undertake to abide by 9 principles.

The nine principles are:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

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: eliminate 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

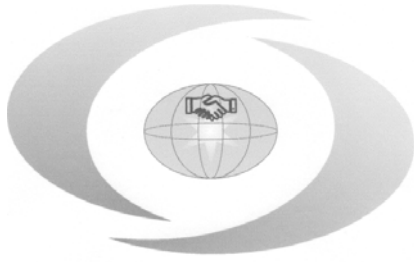
Once a year beside a fiscal report Businesses which are Members of the UN's Global Compact will report on how they have succeeded in abiding by the nine standards they have agreed to, thus showing specifically the types of challenges they encounter.

These standards are difficult to honour given the conditions of today's world and so during the year these companies will enter into learning networks with fellow Members to discover ways of better honouring the Compact. There is no official watchdog in this process. Yet "the people" are free to monitor companies' progress and take appropriate consumer action. In return for being a part of this Global Compact companies have an opportunity to gain the sympathy of the anti-globalization movement through the efforts they are undertaking and of gaining understanding for the hurdles they encounter.

The 9 agreements of the Global Compact reinforce all-win relationships between peoples; between businesses and consumers; and humanity and the environment.

The All-Win Network

More information and support in matters relating to the all-win principle can be obtained from the All-Win Network. Businesses are also warmly invited to voice their support of the all-win principle publicly and to publicise the all-win work they are already doing via the Newsletter and the web site of the All-Win Network.



WORLD CITIZENSHIP & THE ALLWIN NETWORK

Email info@allwinnetwork.org website
www.allwinnetwork.org

Ir W. (Pim) van Monsjou, Secretary General, All Win Network
international. bank account 9431792 PSTBNL21.

The All-Win Network Registration Form

Membership of the All-Win Network is free of charge. Our work is fuelled by donations in currency and in kind. Donations can be made payable to above Account Number. Personal US checks welcome. We should appreciate receiving this form by email if possible.

- We/I resonate with the basic principles of the All-Win Network and should like to register support.*

Name _____

Name of Organization (if appropriate) - _____

Address _____

City _____ Zip _____

Code _____

Country _____ Email _____ Web site _____

Phone _____ Fax _____ -

If relevant: Name of chief
officer _____

Position _____

Signature _____ Date _____

The following is optional. Please use separate sheets of paper to submit ideas.

- Please submit a short description of your organization or project (100 words or less)
- Please show how its objectives promote and illustrate the all=win principle
- Please give one or more examples of your activities, illustrating how the all=win principle works.
- We/I are interested in lectures and workshops on the diverse aspects of all-win relating: // in relation to oneself, // to others and // as a world citizen
- We/I wish // to form; // to join a think tank, using all-win problem solving
- We/I wish to // assist in, // to provide ideas for the development of curricula to integrate the all-win approach in education. We wish to receive help in becoming accredited to the UN as NGO
- I should like to order a *World Citizens Handbook* in //English; //Dutch; // German; / /Chinese Euro 10 or US\$10 (incl. Post/handling, bank acct. above)
- We/I wish to join the All-Win Network Coordination Group and to help with // the development of activities; // outreach; //data entry; //mailings; //the organization of an NGO All-win Coordinating Group at the UN;
- We donate the following: