

CSA WORLD

THE JOURNAL FOR BUSINESS LEADERS

ISSUE 3 **AUTUMN 2010**

PAGE 7

TOWARDS THE GREEN PARADIGM

RICARDO LAGOS

PAGE 16

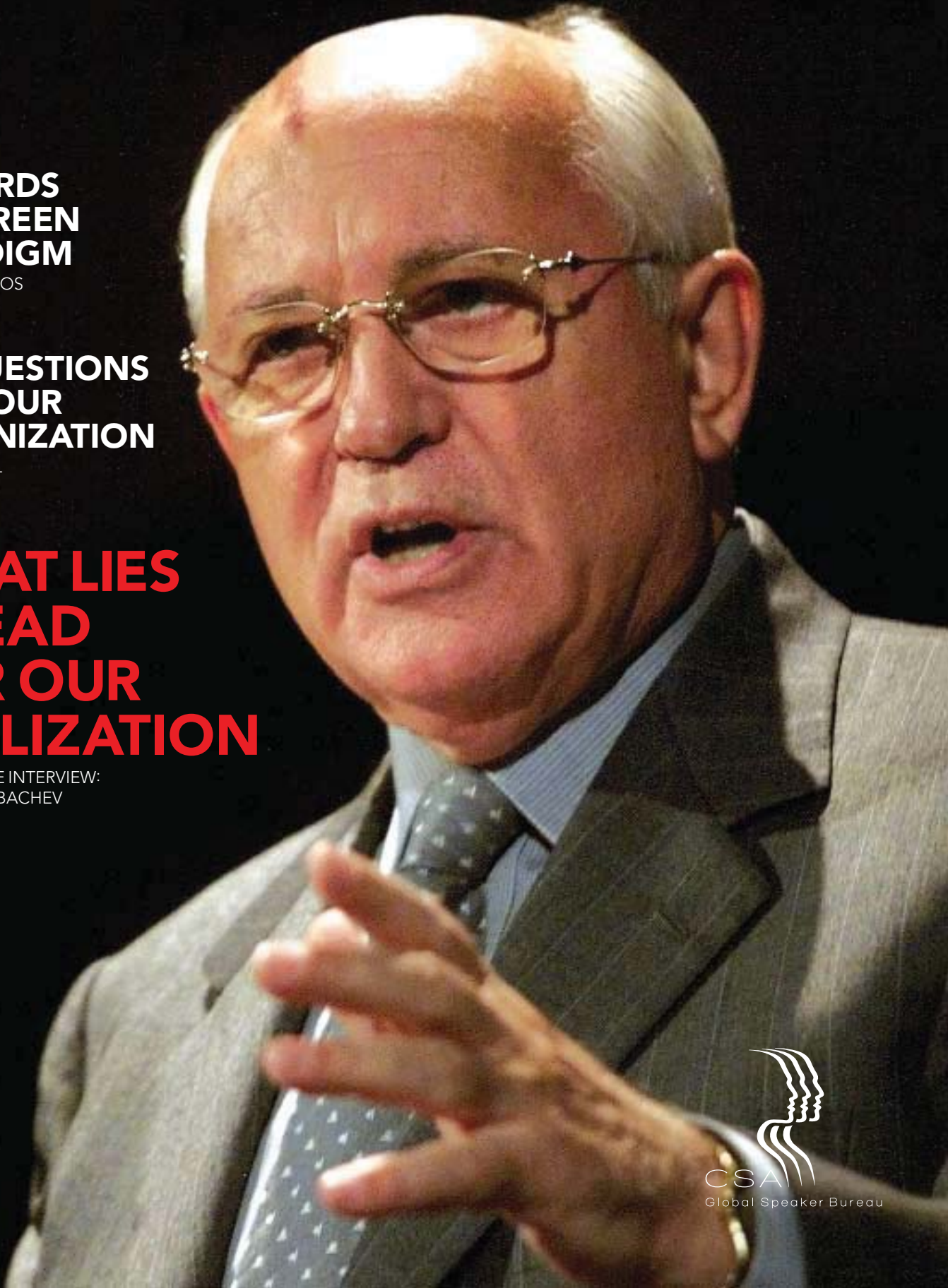
SIX QUESTIONS FOR YOUR ORGANIZATION

DONALD SULL

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WHAT LIES AHEAD FOR OUR CIVILIZATION

AN EXCLUSIVE INTERVIEW:
MIKHAIL GORBACHEV



A WORD FROM THE EDITOR

"It is a mistake to try to look too far ahead. The chain of destiny can only be grasped one link at a time."

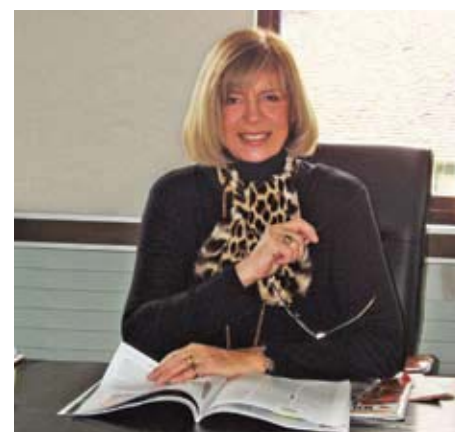
In our exclusive interview Mikhail Gorbachev quotes Winston Churchill and fully agrees with him (pages 9 to 11). He goes on to say that the outcome depends on our actions and demands the ability to meet ever more complex challenges around the world.

To remove the barriers that separate us from our future we need to alter our human consciousness and our mindsets. The world is a living, evolving organism with its own needs and tendencies, asking for brand new approaches in order to 'make it happen' across the now undeniable eruption of a global culture. On the following pages our exceptional thought leaders and change makers

contribute their ideas and solutions to how to ensure sustainable success for our business and our civilisation.

From Churchill to the remarkable contributions of Mikhail Gorbachev, the stimulating comments from our female contributors (pages 12 and 13) and the urgent calls to implement today's new rules of communication (page 5) you will learn about the key factors that we need to belong to the influential and significant players of today.

We at CSA have taken the message to heart. See how we can help you in these tumultuous but exciting times by visiting our new global tri-lingual website www.csaspeakers.com



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SUN COULD SET SUDDENLY ON SUPERPOWER AS DEBT BITES

Niall Ferguson, Professor of History at Harvard University and widely acknowledged as the world's leading historian of the global economy, warns about the dangers of potential Western economic complacency and the quietly increasing economic awareness of China

We have been raised to think of the historical process as an essentially cyclical one.

We naturally tend to assume that in our own time, too, history will move cyclically, and slowly.

Yet what if history is not cyclical and slow-moving but arrhythmic, at times almost stationary, but also capable of accelerating suddenly, like a sports car? What if collapse does not arrive over a number of centuries but comes suddenly, like a thief in the night?

Great powers and empires are complex systems, which means their construction more resembles a termite hill than an Egyptian pyramid. They operate somewhere between order and disorder, on "the edge of chaos", in the phrase of the computer scientist Christopher Langton. Such systems can appear to operate quite stably for some time; they seem to be in equilibrium but are, in fact, constantly adapting.

But there comes a moment when complex systems "go critical". A very small trigger can set off a phase transition from a benign equilibrium to a crisis.

Complex systems share certain characteristics. A small input to such a system can produce huge, often unanticipated changes, what scientists call the amplifier effect.

Empires exhibit many of the characteristics of other complex adaptive systems, including the tendency to move from stability to instability quite suddenly. But this fact is rarely recognised because of

our addiction to cyclical theories of history. The Bourbon monarchy in France passed from triumph to terror with astonishing rapidity. The sun set on the British Empire almost as suddenly. The Suez crisis in 1956 proved that Britain could not act in defiance of the US in the Middle East, setting the seal on the end of empire.

What are the implications for the US today? The most obvious point is that imperial falls are associated with fiscal crises: sharp imbalances between revenues and expenditures, and the mounting cost of servicing a mountain of public debt. Think of Spain in the 17th century: already by 1543 nearly two-thirds of ordinary revenue was going on interest on the juros, the loans by which the Habsburg monarchy financed itself.

Or think of France in the 18th century: between 1751 and 1788, the eve of Revolution, interest and amortisation payments rose from just over a quarter of tax revenue to 62 per cent.

Finally, consider Britain in the 20th century. Its real problems came after 1945, when a substantial proportion of its now immense debt burden was in foreign hands. Of the GBP 21 billion national debt at the end of the war, about GBP 3.4bn was owed to foreign creditors, equivalent to about a third of gross domestic product. Alarm bells should therefore be ringing very loudly indeed in Washington, as the US contemplates a deficit for 2010 of more than \$US1.47 trillion, about 10 per cent of GDP, for the second year running. Since 2001, in the space of just 10 years, the



federal debt in public hands has doubled as a share of GDP from 32 per cent to a projected 66 per cent next year. According to the Congressional Budget Office's latest projections, the debt could rise above 90 per cent of GDP by 2020 and reach 146 per cent by 2030 and 344 per cent by 2050.

These sums may sound fantastic. But what is even more terrifying is to consider what ongoing deficit finance could mean for the burden of interest payments as a share of federal revenues.

The CBO projects net interest payments

rising from 9 per cent of revenue to 20 per cent in 2020, 36 per cent in 2030, 58 per cent in 2040 and 85 per cent in 2050. As Larry Kotlikoff recently pointed out in the Financial Times, by any meaningful measure, the fiscal position of the US is at present worse than that of Greece.

For now, the world still expects the US to muddle through, eventually confronting its problems when, as Churchill famously said, all the alternatives have been exhausted. With the sovereign debt crisis in Europe combining with growing fears of a deflationary double-dip recession, bond yields are at historic lows.

There is a zero-sum game at the heart of the budgetary process: even if rates stay low, recurrent deficits and debt

accumulation mean that interest payments consume a rising proportion of tax revenue. And military expenditure is the item most likely to be squeezed to compensate because, unlike mandatory entitlements (social security, Medicaid and Medicare), defence spending is discretionary.

It is, in other words, a pre-programmed reality of US fiscal policy today that the resources available to the Department of Defence will be reduced in the years to come. Indeed, by my reckoning, it is quite likely that the US could be spending more on interest payments than on defence within the next decade.

And remember: half the federal debt in public hands is in the hands of foreign creditors. Of that, a fifth (22 per cent) is

held by the monetary authorities of the People's Republic of China, down from 27 per cent in July last year. It may not have escaped your notice that China now has the second-largest economy in the world and is almost certain to be the US's principal strategic rival in the 21st century, particularly in the Asia-Pacific region. Quietly, discreetly, the Chinese are reducing their exposure to US Treasuries. Perhaps they have noticed what the rest of the world's investors pretend not to see: that the US is on a completely unsustainable fiscal course, with no apparent political means of self-correcting. That has profound implications not only for the US but also for all countries that have come to rely on it, directly or indirectly, for their security.

THE POST-RECESSION WORLD AND ITS IMPACT ON GLOBAL MARKETS

Lord Nicholas Stern of Brentford, Kt, FBA, former World Bank Chief Economist and Chairman of the LSE Grantham Institute, looks at the future of the globe, from economic, political and environmental viewpoints



The next ten years are of critical importance to the future of the world's economy, politics and environment. It is a special decade with a series of interwoven individual challenges, each of which is of great magnitude in itself. Each is particular to this decade and flows from the history of the post-war period. If we take these

challenges together we will do far better than if we try to prioritise them in sequence and take them on one-by-one.

These are on the macro front:

1 Very large macro imbalances, reflected in current account surpluses of China, Germany, Japan, oil states and deficits of US, and much of Europe

2 Large public debt and deficits in many developed countries

3 A precarious financial system

4 A fragile world recovery

And still more fundamental, on the structural:

5 A profound and rapidly continuing change in the international division of labour, with China and other developing countries moving strongly up the value chain to compete in higher technology and services sectors

6 The urgent need to launch an energy and industrial revolution if we are to reduce the risk of a hostile and destabilising environment

Our ability to make policy effectively in this decade on all six of these will determine how we can respond to the two defining challenges of our century: managing climate change and overcoming world poverty. If we fail on one of these we fail on the other.

In a rational world we can tackle these six challenges together by fostering the investments necessary for a rapid transition to a low-carbon economy. The largest investments are likely in the developing world, which is creating its infrastructure, contributing to rectifying the savings-investment imbalances; these investments can drive a world recovery. The finance of these investments can shift our financial system to a more stable and long-term view of financial return. The investment demand can keep growth going at a time when the public expenditure and consumer demand adjustments necessary to handle the public and current account deficits might otherwise tip us back into recession.

We must come out of this recession by laying the foundations of long-term growth and not by, as last time, sowing the seeds of the next bubble. Much of industry sees the future. And most governments are catching up.



THE INTERNET AND ITS SPIN OFFS. IGNORE THEM AT YOUR PERIL!

Euan Semple, the former Director of Knowledge Management at the BBC Broadcasting Corporation, explains the modern phenomenon of using social media doing business

There is a fundamental change in how we do business heading our way. Driven by the networked communication tools flourishing on the web, tools like YouTube, Facebook and Twitter, not only affect how we communicate with those who benefit from our services but also how we organise ourselves to produce them will be changed forever.

What is happening, as more of our society becomes more connected and computing power and bandwidth become pervasive, is the equivalent of the advent of the printing press. Before the printing press "the truth" was pretty

much under the control of the monarchy and the church. Without access to the ability to produce expensive and labour-intensive manuscripts most people's ability to communicate was confined to word-of-mouth. With the advent of the printing press access to knowledge and understanding became widespread and the ability to instigate "mass communication" became more accessible to more of the population. Arguably the result was the questioning of the authority of the Church which led to the Reformation and ultimately the Enlightenment.

Social tools are placing in the hands

of everyone communication capability that gives them access to global audiences within seconds with virtually no cost and no gatekeepers. This has never been possible on this scale before and no one really knows what the impact will be. What will be the effect on our organisations, our businesses, our institutions and our lives? Whether you decide to embrace these changes or resist them they are not going away in a hurry and it has never before been so important to base your decisions on sound advice, and if possible direct experience, of the fast moving and ever changing world of the web.

SOCIAL MEDIA (R)EVOLUTION

Magnus Lindkvist, a youthful and exciting trendspotter, describes the Social Media and its impact and importance for business today and for the future



From virtually unknown phenomena only five years ago, the likes of Facebook, Twitter, Flickr, Gowalla and many others now reach over one billion people, chatting away, sharing pictures or stories, disclosing their current activities. Voluntarily. For Free. The companies enabling them to do it rake in millions. What on earth is going on online? This article presents four important lessons about what business could look like in the future.

TECHNOLOGY FREE FROM CONSTRAINTS

What technology will do in the future is unfathomable. Technology develops exponentially not in the linear way that people learn and set corporate budgets. We will laugh in coming decades at the crude ways of sharing information that the first wave of social media brands provided. As technology grows faster and richer in scope, human imagination will increasingly be the only constraint about what we achieve with it.

THE LEVELLED PLAYING FIELD

Growing up in the 1900's, I was a passive consumer. News was broadcast and

products sold to me. Nowadays, people increasingly see themselves as creators. Businesses built on a model of passive consumption will be in trouble lest they start tapping their customers' potential, even partnering them.

DARWINNOVATION

Traditional innovation was in-house with ideas from employees put through long-term, expensive processes hoping that the results would be 'The Holy Grail.' Social Media show a different approach more resembling the messy ways of natural selection. A million seeds are planted – by consumers, nimble upstarts and innovative incumbents; only a handful survive. Failure used to be expensive but in the world of cheaper megabytes and experimental customers, it has become a modus operandi. And failure, as we all know, breeds success.

NAIVETY

The social media world belongs to people willing to test and try – not know-it-all management executives. To quote Google co-founder Sergey Brin: "I wouldn't have started a search engine in 1998 if I wasn't naive."

HOW INNOVATION FOR A SUSTAINABLE WORLD CAN SHAPE OUR LIVES AND BUSINESSES

José María Figueres, the former President of Costa Rica, urges us to explore the positives and multiple opportunities offered by the recent downturn in the global economy

Despite the results of the climate change conference in Copenhagen last December all is not lost. Independent of politicians, the real leaders in reducing emissions and adapting to climate change will be from global business. With its entrepreneurial spirit, management skills, and ability to muster capital and resources behind new and innovative revenue models, business can make or break the fight against climate change. Today, we also have the challenge of the economic crisis from which we are yet to emerge. This represents a unique opportunity for sustainable innovation to shape our lives and businesses for post-recession times.

As we work to rekindle economic growth around the world, we should do it in a way that shifts the paradigm towards a low carbon economy, reversing climate change. The "reinvention" of our livelihoods, based on lower emissions, will create enormous opportunities for entrepreneurial opportunities for just about everything. Millions of new jobs will be created as we move towards a green economy, transforming the environment into profitability.

Global business increasingly understands the opportunities, provided by the environment, to bolster the bottom line, while strengthening brand value, customer loyalty and market



share. It should therefore throw its full weight and force behind the challenge to mitigate carbon emissions, while at the same time stimulating economic growth. Businesses that rise to the challenge have a tremendous opportunity to grow profitably in the low-carbon economy.

If we follow this path, we will be better equipped to face climate change. Reducing emissions will avoid a further build-up of carbon in the atmosphere. Demands on us to adapt to climate changes will diminish and our suffering from the consequences of climate change lessen. What better legacy can we leave to future generations than a better and safer planet?

INNOVATION TO MEET THE CHALLENGE OF A SUSTAINABLE, PROSPEROUS LIFESTYLE FOR ALL

Professor Klaus Töpfer, former Minister of Environment in Germany and Executive Director of the Institute of Advanced Sustainability Studies, explains why constant and comprehensive innovation is the key to resolving the challenges of the current world crisis and to a more prosperous lifestyle for 9 billion people

Crises have been numerous in recent years: The food crisis in 2008 and the economic crisis in 2009, to name just two, compounded by a subsequent deterioration of the Planet. All are affected by short-term profit motives, and minimal state intervention. The challenge of a sustainable, prosperous lifestyle for 9 billion people in 2050 can only be achieved if innovation is geared towards a conservation and resource-efficient environment linked to a

large scale circular economy.

The central role of innovation has been masterfully described by Joseph Schumpeter. Economies and societies enter cycles of innovation and "creative destruction" when new technologies, knowledge and procedures overcome old structures. Innovation is the driving force behind economic development and growth. Nevertheless, the notion of innovation is often understood as restrictive.

For example, patents are used to measure the innovative capacity of societies. Yet, "innovation" refers to a broader sphere than simply technical, patentable knowledge and engineering. I understand innovation as finding solutions to problems. Solutions to problems during a crisis cannot be confined to technical engineering but must include institutions, innovative governance mechanisms, and politics. Innovation can also be cultural – there is much to learn from other societies. Elinor Ostrom accepted last year, as the first woman of her guild, the Nobel Prize in Economic Sciences for her work on institutions and communities. This provides clever solutions to managing the commons. Innovation to manage the global commons is needed in this post-recession period.

As the Nobel Prize winning economist Amartya Sen insightfully put it: "A crisis not only presents an immediate challenge it also provides an opportunity to address long-term problems when people are willing to reconsider established conventions." Let's seize this opportunity for new conventions and direct innovation towards sustainability to meet the challenges ahead.

TOWARDS THE GREEN PARADIGM

Ricardo Lagos, lawyer, economist and the former President of Chile, proposes some international legislation, with teeth, that will send a clear message to environmental violators



Whether there is success or failure on new Climate Change agreements, the countries of the developed world have already committed to significant reductions in emissions. Whether the EU standards of the Three 20s or pending laws within the U.S. are adopted, these norms should provide a framework for "clean production." In this case, all carbon emission factors, including sector-by-sector measures, should be at the negotiation table. Such negotiations could establish carbon standards for products that enter the global market.

Success requires a fundamental change to global trade. Nations, particularly those in the developing world, need to realize that reducing emissions is central to their ability to compete internationally. Countries that fail to take appropriate climate change measures will face higher costs in marketing their exports and risk exclusion from

many trade sectors altogether.

To progress this, I propose global tariffs based on carbon gas emissions. During the first half of the twenty-first century we could have a market with different rules where levels determine a nation's participation.

The carbon track of each society will also be crucial to its worldwide image. Establishing this "green paradigm" will depend on how to measure carbon output and the creation of an organization to report on and verify information. This will require a multilateral body authorization by participating governments. To be effective, this will need sanctions, enforced by governments against violators, probably in the form of taxes and tariffs on products that exceed set limits. There is a precedent in that in 1991 Sweden imposed a tax of 28 euros per ton of CO₂ emitted. Currently, they levy a tax of 128 euros per ton of CO₂ except for exporters. Other Scandinavian countries have followed and France is debating a similar measure in early September this year.

Such a framework would break the deadlock between developed and developing countries and use the power of the global market to reduce carbon emissions.

SEEING THE BIG PICTURE

Garry Kasparov, widely considered to be the greatest chess player who has ever lived, is also a writer and political activist. He applies his experiences and challenges, gained through his extraordinary chess career, to the essential business principles of strategy, innovation and analytical logic

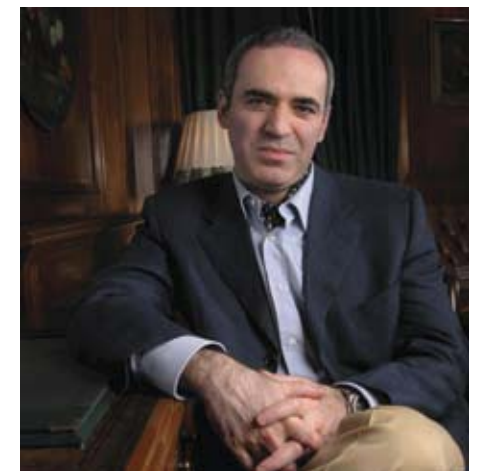
Seeing the big picture means more than thinking nationally, or even globally. To make better decisions and to lead effectively you also have to think historically and put today's problems into a useful context. Too often we become fixated on solving problems with existing tools that are inadequate for the task instead of building new tools. Understanding when a problem cannot be solved within an existing framework is essential.

For example, discussing the current economic crisis is a dangerous trap because this crisis is neither current nor economic. As deeply analyzed in my ongoing book project, developed at speaking engagements around the world, the root causes of the financial

catastrophe are largely technological. Despite appearances – superficial and incremental improvements as opposed to disruptive and impactful innovation – we are entering the fourth decade of a global slowdown in innovation.

The technology we think of as so modern – the internet, biotech, the latest iPhone – are all products of the last great tech revolution in the 1960s and early 70s. With the shift toward reducing risk and producing small, shareholder-pleasing advances, the transformative technology our rapidly increasing population requires to maintain living standards has slowed to a point of stagnation.

Instead of tackling world-changing projects, the culture has shifted to one of safety and risk-aversion. The derivatives



that nearly brought down the financial system were a symptom of this desire. Choosing financial innovation over technological innovation has failed spectacularly. Choosing false safety over risk is a dead end.

It is past time to return to the spirit of challenge and innovation that personified the space race and the personal computer revolution. The leaders who can best communicate and implement this cultural shift will run the companies – and nations – that dominate the 21st century.

VIRTUES OF SUCCESS FOR THE NEW DECADE

*Prof. Dr. Klaus Schweinsberg, Director of the Centre for Strategy & Higher Leadership, author of *The Collapse of The System* and elected 'Young Global Leader', calls for some far reaching changes in conventional economic and political thought*

The latest dramatic escalation in Europe demonstrates how quickly the financial markets can take a disastrous turn that previously seemed a nightmare. The mega oil spill in the US reveals that even a multi-billion company like BP can rapidly be endangered by existential risks. Continual terrorist attacks also demonstrate the limits of traditional political and military power today.

The message to leaders is clear: The days of known strategies are over be they financial, business, political or military. Speed is the key. Successful strategies in the last decade were based on thorough analysis and sound execution. Successful strategies in the new decade (2010-2020) have to be based on decisive and

vigorous action. As the famous German philosopher Immanuel Kant stated: "the necessity to act exceeds the possibility to think."

Looking back 500 years it appears that the second decade of the century always turned out to be a period of tremendous change and the collapse of the existing system. In 1517 the power of the Catholic Church was seriously affected by the reformer Martin Luther leading to decades of conflict. In 1618 religious conflicts culminated in the devastating 30 years' war. In 1713 over-indebted France fell in a power vacuum after the death of the King and Russia appeared as a vanquisher on the world's stage. In 1814/15 after Napoleon's defeat the map of Europe and

its social hierarchy was redrawn and 1914 marks the beginning of decades of global conflicts. Unquestionably, 2014 will also be a turning point in history.

Whether we see a fundamental collapse of the system or only far reaching changes will largely depend upon how the economic and political elites will master challenges during the next months and years. If traditional thinking continues it will fail. What it needs in times of crisis is true leadership. Individual courage instead of collective consensus, passion instead of interest, attitude instead of procedures and creativity instead of accuracy; these will be the yardsticks of success whether in business, politics or the military.

THE NECESSITY TO ACT EXCEEDS THE POSSIBILITY TO THINK...



MIKHAIL GORBACHEV

In our Exclusive Interview Mikhail Gorbachev talks to CSA about Green Cross International and what lies ahead for our civilization



The 3rd Commission of the 64th General Assembly of the United Nations made history in July 2010 by adopting the draft resolution proclaiming the Human Right to Safe Drinking Water and Sanitation. This was certainly an overwhelming response, with zero votes going against the resolution.

BEING SUCH A MILESTONE FOR GREEN CROSS INTERNATIONAL, CAN YOU TELL ME HOW THE JOURNEY WAS UP UNTIL THIS POINT TO GET THIS DRAFT THROUGH GENERAL ASSEMBLY?

Green Cross itself was founded at a crossroads in history - just after the Earth

Summit in 1993, when the connection between security, poverty and the environment was first transcribed at the highest level. Almost two decades later some 900 million people still rely on unsafe sources of drinking water while 2.6 billion live without basic sanitation. Water borne diseases remain the first cause of mortality. This is why the right to water is seen as a condition to the enjoyment of human rights such as the right to life and human dignity or the right to health. It was seen as such for years while debates raged between activists and opponents to its formal recognition.

Its recognition is a matter of human dignity for Green Cross and for me, and

also a fundamental step in the struggle to end water poverty. We stood for it back in 2000 at the Hague World Water Forum and engaged in a decade long campaign with other civil society organizations. To ensure implementation of the right to water, peace and sustainability of water resources, both in quantity and quality, are essential. Trans-boundary issues also impeded consensus on its recognition. Therefore we also lent strong support to the promotion of legal instruments enabling cooperation between countries sharing water resources.

Declarations acknowledging the right to water and sanitation accumulated over the years. Consensus grew among



stakeholders with the exception of a group of reluctant States, mostly developed ones. It didn't derail the growing momentum that led to this turning point. The vote highlighted that no States took position against the right to water and sanitation. While opponents and undecided nations abstained, a majority of 122 States, developing or industrialized, officially recognized it – among which were European countries, China, Brazil and the Russian Federation. None will, from now on, be entitled to say that the right to water and sanitation is not a recognized human right. It paves the way for further clarification of these rights and will strengthen the framework for actual implementation and international cooperation. That is a major breakthrough.

GREEN CROSS IS PART OF THE CLIMATE CHANGE TASK FORCE, WHICH HAS BEEN HELPING TO MAXIMISE THE OUTCOME OF COPENHAGEN. WHAT DO YOU SEE LEADING UP TO AND COMING OUT OF THE COP 16 MEETING IN CANCUN?

On the road to Cancun, I firstly note that

climate science tells us we need to act urgently if we are to avoid catastrophic consequences. As all the attacks against climate science, the UNFCCC and the climate-gate scandal have all been rebuked there is more than ever a consensus on the scientific front. On the policy front little progress has been made towards a global agreement. Still commitments are taking shape in different parts of the world that seem ready to go further than ever before. Europe is now talking of a 30% reduction by 2020 to ensure its industry will not fall behind in the race to a low carbon economy. China is also pushing ahead in promoting energy efficiency and lowering its carbon intensity. While many have already voiced pessimism as to the outcome of the Cancun talks, I am most impressed by calls from industry groups that are for the first time raising their voices forcefully in favor of more ambitious CO₂ reductions – I am referring here to a letter from major European corporate groups stating that "EU's future competitive advantage lies in encouraging and enabling its businesses to help drive the transformational change that will occur in the world economy within the next couple of decades, not to hide from it".

To me, this may just be the beginning of a trend that has the potential to overcome the "status quo" imposed by the fossil and other vested interest groups.

BACK AT THE UNESCO 5TH GLOBAL CONFERENCE ON THE OCEANS, IN PARIS, YOU DESCRIBED THE BP OIL SPILL AS AN "ECOSYSTEM MASSACRE". HOW DO YOU THINK THE CLEAN UP EFFORT HAS BEEN HANDLED BY BOTH BP AND THEIR SUBSEQUENT PARTNERS FROM THE NEW HORIZON WELL, AS WELL AS THE US GOVERNMENT?

The apparently successful plugging of BP's oil gusher is a huge relief. But it is not the end of a nightmare. The spilled oil in the Gulf of Mexico now enters a phase where its impact on wildlife, ecosystems, people, jobs and tourism could be as bad as ever – just more difficult to see amid a cloud of complexity.

The spills have been happening for a long time and in many places around the world. Consequences from the Exxon Valdez spill in Alaska in 1989 and from the Prestige in Spain in 2002 are still impacting the environment despite the

cleanup efforts. There are also many other spills occurring on the shores of Ghana or Nigeria that are less publicized but no less disastrous to the local environment and communities. The Mexican Gulf disaster is a deafening alarm that we should stop trying to artificially extend the carbon era by technological innovations that are beyond our control when things go wrong.

DID THEY DO ENOUGH? MORE IMPORTANTLY, WHAT LESSONS CAN OIL COMPANIES, AS WELL AS WE AS A SOCIETY, TAKE FROM THIS TO PREVENT FUTURE "ECOSYSTEM MASSACRES" SUCH AS THIS ONE?

What we need to realize is that to some extent we are all responsible for what happened because we all participate in the fossil fuel economy through the consumption decisions that we make every day. Moving to a clean energy society is a first step in the right direction and as consumers we can have a major impact. As voters we can also impact government policy – that is the foundation of democracy. This makes sense not only for environmental reasons but also to make our world more secure and our economies more resilient. Civil society also has a role to play not only in clean-up efforts but also in helping us move towards a more sustainable world. Green Cross has many initiatives in this area like the organizations of the "Earth Dialogues" conference-events that promote sustainability across all sectors of modern society, "Environmental Diaries" for schoolchildren around the world to positively impact their communities, or the "Eco-Office" program that helps businesses increase their bottom line by implementing actions that help protect the environment.

MUCH HAS CHANGED IN THE WORLD SINCE YOU SERVED AS PRESIDENT OF THE SOVIET UNION, BOTH POLITICALLY AND SOCIALLY. USING WHAT YOU HAVE WITNESSED AND LEARNED IN THE PAST 20 YEARS, WHAT LIES AHEAD FOR US AS A CIVILIZATION?

Winston Churchill was right in saying, "It is a mistake to try to look too far ahead. The chain of destiny can only be grasped one link at a time".

The end of the cold war gave the world a truly unique historic opportunity. I was convinced of it then. I still believe it today – how these opportunities were used is a different story... Anyway it has cleared the way for new powers to rise – China and India in particular – and removed

WINSTON CHURCHILL WAS RIGHT IN SAYING: IT IS A MISTAKE TO TRY AND LOOK TOO FAR AHEAD

ideological obstacles to globalization. Cross-border migration has surged. The technological revolution has transformed international communications, the flow of information, financial trading and political awareness. After 20 years lost to capitalism "alleluia chanting" it took a crisis almost as massive as that of 1929, with a global impact on employment and growth, to induce the preachers of neo-liberal globalism towards cautious silence. A new world order is replacing the old – twenty years after, we are closer to this goal but there is still a long way to go and the road, as we can already feel, will be bumpy.

The multi-faceted crisis that has hit the world shows with a renewed sense of urgency how tightly the key challenges of environment, development and security are intertwined.

Climate change, being but a tip of this crisis, gives global stability and security threats existential proportions that can shock the foundations of modern civilization. It threatens to unleash multi-million migrations and exacerbates the problems of growing poverty, social inequality, water, energy and food crises.

Therefore the biggest challenge in the next 10 years will be our ability to offset this systemic crisis with comprehensive solutions based on scientific knowledge, focusing on the problem itself and not on conventional political "priorities".

Outcomes are not predetermined. They depend on both events and purposeful actions. To meet new challenges, we need to change our mentality just as we did to end the Cold War; we need to take down the wall that separates us from our future.

WOMEN IN LEADERSHIP

Alexander Hasslacher

Thirty-five years after women started pouring into the corporate work force and imitating men more and more, from the power suits to picking up the golf clubs, research is showing that it should actually be the men doing more of the imitating. After decades of studying what makes leaders successful and finding who has got 'The Right Stuff', consultants and management gurus agree on what will increase the odds of getting a great leader: Hire a Woman.

Examples are easy to come by. In the business world leaders range from **Marjorie Scardino**, CEO of Pearsons plc to **Meg Whitman**, former CEO of eBay and now a candidate for Governor

of California, and entrepreneurs like **Elle 'The Body' MacPherson** who decided modelling was not the be all and end all, but merely a platform to launch a successful business career. Leadership comes not only from the world of business, but also from individuals such as award-winning actress **Sigourney Weaver**, who took her celebrity status and applied it to benefit charities across the globe.

Sahar Hashemi, Her Excellency **Najla Al Awadhi** and the **Rt. Hon. Dame Jenny Shipley** certainly have got 'The Right Stuff' and share some of their experiences and thoughts with us here.



Elle MacPherson



Meg Whitman



There is good reason to be excited globally! The biggest tectonic shift in terms of the growth of the global middle classes is underway. Wherever we live and despite the recent global financial crisis it is reasonable to speculate that within the next 50 years more people will share in the world's wealth than in the last 50 years. But the mix will be different and this will create tensions and pressures. Some will have to get used to having "less of the more" as economies recover, others will enjoy "more of that more". Change is difficult but this shift is exciting, demanding and just! It is a challenging prospect.

At best it will create new supply and demand cycles for a massive range of goods and services. Astute countries and companies will respond to these surges and prosper. At worst it will create tensions within countries and matters of self interest will be raised against broader global benefits. In diverse populations competition over work and resources is inevitable and may be amplified as never before. How leaders respond will define their country's success!

With 6.2 billion people on earth today and a projected 9 billion by 2050 there is a real need for us to apply our minds to realities! We must utilise solutions that we know work and demand undiscovered strategies that assist us in facing up to the major global problems concerning our institutions, economic recoveries, populations, climates and food and energy resources. Failure to solve these major problems does not bear consideration. Leaders, who step up and deliver the required changes, through action not rhetoric, will gift the world increased wealth, thriving middle classes and safe societies.

Leaders in politics, business, religion, civil society, communities and families in every corner of the world need to be part of this change. That's basically all of us!

Are we up to it?

THE MEGATREND OF THE EMERGING MIDDLE CLASSES

The dynamic Rt. Hon. Dame Jenny Shipley, former Prime Minister of New Zealand and now Chairman and Director of a number of companies, brings a unique political, economic, social and commercial overview and tells us that only by employing completely original thought processes can we find the answers to the challenges currently facing the world

ENCOURAGING SIGNS IN THE ARAB WORLD

Her Excellency Najla Al Awadhi, a member of the United Emirates Federal National Council and a major media personality in the Middle East, reveals just how much all round progress women have recently made in her own country, the United Arab Emirates

It wasn't Brazil, Russia, India, or China that ranked highest on a Harvard Business Review on the role of women in emerging markets. Surprisingly it was an Arab and Muslim country: the United Arab Emirates (UAE). Women in the UAE topped other women in ambition, education, and work ethic.

This is a great indicator for Arab and Muslim women. But while women in the UAE are steadily moving forward, the Arab world is not homogenous and circumstances are more challenging in other countries. However, the UAE can serve as a case study in our drive for greater human and economic development.

Since establishment in 1971, the UAE now has the fourth highest percentage of women parliamentarians in the world, with women serving as ambassadors, ministers, and in the judiciary. It also has

the highest rate of female graduates in the Arab world.

Opportunities for women in the UAE have meant access to higher education and employment in industry and to political office. This has meant less dependence on foreign labor and widening the intellectual pool in social, political and economic debate and development. Moreover, the appointment of women has shattered myths that leadership is the province of men.

While these are great strides, there are still challenges. Women continue to face an institutionalized patriarchal structure and archaic interpretations of Islam, that legally "codify discrimination".

Sustainable progress must not only be driven by government but by society. Female and male solidarity as a movement is required – promoting the integration of women into the labor market by creating



awareness and lobbying for legislation to develop more equitable labor laws and personal status laws. The confluence of these micro factors will contribute to the macro picture of a more resilient economy. We must take action today, because it will dictate the progression, resilience, and sustainability of our societies in years to come.

WHEN GENDER'S ON THE AGENDA

Sahar Hashemi, a former lawyer, founder of the successful Coffee Republic chain, and one of Britain's most inspirational entrepreneurs, explains how to move on and create new ways of working



When on the occasions that I find myself confronted by the question 'Was it more difficult for you, as a woman, to succeed?' I try not to get annoyed any more. I just feel sorry for the person who's stuck in yesterday's world, obsessed with thinking gender is still an issue. Like most of us I have moved on. Hasn't everyone?

It might not be politically correct to say it but in my career I have not come across an iota of discrimination and my gender has never been a barrier to my success. I had a goal. I pursued it. And my weaknesses and failings have been personal to me irrespective of my gender.

Am I unusual in these experiences? I doubt it. I believe that I am in the

majority. I also appreciate that I am part of the first generation to have this privilege. I know that it's not always been like this. We owe it to the women before us who have paved the way for a new feminine future. A future that is no longer about emulating men in the work place but about acknowledging that we are different to men. We work differently. We think differently. We have different aspirations. We define power and success differently. And we have other priorities as important as work, namely children.

The real challenge and opportunity today is for women to create new ways of working which enable us to bring 100% of ourselves to work. That should be the essence of any diversity agenda. Simple gender identity doesn't come into it. It's about creating a tailor-made working life which brings in the multiple aspects of our life, using the best of our skills and resources. And the onus falls on us women, and not on men, to do away with the old rules and create new ones. That's where multi-tasking really comes into its own.

MANAGING IN THE POST-RECESSION ERA

Costas Markides, Professor of Strategy and International Management at the London Business School, wants us to consider a much fresher and more imaginative approach to general employer, employee relationship



As they emerge from the 2008-2010 recession, companies around the world are waking up to new realities. Prominent among them is the realisation that traditional strategies are obsolete. Unless companies find ways to engage their people in developing new ideas, as well as implementing these ideas, their strategy—however brilliant—will fail. It is the responsibility of a leader to transform the strategy from the top-down that it is today to a more democratic and inclusive process that it needs to become.

At the same time, companies are appreciating that the execution of strategy requires more than asking employees to "get on with it". To succeed they must firstly put in place the appropriate organisational environment that leads people to support the chosen strategy. By "organisational environment" I mean four ingredients: the measurement and incentive systems of the firm; its culture, values and norms; structure and processes and lastly its people, including their skills and attitudes. These four elements combine to create an organisational environment which, in turn, supports and promotes strategy. A company that wants its strategy to be implemented properly must ask "What organisational environment must I create to elicit the

employee behaviour that will support my chosen strategy?". Without these four elements the strategy will almost certainly fail.

A company must sell the strategy to its employees. Even brilliant strategies will fail unless people's emotional commitment is earned. Simple communication is not enough.

Emotional commitment is not the same as rational acceptance. If people accept, at an intellectual level, the logic of strategy, it does not mean that they will do anything about it. Nor will it change their behaviour. For real action minds and hearts must be won. The physical signs that emotional commitment from employees has been achieved are passion, excitement, energy and pride. People must not only accept and agree with the strategy—they must buy into it.

In today's hypercompetitive environments, there's only one thing that will allow companies to stay afloat: innovation, innovation, innovation! The cultures and the systems of the organisation must be developed so as to allow for innovation to be part of life. Without innovation, the death of a company is only a matter of time.

GETTING GLOBAL POLITICS RIGHT

Ambassador Sergio Marchi, the former Canadian Minister of Trade and Ambassador to the World Trade Organisation and UN agencies, insists that world leaders must start to apply some new and more efficient long term thinking and that offending national leaders must be brought into line

It is often said that global business needs 'smart' government, if it is to flourish. In today's world that demands political leaders must also get their politics right... global politics, that is.

GLOBALIZATION RULES...

When the Berlin Wall tumbled, a fast-charging globalization, took over. Technology reshaped our lives and today, we are all residents of a global village. Of this, we need no other proof than our global financial crisis! This represents the first test of our globalization era. One of the lessons is the need for improved global governance. Given the extensive degree of

global integration and dependency, we can no longer afford our politics to be obsessed with just the local. Leaders are now compelled to think longer term strategies.

Strengthening our global political governance and leadership can take many forms. Let me suggest just four:

STRENGTHENING GOVERNANCE...

First, improving global governance starts at home. Governments need to ensure that their Ministries are connected with one another, and 'speak' the same language. Second, national governments must reform the multilateral organizations they lead. Most of these institutions were built in the

ashes of WWII, and they have provided visionary leadership. However these agencies must now be rendered more efficient.

Third, our leaders cannot be timid about major 'surgery' when retooling international and domestic institutions. tinkering is not good enough. Finally, leaders need to apply "tough love" towards fellow colleagues who seriously abuse their authority e.g. those running Sudan, North Korea, Zimbabwe and Burma.

IN CLOSING...

Aligning our politics with global realities would enhance our ability to harness the advantages and address challenges. As our community contemplates how to better manage our shared global destiny, it is also about hope. A belief in a better tomorrow.

Indeed, these are the values that embodied the historic victory of President Obama.

But let us demand that President Obama and his leaders approach our world's challenges with a new spirit of purpose and leadership. One that more eloquently speaks to our future.

CONDUCTING AS A LEADER, WHEN THE MUSIC (ALMOST) STOPPED

Itay Talgam, a prominent, widely travelled and internationally acclaimed orchestral conductor, explains how music will generate an inspired cooperative and soloist response from performers whatever the style

Think about a Dixie band in full swing, improvising simultaneously in what is a chaotic, yet clearly organized, synergetic, happy cooperation. Why can't every musical performance be like that? Why can't any work be like that? Why isn't life itself like that, always? Well, the answer, to my mind, is that it should be. Yet it isn't very often the case. The reason is that balance between the all essential structure – achieved in the music by prior agreements as to the form, style, key (to name just a few) – and the no less essential element of indeterminate, free space for things to happen in ways unanticipated – that balance is not easy to achieve.

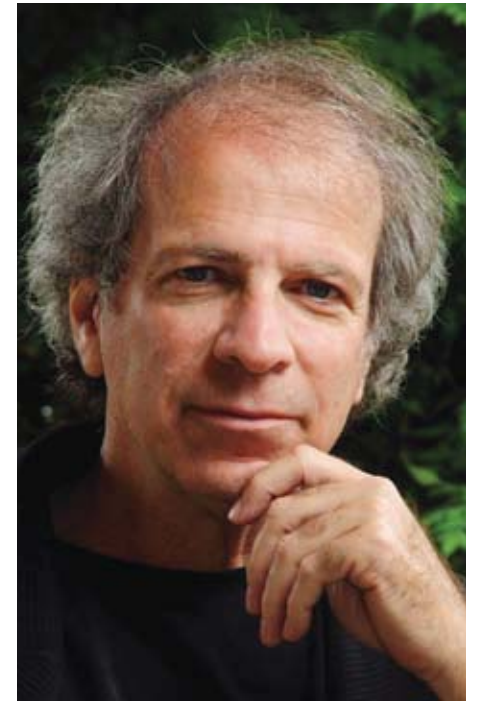
Then, one day, the world is radically changed. New phenomena seem to make existing know-how almost irrelevant. The conditions which made 'Marching Bands' – organizations that seek to minimize all uncertainties – successful in the market are gone. Gone are the conditions which enabled 'Free Jazz', disregarding structure, to be an exciting alternative, simply because mainstream itself is changing dramatically. What then? What organizational culture is most adaptive and is likely to be competitive, in terms of its ability to change structures, processes and products, using the right mix of order and disorder?

Symphony orchestras are unique among musical ensembles worldwide in their size (up to about 130 players), inner diversity of instruments and professions, and the level of complexity of the music they can perform (that is not to suggest that symphonic music is in any way essentially 'better' than other musics). Therefore it

is hardly surprising that the 'Maestro' – great conductor and often dictator – stood for many years at the helm of this body, claiming and universally regarded as having complete control over the exact execution of what is entirely his (almost never her) artistic vision. Surprisingly, this model of leadership still exists, and is costing many young musicians the joy of playing in orchestras, and sometimes even their love of music itself.

Very few orchestras (the 'Orpheus' chamber orchestra of New-York being a famous example) choose to work without conductors at all – filling the void in leadership with complex, often time-consuming procedures of inner negotiations and consensus building. The players of these orchestras seem happy, creative, and many times exhausted. Even then, players will admit that a great conductor – or a great soloist performing with them – could bring more value into the performance. What would that something be? I think it has to do with the word 'Great' having a new meaning – quite different from the greatness of leaders of past times.

A great contemporary conductor will balance structure and freedom through creating controlled processes, shared with the skilled musicians-players (the native musical/digital) through the understanding of the logic behind them. He or she would actively create spaces for other musicians-players to fill, and share the emerging experiences both inwardly – with the musicians involved – and with his other partners in the orchestra, and at the same time with the audience. The great



conductor will constantly identify and use GAPS, or even create gaps in the process of rehearsing and studying and performing. Gaps in meaning, interpretation, and gaps in process, control, are all opportunities for creative thinking and sharing. The great conductor will keep their virtuoso players at peak level of individual creativity through constant challenge and open space, letting them be engaged in all sorts of interactions, while constantly creating a strong center of gravitation. If he or she is truly lucky, that force gravitation will be love: the love of music, the love of making music together. Just like in Dixie bands.

SIX QUESTIONS FOR YOUR ORGANIZATION

Donald Sull, a widely experienced and awarded management professor at the London Business School, highlights the opportunities represented by recessional problems



Are you ready for the new normal?

The economy may emerge from recession, but leaders will still face uncertainties along key dimensions – inflation or deflation, exchange rate fluctuations, regulatory shifts, as well as the usual sources of turbulence, including geo-politics, technological innovation, and competitive dynamics. The "new normal" may be new, but it certainly won't imply steady growth and stable markets.

The new normal is not all bad news because turbulence produces opportunities as well as threats. Firms can acquire cheap assets from distressed sellers, pounce as competitors stumble, raise funds from new sources and sell to new customers as preferences change.

To succeed in the post-recession, companies need agility, the ability to consistently spot and exploit opportunities

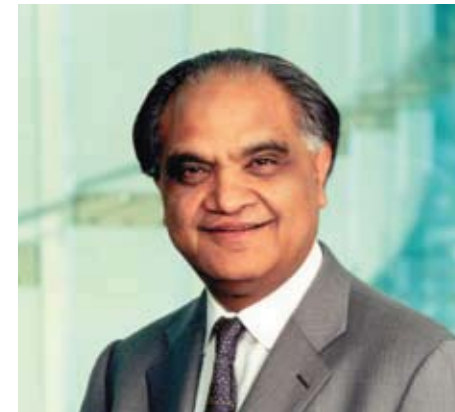
faster and more effectively than rivals. Below are six questions to judge how ready your organization is for the new normal.

- 1 Are you looking through the rearview mirror? To spot emerging opportunities, companies need real-time data to identify events pointing to unexpected opportunities or threats.**
- 2 Are your organizational hydraulics broken? Agile organizations have efficient processes that translate priorities into individual and team objectives, link these to performance management that identifies when execution falls short.**
- 3 Do you reward mediocrity and call it teamwork? To execute consistently, performance management systems must recognize and reward delivery against**

RATHER THAN FIGHTING FIRES TOP EXECUTIVES SHOULD UPGRADE THE ORGANIZATION'S AGILITY

objectives, while ensuring employees focus on the long-term health of the company as a whole.

- 4 Are your core values a joke? Corporate culture can support agility if core values drive decisions including hiring, firing, and promotion.**
- 5 Have your Vikings become farmers? Agility requires a cadre of ambitious and flexible general managers staffed in key positions rather than managers who only till the fields of the established business.**
- 6 Do you rely on heroic leadership? Rather than fighting fires, top executives should set priorities, inspire urgency, and upgrade the organization's agility.**



RAM CHARAN



DR STEPHEN COVEY

THE DEFINITIVE LISTING OF THE WORLD'S TOP 50 BUSINESS THINKERS

The question was simple: Who is the most influential living management thinker? That was the spark that inspired the original Thinkers 50 in 2001. The result was the first-ever global ranking of business gurus.

Created by Stuart Crainer and Des Dearlove, today the Thinkers 50 has established itself as the definitive guide to the leading thought provocateurs in the world.

CSA Celebrity Speakers is your link to booking the top gurus from the Thinkers 50 for speaking engagements, boardroom advisories and consulting engagements.



VIJAY GOVINDARAJAN



LYNDA GRATTON



MUHAMMAD YUNUS



MARCUS BUCKINGHAM



NIALL FERGUSON



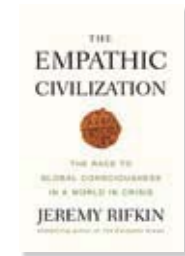
RENÉE MAUBORGNE



BOOK REVIEWS

THE EMPATHIC CIVILIZATION

Jeremy Rifkin



In his new book, Jeremy Rifkin contends that we are at a seminal turning point in human history and that the coming decades could well determine our future survival on earth.

While Mr. Rifkin argues that a sustainable, post-carbon Third Industrial Revolution must be quickly adopted in every country if we are to avert a catastrophic change in the climate of the earth, he cautions, nonetheless, that new technologies and business models alone will not be sufficient to address the enormity of the crisis facing the human race. What we need is a change in human consciousness itself.

WHAT TECHNOLOGY WANTS

Kevin Kelly



This progressive new book, by Kevin Kelly, founding executive editor of Wired Magazine, introduces a brand-new view of technology. It suggests that technology as a whole is not as a jumble of wires and

metal but a living, evolving organism that has its own unconscious needs and tendencies.

Kelly looks out through the eyes of this global technological system to discover "what it wants". Kelly uses vivid examples from the past to trace technology's long course, and then follows a dozen trajectories of technology into the near future to project where technology is headed.

WHAT WORKS

Hamish McRae



In this lively and counterintuitive exploration of success stories from across the globe, award-winning journalist Hamish McRae takes the reader on a fascinating journey in pursuit of the flimsy difference

between triumph and failure.

Drawing life lessons from the great ideas put to work on every continent – from America to Europe, from Africa to Asia and Australasia – McRae's stories are as surprising as they are inspiring. 'What Works' will leave you entertained, informed and, ultimately, enlightened as to what each of us can do to make successes of our businesses, our communities and our lives.

THE OTHER SIDE OF INNOVATION: SOLVING THE EXECUTION CHALLENGE

Vijay Govindarajan



Can business really change the world? Yes-but only if they adjust. In his new book, Vijay argues: "Through innovation, business organizations can change the world. There is just one little problem. Business

organizations are not built for innovation; they are built for efficiency."

In this new book, Vijay offers practical advice for senior executives, chief innovation offices, leaders of innovation initiatives, and all those who support innovations. He points out; organizations today are only modestly more prepared for the challenges of innovation than they were fifty years ago. While most companies have plenty of creativity and plenty of technology, they lack the managerial skills to convert ideas into reality.

THE TRUMP CARD: PLAYING TO WIN IN WORK AND LIFE

Ivanka Trump



Inspiration. Success. Confidence. Passion. No one is born with these qualities, but they are the key ingredients of reaching goals, building careers, or taking a blueprint and turning it into a breathtaking

skyscraper. In her new book, Ivanka recounts the compelling story of her upbringing as the ultimate Apprentice, the daughter of Donald and Ivana Trump. From her office in the Trump Organizations, where she is VP of Development and Acquisitions and co-founder of The Trump Hotel Collection, to her career as a top model and the launch of her successful jewellery collection, Ivanka offers valuable, practical advice with the insight that made her a star in the business world.

RIDING THE WAVES OF INNOVATION: HARNESS THE POWER OF GLOBAL CULTURE TO DRIVE CREATIVITY AND GROWTH

Fons Trompenaars



Applying the latest research in the field of cross-cultural management to the critical topic of innovation, Fons Trompenaars offers a brand-new set of approaches to increase innovation initiatives

across global culture. Companies that successfully harness employees' creativity and convert it to business innovation are leading the charge today. While this isn't a brand-new concept, no one has explained how the connections between people initially remote from each other generate innovation, until now. Riding the Waves of Innovation fills the void.

CSA AUDIENCE FEEDBACK



Philip Kotler is an amazing communicator. At our company executive seminar he gave a strategic marketing speech which was extremely inspiring, interesting and content-rich."

Business Software Solutions

"The response at our annual energy forum to **Jeremy Rifkin's** presentation was excellent. He is a gifted speaker and put forward some thought-provoking views on the hydrogen economy. Everyone, including our more conservative clients, was extremely positive."

Global Bank

"**Ray Hammond** was fantastic and enormously engaging. He delivered on his promise to take our global marketing team into the future and to stimulate dialogue and thinking. Ray's knowledge about future trends and their impact was clearly demonstrated."

Global Processor Technology Provider

"**Renée Mauborgne** gave an excellent speech at our annual meeting. Our clients and business partners felt her keynote delivery covering Blue Ocean strategy for our geography was eloquent and inspiring."

Major Investment Company

"**Professor Finn Kydland** gave an excellently delivered professional speech at our forum, filled with very detailed and extremely useful advice. Over 600 CEOs were transfixed and other speakers during the forum even quoted from his presentation."

Global Business Service Provider

"**Oliviero Toscani** was fantastic, he presented to participants from the 27 EU countries with great clarity, and really contributed to making our week long annual meeting a resounding success."

European Business Service Provider

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