

# learning guide

## ebbf beyond diversity

How can we and our ethical businesses  
and organizations build the future,  
going beyond diversity? }

LEARNING EVENT  
4TH TO 7TH OF MAY 2017

## **beyond diversity**

How can we and our ethical businesses and organizations build the future, going beyond diversity?

We wish you a very warm welcome to this 27th ebbf annual international learning event. Almost half of the participants around you are enjoying their first ebbf experience.

Together we will explore emerging trends and design new ways of implementing innovative and meaningful best practices in our work. Through this we hope to connect companies and individuals to a wider purpose: serving society.

The theme of this year's annual conference is centred around a key question: How can we and our ethical businesses and organizations build the future, going beyond diversity?

We invite you to actively explore, together with mindful people from around the world who are here today in Geneva, how to create economic systems and workplaces that contribute to a more prosperous, just and sustainable civilization.

We will start by understanding diversity in all its forms: diversity of views, of economic systems, of company cultures, of gender and explore its possibilities and how to harness its potentialities.

We will then explore how workplaces and economic systems are evolving and the new ways to harness diversity creating a new breed of collaborative, learning organizations.

You will receive and create new insights, ideas, questions and processes allowing you to adapt in a better way to the fast evolving environment that surrounds us and the increasing

need to connect business models and economic systems to meaningful impact on society.

In this meeting, we aim to open our eyes to new trends and explore together the new mindsets that will allow us to fully harness the new world order that is emerging, having us and our organizations thrive fully in this exciting and fast changing world evolution.

What people value most in attending ebbf events are the "meaningful conversations". Allowing people to have the conversations that really matter to them in a safe and affirming environment empowers them to bring more of themselves to their workplace. This in turn allows for the workplace to achieve more of its potential.

You are surrounded by a very rich and diverse mix of participants who came from around the world. Like you they want to not only share their own ideas and questions but also to tap into each other's personal experience on the specific topic of this ebbf learning event.

ebbf learning events are not passive, instead they welcome your active contribution to the many meaningful conversations you will enjoy during these days together.

We look forward to accompanying your journey during these days. Don't hesitate to get in touch with us or any of the ebbf event hosts during the course of the event. We are here to help you to make the most of this unique opportunity.

*the ebbf events team*

# THURSDAY PROGRAM

**16:00 REGISTRATION DESK OPENS**

**17:30 OPENING SESSION**

## **Opening Session in the main plenary room**

The journey begins – Presenting the event dynamic, the harvesting and exchanging of ideas that will take place, creating a dynamic of interaction with people at and outside the event. A welcome by ebbf chair Wendi Momen will be followed by an introduction to your personal hosts who will accompany you on this journey.

We will share the flow we have designed for you, give you some suggested uses for your learning guide, inspire you with potential ways to harvest and exchange ideas, and discuss creating a dynamic interaction with people outside the event.

**17:30 OPENING KEYNOTE**

## **Systems Science Beyond Diversity**

*Arthur Dahl*

Systems science shows that the real significance of diversity lies not in the number of different entities and their differences, but how they interact. Diversity is the dynamic driver for greater systems complexity, integration and efficiency. In a coral reef ecosystem or tropical rainforest, it is the increasing cooperation among the species expressed in mutual assistance and symbioses that make their high levels of productivity possible. Similarly, human diversity unaccompanied by values of justice, cooperation and reciprocity can produce the negative reactions we see today. Recent research has suggested that higher levels of ethnically-diverse civilization are catalysed by ethical values from religion, building trust and providing the energy for new levels of organization and efficiency. Businesses and communities can follow this example.

# THURSDAY PROGRAM

Recent guidance from the international Baha'i administrative body invites us to explore what a new economic paradigm might look like in practice.

## **18:30** MEANINGFUL CONVERSATIONS

First Interactive Meaningful conversation session, tapping into and getting to know the capacity surrounding you in the room. Following each keynote we start meaningful conversations, taking those sparks of inspiration, going deeper into what they mean to us, to our workplaces and/or to the creation of new economic systems. In this session you decide which of the questions sparked by the keynote you wish to address, or create a table to have other like-minded individuals in the room join an exploration of your own question.

## **19:00** DINNER

Participate in meaningful conversations around topics that are relevant to you, with an international group of like-minded individuals, sharing similar issues, and yearning to act as much as you.

## **20:30** KEYNOTE

### **A personal story of diversity**

*Payam Zamani*

Payam Zamani will share his personal journey, living his own diversity and then using his experience to build rich, creative and very innovative enterprises. You will enjoy a story telling experience complemented by an interactive conversation with the audience.

# THURSDAY PROGRAM

## **21:00** INTERACTIVE SESSION

Stopping to think and discuss the key questions, the key ideas, the most important insights from this first day and the thinking process it has sparked in us as we compare our will to act with the often challenging workplaces we wish to influence.

## **21:00** WHO IS THERE?

### **A final session to get to know more about who is there**

One of the most important resource you will have available during the course of this learning event, is the people who attend. An extremely diverse group of individuals coming from all parts of the world that are united by a common passion, similar to yours: exploring ways in which to positively influence our workplaces and economic systems.

Getting to know more about who you are surrounded by, will allow you to find the individual and start the kind of meaningful conversation that is what usually brings about the most important changes in people's work and lives at ebbf events.

# FRIDAY PROGRAM

**Seeing with fresh eyes**

## **07:30 - 09:00** BREAKFAST

Perhaps an early visit to the gym or sauna to get you started?

## **09:00** WELCOME TO FRIDAY

An inspirational opening to set the mood for the day, followed by an introduction to Friday's programme and a brief summary of the learnshop sessions you can attend after the morning coffee break.

## **09:30** MORNING KEYNOTE

**The biomimicry rule of Diversity: The paradox of doing wrong to achieve good**

*Dhairya Pujara*

Pick any natural system or an element of nature and the key to its functioning is the diversity of the components that it requires to build ONE system. A talk designed using the speaker's own personal experiences from India to USA to Africa and how a non-prejudicial behavior helped him build a small yet significant diverse team to build a business that delivers value to people. It will explore the themes of the difference between the intent of doing good and the act of doing good.

## **10:00** TABLE INTERACTION

Deepening the questions and possibilities that the keynote sparked in us.

## **11:00** COFFEE BREAK

# FRIDAY PROGRAM

## **11:30** MORNING PARALLEL LEARNSHOPS

*See details in the section in the next pages.*

Choose the learnshop that is most relevant to you - what you want to explore and learn about with others in an engaging focused group.

## **13:00** LUNCH

Good food and great conversations

## **14:30** FRIDAY AFTERNOON KEYNOTE

### **From the war of sexes to the alliance of gender?**

*Isabella Lenarduzzi*

The OECD estimates that if the participation rate of women in the economy were identical to that of men, GDP would increase by 16% in 10 years.

From a micro economic point of view, all studies show that the more mixed a company is in its decision-making positions, the higher the totality of its performance indicators. The more teams are mixed and the more the staff is happy at work and engaged.

But can we make a company bilingual : women / men? How can we move from a culture that respects diversity to an inclusive culture ... successfully?

## **15:00** AFTERNOON PARALLEL LEARNSHOPS

*See details in the section in the next pages.*

Choose the learnshop that is most relevant to you - what you want to explore and learn about with others in an engaging focused group.



# FRIDAY PROGRAM

## **16:30** COFFEE BREAK

## **17:00** SESSION

**How can we create the best personal attitude to feel comfortable adapting to new ideas?**

*Carl Emerson and Jaleh Zandieh*

How can we feel comfortable in our own skin? What helps us be safe and sound to be able to work in a new way together? What needs can I see in my environment that I am not OK with? What help do I need to start action and how can I have my eyes opened to see the support to take me there?

## **18:00** MEANINGFUL FREE TIME

To relax and reflect or perhaps enjoy a walk with the like-minded individuals you met today, going deeper and exploring what is important to you

## **19:00** DINNER

## **20:30** INDIVIDUAL LANDSCAPE EXPERIENCE

*Carl Emerson and Jaleh Zandieh*

What is the shift I need to make? What makes us tremble, and what do we fear about new ways of working together? What can I offer? What can I create? Who would we be without our stories of old ways of working? What will it take for us to fully enter into working in new and unfamiliar ways?

# SATURDAY PROGRAM

**From inspiration to ideation to prototyping**

## **07:30 - 09:00** BREAKFAST

Perhaps an early visit to the gym or sauna to get you started?

## **09:00** WELCOME TO SATURDAY

A morning inspirational followed by an introduction to what you can expect on this day of the learning event, including the learnshop sessions you can attend after this morning's coffee break.

## **09:30** SATURDAY MORNING KEYNOTE

**What can ideation and prototyping experiences unleash in diverse groups?**

*Stephanie Akkaoui*

In a complex and changing environment, the traditional approach for developing and following vision may be inadequate.

We do need a deeper understanding of reality. We have to practice a different approach to think and then implement new ideas fully harnessing the powerful diversity of individuals, teams and purposes.

## **11:00** COFFEE BREAK

## **11:30** SATURDAY MORNING PARALLEL LEARNSHOPS

*See details in the section in the next pages*

Choose the learnshop that you are most attracted by and interactively explore the issue with others.

# SATURDAY PROGRAM

## **13:00 LUNCH**

Continuing the meaningful conversations and making new connections whilst enjoying good food.

## **14:30 SATURDAY AFTERNOON KEYNOTE**

### **How to promote inter-generational collaboration that focuses on unity?**

*Birgit Peeters*

Let's ride on a roller coaster together : « No labels, just talents ! » is our common slogan!

## **14:45 SATURDAY AFTERNOON PARALLEL LEARNSHOPS**

You can choose to "move from ideation to prototyping" in a plenary co-creation session or go deeper in the understanding of prototyping with two parallel learnshops (see in the next pages)

## **16:00 COFFEE BREAK**

## **16:30 THE EBBF MARKETPLACE**

A very dynamic session offering numerous sparks of inspiration and opportunities to learn and contribute, using the result of the prototyping resulting in a marketplace of ideas, projects and companies that you can decide to accompany or learn from.

# SATURDAY PROGRAM

## **17:00** EBBF ANNUAL GENERAL MEETING

### **how can the global ebbf community now accompany your work?**

After a summary of the impact of local and global activities and of the tools currently offered to accompany people like yourselves. You will experience an interactive large group consultation, that will show how to engage communities into meaningful action. Well beyond an Annual General Meeting, this will be an AGM meaning Annual Generation of Momentum and AGC Annual General Consultation.

As part of ebbf's focus on being a learning community, we will be creating the future opportunities of this organization, addressing practical issues, interacting with operational teams and creating the space for new ideas to emerge.

## **19:00** DINNER

Continuing the meaningful conversations and making new connections.

## **20:30** AFTER DINNER PLENARY KEYNOTE

### **There is no way to Inclusion. The way is Inclusion.**

*Fateme Banishoeib*

Bringing home the inspiration of the day. A personal moving story of diversity and unity through inclusion. Going beyond showing inclusiveness creating dedicated groups representing so called minorities in the workplace, instead of seeing them as rare species that need to be protected, we need to apply inclusion.

# SATURDAY PROGRAM

Acknowledging out implicit biases, the result of cultural and societal conditioning. We are all equals in having an implicit bias. A new awareness will help us take the right actions. Inclusion starts with Self. The parts we carve out in ourselves to conform are the same one we exclude in others. When we see the facets we neglect or exclude in ourselves we can focus on HOW to reintegrate them in our lives. It is then easier to expand it to others.

## **21:00** A DOROTHY MARCIC SPECIAL

### **from Off Broadway to just outside Geneva**

*Dorothy Marcic*

Dorothy has created successful Off Broadway musicals such as "SISTAs" and "WHAT WE DO FOR LOVE TO". She will now help us co-produce a musical experience, experiencing and living the richness of Diversity.

## **22:00** THE BOLLYWOOD DANCE EXPERIENCE

Anila Hussain, will allow you to see and experience what happens when contagious rhythms and dancing brings down barriers, enjoys diversity and creates involvement, unity and fun!

# SUNDAY PROGRAM

**Bringing the learning to your workplace tomorrow**

## **07:30 - 09:00** BREAKFAST

Enjoy one last breakfast together with like-minded people and morning conversations.

## **09:30** WELCOME TO SUNDAY

Getting you in the right mood with a visual experience to inspire your day. We will then introduce you to what you can expect in this last day of the conference.

## **09:45** SUNDAY MORNING KEYNOTE

### **Frontiers of Change – Preparing for Tomorrow**

*Tahirih Michot*

We all encounter diverse frontiers in our lives. What are these frontiers? Where are the frontiers we want to move towards? In this keynote, we will explore the frontiers we connect with; identify opportunities to move beyond diversity to a different frontier; look at how we can expand and exercise our perceived agency in relationship to these spaces; and consolidate plans which translate our ideas into tangible actions. The session will draw on the presenter's personal and professional experiences in South Africa as well as guidance from the Universal House of Justice. It will focus in on the significance of micro-moments, interpersonal space and collective rights. At the end, the audience will connect with their desired frontier and have a bridge to action on Monday.

## **10:15** THE INTERVIEW

We will interview three people who took part in recent ebbf events and ask them: "what actually happened to you on Monday, when you returned to your workplace after your last ebbf event experience?"

# SUNDAY PROGRAM

An interactive session giving you a real sense for how to best prepare and harness the energy and ideas of this four day experience, enjoying a beautiful transition into your own workplace on Monday.

## **11:00** COFFEE BREAK

## **11:30 - 12:00** BRINGING IT ALL TOGETHER

### **Participants now become the protagonists**

As a participant you will soon be leaving this beautiful setting, the trust, encouragement and new ideas and contacts is what you will need to take to your workplace to become the protagonist of the positive change you wish to make.

In this final session we will make sure that you are ready and fully prepared to make that impact and to find in these last couple of hours some remaining ideas and connections but also building the post-event continuation that will allow you to keep feeding into the source of inspiration that you found during these three days.

We will also look at all the answers, all the insights, all the harvesting that we have collected and create a guide that will be used to inform and impact the wider global audience of ebbf.

## **13:00 - 14:30** FINAL LUNCH AND GOODBYES

Savour one last lunch, enjoy a final conversation, and make the connections with the individuals you want to accompany and be accompanied by as you springboard from this elevating learning experience.

## BIOS OF CONTRIBUTORS

**ARTHUR LYON DAHL** **USA / Switzerland** - Arthur Lyon Dahl is a board member of ebbf, President of the International Environment Forum, and a retired Deputy Assistant Executive Director of the United Nations Environment Programme (UNEP), where he was Deputy Director of the Oceans and Coastal Areas Programme, Coordinator of the UN System-wide Earthwatch, and founding Director of the Coral Reef Unit. He is a frequent consultant on sustainability, environmental assessment and indicators to the World Bank, the World Economic Forum, UNESCO and UNEP. He was Visiting Professor, University of Brighton, and for 13 years has taught in advanced studies courses in sustainable development and environmental diplomacy at the University of Geneva and other universities. He has published over 200 papers and reports, and books including "The Eco Principle: Ecology and Economics in Symbiosis".

**BIRGIT PEETERS** **Belgium / Switzerland** - Birgit Peeters is a Belgian polyglot, she lived and worked in 5 countries, speaks 7 languages and is the mother of 2 daughters aged 14 and 12. In all her projects, she aims to blow life into people and organizations, whether as a "good vibes" coach or as a specialist in "other ways of working". She works hard to bring more creativity in the workplace as it is a solution to people and companies needs. As a change maker, she helps companies to implement socio-economical management styles and different work forms such as teleworking, job sharing and intergenerational management. As a coach, she helps people to find their place focusing on their natural born talents. She loves reading, learning, travelling, playing theatre, exchanging with others and making people laugh.

**CARL EMERSON** **Switzerland / UK** - Carl Emerson founded InsideOut Solutions in 2014 in Switzerland. Harnessing his experience of over 20 years working at the interface between Pharma and CROs to facilitate productive empowered relationships between teams that enable value to be realised. To coach executives, project leaders and teams in taking the next step forward in excellence.



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Starting life as a chemist Carl discovered that people were far more interesting than powders and moved quickly into relationship management, mostly in the outsourcing/procurement area, but more recently in training of executives, project leaders and teams balancing that with meeting facilitation.

A mentor for women in healthcare, an outdoor sports fan, experimental photographer and pioneer in the art of getting lost in foreign countries, Carl is based in Basel and loves working with ebbf.

**CHRISTINA KWOK** **Malaysia / Switzerland** - Before diversifying into intercultural skills training, Christina worked for three multi-national companies in the oil and gas, energy insurance and building industries and has a broad multicultural exposure to life on three continents. Born and raised in Malaysia, she is now based in Zurich, Switzerland.

Her special strength is applying her business acumen and intercultural expertise to help European business build better trust-based relationships with their Chinese/Asian counterparts, avoiding not only embarrassing faux pas but also costly failures such as serious loss of business and reputation. She also helps senior leaders develop effective global leadership skills so as to better lead and motivate their diverse teams across cultures.

**DHAIRYA PUJARA** **India** - Dhairya Pujara is the Founder, CEO for Ycenter. He has created community centered projects in Mozambique and India. As the CEO for Ycenter, he is responsible for building a global ecosystem bringing in corporates, universities, NGOs for creating community solutions. Dhairya is the curator for "Global Shaper Hub Philadelphia" by World Economic Forum. He has been a global TEDx organizer and a sought-after public speaker on entrepreneurship and international development. He delivers keynote and guest lectures in some of the top business schools, conferences around the globe. Dhairya sits on the advisory board for European Commission program LASIN

## BIOS OF CONTRIBUTORS

– Latin American Social Innovation network. . In 2015, American Immigration granted him an approval for special category work visa reserved for “an individual of extraordinary abilities”.

**DOROTHY MARCIC USA** - Dr. Marcic is a professor at Columbia University, a playwright, and a former professor at Vanderbilt University's Owen Graduate School of Management, with over 20 years full time in academia. She was a Fulbright Scholar at the University of Economics-Prague, teaching MBA students and practicing managers. She served as advisor to the US Ambassador of the Czech Republic and was a delegate to both the United Nations Economic and Social Develop Summit in Copenhagen and the UN Commission on the Status of Women.

Her management consulting clients include Viacom, USAA Insurance, Bell Labs/AT&T, Ford Motor Company, Hewlett-Packard, Hallmark, US Dept of State, Governor and Cabinet of North Dakota, Eurotel, Czech Health Ministry, Slovenian Management Center, Zagreb University, Sofia Bulgaria Business School, and companies in Singapore, Perth/Sydney, and the Hawaii Justice System. Her degrees include a Bachelors in Radio-TV-Film, a Masters in Educational Media, another Masters in Public Health and a Doctorate in Organizational Behavior. More recently she was awarded a Master of Fine Arts in Creative Writing.

She is the author of 15 books, including the best-selling Understanding Management, Managing with the Wisdom of Love, RESPECT: Women and Popular Music, and Love Lift Me Higher, as well as numerous articles and research studies.

Based on her qualitative content-analysis research of how women are depicted in Top-40 music, Dr. Marcic wrote two hit musicals, RESPECT, which has played 2800 performances in 60 cities and SISTAS, currently playing Off-Broadway in New York City for over 5 years.

## BIOS OF CONTRIBUTORS

She started her career in the arts as a production assistant on the TV program, Mister Rogers' Neighborhood, while in graduate school. She has appeared on C-SPAN, CMT, and Bravo Network.

**DR. ATHANASIOS KRIEMADIS** **Greece** - Dr. Athanasios Kriemadis is a Professor at the University of Peloponnese, Greece, teaching Strategic Planning and Total Quality Management. Educated in the USA specialized in Strategic Management (under the guidance of Professor Ansoff, the Father of Strategy) and Quality Management (under the guidance of San Diego Deming User Group) and worked in private sector (e.g. Motorola in San Diego, California) and public sector (e.g. University of New Mexico) in the USA. Former Deputy Rector of Financial Management at the University of Peloponnese and Head of the Department of Sport Management. Business consultant, Certified Assessor of the European Foundation for Quality Management EFQM Excellence Award and Certified Assessor of the Quality Management System ISO 9001:2008. Has published 9 Books in Management, 60 paper in International Business Journals and 200 paper in Proceedings of International Conferences.

**FATEME BANISHOEIB** **Italy / Persia / Switzerland** - Fateme defines herself as "many and multitudes", a bridge between worlds. A woman, an executive, a poet, a scientist and a speaker, always seeking for the intersection where all these "roles" meet. Her motto is integration of all the parts that make who we are as an act of self leadership. In so doing we become more inclusive of others.

She worked as global leader in the Bio-Pharma industry over the past 15 years covering roles in research and development, operations and strategy. The work she has grown to love most is helping organizations and teams change from the inside out.

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In 2016 she founded a consulting firm, headquartered in Basel, Switzerland, focusing on supporting leaders and organisations to manage change and develop global teams. Her approach blends the strategy development of a consultant with the practical leadership guidance of a coach. Fateme is also the founder of ReNew Business, a platform to create a new way to do business, learn, grow, collaborate and impact the World.

**GARY REUSCHE** **Ukraine** - Gary Reusche since 1975 has been travelling the globe with the goal to contribute to socio-economic and community development, both in and out of the Baha'i community. His life resulted in 4 nationalities: American, Dutch, Russian, and Ukrainian, and working experience in more than 60 countries. At various times he has been an academic (United States, Sri Lanka, and Ukraine), a manager for business and development consulting, and a development expert for a dozen of the major bi-lateral and multilateral development agencies. Currently he focuses on social activism, including a school to teach virtues to Ukrainian children and youth, advocating for family farms in rural areas increasingly dominated by corporate interests, interFaith dialog, teaching a class on entrepreneurship, and grass roots community development. He brings a multi-cultural, multi-national perspective to his work.

**ISABELLA LENARDUZZI** **Belgium** - Isabella Lenarduzzi has been a social entrepreneur, an expert in communication, event and conference organisation for 30 years. Her areas of interest include women empowerment, equality, education, training, entrepreneurship, innovation and EU advocacy. Isabella launched JUMP "Promoting gender equality, advancing the economy" in 2006. She currently manages 3 companies, one NGO and a team of 12 people with an office in Brussels and in Paris.

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**JALEH ZANDIEH Portugal** - Jaleh is a Passion Project Success Strategist and Mindful Movement Mentor, speaker and facilitator. She empowers conscious leaders and professionals to release the painful blocks that limit and sabotage their success. Her vision is to have the majority of women in the world become wise stewards of their energy, have the healthiest hearts and happiest homes so that they be radiant agents of positive change in their communities. She believes that one vital key to improving the world is to empower girls and women— because when they are thriving, everyone benefits.

Jaleh's signature systems Brilliant Heart Mastermind & HipHop Meditation global movements are currently empowering adults and children in over 28 countries. Jaleh was born in Harrisburg, Pennsylvania, studied in Philadelphia & China and currently lives in beautiful northern Portugal with her husband since 2012. She is fortunate to have found that she can feel at home in many parts of the world.

**JEAN PARKER USA** - Dr. Jean Parker is an action-oriented, global thinker and strategist. She earned her Ph.D. in the Management Of Technology And Innovation from the Da Vinci Institute of Johannesburg, South Africa and the Trans4m Center For Integral Development of Geneva, Switzerland. She is currently a Senior Research Fellow at the Trans4m Center For Integral Development where she facilitates academic excellence in the development of integral research and innovation around the world. She specializes in conducting primary data collection through participatory research methods to bring forth the knowledge of grassroots constituencies to promote human rights and social change.

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Dr. Parker lived and worked in India for ten years as a radio journalist specializing in social development and human rights reporting. She reported on the 2004 Indian Ocean tsunami and this led to her doctoral research on emergency preparedness education through community radio in North Indian villages. She enjoys applying the Integral Worlds Theoretical Approach developed by Lessem and Schieffer of Trans4m as an analytical tool to uncover the imbalances causing social upheaval and discovering the unifying strategies to correct these imbalances. She plans to apply Integral Worlds to gain a greater understanding of cross-cultural influences resulting from migration and refugee movement.

**JEFF LYNN UK** - After a career of over thirty years spanning the private, voluntary and public sectors, I've learned a couple of things: I've forgotten most the things that I have been taught; once I have a new perspective it's a bit difficult to go back. All my work therefore focuses on changing perspectives. People come to my courses hoping that they'll be able to apply some of the things that they learn. They go away knowing that they have what they need to change themselves and their environment to be more efficient and effective in ways that they had never anticipated.

**KATRIN STIGGE Switzerland** - Katrin loves "wild thinking", connecting people, thoughts and things. Katrin's inspirations and ideas which she openly shares with others create an encouraging atmosphere of passion, options and urge to act. Katrin shares a big "courage to explore new ways" vision, encouraging people to think newly, feel newly and do things in a new way in order to get new results.

In her "corporate life", Katrin held over the time of 15 years different roles of increasing responsibility in HR mainly in organisational and cultural development as well as in recruitment. Beside active mentoring the start-up time of a community, she introduced new tools as well as events to the organisation which were an important part of the

## BIOS OF CONTRIBUTORS

company's culture. Katrin strongly believes in mentoring as well as in co-creation. Her list of awards include a global HR award, two awards in the field of Diversity & Inclusion as well as three as Game Master in "The Game". Katrin is highly interested in new ways of working and engages in the School of New Work "Les Enfants Terribles" (HappyMindfulDigital) and is a judge at the German Stevie Award.

Katrin lives with her partner in Basel, Switzerland. She loves to meet friends and new people to explore co-creation and to "go beyond". She is an active runner and loves biscuits..

**MONIQUE BLOKZYL** **Germany** - Monique is a wholehearted entrepreneur! But she has not always been one. She grew up in Eastern Germany, a place where people were state employed and resources were state owned. Running your own business was a very foreign concept.

Today, Monique Blokzyl travels the world – an ambassador for rocketing ideas into enterprise. As Founder and CEO of the Business Launch Portal, she is known for giving inspiring talks and workshops at conferences of prestigious organizations such as JADE, Toastmasters, EBBF and others. Monique also became an appreciated adviser, trainer and conference speaker for some of the biggest German Marketing and Education industry leaders. She has won twice the European Championship of Public Speaking with Toastmasters International (in German) and is a co-founder of a bilingual Toastmaster club in Brussels which became an award winning club within its first year.

**NAVA EMILIA ANVARI** **South Africa** - Nava is a Senior Consultant at Dalberg Global Development Advisors – a strategy consulting firm that works exclusively on issues driving global development and impact. Her specific areas of expertise are inclusive business growth and building public-private partnerships – connecting the development sector with the private sector to increase sustainability and scale of interventions affecting the bottom-of-the-pyramid.

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She is also the deputy of the firm's global ICT practice – leveraging technology to bring about social and economic development to underserved markets. Nava's clients include the World Bank, USAID, several UN agencies, and large international foundations such as the Bill and Melinda Gates Foundation, the MasterCard Foundation, and the Ford Foundation. She has also worked with several Fortune 500 companies. Nava's most recent work includes supporting the UN Women leadership team in developing their All-Africa gender strategy, in-part through a series of interactive workshops, and moderating a panel at a Capacity Africa conference on "Case studies for using satellites to extend digital connectivity to rural areas". Nava is passionate about Africa and its vast potential, the power of the individual in bringing social change, and the Persian card game: *hokm*.

**PAYAM ZAMANI** **USA** - Payam Zamani is a die-hard entrepreneur and Internet pioneer who has founded several technology and Internet-based companies. He is currently the founder, chairman and CEO of One Planet Ops Inc, a unique hybrid firm combining operating technology companies, a socially-responsible angel fund and a startup business incubator, all designed to run, build and invest in disruptive technology businesses—while attempting to run these businesses in a humble spirit of sustainable service to humanity.

Payam is also the founder and the editor-in-chief of BahaiTeachings.org – a spiritual enlightenment website. He is also currently a board member at Tahirih Justice Center, which protects immigrant women and girls fleeing violence, and previously was an advisory board member at The Mona Foundation, which supports grassroots educational initiatives and seeks to raise the status of women and girls worldwide.

**STEPHANIE AKKAOUI** **Lebanon / Netherlands** - Founder & lead architect of AKKA Architects, Stephanie is part of a new breed of young visionary architects, who operate beyond the nowadays-restrained realm of architecture.



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A strong advocate of value created through cross-disciplinary interactions, Stephanie believes that the most sustainable innovation will happen at the intersection of different fields. Sustainability, as she defines it is the daily innovative solutions & opportunities we ought to actively create for a sustained long-term future.

Born & raised in the tumultuous city of Beirut, Stephanie quickly learned to navigate amidst an incredibly diverse, unpredictable, complex, & extremely lively environment.

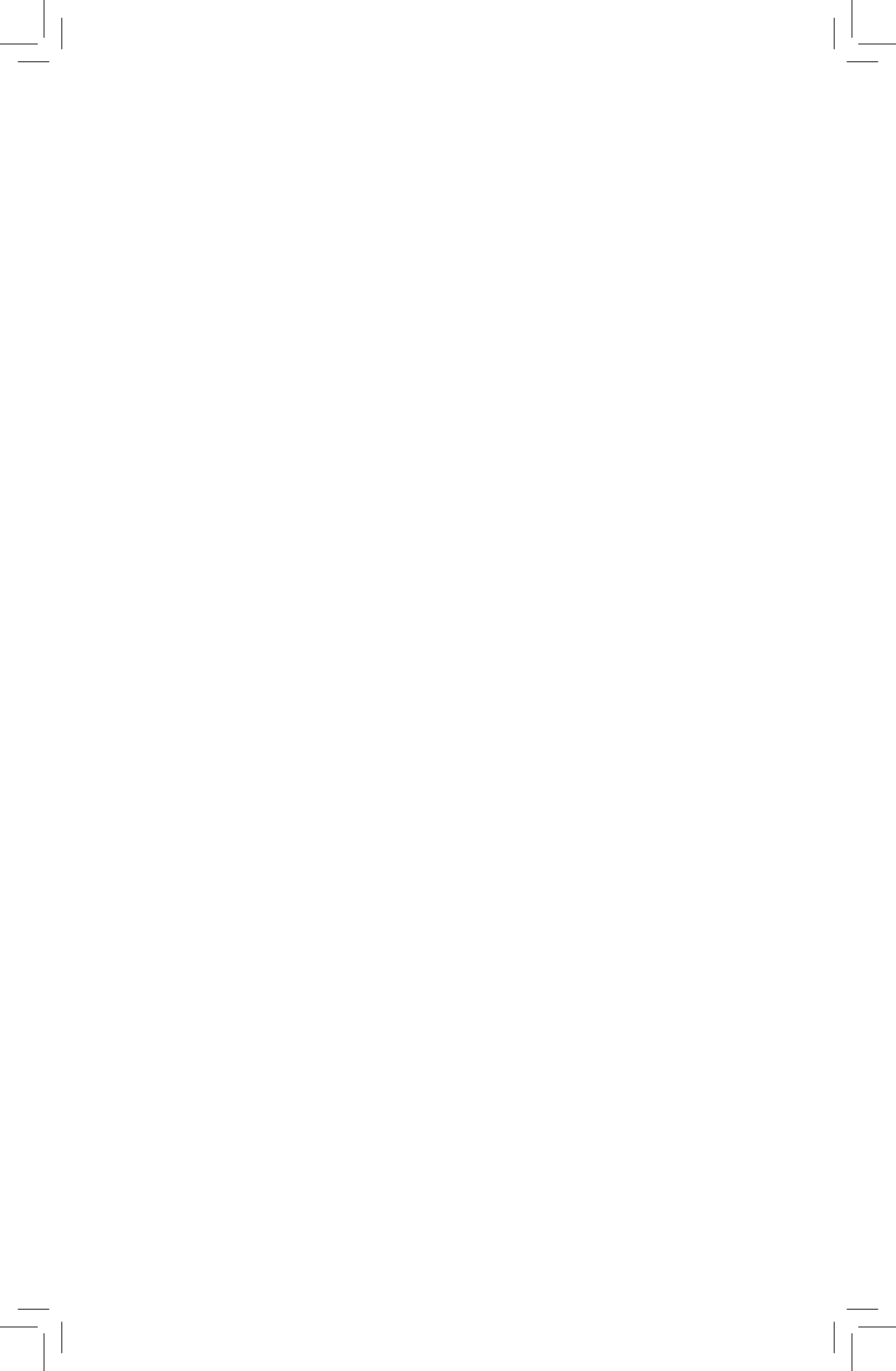
With the community of the ebbf, Stephanie has also founded the Action Labs, a worldwide initiative aimed at sustaining local communities of entrepreneurs contributing to a prosperous, just & sustainable civilization, through their daily work. In addition, Stephanie serves on the advisory & executive boards of a number of business & creative organizations, including the Stimuleringsfonds Creative Industry and Ebbf the international business forum. In 2017, Stephanie launched her first book: Architecting Interaction: How to Innovate through Interactions.

**TAHIRIH MICHOT** **South Africa** - Tahirih has designed and facilitated diverse processes for groups and teams over the past 20 years. Her practice cultivates and nurtures the skills and competencies of her clients so that they can create dynamic and responsive institutional environments. She particularly seeks initiatives that are both innovative and creative in their approach to the learning experience of individuals and teams.

## BIOS OF CONTRIBUTORS

Tahirih established her own company, The Idea Processor in 2014 to focus on doing the work she loves. Her professional experience and educational background has strengthened her acumen in three organisational areas – process design, capacity building and strategic planning. Given that organisations are unique, Tahirih's work seeks to fit the specific needs and desired outcomes of each type of organisation and its team.

**W. GIJS VAN DE FLIERT USA** - W. Gijs van de Fliert is a seasoned professional with an international finance career spanning close to four decades. An effective team player, collaborator and mentor, he has an affinity to work with people of diverse backgrounds, temperaments and talents. He is a proponent of entities that promote the wellbeing of staff, the environment, and the wider community. In 2016, after a score and four, he retired from IFC, the private sector arm of the World Bank Group. He lives in Maryland, where he now volunteers his time in coordinating local community building activities with an emphasis on the moral and spiritual prerequisites to unify diverse people in a common purpose of service to humanity.



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# FRIDAY MORNING PARALLEL LEARNSHOPS

You can now choose between these five interactive learnshops

**11:30 - 13:00** FIVE FRIDAY MORNING SESSIONS

## **Systems Science Beyond Diversity**

*Arthur Dahl*

A deepening interactive learnshop that will allow you to deepen with Arthur Dahl the concept that he exposed in his opening keynote.

## **The biomimicry rule of Diversity: The paradox of doing wrong to achieve good**

*Dhairya Pujara*

The opportunity to go deeper with Dhairya Pujara on the concepts, and innovation that he expressed in his keynote.

## **Leadership in Multi-Cultural Teams "Is globalization bringing us closer together?"**

*Christina Kwok*

Think again. With refugees crossing cultures without preparation, in extreme haste for basic survival, the vastly documented dangers of intercultural miscommunication are intensifying. Already in a multicultural workplace or on international teams dispersed around the globe, tensions multiply when disagreements occur over the smallest of things. In our hyper-connected world (YouTube, Twitter, Facebook etc), colliding cultures increasingly cause misperceptions and mistrust, affecting worker performance and productivity.



# FRIDAY MORNING

## PARALLEL LEARNSHOPS

What new insights or learning do you hope your learnshop will provoke?

This workshop will explore varying approaches to work and conflict resolution that impact productivity and trust when working with people from diverse backgrounds.

We will look at a case study of a failed international merger and 2-3 critical incidents that highlight the need to be aware of culture-specific core values that underlie behaviour and use this as a springboard to build trust with international colleagues and business partners."

### **Transformational Leadership as a tool for exploiting diversity**

*Jeff Lynn*

Introduce the concepts of Transformational Leadership, Transformational Relationships and Outcomes versus Results. Build a shared vision with the participants to define the Outcome of the learnshop i.e. ""where we want to get to""; determine ""where we are"" and ""how we will get there""; implement as an exercise in the power of ""unity in diversity"" in the workplace and beyond.

What new insights or learning do you hope your keynote and/or learnshop will provoke?

The normal mode of operation within and between organisations is based on the Transaction (if you do/give, I will do/give in return). As we see this as the only way of doing things properly, we rarely recognise the associated costs, inefficiencies and issues. However thinking about leadership (not just for leaders), interactions, projects and relationships from a Transformational viewpoint (what does implementation of our shared vision require of each of us?) naturally reduces the excessive influence of the powerful, exploits diversity, values and motivates all stakeholders, and aids the achievement of sustainable outcomes more efficiently, effectively and sustainably.

# FRIDAY MORNING PARALLEL LEARNSHOPS

Once this new perception is gained, it becomes clear that Transformational, not Transactional, will be the new norm and that the concept applies well beyond Leadership."

## **Courage to explore new ways – new thinking, new feeling, new acting leads to new results**

*Katrin Stigge*

The audience will experience a field of inspiration and energy which opens their mind to their own brilliant ideas. I share my experience and practical insights about building a community within a corporate company who influenced the company's culture and leadership behaviour.

What new insights or learning do you hope your learnshop will provoke?

1. I will share a practical example which will inspire others to explore the same in their company.
2. Do you know what „wild thinking“ is? I am happy to share more.

What key questions / conversation topics would you use in your learnshops?

What does your inner wisdom tell you about „wild thinking“?

Imagine you come to work on a Monday morning. On your way to your workplace, all your colleagues look at you, smile, greet ... you feel something important has changed. What happened? Do you know of companies who have the courage to do things differently? How did that start, what do you think? Do you want to tell such a story about you/your company? Do you want to help someone to shine? Who do you invite to be a mentor for? Here. Today.

# FRIDAY AFTERNOON PARALLEL LEARNSHOPS

You can now choose between these five interactive learnshops

## **15:00 - 16:30** FIVE FRIDAY AFTERNOON SESSIONS

### **From the war of sexes to the alliance of gender?**

*Isabella Lenarduzzi*

An interactive workshop deepening the concepts offered in her keynote

### **A personal story of diversity**

*Payam Zamani*

An interactive workshop deepening the concepts offered in her keynote

### **The role of business in the transformation to a post-growth, post-consumer society**

*Gary Reusche*

Based on concepts from ELEVEN by Paul Hanley, business can be seen as both an active and passive participant in a world at risk due to consumerism and its consequences, and economic planning based on an ethos of never-ending growth. In his book ELEVEN, Paul Hanley uses multiple sources to present a clear and logical description of the genesis of the current paradigm and where it is inexorably leading. Science informs us that the current economic order is unsustainable. With the world population projected to rise another 50% to 11 billion by 2100, current economic and environmental issues will deepen and turn catastrophic. As the notion that there is a spiritual aspect to reality fades into anachronism, the sustainability crisis deepens.

# FRIDAY AFTERNOON PARALLEL LEARNSHOPS

The core proposal of the book and the learnshop is that the solution to the seemingly insurmountable and catastrophic issues facing the world today can be found through a comprehensive public education approach that leads to profound ethical-social-ecological transformation. Such a program can be spearheaded by responsible business and their activities in the community –for example, supporting neighbourhood grass roots initiatives. Business can play an enabling role in this process. It can reorient advertisements that suggest how consumer goods should not define us and symbolise who we are, and instead promote environmental and moral values that result in a sustainable future. Instead of a focus on profits only, business can support communities to transform, and demonstrate by example that “avarice and self-interest (need not) prevail at the expense of the common good.” Ultimately, in order to realistically address world issues, businesses will need to live a new morality, contribute to a reduction in excessive consumption, and renounce the paradigm of continuous economic growth. A sustainable, values-based reality needs to be made visible through education, particularly moral education, starting with children and youth.

What new insights or learning do you hope your learnshop will provoke?

To investigate the present environmental and economic issues so that our awareness is improved, and that we can clearly explain why a change in paradigm is essential. The learnshop will seek to gain insight and understanding about the issues facing the world and the role of business. Through discussion and sharing of ideas we hope brainstorm what could and should be done to address these issues – both the possible and the desirable. Which values/virtues are present and absent in the current paradigm? How to select a plan of action in the face of confusing messages and “false news.” Which virtues or values, if implemented, have the greatest potential for affecting constructive change?

# FRIDAY AFTERNOON PARALLEL LEARNSHOPS

Finally what are the barriers to change that need to be overcome. What are the main themes that can be effectively addressed by the business community and what methods and materials are needed to address them?

**Diversity of Data: what signals can we, consumers, employees, business owners, and citizens, provide in a big-data-driven society to improve corporate responsibility?**

*Nava Emilia Anvari*

Diversity of Data. As we look at the new SDGs, the development community is fast realizing that there is no way we can achieve these goals through aid alone. At the same time, corporations are making decisions every day that indicate their corporate social responsibility – and this goes far beyond their philanthropic donations on the side. At Dalberg we are seeing more innovative models where large companies partner with multilateral agencies to improve their core business outcomes (e.g., I recently worked with Ferrero who partnered with USAID to empower thousands of farmers in hazelnut value chains in Georgia – as a sustainable, long-term solution to their hazelnut sourcing challenges). We as consumers and members of a broader society are in a unique position to signal to companies just how their actions affect our decisions. We present a diverse, but increasingly aware and morally-conscious society, and our every-day purchase decisions send messages daily. This session will highlight some interesting case studies from the field and provide exciting updates on “Big data analytics”. Based on this information, the teams will explore our unique role as consumers to provide the right signal to corporates, as well as our respective opportunities as corporates, employees, business owners, and citizens to leverage this trend and bring about a more inclusive, united, and sustainable economy. The learnshop will be conducted through a human-centred design approach – engaging all participants in a rapid-prototyping, collective solution-building, multiple-sticky-note using process.

# FRIDAY AFTERNOON PARALLEL LEARNSHOPS

## **True Diversity what does it mean... ?**

*Gijs van de Fliert*

Much of our diversity indicators in our workplaces are defined by physical attributes of human beings, such as the color of our skin, our gender, nationality, or other physical attributes society is wont to impose on us. However, these are attributes of beauty that do not define us. True diversity and distinction is a spiritual one, as a unique human being each of us has its own temperament and talents, each of us has its own unique spiritual distinctions.

What new insights or learning do you hope your learnshop will provoke?

Stimulate the insight that a spiritual perspective is required in addressing the issues of diversity and more importantly inclusiveness. Diversity cannot be measured solely by physical indicators.

What key questions / conversation topics would your learnshop cover?

What wider loyalties and aspirations do we want to instill into our corporations? If not the physical attributes of diversity what indicators would demonstrate a vibrant, diverse and unified organization, in which all have a decisive role to play?"

# SATURDAY MORNING PARALLEL LEARNSHOPS

You can now choose between these five interactive learnshops

**15:00 - 16:30 FIVE SATURDAY MORNING SESSIONS**

## **Main hall ideation process**

*Stephanie Akkaoui Hughes*

## **Creating your Dream Enterprise Part I**

*Monique Blokzyl*

Have you ever thought of creating your "dream enterprise"?  
One where you earn a good living whilst serving society?

Monique will take you through key "M" questions to help you set up your dream enterprise:

Motivation: what is your dream and why are you pursuing it?

Market: who do you aim to serve and how?

Means: what resources do you have and where will you find what you need?

Mentor: who should you be looking for to support you on your entrepreneurial path?

## **Beyond Diversity Through The Integral Worlds**

*Jean Parker*

Today, we are witnessing great societal turmoil stemming from the disunity of the mental, spiritual, relational and physical realms of the individual, organizational and global "self". This disunity contributes to a world which is increasingly consumed with individual material gain, hyper-industrialization and the destruction of nature. Although there are signs of a realignment toward cooperative and collaborative consultative processes to advance spiritual and cultural connection and planetary justice, a critical mass of reconstructive forces is only beginning to emerge.

# SATURDAY MORNING PARALLEL LEARNSHOPS

To contribute to the reunification of the mental, spiritual, relational and physical realms of our individual and organizational "selves", our session will introduce the Integral Worlds approach to the redefinition of self and society. Integral Worlds is one of several theoretical frameworks that have been developed by the Trans4m Center For Integral Development (<http://www.trans-4-m.com>), based in Geneva, Switzerland and which are being implemented by researchers and practitioners around the world. This approach provides an analytical framework for understanding individual and societal imbalances but also stimulates hope leading to engagement in practical actions resulting in concretized action. This interactive session will introduce the Integral Worlds approach then invite discussion of implementation strategies. The question of how we can adopt an integral perspective in our individual lives that we can bring to our organizations and societies will be explored as well as how we can make macro and micro-level decisions that support the reunification of the four integral realms.

What new insights or learning do you hope your keynote and/or learnshop will provoke?

This interactive session will introduce the Integral Worlds approach then invite discussion of implementation strategies. The question of how we can adopt an integral perspective in our individual lives that we can bring to our organizations and societies will be explored as well as how we can make macro and micro-level decisions that support the reunification of the four integral realms.



# SATURDAY AFTERNOON PARALLEL LEARNSHOPS

You can now choose between the main session in the plenary or alternative interactive learnshops

**14:45 - 16:00 FIVE SATURDAY AFTERNOON SESSIONS**

## **Main hall prototyping process**

*Madalina Neagu*

## **Moving from ideas to action : Co-create your favourite intergenerational workspace.**

*Birgit Peeters*

In this session we will be focussing on unity beyond intergenerational challenges. We will co-create your favourite intergenerational workspace ! To do so, you will need to share your natural born talents with us as we will use these for our common goal. Ready to play the game?

## **Creating your Dream Enterprise Part II**

*Monique Blokzyl*

You love to get a glimpse into the pitching mysteries? What is a powerful story, an impactful message? What is this irresistible Yes-trigger? How do you convince anyone to give you anything? Join us in this learnshop if you want to get some powerful answers. Besides taking away proven techniques, you will also get many real case stories. And most importantly, you will roll up your sleeves and craft that impactful message for your own business right away. Get ready to trigger a sound Yes!

## **Spirituality, Leadership and Performance in contemporary business**

*Dr. Athanasios Kriemadis*

Contemporary businesses incorporate spirituality into their strategic planning system within the framework of Corporate Social Responsibility activities. This presentation will help participants to understand how spirituality benefits employees well-being, and improves organizational performance and productivity. In addition, Spirituality can reduce absenteeism, stress, burnout and workaholicism.

The connection between spirituality and leadership in organizations as a new strategy in transforming individuals and organizations.

## **Writing Our Way to Inclusion**

*Fateme Banishoeib*

"Fill your paper with the breathings of your heart."

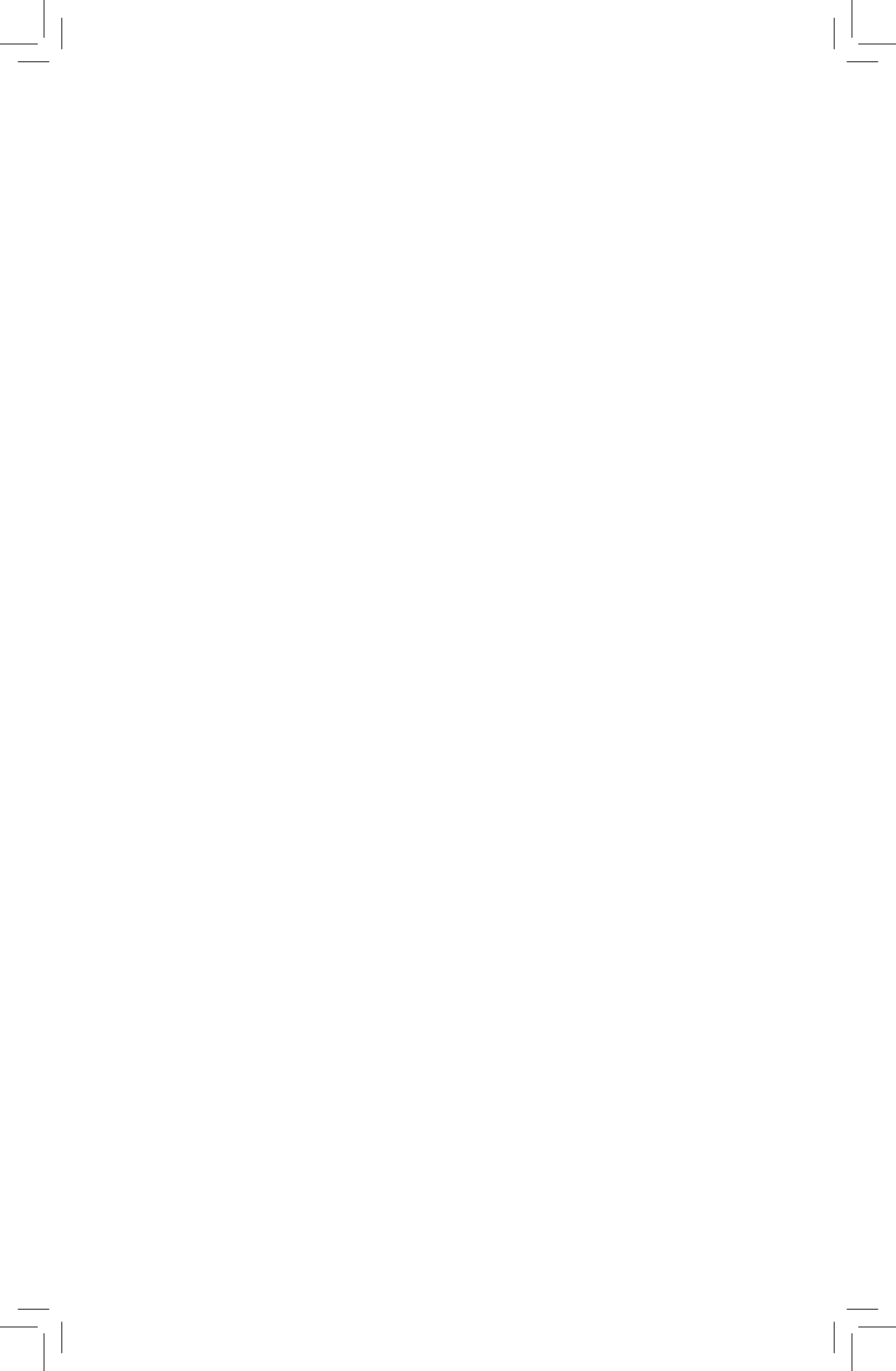
- William Wordsworth

Writing is an important way of knowing, thinking and feeling. Through writing we can start a conscious co-creation and sharing of stories - both the stories we tell and the stories we live. What is the power of writing?

1. Writing allows us to see and make sense of things.
2. Writing helps us to accept.
3. Writing improves our mental and physical health.
4. Writing changes our outlook.

By sharing our stories we invite each other into our worlds. This enhances our interconnectedness, shared awareness, and possibilities for fruitful interaction.

In this session Fateme will show: we have the power to shape stories individually and collectively, how to connect our hearts and minds, tools to connect with the dynamic story of life unfolding around us, how to consciously and creatively participate in real-life stories.









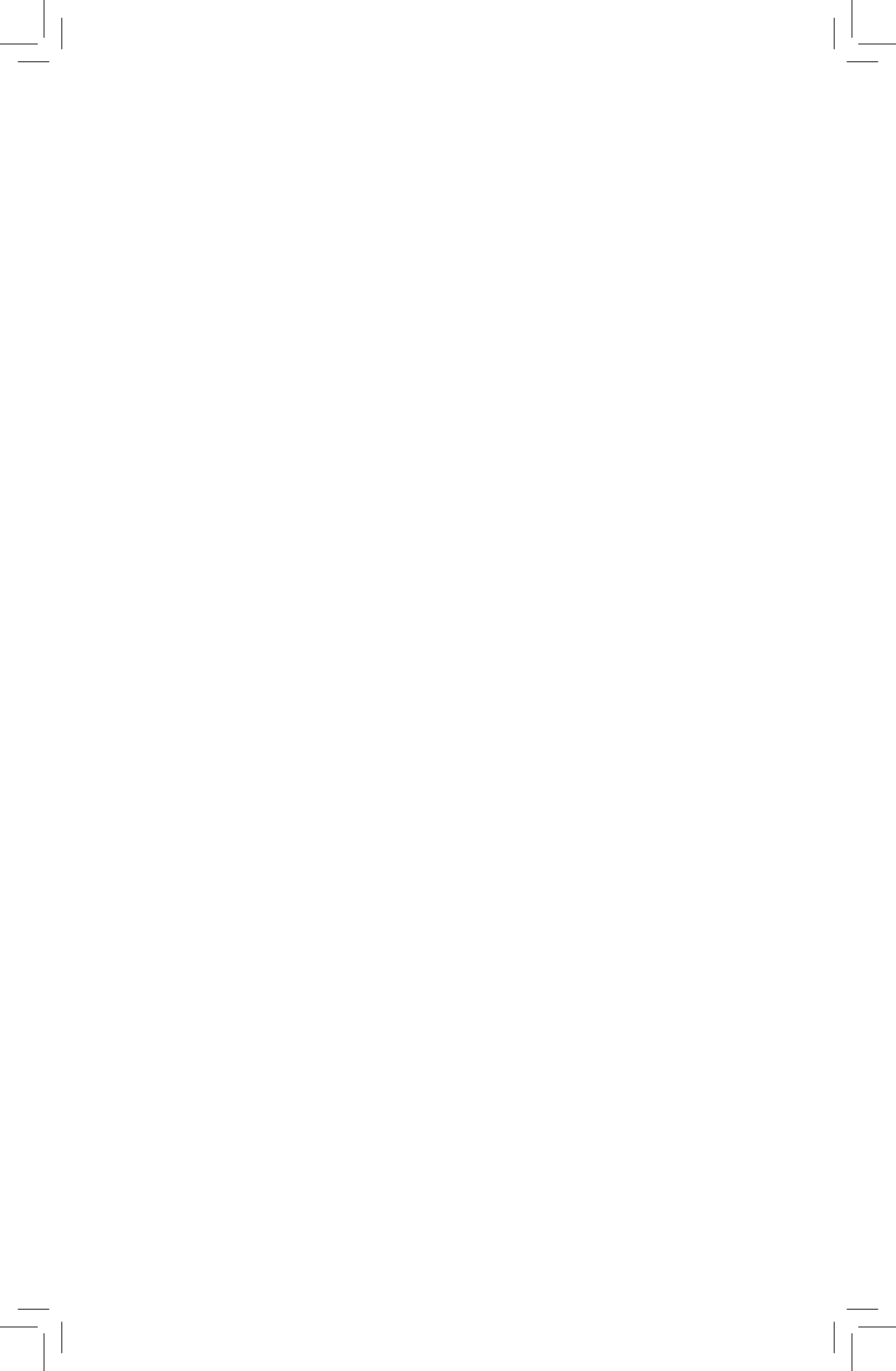


















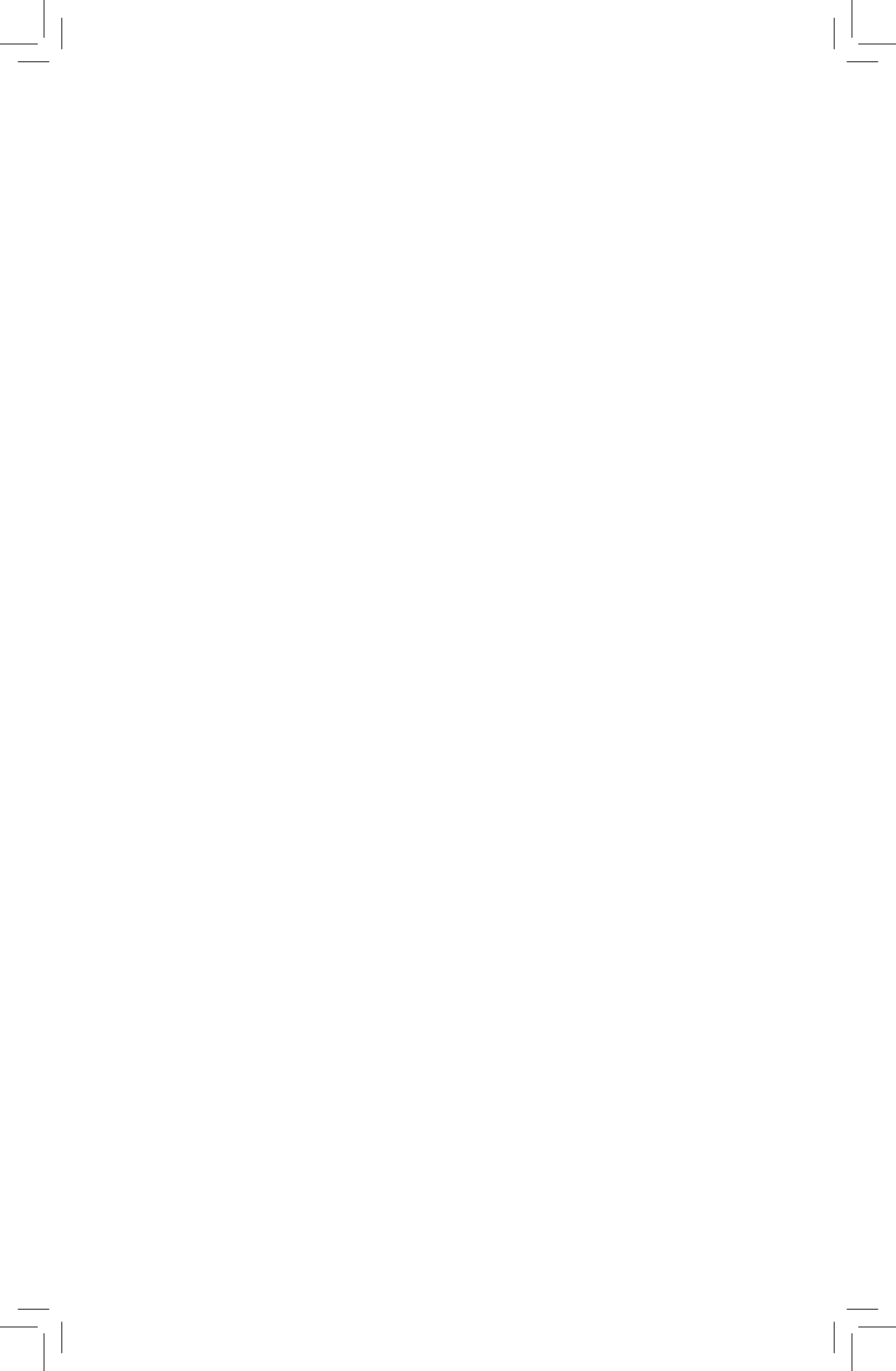


















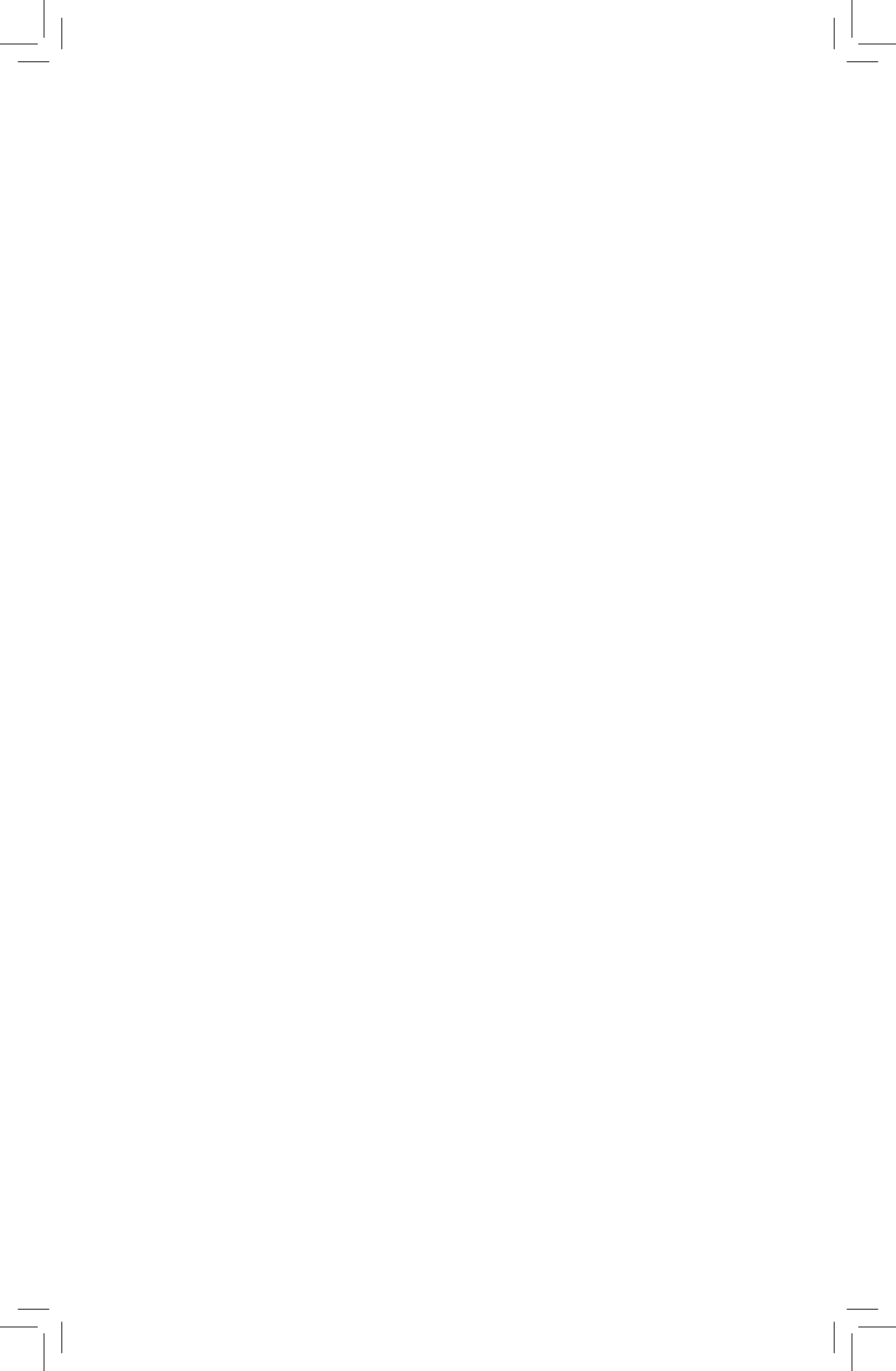
















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2,000 € to create the new [ebbf.org](http://www.ebbf.org) mobile-friendly site.

### **Sponsor young talent**

500 € to sponsor the entry ticket and accommodation for a young talent wishing to attend ebbf's next international event

### **VIDEO recordings**

600 € towards the production of two new "what is ebbf" "how does ebbf accompany video productions.

### **Attending influential events**

3,000 € per year allowing ebbf to be actively present at influential global events

**Every euro you can contribute, counts, thank you!**

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meaningful work }