

CRYSTAL AWARD FOR GILBERTO GIL

2006 Annual Meeting

DAVOS - SWITZERLAND

WORLD ECONOMIC FORUM

* O Prêmio está na sala de reuniões.

From Past to Present – Engaging Leaders Tällberg Workshop

The Tällberg Forum makes no declarations and issues no recommendations. Its aim is to provide leaders from business, government and civil society as well as influential thought-leaders with a forum to discuss important issues in a calm and inspiring environment. The Forum's result lies in the many initiatives and ideas that the participants bring

back home and integrate in their actions as leaders. While working on bringing together diversity in background and in thinking, the Tällberg Forum rests firmly on a commitment to humanistic values and the adoption of a holistic systems approach.

Some facts about the Tällberg Forum 2005

453 participants – 199 accompanying spouses, partners, parents and children – 73 nationalities from five continents – 11 plenary sessions – 52 workshops – 25 activities; open space, nature walks, excursions etc. – 15 cultural performances – 2 large open-air concerts open to the public that attracted 5,000 spectators –

The Tällberg Forum 2005 was funded through sponsorship from various corporations and organizations including Swedbank (lead sponsor 2005), Bank of Sweden Tercentenary Foundation, Bergkvist-Insjön, Carl Bennet AB, Clas Ohlson, Confederation of Swedish Enterprise, Dalarnas

Tidningar, e-man, Inter IKEA Systems B.V., Investor, The John J. Heldrich Center, Johnson & Johnson, Leksandsbröd, Leksands Sparbank, Mahindra & Mahindra, Morgan Stanley, Nextwork, Oracle, Posten, Rockefeller Brothers Fund, Saab, SAP, Second Swedish National Pension Fund, Siljan Turism, Sparbankstiftelsen Dalarna, Springtime, Stora Enso and the E.J. Ljungberg Development Foundation, Svenska Hus, TeliaSonera, Unilever, Upplev Tällberg, Vattenfall, Volvo, Volvo Car Corporation, as well as the municipalities of Leksand and Rättvik, the County of Dalarna, the Regional Cooperation of Dalarna and the Swedish Government.



Voices from Tällberg

"Gatherings such as yours provide an invaluable forum for advancing common understanding of global challenges. By bringing together leading thinkers from a broad variety of backgrounds, Tällberg sets a high standard for dialogue and creative problem-solving on the issues of our time. It has become an important ally and friend of the United Nations."

Kofi Annan, *Secretary General, United Nations*

"It is an ideal place to bring people together that reminds us of our values, our humanity, of the very dear things we hold close to our hearts."

Baria Alamuddin, *Foreign Editor, Al-Hayat, Lebanon*

"A wonderful explosion of ideas and concrete visions."

Jan Eliasson, *President of the United Nations General Assembly*

"People who come to Tällberg want to think hard about complicated pictures. If you bring bright people together and design a good process they will do a good job."

Eric Best, *Managing Director, Morgan Stanley, USA*

"I like the underlying tone of idealism. In that sense, Tällberg is a post-modern forum."

Robert Cooper, *Director General, Council of the EU*

"There are interesting things happening here and there are a lot of interesting people around. I could stay for another week."

Mo Ibrahim, *Executive Chairman, Celtel, Sudan*

"It's really so rare nowadays to find events like Tällberg, where one is encouraged to step sideways and look at other perspectives that usually get lost in the daily rush of one's own more narrowly specialized working life."

Robin Munro, *China Labour Bulletin, Hong Kong, China*

"Tällberg set a very high standard on how to deal with the mega-questions today."

Felicitas von Peter, *Bertelsmann Foundation, Germany*

"In order to make the right decisions you need to know the trends in the world. I am getting a lot of insights about these trends from this Forum. I will also be taking home that I need to work much harder. And that every individual can make a difference."

Oyun Sanjaasuren, *Member of Parliament, Mongolia*

"I learned so much from the discussions as well as from the stimulating exchanges among the participants. I brought home a great deal of food for further thinking and digestion."

Jianying Zha, *Journalist and author, China*



From Past to Present: Tällberg Workshop Themes

- 1981 The future of fuelling transportation in north-western Europe
- 1982 The need for reindustrialization
- 1983 The match between manufacturing and services
- 1984 Management of transition
- 1985 The manager as educator
- 1986 The role of ethics in corporate development
- 1987 How postindustrial will the future be?
- 1988 Productivity and the changing pattern of investments
- 1989 Management of transition
- 1989 From vision to action
- 1990 Learning from the young
- 1991 Industry in transition
- 1992 Creating the corporate culture
- 1993 Making the transition: Moving into the new logics of value creation
- 1994 Nations in reconstruction and the change of work
- 1995 Preparing for the neo-industrial knowledge society
- 1996 Preparing for the 21st century
- 1997 Freeing the spirit, creativity at work
- 1998 Human rights and the free market
- 1999 Global business and global institutions
- 2000 The contradictions of leadership
- 2001 Leadership in a networked world
- 2002 What can be globally governed - and not?
- 2003 The futures we want: How can we make them co-exist?
- 2004 Defining the Tällberg Forum 2005
- 2005 How on earth can we live together?



Governance, support and contact

The Tällberg Foundation board consisting of the following members:

Bo Ekman, *Founder and Executive Chairman, Tällberg Foundation, Sweden*

Göran Collert, *Honorary Chairman, Swedbank, Sweden*

Colin Jones, *Trustee, Desmond Tutu Peace Centre, South Africa*

Christine Loh, *CEO, Civic Exchange, Hong Kong, China*

Marcello Palazzi, *Founder, Progressio Foundation, The Netherlands*

Anders Wijkman, *Member of the European Parliament, Sweden*

The board is assisted by an International Advisory Council chaired by **Anders Wijkman**.

In its activities, the Tällberg Foundation works in a strategic partnership with the Stockholm-based consulting company Nextwork. Nextwork has for over a decade been responsible for process design, concept development and overall project management of the Foundation's activities. The company currently employs 11 people and also works for clients in business environment analysis and the strategic management of change.

Working with Nextwork are Carl Mossfeldt (CEO), Alexander Crawford, Sara Ekman, Kerstin Isakson, Cecilia Nordström, Linn Kjällman, Rebecca Oliver, Caroline Stiernstedt Sahlborn, Boel Schill, David Sjögren and Jim Wine.

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Stockholm 2006

Photos by: Torbjörn Persson, Lars Dahlström and others

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28/6

at 3pm / Audience
~1000

~~The~~ Key-Note

o Kofi Annan, UN

Panel

o Gareth Evans

former PM of
Australia

o Irene Kahn, Amnesty

o Ind Brownlee, Chair
BP

o Carin Järntin,
Minister of Development

o you

+ lots of music

+ an evening
dedicated to the
four elements
at the shore of
Lake Siljan with
spectacular
performances

and ceremonies
of indigenous
peoples in rever-
ence of "mother
Earth"

287 1/7
16 1/7

The Tällberg Experience

How on earth can we live together?

We need a new way of thinking to resolve the problems generated by the old way of thinking, as Albert Einstein once noted. We need a new cognitive base out of which the policies and strategies necessary for this world of global interdependence can emerge. To contribute to this is the mission of the Tällberg Foundation.

The Tällberg Foundation exists to help us better understand the new level of systems complexity in which the world finds itself. The Foundation acts to stimulate the conversation on these problems in order to foster new thinking and solutions, to cultivate new leadership, firmly grounded in a commitment to humanistic values and systems thinking.

Our existing institutions and ways of thinking are being challenged and must adapt. The new reality is being shaped by a number of forces: rapid population growth, the “creative destruction” which results from accelerating economic globalization, the advances of technologies and connectivity, the ensuing environmental impacts and strains, the growing short-term scarcity of energy resources, the changing role of corporations and civil society, the uneven access to safe and peaceful livelihoods, to life chances, to healthcare, to education, to human rights and the rule of law. All these forces are changing our world and, at times, fostering conflict.

Even as we become more interdependent and share the same threats, the processes of adaptation are not aligned. On the one extreme, the process of globalization has shifted into fifth gear, connecting people, products, services, companies and economies without regard to boundaries. On the other extreme, national governance and the multilateral cooperation of nation-states are out-paced and struggling, mostly because so many current national and international institutions and constitutions are based on a pre-globalization world of thought and technology. The fragmented world was the only world we knew. But not so anymore.

This is the paradox of our time. We have more well-defined threats to our ways of life and our existence, at a time when all our institutions and processes to solve these threats have seldom been so weak. It is in this critical context that the Tällberg Foundation asks: “How on earth can we live together?”



Bo Ekman *Founder and Chairman, Tällberg Foundation*

About The Tällberg Foundation

The Tällberg Foundation is an international non-profit organization established in Sweden that aims to deepen and expand our knowledge and understanding of change patterns in the world. Based on a holistic systems approach and humanistic values, it helps leaders grow as human beings and act with purpose when responding to the challenges of global interdependence.

The activities of the Tällberg Foundation have evolved in response to the increased urgency of the issues and the growing interest in the Tällberg conversations. The Foundation now engages in five main fields of activities: the yearly Tällberg Forum, other workshops and seminars, projects, studies and research programs, leadership development initiatives and publishing.

It has now been over 25 years since the Tällberg Foundation organized its first Tällberg Workshop. Over the years, the Foundation's yearly gathering has evolved into an important ongoing open conversation on the wider issues facing business and society. The Foundation has created an independent meeting place, a space where leaders from business, politics and civil society, including academia and the arts, come together and jointly address the most urgent challenges in today's world.

Since the beginning, the Tällberg Workshop conversations have been at the forefront or even ahead of the debate. They started off in the early 1980s on topics closely related to the strategic agendas of large corporations. At the time deregulation, technological innovation and changing values were pushing business into a new global context deeply affecting strategy, leadership and work life.

The role of business is still an important theme for the Tällberg gatherings, but in recent years the conversations have increasingly focused on understanding the wider effects of the ever-increasing pace of global integration, not only on corporations but also on public policy making and society at large. In a world of financial and economic integration, and after the political fragmentation that followed the end of the cold war, our present institutional framework is proving inadequate. In the mid-1990s, a series of Tällberg Workshops on the role and behaviour of business in the globalizing world led, among other things, to the UN corporate citizenship initiative – the Global Compact.

The uniqueness of the Tällberg conversations begins with the highly diverse set of people they bring together, bringing a broad range of perspectives and experiences. Care is also taken to achieve a gender balance, and to include both established and emerging leaders and people from different geographical regions. This promotes the sharing of experiences and perspectives and a cross-



fertilisation of ideas. This also inspires ongoing, informal and open conversations that in turn result in action and change and sow seeds that over time come to fruition in many different places, processes and institutions.

The foundation borrows more than its name from the small Swedish village of Tällberg, in Dalarna northwest of Stockholm. Workshops and the Tällberg Forum have taken place there, reflecting a belief that roots in the local environment help us understand the global system: the global only comes to life in its local manifestations.

An essential aspect of the Tällberg Foundation is the absence of any specific corporate or political agenda. Since its inception, the Foundation has always been supported by a large variety of corporations, foundations and public bodies, both locally and globally.

The Tällberg Workshops are also unique in truly integrating intellectual discourse with artistic experiences. Music has always been an important part of the workshop – not as entertainment added-on, but as an integral part of the process. Since change must come from deep inside every person, rational discourse alone is often insufficient to move people and make them see things differently. The natural beauty of the surroundings, enhanced by the Nordic midsummer light, is part of the wider experience. Profound change requires profound experiences.

In 2005, the yearly gathering organized by the Tällberg Foundation was greatly scaled up for what became the first Tällberg Forum. More than 450 leaders from over 70 countries gathered for five days in an open, relaxed and creative conversation on the question: “How on earth can we live together? Exploring frameworks for sustainable global interdependence.”

We live in a world in transition, where the need for new ideas and strategies to deal with our common challenges is greater than ever. The activities of the Tällberg Foundation are a contribution in this direction.



The Tällberg Forum

The Tällberg Forum is an innovative global meeting characterized by an atmosphere of openness, honesty, warmth and creativity. Every year, leaders from all over the world and from various sectors of society gather in the small Swedish village of Tällberg to talk about and reflect upon the challenges and opportunities that stem from global interdependence.

The Tällberg Forum builds on the 25 year tradition of the Tällberg Workshops. It raises the simple question “How on earth can we live together?” The first Tällberg Forum took place in July 2005 under the sub-theme “Exploring frameworks for sustainable global interdependence.”

The next Tällberg Forum takes place on June 28 to July 1, 2006. It picks up on the issues emerging from the 2005 Forum. Growth and increased globalization may indeed hold the promise of prosperity and the end of poverty. But this promise comes up against a daunting challenge – one with two inseparable dimensions. On the one hand, we need to reconcile the need for economic growth with limited energy resources and the fragilities of the environment. On the other hand, we must in this endeavour continue to strengthen democracy, the rule of law and human rights.

This dual challenge adds urgency to the question: “How on earth can we live together?” To make progress we need a systems approach that takes the analysis, reflection and problem-solving to a meta-level incorporating the full system complexities. This is what the Tällberg Forum 2006 seeks to do.

It is the combination of place, people and process that makes the Tällberg Forum unique. The village of Tällberg, three hours by car or train northwest of Stockholm, is an ideal place for reflection and conversation. The beautiful natural environment, in which people can freely, unpretentiously and creatively converse, conveys tranquillity, harmony, informality and aesthetics.

The participants are chosen to provide a balance of men and women, of old and young and a true mix of nationalities and fields of activity. Many participants bring their families and this strongly influences the atmosphere.

The process and program allow for each participant to combine plenary sessions, workshops, talks and discussions with excursions, walks in the woods or spending time with their family. Cultural performances and nature walks are an integral part of the conversation. They help open minds and stimulate ideas.

