



Life is for sharing.

## INTEGRAL DEUTSCHE TELEKOM: LIFE IS 4 (!) SHARING

*Guiding Question:*

*Why should and how could Deutsche Telekom become more “integral”?*

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## I. INTEGRAL SCENE SETTING

### *Why do we need to talk about Integral Deutsche Telekom?*

#### I.1 Introduction

The purpose of this paper is to stimulate discussion amongst Deutsche Telekom's internal and external stakeholders in response to the question: *"Why should and how could Deutsche Telekom become more integral?"*

#### I.2 Main Hypothesis: "Becoming Integral" is the Key to Deutsche Telekom's long term Sustainable Development!

Deutsche Telekom has a significant legacy with regards to sustainable development, an issue that for long has been of central concern to the organisation. Engaging proactively with the sustainable development agenda has made Deutsche Telekom a respected pioneer in this field. However, as of yet, this field is primarily linked to ecological sustainability. It is about "being green". In this paper we argue that in order to achieve long-term sustainable development, Deutsche Telekom would need to evolve from "being green" to "becoming integral". That means that it needs to dynamically balance:

- economic and technological with socio-political and ecological concerns
- individual and organisational with communal and societal perspectives
- private and public with civic and environmental sectors
- competition and coordination with collaboration and co-creation

The "business" case we make is that "becoming integral", thereby serving to bring about these balances, is crucial for the long-term sustainable development of Deutsche Telekom. Such an integral design also enhances the attractiveness of the organisation, be it for current and future employees, be it for current and future customers ... in short, for the multitude of stakeholders, with which Deutsche Telekom "shares (its) life".

#### I.3 Further Hypotheses and Guiding Questions: Building on the "Integral Ring" of Deutsche Telekom's Motto "Life is for Sharing"

Deutsche Telekom's Motto "Life is for Sharing" can almost be seen as an "integral door-opener". We will illustrate that it implicitly contains many of the core principles of the Integral approach. Building on this motto, we introduce an additional set of hypotheses and guiding questions to further stimulate our thinking around "Integral Deutsche Telekom":

- **The Need to see "Life" as an inseparable Whole:** If we regard life as an inseparable, ever-evolving whole, thriving on diversity and inclusiveness, how then can an integral approach help Deutsche Telekom to embrace, more completely than it does now, such an integrated perspective on life, thereby fully living up to its guiding motto?
- **The Need for increased Human Interconnectedness:** "Life is for sharing" invites Deutsche Telekom to connect individual, organisational, communal and societal life with life on the planet as a whole. Thereby Deutsche Telekom would be creatively responding to an emergent impulse around the globe. How then can an integral approach help the organisation to interconnect more purposefully individual lives (employees, customers), organisational lives (Deutsche Telekom and other organisations), and the lives of societies (Germany and other societies), in order to increase its potential for social innovation and its contribution within a highly networked, cooperative environment?

- ***The Need to promote cultural Diversity for local and global Creativity and Innovation:*** Sustainable life on the planet requires diversity, naturally *and* culturally. Deutsche Telekom, while being strongly rooted in a German cultural context, is a global player, operating in over fifty countries around the world. With an all too often overly standardized emphasis on a global perspective, most international enterprises do not creatively draw on the rich cultural potential of their diverse contexts, thereby missing enormous potential for evolution and innovation. How can an integral perspective support Deutsche Telekom in drawing on, and contributing to, such cultural diversity to increase its own innovativeness, as well as to contribute to a key “sustainability principle”, that of natural and cultural diversity?
- ***The Need to balance Technological with Social Innovation:*** For an organisation to develop sustainably it needs to focus simultaneously on technological *and* social innovation. Deutsche Telekom is primarily focused on technological innovation (Cloud, E-Health, Energy, LTE etc.). Can an integral perspective enable Deutsche Telekom to balance the two, thereby achieving “integral innovation”?
- ***The Need to release the full Potential of the Network Society in order to enable sustainable Futures for People and Planet:*** According to the sociologist Manuel Castells (2009), a leading expert on the Network Society, one of humanity’s greatest challenges is to reconcile technological overdevelopment and social underdevelopment. How can an integral approach help Deutsche Telekom – being itself a leading protagonist in today’s “networked society” – to respond to this challenge.

Having (hopefully) wetted your “integral appetite”, we now respond in more detail to the question “What is meant by integral?” as a necessary foundation for further elaboration, before we move towards an application of the integral approach within Deutsche Telekom.

## II. INTEGRAL FOUNDATION

### *What is meant by the Integral Approach and how can it add Value to Deutsche Telekom?*

#### II.1 Important Background: The Rise of the Integral Age

It is crucial to set any exploration of the term “integral” in the context of what many have identified as the emergent “Integral Age”. These “integral voices” calling for integrated, holistic, whole-systems perspectives are on the rise – around the world, across disciplines and fields. Terms like “holistic”, “integrated”, “wholesome” or “integral” have become commonplace. While we regard this urge for integration as important, we see it as equally crucial to overcome an over-simplistic, generalising tenor that all too often dominates.

The key feature across most integral approaches is the propagation of a new evolutionary level of human consciousness, enabling humanity to transcend fragmented, isolated perspectives into an integrative one.

Our own *Integral Worlds* approach (2014) equally seeks to contribute to a new integrated perspective, but takes a slightly different approach in both structure and content. Further, Integral Worlds has been concretely applied to enterprise and economics – in Theory and in Practice – making it thereby highly relevant for Deutsche Telekom.

## II.2 Becoming Familiar with Integral Worlds: The Approach and its Main Components

Integral Worlds is an elaborated approach to understanding and evolving human systems. It serves to identify and address imbalances – within a particular individual, organisation, community and/or society, and also within specific knowledge fields, such as economics and management. As a whole, this approach can be applied as a powerful approach to organisational development, fostering the “integrality” of the organisation. In this introduction to Integral Worlds, we provide multiple references to Deutsche Telekom, pointing towards the issues, the approach can serve to integrally address. Beginning with a visual overview (Figure 1), we now introduce core aspects of the Integral Worlds approach.

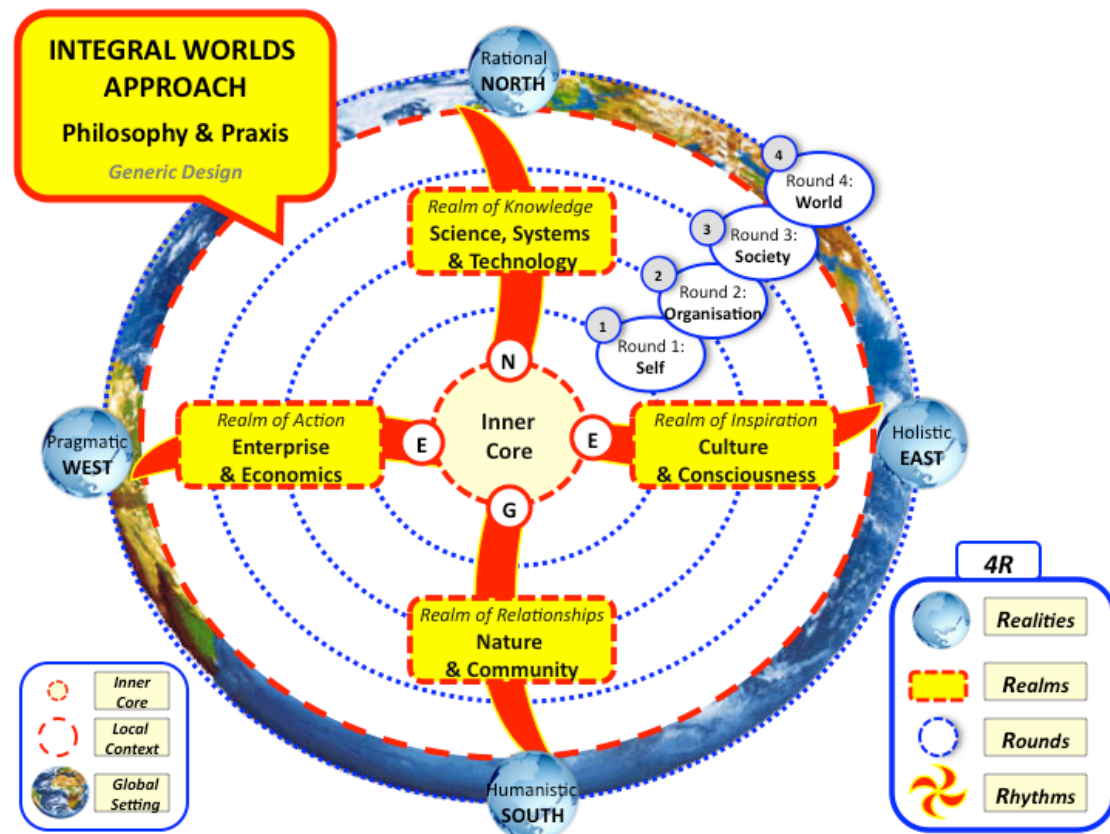


Figure 1: Integral Worlds Approach – Overview

### ***The Core of Integral Worlds: An Initiating Inner Core at the Centre of a Circular Framework***

In Integral Worlds, the outer globe (dotted blue circle) marks a worldly perspective. Embedded in the outer global circle is the local (dotted red circle) particular context (see Figure 1). At the very centre of such a globally embedded context is, what we call, the inner core. It is here, at the core of a particular individual, organisation, community, or society, that the impulse for transformation or development is uniquely initiated – be it through a perceived imbalance of the overall system, be it through a particular calling. For Deutsche Telekom, its motto “Life is for Sharing” may well point towards the inner core of the organisation. The motto contains a rare mix of ancient wisdom, futuristic vision, commitment towards others as well as a developmental impetus. It is both, a deep concern and a profound calling, lodged at the very core of the organisation. This inner personal core and the outer, global circle are then connected through the “4R’s” of Integral Worlds: Realities or Worldviews, Realms or Disciplines, Rhythms (Grounding to Effect) and Rounds (Individual to Global). We now introduce each one of them, starting with Integral Realities.

### ***The First “R” of Integral Worlds: Four Integral Realities (Worldviews)***

In Integral Worlds we have chosen the four directions to illustrate the diversity of worldviews. In general terms, these four directions represent the following perspectives:

- ***“Southern” Humanistic Reality:*** in this worldview we engage with the world primarily through relationships; that includes our relationship to nature (including our inner nature) and to other human beings and the community we are building with them
- ***“Eastern” Holistic Reality:*** through this worldview we interact with the world primarily from an inner cultural and consciousness perspective, seeking to understand the deeper meaning of human existence, and our holistic participation with world and cosmos
- ***“Northern” Rational Reality:*** via this worldview we see the world primarily through a scientific, rational perspective, seeking to distinguish patterns and structures within reality and to translate them into viable concepts and systems
- ***“Western” Pragmatic Reality:*** through this worldview we act on the world primarily through active experimentation and practical treatment of things, emphasising the application of ideas through action.

We put terms like “southern”, “eastern” etc. consistently in quotation marks to highlight their metaphorical meaning and to avoid a simplistic, purely geographic association.

To understand the integral totality, we are required to explore the worlds (Realities) of others, be they individual beings, private corporations, local communities or entire societies. Being aware of, being able to engage with, and accommodate the rich diversity of alternative (pragmatic, rational, holistic and humanistic) worldviews is a crucial component of an integral social system. That provides a major developmental challenge for any enterprise, and in particular for locally and globally active organisations such as Deutsche Telekom. Why? Because the increasing trends towards individualisation (affirming of individual identity) and localisation (affirming of local and regional identities) are important social movements of our time, each affirming particular worldviews (Realities). Through our integral perspective, we seek to counterbalance an undifferentiated globalisation, which is a rather tragic reduction to one monocultural (primarily “western”) pragmatic Reality. Engaging with the first “R” (Realities) is the key towards truly knowing one’s local marketplaces and communities in relation to the global market and society, and is crucial to unlocking the developmental potential that is inherent in the diversity of realities.

### ***The Second “R” of Integral Worlds: Four Integral Realms***

Out of the diverse Realities grew highly differentiated outlooks on the world. Each Reality perspective got translated into knowledge fields that deepened the understanding of the world. Again, by individual and collective predisposition, we tend to favour particular knowledge fields over others, as we interpret the world. Over time, that has led to high levels of specialisation as well as dramatic compartmentalisation of knowledge, with most knowledge fields rather disconnected from each other – through professions, sectors, academic disciplines and mental models. That has contributed to a highly fragmented world.

Through Integral Worlds we surface the rich diversity of knowledge fields (and related disciplines) through four different Realms and generate interaction between them. The four Realms (Realms of Relationships, Inspiration, Knowledge and Action) are closely aligned with the four Realities (humanistic “South”, holistic “East”, rational “North”, pragmatic “West”). Further, each Realm holds a core knowledge perspective. And each knowledge perspective

in turn represents a vast number of respective knowledge disciplines. In summary, the four Realms and their major knowledge perspectives are:

- ***“Southern” Humanistic Realm of Relationships:*** Nature and Community
- ***“Eastern” Holistic Realm of Inspiration:*** Culture and Consciousness
- ***“Northern” Rational Realm of Knowledge:*** Science, Systems and Technology
- ***“Western” Pragmatic Realm of Action:*** Enterprise and Economics

What we argue is that in order to resolve complex organisational or societal issues, we need to engage with all four natural, cultural, technological and economic Realms. From a sustainability perspective, each Realm, knowledge field, or discipline, has a vital contribution to make to ensure dynamic, integral balance of a living system. A predominant focus on the “Northern” Realm of scientific and technological Knowledge and the “Western” Realm of entrepreneurial and economic Action leads to high levels of technological innovation and enterprising activities, but to a low level of social innovation and communal, natural and spiritual life (embedded in the “Southern” Realm of social and ecological Relationships and “Eastern” Realm of culturally, spiritually and psychologically based Inspiration).

For Deutsche Telekom, as a lead player in today’s ICT world, the “Northern” rational Realm of Knowledge (in particular technology) and the “Western” pragmatic Realm of Action (in particular enterprise) are likely to be its key fields. The question arises how the organisation is reaching out to the other two Realms of relationships and inspiration, in order to draw on the transdisciplinarity that is necessary to deal with complex socio-economic issues. It becomes evident that in order to do that, the organisation needs to cooperate with competent others – across sectors, industries, disciplines and worldviews – in order to reach at integral solutions. How then does the Integral Worlds approach invite such interaction?

### ***The Third “R” of Integral Worlds: Fourfold Integral Rhythms***

With every Reality or Realm being in continuous evolution, Integral Worlds incorporate an inbuilt transformational rhythm, which makes the entire approach dynamic. It is a Rhythm that we have traced back to natural as well as cultural systems and their respective evolution. We call this Rhythm the GENE, an acronym that stands for humanistic Grounding, holistic Emergence, rational Navigation and pragmatic Effecting. It represents a fourfold spiralling force, activating the entire Integral Worlds model. The GENE Rhythm is embedded in the diverse Realities and Realms, serving to stimulate their dynamic interaction. It is designed to drive the integral development of a system from within. In itself the transformational GENE Rhythm has been applied as a highly potent development tool for organisations and communities alike, activating its inherent potential. Intuitively accessible, it could easily be tested at all leadership levels of Deutsche Telekom.

While we see the GENE as an iterative, ever-unfolding force, we nevertheless start any transformational process in the relationship oriented “South”. We thereby begin with a conscious grounding in a given context and issue, before we engage in its transformation.

The fourfold GENE rhythm flows as follows:

- **G = “Southern” Humanistic Grounding (“Heart”):** The developmental issue at hand and the people involved are grounded in a particular nature and community, which need to be fully understood. For any living system, the “southern” grounds represent its *local identity* and its connection to a common source of life. “Southern” grounding is about *being* in as well as feeling and *experiencing* a particular life world. It is seeking to activate the relational *feeling* or *heart*-level of a human system.
- **E = “Eastern” Holistic Emergence (“Spirit”):** Moving to “eastern” emergence “lifts” the issue and the people involved to deeper insights into the issue. Here, we engage in dialectic processes with others, thereby coming to a new understanding. Such a process includes a “stepping into the unknown” and “letting go” of some prior assumptions. New insights emerge that provide clues for the transformative process. “Eastern” emergence is hence about *becoming*. It deals with *intuiting* and *imagining* the emerging new form. Here, we seek to activate *inspiration* or the *spirit*-level of a human system.
- **N = “Northern” Rational Navigation (“Mind”):** The move to “northern” navigation requires that the new insights gained are translated into new concepts, new knowledge, new technologies, new institutions. “Northern” navigation is hence about *knowing* and about *making explicit* what hitherto had been rather implicit. “Northern” navigation is about activating the *mind*-level, the conceptualising prowess of the human system, without losing touch with the emotional and spiritual levels that came before.
- **E = “Western” Pragmatic Effect (“Hand”):** Moving to “western” effect now requires us to put all prior three levels into integrated action. It is about pragmatically applying the new knowledge that has been developed, thereby actualising the innovation that it contains. “Western” effect is hence about *doing* and about *making it happen*. This is the ultimate *transformative* level of the GENE-process, activating, metaphorically, the *body* or *hand*.

How can the GENE be applied by Deutsche Telekom? An example: Taking its guiding motto “Life is for Sharing” the GENE rhythm begins with grounding the enterprise on the emotional “heart”-level of the markets and communities (customers, employees, etc.) it is serving. That includes a deep understanding of local needs within a “shared context”. Deutsche Telekom would subsequently tap into the combined inspirational, spirit-level of the context it serves, thereby imagining higher level, more creative resolutions of client or community needs. Then, the navigational mind-level follows to translate such emerging insights into innovative socio-technical solutions befitting the particular context that can then, on the pragmatic level of “effecting”, be “fully shared”, thereby rolled out as new products and services.

Having completed the GENE-cycle, the process does not stop. Rather, it continuously moves on. Any transformative effect has to be continuously revisited, exploring whether it remains relevant to the “southern” grounds it seeks to serve.

#### ***The Fourth “R” of Integral Worlds: Four Integral Rounds***

The evolution that each social system continuously undergoes does not occur in isolation, but interdependently with all others, as well as with the world’s natural ecosystem of which humanity is part. Within Integral Worlds, we distinguish between four interconnected levels that we call “Rounds”. These *Rounds* – depicted in Figure 1 as concentric circles – are:

- **Round 1:** Individual Level
- **Round 2:** Organisational Level
- **Round 3:** Societal Level
- **Round 4:** Global Level

The developmental challenge within the fourth “R” (Rounds) for Deutsche Telekom is to purposefully connect the development of individual, organisation, society. The final step, in the case of a multinational corporation such as Deutsche Telekom is to contribute to “global” development. While this altogether is a tall order, Integral Worlds provides a dynamic framework and process to progressively engage with all four levels.

A powerful example for the purposeful integration of all levels – from individual employee, to enterprise, to community, to society, all the way up to the global stage – is Canon’s corporate philosophy “kyosei” (meaning co-evolution) – inspired by an old Japanese trade philosophy. As described in his famed *Harvard Business Review* article called “The Path of Kyosei” (1997), Canon’s legendary former Chairman Ryuzaburu Kaku saw the need for corporations, and in particular for global players, to act engaged and responsibly on all levels. For Kaku, “kyosei” begins with laying a sound business foundation, and ends in political dialogue for global change.

### **II.3 What Value Could Integral Worlds Add to Deutsche Telekom?**

We see the core components of the Integral Worlds philosophy and praxis – in their pragmatic and rational, humanistic and holistic articulations – as crucial ingredients for any sustainably developing social system, be it a corporate enterprise, a university, a rural community, or an entire society. They ensure that a social system stays true to its inner core that in itself reflects the inner calling of a system in response to an outer challenge. We intimated that Deutsche Telekom’s Motto “Life is for Sharing” points towards inner calling and outer challenge alike, as the enterprise aspires to contribute to “a life worth sharing”, and responds to the “sustainability challenges our time is facing” through the particular means of the information and telecommunication technologies and services it provides.

We illustrated that in order to fully “activate” its inner core, Deutsche Telekom would need to engage with the “4Rs” of the Integral Worlds approach, each of which is imbued – in different ways (4Rs) – with our integral pragmatic-rational-humanistic-holistic logic. Thereby, we simultaneously differentiate and integrate worldviews (Realities), knowledge fields (Realms), interconnect the individual self with society (Rounds), by applying to all of them transformational processes (Rhythms), in an altogether integral way.

The goal of such an integral 4R-perspective is to make Deutsche Telekom “fit for integral purpose”. Furthermore, it is about enabling Deutsche Telekom to purposefully address its inner and outer developmental issues to contribute to release the full Gene-ius of the individuals, organisations, societies and wider world it is serving.

How then, more concretely, can the Integral Worlds approach be applied to Deutsche Telekom?

## **III. INTEGRAL APPLICATION**

### ***How can the Integral Approach be applied to Deutsche Telekom?***

#### **III.1 An Integral Application: Deutsche Telekom as an Integral Enterprise**

##### ***Overview***

In this section, we explore a potential application for the Integral Worlds approach to Deutsche Telekom: The Integral Enterprise. At this stage, such applications are necessarily



intimations. Also, there are many more potential (micro and macro) applications to consider, as the previous section has indicated.

### ***The “Changing Face” of Enterprise***

Our integral approach to enterprise builds on the dramatic challenges that recent decades have brought to the conventional understanding of business and its role in society. During this time, business has come a long way from promoting general philanthropy, corporate social responsibility and corporate social investment. Overall, corporations are putting more and more emphasis on societal engagement, acknowledging that this is vital in order to ensure their own survival and growth.

What we have not yet seen, though, is a significant evolution in the inherent functioning of private enterprise. This however is crucial for enterprises to develop “integrally sustainable”.

### ***Rethinking Enterprise: The Integral Enterprise***

The notion of an Integral Enterprise arose out of our struggle to identify how enterprise can be designed more sustainably, and in the process become more embedded in society. Thereby, the organisation as a whole would respond more directly to the needs of society, by co-evolving with a particular society, as an integrated whole.

Building on the Integral Worlds approach, an Integral Enterprise encompasses, in circular form, its “southern”, “eastern”, “northern” and “western” functioning (Realms are translated to enterprise functioning), and spans the levels (Rounds) of self, organisation, society and world. Such diverse perspectives on reality enable the enterprise to embrace diverse worldviews and to adapt to local cultural contexts. Thereby it can draw on the inherent creativity embedded in such cultural contexts. With the help of the GENE Rhythm, the integral enterprise engages in a continuous process of evolution and adaptation.

As a result, an Integral Enterprise sustains and enhances at one and the same time its own organisational functioning together with the functioning of a society. The integral perspective takes the enterprise out of its narrow and rather artificial institutional borders, and situates it as a living, interacting and continuously adapting entity within its equally living, interacting and ever changing societal environment.

Well-known moves in that direction are those of M.I.T.’s Peter Senge, through his systemic approach to the *Learning Organisation* (1996), and the Japanese organisational sociologists Ikujiro Nonaka and Hirotaka Takeuchi, through their *Knowledge-Creating Company* (1995).

We mapped out the development of an Integral Enterprise in our work on *Transformation Management* (2009). There we illustrate how the organisational functioning would have to undergo a deep transformation process, whereby the functioning of an individual, organisation and society co-evolve integrally and together. To illustrate, at least in brief, the process towards an integral enterprise, we turn to the example of Virgin Money.

☞ **Example Virgin Money, UK:** For many years now, we have acted as consultants to UK based Virgin Money – an innovative financial services provider that forms the banking arm of Richard Branson’s Virgin Group – to enable them to evolve towards an integral bank. Aspiring to reconcile the interests of all of the bank’s stakeholders (from client to staff, from partner organisations to communities, from shareholders to society as a whole) the bank defined “EBO” as its core value – an acronym that stands for “Everyone is Better Off”.

Beginning to revisit the necessary functional evolution to become a truly integral bank, Virgin Money has developed an integral overall design it seeks to live and work by. In Figure 2 we illustrate through four generic values the aspired functional evolution:

- **“Southern” Flourishing:** through products and services that serve the needs of its stakeholder groups (customers, staff, communities, shareholders etc.)
- **“Eastern” Inspiring:** through infusing new meaning into banking and through inspiring leadership (towards staff, within the banking sector)
- **“Northern” Sustaining:** through transparent systems, processes and technologies to create trusting, sustainable relationships with all stakeholders
- **“Western” Building:** through continuous renewal of its services and products (and of its own enterprise design) to contribute to rebuilding the banking sector, economy and society – by building on prior “southern”, “eastern” and “northern” values

Designed as a shield of honour, Virgin Money’s integral enterprise design is seen as a continuous transformative process, symbolized by the “Q” (for Quest) in the centre of the shield. The banner text *“Omnes Meliores Sumus”* is a translation of the core value (EBO) into Latin, signifying Virgin Money’s long-term commitment to this integral perspective.



Figure 2: Virgin Money’s Quest towards an Integral Enterprise

### III.2 What Value Can Be Added to Deutsche Telekom through an Integral Enterprise Perspective?

As major value-additions that an Integral Enterprise perspective can have for Deutsche Telekom, we highlight the following points, all of them serving to promote the integral and sustainable development of the organisation:

- **Organisational Performance:** increased alignment of enterprise functions (towards each other / with self and society) strengthens the overall performance of the organisation
- **Adaptability:** functioning of the enterprise within a dynamic, transformative, life-oriented framework strengthens its adaptability and ability to address key developmental issues, within and outside of the organisation
- **Strategic Coherence and Credibility:** full alignment of all enterprise functions with the Inner (strategic) Core of the enterprise strengthens the organisation's strategic coherence and credibility towards employees and customers
- **Drawing on Diversity:** fully drawing on the rich potential that individual (people) and collective (cultural) diversity holds, enhances significantly the innovation potential of the enterprise
- **Risk Minimization:** the capacity to include a much larger variety of inner and outer perspectives within the organisational framework and functioning, strengthens the capacity of the enterprise to "manage" risk in complex contexts and situations
- **Embeddedness in Society:** the functional evolution connects the enterprise dynamically to the larger systems it is embedded in – to the macro-economy, to society at large, to the world – and strengthens its ability to act as a responsible local and global corporate citizen, actively participating in the evolution of society as a whole.

In order to actualise its full Integral Enterprise potential, Deutsche Telekom would need to build up a "transformational agency" that acts as a major "Care-Taker" for the organisation's development towards "becoming integral". That brings us to concrete measures to make an Integral Deutsche Telekom happen.

## IV. INTEGRAL ACTUALISATION

*What are concrete Measures to make Deutsche Telekom more integral?*

### IV.1 Overview

Any process of fundamentally evolving the design and functioning of an enterprise needs to be developed "inside out" to be authentic to the particular organisation concerned. Also, it has to be seen as long-term. That requires a developmental agency within the organisation, articulating, stimulating and driving the process.

Such a catalytic agency and process needs to simultaneously deal with the "4Rs": hence, with the four Realities and Realms of "southern" humanistic community building, "eastern" holistic conscious evolution, "northern" rationally based knowledge creation and "western" pragmatically oriented sustainable development; and it needs to span all four Rounds of individual, organisation/community, society and globe, while engaging with the transformative GENE-Rhythm to facilitate ongoing developmental interaction between Realities, Realms and Rounds.

How can that practically happen? In the following we provide first clues.

## IV.2 Integral Actualisation: The “CARE” Formula

From our experience four interconnected developmental processes are required to actualise a more integral functioning of the enterprise (Figure 3). These four processes are highly complementary to each other, and form together “CARE” of the continuous – and integral – renewal of the enterprise. The integral “CARE” formula consists of:

- **E = Transformative EDUCATION:** pragmatically oriented towards the development of the *individual* employee, with a focus on capacity building, skills and real-life problem solving, to increase the ability of every employee and thereby of the enterprise to feel, intuit, think and act integrally. This process is (relatively more) “western”, as it pragmatically activates skills and capacities. We say “relatively more”, as each developmental function has a pragmatic, rational, holistic and humanistic quality to it.

☞ **Example Heliopolis University for Sustainable Development and Sekem Group, Egypt:**

In Egypt, we are participating in the development of one of the world’s first universities, fully focused on sustainable development. The founding impulse came from Dr. Ibrahim Abouleish (2005), the founder of Sekem, an organisation that we featured as an exceptional case for an Integral Enterprise. It is notable that Sekem also won the Alternative Nobel Prize (Right Livelihood Award) for being a 21<sup>st</sup> Century role model for sustainable enterprise. Together with Heliopolis University’s business and economics faculty we are developing a new people-centered curriculum. In this capacity we are evolving the Human Resources curriculum into an integrated “CARE 4 People” course-track comprised of Employee Relations, Organisational Development, HR Strategy, Recruitment, Training and Compensation. This curriculum transformation is aligned with the enterprise development of Sekem itself that seeks to transform, through this parallel process, its own corporate HR function into an integral “CARE 4 People” function.

- **R = Innovation-driven RESEARCH:** rationally oriented towards the *organisation*, with a focus on creating knowledge and stimulating (social and technological) innovation, thereby evolving the integral functioning of Deutsche Telekom, within Germany and the world. In integral terms, this process is (relatively more) rationally “northern”, as it activates new competences, concepts, designs and knowledge.

☞ **Example Sterling Bank, Nigeria:**

In Nigeria, we work with a group of young bankers of Sterling Bank under the leadership of Dr Basheer Oshodi, Group Head, Non Interest Banking, to bring out social innovation through integral research. Together we have built up CISER (Center for Integral Social and Economic Research) that serves the bank and other Nigerian institutions to generate corporate knowledge, products and services that can in turn to strengthen the ability of the organisation to “Care 4 Society”. In the case of Oshodi and his team, five Nigerian banks now cooperate in the design and application of new financial services that can contribute to alleviate poverty in the country.

- **A = Community ACTIVATION:** humanistically oriented towards *community*, with a focus on community-based learning and development (“community” includes employee and customer communities, and other communities in which Deutsche Telekom is engaged). Here, Deutsche Telekom would need to explore new ways of working with and within communities. In integral terms, this process is (relatively more) humanistic and “southern”, as it activates community-orientation, connectedness and inclusion.

☞ **Example Econet, Zimbabwe:**

In Zimbabwe, we work with Econet, the countries leading telecommunication provider. Under the leadership of Jimmy Shindi, COO of Econet Services, the company has revised its “Community Engagement Strategy”. Such a revised strategy begins with a deep understanding of local culture and worldviews, which then

inform product design and services. Also, such Community Activation is used to critically revisit and evolve the corporate culture of Econet itself.

- **C = Developmental CATALYSATION:** holistically oriented towards **society** as a whole (and in the case of a “global player” such as Deutsche Telekom towards the world), with a focus on consciousness raising and societal learning with regards to a more integral understanding of business-in-society and of the role ICT can play to support this (e.g. as ICT4D). In integral terms, this process is (relatively more) “eastern” and holistic, as it activates consciousness of self, organisation, society and world, and seeks to catalyze more implicit learning processes on an individual and collective level.

☞ **Example Integral Green Slovenia:** In Slovenia, our work on *Integral Economics* (2010) helps creating a multi-stakeholder platform and supports the facilitation of a cross-sector dialogue to explore an “integral, green” economic vision for the country, as an alternative to the austerity programs being externally imposed on it. A key ingredient is the raising of awareness for new integral economic theory and practice and the conscious employment of creative catalytic processes to bring diverse stakeholder groups together for creative co-evolution. Given the magnitude of the task, this requires a long-term integral engagement process, with regular interventions, including an annual conference. In Autumn 2014, the second *Integral Green Slovenia Conference* is taking place.

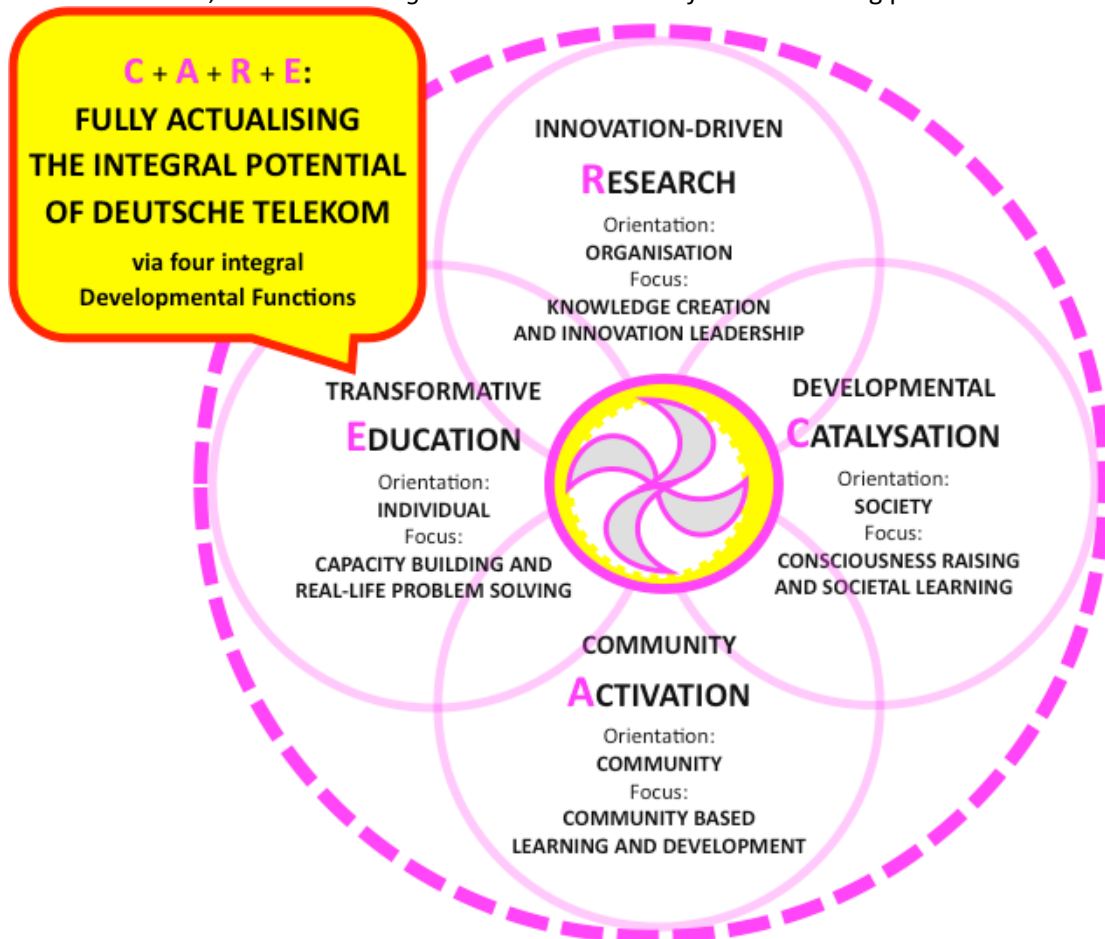


Figure 3: CARE-fully Actualising Integral Potential

As Figure 3 shows, these four developmental functions are geared to realise the integral potential of the enterprise-in-society. In other words – and forming an acronym from the initials of the four functions (C-atalysation, A-ctivation, R-earch and E-ducation) – it enables a CARE-full actualisation of the integral potential of Deutsche Telekom.

In the concluding table, we provide further suggestions as to how each of the four functions can be translated into concrete programs, processes, projects and perspectives.

<b>Actualising Integral Deutsche Telekom</b> <i>via a Development Agency as “Integral CARE-taker” embedded within the Enterprise engaging with all four CARE Functions</i>				
<b>Four Integral Developmental Functions</b>	Transformative <b>EDUCATION</b>	Innovation-driven <b>RESEARCH</b>	Community <b>ACTIVATION</b>	Developmental <b>CATALYSATION</b>
<i>Primary Emphasis on:</i>	<b>Individual</b>	<b>Organisation</b>	<b>Community</b>	<b>Society</b>
<i>Main “Delivery Mechanism”</i>	<b>Programs</b>	<b>Processes</b>	<b>Projects</b>	<b>Perspectives</b>
<b>through (e.g.)</b>	<ul style="list-style-type: none"> <li>• <b>Long-term transform. educational Programs</b> for individual employees and teams on Integral Enterprise, enabling them to bring integral thinking and action into their work context</li> <li>• <b>Short transform. Workshops</b> focusing on the GENE as an integral problem-solving engine (serving to release individual and collective “Gene-ius”)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Integral Research-to-Innovation Designs</b> to continually evolve the integral organisational Design and to explore new ways how ICT can support this</li> <li>• Development of an <b>Integral Research-to-Innovation Process</b>, fully adapted to Deutsche Telekom, to spur social innovation within the enterprise (e.g. as illustrated by the work of Deutsche Telekom’s Reza Moussavian on “Crafting an Integral Enterprise” (2014))</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community based Projects</b> to strengthen the ability of Deutsche Telekom to build community, to serve needs of its customer communities and other local and global communities (physical and virtual)</li> <li>• Engage in new ways of <b>integrating ICT and Community Development</b></li> <li>• <b>Employee-driven Initiatives with a focus on alleviating poverty</b> through ICT in developing countries</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Multi-Stakeholder-Dialogues</b> to catalyse integral perspectives</li> <li>• <b>Catalysing Cross-Sector Solutions</b> connecting environmental (“southern”), cultural (“eastern”), science &amp; political (“northern”) and economic (“western”) players &amp; perspectives</li> <li>• <b>“Life is 4 Sharing Culture”</b>: Exploring and actualising the local-global cultural potential of Deutsche Telekom</li> <li>• <b>“Life is 4 Sharing Politics”</b>: Initiative for participatory democracy, ICT-facilitated</li> </ul>

## V. INTEGRAL IMPACT

*Besides inevitable Challenges and Risks on the Way to “becoming integral”, what is, in Conclusion, the envisioned Impact of an Integral Deutsche Telekom?*

### V.1 Overview

In this final section, we briefly explore some of the challenges and risks on the way to “becoming integral” before we conclude with the envisioned impact that Deutsche Telekom is likely to make by fully embracing an integral perspective.

### V.2 Challenges of “Becoming Integral” and Risks of “Not Becoming Integral”

The major challenge that Deutsche Telekom is likely to face in the process of “becoming integral” is the accompanying cultural shift that goes along with a change from a primarily rational-pragmatic (“north-western”) oriented enterprise to a full-fledged humanistic-holistic-rational-pragmatic organisation. With ecological, community and social issues (our “humanistic south”) as well as cultural, developmental, and consciousness issues (our “holistic east”) moving ever stronger into the private and public eye, the challenge will not only be to allow these more “qualitative” perspectives to fully complement the more “quantitative” “north-western” perspectives, but rather, to make them their very foundation. Given that most analytic tools measuring enterprise performance (and that goes in particular for publicly listed companies such as Deutsche Telekom) emphasize quantifiable performance indicators such a cultural shift will not only be difficult to communicate internally but even more so externally. And yet, with such performance indicators on an enterprise level (e.g. share prices) and societal level (e.g. GDP) being ever more under critique for their inability to capture the true “inner and outer value” of enterprise performance and societal wealth, the time may have come to pioneer an integral performance appreciation, transcending primarily financial performance measurements.

What are the risks that Deutsche Telekom faces if it pursues a dis-integral course? For all its continually advancing technologies, and constantly improving based commercial performance, the risk the company runs is that the very nature and community, which form the grounds of its operations, will stumble and fall. For in our integral logic, it is not enterprise and economics, technology and systems, that lead the integral way, though they have hugely important parts to play, but it is nature and community, culture and consciousness that lead, and the rest, including politics, that needs to build on that integral foundation. If organisational and societal *Community* as a whole disintegrates, if its people altogether lose heart, “life is for sharing” will become an empty slogan.

### V.3 Impact: Fully Activating “Life is 4 Sharing” – On Becoming a CARE-ing Enterprise!

Adopting an integral perspective would provide Deutsche Telekom with a framework and processes to fully activate “Life is 4 Sharing”, enabling it to ...

- **... engage with “Life” as an inseparable “shared” Whole:** by incorporating all dimensions of a living system, including nature & community; culture & consciousness; science, systems & technology; as well as enterprise and economics (and the particular articulations of all of those on an individual, organisational, societal and global level)



- **... embrace Human Interconnectedness:** by “grounding” the enterprise as a living system in its particular nature and community, building on the interdependent and interrelated principles of natural and human ecology; and by interlinking the self, with organisation, society and world
- **... activate cultural Diversity for local and global Creativity and Innovation:** by opening up to diverse worldviews, as lived out within its own multinational, multicultural structure and employee and client network; and by engaging with the transformative GENE-rhythm underlying Integral Worlds
- **... balance Technological and Social Innovation:** by drawing purposefully on all knowledge fields and by stimulating dynamic interaction between them, to thereby ...
- **... release the full Potential of today’s Network Society in order to enable sustainable Futures for People and Planet:** thereby enabling Deutsche Telekom to play a lead role as a responsible Corporate Citizen, within Germany, Europe and the World.

Through fully employing the four **CARE** functions, innovation-driven **Research** as well as transformative **Education** (including capacity building and organisational learning) would have a continuing part to play in the integral evolution of Deutsche Telekom. Furthermore, not only would community **Activation** become part of the company course – to promote “Life is 4 Sharing” in communities – but also **ICT**, the very business that Deutsche Telekom is in, would be turned into products and processes for **Catalyzing** societal development.

In conclusion, fully actualising its integral potential would turn Deutsche Telekom into an Integral **CARE-ing** Enterprise. Fully living up to its guiding motto, it would make “Life is 4 Sharing” real, by integrally linking “sharing and caring”.

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