

A lush, green forest scene with a dense carpet of moss on the ground. Tall, thin trees with dark trunks and green foliage surround the area. Sunlight filters through the canopy, creating dappled light on the moss. The overall atmosphere is serene and natural.

*The pathfinder*

TÄLLBERG FOUNDATION

TÄLLBERG FO



# Workshop and forum themes from 2011 back to 1981

*Since its inception in 1981, the yearly gathering of the Tällberg Foundation has been at the heart of its activities – the Tällberg Workshops between 1981 and 2004, and the larger Tällberg Forum since 2005. Each year new important questions have been raised to further the conversation about the whole.*

2011	How on earth can we live together? How can we agree to agree?	1996	Preparing for the 21st Century
2010	Rework the World - 5th Global YES Summit	1995	Preparing for the Neo-Industrial Knowledge Society
2009	How on earth can we live together, within the planetary boundaries?	1994	Nations in Reconstruction and the Change of Work
2008	How on earth can we live together? In search of the common sense	1993	Making the Transition: Moving into the New Logics of Value
2007	How on earth can we live together? Learn to Live to Learn	1992	Creating the Corporate Culture
2006	How on earth can we live together? Getting Serious	1991	Industry in Transition
2005	How on earth can we live together? Exploring frameworks for global sustainable interdependence	1990	Learning from the Young
2004	Defining the Tällberg Forum 2005	1989	Management of Transition
2003	The Futures we want: How can we make them co-exist?	1989	From Vision to Action
2002	What can be Globally Governed – and not?	1988	Productivity and the Changing Pattern of Investments
2001	Leadership in a Networked World	1987	How Postindustrial will the Future be?
2000	The Contradictions of Leadership	1986	The Role of Ethics in Corporate Development
1999	Global Business and Global Institutions	1985	The Manager as Educator
1998	Human Rights and the Free Market	1984	Management of Transition
1997	Freeing the Spirit, Creativity at Work	1983	The Match Between Manufacturing and Services
		1982	The Need for Reindustrialization
		1981	The Future of Fuelling Transportation in North-western Europe

# The invitation

*This is an invitation to join a unique journey: the continued development and growth of the Tällberg Foundation. To consolidate its unique position in Sweden and the world, and to lay the groundwork for its expansion, the Foundation is seeking new investors to join in a group of funders.*

When the Tällberg Foundation was initially created in 1981, it was shaped to become a platform for a free and open exchange of ideas and experiences that could help tell a story about the future. We had come to distrust the value of both economic and technological forecasting. We believed that the narratives that decision makers from all walks of life could share about their own risk-taking and investments could become a valuable contribution to our understanding of the future. And so it proved to be.

The backbone of the Tällberg Foundation's activities is this open and trustful sharing of visions and worries. It has its roots in the Scandinavian model for reaching consensus. The Tällberg meetings, be they smaller workshops or the larger Forum, offer a unique sense of intellectual freedom. The Tällberg meetings are not organized in anyone's interest. They are not meetings of specific stakeholders like business, politics, academics or civil society. Since 2005, the Tällberg Forum regularly assembles every year some 500 leaders from up to 70 countries and with a wide variety of professional experiences.

The Tällberg process offers its participants a diversity of practices and ideas to improve understanding of the wider complexity.

*The perennial question that the Tällberg Foundation asks is "How on earth can we live together – we the humans and we with nature?"*

The Tällberg methodology is focused on learning. As learning has no end, neither has the Tällberg process. We chose from the very beginning never to end our meetings with a Declaration, a Manifesto or a Consensus report. Every participant takes away new insights. And most importantly: to gain a new insight carries with it a new responsibility for action for the participants.

This philosophy has made it possible for the Tällberg Foundation to stay clear of representing any specific sectional, national or stakeholder interest. With our systems and humanistic approach, we represent "the interest of the whole." This is the foundation for our basic exploration of the fundamental question: "How on Earth can we live together, we the Humans and we with Nature".

The purpose of the Foundation, as expressed in our statutes, can be summarized with one phrase: free and open learning. Over the first thirty years of our existence, our financial philosophy has simply been "hand-to-mouth." Every new project must seek its own financing. Since 1981 we have raised 180 MSEK from contributors, sponsors and participants.

The Tällberg Foundation has now expanded and carries a wider responsibility. Its activities provide a growing number of leaders with an avenue to find new ideas, concepts and systems designs as well as new networks. The Tällberg Foundation helps leaders find new paths at a time when complexity, opportunities and choices have never been greater.

”

*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 A. Annan, Former Secretary General, United Nations

*Kofi A. Annan at the Tällberg Forum 2008.*





HRH Crown Princess  
Victoria of Sweden at  
the Tällberg Forum 2007.

The Tällberg Foundation has over the last ten years built a highly skilful and effective staff, presently with 15 people. A new generation of leadership is assuming the management and responsibility for the future of the Foundation. The turnover of the Foundation has grown from 2 MSEK in 2001 to 33 MSEK in 2010. The equity of the Foundation is expected to amount to 1 MSEK by year end 2010.

The financial forecast for 2010 is a break-even result, something that has been achieved every year. The Tällberg Foundation's extraordinary reputation rests on its ability to always deliver on time, on budget. The Tällberg Foundation never had a year in the "red."

The Tällberg Foundation database now contains some 8000 names from more than 130 countries around the world. The brand value of the Tällberg Foundation has been estimated by independent consultant to be 250 MSEK. The Tällberg Foundation has also become an important part of the image of Sweden, and of course, of Tällberg.

The intention of the board is now to create a new level of financial stability for the further development of the Tällberg Foundation activities. A new financial base is required to fulfill four strategic objectives:

”

*The warmth, love, care and concern displayed by everyone made it one of the most heartfelt displays of humanity that I have witnessed in a very long time.*

Diana Buttu, Legal Advisor and Political Analyst, Former Advisor to  
Palestinian President Mahmoud Abbas

### 1. Program and process development within the following areas:

- further development and documentation of the Tällberg methodology
- a more ambitious worldwide program of Tällberg workshops and the Tällberg Forum
- further development of the successful concept/service of learning journeys
- further development of the educational programs, especially for young leaders
- concept development of several global studies
- further development of the advisory capacity of the Foundation

The theme for the Tällberg Forum 2010-2011 process is “How can we Agree to Agree?”, addressing the stalemate we see when trying to reach agreements tackling malfunctioning global systems. There is an unacceptable and dangerous discrepancy between the global nature of systems behaviors (economy/finance, energy, food production) and the fragmented nature of the behaviors of national interests and power.

The Forum process will search for constructive and complementary paths to the current failing approaches of UNFCCC, WTO, UN processes, global financial regulation (in IMF, G20, BIS, etc.), nuclear disarmament, the Middle East peace process and nation-building in Sudan, Somalia, Afghanistan, etc.

The solutions will have to address the problem properly, not necessarily the interests of the parties. A COP – Conference of Parties - will never succeed.

The 2011 Forum process will start at Voksenåsen (near Oslo), Norway on February 10-12, where questions and approaches will be sharpened. Case studies will be developed for regions, such as the Amazon, the Arctic, the Northern hemisphere - north of the 45° parallel - and for global systems, such as energy, finance/economics and food/water.

The Summer Tällberg Forum will take place June 29 – July 3, 2011 in the historical town of Sigtuna, just north of Stockholm. The traditional Forum

Tent will be raised by the shore of Lake Mälaren.

In October an autumn Tällberg Forum will be staged in Tällberg for primarily young leaders to follow-up and break new paths.

### 2. Careful recruitment of new staff and network relationships

### 3. Multi-partner and multi-client initiatives (e.g. Whence & Whither).

“Whence and Whither. So what?” As a continuation of the successful multi-partner learning process that the Tällberg Foundation designed and led in 2009-2010, another multi-stakeholder explorative process is being planned, comprising a series of 10 workshops on trends shaping our present. It is scheduled to begin in 2011, and it will include a learning journey “...Into the laboratories” in the spring of 2012.

### 4. Develop forms and methodologies for a role in an advisory capacity, e.g. systems designs and workshops

The 2010 Rework the World conference has encouraged us to add a new capacity to our portfolio of activities: to support systems analyses and systems designs. The first two assignments were both problems derived from the Rework project:

- The urgent need to find a systems solution to poor women’s/families’ need to integrate safe, clean energy, cooking, decreasing toxic emissions, the provision of light in neighborhoods that lack electricity, with affordable financing. The project is called “The Social Impact Bond”.
- The urgent need to turn the ageing Swedish housing programs “The Million Project” into living environments that enhance human development, wellbeing, social stability and adapts buildings to energy, materials and logistical demands of the future. This project is about much more than retrofitting or energy efficiencies. It is about enhancing the values that the living environment can create and radically lower the rising social costs of substandard living conditions.



*A journey of ten thousand miles starts with one step. In the long and tough road ahead the Tällberg Forum not only provides a road map but helps to give new momentum to the journey.*

Nayan Chanda, Director of Publications, Yale Center for the Study of Globalization, India and US

## Why you should invest in the Tällberg Foundation

- Tällberg offers cognitive/learning processes – The Forum, learning journeys, workshops, studies and systems designs, an ever expanding search for the deeper understanding of the contexts in which we act. Tällberg is convening leaders to workshops in locations all over the world.
- Tällberg is a search organization in the interest of “the whole”. Thus, Tällberg does not work in any specific stakeholder’s interest.
- Tällberg is a “think-and-do-tank” that combines analytical foresight – it has repeatedly been among the first to raise new important questions – and knowledge and experience in change management – which means it is realistic and mature in its outlook.
- Tällberg opens up the doors to the future in the making by consistently delivering successful insight-creating processes. This comes from the belief that large-scale change comes when leaders gain new insights – and act on them. It does so through a delicate blend of thought-provoking presentations, intellectual discourse, structured discussions and informal conversations, complemented with performances of music and literature and time spent in nature to retreat and reflect. Tällberg has been the birthplace of ideas that have then gone on to make significant impact.
- Tällberg builds on a 30-year continuous conversation in search for the risks and opportunities. More than 6 500 leaders have taken part. After six successful large yearly Forums, the Tällberg Forum is Europe’s most important, innovative and prestigious convenor of progressive leaders. The Forum takes place for the 7th time in 2011 and is one of the foremost and innovative gathering of leaders from business, government and civil society, leading thinkers and scientists, and artists, who join together for a conversation about the most important issues of our time.
- This has placed the Tällberg Foundation at the heart of a growing global network of progressive leaders and thought-leaders. Thousands have joined in the foundation’s events and hundreds are engaging actively. The network covers over 100 countries and numerous disciplines. It includes both senior and emerging leaders from business, politics, government, organizations and

civil society, but also artists and scientists. Thanks to the Rework-the-World summit of 2010 which the Tällberg Foundation co-organized, the network now includes some of the most inspiring younger (under 35) entrepreneurs and change-makers from all over the world, and in particular the South. It is one of the most diverse, active and intellectually curious communities of its kind.

- The Tällberg Foundation works as a guide in Systems Thinking, bringing together the best thinkers and influential leaders for explorative conversations to understand emerging forces and actors shaping the future. It possesses very strong analytical skills and access to information and insights, as well as the ability to use the analyses in its projects. Its world-class competence in process design and event production is proven. The Tällberg Foundation is intent on strengthening this position even more.
- The Tällberg Foundation also functions as a catalyst of Systems Designs, by launching projects that bring new ideas to the world. It does so by gathering parties who otherwise do not work together in innovative processes. Its position as an independent connector and interactor makes the Tällberg Foundation uniquely suited for this task and its successes so far are remarkable. This is an area that the Tällberg Foundation wishes to strengthen, and by doing so be an important agent of change in the task of addressing some of the major and converging challenges of our time.
- By investing in the Tällberg Foundation, you invest in a unique brand that has come to represent foresight, openness and innovation. You also invest in a tight and very efficient team of professionals who provide the ideas and analyses, produce the events and manage the network. Under the leadership and inspiration of its founder, Bo Ekman, a team of analysts, strategists and operatives have developed the competence and experience to be the new generation that will take the Foundation into the future.

*Barbara Hendricks-Englund  
at the Tällberg Forum 2008.*



Ismail Serageldin, Director-General,  
Library of Alexandria, Egypt at the 5th  
Global YES Summit – Rework the world.



# Tällberg in figures

## *Income/turnover*

From 1981 – 2010: 180 MSEK

Since 2005:

Year	Amount
2005	23 MSEK
2006	19.5 MSEK
2007	23.5 MSEK
2008	28.5 MSEK
2009	30 MSEK
2010	30.5 MSEK

## *Debt*

The Tällberg Foundation has no long term debt.

## *Liquidity on 12-month average:*

2.5 MSEK

## *Equity:*

1 MSEK

## *Number of co-workers*

Today, the Tällberg Foundation has 15 employees where the majority of the staff has been employed for at least five years.

## *Number of events*

Since 2005, the Tällberg Foundation has hosted no less than 60 events including the large Tällberg Forums, workshops, conversations, seminars and learning journeys.

### *Number of participants*

Over the years, more than 6 500 different people have attended the Tällberg Forums, the Tällberg Workshops and other events organized in Sweden and around the world by the Tällberg Foundation.

### *Gender and age balance of participants*

Tällberg works to balance the number of male and female leaders participating in the Tällberg events. Roughly, the division is 56% men and 44% women. Nearly 25% of participants are young leaders under the age of 35.

### *Categories of participants*

In general the large Tällberg events have a wide variety of professional experiences divided approximately along the following lines:

Category	Percentage of participants
Business leaders	23%
Artist	3%
Author/Thought leaders	12%
Civil service/Diplomacy	9%
International organization	5%
NGO/Social Entrepreneur	22%
Media	4%
Foundations/Philanthropists	10%
Politician	2%
Scientist, researcher	7%
Students	2%

### *Regions*

The Tällberg Forums (2005-2009) have on average participants from more than 70 different countries divided among the following regions:

Region	Percentage of participants
Scandiavia	34%
Western Europe	16%
North America	9%
East & South East Asia	5%
South Asia	6%
Middle East	3%
Africa	11%
Russia & Central Asia	3%
Central & Eastern Europe	3%
Oceania	1%
Latin America	9%

The 5th Global YES Summit – Rework the World, in June 2010, had 125 countries represented.

”

*Tällberg offers a beautiful space for informed conversations on subjects relevant to our times. An eye-opening voyage of discovery that makes us grow as human beings and as a global family.*

Göran Carstedt, Ph.D Economics, Chairman, The Natural Step International and Peepoople, Sweden

# What we have achieved

*Ten years ago, the Tällberg Foundation activities only touched a small group of leaders, but was recognized for the power of its process in discerning future trends. We were strongly encouraged by participants and not least by the flow of global development to scale up our work. The major driving force was our acquired insight that the world was heading towards severe problems and conflicts, both in how the world is governed in financial and economic markets and, indeed, also in eco-systems and climate. It was clear to us in the early 2000's that the world was entering a period of serious destabilization. This was, indeed, not the general perception of the time. Now, years later, we were "proven right".*

”

*Tällberg is not a 'soft, easy' experience. You skillfully create a framework that pampers, yet makes you sweat your brains out.*

Talia Aharoni, President, MAALA Business for Social Responsibility, Israel

*When did we see what? The Returns on Insight (ROI) from the Tällberg Conversations since the beginning.*

- 1981: The future need of energy and renewable fuels
- 1982: The need for Revitalizing the European Economic Community - led to the idea of the Roundtable of European Industrialists
- 1983/91/94: The Increased Dynamics of Globalization
- 1984: The Swedish upcoming economic crisis (played out in the early 1990's!)
- 1985/87/91/97: Transformation of the industrial society: Into the Knowledge Society and Learning organizations. The key role of immaterial/intangible assets
- 1986: Ethics: an emerging issue for Business
- 1989/97: The increasing role of innovation and creativity
- 1997: The new Role of Business in Development
- 1998: Business and Human Rights – Corporate Social Responsibility and the need for a “Global Compact”
- 1999/2002/2003: How on earth can we live together?! The need for Global Governance
- 2004/2005: Climate Change: Eco-system crises, energy and conomic growth.
- 2007: The Existence of ecological boundary conditions to human activity and economic growth
- 2008: The Decreasing efficiency of negotiating systems for global issues
- 2009: Living within the planetary boundaries
- 2010: New policies and business models to create jobs for the young



*Carl Mossfeldt (Managing Director, Tällberg Foundation, Sweden), Audrey Selian (Director, Artha Initiative, United Kingdom), Lars G. Nordström (Former Group CEO, Nordea, Sweden), Herman Mulder (Former Senior Executive Vice President, ABN AMRO, The Netherlands), Lennart Grebelius (Chairman, Satila Holding, Sweden), Niclas Kjellström-Matseke (CEO, Svenska PostkodLotteriet, Sweden), Sarah McPhee (CEO, SPP, Sweden), Lars Thunell (Executive Vice President, International Finance Corporation, World Bank, Washington DC), Atiur Rahman (Governor, Bangladesh Bank, Bangladesh), William H. Saito (National Institute of Advanced Industrial Science & Technology, Japan)*

# A few examples of what participants have been inspired to do

The Tällberg process played a catalyzing role in the following processes. Any one of these consequential actions have in them the seeds and roots for transformative systems changes. Business, Human Rights, Energy, Environment and Climate, Governance.

This is not to say that Tällberg can be given the sole credit for any of the far reaching initiatives. But to be sure Tällberg had a real and valid role in bringing together the right people at the right time and asking the right questions in the right context – in the interest of the whole.

## *1998 Tällberg Workshop: The UN Global Compact*

The UN Global Compact is a voluntary organization comprised of businesses of all sizes, labor unions and NGOs that is based upon 10 principles on human rights, labor, environment and corruption.

At the 1998 Tällberg Workshop – Human Rights and the Free Market - Is the Business of Human Rights also the Business of Business? – Hans Corell, then chief legal officer and Under Secretary General of the UN, gave a talk entitled “The meaning and role of the Universal Declaration of Human Rights” in which he proffered the notion of setting standards for human rights in business:

“How high should the human rights standard be set? When is it appropriate to make business conditional upon a better human rights record? And when it is appropriate to engage in business in spite of a doubtful human rights record and instead try to encourage observance of these rights by

setting a good example? Maybe these are questions that we could discuss at this Workshop.”

Indeed, the questions were taken up and in the discussions the seeds were planted for what became Kofi Annan’s (Tällberg ’96, ’08) principal initiative to bring business more closely in alignment with the work of the UN – the business of global development. The Global Compact was launched in 1999.

## *2005 Tällberg Forum: Global Energy Assessment IIASA*

The Global Energy Assessment (GEA) is a major initiative, established by the International Institute for Applied Systems Analysis (IIASA) and its partnering organizations, to help decision makers address the challenges of providing energy services for sustainable development. IIASA is the leading systems organization in the world, created by President Johnson to give scientists on either side of the Cold War the opportunity to collaborate.

The 2005 Forum brought together leaders to discuss the future of energy that revealed the glaring need for a global assessment. The idea for IIASA’s GEA was germinated. The GEA was born in December 2005 and launched in 2007. At the 2005 Forum were two of the GEA organizers and founders: Ged Davis (then, World Economic Forum) and Dr. Irene Freudenschuss-Reichl (Foreign Ministry of Austria). Other founding organizers include Tällberg alumni Prof. José Goldemberg (former Secretary of the Environment, State of Sao Paulo), Prof. Thomas B. Johansson (University of Lund). Luis Gomez-Echeverri is the head of the Secretariat. Davis and Goldemberg are the Council Presidents.

### ***2006 Tällberg Forum: World Environment Office Morgan Stanley***

After the 2006 Forum, NASA GISS director Dr. James Hansen spoke about climate. Climate emerged from the 2006 Forum as a profoundly urgent issue. After the Forum, a managing director of Morgan Stanley, Jim Butcher, lobbied for a World Environment Office at Morgan Stanley and became its director. This office then began looking at the confluence of energy and climate from a banking perspective.

### ***2007 Tällberg Forum: The Carbon Principles***

The Carbon Principles were established by three major US Banks in February 2008. They state that before any new power plants, especially coal, can be financed, due diligence requires examining each case in the context of new emissions regulations that will likely be forthcoming within the next five years.

Both James Hansen and Jim Butcher returned to the 2007 Forum. Hansen's emphasis was blunt: a moratorium on new coal fired power plants without carbon capture and sequestration (which does not yet exist in scalable form) was absolutely necessary.

Butcher and his World Environment Office had been exploring ways to address the climate and fossil fuel energy issues. Hansen's declaration helped crystalize and focus this effort into the Carbon Principles, effectively choking off financing for new coal plants.

### ***2008 Tällberg Forum: The 350 movement***

350 ppm CO<sub>2</sub> is the safe limit for atmospheric concentration of carbon dioxide, according to James Hansen. In 2008 the worldwide average level stood at 385, up 2.2 ppm from last year. Today it is 391 ppm.



*Mary Robinson at the 5th Global YES Summit – Rework the world.*

As part of the 2008 Forum week, the Tällberg Foundation and 200 signatories sent a message to the world on June 24, the 20th anniversary of Hansen's global warming testimony before Congress, via a full page ad in the global edition of the Financial Times, the International Herald Tribune and the New York Times, reaching 10 million readers and helped to catapult the climate movement 350.org, which was launched that week by Bill McKibben and his team. As reported by Worldwatch in DC, who hosted a session for James Hansen on Capitol Hill that day, attended by leading American politicians, the Tällberg 350 ad "was the buzz of the room. Who is Tällberg?"

350.org has since staged the world's two largest public action days in history. On October 24, 2009 there were 5,500 events in 182 countries leading up to Copenhagen. This year, after consultation with Tällberg Foundation, 350.org shifted its emphasis from the treaty to direct action, "Get to Work," complementing and extending Tällberg's Rework The World forum, with 7500 events in 186 countries on October 10, 2010.

The 350 target has become a global reference point, cited by the EU Commission's climate report, and is referenced in the final Copenhagen document that allowed for the possibility that the agreed upon +2°C limit may need to be revised to +1.5°C – the level demanded by a return to 350 ppm this century.

350 ppm CO<sub>2</sub> is also one of the nine "Planetary Boundaries" established in a groundbreaking scientific area of study led by the Stockholm Environment Institute (SEI) and published in Nature, August 2009. The first workshop of scientists took place at the 2008 Forum alongside a Moral Boundaries workshop. These stemmed from Tällberg Foundation considerations of "ecological boundaries" after the 2005 Forum leading inquiries into "boundary conditions and targets" and to cooperation with SEI.

### ***2009 Tällberg Forum: The Global Observatory, GO***

At the 2009 Forum, much concern was expressed regarding the effectiveness of the climate negotiations to take place in Copenhagen in December 2009.

Will the negotiators have access to the latest scientific data? Will the negotiators feel the appropriate pressure from not only lobby groups, but from people in their home countries who really would like to see a powerful deal?

José Maria Figueres Olsen, former President of Costa Rica, proposed the idea to bring the tent from the Tällberg Forum to Copenhagen and create a hub for communication between scientists, negotiators and the public around the world.

This was the starting point for the "Global Observatory" which mobilized for the climate negotiations in December 2009.

### ***2010 The Social Impact Bond (in progress)***

The Tällberg Foundation is working with Self Employed Women's Association (SEWA), FMO and IFC to create a financial instrument that will help provide 200,000 poor women living in India, Sri Lanka, Afghanistan and Nepal with access to safe, economical and environmentally friendly cook stoves and solar lights. These actors will work with leading manufacturers to ensure that the design of the cook stoves and solar lights meet the specific needs of the women. Access to these 200,000 women will be via SEWA's existing rural distribution network. Integral to the project will be the training and employment of 2,500 young people.

Sales of the cook stoves and solar lights will take place over three years. SEWA will provide an interest-free loan to each woman to enable her to repay the cost of the item in equal installments over two years.

The project will be financed through the sale of carbon credits, generated by the reduced carbon emissions associated with the project, and the issuing of a Social Impact Bond.



*Percy Barnevik, Chairman,  
Hand in Hand International at  
the 5th Global YES Summit –  
Rework the world.*

# Tällberg Foundation activities

*The Tällberg Foundation organization has four main areas of activity:*

## **1. The Tällberg Process Meetings**

These include the Tällberg Forum and workshops, conversations, learning journeys, etc, most of which are associated with the preparation and follow-up of the annual Forum.

## **2. Tällberg Foundation Global Studies**

The process of analyzing the world and the trends shaping the future is an absolutely necessary part of the Tällberg Foundation's work. This is an activity that supports our creative process and our ability to communicate and to develop a presence in various constituencies. In 2009-2010, partners were invited to join a learning process entitled "Whence & Whither – Into Uncharted Waters", which resulted in a report. In 2010, the Tällberg Foundation conducted a feasibility study for the Swedish government in a new economic, technological and ecological environment.

Previously, reports and papers have been published, such as "Grasping the Climate Crisis – A Provocation from the Tällberg Foundation" in November 2008 and in 2005, the report "Inside Sweden's Futures" was published. Several papers have been produced in connection with forums. This is an activity that supports our creative process and our ability to communicate and to develop a presence in various constituencies.

## **3. Tällberg Foundation Education Programs**

These programs intend to give leaders new insights and prepare them to

better base their actions on a systems approach. Some programs are short, one-off events, such as learning journeys. The Tällberg Foundation has taken groups of leaders to Greenland (in 2007, 2008 and 2009) to understand climate change and discuss its implications, to the Amazon (in 2010) to understand the economy and ecology of the future through the prism of the Amazon. Other programs are processes gathering larger groups, such as Tällberg New Leader Program, an intensive reflective and pedagogical process that examines challenges facing a new generation of leaders.

## **4. Tällberg Foundation Change Programs/Advisory Programs**

This category includes assignments that the Tällberg Foundation receives from both public and private sector organizations to help them change their conceptual understanding of the operating environments in which they operate. We bring a systems approach to government, environment, technology, etc.

We do not, however, accept assignments that can be categorized as conventional consulting.

Furthermore, in an important effort to increase the reach of the Tällberg Foundation knowledge and methodology, several team members regularly accept assignments as speakers and moderators in conferences with relevant themes.

Workshops with 25-100 participants are organized in Tällberg and around the world. They are part of the Tällberg Process. Conversations are shorter events lasting from a half to two days for small select groups of leaders, on a specific subject and with the help of key people from the Tällberg network.

### ***Publications:***

“Grasping the climate crisis: A Provocation from the Tällberg Foundation.”

The main purpose of this Provocation published in November 2008 was to challenge the widespread perception that nations are dealing effectively with climate change.

“Vi kan inte förhandla med Naturen” (We Can’t Negotiate with Nature).”

On 2 December 2009 the first edition in the series Tällberg Foundation Papers - “We can not negotiate with Nature” was published by Anders Wijkman and Johan Rockström.

“How on Earth can we live together – we the humans and we with nature?”

An open letter to the G8 meeting in the 2009 G8 Yearbook, hosted by Italy and took place at L’Aquila.

### ***Leadership programs***

The Tällberg New Leader Programs are intensive reflective and pedagogical processes that examine challenges facing a new generation of leaders. These programs prepare leaders to base their actions on a systems approach and have taken place in conjunction with the Tällberg Forums.

### ***Learning journeys***

“The lungs of the planet: The economy and ecology of the future through the prism of the Amazon”, March 2010

The objective of the learning journey was to provide a group of global leaders and decision-makers with nine days of powerful strategic insights and experience of the Amazon, meeting leaders, scientists, entrepreneurs and communities and reflecting on their role in re-balancing the planet’s systems.

“Climate change and economic development”

On May 8-11, 2009, a small select group spent four intensive days exploring Greenland on a learning journey. This trip not only studied climate change in action but also focused on its impacts on economic development.

“How to stop the ice melting”

On 5-9 September 2008, a group spent four intensive days exploring Greenland on a Learning Journey “How to Stop the Ice Melting”. This trip studied not only climate change in action but also focused with clarity and passion on what needs to be done.

“How to stop the ice melting”

The Journey’s topic was “How to stop the ice melting”, and its purpose was to study climate change, Greenland, May 22-26, 2008

“Learning Journey on Climate Change”

On 18-21 May 2007, a small select group spent three intensive days on Greenland, on a Learning Journey on Climate Change.

”

*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

# Recent activities

## *5th Global YES Summit - Rework the World, Leksand, Sweden on 2-5 June 2010*

Rework the World is Tällberg Foundation's largest effort to date. The process began in 2008 and culminated in a summit in June 2010. The aim was both to inspire and increase knowledge, but also to showcase new solutions that promote sustainability and create more jobs. The goal is to bring together ideas with resources to create results in Sweden and worldwide.

The initiative brought together the best local initiatives from around the world - those that can create new employment opportunities and speed up the change towards a sustainable society. They met the global capital, corporations and decision-makers, who are able to go from visions to scalable impact - with the aim of creating new employment opportunities for youth all over the world.

Rework The World was collaboration between the Tällberg Foundation and YES Inc. (an international organization represented in more than 55 developing countries with a focus on youth, entrepreneurship and sustainability). The Swedish government supported the project and Leksand Municipality was the official host for the meeting 2010.

## *Whence and Whither: Into uncharted waters 2009-2010*

The project "Whence and Whither: Into uncharted waters" was a 12 month explorative learning process into the driving forces behind the turbulence of the present, and the even deeper changes coming in the future. Through a dozen workshops and other activities, and together with about 15 project partners, a number of themes were covered, looking for visions of new governance systems and idealized designs of how the complexity of a truly

globalized and interdependent world could possibly be managed.

"Whence and Whither: Into uncharted waters" led to a report distributed to the project partners.

## *One Day for the Future, August 29, 2010*

(En Dag för Framtiden) On Sunday, August 29, 2010 the Tällberg Foundation offered the general public of Stockholm a full day of conversations about the future - the event took place in Stockholm. It was free of charge and gathered more than 2000 people. The Tällberg Foundation celebrated its 30th anniversary on this day.

One Day for the Future included conversations about the future – a total of 60 talks and seminars in ten different locations - as well as music, culture and nature in a hopeful, playful and knowledgeable mix on the islands of Skeppsholmen and Kastellholmen in the middle of Stockholm. The initiative was created and organized by the Tällberg Foundation in cooperation with the City of Stockholm, the Municipality of Leksand, the Carpe Vitam Foundation and Fryshuset.

## *List of activities in 2010*

18-19 January 2010

Workshop in Whence & Whither project: A conversation on interconnectedness, Stockholm.

19 January 2010

Tällberg Foundation in cooperation with IVA holds a seminar with W. Brian Arthur, author of "The Nature of Technology".

**22 January**

Need is the Mother of Invention: But what does the future need?  
Tällberg Foundation in cooperation with Vinnova organizes a seminar on breakthrough technologies and the next frontier of innovation.

**8-9 February 2010**

Fourth workshop in Whence & Whither project: New perspectives on economics, London.

**9 February 2010**

Whence & Whither: Copenhagen, so what?, London.

**8-9 March 2010**

Whence & Whither: Cultures, Values and Consumption, Berlin.

**19-28 March**

Whence & Whither: Learning Journey - The lungs of the planet, the future of the economy and ecology through the prism of the Amazon, South America.

**22-23 April 2010**

Whence & Whither: Future of Energy and Resources, Stockholm.

**2-5 June 2010**

Rework the World, 2010 conference in Leksand and Tällberg, Sweden

Rework the World is a global initiative that seeks to mobilise young people around promising sustainable ventures and help take the emerging green economy to the next level.

**29 August 2010**

One Day for the Future

On Sunday, August 29, 2010 the Tällberg Foundation offered a full day of conversations about the future - the event took place in Stockholm and was open to the public.

**3 November 2010**

With the Library of Alexandria in Egypt as hosts, “Youth entrepreneurship – making connections” is a one-day network seminar jointly organized by the Tällberg Foundation and the Swedish Institute (SI), as the end of a 3-day seminar for SI Young Leaders Visitors Program (YLVP).

**9 November 2010**

Tällberg Foundation in cooperation with the Swedish Institute host a conversation on “Leadership and sustainability in China and the World”, in Beijing, China.

# Governance

The Tällberg Foundation is a non-profit organization established in 1981 registered in Tällberg, Dalarna. The purpose of the Foundation is to develop knowledge, understanding and insights into the change patterns and the need for renewal of global society through the organizing of workshops, the Tällberg Forum, education programs and publishing, and in advisory capacities.

## *The Tällberg Foundation Board*

### ***Bo Ekman***

*Executive Chairman and Founder of Tällberg Foundation*

Bo Ekman was previously chairman and chief executive of Nextwork and the Sifo Management Group. For many years he was a member of the management board of Volvo. Bo Ekman is an advisor to boards of directors and top managers in the fields of business environment analysis, strategic development, innovation and change management, in Sweden and internationally. He lectures and writes frequently on subjects of strategy and change and is a frequent participant in the public debate on policy, business, social and cultural developments.

### ***Ulla-Britt Fräjdin-Hellqvist***

*Vice Chairman of the Tällberg Foundation and Director,  
Fräjdin & Hellqvist, Sweden*

Ulla-Britt Fräjdin-Hellqvist specializes in issues related to industry, environment and science. Mrs. Fräjdin-Hellqvist is chairman of the board in Kongsberg Automotive, SinterCast AB, Ruter Dam and the Swedish Foundation for Strategic Research. She is also a member of the board in Castellum AB, e-man, Fouriertransform, Stockholm Environment Institute, Swedish Space Corporation and Tällberg Foundation Service AB. 2001-2005 she was Senior Vice President SME and Qualification at the Confederation of Swedish Enterprise. From 1979-2001 she worked at Volvo Cars.

### ***Jan Eliasson***

*Former UN Special Envoy to Sudan, Minister of Foreign Affairs and former  
Ambassador to the USA*

Jan Eliasson was Special Envoy of the UN Secretary-General for Darfur. Prior to this, Jan Eliasson was President of the 60th session of the UN General Assembly. He was Sweden's Ambassador to the US from September 2000 until July 2005. On 27 March 2006 Mr. Eliasson was appointed Foreign Minister of Sweden and served in this capacity until elections in the fall of 2006. Mr. Eliasson served from 1994 to 2000 as State Secretary for Foreign Affairs.

### ***Koosum Kalyan***

*Chairman of EdgoMerap, London*

Koosum Kalyan is chairman of EdgoMerap (London). She was previously with Shell for 17 years in corporate, strategy and new business development in exploration in Africa. She served as general manager for Shell Southern Africa and then for 8 years with Shell International in London responsible for Africa. Koosum spent 7 years in the mining industry as economist for the Chamber of Mines. She serves on many boards and is a trustee of the Thabo Mbeki Foundation as well as serving as a private sector liaison for Tony Blair's Africa Commission.

### ***Christine Loh***

*CEO, Civic Exchange, Hong Kong*

Christine Loh is well known for her wide-ranging intellect and ability to find practical solutions to problems. Her background in law, business, politics, media and the non-profit sector has given her considerable knowledge and insight about how they work and has helped her to become a leading voice in public policy in Hong Kong. Loh is a prolific author of both academic as well as popular publications. Loh spent 14 years in the commercial world before becoming a member of the Hong Kong Legislative Council. She chose to retire from front-line politics in 2000 to set-up the non-profit public policy think tank, Civic Exchange, and is its current CEO.



*Hans-Olov Olsson, Carl Mossfeldt, Marcello Palazzi, Jan Eliasson, Anders Wijkman, Koosum Kalyan, Ulla-Britt Fräjdin-Hellqvist, Cecilia Nordström and Bo Ekman (Christine Loh and Johan Rockström missing from this picture).*

***Hans-Olov Olsson***

*Vice Chairman of Volvo Car Corporation (subsidiary of Geely Holding)*

Hans-Olov Olsson is Vice Chairman of Volvo Car Corporation, Chairman of Chalmers Tekniska Högskola AB and Sr. Advisor to N.M. Rothschild & Sons and board member of SKF AB, Elanders AB. Hans-Olov Olsson also serves on the board of his majesty's program for Young Leadership Development and on Anna Linds Minnesfond. Hans-Olov has made his career within Volvo Car Corporation as its CEO and President globally (2000-2005) and as President of its subsidiary in North America (1998-2000), Europe (1996-1998), Japan (1990-1996). Previously also Sr. Vice President of Ford Motor Co. executive committee with global responsibility for marketing and branding.

***Marcello Palazzi***

*Founder, Progressio Foundation, The Netherlands*

Marcello Palazzi is a serial entrepreneur and developer of Strategic Enterprise Initiatives that advance public (collective) interests. His main vehicle for the last 17 years has been the Netherlands-based Progressio Foundation, which he founded with Dr. Paul Kloppenborg in Rotterdam. Marcello has consistently been an innovator in the "civic enterprise" and "civic governance" spaces, at the leading edge of key ideas and projects, such as public-private partnerships, business ethics, corporate social responsibility, the UN and private sector cooperation, private equity in developing countries, ethical globalization, values-led business, multi-stakeholders partnerships, venture philanthropy, enterprise strategy, creative Europe, and others.

### ***Johan Rockström***

*Executive Director, Stockholm Environment Institute and Stockholm Resilience Centre, Sweden*

Johan Rockström is Professor in natural resource management at Stockholm University and Executive Director of SEI and the Stockholm Resilience Centre. His key qualifications are integrated research on natural resource management, systems analysis on water-land-climate inter-relations, systems research on resilience and ecosystem services, sustainable livelihoods research in vulnerable developing countries, environmental management and environmental policy making. He has twelve years of research and development work in developing countries, with more than 40 scientific publications in areas of water resource management, agricultural development, environmental management, systems research and resilience research.

### ***Anders Wijkman***

*Former Member of the European Parliament*

Anders Wijkman was a member of the European Parliament from 1999-2009, where he was a member of the Committees on Environment, Development Cooperation and Climate Change. Prior to his election to the European Parliament, he served as Assistant Secretary-General of the United Nations and Policy Director of UNDP (1995-1997), Director-General of SAREC (1992-1994), Secretary-General of the Swedish Society for Nature Conservation (1989-1991) and Secretary General of the Swedish Red Cross (1979-1988).

### ***Carl Mossfeldt (ex-officio board member)***

*Managing Director of the Tällberg Foundation/TFSAB:*

Carl started his career in strategy consulting for the financial services industry, first for First Consulting Ltd and later for Oliver, Wyman & Co. During his years with these companies, Carl was based in London but worked across Europe. Carl also worked as a teacher of Economics and Philosophy at the Mahindra United World College of India outside of Pune, India. Carl is a graduate of the United World College of the Adriatic in Italy and holds a BA in Politics, Philosophy and Economics from the University

of Oxford, and an M.Phil in Philosophy from the University of Cambridge.

He has been employed with the Foundation since 2003.

### ***The Tällberg Foundation Service AB (TFSAB)***

The Tällberg Foundation has a wholly-owned subsidiary called the Tällberg Foundation Service AB (TFSAB) and it is its operational arm. The purpose of the company's activity is to manage and oversee the operational efficiencies of projects and services decided by and for the Tällberg Foundation such as the Tällberg Forum, workshops and seminars, leadership education and publication. In addition, the company can carry out other activities consistent with the above after consultation with the Foundation board.

TFSAB Board:

- ***Ulla-Britt Fräjdin-Hellqvist***, Chairman of TFSAB (see full biography on previous page)
- ***Peter Anderberg***, CEO, Logstor AB, Sweden
- ***Carl Mossfeldt***, Managing Director, Tällberg Foundation/TFSAB
- ***Cecilia Nordström***, Deputy Managing Director, Tällberg Foundation/TFSAB

### ***The Tällberg Foundation Nominating Committee***

The role of the nominating committee is to nominate board member candidates and present them to the annual general meeting. The nominating committee members are:

- ***Bo Ekman***, Executive Chairman and Founder, Tällberg Foundation
- ***Ingrid Dalberg***, Former Governor of Dalarna, Chairman, Stiftelsen Skansen and Chairman, Sparbanksstiftelsen Dalarna
- ***Lars Idermark***, CEO of the Swedish Cooperative Union and the Swedish Postal Service (as of March 2011), and Chairman of Swedbank
- ***Björn O. Nilsson***, CEO, Royal Swedish Academy of Engineering Sciences
- ***Elisabeth Ström***, Executive Vice President, Vattenfall

## *The Tällberg Foundation International Advisory Council*

The Tällberg Foundation International Advisory Council advises the board and the management of the Foundation on its programs and initiatives. The Council meets formally once per year in connection with the Tällberg Forum to discuss the Foundation's strategies, priorities and to advise on new ideas and contacts and networks to develop. The membership of the Council is limited to 30 people with at least 50% being recruited out of business, finance and entrepreneurship.

## *The Tällberg Staff*

Executive Chairman: *Bo Ekman*

Managing Director: *Carl Mossfeldt*

The Tällberg Foundation team:

- *Linn Austin*, Project Coordinator
- *Anneli Björkman*, Project Coordinator
- *Karin Bruce*, Project Director
- *Ann-Mari Ceder-Mählkvist*, Executive Assistant
- *Alexander Crawford*, Research and Project Director
- *Sara Ekman*, Project Planning and Operational Support
- *Sara Ersson*, Project Coordinator
- *Cecilia Nordström*, Deputy Managing Director and COO
- *Rebecca Oliver*, Project Director
- *Åsa Pettersson*, Chief Financial Officer
- *Erika Sigvardsson*, Accounting Manager
- *Caroline Stiernstedt Sahlborn*, Project Director

Project team members and associates:

- *Anders Wijkman*, Senior Adviser
- *James Wine*, Senior Adviser
- *Ulla-Britt Fräjdin-Hellqvist* (Tällberg Foundation Board Member),

- *Göran Genwi* (Naturakademin)
- *Hans Jensen* (Tällberg Village Liaison)
- *Marcello Palazzi* (Tällberg Foundation Board Member)

Legal Advisor:

*Mats Björkman*, Attorney and Partner, Setterwalls Law Firm

Auditor:

*Berith Ehrenpohl*, Chartered Accountant, Frejs Revisionsbyrå AB

Annual General Meeting:

The Annual General Meeting takes place by May each year.

Tällberg Foundation organization number:

Org.nr 883201-4644

Tällberg Foundation Service AB organization number:

Org.nr. 556693-6257

Contact:

Tällberg Foundation

Blasieholmstorg 8

111 48 Stockholm

Tel: +46 8 440 56 90

Fax: +46 8 611 50 06

[info@tallbergfoundation.org](mailto:info@tallbergfoundation.org)

[www.tallbergfoundation.org](http://www.tallbergfoundation.org)

# Tällberg contributors and sources of funding

## ***Lead contributor 2008-2010:***

The Swedish Postcode Lottery

## ***Core Contributors:***

Carl Bennet AB

Ministry of Enterprise, Energy and Communications, Sweden

Stichting af Jochnick Foundation

VINNOVA

## ***Tällberg Leadership Award Contributor 2008-2010:***

The Swedish Postcode Lottery

## ***Partners for the 5th Global YES Summit – Rework the World 2010:***

The 5th Global YES Summit - Rework The World was a joint initiative of the Tällberg Foundation, YES Inc, and The National Council of Swedish Youth Organisations - LSU.

## ***Host:***

Leksands Kommun

## ***Regional development partner:***

The Regional Cooperation Council of Dalarna

## ***Public contributor:***

Ministry for Foreign Affairs, Sweden

## ***Main sponsors:***

Statkraft

The Swedish Co-operative Union – KF

The Swedish Energy Agency

The Tällberg Foundation

Vattenfall

## ***Event sponsors:***

e-man

The Stampen Group

The Swedish Institute (SI)

## ***Supporting sponsors:***

Barbro Osher Pro Suecia Foundation

Cardo

Citi and Citi Community Development (CCD)

Compodium

Dalarnas Tidningar

DOEN Foundation

Ericsson

Folksam

HINT - Hållbarhet Innovation Tillväxt

(En regional plattform för hållbar affärsutveckling i innovationssystemet i Västsverige finansieras av: Europeiska Union-Regional Utvecklingsfonden, Västra Götalandsregionen, Innovationsbron)

MTR Stockholm

Mott Foundation

Nordea

Swedish Public Employment Service

Studieförbundet Vuxenskolan

Toyota Sweden

Zanby

## ***Local partners:***

Aitellu omvärldsbevakning

AVINA Foundation

Big Fish Communications

Clas Ohlson

Dala Vatten och Avfall

The Embassy of the United States in Stockholm, Sweden

Kampai Reklambyrå

Leksands Knäckebröd

Naturakademien Learning Lab

Neutral

Saltå Kvarn

Sättila Holding

Selecta

AB Volvo

Åtta.45 Tryckeri

## ***Learning partners:***

Municipality of Botkyrka

Municipality of Lerum

Municipality of Lund

Municipality of Nacka

Municipality of Ronneby

Municipality of Sunne

Municipality of Västerås

*Contributors and sources of funding for One Day for the Future (En Dag för Framtiden 2010)*

One Day for the Future was made possible thanks to support from Stockholms Stad, Leksands Kommun, stiftelsen Carpe Vitam (Eric Ericsson Hallen Skeppsholmskyrkan), Fryshuset and all the museums and organizations on the islands Skeppsholmen/Kastellholmen that made their space available to us. Thank you also to AMF, Stockholm Business Region, Stockholms Nyföretagar-Centrum and the organizations that contributed financially to making this day free to the public.

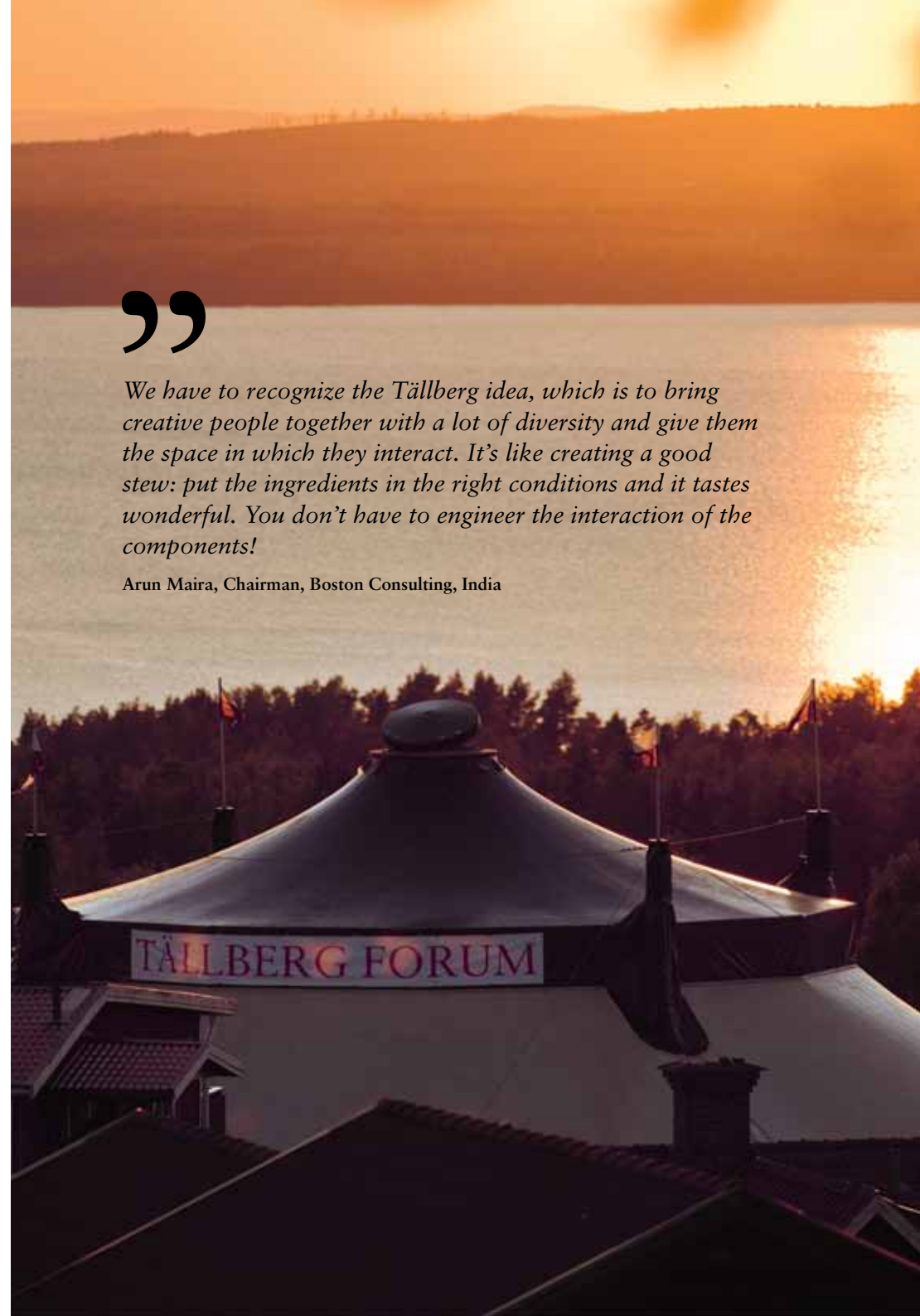
The event was made possible through the generous hospitality from the following Skeppsholm's/Kastellholm's institutions:

Arkitekturmuseet  
Briggen Tre Kronor  
Eric Ericssonhallen Skeppsholmskyrkan  
Hotel Skeppsholmen  
Kungliga Konsthögskolan  
Moderna Museet  
Restaurang Krogkonst  
Skärgårdsstiftelsen  
Skeppsholmens Folkhögskola  
STF Vandrarhem AF Chapman Huvudbygg  
Statens Fastighetsverk  
Östasiatiska Museet

”

*We have to recognize the Tällberg idea, which is to bring creative people together with a lot of diversity and give them the space in which they interact. It's like creating a good stew: put the ingredients in the right conditions and it tastes wonderful. You don't have to engineer the interaction of the components!*

Arun Maira, Chairman, Boston Consulting, India



*Gunilla Carlsson, Minister for International Development Cooperation of Sweden at the 5th Global YES Summit – Rework the world.*



# Contributors throughout the years

ABN Amro	John J. Heldrich Center for Work-force Development, Rutgers Univesity	Pomona Group	Swedish Forest Industries Federation
ASSURRE	Johnson & Johnson	Posten	Swedish Institute
AVINA Foundation	Kaupthing Bank Sweden	Regional Cooperation of Dalarna	Swedish International Development Cooperation Agency (SIDA)
Bergkvist-Insjön	KF - The Swedish Cooperative Union	Rockefeller Brothers Fund	Swedish Ministry of the Environment, Environmental Advisory Council, Delegation for Sustainable Cities
Boliden	Landstinget, Dalarna	Saab Automobile	Tällberg's Kiosk
Carl Bennet AB	Leksand-Rättvik Energi	Saltåkvärn	Telge Energi
Charles Stewart Mott Foundation	Leksands Sparbank	SAP	TeliaSonera
Clas Ohlson	Leksandsbröd AB	Scandinavian Biogas	Tengbom FamilyFund
Compodium	LOGSTOR Sweden	Second Swedish National Pension Fund – AP2	Tethys Oil
Confederation of Swedish Enterprise	Mahindra & Mahindra	Semcon	The Bank of Sweden Tercentenary Foundation
County Administrative Board of Dalarna	Masmästaren Fastigheter	Shell Foundation	The Swedish Institute
Dala Energi	Microsoft	SIA Ice Cream	The Swedish Rail Administration
Dalarna County Council	Ministry for Foreign Affairs, Sweden	Siljan Turism	Toyota Sweden
Dalarna Regional Development Council	Ministry of Enterprise, Energy and Communications, Sweden	Sparbanksstiftelsen Dalarna	Tricorona Green
Dalarnas Tidningar	Mistra	Springtime	Triodos Bank Netherlands
e-man	Mo Ibrahim Foundation	SSAB	UBS Philanthropy Services
Esmée Fairbairn Foundation	Moose Memory Chocolates	Stampen	Unilever
European Climate Foundation	Morgan Stanley	Statoil	Upplev Tällberg
Folksam	Municipality of Leksand	Stena	Vattenfall
Ford Sweden	Municipality of Rättvik	Stichting af Jochnick Foundation	VINNOVA
Green Cargo	Nextwork	Stora Enso and the E.J. Ljungberg Development Foundation	AB Volvo
Gulbenkian Foundation	Nils Skoglund	StoraEnso	Volvo Car Corporation
Heinrich Böll Stiftung	Nordea	Sveaskog	
Inter IKEA Systems B.V.	Oak Foundation	Svenska Hus	
Investor	Oracle	Svenska PostkodLotteriet	
	Plena	Swedbank	

# Knowledge partners

*Over the years, the Tällberg Foundation has established links to a number of institutions around the world with whom valuable learning exchanges take place. This ongoing dialogue, either through projects and co-operation or on a more ad hoc basis, enriches the work of the Tällberg Foundation and partner organizations.*

## **AVINA:**

AVINA is a Latin American organization that contributes to sustainable development in the Region by encouraging productive alliances based on trust among social and business leaders, and by brokering consensus around shared agendas for action, with the support of people and institutions from around the world. To achieve its mission, AVINA focuses on four areas: Equity of Opportunities, Democratic Governance and the Rule of Law, Sustainable Economic Development, and Conservation and Management of Natural Resources.

## **Bertelsmann Foundation (Germany):**

The Bertelsmann Stiftung is both a think tank and an agent for social change, aiming to identify social problems and challenges at an early stage and develop exemplary solutions to address them. In keeping with the longstanding social commitment of its founder, Reinhard Mohn, the Bertelsmann Stiftung is dedicated to serving the common good. Its work is based on the conviction that competition and civic engagement are essential for social progress.

## **Bibliotheca Alexandrina, Egypt:**

A center of excellence in the production and dissemination of knowledge, the new Library of Alexandria, will seek to recapture the spirit of the original ancient Library of Alexandria, aspiring to be the world's window on Egypt, Egypt's window on the world, a leading institution of the digital age and a center for learning, tolerance, dialogue and understanding between cultures and peoples.

## **Bioneers (US):**

Bioneers are social and scientific innovators from all walks of life and disciplines who have peered deep into the heart of living systems to understand how nature operates, and to mimic “nature’s operating instructions” to serve human ends without harming the web of life. As a nonprofit organization, Bioneers provides a forum and social hub for education about solutions presented through the Bioneers Conference and other programs.

## **Civic Exchange (Hong Kong, China):**

Civic Exchange is a Hong Kong-based, non-partisan public policy think tank. It was founded by former Legislative Council of Hong Kong member Christine Loh. Civic Exchange describes itself as “Hong Kong’s independent think tank”. The projects fall into one of three main fields: civic participation and social development, environment and conservation, or integration of economic analysis. Christine Loh is a board member of the Tällberg Foundation.

## **The Club of Rome:**

The Club of Rome is an independent, non-profit organisation which addresses the root causes of the challenges and crises the world faces today: our current concepts of growth, development and globalization. The Club of Rome acts as a platform which brings together academics, scientists, politicians, business professionals and members of the civil society to design, develop and implement effective approaches on a broad range of interconnected global issues.

## **The Dag Hammarskjöld Foundation (Sweden/US):**

The Dag Hammarskjöld Foundation is an autonomous organization in Sweden. It provides a forum for free and frank debate, stimulating “Another Development for the Future”. Its activities focus on United Nations-related issues and promote the values of Dag Hammarskjöld, the second UN Secretary-General, within the current global development discourse.

## **Development Alternatives (India):**

A non-profit organization established in 1983, creating large-scale sustainable livelihoods. The corporate objectives are to innovate and disseminate the means for creating sustainable livelihoods on a large scale, and thus to mobilize widespread action to eradicate poverty and regenerate the environment. Key

strategic approaches include appropriate technologies, effective institutional systems, environmental and resource management methods, sustainability, through commercially viable approaches and scalability through partner organizations and networks.

***Global Alliance for Banking on Values:***

The Global Alliance for Banking on Values (GABV) is a membership organization, made up of eleven of the world's leading sustainable banks, from Asia and Latin America to the US and Europe. They are bound by a shared commitment to find global solutions to international problems - and to promote a positive, viable alternative to the current financial system.

***Global Energy Assessment (at IIASA), (Vienna, Austria):***

The Global Energy Assessment (GEA) is a major initiative established by IIASA to help decision makers address the challenges of providing energy services for sustainable development, whilst ameliorating existing and emerging threats associated with: security of supply; access to modern forms of energy for development and poverty alleviation; local, regional and global environmental impacts; and securing sufficient investment.

***International Labour Organization (Geneva, Switzerland):***

The International Labour Organization (ILO), founded in 1919, is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue in handling work-related issues.

***IVA (Stockholm, Sweden):***

The Royal Swedish Academy of Engineering Sciences, IVA, is an independent arena for the exchange of knowledge. By initiating and stimulating contacts between experts from different disciplines and countries, the Academy promotes cross fertilization between industry, academia, public administration and various interest groups. The Academy also showcases and rewards achievements in the natural sciences, engineering and economics.

***Youth Entrepreneurship Sustainability (YES):***

The YES Campaign is an action oriented initiative in 55 countries that responds to the enormous global challenge of youth unemployment through a youth leadership and enterprise-based model. Poonam Ahluwalia is the Founder and President of YES Inc, an international, nonprofit and development organization based at Cambridge College, MA.

***Nature Academy (Stockholm, Sweden):***

Nature Academy Learning Lab is a Stockholm-based leadership development specialist that has pioneered the use of nature and wilderness. The ambitious nature programs at past Tällberg Forums have been developed and produced in partnership with Nature Academy and its founder, Göran Gennvi.

***New Economics Foundation (London, UK):***

nef (the new economics foundation) is an independent think-and-do tank that inspires and demonstrates real economic well-being. It aims to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues. nef was founded in 1986 by the leaders of The Other Economic Summit (TOES) which forced issues such as international debt onto the agenda of the G7 and G8 summits.

***Stockholm Resilience Center (Sweden):***

The Stockholm Resilience Centre, established on 1 January 2007, is an international centre that advances transdisciplinary research for governance of social-ecological systems with a special emphasis on resilience - the ability to deal with change and continue to develop. SRC seeks to generate new and elaborated insights and means for the development of management and governance practices.

***The Stockholm Environment Institute:***

The Stockholm Environment Institute is a global research organization and network supporting decision-making towards sustainable development around the world by providing integrative knowledge that bridges science and policy in the field of environment and development. Johan Rockström, Executive Director, is a board member of the Tällberg Foundation.



***VINNOVA (Sweden):***

VINNOVA (The Swedish Governmental Agency for Innovation Systems) is a State authority that aims to promote growth and prosperity throughout Sweden. Its particular area of responsibility comprises innovations linked to research and development. VINNOVA's tasks are to fund the needs-driven research required by a competitive business and industrial sector and a flourishing society, and to strengthen the networks that are such a necessary part of this work.

***Volans/SustainAbility:***

Focusing on the business of social innovation, Volans is part think-tank, part consultancy and part broker. It is a mission-driven, for-profit company based in London and Singapore which works globally with entrepreneurs, businesses, investors and governments to develop and scale innovative solutions to financial, social and environmental challenges.

***Yale Center for the Study of Globalization (US):***

The Yale Center for the Study of Globalization (YCSG) was launched in the fall of 2001 to enrich the debate about globalization on campus and to promote the flow of ideas between Yale and the policy world. The programs and activities of the Center share a common purpose and aim toward one or more goals, all serving to stimulate discussion and examination of the core issues and to connect individuals and institutions whose work contributes to the debate on globalization.

*Learning Journey to Borlänge Energi  
during the Tällberg Forum 2009.*

# Tällberg Leadership Award for Principled Pragmatism

## **Criteria:**

The award should be given to an individual who has consistently applied humanistic, social and ecological values in his/her pursuit of results. The prize should thus encourage and support the leadership that combines the articulation of consistent values and positive results.

This is the essence of principled pragmatism.

In short, the prize encourages leadership that “walks the talk.”

## **The Prize**

The prize consists of a hand-painted diploma and a contribution of SEK 500 000 to the recipient’s organisation or charity of his or her choice. The contribution of SEK 500 000 is made possible by the generous support of the Swedish Postcode Lottery.

## **The Jury:**

The Jury is comprised of five people including Bo Ekman, Christine Loh and Jan Eliasson of the Tällberg Foundation board, Alexander Crawford, Tällberg Foundation and a representative from the Swedish Postcode Lottery.

## **Selection Process:**

Nominations may be submitted by all board members of the Tällberg Foundation and by members of the International Advisory Council by January 1st of every year.

The work of the Jury is coordinated by Bo Ekman and Cecilia Nordström, who are responsible for the evaluation process.

Final selection of the award recipient will be made by the jury no later than March 1 every year.

## **Recipients:**

2010: Achim Steiner, Executive Director, United Nations Environment Programme (UNEP), Nairobi

2009: Doctor Gro Harlem Brundtland, Former Prime Minister, Norway

2008: Kofi A. Annan, President, former Secretary-General, United Nations, New York

2006: Lord Browne of Madingley, former Group Chief Executive, BP, United Kingdom

2005: Russell Ackoff, Chairman, Interact, USA

”

*I am still distilling in my mind and soul the profound experience we had together at this magnificent encounter of human beings that share a common purpose: to contribute with all of our selves to face and transcend our current global challenges. My commitment and sense of responsibility have grown bigger and I feel this urge to act now. This is a time to act with no pessimism. Actually there is no time for pessimism.*

Carlos Mota Magrain, Ministry for Social And Economic Development, Portugal

# In summary

The Tällberg Foundation is a search organization improving the understanding of the wider global systems contexts – to inspire the designs of better logics, policies, processes, strategies, structures, technologies and institutions.

The end game is to provide operational answers to the questions “How on earth can we live together – we the humans and we with nature?”

The Tällberg Foundation operates through designing learning processes in the pursuit of new creative ideas and consciousness of the wider context. It operates through educational programs, reporting and research. It also increasingly works in an advisory capacity.

## *Its main assets are:*

- Its unique international network of many thousands of decision-makers, thought-leaders and entrepreneurs from all sectors and countries;
- Its institutional independence which gives it a unique convening power;
- World-class competencies in process design, concept and program development;
- The commitment to systems thinking and wholeness in all its work;
- A proven track-record of cost-effectiveness and professionalism.

## *Projects*

Through studies and dialogue we translate the analyses of emerging global patterns into inspiration for change. At the heart of the Foundation's activities lies the yearly Tällberg Forum in Sweden. It has evolved into an important ongoing open conversation on the wider issues facing business and society.

## *Influence and Tällberg Experience*

The Tällberg model of intellectual conversations tightly integrated with arts and nature have become recognized as a unique experience, providing leaders from many sectors, disciplines and parts of the world with a venue where they meet for open and honest exchanges.

The motto has been “with every new insight comes a new responsibility”, and actions and results are therefore up to the participants. Over the years, there have been numerous initiatives as a result of Tällberg Forum participants' insights. For instance, the ideas behind the Global Compact (a UN-led corporate social responsibility initiative) grew out of discussions in Tällberg in 1996. The Carbon Principles (new guidelines for institutional investors in the power generation industry) adopted by Wall Street investment firms in 2008 follow on the Tällberg Forum 2007. Corporate strategy in large global corporations has been reshaped, and influential articles and books have been written as a result of Tällberg conversations.

## *Tällberg Foundation - a non-profit organization*

The Tällberg Foundation is an independent non-profit organization. The Foundation is based in Stockholm and Tällberg, Sweden, but interacts with numerous partners around the world. The Tällberg Forum and other foundation activities are made possible through the generous support of its many private and public contributors. Lead contributor for 2008-2010 is Svenska PostkodLotteriet.

[www.tallbergfoundation.org](http://www.tallbergfoundation.org)

”

*Tallberg's special formula is rooted in its belief in good conversations between people can change the world. This is a simple belief and also a very true one – something we forget. This is the final 'solution', the highest 'technology'. We have forgotten how to converse, learn and be wise in our decisions.*

Christine Loh, CEO, Civic Exchange, China



Kibera, Kenya.

# TÄLLBERG FOUNDATION

Blasieholmstorg 8, 111 48 Stockholm, Sweden

Telephone +46 8 440 56 90, [info@tallbergfoundation.org](mailto:info@tallbergfoundation.org), [www.tallbergfoundation.org](http://www.tallbergfoundation.org)