STRATEGIC HARMONY – A SOLUTION TO FIXING THE BROKEN WORLD?

Velimir Srića

University of Zagreb, School of Economics and Management

SUMMARY

The article is a review of key ideas and proposals from the book "EmpowerUs: From Crisis to Strategic Harmony" (Kitsap Publishing, 2020). In the preface to the book Philip Kotler, the Father of modern marketing and one of the most influential global management experts points out that there are many „fixing the world books, and this is one of the best". The authors are Ira Kaufman, a transformation strategist and consultant from the USA, and Velimir Srića, a leadership consultant and professor of management information systems from Croatia. Both are well known experts on management of change, digital transformation, and leadership development. The article provides an overview of the Strategic Harmony model and its application. After explaining the key issues of "the broken world", the text focuses on proposed solutions. First, it describes the Change Drivers and their role in initiating necessary transformation. Then, it discusses the importance of mindset change, based on so called TEST values (Trust, Empathy, Sustainability, and Transparency). The article provides a model of transformative leadership enabling leaders in business, government, science, education, culture, medicine, and other human activities to become Catalyzers of change and lead their institutions toward Strategic Harmony.

Key words: The brokec world – strategic harmony model – mindset change –trust - empathy - sustainability - transparency

INTRODUCTION

In early 2020, almost everything stopped. What began in the East as a strange new disease, rapidly spread around the world, forcing the World Health Organization to declare the COVID virus a pandemic. Millions of people became ill and hundreds of thousands died. Entire economies ground to a halt. Health care institutions struggled to cope with an emergency they had not seen since the 1918 influenza. Distraught leaders conducted frantic searches for equipment like masks, gloves, and protective gowns. Millions were told to work from home. Schools shut down, switching to an online format, expecting overwhelmed parents to become "teachers." Colleges and universities switched to online formats, causing chaos and discomfort for both students and faculty. Thousands of seniors died in long-term care homes that were not equipped to withstand a pandemic. Some government leaders played a blame game; others called for collaboration.

Rates of anxiety, addiction, depression, and other mental health conditions began to skyrocket. The world, as we had always known it, suddenly transformed in ways no one ever expected, and psychologists began talking of the pandemic as an international trauma.

The culprit: an unseen aggressor, a microscopic new virus called COVID-19 cut a wide swath of damage and destruction around the globe. It was a Darwinian nightmare—the power of a force of nature that seemingly had us and all our carefully crafted systems in its clutches, threatening our survival and our way of life.

As devastating as this was, the virus also revealed to humanity that all our concepts of "normal" are not working. It showed us the divisions within societies—economic and racial inequality, dysfunctional political systems, preoccupations with violence and power —all of which came into such sharp relief that we could no longer look away or adopt mere Band-

Aid solutions to deeply festering wounds. And for those of us who had been sounding alarm bells about the state of our planet pre-COVID, the irony was not lost on us that as COVID shut us down, the Earth began to heal. Air quality improved, the earth's waters got clearer, you could see the night sky, you could hear the birds. And so we began to ask the questions: Does it take a pandemic to show us this stark truth? Or are there things we should have been doing all along? Were new models of running the world accessible, or do we need to reinvent leadership to catalyze a post-COVID-19 society?

One way or another, our world is broken! It has been broken for a long time. The need for profound systemic change is no longer an option; it is a necessity. If you disagree, and you like the status quo, put this article aside. Otherwise, join us and we can work to transform it!

PROBLEMS OF THE WORLD

Lebanese American scholar, Nassim Nicholas Taleb, noted that *"humanity has never faced such deep social and economic problems, and, at the same time, was equipped with such a low level of understanding of the scope and reach of these problems."* Here are some striking examples of these interrelated, conflicting realities:

Managerial economics, as proposed by Milton Friedman in 1970, is built on maximizing shareholder value. From 1980 to 2013, the global economy, driven by that goal of maximizing profits, tripled in size. However, one result has been the rise of income inequality and a rise in poverty. The most opulent 1% of the population control 90% of private wealth. However, the definition of value may be changing. In the past five years, the long-term value of a company has been redefined by digital technologies and eco-innovation. Eco-innovative companies are growing at a rate of 15% per year, while their respective markets have remained flat. Such a transformative, stakeholder-centric economy, built upon core values, will drive greater inclusivity, equality, and opportunities for sustainable prosperity. Despite the stock market recovery, economic problems are deep-seated in many regions of the world. This has resulted in the collapse of social programs, higher unemployment, and the impoverishment of millions of people. We need a global strategy and programs to address these issues and bridge the fundamental gaps.

Global System Change provides a holistic approach to achieving sustainability and transformation. It is based on Einstein's idea that we must think at a higher level to solve our most complex challenges. All major aspects of human society are interconnected parts of the whole Earth system. We cannot effectively address them in isolation. However, considering all parts of society at once can be extremely complex. To simplify the processes, we often break society into parts and study them without adequate reference to the larger system that contains them. This reductionism ignores relevant factors and produces often unintended consequences, such as widespread environmental and social degradation. And some of the damage is, unfortunately, not unintentional because many companies and governments are aware of the damage caused by some of their practices, but they may opt instead to cover it up, or perhaps they do not care. The solution is to think at a higher, whole-system level. Global System Change integrates all major aspects of society and provides effective, systemic solutions to the major challenges facing humanity.

Political gridlock also inhibits innovative collaborative action. Many of the world's most influential politicians are rightly seen as untrustworthy, corrupt, and unethical. Even though they keep talking about change, they are nothing but bureaucrats fighting for power. To displace these influencers, we need a critical mass of hero-innovators—trustworthy and ethical leaders dedicated to sustainable change. We need persistent idealists ready and able to transform the world into a better place.

Global nutrition or the lack thereof, is a major concern. Many people either starve or practice unhealthy lifestyles. One-fifth of the world population faces obesity while one-fifth suffers from malnutrition. Conversely, a third of all food produced for human consumption—about 1.3 billion tons annually, at a value of more than $1 trillion—is thrown away. Living our core values more consistently, including prioritizing a healthy, less wasteful lifestyle, could potentially allow us to feed all people.

The Global cultural ecosystem has turned into bad taste, mass consumerism, a marketing-driven swamp, instead of promoting values-driven purposeful products and services that increase the quality of life and sustainability of our planet. Digital technologies and shared value for all stakeholders can serve as a bridge to diffuse a more sustainable global culture.

Education as a global standard is still engaged in regurgitation of content and striving for grades instead of cherishing creativity and breakthrough transformative learning. Education must go back to its roots as stimulating learning and discovery. Lifelong learning and digital collaboration ignite opportunities to address the challenges faced by humanity.

Global media are easy access sources of real-time information, but can they be trusted? Often our daily feed is biased or sometimes fake, and thus does not provide access to trusted, dependable sources. We have the technology and resources to provide authentic news that will rebuild the trust in our media.

Anthropocene era is the current historical epoch in which human activities (technology, governance, business, climate change), became the primary driver of many existential threats on our planet. Our business and political leaders are challenged to live their proclaimed values and transform their decisions and investments to support the achievement of Agenda 2030 Sustainable Development Goals.

Rising Voices are echoing globally their demand to be heard and included. Following the footsteps of Greta Thunberg, the *Next Generation* is taking to the streets protesting the unwillingness of politicians, businesses, and global organizations to take control of global climate change. *Women* are outspoken as both elected representatives and directing initiatives that tackle the challenges of humanity. While the *Marginalized,* those who live on the fringe of a country and are excluded from the "dream", demand equal opportunity, rights, and universal access.

Why, despite our access to powerful technological innovations are we unable to address most of these burning issues?

Why are we still pursuing questionable goals, trusting the same unsustainable pathways, and accepting the old excuses that block purposeful action?

The problem lies in our deteriorating values and unwillingness to empower them. Because of these conflicting realities, we allow the health and direction of our planet to deteriorate, even though we have the potential to reverse this process.

STRATEGIC HARMONY

We offer a solution which we call *Strategic Harmony.* It looks through new lenses at the challenging conditions and mobilizes radical, yet collaborative solutions, to assess and evaluate our impact on the future.

First, we must self-reflect on how: (1) we live our **core values**, (2) we use/misuse our **resources**, (3) we engage our **communities,** and (4) our **leaders** direct our institutions. Change begins with transforming our mindset. Let us take a closer look at the issues.

1. **Core Values** – We are and do what we believe. Our core values drive mindset which leads to action and creates outcomes. If we reject the outcomes, we must question the values, beliefs, and mindset. As Albert Einstein noted: *"We cannot solve our problems with the same thinking we used when we created them."* It is obvious that the values we preach are not the values we live by. John Steinbeck defined the problem as *"...the things we admire in men [indeed all of humanity], kindness and generosity, openness, honesty, understanding, and feeling, are the concomitants of failure in our system. And those traits we detest, sharpness, greed, acquisitiveness, meanness, egotism, and self-interest, are the traits of success. And while men admire the quality of the first, they love the produce of the second."*

2. **Resources** – We have vast resources including capital, technologies, knowledge, and expertise. These resources are focused on ourselves, our businesses, and our personal success, and not serving others, our communities, or the sustainability of our planet. Herein lies the gap: we must transform these resources into assets and optimize them for all stakeholders, empowering innovation, and synergy to create sustainable outcomes and harmony for our failed systems.

3. **Communities** – **We** are networked to local and global communities of resources and people. Thousands, even millions, of people may know and interact and share our interests. The issue is how are we leveraging these connections to foster trust and real collaboration for scalable sustainable impact? Most networks are not relationship-focused or built upon the principles of sharing and scaling global solutions that benefit all.

4. **Leaders** – The majority of executives, businesspeople, administrators, and managers do not interact with or listen to the stories of their constituencies. They do not have the courage and flexibility to act upon what they see, hear, and feel. It is also a common perception among many workers or constituents that executives, managers, chairpersons, and the like, do not care about those under their direction, and that not caring leads to not listening. This one-way, top-

down communication is creating a gap in trust between elected leaders and citizens, and between executives and their stakeholders and employees. The Edelman Trust Barometer each year reveals reduced trust across the institutions of government, business, media, and NGOs. The credibility of leaders dropped to an all-time low of 37%, plummeting in every country studied. Trust in media is at an all-time low in 17 countries, while the government is the least trusted institution in half of the 28 countries surveyed. These statistics reveal a growing polarization between citizens and market economy.

We are surrounded by conflicting realities and linked dualisms, e.g., polarized citizens protecting their turf vs electors striving for harmonious/sustainable solutions; egotistical leaders vs empathic "servant leaders;" concentrated wealth vs efforts to reduce poverty; escalating unemployment vs expanding high tech jobs; radicalized alienated youth vs inspired millennials; exploding technologies healing the planet vs destroying the world order. By connecting and linking these opposite forces, we accept their divisive nature as the norm that continues to influence our thoughts and our actions. These less than value-neutral dualities and polarities accentuate the gap in our minds, hearts, actions, and intents widening the fissure in our society between leaders' promises and people-action.

In each case, the different situations are outcomes of conflicting values and mindsets that drive behavior.

- If we want new outcomes, we need to transform our mindset.
- If we want organizational transformation, we must acknowledge and challenge the gaps between our words and actions.
- If we want to build the systemic change, we need to challenge the linked polarities in society and myths they have created that underpin our thinking.

Our world is broken. We may agree or disagree with some details but concur on the need to address the global condition of brokenness. The established rules and norms are disrupted; economy inequitable; governance corrupted; and citizen dialogue entrenched and partisan. There is a lack of trust in our major institutions, a deterioration of our values, and conflicting ideologies between generations.

For the most part, we are stuck in stale and outdated thinking, facing the results of unsustainable choices made by our business and political leaders. Furthermore, there has not been a response to the changes being called for by students, women, employees, voters, and consumers globally.

We propose fixing the broken world through *Strategic Harmony*. How are we going to get there?

The condition of our world reflects the misalignment and abuse of two forces—Power and Love, and the deterioration of our will to bridge the gap between our intentions and sustainable actions. We corrupt Power for own self-interest, while twisting Love as an infatuation with money, fame, and greed. The remedy is to flip the broken model and transform these forces. We call the first Transformative Power, and it is anchored in higher purpose. We call the second Transformative Love, and it emanates from consistently living our highest values. We must strategically analyze the gaps between what we intend and what we say; what we value and how we expend our resources; and how we act and how we impact our community. Reconciling these gaps creates harmony, direction, and sustainability.

Strategic Harmony is a transformative blueprint for an equitable economy and sustainable society. It harmonizes Power and Love, through values-driven strategies to generate workable outcomes. Focusing on integrating the mind and heart, *Strategic Harmony* is a model for organizational transformation that results in mutual stakeholder benefit, well-being, and sustainability. It requires collaboration to implement and scale.

The journey must begin inside ourselves by rediscovering the core that we call **TEST Values:** building *Trust*, propelling *Empathy*; igniting *Sustainability,* and living *Transparency*. We also strongly believe that Transformative Power and Love, combined with our TEST Values are drivers of action and change. They serve as foundations of *Strategic Harmony*.

What is *Strategic Harmony*? Poetically speaking, we use **5H** model to describe a search for **Harmony** between what we think **(Head),** what we do **(Hands),** what we feel **(Heart)**, and what we **Hope** (Purpose and Intent). Pragmatically, we see it as a transforming framework necessary to realign our ethical compass and redesign the broken world by bridging the gap between generations, cultures, nations, leaders and the people they represent. It outlines a set of values, models, and best practices to build a sustainable

future. We need to look at the challenging conditions in the world through new lenses and mobilize radical, yet collaborative solutions to assess and evaluate our impacts.

MINDSET CHANGE

Strategic Harmony begins with a mindset transformation within each of us. It translates to the organization and its culture, is transmitted to its stakeholders, and then scaled to communities and networks.

Why do we need a new mindset? It is like a RESET button on your computer. Whenever we meet a problem extremely hard to solve, we better start anew. Transformation is so broad in scope; it requires expanded thinking and a new strategic model that reflects the challenges of today's world. We cannot base our actions on an old mindset, based on premises that do not work. We are immersed in a digital ecosystem facing an acceleration in the speed of innovation, changes in climate, and digital transformation with unexpected outcomes and exponential scale that we have never experienced. Therefore, our approach to transformation must reflect the flexibility and power of our current challenges.

The metamorphosis of a larva into a butterfly is a metaphor that provides context. This transition is also defined as the moment of *singularity,* a space of total openness to complete transformation when the changes in civilization are so vast that previous generations would not have been able to comprehend them. Historians call this a point of no return. Thomas Kuhn defines it as a new **paradigm** that manifests a new framework containing better assumptions, ways of thinking, and methodology that replace the old mindset that no longer explains the world around because it is unable to deal with its problems in an efficient way.

New paradigms have always depended on new leadership and new mindset. If we think the same, we act the same, and we accomplish the same. If we think differently, we act differently, and we change. If a point of no return situation takes place in our private or business life, or on a global scale, it means that we need different leadership, bringing along a different mindset and values to address the challenges we face today that impact us tomorrow.

Strategic Harmony is intended to build a Brand-New Word. Are we talking about a revolution? Yes, as Marianne Williamson suggests *"There is a revolution occurring in the world today, but it is not fought with armies and it does not aim to kill. It is a revolution of consciousness."* We are experiencing drastic changes in the way our world works, reflected in five "revolutions in mindset" that are taking place globally:

- **Revolution in Values** reflects the growing lack of Trust in leaders and institutions. We *must rewrite the trust equation for each stakeholder and integrate it in all our actions.*
- **Purposeful Revolution** *reflects a shift among employees, customers, and investors to become a force for good in society and the environment.* Purposeful companies bring greater customer loyalty, higher retention, more innovation, and a healthier bottom line.
- **Sustainability Revolution** is the one that touches every aspect of all 7.6 billion lives on this planet: energy, transport, food systems, population growth, healthcare, education, data management. It represents the investment opportunity and option for survival.
- **Revolution in Stakeholder Value** reflects the transition to sustainable financial models which can secure future prosperity. We must turn to impact investment as a movement that brings value to all stakeholders.
- **Digital Revolution** reflects the global imperative for all organizations (politics, business, nonprofits) to transform, to leverage the power of digital to listen and respond to their constituencies; to connect globally in real time; and to use data to personalize content.

There are also "revolutions" happening in various parts of the world, from yellow vests in France to movements fighting against arms, for climate change, for race equality, or for women's rights all over the world. In all these cases, people are dissatisfied with the values preached and even more with the values lived. They are walking the streets in protest.

It has become clear that we need politicians and businesspeople who listen and serve, who represent their markets' needs and not the selfish desires of the few driven by money, power, and greed. It is a revolution for those positive, humane values calling out for a more ethical, just, and caring world order. Of course, we do not advocate force or violence; hence, we call it **refolution,** a combination of revolutionary change in mindset and constant, gradual reforms.

Before I present our model, let us examine how **strategic** interfaces with **harmony**, and why we use that expression**.**

- "Strategic" because it is driven by specific intentions to create a values-driven plan that is inclusive and trusting, empathetic, sustainable, and transparent. It is Strategic as it must adjust the response to the forces affecting *"refolutionary"* transformation (values, purpose, stakeholders, digital, impact investing, sustainability).
- "Harmony" because it is a congruent combination of varied cultural values and mindsets resulting in win-win outcomes and shattering our status quo. Harmony unifies the love and purpose of all stakeholders to generate alignment. It is collaborative, empowering well-being, and strengthening sustainability efforts.

THE MODEL

Let us, now, look at our Strategic Harmony model. It is a circular journey with five values-driven modules. Each supports the objective of attaining *Strategic Harmony* and builds upon one another. It starts with DRIVERS and ends with LIGHT Impacts. Our approach balances *Power and Love* and applies the TEST Values *to drive* the transformation process.

Figure 1. Strategic Harmony Model

The elements of this model are operational in diverse sectors and organizations globally. In our book we provide many cases and examples to show that it is a purposeful approach to transformation which works and is sustainable. Its best practices can be translated to every organization and all conditions.

Our model starts with the Drivers, the ignition of the *Strategic Harmony* process. Since everything that we do is 'driven' by a constant balance between Power and Love, we use these two forces as the focus to the catalytic process that fuels transformation. The organization's values and ethics influence the transformation as the framework expands outward, powering the direction of the organization and impacting institutional societal/outcomes.

What drives individual and organizational change? Our *Strategic Harmony* model starts with two internal factors (based on Love) driving transformation and two external factors (based on Power) affecting leaders and organizations. Leaders must leverage these drivers to ignite transformation.

The first internal driver is **Spiritual Connection,** and it consists of two components: **Transformative Love** (self-reflecting on values and purpose directing actions); and **Self-actualization** (material possessions replaced with sustainable priorities).

The second internal driver is **Self-interest,** and it consists of three components: **Self-preservation** (we fear the loss of job, company, and viability for future generations); **Self-worth** (we lack confidence in traditional institutions such as higher education, economic systems, career mobility), and **Powerlessness** (women, marginalized, NextGen feel excluded, and want to be heard and involved).

The first external driver is **Digitization**, and it consists of two components: **Transformative Power** (a possibility to leverage digital resources providing unlimited search, easily publish content, access abundant data, crowd fund support, and mobilize networks); and **Business Transparency** (ability to respond to social distrust and gap in values and business decision-making).

The second external driver is **Leadership**, and it is affected by three components: **Transformation (**disruption, needed change in mindset); **Customer response** (driven by feedback); and **Disruptive environment** (ignited by social movements, environmental disasters, and new technology).

The Drivers reflect the Chinese **yin yang** that describes how the opposite forces give rise to each other as they interrelate to one another. It is important to note that *Love* and *Power* can be labelled as positive and negative and as internal and external.
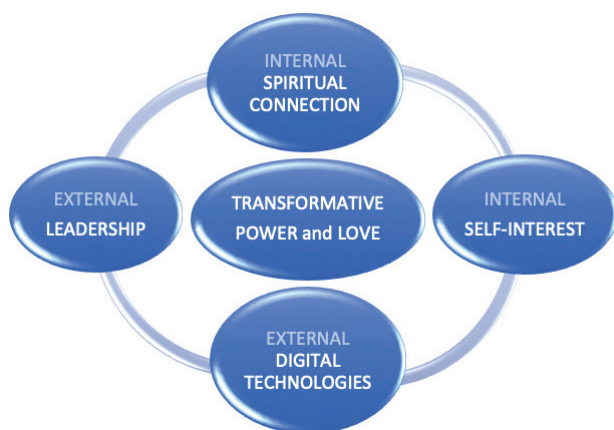
Figure 2. Drivers

Transformative Power is the major motivator of the post-Covid world. Our model is based on the idea that we must replace the Old Power, garnered from outside sources (position, family, money) and controlled, with Transformative Power generated from both inside (beliefs, values, ethics, and purpose) and outside (information/data and digital assets) and the resulting Transparency.

Another feature of our model is the need to replace the Old Love which is selfish and controlling with the Transformative Love which is supportive and enriching. The Old is a chain; the Transformative gives you wings. When combined, Transformative Love and Transformative Power are the heart and soul of transformation that will fix our broken world.

The key idea is that transformation is driven from within and from without. From within by our **spirit,** our struggle and self-reflection with values, ethics, morality, and priorities and by our **self-interest,** including factors that affect our security, career, and lifestyle. Our Drivers are not new to this age; but they are significantly affected by explosive **digital technologies** and transformed by our access to vast volumes of real time information, instant transparency of data, how we reflect on it, leverage it, and judge it, giving powerful feedback to our institutions and leaders.

Digital technologies are coupled with **leadership** as the driver from without, initiating change based on a transformed mindset, responding to market and environmental disruptions, as well as to the rising voices of citizens and customers. Internally and externally driven change is faster, constant, and overwhelming; it disrupts us from within and transforms how we think and act!

How will the Drivers initiate transformation? Where will Transformative Leadership take us? It depends on their values. Transformation starts when an organization manages to pass the **TEST** (Trust, Empathy, Sustainability, and Transparency). These values must be aligned to an ethical standard, a compass that goes beyond local cultural morals.

Basically, we must rediscover the TEST values and learn how to incorporate them in everything we do. Living the TEST Values is an important step to achieving Strategic Harmony.

First, we must base all our communication and cooperation on **Trust**. It is becoming the global and most-valued currency of modern time. Trust generates the power to transform stakeholders and institutions. Trust builds harmony, it is the basis for movements, religions, and political parties. Trust in one's mission is the force behind all institutions, organizations, and businesses. Trust in mindset facilitates change. Trust in products and services generates value, and trust in people builds relationships. Trust in customers, employees and managers builds powerful business systems, while trust in technology builds networks and online communities. Trust in organizational culture builds employee loyalty and productivity, while trust between departments generates collaboration and innovation. Trust between stakeholders generates results and sustainable outcomes. Trust in relationships drives the shared economy and sustainable society.

To transform our broken world and all its institutions, we must discover the deficient and weak linkages of trust among all stakeholders and provide correctives.

The second TEST value is **Empathy**. It is defined as the ability of getting in tune with another person and learning to be in their shoes. It is the capability to feel and comprehend other's emotions, while imagining what someone else is feeling. Empathic people listen attentively to others and can facilitate communication. They tend to be more generous and concerned with others' welfare. Empathy is essential as the ability to look at the world through the eyes of others, as well as to reconsider and change one's point of view. It is rooted in humility.

In our broken world, radical empathy is gaining traction as a deep commitment to changing the world, one person at a time. It is getting to the root of relating to and caring for each other through shared experiences. It generates a more compassionate and connected world.

The third TEST value is **Sustainability**[1] which means living within the resources of the planet without damaging the environment, now or in the future. Sustainability is creating an ecosystem that provides for quality of life while renewing the environment and its resources. In a sustainable world everyone can have fulfilling lives and enjoy a rich level of well-being within the limits of what nature can provide. Sustainability means taking the long-term view of how our actions effect future generations. Therefore, it means living a life of dignity in harmony with nature. Still another definition of sustainability focuses on using resources efficiently, working to preserve cultures, protecting natural ecosystems, raising aspirations, and extending opportunities for all.

Sustainability is both a value and behavior. It interconnects all ecosystems and how they affect each other. It is based on a spiritual view of circular use of all resources - mental, physical, environmental, financial, and social.

The final TEST value is **Transparency**. Every person's honesty and credibility is transparent when it is established in the eyes of others. The prospect of being open and vulnerable is a necessity for survival in the digital age. Transparency invites trust by revealing there is nothing hidden or altered. It allows objects, data, information, and people to be seen clearly through the medium of integration. It reveals all facts and actions taken, even when some of them are uncomfortable. It enables open dialogue in areas of disagreement to facilitate mutual understanding. A culture of transparency requires a purposeful and methodical system-wide process with real time monitoring and open dialogue. As such, transparency is the cornerstone of trust. It ensures accountability as it makes people and their skills, knowledge, and ideas visible and accessible to others. It helps to build interpersonal trust, which is vital for people to share and collaborate with each other.

The TEST integrates values and ethics to benchmark the strength and potential to bring forth change in the marketplace or society. The values should be congruent, harmonizing to build and sustain the organization's culture. Obviously, the four TEST factors are not independent as the values interface and augment each other. The result is a synergy of all the four TEST values, and it is a powerful benchmark for indi-

viduals, organizations, even governments engaged in transformation.

Drivers and TEST values are the key tools of the future leaders, on their path to Strategic Harmony. We call these leaders "Catalyzers" because their Catalytic Mindset should consist of four "think lenses." Each lens demands us to reset the way we think about and approach a threat or opportunity. The Catalytic Mindset is authentic, open, and values-driven, focusing on organizational purpose. In contrast, the traditional company's mindset is driven by Old Power controlling communication, consumer and employee input, market strategies, and product design.

In organizations facing transformation, the executive team must determine a clear purpose to define *its goals and direction.* In our *Strategic Harmony* framework, the organization's, WHY becomes the soul and spirit of the organization, generating Transformative Power.

In our model, the key task of Leaders-Catalyzers is to **"shed LIGHT"** on community and society. What do we mean by that?

The integration of values with the mindset and operational activities is reflected as purposeful solutions at the societal level. We call it the principle of LIGHT. There are five LIGHT Impacts that bring harmony and sustainability to any organization or business:

1. **L**ifelong Learning
2. **I**nnovative Engine
3. **G**ood Governance
4. **H**olistic Living
5. **T**ransformative Economics

These five impacts define the action steps and sustainable solutions necessary to fix the broken world and transform organizations. They reflect the assets of the organization manifested at the community or societal level. Each of these impacts works both independently and interactively to propel change, heal, and illuminate organizations through the TEST Values. If we "place LIGHT" on our darkened (broken) organizations, transformation begin realigning their values and actions with purpose, reenergizing them, and bringing them to life. The principle of LIGHT brings balance and sustainability to organizations; thus, organizations need to incorporate these impacts into the design of social ventures, businesses, community action groups, and institutions as they strive to transform.

---

[1] https://en.wikipedia.org/wiki/Sustainability

There is an old saying that it is the journey, not the destination that counts. *Strategic Harmony* is a goal in the transformation journey, not a destination in progress. It is a model for personal and organization transformation. Our present culture is dominated by Old Power, competition, conflict, and the Darwinian survival of the fittest. It forces organizations and companies to do whatever it takes to make profit and grow, be it cheap child labor, wars to protect economic interests, or ecologically disruptive resource utilization. It makes the whole society insensitive to a growing gap between the rich and the poor and leads to an overall lack of humanity and solidarity.

Strategic Harmony is a blueprint for an equitable economy and society able to overcome the conflict-based and anarchic nature of capitalism, and shift the focus from competition, growth and profit toward mutual benefit, Love, well-being, and sustainability.

ABCD OF STRATEGIC HARMONY

So how can we reach the state of Strategic Harmony? According to Socrates, **"***The secret of change is to focus all your energy not on fighting the old but building the new* "**.

To achieve the purposeful impact necessary to sustain our planet, we propose to transform our emerging and current leaders into a cadre of Catalyzers with the required agility and laser focused direction. This new generation of leaders must expand their capacity to apply four core actions, we call them the ***ABCD's of Strategic Transformation***.

A - Align leader's intent with values.

We begin with Harmony through the aligning leader's intent with TEST Values. As leaders transform into Catalyzers, they are anchored by their purpose and empower their operations and strategies through living these values. Consistently embedding these values generates the power to impact a genuine stakeholder experience and achieve sustainable outcomes. Harnessing strategic skills (inclusivity, collaboration, targeted disruption) allows Catalyzers to realign blockages in the ecosystem by consistently harmonizing their values with their customers and organization culture.

B - Build transformative business models.

As the Catalyzer applies these different lenses, the business model is transformed: new catalytic strategies evolve and produce new outcomes. The rules of the enterprise change! It is driven by all stakeholders' rather than shareholders' interests – translating purpose and values to reflect social needs and business priorities. The corporate strategy paradigm must shift transforming the predatory business model into models that support and sustain harmony. These models incorporate both current business practices and circular/regenerative design to achieve win-win social impact as well as profit.

C - Catalyze stakeholders' impact.

Driven by a Catalytic Mindset, sustainable ventures harmonize profit with achieving the 17 UN Sustainable Development Goals. They mobilize stakeholders across sectors to collaborate and catalyze investment to generate a Quadruple Bottom Line. Systematic monitoring and holistic assessment of impact is vital and necessary to reduce risk and bridge the gap between available capital investment and the exploding need for impact investment to drive system change.

D - Drive and scale sustainable outcomes globally.

Sustainable ventures with proven impact must be scaled to fuel Global Social Change (GSC). Catalyzers must ignite "this sustainability revolution...as the largest investment driver in history" by confronting outdated mindsets and resolving existing gaps between words and actions. They require new integrated venues/networks and funding sources to drive and scale regenerative solutions that "fundamentally rethink established norms in areas including transport, food systems, healthcare, education, data management and infrastructure"[2] They must lead in the current world and beyond.

The **ABCDs** are designed to harmonize strategic inputs to achieve successful sustainable impact. They are built upon each other to generate the required and intended outcomes. Critical to GSC is building

---

[2] https://am.lombardodier.com/sites/am/home/sustainability/the-sustainability-revolution.html

networks of Catalyzers, anchored in purpose, who will collaborate across sectors and functions to access the impact investment required to implement Strategic Transformation.

Our model presents a set of solutions and tools that requires strong leadership aligned with values and intent to accomplish the goal. There is no alternative to individual initiative and collaborative action. Each one of us must live our values to start this process; take initiative and contribute through our own actions. We must build transformative business models and organizations that challenge/disrupt the traditional business rules that accelerate transformation. These business models catalyze impact among all stakeholders. This expands the intent and purpose of the business beyond just investors to all those that connect with the product or service including customer, employee, partner, and community. Finally, the model develops and scales the digital media and communications to spread the message and transform broken values on which many of our institutions, products and services are built.

CONCLUDING REMARCS

Most people see that our world is broken but remain apathetic or paralyzed. We want to share our passion to transform the world to what it can become, instead of accepting the present situation as the default. We provide a breakthrough in thinking about institutions, and the false models we accept and live by. We offer a resilient approach to managing and innovating, and a roadmap for transformation. As our world is facing a turning point, we need to visualize our new beginnings. If we do not have a dream, we are unable to make it come true.

In this article, I have presented the principles of our Strategic Harmony Model as a roadmap for restructuring, reinventing, and realizing the needs of our broken world; a roadmap for navigating the new, fixed world. It is a tool for every reader, potential change agent, that we call Strategic Harmony. Globally, people are in search of a new balance and harmony. We all need strategies that align Power, augment Love, and reduce resistance to change. If our model seems like Utopia, remember that every new idea is rather utopian, until it manages to succeed.

REFERENCES

1. Kaufman I., Srića V., „Empower Us! From Crisis to Strategic Harmony", Kitsap Publishing 2020.
2. Srića V., „In Search of Harmony in a Disharmonious World", Algora Publishing, New York, 2013.
3. https://www.businessgreen.com/bg/sponsored/2409410/eco-innovation-for-better-business
4. https://globalsystemchange.com/
5. https://sustainabledevelopment.un.org/post2015/transformingourworld
6. https://www.brainyquote.com/quotes/albert_einstein_121993
7. https://www.goodreads.com/quotes/33541
8. https://www.thoughtco.com/what-is-a-paradigm-shift-2670671
9. https://www.algora.com/449/book/details.html
10. https://en.wikipedia.org/wiki/Sustainability
11. https://am.lombardodier.com/sites/am/home/sustainability/.html

SAŽETAK

Članak je pregled ključnih ideja i prijedloga iz knjige "EmpowerUs: From Crisis to Strategic Harmony" (Kitsap Publishing, 2020.). U predgovoru knjige Philip Kotler, otac modernog marketinga i jedan od najutjecajnijih stručnjaka za globalni menadžment ističe da „postoje mnoge knjige o popravljanju svijeta, a ova je jedna od najboljih". Autori su Ira Kaufman, strateg transformacije i konzultant iz SAD-a, te Velimir Srića, menadžerski savjetnik i profesor menadžerskih informacijskih sustava iz Hrvatske. Obojica su poznati stručnjaci za upravljanje promjenama, digitalnu transformaciju i razvoj vodstva. Članak pruža pregled modela Strateške Harmonije i opisuje način njegove primjene. Nakon što je predstavio ključna pitanja "slomljenog svijeta", tekst se usredotočuje na rješenja kojima će se stvari popraviti. Prvo, opisuje ulogu Pokretača promjena i njihovu zadaću u pokretanju nužne transformacije. Zatim opisuje važnost promjene načina razmišljanja, na temelju takozvanih TEST vrijednosti (Trust - Povjerenje, Empathy - Empatija, Sustainability - Održivost i Transparency - Transparentnost). Članak pruža uvid u model transformativnog vodstva koje omogućuje liderima u poslovanju, upravi, znanosti, obrazovanju, kulturi, medicini i drugim ljudskim aktivnostima da postanu katalizatori promjena i vode svoje institucije prema Strateškoj harmoniji.

Ključne riječi: svijet u krizi – model strategijske harmonije – promjena mentalnog modela – povjerenje – empatija – održivost – transparentnost