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Integral Enterprise

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1

Overview

Integral Innovation

Social Innovation

Integral Enterprise

2

Overview

Integral Enterprise

Introduction to Integral Enterprise which is the form our social innovation and integral innovation takes as a result, the integrated, public, private, civic animate enterprise

3



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Integral Innovation & Enterprise 3

**Innovation is an instrument of progress,
particularly economic progress**

Moore, Wilbert E. 1960. "A reconsideration of theories of social change."
American Sociological Review 25(6):810-18.


STRUCTURE BUILDING → **STRUCTURE CHANGING**

In order to approach enterprise, economics, and innovation
in a newly "integral", more social as well as technical, manner

Moore, Wilbert E. 1960. "A reconsideration of theories of social change."
American Sociological Review 25(6):810-18.

4

Integral Innovation & Enterprise



INTEGRAL ENTERPRISE
An enterprise, which has successfully
transformed its core functions

The transformed enterprise is characterised by simultaneously
natural, cultural, technological and economic form

5

Transformation in Nature

'To shake a tree is to shake the earth'

Nature as an interconnected whole where dividing lines
and boundaries are amorphous and permeable

4

6



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Transformation in Nature

When systems are seen from the ecological perspective clear cut demarcations and boundaries just stop making sense




7

Transformation in Nature



Nothing in nature can be demarcated into individual entities

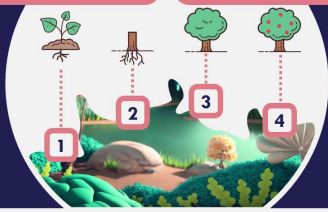


SOIL

8

Transformation in Nature

1. Grounding An entity is grounded in local identity and is linked to the common source	2. Emergence It seeks bridges with others through change in form
3. Navigation It creates a new form and evolves to a new level	4. Effect It thereby preserves and sustains life



9




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Transformation in Nature

By shaping the development of its environment,
life allows itself to be shaped by the environment

10

**Releasing the Communal, Cultural,
Technological, Economic GENE-ius of Societies**

 Life emerges out of its **local** environment

 The environment needs to be continually transformed by **global** life

5

11

**Releasing the Communal, Cultural,
Technological, Economic GENE-ius of Societies**

The individual unit of survival is simultaneously
a unit of transformation

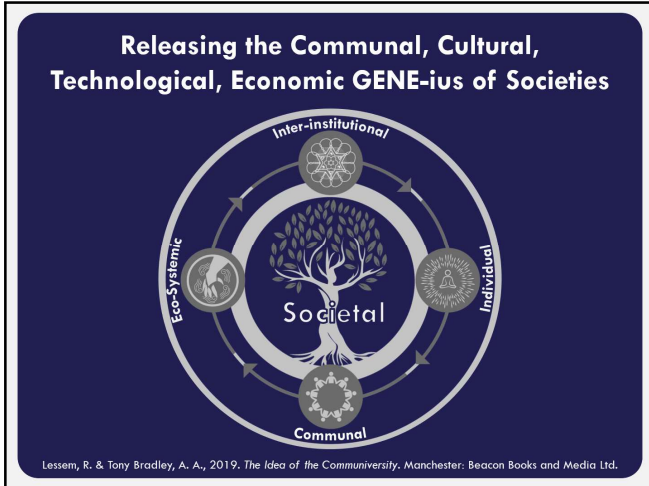
The transformation process is the engagement
of the individual unit with other units

**Such natural vitality is located in naturally
and communally based organisations**

12



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13

Interaction between Transcultural Forces

Where does the transformation of a social system begin?

Is there a place where it takes root, ignited by a spark that sets it into motion?

Local cultural force
It is often critical to initiate transformation process

6

14

Interaction between Transcultural Forces

To understand how transformation works, we need to start with a deep understanding of our own indigenous, cultural forces

This is the transformational equivalent to an exploration of an organisation's role in its environment

Understanding how the principles of transformation are manifested in different cultural environments

15



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Cultural Dynamics

Transformation processes
start with the development of a local identity of self, organisation and society

Cultural forces
are an integral part of the **identity of a person, an organisation and a society**

Transformational processes always have strong cultural forces lodged in a particular local identity

7

16

Cultural Dynamics

LOCAL IDENTITY **GLOBAL INTEGRITY**

Transformation management encourages individuals, organisations and societies to reconnect with the innermost cultural forces rooted within their given context rather than tapping primarily upon external, transformative ones

17

Cultural Dynamics

Conceptual strength, reason as source of power

Practical treatment of things, application of ideas, action, practical consequences

Centre

Integration Origination

Holistic perspective beliefs, customs, mythologies, cultural narratives

Community, community building, human relations

18



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Cultural Dynamics

Basic methods of social research are conventionally bereft of any hint of ultimate innovation, because of the characteristically analytical, and individualistic nature and scope of each

They are conventionally disconnected from any underlying human modality, the four altogether, being and becoming, knowing and doing in our terms, serving to bring about global integrity

19

Enterprise as a Society Builder



Lessem, R. & Schiffer, A., 2009. Transformation Management: Toward the Integral Enterprise. Abingdon: Routledge.

20

Enterprise as a Society Builder

Relational Renewal Reason Realisation



ANIMATE

CIVIC

PUBLIC

PRIVATE

Natural/
Environmental

Cultural

Social

Economic

New Associations,
Communities
& Relationships

New Cultures,
Meaning
& Awareness

New Organisations,
Systems
& Processes

New Products
&
Services

21



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Enterprise as a Society Builder

Such a fully integrated enterprise is aligned with the natural, cultural, technological, and economic context it is embedded in

It becomes an intrinsic society builder

An enterprise would naturally depend on society and its external environment for its growth and resources

An enterprise would participate in transforming its environment so that it is sustainable and conducive to doing business

22

Functions of Living Systems

Creative interaction between the parts of a whole is only possible if there is a rich understanding and appreciation of **cultural, sectoral, societal, organizational, and individual diversity**

9

23

Functions of Living Systems

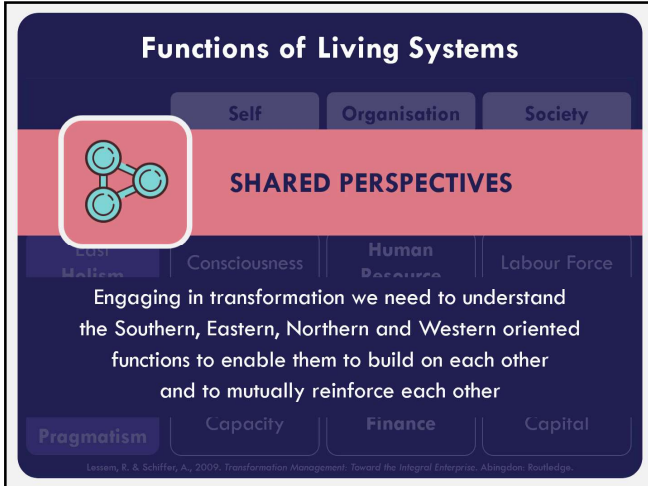
	Self	Organisation	Society
South Humanism	Communication	Marketing	Markets
East Holism	Consciousness	Human Resource	Labour Force
North Rationalism	Competence	Operations	Science & Technology
West Pragmatism	Capacity	Finance	Capital

Lessem, R. & Schiffer, A., 2009. Transformation Management: Toward the Integral Enterprise. Abingdon: Routledge.

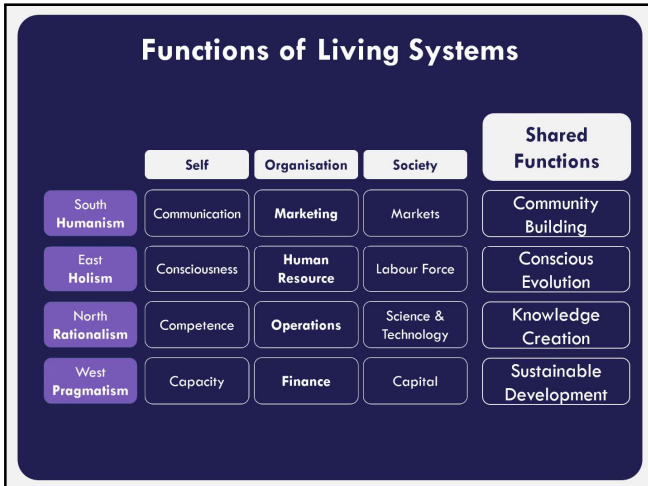
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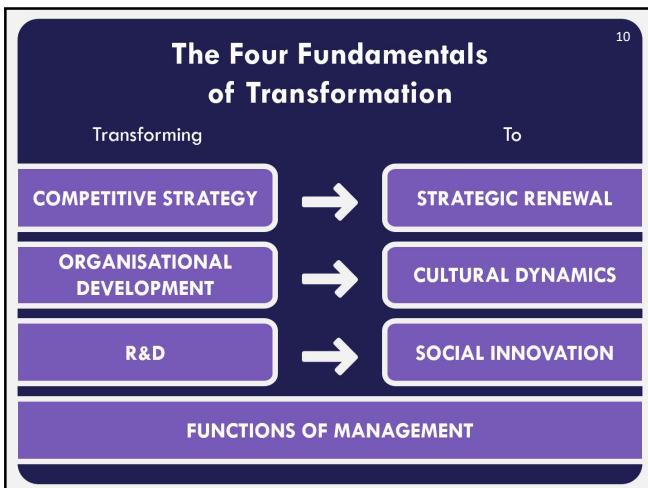
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25



26



27



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28

The slide is titled "The Four Fundamentals of Transformation" and features a purple horizontal band. On the left of the band is an icon of three stylized buildings. To the right of the icon, the text reads: "The four fundamentals of transformation, which if applied, we believe to be key to a sustainable integral enterprise". Below the purple band, the text states: "Even when such cross-cultural and trans-sectoral management is taken into account, no coherent model for sustainable enterprise in a particular society has been developed so far".

29

The slide is titled "Conclusion" and features a purple horizontal band. On the left of the band is an icon of a person wearing a yellow hard hat. To the right of the icon, the text reads: "Organisation is seen as a society builder". Below the purple band, the text states: "An enterprise which has successfully transformed its core functions has the potential to reach a new form (sustainable and integral enterprise)". At the bottom of the slide, it says: "The transformed enterprise is characterised by a simultaneously natural, cultural, technological and economic form". A small number "11" is in the bottom right corner.

30



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Conclusion

PUBLIC PRIVATE CIVIC ANIMATE

The diversity built into the transformation management model represented in the different cultural strengths of the four worlds is reflected at a societal level by the different ideologies that is, capitalism, socialism, what we term culturalism and environmentalism

31

Conclusion

It is through this orientation to the fourfold of the public, private civic and animate that the organisation also contributes to the buildup of capitalism, socialism, culturalism, and environmentalism

Applying the previous fundamentals has 'trans-FORM-ed' the organisation, which has acquired the design or new form of a sustainable and integral enterprise

32

Conclusion

Community Building Strategic Renewal

Conscious Evolution Cultural Dynamic

Knowledge Creation Social Innovation

Sustainable Development Economic Management

At this stage, the enterprise has also transcended its conventional approach to CSR

33



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34



35
