



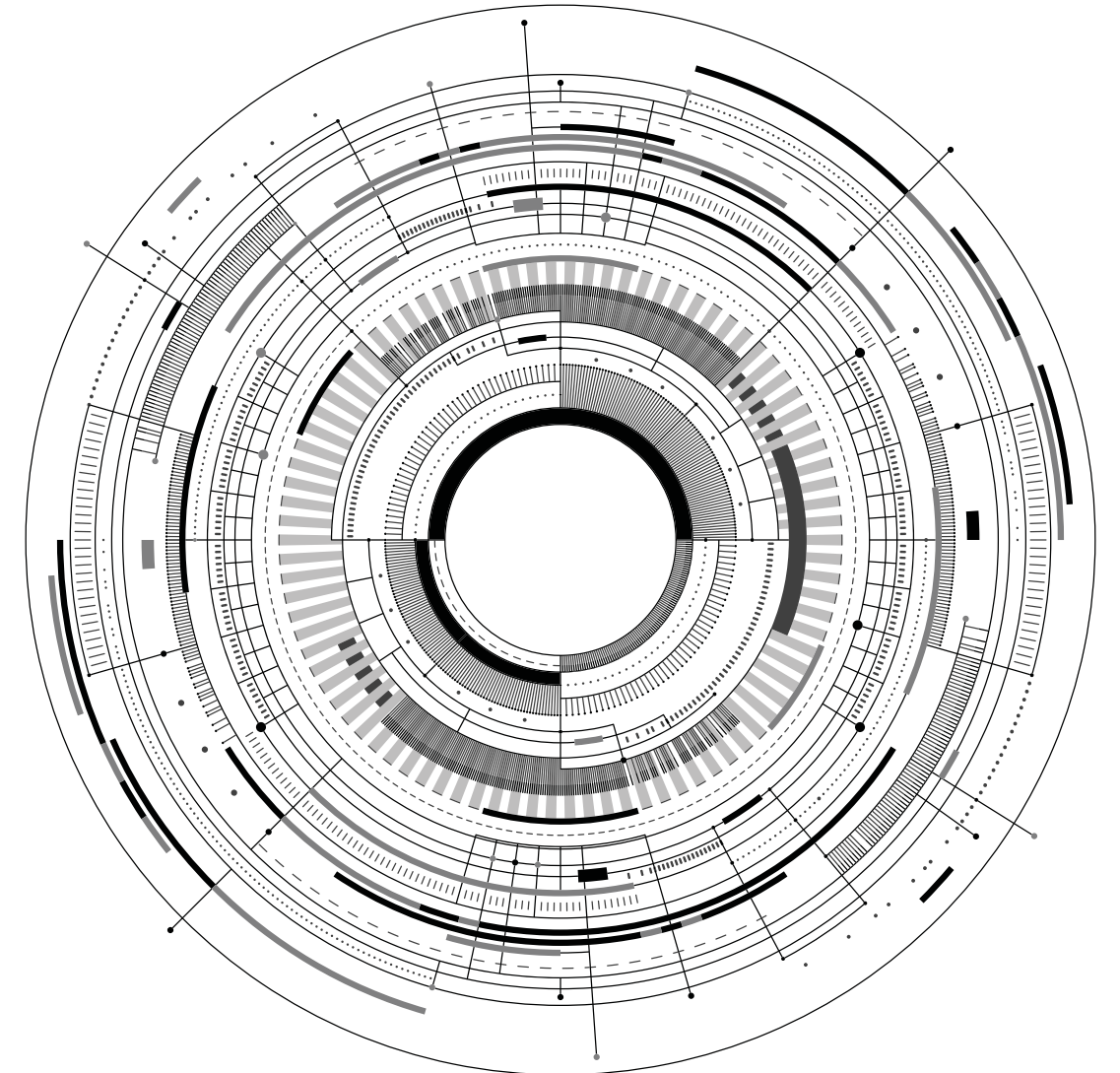
COUNCIL on  
BUSINESS & SOCIETY

focus  
for CBS

Adrian Zicari,  
Tom Gamble,  
Afifeh Fakori,  
Kunal Ganorkar,  
Nicolas Desarnauts,  
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Patrick Mallard,  
Anthony Campos.

**The CoBS: Dedicated to  
business, society, and planet  
since 2011.**

**A focus on the years 2019-present.**

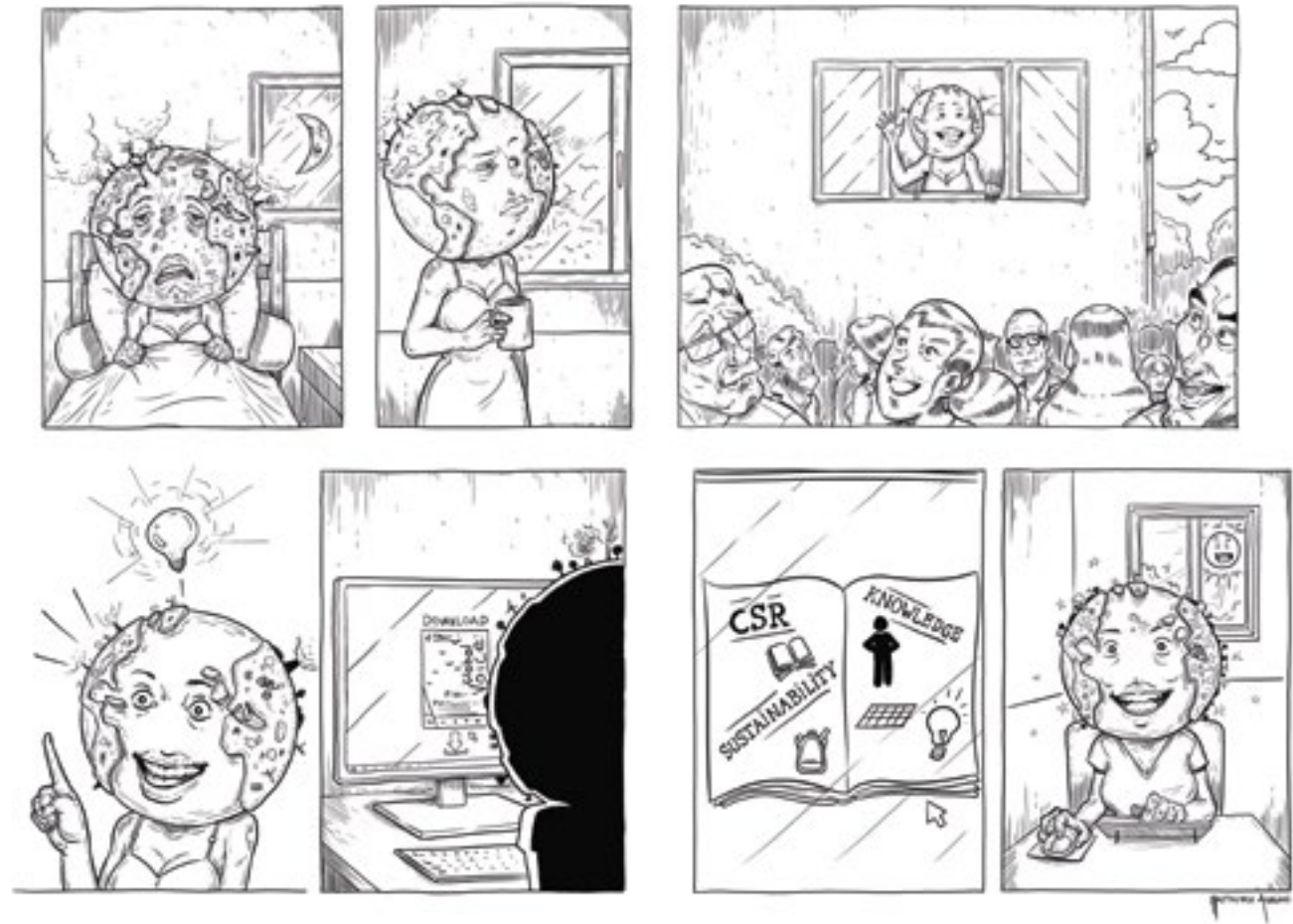
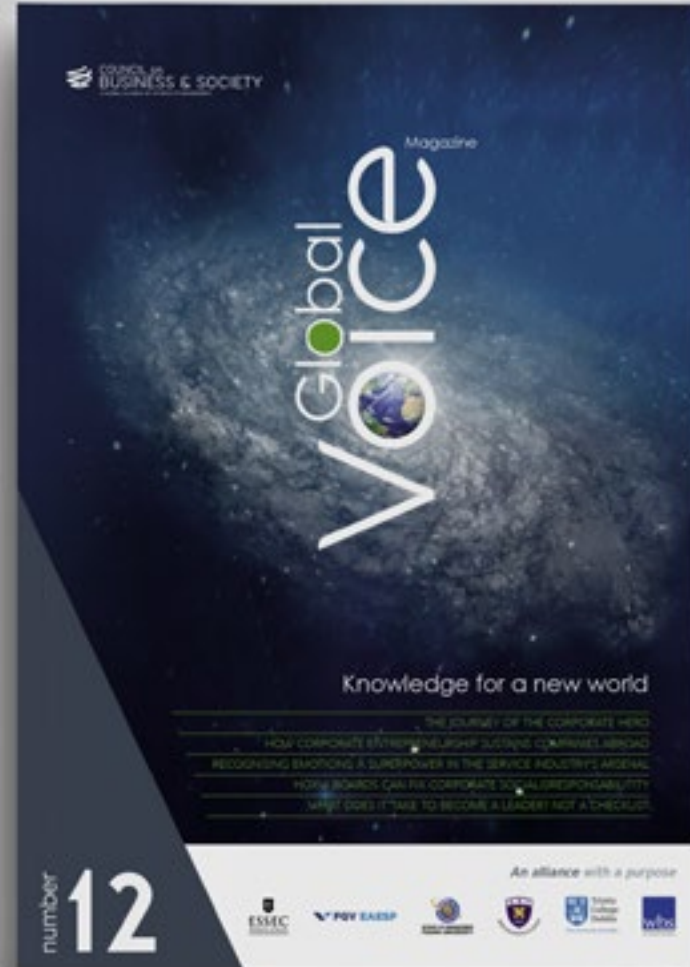


DECEMBER 2019,  
KNOWLEDGE FOR A NEW WORLD.

All seemed set for a hopeful, inventive and greener New Year ahead with the sharing of knowledge as its driving force. Then news came of a virus, spreading westwards from the east – but all that seemed too distant, too exaggerated to worry about. Little did the world know how things would turn out just a few weeks and months later...

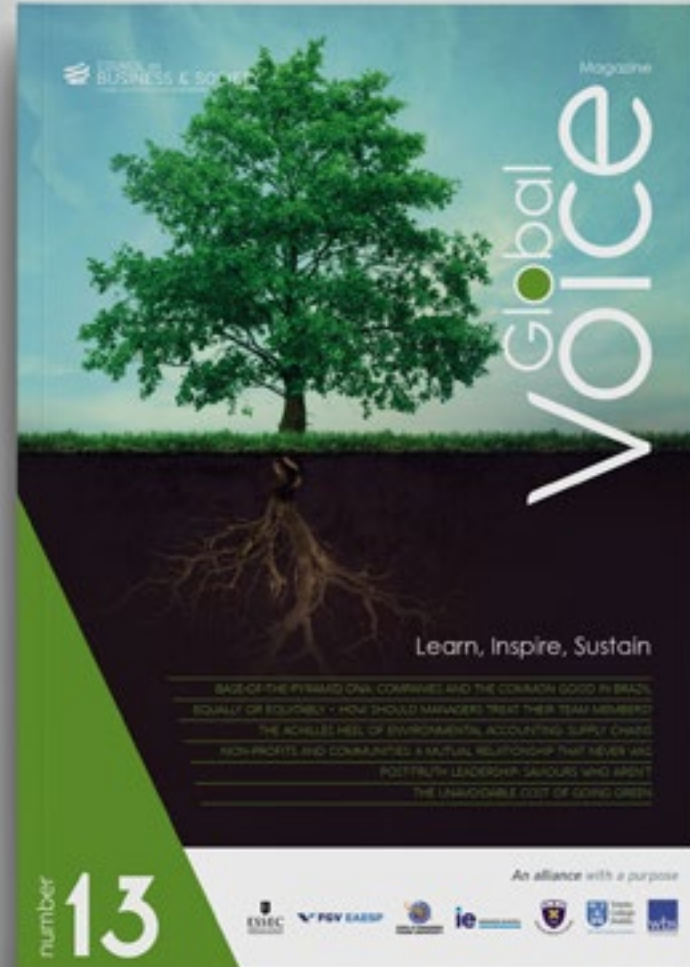
“[The Council's] Global Voice – yet another boring think tank, you might say? Not at all! The content is professional, exhaustive and explained. The tone is interesting, certain articles are wittily pitched and the style is fluid. Highly recommended!”

**Nicolas Berrou,**  
**Business-cool.com**



MARCH 2020,  
LEARN, INSPIRE, SUSTAIN.

Development of the magazine had commenced in early January, and the events of March 2020 overtook everything in a sudden wave. The pandemic went into overdrive in many parts of the world. At the time, it was a question of rapid transition and innovative changes in how we worked, communicated and tried to get on with "business as usual".



## JUNE 2020, THE RISE OF THE NEW NORMAL.

Unprecedented changes in our working lives during the pandemic, isolation, and times of introspection nurtured a will to change things for the better. In this context, scholars, policy-makers, thinkers, activists, and normal folks began to imagine a New Normal – a non-return to the old model of business and work and an enlightened, meaningful future.

“These articles and blog posts are genuinely wonderful and I routinely move them on to my college students who’re facing/struggling with exams and research competencies – they listen to you in a way they really don’t to me!”


**Reader, Lusofarma, Italy**



SEPTEMBER 2020,  
AN OLD THIRST, A NEW DESIRE.

Many parts of the world emerged from lockdown to discover their workplaces and human contact once again. The old thirst for work, interaction, innovation returned – but with a new desire to put ‘business not as usual’ into action and aim for change.





This site was... how do you say it? Relevant! Finally, I've found something that helped me.  
Many thanks!  
**TelegramMe**

Hi, I log on to your blog like every week.  
Your story-telling style is awesome, keep up the good work!  
**Alvin Wesolowski**

This is one of the best sites I have ever visited.  
We all need to support women entrepreneurs in every aspect.  
The content is very informative.  
Thank you for sharing it.  
**ashwintorres9**

You could definitely see your enthusiasm in the article you write. The arena hopes for even more passionate writers like you who aren't afraid to mention how they believe. Always go after your heart.  
**Christel Palma**

I really wanted to thank you for this excellent and educational article you are presenting at this website. My extensive internet investigation has at the end of the day been recognized with awesome facts to talk about with my friends. I feel lucky to have come across the website and look forward to spend more excellent reading time here. Thanks a lot once again for all the details.  
**Viyol Makinesi**

Great content! Your article provides insightful and valuable information on HR management. The discussion of AI was particularly fascinating. Your blog will certainly help people seeking information on this topic.  
**rahulhrm**

Excellent post. I definitely appreciate this site.  
Continue the good work!  
**Aleidalachance**

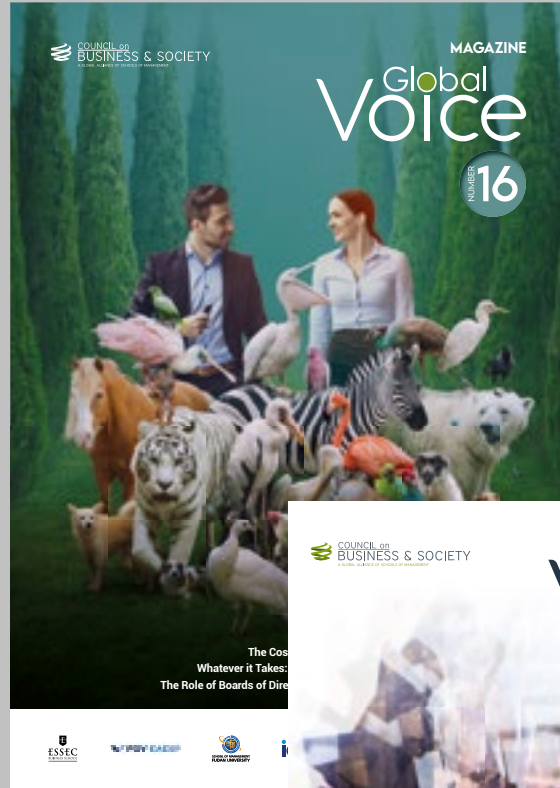
Congratulations on a very informative and enjoyable article.  
**Van Kiralik Iskele**

"For the reason that the admin of this web site is working, no hesitation very rapidly it will be famous, due to its quality contents."  
**Karina Hogel**

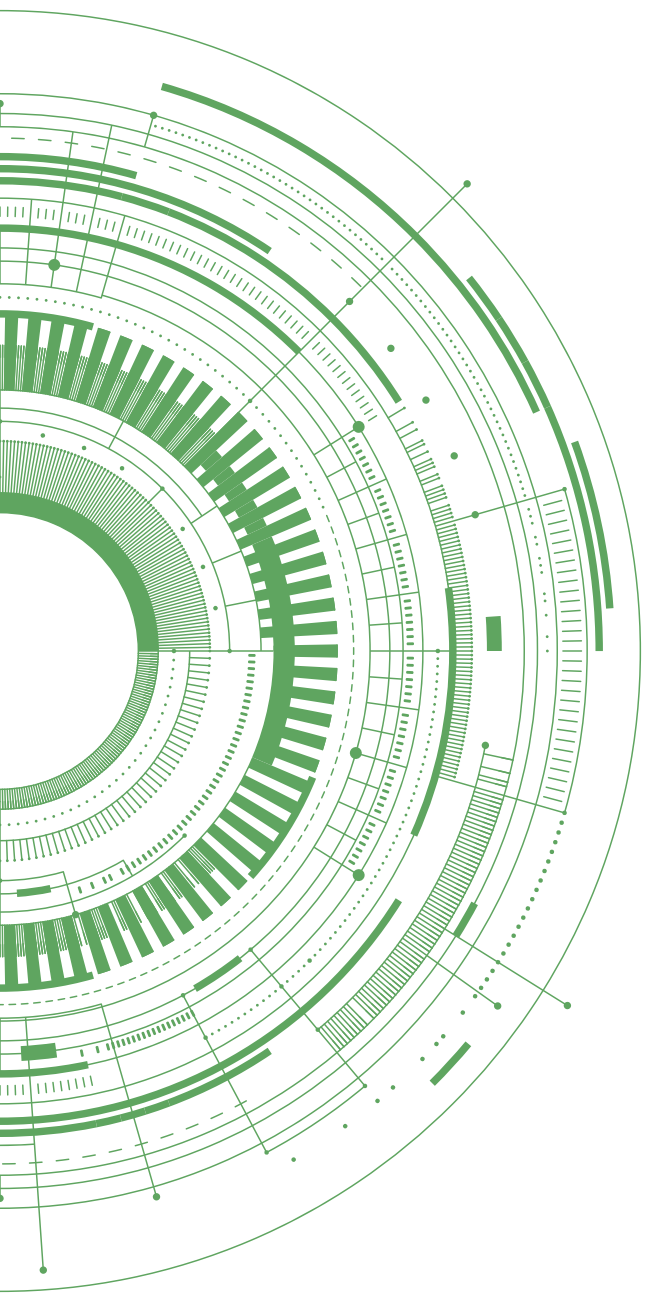


COBSinsights

<https://cobsinsights.org/>







## BUSINESS EDUCATION AND THE INEVITABLE CHANGE

Just like in business, in business education the winds of change are always blowing. Unlike business, however, these winds usually seem to pass without significantly impacting the industry. In recent years, however, the pressures have been mounting. And the Covid-19 pandemic has spread the view that profound change is inevitable.

What fate awaits incumbent business schools in this future? Broadly speaking, there are two different scenarios. The first one involves a massive disruption, in which the bulk of traditional business schools are rendered obsolete by new kinds of providers, which bring specialized, up-to-date knowledge at much lower costs and with a global reach. In one version of this scenario, degrees are broken down into micro-certifications, customized to particular job profiles and employers' expectations.

The other, less dramatic, scenario echoes the famous line in Giuseppe Tomasi di Lampedusa's *The Leopard*, "If we want everything to stay as it is, everything has to change." Business schools will keep up with the times and survive with some minor adaptations, like drafting new missions, doing some nice seminars, and perhaps launching some well-intentioned programs. In the end, incumbent business schools will occupy a shrinking portion of the growing market for management education and development.

We believe both scenarios are unlikely for two reasons. The first reason is the business school model itself, which is a curious combination of academic rigor and business flexibility. Many people think that a commitment to scholarly values and the ability to adapt are incompatible, and thus the former represents the greatest weakness of business schools in a changing world. Yet, this model has stood the test of time. Only business schools have managed to articulate research (i.e. the search for truth) with education (i.e. the dissemination of truth). No other organization attempts this delicate balance, nor has the capacity or incentive to do so.

Even while sticking to their scholarly roots, business schools have been remarkably adaptable over time. They have reinvented programs, pioneered pedagogies, invested in enabling technologies, built value-creating collaborations, and developed new markets. The wide variety of circumstances faced by schools, have given rise to a remarkably diverse set of opportunities and responses. Every school has its own situation, its own set of resources, its own challenges. And each school must find its own way.

The second reason why both scenarios are unlikely is that education technology is not the only driver of change, or even the most important one. We believe instead that the most significant development in business education is on the demand side. Simply put, the world is expecting more from business schools—to go beyond business to help address the most complex, important challenges of society. There are mounting social pressures for business schools to create more positive social impact, locally, regionally, and globally.

At the same time business schools embrace the incredible opportunities, they must also address the challenges. Making a bigger difference in society will require profound changes across many dimensions, including curriculum foundations, faculty disciplines, program offerings, community engagement activities, funding mechanisms, and faculty models. To be clear, we see academic independence and rigor as key strengths for business schools in this transformation, but the methods and metrics must evolve to align with the shifting purpose.

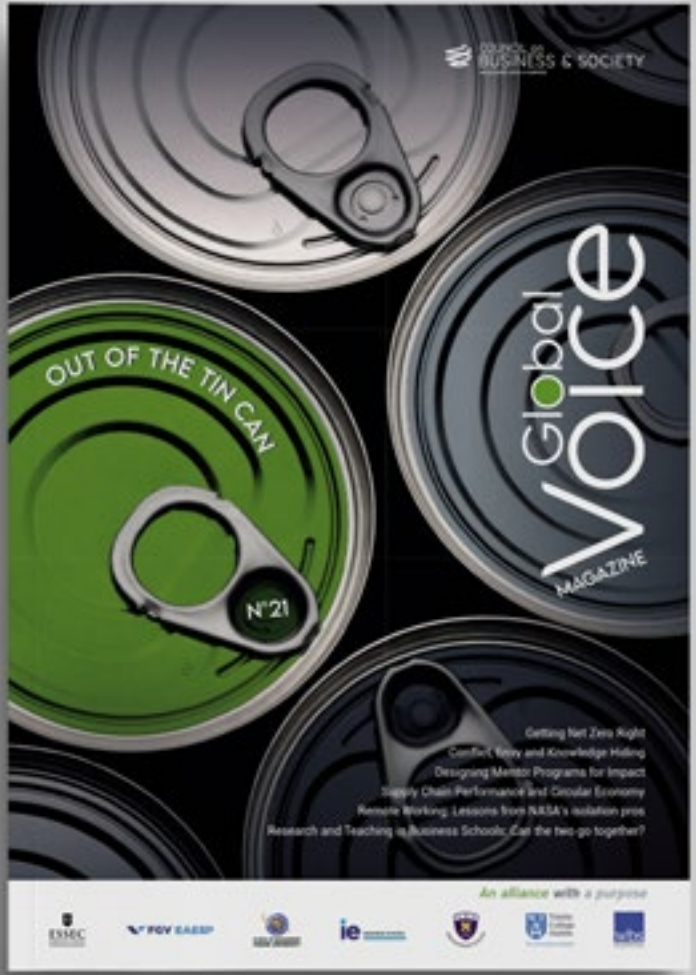
In this context, technology is viewed more as enabler than a disruptor. It provides new tools for improving research, personalizing education, simulating practice, and more. It steers and supports the industry towards collaboration. Business schools will leverage their core strengths and working with each other, and with online providers and other players, such as consulting companies, to serve new markets, especially in the continuing education space. Other parts of the business education ecosystem, such as rankings, assessments, and accreditation, will also change in order to support business schools in their new role.

In the end, we believe this is indeed a pivotal moment in the history of business education. But it is hardly the end of business schools. It is the rebirth of business schools, nay each business school, in the context of society.

**By Dan LeClair PhD, CEO of the Global Business School Network (GBSN), and Prof. Adrian Zicari, ESSEC Business School, Academic Director, Council on Business & Society.**

# MARCH 2022, OUT OF THE TIN CAN.

The pandemic seemed far away – a chunk of stolen life time – and the New Normal... a tad utopian. Indeed, things seemed to have looped back to the old ways, at an ever-increasing pace, with whispers of a great resignation occurring, and the additional concern upon the full-scale invasion of Ukraine in February.



JUNE 2022,  
NO TIME TO WASTE.

War in Ukraine, complicated by the lingering effects of the pandemic, cause shortages in raw materials and vital foodstuffs in many countries. Sunflower oil and mustard disappear from supermarket shelves for several months. Inflation makes a return after nearly 40 years of nearly total absence. Better find solutions, get things changing – and fast!



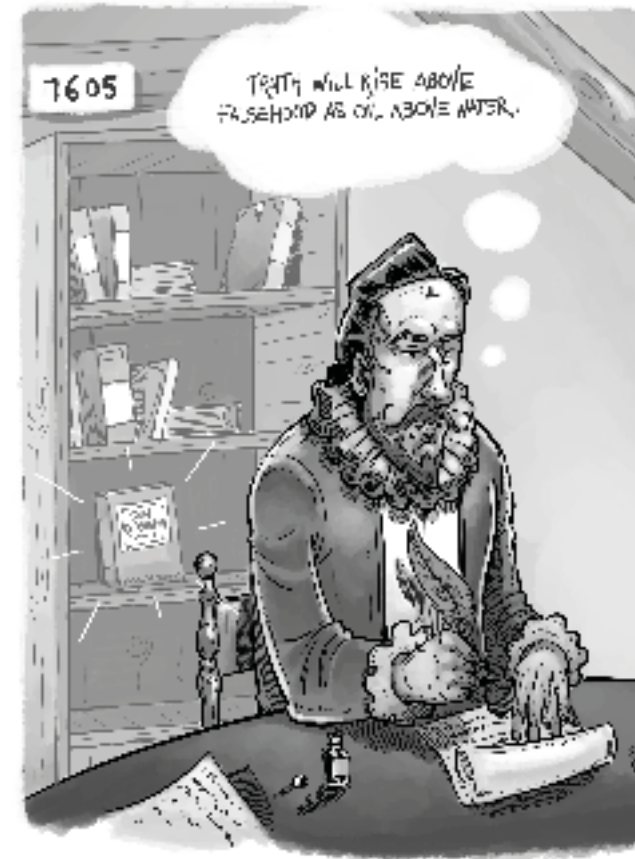
COUNCIL OF BUSINESS & SOCIETY



MAGAZINE  
**Global Voice**

**NO TIME TO WASTE**  
The emotion pills we are all taking  
Paradoxism: A bad business proposition  
The Hukomori Phenomenon - is IT to blame?  
How can corporations become more sustainable?  
Music Mastery - innately human or also artificial?  
Greenflation: The Achilles heel of the green economy?  
Sleeping with the Enemy: Co-optation as a strategy for a better world

*An alliance with a purpose*

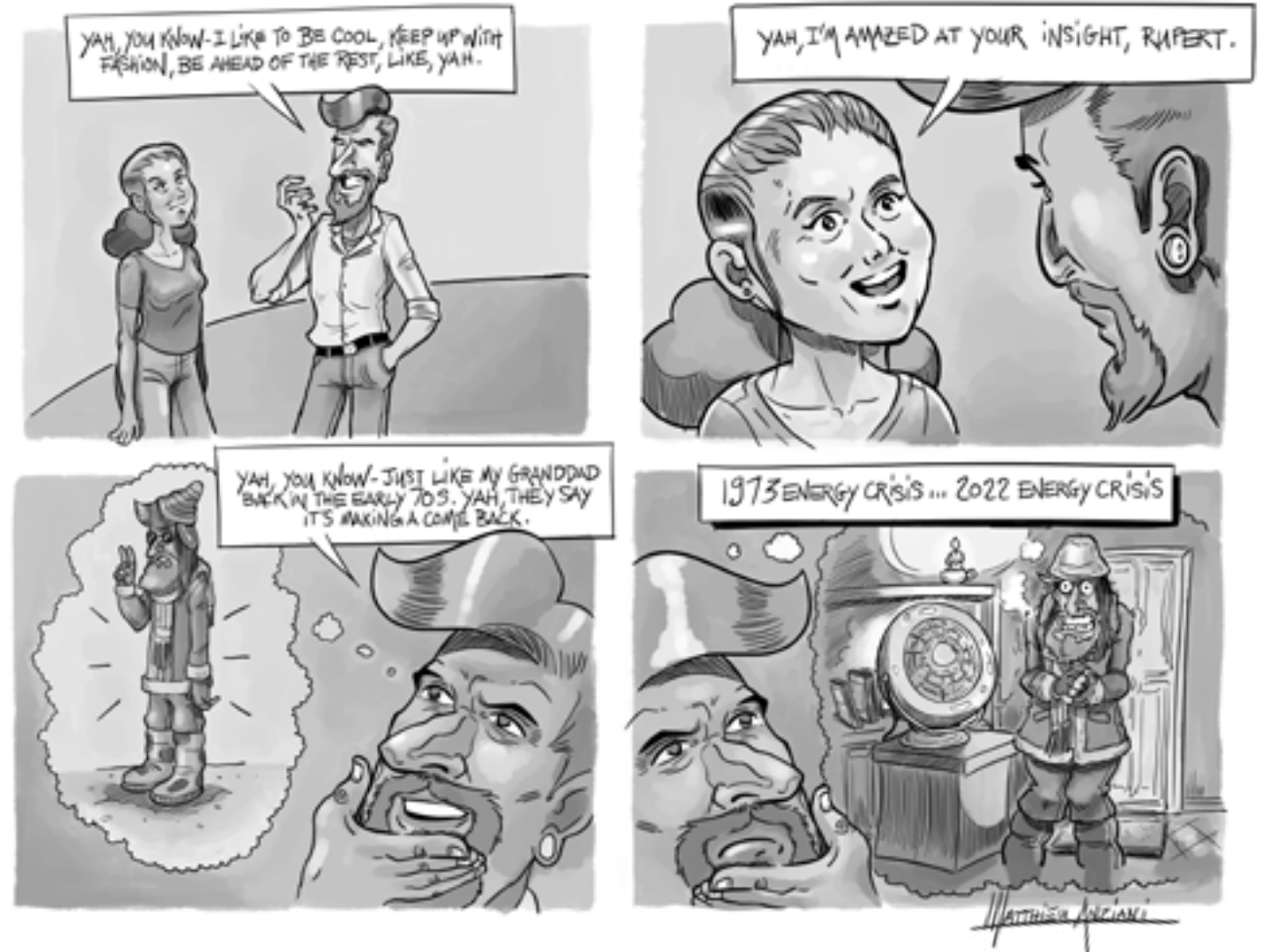
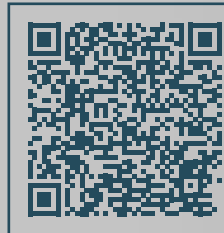


## SEPTEMBER 2022, BACK TO THE FUTURE?

And the war continues, relations between the superpowers get complicated, inflation continues to rise and... many governments talk of an energy crisis for the coming winter. For older gens, it all has a strange ring of the 1970s about it all...

Hey! Someone in my Myspace group shared this site with us so I came to check it out. I'm definitely enjoying the information. I'm bookmarking and will be tweeting this to my followers! Exceptional blog and terrific style and design.

**Christiane Farleigh**



# DECEMBER 2022, A PRECIOUS BAUBLE.

Time to say no to the bleak and think about the light and what is precious to many – Our Planet. With the advent of Christmas, a symbolic time to pay homage and respect to our precious bauble!

Magnificent submit, very informative. I wonder why the opposite specialists of this sector do not understand this. You must proceed your writing. I'm confident, you have a great readers' base already!

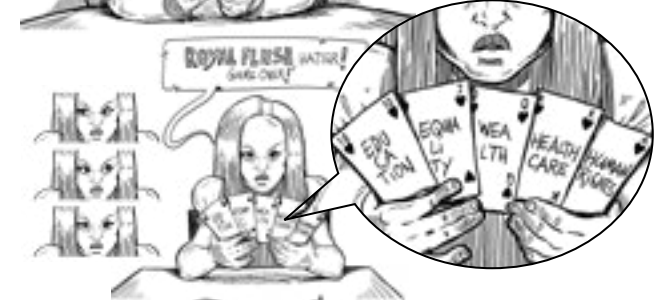
**Go**



# MARCH 2023, MAD, BAD, FABULOUS, OR FABLE?

It's a mad, lovely season, where nature erupts, flowers bloom, sentient beings fall in love and hope pushes us on towards sunnier and warmer times. But some in the world in the spring of 2023 seemed intent on keeping a darkness over things. All in all, it resembled a gigantic poker game – with, at play, the stakes the highest ever. Naturally, we aimed for the positive and beneficial for all.

Really nice layout and superb subject matter, very little else we require" :D.  
**Glen Karnish**



## JUNE 2023, LEARNING IS A JOURNEY: RIDE WITH STYLE.

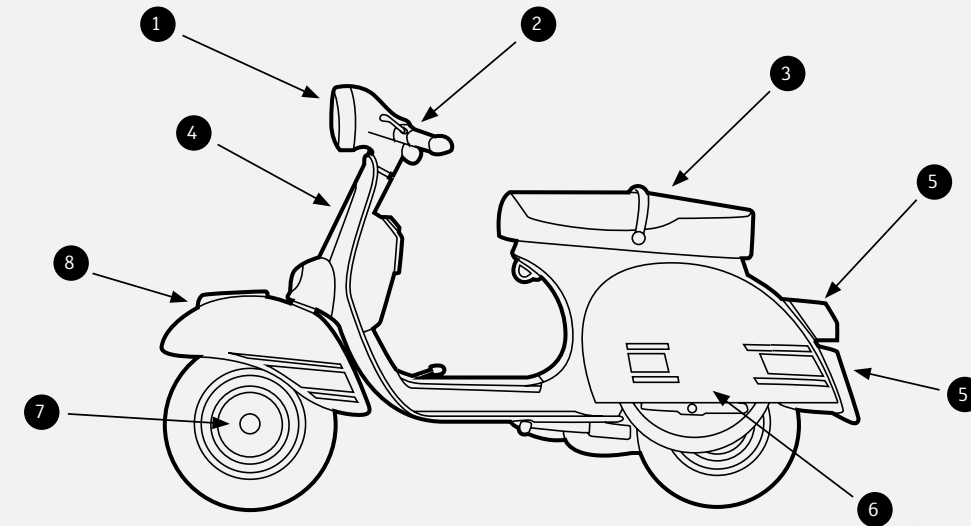
The end of the academic year arrived, the CoBS annual student competition winners and finalists were announced. What a perfect time to celebrate the power of education, the beauty of knowledge, and the goodwill of schools in partnership!

"Pretty great post. I simply stumbled upon your blog and wanted to say that I've truly loved browsing your blog posts. In any case I'll be subscribing in your RSS feed and I am hoping you write once more soon!"

**Clemente Piguet**



## Learning is a Journey: **Ride with style**



- 1 Positive purpose: Earn a salary, contribute to society and planet, create new worlds, bring value, start a business.
- 2 Pace not race. Use the sprint and stop only when necessary.
- 3 & 4 Balance: good health, good water, healthy eating. Know when to chill out, know when to work hard. Shield yourself with friends, books, culture, solo time. For studies, mix science with arts!
- 5 Play by the rules and be proud of myself when I finally succeed after all the knowledge and effort!
- 6 Mindset: Everything is interesting, any detail might make a big and positive difference, determination and resilience, respect others – and learn from them.
- 7 Soak up the shocks when the journey gets tough, accept setbacks to learn & savour milestones and victories.
- 8 Take the road with head & heart, enjoy the journey!





In these times of massive travel, we may have the impression that wherever we go in the world, airports, hotels, and tourist attractions are more or less the same. While we may come back home relaxed, chances are that we did not discover much new. We only passed through varieties of the same travel experience.

However, true travel is different. A long time ago, travelling was sometimes a risky endeavour, taking long periods of time, without a complete certitude of what would happen. More importantly, travelling implied a profound, life-changing change in the traveller. One came back as a different person. The expression remains today: a “well-travelled person”.

In literature, there are many examples for those great travels: Pigafetta’s account of the first travel around the globe (with Magellan), Goethe’s Italian Journey, and Keouac’s On the road. However, the emblematic travel book remains the Divine Comedy. In that symbolic poem, Dante, who is lost in a jungle, is chased by two dangerous beasts. Dante saves his life thanks to his master Virgilio, who then leads Dante on a long trip, visiting mysterious places where no living person has ever been.

At a smaller scale, of course, I think that some of these travels happen in our schools, whenever we explore the never-ending challenges of responsible leadership and sustainability. We professors take the role of Virgilio, accompanying our Dante-students all over their learning, taking them beyond their comfort zone, challenging them, inviting them to think on their own. The path of learning is tough, students have to make a great effort, they have to rely on us masters for guidance and inspiration. Sustainability is

broad, it involves many different, sometimes competing viewpoints. As a further complication, sustainability is a moving target. Oftentimes, new perspectives appear, new guidelines are developed and new challenges arise. And students still need to cope with that complexity, make sense of it, and learn how to make decisions.

As it was the case with Virgilio, we professors have to accompany our students, but at some point, we need to leave them on their own. Perhaps one of the toughest moments of the Comedy is the verse when Dante leaves his master forever. Dante is now a new master. He will miss Virgilio, but there is still a long way to go. Our students will eventually reach a criterion of their own, initially based on what we taught to them, and they will be able to go beyond, and hopefully do much better things that we did.

At the end of the poem, at the end of the travel, Dante realises that he has come back home. He once again meets the love of his youth. He reconciles with the faith of his childhood. Indeed, everything has been there all the time, only that he had failed to realise it. And, this is precisely what our students end up realising at some point. We always knew that a company is a community of people, that finance is necessary but not an end in itself, that clients have to be protected, that our economic activity has to serve some purpose beyond making a legitimate profit. We always knew those truths, only that we forgot them at some point. And suddenly, at the end of the travel, we realise that we are back home.

**Professor Adrian Zicari, ESSEC Business School, Academic Director of the Council on Business & Society**



## SEPTEMBER 2023, COOL DOWN – THE HEAT IS ON.

And it's back to studies, back to work with new energy, faster-than-ever-pace and... the realisation that climate change has taken a rapid turn for the worse. Renewed effort, greater conviction, faster solutions are on call. The heat is high – so cool it down.

This design is spectacular!  
You most certainly know how to keep a reader amused. Between your wit and your videos, I was almost moved to start my own blog (well, almost... HaHa!) Great job. I really enjoyed what you had to say, and more than that, how you presented it. Too cool!  
**Carroll Flaharty**



## DECEMBER 2023, TRIPLE BOTTOM LINE: YES, PEAS

The end of a rich, tough, intense year approaches and the CoBS takes a look back at the Triple Bottom Line and its 3 Ps: People, Planet, Profit. Despite limitations and misuse, it has done well. And it still gives an easy-to-remember direction for us to aim for. Time for a revamp? Time for more Ps? Can you think of any?

I really wanted to thank you for this excellent and educational article you are presenting. My extensive internet investigation has at the end of the day been recognized with awesome facts to talk about with my friends. I feel lucky to have come across the website and look forward to spend more excellent reading time here. Thanks a lot once again for all the details.

**Viyol Makinesi**



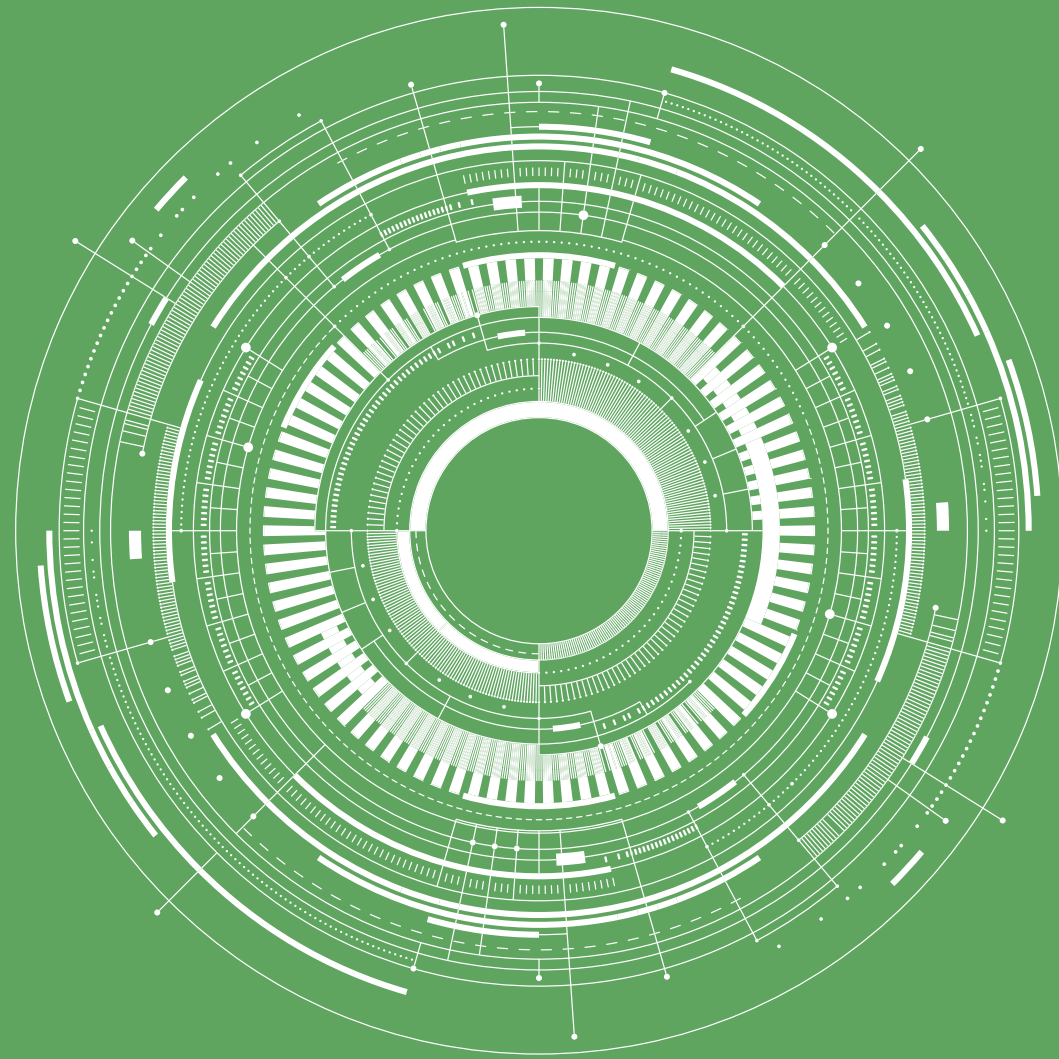
**COUNCIL on  
BUSINESS & SOCIETY**  
GLOBAL VOICE MAGAZINE

CoBS's ripple effect on workplace dynamics | Impact investing as perceived by the wealthy | Is your company socially responsible enough? | Better Together: Intergenerational collaboration | Climate Change: The biggest impediment to child rights in Kenya

**TRIPLE  
BOTTOM  
LINE  
YES, PEAS**

### THE BOARD GAME





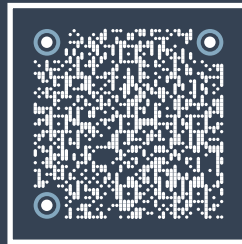
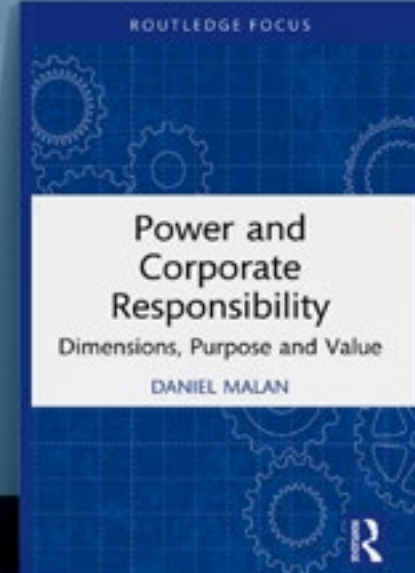
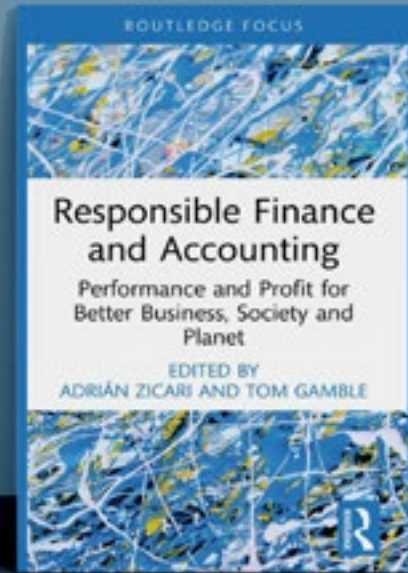
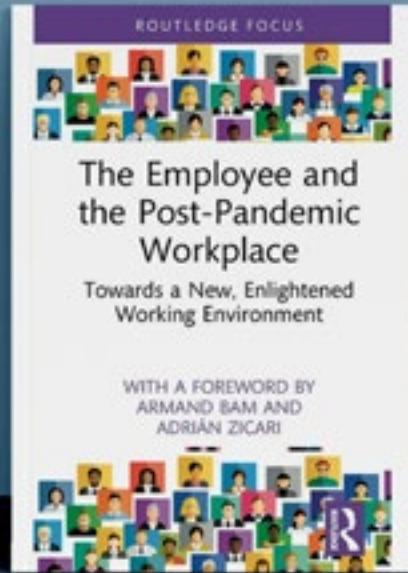
Sure, the readers of our magazine do not need a presentation of the Triple Bottom Line (TBL). The tool, and indeed, the concept of different, simultaneous, yet complementary corporate results is well known. This is the kind of common knowledge that we take for granted in any business conversation. However, it always helps to have some historical perspective about the TBL, why it was created and what really remains of it today. TBL is forever associated with John Elkington, a business author and consultant, who popularised this tool in his now classic book, published in 1997.

At the time, the idea was revolutionary. Companies should not be measured solely on their financial results, that is, their economic bottom line. They would also need to achieve good results in two other bottom lines: environmental and social ones. At least, a company should not be profitable (positive economic bottom line) because it is, for instance, polluting (negative bottom line) or not treating their employees well (negative bottom line). Otherwise said, the TBL alerts about the tensions between profit and sustainability. Furthermore, it reminds us of the risk of cross-subsidisation among the three bottom lines. Not only the economic bottom line, but all the three of them should be positive.

As any other human invention, the TBL has its share of limitations. Some of them are well known. For instance, the time perspective is not present. While economic results happen right now, environmental and social results may take years to realise, and in any case, remain far more difficult to grasp and measure. Moreover, comparisons among the three kind of results are conceptually impossible, and no one would like to engage in trade-offs among them (for instance, less social results in exchange for more environmental results). Indeed, the same Elkington, some years ago, called for a “recall” of his idea, claiming that it has been badly used.

In any case, as it happens with any well-intentioned inspiration, what matters is what we learn out of it. I would say that the TBL had the merit of illustrating the tensions between economic objectives and other, non-financial objectives. These tensions, which correspond to the complexity of leading a coalition of shareholders and stakeholders, remain at the heart of today’s management. At the CoBS, we are aware of such tensions, of such complexity. Students in our schools can no longer learn those elegant, abstract, idealised economic models that assumed pure economic maximisation. Those models may be nice, but they fail to represent the new economic and social realities. That is precisely why the Global Voice magazine has something to say, in this moment of change, challenge and hope. Welcome to the new edition of the GV.

**By Prof. Adrian Zicari, Academic Director,  
Council on Business & Society**



**DISCOVER AND  
BUY THE BOOKS**

# ROUTLEDGE CoBS FOCUS ON RESPONSIBLE BUSINESS

About the Series

**This series is published in collaboration with the Council on Business & Society (CoBS).**

Routledge and COBS Focus on Responsible Business provides international and multicultural perspectives on responsible leadership and business practices in line with the UN SDGs. Contributors from 11 leading business schools on 5 continents offer local, cultural and global perspectives on the issues covered, drawing on high level research and transformed into engaging, and digestible content for students, academics and practitioners. Topics include but are not limited to; responsible finance and accounting, CSR and governance, supply chain management, leadership, diversity and inclusion, performance and innovation, responsible management, and wellbeing at work.





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