



หอการค้าไทย-อิตาลี
THAI - ITALIAN
CHAMBER OF COMMERCE

ENHANCING SUSTAINABLE DEVELOPMENT TOWARDS THRIVABILITY

THURSDAY

26

NOVEMBER

2020

8.30 AM - 12:00 PM

**MONTIEN HOTEL
SURAWONG, BANGKOK**

IN COLLABORATION WITH



มูลนิธิส่งเสริมการค้าไทย-อิตาลี
Thai-Italian Foundation under Royal Patronage



CHAPMAN TAYLOR



Grant Thornton

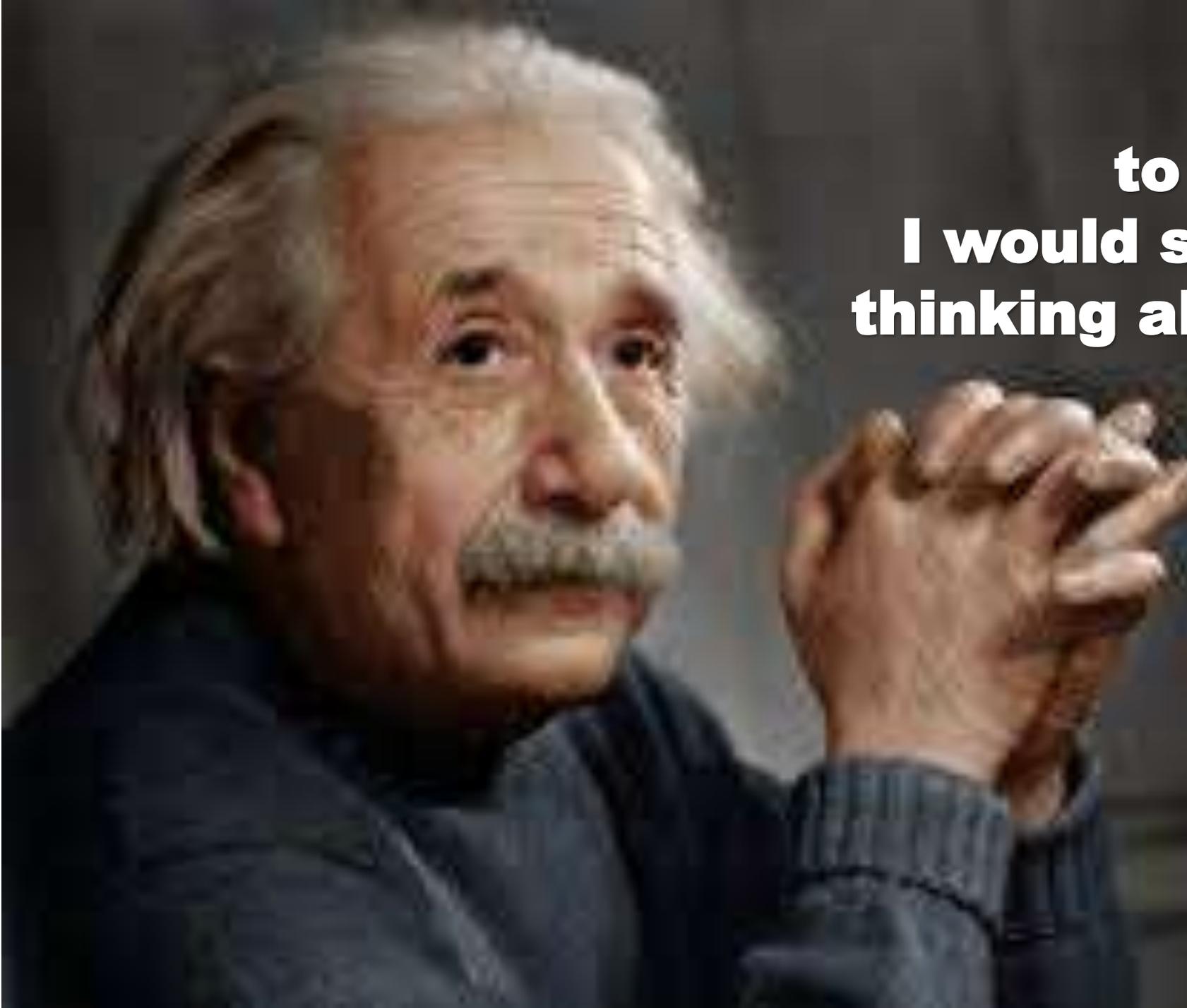
MONTIEN HOTEL
SURAWONG - BANGKOK

CHANGE MANAGEMENT

Dr. Sandro Calvani

**Enhancing
sustainable development
towards thriving**





**If I had an hour
to solve a problem,
I would spend 55 minutes
thinking about the problem
and 5 minutes
thinking
about solutions.**

Albert Einstein

THRIVABILITY

WHAT DO YOU KNOW ABOUT IT?

- LEADERSHIP
- NATURE
- ENERGY
- ECO-SYSTEM
- INTER-DEPENDENCY
- BALANCE
- HEALTH
- NURTURING
- LEARNING/ADAPTABILITY
- WHOLE SYSTEMS



SUSTAINABLE DEVELOPMENT GOALS



“ Everything we do during and after this crisis [COVID-19] must be with a strong focus on building more equal, inclusive and sustainable economies and societies that are more resilient in the face of pandemics, climate change, and the many other global challenges we face. ”

— ANTONIO GUTERRES
SECRETARY-GENERAL OF THE UNITED NATIONS



Solving the World's Toughest Challenges by 2030



1 NO
POVERTY



2 ZERO
HUNGER



3 GOOD HEALTH
AND WELL-BEING



SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY
EDUCATION



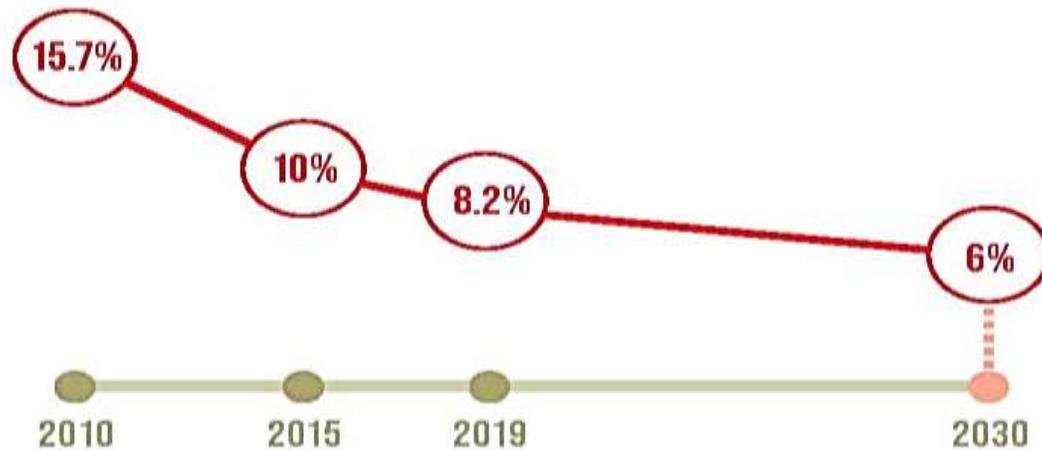
1 NO POVERTY



END POVERTY IN ALL ITS FORMS EVERYWHERE

BEFORE COVID-19

THE WORLD
WAS OFF TRACK TO
END POVERTY BY 2030



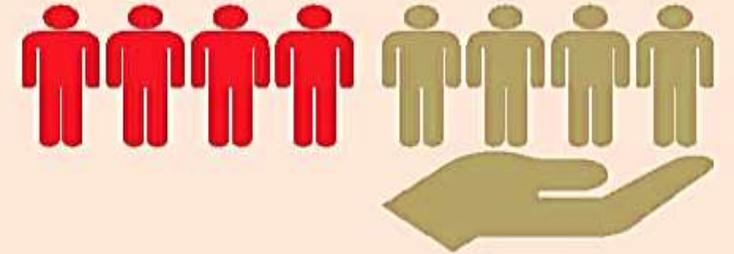
YOUNG WORKERS ARE
TWICE AS LIKELY TO BE
LIVING IN EXTREME POVERTY
AS ADULT WORKERS (2019)

A new poverty challenge



**COVID-19 CAUSES
THE FIRST INCREASE**
IN GLOBAL POVERTY IN DECADES

**+71 MILLION PEOPLE ARE PUSHED
INTO EXTREME POVERTY IN 2020**



**4 BILLION PEOPLE
DID NOT BENEFIT
FROM ANY FORM OF
SOCIAL PROTECTION IN 2016**

**NATURAL DISASTERS
EXACERBATE POVERTY**



**\$23.6 BILLION
DIRECT ECONOMIC LOSSES**
(FROM 63 COUNTRIES IN 2018)



END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE

BEFORE COVID-19

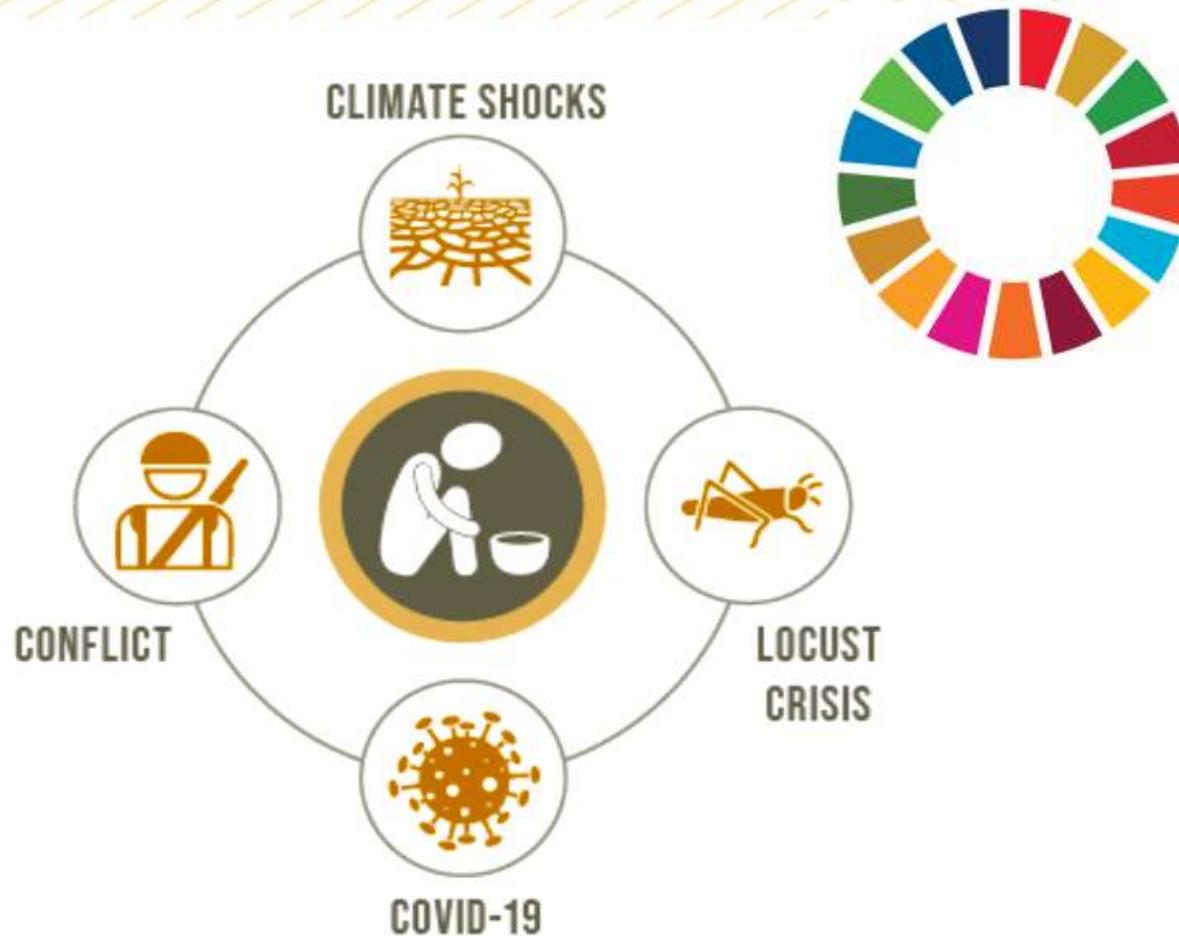
FOOD INSECURITY WAS ALREADY ON THE RISE



STUNTING AND WASTING AMONG CHILDREN ARE LIKELY TO WORSEN



THE PANDEMIC IS AN ADDITIONAL THREAT TO FOOD SYSTEMS



A new food challenge

**SMALL-SCALE
FOOD PRODUCERS
ARE HIT HARD
BY THE CRISIS**



**COMPRISING 40%-85%
OF ALL FOOD PRODUCERS
IN DEVELOPING REGIONS**



ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

BEFORE COVID-19

PROGRESS IN MANY HEALTH AREAS CONTINUED, BUT NEEDS ACCELERATION



CHILD HEALTH



MATERNAL HEALTH



HIV

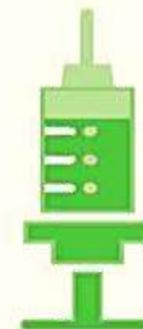


TUBERCULOSIS



IMMUNIZATIONS

THE PANDEMIC HAS INTERRUPTED CHILDHOOD IMMUNIZATION PROGRAMMES IN AROUND 70 COUNTRIES

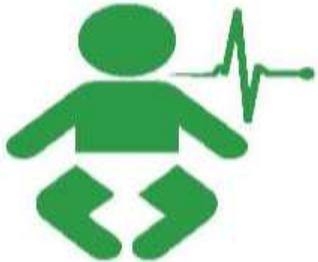


A new health challenge



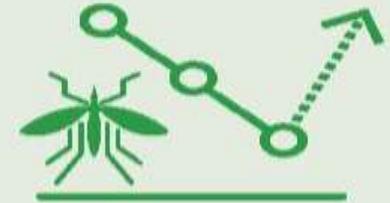
COVID-19 IMPLICATIONS

HEALTHCARE DISRUPTIONS COULD
**REVERSE DECADES
OF IMPROVEMENTS**



HUNDREDS OF THOUSANDS OF ADDITIONAL
UNDER-5 DEATHS MAY BE EXPECTED IN 2020

**ILLNESS AND DEATHS
FROM COMMUNICABLE DISEASES**
— WILL SPIKE —



SERVICE CANCELLATIONS
WILL LEAD TO
**100% INCREASE
IN MALARIA DEATHS**
IN SUB-SAHARAN AFRICA

LESS THAN HALF
OF THE GLOBAL POPULATION



— IS COVERED BY —
ESSENTIAL HEALTH SERVICES

(2017)



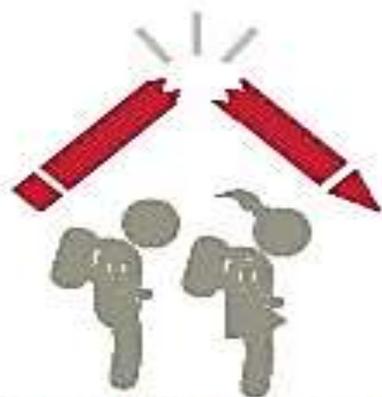
4 QUALITY EDUCATION



ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

BEFORE COVID-19

PROGRESS TOWARDS
INCLUSIVE AND EQUITABLE QUALITY
EDUCATION WAS **TOO SLOW**



OVER 200 MILLION CHILDREN WILL
STILL BE OUT OF SCHOOL IN 2030

**INEQUALITIES IN EDUCATION ARE
EXACERBATED BY COVID-19**

IN LOW-INCOME COUNTRIES,
CHILDREN'S SCHOOL COMPLETION RATE IS



79% IN RICHEST
20% OF HOUSEHOLDS



34% IN POOREST
20% OF HOUSEHOLDS

A new education challenge



SCHOOL CLOSURES KEPT

90% OF ALL STUDENTS OUT OF SCHOOL

REVERSING YEARS OF PROGRESS ON EDUCATION

REMOTE LEARNING REMAINS
OUT OF REACH FOR
AT LEAST
500 MILLION STUDENTS



ONLY 65% OF PRIMARY SCHOOLS
HAVE BASIC HANDWASHING FACILITIES
CRITICAL FOR COVID-19 PREVENTION

The overwhelming scale of disrupting change

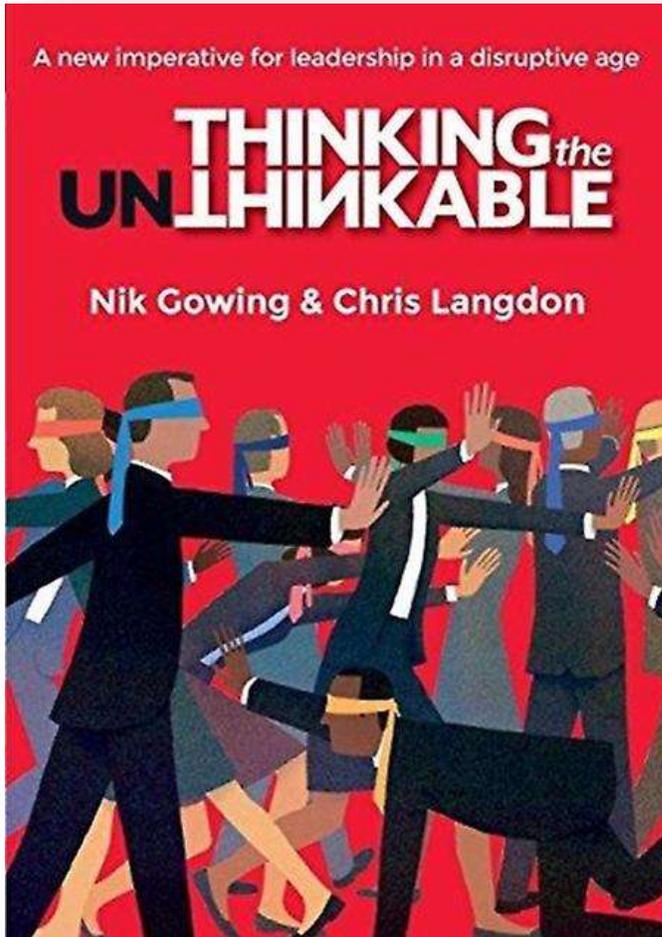


- ✓ The rate of change we are going through at the moment is comparable to what happens in war time... yet we think we are at peace.
- ✓ The global pace of change is overcoming the capacity of national and intl. institutions.

*Chris Donnelly,
Director, Institute of Statecraft*

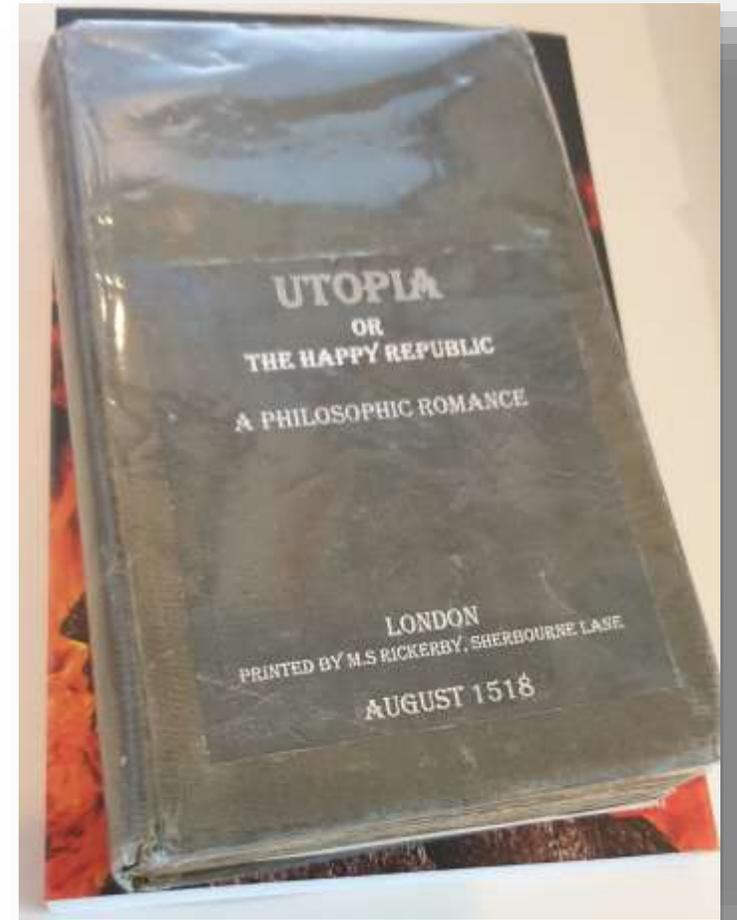


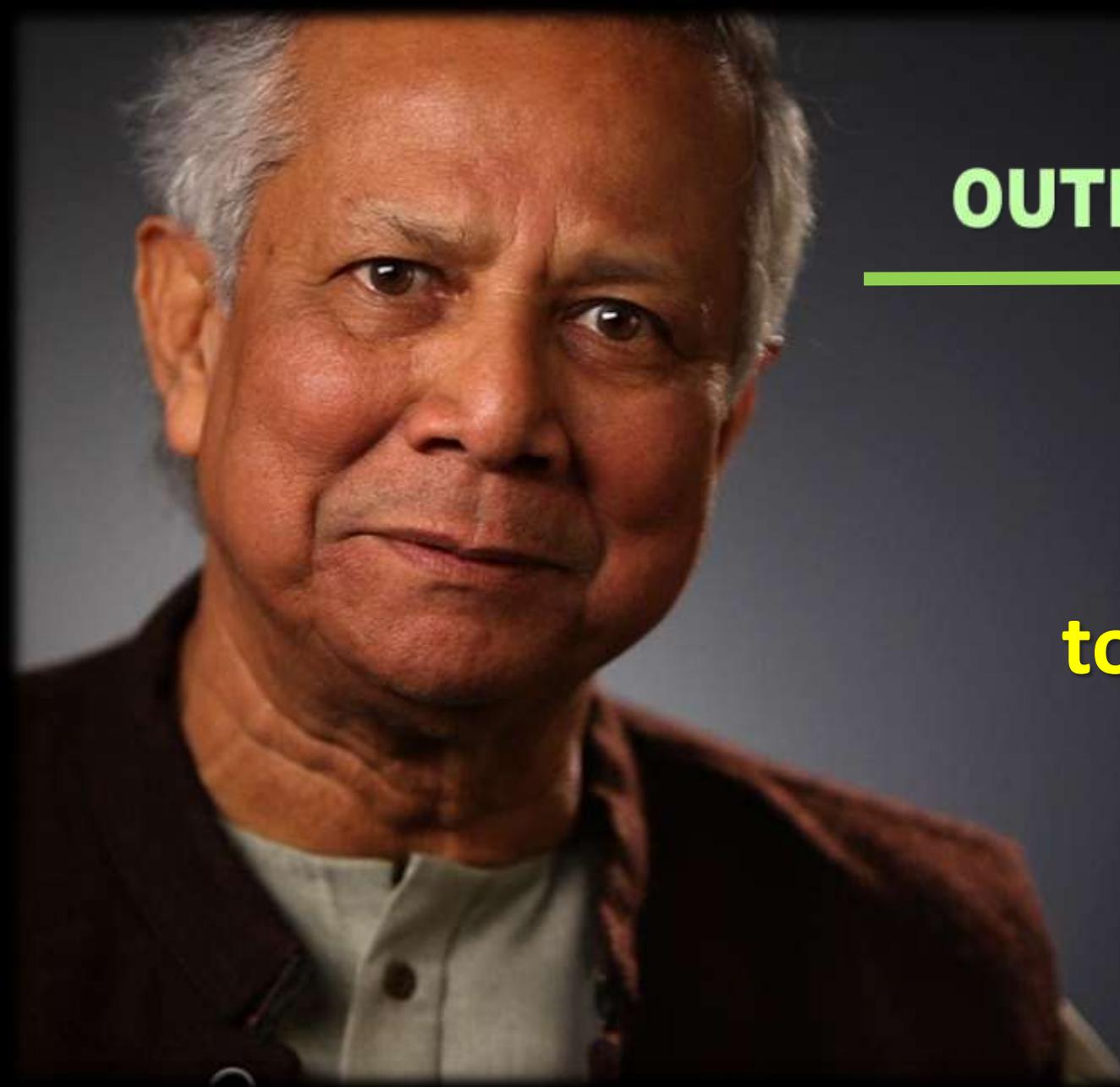
Are we failing to understand the new scale of disruption?



CHANGE MANAGEMENT

- ✓ Non-linearities and asymmetric shocks are becoming the new normal
- ✓ Imagine the unimaginable
- ✓ Thinking the unthinkable



A close-up portrait of Muhammad Yunus, an elderly man with grey hair, looking directly at the camera with a serious expression. He is wearing a dark jacket over a light-colored shirt.

THE WORLD NEEDS AN OUTRAGEOUSLY BOLD VISION

**Post-COVID future
should be built
on social businesses
to halt climate change and
tackle wealth inequality**

***Nobel Laureate
Muhammad Yunus***

11 November 2020



TO ACHIEVE THE SDGs BY 2030, WE NEED:



➤ NOW

8 paths where businesses and sustainable finance move towards thriving

- ✓ **Large companies are doing more on the issues of **sustainable development**;**
- ✓ **Non-financial reporting is growing fast;**
- ✓ **Circular economy and supply chains are growing;**
- ✓ **Companies applying the **second welfare** theorem are thriving;**

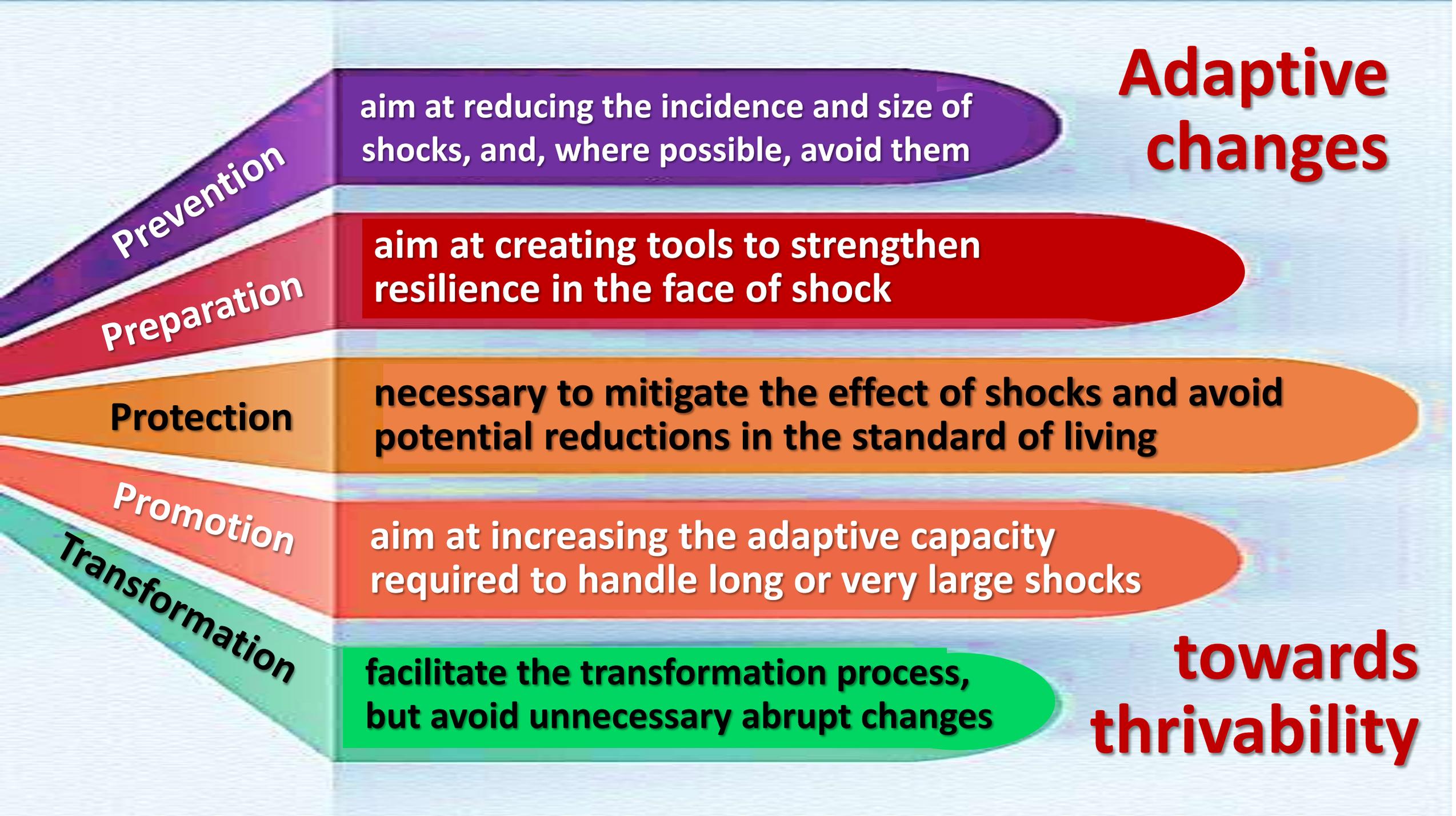
8 paths where businesses and sustainable finance move towards thriving

- ✓ Sustainable and responsible finance is becoming more substantial;
- ✓ Social impact finances are proving effective;
- ✓ ESG criteria are adopted by many companies and their shareholders;
- ✓ Links between sustainable outcomes and managers' remuneration apply.



TO ACHIEVE THE SDGs BY 2030, WE NEED:





Adaptive changes

Prevention

aim at reducing the incidence and size of shocks, and, where possible, avoid them

Preparation

aim at creating tools to strengthen resilience in the face of shock

Protection

necessary to mitigate the effect of shocks and avoid potential reductions in the standard of living

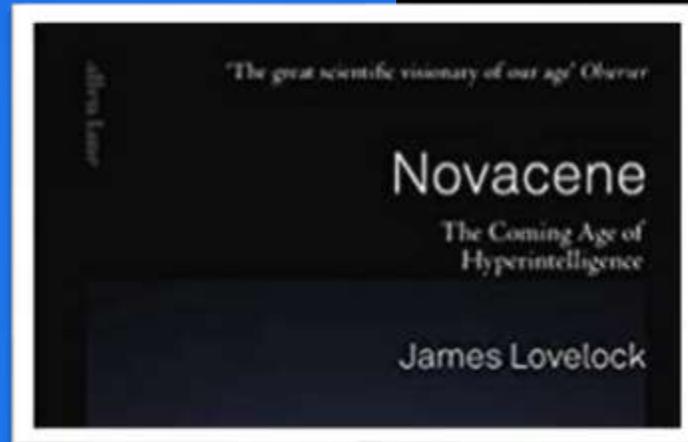
Promotion

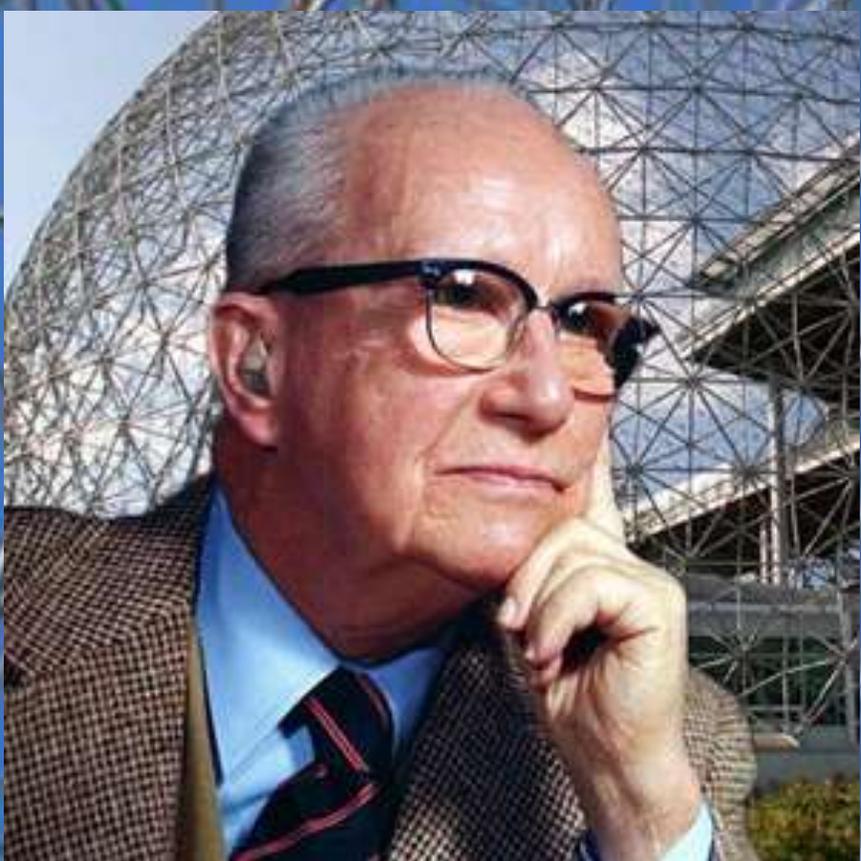
aim at increasing the adaptive capacity required to handle long or very large shocks

Transformation

facilitate the transformation process, but avoid unnecessary abrupt changes

towards thriving



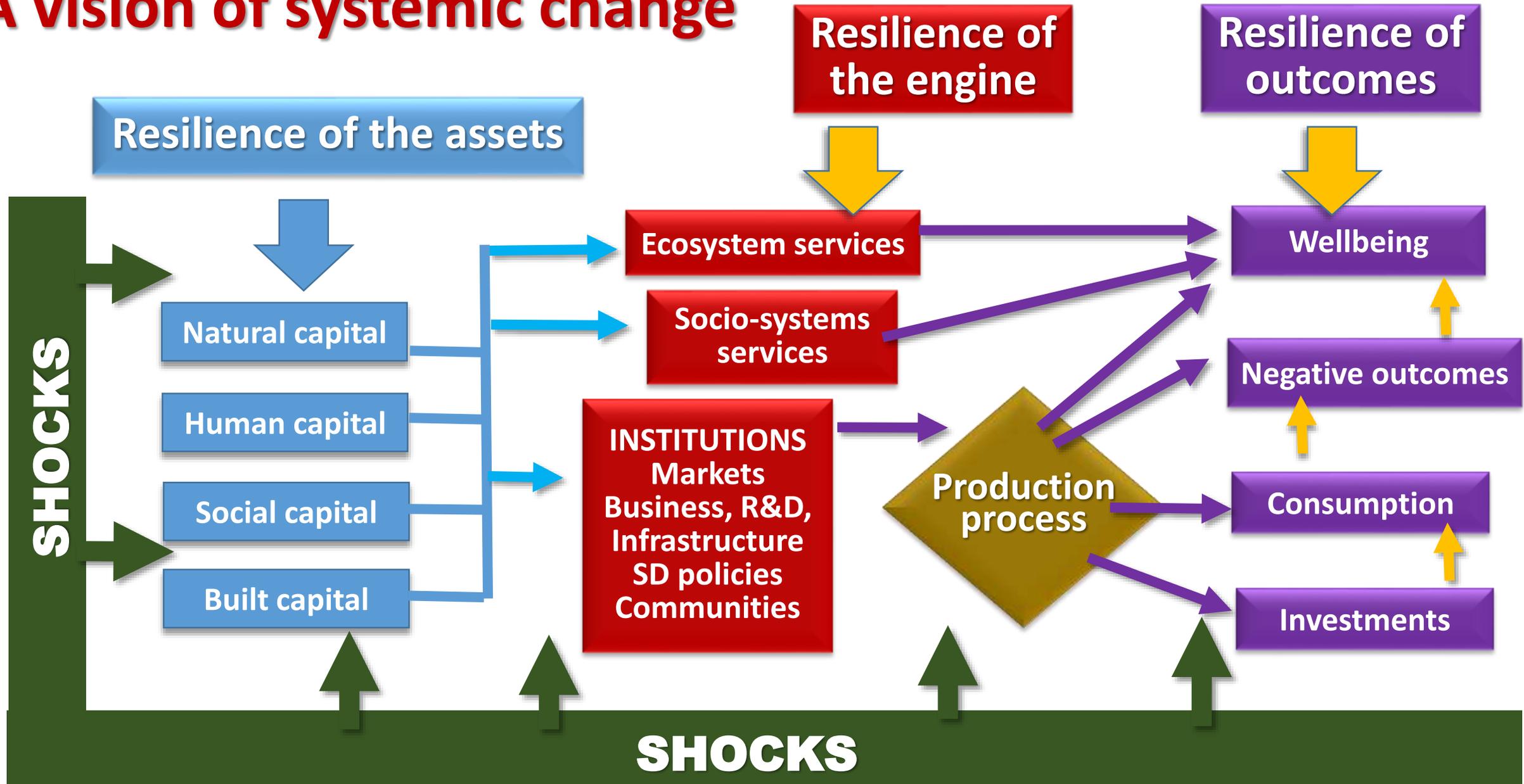


**You never change things
by fighting
the existing reality.**

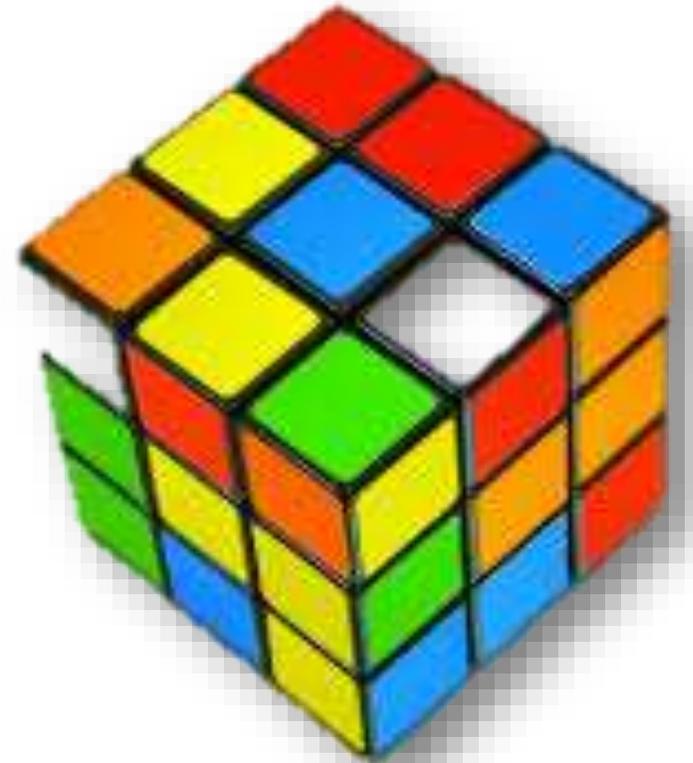
**To change something,
build a new model
that makes
the existing model obsolete**

Buckminster Fuller

A vision of systemic change



A big cultural error in many parts of the world



MISSING THE INTERDEPENDENCE OF ISSUES

All truly sustainable development is LOCAL

The most globally important sustainability projects undertaken in the world today are conceived and executed by local actors at the local level.

**The reason is simple:
a single, particular *place* is the only scale at which the interface between people and natural systems is immediate and accessible.**

Sustainable, regenerative, thrivable

A new generation of area-based leaders is emerging to spearhead regenerative development and planning efforts all around the world.

Making progress at the local level can be a surprisingly complex challenge.

Each and every place on earth is characterized by a unique set of cultural, social, and political dynamics that can hinder or even prevent local projects from making a global difference.

Regeneration towards thriving

The regeneration approach is based on the premise that deep and practical understanding of the unique dynamics of a place is critical to regenerative planning and development.

Are passion and resilience the secrets of success? YES,

But there must be consistency between the socio-political culture and the GRIT for action in the change of the socio-economic system

G

**GOALS
ORIENTATION**

**What do
people earn
from the
change?**

R

RESILIENCE

**Helping
people help
themselves**

I

INSPIRATION

**Maximize the
community
emotional
intelligence**

T

THRIVABILITY

**Aligning the
enterprise
with the way
living systems
thrive**

5 priorities of transformational actions for sustainable development in Doi Tung



Creativity and innovation: fantasy cannot be the rule of daily life

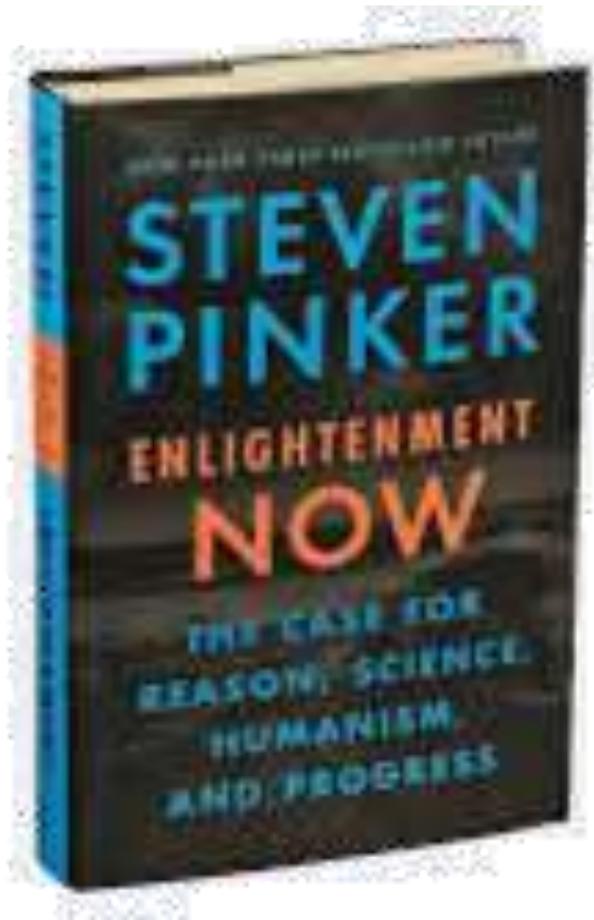


The work to be done needs, in fact, to be exact, methodical, rules-based.

Only from this approach can creativity be born, understood as a contrast to routine and its related predictability:

if not, the result would be a "jam" without substance.

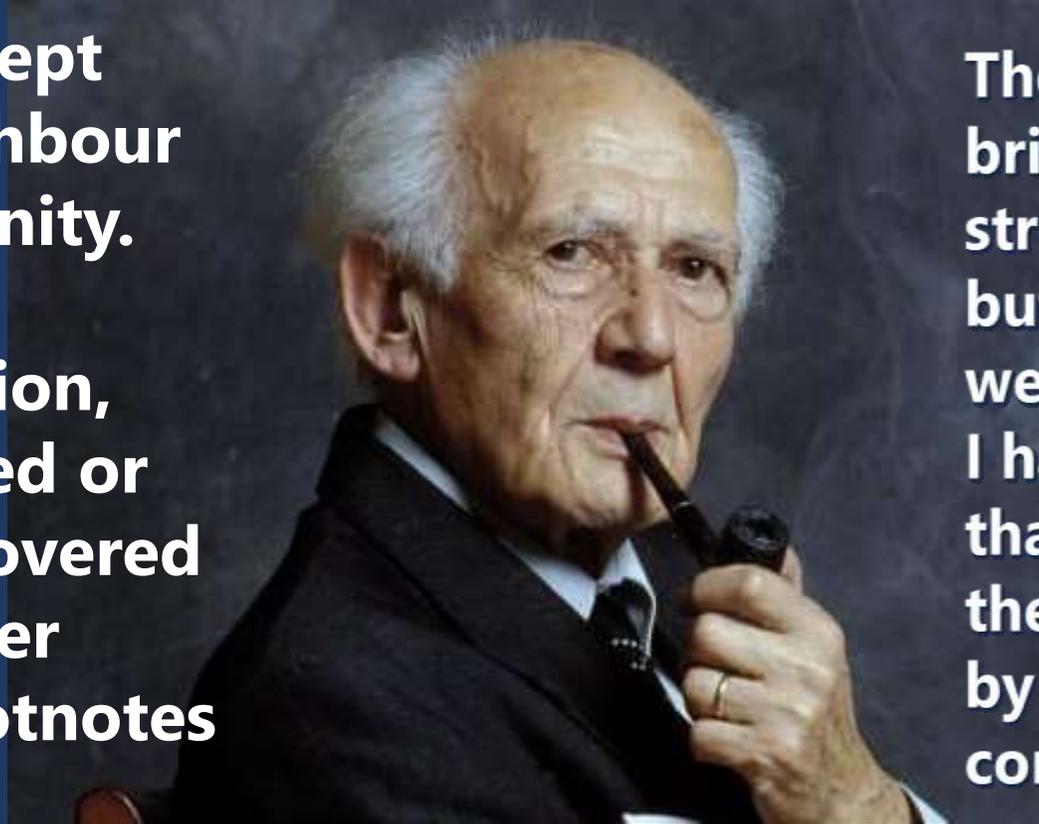
Calvino's and Pinker's keys to face the new millennium



- ✓ Developing memory from past experiences
- ✓ Progress is made of and measured by life, health, sustenance, prosperity, peace, freedom, safety, knowledge, leisure and happiness
- ✓ Life is better than death, health is better than sickness, abundance is better than want, freedom is better than coercion, happiness is better than suffering, and knowledge is better than superstition and ignorance.

Interdependence of every humanism

"Accepting the precept of loving one's neighbour is the birth of humanity. All other routines of human cohabitation, like their predesigned or retrospectively discovered rules, are but a (never complete) list of footnotes to that precept.



The carrying power of a bridge is not the average strength of the pillars, but the strength of the weakest pillar. I have always believed that you do not measure the health of a society by GNP but by the condition of its worst off.

Zygmunt Baumann (1925-2017)

Survival	Sustainable	Resilient	Thrivable
MOTTO Outlast !	Repair !	Rebound !	Game on !
DEFINE Try to ensure the survival of the group or of the nation	Able to be maintained at a given rate or level over time	Able to withstand or recover quickly from difficult conditions	Unfolding pattern of life giving rise to life. To develop vigorously; to prosper; to flourish
ATTITUDE React	Return	Re-establish	Create
THEMES Basic needs	Mitigate damage, sacrifice, austerity, obligation, externality	Permaculture symbiosis redundancy	Anti-fragile (gets better when disturbed) generate, transform
DIVERSITY Unimportant	A moral issue	Practical	Enriching
LEVEL UP Better than dead	Able to endure in a stable world	Stay alive longer in a changing world	Generative, strive for greatness

A photograph of a pond with a path of stepping stones. The stones are circular and light-colored, arranged in a winding line across the green water. The water is clear, and the surrounding area is lush green grass.

Stepping stones of the thriving paradigm

A photograph of a garden path made of circular wooden stepping stones. The path is set on a lawn with some moss and small plants. The stones are arranged in a slightly winding line, leading from the foreground towards the background.

Stepping stones of the thriving paradigm



Recognizing the context and the need

We seem to be a planet on the verge of nervous breakdown.

What if the root cause is society's dominant guiding story?

and what if there is more than the story? What if life were at the center of the story?



Understanding the patterns of our thriving

Where do we find patterns
and signposts pointing the way
toward thriving,

not only for ourselves
and for our organizations
but for all humanity,
and even all of life?



Stepping stones
of the thriving
paradigm

A photograph of a garden path made of circular wooden stepping stones set in a lush green lawn. The path leads from the bottom left towards the top right of the frame.

**Stepping stones
of the thriving
paradigm**



**Committing
to the practice
of thriving**

**How can the pattern of
thriving support your work
in the world?**

**What do they change, and what
changes do they call for in you?**



Moving into the age of thriving

**What specific actions
are called for?
And with those actions
what becomes possible?**

A photograph of a path made of circular stepping stones in a garden. The stones are arranged in a winding path through green grass. A green rectangular box is overlaid on the upper right portion of the image, containing white text.

**Stepping stones
of the thriving
paradigm**

What is thriving? A working definition

Thriving is our path out of unsustainable practices toward a world where all people have a high quality of life, a voice, and a nurturing earth supporting them.

Using whole systems approach, we evolve our way of being together, of collaborating, so that our collective wisdom and action bring forth a flourishing world and thriving life.

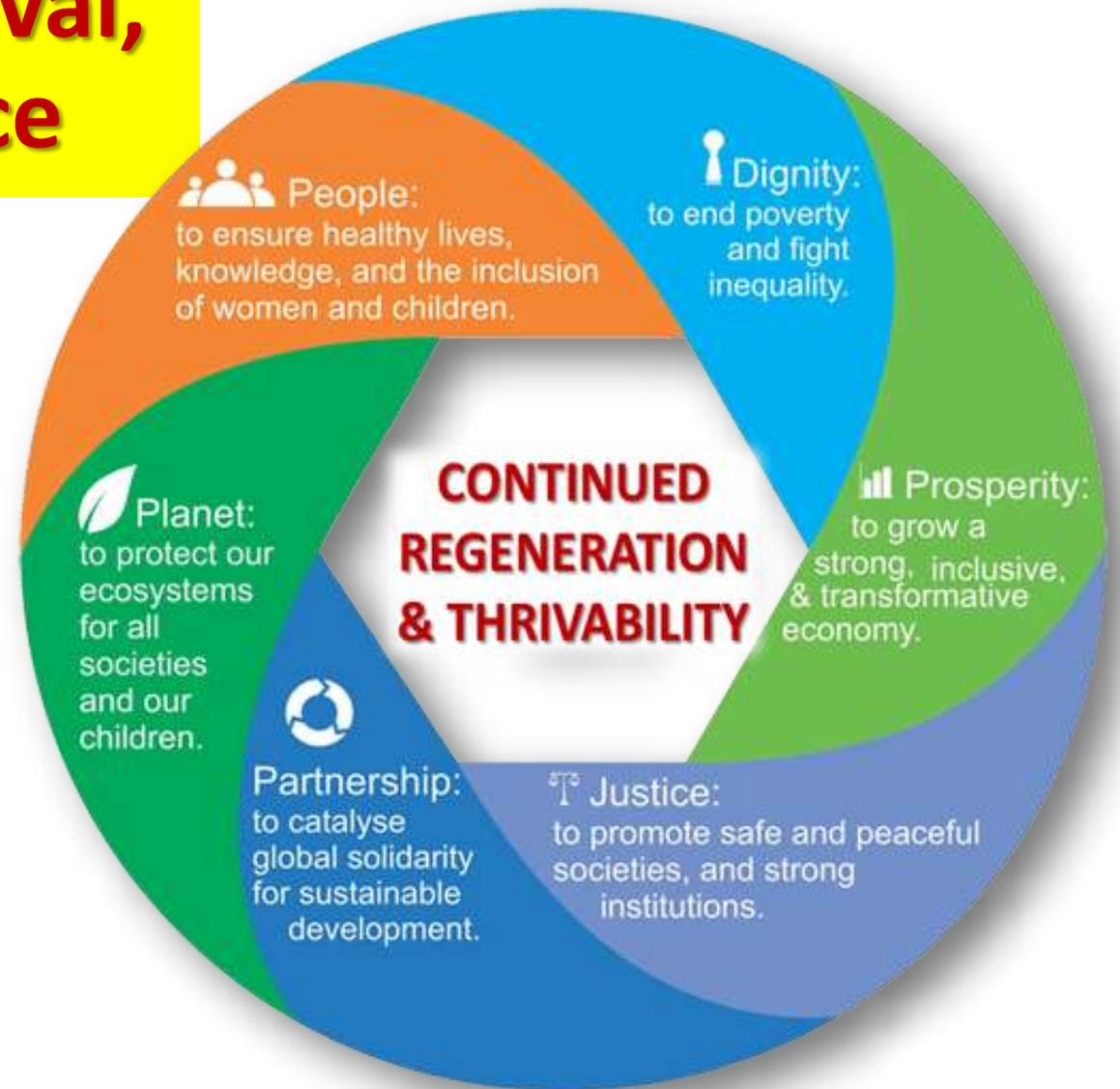
Thrivability transcends survival, sustainability and resilience



Thrivability embraces the flow as the sources of life and joy and meaning, adds to the flow and rides the waves, instead of trying to nullify the effects

Thrivability transcends survival, sustainability and resilience

Each layer includes and also transcends the previous layer, expanding both interconnections as well as expanding system awareness as each layer hits limits and discovers that more forces are at work than can be explained within their purview.





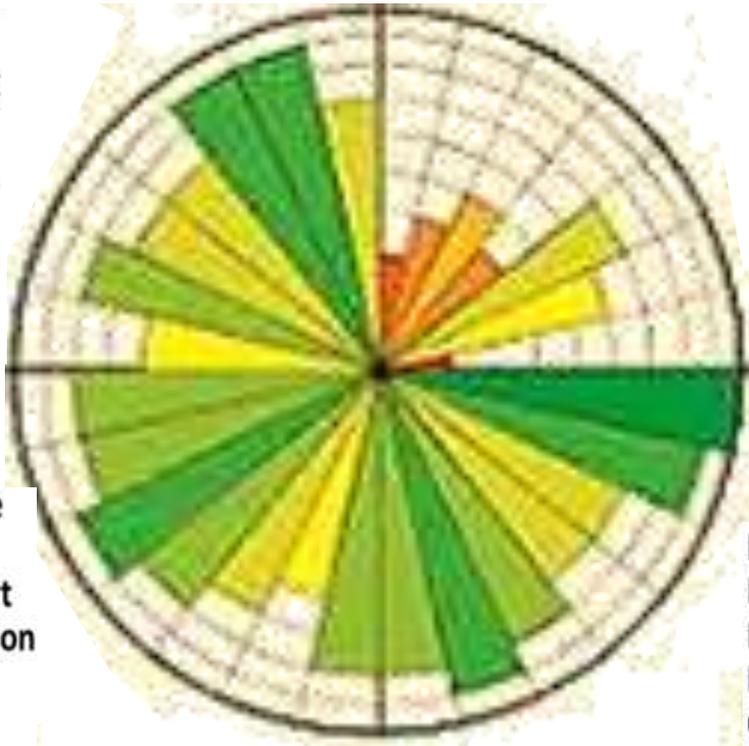
Thrivability transcends survival, sustainability and resilience

ECONOMICS

- Production & Resourcing
- Exchange & Transfer
- Accounting & Regulation
- Consumption & Use
- Labour & Welfare
- Techn. & Infrastructure
- Wealth & Distribution

- Organization & Governance
- Law & Justice
- Communication & Transport
- Representation & Negotiation
- Security & Accord
- Dialogue & Reconciliation
- Ethics & Accountability

POLITICS



ECOLOGY

- Materials & Energy
- Water & Air
- Flora & Fauna
- Habitat & Food
- Place & Space
- Construction & Settlements
- Emission & Waste

- Engagement & Identity
- Recreation and Creativity
- Memory & Projection
- Beliefs & Meaning
- Gender & Generationsd
- Health & Welbeing

CULTURE

Also, this is not a progression, where you need to move through one before beginning another.

You can have aspects of yourself or your organization in multiple places in the chart and movement within the chart can be from any one area to any other.

Thrivability transcends survival, sustainability and resilience

It is not a spectrum
of progression.
It is a spectrum of viewpoint.

And most of us are like
electrons, leaping about from
point to point and sometimes
seemingly nowhere at all...
until you look and ask



The Nudge in the Doi Tung experience

Leadership
and vision

People's change
of mindset

Authenticity &
sustainability

Thrivable
livelihoods



Enhancing sustainable development towards thriving

New methods
of coordination
& management
from hierarchy
to people-centric

Tech environment
for liberating from
routine & overcoming
complexity & making
us green again

**Mindset change for
new collective ethics
and happiness**

New practices
and ways of living
for interpersonal
& intrapersonal
thriving

Sustainable interaction
with other living
species & planet



Imagine Mosaic donated by Naples' (Italy) people
to Central Park, New York, NY, USA

Imagine

**Imagine all the people living for today
Imagine there's no countries...**

**Imagine all the people living life in peace,
No need for greed or hunger
A brotherhood of man.
Imagine all the people
sharing all the world.**

**You may say I'm a dreamer
But I'm not the only one...**

John Lennon & Yoko Ono

CHANGE MANAGEMENT

Dr. Sandro Calvani

**Enhancing
sustainable development
towards thriving**



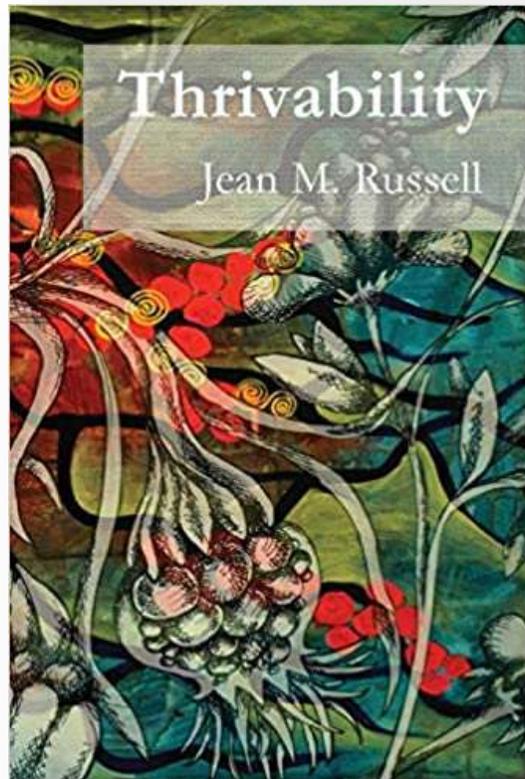
**ขอบคุณ,
THANK YOU, GRAZIE**

www.maefahluang.org

www.sandrocalvani.it

Major sources:

MFLF presentations and publications: www.maefahluang.org



www.thrivable.net

www.thrivableworld.org

**Jean M. Russell, Thrivability,
Thriarchy Press, UK 2013**

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Services LLC, Kdp Print US, 2016, <https://ageofthrivability.com>**

