



Towards A Research Agenda on Ecosystems of Ethical Culture

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Karen Wendt, EccoScience



Why are Ecosystems relevant

- In order to lead company or network members, customers and stakeholders to collectively innovate in a sustainable manner in the face of global challenges and disruption, a supporting ecosystem based on an ethical business or network culture is paramount
- Objective: increase resilience, performance and scale

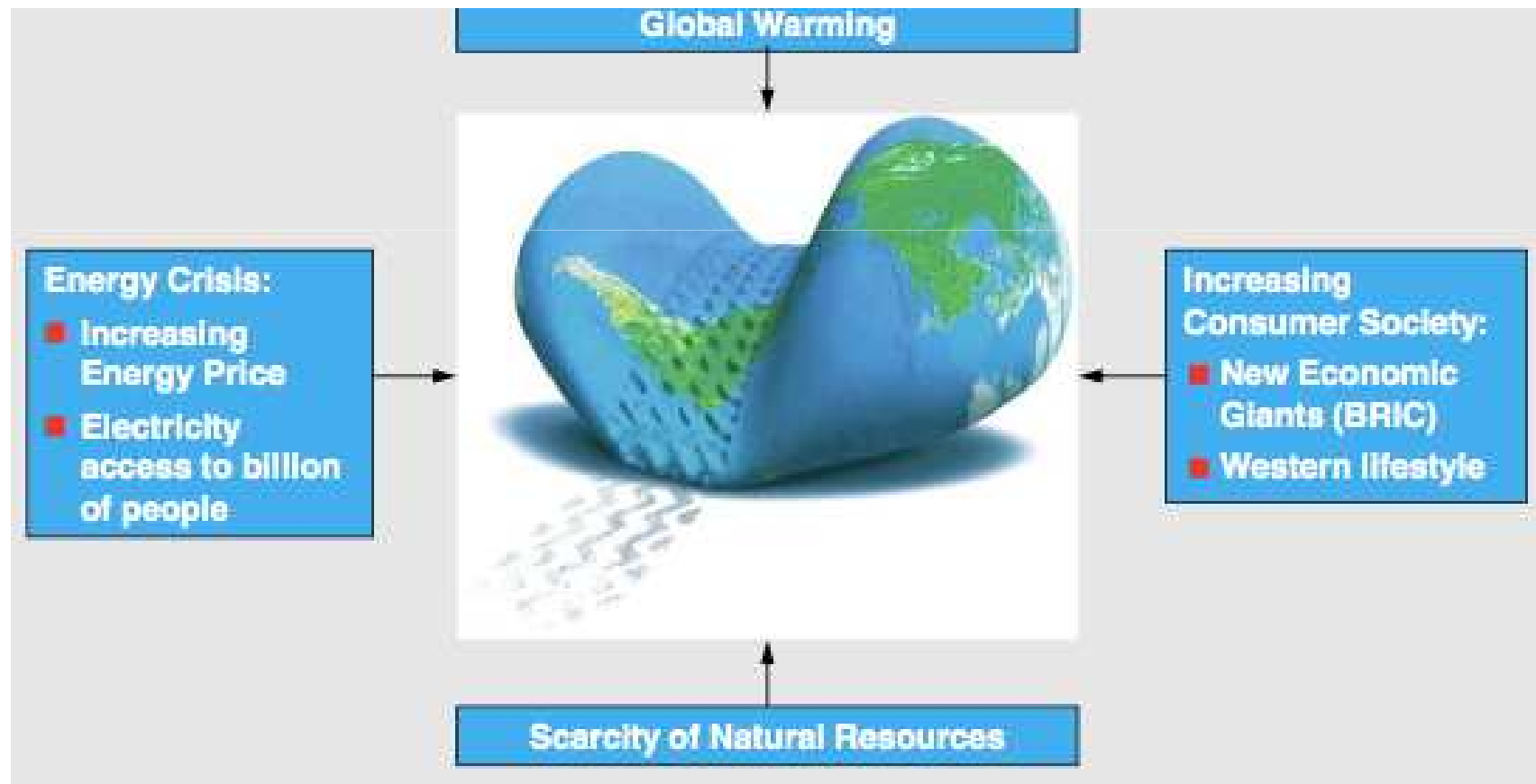


Popularity of Ecosystems

- Global challenges are of a magnitude that no one institution or organization can address them on its own. They require the pooling and sharing of knowledge and resources. Ecosystems are awarded great potential to address global issues and create the necessary target knowledge and resource allocation required to tackle the issues at hand.



Global Challenges





Market Disruption and Economy 3.0

FROM INDUSTRY 1.0 TO INDUSTRY 4.0

First Industrial Revolution

through the introduction of mechanical production facilities with the help of water and steam power



Second Industrial Revolution

through the introduction of a division of labor and mass production with the help of electrical energy



Third Industrial Revolution

through the use of electronic and IT systems that further automate production



Fourth Industrial Revolution

through the use of cyber-physical systems



Degree of complexity



First programmable



Context Factors Dominate

- Economy 3.0 – Technology dictates the business model
- Ongoing Disruption and innovation
- Black Swan Events and „Red Swans“ next time
- Antifragility and Resilience new quests
- Global Challenges require new business models.

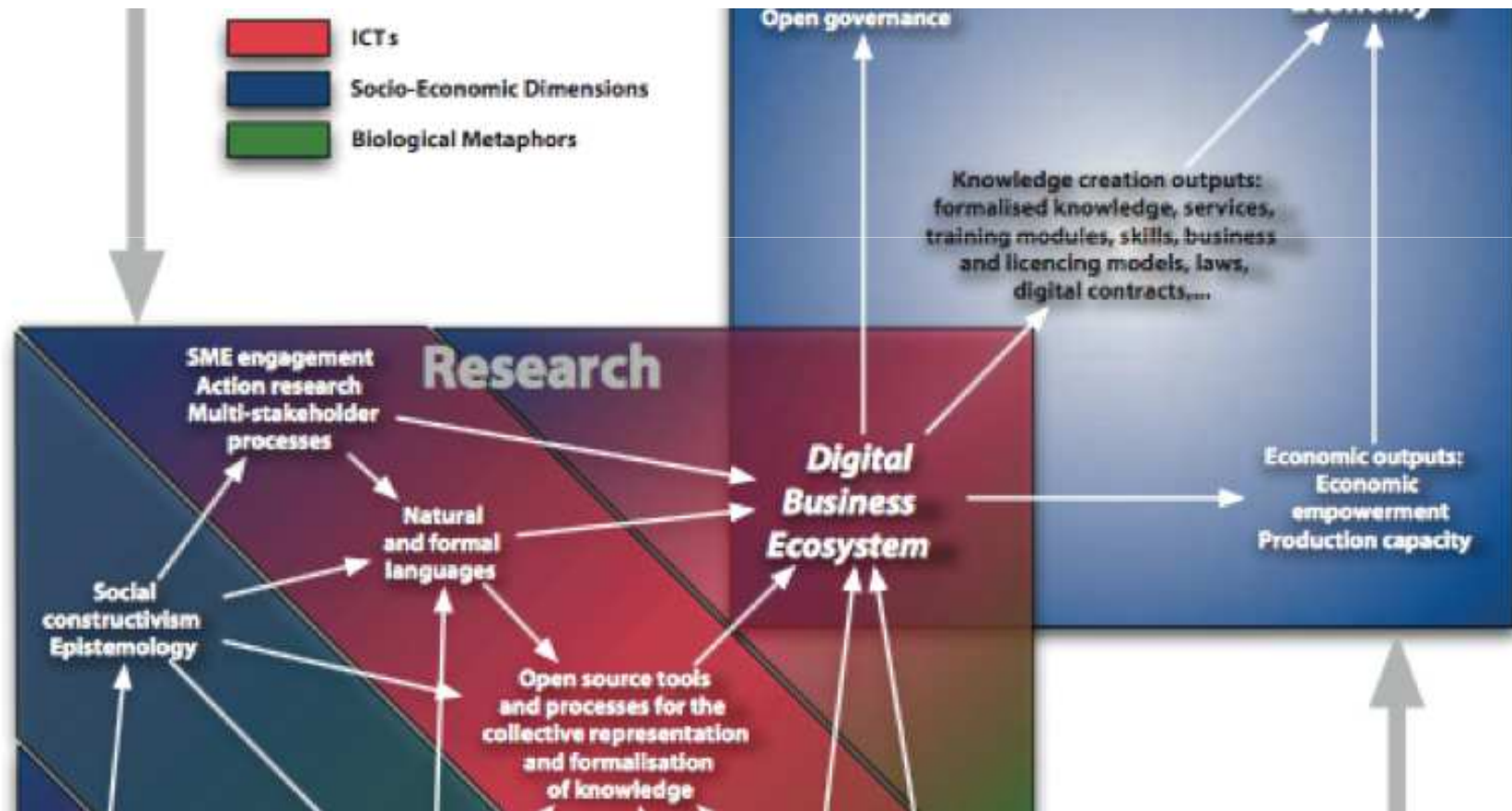


Definition of Ecosystems

- *Ecosystems of Ethical Culture are a biological metaphor that highlights the **interdependence** of all actors in the business environment, to address a need that no single player can address alone.*
- *The ecosystem is constructed based on a **promise** to address the need collectively through collaboration, innovation and open source*
- *in consideration of economic, ethical and cultural implications*
- *and leading to **own language***
- *an evolutionary, self-organising, and self-optimising transformation **knowledge creation system***
- *applying and scaling **transdisciplinary and emergent learning approaches***
-



Example of Ecosystem





Building Blocs

1. Strategy

The unbiased decision to govern all free energy in the system to increase its capacity of evolutionary cooperation while sustainably co-creating shared value for all stakeholders.

2. Leadership

The ability and willingness to proactively, co-responsibly and continuously build the right conditions within which the co-creation of shared value is enabled and enhanced.

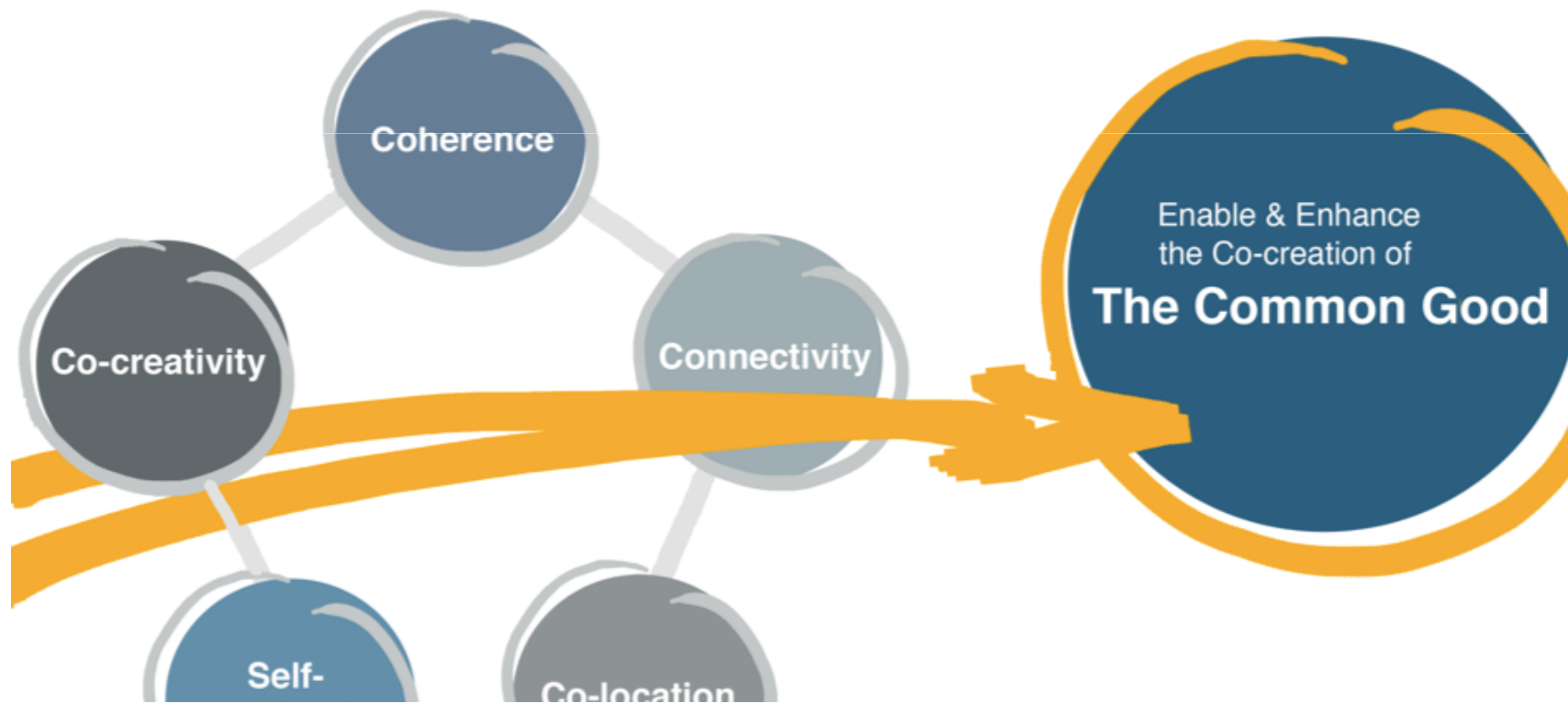


Moving Out of the U

- **Moving out of the “U” (*) – Evolutionary investment as transformative agent (Scharmers Theory U)**
- **The end of Intermediation- the ecosystems provides all transdisciplinary skills**



Constituting Elements for Ecosystems





Thank you for your attention



Karen Wendt

Alte SteinhauserStr. 1

ECCOS Science

6330 Cham (CH)

Telefon: 0041 41 561 38 54

Fax: 0041 41 561 38 55

Mail: karen@eccosinternational.io

www.eccosinternational.io