
MESSAGE FROM FRANCES HESSELBEIN
Chairman and Founding President of Leader to Leader Institute

It is a great honor to once again address the Asian Institute of Management and the participants here today, and I am deeply grateful to my friend and colleague Karen Eng for delivering my message to you.

Each year, the Asian Institute of Management grows in significance, not just in Asia but around the world. The quality, the relevance, the availability of the Asian Institute of Management's opportunities and resources bring new hope and understanding to leaders everywhere.

Long ago, in 1898—107 year ago, John Jay, the Secretary of State of the United States of America said, "*The Mediterranean is the ocean of the past; the Atlantic is the ocean of the present; the Pacific is the ocean of the future.*" Today the future calls and in this great conference you are responding.

One powerful imperative is the call for principled, ethical leaders at every level of every organization, not **The** leader or **A** leader but leadership dispersed right across the organization. Dispersed leadership is the imperative for organizations that would be viable and relevant in the future.

The second is the imperative of collaboration, with all of us building the alliances, the partnerships, the collaborations that will bring us far greater synergy and far greater results than any one organization can achieve alone.

When the organization of the future collaborates with a corporation, and organization, and enterprise with a congruent mission, common values, a common vision of what we could accomplish together, we find common language, common ground. In these great collaborations for the common good, we change lives and we build the healthy, inclusive community that cares about all of its people.

I wish I could be standing here with Karen as she brings my message to you. Karen speaks from the heart and she will know how to express my heartfelt wishes to all of you privileged to join this remarkable conference today.

When this pre-conference seminar closes today and Fourth Annual Forum on Corporate Social Responsibility closes on September 9th, may they say of you,

The future called.
They responded.
They kept the faith.