

# SHAPE THE WORLD

A new way of consulting  
with purpose and unity  
for an age of disruption



THE STORY OF CONSULUS

## In Latin, Consulus means “*with others*”

This book is written as a reflection of Consulus' extraordinary journey *with others* over the past 15 years. One word sums up our entire experience: **Unity**. It is our constant search for unity which enabled us to unite with our clients and partners, building Consulus into what it is today. It is our constant attempts to build, always with others and always open to the world, that has inspired so much creativity and innovation in our methodologies and solutions. Many people out there think that building unity is an idealistic goal, but for us at Consulus, it has become a way of life and a way to build a future and to shape a better world.

## A SEEKER'S GUIDE

3	Discovering a New Way
5	A New Way Shaped with Others
9	The Three Big Discoveries
11	A New Type of Consultant
13	Every Company has a Hidden Desire
15	The Struggle of Our Age
16	An Inspired Encounter for Change
18	A Place for Humanity in the Digital Age
19	A New Type of Leadership
21	Urbanisation with a Soul
23	A Platform to Shape the World
25	Every Story has a Source of Inspiration
26	One Commitment

“

We must go into situations where it is not always easy, where it requires our creativity and inspiration to bring about unity. We must be courageous to venture where people do not always agree with the principles of purpose and unity. And indeed to bring about a new way of unity so that people, upon meeting us Consulites, will feel the fire of our love and work. And if our work is true and inspires, then all the old ways of collusion and corruption will fall away, until only the essential and purest remain, which is the truest sense of identity as humans, to be one human family.

**Lawrence Chong**  
CEO and Co-founder  
of Consulus

Reflection on Consulus'  
mission in every nation on earth.



Consulites from 15 different countries at the Consulus Global School. Singapore: 2018.

# DISCOVERING A NEW WAY

It all began in 2004 when a group of like-minded individuals met in Singapore. At the time, they led three different companies but wanted to come together to do something greater and make an impact.

They recognised that the impact they could create was limited if they stayed within the boundaries of creative work and saw the vast value-creating potential of integrating their creative competencies with the development of business solutions. So they transformed the firm, merging design with business, creating a new way ahead.

Still, they questioned if it was enough to simply offer a different solution and if so, what purpose would that serve? Through discovering more about each other, the founding partners, who come from different religious backgrounds and disciplines in design and business, came to share a belief that work can — and should—make a difference to the world. And so, they decided that if they could only have one hope for this new venture then it would be this:





**To shape the world into a better place, by helping companies discover their better selves by enabling them to become the difference they are meant to be from the inside out.**

With this vision, the founders continued to ask themselves how they could shape the world into a better place. It was a defining moment when they discovered the thinking of the Economy of Communion. They identified strongly with the noble idea of changing the rules of the economic system, to make it more inclusive and to bring about a united world. Thus, as the world undergoes another industry revolution with growing mistrust and division, the company has found its mission.

Today, Consulus which in Latin means "with others" has grown to become an

international firm present in 16 countries. Like a seed that has been carried far, it has attracted individuals from all over the world who believe that their lives are not just meant to serve commercial interests, but to bring about a greater good through their work.

Consulus' journey has been an adventure that the founders could not have ever imagined and is one that continues to unfold today.

# A NEW WAY SHAPED WITH OTHERS

In its early days, Consulus was mainly active in the South-East Asian region. But even then, the signs showed that this work would not be bound to a few places but would travel far beyond the shores of its origin.

Starting with projects in Singapore, the quest to help businesses discover their better selves, and the lack of integrated solutions in the market, demanded the development of unique methodologies to help companies discover their purpose through business design. Building on the interactions and experiences with clients, other management and creative methodologies eventually emerged to form Consulus' unique capabilities.

Whilst in the midst of these new developments, within the firm, a unique culture of unity took shape. The idea of "inside-out" emerged which meant that members of Consulus had to practice tools of unity before sharing it as solutions for the clients. It was a time of discovery and journeying, through which, many unique practices of unity were created. These practices now shape the worldwide community life of Consulus and its clients today.

Unity and partnership have been the formula to Consulus' growth as each time an extraordinary bond was built with a partner, the firm saw new opportunities. Through working closely with CPG Consultants, Singapore's leading development and architectural consultancy with more than 180 years of history, Consulus began to work on projects in Pakistan and Brunei in 2007.

The firm continued to grow, expanding into Vietnam in 2008, then into Myanmar and Sri Lanka in 2013. Following that was a rapid expansion into Italy, Thailand, and Argentina in 2015.

The growth of the firm through interacting *with* clients, through working *with* partners and through cultivating a culture of unity began to shape an extraordinary way.

Today the firm is present in the Americas, Asia, Europe and Oceania.





Signing of a partnership agreement with Wenzao Ursuline University of Languages to shape a new educational model to inspire a purpose-driven generation. Kaohsiung, Taiwan: 2019.



Fireworks display to celebrate the rebranding launch of DST, Brunei's largest telco. Brunei: 2011.



Dr. Paolo Frizzi lighting a sacred lamp during the launch of Consulus Lanka. Sri Lanka: 2017.



The new banking experience at Bank Islam Brunei Darussalam which was shaped from helping the bank discover their unique purpose of being Bruneian at heart. Brunei: 2013.



Carlos Xavier conducting a workshop for BnB Bank. Brazil: 2017.



Conclusion of a strategy workshop for PDC3. Vientiane, Laos: 2018.

What makes its work unique? When Consulus was founded in 2004, it was uncommon to integrate business and design as equal disciplines as there exist in many instances (even today) a class system in the field of consulting.

But the firm understood that in order to bring about real change, it had to go the distance to unify people and practices completely, and not in a cursory way. Only then can it help companies discover their better selves.

A speech given at the University of Turin by Dr. Paolo Frizzi sums up the uniqueness of this work:

**"These solutions — enhanced by an integrated approach among business, organisational development and design strategies — come from an interesting balance between spiritual values, business culture and an interdisciplinary, international and intercultural framework of consultants with many different backgrounds and experiences."**



**Dr. Paolo Frizzi**  
Italy, 2016



# CONSULUS IN NUMBERS

## Our work and impact

Implemented solutions that create

# US\$5.4 billion

in total **value** for clients worldwide

Developed initiatives that shape the development of

# 11,000



**employees** from

# 200



**companies**  
all over the world

We have

# 60



**consultants**  
working in unity

We are present in

# 16



**countries** around  
the world

We are present in

# 5



**continents:**  
North America,  
South America, Asia,  
Europe and Oceania

### Type of Projects

We have worked on

# 1000+

**projects globally**

# 10%



Transformation  
of **Leaders**

# 30%



Transformation  
of **Places**

# 60%



Transformation of **Companies**  
and **Non-Profit Organisations**

### Type of Clients



# 30%

**Small to Medium  
Enterprises**

# 10%

**Multinationals**

# 30%

**Family  
conglomerates**

# 10%

**Government  
agencies and  
institutions**

# 20%

**Non-profit  
organisations**

### Industries

We serve  
companies from

# 35+

**different vertical  
markets**

### Commitment to Social Impact

We have  
spearheaded

# 4

**major social  
impact initiatives**



**World  
Company Day™**  
Influencing  
purpose-driven  
companies



**Shape the World  
Conference**  
Activating  
conversations for  
a united world



**Partnership with  
Sophia University**  
Supporting  
educational  
institutions

# BRAZIL 4.0

**Brazil 4.0**  
Helping  
microenterprises  
thrive in the age  
of disruption

# THE THREE BIG DISCOVERIES

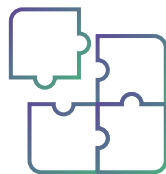
Through Consulus' journey many new insights have been discovered. This was especially so in the process of helping companies discover their better selves, which has inspired innovation and resulted in new growth.

There are three major discoveries that now guide the firm in all of its work:



**1**  
**Finding and defining an existential purpose matters in driving extraordinary effort.**

One can only discover it by first respecting the intrinsic values present in the organisation. The next step is to use a data-driven approach to study how a business thinks and works. And then finally, helping them to define their purpose.



**2**  
**Unity is only possible by design.**

A company needs to commit to implement a unique ecosystem to nurture trust, then make concrete steps to institutionalise common action.



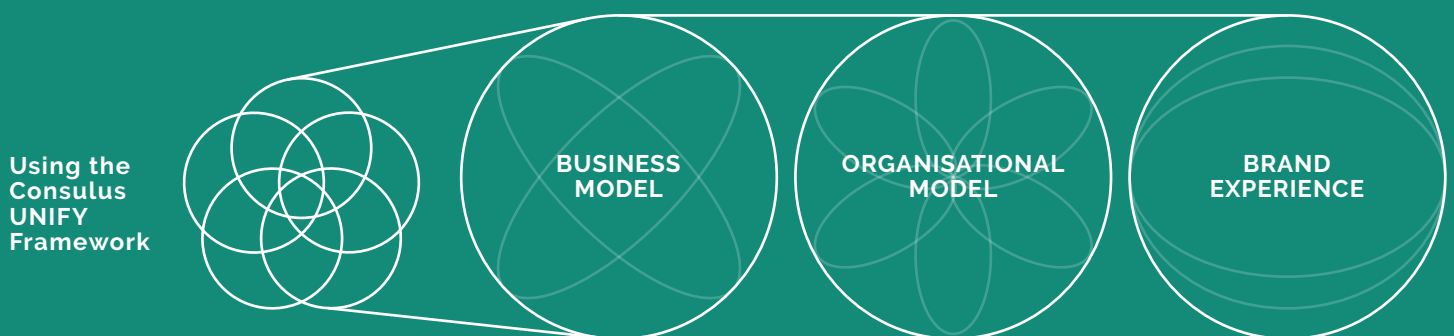
**3**  
Finally, innovation cannot be the goal. **Innovation is the fruit of purpose and unity.** When innovation is the goal, it is vanity. But when it is born out of purpose and unity, it surprises, transforms, and the effects are long-lasting.

Our discovery from 15 years of work

# PURPOSE + UNITY = INNOVATION AND GROWTH



## 3-IN-1 STRATEGY AND IMPLEMENTATION APPROACH SINCE 2004



“

We never knew that we have the capability to do this (new product development) until we engaged Consulus.

**Wilson Teo**  
Managing Director,  
Teo Garments

“

The organisational review by Consulus helped us improve our company structure and brought about a mindset shift. It gave us the impetus to focus on doing only the essential things.

**Colin Thoms**  
Managing Director,  
Fast Flow



“

Consulus was always there to provide all the support that we needed. It was not just a client relationship; it was more of a partnership.

**Javed Ahmed**  
Managing Director,  
Bank Islam Brunei  
Darussalam

# A NEW TYPE OF CONSULTANT

Many companies go through the struggles of economic upheavals while fearing or not knowing how to change. Business leaders today need more than just an advisor, they need someone who can journey with them as they find their purpose in this new age.

Helping these businesses find purpose then demands a new breed of consultant. It demands consultants who are seekers of purpose. It requires people who have been disrupted or are willing to be disrupted. These are people who understands deeply about the struggles of finding a new role in this fast-evolving world or who have faced it themselves. These consultants are equipped with a fundamental element – empathy – without which they cannot truly understand the clients or help shepherd meaningful changes.



Consulites from different countries participating in a group dance that celebrates diversity. Singapore: 2018.

So every Consulite who seeks to join Consulus are asked to share their own journey and to share how the Consulus way is relevant to them. The following was shared by a Consulite before she joined:

**“Consulus wants every transformation to come from within, a sincerity that reveals itself from the inside out. It asks of it not just from its clients, but from its employees and partners as well.**

**That requires a change in mentality from top management to the bottom from the corporations Consulus work with and for the Consulus team to have faith that this would have the ripple effect to eventually change the world, one corporation at a time. If every corporation follows the same transformation, it might bring out the true meaning of a corporation with a soul.”**



Consulus Mini School: A training for Consulites in the US. Indianapolis, USA: 2018.



(Right) Sharon conducting a research interview. Kaohsiung, Taiwan: 2019.



Consulites participating in Bonsai, a mutual feedback session to strengthen teamwork and help each other improve. Singapore: 2018.



(Left) Vincent conducting a research interview. Kaohsiung, Taiwan: 2019.



# EVERY COMPANY HAS A HIDDEN DESIRE TO SHAPE A BETTER WORLD

Launch of the World Company Day. Ho Chi Minh, Vietnam: 2013.







Conclusion of a business transformation project. Singapore: 2017.

What Consulus continues to experience from its core work of transforming companies is this: Deep at the core of collective and shared existence is the desire to do good for oneself and for others, and that given the opportunity, everyone wishes to prosper with thy neighbour.



Facilitating a Bonsai (mutual feedback) session for a client to improve teamwork and communication. Kuching, Malaysia: 2018.

Inspired by this continuous experience through our change management work which Consulus calls PurposeCORE™, the firm launched a global initiative called World Company Day in 2013.

The initiative is aimed at reaching out to all companies to remind them of our innate call to shape a better world. It is a non-profit initiative to remind and rally companies to shape the world into a better place through daily work. Till date, over 200 companies from 20 countries have signed the pledge.

# THE STRUGGLE OF OUR AGE - ECONOMIC INCLUSIVENESS

In 2017, a few Consulites attended the international Economy of Communion (EoC) meeting in Rome to celebrate the 25th anniversary of the EoC movement. Pope Francis met the attendees and gave a rousing call to purpose when he said:

**“The economy of communion, if it wants to be faithful to its charism, must not only care for the victims but build a system where there are ever fewer victims, where, possibly, there may no longer be any. As long as the economy still produces one victim and there is still a single discarded person, communion has not yet been realised; the celebration of universal fraternity is not full. Therefore, we must work toward changing the rules of the game of the socio-economic system.”**

Pope Francis' words inspired and ignited further action to transform and shift the entire global network to speed up Consulus' contribution in preventing future victims of today's economic system.

It is said that when someone makes a purposeful decision, providence will follow. What happens next in Consulus' journey is truly a testament to this statement, surprising even the team themselves.



(From left) Steven Tan, Helena Pham, Paolo Frizzi and Lawrence Chong at the Economy of Communion meeting. Rome, Italy: 2017.



# AN INSPIRED ENCOUNTER FOR CHANGE



Group photo with leaders of Anpecom. São Paulo, Brazil: 2017.

At the end of 2017, the National Association for Economy of Communion (ANPECOM<sup>1</sup>), the business association for the EoC, invited Lawrence, the CEO of Consulus, along with a few Consulites from Europe and the Americas to São Paulo, Brazil to share about the work of the firm.

After Lawrence's sharing about the experiences of the company, a government official approached him and shared:

**"What you said about purpose is so essential and is so needed in Brazil. Just to let you know, just as you spoke about purpose. My daughter texted me to say that Daddy, I am no longer into drugs but still I need to find my purpose."**

<sup>1</sup> The acronym stands for Associação Nacional por uma Economia de Comunhão (in Portuguese)





Signing of a partnership with anpecom to shape purpose-driven enterprises. São Paulo, Brazil: 2017.

Hearing this, Lawrence and team understood Consulus' purpose in Brazil and why it was important to create a partnership with the National Association for Economy of Communion (ANPECOM). This partnership aims to bring Consulus' methods of finding purpose in work to Brazil, not only at an individual level but

also at the corporate level, so that more leaders and companies will be purpose-driven to shape a better Brazil.

In 2018, both parties launched Brazil 4.0™ a holistic programme to do the following:



**1**  
**To help individuals define and discover their purpose for personal growth.**



**2**  
**To help microenterprises discover their purpose and transform their business models for integrated growth.**



**3**  
**To enable large enterprises to transform to be more inclusive and help microenterprises at the same time.**

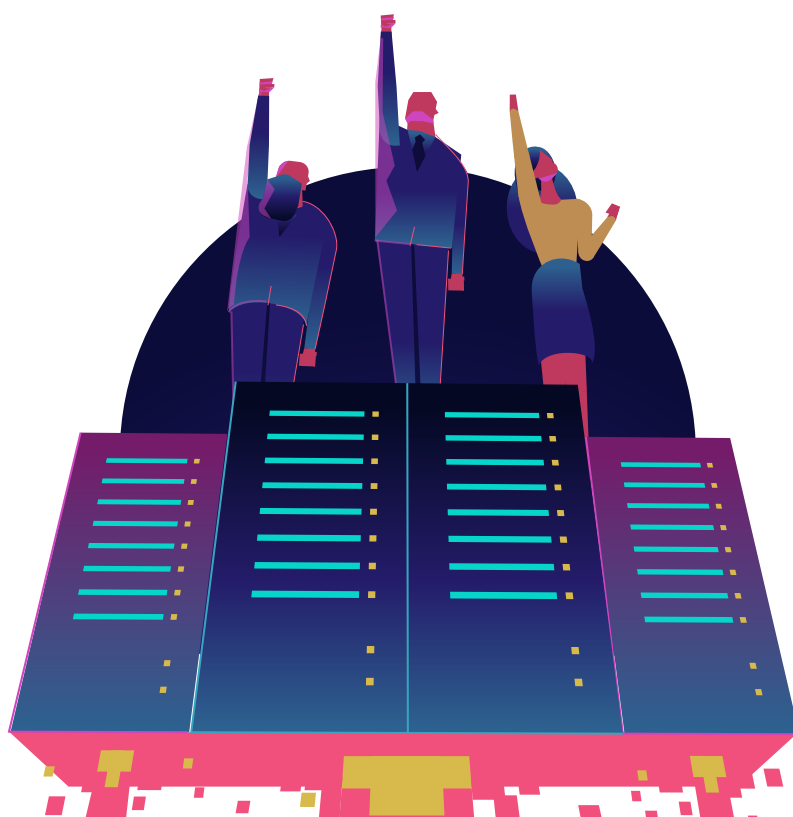


**4**  
**To support the work of Anpecom.**

# A PLACE FOR HUMANITY IN THE DIGITAL AGE

Around the same period in 2017, Consulus made another important realisation. The firm realised that the conversations surrounding digital transformation and Industry 4.0 was very heavily technology-centered. The firm felt that there was an imbalance and a lack of human-centricity. Rather than creating redundancy, technology should be at the service of humanity and should be inclusive, especially so for the older members of society.

With the mission of bringing a more human-centered digital transformation solution, Consulus launched DigitalCORE™ in 2017. The aim of the programme is to help companies redefine roles for their staff in an age of digital disruption, and to bring about a harmony of roles between technology and humans.



# A NEW TYPE OF LEADERSHIP

As the firm continued soul-searching about how to bring about greater change, an area where the firm felt a contribution was needed is in the aspect of leadership transformation.

In an age of disruption, there is a need for a new generation of leaders who know how to act with purpose and can collaborate to deal with the complex challenges of our times.

After a year of development, the LeadershipCORE™ programme was launched in 2018 with the following **HERO** method to shape leaders of purpose:



**H**earth  
and spirit



**E**mbracing  
thinking



**R**elational  
dynamics



**O**perational  
leadership

This programme is conducted in partnership with Sophia University. The programme was so well-received that even before its launch, Sagamore, a think tank in the US came forward to start a fund to receive donations for scholarships. This will support worthy candidates, and to inspire them to be change agents wherever they serve.

Today a number of educational institutes and universities have joined us in partnership to roll out LeadershipCORE™ in Asia, the Americas and Europe.





Signing of a partnership agreement with Sophia University Institute to jointly develop leadership programmes to shape a more united world. Italy: 2017.



Photo taken after Lawrence's talk at the Sagamore Institute. Indianapolis, USA: 2018.

# URBANISATION WITH A SOUL

By 2030, more than half the world will live in cities and thus far, the conversation about urbanisation has been dominated by infrastructure. However, as cities become more crowded, they have resulted in more divisions and are becoming less inclusive. The task of making cities more human and inclusive is massive and urgent. Through its work in PlaceCORE™, Consulus seeks to build a global network of consultancies working in this field in favour of shaping more human-centered cities.

PlaceCORE™ is an approach that was inspired by the EoC and applies what we call relational innovation. It starts the process of urban planning by putting people at the heart and by shaping meaningful relationships.

Every PlaceCORE™ project that Consulus works on seeks to discover the unique identity of the people and the place before defining the kind of identity or business model. It starts by asking about aspirations, associated sense of identity and going in-depth into the different levels of relationships that makes a place unique.

The next step is to identify the kind of operational model needed to shape a unique sense of place. This is when a uniquely designed organisational and business model matters to shape long-term growth and impact. Great cities do not succeed by chance, they are a consequence of good leadership, thinking and operating model.



Conclusion of a PlaceCORE™ workshop with CPG for an Indonesian developer. Singapore: 2018.





The 'NetSong' project, jointly submitted by Consulus and CPG for an International Landscape Design Competition for Han Riverfront won the 2nd prize and the Public Choice Award. Da Nang, Vietnam: 2016.



Christmas at myVillage, a development shaped by PlaceCORE™ thinking to involve the community. Singapore: 2012.



Healthcity Novena master plan that applied PlaceCORE™ thinking to involve stakeholders around the massive healthcare development. Singapore: 2012.



The 'Kuching for Me' competition is a community initiative to help the people of Kuching share the love for their city through stories, art and food. Malaysia: 2017.



# A PLATFORM TO SHAPE THE WORLD

Since 2005, the firm has organised its signature Shape the World conference in different cities to gather leaders and inspire them to think different.

The conference unites leaders and thinkers in considering ways in which we can collectively shape a society of purpose and bring about unity in our respective spaces of influence.

A crucial element of the conference is the workshops and discussions that are facilitated, centered around imagining new methods to bring about positive changes.

After hearing Pope Francis' speech in 2017, the role of the conference became more significant as a platform to not only discuss issues, but to shape common action for more inclusive economies and sustainable cities.

Unlike many other conferences where only high-profile individuals will get the chance to share their ideas, the Shape the World Summit brings together diverse stakeholders across all walks of society. By bringing together a global panel of leaders from diverse sectors of healthcare, business, economy and education, the firm aims to gather a more representative and relevant perspective. The desired outcome is to design creative methodologies, that can inspire all stakeholders to shape a more equitable economic system.



The 15th Shape the World Conference. Singapore: 2018



The 11th Shape the World Conference. Myanmar: 2013



The 12th Shape the World Conference. Vietnam: 2013



The 14th Shape the World Conference. Thailand: 2016

# EVERY STORY HAS A SOURCE OF INSPIRATION



Chiara Lubich.

What Consulus has learned by transforming companies, for 15 years is this: Unless companies are prepared to rediscover their purpose and redefine relationships, they will not be able to meet the challenges of the new world.

Chiara Lubich, winner of the UNESCO Prize for Peace Education and the founder of the global movement of unity called the Focolare Movement, was prophetic when she explained how a new type of company can emerge saying this in 1984:

**“...Every person in the working world (from the owner to the administrator, from the director to the technicians, from office workers to laborers) in order to build solidarity with others, must love everyone in such a way that he or she**

**becomes ‘one’ with the others. In this spirituality, mutual love leads to reciprocal understanding, to sharing the fatigue of the others, to make our own the problems of the others and to seek solutions together. It leads us to find common agreements for new forms of organizations in the working world. All come to share and participate together in the means of production, and in the fruits and profits.”**

This is the truth that Consulus continues to discover and this foundational thinking of Chiara Lubich has greatly influenced Lawrence and colleagues to see the world differently, that every company has the predisposition to be exceptionally great and capable of inspiring purpose and unity.



# ONE COMMITMENT

What started as an unlikely adventure has now transfigured into a steadfast commitment to shaping a better world — not alone — but by seeking out those who already desire in their hearts to do so. With the purpose to achieve a better and more united world with others, this is the pledge that all Consulites recite every year on the 21st of June:

**“We, the people of Consul, pledge to shape the world into a better place, through building a leading and transformative company where unity is the norm of norms.**

**We believe in a company where mutual love exists and equal opportunity is an undeniable right.**

**We believe in shared ownership and profit as a means to social equality.**

**We believe in building a fair and just enterprise by upholding the highest levels of integrity.**

**We believe in the value of humility to perfect our work. We entrust all these to the power of the Almighty who will ensure the perpetuity of our purpose after we have done our part.”**

At the end of every presentation Consul urges everyone to shape the world. So this book invites you to do the same, wherever you are.



# MAY YOU SHAPE THE WORLD

