

IS IT TIME TO RE-DEFINE SUCCESS?

From more to better; from bigger to flourishing?



Anna Pollock, Conscious Travel
Toerisme Vlaanderen
January 12th, 2018

**Environmental
Distress**



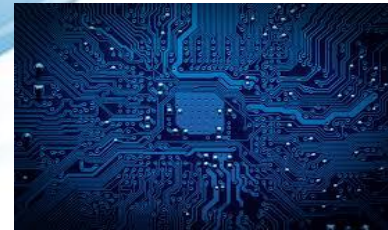
**Economic
Instability**



Volatile
Uncertain
Complex
Ambiguous



**Socio-Political
Unrest**



**Technology – that's
promising & terrifying**

Haven't we had enough change within tourism?

Digitisation, multi media, Internet, online travel agencies, loyalty programs, chain hotels, low cost airlines, geographical spread, social media, UGC, sharing economy, niche markets, gig economy, AI & robots, RFIDs, mass customisation, big data, micro niches.....

Plus ça change, plus c'est la meme chose

The operating model stayed the same

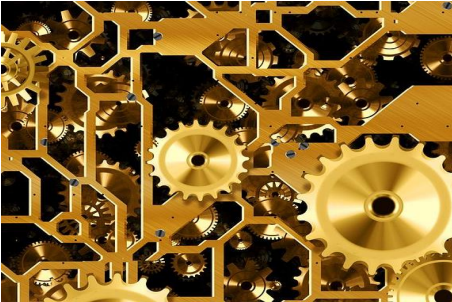
Tourism Borrowed the Production-Consumption Model



Travelers	→	Tourists
Places	→	Products
Experiences	→	Packages
Guests	→	Consumers
Hosts	→	Suppliers
Partners	→	Wholesalers
Fulfillment	→	Efficiency
Value	→	Price (cheap)

Standardization, homogenization,
automation, commodification

Industrial Model



energy

materials

TAKE



MAKE



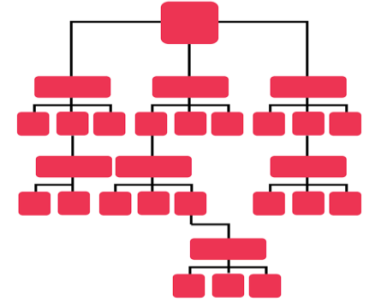
USE



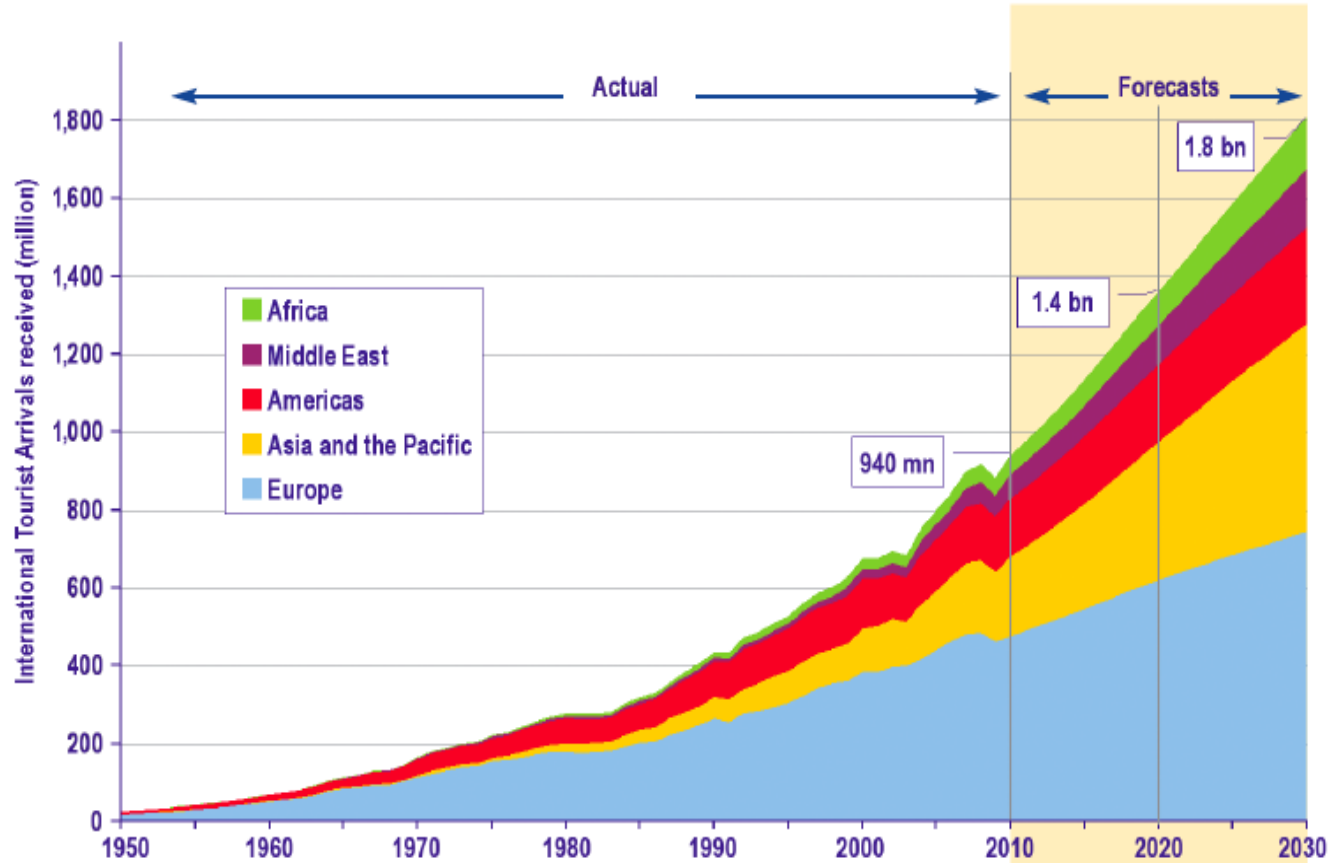
LOSE

waste
heat

waste
matter



Phenomenal Success: Systemically Flawed!



Internal Characteristics

1. Tourism an extractive economy dependent on finite resources
2. Industrial structures and processes inappropriately applied
3. Tourism is a derivative, secondary economy
4. What we sell is temporally and spatially constrained
5. Benefits & costs unevenly distributed!

Overtourism - Signs of a Tsunami crashing?



Barcelona's war on tourists

Locals feel they are being priced out by the visiting hordes, and the mayor agrees.

By DIEGO TORRES | 11/22/16, 6:45 PM CET | Updated 3/14/17, 4:27 PM CET



Amsterdam attempts to stem its tourist flood and regain its soul

Millions flock to the Dutch city every year, and residents say it is becoming unrecognisable.

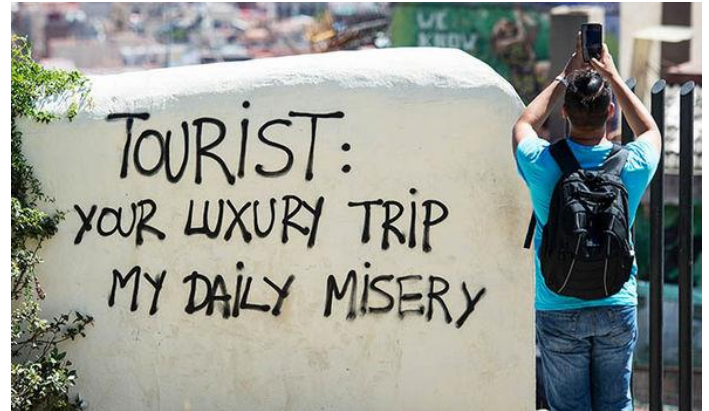
By MARIANNE SLEIGERS | 1/15/17, 7:15 AM CET | Updated 1/20/17, 1:16 PM CET

If Success can Hurt?

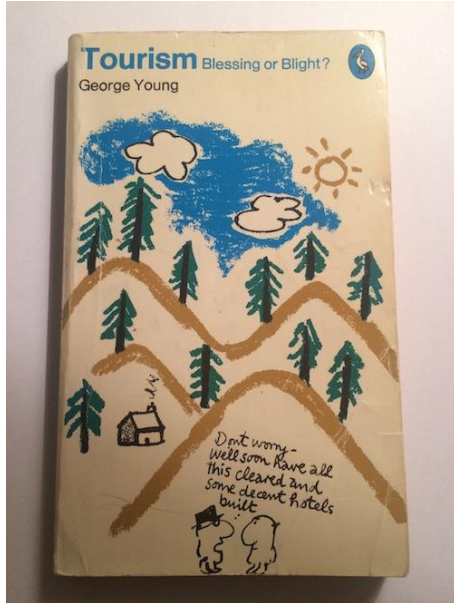
The writing on the wall?

OR

Are we running into a wall?



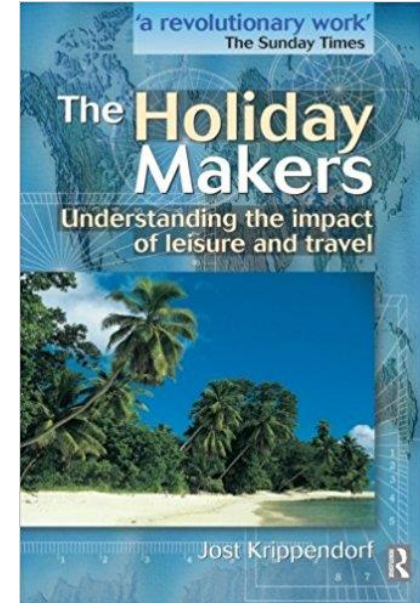
It isn't as if we didn't know!



1973

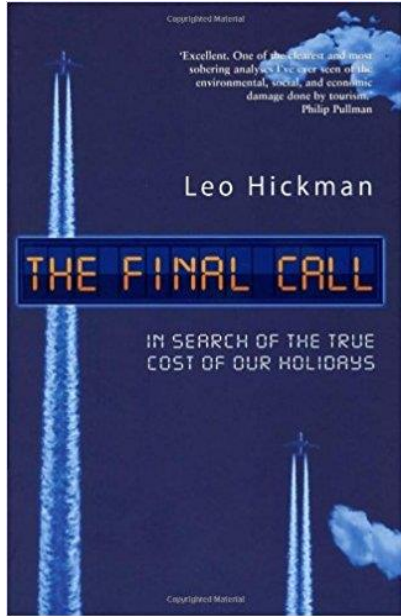


1975

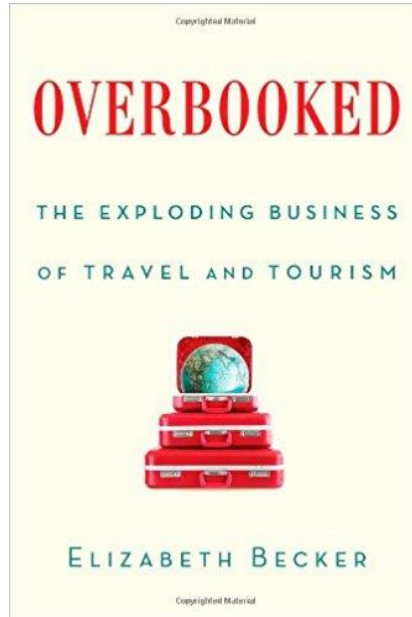


1984

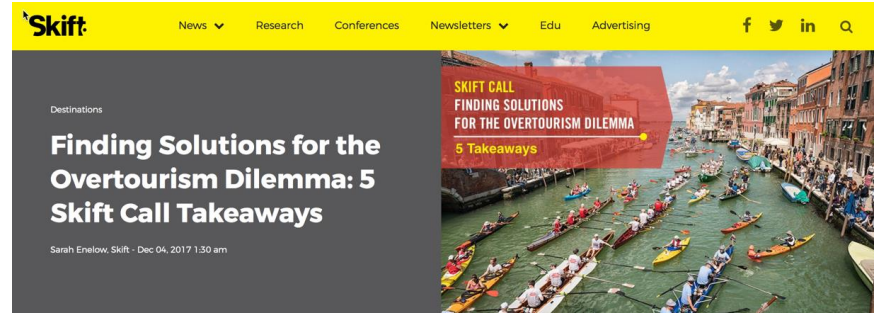
But initially chose to ignore – until we couldn't!



2007



2013



2016

Will 'Being Sustainable' be enough?



COPING WITH SUCCESS
MANAGING OVERCROWDING IN TOURISM DESTINATIONS



McKinsey & Company

- Shrink our footprint
- “Do less harm” or maybe
- “Do some good”
- Cope – can we manage our way out?
- But is this enough?

Imagine!



S.S. Titanic

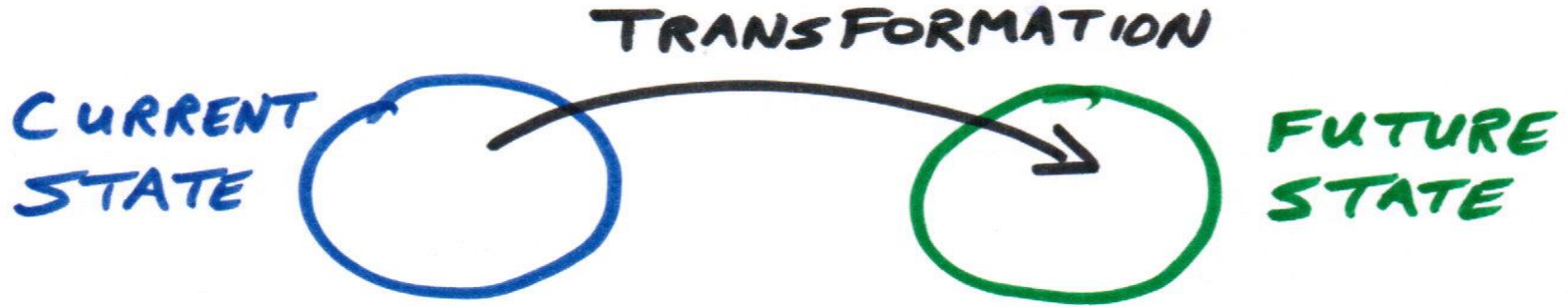
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Symphony of the Sea

Slow down or turn around?

Turning around entails a state shift



THE DIFFERENCE BETWEEN TRANSFORMATION AND CHANGE

Source: Richard Barrett, The Values Centre

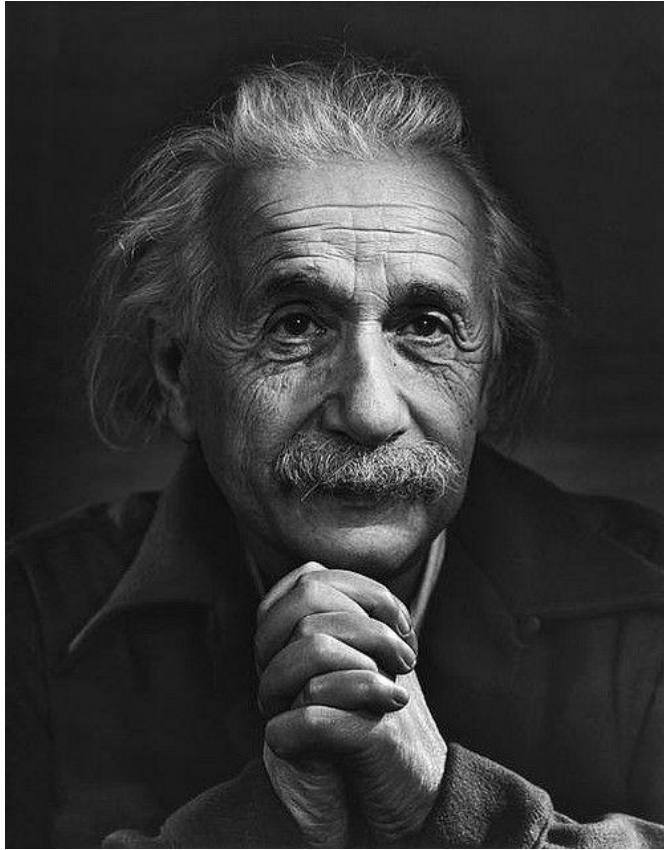
**Change is
doing things
differently.**

A shift in behaviours

**Transformation
is a new way of
being.**

and seeing

A shift in values

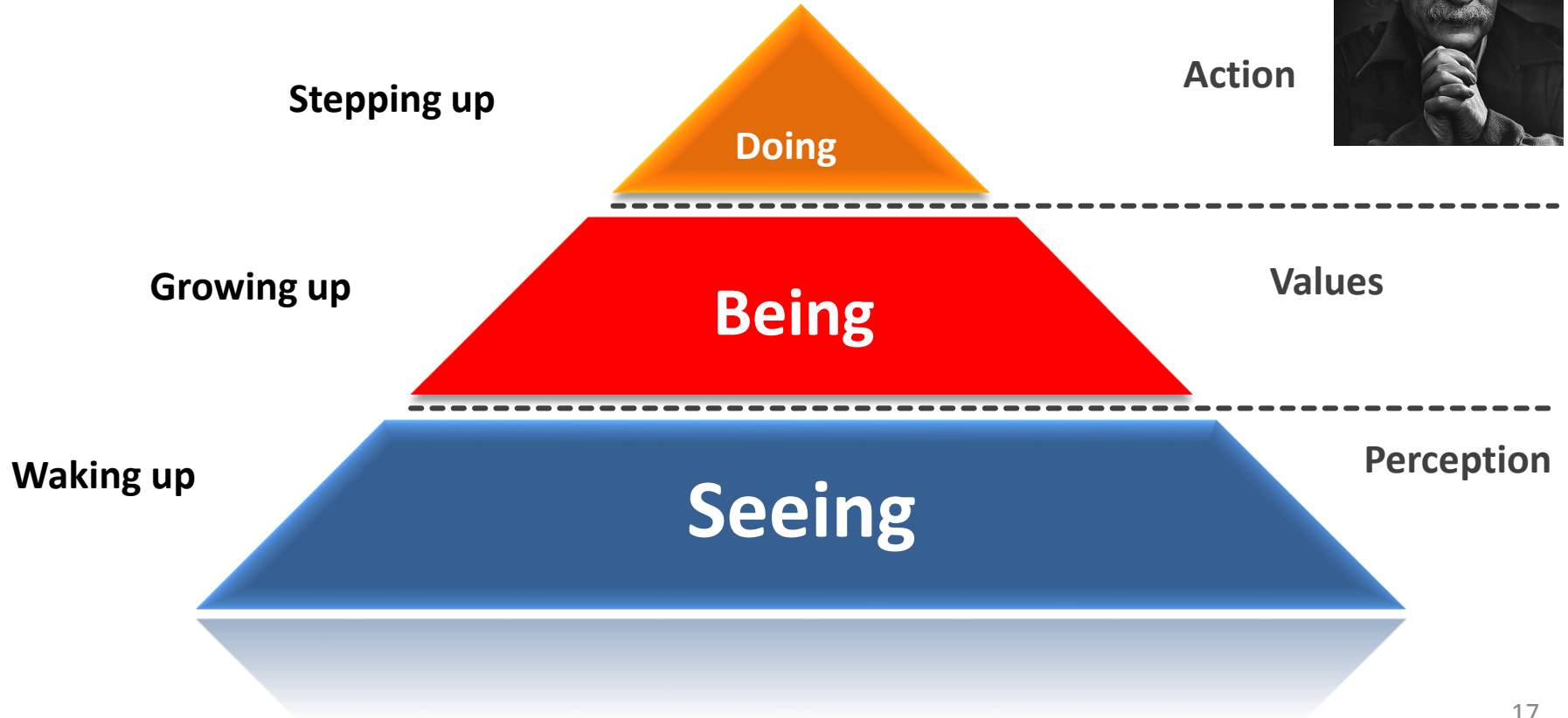
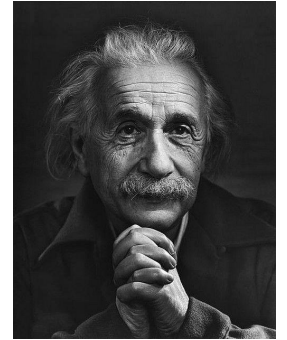


“The world we have created is a product of our thinking; it cannot be changed without changing our thinking.

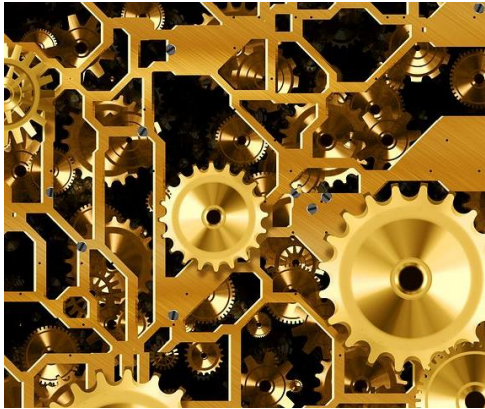
No problem can be solved with the same consciousness that created it.”

So we must learn to
see the world anew...

How do we do that?



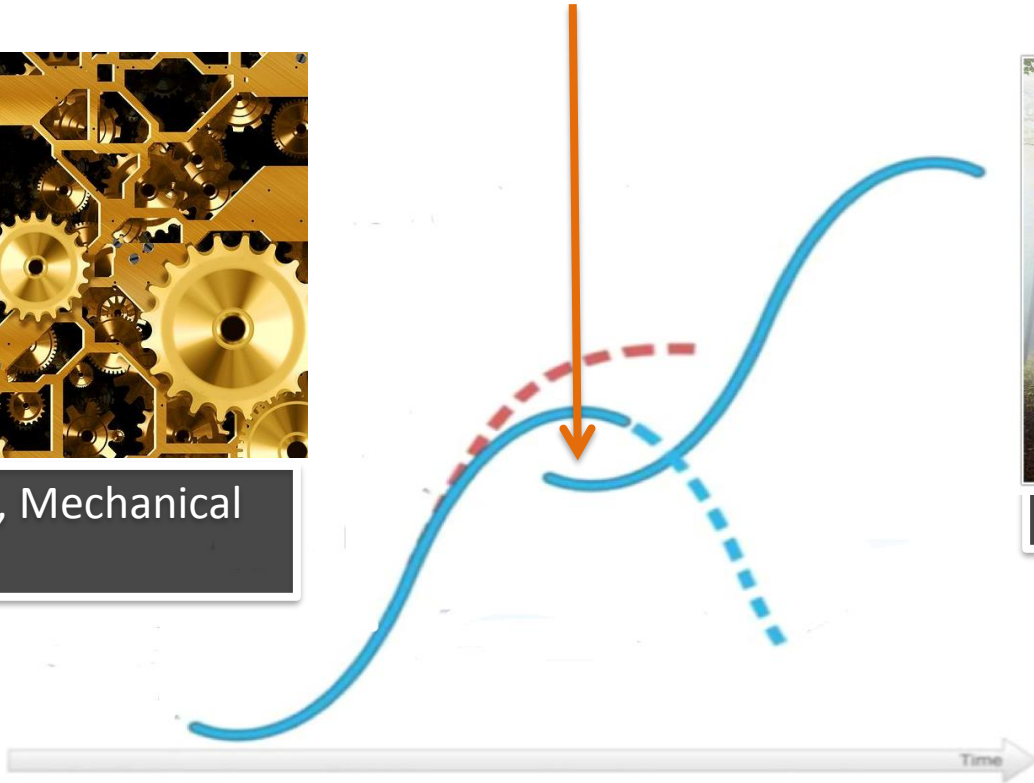
This shift in SEEING & BEING is happening all around tourism

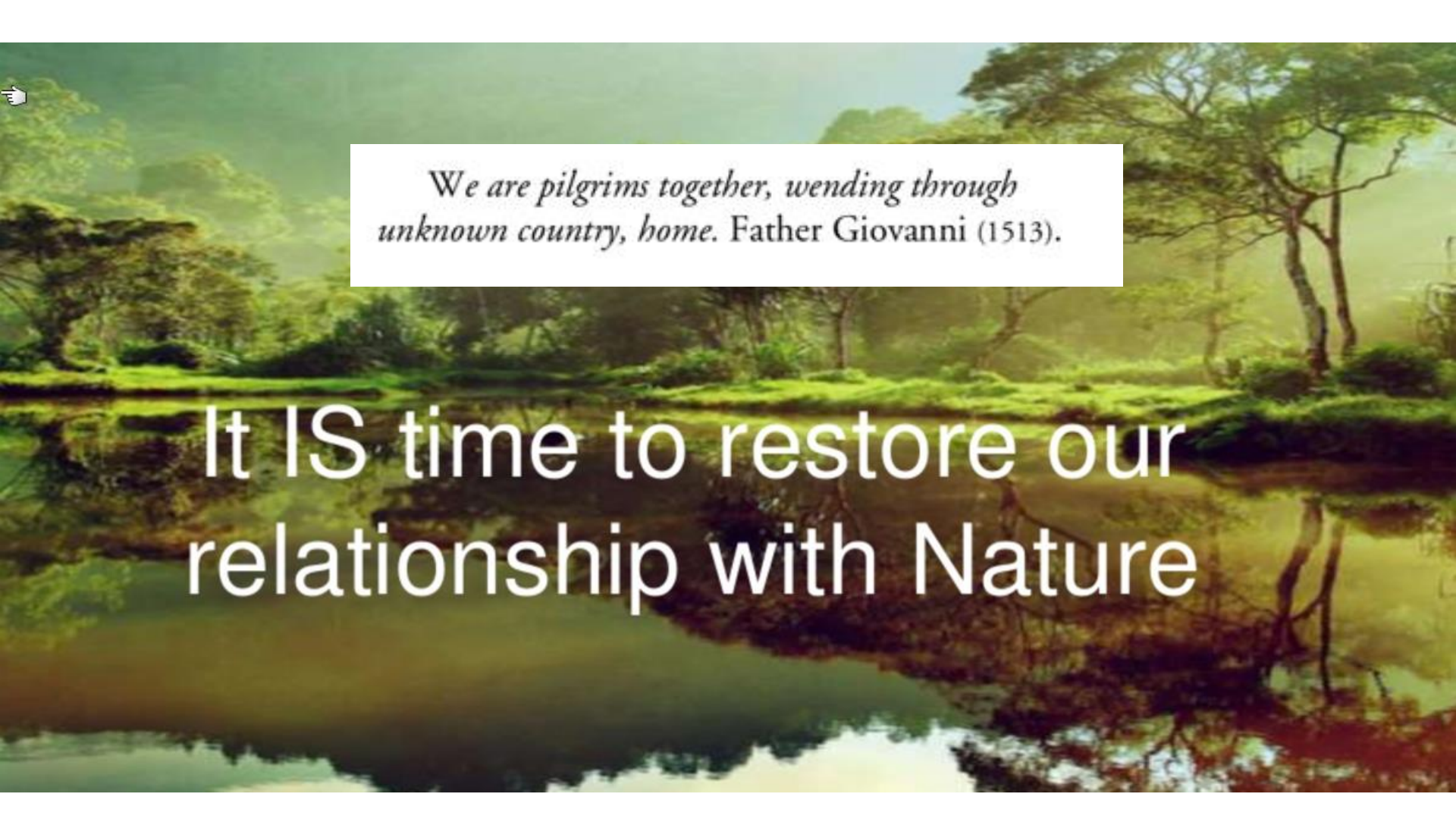


Material, Mechanical View



Living System View



A lush green landscape with a river and trees. The scene is vibrant with various shades of green, from deep forest greens to bright, sunlit areas. A river flows through the center, reflecting the surrounding foliage. The background shows rolling hills and more trees, creating a sense of depth and tranquility. The overall atmosphere is peaceful and natural.

*We are pilgrims together, wending through
unknown country, home.* Father Giovanni (1513).

It IS time to restore our
relationship with Nature

What's causing this shift?

SCIENCE & TECHNOLOGY

QUANTUM PHYSICS &
COSMOLOGY

NETWORKS & COMPLEXITY

BIOLOGY – EVOLUTION

BIOMIMICRY

ECOLOGY

NEUROSCIENCE

HUMAN ASPIRATIONS

POSITIVE PSYCHOLOGY

PERFORMANCE

CREATIVITY-INNOVATION

MULTIPLE INTELLIGENCES

WORKPLACE ENGAGEMENT

MOTIVATION

Biomimicry



[LINK](#)

Humans are Growing-Up



A PERSONAL JOURNEY

Every person is on an evolutionary journey of psychological development.

Another example: people as parts in the machine

Human Resource,
Human Capital

Employee (noun: **thing** being
"employed" or used)

He's in charge of
Managing Talent*



* and other
commodities

"Our employees are our best assets"

What's an Economy For?

OWNING OUR FUTURE



The Emerging Ownership Revolution

Journeys to
a Generative Economy

Marjorie Kelly

Author of The Divine Right of Capital

Foreword by David Korten

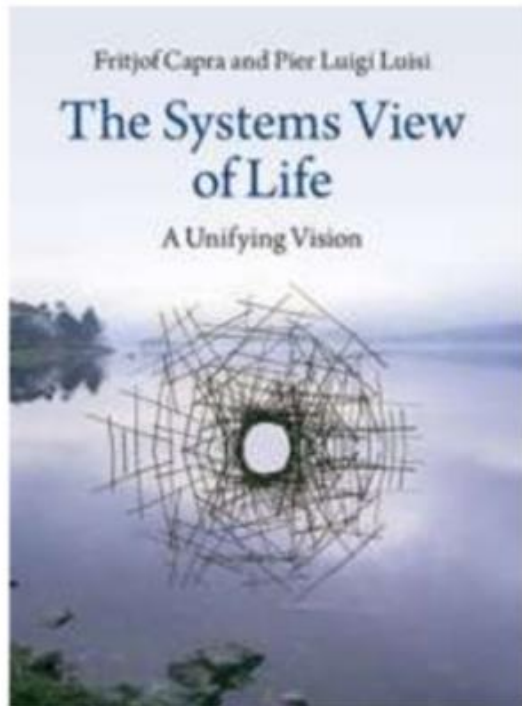
Author of Agenda for a New Economy

You don't start with the corporation and ask how to redesign it. You start with life, with human life of the planet and ask... How do we generate the conditions for life's flourishing?

Marjorie Kelly

*The only valid purpose of an economy is to serve life. To align the human economy with this purpose, **we must learn to live as nature lives, organises as nature organises, and learn as nature learns**, guided by a reality-based, life centred, intellectually sound economics.* David Korten

So what is life?



List of Living Things	List of Non living Things
fly	radio
tree	automobile
mule	robot
baby	crystal
mushroom	The moon
amoeba	computer

- Life is a system that regenerates itself from within
- It is in a constant state of becoming, evolving
- Life emerges from the relationships of its parts
- Life is matter that chooses

Living Systems 101



We live on a LIVING SYSTEM

All living systems are made up of a **network** of PARTS – smaller living systems that are nested

1. There are Parts



cells in your body



bees in a hive

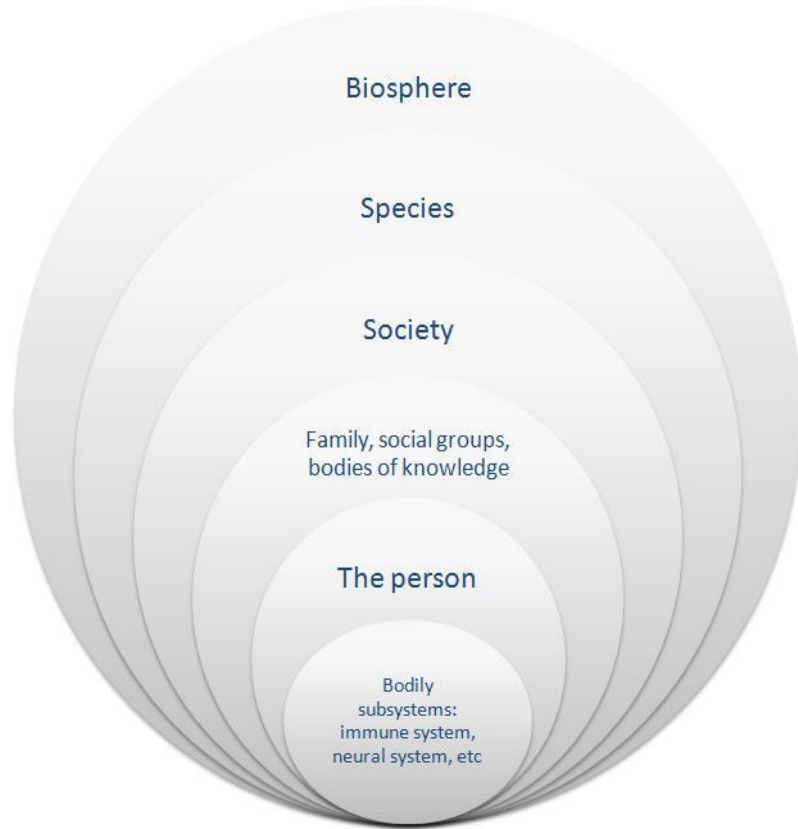


trees in a forest



people in an organization

Nested Systems



Every system:

Has an identity that's more than the sum total of its parts

Has a function, role, purpose

Is in relationship with the whole of which it is a part and the parts that make the whole

Takes inputs of energy, fuel and nutrients from the whole and contributes back to the whole

Is self organising – can remake itself




2. There are Relationships


**The consistent yet dynamic web
of internal and external interactions between parts**

3. There is a Whole

an emergent level of life with characteristics & capabilities of its own that can't be understood by looking only at the parts




your body



the beehive



the forest



the organization



4. There is a “Self-Integrating Property”

This is how biologists describe the way that...by *itself* the living system *integrates* all those divergent *parts* into a convergent *whole* in dynamic *relationship* internally and externally in an ongoing, moment-by-moment process of self re-creation.

In other words, it's what makes the living system alive.

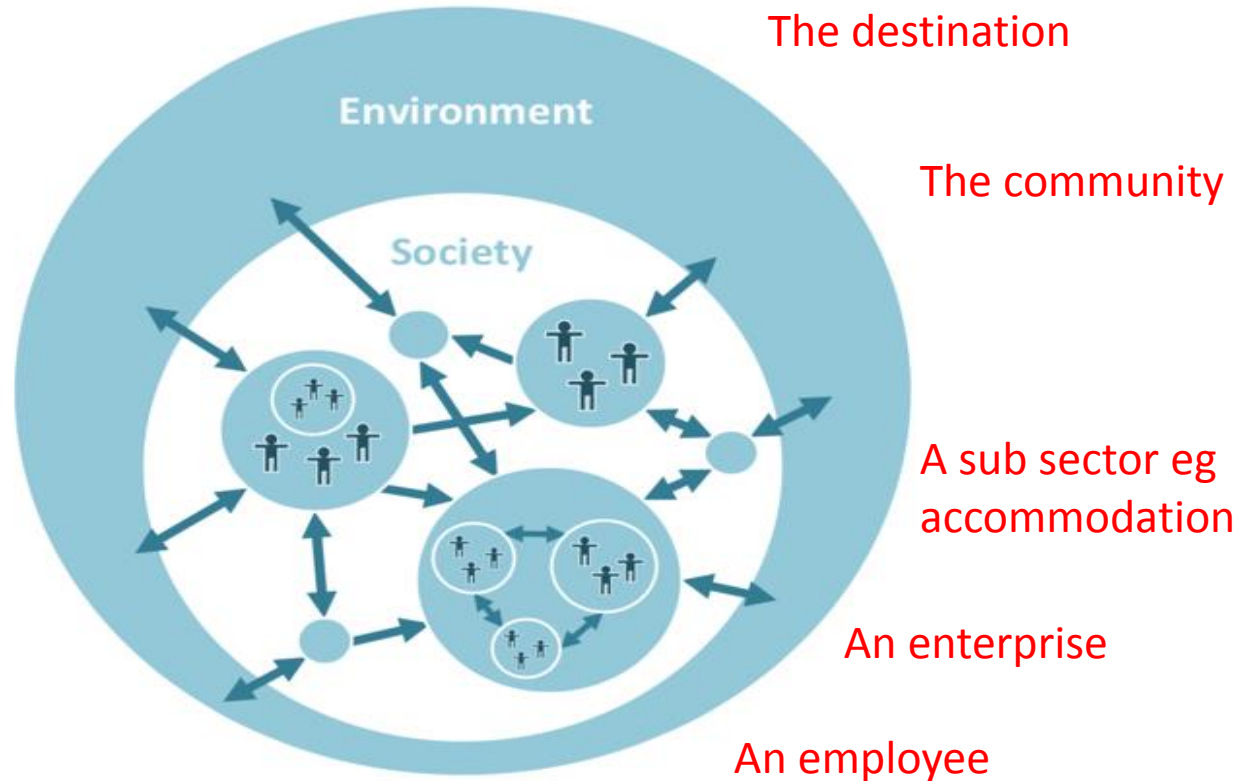


That's life, right?

It's whatever it is that animates us and makes us alive.

Source: Humanity 4.0 Michelle Holliday

The Destination as a Living System



What does a “Successful” Living System in Nature look like?

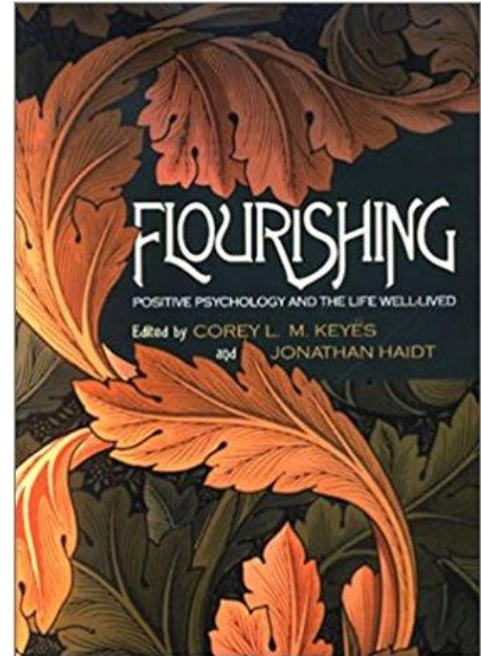
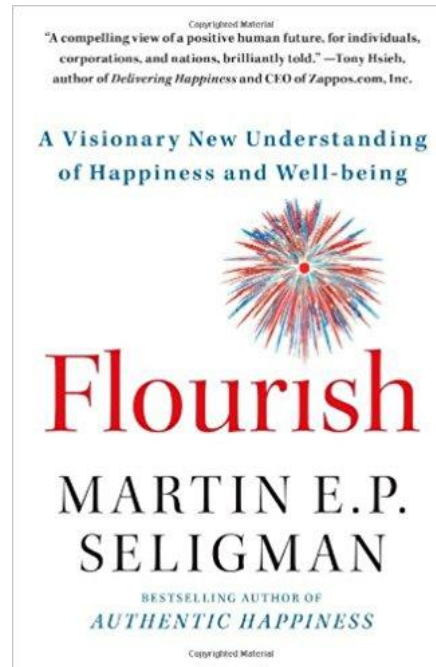
- It's alive – vitality; robustness;
- It's self organizing
- Creates conditions for other life to exist
- Adaptable, constantly changing
- Resilient
- Efficient - Zero waste
- It's evolving – greater order, complexity, beauty - dynamic equilibrium
- Unique, distinctive
- Balance

HEALTHY & ABUNDANT!

What does a “Successful” Human Living System look like?

POSITIVE PSYCHOLOGY

- Positive Emotions
- Engagement (passion)
- Relationships, connections, caring & cared for
- Meaning, sense of purpose
- Sense of mastery, autonomy



What makes you come alive?

*“Don't ask yourself what the world needs. Ask yourself what makes you come alive, and go do that, because what the world needs is people who have come **alive.**”*



Step 2: Question, question

IDENTITY

Who am I? Who are we? What does it mean to be human
When do I feel most alive?

PURPOSE

Why am I here? What am I called to do/be?

VALUES

What matters, what's important to me/us

VISION

What do we wish to create? What is calling to be expressed?

ACTION

What will it take, what needs to be done, what can I contribute?

WHAT DOES IT MEAN TO BE A FLOURISHING INDIVIDUAL, ENTERPRISE AND COMMUNITY?

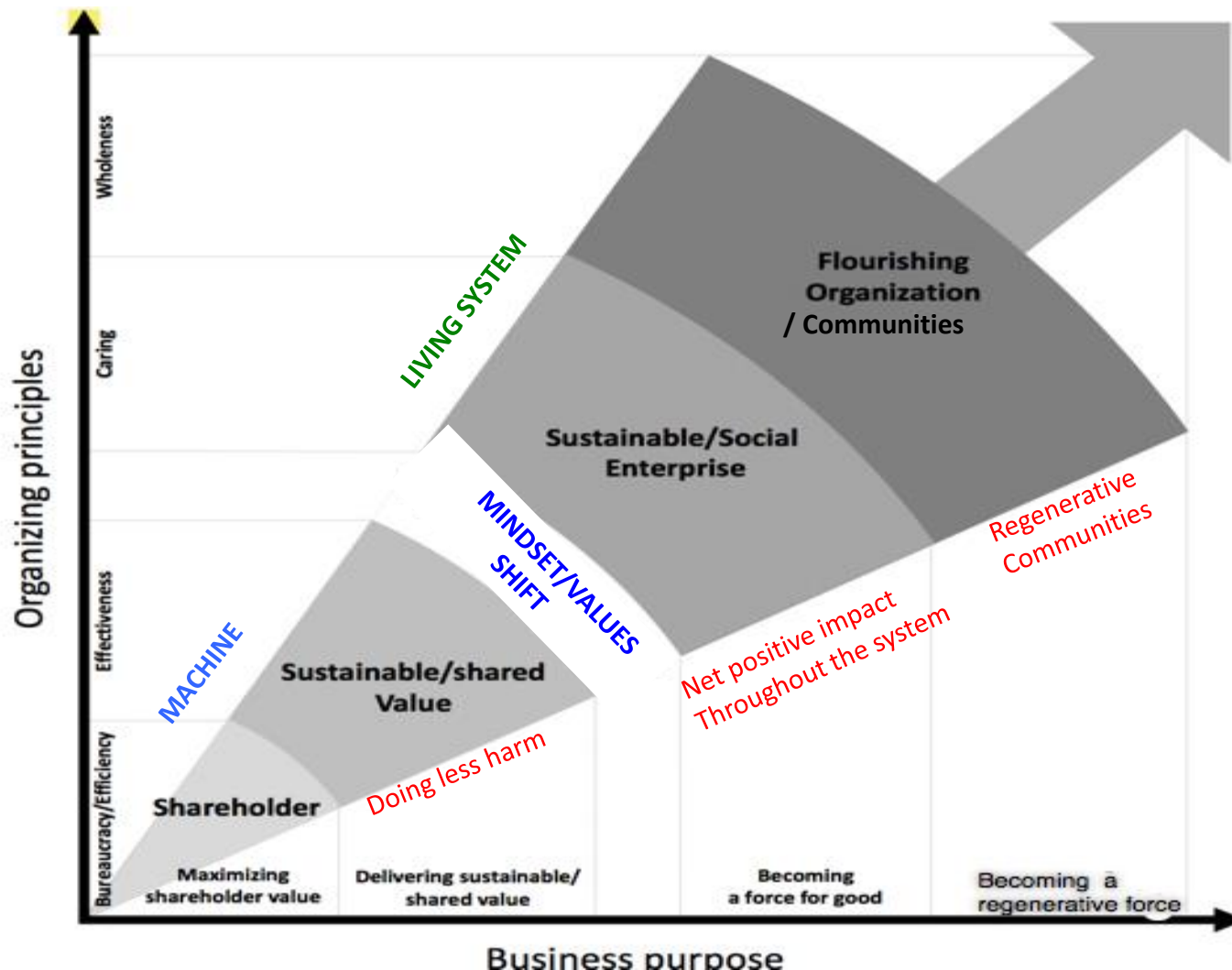
© Anna Pollock, Founder, [Conscious Travel](#)

	CHARACTERISTICS	THRIVING INDIVIDUAL	PROSPEROUS ENTERPRISE	FLOURISHING COMMUNITY
1	Vitality (healthy, robust) Power, agency	"Fully alive", healthy, energetic, authentic, zest, enthusiasm, lashed, empathic, cooperative, supportive, confident, present Physically fit, mentally alert, emotionally balanced,	Healthy level of profitability; solid market prospects (pipeline, repeats, referrals); provides sustainable livelihoods to employees, delights customers; enjoys community support	Enjoys high net benefits from tourism (minimal costs); feels a sense of ownership and pride; able to expend genuine welcome to visitors; boom & bust cycles avoided
2	Self awareness – distinct identity (character, personality, identity, authenticity, values led)	Good self knowledge: Emotions, strengths, values, beliefs, ethics, intelligence and aptitudes	Clarity about purpose and needs of all stakeholders; sense of how to differentiate (stand out); strengths; cultures (values and ethics) that are expressed by all members.	Clear sense of PLACE – what is unique and special
3	Positive Emotions	Able to express a full spectrum of emotions High EQ	Pleasant, happy place to work; supportive, nourishing, stretching, compassionate, creative	Great place to live, work and play High levels of community well being Tourism benefits evident & valued
4	Engagement (passion, "in the flow")	Capable of absorption in an activity, experience peak performance and joy in the task, passion, zest High EQ, SQ	High positive energy; focus on delighting customer in creative ways, employees and customers feel heard and cared for.	Community enthusiasm, lots of spontaneous community activity, and a strong sense of pride
5	Relationships (interdependence, sense of inter-connectedness)	Can sustain a range of relationships with work colleagues, friends, family and enjoys a support network High EQ	Enjoys good relations with all stakeholders, especially community; willing to work collaboratively with other members of the destination community	Community members willing to work together , collaborate, co-create.
6	Meaning & sense of purpose	Enjoys a strong sense of personal purpose and direction	Members of the enterprise share a common sense of purpose higher than simply making a profit that engages and motivates	The community knows why they are encouraging tourism and what they wish to achieve as a result of its success.
7	Achievement (Sense of mastery, autonomy & contribution)	Has a range of interests, skills and enjoys a satisfying level of mastery; sense of autonomy (can direct events to serve self and others)	Leads trends rather than follows, clear sense of strategic direction & priorities	High levels of performance on indicators determined by the community as important to them. High levels of volunteering and SE
8	Diversity	Flexible, multi-skilled and capable of taking multiple perspectives	Diverse workforce (gender, ethnicity, age, intelligence, worldview) but aligned around a common purpose & values	Diverse enterprises but aligned around a common purpose & values and sense of place
9	Balance (Options) (within and between)	Balances various aspects of life (work-leisure); physical, mental, emotional and spiritual) Options not maximizing	Operates in harmony with natural environment – close to zero waste; minimum resource input; respects local culture, expresses place. Procures locally Options not maximizing	Healthy environment Thriving culture Self sufficiency Options not maximizing
10	Resilience	Able to bounce back after major changes or shocks; learns from mistakes, adaptable	Plans and prepares for downtimes, low seasons, contingency & risk planning	Plans and prepares for downtimes, low seasons, contingency & risk planning
11	Capacity to adapt, grow, develop, self-organize; realize potential	Able to sense and respond to context. Committed to lifelong learning, personal growth and development	Able to sense & respond. Committed to lifelong learning. High levels of innovation and creativity.	Committed to lifelong learning. High levels of innovation and creativity.
12	Contributing to the whole Life Supporting regeneration at core	Able to demonstrate a contribution to the community	Net positive impact on the community in which the business operates	Net positive impact to the destination community as a whole – enhancing its capacity to regenerate and flourish

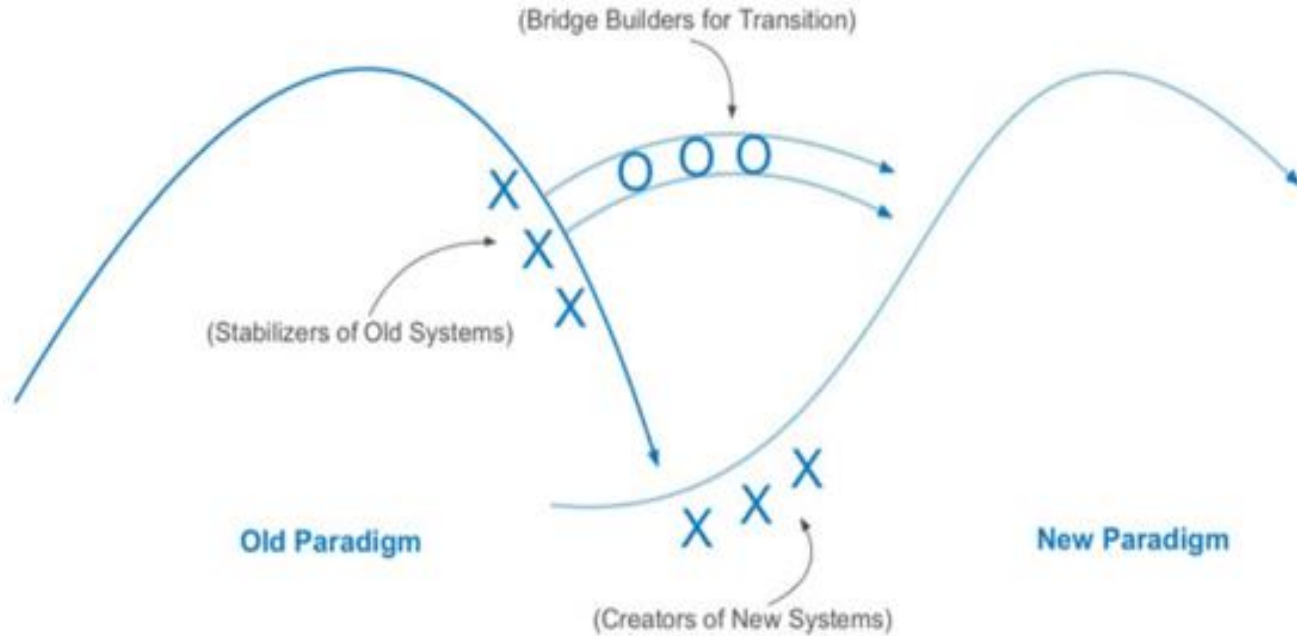
What does true Prosperity look like?



What does a FLOURISHING person, company, business or place look, feel and operate like?



In this transition everyone can play their part

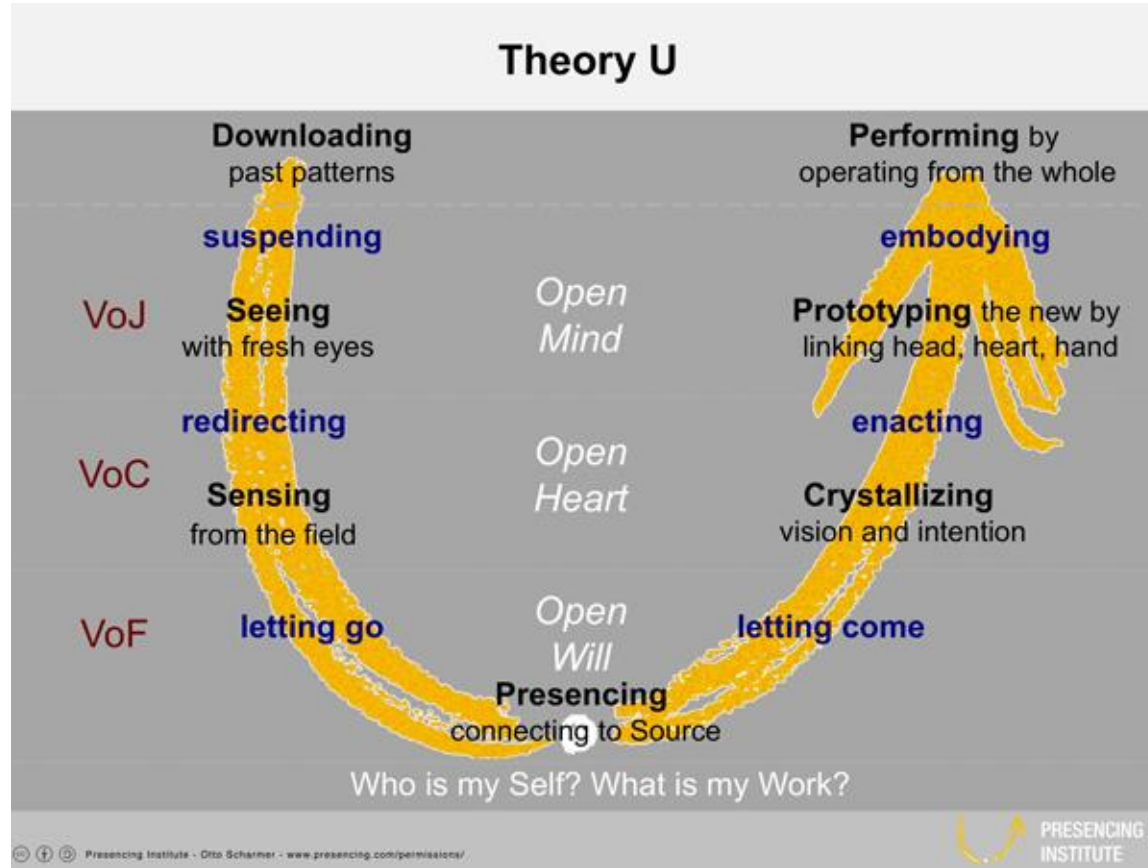


How do we shift?



- 1. Gather, open hearts, minds and will; observe, listen converse**
- 2. Be curious - ask tough questions that lead to inspiring compelling goals: how do we define success & prosperity?**

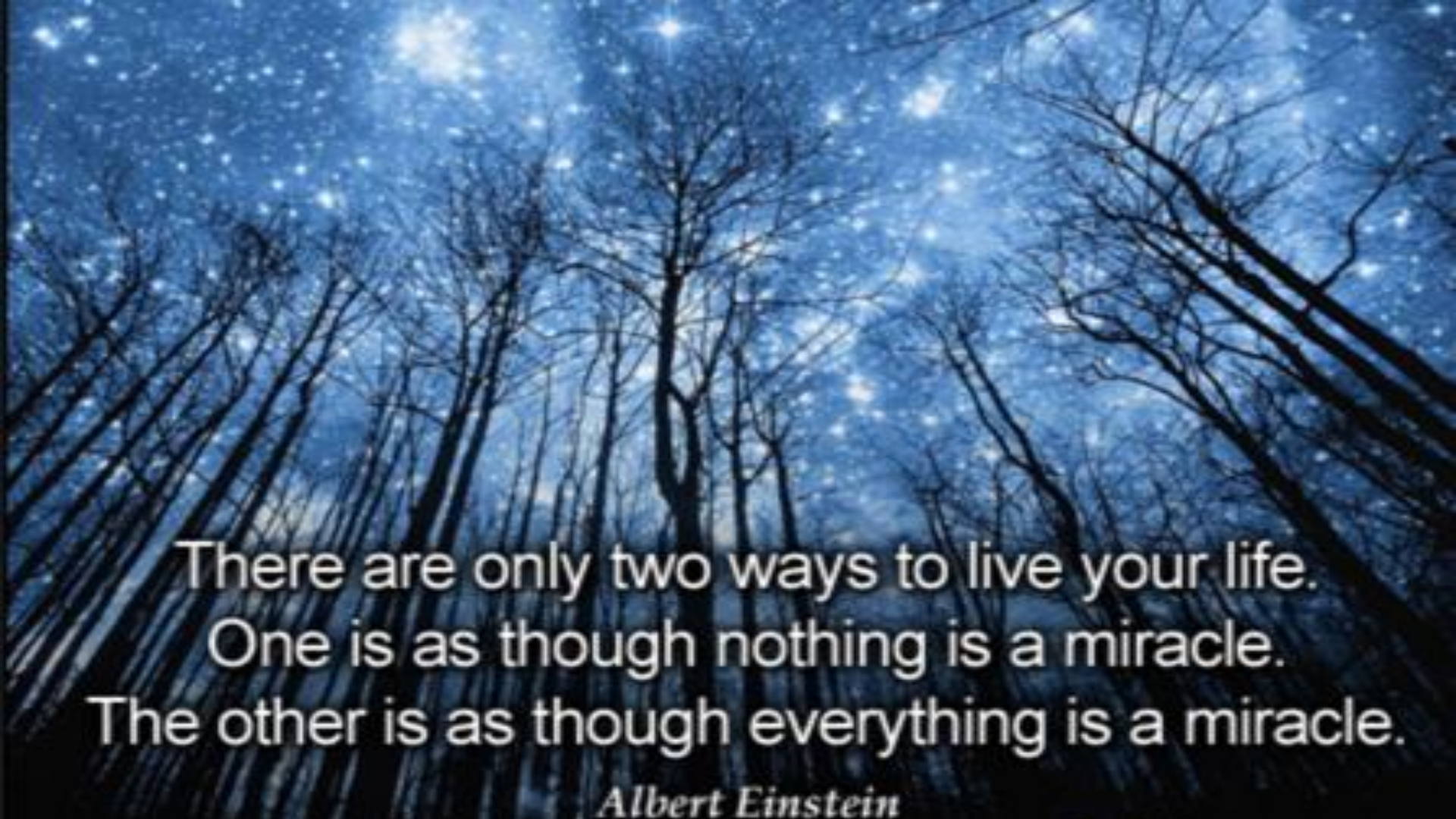
Step 1: Conversations That Matter



How do we shift?



- 1. Gather, open hearts, minds and will; observe, listen converse**
- 2. Be curious - ask tough questions that lead to inspiring compelling goals: how do we define success & prosperity?**
- 3. Commit to learning by doing together; try on different lenses, try, fail and learn some more – share!**
- 4. Identify and develop the unique potential and regenerative capacity of people in your destination**
- 5. Share roles, be inclusive**
- 6. Trust the process.**

A low-angle photograph of a forest of bare trees against a starry night sky. The trees are silhouetted against a deep blue sky filled with numerous bright stars. The perspective is looking up from the forest floor, creating a sense of height and looking towards the heavens.

There are only two ways to live your life.
One is as though nothing is a miracle.
The other is as though everything is a miracle.

Albert Einstein