Leanne Denby, Macquarie University, Australia
Christa Gyori, Unilever
Rosi Kerr, Dartmouth University USA
The Plan

11:20 Welcome from EAUC and Sponsors
11:30 Introductions to each other
11:35 Introduction to the Framework
12:30 Break for Lunch
1:35 YOU LEAVE LUNCH
1:45-2:25 Activity
2:30 Case Studies
3:10 Break
3:20 Activity and Stunning Conclusion
British economist Lord Nicholas Stern has cited recent bushfires in Australia along with current flooding in the United Kingdom to argue climate change is already causing devastating destruction.

Lord Stern, who authored the influential 2006 study on global warming, said record rainfall and storm surges causing flooding across the UK “are a clear sign we are already experiencing the impacts of climate change.”
MegaTrends

THE COST OF EVERYTHING IS RISING

Index

World War I
World War II
1970s Oil Shock

Postwar Depression
Great Depression

1900 1920 1940 1960 1980

Britain

- Funding down 35 percent (England only).
- Student numbers up 9 percent to 1.87 million (through 2012–13).
- Extra income from higher tuition has largely offset cuts made since 2012 to the teaching grant, the EUA says. It will mean the teaching grant will represent just 17 percent of overall higher education funding in 2015–16, down from 64 percent in 2011.
- Universities have also had less central funding for infrastructure, though the research budget has been frozen in cash terms.
- According to the Higher Education Funding Council for England, overall income for university teaching will rise from £13 billion ($21 billion) in 2010–11 to almost £15 billion ($24 billion) in 2014–15, including fees from overseas students, student loans and other sources.
Planetary Systems

The Source of Change is Here

Individuals

Organizations
What’s Needed to Change?

Consumer demand: A change in **values**

Supportive **policy** instruments:

- Access to **capital**
- A market providing **product & services**
- A trained **workforce**

To Change Society We Must Change a Complex Interdependent Web of Organizations

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How Does a “Traditional Organization” Look?

Management Driven Hierarchy (Command Control) Predominates in All Sectors Including Higher Education
Management Driven Hierarchy (or Command and Control)
“CBIS Case Story: How Many People at Harvard Does it Take to Change a Lightbulb?” by Isharp is licensed for sharing and adapting under Creative Commons CC BY-AS 4.0
Disengagement

70% of workers in the USA are not engaged in their work. Defined as essentially sleep walking throughout their day.

Gallop “State of the American Workplace Report 2013”
Exhaustion

Analogies from Change Leaders

• Being Tonto with the Lone Ranger at a bank-robbers’ convention
• Trying to interest people who like junk food in a healthy diet
• Learning Spanish but finding myself in China
• Being a competitor on American Idol
• Being Stephen Bradbury winning gold at the Winter Olympics
• Pinning jelly to the wall

Leadership Challenge

- Seeking to transform, not just fit initiatives in with existing cultures, structures & incentives.
- Inadequate senior leadership support or funding.
- Being seen as challenging existing 'empires'.
- Seeking to introduce collaboration in a content that rewards individual success.
- Unclear, different or limited understandings of sustainability.

Management Driven Hierarchy (or Command and Control) alone is inadequate for the task of leading significant amounts of change & innovation.
As it turns out, sustainability is the ideal problem to solve our organizations.
We are moving from a command control operating system to a dual operating system aligned around shared purpose.
ADAPTIVE OPERATING SYSTEM

Intrinsic motivation to enact shared purpose
Community structure, relationships
  Boundary crossing connectivity
Co-created change, leadership as a system
  Applied learning focus
Socially supported learning, story
  Dynamic, multiple, transient

COMMAND CONTROL OPERATING SYSTEM

Extrinsic motivation to enact mission & vision
Authority structure, transactions
  Division and hierarchy
Top-down change, leadership as a linear
  Execution focus
Strategy, metrics, reporting
  Rigid, single, permanent

ALIGNED THROUGH PURPOSE
Over Time the Systems Can Transform One Another
The Big Pivot Strategies

- Vision Pivot
  - Set Science-Based Goals
  - Pursue Heretical Innovation

- Partner Pivot
  - Fight Short-Termism
  - Change Incentives and Engage
  - Inspire Customers to Use Less
  - Redefine ROI
  - Collaborate Radically
  - Value Natural Capital

- Valuation Pivot
  - Become a Lobbyist
The Good News!

It can be taught, it can be learned and it can change everything.
Actions for Change Agents

1. Create Shared Understanding and Shared Purpose to Transform
2. Pursue Conditions & Processes as Well as Goals & Plans
3. Focus on Removing Risk & Fostering Stability
4. Be Amazing at Fostering and Leveraging Positive Social Dynamics
5. Pilot, Pilot, Pilot!
6. Democratize Access to Capital for Seed Funds and Pilots
7. Leverage Social Learning
8. Explore New Ways to Advance Group Intelligence
9. Engage Senior Leaders and Middle Managers to Improve Decision Making Agility
1. Create **Shared Understanding and Shared Purpose**

- Get Senior Leaders and Middle Managers into the conversation using enough shared language about this new organizational model.
- Co-Create Your Own Convenings for Senior Leaders and Middle Managers
2. Pursue Conditions & Processes

- Trust based culture
- Psychological safety
- Access to seed funding for pilots
- Forums, processes and permission for idea flow
- Stories that model emotional resources: courage, hope, drive
- Permission for piloting and exploration
- Shared ownership, credit, public recognition
- Agile decision-making processes for scaling.
- High functioning group processes/meetings with optimal patterns of interaction
- Forums for social learning

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3. Focus on Removing Risk & Fostering Stability

A change agent and a change capable organization creates stability and reduces risk so that others can join in.
4. Be Amazing at Fostering and Leveraging Positive Social Dynamics

Mastering the new leadership frontier of social dynamics and social architecture will be critical for our success.
4. Be Amazing at Fostering and Leveraging Positive Social Dynamics

Leading the Learning Organization

- Comfort Zone
- Learning Zone
- Apathy Zone
- Anxiety Zone

Source: Amy C. Edmondson | Novartis Professor of Leadership & Management | Harvard Business School THE POWER OF TEAMING
5. Pilot, Pilot, Pilot

Roger’s Innovation Adoption Curve

- Innovators: 2.5%
- Early adopters: 13.5%
- Early majority: 34%
- Late majority: 34%
- Laggards: 16%

Trying to convince the mass of a new idea is useless. Convince innovators and early adopters first.
Scale up Pilots

Seductive Nutrition

The World Menu Report: ‘Seductive Nutrition’ shows us that people really want to be given the option of eating slightly healthier food when they are dining out but without having to compromise on taste or the feeling that it is a treat – and why should they?

Read More
6. Democratize Access to Capital
Reform Finance & Accounting Barriers

• Capital and operating budget disconnect.
• No commitment to capturing and reinvesting savings (costs avoided).
• No annual innovation/piloting/seed funds for the Emergence Operating System
• No efficiency funding in annual maintenance/operating budgets
7. Leverage Social Learning
8. Explore New Ways to Advance Group Intelligence
9. Engage Senior Leaders and Middle Managers to Improve Decision Making Agility
This organizational model open new idea pipelines by:

- Increasing organization-wide idea flow, exploration, group intelligence & social learning
- Reducing Risk Across the Organizational Ecosystem
- Locating diverse business models
- Unleashing new levels of purpose & engagement
- Improving Decision-Making Agility
1. Select someone at your table to be the Reporter
2. As a group, you have 10-12 minutes to answer the question:
   WHAT IS ONE THING THAT RESONATES MOST POWERFULLY WITH YOU ABOUT THE CONTENT AND WHY?
4. Summarise your 1 minute report out (4 minutes)
5. Each group will have 1 minute to report back
   If you agree then raise your hand! No repeating!
ACTIVITY TWO

1. Individual reflection time (5-10 minutes): *What are your biggest insights about how you might apply this framework? What are your next steps, how will you use these ideas?*

2. Join to make groups of 3 and share reflections – make note of key reflections, insights, ideas and summarise these to report back (15 minutes)

3. Groups to share insights through open discussion (25 minutes)
The Future?

- Eco-Absurdity: Speeding Up Towards the Cliff
- Eco-Efficiency: Slowing Down & Doing Less Bad
- Eco-Effectiveness: Changing Direction & Doing Well By Doing Good
WANT MORE?
In collaboration with

Executive Education in Sustainability, Harvard University

Sessions in 2015:  
July 7th-10th  Oct. 19th-22nd

To learn more or request an application

www.chgeharvard.org/CBIS

“I left energized & ready to tackle the most complex adaptive problems that my college faces. Wherever your organization is in relation to sustainability this program helps you go to the next level.”

Community College President