


# Decoding the SEA DNA

A Presentation by  
Brian Kelly, Director  
The Sustainable Enterprise Academy  
to the  
World Resource Institute's  
Sustainable Enterprise Summit  
December 6, 2001



## What is the Sustainable Enterprise Academy (SEA)?

- North America's premier executive education program on sustainable development
- Mission Statement:  
*To assist business in the transformation to corporate sustainability by providing senior executives in business, government and civil society with the vision, education, tools and support necessary to champion sustainable development in their organizations.*

WRI Sustainable Enterprise Summit, December 5



## The SEA DNA

- The SEA DNA is the philosophy, analysis and pedagogy that underlie our Business Leader Seminars
- Best represented by the Agenda for our SEA Business Leader Seminar
- Each cell of the Agenda is analogous to a chromosome of the DNA that defines SEA’s approach to executive education
- Let’s begin to map the SEA genome

WRI Sustainable Enterprise Summit, December 5




## SEA Business Leader Seminars

<u>Number</u>	<u>Dates</u>	<u>Location</u>	<u>Status</u>
First:	October 16 – 20, 2000	Toronto	very successful
Second:	May 14–17, 2001	Toronto	very successful
Third:	November 26-30, 2001	UNC	postponed
Third:	May 13-16, 2002	Banff	scheduled
Fourth:	November 4-7, 2002	UNC	rescheduled
Fifth:	May 5-8, 2003	Toronto	scheduled

WRI Sustainable Enterprise Summit, December 5

agenda FOR BUSINESS LEADER SEMINAR, MAY 13-16, 2002*			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY
BREAKFAST			
REGISTRATION WELCOME & INTRODUCTION PROGRAM FOCUS	THE STAKEHOLDER CORPORATION	CREATIVE DESTRUCTION & SUSTAINABILITY	SYNTHESIS CASE: MANAGING OPPORTUNITY FOR SUSTAINABLE ENTERPRISE
THE SEA SUSTAINABLE BUSINESS MODEL	EMERGING PUBLIC VALUES & PREFERENCES	Concurrent Workshops B 1. Learning Technologies 2. Product Lifecycle Strategies 3. Rent Generation Urban Infrastructure	Learning Team Session #6
Learning Team Session #1	Learning Team Session #2	Learning Team Session #4	REPORT BACK ON CASE
LUNCH			
LEADERSHIP FRAMEWORK	BEYOND RATIONALISM: THE HUMAN DIMENSION	RAISING THE BOTTOM OF THE PYRAMID	LEADERSHIP TOWARD THE TRIPLE BOTTOM LINE
GLOBAL SCENARIOS: WHICH WORLD	Concurrent Workshops A 1. Stakeholder Engagement 2. Role of Government in Sustainable Enterprise 3. Engaging Aboriginal Communities	Concurrent Workshops C 1. Development Through Knowledge 2. Towards Sustainable Resource Extraction 3. Trade & Sustainability	Learning Team Session #3
RESOURCE PRODUCTIVITY: NATURAL CAPITALISM	Learning Team Session #3	Learning Team Session #5	MAKING IT HAPPEN IN THE REAL WORLD
RECONNECT TIME			
DINNER			
THE CEO BUSINESS CASE FOR SUSTAINABILITY	SECURITY & SUSTAINABILITY: THE NEW REALITY	SUSTAINABILITY & SHARE VALUE	
		DESTINY AND LEGACY	

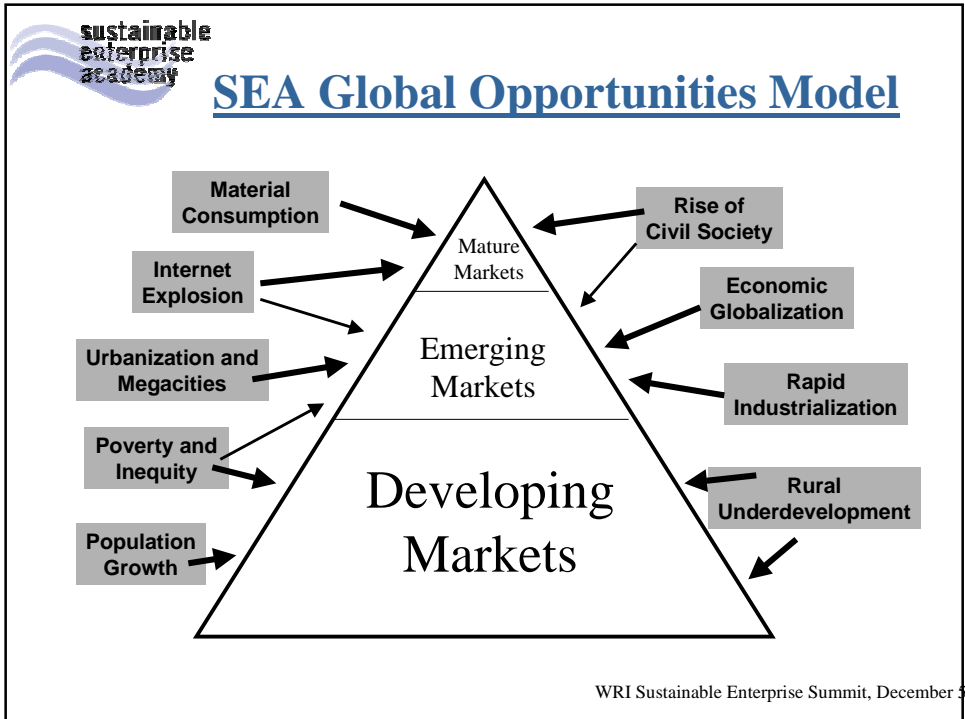
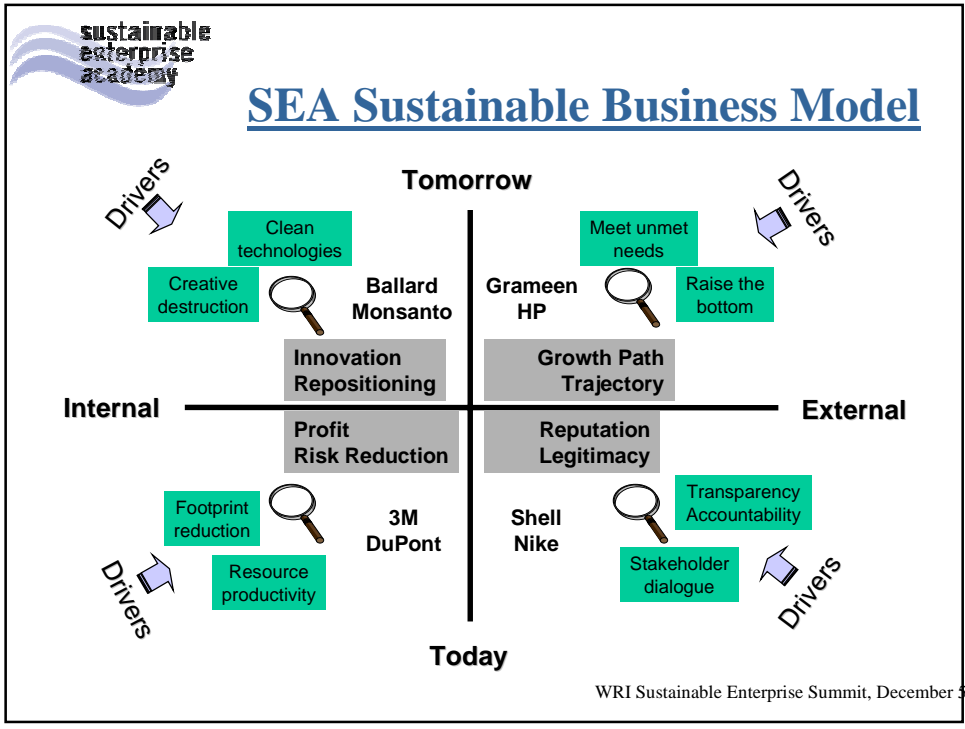
\* THE AGENDA FOR THE WEDNESDAY & THURSDAY SESSIONS IN THIS CELL WILL BE AVAILABLE, THE SEMINAR PROGRAM IS SUBJECT TO REVISIONS AND CHANGES.



## Plenary Sessions


- delivery of the SEA Models and key seminar content by Faculty Members
- thematic material presented by keynote speakers such as John Elkington, Amory Lovins, Ray Anderson, Allan Hammond, Doug Miller, Lee Schilling, Carl Frankel etc.
- presentations by Bryan Smith of organizational transformation strategies and leadership techniques
- Synthesis Case presentation

WRI Sustainable Enterprise Summit, December 5



agenda FOR BUSINESS LEADER SEMINAR, MAY 13-16, 2002*			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY
BREAKFAST			
REGISTRATION WELCOME & INTRODUCTION PROGRAM FOCUS	THE STAKEHOLDER CORPORATION	CREATIVE DESTRUCTION & SUSTAINABILITY	SYNTHESIS CASE: MANAGING OPPORTUNITY FOR SUSTAINABLE ENTERPRISE
THE SEA SUSTAINABLE BUSINESS MODEL	EMERGING PUBLIC VALUES & PREFERENCES	Concurrent Workshops B 1. Learning Technologies 2. Product Lifecycle Strategies 3. Rent Generation Urban Infrastructure	Learning Team Session #6
Learning Team Session #1	Learning Team Session #2	Learning Team Session #4	REPORT BACK ON CASE
LUNCH			
LEADERSHIP FRAMEWORK	BEYOND RATIONALISM: THE HUMAN DIMENSION	RAISING THE BOTTOM OF THE PYRAMID	LEADERSHIP TOWARD THE TRIPLE BOTTOM LINE
GLOBAL SCENARIOS: WHICH WORLD	Concurrent Workshops A 1. Stakeholder Engagement 2. Role of Government in Sustainable Enterprise 3. Engaging Aboriginal Communities	Concurrent Workshops C 1. Development Through Knowledge 2. Towards Sustainable Resource Extraction 3. Trade & Sustainability	Learning Team Session #3
RESOURCE PRODUCTIVITY: NATURAL CAPITALISM	Learning Team Session #3	Learning Team Session #5	MAKING IT HAPPEN IN THE REAL WORLD
RECONNECT TIME			
DINNER			
THE CEO BUSINESS CASE FOR SUSTAINABILITY	SECURITY & SUSTAINABILITY: THE NEW REALITY	SUSTAINABILITY & SHARE VALUE	
		DESTINY AND LEGACY	

\* THE AGENDA FOR THE WEDNESDAY 4:30-5:00 SESSION IN THE USA WILL BE AVAILABLE. THE REMAINING PROGRAM IS SUBJECT TO REVENUE AND OTHERS.



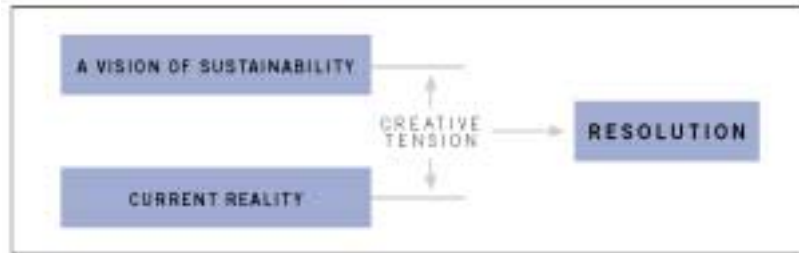
## Organizational Transformation Strategies and Leadership Techniques

- Creative Tension Model (Vision, Current Reality and Creative Tension)\*
- Mental Models
- Systems Thinking
- High Leverage Initiatives
- Personal Vision and Action Plan
- Creative Communities of Action
- Leadership “Pull” Strategy \*

WRI Sustainable Enterprise Summit, December 5

## Creative Tension Model

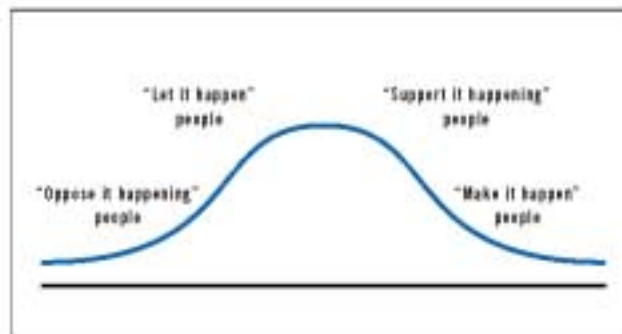
FIGURE 1: CREATIVE TENSION MODEL



WRI Sustainable Enterprise Summit, December 5

## Leadership "Pull" Strategy


FIGURE 4: LEADERSHIP "PULL" STRATEGY FOR CHANGE



WRI Sustainable Enterprise Summit, December 5

agenda FOR BUSINESS LEADER SEMINAR, MAY 13-16, 2002*			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY
BREAKFAST			
REGISTRATION WELCOME & INTRODUCTION PROGRAM FOCUS	THE STAKEHOLDER CORPORATION	CREATIVE DESTRUCTION & SUSTAINABILITY	SYNTHESIS CASE: MANAGING OPPORTUNITY FOR SUSTAINABLE ENTERPRISE
THE SEA SUSTAINABLE BUSINESS MODEL	EMERGING PUBLIC VALUES & PREFERENCES	Concurrent Workshops B 1. Leapfrog Technologies 2. Product Lifecycle Strategies 3. Next Generation Urban Infrastructure	Learning Team Session #6
Learning Team Session #1	Learning Team Session #2	Learning Team Session #4	REPORT BACK ON CASE
LUNCH			
LEADERSHIP FRAMEWORK	BEYOND RATIONALISM: THE HUMAN DIMENSION	RAISING THE BOTTOM OF THE PYRAMID	LEADERSHIP TOWARD THE TRIPLE BOTTOM LINE
GLOBAL SCENARIOS: WHICH WORLD	Concurrent Workshops A 1. Stakeholder Engagement 2. Roles of Government in Sustainable Enterprise 3. Engaging Aboriginal Communities	Concurrent Workshops C 1. Development Through Enterprise 2. Towards Sustainable Resource Extraction 3. Trade & Sustainability	Learning Team Session #3
RESOURCE PRODUCTIVITY: NATURAL CAPITALISM	Learning Team Session #3	Learning Team Session #5	MAKING IT HAPPEN IN THE REAL WORLD
RECONNECT TIME			
DINNER			
THE CEO BUSINESS CASE FOR SUSTAINABILITY	SECURITY & SUSTAINABILITY: THE NEW REALITY	SUSTAINABILITY & SHARE VALUE	
		DESTINY AND LEGACY	

\* THE AGENDA FOR THE WEDNESDAY 14-15, 2002 SESSION IN THE USA WILL BE AVAILABLE. THE SEMINAR PROGRAM IS SUBJECT TO REVISIONS AND CHANGES.




## Concurrent Workshops

- Focus on tools, techniques and opportunities for sustainable enterprise *at a strategic level*
- Usually a Faculty/academic presenter and a leading practitioner
- Subjects have or will include:
  - Maximizing Resource Productivity (Eco-Efficiency)
  - Product Lifecycle Strategies
  - Towards E (enviro) Commerce
  - Engaging Stakeholder Networks
  - Governance and the Sustainable Corporation
  - Leapfrog Technologies
  - Development Through Enterprise
  - Trade and Sustainability
  - Roles of Government in Sustainable Enterprise
  - Next Generation Urban Infrastructure
  - Towards Sustainable Resource Extraction

WRI Sustainable Enterprise Summit, December 5

agenda FOR BUSINESS LEADER SEMINAR, MAY 13-16, 2002*			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY
BREAKFAST			
REGISTRATION WELCOME & INTRODUCTION PROGRAM FOCUS	THE STAKEHOLDER CORPORATION	CREATIVE DESTRUCTION & SUSTAINABILITY	SYNTHESIS CASE: MANAGING OPPORTUNITY FOR SUSTAINABLE ENTERPRISE
THE SEA SUSTAINABLE BUSINESS MODEL	EMERGING PUBLIC VALUES & PREFERENCES	Concurrent Workshops B 1. Learning Technologies 2. Product Lifecycle Strategies 3. Rent Generation Urban Infrastructure	Learning Team Session #6
Learning Team Session #1	Learning Team Session #2	Learning Team Session #4	REPORT BACK ON CASE
LUNCH			
LEADERSHIP FRAMEWORK	BEYOND RATIONALISM: THE HUMAN DIMENSION	RAISING THE BOTTOM OF THE PYRAMID	LEADERSHIP TOWARD THE TRIPLE BOTTOM LINE
GLOBAL SCENARIOS: WHICH WORLD	Concurrent Workshops A 1. Stakeholder Engagement 2. Role of Government in Sustainable Enterprise 3. Engaging Aboriginal Communities	Concurrent Workshops C 1. Development Through Knowledge 2. Towards Sustainable Resource Extraction 3. Trade & Sustainability	Learning Team Session #3
RESOURCE PRODUCTIVITY: NATURAL CAPITALISM	Learning Team Session #3	Learning Team Session #5	MAKING IT HAPPEN IN THE REAL WORLD
RECONNECT TIME			
DINNER			
THE CEO BUSINESS CASE FOR SUSTAINABILITY	SECURITY & SUSTAINABILITY: THE NEW REALITY	SUSTAINABILITY & SHARE VALUE	
		DESTINY AND LEGACY	

\* THE AGENDA FOR THE WEDNESDAY 4:30-5:00 PM SESSION IN THE USA WILL BE AVAILABLE. THE SEMINAR PROGRAM IS SUBJECT TO REVISIONS AND CHANGE.



## Learning Team Sessions

- Small groups (6 to 7 participants) each “coached” by a Faculty Member
- Participants apply and practice new leadership techniques
- Participants begin to apply the learnings from plenary and workshop sessions to their own organizations
- Where they bond with other participants
- Where the Synthesis Case is analyzed
- Where they select new areas of interest (open space)
- Where much of the *learning* takes place

WRI Sustainable Enterprise Summit, December 5



## Follow-Up and Support: The SEA Alumni Network

- Professional support group for sustainability leaders
- All attendees to Business Leader Seminars are enrolled as part of the registration fee
- Services:
  - bimonthly resource packages including subscriptions to TOMORROW and Green@Work magazines
  - protected web-site
  - reunions
  - special reports
  - special lectures
  - access to faculty mentors
- An action-learning network for sustainability champions

WRI Sustainable Enterprise Summit, December 5



## Summary

- SEA is about developing leadership for sustainable enterprise
- SEA is about vision, knowledge, tools and techniques at a strategic level
- The Business Leader Seminar is the start of a process of personal and corporate transformation
- The SEA DNA is evolving (mutating)
- How can we make it more effective?

WRI Sustainable Enterprise Summit, December 5