

A photograph of a bright blue sky filled with fluffy white clouds, occupying the top-left portion of the page.

Meeting The MONDAY MORNING CHALLENGE

A Change Leaders Lab for Sustainability

WHY A CHANGE LEADERS LAB?

Creating an inspiring, over-arching vision and strategy for sustainability is an important first step, but only the first step. The real test of that vision or strategy is “does it meet the Monday morning challenge?” That is, can you translate the vision into a high leverage action plan to produce breakthrough results? How will you begin implementation on Monday morning back at the office? What kind of team would you need to create and implement such a plan, and with what skills and capabilities?

This lab is designed for inspired **teams of leaders**, not individual leaders. It is based on the premise that to make progress on sustainability “you have to do it yourself and you can’t do it alone.” This paradox applies to individuals, teams and organizations.

“The crucial link between leadership and sustainability is that great leaders at all levels have a deep personal commitment to leaving things better than they find them.”

Richard Peterson, VP, Global HR Operations, MeadWestvaco

It is leaders and teams like this that are the catalysts for the transformation of entire businesses. Not all at once, but one initiative at a time. When sustainability is the vision then these catalytic teams have the power of alignment with people’s values on their side, and this makes anything possible.

“After we’d done the third impossible thing, we began to believe we could do anything.”

Shelley Buckler, former VP of Product Development, Polaroid





WHAT IS A CHANGE LEADERS LAB?

In the corporate world we can point to the need for leaders to be able to experiment in the margins, have a place to “rehearse”, try ideas out, and get the benefit of low risk learning before investing time, money, and their professional credibility!

Corporate experiments usually happen in very public domains with little emphasis on learning from experience. This is unlike the performing arts or sports where practice before performance is built into the system and supports top performance at the right moment.

We call this program a lab because it is a place to develop ideas for implementation, identify and set up the best experiments, and reduce the risks of learning in real time. You will learn how to engage and move forward on sustainability, and how to avoid the classic traps and pitfalls that often undermine well intentioned plans and strategies.

This lab will take you from **general concepts to an actual specific plan of action** your team will create with the immediate support and expertise of Broad Reach Innovations experts. Your team will also learn from other corporate teams within a collegial group setting to amplify the power of the experience. By the end of the process, you will have confidence that the approach you develop is practical, realistic and powerful for your enterprise as a way to move forward. That is the Broad Reach Innovations goal and commitment to you. We focus our efforts on seeing that you are off on a successful path to achieving your vision for the sustainability initiative you have chosen.

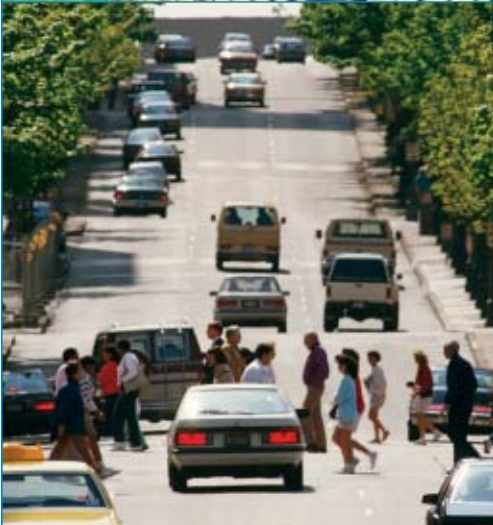
How is this relevant and strategic for us?

What’s our return on time and money spent?

- Participating teams will create specific plans and blueprints for a successful sustainability action plan and be ready to implement upon their return from the lab – **the time they spend in the process will be directly in support of the organization’s future sustainability**
- Current, relevant “field examples” of successful sustainability initiatives will be used to ensure plans are informed by actual lessons learned elsewhere – in other words, **plans will be “reality tested”**
- The team will receive one-on-one coaching and consultation from us over a 3-4 month period to stay on track and **avoid common pitfalls that thwart progress**
- Your organization will hatch at least “two birds from one egg” with your investment – **leadership capacity development for a team of leaders, and substantial progress on a specific sustainability action project**

What will our team take away?

- A strategy and roadmap for making progress that has been reality tested with experts and other teams of colleagues in the lab
- New leadership skills in creating profound change, specifically applied to the “Monday Morning Challenge” of sustainability, including confidence in your ability to lead and make positive progress



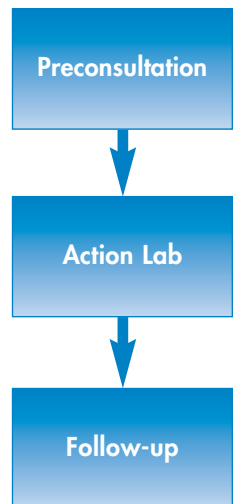
- A practical, applied understanding of the world's best corporate sustainability frameworks, content and tools to create a strategic and magnetic "pull" with others across your organization to get going
- A knowledgeable, high quality network of other corporate colleagues to lend support, learning and expertise as everyone implements their strategies
- New insights on the global context of sustainability and related opportunities, in order to scope out the best change trajectory for your organization
- A business case for sustainability that carries weight within and beyond your team
- A process for adjusting your plans in light of your early implementation experiences in the first 6 weeks after the lab

How will we accomplish this?

All work will be done with an action learning orientation, keeping presentations and lectures to a minimum, leaving time to identify and work with the actual challenges and opportunities each team will address to launch an action project. Hands-on consultation with us will be constantly available to you and your team throughout the process. We will ensure constructive critiques between corporate teams to sharpen thinking, deepen insights and surface common challenges. We will roll up our sleeves at every step to collaborate with all teams, test their thinking and ensure they are on the most productive track for making sustainable progress.

What are the overall components of the Lab process?

1. **Preconsultation** with your team and sponsors prior to the Action Lab, through interviews by Broad Reach Innovations consultants, to help establish the action project/area of focus the team will work on during the Lab and to ensure the best selection of team members occurs.
2. **Action Lab**, 2 full days, including the evening of the first day, working on the action project/area of focus.
3. **Follow-up**, 6 weeks later for a half day meeting, as well as individual/team coaching sessions on demand with Broad Reach Innovations during the 6 weeks of interim time "back at work" to stay on track in the early stages of implementation.



How can I find out more about the Lab, and determine if it is a good fit for a team from my company?

Call *Sue Simington* or *Bryan Smith* at **905.764.0948** for a brief initial consultation to assess the fit, and get information on scheduling, fees and logistics.

PROGRAM LEADERS

Bryan Smith, Ph.D,

President, Broad Reach Innovations Inc.

Bryan Smith is an internationally recognized author, speaker and consultant to business, education and government on creating shared vision, alignment and competitive advantage within the context of global sustainability.

With Peter Senge, he is a co-author of three groundbreaking business bestsellers: *The Fifth Discipline Fieldbook (1994)*; *The Dance of Change (1999)*; and *Schools that Learn (2000)*. All three books are full of practical tools and experience from his in-depth work helping organizations create profound, sustainable change.

His work focuses on developing the synergy between organizational learning tools/disciplines and sustainable strategies for business growth, including the productive engagement of employees at all levels to plan and lead the change process.

He has consulted to executives from IBM, AT&T, Bank of Montreal, Procter and Gamble, Dow, Dupont, GE, Intel, Shell, BP, Suncor and many other firms. He is a member of the faculty for the Sustainable Enterprise Academy at York University.

Sue Simington, M.A.

Senior Associate, Broad Reach Innovations Inc.

For the past 15 years, Sue has provided strategic leadership to large-scale organizational transition initiatives, most recently with a focus on sustainability leadership and strategy formulation/implementation. She brings a wealth of expertise in creating action plans in support of a compelling vision. Clients say that working with Sue ensures that they get beyond the talk to actually making the changes they desire, moving in a clear, unified direction with the backing of her insightful and provocative support.

Her independent consulting work has taken her across the globe, working with clients in the U.S., Canada and Europe, in a wide range of industries and sectors. This diverse experience base enables Sue to deftly shift between cultures and corporate styles, bringing her seasoned perspective to leaders in many different cultures and situations.

Her clients include the World Business Council for Sustainable Development, Torstar Media Group, Dupont, Toronto Conservation Authority's Living City Project, Bank of Montreal, Suncor and CIDA. Sue is a member of the faculty for the Sustainable Enterprise Academy at York University.

OTHER CONTRIBUTORS:

We will invite additional contributors who are leaders in their fields to join the session for brief, strategic inputs relevant to the areas of focus selected by the teams. These guest leaders will join the lab in person or by video-conference.

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