



Schulich
School of Business
York University
Toronto Canada

BUSINESS LEADER SEMINARS
presented by the

sustainable enterprise academy

Strategic opportunities for growth, innovation, competitiveness, profit, shareholder value, risk reduction and right-to-operate in a world of economic, environmental and social challenges.



**A FOUR-DAY SEMINAR
THAT WILL DEMONSTRATE
HOW YOUR COMPANY CAN
BE BOTH SUSTAINABLE
AND PROFITABLE**

**UPCOMING SEMINARS
NUMBERS 11, 12 & 13:**
APRIL 10-13, 2006
Auckland, NEW ZEALAND
MAY 15-18, 2006
Toronto, Ontario, CANADA
FALL 2006 SEMINAR
To Be Announced

GUEST SPEAKERS for May 2006 include

- Kevin Brady** Director, Five Winds International, Canada
- Chris Coulter** Vice President, GlobeScan Inc., Canada
- Michael Jantzi** President, Jantzi Research Inc., Canada
- Sam Moore** CEO, Burlington Chemical Company, USA
- Nicholas Parker** Chairman, CLEANTECH Venture Network LLC, Canada
- Marlo Reynolds** Executive Director, Pembina Institute, Canada
- Lee Schilling** Senior Vice President, C&A, a Tandus Company, USA
- Dirk Schlimm** Vice President, Husky Injection Molding Systems, Canada
- Jim Stirling** General Manager, Environment and Energy, Dofasco Inc., Canada

FACULTY & COACHES

Leading practitioners and academics in the area of sustainable development for business.

wanted

BUSINESS LEADERS who can seize opportunity, avoid threats and transform their organizations into sustainable and profitable enterprises that generate shareholder, social and environmental value – the new “triple bottom line” of business.

SEA offers

THROUGH ITS BUSINESS LEADER SEMINARS, the Sustainable Enterprise Academy (SEA) offers to senior executives a unique combination of:

- **Insight** into the trends, drivers, and opportunities for sustainable business
- **Vision** of sustainable businesses, technologies and societies
- **Business Models** for sustainable and profitable corporations
- **Tools and Strategies** for identifying competitive advantage and creating sustainable business strategies
- **Change Management Techniques** for transforming corporate culture toward sustainability
- **Alumni Services** to continue to support our graduates as champions of change



seminar **FACULTY**

Offering strategic insight, academic leadership and business experience, the members of your Faculty design and deliver the Business Leader Seminar and mentor the Alumni Network, your personal continuous-learning resource. Faculty members vary at each seminar, but for the May 2006 seminar will include:

DR. STUART HART S.C. Johnson Chair, Sustainable Global Enterprise and Professor of Management, Cornell University; senior consultant to major corporations; award winning author and educator.

BRIAN KELLY Director, SEA, Schulich School of Business, York University; former Director of Environment and Sustainable Development, Ontario Hydro; business consultant.

DR. BRYAN SMITH President, Broad Reach Innovations Inc.; noted author on organizational learning and innovation; consultant to major corporations, NGOs and governments.

DR. PAUL TEBO President, The Tebo Group; former Vice President, Safety, Health and Environment, DuPont; business consultant.

DR. DAVID WHEELER Chair and Director, Erivan K. Haub Program in Business and Sustainability, Schulich School of Business, York University; former Director of Environmental and Social Policy, The Body Shop International; consultant.

DR. BOB WILLARD Author of *The Sustainability Advantage* and *The Next Sustainability Wave*; well-known lecturer and former IBM Senior Manager.

seminar

Experts in their respective fields, the Learning Team coaches will guide participants through small group exercises that allow individuals to explore sustainability issues that are particularly relevant to them and their company. Coaches will facilitate discussion on the practical application of concepts learned in the seminar. Coaches at the May 2006 seminar will include:

agenda

FOR BUSINESS LEADER SEMINAR, MAY 15-18, 2006

MONDAY, MAY 15	TUESDAY, MAY 16	WEDNESDAY, MAY 17	THURSDAY, MAY 18
WELCOME & PROCESS INTRODUCTION	EMERGING PUBLIC VALUES AND PREFERENCES	RAISING THE BASE OF THE PYRAMID	NGO ROLES IN SUSTAINABLE ENTERPRISE
THE SEA SUSTAINABLE BUSINESS MODEL	THE STAKEHOLDER CORPORATION	BASE OF THE PYRAMID COMPANY CASE	SUSTAINABILITY LEADERSHIP PRACTICES
LEARNING AND LEADERSHIP			MAKING IT HAPPEN IN THE REAL WORLD
LEARNING TEAM SESSION #1 Objectives and Learning Frameworks	STAKEHOLDER NEGOTIATION SIMULATION	Concurrent Workshops A 1 BOP Business Strategies 2 Product Lifecycle Strategies 3 Venture Investing for Sustainability	CRITICAL RE-ENTRY STRATEGIES FOR SUCCESS
LUNCH			
ECO-EFFICIENCY STRATEGIES	CREATIVE DESTRUCTION AND SUSTAINABILITY	LEARNING TEAM SESSION #4 Leverage Points for Action	Transportation Departs for Airport
ECO-EFFICIENCY COMPANY CASES DOFASCO C&A FLOORCOVERINGS	CLEAN TECHNOLOGIES	Concurrent Workshops B 1 Stakeholder Engagement 2 NGO Strategies 3 Employee Engagement	
	LEARNING TEAM SESSION #2 Vision		
	LEARNING TEAM SESSION #3 Current Reality and Creative Tension	COMPANY SYNTHESIS CASE: DUPONT	
RECEPTION	RECONNECT TIME		
DINNER			
QUANTIFYING THE BUSINESS CASE	SUSTAINABILITY AND SHARE VALUE	DESTINY AND LEGACY	

THE AGENDAS FOR THE APRIL 10-13, 2006 AND FALL 2006 SEMINARS WILL BE SIMILAR. THE AGENDA IS SUBJECT TO REFINEMENT AND CHANGE.

lar COACHES

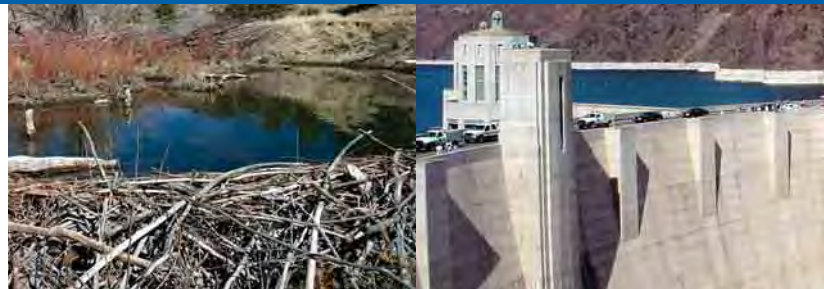
SAM MOORE CEO, Burlington Chemical Company

GRETA RAYMOND Vice President, Environment, Health, Safety, Security and Corporate Responsibility, Petro-Canada

BRYAN SMITH President, Broad Reach Innovations Inc.

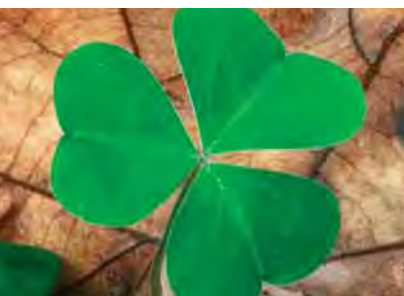
PAUL TEBO President, The Tebo Group

BOB WILLARD Author and former IBM Senior Manager



The SEA Seminar explores sustainability as a context for enhanced leadership of change and business strategy. The world-class faculty and the program provide a broader view of what it takes to manage a successful enterprise over the long term. I can take what I learned and apply it directly to Suncor's business.

STEVE WILLIAMS
EVP BUSINESS DEVELOPMENT AND CFO, SUNCOR ENERGY INC.



sessions

FIVE TYPES OF LEARNING

PLENARY SESSIONS
 These are feature presentations by Faculty members, top international Guest Presenters and Sustainability Leaders. They address the themes of each day and provide the backbone content of the Seminar. You will gain new insights, share in advanced thinking and be challenged by compelling information.

LEADERSHIP DEVELOPMENT STRATEGIES
 Woven through the Seminar are plenary presentations by Dr. Bryan Smith which offer strategies on culture change for sustainability. These concepts and techniques focus on organizational learning and leadership capacity development, thus preparing delegates for successful leadership roles in their organizations.

CONCURRENT WORKSHOPS
 These interactive sessions with expert presenters focus on the tools, techniques and practices of sustainable enterprise that you can take back to your organization. Three sessions run concurrently in each block of workshops.

LEARNING TEAM SESSIONS
 Participants are assigned to small-group Learning Teams where they work collegially several times during the Seminar to apply concepts from other sessions to their business, to practice leadership strategies, to address particular issues or cases and to share experiences or thoughts on corporate sustainability. Each Learning Team is coached by a member of the Faculty or a corporate coach.

RECONNECT TIME
 Time to contact your office, participate in an exercise program, meet informally with speakers and other delegates to discuss issues of the day, or simply take a walk and reflect on your experience.



THE ALUMNI NETWORK

After attending an SEA Business Leader Seminar, you will be enrolled in the Alumni Network – an exclusive club of sustainability champions who will continue to be supported by SEA through services such as bi-monthly mailings, the Sustainable Enterprise Brief e-newsletter, discounts on other SEA offerings and co-sponsored events, reunions, lectures and mentors in the Faculty. Your leadership on sustainability issues will be fast-tracked by both the Seminar experience and the SEA Alumni Network.

FAST FAX REGISTRATION FORM

TO REGISTER FOR A SEA BUSINESS LEADER SEMINAR, JUST COMPLETE THE FORM BELOW AND FAX TO:

416-736-5195

- YES** Reserve my place at the Business Leader Seminar as indicated below. I understand that the fee includes the 4-day seminar, private accommodation, food, documentation and my personal membership in the SEA Alumni Network. *WE WILL INVOICE YOU.*
- YES** Reserve places for my team of 3 delegates at one Seminar as indicated below. *WE WILL INVOICE YOU.*

CHOOSE YOUR DATES HERE

- April 10–13, 2006 Auckland, NEW ZEALAND
- May 15–18, 2006 Toronto, Ontario, CANADA
- Fall 2006 Seminar To Be Announced

FEE SCHEDULE (circle the appropriate fee)

	CDN \$	US \$
1 PERSON	\$ 8,000	\$ 6,800
3 PERSONS	\$ 21,000	\$ 18,000

PLUS 7% GST

NAME _____

TITLE _____

ORGANIZATION _____

ADDRESS _____

CITY _____ PROVINCE / STATE _____

COUNTRY _____ POSTAL CODE / ZIP _____

TELEPHONE _____ FAX _____

E-MAIL _____

PLEASE INDICATE YOUR AREA OF RESPONSIBILITY ON THE LINE BELOW, THANK YOU

YOUR SEMINAR FEE INCLUDES YOUR REGISTRATION, ACCOMMODATION, MEALS, DOCUMENTATION AND YOUR PERSONAL MEMBERSHIP IN THE ALUMNI NETWORK.

Take just 4 days and \$8,000 CDN or \$6,800 US for the most comprehensive Senior Executive Seminar on Sustainable Enterprise that you will find anywhere. To guarantee the highest quality experience, attendance is limited to 50 delegates. All registrations are reviewed for appropriate responsibility level in their organization and are then processed on a first-come, first-served basis. Full payment is due 60 days prior to the seminar start date. Requests for deferral of registration will be considered on an individual basis.

DETACH AT LEFT AND FAX TO 416-736-5195 OR REGISTER ON LINE AT www.SustainableEnterpriseAcademy.org

return ON INVESTMENT

Why you should attend the Business Leader Seminar

This seminar is focused on the needs of senior executives in business and government and, therefore, requires a significant financial and time commitment. As such, you have the right to know what your return on investment will be.

1. Increased Profits

A sustainable approach to business, often focused initially on eco-efficiency, has boosted profits for many companies and created an investment platform for longer-term corporate transformation. The Seminar will present models, tools, tactics and action opportunities to improve your business performance in the short-term.

2. Competitive Repositioning

Environmental and social challenges, new technologies, untapped markets, and corporate convergence all present business opportunities to be seized by companies with foresight. This seminar gives you the understanding and vision to identify new business opportunities and develop strategies to transform your corporation into a more competitive enterprise for the future.

3. Attract and Retain Top Employees

Employee turnover is a significant cost for any organization. Attracting and keeping high-performance people is always in your best interest. By embracing the “triple bottom line” of environmental, social and economic success, your enterprise offers the values and vision that attract and motivate great people.

4. Models, Strategies and Tools

While based on the latest rigorous research, the seminar program is a practical one, rooted in the realities of today’s business world but with a firm vision of the future. Your key take-aways include:

- The SEA Sustainable Business Model
- Strategy tools to identify business opportunities
- Implementation and leadership techniques
- A sustainability vision and early action plan for your business

5. Techniques for Corporate Leadership

Leaders must know how to manage culture change effectively – and change usually starts at the top. A unique element of the Seminar is its emphasis on personal values development, employee enrollment tactics and techniques for transformative corporate learning. These skills can spell the difference between success and failure.

6. Serious Networking

Your fellow delegates come from senior levels of business, government and civil society across North America. This represents an unparalleled opportunity to meet and work with like-minded executives in the forefront of sustainability. Your new contacts could be priceless – personally and professionally.

7. Alumni Network Support

After attending the Seminar, you will still need support back in the workplace. The SEA Alumni Network will offer access to key resources, mentoring and a community of sustainability leaders that will be vital to your personal and corporate success.

The seminar provided a foundation for thinking about strategy incorporating sustainable development in the ‘start’ of an ongoing journey.

DONALD PETHER

PRESIDENT AND CHIEF EXECUTIVE OFFICER
DOFASCO INC.



Who Should Attend

- Presidents, CEOs and COOs with a clear focus on increasing shareholder value... today and tomorrow
- CFOs and investment officers with a sharp eye on the books
- SVPs, Vice Presidents and senior managers with strategic responsibilities in areas such as corporate affairs, technology, marketing, investor relations, product development, new business development and human resources
- Business Unit leaders who want to see their areas grow sustainability and profitably
- VPs and senior managers of environment and social responsibility who want to contribute to corporate competitive strategy
- Deputy Ministers, ADMs and their nominees
- Leaders in civil society organizations

THE SUSTAINABLE ENTERPRISE ACADEMY

MISSION:

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.

PREMIER EXECUTIVE EDUCATION PROGRAM:

The Sustainable Enterprise Academy, based at the Schulich School of Business, York University is North America’s premier executive education program on sustainable development. SEA offers its Business Leader Seminars in Toronto and other locations in North America in cooperation with leading business schools. Senior executives in business, government and civil society are invited to attend and prepare themselves to become sustainability leaders for the 21st century.

Seminar Details

Choose from three dates and venues:

- **APRIL 10–13, 2006**
Hilton Hotel
Auckland, NEW ZEALAND
- **MAY 15–18, 2006**
Executive Learning Centre, Schulich School of Business
York University, Toronto, Ontario, CANADA
- **FALL 2006 SEMINAR**
Date and venue to be announced

Presented by:

Sustainable Enterprise Academy
Erivan K. Haub Program in Business and Sustainability
Schulich School of Business
York University

“Off the charts – best business seminar I have attended, including course work at Harvard Business School. Inspirational, enlightening!”

ROBERT G. WILT
WORKS MANAGER
ALCOA, INC.



contact

FOR MORE INFORMATION

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SEA offers its business leader seminars in collaboration with...

- Canadian Business for Social Responsibility (CBSR)
- Canadian Council of Chief Executives (CCCE)
- Green@Work Magazine
- International Institute for Sustainable Development (IISD)
- National Round Table on the Environment and the Economy (NRTEE)
- World Business Council for Sustainable Development (WBCSD)
- World Resources Institute (WRI)

“I think that the seminar is very instructive. It covers many different aspects of sustainability and the activities are very well balanced. I wish the best of success to SEA. You are doing a fantastic job and your vision is a ‘must’ for our changing society.”

LORRAINE ROUISSE
DIRECTOR, HEALTH, SAFETY AND ENVIRONMENT
BOMBARDIER INC.



The May 2006 SEA Seminar will take place at the recently opened Executive Learning Centre at the Schulich School of Business, York University in Toronto, Ontario. This brand new facility features dedicated state-of-the-art classrooms, an executive dining room and on-site accommodation for 60 persons. The facilities are within a 30 minute drive from Toronto's Pearson International Airport.

The Sustainable Enterprise Academy wishes to recognize its Corporate Partners and their ongoing commitment to our Business Leader Seminars.

