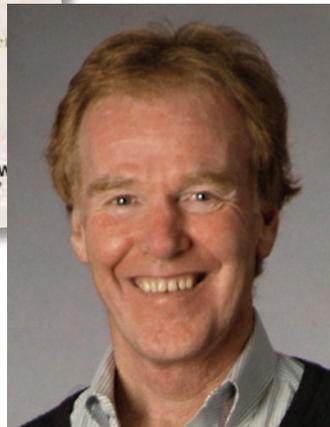
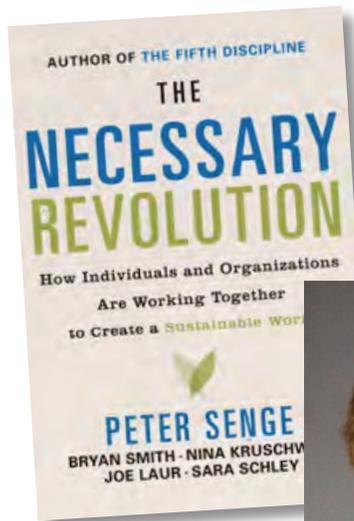


# Leading and Learning for Sustainability

NOVEMBER 17-19, 2010 • WASHINGTON, DC

A workshop for leaders of all sorts who are passionate about building more sustainable organizations, value chains, industries and communities

Facilitated and hosted by Peter Senge and many leading practitioners in the field of organizational learning and sustainability leadership



Current circumstances lead many to think that a focus on sustainability is something we will get to later when we have more time and money. **As a champion for change, is your approach relevant when organizations are focusing on only the essentials?**

Join Peter Senge and leading practitioners of sustainability and organizational change to fine tune your strategy and implementation plan to take advantage of the opportunity offered at a time when everything is up for grabs.

For more information, contact [frank@solonline.org](mailto:frank@solonline.org) or visit [www.solonline.org](http://www.solonline.org).



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## Practical Business Benefits of Leading for Sustainability

**Sustainability is not a problem to be solved.** It is a future to be created. Leadership is not about position or formal authority but the capacity of human communities to shape futures that people truly desire.

Here are seven concrete business benefits of working together to create a sustainable world.

1. There is significant money to be saved.
2. There is significant money to be made.
3. You can provide your customers with a competitive edge.
4. Sustainability is a point of differentiation.
5. You can shape the future of your industry.
6. You can become a preferred supplier.
7. You can change your image and brand.

### RADICAL CHANGE IS BECOMING THE NORM

What does it take to nurture and unleash such leadership? How can we build the networks of collaboration that will embody both the flexibility and robustness to sustain innovation in times of financial stress and pressures to revert to established mental and business models? How can systems thinking become integral to how all organizations work?

For more than twenty years, organizations within the SoL network have been building practical know-how around such questions. Today, their drive for basic management innovation is joining with the imperative to re-invent the Industrial Age economy.

Gradually, new products, new processes and new business models are becoming integrated into core strategies in major companies. Nike has developed a system for rating all new products based on embedded water, energy, waste and toxicity, across their entire value chain—with a target of “zero waste, zero toxicity, completely

closed loop production” by 2020. GE reaped \$17 billion in sales last year from its “eco-imagination” product line, and has a backlog of over \$50 billion in orders. Coca-Cola, along with competing drink manufacturers, is working with WWF to promote integrated watershed management around the world.

Educators are starting to realize that they too need to be part of the solution instead of part of the problem. The American College & University Presidents’ Climate Commitment has been signed by 590 educational leaders who have committed their universities to be carbon neutral in their operations and to “produce graduates that will help all of society do the same.”

### WHERE ARE YOU ON THE JOURNEY FROM REDUCING UNSUSTAINABILITY TO INCREASING SUSTAINABILITY?

Even the most advanced organizations are at the beginning of a long journey. Reductions in waste and improvements in energy



**SOURCE:** *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World* by Peter Senge, Bryan Smith, Nina Kurschwitz, Joe Laur and Sara Schley. NY: Random House, 2008, p. 155.

efficiency are natural starting points not final destinations. Most organizations lack a clear strategic vision of how healthier social and environmental systems are integral to their sense of purpose and strategic intent.

Most have made modest progress at best in rethinking energy- or water-intensive products and services they provide. Few have started to work seriously across the boundaries needed to build truly healthy value chains that can assure quality supply, healthy producing communities and ecosystems, and responsible consumption. Most lack a clear picture of the types of capabilities they must build, individually and collectively, to be a leader in the turbulent times that likely lay ahead.

## WHAT ARE THE KEY COMPETENCIES THAT DISTINGUISH THE LEADERS FROM THE REST OF THE PACK? THEY...

**1. Excel at seeing systems.** They recognize basic system phenomena everywhere—limits to success, shifting the burden to the intervener, accidental adversaries. In particular, they see the system independent of organizational boundaries.



**2. Collaborate across boundaries with ease.** They know how to get the whole system in the room and respect the different interests and perspectives of all stakeholders, making it possible to build their social networks and realize breakthrough innovations.

**3. Move easily from problem-solving to creating.** Fear and anxiety can definitely motivate action, but rarely do they encourage our best contributions or sustained effort. These leaders are pragmatic—they're always prototyping and experimenting—one definition of creating. They are also oriented toward possibility, evoking inspiration and creativity throughout the system.

## ORGANIZATIONAL LEARNING & PRACTICAL KNOW-HOW

This workshop will be a synthesis of core organizational learning disciplines—systems thinking, mental models and collaborative inquiry, personal mastery and building shared vision—and the practical know-how developed within the SoL Sustainability Consortium over the past decade, much of which is captured in the book, *The Necessary Revolution*.

In particular in this workshop, we will focus on:

**1. How these core learning disciplines can build 'learning for sustainability' capabilities:** seeing systems, collaborating across boundaries, and shifting from reactive problem solving to creating new futures.

**2. How to understand the basic systems that shape the modern economy—**food and water, energy, material production and distribution and the side effects of these systems (like waste and toxicity, excessive concentration of power, and persisting gaps between rich and poor).

**3. Practical insights into shifting these systems:** how organizations and communities are developing new strategies, practices, and capabilities and provide openings for innovation towards a more sustainable future.

As with all SoL programs, this will be a reflective, hands-on workshop, with lots of time for practice and deep conversation. It will demand your willingness to participate and to be open to discovering more of your deeper sense of vision and to inquire into taken-for-granted assumptions that might be limiting change. The focus will be both personal and organizational.

## COACHING FROM EXPERIENCED PRACTITIONERS

We will be joined by several "resource people" with extensive practical experience in building more sustainable enterprises. They will share their stories and serve as additional faculty for the session. Resource people will include:

- **Darcy Winslow** – Former head of Nike's Women's Performance Footwear Division and former General Manager of Sustainable Business Strategies developing and implementing environmentally and socially sustainable practices across Nike
- **Sherry Immediato** – Managing Director, SoL; founder of *HydroWire* and *Hydro Review*

## IN SUMMARY – THE PRACTICAL BENEFITS OF PARTICIPATING

**1. Assessment and planning** – acknowledge your accomplishments and sketch out a sustainability development path for your organization/system.

**2. Capacity building** – ground yourself in the basics of seeing systems, collaborating across boundaries, moving from problem solving to creating.

**3. Networking** – engage in peer coaching from a diverse group spanning industry, government, education, and non-profits.

You'll leave the workshop with new questions, more colleagues and more clarity about practical next steps you can take to help your organization/community/industry/system be a leader in the necessary revolution towards a sustainable future. We look forward to working with you.



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## What *Leading and Learning for Sustainability* participants are saying ...

"I had very high expectations about this course and they have been exceeded. **An amazing experience!**"

"I was familiar with some of the organizational learning models, but learned how to use them at a much deeper and effective level. **The notion of sustainability is much broader and richer than the notion with which I came to the course.**"

**"The continued practice work on integrating sustainability, leadership and systems thinking was so much more than words.** To me it's now clear. It's not my understanding that is lacking, it is simply a matter of practice...practice...practice. The course is an ideal starting point for that."

"This course was very well planned and executed. The interactions with a diverse mix of participants, the comfortable, safe learning atmosphere and Peter Senge's intensive involvement and presence during **the course gave me new tools for communicating about the difficult aspects of sustainability.** I learned a new framework for how I can more effectively link organizational learning and change to bringing about sustainable development."

"Through the course I realized that I had been focused on sustainability for a very long time, even though I hadn't labeled it that way. **The three days helped me understand how actions I have taken were furthering sustainable development.** The interdisciplinary nature of the program design and the facilitation of the various modules, such as engaging in true reflection, helped me at a time when I am reconsidering my purpose and my work. I am writing about the course in my newsletter and will incorporate its tools and methods in my university classes."

"The course offered me a very welcome opportunity to reflect on my personal leadership, be inspired and meet a great group of bright, engaged and open people. **I gained a deeper appreciation for the dynamics of systems thinking and the application of a systemic view on sustainability** which will allow me to take higher leverage actions in working on complex challenges in my organization."

## TENTATIVE AGENDA

**Lecture, activities, small and large group exercises and discussion with time for individual reflection**

### DAY 1 Introduction • 8:30 AM–7:00 PM

Welcome, Course Overview and Introductions

Key Concepts of Organizational Learning and their Application to Sustainability

Systems Thinking Simulation – The Fish Game

Simulation Debrief

The Sustainability Journey – Moving from Compliance to Everyday Sustainability

Personal Mastery I – The Creative Orientation

What We Know – Moving Beyond Rational Knowledge

Feedback on the Day

### DAY 2 Application • 8:30 AM–7:00 PM

Recap of Day 1 – Questions and Comments

Reducing Unsustainability or Increasing Sustainability?

Thinking and Acting at the Level of Cause vs. Symptom – A Practicum Focused on the Structure of Addiction

Building Networks of Accomplishment – Social Well-Being & Performance

Productive Conversations – bridging chasms

Personal Mastery II – The Power of Choice

Feedback on the Day

*Optional Reception for Participants*

### DAY 3 Synthesis and What's Next • 8:30 AM–5:00 PM

Recap of Day 2 – Questions and Comments

Seeing the Whole System – Climate Interactive Simulation

Open Space – Investigating Possible Collaborations

Next Steps/Available Resources

Building Shared Vision

Your Source of Generative Leadership

Closing

# Registration Form · Leading and Learning for Sustainability

Wednesday, November 17, 2010 – Friday, November 19, 2010

Sodexo USA Headquarters, 9801 Washingtonian Blvd, Gaithersburg, MD 20878

Fax this form to: +1-617-812-1257 or e-mail to [Programs@solonline.org](mailto:Programs@solonline.org) - Phone: 617-300-9560



## Personal Information

Full Name: \_\_\_\_\_  
(as it will read in our database)

First Name for Name Tag: \_\_\_\_\_  
(if different from above)

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Area of Work: \_\_\_\_\_

Mailing Address: (Please Circle One) Work ♦ Home

\_\_\_\_\_  
(This address will appear on the participant list and in our database and it will be where any required mailing will be sent.)

City: \_\_\_\_\_

State/Province: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Country: \_\_\_\_\_

Phone: (Please Circle One) Work ♦ Home ♦ Cell

\_\_\_\_\_  
\_\_\_\_\_

Email: \_\_\_\_\_

(This will be your login email for our database and where your confirmation email will be sent.)

## Please List any Dietary Restrictions and /or Special Needs:

\_\_\_\_\_  
\_\_\_\_\_

How did you hear about this course:

\_\_\_\_\_  
\_\_\_\_\_

EMERGENCY CONTACT NAME:

\_\_\_\_\_  
\_\_\_\_\_

PHONE: \_\_\_\_\_

## Workshop Fees

*Due to the high demand for this workshop, registrations without payment information will not be processed. Payment must be made at the time of registration.*

Please check one:

### SoL Members

Regular \$1,995       Additional Participant \$1,595 each  
Name of first participant \_\_\_\_\_

Non-Profit \$1,595       Additional Participant \$1,295 each  
Name of first participant \_\_\_\_\_

### Non Members

Regular \$2,395       Additional Participant \$1,995 each  
Name of first participant \_\_\_\_\_

Non-Profit \$1,995       Additional Participant \$1,595 each  
Name of first participant \_\_\_\_\_

**Program fees include course materials and the cost of meals. They do not include the cost of accommodations.**

### Payment

1. MasterCard \_\_\_\_\_ Visa \_\_\_\_\_ AMEX \_\_\_\_\_

Name on Credit Card (if different from above)

\_\_\_\_\_  
\_\_\_\_\_

Billing Address (if different from above)

\_\_\_\_\_  
\_\_\_\_\_

(Street) \_\_\_\_\_ (City)

\_\_\_\_\_  
\_\_\_\_\_

(State/Province) \_\_\_\_\_ (Postal Code) \_\_\_\_\_ (Country)

Card Number: \_\_\_\_\_

Expiration Date: \_\_\_\_\_ Signature: \_\_\_\_\_

2. Check \_\_\_\_\_

To pay by check please mail your registration form along with your check made payable to: The Society of Organizational Learning, PO Box 425005, Cambridge, MA 02142 (To request an invoice, please call 617-300-9560.)

3. Wire Transfer: \_\_\_\_\_

Citizens Bank, 1 Citizens Drive, Riverside, RI 02915

ABA# contact us • Swift Code: contact us • Acct. #: contact us

## Important Program Information - Please Read!

**Confirmation:** You will receive an email confirmation, including logistic information, upon the receipt and processing of your registration and payment. A second email containing essential information about the program including pre-course reading and assignments will be sent to you 3-4 weeks prior to the start of the program. This should be read carefully. **Cancellations & Substitutions:** All cancellations must be received in writing. The amount paid minus a \$300.00 processing fee will be refunded for all cancellations received in writing before October 6<sup>th</sup>, 2010. NO refunds will be granted for cancellations received on or after October 6<sup>th</sup>, 2010. You may arrange for a substitute participant anytime by November 12<sup>th</sup>, 2010.

**Location:** The program will be held at Sodexo's USA Headquarters, 9801 Washingtonian Blvd, Gaithersburg, MD 20878, +1-301-987-4000

**Accommodations:** All participants are responsible for making their own hotel reservations. For your convenience, rooms have been blocked at the Gaithersburg Marriott Washingtonian Center at a special group rate of \$179 (USD) per night for single/double occupancy. Please call reservations at +1-800-228-9290 or 1-301-590-0044 and state that you are with the *Society for Organizational Learning*. We recommend that all attendees check into the hotel on Tuesday, November 16<sup>th</sup>, 2010 due to the early start on Wednesday morning. We encourage you to make your room reservations with the Marriott Hotel as early as possible, preferably with your registration for the workshop, as there is only a limited number of rooms blocked at the special group rate. We cannot guarantee room availability or the discounted group rate beyond this room block or after October 22 (whichever comes first.)

**Transportation:** The closest and most convenient airport would be DCA which is about 45 minutes away from Sodexo, IAD and BWI are about an hour to an hour and a half away from Sodexo. **Start & End Times:** The program will begin on Wednesday, November 17, 2010 with breakfast and registration at 8:00 a.m. and will conclude on Friday, November 19, 2010 at 5:00 p.m. It is a condition of registration that you plan to attend the entire program. Please plan your travel accordingly. **Questions? Please contact Frank Schneider at 1-617-300-9560 or at [programs@solonline.org](mailto:programs@solonline.org).**