

Sustainability and business

Focus on transitioning and organisational development

8 June 2021





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I D E A



Ricardo Pires

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Neil Gaught

Conceiver of Single Organizing Idea (SOI®) and author of the CORE books



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Business sustainability: The key challenges and opportunities

The Nine Planetary Boundaries



Source: Stockholm Resilience Centre, Stockholm University

A Planet Crying for Help...

Climate Change
Biodiversity Loss
Land System Change
Biogeochemical Flows / Pollution



A Society Bidding for Improvement...

Human Rights

Poverty

Unemployment

Health Issues

Inequality

Exploration

Discrimination
and Exclusion

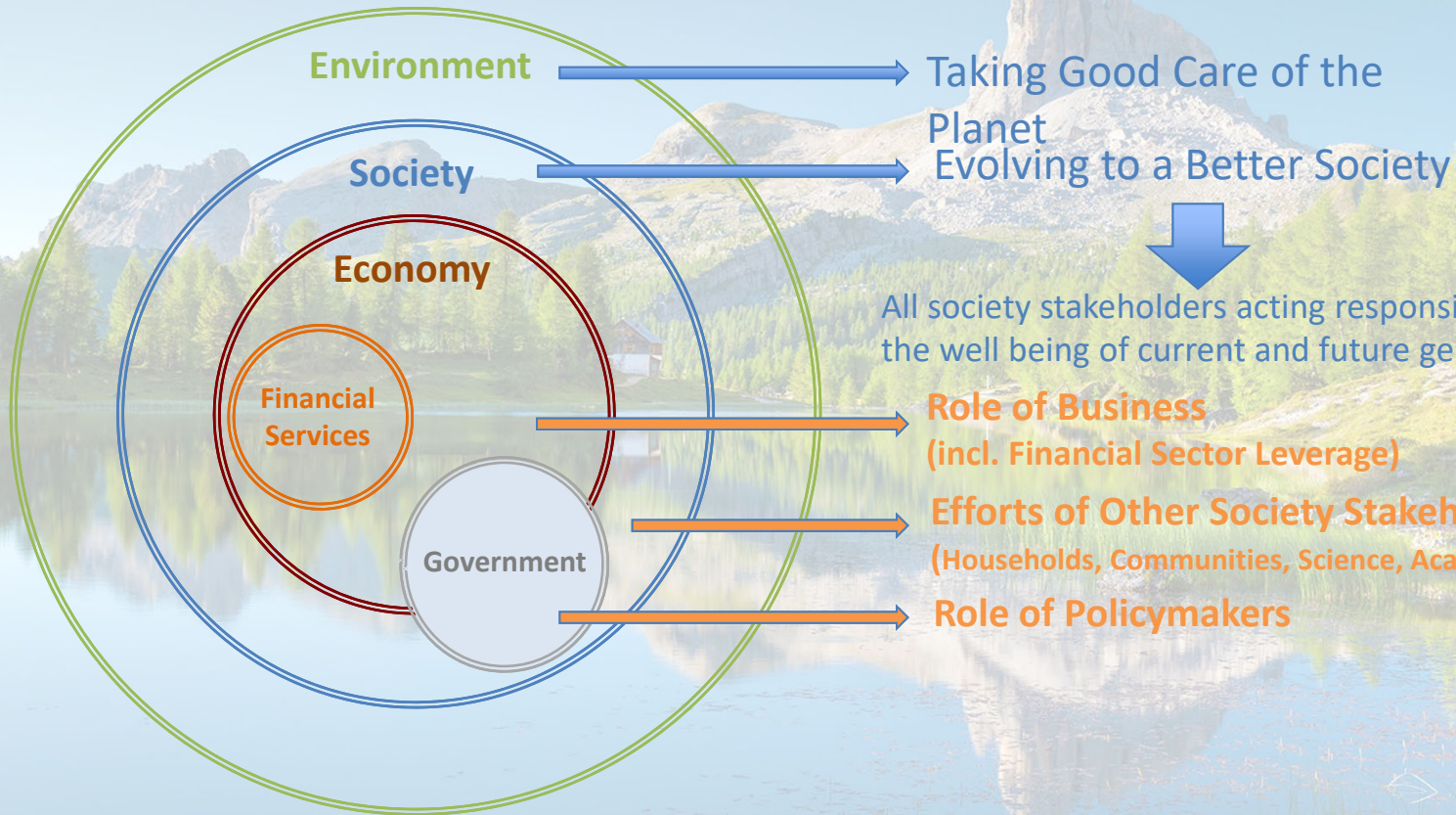
Corruption

Access to Water
and Electricity

Housing

Access to
Education

Path to Sustainability



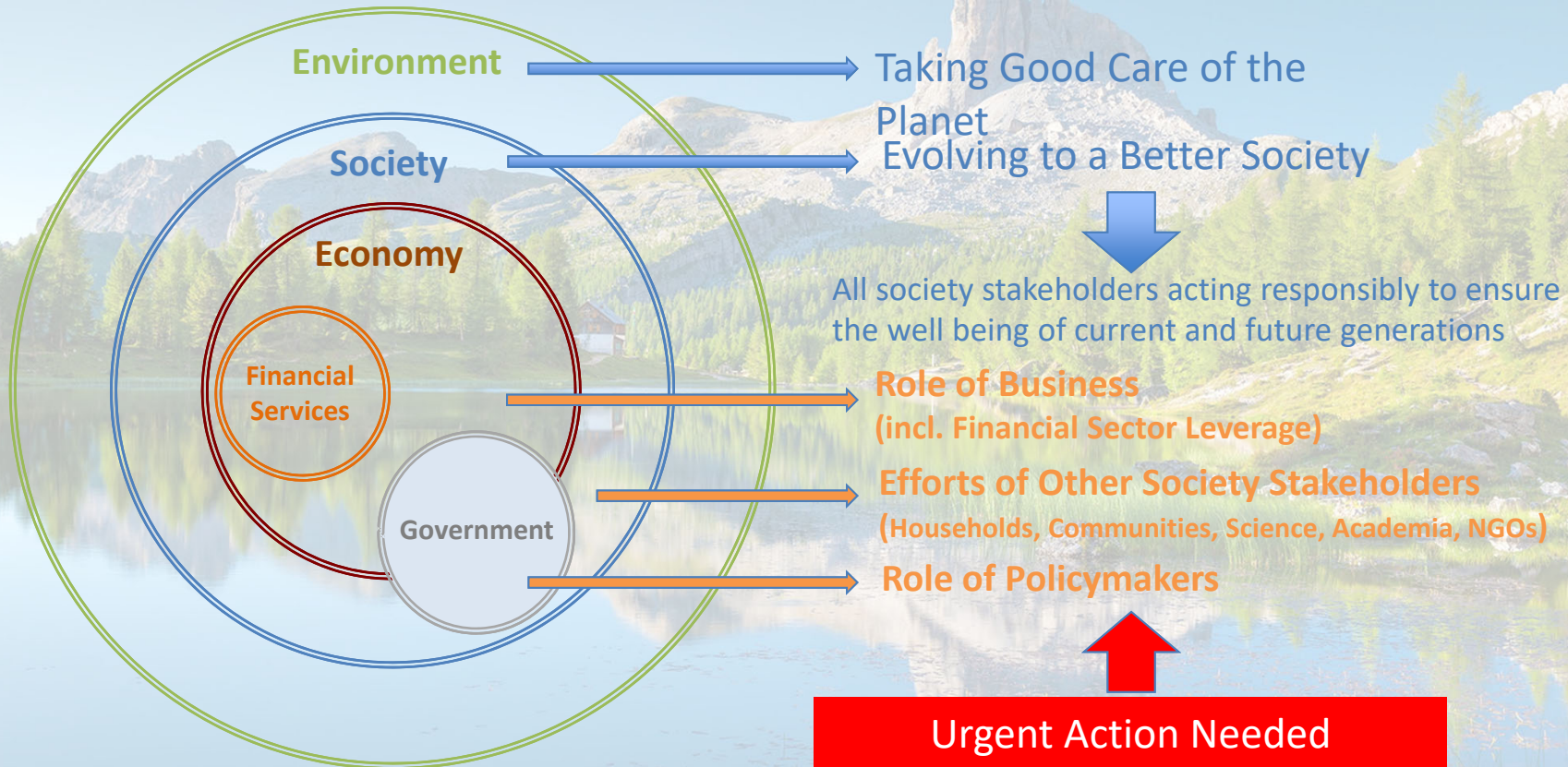
All society stakeholders acting responsibly to ensure the well being of current and future generations

Role of Business
(incl. Financial Sector Leverage)

Efforts of Other Society Stakeholders
(Households, Communities, Science, Academia, NGOs)

Role of Policymakers

Path to Sustainability



The four pillars of sustainability

ENVIRONMENTAL

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HUMAN

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SOCIETAL

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wkh#**United Nations**
sustainable development
goals l#w#k#s#u#l#f#l#s#d#r#i#
xvdlqdelb#ghyhosp hqw#
dgg#h#v#h#v#f#r#q#w#p#x#r#x#v#
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ECONOMIC

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ryhu#l#p#h#l

Sustainability References



United Nations
Climate Change

The Paris Agreement is a legally binding international treaty on climate change. (...) Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels. To achieve this long-term temperature goal, countries aim to reach global peaking of greenhouse gas emissions as soon as possible to achieve a climate neutral world by mid-century. (...)



Nationally Determined Contributions (NDCs)



Government Policies and Regulations

Science
and
Technology

Ethics
and
Values

5 Key Challenges ... and Opportunities

A scenic landscape featuring a calm lake in the foreground, a dense forest of green trees in the middle ground, and a prominent, rocky mountain peak in the background under a clear blue sky. The scene is reflected in the water.

1: The Economic Growth Conundrum

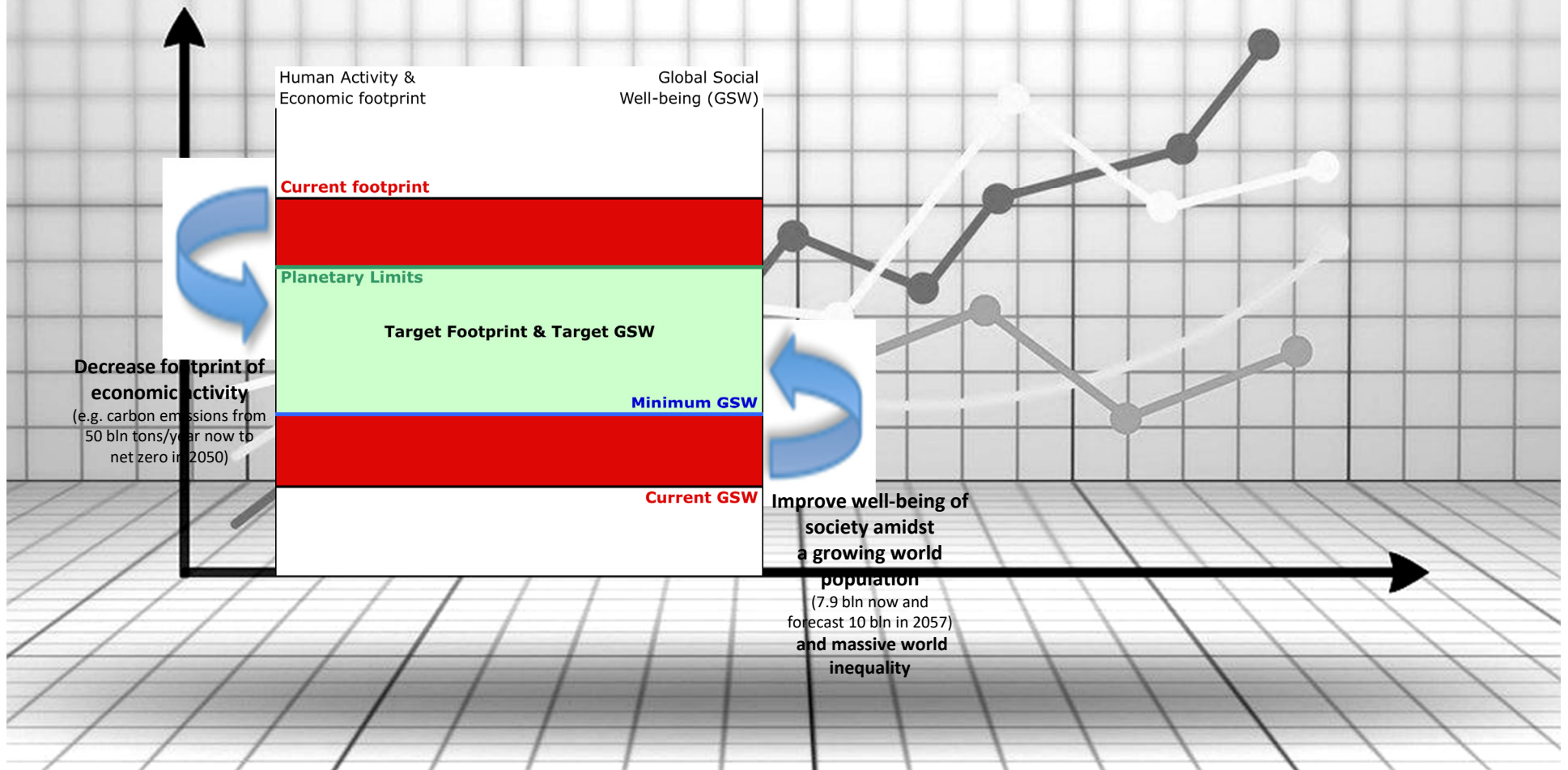
2: Resistance to Change

3: Walking the Talk

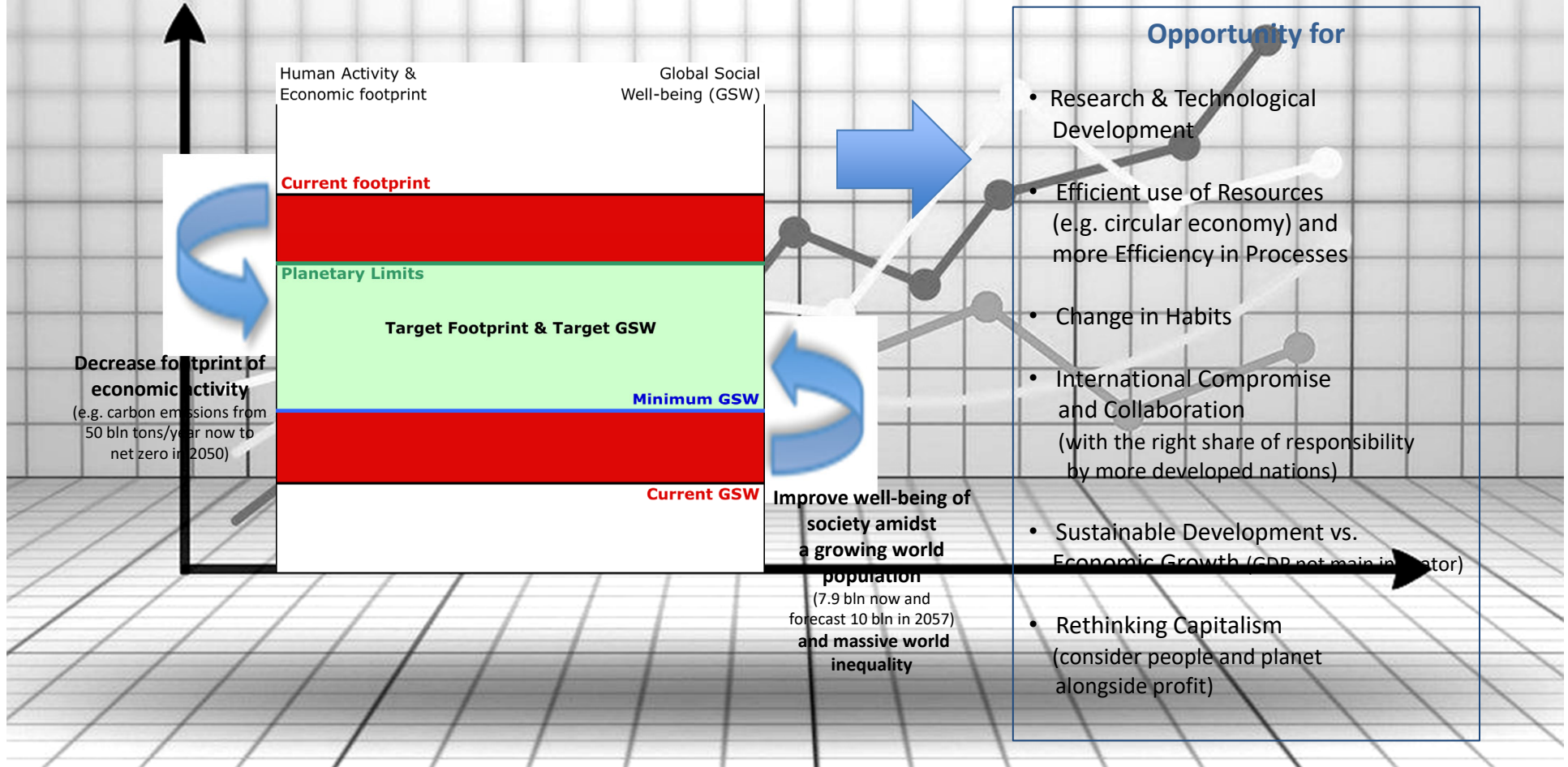
4: Navigating the Transition

5: Transparency

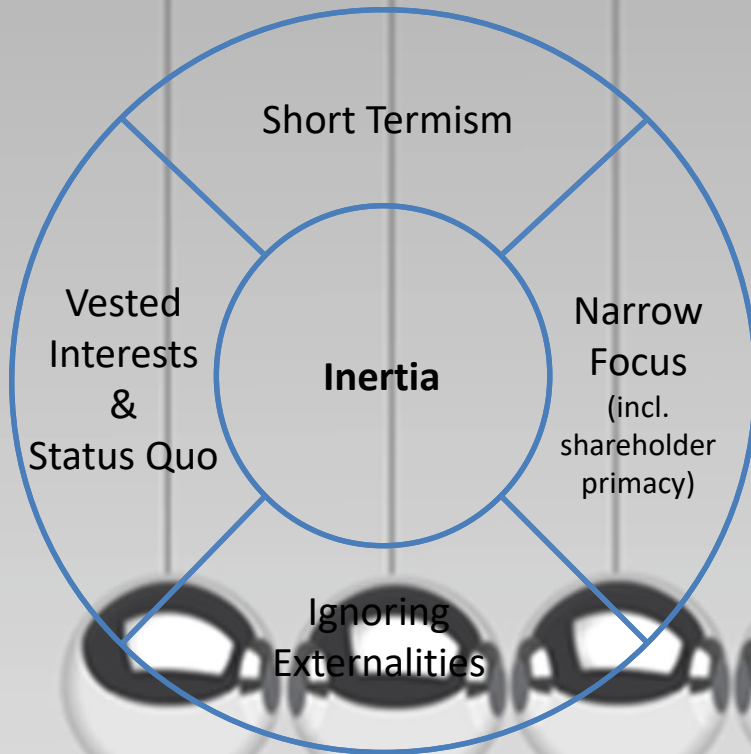
Challenge 1: The Economic Growth Conundrum



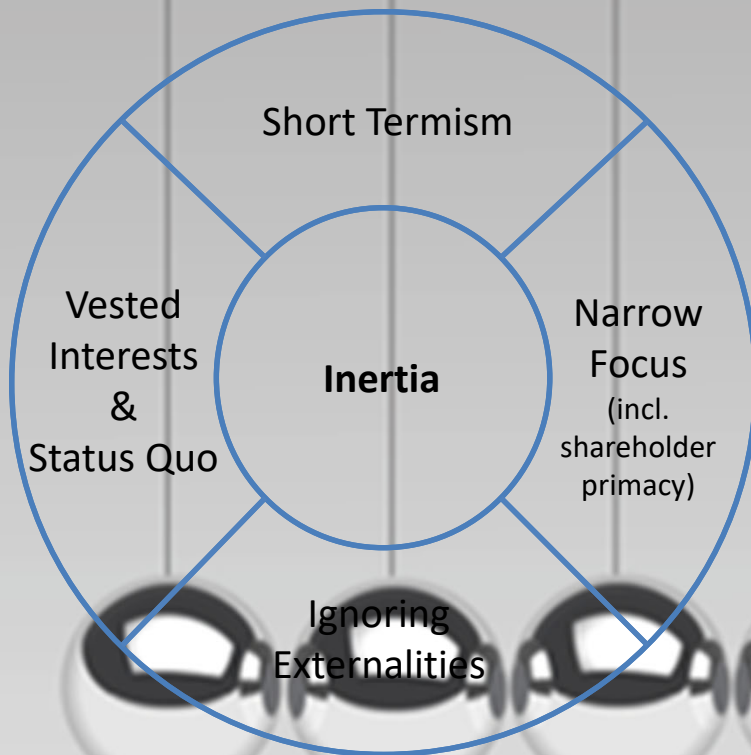
Challenge 1: The Economic Growth Conundrum



Challenge 2: Resistance to Change



Challenge 2: Resistance to Change



Risks of Inaction

- Regulatory requirements
- Technology evolution
- Consumer & Society expectations (e.g. Millennials, Generation Z)
- Investor demands (shareholder activism)
- Reputation
- Litigation Risk
- **Ultimately, Economic Obsolescence and Survival**



Opportunity

- Proactively **Envisioning** a better world (society and planet) and **Act** accordingly (refocusing business to contribute)

Challenge 3: Walking the Talk

Superficial Approach

- Purpose and/or strategy definition with inconsistent or non-effective action (only a marketing spin)
- Long term targets with no short term follow on (e.g. intention of being carbon neutral by 2050 but with no defined short term actions)
- Sustainability as “bolt-on” to current strategy

Greenwashing (climate change)

Excessive use of carbon netting (climate change)
(e.g. carbon trading, carbon taxing, carbon capture if not accompanied by primary emissions reduction)



Challenge 3: Walking the Talk

Superficial Approach

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Question

Are actions effectively producing a **positive** impact on planet and society?

Genuine Approach

- Clear Vision, Beliefs and Values
- Looking at/transforming business at core
- Aligning (short/long term) targets, strategy, organization/governance and practices
- Selecting metrics for targets and assessment
- Thorough and careful implementation
- Involving all relevant stakeholders
- Constantly assessing culture, progress and impact while sharing with stakeholders
- Fostering collaboration

vs.

Challenge 4: Navigating the Transition

- What to do, how to measure, how to set targets, how to assess progress & outcomes
- Lack of universally accepted standards



- Global References: UN SDGs; Paris Agreement
- Evolving standards increasingly gaining universal (or regional) acceptance and/or used as reference
 - EU Taxonomy (environmentally sustainable activities)
 - GHG protocol (measuring emissions) / PCAF (financed emissions)
 - Science Based Targets (emissions reduction)
 - CDP (disclosure of environmental impacts) / TCFD (financial impacts of climate-related risks and opportunities)
 - UN Global Compact (human rights), etc.
- Materiality Analysis (focusing where outcome can be more meaningful)
- Importance of Science (environment)
- Collaboration
 - industry, policymakers, NGOs, academia, communities

Challenge 5: Transparency

- Society increasingly connected and able / willing to scrutinize
- Remaining **plugged-in** to all **stakeholders** and society at large

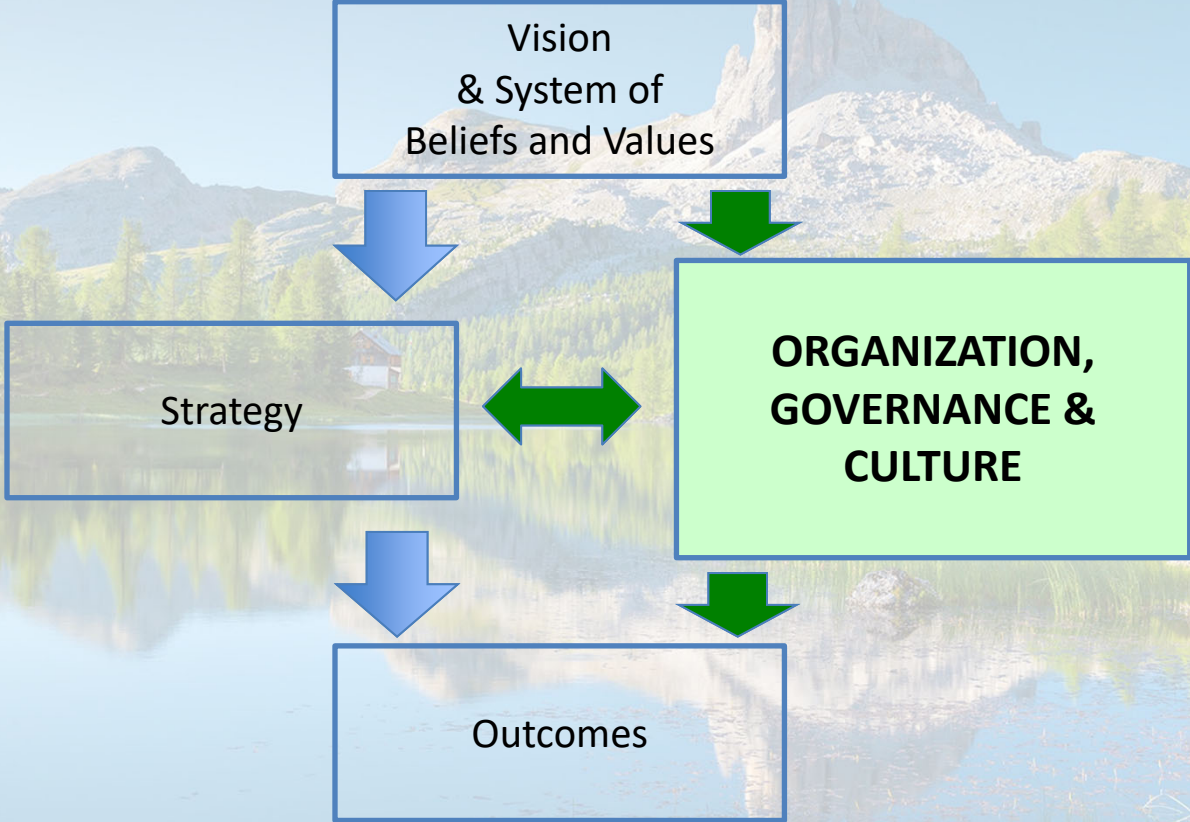


Staff Shareholders Customers Suppliers
Communities Industry Policymakers
Media Science & Academia Society at large

Sharing and Collaboration

- Sharing vision, plans, efforts, outcomes, problems, solutions
- Disclosure
 - e.g. TCFD (Task-Force on Climate-Related Financial Disclosures)
- Independent Accreditation

Where to Start ?





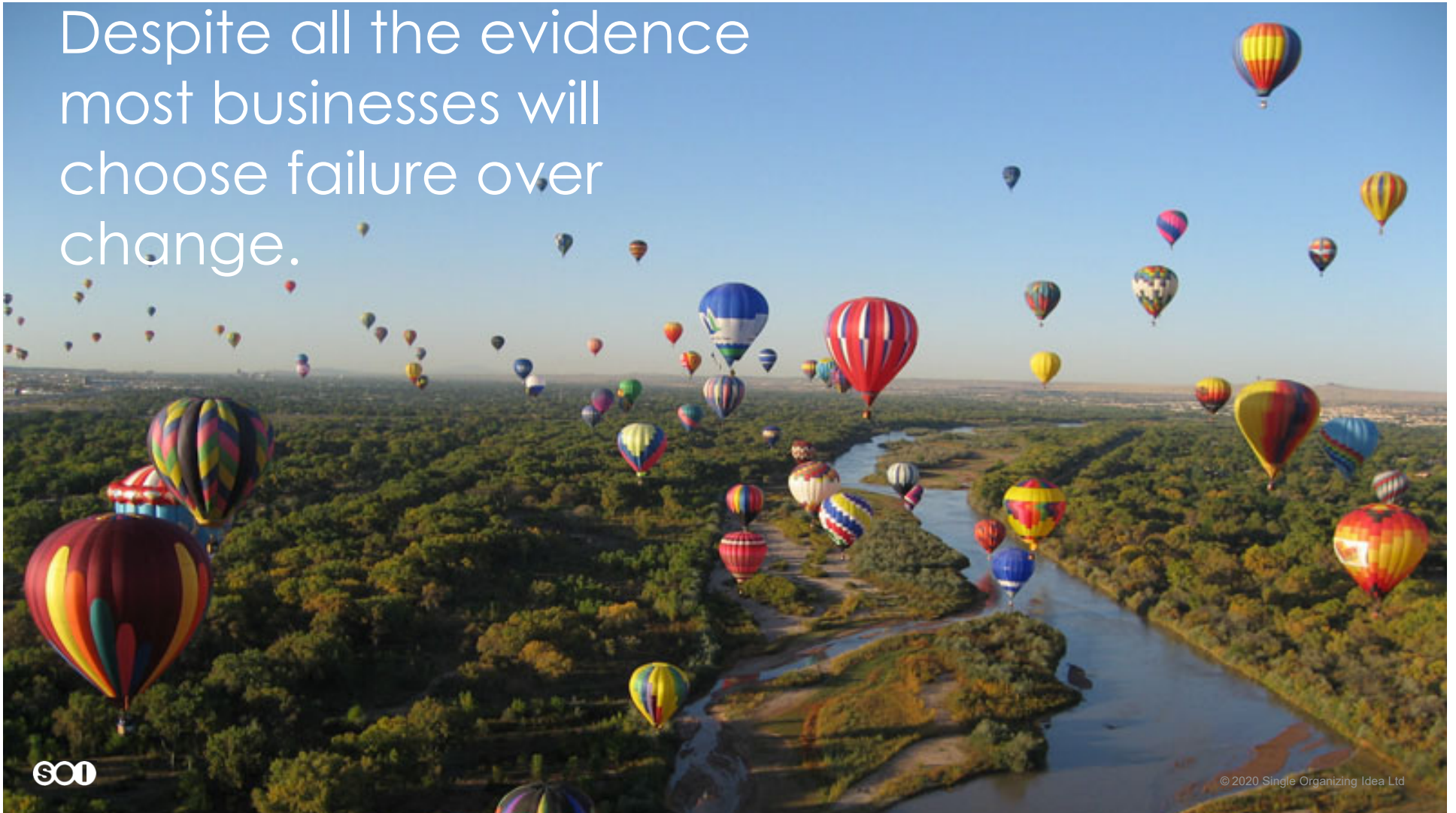
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Is your business fit for the future?

90% of companies feel they need to change their **core** business model at least somewhat in order to operate in the future. 38% of companies feel that their **core** business model needs to change radically.

Source: Bain & Company, August 2018

Despite all the evidence
most businesses will
choose failure over
change.



The bottom line

Hard tangibles

Seen as critical

Objective

Easy to measure targets

Short-term

Mind led

Realities

Financial results

Projects completed

Business developed

Soft intangibles

Seen as secondary

Subjective

Difficult to measure

Long-term

Heart led

Ideals

ESG/CSR

Brand

Values

Relationships

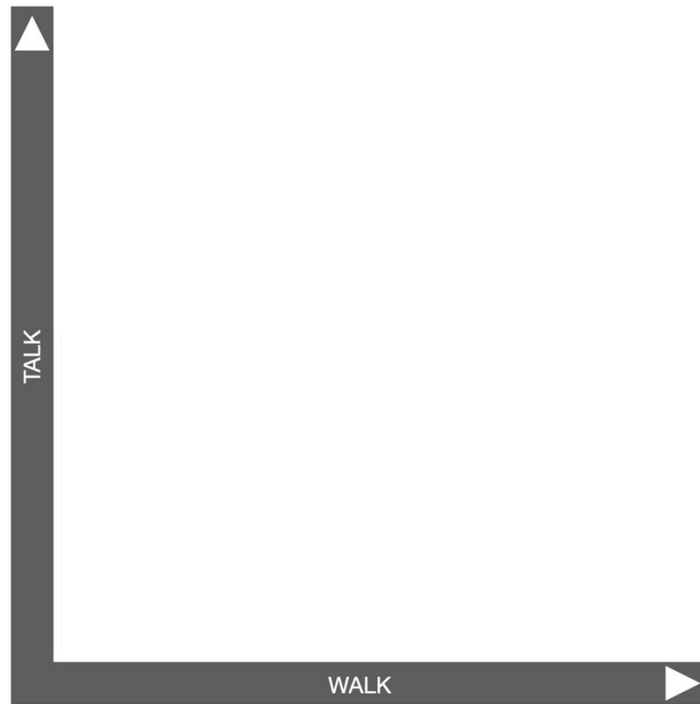
Sustainability



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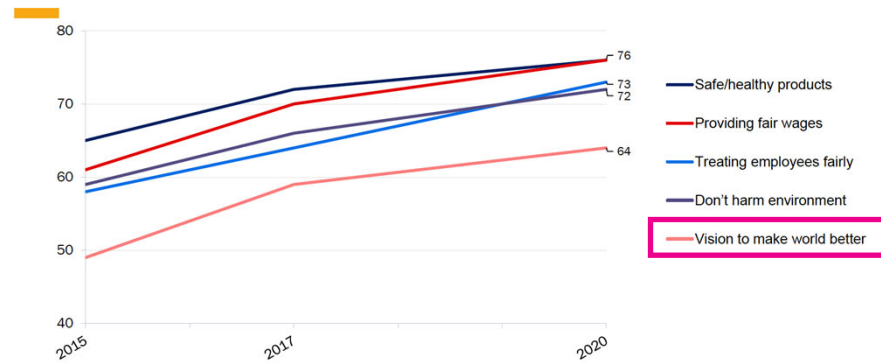


Where is your business today?



Expectations around core responsibilities are increasing

Expectations of Companies, "Held Responsible For," Net Expectations,* Average of 20 Countries,** 1999-2020



*((4+5) minus (1+2) on a scale of 1 to 5, where 1 is "Not held responsible" and 5 is "Held completely responsible"

**Includes Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Kenya, Mexico, Nigeria, Russia, South Korea, Spain, Turkey, UK, and USA. Not all countries were asked in all years. Before 2019 this question was asked using an in-person and telephone methodology.

T23. Below are things some people say should be part of the responsibilities of large companies. For each one, please indicate to what extent you think companies should be held responsible.



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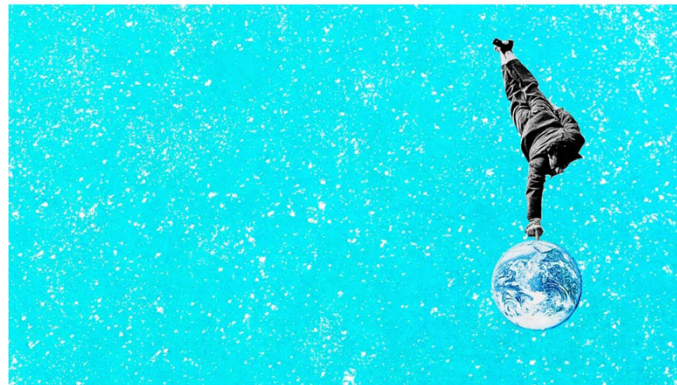


Sustainability

The Comprehensive Business Case for Sustainability

by Tensie Whelan and Carly Fink

October 21, 2016



<https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>

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Examples

SINGLE ORGANIZING IDEA (SOI®)	TYPE	ENTERPRISE
Enabling Change	Inclusive business network/platform	IBAN
Partners for Good	American INGO	Global Communities
Collective Success	New Zealand tax collection technology	DataTorque
Promote and Protect	Global human rights organization	UNHCR - GANHRI
Pride	British clothing manufacturer	Community Clothing
Believing in Better	American faith-based INGO	Catholic Relief Services
Mining the Resource. Enriching the Nation*	Anglo/African mining company	Debswana
Cultivating Wholesome Food	French food products company	Danone - Blédina
Building Better Communities	New Zealand construction company	Hawkins
Assuring Confidence	American accreditation organization	ABET
Waste	Canadian apparel manufacturer	Norden
Maximising Circular Value	Dutch logistic company	Euro Pool System





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How to transition your business

'The CORE Playbook provides a simple, direct, point-by-numbers guide to identifying, creating, implementing and measuring the impact of a core purpose for almost any organization'
Rob Markey, Co-Founder Net Promoter System, Co-Author of *The Ultimate Question 2.0*

NEIL GAUGHT CORE THE SINGLE ORGANIZING IDEA PLAYBOOK

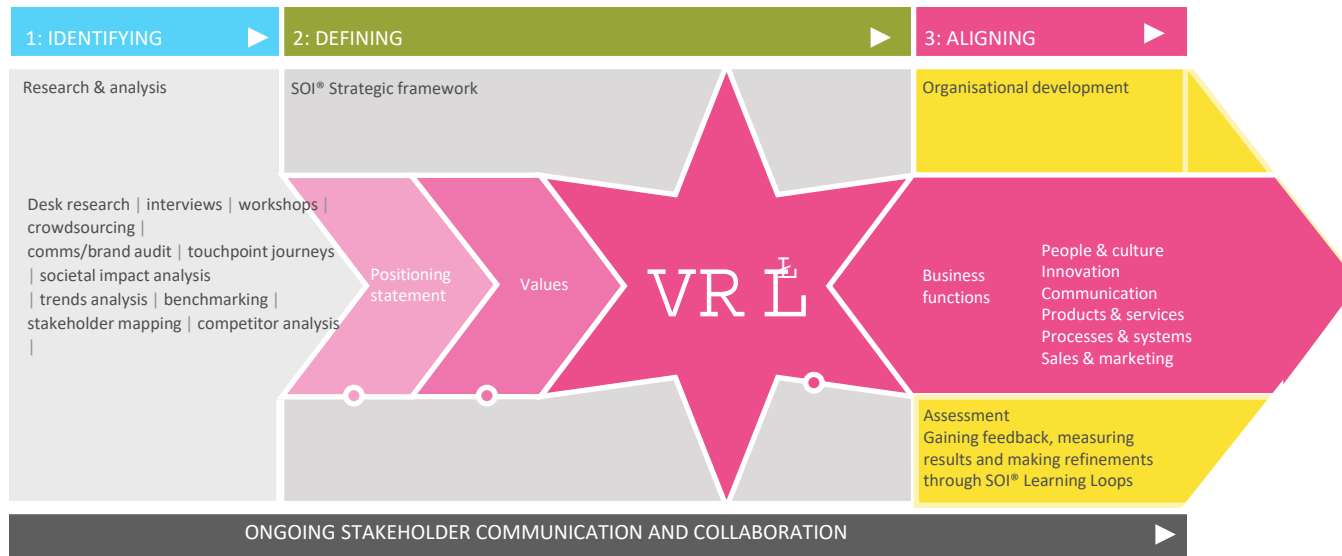
The complete SOI® toolkit, including over 40 detailed diagrams and step-by-step explanations you can follow immediately to change your business for good

With a foreword by Julian Richer
Entrepreneur, philanthropist and author

SOI
SINGLE ORGANIZING IDEA
(SOI®)



Transitioning to a 21st century business model



- The positioning statement frames and explains what the value of the SOI® is to your enterprise and to society in two or three pithy sentences.

It's your elevator pitch.

- Identified during the research phase the values support and underpin the SOI®. Each value is a commitment against which actions and ideas can be assessed and monitored.

They are carefully selected to help ensure holistic and consistent alignment of the your enterprise with the SOI®.

- An SOI® is a simple, memorable call to action. Relevant, compelling and authentic, an SOI® succinctly captures the core purpose of your enterprise.

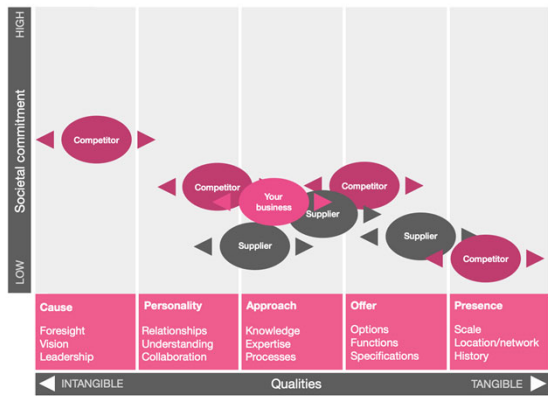
It's your guiding star.



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Identifying

Positioning



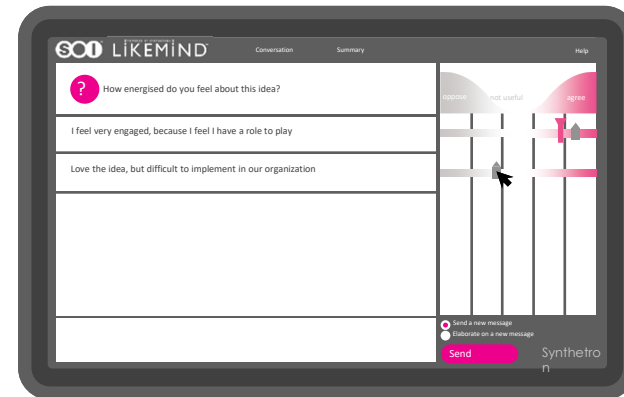
Touch-point analysis

SOI® Touch-point Dashboard					
Touch-point	TP1	TP2	TP3	TP4	TP5
Description					
Business function area					
Societal impact	Positive Neutral Negative	Positive Neutral Negative	Positive Neutral Negative	Positive Neutral Negative	Positive Neutral Negative
SOI® Alignment					
Efficiencies Alignment stage	Start Stop Keep	Start Stop Keep	Start Stop Keep	Start Stop Keep	Start Stop Keep

Social contribution analysis

Charity	Philanthropy	Corporate Social Responsibility	Shared Value	Sustainability
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Vk#r#k#p# H#p#v#k#q#k#h#y#h#p#k#q# I#r#f#v#h#q#q#u#y#h#j#j# u#h#i#	P#j#z#q#j#k#p# I#r#f#v#h#q#q# s#r#e#p#h#r#y#h#j# F#d#v#h#p#h#q#	F#r#p#s#d#h#h#k# v#k#p#p#h#h#j#h#h# e#h#(h#u#p#d#h#)h#q#f#v# U#h#v#q#v#d#h# f#k#h#q#v#k# W#h#h#k#r#w#p#h#h#j# u#h#r#k#j# E#x#h#j#k#e#v# S#u#h#f#h#j#h#u#g#g# u#h#v#d#h#q# E#r#v#q#h#k#h#h#v#	I#r#f#v#h#q#q# s#r#e#p#h# W#k#p#f#v#k#q#h# u#h#k#q#v#k#v# s#u#v#d#h#h#h# h#p#h# S#o#f#k#q#v#k#h#h# e#v#h#v# D#k#h#y#h#j# f#r#p#s#h#k#h#h# d#y#k#q#d#j#h# O#r#z#h#j#h#e#v# G#u#h#j#h#h#h#h#f#h# d#g#h#g#v#h#v#h#j# g#h#f#h#q#f#h#v#	F#s#p#j#h#j#h#v#h# d#h#p#h#p#h#f#v#v#h#h# s#o#f#k#q#v#k#h#h# e#v#h#v#h#h#h#h#h#h#h# f#r#p#r#q#h#h#d# E#x#h#j#h#h#h#h#h# h#i#v#h#p#h# u#h#k#q#v#k#v# l#q#r#y#h#q#h#k#d#h#h# k#h#h#h#h#v#h#h#h# v#d#h#h#h#h#h#h# U#h#q#f#h#j#h#h#h#h#h# C#o#r#e#S#O#I#®#s#t#r#e#g#y#

Crowdsourcing





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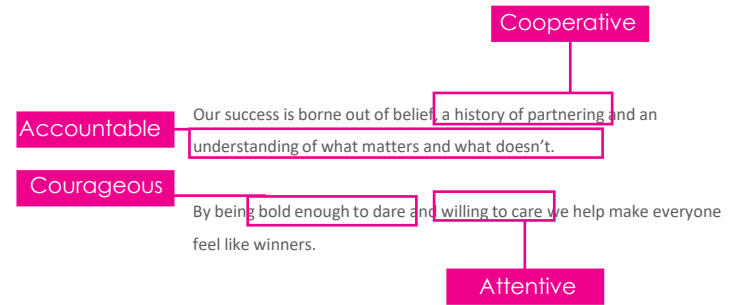
Defining

SOI® Strategic Framework

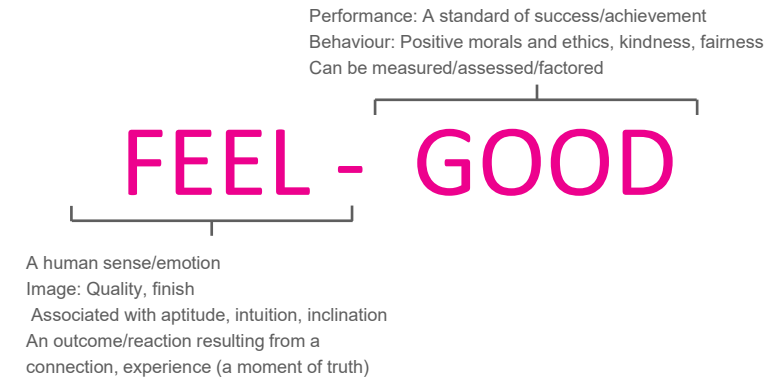
CORE Playbook example

Positioning statement	Core values	Single Organizing Idea
<p>Our success is borne out of belief, a history of partnering and an understanding of what matters, and what doesn't.</p> <p>By being bold enough to dare and willing to care we help make everyone feel like winners.</p>	<p>Cooperative Our heritage shows that we get the best results when we work in solidarity. By being inclusive we unite and support joint efforts that enhance our collective strength.</p> <p>Accountable Our success is determined by the standards we set, the outcomes we pursue and the responsibility we take. By being straightforward, fair and answerable we underline we are dependable.</p> <p>Attentive By being tenacious, by having the confidence to open our minds and empathise, we create unique opportunities that allow compassion and understanding to push forward progress.</p> <p>Courageous Achieving better takes audacity and commitment. By relentlessly looking for improvement we challenge the status quo and shape new solutions and efficiencies.</p>	<p>Feel-good</p>

Positioning statement and values relationship



Single Organizing Idea



Stress testing

8 POINT STRESS TEST

Criterion 1:

Credible

Is the SOI® based on reality, hard facts and evidence?

Criterion 2:

Resilient

Will the SOI® be sustainable over the long-term regardless of management, technology and market changes?

Criterion 3:

Relevant

Will the SOI® deliver value to our business and our stakeholders?

Criterion 4:

Commercial

Will alignment with the SOI® help ensure that our business thrives and maintains commercial success?

Criterion 5:

Beneficial

Will the adoption of the SOI® impact positively on people and the planet?

Criterion 6:

SINGLE

Will the SOI® provide the single-minded focus required to help separate what is important from what is not?

Criterion 7:

ORGANIZING

Will each function of the business and the wider ecosystem be able to self-organize their alignment and contribution to the SOI®?

Criterion 8:

IDEA

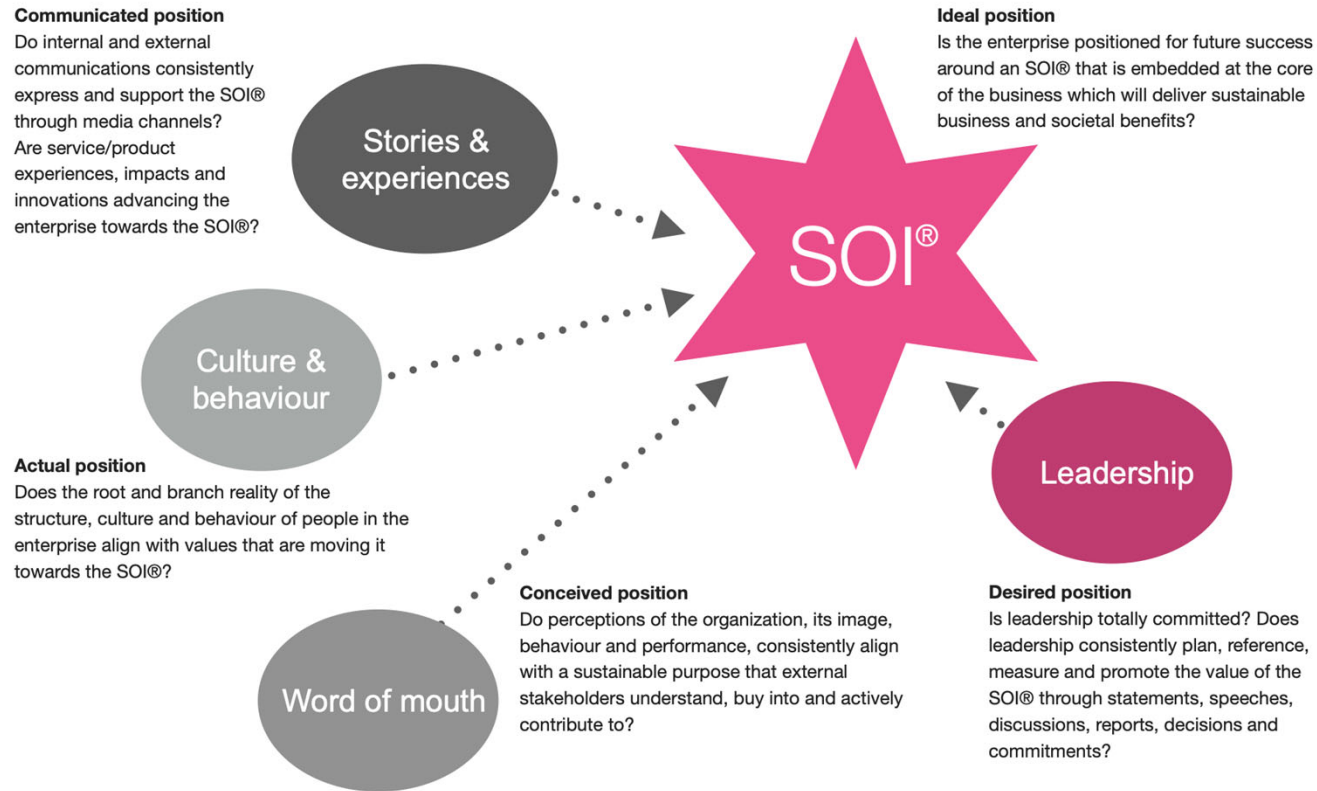
Is the SOI® a compelling concept that people internally and externally will admire and aspire to be a part of?



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Aligning

Total alignment



Inspired by Professor John Balmer's ACCID test

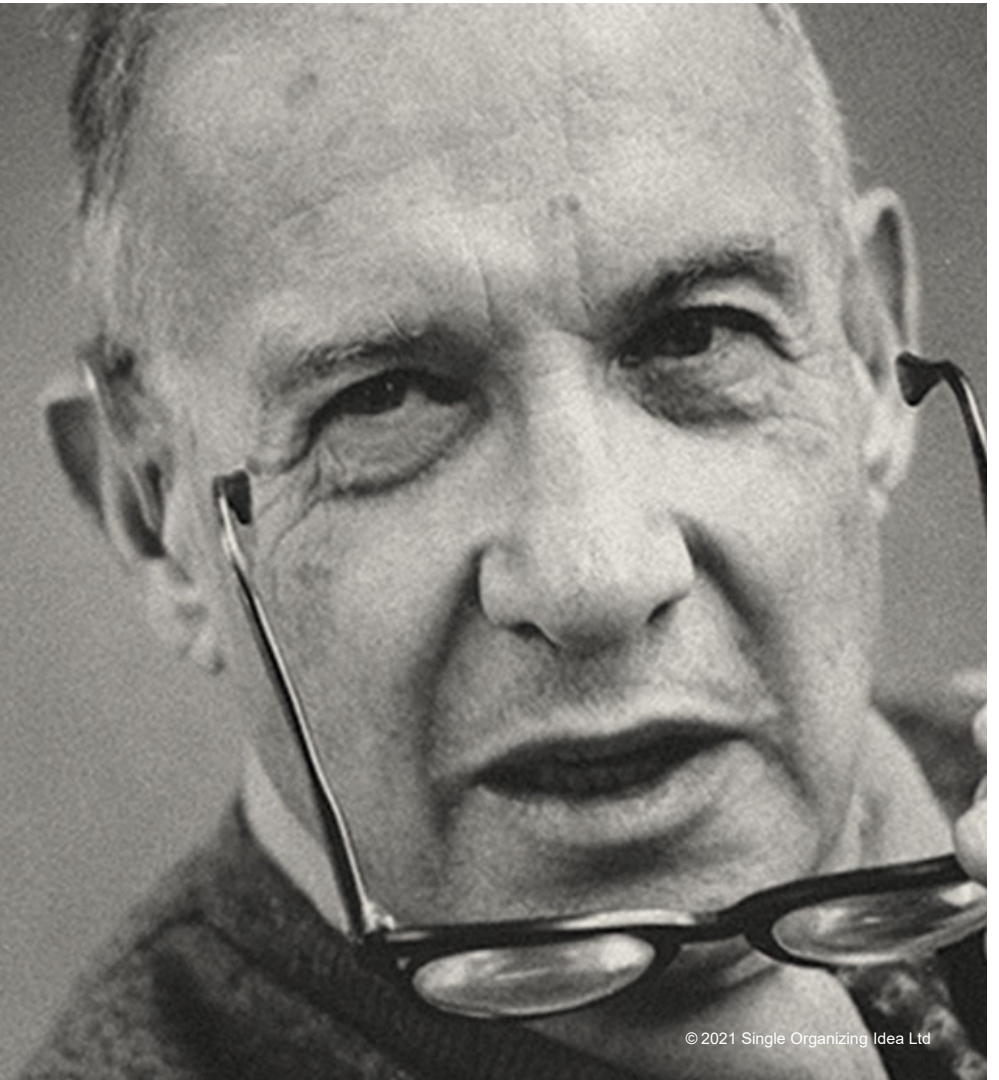
Business functions



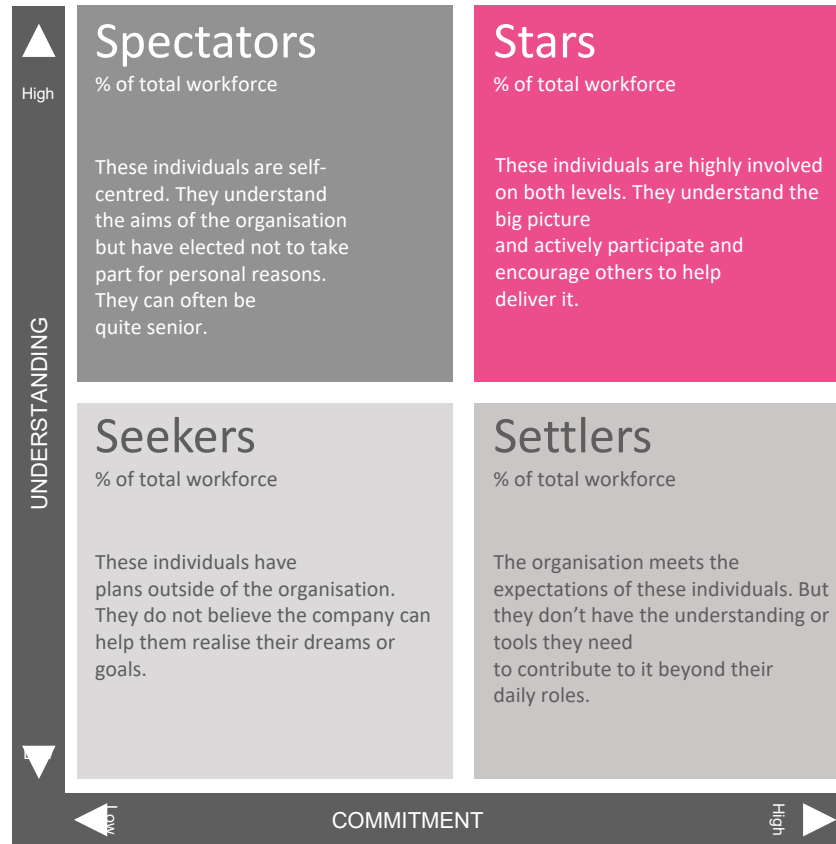
People and culture

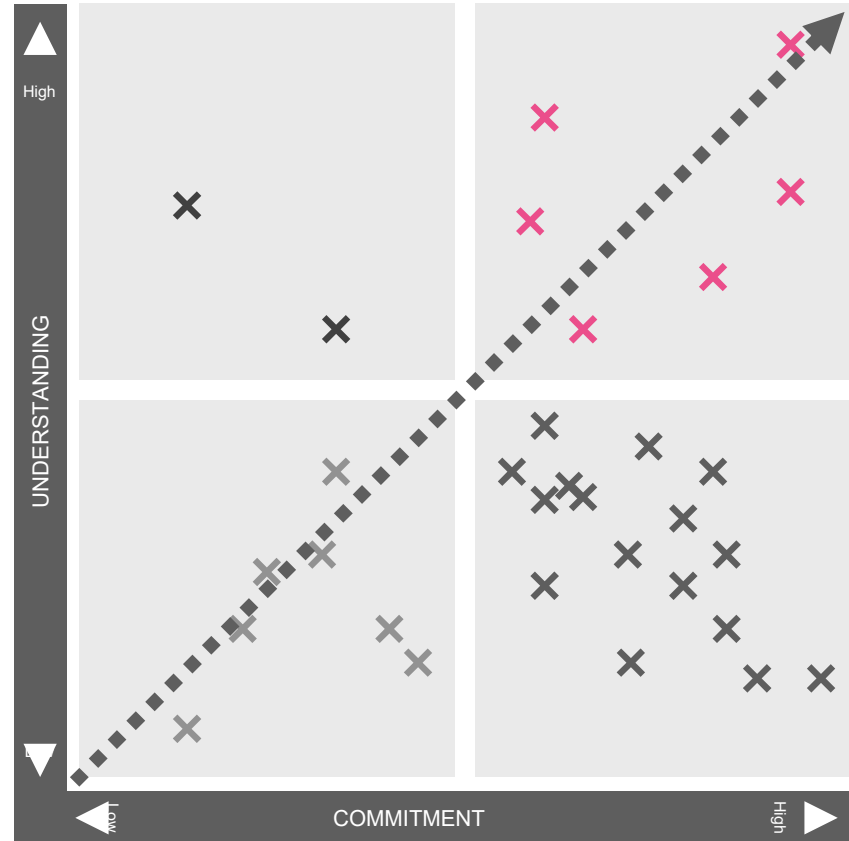
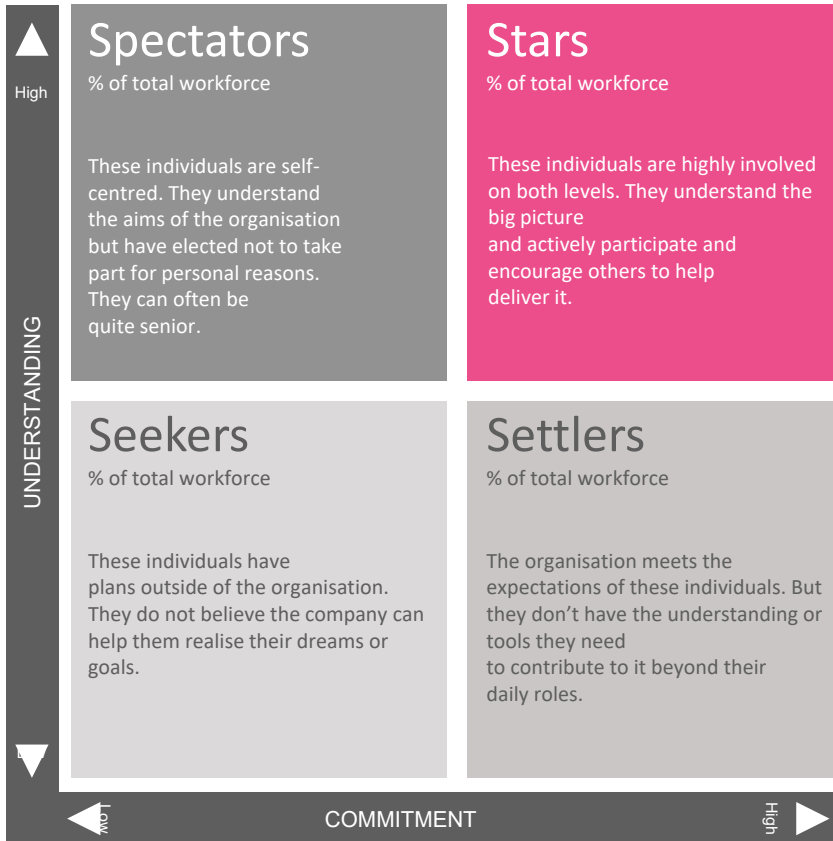
“Culture eats strategy
for breakfast”

Peter Drucker

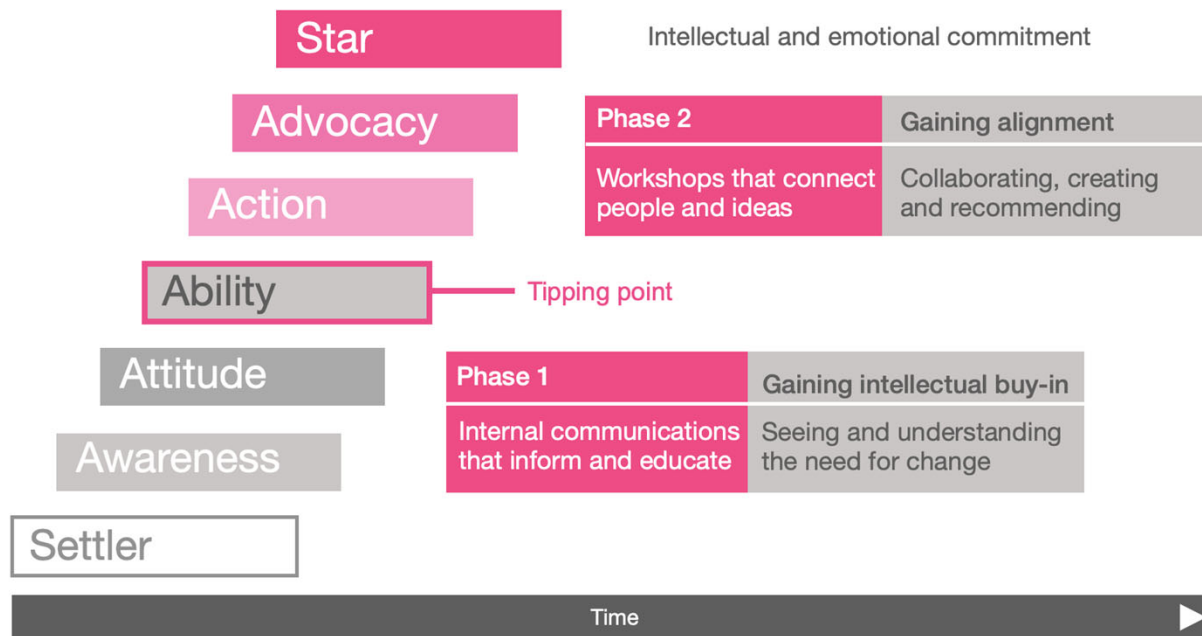


People and culture





Collaboration that leads to innovation



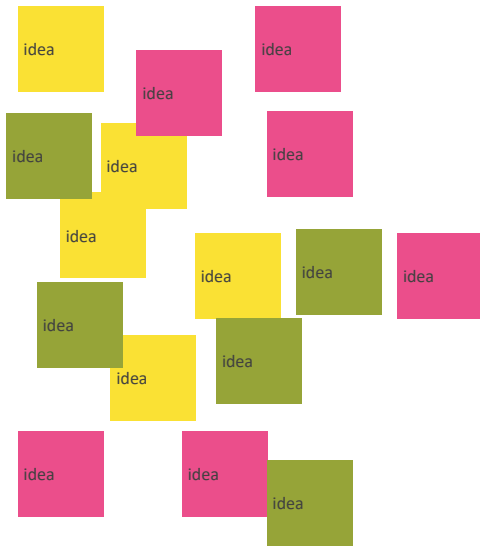


“Very few companies have made innovation everyone’s role.”

Gary Hamel, What Matters Now, 2012

START

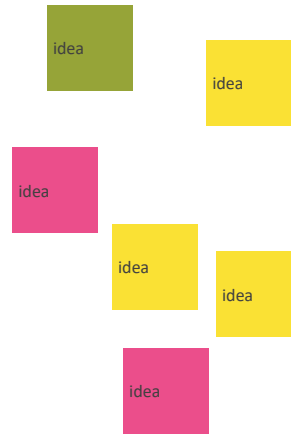
What should we start doing? What could we create or deliver at this touch-point that would align it with our Single Organizing Idea (SOI®)?



SOI

STOP

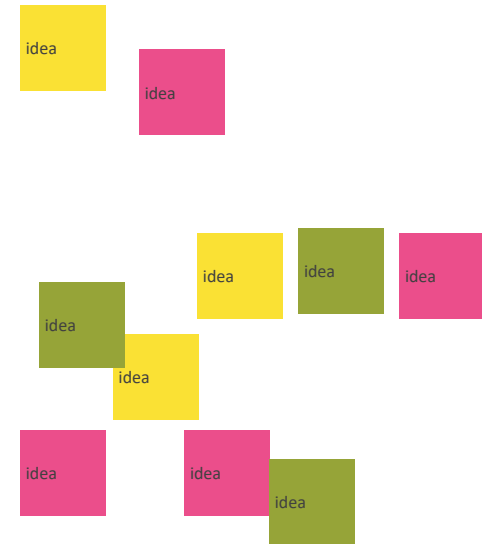
What should we stop doing? What could we stop doing at this touch-point that would align it with our Single Organizing Idea (SOI®)?



SOI

KEEP

What should we keep doing? What are we doing at this touch-point that already aligns with our Single Organizing Idea (SOI®)?



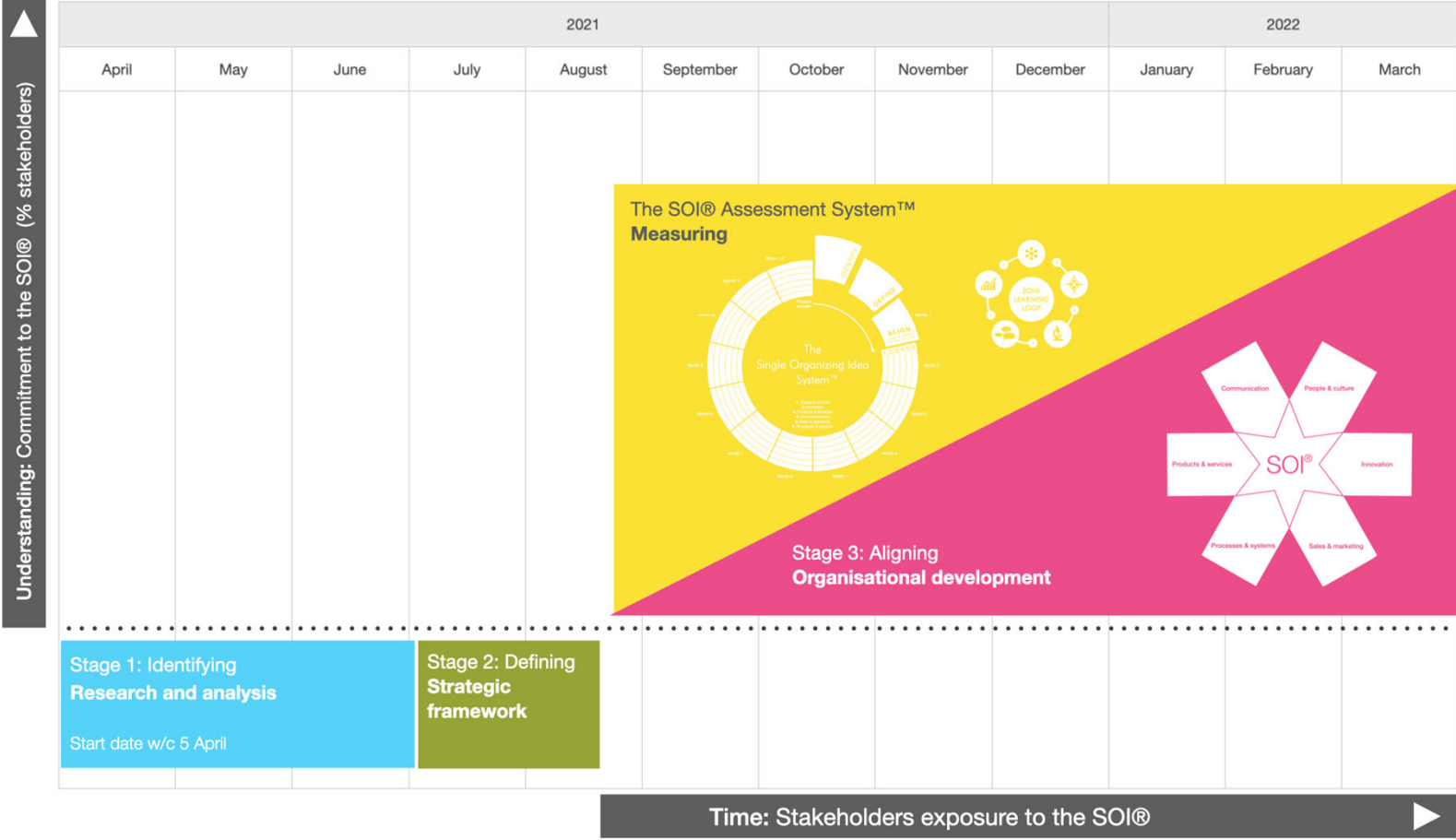
SOI

SOI® Alignment Canvas		Date/version																																																																																																																																																																																																																																																																
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21 FEBRUARY 2021
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BY
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QS PARTNERS



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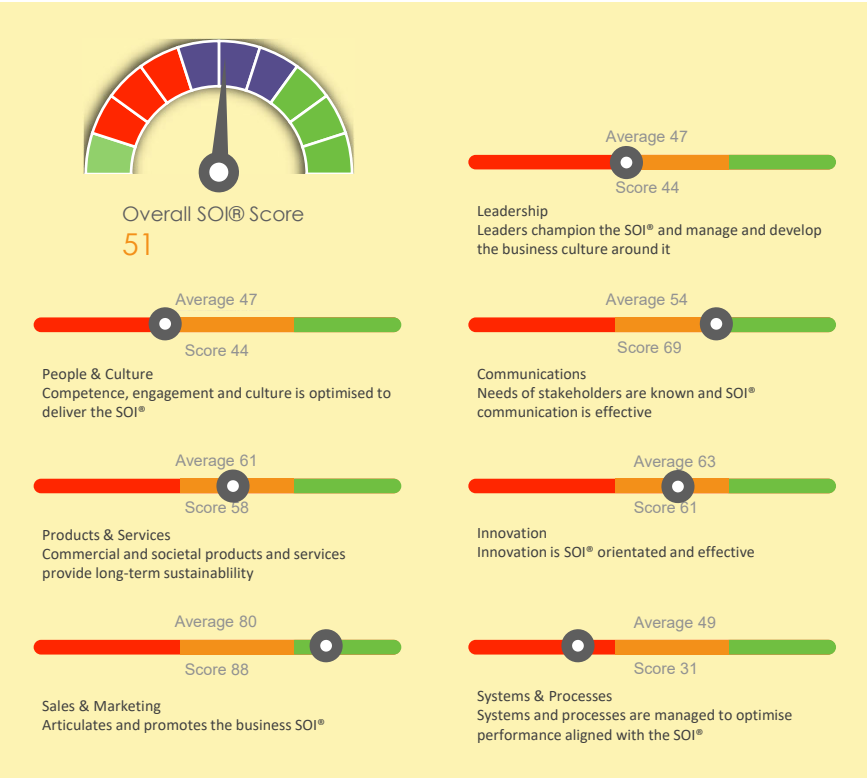
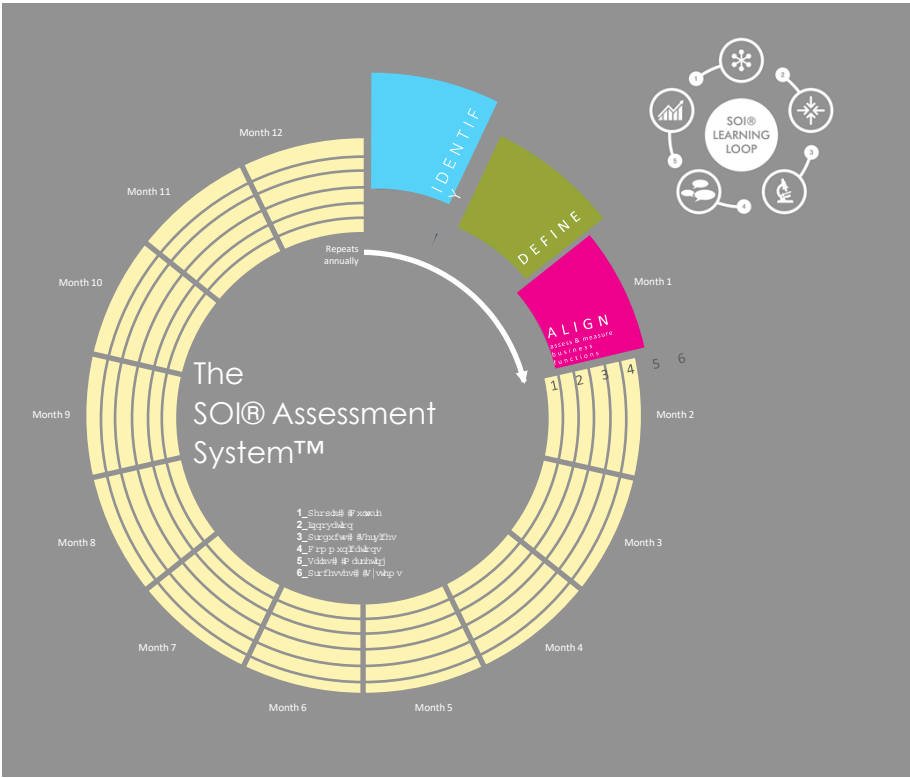
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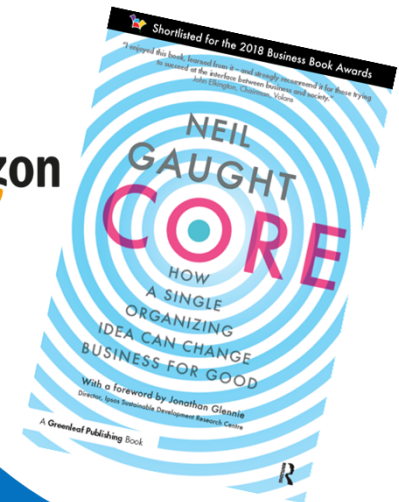
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