

# REDEFINING LEADERSHIP IN AN UNSUSTAINABLE 21<sup>ST</sup> CENTURY

CUSTOMISED WORKSHOPS

PRICING CONSUMPTION



CONFRONTING HARD TRUTHS



CHANGING BUSINESS MODELS



BEYOND “BUSINESS AS USUAL”

- APPRECIATING TRUE DISRUPTION
- ARRIVING AT ROBUST POSITIONS
- BUILDING BOARDROOM CONSENSUS

FORGING ACTIONABLE  
SOLUTIONS



# SUSTAINABILITY: WHY ALL THE FUSS?

Existential threats facing society are now front and center. Business as usual is over and life as we know it, is at risk.

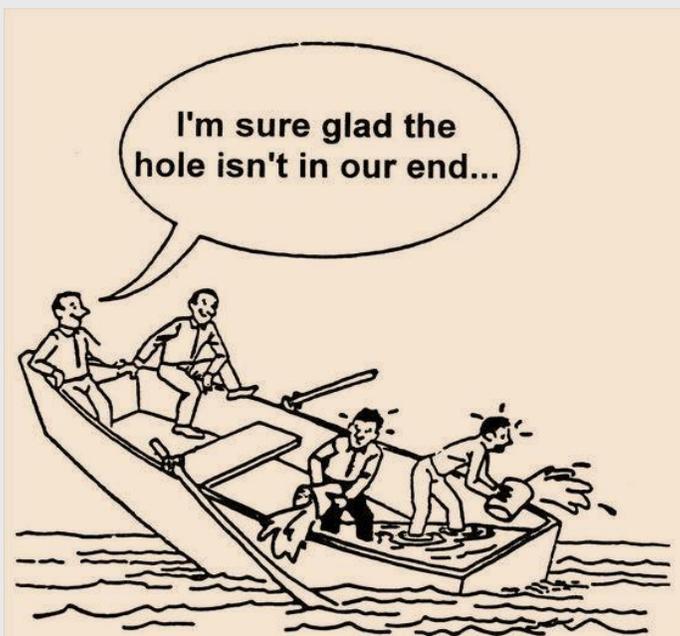
Human impacts have severely altered the planet and threaten our very existence.

- On climate change, a rise of even 1.5 degrees will intensify extreme weather, aggravate resource constraints, quicken biodiversity loss, elevate food security risks and threaten urban lifestyles.
- More than one million species of plants and animals are now at risk of extinction within a few decades (including 40% of amphibian species and 1/3 of all marine mammals).
- 8 million tons of plastic pollution enters the ocean each year contributing to a total of 100-150 million tons with devastating impacts on marine life.
- Nine out of ten people breathe polluted air leading to a death toll of 7 million per year according to the World Health Organisation.
- Of the world's 37 major aquifer systems, 21 are on the verge of collapse.



"Civilisation has crossed four of nine planetary boundaries, increasing the risk of irreversibly driving the Earth to a less hospitable state"  
*Science Journal, 2015*

## "Not my problem" no longer exists



Sustainability can no longer be confined to CSR initiatives, ESG reporting or be PR / Comms-led.

- Integration into the business model is a must. This requires the attention of the Board in ways that will change their roles forever.
- Leadership must be willing to break with convention, become fully informed, overhaul business models to stay relevant and meet obligations to society. The license to operate will finally mean something.
- Leadership on sustainability demands having a robust position and making it a compliance issue across the organisation.

Since 2004, the **Global Institute for Tomorrow (GIFT)** has been at the cutting edge of synthesising and framing sustainability-related issues for leadership in the 21<sup>st</sup> century. GIFT facilitators have helped thousands of global executives, government officials and nonprofit leaders make sense of complex issues and find solutions to seemingly intractable sustainability challenges.

GIFT clients include:



# LEADERSHIP MUST HAVE A CLEAR POSITION

A new era of awareness and urgency has dawned.

- Consumers and policymakers are demanding faster and scalable solutions to unsustainable business models.
- ESG reporting or embracing SDG's as a slogan will be insufficient in moving the dial on real progress to overcoming societal challenges.
- Formulating a clear and meaningful position requires confronting hard truths, embracing new realities and open and honest debate by management and shareholders.
- Being accountable for externalities should be viewed as a fiduciary responsibility, shifting mindsets from the free ride of externalising the true costs of products and services to society or the bio-sphere.

## Thinking and acting like Tomorrow Matters



### Sample Client Engagements:

- Global strategy workshop for management team of one of the world's largest financial services companies
- Facilitated roundtable discussion to define strategic positioning on climate change for leading global environmental NGO
- Engagement with leading European MNC in the chemical industry to analyse challenges in key Asian market and outline three new business opportunities to be shared with HQ

## Contributing to adaptation and resilience



Most companies struggle to make sense of this new reality. They do not have a framework and often get bad advice. Those who are not in denial too often are still unwilling to take action due to a variety of fears.

Measuring carbon, reducing water use and recycling packaging are useful, but are not sufficient to meet today's existential challenges. These were last century's "must do" actions.

Environmental protection initiatives are not sustainability transformations. Confusing them with sustainability is common at the highest levels of corporations, amongst consultants and even NGOs. New understanding has to be instilled. It is the responsibility of management to actively disrupt and develop new business approaches. This will not be easy.

Contributing substantially to climate adaptation and resilience will lead to myriad new business opportunities, particularly in under-developed countries which are most vulnerable to increasing environmental and social shocks.



# FACILITATING DECISIONS THAT MATTER

GIFT offers a customised and structured engagement designed to get Board and Management teams to come to terms with this new reality.

These are high level, strictly confidential and agenda-setting processes. It is for those ready to confront and construct a bold and new narrative for their companies. This may include:



**Board and shareholder briefings with decision-making facilitation**



**Senior management briefings & outcome-driven facilitation**  
(key decisions, commitments)



Workshops for **key business units and teams aimed at arriving at new business areas** and models, to solidify positions, operationalise sustainability principles and agree commitments to action.

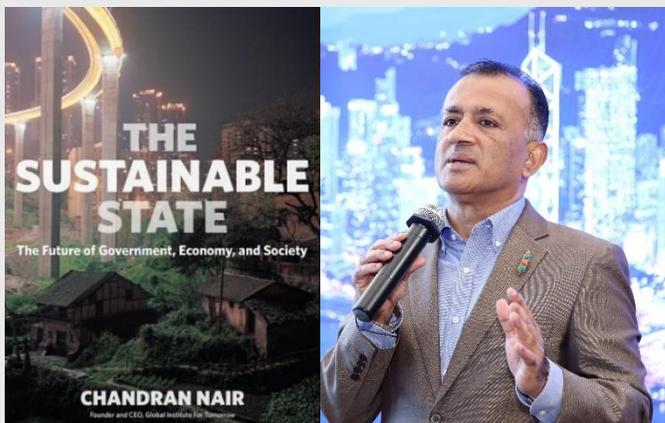
The GIFT methodology does not pre-judge outcomes or pre-empt ideas by assuming to have all the answers. GIFT facilitators challenge biases that hinder participants from asking the hard questions and achieving meaningful outcomes. Emphasis is on creating a conducive and safe environment for a candid and direct conversation.

Our approach lends itself to developing a common understanding of desired outcomes, building consensus on strategic goals, resolving divergent interests and facilitating the production of a clear and actionable position or plan.

Prominent subject matter experts, scientists and policymakers may be invited to contribute with candid perspectives and uncensored insights, and may include:

- **Dr. Zhou Jinfeng**, Secretary-General of China Biodiversity Conservation and Green Development Foundation
- **Professor Jorgen Randers**, Professor of Climate Strategy at the BI Norwegian Business School, co-author of *The Limits to Growth* (1972)
- **Doug Woodring**, Founder, Ocean Recovery Alliance; Prince's Prize for Innovative Philanthropy; UNEP Climate Hero.

## Chandran Nair, Lead Facilitator



Mr. Nair is widely recognised as one of the most original and leading thinkers on sustainability with over 30 years of experience around the world.

- Founder & CEO Global Institute For Tomorrow (GIFT)
- Former Asia Chairman, Environmental Resource Management
- Executive Committee Member, Club of Rome
- Fellow, Royal Society of Arts (RSA)
- Member, World Economic Forum Global Agenda Council on Governance & Sustainability
- Senior Fellow, CIMB ASEAN Research Institute
- Author of *The Sustainable State: The Future of Government, Economy & Society*; and *Consumptionomics, Asia's Role in Reshaping Capitalism and Saving the Planet*

For more information or to request a proposal contact us on +852 3571 8103 or email Eric Stryson - [estryson@global-inst.com](mailto:estryson@global-inst.com)

The [Global Institute For Tomorrow \(GIFT\)](https://www.global-inst.com) is an independent pan Asian think tank specialising in outcome driven facilitation, executive education and sustainability advisory.

GIFT is focused on advancing a deeper understanding of the trends shaping governance, markets and societies in the 21st century.

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