

ARE YOU **ASKING** THE RIGHT QUESTIONS?

The **Sustainable Management Workshop** is designed to challenge you and your team to think more creatively and effectively about your organization's true value added, and its fit in a competitive, socially fragmented, and environmentally resource-constrained 21st century world.

We will focus on how economic challenges, sustainability and social concerns can drive new strategies that add value to a wider range of stakeholders. We will challenge you and your team to expand your thinking from a narrow focus on sustainability to a broader framework for building, and implementing, integrative sustainable management practices.

The best results come from inter-department teams working together on a key challenge—(See “Key Points and FAQ “—attached.)

Location: On-site or DePaul Center, 1 E. Jackson Blvd., Chicago IL.

Fees: \$1500 per participant. (discounts available for teams of 6 or more and for non-profit organizations.)

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TEACHING METHOD - ACTIVE HANDS-ON ENGAGEMENT

Participants will come prepared to work with relevant issues within their own organizations. During the workshop, participants will engage with peers in making, testing, and re-framing their business case pertaining to their particular challenge.

The rigorous Pragmatic Inquiry® process, proven with over 100 organizations and thousands of executives and students, is designed to help participants:

- Work individually and collaboratively to address organizational challenges.
- Recognize and challenge unexamined assumptions and constraints that are foundational to the business model today, but may not be valid in the future.
- Re-frame challenges and communicate potential solutions in a narrative context.
- Develop new integrative sustainable management strategies and practices.
- Explore if altogether different questions should be asked, based on different perspectives.

SCHEDULE

Day One

Lunch (11:30am Registration)

Welcome and Introductions

Session 1: Begin

What is Your Challenge Question?

Session 2: Explore

Stakeholder Network Analysis

Session 3: Interpret

Challenging Your Strategy

End (5:30pm)

Day Two

Breakfast (8:30am)

Reflection

Session 4: Decide

Creative Visioning and Perspectives

Session 5: Act

Action Steps and Milestones

Lunch

Closing Remarks

FACILITATORS

Ron Nahser, PhD, is the Senior Wicklander Fellow at the Institute of Business and Professional Ethics and Director, Urban Sustainable Management Programs at DePaul University, and the Provost Emeritus of Presidio School of Management. He lectures and consults with business and academic audiences in the U.S. and internationally on business values, vision, marketing strategy, branding and social responsibility. Nahser has an MBA from Northwestern University's Kellogg School of Management, an MA degree in Religious Studies from Loyola/Mundelein College and the PhD in American Business Philosophy from DePaul University.

Scott Kelley, PhD, is assistant vice president in the Office of Mission and Values and assistant professor in the Religious Studies Department at DePaul University. He teaches courses at the undergraduate and graduate level on systems thinking and systemic change. He has published works on



[CLICK HERE FOR MORE INFORMATION](#)

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Integrative Sustainable Management Workshop

“This Sustainable Management Workshop is a low-cost way to have impact on an important project, while helping to reward and build capacity in your key talent for long-term success in the process.”

- Sr. Sustainability Director of an international Fortune 500 Chicago based healthcare corporation

The business environment today:

- Groups and individuals are being asked to do more and more, and the pace of business/ activities in groups continues to increase.
- They are pressed to advance important initiatives, drive innovation, be a learning organization, engage and develop talent/key talent.
- Sustainability and sustainability-related activities continues to permeate organizations, especially forward thinking organizations. Younger team members are more and more interested in sustainability.
- Forward thinking companies see the value of sustainability – as a global trend and business value - and are working to integrate it more into the business to help drive innovation, performance, and differentiation.
- It is hard to allocate a block of time to work on important projects (easily get disrupted, pulled back into other things.)
- Groups are challenged with too much historical, day to day, internal group think – it is hard to get fresh perspectives – consultants in this area (Frost and Sullivan, McKinsey) demand big fees for these perspectives.
- As our organization works on its future 2020 global sustainability strategy – we have defined four “enablers.” We think these enablers can help us move various sustainability concepts/projects/initiatives/programs forward within the organization. These are: Education, Technology, Partnerships and Ethics.

The Solution: DePaul’s Integrative Sustainable Strategies Workshop:

- Individuals and groups with organizations in the Chicago-land region, who may be grappling with an important sustainability-related initiative or strategy, have an opportunity and dedicated time to develop their strategy in an environment offering different fresh perspectives, individual support and w/ the participants focusing on delivering a developed work product back to their organization
- This builds on DePaul’s Mission and Values as an ethical, inclusive, institution focusing on offering new and greater perspectives.

Integrative Sustainable Management Workshop – FAQ

What is the purpose of this Workshop?

The purpose of this Workshop is for you to find new and more effective ways to define and address a pressing strategic issue, idea, challenge, opportunity, question or problem that you and your organization face – there are certainly plenty in these challenging times – develop a sustainable strategy, and then boldly take action.

What's the difference between this Workshop and other sustainability workshops?

Sustainability information and best practices are now broadly available through many universities, organizations, consultancies etc. We believe the key to solving sustainability issues is to educate leaders to think beyond sustainability, and to understand the complex systems impacted by their decisions. This Workshop's approach is **project-based learning** with participants engaged in an experiential learning arc of inquiry.

What is the format of this Lab?

The 2 day "Integrative Sustainable Strategies Workshop" is conducted "noon-noon." It consists of 2 - 4 hour sessions, in the afternoon of Day 1 and morning Day 2. The overnight schedule is designed to give participants time to reflect on their projects to develop strategy approaches and next steps.

Who should attend this lab?

This Workshop practicum is designed to offer senior and mid-level executives a way to challenge, expand and shift their thinking about organizational issues from a narrow focus on sustainability towards a broader framework for building integrative sustainable management practices. The Workshop is a condensed, senior level version of the Capstone/Practicum course in the innovative, interdisciplinary Master of Science in Sustainable Management.

What is the target demographic for this lab?

We are targeting a diverse range of organizations – commercial, nonprofit, and government - who are engaged in various ways and at various levels. We encourage organizations to send individuals, or better, a small team to work on some challenge or opportunity they see dealing with sustainability. This is also in keeping with DePaul's Mission and Values of supporting diversity/different points of view.

Who will be teaching this Lab?

This Lab will be facilitated by Dr. Ron Nahser, and Dr. Scott Kelley, who collectively have 45 years of teaching experience at a university level. Additionally, faculty from various disciplines at the University - business, science, social sciences and liberal arts – will be brought in to provide different and broader perspectives of how they think about these issues, particularly from an urban values and vision perspective, for which DePaul is noted. The goal is not to talk at you, but to provide you with different perspectives. It's up to you to apply these perspectives to your specific problem. We will be there to help facilitate this process.

What is the DePaul Difference?

From our experience in the sustainable management education field over the past several years, we are more convinced than ever that there is the need for senior and mid-level managers to have a more **integrative perspective** regarding challenges in sustainability. We think DePaul is in a unique position to help organizations to address these challenges.

This follows DePaul's overall University positioning of engaging students in an education that gives a "Greater Perspective." Watch this 60 second video about the kind of work we want to engage the participants as they work on their projects.

http://www.depaul.edu/emm/downloads/DePaul_Brand_TV_%2060%20second_12-13_FINAL.mov



Report on Sustainable Management Workshop

Summary

“In the burgeoning field of sustainability, there are many educational approaches and instructional offerings.

“In my experience, the DePaul *Sustainable Management Workshop* stands out as unique in challenging assumptions, re-framing questions, and igniting different conversations.

“We found the results led to more persuasive and effective strategies. I highly recommend it, especially if you have important projects that need to gain traction.”

Jeff Rehm, LEED-GA
Sr. Manager
Corporate Facilities & Global Sustainability



Report on Sustainable Management Workshop

The Workshop was held at Grainger offices in Lake Forest, IL with nine participants from various departments. It was hosted by Jeff Rehm, Senior Manager, Corporate Facilities and Global Sustainability and his team. One month later, we held a review session with the participants.

Here are verbatim comments from that review:

I. Getting people to work together on focused questions over a longer period of time.

I think one of the main values for Grainger's sustainability was getting us all in a room - away from our day to day work - talking about issues that normally we wouldn't all talk about together... how we could make Grainger more embracing of sustainability. It was especially helpful to talk through what it takes to really ingrain sustainability into the company...not just what we want to do but **why**.

II. Reframing questions

Whether it's sustainability, or a specific issue of sustainability, or - any strategy that's struggling, or even if it's just in its infancy - it's a good model to kind of sit back, get more perspectives on how you might frame it or reframe it so that you can kind of run it up the hill again... reframe how we are talking to our leadership and teams about it.

The way I would explain it is: if there is something that you're trying to get traction on within the company that just hasn't been going yet, even though the wheels are spinning. Then go through this process and think about another way to frame it. And that's how you start getting a little bit more forward motion.

III. Make thinking visible

I think pragmatic inquiry is a really good new way of thinking through continuous improvement, thinking through how problems work. It's taking something that we're already familiar with and visualizing and then making us think about it in a different way.

I think this pragmatic questioning process made us aware: "Oh, that's what we were trying to do... this is the strategy that we're trying to take." And this put a more rigid framework around it. Rigid in a good way.

IV. Make inquiry results understandable and persuasive

I was recently asked to present on a project I led where I was asked to not only talk about why I did the project, the details of the project, but also my process behind the continuous improvement of it. So to do that, I used the pragmatic inquiry framework to explain how I thought through my problems, how I question the assumptions, and then how I eventually came to the conclusions, and now how I'm going to begin again.

How do I influence through this method of inquiry? Because that's really what it's all about. You ask the questions, you reframe, you go through all these exercises of inquiry. As a result, you have a better way of influencing people when you're done.

V. Develop people

I had thought originally the inquiry was just for sustainability questions. I now see at a high level, it could have been around any topic.

It's very different. I have folks on my team that I call high potential who would be perfect for this, because I want them to learn this skill set.