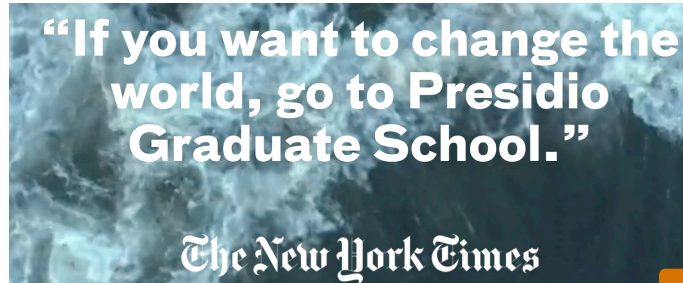




PRESIDIO
GRADUATE SCHOOL

SUS6145: MBA Integrative Capstone - Pre-Work



What's my Big Idea to “change the world”?

Purpose

The purpose of your engagement in Capstone is for you to find new and more effective ways to define and address a pressing market,/society need, strategic issue, idea, opportunity, question or problem that you and your organization face – to further social and environmental sustainability.

The course is designed to offer you a way of expanding and shifting your thinking about organization issues from a narrow focus on *Sustainability* towards a broader framework for building *Sustainable Management* practices.

This gives a broader and deeper perspective to finding immediate as well as long-term solutions that turn these challenges into competitive advantage and opportunities for your organization. Your ideas also must make economic sense for the investment required.

The result will be to design more effective and rewarding integrated approaches to strategic thinking and day-to-day management that will lead to more sustainable methods and goals.

We are sure you have been thinking about the larger context of the dramatic evidence of urban and financial system instability, social injustice, climate change, energy issues, and the increasing scarcity of resources all societies face in our efforts to build a sustainable world for us and for future generations. The process of facing these enormous challenges starts with each of u

Process:

Your Inquiry begins with defining the situation and challenges you see, needs you think you can address, and then stating your initial ideas to meet those needs. During your Inquiry, you will test those ideas, based on the evidence of your experience and learning. The outcome of the Inquiry will be to decide on the best course of action for you and your organization to test these ideas.

A major weakness of traditional problem solving approaches is the lack of awareness around the assumptions (unstated contexts or paradigms) underlying the issue — or even what the real issues are, which always involve meeting some need. This lack of awareness stems from a decision making process that fails to take into account the larger and longer- term context, align the competing and diverse views and different data around unclear questions and assumptions. This is as true for individuals as it is for groups.

That's why we start with baseline assumptions, Challenge/questions and ideas, as well as statement of values and vision driving the Inquiry initially.

Pre-work - Your Career Direction

Take a few moments, prior to the first class, to think about and answer the following questions.

This Pre-work will be useful during the course to help you reflect on and evaluate your career direction for sustainable development.

It is a baseline - an hypothesis. During the course, we will examine these questions again, to see what you have learned. We hope that you will to be surprised and challenged by what you learn and even change your career direction and project ideas.

We always start with the need you see in society and the market and the challenges meeting these needs. Then what ideas you have to meet those needs...our career path.

Your Values

We are also asking you to evaluate your *personal and organization* values – why you believe Sustainable Development is important.

We will discuss your Pre-work at the first class, so please bring this work with you for discussion.

(Hint: Write quickly your best thoughts, answers, hunches, guesses, dreams, intuitions.)

WHAT DOES SOCIETY AND BUSINESS NEED TO BE SUSTAINABLE?

1. As you move forward, what society and market need, problem, issue or opportunity do you see which you might address and solve through your career?

The opportunity is since the business mind dominates society, there is a pressing need to broaden and deepen management education and practice based on virtue/values-driven strategies to embrace social and environmental good so all life can flourish.

WHAT MUST BE OVERCOME - YOUR CHALLENGE

2. What challenge, question, barrier, concern, problem, issue do you face in meeting this need? We call this your Challenge/question.

(Be aware of your own constraints as well as the competitive social and market pressures.)

The challenge to be overcome is that business right now is narrowly focused on the individual and optimizing return to investors.

YOUR PRELIMINARY CAREER OR PROJECT IDEA

3. What is your best answer to your Challenge/question now? What are your initial ideas for career paths to meet the needs? Do you have a specific project you plan to or are working on?

(This is the heart of Sustainable Development Strategy)

Practicing investment decisions of all kinds as the practice of moral philosophy –The virtues – the good, the true, the beautiful. We do that by considering the whole.

YOUR VALUES - WHY YOU ARE INTERESTED IN SUSTAINABILITY?

4. WHAT ARE YOUR VALUES: How are your beliefs, goals, purpose, values and vision guiding why you are thinking about your career and project?

I believe in the practice of Concern for others and serving their authentic needs - to help them develop to their full potential. To find their "calling" that they have been given by our Creator/Divine/Great Intelligence/Godhead...whatever you call Her.

WHAT ARE NEXT STEPS

5. What are the next career steps based on your initial answers, you will take, or are taking now?

Work on various education models. Study different cultures. Develop curricula programs and workshops. Teach capstone...again.