“Every single social and global issue of our day is a business opportunity in disguise.”

Peter Drucker
By doing good for society and the environment, the company does even better for its customers and its shareholders.
How Sustainability creates business value

- Influencing industry standards
- Protecting & enhancing brand
- Entering new markets
- Differentiating products
- Reducing energy, waste, materials
- Mitigating risk


Pause for questions or comments
New research from the Fowler Center

1. Sustainability needs to be re-framed as flourishing¹

2. Spiritual experience, “the basic feeling of being connected with one’s complete self, others, and the entire universe²”, is essential to individual flourishing

3. Reflective practices that enable spiritual experience can help individuals to habitually incorporate care for others and for future generations.


Two visions of our world

Continuity and Survival?

OR

Prosperity and Flourishing?

Beyond the business case for sustainability

Flourishing World → Healthy systems
Flourishing Business → Creating sustainable value
Flourishing Individuals → Wellbeing

Enabled by reflective practices
Sample Reflective Practices

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If prosperity & flourishing is the goal of business

THEN

We need a different approach to managing change, one that produces
1. Thriving, not only surviving
2. Whole system health, not only company profit
3. Collaboration, not only top-down leadership
4. “Heretical” innovation, not only incremental
5. Positive solutions, not only doing less harm
6. Social inclusion, not only serving the well-off

Why we think and act the way we do

• Mental models are the “deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting”¹
  – Which ones do we hold today?
  – Which ones might enable flourishing?

¹Senge, Peter (1990), The Fifth Discipline NY: Doubleday Currency
**Mental models in management**

**DOMINANT**

- Humans are self-interested utility maximizers
- The sole purpose of business is profit
- Economic growth and technological progress are principle goals for society
- Nature's resources exist for human consumption

**Foundations in science and spirituality**

- To understand why we hold our mental models – and to develop the capacity to change them – we can turn to **science** and **spirituality**
- They reveal our deeper assumptions about the nature of reality.

**Science on the nature of reality**

**OLD VIEW**

- Physical reality is atomistic. Objects are independent. People are individual and separate.
- Physical processes are deterministic, materialistic, based on linear causality.
- Humanity is above and beyond nature

**EMERGENT VIEW**

- Physical reality is integral and interconnected. Objects and people are interlinked in systems.
- Physical processes are organic, interwoven, and coherent.
- Humanity is an organic part of the web of life
Spirituality on the nature of reality

• Evolving biblical positions
  – Then God said, “Let us make man in our image, after our likeness. And let them have dominion over [all creatures]” Genesis 1:26
  – Notion of stewardship and care. St. Francis of Assisi
  – A spiritual democracy of all God’s creatures. Lynn White Jr.

• Perennial spiritual insights
  – The divinely ordered creation. Zoroastrian, aša
  – Hidden mystical dimension. Kabbalah, Ein-Sof
  – One source of manifest reality. Vedanta, Brahma/Akasha
  – The source and driving force of all that exists. Chinese, Tao

The need for a new consciousness

REASON FOR BEING
Our Reason for Being is to create and sell products and services that promote well-being/being-well

WELL-BEING
is the harmonious, pleasant relationship of a person with oneself, with one's body

BEING-WELL
is the empathetic, successful, and gratifying relationship of a person with others, with nature and with the whole

NATURA
Brazil
Debrief

• Take a moment to write down what you learned. What will make the biggest difference in your life and career?

• What ideas, tools, examples, etc. will you continue to use? Which ones do you want to deepen in your understanding and practice?

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