



DEPAUL UNIVERSITY

KELLSTADT GRADUATE SCHOOL OF BUSINESS



DEVELOPING SUSTAINABLE STRATEGIES LAB

EXECUTIVE EDUCATION
SPRING 2014



"Urbs in Horto" - City in a Garden
Chicago's City Motto

GREAT STRATEGIES BEGIN WITH A GREATER PERSPECTIVE

Based on the Capstone Practicum from DePaul's innovative, interdisciplinary MS in Sustainable Management program, the Developing Sustainable Strategies Lab is specifically created for professionals who are grappling with key initiatives, opportunities and issues regarding sustainability in their organizations. The objective of this project-based course is to stimulate thinking about a critical organizational challenge, and shift the focus from a narrow view on sustainability to a broader framework for building integrative sustainable management practices within a competitive context.

HIGH PERFORMANCE, STRATEGIC RESOURCES

The pace of business activity continues to increase in today's high-performing companies. Internal teams are being continually pressed to drive innovation and advance important initiatives, but also to develop key talent and evolve as a learning organization. Busy managers work hard at prioritizing important tasks on thin budgets and lean workforces. Training and development is encouraged for key players, but it is difficult to allocate time away from the day-to-day activities to work on important long term programs. As a result, many groups are left challenged with historical internal group think.

Meanwhile in the marketplace, sustainability related activities continue to permeate organizations, and not just the most forward thinking ones. Companies who understand sustainability see the value of natural capital as the key to unlocking business opportunity, and are working to integrate it into their core business model to drive innovation, performance and differentiation.

BEYOND SUSTAINABILITY: EDUCATING LEADERS HOW TO THINK BEYOND THE LOW HANGING FRUIT

As our understanding of sustainability grows, so does our awareness of the complexity of the issues surrounding sustainability. There is no one-size-fits-all solution. It starts by having the perspective to understand the complex systems impacted by their decisions. We believe the key to solving sustainability issues is to educate leaders to think beyond sustainability.

It takes inter-disciplinary collaboration to achieve real results. And we believe the best people to solve your organizations problems are under your roof. That's why our lab is designed with emphasis on understanding the complex systems surrounding you and your organization. Participants will have the freedom to analyze their case in a setting that provides new perspectives and personalized support from faculty.

Who should attend:

- Managers or professionals engaged in an inter-departmental project
- Executives with inter-disciplinary and high level decision making responsibilities
- Leaders who wish to interact with peers from various sectors including the for-profit, nonprofit, and public sectors

GOALS AND OUTCOMES

GOAL #1: EXPERIENCE INTEGRATED LEARNING

Participants will develop an understanding of the way patterns of thought/habits of mind change in response to new evidence and shape daily practice. Participants also will engage in systems thinking, using multi-disciplinary and methodological perspectives to examine a core challenge.

Outcomes:

- Relate learning to multiple fields and realms of experience
- Connect ideas and experiences in order to transfer learning to daily practice
- Demonstrate knowledge of global interconnectedness and interdependencies

GOAL #2: DEVELOP A SUSTAINABLE STRATEGY

Participants will work toward their project objectives independently as well as in collaboration with others in their respective organizations.

Outcomes:

- Communicate their skills and knowledge and represent themselves to external audiences
- Provide their respective organizations with a working deliverable
- Evaluate ethical issues from multiple perspectives and employ those considerations to chart coherent and justifiable courses of action

GOAL #3: FOSTER PERSONAL AND SOCIAL RESPONSIBILITY

Participants will identify, understand, and articulate the role that individual and corporate values play as a driver of sustainable strategy that meets market needs.

Outcomes:

- Use their sustainable strategy to benefit their communities through socially responsible engagement and leadership
- Cultivate personal leadership while strengthening organizational beliefs and convictions
- Engage in the practice of lifelong learning

Upon successful completion of the course, participants will receive a Certificate of Professional Achievement from DePaul University.

SCHEDULE

RESIDENCY 1

Friday, March 21
Begin

Module 1: Course Overview and Introductions

Module 2: The Business Case

Saturday, March 22
Explore (Part 1)

Module 3: Market and Competition

Module 4: Organization

RESIDENCY 2

Friday, April 18
Explore (Part 2)

Module 5: Society

Module 6: Environment

Saturday, April 19
Interpret

Module 7: Understanding Stakeholder Networks

Module 8: Systems Design

RESIDENCY 3

Friday, May 16
Decide

Module 9: Financial Implications Act

Module 10: Culture and Communication

Saturday, May 17
The Sustainable Strategy

Module 11: Presentations

Module 12: Concluding Reflections

Evening Social Event (optional)

RESIDENCY 4

Saturday, June 14
Implementation Challenges

Reports and Feedback

FACULTY

FACILITATORS

Ron Nahser, PhD, is the Senior Wicklander Fellow at the Institute of Business and Professional Ethics 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 the intersection between the values of sustainability and business strategy. Kelley holds an MA in Educational Administration and a PhD in Theological Ethics from Loyola University Chicago.

SUPPORTING FACULTY

Driehaus College of Business

Department of Management

Department of Accountancy and MIS

Department of Finance

Department of Marketing

College of Communication

College of Liberal Arts and Social Sciences

Department of Geography

Department of Political Science

School of Public Service

College of Science and Health

Department of Environmental Science and Studies

CHALLENGE OR OPPORTUNITY?

IN BUSINESS, IT'S BOTH. THERE IS OPPORTUNITY IN EVERY CHALLENGE, YOU JUST NEED TO LEARN TO SEE IT.

Turning challenge into opportunity is more important than ever in business today. It requires a greater perspective, the kind you'll gain at DePaul's Kellstadt Graduate School of Business. With a career-focused curriculum, small classes and distinguished faculty, DePaul offers new skills, advanced knowledge and sharp insights into real-world issues that will set you apart.

At DePaul, you'll learn to see things differently. You'll work with a diverse group of peers in a stimulating environment that will change your view of the world. Create new opportunities. Join us at DePaul.

KELLSTADT'S REPUTATION BUILDS YOURS. THE FIRST CHOICE OF THE BEST AND BRIGHTEST IN BUSINESS

DePaul is the choice of thousands of working professionals each year because its programs offer a unique combination of attributes that add up to real graduate-education value. You'll learn firsthand from leading scholars and real-world practitioners respected for their in-depth knowledge and pursuit of excellence. You'll also have many opportunities to connect to an extensive network of DePaul graduates who work and thrive in top companies in Chicago and around the world.

A PRESTIGIOUS BUSINESS PROGRAM WITH THE QUALITIES YOU WANT.

It's no surprise that DePaul's Kellstadt Graduate School of Business (KGSB) is impressive to business peers and employers. KGSB programs are designed to help you develop a greater perspective, strengthening and sharpening your strategic, analytical and decision-making skills. Our programs provide you with the unique opportunity to apply theory to real-world business situations.



FAQs

What is the purpose of this lab? The purpose of this lab 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, and there are certainly plenty in these challenging times. The end goal is to develop a sustainable strategy, and then boldly take action.

What's the difference between this lab 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 lab's approach is project-based learning with participants engaged in an experiential learning arc of inquiry.

What is the format of this lab? The seven day "Developing Sustainable Strategies Lab" is conducted in three, two-day residencies March through May of 2014, with a follow-up implementation day in June. Each lab consists of three hour sessions in the morning and afternoon. The schedule is designed to give participants time to work on projects to develop a strategy and begin implementation.

In between the monthly two day residencies, participants in the lab will be using a DePaul online platform called Digation, which will be used to document the strategy development and facilitate interaction.

Who should attend this lab? This lab 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 lab is the expanded, 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 group of organizations (commercial, nonprofit, startups, government) who are engaged in sustainability in various ways and at various levels. We encourage groups to send individuals, or a small team to work on some challenge or opportunity they see dealing with sustainability related issues. This is also in keeping with DePaul's Mission and Values of supporting diverse points of view.

How will this lab be taught? This lab will be facilitated by Ron Nahser, PhD, and Scott Kelley, PhD, 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 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.

APPLY NOW

FEES

\$4,800 for-profit organizations

\$2,400 non-profit organizations

Discounts available for teams of two or more.
Fee includes course materials and meals.

CONTACT

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[CLICK HERE TO DOWNLOAD THE APPLICATION»](#)

**THIS LAB 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 EXECUTIVE, FORTUNE 500 HEALTHCARE CORPORATION



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