



Leadership Focus

Leadership for sustainability draws on personal values and individual purpose. Because of this, it often creates inspiring and engaging work. Experience shows that to succeed in business sustainability, one should possess leadership qualities such as:

- A sense of interconnectedness
- A tendency for collaboration
- A long-term vision
- Willingness to take risks
- Ability to learn from mistakes

Participants have ample opportunity to practice these leadership qualities and others throughout the simulation. In fact, clients using the simulation for leadership sometimes assign coaches to observe leadership skills and offer feedback to individuals and teams.

Here is the context. In the Green Business Lab, participants take the role of an Executive Team of a company. The Board of Directors has just tasked them with leading the company while minimizing their environmental footprint and increasing social value. Their performance will be measured using the triple-bottom line. Further, they must run the company with accountability, transparency, and respect for employees and other stakeholders. To do so, participants must develop their own personal leadership model, align it with the other leaders on their team, and put it into practice.

More specifically, each participant plays a unique and essential role on the Executive Team as they:

- First, create a vision and set of values for their company.
- Second, align functional areas of a company around a strategy to make an effective organization.
- Third, build a culture of sustainability that engages employees and creates a positive work environment.
- Finally, analyze performance results and find opportunities for improvement.

Choose Your Format for Business Leadership



Introductory

Duration: 3-4 hours participant time per cycle, 1 cycle



Intermediate

Duration: 4-5 hours participant time per cycle, 1 to 3 cycles



In-Depth

Duration: 5+ hours participant time per cycle, 3 cycles



Use in virtual, in-person or blended classes.

Working together, participants learn new ideas, practice new skills, and discuss new approaches with their colleagues.



Apply the concepts, frameworks, and techniques of leadership in various real-world situations.



Recognize leadership traits in themselves and colleagues through the observation of behaviors and tendencies.



Create a vision and set of values for their company including a code of ethics and responsibility.



Develop leadership skills in problem-solving, analytical reasoning, and integrating solutions across functions.



Understand how to align functional areas of a company around a strategy to make an effective organization.



Build a culture of sustainability that engages employees and creates a positive work environment.



Identify stakeholder interests and respect stakeholder perspectives in order to build trust.



Demonstrate the ability to adapt leadership styles according to the differing needs of a team over time.

Team Activity	Formats for Business Leadership		
	Introductory	Intermediate	In-Depth
Design and manufacture a physical product and make operational decisions.	<ol style="list-style-type: none"> 1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences. 	<ol style="list-style-type: none"> 1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences. 2. Make operational decisions that are aligned with the company strategy and values. 	<ol style="list-style-type: none"> 1. Design and build a physical product using data about component cost, pollution and energy impact, and customer preferences. 2. Make operational decisions that are aligned with the company strategy values. 3. Make decisions regarding employees and the supply chain to enhance organizational effectiveness.
Market the product.	<ol style="list-style-type: none"> 1. Create either a storyboard or 30-second video commercial. 	<ol style="list-style-type: none"> 1. Create either a storyboard or 30-second video commercial. 2. Implement marketing decisions that are aligned with the company strategy and values. 	<ol style="list-style-type: none"> 1. Create either a storyboard or 30-second video commercial. 2. Implement marketing decisions that are aligned with the company strategy and values. 3. Foster trust between the company and its customers.
Promote the company and product through Social Media.	Not available.	This is an optional activity described in the In-Depth format.	<ol style="list-style-type: none"> 1. Post comments about the company and product to the Lab's internal Social Media feed and comment on other posts.
Engage with stakeholders designed into the Lab.	This is an optional activity described in the Intermediate format.	<ol style="list-style-type: none"> 1. Consider scripted stakeholder perspectives related to company activities. 	<ol style="list-style-type: none"> 1. Consider scripted stakeholder perspectives related to company activities. 2. Engage interactively with stakeholders played by the instructor via the Lab's internal email app (optional).
Make leadership decisions for your company. (The instructor selects the topics. For the In-Depth format, we can also create custom topics based on instructor input).	<ol style="list-style-type: none"> 1. Make decisions for 1 leadership topic described in the Intermediate format. 	<ol style="list-style-type: none"> 1. Make decisions for up to 3 leadership topics from the following list: <ul style="list-style-type: none"> • Life Cycle Innovation. • Water Stewardship. • Supply Chain Disruption and Ecosystem Services. • Product Take-back. • Remanufacturing and Circularity. • Supply Chain Safety. • Corporate Social Responsibility. • Product as a Service. 	<ol style="list-style-type: none"> 1. Make decisions for up to 8 leadership topics from the following list: <ul style="list-style-type: none"> • Life Cycle Innovation. • Water Stewardship. • Supply Chain Disruption and Ecosystem Services. • Product Take-back. • Remanufacturing and Circularity. • Supply Chain Safety. • Corporate Social Responsibility. • Product as a Service. 2. Make decisions for custom topics (optional).
Propose a solution to a business opportunity related to leadership. (The instructor selects the topics. For the In-Depth format, we can also create custom topics based on instructor input).	Not available.	This is an optional activity described in the In-Depth format.	<ol style="list-style-type: none"> 1. Propose a solution to a business opportunity related to course content. Here are some examples: <ul style="list-style-type: none"> • Implement an idea to improve organizational effectiveness. • Create a culture of sustainability. • Start a project with external stakeholders to create shared value. • Implement a code of ethics. • Empower women and minorities in your company and supply chain. 2. Propose a solution for custom topics (optional).
Complete Debrief Questions and Surveys about company, team, and peer performance. (For the In-Depth format, we can create custom surveys based on instructor input).	Answer questions and surveys: <ol style="list-style-type: none"> 1. Leadership Debrief Questions. 	Answer questions and surveys: <ol style="list-style-type: none"> 1. Leadership Debrief Questions. 2. Peer Evaluation Survey. 	Answer questions and surveys: <ol style="list-style-type: none"> 1. Leadership Debrief Questions. 2. Peer Evaluation Survey. 3. Team Evaluation Survey. 4. Answer custom Debrief Questions or Surveys (optional).
Make a final presentation to the Board of Directors.	Not available.	This is an optional activity described in the In-Depth format.	<ol style="list-style-type: none"> 1. Present company strategy, progress-to-date, and future direction to a volunteer Board of Directors.