



ASPEN, *Populus tremuloides*

Sustainability Consortium news

Nº 06

Summer 2005

SoL-Related Meetings:

September 13-16, 2005 Vienna, Austria

The 2nd SoL Global Forum

**A Symphony of Innovation:
Leveraging Complexity to Create
Knowledge and Confidence**

[http://www.solonline.org/events/
GlobalForum2005Public/](http://www.solonline.org/events/GlobalForum2005Public/)

Contact: Stacy Bougie – stacy@solonline.org
1-617-300-9560

October 10-12, 2005 Waterbury, Vermont

SoL Sustainability Consortium Fall Member's Meeting

Hosted by Green Mountain Coffee Roasters

Contact: Joe Laur – joe.laur@seedsys.com
Sara Schley – SeedSara@aol.com

October 18-20, 2005 Boston, MA area

Foundations for Leadership Course Initiating and Sustaining Profound Change

Facilitators, Beth Jandernoa and Peter Senge

[http://www.solonline.org/announcements/
item?item_id=8833325](http://www.solonline.org/announcements/item?item_id=8833325)

Contact: Stacy Bougie – stacy@solonline.org
1-617-300-9560

December 12-16, 2005 Boston, MA area
(Warren Conference Center, Ashland, MA)

Presencing: Collective Leadership for Profound Innovation and Change

Facilitators: C. Otto Scharmer and Beth
Jandernoa, with guest faculty Joseph Jaworski,
Peter Senge and Adam Kahane

[http://www.solonline.org/announcements/
item?item_id=8811291](http://www.solonline.org/announcements/item?item_id=8811291)

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Implementing Sustainable Practices in the Workplace

Kirk Hourdajian, UTC Fuel Cells – kirk.hourdajian@UTCFuelCells.com

The Society for Organizational Learning (SOL) Sustainability Consortium, held in Brewster, Massachusetts, from April 26th to 28th, 2005, presented new ways in which sustainability can be implemented at the workplace. As an engineer at UTC Power, a division in one of the nation's largest corporations, I see many ways in which sustainability can be applied to our way of life at the division's site in South Windsor, Connecticut.

Since my return from the consortium, I have joined our newly formed Sustainability group under the direction of Erika Herz which has become a catalyst for instigating systems thinking at our company. We first prioritized an agenda of action items that we think will be most effective in raising awareness of and fostering sustainable thinking throughout our functional groups. One of our first tasks is to implement a standard practice that will add sustainability into the design of our products at the conceptual stage. Our aim is to design products with the environment in mind during the first stages of production.

One of our more important and imminent tasks is to conduct a Life Cycle Analysis (LCA) on one of our products. We recently identified which product would be most interesting and useful to conduct an LCA, and completed a scope of study including boundary condition definitions that will be used as our guide during this assessment. This scope presently is being disseminated through management and our company headquarters so that other divisions can be aware of our efforts. LCAs have been conducted in the past and we now are in the process of establishing and promoting a company-wide directive that will make it easier for different divisions to share their sustainability projects and goals.

Additionally, our Sustainability group has joined forces with the UTC Supplier Environmental Health & Safety (EH&S) Council, which includes members from each UTC division. This newly

Continued on page 2

Other Events:

August 21-27, 2005 Stockholm, Sweden

World Water Week

The aim of the World Water Week is to serve as a link between practice, science, policy and decision making in the search for sustainable solutions for water resources management.

<http://www.worldwaterweek.org>

October 1, 2005 Milwaukee Institute of Art and Design

Design:Green Workshop– A Fresh Approach to Better Business and Design

One day public workshop with goal of helping transform business by showing the way toward products that are at once sustainable, innovative, profitable and able to compete in the global marketplace fast going green.

<http://www.designgreen.org>

Sustainable Practices in the Workplace

continued from page 1

formed group will link UTC's quality initiatives with supply chain management and EH&S. This group's main goals are to develop a common supplier EH&S program and to establish standards across all company divisions and business units. Ultimately, this council wants 100 percent of its suppliers to meet the minimum EH&S requirements.

Our work in establishing sustainable thinking at our company has only blossomed, through the concepts that we learned at SOL. We will continue to walk with our colleagues and friends who have already taken steps towards systems thinking, and to raise awareness throughout the industry.

Ben & Jerry's launches Climate Change College

The world's first Climate Change College has been launched by Ben & Jerry's in partnership with Dutch Polar explorer Marc Cornelissen and the WWF's Global PowerSwitch campaign.

As part of the three-year initiative, six young people, aged 18-25, from the Netherlands and the UK will be trained through internships and a research visit to the Arctic to develop practical skills to activate effective environmental change in their schools, workplace and homes.

Ice cream guru and Ben & Jerry's co-founder Jerry Greenfield and Marc Cornelissen arrived in the UK last week, fresh from a five-day climate change research mission in Greenland.

Jerry Greenfield said: "Ben and I built Ben & Jerry's on the idea that business has a responsibility to the community and environment. When we face a problem like global warming, and you understand that the biggest impacts on global warming come from business and industry, I think business needs to take a leading role."

He added: "It is this belief that has led us to create the Climate Change College, giving young people the skills to return to their countries to inspire businesses and citizens to start addressing the issue of climate change."

Scientists fear that there may be no sea ice left during the Arctic summer by 2100. This will have far-reaching and non-reversible impacts on local population and wildlife. The second largest fresh water reserve on the planet, the Greenland ice sheet, also shows worrying signs of accelerated melting.

Unless CO2 emissions are drastically cut, warming over Greenland will trigger a very rapid meltdown. Over the following centuries this could cause the global sea level to rise by seven meters. Global warming and the meltdown of the polar ice caps will ultimately affect people and communities all over the world.

For more information, see <http://www.climatechangecollege.org>

Workgroup Updates

Sustainable Justice Initiative

Alan Mobley Northwest Center for Juvenile and Criminal Justice – amobley@mail.com

The Sustainable Justice Initiative (SJI) is moving forward with all deliberate speed. Since the April meeting on Cape Cod, we have begun to integrate SoL's ideas on Sustainable Enterprise into SJI. On May 21 we helped facilitate a citizens' summit in the Watts area of Los Angeles, one of the U.S. neighborhoods hardest hit by prisoner reentry and the cycle of penal migration. Three-hundred fifty concerned residents turned out along with many of their elected local, state, and national representatives. All were impressed by the transformative potential of combining business know-how with social consciousness and multi-sector collaboration.

Since then, Sam Watson, Joe Laur, and I have been

continued on page 3

Workgroup Updates

continued from page 2

busily forging the foundations for a systemic, knowledge-based network that will create, enhance, and support community protective factors in troubled areas, including Watts. Using a public health model, the SJI plan pulls together member resources, consulting capacity, new knowledge, and innovative technologies in concert with community needs and the desire to overcome them.

At the core of SJI are the principles and practices of sustainability, the disciplines of organizational learning, and systems thinking tools. In fact, it was our systems orientation and dedication to social and ecological sustainability that brought us into partnership with the SoL Sustainability Consortium. To fund and enable the partnership, we have submitted a grant proposal with our colleague Susan Tucker at the Open Society Institute (Soros Foundation). The invited proposal seeks a multi-year commitment to plan, design, coordinate, and manage an integrated series of action inquiry projects that will radically transform the quality of life in designated communities.

Los Angeles seems to offer an especially fruitful environment for successful collaboration. The newly elected mayor, Antonio Villaraigosa, aims to initiate an urban recovery model that emphasizes justice reinvestment and inclusive governance. We are optimistic that accessing the system's most salient leverage points can work to repair the root causes and resulting harms of unlawful activity and incarceration. We at SJI are pleased to be a part of this exciting time of transition and learning, and we invite all interested to join us!

Creating Demand-Pull for Sustainability workgroup *(the NEW name for the Products, Markets and New Marketing Approaches workgroup)*

On our 6/27/05 conference call, as part of our mission to create, develop, discover, conserve and disseminate knowledge and practices that help people make buying choices beyond price point, the group decided to begin by capturing existing knowledge about sustainable/regenerative products and approaches and their marketing, including initiatives, people, research and other documents, together with assumptions about the topic area that we should heed. The overriding goal is to take stock of what is currently available so we can better understand what we can bring to the table as a group for internal or external shared learning purposes.

Anyone within the Consortium who has access to such information is encouraged to send it to Chris Page at Rocky Mountain Institute, cpage@rmi.org who will assemble it into a document prior to the October meeting.

Consortium Member Field News

Unilever featured in *TIME Magazine*, April 25, 2005.

Selling to low-income consumers in Vietnam *Excerpt:*

Unilever has been successfully selling household products in developing countries for more than a decade.

Last year Unilever Vietnam saw sales rise 23% to more than US\$300 million thanks to its efforts to reach remote parts of the country through an extensive network of more than 100,000 independent sales representatives.

Steering his ramshackle boat along the Ke Sat River, Nguyen Van Hon operates a floating sundries distributorship. Nguyen Van Hon sells toiletries to remote, poor villagers from his boat on the Ke Sat River in Vietnam. The wooden hold of his boat is heavy with boxes containing small bars of Lifebuoy soap and single-use sachets of Sunsilk shampoo and Omo laundry detergent, which he sells to riverside shopkeepers for as little as 2.5 US cents each.

He sells hundreds of thousands of soap and shampoo packets a month, enough to earn about US\$125 – five times his previous monthly salary as a junior Communist Party official. “It’s still a hard life, but it’s getting better,” Hon says. “Now I have enough to pay my daughter’s school fees. Soon I’ll have saved enough to buy a bigger boat, so I can sell to more villages.”

Hon’s customers may not know it, but they and billions of their counterparts in the world’s shantytowns and slums represent the next big marketing opportunity for multinational companies. With sales growth harder to come by in a competitive world, enterprising companies are seeking expansion among the long-ignored lower classes.

And it’s about time, says C.K. Prahalad, economist at the University of Michigan, who says these ‘aspirational poor’ – people earning less than US\$2 a day who make up three-fourths of the world’s population – could contribute an additional US\$13 trillion in annual sales to the global economy, if only companies would drill deep enough to reach them.

“Nearly 4 billion people have been under the radar screens of large companies up until now,” says Prahalad, author of the book *The Fortune at the Bottom of the Pyramid*. “The moment you create the opportunity for them to consume, you create the world’s largest markets.”

“People want to look good, whether they’re rich or poor,” explains Arijit Ghose, marketing manager, Unilever Vietnam. “I’ve been to tiny villages where there is no electricity and no running water indoors, and yet there’s Sunsilk and Omo.”

Please visit the [TIME magazine archive](#) for the complete article.

Representatives from the Sustainability Consortium participated in the “Cradle to Cradle Design & Intelligent Materials Pooling in Practice” on June 6 and 7 in Menlo Park, California.

Hosted by Michael Braungart and William McDonough of MBDC, and sponsored by Foundation for Global Community, the two-day event was attended by 130 participants from a wide range of organizations, including American Apparel, Bing Thom Architects, Clif Bar, Dow Corning, California EPA, Intel, Nike, PARC, Sun Microsystems, and Whole Foods. Together with Jean Tully, Seed System's Joe Laur facilitated the event, guiding participants through the world café format and various breakout groups. Presentations included a talk by Steve Bradfield of Shaw Industries on their Ecoworx PVC-free carpet, and a panel discussion on materials pooling with Peter Senge, Chris Page of RMI, Paul Nash of Hewlett-Packard, John Delfausse of Aveda, and Seetha Coleman-Kammula of Basell North America.

You can view presentations from the event at <http://www.globalcommunity.org/business/notes.shtml>, and a review of the workshop by Gil Friend at <http://www.worldchanging.com/archives/002967.html>.

Recent Publications and Resources

City of Portland and Multnomah County Progress Report on the local action plan for Global Warming: CO2 Emissions Drop Below 1990 Levels for First Time (June 8, 2006).

After more than a decade of focused work to address climate change in Portland and Multnomah County, the Portland Office of Sustainable Development (OSD) announced signs of significant progress.

For details on the report go to: http://www.sustainableportland.org/osd_pubs_global_warming_report_6-2005.pdf

Sustainability Institute (SI) is pleased to announce the launch of the second class of Donella Meadows Leadership Fellows!

The 18 new Fellows bring with them a rich array of experiences from the non-profit, business, government and philanthropy sectors, and a shared interest in building a sustainable world. Fellows' work includes urban food production, youth leadership training, organic agriculture, corporate social responsibility, teen pregnancy prevention, solid waste management, marine and river conservation, forest resource management, paper production, pollution prevention, rural development and energy efficiency. The Fellows workshop was held at SI-affiliated Cobb Hill Cohousing, an experiment in sustainable living. In order to increase their ability to learn and act within complex systems, Fellows receive training and practice in systems thinking, reflective conversation, and visioning.

For more information please visit: <http://www.sustainer.org/fellows/Report%20W1%20C2.htm>

Sustainability Consortium news

The Sustainability Consortium is a project of the Society for Organizational Learning

Distributed free of charge to Consortium members. Feel free to distribute to interested colleagues and stakeholders. Submit news or articles of interest for future issues to: sustainabilitynewsletter@solonline.org.

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