

# CONSCIOUS BUSINESS EDUCATION



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# Conscious Business Course work Poster presentation instructions



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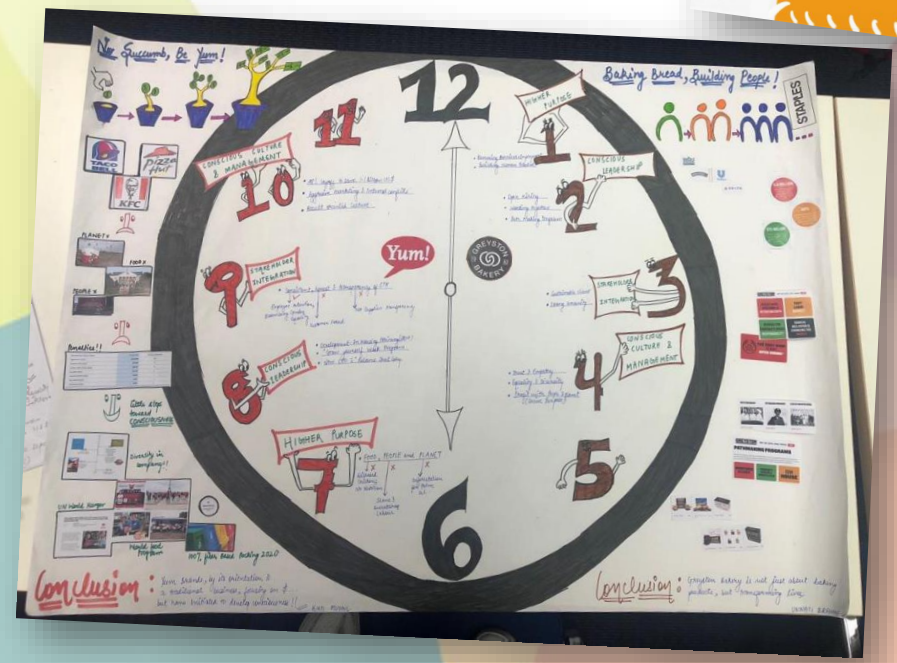
# Prepare and present a poster in a poster session

- **Topic: A comparison of a conscious business with a classic business – and what both can learn from each others**
- Each of you is a “godmother/godfather” of a company.
- You work in pairs with a conscious company and a classic company each.
- You create the content for **one** (!) poster presentation (together) “on the fly” during the semester.
- **Apply what you learned in the Conscious Business class.**
- Find your company and partner at and poster presentation date on the overview sheet uploaded to Microsoft Teams.





# Example posters by students



# How to create a poster

- Free form, no templates provided – feel free to surprise with your creativity
- Posters: min. size DIN A1 --- max. size DIN A0

You can make use of the following tips, however they should not limit your creativity!

- Ten Simple Rules for a Good Poster Presentation (*rule 4 not applicable*)

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1876493/>

- Tips for creating a research poster (*strict rules not applicable*)

<http://guides.nyu.edu/posters>



# Introducing the “Conscious Business Score Card”

CONSCIOUS COMPANY SCORE CARD

Company: [Click here and start writing](#)

Tenet	Action Please give three examples per tenet	Score 10 = best possible status 0 = worst possible status
Higher Purpose	<ul style="list-style-type: none"> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> </ul>	Click and select one element from drop-down.
Stakeholder Integration	<ul style="list-style-type: none"> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> </ul>	Click and select one element from drop-down.
Conscious Leadership	<ul style="list-style-type: none"> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> </ul>	Click and select one element from drop-down.
Conscious culture and management	<ul style="list-style-type: none"> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> <li>• <a href="#">Click here and start writing</a></li> </ul>	Click and select one element from drop-down.

© 2020 Prof. Dr Christian Schröder

# Poster presentation and due date for score card

- Posters must be put up in the classroom ***before*** the start of the class.
- ✓ A photo of the poster must be uploaded to Microsoft Teams ***before*** the beginning of the class.
- Max. time to present the poster: **10 minutes**
- Poster presentation dates: XYZ

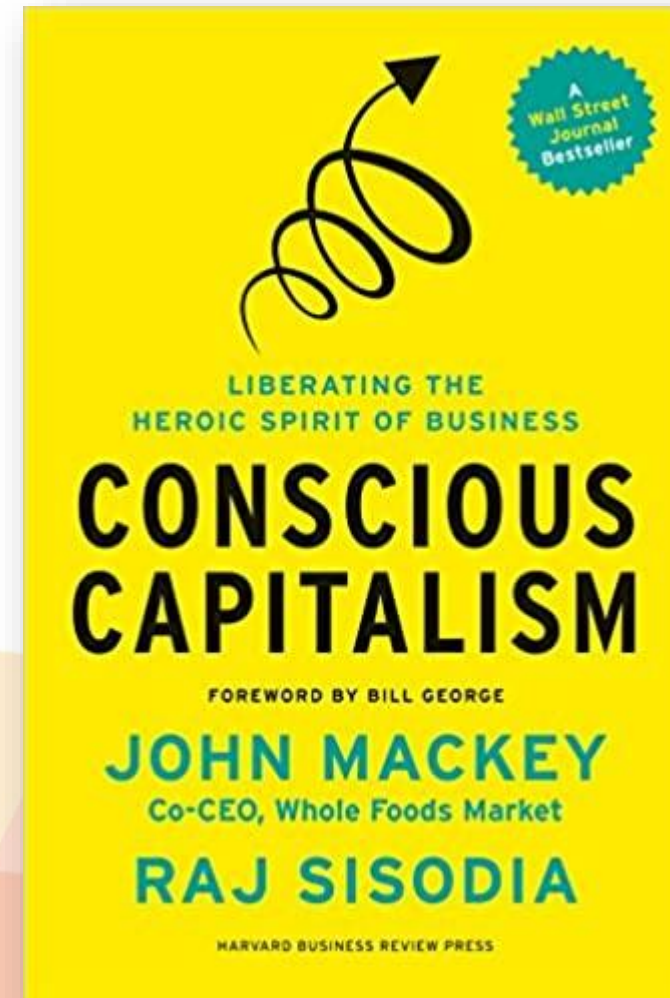


# Rubric for poster presentation

Criteria	Rating				Points
<b>Content</b>	60 pts Exemplary	50 pts Proficient / Meets Standards	35 pts Approaching Standards/Developing	25 pts Below standard	60
	All objectives were identified, evaluated, and completed. A sophisticated synthesis and application of the course content incl. The application of methodologies was demonstrated. All critical points were covered with the appropriate depth.	The presentation exhibits a solid response to the assigned task, but one or more objectives are not identified, evaluated and/or completed. Some points made lack depth.	The presentation lacked application of class content and/or depth in the analysis and synthesis. Most points were superficially presented and proofed a lack of understanding of the assigned task.	The content of the presentation was inaccurate and/or incomplete. Course content was not applied. Details in the poster have little or nothing to do with the main topic.	
<b>Design</b>	20 pts Exemplary	16 pts Proficient / Meets Standards	12 pts Approaching Standards/Developing	8 pts Below standard	20
	The design supported the understanding of the topics and make it easier to understand them. The presenter demonstrated a high degree of creativity. Parts of the poster were interactive. The desing is clear and clean. No spelling mistakes.	The design of the poster supports the presentation. It doesn't show any exceptional creativity but demonstrates a solid understanding of visualizing the content of the presentation. No spelling mistakes.	The design suggested that the poster was designed with little time and effort. The structure doesn't support the presentation content. Might even include some spelling mistakes.	The poster was apparently created in a rush with little to no effort. The presenter didn't put any reasonable effort in thinking about the structure of the poster. The poster doesn't support what is presented. Might include spelling mistakes.	
<b>Presentation</b>	20 pts Exemplary	16 pts Proficient / Meets Standards	12 pts Approaching Standards/Developing	8 pts Below standard	20
	The narration was engaging, not hurried or too slow and the presenter established eye contact with the audience. The presenter was overall confident and professional.	The naration was not particularly engaging and slightly too fast or too slow. Presentation and demonstration of understanding was acceptable. Some weaknesses in capability to express oneself.	The narration was too fast or too slow and/or not engaging. Oral communication skills son't allow to fully transport the content of the presentation.	The presenter was poorly prepared and not able to communicate the relevant topics of the presentation. The presentation was clearly too long or too short. The presenter wasn't able to keep eye contact with the audience.	
<b>Q&amp;A</b>	10 pts Exemplary	8 pts Proficient / Meets Standards	6 pts Approaching Standards/Developing	4 pts Below standard	10
	The presenter was able to give concrete answers to the questions asked and was able to add significantly to the content that was presented. The answers were not too long and not too short.	The presenter was able to answer the questions asked but the answers were too long or too short and/or lacked some substance. Overall, the presenter was able to add additional value to the presentation.	The presenter was able to answer questions but the answers to the questions revealed that there is only limited additional knowledge that the presenter could add. Answers were significantly too short or long and/or without the substance.	The presenter was not able to answer questions and add to the presented content. The answers completely lacked substance and/or were unrelated to the questions asked and/or the presented content.	
Total Points:					100

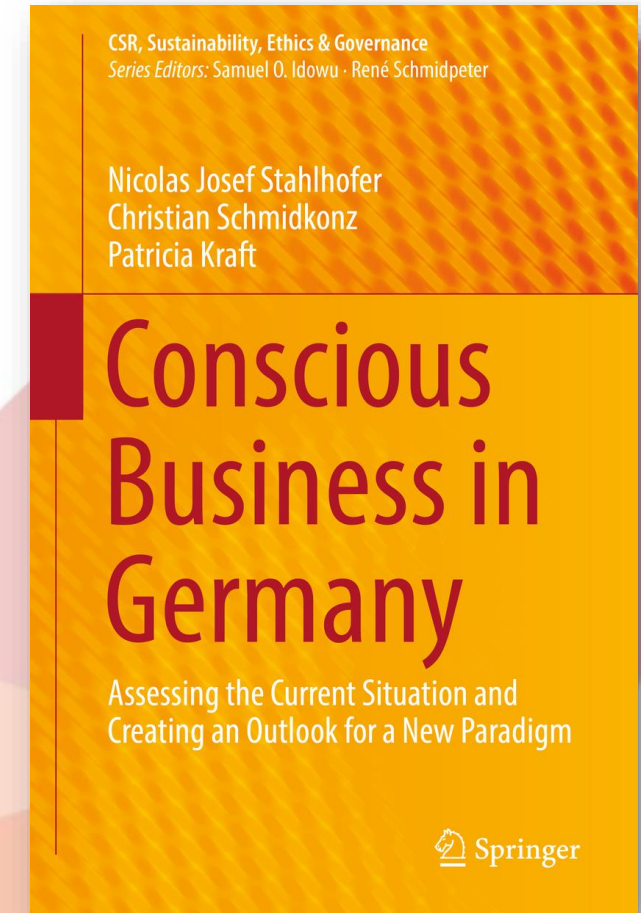


- **John Mackey, Rajendra Sisodia**
- Paperback : 368 pages
- ISBN-10 : 1625271751
- ISBN-13 : 978-1625271754
- Publisher: Harvard Business Review Press; 1st Edition (January 7, 2014)

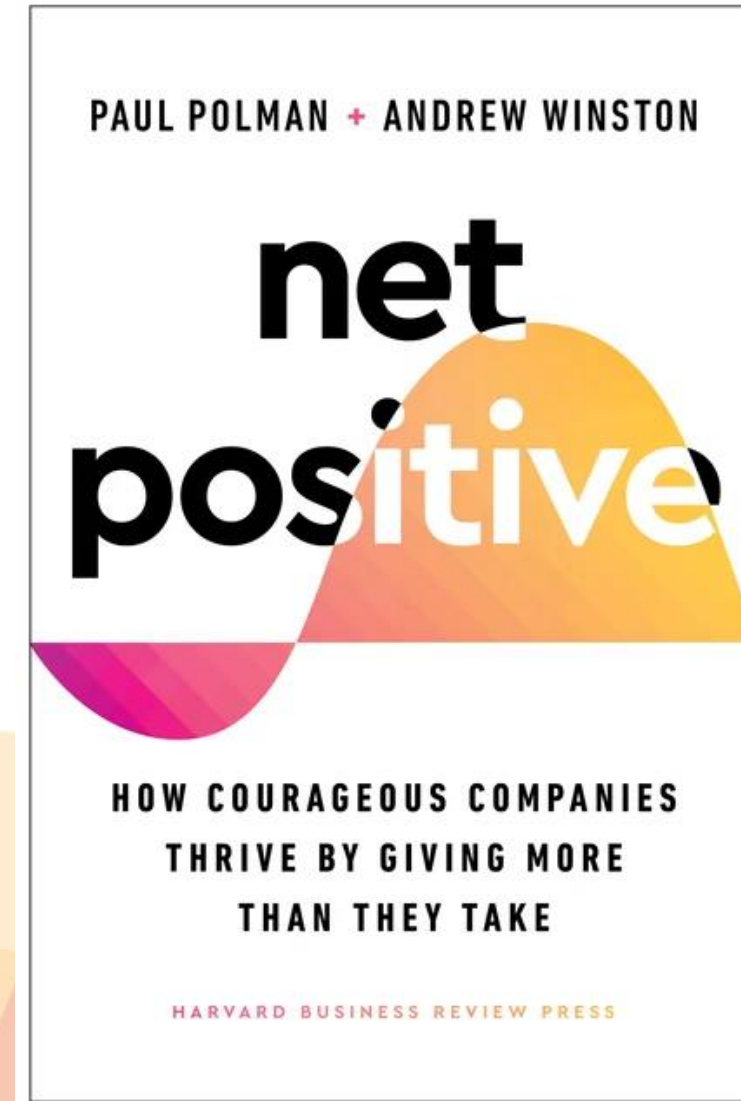




- **Nicolas Stahlhofer, Christian Schmidkonz, Patricia Kraft**
- Publisher: Springer; 1st ed. 2018 edition (November 25, 2017)
- Series: CSR, Sustainability, Ethics & Governance
- Hardcover: 122 pages
- Language: English
- ISBN-10: 3319697382
- ISBN-13: 978-3319697383



- **Paul Polman, Andrew Winston**
- Publisher: Harvard Business Review Press (5 Oct. 2021)
- Hardcover : 352 pages
- ISBN-10 : 1647821304
- ISBN-13 : 978-1647821302



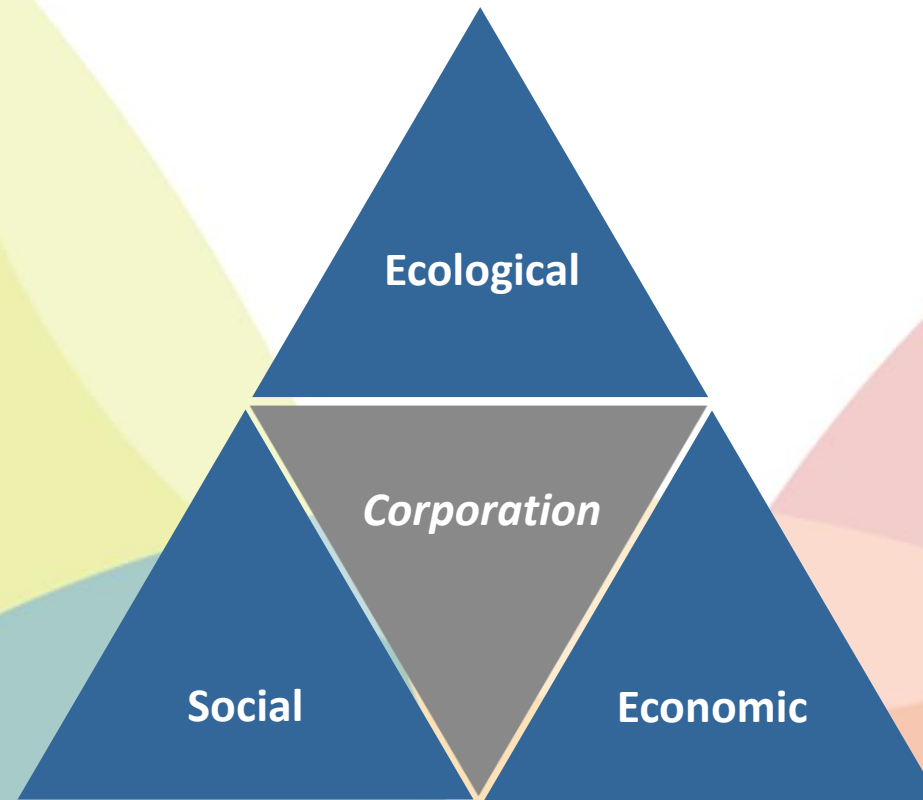


### Books:

- Barrett, Richard (2014): The Value-Driven Organization – Unleashing Human Potential for Performance and Profit, Oxon
- Birkinshaw, J., Foss, N.J. and Lindenberg, S.: Combining Purpose with Profits, MIT Sloan Management Review, Spring 2014, p. 49-56
- **Chouinard, Yvon (2006): Let My People Go Surfing: The Education of a Reluctant Businessman, New York**
- Frankl, Viktor F. (2021): Man's Search for Meaning, London
- Hurst, Aaron (2014): The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise
- Kahneman, Daniel (2011): Thinking, fast and slow, New York
- Kofman, Fred (2006): Conscious Business – How to Build Value Through Values, Boulder
- **Mackey, John and Raj Sisodia (2014): Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston**
- Polman, Paul and Andrew Winston (2021): Net Positive – How Courageous Companies Thrive By Giving More Than They Take, Boston
- Reiman, Joey (2013): The Story of Purpose – The Path to Creating a Brighter Brand, a Greater Company, and a Lasting Legacy, New Jersey
- Sinek, Simon (2009): Start With Why – How Great Leaders Inspire Everyone to Take Action, London
- **Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose, Upper Saddle River**
- Tate, Carolyn (2015): Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
- **Stahlhofer, Nicolas, Christian Schmidkonz and Patricia Kraft (2018): Conscious Business in Germany, Cham**
- Tindell, Kip (2014): Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York

# Corporate Social Responsibility (CSR)

# The (limiting) dimensions or Corporate Social Responsibility (CSR)





# Requirement to include non-financial statements in annual reports since 2018 (Directive 2014/95/EU)

- **Large public-interest companies with more than 500 employees including**
  - listed companies
  - banks
  - insurance companies
  - other companies designated by national authorities as public-interest entities
- **Information to be disclosed:**
  - environmental protection
  - social responsibility and treatment of employees
  - respect for human rights
  - anti-corruption and bribery
  - diversity on company boards (in terms of age, gender, educational and professional background)
- Companies may use international, European or national guidelines such as the [UN Global Compact](#), the [OECD guidelines for multinational enterprises](#) and [ISO 26000](#).

# 17 Sustainable Development Goals (SDGs)

# Main characteristics of the UN Sustainable Development Goals

- Set of 17 goals and 169 targets
- Adopted by the United Nations General Assembly in September 2015 as part of the 2030 Agenda for Sustainable Development
- Built on the previous Millennium Development Goals (MDGs)
- Aim to end poverty, protect the planet, and ensure prosperity for all.
- Designed to be interdependent and indivisible, recognizing that progress in one goal can help achieve progress in others.

Some critical aspects often mentioned:

- Lack of clarity and focus
- Lack of accountability
- Lack of resources
- Lack of addressing root causes
- Inadequate focus on human rights



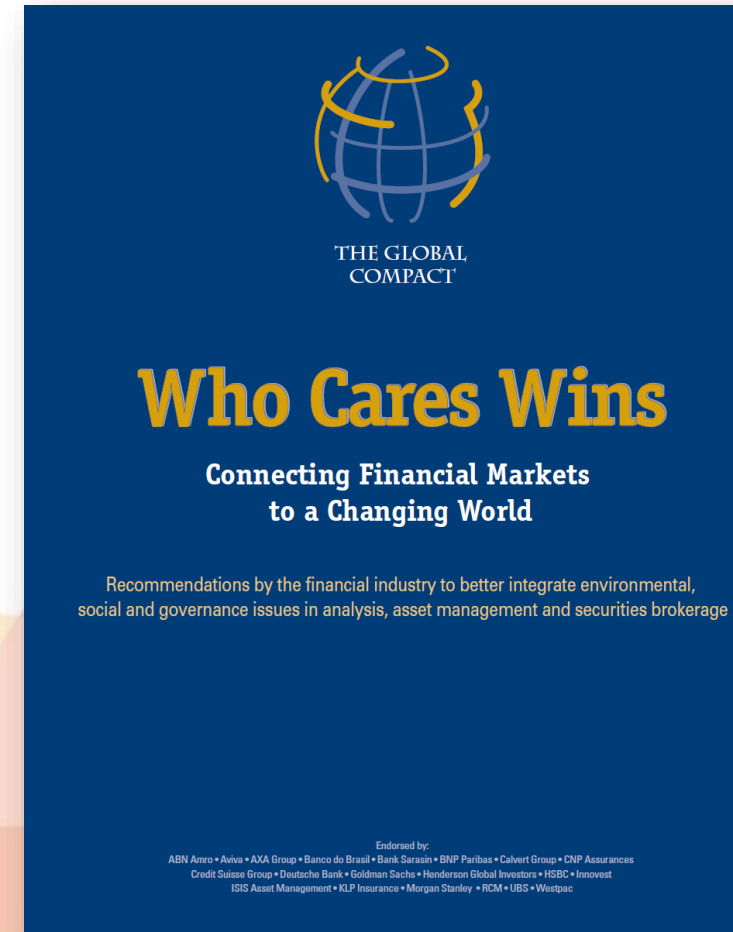
# The 17 United Nations Sustainable Development Goals (UNSDGs)



# ESG (Environmental, Social, Governance)

# Origins of the ESG idea

- **ESG (Environmental, Social, and Governance)** is a concept that originated in the financial sector to describe a set of non-financial criteria that investors use to evaluate companies' performance.
- The concept was first introduced by the United Nations in 2004 in a report titled "**Who Cares Wins**" which emphasized the need for investors to consider sustainability issues in their decision-making processes.
- Since then, the concept has gained popularity and has been incorporated into investment strategies and corporate reporting frameworks.





# Main promises and criticisms of ESG

## Promises

- Improved long-term performance
- Better risk management
- Enhanced reputation
- Increased transparency

## Criticism

- Lack of standardization
- Potential for greenwashing
- Potential for bias
- Limited scope

# Cradle-to-cradle (C2C)

## *Circular Economy*

**Nature doesn't know trash.**

**In nature any natural growth leads to utility for the whole system.**



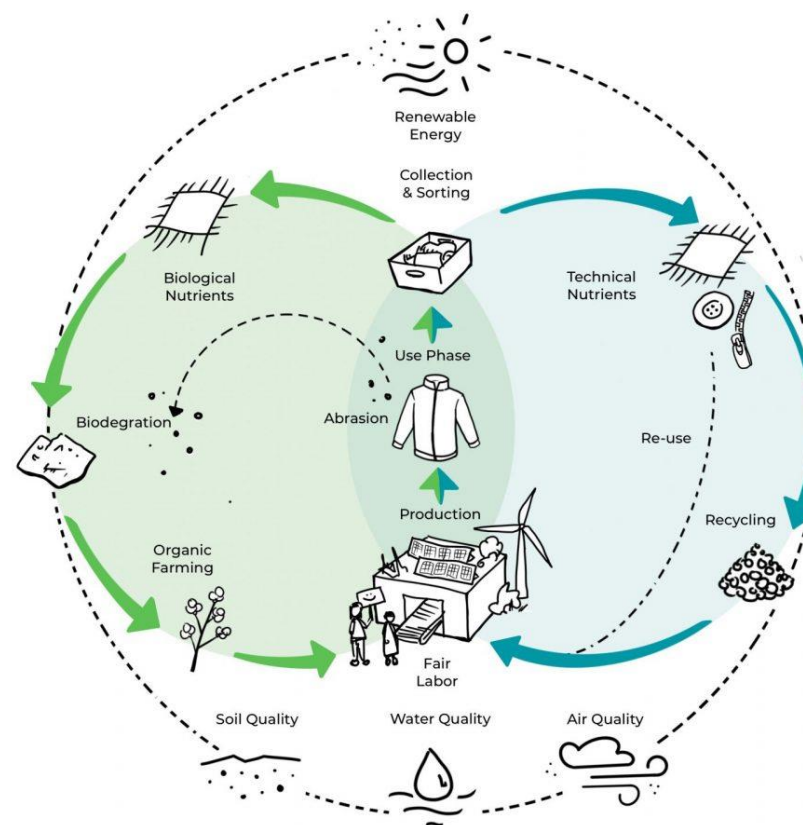
# “Cradle-to-Cradle”

The Cradle-to-Cradle concept promotes a **shift away from the traditional linear model** of production and consumption, which relies on the extraction of finite resources and the generation of waste, **towards a regenerative circular model that mimics the natural world** (architect William McDonough and chemist Michael Braungart, 2002). It promotes the creation of **products and systems that are regenerative and restorative** through...

... rethinking

... reinventing

... redesigning



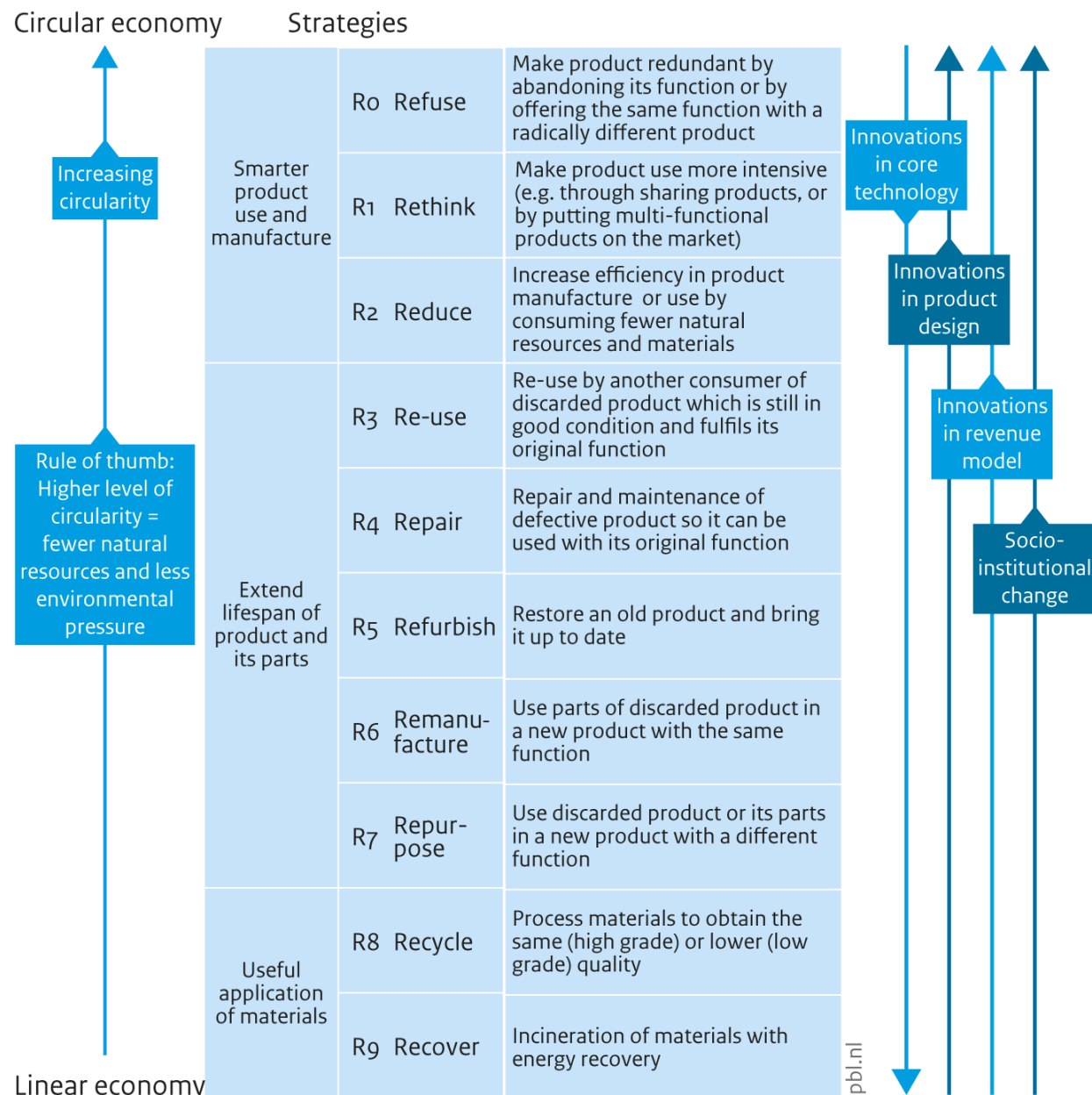
**BIOSPHERE**  
Products we consume  
circulate in biological cycles

**TECHNOSPHERE**  
Products we use  
circulate in technical cycles

# Main ideas of the C2C approach

- **Waste equals food:**  
The concept proposes that all materials used in products should be viewed as nutrients and kept in a continuous cycle of use and reuse. This means that waste from one process becomes food for another process, creating a closed-loop system that mimics nature's circular economy.
- **Renewable energy:**  
The Cradle-to-Cradle concept emphasizes the use of renewable energy sources, such as solar and wind power, to power production processes and reduce the carbon footprint of products and services.
- **Material health:**  
The concept advocates for the use of materials that are safe and healthy for people and the environment. This includes eliminating toxic materials and chemicals from products and using materials that can be safely reused or recycled.
- **Design for disassembly:**  
Products should be designed for easy disassembly and reuse or recycling. This means that products should be made with modular components that can be easily taken apart and reassembled.
- **Celebration of diversity:**  
The Cradle-to-Cradle concept recognizes the value of diversity in ecosystems and applies this principle to design. It encourages the use of a variety of materials and processes to create diverse, resilient products and systems.
- **Continuous improvement:**  
The concept advocates for continuous improvement of products and systems, using feedback loops and data to identify areas for improvement and optimize resource use and environmental impact over time.

## Circularity strategies within the production chain, in order of priority



Source: <https://www.pbl.nl/en/publications/circular-economy-measuring-innovation-in-product-chains>

Source: RLI 2015; edited by PBL

# *Activity:* Miniwiz material database

**“The earth is like a fish-bowl. Nothing goes away. There is no (throwing things) *away*.”** (Arthur Huang, structural engineer and architect)

- Explore the work of Miniwiz which melds sustainability, recycling and eco-consciousness at <https://www.miniwiz.com/work.php>
- Explore some new materials developed by Miniwiz [https://www.miniwiz.com/solution\\_list.php?id=7](https://www.miniwiz.com/solution_list.php?id=7)
- Make yourself familiar with the “Miniwiz Material Database” at <https://materialdb.miniwiz.com/>





# Eco-efficiency vs. Eco-effectiveness

# Eco-efficiency vs. Eco-effectiveness

## Eco-efficiency

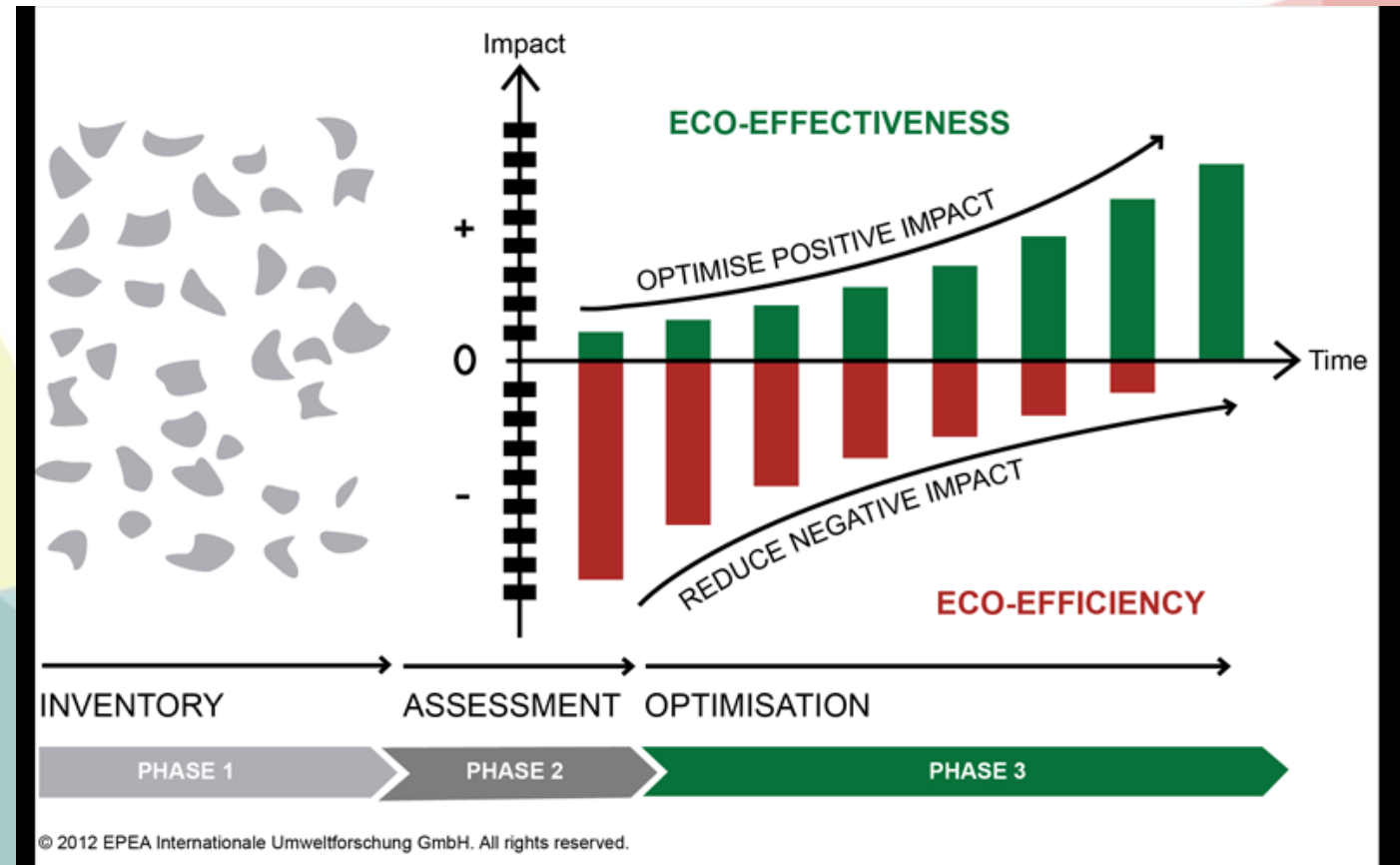
- Achieving more with less, or using resources more efficiently to reduce environmental impacts
- Minimizing waste and pollution and maximizing resource productivity and value creation
- Focusing on improving the efficiency of production processes and reducing the environmental impacts of products and services throughout their lifecycle
- Aiming to achieve a sustainable balance between economic growth, environmental protection, and social development
- Developed by the World Business Council for Sustainable Development (WBCSD) in the 1990s

## Eco-effectiveness

- Creating products, services, and systems that have a positive impact on the environment and society
- Designing products and systems that are regenerative and create value and regenerate natural resources rather than deplete them
- Focusing on the design of products and systems that are environmentally beneficial throughout their lifecycle, from the extraction of raw materials to the disposal or reuse of waste
- Aiming to create closed-loop systems that generate value from waste and promote the regeneration of natural resources
- Introduced by William McDonough and Michael Braungart in their book "Cradle to Cradle" in 2002

# Main Differences between Eco-Efficiency and Eco-Effectiveness

- **Eco-efficiency** focuses on reducing negative environmental impacts, while **eco-effectiveness** focuses on creating positive environmental and social impacts
- **Eco-efficiency** aims to reduce the amount of waste and pollution generated by economic activity, while **eco-effectiveness** aims to create closed-loop systems that generate value from waste and promote the regeneration of natural resources
- **Eco-efficiency** is often seen as a stepping stone towards **eco-effectiveness**, as it helps to reduce negative impacts while transitioning towards a more regenerative economy



# Biomimicry

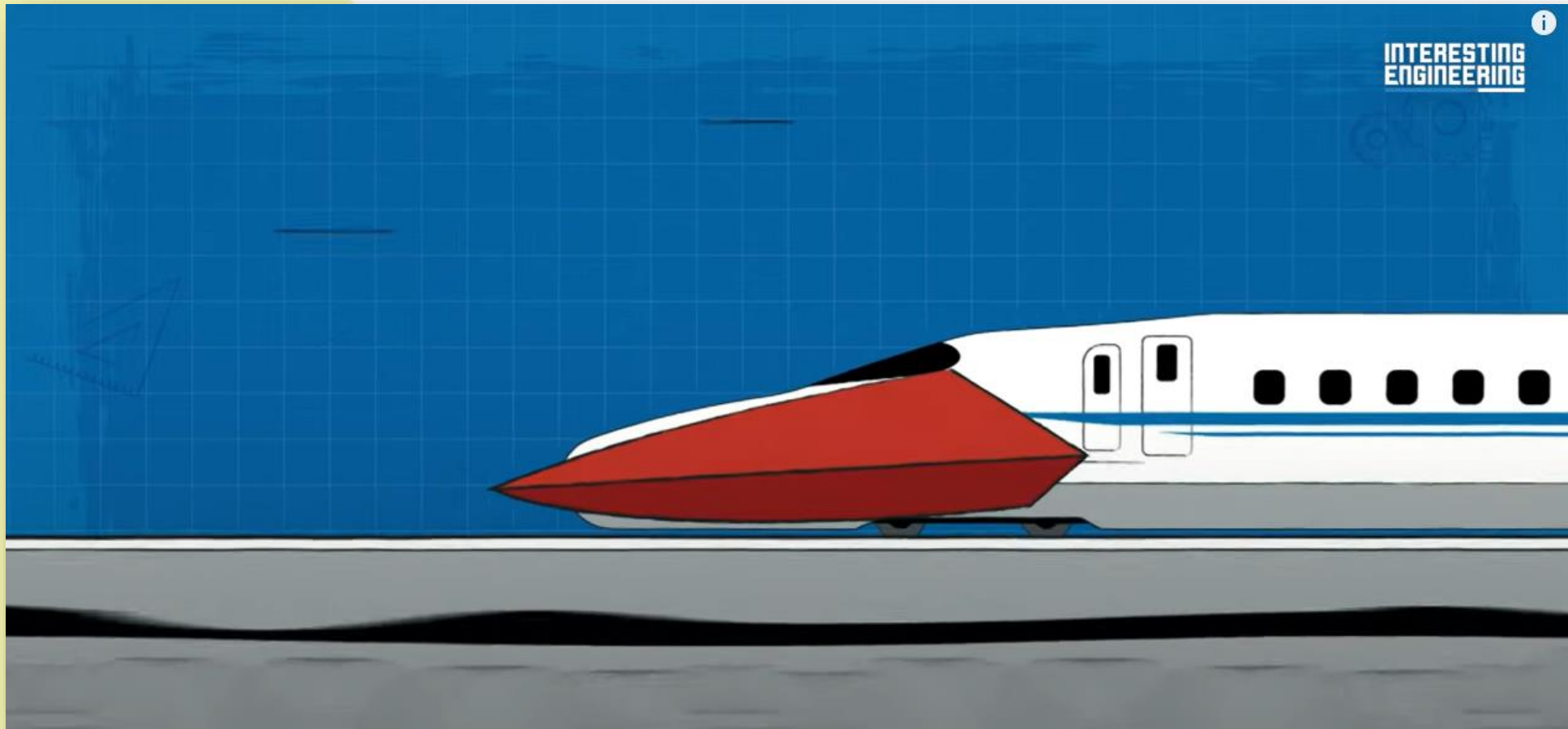


# Defining Biomimicry

- Biomimicry is innovation inspired by nature. The practice of anytime you are designing anything – what in the natural world has already solved what I am trying to solve. (Janine Benyus)
- **“Biomimicry is a practice that learns from and mimics the strategies found in nature to solve human design challenges—and find hope.”** (*The Biomimicry Institute*)
- Biomimicry is about valuing nature for what we can learn, not what we can extract, harvest, or domesticate. In the process, we learn about ourselves, our purpose, and our connection to each other and our home on earth.

Source: <https://biomimicry.org/what-is-biomimicry/>

# “How Kingfisher Inspired Bullet Trains”



Source: <https://www.youtube.com/watch?v=poNUiJ7x2CE>

# Activity: “Biomimicry scavenger hunt”

asknature

## AskNature Scavenger Hunt

The purpose of this activity is to get familiar with how to use the AskNature website by exploring what it has to offer. AskNature is a website that was designed for anyone who is interested in biomimicry - using examples from nature to inspire the design of solutions for human problems. It is used by engineers and designers as a resource to learn about both strategies in nature and innovative designs inspired by nature. Users can search the site by biological strategy or innovation (design) to find inspiration for new designs or learn about successful biomimicry inventions.

Connect to the Internet on your device and go to AskNature.org. Use the AskNature site to answer the questions below.

### Explore Biological Strategy Pages

Each Biological Strategy page on AskNature tells a story about a phenomenon that occurs in nature. These pages are useful to people who are looking to learn more about ways that nature solves problems.

Check out what types of information you can learn from a few AskNature Biological Strategies. Using Search tool from the top menu, find a Biological Strategy page about how otters keep warm.

- Click on the Search tab
- Search for “otter”
- Narrow your search to “Biological Strategies”

1. Which page addresses how otters keep warm?

Title of Page: \_\_\_\_\_

2. Explain, in your own words, the biological strategy that otters have to keep their bodies warm and dry.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

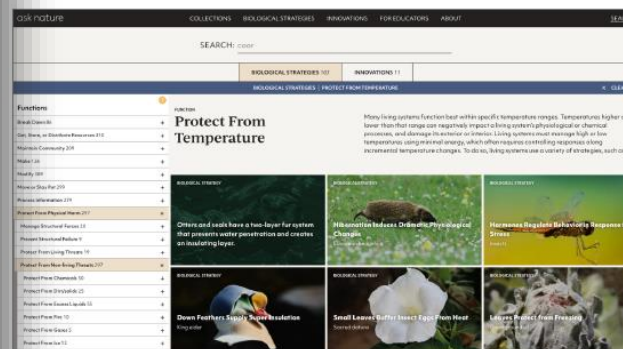
Now see if you can find another Biological Strategy via a slightly different route. One of the things that makes AskNature unique from other nature websites is that it allows you to search by **function**. In biomimicry, functions describe what a **trait** does for an organism.

**Trait:** A trait describes a particular characteristic or attribute of an organism. Traits include internal and external structures, physical processes, and behaviors.

Click on “Functions Performed” in the otter Strategy page. Now you can see a list of **functions** related to the otter’s strategy.

3. What are the functions listed?

Click on “See More of This Function” to view a search result of all of the strategies on AskNature that also do that function. You will also see, in the Search feature, how this function is nested under larger categories



This nested list of functions is the Biomimicry Taxonomy. It was created because designers who are using AskNature to inspire a solution to a problem need to be able to narrow down to a very specific function.

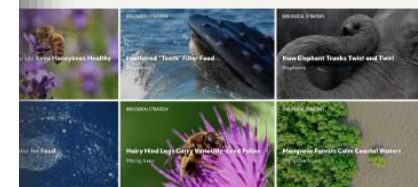
Functions can be used to help you search the site.

you are a designer looking to build a device to clean pollution from water, you might get inspired by the way that a filter works. From the Search tool, try using Functions to search for “Filter Solids”. “Filter Solids” is nested inside the “Capture, Absorb, or Filter” function.

How do you filter solids?

Capture, Absorb, or Filter

Something is a filter because it captures or traps particles, usually by trapping the particles from passing through a barrier. The most common way to filter is through straining. To be effective, a filter system must be appropriate to the size of the particles to be captured and must capture only what is needed. It must also be effective in the appropriate medium—air, water, or another solid. For example, a mechanical filter captures particles by trapping them in a mesh. A biological filter system captures particles by trapping them in a mesh of living tissue.



Biological Strategies page, “Filtration System is Resistant to Clogging.”

Strategy page focus?

\_\_\_\_\_

\_\_\_\_\_

What inspired some innovative product ideas. To learn about these strategies, click on the “Fur Keeps Heat in and Cold Water Out” from step 2 above. Click on the page to its related Innovation page.

What inspired some innovative product ideas?

Click on the “Fur Keeps Heat in and Cold Water Out” from step 2 above. Click on the page to its related Innovation page.

\_\_\_\_\_

\_\_\_\_\_

What are some biological strategies that have been inspired by nature’s solutions to filtering solids?

Capture, absorb or filter solids

\_\_\_\_\_

\_\_\_\_\_

How can you find an innovation inspired by elephants?

\_\_\_\_\_

\_\_\_\_\_

From the top menu bar, choose a collection of Biological Strategies that interests you. Click into a strategy that interests you. What is one of the functions that this strategy inspired a design? If so, what is it called? If not, explain how this strategy could inspire designers in the future.

\_\_\_\_\_

\_\_\_\_\_

What inspired a new Innovation?

\_\_\_\_\_

\_\_\_\_\_

What inspired some innovative product ideas. To learn about these strategies, click on the “Fur Keeps Heat in and Cold Water Out” from step 2 above. Click on the page to its related Innovation page.

What are some interesting strategies and innovations you found while exploring AskNature?

\_\_\_\_\_

\_\_\_\_\_

How does the AskNature site work?



- [illegible]

# Nature Based Systems (NBS)



# “Nature-based solutions” (NBS)

## Definition by the European Union (2000)

“Solutions that are **inspired and supported by nature**, which are **cost-effective**, simultaneously **provide environmental, social and economic benefits** and help **build resilience**.”

Such solutions bring more, and more **diverse**, **nature and natural features and processes** into **cities, landscapes and seascapes**, through **locally adapted, resource-efficient** and **systemic interventions**.

Nature-based solutions must therefore **benefit biodiversity** and support the **delivery of a range of ecosystem services**.”



# Main challenges and benefits of NBS

## Important Challenges

- **Funding**  
NBS projects often require long-term investment and have limited profitability in the short term.
- **Implementation**  
Implementing NBS requires collaboration between multiple stakeholders, including governments, private sector, and local communities. Coordination and communication between these parties can be difficult, particularly in areas with conflicting interests.
- **Monitoring and Evaluation:**  
Measuring the effectiveness of NBS projects can be challenging, as they often have long-term outcomes and indirect impacts. Accurately tracking progress and evaluating success requires specialized skills and resources.

## Important Benefits

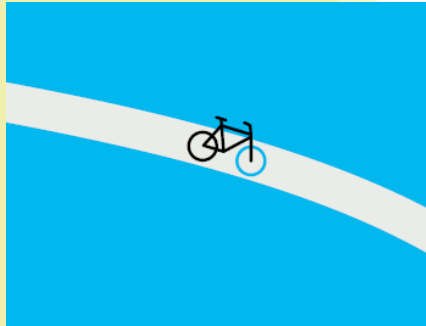
- **Environmental Benefits:**  
NBS can have significant environmental benefits, including reducing greenhouse gas emissions, enhancing biodiversity, and improving water quality.
- **Social Benefits:**  
NBS can provide social benefits, including creating “green jobs”, improving community health, and increasing access to green spaces.
- **Economic Benefits:**  
NBS can provide economic benefits, including creating new markets and opportunities for small businesses, improving property values, and reducing healthcare costs.



# Product-as-a-Service



# “Product-as-a-Service”<sup>2</sup>: *Swapfiets* and “Vittoria2Go” bike tires

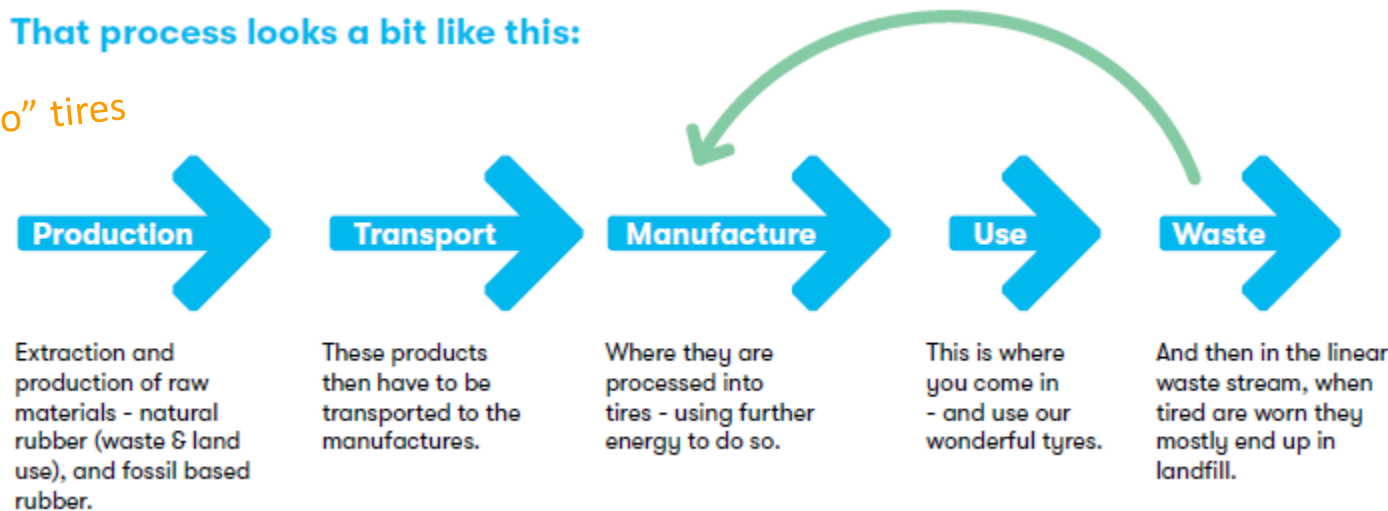


- PaaS according to Swapfiets: “A type of circular business model where the company retains ownership of the product, and the customer leases the product from them.”

1. The Swapfiet bike

2. “Vittoria2Go” tires

That process looks a bit like this:





### Books:

- Barrett, Richard (2014): The Value-Driven Organization – Unleashing Human Potential for Performance and Profit, Oxon
- Birkinshaw, J., Foss, N.J. and Lindenberg, S.: Combining Purpose with Profits, MIT Sloan Management Review, Spring 2014, p. 49-56
- **Chouinard, Yvon (2006): Let My People Go Surfing: The Education of a Reluctant Businessman, New York**
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- Tindell, Kip (2014): Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York

# Conscious Business

## Introduction



**CONSCIOUS  
BUSINESS**  
EDUCATION



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This is a  
**Digital Detox**  
**Analogue**  
**Zone**







Watch “Overview” at <https://vimeo.com/55073825>



# “Turning the camera around”



“Humans might be the first species to knowingly choose self-extinction.” (Matthew Fox)



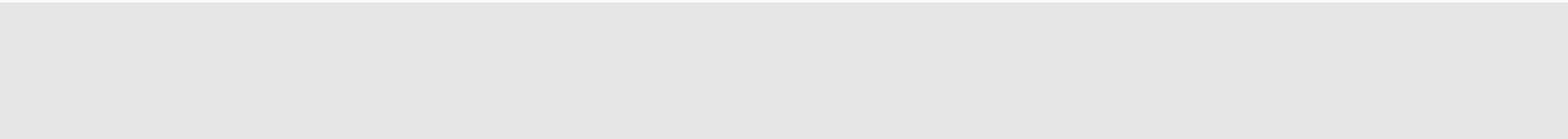
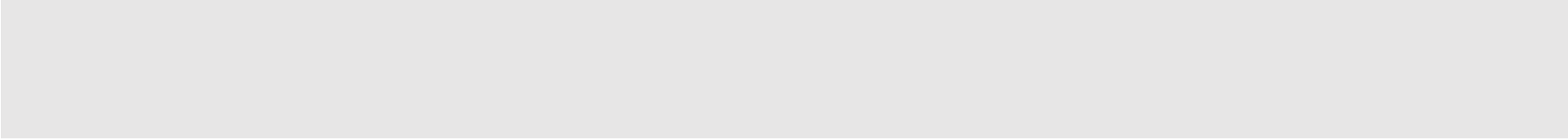
Overview effect:

The theory that an astronaut's experience of spaceflight fundamentally changes their worldview.

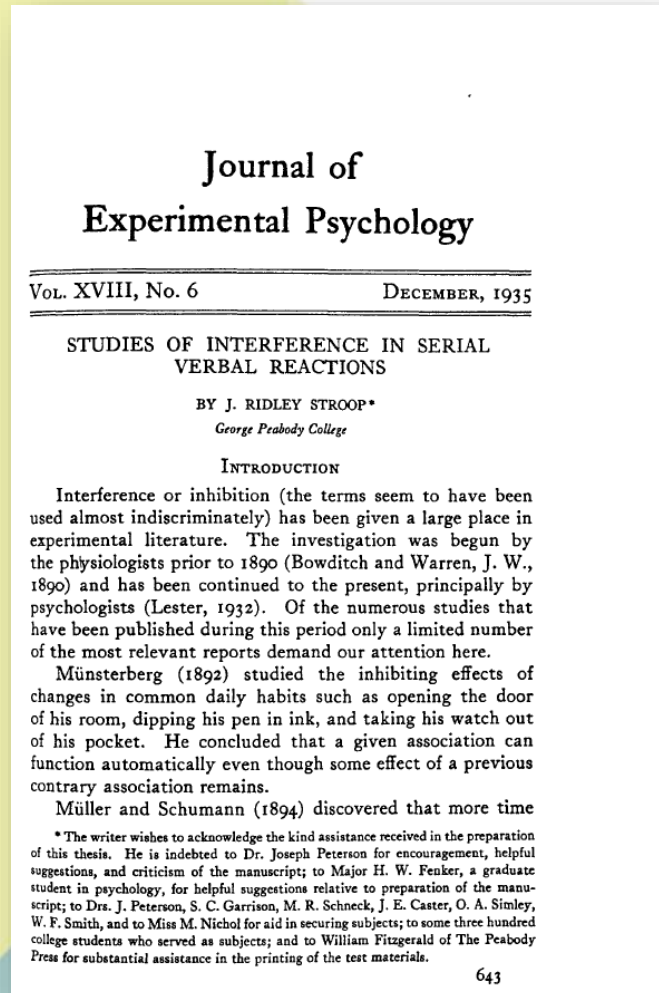
-- Frank White  
Author - *The Overview Effect*

# Instructions

- You will see 15 words each in different colours for 1 second each.
- **Call out the colour that you see.**



# The (John Ridley) Stroop effect (1935)



- Based on a series of incongruent stimuli

- Two main areas in the brain that are involved in the processing of the Stroop task:

**dorsolateral prefrontal cortex** assists in memory (here: color perception)

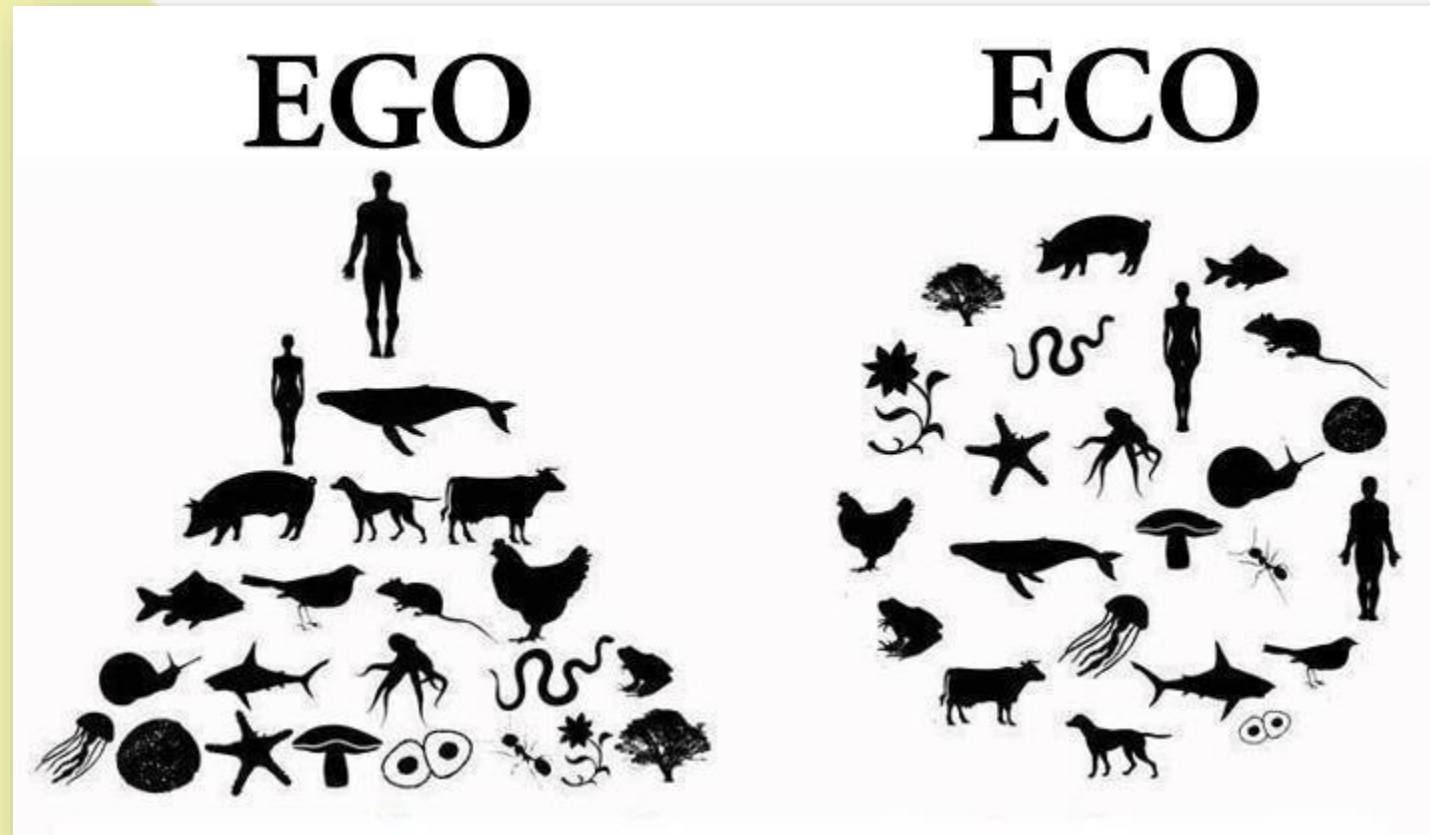
**anterior cingulate cortex** is used to select an appropriate response (here: decision which answer to give)

- Explanation theories: Automaticity, processing speed, selective attention – recognition of words faster than of colors



Mindfulness ( ) Higher Purpose  
Impact

# Ego-systems vs. eco-systems thinking



- *"What's really needed is a deeper shift in consciousness so that we begin to care and act, not just for ourselves and other stakeholders but in the interests of the entire ecosystem in which economic activities take place." (Otto Scharmer)*
- **"Systems thinking"** asks us to re-evaluate problems more holistically, abandon myopic focus on individual components of ecosystems in isolation, and realize that these components must be thought of as part of a larger, often complex system.







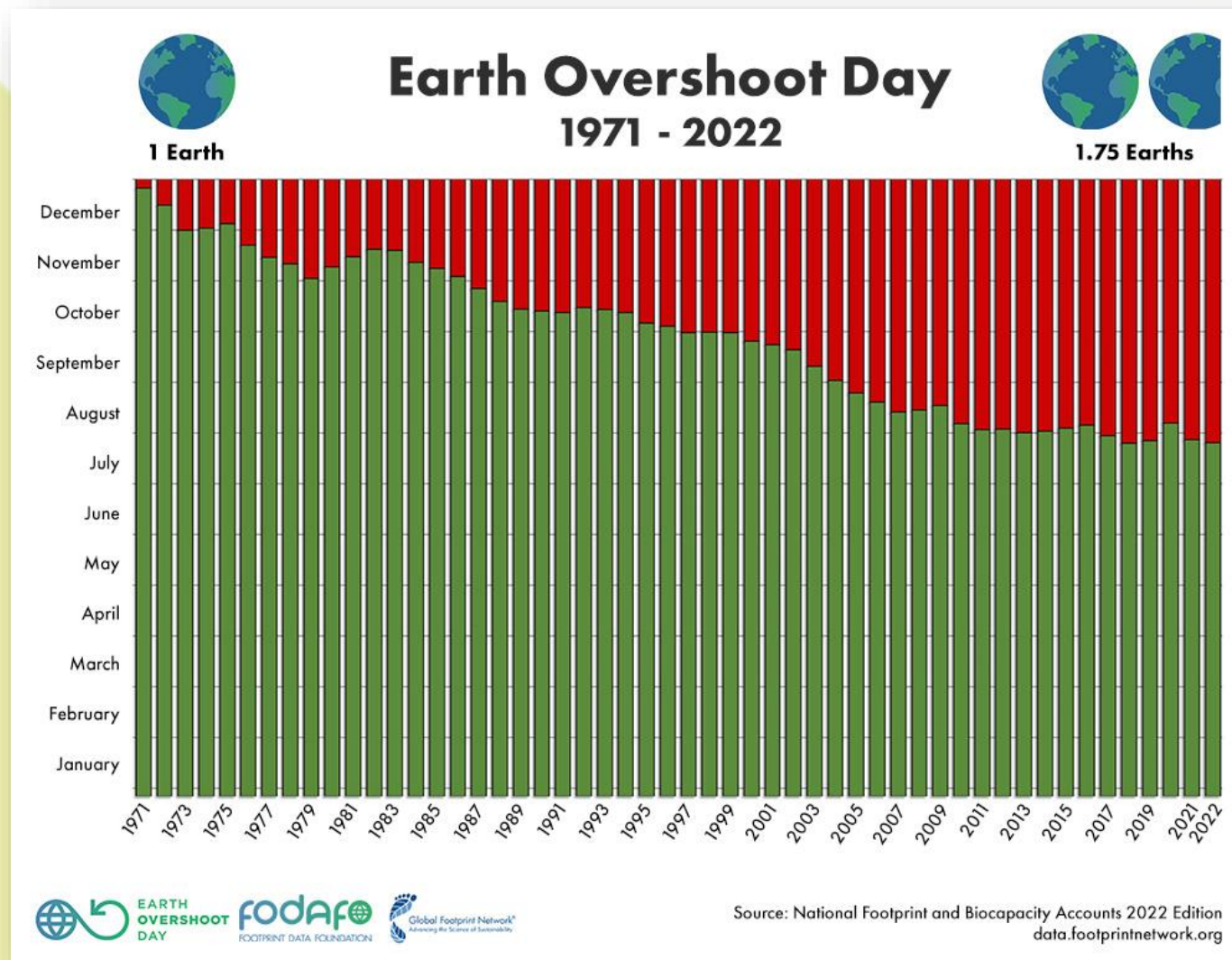


*These* SUNSETS ARE TO DIE FOR!

BACKWARD

FORWARD





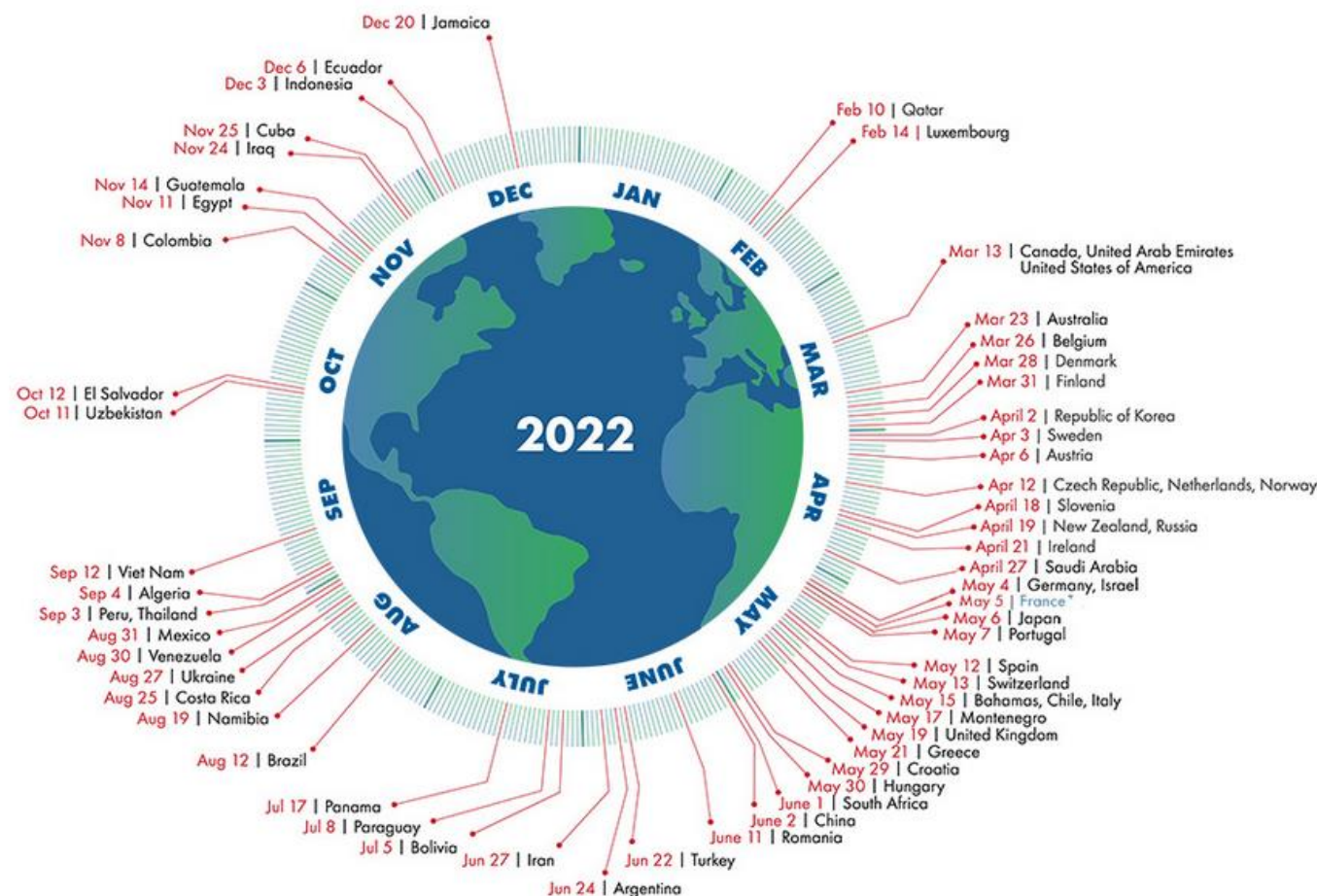
“Earth Overshoot Day marks the date when humanity’s demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year. We maintain this deficit by liquidating stocks of ecological resources and accumulating waste, primarily carbon dioxide in the atmosphere.”





# Country Overshoot Days 2022

When would Earth Overshoot Day land if the world's population lived like...

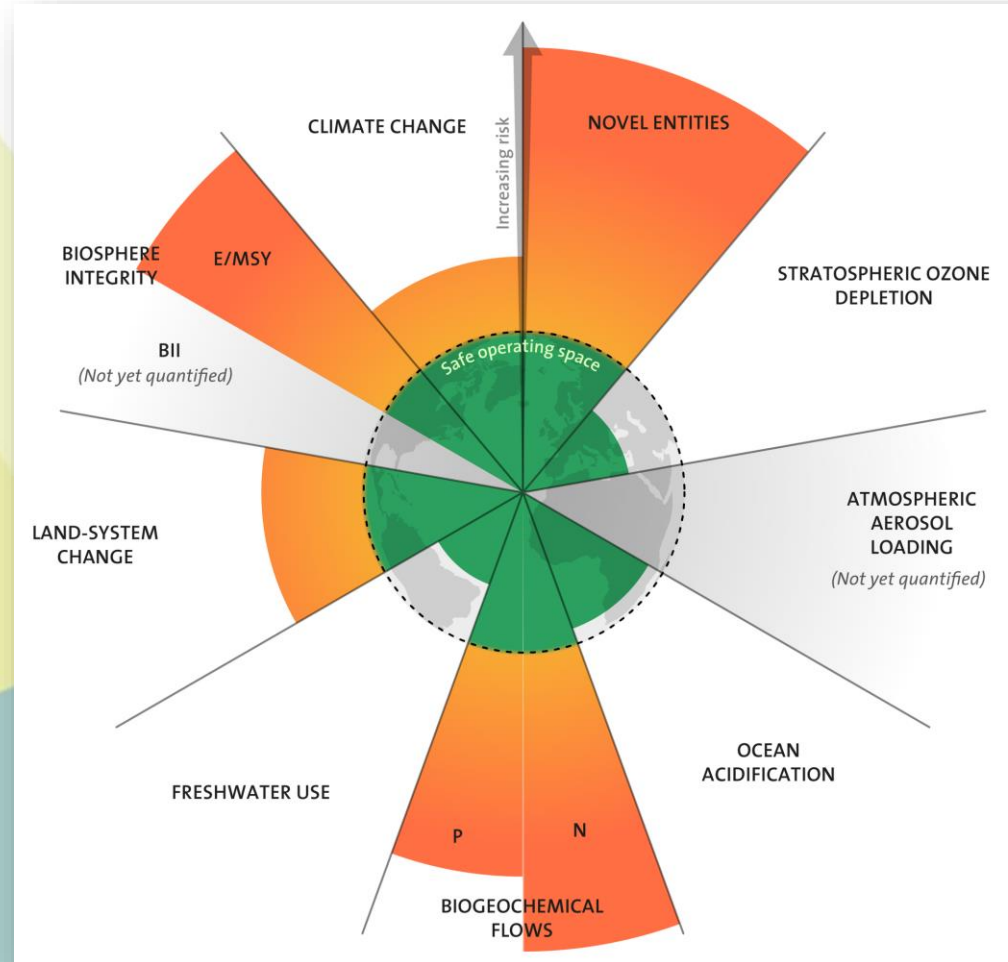


For a full list of countries, visit [overshootday.org/country-overshoot-days](https://overshootday.org/country-overshoot-days).  
\*France Overshoot Day updated April 20, 2022 based on nowcasted data. See [overshootday.org/france](https://overshootday.org/france).  
Source: National Footprint and Biocapacity Accounts, 2022 Edition  
[data.footprintnetwork.org](https://data.footprintnetwork.org)



Global Footprint Network  
Advancing the Science of Sustainability

# Planetary Boundaries (Stockholm Resilience Centre / Potsdam Institute for Climate Impact Research)

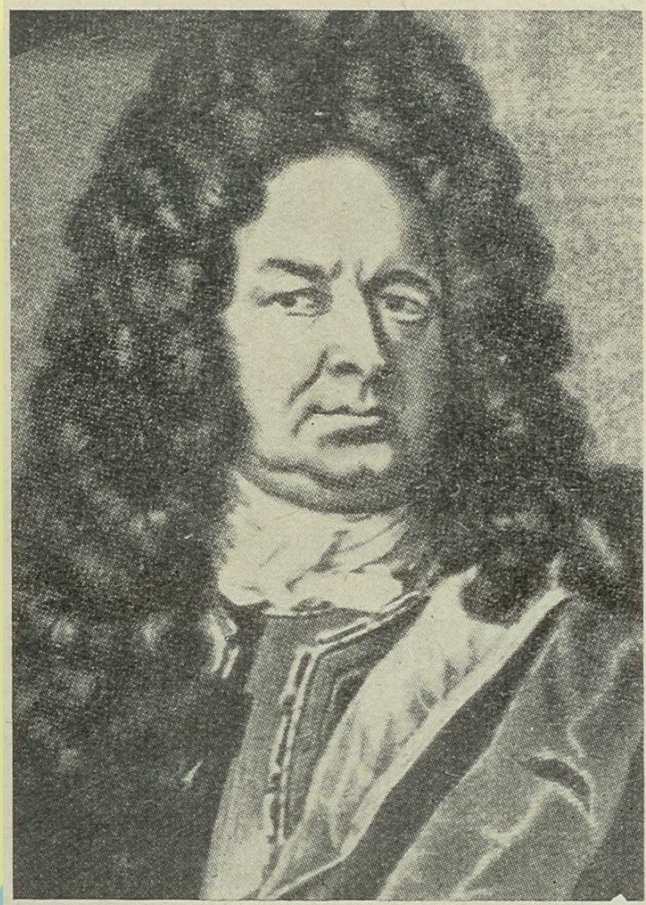


Source: Designed by Azote for Stockholm Resilience Centre, based on analysis in Persson et al 2022 and Steffen et al 2015



# Hans Carl von Carlowitz (\*1645 †1714)

## Kameralist; Sylvicultura Oeconomica







anders als durch gewisse Mittel thut. Denn je mehr Jahr vergehen / in welchen nichts gepflanzt und gesät wird / je langsamer hat man den Nutzen zugewarten / und um so viel tausend leidet man von Zeit zu Zeit Schaden / ja um so viel mehr geschieht weitere Verwüstung / daß endlich die annoch vorhandenen Gehölze angegriffen / vollends consumiret / und sich je mehr und mehr vermindern müssen. Cum labor in damno est crescit mortalium egestas D. i. Wo Schaden aus unterbliebener Arbeit kommt / da wächst der Menschen Armuth und Dürftigkeit. Es lässet sich auch der Anbau des Holzes nicht so schleunig wie der Acker-Bau tractiren ; Denn ob gleich in zwey / drey oder mehr Jahren nach einander ein Mißwachs beyim letzten sich ereignen sollte / so kan hernach ein einig gesegnetes und fruchtbares Jahr / gleich wie bey dem Wein-Wachs / alles wieder einbringen ; da hingegen wenn das Holz einmahl verwüstet / so ist der Schade in vielen Jahren / sonderlich was das grobe und starcke Bau-Holz anbelanget / ja in keinem seculo zu remediren / zumahl in zwischen sich allerley vicissitudines Rerum und Veränderungen begeben können. Gestalt ein Haus-Wirth es befördert und bauet / der andere hingegen versaumet und wohl gar verwüstet / was etliche Jahr gebessert worden ; und überhaupt zu reden wo aus dem Verzug einige Gefahr zu besorgen und der daraus entstehende Schade unwiederbringlich da muß man keine Zeit versäumen / und also man das Baum-Säen und Pflanzn eiligs zur Hand nehmen / alldieweil eine lange Zeit erfordert wird / ehe die wilden Bäume zu gebührender Höhe / Stärke und Nutzen können gezogen werden / zumahl da wir bereits erwehnet / ja außer allen Zweifel ist / daß die wunder-volle und schöne Gehölze bißher der größte Schatz vieler Länder gewesen sind / so man vor unerschöpflich gehalten / ja man hat es unzweifflich vor eine Vorraths-Kammer angesehen / darinne die meiste Wohlfarth und Aufnehmen dieser Lande bestehen / und so zusagen das Oraculum gewesen / daß es ihnen an Glückseligkeit nicht mangelt könnte / indem man dadurch so vieler Schätze an allerhand Metallen habhaft werden könnte ; Aber da der unterste Theil der Erden sich an Ersten durch so viel Mühe und Unkosten hat offenbahrt machen lassen / da will nun Mangel vorfallen an Holz und Kohlen dieselbe gut zu machen ; Wird derhalben die größte Kunst-Wissenschaft / Fleiß / und Einrichtung hiesiger Lande darinnen beruhen / wie eine sothane Conservation und Anbau des Holzes anzustellen / daß es eine continuirliche beständige und nachhaltende Nutzung gebe / weils es eine unentbehrliche Sache ist / ohne welche

welche das Land in seinem Esse nicht bleiben mag. Denn gleich wie andere Länder und Königreiche / mit Getreide / Viehe / Fische-reyen / Schiffarthen / und andern von Gott gesegnet seyn / und dadurch erhalten werden ; also ist es allhier das Holz / mit welchem das edle Kleinod dieser Lande der Berg-Bau nemlich erhalten und die Erze zu gut gemacht / und auch zu anderer Nothdurfft gebraucht wird.

§. 21. Wie aber in einem Lande wieder zu Holze zu gelangen / und der Anflug und Wiedewachs / bevorab des Fichten- und Tannen-Holzes zu befördern wären vielleicht wohl Mittel zu erfinden / wenn zum Exempel nicht nur die Unterthanen auf ihren eignen Güthern gewisse Reserven mit Holz-Saamen besäeten und bepflanzen / sondern es könnte auch gegen einen gewissen Lohn und Bedinge auf denen Herrschafft-Wäldern solches je eher je besser betverct stellet und verordnet werden. Gleich wie nun in andern Ländern gar heilsam der gleichen eingeführet / eine abgezeichnete Gegend wieder zum Anflug sonderlich von Tannen-Kiefern- und Fichten-Holz / auch von denjenigen Laub-Holz so schleunig wächst zu bringen / also würde dieses auch darzu dienen / daß sie einander in dieser Übung æmuliren / sothaner Wissenschaft besser nachtrachten / und sich darinnen perfectioniren dürfften. Ist auch nicht zu zweiffeln / daß zu diesen Wercke gewisse Personen oder Pfleger der wilden Bäume sich finden sollten / welche von denen Besitzern der abgetriebenen grossen Holz-Reserven angenommen / hierzu instruiret / und solche subiecta ausgesuchet werden könnten / so ein sonderlich naturel darzu haben / oder Belohnung darzu trügen / daß sie gegen ein vergnügliches præmium also fort Hand ans Werk legen würden / und schon unter ihnen solche Personen erwählen / die in Hoffnung weiterer Beförderung zu erlangen / sich mit grosser Emsigkeit darauf legen / und alle Mühe / Fleiß und Sorgfalt anwenden werden / den endlichen guten Zweck zu erreichen.

§. 22. Es wird auch nicht fehlen oder mangeln / so bald curieuse Personen und Liebhaber sehen und erfahren werden / daß sie sich durch diese Wissenschaft insinuiren / und ihren Unterhalt dadurch erhalten mögen / sie sich mit höchsten Fleiß bewerben würden / nicht allein solche Wissenschaften besser zu erlernen ; sondern auch von frembden Orten allerhand wilde Gewächse und Saamen anhero zu verschaffen und zu tentiren / ob sie auch in hiesigen Landen müsslich fort und aufzubringen / wie dann allbereits bekand / daß unterschiedene hohe Jagd- und Forst-Officerer mit Baum-Saamen saen einzige Proben gemacht / und solche für gar gut befunden. Wenn nun der gemeine Mann spüret / daß hoher Orten das Säen und Pflanzn der Wälder vorgenommen und glücken wird / so wird er ohne

# *Sylvicultura Oeconomica, Oder Haußwirthliche Nachricht und Naturmäßige Anweisung Zur Wilden Baum-Zucht*

- „Wird derhalben die gröste Kunst / Wissenschaft / Fleiß / und Einrichtung hiesiger Lande darinnen beruhen / wie eine sothane Conservation und Anbau des Holtzes anzustellen / daß es eine continuirliche beständige und *nachhaltende* Nutzung gebe / weiln es eine unentberliche Sache ist / ohne welche das Land in seinem Esse nicht bleiben mag.“

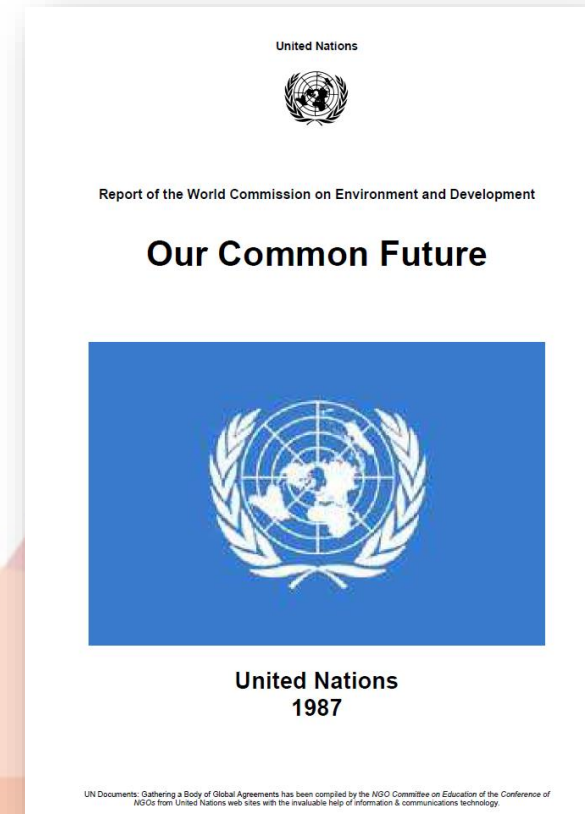
– Sylvicultura Oeconomica (1713), S. 105–106



# Brundtland Report 1987 (*World Commission on Environment and Development (WCED)*)

Definition sustainable development:

- **Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.**




Patagonia purpose statement:  
“We’re in business to save our home planet.”






**Paul Polman**  
Business, campaigning, younger me nearly a priest. 'Net Positive: how courageous companies thrive by giving more than they take'  
Vollständiges Profil

 **Paul Polman** • Follower:in  
Business, campaigning, younger me nearly a priest. 'Net Positive: how coura...  
1 Monat •

Excellent piece by Prof **Christian Schmidkonz** "Today, any company truly committed to building a better future must work with a regenerative focus. This involves a company not only avoiding damage to the environment but also repairing damage caused by business activities over recent centuries...Nature does not need humans - but humans need nature to survive" **#NetPositive**

[Übersetzung anzeigen](#)



**Sustainability is Dead – Make Room for Regenerative Business**  
Christian Schmidkonz • Veröffentlicht: in

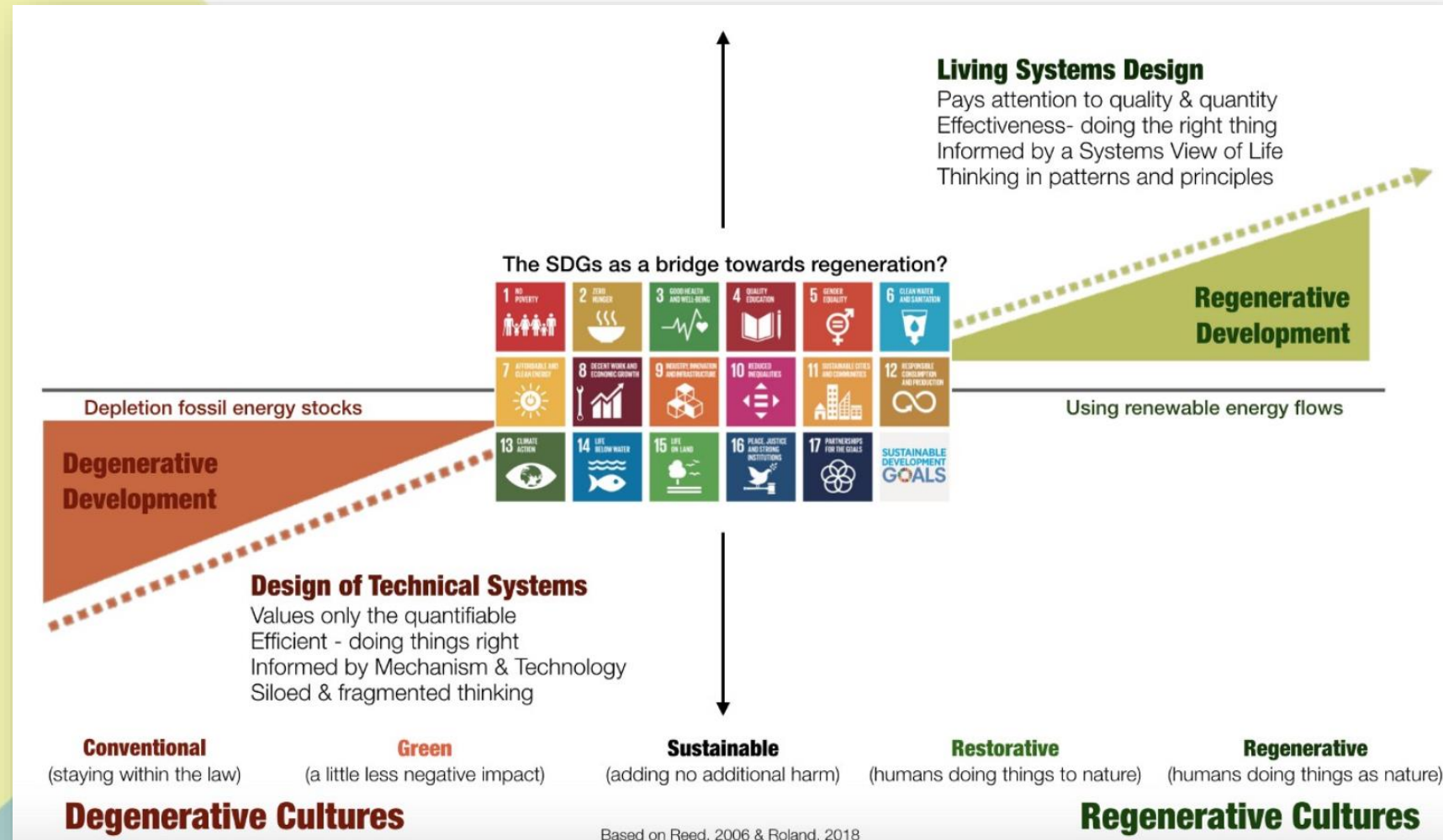
Sie und 1,420 weitere Personen 64 Kommentare • 119 Shares

Reaktionen

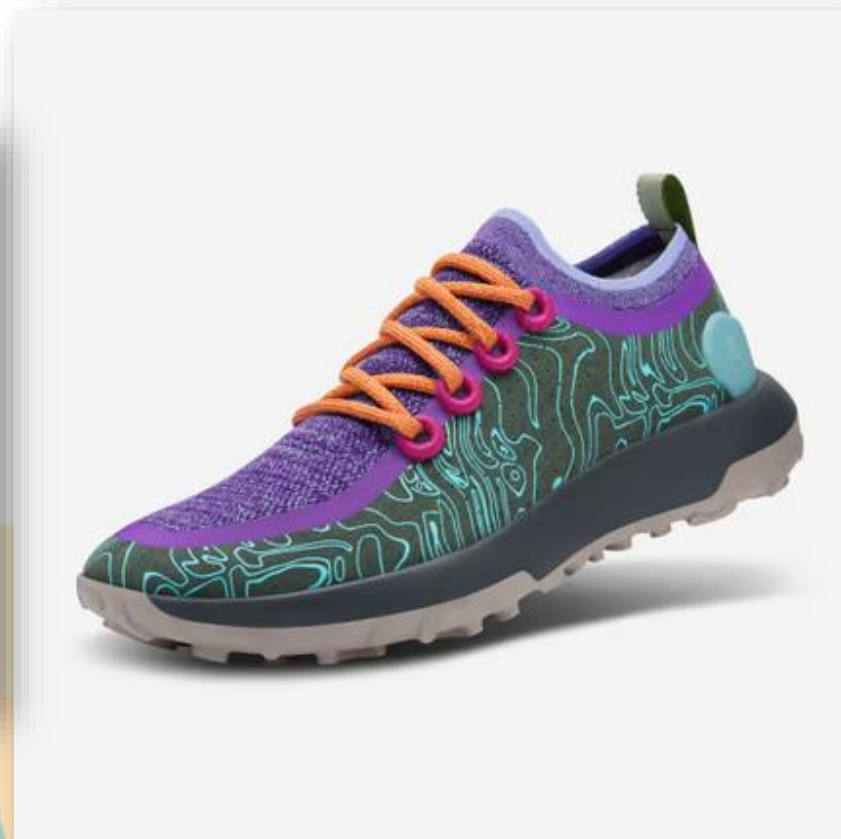
        



# Beyond Sustainability: Designing Regenerative Cultures



# Wood (eucalyptus), sugar and merino wool





# Allbirds – Tim Brown and Joey Zwilling



<https://www.inc.com/magazine/201808/lindsay-blakely/tim-brown-joey-zwilling-allbirds-sneakers.html?cid=hmhero>

Watch: Interview with Joey Zwilling at <https://www.youtube.com/watch?v=-FvgLExCOPc>

# Dr. Hans-Dietrich Reckhaus



Source: <https://kulturundoeconomie.ch/de/hans-dietrich-reckhaus/>



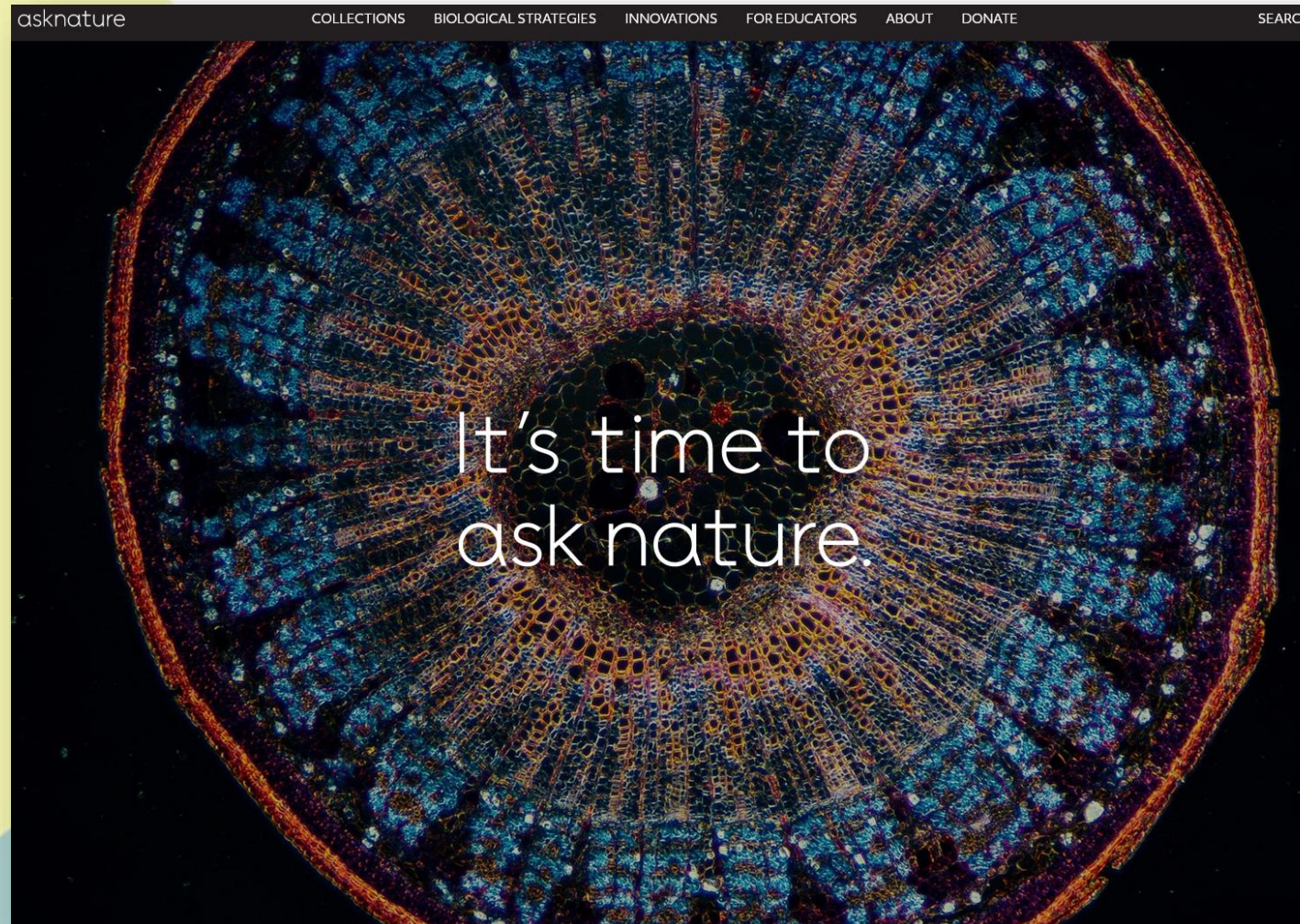
# Interface (NASDAQ: TILE)



- **Mission Zero:** “To eventually take nothing from the Earth that is not naturally and rapidly renewable”.



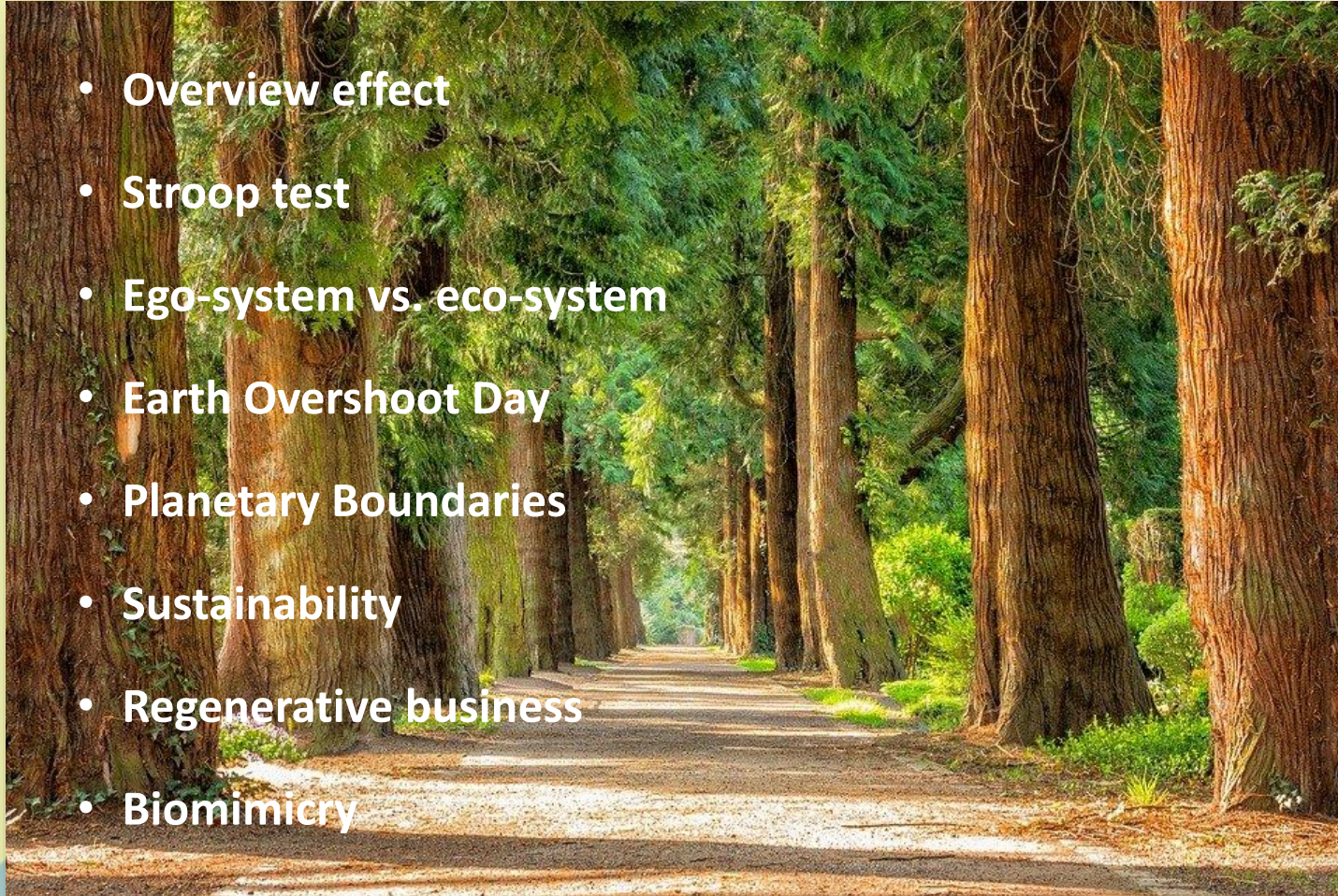
Biomimicry database: <https://asknature.org/>





# Key concepts of today's class

- Overview effect
- Stroop test
- Ego-system vs. eco-system
- Earth Overshoot Day
- Planetary Boundaries
- Sustainability
- Regenerative business
- Biomimicry



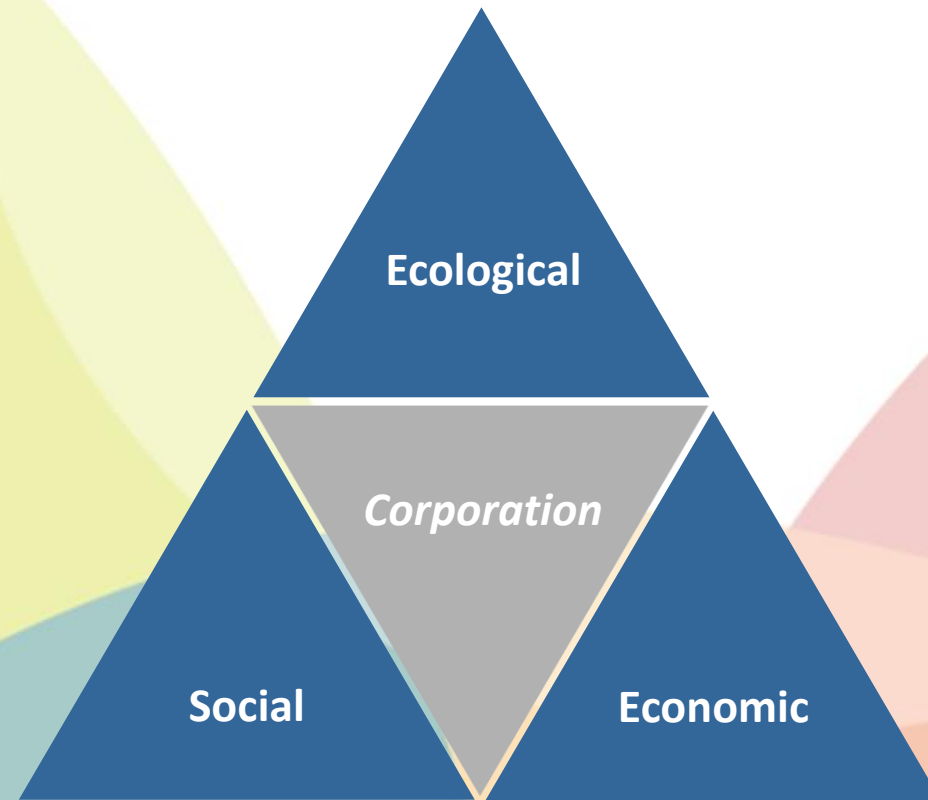




# CSR vs. Conscious Business



# The (limiting) dimensions or Corporate Social Responsibility (CSR)



# Concepts differ in terms of covered dimensions, reporting standards and certification

Initiative		CSR	B Corporations	Economy for the Common Good	Conscious Business
Dimension					
Humanistic Orientation			X	X	X
Internal	Purpose		X	X	X
	Leadership				X
	Culture			X	X
	Employees	X	X	X	X
	Profit	X	X	X	X
External	Society	X	X	X	X
	Environment	X	X	X	X
	Investors		X	X	X
	Customers		X	X	X
	Suppliers		X	X	X
	Competitors			X	X
Number of Covered Dimensions		4	9	11	12
Reporting Standards		X	X	X	
Certification			X	X	

# The four tenets (*Grundsätze*) of Conscious Capitalism



Source: Mackey, Sisodia (2013)

- Interconnected and mutually reinforcing
- Foundational, not tactics or strategies
- Represent the essential elements of an integrated business philosophy that must be understood holistically to be effectively manifested



# Shareholders vs. stakeholders in the context of conscious business

- Stakeholder: “Any group or individual who can be or is affected by the achievement of a firm’s objectives.”
- Distinguishing core value of conscious businesses is service to all stakeholders without favouring one over another.
- Best way to create value for shareholders in the long run is by consciously creating value for all stakeholders. → Shareholders can gain more when their interests are aligned with the interests of all other stakeholder groups.

Source: Raj Sisodia (2014)

# Examples of conscious businesses

Southwest®

allbirds

KIND®

THE  
BODY  
SHOP®

dm  
HIER BIN ICH MENSCH  
HIER KAUF ICH EIN

WHOLE  
FOODS  
MARKET

Chobani®

GLS Bank  
das macht Sinn

patagonia®

salesforce

ECOSIA

BURTON

Herrmannsdorfer  
LANDWERKSTÄTTEN

BRUNELLO CUCINELLI

adventures™  
the great adventure people

amalgamated  
bank

p Polarstern  
Wirklich bessere Energie.

REI  
co-op

The Container Store®  
The Original Storage and Organization Store®

new balance

Recology.  
WASTE ZERO

ECOVER®

TATA

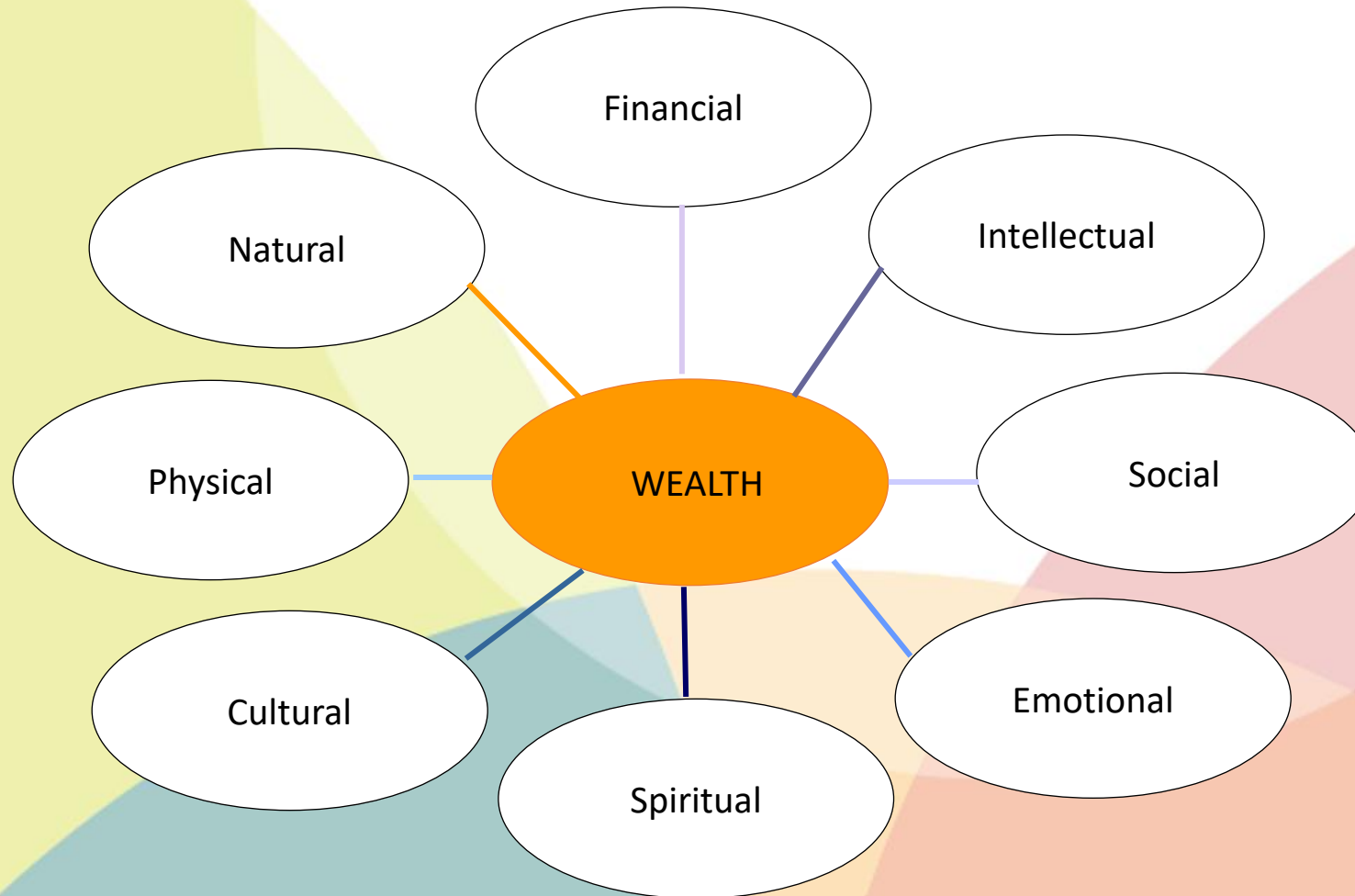
BEN & JERRY'S

Mudie JEANS co

VAUDE

老干妈  
LAO GAN MA

# Examples of types of wealth created by business





# Why Conscious Capitalism is different from Corporate Social Responsibility (CSR)

Corporate Social Responsibility	Conscious Capitalism
Shareholders must sacrifice for society	Integrates the interest of all stakeholders
Independent of corporate purpose or culture	Incorporates higher purpose and caring culture
Adds an ethical burden to business goals	Reconciles caring and profitability through higher synergies
Reflects a mechanistic view of business	Views business as a complex, adaptive system
Often grafted onto traditional business model, usually as a separate department or part of public relations	Social responsibility is at the core of the business through the higher purpose and viewing the community and environment as key stakeholders
Sees limited overlap between business and society, and between business and the planet	Recognizes that business is a subset of society and that society is a subset of the planet
Easy to meet as a charitable gesture; often seen as "green-washing"	Requires genuine transformation through commitment to the four tenets
Assumes all/any kind of good deeds are desirable	Requires that good deeds also advance the company's core purpose and create value for the whole system
Compatible with traditional leadership	Requires conscious leadership

# “Building value through values”



# Values

- In **sociology** values are the ideals and customs of a society toward which the people have an effective regard.

Values are a shorthand method of describing what is important to us individually or collectively (as an organization, community or nation) at any given moment in time.

- Since values represent what is important to us at any given moment in time (incl. age) they are **not fixed**. However, there are **some unchanging core values**.
- Values are therefore also a **collective representations of what constitutes good life and a good society**.

Source: Barrett 2014



# Relationship between needs, values, thoughts and behaviours



- Your values are always a reflection of what you consider to be your needs.



Source: Barrett 2014; twitter



# Key concepts of today's class

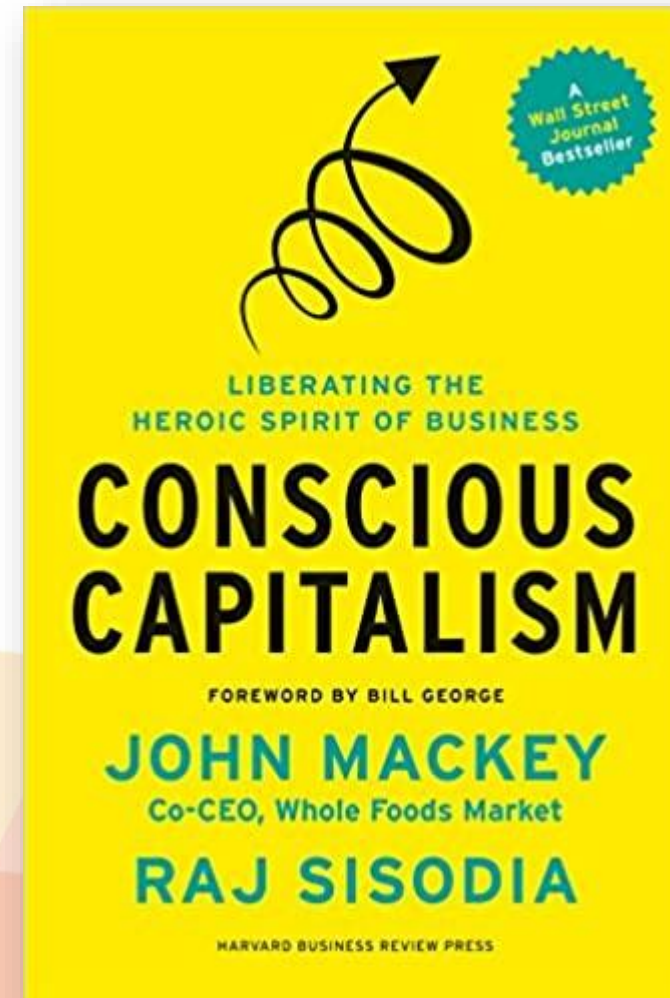
- Corporate Social Responsibility (CSR)
- 4 tenets of Conscious Business
- Stakeholders vs. shareholders
- Values & needs
- Koan



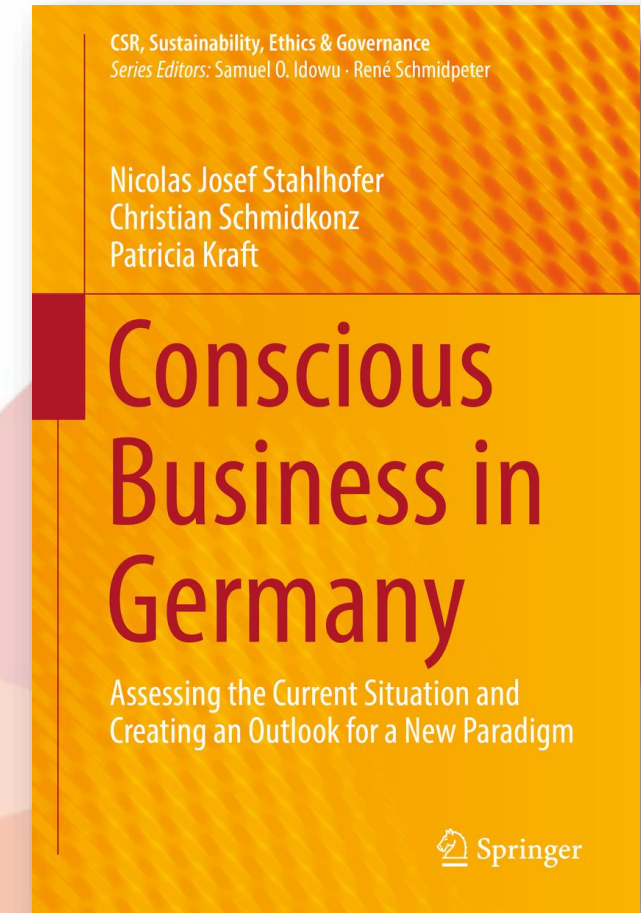
# Literature and contact



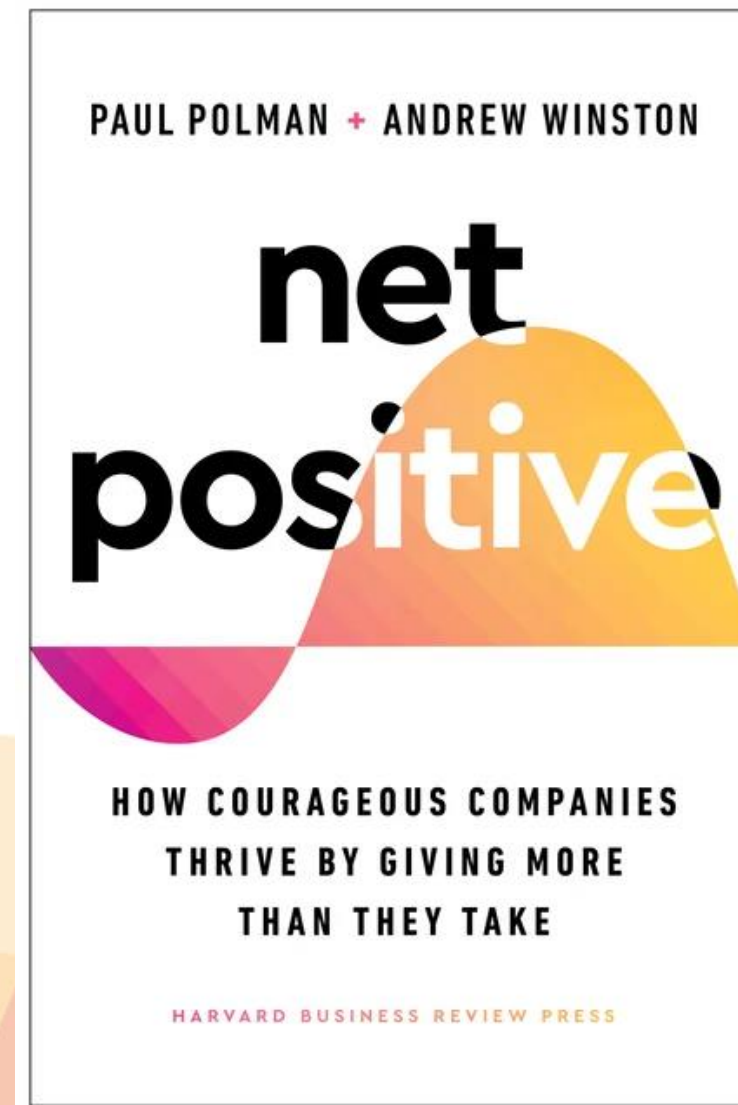
- **John Mackey, Rajendra Sisodia**
- Paperback : 368 pages
- ISBN-10 : 1625271751
- ISBN-13 : 978-1625271754
- Publisher: Harvard Business Review Press; 1st Edition (January 7, 2014)



- **Nicolas Stahlhofer, Christian Schmidkonz, Patricia Kraft**
- Publisher: Springer; 1st ed. 2018 edition (November 25, 2017)
- Series: CSR, Sustainability, Ethics & Governance
- Hardcover: 122 pages
- Language: English
- ISBN-10: 3319697382
- ISBN-13: 978-3319697383



- **Paul Polman, Andrew Winston**
- Publisher: Harvard Business Review Press (5 Oct. 2021)
- Hardcover : 352 pages
- ISBN-10 : 1647821304
- ISBN-13 : 978-1647821302





## Books:

- Barrett, Richard (2014): The Value-Driven Organization – Unleashing Human Potential for Performance and Profit, Oxon
- **Chouinard, Yvon (2006): Let My People Go Surfing: The Education of a Reluctant Businessman, New York**
- Hurst, Aaron (2014): The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise
- Kofman, Fred (2006): Conscious Business – How to Build Value Through Values, Boulder
- **Mackey, John and Raj Sisodia (2014): Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston**
- **Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose, Upper Saddle River**
- Tate, Carolyn (2015): Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
- **Stahlhofer, Nicolas, Christian Schmidkonz and Patricia Kraft (2018): Conscious Business in Germany, Cham**
- Tindell, Kip (2014): Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York

# Conscious Business

## Four tenets of conscious capitalism



**CONSCIOUS  
BUSINESS**  
EDUCATION



Co-funded by  
the European Union



This is a  
**Digital Detox**  
**Analogue**  
**Zone**



## 1. Transition / Introduction

2. The four tenets of conscious capitalism
3. 1<sup>st</sup> tenet: Higher Purpose
4. 2<sup>nd</sup> tenet: Conscious Leadership
5. 3<sup>rd</sup> tenet: Stakeholder integration
6. 4<sup>th</sup> tenet: Conscious culture and management
7. Summary: Key questions
8. Reading recommendations and contact



Prior to capitalism, the way people  
amassed great wealth was by  
looting, plundering and enslaving  
their fellow man. Capitalism made it  
possible to become wealthy by  
serving your fellow man.

— *Walter E. Williams* —

**AZ QUOTES**

Source: <https://www.azquotes.com/quote/500242>

- ***Be in business to express yourself and serve others. Not to serve yourself and use others. (Raj Sisodia)***



# Conscious Companies and consumers

- 96% have a more positive image of a conscious company than one without socially responsible practices
- 94% will be more likely to trust that company
- 93% will be more loyal to the company (i.e., continue buying products or services)
- 91% of global consumers are likely to switch brands to one that supports a good cause, given similar price and quality
- 92% would buy a product with a social and/or environmental benefit if given the opportunity, and 67% have done so in the past 12 months

1. Transition / Introduction

**2. The four tenets of conscious capitalism**

3. 1<sup>st</sup> tenet: Higher Purpose

4. 2<sup>nd</sup> tenet: Conscious Leadership

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6. 4<sup>th</sup> tenet: Conscious culture and management

7. Summary: Key questions

8. Reading recommendations and contact

# The foundations of conscious businesses

- “A conscious business promotes **mindfulness for all of its stakeholders**. Employees are encouraged to investigate the world with rigorous scientific reasoning, and to reflect on their role in it with equally rigorous moral reasoning. They are invited to contemplate their own selves, finding **what it means to live with virtue, meaning, and happiness**. They are also asked to think of their **colleagues as human beings, rather than as “human resources.”** Finally, they are required to understand their **customers**, offering them products and services that support their growth and well-being. A **conscious business** fosters peace and happiness in individuals, respect and solidarity in the community, and mission accomplishment in the organization.”



# The four tenets (*Grundsätze*) of Conscious Capitalism



- Interconnected and mutually reinforcing
- Foundational, not tactics or strategies
- Represent the essential elements of an integrated business philosophy that must be understood holistically to be effectively manifested

*Listen to*



Tec Sounds

The Conscious Capitalists

With Timothy Henry and Raj Sisodia

Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

# Episode #1: Introducing the Conscious Capitalists Podcast

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Listen at <https://www.theconsciouscapitalists.com/podcast/episode/49e16fa6/episode-1-introducing-the-conscious-capitalists-podcast>

1. Transition / Introduction
2. The four tenets of conscious capitalism
- 3. 1<sup>st</sup> tenet: Higher Purpose**
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5. 3<sup>rd</sup> tenet: Stakeholder integration
6. 4<sup>th</sup> tenet: Conscious culture and management
7. Summary: Key questions
8. Reading recommendations and contact



# A Key question:

- **What are the two most important days in your life?** (here: Richard Leider; most likely not Mark Twain)

1. The day you were born.

2. The day you realize *why* you were born.

# Three types of purpose

## Personal Purpose

“Doing things we love, attempt new challenges, and express our voice to the world.”

## Social Purpose

“Relationships matter more than anything else – they reinforce our sense of value, require us to engage, and ultimately help us grow.”

## Societal Purpose

“We have done something that we believe matters – to others, to society, and to ourselves.”

“At its foundation the *Purpose Economy* creates purpose for people. It serves the critical need for people to develop themselves, be part of a community, and affect something greater than themselves.”

Source: Aaron Hurst

# Fundamental questions addressed by a conscious business with a higher purpose

A firm's purpose is the glue that holds the organization together.

- **Why do we exist?**
- **Why do we need to exist?**
- **What is the contribution we want to make?**
- **Why is the world better because we are here?**
- **Would we be missed if we disappeared?**



# Example for multiple higher purposes: Wholefoods 2011

Wholefoods executive leadership 2011:

- “We want to help evolve the world’s agricultural system to be both efficient and sustainable. This includes a much higher level of livestock animal welfare, seafood sustainability, and upgraded efficiency and productivity of organic agriculture.”
- “We want to raise the public’s collective awareness about the principles of healthy eating: a diet that is centered on whole foods, is primarily plant based, is nutrient dense, and includes mainly healthy fats (minimal animal fats and vegetable oils). We believe this diet will radically improve the health of millions of people by helping prevent and reverse the lifestyle diseases that are killing so many of us— heart disease, stroke, cancer, diabetes, and obesity.”
- “Through the Whole Planet Foundation, we want to help end poverty around the world by making microcredit working-capital loans to millions of impoverished people to help them create and improve their businesses.”
- “We want to help make Conscious Capitalism the dominant economic and business paradigm in the world to spread human flourishing.”

The New York Times

DealBook / Business & Policy

## Amazon to Buy Whole Foods for \$13.4 Billion



Customers at a Whole Foods Market in Midtown Manhattan. John Taggart for The New York Times

By Nick Wingfield and Michael J. de la Merced

June 16, 2017

Amazon agreed to [buy the upscale grocery chain Whole Foods](#) for \$13.4 billion, in a deal that will instantly transform the company that pioneered online shopping into a merchant with physical outposts in hundreds of neighborhoods across the country.



Commodities 26445 0.09% ▼ Stoxx 600 383.28 1.94% ▲ U.S. 10 Yr 3/32 Yield 1.136% ▲ Crude Oil 47.55 1.71% ▲ Euro 1.1104 0.26% ▼

## THE WALL STREET JOURNAL.

English Edition | March 3, 2020 | Print Edition | Video

Home World U.S. Politics Economy Business Tech Markets Opinion Life & Arts Real Estate WSJ. Magazine

## Amazon to Buy Whole Foods for \$13.7 Billion

Whole Foods would continue to operate stores under its brand



The acquisition of Whole Foods would give Amazon a 460-store network that also serve as a distribution network. Shown, an Austin, Texas, Whole Foods store, the chain's first location.

PHOTO: AUSTIN AMERICAN STATESMAN/ASSOCIATED PRESS

By Laura Stevens and Annie Gasparro  
Published June 16, 2017 7:34 pm ET

# Benefits of defining higher purpose

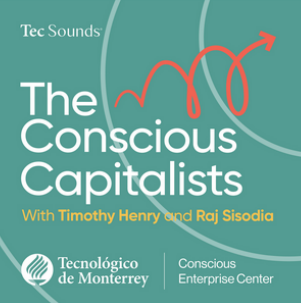
- **Motivation:** People want to be recognized, to grow and to have made a difference. They want to maximize purpose – not profit.  
Purpose driven motivation is intrinsic – and therefore much more effective than extrinsic financial incentives.
- **Happiness:** Happiness cannot be pursued; it ensues as the result of living a life of meaning and purpose.  
*(Viktor Frankl – Man's Search for Meaning)*  
Pursuing happiness directly may result in short-term hedonistic pleasure, but it doesn't lead to authentic, soul-satisfying happiness; that only comes from living a life of meaning and purpose. *(Mackey, Sisodia)*
- **Impact**
- **Sustainable business performance** – by not directly aiming for profits but making purpose the primary goal of the business.

# Homework

**THE CONSCIOUS CAPITALISTS**

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Tec Sounds





**The Conscious Capitalists**

With Timothy Henry and Raj Sisodia





Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

## Episode #55: Employee Owners – Create Wealth and Drive Value!!

00:00 
●
 46:08

1x





Tec Sounds | 8/9/2022

A great conversation this week about creating ‘ownership’ mentality and rewards in a company. Hear about the millionaires and the hundreds who realized 6-figure payouts in the sale of Cliff Bar to Mondelez this year! Employee Ownership Stock Plans (ESOPs) can create great value for the people who create the value in the company! It’s also a great way for owners to have a tax advantaged exit event to secure their own wealth, AND their legacy! A win-win for owners and workers- an important element of the future of Conscious Enterprises!

Source: <https://www.theconsciouscapitalists.com/podcast/episode/1d846094/episode-55-employee-owners-create-wealth-and-drive-value>



# *Purpose in business practice!*

Purpose statement:

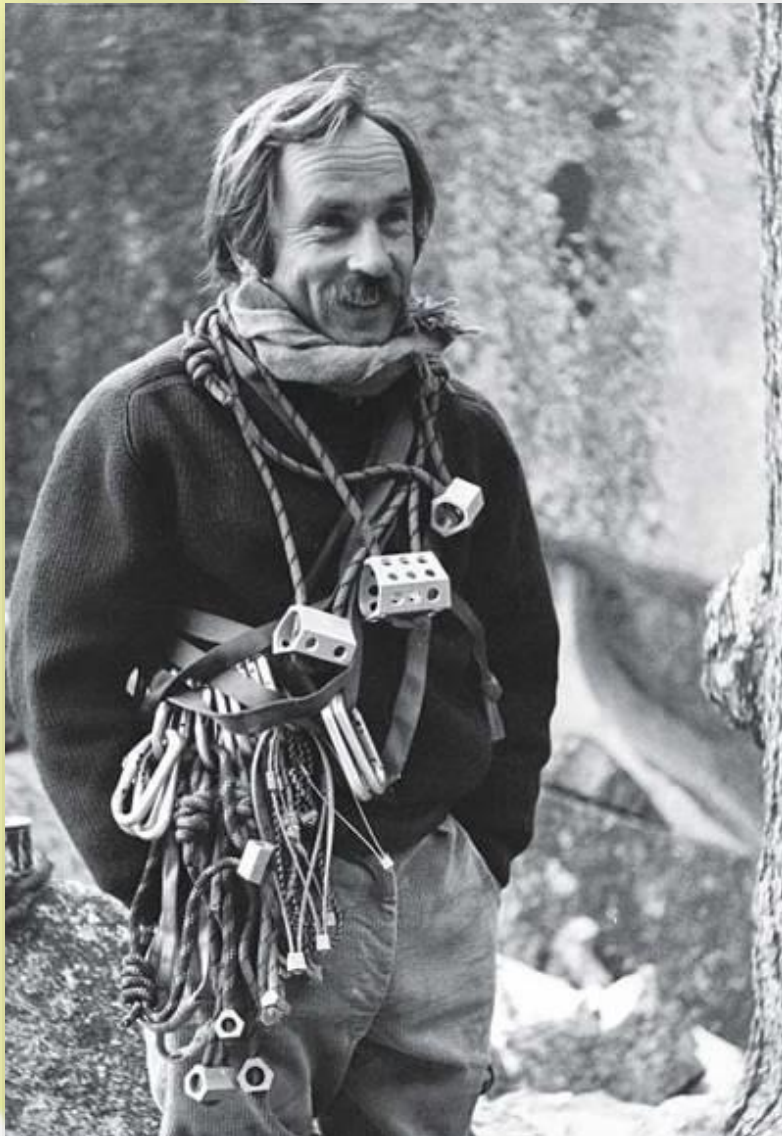
**“We’re in business to save  
our home planet.”**

# Patagonia purpose statement: “We’re in business to save our home planet.”

**patagonia®**

Source: <https://www.patagonia.com/company-info.html>





Source: [https://en.wikipedia.org/wiki/Yvon\\_Chouinard](https://en.wikipedia.org/wiki/Yvon_Chouinard) and <https://www.lifegate.com/yvon-chouinard-2>



Yvon Chouinard, founder of Patagonia





# New York Times on Black November, 25, 2011

## DON'T BUY THIS JACKET



It's Black Friday, the day in the year retail turns from red to black and starts to make real money. But Black Friday, and the culture of consumption it reflects, puts the economy of natural systems that support all life firmly in the red. We're now using the resources of one-and-a-half planets on our one and only planet.

Because Patagonia wants to be in business for a good long time – and leave a world inhabitable for our kids – we want to do the opposite of every other business today. We ask you to buy less and to reflect before you spend a dime on this jacket or anything else.

Environmental bankruptcy, as with corporate bankruptcy, can happen very slowly, then all of a sudden. This is what we face unless we slow down, then reverse the damage. We're running short on fresh water, topsoil, fisheries, wetlands – all our planet's natural systems and resources that support business, and life, including our own.

The environmental cost of everything we make is astonishing. Consider the R2® Jacket shown, one of our best sellers. To make it required 135 liters of

### COMMON THREADS INITIATIVE

#### REDUCE

**WE** make useful gear that lasts a long time  
**YOU** don't buy what you don't need

#### REPAIR

**WE** help you repair your Patagonia gear  
**YOU** pledge to fix what's broken

#### REUSE

**WE** help find a home for Patagonia gear  
you no longer need  
**YOU** sell or pass it on\*

#### RECYCLE

**WE** will take back your Patagonia gear  
that is worn out  
**YOU** pledge to keep your stuff out of  
the landfill and incinerator



#### REIMAGINE

**TOGETHER** we reimagine a world where we take  
only what nature can replace

water, enough to meet the daily needs (three glasses a day) of 45 people. Its journey from its origin as 60% recycled polyester to our Reno warehouse generated nearly 20 pounds of carbon dioxide, 24 times the weight of the finished product. This jacket left behind, on its way to Reno, two-thirds its weight in waste.

And this is a 60% recycled polyester jacket, knit and sewn to a high standard; it is exceptionally durable, so you won't have to replace it as often. And when it comes to the end of its useful life we'll take it back to recycle into a product of equal value. But, as is true of all the things we can make and you can buy, this jacket comes with an environmental cost higher than its price.

There is much to be done and plenty for us all to do. Don't buy what you don't need. Think twice before you buy anything. Go to [patagonia.com/CommonThreads](http://patagonia.com/CommonThreads) or scan the QR code below. Take the Common Threads Initiative pledge, and join us in the fifth "R," to reimagine a world where we take only what nature can replace.


needs three glasses  
ay from its origin as  
Reno warehouse  
carbon dioxide, 24  
product. This jacket  
two-thirds its weight

ter jacket, knit and  
exceptionally durable,  
often. And when  
we'll take it back  
value. But, as is  
and you can buy,  
mental cost higher


d plenty for us  
u don't need.  
anything. Go to  
r scan the QR  
reads initiative  
to reimagine a  
re can replace.



**patagonia** Shop Activism Sports Stories 🔍 🛒 ☰



### W's Best Sellers



### M's Best Sellers

Category ^




Men's

Women's



---



Size v

Fit v




Source: <https://www.patagonia.com/home/>











## U.S. Significantly Weakens Endangered Species Act




A bald eagle, one of the Endangered Species Act's success stories, near Castle Dale, Utah. Brandon Thibodeaux for The New York Times

By  Lisa Friedman

Aug. 12, 2019






 1995

WASHINGTON — The Trump administration on Monday announced that it would change the way the Endangered Species Act is applied, significantly weakening the nation's bedrock conservation law and making




**Patagonia**

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2 Wochen • Bearbeitet •




Enough is enough. Today, we are filing a lawsuit to protect the Endangered Species Act because we agree with the American people in their support of the Act, and we cannot afford to lose 50-year-old environmental protections passed down from previous generations.




[Übersetzung anzeigen](#)



**Save the Endangered Species Act!**

Rose Marcario auf LinkedIn



 5,433 • 76 Kommentare

 Gefällt mir
  Kommentar
  Teilen





Forbes

Billionaires Innovation Leadership Money Business

67,762 views | Mar 20, 2017, 10:00am

## From Climber To Billionaire: How Yvon Chouinard Built Patagonia Into A Powerhouse His Own Way



Daniela Sirtori-Cortina Contributor

Lists

*I count billionaires' money and write about it.*

This article is more than 2 years old.

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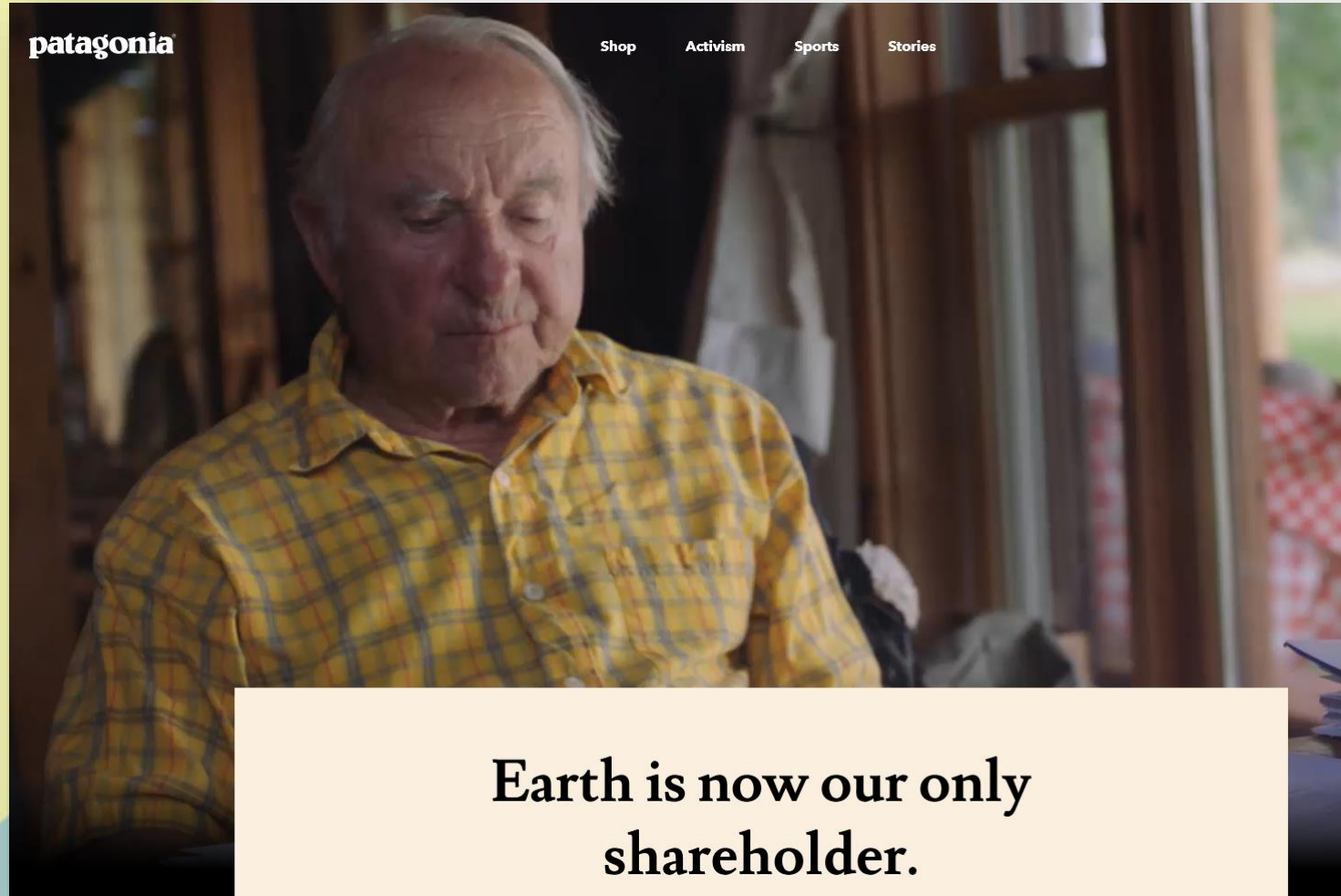


Patagonia founder Yvon Chouinard at Foster Park in Ventura, CA, March 2014. Chouinard is new to Forbes 2017 list of billionaires. (Peter Bohler/Redux) [-] (PETER BOHLER/REDUX)

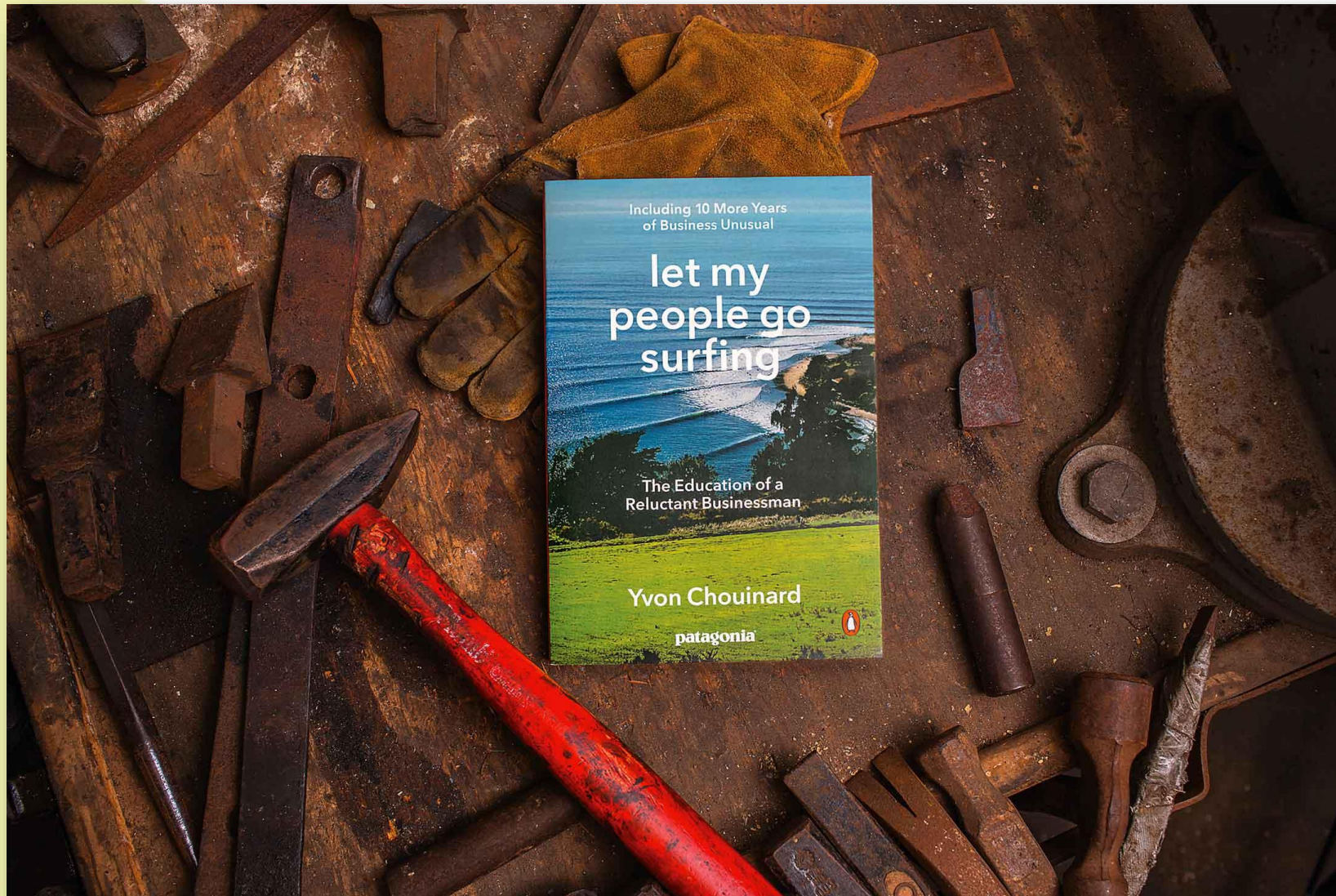
For the better part of his 20s, Yvon Chouinard spent more than half of each year gallivanting across North America and the Alps, sometimes living on 50



Instead of “going public,” you could say we’re “going purpose.” (14.09.2022)











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### The Yin & Yang of Gerry Lopez

877,741 views • 1 month ago

From award-winning documentary filmmaker, Stacy Peralta comes Patagonia's The Yin & Yang of Gerry Lopez, a film that lifts the veil on one of surfing's most enigmatic heroes. While "Mr. Pipeline" is famously known for his calm demeanor in the tube, Gerry built his early career on cutthroat, aggressive surfing. Gerry is as radical as he is Zen; he transcends categorization. He's one of the most influential surfers and surfboard shapers ...

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### Staff Picks ▶ Play all



### The Yin & Yang of Gerry Lopez

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### Newtok | The Water is Rising

Patagonia ✓  
615K views • 9 months ago  
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### We Are the Water

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### The Scale of Hope | Climate, Climbing and Systemic...

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### North Shore Betty | You're Never too Old to Send

Patagonia ✓  
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### Game Hawker | A Wild Journey to Falconry

Patagonia ✓  
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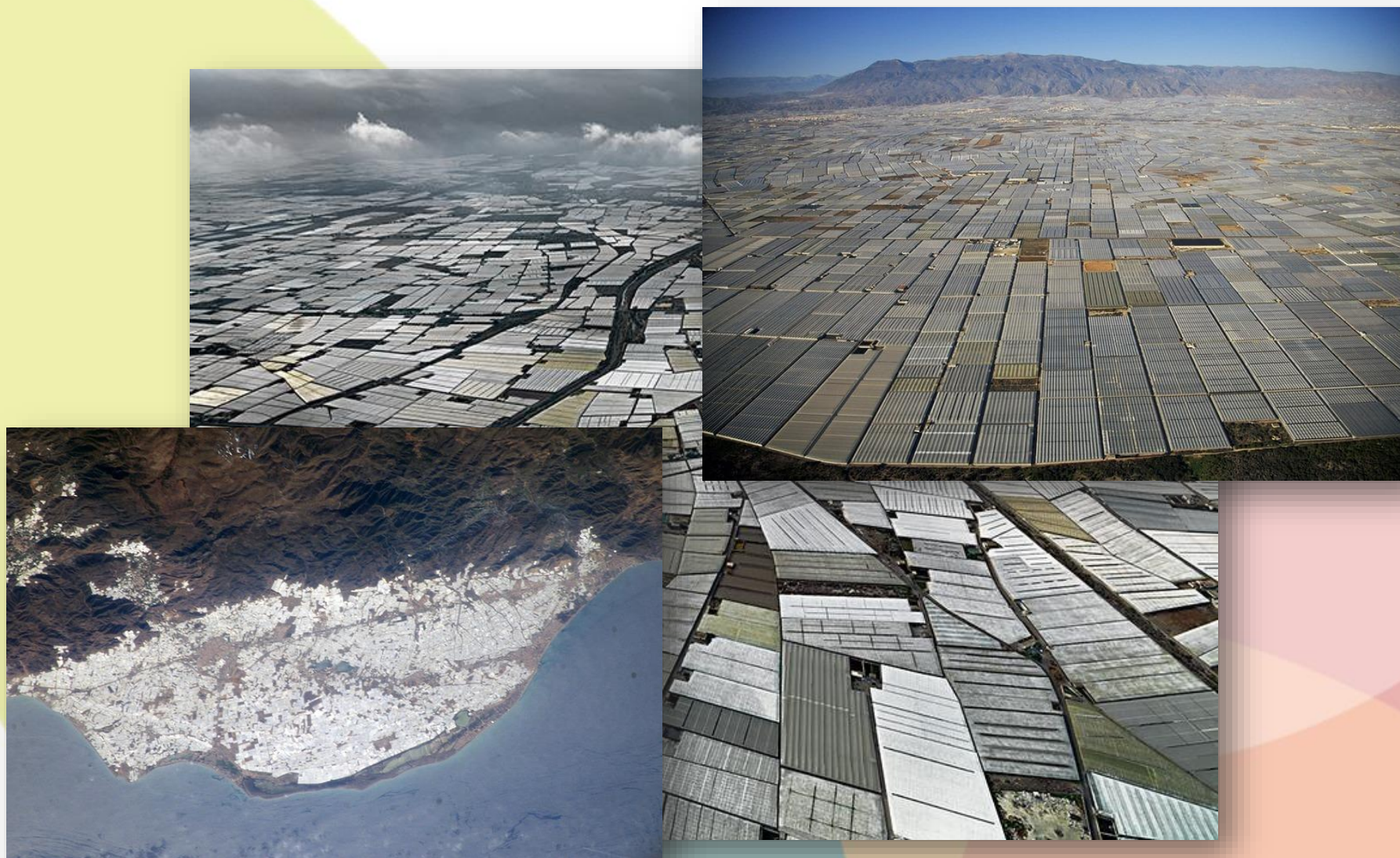
Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/4d47c29f/episode-2-purpose-at-work>

Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4b665b5c/episode-3-purpose-at-work-part-2>



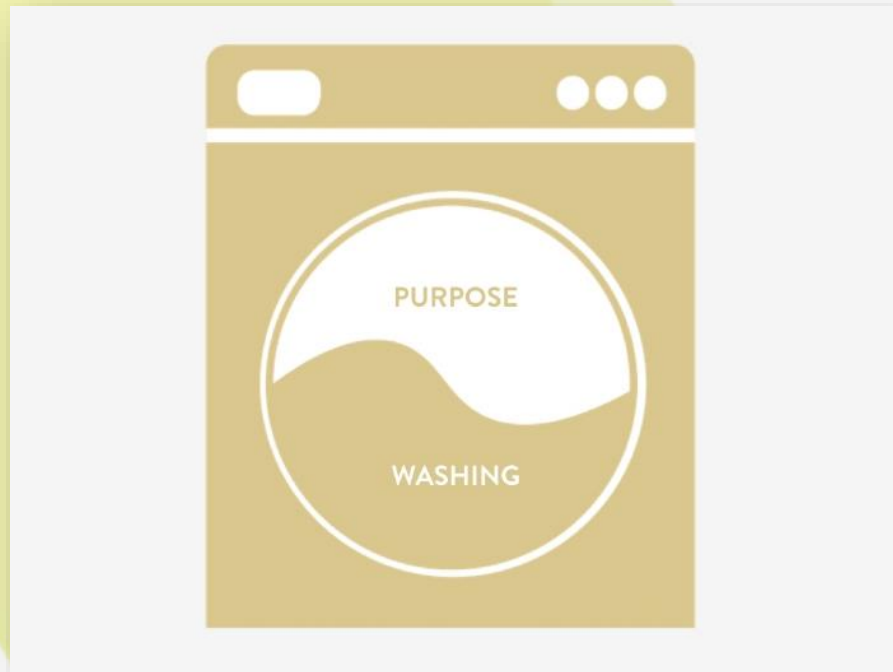
# *Purpose in business practice?*







# Green washing 2.0 = Purpose washing?



- Purpose washing is the practice of making a claim about the benefits of a product, service, technology or company practice based on an unsubstantiated or misleading purpose.
- Purpose washing can make a company appear to be more conscious than it really is.

Based on <https://searchcrm.techtarget.com/definition/greenwashing>

# Beware of fake purpose!

“What does aboalarm stand for?”

*We are the good ones!*

Geschick den einen oder anderen Euro sparen kannst. Denn wir sind auf deiner Seite und wollen, dass du alle deine Rechte kennst und sie auch nutzen kannst.

## Wofür steht aboalarm?

Wir sind die Guten! aboalarm setzt sich für den aufgeklärten Verbraucher ein. Wir wollen mit unseren Verbrauchertipps erreichen, dass du mit den großen Anbietern Verträge auf Augenhöhe schließen kannst. Das geht nur, wenn du als Verbraucher deine Rechte genau kennst. Deshalb klären wir im aboalarm-Blog über Irrtümer auf und entschlüsseln komplizierte AGB-Texte. Dabei liegt unser Schwerpunkt auf den Kündigungsbedingungen. Dort wo Anbieter versuchen, ihren Kunden die Kündigung so schwer wie möglich zu machen, bleiben wir dran und recherchieren bis wir alle erforderlichen Informationen gesammelt haben.

## Woher wir das alles wissen?

**aboalarm** = **verivox**

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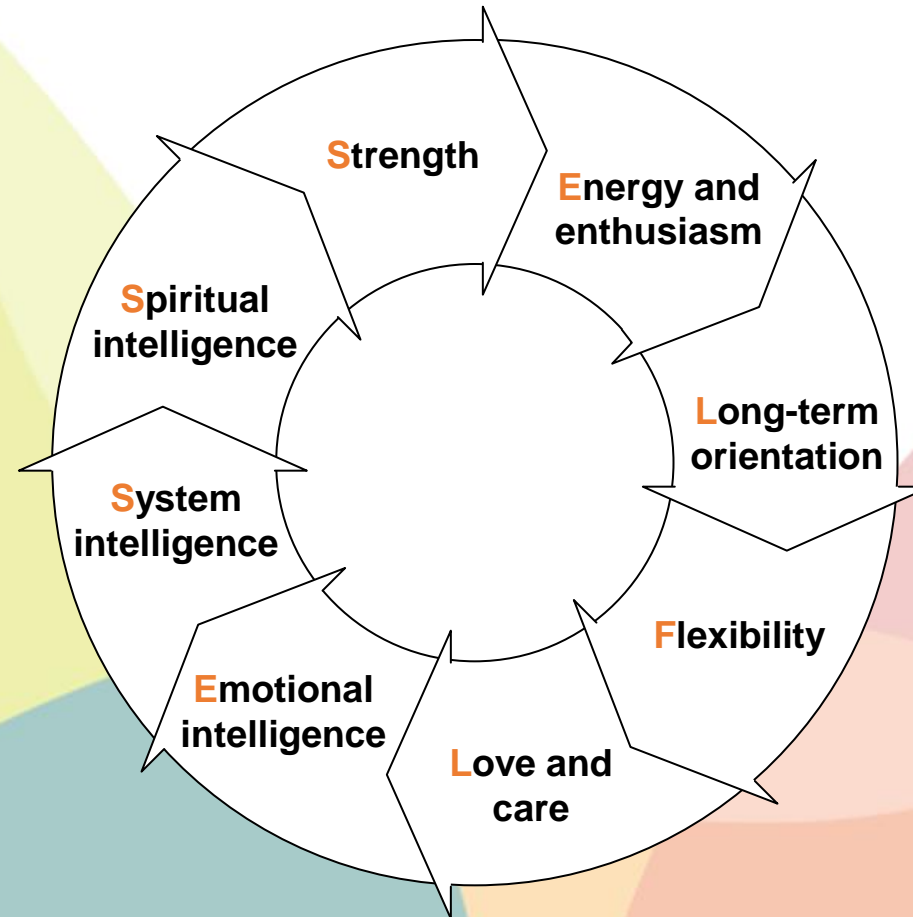
# *VIDEO - DISCUSSION:* Simon Sinek on Millennials in the Workplace



- There are leaders and there are those who lead.
  - Leaders hold a position of power or influence.
  - Those who lead inspire us.
- 
- Whether individuals or organizations, we follow those who lead not because we have to, but because we want to. We follow those who lead not for them, but for ourselves.

*(Simon Sinek – “Start with why”)*

# Conscious leaders are SELFLESS (*Raj Sisodia*)





# *VIDEO:* How Southwest Airlines built its culture | Herb Kelleher

- Hire for attitude,
- train for skills,
- look for leadership capabilities in every potential employee.

Seeking for employees with a

- warrior spirit
- servant's heart
- fun loving attitude

# Listen to



Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/4a43ad8e/episode-8-conscious-leadership-part-1>

Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4c75a950/episode-9-conscious-leadership-part-2>

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# Differences of stakeholder integration between traditional and conscious businesses

## Traditional business

- Making trade-offs among stakeholders
- Managers who make trade-offs advantageous to the investors are seen as good managers

→ Zero-sum thinking

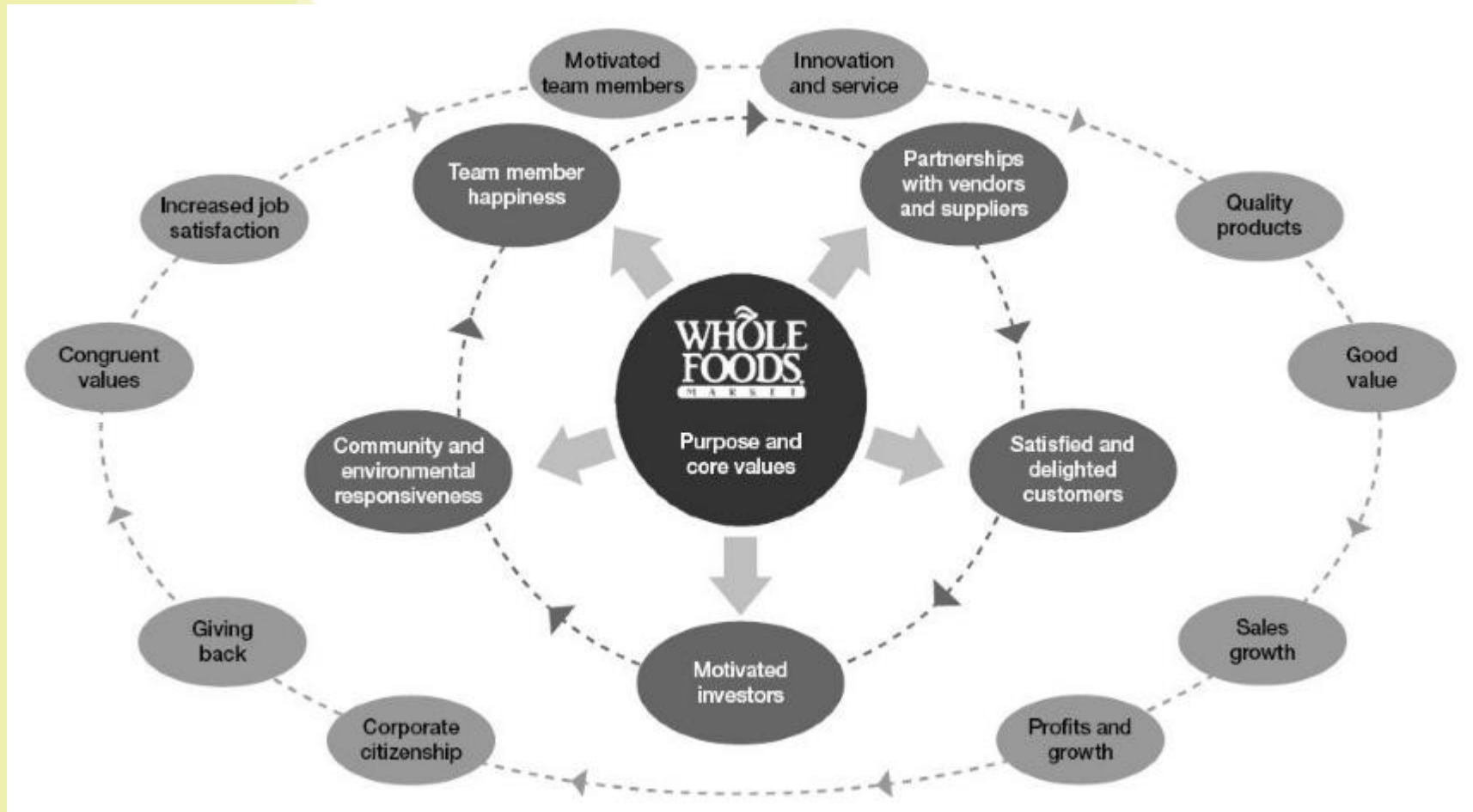
## Conscious business

- Goal: Making all stakeholders better off
- Business is the ultimate positive-sum game – even among competitors

→ Positive-sum thinking

Conscious business: “If we look for trade-offs, we *always* will find them. *If we look for synergies across stakeholders, we can usually find those, too.*”

# The Whole Foods Market Stakeholder Interdependence Model



# Stakeholder relations and dimensions of stakeholder integration

- All major stakeholders must be **aligned with the purpose of the organization** and with each other – and function as organs of a single body (*corporate = corpus = body*).
- Patagonia: “We try to make all our stakeholders feel like they’re part of the tribe.”  
  
→ team members are passionately engaged, customers are loyal, suppliers are treated as part of the family, investors are happy – so that they reinvest into the company

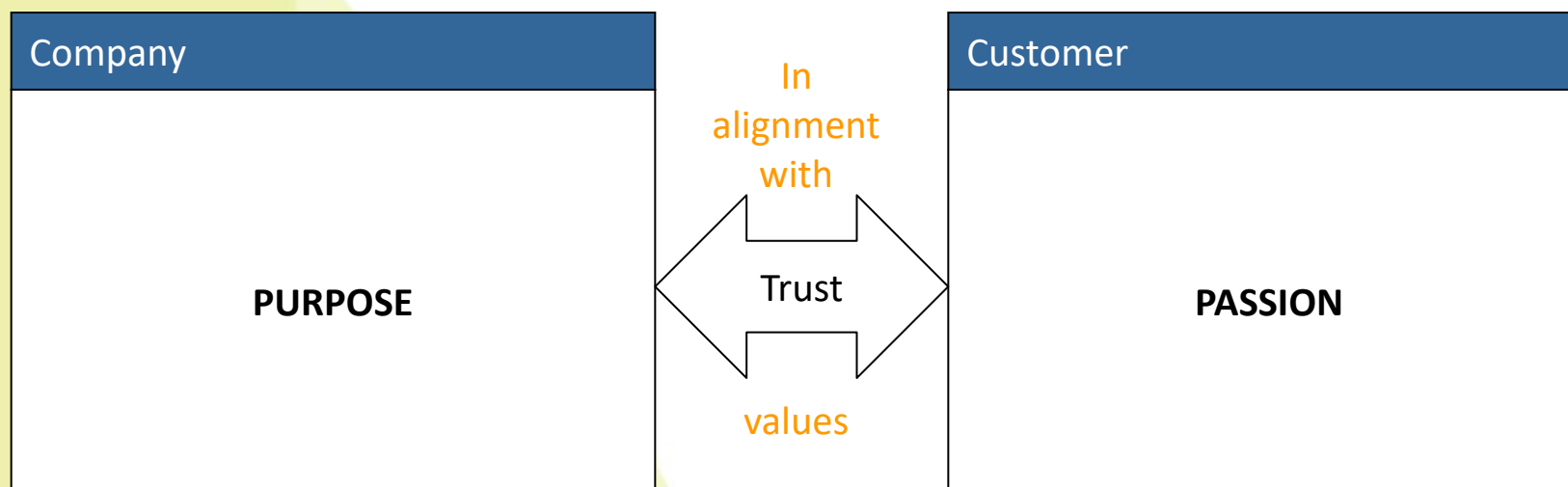
- Loyal, trusting customers
- Passionate, inspired team members
- Patient, purposeful investors
- Collaborative, innovative suppliers
- Flourishing, welcoming communities
- Healthy, vibrant environment

Source: Mackey, Sisodia (2013)



*Loyal, trusting customers*

# Developing close customer relationships



- Customers develop closer relationship with company.
- Customers invest emotionally into company.
- Customers tell the business when they believe it has to change, evolve, learn, ...
- Easier for company to form authentic customer relationships.
- Truly delighted customers market the business for the company.

Source: Mackey, Sisodia (2013)

# REI – turning customers into members

**GET  
OUTSPIRED**

## The essential membership for an outdoor life you love

When you become an REI co-op member, you not only join a welcoming community, you also get access to member perks including:

### **10% back\* ([member dividend](#))**

Enjoy a treat-yourself moment every spring with your REI Annual Dividend.

### **Access to REI Garage Sales**

Save huge amounts (think 50%+) on returned gear at these semiannual events.

### **Member-only special offers**

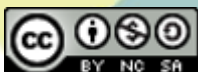
One big purchase and membership pays for itself.

### **Travel, play and learn for less**

Get special pricing on classes, rentals, shop services and REI Adventures.

Get a lifetime membership for a one-time fee for \$20.

**Join the co-op now**





*Passionate, inspired team  
members*

12%

15% / 61% / 24%

450-550 billion US\$

# The differences between a job, career and a calling

	Motivation	Describe Work As	Expectations	Looking Forward To
Job	Paycheck	Chore, Necessity	Paycheck	Friday, Vacation

- “What can I do?”

vs.

- “What would I like to do?”

Source: Amy Wrzesniewski, 2001



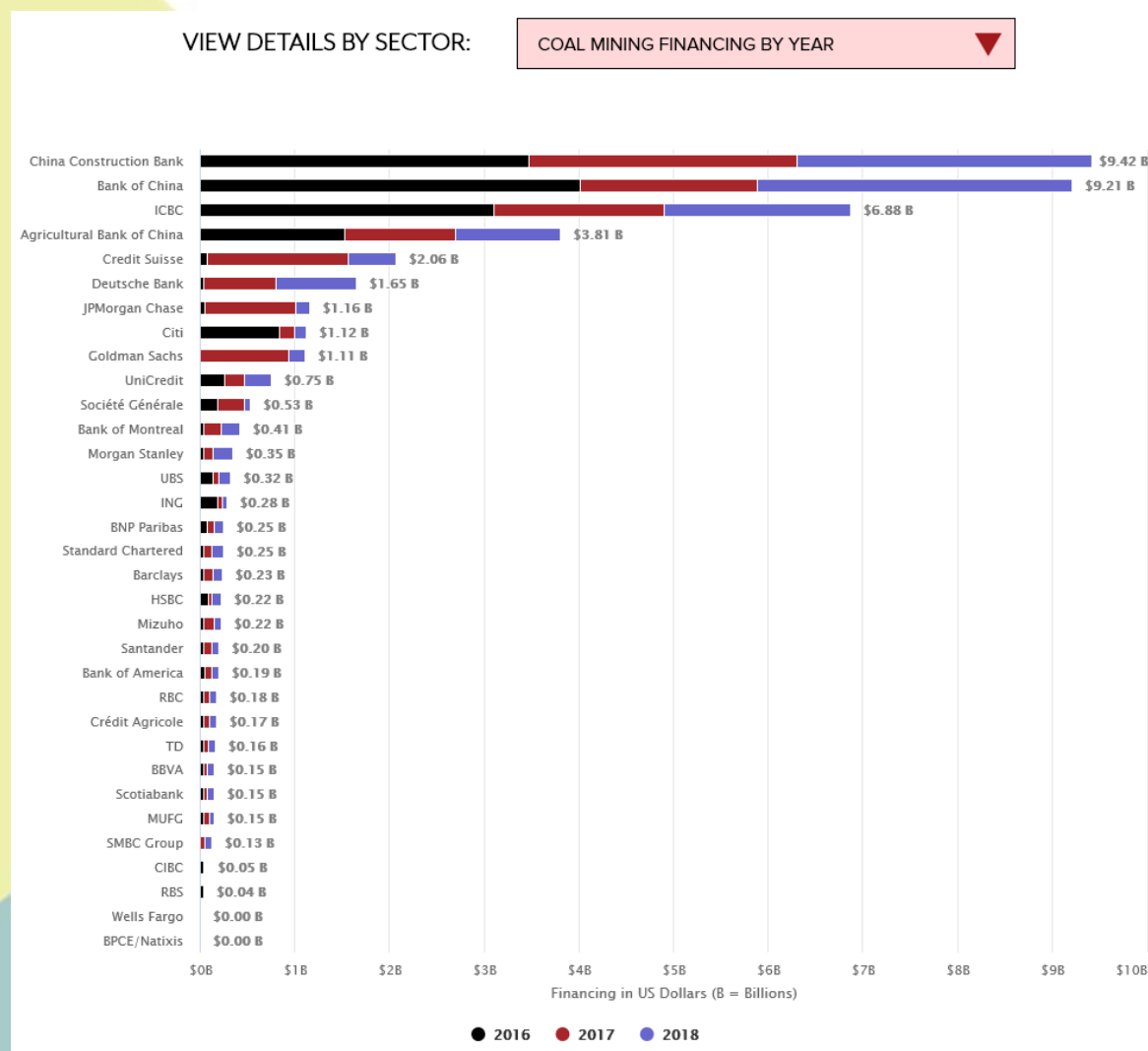
# *Example:* Great Place to Work® rankings



Source: <https://www.greatplacetowork.com/best-workplaces>

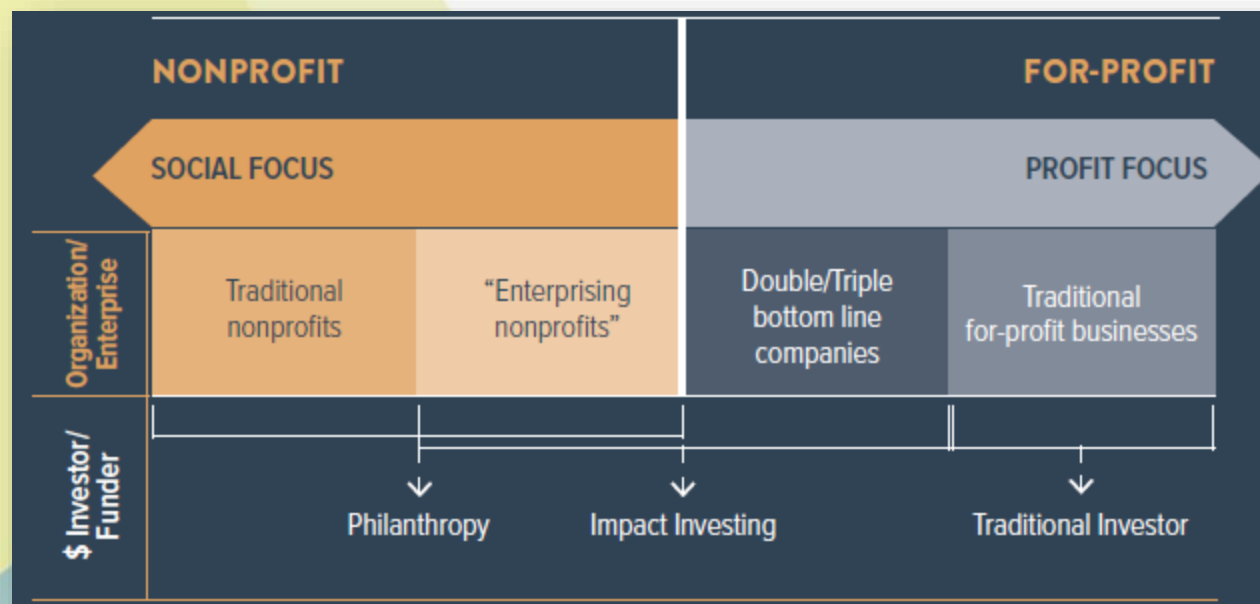
# *Patient, purposeful investors*

# Which bank to choose as a conscious business?



# *Excursus:* Impact investing - definition

- “Investments made into companies, organizations, and funds with the intention to generate social and environmental impact alongside a financial return” (Global Impact Investing Network (GIIN))



Source: “A short guide to impact investing” – The Case Foundation, 2015



# Investors' financial return in the case of FoEs vs. S&P 500

Return	Fifteen-year		Ten-year		Five-year	
	Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
<b>FoE<sup>a</sup></b>	1,646.1%	21,0%	254,4%	13,5%	56,4%	9,4%
<b>S&amp;P 500<sup>b</sup></b>	157,0%	6,5%	30,7%	2,7%	15,6%	2,9%

*Notes:*

- Company returns are total returns with dividends reinvested and compounded.
- a: Companies from Firms of Endearment, updated by authors.
- b: Standard & Poor's index of five hundred U.S. companies

*Source: Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose*

# *Collaborative, innovative suppliers*

# Opportunities to create win-win outcomes with suppliers

- **Finding opportunities to create value**  
e.g. The Container Store placing orders during suppliers' slow seasons
- **Paying on time**  
e.g. Korean steelmaker's POSCO policy to pay within 3 days
- **Treating suppliers fairly**  
e.g. saving reputation by fairly treating any supplier
- **Helping suppliers survive and flourish**  
e.g. REI prepaying small suppliers during economic difficulties
- **Sharing the wealth**  
e.g. POSCO's benefit-sharing program for tier one suppliers generating hundreds of innovation



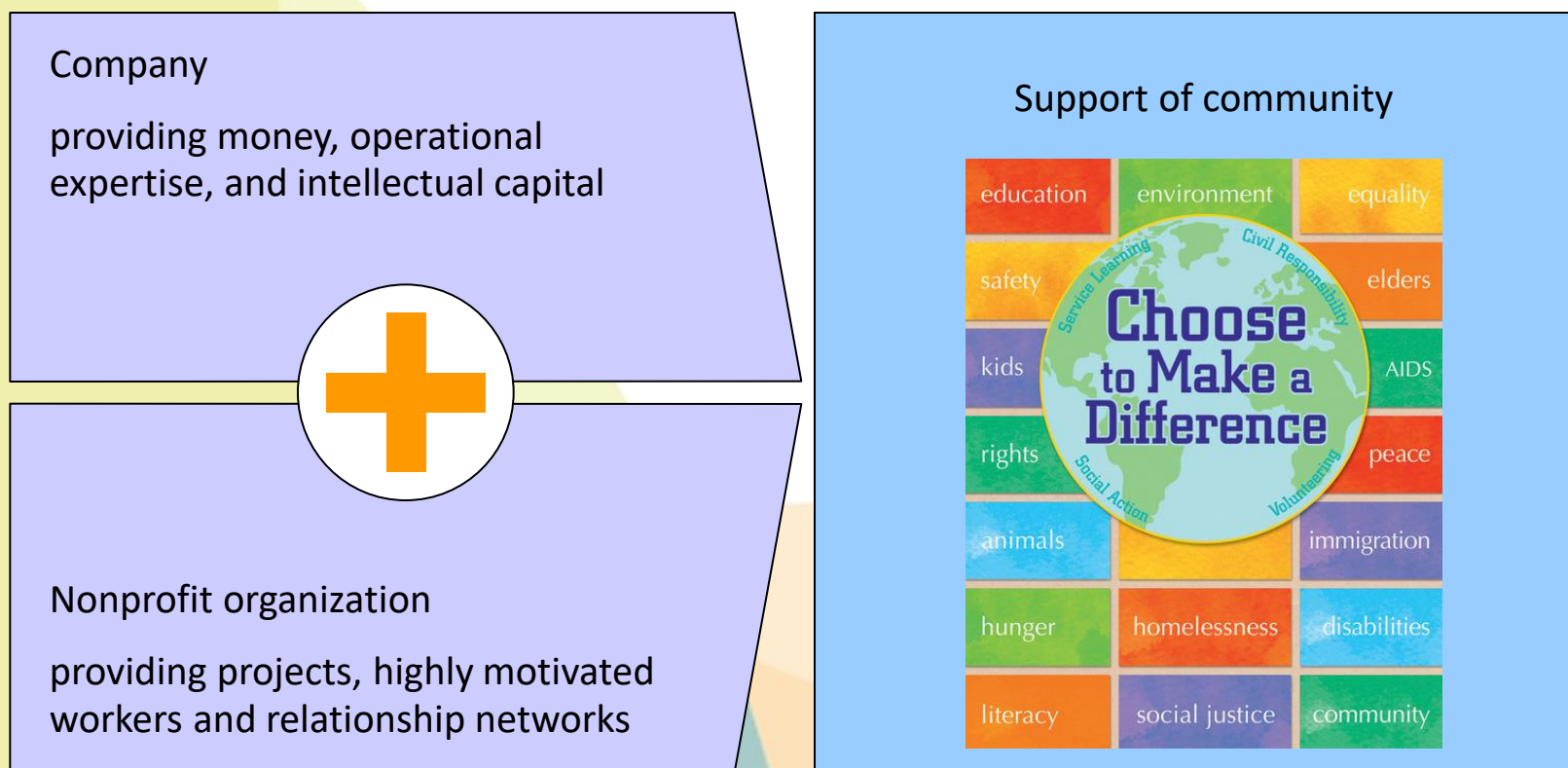
# *Flourishing, welcoming communities*



# Businesses exist within local, national, global as well as virtual communities of common interests.

- Corporate Citizenship programs offer a **triple benefit**:
  1. to communities by solving problems on the ground
  2. to the individual by providing them with an exemplary form of leadership training and development
  3. to the company by developing a new generation of global leaders.
- **Example for local citizenship:**  
*Whole Foods: “5 percent day”* – 5 percent of gross sales at one store is donated to local non profit organizations – the local team decides about the recipient.
- **Example for global citizenship:**  
*Planterra Foundation by G Adventures* – “To improve people’s lives by creating and supporting social enterprises that bring underserved communities into the tourism value chain.”.

# Conscious companies creating win-win-win in communities



*Healthy, vibrant environment*

# The environment – the silent and ultimate stakeholder



Source: World Press Photo 2017, Francis Pérez, category: nature



Source: Christian Schmidkonz, CC BY-NC





Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/49cab8be/episode-4-stakeholders-part-1>

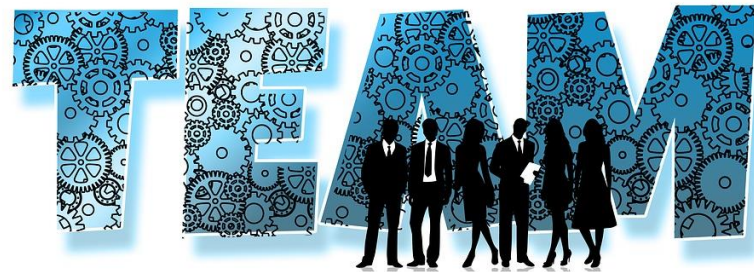
Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/47e40d44/episode-5-stakeholders-part-2>

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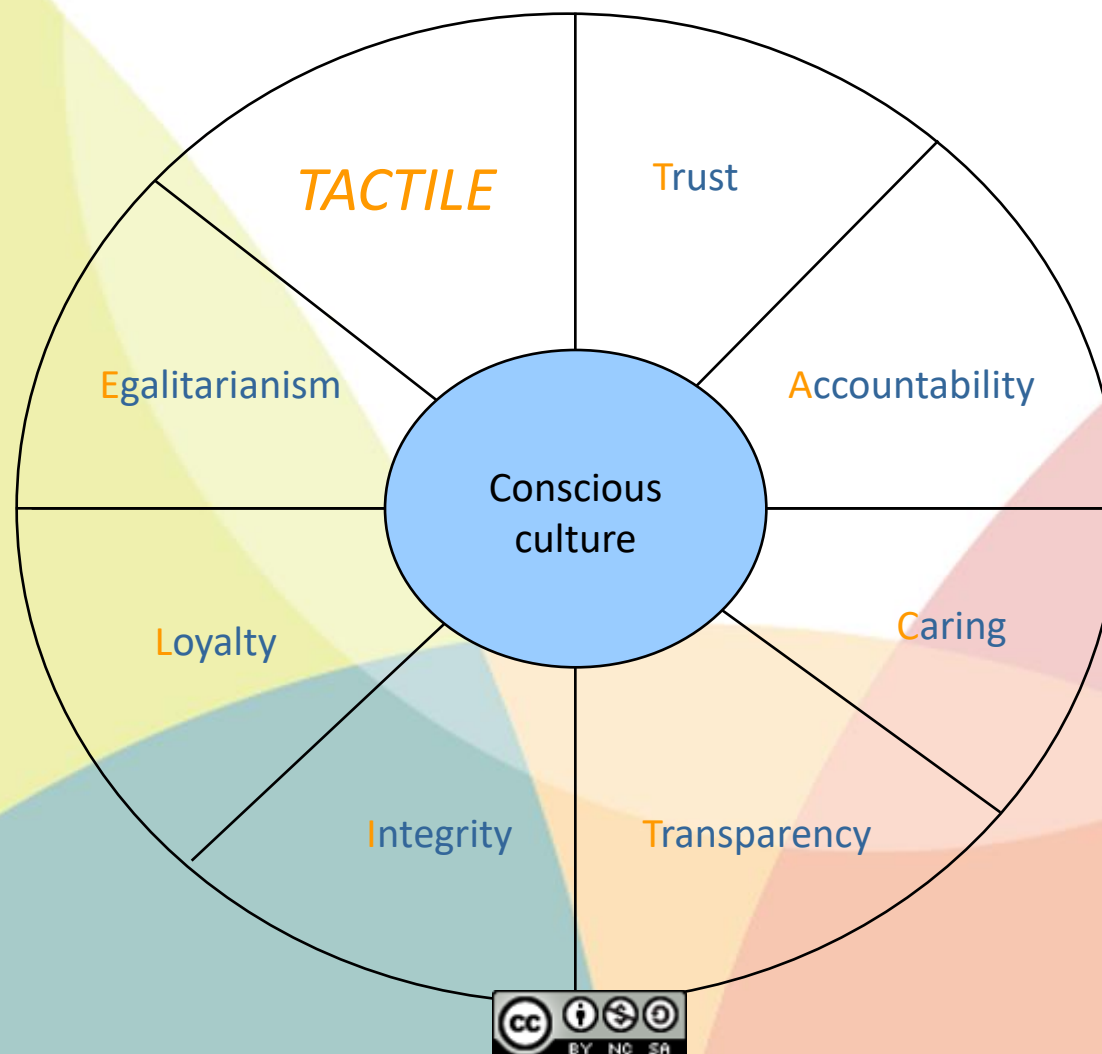
# Corporate Culture – according to Patty McCord, former Netflix Chief Talent Officer (CTO)

A cultural anthropologist's perspective:

- The stories people tell
  - The way people operate when no one's looking
  - The values that you hold dear, that you know your colleagues do as well
  - The expectations of how people are going to behave
  - The expectations of what gets punished and what gets rewarded
- Every company has a somewhat unique culture



# Qualities of conscious cultures





# Qualities of conscious cultures: TACTILE (I)

## Trust



- High levels of internal and external trust
- High levels of vertical trust (leadership – team member)
- High level of horizontal trust (within teams and across teams on same levels)
- High levels of trust between customers, suppliers, other business partners, communities, investors, and governments.

### Elements of trust in a conscious business:

- Being truly purpose-motivated (instead of narrow individual and institutional self-interests)
- Recognizing that trust is reciprocal
- Embracing transparency (reduces fear)
- Fostering conscious leadership (*see next slide*)

Source: Mackey, Sisodia (2013)

# Seven qualities that distinguish conscious from unconscious employees: easy to understand, hard to implement

Character attributes	<ul style="list-style-type: none"> <li>• unconditional responsibility</li> <li>• essential integrity</li> <li>• ontological humility</li> </ul>	<ul style="list-style-type: none"> <li>• <i>unconditional blame</i></li> <li>• <i>essential selfishness</i></li> <li>• <i>ontological arrogance</i></li> </ul>
Interpersonal skills	<ul style="list-style-type: none"> <li>• authentic communication</li> <li>• constructive negotiation</li> <li>• impeccable coordination</li> </ul>	<ul style="list-style-type: none"> <li>• <i>manipulative com.</i></li> <li>• <i>narcissistic negotiation</i></li> <li>• <i>negligent coordination</i></li> </ul>
Enabling condition	<ul style="list-style-type: none"> <li>• emotional mastery</li> </ul>	<ul style="list-style-type: none"> <li>• <i>emotional incompetence</i></li> </ul>

Source: Fred Kofman, 2006

# Qualities of conscious cultures: TACTILE (II)

## Accountability

- Team members are accountable to each others and to customers.
- People stick to their commitments.
- E.g. suppliers are accountable to the company, and vice versa.
- Hand-in-hand with high levels of decentralization and empowerment.



Source: Mackey, Sisodia (2013)

# Qualities of conscious cultures: TACTILE (III)

## Caring



- Conscious cultures are marked by genuine care for all stakeholders.
- Caring results in caring.
- Thoughtful, authentic, considerate and compassionate behavior.

### Elements of caring in a conscious business:

- Banishing fear
- Creating more care (by hiring people with a high degree of emotional competence)
- Using appreciations (by e.g. starting a meeting with a round of appreciations)
- Making tough decisions with care.

Source: Mackey, Sisodia (2013)



# Qualities of conscious cultures: TACTILE (IV)

## Transparency

- The (business) world is already transparent.
- Hiding information is nearly impossible.
- Conscious culture includes open financial books, salary information, and strategic plans.

## Integrity

- Strict adherence to truth telling and honesty.
- Conscious companies forgive lapses in judgment, but do not tolerate lapses in integrity.
- Set global standards that exceed local governmentally set requirements.
- Guided by what is ethically right, not merely by what is legally required or socially acceptable.

# Qualities of conscious cultures: TACTILE (V)

## Loyalty

- All stakeholders are loyal to each other and the company.
- Patient and mutual understanding in unusual situations.

## Egalitarianism

- No class system – everybody treated with respect and dignity.
- Salary differential between top and front line is smaller.
- Senior executives generally do not enjoy special privileges and perks.
- Open door policy enabling informal ways of communication with leadership team.



Tec Sounds

# The Conscious Capitalists

With Timothy Henry and Raj Sisodia

Tecnológico de Monterrey | Conscious Enterprise Center

The Conscious Capitalists

## Episode #6: Conscious Culture (Part 1)



Part 1 <https://www.theconsciouscapitalists.com/podcast/episode/4b736c33/episode-6-conscious-culture-part-1>

Part 2 <https://www.theconsciouscapitalists.com/podcast/episode/4aab0a34/episode-7-conscious-culture-part-2>

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- 7. Summary: Key questions**
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# Traditional capitalism to conscious capitalism

From ...	... to
Profit focus	Purpose focus
Only shareholders win	All stakeholders win
Short-term	Long-term
Zero sum	Win-win-win-win
Self-centered	Holistic
Conflict of interest	Harmony of Interests
Parasitic	Mutualistic
Exploitative	Creating value
Trade-offs	Synergies
Disliked	Valued / Loved
Not trusted	Trusted

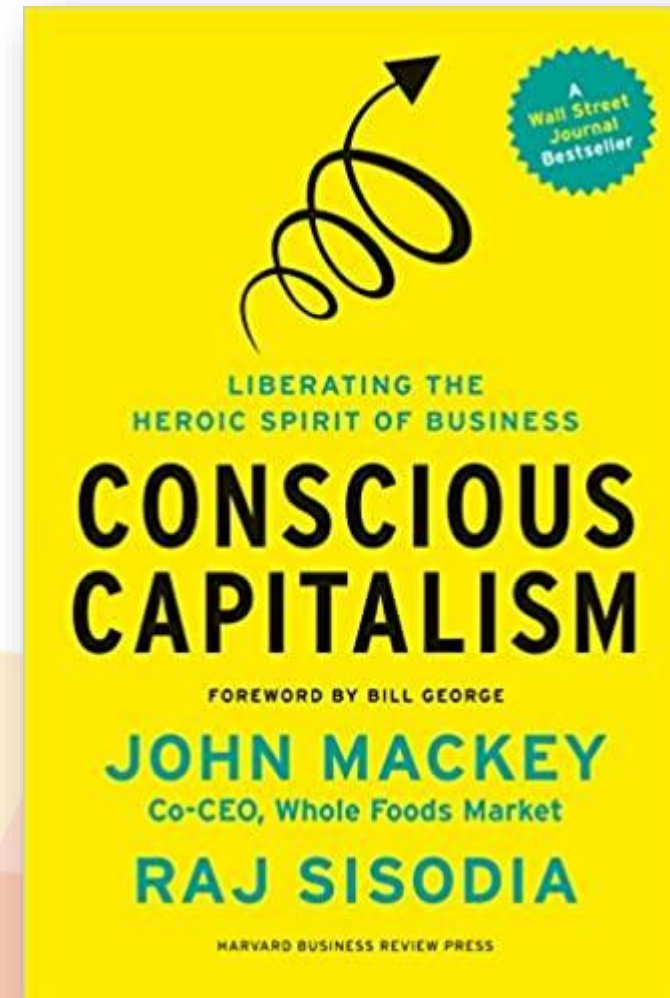
# The four tenets of Conscious Capitalism



Source: <https://www.consciouscapitalism.org/>

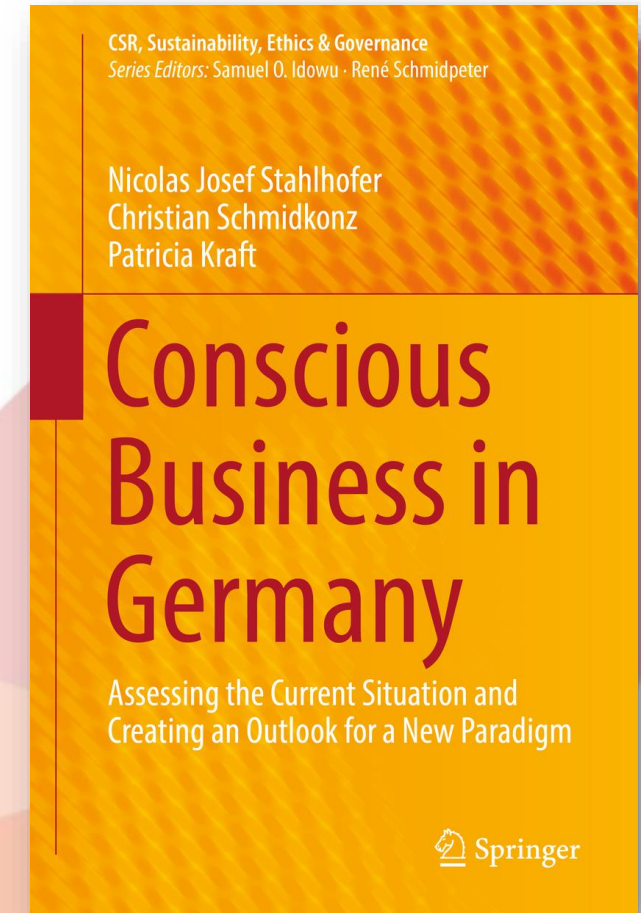
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- 8. Reading recommendations and contact**

- **John Mackey, Rajendra Sisodia**
- Paperback : 368 pages
- ISBN-10 : 1625271751
- ISBN-13 : 978-1625271754
- Publisher: Harvard Business Review Press; 1st Edition (January 7, 2014)

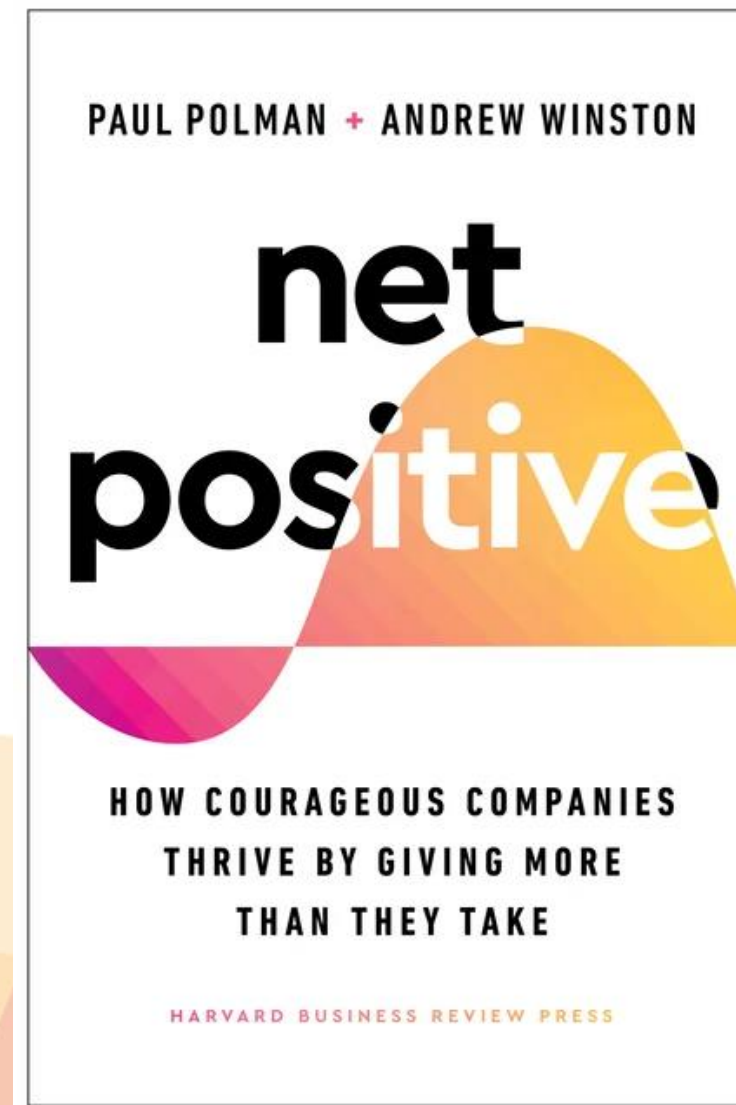




- **Nicolas Stahlhofer, Christian Schmidkonz, Patricia Kraft**
- Publisher: Springer; 1st ed. 2018 edition (November 25, 2017)
- Series: CSR, Sustainability, Ethics & Governance
- Hardcover: 122 pages
- Language: English
- ISBN-10: 3319697382
- ISBN-13: 978-3319697383



- **Paul Polman, Andrew Winston**
- Publisher: Harvard Business Review Press (5 Oct. 2021)
- Hardcover : 352 pages
- ISBN-10 : 1647821304
- ISBN-13 : 978-1647821302



### Books:

- Barrett, Richard (2014): The Value-Driven Organization – Unleashing Human Potential for Performance and Profit, Oxon
- Birkinshaw, J., Foss, N.J. and Lindenberg, S.: Combining Purpose with Profits, MIT Sloan Management Review, Spring 2014, p. 49-56
- **Chouinard, Yvon (2006): Let My People Go Surfing: The Education of a Reluctant Businessman, New York**
- Frankl, Viktor F. (2021): Man's Search for Meaning, London
- Hurst, Aaron (2014): The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise
- Kahneman, Daniel (2011): Thinking, fast and slow, New York
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- Tate, Carolyn (2015): Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
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# Conscious Business “The U in You” – Leading from the future



**CONSCIOUS  
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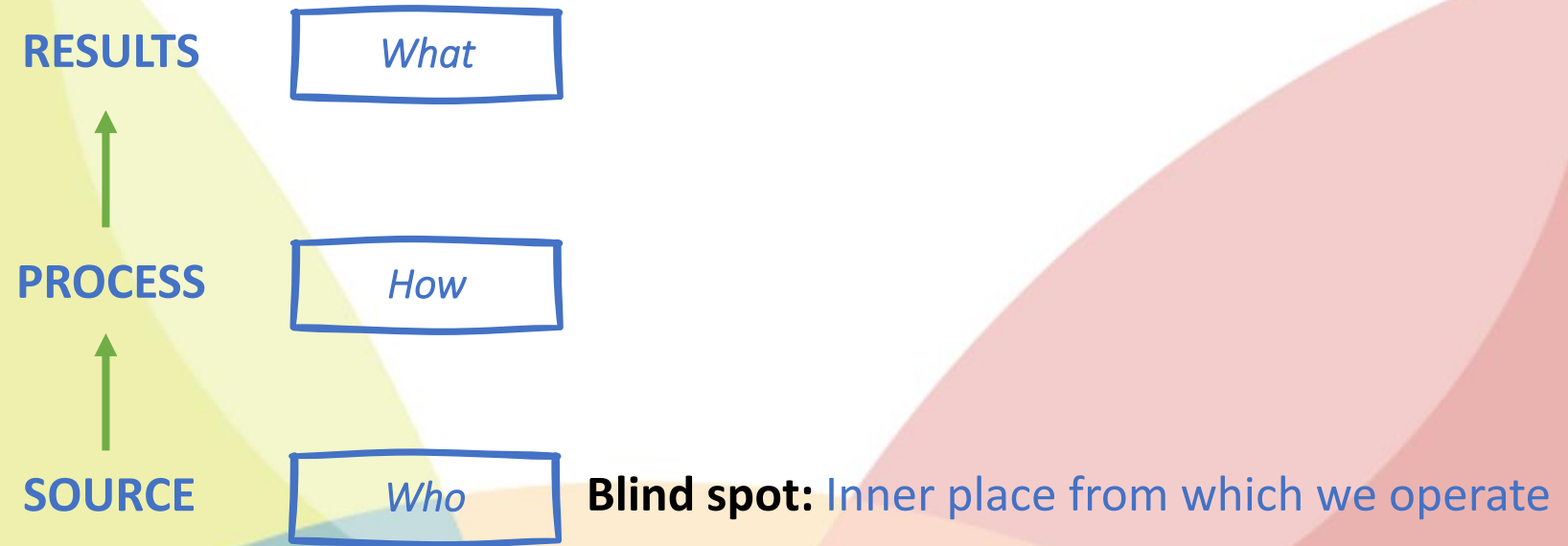
# What is the “within” in leadership?

## “The blind spot in leadership”

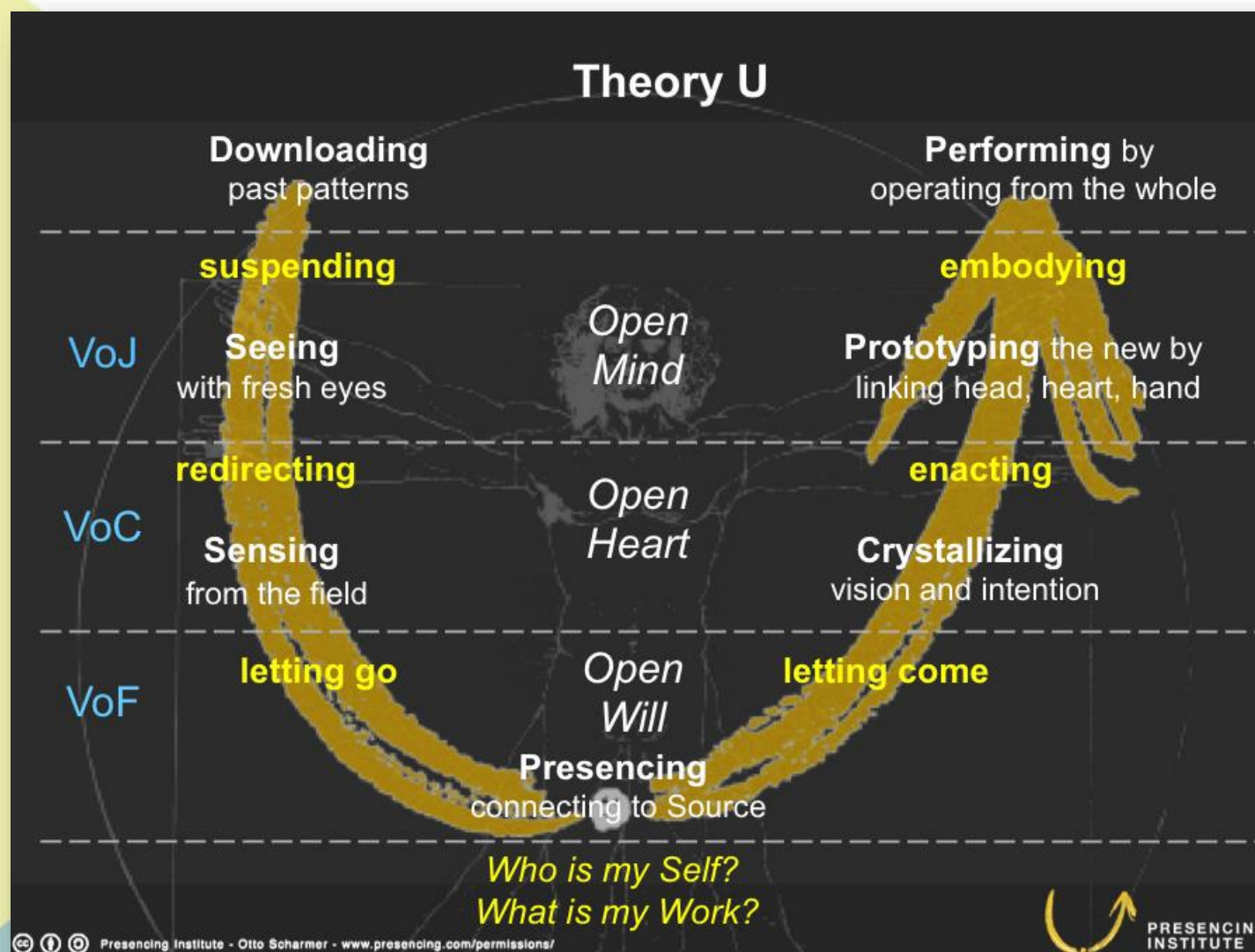
Bill O’Brian, former CEO of Hanover Insurance, in an interview with Otto Scharmer (MIT):

- “The success of an intervention [corporate change] depends on the interior condition of the intervenor.”
- *In other words:* “The success of our actions as change-makers does not depend on *What* we do or *How* we do it, but on the *Inner Place* from which we operate.”
- → It’s about letting go of the past in order to connect with and *learn from emerging future* possibilities

# Three perspectives on the leader's work



- The source dimension of leadership is often invisible and functions as a “blind spot” in the process of social reality formation and transformational change.

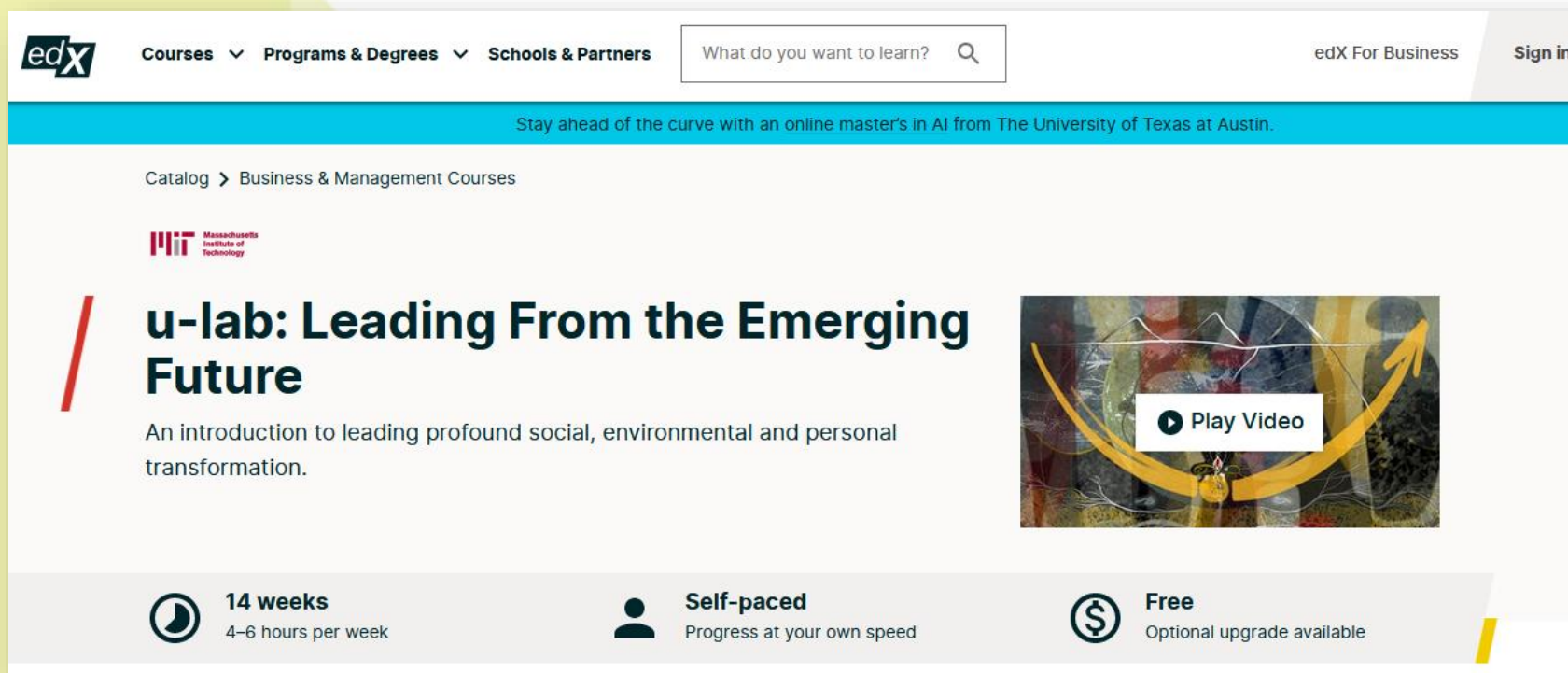


# “Presencing”: planning from the future not based on the past

- **Presencing:** To sense, tune in, and act from one’s highest future potential—the future that depends on us to bring it into being. Presencing blends the words “presence” and “sensing” and works through “seeing from our deepest source.”



# MITx edX MOOC



The screenshot shows the MITx edX website interface. At the top, there's a navigation bar with the edX logo, links for Courses, Programs & Degrees, and Schools & Partners, a search bar with the placeholder text 'What do you want to learn?', and links for 'edX For Business' and 'Sign in'. Below the navigation bar is a blue banner with the text 'Stay ahead of the curve with an online master's in AI from The University of Texas at Austin.' The main content area is titled 'Catalog > Business & Management Courses'. It features the MIT logo and the course title 'u-lab: Leading From the Emerging Future' in large, bold letters. Below the title is a subtitle: 'An introduction to leading profound social, environmental and personal transformation.' To the right of the text is a video thumbnail with a 'Play Video' button. At the bottom of the course card, there are three icons and their corresponding details: a clock icon for '14 weeks' (4-6 hours per week), a person icon for 'Self-paced' (Progress at your own speed), and a dollar sign icon for 'Free' (Optional upgrade available).

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**MIT** Massachusetts Institute of Technology

## u-lab: Leading From the Emerging Future

An introduction to leading profound social, environmental and personal transformation.

**14 weeks**  
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**Self-paced**  
Progress at your own speed

**Free**  
Optional upgrade available

<https://www.edx.org/course/ulab-leading-from-the-emerging-future>

# Guided journaling session

Please write  
**CONTINUOUS** text  
not bullet points



All questions are available at <https://www.u-school.org/journaling> (formerly <https://www.presencing.com/tools/guided-journaling>)

# Guided journaling questions

1.

- **Challenges:** Look at yourself from outside as if you were another person: What are the 3 or 4 most important challenges or tasks that your life (work and non-work) currently presents?
- ***Herausforderungen:*** *Betrachten Sie sich selbst von Außen wie eine andere Person: Was sind die 3 bis 4 wichtigsten Herausforderungen oder Aufgaben, die sich Ihnen aktuell im Leben (Arbeitsleben oder privat) stellen?*

# Guided journaling questions

2.

- **Self:** Write down 3 or 4 important facts about yourself. What are the important accomplishments you have achieved or competencies you have developed in your life (examples: raising children; finishing your education; being a good listener)?
- **Selbst:** Schreiben Sie die 3 oder 4 wichtigsten Fakten über sich selbst auf. Was sind die wichtigsten Dinge, die Sie in Ihrem Leben erreicht haben oder Kompetenzen, die Sie entwickelt haben? (Beispiele: Kinder großziehen, Ausbildung abschließen, ein guter Zuhörer sein)



# Guided journaling questions

3.

- **Emerging Self:** What 3 or 4 important aspirations, areas of interest, or undeveloped talents would you like to place more focus on in your future journey (examples: writing a novel or poems; starting a social movement; taking your current work to a new level)?
- ***Erwachendes/ auftauchendes Selbst:*** Was sind die 3 oder 4 wichtigsten Ziele/Sehnsüchte, Interessensgebiete oder unentwickelten Talente, auf die Sie mehr Aufmerksamkeit auf Ihrem zukünftigen Lebensweg richten wollen? (Beispiele: Eine Kurzgeschichte oder ein Gedicht schreiben, eine soziale Bewegung initiieren, in Ihrer Arbeit einen Entwicklungssprung machen)?

# Guided journaling questions

4.

- **Frustration:** What about your current work and/or personal life frustrates you the most?
- ***Frustration:*** *Was frustriert Sie am meisten an Ihrer aktuellen Arbeit und/oder in Ihrem persönlichen Leben?*

# Guided journaling questions

5.

- **Energy:** What are your most vital sources of energy? What do you love?
- ***Energie:*** *Was sind Ihre größten Energiequellen? Was lieben Sie?*

# Guided journaling questions

6.

- **Inner resistance:** What is holding you back? Describe 2 or 3 recent situations (in your work or personal life) when you noticed one of the following three voices kicking in, preventing you from exploring the situation you were in more deeply:
  - a. **Voice of Judgment:** shutting down your open mind (downloading instead of inquiring)
  - b. **Voice of Cynicism:** shutting down your open heart (disconnecting instead of relating)
  - c. **Voice of Fear:** shutting down your open will (holding on to the past or the present instead of letting go)



# Guided journaling questions

6.

- ***Innerer Widerstand:*** Was hält Sie zurück? Beschreiben Sie 2 oder 3 Situationen der jüngeren Vergangenheit, (aus Ihrer Arbeit oder Ihrem privaten Leben) wo Sie eine der folgenden drei Stimmen so aktiv in sich wahrnehmen konnten, dass diese Sie dann davon abhielt, die Situation, in der Sie sich befanden, gründlicher zu untersuchen:
  - **Die Stimme der Bewertung:** Die Offenheit im Verstand beenden (Downloaden und Bewerten, statt Fragen / Erkunden)
  - **Die Stimme des Zynismus:** Das offene Herz schließen (Abtrennen, statt in Verbindung zu gehen)
  - **Die Stimme der Angst:** Den offenen Willen schließen (festhalten an Vergangenheit oder Status quo statt loszulassen)

# Guided journaling questions

7.

- **The crack:** Over the past couple of days and weeks, what new aspects of your Self have you noticed? What new questions and themes are occurring to you now?
- ***Der Riss:*** *Welche neuen Aspekte in und von sich selbst haben Sie in den letzten Tagen und Wochen wahrgenommen? Welche neuen Fragen und Themen sind Ihnen begegnet bzw. aufgetaucht?*

# Guided journaling questions

8.

- **Your community:** Who makes up your community, and what are their highest hopes in regard to your future journey? Choose three people with different perspectives on your life and explore their hopes for your future (examples: your family; your friends; a parentless child on the street with no access to food, shelter, safety, or education). What might you hope for if you were in their shoes and looking at your life through their eyes?
- **Ihre Gemeinschaft:** Welche Menschen bilden Ihre Gemeinschaft und was sind ihre größten Hoffnungen in Bezug auf Ihren zukünftigen Lebensweg? Wählen Sie drei Menschen mit verschiedenen Perspektiven auf Ihr Leben und untersuchen Sie ihre Hoffnungen/Wünsche für Ihre Zukunft (Beispiele: Ihre Familie, Ihre Freunde, ein elternloses Kind auf der Straße ohne Essen, Schutz oder Bildung). Was könnte ihre Hoffnung sein, wenn Sie auf Ihre Zukunft durch ihre Augen schauen?

# Guided journaling questions

9.

- **Helicopter:** Watch yourself from above (as if in a helicopter). What are you doing? What are you trying to do in this stage of your professional and personal journey?
- ***Hubschrauber:*** *Betrachten Sie sich selbst wie von einem Hubschrauber aus: Was machen Sie? Was versuchen Sie zu tun zu diesem Zeitpunkt Ihrer professionellen und persönlichen Reise?*



# Guided journaling questions

10.

- Imagine you could fast-forward to the very last moments of your life, when it is time for you to pass on. Now look back on your life's journey as a whole. What would you want to see at that moment? What **footprint** do you want to leave behind on the planet? What would you want to be remembered for by the people who live on after you?
- ***Fußstapfen:** Stellen Sie sich vor, Sie könnten vorspulen zu den letzten Momenten Ihres Lebens, wenn es für Sie Zeit ist zu gehen. Schauen Sie nun zurück auf Ihren Lebensweg als Ganzes. Was würden Sie gerne in diesem Moment sehen? Welche Fußabdrücke würde Sie gerne auf dem Planeten zurücklassen? Womit/wofür wollen Sie bei den Menschen, die weiterleben, in Erinnerung bleiben ?*

# Guided journaling questions

## 11.

- From that (future) place, look back at your current situation as if you were looking at a different person. Now try to help that other person from the viewpoint of your highest future Self. What **advice** would you give? Feel and sense what the advice is and then write it down.
- ***Hilfe:** Schauen Sie von diesem zukünftigen Ort zurück auf Ihre gegenwärtige Situation, als würden Sie auf eine andere Person schauen. Nun versuchen Sie, mit dieser Person mitzufühlen und ihr zu helfen aus der Perspektive ihres höchsten, zukünftigen Selbst (Potentials). Welchen Rat würden Sie geben? Fühlen Sie sich ein und spüren Sie, was der Hinweis/Rat ist – und schreiben Sie ihn dann auf.*

# Guided journaling questions

## 12.

- Now return again to the present and crystallize what it is that you want to create: your **vision and intention** for the next 3-5 years. What vision and intention do you have for yourself and your work? What are some essential core elements of the future that you want to create in your personal, professional, and social life? Describe as concretely as possible the images and elements that occur to you.
- ***Intention:*** Nun kehren Sie zurück zur Gegenwart und kristallisieren (verfeinern) Sie, was es ist, was Sie kreieren wollen: Ihre Vision und Absicht für die nächsten 3-5 Jahre. Welche Vision und Intention haben Sie für sich selbst und Ihre Arbeit? Was sind die essentiellen Kernelemente der Zukunft, die Sie in ihrem persönlichen, professionellen und sozialen Leben verwirklichen wollen? Beschreiben Sie so konkret wie möglich die Bilder und Elemente, die Sie damit verbinden.

# Guided journaling questions

13.

- **Letting-go:** What would you have to let go of in order to bring your vision into reality? What is the old stuff that must die? What is the old skin (behaviors, thought processes, etc.) that you need to shed?
- ***Loslassen:*** *Was würden Sie loslassen müssen, um Ihre Vision umzusetzen und ins Leben zu bringen? Was ist das alte Zeug, was gehen muss? Aus welcher alten Haut (Gewohnheiten, Gedanken, Abläufe, etc.) müssen Sie sich pellen?*



# Guided journaling questions

14.

- **Seeds:** What in your current life or context provides the seeds for the future that you want to create? Where do you see your future beginning?
- ***Samen:*** *Was in Ihrem aktuellen Leben oder Ihrer Umgebung enthält die Samen für die Zukunft, die Sie erschaffen wollen? Wo, an welchem Ort sehen Sie den Beginn ihrer Zukunft?*

# Guided journaling questions

15.

- **Prototyping:** Over the next three months, if you were to prototype a microcosm of the future in which you could discover “the new” by doing something, what would that prototype look like?
- ***Einen Prototypen bilden:*** Wenn Sie in den nächsten drei Monaten einen Prototyp für die Zukunft, die Sie entdecken wollen, entwickeln – als Mikrokosmos - und darin das Neue dadurch entdecken, dass Sie etwas tun – wie würde dieser Prototyp aussehen?

# Guided journaling questions

16.

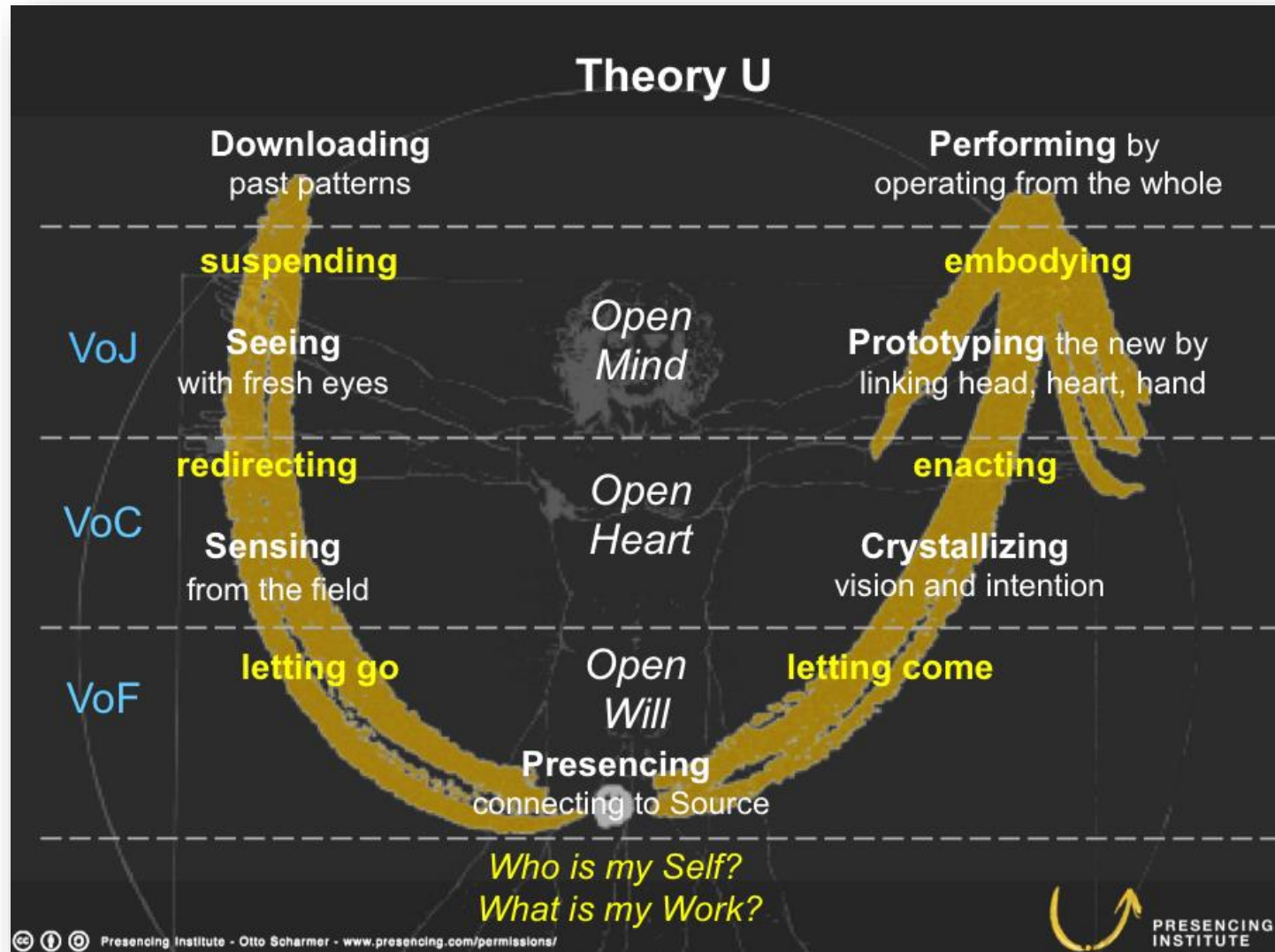
- **People:** Who can help you make your highest future possibilities a reality? Who might be your core helpers and partners?
- ***Menschen:*** *Wer kann Ihnen dabei helfen, dass Ihre höchst mögliche Zukunft Realität wird? Wer könnten die wesentlichen Helfer und Partner dabei sein?*

# Guided journaling questions

17.

- **Action:** If you were to take on the project of bringing your intention into reality, what practical first steps would you take over the next 3 to 4 days?
- **Aktionen:** *Welche ersten praktischen Schritte könnten Sie in den nächsten 3 bis 4 Tagen unternehmen, um Ihre Absicht in die Realität umzusetzen?*

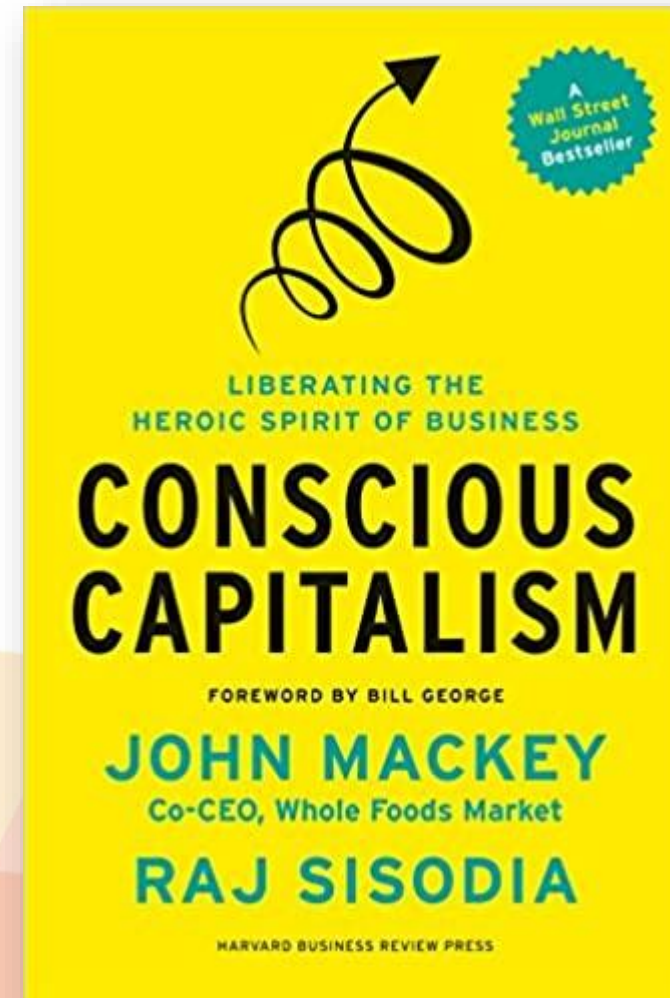




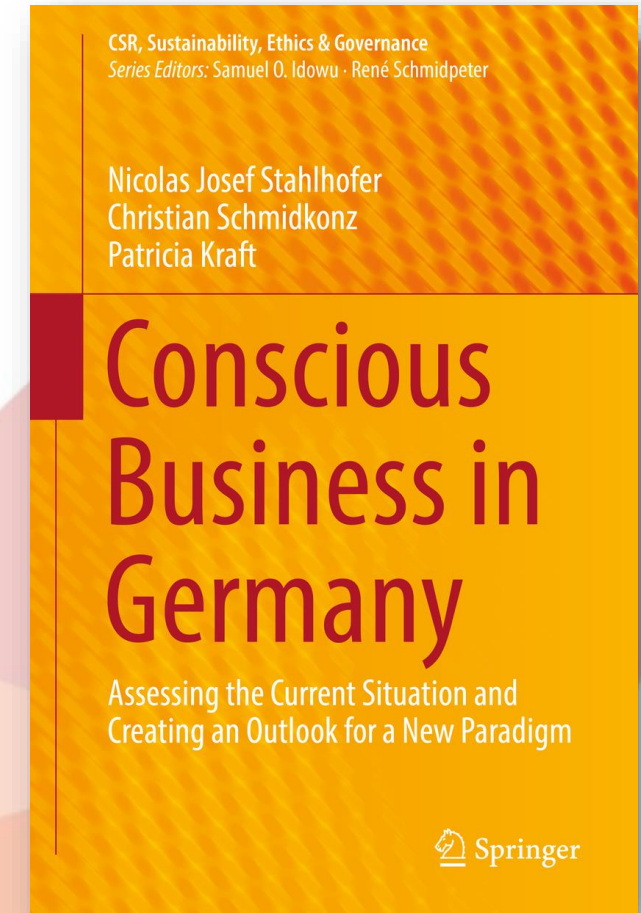
# Dyad

- 9 minutes for a 1:1 conversation.
- **Each person talks for 3 minutes.** The aim is to share without self-critique. The other listens mindfully and without commenting.
- Don't plan, edit or overthink—stream of consciousness works best here.
- **End with 3 minutes of normal conversation** to reflect on what emotions arose, what you said and how you said it.

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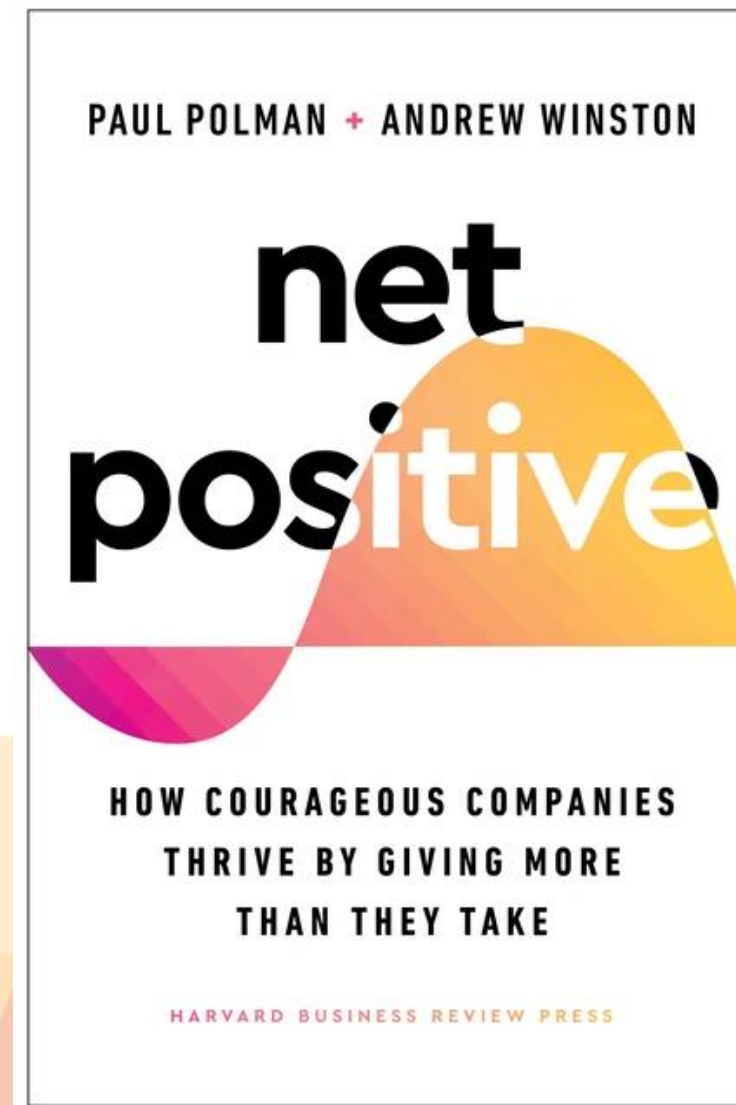


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