



## Inspirational Meeting

### "The Necessary Revolution : A Strategic Dialogue with Bryan Smith"

Bryan Smith is co-author of the book *The Necessary Revolution* and is an internationally recognized author, speaker and consultant to business executives on creating shared vision, alignment and competitive advantage within the context of global sustainability. Leaders for Nature invited Dr. Smith to be guest speaker of the second Young Leaders for Nature Forum held on 17 January 2009.

Besides this, LFN organised an inspirational meeting "**The Necessary Revolution : A Strategic Dialogue with Bryan Smith**" which was hosted by Philips, Amsterdam.

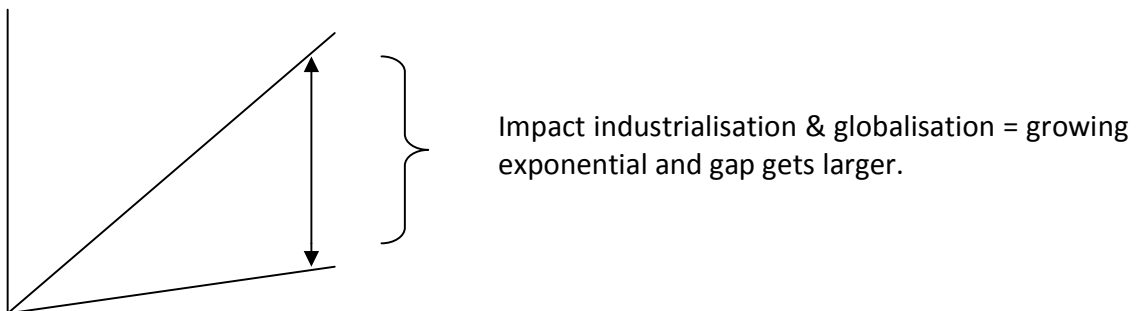
In this PDF you are able to find:

1. Highlights of the inspirational meeting
2. More information about Bryan Smith
3. Book review of the Necessary revolution

#### 1. Highlights of the inspirational meeting

Definition of Leadership = 'leaders know what is important to them.

During a 10 minute exercise Bryan asked participants to reflect on what is really important to them. After sharing with a group of 3, people started realizing that most issues of importance are shared; Family, health, nature, being successful and integer, having respect. So, it turns out that "What is deep personal is very universal". It's a common direction, a common ground. Keeping this in mind, from here differences in point of views are not an obstacle anymore, but a stimulus to become more creative.



The audience felt rather desperate when seeing this image. However, Bryan pointed out that he experienced the feeling of relief; "I thought I was the only one that had not figured it out. But turns out nobody has a clue, even the smart ones! The issue now is to develop new ways of thinking got address this gap. The generation of the Young Professionals and younger – are those that will have to deal with it in their whole life.



## Leaders for Nature

What to do next? Instead of seeing it as complexity, you have to move towards simplification and to the fundamentals. Not to reduction though, because then the value is lost.

Bryan showed with an elastic band the tension between current reality and vision. To get rid of this tension, you can move both ends more towards the middle. However, you really want to be less visionary about the future?

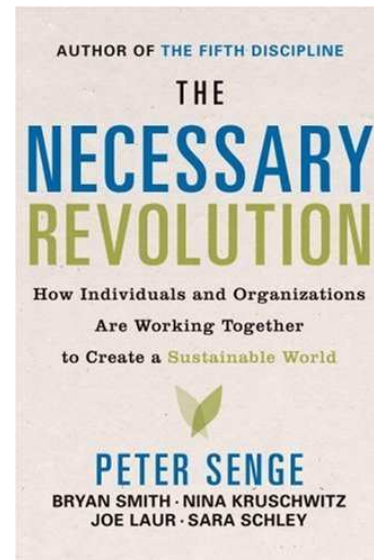


It is not a structure of compromise because when all emerging and developing economies are going on at the same pace as we did, we will need four more planets to cover all the waste. In other words; current reality has to move towards future vision which can happen.

After all, **“The Iron Age did not end because we ran out of iron. It ended because there were better alternatives.”**

### 2. Book review about the Necessary Revolution

Imagine a world in which the excess energy from one business would be used to heat another. Where buildings need less and less energy around the world, and where “regenerative” commercial buildings – ones that create more energy than they use – are being designed. A world in which environmentally sound products and processes would be more cost-effective than wasteful ones. A world in which corporations such as Costco, Nike, BP, and countless others are forming partnerships with environmental and social justice organizations to ensure better stewardship of the earth and better livelihoods in the developing world. Now, stop imagining – that world is already emerging.



A revolution is underway in today's organizations. As Peter Senge and his co-authors reveal in *The Necessary Revolution*, companies around the world are boldly leading the change from dead-end “business as usual” tactics to transformative strategies that are essential for creating a flourishing, sustainable world. There is a long way to go, but the era of denial has ended. Today's most innovative leaders are recognizing that for the sake of our companies and our world, we must implement revolutionary—not just incremental—changes in the way we live and work.



## Leaders for Nature

Brimming with inspiring stories and practical examples from individuals and organizations tackling social and environmental problems around the globe, THE NECESSARY REVOLUTION reveals how ordinary people at every level are transforming their businesses and communities. By working collaboratively across boundaries, they are exploring and putting into place unprecedented solutions that move beyond just being “less bad” to creating pathways that will enable us to flourish in an increasingly interdependent world. Among the stories in these pages are the evolution of Sweden’s “Green Zone,” Alcoa’s water use reduction goals, GE’s ecoimagination initiative, and Seventh Generation’s decision to shift some of their advertising to youth-led social change programs.

At its heart, THE NECESSARY REVOLUTION contains a wealth of strategies that individuals and organizations can use — specific tools and ways of thinking — to help us build the confidence and competence to respond effectively to the greatest challenge of our time. It is an essential guidebook for all of us who recognize the need to act and work together—now—to create a sustainable world, both for ourselves and for the generations to follow.

**To listen to a pod cast interview with Bryan Smith:**

- <http://www.brr.com.au/event/49236>



### **3. More information about Bryan Smith**

Bryan Smith is President of Broad Reach Innovations Inc. and Faculty member of the Sustainable Enterprise Academy (SEA), and the Sustainability and Education Academy (SEdA), Schulich School of Business, York University

Dr. Smith is an internationally recognized author, speaker and consultant to business executives on creating shared vision, alignment and competitive advantage within the context of global sustainability. Prior to founding Broad Reach Innovations, Bryan was a Senior Partner for eighteen years at Innovation Associates, a firm that pioneered the field of Organizational Learning. With Peter Senge, he is a co-author of four ground breaking business bestsellers: *The Fifth Discipline Fieldbook* (1994); *The Dance of Change* (1999); and *Schools that Learn* (2000) and *The Necessary Revolution* (2008). All four books are full of practical tools and experience from his in-depth work helping organizations create profound, sustainable change.

Bryan has been a central contributor to the development of the field of Organizational Learning, and the creation of innovative tools and strategies for building inspired learning organizations. He has successfully facilitated many challenging strategic dialogue sessions, including four meetings of Ambassadors/Chief Negotiators on Climate



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Change from 15 developing countries and seven OECD countries in Glion, Switzerland. Dr. Smith played a key role in bringing together member companies for the global Sustainable Cement Industry initiative to create alignment, focus and common vision for their work together. He also carried out similar work in the early stages of the Sustainable Mobility Project (global automotive and energy companies).

He has worked with executives from IBM, AT&T, Procter and Gamble, Dow, DuPont, GE, Intel, Shell, BP, Xerox, the Bank of Montreal, Suncor, Coca-Cola, BASF, MeadWestvaco, Lanxess, Pitney Bowes, Dofasco, Zenon Environmental, Energy Conversion Technologies, Grant Forest Products, and many other small and medium sized firms. His work with larger firms has almost always been at the lively, entrepreneurial edges of the enterprise, focused on creating and implementing innovative growth strategies while carefully managing downside risks.

He consulted with President Vicente Fox and his Cabinet as they formed a new government in Mexico and has worked with the UN Foundation and the UN Office of the Secretary-General. Bryan is committed to supporting the growth of leadership and broad community capabilities in developing countries. A central focus of his current work is to help client firms apply organizational learning tools to the global challenges of environmental and social/community sustainability, to create significant opportunities for innovation and growth in both developing countries and Western markets.

Bryan is one of the core faculty members of both the Sustainable Enterprise Academy (SEA) and the Sustainability and Education Academy (SEdA), two senior executive education programs offered by the Schulich School of Business to the Business and Education sectors. He is also an Associate Professor at the African Rural University for Women in Kibaale, Uganda.

As part of his doctoral research, he carried out the first empirical study of charismatic leadership in business, which has informed his extensive work with leaders on six continents. Bryan received his MBA and PhD in Organizational Behavior from the University of Toronto and lives in Toronto, Canada.

### Sources:

- Inspirational Meeting "The Necessary Revolution : A Strategic Dialogue with Bryan Smith", January 15, 2009. Bryan Smith.
- <http://www.randomhouse.com/catalog/display.pperl/9780385519014.html>
- <http://www.businessethicscanada.ca/dialogue/events/evtfdKDKBDVJe.html>
- <http://www.brr.com.au/event/49236>