

# THE IMPACT LEADERSHIP TRACK

**Trust & Integrity in the Global Economy (TIGE)**

**Initiatives of Change Caux**

**in Caux, Switzerland**

**Friday June 26 –Wednesday July 1, 2015**



## TABLE OF CONTENT

1. Program overview	4
2. List of registered participants (until June 18)	5
3. Daily time table	6
4. Reflection journal	7
5. Material for SSH Global Sustainability Challenges	14

## Program overview

# THE IMPACT LEADERSHIP TRACK

## Trust & Integrity in the Global Economy (TIGE)

in Caux, Switzerland (Friday June 26 –Wednesday July 1, 2015)

We invite leaders of all types of organizations (business, NGO, social enterprise, government) to join us for an engaging and action-oriented leadership training.

One of the biggest challenges of our times is how we can ensure that everybody lives well and within the limits of the planet. Achieving this generate significant challenges on a national, organizational and also individual level. Also, these challenges are different for different regions, sectors and stages of development. Building on the pioneering work of the Swiss Sustainability Hub hosted by BSL, we are offering a first international collaborative working session to outline & define your country's challenges!

Be prepared for a program unlike any other – here are your benefits:

- **Improving** your collaborative skills with stakeholders in different sectors and regions
- **Strengthening** your leadership confidence and ability to convince others to embrace change
- **Learning** how to translate the global vision of “living well and within the limits of the planet) into a concrete action plan for individuals, organizations and communities in different countries
- **Acquiring** a leading-edge stakeholder engagement process competency ([the Collaboratory](#))
- **Becoming** a part of the Global Sustainability Hub Switzerland Initiative
- **Enlarging** your network of global change makers and thought leaders for a better world.

### Friday, June 26, 2015

Arrival & check-in

18:00 Welcome dinner

20:00 Setting the stage – learning from the Swiss Sustainability Hub

### Saturday, June 27 to Tuesday, June 30 (4 full days)

Mornings: Participation in plenary discussions related to Trust & Integrity in the Global Economy

Afternoons: The Impact Leadership track – a four-day intense program for embodied impact leadership

Evenings: Optional networking & stakeholder collaboration on specific themes

### Wednesday, July 1, 2015

Check-out and travels back

## List of registered participants

(as per June 17)

Firstname Lastname	Nationality	Link to LiFT workshop
1. Marius Lervåg Aasprong		LiFT core team
2. Olivier Brennikmeijer		Lift extended team
3. Thomas Dyllick		Lift extended team
4. Stefan Faatz		Lift extended team
5. Elke Fein		LiFT core team
6. Runi Hagen		Lift extended team
7. Monika Kletzmayer		Lift extended team
8. Lena Mc Evenue		Lift extended team
9. Katrin Muff		Supp. facilitator (LiFT core team)
10. Richard Pircher		Lift extended team
11. Jonathan Reams		Facilitator (LiFT core team)
12. Juliana Reams		Lift extended team
13. Simon Schwarz		Lift extended team
14. Christiane Seuhs-Schoeller		Facilitator (LiFT core team)
15. Rosa Strasser		Lift extended team
16. Brigitt Altwegg		Independent
17. Jeniffer Arnander		Independent
18. Veronique Goy Veenhuis		Independent
19. Emmanuel Jeger		Independent
20. Per Hörberg		Independent
21. Alve Högman		Independent
22. Corlea Human		Independent
23. Anders Lodin		Independent
24. Valere Olinga Onana		Independent
25. Adriana Verdier		Independent

## **Program overview**

→ Please refer also to the official conference program and feel free to participate in their activities!

### **June 27:**

- 6.30 – 9.00 Breakfast service TEAM 1
- 10.30 – 12.30 LIFT workshop
- 12.30 – 13.15 Lunch (free for networking)
- 13.30 – 15.30 LIFT workshop
- 18.45 – 19.15 Dinner (free for networking)
- 20.00 – 21.00 LIFT extended team get-together at Café Bar

### **June 28:**

- 6.30 – 9.00 Breakfast service TEAM 2
- 11.00 – 13.00 LIFT workshop
- 13.00 – 13.45 Lunch (free for networking)
- 13.45 – 15.45 LIFT workshop
- 18.45 – 19.15 Dinner (free for networking)

### **June 29:**

- 6.30 – 9.00 Breakfast service TEAM 1
- 10.30 – 12.30 LIFT workshop
- 12.30 – 13.15 Lunch (free for networking)
- 13.30 – 15.30 LIFT workshop
- 18.45 – 19.15 Dinner (free for networking)
- Free time

### **June 30:**

- 6.30 – 9.00 Breakfast service TEAM 2
- 10.30 – 12.30 LIFT workshop
- 12.30 – 13.15 Lunch (free for networking)
- 13.30 – 15.30 LIFT workshop
- 18.45 – 19.15 Dinner (free for networking)
- 21.15 – 22.00 Impact Leadership members joins closing drinks (voluntary)

### **July 1:**

- 6.30 – 9.00 Breakfast service TEAM 1/2
- 9.00 – 10.00 Check-out
- 10.00 – 12.00 LIFT team check-out (only by invitation)

# **THE IMPACT LEADERSHIP TRACK**

## **LiFT – Leadership for Transition**

### **Welcome to the LiFT Caux Collaboratory!**

This workbook is intended to provide you with some structure to support reflections on your experience during this four day event. We will be providing time each day for you to make entries here in response to some questions, which are designed to help you capture, ground and integrate your experience.

## DAY 1: SATURDAY JUNE 27

What are the key pieces of information you heard this afternoon?

What insights might you have had from the fishbowl?

How might this impact your sustainability plan?



## DAY 2: SUNDAY JUNE 28 - MORNING

Was there something you heard this morning, or yesterday evening, that struck you as important to consider?

How might you bring that forward into the Collaboratory today?

## DAY 2: SUNDAY JUNE 28 - AFTERNOON

What picture is in your mind this afternoon, after the world café and working session on your sustainability plan?

How might you share that with others this evening?

## DAY 3: MONDAY JUNE 29 - MORNING

Was there something you heard this morning, or yesterday evening, that struck you as important to consider?

How might you bring that forward into the Collaboratory today?

How might it affect your sustainability plan?

## DAY 3: MONDAY JUNE 29 - AFTERNOON

What did the visioning session bring you?

Did it impact your sustainability plan?

What question are you carrying now?

## DAY 3: TUESDAY JUNE 30 - MORNING

Was there something you heard this morning, or yesterday evening, that struck you as important to consider?

What do you most want to share about what you have learned so far?

What do you want to come away with from this event?

# **Material for SSH Global Sustainability Challenges**

## **Table of Content**

- I. The Swiss Sustainability Hub in a nutshell**
- II. The 8 step process**
- III. The Positive Impact Framework (PIF)**
- IV. 1 Page summary overview**
- V. How to measure and where to find sources**

## I. The Swiss Sustainability Hub in a nutshell


---

### Proposed vision

- Problem: Sustainability is fuzzy and confusing, everything is connected and everything seems important. As a result, many actors end up doing little or things with little impact, because they can't distinguish what is important from what isn't.
- Imagine a simple tool to identify what really matters in your country, in your sector. A tool that does not provide just an abstract ranking, but that helps you identify concrete measures to take to close the gap that separates you from the best
- We are the Swiss Sustainability Hub and we can help you cut through the complexity surrounding sustainability to focus and to act on what really matters.

**The Swiss Sustainability Hub convenes nations & organizations for tipping point change towards a world where everybody lives well within the limits of the planet. Our global ranking sets a standard to celebrate successes and comes with a Positive Impact Framework (PIF) that enables quantum leap change both in Switzerland and abroad. It builds on Swiss values, neutrality and expertise and is supported by a high-level coalition of cross-sectorial thought leaders.**

### The Swiss Sustainability Hub (SSH)



**Vision:** To position Switzerland as a  
**Global Leader in Sustainability**

*(similar to how Singapore established itself as an Educational Hub)*

### The ultimate purpose of the SSH

**“To transform Switzerland into a positive contributor to a world where we all live well and within the limits of the planet”**

**Enabling innovative solutions for global problems**

and as a result:

Inspiring & celebrating innovative solutions in Switzerland

## II. The 8 step process approach

---

### Positive Impact Framework (PIF)

### Collaborative Action Space (CAS)

	What	Outcome
Step 1	Establishing the current situation (based on third party reports)	Sustainability challenges and needed action per each themes in the three areas (environmental, economic, societal)
Step 2	Impact of a sector in the various sustainability themes (based on existing knowledge)	Sustainability impact profile per sector (positive and negative impacts)
Step 3	Comparison of outcomes step 1 and step 2 for each sector	Needed actions by sector
Step 4	Analysis of needed actions by sector	Challenges and needed action from the perspective of the sectors (in each of the relevant sustainability themes)
Step 5	Establishing the contribution by sector for each relevant sustainability theme (maximum possible sustainability improvement)	Objectives to be reached by each organization in each relevant sustainability theme of each sector
Step 6	Development of suitable actions	Concrete actions for the sector in the relevant sustainability themes
Step 7	Organizations in the sectors implement the suggested actions	Concrete contribution of individual organizations to close the gap of needed action relative to sustainability themes
Step 8	Verification of the implementation and impact	Statement of degree of success of a sector in improvement its positive sustainability contribution

---

Looping back to step 1 for continued improvement & update of the sustainability challenges

---

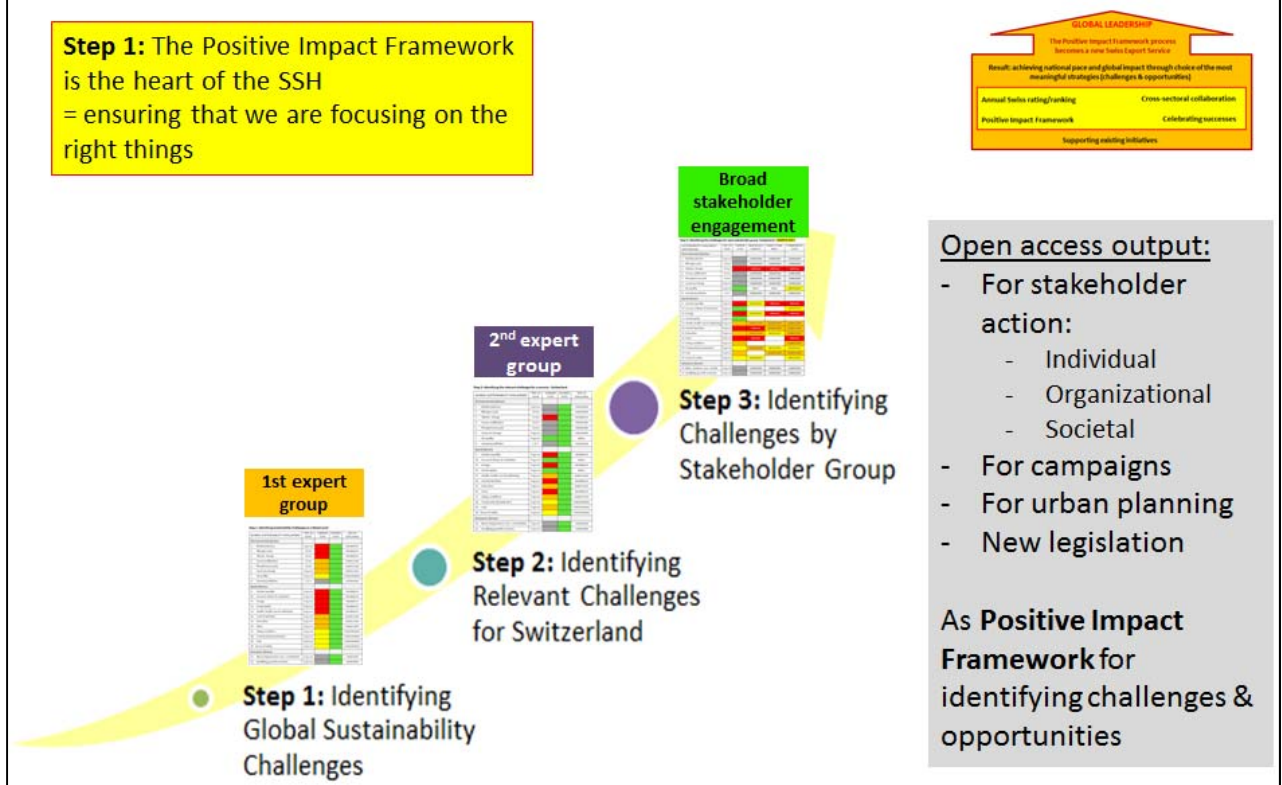


### III. The Positive Impact Framework (PIF)

#### The Swiss Sustainability Hub (SSH)

**Step 1:** The Positive Impact Framework is the heart of the SSH  
= ensuring that we are focusing on the right things

#### The Positive Impact Framework Process



## Step 1: Identifying & Measuring Sustainability Challenges on a Global Level

GLOBAL SUSTAINABILITY CHALLENGES	TYPE OF ISSUE	CURRENT LEVEL	DESIRED LEVEL	SIZE OF CHALLENGE
<i>Environmental factors</i>				
1. Biodiversity	Regional			ENORMOUS
2. Atmosphere (CO2)	Global			ENORMOUS
3. Ocean (incl. acidification)	Global			SIGNIFICANT
4. Chemicals (incl. phosphorous & nitrogen cycles)	Global			SIGNIFICANT
5. Land management (incl. soil, forests & deserts)	Regional			SIGNIFICANT
6. Air quality	Regional			CONSIDERABLE
7. Water	G & R			UNKNOWN
8. Energy	G & R			UNKNOWN
9. Raw materials	G & R			UNKNOWN
10. Waste	G & R			UNKNOWN
<i>Social factors</i>				
11. Health, health care & well-being	Regional			ENORMOUS
12. Equal opportunity (incl. gender)	Regional			ENORMOUS
13. Access to Water & Sanitation	Regional			ENORMOUS
14. Civil society and international cooperation	Regional			SIGNIFICANT
15. Education	Regional			SIGNIFICANT
16. Living conditions (incl. safety)	Regional			CONSIDERABLE
17. Community (Gemeinsinn) and voice	Regional			CONSIDERABLE
18. Social equity	Global			UNKNOWN
19. Culture and indigenous people	Regional			UNKNOWN
20. Basic rights (incl. human rights)	Regional			UNKNOWN
21. Population development	Regional			UNKNOWN
<i>Economic factors</i>				
22. Structure of economy	Regional			UNKNOWN
23. Employment situation	Regional			UNKNOWN
24. Resource efficiency	Regional			UNKNOWN
25. Investment, innovation, know-how transfer	Regional			UNKNOWN
26. Business' positive contribution	Regional			UNKNOWN
27. Truth of accounted cost	Regional			UNKNOWN
28. Consumption	Regional			UNKNOWN
29. Production	Regional			UNKNOWN
30. Public household (debt level)	Regional			UNKNOWN

Sources (with high political legitimacy):

UNCED Agenda 21 themes <https://sustainabledevelopment.un.org/content/documents/Agenda21.pdf>

U.N. Working Group on sustainable development goals <https://sustainabledevelopment.un.org/focussdgs.html>

Goals of Swiss Cercle Indicateurs: [www.are.admin.ch/themen/nachhaltig/00268/00552/index.html?lang=de](http://www.are.admin.ch/themen/nachhaltig/00268/00552/index.html?lang=de)

Oxfam for RIO+20 (Raworth): <https://www.oxfam.org>

## Measuring global sustainability challenges – example Switzerland

Part 1

Sustainability Challenges	Measurements	Global or regional?	SWITZERLAND CURRENT	CURRENT GLOBAL LEVEL	DESIRED LEVEL BY 2040-2050	SIZE OF CHALLENGE	Source
<b>Environmental</b>							
<b>1. Biodiversity</b>	<ul style="list-style-type: none"> <li>- Extinction rate of species per mio./yr</li> <li>- Terrestrial/marine protected area as % of total land</li> </ul>	Global Regional	17%	>100 (2009) ?	10 ?	x 10	Rockström (2009) EPI (2014)
<b>2. Atmosphere (CO2)</b>	<ul style="list-style-type: none"> <li>- Atmospheric CO2 concentration ppmbv – or 66% higher since ind. revolution</li> <li>- Per country measure (kg CO2 / GDP – excludes grey emiss. – to be reconsidered as measure)</li> </ul>	Global Regional	114.97	387 1990 level	350 (parts per million by volume)	CO2 back to 1990 level (“carbon neutral”)	Rockström (2009) EPI Yale (2014)
<b>3. Ocean (incl. acidification)</b>	<ul style="list-style-type: none"> <li>- Global mean saturation state of aragonite in surface sea water</li> <li>- Other?</li> </ul>	Global	?	2.9	2.75 ?	Slow down to remain within boundary	Rockström (2009) ?
<b>4. Chemicals (incl. phosphorous &amp; nitrogen cycles)</b>	<ul style="list-style-type: none"> <li>- Quantity of phosphorous flowing into the oceans</li> <li>- Nitrogen cycle</li> </ul>	Global Global		8.5-9.5 121	11 35	X 3.5	Rockström (2009) Rockström (2009)
<b>5. Land management (incl. soil, forests &amp; deserts)</b>	<ul style="list-style-type: none"> <li>- % of land converted to crop land</li> <li>- Utilization and quality of soil</li> <li>- Forest development</li> <li>- Desert development</li> </ul>			11.7	15	Stabilize conv. rate	Rockström (2009)
<b>6. Air quality</b>	<ul style="list-style-type: none"> <li>- Compound index of emission of and exposure to particulate matter, ozone precursors and acidifying substances</li> </ul>	Regional	76.6	?	100		EPI Yale (2014) – country comparison
<b>7. Water</b>	<ul style="list-style-type: none"> <li>- Water household</li> <li>- Water quality</li> </ul>						
<b>8. Energy</b>	<ul style="list-style-type: none"> <li>- % access to energy</li> <li>- % renewable energy source</li> </ul>	Regional	100% 21%	81% ?	100% 100%	access to affordable, clean energy	Raworth (2012) EPI Yale (2014)
<b>9. Raw materials</b>							
<b>10. Waste</b>	<ul style="list-style-type: none"> <li>- Solid waste</li> <li>- Toxic waste</li> <li>- Radioactive waste</li> </ul>						

\* Note: Raworth (Oxfam, 2012) is based on Rockström (2009), FAO, WorldBank, UNStat, WHO, IEA, Solt (2009)

Sustainability Challenges	Measurements	Global or regional?	SWITZERLAND CURRENT	CURRENT GLOBAL LEVEL	DESIRED LEVEL BY 2040-2050	SIZE OF CHALLENGE	Source
<b>Societal</b>							
<b>11. Health, health care &amp; well-being (incl. leisure)</b>	<ul style="list-style-type: none"> <li>- % of population with access to health care</li> <li>- Life expectancy at birth</li> <li>- Life satisfaction</li> <li>- Suicide death rate (per 100'000 people)</li> <li>- Self-reported health (good or v.g.)</li> <li>- Hours per day for leisure (incl. sleep)</li> <li>- % population sufficiently nourished</li> <li>- Measured overweight children 5-17 yrs</li> </ul>	Regional	? 82.8 10/10 11.9 81.3% 14.98h ? 18%	? 10 0 100% ? 100% 87% 22% OECD	70% ? 10 0 100% ? 100% 0%	Living a good and healthy life          access to healthy food	Raworth 2012 TFSD 2013 OECD B.L.I. 2014 OECD 2014 OECD B.L.I. 2014 OECD B.L.I. 2014 OECD B.L.I. 2014 Raworth 2012 OECD 2014
<b>12. Equal opportunity (incl. gender equality)</b>	<ul style="list-style-type: none"> <li>- Women in parliament (fem/male ratio)</li> <li>- Gender pay gap</li> <li>- Minority quote in public service</li> <li>- Participation of handicapped in job market</li> </ul>	Regional	0.41 18.5%		0.5 0%	gender equality	WEF GGGR 2013 Eurostat 2012
<b>13. Access to water &amp; sanitation</b>	<ul style="list-style-type: none"> <li>- % population w access to safe drinking water</li> <li>- % of population satisfied w quality of water</li> <li>- % population w access to improved sanitat.</li> </ul>	Regional	100% 95% ?	87% ? 61%	100% 100% 100%	Affordable access to high quality drinking water & sanitation	Raworth (2012) OECD B.L.I. 2014 Raworth (2012)
<b>14. Civil society and international cooperation</b>	<ul style="list-style-type: none"> <li>- Information</li> <li>- NGO</li> </ul>						
<b>15. Education</b>	<ul style="list-style-type: none"> <li>- % of children enrolled in primary school</li> <li>- Illiteracy among 15-24 yrs old</li> <li>- Life-long learning (% pop 25-64 in training)</li> <li>- A relevant quality measure TBD</li> </ul>	Regional	? ? 29.9% ?	90% 89% 8.9 (EU27) ?	100% 100% 100% ?	high quality education	Raworth 2012   Eurostat 2011 ??
<b>16. Living conditions (incl. safety)</b>	<ul style="list-style-type: none"> <li>- Housing index (exp., standard, rooms)</li> <li>- Assault rate (% of pop. reported an assault)</li> <li>- Homicide rate (per 100'000)</li> <li>- % of pop. feeling save on street after dark</li> <li>- Living cost as % of income</li> </ul>		6.3/10 4.2% 0.5 78%	3.9% OECD 4.1 OECD 69%	10	Safe and affordable living	OECD B.L.I. 2014 OECD B.L.I. 2014 OECD B.L.I. 2014 OECD B.L.I. 2014

Sustainability Challenges	Measurements	Global or regional?	SWITZERLAND CURRENT	CURRENT GLOBAL LEVEL	DESIRED LEVEL BY 2040-2050	SIZE OF CHALLENGE	Source
<b>17. Community (Gemeinsinn) and voice</b>	<ul style="list-style-type: none"> <li>- % of population with friends/relatives to rely on in case of need</li> <li>- Participation in voluntary work</li> <li>- Trust (general or in institutions)</li> <li>- Voter turnout</li> <li>- Consultation on rule making (transparency)</li> <li>- Civic engagement index</li> </ul>	Regional	94%  Unknown? 49% 8.4/10 3.4/10		100%  TBD? 80% 10 10	high level of civic responsibility   ? ?	Gallop Worldpoll 2013 ? ?  OECD B.L.I. 2014 OECD B.L.I. 2014
<b>18. Social equity</b>	<ul style="list-style-type: none"> <li>- Social support</li> <li>- Tax burden of individuals</li> <li>- Tax burden of legal entities</li> <li>- % population living on more than median income in countries with Gini coeff. 0.35</li> <li>- % population living above \$1.5/day PPP</li> </ul>	Regional	N/A  100%	67%  79% (2005)	100%  100% > min inc.	Social equity	Raworth 2012  Raworth 2012
<b>19. Culture and indigenous people</b>	<ul style="list-style-type: none"> <li>- Measure?</li> </ul>						
<b>20. Basic rights (incl. human rights)</b>	<ul style="list-style-type: none"> <li>- Measure?</li> </ul>						
<b>21. Population development</b>	<ul style="list-style-type: none"> <li>- Measure?</li> </ul>						

\* Note: Raworth (Oxfam, 2012) is based on Rockström (2009), FAO, WorldBank, UNStat, WHO, IEA, Solt (2009)

Sustainability Challenges	Measurements	Global or regional?	SWITZERLAND CURRENT	CURRENT GLOBAL LEVEL	DESIRED LEVEL BY 2040-2050	SIZE OF CHALLENGE	Source
<b>Economic</b>							
<b>22. Structure of economy</b>	- Measure?						
<b>23. Employment situation</b>	<ul style="list-style-type: none"> <li>- % of employees with risk of losing job</li> <li>- % pop unemployed &amp; searching for &gt; 1 year</li> <li>- % youth unemployment</li> <li>- % employees with very long working hours</li> <li>- Household net adjusted disposable income</li> </ul>	Regional	0.03% 1.48% 10.4% 7.3% \$30745PPP	5.3% OECD 2.7% OECD 23.4% EU28 ? \$23938 PPP	0% 0% 0% 0%	enough meaningful jobs for all	OECD B.L.I. 2014 Eurostat, BAS, 2013 OECD B.L.I. 2014 OECD B.L.I. 2014 OECD B.L.I. 2014
<b>24. Resource efficiency</b>	- Material intensity						
<b>25. Investment, innovation, know-how transfer</b>	- Measure?						
<b>26. Business' positive contribution</b>	- Measure?						
<b>27. Truth of accounted cost</b>	- Measure?						
<b>28. Consumption</b>	- Measure?						
<b>29. Production</b>	- Measure?						
<b>30. Public household</b>	- Level of debt as % of GDP (debt quote)						



© 2015 Business School Lausanne and LiFT

