

Sustainability Leadership

Through Compression Thinking

Objective: Improve leadership capacity to initiate or advance programs related to Compression in their companies, agencies, or communities -- or perhaps all three. All students are asked to begin or to focus on a program of their choosing in which they take leadership. Leading a change project is a significant demand on time.

Session Plan

Subjects and Instructors	Exercises, References, Key Points
<p>Sept 29: Hall, Ward, Vasishth</p> <p>Introductions/ Learning Objectives / References / Course Methods (Vasishth)</p> <p>Overview and Scope (Hall: 1 hour)</p> <ul style="list-style-type: none"> ➤ Why? What is Compression (strong sustainability). Why is it important? ➤ What? Compression Thinking: Principles, Tools, Human Issues ➤ How? Vigorous Learning <ul style="list-style-type: none"> - Vigorous Learning Enterprises (VLE) - Conflict with business-as-usual <p>Compression Thinking Principles (Hall, Ashwani, 1 1/2 hours)</p> <ul style="list-style-type: none"> ➤ Principles ➤ Tools and practices ➤ Measurements, with examples. <p>Relating local challenges to big systems and global issues; living better using much less.</p> <p>Exercise: Write your first thoughts on what Bergen County would be like in 2040, having adapted to “Compression.” Class discussion.</p> <p>Lunch Break</p> <p>Ben Larkey, “The Sustainability challenges of Sharp Electronics today.” Class discussion on what could change at Sharp.</p> <p>Preparation for Oct. 6 session.</p>	<p>Compression & www.compression.org</p> <ul style="list-style-type: none"> ➤ Lexicon of Terms ➤ Klein: <i>Don't Go Into Business to Make Money</i> (download from Amazon) ➤ PortionPac: http://www.compression.org/portionpac-chemical-compression-pioneer/ <p>Homework: By Oct. 4, e-mail your idea for a change project you will undertake to doc@compression.org</p>

<p><u>Oct. 6: Hall, Veech, Ward, Vasisth</u></p> <p>Discussion of project ideas (0.5 hours)</p> <p>PortionPac and OS1: Mark Samios, Director of Education, PortionPac (1 hour) Students discuss what more can be done.</p> <p>Key Points from Other Cases (0.5 hours):</p> <ul style="list-style-type: none"> ➤ Ventana Medical Systems (Roche) ➤ Sekisui Housing ➤ Mayekawa Group ➤ “Water Groups” <p>Leading Vigorous Learning (Veech, 1 hr.)</p> <ul style="list-style-type: none"> - Servant Leadership - Rigorous problem solving - Behavior – people development <p>Lunch Break</p> <p>Complex and “Wicked” Problems Seeking New Possibilities, with examples (Ward, Vasishth, 1 hour)</p> <p>Sustainability Action Projects (All)</p>	<p>Cases: “Rubber Meets Road”</p> <p>http://www.portionpaccorp.com/ OS1 Cleaning: http://managemen.com/os1/</p> <ul style="list-style-type: none"> ➤ Ventana article (download pdf) ➤ Sekisui article (download pdf) <ul style="list-style-type: none"> ➤ Ch. 5, <i>Compression</i> ➤ The C4 Process: http://www.thec4process.com/ <ul style="list-style-type: none"> ➤ Wicked Problems: http://www.cognexus.org/id42.htm ➤ Peavey: http://www.thechangeagency.org/_dbase_upl/strat_questioning_man.pdf <p>Before leaving, arrange to discuss your anticipated project with Doc, Ashwani, or others by phone between class meetings. Getting started can be the hard part.</p>
<p><u>Oct. 13: Doc, Vasishth, Veech, Ward</u></p> <p>Student Exercises:</p> <ol style="list-style-type: none"> 1. Explain Compression Thinking in 2 min. 2. Relate your experiences explaining Compression Thinking and your project idea outside of class. <p>Project Discussions: For each student project, generate ideas for how the organization/community could have <i>more effective outcomes</i> from resources used.</p> <p>Brief History of Business Thinking (Doc –</p>	<p>Executing Transformation</p>

<p>30 minutes)</p> <p>Changing Business Models: Compression Model vs. Business Model</p> <p>Issues addressing the human side of change processes.</p>	<ul style="list-style-type: none"> ➤ http://www.businessmodelgeneration.com/ <p>For Oct. 20: Explain Compression Thinking and your project to the class. Practice on others.</p>
<p><u>Oct. 20: Skjei, Ward, Doc, Veech</u></p> <p>Authentic Leadership/ Personal Mastery. Ladder of Inference. Transformative Leadership – Letting go and coming up. Changes in belief systems.</p> <p>Change in different organizations: For-profit; non-profit; government.</p> <p>Lunch Break</p> <p>To change our “beliefs:” Change what we do and change the stories we tell. Reviews of student project progress, individually.</p>	<p>Changing How We Think</p> <ul style="list-style-type: none"> ➤ U-Theory: http://www.presencing.com/sites/default/files/page-files/Theory_U_2pageOverview.pdf ➤ Example: Training Within Industries (TWI) [download pdf] <p>By Nov. 1, prior to the next meeting, e-mail an overview of the project you are developing to: doc@compression.org</p>
<p>Oct. 27: No Class Meeting</p>	
<p><u>Nov. 3: Doc, Vasishth, Veech, Ward</u></p> <p>Student project discussion; review problems encountered or anticipated.</p> <p>Review of concepts as applied to student projects, such as:</p> <ul style="list-style-type: none"> ➤ Identifying stakeholders in project ➤ Drawing all stakeholders in ➤ Developing learning processes <p>Role-playing scenarios with students to prep them for situations experienced or anticipated.</p>	<p>Application to Student Projects</p> <ul style="list-style-type: none"> ➤ Dialog mapping or other “tools” as appropriate. ➤ Leadership exercises: students demonstrate leading by asking questions.
<p>Nov. 10: No Meeting</p>	
<p>Nov. 17: Finale (All faculty)</p> <p>Students present projects and plans.</p>	<p>Students Demonstrate Learning</p>

Interested stakeholders are invited.	
Discussion of future program development possibilities in the Bergen County area.	
Award Certificates	

References: (Incomplete – need references from Ramapo)

1. Hall, “The End of Economic Expansion Requires Compression Thinking,” *Reflections*, v. 10, No. 3, Society for Organizational Learning (2010) [Short overview] [Need URL for pdf]
2. “Compression:” [Longer overview: download from: <http://www.compression.org/wp-content/uploads/2010/01/55-page-Compression.pdf>]
3. *Compression*: R.W. Hall, CRC Press, 2009.
4. All materials at www.compression.org
5. Cases:
 - a. PortionPac: <http://www.compression.org/portionpac-chemical-compression-pioneer/>
 - b. Ventana: “Culture of Accountability,” *Target*, Issue 6, 2007. [Need Url for pdf]
 - c. Sekisui: “Tokyo Sekisui,” *Target*, Issue 2, 2008. [Need URL for pdf]
6. Personal Leadership:
 - a. “Conversation Shifters” (one-page)
 - b. “Strategic Questioning Manual,” Fran Peavey: www.thechangeagency.org/_dbase_upl/strat_questioning_man.pdf
 - c. Theory U Overview (2 p. download from: http://www.presencing.com/sites/default/files/page-files/Theory_U_2pageOverview.pdf)
 - d. Wicked Problems and Dialog Mapping: (<http://www.cognexus.org/id42.htm>)
7. *Business Model Generation*, Osterwalder & Pigneur (from on line bookstores, or see <http://www.businessmodelgeneration.com/>)