

The Trunk & Branches



Strategic Leadership towards Sustainability

International Master's Programme
at the Blekinge Institute of Technology (BTH),
Karlskrona, Sweden

Autumn 2007

News for the StratLeade Network

Newsletter 3

Class of 2007/08 Opens with Open Space

“On the first day of our master’s programme in Strategic Leadership towards Sustainability, 60 students entered a round, open room confused but excited. We were asked to generate one collaborative manifesto for our quest to achieve timely, worldwide, cross-cultural sustainability. It was a considerable task for the first day and none of us felt confident in how to begin; we looked at one another, took a deep breath and jumped. To our delight, in an instant, the room exploded into action. Ideas percolated up from every mind, topic committees were formed and rapid notes were taken. It was the moment we had all been waiting for. Shifting towards sustainability is a daunting and nebulous task but after all, we had all come from around the world for just this reason.”



Class of 2007/08 starts their journey with Open Space Sessions

And with that, the journey for the MSLS class of 2007/08 began. Made up of an enthusiastic group of 64 sustainability leaders in training, they represent 18 countries (Australia, Brazil, Britain, Canada, China, Italy, Japan, Mexico, Moldova, Morocco, The Netherlands, New Zealand, Nigeria, Pakistan, Sudan, Sweden, Turkey, United States) and a diversity of backgrounds and interests.

The excerpt above highlights the shared hopes for a sustainable future that they explored during two days of ‘Open Space’ workshops - a technique for large group meetings that involves dialogue, active participation, and no agenda.

Read on as this edition of the *Trunk & Branches* takes a look into the activities of the newest group of MSLS students, some updates from past students, and other exciting happenings at BTH.

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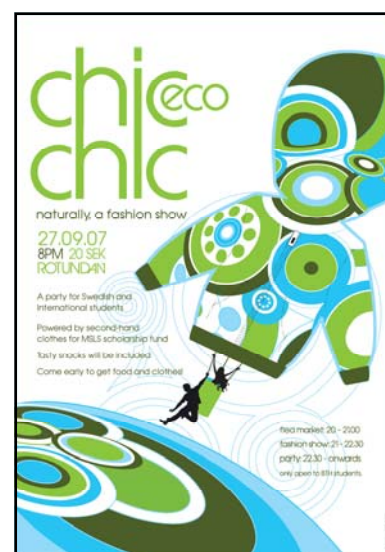
Fashion Show Hits Front Page News

By Kim Edwards; poster by Jennifer Nichols

Chic Eco Chic was the event to be at Thursday September 27, 2007. On the regular BTH pub night, students from the Master’s of Strategic Leadership towards Sustainability (MSLS) programme transformed the Rotunda Campus Pub into an amazing night of shopping, dancing, modeling and mingling.

Faced with the challenge of distributing a heap of left-over clothes from past MSLS students, Freek van der Pluijm, Andria Benner, Anastasia Dewangga, André-

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Message from the Programme Team

Wow - where do we begin? Once again, we've welcomed a fantastic class to the MSLS programme. As you'll see in the following articles, they have already been making their mark not only on the programme, but also at BTH and in the community of Karlskrona.

We've had an exciting first semester, including keynote lectures by Dr. Karl-Henrik Robèrt (founder of The Natural Step and Adjunct professor at BTH) and Dr. Göran Carstedt (former Executive of IKEA and Volvo, now working with the Clinton Initiative), several new workshops, a Personal Leadership Planning series, a Dialogue Café, and much much more! In the midst of that, the entire class boarded a double-decker bus and spent 6 days on the road as part of our Social Sustainability Module, visiting the EU in Brussels, an exhibition on human needs in Luxembourg, and networking with other organizations in The Netherlands.

Our programme team has grown now to ten people, including our new PhD students. As our numbers increase, the breadth of our positive impact expands. We are working on a number of new research projects and papers, the development of a new 2-year master's programme in sustainable product innovation, the inaugural application of an innovative distance learning course for industry managers within the chemicals sector, and are exploring a fantastic new opportunity to engage with BTH's Vice Chancellor on making the school a learning organization on the way to a sustainable future. We are very excited about all these activities, and we hope that you will keep in touch to find out more as they progress.

At the same time, we continue to strive towards lessening our impact on the planet by experimenting with some new technologies that allow us to host keynote lectures via the internet. We'll be offering the first interactive web conference with Dr. Bob Willard in November, resulting in one less trip across the Atlantic. This is exciting not only for the lessened environmental impact, but also because it reduces some financial strain, and creates the opportunity for connecting with leading-edge people from around the world that we otherwise wouldn't be able to host.

Finally, we've already begun thinking ahead to 2008/09 with work to recruit the next class of sustainability leaders. As alumni and supporters of the programme, we know that you often have the best appreciation of how beneficial this programme is to those who attend. Please forward this newsletter onto your networks or colleagues that may find it interesting. The application process for the next MSLS class opens December 1, 2007.

Until next time,

The MSLS Programme Team 2007-08

Pong Leung, Programme Manager

Fiona Wright, Project Assistant

Sophie Hallstedt, PhD Student

Tony Thompson, PhD Student

Karl-Henrik Robèrt, Co-Founder/ Professor

Henrik Ny, PhD Student

Pia Lindahl, PhD Student

Merlina Missimer, Project Assistant

Göran Bröman, Co-Founder/ Professor

Cecilia Bratt, PhD Student

Richard Blume, Research Associate

Tamara Connell, Project Assistant

Fashion Show... continued

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Benaim, Tracy Lydiat, Jennifer Nichols and Julia Pereira successfully surpassed all expectations, earning front-page media coverage, two days in a row! The night began with a huge flea market where students and guests of BTH rummaged through piles of clothing items left behind by past MSLS students at un-beatable prices. The items ranged from tables of shoes and jeans, sweatshirts and dress shirts to a guitar auction.

Many felt the flea market was a pretty good deal. But if you left at that point with a new sweater and vest, you missed the best part. Two vocal performances were just a taste test of the spectacular visual feast that was to come. The lights dimmed, the music turned down and a fashionably dressed master of ceremonies, Geoff Stack, took the spotlight. While it wasn't a big secret that a team of models were stripping down behind the stage wall, when the first model strutted onto the catwalk in the hottest fashions of the season, all eyes were on him. The model team had passionately created the hottest looks for this season from all recycled clothes and were out to sell them. With the music pumping and each model displaying a unique look, the runway was surrounded by interested shoppers, curious viewers and creative photographers.

When the runway walks were complete, the organizers of Chic Eco Chic announced a ½ off sale on anything left, and again the tables were buzzing.

What made the evening so exciting was the support that the MSLS students received in sharing their resources, creativity and passion for recycling and re-using with the rest of the BTH and Karlskrona community. Close to 5000 SEK was raised from this one-time event and all of the proceeds are going to a scholarship fund for the MSLS programme. The organizing team and MSLS class would like to thank Lina from the international office, Eva and Rickard from the Student Union and Christian from the Rotunda for their enthusiastic support.

Fashion show models (clockwise from top left):

Amber Collins, Simon Goldsmith, Lu Lei, Patricia Mesquita, Kimberly Edwards, and Yan Ye.



Alumni Spotlight



Jonas Lagerynd '07

I gained much inspiration during last year's MSLS studies. A lot of ideas were co-created and born at our kitchen table meetings. One particular idea that I brought to such a meeting has occupied my mind and kept me busy since this summer. I would like to share the vision I have for this idea now: Welcome to CARD.COOP! CARD is an acronym for Campus ReDesign and .COOP is the domain for international cooperatives.

Becoming a member of CARD entitles professionals from the business and public sectors (all over the world) to live webinars in one's native tongue on strategic, critical and innovative issues regarding sustainable urban development as well as sustainable product and service development.

One will learn about the concepts, strategies, tools and best practices from all over the world presented by internationally renowned experts and experienced practitioners. Also, one will be able to pose questions and get answers from the presenters. The webinars will be hosted by graduates from the MSLS programme.

After the sessions, participants entitled to free on-demand versions of the same seminars they have attended live. Furthermore, through their participation, they will build a network of professionals for sustainability with whom they will be able to share professional problems and solutions as well as be able to establish contacts with for exchange and visits.

During the coming months I will be discussing with partners and stakeholders, setting up the cooperative and starting the development of the actual service. Then, I'll be going for Beta-testing with a few interested customers (test pilots) on the English, Mandarin and Spanish markets. I would be more than happy if you happen to hook on somehow to this vision and would like to respond to me in one way or another! You are also welcome to drop me a line if you would like to be contacted further on along the road!



Andrew Outhwaite '06

After my delightful and unforgettable experience of MSLS and an Integral Sustainability course in the US, I chose to apply my learning in London – a place that previously made me feel ill, but at some point infected me with energy, vibrancy, diversity and the opportunity to pursue something entrepreneurial.

The specific opportunity has been leading on the spin-out of a new enterprise from Eastside Consulting. The service is one of matching volunteers from private business (e.g. corporate managers) with social entrepreneurs (e.g. tackling challenges such as homelessness, mental health, and energy shortages), and taking them both through a process of learning and development. By the end of this year we will have a sense of what sort of an impact this approach has had on the participants, and their work. It has been a great opportunity to learn about business from many perspectives, and has been a steep learning curve for me!

My work is not completely focused on 'sustainability' in the TNS sense, and is a far cry from the ecological conservation work I was involved in prior to MSLS. It's been tough in many ways: living in a big city, diving into a very finance-oriented world, being pushed to be more efficient and relationship/customer-focused, pushing myself spiritually and psychologically, and consciously working in areas that are definitely not my core competencies. Sometimes I just want to rest and relax back into my 'comfort zone'; I mean ecosystems always do the bare minimum they have to, right?! A 'stretched' system is not resilient or sustainable, or is it?

The universe's invitation to be more open, more present, more inquiring, less certain, and less fixed on your individual identity is pretty compelling. Change is a constant, and although I am better able to relax and be still on the deepest level, I am also filling to bursting with a passion for re-engaging more deeply in some of my other work (side-projects) on experiential approaches to sustainability learning, and the meshing of the Integral and TNS approaches to sustainable development. Thanks for being part of the journey, everyone!

Alumni Spotlight ...continued



Scott Grierson '05

I am now pursuing a PhD at the Graduate School of Environment at Macquarie University, Sydney with industry sponsorship and participation. My starting point was effectively this: if you are a net contributor of carbon dioxide to the atmosphere, then you are part of the problem; if you are somehow 'carbon neutral' then you are no longer part of the problem; if you are carbon 'negative', then you are truly part of a restorative solution.

For some time I have been fascinated by the planet's oldest and most highly adapted plants - aquatic microalgae. After all, dwindling supplies of crude oil are effectively 'the last hours of ancient sunlight' captured by these algae in the oceans of ages past and fixed in the lithosphere with the application of time and pressure. Since algae fix carbon at a great rate with nothing other than sunlight, water and CO₂, what potential is there to use this as an abatement 'turbo charger'? This then led to conceptual design of a theoretical 'carbon pump' that marries algae biomass on a large scale, with pyrolysis processing to produce renewable oil and gas but also char, that you can safely sequester in the soil (as a relatively stable form of carbon). What if the nutrients involved (N, P, K) were also returned to the soil via the char and this not only restored highly degraded soils, revitalised microbial activity and sequestered carbon, but also improved moisture retention and agricultural yields? Overall, what if this means that the 'total value package' is actually carbon 'negative' and net removes large quantities of carbon from the atmosphere and locks it in the ground? Conversely, what if this concept is all just sexy speculation, doesn't stack up and is a poor strategic decision at the end of the day?!

These are some of the questions I am now attempting to answer with a little bit of scientific rigour and analysis. I am also learning about how to be a researcher too and playing with lots of tubes, growing stuff, blowing it up again and even getting to wear a lab coat - all new experiences! In any case, if there is one thing I learnt in Sweden, it's that even with goodwill, humour, intelligence and a passion for sustainability, the most ardent and committed change agent could be the architect of the next unsustainable paradigm in the absence of a strategic view. Hence design of our 'turbo charger' must evolve within the context of socio-ecological constraints if it is to be of any use in taking us closer to compliance with principles for success!



Antoine Beliaeff '07

"Leadership in sustainability can only come from the private sector" is a phrase that I often heard at BTH. But after years as an urban planning consultant whose recommendations often seemed to fall on deaf ears, I was encouraged by the tales of Whistler and Swedish municipalities - the public sector - which had achieved great success towards sustainability. I adopted "change comes from within" as a motto during my job search.

On September 18, after a summer of browsing farmers' markets and reconnecting with family and friends, I started working as a Senior Planning and Policy Advisor for the new Greater Toronto Transportation Authority, or GTTA.

The GTTA was created by the Province of Ontario in 2006 to coordinate key investments and policies in transportation including walking, cycling, transit, roads, and goods movement. The task is huge. A population of six million that has grown by eight percent in the last five years; a wealthy region with high levels of car ownership yet low gasoline prices; decades of under-investment in public transit yet aggressive local road widening programmes; runaway development on farmland; and, of course, a strong attachment to the "Canadian dream" - the expectation to own a detached house and two cars.

Over the next year, I will focus on helping manage the preparation of the Regional Transportation Plan, a long-range blueprint to help implement the Province's Growth Plan, a new (more) sustainable growth management strategy for the Toronto area, but which was missing a key transportation element.

My MSLS has been a great tool, as has my group's thesis on planning jointly and regionally for transportation, land use and energy. I have been applying my MSLS skills at every turn: develop a collective vision framed by sustainability principles; identify what is wrong with the current reality; brainstorm approaches to achieve the vision, and prioritize. Asking "Where is this idea going to take us in the long term? Can we build on it? How can we tweak it so that we can build on it and ultimately fulfil the vision?"

In other news, we bought a house (on a postage stamp lot) in central Toronto. The energy efficiency audit is already scheduled, following repainting with zero-VOC paint. We are also hoping to install new insulation, windows, and maybe even geothermal and solar systems!

Class Field Trip

- By Tim Nichols

We rolled out of beds and into our seats as the bus pulled away, hours before the sun thought about coming out. Our destination a mere 14 hours away, we cozied up with our neighbor and hunkered down for the Scandinavian sightseeing window tour. 18 hours later, we u-turned our coach into our parking spot and unloaded into Brussels. As if in some sort of time warp, the seventy-five travelers exited the wormhole from a side door and dropped our bags in our hostel rooms. We had arrived early enough to take a couple of hours to explore the essentials of Brussels; the architecture, the chocolate and the beer.

In the morning, the crew gathered and paraded across the city to our first stop, the European Parliament. Well-known Swedish Member of European Parliament and friend of the MSLS programme, Anders Wijkman, took time out of a busy schedule to give us an introduction to the challenges of integrating environmental considerations into EU policy.

Later in the morning, we eaves-dropped on the Parliament's temporary committee on climate change as they discussed future policy options for the European Union. After lunch we proceeded to the European Commission where we received two interesting presentations, the first on the history of the EU and the second on the work within the EU Directorate-General for the Environment.

Next stop, a sleepy German village where we could rest our heads. Despite being in the middle of nowhere, the group found ways of entertaining ourselves well into the night and we left the next morning more cohesive than ever before, bound for the pinnacle of the excursion.

The bus pulled into a Luxembourgish industrial complex shortly after noon. ALL WE NEED, stenciled in large block letters on the side of the run-down former steel refinery, welcomed us. The large open facility echoed our amazement as

we wound our way through a conceptualized exploration of fundamental human needs.

Based on the work of Chilean economist and Right Livelihood Award laureate Manfred Max-Neef, the exhibit was comprised of ten rooms: *Relax (Idleness)*; *Survive (Subsistence)*; *Choose (Freedom)*; *Love (Affection)*; *Help (Protection)*; *Belong (Identity)*; *Understand (Understanding)*; *Create (Creativity)*; *Dream (Transcendence)*; and *Stand Up (Participation)*. By the end of our 3 hour journey through the exhibit, our synapses flooded with beautiful sad reality, we found ourselves deeply moved, saddened, awoken, shocked and motivated. We shared our emotions and reflections on the experience in a class workshop onsite, then clambered back into our vessel and drifted on to the last destination of our trip.

In Amsterdam, we had our schedule loosed and we were free to expand our minds by exploring the city. The next day we split into two groups to meet with like-minded groups working for social change. The Kaos Pilots, a school aiming to 'train change agents and creative entrepreneurs', welcomed us and some exciting 'Kaos' ensued. Later, a personal contact within the group alerted us to an exciting venture unfolding just up the street and a spontaneous meeting took place at The Hub - a collaborative space intended for social, sustainable innovation. Meanwhile a fruitful meeting with the FairFood Initiative allowed MSLS students to offer some sustainability techniques that could be incorporated into their cause. And with that the seeds of future collaboration were sown.

That evening, back on the bus, we retreated into our nests and prepared for the long bus ride home. The whirlwind tour of the European lowlands (4 countries in 6 days) left us back in the place where we started. Our minds both enlightened and exhausted, we settled on the bus with our thoughts and reflected on the experience.



Our Field Trip In Photos



Sustainability Bridge

-By Merlina Missimer

With the start of the new academic year, BTH has taken another step to strengthen its sustainable development profile. Through generous support from the Vice-Chancellor's Office, the university has established a match-making project named "The Sustainability Bridge" (Hållbarhetsbron). The primary purpose of the project is to connect students' and researchers' competence with corresponding organizational needs for project work with a sustainability relevance. This may be everything from small course projects to thesis works and research commissions.

The project is led by Pia Lindahl, a new PhD student in the Mechanical Engineering Department, who was involved in a similar project at Kalmar University before she began her PhD at BTH. Tamara Connell, Merlina Missimer and Fiona Wright have been hired to execute this project from September until January 2008 and have been joined by Cecilia Bratt and Anthony Thompson (also PhD Students).

Our team has started the work by compiling an inventory of the competencies and ideas with sustainability

relevance that exist in different sections, departments and units of the university. Over the last several weeks, we have interviewed various people from all departments in order to understand how their work can relate to the Sustainability Bridge. In the next step, we will assess different local organizations' needs relating to sustainability and market the Sustainable Bridge externally.

We are currently looking for organizations within the region and beyond to participate in MSLS Strategic Management for Sustainability course project and thesis collaborations. Please send an email to Pia (pia.lindahl@bth.se) if you wish to meet with someone to discuss your organization's participation in these projects. Strategic Management course projects get underway early in November, and expressions of interest for thesis collaboration are begin accepted now.

We look forward to building this Bridge in the coming months, and welcome your questions, comments, or feedback at any time.

Where are the leaders of tomorrow?

What do a Brussels lobbyist, a Nigerian Engineer, a Brazilian Green Architect, a Canadian Graphic Designer and a Chinese Business Manager have in common? Among other things they share a concern for the state of the world and a recognition that new skills and knowledge are needed to succeed in an era of rapid change.

These are the sustainability leaders of tomorrow. They represent a small sample of the talented professionals that attend our international master's programme 'Strategic Leadership towards Sustainability'. They have dedicated themselves to a year of learning the science, a strategic framework and tools, and developing leadership skills required for organizational change.

Soon, they will join a global alumni network and re-enter business, government and non-profit organizations, bringing with them the skills and know-how to guide strategic action towards sustainability.

Are you seeking to develop sustainability expertise within your organization? Do you know someone with the passion and dedication to rise to the greatest challenges of our time? Are you the next sustainability leader?

Visit our website www.bth.se/msls or contact us at sustainabilitymasters@bth.se to find out how a master's degree in Strategic Leadership towards Sustainability can help you and your organization.

Applications open 1st December, 2007.

Creating Sustainability Change Agents within the Chemical Industry

A new and unique distance-learning course for professionals within the chemical industry started on September 27th 2007 at Blekinge Institute of Technology, Karlskrona, Sweden. Participants will be trained through one year to become change agents for economic, social and ecological sustainable development within their respective companies. Blekinge Institute of Technology and The Natural Step is organizing the course with support from the chemical industry companies Hydro Polymers and Rohm and Haas.

"I am very pleased to see so many industry champions leading by example in pursuit of a more sustainable future. This is an excellent start to our endeavour of creating cross-sectoral and science based cooperation for sustainability", says Karl-Henrik Robèrt, founder of The Natural Step and professor at Blekinge Institute of Technology.

Hydro Polymers Gelled Compounds and Logistics Director, Paul Wheatley stated, "I'm delighted that within a relatively short time scale we have succeeded in engaging a major part of our supply chain to address sustainability challenges together. This course can only accelerate our progress towards sustainability that will strengthen our supply chain and the industry as a whole."

Patrice Barthelmes, Group Vice President for Packaging and Building Materials, Rohm and Haas: "We continue working hard to integrate sustainability into our business strategy. Success will also depend on these team members who will act as change agents and be able to apply the knowledge gained in the course into practical cases of sustainability within our organization."

Pong Leung and Richard Blume have been leading this distance course. If you would like to find out more about this course, or to inquire about starting up a similar course for your own organization, please contact Pong.Leung@bth.se or Richard.Blume@bth.se.

Class of 2007 Alumni Head South: Update from Chile

by Micheal Hensen

"READY! SET! GROW!"

The baby pomegranate trees are budding here in sunny central Chile as Michael Henson, Monique Monteverde, Lawrence Silcox, Sean Spender (MSLS Alumni, 2007) and Patricia Lopez progress with a sustainable irrigation and farm consultation project. We have dubbed ourselves "The Aurora Project" for the valley in which the small farm is situated. We are designing a solar powered water pumping system, focused around the versatile technology of special solar water pumps. Each pump will be wired directly to a photovoltaic array, and the pumping rate will fluctuate according to insolation and Direct Current (DC) output, with the capability to run even on overcast days. In the super sunny Chilean Summer, when most watering will occur, this is a strategic solution to the watering needs of this expanding pomegranate farm.

Solar powered water pumping is a growing solution to meeting the water demands of people, plants, and livestock around the world, particularly in remote areas without grid access. With an adequate storage tank, a few photovoltaic panels, and a specially engineered solar water pump, systems have been designed that meet the watering needs of entire villages. As water scarcity becomes an issue in more and more places around the globe, the potential for this technology will also increase. It's exciting for us to be experimenting with and learning about the complex worlds of electricity and hydraulics, and trying to keep sustainability in mind throughout!

So, about that sustainability thing...we've had our share of challenges with this project: trying to stay focused on SSD while meeting the ever-changing objectives of our client, battling the pressures of time, and working with the challenges of another culture and language. Nevertheless, we are being intentional about our material choices, trying to educate and influence our client on the business case for sustainability, and discussing larger issues of cash crop farming and our ability to snag those "low hanging pomegranate fruit" and influence the larger system here. We even have a "funnel" hanging around - the one we use to collect drinking water from the spring that flows from the roots of a nearby tree. So it all comes back to water (and The Funnel!)...Cheers from Chile!

Check out our blog - <http://sustainablewaterpumping.blogspot.com> - and sign up to receive e-mail updates!"



Strategic Leadership
towards Sustainability



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Photo courtesy of Richard Blume

Supporting MSLS—Fundraising Update

-by Georges Dyer

The efforts of StratLeade Sustainability Education – the fundraising partner of the MSLS programme – are off to humble, yet powerful beginnings. This fall MSLS alumni engaged in a self-organized “Class Challenge” where each of the three graduated classes squared off in the spirit of *coopertition* to see which class could achieve the highest participation rates for donating.

The classes of '06 and '07 emerged victorious in a tie – each with 31% of their class making a donation. The class of '05 clocked a 6.7% participation rate – giving the overall alumni community a rate of 23%. The total amount raised was just a hair under \$1,500.

While these numbers aren't breaking any world records, they are very solid for such a young program with such a diverse and scattered alumni community – *especially* considering that these efforts were self organized by the community!

And these results give us a nice base to work from – we plan to leverage this success and engage foundations and companies to raise the kind of money needed to secure the MSLS programme's spot as a world-renowned programme. Once we have a critical amount, funds can be used by the programme to offer scholarships for students from industrializing countries (many qualified candidates cannot attend each year due to the financial requirements for getting a visa), bring in a wider diversity of visiting sustainability experts, support internship programs, and core programme activities.

Remember these efforts are all self-organized and volunteer-supported – so alums, students, and business partners, please get involved! If you have experience applying for grants, think your employer would be interested in donating, or recognize the value and importance of this programme, contribute in any way you can. Visit www.stratleade.org to learn more and make a donation (tax-deductible for US citizens and business), and contact me at georges@greenland-enterprises.com for more information.