

SUSTAINABLE BUSINESS



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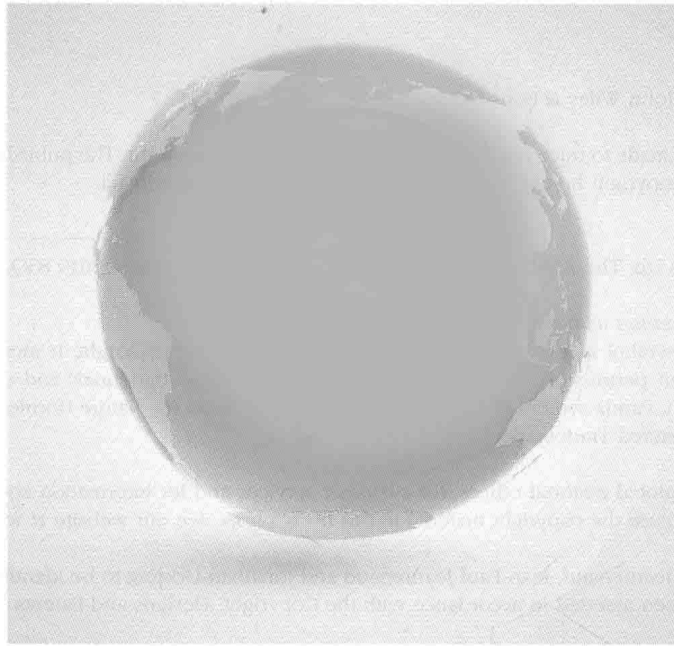
PLANET APPROACH

Edited by: Sally Jeanrenaud • Jean-Paul Jeanrenaud • Jonathan Gosling

In association with



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We need a new generation of business leaders willing to take responsibility for solving the problems of climate change and poverty. And we need bold new programmes and partnerships in business management education to support these leaders. A sustainable company can be more successful than one that pursues profits alone. *Sustainable Business: A One Planet Approach* makes a valuable contribution to redefining what it means to be a successful company, and the kind of curricula we need to shape it.

Paul Polman

CEO, Unilever

The beauty of the book is that it is a collaborative work by multiple thought leaders who bring phenomenal insights in a comprehensive way. The well-researched and connected topics show how to build institutions for the 21st century rather than just business-as-usual.

Arun Jain

Executive Chairman, Intellect Design

Sustainability has gone from a nice-to-do to a must do. Tomorrow's business leaders need to transform their business models in to ones that create value for their customers and society within the limits of the planet. In a world challenged by climate change, scarce resources and inequality there is no room for half measures. A One Planet Approach will help MBA students develop the background and the thinking to help lead this transformation.

Steve Howard

Chief Sustainability Officer, IKEA

Businesses with a higher purpose are discovering that there are better, and often unexpected ways, of doing business that can alleviate poverty, address environmental challenges, and still be profitable. *Sustainable Business: A One Planet Approach* argues for new business models that will help regenerate our economy in ways that are pro-poor, pro-planet and pro-prosperity.

Miriam Turner

AVP Co-Innovation, Interface

9 billion people living well on a healthy planet can only be achieved by the greatest wave of entrepreneurial innovation ever seen. One Planet thinking does something unique – it acknowledges physical limits but uses them to inspire global action. This book rightly encourages business to be at the forefront of this change.

Oliver Greenfield

Convenor, Green Economy Coalition

In 3M we have proved that reducing waste can save companies billions of dollars over the years. But we also know that sustainability can be a driver of good leadership, innovation and success over the longer term – beyond eco-efficiency arguments. We need a new generation of business leaders who know how to integrate sustainability issues into their business DNA in smart and strategic ways. This new textbook helps point the way.

Pip Frankish

Corporate Communications Manager, 3M Europe

Business in the 21st Century is vastly different from that of even the late 20th Century. This book is for managers who want to lead organizations and transform how business is conducted in this networking, information age, with its different dynamics, challenges and rapid changes. These challenges are why we at Texas A&M Univ. – Central Texas are making innovative changes to incorporate the concepts of sustainability and socially responsible management deep into our curriculum to bring about these much needed innovations in business education - this book provides many of the core concepts and techniques we need.

Larry Garner, Ph.D.

*Dean, College of Business Administration, Texas A&M Univ.
Central Texas, USA*

Sustainability is no longer simply about complying with environmental regulations or CSR, it is becoming central to way business is done. It is shaping strategy, innovation, operations, finance and accounting. The One Planet MBA, co-founded with WWF, offers global perspectives on the sustainability challenges facing us all, and the business opportunities that are generated by embracing change for good.

Fuji Kimura

Global Insights Manager at Google, and One Planet MBA alumna

This important new textbook highlights the urgent need to develop new economic and business models that will contribute to achieving the UN Sustainable Development Goals. These address the 3 major challenges facing humanity - eradicating poverty, sharing prosperity, and safeguarding the environment. Business has a crucial role to play in delivering these goals, and as this book reveals, progressive businesses are already leading way.

Sheng Fulai

Head, Economic Research Unit, United Nations Environment Programme (UNEP)

Business people need to think about a more sustainable society from a new and different point of view, namely a One Planet Approach. This book shows what this means for each of the main functions of a business - a most valuable guide.

Kentaro Iijima

Senior Advisor, former Corporate Senior Vice President, Fujitsu Marketing

Sustainable Business: A One Planet Approach is a holistic approach to life and leadership, which invites us to lead internally and externally, to realize that we live in a deeply interconnected world, and above all, to make a meaningful difference to self, the community and the planet. A must read for all.

V. R. Feroose

Senior Vice President, SAP SE and Co-author of 'Gifted'

This is a new generation business textbook, that makes the case for a transition to radically different economic and business models - ones that address social inequality and environmental degradation, and promotes new understandings of prosperity. Business leaders and students need access to new ideas and fresh perspectives if business is to become a force for public good, rather than private gain.

Mark Goldring

Chief Executive, Oxfam GB

You just have to do it! How often have we heard it said, and how often have we said it ourselves: that doing business in more human, more environmentally sustainable ways is the great adventure of our times. Here is a textbook that assumes a new normal. Start with the assumption that we have just one beautiful planet, and business suddenly becomes sane again. I recommend this book to all who want to do proper, value-adding business

Jan van Betten

Founder, Nudge.nl

When leading minds get together to challenge established ways of thinking about the purpose of business in today's world, it is a sign that existing systems boundaries are being pushed and redrawn. This urgently needed book brings to the surface comprehensive and game-changing approaches that will enable business leaders to steer their organizations with care, responsibility, value and success through rapidly changing societal and environmental complexities. Most importantly though, the authors courageously address the most difficult barrier we face in creating change for a sustainable future – the role that our own mindsets, values and behaviours play. This is the textbook for business and management educators who want to be on the right side of history.

Isabel Sebastian

*Senior Research Consultant, Institute of Sustainable Futures
University of Technology Sydney, Australia*

**To the Goodness, Truth and Beauty of People and Planet,
and for the wisdom to co-create for the benefit of all.**

FOREWORD



Global wildlife populations have declined by more than half in the last 40 years, climate change and extreme weather events threaten the long-term stability of the planet and society. We should be in no doubt as to the scale of the challenges we are facing.

The crisis is global and the impacts of our unsustainable lifestyles are being felt everywhere in resource scarcity, poverty, civil unrest and war. These pose major risks to business and society but also provide opportunities for innovation, and new kinds of growth and prosperity. The solution is inspiring and exciting - learning how to live sustainably on our One Planet.

If we are to ensure that the Earth, our only home, continues to provide us with all we need to survive and prosper, then we will need to create a new, just, and equitable economic system that will be sustainable in perpetuity.

This timely book makes a powerful argument for a radical shift in the focus of Management Education away from a narrow emphasis on financial growth, to one that puts equity, and prosperity for all at centre-stage. Although corporations have a key role to play in shaping a sustainable future for people and planet, it is not always easy to strike the right balance between our ideals and values, and running a successful business. All too often the quest for profits can obscure wider social benefits. However, I am convinced that the private sector can, and must, be a principle driver of change for good. I believe we are already witnessing the first signs of this paradigm shift spearheaded by pioneering NGOs, governments and businesses. More and more people understand that working in ways that protect the environment is good for business, good for society, and good in itself.

We are witnessing a growing movement to disinvest from our dependency on fossil fuels to a world based on renewable energy. WWF's Seize Your Power campaign has played a part, helping to spur divestment from dirty fossil fuels and investment into clean, abundant renewable energy. This is not just about protecting the environment it also makes sound economic sense, especially when oil and gas reserves are increasingly likely to become stranded assets.

To stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature: that is WWF's mission. And it is one that touches all areas of our lives. For the natural environment is ultimately the basis of our economic prosperity, our social progress and our personal well-being.

We are not alone in our mission, nor in our message. It is increasingly echoed by a wide range of voices, in many spheres and many sectors. By civil society organizations, scientists, communities and millions of concerned global citizens; by village councils and UN bodies; by businesses, banks and economists. We are all potential allies as we grapple with the big planetary challenges - climate and energy issues,

protecting species and ecosystems, curbing unsustainable resource use and securing water supplies for all. We cannot achieve the change we need alone, but when we come together with others, anything is possible.

Yolanda Kakabadse

President of WWF

PREFACE



Introduction

There are at least five major strands of thought that shape the content and style of this book.

1. Business Serving Society

The overall goal of *Sustainable Business: The One Planet Approach* is to help train MBA students to manage and lead companies and organizations that serve wider society and work towards the common good, in ways that increase human well-being, reduce poverty, inequality and ecological degradation, and are nonetheless profitable. Corporate scandals, growing inequalities between the rich and the poor, mounting environmental risks and ecological scarcities, and the risk of financial recession, underpin the arguments that 'the corporation' has become dysfunctional, de-linked from its social purpose, focused on financial gain at the expense of ethical practice and environmental health, and is in danger of losing its status as a trusted social institution.

There is a growing consensus that, while firms need to remain profitable to stay in business, their owners and managers need to take responsibility for their social and environmental impacts, and define a higher purpose that expresses the inherent aspiration for the good. Others claim that capitalism itself is at a crossroads, and that we are in a profound transition from an old to a new economy, in how we create and measure value, and define success, which will have profound implications for business, society and self.

This book, then, aims to promote and support an understanding of a transition to a more sustainable economy, and to position itself in the wider debate about the changing role of business in society. Its goal is not to prepare students to work in companies that operate within the same cost-externalizing, profit-maximizing business logic of the last 50 years, nor to adopt the same ethically myopic practices of the past. Nor does it aim to mainstream sustainability considerations into business practice simply to enhance competitive advantage, nor to prepare students to become better corporate social responsibility (CSR) managers (although it may include this). Rather, it recognizes that business management education needs to radically evolve and transform to reflect new aspirations, knowledge and practices. The leitmotif of the book may be considered change or transition from business as usual to business models that will have a net positive impact. It promotes pro-business, pro-people and pro-planet approaches.

2. Integrating Planetary Boundaries and Social Foundations

Sustainable Business is rooted in an understanding of the concept of planetary boundaries. Scientists have identified nine boundaries of the planet's biophysical subsystems or processes that define a stable environment conducive to life and a 'safe operating space' for humanity. This approach recognizes that 'nature has its own budget', and that current patterns of production and consumption are pushing us across certain biophysical thresholds, such as safe thresholds of CO₂ in the atmosphere, with unknown but potentially disastrous consequences for humanity.

The concept of 'planetary boundaries' is often combined with a parallel notion of 'social foundations', which identifies 11 social priorities for human development, below which lies unacceptable human deprivation, such as hunger, ill-health and income poverty. The concept of a 'safe and just space for humanity' within which our institutions have to work is sometimes referred to as the 'Oxfam doughnut model'. The concepts of planetary boundaries and social foundations are introduced in more detail in *Chapter 1*. Our efforts in this book thus take into account these factors for corporate sustainability.

Basically, business has tended to operate on the assumption that natural resources are infinite, but that enterprise(s) are bounded. Actually the opposite is the case: the planet is bounded (notwithstanding the practically endless energy from the sun), while human imagination and enterprise are free. Some scholars propose how metrics for organizational performance could be applied to strategic and operational decisions, in the preferred metaphor of some authors providing a 'dashboard' on how each company's operations take us towards or back from these nine crucial boundaries. Why is this important? Because it begins to show how businesses might evaluate their contributions to global wealth, more broadly defined.

Of course all these boundaries and foundations are socially constructed in the normal context of the political economy; and how business and regulations work in relation to them is not straightforward. Many will choose not to be mindful of such criteria, so one important aspect of 'one planet business' must be a willingness to contest the status quo. But the point we want to make is that our book should speak to those who want to work differently; who choose to take a critical stance in relation to promises of 'responsible capitalism', 'sustainable business', and 'escape through technical innovation'. We should help these people to articulate their aspirations, and to figure out how to work in what might be radically different ways.

3. Supporting the Transformation of Business and Management Education

The book aims to make a contribution to the transformation of business and management education. We recognize that business and management education have been blamed for various dysfunctions of the modern corporation, and that there is a need to challenge and transform the way business and management are taught. It is currently in a state of transition worldwide. Business schools have been responsible for failing to foster ethically-informed leadership, sustainability, and accountable business practices. They have even been blamed for creating financial crises and recessions. Managers and recruiters are increasingly questioning conventional

business education. Various student-led initiatives, such as the MBA Oath, are seeking to restore ethics and higher purpose in the field of management education. With the exception of the emerging economies, applications to MBA programmes have declined as economic uncertainty is leaving students wary of investing in business programmes.

Several organizations are taking a lead in articulating the rationale for transforming business school education. For example, the goal of the United Nations PRME initiative (Principles for Responsible Management Education) is to inspire and champion responsible management education, research and thought leadership globally. It claims that corporate responsibility and sustainability have entered but not yet become embedded in the mainstream of business-related education, and calls on business schools to address new business challenges and opportunities. It has developed six new principles of responsible business education (related to purpose, values, method, research, partnership, dialogue) with over 650 participating institutions.

The 50+20 Group's manifesto *Management Education for the World*, prepared for Rio+20, describes a vision for the transformation of management education in which the common tenet of being best *in* the world is revised in favour of creating businesses which are designed to achieve the best *for* the world. It lays out three new roles of management education: the education of globally responsible leaders; the transformation of research into an applied field to serve the common good; and, the role of management educators in transforming business and the economy through open space action learning and research.

Business schools worldwide are revamping their curricula in attempts to rebuild reputation and trust. New modules on ethics, CSR and sustainability are being developed, and many are rethinking and extending MBA curricula beyond a bolt-on sustainable development module. However, beyond these preliminary efforts, there are deeper transformations of economy and society underway. These changes will affect how every business discipline is taught. This book aims to contribute to this transformation of business management education, and to produce a useful resource to help, support and guide students who want to adopt a 'one planet' approach.

4. Mainstreaming Sustainability within the MBA Curricula

This text is based on the belief that sustainability is emerging as a concern in every discipline, and needs to be embedded within all modules, rather than considered as an add-on module to an existing MBA programme. We understood that the relationship between society, economy and ecology is framed in various ways in the diverse literatures, but that the interconnections between human and natural systems are increasingly recognized in every field. Thus, we are dependent on nature's life support systems for our own survival (the air we breathe, the water we drink, the soil in which we grow our crops) and ecosystems provide us numerous goods and services critical to the economy, but are often taken for granted and are economically invisible (e.g. pollination, production of oxygen, sequestration of carbon dioxide). Sustainability cannot be considered as something nice to have, or as extra to life. It is more than a set of resources; it is the basis of life. Learning how to be sustainable is more a rite of passage that every species has to go through if it wants to remain on the planet over the long haul, and needs to be considered by and within every discipline.

We aim to capture some of the results of this thinking within the business education world, and in particular the implications for teaching leadership, economics, strategy, collaboration, innovation, operations, organization, marketing, finance, entrepreneurship and accounting, amongst others. However, *Sustainable Business* does not aspire to put forward a complete reworking of the MBA curriculum. The collection of chapters should be considered as a modest contribution to a learning journey. It recognizes that the economy and business practices are in a state of transition, and that the book's efforts to capture some of these changes across a range of MBA modules should be seen as a work in progress.

This work also supports the development of new and diverse pedagogies, which will encourage students to be more politically, culturally and ecologically aware, to challenge old assumptions, values, and ways of working, and to adopt new perspectives and tools in order to realign company interests with wider social goals.

5. Respecting Diversity of Voices

We sought to work with a wide group of authors and practitioners who are pioneering sustainable business in their research, teaching, and work. The text is international in scope, and draws on the work of academics and practitioners from across the globe. We also wished to acknowledge and respect distinctive intellectual perspectives, and practical approaches to sustainability and business transformation. We welcomed a diversity of views and voices in this emerging field, understanding that the contributing authors rationalized or communicated sustainability, or business transformation, in different ways. Each contributing author has been free to develop and articulate their preferred perspectives and material in their own style.

Structure of the Book

Each of the chapters broadly covers a traditional MBA curriculum. But instead of naming each in terms of an academic discipline (e.g. economics, finance, accounting, etc.) they are titled according to the problems they are trying to solve. In each chapter we have addressed the problems as they are conceived in our contemporary world, with an emphasis on new framings and emerging solutions. The first chapter outlines the main sustainability challenges and the case for change, while the second chapter outlines some of the principles and examples of new economic and business approaches. Some readers may prefer to begin with the *Chapter 2*.

In **Challenging**, *Chapter 1*, Sally and Jean-Paul Jeanrenaud outline a big picture overview of our 'one planet predicament'. They introduce the interconnected impacts of business as usual on planet, people, profit and power, which have been described as unsustainable, unfair, unstable and undemocratic, and which pose risks to business and society. They challenge the ideas that we can grow now and clean up later; that wealth trickles down, that rising GDP increases well-being; that growth creates jobs; and that competitive capitalism is a vehicle of democracy. Such challenges help create the case for change to new economic and business models, or what might be called a 'one planet approach'.

In **Changing**, *Chapter 2*, Sally and Jean-Paul Jeanrenaud outline three inter-linked domains of change: business, economy, and the self, and highlight the

importance of changing from the 'inside-out' as well as the 'outside-in'. They illustrate 10 ways in which thinking and practice is shifting in business, relating to mindsets; purpose; governance; capitals; nature; labour, production, consumption; energy and technologies. These represent a fresh integration of inner and outer realms, which is helping us reconnect to ourselves, each other, and to nature.

In **Leading**, *Chapter 3*, Jonathan Gosling and Prasad Kaipa show how the art of influencing people towards shared goals is rooted in culturally and historically specific settings. A development towards eco-leadership is charted and described. Because leadership involves relationships imbued with feelings about power, dependency and trust, people are usually and rightly ambivalent about their leaders. Often there is a mismatch of expectations throughout a hierarchy, and differences between unitary, plural and radical conceptions of organizations. The argument that leadership should adapt to the situation is criticized on the grounds that defining the situation – as wicked, tame or critical – is a leadership function with important political outcomes. While new leadership thinking hails a shift from hero to host, from conqueror to carer, the abiding responsibility is to face uncertainty with wisdom. The chapter concludes with an explanation of why mindfulness is important in developing responsible and wise leadership towards more integral purposes.

In *Chapter 4* on **Valuing**, Catherine Cameron explores the concept of economic growth, and new ways of measuring what matters, arguing why reframing growth is essential in the 21st century, and the implications for business and management students. She discusses the limits to GDP as a measure of value; broader approaches to value, including new ways of valuing the contribution of nature and ecosystem services to business; and examples of companies and alliances of companies at the forefront of the practical work of revaluing, and measuring what matters.

In **Collaborating**, *Chapter 5*, Ward Crawford explores how social interactions can be transformed into collaborations between people, organizations and stakeholders, and how these can contribute towards addressing sustainability challenges. He explores the theory and practice of collaboration, including how to manage collaborative disagreements. The development of relationships built on respect, inclusivity, equity and trust, encourage the integration of interests and a commitment to a shared goal; while the recognition of different dimensions of value can underpin the co-creation of new value for individuals as well as a wider group.

Nadya Zhexembayeva and Judith Jordan, in **Strategizing**, *Chapter 6*, highlight the risks of doing business in a resource-constrained world with more stakeholder demands, and what this means for business strategy today. They explore different strategic responses of companies, such as trade-offs, bolt-on sustainability, embedding sustainability, and what they call the Overfished Ocean Strategy, which transforms challenges into opportunities, and gives rise to a new economy, transforming the collapsing linear throwaway economy into a more lasting, more abundant, more sustainable one.

Morgen Witzel, in **Organizing**, *Chapter 7*, defines organizations as dynamic socio-technical systems comprised of people with their own individual needs and wants. He argues that there is no one 'right' form of organizing for sustainability. Once an organization has set its strategy, it then adapts itself to best meet that strategy. This involves understanding and managing the roles of personal motivations, culture, knowledge and communication, as well as the concept of employee brand in helping drive organizations towards their goals.

In **Investing**, *Chapter 8*, Rory Sullivan explores different responsible investment strategies, and their relationship to mainstream investment practice, and discusses the potential contribution that responsible investment might make to the goals of a more sustainable economy. He argues that the growth in the number of investors that have made commitments to responsible investment is yielding good results. However, many challenges remain such as the pressures on investors to deliver short-term financial returns, the focus on risk and opportunity at the portfolio level, and the weaknesses in wider policy frameworks for sustainable development.

In **Innovating**, *Chapter 9*, John Bessant and Palie Smart examine the key concepts and theory relating to sustainability orientated innovation, and how sustainability is helping generate new forms of value in organizations and systems. They explore the innovation imperative, innovation strategy, and innovation as a management process, and challenge. And they outline a range of contexts in which sustainability-orientated innovation takes place, from operational optimization, organizational transformation, and systems building for societal change, and include examples of innovations inspired by nature.

Mickey Howard, Fu Jia and Zhaohui Wu, in **Operating**, *Chapter 10*, explore the transition to the triple bottom line and what this means for the sustainable supply chain. New operational approaches are evolving built on reducing energy and waste, developing sustainable supply systems, and fostering a transition to a circular economy. In particular they outline the principles of industrial ecology and closing the loop, sustainability standards, certification and measures, and stakeholder management in the context of supply chain management.

In **Marketing**, *Chapter 11*, Ken Peattie and Frank-Martin Belz outline the relationship between marketing and sustainability, and argue that the concept of sustainability marketing requires different approaches to traditional marketing ideas and concepts, creating a number of political challenges. They explore how sustainable companies are creating innovative approaches to marketing that can transform markets and consumer behaviour, and generate greater competitive advantage.

In **Accounting**, *Chapter 12*, Stephen Jollands argues that accounting means much more than preparing a narrowly-focused financial account. He critically explores new accounts, tools and techniques that are being developed in the name of sustainability and highlights a range of issues associated with them. Accounts give visibility to certain elements, while making others invisible. He argues that actions resulting from accounts are more important than accounts themselves, and that organizations need visibility over different sustainability dimensions.

Tony Cooke, on **Entrepreneurship**, *Chapter 13*, explores the concept of the entrepreneur and the wide variety of organizational and social contexts where entrepreneurship has an impact, where it is widely perceived as a positive force for change. He develops the concept of a One Planet Entrepreneur, as an innovator pursuing opportunities to create positive social, environmental and economic value, and he encourages readers to consider their own entrepreneurial attributes and intentions.

In **Transitioning**, *Chapter 14*, Thomas Dyllick and Katrin Muff point out that despite the fact that more companies are integrating sustainability into their management, the state of the planet is not improving. This 'big disconnect' is related to the way business sustainability has been framed and developed in theory and in practice. They propose a new typology for business sustainability, ranging from Business-as-Usual to Business Sustainability 1.0 (Refined Shareholder Value Management);

Business Sustainability 2.0 (Managing for the Triple Bottom Line); and Business Sustainability 3.0 (Truly Sustainable Business). A truly sustainable business shifts from seeking to minimize its negative impacts to creating a positive impact on people and planet.

In summary, *Sustainable Business: The One Planet Approach* promotes the development of businesses with higher purpose that serve the common good, that operate within planetary boundaries, recognize social foundations, that internalize the negative externalities of business, and which contribute to building human, social, natural, manufactured and financial capital. This book aims to promote one planet business approaches that are pro-people, pro-planet and pro-prosperity, and which help achieve the United Nations Sustainable Development Goals (SDGs).

S. Jeanrenaud, J. Gosling, J-P. Jeanrenaud
January 2017

ABOUT THE AUTHORS



Frank-Martin Belz holds the Chair of Corporate Sustainability at the Technische Universität München (TUM School of Management), Germany. He focuses his research and teaching on sustainable entrepreneurship, innovation and marketing. Together with Ken Beattie (Cardiff Business School, UK) he published the award-winning text book *Sustainability Marketing: A Global Perspective*.

John Bessant, originally a chemical engineer, currently holds the Chair in Innovation and Entrepreneurship at the University of Exeter. He's been researching, teaching and consulting about innovation management for over 35 years and is the author of 30 books and many articles, including the standard text *Managing Innovation*, published by John Wiley and now in its 5th edition.

Catherine Cameron is a practitioner and advocate for a climate resilient, sustainable future. She leads the Living the Dream programme, building aspirational, positive narratives of sustainable living. She works across the public, private, academic and third sectors as a connector and enabler. She advises, teaches, writes, convenes, innovates and changes as Adviser, Chair, Director, Fellow or Professor in 45 countries.

Tony Cooke is the founding CEO of the One Planet Education Network ('OPEN') for Business which aims to make responsible business practice the norm. He has a background as a strategy consultant and social entrepreneur having worked internationally across the private, public and not-for-profit sectors. He holds a One Planet MBA from the University of Exeter Business School.

Ward Crawford has taught on the One Planet MBA at University of Exeter since its inception, leading two modules in Collaboration, Partnering & Negotiation, and Marketing & Customer Engagement. Prior to this he held senior executive strategic and commercial roles in the UK, Japan, and Malaysia, in the FMCG and Consumer Durable sectors.

Thomas Dyllick is Professor of Sustainability Management at University of St. Gallen, Switzerland. He is a Managing Director of the Institute for Economy and the Environment, and University Delegate for Responsibility and Sustainability. He was Dean of the Management Department and Vice President of the University. He codirected the 50+20 Initiative, a vision of management education for the world.

Jonathan Gosling is Emeritus Professor of Leadership and co-founder of the One Planet MBA at University of Exeter, UK. He has been involved in leadership education