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Strategy, Innovation & Change Management

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## STRATEGY WITH PURPOSE

Social Governance and Environmental Strategies  
in an Evolving World Economy

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# **Strategy with Purpose**

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## Executive Summary

**This report is a brief summary developed from the author's research and interviews associated with her Ph.D. study as part of the validation process for her developed Integral Design Thinking Framework and findings.**

**Compared with ten years ago, the sustainability market has transformed and continues to do so. Changes result from role re-definition, ongoing evolution, and process re-invention.**

- ***The sustainability sector in the United States has evolved and continues to transform; this*** has helped cultivate and transition the role of leadership. It has pushed them to become innovators and social-political activists.
- ***Sustainability/Environmental, Social & Governance (ESG) leaders are implementing change management processes for execution, but they are not enough.*** Starting with strategies that create unity and collaboration with the stakeholders and making sure that communication and messaging are delivered consistently internally and externally. These are proper first steps, but leaders will need a new way of thinking and innovation to move the systems of change faster in their organization
- ***A continued sector evolution has made it a necessity for organizations to be agile and innovative.*** Technology and social media have allowed knowledge to reach more people and give them access to in-depth information. Climate change has affected communities on a global scale, and conversations for both mental and physical health have become the number one topic of concern worldwide. Leaders in the industry are finding ways to address issues and continue to position their organizations as market leaders.

**Change is being driven by external and internal factors that are leading to a new way of thinking on an organizational level.**

- ***External drivers have pushed organizations to add Sustainability/ESG leaders to their organization.*** These drivers include regulations, peer leadership, climate change resiliency strategies, and the drive of current generations' beliefs.
- ***Internal drivers have pushed organizations to rethink how they manage and run their companies.*** These drivers include employee demands for social equity and work-life balance, the need to develop an internal organizational community, and securing the organization's position in the market.

**While change is necessary in the evolving new world economy, leaders face many challenges that they will need to address.**

- **Lack of a visionary leader at the helm.** The leadership and executive team dictate organizational behavior. If these influential members do not fully stand by the vision and initiatives that need to be adopted, then the majority of the corporate team members will not as well.
- **There are existing strategies uniformly used within these leadership positions— understanding that each organization has its own culture and barriers to change.** Leaders need to understand the importance of organizational, community, and national culture to effect ESG transition into market behavior. The New Economic movement is pushing for a collaborative culture working for the groups' benefit and focusing on the long-term effects of its actions. As leaders of ESG get into organizations, they will need to understand the organizational culture to affect change fully.
- **Lack of a holistic strategy is the downfall of all change initiatives.** Small initiatives need to be part of a broader plan; the effects of not designing the right approach can cause a lot of negativity throughout the organization that will ultimately cause the change initiatives to be derailed and fail.
- **Cultural Challenges need to be addressed and understood.** Leaders need to focus on cultural strengths, tying it to the messaging, and finding those internal champions who believe in that change to help them move forward. The essential part of this effort is the culture and change experts (this might fall back on the sustainability/CSR/ESG Head and their team) in the organization.
- **The integrative design development process** – all stakeholders affected by the change need to be engaged, given ownership, and a voice.
- **Unified voice and messaging** – collaboration, belief, and understanding of messaging must be united.
- **Align change with organizational culture and benefits** – Change cannot be implemented and sustained if not aligned with corporate culture.
- **Be adaptable and allow for evolution** – As the current economic market evolves, so will organizations.
- **People matter** – People are the essential commodity to an organization, and investment in them is the best way to ensure success and growth.

### **Evolution for building agile, adaptive, and innovative organizations for ESG Adaption – Integral Design Thinking (IDT)**

- **A new paradigm** of combining design thinking and systems thinking to create a framework that will be able to adapt to a new world economy.
- **Integral Design Thinking (IDT)** is a holistic strategy framework that works to build and break down systems with a combined understanding of human and organizational focus.
- **Design Thinking** is about building things up and creating. It is about human interaction and focuses.
- **Systems Thinking** is about breaking things down into their components, understanding them, and considering systems from a broader view.

To transition organizations to adaption to New World Economy demands, this report makes three key recommendations:

**1. *Organizational Culture needs to be addressed and redeveloped***

For any true change to derive, behavior change of the stakeholders needs to be developed, and ultimately organizational culture change needs to occur. When thinking about sustainability/ESG implementation, a linear application will not be successful or endure. A holistic strategy needs to evolve that becomes part of the organization's purpose.

**2. *A new paradigm of thinking***

In today's constantly changing economy, organizations need to become both adaptable and innovative to meet the demands of competition, regulations, and consumers. This will require companies to rethink how they do things and understand the connections they will need to address to be able to make that change.

**3. *Integral Design Thinking Strategy Framework***

As climate change is upon us, the health of our communities and our planet is at stake. Leaders understand the dire need to implement change into their organizations, but most do not have the tools or understand the web of connections to do so. The Integral Design Thinking strategy framework was designed and developed to aid these leaders in understanding the holistic picture. Additional critical thinking tools were also developed to help them in the process.

## Advisory Team

Dr. Lawrence Green

Dr. Sandra Costa

## Maya Jaber

As a social entrepreneur and innovator with 20 years of business acumen, Maya Jaber has spent the past decade finding innovative ways to support the market transformation to a more sustainable future. She has continuously educated herself and others, both as part of an organization's leadership team or as an independent consultant, on holistic strategies for cultural shifts to optimize operations, grow the organization and its bottom line while helping embed Environmental, Social, and Governance imperatives. She is a creative thinker, analyst, researcher, and tactician that sees the macro and micro to design and develop strategies that embed both qualitative and quantitative data for optimized solutions that are human-centric. Her research focused on Sustainability Management challenges and creating a holistic strategy framework for change of mindset and focus on aiding in organizational behavior change. She has always believed that all people matter, and that equality, empathy, communication, and collaboration are essential components in any corporate community and culture. She has a degree in Interior Design from the New York Institute of Technology, a Master's of Design Management from Birmingham Institute of Art & Design. She is a researcher within the School of Art, Design, and Media at Birmingham City University.

