



Developing  
Sustainable  
Futures

University of California  
**Berkeley**  
Haas School of Business

Organising Partner:  
**KMDC**  
THE MANAGEMENT DEVELOPMENT CENTRE

# A Strategy for Sustainability: The Challenge & The Response

Major challenges are those of managing people: how to get them excited and involved in the sustainability process and how to properly motivate them to move in the right direction. This is where individual leadership comes into the picture.

## 2-Day Management Seminar

8 & 9 December 2009

Sime Darby Convention Centre



Participants will receive a certificate from Haas School of Business

Speaker

**Professor  
Paul Tiffany,**

The Haas School,  
University of California,  
Berkeley, USA

CEO, Paul Tiffany & Associates

With Professor Paul Tiffany, author of *Decline of American Steel* (Top-5 Finalist in the Booz Allen/Financial Times "Best Business Book of 1998"), and co-author of *Business Plans for Dummies*.

Limited seats available.

For reservations please contact Dinish @

**03-9207 2588**

For more information, please email:

**seminars@simedarby.com**



Day 1: Tuesday, 8th December, 2009

## Programme Outline

### Module 1: 9:00-10:30

#### I. "Sustainability" – What Does This Word Mean?

##### A. *The business corporation: profit AND social responsibility*

- Sustainability does not mean the abandonment of profit — in fact, it is the opposite
- "CSR" (corporate social responsibility) and sustainability initiatives
- Sustainability and corporate "PR"
  - Separating truth from fiction
  - Rewarding action and not just talk

##### B. *Strategies for corporate sustainability*

- Sustainability and organisational change
  - Examples of prior success and failure stories in sustainability initiatives
- Sustainability as a process, not just an event
  - A model of change: fundamental issues
  - The Cap-Gemini "Four-Boxes" change management model
- Key elements of the strategic approach to sustainability:
  - Organisational Strategy
  - Organisational Structure
  - Organisational Processes (incentives, communications, controls, culture)

*Refreshment/Networking Break – 10:30-11:00*

### Module 2: 11:00-12:30

#### C. *Corporate sustainability as the management of change*

- What does change management require?
  - The critical role of organisational leadership
  - The commitment of senior management
  - The development of a detailed plan for achievement
- Where does change management start?
  - Top management involvement—symbolically and substantively
- How is change management implemented?
  - Plans and incentives at all organisational levels
  - A template for change

*Lunch-Networking Break - 12:30-14:00*

### Module 3: 14:00-16:00

*Small-group discussion followed by brief representative presentations by randomly selected groups. The assignment is to-be-determined, but will be either a workshop on a relevant sustainability topic or a case study assignment concerning an appropriate case.*

*Refreshment Break – 16:00-16:15*

### Module 4: 16:15 -17:30

#### II. Sustainability Today: What Is Your Organization Doing?

##### A. *What are you already doing?*

- Defining an inventory of current sustainability initiatives in the corporation
- Defining past significant accomplishments in your sustainability program
- Examples of "success stories"

##### B. *Where are you going?*

- Goals and objectives for sustainability: developing and defining appropriate metrics for success
- Time-frame issues: what, when, and where
- The economic analysis of sustainability initiatives: creating a corporate template for analysis (e.g., sustainability and appropriate ROI measurement)





Day 2: Wednesday, 9th December, 2009

## Programme Outline

### Module 1: 9:00-10:30

#### I. Sustainability: Structure and Process

##### A. *Building Sustainability into Organisational Structure*

- Issues of structure: centralisation vs. decentralisation
- Analogies from corporate innovation: how is this done best within the corporation?
  - Creation of a “CSO” position? (Chief Sustainability Officer)
  - Devolving the sustainability challenge to the business units
    - Creating appropriate structural mechanisms — including reporting and responsibility, success metrics, incentives, and legitimization of the function

##### B. *Process Issues*

- What is organisational process?
- Incentives, communications, controls, and issues of organisational “culture”
- Problems with process:
  - Appropriate rewards
  - Potential sustainability initiatives
    - E.g., “Sustainability Olympics”
    - E. g., “Best Sustainability Initiative” rewards
    - Dealing with suppliers and customers in sustainability issues
      - ▶ Monitoring issues
      - ▶ Encouraging supplier and customer involvement: “Open Sustainability” approaches
- Appropriate public relations initiatives for corporate communication of sustainability improvements

##### C. *Participant Process Workshop*

Participants will be formed into appropriate small groups and each will be given an assignment regarding specific process issues (assignment to-be-determined)

*Refreshment Break – 10:30-11:00*

### Module 2: 11:00-12:30

#### II. The Sustainability Initiative: Strategic Execution

##### A. *Making Change Happen*

- What participants need to do: leadership responsibilities
- Detailed implementation plans
- Measuring success

##### B. *Issues in Sustainability Execution*

- Managing Sustainability Stakeholders
- Creating a “sustainability roadmap”
- Rewarding and spotlighting success

*Lunch-Networking Break - 12:30-14:00*

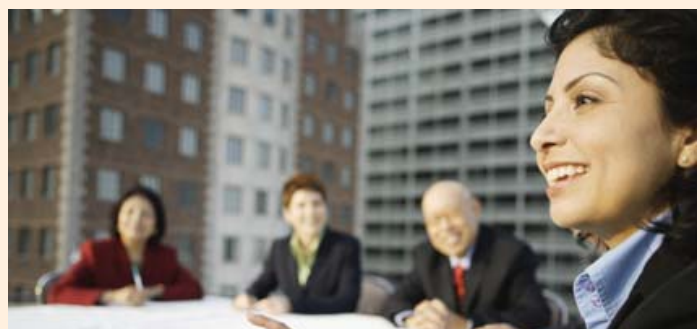
### Module 3: 14:00-16:00

*Small-group case-study discussion followed by brief representative presentations by randomly selected groups. The assignment is to-be-determined.*

### Module 4: 16:15 -17:00

##### C. *Where Do We Go From Here?*

- Program summary and conclusions
- Definition of specific next steps by participants (self-reporting procedures)
- A personal agenda for change
  - Drivers and resistors that will likely be encountered in implementation of sustainability change initiatives
- Presentation of certificates of attendance



## Who Should Attend

- Chief Executive Officer (CEOs)
- Directors
- Senior Managers
- Managers



## Speaker Profile



### **Professor Paul Tiffany**

**Professor Paul Tiffany** is a highly experienced business consultant and an acclaimed facilitator of management training and development programs for leading firms and organisations throughout the world. He currently serves as a Senior Lecturer at the Haas School of Business of the University of California, Berkeley, where he teaches courses in Business Policy & Strategy and International Management. Prior to this Professor Tiffany served as a Lecturer at the Graduate School of Business, Stanford University, and also taught at The Wharton School of the University of Pennsylvania. He currently serves as a Visiting Professor at Sasin, the Graduate Institute of Business at Chulalongkorn University in Thailand; IOMBA, the International Organizations MBA programme at the University of Geneva; and the Columbia University School of Business in New York City. Professor Tiffany earned his undergraduate degree from Loyola University, an MBA from Harvard University, and his Ph.D. from the University of California at Berkeley.

Professor Tiffany is also a well-known author. His book *The Decline of American Steel* was published by Oxford University Press in 1988, and appeared in a Japanese edition in 1989. *Business Plans for Dummies* (John Wiley & Sons), co-authored with Dr. Steven Peterson, was published in 1997 and again in 2005 in a 2nd Edition. The first edition was a world-wide Top-Five finalists in the Booz Allen/Financial Times "Best Business Book of 1998" competition. It also went through fifteen printings, and was available in ten languages. Professor Tiffany is the recipient of several awards for his teaching, including the Cheit Award as the outstanding professor in the Berkeley-Columbia Executive MBA program, in both 2003 and 2004.

Professor Tiffany currently leads Paul Tiffany & Associates, a multi-specialty consulting and training organisation that offers management services to firms throughout the world. Recent clients have included Deutsche Post World Net (Germany), Siam Cement Group (Thailand), Thai Beverage (Thailand), Royal Bank of Scotland, Genentech, The Hartford Insurance Co., Statoil (Norway), Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota (Japan), Cisco Systems, Korean Management Association (Korea), Bank of America, and MinSheng Bank (China), among many others.



## Institute Profile

### Haas Business School

University of California  
**Berkeley**  
Haas School of Business

For over 100 years, the Haas School of Business at the University of California, Berkeley, has offered a superb management education to outstanding men and women from around the world. The School is one of the world's leading producers of new ideas and knowledge for all areas of business, and a launching point for many new businesses.

The Haas School is widely known for its diverse and talented faculty, staff, students and alumni. They have created an innovative academic culture that stresses cooperative teamwork, entrepreneurship, a global point of view, and an emphasis on new ideas and fresh perspectives. The school's programmes benefit significantly from the university's practice of interdisciplinary research and teaching, and the school's strong connections to nearby Silicon Valley.



Sime Darby is Malaysia's leading multinational conglomerate involved in 5 core sectors - plantations, property, industrial, motors and energy & utilities, with growing businesses in healthcare.

With operations in over twenty countries and close to 100,000 employees, Sime Darby is currently Malaysia's largest listed company. Sime Darby had a market capitalisation of RM34 billion (USD\$9.3 billion) as at 30 June 2008.

## Investment

### **HRDF Claimable**

**Regular Price:** RM 3900 per participant (individual)  
RM 3500 per participant (3 pax)  
RM 3300 per participant (5 pax)

**Early Bird Price: (for registrations before 6 Nov 2009)**  
RM 3300 per participant (individual)  
RM 3200 per participant (3 pax)  
RM 3000 per participant (5 pax)

Fees are inclusive of registration, course materials, refreshments and lunch for the two-day event.



# A Strategy for Sustainability: The Challenge & The Response Management Series

• Professor Paul Tiffany • 8 & 9 December 2009 • Sime Darby Convention Centre

Company: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Designation: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Delegate(s):

1. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

2. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

3. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

4. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

5. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

\* Please indicate title of delegate(s) (Dato'/Datin/Dr/Mr/Mrs/Ms) and use a separate sheet if you have more than 5 delegates.

## Payment Options

Cheque Bank \_\_\_\_\_ Cheque No. \_\_\_\_\_

Payable to 'KDU Management Development Centre Sdn Bhd'

\* Please write delegate(s) name(s) & event code "Haas Dec 09" at the back of the cheque

Credit Card Card No. : \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_

Name on Card : \_\_\_\_\_ Expiry Date: \_\_\_\_\_

## Payment Policy

Upon signing this form, you are deemed to have read and understood the Registration Guidelines, Procedures and Policies and have accepted the terms contained therein. This registration form together with the payment MUST reach us at least 5 working days before the commencement of the event. Full payment is due upon registration in order to guarantee the seat(s).

### Substitution of Delegate(s):

This is allowed provided KMDC is notified in writing of the name(s) and designation(s) of the new delegate(s) at any time prior to commencement of the event. Transfer of registration to other KMDC courses is not allowed.

### Cancellations

All cancellations of registration must be made to KMDC in writing.

If cancellations are received:

(a) more than 14 days before the event, a full refund of the fees

less a 10% administrative charge will be given;

(b) 7 - 14 days before the event, a 50% refund will be given;

(c) less than 7 days before the event, no refund will be given;

(i) a substitute delegate is welcome to take your place, or

(ii) a set of course materials will be given.

Company Stamp

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Please attention this to **Dinish** and send payment together with this form to:

**KDU Management Development Centre Sdn Bhd** (584539-D)

Level 8, Uptown 1, No. 1, Jalan SS21/58 Damansara Uptown, 47400 Petaling Jaya

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