

# SUSTAINABLE LEADERSHIP

**Farley S. Nobre – Ph.D.**

Professor of Sustainability and Innovation

School of Management

Federal University of Parana, Curitiba-PR, Brazil

[fsmnobre@gmail.com](mailto:fsmnobre@gmail.com) / <http://www.fnobre.com>

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# Research Question (?)

Why / How / What / students should learn sustainability and/or responsible management?

# Research Level (?)

- ( ) Institutional (Education)
- ( ) Organizational (Learning)
- (X) Individual / Micro-foundation (Learning)

# Project Aims

Design of new undergraduate course on  
Sustainable Business Administration

→ Four year full time Bachelor's programme.



# Foundations

Sustainability Values and Practices,

PRME Principles,

New pedagogical / learning perspectives,

    Experiential Learning, DT, Psychology (Bruner, Piaget)...

    Knowledge Management, Complex Systems...

Tbilis' 1977 definition on Environmental Education,

UNESCO Education for Sustainable Development.

# Collaborative Design



# 1. One Year Pilot Course

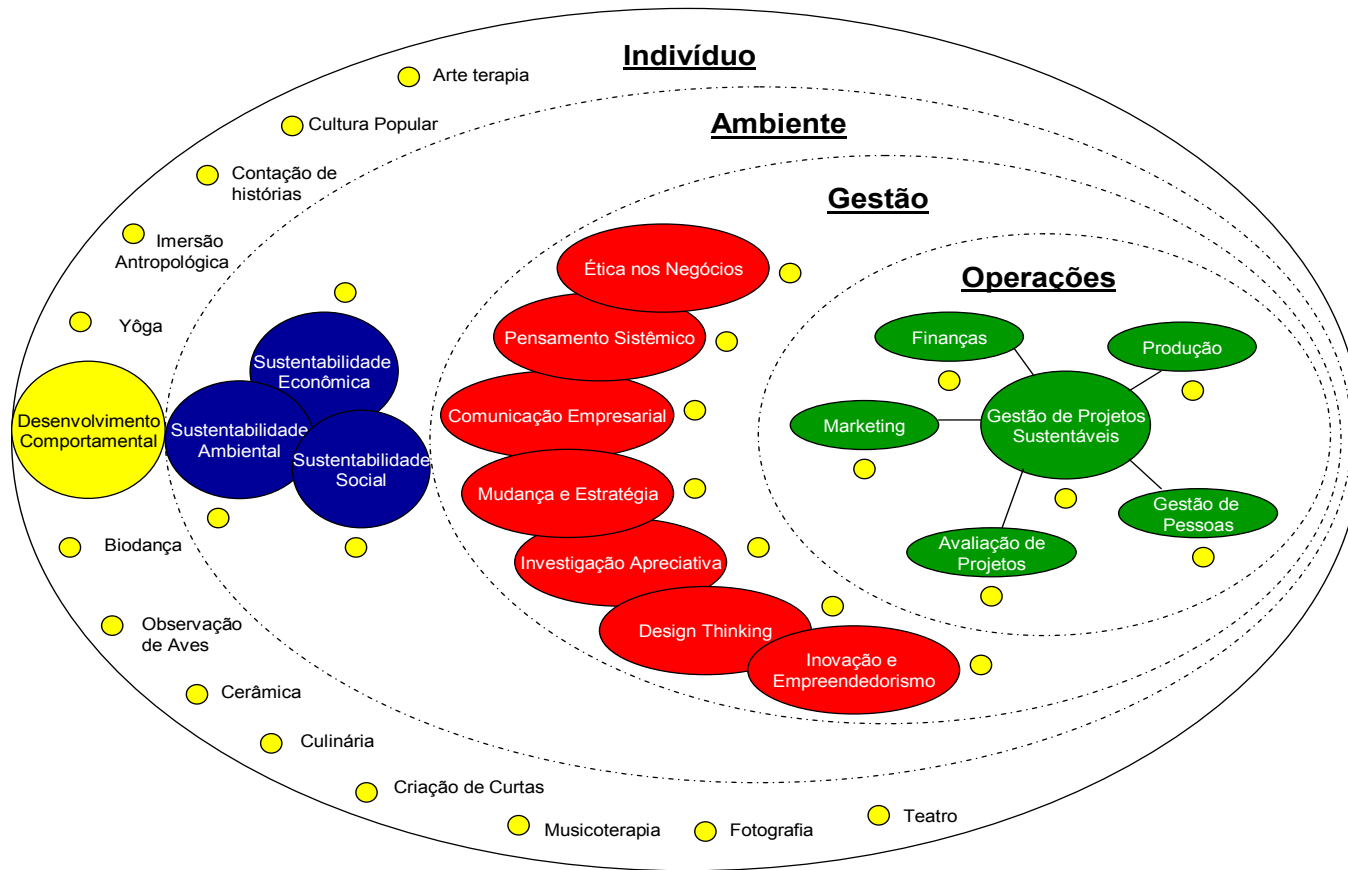


2009-2010

2010-2011

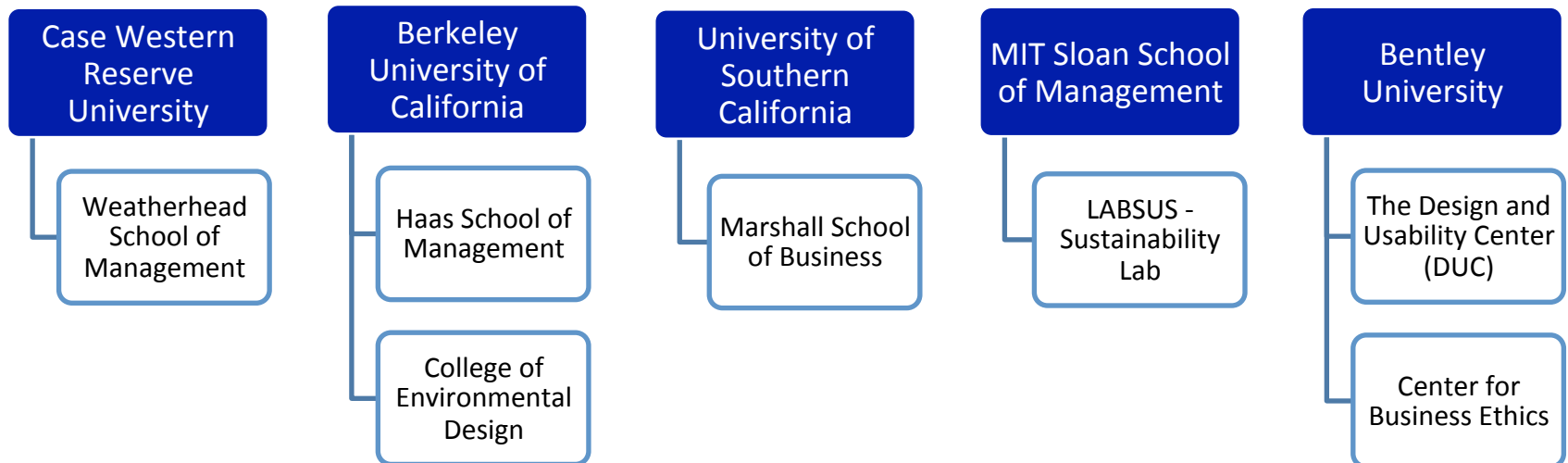


# Structure of One Year Pilot Course



## 2. International Campus Visits

Design Thinking, Innovation, and Entrepreneurship for Education and Sustainability





# International Campus Visits



# 3. International Workshops for Professors' Capability Growth

May /2011 ..... for 56 Professors / 8 Universities in Curitiba ..... August / 2011

## Sustainability

- Awareness
- Concepts

## New Perspectives

- Entrepreneurship & Innovation
- Design Thinking
- Learning / Cases
- Appreciative Inquiry

## Sustainability in Management Areas

- People
- Finance
- Marketing
- Operations
- Strategy
- Innovation





# International Workshop for Professors' Capability Growth Entrepreneurship & Innovation

Professor John Danner (Haas School of Business / Berkeley UC)





# 4. AL GLOBAL FORUM 2011

## On-line Event on Sustainability, Innovation and Education



SISTEMA FIEP. A UNIÃO DA INDÚSTRIA POR UMA VIDA MELHOR.



Menu - Sistema FIEP | Projetos Institucionais



**15,628 visitors of 41 countries / sites**

**81,202 visits of website**

**4.325 registrations**

**Around 1,237 simultaneous accesses to the speeches**

### BAWB-GFAL

O que é BAWB-GFAL

Objetivos

Público-alvo

Metodologia

Época de transformação social

Notícias

Edição Virtual

Palestrantes e Conteúdo

Programação

Inscrições e Acesso

Assista agora

Imaginar para ver

### GFAL IN-COMPANY

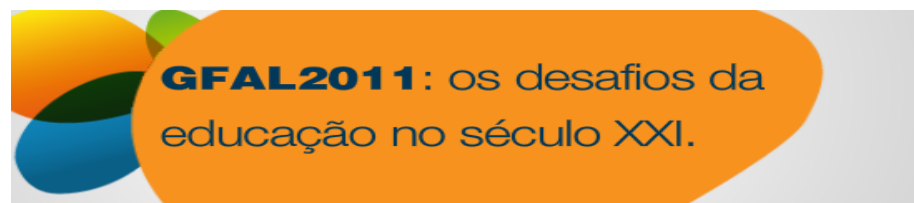
Crie grupos de diálogo In-Company

### EDIÇÕES ANTERIORES

Histórico

Conteúdo

Fotos



1 2



**DESIGN THINKING**  
**Charles Bezerra**  
O especialista no tema participou do Global Forum e afirmou que as organizações precisam desbloquear as pessoas e prepará-las para o desconhecido

**NOTÍCIA**  
Inscreva-se e tenha acesso aos vídeos e fóruns do GFAL2011

**GFAL2011**  
Conheça a proposta teórica do evento

**IMAGINAR PARA VER**  
Envie seu vídeo e dê a sua contribuição ao GFAL 2011

**PALESTRANTES**  
Conheça os palestrantes que contribuíram para o GFAL2011

### BLOG



### IMAGINAR PRA VER



### BAWB-GFAL NA REDE



# 5. Universities and Sponsors Network



## Patrocínio



## Apoio



## Parceiros Estratégicos



## 6. Research and Publications (2010-2014)

<b>Ph.D. Theses</b>	<b>4</b>
<b>M.Sc.</b>	<b>10</b>
<b>International Books</b>	<b>1</b>
<b>International Journals</b>	<b>6</b>
<b>International Conferences</b>	<b>8</b>
<b>Brazilian Journals</b>	<b>8</b>
<b>Brazilian Conferences</b>	<b>9</b>

<b>Research Group on Sustainability and Innovation</b>	
Professors	10
Grad. And Postgraduate Students	20

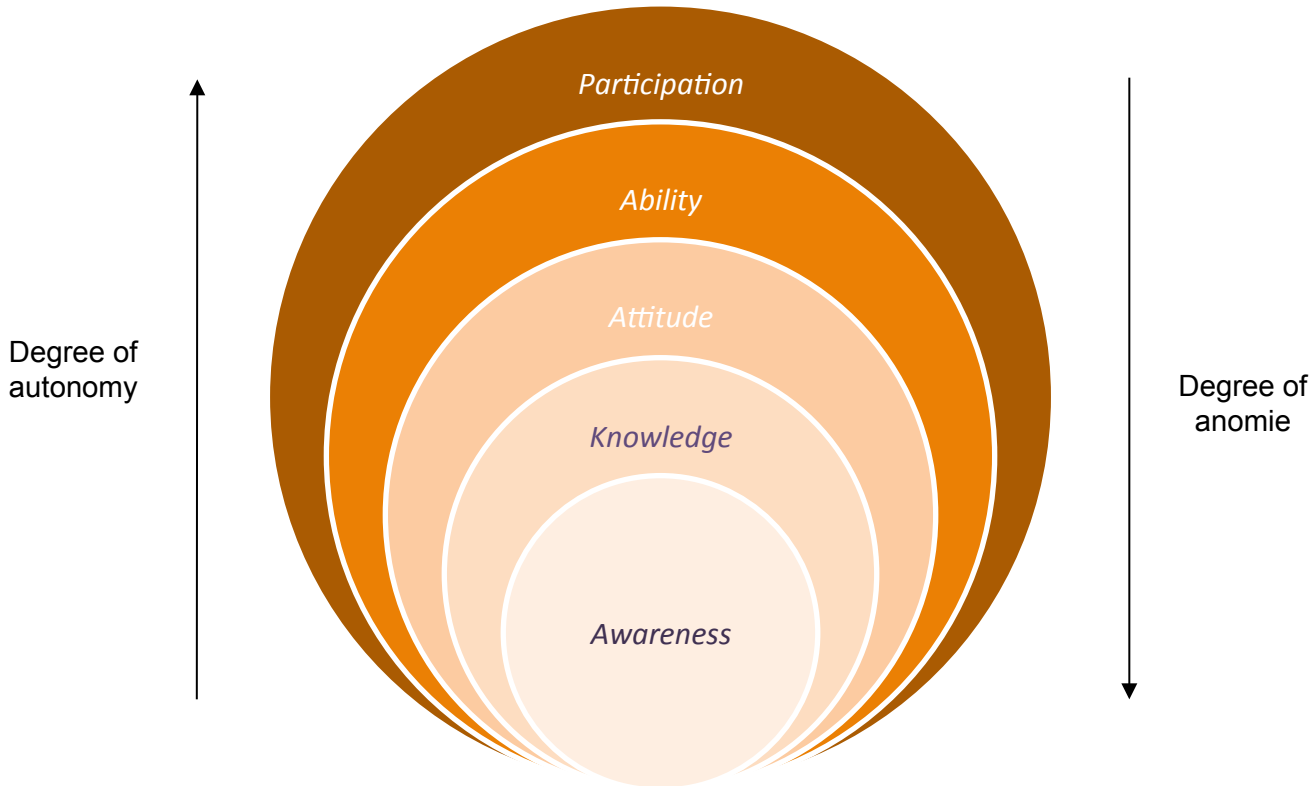
These data need update...

*How classes are going on?*



## ***LEARNING PROCESSES***

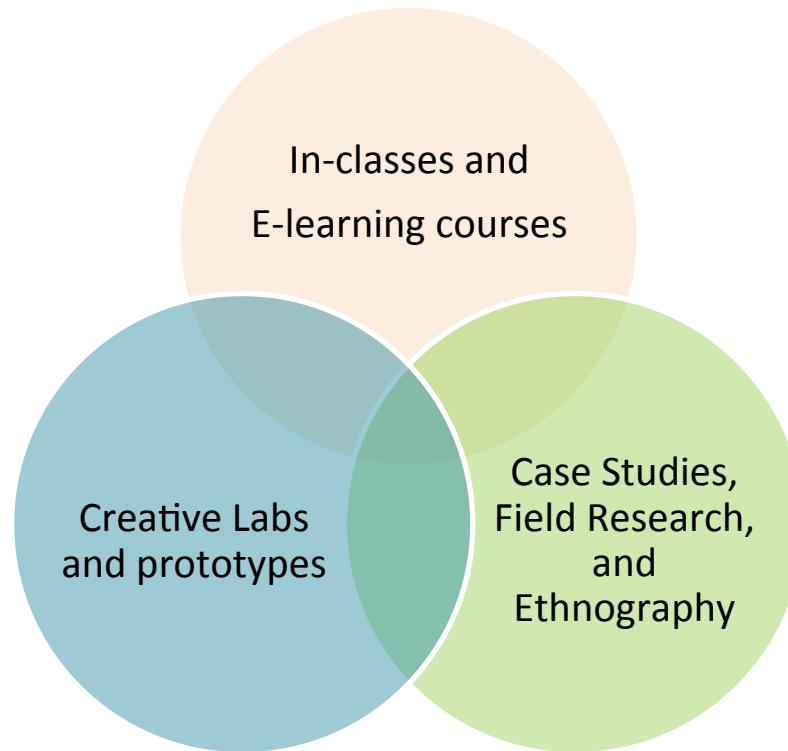
# Social Constructionist Processes: Learning from experience



**“The highest process complementarily subsumes the others”**

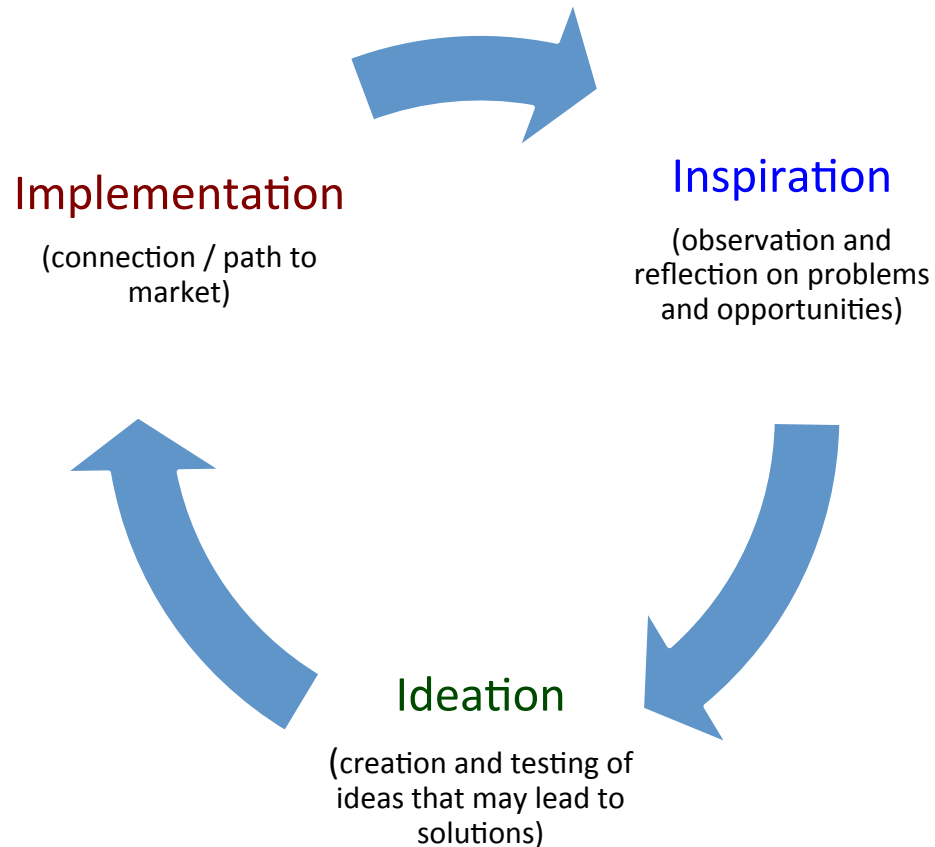
© The McGraw-Hill Companies, Inc.

# Types of Classes-Modules



[www.fox.com](http://www.fox.com)

# Experiential Learning / Design Thinking Processes



© 2010 Stanford University

# Business Ethics

AULAS 11 e 12 <b>19/08</b>	Introdução a Ética para a Sustentabilidade, ao Desenvolvimento Sustentável e a Sustentabilidade Empresarial: Parte I (Prof. Farley)	Assistir ao Filme “The Corporation” (A Corporação) <a href="https://www.youtube.com/watch?v=ZxOf_8FKMrY">https://www.youtube.com/watch?v=ZxOf_8FKMrY</a>	Aula expositiva, Dinâmica de Grupo, Investigação Apreciativa e Teoria Crítica	Quem somos? Qual deve ser a nossa participação na sociedade? Compreender a importância da sustentabilidade nas organizações e nos contextos local e global / <b>Resultado: entrega de relatório escrito a mãos em grupos (sujeito a pontuação: 1 ponto).</b>
AULAS 13 e 14 <b>24/08</b>	Introdução a Ética para a Sustentabilidade, ao Desenvolvimento Sustentável e a Sustentabilidade Empresarial: Parte II (Prof. Farley)	Assistir ao Filme Mindwalk (Ponto de Mutação) <a href="https://www.youtube.com/watch?v=7tVsIZSpOdl">https://www.youtube.com/watch?v=7tVsIZSpOdl</a>	Aula expositiva, Dinâmica de Grupo, Investigação Apreciativa e Teoria Crítica	Quem somos? Qual deve ser a nossa participação na sociedade? Compreender a importância da sustentabilidade nas organizações e nos contextos local e global / <b>Resultado: entrega de relatório escrito a mãos em grupos (sujeito a pontuação: 1 ponto).</b>
AULAS 15 e 16 <b>26/08</b>	Ética na Administração das Organizações / Extração, Produção, Distribuição, Descarte / Marketing e Consumo Sustentável: Parte I (Prof. Farley)	KOTLER, P. (2011), EASTERLING (2001), HART (2006), BARBIERI et al. (2010), ROGERS et al (2006).	Aula expositiva, Dinâmica de Grupo, Investigação Apreciativa e Teoria Crítica	Qual seria o papel do executivo e da administração na ética para a sustentabilidade? Compreender a importância da sustentabilidade nas organizações e nos contextos local e global / <b>Resultado: entrega de relatório escrito a mãos em grupos (sujeito a pontuação: 1 ponto).</b>

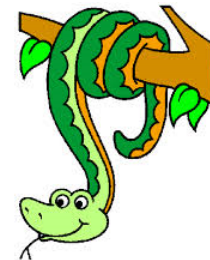


# My UFPR Students and Classes



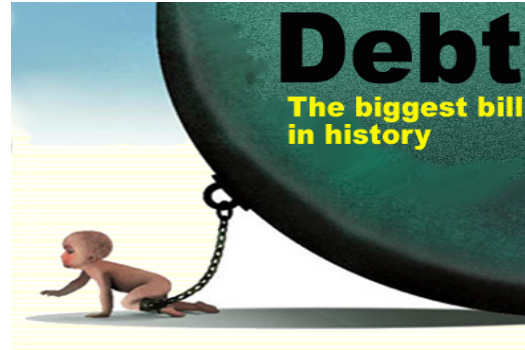
## Exercise 2: (Groups)

- Can you tell a creative metaphor story involving these elements? In order to explain that sustainability is multicentric problem?

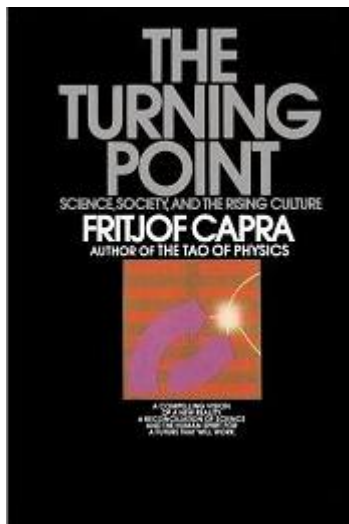




# Non-sustainable Organizations produce negative Externalities



Could you give me some examples of externalities you have seen in your country?



**Machine or Cartesian  
perspective**



*versus*

**Web of life perspective**



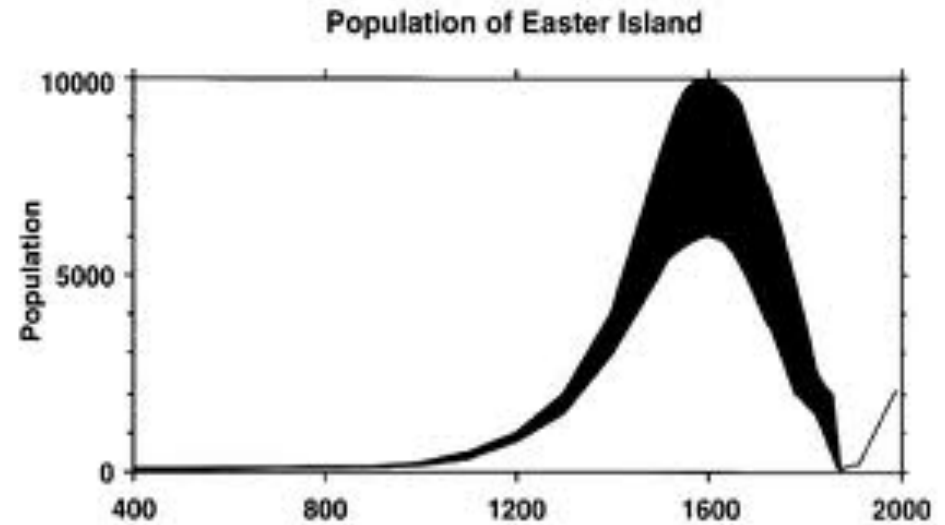
**What is your critical view about this system?**



Exercise 4: (Groups)  
Why most people want  
to over-consume?



# Easter Island



*Jared M. Diamond (2005). Collapse: How Societies Choose to Fail or Succeed. Viking Press*

## Exercise 7: (Group)



*Explain what do you  
see in this picture?*

*Kolibri...*

# 2012

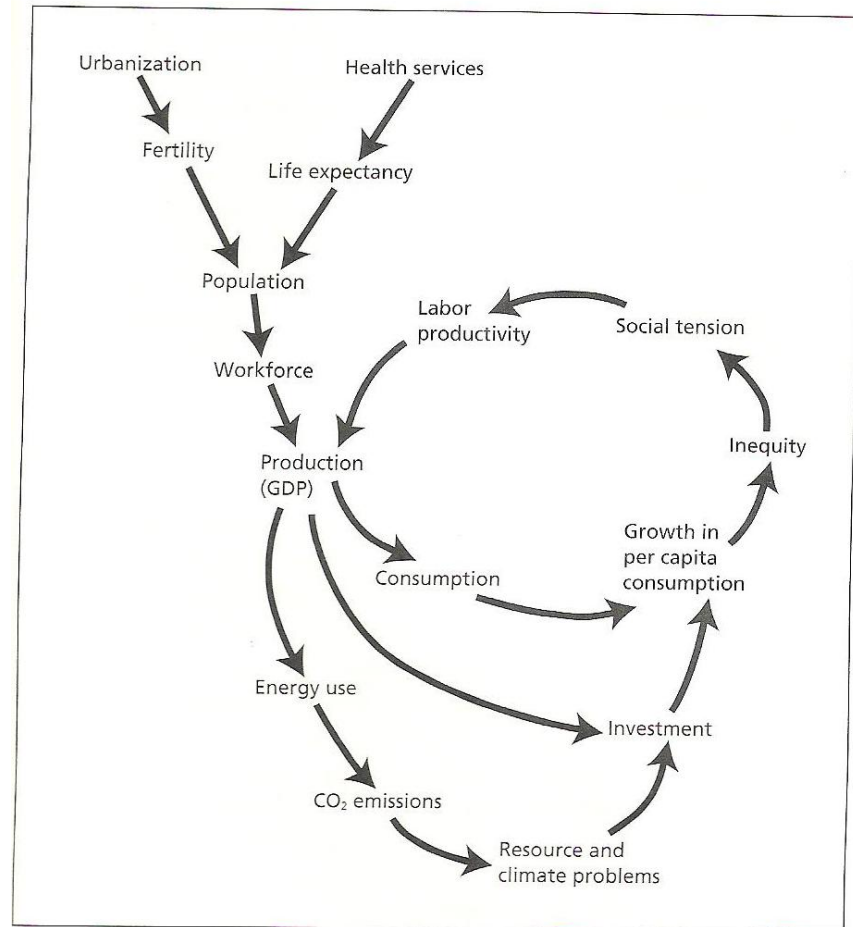
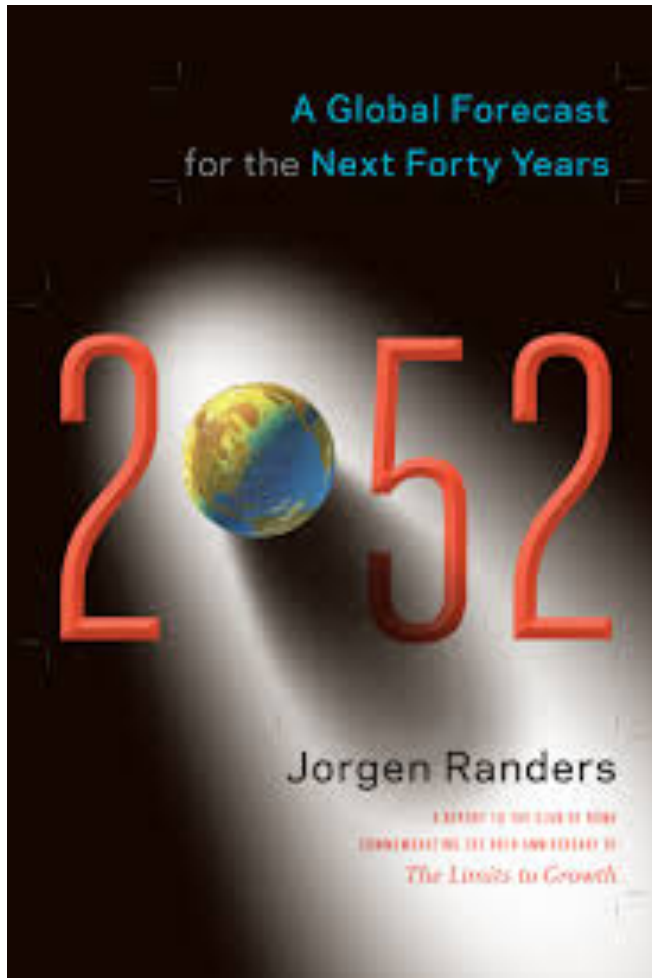
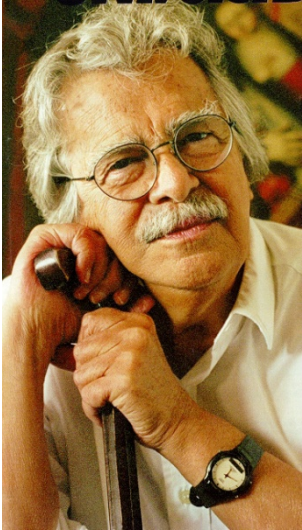


FIGURE 3-1 The main cause-and-effect relationships behind the 2052 forecast.



# Anthropology Lessons

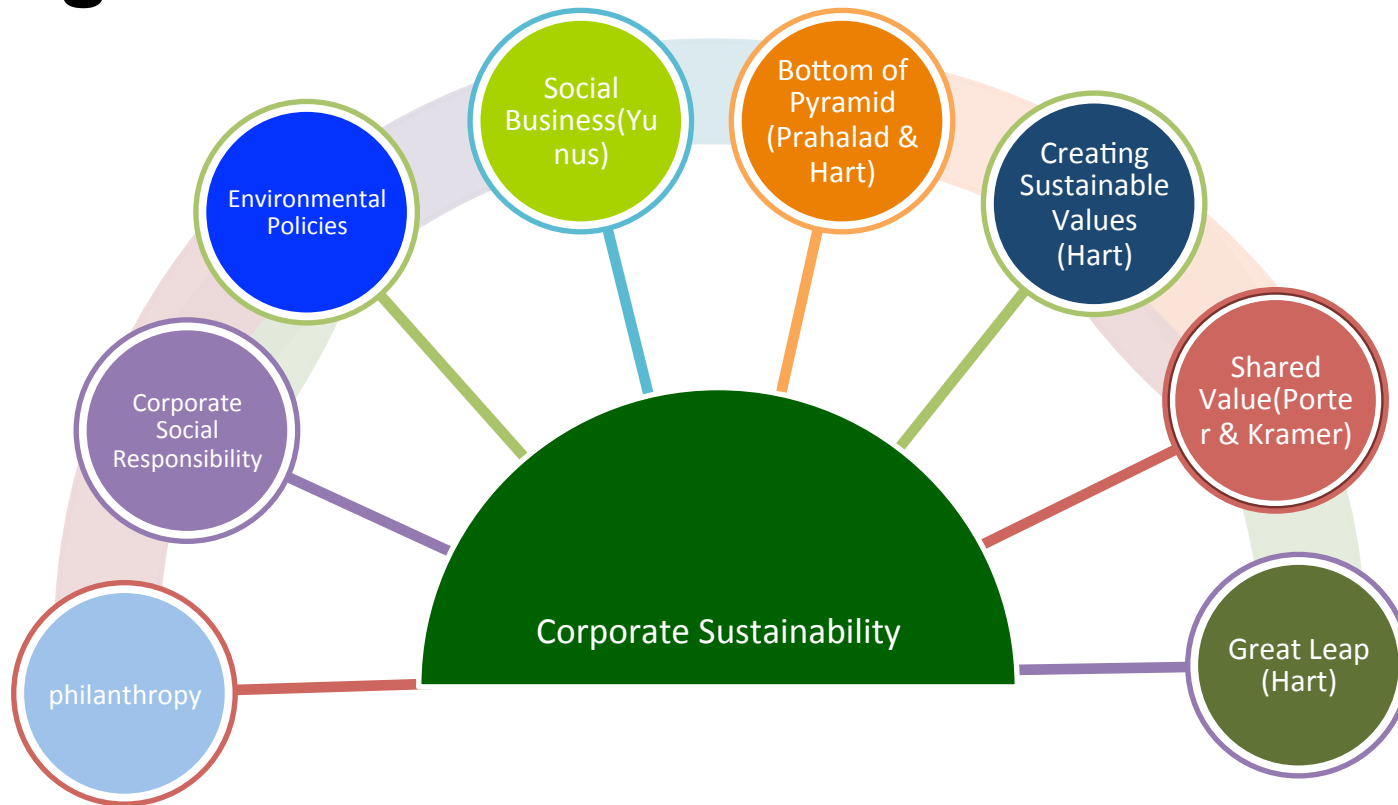
(Darcy Ribeiro)



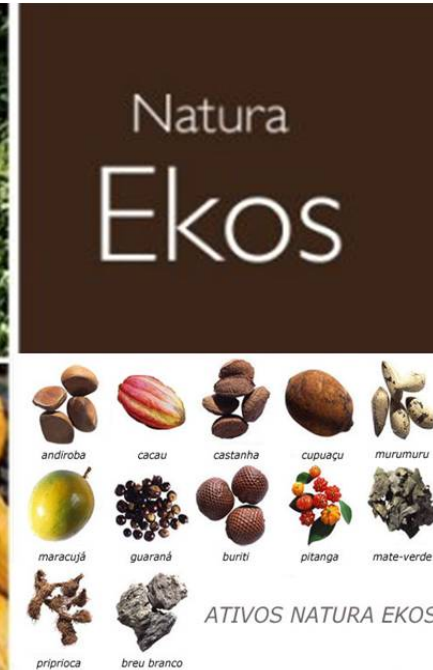
*Book: The Brazilian People*



# Corporate Sustainability Strategies



# Natura Ekos

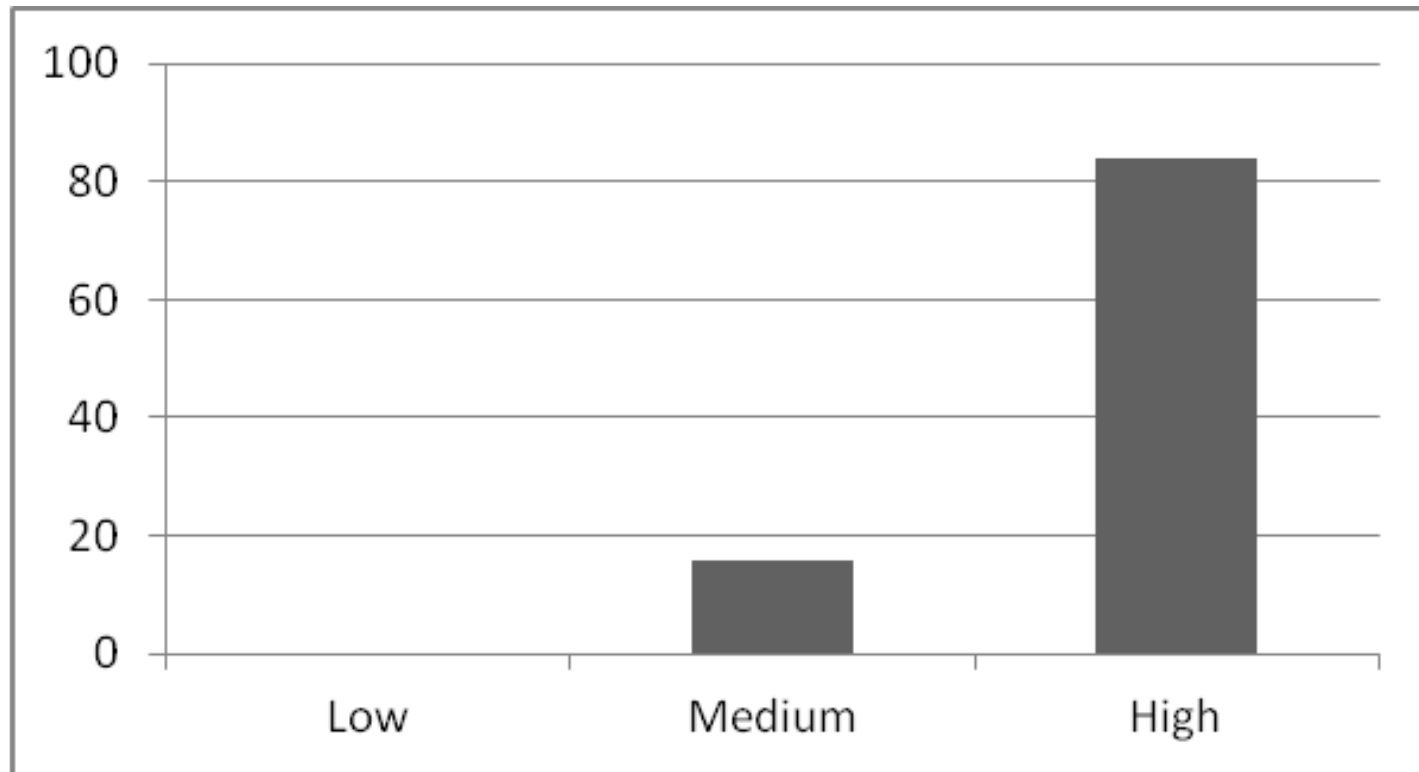


Actors: Natura, COMARU and ONGs.

COMARU invests part of the money paid by Natura (on the base of funds benefit sharing and associated traditional knowledge) in education, health, sanitation, social and leisure facilities. Natural also supported COMARU with certification by the Forest Stewardship Council (FSC).

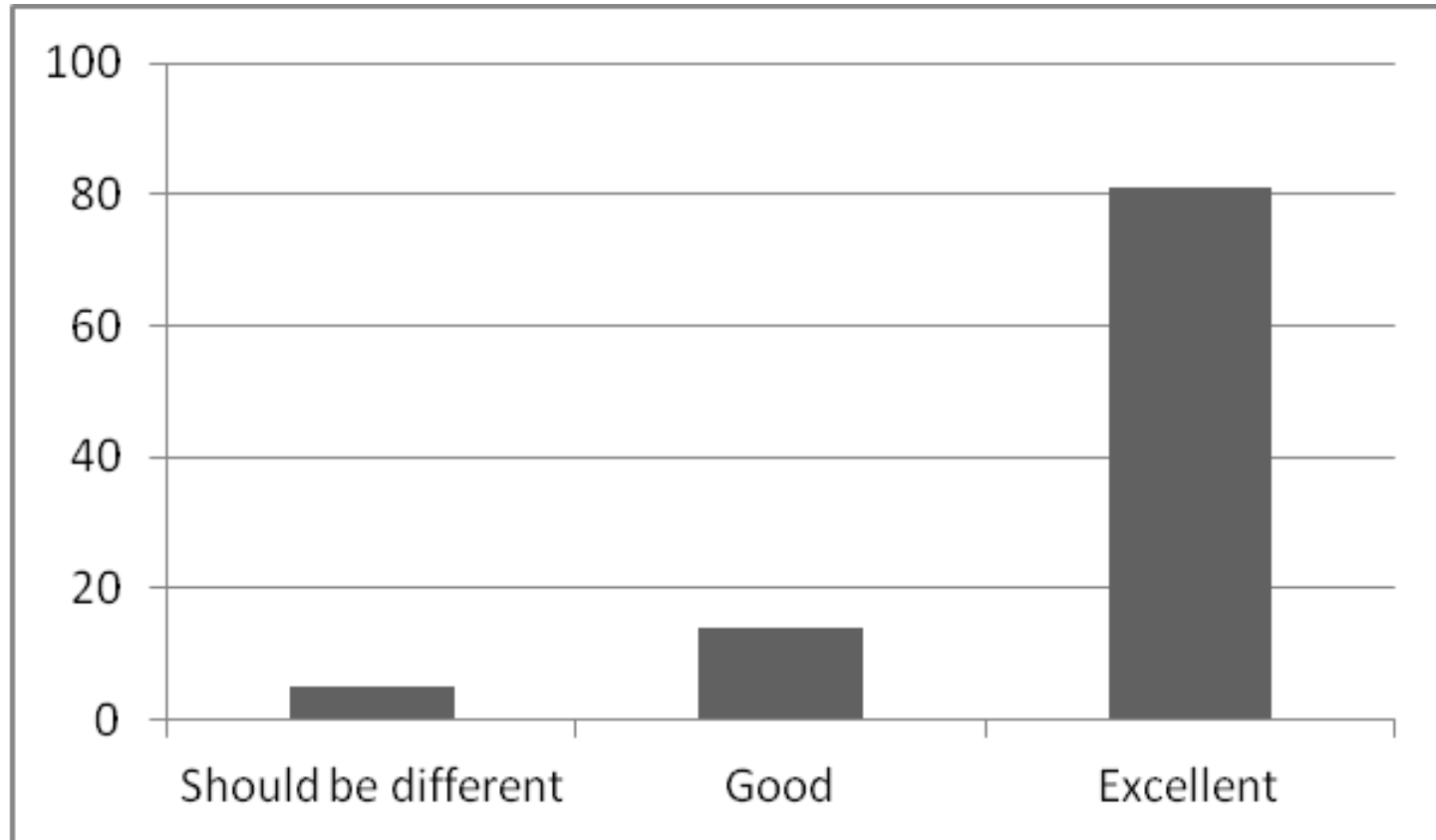
COMARU is the Cooperativa Mista dos Produtores e Extrativistas do Rio Iratapuru, which involves 32 associated families, located in the municipality of Laranjal do Jari, in Amapá, north of Brazil.

Questions to undergrad. students: - How much have you learned about corporate sustainability (%)?



© 2010 Pearson Education, Inc.

Questions to undergrad. students: - How much did you like the learning method in "Ethics of Organizations" (%)?



# SULITE: “Sustainability Literacy Test”



the  
sustainability  
literacy test



HOME

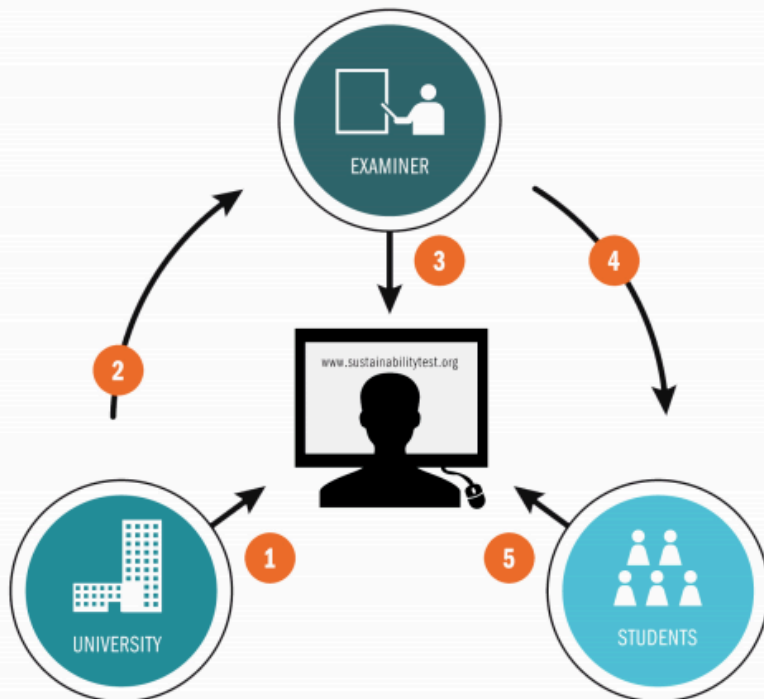
THE TEST

ORGANISATION ▾

CONTACT

FAQ

## 5 steps to take the test



### 1 HEI\*

- registers (creation of a university/college account)
- nominates examiner(s).

### 2 HEI

- sends examiner(s) login & password.

### 3 EXAMINER

- creates examination session(s) (time, duration...).

### 4 EXAMINER

- invites students for a specific examination session (exam session number & personal student login\*\*).

### 5 STUDENT

- creates an account (exam session N°, personal student login & password\*\*\*)
- chooses the language (when available)
- takes the test.

\* Higher Education Institution

\*\* In order to allocate students with their Personal Student login, examiners could for example use existing student ID such as student card number.

\*\*\* Which will allow student to come back to the test

To take the test, you must create an account with the examination session number/code sent by your university/college

- Don't have an account? [click here](#)
- Ready to start the test? [click here](#)

(If you didn't receive your session number, please contact your university representative, more info [here](#))

### UNIVERSITY : CREATE AN EXAMINATION SESSION

- In order to administer the test, the university has to [register here](#)
- If your university is already registered, to create a session or to manage your account , [click here](#)
- [Download the flyer](#)

English



# SULITE: “Sustainability Literacy Test” – UFPR School of Management results



HOME THE TEST

## SUSTAINABILITY LITERACY TEST V1

Name of the examination session: ADM UFPR 7o Período - **Examination mode**  
 The test was administered between: 06/03/2016 23:00 and 12/03/2016 12:00  
 Number of students who have completed the test: : 117

Name of HEI : universidade federal do paran   
 Name of the examiner : Farley Nobre  
**Average Score: 54.31 %**

To date, the average score of individuals who have taken the test, worldwide, is **54.93%** in your country is **52.36%** in your university is **54.4%**

The following tables display the average score obtained by students in each topic areas. Items have been gathered to be more readable (please find details [CORE SUBJECTS & SUBJECTS REFERENCE.pdf](#)) The score represents the percentage of correct answers per topic.

Only scores of students who have completed the test are taken into account in the calculation of the average rating of the student population. Questions are randomly selected out of among a wide range. The symbol "-" means that students do not have issues related to this item during the examination session.

STUDENT ID	TOTAL	Total Inter/supra national	Total Local	CORE SUBJECTS AND ISSUES OF SUSTAINABLE DEVELOPMENT				CORE SUBJECTS AND ISSUES OF SOCIAL RESPONSIBILITY ADDRESSED IN ISO 26000			
				Founding principles of sustainable development	Environment : Trends and key figures of global/local issues	Social : Trends and key figures of global/local issues	Economy : Trends and key figures of global/local issues	Organizational governance	Human rights & Community involvement and development	Environment	Fair operating practices & Labour practices & Consumer issues

# Students Concerns

Learning from observation, reflection and experience may lead students to ask themselves:

Who am I?

What my duties, responsibilities, and values in the context of global society and nature?

Why and how am I connected to global sustainability?

How to think about sustainability problems and systemic solutions?

How my subject (major) can contribute to sustainability?



# Findings

- a) Teachers stimulate students to create new knowledge,
- b) Teachers are mediators of learning,
- c) Teachers and students are learners,
- d) Sustainability have to be transversally practiced in all classes (from ethics in organizations, human resources and marketing to operations, strategy, and so on),
- e) Professors must change their ideas, learning and teaching processes before all.

# Conclusion / Net Extension

We would like to extend our Network to:

**World Societies, Universities, Centres, Industries**

for Knowledge Exchange on

Education for Sustainable Development

**Thank you!**

Professor Farley S. Nobre - Ph.D.  
School of Management  
Federal University of Paraná, Curitiba-PR, Brazil  
[fsmnobre@gmail.com](mailto:fsmnobre@gmail.com)  
<http://www.fnobre.com>



**Farley Simon Nobre, PhD, MSc, BSc Eng.**

[fsmnobre@gmail.com](mailto:fsmnobre@gmail.com)

<http://www.fnobre.com>

Professor of corporate sustainability and innovation at School of Management / UFPR, Brazil.  
Ph.D. in Manufacturing and Mechanical Engineering at The University of Birmingham (UK).

Current research interests: Sustainable Entrepreneurship, Base of the Pyramid, Social Business, Sustainability in Higher Education, Design and Systems Thinking, along with Organization Theory and Strategy, Manufacturing, Cognitive Machines and Fuzzy Theory.

Ph.D. in Manufacturing and Mechanical Engineering at The University of Birmingham (UK, 2005) with thesis “On Cognitive Machines in Organizations”. Guest Researcher with the Institute of Organization Theory and the Artificial Intelligence Research Group of Humboldt University of Berlin (2003).

Software engineer with the multinational NEC, and winner of 2000 Industrial Honor Prize for his contributions in the areas of software innovation and quality.

First author of “(Nobre, Tobias & Walker, 2009) Organizational and Technological Implications of Cognitive Machines: Designing Future Information Management Systems (IGI Global, USA)”, and the principal editor of “(Nobre, Walker & Harris, 2012) Technological, Managerial and Organizational Core Competencies: Dynamic Innovation and Sustainable Advantage (IGI Global, NY: USA)”.

Volunteer of SERVAS International (NGO for world peace and cultural integration).  
Member of Sustainia100 Advisory Board.