



# **Sustainability Intelligence**

**Dr Lars Moratis**

**Dr ir Frans Melissen**

**Get you informed.**

**Get you equipped.**

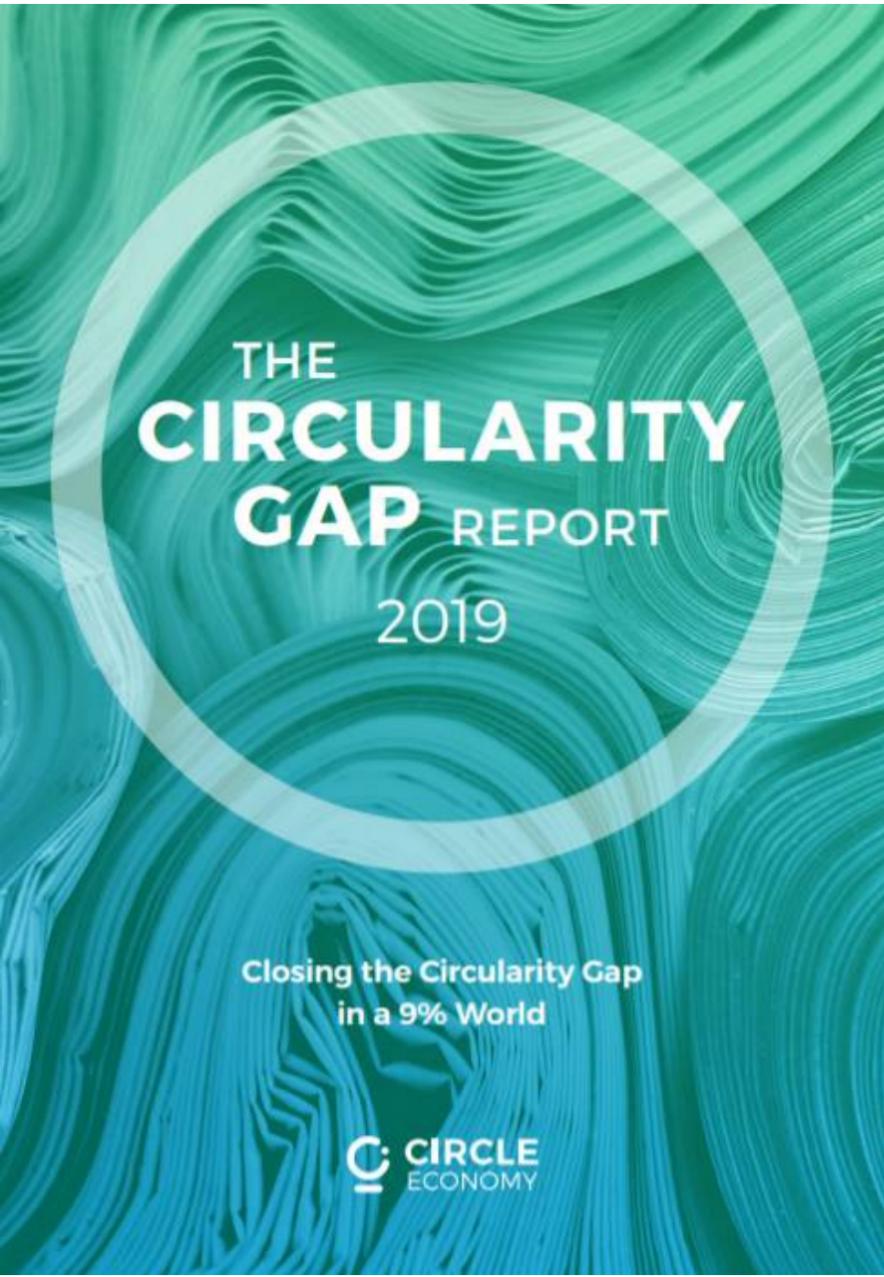
**Get you on board.**



**The world's economy is rapidly  
becoming more circular.**

**TRUE**

**FALSE**

The image shows the cover of 'The Circularity Gap Report 2019'. The background is a vibrant green with a complex, wavy, wood-grain-like texture. A large, semi-transparent white circle is centered on the page. Inside this circle, the title 'THE CIRCULARITY GAP REPORT 2019' is written in white, bold, sans-serif capital letters. Below the title, the subtitle 'Closing the Circularity Gap in a 9% World' is written in a smaller, white, sans-serif font. At the bottom left of the cover, the 'CIRCLE ECONOMY' logo is visible, consisting of a stylized 'C' icon followed by the words 'CIRCLE' and 'ECONOMY' stacked vertically.

THE  
**CIRCULARITY  
GAP** REPORT  
2019

Closing the Circularity Gap  
in a 9% World



“Our world is only  
9% circular and  
the trend is  
**negative.**”

**Financially, sustainable companies  
have been a superior investment.**

**TRUE**

**FALSE**



“The best financially performing investment during the 35 years of the FTSE 100 was **British American Tobacco.**”

---

**Most CEOs perceive corporate sustainability programs successful.**

**TRUE**

**FALSE**



## Achieving Breakthrough Results in Sustainability

CEOs who are passionate about change need to support  
the front line.

By Jenny Davis-Peccoud, Paul Stone and Clare Tovey

BAIN & COMPANY 

# 2%

**Belgium is on its way to achieve  
minimal 5 out of 51 SDG indicators.**

**TRUE**

**FALSE**

Welke prioriteit  
voor een duurzame ontwikkeling?

Federaal rapport inzake duurzame ontwikkeling 2019

Stand van zaken en evaluatie

Juni 2019

Task Force Duurzame Ontwikkeling

“Of these 51  
indicators, 4  
would reach their  
quantitative goals  
in 2030.

**The Sustainable Development Goals  
will save the world.**

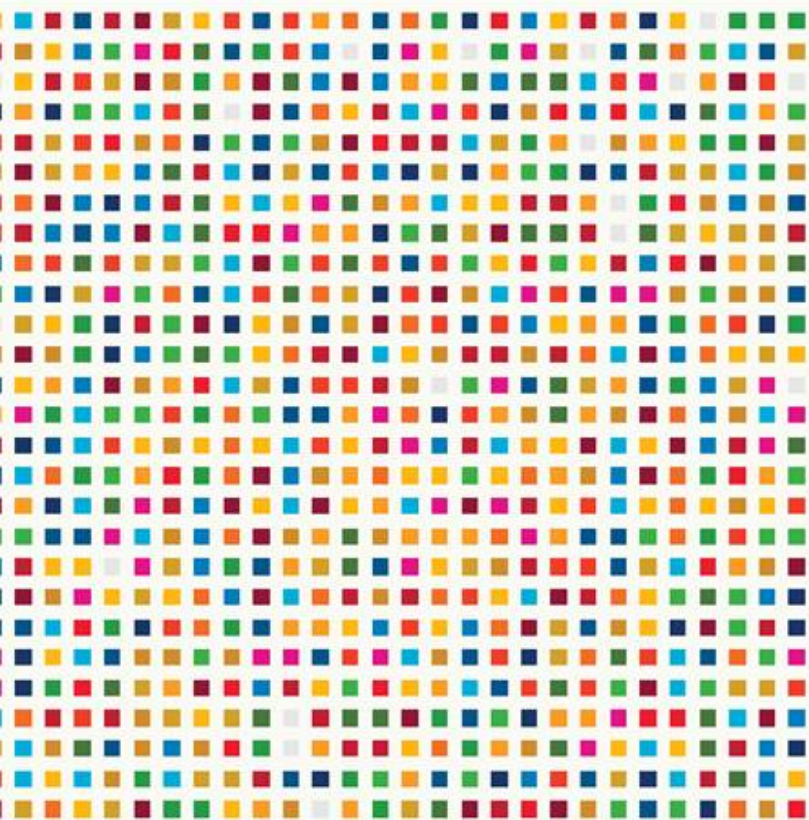
**TRUE**

**FALSE**

# SDG INDEX & DASHBOARDS

A GLOBAL REPORT

JULY 2016



| BertelsmannStiftung



Ranking high on the  
SDG index strongly  
correlates with **high  
footprints**, and low  
ranking with low  
footprints.

**I am getting somewhat depressed  
at this point.**

**TRUE**

**FALSE**

**Our sustainability  
efforts are failing.**

# The Triple Disconnect



## **1st order disconnect:**

**Investments in corporate sustainability do not automatically lead to sustainable businesses.**



## **2nd order disconnect:**

**Sustainable businesses do not automatically  
lead to a more sustainable world.**

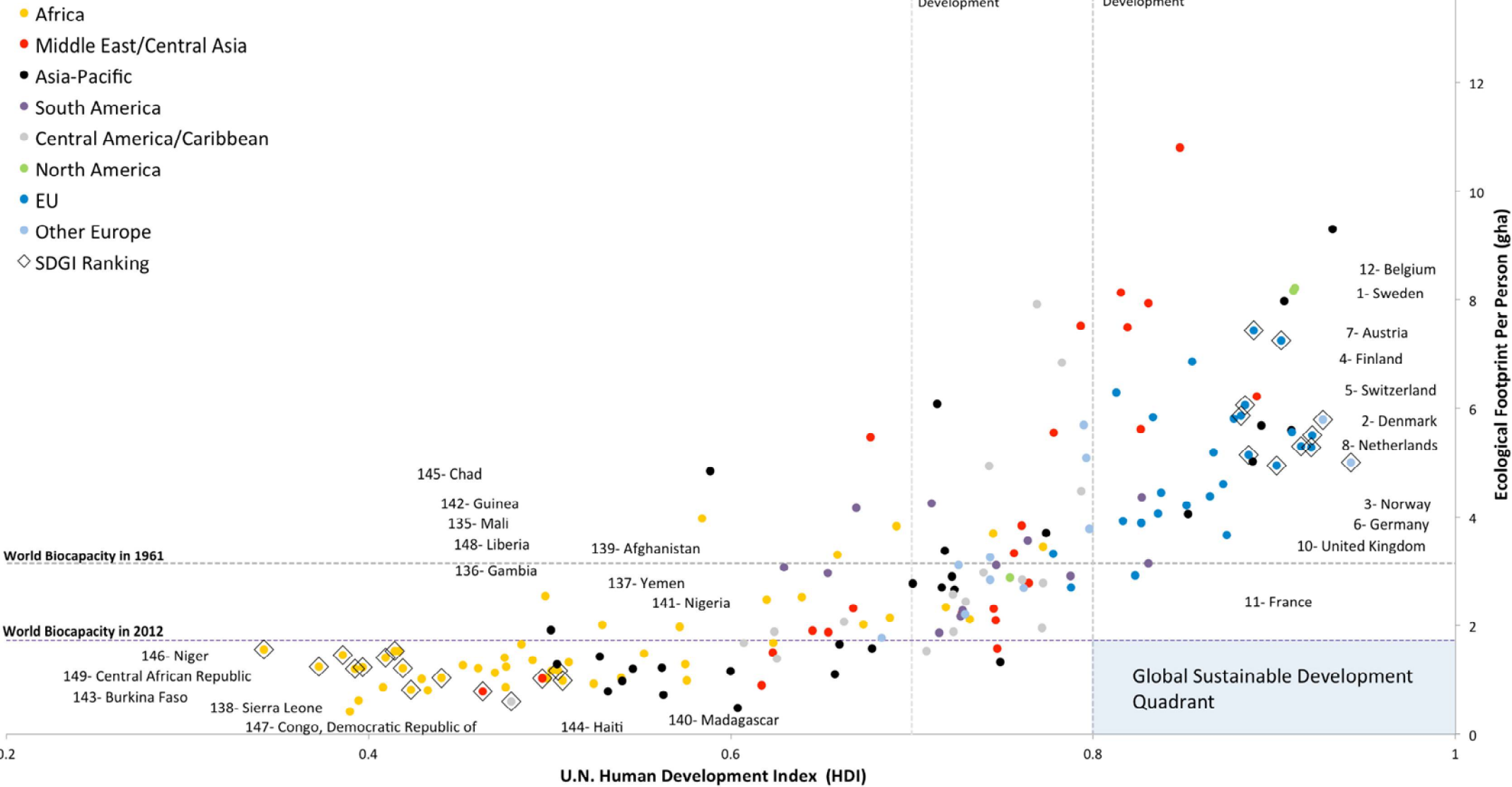


### **3rd order disconnect:**

**On various dimensions, the concept of sustainability is in contradiction with itself.**



Ecological Footprint Per Person and HDI of Nations with SDGI Ranking



Ecological Footprint values are 2012 values from the 2016 National Footprint Accounts, Global Footprint Network

**Our sustainability efforts  
should become smarter.**

# **Sustainability leadership requires**

## **Sustainability Intelligence.**

# What is intelligence?

- Broader orientation than competencies, including awareness, attitude, aptitude, and ability
- Understanding of complex ideas
- Achieving a successful fit with the surrounding environment
- Engagement in various forms of reasoning

“[A] very general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts. Rather, it reflects a broader and deeper capability for comprehending our surroundings – ‘catching on’, ‘making sense’ of things, or ‘figuring out’ what to do.”

**Linda Gottfredson (1997: 18)**

**Naïve intelligence**

**Native intelligence**

**Narrative intelligence**

**Naïve intelligence**

Native intelligence

Narrative intelligence

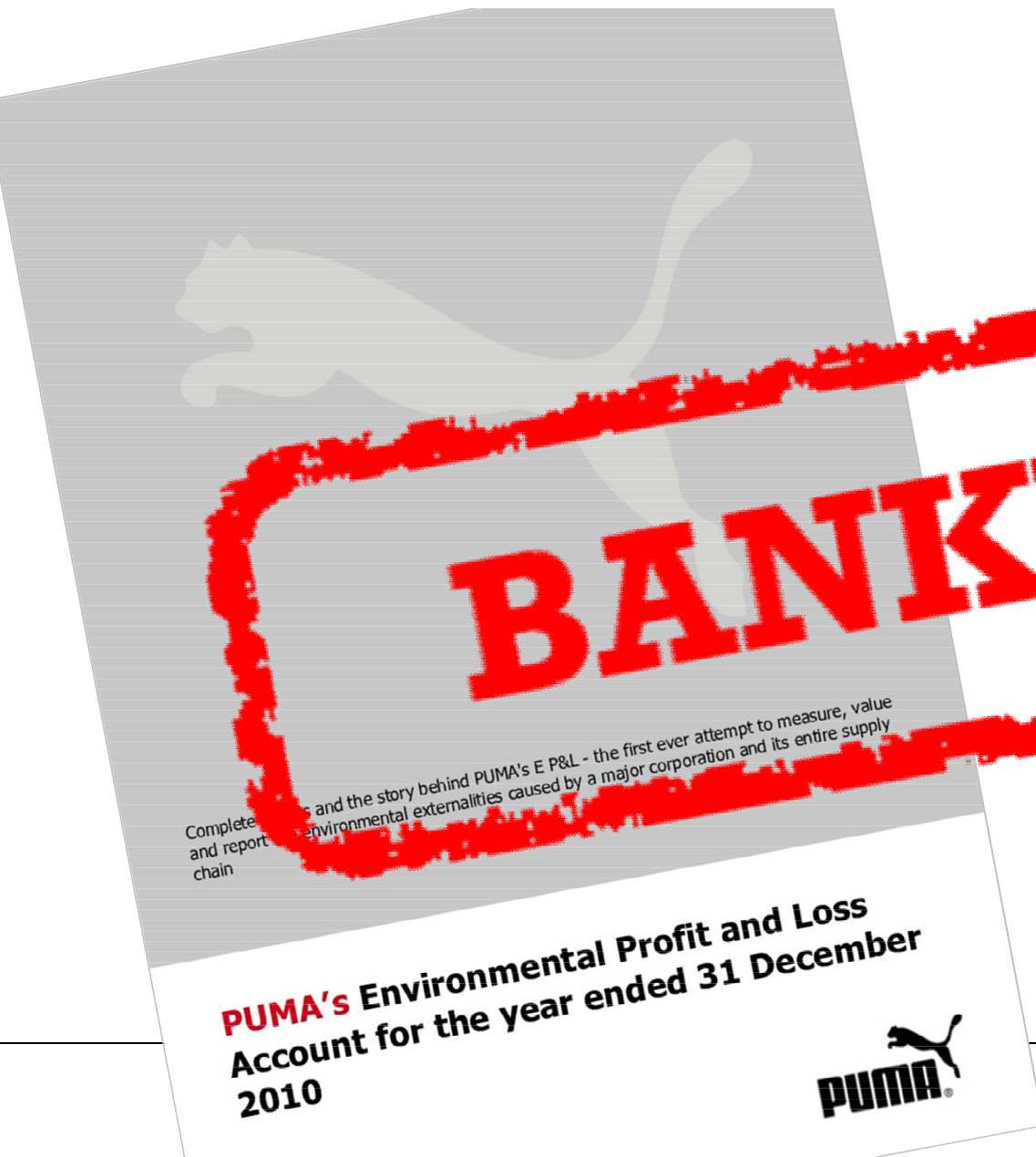


**G. Thunberg**

**UNITE  
BEHIND  
THE  
SCIENCE**

**FridaysForFuture**





Net earnings 2017:  
**\$165 million**

Est. cost of eco.  
footprint 2017:  
**\$551 million**



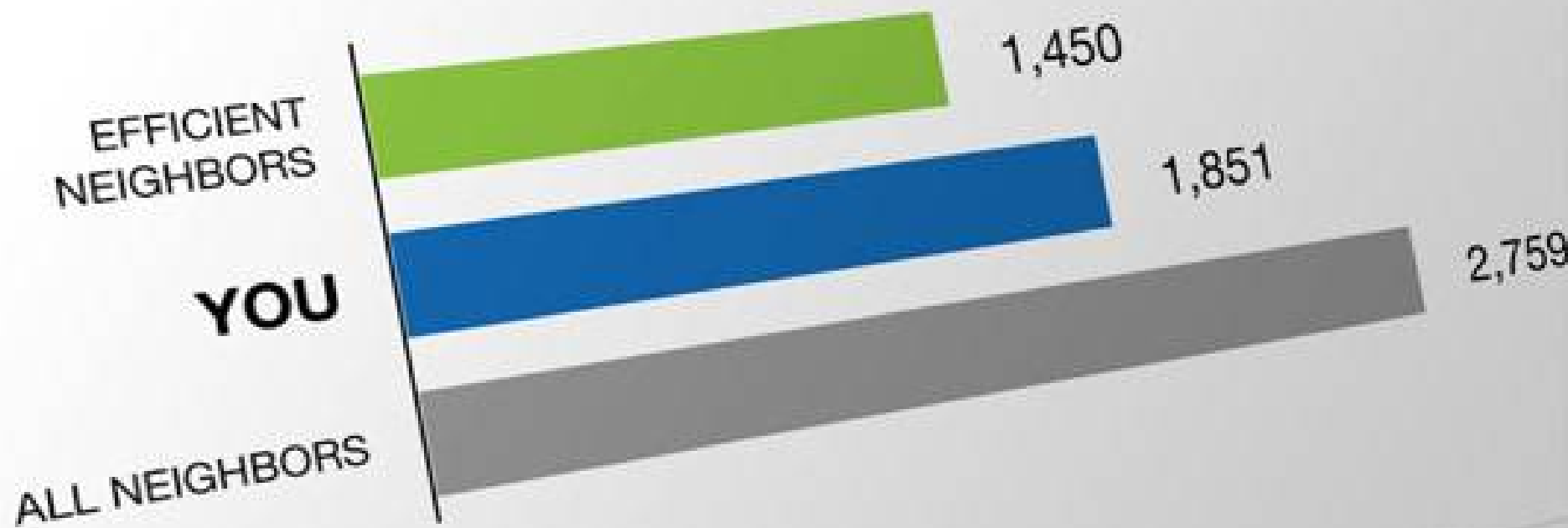
Naïve intelligence

**Native intelligence**

Narrative intelligence

# November Neighbor Comparison

You used **28% MORE**



OP@WER





Naïve intelligence

Native intelligence

**Narrative intelligence**

THE NEW YORK TIMES, FRIDAY, NOVEMBER 25, 2011

# DON'T BUY THIS JACKET



patagonia

## tools for grassroots activists

Best Practices for Success in  
the Environmental Movement

Edited by  
**Nora Gallagher &  
Lisa Myers**



# BETTER THAN NEW



HOW DOES  
**WORN WEAR**  
WORK?





**How would you apply **naïve**,  
**native** or **narrative** intelligence  
to the SDGs?**

# Chair/Professorship in Management Education for Sustainability

Realizing the Sustainable Development Goals through education, leadership and business



A joint initiative by Antwerp Management School and Breda University of Applied Sciences



## PARTNER SCHEME

### Founding Partners

- 3-year commitment
- € 25.000 / year
- 1st tier exposure (output and events)
- Opportunity for guest lecturing and student contacts
- Opportunity to provide input through Advisory Committee
- Participation in Industry Roundtable
- Free access to outputs
- Participation in Annual Sustainable Leadership Event for 10 people
- Participation in Annual Sustainable Leadership Dinner for 2 people
- In-company Sustainability Intelligence workshop

### Prime Partners

- 3-year commitment
- € 12.500 / year
- 2nd tier exposure (output and events)
- Opportunity for guest lecturing and student contacts
- Opportunity to provide input through stakeholder consultation
- Participation in Industry Roundtable
- Free access to outputs
- Participation in Annual Sustainable Leadership Event for 5 people

### Supporting Partners

- 3-year commitment
- € 5.000 / year
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### When will the Chair/Professorship take off?

The plan is to let the Chair/Professorship start as from January 2020. Following partners' 3-year commitment, the Chair/Professorship will end in 2022. Upon evaluation, efforts to re-engage partners and perhaps the engagement of new partners, the Chair/Professorship intends to continue its work beyond 2022.

### Interested? Contact us!

Do you have any questions or need more information? Would you like to have a talk with the intended Chair holders/Professors? Let us know at [henk.mercelis@ams.ac.be](mailto:henk.mercelis@ams.ac.be) and [malin.mil@bua.nl](mailto:malin.mil@bua.nl) and we will get back to you shortly.



# A new initiative

- New Chair/Professorship
- Joint Buas/AMS initiative
- Involvement of industry partners
- 3 years (minimum) → 2020

# Why it is important (1)

- Key topic for industry
- Need for transformation
- Status quo: problematic
- Sustainability conundrum



# Why it is important (2)

- Rethinking sustainability
- Rethinking management education
- Collaborative learning
- Educating (future) leaders

# What we will do

- Educational experiments
- Teaching materials
- Industry roundtables
- Tool development
- Networking

## The Chair/Professorship: spurring management education for sustainability

Developing sustainability intelligence is critical for the prosperity of societies worldwide, for conservation of the natural world, for achieving future business success and for the credibility of the concept of sustainability itself.

If there is one place where developing sustainability intelligence is crucial, it is management education. It is in business schools that young, ambitious people from a variety of backgrounds find a context in which they can develop their belief systems, their moral values, and their attitudes. It is in management education that they have the opportunity to experiment with ideas and are challenged to test and show their leadership. As a way of navigating between the practice of business and theoretical insights, the challenge of educating new generations includes enabling critical thought, lighting up horizons and, ultimately, stimulating them to set sail for making a contribution to prosperity for all. Management education is the perfect mechanism to intervene in the development of business leaders in order to create the sustainable future we want and need, and to unlock the potential for sustainable solutions.



# Partner scheme

- **Founding partner (25k/yr)**
- **Prime partner (12.5k/yr)**
- **Supporting partner (5k/yr)**

**PARTNER SCHEME**



| Founding Partners  | Prime Partners   | Supporting Partners   |
|--|--|---|
| <ul style="list-style-type: none"><li>• 3-year commitment</li><li>• € 25.000 / year</li><li>• 1st tier exposure (output and events)</li><li>• Opportunity for guest lecturing and student contacts</li><li>• Opportunity to provide input through Advisory Committee</li><li>• Participation in Industry Roundtable</li><li>• Free access to outputs</li><li>• Participation in Annual Sustainable Leadership Event for 10 people</li><li>• Participation in Annual Sustainable Leadership Dinner for 2 people</li><li>• In-company Sustainability Intelligence workshop</li></ul> | <ul style="list-style-type: none"><li>• 3-year commitment</li><li>• € 12.500 / year</li><li>• 2nd tier exposure (output and events)</li><li>• Opportunity for guest lecturing and student contacts</li><li>• Opportunity to provide input through stakeholder consultation</li><li>• Participation in Industry Roundtable</li><li>• Free access to outputs</li><li>• Participation in Annual Sustainable Leadership Event for 5 people</li></ul> | <ul style="list-style-type: none"><li>• 3-year commitment</li><li>• € 5.000 / year</li><li>• 3rd tier exposure (output and events)</li><li>• Opportunity for guest lecturing and student contacts</li><li>• Opportunity to provide input through stakeholder consultation</li><li>• Participation in Industry Roundtable</li><li>• Free access to outputs</li><li>• Participation in Annual Sustainable Leadership Event for 2 people</li></ul> |

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 **AMC** Antwerp Management School  **Breda University** OF APPLIED SCIENCES

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**THANK**

**YOU!**

[lars.moratis@ams.ac.be](mailto:lars.moratis@ams.ac.be)

[melissen.f@buas.nl](mailto:melissen.f@buas.nl)