

Sharing Information on Progress

# Principles for Responsible Management Education

2018



**PRME** Principles for Responsible Management Education  
an initiative of the United Nations Global Compact





# Our Commitment

## PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION AT THE ROWE

---

### **Vivian Howard, *Interim Dean, Faculty of Management***

The Faculty of Management is deeply committed to the Responsible Management Education. Our mission statement clearly announces our commitment to the *interdisciplinary advancement of management knowledge and practice* and our core values of integrity, inclusion, collaboration, experience, and sustainability.

The presence of four schools (Rowe School of Business, School of Information Management, School of Public Administration, and the School for Resource and Environmental Studies) within one Faculty – a somewhat unusual structure – gives us a unique opportunity to look at management through an interdisciplinary lens. Through our strategic priorities of experiential learning, internationalization and global citizenship, and collaborative partnerships and outreach, we have established key targets to help us realize our goals.

***“Our Faculty recognizes that we cannot pursue our goals in isolation. Partnerships will leverage our position and increase our chances for success, and we are forging partnerships on campus and beyond.”***



Our Faculty has offered experiential opportunities to all our students for decades. Our new strategic plan seeks to expand beyond the rich hands-on learning experiences we have traditionally provided through co-op work terms, work integrated learning, and internships. From eLearning leadership to research measuring the impact of experiential learning, our Faculty can influence how we teach and learn by eliminating the walls of a classroom.

## OUR COMMITMENT

---

### **Vivian Howard** *(continued)*

We also seek to expand how we teach and learn to include international and intercultural perspectives. We provide intercultural training opportunities for faculty and staff, specialized support services for international students, and unique study abroad programs designed to give students first-hand learning experiences of important issues of equity, diversity, inclusion, and environmental accountability.

Our Faculty recognizes that we cannot pursue our goals in isolation. Partnerships will leverage our position and increase our chances for success, and we are forging partnerships on campus and beyond:

We are partnering with the Faculty of Computer Science in a new Masters of Digital Innovation. The Creative Destruction Lab involves partnerships with established companies, primarily situated in Atlantic Canada. We are partnering with Dalhousie University's College of Continuing Education to offer non-credit executive education programs. We are establishing relationships with international university partners to develop exciting new articulations and study abroad/exchange opportunities. Underlying our commitment to teaching and learning, the Faculty of Management is a vibrant and rich research enterprise. Our reputation inside the university, nationally, and internationally is one of experts on the scholarship of management of people,

organizations, information, and the environment and we will continue to build on that expertise. We are launching new research-based graduate degrees which will significantly add to our existing research capacity, our existing partnerships, and the interdisciplinarity of our research clusters.

I firmly believe that the Principles of Responsible Management Education are deeply integrated into the work we do here in the Faculty of Management and are clearly reflected in our mission and values, our programs, our partnerships, and our research

A handwritten signature in dark ink, appearing to read 'V Howard', written in a cursive, flowing style.

.Vivian Howard

Interim Dean



DEVELOPING AUTHENTIC LEADERS





# Mission

DEVELOPING INNOVATIVE LEADERS FOR THE FUTURE

---



*Developing the emerging innovative leaders*

## Vision & Mission

Dalhousie University's Rowe School of Business is developing the next generation of innovative leaders who value quality and integrity. Experiential learning in the form of residencies, co-op work terms, internships or new venture creation is at the heart of all of our programs. Collaboration with our employer partners from across Canada brings relevancy and opportunity to our Bachelor of Commerce Co-op, Bachelor of Management, Corporate Residency MBA, MBA Financial Services and Executive Education programs.

It stresses hands-on learning – an emphasis enabled by our established relationships with a diverse range of employers and by a Management Career Services team that's dedicated to helping our students find work placements and launch their careers. It's a practical and real-world approach that begins at the very top of our school, with award-winning expert teachers who bring tangible industry experience to the classroom. Our close and constant collaboration with the many other schools, research centres and labs within Dal's Faculty of Management means offering the kind of tailor-made curriculum needed to take our students where they want to go. These are just some of the reasons why the Rowe School of Business is accredited by the Association to Advance Collegiate Schools of Business – an accolade awarded to only 5 percent of the world's business schools

## Aiming High Grounded in Values

Rowe School of Business aims to be the “go to” voice of business expertise in the region. It educates students who can make things happen. Graduates of our School can apply their experiential learning, ethical leadership, and people skills to drive prosperity and productivity at home and around the globe. Our vision is to be the “Internationally acknowledged centre of ‘values-based management’ whose graduates become private sector, public sector and civil society leaders who manage with integrity, focus on sustainability, and get things done.”

Our core shared values are critical to the school’s on-going success and are captured using the acronym **IDEAS**: Integrity, Diversity, Experiential Learning, Action and Sustainability: **Integrity** (ethics, character, courage): act with honesty; a duty of care and a commitment to do the right thing. **Diversity**: demonstrate inclusion;



*Enabling leadership that embraces rapidly changing global complexity*

respect; honouring voice, work collaboratively. **Experiential Learning**: strive for the highest standards of performance in teaching; learning, research, service, and professional practice. **Accountable Action**: getting things done; moving forward embracing complexity and ambiguity; taking responsibility for decisions and

actions. **Sustainability**: think long term; steward resources; leave a positive legacy for the future.





# PRINCIPLE 1: PURPOSE

We will develop and enable capacity and capability of emerging leaders who embrace the complexity of our rapidly changing world through critical thinking, dialogue, creativity, and building towards sustainable futures.



## PURPOSE

---

### Highlights 2018: Lieutenant-General Roméo Dallaire named 7<sup>th</sup> recipient of Dalhousie Faculty of Management's Scotiabank Ethical Leadership Award

Each year, the Dalhousie Faculty of Management presents the Scotiabank Ethical Leadership Award to a Canadian who exemplifies exceptional qualities of character, courage and adherence to ethical principles. In 2018, Dalhousie's 200th anniversary, we are proud to honour Lieutenant-General (Ret'd) The Honorable Roméo A. Dallaire, O.C., C.M.M., G.O.Q., M.S.C., C.D., L.O.M. (U.S.), B.ésS., LL.D. (Hon.), D.Sc.Mil (Hon.), D.U. The award was presented at the Ethics in Action gala in Halifax on November 22, 2018. General Roméo Dallaire is a celebrated advocate for human rights. His tremendous valour in the

face of mass atrocities, and his work on behalf of child soldiers and veterans, are internationally recognized.

*"The vast majority of humanity is still living in inhuman conditions. I hope that a new sense of activism and a whole new movement against greed in our capitalist system are permitted by the extraordinary communications tools young people have today." -Romeo Dallaire*

 <p>NOVEMBER 22, 2018</p>	<p>Dalhousie University invites you to attend the</p> <p><b>2018 ETHICS IN ACTION GALA DINNER</b></p>
	<p>Celebrating Scotiabank Ethical Leadership Award recipient LGen Roméo Dallaire (Ret'd), founder of The Roméo Dallaire Child Soldiers Initiative.</p> <p><a href="http://dal.ca/ethicsinaction">dal.ca/ethicsinaction</a></p> <p> <small>1818 2018</small></p> <p><small>FACULTY OF MANAGEMENT</small></p> <p><small>in partnership with</small> </p>



# Ethics case competitions

## PURPOSE

---



*Each November Dalhousie supports the student in the 'Ethics in Action' case competition.*

## Leading through enabling leadership capacity and capability

The Dalhousie Ethics in Action case competition is based on written case studies and has two distinct streams: one for undergraduate students and one for graduate students. All teams are given the opportunity to present both a prepared and a live case. Teams represent regions from across the country and are made up of four students.

## What We Believe

In addition to holding strong ethical values, leaders must focus the attention of their organization on being ethically responsible. In addition, they must infuse the organization with ethical principles to guide the actions of employees through:

- consistent, visible actions that serve as models for others
- open and honest communication
- the provision of specific guidelines regarding what constitutes ethical conduct (i.e., UN SDG)
- the design of systems to support and hold employees accountable for ethical behaviour





## PRINCIPLE 2: VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact



# VALUES

---

## Values led Faculty

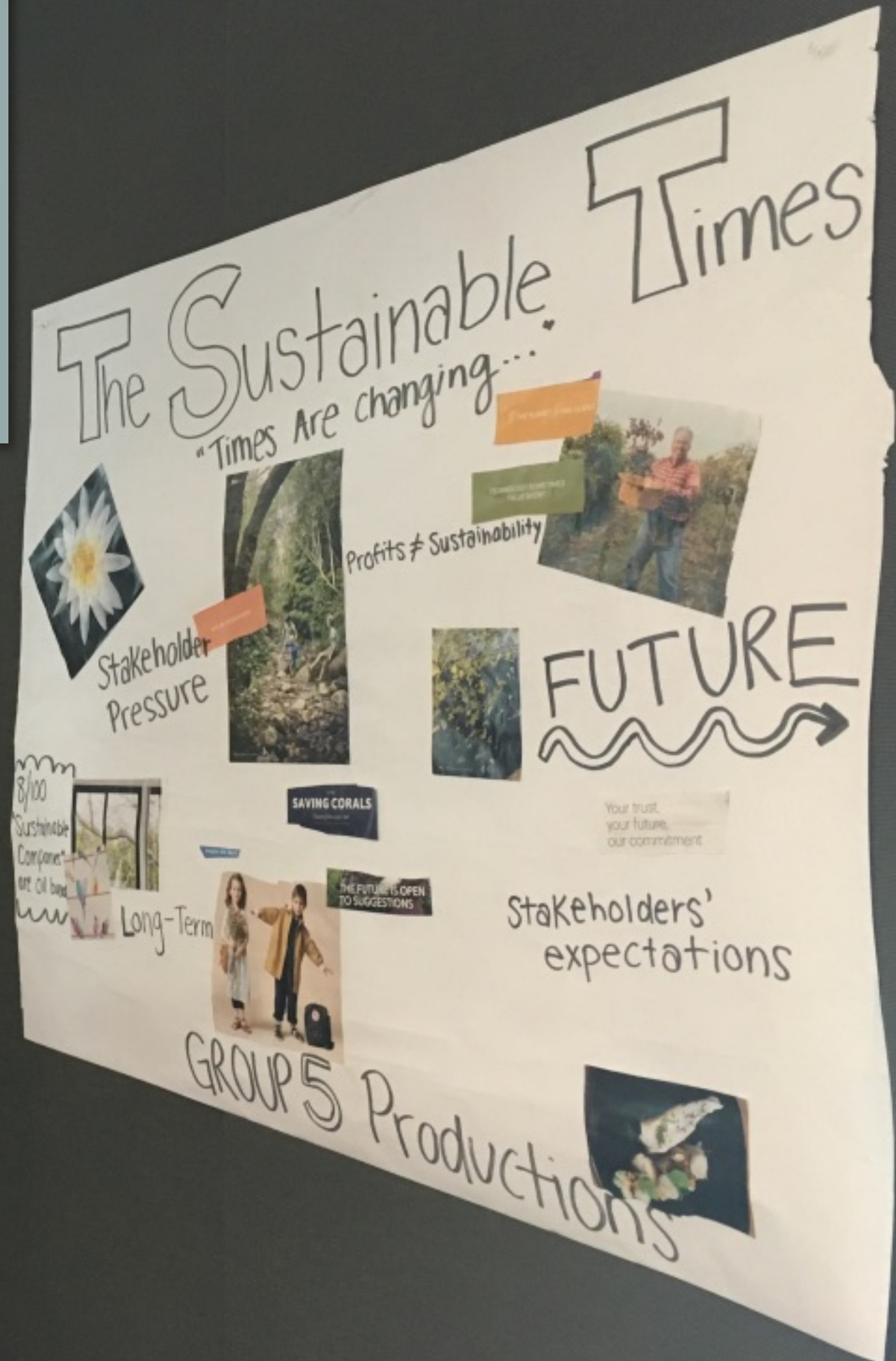
We are a values-led faculty: our key values are captured by the acronym IDEAS (integrity, diversity, experience, accountable action, and sustainability). We integrate these values into all of our programs. We hold teaching workshops featuring our top faculty so that newer faculty members can learn how to best integrate values-related and ethics themes into our diverse courses. We communicate our values to our incoming students, and we have signage throughout the building to remind our students and other stakeholders of these values.





## PRINCIPLE 3: METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.





## METHODS

---

### Modelling the Way in Ethical Leadership

We are developing a growing expertise in the area of ethical leadership. Sound ethical principles must be at the heart of values-led management if it is to create outcomes different than those we have seen splashed across the pages of the business press. Leading with integrity is a core value of what we are doing here in Dalhousie's Rowe School of Business. It is far more than the large banner in our atrium. In fact, ethics is so inculcated in our Faculty and our student body that we almost cease to notice that our approach is different from some of those around us. Like others, we offer courses in ethics, corporate social responsibility, and sustainability. What makes us different is the fact that these things are central to all we do - they are not just the topic of stand-alone courses. Our employer partners are increasingly recognizing that our students are stronger on this

*"Our employer partners are increasingly recognizing that our students are stronger on this dimension (CSR) than are students graduating from other similar institutions."*

dimension than are students graduating from other similar institutions.

Having a more entrepreneurial mindset and success with regard to launching viable enterprises is also essential to the prosperity of the regional economy. If Atlantic

Canadians are to maintain their economic well being and strong social programs, launching new businesses that will become major employers is essential. Our new 'Starting Lean' course that was piloted this year has been successful in launching new firms, and we must continue to support this type of innovation. With the cost of government and health care rising, innovation is essential in these important sectors as well.





## PRINCIPLE 4: RESEARCH

We will engage in conceptual and empirical research that advances our understanding about its role, dynamics, environmental and economic value.



## BUILDING DIVERSE, SUSTAINABLE AND RESPONSIBLE ORGANIZATIONS

Organizations are navigating in a demanding environment, adapting to increasing ethical and environmental demands, relying on a more diverse workforce, but challenged by more diverse customer and supplier bases. Researchers in this cluster look at perceptions, obstacles, company responses, best practices, etc. in order to build better organizations.

**Ramon Baltazar** is investigating the impact of sustainability initiatives on the initiating firm's competitive advantage. The research targets initiatives that have impacted the value of organizational offerings, overall cost or both. Employing case research methodology, the study engages firms within and across several industry categories.

**Ellen Crumley** investigates vocabulary and rhetoric in the contexts of sustainability and health care. Through external communication, organizations and professionals use targeted language to pitch change, obtain buy-in from stakeholders and minimize opposition. The media, in particular, are supposed to be neutral but the tone of newspaper articles and the vocabulary used sometimes tell a different story.

**Peggy Cunningham** has been researching the impact of firm's ethics and corporate social responsibility (CSR) programs for many years. Her work suggests that firms with authentic, comprehensive CSR programs outperform their peers, and attract high quality employees who are engaged and motivated. Her most recent research addresses questions about how 'networks of complicity' sustain unethical behaviour within firms over long periods of time, and the tactics that can be used to dissolve these networks to improve culture and leadership behaviours.

**Bill Foster** explores the relationship between formal organization and informal social networks, the influence of that relationship on organizational performance and strategy, and the resulting evolution of the intra-organizational network. These informal networks have proven critical to the innovation processes of exploration and exploitation, to efforts to increase inclusion and to the resolution of ethical issues.

**Dana Kabat-Farr** is investigating how unethical and unfair treatment within an organization via negative social interactions (e.g., incivility, sex-based harassment) may undermine efforts to have a productive and diverse employee population. Rudeness and demeaning experiences erode employees' well-being and ability to complete work tasks.

**Carolann McLarney's** research comes under the broad category of international business. She is investigating the macro issues of international institutions and their impacts, specifically trade in goods (cotton) and in services. McLarney is also exploring the micro issues of how individual firms compete on a global stage. Her research in this area is focused on a variety of value chain activities: primary (logistics) and support (HR) activities.

**Eddy Ng** is exploring the role of relational demography and leader-member exchange in influencing the dyadic relationship between CEOs and Chief Diversity Officers. Specifically, demographic characteristics and individual differences of senior organizational members influence the quality of their working relationship and the implementation of organizational diversity management.



## RESEARCH

---

**Oksana Shkurska's** research aims to find effective methods of internal and external communication in organizations by focusing on politeness and power relations in written communication. She is examining how the use of wrong politeness strategies in corporate apology letters creates negative public perception of organizations. Her research intends to identify politeness strategies that help businesses promote a positive image and establish trust with their clients.

**Binod Sundararajan** is investigating what leaders say around the topic of sustainability and CSR (leaderspeak and change communication), sustainable leadership, and new models around diversity and organizational process improvement.

**M. Ali Ülkü's** research thrusts include the analysis of sustainable supply chains (SCs) and logistics systems, operations-marketing interface, and mathematical modeling of societal and interdisciplinary problems. He is currently investigating the optimal design of closed-loop SCs in the apparel industry, and the impact of consumers' return behavior analytics on SC sustainability.

**Kent Williams** is exploring research in complexity and enabling leadership capacity that imbues critical and resilient thinking through holding environments that strip away cultural coding and expose the genetic coding of the authentic self, connecting individuals and collectives in networks and systems thinking perspectives. This includes understandings of social-ecological systems that encompass fairness, prosperity and sustainability.

**Jun Zhou** is examining how corporations can make investment decisions and design financial policies so as to maintain financial flexibility and explore growth opportunities in the increasingly competitive business environment.



### Presented & published research

Sundararajan, B. & Macdonald, L. (2016). Challenging myths about perceived differences between domestic and international students: A study of student expectations. Paper presented at the Administrative Sciences Association of Canada Conference, June 4-6, 2016, Edmonton, Alberta.

Macdonald, L., & Sundararajan, B. (2015). Understanding international and domestic student expectations of peers, faculty, and university: Implications for professional communication pedagogy. *Rhetoric, Professional Communication and Globalization*, 8, 40-56.

Barker, J., Victor, D., & Macdonald, L. (2015). Re-Imagining professional communication pedagogy for the globalized classroom: Special issue introduction. *Rhetoric, Professional Communication and Globalization*, 8, 1-3.

Macdonald, L., & Sundararajan, B. (2015). Understanding international and domestic student expectations of peers, faculty, and university. Paper presented at the 7<sup>th</sup> Tricontinental Conference on Global Advances in Business Communication, May 29, 2015, Ypsilanti, Michigan, USA.

"CarbonCure Technologies Inc. - Saving the World One Brick at a Time", **Winner**, "Sustainable Production Systems Category, 2017 EFMD Case Writing Competition. There were 700 cases submitted. Announced in May 2018, this case was among those winning one of the 18 categories. Case is now published by EFMD.

Sergio Carvalho, Bruno Silvestre and Peggy Cunningham, "Hitting the nail on the head! Insight into consumer assessment of sustainability-related innovations," *Journal of Long Range Planning*, 50(6), (2017), 741-755.

"Drivers of Performance of Privately Owned, Rapid-Growth Firms: A Reconceptualization Of The Trust-Commitment Model of Relationship Marketing," in *Review of Marketing*, Rajan Varadarajan Editor, Volume 15, (2018). pp. 287-323. (While not obvious from the title, this paper also focuses

on having a diverse workforce as one of the factors leading to superior performance).

Maureen Bourassa, Peggy Cunningham, Jay Handelman and Lawrence Ashworth, "Respect in Buyer/Seller Relationships," *Canadian Journal of Administrative Sciences*, 10 (December), 2016, pp. 198-213.

"When Partners Divorce: Understanding the Potential Downside of Cause-Related Marketing Programs," with H. Aghakhani, S.W. Carvalho, Global Marketing Conference, Tokyo, July 2018.

### Dalhousie partners with CCDI to research diversity and inclusion in Canadian workplaces

Posted by **Rowe School of Business** on May 14, 2018 in Research

The Canadian Centre for Diversity and Inclusion (CCDI) is partnering with Dalhousie to launch a national study on diversity and inclusion in the workplace. National data on diversity and inclusion practices in Canadian workplaces is lacking. Without this benchmarking information, it is often difficult to develop standards. Diversity and inclusion practitioners and CEOs or Senior Leaders are a vital part of shaping Canadian workplaces and are in a unique position to help fill this knowledge gap.

The data will be gathered through the release of two short surveys: one geared towards diversity and inclusion practitioners and another for CEOs/senior leaders. We hope both target groups from the same organization will respond to these surveys, as this will allow us to collect robust data.



## RESEARCH

---

- Ng, E.S., & Stamper, C. (2018). A Trump Presidency and the Prospect for Equality and Diversity. *Equality, Diversity and Inclusion*, 37(1), 2-13.
- Alhejji, H., Ng, E.S., Garavan, T., & Carbery, R. (2018). The impact of formal and informal distance on gender equality approaches: The case of a British MNC in Saudi Arabia. *Thunderbird International Business Review*, 60(2), 147-159.
- Ng, E.S., & Rumens, N. (2017). Diversity and inclusion for LGBT workers: Current issues and new horizons for research. *Canadian Journal of Administrative Sciences*, 34(2), 109-120.
- Ng, E.S. & Sears, G.J. (2017). The glass ceiling in context: The influence of CEO gender, recruitment practices, and firm internationalization on the representation of women in management. *Human Resource Management Journal*, 27(1), 133-151.
- Klarsfeld, A., Ng, E.S., Booysen, L.A.E., Castro-Christiansen, L., & Kuvaas, B. (2016). Comparative equality and diversity: Main findings and research gaps. *Cross-cultural and Strategic Management*, 23(3), 1-19.
- McGowan, R.A., & Ng, E.S.W. (2016). Employment equity in Canada: Making sense of employee discourses of misunderstanding, resistance, and support. *Canadian Public Administration*, 59(2), 310-329.
- Ng, E.S., & Bloemraad, I. (2015). A SWOT analysis of multiculturalism in Canada, Europe, Mauritius, and South Korea. *American Behavioral Scientist*, 59(6), 619-636.
- Ng, E.S. & Metz, I. (2015). Multiculturalism as a strategy for national competitiveness: The case for Canada and Australia. *Journal of Business Ethics*, 128(2), 253-266.
- Ng, E.S., & Klarsfeld, A. (2018). Comparative and multi-country research in equality, diversity, and inclusion. In R. Bendl, L. Booysen, & J. Pringle (Eds.). *Handbook of Research Methods on Diversity Management, Equality and Inclusion at Work*. Edward Elgar.
- Ng, E.S., & French, E. (forthcoming). Are we there yet? - Advancing Women in Canada and Australia: Similar Goals,
- Kaufman, F. and Ülkü, M.A. 2018. "An Interdisciplinary Inquiry into Sustainable Supply Chain Management," in *Handbook of Research on Supply Chain Management for Sustainable Development* (Ed: U. Akkucuk), pp:1-17, IGI-Global
- Ülkü, M.A., Hsuan, J. (2017) Towards Sustainable Consumption and Production: Competitive Pricing of Modular Products for Green Consumers. *Journal of Cleaner Production*, 142: 4230-4242.
- Ülkü, M.A., Bell, K.M., and Wilson, S.G. (2015) Modeling the Impact of Donor Behavior on Humanitarian Aid Operations. *Annals of Operations Research*, 230:153-168.





## PRINCIPLE 5: PARTNERSHIPS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

### Rowe School alumna leads team towards Carbon XPrize

Posted by **Miriam Breslow** on January 10, 2017 in News, Alumni & Friends

Jennifer Wagner wants to save the world—and she wouldn't mind leading a team to win \$16 million along the way. The Dalhousie MBA graduate (2010) is now Vice-President Sustainability at CarbonCure Technologies, a company that recycles carbon dioxide (CO<sub>2</sub>) emissions in concrete. Wagner and CarbonCure are leading a team of engineers and entrepreneurs into the semifinals of the prestigious NRG COSIA Carbon XPrize global competition.

Though Wagner has an MBA, her academic career began with a BSc at McGill. She returned to her hometown of Halifax to complete a master's in chemistry, and along the way developed a new passion: sustainability. She decided to pursue an MBA in Dalhousie's Faculty of Management where she majored in finance but also branched out. "Any time I had a chance to take an elective I went to the School for Resource and Environmental Studies, because that was where my passion was," she explains.

During her MBA, Wagner joined a student consulting group and discovered her talent for consulting. "We made almost \$100,000 in revenue that year," she says, "and we did some research for NSCC that really opened my eyes to where sustainability and innovation—my two passions—intersect." Aiming for a career in sustainability, Wagner networked broadly, eventually meeting environmental engineer Robert Niven in the last year of her MBA. "We were talking about climate change and carbon management in Halifax, which at that time was very limited," recalls Wagner. "When Rob learned what I was doing, he said, 'Oh, I can probably hire you for something.'" Niven brought Wagner into his business, Carbon Sense Solutions, as an analyst to assist with carbon management consulting and technology development. Carbon Sense has since evolved into CarbonCure, and Wagner has evolved into a VP.



### Partnering with Community

Success in business is as much about co-operation as it is about competition. Firms depend on diverse and complex supply chains, service providers like consulting and advisory firms, governments, and various partners and NGOs - all who are essential to accomplishing the firm's mission. Those best able to build strong collaborative networks and alliances will be best able to compete. We must instil in our students the proper mindset and understanding of this concept. One way to do this is to lead by example.

The Rowe School of Business is a mid-size business school. We do not have sufficient in-house capacity to



*The four Commerce students, along with members of Phoenix and Rowe School of of Business teachers gather at the end of the 'homeless campaign' where they raised over \$11,000 to fight poverty. [MICHAEL STILL photo]*

exploit all of the opportunities that are available to us. We are fortunate, however, to have strong ties to the other schools in the Faculty of Management, other Faculties at Dalhousie, and many relationships outside the University.

## PRINCIPLE 5: DIALOGUES

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability





HOMELESSNESS

## 5 Days 4 the Homeless campaign 'completely worth it' for Dal students

Commerce students have taken part in annual fundraiser since 2014

By **MICHAEL STILL**

MARCH 17, 2017, 4:44 PM ADT

For the fourth consecutive year, bachelor of commerce students from Dalhousie University took part in 5 Days 4 the Homeless (5D4H), a national fundraising and awareness campaign focused on youth at risk.

The campaign was founded at the University of Alberta in 2005. This year, 22 universities took part, however Dal is



*Dalhousie Commerce 'Homeless Campaign'.*

still the only school east of Montreal that participates.

From Sunday to Friday, the four participating students had to remain on campus, outside the Kenneth C. Rowe Management Building, and were only allowed inside to attend their classes or to use public washrooms when

buildings were open. The only food or drink they had access to was through donations.

All funds raised by the students went to Phoenix, a Halifax non-profit that offers services and support for at-risk and homeless youth.

# Desire Futures

## GOALS FOR NEXT 24-MONTHS

---

There are strong reasons to be optimistic that business, organizational, and economic transition can happen much faster than has been predicted. With political momentum, market forces, and the digital revolution we have the capacity to create the world anew. At the Rowe School of Business we are committed to strategies that can enable speed and scale for transformation in business practices that can help us meet the requirements of the Paris Agreement and the UN SDG by 2030.

This will not be easy and we recognize we will need to continually critically reflect on all aspects of what we do here at the school and let our core values, vision, and mission help us navigate the challenges ahead to build desired futures that imbue fairness, prosperity, and sustainability.

*“Let our core values, vision, and mission help us navigate the challenges ahead to build desired futures that imbue fairness, prosperity, and sustainability.”*

### Game changing strategies

- Support development of exponential roadmaps for business/industry
- Support scaling of circular economies
- Create solutions that remove friction to climate change action, making it easy, attractive, and the default choice for business leaders and consumers.
- Establish executive leadership programs on global sustainability.
- Establish sustainability on the syllabus of every course we offer by 2020.



# The kind of world we want to live in

KENT WILLIAMS

## REALITY OF TODAY'S WORLD

Listening to the... getting to be mo... Living in an ins... we hear the dai... and strife arou... bomb kills 44, a... political unrest i... war, and drug ov... taking their toll... munities. Throug... we have become... versus left, race... against nation. M... of circuitry we ha... from the outside... once held myster... wonder — and mo... connection to wh...

As the complex... grows through glo... and consumption... challenges never s... hat threaten our v... examples, scientifi... bad news and the... change, deforestat... ollution, food ins... ource exhaustion... nd cultural divers... otton line of eco... nd social collapse... ve and only reacti... enges in their loca... nunities. The head...

...ear and isolation throughout the world... is regions and nations look to protect... nd secure their futures. As individuals... ve have created strategies to cope, too... Having become numb to our turbulent... world, we have learned to tune out. We... ave found a virtual escape.

with no need to talk with one another as they have their devices and the inner world to connect with. Wait a minute...

that hold us and that act as boundaries to possible and desirable futures. We have the opportunity to open ourselves to creative spaces of wonder, awe and

opportunities to innovate and evolve our thinking and action as leaders. We need to once again reconnect to what it means to be human. Recognizing that it

...ng and our inter... the key for em... llenges. We need... our collective... cies — the human... key to our contin... is planet.

## UNITY AND COMMUNITY

...of connecting... — that middle... der, awe and en... o our being. These... s to connect to an... of diversity, a... not have borders... and create fear... ections enable us... ovate and envision... importantly, these... is with a pathway... eally are. We have... s of years, separ... ancestral roots. We... ay our self-decep... tion to material... hat it really means... fulfill our true po... piens — literally... man.

...n assistant... y School of Business... iversity.



to a choice of what world we want to live in. According to Canadian anthropologist Wade Davis, "The world can only appear

