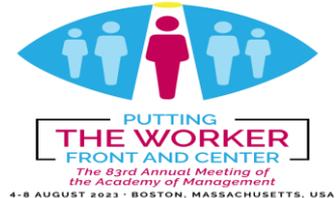


Coaching Ourselves: How Peer-Learning Empowers Managers and Workers to Achieve Climate Solutions

All Academy Symposium
AOM 2023
Sunday, August 6th
8:00-9:30



83rd Annual Meeting of the Academy of Management

PRME Principles for Responsible Management Education

an initiative of the



6 AUGUST 2023 | 8 A.M. ET | 305 HYNES

Coaching Ourselves: How Peer-Learning Empowers Managers and Workers to Achieve Climate Solutions

ORGANIZED BY:



DR. PETRA MOLTHAN-HILL

Nottingham Business School, Nottingham Trent University, UK



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American University in Cairo, Egypt; Chair, PRME Chapter Africa



KARA JOHNSTON

Head of Product Development/Editor, CoachingOurselves Inc., Canada



PHIL LENIR

President and Co-founder of CoachingOurselves, Inc., Canada

MODERATED BY:



DR. JENNIFER S.A. LEIGH

School of Business & Leadership, Nazareth University, USA



DR. MARCELLUS MBAH

University of Manchester, UK



DR. HENRY MINTZBERG

McGill University, Montreal, Canada, and Co-founder of CoachingOurselves Inc.



DR. METTE MORSING

Head PRME, UN Global Compact



Symposium Agenda



SECTION	TIME	ELAPSED TIME
INTRODUCTION (Jennifer)	8:00-8:05	5 mins
EN-ROADS & CLIMATE LEADERSHIP (Petra)	8:06-8:20	20 mins
COACHING OURSELVES (Henry & Kara)	8:21-8:36	36 mins
UN PRME (Mette) INDIGENOUS KNOWLEDGE SYSTEMS (Marc) CLIMATE LEADERSHIP IN AFRICA (Sherwat) REBALANCING SOCIETY (Henry)	8:37-8:53	53 mins
PANEL DISCUSSION TIME (All)	8:54-9:20	80 mins
ACTION PLANNING & RESOURCES (Jennifer & Petra)	9:21-9:30	90 mins

En-Roads & Climate Leadership

Dr **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent University, UK*



Halve CO₂ emissions by around 2030

In order to limit global warming to 1.5°C, the IPCC stresses that the world needs **to halve CO₂ emissions by around 2030** and reach Net Zero CO₂ emissions by mid-century.

In addition, the IPCC emphasises *the need for deep reductions in non-CO₂ emissions across the economy* to achieve this limit.

CDP (2020) *Foundations for science-based net-zero target setting in the corporate sector*:
<https://sciencebasedtargets.org/resources/files/foundations-for-net-zero-full-paper.pdf> p5



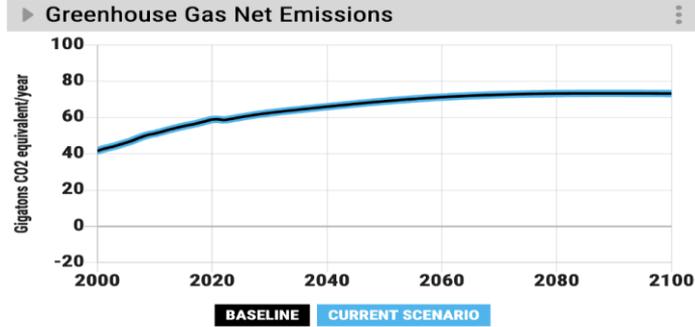
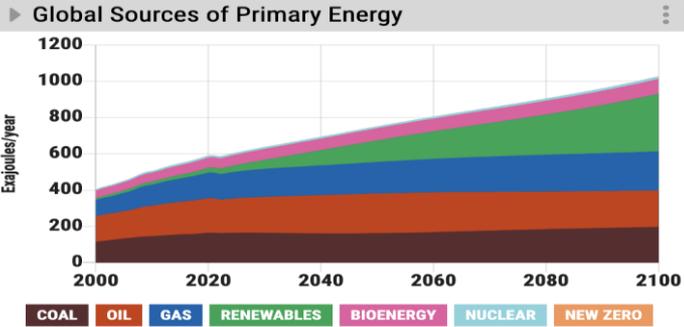
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+3.3°C
 +5.9°F
Temperature Increase by 2100

Energy Supply

- Coal: status quo
- Oil: status quo
- Natural Gas: status quo
- Bioenergy: status quo
- Renewables: status quo
- Nuclear: status quo
- New Zero-Carbon: status quo
- Carbon Price: status quo

Transport

- Energy Efficiency: status quo
- Electrification: status quo

Buildings and Industry

- Energy Efficiency: status quo
- Electrification: status quo

Growth

- Population: status quo
- Economic Growth: status quo

Land, Food, and Industry Emissions

- Deforestation: status quo
- Methane & Other Gases: status quo

Carbon Removal

- Afforestation: status quo
- Technological: status quo

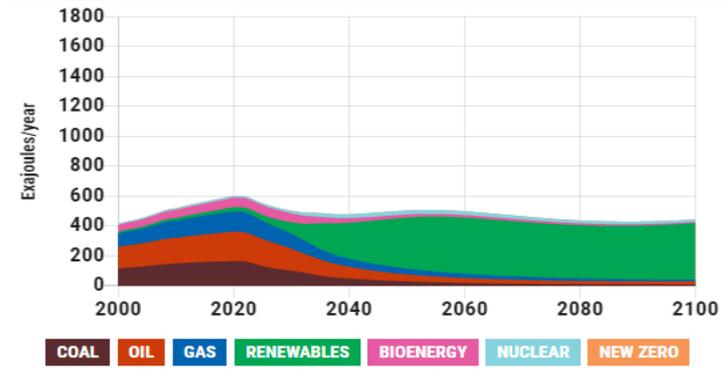
CLIMATE INTERACTIVE MIT MANAGEMENT Sustainability Initiative

Register Your En-ROADS Event

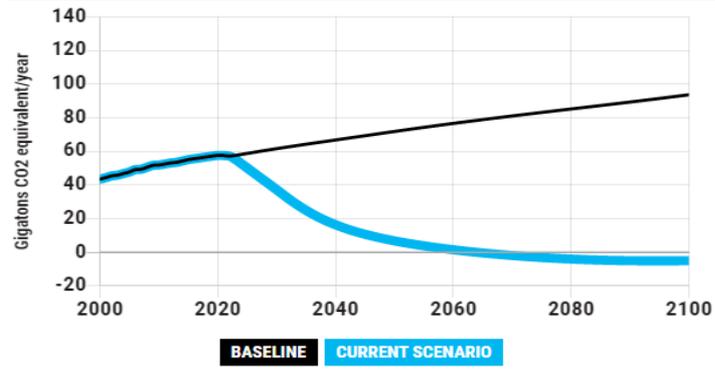
Our key challenge:
 How to get to 1.5°C?
 Activity

En-ROADS is a cutting-edge simulation model used to test climate solutions and generate climate scenarios for the future.

Global Sources of Primary Energy



Greenhouse Gas Net Emissions



+1.4°C
+2.5°F
Temperature Increase by 2100

Energy Supply

- Coal: very highly taxed
- Oil: very highly taxed
- Natural Gas: very highly taxed
- Bioenergy: highly subsidized
- Renewables: highly subsidized
- Nuclear: status quo
- New Zero-Carbon: status quo
- Carbon Price: very high

Transport

- Energy Efficiency: highly increased
- Electrification: highly incentivized

Buildings and Industry

- Energy Efficiency: highly increased
- Electrification: highly incentivized

Growth

- Population: status quo
- Economic Growth: status quo

Land and Industry Emissions

- Deforestation: highly reduced
- Methane & Other Gases: highly reduced

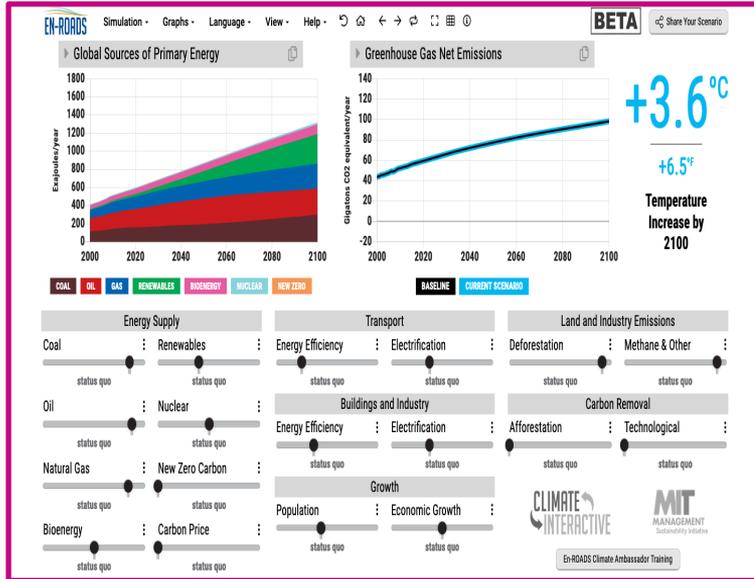
Carbon Removal

- Afforestation: high growth
- Technological: low growth



Register Your En-ROADS Event

Solutions from En-ROADS



- Big changes will be achieved by:
- Increasing energy efficiency and electrification in transport, buildings and industry.
- Reducing Methane e.g. by reducing food waste.
- Increasing natural carbon capture as much as possible, including stopping deforestation and increasing afforestation.
- Agreeing on a carbon price.
- CLIMATE LITERACY

So one solution is to buy electric cars?!

To travel 412 miles or 663 km

- Bike 30 kg CO₂e
- Coach 40 kg CO₂e
- Train 64 kg CO₂e
- Small electric car (driver only) 148 kg CO₂e
- Small efficient petrol car (driver) 237 kg CO₂e
- Plane 368 kg CO₂e
- Large SUV (driver only) 1.02 tonnes CO₂e

Embodied carbon of **25 tonnes CO₂e** Range Rover Sport HSE
(Calculation by Mike Berners-Lee (2020) *How bad are bananas?* Page 145)

High emitting countries: Canada uses **15.50 tonnes of CO₂ emissions** per capita (EU 6.42; US 15.24)

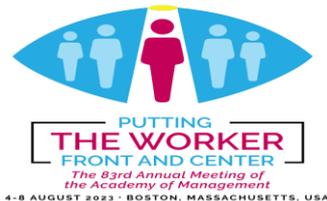
Low emitting countries: Bangladesh at **0.51 tonnes of CO₂ emissions** per capita (Brazil 2.04; Kenya 0.36)

Solutions:

- Buy SMALL electric car!
- Replace car with bicycle or/and public transport
- Car Sharing
- **Research needed:** Improve carbon accounting for electric cars; Climate communication; Climate Literacy Training

COACHING OURSELVES

Ms. Kara Johnston, *Head of Product Development/Editor, CoachingOurselves Inc.*,
Dr Henry Mintzberg, *McGill University, Montreal, Canada, and Co-founder of
CoachingOurselves Inc.
Canada*





REBALANCING LEADERSHIP, REBALANCING SOCIETY

SILOS AND SLABS
IN ORGANIZATIONS



Henry Mintzberg, Cleggsham Professor of Management Studies at McGill University in Canada, is an internationally renowned speaker and author on organization and management. He has been discussed by Tom Peters as "perhaps the world's premier management thinker". Henry has published 170 articles and seventeen books, including *Managers Not MBAs*, from which CoachingOurselves has sprung. See www.mintzberg.com

www.CoachingOurselves.com



REBALANCING LEADERSHIP, REBALANCING SOCIETY

MANAGING CULTURAL CHANGE:
BEYOND THE STATUS QUO



Edgar Schein is the Society of Sloan Fellows Professor of Management Emeritus at the MIT Sloan School of Management in Cambridge, Massachusetts, USA. He investigates organizational culture, process consultation, the research process, career dynamics, and organization learning and change. Professor Schein has been a prolific researcher, writer, teacher, and consultant. Besides his numerous articles in professional journals, he has authored fourteen books.

www.CoachingOurselves.com



REBALANCING LEADERSHIP, REBALANCING SOCIETY

STRATEGIC BLINDSPOTS



Estelle Mitzner is an expert in Competitive and Strategic Intelligence. An adjunct professor for McGill University, she teaches the Advanced Leadership Program as well as the newly designed post-Canadian certification program for Canadian board directors. Estelle was the president and founder of CompIntel, a leading training organization for executives and analysts in strategic intelligence, and a former consultant at the international strategic consulting firm McKinsey & Company.

www.CoachingOurselves.com



REBALANCING LEADERSHIP, REBALANCING SOCIETY

FEEDFORWARD
INSTEAD OF FEEDBACK



Marshall Goldsmith is a consultant to over 7000s of major corporations and their management teams, providing coaching for executives, high potential leaders, and HR professionals. He is the author or editor of 18 books on leadership and coaching, including *What Got You Here Won't Get You There*.



Terence Tose is the president of Enabling, Inc., a company that provides organizational learning programs in the areas of sales, management, customer service, and training. In addition to consulting, Terence has written numerous articles and guides on performance management, and training. He has been a leading employee performance since 1982.

www.CoachingOurselves.com

CoachingOurselves

- Co-founded by Professor Henry Mintzberg & Phil LeNir
- Goal -> “change the practice of management”
- Based on the philosophy of the IMPM (International Masters in Practicing Management) and “Rebalancing Society”
- Small groups of employees, live or virtual, for self-directed or facilitated learning and insight sharing
- Library of ~100 90-min. peer learning discussion guides
- Collaboration with 60+ management & business school thinkers across the globe
- Flexible

SHOW TOPICS FOR:

- First Line Managers & Leaders
- Individual Contributors/Team members
- Middle Managers
- Senior Managers

CATEGORIES

- Show All
- [Communicating More Effectively](#)
- [Developing the Organization](#)
- [Diversity & Inclusion](#)
- [Driving Change](#)
- [Engaging People](#)
- [Establishing Strategy](#)
- [Fortifying Culture](#)
- [Foundations of Management](#)
- [Higher Purposes](#)
- [Innovating](#)
- [Leadership](#)
- [Practical Tools and Skills](#)
- [Strengthening Teams](#)
- [Wisdom Beyond knowledge](#)

AUTHORS

- [Nancy Adler](#)
- [Marilyn Aitkenhead](#)
- [Michael Beer](#)
- [Frederick Bird](#)
- [John Boudreau](#)
- [Martin Brigham](#)

TOPICS

A CULTURE OF OPENNESS:
THE 21ST CENTURY
WORKPLACE

A LEADERSHIP OF HEALTH
AND WELLNESS

ACCOUNTABILITY: IT'S A
TRICKY WORLD

ANALYZING EMPLOYEE
PERFORMANCE

Updated
APPRECIATIVE INQUIRY:
DISCOVERING THE BEST OF
WHAT IS

AWARENESS-BASED
SYSTEMS CHANGE:
PLANTING SEEDS FOR
CHANGE

BEING A CATALYTIC LEADER

BEYOND BICKERING

BEYOND BULLYING

New!
BUILDING PURPOSE IN LIFE
AND WORK

BUILDING RESILIENCE:
TAKING CARE OF OURSELVES
AND OTHERS THROUGH
CRISIS AND BEYOND

CANDID CONVERSATIONS

CAREER ANCHORS

CHANGING THINGS: WHAT
AND HOW

New!
CLIMATE ACTIONS FOR
EVERY EMPLOYEE

COACHING AND MENTORING
OTHERS

CONTROL THROUGH
DECISION MAKING

CRAFTING STRATEGY

COACHINGOURSELVES GROUP PROCESS



Broaden knowledge through expert content



Gain confidence in voicing unique perspective through reflection and dialogue



Seek understanding why perspectives might differ



Explore how these diverse perspectives may be complimentary and creative



Increasingly attune to one another



Gain courage in taking action, individually and together



UN PRME

Dr **Mette Morsing**, *Head of UN Principles of Responsible Management Education, USA*

PRME Principles for Responsible
Management Education

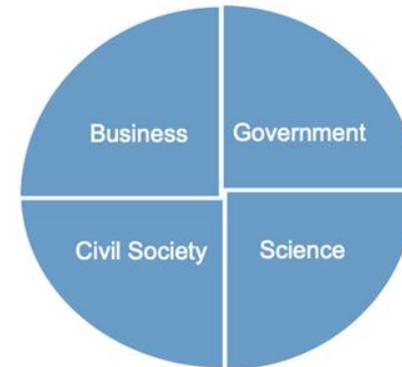
an initiative of the



We know that EDUCATION is #1 priority for SDG transformation But, business school professors, are we coaching ourselves? Are we educating the educators?

Six SDG Transformations needed to achieve the Sustainable Development Goals (SDGs), calling for deep transformations in every country that will require complementary actions by governments, civil society, science and business.

- (1) **EDUCATION, GENDER, EQUALITY**
- (2) **health, well-being and demography**
- (3) **energy decarbonization and sustainable industry**
- (4) **sustainable food, land, water and oceans**
- (5) **sustainable cities and communities**
- (6) **digital revolution for sustainable development**



(Source: Sachs, Schmidt-Traub, Mazzucato, Messner, Nakicenovic, N., & Rockström, J. (2019). **Six transformations to achieve the sustainable development goals.** *Nature sustainability*, 2(9), 805-814)



PRiME

Principles for Responsible Management Education

an initiative of the



UN PRME Working Group on Climate Change

- Please join us <https://www.unprmeclimate.org/>
- Register as a member
- Get the newsletter
- Join our Working Group as a trainer when you get your certificate – send us your photo and a short profile
- Share your research in a webinar



1 in 3

= 30% of the world's higher education students study
business, management, law and economics

= 70 million graduates per year with a degree - making
business the globally largest field of higher education study
– far beyond the other sciences (natural, engineering, technical, humanistic, etc.)

(Source: UNESCO: <http://data.uis.unesco.org/> - go to Education --> Other policy relevant indicators --> Percentage of graduates by field of study. Then you select the different fields)

Coaching Ourselves: An Agenda for (CC) Climate Change into Management Education



PRME Principles for Responsible
Management Education

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CC in Curriculum Change

CC in Skillset Development

CC in Practical Relevance

CC in Global Impact

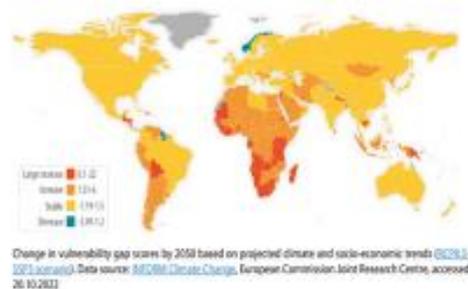
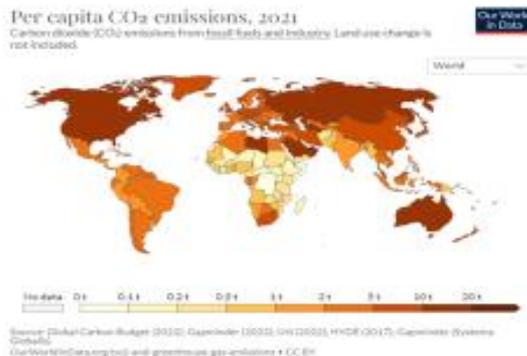


CO-CREATING CLIMATE SOLUTIONS IN AFRICA WITH INDIGENOUS PEOPLES

Dr Marcellus Mbah, *University of Manchester, UK*



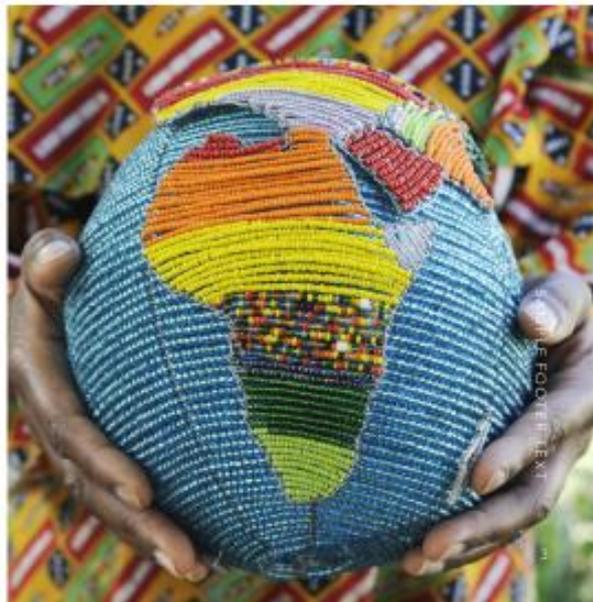
The paradox: Africa contributes the least carbon emissions and yet is the most vulnerable continent to the adverse effects of climate change



- “Indigenous peoples are among the first to face the direct consequences of climate change, due to their dependence upon, and close relationship, with the environment and its resources” (UN, 2008, p.5)
- In 2020, there was a call from the System-Wide Action Plan on the Rights of Indigenous Peoples (SWAP) on building an inclusive, sustainable and resilient future **with Indigenous peoples** (UN, 2020, p.1)
- African Union Climate Change and Resilient Development Strategy and Action Plan (2022-2032) highlighted the need to enhance methodologies for **combining trusted Indigenous and scientific knowledge** to generate relevant climate information.

Knowledge cocreation with Indigenous peoples as equals or peers

- Indigenous Peoples have valid and tested contributions to make to sustainability
- For instance, "they have successfully preserved biodiversity and created sophisticated food systems that generate food for communities for generations" (FAO, 2021, p. 6).
- Can be unravelled in the African philosophy of UBUNTU that highlights shared solidarity.
- No hegemony of knowledge
- Can find expressions in storytelling, yarnning circles or symbols



CLIMATE LEADERSHIP IN AFRICA

Dr Sherwat Elwan Ibrahim, *American University Cairo, Egypt*



The Paradox: Climate Action and Sustainability call for holistic systemic approaches, while businesses and capital are fragmented and informal in Africa



- There are many different development pathways for Africa, and each has different implications for the climate
 - Scenario based Energy transition modelling studies are limited and it is difficult given the African development ambitions
 - Modelling for consumption targets based on Africa's historically low economic development and electricity demand dynamics, could lock the continent in a low-ambition target
- Tackling climate change while promoting socio-economic development in Africa
 - Just Transition
 - Mitigation versus Adaptation agenda and finance
 - Diverse continent; Diverse natural resources and potentials
 - Low levels of industrialization and structural transformation shifts towards services; Tourism, Fintech, Edutech, Healthtech, Agriculture..., etc.

We need both



Top Down System Thinking:

- Modelling energy transitions with social and political considerations
- Strategic technological solutions and large capital investments
- Government; Policy and Regulation and Action

Bottom up Collaborations with SME's & Informal sector

- Local Entrepreneurial solutions; On the ground practical solutions.
- Understand that not everything is scalable; Context is key for climate.
- Reinforce what is already good in the African ways; frugality, circularity, indigenous wisdom, social solidarity, community based solutions

We Need to Unpack Impact



Business Schools for Climate Leadership

WWW.BS4CL.ORG



- Action based, Partnerships, Local context
- Committed resources, dedicated team members, regular meetings, Calendar of events
- Research, Classroom, Events, Entrepreneurship, & Careers

PRME Principles for Responsible Management Education
CHAPTER AFRICA

Business Schools for Climate Leadership AFRICA

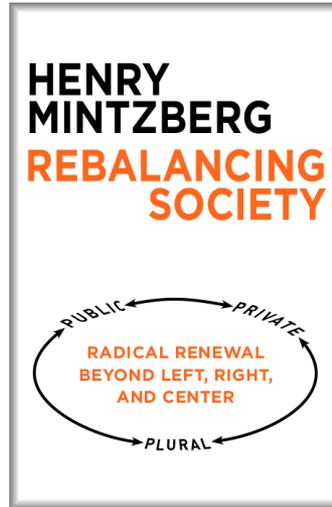


Launched at AUC School of Business Nov 7th, 2022.



REBALANCING SOCIETY

Dr Henry Mintzberg, *McGill University, Montreal, Canada,*
and Co-founder of CoachingOurselves Inc.



PANELISTS' DISCUSSION

INTEGRATION QUESTIONS

- What is the key insight about peer-learning you have from your primary organization? How does this relate to climate action?
- If you could have leaders/managers make one change to support climate action in their organizations and society, what would you advocate for and why?
- How should the academic community help organizations and society, including the Global South, achieve climate solutions?

ACTION PLANS & RESOURCES



CoachingOurselves Topic: Climate Actions for Every Employee

Awareness of sustainable development issues with environmental and social impacts is now integral for quality organizational leadership.

Use the CoachingOurselves peer learning discussion guide “Climate Actions for Every Employee” in your peer learning programs to help your leaders, managers, and individual contributors understand how their small individual actions have multiple benefits for their workplace, home, and communities. Catch the message of possibility and get all employees involved in actively supporting your organization’s sustainability goals.

Theme areas: transportation, energy, food, coffee, and natural carbon capture options.

Contact Warren@coachingourselves.com for more details.

What else could you do?

Improve your general climate literacy by yourself

Free online course:

<https://www.futurelearn.com/courses/climate-literacy-and-action-for-all>



What else could you do?

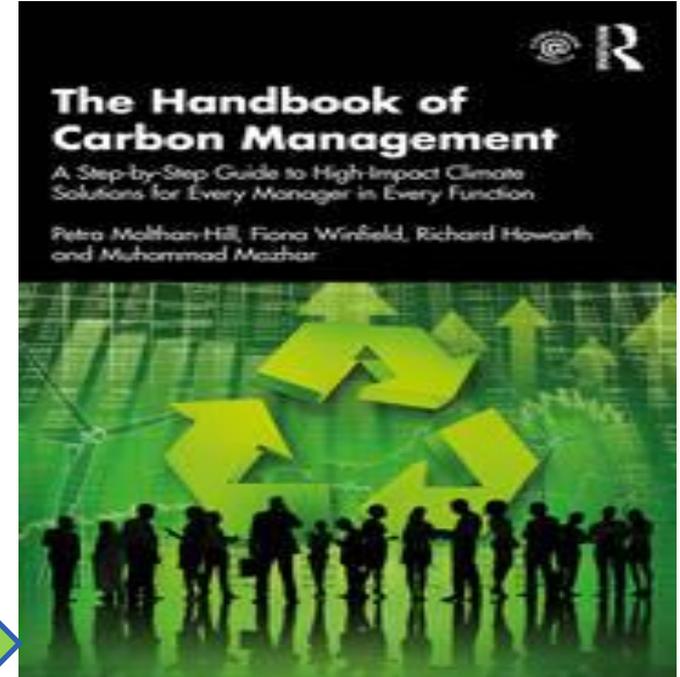
Integrated into every discipline/function

The Handbook of Carbon Management: A step-by-step guide to high-impact climate solutions for every manager in every function ([Routledge](#))

- Procurement and Supply: pushing the boundaries to remove carbon emissions
- Marketing for a better climate
- Pension funds, accounts and other investments
- GHG emissions accounting
- Climate communication and reporting to internal and external stakeholders

<https://www.routledge.com/The-Handbook-of-Carbon-Management-A-Step-by-Step-Guide-to-High-Impact-Climate/Molthan-Hill-Winfield-Howarth-Mazhar/p/book/9781032227603>

Nottingham
Business School
Nottingham Trent University



Get the certificate and be part of a community....

Take our free Climate Literacy & Action Training in September and October (on fixed days, virtual, interactive):

*On behalf of the **UN PRME Working Group on Climate Change & Environment** and **QS World Merit** charity, we would like to invite you to join our upcoming **Climate Literacy & Action Training CLT-ECOS**.*

Please register here:

<https://www.unprmeclimate.org/events/climate-literacy-action-training-for-educators-communities-organizations-and-students-2>



QS REIMAGINE EDUCATION



THE ALFRED WEST JR.
LEARNING LAB

Nottingham Business School

Sustainability

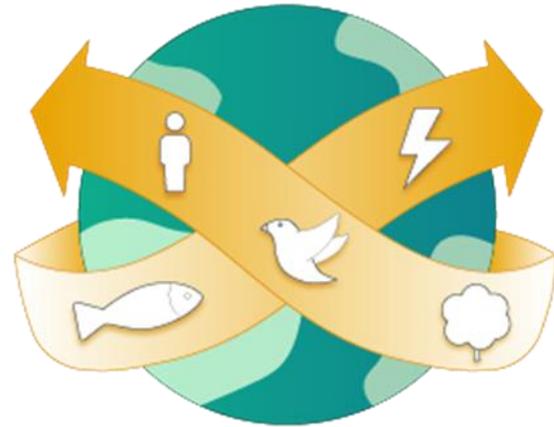
GOLD

Nottingham
Business School
Nottingham Trent University

Thanks for attending the session

Stay in touch and take action!

- AOM-All Academy Committee
- UNPRME: Social Media Support
- You!





All-Academy Panel Symposium



Organizer & Panelist	Dr Petra Molthan-Hill , <i>Nottingham Business School, Nottingham Trent University, UK</i>
Panelists	Dr Sherwat Elwan Ibrahim , <i>American University Cairo, Egypt</i> Ms. Kara Johnston , <i>Head of Product Development/Editor, CoachingOurselves Inc., Canada</i> : Mr. Phil LeNir , <i>President and Co-founder of CoachingOurselves, Inc., Canada</i> Dr Marcellus Mbah , <i>University of Manchester, UK</i> Dr Henry Mintzberg , <i>McGill University, Montreal, Canada, and Co-founder of CoachingOurselves Inc.</i> Dr Mette Morsing , <i>Head of UN Principles of Responsible Management Education, USA</i>
Moderator	Dr Jennifer S.A. Leigh , <i>School of Business & Leadership, Nazareth University, USA</i>