



GRLI

GLOBALY RESPONSIBLE
LEADERSHIP INITIATIVE

2016 AGM
COMMON GOOD
COMMON GROUND

16-21 October - Kemmy Business School, Ireland

Event summary and report



For more photos see the [AGM Flickr album](#)

A report compiled by the GRLI Core Team with input from GRLI Partners, Associates and AGM Participants.

Working DRAFT 23 November 2016. **NOTE THIS IS A WORKING DOCUMENT** - Please add your comments using the "Comments" button or send feedback to info@grli.org

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1. Overview

The GRLI's 2016 All Gathering Momentum (AGM) event encompassed a week of learning and action hosted by Kemmy Business School (KBS) at University of Limerick in Ireland.

The purpose of the GRLI AGM (previously called General Assembly meetings) is to facilitate an environment in which Partners, Associates and invited guests of GRLI may:

- Connect and reconnect with each other, the vision and mission of the GRLI and the activities which support and promote Global Responsibility in leadership and practice
- Influence, shape and learn from the contexts in which we operate and in which we develop and practice being globally responsible
- Inform, update and engage in key activities and opportunities to catalyse Global Responsibility

The 2016 AGM explored the theme **“Common Good, Common Ground” using the idea of place as a unifying and dividing concept**. Participants were invited to consider ideas of belonging – What does it mean to belong to a place? What does it mean to be excluded? In what sense can a place belong to a particular group of people? What does that tell us about public and private good? In the context of a global crisis of displacement, who owns the earth, and what it contains?

The GRLI recently signed a strategic partnership memorandum of understanding whereby AACSB International, EFMD and the UN Global Compact (UNGC) including PRME established a world-class incubator and collaborative laboratory on Responsible Management Education jointly implemented by the GRLI and PRME. The agreement reinforces the role GRLI plays in incubating, aligning and coordinating initiatives in a broader ecosystem of networks and initiatives working on catalysing global responsibility in leadership and practice.

Against this backdrop, and recognising GRLI's collaborative inquiry mode of operating, participants were asked to reflect and work on GRLI's emergent “call”. It was also an opportunity to consider “where” and “with whom” GRLI holds and work with the central question of developing a next generation of globally responsible leaders.

The programme design and Whole Person facilitation approach emphasised GRLI's guiding principles and allowed for work on and with the three levels of awareness and action (Me, We, All of us) required to ensure Globally Responsible innovation and progress.

2. Programme

2.1. Pre-event reading and preparation

During the various project working sessions and as part of the plenary discussions, we will continue to explore the core question and call around which GRLI's work is centered.

To ensure full and active engagement from all participants, the following useful pre-reading reference material was shared:

- [2005 GRLI Call for engagement](#) - the founding call of the GRLI
- [2008 GRLI Call for action](#) - an update to the founding call
- [2012 The 50+20 Agenda](#) - a vision for the transformation of management education
- [Overview of the 17 Sustainable Development Goals](#)
- [6 Principles for Responsible Management Education](#)
- [Whole Person Learning](#) by Bryce Taylor
- [Guardians Terms of Reference](#) - this is particularly relevant for our Council meeting since we will open the nomination process for new Guardians.

2.2. AGM Participants

We were fortunate to be joined in Limerick by a number of new Partners and Associates, as well as many of the PRME Champion representatives (building of course on the recent announcement) and other friends of GRLI.

- A list of participants and the institutions they represent [is available here](#).
- A separate list containing participant email addresses has been sent to registered participants.

2.3. 16 October: 2nd PRME Champions Meeting

In connection to the GRLI AGM, the PRME Champions Meeting in Limerick was the second of two face-to-face meetings in 2016.

The purpose of this second face-to-face meeting was to check the progress of the projects and clusters that emerged from the first meeting in New York, and to outline plans for the next meeting in Bled. In particular, the participants had the opportunity to work in breakout sessions on each of the projects focusing on expected impact, concrete outputs, and synergies needed to complete the projects within a realistic timeline. The project leads shared with the group key highlights of the discussions and outlined next steps for the projects.

Specifically, the meeting set the stage for the upcoming 3rd PRME Champions Meeting in Bled early next year and set the expectation that concrete project outcomes would be presented at the 2017 Global Forum for Responsible Management Education -- 7th PRME Assembly, taking place on 18-19 July in New York City.

GRLI Partner participation

In addition to PRME Champion participants, the following GRLI Partner representatives also took part in the meeting as 'critical friends' to observe and provide input where it may be helpful.

- Case Western Reserve University (Robert Widing, Chris Laszlo, Claire Sommer)
- Kedge Business School (Jean-Christophe Carteron)
- Bettys and Taylors Group (Mary Godfrey, Vanessa Duckenfield)

- University of Stellenbosch (Arnold Smit)
- Oasis School of Human Relations (Claire Maxwell)

The following participants represent both GRLI Partners and PRME Champions:

- Babson College (David Nersessian)
- Kemmy Business School (Sheila Killian)
- Monash University (Gitanjali Bedi, Shana Chong)
- University of Guelph (Julia Christensen - Hughes)

Relevant material:

- [The PRME Champions Meeting summary report](#)
- [The PRME Champions Meeting agenda for Limerick](#)
- [A summary of PRME Champions projects prior to the meeting in Limerick](#)
- [PRME Champions website](#)

2.4. 17 - 19 October: GRLI “All Gathering Momentum”

Monday 17 Oct		Tuesday 18 Oct		Wednesday 19 Oct	
8:30	Warm Welcome to KBS, Limerick, IE	08:00	Arrival tea/coffee	07:00 - 08:30	Business Responsibility Breakfast
8:40	Programme Overview - Theme, outline, and logistics	08:30	Project Marketplace into Working Sessions	09:00	GRLI Council of Partners (Part 2) incl. call for new Guardians
9:00	"Common Good, Common Ground" Introductions	10:00	Refreshment Break	9:30	Project space: Agree next steps, prepare plenary feedback.
10:00	GRLI Council of Partners (Part 1) incl. welcoming new Board members	10:30	Interactive tapestry (weaving projects together through music)	10:30	Refreshment break
10:30	Refreshment Break	12:45	Lunch available at World Music Academy	10:45	AGM Closing
10:50	Global Responsibility Timeline (Part 1)	13:00	Lunchtime concert (optional) at World Music Academy	13:00	Lunch at Cube Restaurant on KBS campus
12:15	Project Marketplace PechaKucha	14:00	Project space (working sessions continue)		
13:00	Lunch at Cube restaurant on campus	16:00 - 17:00	Towards 2024 - Global Responsibility Timeline (Part 2)		
13:45	Learning Journeys setup	18:30	Bus departs for Kilaloe (25 min drive from campus)		
14:00	Depart for Learning Journeys	19:00	Dinner at Cherry Tree		
15:15	Learning Journey debrief. Individual and group reflections				
16:30	Plenary Reflection and closing of Day 1				
19:00	Dinner at East Room, Plassey House.				

This part of the programme included the GRLI Council and community meetings, learning journeys and dedicated initiative workshop time. It also included a business breakfast on Wednesday morning in conjunction with the local Business Chamber and community.

The AGM was followed by the first CSEAR Ireland conference which brought together scholars and practitioners interested in issues related to Social and Environmental Accounting Research, and more broadly, concepts of the common good and the public interest in business and professions.

2.4.1. Opening and introductions

Following a warm welcome on behalf of Kemmy Business School, Sheila Killian provided an overview of the programme and theme of the AGM.

Claire Maxwell facilitated an interactive introduction session for participants to locate themselves in space and time and find out who else is in the room and why.

John North presented a summary of the GRLI vision and mission and highlighted the Guiding Principles according to which the partnership works.

GRLI Vision, Mission & HL Strategies

Vision:

Global responsibility embedded in leadership and practice of organisations and societies worldwide. (Slogan: Global Responsibility in Leadership and Practice Everywhere.)

Mission & Key Strategies:

The GRLI's mission is to catalyse the development of globally responsible leadership and practice in organisations and society worldwide.

Through visible advocacy, thought-and-action leadership, and hands-on prototyping and experimentation the GRLI community works to:

- **Convene, facilitate and foster collaboration** amongst actors and actions that hold a shared interest in promoting and developing responsible leadership.
- **Pioneer and prototype new methods** for learning and community building.
- **Incubate ideas and initiatives** that create impact and that accelerates progress and transformation towards global responsibility.
- **Contribute systemic and integrative thinking** to the discourse on responsible leadership in education, research and practice.
- **Promote awareness of global responsibility** as the highest order of responsibility and contribute to the realisation of the **UN Sustainable Development Goals**.

GRLI Guiding Principles

- Everything we produce is a contribution to the global commons and is freely shared.
- What we do should create hands-on results on the ground, stand the chance of producing long-lasting, scalable effects, and is not being done better elsewhere.
- Our operating mode is built on the entrepreneurial approach of “Think big. Act small. Start now.”
- We recognise that effective change requires work at individual, organisational and systemic levels.
- Making an impact at the organisational and systemic level requires committed, dedicated and empowered individuals who are willing to bring a ‘whole person’ approach to their work and to their lives.

2.4.2. Council of Partners and new Board members

Dennis Hanno (Chair: GRLI Foundation) opened the Council of Partners meeting and provided an update on the MoU that has been signed.

During this update Dennis called on Jonas Haertle, Head of PRME Secretariat, UN Global Compact, to remark on the significance of the MoU for both GRLI and the PRME initiative, and highlighted the link with the PRME Champions.

Two video messages from the other Strategic Partners were also shared and may be viewed online:

- [Eric Cornuel \(EFMD\)](#)
- [Tom Robinson \(AACSB\)](#)

Dennis also welcomed two new Board Members elect, Mary Godfrey and Robert Widing. Both Mary and Robert shared some thoughts with the gathering on their role and intended contribution to GRLI.



Mary is the chair of the Collaborative CEO of Bettys and Taylors, a UK based company renowned equally for its quality tea, coffee, baked goods and its unique leadership structure and approach to sustainable growth.



Robert is the Dean of the Weatherhead School of Management at Case Western Reserve University, a Professor of Management and Dean and Professor of Design and Innovation.

2.4.3. Global Responsibility timeline

The common ground that connects and unites us is the shared narrative of the journey of the GRLI interwoven with our own personal experiences and developments (achievements, highlights and setbacks) across a number of years.

Julia Christensen-Hughes held an interactive panel discussion where partner representatives narrated the timeline by sharing from their point of view:

1. the essence of a particular timeframe
2. key achievements
3. a more personal sense of what it felt like to be part of it.

On A0 sheets on the wall, pre-populated with summary highlights from 2000 onwards across four stages the timeline showed how the global responsibility narrative and actions developed.

The following people supported Julia with the narration of the timeline:



2015-2016 timeline (photos to follow)

By reflecting on the historic development of GRII and the discourse until now participants gained a better understanding of our current vision, mission and ways of working and prepared us for the discussion on how this vision / work needs to evolve.

2.4.4. In memoriam: Philippe de Woot

Following the review of the timeline we took a few moments to remember and honour the life and work of Philippe De Woot who passed away recently.

Who we are is as important as what we do and the GRII community welcomes every opportunity to recognise the contributions of individuals (the 'I') to the common good (All of Us).

Philippe de Woot was a leading light in the realm of Corporate Social Responsibility (CSR). With two doctorates – one in law, and one in economics, we were honoured to have him as a fellow and senior scientific advisor at the GRII. He made an enormous contribution to our founding 'call' and was an active member of the organisation.

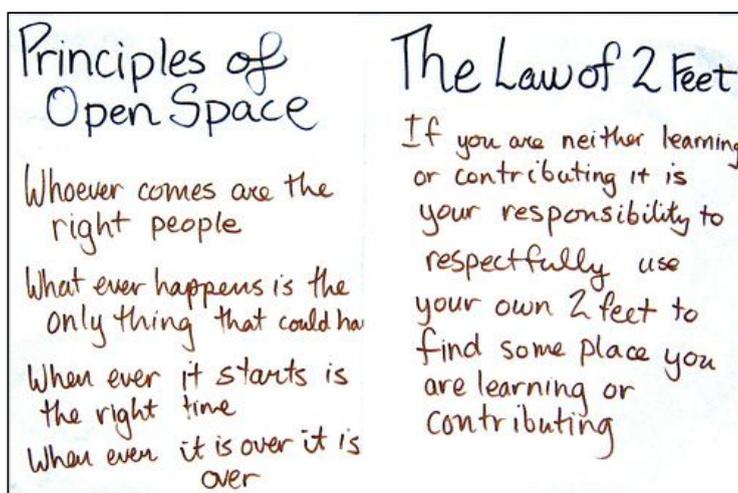
For those participants that didn't know Philippe the short video that was shown and kindly compiled by Nick Ellerby, provided an opportunity to reflect on the role of the self (responsibility "to" & "for") in acting as catalyst for global responsibility.



https://youtu.be/2hoYzw5C_gU

2.4.5. Initiative Marketplace

On Monday before lunch there was an opportunity for participants that submitted proposals or project updates to present brief summaries and invite further collaboration where required.



On Tuesday morning, using the principles and law of open space technology, participants self-organised to meet during three slots in the day where they could work on the initiatives proposed.

See the “**Initiatives progressed**” section of this report for a full write-up with material on all the discussions and next steps identified.

2.4.6. Learning Journeys

Three interlocking learning journeys on the Monday, with the titles of Migrant, Nomad and Artefact, provided an opportunity to reflect on the AGM theme through three diverse lenses.

Learning happens in many different spaces, places and time zones. Through the strength of narrative and first hand experience, participants discover their relationship to the 'other', through people, place and object. The three learning journeys in brief were:

- **The Migrant** learning journey centres on the experience of a particular migrant group who are settling in Ireland. This focuses on the experience of Lylian Fotabong from Cameroon, exploring ideas of culture, contribution and sanctuary.
- **The Nomad** learning journey focuses on the experiences and culture of Irish Travelers, an Irish nomadic group with a distinct culture, and different connections between place and home. This journey is led by Jack Delaney and Amy Ward, and explores ideas of belonging, separateness and place.
- **The Artefact** learning journey centres on historical treasures, some of which are Irish and are locally valued, but others of which originate in a particular place but are celebrated in another. These in a real sense are the property of the world, rather than private goods, and this journey explores ideas of curation, sharing and protection of the commons.

Following the learning journeys participants formed small mixed groups with representatives from all three learning journeys to share:

- what commonalities arose?
- what questions for Global Responsibility arose?
- what insights were gained about serving the Common Good?

During the closing plenary of the day participants were asked to consider and reflect on the following overnight: *“In the context of your unique abilities, the resources you have at your disposal and your place in the world (here and now) what is the essential question that might accompany you tomorrow?”*

2.4.7. World Music Academy - session with Ras Mikey

The Irish World Academy of Music and Dance is a centre of academic and performance excellence housed at the University of Limerick, Ireland. The Academy honours the energies of performance and academic reflection across a wide range of genres and disciplines. These in turn are informed by innovative community outreach and artist-in-residence initiatives that take the Academy to the wider community while attracting a wealth of international performance and scholarly expertise. The Academy has a strong international presence with students from over 40 countries studying there.

On Tuesday morning we participated in a session entitled “Bridging Horizons“ with Michael ‘RAS Mikey’ Courtney. RAS Mikey is a guest lecturer at the University of Limerick where he is continuing his research and development of Ethio-Modern Dance. RAS Mikey is studying towards a PhD in Arts Practice Research, holds an MA in Ethnochoreology at the University of Limerick and a B.F.A in Modern Dance Performance from the University of the Arts in Philadelphia in the US. He has taught, performed, and choreographed dance and other performing arts world-wide. RAS’ objective is to bridge cultural knowledge gaps within our global communities through knowledge sharing of the performing arts.

This innovative workshop centered on rhythmic, vocal, and bodily awareness, lead the group on an expressive journey into the ‘present’ and allowed the group to feel more harmoniously connected to themselves, others, and their environment.

Also see:

- [RAS Mikey C – Finding the Pulse](#) by Nick Ellerby writing on the Oasis blog

2.4.8. Call for Guardians

The GRLI Guardian Group works on behalf of the Council of Partners (full institutional partners are at the heart of the GRLI) and with the Support Centre and the Board acts to uphold the vision, mission and operating ethos of the GRLI. During the AGM meeting, the GRLI issued a call for Guardians and awaits nominations until **25th November 2016**.

The Guardian Group renewal process takes place annually and renewal calendar this time round looks as follows:

- October - Call for nominations (issued at the AGM event in Limerick)
- End of November - Review of nominations by the Guardian Group and the Core Team
- December - Confirmation of Guardians elect
- January - Introduction of Guardians elect to Council of Partners
- February/June - Induction of Guardians elect (see section 2.2.4.)
- July - Formal start of the 2 year mandate

For more information on the GRLI Guardian Group renewal process, selection criteria, activities, principles, etc. please see the [Terms of Reference - Guardian Group document](#).

The online application form is available here: <https://thegrli.typeform.com/to/s6W5Mn>

2.4.9. AGM Closing discussion

Whilst a critical part of the GRLI's focus is on innovative, impactful and sustainable activity in the world, a key element of the All Gathering Momentum gatherings is a focus on the future and the next steps for the GRLI to 2024.

Without doubt, overall responsibility for the direction of travel falls to the Council of Partners and the Board but the GRLI encourages and welcomes the comments, recommendations, energies and the inspiration of all present, whether there is consensus or not, and the last session of the 2016 AGM in Limerick was no exception.

Some of the key ideas shared during the closing discussion in relation to GRLI's collective work and mode of operation included:

- 2017 will be the year to operationalise several of the projects that have been under development e.g.:
 - Bringing 50+20 vision to life when we initiate the first of 12 collaboratories in 12 locations around the globe each lasting 24 hours focussing on 12 unique challenges.
 - Identifying 6 COMMIT prototyping sites following the launch of Oikos futurelab in November 2016.
 - Scaling the CARL prototype.
 - Supporting the development of a new narrative to help transform consciousness in business, and moving to positive strength-based approaches (e.g. Quantum Leadership and Leading 4 Well-being / GRLI's next call)
 - And more... (See [section 3 of this document](#))
- As we move ahead with building bigger alliances and issuing a revised or new "call" we need to:
 - Think about leadership in the hashtag world (#blacklivesmatter, #idontknow, #feesmustfall) and involve those voices that are not typically heard. It was also discussed whether, instead of trying to bring all voices into the room, can some of us be tasked with bringing about external voices in.
 - Consider where is the edge in the discussion, how to deal with issue-based implications for GRLI (strategy, facilitator, other roles), who frames the discussion and who else do we bring to the discussion?

- Potential approaches to developing and issuing the next call was discussed (see [3.5](#))
- In terms of our overall approach it was felt that GRLI would have to have a focus on:
 - acting (instead of thinking or talking) into new paradigms of global responsibility
 - help enable widespread proliferation of “co-creative learning” that is future-relevant
 - exploiting the “good things” in the “bad system” i.e. pull the levers that currently exist in the dominant economic and educational paradigm to help change it from the inside.
 - moving the needle on global responsibility (and therefore the alliance of networks would be a consideration)
 - build on its role and success as incubator and connector
 - underline how we’ve impacted several systems and practices and be more explicit about the multiplier effect and “success” of GRLI.
 - There was a strong consensus that the work needs to move and operate beyond (not without) the business school community - i.e. we need to actively work on engaging partners that are not business schools.
- Considering the points about our approach it was felt that the original principles of how we decide what we are undertaking as GRLI partners needs to be reconfirmed. Practically this would mean that we ask of each initiative:
 - Is it scalable?
 - Is it unique and not being done better elsewhere?
 - Is it creating impact on the ground?
- The Innovation Cohort model as practical manifestation of this “way of working” was again mentioned and it was felt that the unique approach and facilitation model of the IC needs to be leveraged.
- In conclusion, quoting Mark Twain, Julia Christensen Hughes said about GRLI - “The reports of my death are greatly exaggerated.”

Thank you to all who shared their thoughts, we want you to know they have been heard and will help to inform the dialogue and discussions within the Core Team, Board and the Guardian Group going forward. We look forward to sharing where we have got to when we next meet in Cleveland in June 2017.

2.4.10. 2017 GRLI AGM

Our next AGM “Discovering Flourishing Enterprise” takes place June 14-16, 2017 in Cleveland, Ohio when as part of the Fourth Global Forum for Business as an Agent of World Benefit. The event will be hosted by Case Western Reserve University’s Fowler Center.

The event has limited seating and GRLI Partners are urged to register as soon as possible and before the end of 2016 at <http://globalforum.case.edu/>. The registration form asks for an indication of whether you are a GRLI Partner or Associate and a preferential GRLI Partner and Associate rate is available.

3. Initiatives progressed

3.1.

Prior to the AGM participants submitted PechaKucha presentations on the different initiatives they were proposing or reporting back on. These submissions were tagged according to the following categories:

- sharing an announcement about an upcoming initiative,
- reporting back on an ongoing or existing initiative, or
- issuing an invite for collaboration on new or existing initiatives (i.e. activities they were proposing to work on during Tuesday's initiative workshops)

  	
<h3>3.2. COMMIT - Next generation perspectives on management education</h3>	
<p>Description</p>	<p>COMMIT is a joint initiative between GRLI and Oikos the student movement for sustainability. It is led by a steering group of students who have been designing approaches which model a participative, reflective and energising model of management education.</p> <p>Mentored by Chris Taylor from Oasis, we have been putting whole person learning into practice. We have designed and prototyped sessions on:</p> <ul style="list-style-type: none"> • Leadership • Sustainability • Entrepreneurship • Co-creating participative learning. <p>Our work with COMMIT included co-facilitation of the oikos Summer School 2016 which took place during the first week of September in Tbilisi, Georgia.</p> <p>The Summer School programme followed the Theory U Process and incorporated Whole Person Learning throughout. The purpose of the event was to take an in-depth look at the kind of management education we need for a better world through the eyes of students.</p> <p>Chris Taylor offered to report back on ideas and initiatives arising from the Summer School and the COMMIT initiative.</p>

GRLI Contact	Chris Taylor - chris2@oasishumanrelations.org.uk
Next steps	<p>Going forward the aim is to work with a number of sites where faculty and students want to work together to co-create new modules, sessions or approaches to management education – for implementation in their own institution.</p> <p>We are looking for institutions ready to experiment and work with students on co-creation. Our aim is to prepare a bid for Erasmus+ funding in March 2017 for a two year implementation process. It would be useful (but not essential) if your institution is already registered with ECAS and/or part of Erasmus+.</p> <p>Oikos and COMMIT are launching this process this November by setting up around six Transformation Groups across the world. Sites from outside the EU are welcome to join but will need to find their own funding stream (for example to bring in COMMIT facilitators to initiate the process and to participate in an annual gathering of Transformation Groups).</p> <p>We want sites to work independently but to share good practice, learning and success factors. We expect to have regular virtual meetings and an annual gathering (most probably linked to a GRLI or PRME event). At the end of the two year process we expect to have captured our learning, have a manual of sessions, approaches and exercises and a video recording the work.</p>
Reference	<p>Facebook page: https://www.facebook.com/COMMIT-1451117171807568/</p> <p>Video of summerschool:</p>  <p>https://www.youtube.com/watch?v=MTUzBh1f4II&feature=youtu.be</p>



3.3. Scaling the 50+20 impact

<p>Description</p>	<p>The time is now ripe to launch into the transformation of the business school community by integrating the thinking and concrete best practice example of the 50+20 community into the broader b-school community. The creation of the Mission Possible Foundation and the allocation of a resource (Carlo Giardinetti) to put together a value proposition for interested schools around the world now allow us to embrace into this very ripe strategic project. Carlo would like to introduce the cornerstones of this initiative, sharing the strategic plan, the strategic partners and future projects, seeking contributions and collaboration from the GRLI community in preparing the launch. We envision a recognition process that will generate a visible value to participating aspiring schools, together with a pathway of continuous improvement. Carlo has overseen innovation in education and the institutional dimension at BSL and is fluent with 50+20, having embarked in a DBA in Sustainable & Responsible Business at BSL focusing on the transformation of business schools.</p>
<p>GRLI Contact</p>	<p>Carlo Giardinetti - carlo.giardinetti@bsl-lausanne.ch</p>
<p>Next steps</p>	<p>A few years of incredibly impactful individual initiatives taken by different people with different roles around the world inspired by the 50+20 agenda have validated the greatness of this initiative focused on Management Education for The World. The next step is to identify the most effective project to allow for scaling up the impact. What if all providers of Management Education for The World would be able to offer courses, projects, degrees on one platform? Would this allow for better and greater sharing and cross-inspiration? Would the students be interested in such platform? How would such initiative serve the 99% that today has no access to Responsible Management Education? The sessions held at the recent GRLI meeting have helped clarifying what are the most important questions to be asked in the process of setting up this project. One important element that has emerged is how the Collaboratory is at the center of 50+20 initiative and how this powerful tool could play a central role in the future of Responsible Management Education. Such Collaboratories would enable different stakeholders to gather and channel their conversations towards powerful solutions for local communities' problems. Students and Faculties would be involved in both hosting the events and participating as active stakeholders. Great further brainstorming sessions helped concluding that the next action shall be to setup a calendar of 10 to 15 Collaboratories around the world involving local Academic Institutions, Students, Faculty, NGOs, Companies, Citizens. The 1 year event could run in the form of a "Road Show" and gain from a cumulative learning as events are held. By the end of the year,</p>

	<p>feedback gathered from all stakeholders involved would enable much more clarity on how this form of education could have a central place in a new future form of education that holds the problems of the world at the center.</p> <p>This initiative is currently sponsored by WWF Switzerland and Mission Possible (Swiss Foundation) with the great support of GRLI. In the next future and in view of the Collaboratory “Road Show” more NGOs and co-sponsors will be involved.</p> <p>Tony Cooke from WWF has added a few comments: <i>“..Invaluable opportunity for myself, Katrin and Carlo to explore with your members what we could and should focus on in terms of activity with OPEN and how best to build on the 50+20 legacy. It also gave me a much clearer feel for how you work at GRLI - I hope to work closely and collaboratively with you over the coming months and years.</i></p> <p><i>I understand from Katrin and Carlo that there was a very positive response to our emerging proposal to run a roadshow of collaboratories around the world with partner schools taking it in turn to play host. By focusing these collaboratories on SDGs we hope that PRME and the wider UN system will be supportive of what we are trying to do. Having now sense-checked this approach with the WWF network of national offices, I can tell you that there is a lot of enthusiasm for supporting this on the ground with partner schools.</i></p> <p><i>Our immediate next step is to flesh out the details of a roadshow programme, cost it out and approach some major funders that we have long-standing relationships with to see what support we can get.”</i></p>
<p>Reference</p>	<p>50+20 & Open Pechakucha presentation: https://drive.google.com/open?id=0B_2ZhvufmolSeUI5eDdzQUdzSkNYdEpvTU1ZQIFNbTFWWjAw</p>

3.4. AIM2Flourish v 2.0

<p>Description</p>	<p>AIM2Flourish offers the only higher-education curriculum, platform, and recognition program for the next generation of leaders to use business as a force for good: AIM2Flourish.com. Business students around the world are using Appreciative Inquiry (strength-based interviews) and the UN Global Goals for Sustainable Development as a lens to search out and report on world-changing innovations. AIM2Flourish was launched at the GRLI AGM and the 2015 Global Forum for Responsible Management Education – 6th PRME Assembly (23-24 June, New York) and is hosted by the Fowler Center for Business as an Agent of World Benefit in the Weatherhead School of Management at Case Western Reserve University. Today AIM2Flourish counts over 1,300 AIM2Flourish community members in 56 countries, producing over 450 documented stories by the end 2016. It's time to grow from awareness raising to increased social impact. We invite collaboration to launch AIM2Flourish 2.0 as a scaling, self-sustaining program that amplifies aligned GRLI initiatives for business education transformation and is available to 100% of business and management students worldwide.</p>
<p>GRLI Contact</p>	<p>Claire Sommer claire@aim2flourish.com</p>
<p>Next steps</p>	<p>WHAT IF...</p> <ol style="list-style-type: none"> 1. AIM2Flourish 2.0 was part of a collaboration between the new Global Compact “Global Solutions Platform,” SuLiTest, the BSL CARL, The Eth Word, BSL’s Capstone Project, and PRME’s SDGs-Leadership Ready Certification? What would be possible? 2. AIM2Flourish 2.0 was even better than it is today, and had a sustainable business model? <p>WHAT IF....</p> <p>We offered a connected progression or suite of student offerings to promote awareness, understanding and action for the SDGs? We made it possible for professors all over the world to link their classroom experiences? We made it possible for students to be part of solutions-making for businesses committed to the Greater Good, now while students and as professionals?</p> <p>IDEAS for a Connected Learning Flow:</p> <ol style="list-style-type: none"> 1. SuLiTest: Pre-learning Assessment & Post-learning Assessment → 2. AIM2Flourish: Intermediate Assignment that Creates Understanding & Proficiency →

3. **CARL Assessment:** [find out more, Claire doesn't know about it] →
4. **BSL Capstone:** Advanced Assignment (do a case study FOR a business that tells them about "What's Going Right" at their business →
5. **The Eth Word:** On-Demand Learning & Opportunity for Students to Make their Own Videos; Find new leaders who need to be filmed →
6. **BSL Ideas of "Student-Designed Global Education Marketplace"** to choose what you learn and where for your graduate education
7. **SDGs-Leadership Ready Internship:** that is only available to students who have completed #1-#5
8. **SDGs-Certified Graduate:** a Certification for students to have, schools to acknowledge and business to seek out in new hires?
9. **Connection to SDGs Business Leaders:** AIM2Flourish is partnering with PRME on the Student Engagement Platform for the new UNGC Global Solutions Platform for SDGs solutions. This will be an opportunity for the business community to connect with rising leaders in the management education community. A MOU is in process as of November 30, 2016 between AIM2Flourish, PRME, and UNGC.
<http://www.unprme.org/news/index.php?newsid=428#.WD2JprlrJtQ>

IDEAS for a COLLABORATIVE Business Model...What If We...

1. Charged schools to participate in this coordinated learning opportunity? **(subscription model)**
2. Invited schools to join a SDGs Action Committee to coordinate and offer this suite? **(membership model)**
3. We made this suite student-directed so they can find/pick/choose as they wish, rather than proscribed order? **(MOOC model)**
4. We made a Certification that students would want & schools would offer & businesses desire? **(accreditation hook)**

IDEAS for AIM2Flourish.com in Particular:

1. What is AIM2Flourish 2.0 were much easier to use & complete?
2. What if AIM2Flourish 2.0 successfully becomes part of the UNGC Global Solutions Platform & all student-written Solutions have an "AIM2Flourish" badge on them?
3. What if the AIM2Flourish 2.0 opportunity were offered to Study Abroad programs, to vastly increase the number of cross-nationality intergenerational interviews?
4. Presentation to Deans via AACSB & EFMD
5. Create & Nurture "AIM2Flourish Alumni"- Students who are now in business
6. A2F Certification that Students would put on their CV & LinkedIn Profiles
7. PROMOTE AIM2Flourish at all UN Global Compact meetings, inviting Executives to be interviewed by an AIM2Flourish student whenever

	<p>they speak...student attends the meeting (cross-generational + including Youth Voice/Student Voice)</p> <p>What Could We Start Doing TODAY/Short-Term:</p> <ol style="list-style-type: none"> 1. Joint press release 2. Logos on each others' platforms 3. ADD to A2F: SuLiTest, CARL, The Eth Word in AIM2Flourish Professor Resources 4. Monthly conference call to share opportunities/news 5. Add AIM2Flourish to end of SuLiTest 6. Presentation to Deans via AACSB & EFMD 7. Make this collaboration a GRLI Project 8. Co-Present at AOM 9. Add to CEPD "continuing ethical business certification" (?) 10. Make participation in this suite part of a Crowd-Sourced Reputation Model...you get feedback from people and they give you stars or likes (Klout model) <p>QUESTIONS TO BE EXPLORED?</p> <ol style="list-style-type: none"> 1. What other voices/products/tools aren't in this conversation? 2. What are the mechanisms we could use to share more about what's happening for each of us? 3. Are we helping a stupid system to survive? Should we be doing this at all? "Multiplicity is Wasteful and Wonderful" 4. How can we best serve higher education institutions that are already participating in initiatives like AIM2Flourish & SuLiTest...how might we support them in Going Even Further to develop sustainability leaders? 5. Mention of French film called "Tomorrow" – find out more about it.
<p>Reference</p>	<p>Detailed notes from event including summary of how various other initiatives / offerings and AIM2F complement each other: https://docs.google.com/document/d/1bGFN5k9RB8TtzebGS1OTxuRnIB5wHHMSCxw9QxpIElw/edit?usp=sharing</p> <p>AIM2Flourish website: http://aim2flourish.com/</p> <p>AIM2Flourish PechaKucha presentation: https://drive.google.com/open?id=0B-DOFG2yZZQbelZ2N1hKU081NFp4SXR6Y2pDRmtHOEo4TIFN</p>

3.5. The GRLI's Next Call (including Global Alliance for Quality Education)

Note no further updates are added to this section from 17 Jan 2017 - a new Call document has been created for the Partners to collaborate on.

<p>Description</p>	<p>In September 2004 a group of 35 individuals from 21 companies and business schools met in a country hotel outside Brussels for the first gathering of a one-year project on global responsibility. One year later they issued a report on globally responsible leadership and invited others to join them in their work. The Globally Responsible Leadership Initiative was born and the founding “Call for Engagement” was a critical ingredient in its founding, development and subsequent work. By seeking the lode star, or single question that is the emerging spirit of our time, and holding and working with that question in a peer-based partnership, the GRLI partnership is now looking to issue an invite to develop a next or new call and to extend the reach and engagement of the work far beyond its immediate networks.</p> <p>The closing discussion of our AGM centered around the potential and possible process to develop and issue a next call.</p> <p>It was acknowledged that GRLI provides a safe space for the Partners and Associates involved but is called to help catalyse and ensure a multitude of similar “safe spaces” around the globe. As a collaborative inquiry into what it means to act and lead in a globally responsible way, the time is ripe to move our call and work “beyond traditional management education models” (i.e. inclusive of business schools but extending to other disciplines and networks as well). The intention to retain a core community that “acts its way into a new paradigm” or into new modes of thinking and being but also brings other networks and groups onto the journey is much needed and GRLI is positioned to help lead that effort.</p> <p>A recent COP21 initiative in which GRLI participated helped prepare the ground to renew or reformulate and communicate the call as part of a much broader and far-reaching alliance or “network or networks”.</p> <p>Following the COP21 Open Letter initiative the EAUC, GRLI and several other global networks are forming an open CEO-led platform of forward-thinking university, college, student and company practitioner networks that galvanize the global education & learning community to create a sustainable future for education, society and the environment. The intention is to convene and mobilize a network of networks increasing the impact of our partners’ individual actions and catalysing collective action that can change the future of our society for the better.</p>
<p>GRLI Contact</p>	<p>John North john.north@grii.org (re the Call) and Iain Patton ipatton@eauc.org.uk (re the Alliance)</p>

<p>Next steps</p>	<p>The following next steps and draft notes have been recorded.</p> <p>The original (2004/5) call followed the following outline:</p> <ul style="list-style-type: none"> ● Global reality ● Leadership challenges ● Leadership in the 21st century ● Redefining the purpose of business ● Guiding principles for globally responsible leaders ● Transforming the business ● Transforming business (management) education` ● The way forward <p>The subsequent (2008) call to action covered the following:</p> <ul style="list-style-type: none"> ● About GRLI ● The system as a whole ● Globally responsible leadership <ul style="list-style-type: none"> ○ Re-visiting the raison d’etre of the firm ○ Leadership and ethical fitness ○ Responsible Corporate Statesmanship ● Conclusion and Commitment to a Critically Constructive Dialogue <p>The small group discussion in Limerick raised the following questions and suggestions which brings us to 2016:</p> <p>Purpose of issuing a new call:</p> <ul style="list-style-type: none"> ● Moving the needle on global responsibility – I want to be part of that! ● Are we here to help make business more responsible or do we help design and implement levers for change ● Sparking a 100 (a multitude) of GRLI-like collaborative inquiries ● Setting out to measure and demonstrate Globally Responsible progress and impact (past / present and future) ● Bring out voices and perspectives that are not being heard - a process on its own. Who and what is missing? (HNK) ● Create a free / safe space to raise challenging questions without fear of being oppressed or being viewed as oppressive ● Ensuring more diverse geographical / worldview mix and perspectives ● In the same way that medical innovations came to life and scaled in the last century changed the world for the better (LP) ● Demonstrate impact scale through small engaged communities / tribes (using GRLI timeline, learnings, etc.) <p>Potential approaches to consider in developing / issuing the new call:</p> <ul style="list-style-type: none"> ● High-level roadmap proposed: <ul style="list-style-type: none"> ○ What questions are being held in the mix? ○ Write an invite that attracts those voices that are not being heard and with whom the call needs to be held and worked upon. (Perhaps Guardians can hold the development of the call?)
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- Co-create a call for “integration towards GR through education & learning” ensuring that it represents a multitude of platforms, networks and movements (not only GRLI voices)
- Leverage the global alliance (amongst others) to help ensure that the call is heard far and wide.
- We need to change the narrative (linked to Michael P & L4WB)
- Be more upfront about creating a new paradigm
- Focus on the good things in the bad system, pull the relevant levers in the bad system
- The original call came out of a “need” and it appears that the new need is to imagine the new paradigms of global responsibility. Is anyone else doing this?
- We need tangible actions that people could relate to?
- “We don’t want people to tell us how to do it. ... we want to imagine new paradigms and experiment” – Kin & Co (via Nick Ellerby)
- How do we act into the new paradigm by convening a broader community of action?
- How do we frame what is needed without doing what is already being doing?

Regarding the voices represented and the audience

- Reach out to leaders and networks far beyond business schools but maintain the essential focus on education and learning as key enabler
- Include representatives of NGO’s & Business
- Move beyond mgmt edu networks (design, engineering, law etc.)
- Need a hopeful community of learners developing mechanisms with which they can address the questions

Address the following issues and questions:

- How do we help create hope?
- How can we help co-create the future of learning, moving beyond education and teaching?
- How can management / business education back us out of the mess we helped create?
- What do you need to learn now given the state of the world?
 - Nation state diminishing
 - Role of large multi-lateral not consequential
 - Energy around global social movements of changes – how do we direct social energy to solution rather than uprising?
 - How do we redesign industries (e.g. local co-production)
- Is the workplace of tomorrow “real” in our businesses? We don’t understand the impact. How do we prepare people to be leaderful?
- Have we answered the question “should prometheus be bound?”

During an extraordinary board meeting with AACSB and EFMD in September the following points were noted in relation to a next call:

- Can the current economic, social, business and education system(s) be radically transformed?

- To what extent is it possible to balance incremental and radical change or to transition entirely to a new system?
- To what extent is it possible to fight against the human condition?
- What does governance for the 21st century look like and as a result what should be the purpose of business?
- How and where do we catalyse integration towards Global Responsibility through new modes and models of learning and education?

References, ideas and groups to consider and involve:

- <http://www.blueprintforbusiness.org/> - their blueprint / framework as navigation for their comms and work
- <https://www.e-180.com/>
- <https://www.edge.org/annual-questions> - see their approach
- See <http://www.responsive.org/> for potential collab approach to developing new call
- Sandra Waddock article
<http://theconversation.com/neoliberalisms-failure-means-we-need-a-new-narrative-to-guide-global-economy-69096>
- Access network of networks through Oxford Said report
<http://www.sbs.ox.ac.uk/sites/default/files/research-projects/Images/ford-report.pdf>
- Giles Hutchins - giles@businessinspiredbynature.com and <http://ffla.co/> interested in helping write and can bring some connections e.g. gina hayden (conscious capitalism), peter hawkins (henley business) + some CEO's
- Laszlo Institute
- Reconnect with Thomas Maak and academics not engaged with GRLI - perhaps via Derick?
- Wittenberg Centre <http://www.wcge.org/en/> (via Arnold Smit)
- Richard Barret:
<https://www.valuescentre.com/about/richard-barrett/business-good>
- Anners Abild, Kenneth M - Neo-generalists(see book) and links to exec ed and companies. What can we learn from <http://michaelpollan.com/> (principles) when it comes to learning? Also mentioned [Whiplash](#), [Edge](#) and [E-180](#)
- See Solidarity discussion of Aashe as link to global responsibility (webinar)
- See <http://advancedmanagement.net/> as potential network to help amplify and contribute
- See <http://businesscommission.org/>
- See purpose of corporation project of Frank Bold - <http://www.purposeofcorporation.org/en> and <https://themoderncorporation.wordpress.com/> :
 - 9 Jan: Would be interested in using the call as "gateway" for testing new models with selected companies in applied research setting
 - Create roundtable as platform for influencing policy

	<ul style="list-style-type: none"> ○ Inform research (corporate / government to education / research)
Reference	DEMO Global Alliance website: http://gea-demo-site.webflow.io/  GLOBAL ALLIANCE FOR QUALITY EDUCATION

3.6. CARL - Competency Assessment for Responsible Leadership

Description	<p>CARL is the result of more than 4 years of research in the area of responsible leadership and pedagogy. The assessment test is based on a deductive attempt of defining responsible leadership based on a comprehensive review of the latest academic literature on the topic, including of the GRLI materials. Developed with the consulting arm of the renowned behavioral economists research team around Ernst Fehr, Europe's most prominent economist, the survey builds on insights from large scale behavioral tests, inviting the respondents to discover their developmental potential in their responsible leadership capacity. Tested and calibrated earlier in 2016, the free online assessment for individuals is now also available for universities or organizations to measure the before & after score of individuals, courses or entire programs over a period of time. For such comparative reports, a code can be obtained for such purposes at CARL@bsl-lausanne.ch against a small administrative fee. We are interested in collaborating with any interested scholar, course, program or university to set up such surveys and welcome the voluntary help to translate the survey in further languages.</p>
GRLI Contact	Katrin Muff katrin.muff@bsl-lausanne.ch
Next steps	
Reference	http://www.bsl-lausanne.ch/thought-leadership/competency-assessment-of-responsible-leadership-carl/



3.7. The Eth Word

Description	<p>The Eth Word is helping rethink the role of business by creating, sharing and provoking new conversations about business and purpose.</p> <p>The unbusiness-like conversations of The Eth Word invites business leaders to talk about personal values, how much of themselves they bring to the workplace, and how this shapes business culture and behaviour.</p> <p>The interviews explore and attempt to help understand the practical relationship between business and values with an emphasis on involving and developing the whole person.</p>
GRLI Contact	<p>Peter Thompson Peter@theethword.co.uk and Brian Davenport Brian@theethword.co.uk</p>
Next steps	<p>For regular updates on new Eth Word videos please subscribe to the newsletter: http://theethword.us14.list-manage2.com/subscribe?u=73799496eee7066f8448dd457&id=8af0f17561</p> <p>Recordings made during the AGM will be online soon including a discussion with Julia Christensen Hughes, Dean of the College of Business and Economics at the University of Guelph, Ontario on taking values beyond words and embedding values in organisational systems.</p>
Reference	<p>The Eth Word YouTube channel: https://www.youtube.com/channel/UCOXRf-T_yMxq-d8ZeYNWpaA/featured</p> <p>The Eth Word Vimeo channel: https://vimeo.com/theethword</p> <p>The Eth Word LinkedIn profile: https://www.linkedin.com/company/the-eth-word</p> <p>The Eth Word Twitter profile: https://twitter.com/theethword</p> <p>The Eth Word Facebook profile: https://www.facebook.com/TheEthWord/</p>

3.8. Quantum Leadership

Description	Quantum Leadership is a multi-year research project that takes an evidence-based approach to responsible leadership by emphasizing relational antecedents. “Practices of connectedness” instill a new awareness of how one’s attitudes and actions impact others and all life on earth. Such awareness complements the analytic business case for pursuing economic prosperity while contributing to a healthy environment and improving wellbeing.
GRLI Contact	Chris Laszlo chris@sustainablevaluepartners.com or chris.laszlo@case.edu
Next steps	
Reference	<p>Quantum Leadership website: https://weatherhead.case.edu/centers/fowler/quantum-leadership/</p> <p>Quantum Leadership video:</p>  <p>https://weatherhead.case.edu/media/videos/list/quantum-leadership/play/quantum-leadership</p>



3.9. SuLiTest - The Way Forward and ERS Accreditation

Description	<p>The world's first online test of sustainability literacy, Sulitest.org, was launched at the United Nations Environment Assembly (UNEA) in Nairobi, Kenya on May 26. Sulitest.org, a tangible implementation of HESI incubated by GRLI Partners and championed by Kedge Business School, aims to create and nurture an awareness of both global and local sustainability challenges. As an awareness building program, Sulitest.org invites visitors to the website to participate in an online Multiple Choice Questionnaire of their knowledge of the sustainability issues facing the world and their country. By participating in a unique combination of online learning and testing, visitors leave with a greater understanding of their role in building a sustainable future. We are now embarking on an aggressive development program, which will include a major campaign to canvass more global and national questions on sustainability, the introduction of an individual certification program and new features for specific industries and professions.</p> <p>The topics of ethics, responsibility, and sustainability (ERS) are finding increasing resonance in business school teaching and research worldwide. Responding to a changing business climate, and in conjunction with rising interest from students and other stakeholders, many business school Deans, faculty, and administrators are actively exploring integrating ERS into all aspects of business education. Business school accreditation bodies (including EQUIS and AACSB, among others) have responded to this increase in interest by beginning to include ERS criteria into their accreditation standards and reviews.</p> <p>Ahead of the AGM</p>
GRLI Contact	Jean-Christophe Carteron jccarteron@kedgebs.com
Next steps	
Reference	<p>SultiTest PechaKucha presentation: https://drive.google.com/open?id=0B-DOFG2yZZQbZGRJMWIZZHpTT0FPYnJNeXdoSkd1OUI1SXdB</p> <p>http://www.grii.org/resources/ethics-responsibility-sustainability-ers-busine-ss-school-accreditation-peer-learning-perspectives/</p>

3.10. The Gap Frame Week

Description	<p>Building on the normative Gap Frame developed in the thought leadership circle at BSL, we have introduced a series of four one-week events at BSL where we have all students across all degree program participate (mandatory). This is issue-centered learning possibly at its best, bringing in stakeholders from all sectors to work for an entire week alternatively on a selected number of globally relevant environmental, societal, economic and governance issues, using a combination of the IDEO and Collaboratory methodology in a week-long innovation co-creative process.</p>
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	<p>We are offering this process to any school interested so that we can ensure scale and impact around the world both solving the big global challenges and bridging the gap of business studies and global issues. We would like to introduce both the Gap Frame (which is in beta version right now) and the related Gap Frame week. The Gap Frame is built on the SDGs and is a first attempt to measure the gap of where we are now and where we would need to be to be all living well on 1 planet. The first edition of the BSL Gap Frame Week went really well – 130 students and 30 faculty members from all programs gathered for an immersion week, exploring 8 key sustainability challenges related to the environment. The immersion week included presentations and self-organized team work, and offered a possibility for the BSL community to engage in a collective learning process.</p>
GRLI Contact	Katrin Muff katrin.muff@bsl-lausanne.ch
Next steps	
Reference	<p>Gap Frame Week video: https://www.youtube.com/watch?v=EQBVkS_e6lE&feature=youtu.be</p> <p>Gap Frame Week on social media: #GapFrameWeek</p> <p>Gap Frame Week PechaKucha Presentation: https://drive.google.com/open?id=0B_2ZhvufmolSOUM4dDB0RjNmcUhsUW5YdDJ3bjBxVFR3STNj</p>

3.11. Journal for Global Responsibility

Description	<p>This is a journal that was developed by GRLI in 2009 to provide academic articles across cognate areas from business ethics to sustainable development and to stimulate debate and good practice in this area. In its first seven years it has established itself in a range of areas: Thomson Reuters Emerging Sources Citation Index, Australian Business Deans Council (ABDC) Journal Quality List, JourQUAL (Germany), NSD (Norway). The new journal editor is Simon Robinson. The key first step is to develop the editorial board, both to test, extend and deepen the objectives, and develop capacity to achieve this. From there the aim is to plan special editions and format. The aim in all this is to hit academic and practical excellence- a ‘pracademic’ journal. The call, then, is to members of the GLRI join the journal team as a part of developing the core mission of both the GRLI and the JGR.</p>
GRLI Contact	Simon Robinson S.J.Robinson@leedsbeckett.ac.uk
Next steps	
Reference	Journal of Global Responsibility website:

<http://www.emeraldinsight.com/journal/jgr>



3.12. Take One Step

Description

Background

Monash Business School recently piloted an online platform using social media (*Take One Step* program) to engage students in sustainability by asking them to pledge one 'step' or action for a more sustainable world. The six week August – September 2016 pilot was targeted to first and second year business students with the aim to increase awareness and understanding of the SDGs through a fun and interactive platform. Take One Step uses gamification as a way to connect with a younger audience and encourages learning through short videos, articles, quizzes, and the chance to earn badges the more they interact with Take One Step. See: <http://takeonestep.greensteps.edu.au/>

Take One Step is a platform that can potentially support all people (university students, communities, employees) to learn about sustainability challenges and take one or more simple steps towards being more sustainable. For the future, we see Take One Steps as a process that can engage new audiences in being a part of a movement towards a sustainable world by making a small commitment to make a change. The process allows people to start with where they are at, instead of pre-defining what they should or must be doing already. This forms part of the principles of behaviour change by introducing the change as small, manageable and sustainable over a period of time.

With a little further development, Take One Steps can become a customisable platform to lead groups (students, communities, employees) towards better awareness of sustainability and how they can support it through their own actions. We see this is a platform that can be themed and run as an annual challenge, run as an employee challenge within large organisations or even run as a way to bring communities together on specific sustainability issues.

Goals

Increase engagement – the platform aims to encourage users to consciously think about sustainability and the role they play in it. As such, the platform aims to appeal to people's sense of curiosity, altruism and fun through a simple, user friendly and inspiring platform.

	<p><i>Increase knowledge</i> – sustainability can be complicated, so the platform also improve students’ knowledge of the topic (through simple educational content and quizzes)</p> <p><i>Customisable</i> – the platform is intended to be customised to various clients and organisations. This is for both branding purposes and also the ability to customise themes to enable the challenge to be run for various organisations and audiences.</p> <p>Progress so far</p> <p>Communication with students has involved personalised emails from the Dean of the school, text messaging, posters, communication with students clubs, Moodle campaigns and broadcasts from the Take One Step platform.</p> <p>At the end of six weeks, 213 accounts were created by students and some staff, with approximately 90 ‘steps’ or pledges for action being committed to. Participants are being asked to select which sustainable development goals their step aligned with. The results were as follows:</p> <p>SDG 12: Responsible consumption and production (23%) SDG 15: Protect eco-systems, forests and biodiversity loss (14%) SDG 3: Good health and well-being (12%) SDG 13: Climate action (11%) SDG 7: Clean energy (6%)</p>
<p>GRLI Contact</p>	<p>Gitanjali Bedi gitanjali.bedi@monash.edu and Shana Chong shana.chong@monash.edu (main contact)</p>
<p>Next steps</p>	<p>Monash intends to conduct a detailed evaluation looking at student engagement, most effective forms of communication, the Take One Step platform itself and the end of pilot celebratory event. We are also looking into what’s required to scale up the adoption of Take One Step to greater audiences across our university as well as internationally. Following the evaluation, we intend to recommend further improvements to the platform and identify funding sources to do so. We are also intending to explore how the program can be integrated into other courses and activities in the Business school and investigate other forms of collaboration with university and business partners beyond Monash.</p> <p>Key points from the discussion</p> <p>Gitanjali and Shana discussed possible future options that would involve the co-collaboration of international university partners in the improving, enhancing, content contribution and re-launching of Take One Step mid 2017 to coincide with the 2017 PRME Global Forum (in NY). Specifically they invited partners to consider working with Monash going forwards.</p> <p>Suggested recommendations were provided to possibly enhance Take One Step. These included:</p> <ul style="list-style-type: none"> ● Build in peer to peer evaluation and self reflection activities into the platform. ● Importance of having a chat forum – moderator /student interaction - could this be part of an app? ● Consider building the link between personal sustainability awareness and application to the workplace by integrating values into the students’ learning and development journey (“Giving voice to values”, Mary Gentile).

	<ul style="list-style-type: none"> ● Avoid September for implementation in the northern hemisphere as this clashes with holidays. Perhaps aim for mid-July to end of August. ● Consider synergies with others such as The Eth Word for engaging filmed conversations with business leaders. ● Add student testimonials – upload it by videos on the site – snap chat / video diaries. ● Consider engaging students to run Take One Step (student led engagement) and identify student champions to engage other students. This gives them more ownership over the tool and enables further responsibility to progress their steps (peer to peer accountability often greater than teacher – student accountability). ● Consider how to take students further along the journey to make changes in the workplace. ● Facilitate face to face workshops or online, create a hub on campus, a visible environment for the campaign. ● Entrepreneurship angle – link platform to employability outcomes at universities. ● Trial a pilot for the academics/university/external partners over the next few months to engage further before re-launching.
Reference	Take One Step website: http://takeonestep.com.au/

	
<h3>3.13. Partners for Possibility - Announcement</h3>	
Description	Partners for Possibility is an award winning leadership development and school principal support process. This is a creative solution to South Africa' education crisis - it is a co-action, co-learning partnership between School Principals and Business Leaders, enabling social cohesion through partnerships, and empowering Principals to become change leaders in their schools and communities. The Partners for Possibility Programme facilitates cross-sectoral reciprocal partnerships between Business, Government and the Social Sector.
GRLI Contact	Louise van Rhyn louise@symphonia.net
Next steps	
Reference	Partners for Possibility PechaKucha presentation: https://drive.google.com/open?id=0B-DOFG2yZZQbNFFIR3ZEQUVCdXV Gb2FZZnJJJeDBfSjhqOEI4

Partners for Possibility website: <http://www.pfp4sa.org/>

Title	3.14. Louvain: Business Ethics and Compliance Management - announcement
Description	<p>UCL Louvain School of Management launched a new executive programme in Business Ethics and Compliance Management.</p> <p>The programme is starting on September 23 rd in Louvain and leads to a university certificate; it has also been recognized by the Financial market authority.</p> <p>The teaching method will combine theory and practical experimentation through case studies. In thematic conferences, recognized field experts will share their experiences (successes and failures), discuss specific ethics and compliance risks and conduct vigorous discussions with participants about how to articulate ethics and management in their companies. Participants will integrate the knowledge they acquire in a team analysis of a complex case study, involving critical debates that encourage practice with group-based analyses. A final personal paper also is required. This paper will either develop a concrete plan pertaining to one of the course topics or else describe the implementation of a certain number of aspects studied in a specific case chosen by the student (e.g., his or her own company). It will be presented in front of a jury of experts and other participants.</p>
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Reference	<p>Business Ethics and Compliance Management Pecha Kucha Presentation:</p> <p>https://drive.google.com/open?id=0B-DOFG2yZZQbTksybFJ1UVZoSIViYXhOSU1wZTRnZnBUWUpZ</p> <p>Business Ethics and Compliance Management website:</p> <p>http://www.iccwbo.be/business-ethics/</p>

3.15. (Round Table) Deans as Agents of Change / Innovation Cohort

<p>Description</p>	<p>This is a collaborative initiative designed specifically for business school Deans with the objective to identify barriers to change and share strategies for transforming business schools (vision/mission, programs, systems, cultures) while keeping the principles of the GRLI. This collaborative starts with Thinking Big and Acting Small meaning initially a relatively small group of deans who together agree on the vision and start working to achieve it.</p> <p>Inspired by the 50+20 vision, the GRLI Deans as Agents of Change could be facilitated as an Innovation Cohort. An IC for Deans built around the 50+20 vision would work on: catalyzing the development of globally responsible leaders, enabling business to become the best for the world, and engaging proactively and systematically with societal transformation.</p> <p>Skilled facilitation, led by a team of experienced senior facilitators from the GRLI network, will support the participant-directed approach built on a framework incorporating Whole Person Learning and a Theory-U process. Participants will identify and challenge their own assumptions as they move from deep reflection to insight, and immerse themselves in rapid prototyping of their own implementation process by the end of the program.</p> <p>As a participant-driven cohort, the group will jointly determine, based on collective interest and energy, which emergent issues and topics to emphasise during working sessions and virtual meetings.</p> <p>Through active and full engagement in the Innovation Cohort's work participants will:</p> <ul style="list-style-type: none"> • Develop a deep understanding of the vision of management education for the world. • Equip themselves with tools and methodologies to facilitate further exploration and implementation of global responsibility within their own organization. • Engage with committed change agents in a facilitated global process of co-learning and co-creation. • Define and initiate a transformative change outcome or program for their organization.
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<p>Reference</p>	<p>http://www.grli.org/innovationcohort/</p>