How work can save the world

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A confession
But then...
1 in 4 US adults have jobs that do not pay enough to support a family

Good Jobs America, 2010
By 2030, 30% of all US workers are expected to pay jobs that pay below poverty wages

Bureau of Labor Statistics
THE PROMISE OF THE 20th CENTURY

GROWTH ➔ WORK ➔ DEMOCRACY ➔ WELLBEING

#NextEra #NextEraLONDON
So what if work can save the world?
GREEN GIANTS DEFINITION:

9 COMPANIES THAT MAKE OVER $1 BILLION IN ANNUAL REVENUE FROM PRODUCTS OR SERVICES WITH SUSTAINABILITY OR SOCIAL GOOD AT THEIR CORE.
THE SIX COMMON FACTORS

1. THE ICONOCLASTIC LEADER
2. DISRUPTIVE INNOVATION
3. A PURPOSE BEYOND PROFIT
4. BUILT-IN NOT BOLTED ON
5. MAINSTREAM APPEAL
6. A NEW BEHAVIORAL CONTRACT
1. Become – and train – iconoclastic leaders
THE ICONOCLASTIC LEADERS

PAUL POLMAN
CEO

JEFFREY IMMELT
CHAIRMAN
& CEO

ANTÔNIO LUIZ DA CUNHA SEABRA
CEO

STEVE ELLS
FOUNDER & CO-CEO

JOHN MACKEY
FOUNDER & CO-CEO

TAKESHI UCHIYAMADA
FORMERLY CHIEF ENGINEER, NOW CHAIRMAN

ELON MUSK
CEO & CHIEF PRODUCT ARCHITECT

HANNAH JONES
CSO

STEVE HOWARD
CSO
4Cs

1. Conviction
2. Courage
3. Commitment
4. Contrarian
THE JOURNEY OF MUSK

Musk Investment $6.35 million
Release date
Musk Nervous breakdown
320 Roadsters delivered
IPO raises $226m
Tesla Market Cap

FEB 2004
JUN 2006
DEC 2008
APR 2009
JUN 2010
SEP 2015

$32.15 BILLION
3

GET A PURPOSE
BEYOND PROFIT
NAME THAT COMPANY?

1. To build shareholder value by delivering pharmaceutical and healthcare products, services and solutions in innovative and cost effective ways.

2. To maximize long-term stockholder value, while adhering to the laws of the jurisdictions in which it operates and at all times observing the highest ethical standards.

3. Our goal is to be a superior investment for our shareholders through the production, transmission & distribution of electricity, natural gas and natural gas liquids to customers in the United States.

4. Create value for shareholders through the energy business.

5. The purpose of the X Company is to earn money for its shareholders and increase the value of their investment. We will do that through growing the company, controlling assets and properly structuring the balance sheet, thereby increasing EPS, cash flow, and return on invested capital.
NAME THAT COMPANY REDUX?

1. To create a better everyday life for the many people

2. To bring inspiration and innovation to every athlete in the world*
   *If you have a body, you are an athlete.

3. To make people feel good about themselves, about others and about the natural environment and the whole of which we are part

4. To help expedite the move from a mine-and-burn hydrocarbon economy towards a solar electric economy

5. To make sustainable living commonplace
WHY DOES MY BUSINESS EXIST?
WHY DOES BUSINESS EXIST?
WHY AM I HERE?
COMANIES THAT PURSUE PURPOSE ARE MORE PROFITABLE THAN THOSE THAT PURSUE PROFIT ALONE

*Joke
“SPENDING YOUR LIFE TRYING TO DUPE INNOCENT PEOPLE OUT OF HARD-WON EARNINGS TO BUY USELESS, LOW QUALITY, MISREPRESENTED ITEMS AND SERVICES IS AN EXCELLENT USE OF YOUR ENERGY.”
New rules of employee engagement
Employee engagement is an outcome, not an objective
Employee engagement is about the fundamentals, as well as the fluffy stuff.
Employee engagement is for everyone, not just your “high potentials”
Employee engagement could be the most important thing we do together this decade
“My favourite thing is the powerful connection created between grower and drinker that no one else has managed to do”

Hubert Webber
President Coffee
Kraft Foods Europe
Creating a connection between healthy babies and healthy nature for Danone’s baby food brands

Growing Healthy
Grown on healthy farms, for healthy growing babies
Communicating the vision to the business:
Making a big sustainability idea creatively compelling
welcome to the sustainability imaginariaum

In the next five minutes you’ll discover what kind of imagination you have, and how you can use it to unleash the power of sustainability at Sony.
SONY
make.believe
Making sustainability fun and meaningful

bold imagination

intuitive imagination

generous imagination

creative imagination
Thank You