SDG CHAMPIONS

SUSTAINABLE DEVELOPMENT GOALS

TRANSFORMATION MANAGERS PROGRAM

Monday June 23, 2025

Sustainably transform your businesses

The four areas on which an executive committee transforms the company and its activities are: processes, business models, organization, culture. One week is dedicated to each of these 4 areas with the ambition of aligning strategic performance, societal impact and operational resilience.

A hybrid and transformative pedagogy

The training takes place in two stages:
- **Online preparation** : 20 interactive Masterclasses of 2 hours (i.e. 40 hours), to discover and appropriate the fundamentals, discover concrete cases, and prepare for immersion.
- **Face-to-face seminars** : 4 thematic weeks, i.e. 20 days, to deepen and apply knowledge, skills and feedback in real-life projects with a high impact.

A unique training in executive education

This program is reserved for experienced managers (10 years of experience minimum) ready to lead high-impact transformations and align their action with planetary boundaries, the principles of the regeneration of living organisms and the 17 Sustainable Development Goals (SDGs).

They explore the 4 symbolic dimensions:
1. Solving problems and meeting challenges
2. Living spontaneous Eurekas!
3. Mastering vision and execution to repair our damaged world
4. Light, clarity, lucidity, discernment, and wisdom.

They constitute confident tentets united in their ambition to contribute to building a better world.

WEEK 1: BUSINESS PROCESSES – OPERATIONAL EXCELLENCE

Overall objective

Build a business process transformation plan, combining strategic diagnosis, disruptive innovation, organizational resilience and operational excellence from a systemic and regenerative perspective. The desired results are reduced costs and increased revenues and margins.

DAY 1 – Strategic Framing & Process Diagnosis

<u>Today's objective</u>

Map current processes, reveal malfunctions, analyze their real usefulness, optimize and simplify.
- **Inspiration** : "Go see for yourself, ask why, and show respect." — Taiichi Ohno
- **Business case** : GE, Siemens, Toyota – how industrial giants have transformed their processes from a lucid diagnosis of inefficiencies, with a field, lean and systemic focus.
- **Expert input – optimization and simplification** : lean management, lean processes, autonomous teams, value-driven management, process simplification
- **Action Plan** : Shared Diagnosis and Acceptance of the Harsh Reality of Life
  o Systemic mapping of key processes and the value chain
  o Participatory workshop: identification of bottlenecks, irritants and areas of friction
  o Framing the challenge via V2MOM + A3 Toyota plug start

DAY 2 – Targeted Process Design

<u>Today's objective</u>

Designing regenerative, sober and circular processes aligned with the dynamics of living things.
- **Inspiration** : Creating value while respecting planetary boundaries and the regeneration of living things
- **Business case** : Toyota, Airbus – how the rigor of lean methods and the empowerment of teams become a foundation for agility, regeneration and sustainable performance.
- **Expert contribution – systems thinking & bio-inspiration** : systemic loops, biomimicry, circular supply chain, territorial anchoring, regenerative design
- **Action Plan** : Secure Future Deployments
  o Co-design of the target process: interdependencies, life cycle, local resilience
  o Toyota A3 Supplement: Beta Process Upgrade
  o KPI & Outcome Design: Defining Success Metrics

DAY 3 – Analyze Catalysts and Constraints

<u>Today's objective</u>

Identify systemic risks, anticipate disruptions and strengthen the ability of processes to adapt.
- **Inspiration** : Flow in a VUCA environment
- **Business case:** GE Digital, Siemens, Michelin, Schneider Electric – how data, digitalization and systemic anticipation strengthen the adaptability of processes in the face of an uncertain environment.
- **Expert contribution – resilience & adaptation** : crisis management, adaptive processes, relocation, dynamic risk mapping, modularity of flows
- **Action Plan** : Anticipate and Defuse Sources of Sabotage
  o Systemic analysis: mapping of actors, obstacles, vulnerabilities and attachments
  o Problem-solving and risk management workshops (regulatory, financial, operational)
  o OKR: Aligning actions with clear indicators, boosting ambition and commitment

DAY 4 – Designing the transformation roadmap

<u>Today's objective</u>

Drawing inspiration from Formula 1 to build a robust, controllable roadmap, aligned with business and human challenges.
- **Inspiration** : Operational Excellence
- **Business case** : Amazon, Unilever, IKEA, Tesla – how industry and technology leaders are articulating operational excellence, circularity and agile management at scale.
- **Expert input – digitalization & data-driven management** : data-driven decision-making, automation, generative AI, synchronized ERP, flow transparency
- **Action Plan** : Create Stable and Motivating Anchors
  o Roadmap design: milestones, quick wins, sequencing
  o Stakeholder mapping and alignment dynamics
  o Construction of a visual retro planning + operational governance
  o Preparation for alignment with real governance: sponsors, strategic committees, arbitrations

DAY 5 – Validate & Mobilize

Today's objective

Test assumptions, align management, and activate the action plan
- **Inspiration** : Tipping point and major effect
- **Business case** : Decathlon, Danone, L'Oréal, Airbus, 3M – how to structure collective learning, stimulate incremental innovation and anchor transformations in daily practices.
- **Expert contribution – innovation & experimentation** : rapid prototyping, hackathons, living labs, logistics pooling, inter-functional experimentation
- **Action plan**: Change the way we look at things
  - Transformation pitch in front of peers / sponsors
  - Final adjustment via collective SWOT
  - Development of the 100 Day Plan + Activation/Pilot Strategy + Explicit Link to the Company's Actual Priorities
  - Closing deliverables: full A3 sheet, repeatable diagnostic grid, transformation plan aligned with the SDGs

WEEK 2: ECONOMIC MODELS – PROFITABILITY AND GROWTH DRIVERS

Overall objective

Explore, prototype and validate innovative, viable, desirable and sustainable economic models, in line with transition challenges and growth drivers.

DAY 1 – Understanding Current Models & Their Limitations

Today's objective

Diagnose existing models, reveal their limits and lay the foundations for a transformation ambition.
- **Inspiration** : Disruptive innovations and incremental improvements
- **Business case** : GE, Microsoft, Adobe, Netflix – how to lucidly analyze an existing model, reveal its limits and trigger a strategic transformation focused on uses, scalability and sustainability.
- **Expert input – model** innovations: regenerative models, functional economy, frugal innovation, cooperative models, hybridization of business model / impact
- **Action Plan: Seeing** Clearly to Transform
    o Identify the key components of current models (customers, channels, revenue...)
    o Highlight tensions, limits and weak signals + assess coherence with the 17 SDGs
    o Framing ambition via a V2MOM (Vision, Values, Methods, Obstacles, Measures)

DAY 2 – Identifying Disruptive Opportunities

Today's objective

Imagine scenarios for creating regenerative value and design the beginnings of new models.
- **Inspiration** : Amplify, go beyond the limits and identify opportunities for disruption
- **Business case** : Netflix, Spotify, Patagonia – how to imagine disruptive or regenerative models aligned with values, uses and planetary limits
- **Expert contribution – sustainable value creation** : extended value proposition, impact management, extra-financial reporting, monetization of positive externalities
- **Action Plan:**
    o Exploring and opening up the field of possibilities
    o Reduce costs for the company and also for the customer (TCO)
    o Define new segments, uses, values
    o Outline several differentiating value propositions
    o Building a Living Business Model Canvas from these assumptions

DAY 3 – Prototyping the models

Today's objective

Translate ideas into prototypes of structured and testable business models.
- **Inspiration** : Luxury and the state of the art
- **Business case** : Apple, Amazon, Haier, Triodos, Blablacar – how to prototype hybrid models combining platforms, sobriety, financial inclusion and territorial regeneration
- **Expert contribution – finance & impact** : green finance, impact funds, multi-capital accounting, value sharing, finance/mission/resilience alignment
- **Action Plan:** Experiment and Implement
  o Create a simplified version of the target business model
  o Define critical assumptions (price, costs, acquisition, impact)
  o Prepare a risk matrix for the proposed models

DAY 4 – Connecting Ecosystems

Today's objective

Identify key alliances and structure a partnership roadmap.
- **Inspiration** : Partnerships and alliance systems
- **Business case** : Unilever, Patagonia, Camif, Salesforce – how to connect economic performance, social innovation and strategic alliances for systemic impact
- **Expert input – ecosystems & networks** : sustainable business ecosystems, strategic alliances, open platforms, co-design with stakeholders
- **Action Plan:** Connecting to Leverage
  o Map current and potential partners
  o Define the conditions for the success of a model "augmented" by its ecosystem + prototype testing
  o Co-constructing a strategic and collaborative roadmap

DAY 5 – Align, Engage, and Prepare for Launch

Today's objective

Formulate, refine and embody desirable, mobilizing economic models aligned with the 17 SDGs.
- **Inspiration** : Integrate to achieve leverage, domino effect, and chain reaction
- **Business case** : Veolia, Suez, Patagonia – how to align a business model with the 17 SDGs, integrating circularity, shared governance and sustainable impact at the territorial level
- **Expert input – localisation & circularity** : local value chains, circular economy, reverse logistics, economic sovereignty, territorial anchoring
- **Action Plan:** Align and take action
    o Finalize the economic pitch of the target model
    o Present and adjust based on feedback (peers, facilitators, sponsors)
    o Define a 100-day plan with leverage effects, impact KPIs and actions taken
    o Deliverables: Enriched Business Model Canvas, impact & 17 SDG summary note
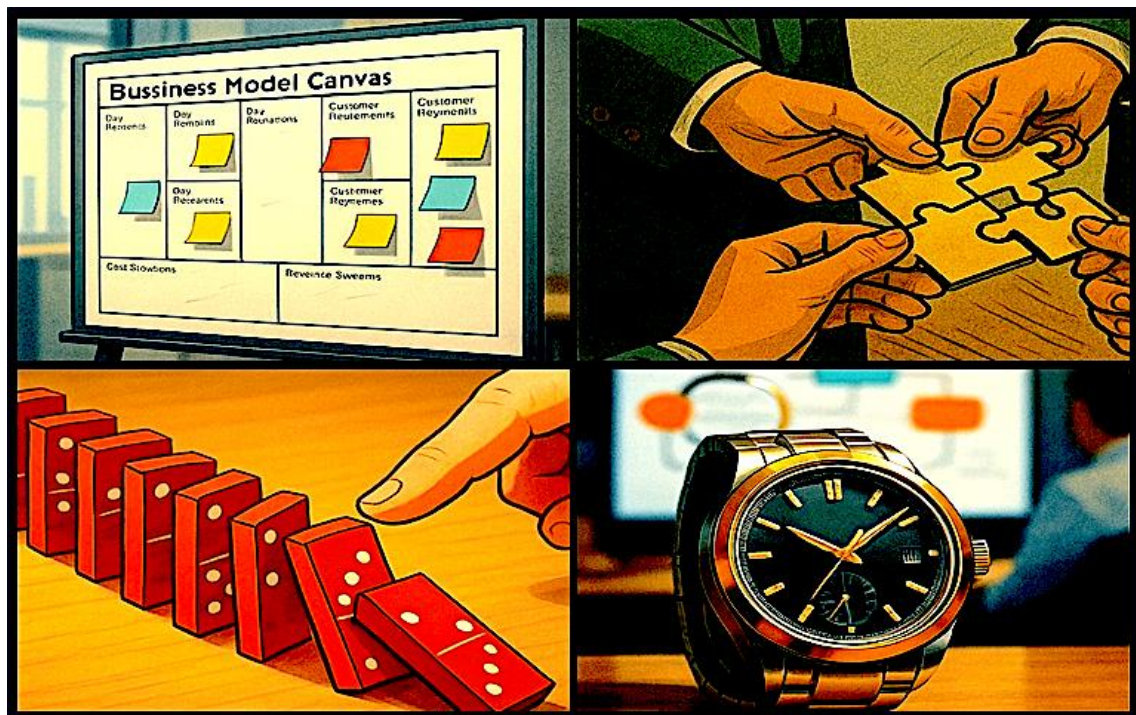
WEEK 3: ORGANIZATION – VISION AND EXECUTION

Overall objective

Transform organizational methods based on the principles of life (biomimicry, circularity, symbiosis), to make them more fluid, sober, resilient and wealth-creating.

DAY 1 – Map and understand the current organization

~~Today's objective~~

Map the current organization, its levels of autonomy, its lines of force and its resistance.
- **Inspiration** : Join a team and climb the levels of Level 2, 3 and 5 leadership
- **Business case** : Airbus, GE, Microsoft: how a deep organizational diagnosis reveals structural barriers and paves the way for a large-scale transformation.
- **Expert input – agile and distributed governance** : decentralization of decisions, shared governance, cellular and matrix models, agile steering, evolving roles
- **Action Plan** : Assemble Agile Pilot Teams
  o Mapping the formal and informal system
  o Identify areas of friction, overcontrol, disengagement
  o Framing organizational ambition in organizational V2MOM mode

DAY 2 – Exploring innovative organizational models

Today's objective

Discover emerging organizational models adapted to a world in transition.
- **Inspiration** : Decentralization and subsidiarity, architecture and network effect
- **Business case** : Decathlon, Haier, Buurtzorg: how distributed governance models and cooperative structures are reinventing the distribution of power and decision-making fluidity.
- **Expert contribution – collaboration & transversality** : collective intelligence, agile systems (squads, circles), hybrid projects, internal/external pooling, learning communities
- **Action Plan** : Dream and Discover
  o Exploration of the 6 principles of life (e.g., interdependence, closed loops, efficiency, diversity, etc.).
  o Alignment of strategic intentions (e.g., need for agility, cross-functionality, speed)
  o Trends in the future of work (hybrid, autonomy, digital enablement)

DAY 3 – Define & clarify the target organization

Today's objective

Build a shared vision of the target organization: principles, forms, paradoxes to be integrated.
- **Inspiration** : Universal Responsibility (kindness + rigor)
- **Business case** : Microsoft, IDEO, SNCF, Accor – how organizations cultivate learning, reflexivity and continuous transformation, while integrating the paradoxes of agility, control and cultural anchoring.
- **Expert contribution – human change management** : transversal leadership, change management, skills development, managerial empowerment
- **Action plan** : Dealing with sabotage (disbelief, opposition, impatience...)
  o Visualize the systemic paradoxes to be brought together
  o Target operating model (structure, roles, decision-making authority)
  o Collaboration architecture (cross-team workflows, rituals, knowledge flows)

DAY 4 – Structuring the transformation

Today's objective

Formalize the organizational transformation roadmap, with an understanding of human rhythms.
- **Inspiration** : Dixtuors, diversity in unity
- **Business case** : Phoenix, Enercoop, Decathlon – how living structures articulate transparency, territorial anchoring and collective performance through agile and aligned organizational architectures.
- **Expert input – culture of transparency** : open feedback, transparency of objectives, visual management, participatory evaluation systems
- **Action Plan** : Strengthening Stability and Continuity in Action
  o Define the main stages of the organizational transformation (roadmap & milestones)
  o Identify the allies, resistances, relays and spaces needed
  o Establish an embodied, experienced and credible transformation governance

DAY 5 – Engaging & Driving Change

Today's objective

Activate collective commitment and manage the transformation over the long term with accuracy.
- **Inspiration** : Stockdale Paradox – Seeing the Storm and Keeping the Faith
- **Business case** : Tesla, Red Cross, Spotify, Patagonia – how organizations act with responsiveness, robustness and mission alignment to drive change in an unstable and complex environment.
- **Expert input – organizational resilience** : modular structures, crisis management, rapid adjustment, organizational test & learn, redundancy strategies
- **Action Plan** : Share your optimism
    o Develop a strategy for mobilizing internal stakeholders
    o Define a "100-Day Plan" that can be managed and motivated
    o Prepare an authentic and engaging transformational pitch

WEEK 4: CULTURE – DOING DIFFERENTLY AND BETTER

Overall objective

To understand, shape and embody a corporate culture that aligns confidence, ambition, agility, passion and meaning, in the service of a profound transformation.

DAY 1 – Understanding the current culture and the need for transformation

Today's objective

Diagnose the existing culture, its dominant beliefs and the invisible blockages to transformation.
- **Inspiration** : Developing and preparing the leaders of tomorrow
- **Business case** : LEGO, Microsoft, Air France-KLM, IBM: how cultural transformation emerges from a moment of disruption, mobilizing creativity, continuous learning, and change leadership.
- **Expert input – mindset & postures** : growth mindset, learner posture, emotional intelligence, continuous feedback, culture of improvement and innovation
- **Action Plan** : Develop Strength, Courage, Boldness and Perseverance
  - o Mapping the visible and invisible elements of today's culture
  - o Transform fears, doubts and confusion into self-confidence, self-esteem and agility
  - o Prepare a Bush Training Plan

DAY 2 – Define the target culture

Today's objective

Formulate a desirable culture that embodies the values, behaviours and symbols of a changing organization.
- **Inspiration** : Self-esteem and ambition
- **Business case** : Apple, TED, Unilever, Netflix, Decathlon – how to embody a regenerative and engaging culture, articulating leadership, vision and exemplarity in key behaviors.
- **Expert Input – Leadership and Empowerment** : Transformational and Regenerative Leadership, Empowerment, Mentoring and Co-Development, Change Storytelling
- **Action Plan** : Understanding the Mechanisms of Integrity
  - o Clarify the strategic vision and the cultural transformations it implies.
  - o Choose the cultural archetypes that drive innovation, agility, and customer centricity.
  - o Identify the behaviors to encourage or eliminate to embody your values.

DAY 3 – Identify Resistances & Levers

<u>Today's objective</u>

Understand inertia, systemic fears and the levers of cultural agility.
- **Inspiration** : The 3 Steps to Creativity
- **Business case** : IDEO, Haier, GitHub, L'Oréal, Microsoft – how to activate cultural agility levers based on rituals, feedback and collective intelligence.
- **Expert input – spaces and rituals of inspiration** : labs and hackathons, rituals of creativity, narrative design, culture of experimentation
- **Action Plan** : Seizing Opportunities
  o Map the cultural levers and obstacles in the teams
  o Build cultural micro-experiments (rituals, languages, leadership)
  o Prioritize 2–3 levers to initiate a dynamic shift

DAY 4 – Designing the Culture Transformation Plan

<u>Today's objective</u>

To give life to cultural transformation through shared narratives, postures and identities.
- **Inspiration** : Clarifying identity, place and mission
- **Business case** : Pixar, Google, Patagonia, IKEA, Camif, NER Group – how powerfully embodied cultures combine inclusion, creativity and societal impact in their narratives and rituals.
- **Expert contribution – openness and co-creation** : collective intelligence, co-creation with customers and communities, non-hierarchical recognition, collaborative platforms
- **Action Plan** : Keeping Teams Under Pressure
  o Clarify the roles, missions, and identities desired for cultural leaders
  o Building sincere and mobilizing stories of transformation
  o Define ritual times and spaces (kick-off culture, collective feedback, celebrations)

DAY 5 – Preparing for deployment and piloting

Today's objective

Anchoring cultural dynamics in the long term: steering, symbols, embodiment.
- **Inspiration** : Develop patience, grasp Kairos
- **Business case** : LEGO, Microsoft, Patagonia, Danone, Enercoop – how to structure the deployment of a regenerative culture through symbols, steering by meaning and stakeholder engagement.
- **Expert input – responsibility and sustainability** : inclusion and diversity, SDG alignment, contributory mission, cultural vitality indicators
- **Action Plan** : Coming Home
  - o Developing a cultural deployment strategy: priorities, indicators, anchors
  - o Designing a cultural learning loop (Kairos, live feedback)
  - o Activating ambassadors, "guardians of culture" in the field