

Entrepreneuring the Regenerative Economy

Leigh Baker



balance³

Regenerative Thinking > Sustainable Action

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This e-book is a thought provoker designed to kick start your explorations into the regenerative economy. It explores some general principles and strategies. Being general in nature, it cannot replace any specific advice.

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Leigh Baker is a Regenerative Business catalyst, working with individuals and businesses to understand and leverage their opportunities for thriving through the shift to a Regenerative Economy. She is a skilled coach, consultant and trainer who teaches her clients how to change their thinking, build their skills and change their worlds.

Before joining the sustainability game after post graduate studies in 2002, Leigh spent many years working in Australian manufacturing and distribution, developing a deep understanding of the industrial and social systems that deliver our made and built environments.

During her years in supply chain systems innovation, she became increasingly convinced that delivering successful innovation required as much expertise in the 'soft skills' of influencing and the understanding of human systems as it did technical expertise. From this observation, Leigh trained and worked as an executive and business coach.

In 2004 Leigh established **Balance**³ as a vehicle for exploring and accelerating the spread of the knowledge and skills required to successfully turn regenerative thinking into sustainable business innovation.



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1. More profit, more good, more fun

The last place many people would think to look for entrepreneurial business or career opportunities these days is “the environment” – yet there is a wealth of possibilities waiting to be implemented. Whether you’re looking for a way to grow your business or your career, switching on to the opportunity side of sustainability could pay big dividends.

Regenerative thinking → sustainable innovation

Smart entrepreneurs, scientists and inventors started exploring our environmental challenges decades ago. They’ve been busy developing and testing win/win/win solutions that *renew business, restore communities AND regenerate ecosystems* for over 40 years. The *regenerative business* innovations that they’ve been developing and delivering (particularly in the last two decades) are amazing – and increasingly proving to be highly profitable.

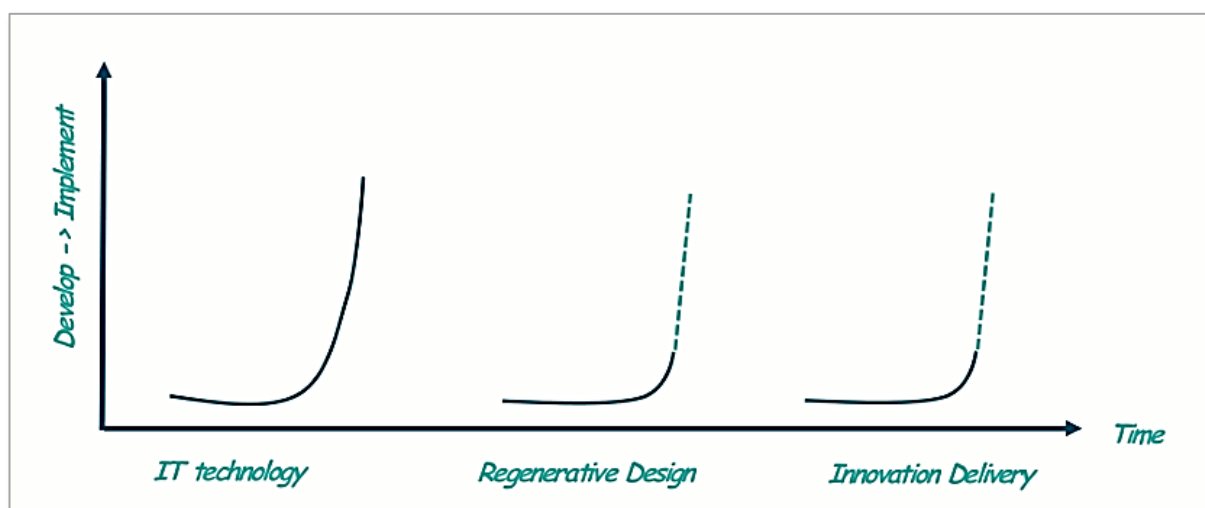


Figure 1 - Expanding Knowledge Bases Supporting Sustainability Development

In parallel with regenerative design, other groups of forward thinkers have been exploring human behaviour and what makes for successful *innovation delivery*. The knowledge now available to us about 1) *how* the process of innovation design and delivery works and 2) the foundation (learnable) personal effectiveness skills that support it, can enable us to adapt and thrive as the world changes around us.

The next generation of innovation is underway

Don't be distracted by mainstream environmental messages preoccupied with the need for government action, carbon trading, greedy corporations and consumer frugality. This has created fog of compliance, scarcity and obligation – and this fog is hiding a wealth of opportunity.

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If you get caught in the fog then you'll miss out on the developing shift to regenerative business strategies – strategies for *making more money BY doing more good AND having more fun*.

This next generation of business development is already here. Provoked by increasing environmental and social justice concerns, it's generating a wealth of new products, new services and new business models.

Skill up for the next generation of business opportunity

If you want a piece of the action, there are three key developments to get to grips with:

1. **Regenerative thinking:** the straightforward principles and strategies that deliver win/win/win business solutions.
2. **Innovation delivery:** the pragmatic, practical approaches to innovation success turning smart strategy into profitable practice.
3. **Personal effectiveness:** the core, learnable individual skills that create strong foundations for sustained business and career success.

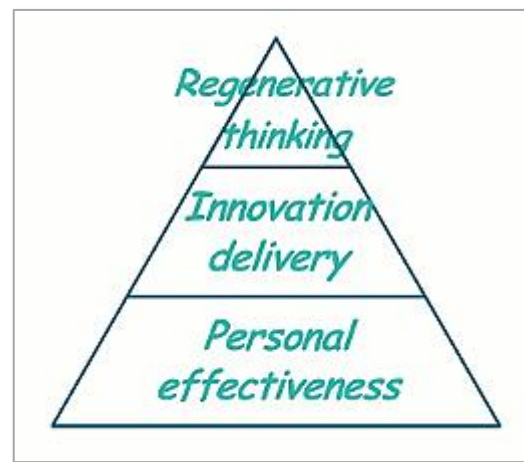


Figure 2 - Regenerative Skills Hierarchy

Put these together and what you get is *regenerative business* – business that challenges the industrial thinking of the 19th and 20th centuries and its traditional focus on products and processes. Regenerative entrepreneurs are implementing smarter systems that deliver valuable services in ways that enrich communities and regenerate ecosystems.

No rocket science required

The updated design principles and smart practices that regenerative entrepreneurs are delivering on are straightforward. You don't need to be an environmental scientist to get involved in entrepreneuring the Regenerative Economy – just a smart operator prepared to learn some new concepts and ready to think differently. You could be:

- A business owner or manager looking for new opportunities
- A sustainability advocate wanting to make a bigger difference
- Somebody looking for a rewarding opportunity to get ahead

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Are you interested in exploring YOUR opportunities?

Fundamentally, all human beings are entrepreneurs. Learn how to think regeneratively, innovate effectively and deliver successfully and you'll end up ahead of the game – *entrepreneuring the Regenerative Economy*.

2. The challenges, the R&D and the results

A wealth of challenges exist

Watch the mass media and you'll see a lot of concern about carbon and climate change. Dig a bit deeper and the future can look a whole lot worse instead of better.

All sorts of experts from all sorts of fields have been expressing concerns about the damage they see being done to the single finite biosphere the human race lives within. David Attenborough will tell you about the species loss he's seen in his life time, David Suzuki will warn you about the impacts of exponential growth and Ian Dunlop, former CEO of the Australian Institute of Company Directors will warn you about climate change.

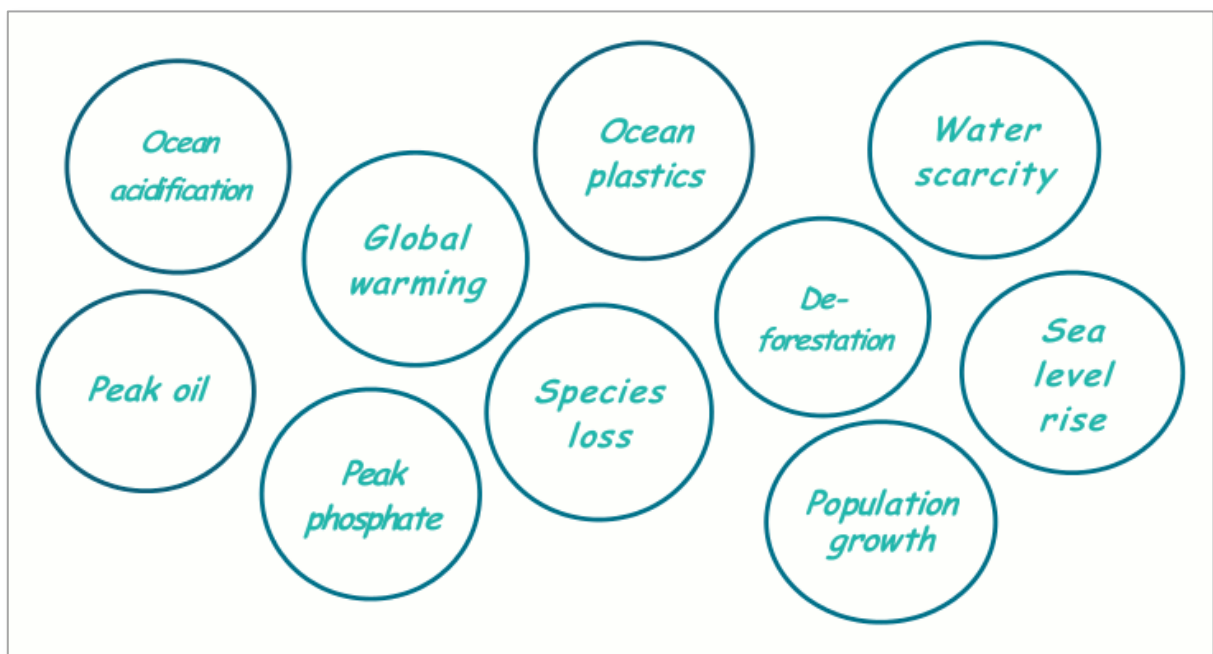


Figure 3 - An Increasing Range of Reported Human Impacts

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To us, there's a limit to the amount of time worth investing to discover the 'truth' or otherwise of these concerns. Their existence for many decades has generated a new wave of innovation and a new wave of business investment. We're more interested in market shifts. The business question is "what does Harley releasing an electric motorbike and the Rockefellers divesting from fossil fuels in 2014 mean for business strategy?".

A wealth of research and analysis has been delivered

This "sustainability thing" isn't new. As far back as 1896 Arrhenius calculated that doubling atmospheric CO₂ would give a total warming of 5-6 degrees Celsius. Research continued through the 20th century. In 1972, a group of concerned researchers called The Club of Rome published their concerns as a book called "*The Limits to Growth*".

As increasing concerns have emerged and been quantified, all sorts of smart thinkers have been looking at the problems, and beyond the symptoms to their root causes.

The systems design and process issues they've identified include:

- The 'one-way' nature of our supply chain, where we TAKE resources, MAKE products and produce WASTE.
- Products designed without thought to their disposal, using materials without thought to their impacts.
- A commodity-based economy focused on delivering THINGS to create value.
- Production technologies based on mechanical and chemical engineering, which consume huge resources and product a multitude of toxic by-products.
- Efficiency measured at the process level, without consideration of systems optimisation or perverse side effects.
- Underlying fundamental mindsets that separate expertise into silos, assume infinite environmental capacity and treat humans as separate from nature.

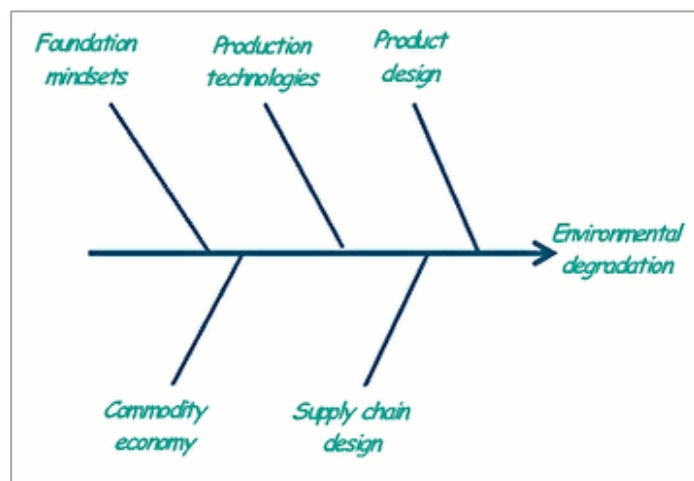


Figure 4 - Root Causes and Business Opportunities

Knowing the root causes makes all the difference – it enables us to get beyond the surface issues to develop win/win/win solutions.

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A wealth of smart solutions have been developed

Under a range of different names, in a range of different industries, design solutions have been developed and tested. A few examples of the new design principles are:

- The Blue Economy <http://www.theblueeconomy.org/blue/Home.html>
- The Circular Economy <http://www.ellenmacarthurfoundation.org/>
- The Sharing Economy <http://www.thepeoplewhoshare.com/about/>

These new design principles have delivered a wide range of business development opportunities. Belgian entrepreneur Gunter Pauli – formulator of The Blue Economy – researched the range of available technologies from the mid-2000s. At that time his research collated over 3,000 potential innovations. He selected the cream of the crop and came up with a ‘short’ list of 340 viable options, from which an expert review panel to selected the Top 100 published in the book “*The Blue Economy*” in 2010.

Technology innovation hasn’t slowed down since then – new ideas are developing all the time and the communication technologies now available is accelerating their spread. This range of systems solutions have a lot in common –because they come from a common strategic shift in perspective.

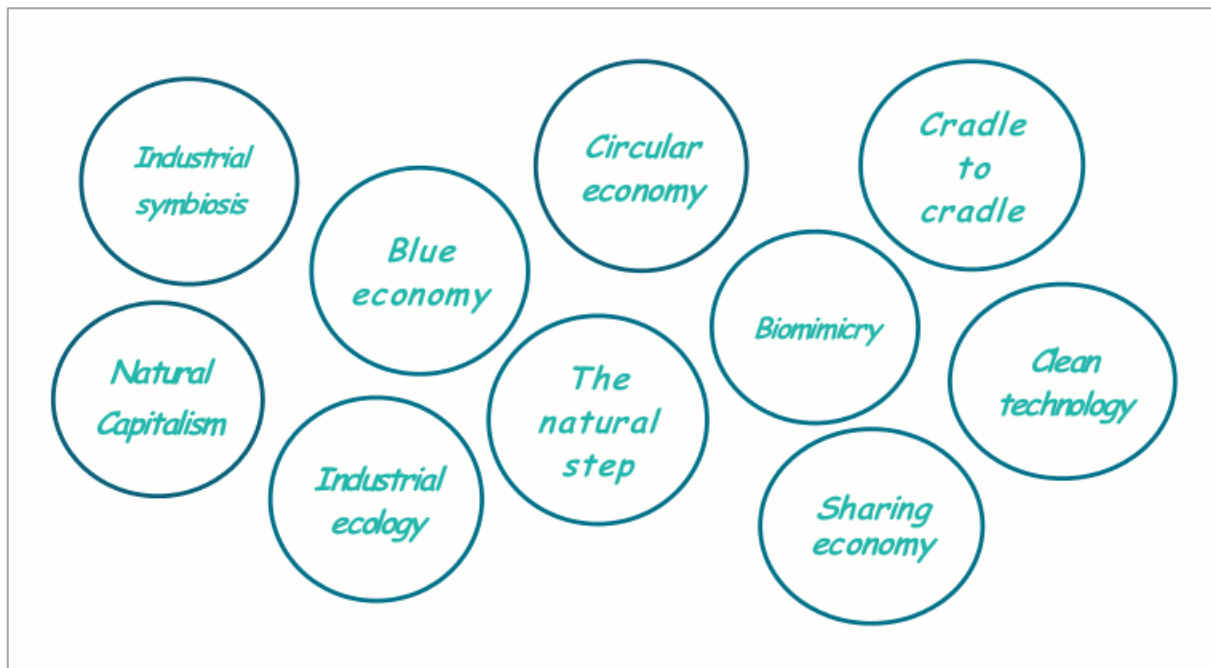


Figure 5 – A Wealth of Design Solutions Available to Leverage

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They're based on deep thinking and innovative design solutions including:

- Natural Capitalism <http://www.natcap.org/>
- Biomimicry <http://www.asknature.org/>

Research producing real world results

From SUV to hypercar

This is playing out in all sorts of spaces, including in the design and development of cars. In 1991 Amory Lovins, chief scientist of the Rocky Mountain Institute, described a revolutionary, super efficient 'hypercar'. In a little over two decades, development has progressed through Toyota's hybrid Prius and a range of electric cars to the 2014 Volkswagon XL1 - a production vehicle that can drive 100 kilometres on 1 litre of fuel (235 miles per U.S. gallon).

Lighting meets solar

LED lighting is another example of game-changing technology, combining a step-change in efficiency with extended product life. From the original development in the 1990s, LED lighting initially spread gradually. Production costs are continuing to reduce and from 2014 onwards LEDs are predicted to deliver the largest revenue share of their market.

The spread of LED will not just deliver energy saving in the western world. LED lighting combined with solar power is expected to be part of relieving energy poverty, providing grid-free solutions that don't require fossil fuel energy or large, inefficient delivery infrastructure.

Generating action in companies big and small

The new business models and the delivery technologies they have developed are already being used – and are increasingly proving to be **profitable**. They're the foundation of an emerging fundamental shift in business principles and practice – strategically planning to “do well by doing good”.

The testing on this has been going on in parallel with the R&D. What inventors have developed and entrepreneurs have been testing for more than 20 years is delivering bottom line returns in industry and local government. A few examples include:

- ✓ **Woking Borough Council** got started in the 1980's. By 2004 the authority had reduced emissions of CO2 from within its own estate by 77% on 1990 levels, residents were paying the same price for power and heating as they previously paid for heating and the council had a new income stream from becoming an energy provider.

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- ✓ **InterfaceFLOR** (global carpet manufacturer) got started in 1996. By 2008 they'd cut GHG emissions by **71%** and avoided \$405 million in costs while increasing sales by **two-thirds** and **doubling earnings**. In 2012, they've moved on to recovering fishing nets from tropical oceans to enrich local communities AND make new carpet from this "waste".
- ✓ **Close the Loop** was founded in Australia in 2001, with the radical promise 'zero waste to landfill'. They have a range of products now in production created from old printer and toner cartridges.
- ✓ **Newlight Technologies** in California making plastic from CO2 for customers including Dell Computers.
- ✓ **Puma** released their first Environmental Profit and Loss report in 2012.

These aren't rare exceptions – they're part of an increasing business trend: They won't necessarily show up unless you're looking for them, but once you DO start looking, you'll see more and more of them.

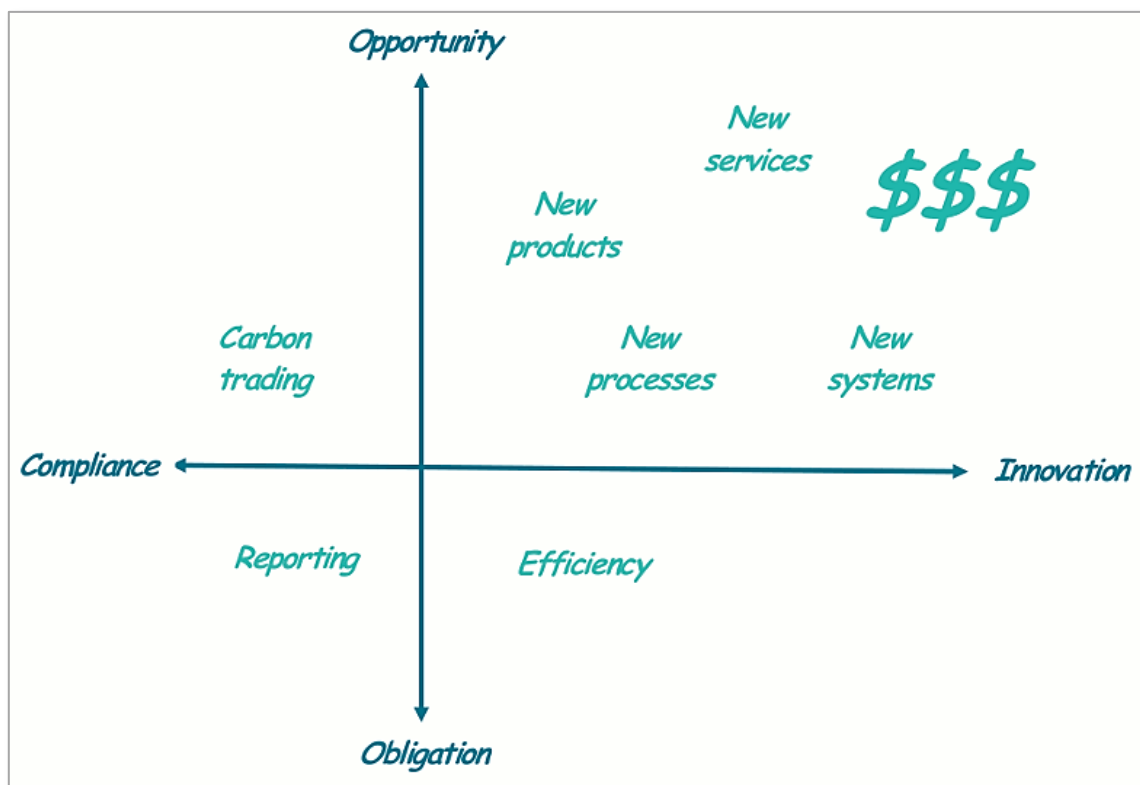


Figure 6 – The Opportunities of Regenerative Innovation

Other sources reporting on the opportunity side of business sustainability include:

- **Sustainia** annually produces a **Top 100** selection of innovative sustainability solutions from around the world. www.sustainia.me
- Online media like **RenewEconomy**, **Triple Pundit**, **2degrees** and **Fast Co.Exist** report regularly on the emerging shifts.

3. Shift your thinking and shift your results

While there are some fascinating, complex technologies down in the detail of regenerative innovation, the underlying principles are straightforward. You don't need to be a mechanic to drive a car, you don't need to be an accountant to run a business – and you don't need to be an environmental scientist to get your piece of regenerative business action. You just need to learn to think differently.

*"We cannot solve our problems with the same thinking we used when we created them."
- Einstein*

What you may need to do is turn your 'business head' inside out – because there's an underlying systems design upgrade underway that makes the unwritten assumptions of 20th century business about as useful as "the earth is flat". They often sit outside our conscious thought, yet they define many of our actions.

There's one perspective shift

There's a single fundamental perspective shift required to adjust to the realities of a finite biosphere with a rapidly growing population. It's a shift in our understanding of the relationship between business and the environment that resources it.

20th century thinking

"Business rules!" Supporting community and environment is a cost to business – an obligation to deliver on AFTER business is doing well. Communities and environments exist as satellites external to "the real world".

21st century's emerging "common sense"

Business exists within communities that exist inside a *finite* biosphere. It's time to get creative, leverage "the magic of AND" and implement strategies to do profitable business BY enriching communities and regenerating ecosystems.

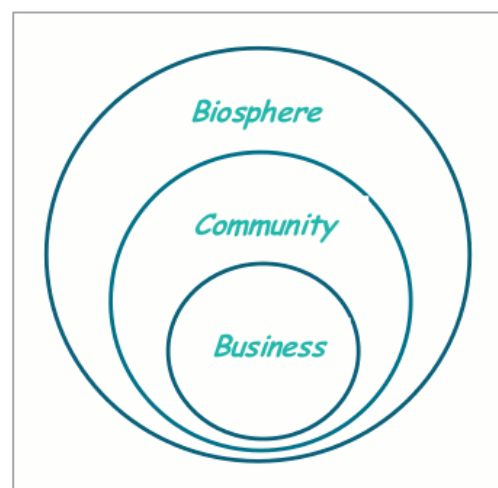


Figure 7 – Business in Perspective

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Some straightforward updated design principles

To thrive inside a closed biosphere, we need to design business products and processes the way nature designs ecosystems – to be beneficial and renewing systems that cascade energy and nutrients, delivering value and creating conditions conducive to life. Once you start looking, there’s a growing library of case studies of successful business solutions that reflect the financial viability of these trends, developed over the decades since the shift began.

The list of key strategy shifts below isn’t exhaustive, but to us it captures the most important shifts in thinking required. They’re not complex – but they are subtle and **deeply** embedded in how we think and act. Getting “the log out of your own eye” can be the most difficult part of getting to know them.

<i>20th century</i>	<i>21st century</i>
Cost/ Expense/ Compliance/ Scarcity	→ Opportunity / Abundance
Products / Production Processes	→ Service / Flow / Value
Big complex technology solutions	→ Smart local and small
1-way (Mine/Make/Dump)	→ Closed loop / Industrial ecology
Infinite resources / Infinite capacity	→ Finite resources / Finite capacity
Manageable systems/ controllable processes	→ Complexity / Constant change
Mechanical and chemical engineering	→ Physics, biology, biomimicry
Our business / our 4 walls	→ Our supply chain / our local systems
Competition	→ Co-operation

To cover all the ways these strategic shifts are playing out as business tactics would require hundreds of pages – and a new edition every 6 months. Here are a couple of examples of a couple of principles.

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Process → System

Fundamentally, the Industrial Revolution was an engineering-led revolution. The mindset driving it was based on pulling things apart and focussing on individual processes. You could almost say it has been based on “look after the pennies and the pounds will look after themselves”. Unfortunately, too close a focus on individual processes blinds us to their impacts on surrounding systems.

The updated approach steps back from processes and products to explore how processes interact as systems. The goal is to optimise systems results in multiple dimensions instead of maximising single-process efficiency. This generates massive wins when done strategically

For example, potato crisp manufacturer Pepsico switched to paying for the dry weight of potatoes delivered rather than gross weight. Taking the systems view enabled this simple shift in a feedback loop. This shift removed all sorts of costs for them and for their suppliers. The manufacturer benefited from less water to remove from the potatoes to make crisps. Suppliers no longer invested in refrigeration and humidification to deliver maximum weight.

Where might your business find systems efficiencies if you took a broader view?

Product → Service

Most of the time, most of us don't care about **what** delivers our products and services or which materials go in to them – we care about the value we get. You probably don't care about what your smart phone is made of – you care about what it can do for you and perhaps how cool it looks. It's unlikely to matter to you what parts of your car are made from carbon fibre or steel – as long as it gets you from A to B in safety, comfort and style.

This trend to turn products into services has been occurring anyway in applications not traditionally considered environmental.

- Music is in the process of becoming a service, thanks to iTunes, YouTube and other platforms. The norm is no longer to buy a physical recording such as CD – the increasingly new normal is service-based.
- AirBNB is separating the service 'accommodation' from the product 'hotel'

In 'environmental' applications it leads to a wealth of opportunities. A couple are:

- Environmental leader InterfaceFLOR has designed its carpet so that it can be re-manufactured into more carpet – making carpet leasing a new model for commercial buildings.
- The development of car-sharing, filling the gap between day hire and taxis to provide car-as-service – by the hour. With the added value of wheels you don't have to wash, insure or register.

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Marketing has been focussed on this concept of value for decades – “selling the sizzle, not the steak”. Designing business to deliver repeat customer value rather than more products can radically change cash flow potential and business results.

Is there unexplored potential in your industry to turn products into billable services (which will smooth your cash flow as well)?

Big solutions → local & global

In the 19th and early 20th century, we developed a love affair with big, centralised infrastructure solutions like grid power, mains water and sewage. They worked pretty well when global population was under 2 billion and most cities were relatively small – but their inflexibility and inefficiencies are being increasingly recognised. When they break down, they have big impacts, whether it’s a water main bursting or a power blackout.

The shift to decentralised, local solutions showed up late in the 20th century and computer systems are a good example. In the 1970s and 1980s, big computer systems were all the go – but when they failed, whole businesses shut down (sometimes permanently). Nowadays we work on high-powered personal computers and communicate through distributed networks.

Regenerative business switches the focus of business outwards and locally, looking outside “our 4 walls” to develop systems that meet local needs from local resources – utilising global knowledge bases and innovations.

Solar power is going this way, particularly with the addition of battery storage. This will mean that domestic homes can get off the grid – or feed into it. (Not all energy companies and governments like this one, but the innovative ones are promoting it.)

So explore the market you’re in and the community around it – what potential does it have to decentralise?

4. We have the technology – the real game is implementation

What we've lacked until fairly recently is a good understanding of how to turn great inventions into successful innovations – new practices adopted by communities. In 2005, *Business Week* reported that typically less than 4% of business innovation programs were truly successful.

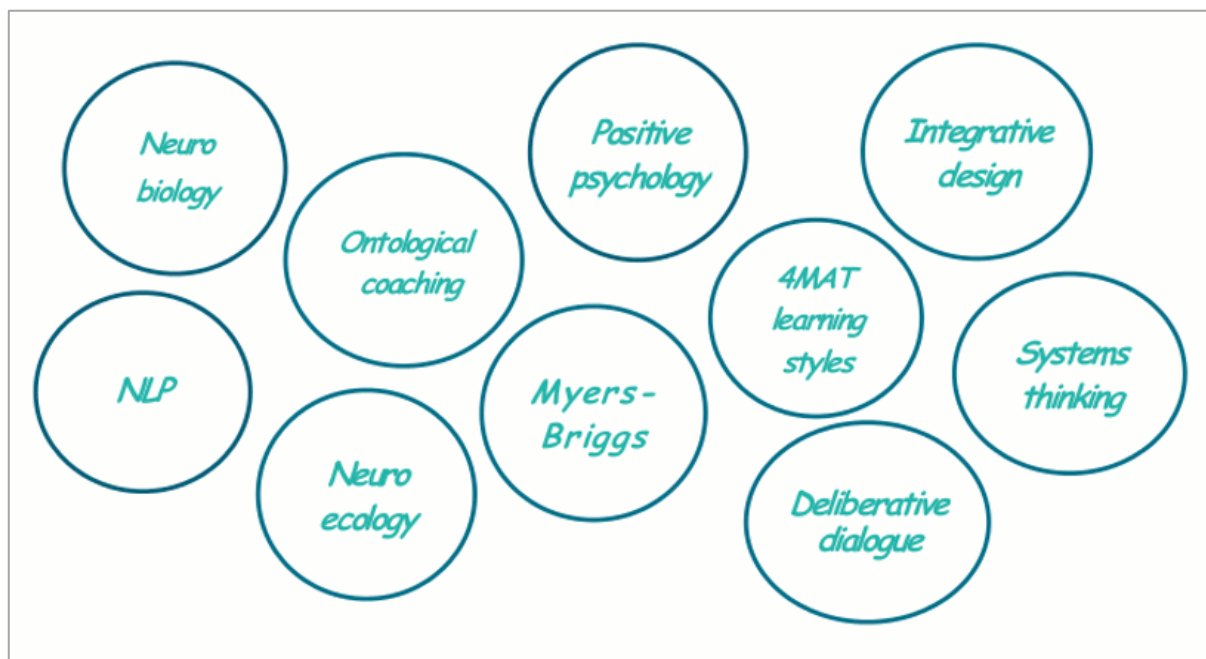


Figure 8 – The Increasing Knowledge Base of Human Systems Change

More than 40 years of design, invention and testing on regenerative business has already been done – and more is on the way. Good business practice is on the edge of big shifts. The companies who thrive in the new paradigm won't be the best technical experts, they'll be the ones that do best at nimble, strategic innovation delivery.

New tools for successful innovation delivery

Following the communications revolution and paralleling the shift to regenerative thinking, the last few decades have also generated a wealth of models, strategies and tools for more effectively innovating human systems. There's a rich solution space available for harnessing human ingenuity and delivering win/win/win regenerative solutions.

Some examples from this space include:

- Neuroeconomics and neurobiology – giving us a new understanding of human brain function and the impact of our physiology on our behaviour.

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- Ontological Coaching – synthesizing a powerful conversational technology for innovation delivery.
- Systems Thinking – providing the tools for understanding and managing complex systems.

Out of this solutions space – from biology, behavioural science, philosophy, linguistics and even marketing – come two key learning domains:

- **Innovation delivery:** a new understanding of the skill-based processes involved in influencing the function of human systems.
- **Personal effectiveness:** the individual disciplines and skills that empower individuals to become reliable, engaging, flexible change agents.

Innovation delivery is a learnable skill set

“Innovation” has become a pretty popular buzz word recently and there’s a bit of confusion about exactly what it is. One of the key confusions is to mix it up with creative thinking and invention.

The critical indicator of innovation success is when a new idea or a new product is taken on and actively used by a community. It doesn’t matter how good your idea or invention is – if it’s not adopted then it stays in the realm of “wouldn’t it be good if...”.

The latest research and practice is increasingly indicating that innovation delivery and change-making is a repeatable, learnable process and that there are all sorts of tools and skills you can learn to increase your capabilities.

Understanding the process of innovation adoption and building skills in innovation execution will make a big difference to your business and your career (regardless of where you work).

Grounded in expert communication

What’s increasingly apparent is that the more skilled you are in delivering, communicating and influencing, the more successful and sustainable you will become, whether you want to interest your family in a beachside holiday or your boss in a regenerative business strategy.

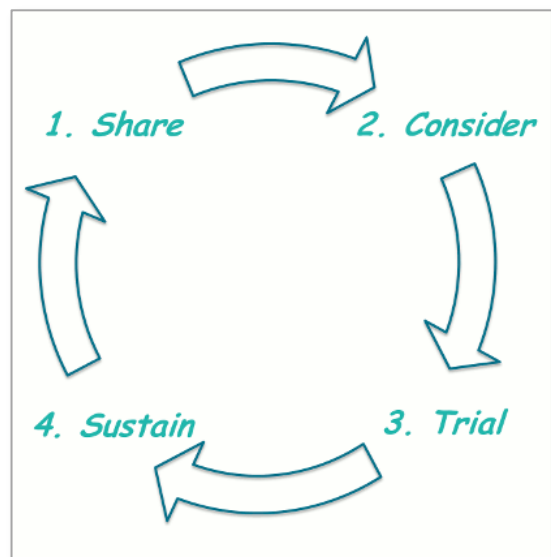


Figure 9 – Innovation Delivery Conversation Cycle

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There's an increasingly available and proven body of knowledge on individual and business success. Some of the skills that will increase your success rate could include:

- Understanding what motivates different players in different communities
- Making effective offers and requests.
- Learning to listen to what works and re-evaluate where you're spinning your wheels.
- Developing your capabilities to recognise, understand and leverage systems (human and business)

Success requires strong foundations in personal effectiveness

Delivering innovation and change successfully starts with our capability to deliver. It's the foundation on which trust is build. Trust is about confidence – can those around you be confident in:

- Your congruence – is there consistency between what you say and how you act?
- Your competence – the skills and abilities that you have?
- Your reliability – your ability to deliver results to the timeframe and standards your commit to?
- Your intent – the clarity of the agenda and values by which you operate?

It has been recognised for millennia that passion and good intentions aren't enough for good results – we also need to be able to deliver. So the foundation skills of time management, strategic planning interpersonal communication, delegation and project management are vital to innovation delivery. Technical competence is relevant, but only one part of the equation. Good intention and shared values help – but are not enough in and of themselves.

*"The ability to establish, grow, extend and restore trust ... is the key leadership competency of the new global economy."
- Stephen M.R. Covey*

The question here is not one of perfection – after all – we're human. Furthermore, innovation is about experimentation and by its nature experimentation has to deliver failure. At the same time, the more we can form genuine connections based on trust, the more effective we can be.

The knowledge base now available for effective change and innovation delivery includes a range of tools and skills for building personal effectiveness that will support successful regenerative business implementation.

5. So how do you get your piece of the action???

You could be a business person looking for a new opportunity, a sustainability professional looking for better results, or a graduate looking for an exciting career. Belonging to any of these categories makes you a potential player in entrepreneuring the regenerative economy.

Some suggestions for business

Educate from the top down

Turning regenerative thinking into sustained action is like performing a software upgrade on your organisation's thinking. For that software upgrade to work, it needs to be deeply embedded – starting from the top. You've got to get past what 'everybody knows' about sustainability. Change the thinking at the top of your organisation, apply good leadership and communication skills, then stand back and enjoy what your team comes up with.

There's a wealth of resources out there – you'll find them once you start looking. Our recommended starting point is Ray Anderson's "*Business Lessons from a Radical Industrialist*". If you read nothing else, read this book.

Beware of what 'everybody knows'

Along with specific technologies and supply chain models, we've inherited a lot of 20th century assumptions about centralised solutions, reporting, carbon trading, national government responsibility, human rationality and consumer frugality that are misleading and counterproductive. It's going to be important to challenge them and check whether they're valid and useful for your business in your environment.

Think systems – and do it yourself

The primary reason for deeply embedding regenerative thinking in your business is the nature of regenerative solutions. A key foundation of successful regenerative business is developing smart local systems that use local resources to meet local needs.

This means there is no silver bullet and there is NO SINGLE RIGHT ANSWER. You won't know the specialists you need until you understand the systems you're part of and the opportunities they present.

Follow the recipe Jim Collins identified in his classic business book "*Good to Great*":

1. Concentrate on being a great coach-style leader instead a heroic playing captain.
2. Get the right people with the right skills in the right places. (Make sure those skills include regenerative thinking and innovation delivery.)
3. Face your business realities and declare for a positive, regenerative result.

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4. Identify the core value your business offers its customers – what do they keep buying and what does it do for them? (Don't assume, ask!)
5. Concentrate on developing a workplace where you've made the rules of the game so clear that everybody 'gets it'.
6. Use relevant, right size technology AFTER you've got the 'soft stuff' working.

Learn from the pioneers of regenerative thinking, generative innovation and delivery skill – by bringing that knowledge into your whole organisation, starting at the top. Integrate it in to your overall business strategy and use it as a lens to prospect for future opportunity.

DON'T abdicate the biggest opportunity since the invention of money to either:

- external technology consultants
- operational Quality, EHS or OHS teams

While both groups may be able to contribute valuable knowledge and experience, neither group has authority over core business strategy. AFTER you've set your strategy and identified your basic tactics then call in specialists in the relevant delivery technologies.

Don't over-focus on reporting and efficiency

We suggest that you do what you need to and what will give you a good ROI – don't do it because it's what you 'should' do.

It makes sense to do **reporting** where:

- 1) Your marketplace demands it
- 2) Reporting is useful to you in order to benchmark your starting point and measure your progress

Efficiency is a great place to start, particularly where you use it as a learning tool – and we recommend that you learn to look beyond it for a range of opportunities. Where you decide to pursue efficiency make sure you set **STRETCH** goals to generate creative thinking. How can you reduce usage by 75%? By 90%? How can you focus on optimising systems, not just individual processes?

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Some actions for individuals

Educate yourself in Regenerative Thinking, Innovation Delivery and Personal Effectiveness. We still strongly recommend reading Ray Anderson's "Business Lessons..." – but we suggest you read it for the stories of Jim Hartzfeld and Graham Scott. As you read it, ask yourself "How can I become an effective regenerative business catalyst?"

Watch out for what 'everybody knows'

It's particularly important for individuals to be aware of and sceptical about the 20th century assumptions we've inherited about centralised solutions, reporting, carbon trading, national government responsibility, human rationality and consumer frugality. We hold the assessment that the majority of mass media "shoulds" are misleading, counterproductive, a source of the fog that hides opportunity. As such, they can become a major source of burnout in sustainability advocates.

Think big - and look for leverage

We agree with sustainability thought leader Paul Hawken (author of "The Ecology of Commerce" and co-author of "Natural Capitalism") that the group best able to deliver sustainability is business. It is business that designs, builds and delivers our products and services. It's inside business that architects, designers and engineers make decisions about what to make, what to use and how to deliver it.

Developing mastery in influencing, innovation and delivery is critical. That way you learn to burn brightly and have fun instead of burning out and breaking down. Get your head around regenerative thinking and then learn everything that you can about successful innovation, communication and influencing.

Start exploring your network for powerful business decision makers. Who's within your 'six degrees of separation'? What do they care about? If you got over "they just should...", how would you create a regenerative business offer too good for them to refuse?

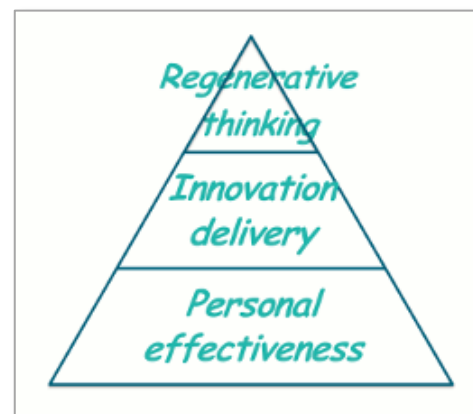


Figure 10- Regenerative Skills Hierarchy

6. We have a rich implementation opportunity...

Sustainability leaders Bill McDonough and Michael Braungart recently wrote “we don't have a pollution problem, we have a design problem”. We disagree – because the design work has been done and the implementation tools have been developed.

We don't have an environmental problem, we have an IMPLEMENTATION challenge - and it's one of the biggest business and career opportunities going.

Change your thinking, build your innovation delivery skills, then get out there and have some fun. *Be excited, be very excited...*

If you're not sure where to get started, explore our FREE RESOURCES

or get in touch at:

www.balance3.com.au

Leigh Baker is a Regenerative Business catalyst, assisting individuals and businesses to understand and leverage their opportunities to thrive in the shift to a Regenerative Economy. She is a skilled coach, consultant and trainer who teaches her clients how to change their thinking, build their skills and enrich their worlds.