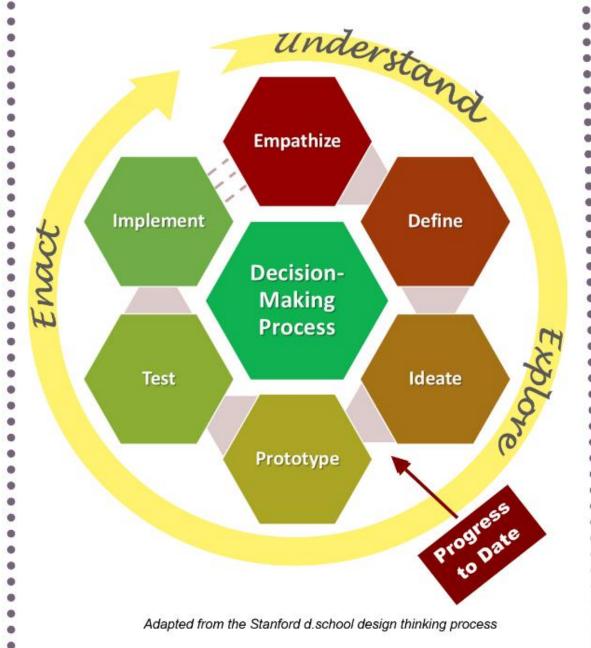


Do executives face challenges in integrating their sustainability strategy into business decisions? Yes!

We want to understand if and where traditional decision-making frameworks are no longer effective.

Our research works to identify decision-science based frameworks which would better support executives making these choices.

## Our Decision Research Follows a **Design Thinking Process**





Laura Keating Elske People & Planet Consulting (Wilder Institute/Calgary Zoo)



Tim Havranek **Optima Analytics** 



David Matheson **SmartOrg** 



Wayne Fischer Rockdale Innovation



Daniel Schneider Horizon Environmental



Sri Vaidyanathan



William Russell Transitioning to Green



Linda Morris Kelley Transitioning to Green

**Project Core Team** 

## **Executive Interviews Key Insights**

- Sustainability not integrated with core business
- Top-down policies prevail
- People resist change
- Attraction of silver bullets
- · Primacy of ROI and profit
- Long-term impacts ignored · Uncertainty from Public Policy whiplash

- · Good data and informed experts influence
- Customer and investor expectations evolve
- . Key colleagues engage in the process
- Appropriate support and resources pledged
- · Decision-making is collaborative









WYNDHAM













# Pilot Prototypes and Testing







## **Decision-Making** Education

- ESG Decision Case **Studies**
- Decision Quality -101
- ESG 101

### **Peer Communities**

- ESG Decision-**Making Workshops**
- Practitioner Peer **Sharing Community**

## **Decision-Making** Tools

- Decision Quality Tools
- Impact Assessment Tools
- Business Case Tools