

## Leading by Encouraging Critical Thinking and Creative Collaboration

Session A - Executive

Thursday, October 21, 2010 – 2:00 – 3:15pm

### Speakers

- >> **Andrew Souvaliotis**, Chief Impact Officer & General Manager, Air Miles for Social Change (Moderator)
- >> **Tania Carnegie**, National Director, Community Leaderships, KPMG LLP (Canada)
- >> **Nikos Koumettis**, President, Coca-Cola Ltd. (Canada)
- >> **Avrim Lazar**, President & CEO, Forest Products Association of Canada
- >> **Claude Ouimet**, Senior Vice President & General Manager, InterfaceFLOR Canada and Latin America

### Key Messages

- Find the inspiration in sustainability, and what it is to your organization; find ways to harness this energy to inspire and involve all of the people within your organization
- Understand the key social issues in the communities in which you operate and discover how you can foster positive change uniquely in each different environment
- Find ways to move CSR related activities from being “programs” (i.e. corporate giving, volunteer days) and integrate them into the overarching strategy of business
- Invite those who are on the other side of the table to meet with you. Address the questions they have, identify the new questions to ask and creatively determine how to think about these questions in new ways
- Build a culture around sustainability; get your people excited about it, even if it’s not their role specifically
- Inspiring and committed leadership can radically change the way a company works
- Executive support of CSR is essential; it gives a lot of power to the momentum and implementation

### Worth Repeating

*“Build a culture around sustainability, and find ways to have all of the people in your organization excited about it, whether or not it’s their role specifically.” – Claude Ouimet*

*“It [takes] great leadership on both sides to address [CSR related] issues. It also took guts to stay at the table for so long and stare down the issues.” – Avrim Lazar*

*“By bringing in the people who are always sitting on the other side of the table from you, you can open the communication lines and end up answering the questions you didn’t even realize you should be asking.”*

– Avrim Lazar

*“When you try new ideas, you find new partners.” – Andrew Souvaliotis*

## Summary

Panel discussion: Collaboration benefits and examples.

### **Andrew Souvaliotis**, Chief Impact Officer & General Manager, Air Miles for Social Change

- New form of collaboration created the “greening” of Air Miles and green loyalty program.
- Governments have taken a keen interest, and have even indicated their desire to become involved in these programs, and to partner with this program. This is evidence that when you try new ideas, you find new (and unexpected) partners.

### **Claude Ouimet**, Senior Vice President & General Manager, InterfaceFLOR Canada and Latin America

- Incentivizing going green works. A reward can work to facilitate behavior change.
- Build a culture around sustainability. Having all of your people excited about it, even if it’s not their role specifically. It gives people a reason to co-operate, and they want to co-operate.

### **Tania Carnegie**, National Director, Community Leaderships, KPMG LLP (Canada)

- KPMG was motivated by what their people were already doing in their communities. Through the employees, KPMG figured out how they could help further foster volunteerism.
- Find ways to move CSR related activities from being “programs” and (i.e. corporate givings, volunteer days) and integrate them into the overarching strategy of business.
- Understand the key social issues in the communities where you operate and discover how you can foster positive change uniquely in each different environment.
- KPMG was determined to find ways for each employee to add value to community organizations that they were passionate about supporting, working with them to build an action plan beyond writing a cheque.
- CSR is about finding ways to use your own company’s key skills to help other organizations advance.

### **Avrim Lazar**, President & CEO, Forest Products Association of Canada

- Sustainability in this industry is a difficult issue, as with many industries but this one in particular is imperative to balance sensitive ecological needs with business.
- By inviting some of their strongest critics (Greenpeace and the David Suzuki Foundation) to the table to discuss the forestry industry in Canada, FPAC was able to identify solutions that satisfied a diverse set of stakeholders while concurrently creating a flourishing, sustainable company and business model.

### **Nikos Koumettis**, President, Coca-Cola Ltd. (Canada)

- Inspiring and committed leadership can radically change the way a company works. In 2004, Coca-Cola’s new CEO and Chairman brought a new vision to the company that radically changed the way the organization worked.
- Making the commitment to very strict targets, and disclosing these to your biggest critics ensures that you’re constantly striving to achieve the best that is possible, while demonstrating accountability.
- Employees understand incentives and this can be used to leverage how they interact with a CSR strategy and ultimately help how a company engages with its employees to achieve their goals.
- Embrace innovation and share the results with others.