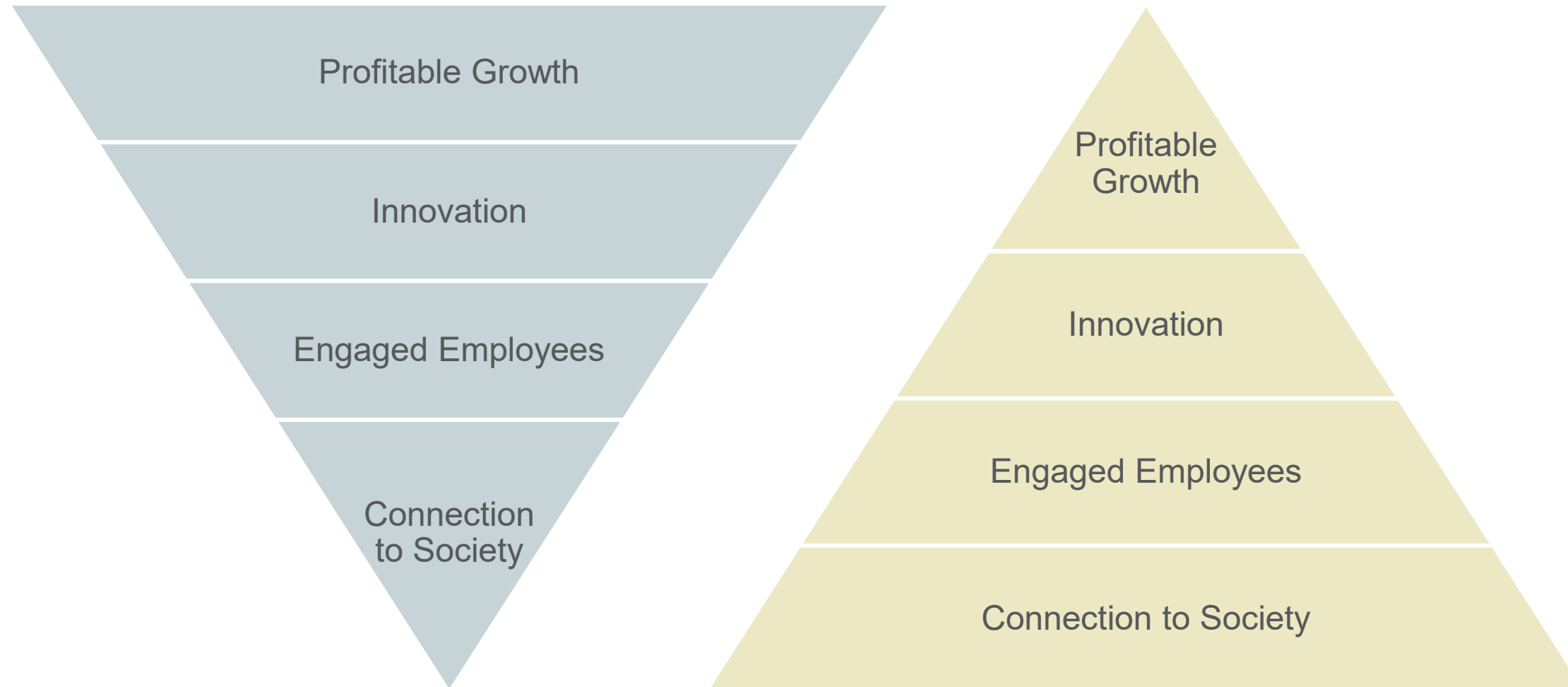


The background of the slide is a photograph of the Babson College building, a large, two-story brick structure with a prominent portico supported by white columns. A central cupola sits atop the roof. The entire image is covered with a semi-transparent green filter. The text is overlaid on this image.

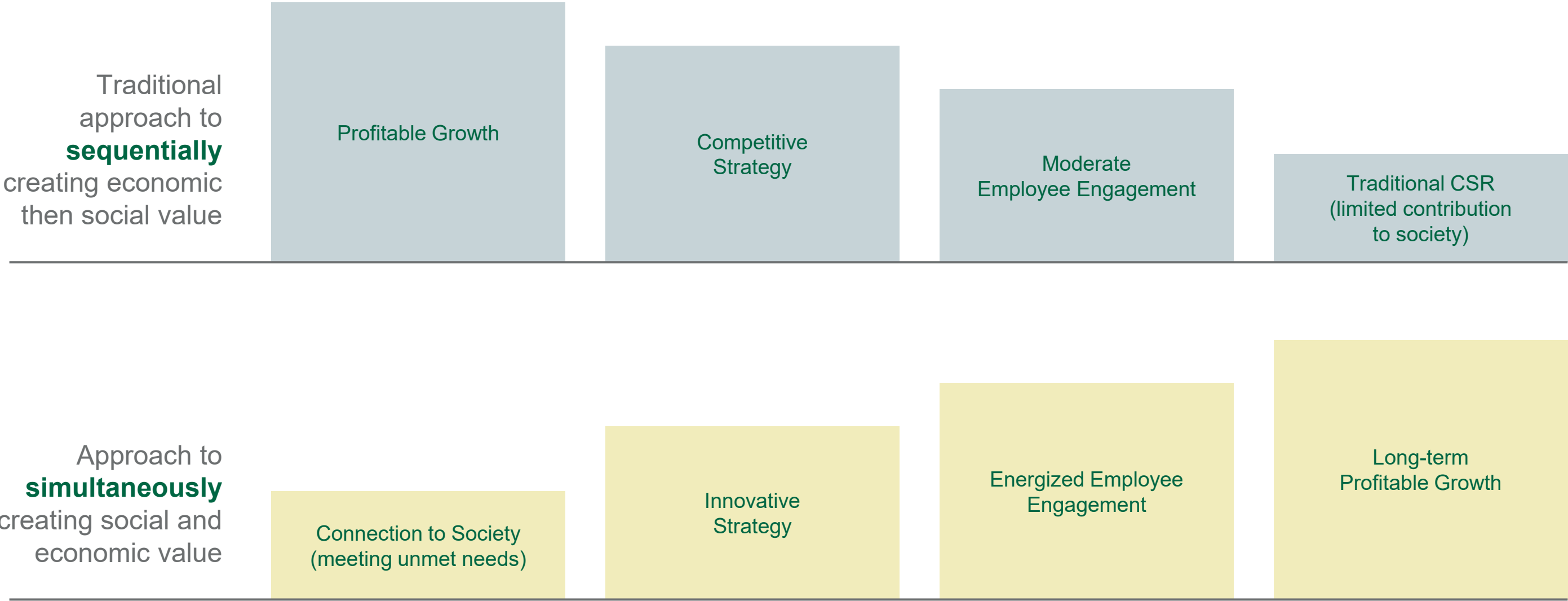
BABSON COLLEGE

**CSR: Creating powerful solutions in a time of
political and business constraints**

A shift in focus is emerging



This shift allows greater ultimate value creation



This moment calls for new ways to question and access what we know.

What happens to language when you can't use
the words that mean what you want to say?

Framing language

ESG	Sustainability
DEI	Open hiring, engaged workforce
Underserved populations	Potential new markets
CSR/Corporate Philanthropy	Responsible Business Impact
Planning for....	Solving for.....

“When Aeschines spoke, they said, 'How well he speaks.'
But when Demosthenes spoke, they said, 'Let us march
against Philip.’ ”

David Ogilvy

Where does innovation come from when the answer is always compliance?

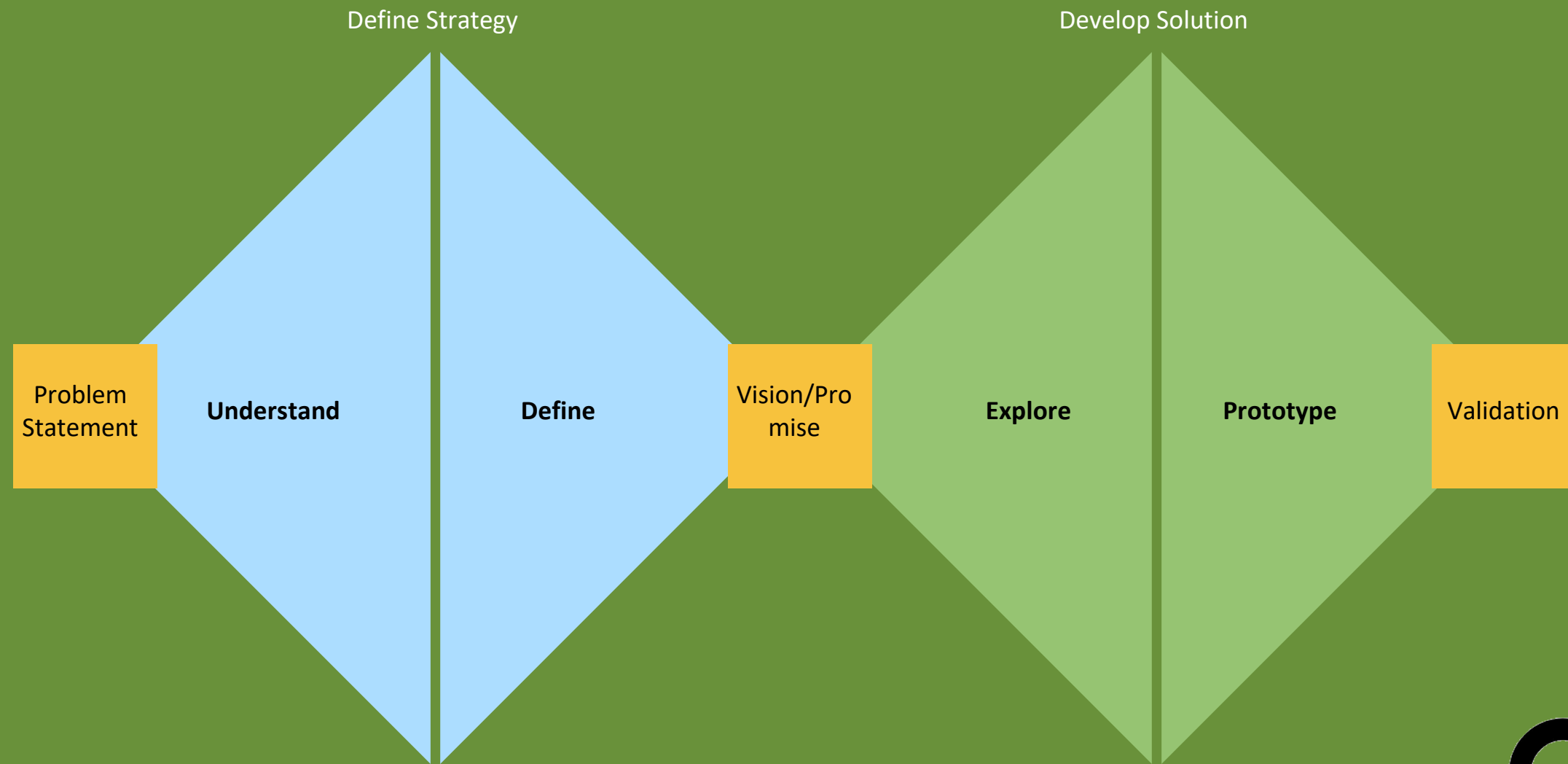
- ▶ Use limits, and data, as inspiration.
- ▶ Look inside and build on what's already working

Architects address the
crisis in caesarian births.



How do you create a culture to address complexity when compliance is the default way of thinking?

There's a process for that



Observe Reflect Make

Deepen your analysis skillset: Disruptive Insights

Duh.

Meh.

Hmmm.

Ahh.

Gasp.



Elicits empathy
Creates
Understanding
Describes context

Sparks inspiration
and bigger thinking
Elicits action
Influence decisions



Address, Fix

Rethink

How do you build relationships that break down barriers to change?

How do you create an inspiring vision that energizes an organization to move beyond current constraints?

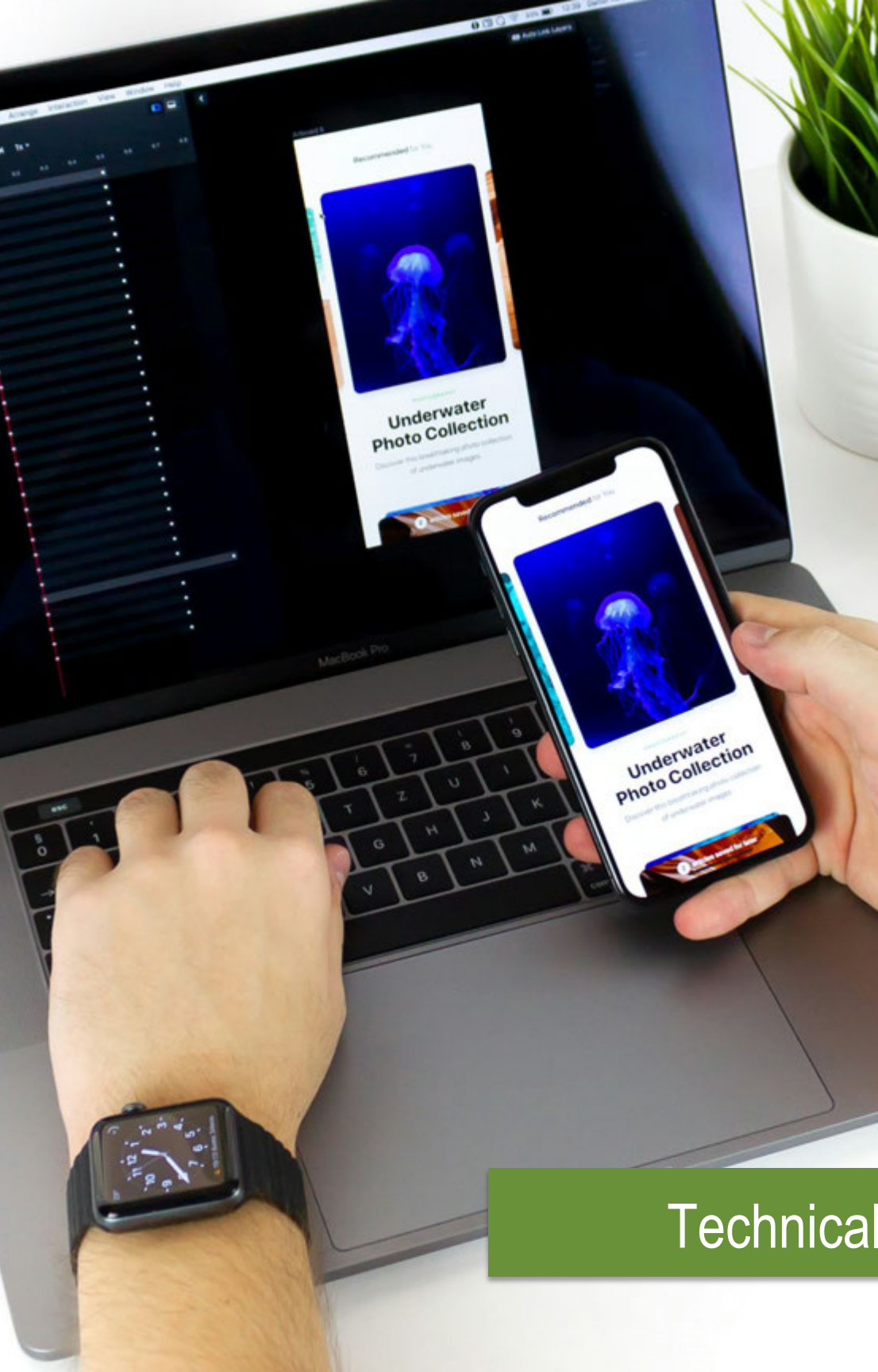
From: We will be the biggest eco-product company in the world.

To: We will cure the world of its addiction to plastic.

From: To inspire a more conscious and sustainable world by being an authentic force for positive change.

To: We will be the first company to make being green the new normal.

How do you incentivize thinking differently
when rewards go to thinking the same.



Technical, Complicated and Complex Challenges

Creating makes people (and companies) healthy.

1. By clarifying vision; talking out loud. Communication = relationships
2. Observing the state of reality objectively and without agenda.
3. Experiment and play.
4. Do and learn from doing.
5. Making decisions based on what is happening, not a fixed plan.
6. Observant, fluid, agile.
7. Shifting focus from financial resources to all critical resources.
8. Takes place only in the present.
9. Gives inner joy, fulfillment, self-reliance.

Four questions to ask of every idea:

Does it matter?

Will people accept it?

Will it create conditions for continued success/innovation?

Will it scale?

The UN Global Goals represent a tremendous market opportunity for entrepreneurial leaders.

By 2028, microfinance market to reach
\$448B

By 2025, next-gen climate technologies to attract annual capital investment of
\$2T

By 2036, alternative-protein market to exceed
\$290B

By 2028, EdTech market to exceed
\$230B



By 2026, global market for Smart Cities to reach
\$2.5T

By GDP, ocean-related assets are valued at \$2.5 trillion, making the Blue Economy the world's

7th largest economy

More questions from you?

Thank you.
The Cheryls