



**THE SHIFT:
BIG
IDEAS**

**THAT WILL (PROBABLY) SHAPE YOUR
WORK IN THE EMERGING FUTURE**

**the
Renewable
Business™**



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BIG IDEAS**

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THE WHEELS ARE COMING OFF

There is growing evidence, as thought leader and best-selling author **Dan Pink** says, that the wheels are falling off the wagon¹. The way business happens is being turned *upside down*. This is scaring the hell out of a lot of business, non-profit, education, and even faith-based leaders. We'd be lying if we said it didn't scare us a little, too. But, to be honest, we're thankful about it. And you probably should be, too.

Business-as-usual in the modern industrial era kills people—Literally.

TWEET THIS!

In the past two years some good friends and colleagues of ours have dropped dead of a heart attack; lost jobs, family and friends due to one addiction or another; quit their jobs with no Plan B because they just couldn't take it anymore; become so cynical and disinvested that they aren't even trying to make a difference. What's more tragic is that **all of these people worked in faith-based or non-profit organizations**; places that are (or at least *aspire* to be) dedicated to the well-being of others.

The way business has been done hasn't been too good for the organizations we all care about and/or depend on, either. Just ask any autoworker, airline pilot, oil driller, banker, hospital executive, teacher, newspaper editor or pastor. And it's wrecking the planet.

How is "business-as-usual" working for you?



¹ "Factoids of the Day: The Wheels Are Falling Off The Wagon," <http://www.danpink.com/archives/2010/08/factoids-of-the-day-wheels-are-falling-off-the-wagon-edition>

Business-as-usual is coming to an end.

As scary as it might be, we actually think it's good news that the modern industrial era and the **consumable approach to life and work** that characterized it are coming to an end. [TWEET THIS!](#)

And, make no mistake. They are ending.

Even the venerable *Wall Street Journal* (WSJ) has announced **the death of management**; one of the most important inventions of that era. Modern corporations simply cannot respond to the whirlwind changes taking place today with enough innovation and creativity. And they are full of people who couldn't care less about the work they are doing. "Many," the WSJ article opines, "are like Jim Halpert from 'The Office,' who, in season one of the popular TV show declared, 'This is just a job... If this were my career, I'd have to throw myself in front of a train.'"²

We are experiencing a shift in the way life and work happen. Are you ready?



² "The End of Management," Alan Murray, *The Wall Street Journal*, August 21, 2010
<http://online.wsj.com/article/SB10001424052748704476104575439723695579664.html>

No one knows exactly what business will look like in the emerging future.

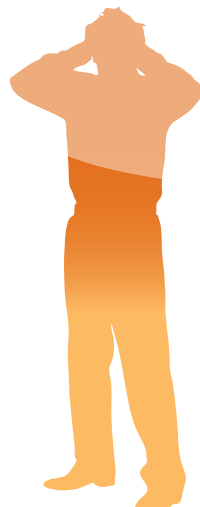
Some leaders have acknowledged they are trying to accomplish the equivalent of a **moon shot for management**, but not even the smartest people in business have easy answers. If you run into somebody who claims to have one, you might be tempted to order a drink and then find yourself getting sucked in as he uses a cocktail napkin to diagram how to “Make Running Your Business (non-profit, school or church) Easy.” You may even think about paying him a ton of money to show his shiny new program to your management team. Resist these temptations with all your might.

TWEET THIS!

There is no ‘easy.’ There are no quick fixes. And there is no clear picture of how business will get done in this emerging future, whatever your business happens to be.

The most anybody can hope for, at this point, are a few hunches about where things seem to be headed. We’d love to hear what your hunches are. Ours are based on what we’ve been learning over the past couple of decades in **our work with non-profit and faith-based groups**. We have also been listening closely to the most innovative and interesting voices coming out of the fields of leadership theory, design, organizational development, and social innovation.³

TWEET THIS!



³ cf. Thomas Malone, Francis Westley, Meg Wheatley, Tim Brown, Daniel Pink, et al.

Don't be afraid to imagine a new way of getting things done.

One Humungous Idea shaped **the modern, industrial era**: *Your environment is a threat to your survival*. That insidious idea is the reason you see what you lack more clearly than you see your (often abundant) assets, gifts and resources. It is the reason “labor” and “management” are competing classes even in non-profit, educational and church settings. It's why, no matter how pure your motives might have been once upon a time, you end up viewing people outside of your organization (e.g., other business owners, “competing” non-profit agencies or educational institutions, your neighbors, sometimes even your family and friends) as that which needs to be conquered, consumed or converted.

TWEET THIS!

As noxious as this idea is, people buy into it because they're afraid that if they don't, they will die. They worry that if they try doing business in any other way, they will get eaten alive by the predators (i.e., their competitors). They're afraid to stop, even for a moment, to question the worldview that shapes the way they work because, in that moment, they could lose the competitive edge they need to survive. Just *talking* about rejecting the modern world's One Humungous Idea makes a lot of people nervous.

Try not to be afraid, at least for as long as it takes to read the next five chapters.

It might help to remember that the consumable approach is killing people, the organizations we care about, and the planet we share. Maybe it is killing you. What harm could there be in exploring an alternative approach to living and working together? What do you have to lose?

TWEET THIS!



BIG IDEA #1: CO-CREATION

What is co-creation?

Co-creation is kind of like collaboration pumped full of Red Bull™.

TWEET THIS!

Collaboration is a no-brainer, isn't it?

You might think so. But **collaboration** (much less co-creation!) is a foreign concept in a world where your environment is perceived to be a threat.

In the modern world, you are supposed to **convert potential customers** and crush your competitors. Even co-workers compete with each other for what are believed to be scarce resources. That's why business leaders are being told by Charlene Li and other experts: **Don't introduce collaborative technologies unless you're prepared to undergo a major culture shift.**⁴

TWEET THIS!

It hasn't always been this way. Pre-industrial people knew it actually did take a village to raise children, build a barn, or do anything else that really mattered. Increasingly, that will be the case in this *post-modern* world, as well.

TWEET THIS!



⁴ *Open Leadership: How Social Technology Can Transform How You Lead*, Charlene Li, Jossey-Bass, 2010.

The power of co-creation

When the new president of 125-year old Claremont School of Theology in southern California took the reins a few years ago, the school was nearly broke and out of options. His shocking plan to turn things around nearly earned him the boot. Why? In June 2010, Claremont announced that it has forged a partnership with the Islamic Center of Southern California (ICSC) and the Academy for Jewish Religion California to create a “theological university” that trains pastors, rabbis and imams side-by-side. **Claremont initially faced sanctions by its supporting denomination.**⁵ And some donors, students and faculty from each of the three institutions have withdrawn their support and/or resigned. They simply cannot imagine being in partnership with those who have, for centuries, been fierce competitors and even enemies. But these three innovative, courageous partners hope that their shared work will help reshape the fractious religious landscape in the US and beyond. They have come together as true collaborators to co-create, not just a better future for themselves, but a better world for all of us. **Time magazine picked up their story.**⁶ Not bad for a little school that, a few years ago, was on the edge of oblivion.

TWEET THIS!

⁵ “United Methodist Church lifts sanctions against Claremont theology school,” Mitchell Landsberg, Los Angeles Times, June 27, 2010.

⁶ “Training Pastors, Rabbis, and Imams Together”, Elizabeth Dias, *Time*, August 22, 2010.

Have lunch with an enemy ⁷

What's the worst thing that could happen if you gave your fiercest competitor a call and asked for a meeting? What would happen if, together, you explored questions like: In what ways can we support each other? How can our particular assets and needs complement one another? How can we partner to make a difference?

If you're not quite ready for that, start by looking for ways to partner with organizations that complement your work in some way. And, for sure, start looking at the people you work with differently. Ask yourself:

- What can we do together that no one of us could do alone?
- How can we pool our gifts, talents, passion and energy to make a difference for the organization(s) we care about and in the world we share?
- What can I do, from my position, to make collaboration the new normal in my organization?
- What do I need to *stop* doing in order to encourage people to work together more collaboratively?

TWEET THIS!

If people who share a bloody history of inquisitions, crusades and intifadas can come together in the hopes of creating a better world (and a more sustainable future for their business) what could possibly be stopping you?

⁷ "Why you should take an enemy to lunch," Jennifer Robinson, A Renewal Enterprise, August 19, 2010.



BIG IDEA #2: EMERGENCE

What's the most exciting thing that has happened in your work in the last six months?

TWEET THIS!

Get out a piece of paper and write that down. Quick. Now, write down what happened that made it so exciting. Go ahead. We'll hum a few bars of our favorite tune while we wait. (*doo-wop, da, doo, doo, wop*)

OK, now let's think about what you just wrote down. If you're like most leaders we know, much of what you just described didn't happen because you planned it out in excruciating detail. You probably had some kind of plan to start with, but if in fact you had stuck to it like a fanatic, the really awesome stuff that ended up happening *wouldn't* have happened at all. Instead:

- You dared to deviate from the plan.
- Somebody new who had something interesting to offer entered the picture and you made space for them.
- A new opportunity presented itself and you dared to seize it.
- An unexpected obstacle appeared and you maneuvered creatively to get around it.

And, presto-chango!, something great happened that you couldn't have predicted and didn't really have control over.

That is how *emergence* works. And we're pretty sure that will become the norm for how you work, rather than the exception, in this emerging future.

Guess what? You're not really in control, anyway.

In our book, *The Future Starts Now*, we tell the story of Michael Lynton, chairman and CEO of Sony Pictures. Michael told National Public Radio that he thinks the future is 'anyone's guess.' No one knows what the next new technology will bring. And so, he says, leaders in this industry need to be trying all kinds of things. They've tried putting movies on cell phones, teaming up with web-based companies like AOL and Netflix, etc. There virtually isn't anything they won't try and, he says, "At the end of the day, you see what works and whatever works you drill down and you do more of it. That's not to say it's a complete shotgun. I mean, there are a lot of things we say no to; but by the same token it's not a rifle shot either because you don't actually know what's going to work. The trick is when you see something that isn't working, you stop it; and when you see something that is working, you accelerate that."⁸

TWEET THIS!

⁸ *The Future Starts Now*, Fryer, et al., A Renewal Enterprise, 2009. Original source: Entertainment Industry's Future Is Anyone's Guess, Morning Edition, National Public Radio, February 15, 2008.e44.

The key to emergence is paying attention.

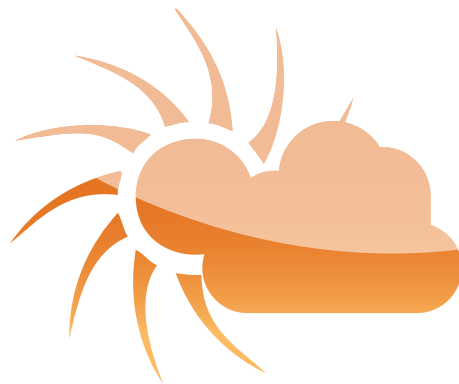
In the emerging future, you'll still make plans, albeit shorter-term ones (see Idea #5 below). But, more importantly, you'll need to learn how to pay attention to what is happening around you, within your organization, and in your context, all the time. You'll learn to constantly ask yourself questions like:

TWEET THIS!

- Who is emerging with an interesting idea?
- What opportunities are appearing?
- What obstacles are looming?
- What needs are going unmet?
- What questions are being asked?

You'll learn to pay attention to what is happening and where the energy seems to be.⁹ You'll learn to tap into that energy and let it carry you forward. You'll stop trying to control or predict the outcome of your efforts and, instead, learn to love the journey of getting there.

TWEET THIS!



⁹ The PAWN Process™ is a strategy for helping you learn to see what is and what is emerging in your context. Unlike the SWOT analysis and other modern planning tools, PAWN views your neighbor as a possible co-creator rather than a threat. It helps you pay attention to what is happening inside your organization and in your context for the sake of ongoing, emergent planning. A diagram of the PAWN Process is in Appendix A at the end of this book.



BIG IDEA #3: FREEDOM

Remember life before Facebook?

“I quit.”

That’s how Dan started the conversation in his pastor’s office that evening. He had just finished leading a committee meeting. In his real life, Dan had a corner office of his own. Hundreds of people depended on, answered to, and feared him. But the little group of volunteers he had been asked to lead at church had him tied up in knots.

“I can’t do this,” he said. “It’s impossible to get people to do what they’re supposed to do when you can’t fire them and they’re not working for their next raise. And I’m not going to waste my time trying to do the impossible.”

That was the year 1995, before [Facebook](#)¹⁰ and [Twitter had taken over the world](#)¹¹ and convinced people of every age, race, gender, economic and social status that their voices are just as important as anybody’s. [TWEET THIS!](#) Today, Dan is probably retired. And that’s a good thing. Because our guess is the men and women in his company (especially the youngest ones) have become just as challenging to manage—and maybe more—than those twentieth century volunteers ever were.



¹⁰“How Social Networking Has Changed Society,” Lisa Hoover, *PC World*, April 7, 2009.

¹¹“How Twitter Will Change The Way We Live,” Steve Johnson, *Time*, June 5, 2009.

The old approach to leadership known as **command-and-control is dead.** ¹²

TWEET THIS!

Technology has reinforced the expectation that “my voice should count” and “my gifts should make a difference.” It is also making it possible for organizations and businesses to actually work that way. In the emerging future, **organizational structure will be less hierarchical.** Rule books and operation manuals will get shorter. And your responsibility as a manager/leader will be to:

- Encourage collaboration;
- Unleash creativity;
- Cultivate positive change;
- Set people free to do what matters.



¹²This is what Cisco CEO John Chambers told MIT students in the Oct. 15, 2008 lecture titled “**Building the Next Generation Company.**” He told Ellen McGirt of Fast Company, “We now have a whole pool of talent who can lead these working groups, like mini CEOs and COOs. We’re growing ideas, but we’re growing people as well.” cf. “**How Cisco’s CEO John Chambers Is Turning the Tech Giant Socialist,**” Ellen McGirt, Fast Company, Dec. 1, 2008.

Setting people free is not only good for them, it's good for your shared work, too.

TWEET THIS!

Studies of non-profit organizations have shown that "...the most entrepreneurial organizations have a greater percentage of engaged founders, governance models focused on driving innovation, more participatory leadership, and relatively flat hierarchies."¹³ That's why leadership gurus like Thomas Malone, who teaches at the MIT Sloan School of Management, are predicting that "the future of work" is decentralization and democratization.¹⁴

Practice setting people free.



ASKING PURPOSEFUL QUESTIONS



USING PARTICIPATIVE PROCESSES



WORKING PLAYFULLY



TAKING PLACE SERIOUSLY



BEING REPRODUCTIVE



SEEING POSSIBILITIES



IGNITING PASSION

Based on our observation of effective leaders and our own experience, we believe these seven practices can help you tap into and unleash the creativity, enthusiasm and energy of the people you work with.

Print them out and keep them with you. Create a screen saver that keeps them in front of you all day



long. Share them with your leadership team. Use them to hold yourself and each other accountable for leading in a way that sets people free.

¹³ "Deconstructing Social Entrepreneurs," Diana Wells in a book review of *The Search for Social Entrepreneurship* by Paul C. Light, Stanford Social Innovation Review, Winter 2009.

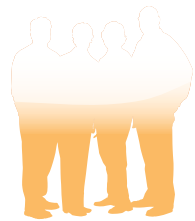
¹⁴ *The Future of Work*, Thomas Malone, Harvard Business Press, 2004. cf. "Making the Decision to Decentralize," Thomas Malone, Harvard Business School Working Knowledge, 3/29/2004.

4

BIG IDEA #4: VOCATION

People want to do what matters.

The word **vocation** comes from the Latin word *vocatio* which means “calling.” Once upon a time, that word was used primarily to describe a sense of call to religious service. But increasingly people are using it to describe the call they feel to make a difference in the world through their work, family and community life. People want to know that what they are doing makes a difference right now. They are increasingly examining their work choices and their buying decisions through that lens, as well as their volunteering, donating and church membership choices. It will not be enough for your organization or business to offer a good product, service or benefits package; **you will have to do good, as well.**¹⁵ That’s why more and more businesses are adopting a **triple bottom line**:



People



Planet



Profits

¹⁵ “Is Doing Good Good For You?,” Lev, Petrovits & Radhakrishnan, *Strategic Management Journal* Volume 31, Issue 2, pages 182–200, February 2010.

Purpose is a powerful motivator. [TWEET THIS!](#)

Adam Grant from the Wharton School of Business is testing the impact it makes on people when they feel like they are making a difference.¹⁶ In **one research project he used** the call center at a university fundraising organization. Grant found that university fund-raisers who heard stories from people whose lives had been changed by the scholarships they received increased the number of weekly calls they made to potential donors by 200%. And the average amount of funds they brought in jumped 500%, from \$400 per week to more than \$2,000 per week. The callers didn't receive any additional training. They weren't promised a bonus for doing well. The university didn't invest in a huge internal branding campaign to motivate their callers with a new vision. It just took ten minutes of learning about what a difference their work would make. Grant has found similar results in studies of retail workers, policemen, firemen, lifeguards and MBA students.¹⁷



¹⁶ Dr. Grant calls this “**prosocial motivation.**” His research in Fortune 500 retail companies “calls into question longstanding assumptions about the sovereign power of self-interest at work, and reveals that self-interested and prosocial motivations are not antithetical: they can interact constructively or synergistically to enhance effort and performance.” In other words, people do better at work when they believe they are doing good.

¹⁷ “**A Low Cost Way To Improve Performance,**” Nick Tasler, *Business Week*, Dec. 29, 2009.

Do the people in your organization know that their work matters?

TWEET THIS!

- Can most of your people describe your shared purpose in eight words or less?
- Do the people in your organization believe in the importance of that purpose?
- Can they describe how their efforts contribute to fulfilling that purpose?
- Do your leaders intentionally make important decisions on the basis of that shared purpose?
- Do your leaders say “no” to something because it conflicts with your purpose?
- Are your people excited enough about your shared purpose to share it with others?
- How would your clients, customers, suppliers, partners and/or neighbors describe what your organization stands for?

Don't wait to ask these questions.

Our friend Sam is a senior member of the media in the city where he lives. With a single word he influences who gets noticed, what issues become important, and what challenges get tackled. But we heard him tell good friends, “I’m looking back over the last twenty-five years of my life and I’m thinking *what was the point?*”¹⁸

For the sake of the organization you care about—and for your own sake—don’t wait twenty-five years to ask these questions.

¹⁸ Sam’s story was originally told in the introduction to *“Reclaiming the V Word: Renewing Life At Its Vocational Core,”* Tana Kjos & Dave Daubert, Augsburg Fortress, 2009.

5

BIG IDEA #5: NOW

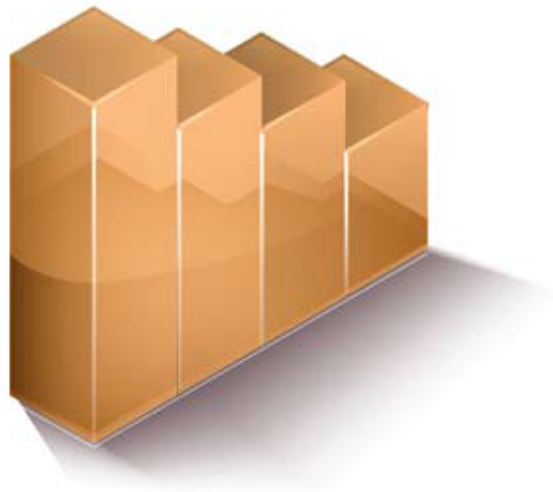
The world is changing at lightening speed.¹⁹

John Mayer may be waiting on the world to change.²⁰ But in the emerging future those who wait until all the pieces are in place and all the data has been gathered before they set off to do what matters will find themselves left

behind. The fact is, the world is changing, and more quickly than Mayer's tickets sell out for a summer tour. The economic forecast changes faster than the average twenty-something changes jobs. And new, culture-changing, business-transforming technologies emerge about as often as Steve Jobs puts on a black turtleneck and blue jeans.

TWEET THIS!

No one can accurately predict what tomorrow holds. Instead of planning for the future, you need to learn how to be prepared for whatever is happening today.



¹⁹ Check out this You Tube video called "[Did You Know?: We Are Living In Exponential Times](#)" for a quick look at how fast things are changing.

²⁰ *Rolling Stone* called Mayer's 2007 single "a moving apologia for Gen Y's seeming apathy."

Long-range planning is dead.²¹

You and the organization you care about need to be flexible, adaptable, ready to respond to changing conditions. Traditional long-range strategic plans are beginning to feel like straitjackets. What you need are leaders who have learned to *think strategically* for the sake of doing what matters here and now.

Give your people both focus and freedom with an umbrella strategy that includes:

- A clear sense of shared purpose that explains *why* you do what you do;
- A set of guiding principles to shape *how* you do your work together;
- A set of broad-based strategic directions to focus *what* you do and where you put your energy, attention and resources.

Develop your umbrella strategy²² using participative processes that engage all key stakeholders, both within your organization and beyond. Then set your leaders free to make short-term (i.e., quarterly) action plans. Encourage them to just try stuff and see what happens. Teach them how to **prototype, experiment and learn** from what happens.²³ Remind them to always be paying attention to what seems to be emerging so that they can respond by doing what matters right here and right now.

²¹ “Strategic Planning is Dead—Long Live Strategy Execution,” Norman Wolfe, Fast Company, March 31, 2010.

²² Henry Mintzberg first used this term decades ago. cf. “Of Strategies—Deliberate and Emergent,” H. Mintzberg, *Strategic Management Journal*, Volume 6, Issue 3, pages 257–272, July/September 1985. Social innovation researchers have identified the importance of (intentional or unintentional) “umbrella strategies” in the work of change agents. cf. *Getting To Maybe*, Westley, et al., Random House, 2007.

²³ cf. “Strategy by Design,” Tim Brown, Fast Company, July 1, 2005.

Seize the day, every day. [TWEET THIS!](#)

One executive who leads a seventy-five thousand member statewide organization put out an open invitation to people all across his territory to come and spend the day thinking, learning and planning for action around the four strategic directions in their newly articulated umbrella strategy. At the start of the day he told them, “I don’t have any idea what’s going to happen today. What happens is up to you and where the spirit takes you.” There were no pre-established goals or objectives. No limitations on what they could do. No list of things they *couldn’t* do. Just an invitation to work playfully through an emergent process that resulted in a plan based entirely on the gifts, assets, passions and needs of the people in that room. At the end of the day, the plans those people made were both powerful and doable. And the odds are high that those plans will lead to action because nobody is telling those people what to do or how to do it—they have been set free to be who they are and see *what they have for the sake of doing what matters*. Next quarter they will be gathered together to debrief what has happened, unpack what they’ve learned, reflect on what new things seem to be emerging in them and in their context; and they will make another plan. They will do this together every single quarter and they will learn to work like this every single day.²⁴ [TWEET THIS!](#)

In the emerging future, your focus can’t be on what you may or may not do “one day,” once you have all the information and resources you need. You will do what matters right now with what you have to work with, experimenting, observing, learning, making adjustments as you go. You will seize the day, every day.



²⁴This story was originally told in an article titled “[Three Things Great Leaders Have In Common](#),” by Kelly Fryer, A Renewal Enterprise, 2010.

SO, WHAT DO YOU THINK?

We've admitted that all we have are a few informed hunches about the ideas that will shape our work and yours in the emerging future. But one of the things we're quite sure about is that not one of us will get there alone. The challenges we all are facing will require us to work and think together. That's why this last chapter invites you and your team to be a part of the conversation.

We hope the ideas in this book will spark a lively discussion and even a debate in the places where you live, work and hang out. The questions we've included here are just meant to get that conversation going. Let us know what new ideas, questions and insights emerge as you wrestle together; we'd love to hear what you're thinking. Tell us what "ah-ha!" moments you've had. Let us know if there have been any "uh-oh" moments. And, please, we really want to hear from you if you had any "huh???" (as in, what in the hell are these people talking about?!) moments. Your feedback will help us look at things in new ways, learn, and continue to reshape our own thinking and working.

TWEET THIS!

Enjoy the conversation!



DISCUSSION QUESTIONS

1. What ah-ha moments have you had reading this book? Any uh-oh moments? How about any “huh???” moments?
2. What evidence do you see that “the wheels are coming off the bus”? How have you seen the downside of the modern, industrial approach to life and work in your own personal or professional life? Do you agree or disagree that we have a new opportunity to rethink how we do life and work together? Why? Are you excited about that? Skeptical? Scared? Or something else?
3. Which of the five “big ideas” our authors write about:
 - a. Are you most excited by?
 - b. Is already shaping the way you work?
 - c. Makes you nervous?
 - d. Will be the hardest for you to embrace in your own life and work?
 - e. Would you like to learn more about?
 - f. Do you think your team needs to wrestle with the most right now?
4. What, if anything, are you feeling called to do, right here and right now, as a result of what you’ve read in this book?



APPENDIX A

The PAWN Process™ is an emergent process strategy for helping people see what is and what is emerging in their context for the sake of doing what matters. It is used in planning, but it is not a “tool.” It is a dynamic way of paying attention to what is happening around you *all the time*.

The PAWN Process™

Practicing a renewable way of seeing



ADDITIONAL RESOURCES

Visit the [ARE blog](#) and join the conversation about how to live and work in renewable ways.



Introduce your team to the Five Big Ideas! [Contact A Renewal Enterprise](#) for information about:

- Inviting one of our team members to come lead a dynamic, interactive [FIVE BIG IDEAS workshop or keynote presentation](#) for leaders in your organization.
- Scheduling a [FIVE BIG IDEAS online webinar](#) for leaders in your organization.

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