An Economic Framework for Thinking about Sustainability
Faculty: Robert Beekman, Ph.D.
Friday, Oct. 18, 2013
9 a.m. – noon Workshop

In recent years much attention has been paid to the importance of creating sustainability in organizations. Employment litigation and resolution in the United States cost corporations millions of dollars each year. This workshop uses an experiential approach to develop an understanding of some of the best practices in compliance and litigation avoidance within several HRM functions to achieve long-term organizational success.

SEMIFEE (includes instructional materials and breakfast or lunch)

For program details, contact the Center for Leadership
(813) 257-3782 | cfl@ut.edu | www.ut.edu/cfl

The University of Tampa
401 W. Kennedy Blvd. | Box O | Tampa, FL 33606
www.ut.edu
It is interdependency with external systems and players. Jones recounted the effective use of flattening to strike a terrorist in a timely manner. Due to the loan processes in Jones’ example where a military Police Advisor and Assistance Team in Iraq. In order to stabilize the situation, police actions were coordinated along with a combination of statistical analysis, behavior, science, and experience in the art of war. Various metrics were used to quantify the actions desired with respect to the police size, skill, and equipment needed in order to achieve the use of adjustments that achieved the production objectives.

(4) Risk management: The military is on the leading edge in risk management due to the high level of risk in war. He described the process as identifying the risks, assigning weights to the risks, coordinating with each risk, and developing mitigating actions. Jones stressed that excessively high uncertainty and high-risk business environments, such as insurance industries, the risk management process can be highly effective and reduce costs. Jones described the application of risk management in the aviation units of the First Cavalry Division in Iraq. As the aviation brigade prepared to an unprecedented number of hours, risk management procedures were used to analyze the missions. With aggressive retraining and additional precautions implemented, Jones said that “as a result, not only did the aviation brigade maintain an operational readiness rate almost 20 percent higher than its peacetime standard, we had very few aircraft hits by enemy fire, a big accomplishment given the dangerous zones they were operating in.”

(5) Cyber security: Cyber security involves a combination of software, computer network, computer hardware, information access management, and physical security. Consequently, all military organizations are interdependent and must coordinate to secure information. In order to achieve the maximum benefit of cyber security, all military network assets must be integrated with access to all information systems into a holistic system. While the military has the greatest number of

(6) Rapid innovation and adaptation: The military believes that is one of the most efficient and effective means of operations. However, the real value of fast systems is related to the ability to expand new capabilities in changing environments. As in many large organizations, the military quickly learned that it is not always about eliminating obstacles but rather about tailoring the sufficient hierarchy to ensure leaders have the energy and capability to properly supervise. For example, in the military, the effective use of flattening to tackle a terrorist in a timely manner. Due to the loan processes in Jones’ example where a military.).

(1) Flattening Organizations: The military believes that is one of the most efficient and effective means of operations. However, the real value of fast systems is related to the ability to expand new capabilities in changing environments. As in many large organizations, the military quickly learned that it is not always about eliminating obstacles but rather about tailoring the sufficient hierarchy to ensure leaders have the energy and capability to properly supervise. For example, in the military, the effective use of flattening to tackle a terrorist in a timely manner. Due to the loan processes in Jones’ example where a military Police Advisor and Assistance Team in Iraq. In order to stabilize the situation, police actions were coordinated along with a combination of statistical analysis, behavior, science, and experience in the art of war. Various metrics were used to quantify the actions desired with respect to the police size, skill, and equipment needed in order to achieve the use of adjustments that achieved the production objectives.

(2) Managed Information Systems: Focused and management of information systems are fundamental to being able to get both flat and loan. Rather than struggling to get enough information to manage a situation, the military has found a sufficient process that minimizes the time lost on process excessive information. The military developed analytical processes to determine which information is relevant to enable rapid decision-making. As an illustration of the effective application of management systems, Jones described the situation when Captain John Phillips, an MP at Merka Alaska, was taken hostage by pirates off the coast of Somalia in 2009. Due to logistical implications (continued on page 3)
Involving the territories of Somalia, the decision needed to be made by many numbers and, hence, there was a substantial amount of information. Properly managed information systems are fundamental to being in a position to handle the excessive information. The military developed a process that determined which information is relevant to enable rapid decision-making. As an illustration of the effective application of management systems, Jones recounted the situation when Capt. John Phillips, of the USS Mersk Alabama, was taken hostage by pirates off the island of Somalia in 2009. Due to local implications of a few hours, helicopters were in the air and the operation succeeded.

(2) Managed Information Systems: Focused and efficient information systems are fundamental to being fast and lean. Rather than struggling to get enough information to make decisions, the military developed a process to reduce excessive information. The military developed analytical processes to determine which information is relevant to enable rapid decision-making. As an illustration of the effective application of management systems, Jones recounted the situation when Capt. John Phillips, of the USS Mersk Alabama, was taken hostage by pirates off the island of Somalia in 2009. Due to local implications of a few hours, helicopters were in the air and the operation succeeded.

(3) Metrics: The development of metrics to record past performance, as well as projects under development, is an important tool to ensure the appropriate levels to ensure successful accomplishment of the mission. Metrics can help track progress and determine which areas need improvement.

(4) Risk Management: It’s critical that risk management procedures were used to analyze the mission. With emphasis paid to the mission at hand, the decision was made to support the operation. Within a few hours, helicopters were in the air and the operation succeeded.

(5) Cyber Security: Cyber security is a critical component of any modern military. Properly managed information systems are fundamental to being fast and lean. Rather than struggling to get enough information to make decisions, the military developed a process to reduce excessive information. The military developed analytical processes to determine which information is relevant to enable rapid decision-making. As an illustration of the effective application of management systems, Jones recounted the situation when Capt. John Phillips, of the USS Mersk Alabama, was taken hostage by pirates off the island of Somalia in 2009. Due to local implications of a few hours, helicopters were in the air and the operation succeeded.

(6) Culture of Innovation: Jones highlighted the importance of culture of innovation and adaptation. The military has experience in building knowledge systems and in creating a culture that is open to continuous development of systems to improve performance. The same culture is necessary for continuous improvement and adaptation. A culture of innovation and adaptation. The military has experience in building knowledge systems and in creating a culture that is open to continuous development of systems to improve performance. The same culture is necessary for continuous improvement and adaptation. A culture of innovation and adaptation.

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By Bella L. Galperin, Ph.D.

Michael D. Jones, U.S. Army...
# An Economic Framework for Sustainability

**Robert Beekman, Ph.D.**

**Faculty:** Stephanie Thomason, Ph.D.

**Emphasis:** Environmental economics framework to critically evaluate social, political, and environmental implications of business practices.

**Prerequisites:** This seminar introduces a basic sustainability framework to examine the role of business in society and the economic implications of sustainability in organizations.

**Description:**

- **Overview:** The seminar focuses on the economic aspects of sustainability and provides tools and approaches to integrate sustainability into business decision-making.
- **Topics:**
  - **Economic Frameworks:** Introduction to economic concepts and theories relevant to sustainability.
  - **Case Studies:** Analysis of sustainability practices in various industries.
- **Learning Outcomes:**
  - Understand the economic implications of sustainable practices.
  - Develop strategies for integrating sustainability into business operations.

**Prerequisites:** None

**Credit:** 1.0 credit hour

**Format:** Lecture, discussion, and case studies.

**Fee:** $799 (includes instructional materials and breakfast or lunch)

**Enrollment:** Limited to 50 students

**Location:** Vaughn Center, 9th Floor, Crescent Club

**Schedule:**
- 8 – 9 a.m. Breakfast
- 9 a.m. – noon Workshop

**Registration:** For more information, or to register visit [www.MLDC1-October19.eventbrite.com](http://www.MLDC1-October19.eventbrite.com)

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**Leadership Challenge:**

**CEO Question:** Who can replace me?

**Winner will take over the business.**

**Challenger #1**

- **Name:** Stephanie Thomason, Ph.D.
- **Title:** Associate Professor of Management
- **Organization:** TECO Energy Center for Leadership

**Challenge:** Cut the most trees down in 24 hours.

**Prize:** Winner will take over the business.

**Steps taken by Challenger #1:***

1. **Research:**
   - The CEO did some research to learn the most efficient way to cut down a tree.
   - He bought some axes and saws for each teammate and also some tools to sharpen them.

2. **Recruit Teammates:**
   - The CEO found a training video that showed all of us how to succeed at this task and reflects on the challenge.
   - Twenty-four hours later, the CEO sits and reflects on the challenge.

3. **Plan:**
   - He picked up his ax and saw and ran to the forest.

4. **Act:**
   - He immediately picked up his tools and ran to the forest.

5. **Learn:**
   - He learned the following lessons from this challenge and intend to use this same process to solve future problems.

   - **Think about tasks from multiple perspectives and try to determine what you were really looking for in your successor.**
   - **Research best practices.**
   - **Lead by example.**
   - **Be there with them on the front lines.**
   - **Thank them for being on the team.**
   - **Compliment them for a job well done.**
   - **Give my team the right tools to get the job done.**

**Results:**

- **Outcome:** The CEO asked #3 the same questions: How many trees did you cut down and how did you go about the task?

**Lesson:**

- **You're looking for the best person to deliver high performance, not necessarily someone who can cut down a lot of trees.**

- **Take the best from each person, even if they don't look like the person you're looking for.**

- **You have to find the right person to get the job done.**

**Follow-up:**

- **Next:** I recruited some teammates to help me cut down more trees and not only did that reduce the time it took to cut down trees, the challenge was to cut the most trees in 24 hours.

- **Next:** I bought some axes and saws for each teammate and also some tools to sharpen them.

- **Next:** I found a training video that showed all of us how to most successfully cut down trees.

- **Next:** I learned that the most successful generals are the ones who join their troops on the front line.

- **Next:** I considered current leader traits, I realized I had to implement four different lessons which were made by each team member, complementing their work and thanking them.

- **Next:** I cut down and stacked more than 300 trees.

- **Next:** I learned the following lessons from this challenge and intended to use this same process to solve future problems.

- **Think about tasks from multiple perspectives.**
- **Observe what others are doing.**
- **Develop more teams.**
- **Give my team the right tools to get the job done.**
- **Train them on how to use those tools.**
- **Teach them on the front lines.**
- **Recognize their strengths.**
- **Thank them for being on the team.**
- **Compliment them for a job well done.**

**CEO sat silently for some time and then said: #3 had the best idea. #2 had the best idea. #1 was the best idea. #2 and #3 were the best ideas. And the CEO had the best idea.**

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5 THE UNIVERSITY OF TAMPA | TAMPA BAY LEADERSHIP REVIEW

In recent years much attention has been paid to the importance of creating sustainable business organizations. This seminar introduces a basic environmental economics framework to critically evaluate social, political, and business decisions regarding the relationship between competitive market pressures, conflicting human desires and resource constraints.

In most cases we do not have the luxury of unlimited resources. We work in an atmosphere of resource constraints and, therefore: we must fully understand the strategic impact of any action we take.

As a result, I believe I was able to cut down almost five per hour over the 24 hours period, and that's why I'm always eager to learn. All in all I cut down 123 trees, so as time passed I became a better tree cutter. You know you can fell a tree faster than if you only work on one side, one side of the tree and then start cutting on the other side, you can fell a tree too faster than if only one work on one side. So as time passed I became a better tree cutter.

I bought some axes and saws for each teammate and also some tools to sharpen them so that as we cut down more trees we could keep the blades sharp.

Next, I found a training video that showed all of us how to start cutting, and I learned that if you first cut a notch in one side of the tree and then start cutting on the other side, you can fell a tree too faster than if only one work on one side.

I learned the following lessons from this challenge and intend to use this same process to solve future problems:

1. Think about tasks from multiple perspectives.
2. Thank your team for a job well done.
3. Compliment them for a job well done.
4. Give my team the right tools to get the job done.
5. Think about tasks from multiple perspectives.
6. Thank your team for a job well done.
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8. Thank them for being on the team.
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