



Sustainability Initiative

Dr. Jason Jay

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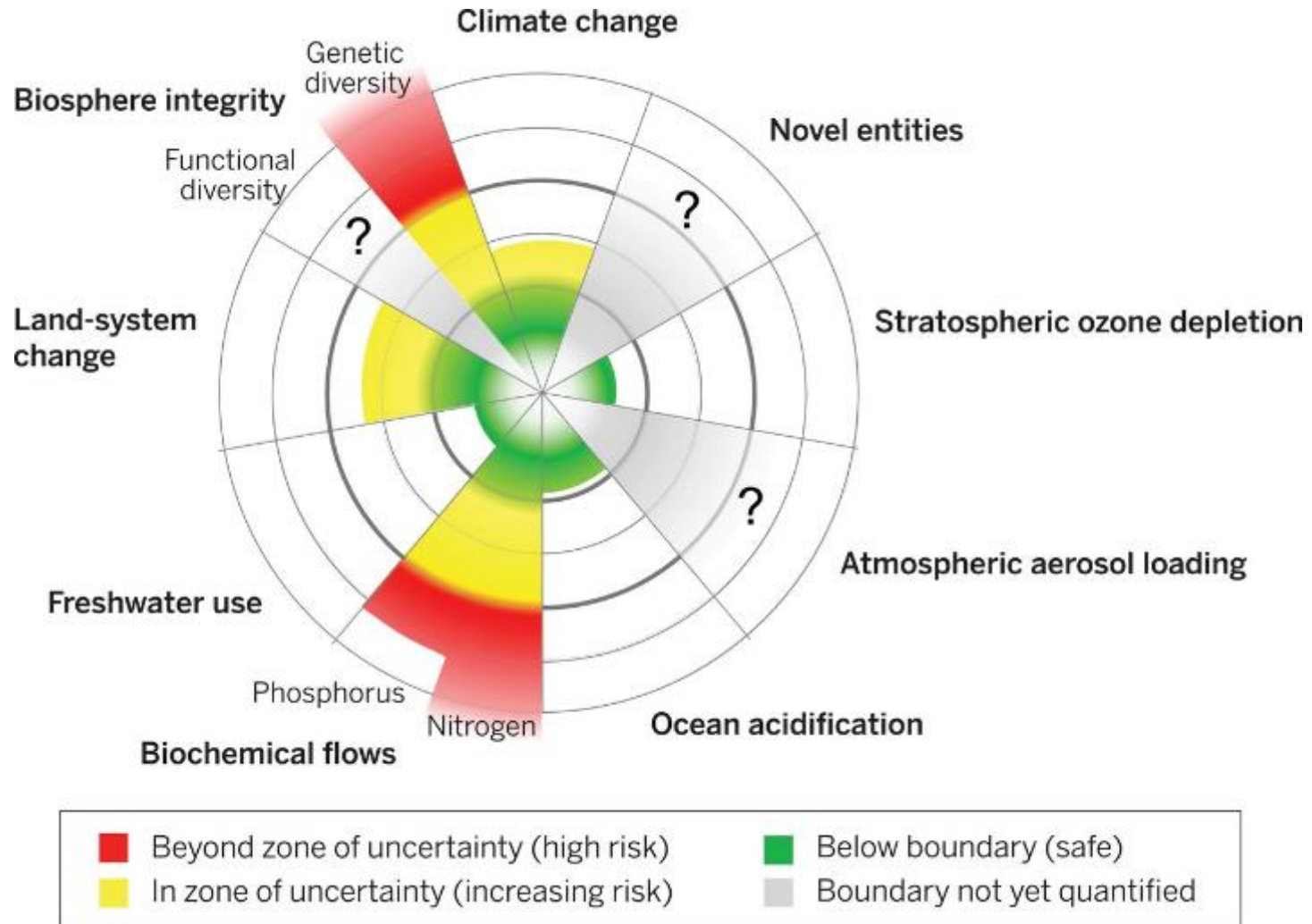
jjay@mit.edu



Rana Plaza, Bangladesh



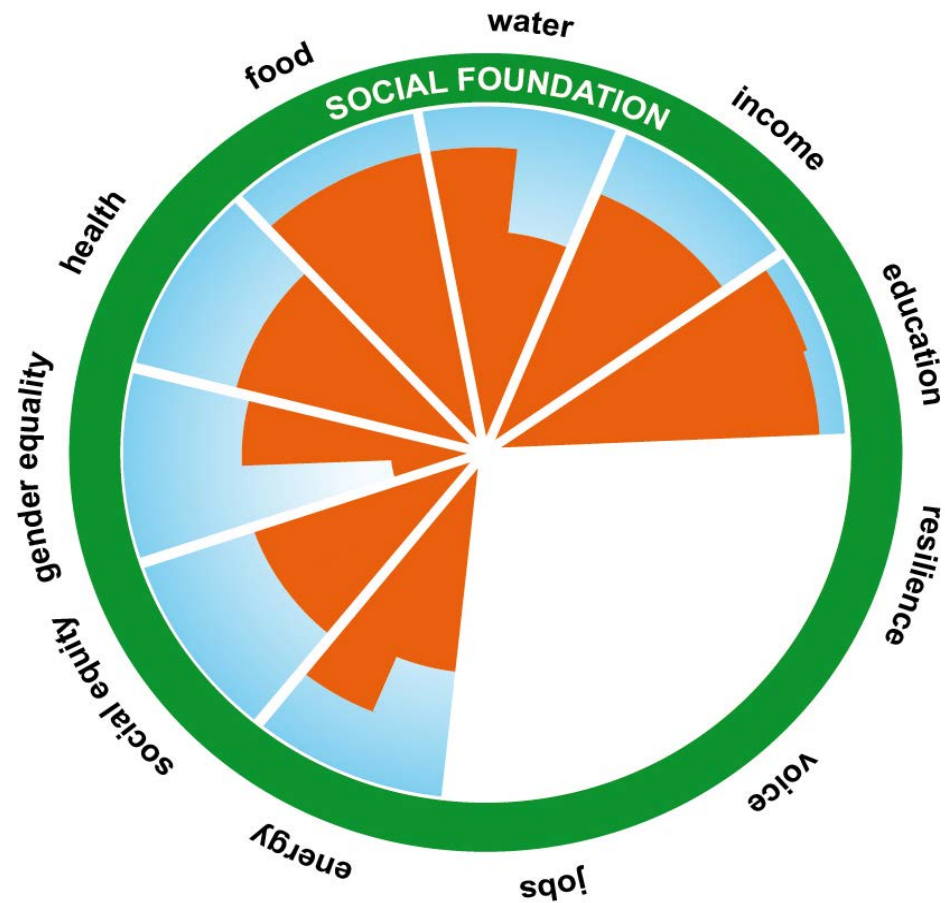
Planetary Boundaries



Will Steffen et al. *Science* 2015;347:1259855 Published by AAAS

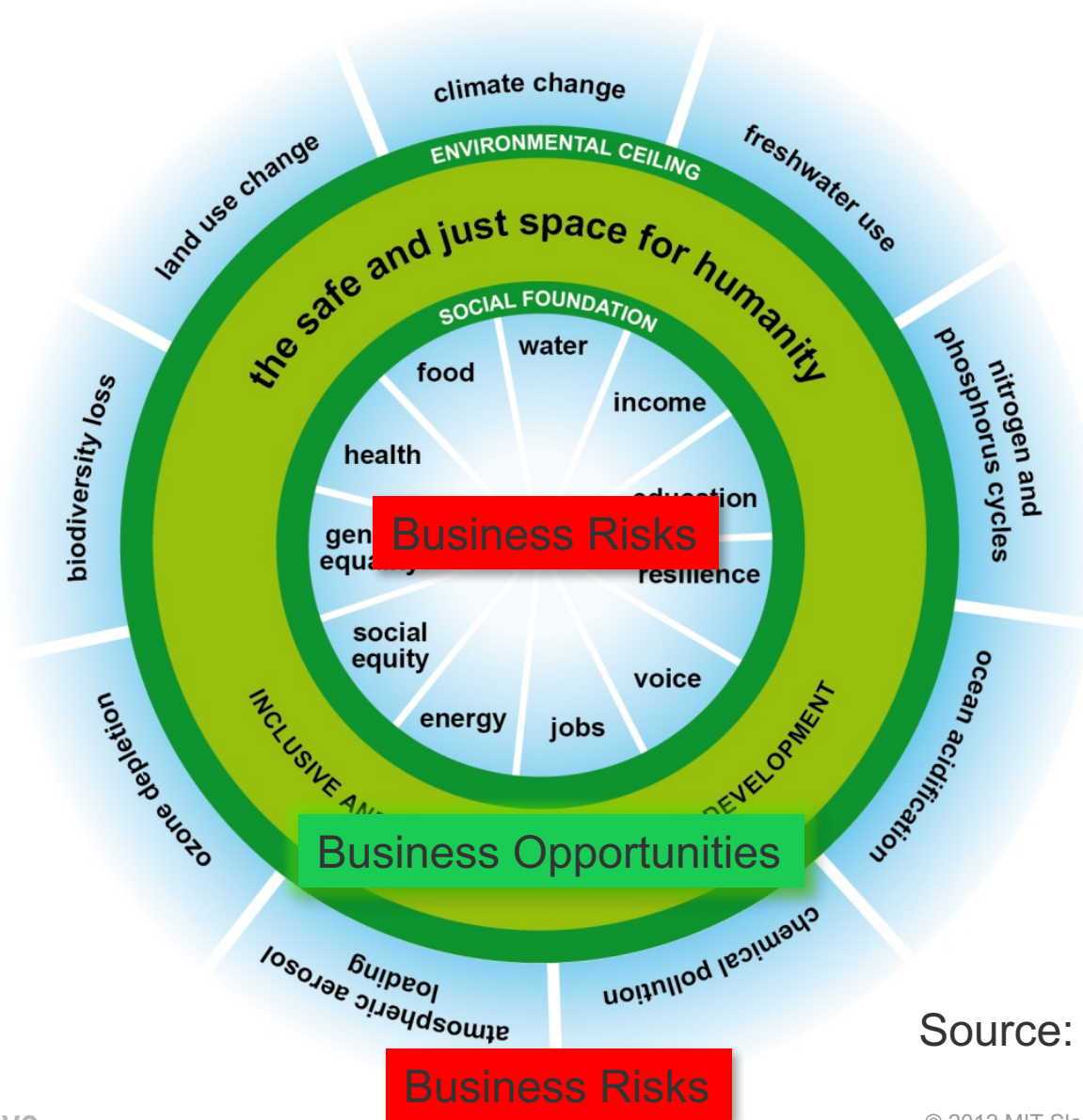


Human well-being



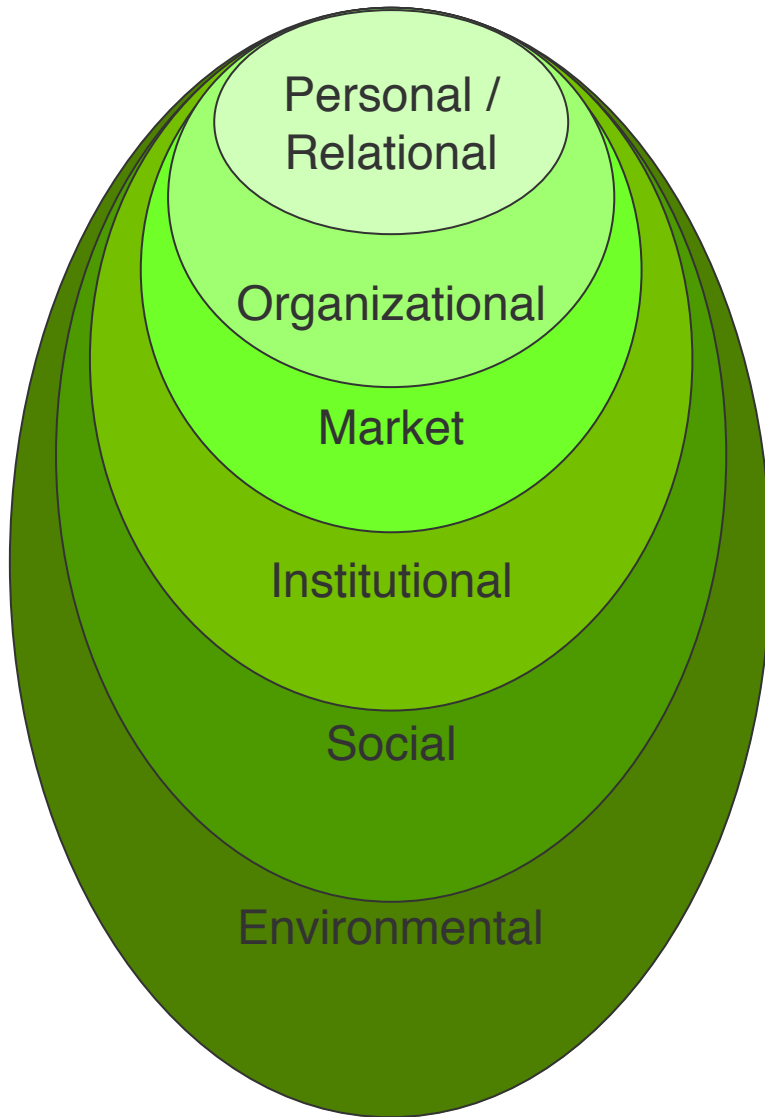
Source: Kate Raworth

Sustainable human well-being



Source: Kate Raworth

PROMISE: Sustainability at all levels



The **fundamental alignment** between healthy environments, healthy societies, healthy businesses/organizations, and thriving individuals

Our community

95%

MIT Sloan grads in 2017 who had taken a sustainability elective

1/3

Of our students take 3 or more electives in sustainability while at MIT Sloan

47

MIT Masters students completed 6-course sustainability certificate in 2017

146

Projects completed with leading companies and organizations in S-Lab since 2007

#1

In sustainability among top-tier US business schools, in both NetImpact and Corporate Knights rankings

450

People who attended MIT Sustainability Summit 2017



Vision

Drive widespread adoption of a 21st century electricity infrastructure

Accelerate climate action plans toward achievement of NDCs

Widespread adoption of improved watershed governance

Improve jobs and lives of low wage workers while benefiting companies and customers

Faculty Champion

O'Sullivan

Sterman, Malone, Knittel

Susskind, Levi

Ton, Kochan

Strategic MIT Alignments

MITei, CEEPR

Climate CoLab, Joint Program

DUSP, J-WAFS

Good Jobs Initiative

Strategic External Alignments

NRG, Exelon, etc.

WRI, Climate Interactive, Ceres

WRI, Ceres, Nestle, Colgate

Patagonia, FLA

Improve measurement quality to enable sustainable investing

Faculty: Rigobon **Allies:** SHIFT.tools, State Street, Sustainalytics, Bloomberg



@MIT Sloan Sustainability Initiative



@MIT Sloan Susty

Website → <http://mitsloan.mit.edu/sustainability/>

How do we change the
conversation about sustainability?

The cultural context

Perceived traits of a "typical environmentalist"*

1. Tree-hugger
2. Vegetarian
3. Hippie
4. Liberal
5. Unhygienic
6. Militant
7. Eccentric
8. Activist
9. Caring
10. Protester
11. Overreactive
12. Unfashionable
13. Self-righteous
14. Educated
15. Drug user
16. Hairy
17. Determined
18. Stupid
19. Intelligent
20. Zealous
21. Nontraditional
22. Outdoorsy
23. Forceful
24. Animal lover
25. Intolerant
26. Helpful
27. Democrat
28. Annoying
29. Crazy
30. Irrational

European Journal of Social Psychology, Eur. J. Soc. Psychol. (2013)
Published online in Wiley Online Library (wileyonlinelibrary.com) DOI: 10.1002/ejsp.1983

The ironic impact of activists: Negative stereotypes reduce social change influence

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Abstract

Despite recognizing the need for social change in areas such as social equality and environmental protection, individuals often avoid supporting such change. Researchers have previously attempted to understand this resistance to social change by examining individuals' perceptions of social issues and social change. We instead examined the possibility that individuals resist social change because they have negative stereotypes of activists, the agents of social change. Participants had negative stereotypes of activists (feminists and environmentalists), regardless of the domain of activism, viewing them as eccentric and militant. Furthermore, these stereotypes reduced participants' willingness to affiliate with 'typical' activists and, ultimately, to adopt the behaviours that these activists promoted. These results indicate that stereotypes and person perception processes more generally play a key role in creating resistance to social change. Copyright © 2013 John Wiley & Sons, Ltd.

In 1964, the U.S. Congress enacted the Civil Rights Act, outlawing racial and gender discrimination (National Archives and Records Administration, 2011). More recently, in 2010, President Obama repealed the Don't Ask, Don't Tell policy, allowing openly gay Americans to serve in the military (The Library of Congress, 2011). These landmark events occurred only after activists spent many years actively challenging the status quo (House Committee on Armed Services, 1993; National Archives and Records Administration, 2011), illustrating that long periods of slow progress typically precede social change. Such slow progress is at odds with research indicating that many individuals believe that it is important, socially desirable and moral to address social justice concerns (Beattie, 2010; Nelson et al., 2008). If individuals believe that social change is crucial and socially valued, they should generally be supportive of and responsive to the activists who advocate it. Yet although activists enthusiastically strive to address social justice concerns and are at times successful in promoting social change (e.g. Cropp, Monteith, & Mark, 2006), they often encounter substantial resistance from the public (Nelson et al., 2008; Superson & Cudd, 2002). Ironically, it may be this enthusiasm with which activists promote social change that undermines their impact: Rather than admiring their determination to address critical social issues, individuals may associate activists with negative stereotypes, viewing them as militant and eccentric. Accordingly, individuals may avoid affiliating with activists and disregard their pro-change initiatives. We examined this directly.

To date, researchers have attempted to understand resistance to social change by examining individuals' perceptions of social issues, attitudes towards social change and personality traits.

Researchers have assessed, for example, whether individuals avoid supporting social change because they deny or fail to perceive that a social issue or injustice exists (Gifford, 2011), perceive the issue to be personally irrelevant (Hodson & Easen, 2002) or believe that the status quo is acceptable (Morison, Postmes, Haslam, & Hornsey, 2009). In addition, researchers have examined whether individuals resist social change because they believe that it threatens positive aspects of the status quo (Kay & Friesen, 2011) or conflicts with their goals and beliefs (Feygina, Jost, & Gokhsmith, 2010; Zanna, Shew, Marques, & Biagas, 2012). Finally, several studies have examined the personal characteristics that are associated with reduced support for social change, such as political conservatism and authoritarianism (Agronick & Duncan, 1998; van Zomeren, Postmes, & Spears, 2008). Although this past research provides important insight into the theoretical basis for resistance to social change, one key element has been largely ignored: individuals' perceptions of the people who strive to achieve this change, the activists themselves.

Indeed, even when individuals have perceptions of social issues and social change that are conducive to change (e.g. favourable perception of feminism), they are often still reluctant to identify with those who advocate this change (e.g. feminism; Aronson, 2003). Furthermore, individuals view activists in a variety of domains negatively: Feminists, for example, are typically viewed unfavourably as aggressive, unconventional and unpleasant people (Berryman-Fink & Verdeker, 1985; Twenge & Zuckerman, 1991). Similarly, portrayals of environmentalists and gay rights activists in government reports and sociological texts suggest that individuals view these activists as eccentric and militant (Brown, 2007; Federal Bureau of Investigation [FBI],

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The background conversation

Value 1

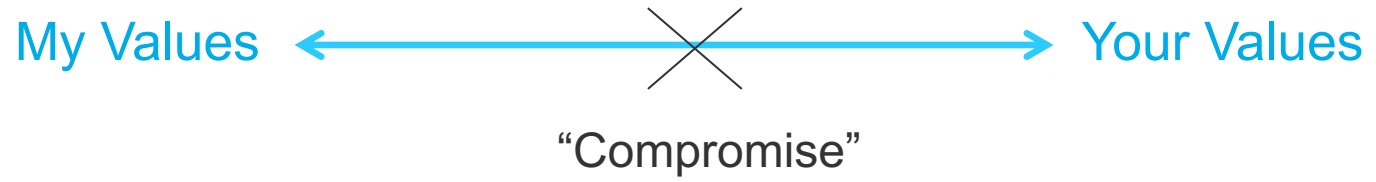


Value 2

Healthy
Energy-efficient
Non-toxic
Biodegradable
Renewable
Fair Trade
Responsibly made
Organic

Comfort
Power
Speed
Quality
Low-cost
Performance
ROI

What do conversations look like when we operate inside this mental model?



In the midst of the tension, we can get a little weird.

My Values ← → Your Values



Polarization

My Values ← → Your Values



The background conversation

Values inside
the choir



Values outside
the choir

Healthy
Energy-efficient
Non-toxic
Biodegradable
Renewable
Fair Trade
Responsibly made
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The background conversation

Impact-
focused

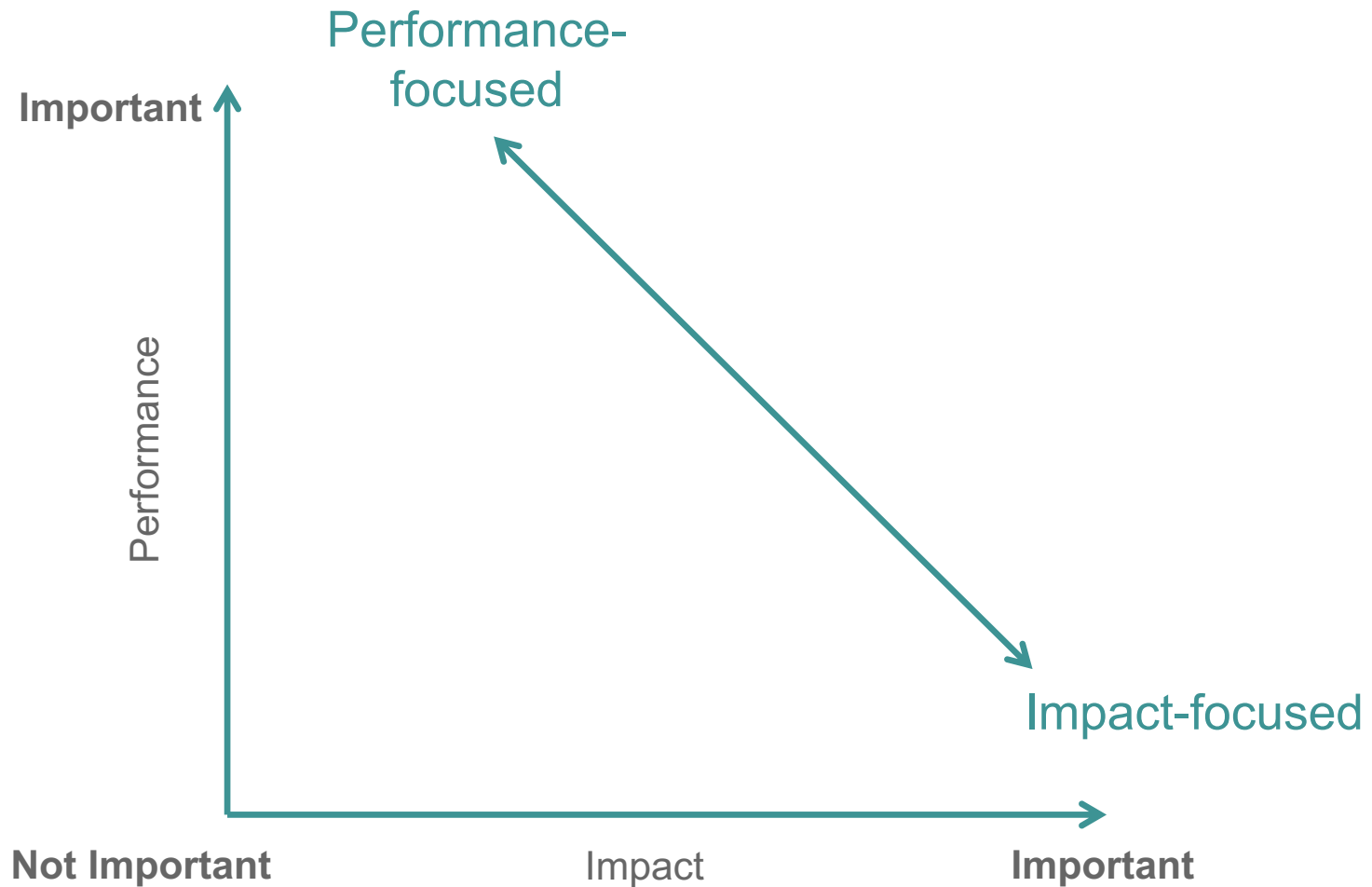


Performance-
focused

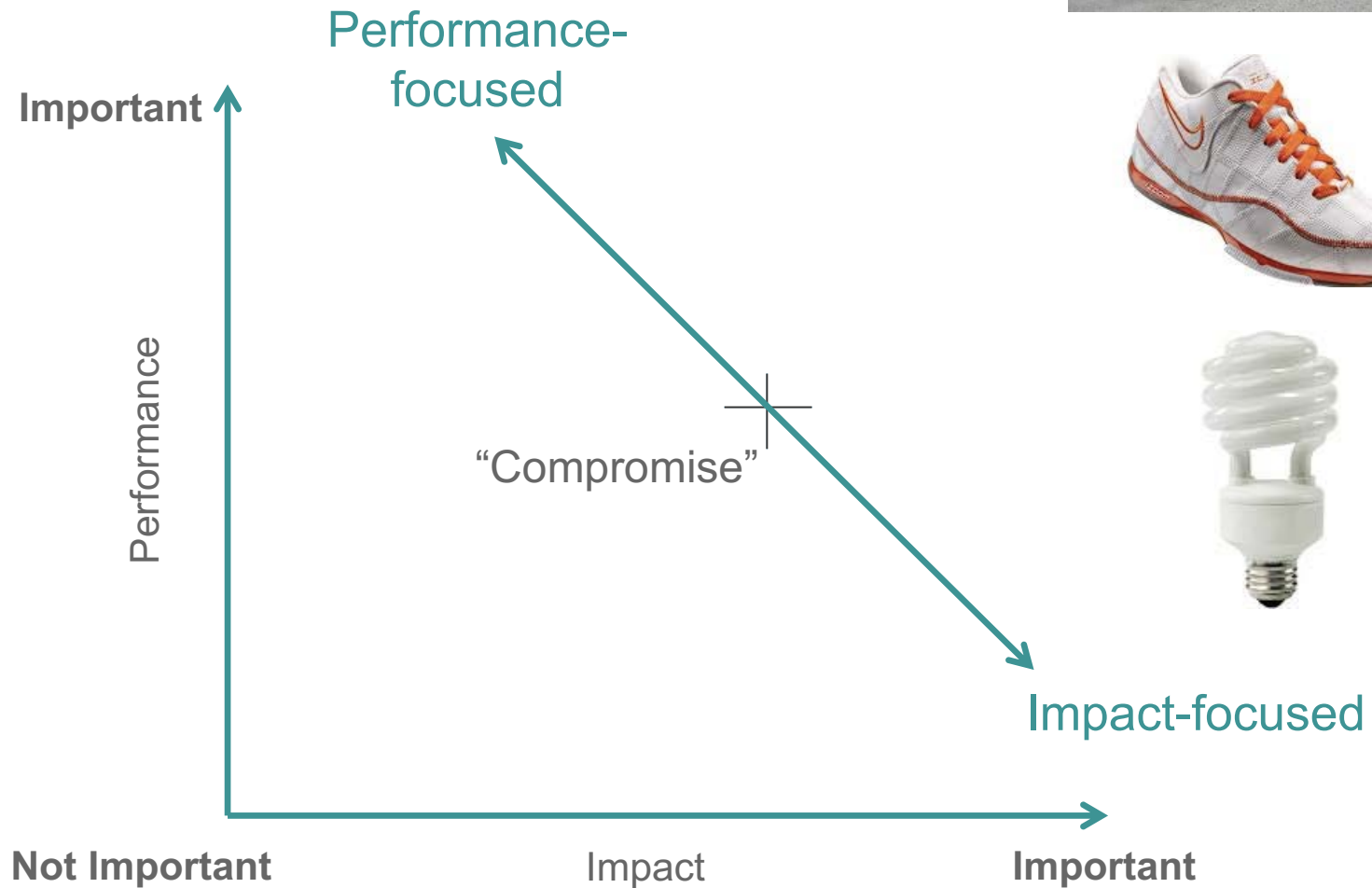
Healthy
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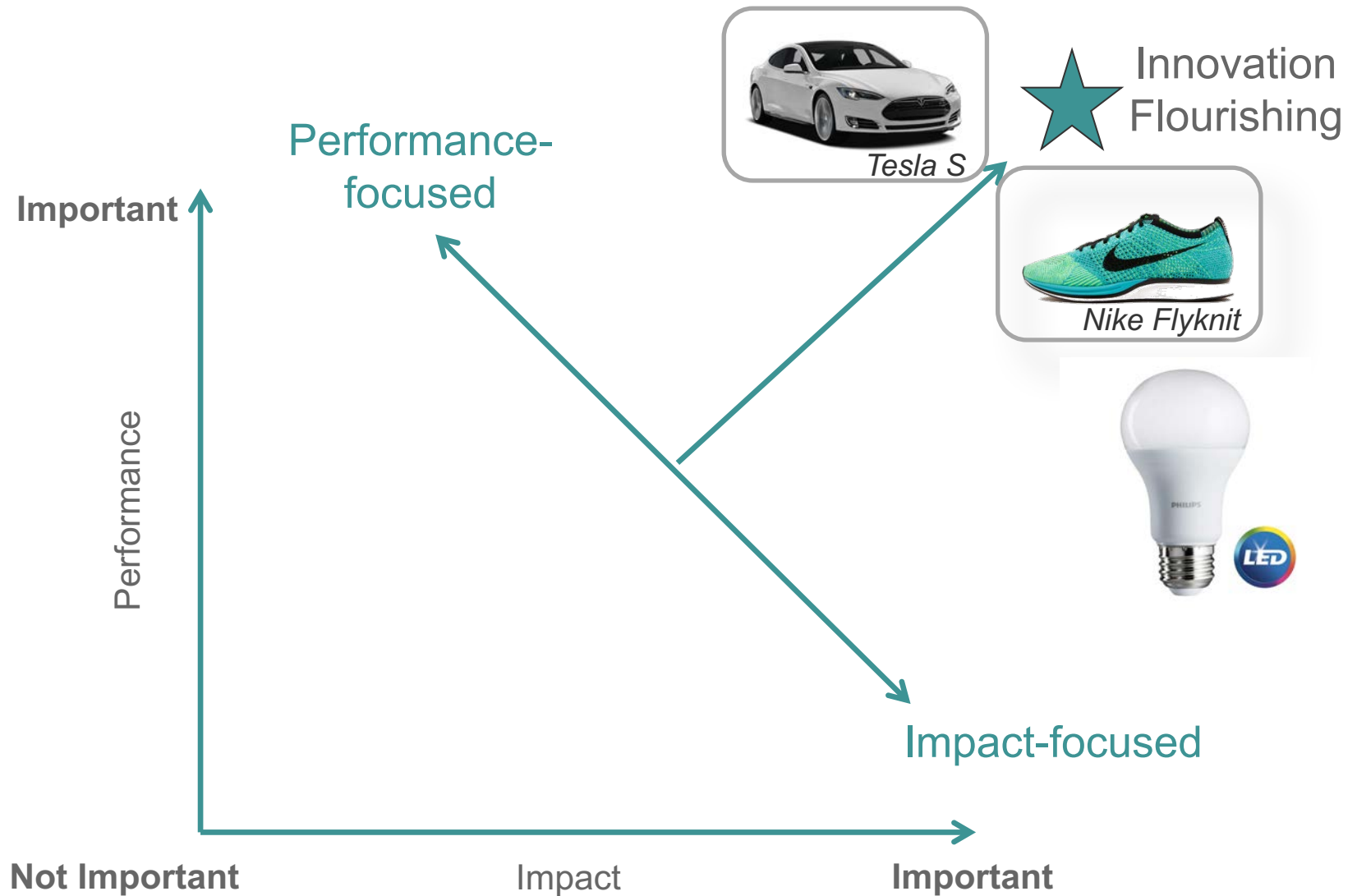
An alternative mental model



An alternative mental model

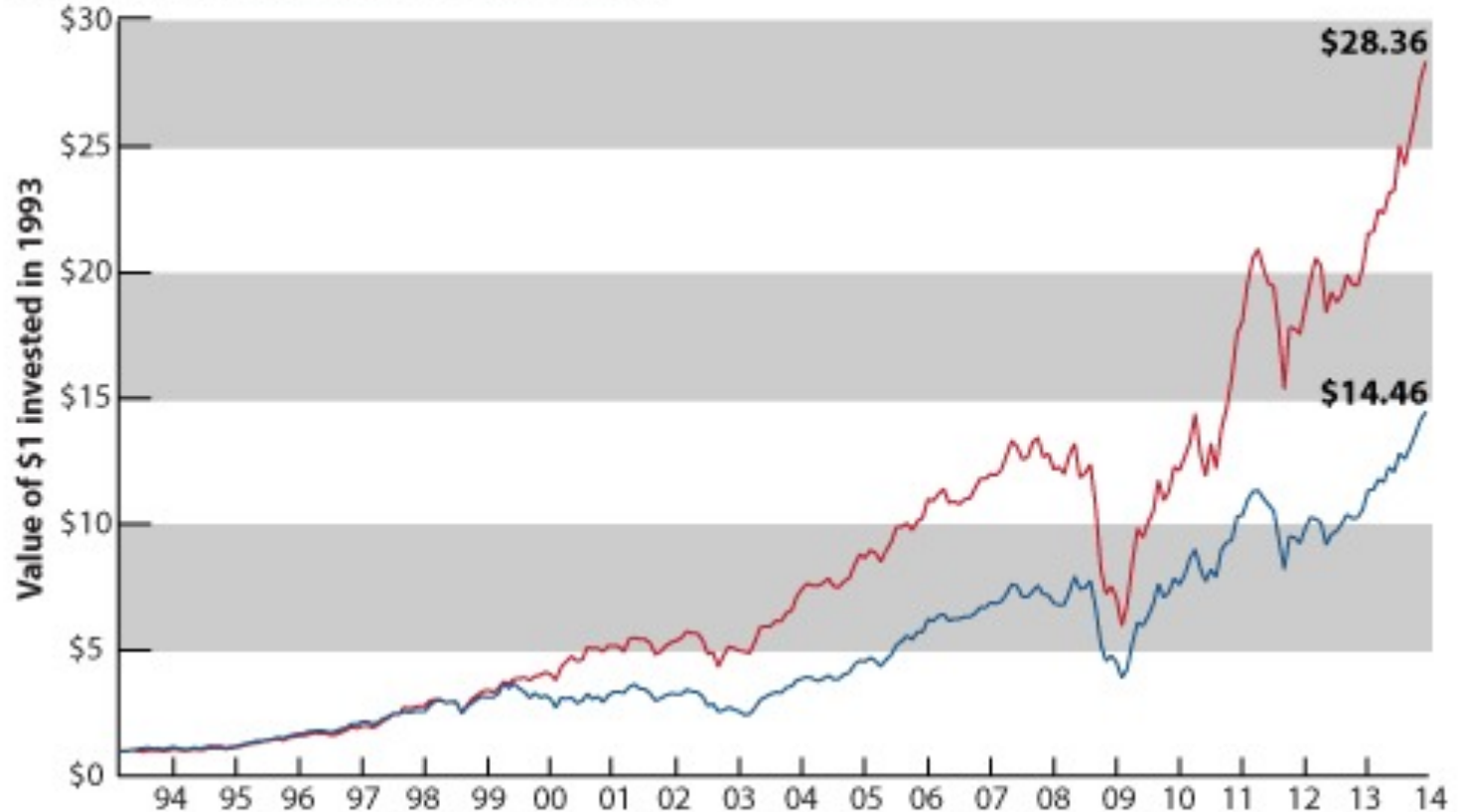


An alternative mental model



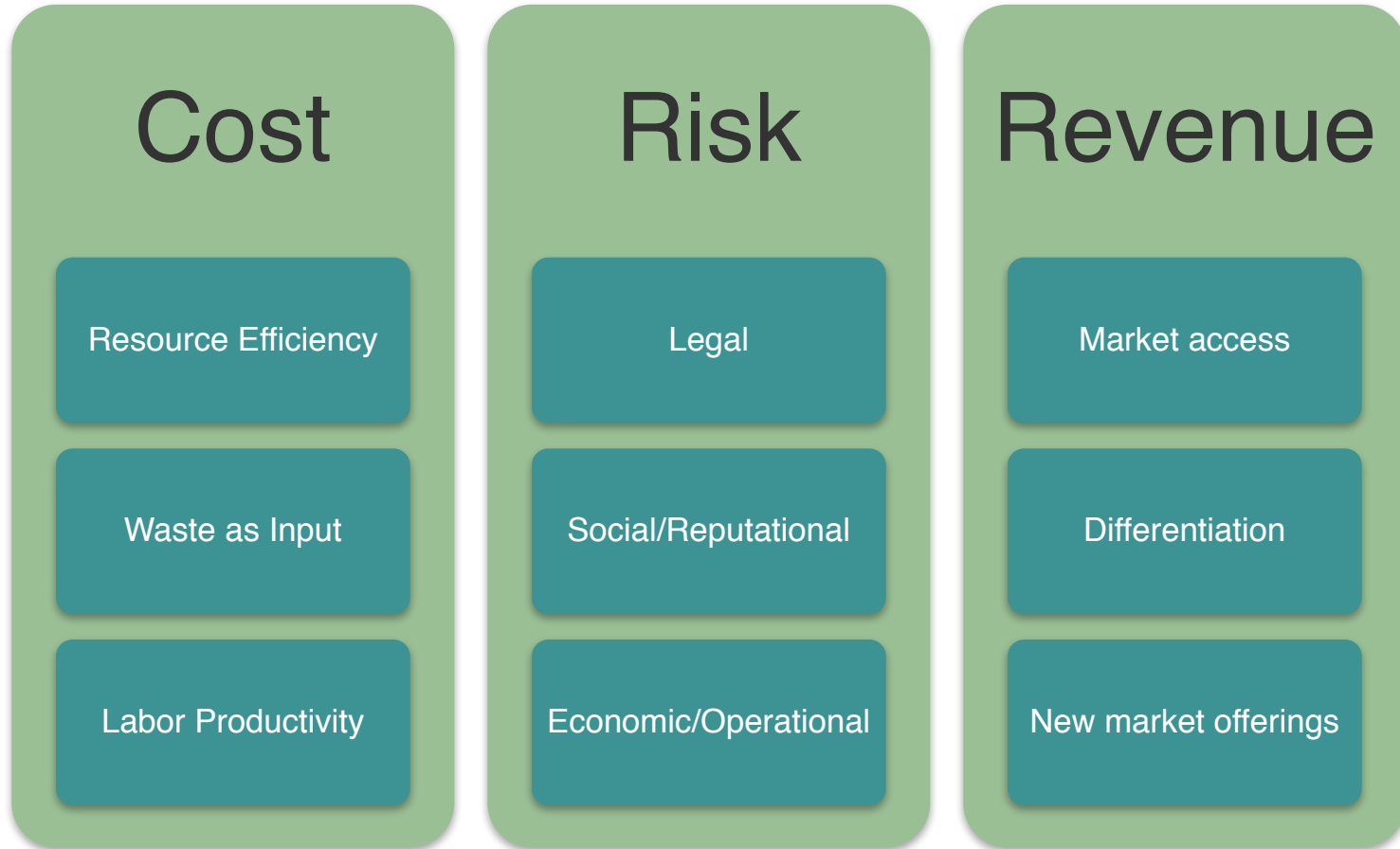
Evolution of \$1 invested in matched portfolios with high vs. low performance on material sustainability issues as defined by SASB.

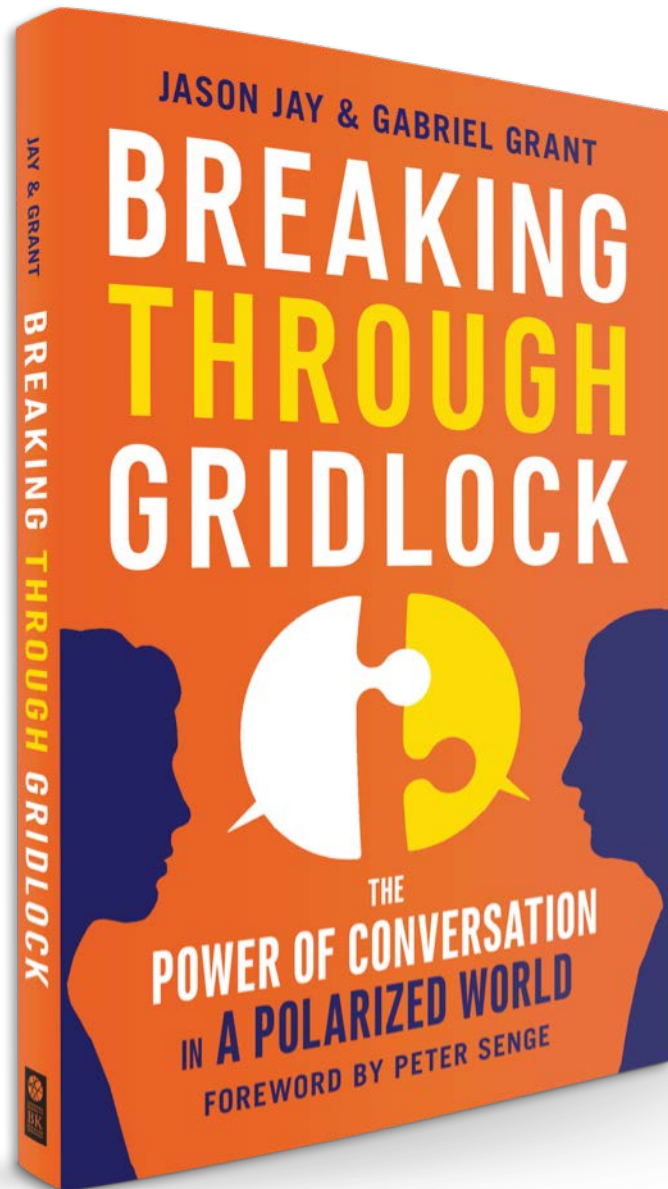
Figure VI: Investment Performance



The figure shows the evolution of \$1 invested in a portfolio of firms with high performance on the material sustainability issues versus competitor firms with low performance on material sustainability issues. Materiality of sustainability issues is industry-specific and it is defined by the Sustainability Accounting Standards Board. Source: Mo Khan, George Serafeim and Aaron Yoon. Corporate Sustainability: First Evidence on Materiality. HBS working paper, 2014.

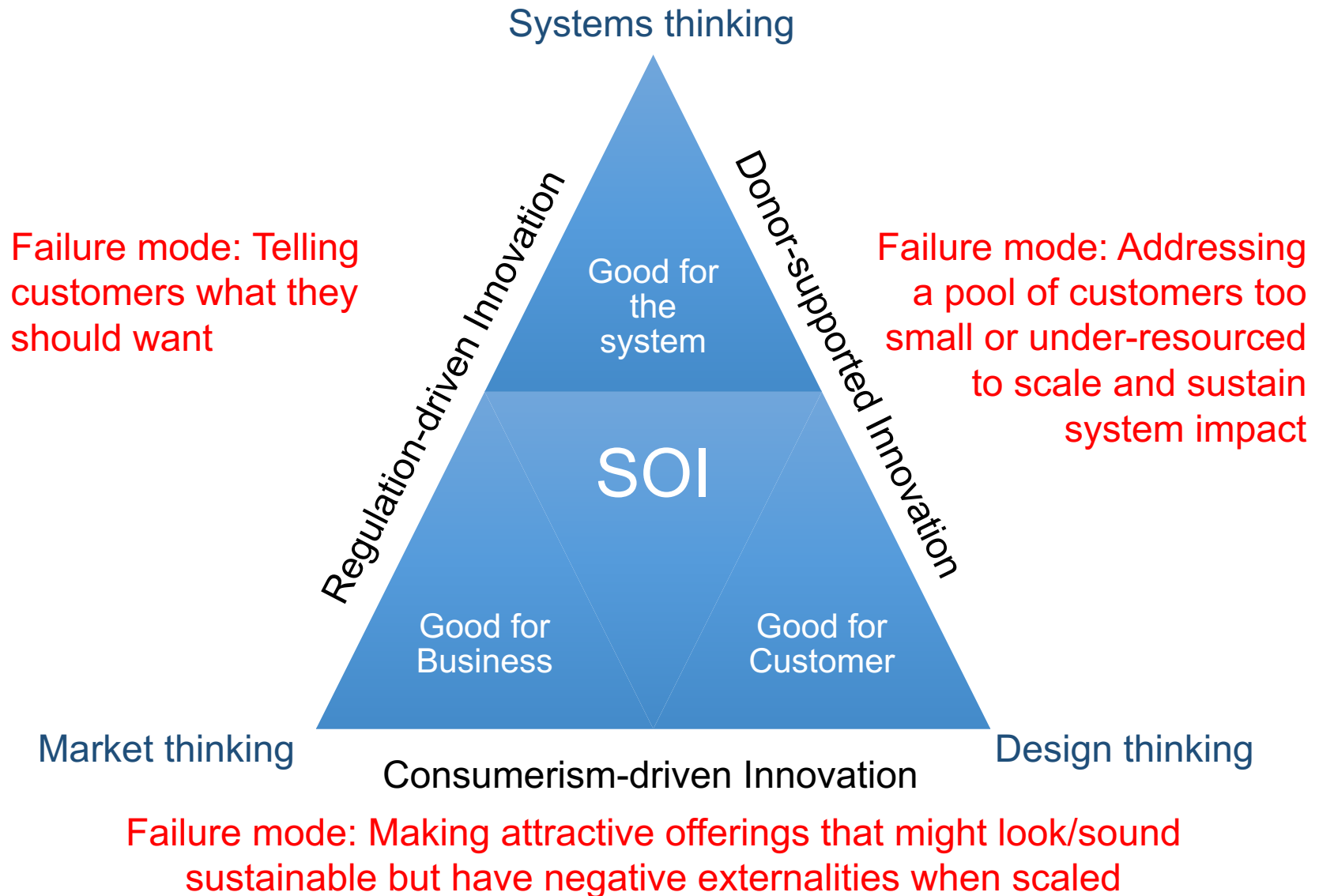
Business Value Drivers for Sustainability



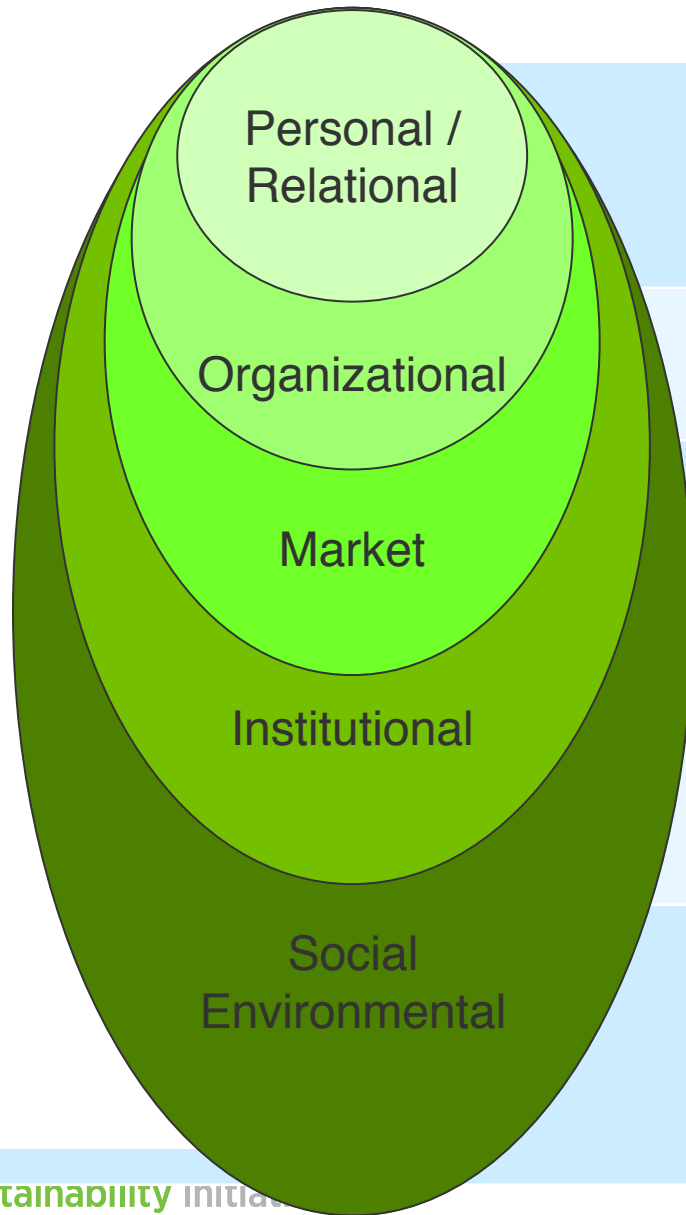


How can we drive revenue through sustainability-oriented innovation (SOI)?

Sustainability-Oriented Innovation



SOI through PROMISE



CHAMPION: What are your values, motivations, skills, capabilities, resources, and network?

→ What is a sustainable **BUSINESS MODEL**?

PRIVATE PROBLEM: What do customers and investors want? What are their jobs to be done? How well do existing solutions fulfill their needs?

STAKEHOLDERS: Who are the stakeholders for your public problem? What policies support your work, and which ones get in your way? What are avenues for change?

PUBLIC PROBLEM: What problems do you most care about solving? Why? What is the goal state you envision? What is the current state?



Spoiler
Alert



Spoiler Alert team



Ricky Ashenfelter
Chief Executive Officer

*Sustainability, food & ag,
business development*



Emily Malina
Chief Product Officer

*Product marketing,
sales, tech adoption*



Marty Sirkin
Chief Technology Officer

*30+ yrs. of experience,
3 successful startups*



Born out of MIT
in June 2015



Based in
Boston, MA

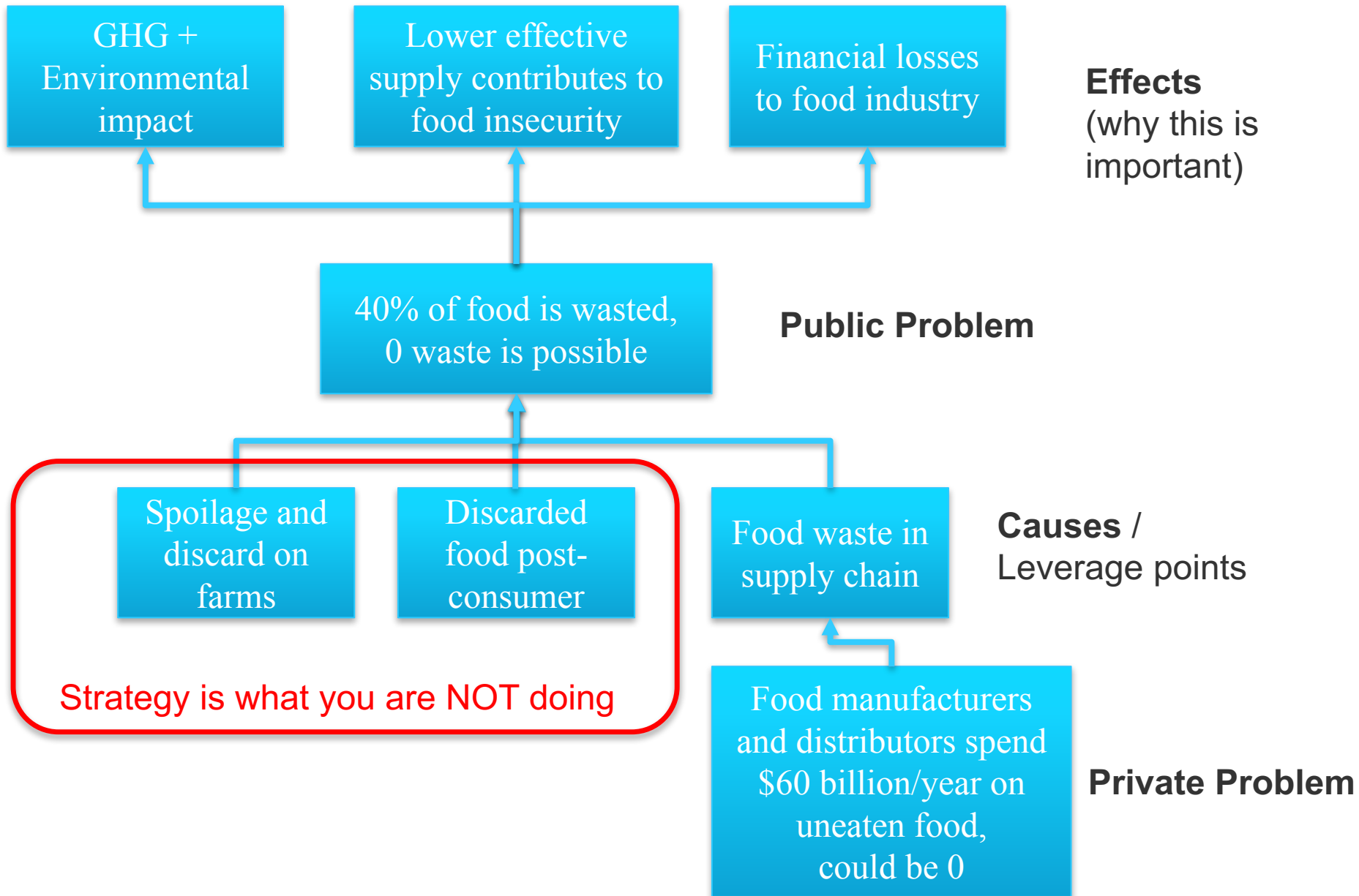


Graduate of Top
Startup Program



ACRE

\$2.5M Investment,
Led by Acre Ventures



Free "E-book" on Spoiler Alert website: "A Beginner's Guide to Food Waste":



HOW IT WORKS

CUSTOMERS

SOLUTIONS

ABOUT

RESOURCES

BLOG

LOG IN

GET STARTED

Food waste is an environmental, social, and financial problem.

ENVIRONMENTAL

- Approximately **30-40% of food is wasted** in the United States.
- If wasted food was a country, it would be the **third largest producer of greenhouse gases (GHGs)** in the world, after China and the United States.

SOCIAL

- Meanwhile, 48.1 million Americans lived in **food-insecure households** in 2014.
- Reducing food losses by only 15 percent would be **enough food to feed more than 25 million Americans** each year.

FINANCIAL

- **\$218 billion is spent** to grow, process, transport, and dispose of food that is never eaten.
- Food & money is **lost at every step in the supply chain** — across farms, manufacturers, restaurants, and homes.

Home page:



The banner features a background image of fresh produce like tomatoes and onions. At the top left is the Spoiler Alert logo, which consists of a stylized apple icon with a bite taken out of it. To the right of the logo is a navigation menu with the following items: HOW IT WORKS, CUSTOMERS, SOLUTIONS, ABOUT, RESOURCES, BLOG, and LOG IN. A green-bordered button with the text 'GET STARTED' is positioned in the top right corner.

Spoiler Alert

HOW IT WORKS CUSTOMERS SOLUTIONS ABOUT RESOURCES BLOG LOG IN

GET STARTED

Surplus food happens, manage it better

A SOFTWARE PLATFORM HELPING FOOD
BUSINESSES MANAGE UNSOLD INVENTORY.

Why Spoiler Alert?



Improve Your Bottom Line

Reduce waste management costs, claim tax benefits for charitable donations, and find new buyers of surplus food.



Empower Your People

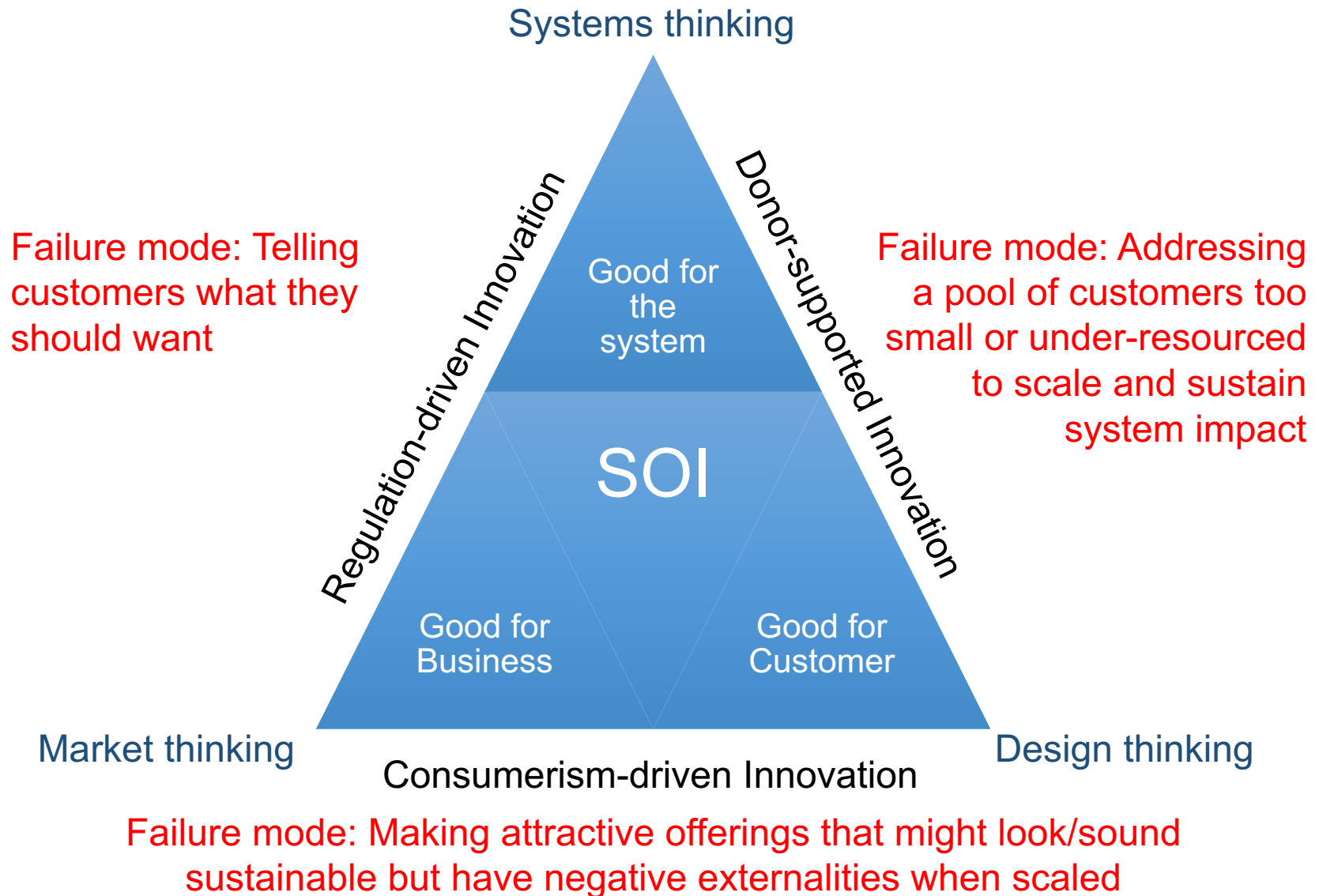
Enable your employees to save time by taking food recovery and waste management into their own hands.



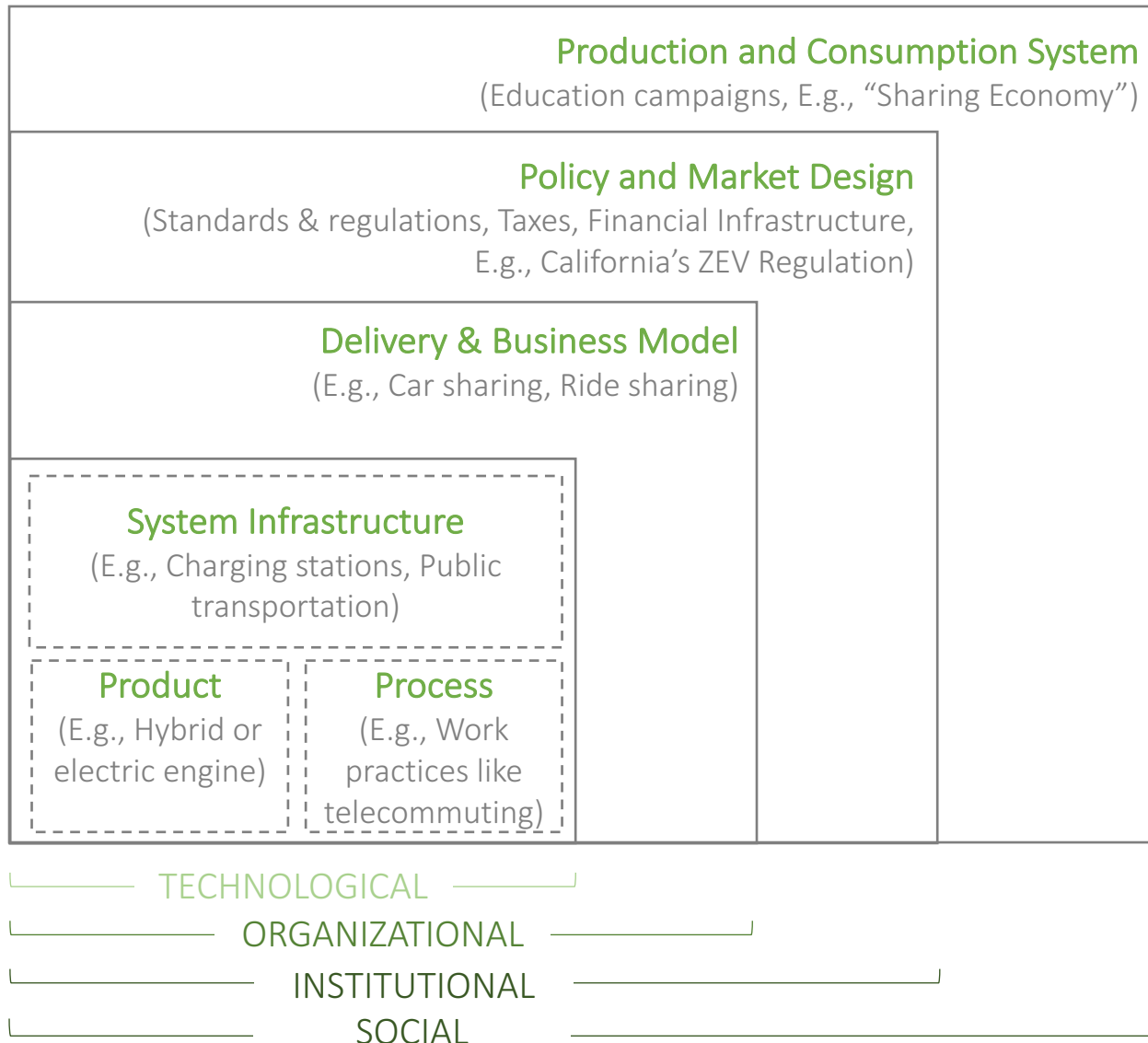
Help Your Community

Fight food insecurity and waste by getting surplus food to qualified nonprofits in your community.

Sustainability-Oriented Innovation



Varieties of SOI



Varieties of SOI

Emphasis on private problem



Emphasis on public problem



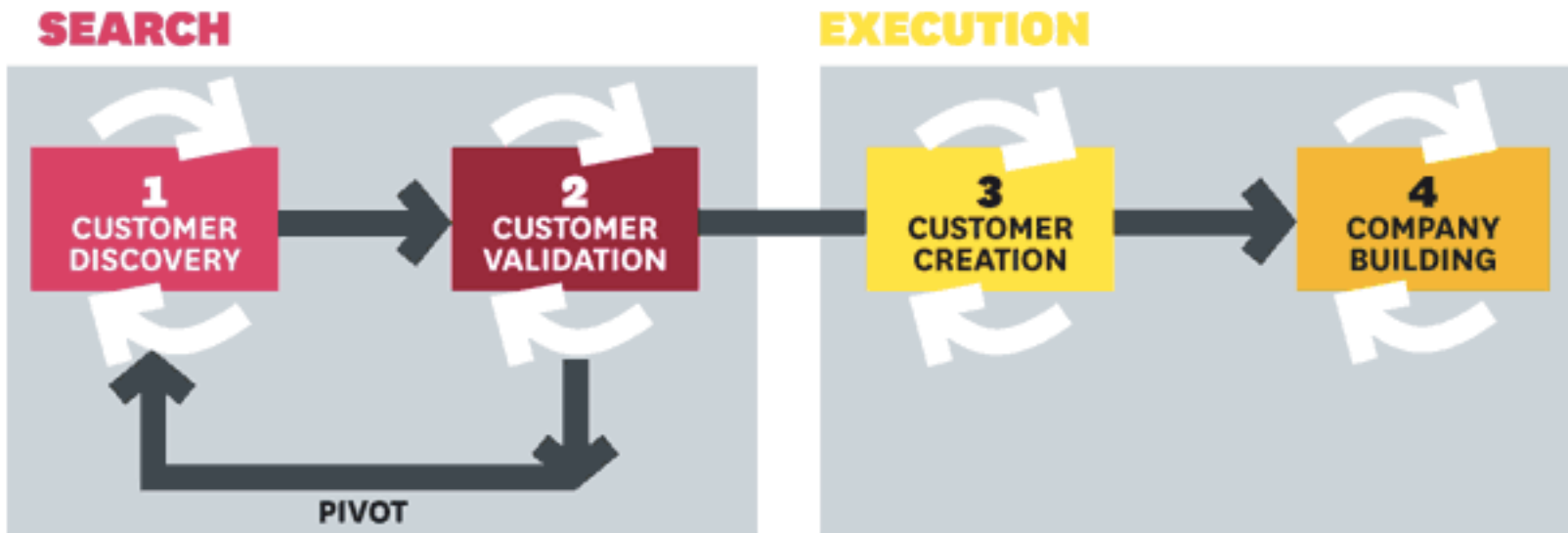
*Sustainability:
A positive 'side-effect'*

*Sustainability:
One of the inputs*

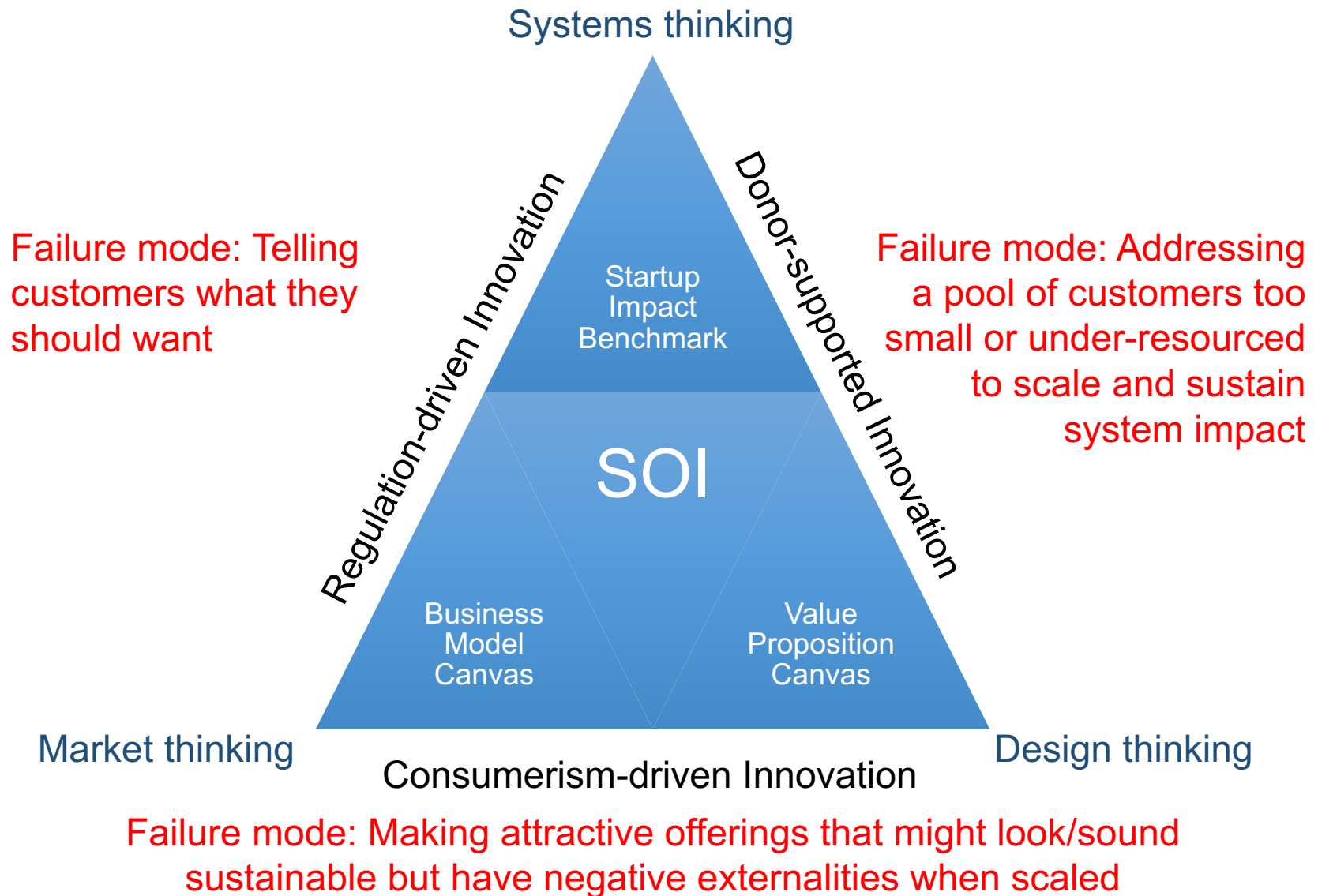
*Sustainability:
The core purpose*

Accelerating sustainability-oriented entrepreneurship

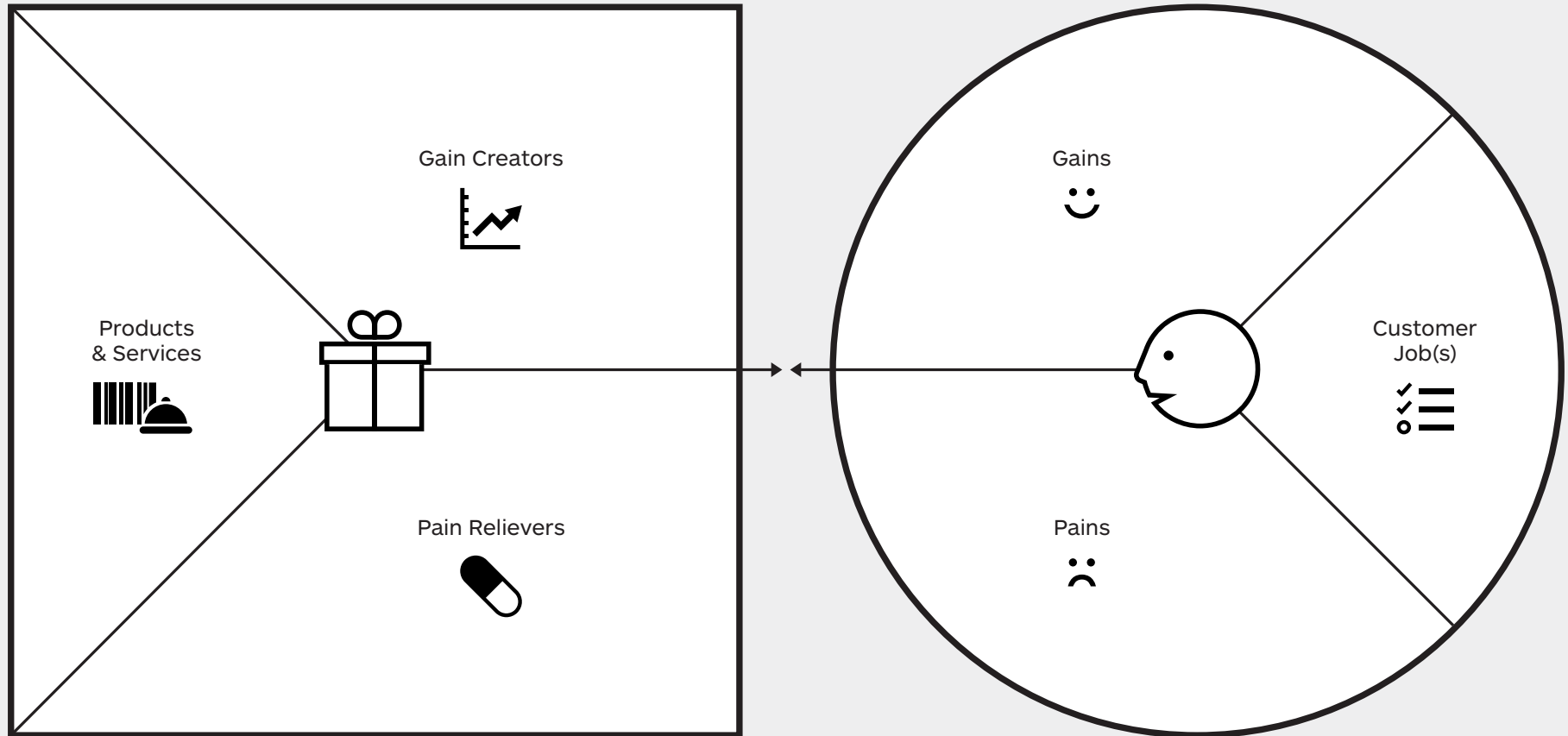
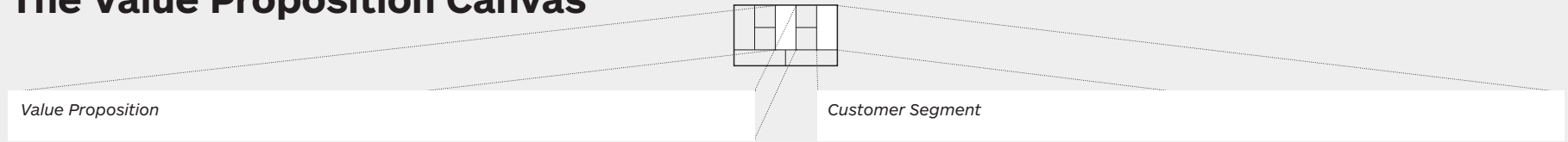
A startup is a temporary organization designed to search for a repeatable and scalable business model -Steve Blank



Tools to support the search process

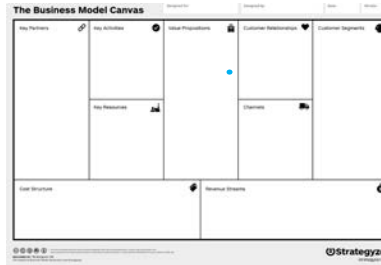


The Value Proposition Canvas



Startup Impact Benchmark

1 What in the business model differs compared to the status quo solution?



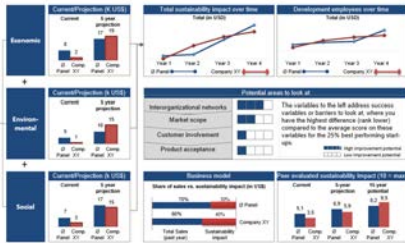
2 Who benefits/suffers from the changes to the status quo solution?



5 Understand, validate & improve impact logic and increase impact

Sample potential benchmark results for each participating start-up on individual/start-up level!

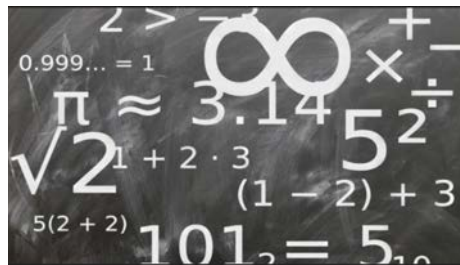
Prototype / Dummy Slide



Impact Substantiation

Impact Identification

4 How can you measure and quantify these changes?



3 Which stakeholder needs do you address and how?

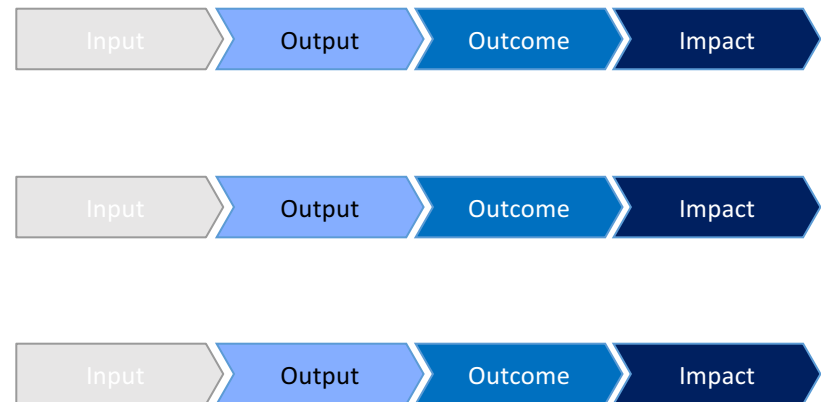
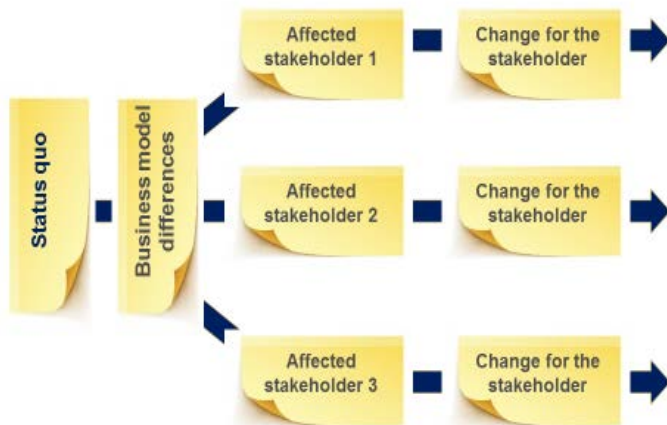


Social Impact Benchmark: Quantifying the identified impact

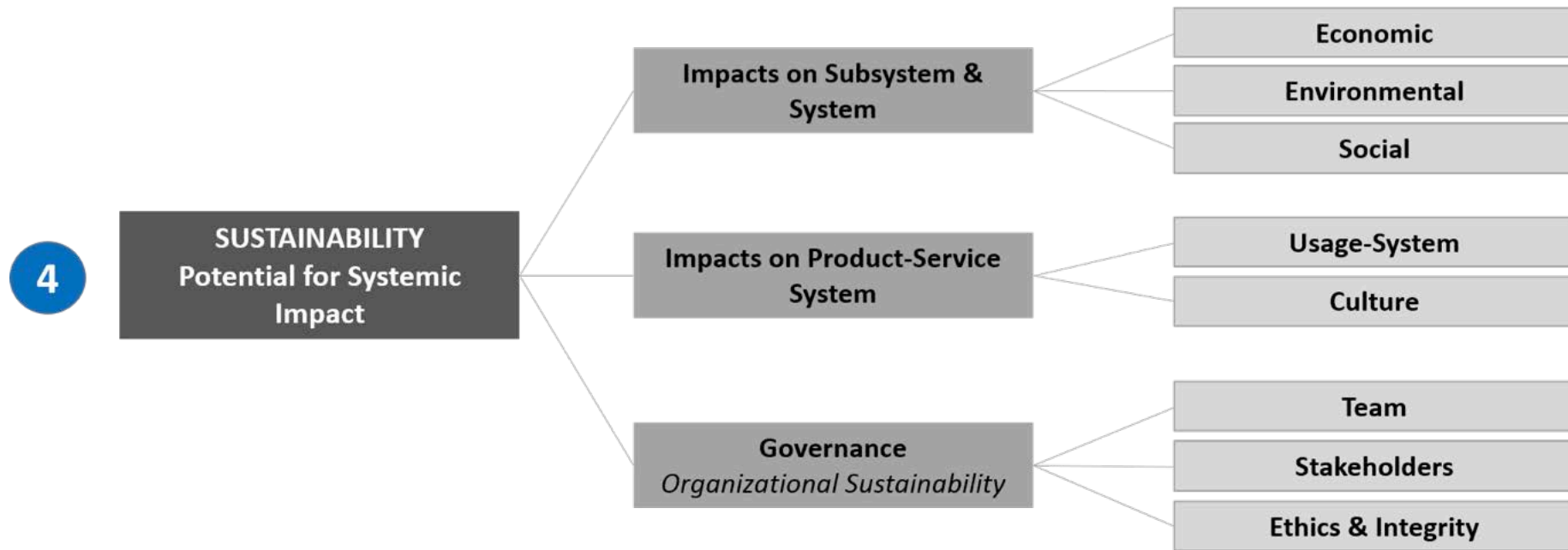


Phase 1 – Impact identification

Phase 2 – Impact substantiation



Evaluating sustainability



Sustainability Initiative Leadership Team



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@MITsloanSusty

Website → <http://mitsloan.mit.edu/sustainability/>