

SUSTAINABILITY:

The New Paradigm in Business

&

*Enlightening the Future
Manager of Tomorrow*

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Table of Contents

- I. Introduction (p.3)
- II. Earth's Natural Cycle (p.4)
- III. Greenhouse Gases & Ozone Depletion (p.5)
- IV. The Truth About Fossil Fuel Pollution (p.7)
- V. Climate Change (p. 10)
- VI. Economic/Business Impact of Climate Change (p. 12)
- VII. Sustainability (p. 13)
- VIII. Sustainability Development (p. 15)
- IX. Sustainable Innovations & Technology (p. 17)
- X. Current Corporate Sustainability Trends & Model Corporations Leading the Way (p. 18)
- XI. The Vital Role Sustainability Plays in Leadership (p. 19)
- XII. Conclusion (p. 20)

I. Introduction

When you look deeply into management you find that at the core, the heart that drives successful management is made up of; development, improvement, and innovation. Their definitions are similar yet each one is vital for a good leader and manager to possess. Development is forged through experience. Improvement is made after development and is done so by reflecting back on prior decisions and actions; then focusing on what was done right and more importantly what was done wrong. By making the wrong decisions, a manager grows and in the future will make the right decisions. Then third phase innovation, takes its course and new processes, systems, and technology are developed to better the organization and hopefully the world. With this in mind, business that improves society is good business (in many senses) and this has been the new wave of thinking for a brighter tomorrow.

A new paradigm has appeared in modern business today, a shift away from business that is unethical and immoral to a new way of thinking of how business impacts society and an increased awareness of how business has such an enormous impact on the world around us. Modern business today is moving at the speed of light and it is crucial that business leaders of tomorrow keep up with all the changes or they will be left in the dark to fail. The modern day consumer is much more consciously aware of what is going on in business and they are turning away from unethical corporations solely concerned on profit margins and towards innovative and consciously aware corporations who do more good for the world. After all they have seen and experienced over the years can they be blamed?

The current state of our world as a whole is hanging in the balance and people are turning towards leaders who truly do good things for society. Among some of our world's major problems at the top of the list are; climate change, pollution, and slave labor. There are numerous other problems to list, but they all share one thing in common, most all of them were created from poor/unethical business practice. As light is shed further upon the problems that plague our planet, the more business will be in the spotlight. This puts an enormous burden of the future managers of tomorrow, one that we should all face willingly in order to create a more sustainable planet.

II. Earth's Natural Cycle

Is "Global Warming" a legitimate problem that humans caused or is it just a natural phenomenon that our planet experiences? Both answers are in fact correct. In order to fully understand this we will first discuss the Earth's Natural Cycle. (Also known as Milankovitch Cycles) Our planet since its creation has constantly waxed and waned through a natural cycle of cooling and warming periods over hundreds of thousands of years. A complete revolution of these natural cycles lasts 100,000 years with around 20,000 years of cooling leading to an ice age and is followed by an 80,000 year warming period. So climate change and global warming are a natural phenomenon, but what we are currently experiencing as a planet right now is not natural. The last peak in the cooling trend (ice age) was 10,000 years ago, which means we have broken the natural cycle and should be right in the middle of a cooling stage, yet our planet is the warmest that it has ever been in its entire history. The deviation from the natural path can be pinpointed to the middle of the eighteenth century, which happens to be the start of the industrial revolution.

When the earth goes through its natural cycle; sun distribution shifts on the planet which causes: change in seasons, climate shift, ice coverage changes, wind and current shifts, and changes in ocean temperatures. Our planet is experiencing all of these currently but in an unnatural way and it is rapidly getting worse. To put this into perspective we should be heading towards another ice age and instead we are at the warmest global temperature on record. The situation is urgent and change needs to occur or it could take a downward spiral towards a terrible looking future for our precious planet. Since the industrial revolution we have been unconsciously destroying our planet slowly all in pursuit of the almighty dollar. Business was the driving force into forcing our hand into the current and desperate situation, and it will be either be the savior or destroyer of the future of tomorrow.

Change is an inevitable part of nature and once we experience more problems that we caused by destroying our planet, then more and more people will look towards business leaders to help clean up our world, the fear will soon become the driving force over the next fifty years to come. As managers of tomorrow, we have to follow the changing tides in this world and we have no other choice but to stare down this problem in its ugly face and fix the mess that we created. After all in the wise words of business guru John C. Maxwell, the best leaders leave behind a legacy to ensure future success long after they are gone.

III. Greenhouse Gases & Ozone Depletion

So what exactly happened back at the start of the Industrial Revolution that put us managers in the middle of this ugly mess? To better understand this question, it is vital that there is first a proper understanding of greenhouse gases and how they are in fact a necessary component of sustaining human life on this planet. Greenhouse gases are not here just because

of us, our atmosphere is very intricate and complex and when the sun shines on our planet the rays are blocked from it, but not all of it is blocked. The sunlight that penetrates through our atmosphere turns into these naturally occurring gases in a process that heats our planet to the perfect temperature in order to sustain abundant life of all forms. This is very unique because we are the only planet in our solar system that has this unique trait and is due to the perfect positioning away from the sun, neither too close nor too far. All that being said, just as our planet is in perfect solar balance, our greenhouse gas levels also have a natural balance and deviating away from the natural balance can have harmful side effects.

Since the start of the Industrial Revolution we have been breaking away from this natural balance by adding pollutants by the masses into our atmosphere. So much harm was done for so long simply because back then people did not think of the consequences of industrial factories and machines dumping pollutants all over our planet's surface. These pollutants added to our atmosphere have been documented to intensify the effects of our greenhouse gases that heat the earth. All of this heavy pollution can also be to blame for increased climate change and depletion of our precious Ozone layer of our atmosphere.

Another very interesting trait that our atmosphere possesses is its complex ozone layer which shields our planet from most of the sun's harmful Ultra-Violet (UV) rays it sunlight contains. The ozone can be found in both of the closest atmospheric layers to earth, the troposphere and the stratosphere and can be both good and bad. Normally, some UV rays penetrating the ozone are completely normal and some areas of our planet have stronger concentrations of the ozone layer and conversely some areas have less protection. When ozone is located ground-level in the troposphere it is considered "bad" because we as humans are inhaling these harmful chemicals and ozone in this layer is the main ingredient of urban city

smog. Conversely, ozone located in the stratosphere is considered “good” because we don’t breathe it in and it shields us from UV radiation. Dating back to the beginning of the Industrial Revolution, we have been depleting areas of the “good” ozone concentrations from man-made chemicals and destroying the crucial sun shield that keeps us alive. Unfortunately, the damage does not stop there and the knockout punch for the environment was the rapid development and usage of fossil fuels.

IV. The Truth About Fossil Fuel Pollution

All problems are rooted at the start of the Industrial Revolution; this is where the worst environment killer ever was forged. The beast that was awakened from of this booming time of industry was fossil fuels. Fossil fuels are natural produced fuel sources such as; coal, gas, and oil that were formed over hundreds of thousands of years from the remains of living organisms that once walked this earth. Think about this for a minute, our planet is running off the burning remains of our ancient ancestors, does not sound too good when it is put that way. The next question that then arises; is this really the right way we should be fueling our planet?

Although these fuel sources were naturally produced, it does not mean that they are necessarily good and perhaps should have been left untouched. In hindsight we can look back and say we never should have used fossil fuels to begin with, but at this revolutionary time of rapid industrial growth, the moguls of the industrial revolution did not ever think of what harm these fuel sources could produce. They never took into account the consequences for their actions. Unfortunately, today we are left with the mess that some of the richest businessmen ever to walk this earth left behind as they chased down the almighty dollar and abandoning their duties to society and the solar oasis we all call home. The first companies to harvest these

energy sources saw enormous profit and success from this ancient fuel source, but it came at a very high cost to our planet.

What these energy pioneers did not realize for a long time was the fact that fossil fuels cause an incredible amount of harmful pollution that was just carelessly ignored. Emissions from any fossil fuel being burned releases enormous amounts of Carbon Dioxide (CO₂) into the atmosphere that not only destroys our ozone layer, but also damages other atmospheric levels on our planet while at the same time polluting the air that all living beings breathe in on the surface of our planet. This air pollution destroys ecosystems and is not just limited to the air, but comes in many other forms as well. When an oil rig spills in the ocean it does an extreme amount of harm to the ocean waters around it and destroys all ecosystems in close proximity at the same time polluting any nearby ocean water when the oil is moved by the currents. This is then a great danger to society and business because the fishing industry is a huge global industry and contaminated fish supplies mean not only detrimental health side-effects but results in huge losses for companies connected to the industry in any way. Pollution is not just limited to just oil, but gasoline and coal also pollute our fragile atmosphere just as heavily.

Everything that exists on our planet is inter-connected and this is very apparent when looking at the relationship between business and society. When a major event happens within a country, there are so many stakeholders that are affected greatly by these actions which in turn have major influence and lasting effect on business within the same sphere of influence. With this in mind, it begs the question; why do we still heavily rely on fossil fuel if it affects our society in such a negative way?

To this present day our planet's global energy supply is eighty percent fossil fuels, even though much light has been spread on the harmful drawbacks of this non-renewable resource. Each year since the industrial revolution we have been dumping millions of metric tons of carbon dioxide into our delicate atmosphere. What is even more alarming is it has increased each year since then and now has started to make our planet extremely vulnerable to a number of different threats that are approaching much faster than we would like them to.

Scientists are no longer urging caution against burning fossil fuels but are now almost all unanimously agreeing that it is an imminent danger and there has been a great deal of irreversible damage done to our planet already. They have discovered that we have deviated from the natural path into an unnatural warming trend that we have dug ourselves too deep in the hole to reverse the effects of our own destructive behavior, the best we can do as a planet is try and mitigate the damage. This is a very important strategy for a manager to master and in worst-case scenarios a good leader must know how to take action to limit the amount of damage that is done. Unfortunately, for us future managers no longer have a choice in the matter. To put it lightly, the fate of our planet rests in our hands and is it up to us to do the right thing because our ancestors failed to do so before and we must learn from their mistakes in order to improve.

The evidence of our failure to cultivate the planet responsibility have been long kept in the shadows, but as the danger looms ever closer, light shines through to reveal the ugly truth. The cold hard facts of the matter are; our planet's global temperature is currently at an elevated 0.85 degrees Celsius, which does not sound like much but if our planet raises just another 2 degrees Celsius then our planet is doomed for mass extinctions, severe droughts, extreme storms, widespread poor air quality, health epidemics, and catastrophic business failure. This "2 Degrees" theory is also widely accepted among the scientific community and more and more

global leaders have also begun to accept the evidence backed theory as well. Even in as early as 2007 scientists predicted such catastrophe when in that same year the Intergovernmental Panel on Climate Change (IPCC)¹ Report stated a rise of 4 degrees Fahrenheit in average global temperature would drive 15-37% of all plant & animal species on planet earth to extinction. The alarming raise in global temperature also has begun to cause rapid climate change already sweeping the globe and its harsh effects have already been felt by the masses that live in regions whose delicate climates are violently shifting into an unnatural and volatile state.

V. Climate Change

In order to further understand the situation we put ourselves in we must take a deeper look at this unnatural and rapid climate change that is being felt worldwide. No longer can our planet look the other way in this crucial discussion because our planet is in a desperate state and is at the hottest it has ever been, when it should be preparing for an ice age. In 2013, our global carbon dioxide levels in our atmosphere hit the highest peak ever recorded in our planets extensive history. What is more alarming is it has only gotten worse and even with all the evidence to back up the argument, so many leaders are choosing to look the other way just because the truth is they will lose their fortunes if more people see how harmful this enormous industry is. This then begs the question why are humans and so many businesses in this world so destructive?

In 2014, the IPCC reported that unnatural climate change is already occurring rapidly and more large scale shifts in global climates are on the way. Due to the deviation from the Earth's natural cycle and because of the rapid nature of the changes, our planet will suffer greatly in the

¹ The IPCC was formed in 1988 by the World Meteorological Organization and the United Nation Environment Programme to spread awareness globally of climate change and to take preventative action against it

years to come for our actions. The large-scale shifts will also rearrange and amplify the wind and water on our planet and will provide for a much different shift in all natural patterns in different ecosystems which is not only a threat to the plants and animals that are inhabitants but will also have a huge impact on the different business that make up the environment as well. These changes are not just a horrific vision for the future, but are happening as we speak.

The scientists at the World Meteorological Organization (Some of the most educated and qualified environmental experts our world possesses) have long reported significant increases in long-term global temperature, record high and low temperatures for different global regions each year, and an unnatural and increasing trend in extreme weather events worldwide. Just ask a farmer in California how his crops have been doing in the last four years amidst the worst drought the state has ever seen and he will give you the same response as the scientists at the WMO, this is not natural at all and is very alarming how much the climate has been rapidly changing. The poison in this dagger of environmental damage is that its effects are irreversible, and the worst part is we stabbed ourselves with this dagger.

There is still hope left in this unfortunate and inconvenient scenario we got ourselves into. The hope is that the future leaders of tomorrow will act responsibly and clean up the mess we caused. Sustainability is not only the better alternative for the future; it is all we have left. Thankfully, world leaders are beginning to recognize the warning signs right at the door and have begun with the help to enter this fight for our planets fate with the help of global organizations taking the initiative to mitigate the damage from the imminent threat of climate change. In addition to these mitigation efforts to combat climate change there is still another major threat our whole planet faces that could have a much greater impact on our world. The fact of the matter is fossil fuels (which our planet is 80% dependent on currently) are non-

renewable which ultimately means at some point the supply will eventually dry up. If this happens then our global economy will fall apart at the seams.

VI. Economic/Business Impact of Climate Change

Fortunately, there have been many brilliant economists in our world that are on the side of sustainability because they understand the catastrophic impact that would occur if we used up our planets supply of fossil fuels. The fossil fuel industry is the most profitable industry in the history of our entire planet and according to Vice News on May 20th 2015, the fossil fuel industry received ten million dollars per minute in 2014 subsidies just so prices would stay low and demand stayed high. All this money being pumped into this industry titan is making it appear on paper to have more value, when in reality it is causing a huge economic bubble to form. This should be an immediate red flag for any leader with knowledge of our country's recent history with economic bubbles, more specifically the post-9/11 housing market bubble that eventually popped. Except this time if this bubble bursts our entire world (not just our country) will be filled with panic and chaos as its explosion will lead to the worse economic depression we all have ever seen. As much of danger destroying our environment with these ancient fuels poses, it pales in comparison to the threat of the fossil fuel industry bubble popping, which would be a global disaster that would immediately affect every single human on the planet.

This "Carbon Bubble Theory" is the name for this ever-present danger that looms overhead and it is scary to even imagine what would happen if it ever burst. Eerily similar this bubble is to the housing market bubble our country is still suffering in the aftermath from. In both cases people were too absorbed in the pursuit of profit to ever realize what a ticking time

bomb their unethical actions were creating. This time however, the stakes are astronomically higher. The fossil fuel industry is a much bigger industry than the United States housing market and happens to be the largest and most profitable global industry our planet has ever seen. Wrap your mind around this for just one minute and immediately afterwards an enormous red flag should then go off in your mind. An independent European financial services company Kepler Cheuvreux estimated in 2013 that the losses of value in fossil fuel companies will decline over \$28 trillion dollars over just the next two decades due to the growth of renewable energy companies. This explains the reason why the industry is being pumped with subsidies, to prevent complete disaster.

Our planet as a whole is fully invested in an industry that is not only slowly killing our planet, but has the power to dismantle every single economy around the world. This is a dangerous high-stakes game that business has had a hand in for far too long and also goes back to how our entire planet is a complex inter-connected system effected directly by others actions. It does not take a degree in economics to come to the conclusion of the situation on hand. Instead it is just flat out common sense that if some of the biggest and most influential economies across the globe simultaneously crashed, then our world is in grave danger. The aftermath of this industry crashing would be more detrimental to our world than any world war, any depression, or any natural catastrophe. This fossil fuel bubble is of the utmost concern for any human being, let alone just business professionals.

The single hope still exists amongst all of potential chaos and it remains that sustainability is no question the way of the future. We have lost the ability to look the other way like so many others before our generation had done previously. Sustainability has to become the new paradigm or we are doomed to suffer the severe consequences of past mistakes made by the

leaders before us. The managers of tomorrow either can ride the new sustainability wave or be left in aftermath of extreme damage that the fossil fuel industry plagued our once perfect planet.

VII. Sustainability

Luckily, after many generations experiencing some harmful side-effects caused by rapid industrialization our world began to notice the changes and gradually more and more leaders around the globe began to join together to help clean up the current situation for the good of the entire planet. The push for international sustainability efforts really took off in 1992 when the United Nations Framework Convention on Climate Change (UNFCCC) was formed and then later led to the 1997 Kyoto Protocol in Japan. It was here an international treaty was signed by 192 countries to confirm the unnatural global warming crisis and slow down the process by reducing the amount of greenhouse gas emissions released into the atmosphere each year. This has been a great first step, but some of the biggest polluting countries did not sign the treaty even the righteous United States of America took this destructive path.

The reason why our country did not sign the treaty is because by signing, we are committed to reducing harmful emissions or else we pay for the amount we pollute beyond the parameters. Once again the decision was made to satisfy needs of the almighty dollar. The power of change is very powerful though and soon enough the United States will have no choice but to join the side of sustainability eventually. Over the years the idea of sustainability began to build more momentum internationally. The United Nations saw its importance to the welfare of all human beings and made its Millennium Development Goal #7 to ensure environmental stability globally which refers to Earth's natural ability to continue functioning in a manner that supports other humans as well as other ecosystems. The ultimate aim of Millennium Goal #7 is

to help citizens around the world decrease, and then eventually reverse the loss of Earth's natural resources in order to protect biodiversity & human health worldwide.

As the United Nations held more summits, sustainability began to show its head frequently. To the point that at the G-20 London Summit of 2009 it was no longer an option, but a clear choice for humanity sustainability can no longer be swept aside. There was also a change in approach that took place, companies and countries were now being offered incentives to switch to renewable and sustainable resources. Now sustainability gained the needed recognition as a top priority and over \$1 trillion in incentives was offered to those ready to clean up our damaged planet. In the time since then new goals and incentives have been drafted each year and slowly the shift towards sustainability is growing.

This present year is huge for global sustainability and in this month of December the United Nations Climate Conference (COP21) will meet in Paris for perhaps the most monumental conference in our planet's history. The aim of this conference is to come to a universal agreement that binds every country to reduce harmful emissions, which has never been done before in history. If this were to become a reality then it would be an enormously crucial step in cleaning up our planet. This is a very important time for us managers to be a part of because the change to renewable energy is becoming more apparent each day. The Secretary of the United Nations General Ban Ki-Moon even said himself that "the time for action is now" regarding sustainability. Sustainability development is growing each day and it is only a matter of time until everyone gets on board. This means for us managers that the time to innovate is now and the path of sustainability is not only the right path, but will ultimately lead to success as we experience this change firsthand.

VIII. Sustainability Development

The main goal of sustainability development is to preserve our earth for future generations to come by reducing the damage we cause our planet and initiating a positive change towards renewable energy. It seems that just like our planet has strayed away from the natural path, our society itself has strayed away from the natural laws our ancestors once followed. The Great Law of the Iroquois natives of “our” land (which we took from their dead hands as we brutally slaughtered them) translated into English states “In every deliberation, we must consider the impact on the seventh generation, even if it requires having skin as thick as the bark of pine”. This native law is referred to as “seventh generation sustainability” and a company even adopted it in their name because of their environmentally responsible and morally ethical business practice. The main goal of this ancient ecological concept is to consider with every decision the consequences and how they will affect the generations to come.

Our ancestors would not be pleased with how we took care of our planet since the Industrial Revolution and would be further displeased we were burning up all of their remains. The situation is teeming with irony, we dishonor the ancients, we further dishonor them by burning up all of their remains, and to top it all off, all the burning has resulted in the burning of our planet itself. Now it has reached the point where we are forced to wake up and realize the situation at hand. The time for action truly is now and as more and more people are awakening to this truth worldwide the greater the tide of change will grow. Awareness does not just stop at businesses, but consumers of today are now becoming more consciously aware of what is happening in this world even beyond all the shadows produced to cover-up the truth.

Consumers ultimately drive business because without the consumer, a business is nothing. So what happens when consumers become more aware of the truth? They begin to change their purchasing decisions and as people are enlightened further on the truth, they turn away from paradigm they once were a part of. As more of the truth gets out to people and more environmental problems begin to spring up, the consumer will shift even more towards sustainable businesses. The shift has already become apparent and with growing incentives for both businesses and consumers to make the change, sustainability will become a much more attractive and profitable industry. We are in the midst of a great period of change and the importance of picking up on this emerging trend is crucial for the future manager of tomorrow's success.

IX. Sustainable Innovations & Technology

Over the years technology has increased beyond expectations. With the development of ways to capture the everyday energy around us, it just makes sense. Sustainability is the future and as managers of the future we must look ahead and forecast. Companies today are finding ways that are efficient for them and are slowly working towards sustainability. The idea is to harness ways of energy which exists naturally and cannot be depleted. Today a growing trend is solar power, or the conversion of light beams into renewable energy. Companies who have a large building or warehouse are starting to cover these buildings with solar panels. It only makes sense to cover a building instead of simply putting these panels on the ground making their own carbon footprint. The next forces of Mother Nature would be wind and hydro. These two are actual forces and must be harnessed with proper equipment. Before the industrial revolution, mills and farms were ran off rivers and basic wind turbines. We were given these forces to be

harnessed so why not use them just as we did before. At some point fossil fuels will run out and these will be the only energy producing ways of the time. As technology increases these wind turbines and hydro systems will be more easily available. Just as the last couple years, one can see the growth of solar panels all over New England. Sustainability does not end there, every bit helps. Many companies and corporations that regularly deal with massive amounts of paper are now finding ways to be paperless. Instead of filing cabinets full of documents, everything can be stored digitally saving time and money when it comes to printing and searching for things. Being sustainable is being efficient and all the things listed above are ways of improving efficiency for a company. Even simple things like searching for an old document, can now be found with a simple search bar. As a manager you must be thinking long-term always, and these methods of sustainability are big money savers in the long run.

X. Current Corporate Sustainability Trends & Model Corporations Leading the Way

In today's world we as managers must be corporate citizens and by that it means to care for the world you live and the people in it. Big companies must view their carbon footprint and then must recognize this because it is not the Industrial Revolution anymore. Not being sustainable in this time period leaves a not so good company image and can damage it directly. Things to consider when viewing a company's sustainability it is vital to focus on two parts, the company itself and the means by which it conducts business. As a company this involves waste, energy consumption, and carbon footprint. But as a means to conduct itself, this is solely on management. The management directs the company, and relies on them to make the best decision.

An example of a successful sustainability effort would be the American company Biogen Idec. This medical company treats and searches for cures for Multiple Sclerosis and helps thousands. Not only do they provide help to those in need but they continue to strive towards sustainability. As of this year they have actually reached carbon neutrality which means they have neutralized all emissions. They accomplished this through lowering their emissions below the scale and actually funding sustainability projects that work to offset the existing emissions. These projects include solar, wind, and hydro farms along with using landfill gas projects. Since Biogen helps actual patients they mold their business model off this and say that it would not be right to be helping people but to hurt the world we all live in. But the reason Biogen is ranked number one on Forbes most sustainable companies is because of their image.

Everything about Biogen is positive. They positively affect the community by improving themselves and their processes. Even down to the employees, Biogen treats every one of the team like a patient. Biogen strives to be a leader and other companies should follow suite. Being sustainable will be a vital role in the next ten to twenty years so future managers must prepare. As managers, companies like Biogen are the ones we should be studying because they are obviously doing something right. Being sustainable shows commitment and consistency and that is huge in business. When it comes to consumers and other businesses they will follow what works and there is a lot to learn from Biogen.

XI. The Vital Role Sustainability Plays in Leadership

The switch to sustainability is inevitable and will happen. As managers we recognize this as our future and cannot ignore it. Every good leader leaves behind a legacy. A leader acts with

the idea of tomorrow in mind. A leader should have a drive to succeed more than the fear of failing. As a manager, you must act with the companies best intentions not your own. This is when being sustainable ties into being ethical. These days with the media and Internet it's impossible for a company to hide from public opinion, so to be successful you must act with that in mind. A manager should act how they would like to be managed. Lead as if you were following, do not command, but instead act. Inspire people through consistency and pride for what you are doing. Show you care and others will naturally follow your lead. Positivity goes a long way and it's amazing how successful companies can be by simply integrating these practices.

A good manager seeks longevity and efficiency out of their job and sustainability supports both of these. It's about aligning a company's long term needs with financial consistency. Managers and leaders of today will face the challenge of implementing or dealing with changing sustainable policies. Since sustainability is on the rise and is not completely "necessary" yet some companies will ignore this or not want to hear about it because of cost you must try and enact the best plan suitable for action. These companies are not thinking long term so the best form of action is to stress the long-term effect and push all the positives it will bring.

XII. Conclusion

The most important question we can ask ourselves as both managers and just as human beings in general is; Why? What are the intentions of our actions? Are they good or bad? This is so vital to think about before we act because each one of our actions has consequences, both good and bad. Our world is inter-connected and as managers we have a large sphere of

influence. So with this being said, the manager of tomorrow has a big responsibility on his or her hands to make the right choices.

The responsibility we are inheriting carries such high importance because managers and leaders who came before us failed to make the right choices for far too long. This current situation we have been thrown into is a major lesson in ethics and decision-making. It is our turn to develop and improve on the failures of the past to help insure a brighter future for tomorrow. When we make good (Morally responsible) decisions its influence is felt like a ripple effect that creates good consequences for the manager, the company, and then the world. Whether you subscribe to the universal law of karma or just have a solid moral compass, there is no denying that we are all affected by each other's decisions both positively and negatively. It all goes back to the question of; Why? We must always ask ourselves this question each day.

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