

PP4SD Financial Sector Programme

Introduction

This programme sets out a one day training session for participants from the financial services sector. It has been used with trainees from a major bank in the UK and can be adapted to specific audiences within the financial services sector. In particular the situational exercise is an opportunity to enable participants to apply the systems approach to sustainable development to their own professional context. This is best done by presenting them with a contemporary scenario from their professional situation and asking them to address it either as themselves or by adopting a relevant role. Setting up an appropriate role play is demanding as it has to be thoroughly researched, but the learning that can result from it is very valuable. (See Annex 1 of the “Systems Thinking and Five Capitals” document for an example.)

The right hand column in the table below refers to the slides on the accompanying PowerPoint presentation. Additional notes on some of the exercises and the case studies can all be found on separate documents.

Agenda for the day

09.30	Introduction
09.45	Why are we here?
10.00	Space Ship
10.40	Business Drivers / Funnel / New business reality
11.00	Break plus activity
11.25	Case Study Review – learning from others
12.30	Lunch
13.30	Introduction to Systems thinking and the 5 Capitals (with mapping exercise)
14.30	Introduction to situational exercise
14.45	Break
15.00	Situational exercise (to be developed for the audience)
16.10	Action Planning
16.45	Review and evaluation
17.00	Close

Session Plan

Timing	Activity	Notes	Slides
09.30	Introduction	Introduce the aims of the programme. Facilitators and participants introduce themselves.	1 - 4
09.45	Why are we here?	In groups the delegates are asked to say why they think CSR is important?	

		<p>Ask them the question, leave them in groups for 5/8 minutes then flip chart the answers.</p> <p>This will help them start to think about the business case for sustainable development and return to the flip chart sheets later.</p>	
10.00	<p>Space Ship See separate sheet</p>	<p>Key Points to bring out</p> <ul style="list-style-type: none"> ▪ Long /short term ▪ Needs over wants ▪ Priorities ▪ Social considerations 	5 - 8
10.25	<p>Debrief of Space Ship</p>	<p>Important to bring out the key aspects of systems conditions and the importance of natural resources to support current and future generations.</p> <p>Also to bring out the gaps in wealth and opportunity - social implications. How do we feel about the global inequalities and wealth distribution?</p> <p>Discuss issues of population growth and issues around consumption.</p> <p>Use the systems slides to show the integrated world we live in and how we can start thinking in systems</p>	9 - 11
10.40	<p>Business Drivers</p>	<p>Introduce the Funnel and go through presentation on why the sector is responding – the business case - refer back to the earlier flip chart sheets from the groups.</p>	12
11.00	<p>Coffee break activity See separate sheet</p>	<p>Introduction to coffee: Explain that as an experiment, we are recreating the global system as regards consumption patterns.</p>	
11.15	<p>Coffee break debrief</p>	<p>As part of the debrief share the following statistics.</p> <p>Start with initial de-brief of coffee to discuss the impacts of allowing this situation to continue. How can we respond to this – we are part of a system that supports this – emphasise with figures:</p> <p>20% of the population has 80% of the world's income.</p> <p>The top 1% of households in the US have</p>	13 - 22

		<p>more wealth than the entire bottom 95%</p> <p>Leading on to suggest that companies are generating a business response to this situation.</p>	
11.25	Case study activity - introduction	Divide the participants into four groups and introduce the task.	23 - 25
11.30	Case studies - Action	<p>4 Groups – 4 Case studies</p> <p>Read and prepare a feedback / presentation</p> <p>Covering: Who are they? 10% What did they do? 30% What can we learn from the case? 60%</p>	
12.00	Case studies – Feedback	<p>Each group provides feedback</p> <ol style="list-style-type: none"> 1. What are the common positive elements? 2. What are the areas for improvement? 3. What is appropriate for their own business context? <p>Feedback is based on knowledge from case studies and it needs to be acknowledged that participants have limited information.</p>	
12.20	Case studies - wrap up	Bring some closure to the session. This is a chance to emphasise the change from: Linear to cyclic processes Product to service based economy	
12.30	Lunch		
13.30	Introduction to the Five Capitals and systems thinking See separate notes	Introduce the five capitals in detail using the series of slides in the PowerPoint presentation.	26 - 32
13.45	Mapping exercise	Applying systems thinking to a product. Working in groups of 4 or 5 participants choose a product and map the inputs, the waste and the social, economic and environmental impacts. An example of “coffee” is given on the PowerPoint presentation. Participants can also be asked to identify increases and decreases in the five capitals within the systems map which they produce on a flip chart sheet. Allow 30 minutes for producing the map and 15 minutes	33 - 35

		for feedback from the groups.	
14.30	Introduction to situational exercise	This has been a bespoke exercise developed specifically for the audience. It has usually taken the form of a role play in which the Five Capitals model and the systems approach can be applied to the participants own context.	36/37
14.45	Coffee	Coffee and cakes for all! Participants help themselves while working on the situational exercise.	
15.00	Situational exercise See Annex 1 of the Systems Thinking and Five Capitals document for an example	Objective is to give them experience of making a financial decision trying to use the capitals framework. Participants are typically given 30 minutes to prepare, 20 minutes to perform the role play (or feedback if it is another form of group exercise) and 20 minutes to debrief the activity.	
16.10	Action Planning	Describe sphere of influence / concern Ask them to: Identify 3 actions they can do now (within their sphere of influence) <ol style="list-style-type: none"> 1. Write them down 2. Explain them to a colleague 3. Have the colleague question and feedback what they have heard 4. <i>(This is optional and depends on you posting the cards to the delegates, but it is an effective prompt to promote action.)</i> Transfer the 'smarter' actions on to a postcard, which will arrive in 3 months to remind them of what they said they would do. Think about what they could do more of / or what they could do differently to change/ help the business move forward on this agenda. Emphasise their potential – what they can do if they seize they day!	37 - 40
16.45	Review and evaluation	Feedback forms	41
17.00	Close		