

ACADEMY FOR GLOBAL CHALLENGES



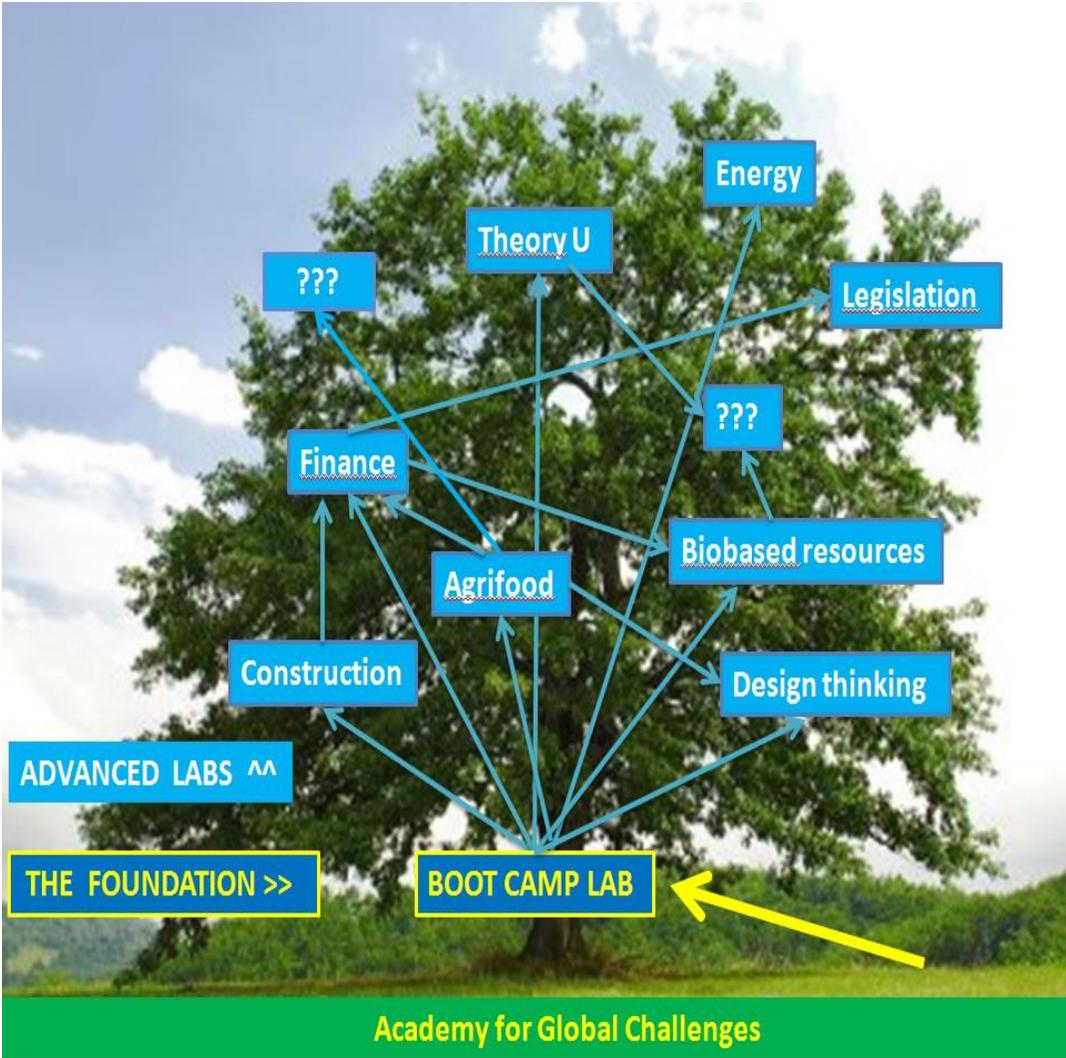
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BOOT CAMP LAB

**EDUCATING AND EMPOWERING A NEW
 GENERATION OF LEADERS FOR THE
 TRANSFORMATION TO A CIRCULAR ECONOMY**



The Academy for Global Challenges is a partnership of:

- Stichting Het Groene Brein;
- Stichting Maatschappij en Onderneming; en
- Stichting Transactieland.

The design of the Boot Camp Lab owes much to input from 25 circular economy leaders who participated in a Workshop held on July 5, 2017 in Rotterdam. Our deepest thanks to them!

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An international Board of Trustees yet to be established from among AGC partnership organizations will ensure the quality of all courses and programmes offered under the aegis of AGC. This also applies to the Boot Camp Lab as proposed below.

With input and support from:



I. ACADEMY FOR GLOBAL CHALLENGES

1. Mission

The Academy for Global Challenges (AGC) has a single *raison d'être*: to design, organise and offer a coherent bundle of academic courses and workshops to act as drivers towards the transformation to a circular economy. AGC courses and workshops all aim to equip and empower a new generation of leaders with the mindset, knowledge, skills and commitment needed to act as entrepreneurial change agents in that transformation.

The target group of AGC consists of young people with a higher professional or university degree and with several years of working experience who, as a next step in their career, wish to contribute personally and actively to the circular economy transformation, be it in the private sector, in government, or in civil society organisations.

As a network organisation, AGC welcomes cooperation with any individual or organisation that can contribute to AGC's mission and that subscribes to a set of guiding principles.

- AGC's courses and workshops are not just about acquiring academic knowledge, but also about personal commitment, with the ultimate goal that participants use their know-how and commitment as input for action. The "ECE principle" of **E**xploration, **C**ommitment and **E**ntrepreneurship is guiding in all AGC initiatives.
- Exploration of new knowledge is not limited to a single or a few disciplines, but encompasses all disciplines relevant for the transformation to a circular economy, while commitment involves not only personal career ambitions, but also ambitions vis-à-vis the world at large. And entrepreneurship may be for profit or not for profit.
- Lecturers, speakers and trainers should not only have state-of-the-art knowledge in their field, but also be able to inspire participants and encourage them to engage in critical discussion and reflection. Also,

participants with several years' working experience have much to contribute and the format of a course or workshop should actively invite them to do so.

- Entrepreneurship is not only a matter of know-how and personal commitment, but also of the ability to mobilise others. "Soft skills" are therefore just as important as "hard skills" and community building is an inherent part of every AGC activity.
- AGC courses and workshops are all tailor-made to meet not only the needs of participants, but also those of the organisation where they are (or will be) working. After all, it is in that organisation where participants should combine the know-how and commitment gained during a course or workshop with the entrepreneurship needed for the transformation to circularity.

2. Two levels

AGC will offer courses and workshops at two levels.

- The first level designated as "Boot Camp Lab" aims at raising participants' awareness of the immense scope of the challenge ahead and of the fact that old paradigms and ways of thinking are simply no longer effective. The Boot Camp Lab is designed to set a new generation of leaders on a course towards new paradigms and new ways of looking at the world and themselves.
- The second level consists of "Advanced Labs" open to those who have completed the Boot Camp Lab. Advanced Labs may relate to a specific sector (e.g. construction), a certain theme (e.g. finance) or a particular methodology (e.g. design thinking). In view of the specialised nature of Advanced Labs AGC considers collaboration with third parties most essential.

AGC intends to offer the first Boot Camp Lab in early 2019, to be repeated thereafter for as long as there is demand. Additionally, plans for Advanced

Labs are presently being developed in partnership with other organisations for three initial topics: agrifood, finance and supply chain management.

The following paragraphs relate solely to the organisation and programme of the Boot Camp Lab.

II. BOOT CAMP LAB

3. Objectives

The basic concept of the Boot Camp Lab is built upon a single axiom: that the world we live in has become "VUCA" - Volatile, Uncertain, Complex and Ambiguous.¹ A world in which the 'disconnects' of Otto Scharmer² are widening and deepening and in which hierarchy as a dominant mechanism of control and governance is no longer effective. The Boot Camp Lab should be a wakeup call to make the next generation of leaders aware of those realities. It is about (much) more than knowledge, skills and entrepreneurship - it should also be the first step of a lifelong journey towards new ways of looking at the world and new insights into personal growth and ambitions.

Circularity is part of a new and hopefully better world and will only be achieved if the next generation of leaders takes up the challenge with an open mind towards the future and themselves.

The objectives of the Boot Camp Lab vis-à-vis participants derive from this concept. After completing the Lab, participants:

¹ The acronym "VUCA" was introduced by the U.S. Army War College after the fall of the Berlin Wall.

² See *Leading from the Emerging Future*, 2013. Scharmer mentions several interrelated disconnects, but perhaps the most relevant in this context is the disconnect between what we demand of our planet and what it can provide on a sustainable basis. Our current demand on natural resources is already 1,5 times what our planet can sustainably provide and the gap will rise to 5 times when the global population increases and welfare levels grow to meet those of Europe. An epic challenge indeed!

- realise that their generation faces a historical task, a unique challenge in human history.
- recognise that this task requires them to abandon old paradigms and search for new ones.
- are ready for leadership roles in the transformation to circularity, individually and collectively.

In addition and more practically, participants will have:

- developed a concrete business plan to apply what they have learned in the Boot Camp Lab within their organisation.
- become part of a community of change agents who support each other in the common quest towards a circular economy.

These objectives reflect the notion that the quest for a circular economy is more than a transition. "Transition" suggests that the journey will reach its goal through a process of gradual and controlled evolution from old to new. Rather, the Boot Camp Lab considers the quest for circularity a transformation: a journey into unknown territory, with unexpected twists and turns, but always with a clear sense of destination. Old paradigms, old value systems and old organisations need to be transformed into new ones, but when and how: only time will tell. Whether the transformation to circularity will take place gradually or as the result of a crisis, no one knows.

4. Format

Reflecting the ECE principle mentioned above, a Boot Camp Lab will consist of three multi-day workshops.

- Workshop 1: The circular world - **E**xploration
- Workshop 2: The circular self - **C**ommitment
- Workshop 3: The circular organisation - **E**ntrepreneurship

This structure does not suggest that each workshop focuses exclusively on a single aspect. Rather, these aspects intermingle and interact continuously.

For example, Workshop 1 focuses on **E**xploration, but it will also consider **C**ommitment and/or **E**ntrepreneurship whenever these aspects come into play. Each workshop is structured around a certain perspective, but that perspective is not a straightjacket limiting reflection and discussion.

The daily schedule for each of the three workshops is as follows.

- Tuesday evening, 19.30 - 21.30
- Wednesday morning, 09.00 - 12.30
- Wednesday afternoon, 14.00 - 17.00
- Wednesday evening, 19.00 - 21.30
- Thursday morning, 09.00 - 12.30
- Thursday afternoon, 14.00 - 17.00
- Thursday evening, 19.00 - 21.30
- Friday morning, 09.00 - 12.30

This schedule provides eight half days per workshop, totalling 24 half days for an entire Boot Camp Lab. With an average of three contact hours per half day, the Lab comprises a total of about 70 'classroom' hours. Additionally, an estimated 50 to 60 hours are needed for assignments, recommended literature and intervision.

In practical terms the above schedule allows participants (often with busy agendas) to organise their work week on Mondays and Tuesdays and to attend to urgent matters on Friday afternoon ahead of the weekend. Starting on a Tuesday evening has the advantage of preparing participants for a full day from Wednesday morning on, while ending on a Friday morning provides space for looking back on the workshop that was and looking ahead to the next one.

Between each workshop, participants will work on an assignment, read recommended literature and reflect on their experiences, taking part in at least one intervision group session.

5. Teaching

Didactically, the Boot Camp Lab must meet high standards. Lecturers, speakers and trainers will be selected not only on the basis of their expertise, but also on their ability to engage participants' head, heart and hands. They must inspire the group not only to search for answers, but also to search for new questions, especially in relation to this 'VUCA' world. Interactivity is therefore a crucial factor and this implies that the number of participants is limited to 18 people.³ Also, there will always be a single empty seat in each 'classroom' to symbolise the still silent voice of future generations whose wellbeing and welfare are at stake.

There will be an academic Dean who is responsible to a Board of Trustees for the overall quality of the Boot Camp Lab, including the didactic aspects. Additionally, a moderator will be present throughout all sessions to monitor the educational process, intervene if necessary and to answer any questions or concerns participants may have. The moderator also has an active role as coach and/or supervisor during sessions with no external lecturer, speaker or trainer, at the start of a workshop on Tuesday evening and also on the Friday morning when a completed workshop is reviewed and the next workshop and accompanying assignment are introduced.

Attracting participants of the highest quality is as important as attracting the best lecturers, speakers and trainers and other staff. For this reason, an intake interview will assess not only the personal goals and expectations of prospective participants, but also those of the organisation where participants work or will work. Commitment from that organisation is considered equally vital as the participant's personal commitment. For the group as a whole: diversity is crucial to broaden and deepen the conversation. Therefore, the aim is to select for each Boot Camp Lab a group

³ Plus or minus two participants

of participants that is maximally diverse in terms of gender, age, cultural background, education and work experience.

There will also be an advanced digital environment not only to support the educational process, but also to serve as a platform to facilitate interaction and cooperation among participants, both during the Boot Camp Lab and thereafter. Community building being an important objective, each group of participants will have a reserved domain on the Boot Camp Lab website for as long as they wish in order to support future communication and interactivity.

Lastly, each workshop will be organised in a physical environment that is conducive to focus and reflection and that allows participants to seek moments of silence and connection with nature.

6. Overview

The diagram below provides an overall overview of the flow of the programme.

WORKSHOP 1: EXPLORATION - THE CIRCULAR WORLD
1. Tuesday evening: <i>Boot Camp Lab is more than a workshop - it is about a life mission</i>
2. Wednesday morning: <i>Circularity is not a transition, but a transformation of epic proportions</i>
3. Wednesday afternoon: <i>Access to resources is vital to global peace, well-being and prosperity</i>
4. Wednesday evening: <i>There is no reason for despair and for giving up - on the contrary!</i>

5. Thursday morning: <i>We must learn to address problems from a different perspective</i>
6. Thursday afternoon: <i>We practice with new ways of addressing new challenges and problems</i>
7. Thursday evening: <i>Take note: real change starts with yourself – with who you aspire to be</i>
8. Friday morning: <i>We look back, reflect on what was and look ahead to the next workshop</i>
<i>In between: assignment (step 1 towards a concrete business plan), reflection and intervision</i>
WORKSHOP 2: COMMITMENT - THE CIRCULAR SELF
9. Tuesday evening: <i>We pick up the thread, but from a different perspective</i>
10. Wednesday morning: <i>Transformation as a process to raise individual and collective awareness</i>
11. Wednesday afternoon: <i>We practice immersing ourselves in new frames of reference</i>
12. Wednesday evening: <i>Listening - deep listening - is an essential transformative skill</i>
13. Thursday morning: <i>Transformation requires new forms of leadership in complexity</i>
14. Thursday afternoon: <i>And it also requires different ways of working together</i>
15. Thursday evening: <i>We practice with a new approach to collaboration: design thinking</i>
16. Friday morning: <i>We look back, reflect on what was and look ahead to the next workshop</i>
<i>In between: assignment (step 2 towards a concrete business plan), reflection and intervision</i>

WORKSHOP 3: ENTREPRENEURSHIP - THE CIRCULAR ORGANISATION
17. Tuesday evening: <i>We pick up the thread, but from a different perspective</i>
18. Wednesday morning: <i>Good business plans but feedback from others results in better ones</i>
19. Wednesday afternoon: <i>We visit an inspiring example and get feedback from the home front</i>
20. Wednesday evening: <i>Free space to forge plans for "a mad Thursday afternoon"</i>
21. Thursday morning: <i>Entrepreneurship as a social challenge: the purpose economy</i>
22. Thursday afternoon: <i>Laughing together is learning together - a "mad" Thursday afternoon</i>
23. Thursday evening: <i>After the laughter: what did we learn, was there a message?</i>
24. Friday morning: <i>We look back, reflect on what was and look ahead to the future</i>

And no mistake, all this in relation to the transformation towards a circular economy!

7. Workshop 1 - Exploration: the circular world

As mentioned before, the focus of Workshop 1 is primarily - but not exclusively - on **Exploration**. This involves not only acquiring new knowledge, skills and commitment, but it also relates to one of the core objectives of the Boot Camp Lab: to create awareness that the transformation to a circular economy is a historical task of epic proportions for generations to come. And that addressing this task requires these generations to abandon the unsustainable paradigms of the old world and to begin the search for new paradigms that meet the needs of a new world.

"Unfreezing" - letting go of old ideas - is therefore an important objective of Workshop 1. But unfreezing can be challenging and even painful, especially when the process is intensive. However, it should not result in a sense of

defeat or loss of hope. On the contrary: the message must be that the challenge is monumental, but also most exciting!

The programme:

OBJECTIVES	CONTENT	STAFF
1. Tuesday evening: Boot Camp Lab is more than a workshop - it is about a life mission		
• Creating a safe and inspirational environment	• Welcome, getting acquainted, AGC's pledge to participants	• Dean and moderator
• Organising the work to be done in Workshop 1	• Programme, lecturers, speakers, trainers, assignments	
2. Wednesday morning: circularity is not a transition, but a transformation of epic proportions		
• Conveying the epic importance of the circularity challenge	• Historical/philosophical perspective on transformations through the ages	• External expert(s)
3. Wednesday afternoon: access to resources is vital to global peace, well-being and prosperity		
• Conveying the significance, scope and depth of the problem	• Access to natural resources as a major driving force in world politics	• External expert(s)
• Exploring the importance of value systems and impacts		
4. Wednesday evening: there is no reason for despair and for giving up - on the contrary!		
• Turning problems into challenges and opportunities	• Personal reflection: did I follow the lemmings as well? If so: why?	• Moderator
• Confirming personal ambitions and commitment		

5. Thursday morning: we must learn to address problems from a different perspective		
• Getting a sense of the implications of a VUCA world	• Wicked problems and how to address them	• External expert(s)
• Recognising the need for new approaches in a VUCA world		
6. Thursday afternoon: we practice with new ways of addressing new challenges and problems		
• Applying theoretical insights to real world problems	• Concrete circular economy issues as case studies	• External expert(s)
• Enriching theory with practical experience		
7. Thursday evening: take note: real change starts with yourself - with who you aspire to be		
• Making all this relevant at the personal level	• What do I need to learn? And: what do I need to unlearn?	• Moderator
• Shifting the perspective from outward to inward		
8. Friday morning: we look back, reflect on what was and look ahead to the next workshop		
• Reflecting on what has happened so far	• What lessons learned? What impacts?	• Moderator and Dean
• Defining expectations in relation to Workshop 2	• To prepare for Workshop 2: logbook, assignment and intervision	
• Generating inspiration	• Special lecture: What is so special about humans?	• Special guest

8. Workshop 2 - Commitment: the circular self

In Workshop 2 the perspective shifts from exploring an emergent new world to a focus on personal aspirations, growth and skills, also in relation to others. What is **my** personal commitment to the transformation to a circular economy? What do **I** want to achieve? What skills do **I** need? On that last question, the ability to motivate and collaborate with other people will be crucial. Leadership in complexity - that is: in a VUCA world - is the central theme of this workshop. The role of value systems and the ability to deal with different systems is thus a most essential element.

In Workshop 2, making things personal is even more important than in Workshop 1. Yes, from time to time there will be a healthy dose of theory - “nothing is as practical as a good theory” - but most time will be invested in practical exercises and in drawing personal lessons from them.

The programme:

OBJECTIVES	CONTENT	STAFF
9. Tuesday evening: we pick up the thread, but from a different perspective		
• Connecting with the group and with the programme	• Intersession, logbooks: what happened since Workshop 1?	• Dean and moderator
• Organising the work to be done in Workshop 2	• Programme, lecturers, speakers, trainers, assignments	
10. Wednesday morning: transformation as a process to raise individual and collective awareness		
• Linking societal transformation to personal growth	• Spiral dynamics: theory, concepts and case studies	• External expert(s)

• Developing frames of reference for personal growth		
11. Wednesday afternoon: we practice immersing ourselves in new frames of reference		
• Making all this relevant at the personal level	• Concrete circular economy issues as case studies	• External expert(s)
• Enriching theory with practical experience		
12. Wednesday evening: listening - deep listening - is an essential transformative skill		
• Understanding the importance of silence and open space	• Deep listening as a concept and deep listening in practice	• External expert(s)
13. Thursday morning: transformation requires new forms of leadership in complexity		
• Recognising the need for new forms of leadership	• Leadership in complexity: theory, concepts and case studies	• External expert(s)
• Understanding the difference between complex and complicated		
14. Thursday afternoon: and it also requires different ways of working together		
• Recognising the need for new forms of collaboration	• Design thinking: theory, concepts and case studies	• External expert(s)
• Understanding the importance of different value systems		

15. Thursday evening: we practice with a new approach to leadership and collaboration		
• Making all this relevant at the personal level	• Concrete circular economy issues as case studies	• External expert(s)
• Enriching theory with practical experience		
16. Friday morning: we look back, reflect on what was and look ahead to the next workshop		
• Reflecting on what has happened so far	• What lessons learned? What impacts?	• Moderator and Dean
• Defining expectations in relation to Workshop 3	• To prepare for Workshop 3: logbook, assignment and interview	
• Generating inspiration	• Special lecture: How do humans learn?	• Special guest

9. Workshop 3 - Entrepreneurship: the circular organisation

The perspective shifts again: from **C**ommitment to **E**ntrepreneurship. This last Workshop must bring it all together: after **E**xploring the circular world and after working on personal **C**ommitment and skills, it is now time to combine it all in **E**ntrepreneurship towards circularity, whether in the private sector, in government or in civil society organisations. The two assignments between the previous two workshops have produced about six concrete “business plans”⁴ for an innovative circular initiative, product or process that can actually be implemented in a participants’ organisation. These business plans provide the backbone of Workshop 3.

As this is the last workshop, there will be extra emphasis on community building so that participants will continue to support each other after their

⁴ Assuming three participants per business plan.

Boot Camp Lab, combining resources to accelerate the transformation to a circular economy.

The programme:

OBJECTIVES	CONTENT	STAFF
17. Tuesday evening: we pick up the thread, but from a different perspective		
• Connecting with the group and with the programme	• Intervention, logbooks: what happened since Workshop 2?	• Dean and moderator
• Organising the work to be done in Workshop 3	• Programme, lecturers, speakers, trainers, assignments	
18. Wednesday morning: good business plans but feedback from others results in better ones		
• Reviewing the business plans of participants	• Three review boards, 5 minute pitch, 25-minute review, in total 2 reviews/plan	• Three experts per review board
• Experiencing the benefits of input from others		
19. Wednesday afternoon: we visit an inspiring example and get feedback from the home front		
• Sharing the joy of successful entrepreneurship	• Visit a company that has successfully adopted a circular business model	• Interface, Scherpenzeel, the Netherlands
• Taking a first step towards implementation	• Feedback on the business plans from the home front	• CEOs of participants' organisations
20. Wednesday evening: free space to forge plans for "a mad Thursday afternoon"		
• Discovering the joy of working together in having some fun	• Making plans for "a mad Thursday afternoon"	• Moderator

21. Thursday morning: entrepreneurship as a social challenge: the purpose economy		
• Looking beyond business plans: value to society?	• The purpose economy: theory, concepts and case studies	• External expert(s)
• Seeking input from the next generation	• Are these business plans part of the old or of the new world?	• Four to six young people
22. Thursday afternoon: laughing together is learning together - a "mad" afternoon		
• Discovering that having fun liberates the mind	• ????	• Participants
• And that it also is good for community building		
23. Thursday evening: after the laughter: what did we learn, was there a message?		
• Identifying lessons learned from having an afternoon of fun	• Are there any nuggets of wisdom in all the "madness"?	• Moderator
• Honouring the most original and funniest idea	• Awarding the BCL MTA Medal - ;)	• External expert(s)
24. Friday morning: we look back, reflect on what was and look ahead to the future		
• Reflecting on what has happened in the Boot Camp Lab	• What lessons learned? What impacts?	• Moderator and Dean
• Making a new beginning as individuals and collectively	• Closure of this Boot Camp Lab and initiation of a new community	

III. TO CONCLUDE

10. More

Many themes and topics are not explicitly mentioned in the above workshop programmes. Consider for example the relationship between the transformation to a circular economy and the United Nations Social Developments Goals (SDGs). Also, nothing much has been said about the impacts of technological developments, such as robotisation, big data and Artificial Intelligence (AI). Likewise, not yet a word about what national governments and institutions like the EU try to accomplish. However, make no mistake: all such topics - and many more - will be addressed in lectures, discussions, literature and/or assignments. The above programmes are intended as road signs - not as an overview of all that will be encountered during the trip.

Of course, in three 2 ½ day-workshops, not every theme or topic can be fully explored in minute detail, which a specialist would consider essential for a full understanding. The Boot Camp Lab is simply not a suitable platform for addressing specialist domains: by its very nature it takes a wider, more general view. Advanced Labs are the domain of the specialists, whether in relation to a specific sector of the economy, a particular cross-cutting theme or a special methodology. For this reason, AGC invites all specialists and specialist organisations to submit proposals for Advanced Labs to build on the foundation laid by the Boot Camp Lab.

11. Benefits?

A crucial question is still on the table: what are the benefits of participating in a Boot Camp Lab? Answers may and will differ from person to person and among organisations, but these are the aims:

- For participants: not only new knowledge, new skills, new commitment and a new sense of entrepreneurship, but also a deep awareness that

the transformation to a circular economy involves an unprecedented challenge and that meeting this challenge requires new paradigms and new forms of leadership and collaboration. And above all, that circular economy requires courage - the courage to take action, to embrace entrepreneurship, whether in business, in government or in civil society organisations, and to do so individually, as well as collaboratively.

- For the organisation of participants: employees with the know-how, skills and the personal drive to push for new circular products and/or processes to ensure the organisation's survival in the new circular economy. Also, employees who have access to a community of like-minded change makers and who realise that leadership in complexity is a radically different ball game than leadership through command and control. And yes, employees who in seeking new paradigms are critical of the old ways of doing things and who, from time to time, may act like a thorn in the side of traditions and old ways of thinking and doing.

And all this after a Boot Camp Lab of just three times 2 ½ days? Compare the Boot Camp Lab with a switch in a railroad track. Like passengers on board of an approaching train, participants of a Boot Camp Lab are full of energy and curiosity. The purpose of the Boot Camp "switch" is to channel all this energy and curiosity in the right direction so as to produce the new generation of leaders needed not only to accelerate the transformation to circularity, but to ultimately move humankind into a new era where it lives in balance with the planet.