



Terry Yosie

Master of Sustainable Business Practice

TOPIC: Sustainability/Environment/Climate Change

SUBTOPICS: Innovation, Business Strategy, Social Change

BIG IDEAS:

Sustainable Development as a Platform for Innovation and Value Creation

Leaders of business, government, and other organizations must demonstrate increasing resilience in adapting to the fundamental changes underway in the global economy and society. The concept of sustainable development provides a strategic platform for: identifying the implications of these changes upon organizational strategy and day-to-day operations; organizing innovation opportunities; and generating added value with key customers and stakeholders. Tangible outcomes of this approach include: branding differentiation; partnerships that extend core competencies; market access; cost reductions from reduced materials use, energy and water consumption, building maintenance and packaging across the value chain; and the design and use of products that increase business value while addressing a corresponding societal need. At a time when sustainable development is becoming a competitive differentiator in a growing number of markets, the smart CEO and executive leadership team need to master the fundamentals of integrating this leading idea into their organization's strategy and operations.

Building Effective Strategies to Manage and Benefit from 21st Century Drivers

A newer and more disruptive set of technological, market and societal drivers has emerged that is challenging current organizational strategies, core competencies, products and relationships. These drivers can either confound and debilitate the focus of senior management or they can create major new opportunities to redesign products, develop new technologies, and achieve larger scale system changes. Responding to 21st century drivers involves the development of new skills sets, business models and services, innovation processes, and customer value propositions. These cannot be created solely within a single organization. Rather, they must emerge from a dialogue of top-down and bottom-up and external-internal processes that encourage learning and adaption as part of a continuous effort to engage employees, value chain partners, customers and influential groups that shape the opportunities for success. While some organizations have achieved early successes in responding to 21st century drivers, the nature of the profound changes is only beginning to be realized.

BIOGRAPHY

Terry Yosie joined the World Environment Center in October 2006 as the President & CEO. In this capacity, he develops and implements strategies to achieve this global non-profit organization's mission to implement sustainable development through the business strategies and operations of global companies in partnership with government agencies, non-governmental organizations, universities and other stakeholders. WEC's principal areas of focus have included climate change and energy efficiency, enterprise development, greening the supply chain and technological innovation. Dr. Yosie leads WEC's global initiatives and frequently meets with business, government and other leaders to develop solutions to a variety of environmental, economic and social issues.

Dr. Yosie has held senior-level management positions in government, corporate and consulting organizations. He served as Vice President at the American Chemistry Council from 1999-2005, providing leadership to upgrade the chemical industry's environmental, health, safety and security performance. He managed a global CEO Task Force in 2004-2005 to develop the Responsible Care Global Charter to improve chemical industry performance in 52 countries. He represented the industry as a delegate to the 2002 U.N. World Summit on Sustainable Development in Johannesburg.

As the Executive Vice President of Ruder Finn Washington from 1992-1999, Dr. Yosie led the environmental management and communications practices of the firm for a wide range of clients such as BASF, British Petroleum, Pfizer, and Philips Electronics. At BP, he

advised the company on climate change issues that led to a new strategy announced in 1997 by the CEO John Browne.

Dr. Yosie served as Vice President for Health and Environment at the American Petroleum Institute from 1988-1992. In this capacity, he successfully led the industry's effort to negotiate cleaner fuel standards with EPA, state and local agencies and environmental organizations that impacted over \$40 billion dollars in refining investments.

From 1978-1988, Dr. Yosie was employed at the U.S. Environmental Protection Agency's Science Advisory Board where he also served as Director from 1981-1988. In this role, he advised EPA Administrators and the U.S. Congress on the scientific basis of public health and environmental decisions, and he instituted policies and procedures to improve the technical basis for EPA-wide policy decisions and risk assessments. He was a member of the U.S. delegation for the bilateral environmental program with the Soviet Union and negotiated diverse agreements with that country.

Dr. Yosie has recently served as a member of the National Research Council Committee that published a major study, *Science and Decisions* (December 2008). He is the author of more than sixty professional publications and co-editor of a book entitled, *Sustainable Environmental Management*. He received his doctorate degree in Humanities and Social Sciences from Carnegie Mellon University in 1981 and has been designated by the University as one of its Most Notable Alumni.