**Slide: What is the big issue this Element addresses?**

**Rozanne:**

Economic growth has catalysed enormous progress in the world. But we have now entered an era of increasingly perverse economic growth, promoting short-term wins over long-term prosperity, at the expense of social and natural capital, depleting natural resources, and widening exclusion.

**GJ:**

Despite big commitments towards the Sustainable Development Goals from governments and the corporate sector, the world is running behind on the transition towards more sustainable models. As we run further and further behind, the urgency grows for radical system-level reinvention, instead of marginal innovation of the 'critical systems' that satisfy basic human or societal needs, such as nutrition, mobility, infrastructure or health. This will be one of the biggest challenges, but also biggest commercial opportunities of our time.

**Rozanne:**

Systemic change is hard, especially in an increasingly volatile uncertain complex and ambiguous world, because systems are complex. They involve multiple actors and stakeholders, often with diverse objectives, priorities, and numerous connected sub-systems with different governance contexts and dynamics of their own.

**Slide: What are the key insights readers will gain from reading this Element?**

**GJ:**

This Element explores and builds up on existing research on systemic change, multi-stakeholder collaboration and mindset change. It is valuable for current and future leaders in the corporate and public sector, as well as academics that aim to progress thought leadership in these areas.

**Rozanne**

We present actionable insights for radical systemic reinvention, using our WHY, HOW and WHAT framework for Systemic Change, which is a modification of the Systemic Intervention Framework originally introduced by Donella Meadows.

**Slide (during talking): Systemic levers**

**GJ:**

Business is ideally positioned to lead the multi-stakeholder collaboration for this much-needed transformation. The relationship of companies with society is evolving from one where sustainability challenges are seen by companies as a risk, to one where sustainability and systemic transformation are seen as an opportunity for new growth. We reflect on the conditions that are conducive to multiple stakeholders collaborating for more effective reinvention of our critical systems and present a pathway for companies to develop into transformational organisations - drivers of collaborative transformation - through an alignment of strategic vision with a strengthening of organisational capabilities and the development of collaborative networks for impact and new growth.

**Slide (during talking): Pathway towards transformative organisation**

**Rozanne:**

The paradigm and mindset out of which a system and its objectives emerge are the strongest potential intervention points for systemic change. This Element explores the potential, and the dynamics, of changing paradigms and mindsets between corporates, public actors and citizens. In addition, it describes 10 emerging paradigms that we feel will facilitate future-fit systemic change.

**GJ:**

Business education can play a critical role in anchoring future-fit paradigms and mindsets into our leaders of the future. Leadership skills and tools can be developed that empower leaders to drive change in themselves, the organisations they lead and the systems that they form a part of. By strengthening skills such as contextual mindfulness, future consciousness, systems range, cross-collaborative competence, radical impact agility and most important purpose, we can develop a generation of more rounded, humanistic leaders who can lead the transition to a future of more environmentally sustainable and socially just models of value creation. Our mindful decisions and ability to achieve positive systemic change in the next 30 years will determine our collective future in the next 300 years and beyond.

**Slide (during talking): Leadership Skills**