



Mike Gibbons
President, GSC

From the Desk of the President

Looking Forward to a 3S Year

Happy New Year to our Global Sourcing Council community!!! My name is Mike Gibbons and this is my first "From the Desk of the President" contribution.

I am honored to have been elected to this position for 2011. I would like to thank Wanda Lopuch for the fantastic work she has done over the past year in guiding the GSC to many impressive accomplishments.

January 1st has been celebrated as far back as 153 BCE. The Romans dedicated this day to Janus, the god of gates, doors, and beginnings. The month of January was named after Janus, who had two faces, one looking forward and the other looking backward. I would like to take this opportunity to take a brief look back at 2010 and discuss our plans for 2011.

In 2010, the GSC had many thought-provoking exchanges:

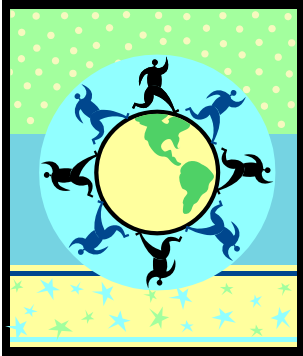
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- In January, we had a webinar at which the Ministry of Ontario shared their [perspectives on near and far shoring](#).
- In February, Unicor, the Federal Prisons Industries Corporation presented a [domestic alternative to global e-waste disposals](#).
- In March, we held a webinar - *Partnering for Conflict-Free Electronics: Taking Controversy out of Your Computer* – where we discussed the impact of electronics on war-torn areas where the materials for these devices are mined.
- Our May webinar - *Poland – Another Central European Outsourcing Destination Where Economic Results Meet Socially Responsible Development* – had Michal Urbankowski, of the Consul, Trade and Investment Section, Polish Consulate presenting how Poland's stable economic growth and geographical and cultural proximity to major markets creates a reliable provider for BPO services.
- In June, William A. Tanenbaum, Green Tech, Environmental Efficiency, Carbon Trading and Sustainability Chair, Technology, IP and Outsourcing Group, Kaye Scholer LLP presented [Reducing Cost and Increasing Efficiency by Implementing ROI-Focused Sustainable Sourcing](#)
- In July - *The Ben & Jerry Law, The B Corp: Merging Principles and Profit* discussed this fascinating new corporate type.
- In December we joined forces with the ATA NY Chapter for our annual meeting. The GSC introduced noted [futurist Edie Weiner](#) who took the audience beyond the constraints of current thinking and assumptions, which she calls "educated incapacity", to the state of Future Thinking.

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It was a year of firsts as well. In May, we launched the GSC 3S Certification program. Led by Dr. Christine Bullen, a pilot class was held and we certified our first set of 3S practitioners. We also launched the innovative 3S Scorecard Initiative, led by Dr. Jimmy Ghandi, which is a social sustainability measurement tool that can be used by buyers of sourcing services, service providers and professional organizations involved in global sourcing to promote and emphasize corporate social responsibility. We also christened a new website and dramatically improved our newsletter.

2011 promises to be another exciting year for the GSC. On February 8th the GSC will play host to the prestigious 3S Awards in Manhattan. These awards will recognize exceptional achievements in the global sourcing marketplace by individuals and organizations, exhibiting a combination of positive social and economic leadership. It is not too late to enter and/or [register for the event!](#)

In addition to the awards – 2011 will offer:

- Additional [3S Certification](#) Classes
- 3S Scorecard, Skills and Talents for Future Generations, and Emerging Sourcing Destinations in Palo Alto, CA
- 6-9 Webinars
- Co-sponsored events with Nearshore Americas, CIOZone and others
- Building of global alliances: Latin America, Africa, Europe
- Monthly [newsletters](#)
- Annual meeting

A final request for our readers. As a non-profit organization, the GSC depends on membership support to fund the various GSC initiatives. We're proud of what we have done and could not have made such great strides without our members' efforts and support. This year it is the GSC's goal to enrich our members' experiences through sponsorship of more outstanding events. Your GSC membership will support our ongoing efforts to:

- Present the [Annual 3S Awards](#) to recognize leading organizations for their commitment to 3S: Sustainable & Socially Responsible Sourcing Practices.
- Educate individuals through our innovative GSC 3S Certification program, a curriculum for individuals interested in best practices concerning sustainability and socially responsible sourcing.
- Continue our series of leading-edge webinars, accessible from anywhere in the world.

Many of you already receive the newsletter, or belong to one of our groups on a networking site, such as LinkedIn or Facebook. Our GSC Membership Drive begins later this month. Stay tuned for a special mailing detailing the work of the GSC, how you can become an individual or corporate member, how your membership benefits you and the mission of the GSC, and how you can become directly involved in GSC committees and initiatives.

[Join the Global Sourcing Council today](#) to share in our exciting year ahead exchanging ideas, sharing knowledge, and improving the practice of global sourcing.

I wish you all a healthy and happy 2011!!

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Thought Leadership

Futurist Exposes Our “Educated Incapacity”

The United Nation’s delegate dining room was the elegant venue for the GSC’s Annual (and joint) end-of-year celebration in conjunction with the New York Chapter of the American Teleservices Association. The GSC Board of Directors and a community of our members were privileged to experience a unique and compelling session with the much-lauded futurologist Edie Weiner, President of Weiner, Edrich, Brown, one of the United States’ foremost firms in the field of emergent trends.

Edie sped the audience through time and space on a journey of fresh perspectives. One of Edie’s celebrated talents is to be able to look at the same data as the rest of us, but see something different. Edie entertained and urged us to look at our world with “alien eyes,” casting off our naturally occurring assumptions and biases so as to understand the self-created constraints that beleaguer innovation and fresh thinking.

Edie’s bold assertion was that radical redesign and innovation rarely arise from intra-industry or intra-sector players; they are even rarer amongst “experts;” and disarmingly rarest of all amongst those with deep industry experience. “Don’t look to doctors to reinvent healthcare, car manufacturers to reinvent the automotive industry – nor sourcing professionals to reinvent sourcing!” The premise underpinning this ostensibly counter-intuitive argument is that we are all – no exceptions – the victims of “educated incapacity.” We inevitably develop myopic or even blind responses to developments, whether technological, economic or social, that cannot be organized within a known or familiar taxonomy.

One illustration: is gaming a sport, an entertainment or a skill? How many of us were quick to grasp that the group activities and experiential learning in warcraft multiplayer gaming environments are honing the core capabilities of tomorrow’s surgeons, of military strategists, or of virtual network problem solvers?

Similarly, have political and economic paradigms of the past caused us to misconstrue sustainability dangerously? In our hyper-connected global economies and post-industrial Western economies, there are disquieting new models of resource control, e.g., water, oil, earth minerals, food, clean air – and don’t forget those other natural resources, knowledge and understanding. Sustainability is neither slogan nor “nice to have,” it is survival.

In global sourcing, Edie suggested that we dispatch our accretion of labels such as off shore, nearshore, outsource, right source. All of our existing models are or will be in transition as most of us realize. Edie invited us to recognize that the emerging paradigms will transcend categories of “sourcing destinations” or “experience hubs.” Job sourcing may yield to or converge with task sourcing. IT sourcing may yield to sourcing “to” technologies, in Edie’s phrase “non-human life forms,” as the conflation of human and artificial intelligence expands. Virtual reality will intertwine seamlessly with physical reality in our lifetimes as the authenticity of experience trumps the old question: “Is it real?” The brain, not the body, will decide what is real.

Edie invited us to engage in a willing suspension of disdain for the uncomfortable or disruptive. Seeing what’s next and what’s possible is vitally more advantageous to individuals and societies than judging what’s next. See it, synthesize it and let it surprise us. In a world of extraordinary challenges, the lens through which we look at the future will describe and prescribe the future.



Karen Morris
GSC BoardMember

Edie Weiner



We would especially like to thank all of our 3S Awards sponsors:



Lavida Solutions



KAYE SCHOLER

3S Awards Update

Winners to Be Announced at February Awards Dinner

Join us for the Global Sourcing Council's special event on Tuesday, February 8, 2011 to honor organizations that value sustainable and socially responsible global sourcing.

This event will showcase the winners of the GSC 2010 3S Awards – the Awards in Sustainable and Socially Responsible Sourcing. These awards are given to groups and organizations that have shown exemplary leadership and achievement in adopting 3S practices. For more information you can visit the [3S Award](#) website, where you can cast your vote to help choose the winners in three categories.

The ceremony is being held on Tuesday, February 8th, from 6:00pm to 8:00, at Kaye Scholer LLP (425 Park Avenue, New York, NY 10022). Please [REGISTER](#) for this event to guarantee your seat.

You can also [donate to support the 3S Awards](#). Any amount that you can send to further this valuable project is important

The program for the evening features:

- Keynote presentation by **Dr. Shubro Sen**, Executive Director of the Conscious Capitalism Institute: **"Conscious Sourcing: Profit with Purpose"**



- Case study presentation by **Madan Padaki**, CEO of MeritTrac and a Trustee of the Head-Held-High Foundation: **"Rural Sourcing-Village BPO"**
- Announcement of winners of the 2010 3S Awards in Sustainable and Socially Responsible Sourcing
- Dinner with international guests, award winners, and GSC Board and members.

[Register to attend](#)



Upcoming Events

Luncheon Event with WNSF

On Wednesday, February 23, 2011, the Women's Network for a Sustainable Future (WNSF) will be holding a luncheon and panel discussion entitled **Next Generation Sustainability Metrics: Theory & Practice**. The mounting interest in integrated reporting and sustainability standards has prompted business awareness of the social responsibility aspect of their performance measurement.

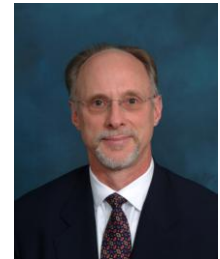
The afternoon will feature speakers from the Global Reporting Initiative (GRI), HSBC, Lockheed Martin, Pepsico, and PricewaterhouseCoopers. Don't miss an opportunity to network with "next-generation metrics leaders" at this event, hosted by PricewaterhouseCoopers at 300 Madison Avenue (at 42nd Street), New York, NY from 11:30 am – 2 pm. Early bird registration ends on February 16th. [Register](#) now to reserve your place at this leading edge discussion.



GSC to Hold Strategic Governance Webinar

The GSC will be holding its first webinar of 2011, **"Strategic Governance – Enabling Financial, Environmental and Social Sustainability,"** on Thursday, February 24 at 11:00 am (EDT).

Mark W. Sickles is our guest speaker for this webinar event. Mark is the President and CEO of the National Association of Corporate Directors, New Jersey Chapter (Eastern). You can view his recent article "Culture Management: The Key to Achieving Financial, Environmental, and Social Sustainability Through Global Sourcing" in the [November 2010](#) issue of the GSC Newsletter. [Register](#) to attend this educational webinar from anywhere in the world.



[Mark W. Sickles](#)

Advisor to Boards & Executives
Strategic Governance Fellow - G&A
Institute
President & CEO – Natl. Assoc. of
Corporate Directors, NJ Chapter



Editor's Corner

As noted in the President's column this month, the GSC has many exciting programs underway and planned for the coming year. First up – the [2010 3S Awards](#) on February 8th! The newsletter will be featuring profiles of the award winners in upcoming issues, as well as discussions of the programs that mark them as leaders in sustainable and socially responsible sourcing.

We will continue to bring you news from 3S thought leaders, global sourcing perspectives, webinar reviews, event information, and updates on GSC programs such as the 3S Certification Courses and 3S Scorecard. We welcome your ideas and feedback on our evolving content and format.

We are always looking for newsletter contributions from our GSC members, sponsors, and group affiliates (LinkedIn, Facebook, etc.). If you have a compelling idea for a story or have recently written a 3S relevant article, we would love to include it here. Submissions for the February issue of the GSC Newsletter are due no later than **Thursday, February 10, 2011**. Email the [newsletter editor](#), with any articles for consideration, or with any comments or suggestions you may have.



[Marsha Weisfeld](#)
Newsletter Editor &
Membership, GSC



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About the GSC...

The Global Sourcing Council is focused on assisting organizations from all sectors, buyers and sellers, achieve their economic goals without sacrificing sustainability. The GSC fosters the exchange of information and a dialogue through:

- Best Practices – the GSC defines and delivers best practices celebrating the intellectual and social capital of the world in a respectful and sustainable manner
- Collaboration –the GSC delivers a wide range of events, activities and webinars to enable its members to network, meet, and share ideas, for growth and to further drive the goals of the GSC
- Education – through the delivery of events, information, and certification, the GSC aims to inform and educate its members on all aspects of sustainable outsourcing processes, issues and trends
- Thought Leadership – the GSC offers an open, unbiased discussion platform for new ideas, controversial issues and general information on socially responsible sourcing in a professional and respectful manner.

We are looking forward to hearing from you. Please contact [Mike Gibbons](#) if you would like to participate in the work of committees or contribute your time, talent or resources in other ways.