Fulcrum Point

Service outline

Departmental Training.

Function-specific sustainability training, led by Lorne Michael Cousins and built on the data and workflows your team owns. One full day per function.

For

Functional teams. HR, Procurement, R&D and Marketing, Finance and Legal, Operations and Facilities.

Format

Full day per team, built on your operations.

What it is for.

Lorne trains the function on the technical detail it owns, using your data and workflows as the case study.

Why clients book it.

When a sustainability mandate keeps getting reassigned and no team is taking technical ownership.

When the mandate keeps getting reassigned.

Functional teams book this when a sustainability mandate moves between departments and no team takes technical ownership. HR says it's Procurement's problem. Procurement says Finance. Finance says Operations. The mandate stops moving.

A Departmental Training gives one function the technical detail and the decision framework to own its piece. The training is built on your operations, not on generic content.

The method: the Future-Fit Prioritization Protocol.

Lorne uses the Future-Fit Business Benchmark as the technical core. Each Break-Even goal that belongs to the function is scored on three dimensions:

Scored 0 to 3

Difficulty

How hard is it to reach the goal from where you are today?

Scored 0 to 3

Impact

What's the cost to society and to your ecosystem if you do not?

Scored 0 to 3

Risk

What's the risk to business resilience and revenue if you don't act?

Scoring follows the FFBB Implementation Guides, the standard Future-Fit Accredited Advisors use. The output is a Functional Heat Map: a priority-ordered view of which goals need resources now and which can wait.

The four clusters.

HR and Procurement

People and Supply Chain

Social resilience and Scope 3 transparency. HR teams apply the Future-Fit metrics for Living Wage, Employee Health, Fair Employment Terms, Non-Discrimination, and Employee Concerns. Procurement teams learn supplier audits beyond Tier-1, focused on ethics, water use, resource dependencies, and Sustainable Procurement (BE04).

R&D and Marketing

Product and Growth

Circular design and product transparency. R&D works on Design-for-Future-Fit, covering Product Repurposing, Usage Harm, and Product GHGs (BE15 to BE19). Marketing learns the data requirements for sustainability claims that hold up under Honest Product Communications (BE15).

Finance and Legal

Capital and Governance

Non-financial risk. Finance audits Tax Responsibility (BE21), the alignment of financial assets (BE23), and the place of sustainability risk in corporate planning. Legal works on Lobbying alignment (BE22) and Business Ethics (BE20) as technical disciplines, not statements of intent.

COO and Facilities

Net Zero Operations

Operational mathematics. COOs and Facilities Managers work the calculations to cut GHG emissions (BE06), harmful pollutants (BE05), and physical waste (BE07) at source, using the FFBB Implementation Guides for each goal.

What you leave with.

On the day

- A Functional Heat Map: your priority goals scored on Difficulty, Impact, and Risk
- A Data Readiness Audit: the metrics and data sources needed to benchmark current performance
- A Departmental Roadmap: a 90-day implementation plan for the highest-priority goal
- The working language to speak Future-Fit to other departments

After the session

- A 30-day follow-up pack tailored to your cluster
- FFBB Implementation Guides for your priority goals
- An optional 30-day debrief or coaching call with Lorne

What this isn't.

This isn't a full benchmark of your operations. Accurate scoring across every site and contract needs data your team gathers after the session. The Training gives you the method, a worked example, and a directional view of where you stand. Anyone who expects a final benchmark on the day will be disappointed. Anyone who wants to know how to do the benchmarking properly will be equipped.

Format and investment.

Length

A full day per cluster. One cluster per Training. Book several to cover the organization.

Mode

In-person preferred. Virtual works for distributed teams.

Group size

Eight to twelve functional leads. The head of function and the two to four reports who own the data and the decisions.

Pre-work

A 90-minute Future-Fit Crash Course, sent two weeks ahead.

Location

Delivered in Shanghai. International delivery across Asia-Pacific.

Investment

Confirmed on the Strategy Call.

Common questions.

Can we run all four clusters at once?

Yes, as a sequenced program over one quarter, one cluster per fortnight, with a final cross-cluster synthesis session. This is how the most operationally serious organizations engage. We scope it on the Strategy Call.

What if our department spans two clusters?

Many do. Sustainability teams often need parts of Capital and Governance plus Net Zero Operations. Procurement often needs parts of People and Supply Chain plus Product and Growth. We design hybrid Trainings when needed.

Do participants need prior Future-Fit knowledge?

No. The 90-minute Crash Course brings every participant to a working baseline. Lorne sets the in-session depth based on the room.

Your speaker.

Lorne Michael Cousins

Senior Fellow and Council Director, The Conference Board, Asia. Founder, Fulcrum Point.

Lorne Michael Cousins has spent twenty-five years inside corporate sustainability across China and the Asia-Pacific, as environmental auditor, sustainability consultant and leadership strategist. He is Senior Fellow and

Council Director at The Conference Board, Asia, founder of Fulcrum Point Sustainability Consulting in Shanghai, and a Founding Member of the Sustainability Directory.

He holds an MEM from UNSW Sydney, a BA from UBC Vancouver, and Practitioner status with IEMA. Accredited Advisor, Future-Fit Business Benchmark.

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