Leading for Sustainability

George Brown College: June 11th, 2009
A workshop to learn together about…
…a style of leadership
for Sustainability.

Introductions

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Disclaimers

- "*Leading for Sustainability*" (Sustainability Leadership) is a new field.
- It draws on the history of leadership theory.
- Unlike current leadership practices, it incorporates all three aspects of *Sustainable Development* (SD aka *Sustainability* or *Triple-Bottom-Line*).
- This workshop offers a "primer" in some of the relevant topics related to *Leading for Sustainability*.
- *"A context without a subtext is a pretext".* We 1st engage in a subtext, *including* giving thought to that which we may not even know we have forgotten (e.g. Jane Jacob's).
- We will make both "direct" and "indirect" interconnexions.
- Occasionally, you may sense our discussions as being "counter-intuitive". Notice these inner-senses, as they can help you in understanding how *Sustainability THINKING* impacts both "what" we "*think*" we already know AND "where" we may need to consider new personal thinking patterns.

Proposed Agenda for Workshop

- **Agenda.**
- **Practicing SD Leadership in our workshop.**
- **Human societies: solidified ideas.**
- **Old story - New reality: economics & science.**
- **Sustainable Development explained.**
- **Agenda 21 (LA21).**
- **Transmitting the New Reality.**

LEADERSHIP & SD

- **Power & Authority.**
- **Leadership.**
- **Leaders are made.**
- **Sustainability Leadership Principles.**
- **Cultural styles.**
- **Gender styles.**
- **Emotional Intelligence.**
- **Ethical Quotient (EthQ).**
- **SD @George Brown College**
- **Final thoughts.**
- **Close and evaluation.**

Practicing SD Leadership in our workshop.

- Grounded in *an inherent respect for all*:

- An awareness that *learning about the collective whole through individual parts* is an essential part of our discussions:

- We recognise *each and every person, no matter their station in life, has valuable knowledge to share* related to the advancement of Sustainable Development:

- *Every human being is understood to be both a student and a teacher of life*, thus we do not accept any false separation between teacher & student:

- *Each and every person is identified as a leader in their own right*, an affirmation which recognises that all of humanity can - even must - contribute to the advancement of Sustainable Development on Earth:

- *Active listening* is essential for us, as we intuitively know we can learn more by listening to others then we can ever learn through hearing our own voice:

- *Actively seek or facilitate other peoples' participation in our discussions on Sustainable Development*, for the more people who join together with us in learning, then the more we can, both individually and collectively, be active learners for Sustainable Development:

- *All ideas are good ideas, and so will be listened to and acknowledged*: and

- *Right and wrong are constructs of thought,* which often have personal or cultural value but may not have universal meaning or applicability.

Human societies: solidified ideas.

Remember that in

Darwin's *Theory of Evolution*…

Homo sapiens sapiens (humans) are not the pinnacle of evolution…

…Human beings are only one part of a grander evolution in *constant movement.*

- Ronald Wright & *A Short History of Progress*.

Extrapolate species evolution to ideas.

Ideas Matter

as…

Human societies reflect…

ideas in active momentum.

Human societies: solidified ideas.

"**Modern humans not only live in a set of relationships with the natural world, which we had no part in creating, but we also live in a set of relationships with the knowledge we have set loose in the world as an entity in its own right, with an existence of its own and distinct from the knowers who have produced it.**"

(Berghofer & Schwartz, 2007; p.70.)

Human societies: solidified ideas.

Humans need to learn
Responsible Thinking.

OR otherwise said:

*Humans need to take
responsibility for our thoughts and the
consequences of our acting them out*.

Old story - New reality: economics & science.

"It is difficult for economists, whose important theories originated during a time of resource abundance, to understand how the decline in ecosystem services is laying the groundwork for the next stage in economic evolution."

(Paul Hawkin)

- Physics & the Laws of Thermodynamics

Old story - New reality: economics & science.

"The three revelations… Charles Darwin's Theory of Evolution, Max Planck's Theory of the Quantum and Edwin Hubble's Theory of an Expanding Universe…"

(Christian de Quincy, 2002, cited in Berghofer & Schwartz, 2007; p.69.)

Old story - New reality: economics & science.

Biodiversity

- All living things on Earth, whether plant, animal or micro-organisms, form Earth's biodiversity. Biodiversity is the variety of life on Earth which collectively forms the essential building block upon which all of Earth's life, including human life, depends.

- Secretariat of the United Nations´

- *Convention on Biological Diversity* :
  "Protecting biodiversity is in our self-interest. Biological resources are the pillars upon which we build civilizations. Nature… support[s] such diverse industries as agriculture, cosmetics, pharmaceuticals, pulp and paper, horticulture, construction and waste treatment. <u>The loss of biodiversity</u> threatens our food supplies, opportunities for recreation and tourism, and sources of wood, medicines and energy. It also <u>interferes with essential ecological functions</u>."

Old story - New reality: economics & science.

Systems Thinking:

"…self-organizing non-linear feedback systems are inherently unpredictable. They are not controllable."

(Donna Meadows, 2004, cited in Berghofer & Schwartz, 2007; p.68.)

Old story - New reality: economics & science.

"Underpinning the perpetual growth myth is a deliberate consumption myth…"

"…societies operating from a cultural worldview or economic paradigm based on beliefs, values, and assumptions that conflict with ecological reality are societies at risk."

(William E. Rees, 2008; p.88 & p.85.)

• Discussion of some current environmental challenges on Earth (i.e. Climate Change, Water Crisis, Biodiversity loss, etc.)

Old story - New reality: economics & science.

"…we are parts of a greater whole. If we endanger her, she will dispense with us in the interests of a higher value - that is, life itself."

(Vaclav Havel, former President of the Czech Republic, speech of July 4, 1995, cited in Berghofer & Schwartz, 2007; p. 77.)

Old story - New reality.

At George Brown College, faculty are being encouraged to adapt their courses to reflect Science's new Sustainability-related understandings. For me, this includes:

- Taking responsibility for our thoughts, as when acted out upon thoughts have consequences in our societies & for Earth;

- In all courses, actively seek non-linear (Inter-disciplinary) Interconnexions & non-linear *Systems Thinking*;

- Reflecting that: evolution is ongoing (Darwin); things (life) is often not as it appears (Quantum); and all life / matter in the universe came from a single shared moment in time (Big Bang);

- Physics & the Laws of Thermodynamics do not support the <u>myth</u> of unlimited economic growth; and

- Interdependence is essential to all life on Earth, with human life being fully dependent on both Earth's health and the corresponding health & well-being of Earth's other species (i.e. humans cannot "go it alone").

Sustainable Development … Explained

Sustainable Development is nothing less than:

"…a profound rethinking of a dominant paradigm."

(Berghofer & Schwartz, 2007; p.66.)

Sustainable Development … Explained

Group Discussion

*What is….
Sustainable Development?
and
Why is… SD important?*

- Social
- Environmental
- Economic

Sustainable Development … Explained

- **Origins:**
  - **World Council of Churches (1972):** *sustainable society*
  - **UNEP / IUCN / WWF (1980):** *Sustainable Development*

- **Brundtland Commission** / UN World Commission on Environment and Development - 1987 Report:

  Our Common Future

Sustainable Development … Explained

- **Brundtland Commission (in:** *Our Common Future***) created the globally-***accepted definition of SD:***

  "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

  NOTE: This primary definition's absence of any specific environmental focus AND it's equal emphasis on both current action and future outcomes (future focus).
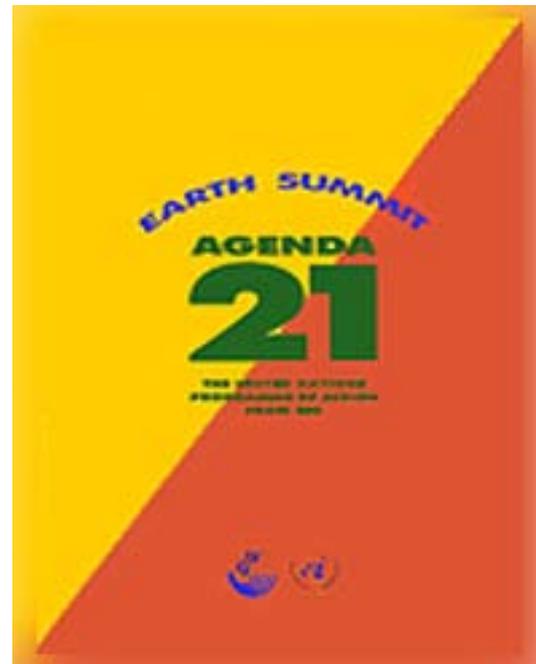
Sustainable Development … Explained

- Sustainable Development has 3 equal dimensions: social, environmental and economic.
- SD is commonly referred to as being a "journey" over a "destination" for, as with evolution, it is a continual, ongoing, process.
- It is future oriented more in-line with "Earth time-scales" over "human time scales".
- SD understands the importance of biodiversity.
- It will differ in approach at both time & scale.
- SD also entails "social justice" implications, as it connects the importance to the SD journey of empowering traditionally disempowered social groups.

Sustainable Development … Explained

- 1992 UN World Conference on Environment and Development aka *Earth Summit* or *Rio Summit*.

- Some outcomes:
  - *United Nations Framework Convention on Climate Change*
  - *Agenda 21*
  - *Rio Declaration*, which includes "Precautionary Principle"

- 2002 United Nations Summit on Sustainable Development (Johannesburg).

Agenda 21 (LA21)

Agenda 21 (LA21): Background

Agenda 21 is a United Nations document, agreed to in 1992 by 176 countries of Earth, which serves as an *Action Plan* for Sustainable Development.

Agenda 21 (LA21): Details

Section III of Agenda 21 identifies that all segments of society are to be actively engaged in Sustainable Development, including:

- *Women, children & youth, indigenous peoples & their communities, NGOs, local authorities (local governments), workers & trade unions, businesses & industry, the scientific & technological community*, and *farmers*.

- All these groups, through individuals within their groupings or each as a collective group, have the potential to serve in leadership roles.

Transmitting the New Reality.

Action, action and action.

- Action in thought.
- Action in word.
- Action in deed.
- For, while **flaws of our ideas and thinking:**

  "…are embedded in our systems of higher education…"

  (Berghofer & Schwartz, 2007; p.67.)

- +Henri Poincaré

Transmitting the New Reality.

…Jared Diamond has also identified a <u>hope</u> in his book *Collapse* (2005) that:

"…societies are able to draw back from the abyss. These resilient societies are nimble societies, capable of long-term thinking and of abandoning deeply entrenched, but ultimately destructive core values and beliefs."

(cited in Rees, 2008; p.91.)

Transmitting the New Reality.

New action in thought and word and deed at all levels of human societies:

- Individual
- Households
- Educational Institutions
- Government
- Businesses / Corporations
- NGOs

Transmitting the New Reality.

- New action in thought and word and deed means <u>thinking, speaking and acting Sustainable Development</u>.

- Including in Leadership.

Power & Authority: Traditional.

Max Weber:

"… three ideal types of authority or legitimized power….

- Traditional authority …a person follows another because… of some traditional process such as heredity….
- Rational or legal authority, a person follows because the other… has been properly elected or appointed based on rational criteria….
- Charismatic authority, a person follows another because [they embody] a gift of grace or exceptional magnetism."

(Nye, 2008; p.37.)

Power & Authority: Modern.

- **"Hard power:**

  Rests on inducements (carrots) and threats (sticks)."

- **"Soft power:**

  getting the outcomes one wants by attracting others rather than manipulating their material incentives. It co-opts people rather than coerces them."

(Joseph S. Nye, Jr., 2008; p.29.)

Power & Authority: General.

- **"Command power – the ability to change what others do…"**

- **"Co-optive power – the ability to shape what others want…"**

(Nye, 2008; p.30.)

Leadership:
To be a leader… Know thyself.

All leadership begins with-in your-self:

Know thyself.

(Temple of Apollo, Delphi.)

Self reflection, self-criticism, willingly admitting mistakes are all essential ingredients.

Leadership:
Boss or Leader.

<u>Group</u> Exercise.

Describe management styles you both
like & dislike.

Leadership: Traditional Styles.

- Charismatic
- Participative
- Situational
- Transactional

- Transformative
- The Quiet Leader
- Servant Leadership

(http://changingminds.org/disciplines/leadership/styles/leadership_styles.htm , Changing minds.org, 2008.)

Leadership: Is Personal Example.

"**Humans, like other primate groups, focus their attention on the leader.** **Closely watched CEOs and presidents are always conveying signals, whether or not they realize it.**"

(Nye, 2008; p.70.)

Leadership: Is Personal Example.

"Begin with oneself. To engender trust a leader must be trustworthy. To promote justice, one must be just; to engage enthusiasm, be enthusiastic. In other words, a leader must model all the qualities and characteristics he or she expects of others."

(Berghofer & Schwartz, 2007; p.53.)

Leadership: Is Personal Action.

"**Leadership means mobilizing people for a purpose.**"

"**Leadership is not just who you are but what you do.**"

(Nye, 2008; p.18 & p.9.)

Leadership: Is Action over Words.

Remember, your actions are significantly more important than your words…

For if your words and actions do not connect, then modern (post empiricism) psychology tells us to believe your actions as who you really are as a person.

(Bolton, 1999.)

Leadership: One definition.

Nye's definition of leadership:

"…a leader is someone who helps a group create and achieve shared goals."

(Nye, 2008; p.18.)

Leadership: Manager or Leader.

"…managers… merely embrace[ ] process and seek[ ] stability, while leaders tolerate risk and create change."

(Nye, 2008; p.78.)

Leadership: Effectiveness or Efficiency.

In a leader:

"Effectiveness is more important than efficiency."

(Nye, 2008; p.79.)

Leaders are made, not born.

Leaders are not born but are made or arise from situations.

(Which is an important consideration for Sustainable Development):

"Context is often more important than traits."

"We can think of leadership as a process with three key components: leaders, followers, and contexts."

(Nye, 2008; p.15 &21.)

Sustainability Leadership Principles©
www.sustainabilityleaders.org

Empower themselves to take responsibility

Convene authentic conversations

Ground themselves in personal ethic

Sustainability Leaders

Understand that creative tension holds potential for breakthrough thinking

Experiment, reflect, learn, adjust and share

Notice and attend to human dynamics of transformative change

Recognize that outcomes unfold in complex dynamics

Look for holistic interconnections

Cultural Leadership Styles

- GLOBE Project, administering 17,300 questionnaires in 62 societies, "identified ten cultural clusters with different leadership characteristics:

- Latin America
- Anglo
- Latin Europe
- Nordic Europe
- Germanic Europe
- Eastern Europe
- Confucian Asia
- Southern Asia
- Sub-Sahara Africa
- Middle East

(Nye, 2008; pps.95-6)

Cultural Leadership Styles - Examples

- "Anglo market orientation,

- French pyramidal structures,

- Scandinavian consensual approach, and

- German machine efficiency." (Nye, 2008; p.95).

- "Mexican…cultural values of hierarchy and authority." (Nye, p.92).

- American culture: "feature three elements not present in other countries: market processes, emphasis on the individual, and a focus on managers rather than workers." (Hofstede cited in Nye, p.95).

Gender Leadership Styles: female / male – matriarchical / patriarchical

Group Exercise.

Do gender leadership styles differ? If so, how?

Gender Leadership Styles: Feminine style.

"…a…shift along the continuum from command to co-optive style… While sometimes stereotyped as a feminine style, both men and women face this change and need to adapt to it."

(Nye, 2008; p.148.)

Gender Leadership Styles: Feminine style for Sustainability.

- "…the role of gender… is indeed fundamental to ongoing ecocrisis." (Curry, 2007; p.97.)
- "…finding ways to extend and strengthen generally ways of perceiving, valuing and treating the natural world that have long been characterized as feminine…" (p.97.)
- "…the value of life….intuition and feelings…and…what cannot be rationally calculated…" (p.98.)
- I add to these female-identified qualities of nurturing, caring, tenderness, and consensus decision-making.
- "This opens the way to recognize that valuing, caring for and protecting the natural world proceed best from… emotional and…spiritual involvements with it." (p.99.)

Emotional Intelligence (EI)

"**Emotional intelligence** is the **self-mastery, discipline, and empathetic quality** that allows leaders to channel their personal passions and attract others…. It has two major components: mastery of the self and outreach to others."

(Nye, 2008; p.69.)

Ethical Intelligence (EthQ)

"The central values for the good life in a global civilization are relationships of trust and respect anchored in integrity.

Moreover, in our time, when the very planet that sustains life is under siege, such relationships must extend beyond the human World to include the whole of the biosphere."

(Berghofer & Schwartz, 2007: p.V.)

Ethical Competence Scale
Personal Record Form
<u>Personal Ethical Competence</u>

How we maintain our personal commitment to an ethical life
http://www.ethicalleadership.com/EthicalLeadershipScales.html

Foundational Characteristics	How we are grounded in thought and action	Always in Place	Usually in Place	Sometimes in Place	Rarely in Place	Never in Place	Chosen Value
Characteristic	Explanation	10-9	8-7	6-5	4-3	2-1	
1.Trustworthiness	Being reliable and dependable Being willing to admit mistakes Being true to your word Being worthy of confidence Keeping promises						

Other ideas on…
Leading for Sustainability.

Let's discuss….

…your ideas for journeying toward Sustainability at

George Brown College….

Leading for Sustainability.

*Final Thoughts /
a critique of…
our workshop.*

Thank you....!

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