

Leading for Sustainability



A workshop to learn together about...
...a new style of leadership
required for
Sustainable Development.

(November and December 2008: Universidad del Caribe, México)

Disclaimer

- “*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 SD.
- For this workshop, we are using the most recent academic literature and other recent sources on leadership and SD.
- This workshop offers a “primer” in some of the relevant topics in *Leading for Sustainability*.

Action Research (AR)

- Consider this as a workshop *under* AR:

“Action research can be described as a family of research methodologies which pursue action (or change) and research (or understanding) at the same time.”

(Bob Dick, 1999.)

- Thus, developing mutual understanding is key in our workshop.
- Ideas of right and wrong will likely have little value for us.
- This 1st workshop will helpfully inform the content & style of a next workshop.

Proposed Agenda for Workshop

- **Introductions & Agenda.**
- **Practicing SD Leadership in our workshop.**
- **Human societies: solidified ideas.**
- **Old story - New reality: economics vs. science.**
- **Sustainable Development explained.**
- **Transmitting the New Reality.**
- **Power & Authority.**
- **Leadership.**
- **Let's discuss new leadership approaches.**
- **Final thoughts.**
- **Close.**

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 than 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.

**“Destiny is not what is already made:
destiny is what we are making.”**

(Hazrat Inayat Khan)

Remember: Homo sapiens sapiens
(humans) are not the pinnacle of
evolution...

...**Humans *are* evolution in progress.**

Human societies: solidified ideas.

“The store of knowledge is the store of humanity.”

(Berghofer & Schwartz, 2007; p.65.)

- **Ideas** –
prior to solidification in some form –
are first transmitted through socialisation
(families, communities, societies, cultures et al) and formal education.

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.)

Ideas Matter

for...

**Human societies
reflect...**

ideas in action.

Old story - New reality: economics vs. 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)

Old story - New reality:
economics vs. 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 vs. science.

“Possibly the most serious illusion of our age is that we can achieve sustainability through growth.”

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

Old story - New reality:
economics vs. 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 vs. 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.)

Old story - New reality:
economics vs. science.

“To those mesmerized by the myth of abundance and rising expectations, the idea that nation-states and even global society may be on the verge of resource shortages, political chaos, and even collapse may seem ludicrous.”

(Rees, 2008; p.91.)

Old story - New reality: economics vs. 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.)

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:

- **Social**
- **Environmental**
- **Economic**

Sustainable Development ... Explained



Sustainable Development ... Explained

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.

Sustainable Development ... Explained

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 **the flaws of our ideas and thinking:**
“...are embedded in our systems of higher education...”
(Berghofer & Schwartz, 2007; p.67.)...

Transmitting the New Reality.

...Jared Diamond has also identified 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:

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

Transmitting the New Reality.

- New action in thought and word and deed means thinking, speaking and acting Sustainable Development.
- 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: Begins with-in.

All leadership begins with-in your-self:

Know thyself.

(Temple of Apollo, Delphi.)

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

What is a leader? Boss or Leader.

Group Exercise.

Leadership: Traditional Styles.

- Charismatic
- Participative
- Situational
- Transactional

- Transformative
- The Quiet Leader
- Servant Leadership

(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: 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 what you really think are as a person.

(Bolton, 1999.)

Leadership: One definition.

One definition of leadership, as developed by a prominent, modern, leadership theorist:

“...a leader is someone who helps a group create and achieve shared goals.”

(Nye, 2008; p.18.)

Leaders: Made, not born.

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

(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.)

Leaders: Cultural Context

- 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-Saharan Africa
- Middle East

(Nye, 2008; pps.95-6)

Leaders: Cultural Context - 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 –
matriarchal/
patriarchal (masculinist)

Group Exercise.

Manager or Leader.

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

(Nye, 2008; p.78.)

Effectiveness or Efficiency.

In a leader:

**“Effectiveness is more important
than efficiency.”**

(Nye, 2008; p.79.)

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.)

Let's discuss...New Approaches...

SD Transformational Leadership

“Transformational leaders **empower and elevate their followers...** and transform them... mobilize power for change by appealing to their followers’ higher ideals and moral values rather than their baser emotions of fear, greed, and hatred... Induce followers to transcend their self-interest for the sake of the higher purpose of the group.”

(Nye, 2008; p.62.)

New Approaches...

Eco-feminism

“...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.)

New Approaches...

Eco-feminism

“... the feminist mode of consciousness gives a greater emphasis to the seasonal renewal rituals within a spatial mode of consciousness...The feminist historical vision is more extensively committed to the seasonal sequence of time...”

(Thomas Berry, 1998; p. 144.)

New Approaches...

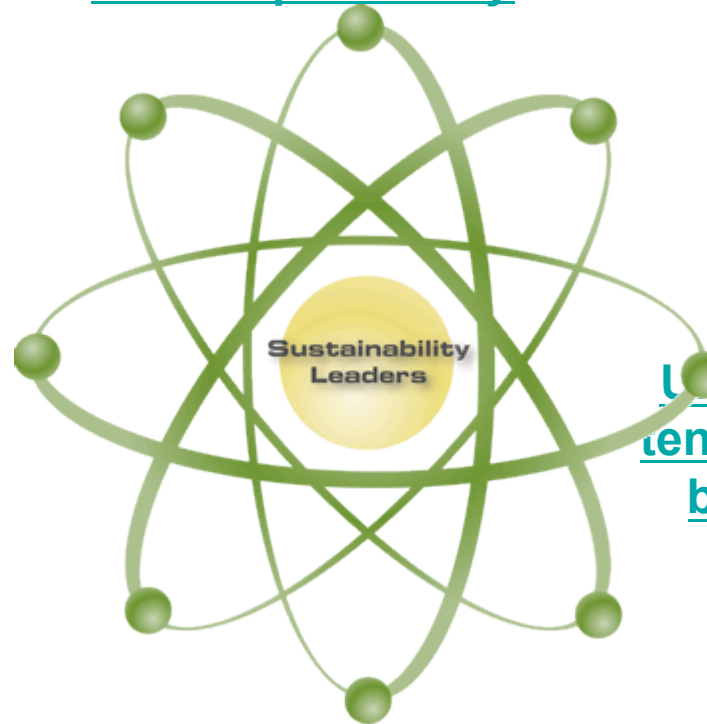
Eco-feminism

- “...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.)

Ground themselves
in personal ethic

Empower themselves to
take responsibility

Convene authentic
conversations



Understand that creative
tension holds potential for
breakthrough thinking

Experiment, reflect,
learn, adjust and share

Recognize that outcomes
unfold in complex
dynamics

Look for holistic
interconnections

Notice and attend to
human dynamics of
transformative change

Ethical Competence Scale
 Personal Record Form
Personal Ethical Competence

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 | | | | | | |

New Approaches to...
Leading for Sustainability.

Let's discuss...
other ideas!

(On different approaches for
Leading for Sustainability.)

Leading for Sustainability.

*Final Thoughts on
and a critique... of
the workshop.*

Gracias....!

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