

Redefining Leadership for a Sustainable Future

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Unparalleled Challenge

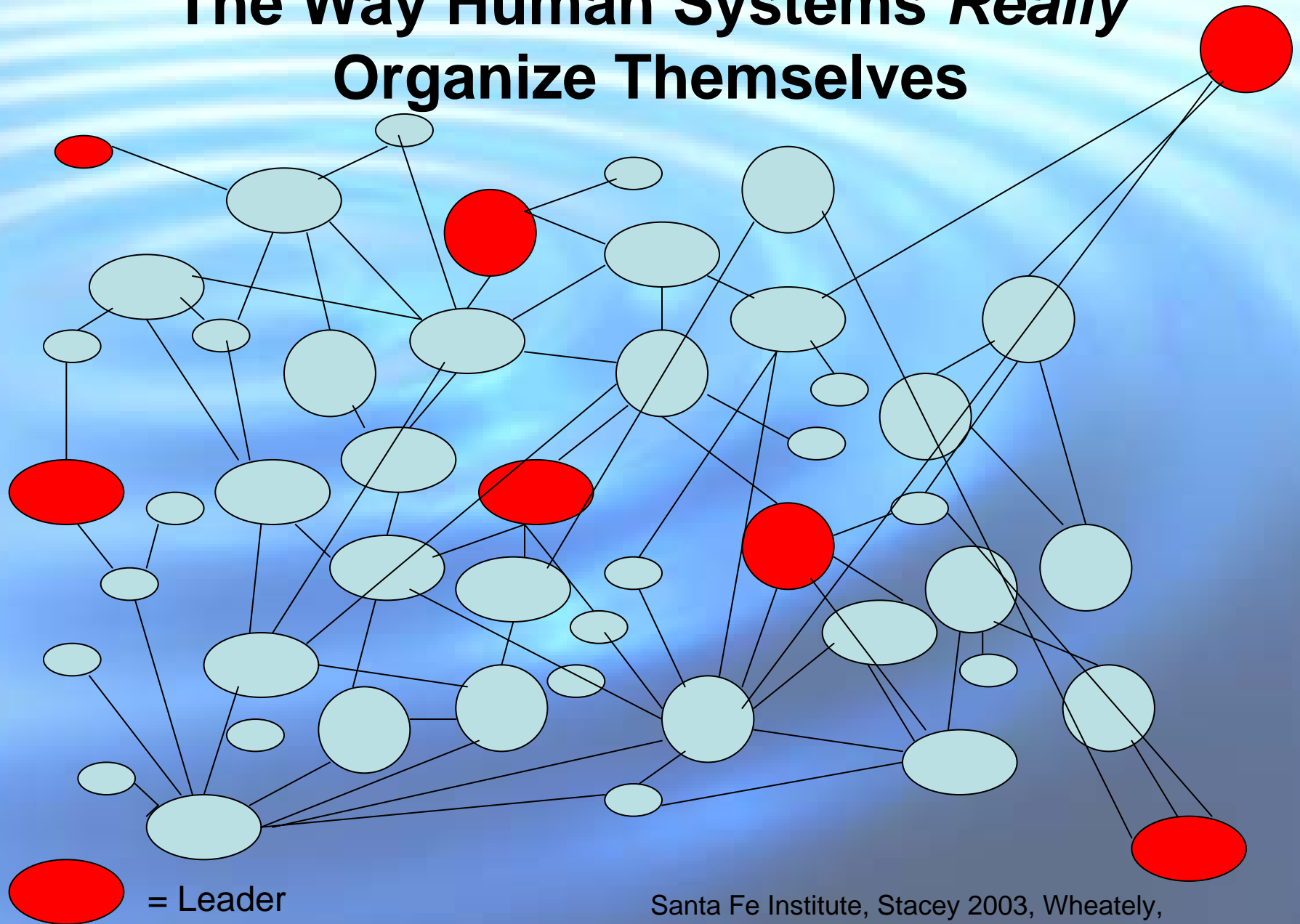
- Complex nature of the integrated solutions required
- Complex dynamics of how people, organizations and communities change



Expanded View

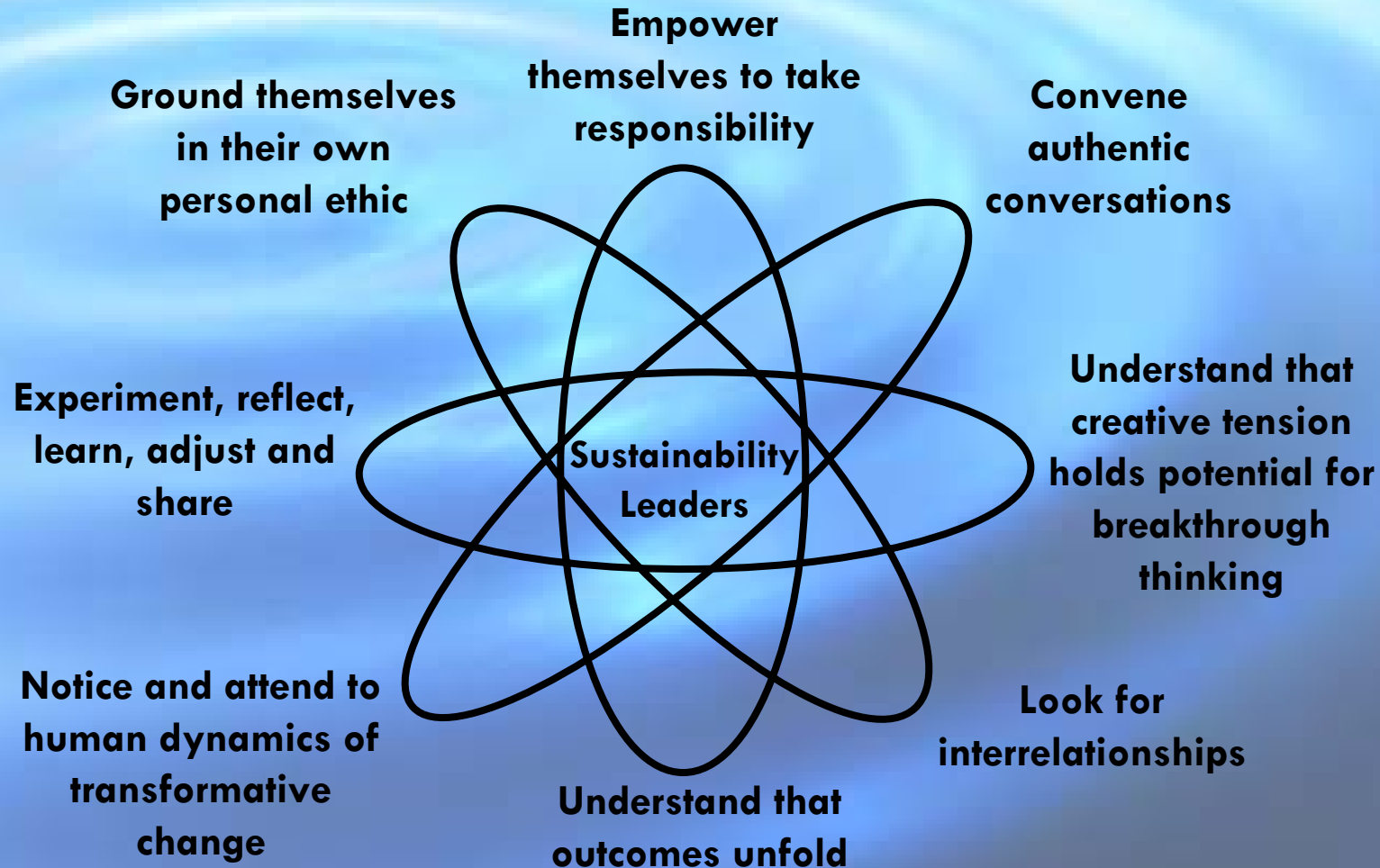
- Whole-system approaches
- Enlarged base of individual leaders
- Engaged with each other
- Generating unprecedented solutions
- Continually changing dynamics of everyday life

The Way Human Systems *Really* Organize Themselves



Santa Fe Institute, Stacey 2003, Wheatley,
2001

Sustainability Leadership Principles[©]



Unique Position

- Influencing emerging leaders
- Perfect experimental laboratory
- Multi-layered approach
- Leadership modeling opportunity
- Real-world results



Sustainability Leadership Challenges

- Scope of management responsibility increases dramatically
- Complexity of management decisions increases exponentially
- Underlying paradigm shift required

Integration Issues

- New Tools Emerging
- Study & Research
- Experiments & Trials
- Exploratory conversations

New Role in a Global Change Movement

- Who are you in relation to....
 - the rest of the organization?
 - the larger context of sustainability?
- How do you want to be in relationship with....
 - other leaders?
 - local community?
 - global community?
- How do you want to gather & use information?

Western Views of Leadership

- Vision & direction
- Ensure successful outcomes
- Assumption: “Wise ones” with enlightened view
- Charismatic ability and persuasion
- Followers seek leaders
- Defer to “those in charge”

Sustainability Leaders

- Assume....
 - No single individual has the answers or "knows the way".
 - Ordinary, everyday people seek to expand their understanding of the challenges and are able to develop a viable pathway to create the future they want.
- Focus on....
 - How members of the human community, individually and collectively, create changes
 - Processes that generate reasonable solutions that can work for everyone

Emerging Developments

- Large scale change strategies
- Shifting perspectives in environmental movement
- New kinds of activism

Large Scale Change Strategies

- Future Search
- Open Space Technology
- Appreciative Inquiry Summits
- World Café

Community Conversation Strategies

- Study Circles
- National Issues Forums
- Community Study Courses
- Mediated Modeling

Shifting Perspectives

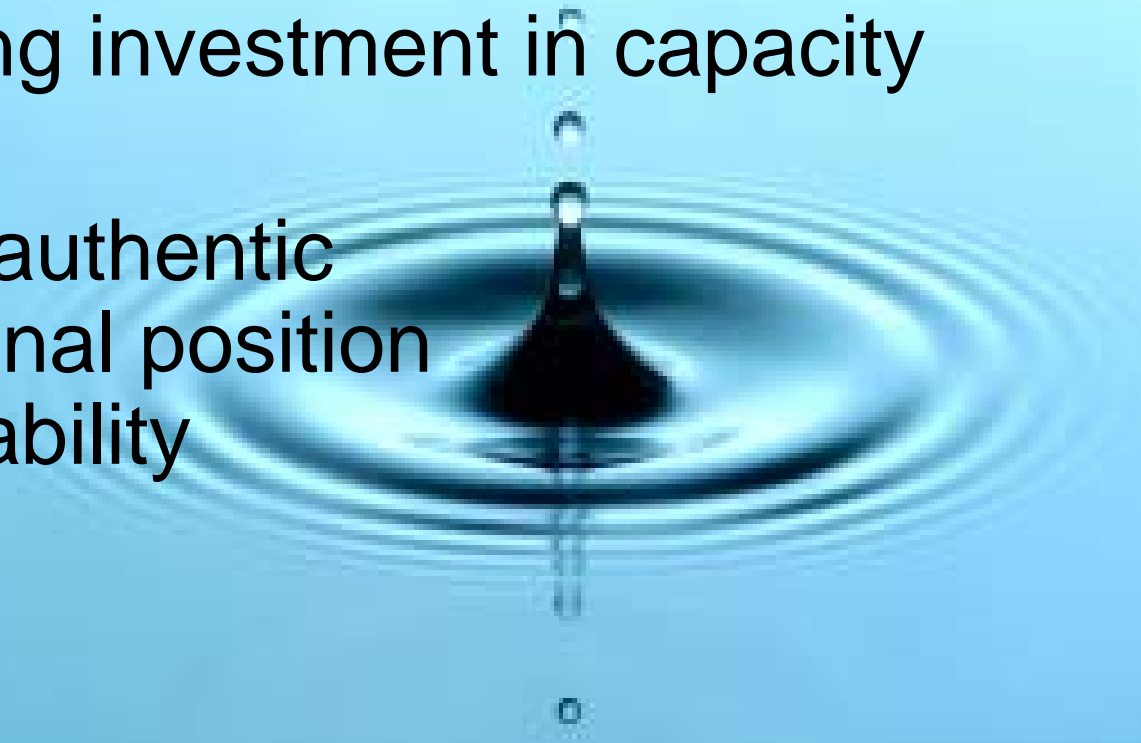
- *Death of Environmentalism*
 - by Shellenberger & Nordhaus, 2004
- **Eco-equity Questions**
 - Van Jones
- *Cultural Creatives™*
 - by Ray & Anderson
- *Inconvenient Truth*
 - Al Gore
- **2008 Presidential Election**

New Activism

- *Cultural Creatives™*
 - *by Ray & Anderson*
- Service Politics
 - means through which students can move from community service to political engagement
- 2008 Presidential Election

Leadership Essentials

- Pointing people to tools & resources
- Insisting on collaborative leadership
- Uncovering competencies required
- Encouraging investment in capacity building
- Asking for authentic organizational position on sustainability



Tools & Resources

- Sustainability Frameworks
- Constructive Conversation Techniques
- Social Marketing Concepts
- Human Change Theories
- Risk, Opportunity & Power Dynamics

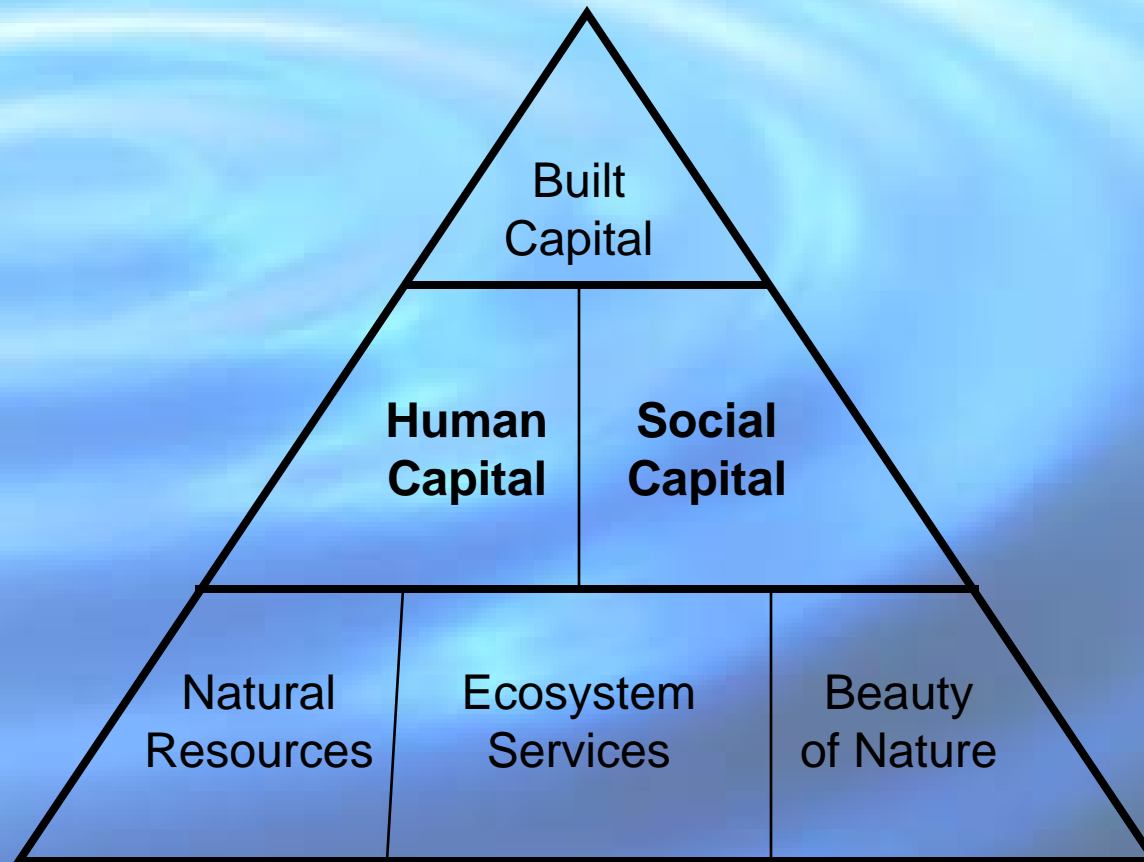
Collaborative Leadership

- Inviting diverse leaders
- Convening dialogs not presentations
- Addressing governance issues & options
- Building partnerships & networks
- Communicating as you go

Uncovering Competencies

1. What do we have to be good at to ensure the success of this effort?
2. How would we know we are good at it?
3. How good do we have to be, by when?
4. How will we support our development?

Encouraging Investment



Hart, 2007

Authentic Position

- Framing the undertaking
- Reporting on efforts & results
- Aligning management systems
- Connecting with local & global community

Lessons Learned: Classroom

- Students
 - are hungry for information
 - love meeting practitioners
 - enlarge their views of leadership
- Practitioners
 - very willing to visit
 - welcome service-learning opportunities
- Other Faculty
 - interested to cross-list
 - require as companion course

Lessons Learned: On Campus

- Interest in unique combination
 - sustainability
 - leadership
- Woven into curriculums
 - Civil Engineering
 - Conservation Leadership
 - Business Management
 - Community Development
- Boundaries still challenging to cross
- Staffing efforts effectively is crucial

Lessons Learned: Community

- Many non-profit groups need more support
 - Demand for their information is multiplying
 - Funding has not increased
 - Government is slow to step in
- Collaboration is hard to implement
 - No one disagrees that its needed
 - Competition for funding
 - Lack of staff time
 - Lack of leadership skills
- Existing partnerships are key
 - Developing larger visions
 - Knowing their processes

Lessons Learned: Organizations

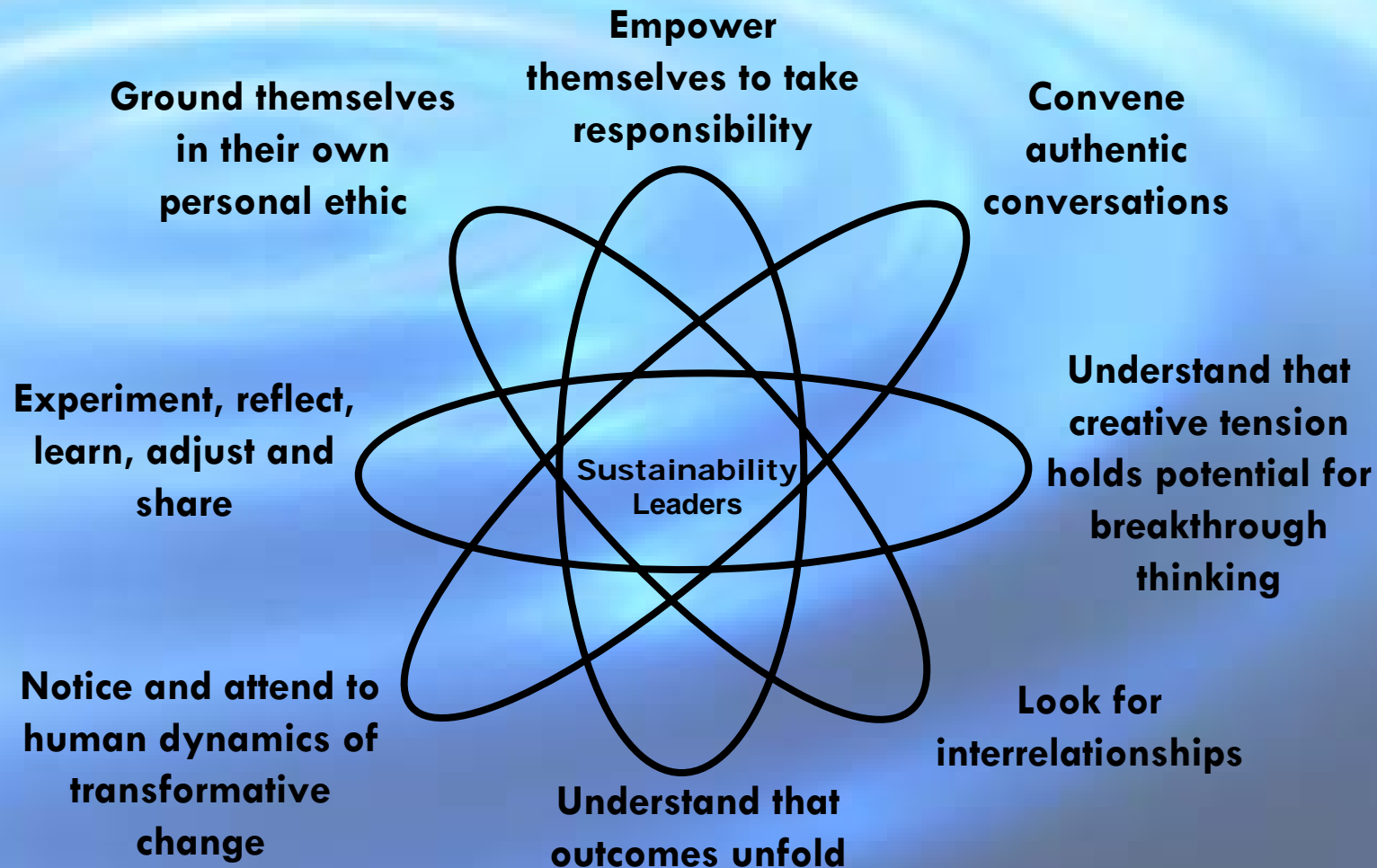
- Need VP level support
- Frameworks are essential
- Sustainable solutions can be the best business solutions

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More Information

- www.sustainabilityleaders.org
 - What is Sustainability Leadership?
 - Principles
 - Capabilities
 - Past Offerings
 - Copies of presentation & handouts



A sustainability revolution requires each person to act as a learning leader at some level, from family to community to nation to world.

And it requires each of us to support leaders by allowing them to admit uncertainty, conduct honest experiments, and acknowledge mistakes.

-Dana Meadows

