



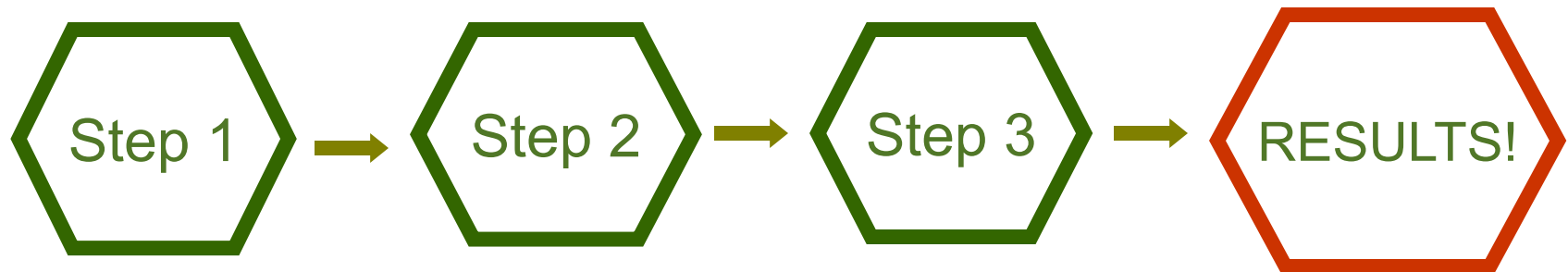
# Sustainability Leadership

## Principles and Practices for Expanding Leadership Capacity

Sustainability Leadership Institute



# The Way We'd Like to Think People Get Things Done

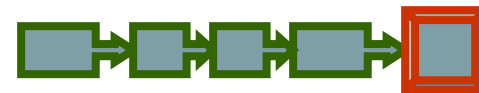
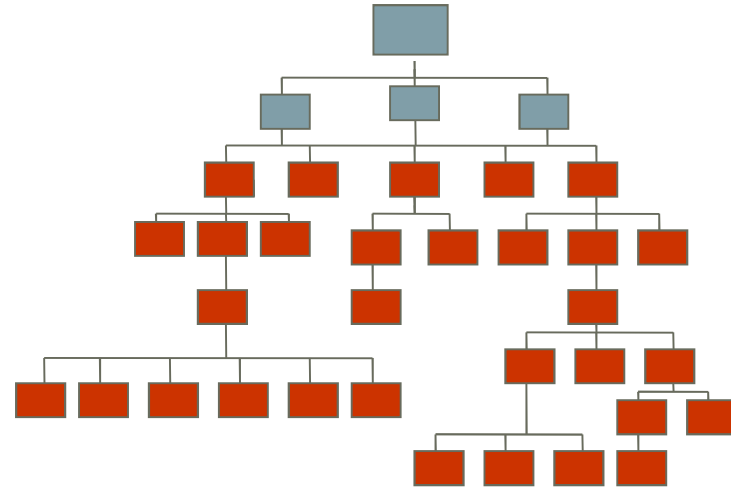






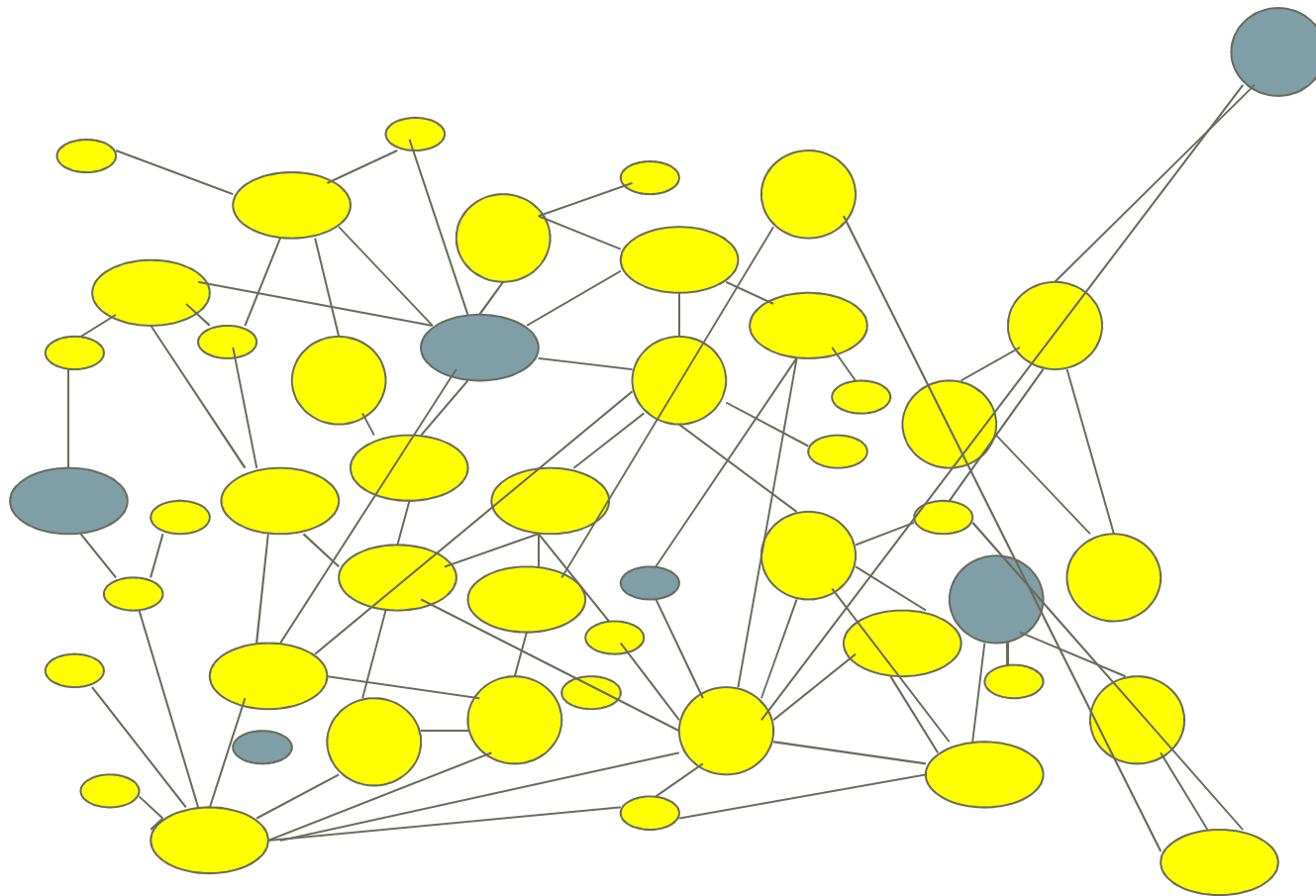
# Assumptions

- Stable
- Linear
- Certain
- Independent
- Conformity
- Unambiguous
- Predictable
- Directed
- Controlled





# The Way People *Actually* Organize Themselves to Get Things Done

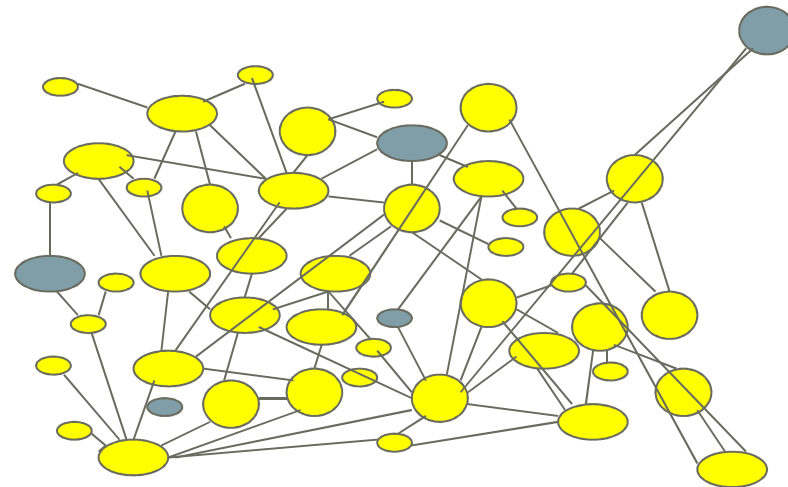


©Sustainability Leadership Institute, 2005



# Assumptions

- Dynamic
- Nonlinear
- Uncertain
- Interdependent
- Diverse
- Paradoxical
- Emergent
- Self-organizing



©Sustainability Leadership Institute, 2005



## A Sustainability Leader is...

- *Anyone who chooses to engage in the complex challenges of co-creating a sustainable future: with an integrated focus on the environment, society, technology, the economy and public policy*

©Sustainability Leadership Institute, 2005

Adapted for NSLW



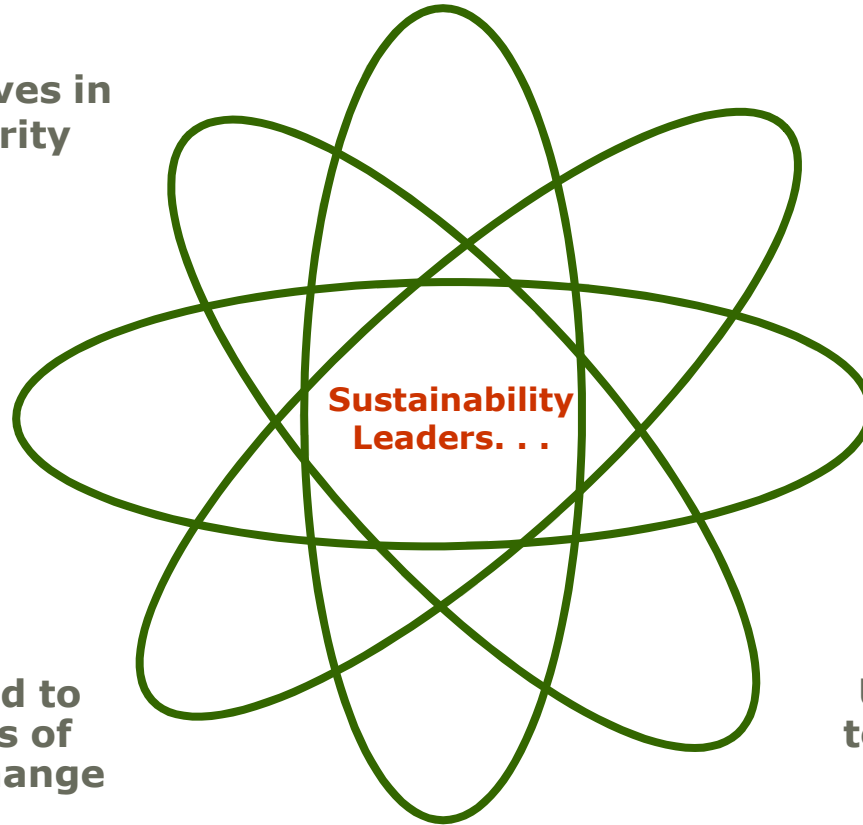
# Holistic Principles of Sustainability Leadership

**Empower themselves to take responsibility**

**Ground themselves in personal integrity**

**Look for holistic interconnections**

**Experiment, reflect, earn, adjust and share**



**Convene authentic conversations**

**Notice and attend to human dynamics of transformative change**

**Understand that creative tension holds potential for breakthrough thinking**

**Recognize that outcomes unfold in complex dynamics**

©Sustainability Leadership Institute, 200





# Sustainability Leadership: Expanding Leadership Capacity

Keyed to Sustainability Leadership Practices Handout

- **Facilitating Outcomes** (Practices A-D)
- **Engaging in Authentic Interaction** (Practices E-K)
- **Working with Conflict/Tension/Expansion** (Practices L-N)
- **Learning with Others** (Practices O-R)



## A Few Sustainability Leadership Practices

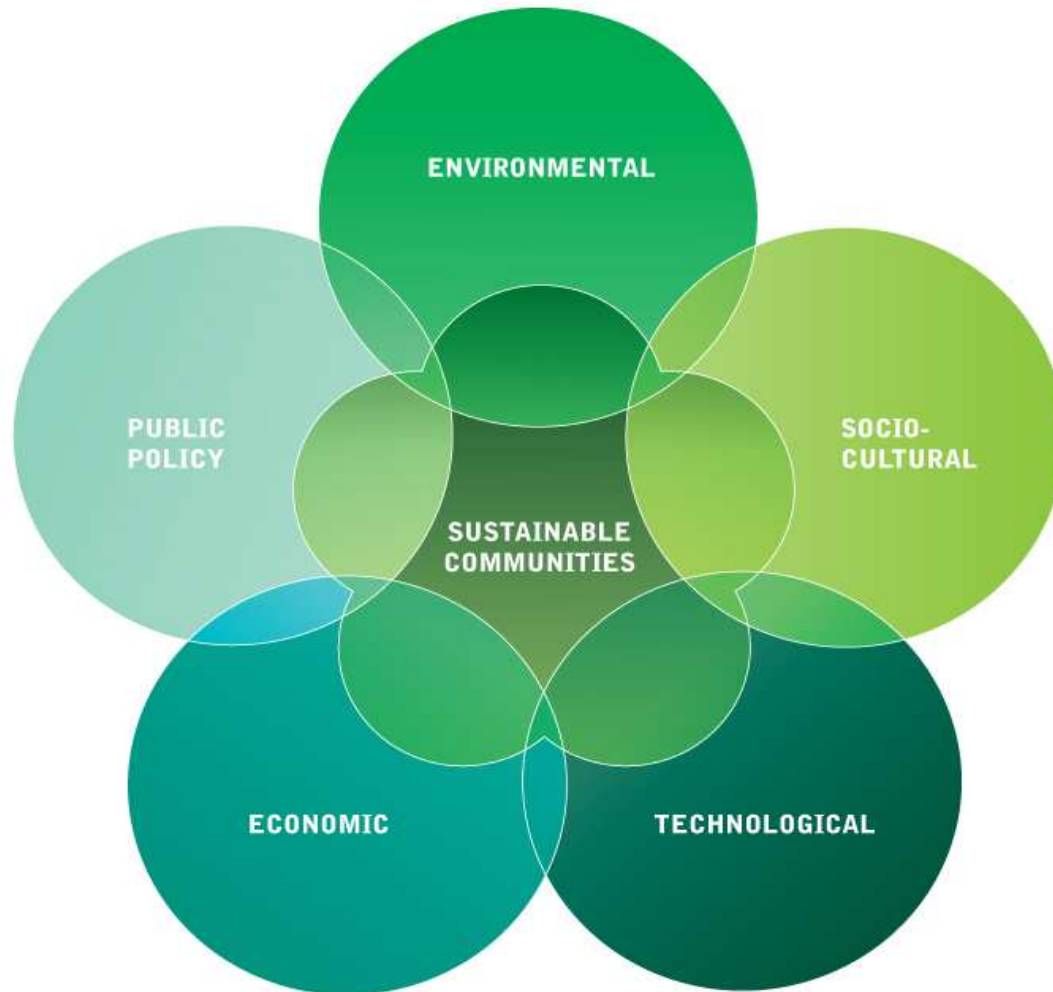
*Conscious Inter-Action is CORE to practicing leadership*

- Using Holistic Sustainability **Frameworks**: see the interconnections; analyze, plan, design (A)

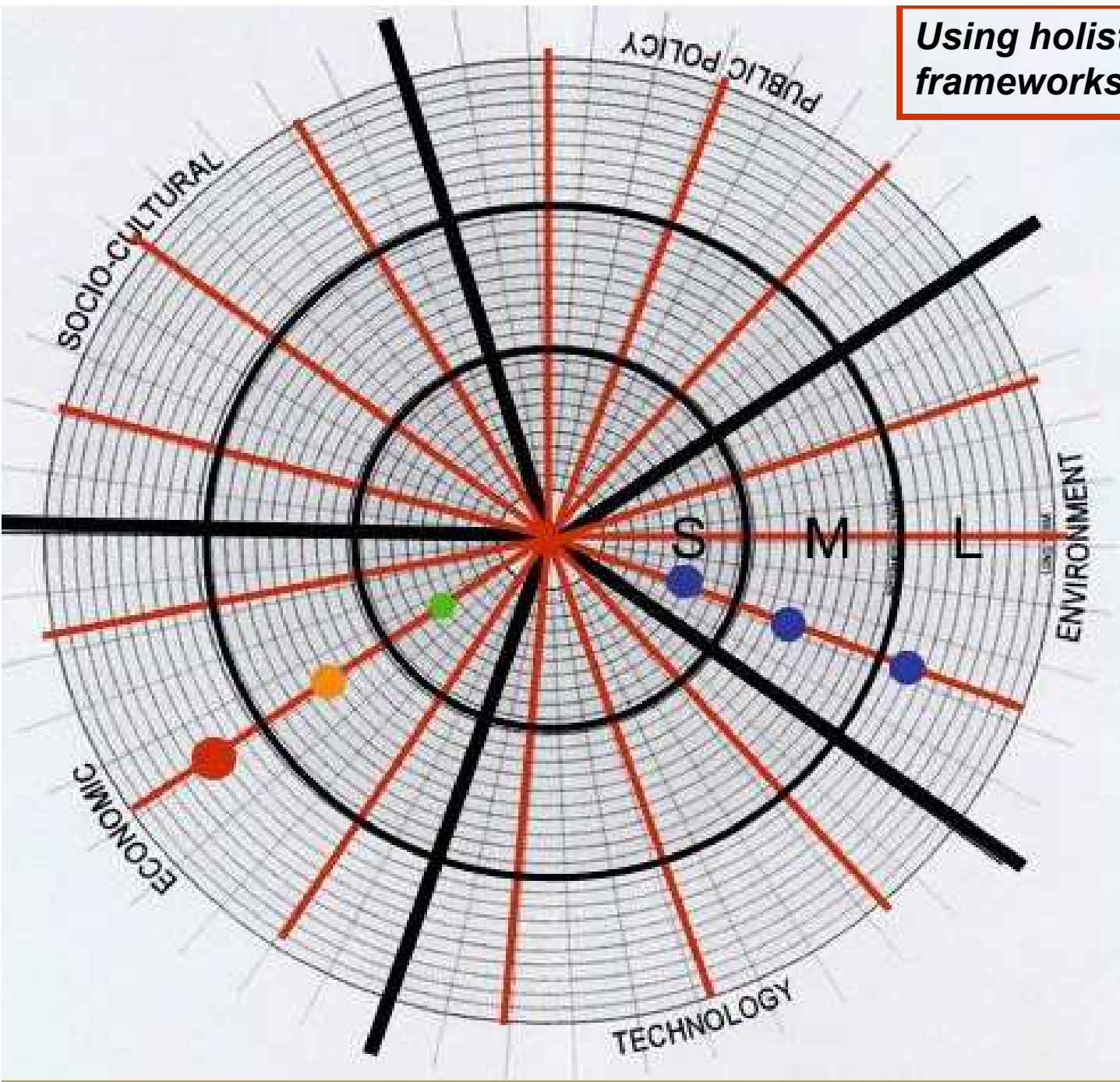


**EcoSTEP**  
THE FIVE DOMAINS OF SUSTAINABILITY

*Using holistic sustainability frameworks. . . .*



**Using holistic sustainability frameworks. . . .**





## A Few Sustainability Leadership Practices

*Conscious Inter-Action is CORE to practicing leadership*

- Using Holistic Sustainability **Frameworks**: see the interconnections; analyze, plan, design (A)
- Seeking **Optimal Impact**: solve multiple problems with single solution (C )
- Making Things Happen: of value; collaboration, **innovation** (D)
- **Constructive Conversations**: Explore, Envision, Design, Catalyze, Sustain (F)



***Creating spaces, participating in constructive conversations. . . .***

## Leadership Engagement Framework

<b>Exploring Issues</b>	<b>Envisioning Possibilities</b>	<b>Designing Strategies</b>	<b>Catalyzing Action</b>	<b>Sustaining Momentum</b>
<b>Exploration Questions</b>	<b>Possibility Questions</b>	<b>Design Questions</b>	<b>Action Implementation Questions</b>	<b>Integrative Long-term Questions</b>
<b>Grounded Understanding</b>	<b>Shared Vision of Possible Future</b>	<b>Workable Strategies for Action</b>	<b>Engaging in Meaningful Action</b>	<b>Adjusting, Strengthening, Deepening Movement</b>
<b><i>(A) Using Sustainability Frameworks for Integrated Analysis and Action</i></b>	<b><i>(L) Inviting Diverse Voices and perspectives: Expanding Network of Leaders</i></b>	<b><i>(O) Engaging Experts as Collaborators (M) Working with Paradox Ambiguity and Conflict</i></b>	<b><i>(D) Making Things Happen: Governing with Responsibility and Creativity</i></b>	<b><i>(Q) Learning Through Experimenting; (P) Sharing Knowledge as it Unfolds</i></b>



## A Few Sustainability Leadership Practices

*Conscious Inter-Action is CORE to practicing leadership*

- Using Holistic Sustainability **Frameworks**: see the interconnections; analyze, plan, design (A)
- Seeking **Optimal Impact**: solve multiple problems with single solution (C )
- Making Things Happen: of value; collaboration, **innovation** (D)
- **Constructive Conversations**: inquire, discover, invent (F)
- **Building Relationships**: partnering, inter-generational (G)
- **Inviting Diverse Voices**: **Expanding the network of leaders** (L)
- Making Sustainability **Relevant**: best practices; local and global connections (J)
- Engaging **Experts as Collaborators** (O)