



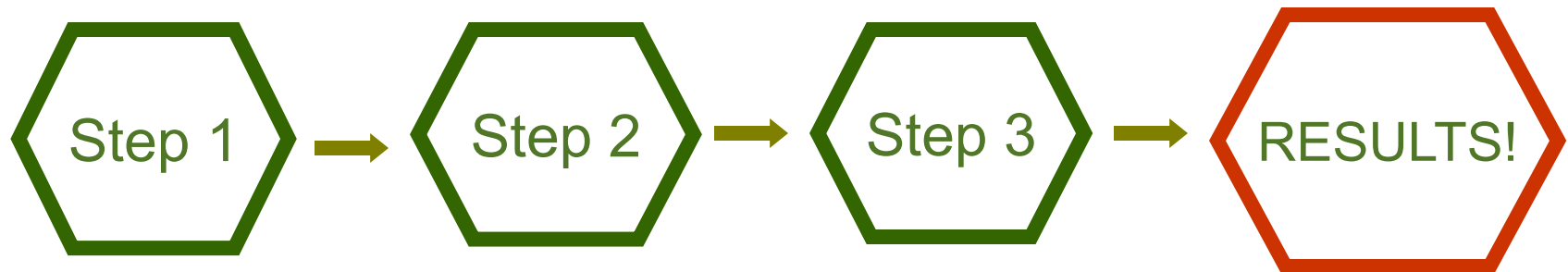
Sustainability Leadership

Principles and Practices for Expanding Leadership Capacity

Sustainability Leadership Institute



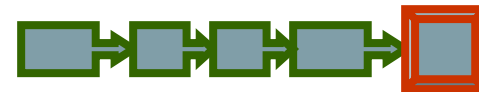
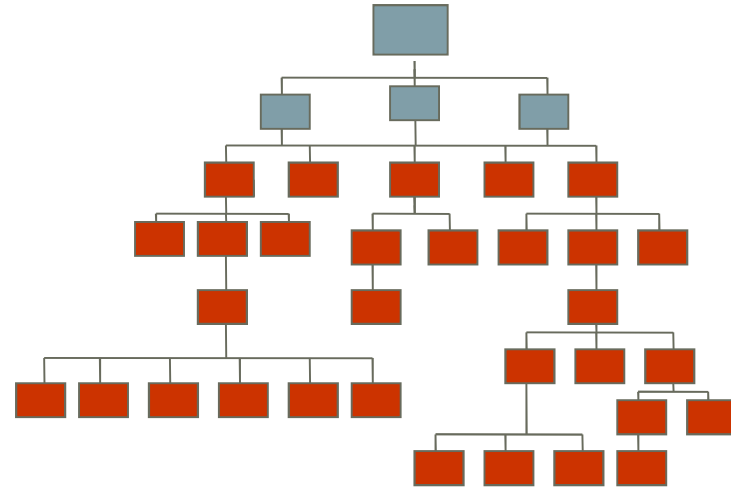
The Way We'd Like to Think People Get Things Done





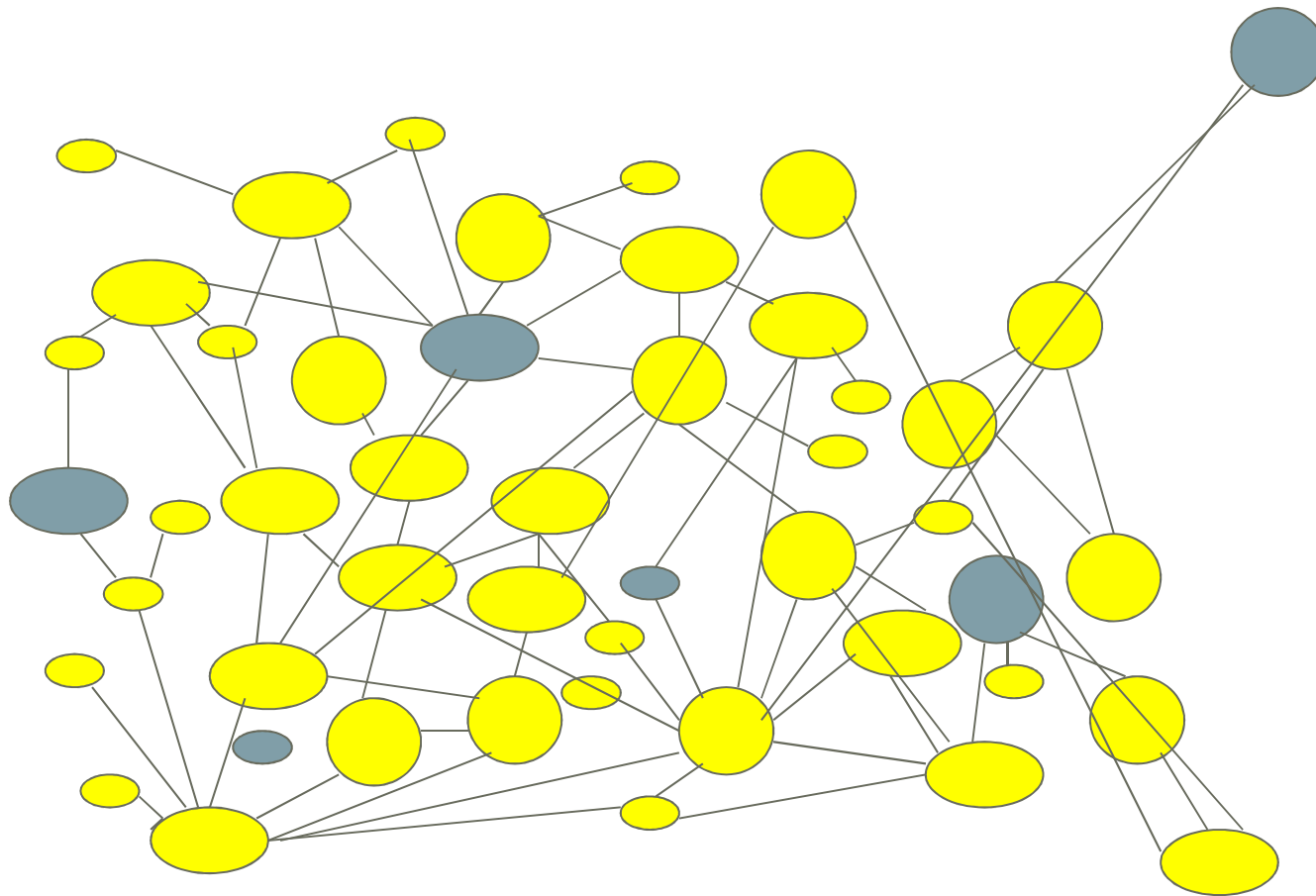
Assumptions

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





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

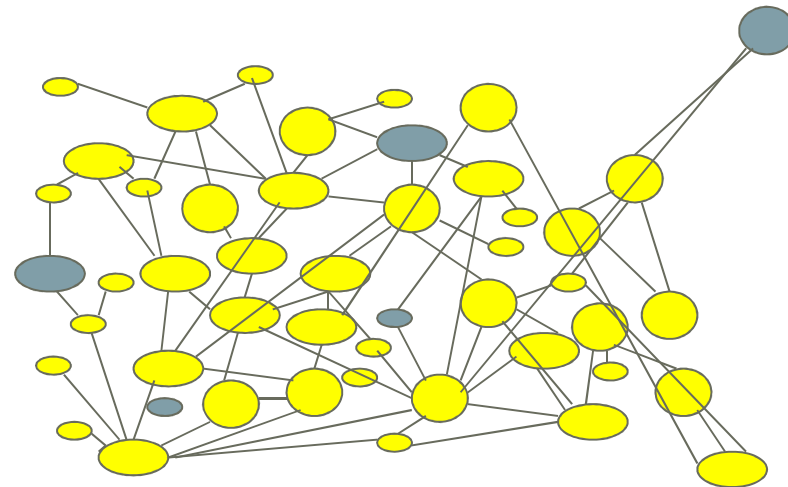


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Assumptions

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



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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*

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Adapted for NSLW



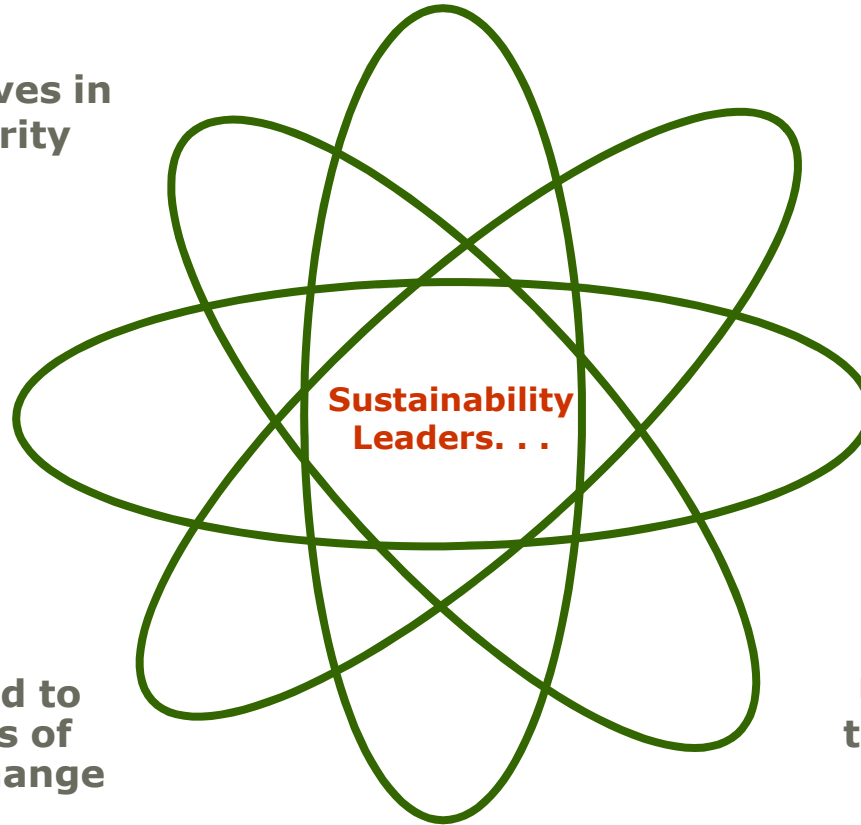
Holistic Principles of Sustainability Leadership

Empower themselves to take responsibility

Ground themselves in personal integrity

Look for holistic interconnections

Experiment, reflect, learn, 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

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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

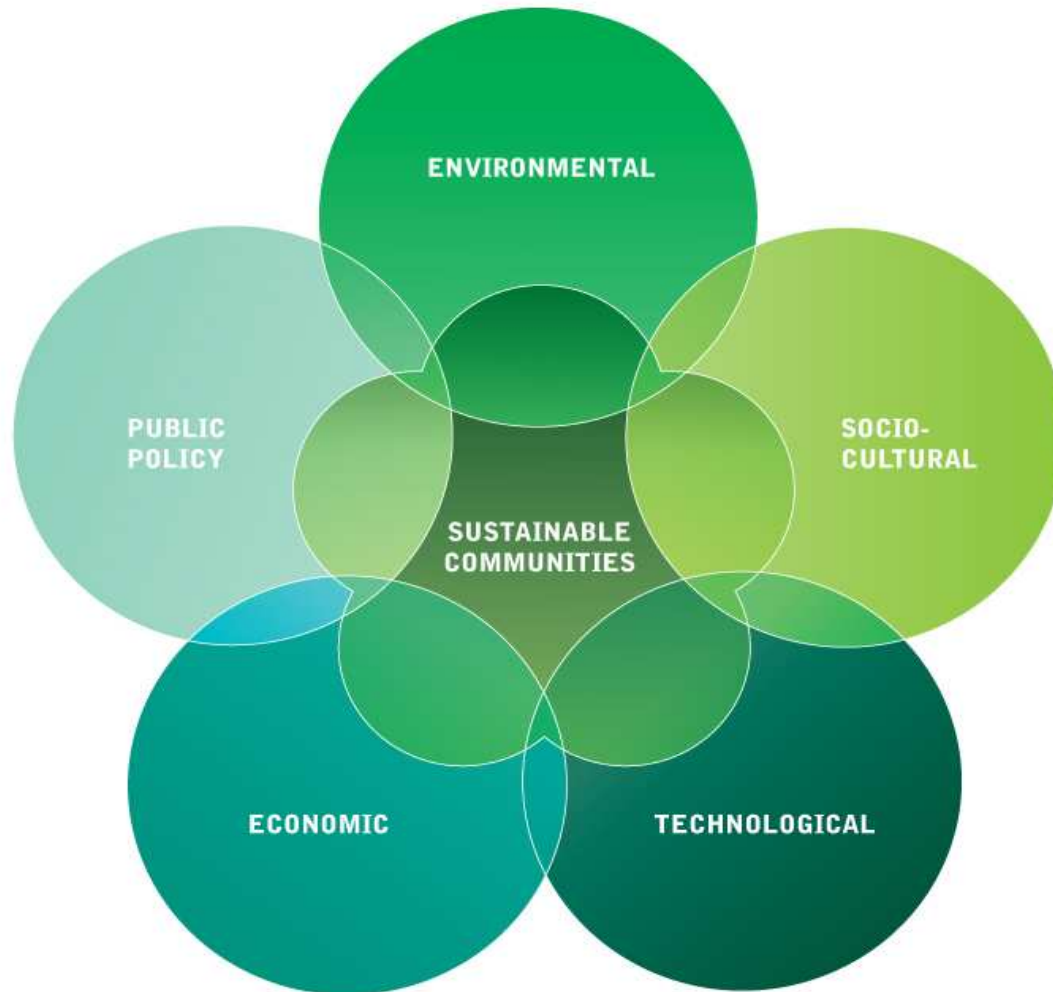
Conscious Inter-Action is CORE to practicing leadership

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

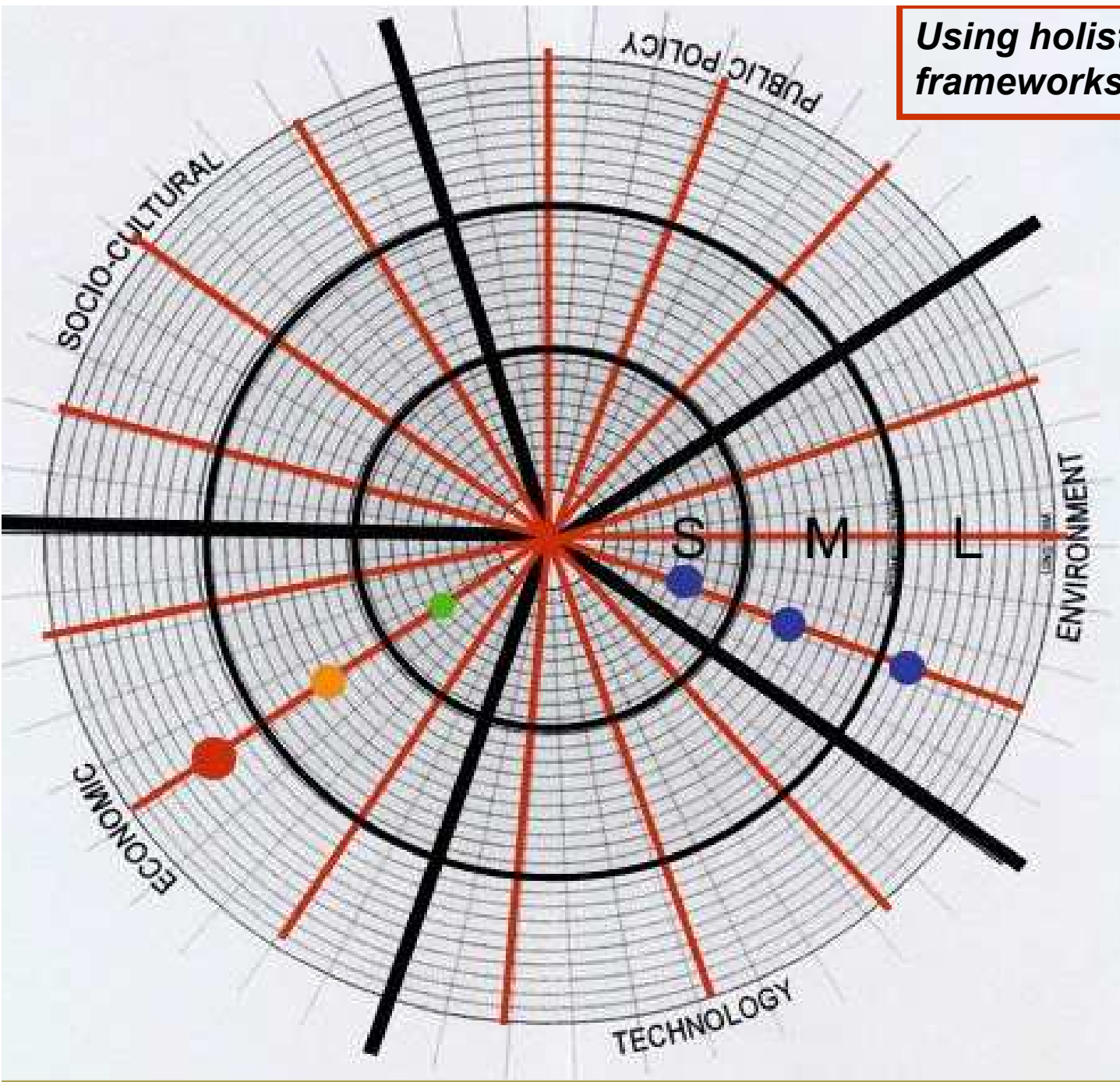


EcoSTEP
THE FIVE DOMAINS OF SUSTAINABILITY

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

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



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)