

Education for Sustainable Development
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Lecture - 46
Sustainable Leadership (Contd.)

Hello viewers. Welcome back to this course on ESD. So, in the last class I think we have concluded the sustainable education the conception model for education. Now today we will begin with new topic that is Sustainable Leadership. As you can see the two components are here embedded like sustainability and another is the leadership ok.

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- Why do we need sustainable leaders?
- What is sustainable leadership?
- Leadership is about envisioning and shaping the future,
- Sustainable leaders look beyond immediate, short-term gains to see the role their organization plays in a larger context.
- They set strategies and ensure the delivery of results that meet the triple bottom line of social, environmental and financial performance.

So, let us begin with this topic. Now the first thing is that we need to ask ourselves actually what do we need by the sustainable leadership. What is or why actually we do need the sustainable leadership in leaders in present day context what is the sustainable leadership. So, let us ask these questions to ourselves and reflect on these things.

Of course these are some of the common definitions of leadership. Yes, that all of us we know that yes leadership is about envisioning and shaping the future, it is about guiding the people, it is about you know cherishing some dreams and motivating the followers to achieve that goal it is you know teamwork; there are so many dimensions so many aspects of leadership.

So, we can briefly say that yes leadership which are common to all the leadership is about envisioning and shaping the future. Sustainable leaders look beyond the present situation look beyond the just resolving or solving the present problem, but they look beyond the immediate goal or short-term goal they look beyond this present situation their visions, their missions, their goals are you know far ahead of the present time.

And also in which context they work; whether they work in the social context or national context, educational institutional context or administration context in whichever context they are working they play a major role. So, what are the requirements what are the requirements of that context that organization that institution and how to go beyond the present time and present problems and solution and look for the sustainable future.

So, the so, they set the strategies and ensure the delivery of the results that meet the triple bottom line of social environmental financial performance. So, when we talk about sustainable leadership is that yes sustainable the component the concept sustainability further added the triple bottom line concepts like the you know vibrant economy equitable society and healthy environment.

So, ecosystem healthy ecosystem people that is social domain and as well as the economic domain. So, here when we combine this educational leadership sorry leadership with sustainability then sustainable leadership definitely they look for the strategies which are viable in the sustainability domain framework and they ensure that the delivery of the outputs or the results or the learning outcomes the performance outcomes. They fit into this triple bottom line components of sustainability framework.

Sustainability that is they meet the social equity equitable distribution of resources access everything environmental sustainability; that means, look for the more eco-friendly environment, healthy environment and financial autonomy that is the financial performance in terms of a very vibrant and sustainable economy.

So, here as you can see leadership is required very much everywhere; however, the functions roles strategies differ from one leader to another leader with respect to the context in which he performs. In the context in which his followers his fellow workers are three team members are there in which context and what goals they have set for themselves.

Accordingly their approaches their strategies differs, but when we talk about sustainable leadership definitely it has to fit into the criteria of sustainability. As you can see sustainability and leadership when they are embedded, so this portion when they are embedded. So, this portion we can say this common area you can say overlapping area we can say it is the; it is the domain of sustainable leadership.

So, they not just look for the vision for the future, for the long term goals, for the effective strategies, but they have to work within the framework of sustainability that is whatever the outcomes will be there, the results will be there, the productions will be there, the performance outcomes will be there, it has to fit into the triple bottom line of the sustainability that is the vibrant economy.

It has to boost vibrant economy it has to; it has to justify the equitable society and it has to you know protect the healthy environment.

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Need of the Hour

- In recent years, mounting social pressure has contributed to a **significant shift in the type of leadership seen across businesses** – from startups in their infancy, to multinational corporations.
- The challenges of today's times in the modern world are huge and **complex multiple challenges** such as **unequal development, rising population, diminishing natural resource base, climate change** and many others.
- While there is a plethora of technical solutions, the question is, **doe having technical solutions suffice?**
- **Are there more factors to be addressed and enrolled**, for the very many innovations to be embedded in the development thinking and sustain therein because of the increased wellbeing generated for all sections in a society.
- **Is there not a need to think and plan** in a way that **today's solutions do not become tomorrow's problems?**

Sustainable Enterprise

The pyramid diagram is divided into four horizontal layers from top to bottom: Sustainable growth, Sustainable consumers, Sustainable process, and Sustainable people. The bottom layer, 'Sustainable people', is further divided into 'INTERNAL' and 'EXTERNAL'.

INTERNAL
EXTERNAL

So, next we can see the what is the then why do we need sustainable leadership in the present time? So, what is the need of the hour? As you can see this is the pyramid of sustainability the pyramid of sustainable enterprises sustainable enterprises like as you can see from the external to internal then sustainable people are there, sustainable designs are there, sustainable process would be there, sustainable consumptions consumers are there, then only sustainable growth is there.

So, in one aspect that is the type of you know initiative taken and another is the type of sustainable environment that has been created. So, it is a you know it is a demo its a picture its the design of a sustainable enterprise. So, why do we need the sustainable leadership in the present day? Ok. So, as you can see in the present scenario post Covid and post you can say financial global financials slow economic slowdown.

So, there have been there have been is there have been there has been a you know significant shift in the type of leadership not only in leadership seen or required across the business. It will vary definitely it varies from you know organization to institution to startup business to you know service oriented industries to start you know you know to small scale and medium scale industries to multinational corporations.

So, in different setup in different stage in different contexts in as per the requirement of the different business houses. So, there has been a significant shift in the type of the leadership and the demand for their strategic actions.

So, that is where the need of the hour it requires a significant shift from the traditional type of leadership to a more customized type of leadership more sustainable type of leadership to not only just achieve the criteria based on mission of the businesses, but to deal with the you know deal with the present you know and the future prosperity future scope future prosperity and future sustainability of that organizations.

So, here you know here because you know in the present times because of the n number of factors because of the you know slow economic slowdown, unemployment, population explosion, you know climate change and you know resource depletion and diminishing natural resources resource depletion and the unequal development across the globe, so many these are the challenges that we are facing nowadays.

Similarly, these are the of course, we have made progress in some aspects like in technology we have made progress innovation also we have made progress again even also we are trying to trying to update our economic policies and more you know more business friendly for the foreign countries also in terms of introducing FDIs and other kinds of schemes.

So, these are the some advantages are there even then. So, in the context of so many global challenges; so, we have to ask the question can actually technological

development will solve all the problems all our solution can it bring solutions for all sort of problems or it needs to be addressed in a different way.

So, are there more factors to be addressed and enrolled. So, if so, what are those factors. So, these how for very innovation to be embedded in the development of thinking of thinking and sustain there because of the increased well-being generated for all sections like whenever we are introducing implementing any innovation it has to be again embedded in the framework of development.

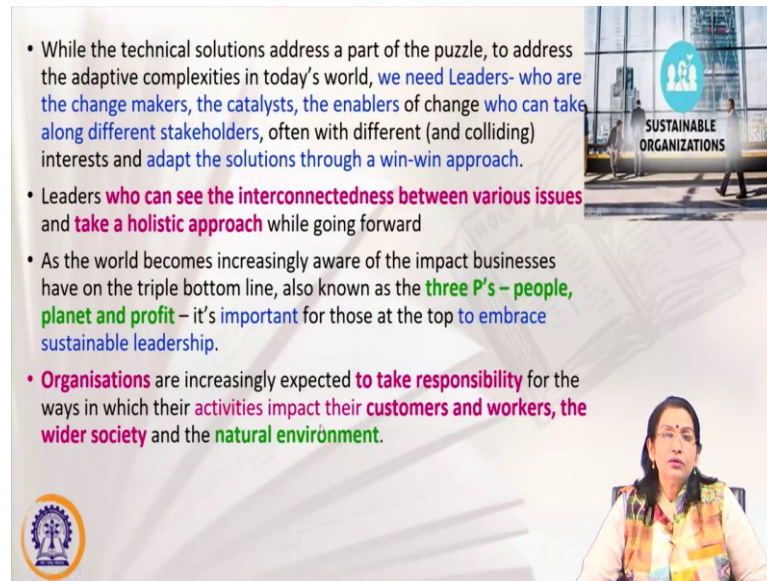
And again it has to customize the needs of every category of stakeholders there may be direct stakeholder there may be indirect stakeholder looking at their ambitions their goals their you know well-being welfare etcetera. So, how can we you know how can we satisfy how can we meet all the challenges for all the stakeholders and the participants in the society to ensure to ensure the common well-being and sustainable future for all.

So, is there not a need to think and plan? So, here again that is why we need to think in a different way, in a very reflective way, in a very you know customized way, in a very strategic way that the today's solutions do not come do not become the tomorrows problem. Yes we are trying our level best to satisfy all the stakeholders to bring happiness and well-being for all our participants and citizens it is ok.

But it should be in sustainable in nature in the sense that it should not this today's problems solution of the problems is should not be temporary should not be very should not be vulnerable for the future sustainability of the future sustainability scope and opportunity. So, and how to ensure how to restore how to save how to protect our future and not just by solving the present problem, but also to make it more strategic to ensure sustainability in future as well.

So, for that we need to have deep thinking, reflective thinking, reflective analysis, critical evaluation then action plan strategic strategy formulation and you know experimenting on these strategies. So, that is where today's solution need to be more you can say cautionary in the sense that it should not create any further problem in future for the future generations.

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- While the technical solutions address a part of the puzzle, to address the adaptive complexities in today's world, we need Leaders- who are the change makers, the catalysts, the enablers of change who can take along different stakeholders, often with different (and colliding) interests and adapt the solutions through a win-win approach.
- Leaders who can see the interconnectedness between various issues and take a holistic approach while going forward
- As the world becomes increasingly aware of the impact businesses have on the triple bottom line, also known as the three P's – people, planet and profit – it's important for those at the top to embrace sustainable leadership.
- Organisations are increasingly expected to take responsibility for the ways in which their activities impact their customers and workers, the wider society and the natural environment.

So, as you can see; as you can see though our leaders we need the leaders who are the change makers. Of course, we look up to the up to the leaders as not just as the motivators or as not just as the guide and philosopher and you know catalyst and enablers, but also change makers and who can take that take a we can take the decision along with the different stakeholders, who can adopt the solutions through the win approach that.

So, they have we depend on them both motivationally, emotionally, socially, intellectually also like we have a great expectations from them because we expect them to go beyond the common sense or common approach and go beyond and to; that means, to collaborate with everybody with all kinds of stakeholders who cooperate and to go beyond with the vision and mission that is. So, that they can bring a kind of consensus a win-win approach to everybody.

So, like for example, the union leader in the company in the organisation in the industry. So, the every labor every worker they look up to the lead the look up to their leader you know with the hope that yes our leader will definitely look for the welfare and wellbeing of all of us. So, with such a you know path such a consensus path such a you know such a positive way of win-win approach or it can he can assure; he can assure he can give us the win win-win situation to all of us.

So, we should we will not be suffered we will not be losing anything if we depend on that later so, but that to build up that trust on the leaders. To build up that trust on the leader it takes time it takes time and all the team members and the workers and just for them to accept the leader as the as you know a person who take seriously their welfare and well-being and who on whom they can rely upon they can they are confident of.

So, that also of course, takes time. So, that is why then leadership the leaders in order to establish themselves in order to build that trust in order to build that rapport they have to work hard in the very beginning. So, they have to go through the different steps and stages to you know establish themselves as a popular leader and as a welfare leader as a sustainable leader as a you know transformational leader this kind of.

So, that they can bring so, they will always look for a positive step through which they can achieve all success. They can bring win-win success or success to every party with a strategic approach. So, here we can say leaders who can see the interconnectedness between various issues and take a holistic approach while going forward.

So, in the organisations sometimes some different types of the problems are there related to task, related to process, related to or related to different kinds of you know portfolio assignment then interpersonal also it happens. So, different types of chaos and the conflicts and dilemmas are there. But how the leader should approach it?.

So, first thing is that yes of course, the communication skills are very important here first listening patient listening then listening to everybody then analysis on the whole thing. So, then actually the leader by a listening and analyzing he want to grasp actually he wants to grasp the whole situation. So, that he can find out with proper analysis he can find out how these issues how these you know concepts and conflicts and the dilemmas are interconnected.

So, where from it has started what is the source of its of this conflict what is the source of this dilemma and how these different different situations and the contextual factors and the you know statements and the issues have been interconnected and how it has become such a big issue etcetera like all this.

So, they will always look for the interconnectedness or they always approach a problem in a very holistic perspective in the sense that to analyze and to get the true picture of the

not only the cause and effect relationship, but how different different variables different aspects, different situations, different contextual factors how they are interlinked and how they have created such a kind this kind of situations.

So, for they need to understand the whole thing they need to understand the whole thing with a holistic approach. So, here again with the increasing awareness of nowadays of the climate change with the impact of business on the environment and with the advocacy of UNESCO sustainable development goals for the sustainable consumption for sustainable production and you know sustainable lifestyle and sustainable you know how to make a our society our planet our earth a sustainable earth with a conservation of resources.

All kinds of things which are more you know not just eco friendly, but people friendly and you know prosperity friendly. So, it is that if that is why it is very important for these again to embrace the sustainable framework while getting the solutions of different kinds of the problems.

So, here the three P's that people, planet and prosperity or the profit that is these three P's are very important for embracing for to embrace for our leadership. Leadership, be it organisation, be it institution, be it community be it school whatever. So, that is why this everywhere nowadays these three P or these sustainability framework are being adopted are being applied because we have to do whatever we are doing whatever we will do we have to take care of the future.

So, that in present time whatever we should do we should do in such a way that our future is more secured sustainable etcetera. So, that is. So, we have to. So, it is a kind sustainability as we have already discussed it is a you know it is a kind of framework it is a kind of paradigm or thought process it is a kind of mindset. So, how to bring that change like how to you know inculcate how to induce everybody to think in a sustainable way?

So, therefore, we have to make it as a habit. So, here leadership for leadership also the leadership every leaders nowadays are thinking of getting the solutions of every problem, but every problem in a very sustainable way.

So, organisations are also now increasingly expected to take the responsibility you know for the for their own activities for their own you know for the activities like whatever they are producing and its impact on the climate on the environment and.

So, that is the other activities like you know not just the consumer or customer satisfaction services etcetera, but workers or workers welfare, but also they have to look for the wider implications of their production and of their organizations for the natural environment, for the resources, for the economy for the you know for the economy.

So, by introducing different kinds of you know techniques and strategies and mechanisms like for example, waste management then again how you have to map how to you have to measure how much carbon footprint you are creating for the environment how much damage how you are controlling this damage what are the then again how you are investing your CSR.

So, how; that means, with the minimum carbon footprint with the maximum protection of our natural environment with the minimums resource depletion with the maximum welfare of workers, customers, consumers. So, and with the maximum outcome with the minimum resources.

So, these are the some of the strategies they have to adopt I have to apply before thinking of starting any business or organisation or industry. So, these are so now a days also for starting for even for the startup business or even for or the bigger organisation also so many policy environmental policy, economic policies, then the social policies are also very much mandatory has become very much mandatory to follow the criterias.

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- There is an **urgent need in business today for a new type of leadership**— one that makes the **long-term sustainability** of our world a top priority. Business leaders have an important part to play in **making the right strategic choices in order to create this sustainable future.**

The slide features a woman in the bottom right corner. The main content includes a bulleted text block and two diagrams. The left diagram is a circular 'Sustainability Leadership' model with a vertical axis labeled 'Time' and four levels: 'Strategic', 'Operational', 'Tactical', and 'Individual'. The right diagram is a circular 'Sustainability Leadership' model with a central core of 'Economic', 'Social', and 'Environmental' factors, surrounded by various stakeholder groups and business processes.

So, now as you can see; as you can see the sustainability leadership, these are some of the ladders. You can see these are sustainability leadership is for example, as the simple leadership you can say leadership theory systems theory transformational leadership theories are there, transactional theories of leadership are there you know common or the commanding or the controlling kind of leadership is there democratic type of leaderships are there.

But again when comes about the sustainability leadership yes sustainability leadership has the dimensions like yes definitely first thing is that it is non hierarchical is not its not very hierarchical of the base and a very you know vertical nature; that means, there is no hierarchy like the bureaucratic structure.

So, non hierarchical and dispersed distributed kind of leadership again roots of professionalization is very much important in whichever domain you are working you need to have the professional skills competencies increase professionalization and ecological balance. So, here professionalization why it is required? To deal with economic factors to deal with the social factors people factors and human resource development factors and also making a eco-friendly and ecological dimension sustainability leadership.

So, as you can see from this picture that these are the traditional these are the regular the traditional kind of theories aiming at the different types of leadership. But again the types

of leaderships are you know very much required for depending on the context of performance, context of work, context of situation, context of you know organizational business etcetera.

But besides this the sustainable leadership they need to acquire these kind of other aspects ok. So, therefore, there is an urgent need in the business today for the new type of leadership that is the long term sustainability and making the things right strategic you have to make the right choice strategic choice in order to create this for the sustainable future. As you can see from this picture as this picture yes.

Now, it has here again based on this triple bottom line it for example, in the functional framework it has the four dimensions again; one is of course, economic dimension financial dimension again socio cultural in which context you are establishing starting the business socio cultural dimension is also important then environmental dimension ok.

So, then environmental economic and financially financial is that expenses and then represent cost benefit etcetera and economic is that for the prosperity for the future prosperity like the growth of economic growth job creation and creation of you know many resources. So, environmental economic and socio cultural; here again society and the cultural factors and the financial. So, within these four you know four quadrant we can say these things are you know there n number of things have been you know categorized.

Starting from agriculture to tourism to management the all these activities can be related financial sustainability budget business plan you know health safety, food security, heritage, connection of the land, sense of community, wastage, waste management, water management, climate change, transportation, natural areas of stewardship, land wise planning then you know you can say the prosperity that is village and village vitality rural community.

So, these are n number of activities where sustainability has to be; has to be ensured. So, each pillar and theme is you know interconnected. So; however, all these things are interconnected all set of activities are interconnected because the everything is directed the here either directed a directly related to one domain, but indirectly related to other domain.

So, these are; so, these are to be felt all these factors are interconnected to each other hence whatever we take of whatever activity the leader takes off or the group of leader and his groups are taking of be it tourism, be it you know production, be it agriculture, be it waste management whatever it has to be sustainable. The task the goal should be sustainable the process to be adopted is sustainable and the performance outcomes should also be sustainable. So, that is that to create a the focus is that how to create a sustainable future for all.

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The slide is titled "Leadership & Sustainability". It features three main visual elements:

- Left:** A globe resting on a tree. A person stands on the globe holding a flag that says "Demand Adventure!". The tree's trunk is labeled "Culture, Structure, Collaboration".
- Right:** A circular diagram for "ASSESSMENT OF LEARNING AND PROGRAMS" with five steps: "Clarify mission, values, goals", "Create measurable program and learning outcomes", "Determine measures", "Implement plan", and "Assess outcomes during and after plan".
- Bottom:** A list of sustainability challenges under the heading "Leadership & Sustainability".

Leadership & Sustainability

- Sustainability challenges are increasingly interconnected across traditional disciplines & geographies
- Social & organizational challenges are going to share and be shaped by this revolution
- All leaders, no matter what sphere they are operating in, must attend to sustainability challenges

So, as you can see this how leadership and sustainability are quite you know integrated quite closely related are embedded in a very cohesive in a very conducive and cohesive manner that is demand for adventure this is just the clipping. So, leadership and you think as you can see.

So, sustainability there are sustainability challenges are increasingly you know interconnected as we are progressing towards the you know as we have already landed up in the 21st century and moving towards and we are not only facing different kinds of challenges, but also we are also facing the sustainability challenges you know because the resources are where the resources are falling short of and population explosion and because of other reasons also environmental reasons economic reasons also; that means, population explosion also we have to deal with the this resource depletion or the shortage of resources.

How? So, how the sustainability challenges are increasingly interconnected across the traditional discipline and the geographical areas that we need to understand it for first thing is that we need to understand it. So, here for example; so, at each and every step we have to not only reflect on this, but we have to analyze the cause and effect relationship we have to analyze the interdisciplinary, transdisciplinary, inter domain and interconnected spheres of interaction.

So, social and organizational challenges are also there they are also going to going to share and be shaped in this revolution similarly socio social organizational socio economical social environmental. So, therefore, all the leaders they need to address these thing must address these thing and perform or act upon these thing with the intensity with the focus on the sustainability challenges.

So, now this is the learning cycle as we can see. First thing is that to yes we need to understand the whole situation first. Yes, assessment of learning and the programs. So, whatever situation in whichever context we are working we need to understand it. So, assessment of learning programs. So, whatever we are intervention or training or work. So, whatever we are designing be it the solution etcetera. So, first thing is the clarify the vision values and the goals etcetera.

Second the they can create the measurable program and program and learning outcomes whatever program whatever new plan program or the course whatever we design definitely we first of all we set up the clear vision, mission, goals, objective etcetera what we need to achieve and achieve and what is the timeline etcetera.

Then again whether the learning outcomes learning outcomes or performance outcomes are really measurable or not and how to measure it, then only we can evaluate the effectiveness. So, then comes the determine the measures what are the what would the be measures both the quantitative measure, qualitative measure to assess to measure these kind of outcomes. Then comes then we have to chalk out and implement the plan strategic plan.

So, then implementation of the plan then thereafter assessment of the outcomes during and after the plan. In between the from time to time also mapping can be done monitoring can be done. From even in the educational process also formative evaluations assessment can be done from time to time at the same time at the end of the; end of the

plan so, execution of the plan. So, assessing the outcomes during and after the plan and thereafter analyze interpret and use the results.

So, nowadays its again it is the edge of the big data big data big data analysis even if its a data analysis data analysis is a very common thing because when we are taking dealing with the large data. How can we get a picture out of this regarding whatever plan we are introducing whatever equipment innovation practices anything whatever we introduce we have to see its impact.

Now with the larger data big data how can we assess and evaluates its impact. So, that is a big data analysis even in HR also HR analytics are there everywhere there is analytics. HR analytics is there you know customers need satisfaction analysis marketing you know marketing sales from marketing sales to HR to finance everywhere there is that analytics is there; that means, data analytic data big data analysis interpretation and the results and the results.

Then only we can evaluate whether this strategy has been very effective or not, impactful or not and if not if it is at all impactful what is the percentage of its impact and for the whether it is sustainable or not and if not how can we change. So, to evaluate any significant impact of any new strategy, new work process, new equipment, new software whatever we introduce we have to first thing is that we have to set its clear goals learn expected learning outcomes and how to measure it again.

Actually we are properly measuring that developing the measuring tools and to measure that that is also important then after that analysis interpretation then only we can see its impact. So, from there we can find out again that impact will be analyzed whether it is sustainable or not what the impact the impacts how both the quantitatively and qualitatively its implications for environment for the society for economic prosperity everything again.

So, here this learning cycle again it is relevant for any kind of innovation, any kind of leadership performance any kind of problem solving that is happening nowadays. It has to be the impact the result has to be sustainable not just for the present, but for the future generation. So, this is the basic framework of you know sustainability and sustainable leadership.

So, how the sustainability framework can be adopted can be embedded in not just solving the problems, but also taking care of our future. So, now, I am concluding here right now. In the next class I will just continue with this thing.

Thank you very much.