

Education for Sustainable Development
Prof. Atasi Mohanty
Rekhi Centre of Excellence for the Science of Happiness
Indian Institute of Technology, Kharagpur

Lecture - 47
Sustainable Leadership (Contd.)

Hello viewers welcome back to our course on ESD. Last class we were discussing about Sustainable Leadership, how sustainable leadership is very important, how the triple bottom line of sustainability can be incorporated in leadership traits attributes.

So, to continue with that, now let us see sort of the attributes of sustainable leaders in the present day context.

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As you can see these are some of the you know some of the attributes of sustainable leaders we can say the behaviors of sustainable leaders. So, it is not just about having the vision, mission, goals and the targets etcetera, but also what are the what are the other attributes. So, first thing is I can as you can see the promoting the company's visions, of course in whichever organization institution the leader is working.

So, he has taken the responsibility, so promoting the company's views or national vision and mission that is the first thing as you can see. With the long term strategy with the long term strategy for you know not on not just the trust building, but also you know

meeting the triple bottom line approaches for the developing the policies to you know to achieve the goals.

2nd is that yes, operationalizing the CSR again. So, how those CSR concept components are to be operationalized that is how the policies, how the CSR policies can be addressed in integrating them into the social, into the everyday process into the social; processes into the social benefits and economic benefits that is another thing, operational personalizing the CSR things.

3rd is the obtaining the top management support yes. Suppose the leader is trying to you know do something in a very different way innovative way etcetera where the how to get how to seek the leadership; that means, seniors support.

So, that in you know for getting the resources for the you know for the for and ensuring the quality, for you know enhancing the you know responsibilities response enhancing his responsibilities. Like in disseminating the minimum, disseminating the information and you know strategic operation of the plans for the not just for the company, but for the welfare of the people also.

So, how to obtain, how to get the management support for implementing his strategic plan for and execution of these plans. Then 4th is engaging the diverse stakeholders of course, whenever they are designing something some goals and visionism and missions. You have they have to develop a, you know culture of you know culture of peace, culture of you know togetherness cohesive culture teamwork.

So, engaging the diverse stakeholders it not just for only for the direct stakeholders or the investors or the suppliers, but for the indirect stakeholders also. So, they have to it has to be you know you can say it has to be it has to be based on some relationship characterized by the reciprocal commitments and then concern and responsibilities. And so that is why engaging the diverse stakeholders from the different those who are direct as well as those who are indirect.

So, all categories all types of stakeholders would equally participate in this process. Then empowering the empowering and developing the stakeholder. So, the leader's job is not just to perform, but also to train, but also to educate, but also to motivate others to learn the new competences competencies and the skills.

So, that you know skill development and skill development and competency development can also take place, then communicating with the stakeholders. From time to time feedback continuous communication should also be given from time to time. For better clarity, better you know better trust building, and you know for addressing the emerging challenges for you know updating the skills and competencies for all kinds of things communication communicating.

That means efficient communications you know using the multimedia, multiple modes of modes and channels of communication with the different stakeholders from time to from time to time. That is updating about the progress of the work that has to be done.

Second again is a mean measuring the performance as we have already discussed how to measure the performance outcome, learning outcome solutions how effective the solution has been. So, among the stakeholders who has been benefited in which way. So, measuring the performance is also a very important rule important requirement important job and responsibility.

And again developing that is you know in every company there is a HR department they develop different not just the different kinds of training tools, but also different kinds of you know appraisal formats tools for measurement etcetera. So, measuring the performance then setting the ethical standard again.

Nowadays this ethical standard; that means, that is another dimension not just the legal dimension, but also ethical standard also are to be there. So, whatever you do, you perform, you achieve you solve your problems, but it has to meet the ethical guidelines.

So, ethical guidelines in terms of all the three domains like in the environmental eco friendly way socially. So, for the socially social for the social and welfare and well being and economically you know prospering or the profitable or cost effective.

So, these kind so both economical social environmental as well as the ethical standards are to be meet. So, these are the you can say these are the 8 behavioral dimensions of the leader sustainable leaders. So, these are the 8 dimensions domains where the sustainable leaders they have to perform and they have to excel, they have to achieve and they have to evaluate the impact.

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So, so there is nowadays there is a growing social pressure on the companies to consider people planet profit. So, every companies every organizations nowadays are under pressure and to apply. That means, it is a mandatory component it is a mandatory component to fulfil these three triple bottom line or sustainability framework or criteria both.

Both inside and outside of your business both and in order to respond to the different multiple stakeholder. So, it is more of you know multiple stakeholder partnership and sustainability framework, you have to ensure it from the very beginning. So, or therefore, organizations are in need of desperate need of sustainable leader.

So, the definitely they are more dependent on the leaders, so the leaders who can make a balance in between these three domains. As well as they can achieve them goals of for the organization and they can satisfy all the stakeholders, stakeholders and they can sustain the business.

So, these are the two challenges how to adopt this triple bottom line or sustainability framework in the business. And how to measure its impact and to ensure the sustainable future and to satisfy the variety of stakeholders or the diverse stakeholders.

So, as you can see therefore, the here that is where the sustainability mind set is very much required, that is a kind of mind set. That is long term orientation; your perspective

or your you know a strong interior in interior sense of purpose combined with a long term orientation and an inherent motivation to meet the triple bottom line. So, sustainability mind set has to be created, has to not just within the leader but among the follower, among the work or among the stakeholders also.

So, that is the how to not just to get the solution, but also for the long term orientation. Orientation for it is to meet the bottom line triple bottom line guidelines. Then systems thinking system thinking is that is to have a holistic perspective holistic vision, to have an intellectual flexibility and you know reflect reflexivity to have a bigger picture to think for the larger community to think for the larger society.

So, as well as to appreciate the details with the shift of the perspective to. And to; that means, go beyond the present and go beyond the interest of one community, but in order to develop a strategy. That will inspire the all stakeholders that is to develop a big picture holistic perspective of whatever we are going to do or whatever business whatever strategy we are adapting having a bigger picture larger picture that is called the systems thinking.

Having the intellectual flexibility dynamicity and you know acumen to satisfy all types of stakeholders and make them equally participate in this process of development. Then relationship building, relationship building definitely is the first pillar of you can say basic pillar of the leader leadership; traits and behaviors.

Relationship building that is; that means, you have to the leaders knowingly or unknowingly consciously unconsciously, every time every moment he is being observed by every stakeholder by every member of the group. So, that is why he has to justify his behavior, whatever he is saying he is behaving even from his body language it is also.

So, that every moment he has been monitored and evaluated that is why he whatever he should say; that means, he should said he has to exhibit it, he has to perform, it he has to justify. So, he has to; that means, he has to walk the talk and talk the walk. That means, whatever he is saying he has to show it exhibit it demonstrate it, as well as whatever he is demonstrating it should go along with the with his statements and the viewpoints.

So, that is why an understanding of the people across the culture. He has to be again culture fair, he has to be you has he must have that across cultural you know across

cultural intelligence he must be diversity friendly, he must be you know democratic in its outlook, he must be very flexible open minded, he has the you know long term relationship and network and wide network, with all the key stakeholders and he maintains that relationship.

So, this relationship building is again is a is also another domain of requirement or the for the leaders. Because not just not that his leaders are more focused on the present target of the project. But they have to engage themselves they have to maintain that relationship network with the past with the present with the future.

So, they have to you know they have to; that means, develop that network and maintain that network. So, here as you can see people where in people engaging people in positive behaviors, that is one aspect facilities are like you know. Reducing the financial and environmental impact of the build of the environment, whatever we are doing or we will be doing business or whatever that it must have the minimum impact, negative impact on the environment.

It should be eco friendly and financial also it should be reducing financial cost that is that is it should be cost effective. Resources optimizing the flow and consumption of resources with minimum with minimum or requirement responsible consumption, responsible consumptions of the resources.

And the organizations they need to establish the culture and strategic goals to save the money and create a thriving workplace, where they have to demonstrate that how much they are achieving with the minimum you know minimum resource utilization and maximum out to a maximum profit.

That means minimum a minimum damage to the environment minimum depletion to the environmental resource and maximizing the benefits to the workforce, benefits to the workplace, benefits to the planet. In terms of in terms of its you know CSR activities, in terms of its production, in terms of its service, in terms of it you know restoring or investing in the in investing in the environmental eco friendly or environmentally sustainable things like you know.

Plantations and organic doing the organic things and taking care of the health also, community health all kinds of things.

So, these are the what are the CSR activities they are engaged in whether these are eco friendly sustainable or not that is also another aspect. So, these three domains we can see sustainability mind set in the thought process. Systems thinking having a global perspective, holistic perspective what you are going to do what would be its larger implications for the sustainable future for the people for the all categories of stakeholders. Then the relationship building that is maintaining the network carried being carried on from the past to the present to the future.

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1 Sustainability mindset—moving from “me” to “we”

• Key competencies of sustainable leaders

Sustainable leaders have a strong interior sense of purpose that grows into a stronger sense of purpose and mission within the organization. They are oriented toward the long term. They feel an inherent motivation to meet the triple bottom line of social, environmental and financial performance or “people, planet and profit.” Special competencies that sustainable leaders possess include the following:

- **Enlightened self-interest:** Valuing the interests of stakeholders rather than using people for individual gain (Crane et al., 2004). Seeing stakeholders in the broadest sense, for example, including future generations.
- **Long-term orientation:** Focusing on long-term goals and not being dissuaded by pressure from parties with different and competing goals while being aware that there is no long-term success without short-term delivery (Hind et al., 2009).
- **“Presence”:** Achieving one’s highest future potential through a combination of sensing (feeling one’s future possibility or purpose) and presence (the state of being in the present moment), inspiring others and working together in the pursuit of a vision. Integrating careful observation of a situation, quiet reflection, reaction

what they love and loving what they do” with being deeply immersed in the world (Graham et al., 2009; Senge et al., 2004; Scherer et al., 2011).

- **Courage:** Being driven to overcome resistance and keep up momentum toward desired goals. Making decisions in uncertain conditions, untroubled by an overload or lack of information (Hind et al., 2009).
- **Integrity:** Demonstrating honesty and moral values in both their professional and personal life so that stakeholders see sustainable leaders as role models (Hind et al., 2009).
- **Open-mindedness:** Displaying an unprejudiced attitude toward new ideas and the beliefs of other stakeholders (Hind et al., 2009).
- **Transparency:** Disclosing the bad news, as well as the good. Offering both positive and critical feedback to reinforce the best behavior in others while curtailing the worst (D’Amato et al., 2009).

We believe that a sustainability mindset is the foundation and defining aspect of sustainable leadership and that two important aspects—having a strategic outlook and building networks of stakeholder relationships—are driven by this mindset.

So, now sustainability mind set, what is that key competences of the leader sustainable leaders? That means, sustainability mindset. What is that sustainability mindset? That is moving from me to we.

Always the leaders they should think in terms of the togetherness in and they think of in terms of the teamwork in the group setup. So, that is that enlighten first. So, these are some of these competencies key competencies for the sustainable leaders as you can see enlightened self interest. Enlightened self interest like the seeing the stakeholders in the broadest sense for example, including the future generation.

Now, self interest; that means, enlightened it is not just confined to the organizational goals or a particular groups goals or mission, but also broaden. In the broadened sense of you know for the different stakeholders what would be looking at the different perspectives of the requirements of the diverse people and how it is going to affect the

future generation. What it is what would be its impact? What would be its performance outcome? What would be its logical implication not just for the present situation present generation or the current organization, but for the future generation.

So, enlightened self interest the self interest the motive the objective this it should be enlightened enough to take into to take into the future perspective and the all stakeholders perspective.

Then long term orientation, definitely it must have the long term orientation for the for you know long term implications without any you know without any short term objective. So, that means it has to have the focus for the long term sustainability of the organization or the planet.

Then pre-sensing, pre-sensing that means. So, from the gut feeling now before acting upon before actually implementing anything he must have some gut feeling too you not just to have an insight about, insight about feeling of one's own feeling of one's own possibilities and the purpose, As well as the state of being in the present moment as well as you know sensing the future happenings, what could be the what could be the future you know outcomes.

What could be the future approach future sustainability future you know impact from these decisions. So, he must have to have pre sensing he must have some insightful feeling, some insightful thought, some insightful you know can say intuitive ideas.

About not just about the present, but also present moments, but also for the future and as well as inspiring others to work together in the pursuit of the larger vision, larger goals integrating both the careful observation of the situation, quiet reflection analysis reactions. That means, pre sensing not just about the present, but the future possibilities of you know possibilities of exploring the new avenues and opportunities and inspiring others and motivating others to work together ok.

So, then so here again that is why from moving from me or I to we always wish the leaders would focus on we. So, then cost courage he must have the courage to take the risk taking behavior for the leaders you know, courage to manage the resources, to overcome all kinds of hurdles, to overcome all kinds of resistance, to convince others, to

persuade others. You know and to take the right decision make the right decision and to and must be willing to take willing to work in the most adverse situation also.

And he has to sustained over the work overload also and he has to he has to acquire and must have the access to first hand information. So, this he must have the core courage and self confidence and guts to take the risk for before acting often before implementing any strategy.

So, that is then integrity definitely integrity is the in terms of you know demonstrating the honesty and integrity and you know values and ethical standards and you know and professional commitments. And the you can say professional commitments to toward the towards the community, towards the stakeholder. So, that that honesty integrity and the values and ethical standards would be there should reflect on his behavior.

Then open mindedness, open mindedness you know you know displaying in inviting the new options, new schemes, new ideas from others. He should not be you know, he should not have any kind of you know prejudice or any kind of stereotypes or any kind of you know very res it belief system.

So, he should be open minded in the sense that welcoming the new ideas thoughts and the possibilities also. So, transparency of course, these integrity and transparency also go hand in hand in terms of like he has to explain he has to justify everything for all his statements, be its decision making, be it resource utilization, be it the or setting the goals objective. He has to explain and convince and persuade everybody and justify his own action plans and strategies.

And also equally act up on the feedback the critical feedback he receives and reinforce it with the behavior with the you know behavior of you know logical behavior or rational behaviour, the behavior on act upon the feedback critical feedback that he receives from others and you know.

So, that he can minimize the negative impact, minimize the worst you can results or he at least he becomes very alert he has to be very cautious and alert in you know in before executing any action plan. He has to take all the precautionsm precautionary measures starting from open minded ideas new ideas to critical thinking to critical feed feedback and to you know to evolve it each and every perspective.

So, these are some of the you know sustainability mindset that will be so; that means, starting from the facing the problem analyzing the problem to making action plan and just before the up to the level of up to the level of execution and implementation. So, all these thing all kinds of mental preparation all kinds of learning, all kinds of information, all kinds of ethical standards values, morals, transparency and other kinds of intuitive thoughts.

All kinds of higher order thinking skills and competences starting from the planning to the execution should be should are the considered to be the key competencies of sustainable leaders in the in say in the cognitive domain that is called the sustainability mindset.

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2 Systems thinking— zooming in and out

Sustainable leaders are adept at systems thinking and always will be aware that there is a bigger context beyond the immediate focus of the organization. They have the intellectual flexibility to see the big picture, as well as the capability to analyze the details of a strategy, and can shift perspectives quickly and frequently where necessary. Sustainable leaders can formulate a vision that inspires all stakeholders and can decide between competing interests:

- **Seeing the bigger picture:** Realizing that there always is a bigger picture (Sir David Brown, personal communication, 2014). Engineering an advantageous future for their organization through awareness of wider, more complex systems beyond the organization, with a deep understanding of how to manage the competing demands of different stakeholder groups (Senge, 1990; Hind et al., 2009; Waddock, 2007).
- **Appreciating the details:** Recognizing that successful execution of a strategy depends on getting the details right. Willing to zoom in as required to get to the root cause of an issue and zoom out equally fast to regain the big-picture perspective.
- **Maintaining balanced decision making:** Considering both global and local perspectives to make and gain support for well-founded decisions (Hind et al., 2009).
- **Keeping it simple:** Fundamentally understanding one's business, products, organization and processes. Ruthlessly eliminating complexity wherever possible. Developing products, services and solutions that serve a clear customer need and that easily can be explained to all major stakeholders.

The slide features a Venn diagram with two overlapping circles on the left. In the bottom right corner, there is a small inset image of a woman speaking. The background of the slide is light green with a faint image of a hand holding a pen over a document.

That thereafter you can say two systems thinking zooming in under two systems thinking another. What is that systems thinking two has number two is system thinking having the global perspective holistic perspective. They are seeing the bigger picture, bigger picture not just in terms of objectives and the goals, but also in terms of stakeholders.

Need satisfaction in terms of it is impact on the environment, in terms of its cost effectiveness, in terms of its futures to sometimes some situations are very complex. So, the task is not just to resolve the complex problem, but also you know mitigate the problems in such a way that.

So, in future it may not rise again or how it can be minimized how it can be managed and minimize the problems can be minimized or how it can be made more simplified more simple and sustainable for the for every stakeholder.

Then appreciating the details appreciating the details in the sense that. So, successful execution of any strategy it depends on the on getting the details right. So, all the details nitty gritty are to be clear clarified you know logistics are to be prepared.

So, that is has to; that means, willingness to zoom in and as required to get into the root cause of the root cause of issues and zoom out the equally fast to regain the big picture perspectives. Not only; that means, analyze in detail in the micro level, but also to analyze it at the macro level.

So, both zoom zooming in and zooming out zooming in, so to go to the details of these things and zooming out that is the looking at the holistic perspective that is also important. Maintaining a balanced decision making process, so considering the both the global and the local needs local products local resources perspectives everything. So, to, so thinking globally and acting locally ok. So, to take care of the both the local national as well as the global needs of the people.

So, and keeping it simple. So, as simple as possible; that means, fundamentally how to make it how to the make the business processes products and organization very flexible, very you know very simple and very user friendly very customer friendly ok. So, all the services and the products etcetera solutions are to be very easy to understand.

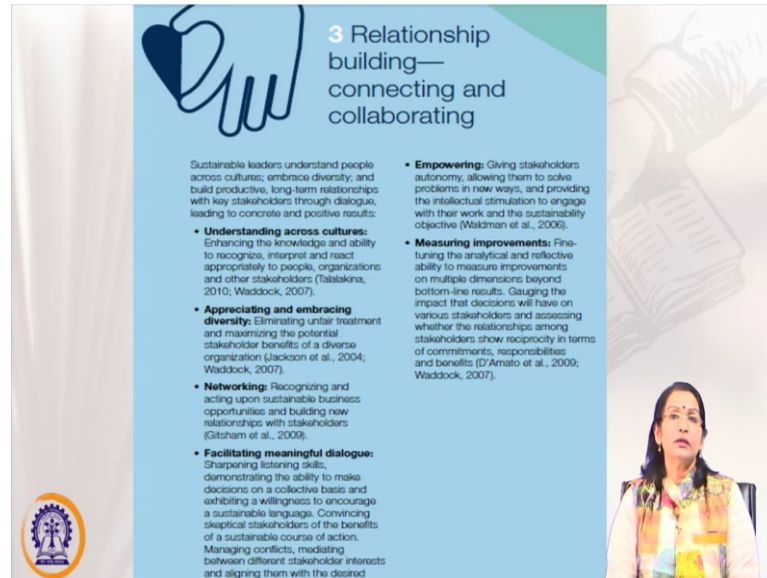
So, so that a layman can also understand it and practise it. So, it has to; that means, it has to be made understood I mean made understood that all the customers they should they can they should understand it is, you know processes and they can equally participate.

Because here not just the leader has solved the problem and he has taken the all the credit, but it has to be it has to be developed it has to be made a routine work or a practice or a habit among the workers also among also the among the participants also among the co workers also.

So, how to keep it as simple as possible as user friendlies, as people friendly. as customer friendly, as eco friendly and as cheap like we can say cost effective in terms of its

expenses on maintenance also. That is the systems thinking these are the perspectives of systems thinking.

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Then relationship building all connecting to others and collaborating its.

So, relationship building its understanding across the culture the leader they need to have the diverse knowledge of you know especially the cultural aspect cultural knowledge of different practices, cultural practices, habits, peoples habits, starting habits, their value system, their you know socialisation process all kinds of things.

So, that makes that enhancing the knowledge and ability to recognize interpret and react appropriately to people and organizations and different stakeholders. For example, our for example, in China even in the within Asia also Chinese culture Japanese culture and Indian culture and these are the cultural practices and rituals are also varying.

So, that also give something like some kind of you know we have to understand we need to understand. Like for example, remaining silent for or suppose somebody is asking you some questions. So, you are maintaining silence without giving any answer.

So, silence can have three interpretation in different culture ok. So, in silence means in some culture in one culture maybe that in our culture it mean remains; that means, you have given the consent. Whereas, the silence mean it can it is it can say that you are you are opposing that statement decision and some other silence meant you know.

So, there may be the other you know interpretation. So, depending on the cultural practices and language and the rituals and the their cultural traditions the. So, the behavioral interpretations can also vary and the leaders they need to understand it.

Then appreciating and embracing the diversity appreciating embracing. So, that before starting any work any strategic plan and implementation in any particular culture. Then first thing is that leaders they have to the leaders they have to map the diversity. Diversity in terms of in terms of the range of diversity in the sense that their background, their culture, their abilities, their skills and who are the stakeholders, what are their expectations, their the you know their requirements even their.

So, all kinds of the diversity that exist to map it and to first thing is to understand it to map it. And how can he do something how can he design a plan which can satisfy fulfil all the categories of all the diverse stakeholders. So, we can say eliminating the unfair treatment, managing diversity, maximising the potential benefit of the execution of the plans.

So, leveraging diversity with the benefit of a diverse organizations the in. So, diverse nowadays diversity in the organization is a mandatory component. We can say the more diverse you are; that means, you are more global the company is more global.

So, here is it is not enough that you just invite welcome diversities with your slogans and the brand name etcetera. But you have you need to understand it you need to identify the potentials of diversities strengths or weaknesses of diversity you have to introduce some laws of diversity, to manage diversity and from there managing diversity then you have to leverage it. Then to transform it to convert it to the advantages.

So, that is also that is appreciating embracing the diversity that is also another thing networking. Networking is the very important aspect, that is the recognizing the acting upon sustainable business opportunities, building upon the relationship with the different stakeholders and maintaining that relationship for the future.

Then facilitating the meaningful dialogue. Yes of course, for you know for develop; that means, for understanding others perspective viewpoint etcetera the then leaders they need to develop the communication skill. Especially the listening skill because the

listening skill and demonstrating the ability to make the decision and the how to take into account the collective decision and the collective basis of.

You know basis of enabling and enabling and getting the willingness of the people and how to encourage others to you know to others to participate in a sustainable way. So, these are some of the; that means, so that he can facilitate a meaningful dialogue.

That means, every everybody every stakeholder every participant can have a discussion thread bare discussion, conversation dialogue and they can better explain each and everybody's perspective, they can clarify the doubts, they can clarify the doubts. Now they are convinced, all of them they are convinced together and move together.

So, that is that to encourage the sustainable language, then convincing sceptical stakeholders, the benefits of a sustainable course of action, managing conflicts, mediating between the different stakeholders, interest and aligning them with a desired group goal. Like not just listening their and understanding their perspective, but they are also having the dialogue with them with each type of stakeholder to let them explain their stand standpoint their position to justify it.

And how to bring all the stakeholders requirements needs and viewpoints to a common platform, to a common platform through mediating managing, mediating, moderating everything. So, that all the stakeholders interest can be aligned together to achieve the desired goal.

Then empowering, yes of course here sustainable leadership also, not just train and develop the skills and competency above among others, but also empower others. Empower others through training, through knowledge, through power through autonomy through delegating some task.

So, that in giving the stakeholders the kind of autonomy, allowing them to solve the problems take allowing them to take freedom and autonomy to take the decision and providing them all kinds of intellectual simulations, support, engaging them with the worker giving them some, giving them you know sustainability support, with guiding them in their in the goals and objectives and their goals and objectives. So, that is the empowering.

Not just in terms of knowledge and information, but in terms of developing the competencies and the skills at the same time also in performance. Then measuring the improvements then ultimately whatever we do it has to be assessed it has to be evaluated and measured. So, fine tuning ultimately measurement helps us in fine tuning the analytical reflective ability of the ability of ability to measure the improvements both quantitatively and qualitatively.

Then in multiple dimensions and beyond the bottom line results, but also at the same time causing the impact that decisions will have on the various stakeholders. Assessing the whether this relationship among the stakeholders, shows reciprocity in terms of commitments, responsibilities, benefits, whether it is it brings win solutions or not win situation or not.

So, all kinds of things analysis and reflective activities to assess to evaluate the efficacy and efficiency of these performance outcomes, and to ensure whether it is sustainable or not. So, here relationship building connecting and collaborating and to work together to get the solution and again evaluate that solution for its sustainable usefulness.

So, here now right now I am just concluding it in the next class we will start with the topic. But in and I discuss the other perspectives other aspects of sustainability say.

So, thank you very much.