

Education for Sustainable Development
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Lecture - 49
Sustainable Leadership (Contd.)

Welcome viewers. Welcome back to this course on ESD. So, in the last class we were discussing about Sustainable Leadership and the jobs responsibility etcetera.

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• **Expand Conscious Awareness**

- **Grounding Conversations and Action in Personal Integrity.** Being clear about one's own identity, principles and intentions before engaging others in the work of change. Frequently **reexamining personal integrity to guide action** in the present moment in the context of complex and ever-changing circumstances.
- **Practicing Consciousness Awareness.** Continually noticing self in relationship with others and the work; **engaging in authentic interaction**, (words and actions); **encouraging joint reflection about what is happening**, has happened, why, and what it means for future thinking and action.

The diagram on the right is a circular flowchart. At the top is 'CONCEPT' with 'Sustainability Science' and 'Strategies for Sustainable Development (SD)' below it. The center is 'SUSTAINABLE LEADERSHIP' with 'CLARIFY PERSONAL IDENTITY (CI)' above it. The bottom is 'SOCIAL RESPONSIBILITY' with 'Community, Organization' and 'Business Community' below it. The left side has 'NOVELTY' and 'RESEARCH DEVELOPMENT (RD)'. The right side has 'TECHNOLOGY TRANSFER' and 'COMMUNITY ENGAGEMENT (CE)'. The bottom right has 'SUSTAINABLE DEVELOPMENT GOALS (SDG) - Goal No. 4' and 'Sustainable Energy Management Program'. There are also icons for 'Green Office', 'Sustainable Arcade', and 'Sustainable Energy Management Program'.

So, to continue with this, now we will go for the next step, that is how to expand the consciousness, conscious awareness that is grounding the conversations and actions in personal integrity. So, everybody has to be very clear about his own identity, his own intentions, principles, before engaging with others.

So, the stakeholder, the member they have to reexamining the personal integrity to guide the action, whether they can take the responsibility or not, to be in the present moment, in the context of complex and ever changing circumstance, they have to evaluate, they have to verify and they have to be very much committed towards the task. So, for that matter they have to you know develop integrity, personal integrity to perform this tasks.

Second thing is that practicing the conscious awareness. Practicing conscious awareness; that means, from time to time you have to, the member has to notice itself self in

relationship with others, he has to evaluate, he has to you know invest in his relationship; interpersonal relationship within the member within the group and engage him in authentic interactions, in terms of words, action, strategies, planning. So, encourage the joint reflection about what is happening, how they are moving on how they are succeeding and why and what it means for the future thinking and actions.

So, they have to jointly worked, together not only in relationship building, but also in authentic interactions. So, that they can both of the all the members they can jointly reflect on the progress of the task and what is happening, and how it is going to help us affect the future action, pictures as an action and thinking. So, that has to be practice also.

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Principles of Sustainable Leadership

- Sustainable leadership matters, spreads and lasts. It is a shared responsibility, that does not unduly deplete human or financial resources, and that cares for and avoids exerting negative damage on the surrounding educational and community environment. Sustainable leadership has an activist engagement with the forces that affect it, and builds an educational environment of organizational diversity that promotes cross-fertilization of good ideas and successful practices in communities of shared learning and development.

360-degree Sustainable Leadership

The diagram illustrates a circular flow of shared value between four key areas: Well-being of the Communities, Profitable Business, Individual Well-being, and Well-being of the Nature. Arrows indicate a clockwise cycle, with 'Shared value' at the center.

Well-being of the Communities → **Profitable Business** → **Individual Well-being** → **Well-being of the Nature** → **Well-being of the Communities**

Shared value

So, here some of the principles of sustainable leadership. So, here you can say as 360 degree will sustainable leadership that is sharing the values, the starting from you know starting from the well being of the communities, to profitable business to individual well-being, then a well-being of the nature. So, here all the fulfilling all the three criterias, full well-being of the nature if; that means, environment friendly, eco-friendly.

Then the you know individual well-being, that is the you know social dimension, social dimension pro social that is human well being and welfare. Then well being of the community also, the stakeholders and also profitable business that is the prosperity,

dimension the. That means, economic dimensions that is the profitable business sustainable business.

So, looking into all these three dimensions how to proceed for proceed with the sustainable leadership task and how it matters and how to share the responsibility everything. So, sustainable leadership matters spreads and lasts and it is a shared responsibility, that does not duly deplete the human and financial resources. So, sustainability primary definition is that we have to perform certain things, we have to resolve certain issues, we have to take on certain projects and the plans.

Which would be relevant, which would be sustainable not for the present, but for the future generation with minimum depletion of resources. Minimum exploitation of human resources, minimum depletion of the natural resources minimum exploitation of the human resources and in a you know performing it in a very cost effective way. That is even with the minimum cost, minimum expenses, how can we get the maximum benefit. Benefit which is again going to be sustainable and relevant for future generation as well.

So, you unduly, we should not unduly deplete the human or the financial resources that cares and avoids the negative damage; so how to avoid it. So, educational and community environment sustainable leadership again has an activist engagement which builds on educational environment of organizational diversity again that promotes the cross fertilization of the good ideas and successful practices in communities of shared learning and development.

So, as you can see from this you know quotations, this literature what are the principles. First thing is that sustainable leadership matters; that means, the solution will which will be sustainable, the futuristic with the minimum damage of natural minimum resource depletion, natural resource depletion or the exploitation of human beings or human power, manpower and minimum cost. Again, which also strengthens the bonding, strengthens the bonding the interpersonal relationship, the human bonding.

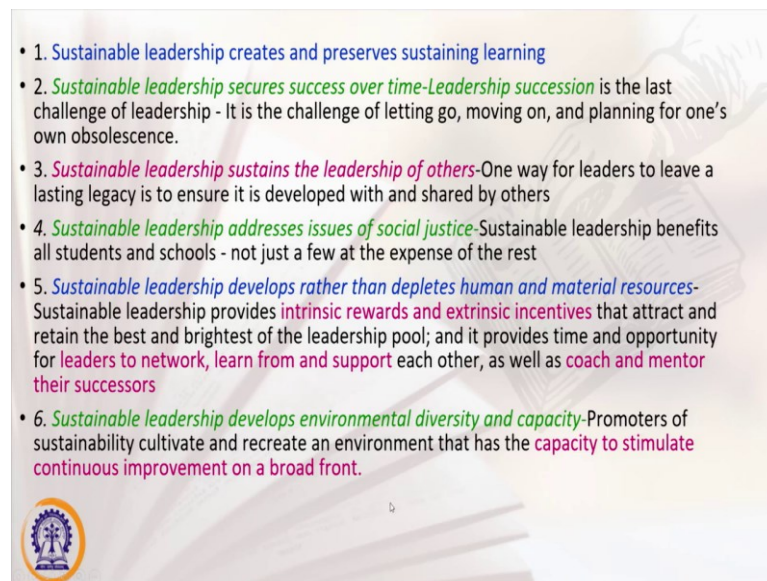
And if the environment should be very authentic, educational environment whether all the information's are being shared, discussed, shared and there will be the trade where discussion, so that it will promote. That means, ultimately the outcome is a that means, cross fertilization and different ideas, it leads towards the successful practices in communities, shared learning, development, continuous progress, environment. And not

just in terms of product or the solutions and practices, but in terms of relationship, in terms of social network that is one thing.

Environmental sustainability; that means, the resources are conserved or minimum resources have been exhausted, but resources are natural resources are conserved are protected and the implications sustainable for the future generation as well. So, and economically also it, economically also we are moving towards the economic prosperity, we are moving towards the economic growth.

So, with all the benefits economic growth prosperity environmental sustainability and the positive or healthy the relationship networks. So, with these thing and sharing and caring and with innovative ideas. So, these are some of the you can say these are the basic principles of sustainable leadership; that means, a sustainable leader or the leader who works in this sustainability project has to focus on these things, the how these criterias to be fulfilled.

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So, again sustainable leadership creates and preserves the sustain sustaining learning, again sustainable leaders they secure the secure success over time leadership succession. Again, they also they also engage themselves in building of or in some in the you know you can say successive planning, successive planning of the next generation leaders as well as they from time to time they also evaluate the you know some of the evaluate and you know avoid or you can say some of the obsolete ideas absolute steps. So, they

always move towards the innovation towards the up gradation towards the updating the technology as well as the strategies.

So, they will secure the success over time, leadership as well as they also plan for the succession, successive plan for the leadership change also, relates leadership challenges or successive plan of the leadership also.

So, sustainable leaders also sustains the leadership for others; that means, the one leader or not only; that means, performs, but also leave the space and legacy and you know opportunity and you also for the next generation next generation leaders also. Not just that giving space and etcetera, but also they nurtured, they groom, they trained the next generation leaders.

So, that is how you might have observed some of the you know MNCs and the organizations, organize organizations they always they within that HR training and the leadership training program they also groom the future leaders of the future leaders or second generation leaders, third generation leaders of the organization. So, that is the successive planning for the leaders and grooming the training the future leaders of the organizations.

Then sustainable leaders leadership addresses the issues of social justice, equality, values, ethical standards, all kinds of things. Then sustainable leadership they also develops rather than depletes the human and material resources etcetera, always with minimum resource expense resource use how can we get the maximum benefits.

So, minimize the depletion of the human resource, depletion of the material resources, natural resources.

And sustainable leaders also provide the intrinsic rewards and extrinsic incentives for successful planning, for successful execution and to attract the talent, to attract the talent, based talent and to retain the talent they have to motivate them motivate the all the members that is through motivational speech, through intrinsic rewards. In the sense that inner motivation or maybe in intrinsic rewards in terms of some qualitative schemes, qualitative incentives and extrinsic motivations into extrinsic incentives in terms of promotion, in terms of tools, in terms of pay package etcetera.

So, here it provides a kind of time opportunity and space for the leaders to develop the network, not only within the organization, but outside the organization. To learn from others, to support each other, to coach them to mentor them, to facilitate them and there the and also groom or nurture there the second generation successors and the future leaders.

So, sustainable leadership also develops environmental diversity and capacity that is the it creates a sustain promoters of the sustainability the cultivator and recreate an environment, that has the capacity to stimulates stimulate the continuous improvement on a broad front.

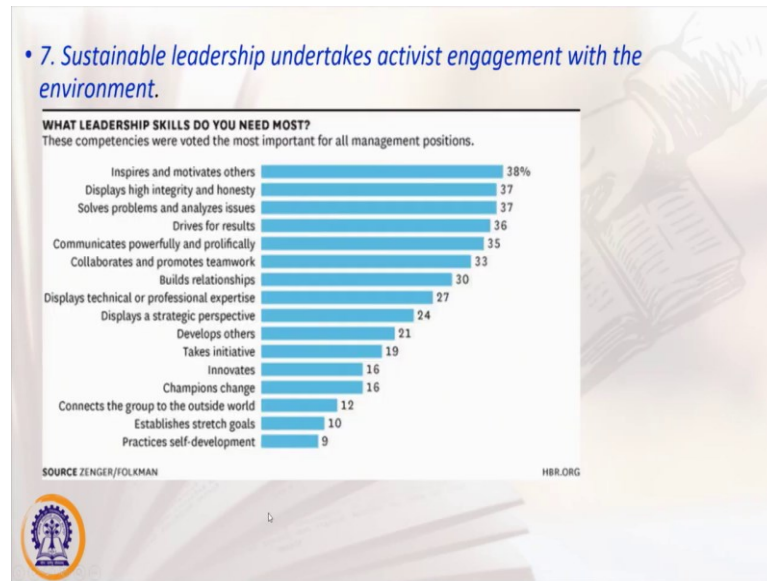
Like for example, when you are setting up a plant and the factory or industry or organization in any locations. So, usually you know, usually the industrial is the businessman they usually; that means, if they are genuine, they are following the ethical guidelines they are you know they are visionary leaders they are sustainable leaders.

So, they try to develop the whole environment itself. Like poor they develop, you might have observed the TATA, but wherever the TATAs TATA industry they have a car unit or industry or the plant or TATA motors anything is there if they have established somewhere. So, they try to develop the whole township. So, that is the whole area.

So, that is the leaders the develop the environmental diversity and the capacity of the people, they not just promote the local peoples; that means, lifestyle, living standards and promote their living standard, their employment opportunity. It make the trained them with skills and competencies and also try to sustainably use and expand those natural resources also, natural resources what is available.

So, they deal with the environmental diversity and capacity by stimulating the continuous improvement in that particular area; that means, in the location in the horizon.

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So, 7 is sustainable leadership undertakes activist engagement with the environments. So, these are some of these schemes that you can see. So, how; that means, leadership skills; that means, they train the; that means, they train the youth, that they have the different programs to engage the community people.

For example you know inspiring and motivating others, displaying the high integrity and honesty and; that means, us they also solve the problems and analyze the issues, communicates powerfully and profit profitably. Then collaborate with others, develop the network, build the relationship.

Even they also you know volunteers. they also take the volunteers youth volunteers from the community, engage them, train them, groom them and they also engage; that means, they also give them you know autumn employment in their factory in the organizations.

So, this all kinds of the positive initiative, innovative ideas you know connecting networks and establishing the and establishing and practicing the self development, community development programs all these are these are the activities that has or the that has to be developed. These competencies were voted the most important for all management positions starting from the top to bottom.

So; that means, the leader has to engage himself in n number of factors, n number of activities related to the ecosystem, environment, economic growth and GDP, then quality

of life, living standard, well-being, happiness, everything. So, that is a it is in comparison to other leadership like of course, transformational leadership is there to bring the transformation 300 degrees and 60 degree transformation or 90 degree or 180 degree transformer transformation in the within the organization.

But the sustainable leaderships, scope and opportunity and the competencies it goes beyond; that means, he looks for the larger horizon larger; that means, total larger area, larger community, larger target group and society. Larger society and community and not just for the present generation, but for the future generation.

So, as sustainable leaders skills and competencies are enormous and vast and his dedication and the dedication responsibility horizon also very large. So, its job responsible responsibility, dedication efforts are much more far beyond this normal leaders or normal institutional organizational leaders.

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Personality Traits of Sustainable Leaders:

- *Caring/morally-driven:* Sustainability leaders demonstrate care for the well-being of humanity and all other forms of life and are guided by a moral compass that incorporates the moral case for sustainable development (i.e., equity today, environmental justice, intergenerational equity and stewardship).
- *Systemic/holistic thinker:* Sustainability leaders are “systems thinkers” with the ability to appreciate the interconnectedness and interdependency of the whole system, at all levels, and to recognize how changes to parts of the system affect the whole. Effective sustainability leaders are able to simultaneously see and balance an array of issues such as business opportunity, customer satisfaction, job creation, pollution reduction and public policy.
- *Enquiring/open-minded:* Sustainability leaders actively seek new knowledge and diverse opinions, including challenges to their own opinions, and are willing to question received wisdom, traditional models of economic growth and the value of their organization’s product or service to society. In particular, sustainability leaders are will to seek information through involvement with community activities and inter-generational engagement.

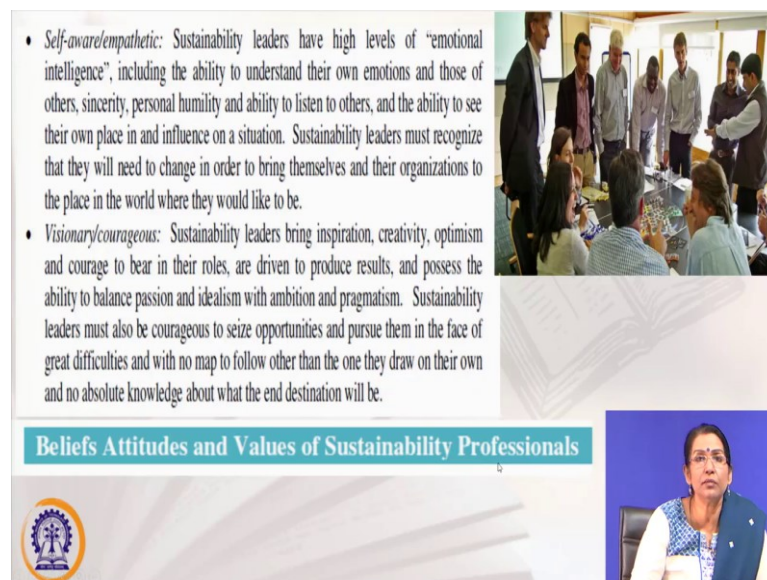
So, these are some of the personality traits of sustainable leaders, as you can say they have to be morally driven, ethical, they have to be caring they have to be holistic thinker that we have been. You know we have been discussing again and again they have to very systematic holistic thinker, they have the; they have they must have the rationalized thinking, they must be very objective, they must have the effective communication. They are open minded people, they are very much inquiring and open minded people, they will always look for the new knowledge, seek the new knowledge receive the wisdom.

They always try to verify their own ideas also through seeking voluntary feedback from others and they try to experiment their experiment their new ideas and the strategies are plans by you know by discussing or by presenting it before the a diverse audience to get the feedback. So, they also purposefully seek the information through involvement with different community activities. So, an intergenerational engagement.

So, whatever strategic plan, thinking and the their idea they are coming off they want to verify it, they want to test it, examine it. And examine its you know validity, its reliability, its visibility and its authenticity by purposefully voluntarily seeking the, you know seeking the feedback from every stakeholder, every type of experts across the age group as well as experimenting on it.

So, to just to verify that whatever that is planning their commitment plans they are coming up, they are planning for the future that is it has to be risk free more, robust, more sustainable more effective, efficient etceteras. So, these are some of the personality traits of the sustainable leaders.



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• *Self-aware/empathetic*: Sustainability leaders have high levels of “emotional intelligence”, including the ability to understand their own emotions and those of others, sincerity, personal humility and ability to listen to others, and the ability to see their own place in and influence on a situation. Sustainability leaders must recognize that they will need to change in order to bring themselves and their organizations to the place in the world where they would like to be.

• *Visionary/courageous*: Sustainability leaders bring inspiration, creativity, optimism and courage to bear in their roles, are driven to produce results, and possess the ability to balance passion and idealism with ambition and pragmatism. Sustainability leaders must also be courageous to seize opportunities and pursue them in the face of great difficulties and with no map to follow other than the one they draw on their own and no absolute knowledge about what the end destination will be.

Beliefs Attitudes and Values of Sustainability Professionals



Similarly, self aware empathetic: self aware they very well know their interpersonal intelligence is very high, their emotional intelligence is very high, they understand they know themselves better. They have a very good rapport or relationship with their inner self; that means, they are very clear about their, what they want what are their strengths,

weaknesses, they are what they are planning for the future and what is what are their potentialities, how to draw a you know timeline how to draw a chalk out a plan.

So, everything in every aspect their goals, ambitions then timeline their abilities their weaknesses, their emotions, their thoughts and their you know their aspirations, their kinds of emotions emotional complexities, they are very clear about it, that is the self awareness is very high.

And they are also very much empathetic; that means, as because their self in awareness and emotional intelligence is very high, they are also very empathetic and you know they are also very understanding, in the sense that they can better understand others feelings, emotions, needs, requirements everything.

So, that is the self awareness and empathetic in nature. They are the visionary leaders, they are the courageous people, they have the confidence, but before stepping into any action they verify it again and again. So, the sustainable leaders you know very courageous and they always seek to for the opportunities, they are always you know they are always a thinking kind of person with deep contemplation, deep analysis, deep reflection.

And every time they are you know evaluating themselves, their plans and actions and seeking for the looking for the opportunities and the they do not usually miss the opportunities to pursue and follow up the; follow up their task.

So, they, primarily they also seek the most challenging things, a most challenging thing and they; that means, the challenging jobs, challenging tasks or they take it as a challenges to prove themselves to you know to take it as a challenges for the you know self-fulfillment. For you know for a kind of satisfaction about not only gaining the knowledge, but also being able to succeed in giving a solution to the so many society.

So, they are, you know they are you know thought process is there move they are move they are moving towards more self actualization stage, more creative output. That so, they go beyond their personal benefits or the personal happiness or the personal well being. So, they go they always think for the community well-being, community welfare or how we can make our planet, make our planet and the place and the our country our

space a you know better place to live in, better place to live in. So, there are some beliefs and attitudes and values of sustainability professionals.

So, they always adopt a positive kind of mindset, they from time to time they verify they evaluate themselves and learn new abilities and learn the absolute ideas, learn new abilities, skills. Then broaden their attitudes and their outlooks, their views, their values. That means, to you know to prove themselves, to develop themselves, groom them themselves, nurture themselves as a global citizens.

So, their views, their ideas, their objectives are not just confined to particular locality or the state or the region etcetera, but globally. So, they are the global citizens or they can say they are the statesmen's, they are the global citizens. So, therefore, their beliefs and attitudes and values are also sustainable in nature.

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• Global mindset (includes looking beyond local and national boundaries as well as understanding responsibility as global citizens)

- Rooted in community (a sense of self-worth and rootedness in one's own culture and community)
- Thirst for global awareness (seek out knowledge of world affairs and cultures and realize the interconnectedness of the world)
- Equity (concern for disparities and injustices, a commitment to human rights and to the peaceful resolution of conflict)
- Sense of urgency (desire to move from awareness to knowledge to action, appreciation of finite nature of the planet's resources)
- Passion for sustainability (sense of hope and a positive personal and social perspective on the future)
- Capacity for innovation (encourage decision-making across disciplines, understand interdependence between environmental, economic and social systems, open to new ideas, appreciate role of human ingenuity, challenge the status quo)

What factors enable sustainable leadership?

- Collaboration is key
 - Systems must operate to allow diverse groups to interact
 - Institutions matter
- Focus on critical challenges
 - Profiles must be set to tackle most critical challenges first
- Support for change
- Leaders must operate in institutions that allow for change - the status quo must be questioned

So, that is why they are having the global mindset, including looking beyond the local and national boundaries. They are very much rooted in the community, they have a sense of self worth self; that means, the deep rootedness of their own culture, community they are also very. But at the same time they are also very globally aware of the cross cultural; that means, different cultural practices cross cultural or world affairs, cultural practices and interconnectedness of the world.

So, they also look for the equity; that means, that they do not; that means, they do not, they do not involve or engage themselves in any kind of injustice or an unethical deed or violation of human rights. So, they are very peaceful persons, they try to resolve the conflict, they are peace makers, then they are the negotiators, they have a sense of urgency.

So, that they move to move beyond the superficial level, they want to go into the depth to appreciate the finite nature of the planets resources, how to work in the ground level and how to get the solution go get the solution and the solution and you can say resolution for any kind of problem.

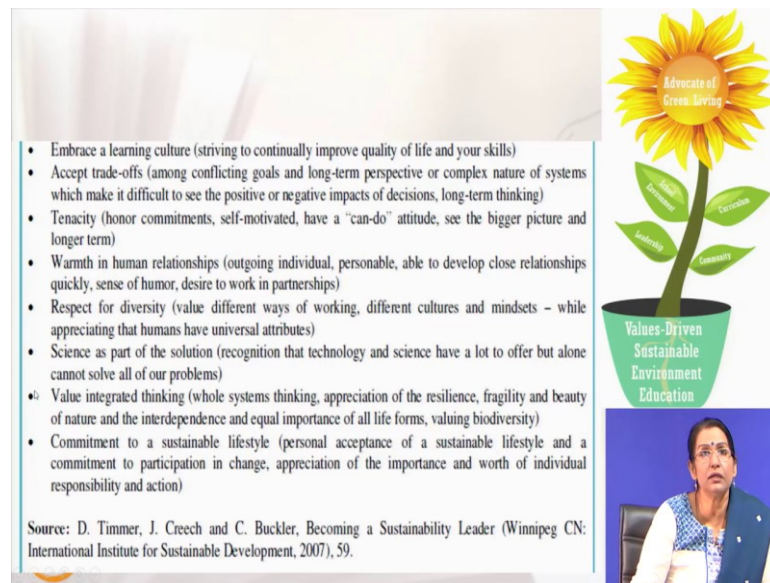
So, they are passionate about sustainability they are passionate about you know their personal and social perspective, passionate about the future, passionate about their goals and targets and the aspirations. So that means, they have a high need of sense of self, as I mean sense of achievement high need of achievement. High need of achievement data, they just get the pleasure maximum pleasure or happiness or you can say job satisfaction, while working for the community they have a service orientation.

So, they are very much, they are also sometimes very good, they are creative persons, they always think for the some innovative change, some new change, some new lifestyle, some new pattern, some new and better creation of the better environmental economic and as well as the social systems, with the more open ideas and new values new challenges. And so they are not just happy with the status quo, they are not just happy what is going on.

So, they always seek for the innovations and new ideas and creative thoughts and by making people happy making the community happy they feel very happy, they feel very blessed they enjoy kind of you know happiness in serving others. So, that is called you know eudaimonic happiness, that is when you your objectives, goals aspirations are beyond your own interest. So, beyond your self interest that is going beyond. So, that is serving the community. So, that is and getting the pleasure out of it that is the eudaimonic happiness.

So, they are you can say of more kind of more a kind of self actualized person, self actualized person.

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- Embrace a learning culture (striving to continually improve quality of life and your skills)
- Accept trade-offs (among conflicting goals and long-term perspective or complex nature of systems which make it difficult to see the positive or negative impacts of decisions, long-term thinking)
- Tenacity (honor commitments, self-motivated, have a "can-do" attitude, see the bigger picture and longer term)
- Warmth in human relationships (outgoing individual, personable, able to develop close relationships quickly, sense of humor, desire to work in partnerships)
- Respect for diversity (value different ways of working, different cultures and mindsets - while appreciating that humans have universal attributes)
- Science as part of the solution (recognition that technology and science have a lot to offer but alone cannot solve all of our problems)
- Value integrated thinking (whole systems thinking, appreciation of the resilience, fragility and beauty of nature and the interdependence and equal importance of all life forms, valuing biodiversity)
- Commitment to a sustainable lifestyle (personal acceptance of a sustainable lifestyle and a commitment to participation in change, appreciation of the importance and worth of individual responsibility and action)

Source: D. Timmer, J. Creech and C. Buckler, Becoming a Sustainability Leader (Winnipeg CN: International Institute for Sustainable Development, 2007), 59.

So, these are also the same thing; that means, they also accept the tradeoff between the conflicting goals and long term perspectives, they are also very good human beings in maintaining that warmth and caring relation, relationship. They are outgoing individuals, you know they are very good listeners, they are very good communicators, they are the motivators they respect diversity and leverage the diversity and then they also you know, they also the believer of the science.

Because science as a part of solutions, they are also techno savvy, they are value integrated and ethical practitioners, they are very committed and committed to the sustainable lifestyle. They personally what personally also practice it, they; that means, whatever they advocate, whatever they say, they this give the speech they really practice it.

So, that is whatever they talk they walk and whatever they walk they also talk about the same thing. So, that is a well integrated persons with the sustainable perspective and the holistic you know you can say harmonious personality developments. So, these are some of the you know personality attributes given by the these authors following researchers.

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• **Working Style of Sustainable Leaders:**

- *Inclusive:* Sustainable leaders are inclusive and encourage collaboration and participation as a means for building commitment. The practice of inclusive leadership includes dialogue and consensus, democratic approaches, coaching and affiliative behavior (i.e. promoting harmony among followers, helping to resolve conflict and making sure followers feel connected to each other)²² and building a climate of peer support and accountability by giving up authority and delegating control over their jobs to employees and then recognizing the achievements of those employees.
- *Visionary:* Visser and Courtice explained that: “the visionary style of leadership brings passion and charisma into the mix. It focuses on challenging and transforming people’s perceptions and expectations and motivating them to transcend narrower forms of self-interest.”²³ Leaders practicing visionary leadership are able to build and share an inspirational vision in ways that help their followers understand and feel how things will be different once the vision has been achieved. Others have argued that because followers are bombarded with new ideas and other complexities throughout their lives, the only way for visionaries to get through is to “think and lead big” in order to make the emotional links with those they seek to influence.²⁴



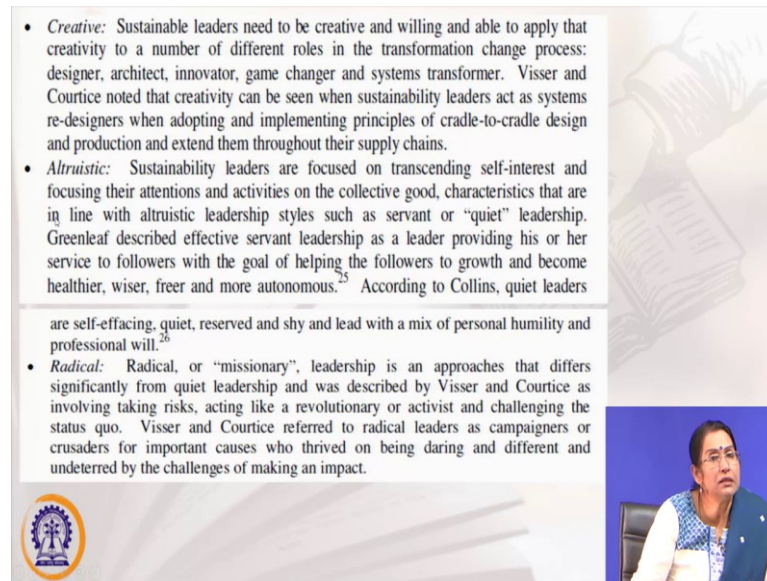
So, now this is the you know same thing again, the working style of the sustainable leaders. You know they believe in the inclusive growth, they believe in the constructive dialogue constructive you know debate constructive dialogue, democratic approach.

Then you know they believe in mentoring they believe in helping each other they believe in building the healthy the relationship, the building the peers on the for they also support the peer support accountability transparency all kinds of the positive attributes and the work practices.

They are the visionary leaders the practicing the visionary leaders are able to build, share an inspirational vision. They motivate they can motivate their followers, they are highly energetic, they are also very much committed they are also you can say they are the visionary leader which means they are always in the you know dreams.

They are always you know deeply contemplating on the future dreams and the dreams how dreams of the dreams, how it can bring the drastic positive change in our community, how the peoples life can be uplifted, their living style, the community their you know how our country’s you know economic growth can prosperity can be achieved. So, they think and lead towards the big picture, the big goals in the life.

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The slide contains the following text:

- **Creative:** Sustainable leaders need to be creative and willing and able to apply that creativity to a number of different roles in the transformation change process: designer, architect, innovator, game changer and systems transformer. Visser and Courtice noted that creativity can be seen when sustainability leaders act as systems re-designers when adopting and implementing principles of cradle-to-cradle design and production and extend them throughout their supply chains.
- **Altruistic:** Sustainability leaders are focused on transcending self-interest and focusing their attentions and activities on the collective good, characteristics that are in line with altruistic leadership styles such as servant or “quiet” leadership. Greenleaf described effective servant leadership as a leader providing his or her service to followers with the goal of helping the followers to grow and become healthier, wiser, freer and more autonomous.²⁵ According to Collins, quiet leaders are self-effacing, quiet, reserved and shy and lead with a mix of personal humility and professional will.²⁶
- **Radical:** Radical, or “missionary”, leadership is an approach that differs significantly from quiet leadership and was described by Visser and Courtice as involving taking risks, acting like a revolutionary or activist and challenging the status quo. Visser and Courtice referred to radical leaders as campaigners or crusaders for important causes who thrived on being daring and different and undeterred by the challenges of making an impact.

In the bottom right corner, there is a small video inset showing a man in a blue vest speaking. In the bottom left corner, there is a circular logo with a gear and a scale.

So, they are the creative person, they are the creative person you know always seek to you know innovate get the ideas from different experts, like architects, designs, game. They are actually is a change catalyst, actually that they are the change catalyst, they are the game changers and they are the systems and transferor. So, they are altruistic in the sense that this focused on translating the self interest and focusing more on the collective goal, collective well being of others ok.


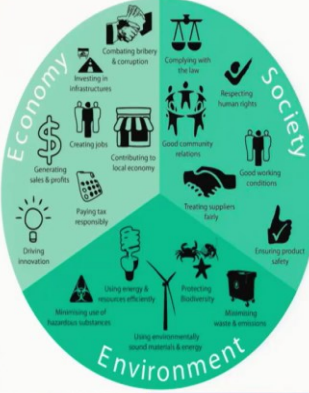
And they are also you know they are also very much radical. In the sense that radical or missionary leadership and; that means, they adopt an approach that differs significantly from the quiet leadership or other kinds of tasks or other kinds of task oriented leadership etcetera.

And they try to bring the 300 degree 60 degree radical change and transformation in the organizations and in the community. So, that is a, they also a sometimes take the drastic step, radical change they want to bring the radical change in the in the organization.

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• Sustainable Leadership Skills:

- **Manage complexity:** Visser and Courice advised that sustainability leaders must be skilled at analyzing, synthesizing, and translating complex issues, responding to risk, uncertainty and dilemmas, recognizing and seizing opportunities and resolving problems and conflicts. The key for sustainability leader is being able to make sound choices in the face of inherent complexity and uncertainty.
- **Communicate vision:** Effective sustainability leaders have good communication skills and are able to share a long-term vision and facilitate dialog that inspires action and change and creates shared meaning. Relevant techniques include active listening, emotional intelligence and reflection. The vision must be inspired by the leader's passion and suitable for driving the company's economic engine.
- **Exercise judgement:** According to Visser and Courice, sustainability leaders are skilled to make good and decisive decisions in a timely fashion, including prioritizing, making difficult choices and handling dilemmas. Good judgment is particularly important in times of crisis when leaders must inspire their followers, set expectations and communicate effectively and in a timely manner with stakeholders.



So, these are sustainable leadership skills, that how to manage deal with the complexities, deal with the complexities, communicate the vision your vision. Not only communicate, but to convince, to persuade, to clarify, to persuade and to negotiate and to convince others about the future plans, of your visions and the plans. Then exercise the judgment, exercise judgment is; that means, that means very cautiously they are cautiously they make the judgment and good judgment is primarily important in the time of the crisis.

Because at the time of the critical moments of the crisis, you have to take the drastic; that means, sudden decision. So, they are the good decision makers also, so the. So, they can also get, they are the leaders who must inspire their followers they are the inspiration for other followers, you know they are the good decision makers they are the motivators and that they are the good judges.

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- *Challenge and innovate:* Sustainability leaders need to be good at imagining possible solutions/futures or alternatives, bringing creativity into their thinking and practice and “thinking outside the box”. Among other things, sustainability leaders must have the creativity and insight to develop business models for their companies that allow them to grow in a sustainable way and which involve their full value chain.
- *Think long term:* Since sustainability involves balancing the present and the future, it is not surprising that sustainability leaders are expected to be able to envision and use strategic long-term thinking and planning in order to take into account the needs of future generations. Thinking long term makes it easier for sustainability leaders to incorporate long term issues into their business strategies and identify ways to transform their companies so they can survive in a changing world (e.g., envisioning a coal mining company as a “power supplier” that will eventually produce power in different ways using new technologies). However, long term thinking is challenging



So, they also take the challenge and innovate, try to innovate and bring change, they think long term then just for taking of any task for resolving any issues, they think for the long-term perspective, long term implications and future sustainability etcetera.



Their best business strategies are also you know very innovative in this in the sense that in not only transforming the companies and organizations and its work in so work culture, but also expanding it beyond the, boundaries beyond the boundaries. So, and also at the same time not only developing the network, but engaging in engaging every stakeholder, every people, every citizen. So, and with the with and envisioning the environs envisioning the global perspective.

So, they not only that expand the business for the profit perspective, but also sharing the, sharing that information sharing the knowledge; sharing the knowledge business expansions are in the network. That means, that try to you know try to establish a kind of role model for the global people global, citizens for the for all the community people. So, holistic perspective.

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Professional Skills required for Sustainable Organizations:

- Staff and team management (with the ability to delegate and manage complex tasks and competing priorities)
- Long-term planning (orientation to and planning for longer-term outcomes, as compared to an immediate-results orientation)
- Project management (process of setting and delivering project goals, objectives, tasks, timelines, results and assessment against objectives)
- Financial skills (understand the organization's bottom line, budget development—including cost estimates—and other fiscal responsibilities)
- Donor or client relations (management of donor or client relations, including reporting skills)
- Communication skills (excellent written and oral communications skills, proficiency in a second language)
- Translating complex ideas (ability to "translate" complex or scientific issues into simple and clear messages)
- Analytical rigor (including the ability to frame appropriate research questions or policy advice)
- Knowledge management (literacy in electronic communications, virtual collaboration and other knowledge management skills)
- Influencing strategy (understanding of how to influence and promote change, including what it means to be a "change agent" for sustainability)
- Awareness of stakeholder roles (understanding the roles of different actors in sustainability, including the importance of involving stakeholders in decision-making)
- Geo-political awareness (understanding of the geo-political context in which you are working)
- Facilitation skills (skilled at mediating different interests, including good listening, clarifying, questioning and responding skills)





So, these are some of the professional skills required for the sustainable organization as you can see, staff management, long term planning, financial skills.

Then translational translating the complex ideas into achievable objectives, then and then the data analytics is also another factor influencing the strategy. Then awareness of the stakeholders role, geopolitical awareness, facilitation skill, communication skill. Then your social implication skill, then your interpersonal skill, all kinds of the professional skills required for this sustainable organization that you can go through.

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- Network management (ability to foster and manage strategic external partnerships, networks and alliances; organize compelling meetings/conferences)
- Systems approach (ability to think about systems, both ecosystems and social systems)
- Understanding global institutions and processes (understanding the modes of operation for major global institutions (e.g., United Nations and The World Bank) and how to engage with them)
- Understanding private sector (understanding the modes of operation for major private sector actors and how to engage with them, understanding the economic dimensions of sustainability)
- Managing unpredictability (skilled at operating under adverse or unpredictable conditions (e.g., field work, difficult or changing political landscapes, scientific uncertainty, etc.)
- Bridging disciplines or sectors (understanding of integrated decision-making, capacity to bridge disciplines and sectors)
- Bridging cultures (adept at working outside of one's own cultural context or community, including in another country or culture)
- Managing diversity in the workplace and socially (effective interaction on a social and professional basis with people of differing backgrounds: gender, race, culture, values, attributes)



So, now this is the network management, network management ability to foster and management manage the strategic external partnership networks, alliance organize the compelling meetings, conferences. Systems approach: like ability to think about the systems both ecosystem and social system.

Understanding the global institutions and the process of you know under understanding the modes of operations, modes operandi. Understanding the private sector its functioning, managing the unpredictability that is how; nowadays this crisis management is also important.

So, crisis communication, crisis management, branding of upholding your brand image, then CSR activities, governance; that means, organizational governance is also that is another thing. Bridging the discipline across the sectors ok, decision making, integrated decision making, capacity building. Now transdisciplinary, interdisciplinary research, R and D, R and D, bridging the cultures, managing the diversity, managing the diversity in the workplace.

Then again enhancing the effectiveness and efficiency of the people training people and gender equality, resource you know resource equality. That means, resource culture in terms of gender, race, culture, values, attributes. How to, you know how to manage these and leverage this diversity, leverage this diversity and get the maximum benefit out of it.

So, you can say they are the global citizen in the true sense in that they are the not just the transformational leaders, but they are also in a good, they are also very you know wise and you know statesmen, they have a large vision for the whole planet; planet earth. They are the you know visionary leaders, they are the self actualized leaders and of course, sometimes some cause sometimes they are also very spiritual persons.

In the sense that they believe in the karma, say the karma and bringing the complete transformation positive transformation in the whole world. So, this is all about this thing. Next class we will discuss about another type of leadership, thus again this is more allied with this sustainable leadership that we will discuss in the next class. Now, now I am completing its here completing concluding these things. In the end I will give you some of the links also, there are n number of YouTube videos are also there. So, you can find out explore the thing.

But yes of course, the leadership is very much contextual, sustainable leadership is horizon, its activities, responsibilities are very large, but leadership is very much contextual, because it is embedded in the context, it is embedded in the situations. So, sustainable leadership. So, you can say its horizon, its activities is very large in the sense that it has to; it has to deal with effectively with the environment, not only with the environment, but economy and human resources as well as for the future, protecting the future.

So, and the whole sense. So, the responsibilities and duties and the you know visions and goals of the sustainable leaders are leaders are much broader in comparison to other types of leaders, leadership.

Thank you very much.