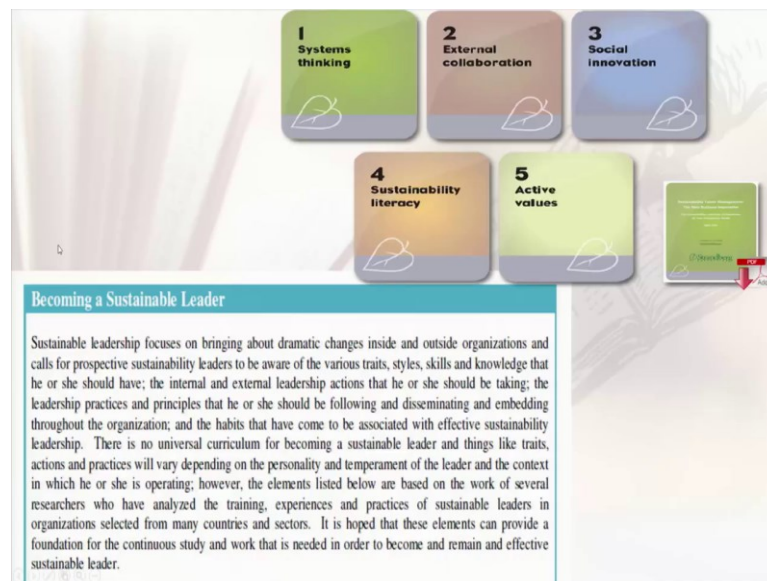


Education for Sustainable Development
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Lecture - 51
Sustainable Leadership (Contd.)

Welcome viewers. Welcome back to this course on Sustainable Development Sustainable Leadership. In the last class we are discussing about lean leadership and how to map the sustainable leadership efficacy, how to map the sustainable leaderships and how to make the organizations more sustainable. So, we can say we have already discussed about you know some of the principles and the practices of sustainable leadership pyramid.

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So, now to continue with that now let us discuss further about how to become a successful leader. We have already discussed about so many you know traits personal attributes traits skills competencies of sustainable leadership we have already discussed a lot. So, becoming a sustainable leader as you can see this thing these five things are very important, I think we have already discussed earlier. Systems thinking how holistic holistically the what is the holistic perspective approach of the sustainable leader.

So, the leader sustainable leader always thinks in terms of the holistic per framework like in terms of system, in terms of interconnectedness of this every unit. So, he is having a

larger vision of a whole of the whole community whole having the broader picture of the whole system and he also try to interconnect and interconnect and find out the interrelationship of each attribute each unit with other things. So, what is the systems thinking? Having the larger perspective holistic perspective.

2nd is that a external collaboration. So, beyond the organization what is the networking, what is the collaboration, what is the liasoning of the leaders of the leaders to with other organizations with other leaders or the other experts and the other you know can say eminent persons and the reputed organizations and the business people.

Then 3rd is the social innovations. Again whatever organizations whatever business they are doing irrespective of that if the leaders they always look for the social sustainability, social innovation or how their services and the products are going to benefit the community and the society. So, what is their approach towards the social innovation that is another important attribute of the sustainable leadership.

Then again, 4th dimensional sustainability leaders, sustainability literacy. Sustainability literacy in the sense that, how literate they are in sustainably sustainability in the think that; that means, they are not just focusing on the process and the product and outcomes, but also they are focusing. That means they have a paradigm of you know sustainability in their bent of mind in their approach in their living style in their consumptions.

So, that is the called the literacy; that means, in every moment in every action, in every thought, in every step, in every activity and planning they always think for the sustainability. So, even if they do a very small thing very tiny thing when very small do a small work also they always put that sustainability approach; that means, how sustainability how efficiently it can be done.

So, does not matter the only in terms of the larger goals and it can it has to be sustainable, but sustainability literacy is that how sustainability approach is there in their mind set, in their lifestyle, in their conception, in their behaviour, in their thought process, in their actions.

So, that is the sustainability literacy, how literate they are in sustainability knowledge domain. Then active values and how again active what are the active values or you can say the effects the values are being added to not just to the their own life, their

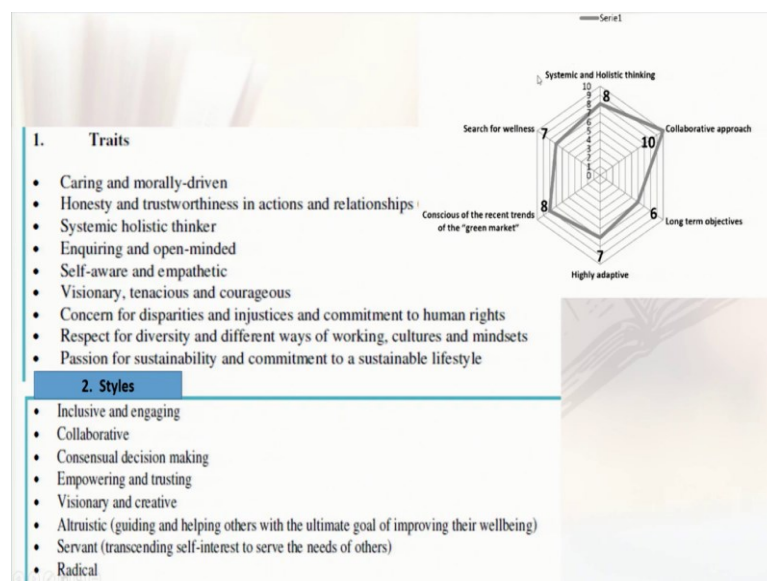
community life, their organizations and, but also to the society, so to the society and to the environment.

So, active values that they contribute towards the economic growth of the country of the country of the nation of the that means, maybe that across the globe, all countries. Then what are the again values sustainable values towards the ecosystem, towards the environment, toward the resources, toward the conservation of resources, towards the community wellbeing etcetera, towards the people, towards the environment and towards the economy.

So, the active values they contribute towards the economic structure, economic growth of the country towards the environment, environmental resources, conservation of resources, environment protection. Especially, taking care of the carbon footprint and the climate change and the pollution and the waste management etcetera and towards the improving the enhancing the status or quality of life of the community or the stakeholders of the people of the that is a society.

So, these are some of the; these are the five principles how to become; that means, if an individual particular leader they aims to leaders they aim to become the sustainable leaders. Then they have to look into these five points five principles of sustainable leadership. So, these are narrated here only these are narrated explained here only.

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So, now the some of the traits you know some of the traits of the sustainable leadership is like we have already discussed about this we can say. So, this is a framework again we can see system and holistic thinking is already there and the one end second the collaborative approach their long term objectives.

They have both the planning for the short term goals, long term goals and again objectives how the goals can be converted into objectives and time bound objectives and planning, then the strategic planning and approach etcetera. So, they are quick highly adoptive. Highly adoptive in the sense that they can manage even manage risks also very effectively.

So, risk management is very high. They are quite adaptable to the market, flexibility market changes, vulnerability of the market, cultural factors, social factors, community, communication factors, transport factors, so, highly adaptive organizations, highly adaptable leaders.

Then they are conscious of the recent trends of the green market. Now, everything now everyday everywhere and every organizations they are going for the greener approach; grow green, green market, green products. You know even in the agriculture also it is more of you know organic food products.

So, green markets in terms of the you know that is the minimum carbon footprints and going more of more in terms of online platform, in terms digital platform and to you know to emit minimum carbons. So, minimum carbon emissions and the try to neutralize rather the carbon neutrality in carbon neutralize the carbon emissions etcetera. Started going for the green market, green jobs, green economy green you can say green products, green packaging also all kinds of thing.

So, they must be a very much up to date; up to date in terms of these green aspects greenery aspects or how to minimize the minimize the waste industrial waste, organizational waste. So, they must be very much conscious of and up to date must keep themselves up to date in these recent trends.

Then search for the wellness and ultimately towards the wellbeing and wellness of not just the immediate community, but the society at large from the we can say, we can think they can think of the global society, the humanity in large. So, these are the some of the

traits they are supposed to suppose to nurture that is caring and morally driven they must be very much ethical.

Honesty, trustworthiness should be there in their action their relationship system systemic and holistic thinker. They are they must be very much open minded in welcoming the new ideas. They are not they are very empathetic, emotionally empathetic and self aware they are very much aware of whatever they are doing and their justification for their own behaviour.

So, they must you know they must behave whatever they are saying they are speaking they are talking they are advocating they must themselves practice it. So, they are the yes, of course, they are supposed to be the visionary leaders, they are very tenacious, very hard working, courageous you know risk takers also.

But risk takers they also they are also concerned for the you know equality, justice and they are also more they should be committed towards human right human rights and you know equality, equity, equality, justice etcetera. And they must also again respect the diversity in different ways of working culture, cultural practices, experience etcetera.

They must have this open mind set to welcome diversity they must have the passion for the sustainability and commitment towards the sustainable lifestyle not just they maintain in their own life, but also persuade motivate others. Everybody every stranger, every worker, every employee of their organizations to adopt the sustainable lifestyle they must motivate them.

So, these are some of their traits personality traits to make them you can say they are very much you can say they are very much passionate about sustainability. So, when you become more passionate, very dedicated and committed towards that automatically knowingly, unknowingly, consciously and unconsciously we adopt that kind of you know behaviour that kind of mind set and automatically we are tempted towards that kind of behaviour.

So, their style of working is like they are very inclusive engaging, yes. They always look for the positive attributes, positive aspects of even though in the work environment it is very difficult to manage people, different people, people with their different needs, their

backgrounds, experiences and temperaments etcetera it is very difficult to manage people.

But still they always look for how to engage people in with the looking at their strengths and weaknesses how to engage people employee engagement, workers engagement. And how to build of a inclusive environment work environment inclusive work culture that is also important. Collaborative in their approach, consensual decision making even though he is a leader he should not take the drastic dictator type decisions.

So, they have to you know they have to adopt a democratic process of taking opinion of every employee, every stakeholder even from the grass root level also sometimes from the stakeholders also from the stakeholders. So, taking the opinion and views and the needs of and needs and ideas and thoughts of every stakeholder, every individual, every employee.

So, after long arguments you know debates you can say having the discussions, debates, dialogue etcetera. Then they take the consensual decision which will be you can say it will be beneficial to everyone, everybody. So, and empowering and trusting again leadership is not there for achieving the only the goals for the organizations and for the business unit, but also empowering others, educating and nurturing others, enabling others.

So, HR training also giving the training then fulfilling their the career needs, the skill, development of skills and competencies of each and every employee. And that is also that is very important aspect and again trusting, building that trust in the environment. So, mutual trust is very important factor and it takes time to develop the trust.

But if this trust trusting relationship trust trusted bond has been developed means then it will be smooth and very smooth and progressive and positive to work to move forward. So, how to empower the people and building the trusting relationship among each other, among the; it is not just about employee employer relationship, but it is about everybody one to one every all team members all intra and inter all inter group relationships.

So, then visionary and creative; yes, definitely there they must be not only just up to date, up to date and up to date and visionary, but also they themselves are very creative.

They also promote creativity they themselves want to they should be innovative and always welcome the new ideas, new thoughts, new strategies etcetera.

So, for that also they have to keep on learning go on keep on learning and also update them through you know collaborating, through networking, through you know through learning and educating themselves also. So, visionary and creativity the and altruistic. Altruistic; so they that means, they; that means, guiding and helping others without any direct personal goal.

So, ultimate goal here is to improve the improve and improve the society, improve the community for the welfare others. So, here by altruistic attitude you know attitude gives them a kind of pleasure it is a kind of is called the eudemonic happiness. That means, when; that means, they are the leaders they are serving they are working for the benefit of others.

So, they look beyond their own interests, they look beyond their benefits, they do not think about their benefits and the what they are getting it. But they think of educating empowering others improving the quality of others bringing the qualitative change in the community.

So, ultimate goal their ultimate goal is to not just to bring the bring or enhance or brand image or reputation of their organizations, but the well being of all their employees, well being of the community, well being of the people, well being of the society at large. So, here we can say it is a this kind of leadership can be a type of you can say servant leadership; that means, the leader is at the service of everybody.

So, transcending the self interest to serve the needs of others. So, it is a kind of we can say the servant leadership in the sense that the leader is ready to serve others. So, which that is transcending, but that is bringing; that means, transcending from self interest to serve the peoples interest, serve the peoples interest need of the others that is the servant relationships.

Radical; that means, he is very adaptable, very radical, very democratic to bring any kind of change if it is scientifically proven, it is effective. So, he is very radical means this is not radical; that means, he is quite he is quite adaptable, quite adjustive, quite innovative in bringing change and modification in the organizations and the practices.

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The SDGs will help drive improvements in sustainability **performance** and **communication** for companies, nonprofits, and governments

3. Skills

- Manage complexity and unpredictability
- Bridge disciplines and sectors
- Communicate vision
- Exercise judgement
- Challenge and innovate
- Staff and team management
- Managing diversity in the workplace and socially
- Think and plan long term

4. Knowledge

- Competence in domains relevant to organizational goals and purposes
- Awareness of ecological, economic, political, cultural and community contexts
- Global challenges and dilemmas
- Interdisciplinary connectedness
- Change dynamics and options
- Organizational influences and impacts
- Awareness of stakeholder roles and diverse stakeholder views

Good communication + poor performance = greenwashing

good communication + good performance = sustainability leadership and positive reputation

poor communication + poor performance = lurking in the dark

poor communication + good performance = stakeholders are under-informed

So, now here we can say with regards to skills also. We can see skills as we can say the skills definitely the performance skill, sustainability, performance and the communications for the for different kinds of organizations you know. SDGs also will help the drive improvements to all kinds of organizations with definitely good communication skill, good performance, good communication with good with poor performance.

So, here in the quadrant we can see how this communication and performance can interact with each other and end up in being what. So, here you can see four quadrant. So, SDGs are there everywhere in the process. So, suppose in one aspect domain it is communication another is the performance, sustainable communication sustainability in the communication and sustainability in the performance. If these two parameters are there here we can see from the poor to the higher good.

So, we suppose somebody is very good in communication, but performance is poor then you can say green washing; that means, the I was it is the superficial kind of thing. Where poor communication poor performance definitely they are the in the dark side, they are in the loser they are in the loser they are in the dark side. Then again another is the poor communication with good performance the stakeholders are under informed.

That means, you are doing well, but nobody is being aware of it nobody is knowing it nobody is well informed about this what you are doing. So, a good along with the good

performance good communication is very important that is publicity, advocacy, publicity these are very important.

So, good communication with good performance can lead towards the sustainable leadership and positive reputation. Whatever good thing you are doing do you are doing you should display it, you should communicate it, you should make publicity of this. So, good communication good performance then only it can help in achieving the SDGs.

So, here the skills required are yes definitely how the leaders they manage the complexity and unpredictability, the risks, the emergencies how they address the emergencies. So, the communication is very important in the sense during the crisis how do you communicate how do you manage. Because without suppose, just take the example of any kind of natural disaster or you know any kind of industrial disaster or any kind of any kind of disaster, even you can take the pandemic.

So, during these emergencies how the organizations they manage you know in pandemic you can say the some of the most of the industrial organization, small business centers they have been closed off. So, the employees they are you know unemployed, they are out of their jobs, they are they were not getting the payment.

So, their lives they are you know living their life has become well etcetera, but again what the major steps the organizations has taken to you know to compensate, to retain, to think about the you know survival of their survival of their employees and the workers etcetera.

So, what measures they have taken. So, that is again the skills and competencies to manage this complexity, unpredictable situations that you know to bridge the disciplines and the sectors along wise bridge the disciplines and the sectors, manage the centers communication communicative visions. How do they manage they are not just the 24 into 7 communication, work communication and the other kinds of formal and informal communication within the organizations.

But with the external agencies and especially during the crisis period, during the crisis period or any kind of you know disaster any kind of maybe that some kind of you can say risk factor. Like suppose, some damage some you know some failure in the market maybe because of the poor quality or some kind of you know set back the face in the

market because of the some kind of disasters, maybe in their quality in the product or in whatever.

So, how do they manage this kind of situation this kind of situations how do they you know communicate during the crisis with the stakeholders, with the customers and how do they recover it? How do they you know how do they exhibit their you know how their ethical standard you can say the ethical standard? And how whether they accept their fault or not? How they compensate it all this kind of thing.

Then exercise a judgement a judgement again. Yes of course, the companies organizations from their communications from their spokespersons statements. How do they; that means, they justify themselves their actions, their deeds, their ethical standards, their quality?

So, that is there then challenge and innovative challenges and they are very skills in facing the challenges, being innovative, staff and team management that we have already discussed managing diversity and think and plan for the long term future. So, these are the skills and competencies required then another is the knowledge domain.

Yes, knowledge domain there is competency in the different competences, the expertise in different domain, relevant things maybe production, maybe in manufacturing, maybe in marketing, maybe in technology etcetera. So, relevant to the which domains are very much relevant to the organization goals and purposes and what is their competence in that domain that manpower competent manpower in that domain.

Then again awareness of ecological, economic, political, cultural, community context, in which context in which cultural context, community context, political context and economic context and ecological context you are running the business you are doing the you are setting of the organization and running the business.

So, global challenges what are the global challenges that you are facing or your organization is facing? What are the dilemmas are there? Social dilemmas, financial dilemmas, market dilemmas, what are the dilemmas and dilemmas and conflicts that exist?

Interdisciplinary connectedness each domain each domain how inter connected it is with other domains even within the same organizations and across the organization. The change dynamics and the options that is change dynamics like maybe change in the you know packaging, change in the product, change in the technology.

So, how quick and prompt you and your organization is there to adopt that change to accept that change? How dynamic you are in adopting that change and quickly update yourself in the market place? That means, to you know to restore, to enhance your brand image ok, quickly adaptable you know adaptable and sustainable.

Then organizational influences and impacts; that means, at the end of the day, end of the year, end of the month what are the outputs, what are the impacts of your organization your activities etcetera of the society, on the society, on the economy and the environment?

So, these are the three drivers of sustainability. So, organizational influences and impacts in terms of economical growth, in terms of in economic market in. Maybe that giving employment job opportunity create enhancing the you know purchasing power or quality of life of the people. That is that means you are enhancing the economic power of the people financial power of the people, so economic growth here. So, that is your impacts organizations impacts are positive in terms of financial growth.

Second is that yes whatever you are doing you are taking care of the environment, ecosystem, conserving the resources and protecting it, nurturing it in terms of more plantation more you know clean products, green products etcetera. Then another is the for the people how can we how your organizations your works products etcetera can improve the quality of life of the people and their wellbeing ok.

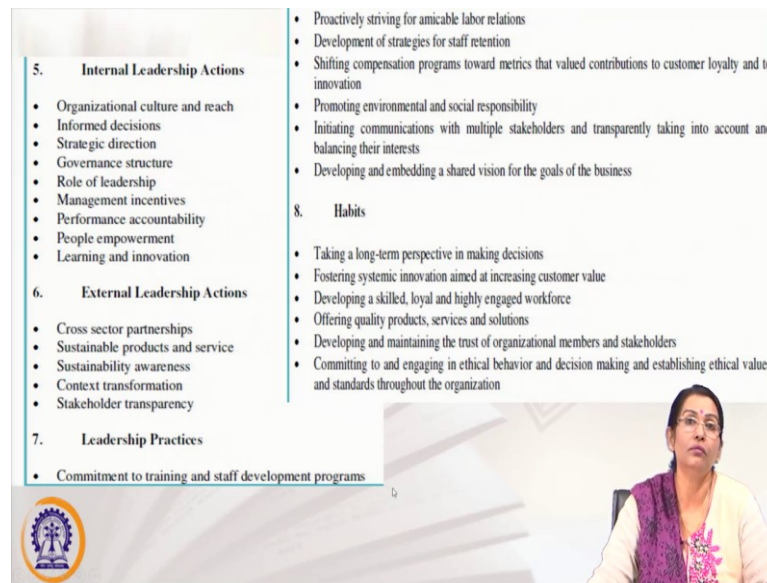
So, similarly awareness of the stakeholders role and diverse stakeholders views these are some of the information, the knowledge, the data that should be there. And again organization every organization not just they have the domain knowledge and co domain knowledge and skills and competences.

But they how do they nurture it, create the knowledge, how do they store it, how do they maintain it, how do they disseminate it, how they share it and how they how they process the whole thing. That means, how they have developed their knowledge management

system and how efficiently and effectively it is managing all kinds of you know both tacit knowledge, explicit knowledge, process related knowledge, product knowledge.

So, because nowadays in the present in the present context post globalisation context knowledge is again is a property is a property. So, how do you manage how the your organization manage this knowledge as the property and exercise it effectively usefully and keep it as the patent and your you can say as a power as a property for future use.

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5. Internal Leadership Actions

- Organizational culture and reach
- Informed decisions
- Strategic direction
- Governance structure
- Role of leadership
- Management incentives
- Performance accountability
- People empowerment
- Learning and innovation

6. External Leadership Actions

- Cross sector partnerships
- Sustainable products and service
- Sustainability awareness
- Context transformation
- Stakeholder transparency

7. Leadership Practices

- Commitment to training and staff development programs

- Proactively striving for amicable labor relations
- Development of strategies for staff retention
- Shifting compensation programs toward metrics that valued contributions to customer loyalty and to innovation
- Promoting environmental and social responsibility
- Initiating communications with multiple stakeholders and transparently taking into account and balancing their interests
- Developing and embedding a shared vision for the goals of the business

8. Habits

- Taking a long-term perspective in making decisions
- Fostering systemic innovation aimed at increasing customer value
- Developing a skilled, loyal and highly engaged workforce
- Offering quality products, services and solutions
- Developing and maintaining the trust of organizational members and stakeholders
- Committing to and engaging in ethical behavior and decision making and establishing ethical values and standards throughout the organization

So, next you can see yes internal leadership action. So, within the organization leadership actions like yes of course, it is related to organizational culture how much strategic direction, informed decision that you take. So, governance its governance is also governance structure depends on the hierarchy, the portfolios the how much how horizontal, vertical structures that you have that your organization is based on.

Role of leadership is their, teamwork management incentives, compensations then performance accountability, performance appraisal, people's empowerment and learning and innovation. These are all internal leadership action; that means, within the organization within the organization the leadership actions or activities should be referred to should be should be related to these activities. And external leadership action is that yes cross sector partnership, cross organization partnership, global partnership.

Then with regard to sustainable products and services with regard to sustainability, awareness, empowerment, training, development then context transformation, stakeholder transparency. So, these are the leadership actions activities towards the beyond; that means, towards the external society external stakeholders; that means, beyond your own organizations. That is cross sector, cross sector partnership, global partnership irrespective of context irrespective of your product and stakeholders.

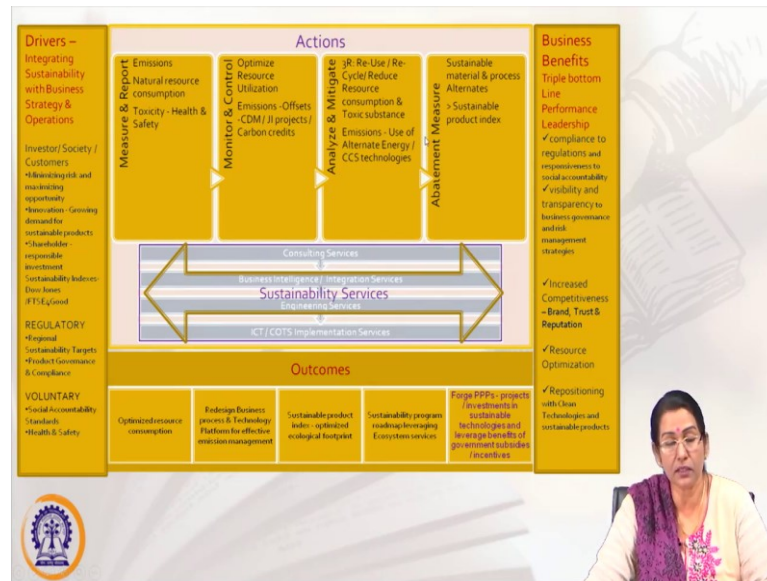
So, beyond your own organization the transparency, the awareness, the products, the service, partnership everything. So, then leadership practices are like yes commitment to training and staff development program. Then productively striving for amicable labour relationship, strategic staff retention, talent management, promoting environmental, social responsibilities, developing and embedding a shared vision of the goals, for the vision.

All the all kinds of the goals and objectives both related to social economic and environmental. And then habits, is the yes definitely sustainable habits in terms of taking the long term perspective in making decisions, fostering the systematic innovation. And enhancing the giving more priority to customer satisfaction, values customer needs customer you know feedback then developing a skill and loyal highly engaged workforce, quality of product, services and solutions.

Then developing and maintaining the trust of organizational members. That means, have building a you known any robust ethical standard and moral principles of the organizations of the of work practices, commitment and engagement with the ethical behaviour decision making and maintaining that ethical standard, quality of the products, services throughout the organization and across the organizations.

So, that is it because these practices leadership practices, habits and the skill competencies ultimately it results into the reputation in the brand image of the company.

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So, again there this is again a framework for sustainable services. As you can see sustainable services in terms of your you know yes implementation services in terms of technology, engineering services. Again business intelligence, consulting services these are different actions different units of actions. You can say actions these are the actions and the practices and the services that you use and then the outcomes action, services and the outcomes as you can see.

So, from your in terms of actions like the measurement and reporting in terms with regard to carbon emission, natural resource consumptions toxicity, health safety, waste management all kinds of things. Then the second is that how do you optimize the resource utilizations like monitoring and control of optimizing the resource utilizations.

Carbon emissions then the carbon credits carbon credits all kinds of these monitoring and control actions. Then another analyzing and mitigating the mitigating the risk factors like you know like how to recycle the things, how to reduce the waste, reduce the resource consumption, toxic substance emissions and use of alternative energy, clean energy as and CS technology all this kind of analyzing mitigating the challenges.

Then abatement measures abatement measures, sustainable material, process alternative, sustainable product, index parameters these are the actions. And sustainable sustainability in the services in terms of your consultancy services in terms of your you

know business intelligence services, in terms of engineering services, in terms of ICT based or technology implementation services these are the services.

And the outcomes can be how do you optimize your consumption, how do you redesign your business process and technology, how do you sustainably sustainable product index, how do you optimize the ecological footprint. Again how do you how the sustainability program road map roadmap that leveraging the systems, then again the you know force how do you enforce the PPP projects.

The people public participation no public private participations PPP model that is the projects PPP projects, in investments of sustainable technology leveraging the benefits of government, subsidies etcetera. Public private partnership these are the outcomes. And in terms here you can say drivers are you can say as you can see the drivers for integrating the sustainability business operations or you can say who are the investors, who are the customers, they are one driver.

Regulatory mechanism organization, that is another and the voluntary organizations voluntary organizations who are volunteering them in terms of social accountabilities, the healthy safety etcetera and voluntary activities. Then regulatory actions in terms of sustainability targets, product governance etcetera.

And investors society and customers in terms of opportunities, innovation, shareholder responsibility all these things. So, these are the drivers of integrating sustainability in your business strategy. And these are the business benefits the tripple bottom line performance leadership like the business benefits tripple bottom line performance, leadership like you know compliance to the regulations and responsibility.

Social accountability, visibility and transference to the business governance and risk management strategies. And another is increasing competitiveness in terms of brand, trust and reputation of the company resource optimization and repositioning with updating your the companies and your technology with more clean technology, more sustainable products and more eco friendly things.

So, this is I can say the framework of sustainability action plan performance and the outcomes. So, every organization can follow these guidelines and take the take the reference of this framework to run their business to manage their activities. So, I am

completing it right now here I am stopping it right now. So, next class we will discuss with other aspects.

Thank you very much.