

**Education for Sustainable Development**  
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**Lecture - 52**  
**Sustainable Leadership (Contd.)**

Hello viewers. Welcome back to this NPTEL course on ESD, Education for Sustainable Development. In the last class, we were discussing about the skills, competencies, attributes of sustainable leaders.

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Components of sustainable leadership	Dimensions of sustainable leadership	Features of sustainable leadership
POWER OF PERSONALITY	Institutional	Personality character traits, such as initiative, vitality, creativity and preservation, courage, fullness of personality, flexibility, alertness, honesty, self-confidence, balance, independence, autonomy, ambition, perseverance, will, ability to work, need of dominance, aggressiveness, formality, participation, and other important acquired competences are essential for sustainable leadership.
INTERACTION WITH FOLLOWERS	Social	Sustainable leadership is oriented towards people and based on the interaction with team members and followers; it strives to ensure continuity of leadership and to train other leaders.
VALUES, MISSION, VISION	Environmental	Sustainable leadership is focused on the objective, which is based on the vision, mission, and most importantly, sustainable (environmental, social, economic, etc.) values of a sustainable organization.
RESULTS	Economic	Sustainable leadership is objective-oriented and strives for concrete results.

Sustainable leader	Needs	Types of intelligence	Q	Characteristics	Values	Components of sustainable leadership	Dimensions of sustainable leadership
Body	To live	Physical intelligence	PQ	Discipline	Need to see emerging needs	Personality power	Institutional
Mind	To learn	Rational intelligence	RQ	Vision	Take the rational face of attention	Results	Economic
Heart	To live	Emotional intelligence	EQ	Enthusiasm	Enthusiasm work satisfaction	Interaction	Social
Spirit	To have a purpose	Spiritual intelligence	SQ	Conscience	Conscience to do what is right	Vision and values	Environmental

So, to continue with that let us have a look on the empirical studies. So, this is the kind of you know study framework given by some researchers like the components and dimensions of sustainable leadership. Like you know for example, institutional dimensions, social dimension, environmental dimension and economic dimension.

So, institutional dimension you know how the power of personality, leaders personality. Then, social that is his interaction with his followers with his colleagues, with his employees, co-workers. And environmental like the organizations involvement and organizational values, mission, vision, goals etcetera. And the economic is the results outcome of the whole activity. These are the components and dimensions.

Similarly, the type of intelligence that goes with the components and dimensions. Like for example, you can say the for the personality dimension personality or institutional dimension you know all kinds of psycho physical attributes and you know the social interaction, social for social dimension social interaction is more of the emotional intelligence.

And you know and in the environmental in environmental it is more of the spiritual, ethical, spiritual intelligence and moral intelligence ethical, intelligence etcetera. And the economic aspects you know it is kind of you know practical intelligence. So, these are some of the dimensions components and associated type of intelligence that is very much relevant in the context of the personality attribute of the sustainable leaders.

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So, here we can see this is also a framework, this is also a framework of the leadership, this is like a leadership pyramid. As you can see this given by you know given by researchers like one is the in the grand grassroots level like the foundation practices we have already discussed, all the same thing. Same thing has been given it here.

And in the then higher level matrices, higher level practices are [FL] you know self management team organization enabling culture all these thing that we discussed in the previous classes. And in so key performance areas like you know the you know first is the staff engagement, staff engagement, strategic innovation, strategic and creative innovations, then this staff engagement and the quality. These are the key performance

outcomes concepts of drivers of any organizations sustainability or the leadership sustainability.

And the performance outcome as related to you know more of you can say that we have already discussed about. The key stakeholders values, key investors, key performances, perform performance outcomes all these things are performance outcomes.

So, to similarly, so sustainability priorities are now we have already discussed the sustainability priorities are environment economic aspect and the social dimension. And the economic in the economic aspect you can say responsible procurement, you know engine of economic development.

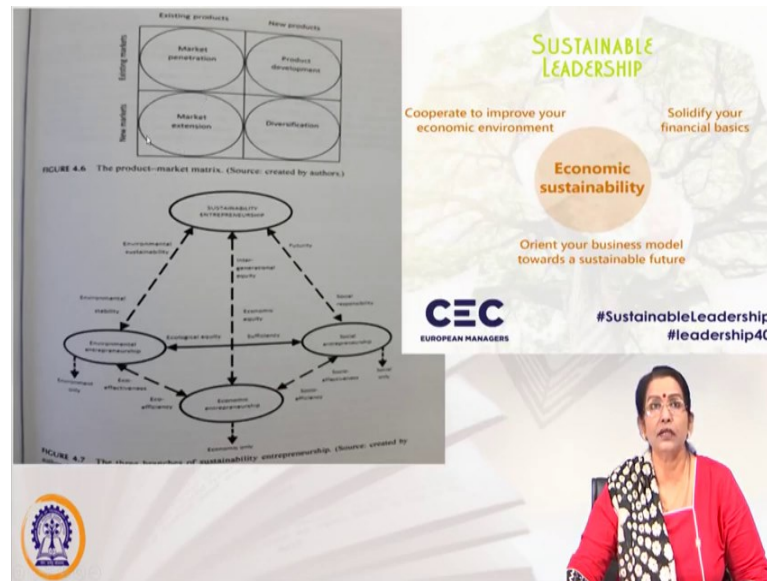
That means, the organizations economic driver, in economic driver should move towards the you know not only the conservation of resources, but also the responsible procurement of this resources, raw materials etcetera. And how the economic development can be achieved, the economic growth prosperity etcetera.

And environment that is the protection of the ecosystem. Ecosystem in terms of in terms of energy creating the clean energy, and then buildings minimum carbon emissions, the water the quality of water and sufficient quantity of water. Then, transportation also, what are the gas emissions due to the transportation and how then waste management also the residual materials, how these are being managed. Then, greening and the biodiversity. All these are the environmental dimensions to be taken care of.

And social dimension, it is no more, it is more towards the community well-being employee, well-being community, well-being service, culture, work culture, and you can say sound you know soundscape management how to reduce the knowledge, noise pollution, environmental pollutions and the you know healthy state of mind, mental health, physical health of the stakeholders and the community involvement engagement and the employees well-being.

So, these are the; these are the priority areas of the sustainability domain, sustainability approach. These are the priorities of sustainability in case of organization and similarly the leaders are also supposed to look at this.

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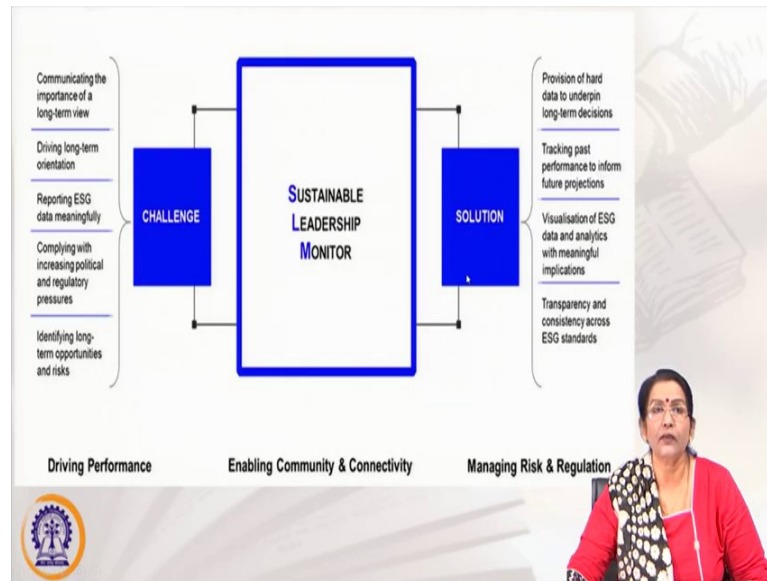
So, similar this is also a framework. So, sustainable leadership as we have discussed in the context of you know European context, so they have given the sustainable leadership framework like economic sustainability. For example, economic sustainability.

First thing is that solidifying the financial basics, financial capital, financial basics to how to consolidated solid solidified, then orient your business model towards the sustainable future. So, when you are planning for a business activity business planning or strategies, so you must look into the future, for the future then that would be more sustainable and secure.

And similarly, cooperate to improve your economic environment. So, if you take it that economic sustainability then you have to take into consideration these 3 financial basic, standards and foundations. You can say securities, then planning for the future, the business model so aim at the sustainable future.

And then third one these are the how to cooperate to improve the economic environment like you know creation of new jobs, employment opportunities, sustainable growth you know financial security then making; that means, institutional prosperity or individuals. Even small sectors, small and medium sector industries entrepreneurship all kinds of the things; that means, how they all they can also prosper, prosper and be self-sufficient. So, these are the aspects of sustainable leadership in case of the economic sustainability.

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So, now again how we have already discussed about you know how to map the sustainable leadership things like in terms of scope, in terms of focus, in terms of strategies etcetera. So, similarly the, for example, sustainable leaderships how to monitor it. Like first thing is that are the existing challenges, emerging challenges, existing challenges are there. So, whether these are driving performances, like 3 dimensional driving performances enabling the community and connectivity and managing the risks and regulations.

So, when we monitor it first we have to look into the challenges. Challenges in terms of you know communication, long term perspective, it is a long term orientation in terms of yeah the security ESD data meaningfully interpreting the data, meaningfully complying with the increasing political regulatory press pressures you know for any kind of business success the political environment the you know; that means, ecosystem then the resources, the you know policy framework. These are these regulatory activities regulatory policies are also equally important.

So, how the organization and the leaders they can comply with the politic political and regulatory process pressures and the policies. So, then identifying the long term opportunities and the risks, all every time they have to do the sort analysis. From time to time they have to reflect on their strengths, weaknesses, opportunities and their threats and accordingly map their competencies and the skills from time to time to enhance

effectively and act proficiently. So, these are the challenges how to deal with these challenges, face the challenges, ok. That is to mitigate the challenges.

Second, towards the outcome that is the solution what would be the solution. Solution is that provision of the hard data to underpin the long term decision. So, data analytics, business analytics takes a very important part in the business of business decision making or the sustainable future, sustainable future. Like for example, the data that you are collecting from the market, from the investors, from the shareholders, from the consumers and customers, that has to be you know interpreted efficiently.

So, for taking the long term decision or for taking any kind of strategic planning for the future. So, that is the provision of how you are being able to interpret the data, utilize the data and leverage the data through analytics and it helps you in long term decision making.

Second is that you can say taking the tracking the past performance to inform the future projections. Always you have to link with your past experiences, past performances to be very attentive about the present, your presence in situation to be updated in the current status.

And similarly to leverage your past experience and match it with the present and look forward or assume or make predictions on the basis of the data and past experience about the future. So, how you can project your organization for the future, endeavor future, you know opportunities, future branches, future and endeavors future you can say expansion of the business that also you have to deal with strategically.

So, visualizing the ESD data and analytics with the meaningful implications and multiple interpretations from different stakeholders point of view, from different perspective, different categories that is very important. And of course, transparency and consistency across the ESD standard. That is the company's global standard that you have to that you have to always be in very alert and cautious.

So, these are the solutions. So, through this only you can mitigate the emerging challenges, in data interpretation then you know taking the well informed decisions on the basis of the past experience and the data interpretation. And then, you have to follow

that, ensure the transparency consistency exists across the quality across the standard sector of the section.

So, here driving performances enabling the community and connectivity and making the risk and regulations, managing the risk and regulation. So, these are the prominent 3, you can say 3 major activity of the organization and the sustainable leadership.

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So, sustainable leadership model again it has been given like you know acquired through the how the sustainable leaders they acquired different kinds of experiences. Through experiences and the democratic characteristics like their educational level, their functional experience, their intentional assignments, international assignments, experiences, their tenure, their track record, their experience, their you know reputation and their personality attributes, their dedication, commitment. All these things also these are the you know contributory factors in sustainable leadership model.

Second is that the leaders competence is what he has acquired his sustainable; acquired and his personality attributes like a sustainable mindset. He should he must have the sustainable mindset, systems thinking, holistic thinking, approach, relationship building, networking and his personality attributes like in a positive character strength, positive attitude you can see emotional intelligence, cross cultural intelligence. These are the competencies and the attributes and the skills of the sustainable leader.

Then sustainable leader behavior, sustainable, these are the characteristics democratic characteristics of the as a CEO that is a background characteristics and tenure and experience etcetera. These are his personal individual competence in the skills and in level of intelligence. Then how he how all these things get reflected through his behavior and activity that is mode of operation, like the leading towards the effort putting effort towards the fulfilling the company's vision, mission, strategic goals.

Then develop some kind of you know sustainable operationalization of this operationalization of strategies, acquire the management, then like engage the stakeholders across the boundaries, and employ engagement, empowering the stakeholders, relationship with the stakeholders.

Then, how to how to continue with the; continuing with the on ongoing you know communication and knowledge dissemination process, establishing the performance management practices, appraisal, use of ethics and integrity, transparency, accountability. All these kinds of should be reflected through his behavior. Then the outcome will be sustainable.

So, the sustainable leadership model and here focuses more on the environmental that is ecosystem and experiential and the demographic features. Then, the leaders sustainable leaders competencies, there the skills and then towards his behavior activity, mode of operations, and transactions, and communications, and management skills all kinds of things. So, then only the outlook outcome will be sustainable.



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**Leaders need to become aware of:**

- Their own sense of purpose and ways they can contribute to the well-being of others
- Who they are:
  - What their strengths are
  - What they enjoy doing
- The professional and personal context they need in order to be successful (e.g., the role and importance of family, friends and colleagues)
- How they are part of a larger system
- How they depend on others for their own success and the success of their business
- What responsibility they have toward their workforce and external communities
- What responsibility they have toward the natural environment (e.g., the impact of their business upon the depletion of particular natural resources)
- What responsibility they have toward future generations

The diagram features a central white circle with the text 'SUSTAINABLE LEADERSHIP by CEC'. Surrounding this are five colored segments: 'Environmental' (green), 'Social' (purple), 'Economic' (orange), 'Personal' (blue), and 'Procedural' (light blue). Each segment contains various icons representing different aspects of leadership and sustainability. In the bottom right corner, there is a small inset video of a woman in a red top and patterned shawl speaking.

Similarly, these are some of the clippings and that the leaders must need to become aware of you know aware of what is going on. Like they are not only their own well-being, but also the well-being of others. Then what are the then he must be he must acknowledge, he must be well informed about the individual needs, strengths, weaknesses of each and every employee or the team member.

So, they again how each individual, each individual employee can contribute simply significantly towards the goal achievement of the company, how they depend on each other, what is the you know group cohesiveness, and how the groups are you know very much you know coupled with each other.

With regard to their, with regard to the team goal, with regard to the communication, with regard to the they have the what is that what type of responsibilities they have taken towards, the responsibility he has taken towards the workforce and the external communities. That is there is this responsibility and networking its to with the stakeholders, different types of stakeholders which responsibilities they have towards the future generations for towards the you know community people.

So, all these things the leaders should need to be become, need to become aware of. He is not just he cannot just afford to focus only on the organizational function activities or the teamwork or the task related things, but also he has to develop this kind of wide

knowledge and information, gather information about the community people who are both directly as a indirectly related to the organization or his workforce.

So, here as you can see here in all of us we know that the then SDG 3 primary drivers are economical drivers, environmental drivers and social drivers. But here another two dimensions are also there where if you can see the European commissions and sustainable leadership framework.

Like environmental, economic, and social are there, but besides that procedural, procedural activities, procedural little in terms of governance administration, rules, regulation, transparency, and policies etcetera and the personal attributes, personal motivation interest of the leaders.

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So, now again building the leadership for sustainable future. Suppose, we want to plan the leaders how to develop the kinds particular kind of our brand of leadership, indigenous leadership for the sustainable future then how can we proceed. So, here the like similarly in India also, Lead India, lead India is a type of you know leadership training program.

So, this lead core values of this lead India from one of the pillars of the leadership building that is building empathy, equity, inclusiveness, accountability, combining the traditional knowledge with the scientific methods, temperance all these things. So, lead

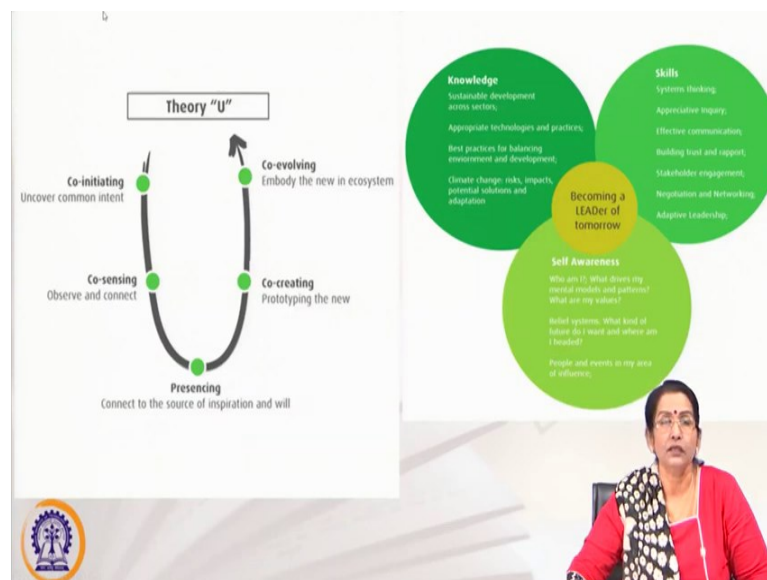
India is a platform is a venture where, so where the you know leadership traits leaders or future leaders or sustainable leaders are being trained and being nurtured are being groomed by inculcating some of the positive attributes.

So, here you can say, so this is suppose this is the logo of this lead India platform. So, here is these attributes, how these attributes are very much relevant, the how to combine the traditional knowledge indigenous knowledge with the scientific methods. So, perfect blending of traditional knowledge. So, India we have a history of you know 5000, more than 5000 years history.

So, where the traditional knowledge our like you know our; you know our Ayurvedic system, our medicinal things, our cultural practices, our you know our you can say energy related things. All kinds of traditional knowledge how this can be leveraged and how it can this can be utilized in a better way with the scientific method.

So, temperance also and accountability, inclusiveness how everybody can be included in the mainstream. Equity, equal access equal distribution of resources equity empathy. So, these are you can say the slogans, these are the slogans or the key values core values of this lead India leadership platform.

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So, here it implies the Theory U. Theory U is like you know, so how to connect how to connect the sources of inspiration in the wheel. So, becoming a leader for tomorrow as

you can see self-awareness, knowledge and skills. These 3 things are important under the self-awareness. You need to know about yourself, you need to develop the reflective thinking, you need to know about your strengths and weaknesses, all kinds of things self-awareness, being having the intrapersonal, intelligence and emotional intelligence etcetera.

Skills and competencies like systems thinking appreciative, enquiry, then critical thinking, negotiation, networking, adaptive leadership, building trust, all these are the skills and competencies that you we need for a leader to for the sustainable leader to lead the team.

Then, knowledge, of course, knowledge about the sustainable development across the sectors. All the 17 SDGs, what are their the targets, the groups, then the best patterns, the best practices for you know for you know banking the environment and development etcetera.

Then, climate change and the impact and the potential, solutions for this sustainable consumption lifestyle, and all the unit UNESCOs you know guidelines, principles. So, how to take into account all these 3 put it together to become a leader for the tomorrow.

So, here you can say the theory U actually, theory U what it says about this how to connect the sources of information and will like for example, first thing is that uncovering the co initiating the intent, co-sensing observe and connect with others, then presenting you must be present you must be mindful in attending the current situation, the emergencies, the issues, the challenges.

Then, co-creating prototype on the prototyping the new, planning and hypothesizing and experimenting and through a proto create through a through the pilots study, can say to create the prototype of the new. Then in co-evolving that is embodying the new in the ecosystem. So, from you can say it is just like the problem solving at problem solving with togetherness, with unity, to co-initiate some of the common intention common goals, common achievement targets.

Then co-sensing it, that observing it connecting to it and trying to resolve it in a group in a group setup, in a group wiser working together. So, then presenting connecting to all

sources of inspirations and will, whatever is available within the group, outside the group, all kinds of resources available then along with these thing.

Then co-creating, taking and having the discussion, dialogue and co-creating with other members other core members or the team members then creating a prototype solution. Then evaluating this, examining this prototype to embody to embody it to integrate it in the new ecosystem; that means, to adopt this in a fresh way. So, this theory U, this theory U is being followed in the Lead India context.

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**Global Leadership Training**

- **Global leadership** is the need of hour. To be a truly effective leader, one should inculcate not only the **traditional leadership skills** but also the **global leadership competencies**. Just like any other traits, global leaders can be trained and one of the prerequisite for a global leader is **to have a self-actualized or a transformed self** because transformed self sets the ground on which **true global leaders can be made**.

Competency Training/Skill Training

Experiential Learning

Emotional Intelligence

Cultural Sensitivity Training

So, this is again the global leadership training that we have global for global leadership training, how the global leadership training can be given not only to the that means, it should in inculcate develop not only the traditional leadership skills, but also global leader competencies. Like, in a particular context in the country in the country in the particular geographical setup or yes one type of you know one type of leadership that is more appropriate towards the indigenous culture, may be suitable.

But when we talk about the global citizenship, global leadership, global partnership, then we need to develop, need to inculcate, need to nurture, and nurture and nurture the new global features global citizenship behavioral characteristics, citizenship characteristics, moral values, ethical values, universal etcetera traits etcetera. So, to have, that means, to transform not only the individual self, but also to try to influence people in the communities.

Like, so for to become a global leaders we need to transform ourselves individual self first. So, self-actualization or the transform self is very important. So, because this transformed cell can only achieve, can only help in not only developing a group global leadership attribute, but can also help to help in community transformation or through him only just society, sustainable society, happy society and community wellbeing can be achieved.

So, here in this framework you can see as how, yes how to this achieve this global; that means, how should we design, how should we plan, how should we execute, how should we train our leaders to be the global leaders. So, these are the domains. Main first thing is as yes cultural sensitivity training.

So, they need to be exposed to the different culture cross cultural perspective, they need to understand this you know cultural you know cultural practices features, nuances and should be very empathetic and sensitive towards the towards you know to the other cultures. So, besides the native cultures; how they should cultural context, how they should behave they should interact, how they should understand, and they should be empathetic.

So, not only in terms of their attitude, behavior and tolerance, but also they have to adopt, they have to adopt positively in whichever culture and context they are working. So, cultural sensitivity training. So, the leaders then must be they must from time to time, they should be exposed to different kinds of training related to cultural sensitivity or exposure to the multicultural or cross cultural or global cultural workplace attributes.

Then, emotional intelligence, of course, it is the basis of we can say all our effective domain, behavior, mind, attitudes, sustainability and our you can say all the emotional of course, cognitive part is there, emotional intellectual creativity part. So, emotional intelligence is the base of we can say our personality attribute.

So, experiential learning, the more and more we are exposed to practical experiences, real life real life experiences through different kinds of project works, group works, team work, collaborative work. So, we can gather the first hand data. So, experiential learning all the leaders should be exposed to this real life projects, real life situations, reality oriented projects.

So, that is a part of that would be a part of the experiential learning from which they can grasp the direct experience, direct you know understanding, direct you can say vision, direct you know experience and relevant experience and direct analytical skill, thinking pattern and understanding of the current problems reality realistic problems or what actually happens in the reality.

Then, accordingly they can develop the different types of competencies through competencies training through skill training, through maybe sometimes maybe unlearning certain or obsolete things and relearning. Freshly or new learning, and adopting new learning, habits, new then adopting the you know techno technological skills, competencies, you know updating them in terms of the global requirement job skills, generic skills, soft skills, sustainability skills. So, all this competency training and skill trainings are also a part of it.

So, if you want to develop a global leadership training framework then these 4 things are very important to build up this emotional intelligence, soft skills, etcetera, expo giving them the exposure regard the cultural sensitivities and sensitivity. And experience, and give them the opportunity to experience the real life problems situations, and from time to time the update them in terms of the relevant competencies, skills, global skills, competencies and sustainability competencies.

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**Global Leaders Competencies**

• Factors that aid in becoming a global leaders:-

Context/circumstances	Attitudes	People
<ul style="list-style-type: none"> <li>• Undesirable circumstances (e.g. poverty, dead-end job) lead to a strong desire for something better;</li> <li>• Early experiences of leadership provide a taste;</li> <li>• Difficult circumstances provide an opportunity to learn.</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness to move out of one's comfort zone and to "swim in water over one's head";</li> <li>• Willingness to learn from failure ("what really matters is how fast you get up after you're knocked down" (p. 158));</li> <li>• Confidence to embrace risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Key qualities (e.g. self-confidence) fostered by others, for example, a parent, a teacher;</li> <li>• Observes and learns from others—both what to do and what not to do;</li> <li>• Builds contacts—for support and for a resource network;</li> <li>• Connect with others—understand and support other staff.</li> </ul>

Managing Self	Managing people and relationship	Business and Organizational acumen
<ol style="list-style-type: none"> <li>1. Global Mindset</li> <li>2. Inquisitiveness</li> <li>3. Flexibility</li> <li>4. Character</li> <li>5. Resilience</li> </ol>	<ol style="list-style-type: none"> <li>1. Valuing People</li> <li>2. Cross-Cultural Communication.</li> <li>3. Interpersonal Skills.</li> <li>4. Empowering Others.</li> <li>5. Teaming Skills.</li> </ol>	<ol style="list-style-type: none"> <li>1. Vision and strategic thinking</li> <li>2. Leading change</li> <li>3. Business Savy</li> <li>4. Organizational Savy</li> <li>5. Managing communities.</li> </ol>





And then you can see, so the global leaders competencies are you know this are being are being described in this way. Yes, first thing is that how to they how can they develop the positive attitudes, then how they should behave like a positive people and so factors that aid to become the global leaders these are the factors.

These are the factors like the your observation skill connecting with others, how do you observe and learn from the experiences, and then how you build the contacts, how we can you connect with others, how you grasp the whole things, what are the key qualities. Their attitude is that willingness to move out like out from the ones comfort zone and to take the initiative willingness to learn, willingness to accept the failure, confidence and then willingness to act you know ethically, positively and accountability. All these positive attitudes should be there.

Then, undesirable is how to get rid of you know your you know mental, you can say mental stigmas, prejudices. You know all kinds of you know rigidity, all kind of rigid mindset how to get rid of all these things. Similarly, managing self, how to managing self, managing people and relationship and managing the organizations then.

So, how first thing is that in order to be become a global leader we need to manage we need to transform our individual self. So, hence we have to develop a global mindset. Always try to think in terms of global perspective, in terms of the systems thinking, in terms of a broader perspective.

Inquisitiveness, keenness, curiosity to learn, to know the new things, flexibility must have the dynamic dynamicity and the flexibility in working condition, in working process, in interactions in you know assignments in discharging responsibility, delegating the responsibility of flexibility.

Then, the you know character, positive characteristic strengths to develop the individual characters and of course, resilience and optimism. Optimism being positive is very good, but you should not be you know over positive, like false positive optimism is not advisable like you must be very practical, so being practical you must be optimist. Like identifying the true cause of the failure, then trying to build up the skills and competencies. Being resilient, being resilient tolerant to you know to fight back to have the patience and energy to come back to the normalcy.



So, these are the attributes required for developing a transformative self in the transforming our self or individual self, transforming the leaders, transforming the personality of the leader. So, managing the self or term transforming our individual self we need to develop these things.

Then, managing people and relationship, yes, definitely we must give priority to the you know our employees, our workers, our peoples, their needs, aspirations, their you know always look at their strengths, their positive aspect strengths, their you know their positive attributes.

Similarly, we must enhance cross-cultural communication, interpersonal skills, empowering others, delegating others. Then, team teaming skill how to build a team, how to interact, how to maintain manage maintain the cohesiveness within the team skills by developing you know how to draw the consensus, how to develop a democratic decision, negotiation skills, communication negotiation, cooperation, collaboration and a kind of you know service orientation towards others, helping out others.

So, these are the positive attributes through which we can manage the people and develop the relationship, positive relationship. Then, then only we can move towards the business organization. So, then that will help the individuals or the leaders towards acquire towards acquiring the business acumen, acumen like the visions, vision and strategic thinking towards the future goals, leading a change.

So, you can be a change catalyst within the organization in the community, in the society and you will be very you know apt businessman, business savvy. You can say you have you are the visionary leader you know in predicting assuming the future needs of the stakeholders of the community, of the society, how the society would be would be like down the line 20 years, you have the long term vision, short term planning, etcetera, how you can you are very you know how to create this organizational savvy, atmosphere work culture.

So, and how to manage the communities, how to establish the relationship between the not only between the organizations, with external organizations, external agencies. So, global in the global context, so intercontinental, inter organizational and the cross cultural relationship across the country, across the country, across the sector, across the

segment, across the things like and how to expand the business or to into from one or two. Two segment to the you know different segment like the retailers.

That means, in the FMCG product, in the manufacturing, in service, in automobiles, in energy, in you know data analytics everywhere, how can we expand the business which are very much relevant in the present context. So, these are the practices and competencies to be developed through training.

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**Few key elements that are essential to be a true global leaders are:-**

- 1. Make your practice conscious practice**  
*Most learning and growing as a leader takes place in real-life situations.*
- 2. Build your support team**  
*A personal support team is essential!*
- 3. Know and go beyond limits**
  - Don't limit 1. Make your practice conscious practice
  - Most learning and growing as a leader takes place in real-life situations.
- 4. Build your support team**
  - A personal support team is essential.
- 5. Know and go beyond your limits**
  - Don't limit yourself—notice and reduce the ways in which you limit yourself; focus on what you're like when you're at your best.— notice and reduce the ways in which you limit yourself; focus on what you're like when you're at your best.

**Sustainability ... A Competitive Advantage**

The diagram consists of four overlapping circles: PEOPLE (red), PROCESS (yellow), ENVIRONMENTAL (blue), and SUSTAINABILITY (black). The central intersection of all four circles is labeled 'SUSTAINABILITY'.

- PEOPLE:**
  - Strategic management
  - Solving problems
  - Time lighting
- PROCESS:**
  - Departmental mentality
  - Variation
  - Tool kit mentality
  - Self interest
  - Lacking strategic focus
- ENVIRONMENTAL:**
  - Compliance
  - Constrained on resource
  - Non-competitive
  - Response to cost
- SUSTAINABILITY (Central):**
  - Long term growth
  - Business Planning
  - Profitability
  - Customer Loyalty
  - Shareholding

**PEOPLE/PROCESS:**

- People
- Processes
- Innovation
- Leadership
- Customer loyalty
- Shareholding

**PEOPLE/ENVIRONMENTAL:**

- Innovation
- Leadership
- Customer loyalty
- Shareholding

**PROCESS/ENVIRONMENTAL:**

- Innovation
- Leadership
- Customer loyalty
- Shareholding

So, these are some of the few key elements that we have already discussed which are essential for the global leaders, how to build a supportive team. We have already discussed how to build a supportive team, etcetera. And now, this is also a sustainability competitor how to take the competitive advantage.

I can we can say here people and processes are is one driver, then processes inter processes, departmental mentality, variation, toolkit, all these this is another dimension. Then, the process of environmental processes that is another dimension, environmental distribution environmental attributes like environmental attributes like you know compliance program programs non-competitive environment. These are the things.

Then, people and environment, this is these are they can say the people these are the interactions, interface of people and environment. This is the interface between you

know environment and the process. And this is the interface of the people and the process. So, these are you can say the overlapping areas of these two drivers.

Suppose, these are the three driver people you know process and environment. So, these are the you know overlapping process like when the domain of people and the process interface, interact with each other these are the overlapping areas and these are the issues emerging issues are coming up; how we are handling those issues.

Similarly, when the driver people interface with the environmental domains. So, these are the interface, these are the conflicts that the dilemmas of the issues that emerge, how to deal with that. Similarly, when the environment and process interface interact with each other, these are the emerging issues how to deal with it.

So, if you can sort it out, solve the all these issues, resolve all these issues sustainability, then the outcome will be sustained. This is the net outcome of these whole processes, activities interaction that is sustainability outcome in terms of long term goal, in terms of holistic thinking, systems thinking, in terms of profitable profitability, in terms of consumer customer loyalty, in terms of stewardship, in terms of brand name, in terms of you know future prospects. This is the ultimate outcome of sustainability.

When these three drivers interact with each other and resolve their issues, ok inter driver issues then we can come to the; so, then we can take the sustainability competitive advantage, so how sustainability can help us in earning us advantage over others. So, if you can resolve these interactive issues interactive dilemmas and the conflicts, ok.

Now, I am completing here. Now, we are almost done with the topic. Only few things are maybe left out, that we can continue and wind up the topic in the next class.

Thank you very much.