

Lecture - 21 : Need for Sustainable Leadership

Hello viewers, welcome back to this NPTEL course on Sustainable Happiness and today we will be discussing a new topic that is Sustainable Leadership. And in the first session first class we will discuss about why do we really need the sustainable leadership, what does it mean, what are its facets, what are the components. So, all these things all intro parts we will discuss it. So, the first basic question is that that all of us we should ask to ourselves what is sustainable leadership. So, sustainable you know we have we have come across the different types of leadership you know transformational leadership, charismatic leadership, democratic leadership, you know task oriented leadership and you know you know autocratic leadership. Many kind many types of leadership already exist all the practices of this kind of leadership styles already exist in the in the management domain in the organizational setup etcetera, but in which way the sustainable leadership is different and why do we talk about sustainable leadership nowadays.

So, definitely it is it is different it must it must have some some speciality, some some quality, some exclusiveness. Now, we will explore it what does it mean, what are its basic components, how it is different from other types of leadership. So, sustainable leaders you know what is the sustainable leadership is that sustainable the leaders they look beyond the immediate and short term short term gains. Definitely leadership has been assigned to some kind of organizational setup, some work, some you know some goals, organizational goals etcetera etcetera in a particular context.

Now in sustainability platform, sustainability context the sustainable leaders, sustainable leaders they look beyond. They look beyond the present or the immediate content or immediate context what is happening on and on the day to day basis they look beyond, they look look for the future, they look for the look for the look for the sustainable future. So, we will just explore what are these components. So, they look beyond the immediate that is present need and they and short term gains short term gains or short term objectives that we are having right now. So, and they you know they apply they think creatively innovative they apply different kinds of set of strategies.

So, they you know they follow certain they formulate and follow apply certain set of strategies to ensure that whatever what are the facts, what are the objectives, the goals, the deliverables they are going to achieve. going to deliver for the stakeholders, it must it must be achieved, it must be achieved with full success. So, you know it can how it can meet the triple bottom line, little line of sustainable development. You know sustainable leadership definitely is related to sustainability and the sustainability for achieving sustainability we have the framework that is the triple bottom line framework. And, it described that

sustainability paradigm, sustainability framework has three important domains.

One is the social domain that is related to people, another is the environmental domain that is related to our ecology, our environment, natural resources, etcetera. Another is the financial performance domain that relates to our profit, our prosperity, etcetera. So, sustainable leaders they look for how to meet this triple bottom line. That means, achieve how to achieve the all the objectives and goals of all these sustainability bottom line paradigms in a very balanced way. That means, we cannot ignore, we cannot afford to neglect environment and you know achieve financial prosperity.

We cannot afford to neglect the social domains, social benefits, social well being and go for the financial things that is how to maintain the balance. They have the exclusive strategies for maintaining the balance in triple bottom line domains that is social, environmental, financial performance. And you know this and this sustainable leadership it is not just time bound, it is not particular goal specific, it is not only particular, it is not for only target specific, but it matters, it continues, it spreads over time, it lasts for the future etcetera. So, it is continuous, it is a continuous learning process. So, and you can it is again a shared responsibility the sustainable leadership means that means, the leader himself is responsible for discharging all kinds of responsible at the same time he is responsible for educating for enhancing the awareness of the people of the stakeholders of the of the employees everywhere that is everywhere to make them to share the his their own thoughts and responsive to other.

So, it is sharing the responsibility and you know and again. And it has the ethical standard ethical values like not to does not unduly deplete the human and financial resources. So, sustainability we have already discussed that sustainable development or sustainable happiness is to achieve the happiness and well being without exploiting any sort of resources. Similarly, without exploiting the human resources, without exploiting or over exploiting the using over existence of natural resources or you know achieving the financial things at the cost of natural environment. So, it is it advocates its basic ethic is that achieving the sustainability, achieving the development, achieving the well being and happiness without exploiting without exploiting any such any any sort of any kind of any type of resources be it human resources or be it natural resources or be it financial resources.

Always take care of triple bottom line how and how to and again the basic ethics is that not to overuse, not to over exploit, not to over that means, or not to waste or not to extract the natural resources as much beyond the certain limit. So, how to avoid this exerting negative damage on the surrounding on the on the educational environment, on the community and the environment like suppose suppose for any business any organization

we need human resources. So, it is our effort to always to identify the human resources, to utilize them, to use them, to nurture them, to groom them for our even definitely business activities and goals. But it is our not at all it is our business or aim should not be that is to exploit the employee, to exploit the workforce. So, similarly suppose we are setting up the business organization it is definitely we are dependent on natural resources some in the environmental factors and natural resources like water, land, minerals all kinds of things, but again as much as it is required it is we should not over exhaust over use or exploit the natural resources like for example, in the sectors So, they are always in search of some good ideas, some sustainable, sustainably effective ideas and workplace practices, sustainable practices to implement it to apply it in business activities or in any sorts of educational or any kind of other kinds of activities.

So, they involve the strategy. So, they are very strategic their mindset is very strategic and always they are in the thought process it is there how to how to do the things, how to achieve our targets, how to do the business in the least in the most effective way with the least expenses resources or financial resources or natural resources or you know human resources. So, because they again they want to maintain the environmentally, it should be environmentally effective, socially equitable, we have already discussed about inclusiveness, diversity, inclusive and equitable. So, social equitable whatever we are gaining the prosperity the financial gain we are we are we are you know incurring. So, it must be equally distributed and economically viable whatever.

So, it is not our business purpose is target is not for temporary it is not for 5 year plan it is not for 10 year plan, but it should be futuristic it should be sustainable. Hence the economy it should be economically financially viable. So, that is the reason why most of the start up businesses most of the MSMEs they they Usually they fail to achieve the target or they just fade away within few few years of their inception, because they are very they becoming they become very over ambitious without planning for the future without maintaining a balance. So, it should be economically viable. So, similarly this kind of leadership also they not just focus on the today's global market, but they also focus.

predict assume the for the future. So, towards the sustainability in shaping the new companies that can operate that can compete that they always think of think for think beyond the present that is think for future. And whatever the strategy they implement they always look for evaluates its impact on society, its impact on nature, its impact on business world. So, they are very reflective very very contemplative, they are very analytical you know for you know making the progress with mapping, with mapping and evaluating every step every step and the result of the every every strategy they are going to they are implementing it. So, that is the so, in this way they are different.

So, they are beyond they are they are exceptional in comparison to other kinds of literacy that they think for their priority is sustainability. their priority sustainability as a way of life, sustainability as a way of doing the business, sustainability as a way of protecting our environment, sustainability is is a way of you know reducing the carbon footprint, sustainability is as a way of protecting our environment, protecting our future. So, it is a way it is a they are thinking approach strategy is that that is that is You can say that is the prerogative that is their mindset. So, in this way they are different from other types of leadership. So, sustainable leaders they they it it goes beyond the present time, they think for the future and they always try to maintain the balance to meet the triple bottom line guidelines that is maintaining the social, environmental and economical domain very well balanced and futuristic.

So, here now why do we need sustainable leaders? Sustainable leaders you know all of us we know that since 2015 onwards UNESCO has already given us the target that every country they need to achieve all these 17 sustainable development goals with 169 targets something like that by 2030 it has given the deadline. So, now, definitely it is a competition that how successfully how every every country they make effort to achieve all as many as targets or almost all the targets. Now, in this present world already some some of the developed countries are already sustainable, they are they are already using these strategies and practices. Now, those who are in the developing ah stage. So, they are definitely it is a key challenge is a challenge to them.

So, so and in this context as because the sustainability has been advocated similarly how to ah make the people aware of sustainability. So, that is a through education through awareness. And through publicity, through media and through all these things we have to educate the people, we have to spread the awareness about the sustainability. And so that is a nowadays so that is a in business activities also organizations they also need to adopt this kind of way of life. Because organization runs with many people thousands of people and employees etcetera.

So, it is not just about the board of it is not just about only leadership or only the board members etcetera. Educate their employees, their staff, you know their stakeholders, even their consumers, customers etcetera about the sustainability. How to educate everybody all the stakeholders and how to motivate them, how to promote them, how to promote their behavior, how to motivate them, how to prompt them towards moving towards the sustainability. So, so moving towards the sustainability as well as at the same time simultaneously you are also running the business. So, so now and nowadays you know post COVID even in this global challenge of post COVID we have been not only post COVID we have been facing the n number of challenges because of the climatic climate change, because of the regional instability, because of the disruptive social order, because of the

financial crisis and primarily after the COVID you know the health issues.

Similarly, educational things technological change advancement all these things many issues many issues and many challenges many things are happening at the same time simultaneously. So, how to address all these things how to maintain the balance it cannot be because when even this even if we are introduced to new options new creations new or innovative tools etcetera. But at the same time also we have to change our habits change our behaviors we have to adopt our self with the technological advancement. Similarly, climate change impact of the climate change or disruptive you know all kinds of disasters such that we cannot control it right now it is beyond our control. So, how to prepare ourselves? So, a number of challenges that we are facing.

So, all these challenges cannot be solved by the political institutions or only by the political that is the government or only by the organizational leaders no it is not a. or not any particular teams or individual responsibility rather it every stakeholders should be equally responsible should be sharing the responsibility. So, it is so that is why and to guide the people to lead the people to lead the team towards sustainability we need a number of leaders. So, leaders who are not just very much conscious very much very much well informed about the sustainability they can motivate the people that can mobilize the resources towards sustainability. So, nowadays also you know there is a growing social pressure on the companies you know to maintain to consider these people planet profit and to respond to the concerns of the multiple stakeholders both inside the business, inside the organization, outside the organization.

So, employee health, employee well-being, customer satisfaction and stakeholder stakeholders, stakeholders happiness or satisfaction, your investors and all kinds of stakeholders happiness and well being that is the most important at the same time environment ecology is equally important and at the same time the financial sustainability is also important. So, organizations that is why they are they are nowadays nowadays that is it has been you know it has become mandatory you can say for the organizations for every organizations now to there in now to identify people who are I mean people are the how to prepare the or make ready or their leaders existing leaders. either in the sustainable pathway or they have to identify the sustainable leaders from professional world those who have studied, who have those who have done the degrees on the in these take and how to and so, how to identify them and how to recruit them. So, that they can lead they can maintain a balance of short term and long term goal priorities. They can take care of both the organizational goals, objectives, financial prosperity at the same time they can also create a value for the for the for their stakeholders.

That means, they they have to maintain a balance that is the triple bottom line balance like

to do the business. To take care of the environment, ecology, environmental resources, natural resources and at the same time to make the people healthy, happy and prosperous. So, how to maintain this well. So, either the the the organizations they are preparing their leaders in that direction or or they are recruiting the professionally trained sustainable leaders. So, with the climate change you know we it has a definitely the it has an impact on the industries sustainable industries and the market and the business even even on the even on the you know there are many because of the population explosion because of the cross border you know cross border you can say you can say you can cross border disputes or conflicts and you know all kinds of the that means, people there who are crossing the border you know if you are the refugee problem to handle the refugee problem to maintain the balance all kinds of things issues are there.

Then which are socio economic issues are there and at the same time we all we are also over exploiting the natural resources. So, and natural resource depletion is also taking play taking taking place. So, how to maintain the equality and equality and you know how to how to maintain this principle of equality, inclusiveness and as well as the diversity etcetera. So, in this context again to deal with all this kind of natural disaster all kinds of the setbacks like a pandemic etcetera we need. So, we need to develop the trait of resilience both at the individual level and both at the organizational level at the society level.

So, resilience how to build this resilience to face this kind of disasters to face this kind of crises and to come back. and to come back to the normalcy with the minimum utilization of the resources. So, that is why sustainability it requires the leaders who could devise different kinds of approaches, strategies, policies and programs etcetera to foster sustainable practices both at the social level, organizational level and community level, at the institutional level that is to ignite the economic prosperity at the same time to protect our environment and natural resources. So, definitely it attracts the talents and customers will definitely ensure the business align with the sustainability goals. So, definitely when we are selecting identifying the leaders etcetera, we have to identify the leaders those who can maintain a balance by attracting the customers, enhancing the business and satisfying the needs of the stakeholders etcetera.

Along with the along with the sustainability goals that means, even if we are working for the achieving the organizational goals and objectives. So, at the same time we have to align our goals, organizational goals, professional goals with the sustainability goals, fostering success, supporting all kinds of interconnected system for a better future. Like in our organization many departments are working. So, they must be well integrated among themselves that marketing is not different and the finance is not different or all the departments all the sections this would be well integrated in the sense that and they must have a common goal, common motto, common Focus on how to maintain sustainability all

across our activities by adopting sustainable practices. Definitely we are fostering success, we are nurturing, grooming our human our human resources, our employees etcetera.

We are ensuring that our future is protected, well protected etcetera. And the moment the moment when we are interconnected with each other, because all the departments We are functioning together because and together and all we must have a combined a holistic goal of not just achieving the economic prosperity, financial prosperity, but achieving the sustainability. So, it is said you can say it is a common goal, it is a holistic goal, it is a organizational goal. So, that is why sustainable leadership they must be very eco sensitive, they must be you know nowadays it now it is being it is being also interchangeably being used as the green leadership. You know sustainable leaders, sustainability leadership and you know used interchangeably that is to link the sustainable practices with the leadership and the management and all activities etcetera.

So, sustainable leadership that is the leaders who are primary their primary focus is on achieving the sustainability. Sustainability leaders that is the primary focus is on achieving sustainability in all kinds of activities. Sustainable leaders who are futuristic. and whose primary goal is to do the business, but their primary focus goal is that how to be sustainable in our business practices, how to be sustainable in our individual achievements.

So, all these are interchangeably used. Now, sustainability also indirectly to me means it also means that how to protect our environment that is reducing the carbon footprint and now we are also often often exchange as the green leadership, green economy, green technology, green education, green. So, we are because going green means eco friendly. So, ok we are. So, green leadership often we are also using it. So, multiple diverse diverse and stakeholders they also.

Consider sustainable leadership as a top priority and it is a standard practice in the green economy and we are going for the green economy. So, when we are talking about the digital economy, from the digital economy to green economy. So, digital education that is reducing the carbon footprint as many similarly digital business. So, similarly we are going from digital practice to we are moving towards the green economy, green practice, green business and the kind. So, that is more eco friendly and more sustainable and less.

that is less carbon carbon less creating the carbon footprint. So, and it is viewed as an nowadays it is a it is views as a vital organizational practices to foster the organizational learning. Because, so this green economy green practice sustainable practices it has been. It has been well integrated from the vision and mission of the organization to the ground level practices at at the crime level practices at the practices and at the same time in terms of their services, in terms of their impact on the environment, in terms of their outcome

variable etcetera all kinds of thing. So, that is sustainable literacy primarily focuses on creating a lasting value for all the stakeholders.

doing the business sustainably, protecting our natural environment, grooming, taking care of our society, our people, our employees. At the same time leaving a lasting impact, lasting value for all the stakeholders those who are directly or indirectly related to that organization that activity. So, that is why you can say now so, that is it is a kind of you know not just innovation and creation or etcetera, but it is a source of competitive advantage. Everybody everybody is you know competing with each other how they can have an age over others.

So, it is a source of competitive advantage. So, they are always thinking of innovative ways, practices, strategies, technology, how carbon footprint as much as possible again nowadays similarly waste management when we are going for the green economy green practice green business. So, how to reduce the wastage that is also using the technology for reducing the wastage that is also you have to be very innovative in technology. So, it is a source of competitive advantage for all the organizations to have an age over others. Now, we have already discussed that all the companies are now required to declare their ESG audit report, what is that ESG audit report? They are in their business impact on the environment, on the society and the governance. What they are doing? ah What is their business impact on the environment? They have to make an audit of that ah that audit ah audit of ah environmental impact, audit of social ah social ah domain social impact like it is a business has impact on the And the people on the human resource either that means, whether it has a positive impact on the people by nurturing, grooming them, their skill development, training and and taking care of their mental health, well being all kinds of thing that is thing.

And another is that you know doing the business doing the business economic prosperity etcetera, but ensuring the future also not that one time you know one time achievement. So, how to do the business and again what are the rules, policies, governance policy rules they are adopting in their company in their organization. So, that which adheres to these rules of principles of sustainability. So, environment, society and the governance what are the rules and principles policies they are using they are they have applied for the safety for the environmental safety security you know protection of the their employees in terms of their in terms of their compensation, their pay package, their leave rules, their facilities to strengthen their abilities, skills, their mental health. So, actually before actually the disaster the loss or the any kind of crisis takes place they think before they think before they formulate the strategy and adopt an a proactive approach to implement it.

So, that the the wastage the damage will be minimum. So, they and continuously they are

engaged in monitoring and evaluating taking the feedback reflecting and analyzing all these things they also exchange their ideas and thoughts with others. So, they also develop the sustained relationship with both the internal stakeholder external stakeholder they always welcome seek the feedback valuable feedback from their investors from their stakeholders from their consumers customers from every every section from every sector they receive the feedback. and analyze it, think it reflectively to come up with a innovative idea. So, they focus on also accomplishing optimum performance for both the society, environment as well as doing their business in a successful way. So, sustainable leaders also they are you know we have already discussed they have the long term vision they are you know they are they have already taken the green initiative they and they recognize the you know small small minor issues of the that can affect the sustainability.

They all they always always try to adopt the initial then instill the green initiatives in the terms of digital going digital green management system promote the radical innovation green innovation. How to apply this green initiative in every sector be it supply chain, be it production, be it manufacturing, be it marketing, how to minimize, how to adopt this green initiative sustainability approach to do the business, but with the minimum damage on the environment. So, under this sustainable leadership also the organizations also they reap the numerous benefits you know numerous benefits of you know like for example, nowadays they are going for the mostly organizations are going for the natural energy green energy energy. So, definitely they are installing the all the kinds of technological tools etcetera to go for solar energy.

you know hydro energy or wind energy. So, it also reduces that cost. So, being cost effective they can also be more sustainable and they are also they can be more responsible in creating minimum negative impact. So, there there are the many the numerous benefits of the sustainable leadership the provided you work, you work thoroughly, you have a vision, you have a you have a mission and you also mobilize your all your resources in that direction. So, that is the cascading effect of the globalization also like the changing business and our environment, economic uncertainties, technological advancement, all kinds of the and heightened stress level also because of you know social issues, economic issues etcetera. So, the now this workplace also need to managing all kinds of other kinds of issues and challenges we need the sustainable leaders.

Because sustainable leaders they are overarching, they look into every matter. They look into human behavior, they look into production, they look into technology, they look into environment everything. So, there is overarching their scope is very vast. So, every now almost all the organizations and every workplace they are requiring sustainable leadership. And now the businesses are also experiencing a very positive change by aligning the financial performance with their social and environmental performances.

such as the phenomenon as emerge as the sustainable performance, sustainable business, sustainable practice, everywhere that sustainability is there. And it is not for you know immediate profit, but it is for the futuristic prosperity, so for sustainable future. So, that is a how the sustainability, sustainability as a paradigm, as a behavior, as a way of thinking, as a lifestyle, as a practice, all these things how we have to understand the leaders, they need to understand the sustainability as a concept, as thought processes and behavioral practice etcetera and how to embed it in our organizations, in our workplaces, in our ah in our day to day activities, in our lifestyle etcetera. So, and when this leadership that we need a leader who is not just well educated in sustainability, but he has the intention, he has the skill, he has the motivation, he has the passion for you know applying sustainability and not just applying the sustainability, because one individual cannot apply all the sustainability things. It has to be group activities, it has to be collective activity, it has to be community activities.

So, how this leader not just understand, but how he can motivates and translate the sustainability approaches through its activities. through the work in the through work practices, through motivational motivating employing employees that you know sustainable performance and achievement in all day to day activities all kinds of activities. So, now this sustainability definite sustainability is also viewed as a business strategy, it is also viewed as an effective integration of all these kind ecological environmental social performances etcetera for a long term for enduring a long term business sustainable business. And moreover it is beyond your business it is it is about the society, it is about the planet, it is about the global system. So, it is that is more it is enduring long term long lasting and holistic.

and total it is a global. So, environmental and social goals are also are also very important entity in this organizational setup and that is that is called you can say the it is beyond the business activity. And the principles of sustainable leadership as we have already discussed that is the create and preserve the sustaining, sustaining learning again it is for this learning and training Development learning it is also very important sustainable leaders they secure the success over time because it is a continuous learning, it is a consecutive reflection, it is a continuous learning over time and the more you practice the more you think the more you exercise these things more you learn. So, sustainable leaderships also they sustains the leadership of others. So, it is not about their leadership quality to promote others educate others, but also they encourage others they also develop the groom others as the leaders and work in this direction in this venture. So, sustainable leaders also addresses the social issues of the social justice equality inclusion etcetera etcetera.

So, there are there are many principles that is it is there and we can say about that is this

is about sustainability is also they also develop rather than deplete the human resources. They are always their intention, their direction, their objective and goal is to groom to nurture human resource even to increase the material resources. So, they also develop the environmental they also think for developing environmental diversities and how to capacity building. So, certainly they also undertake the activist engagement with the environment starting from the you know minimum resource in environmental natural resource exploitations to the waste management to you know to you know to compensating the resources they have utilized for the through different ways waste management community development and you know human resource development. all these kinds of things are you know for development of all society for the environment as well as the business activities.

So, how to maintain the balance with economic prosperity, social ah social development ah that is through health and promoting health and happiness skill development etcetera and to restore the ecology and environment rather nurturing ah the our environment to create ah more resources or to compensate the resources that natural resources that we have used. in the different way by creating, by nurturing, by grooming, by you know planting something from tree not just about planting the trees, but also in different ways how can we create the like energy as a resource, how can we create this resources in a very effective way. way which can have the minimum impact. So, now, in the so, behaviors of then we talk about the behaviors of sustainable leaders, definitely they promote the company's vision, they operationalize the CSR activities. CSR activities you know corporate social responsibilities, it was there since last two decades.

But it was you know 2 percent of all the organizations they are supposed to spend 2 percent in the CSR activities for the community development, corporate social responsibility towards the community, towards the people. Now this ESG is much beyond the CSR. So, obtaining the top management support, top management support in these directions, then we can say then again engaging the diverse stakeholders for this purposes, sustainability purposes, Empowering and developing the stakeholders in this direction and communicating with the stakeholders with how to they can actively support their venture their effort their how to develop their sustainable work culture. Similarly, measuring performance by evaluating the thing by seeking the feedback and by changing the policies and you know. both from the internal and the external stakeholder measuring the performance accordingly you can change the strategy.

And setting the ethical standard you can say the standard of the company that is the your sustainability standard sustainability you know sustainability principle guideline score or standard that you have to like the values and ethics ethical standard you have to also So, organizations they have to also set up a sustainability standard also that means, this is the mean then every activity they map it they evaluate it. We should not exceed beyond this

limit because it creates bad impact, because it creates a negative impact, because it creates more carbon. So, how to set that ethical standard sustainability standard in the organizations. So, now this is about all these sustainability leadership requirements and the skills. Now in the next class we will discuss about other things ok. Thank you.