

Lecture - 23 : Sustainable Lifestyle, Work-life balance & Wellbeing practices

Hello viewers, welcome back to this NPTEL course on Sustainable Happiness. In the last class we are discussing about the key competencies of the sustainable leaders, how to identify sustainable leaders through interview, through referencing, through you know through international assignments etcetera. Now, sustainable leaders also how they have a transformative change they want to bring, holistic perspective and they want to bring the transformative change within the organizations and try to bring the 360 degree change among the employees among the stakeholders behavior etcetera. So, now, as you can see this model is also a sustainable leaders model. As you can say the leaders the primary leaders they you know while identifying the leaders, these are the thing at the entry point how to identify that means, they are from their educational experiences, educational level, their knowledge, then their systems thinking perspective, their functional experience, international assignment etcetera from this etcetera and how and what has been the tenure in the past employer. All these things these are the track record of the leaders and thereafter there after The core competencies core competence of the leaders like you know sustainable mindset, then systems thinking, their relationship building skills, capacities all these are the again the core competencies.

And thereafter the other competencies where the leadership behaves sustainable leaders behaviors with related to fulfilling the company's vision mission strategy, developing the operationalizing strategy, acquire the top management position, engage the stakeholders across the boundaries, empowering and nurturing the stakeholders. you know ah maintaining the programs for continuous ah continual communication, establishing the performance management practices, using the ethics and integrity and values and standards ah and transparency etcetera for ah for you know for establishing for building trust etcetera. So, then only with all these three you can say three sets of boxes of activities etcetera, then the outcome becomes a sustainability. So, sustainability outcomes in order to achieve the sustainability that the leaders the system leaders they have to go through they have to pass on through these stages and operations and activities.

So, the behaviors and the competence of the sustainable leaders are very important and they have they have the and its implication for the leadership development activities also you know we have already discussed sustainability mindset they must have the perspective a mindset to bring sustainability in every aspect of the organization's behavior, every activity, every project, every assignment it is a sustainability mindset. So, cross functional moves that means, encouraging the cross functional means that means, inter departmental, intra organizational. So, across the across the departments, across the sectors, across the organizations that is the cross functional moves encouraging among the people through

transferring, through reallocation, through through the different project assignments etcetera. Similarly, how to build the international experience of the leaders and also giving the opportunity to the team leaders also to have the international experience. Like nowadays you know consulting firms, the organizations they are sending their team for some consultancy project from some software development or business outsourcing purposes or the projects.

So, similarly and how before taking the taking the decision how to how to listen to others, how to take into account the others perspective. So, making the promotion of the decisions, how to improve the how to ensure and how to improve the quality of the decisions. So, the leaders need to be aware of some for all these kinds of. competencies for all these kinds of responsibility and performances the leader must own some sense of purpose and they must be aware of certain you know certain result the impact of their behavior on the other. So, the sense of purpose and the ways they contribute to the well-being of others.

So, here sustainable leaders behavior his impact on others it is related to well-being of others also. Like for example, well-being of others means who they are that means, the leaders should reflect on analyze on like when I am interacting I am operating I am functioning in a particular way who are the stakeholders. who are they and what are their strengths, what do they enjoy, what are their choices, what are the skills, what are the strengths and activities. So, all these from this every moment then the leader need to ask the questions to himself. So, the so that means, he has to he has to maintain a balance between the professional and the personal context.

So, leaders they need to maintain the work family, friends, networks, organizational teams, etcetera. So, how they are a part of the larger system, they need to ask this question to them to themselves. How this how they depend on others that is what is the degree of interdependence among the within the employees or in the. So, responsibility they have towards the workforce, they have towards the external communities, towards the stakeholders. What responsibility they have towards the natural environment, because you know again sustainable leadership, sustainability means maintaining the balance in the ecology, economy and the society.

So, what is the leaders responsibility towards the environment, to the society, towards the neighborhood, towards the community. So, what responsibility they have towards the future generation also. So, all these questions that leaders all the sustainable leaders they need to ask themselves So, these are whatever we have already discussed that is the transformer leader skills core competencies, skills, capacities and ways of thinking all these things have been given here like starting from motivating and catalyzing to the human resource to problem solving to personal development to multicultural engagement to

interdisciplinary thinking to innovation to systems thinking all these kinds of things ways of thinking capacities and the skills all these are given here in the in the in this table. So, you can go through it to refresh your ah ah thought about the sustainable leaders. Now, we will come to the new topic that is a new not new actually, but it is aligned to this ah sustainability concept also that is the work life balance equilibrium.

All of us all of us every worker every employee every leader. So, all the human resource all the professional. So, they ah that means, they have to maintain their ah balance. you know balance in in balance in between their professional life and the personal life as with increasing that means post collaboration with increasing competition with increasing and increasing you know um stakeholders awareness customers customers awareness consumers changing needs etcetera. So, so professional that means, professional tasks are also very tough for the for any professional and so primarily service industries and service industries for the requirements the job requirements or the customers needs are very very tough.

So, the professional requirements are very tough now very competitive. At the same time also after all all of us we are human beings, so human beings we have a balance maintain a balance we have to cater to our personal needs also we have to maintain a balance. So, how this work life balance is also related to human well being. So, well being because well being is sustainability is related to sustainability is beyond happiness. So, when we talk about sustainability means our future focus our goal is that well being through sustainability we want to achieve a well being.

So, here how through maintaining the work-life balance, how can we achieve the well-being, how can we provide the well-being for others. So, here is the boundary control that means, how do we how do we manage our job, how do we manage our time. So, that is the that is the boundary time management time management or time management for maintaining the work life balance that means, which is our within our control every individual human being professionals control that is the control. How do we control our time, how do we plan, how do we chalk out, how do we practice all these things. That means, we have how much control we have over our time, how do we decide distribute the time, how do we distribute attention between work family and other parts of our life.

So, how do we control manipulate not manipulate, but manage the time manage the time in between our professional life and the personal life. So, that is how much control do we have, if the people they are very efficient, very competent in managing the time. So, they have a high control. So, the here you can say high control with the persons with the low boundary control and high well being that is some people they have the they do not they cannot have the strict control they are not very efficient in time management, but still they

are they are achieving they are getting the high trying to get the high well being. Whereas, the others that is high well being with low control that means, the state of complete physical, mental and social well-being and not merely the absence of disease of high well-being means total complete state of well-being that is social, emotional, financial all kinds of well-being.

So, and so high well-being and at the end another end is low well-being just lacking the physical, mental and social well-being that is imbalanced life. So, low boundary is that low boundary we do not feel that you do not have we do not have control over our time, we do not have plan accordingly. we cannot distribute our task, we cannot distribute our attention among the family and work work and the colleagues and etcetera. But high boundary control that is the persons those who are having high boundary control means they are typically they feel control of that means, they think that they can manage the time, they can have the control over their professional life, their personal life. So, they can properly divide their attention between the work family and other things.

So, they are well efficient in time management and the attention distribution of attention and work completion etcetera that is high boundary. So, how competent the person is the leader the professional is a leader is in managing that time. So, that he can he is being able to doing he is being able to do the justice to both his work as well as his family life also his personal life. So, if the person is low having the low boundary low control over the time management and the that is means and again at the same time he is also low in low in the well being aspect. Similarly, so like may be some other issues are there.

So, similarly person the person low in low boundary, but he is high somewhat well being is moving towards upward that means, high well being, but the person with the high boundary and the high well being. Here another person is that another categories person with the high boundary control, but the low well being. They are managing the time, but the quality of life well being is low. Here they have the this kind of categories people they have the low boundary, they have the low control over the time, but at the same time they are also low well being. Another group is that they have the low control over the time, but they are they are achieving the high well being.

And at the same time the best quadrant here is that person they have the high boundary control over the time and the work distribution at the same time they are also achieving the high well-being. So, this is a work-life balance equilibrium, we have to put our self that in which category we do we work, whether we are being able to commit fulfill our commitments and also giving equal attention to our family or personal life as well as the work professional life or we are lagging somewhere, we are we are having some pending work, we are lagging somewhere, we are missing some urgent assignments all these we

have that is it is a for the self reflection. So, work life why work life balance is very important and it is very much important factor for the for well being. So, it is not easy to achieve the work life balance in today's competitive world, fast paced business world or you know competition competitive world. So, technology is definitely and furthermore the technology and social media is also becoming more and more difficult to separate it from the work.

And these are also you can say that these are the distractors also we are not just confined Our office work on the table only what about also these are the distractor, but we are sometimes we are required to attain to all these things because it relates to our you know customer service, it relates to our brand image, it relates to the communication etcetera. So, this again technology is a tool it is an asset social media, but sometimes it also over burdens us. So, how has this become acceptable? So, nowadays you know the common place in the for the you know for checking the emails regularly checking the emails, business calls, then come and even in the even out 24 into 7 working in the laptops and even in the weekends these are very challenging. So, how has this become very acceptable nowadays? Work from home is the new thing is that work from work from home option. The work from home option whether it really facilitates or how many how people how many people have been adaptable to this kind new scenario or how for how many.

it is advantages for whom it is a disadvantages, why they are not being able to accommodate themselves to this work from home options or the 4 days a week or 5 days a week things. So, and how do they feel that means, employers you know employers expect from more from the people and which leads them to feeling more pressure like even from the work from home log in time, log out time all kinds of this also creates further pressure on the employees because they are you know they are constantly being monitored in online online. So, that also creates extra burden. So, and so, this kind of long working hours and less time to spend at home even if even if you are availing the option of work from home these are many many challenges that comes in the purview of the work life balance work life balance and because work life balance is an important factor of well being also. So, now so that is that the team the leaders they have to and leaders and the teams they have to juggle the demands of their work their personal lives and the customers you know complaints customers needs addressing the stakeholders needs all these things.

So, most engaged employees they may still be struggling to find the balance though because you know nowadays customer service has become very very very important. stakeholders engagement, employee engagement, investors, investors you know investor satisfaction. So, all these are factors are equally important. So, how important is work life balance and how the individual employee or professional is being able to do and what the organization does to facilitate to help these help the employees achieving this work life

balance. So, healthy work life balance is not just only important for the health and relationship for the employers, but it is equally for your employees productivity and organizational performance also.

So, work-life balance is a very important aspect of a healthy work environment. When we talk about the work culture, work practices, performances, the employee behavior, employee engagement, employee commitment. our national citizenship behavior all these things work life balance is very very important aspects. So, our work life balance at the same time that is that is has to be maintained work life balance at the same time the employees will be given the opportunity to to avail the leisure time to to enjoy to you know to entertain themselves to you know get some extra time for their family family outing etcetera. So, how so that you know that means, what are the policy, what is the policy framework in the organizations to facilitate the work life balance, how flexibility their work policy is there, their leave rules, their compensations, their options available for employees you know employees relaxation, employees you know that means, employing de-stressing, de-stressing the employees etcetera.

So, maintaining the work life balance definitely reduce the stress and helps to prevent the burnout in the workplace that is to rejuvenate the your employee to rejuvenate your your teams. So, how how much that means like you know weekend not just weekend after the project, how much leisure time, how much leaves, how much you know I can say holidays that you give them to rejuvenate themselves to recharge themselves to come back with more strength and passion to the So, these are the you know these are primarily it relates to the organizational policies related to HR practices, then job behavior, job performances, routines, HR primarily or HR policies and practices. So, and that is to that means, is to favor to work in favor of the employees, employees mental health, their physical health, their well being etcetera. So, the because you know all of us we know the chronic stress you know. slowly and especially that means, overloading the employees with the work more and more work does not make them more productive, but rather in the long term it they yield the negative that means, lower outcome low outcome.

So, enhance this enhance the work life balance of the employees in the workplace by strengthening the strengthening their motivation, their personal personal you know their personal need gratification, they are that means, giving them liberty, giving them giving them the holidays, the leaves etcetera and making the work practices or you can say job routines or timetables, schedules etcetera very very flexible. So, sustainable lifestyle and again so, just like the work-life balance, sustainable lifestyle and well-being practices are also very important. Sustainable lifestyle is related considered as a way of living, social behavior choices that we make while purchasing something, in our day to day activities. So, that the minima it can mean with the minimal environmental degradation and that is

the minimum carbon footprint and equitable social economic development and better quality of life. So, sustainable lifestyle means we are living in this in this society in this planet to satisfy that means along with satisfying the our needs and making choices, choices of consumption and production etcetera.

With our effort our effort should be to minimize the environmental degradation that is to create minimum carbon footprint at the same time to distribute the resources equally for socio economic development and for the better quality of life for all. So, here diversity, inclusion, equality as well along with the sustainability four things work together. So, sustainable practices that is as much as is required we will take this thing with will take the food or other kinds of resources as much as it is required not no wastage. So, no environmental degradation. So, similarly equal distribution in the society, economic development, prosperity and quality of life for all that is the basic motto.

So, sustainable living means understanding how our lifestyle choices impact the world. It is not that we are just satisfying our needs, needs and requirements, but also its impact on others. That means, with our consumption style, with our intake, with our lifestyle, how the environment is getting affected, how the people in the societies are get they are getting affected. So, that is a finding out the ways for everyone to live better and the lighter. So, that we have to distribute it equally we have to procure we can we have to acquire it as much as it is required.

So, that it is all the resources should be equally distributed among others with 0 negative impact on the environment, but whereas, the improvement of quality of life among others. So, engaging in the minimalism as much as it is required that is the choice that is it is a choice. By choice we are taking the food and by that means, by choice means as much as it is required not to waste over, not to you know overspend the money, not to waste food etcetera. So, engaging in minimalism is a choosing the sustainable lifestyle. be it clothing, be it food, be it gadgets purchasing the gadgets, be it you know vehicles, be it whatever we are consuming we are trying to trying to acquire, trying to you know trying to purchase as a consumer etcetera.

To just just to just we should we should keep it in mind that we are doing it for our own leaving only not to showcase not to show off our standard. So, prioritizing the quality and longevity over purchasing some some product while purchasing some we have to prioritize the quality and longevity and also further to prefer more safer and more sustainable options that is durability sustainability. So, environmentally friendly actions always improve the feeling of influence. Suppose for example, the individual if we purchase something and we know that and we know that it is going to stay with me or I am going to use this for a long term. So, I will be internally happy in the sense that there that means, it is that the durability

the usability of this product is very long.

So, I need not have to purchase or buy something else during this 5 to 10 years. So, I will be very happy and it is our cost effective in the sense that it also matches the quality and cost effective and durable. So, so that gives a kind of sense of satisfaction that that means, with this sustainability it also gives me kind of feeling of well being that now I am happy with this quality this this this quality this of the product and its sustainability its quality etcetera now happy I need not have to purchase it again and again. So, adopting the green lifestyle that is also another you know prerequisite of sustainable lifestyle that adopting green lifestyle is reducing the food waste. That in day to day activities whatever we do, whatever we buy, how much we consume, So, all these how to maintain the balance reducing the food waste buying the greener products in terms of packaging in the 5 million digital marketing digital business in terms of packaging.

So, which is biodegradable the all the greener products after the after consumption the you know the packages the other waste things are biodegradable. So, donating the money for environmental campaign for workshops. are getting involved in any kind of conservation of work for to boost the happiness. Like try not just in greenery when plantation etcetera, but there are other ways of the waste recycle, waste management, say going for the organic things, going for the organic things. These are all in a green life is part of the green lifestyle, adopting a green lifestyle.

And sustainable well-being integrating the suspects of the individual well-being. So, well-being of the environment. So, sustainable well-being when we talk about sustainable well-being along with the human well-being individual well-being it also takes into account the well-being of the environment. So, environment is equal ecosystem is equally important. So, because sustainability means maintaining a balance in ecology economy and society.

So, sustainable well-being automatically takes into account the well-being of the environment. So, we have to we have to ensure that the yes the environment is also the environmental well-being is also achievable is achieved. So, sustainable well-being is achieved when in the improving the individual well-being is correlated with the improving the well-being of other members of the society and the natural environment. So, sustainable well-being means means when we say that we are achieving sustainable well-being and well-being of the people that is society and well-being of the people.

of the natural environment. Another thing we can also along with the natural environment and society we can also like in terms of economy also economical well-being, financial well-being. Whatever business we are doing, whatever activities may be a start-ups, business innovations or you can say the MSME things whatever businesses we are doing

these are also viable and these are also durable and these are also sustainable because what because it also ensures the economic well-being or financial well-being. So, these are the two figures like these are you know well-being also like it that means, when we talk about sustainable well-being means it takes into account. Overlapping circle of one is the positive psychology that is related to our mindset, our skills, our behavior, individual's well being, their positive emotions, mindset, skills and attitudes, relationship etcetera and sustainability. with relate to systemic well being like in the intergenerational, government, social, bio environmental and the policy related, governance related all these the sustainability in the within the system and that means, sustainable behavior that is in the individuals effort in the social environment.

that the human efforts when these two circles they embed with each other they overlap with each other. So, the common area that means, you can say that this is sustainable that means, in the both the way these are these are positive the overcome the overlapping areas are sustainable well being. So, now, sustainable lifestyle practices in the workplace how can we introduce positive lifestyle sustainable lifestyles you know by by encouraging the employees and the customers motivating them towards the lifestyles sustainable lifestyles. Sometimes the companies also organize also they you know they incentivize the employees and their customers for adopting sustainable ways.

sustainable ways of eating, moving, consuming etcetera. Even say they organize the workshops workshops and demonstrate and to demonstrate the through different campaigns that means, how the even the customers even though they in the customers and the consumers there, how they can sustainably use the product, how they sustainably they can sustainably purchase and not to waste it. Similarly, green workplace initiative the organization can also introduce green work work slab workplace initiative that means, going green that means, without or without creating or minimizing the carbon footprint in terms of you know in terms of waste products. So, how similar kind of with the workplace active initiative also the employees will be motivated to apply the similar kind of actions at home also. So, now, to how to you know how to advocate for programs like how to reduce reuse and recycle things whatever that means, like we have started this you know campaign for no single use of plastics, no single use of practice that plastic that means, reduce the wastage, reduce the carbon footprint. even if you are power creating whatever we try to reuse it and then at the end recycle it reduce the reuse and recycle how to advocate for this thing and propagate it to implement in our lifestyle.

So, reduce the food wastage primarily food wastage on how to promote the low food footprint That means, which you know like discouraging all kinds of fast food kind of culture or you know those kind of foods that creates a high calorie, high calorie you know carbons high calorie things. So, low footprint diets organic food, organic things etcetera.

So, by which even the food waste is whatever it is being how it can be easily biodegradable, how to how the food waste can be digested. Similarly, from how can we shift from transportation mode, you know how can we go for organic instead of you know automobiles using the diesel petrol etcetera. How can we go for the solar energy things? go for you know even two wheeler even the bicycle using through through walking also all the walking and the come and the and you know through cabs.

That means, individually all the individual employees instead of taking them individual vehicle also how can they go by the team by the public company cabs etcetera. So, find the alternative personal and car owners, you like going by the long distance by the you know find the find the alternative long distance travel through the cab company cabs or this train sets and modify the employee commutes. You know to work from home to how they commute by you know they are going by cabs. So, all the 10 employees, 15 employees are going by one vehicle.

So, minimizing the carbon footprint. Household clothing exchange there is and shift the consumption of other groups. So, this kind of options can also be opened and provide the housing to the employees close to the workplace. So, within the campus when the within the campus nearby to the offices if they are getting the residential quarters etcetera. So, there will be definitely walking distance even walking distance that not only saves them time etcetera, but also it incurs low carbon it incurs low carbon.

So, adjust the workplace this dress code and other norms of work. energy saving without. So, dress code that is another intention of introducing the dress code in the workplace is that instead of that means, instead of spending too much in you know lavish clothing style you can go for dress code which is which can also economical. So, encouraging the low carbon holidays even if you are going for holidays and leaves etcetera try to opt for the low carbon transport and options. Similarly, sustainable neighborhoods, sustainable neighborhoods also in the that means, in the housing suppose some housing development some colonies are being developed up. So, how this neighborhood should be very sustainable in terms of its ambience, in terms of its facilities, in terms of its activities etcetera.

How they that means, how to support the work life balance, how to support, how to reward the healthy sustainable behaviors, lower footprints, these kind of things can be encouraged within the organization also by introducing the different you know different different workshop, different incentive programs, different the different cultural practices. So, that is to motivate the motivate the motivate the employees through this green campaign green initiatives, which can be also translated to translated into their personal lives at home. So, another is that there is another integrated approach to sustainable living is that by providing

the employees more sustainable options options like for example, post retirement or the job job relocation job change in and when they are moving to the new houses also companies organization they can also provide some kind of facilities or sustainable options to them. Now, another is that another is that in sustainable happiness and well-being another thing very So, many portion many aspects of the positive psychology concepts like positive emotions, positive engagement, relationship, achievement all these positive character strengths, positive traits, attributes are also embedded in the in the in the sustainability leadership or sustainable organization or sustainable lifestyle.

Because Martin Seligman he has developed a developed a model. of sustainable happiness, sustainable well-being through that is called the PERMA model. PERMA model is that is the primarily PERMA that means how that means sustainability, sustainable well-being, sustainable happiness includes the positive emotions. Always we advocate for positive emotions for healthy relationship, healthy interpersonal healthy mental health, positivity etcetera. And engagement, employee engagement, you know learners engagement, students engagement, everything forever. First employee engagement also that is also another aspect of sustainable well-being and happiness.

Then relationship, positive attributes, character strengths like compassion, empathy, the listening skills. you know emotional intelligence all these kinds of attributes are developing this character sense it has strengthens the relationship. And relationship that is that is the most important and vital factor in non sustainable not just in sustainability, but in sustainable for building the sustainable future and organizational culture. So, relationship is equally important for its all these positive psychology contribute like positive emotion engagements are important. Then meaning like at the end of the day whatever we are doing we are not just doing it for running our livelihood, but what how does it enhances the quality of our life, how does what is its meaning, how by getting engaged our self in particular kind of workplace activities and so on.

meaning we are getting that improves our quality of life on our life satisfaction. So, or we are getting some purpose some meaning in our activities in our life experiences that is the meaningful experiences. And then at the end accomplishment actual performance that is outcome by achievement achievement when finally, the accomplishment when finally, we achieve it we perform it etcetera that gives a kind of immense pleasure. So, in this model the sustainable well-being in terms of work practices, in terms of lifestyle, in terms of consumption, in terms of etcetera it is a this is called the PERMA model. This is sequence of activities which is moving towards the sustainable happiness, well-being and sustainable future.

So, that is the because in this PERMA model these are positive psychology concepts have

been embedded in the in the this framework in this in the performance framework. They have been they have an embedded certain positive strengths and characteristics to make it to make this framework more viable, more you know functional, more profitable and more sustainable and long term. That means, in when the when the teams and the organizations the people they are they work in this according to this framework. So, then they at the end of the success at the end of the achievement they feel more happy, they will feel better in terms of accomplishments. So, there where there we can say that we are going to we are moving toward the sustainable happiness and well being.

So, the key points to help the organizations to achieve this real shift to the mindset, how to bring the mindset towards the new sustainable behaviors. You know in this process experience and learning is very crucial like for example, and working actually in the context in the workplace in the field. and to rationally understood the idea to bring the societal change. Similarly, even it is also very important for the business relevance. So, when we are working together this people's experience also how to make it very relevant for the business.

Project based business challenges also projects with a business values also that can also gives us an opportunity for experience and learning. Like while working with the nature working in the field in the real life situation how much we are learning. So, similarly sponsorship and involvement from the CEOs and other leadership also. So, where the organization can achieve the real shift in the mindset that means, motivate the you can motivate organization can motivate the employees to develop new sustainable behaviors. So, that means, the leaders not just the leaders, but the how the employees should be motivated to for walking the talk whatever they are saying they are actually practicing it and whatever they are practicing and they are also they are also saying it to others they are also communicating it they are also encouraging the people with these statements.

So, the stories of all the authentic stories all the success stories. which are true and consistent and authentic that should can also be narrated in the ah in the workplaces to motivate the junior employees young colleagues etcetera. Similarly, allow the potential leaders to explore their spiritualities that is the leadership development and then you can say that means, psychological issues like for example, that means, some kind of you know perfectionism fear of failure some that in case of the leaders that means, if there is the how to accept the failure, how to accept the failure that means, leaders they are always they may be sometimes under the pressure of not to that means, to succeed all the time that is not possible even if you are failing or any employee is facing failure let us embrace it, let us accept it then try to overcome it with new strategy and move ahead. Similarly, so that is the optimism, positivism, resilience these are very positive traits which we need to acquire, develops and perfectionism. Perfectionism is again it is a you know it is a you can say it is

a it is a actually you can say conflict it is a actually it is a it is a you can say it is a it is a fantasy it is a it is a irrelevant nothing. So, nobody should strive that means, psychological issue that means, in perfection achieving the perfect it is actually a psychological you know psychological illusion we can say illusion nothing is a nothing is perfect in this world.

So, how to embrace wide spectrum of thoughts and feelings of your employees, your leaders, how potential leaders that means, the workplace also it should allow the individuals to explore their individuality, their spiritual spirituality and provide them the active support in the organization, support to individuals to return to the organization after an experimental, experiential development and experience. Give them the opportunity, introduce them any flexibility, convert the shift. in the convert a shift in the mindset towards the habitual new behavior and as the job roles change in the job roles leaving that some you know sabbatical leave to refresh them to allow them to relearn to unlearn something to relearn to learn a new skill and to be manages to be very supportive providing the ongoing encouragement rewarding the positive new behavior, how to upskill them, how to reskill them, how to unlearn and relearn allow them to relearn. So, these kind of flexibility environments would be there and steward leadership is more towards empowering the form of transformational leadership. And here sustainable leaders also as we have already discussed they also try to in bring the transformation among the employees within the organization and among the stakeholder also.

So, the qualities of this kind of leaders also to guide to mentor to motivate the people sustainable change in the society, sustainable change within the organization, sustainable change in the community and the environment. So, here you can say the we can advocate, you can advocate and motivate, reduce, reuse, recycle, refuse like we when we are talking about the day to day activities or habits. So, how to you know how we should be very strict, we should be very you know very firm about refusing unsustainable practices, refusing unsustainable food and repurpose and how to repurpose, how to find out the another multiple purpose of using the same thing in different ways. So, this is the sustainability competencies models that we have discussed already that means, system thinking competency, interpersonal competency, anticipatory competencies that is assumption assuming about the future. So, this is the framework given by some researchers that is strategic competencies and the normative competencies and it explains it explains different kinds of competencies.

functional operations functionality that is at the intervention point at the activity points non intervention point. So, this is the framework developed by researchers and now for different purposes similar or different organization they can develop different framework as per their vision, mission, goals and activities. Now, I am just closing the session here and next class we will discuss about other things. Thank you guys.