

# The Sustainable Enterprise Learning Guide

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Instructor Materials

## Chapter 1

### *Leadership for sustainable enterprise: Nature and domains of leadership for sustainable enterprise*

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### Editors' Note:

These materials are intended for use by academics and practitioners. In order to simplify the language, editors have determined to use the terms instructors, learners or participants rather than facilitators, professors or students.

## ACTIVITY INTRODUCTION AND OVERVIEW

### Objectives

Upon completion of this activity, the learners will/will be able to:

1. Establish a common definition of the meaning of “sustainability”
2. Identify the gaps that they are aware of pertaining to assumptions, processes/structures and leadership
3. Present and discuss how each of these items pertain at all levels and require new leadership roles and skills
4. Discuss how learners might see, think, and/or act differently with regard the material in this activity
5. Make personal commitments as to how learners will begin to use these ideas


### Activity Length

This activity has a lot of flexibility regarding the amount of time open to conversations about the ideas. It can be done in as little as an hour, but more time may be useful. As it is designed, the time is 80 minutes.

### Audience Description

This activity is designed for graduate learners as well as those practitioners in the workplace wanting to grow and learn to live in the Arena of Complexity and build more sustainable organizations.

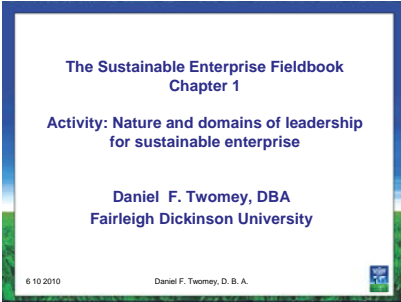

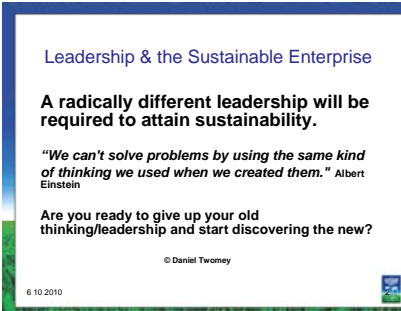



ACTIVITY PREPARATION

<b>Activity Name</b>	<b>Nature and domains of leadership for sustainable enterprise</b>	
<b>Preparation Checklist</b>	<input type="checkbox"/> Obtain a room with a screen, LCD projector, and enough space to arrange the chairs into an open circle so that everyone can see each other as well as see the screen <input type="checkbox"/> Order enough chart pads and pens for each 3-4 person group to have one to use <input type="checkbox"/> Get the required reading books to the learners a week ahead of time	
<b>Timing Flow</b>	Step 1. Program start	5 minutes
	Step 2. Lecture and discussion	15 minutes
	Step 3. Identify gaps	20 minutes
	Step 4. Report out	25 minutes
	Step 5. Applying the learning	15 minutes
<b>Total Time</b>	80 minutes	
<b>Pre-reading</b>	 <ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction and Chapter 1 of the <i>Sustainable Enterprise Fieldbook</i></li> <li><input type="checkbox"/> Wheatley, M. (1999). <i>Leadership and the new science</i>. San Francisco; Barrett-Koehler Publishers</li> <li><input type="checkbox"/> Knowles, R. N. (2002). The leadership dance, Pathways to extraordinary organizational effectiveness, <i>Forward</i>. Niagara Falls, NY: The Center for Self-Organizing Leadership</li> <li><input type="checkbox"/> Knowles, R. N. (2006). <i>Engaging the natural tendency of self-organization</i>, World Business Academy Transformation</li> </ul>	
<b>Pre-work</b>	None	


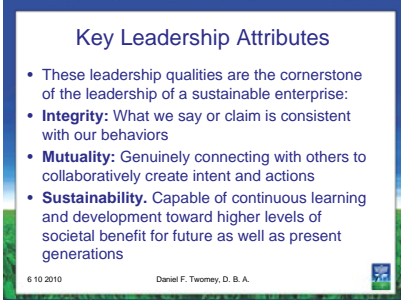
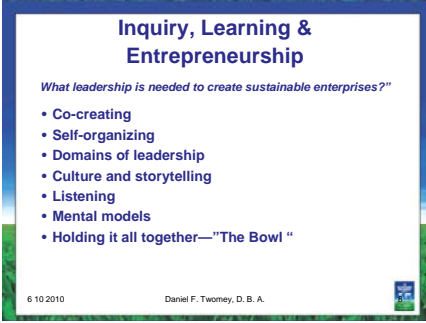


**ACTIVITY: NATURE AND DOMAINS OF LEADERSHIP FOR A SUSTAINABLE ENTERPRISE**

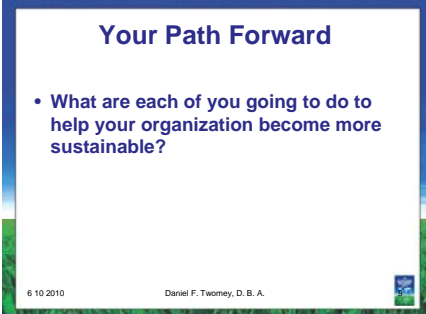

The material presented in this Activity builds on the material in the Introduction and Chapter 1 of the Fieldbook and is consistent with the thinking. The basic texts are:

- Wirtenberg, J. (2008). Editor, The sustainable enterprise fieldbook. Sheffield UK: Greenleaf Publishing, Ltd.
- Knowles, R. N. (2002). The leadership dance, Pathways to extraordinary organizational effectiveness. Niagara Falls, NY: The Center for Self-Organizing Leadership.
- Wheatley, M. (1999). Leadership and the new science. San Francisco: Barrett-Koehler Publishers.

Instructor Notes	Activity Description
<p>Step 1. Program start</p>  <p>Slide 1</p> <p>Note: View notes pages on the slides. Use these as the program is presented.</p>	 <p><b>Do:</b> Show Slide 1</p>
<p>Step 2. Lecture and discussion</p>  <p>Slide 2</p>  <p>Slide 3</p>	 <p><b>Do:</b> Show Slide 2. Review the slide. Introduce the subject.</p> <p><b>Say:</b> The shift in thinking and behaving required for sustainable leadership is deep and fundamental. The story of the shift by one command and control manager is told in Richard N. Knowles (2000). The leadership dance, Pathways to extraordinary organizational effectiveness. Niagara Falls, NY: The Center for Self-Organizing Leadership. This is not just another new idea.</p>  <p><b>Do:</b> Show Slide 3. Review the Brundtland Commission definition of sustainability.</p> <p>Sustainability is when the natural life-supporting systems are positive and in</p>

Instructor Notes	Activity Description
<div data-bbox="159 254 548 548" data-label="Image"> <p>The Leadership Diamond ©Dan Twomey</p> <p>Figure 1.1, p 29</p> <p>6 10 2010</p> </div> <p data-bbox="315 552 391 579">Slide 4</p> <div data-bbox="142 611 565 930" data-label="Image"> <p>The Leadership Diamond Key Elements</p> <ul style="list-style-type: none"> <li>• The elements of the Diamond are:</li> <li>• We need to acknowledge, "We don't know how to be sustainable."</li> <li>• We need to address this by Inquiry, Learning, and Entrepreneurship</li> <li>• And, together, establish Co-creating and Self-organizing Values and Processes</li> <li>• Which are guided and enabled by Embedded Governing Principles</li> <li>• This is directed and energized by Enterprise Intent</li> <li>• And leads to Sustainable Enterprise: Zero Footprint and a Life-Giving Workplace</li> <li>• With an Absolute and Compelling Vision (Shared by All)</li> <li>• The core of this is a shift in Way of Being: Integrity, Mutuality, and Sustainability (Self-awareness)</li> </ul> <p>6 10 2010 Daniel F. Twomey, D. B. A.</p> </div> <p data-bbox="315 934 391 961">Slide 5</p> <p data-bbox="142 966 375 993">Reflection &amp; de-brief</p>	<p data-bbox="591 226 1435 289">balance. This includes societal as well as environmental issues like eliminating poverty and wars.</p> <p data-bbox="591 323 1442 352">Sustainability is meeting today's needs without hampering future generations.</p> <div data-bbox="602 390 769 520" data-label="Image"> </div> <p data-bbox="591 527 1365 621"><b>Do:</b> Show slide 4. Briefly review the key ideas moving from the outside in and bottom up.</p> <p data-bbox="591 655 1365 749"><b>Note:</b> Begin the description of the Leadership Diamond from the outside in to emphasize the move to wholeness and authenticity.</p> <div data-bbox="602 814 769 945" data-label="Image"> </div> <p data-bbox="591 951 737 1010"><b>Do:</b> Show slide 5.</p>
<p data-bbox="142 1016 412 1045">Step 3. Small group work</p> <div data-bbox="167 1209 540 1486" data-label="Image"> <p>What Are Some Gaps That Organizations Must Face in Journey to Sustainability?</p> <ul style="list-style-type: none"> <li>• List possible faulty assumptions</li> <li>• List possible faulty processes/structures</li> <li>• List possible faulty leadership</li> </ul> <p>4</p> <p>6 10 2010 Daniel F. Twomey, D. B. A.</p> </div> <p data-bbox="315 1491 391 1518">Slide 6</p>	<div data-bbox="602 1020 769 1150" data-label="Image"> </div> <p data-bbox="591 1157 737 1215"><b>Do:</b> Show slide 6.</p> <p data-bbox="591 1249 1398 1377"><b>Say:</b> Tables i.2 and i.3 on pp 16 and 17 in the Fieldbook list some of the most commonly used sustainability-related practices and sustainability barriers, respectively. These are just a start.</p> <div data-bbox="594 1442 797 1543" data-label="Image"> </div> <p data-bbox="591 1577 1378 1640"><b>Do:</b> Have the learners break up into 3-4 person groups. Explain the exercise.</p> <p data-bbox="591 1673 1425 1736">Give an example or two for each of the three categories of gaps listed on the slide. For example,</p> <ul style="list-style-type: none"> <li>• the <b>assumption</b> that all corporations need to grow to be successful without regard for the use of natural resources</li> <li>• the largely top-down, direct-control, management processes</li> <li>• the aggrandized leader</li> </ul>

Instructor Notes	Activity Description
	 <p><b>Say:</b>            Each group list your answers on the flip chart. When we are finished you will report out your answers. In your groups, discuss these Key Elements of the leadership Diamond and report out your thoughts about these.</p> <p>In your groups, also discuss these three gaps and how whether these exist in your organization. (Please provide examples.)</p> <p><b>Do:</b>            Leave the slide on for the learners to see while they are having their discussion.</p>
<p>Step 4. Report out</p>	<p><b>Do:</b>            Have groups report out their discussion highlights.</p>
<p>Step 5: Applying the learning</p> <div data-bbox="154 772 552 1071">  <p><b>Key Leadership Attributes</b></p> <ul style="list-style-type: none"> <li>• These leadership qualities are the cornerstone of the leadership of a sustainable enterprise:</li> <li>• <b>Integrity:</b> What we say or claim is consistent with our behaviors</li> <li>• <b>Mutuality:</b> Genuinely connecting with others to collaboratively create intent and actions</li> <li>• <b>Sustainability.</b> Capable of continuous learning and development toward higher levels of societal benefit for future as well as present generations</li> </ul> <p>6 10 2010 Daniel F. Twomey, D. B. A.</p> </div> <p>Slide 7</p> <div data-bbox="142 1297 565 1617">  <p><b>Inquiry, Learning &amp; Entrepreneurship</b></p> <p><i>What leadership is needed to create sustainable enterprises?"</i></p> <ul style="list-style-type: none"> <li>• Co-creating</li> <li>• Self-organizing</li> <li>• Domains of leadership</li> <li>• Culture and storytelling</li> <li>• Listening</li> <li>• Mental models</li> <li>• Holding it all together—"The Bowl "</li> </ul> <p>6 10 2010 Daniel F. Twomey, D. B. A.</p> </div> <p>Slide 8</p>	<p><b>Ask:</b>            What leadership is needed to create sustainable enterprises?            How will you meet this challenge?</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Mutuality</li> <li>• Sustainability</li> </ul>  <p><b>Do:</b>            Show slide 7.</p> <p>Discuss the "Bowl" using material from pp 27,51,137,143,&amp; 269 of The Sustainable Enterprise Fieldbook.</p>  <p><b>Do:</b>            Show slide 8.            Review the slides which include:</p> <ul style="list-style-type: none"> <li>• Co-creating, not only within business but also with the community, NGOs and government</li> <li>• Self-organizing, the idea of emergence and the organization as if it is a living system</li> <li>• Domains of leadership, leaderfulness, new leadership exists at all levels</li> <li>• Culture and storytelling, this is a powerful way of changing the organization</li> <li>• Listening, the most important skill of the transformational leader</li> <li>• Mental models, their current mental models support the old order-change them</li> <li>• Systems thinking, longer term and systemic thinking is essential</li> </ul>

Instructor Notes	Activity Description
	<p><b>Say:</b>            These attributes of leadership are a significant shift from the more traditional command and control attributes. See Table 1.1 on p. 36. These all take the courage, care, concern and commitment of the leader. The Bowl (pp 27, 51, 137, 143 &amp; 269) consists of the organization’s mission, vision, expectations, principles and standards of performance. It simultaneously provides order and focus while providing a high level of freedom for the people within the Bowl to accomplish the tasks before them. The organization can become leaderful (pp 27, 58, 269).</p> <p><b>Say:</b>            Holding it all together-The “Bowl”-this provided both order and freedom.</p>
 <p style="text-align: center;">Slide 9</p>	 <p><b>Do:</b>            Show slide 9.</p> <p><b>Ask:</b></p> <ul style="list-style-type: none"> <li>• What did you learn in this activity today?</li> <li>• What are each of you going to do to help your organization become more sustainable?</li> <li>• How does all this information, presented today impact you and change the way you will be engaging the people around you and how you work together?</li> </ul> <p><b>Expected Response:</b></p> <ul style="list-style-type: none"> <li>• I could be a better leader if I looked at the gaps and used this information when deciding where to apply my leadership skills.</li> </ul> <p><b>Do:</b>            If the learners are having trouble getting started some of the ideas on p 35 of The Sustainable Enterprise Fieldbook might help.</p>

**ACTIVITY MEASUREMENT**

Type of measurement: The instructor or facilitator needs to pay attention to active participation by everyone and the quality of the comments and questions. This is a qualitative approach.

**FOLLOW-UP: RESOURCES/ACTIONS**

**Follow-up reading:**

- Wirtenberg, J., (2008). Editor, *The sustainable enterprise fieldbook*. Sheffield UK: Greenleaf Publishing Ltd.
- Knowles, R. N., (2002). *The leadership dance, Pathways to extraordinary organizational effectiveness*. Niagara Falls, NY: The Center for Self-Organizing Leadership.
- Wheatley, M., (1999). *Leadership and the new science*. San Francisco: Barrett-Koehler Publishers.
- Rost, J. C., (1991). *Leadership for the twenty-first century*. Westport, CT: Praeger Publishers, pp 102-102.