SUSTAINABILITY LEADERSHIP for the 21st CENTURY

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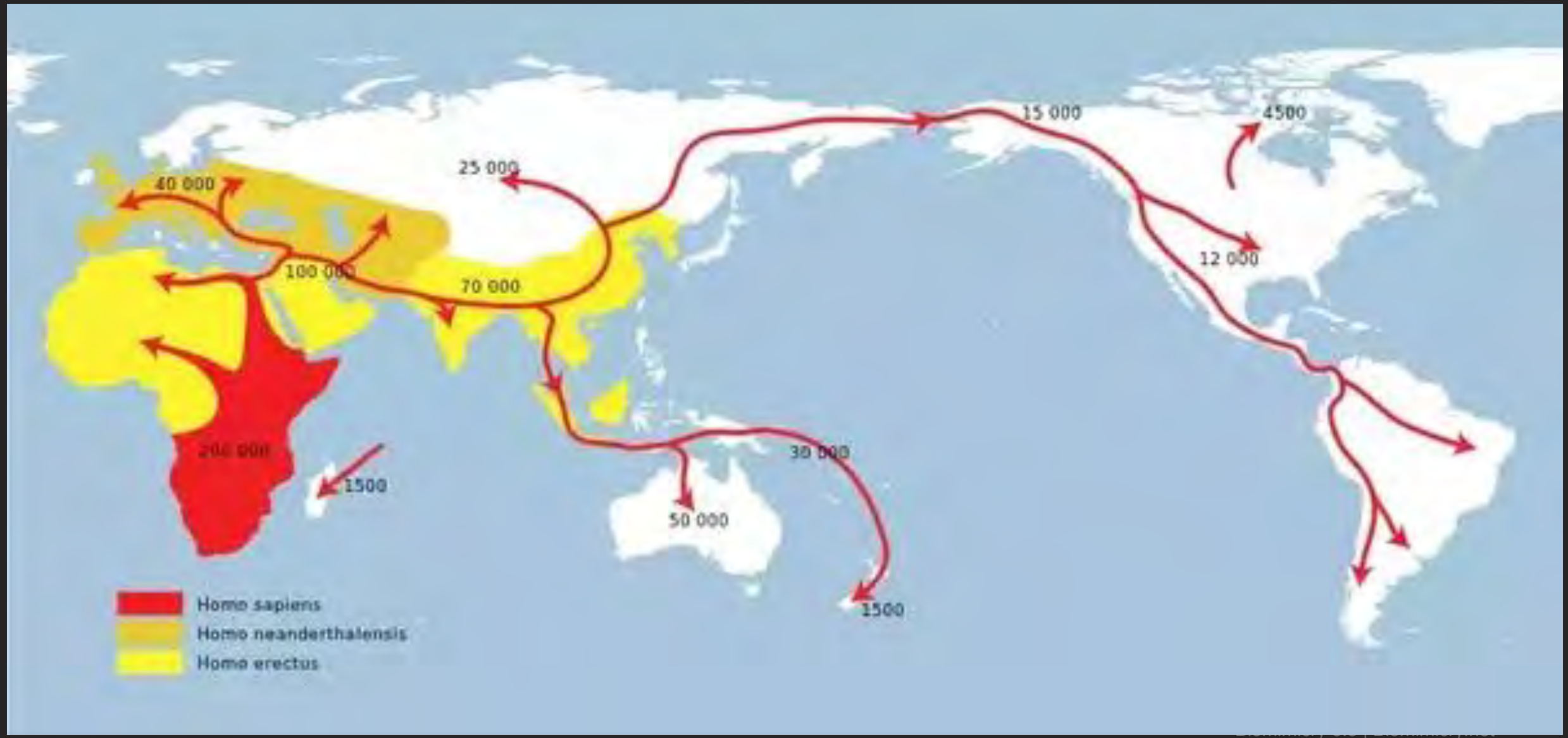
HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH

3.8 billion years ago life began

By Now There are 30-100 million species

If we condensed 4.5 billion years of Earth's existence into the last 12 months,

humans turned up about 36 minutes ago.


40 000
25 000
15 000
4500
100 000
70 000
12 000
200 000
1500
30 000
50 000
1500
Homo sapiens
Homo neanderthalensis
Homo erectus

Estimated World Human Population 10,000BC to 2018AD

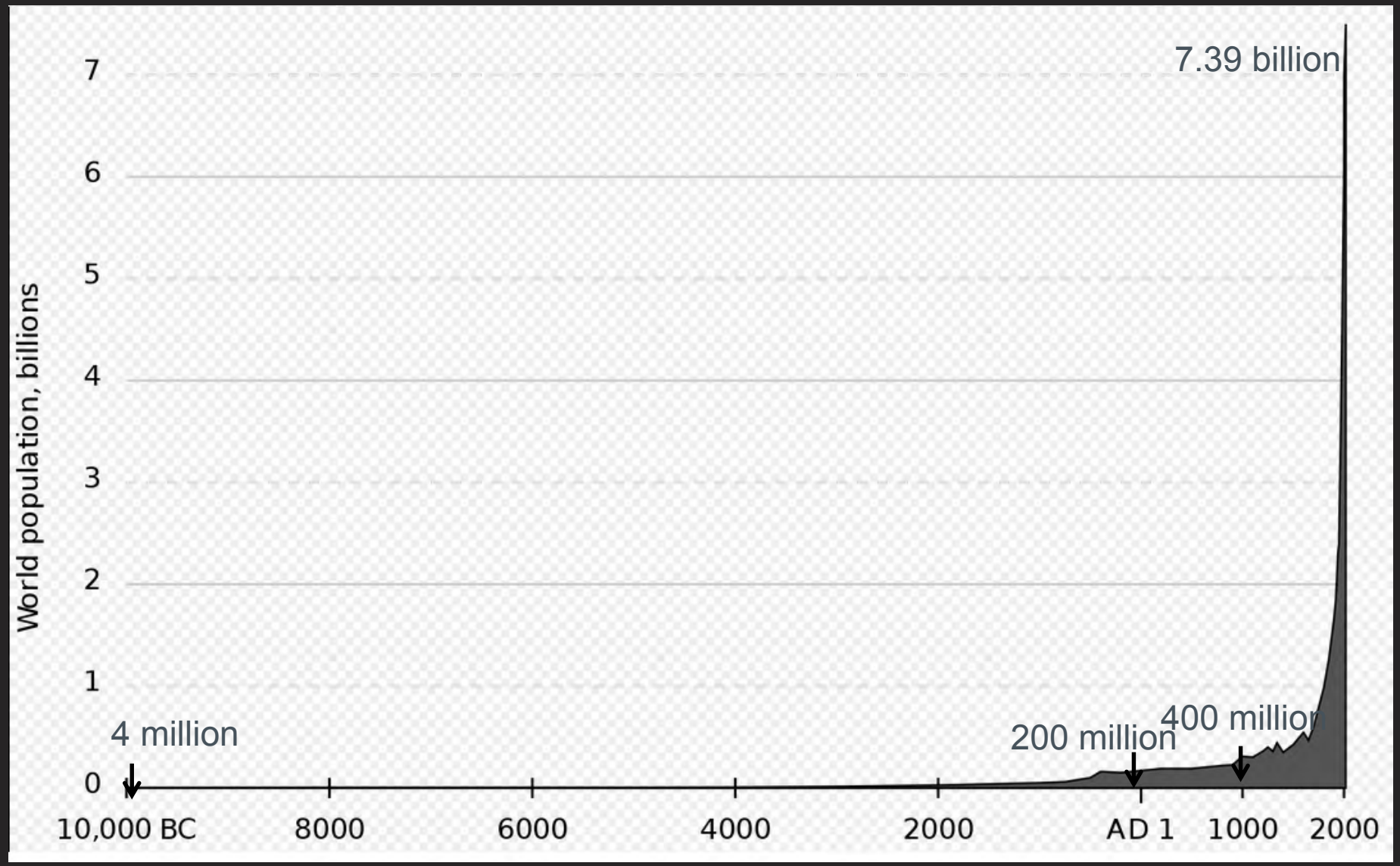
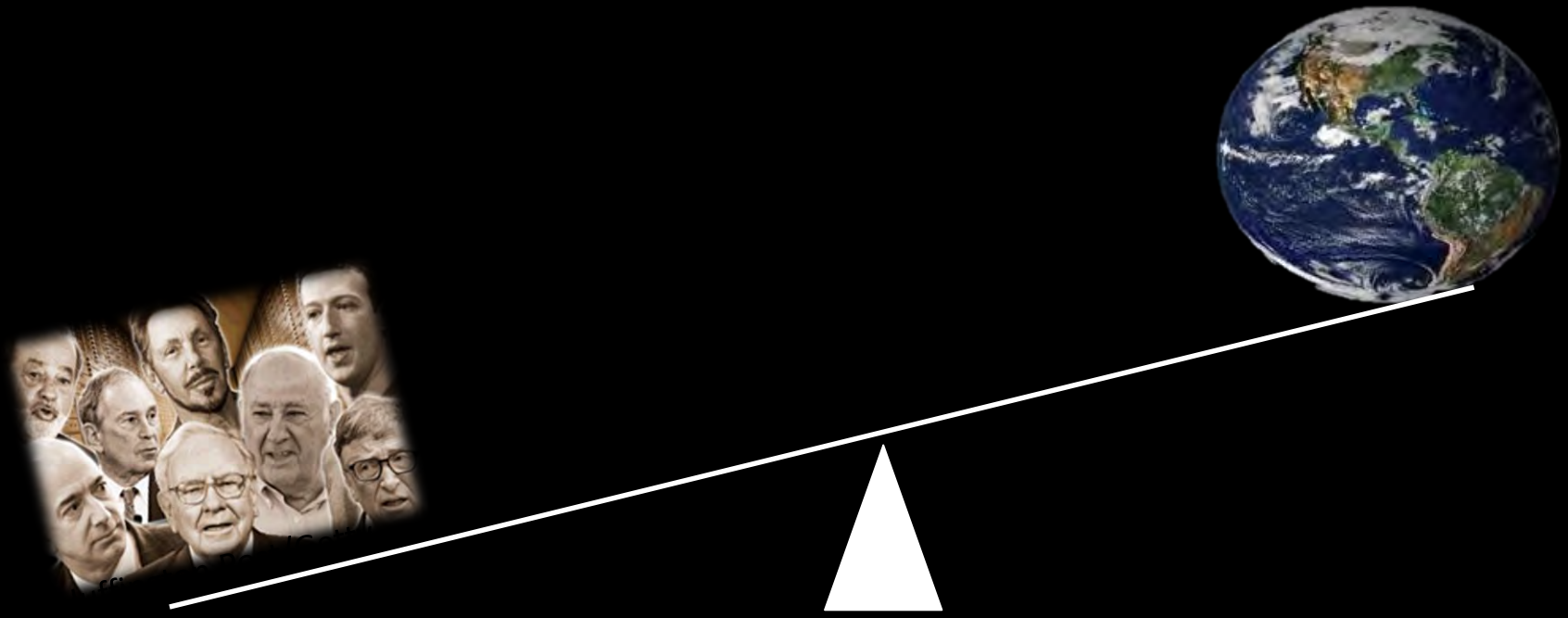


Image by Adam Nieman

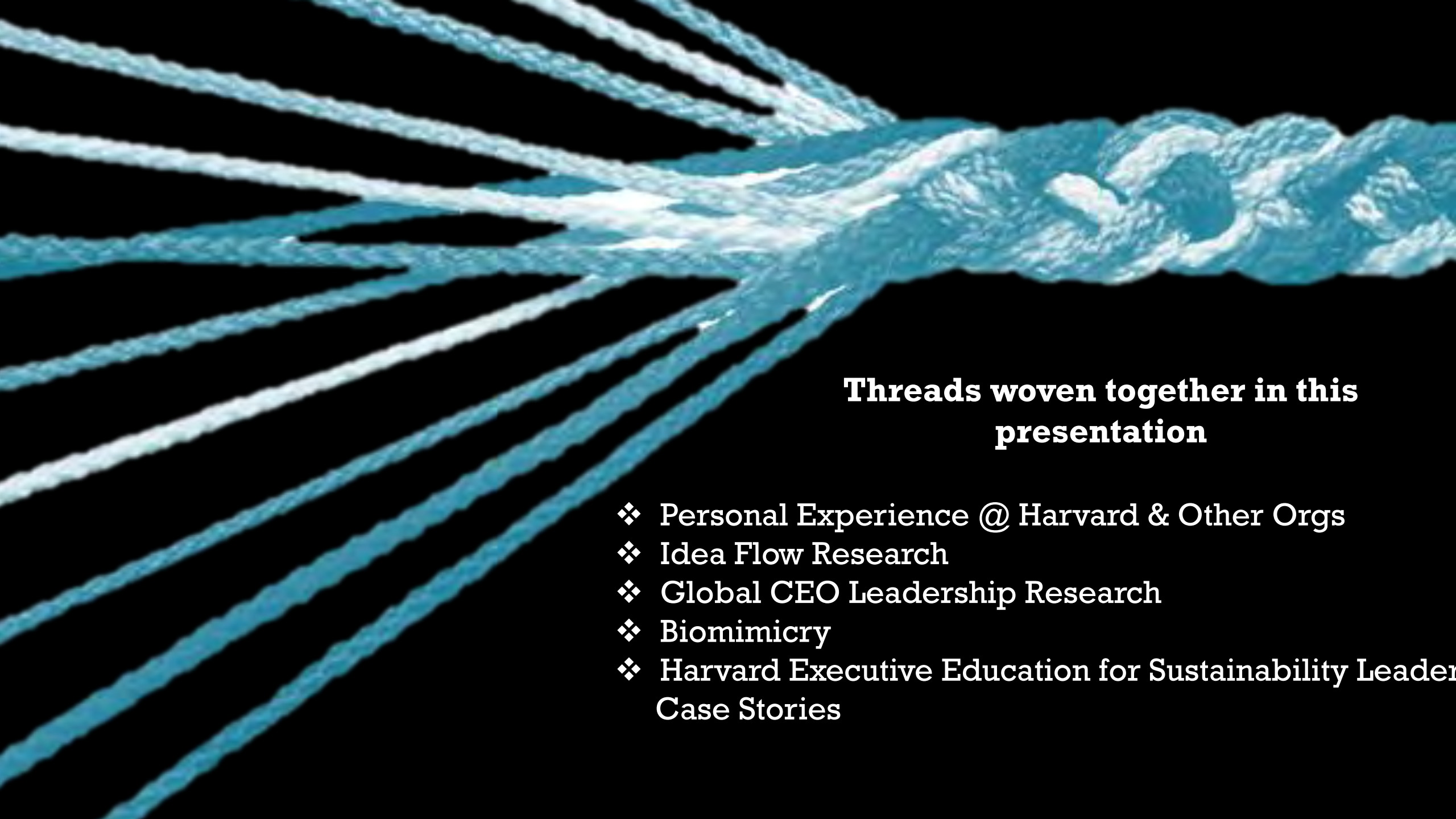
In 2017, Oxfam calculated the **richest 8 men had more wealth than the poorest half of the human population, or 3.6 billion women, men and children.**

In 2016, Oxfam announced that the richest 1% now have more wealth than the rest of the world's population combined.



We Are Now In an Evolutionary Hothouse of Our Own Making

Now What?



Threads woven together in this presentation

- Personal Experience @ Harvard & Other Orgs
- Idea Flow Research
- Global CEO Leadership Research
- Biomimicry
- Harvard Executive Education for Sustainability Leader Case Stories

LEADERS ON PURPOSE TEAM

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CEO & CO-FOUNDER
LEADERS ON PURPOSE
PROFESSIONAL OF EXCELLENCE
CENTER FOR CLIMATE, HEALTH AND THE GLOBAL ENVIRONMENT
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LONDON SCHOOL OF ECONOMICS

MAYA BRAHMAN
CO-FOUNDER
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WORLD BANK GROUP

DR. TATJANA KAZAKOVA
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MANAGING CONSULTANT
STRATEGY AND INNOVATION
HORVÁTH & PARTNERS GMBH

NICOLE GELLIBLE
CHIEF OF STAFF
LEADERS ON PURPOSE
MANAGING DIRECTOR
IMPACT HUB BOULDER

A COMMUNITY OF LEADERS RESHAPING LEADERSHIP.

SAMPLING CRITERIA FOR CEOS:

01

OPERATIONS IN OVER
30 COUNTRIES

02

FINANCIAL METRICS WITHIN
TOP SECTOR QUARTILE
(HBR ANALYTICS)

03

SUSTAINABILITY METRICS WITHIN
TOP 50% IN ESG RANKINGS

04

CEOS PUBLICLY COMMIT TO
SUSTAINABILITY AND/OR PURPOSE

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2018 CEO CLUSTER

AJAY BANGA
CEO, MASTERCARD

BRANDUPERREAULT
CEO, AIG

CARLOS BRITTO
CEO, AB INBEV

DENIS MACHUEL
CEO, SODEXO

EMMANUEL FABER
CEO, DANONE

FEIKE SIJBESMA
CEO, DSM

GRANT REID
CEO, MARS

JOE KAESER
CEO, SIEMENS

JOHN FALLON
CEO, PEARSON

LARS R. SØRENSEN
FORMER CEO,
NOVO NORDISK

LORNA DONATONE
CEO, GEOGRAPHIC
REGIONS, SODEXO

PABLO ISLA
CEO, INDITEX

PETER AGNEFJÄLL
FORMER CEO, IKEA

SIR MARTIN SORRELL
CEO, WPP

TOM LINEBARGER
CEO, CUMMINS

ZHANG RUIMIN
CEO, HAIER

2019 CEO CLUSTER so far....

BARRI RAFFERTY
Ketchum

HUBERT JOLY
Best Buy

HARALD KRUEGER
BMW

DAVID TAYLOR
P&G

K. DAVID KOHLER
Kohler

LAURA KOHLER
Kohler

JAY GOULD
Interface

JOHAN TORGEBY
SEB

REMI ERIKSON
DNV GL

ANAND MAHINDRA
Mahindra &
Mahindra

FRANS VAN HOUTEN
Philips

BILL MCDERMOTT
SAP

JEAN PAUL AGON
Loreal

KAAN TERZIOĞLU
Turkcell

DAN SCHULMAN
Paypal

THE SEVEN MOST PRESSING CHALLENGES ACCORDING TO THE CEOS IN OUR STUDY:

01
CLIMATE CHANGE

02
MALNUTRITION

03
WEALTH DISPARITY

04
MIGRATION

05
SHORT TERMISM

06
DECLINING TRUST IN INSTITUTIONS

07
EMPLOYMENT AND TECHNOLOGY

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Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society.

Larry Fink, Blackrock CEO

"At the very time when we need to see strong institutions, we have seen an institutional breakdown in formal authority. Companies have to think more about moral authority."

John Fallon, CEO Pearson

LEADERSHIP FOR THE 21ST CENTURY

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The SDGs: Defines a Global Agenda that must become the Corporate Agenda

"THE 17 SDGS HAVE HAD ENORMOUS IMPACT IN OUR PART OF THE WORLD AS WELL AS IN OUR BANK. IT HAS GIVEN US A COMMON LANGUAGE AND A FRAMEWORK TO DISCUSS THINGS ABOUT SUSTAINABILITY."

JOHAN TORGEBY >
PRESIDENT & CEO, SEB

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"We have to think hard about how we can be part of a solution, and how can we be more active in issues that communities face. Then we become indispensable…"

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"We always want to make sure that economic performance, business performance and ethical and sustainability performance go together and reinforce each other.

They are not antagonistic. They are not contradictory. Doing good is also good for the business and doing good business helps us also to do good. We really believe that the two are going in the same direction."

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Without a sense of purpose, no company, either public or private, can achieve its full potential. It will ultimately lose the license to operate from key stakeholders.

Larry Fink, Blackrock CEO

LORNA DONATONE, CEO
SODEXO GEOGRAPHIC REGIONS

"Companies who can demonstrate a strong purpose are more successful. It takes the right leaders – today's generation wants transparent, genuine leadership."

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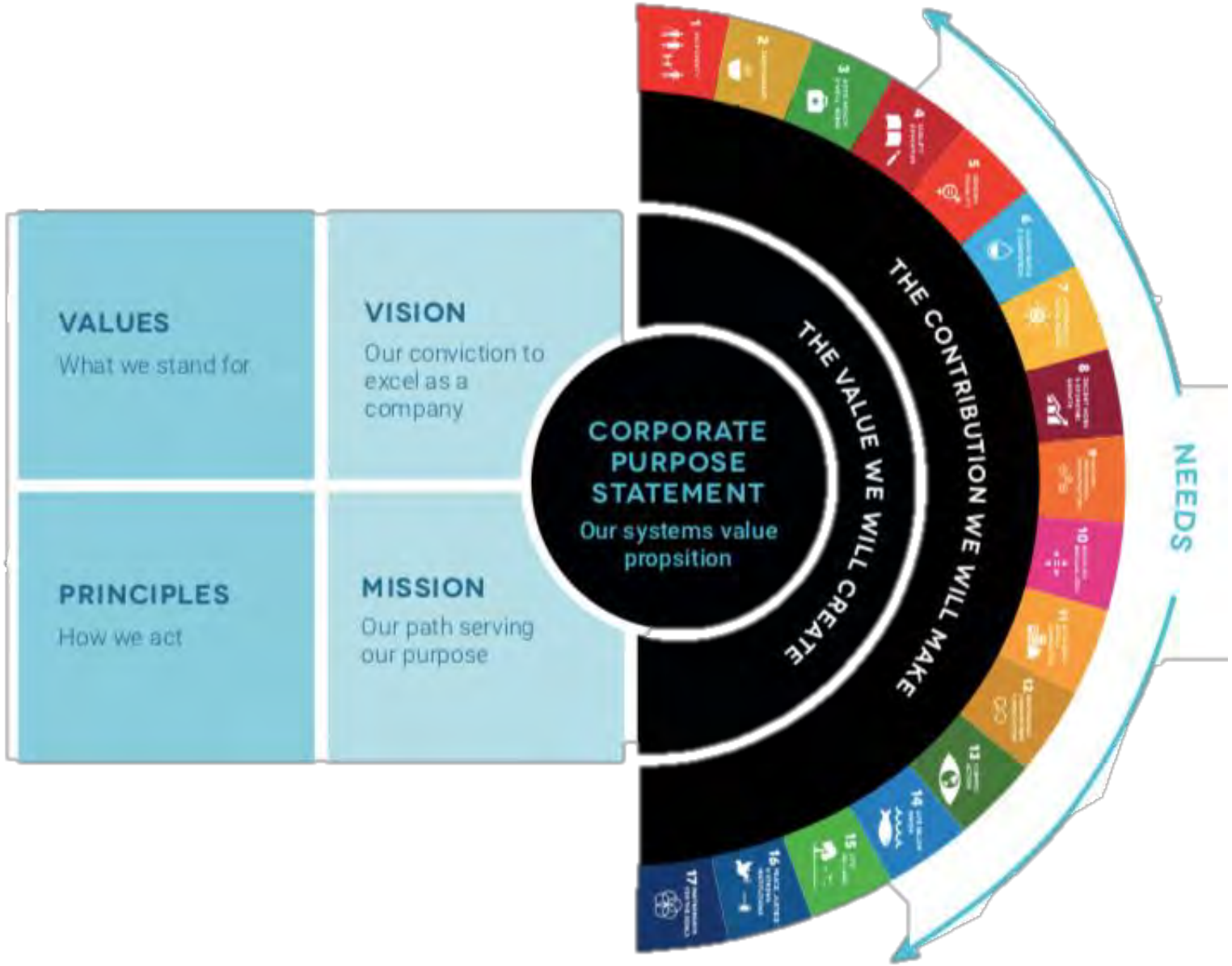
"We tend to lead with big visions . I trust more in a vision that is followed by gradual execution, to start paving the road, rather than in a big plan… simply because of the volatility of other factors that can change things around very fast." (Sharp et al, 2018)

Sharp, Leith. "Leading Organizational Agility & Flow to Deliver on Corporate Purpose". *Purpose-Driven Leadership for the 21st Century. 2017-2019 Global Multi-Year CEO Study. Ed. C.Gyori, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2019. Pgs 49-59*



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Values

Everything that Best Buy is now – and strives to become – ultimately ties back to our core values as a company.

Unleash The Power Of Our People

Learn From Challenge And Change

Show Respect, Humility And Integrity

Have Fun While Being The Best

Business strategies morph over time but Best Buy's values as a company will never change.

BMW GROUP THE NEXT 100 YEARS

OUR CORE VALUES

RESPONSIBILITY

We take consistent decisions and commit to them personally. This allows us to work freely and more effectively.

APPRECIATION

We reflect on our actions, respect each other, offer clear feedback and celebrate success.

TRANSPARENCY

We acknowledge concern and identify inconsistencies in a constructive way. We act with integrity.

TRUST

We trust and rely on each other. This is essential if we are to act swiftly and achieve our goals.

OPENNESS

We are excited by change and open to new opportunities. We learn from our mistakes.

LEADERSHIP & EMPLOYEES
How we lead and who our people are

VALUES
What we stand for

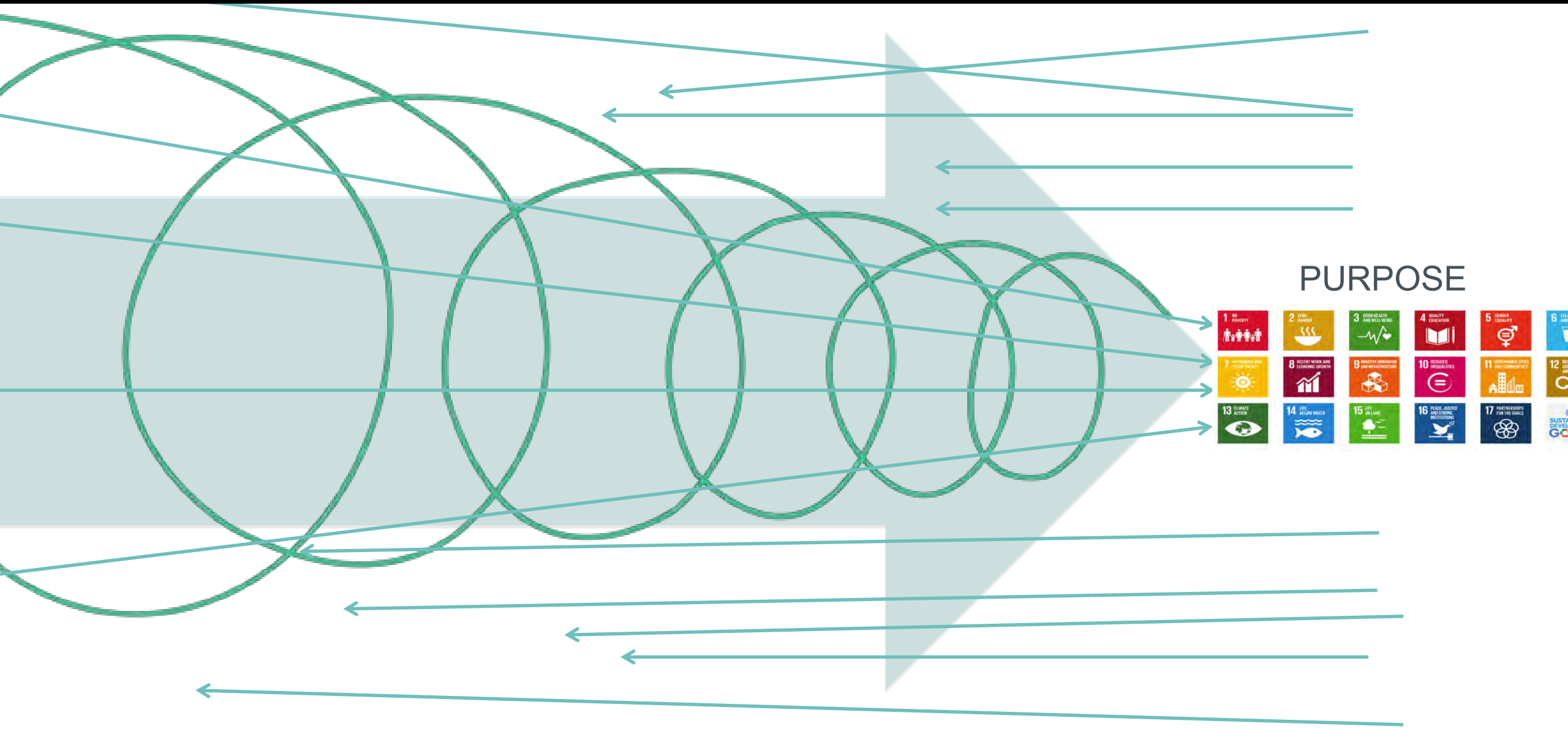
VISION
Our conviction to excel as a company

PRINCIPLES
How we act

MISSION
Our path serving our purpose

CORPORATE PURPOSE STATEMENT
Our systems value propsition

We Need a Radical Increase in the Flow of Purpose Driven Ideas, at all Scales, Across all Sectors.



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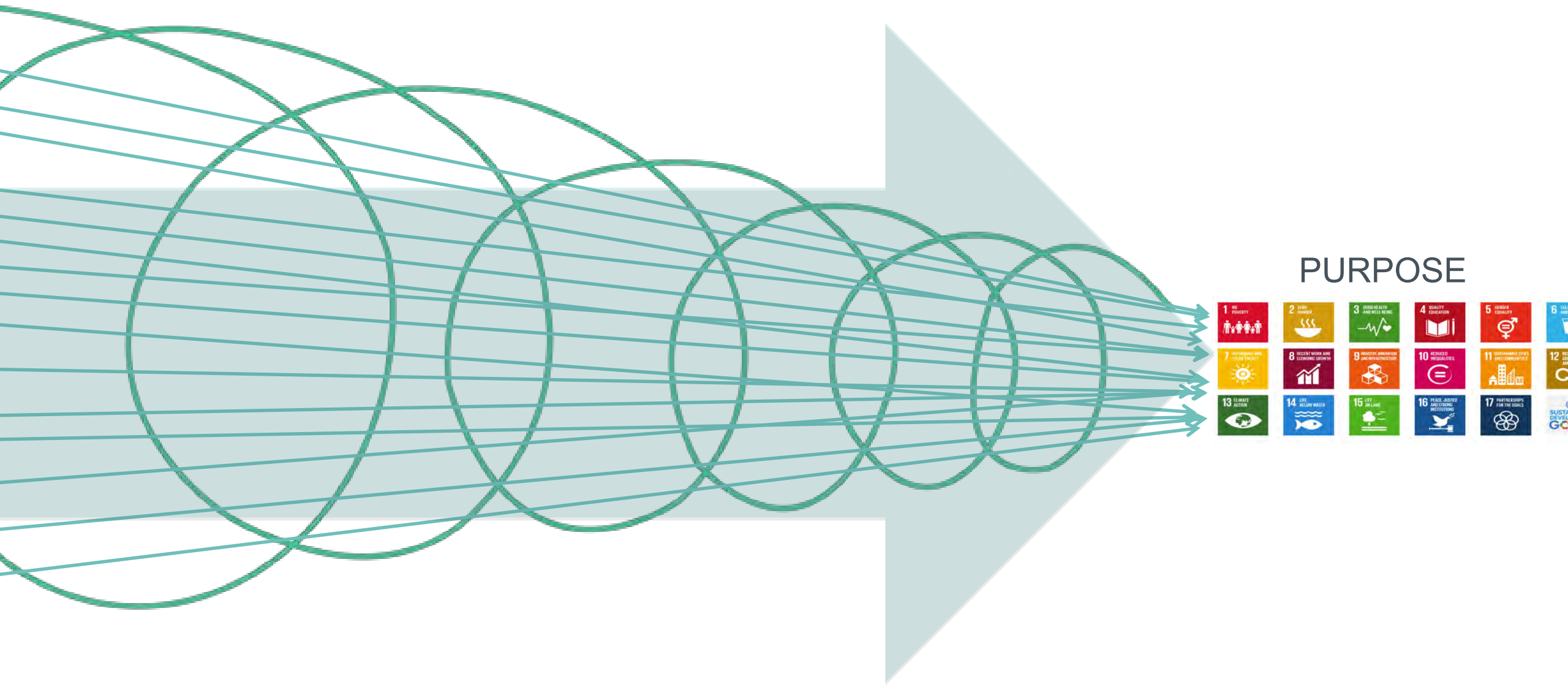

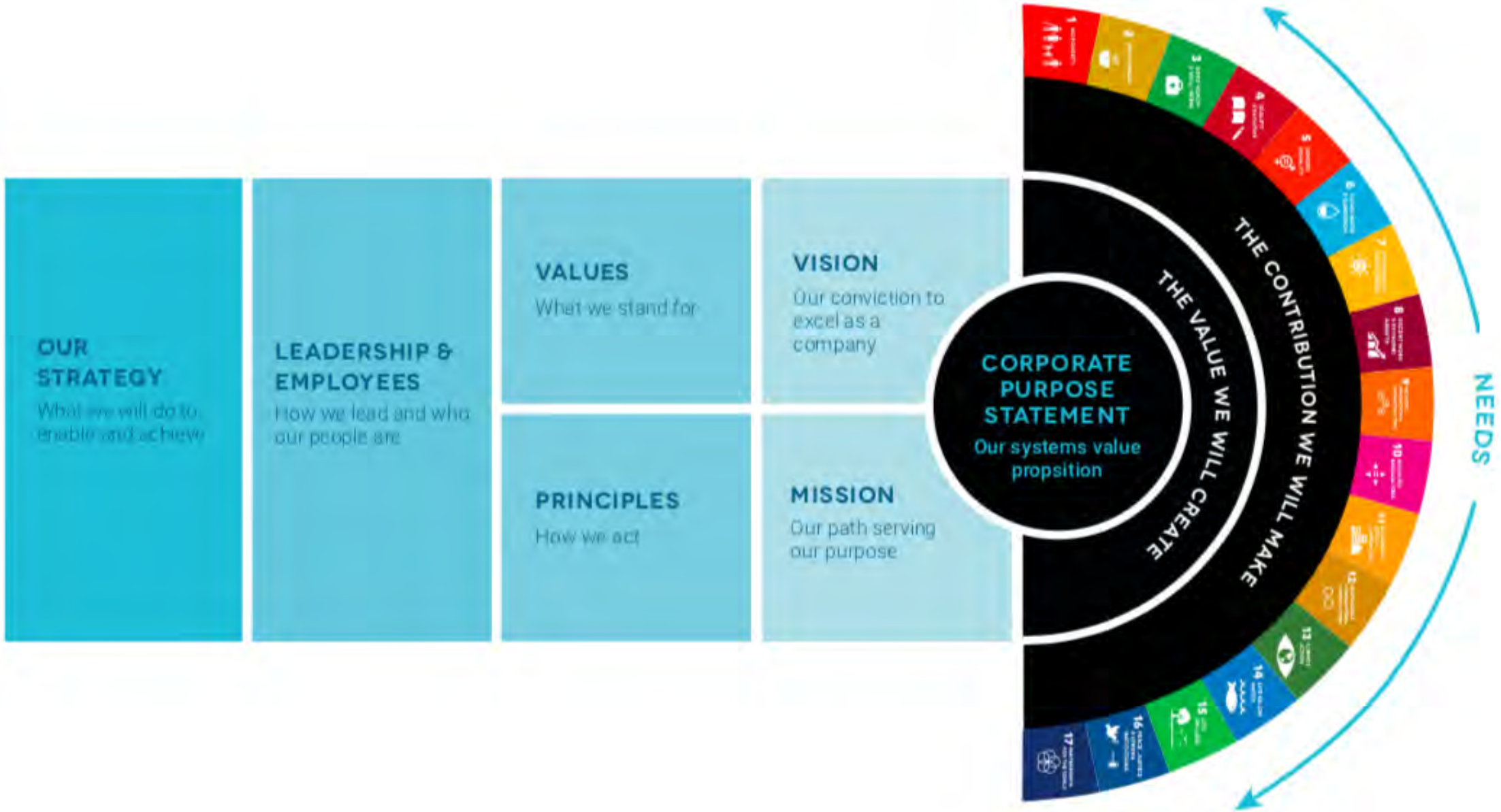

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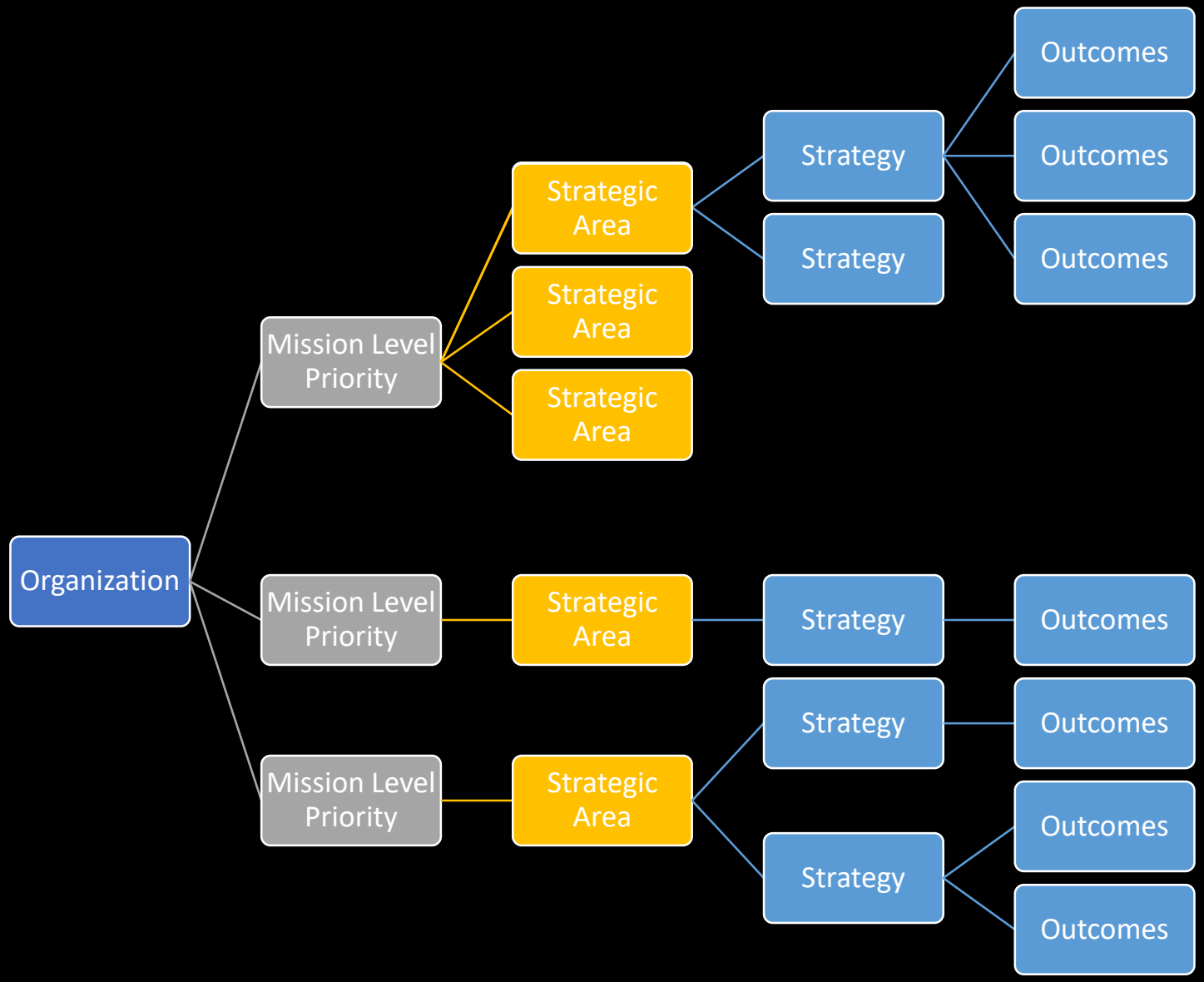
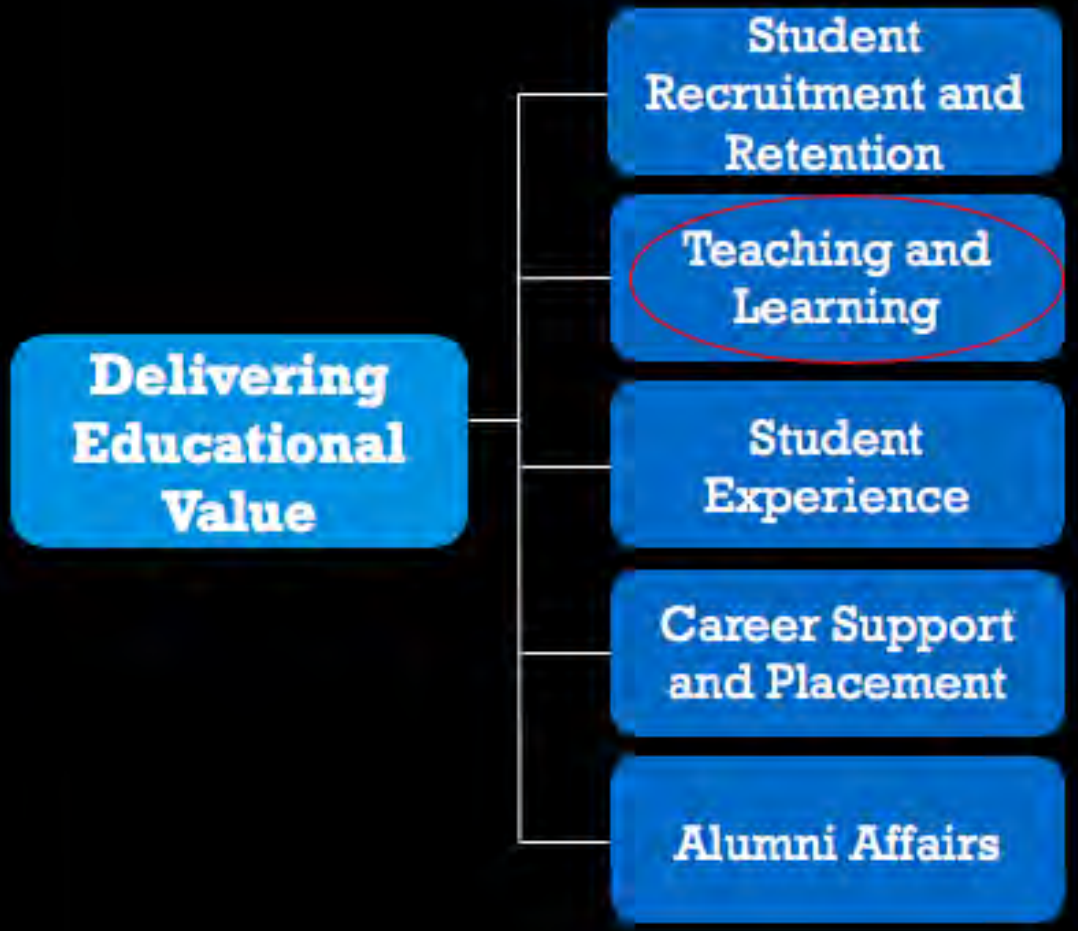
Higher Education



Higher Education - Common Mission Level Priorities

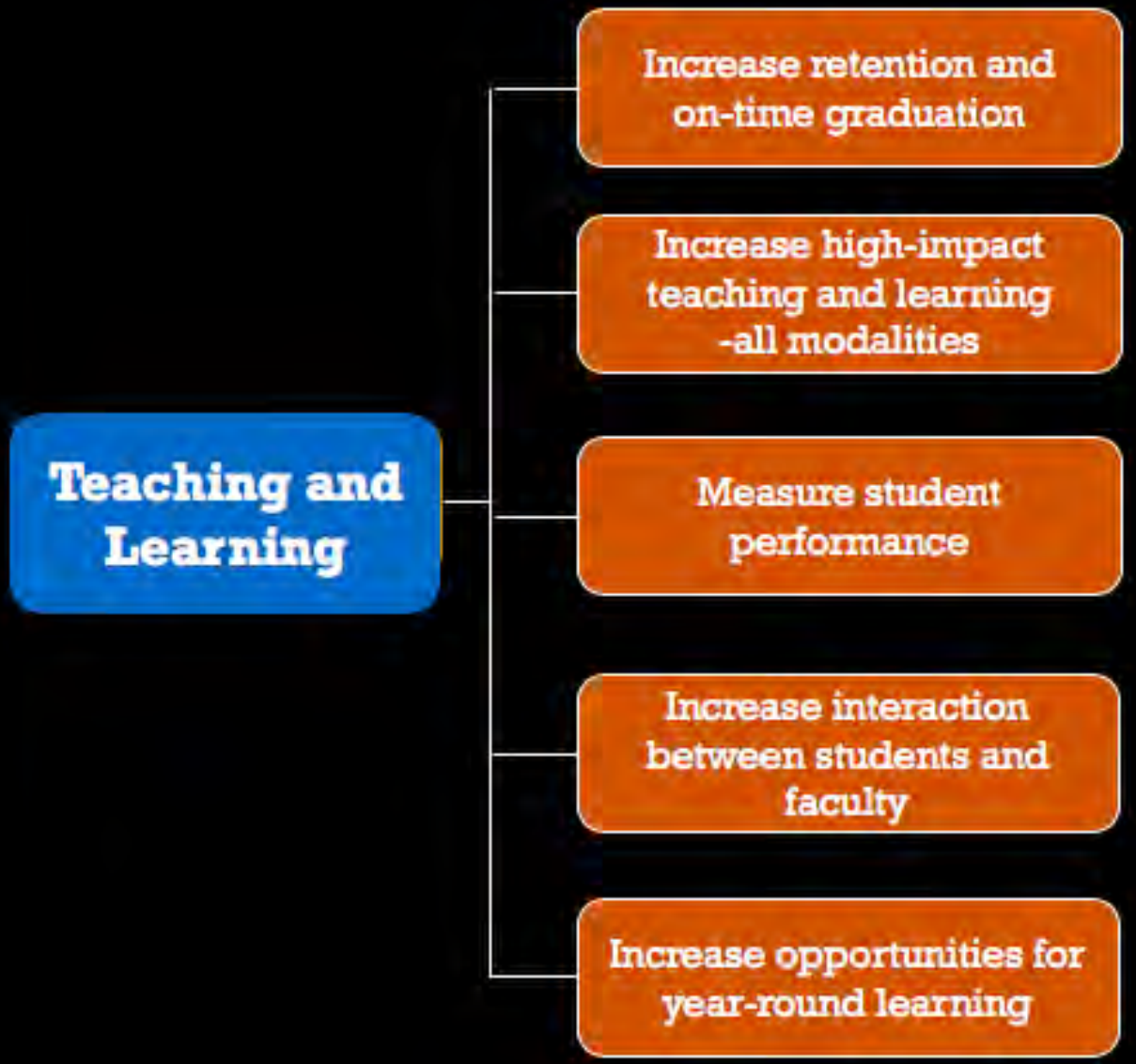
Attribution: Denice Wardrop, Penn State University, Emilie Rex, Consultant, Michael Gulich, Purdue University

Higher Education - Strategic Areas



Attribution: Denice Wardrop, Penn State University, Emilie Rex, Consultant, Michael Gulich, Purdue University

Higher Education - Strategies



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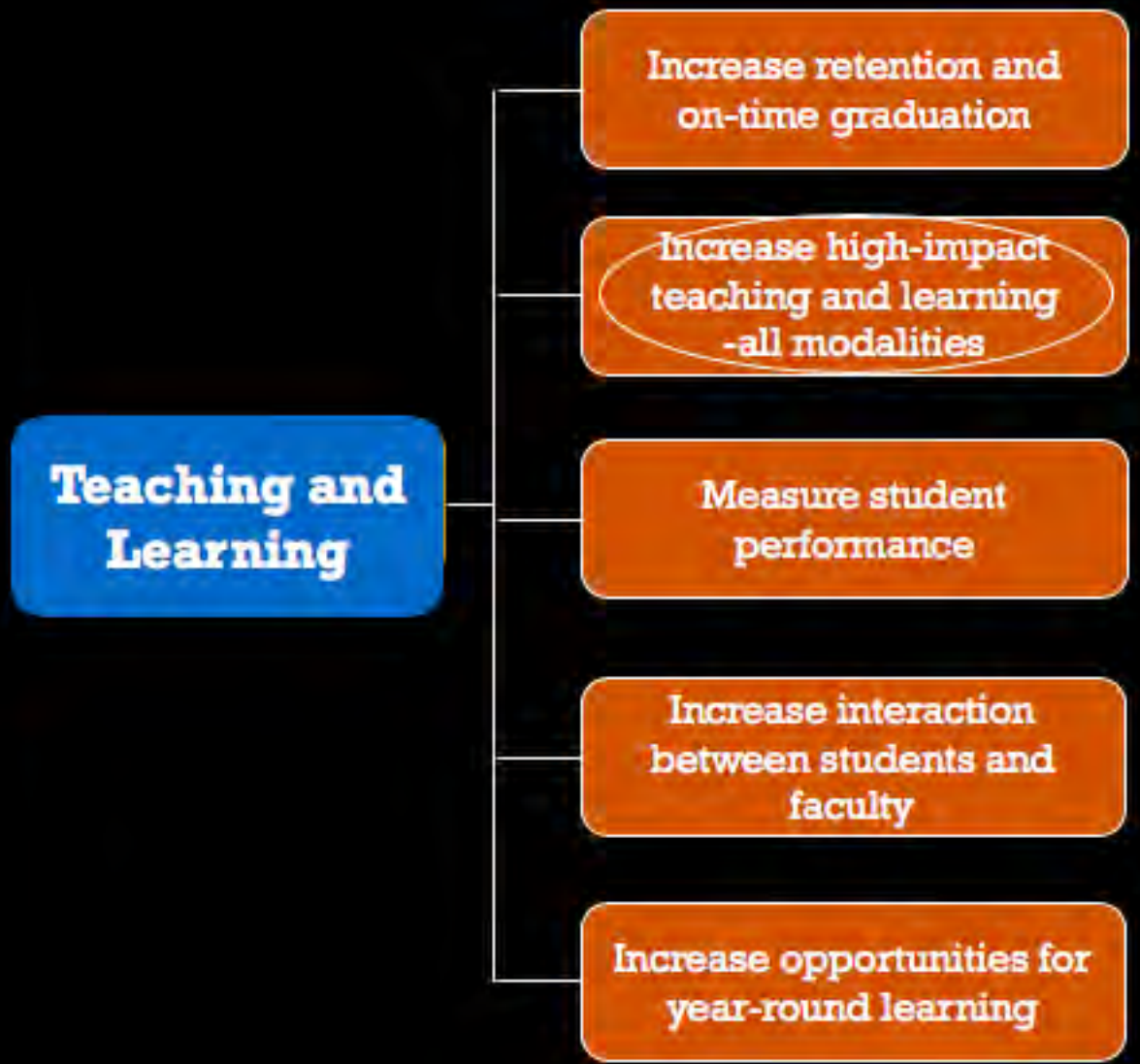
Higher Education - Strategies



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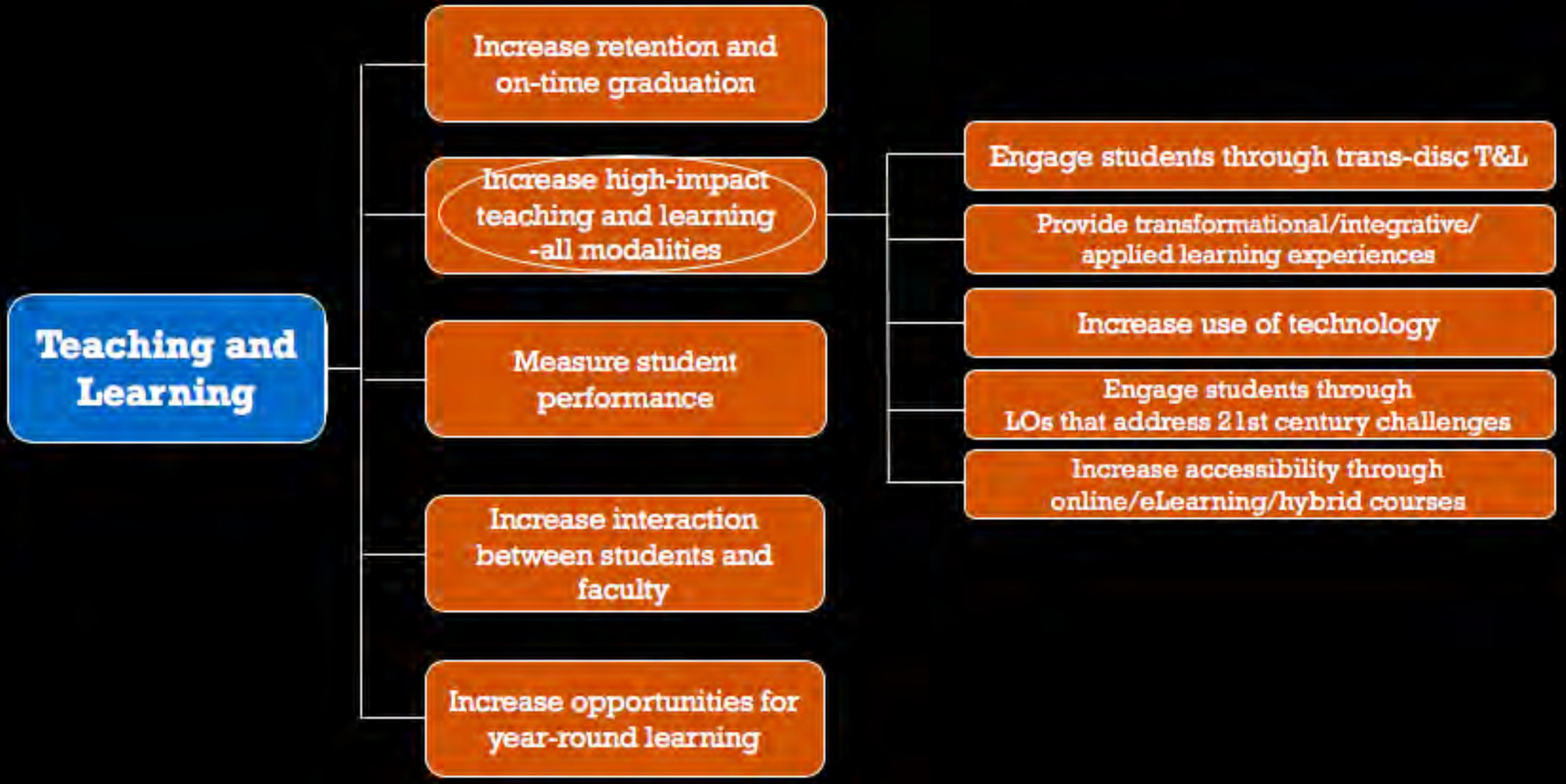
Higher Education - OUTCOMES



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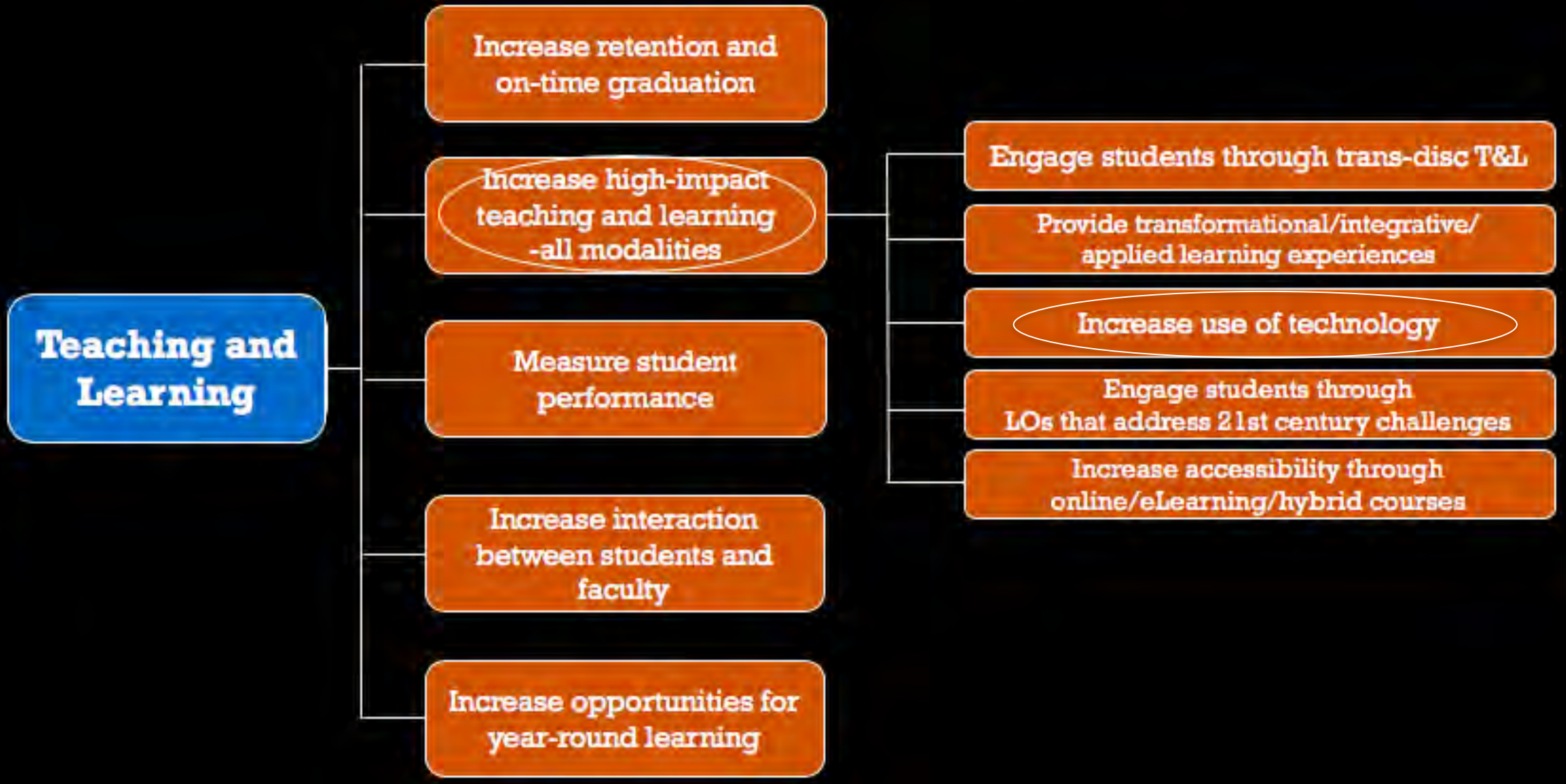
Higher Education - OUTCOMES



Attribution: Denice Wardrop, Penn State University, Emilie Rex, Consultant, Michael Guich, Purdue University

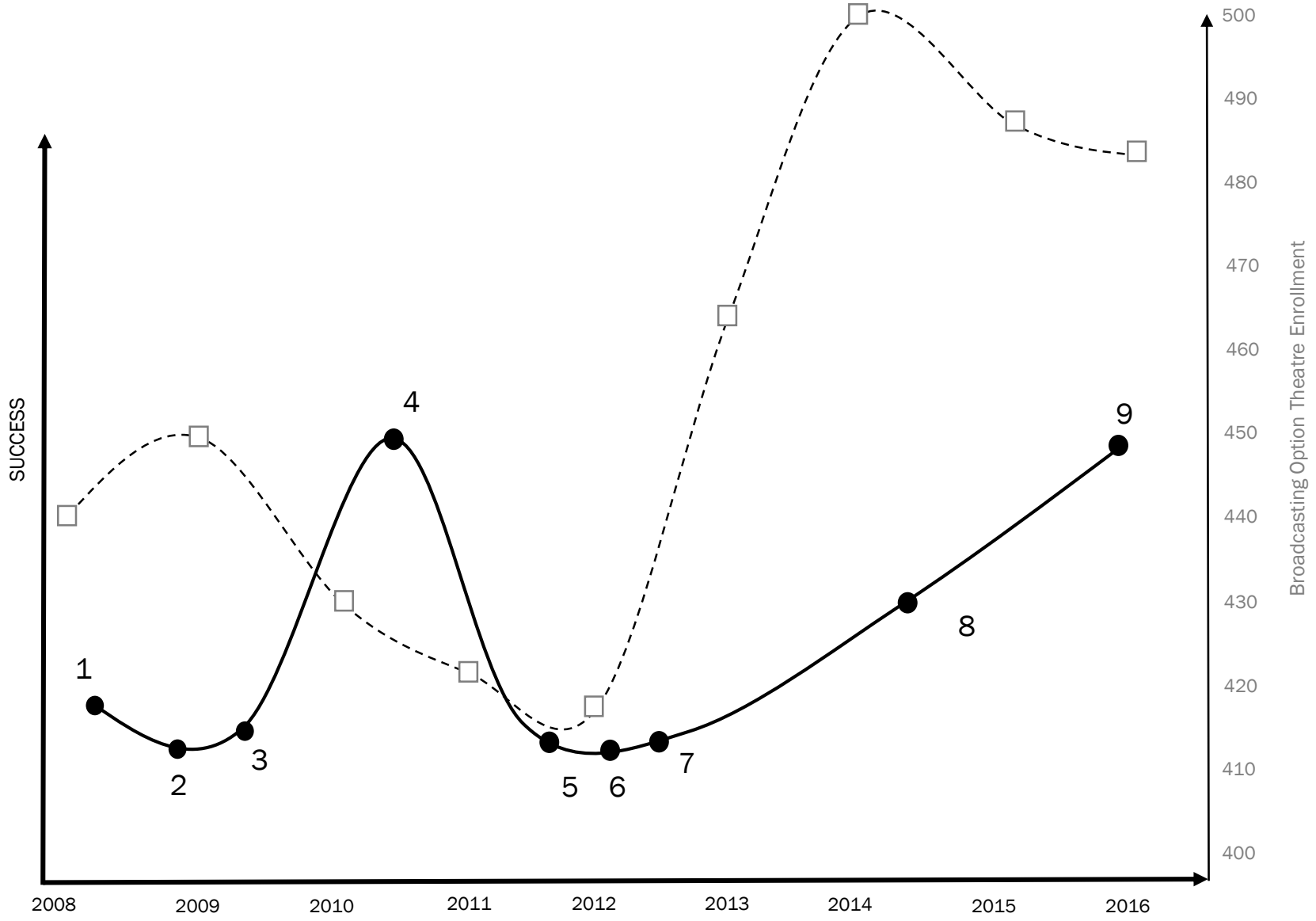
The Secret Life of Ideas

Learning from the Journey of New Ideas, Inception to Scale

Forensic Idea Flow Mapping

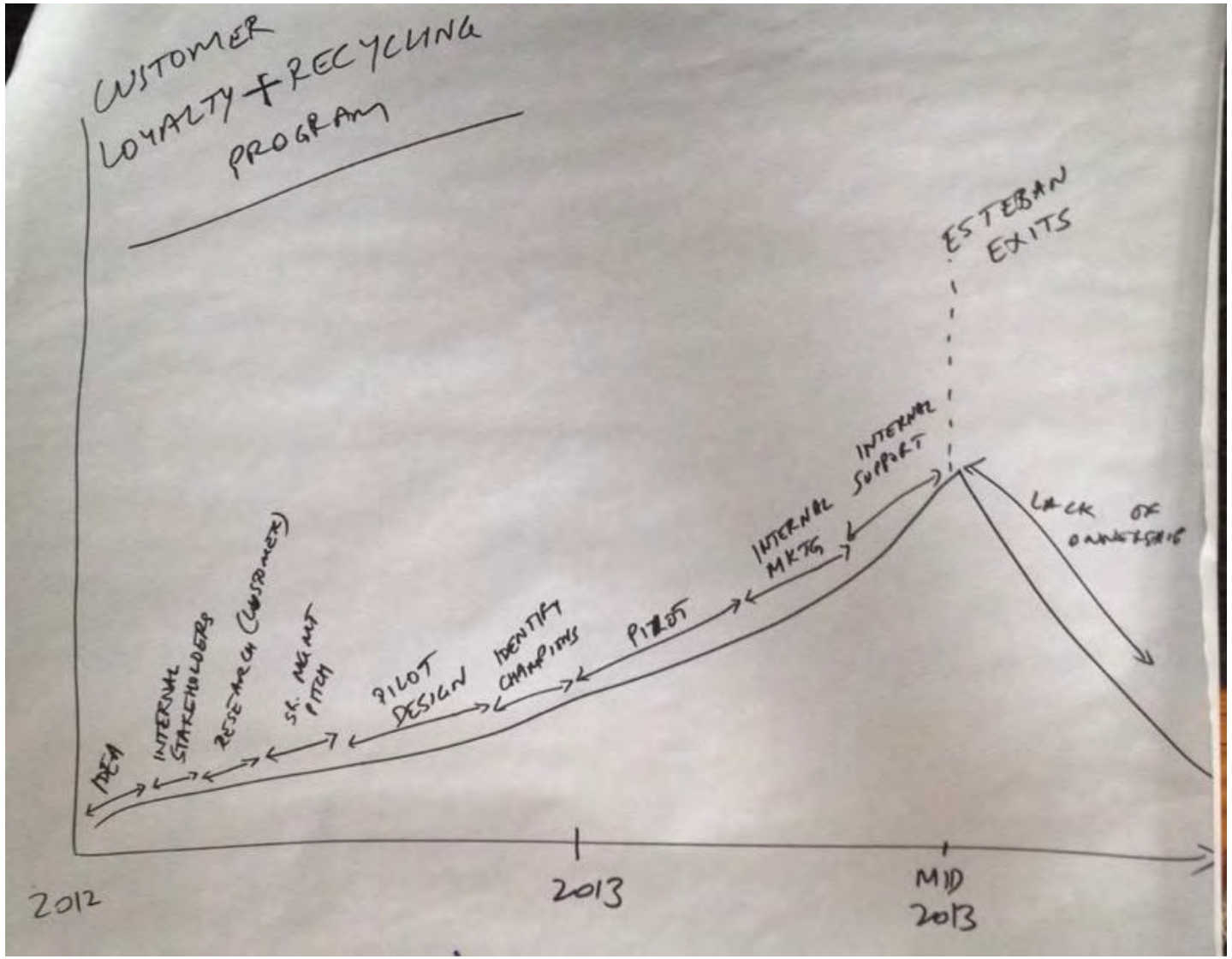
Mapping the life cycle of past Ideas from inception to full scale implementation (or death) reveals a great deal about our organizations.

Media & Broadcasting Goes Digital



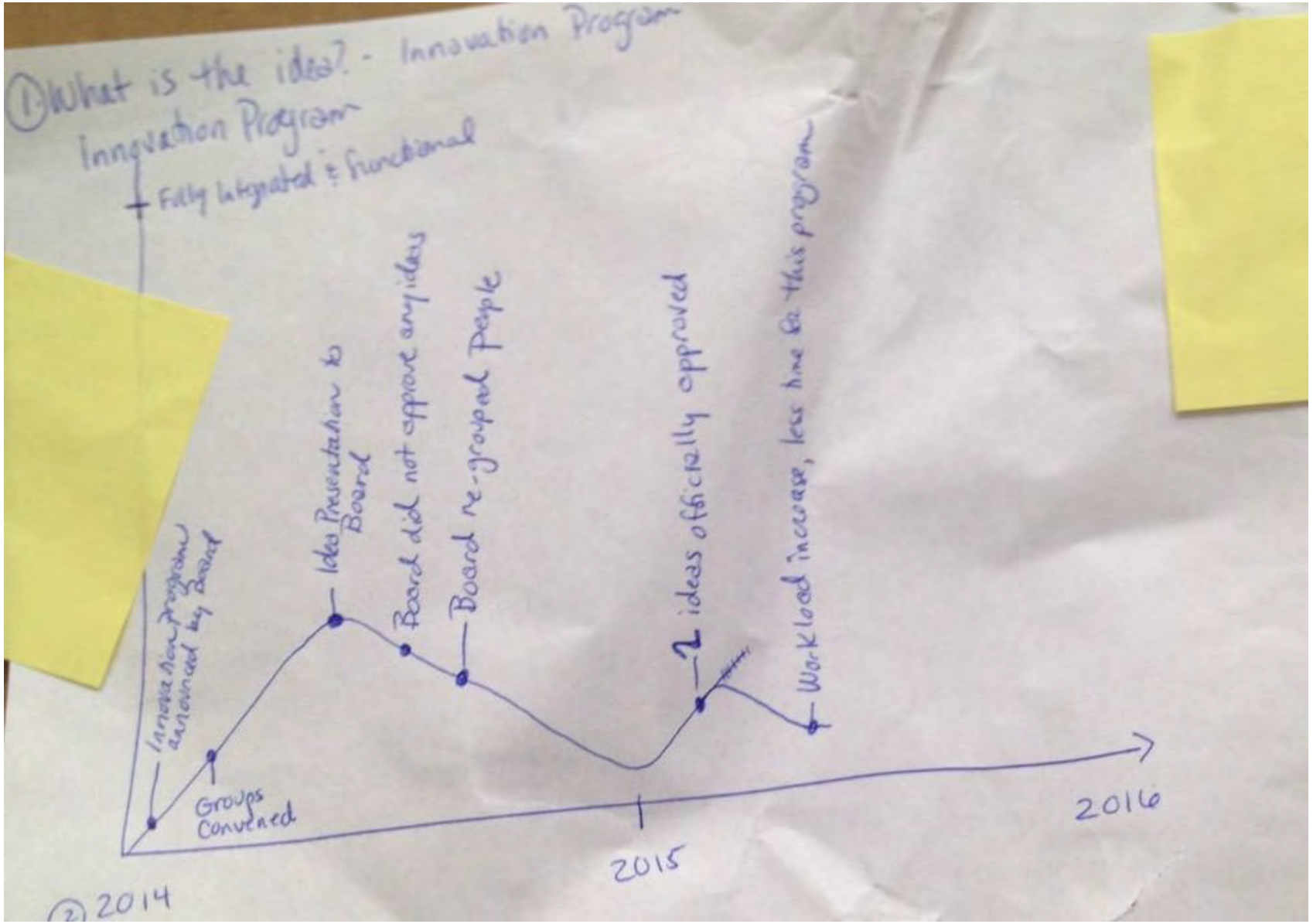
Milestones	
1.	Identify need to go digital: Fact Finding
2.	Seek Dean's permission
3.	Conduct feasibility study and SOW
4.	Receive funding
5.	MUTV Converted to Digital
6.	Begin curricular revision process
	Transition from Final Cut X to Avid
7.	Irwin Sabbatical, digital workflow
8.	Fully digital
9.	Revised curriculum approved

Getting into the Squiggle Using 'Forensic Idea Flow Mapping'



"Forensic Idea Flow Mapping Process" by Leith Sharp, is licensed for open sharing and adapting under Creative Commons CC BY-SA 4.0

Getting into the Squiggle Using 'Forensic Idea Flow Mapping'



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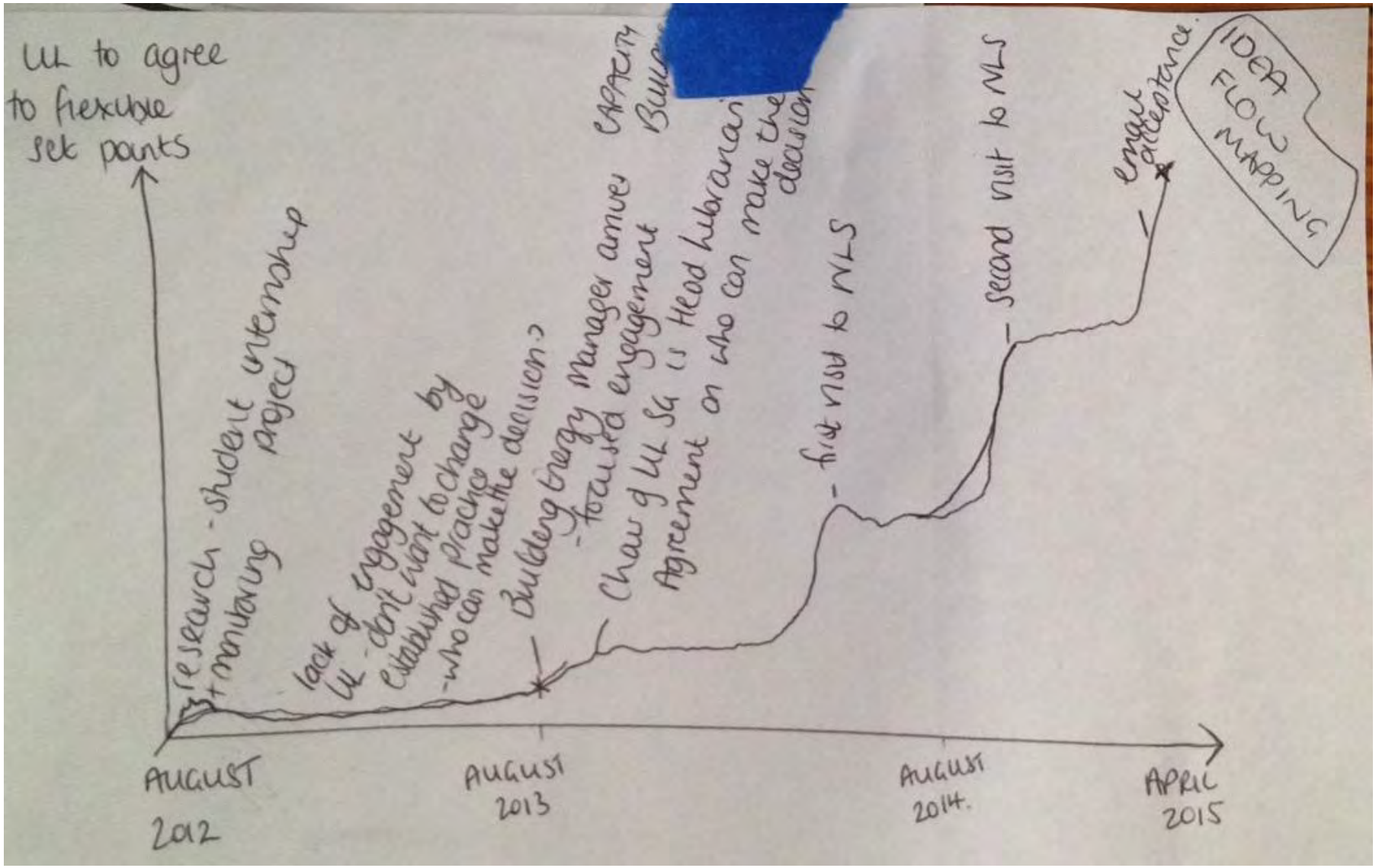
Getting into the Squiggle Using 'Forensic Idea Flow Mapping'



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The Lifecycle of Every New Idea is as Unique as a Fingerprint.

Each Idea has its Own Unique Stakeholder Ecosystem, Risks, Opportunities, Assets, Context etc.

What is key now is that the pace of change is getting faster and how we can make a bigger difference faster. How can we use science to help and how can we make a greater impact

(Gyori et al, 2018)

Gyori, Chris et al. "Acting on Global Challenges". *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2018. Pages 10*

What Rate of Change Increase is Needed?

What Increase in our Rate of Change/Innovation is Needed?

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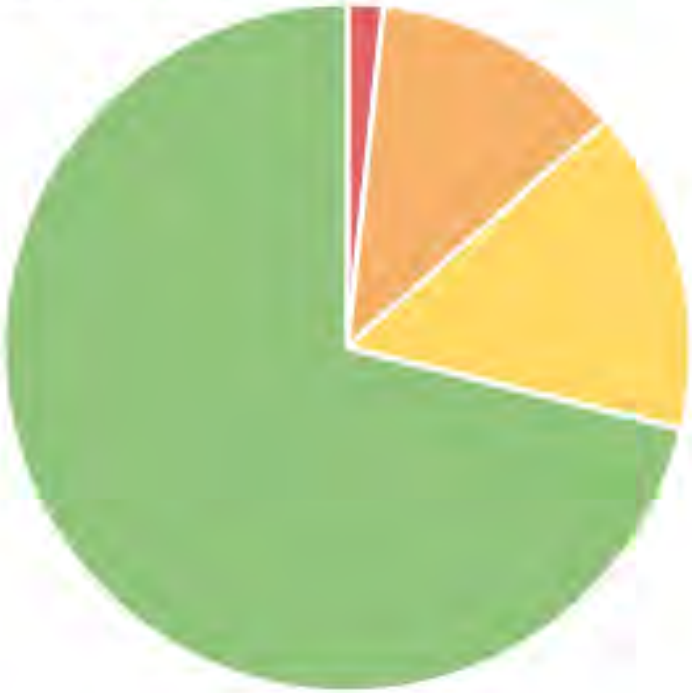
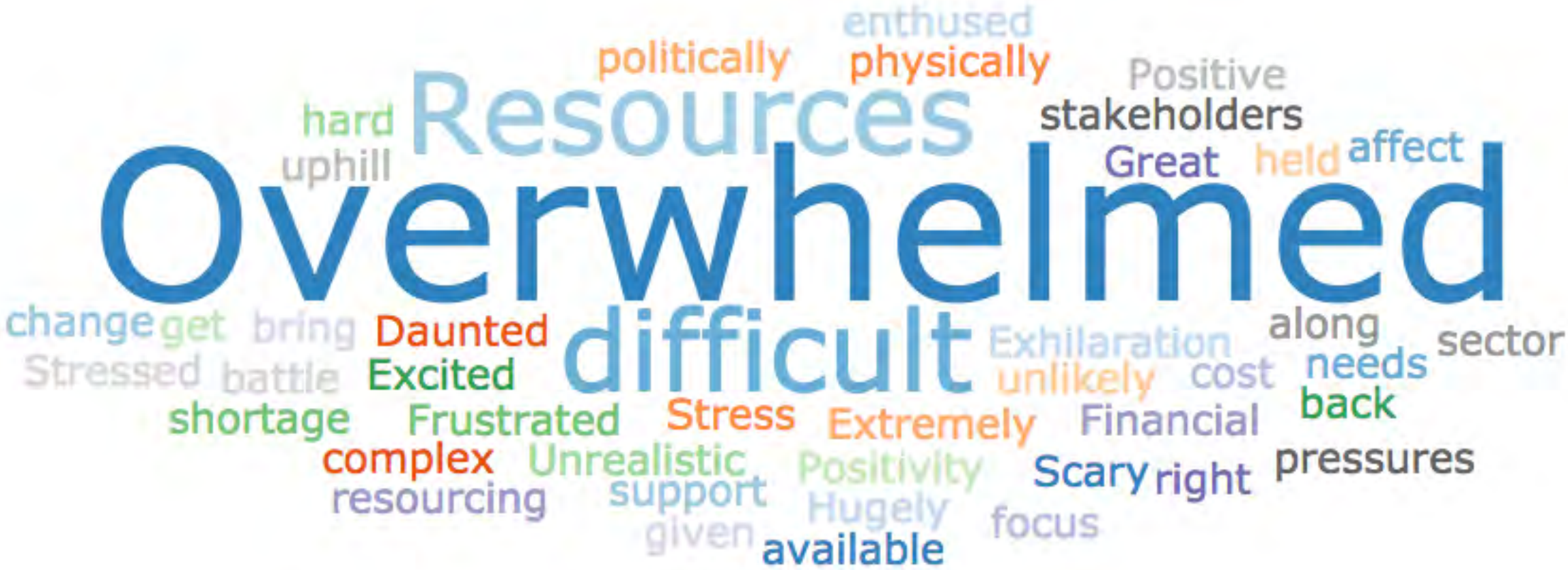


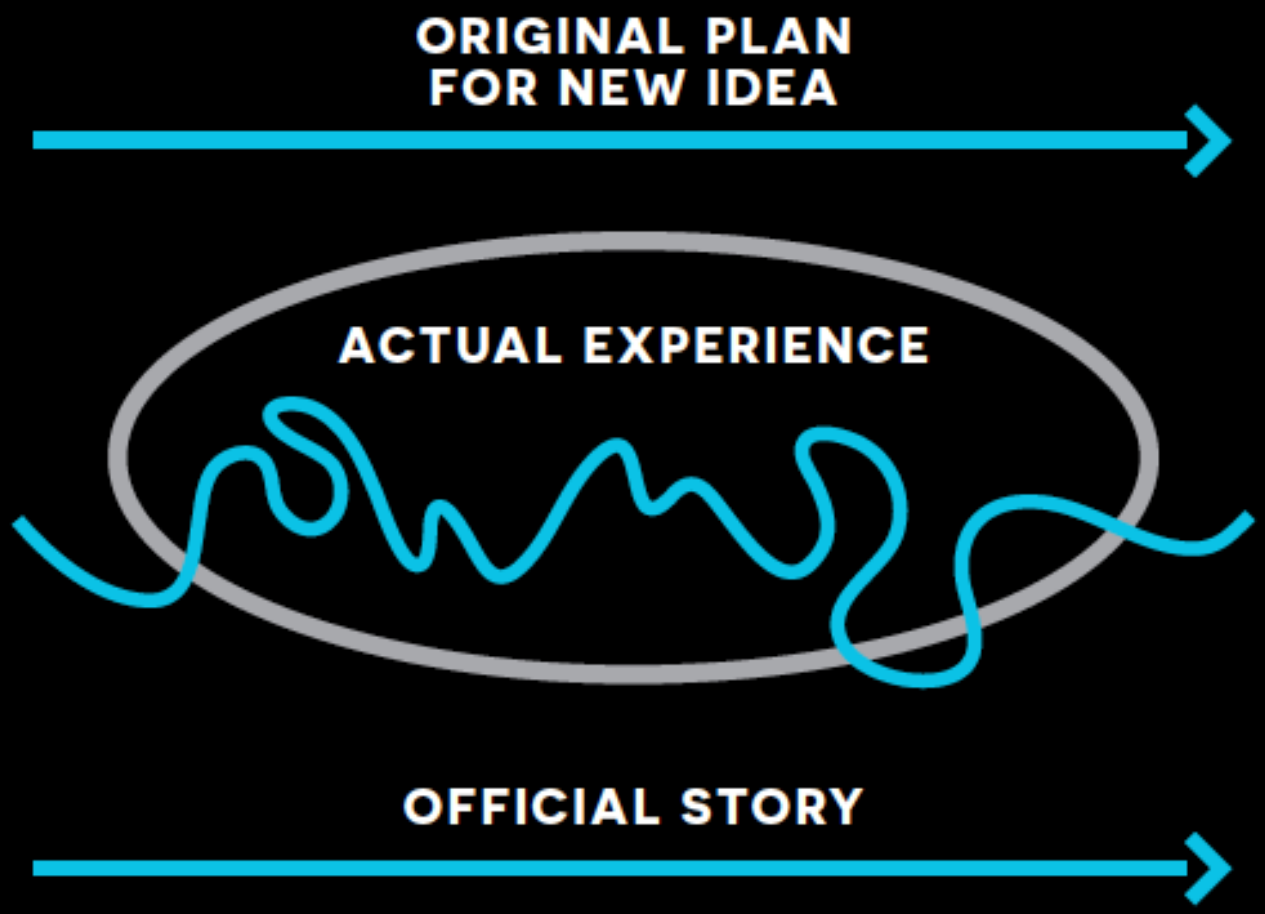
Harvard Executive Education for Sustainability Leadership Cohort, 2016

- None - 2%
- Double our current rate of innovation/ch - 12%
- Triple it - 15%
- Quadruple it or More - 71%


Overwhelmed
Resources
difficult
enthused
politically
physically
Positive
stakeholders
hard
uphill
Great
held
affect
change
get
bring
Daunted
Exhilaration
along
sector
Stressed
battle
Excited
unlikely
cost
needs
shortage
Frustrated
Stress
Extremely
Financial
back
complex
Unrealistic
Positivity
Scary
right
pressures
resourcing
support
Hugely
focus
given
available

THE ORIGINAL PLAN, ACTUAL EXPERIENCE AND OFFICIAL STORY OF CHANGE

THE ORIGINAL PLAN, ACTUAL EXPERIENCE AND OFFICIAL STORY OF CHANGE



[20] "Disconnect between the Official Story and the Actual Story of How New Things Get Done" by Leith Sharp and adapted for use by Leaders on Purpose is licensed for open sharing and adapting under Creative Commons CC BY-SA 4.0

2018 CEO CLUSTER

AJAY BANGA
CEO, MASTERCARD

BRANDUPERREAULT
CEO, AIG

CARLOS BRITTO
CEO, AB INBEV

DENIS MACHUEL
CEO, SODEXO

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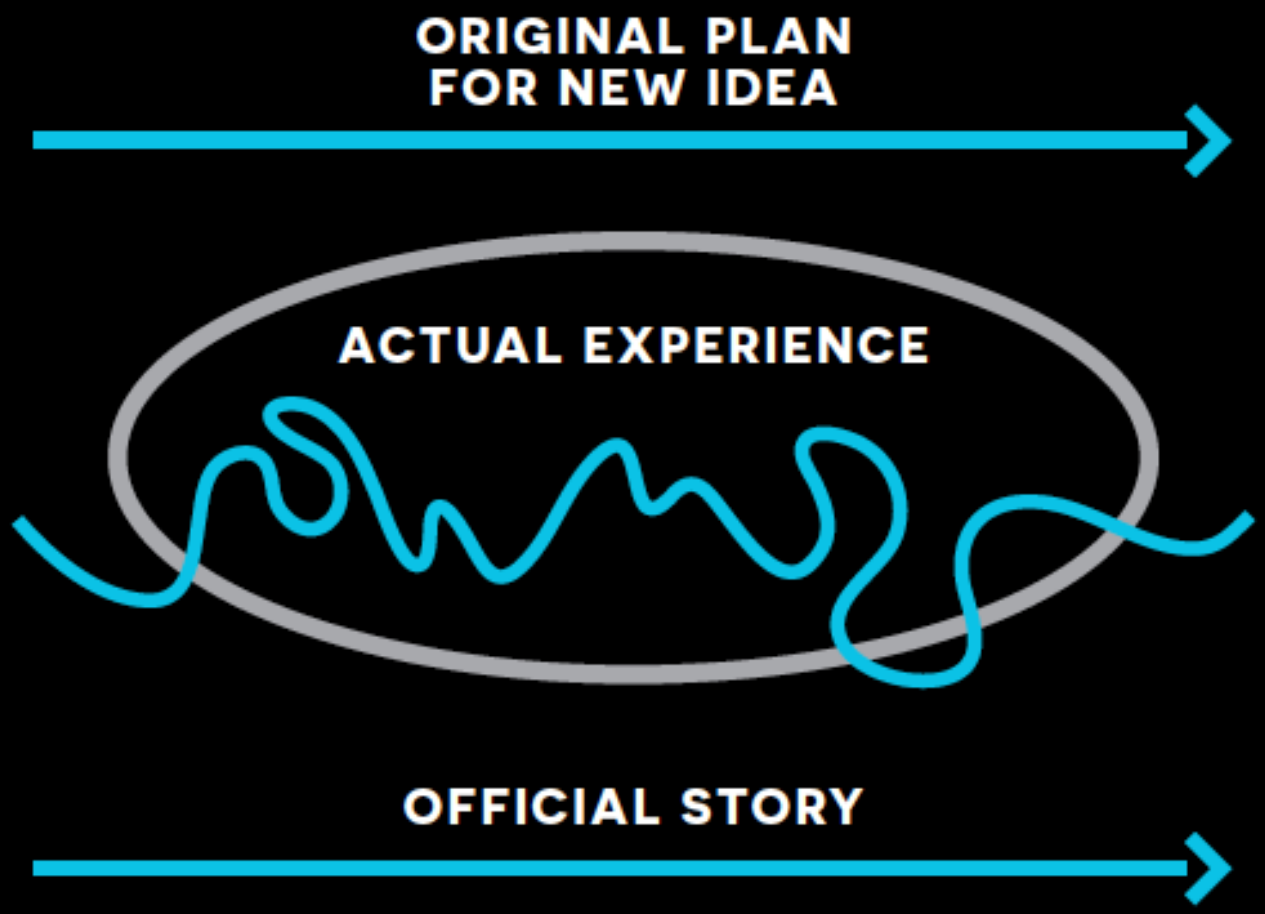
CEO, HAIER

THE ORIGINAL PLAN, ACTUAL EXPERIENCE AND OFFICIAL STORY OF CHANGE



[20] "Disconnect between the Official Story and the Actual Story of How New Things Get Done" by Leith Sharp and adapted for use by Leaders on Purpose is licensed for open sharing and adapting under Creative Commons CC BY-SA 4.0

Chuckle……yes

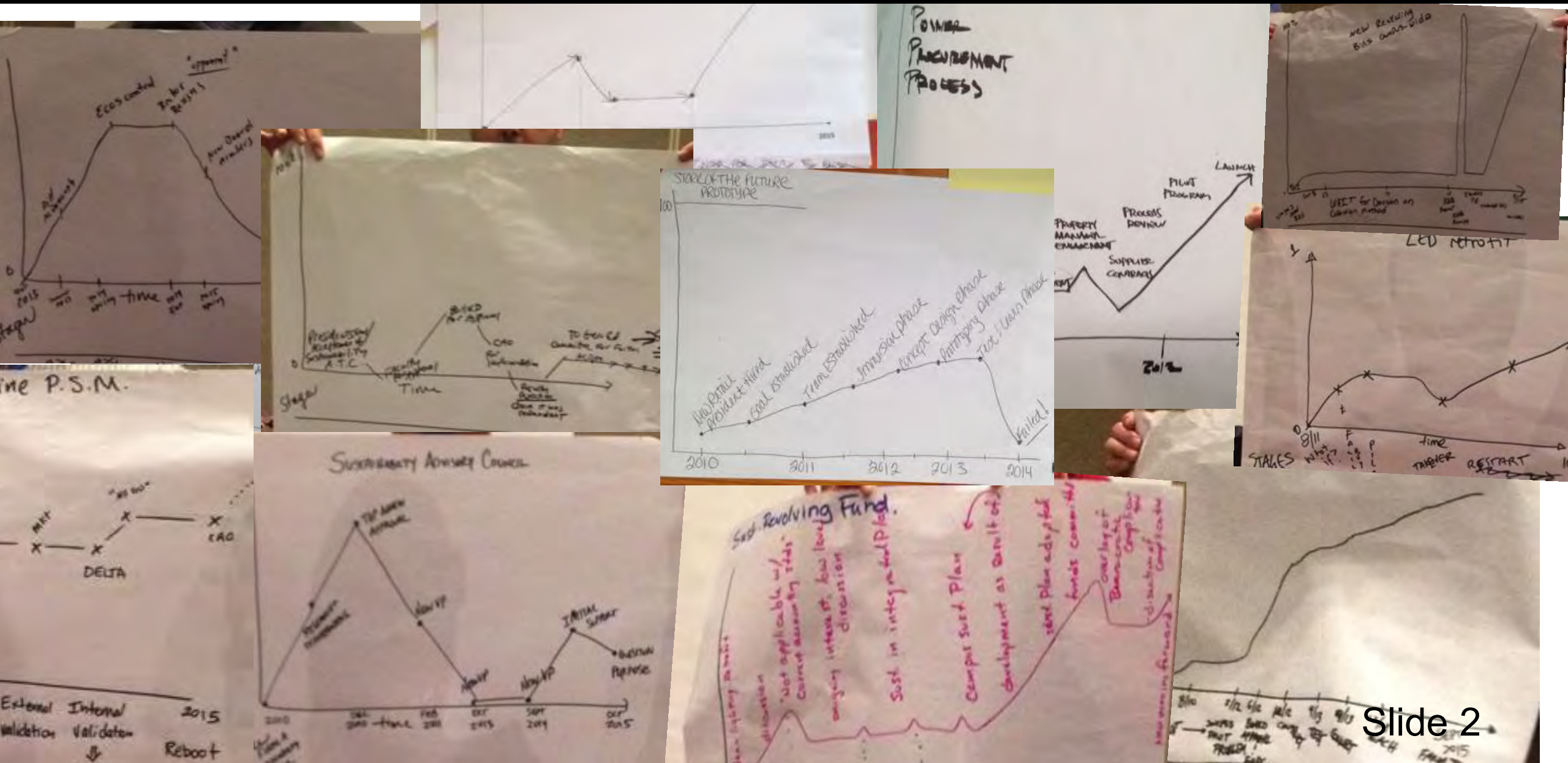
“Trying to get the original plan and the official story more aligned with actual experience is a potentially very liberating and empowering thing to do. Hard, though, but it's the right approach.”

(Sharp et al, 2018)

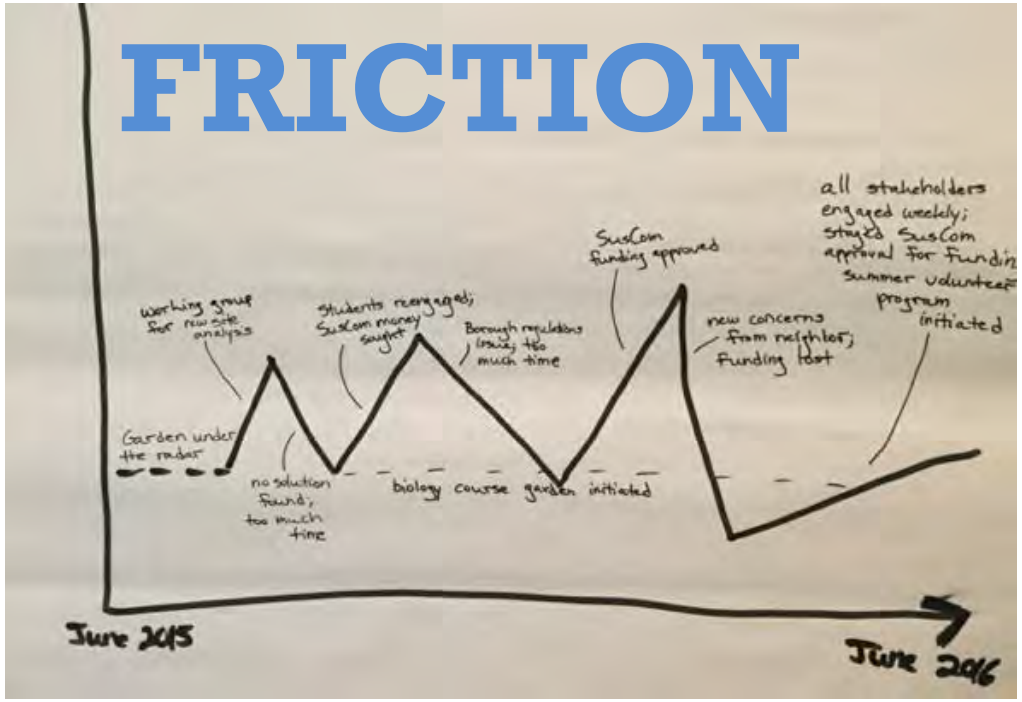
Sharp,L et al. “Organizational Agility”. *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2018. Pages 31-40*

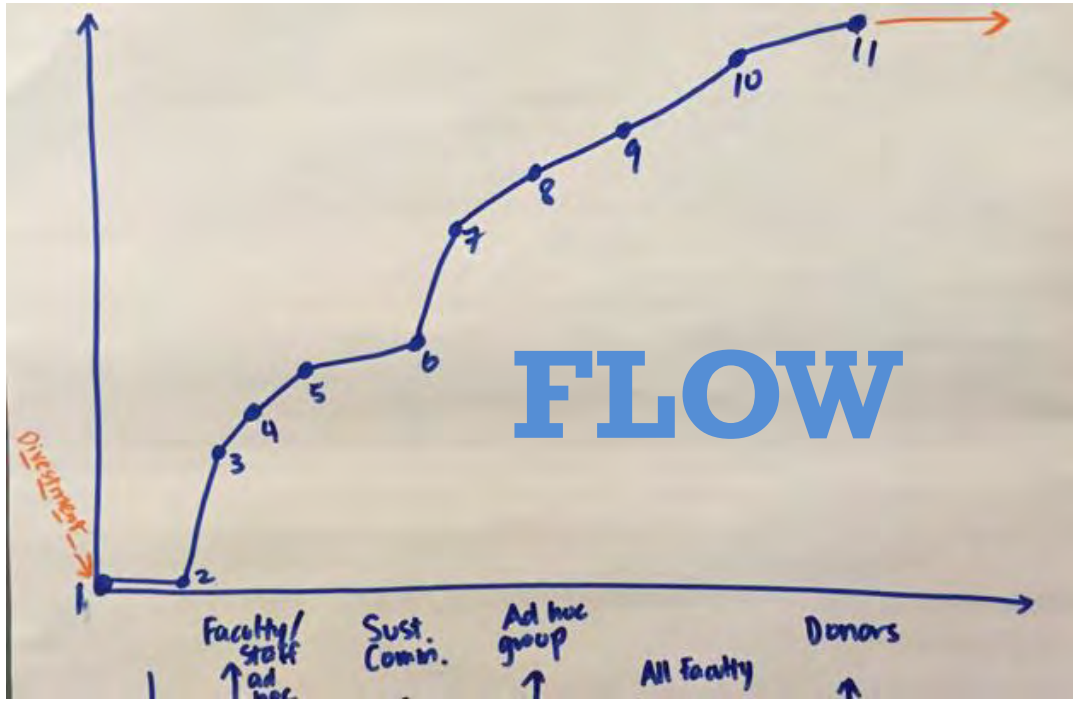
Actual Experience
Actual Experience
Actual Experience

Patterns and Insights from 2000+ Purpose-driven ideas mapped from Inception to Scale



Many Idea Life Cycles Experience Friction & Some Experience Flow





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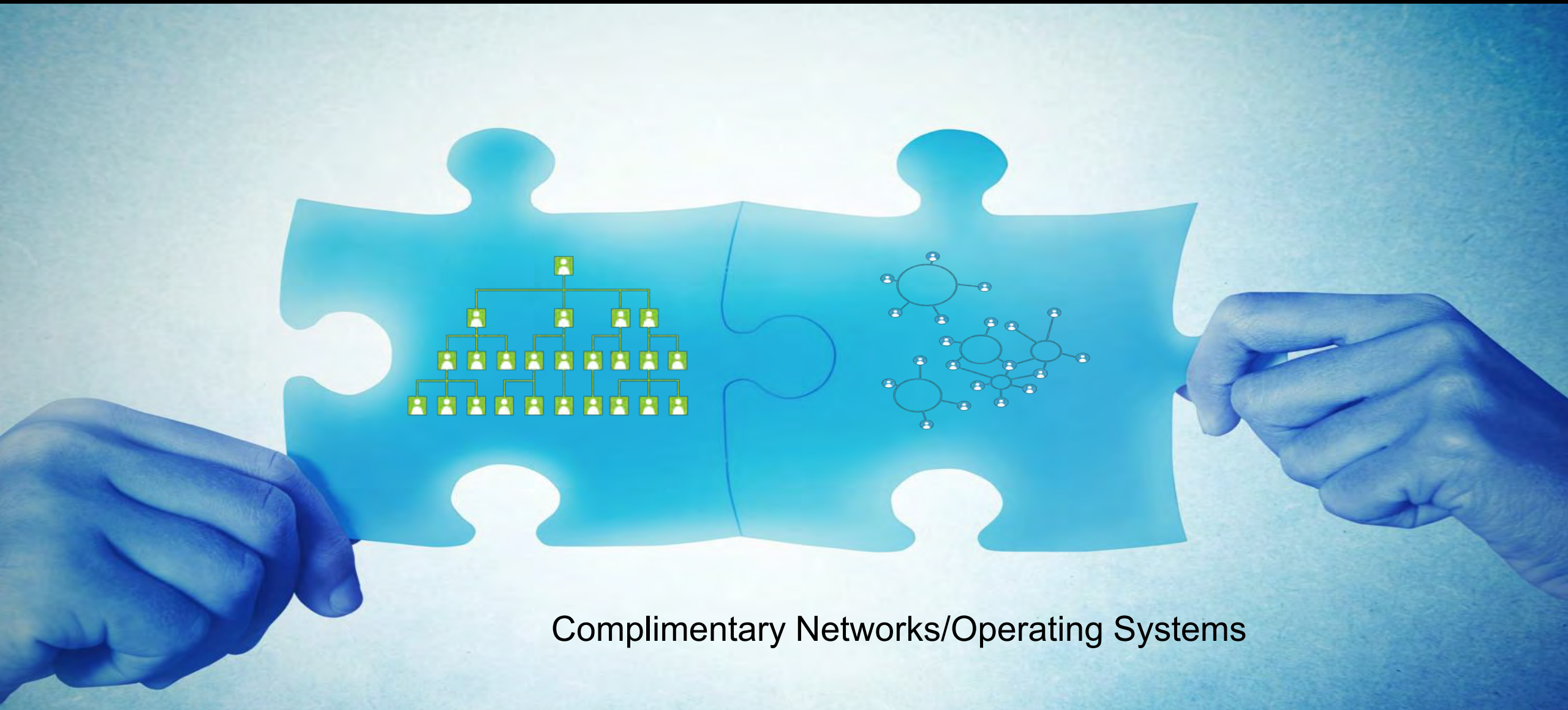
Actual Story = Change Processes Require Two Networks or Operating Systems



Complimentary Networks/Operating Systems

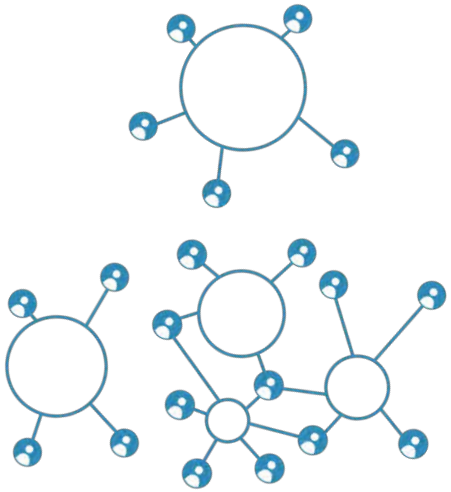
“Adaptive & Hierarchical Networks are Needed in the Life of Every Idea” by Leith sharp is licensed for sharing and adapting under Creative Commons CC BY SA 4.0

EXAMPLE OF HOW A COMPANY BALANCES ADAPTIVE AND HIERARCHICAL NETWORKS:

"You need to have an [iteration] between two of these systems and need to have a little bit of both in an organization in order to be successful long term. Obviously at IKEA, we are more adaptive, as I said, but there are areas where we obviously need to be more controlling to operate in a good way."
Peter Agnefjäll, CEO IKEA. (Sharp et al, 2018)

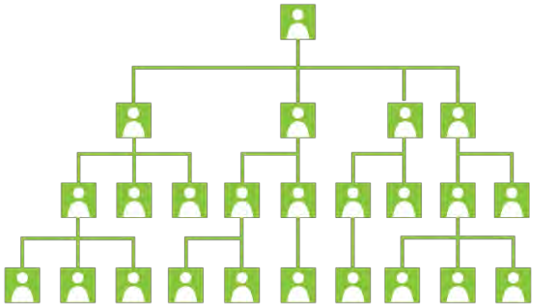
Sharp,L et al. "Organizational Agility". *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori.*

Each Network/Operating System Has Different Operating Rules, Priorities, Language etc.



Adaptive Networks provide responsiveness to context, sensing, connecting, ideas, learning and adapting.

Hierarchical Networks provide efficiency, control, scale, accountability, structure and cohesion.



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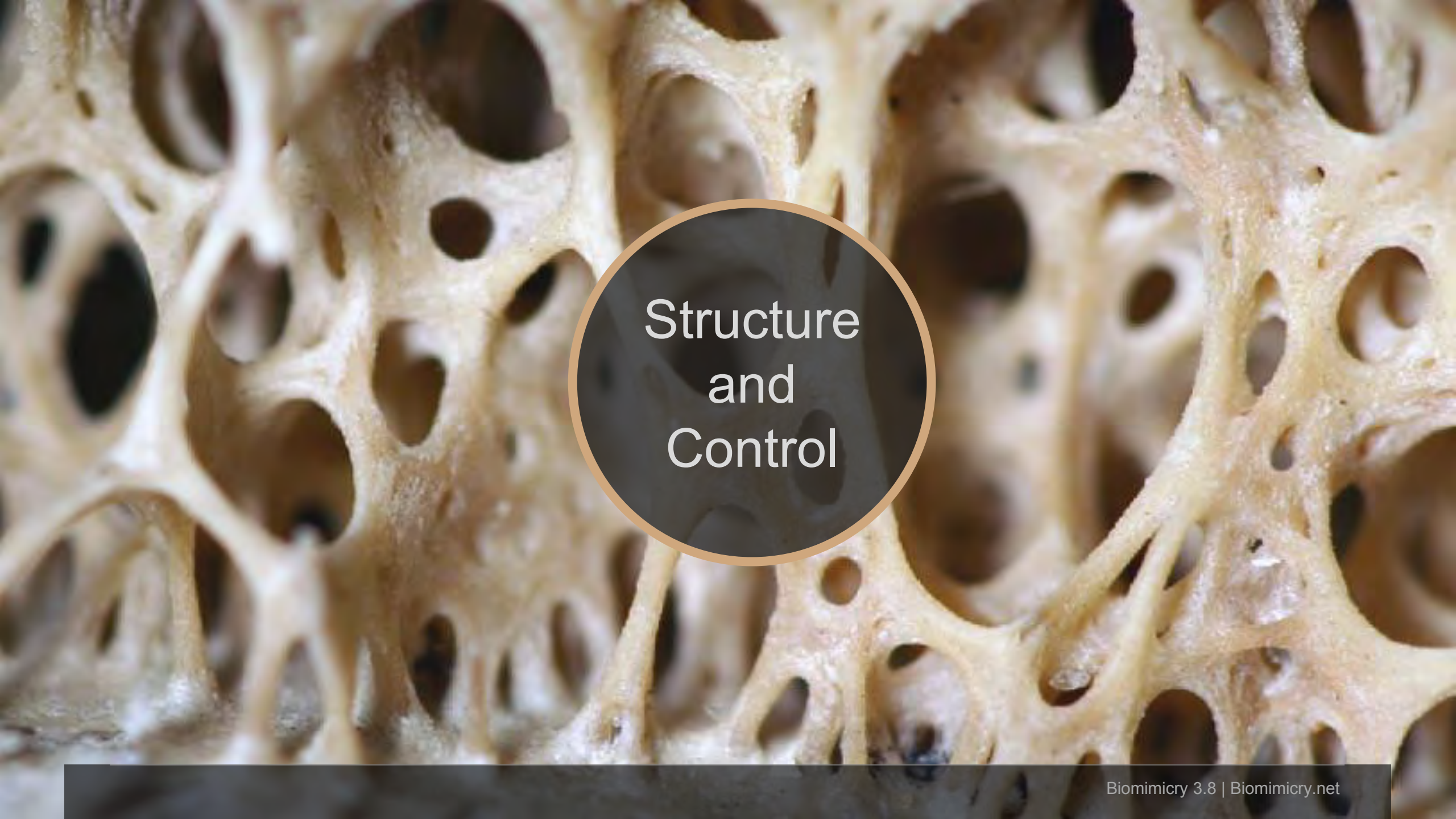
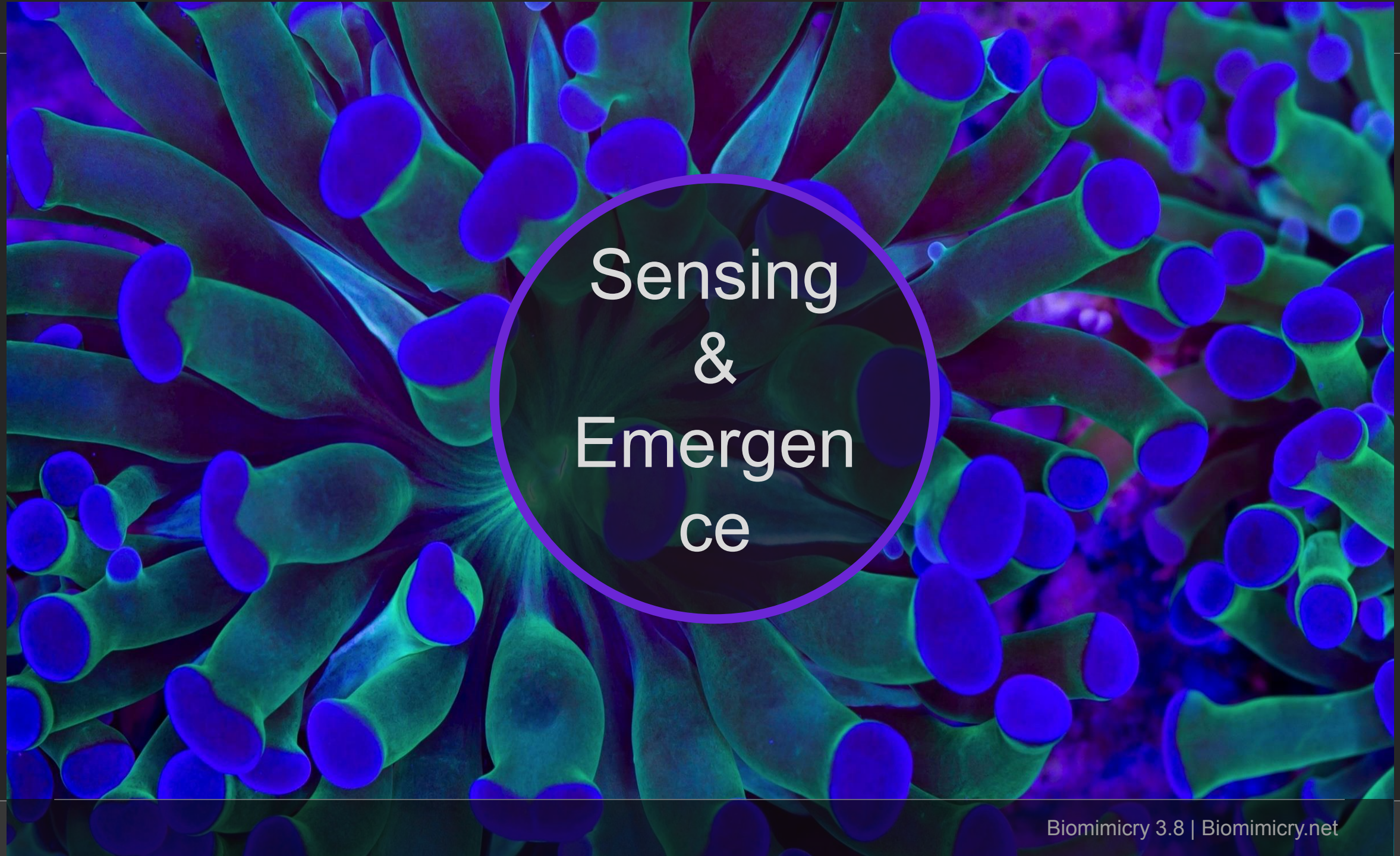
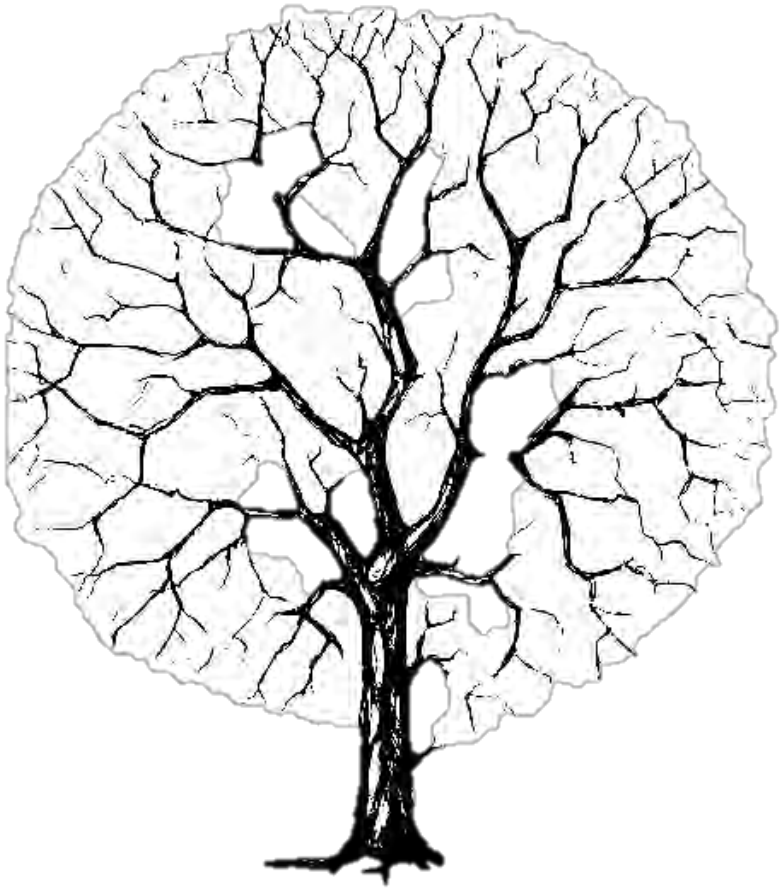

Structure
and
Control


Sensing
&
Emergen
ce

BUILDING BLOCKS FOR AGILITY: ADAPTIVE AND HIERARCHICAL NETWORKS

The Trunk and Main Branches/Roots of the Tree

- Structure & cohesion to support the whole
- Conserves & distributes resources for the Whole
- Routines to support existing system needs



HIERARCHICAL NETWORKS IN NATURE

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BUILDING BLOCKS FOR AGILITY: ADAPTIVE AND HIERARCHICAL NETWORKS

The Leaves and Fine Roots of the Tree

- Interface and balance with the broader context
- Sensing new resources, risks & needs
- Adapting/Evolving new growth and routines

ADAPTIVE NETWORKS IN NATURE

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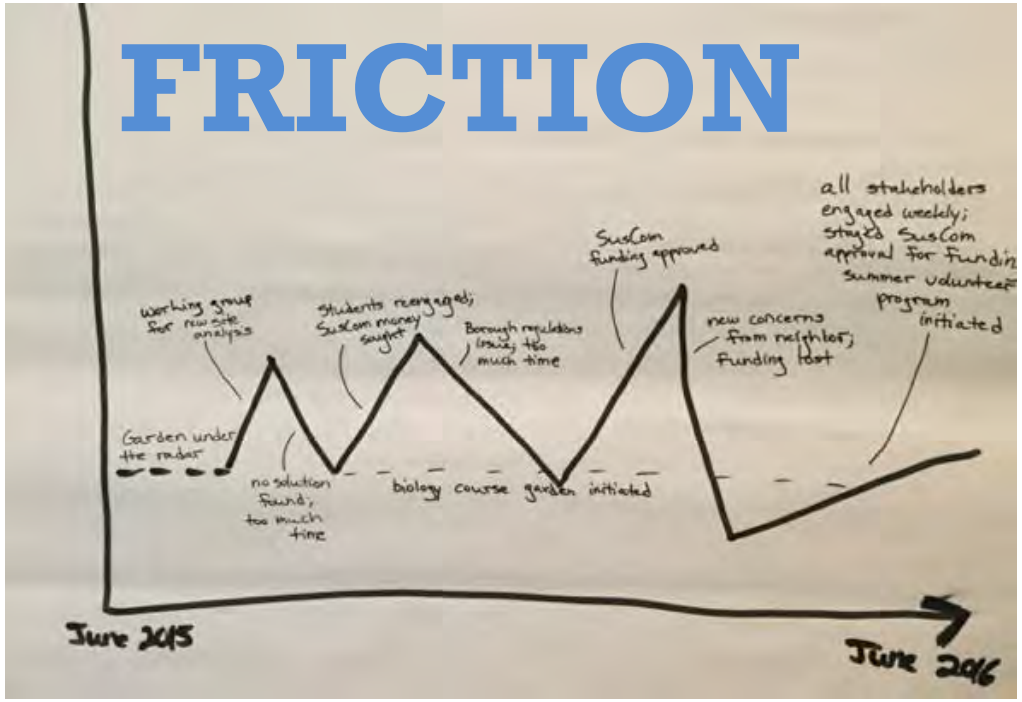
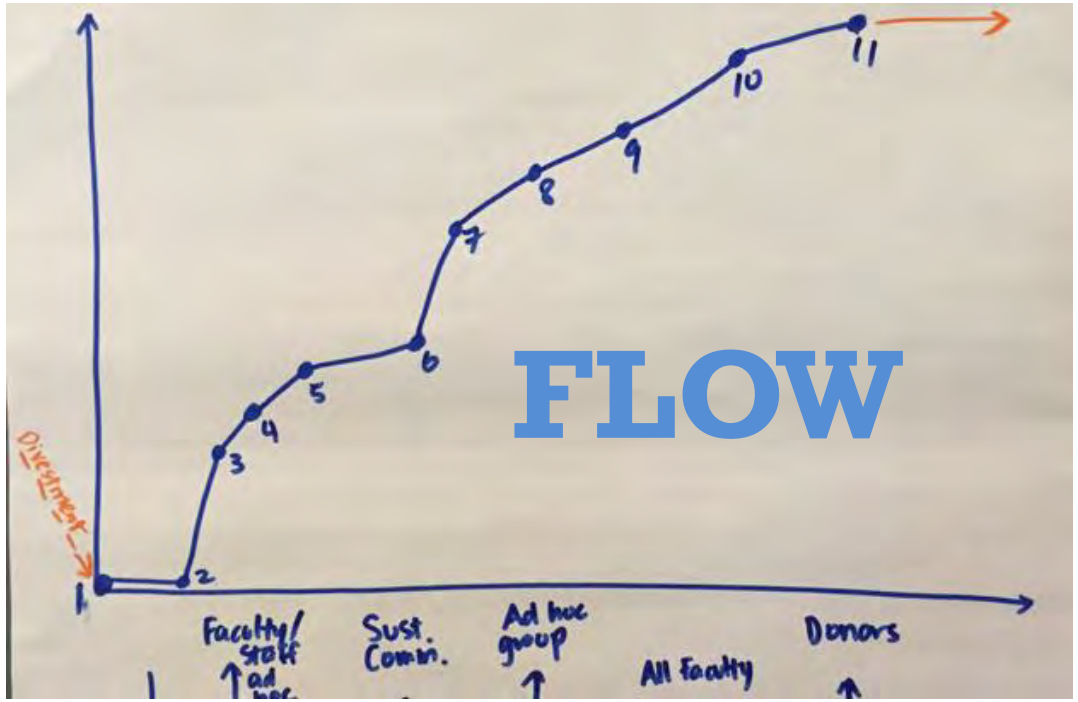
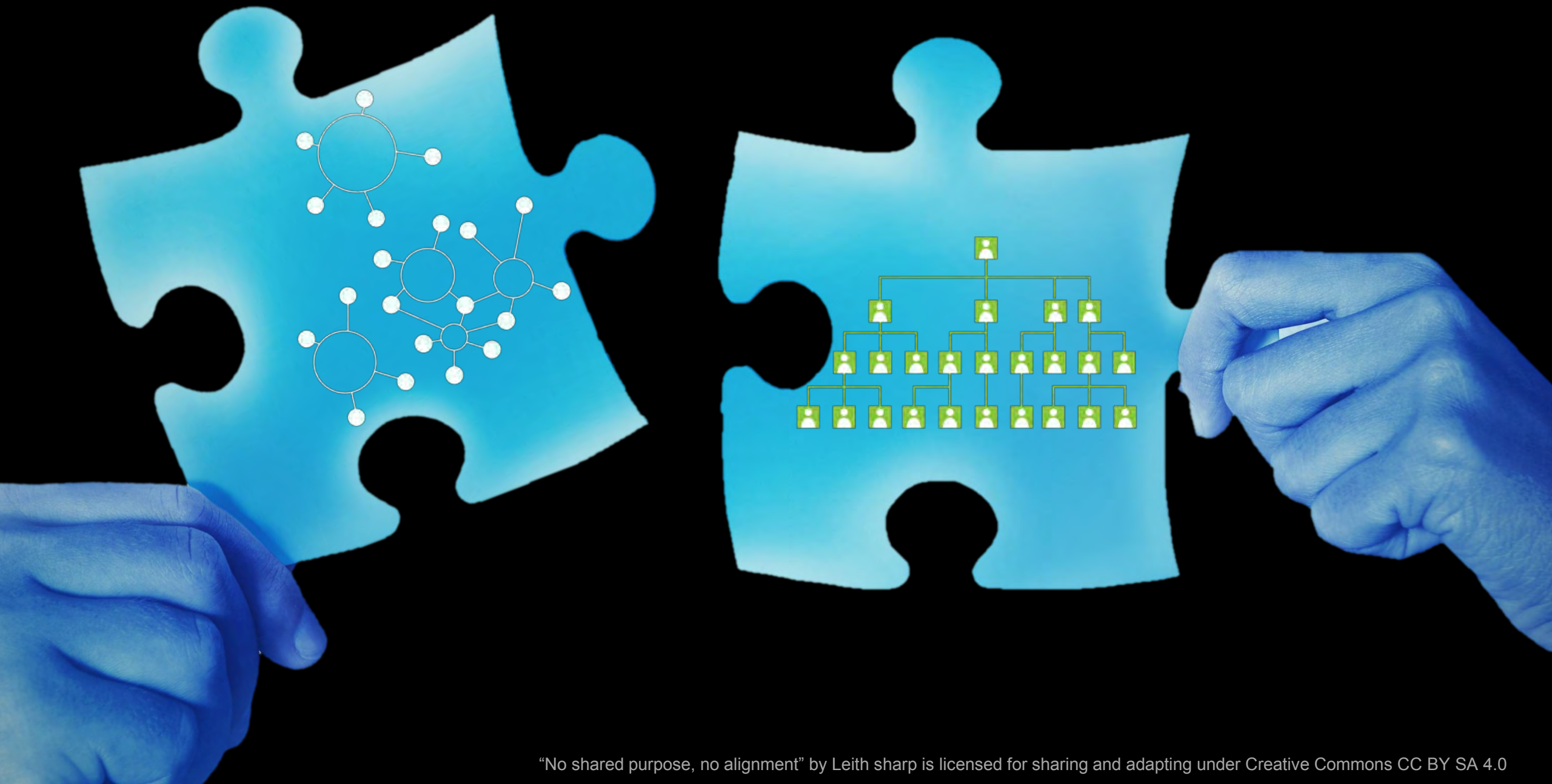
Many Idea Life Cycles Experience Friction & Some Experience Flow





"Friction & Flow in the Life of Ideas" by Leith Sharp, is licensed for open sharing and adapting under Creative Commons CC BY-SA 4.0

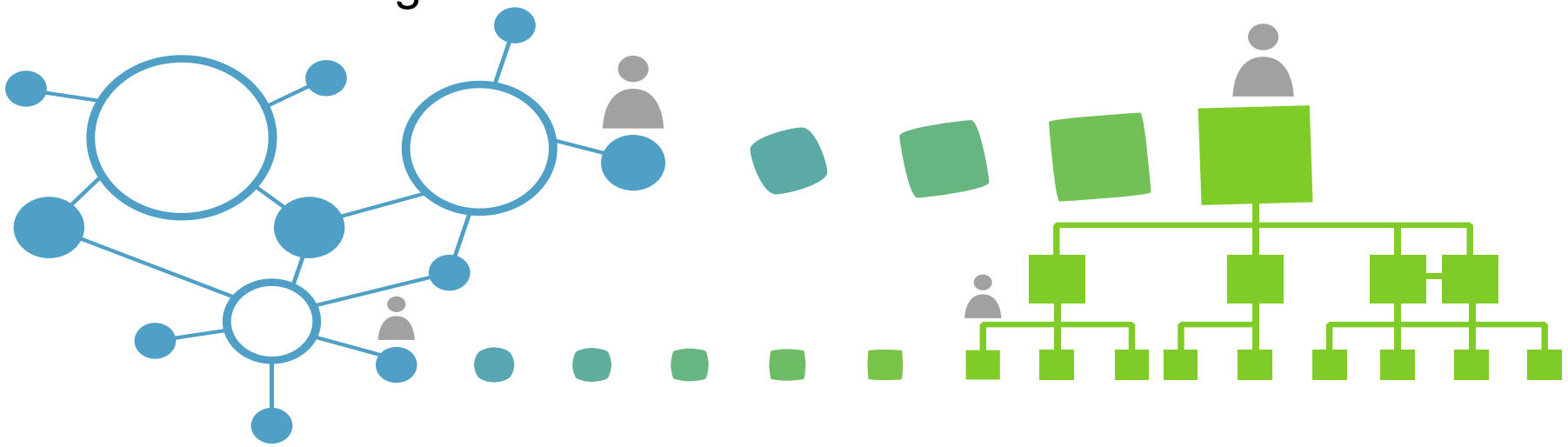
They Don’t Automatically Play Well Together



“No shared purpose, no alignment” by Leith sharp is licensed for sharing and adapting under Creative Commons CC BY SA 4.0

Enormous Synergy Exits Between Adaptive and Hierarchical Networks

- Sensing
- Ideas
- Engagement
- De-risking



- Permission/Invitation
- Resourcing
- Business Alignment, Cohesion
- Scaling Strategy & Structure

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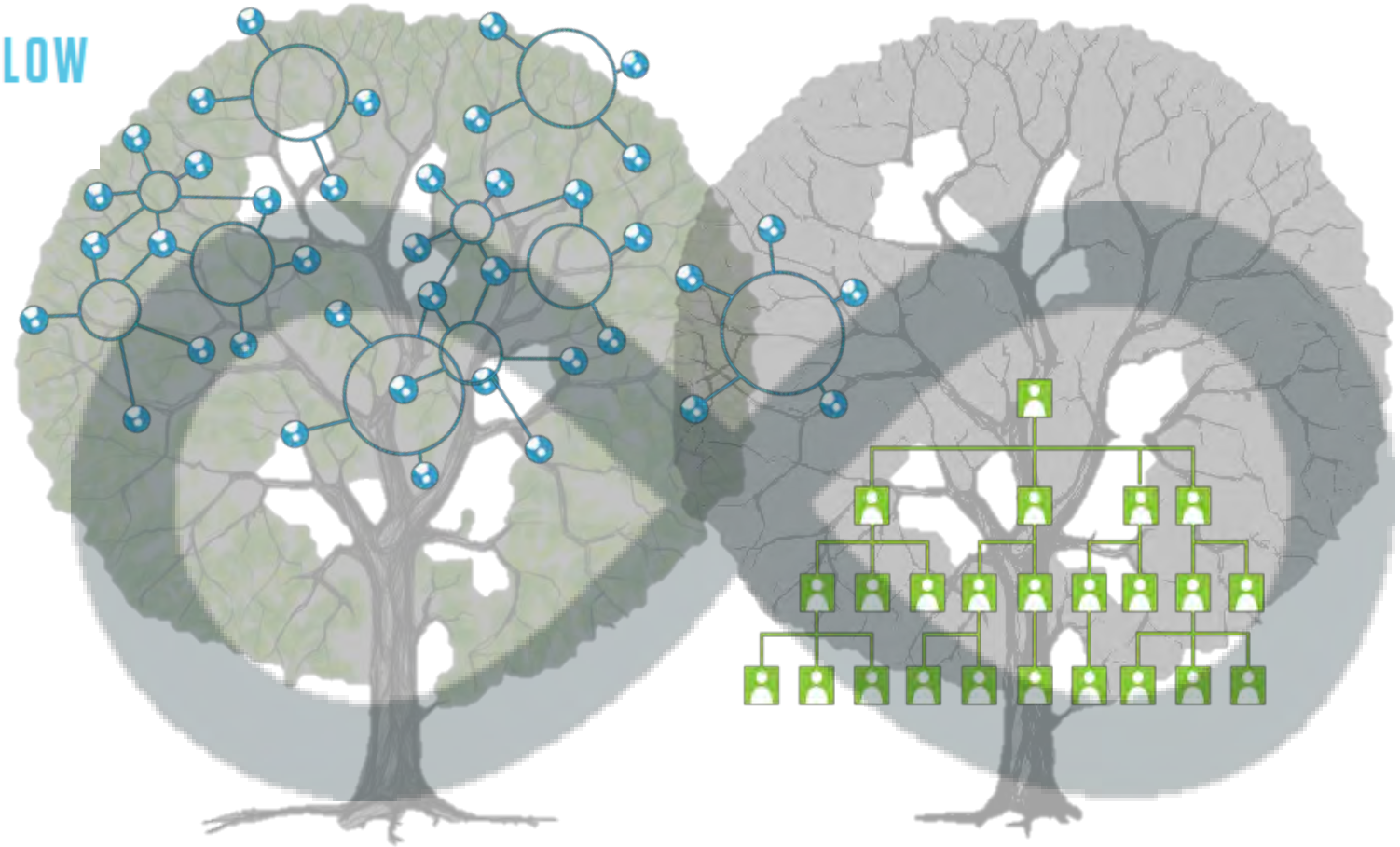
"IF I WERE TO TALK ABOUT THE EVOLUTION OF OUR PROJECTS, ON SOCIAL RESPONSIBILITY, AND ENVIRONMENT, THEY HAVE CLEARLY FOLLOWED THIS LINE WHERE IT STARTS IN THE ADAPTIVE [NETWORK]. LATER ON YOU BUILD CREDIBILITY, AND THEN YOU INTERNALIZE AND INCORPORATE IT AS I SAID BY ITERATING AND DE-RISKING THE IDEAS. THEN, ALL OF A SUDDEN, IT GETS ADOPTED, AND, IN THE WHOLE COMMAND AND CONTROL OPERATING SYSTEM, IT BECOMES INSTITUTIONALIZED IN THE COMPANY AS PART OF A CONTRACT."

Sharp,L et al. "Organizational Agility". *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2018. Pages 31-40.*

PURPOSE ALIGNS NETWORK FLOW
WHICH INCREASES AGILITY



Nature’s Purpose and Our Purpose – To Preserve & Extend Life

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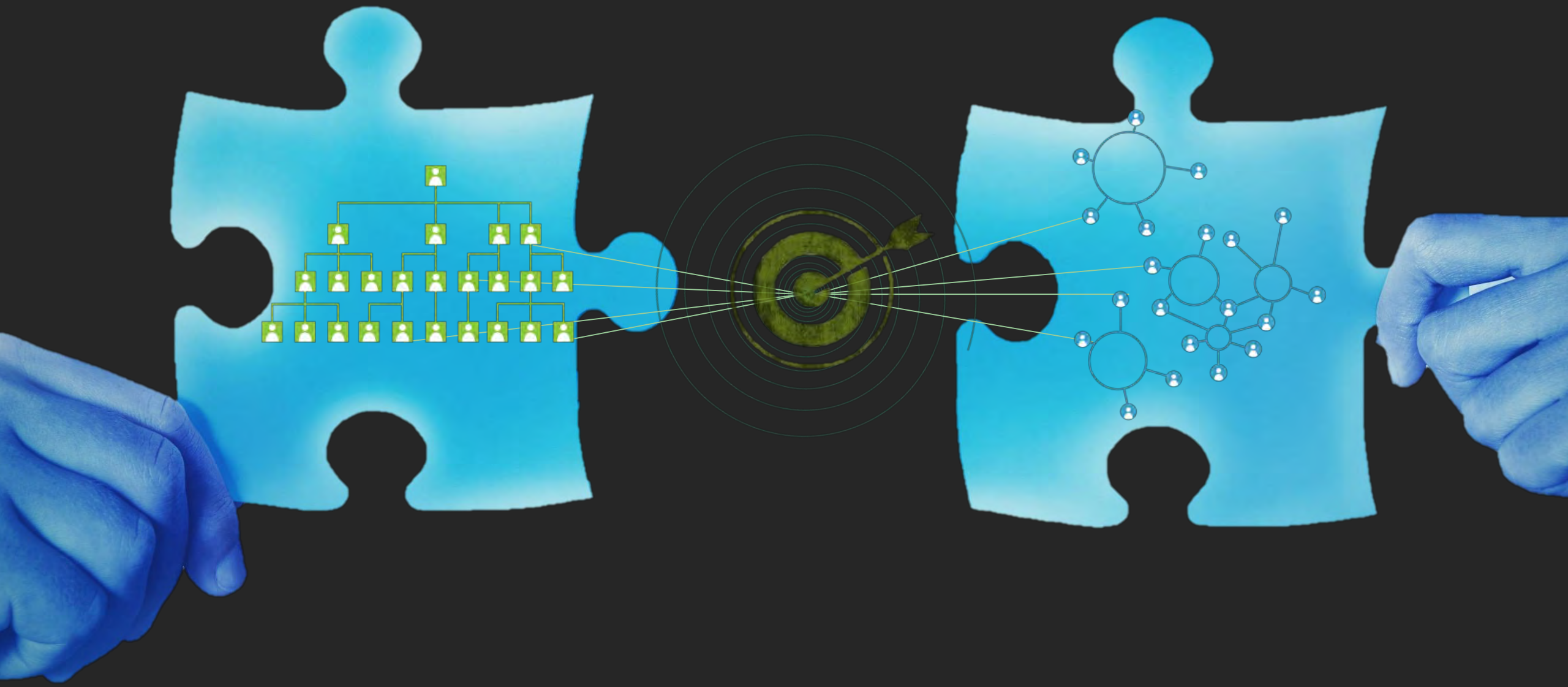
Both aligned around purpose: Life

CEO, DSM

"The motivation, purpose, engagement to have fun, to love a certain business, those kinds of things you cannot enforce top-down… The whole purposing aligns the two [organizational systems] and makes the organization more creative." (Sharp, 2019)

Sharp, Leith. "Leading Organizational Agility & Flow to Deliver on Corporate Purpose". *Purpose-Driven Leadership for the 21st Century. 2017-2019 Global Multi-Year CEO Study. Ed. C.Gyori, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2019. Pgs 49-59*

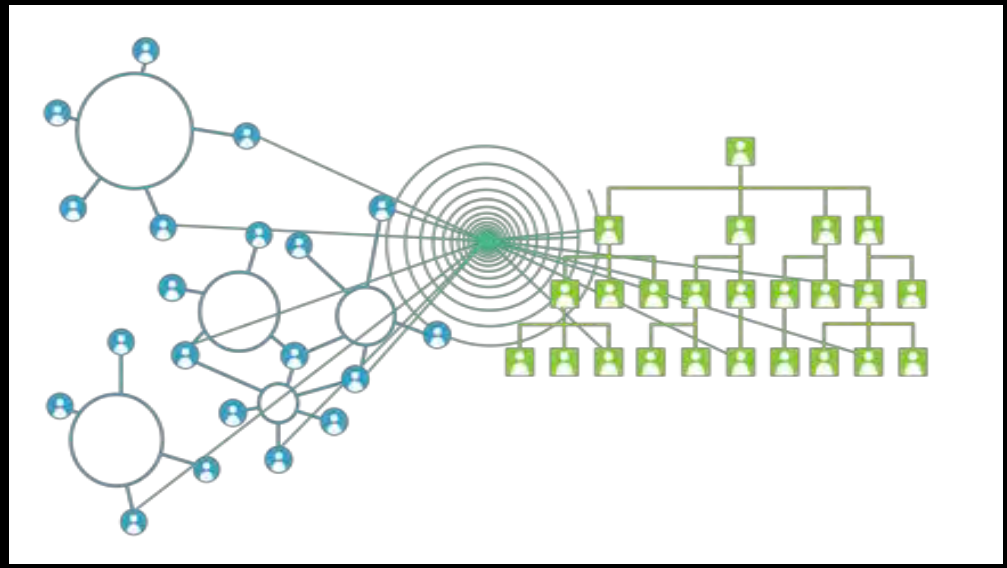
Shared Purpose & Psychological Safety Provides the Aligning Force



“The Power of a New Shared Lexicon” by leith sharp is licensed for open sharing and adapting under Creative Commons CC BY-

Minneapolis - St. Paul International Airport: Snow Removal

Snow removal problem. Climate change messing with snow dumps patterns, delaying aircraft.



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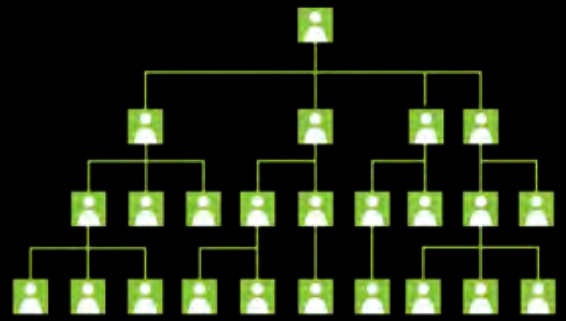
Something Changes

New Problem that Needs Solving



Hierarchical Network

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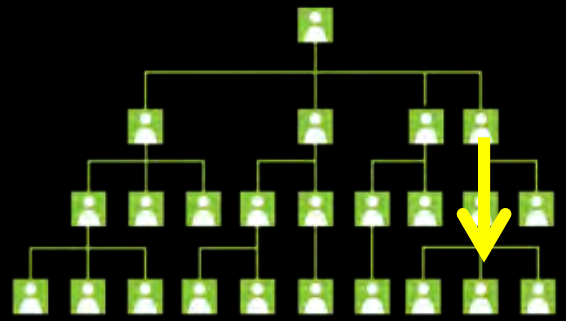
Initial Response

New Problem that Needs Solving



Mandate – Fix it

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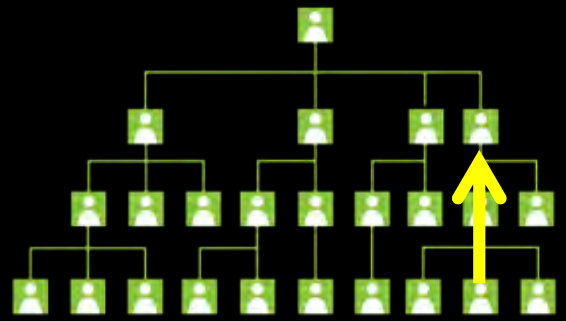
Initial Response

New Problem



We Will Fix it.
How do you Want Us to Fix It?

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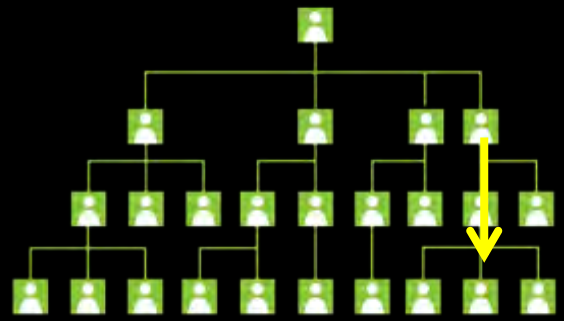
Initial Response

New Problem



Mandate – Fix it

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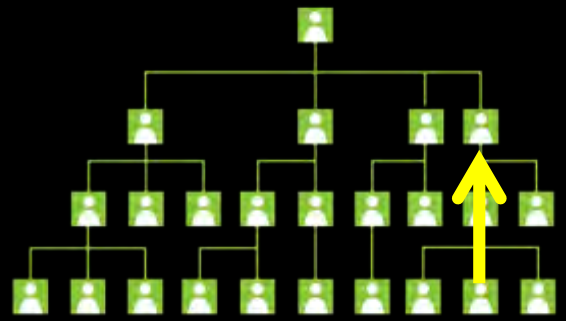
Initial Response

New Problem



We Will Fix it.
How do you Want Us to Fix It?

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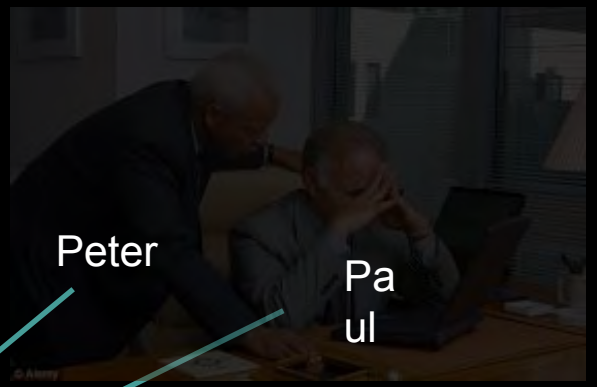
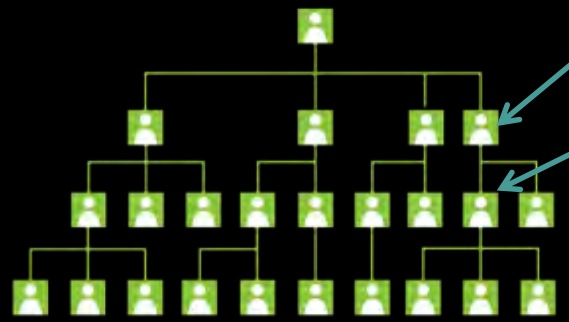
Paul Gets Sick of It – He Cracks



New Problem



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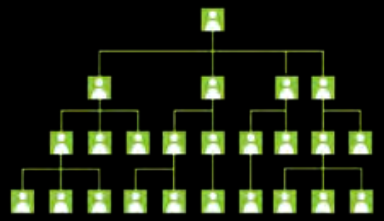
A LIMITATION OF THE HIERARCHICAL NETWORK – INDIVIDUAL ENGAGEMENT

"[illegible] one thing you can never dictate, and it's to gain the hearts of your people. You cannot do that by dictating. And that you should realize that you miss a dimension, you miss their own flexibility, their own thoughts, their own ideas if you don't gain their hearts. They will still do what you say, if you're strong enough, but you will miss creativity, you will miss the extra mile, you will miss whatever they can do if you gain their hearts."
Feike Sijbesma, CEO DSM.

What Paul Did: Started Leading between Adaptive & Hierarchical Networks



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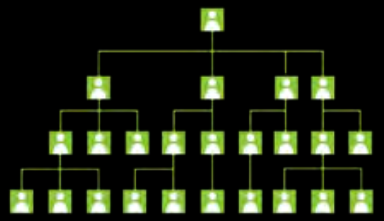
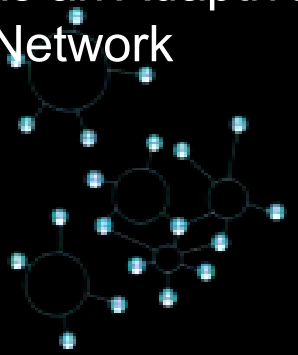


Permission

New Problem

Engages Snow Plow Crew as an Adaptive Network



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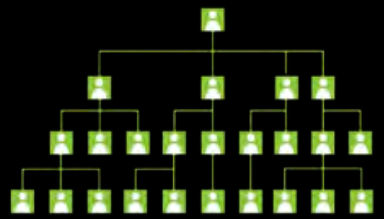
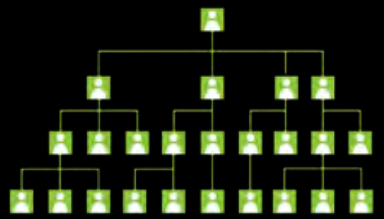
WEEKS LATER……

What Paul Did: Hit a Wall



~~Mandate~~



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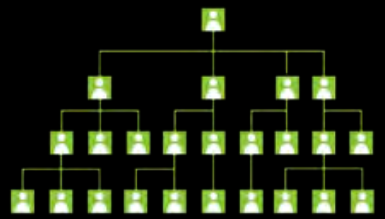
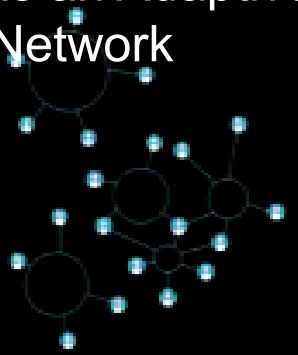


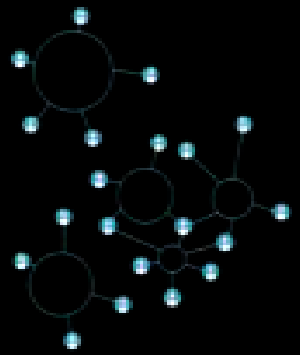
Permission Withdrawn

New Problem

Engages Snow Plow Crew as an Adaptive Network



Engagement Withdrawn



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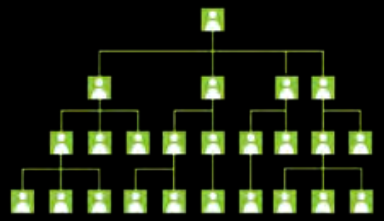
What Paul Did: He Creates the Social Atmosphere or Medium Within Which the Adaptive and Hierarchical Networks can Iterate



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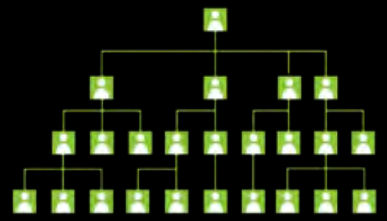
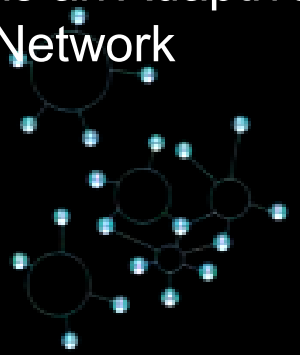


Permission

New Problem

Engages Snow Plow Crew as an Adaptive Network



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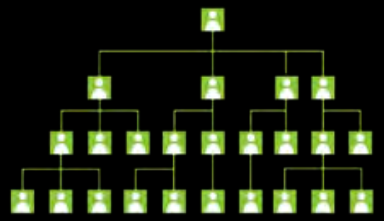

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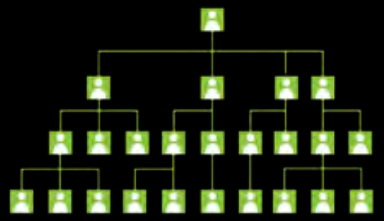
New Problem



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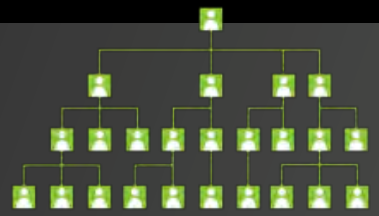
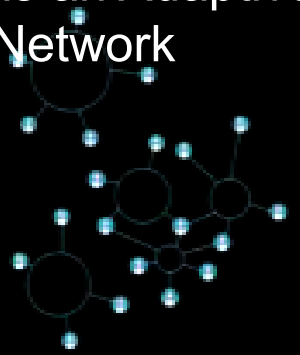
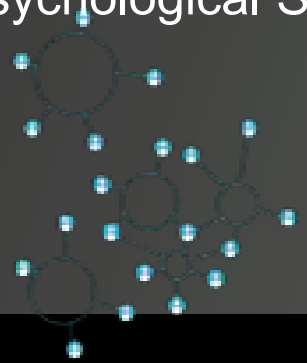


Hierarchical Sponsor has Psychological Safety

Engages Snow Plow Crew as an Adaptive Network



Drivers have Psychological Safety



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Psychological Safety

Making it Safe

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

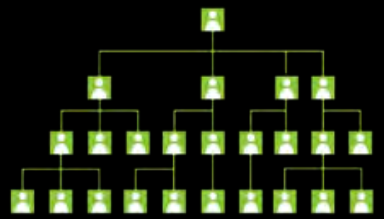
IT'S ESSENTIAL TO EMERGENCE.

THE POWER OF TEAMING

SUSTAINABILITY LEADERSHIP **Amy C. Edmondson** | Novartis Professor of Leadership & Management | **Harvard Business School THE POWER OF TEAMING**

SUSTAINABILITY LEADERSHIP **Amy C. Edmondson** | Novartis Professor of Leadership & Management | **Harvard Business School THE POWER OF TEAMING**

What Paul Did: Continues Leading between Adaptive & Hierarchical Networks



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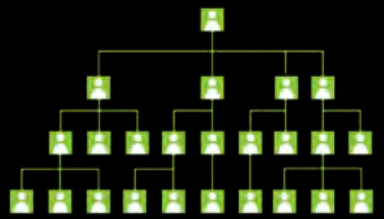

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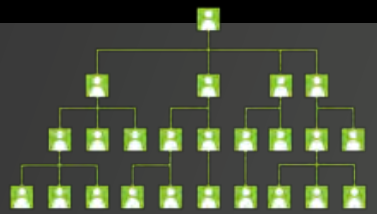
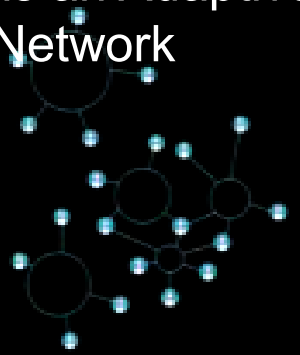


Hierarchical Sponsor has Psychological Safety

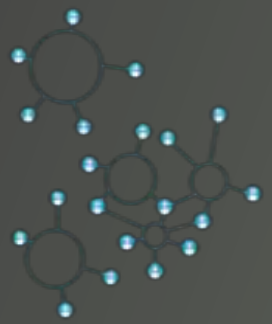
New Problem

Engages Snow Plow Crew as an Adaptive Network

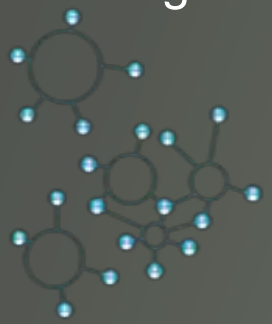


Drivers have Psychological Safety

Ideas



Piloting



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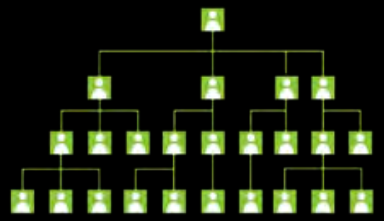
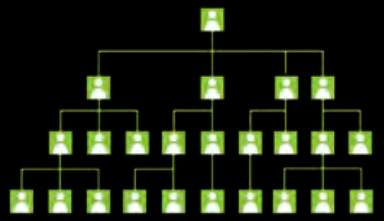


~~Mandate~~



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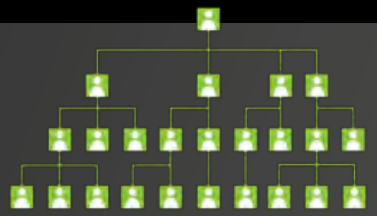
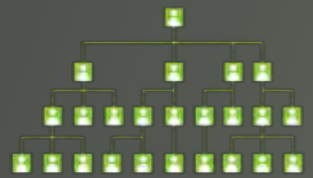
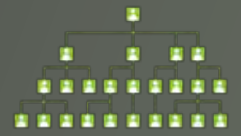


Hierarchical Sponsor has Psychological Safety



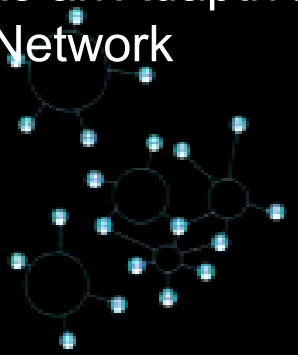
De-risk for Hierarchy



Approval

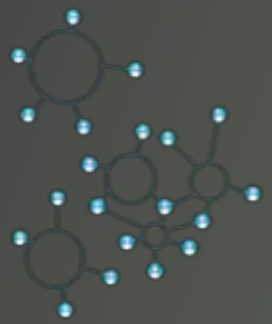
New Problem

Engages Snow Plow Crew as an Adaptive Network

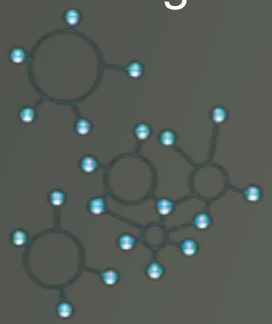


Drivers need Psychological Safety

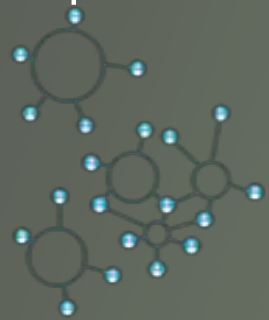
Ideas



Piloting



Implement



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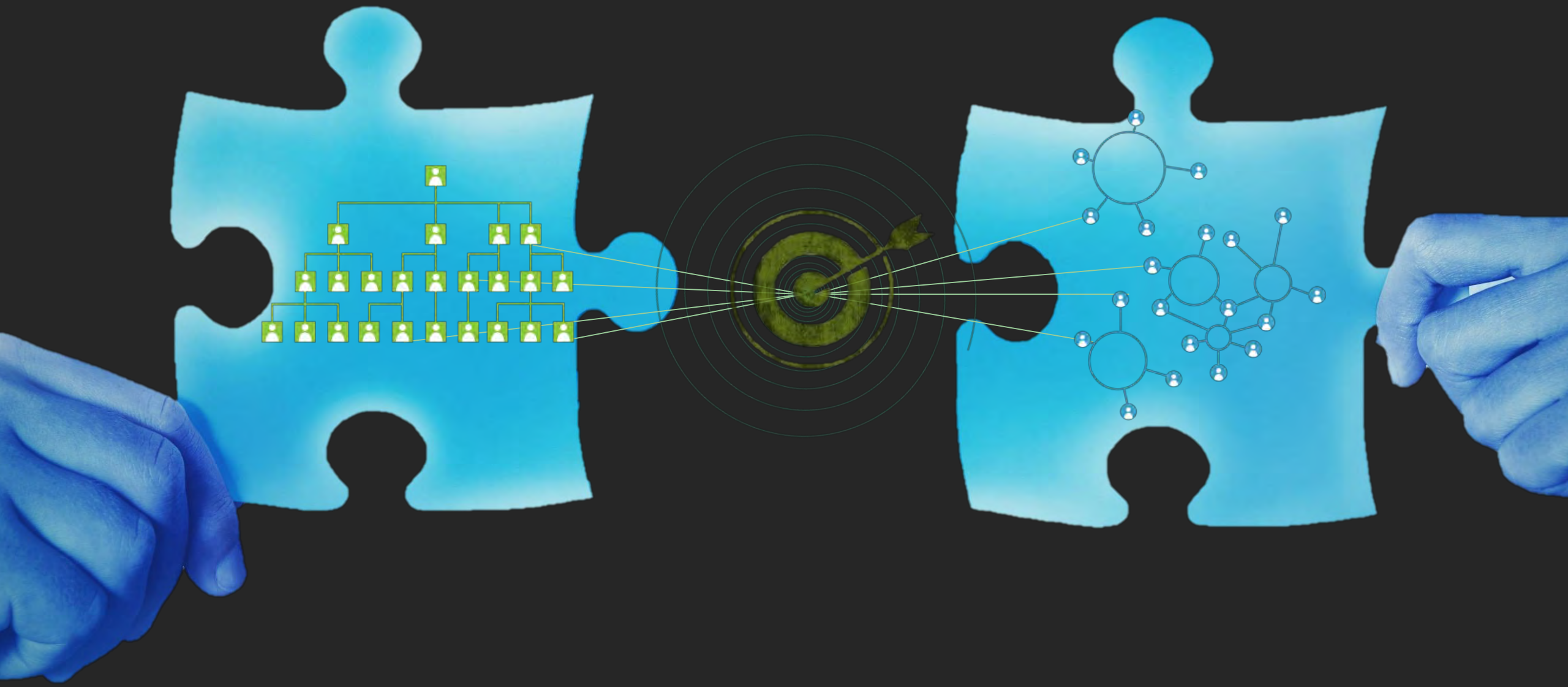
Shared Purpose & Psychological Safety is the Right Social Medium for Network Flow



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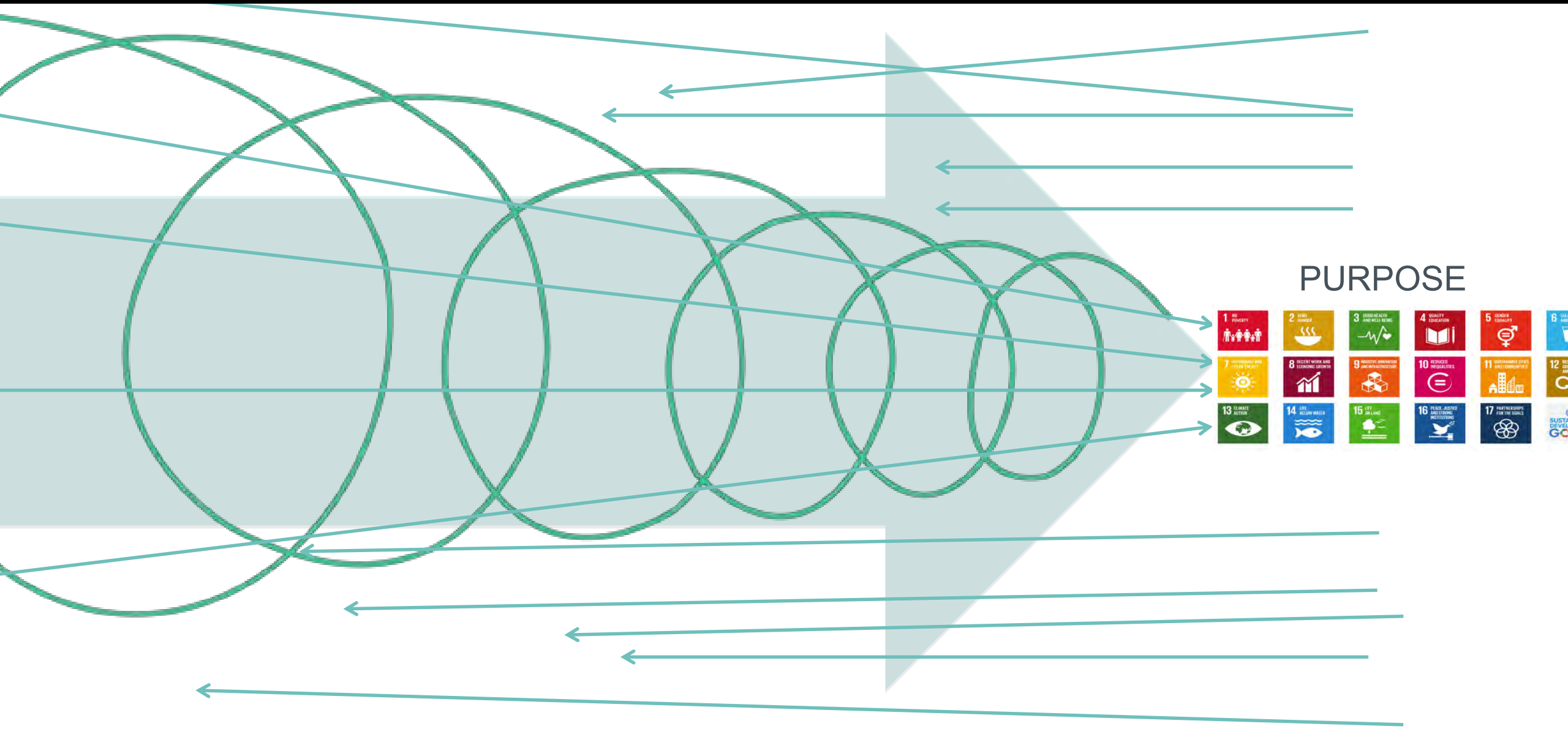
We Need a Radical Increase in the Flow of Purpose Driven Ideas, at all Scales, Across all Sectors.



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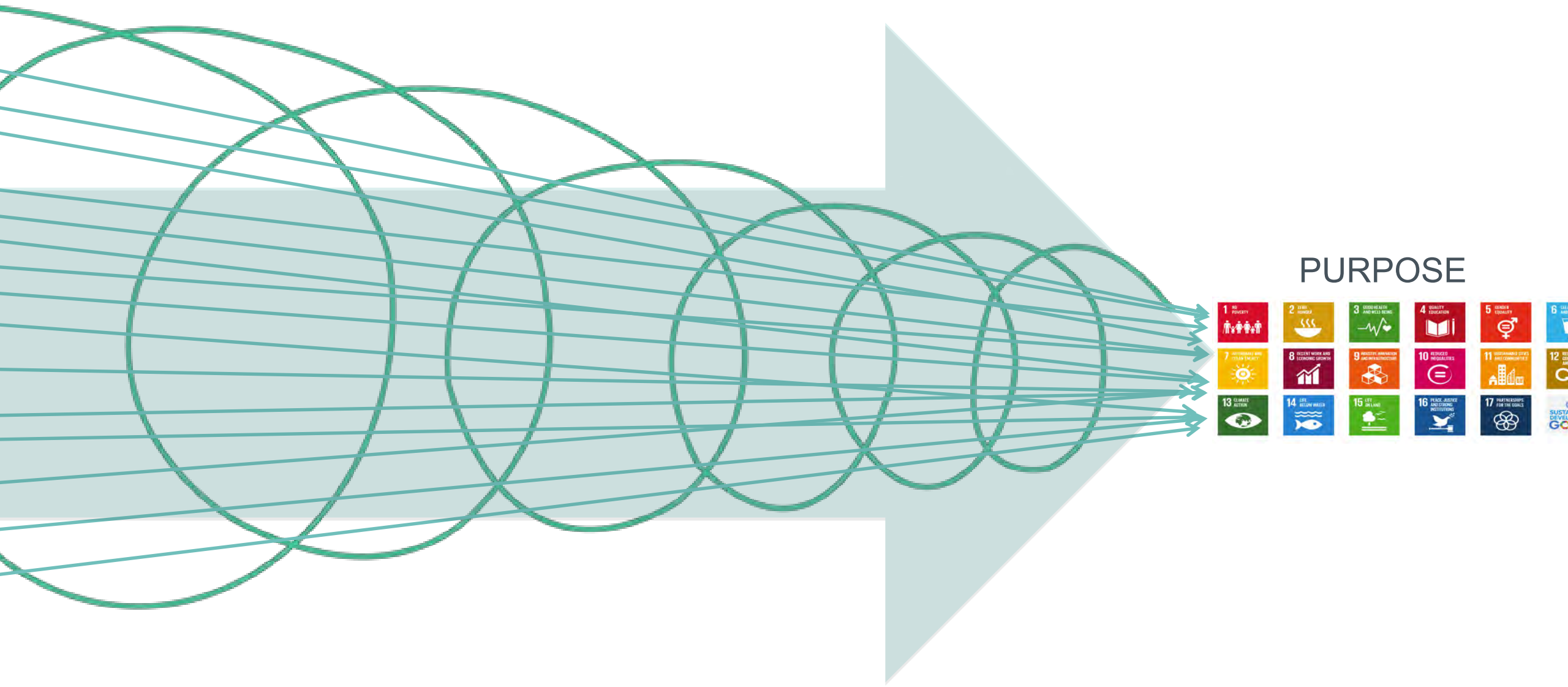


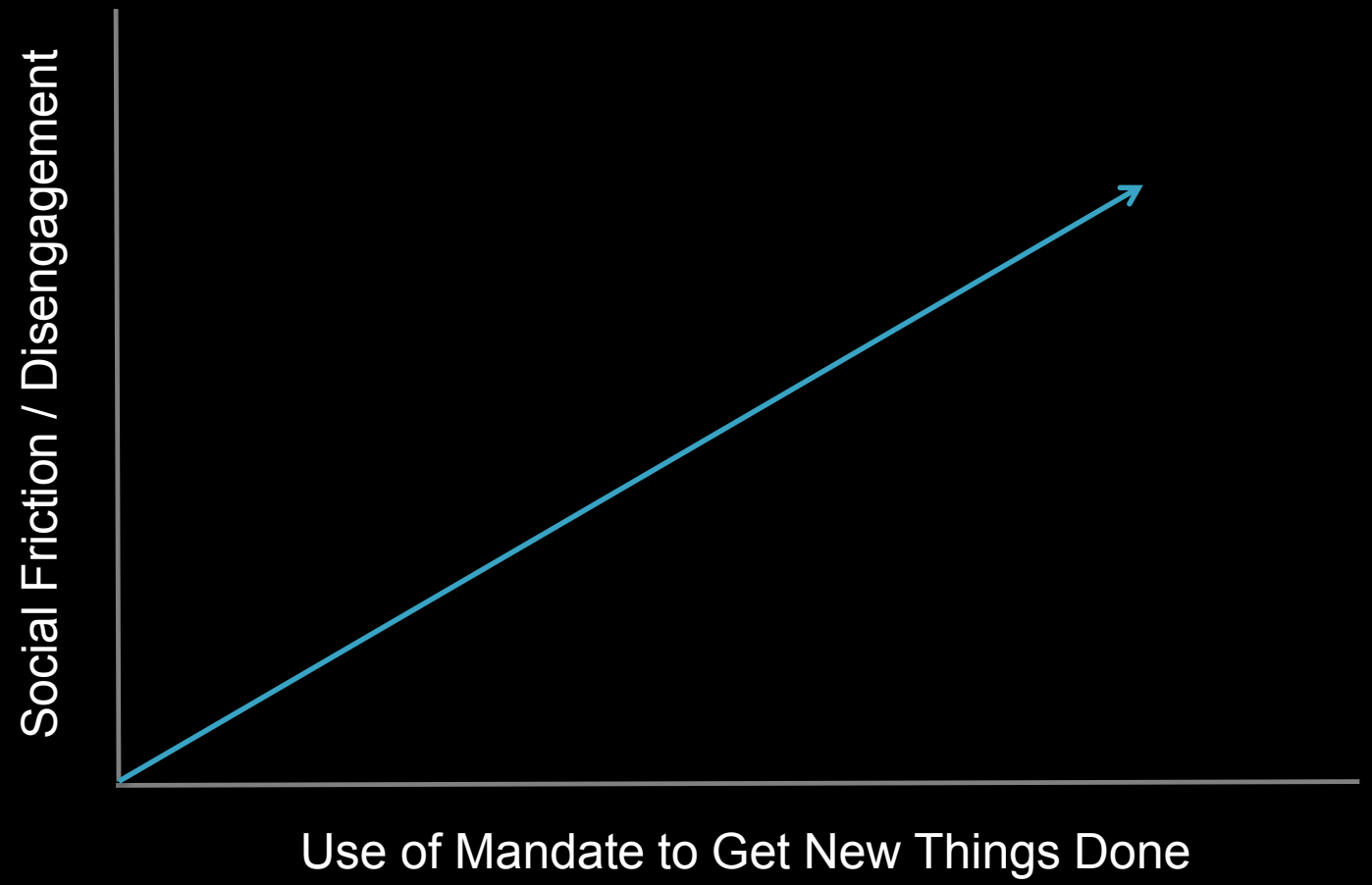
Image: Flickr.com | Jasper Nance

Pair & Share

Turn to someone next to you and for 3 minutes each listen to one another answer this question:

What’s most alive for you in this content so far and why?

More Mandate = More Social Friction/Disengagement in Organizations



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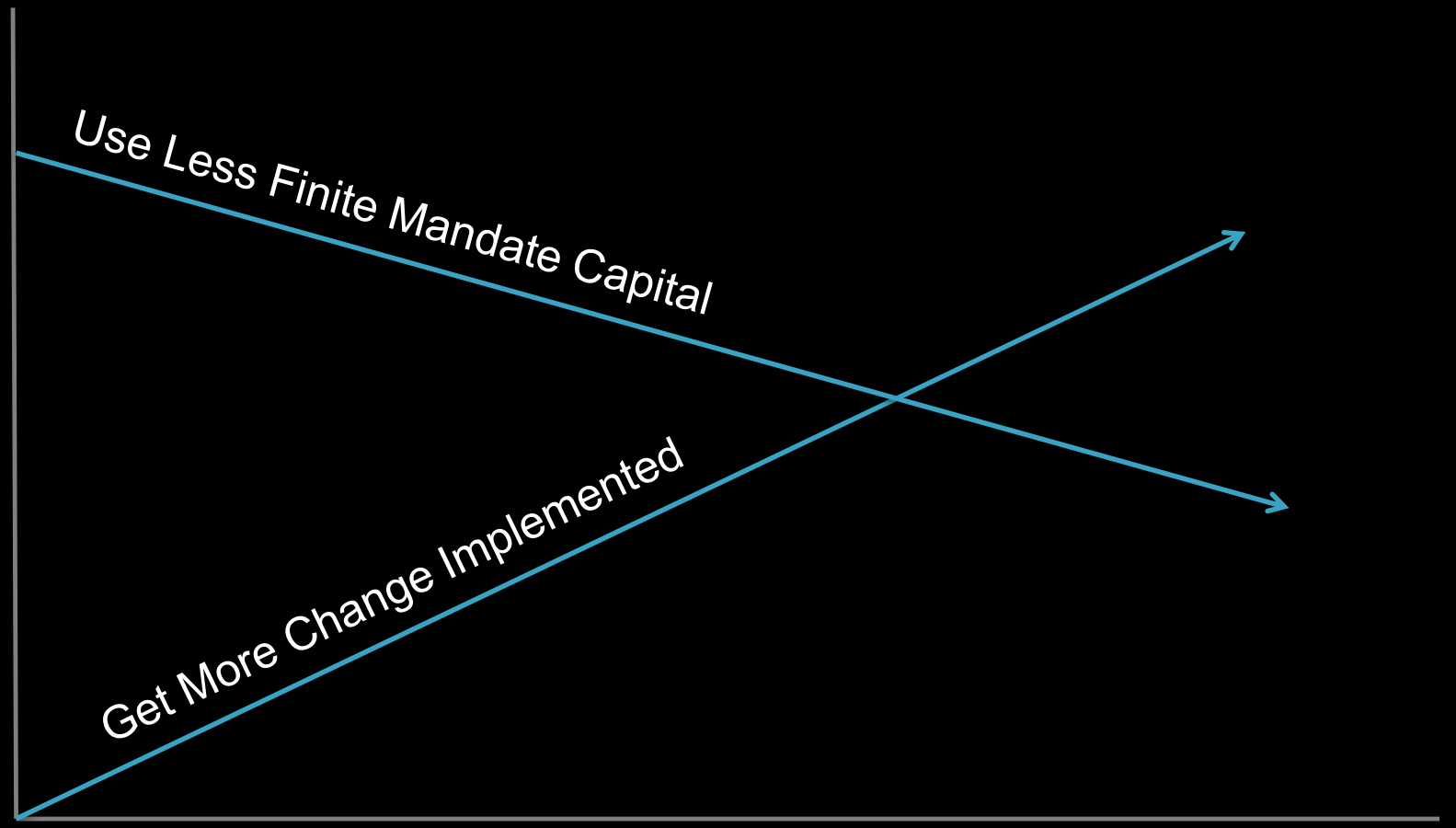
Using Less Mandate Capital to Lead More Change



This Requires Us to Structure in More Adaptive & Hierarchical Synergy

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Unleashing
Collective
Intelligence

DAVID TAYLOR

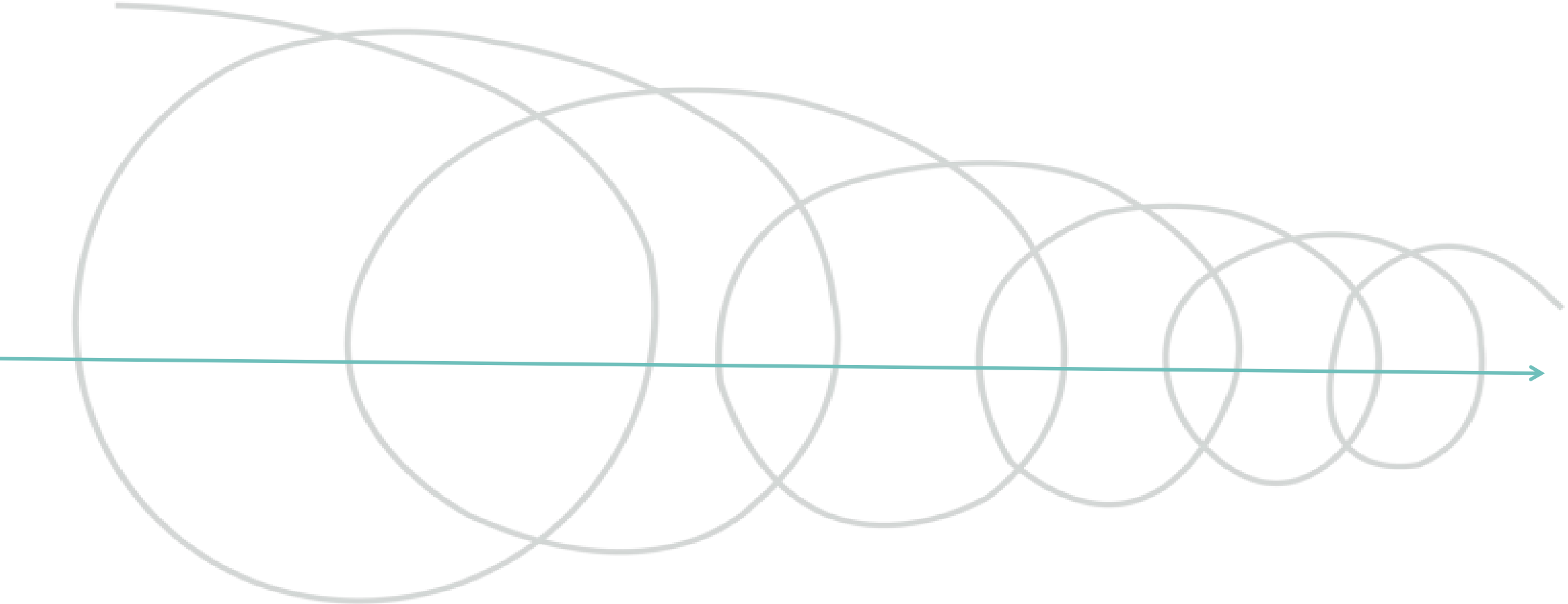
CEO Proctor & Gamble

"I do believe both exist (adaptive and hierarchical networks). I believe the interaction is important, but the ability of some people to move from one to the other is high. The ability broadly for most people to move one to the other is probably not nearly as much and in part because we have put people in roles, often for years and years, in a hierarchical network into unleash people to have the creativity and willingness to fail is difficult.

I believe successful companies going forward will be certainly able to execute, but they will have a strengthened muscle in the adaptive network, leaders that understand how to create the environment for people to be creative and still get things done." (Sharp, 2019)

Sharp, Leith. "Leading Organizational Agility & Flow to Deliver on Corporate Purpose". *Purpose-Driven Leadership for the 21st Century. 2017-2019 Global Multi-Year CEO Study. Ed. C.Gyori, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2019. Pgs 49-59*

Iteration between Adaptive and Hierarchical Moves



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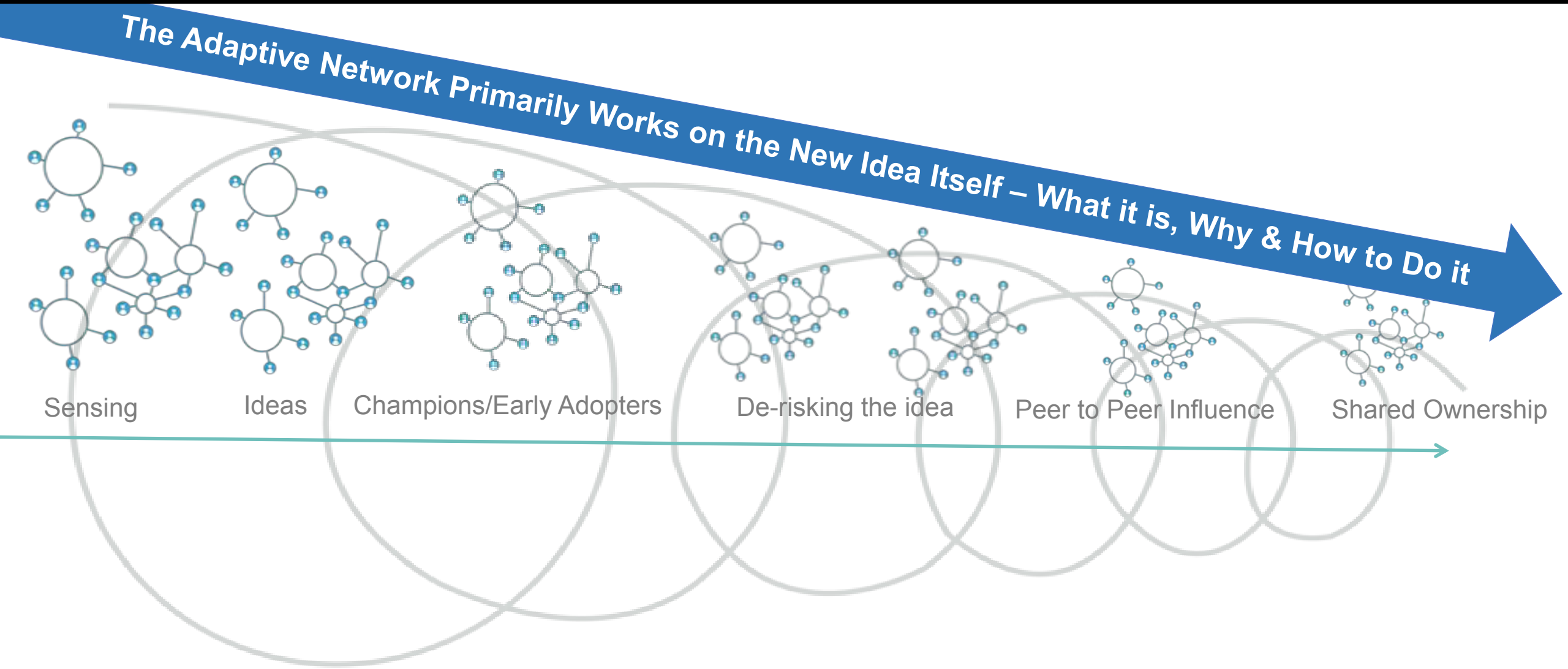
Iteration between Adaptive and Hierarchical Moves



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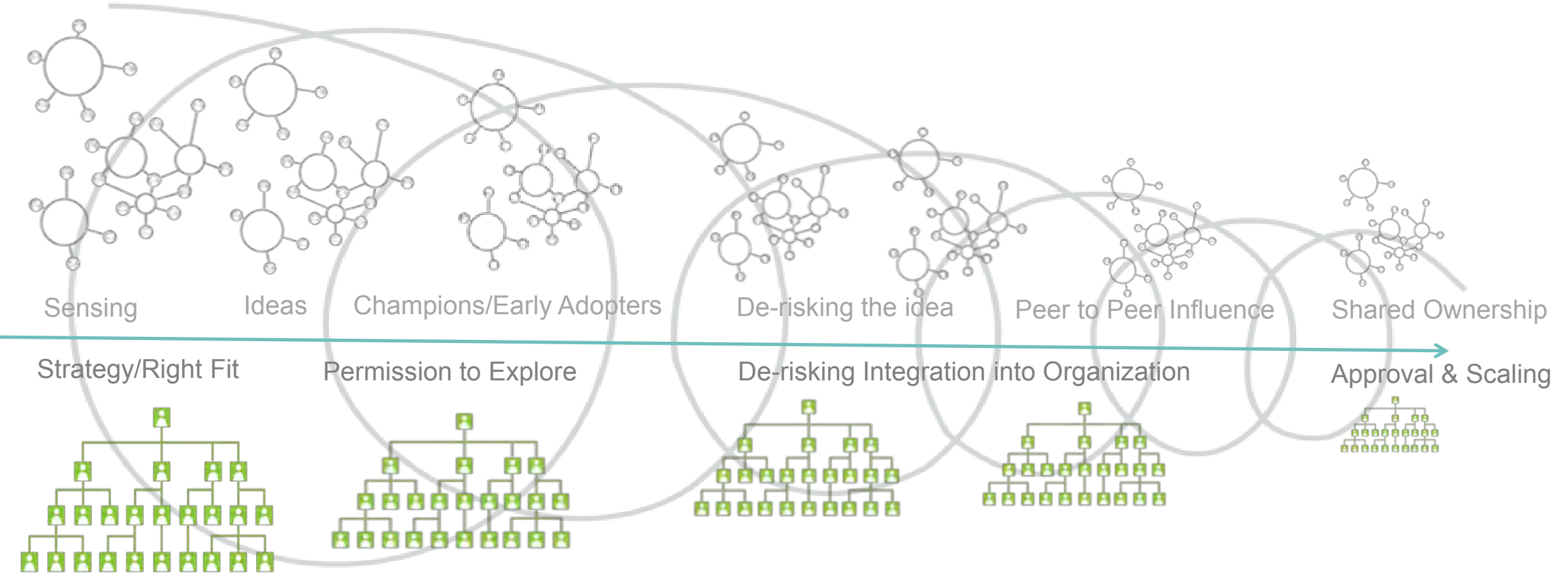
"TRUST [IS A] BIG, BIG THING FOR ME AS WE WORK IN [A] MUCH MORE FAIL FAST AND FIX [ENVIRONMENT] - MUCH MORE AN ORGANIZATION WHERE PEOPLE COME TOGETHER ALMOST ON-THE-FLY AND IN SMALL GROUPS TO WORK ON A SPECIFIC PROBLEM, DISBAND, REFORM, GO AGAIN. THIS IDEA, ONE OF TRUST AND ALSO THE IMPORTANCE OF, THIS FACT: I CAN GIVE YOU CLARITY. I CANNOT GIVE YOU CERTAINTY."

(Sharp, 2018)

Sharp,L et al. "Organizational Agility". *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2018. Pages 31-40.*

Iteration between Adaptive and Hierarchical Moves



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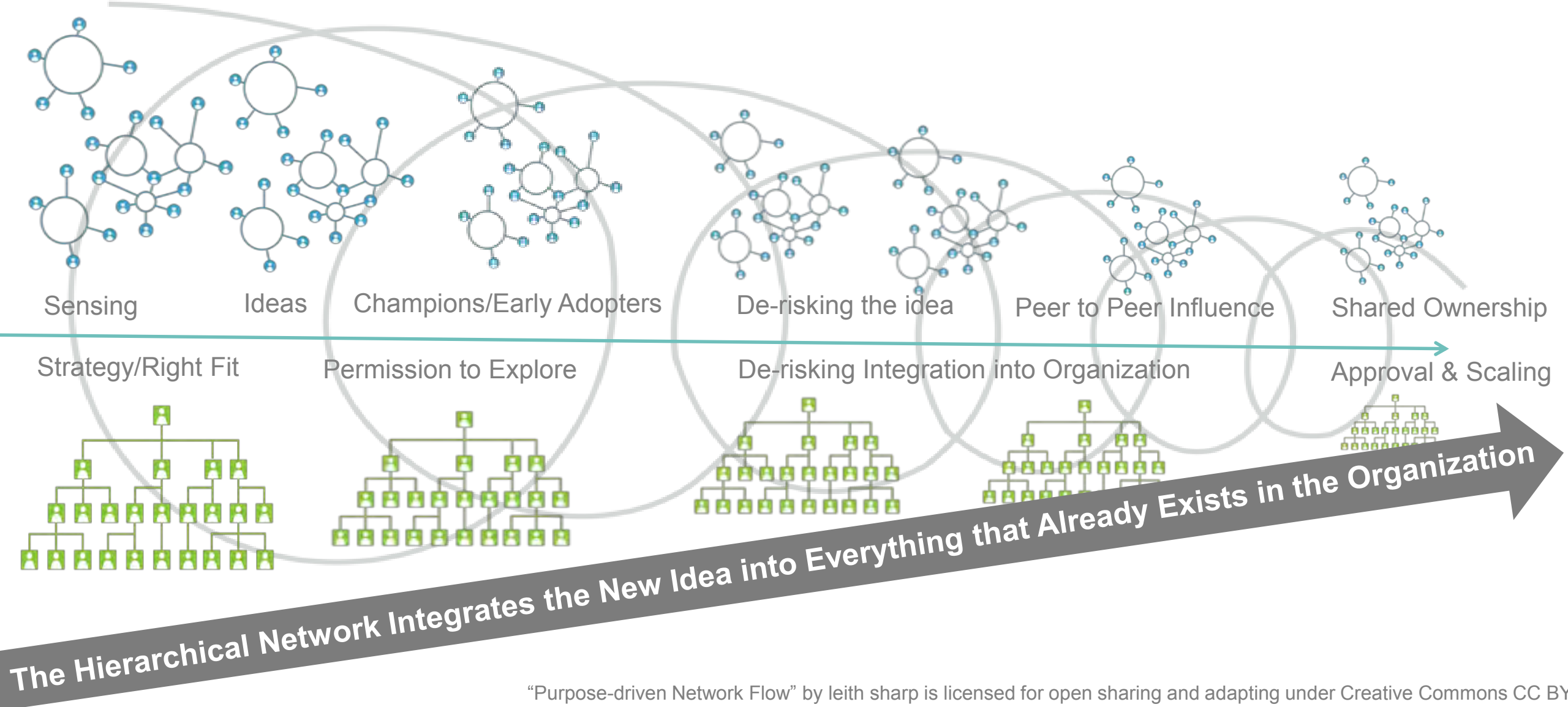
Frans van Houten, CEO Philips

"You need the guardrails and the insight, of the hierarchical networks in the organization, and allow the creativity of the adaptive networks (to work) in a collaborative manner of multi-disciplinary teams to deliver an outcome to a customer."

Philips adds that this ensures that creativity and ideas are "leading to innovations that we can sell. I'm less interested in creativity that leads to 35 different ways to send a credit note". (Sharp, 2019)

Sharp, Leith. "Leading Organizational Agility & Flow to Deliver on Corporate Purpose". *Purpose-Driven Leadership for the 21st Century. 2017-2019 Global Multi-Year CEO Study. Ed. C.Gyori, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2019. Pgs 49-50*

Iteration between Adaptive and Hierarchical Moves



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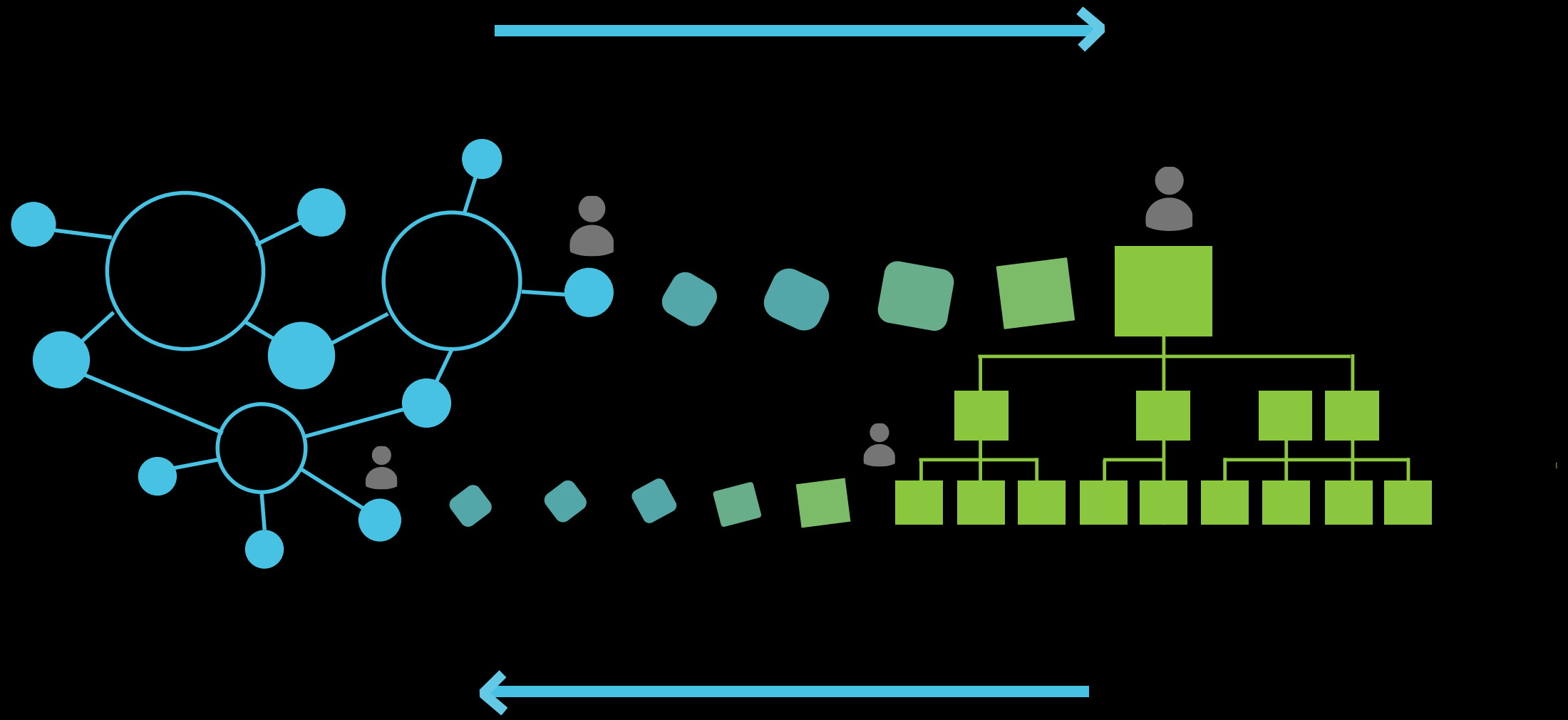
Training Hierarchical & Adaptive Networks to be more Iterative.



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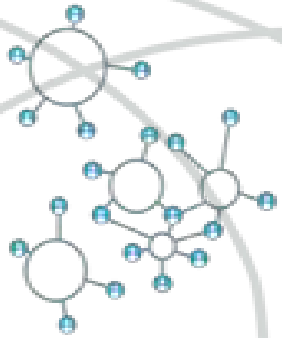
Iterating Toward Thresholds

Healthy Idea Flow

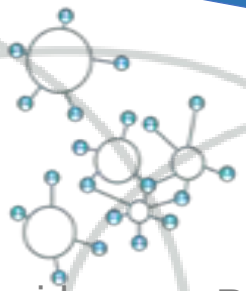
The Adaptive Network Primarily Works on the New Idea Itself – What it is, Why & How to Do it

Sensing

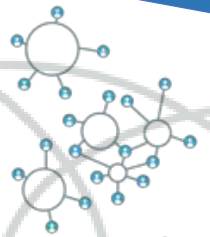
Ideas



Champions/Early Adopters



De-risking the idea



Peer to Peer Influence

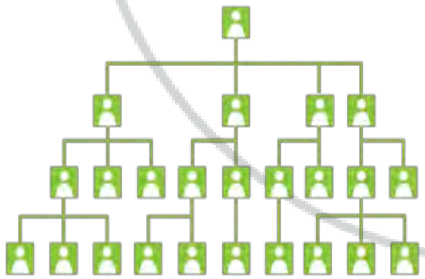
Shared Ownership

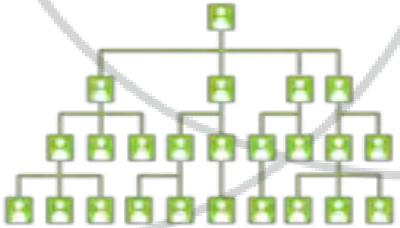
Strategy/Right Fit

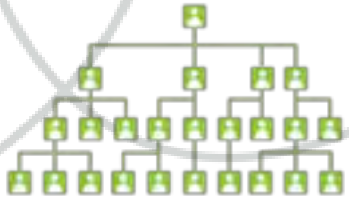
Permission to Explore

De-risking Integration into Organization

Approval & Scaling







The Hierarchical Network Integrates the New Idea into Everything that Already Exists in the Organization

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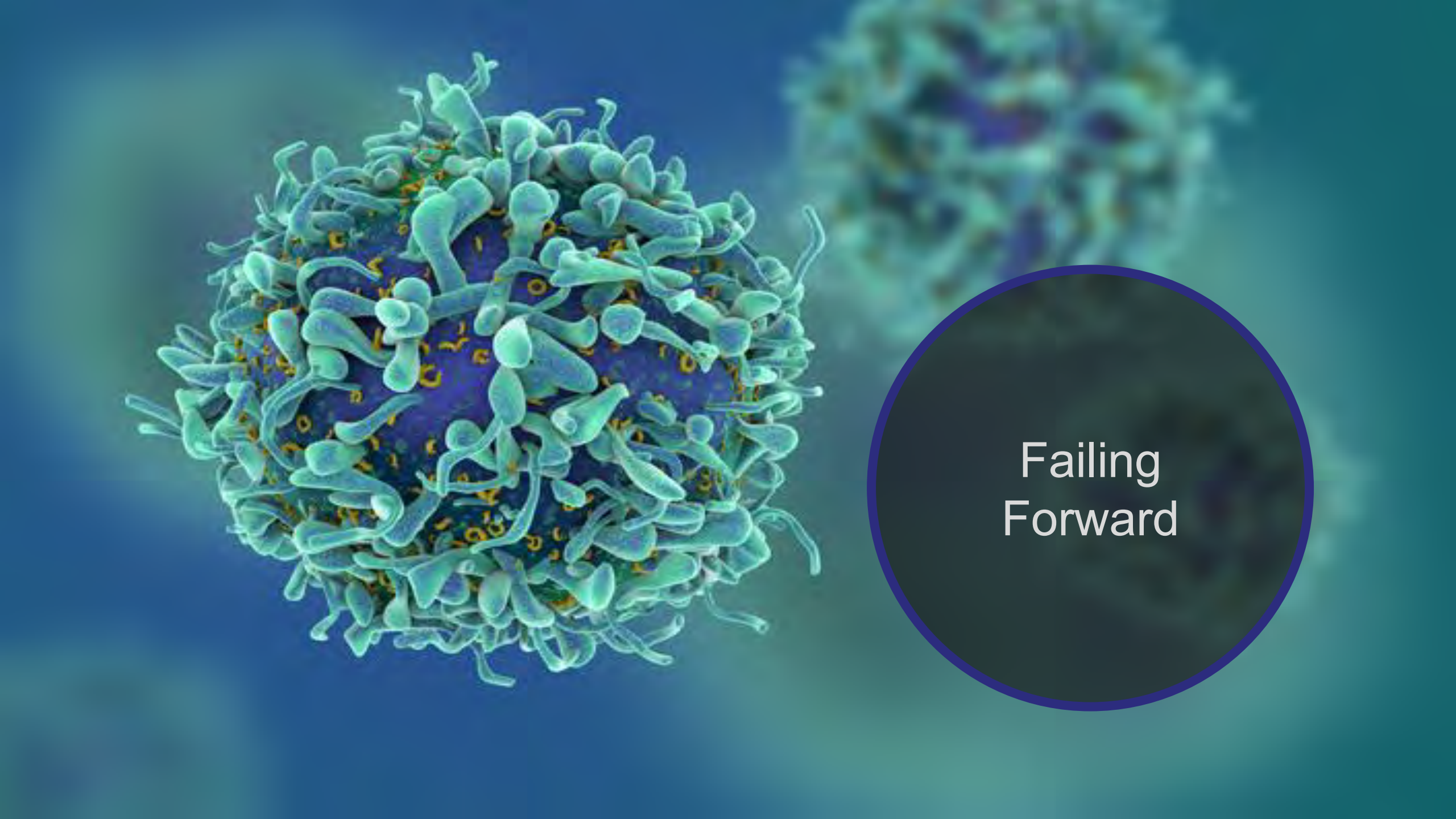

Failing
Forward

“I think we have all parts of ourselves working on both sides [adaptive and hierarchical].

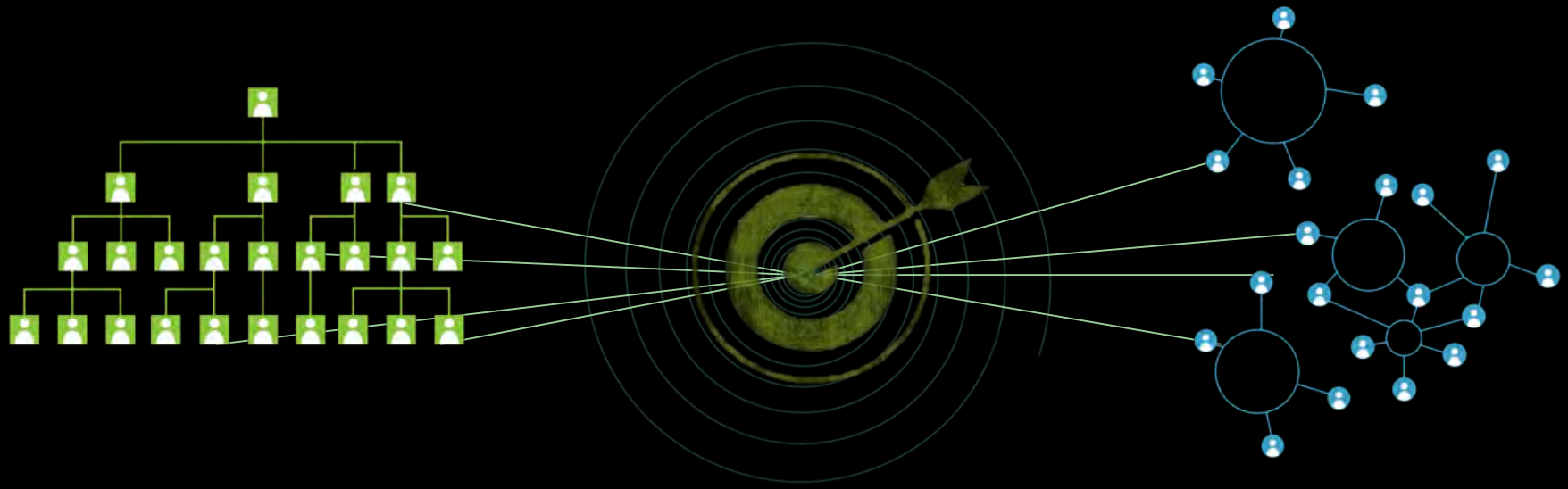
So the more you train people to use their own inner ability to reveal their power, in effect to interact with people on both sides, the more powerful…...and the more stable it is for the organization.

…then you don’t need to orchestrate, because this will be fully integrated within the people themselves and the self-balance would happen at that level.” (Sharp et al, 2018)

Emmanuel Faber, CEO Danone

*Sharp,L et al. “*Organizational Agility”. *North Star: Purpose-Driven Leadership for The 21st Century.2017-2018 Global CEO Study. Ed. C. Gyori,L.Sharp, Dr. C Busch, M. Brahmam, Dr. T.Kazakova, Dr. B.Gyori. London, UK. 2018. Pages 31-40.*

Conscious Competence



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Economic
Mutualism

Can We Evolve?

For a Deeper Dive

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