



Sustainable Leadership

STARTER KIT



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In a new context

Dear readers,

A few summers ago, I met a dear client in New York. In a 5-star hotel on 6th Avenue, we were about to discuss a big leadership program we had been working on for months already. I was prepped with thoughts and strategies about successful leadership in troubling times – a core topic of the program. When entering the expansive hotel lobby, opposite me I suddenly spotted a 17-piece, puzzle-like painting on the wall. It was titled “The 2030 Agenda for Sustainable Development”, followed by the 17 SDGs, Sustainable Development Goals, adopted by the United Nations.

I was stunned immediately. Not because I didn't know the SDGs – in fact, I was looking at a print of them at my desk since they had come out. I was stunned because suddenly, on the way to the program adjustment, far from my desk in these new surroundings, I recognized something. I suddenly saw the tangible connection between the SDGs and our leadership development work at Think Beyond. Between global development goals and the daily work of leaders like you, dear reader.



For a long time, I had been pondering the question of what humanity could possibly agree on to move forward positively. And suddenly, the new context revealed a new dimension. I saw a connection I didn't see before.

And this is what this whitepaper is all about. We invite you to approach your leadership in a new context – might it be the SDGs, ESG, our model of Sustainable leadership on page x or anything else that sparks something in you within this text. Not to teach you, but to give you the next starting point on your way to Sustainable Leadership. As a starter kit, so to speak, to hopefully spark a new idea, a new perspective for your leadership, your decisions and thus your impact – on yourself, your organization and beyond.

I can't wait to have a follow-up conversation with you.

Best,
Masha Ibeschitz



The world we face today

Numbers & facts

8.14

billion people is the global population in 2024.

4.81

billion people - more than half of it - live on the continent of **Asia**.

59

out of 167 countries in the world are classified as **authoritarian regimes** by the end of 2023.¹

\$2.15

is the amount that **700 million people** have to live on every day. This is considered the extreme poverty line.

12,103

species of plants and animals have been documented as **extinct** in recent history.

0.73

was the Human Development Index in 2022. 20 years ago it was **0.66**, so life on Earth is getting better overall.²

An average of

1,345

working hours is spent on average per worker each year. That's a significant drop from an incredibly 3,284 hours at the beginning of recordings.³

From

16% to 67%

- that's the increase of the percentage of people with **internet access** in the past years.⁴

Roughly

50%

of **children under 15** don't achieve a minimum level of competence in reading and math.⁵

161

countries **prohibit employment discrimination** in 2023, 10 years ago it was 144.⁶

1) <https://latinoamerica21.com/wp-content/uploads/2024/02/Democracy-Index-2023-Final-report.pdf> - last access 4.12.2024

2) Source: <https://hdr.undp.org/data-center/human-development-index#/indicies/HDI>; measured between 2002 and the latest available date which is from 2022; accessed on 13.11.2024

3) <https://ourworldindata.org/working-more-than-ever>

4) <https://upgrader.gapminder.org/q/64/explanation>, last access: 4.12.2024

5) <https://upgrader.gapminder.org/q/37/explanation>, last access 4.12.2024

6) Source: <https://ourworldindata.org/grapher/number-of-countries-with-key-economic-and-social-rights-for-women>; accessed on 13.11.2024



Approximations

What is sustainable leadership?

The world is crying for sustainability. Employees, customers, investors, suppliers, and regulators alike express the urgent need for it. Global crisis and disruption make it a loud and pressing issue. To approach the scope of action of those committed to it, let's start with a definition of sustainability and Sustainable Leadership.

What is sustainability?

In 1987, the United Nations Brundtland Commission defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”⁷

What is sustainable leadership?

There are many ways to define Sustainable Leadership. As a base for this paper, Sustainable Leadership means the conscious decision to use one's influence to create a positive impact on present and future generations and the planet they inhabit.

As an outcome, Sustainable Leadership works towards a healthy balance between people, planet, and profit.⁸



⁷) Source: <https://www.un.org/en/academic-impact/sustainability>

⁸) Compare: Triple Bottom Line, John Elkington

SDG & IDG – Frameworks to start with

In 2015, the United Nations established the **17 Sustainable Development Goals** (SDGs) as part of the 2030 Agenda for Sustainable Development. These goals aim to address global challenges such as poverty, inequality, environmental degradation, and peace, with a target to achieve them by 2030. This is one of the most holistic global development plans known until today.

If SDG is the meta-level, IDG is the other end of the scale of sustainable goal setting. The Inner Development Goals are a framework designed to cultivate essential personal and interpersonal skills that support sustainable development and societal well-being. They focus on fostering qualities such as self-awareness, empathy, and resilience to empower individuals to contribute effectively to addressing global challenges.

Of course, both SDG and IDG can be seen critically. Both need to be developed over time, as all frameworks, plans, and strategies need to be. At the same time, we believe that they are good enough as a starting point. To us, the special beauty of both frameworks lies in the variety of possible answers, ideas, and solutions. If we asked a global corporate head, a mother in a civil war counter, and a social worker how these goals should be reached, we would get very different answers. Will one be better than the other? Who knows! Should we argue about them? Sure. But maybe we should also resist the temptation to go into “right and wrong”-discussions. Into “good or bad”-positions. History shows that extreme positions hardly ever generate positive leaps for humanity. But creativity, commitment, and joint effort do.



Three reasons to care for sustainable leadership now

Reason #1: We need positive disruption!

We are in the middle of a wild spiral of exponential change. What we hold onto today might be outdated, turned over, or gone tomorrow because change happens non-stop with a dynamic and a pace that has never been seen before. And although we might wish so sometimes, that is a development we cannot stop any time soon. What we can do, though, is reflect on the question: Are these changes we see unfolding here to help or doom humanity? And what kind of change do we as leaders support?

Entrepreneur and author John Elkington coined the term Green Swans to describe transformative innovations that lead to exponential positive change. They are to be seen in contrast with the unpredictably negative events, the Black Swans, that we recently experienced in the form of COVID-19, the war in Ukraine, and the Middle East conflicts. According to Elkington's theory, „standard“ innovation as we know it now will not be enough to solve the massive challenges of our times. We need these massive, positive development dynamics which he calls Green Swans. Unfortunately, one cannot decide to be a Green Swan. But as leaders, we have the power and instruments at hand to pave the way for eventual Green Swans to unfold. Especially when we join forces with others.

Reason #2: We need collaboration!

Global challenges are too big and complex for individuals or single organizations to tackle alone. So, a key quality in addressing the challenges of today and tomorrow is collaboration. To create a framework for collective positive development urges, the UN adopted the 17 Sustainable Development Goals in 2015, in short SDG. Ranging from zero poverty to quality education for all human beings to positive climate action, the SDG formulates a positive vision for sustainably fair and livable conditions for all living beings on this planet. While corporate leaders need to know and work towards all of them, a special lever lies in SDG 17: Partnerships for the goals. Leaders can make a massive contribution in creating the partnerships necessary to realize goals 1-16. Strategic alliances and partnerships can create the momentum needed for Green Swans and all other positive developments to arise, grow, and establish themselves. Paraphrasing the work of Peter Hawkins: The myth of the heroic leader does not serve any longer.⁹

Reason #3: We need balance!

While working on a positive future, as leaders we must not forget the present. If we squander all our energy without filling it up regularly we burn out and can't help anyone. And the same goes for the organizations we serve: If we don't care for our company's well-being in the here and now – say: healthy company culture, good profit, high productivity, and team well-being – there's no room for sustainable development. We will explore this balancing act between the present and the future in more detail later. For now, let's say: To be able to do good and stay healthy, we need a constant balance between the 5P: People, planet, prosperity, partnerships, and peace. It's a concept close to the SDG, building on John Elkington's People, Plant, Profit triangle. Exceptionally thrilling is the following question: What do you think would be possible, if every leader would make each decision in balanced resonance with these 5 dimensions?

⁹) Source: <https://tcworld.ru/2018/06/26/peter-hawkins-beyond-the-heroic-ceo/>

Sustainable leadership in the context of sustainability regulations

There is another factor driving Sustainable Leadership and sustainable practices: **Regulations**. Around the world, these regulations have different names, forms, scopes of influence, and liabilities. In Europe, ESG is currently on everyone's lips. Starting with 2024, first organizations need to report on the details in each of the three dimensions as demanded by the EU CSRD regulation. In a tiered system that references specific thresholds, more and more organizations will have to report in the years 2025-2028.

However, the fact that sustainability data must also be provided along the supply chain will lead to a more widespread and detailed examination of ESG far more quickly than would be required by the CSRD directive alone. This means that executives of companies below the threshold will also do well in addressing ESG and the associated key figures soon.¹⁰

But what does that mean for individual leaders? Looking at the tasks, responsibilities, and impact dimensions of leaders and decision-makers, two strong connection points between official regulations and leadership practice in organizations emerge: Leaders can **create the systems necessary for sustainability to unfold**. And leaders can **attract, develop, and retain** employees and experts able to realize the actions necessary to comply with the relevant regulations and make a sustainable impact possible.



¹⁰) Source: <https://3pi.group/2023/11/17/csrd-update-neue-schwellenwerte/>

Core competencies of sustainable leadership

Zoom-in & Zoom-Out

In addition to all the leadership skills that are widely known - communication skills, teamwork skills, reflection skills, and many more - we see one skill as central to sustainable leadership: conscious flexibility in taking different perspectives. And not as a tool in a meeting or to make a particular decision, but as a constant action, every day, all the time, completely fluid. A bit like breathing.

That can mean: thinking big while acting on a small scale at the same time. It can be a shift of altitude from 5 feet in one moment and 5000 feet in the next. Or both at the same time.

The biggest obstacles to this are the temptations of our time, such as time and result pressure, the urge to make a profit, but also our human emotions such as fear, doubt, or anger in the face of what is going on around us. All these elements constantly push us into short-sightedness, into the desire for quick solutions. "Let's solve the problem at hand first!", we hear it said, and yes, this is necessary. And at the same time, it cannot succeed without a broad perspective.

Do we truly understand the bigger picture, the challenges that lie beyond our immediate horizon and that are critical to shaping the context in which we lead and operate? Cultivating awareness and a broader understanding is essential - whether it's in the larger environmental, social, and economic context at a global level, or at a more specific personal and organizational level.

Shifting between realities and futures

So, at the core of sustainable leadership is this: Staying in touch with different realities and the same time while not knowing which one will come true or how exactly to influence the one we wish to have in the end. We must constantly reassess the reality of the present while at the same time actively trying to shape the realities of the future. Daily influence on a small scale with the big picture in view at all times. And yes, that is a huge stretch that is actually impossible, if you ask us. And at the same time, it is the reality in which we operate as leaders today.

Let's go!

3.

The 5 amplifiers of sustainable leadership

What can leaders do to lead sustainably? To work on a future worth living while at the same time generating value in the present? The following model is our approach to this question. An attempt to do justice to complexity without losing touch with daily leadership practice. If we needed to simplify it even more, we'd say:

To lead sustainability, be aware of yourself, check in with your system, and send strong, conscious waves toward sustainable impact.

In detail, it looks as follows:





The individual is the starting point

You as a leader are at the center of sustainable leadership. At Think Beyond, we understand that a leader is any person who influences others. In this respect: **everyone is a leader**. At the same time, this white paper and the following fields of action are primarily about leaders in an organizational context who lead one to hundreds of people as general managers, board members, team leaders, department heads, shift leaders, and many more. However, people who lead laterally, e.g. as a technical leader in a project, are explicitly included.

So, sustainable leadership starts with individuals: People with different experiences, values, wishes, and needs. From this position, we look around us and see different systems: Self, Family & direct peers, Community, Organization, Globe, and maybe even beyond.

Systemic thinking is another key characteristic of sustainable leaders. Here we understand a system to be: A set of interconnected components or elements that work together to form a complex whole. Needless to say: the systems mentioned above not only influence each other internally, but of course also influence each other between and beyond one system's boundaries. For conscious sustainable leadership work, it is helpful to be aware of the system in which you currently find yourself or in which you want to operate.

In each system, **different dimensions contribute to a positive impact**. Namely:

- ✓ Purpose
- ✓ Goals
- ✓ Decisions
- ✓ Action
- ✓ Reflection

Let's take a closer look.



Choose your lens: System Check-in

From the starting point of ourselves, we can start to operate towards the desired impact. Efficiency increases tremendously when we consciously choose the system we operate in and take a moment to understand how it works. A family system will work differently than the organization I'm part of or the state the organization operates in. After choosing the reference system for our endeavors, we can identify where we are right now to see where we want and need to go to achieve the goals we want.



Amplifier #1: **Purpose**

A glance at the model above could raise the question: What is sustainable about it? On the one hand, sustainability arises from the awareness that, as already shown, different systems are interrelated. And nothing happens without consequences for the system as a whole. I cannot target maximum profit without severe effects on people or the planet, for example. On the other hand, the purpose area shapes the start of sustainability. Typical guiding questions in the area of purpose are, for example:

What gives me the long-term feeling that my life has meaning?

What would I stand up for or make an effort for, even when things get difficult?

Depending on the system, you as a leader will answer this question differently.

As a decision-maker in the company, this could be, for example, the education department.

A corporate purpose could therefore be: Quality education for every human on earth.



Amplifier #1:

Purpose



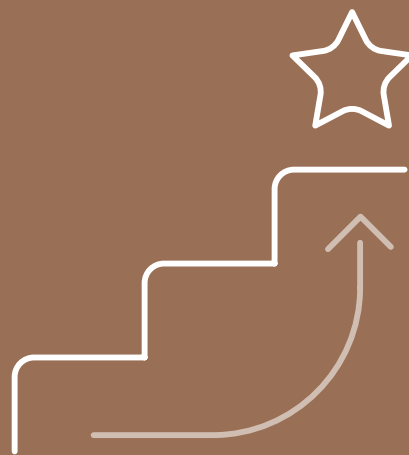
Amplifier #2: **Goals**

If I, as a manager, have identified my purpose, the next step for sustainable leadership is to translate the whole thing into goals. Ideally, the goals are derived directly from the intended purpose. Using our company example from above, these could be goals such as:

- ✓ Developing a digital learning platform
- ✓ Developing local partnerships for comprehensive digital infrastructure
- ✓ Expanding the range of courses and translations

If I look at the purpose of „best possible education for all“ in the system „big city“, my goal could be to advise educational institutions or implement measures to attract funding. In the system „family“, goals could be to explore a topic intensively as a family each year and to learn together.

Here we see again very well the zoom-in/zoom-out necessity, which we have already explored. At the same time, an additional struggle, which is particularly familiar to leaders who have been dealing with the topic of sustainability and positive impact for a long time and intensively: the areas or systems in which we can have a positive influence are so diverse that the feeling of being overwhelmed is always just around the corner. This brings us to the next important area on the road to sustainable positive impact: decision-making.



Amplifier #2:
Goals



Amplifier #3: **Decisions**

As humans, we make between 25,000 and 30,000 decisions every day! Fortunately, most of them are unconscious or routine. The decisions that remain are sometimes difficult:

How do I behave?

What do we focus on?

Who comes into the company, and who leaves?

What do we offer? Which goals are relevant?

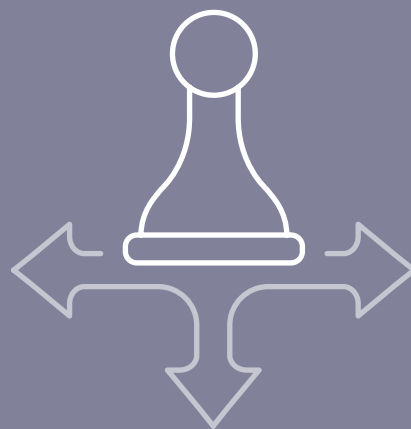
Where is our scope for action and where do we need help from others?

The logical and rational approach would be to let purpose and goals determine every single decision we make. However, unlike the AI models that we are now beginning to use daily, we are not ruled by a set of computable programs. We are human. And where there are people, there are human factors.

Emotions, relationships, desires, goals, and needs help determine how well we can make decisions in a way that brings us.

One question that drives us here at Think Beyond is: What would be possible if every leader in the world made every decision in resonance with themselves, their organization, and their environment? We are firmly convinced that the world would very quickly look very different.

So let's get started. Every day, as best we can.



Amplifier #3:

Decisions



Amplifier #4: **Action**

A decision is only as good as the action that follows. As sustainable leaders, we have come a long way so far – and many times before: we have identified our purpose, adopted appropriate goals, and made the relevant decisions in the best possible way. But the biggest part is still to come. To be prepared for congruent action, we must always take care of ourselves: basics such as sleep and food, but also connection to others, joy, and learning are central for us as human beings to be the good engines in the world that we want to be.

Only when our energy batteries are fully charged can we have a strong, positive influence on our environment. As managers, however, this also means that we influence the „energy battery status“ of our employees.

Emotional intelligence and constant adjustment on a scale between well-being and performance will become increasingly important to combine individual and organizational interests in such a way that long-term cooperation, effective performance, and sustainable health are possible.



Amplifier #4:
Action



Amplifier #5: Reflection

Sustainable, positive impact

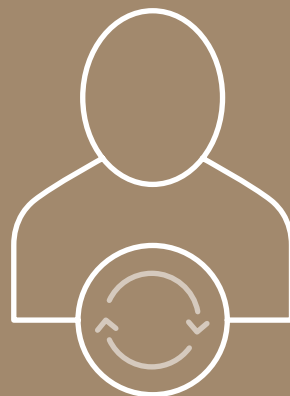
Watzlawik famously said: You cannot not communicate. In this sense, we add: You cannot not have influence. Everything we do and don't do constantly influences our environment, the people we meet, and the world around us. As sustainable leaders, we want this influence to be as positive as possible. Two particularly beautiful factors can be helpful in the impact of sustainable leaders:

Amplification effect: Positive developments also have a positive impact on us.

Things we have achieved, fought for, or implemented are the new starting point for future developments. This means that every positive impact we achieve also gives us momentum.

Joint effort: The more people pushing from behind, the stronger the impact waves become.

So, right from the start, we can look for people who, driven by a similar purpose, will stand by our side when we set goals, make decisions, and act in our daily lives.



Amplifier #5: Reflection

4.

The sustainable leadership reflection deck

A few paragraphs above we mentioned the 17 SDGs, adopted from the United Nations as a global development framework. And we have drawn the link between ESG and sustainable leadership. Both influenced the reflection deck you find below, ESG dominating the name of the three categories, SDG additionally feeding the questions involved.

You can use this **questions deck** as a starting point, check-in, or reminder for your sustainable leadership endeavors. It's 31 – so you can make it even one month straight of reflection on your positive impact on the world, day by day.

Choose your system (individual, organization, community...), and then: *Let's go!*



The sustainable leadership reflection deck



<p>1</p> <p>What is your vision for a healthy and sustainably livable planet for all living beings?</p>	<p>2</p> <p>Whose persistence counts the most: Humans, animals, plants?</p>	<p>3</p> <p>Which resources do you consume most regularly?</p>	<p>4</p> <p>Which practices would be necessary to reduce your relevant resource consumption by 1%, 10%, or even 50%?</p>	<p>5</p> <p>How would others notice that you care for the environment?</p>
<p>6</p> <p>Think of all your current material belongings (including furniture, clothes, household items, and working items...). In case you needed to move and could only bring 5 items to your next place, which ones would you pick and why?</p>	<p>7</p> <p>Which 3 values are the most important guidelines for your daily actions?</p>	<p>8</p> <p>How much does it take for you to love someone and what does love then mean?</p>	<p>9</p> <p>Over whom do you have power? Who has power over you?</p>	<p>10</p> <p>Which social norms (written and unwritten) apply?</p>
<p>11</p> <p>If someone violates the social norms: What does it take for them to make amends and which violations are excluded from the option to make amends at all?</p>	<p>12</p> <p>How much is „enough money“? Try to find a concrete number.</p>	<p>13</p> <p>What can you give back to which system or society to express gratitude for being part of it?</p>	<p>14</p> <p>What do you believe to be a universal truth about humans?</p>	<p>15</p> <p>Whose needs are more important than yours? Whose are less?</p>
<p>16</p> <p>How big do you see the risk for you to be harmed (physically, emotionally, economically...) by others shortly? Pick 3 other systems/people and assess their potential answer to this question in relation to yours.</p>	<p>17</p> <p>Think of all the good things that happened to you in your existence before: How could you pay forward? (The principle of paying forward involves doing a good deed for someone else in response to a kindness received, rather than repaying the original benefactor, thus spreading goodwill and positivity.)</p>	<p>18</p> <p>On how many shoulders is power distributed?</p>	<p>19</p> <p>Which 3 verbs do describe „good leadership“?</p>	<p>20</p> <p>Should non-human entities (animals, plants, ecosystems, KI) have rights?</p>
<p>21</p> <p>Any person who influences others is a leader. How do you react to that statement?</p>	<p>22</p> <p>To which extent are holders of power allowed to serve themselves and to which extent do they need to serve others?</p>	<p>23</p> <p>Do leaders have to be liked by their people?</p>	<p>24</p> <p>What is adequate (financial) compensation for decision-makers and those who hold the power?</p>	<p>25</p> <p>Which written and unwritten rules apply?</p>
<p>26</p> <p>Which instruments are in place to enable people to comply with these rules?</p>	<p>27</p> <p>Who makes decisions in which situations? And which arguments support that they are the best person for this?</p>	<p>28</p> <p>Is there any information that is restricted to somebody? Why? What does it prevent? What makes it possible?</p>	<p>29</p> <p>Is there anybody excluded from complying with (certain) rules? Why? What is the consequence?</p>	<p>30</p> <p>A private detective observed your culture in the past 2 weeks. How would they describe this culture? Why? Write down concrete examples.</p>
<p>31</p> <p>In the system you observe right now: What does it take to get a decision-maker's position?</p>	<p>Environmental impact</p>	<p>Social impact</p>	<p>Governance for sustainable impact</p>	<p><i>Happy reflection!</i></p>

Summary & Outlook

So, where do we go from here? Facing the world as it is today, individuals and leaders have different options:

- ✔ We can close our eyes in frustration and overwhelm and hope for the best – and thus probably be bystanders in our own lives.
- ✔ We can try to hit the problems of the time with an oversimplifying hammer and move forward fatalistically.
- ✔ Or we can take on the challenge, sit down together as co-pilots, and take off in the direction we want to go.

Yes, it will be complex. Yes, it will take time and a lot of courage, action, reflection, iteration, and collaboration. **So, dear leaders:** Do we dare to rise to these challenges together? The future of our planet and future generations is in our hands. Let's join forces and create a sustainable and just world together.

Need a hand to get your sustainable leadership endeavors going?

At Think Beyond, we have been working intensively on the topic of sustainable leadership for years. We have worked with countless leaders, shared best practices, and gained valuable insights. We are convinced that we can find joint solutions to the challenges of our time. That is why we warmly invite you to exchange ideas, learn, and grow with us.

Think Beyond offers you:

- ✔ Expertise and experience: From inspiring keynotes to global programs to establishing sustainable leadership values and practices across your organization – we are happy to be on your side.
- ✔ Practical tools and methods: Together with our partner organizations, we provide you with concrete tools and reflection questions to support you in implementing sustainable leadership in your company.
- ✔ A strong network: Benefit from our global network of experienced leaders, consultants, and trainers, committed to a sustainable future.

Together we can change the world - let's make it a sustainably prospering one!



Links, sources & further resources

This whitepaper builds on the experience and expertise of amazing individuals and organizations out there, countless conversations with leaders, and also with our impact partners across the world. In the following, you find a list of reference articles and books that are linked to this whitepaper or might inspire you to read on and dive deeper into the topic of sustainable leadership.

Articles:

SDG by the United Nations - <https://sdgs.un.org/> (last access 20.11.2024)

What are green swans and why they matter | Jeroen Kraaijenbrink (last access 20.11.2024) - <https://www.forbes.com/sites/jeroenkraaijenbrink/2022/03/29/what-are-green-swans-and-why-they-matter>

Beyond the heroic CEO – Peter Hawkins - <https://tcworld.ru/2018/06/26/peter-hawkins-beyond-the-heroic-ceo/> (last access 22.11.2024)

The 5 Ps of the SDGs | United Nations Thailand: <https://unsdg.un.org/latest/videos/5ps-sdgs-people-planet-prosperity-peace-and-partnership> (last access 22.11.2024)

Books:

Leading Exponential Change: Go beyond Agile and Scrum to run even better business transformations by Erich R. Bühler

Leadership Team Coaching: Developing Collective Transformational Leadership by Peter Hawkins

Moving organizations – How to agile transformation to make business crisis-proof by Frank Boos & Barbara Buzanich-Pörtl

Seeing Systems: Unlocking the Mysteries of Organizational Life – Barry Oshry

Miscellaneous:

Summit for the Future | United Nations - <https://www.un.org/en/summit-of-the-future>

Sustainable Leadership

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