

Sustainability Leadership for the 21st Century: Who Are the Change Makers



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Where is our “True North” to set our compass as we journey forward?



Over time we have removed our senses further and further from the natural world. As we have left our sensual connection to the natural world, as individuals, communities and society – we have cut ourselves adrift from any feedback as to the effects of our choices.

We have fallen out of relationship with the natural world and as a result almost every natural life support system is now in decline.

Our core journey is a journey back into harmonious relationship with our living planet, with each other and with ourselves.

Problem: Earth Systems in Decline



Ecosystems and Species

Extinction & toxicity

Climate systems

Disturbance

Atmospheric systems

Ozone depletion, pollution

Oceanic systems

*Disturbance to sea levels,
temperatures and currents, sea
life depletion*

Geological and Soil systems

*Desertification, land pollution,
mineral & resource depletion,
depletion of soil quality, toxicity*

Hydrological systems

Water pollution & scarcity

Nutrient systems

*Disturbance of nutrient flows,
toxicity*



A Complex Web of Organizations Defines Our Relationship to the Earth and to Each Other

You need more light in your office



Your institution installs the lighting system



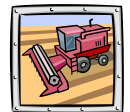
Your institution buys and manages electricity to power your light needs



Electricity industry generates and distributes power to your organization



Mining and manufacturing industry provide raw materials & technology to the electricity industry



Research institutions & business sector generate improvements in energy production & supply



Government regulates practice within industry, using legislation & subsidizes.



Business groups, Consumers and Voters influence practices of government and industry





We are engaged in a movement within a complex web of interdependent organizations across of society.

The unstoppable force driving this movement is a diffused and rapidly growing number individuals that are expanding their own change agency capabilities as employees, employers, voters, elected officials, citizens, consumers, family and community members.

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We Are Growing as an Army of Change Agents



The Solution In Practice



Zero Impact Buildings

Pollution Free Transportation

Clean, Renewable Energy

Local and Organic Food
Production

Sustainable Forestry

Sustainable Fisheries

Non Toxic Materials

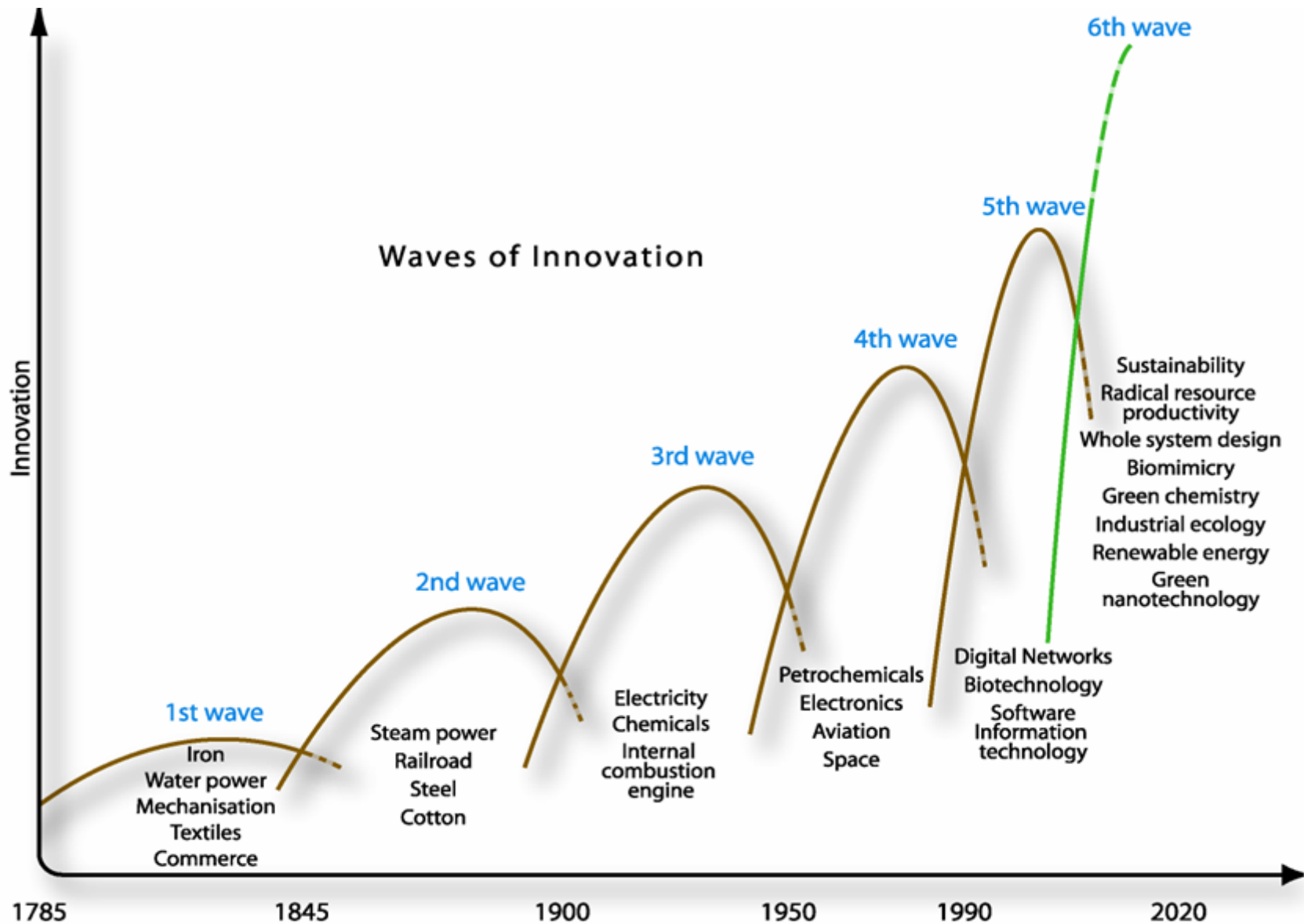
Closed Loop Material Flows:
Waste Reduction, Reuse,
Composting and Recycling

Sustainable Urban Planning

Equitable Distribution of
Wealth: Access to food,
education, shelter, health care
and livelihood for all

The Change Management Challenge

(It's not just about telling everyone your good idea and
buying the new technology)



Conceptual and stylised representation of waves of innovation

Source: TNEP (2005)

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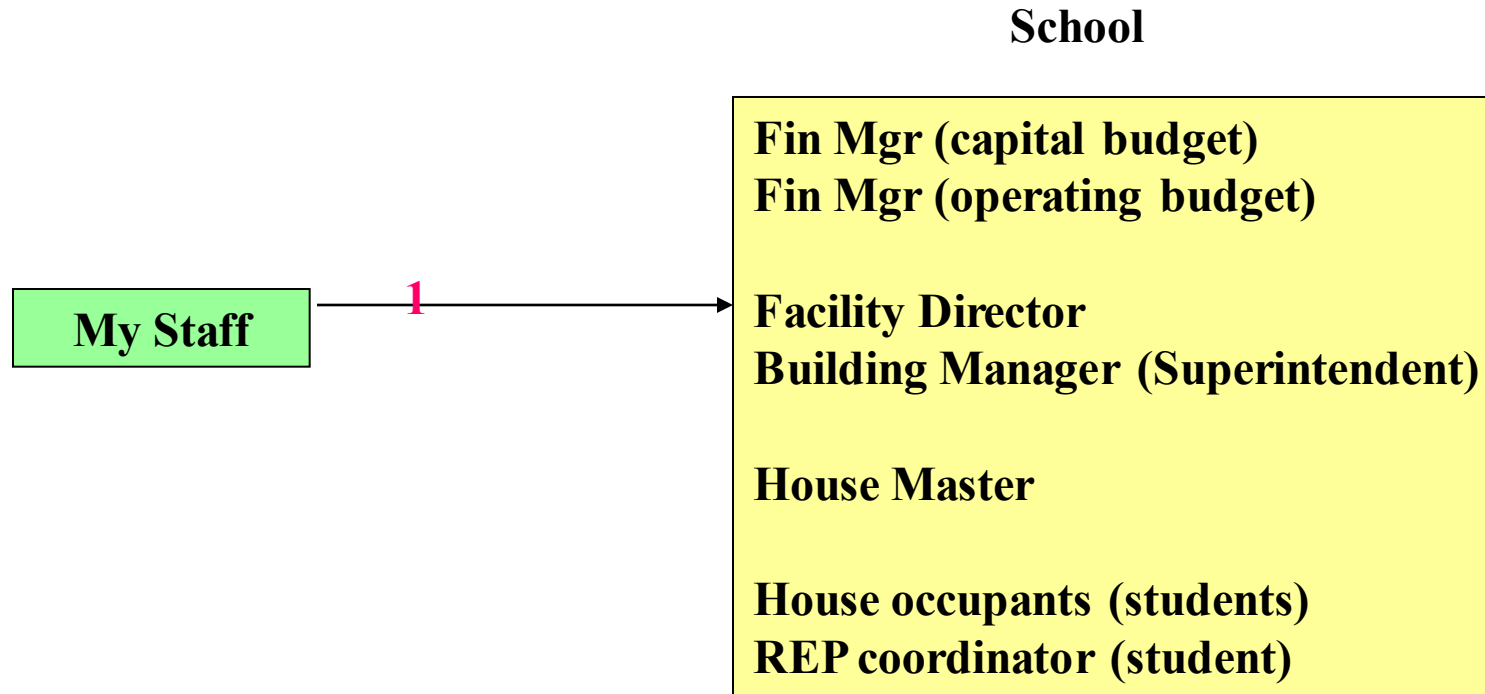
Simple Lighting Retrofit Project

- **Location: student residence (~300 students)**
- **Proposed savings:**
 - **Annual savings >\$20,000**
 - **Payback <3 yrs**

Process...

Understanding The Art of Change Management

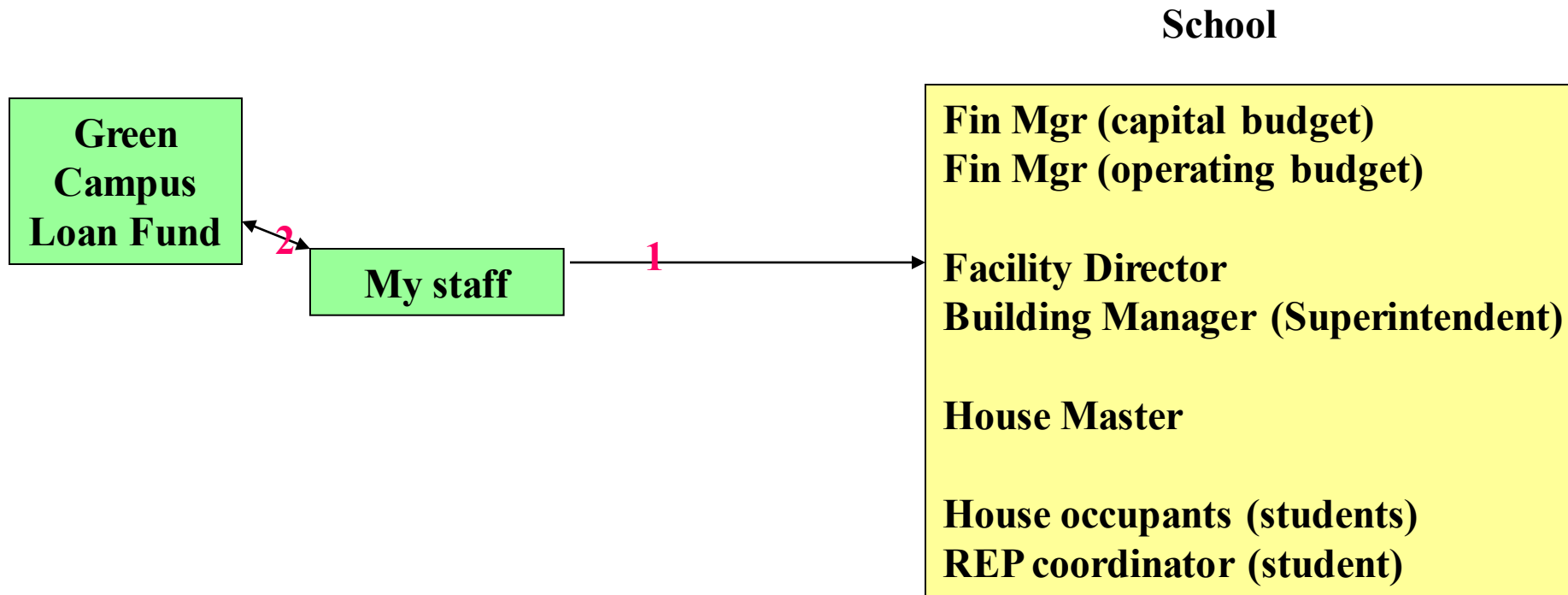
Simple Lighting Retrofit Project



Facilities staff overstretched, need dedicated assistance to find new projects

Understanding The Art of Change Management

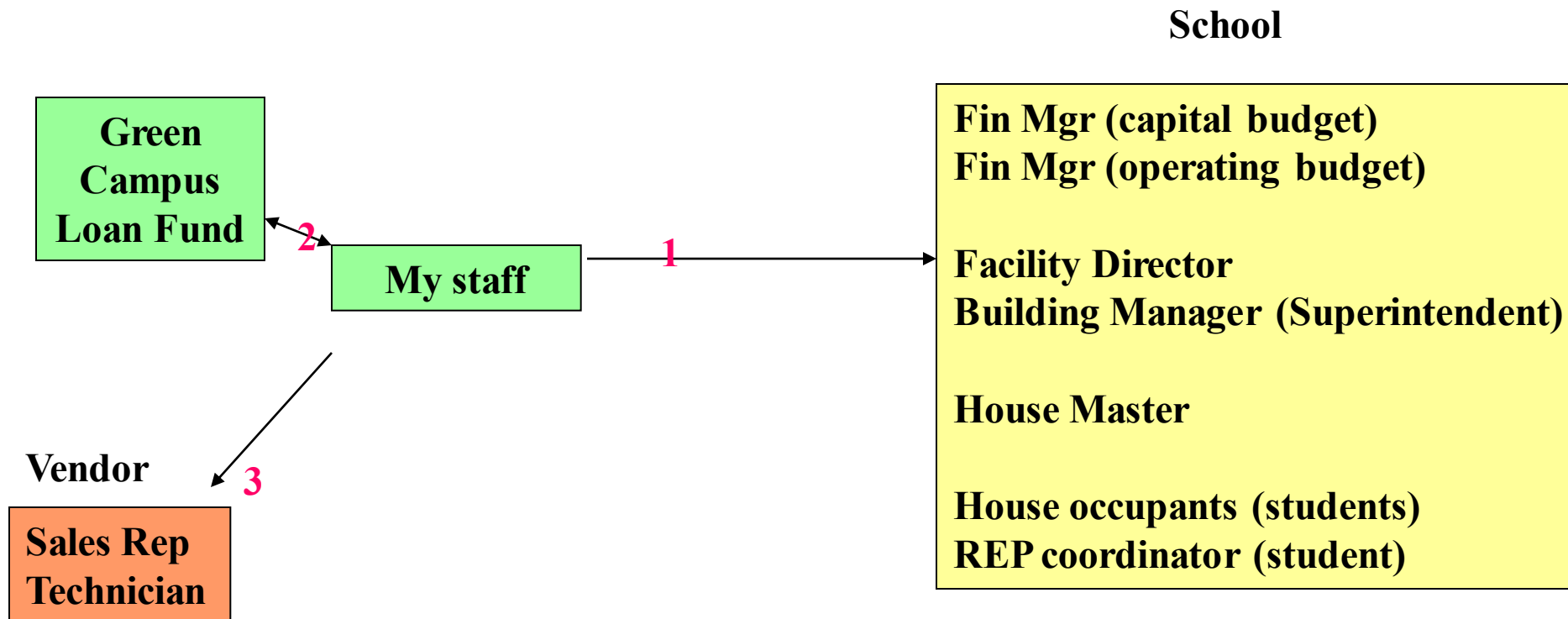
Simple Lighting Retrofit Project



No money in annual maintenance budget, loan fund provided

Understanding The Art of Change Management

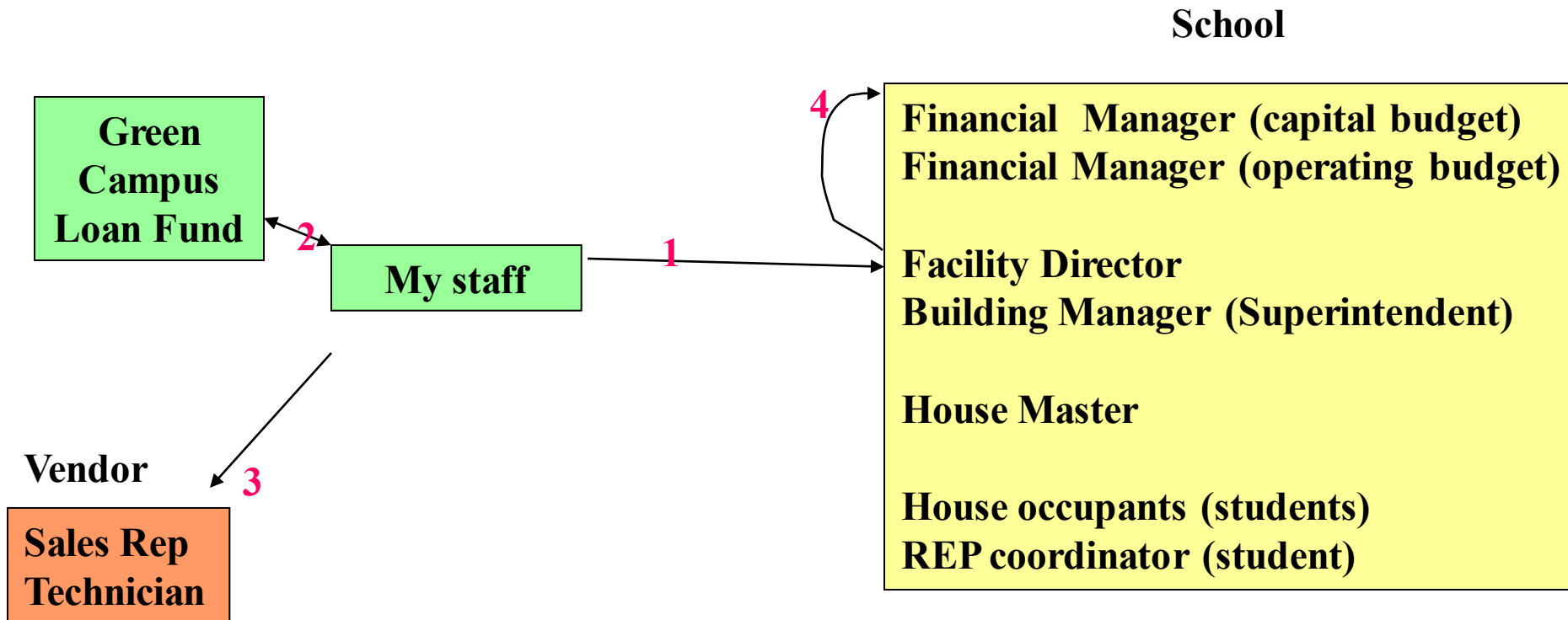
Simple Lighting Retrofit Project



Facility manager was overstretched, dedicated project management TIME needed

Understanding The Art of Change Management

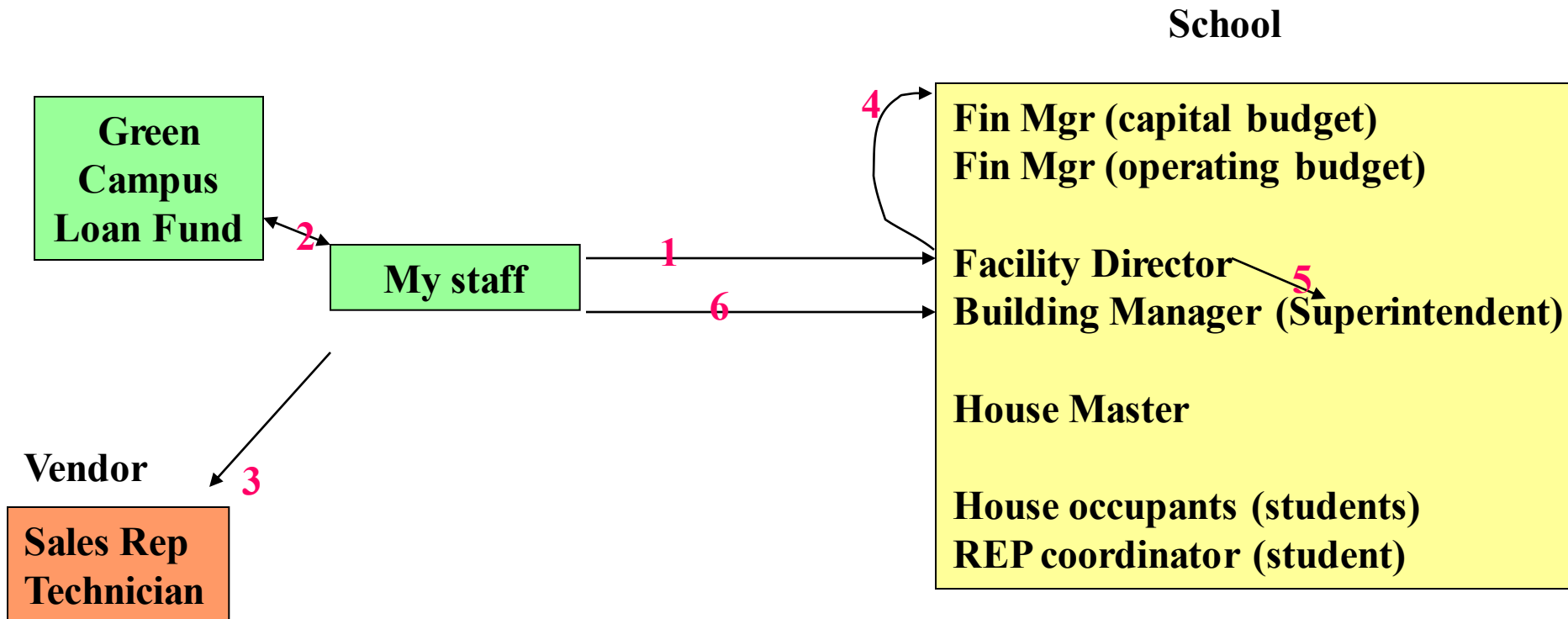
Simple Lighting Retrofit Project



Senior finance management hesitates to give approval, needs convincing

Understanding The Art of Change Management

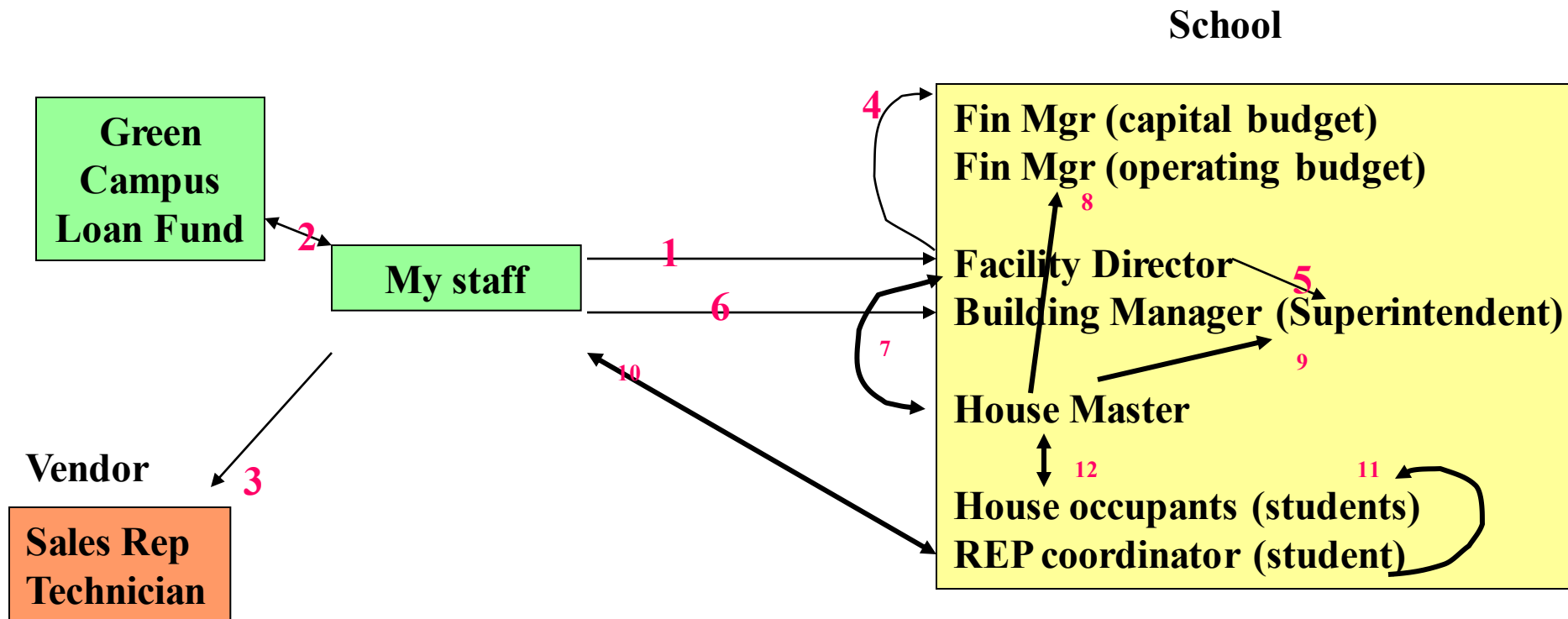
Simple Lighting Retrofit Project



Building management must provide approval, needs convincing

Understanding The Art of Change Management

Simple Lighting Retrofit Project

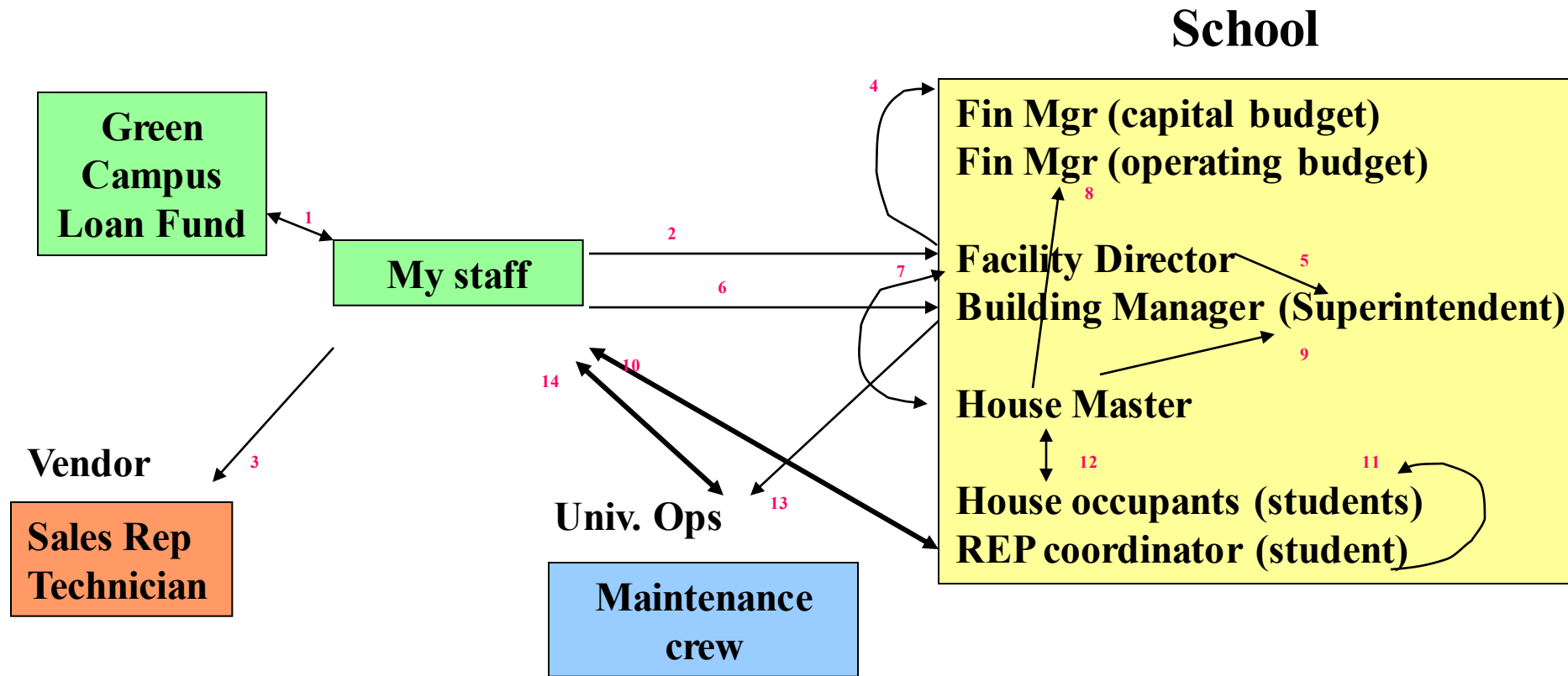


House Master concerned re:AESTHETICS, needs lots of engagement & discussion

Understanding The Art of Change Management

Simple Lighting Retrofit Project

Full Process = 3 months of constant facilitation by Green Campus Staff

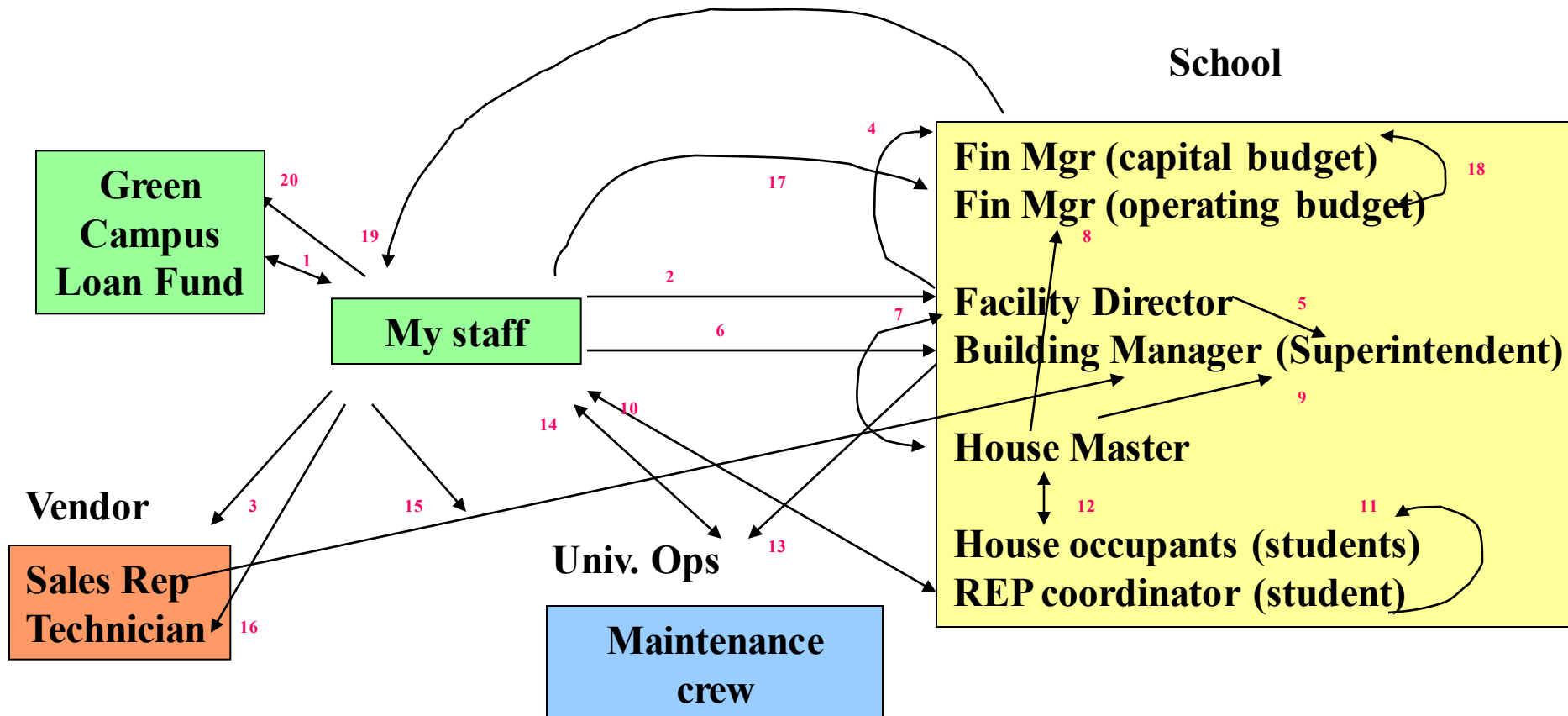


Concern regarding maintenance of new light bulbs, basic training needed

Understanding The Art of Change Management

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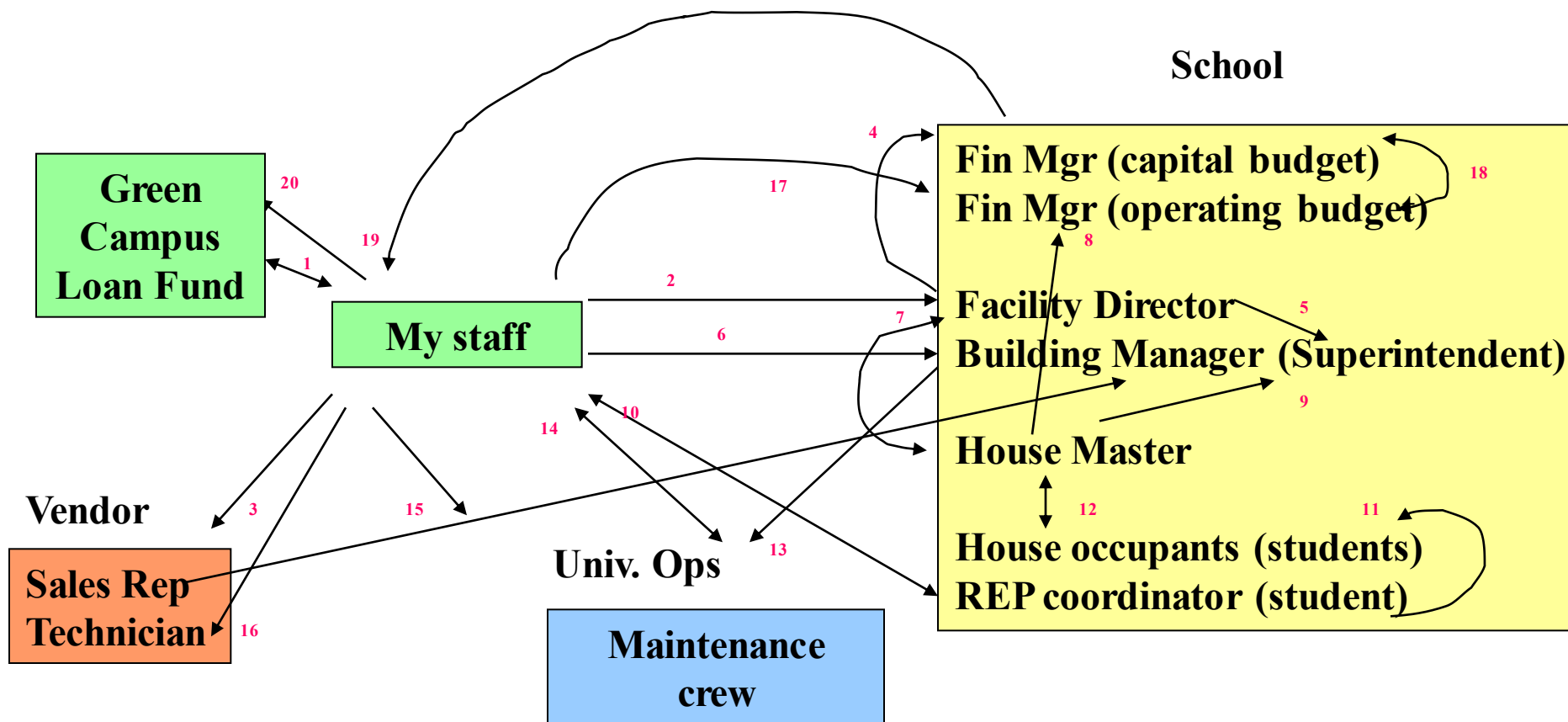
Vendor PERFORMANCE inadequate, needed additional management
Leg work to get final financial approval from loan fund advisory committee

Understanding The Art of Change Management

Simple Lighting Retrofit Project

Full Process = 3 months of constant facilitation by change managers

TECHNOLOGY + ATTENTION + FUNDING + TIME + COMMUNICATION/NEGOTIATION, + APPROVALS + AESTHETICS + POLITICS + TRAINING + PROJECT MANAGEMENT



What Are Faculty in Higher
Education Saying About The
Change Management
Challenge?



Turnaround Leadership for Sustainability in Higher Education

RESEARCH TEAM:

Geoff Scott (Australasia)

Leith Sharp (North America)

Daniella Tilbury (UK)

Elizabeth Deane (Australia)



A survey of 188 faculty leaders, each selected by their peers as having succeed in bringing about a change in the curriculum for sustainability.

Leaders of Education for Sustainability in HE

– their world cont'd



Local leaders

- **Jumping into deep water, learning to surf, white water rafting**
- **Leading a dynamic start up company; kindling fires**
- **Being Tonto with the Lone Ranger at a bank-robbers' convention**
- **A bird that sings but no-one listens; dancing by myself; a lone voice in a sea of consumerism**
- **Trying to interest people who like junk food in a healthy diet**
- **Learning Spanish but finding myself in China;**
- **Being a competitor on American idol**
- **Being Stephen Bradbury winning gold at the Winter Olympics**
- **Sisyphus, pushing a wheelbarrow of frogs down a steep hill**
- **Pinning jelly to the wall; drawing treacle from a well**

Can We Change the Way We
Change?

The Power of the Change Agent

Leadership has been described as the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task“ Chemers M. (1997) *An integrative theory of leadership*.

Leadership Versus Change Agency:

Leadership attributes achievement to a particular individual. Change agency separates the attribution of the source/catalyst or choreographer of the change from the change itself. ...this frees the change agent up to pursue a variety of styles & strategies that do not serve a conventional ego orientation:

- Creation of forums and situations for others to lead
- Group facilitation that expands group intelligence and shared ownership
- Energizing action by listening, encouraging and empathizing
- Providing incentives: Recognition, rewards
- Identifying whatever capacity or function is missing and filling it.

There is no end to what you can accomplish if you don't mind who gets the credit...

The Job Is To Make **Change Easier**

Most people believe that humans are innately averse to change.

This is not true.

A more accurate assessment is that people have an aversion to instability and risk and they assume that change equals instability and risk.

People are actually invigorated by change when it occurs with adequate stability and low risk.

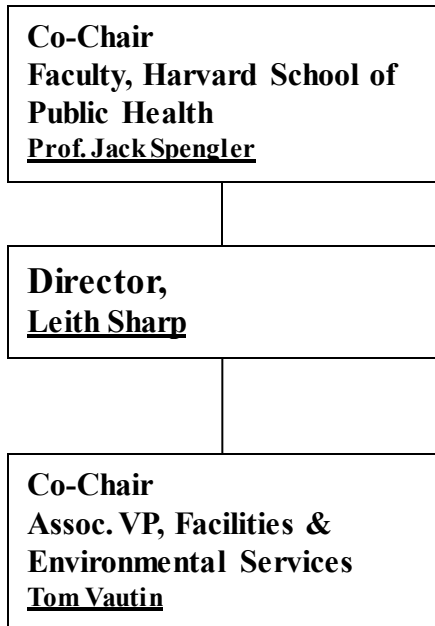




- **600+ Buildings, over 23 million square feet, new campus in development**
- **Large Population: 2500 faculty, 12,000 staff, 20,000 degree & 15,000 non-degree students**
- **Highly Decentralized**
- **Complex infrastructure and organizational systems**
- **Complex stakeholder environment**
- **Mixture of out-sourcing and in-house campus operations**
- **Politically charged**
- **GHG emissions have grown by over 60% in the last 15 years**



**Harvard Green Campus Initiative:
Organizational Chart
2000**



Where is the **Leverage**?

The Leverage Principle: Even the biggest ships can be turned by a small force if it is directed at the point of maximum leverage.





Harvard's Green Campus Initiative 2000-2008

A Business Model for Green Collar Jobs

	Base Program Funding	Total Full Time Staff	Annual University Savings
FY01	\$ 80,000	1	
FY02	\$264,000	4	\$400,000
FY03	\$648,000	8	\$700,000
FY04	\$890,000	11	\$1.5 million
FY05	\$857,000	11	\$3 million
FY06	\$1,155,000	16	\$5 million
FY07	\$1,700,000	19	\$6+million
FY08-FY09	\$2,200,000	24+	\$7+million

Initially it was about Convincing People of the Business Case

There are a Large Range of Cost Effective, Environmentally Preferred Products Available

Bin Liners – recycled content	40% saving
Refrigerators – energy efficient	Up to 20% savings on front cost plus enormous operating cost savings
Dish Washers – water and energy efficient	No up front cost, save \$20 per year on electricity, \$3-7 per year in reduced water and sewage costs per machine
Ceiling Tile – recycled content	Save \$0.36-\$2.75/square foot
Zero VOC Paints	\$1.76 savings per gallon
Recycled content paper towels, bath tissues and hard roll towels	No price increase
Lighting - Labor savings and operating savings of 3-5% of electric bill	Labor savings and operating savings of 3-5% of electric bill
Non Vinyl Flooring	Stratica prices 10% savings on vinyl composite tile



Green Campus Loan Fund:

\$12 million interest-free capital for conservation projects

Existing Buildings



Full capital cost covered

**5 year payback
maximum**

Simple payback used

New Construction



Cost delta funded

10 year payback maximum

Lifecycle costing used

\$8.5+ million lent since 2001

200+ projects

30+% average return on investment



Green Campus Loan Fund

Resource Conservation Incentive Program (RCIP)

Green Campus Loan Fund for Existing Buildings

Green Campus Loan Fund DOUBLED and EXPANDED to include New Construction

Green Campus Loan Fund DOUBLED again

1993 - 1997

January 2002

July 2005

April 2006

- \$1.5 mil Revolving Fund
- 5 year maximum simple payback period
- \$2.6 mil in loans over 5 years
- 34% Return on Investment
- Unused after 2 years due to lack of service support

- \$3 mil Revolving Fund
- 5 year maximum simple payback period
- Open to fund human resources as well as equipment

- \$6 mil Revolving Fund
- 5 year maximum simple payback period for existing buildings
- 10 year maximum payback period for new construction to fund cost difference only
- Open to renewable energy, feasibility studies and metering projects

- \$12 mil Revolving Fund





Residential Green Living Programs:
9000+ Harvard residents. 13+% electricity reduction, 30+% recycling increase. Over \$300,000 p.a savings



Green Skillet Competition: 500 staff. The winning kitchen reduced electricity use by 23%



Peer to Peer Training Programs: Staff training each other to save energy through better building management

Harvard Student Sustainability Pledge
My greenhouse gas commitment

*I pledge to help Harvard's greenhouse gas reduction and sustainability efforts.
This year, I will commit to new ways to reduce my own environmental impact.*

Energy: Top ways to reduce emissions
I pledge to...

- turn off lights when I watch TV [learn more](#)
- enable power management on my computer [learn more](#)
- wash my clothes in cold water [learn more](#)
- install Compact Fluorescent Light (CFL) bulbs in my room [learn more](#)
- plug my electronics and chargers into a powerstrip, and turn it off when I'm not using them [learn more](#)
- take the stairs, not the elevator [learn more](#)

Food
I pledge to...

- take only what I'll eat [learn more](#)
- eat one more vegetarian meal than I normally would each week [learn more](#)
- cut out red meat [learn more](#)

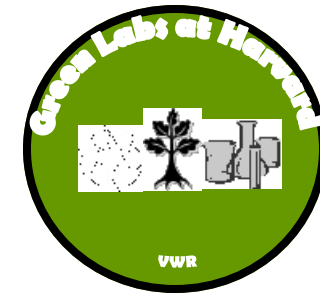
Water
I pledge to...

- not leave the tap running [learn more](#)
- report leaking faucets (or any other maintenance issue) to my building manager or to operations [learn more](#)
- drink tap water instead of bottled [learn more](#)
- shorten my showers by one minute or more [learn more](#)

Waste
I pledge to...

Participate
I pledge to...

"What is at stake is nothing less than a change in the culture of how we work and live."
- Drew G. Faust
July 8, 2008



Lab User Engagement: Fume hood competitions have generated over \$400,000 in annual energy savings

Annual Online Pledge: Thousands of people sign up to specific behavioral change commitments and to acknowledge what they are already doing. Seeing that thousands of others care, makes it easier for individuals to take action.

Engaging Others To Foster Change

If 70 people succeed in changing the thinking/actions of 3 people every 6 months and each of these people go on to do the same as a growing army of engaged change makers here's what happens....

<i>Time</i>	<i>Number of Engaged Change Makers</i>
Start	70
6 Months	210
1 Year	630
1.5 Years	1890
2 Years	5670
2.5 Years	17010
3 Years	51030
3.5 Years	153090
4 Years	459270
4.5 Years	1,377,810
5 Years	4,133,430
6 Years	37,200,870
7 Years	334,807,830
8 Years	3,013,270,470



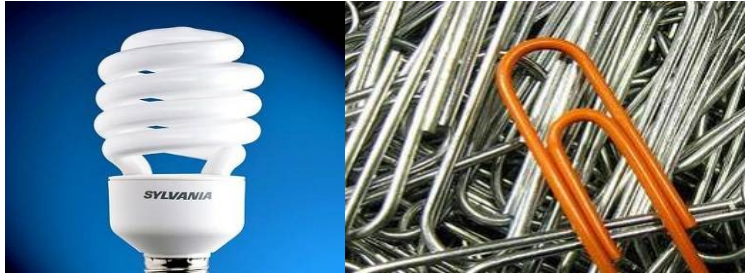
Integrated Design Case Study: Weld Hill Ventilation Rates

***Switch from 10 down to 6 Air
Changes an Hour saves \$130,000 first
cost, \$22,000 annually.***





Green Office Certification Program



Each office took charge of its own pathway forward using a shared roadmap with clear checkpoints, support resources, rewards and recognition



Barriers:

- Busy people, competing priorities



Strategies:

- Make it simple with easy-to follow checklists
- 4 steps (Leaf 1-4)
- Comprehensive website



Green Office Program

Leaf One Certification



ENERGY

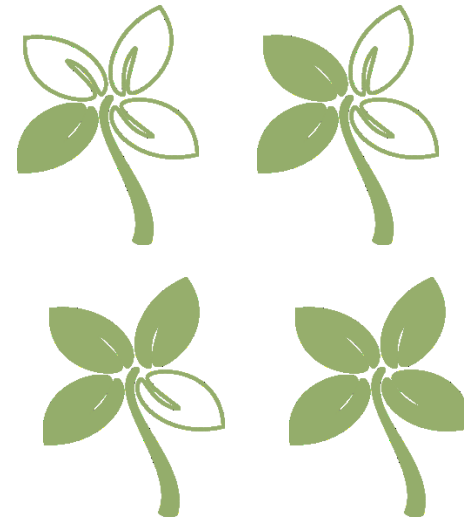
- ❑ We shut off our monitors and/or manually send our computers into energy saving modes (standby or hibernate) when not in use and turn them off at night. [\[Windows or Mac\]](#)
- ❑ As backup, we enabled the OFS recommended power management settings on our computers. [\[Windows or Mac\]](#). If changing these setting requires administrative rights, we've contacted our IT group for assistance.
- ❑ We have sleep mode enabled on all copiers and all printers after five minutes or less of inactivity. [\[Canon ImageRunner\]](#) [\[Exit Door Prompts\]](#)
- ❑ All lights are turned off when not in use during the day and at night, including in common areas such as kitchens, conference rooms, storage closets, and bathrooms. We have posted prompts on light switches, where applicable. [\[Light Switch Prompts\]](#)
- ❑ We send, or will send, an e-mail to our staff before holidays and breaks containing an energy saving checklist. [\[Example Checklist\]](#)

RECYCLING

- ❑ There are recycling bins in all common areas where trash bins are present, such as in kitchens, break rooms, conference rooms, mailrooms, and copy rooms. [\[Suggested Bins\]](#)
- ❑ In our office, recycling signs are clearly posted on or near recycling bins. [\[Recycling & Trash Signs\]](#)
- ❑ We spent several minutes reviewing proper recycling practices at a recent staff meeting to ensure that all members of our office are aware of the rules and had their questions answered.
- ❑ We provide recycling bins at events and meetings sponsored by our office.
- ❑ When we need to dispose of office furniture and equipment, we contact Facilities/Operation to see if it can be salvaged and reused elsewhere and/or we post it to the Harvard ReuseList. [\[Harvard ReuseList\]](#) [\[Harvard Surplus Center\]](#)

WASTE REDUCTION

- ❑ We print or copy to both sides of a page whenever possible. Double-sided is set as a default on our office.





Use Social Norms

- We want to be seen “doing the right thing”
- Strong social pressures to conform
- We are “hard-wired” to imitate social norms

TIPS

- Visible to the community
- Personal, community-oriented
- Encourage positive behavior





The Shut the Sash Campaign

Our Goal: Encourage researchers to close the fume hood sash to reduce energy waste.

Medical School:
Avg. sash opening dropped from 12 in. to 2.4 in

Chem. Dept:
27% reduction in CFM

Total: Saving \$188,000 per year energy costs





Harvard's Green Campus Initiative 2000-2008

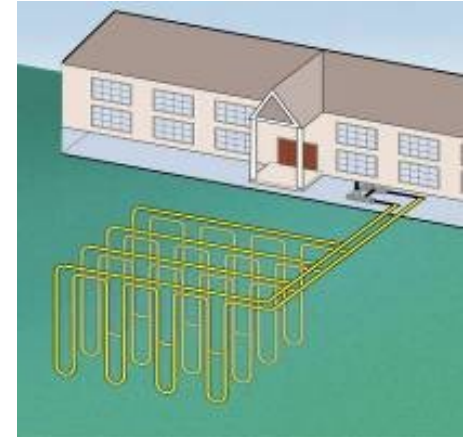
Helping Others to Pilot and Expand New Practices



Biodiesel in University Shuttles



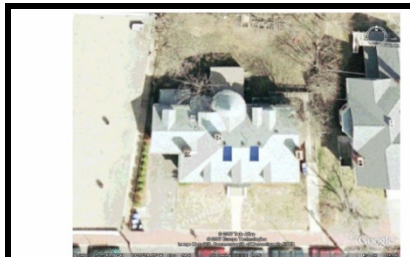
Occupancy sensor driven temperature Setbacks



Ground Source Heat Pumps



Building Mounted Wind



This report was generated using SolSim version 1.5.2.0 (USA).
Copyright © EnerWorks, Inc and Groom Energy Solutions.

Solar Thermal



Collecting oil for Harvard Recycling truck



Green Cleaning



Harvard's Green Campus Initiative 2000-2008

Helping Others to Pilot and Expand New Practices



Organic Landscaping
And Ground Managements



Urban Agriculture, Organic
Community Gardening Projects



Waste Reuse



Green Laboratory
Management



Green Purchasing Practices



Waste Reduction and
Recycling



Green Building
Management



Green Hospitalities



Green Finance &
accounting: Life Cycle
Costing



President Faust Approved Harvard's GHG Reduction Goals in July 2008.



- Initial goal of 30% below 2006 levels by 2016 (including campus growth which takes the total reduction in 2016 to over 50%)
- Every Four years additional goals to be developed
- Strive towards climate neutrality as soon as possible



80+ LEED Certified or Registered Projects, Mostly LEED Gold



5 Cowperthwaite Street
HRES⁺

GOLD
Completed August 2007



Aldrich Hall
HBS*

SILVER
Completed Aug 2006



Wyss Hall
HBS*

GOLD
Completed Aug 2006



Zero Arrow Street
ART*

CERTIFIED
Completed Aug 2006



60 Oxford Street
UIS and DEAS⁺

CERTIFIED
Completed June 2004



Blackstone
UOS⁺

PLATINUM
Completed May 2006



Hamilton Hall
HBS*

GOLD
Completed May 2006



90 Mount Auburn Street
HRES & HULS*

GOLD
Completed April 2006



Schlesinger Library
HRES*

CERTIFIED
Completed Feb 2005



One Western Avenue
HRES*

SILVER
Completed Aug 2003

Change Leadership: Reduce Risk/Instability and facilitate stable change in the four key layers of organizational life - Infrastructure, Organizational, Social & Individual

Earth Systems



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Infrastructure



Operational:

Buildings

Transportation

Energy

Materials

Food Supply

Water

Sewerage

Landscaping

IT

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Outputs & Infrastructure



Operational:

Buildings

Transportation

Energy

Materials

Food Supply

Water

Sewerage

Landscaping

IT

Organizational Systems



INTERNAL:

Governance

Management Structures

Planning Processes

Decision Making

Processes

Finance & Accounting

Policy Instruments

Information Systems

Procurement systems

Human Resources

EXTERNAL:

Community

Government/ Regulatory

Market/Employers

Utilities

Ed. Associations

Media

What Is An Organization?

An organization is a kind of human made technology.

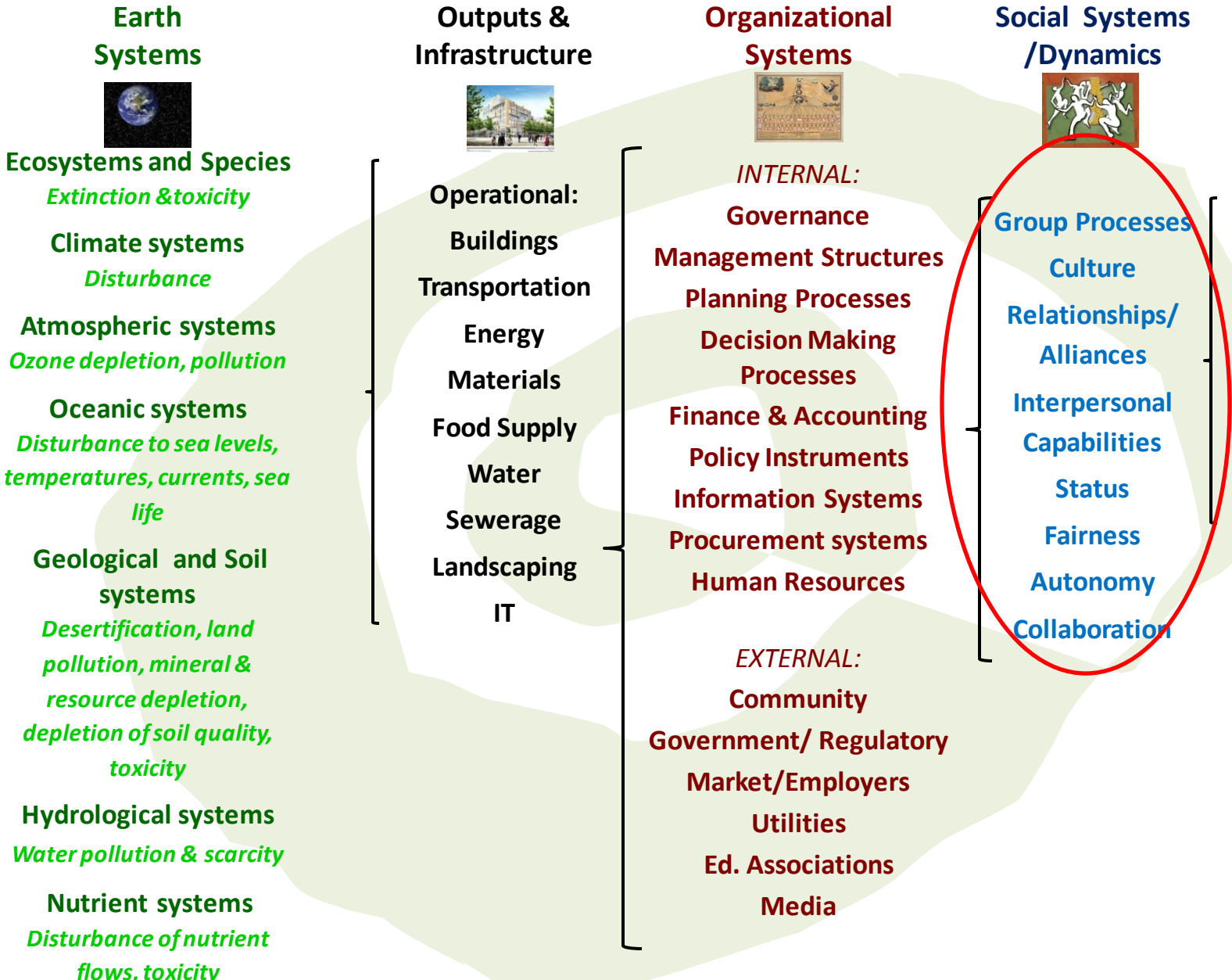
“Technology is the making, usage, and knowledge of tools, machines, techniques, crafts, **systems or methods of organization** in order to solve a problem or perform a specific function.” Wikipedia

There are a variety of legal types of organizations, including: corporations, governments, non-governmental organizations, international organizations, armed forces, charities, not-for-profit corporations, partnerships, cooperatives, and universities.

What Makes an Organization?

- ❖ Vision, Mission
- ❖ Executive Leadership Style
- ❖ Management Structure: Chain of Command
- ❖ Decision Making Processes
- ❖ Governance Mechanisms
- ❖ Strategy and Goals
- ❖ Finance and Accounting Systems and Processes
- ❖ Policies, regulations, rules, guidelines and protocols
- ❖ Accountability and Incentive Mechanisms
- ❖ Information Systems
- ❖ Communication Systems
- ❖ Organizational Culture, Image and Values
- ❖ Human Resources: Capacities, performance & promotions
- ❖ Politics, Alliances
- ❖ Organizational mood/atmosphere

Change Leadership: Reduce Risk/Instability and facilitate stable change in the four key layers of organizational life - Infrastructure, Organizational, Social & Individual



Mindset Change/Validation: Managing Social Dynamics Is Central to Success

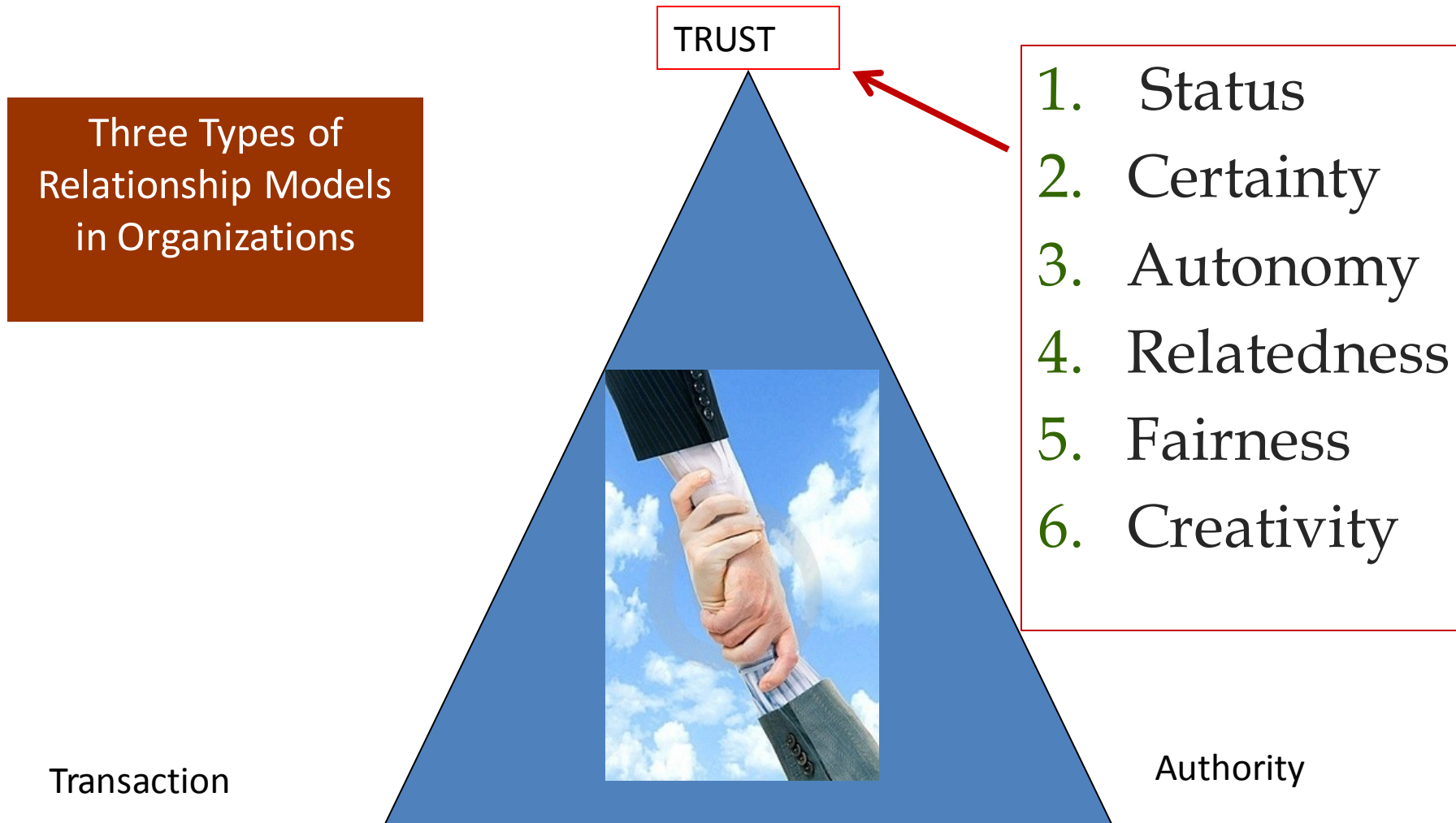
“Although a job is often regarded as a purely economic transaction, in which people exchange their labor for financial compensation, the brain experiences the workplace first and foremost as a social system”.

What Can You Do to Optimize Positive Social Dynamics and Minimize the Negative Ones?

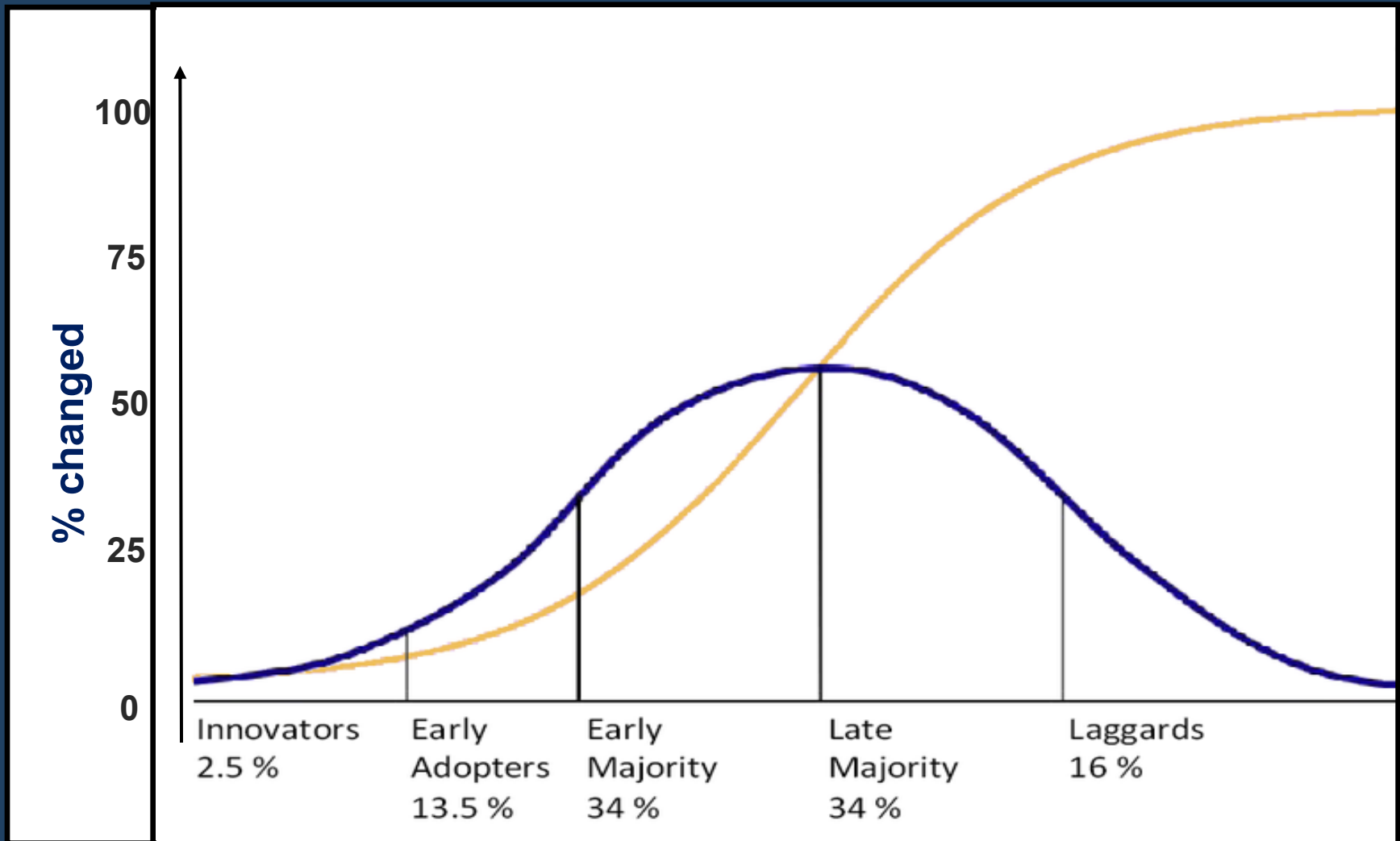
Six particular qualities of social interaction that create and maintain a context for positive engagement are:

1. Status
2. Certainty
3. Autonomy
4. Relatedness
5. Fairness
6. Creativity

To Reduce Risk and Instability: **Build a culture of trust** as this is the Fuel of Transformation



A Failure to Properly Leverage Social Dynamics is a Common Barrier in Going from Early Adopters to Middle Majority



Effective Sustainability Governance Mechanisms Need to Be Designed to Leverage the Leadership System (The Whole Decision-making Ecosystem)

Grass Roots

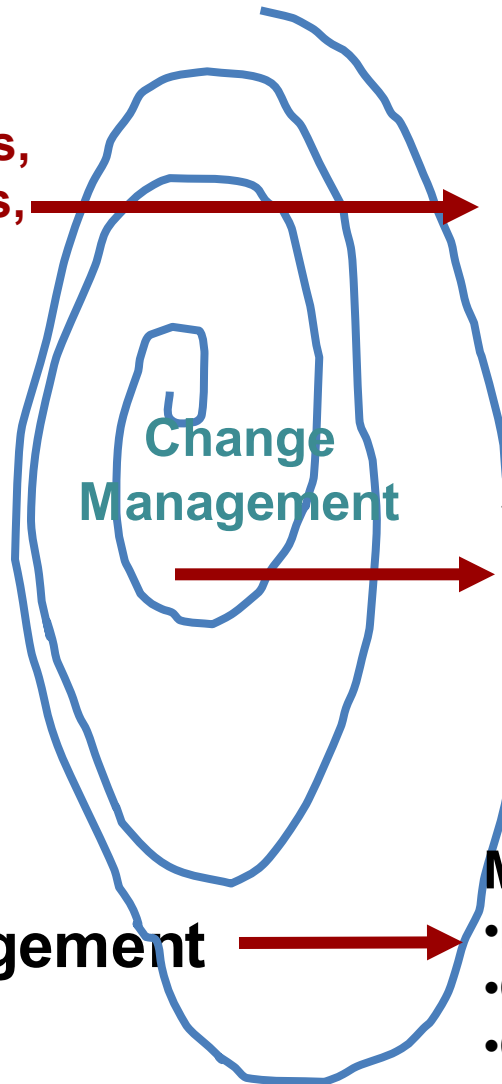
Students, teachers, building managers, custodial staff, kitchen staff etc



Top Level Leadership



Middle Management



CONFIDENCE & CAPACITY

- Evidence
- Confidence
- Business base re:green projects

AUTHORITY

- Legitimacy
- Priority
- Mood/culture
- Goals

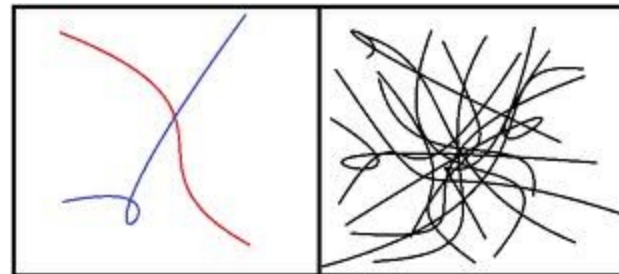
MANAGEMENT/INTEGRATION

- Reforming organizational process/systems
- Green building standards
- Green purchasing contracts
- Green training programs

Group Intelligence Will Matter As much or More in Transforming Our Organizations Than Individual Intelligence

“When it comes to intelligence, the whole can indeed be greater than the sum of its parts. A new study documents the existence of collective intelligence among groups of people who cooperate well, showing that such intelligence extends beyond the cognitive abilities of the groups’ individual members....

They discovered that groups featuring the right kind of internal dynamics perform well on a wide range of assignments, a finding with potential applications for businesses & other organizations.”



Traditional Problem

Wicked Problem

Group Intelligence Will Matter As much or More in Transforming Our Organizations Than Individual Intelligence

Three key factors that enhance group intelligence:

- 1.** Groups whose members had higher levels of "**social sensitivity**" (ability to perceive emotions) were more collectively intelligent.
- 2.** Groups where one person dominated were less collectively intelligent than in groups where the **conversational turns were more evenly distributed**"
- 3.** And teams containing **more women** demonstrated greater social sensitivity and in turn greater collective intelligence compared to teams containing fewer women.

Group meetings/processes need to be designed & facilitated with a new level of skill to optimize group intelligence

<http://web.mit.edu/press/2010/collective-intel.html>

Help is Here in the form of New **Social Technologies**

(or group process designs)

Group problem definition, problem solving and decision-making techniques:

World Café, Appreciative Enquiry, Open Space Technology, Collaborative Coaching etc

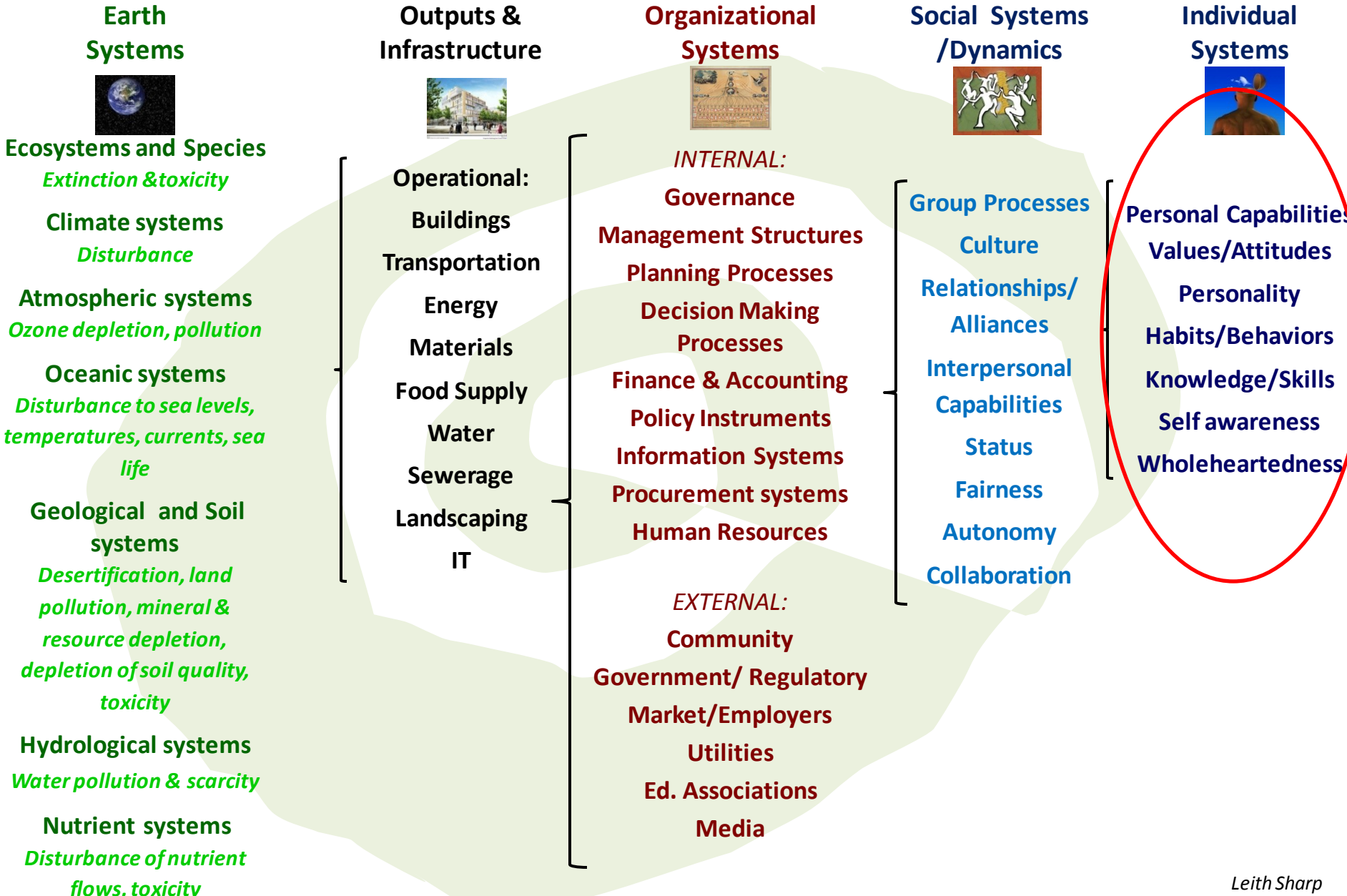
Group input:

Crowdsourcing,
Idea Markets

New methods for engaging people in being heard, defining and solving problems and developing *shared purpose.*



Change Leadership: Reduce Risk/Instability and facilitate stable change in the four key layers of organizational life - Infrastructure, Organizational, Social & Individual



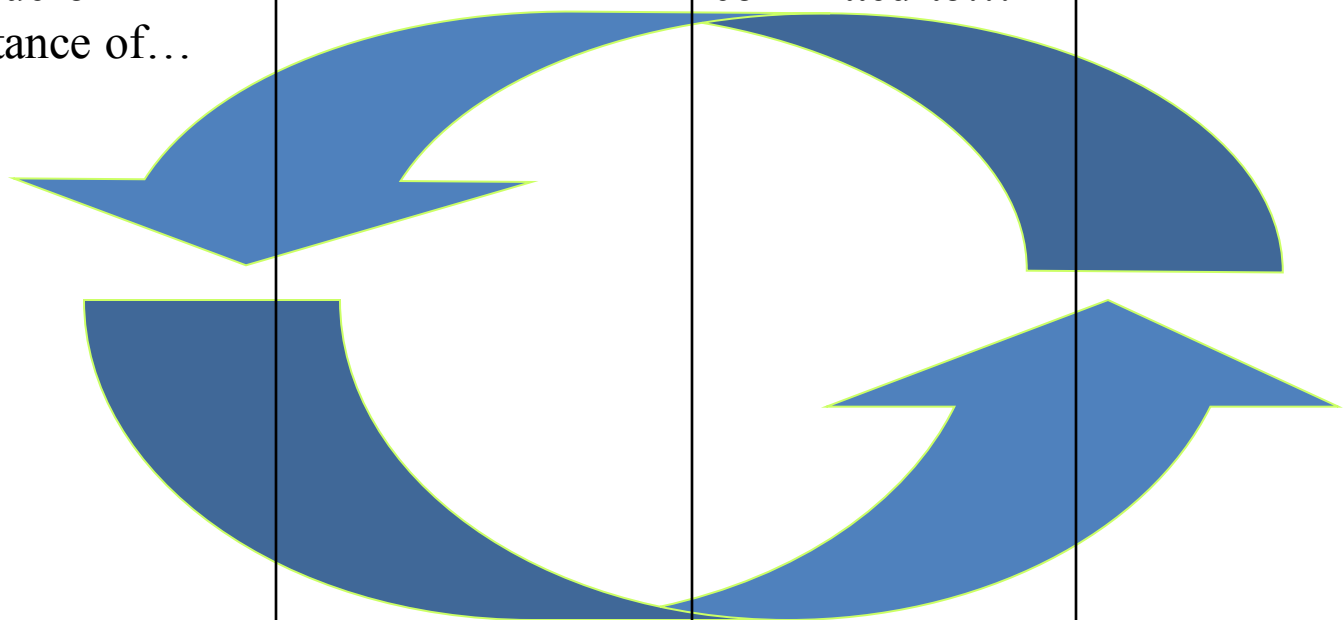
EfS leaders in Higher Education - top 10/46 capabilities in rank order



Top 10 Individual Attributes for Driving Education for Sustainability into Core Business

1. Having energy, passion and enthusiasm for learning and teaching
2. Being willing to give credit to others
3. Empathizing and working productively with staff/faculty from different backgrounds
4. Being transparent and honest in dealings with others
5. Being true to ones values and ethics
6. Thinking creatively and laterally
7. Listening to different points of view before coming to a decision
8. Understanding my personal strengths and limitations
9. Admitting to and learning from my errors
10. Making sense of and learning from experience

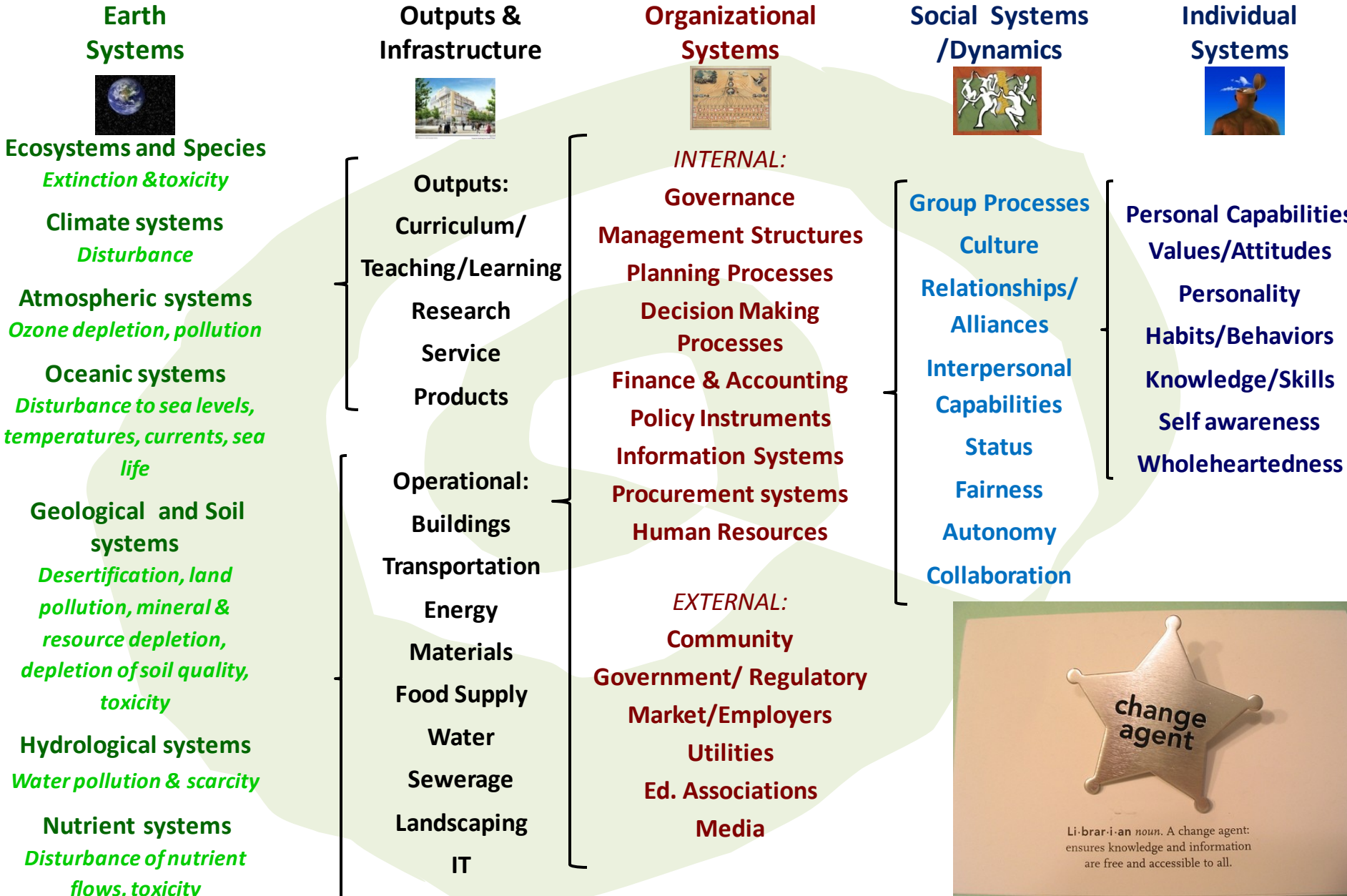
1 Commitment	2 What I'm Doing or Not Doing That Prevents My Commitment From Being Fully Realized	3 Competing Commitment	4 Big assumption
I am committed to the value or importance of...		I may also be committed to...	I assume that if...



In the saddest human tragedy yet to be told, most of us are failing to take action to save humankind from a global environmental catastrophe due to unconscious fears of triggering negative social consequences with friends, loved ones, colleagues, employers and neighbors.



Change Leadership: Reduce Risk/Instability and facilitate stable change in the four key layers of organizational life - Infrastructure, Organizational, Social & Individual



RECAP On KEY IDEAS So Far

PART I

- Sustainability is a change management challenge
- We can build an army of effective change makers to transform a web of institutions
- Reducing risk and instability is the foundation of effective change making
- Social dynamics are pivotal in unlocking the change capability of organizations
- Group intelligence can be and must be increased
- Individual capabilities needed = self awareness, social/emotional intelligence
- Our organizations need to be transformed to handle today's challenges
- Stable change requires successful projects & changed organizational conditions

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