



Leadership Ethics and Sustainability

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Tim Dalmau

- What does he do?
- Where does he come from?
- Where does he play?
- Why is he?



Sustainability

- The work we do
- The projects
- The organization
- The world we live in
- The lives we lead

Meanings of “sustainability”

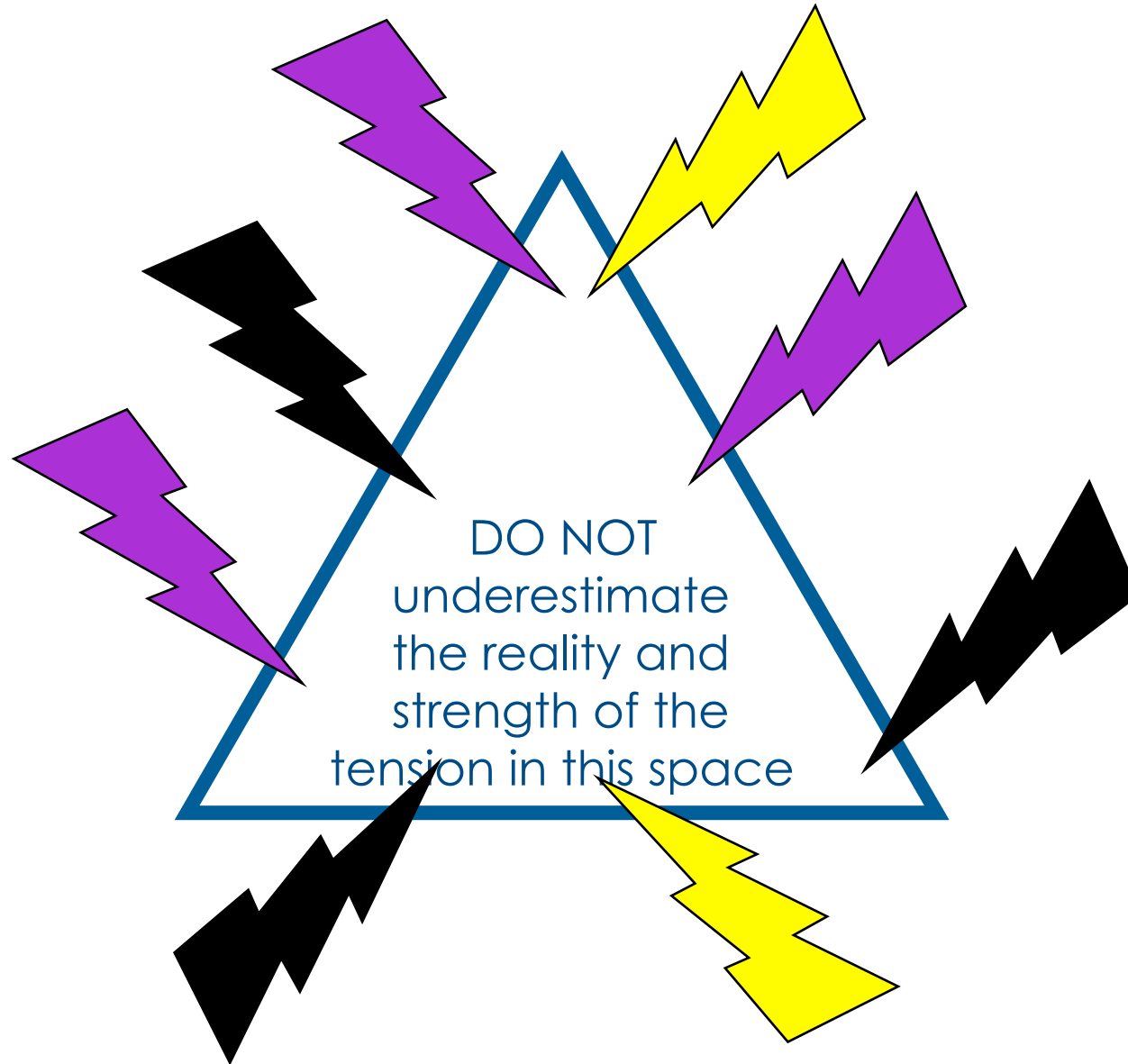
- An action
- An insurance: criterion measure around future options
- Activity that guarantees something for others in the future

Ways of thinking
and contexts

A
domain
of
tension

Long term
factors for
sustainability

Short term
needs and
drivers



Levels of sustainability

1. Rejection
2. Non responsiveness
3. Compliance
4. Efficiency
5. Strategic proactivity
6. Sustaining



Dexter Dunphy



Rejection	Exploitation of Disadvantage, Hostility, Threat Force, Disregard, No modification. No investment. Do the absolute minimum required. Ignore imbalances.
Non-responsiveness	Irrelevance of outside factors. Traditional Emphasis. Financial, Technological, Rational. Use resources without concern. Connections & human concerns ignored. No wider responsibility
Compliance	Financial, Technological, Rational Emphasis. High results focus. Be Decent. Comply with requirements. Eliminate abuses. Little integration. Focus on big risk items and mitigate
Efficiency	Active, planned and systematic engagement to reduce avoidable costs and eliminate waste. Be productive. Install a system. Ignore no cost issues. Cost benefit basis for decisions
Strategic Proactivity	Proactive. systematic support and engagement of diverse elements for self gain & competitive advantage. Replace/innovate better products, processes, people, services. Be a leader. Engage community. Balance
Sustaining	Active promotion & influence to espouse & implement difference, best practice for overall system. Is responsible & ethic centered. Differential management/leadership practices. Knows and acts as if it is part of co-evolutionary system.

Rejection	Exploitation Hostility, Threat Force, Disregard, No change
Non-responsiveness	Irrelevance. Traditional Emphasis.. Use without concern. Human concerns ignored. No sense of wider responsibility
Compliance	Rational Decent. Comply with requirements
Efficiency	Active, planned and systematic relationship for gain
Strategic Proactivity	Systematic support and engagement for advantage. Explore and innovate. Engage others. Balance
Sustaining	Sense of the overall. Responsible & ethical. Differential responses. Co-evolving as a part of a bigger whole.

Rejection	Exploitive and hostiles
Non-responsiveness	Use without real care
Compliance	Decent and do what is required
Efficiency	Work with them/it for it saves cost or hassle
Strategic Proactivity	Engage and develop for mutual advantage
Sustaining	Responsible & ethical co-evolving: part of a bigger whole.

Types of sustainability

- Ecological based
- Human system based
- Change initiative based
- Safety
- Climate change
- Leadership
- Ethics



	Ecological	Human System	Climate Change	Safety	Leadership	Ethics
Rejection						
Non-responsiveness						
Compliance						
Efficiency						
Strategic Proactivity						
Sustaining						

Ecological: Rejection

- Environment is regarded as a free good to be exploited.
- Hostile to environmental activists and to pressures from government, other corporations or lobby groups.
- Pro environmental activism - a threat

Ecological: Rejection

- Physical extraction and production processes that
 - Directly destroy future productive capacity and/or
 - Damage the ecosystem.
- Polluting by-products are discharged into the biosphere
- Does not take responsibility for environmental impact of its ongoing operations
- Does not modify its operations to lessen future ecological degradation.

Ecological: Non Responsiveness

- Ecological environment not considered a relevant factor in strategic or operational decisions.
- Financial and technological factors dominate business strategies to the exclusion of environmental concerns.
- Traditional approaches to efficiency dominate the production process

Ecological: Non Responsiveness

- Environment is taken for granted.
- Environmental resources which are free or subsidized (e.g. air, water) wasted and little regard is given to environmental degradation results from the organization's activities.
- Environmental risks, costs, opportunities and imperatives seen as irrelevant or not perceived at all.

Ecological: Compliance

- Financial and technological factors still dominate business strategies
- Senior management seeks to comply with environmental laws
- Tries to minimize the firm or company's potential liabilities from actions that might have an adverse impact on the environment

Ecological: Compliance

- Obvious environmental big abuses are eliminated
- Especially those which could lead to litigation or strong community action directed against the company
- Other environmental issues which are unlikely to attract litigation or strong community action are ignored.

Ecological: Efficiency

- Poor environmental practice is seen as an important source of avoidable cost.
- Ecological issues that generate costs are systematically reviewed in an attempt to reduce these costs and
- Focus on increased efficiencies by eliminating waste and by reviewing particular manufacturing, production and/or distribution processes.

Ecological: Efficiency

- May be active involvement in some systematic approach such as Total Quality Environmental Management (ISO14001).
- Environmental issues are ignored if they are not seen as generating avoidable costs or increasing efficiency

Ecological: Strategic Proactivity

- Proactively environmental strategies that support ecological sustainability
- A source of strategic business opportunity to provide competitive advantage
- Product redesign used to reduce material throughput
- Use materials that can be recycled

Ecological: Strategic Proactivity

- New products and processes developed that substitute for or displace existing environmentally damaging products and processes
- Work to satisfy emerging community needs around sustainable issues
- Organization seeks competitive leadership through spearheading environmentally friendly products and processes.

Ecological: Sustaining

- Organization becomes an active promoter of ecological sustainability values
- Seeks to influence key players in the industry and in society generally
- Environmental best practice is espoused and enacted because it is the responsible thing to do
- Tries to assist society to be ecologically sustainable

Ecological: Sustaining

- Organization is prepared to use its influence to promote positive sustainability policies re
 - Government
 - Restructuring of markets
 - Development of community values to facilitate the emergence of a sustainable society
- Nature is valued for its own sake
- Recognizes and knows it is only one entity or element in a co-evolutionary systems landscape.

Ecological: Sustaining

- Acts for the good of the entire ecological system of which it is part
- If necessary subordinates own interests for ecologically sustainable development.

A choice

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Ethics

Rejection	Exploit, use and abuse others, and especially their relative disadvantages, for your own gain, without any regard for consequence.
Non-responsiveness	Operate from a position that measures success only in terms of one's own gain; exploit others where there is a power or monetary gain to be had, and have little real concern for the law of regulation.
Compliance	Do the minimum required by the relevant law of the land, and continue to exploit others, but minimize consequential risk. In other words, don't get caught out.
Efficiency	Regard yourself as a good citizen, and act in a manner that respects and upholds the morals, values, regulations, customs and styles of wider society; act in a holistic, integrated way across all areas of activity.
Strategic Proactivity	Be a proactive agent for values-led leadership in the context of wider society in all areas of activity, recognizing this as a point of personal distinction. Be a role model by going "above and beyond."
Sustaining	Recognize one's place in the grander scheme of things, and the interconnectedness of everyone as well as everything, and act as a co-evolutionary element to foster greater effectiveness for the whole.

Leadership

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