

R e g e n e r a t i v e L e a d e r s h i p :

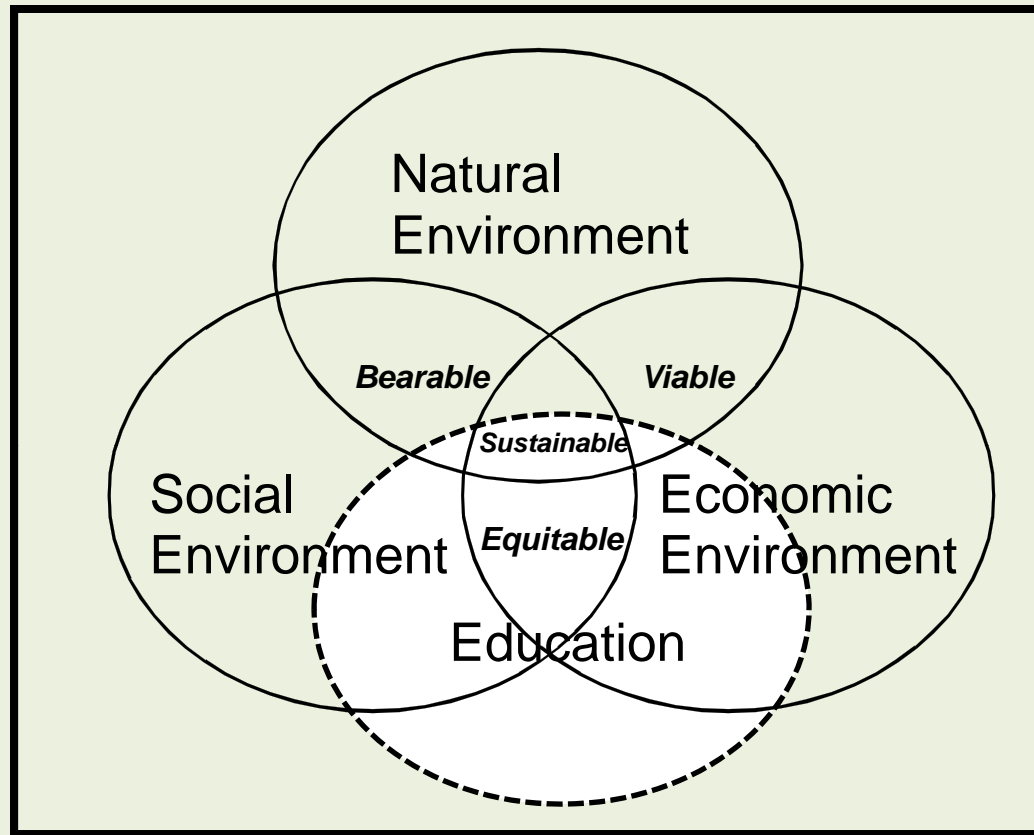
**A Theory for Transforming People and Organizations for
Sustainability in Business, Education, and Community**

John Hardman
February 2009

This is the greatest moral and social challenge humankind has ever faced

Tony Cortese, 2009

FRAMEWORK OF SUSTAINABILITY



Brundtland Commission Report 1987

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”

RESEARCH PROBLEM

- Comparative research into sustainability leadership across domains is limited, and focuses primarily on specific issues of sustainable development as opposed to leadership and organizational change. One study focused on business leadership.
- Sustainability efforts, and by extension research, tend to focus on isolated issues (e.g. environmental degradation, poverty, curriculum reform).
- None of the research reviewed has compared or contrasted the developmental experiences of leaders engaged in sustainability efforts in business, education, and community.

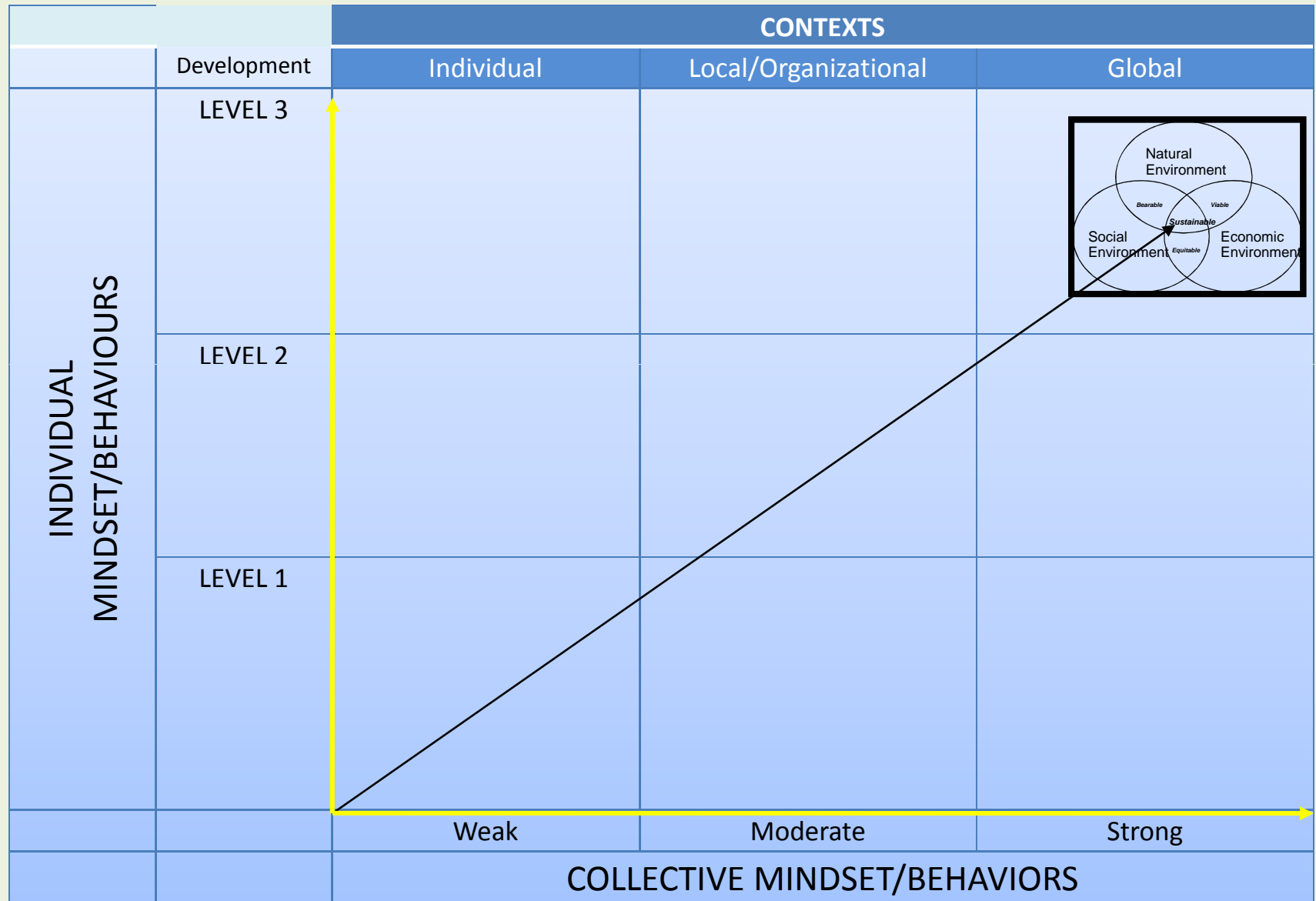
PURPOSE

- To establish COMMONALITIES AND/OR DIFFERENCES between the developmental experiences of leaders who have successfully embedded sustainable development for sustainability in business, education, and community, AND between the change strategies they utilize to move their organizations to greater degrees of sustainability.

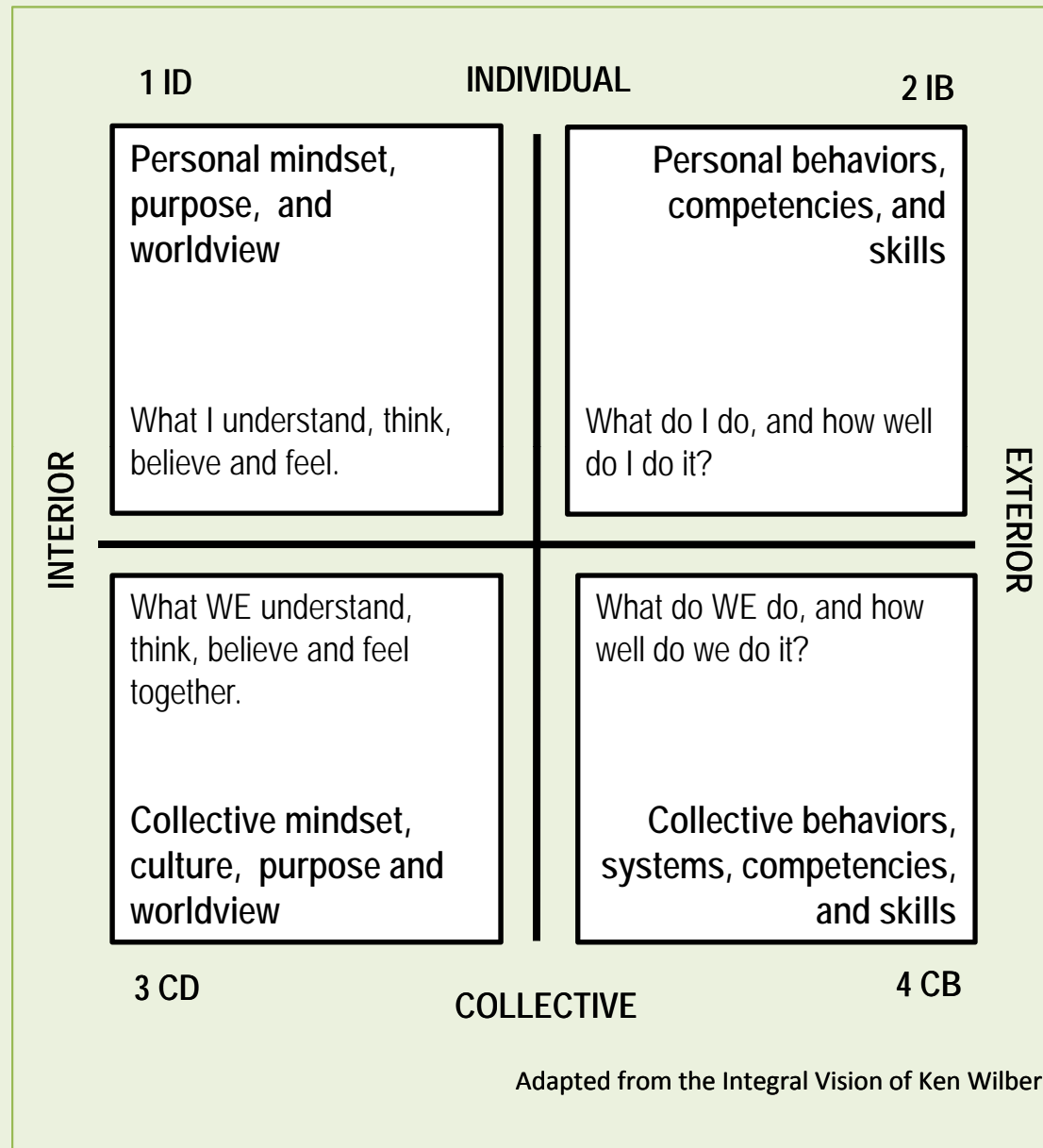
Research Questions

1. What are the similarities and differences between the developmental experiences of sustainability leaders across the domains of business, education, and community?
2. What are the similarities and differences between the change strategies they utilize to move their organizations towards greater degrees of sustainability?

Conceptual Framework: The Sustainability Journey



Organizing Framework



Methodology

GROUNDED THEORY (Glaser & Strauss, 1967)

Sampling Plan

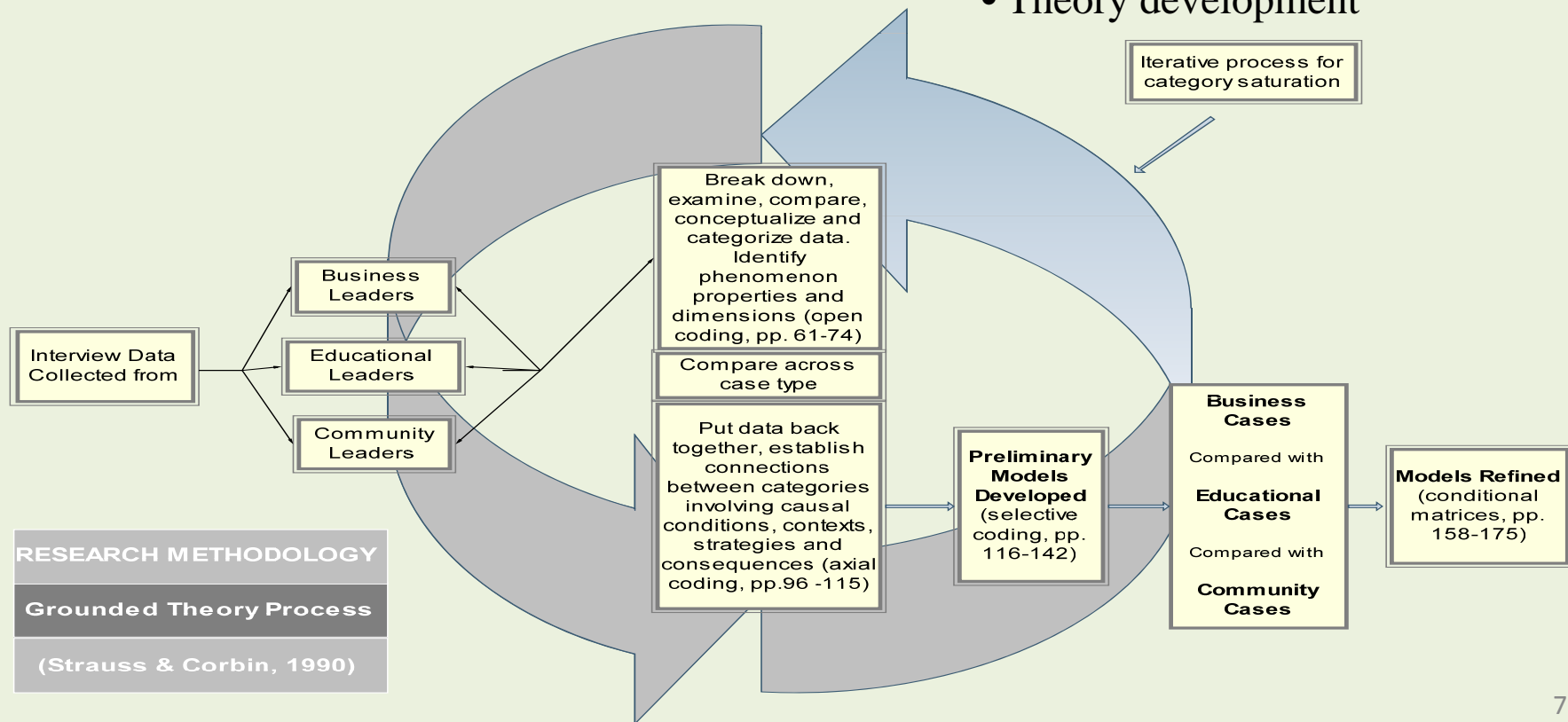
- Purposeful sampling (Merriam, 1997)
- Snowball sampling for additional subjects (Miles & Huberman, 1994)
- 24 participants (8 from each domain)
- 3 years leading successful sustainability efforts

Data Collection

- Structured interviews
- Organizational documentation

Analysis and Discussion of Findings

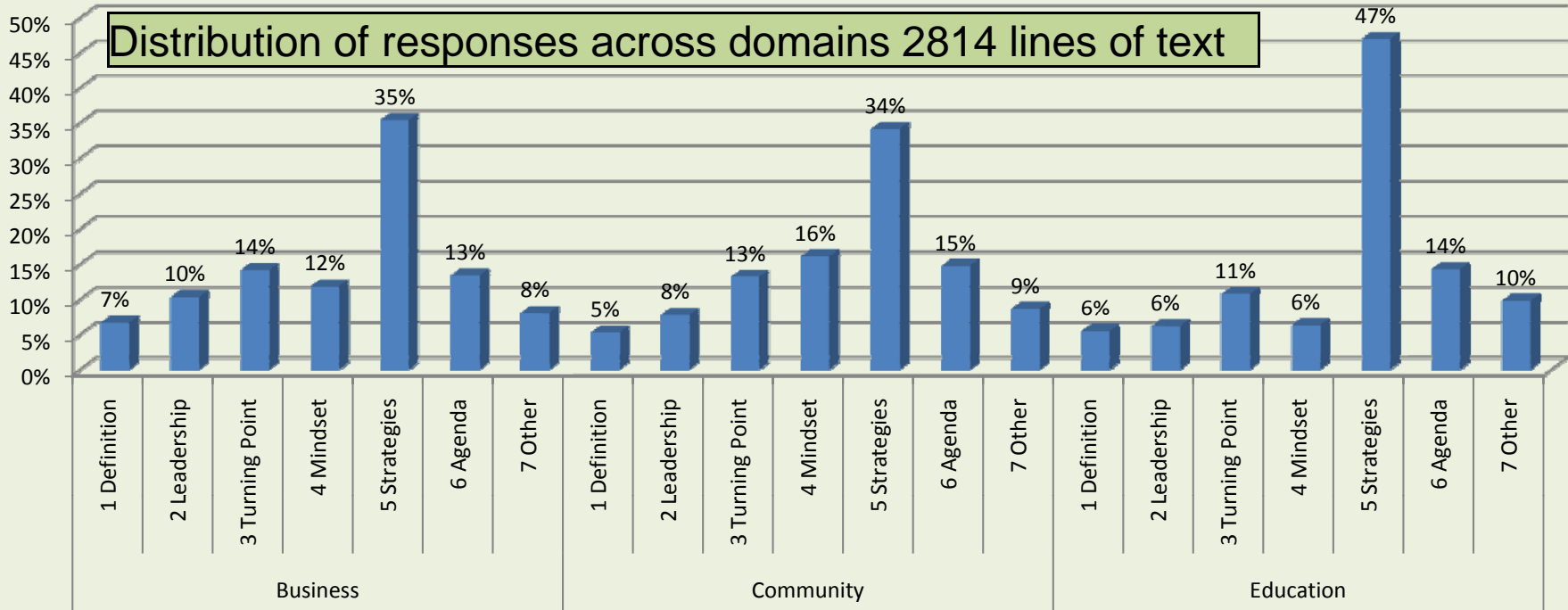
- Excel coding process
- Cross analysis
- Theory development



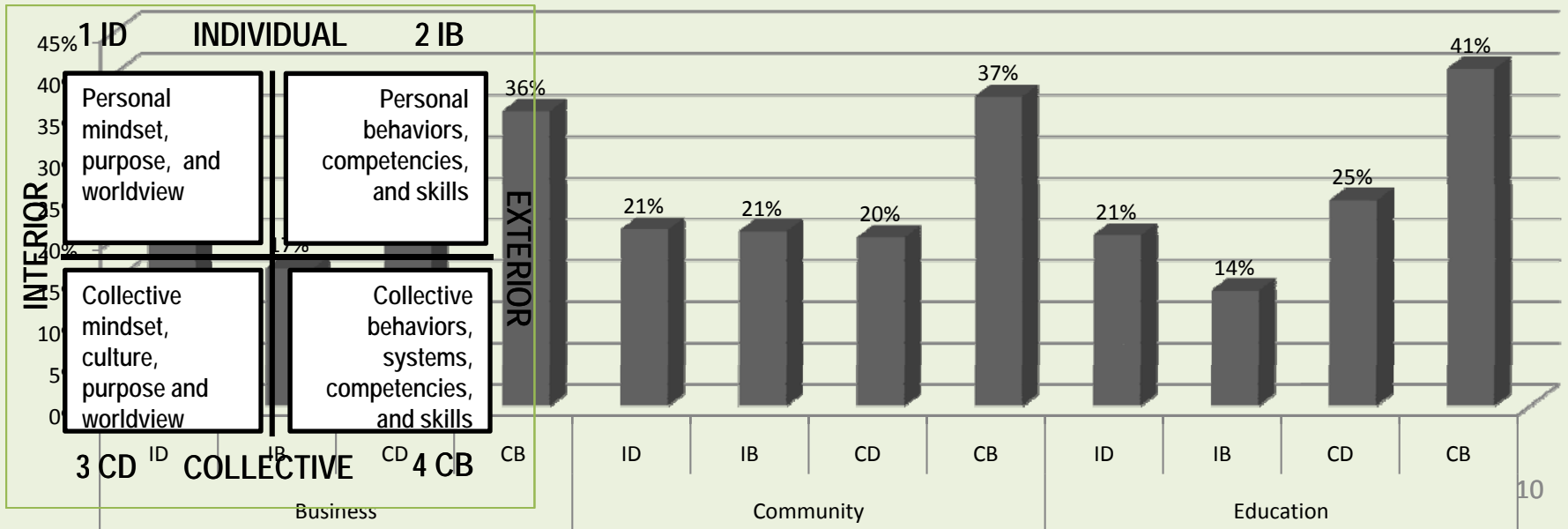
<i>Business</i>	Michael Singer	Michael Singer Studio
	Martin Melaver	CEO, Melaver, Inc., Real Estate
	Joe Laur	Greenopolis, Waste Management/Co-founder, Sustainability Consortium of the Society for Organizational Learning (SOL)
	Gregor Barnum	Director of Corporate Consciousness, 7th Generation
	Darcy Winslow	Senior Advisor, NIKE Foundation
	Roger Vardan	General Motors/Founder of Strata-Gems
	Seetha C.Kammula	Shell/Founder of Simply Sustain LLC
	Wally Sanger	President, Royal Concrete Concepts
<i>Community</i>	Eve Williams	Building Projects Manager, City of Tallahassee
	Cecilia Campoverde	Founder, The Guatemalan Project
	Jim Murley	Secretary of Community Affairs, Florida, Executive Director, Center for Urban and Environmental Solutions (CUES) at Florida Atlantic University (FAU), Chair of the Florida Energy and Climate Change Commission
	Rebecca Bardach	United Nations High Commission for Refugees and the Center for International Migration and Integration of the American Jewish Joint Distribution Committee
	Debbie Koristz	Assistant Director of Israel & Overseas Projects, Jewish Federation of Palm Beach County
	Steve Seibert	Executive Director, Century Commission for a Sustainable Florida
	Nathan Burrell	Founder, The Honey Project, President of the Minority E-Commerce Association, Inc. (MECA)
	John Elkington	Founder, Volans Ventures, Visiting Professor, Doughty Centre for Corporate Responsibility, School of Management, Cranfield University, UK
<i>Education</i>	MaryBeth Burton	Assoc. Director, Center for Urban and Environmental Solutions (FAU)
	Leonard Berry	Director, Florida Center of Environmental Studies
	Daniel Meeroff	Prof. of Environmental Sciences/Dept. of Civil Engineering (FAU)
	Jaap Vos	Associate Professor and Chair of the Department of Urban & Regional Planning, Florida Atlantic University
	Judy Walton	President, Association for the Advancement of Sustainability in Higher Education (AASHE)
	Jean MacGregor	Director, Washington Center for Improving the Quality of Undergraduate Education, Evergreen State University
	Anthony Cortese	President, Second Nature
	Mitchell Thomashow	President, Unity College, Maine

FINDINGS: Quantitative

Distribution of responses across domains 2814 lines of text



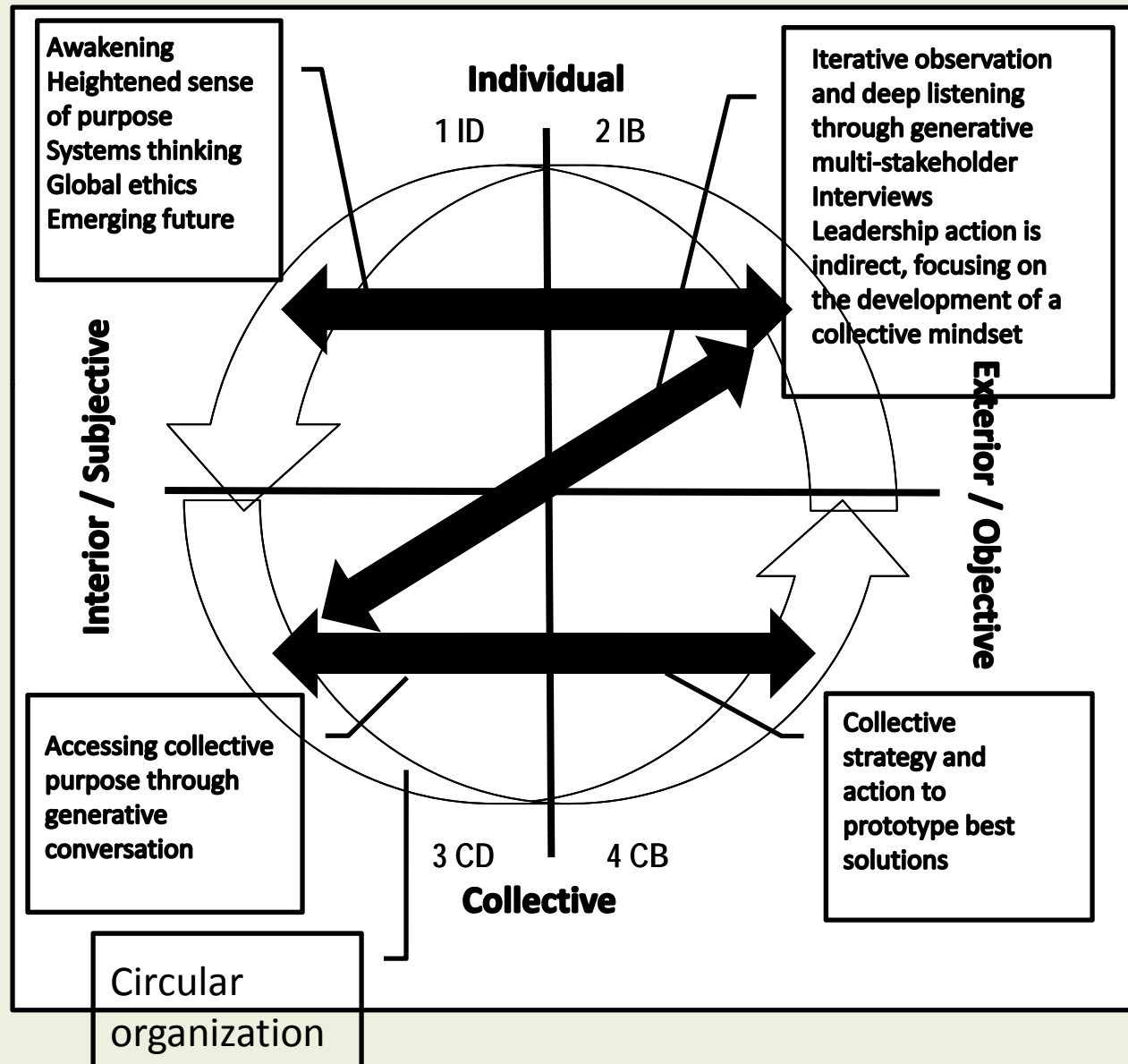
Distribution of responses across the organizing framework - Inter-rater reliability 97.4%



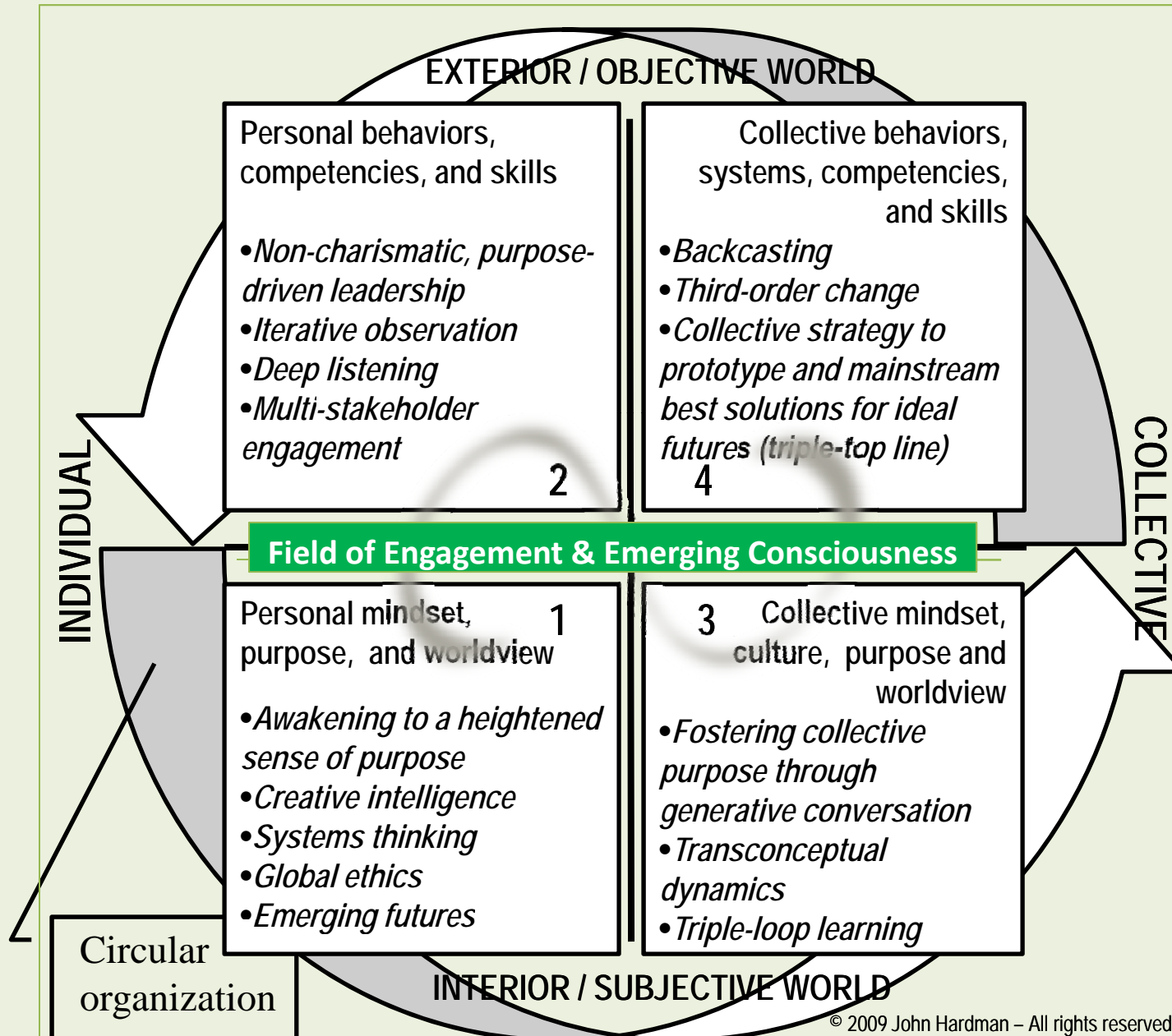
FINDINGS: Qualitative		CONTEXTS			
	INTEGRATED WORLDVIEW	Individual	Local/Organizational		
INDIVIDUAL MINDSET / BEHAVIORS	LEVEL 3 ENGAGED World-centric (All of Us) Post-conventional moral development (Kohlberg)	<ul style="list-style-type: none"> •Awakening •Heightened sense of purpose •Vision beyond sustainability •Systems thinking, everything is interconnected – Global ethics •Intra & intergenerational (future) •Urgency •Fearlessness – courage •“Inner work” •“... more important than me” •“... butterfly mindset” •“I get in people’s faces, but in a nice way” 	<ul style="list-style-type: none"> •Non-charismatic transforming leadership (higher purpose is the driver) •Multi-stakeholder engagement •Literally everyone is critical to the decision making process •“Leadership from within” “Check your ego and logo at the door” •“Bring everybody involved to the table before you begin” •“Florida 2060” 		
	LEVEL 2 COMPLIANT/COMMITTED Ethno-centric (Us) Conventional (Kohlberg)	<ul style="list-style-type: none"> •Compliance in isolation •Ethno-centric ethics •Local perspective •Mid-term vision 	<ul style="list-style-type: none"> •Weighting between compliance and commitment in some areas (e.g. economics, and/or education, environment and social justice) 		
	LEVEL 1 RESISTANT/SKEPTICAL Self-centered (Me) Pre-conventional (Kohlberg)	<ul style="list-style-type: none"> •Self-serving ethics •Short-term vision •Distrustful of evidence •“Fear and greed” 	<ul style="list-style-type: none"> •Partial compliance with fragmented external policy and regulation •Single bottom line •“Silo effect” 		
	FRAGMENTED WORLDVIEW	Level 1 (Weak Sustainability)	Level 2 (Moderate Sustainability)	Level 3 (Strong Sustainability)	
		COLLECTIVE MINDSET/BEHAVIORS			



REGENERATIVE LEADERSHIP



REGENERATIVE LEADERSHIP



- To the people of poor nations, we pledge to work alongside you to make your farms flourish and let clean waters flow; to nourish starved bodies and feed hungry minds. And to those nations like ours that enjoy relative plenty, we say we can no longer afford indifference to suffering outside our borders; nor can we consume the world's resources without regard to effect. For the world has changed, and we must change with it.

Barack Obama, Inaugural Address, January 20, 2009