

# Fostering Collaborative Leadership to Advance Net-Zero Circularity

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Part 1, Nov 13, 2024

Nadine Gudz



The City of Toronto is located on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples.



photo of Cedar waxwing by Jean-Francois from Getty Images

# Agenda

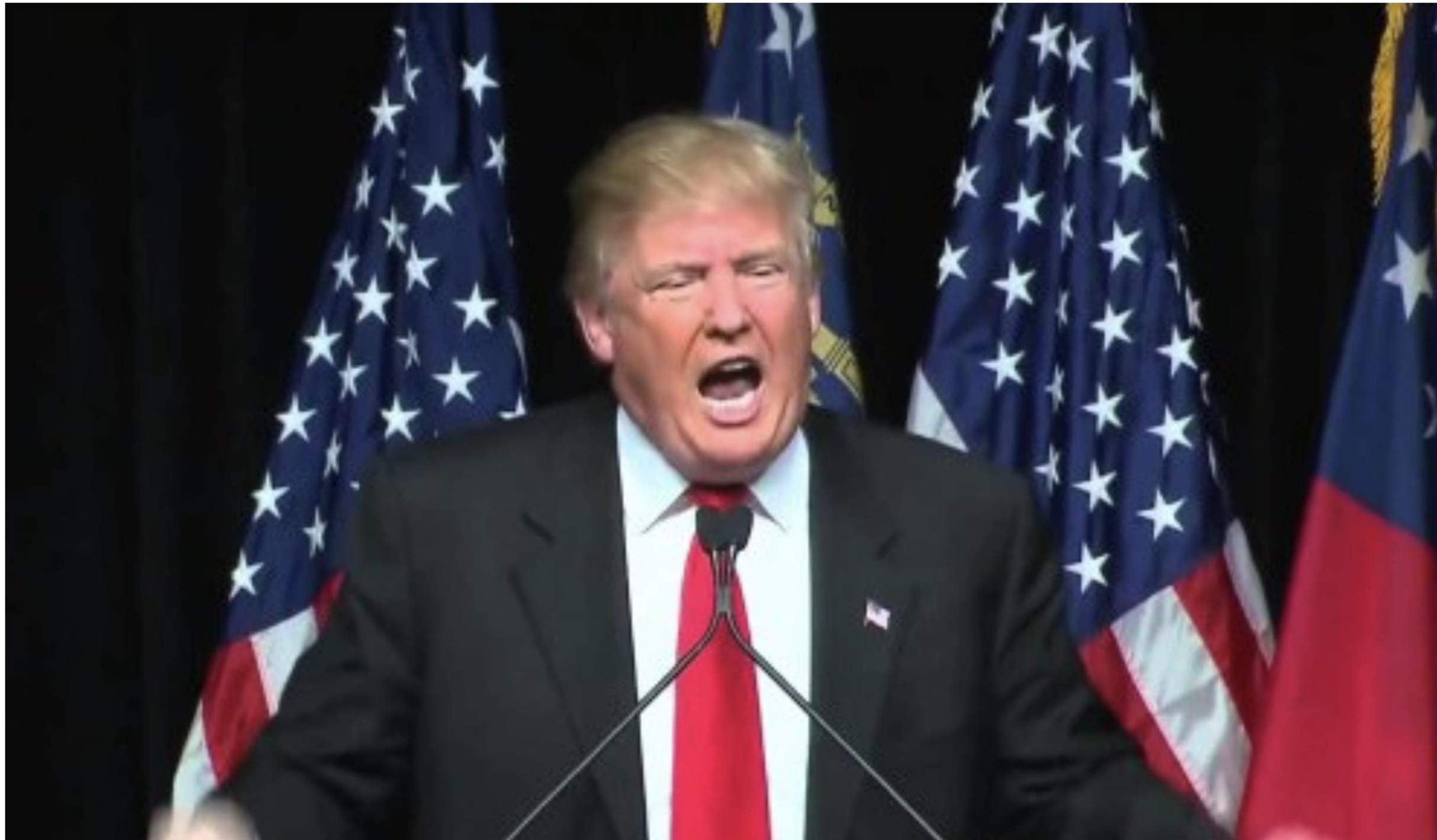
- Welcome and introductions
- Review purpose and objectives (Nov 13 and Nov 27)
- Chat-in exercise
- Context setting: What is collaborative leadership?
  - Perspectives on collaborative leadership and the transition to net-zero, circular economies
  - A framework for practicing communityship: Sensing/sensitizing, reframing, transforming
- Small group conversations
- Reconvene in large group to debrief
- Next steps, preparation for Nov 27
- Closing reflections, Q & A



# Energy Transition, Climate Emergency Won't Stop for Trump, Global Leaders Say

November 6, 2024 Reading time: 4 minutes

Primary Author: The Energy Mix staff



“The result from this election will be seen as a major blow to global climate action, but it cannot and will not halt the changes under way to decarbonize the economy and meet the goals of the Paris Agreement.” - former UN climate secretary Christiana Figueres

# LEARNING INTENTIONS



Identify and develop collaborative leadership competencies, practices and strategies for assisting organizations with their progress to net-zero circularity



Explore and apply the concept of communityship as an alternative to leadership



Practice storytelling as a pathway for engaging others across functions



Experiment with the Three Horizons framework for facilitating dialogue with diverse stakeholder groups about the future and the transition to net-zero circularity



# Key Questions

How do we go beyond employee engagement programs and meaningfully engage leadership across functions?

What is the leadership conversation we would like to have to advance net-zero, circular progress in our organizations?

How can a collaborative leadership approach, applying principles of communityship advance the conversation?

# Carbon Trust 2024 survey : Senior level



## engagement = barrier to progress

Survey of >400 sustainability professionals who say they are struggling with two key elements needed to support the internal business case for transitioning to Net Zero:

A limited level of engagement with Net Zero at a senior level and throughout the organization, as well as insufficient staffing and expertise to create and deliver a Net Zero transition plan.

Concerns about budgets, costs and return on investment in low carbon solutions, which indicate that Net Zero must go hand-in-hand with a continued commitment to protect the bottom line.

The problem: The climate crisis is a *leadership* crisis.

- The All We Can Save Project ([www.allwecansave.earth](http://www.allwecansave.earth))



# It's time for a new leadership playbook

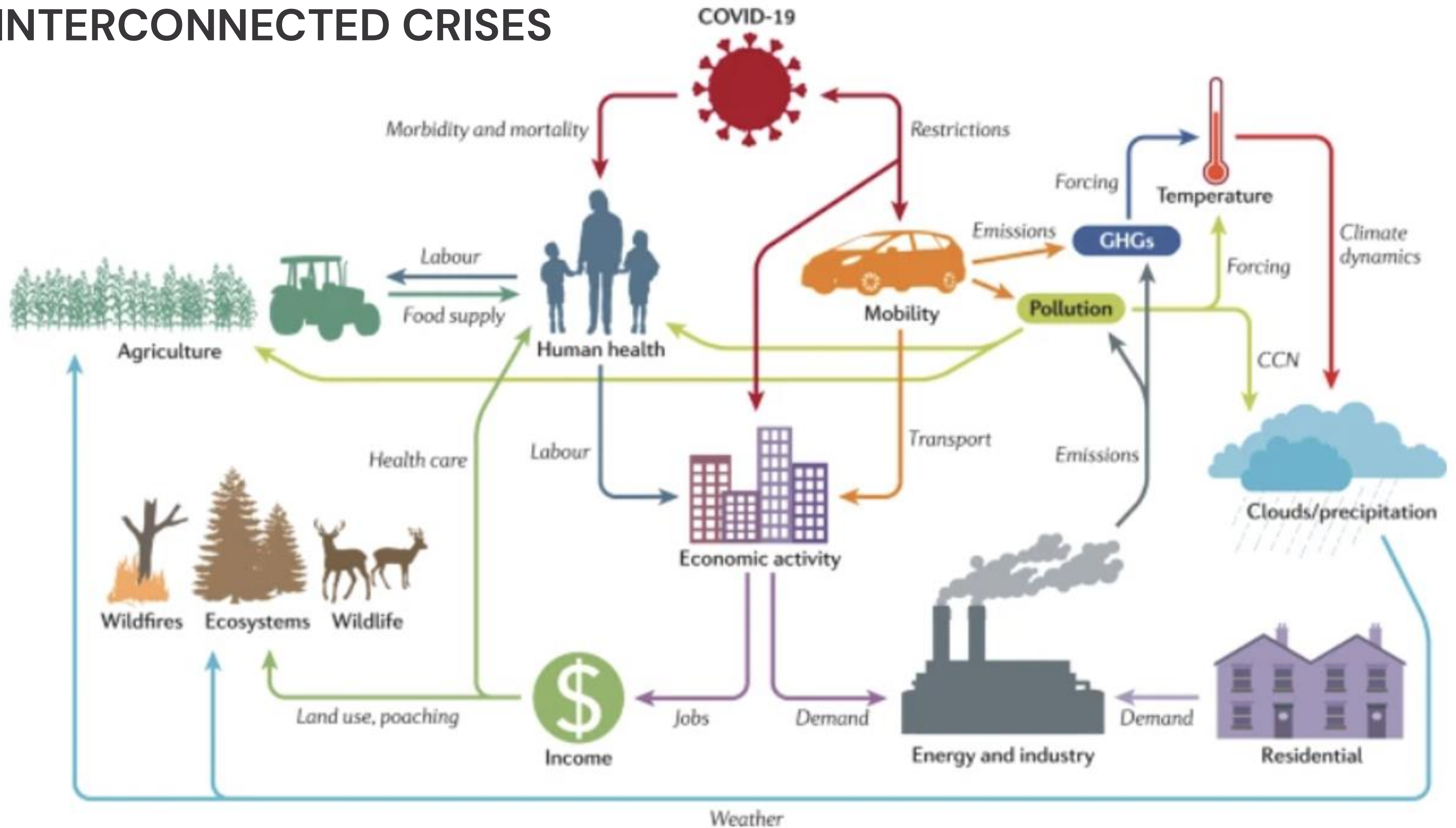
BY JESPER BRODIN AND HALLA TÓMASDÓTTIR

September 29, 2021 10:00 AM EDT



"By working together," the authors write, "we can create sustainable systems change and build an economic model that embraces diversity while incentivizing the transition to a green and just future."

# INTERCONNECTED CRISES





# SYSTEM LEADERSHIP

(Senge, Hamilton & Kania, 2015)

- System leaders are not singular heroic figures but those who facilitate the conditions within which others can make progress toward social change.
- Any individual in any organization, across sectors and formal levels of authority, can be a system leader.
- The core capabilities necessary for system leadership are the ability to see the larger system, fostering reflection and more generative conversations, and shifting the collective focus from reactive problem solving to co-creating the future.

# COMMUNITYSHIP

We don't need more stand-alone heroes. We need people who can facilitate and engage people across business, government and the plural sectors including academia and research to make the most of the top-down organising of government, with the emergent innovation of business and the passionate purpose-filled direction-setting of NGOs. (Mintzberg)

No one group or perspective has the solutions to our climate predicament. Networks of relationships are key to understanding and engaging with complex dynamics.

# COLLABORATIVE LEADERSHIP

“...emergent processes and practices that help actors interact, co-construct meaning, and advance a common goal unattainable by themselves.” (Ospina & Foly, 2016)



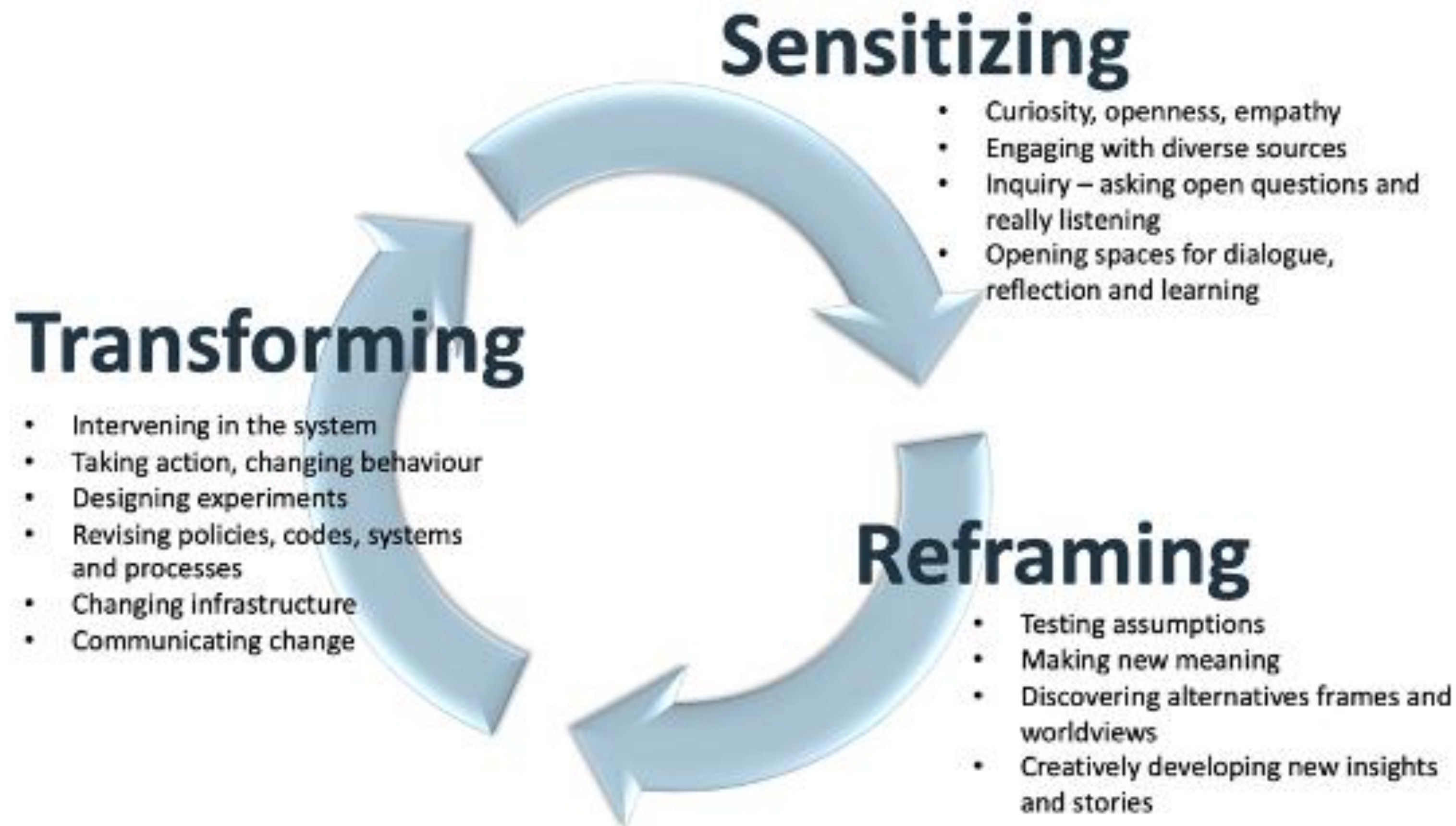
## CONVERSATION IN SMALL GROUPS

Share an example of a sustainability (eg. Net-zero, circular economy) challenge you have been focused on.

What is the leadership conversation you would like to have in your organization/community/sector/industry?

Please take 10 min to reflect on the questions above in your small groups and prepare to share your key insights with the larger group.

Identify a time-keeper, facilitator, note taker and reporter.



1. Tell Stories to create meaning and make leadership and actions visible



“It’s all a question of story. We are in trouble just now because we do not have a good story. We are in between stories. The old story, the account of how we fit into the world, is no longer effective. Yet we have not learned the new story.”

–Thomas Berry, The Great Work

“A key function of leadership for transition is telling new stories. That starts with spotting the habitual frames that we use in crafting stories and reframing –finding and applying new interpretations.”

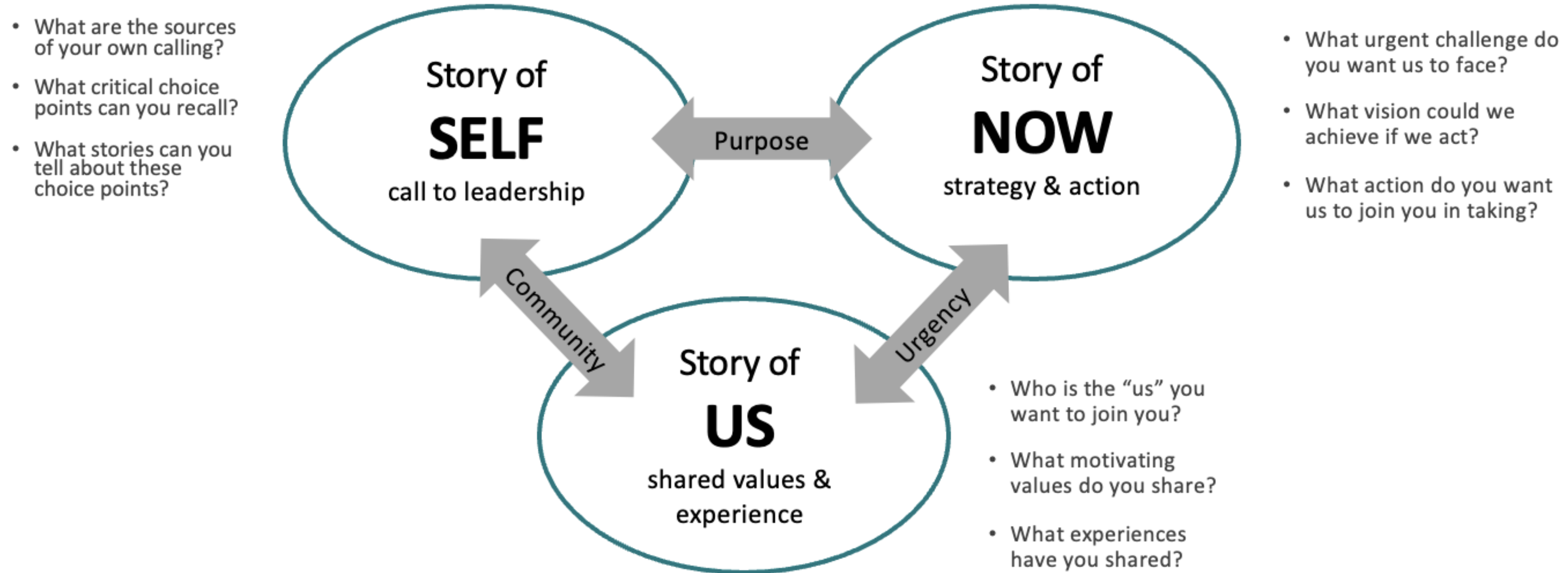
–Dr. Alex Stubbings

# Storytelling as Core Competency

- At the heart of enacting sustainability is engaging others in change
- Engagement 101: “telling people what they should do” vs “co-creating the future together”
- Sharing compelling stories can inspire and engage the emotions and imagination of others



# STORYTELLING FOR CHANGE (Ganz, M.)



2. Create space for conversation to allow people to co-construct understanding and develop belonging

# A Deeper Journey Requires a Different Conversation

Complex, adaptive change like addressing our climate crisis will require more than tactical and technical strategies. The cultural elements of change can be the messiest, hardest aspects to address. Meaningful action starts with dialogue to engage multiple perspectives and experiences, create shared meaning, enact solutions and set up teams and organization for success by fostering a culture of learning and adaptability. (Daniel Christian Wahl, 2017)

# Three Horizons Framework (3H) – Bill Sharpe

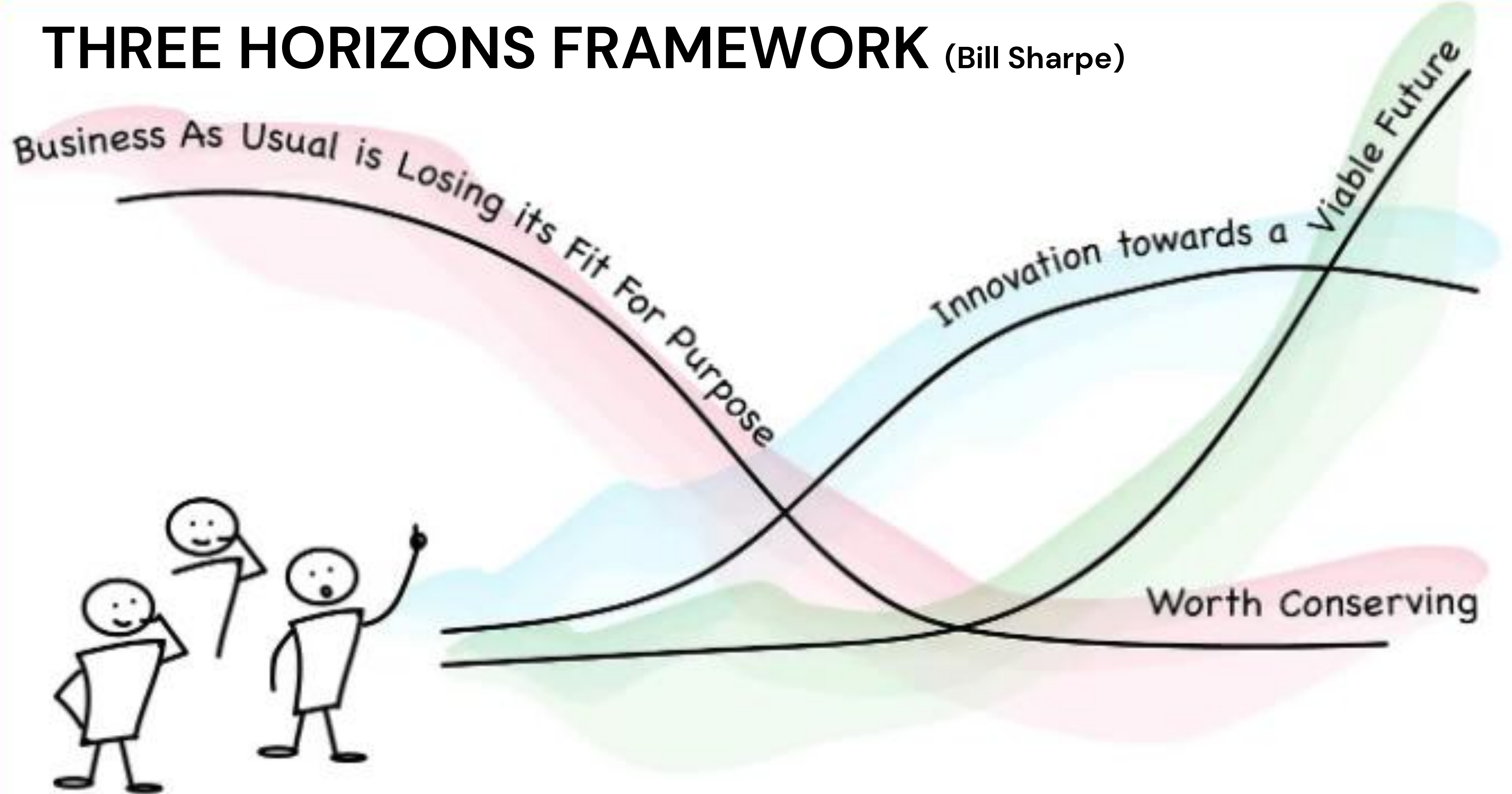
A method/practice that can help us structure a dialogue about the future in ways that spark innovation.

The focus isn't just on 'what might the future look like?' but 'what are we going to do about it'?

Practice “thinking together”:

- envision possible futures
- explore the implications for change
- surface concerns
- reflect on successes
- determine key actions moving forward.

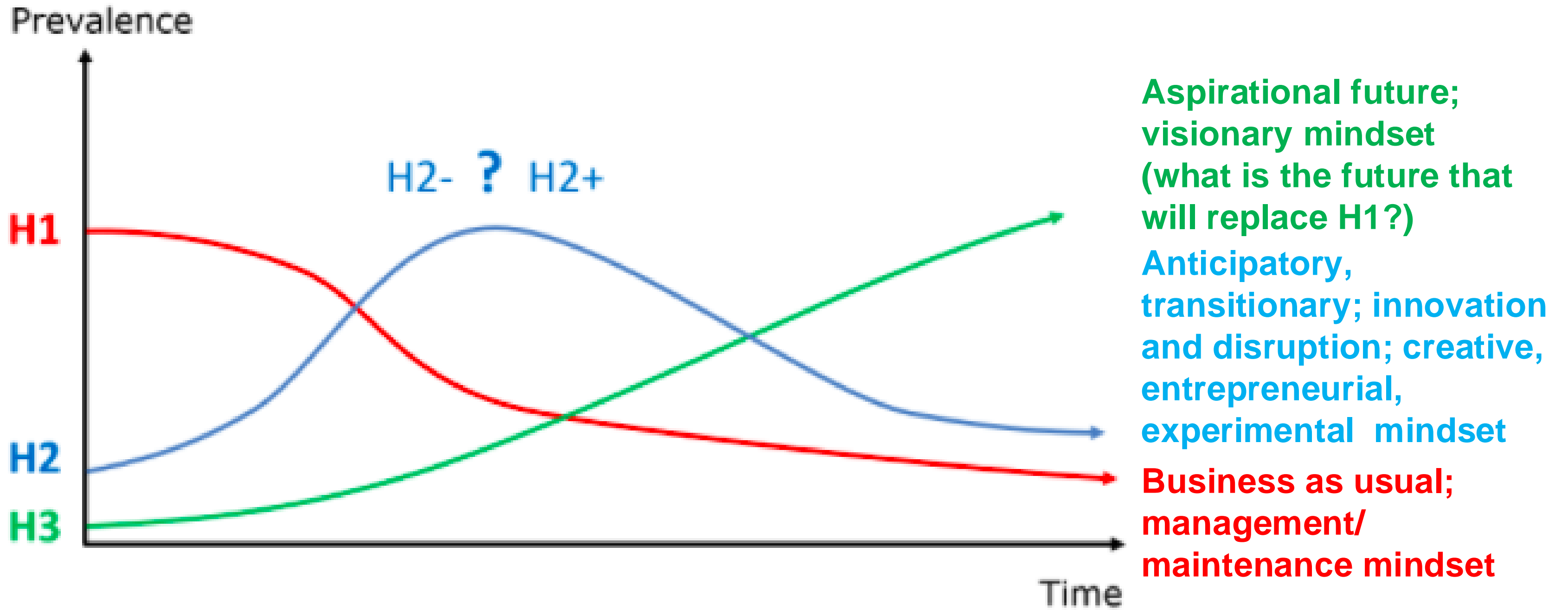
# THREE HORIZONS FRAMEWORK (Bill Sharpe)



Map what to let go of, what to conserve, & transformative innovation to reach a shared vision.



# THREE HORIZONS FRAMEWORK (Bill Sharpe)



# THREE HORIZONS FRAMEWORK (Bill Sharpe)

## 1. Present concerns

What issues are of concern today?

## 2. Future aspirations

What is your desired future?

## 3. Inspirational practices/ innovations currently in play

What inspiring actions/initiatives are you seeing (locally, globally)?

## 4. What needs to be retained?

What is working well?  
What is essential to maintain?



# Next Steps

Pre read:

Wahl, 2017, [The Three Horizons of Innovation and Culture Change](#)

Q & A

**See you on November 27!**

Thank You

