

Fostering Collaborative Leadership to Advance Net-Zero Circularity

Part 2

10 am – 2:15 pm, Nov 27, 2024

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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
- Review purpose and objectives
- Exercise 1: How do you see change?
- Exercise 2: Storytelling practice: Experimenting with Ganz' public narrative
- Lunch Break (11:30-12:30)
- Exercise 3: Creating Transformational Change: Introduction to the Three Horizons framework and mapping activity
- Closing reflections, Q & A



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?

INVITATION

Creating the Conditions for Collaborative (and Collective) Leadership

What is required of us if we are to act on what we care about?

Is there a different way of seeing and acting on what's possible?

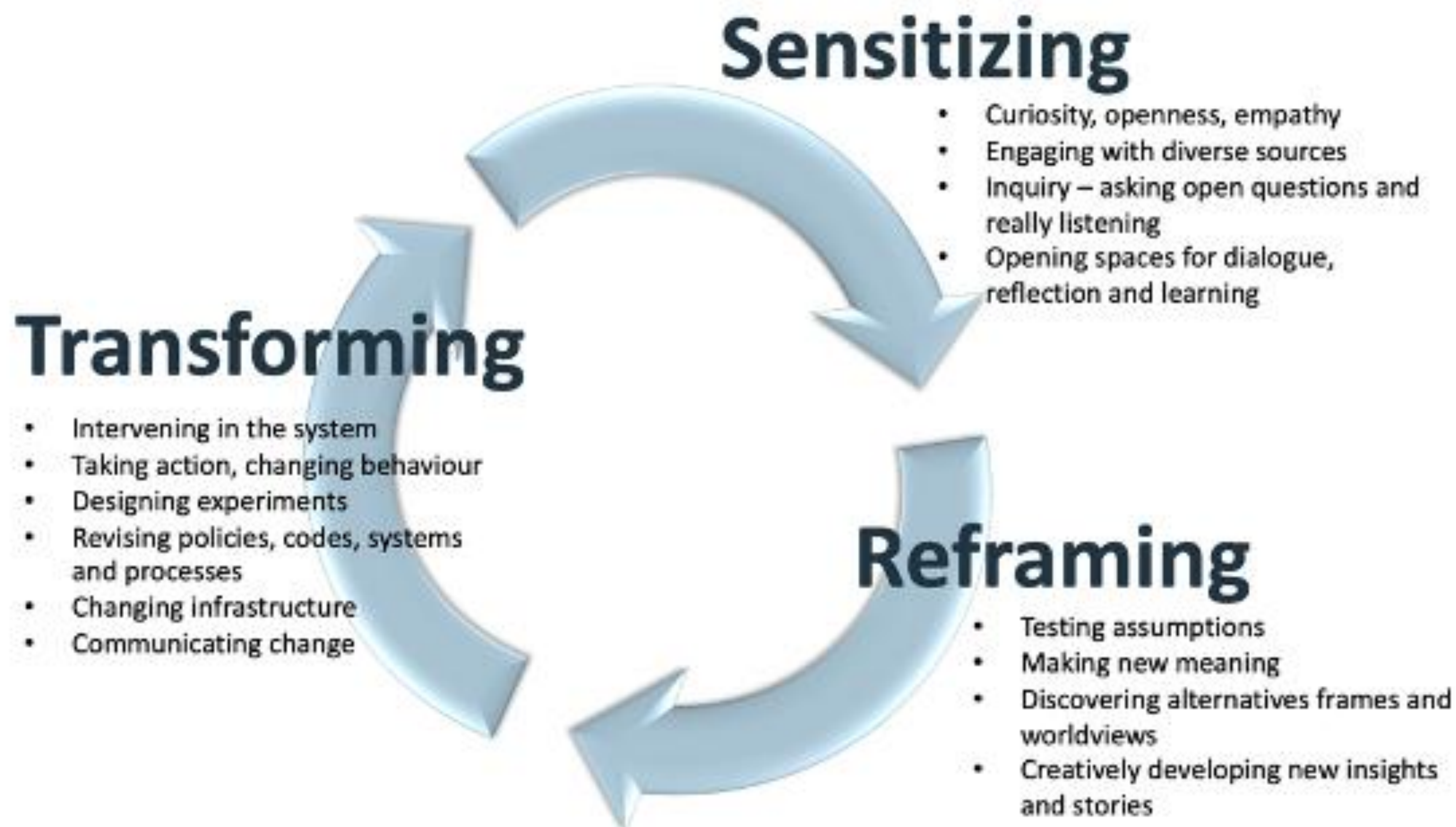


(photo of Cedar waxwing by Jean-Francois from Getty Images)

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.





EXERCISE 1: INDIVIDUAL REFLECTION

How do you see change?

Using a pen and paper, please take 2 minutes to draw an image that represents how you see change.

EXERCISE 2: TABLE CONVERSATIONS

How do you see change?

At your tables, take 10 min to share and discuss your images. Record your observations/reflections and prepare to share key insights with the larger group.







Instead of: "How do you get them to change?"

Try: "What is the transformation in me that is required?"

Or, "What courage is required of me right now?"

(Peter Block, 2002)

“Our #1 leadership challenge across institutions and sectors is to enable stakeholder groups who need each other to change the system from “me” to “we,” to move from ego-system awareness to eco-system awareness.”

- Otto Sharrow

Building communityship

Sensitizing

- Curiosity, openness, empathy
- Engaging with diverse sources
- Inquiry – asking open questions and really listening
- Opening spaces for dialogue, reflection and learning

Transforming


- Intervening in the system
- Taking action, changing behaviour
- Designing experiments
- Revising policies, codes, systems and processes
- Changing infrastructure
- Communicating change

Reframing

- Testing assumptions
- Making new meaning
- Discovering alternatives frames and worldviews
- Creatively developing new insights and stories

“A key function of leadership for sustainability transitions 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



“What’s the business case for ending life on earth?”

RAY ANDERSON, FOUNDER OF INTERFACE

MISSION ZERO (1994 – 2020)

We believe this is possible because we’ve already experienced the power of a changed attitude. Our Mission 2020 target was to have no negative impact on the earth. Many in the business community thought this was impossible.

But over 5,000 people at Interface have worked for decades to show that a business can be positive for the planet.

And we discovered that our mindset can drive more than just our own action, it can also inspire others.



COURAGE
ACTION

POSITIVITY

BELIEF

**CHANGE
STARTS IN
THE MIND**

We believe that how we think and talk about climate change can change everything.*

Positivity, optimism and belief in our ability to solve climate change is a pre-requisite to actually doing so.

ADVANCE

HOPE

* In 2006, research group ESRC reviewed 129 different studies of how people change their behaviour for the better and found that the least effective behavioural motivator was fear or regret.

What is the climate future we want?



A CLIMATE FIT FOR LIFE

Life thrives in a benign climate.

We can all live, love, make, grow and progress within a stable global climate system.

Turns out our species has the power to change our whole planet.

That came as a bit of a surprise. But it's time to get over it and get on with it. We've got the tools, we've got the ingenuity and we've got every living thing needing a climate fit for life.

This is our awesome opportunity.

THE CLIMATE TAKE BACK

LIVE ZERO

Aim for zero
negative impact on
the environment

LOVE CARBON

Stop seeing carbon as
the enemy, and start
using it as a resource

LEAD THE INDUSTRIAL RE-REVOLUTION

Transform industry
into a force for the
future we want

LET NATURE COOL

Support our
biosphere's ability to
regulate the climate

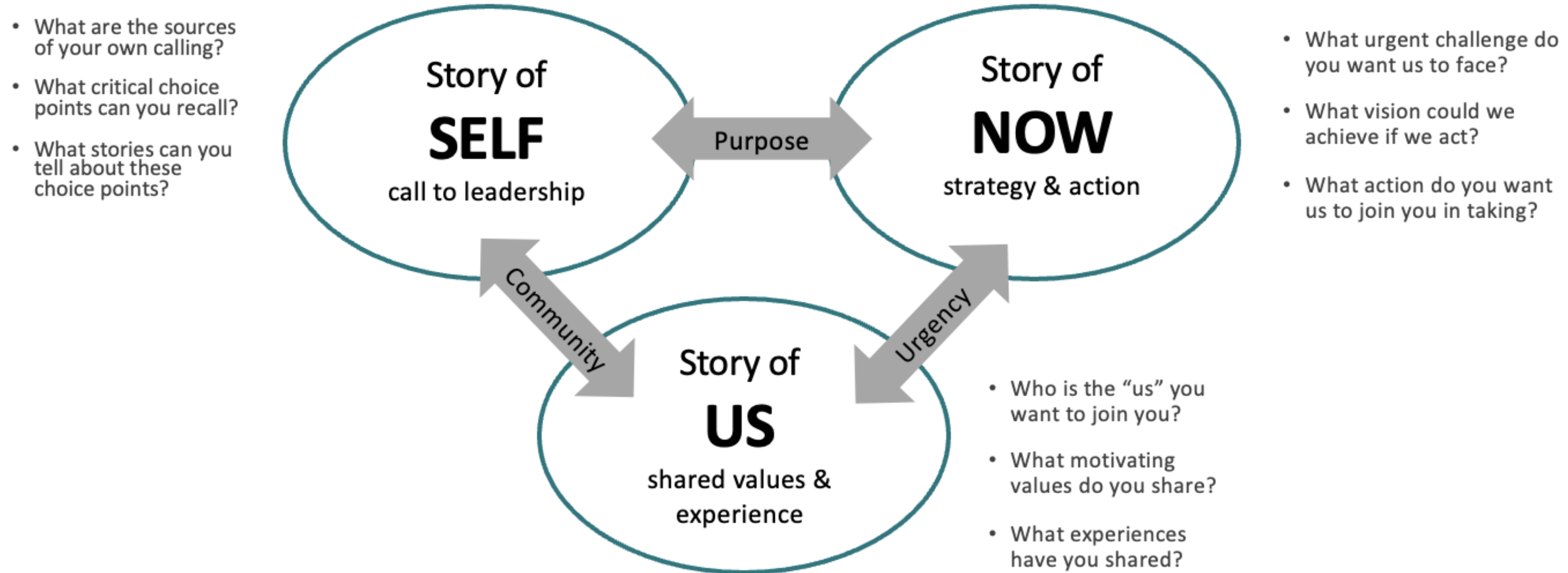


Storytelling: Core Competency among Sustainability Leaders

- 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”
- Stories have the potential to inspire, engage the emotions and imagination of others



STORYTELLING FOR CHANGE (Ganz, M.)

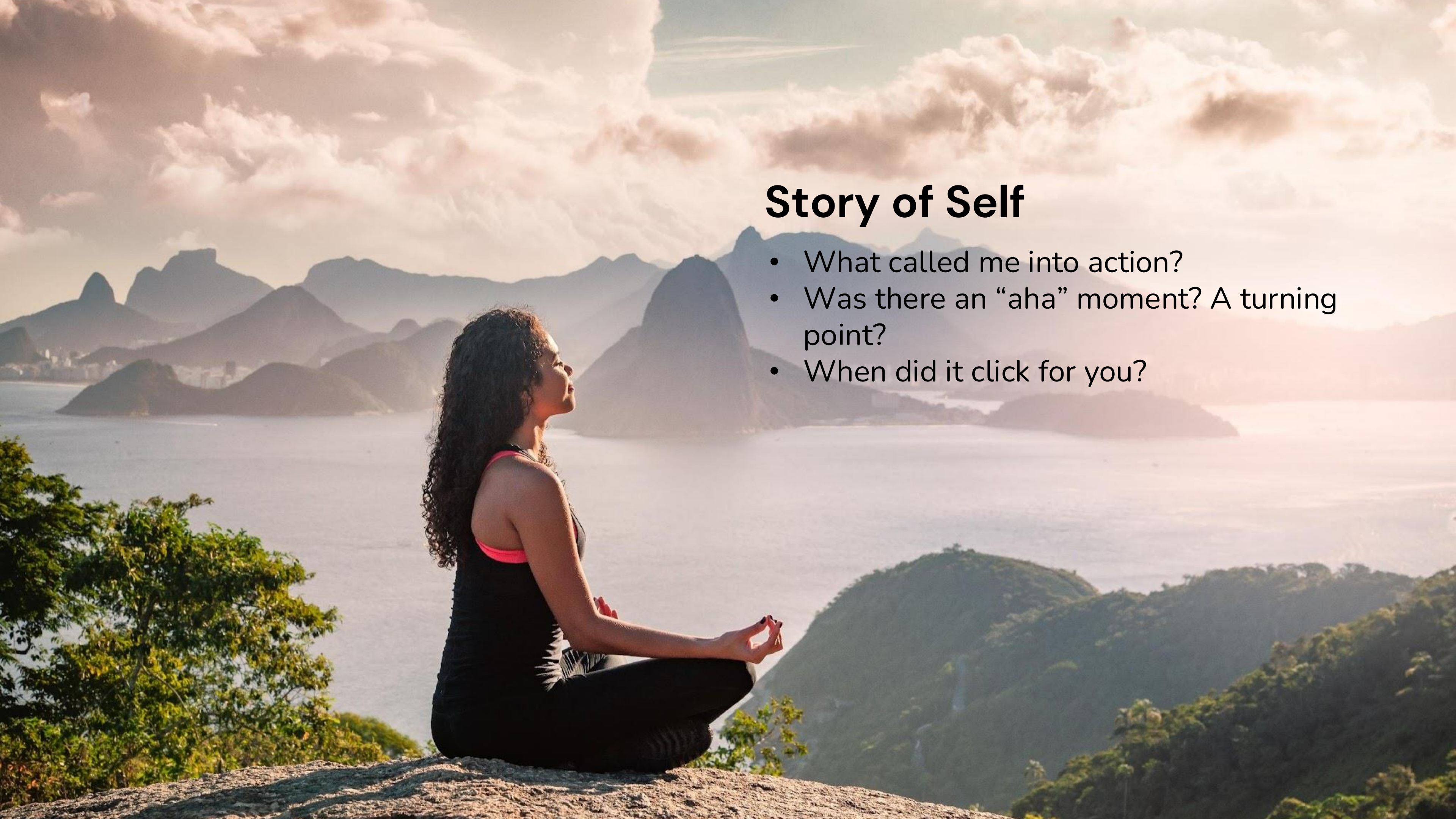


EXERCISE 2: INDIVIDUAL REFLECTION

Story of Self, Us, Now

Using a pen and paper or any writing device nearby, we'll take 2 minutes to write down our first ideas for each story segment.



A woman with long, dark, curly hair is sitting in a meditative pose on a rocky ledge. She is wearing a black tank top with a pink trim and black pants. Her hands are resting on her knees in a mudra. The background features a vast landscape with a bay, several large, rounded mountains, and a city visible in the distance. The sky is filled with soft, golden clouds, suggesting a sunset or sunrise. The overall mood is peaceful and contemplative.

Story of Self

- What called me into action?
- Was there an “aha” moment? A turning point?
- When did it click for you?

Story of Now

- What urgent challenge do I want us to face?
- What action am I inviting others to take with me?
- What could we achieve if we work together, now?





Story of Us

- What is it that we have in common? Shared values? Shared experiences?
- What brings us together?



EXERCISE 2: WORKSHOPPING OUR STORIES IN PAIRS

Storytelling for Change

Take 10 min (5 min each) to exchange your “Story of Self, Us and No”w reflections. Begin to weave your story of self, now, and us into a coherent narrative.

Challenge yourself to contain your story to 1-2 minutes.

Creating Transformational Change:

Introduction to the Three Horizons framework

- Tool for thinking about transformation and how to bring it about
- Create space for conversation to allow people to co-construct understanding and develop belonging and buy-in.

Three Horizons Framework (3H) – Bill Sharpe

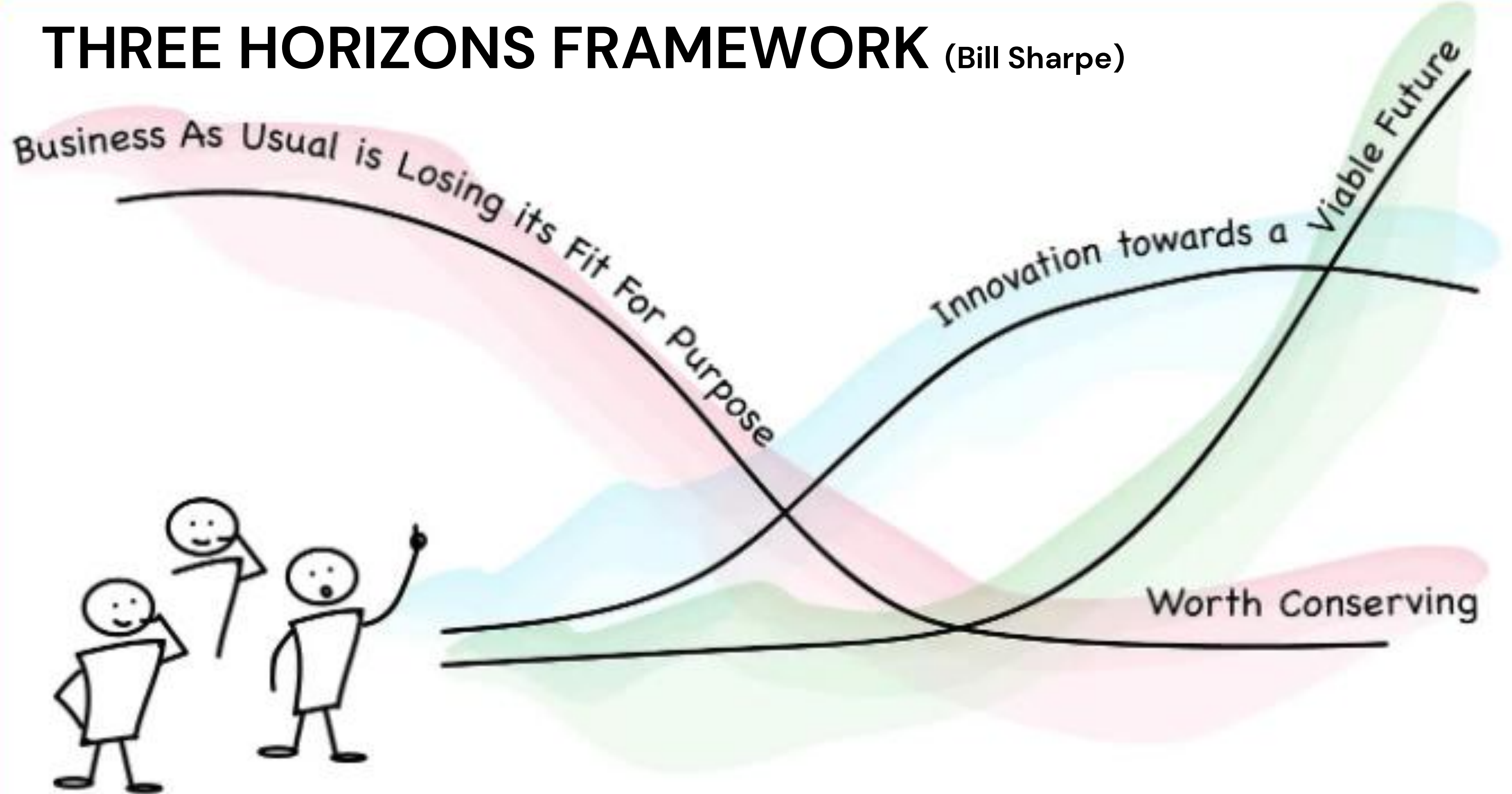
A method/practice that can help us structure a dialogue about the future in ways that spark innovation.

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

Practice “thinking together”:

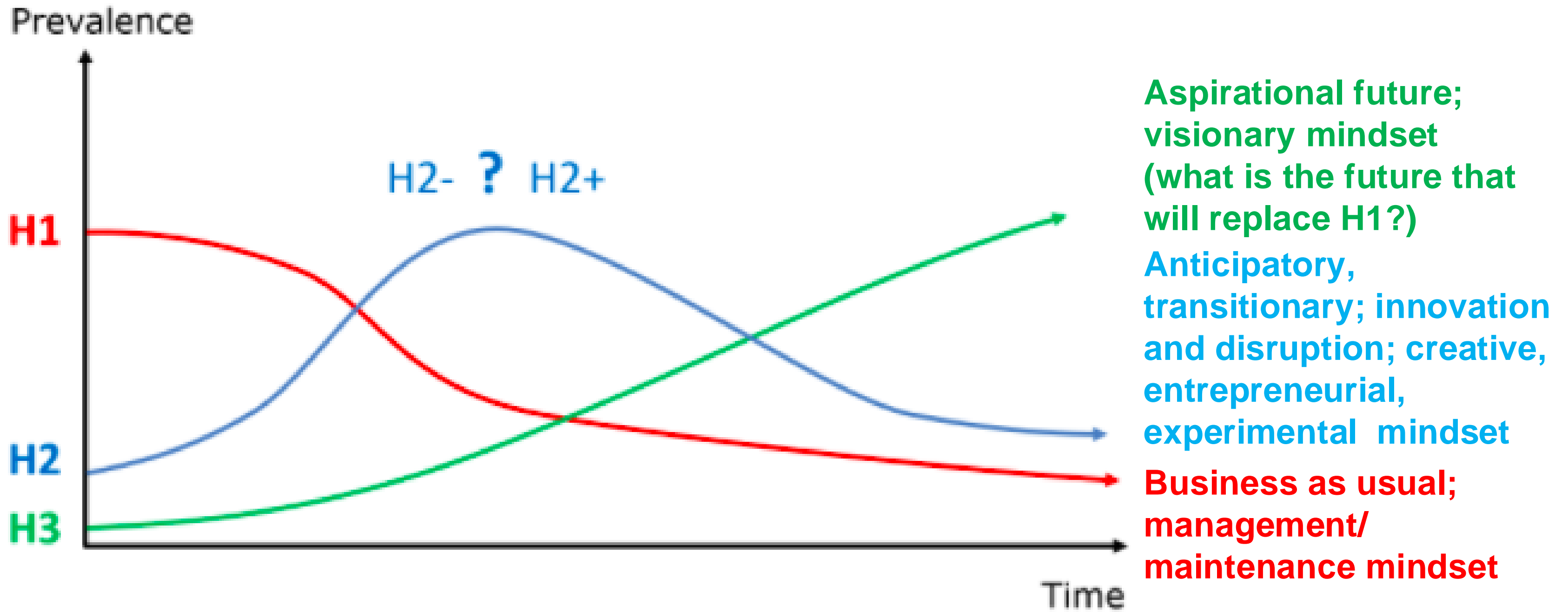
- envision possible futures
- explore the implications for change
- surface concerns
- reflect on successes
- determine key actions moving forward

THREE HORIZONS FRAMEWORK (Bill Sharpe)

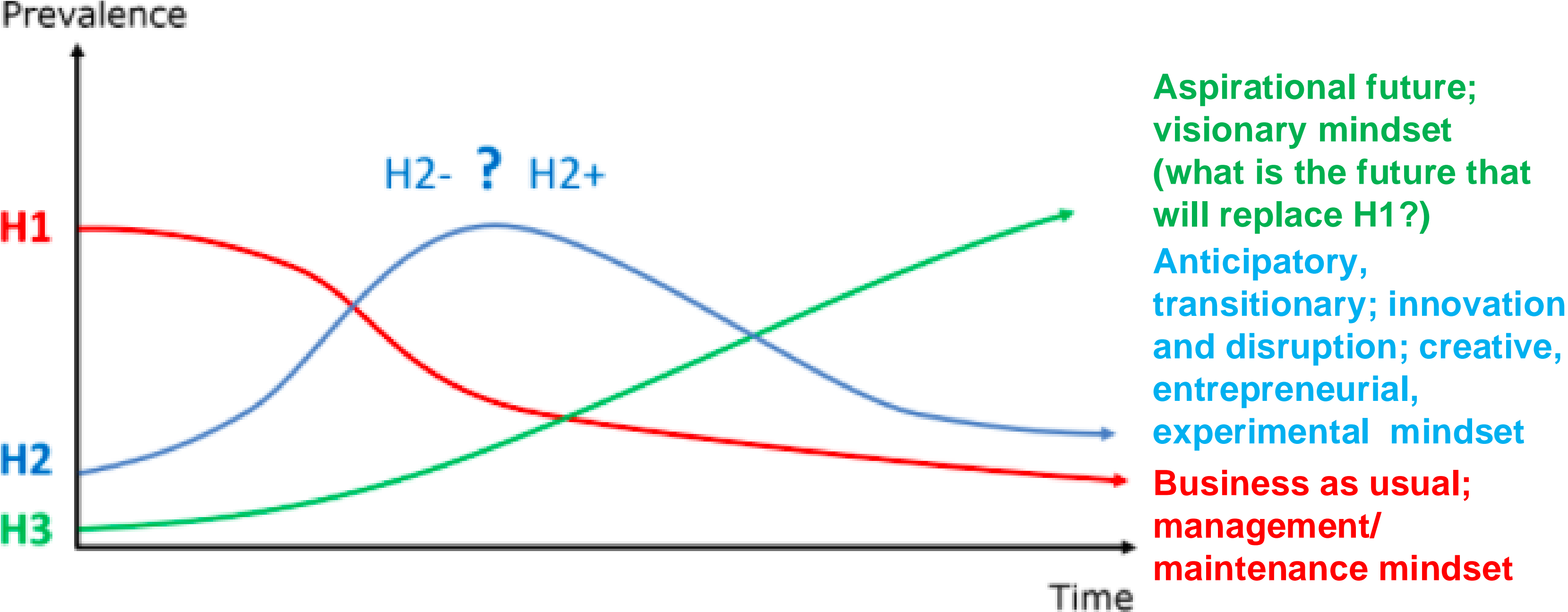


Map what to let go of, what to conserve, & transformative innovation to reach a shared vision.

THREE HORIZONS FRAMEWORK (Bill Sharpe)



What will it take to prioritize sustainability/net-zero/circularity in our business?



EXERCISE 3

What will it take to prioritize sustainability/net-zero/circularity in our business?

1. Present concerns

What issues are of concern today?

Table 1

2. Future aspirations

What is your desired future?

Table 2

3. Inspirational practices/ innovations currently in play

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

Table 3

4. What needs to be retained?

What is working well? What is essential to maintain?

Table 4

EXERCISE 3: IDEATION IN SMALL GROUPS (25 min)

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What is working well? What is essential to maintain?

After 5 min of individual ideation using sticky notes, groups are invited to take 15 min to share and discuss their ideas. Take another 5 min to cluster the group's ideas into key themes with new sticky notes (ideally a different colour/size). Select someone from your table to share 1-3 key themes with the larger group.

ESSENTIAL FEATURES

bit size
velco moments
celebrate the wins
Open dialogue with other teams
Pushing for transition for all
Acknowledge cultural differences within the org
back channel
Openness within the organization
Analytics
SOPs
Training
Carbon in Scorecard
Challenge
Apply the tailwinds
Change can be driven by success
Optimism
Change from top
Stay close to investors
Competition
Gain more support
Find the champions
Knowledge Sharing
Accountability to each other
Collaboration

FUTURE ASPIRATIONS

Initiate
Ch
elevated
profit
Nurtur
lea
AccountABILITY
For
thi
Stand
20
fish
Industry
Leader
Lead the effort.
Create success stories
Eliminate
Be enablers
Channel outrage into optimism
Strategic partners push us to go
Current course is not enough. Must do more
Carbon & other ESG factors embedded in decision-making
Net zero is transitioning from "optional/nice to have" to a requirement
Whole systems approach
ENCOURAGE
ENGAGEMENT
Share knowledge so others can
COMMUNITY
ENGAGEMENT
all levels of gov't aligned on carbon limits
Building codes are beginning to require "net zero ready". This will trickle down to existing buildings
BALANCE
EQUITY
Credibility
Brazz the trail for the industry
pragmatic road map
define practical next steps to
Expectation for more aggressive/significant targets

PRESENT CONCERNS

reliance on CEO's political capital within the org

Cost of doing the "right" thing

Fear of being out front

Changing mindsets

GREEN-WASHING

LACK OF CREDIBILITY

APATHY

making net zero a priority

shelf life

Excitement

ambitious

energy

enthusiasm

How do we make the numbers work?

FEAR OF CHANGE

Working w/ diff attitudes

Unknown. How do we do it?

Fear of change

Fear of uncertainty

too expensive

Cost?

not feasible

pro forma

NEED FAST CHANGE BUT CHANGE TAKES TIME

Timeline ↓ too late?

Pace of change

Too LITTLE

Too LATE

What does it mean for me & my job?

Who? will do that?

ACCOUNTABILITY

Risk of not communicating enough

INNOVATIONS/INSPIRATIONAL PRACTICES CURRENTLY IN PLAY

alternative financing models

prefab construction

Pilot projects → funding to take risks & experiment

Sustainable finance

right-sizing

waste metering

Embracing tech "smart"

work w/ incubators to support new technology & solutions

Community action

Carbon pricing in unbundling/pro-formas

Technology heat pumps EVs Renewables

on-site processing

peers commitment

gov. & Grid decarbonization

Regulation

CO-OPERATION WITH PEERS

technology explosion

Give opportunities to new technologies

GRESB expectations

circular systems

Corporates Investing in the tech needed to decarbonize

training programs to teach future leaders/generators

Collaboration to develop tools together & share knowledge

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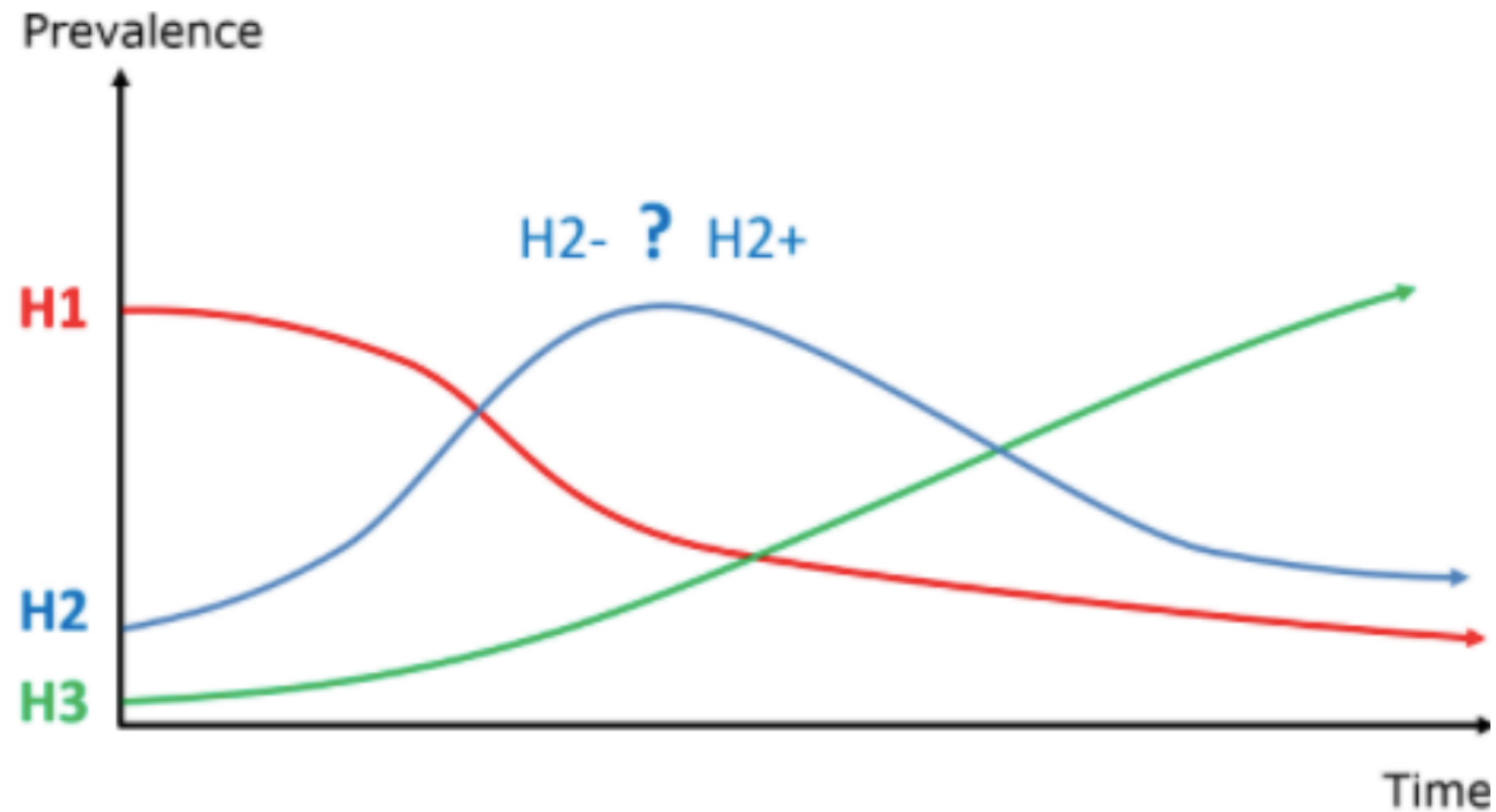
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EXERCISE 3: CREATE A 3H MAP USING THE KEY THEMES EMERGING FROM EACH TABLE

What will it take to prioritize sustainability/net-zero/circularity in our business?



One participant from each table will share up to 3 key themes with the larger group and stick them on the map.

HOW WILL Q&A'S BE DIFFERENT?

PRESENT CONCERNS.

~~business as usual~~

H1

entrepreneurial/creative experimentation

ENERGY & ENTHUSIASM FOR NET-ZERO FUTURE
GREEN WASHING & LACK OF CREDIBILITY

TIES TO CURRENT, DEDICATED LEADERSHIP (S&P)

Essential tools
↳ used defined

Tech

Finance + Capital

support + leverage the community

FEAR OF CHANGE COST

changed the momentum

Structural Change

Bread crumbs of success

H3

visionary future.

ROLES & ACCOUNTABILITY
LACK OF SKILLS
(TRAINING & COMMUNICATION)

Communication + Collaboration

ESSENTIAL FEATURES

TIMELINE
(TOO LITTLE TOO LATE?)

LONGTERM PRIORITIZATION OF NET-ZERO

Communication
↳ express
↳ connect
↳ relationships

INNOVATIONS PLAY

FUTURE ASPIRATIONS

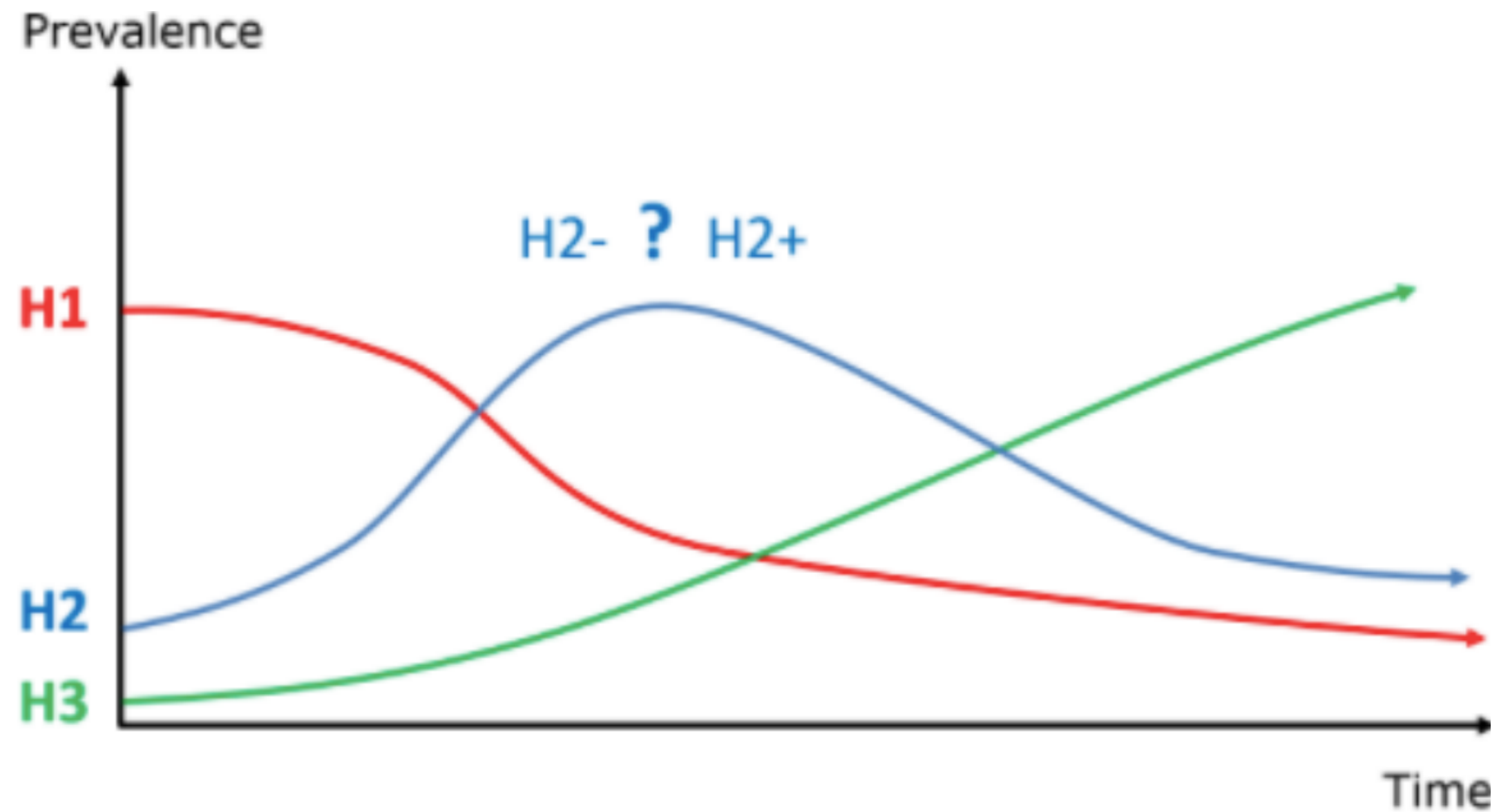
Action & Enablers of action

Leadership

Communication & Collaboration

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Resources

Marshall Ganz. 2009. [What Is Public Narrative: Self, Us & Now](#) (Public Narrative Worksheet). Working Paper.

Raworth, Kate. 2018. [The Three Horizons – A Quick Introduction](#) (Doughnut Economics Action Lab)

Sharpe, B., A. Hodgson, G. Leicester, A. Lyon, and I. Fazey. 2016. [Three horizons: a pathways practice for transformation](#). *Ecology and Society* 21(2):47.

Ganz, Marshall. Public Narrative

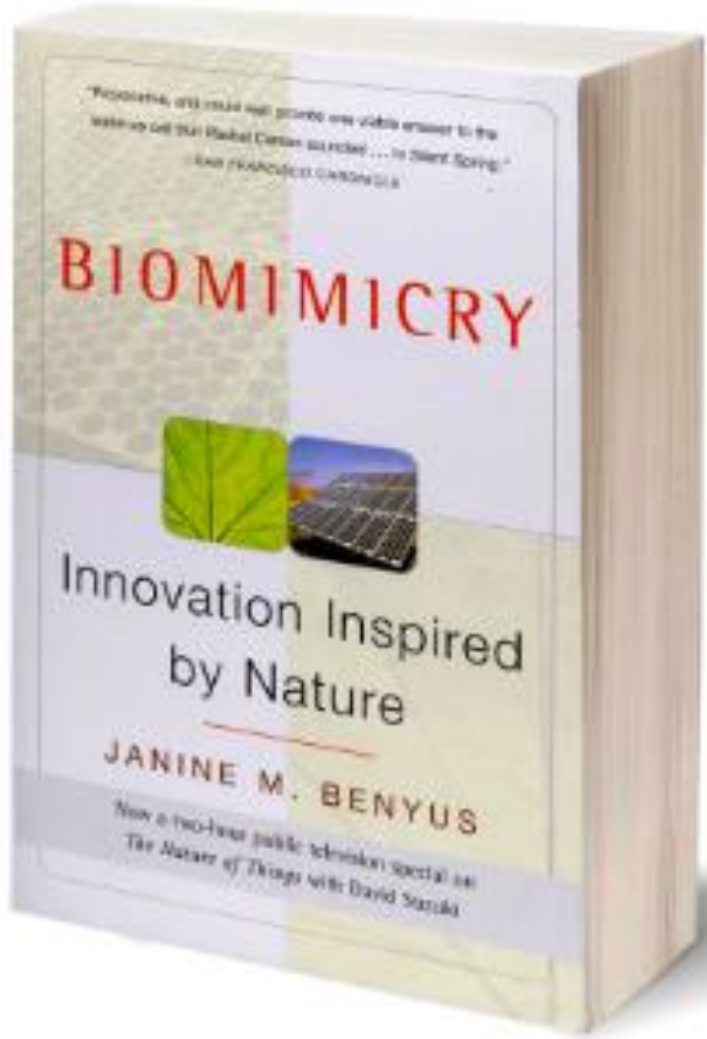
<https://www.h3uni.org/>

“We must acknowledge the many challenges along the way, not as road blockers, but as challenging invitations to find a better path.”

-Christiana Figueres



LEARNING FROM & WITH NATURE ~ CONSCIOUS EMULATION OF NATURE'S GENIUS





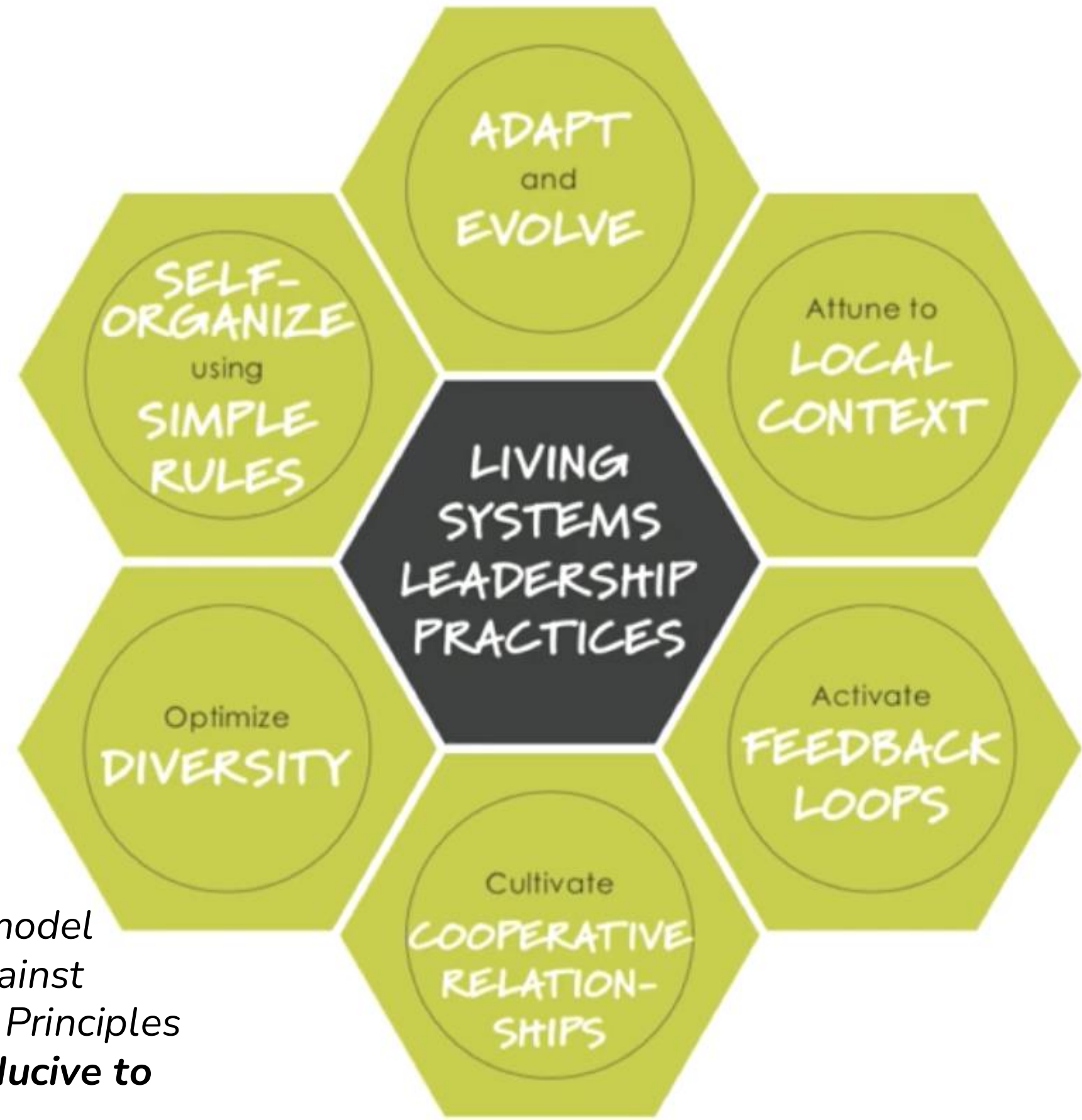
© 2013 Biomimicry 3.8 Licensed under Creative Commons BY-NC-ND. Life's Principles g6







LIFE'S PRINCIPLES



“By learning from these deep design lessons, we can model nature’s innovative strategies, measure our designs against sustainable benchmarks, and be mentored using Life’s Principles as our aspirational ideals. **Life creates conditions conducive to life. Through our leadership we can too.**” (BSI)



Nature's Criteria for Cultivating Cooperative Relationships



**Must be a *net benefit* for each party
which fosters a *reinforcing feedback loop*.**



The value exchange is of
different resources or services.



The benefit (of services or resources)
is something each partner can
readily provide to the other.



Partners respond and adapt,
both to *each other*
and to *changing contexts*.



Collaborative Leadership: Nature as Mentor, Model, Collaborator

What Can Nature Teach Us About Collaboration?

<https://bsisocial.org/>



Nature Positive Practices

Make biomimicry a daily practice

The call of our time is to confront the climate-change challenge by building regenerative systems, practices, and relationships. At BSI, we are committed to learning from nature, for nature, to equip a network of leaders who share this mission with insights from 3.8 billion years of evolutionary intelligence. We are so excited to share our newest offering in pursuit of this vision, ***Nature Positive Practices***.



Q & A

Thank You

