

Sustainable Leadership Pyramid[©]

Workbook

Advanced Practitioner In Sustainable Leadership



Institute for Sustainable Leadership
Driving high-performing and resilient organisations

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Welcome!

Using this workbook enables you to assess how much the 23 practices in the Sustainable Leadership Pyramid apply to an organisation and to determine the actions needed in each case. Which practices are evident? Which need changing, and if so to what? Which specific actions are then required? Where should you start?

The Sustainable Leadership Pyramid is depicted on the next page, showing the practices arranged in three levels, with the five performance outcomes at the apex.

One page in this workbook is then devoted to each practice in the pyramid, starting with the 14 foundation practices, followed by the six higher-level practices and then the three key performance drivers.

For each practice some possible measures or other indicators are provided to guide your thinking, but your organisation may have its own set of measures for the various practices. If so, take them into consideration. Consider internal and external measures or criteria where relevant.

In deciding whether your organisation is more Honeybee or more Locust in its practices, try to evaluate it against best practice rather than merely acknowledging the existence of a practice in the organisation. Ask for example:

How widespread is the practice?

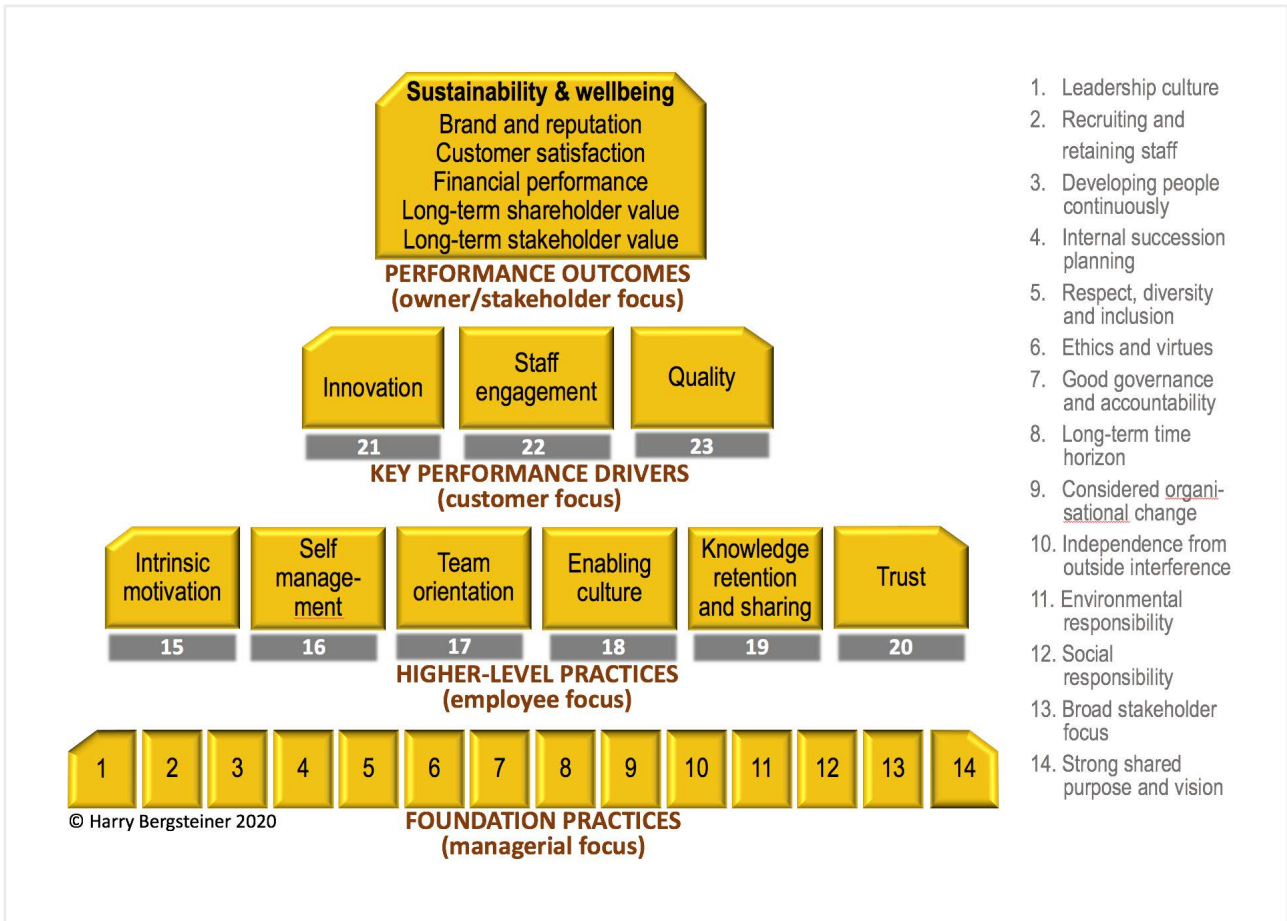
How inclusive of different groups of people?

What is the evidence for this practice?

You can summarise the outcome on the table at the end of this workbook using a 5-point scale.



Sustainable Leadership Pyramid[©]





1. Leadership Culture

Honeybee organisations pay considerable attention to getting the leadership culture right.

How much attention does management pay to the leadership culture in this organisation?

Is the leadership culture ever discussed with employees?

Which leadership paradigms can you identify operating in various parts of the organisation? (Classical, transactional, visionary and organic). Consider your reasons for this conclusion.

Are the leadership paradigms operating in different parts of the organisation appropriate to:

- Employee needs
- Leader needs
- Context
- Systems and processes
- Organisational culture
- Strategy?

Current situation:

Specify the desired situation:

Actions required:



2. Recruiting And Retaining Staff

Are staff recruiting/selection procedures rigorous eg interviews - how many, how long, with whom?

Is there an induction/mentoring program for new employees?

Apart from paying a fair wage, what else does the organisation do that helps retain staff?

Do you have any statistics on staff turnover?

- what is the annual % staff turnover rate in different parts of the organisation (exclude retirements)?
- how long do employees stay with the firm on average in different parts of the organisation?
- low staff turnover saves money – calculate how much your organisation saves or could save compared with the industry average (estimates: frontline person costs 43% of annual salary to replace; middle manager 240%; specialist 176%).

Current situation:

Specify the desired situation:

Actions required:



3. Developing People Continuously

Are Training & Development opportunities available and required for everyone, not just for managers or high potential individuals?

Does learning cover both technical and people skills needed for working in teams?

Are there special programs for leaders and managers?

How much money (eg % of revenues) does the organisation invest in Training & Development?

Is there an academy or other formal approach to training?

How much do the CEO and top management team get involved in the classroom or in mentoring employees?

Is there a widespread program for mentoring employees?

Are there learning programs for other stakeholders eg customers, suppliers?

Current situation:

Specify the desired situation:

Actions required:



4. Internal Succession Planning

Does the firm have a policy of promoting from within wherever possible?

Do you know the statistics? eg

- % of roles at different levels filled internally
- % external appointments at different levels
- % of roles with succession plans

Are there successors for every position in the organisation?

Does every employee know about his/her career path?

Current situation:

Specify the desired situation:

Actions required:



5. Respect, Diversity & Inclusion

Does the employee selection process allow for diversity? Eg using gender/ethnicity blind applications?

How does the organisation show employees that they are valued (in ways beyond money)?

Is a partnership approach taken to unions or other employee representatives rather than fighting them?

Are work-life/family support and other programs available to employees?

Does management show respect and tolerance for different points of view and ways of working?

Do you know the statistics about candidates of different backgrounds?

- % of roles filled internally by candidate background
- % external appointments at different levels by candidate background
- % management roles occupied by persons of diverse backgrounds.

Are people from diverse backgrounds actively assisted to become included in projects, meetings or opportunities? Or are they expected to find their own way through?

Current situation:

Specify the desired situation:

Actions required:



6. Ethics and Virtues

Is being ethical part of the performance management system or employee contract?

Is there a code of conduct for Board members? For employees?

Is ethical behaviour enforced?

How is Intellectual Property respected both inside and outside the organisation?

Is there a clear set of values or virtues that all employees sign up to?

Do the values people use reflect the formally stated values?

What % of staff members use the virtues and values to guide their behaviour?

Integrity – do people know what this means in your organisation?

Current situation:

Specify the desired situation:

Actions required:



7. Good Governance & Accountability

Are appointments to the Board of Directors made at arms length?

Are decisions about management and Board remuneration independent and transparent?

Does the Board take a balanced approach to wealth creation and non-material purposes?

Are contractors appointed at arms length?

Do Directors typically act in the interests of the firm or in their own self-interest?

If this is a family business, is there a charter governing family business behaviour?

Does your organisation reward good results and sanction poor results consistently, equitably and fairly?

Are staff members encouraged to take informed risks?

Current situation:

Specify the desired situation:

Actions required:



8. Long-Term Time Horizon

How far out does the organisation think and plan? eg how far ahead does the organisation make its strategy?

Does the organisation make long-term investments?

Are staff appointments made for the long term including for the CEO and top team?

Is there a long-term approach to innovation? R&D?

How willing would the firm be to make a short-term decision knowing that it damaged its long-term interests?

How driven is your organisation to meet the short-term demands of the stock market or other investors?

Current situation:

Specify the desired situation:

Actions required:



9. Considered Organisational Change

Does your organisation seem to react to every fad and fashion? Or does management recognise that it is dealing with a system that is difficult and costly to change.

Does the organisation makes only well-planned and well considered changes?

Are reasons for change well communicated? Are achieved milestones celebrated?

Do people receive training in relation to changes?

Is major change planned and implemented after considering stakeholder perspectives.

Is continuous improvement welcomed after discussion with stakeholders?

Current situation:

Specify the desired situation:

Actions required:



10. Independence from Outside Interference

Under this practice, the organisation is not unduly pressured to perform in particular ways or make particular kinds of decisions by outsider interest groups or individuals. Eg

- From the financial markets or market analysts in the case of listed companies
- From its political ministers for govt departments
- From parent companies
- From unions, lobbyist or media pressure....

Is the organisation able to operate in a way that is best for its long-term sustainability?

Current situation:

Specify the desired situation:

Actions required:



11. Environmental Responsibility

Is there ISO 14001 etc accreditation?

Are environmental effects considered in products from design to disposal?

Are environmental considerations built into all processes, facilities etc.

Is waste minimised? Eg via recycling/reuse systems

Are reductions in energy use and waste measured? What are the latest figures?

Does the organisation publish regular environmental reports containing progress towards targets?

Is managers' performance measured against environmental standards in their KPIs?

Is the organisation promoting the concept of the circular economy?

Does the organisation have a zero emissions target or aim to be carbon positive?

Does the Board have an explicit policy to address the risks posed by climate change?

Current situation:

Specify the desired situation:

Actions required:



12. Social Responsibility

Is the organisation part of Corporate Social Responsibility (CSR) groups/indices? (eg GRI, DowJones (DJSI), FTSE4Good).

Does CSR extend beyond donating money?

How many days a year can employees volunteer on company time?

How is CSR measured?

Does the organisation produce CSR reports or have a substantial section in its annual report?

Are employees aware that management considers CSR the right thing to do (and is thus not a waste of resources)?

Current situation:

Specify the desired situation:

Actions required:



13. Broad Stakeholder Approach

Specify the relevant stakeholders for your organisation

How broad is the group of stakeholders whose interests are seriously considered relative to your area of activity?

Are these relationships active eg with regular communication?

How is progress on these relationships reported and improved?

Are future generations considered as a stakeholder?

Are long-term relationships with stakeholders and other partners valued?

Current situation:

Specify the desired situation:

Actions required:



14. Shared Vision & Purpose

Is there a stated vision? Do you know what it is? Is it compelling?

Is the vision shared and embedded in the culture?

What % of employees would know the vision?

How many staff members use vision/purpose etc and values to guide their behaviour?

How many people would act on the vision in their daily work? eg make decisions based on the vision?

Is there a broader social purpose specified, shared and acted upon?

Current situation:

Specify the desired situation:

Actions required:



15. Intrinsic Motivation

To what extent are employees driven by monetary rewards and incentives for everything they do?
Are most employees engaged with the work itself rather than focusing mainly on the rewards available?
How important are intangible things like the quality of people you work with, how much you learn, the opportunity to solve problems?
Are people engaged with the vision and purpose of the organisation rather than just the money?

Current situation:

Specify the desired situation:

Actions required:



16. Self-Management

What does self-management actually mean in your organisation?

Who typically makes decisions? Managers or the people doing the work?

Do managers tell employees what to do most of the time, in which case employees are not self-managing?

To what extent do managers control what employees do, when and how?

- what sort of decisions can employees make?
- are employees really empowered to act on their decisions?
- are managers typically involved in decisions affecting an employee's daily work?

Is there an autonomous environment where people self-determine how they do their job?

Current situation:

Specify the desired situation:

Actions required:



17. Team Orientation

Where are teams found in the organisation?

How widespread is working in teams at all levels in the organisation?

Is there training or other support for teamwork?

Are employees judged on their teamwork in their performance reviews?

Is remuneration based on team outcomes, just on individual performance or on a combination of the two?

Current situation:

Specify the desired situation:

Actions required:



18. Enabling Culture

Does the overall leadership culture support the prevailing leadership paradigm(s)?

Does the culture support other sustainable leadership practices?

Are culture survey tools available and used?

How well does the culture support the organisational strategy?

Current situation:

Specify the desired situation:

Actions required:



19. Knowledge Retention & Sharing

Which specific measures encourage people to share their knowledge?

How much emphasis is placed on learning in individuals, teams and the organisation as a whole?

Is there a formal system to capture knowledge eg when employees leave/retire?

Is feedback from suppliers or other partners part of the organisation's learning?

How do people share knowledge – noting that this can be informal as well as formal?

Does the firm remain in contact with former employees?

Current situation:

Specify the desired situation:

Actions required:



20. Trust

What is the main basis of trust that the firm enjoys with various stakeholders?

- arms-length trust (relies on contracts, formal agreements)?
- relationship-based trust (uses good will trust wherever possible)?

Are survey measures of trust available (including staff, suppliers, customers....)?

Is trust high inside the organisation? Do most stakeholders trust the organisation?

Is there evidence that the organisation trusts its people? eg that employees are trusted with critical information

Current situation:

Specify the desired situation:

Actions required:



21. Innovation

How much revenue is invested in R&D?

What happens to new ideas? Is there a system for capturing, evaluating, tracking them?

How widespread is stakeholder involvement in innovation?

How are employees rewarded for innovation?

Are failed ideas accepted as valuable learning rather than mistakes?

Is innovation in processes, management and services equally valued?

Current situation:

Specify the desired situation:

Actions required:



22. Staff Engagement

Engagement refers to the mental and emotional involvement with the organisation.

Does your organisation exhibit the following evidence of engagement?

- SAY: speak positively about the business
- STAY: intend to stay with the business
- STRIVE: engaged staff work harder

Are survey measures used to assess levels of engagement in different parts of the organisation?

If so, what are the scores?

Is the feedback in engagement surveys acted upon?

Current situation:

Specify the desired situation:

Actions required:



23. Quality

How is quality managed? Is high quality celebrated?

What does quality extend to: Products, processes, services, value for money, sustainability?

Are there formal certifications eg 6Sigma, Zero defects, ISO 9001 etc accreditation

Is there appropriate employee training and development related to quality? Are there quality circles? Feedback after projects?

Does the idea of quality now include sustainability of products and services?

Is quality part of the performance management criteria i.e. is people's contribution to quality measured in some way and rewarded?

Current situation:

Desired situation:

Actions required:



Leadership practices		Sustainable Leadership: Honeybee philosophy	Evidence in your organisation				
Where does the organisation rank on a 1-5 scale? 1 = Locust (L), 5 = Honeybee (H)			L				H
Foundation Practices – what leaders/managers focus on							
1. Leadership culture	The prevailing leadership culture and paradigm is appropriate to macro-level organisational needs						
2. Recruiting and retaining staff	Long tenure of carefully recruited and selected workforce						
3. Developing people	Develops everyone continuously						
4. Succession planning	Promotes from within wherever feasible						
5. Respect, diversity and inclusion	Cares about employees' welfare, respect, cooperation, diversity and inclusion; collaborates with unions						
6. Ethics and virtues	Ethics, values and virtuous behaviour form the core of the organisational culture						
7. Good governance and accountability	Ethical & engaged governance, risk management, transparency; holds people to account via contingent rewards/sanctions						
8. Time horizon	Long-term perspective preferred over the short-term						
9. Organisational change	Highly consultative and considered change process, avoids damaging the culture						
10. Independence from outside	Seeks maximum independence to make its own decisions						
11. Environmental responsibility	Protects and cares for the environment						
12. Social responsibility	Values people and the community, concerned for humanity in general now and into the future						
13. Stakeholder focus	All those who are affected matter, including future generations						
14. Purpose and vision	A compelling and shared vision and purpose inspires employees (a win-win mentality)						
Higher-Level Practices – what is expected of employees							
15. Motivation	Intrinsic motivation and rewards						
16. Self-management & decision making	Management and decision-making by self wherever feasible						
17. Organisational culture	Supportive and cooperative culture, warm climate, values loyalty						
18. Team orientation	Teamwork at all levels of organisation						
19. Knowledge retention & sharing	Knowledge sharing encouraged with all stakeholders, including suppliers & retirees						
20. Trust	High mutual trust and trustworthiness, reliance on good-will						
Key Performance Drivers – what customers experience							
21. Innovation	Develops systemic and strategic innovation at all levels in processes as well as products and services						
22. Staff engagement	Emotionally committed staff are central						
23. Quality	Embedded in the culture and affecting products and services as well as policies and processes						



For more information:

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