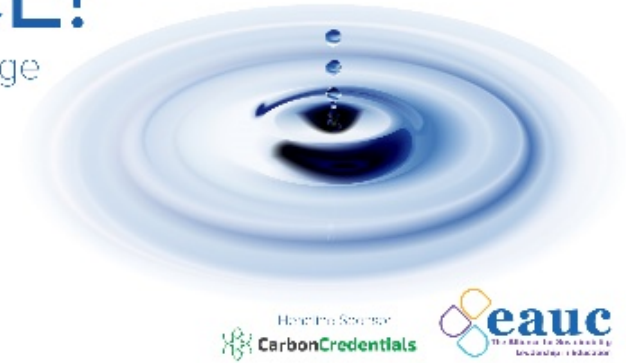


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Building your influence - The role of the smart sustainability leader

Dave Gorman, Director of Social Responsibility and Sustainability, University of Edinburgh

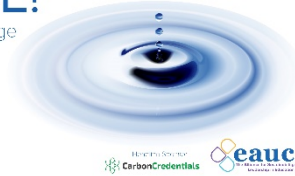
Janet Haddock-Fraser, Provost of MMU Cheshire & Professor of Sustainability and Management at
Manchester Metropolitan University

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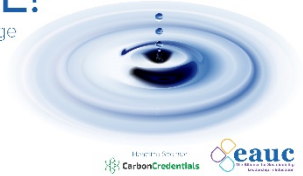
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Welcome and Ground Rules

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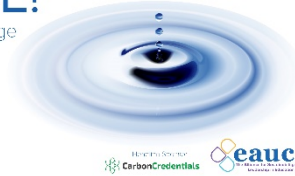
- Interactive
 - Making choices
 - Taking responsibility
 - Mutual support
-
- What is your 'why'? (groups of 2)

What Does Success Look Like for Us?

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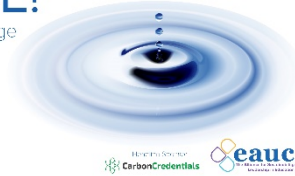
- You stay!
- You engage
- You come away with a better understanding of sustainability leadership theory
- You interact with other leaderships and assist each other
- You pick up some new ideas, techniques, theories and perspectives to try and apply
- You're tempted by the leadership course...

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Cambridge Sustainable Leadership Model

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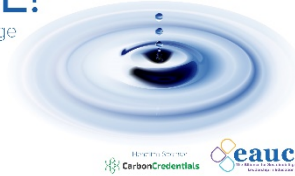
- [JANET slides here – TO INSERT]

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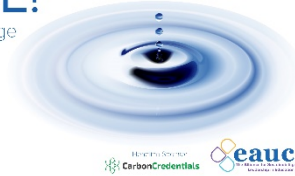
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Influencing & Managing Change

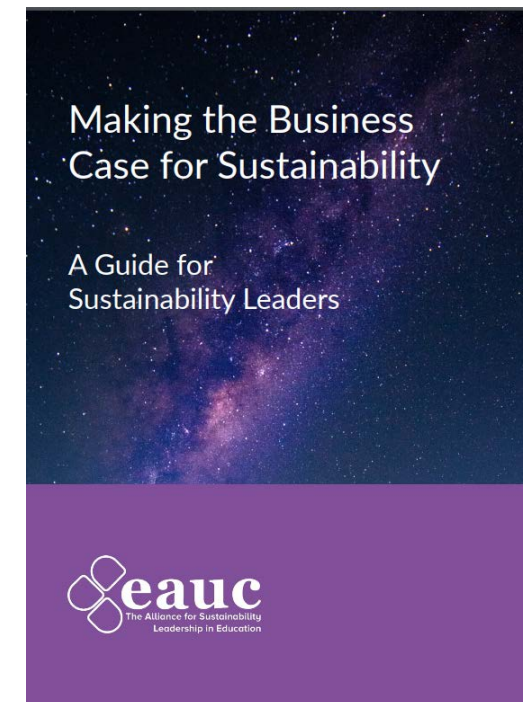
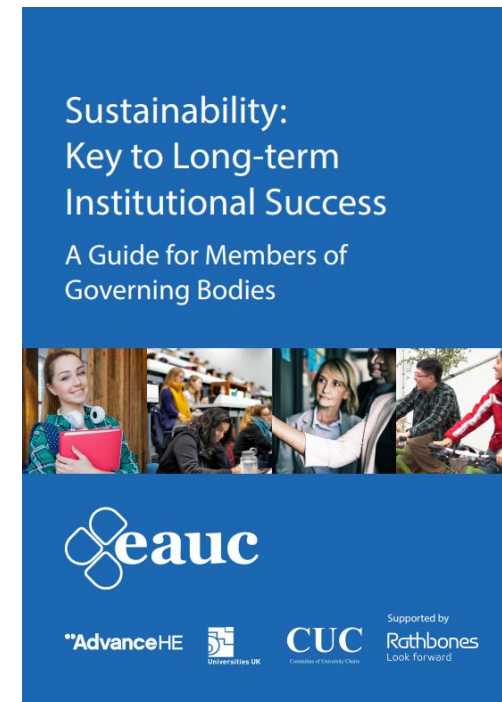
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- Two EAUC guides to help you influence strategic agendas
 1. Members of University Boards
 2. Sustainability Leaders

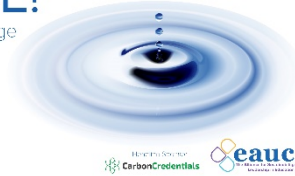


Sustainability key to institutional success

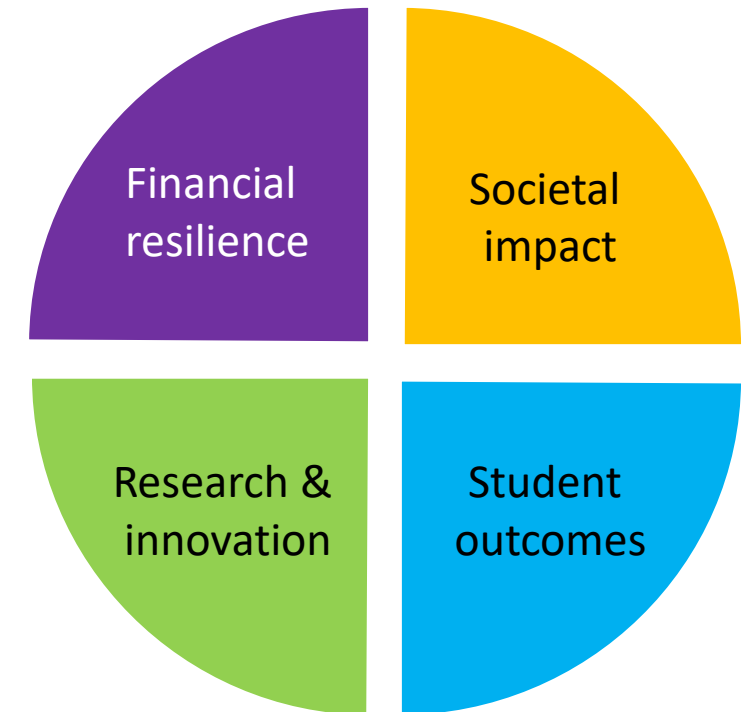
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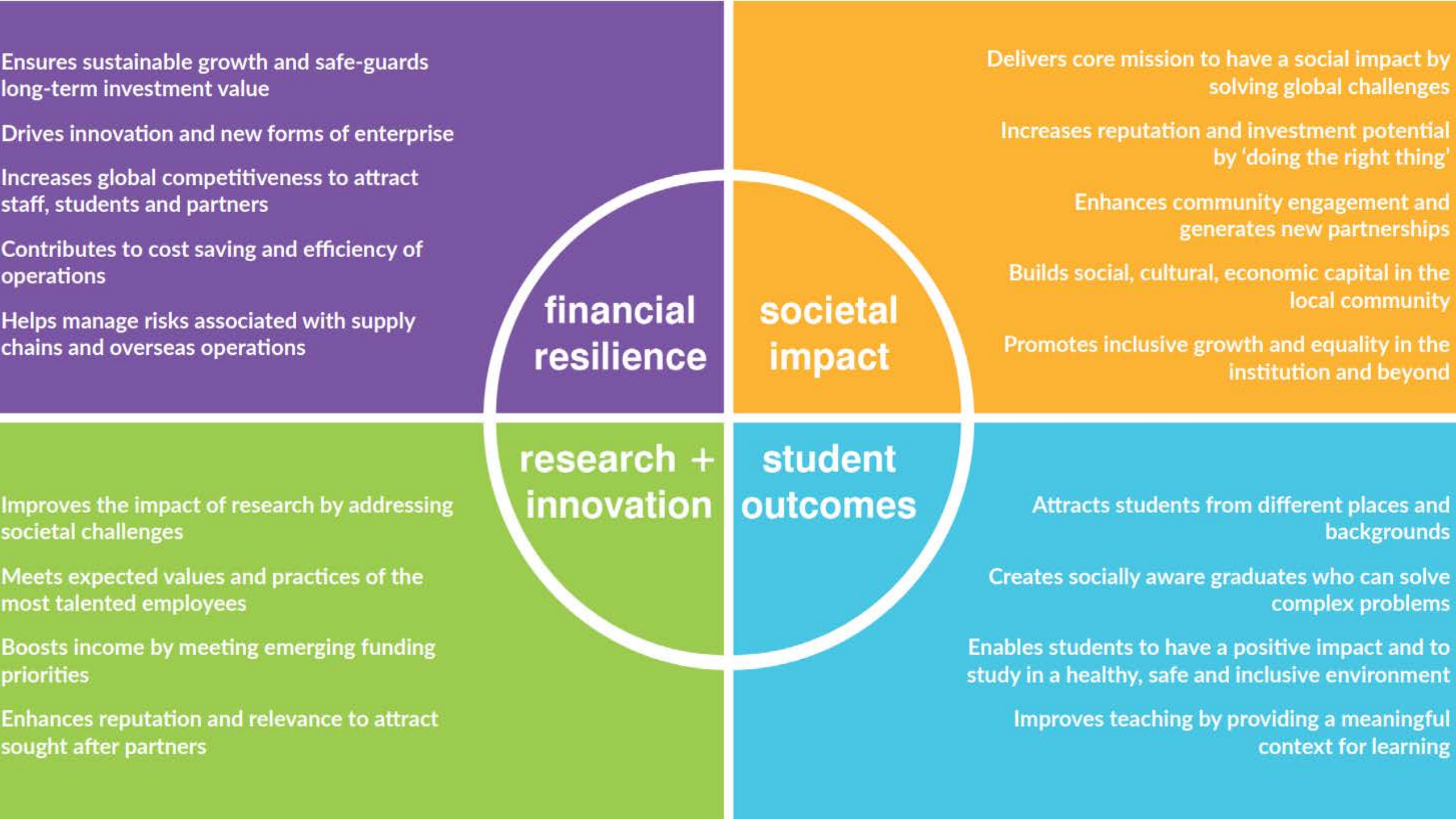
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- Balances financial, social & environmental concerns
 - Embodies systems thinking
 - Focusses on the longer-term
- Delivers multiple business benefits



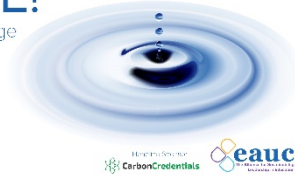


Building the strategic business case

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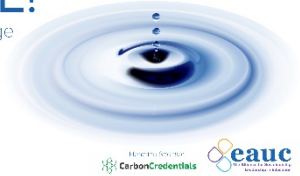
- Understand decision-making processes
- Set out your vision for success
- Engage key decision-makers
- Think through the risks
- Build evidence
- Communicate clearly and concisely

Managing change

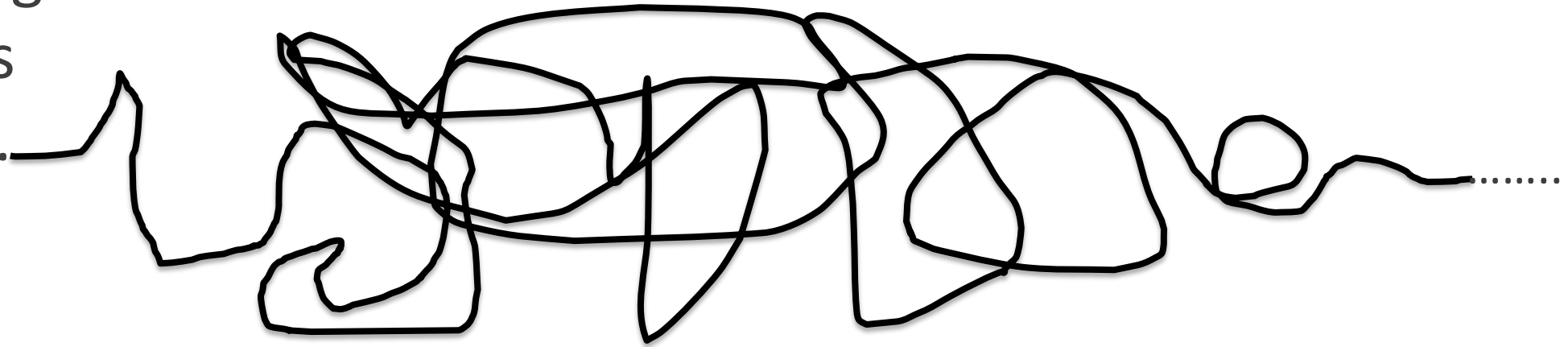
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Change
looks
like...

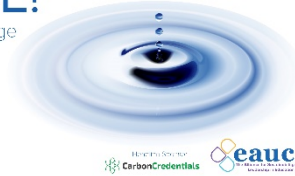


Differing Views in Reality e.g. Mintzberg

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Emergent Strategy



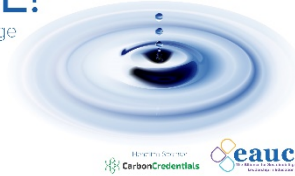
Source: Mintzberg, Quinn & Goshal, 1998

Differing Ways to Think About Strategy

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Perspectives on Strategy

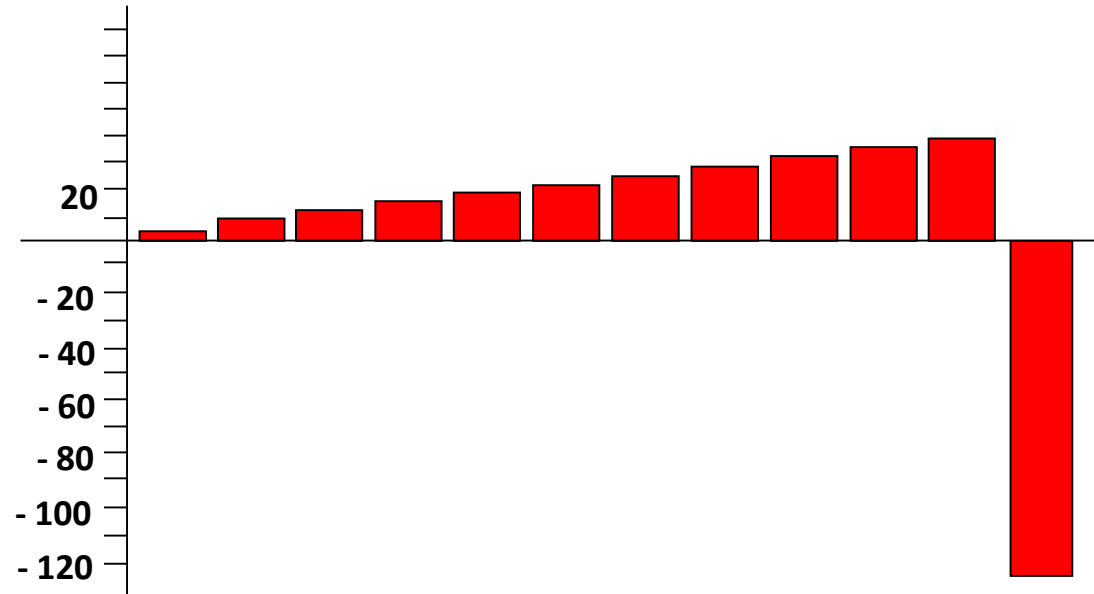
Perspective	Author(s) (Published)	Key Concept	Key Message
1.	Henry Mintzberg (1978)	<i>Emergent Strategy</i>	Executives use unpredictability as a justification to avoid tough choices – “go-with-the-flow”.
2.	Michael Porter (1980)	<i>Competitive Advantage</i>	Choose industry & unique competitive position.
3.	Prahalad & Hamel (1990)	<i>Core Competences</i>	Capabilities with four traits determine competitive advantage.
4.	Kim & Mauborgne (2005)	<i>Blue Ocean Strategy</i>	Create new & larger market space where no rivals, & enjoy benefits of lowest cost & highly differentiated.

25/01/2014

© McDermott, 2014

2

Predicting the future is a difficult and dangerous game..

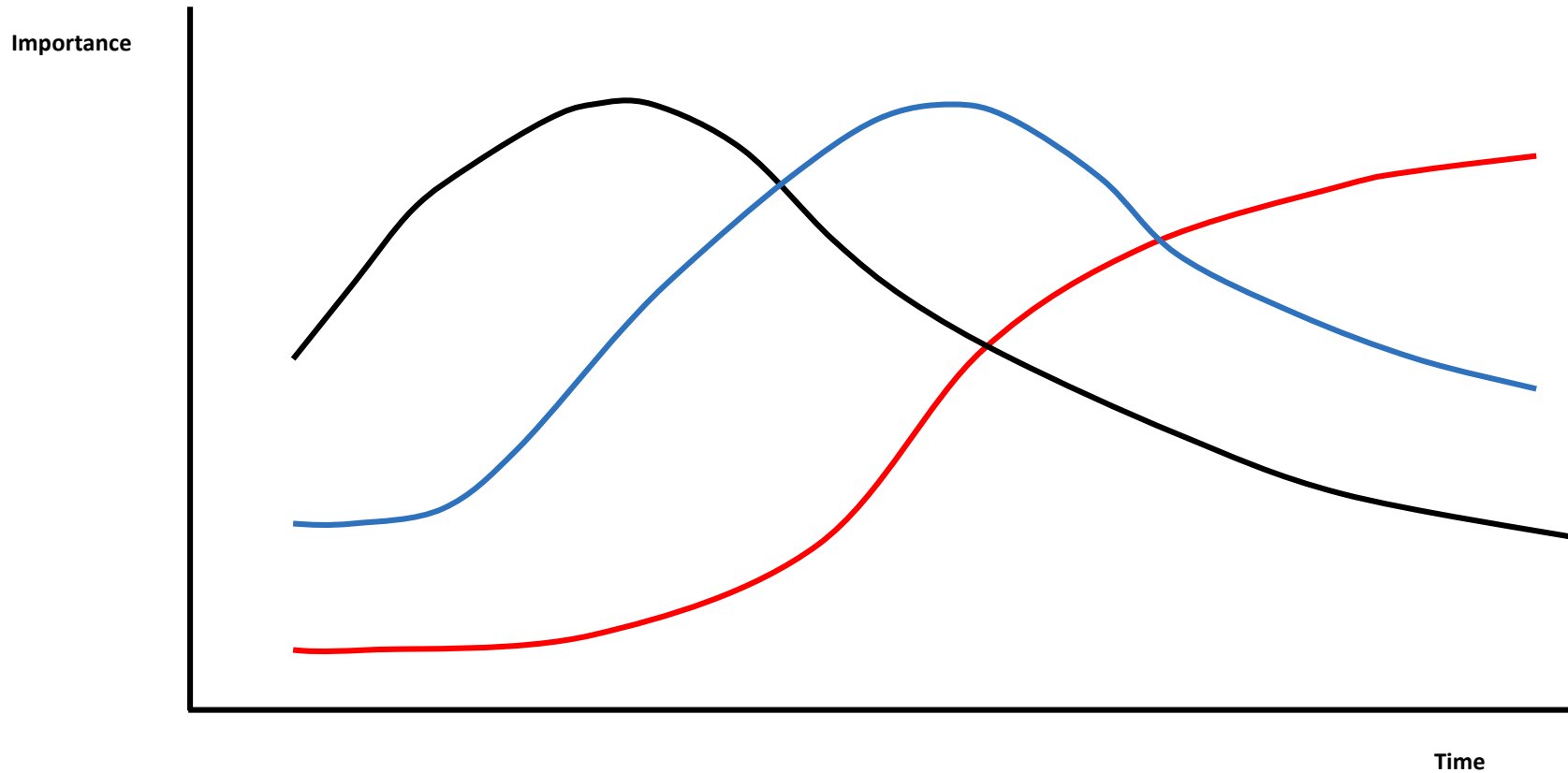


**“A turkey is fed for a 1000 days - every day confirms to its statistical department that the human race cares about its welfare *‘with increased statistical significance’*.
On the 1001st day, the turkey has a surprise.”**

The Edge, Sep 15th 2008

Nassim Nicholas Taleb
‘The Fourth Quadrant, a map of the limits of statistics’,

Futures thinking -Three horizons



Horizon 1:

Business as usual

Horizon 2:

Breaking the mould – scanning, trends, emerging thinking

Horizon 3:

New ways for a new world

Futures Techniques



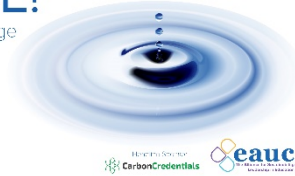
- <https://www.gov.uk/government/publications/futures-toolkit-for-policy-makers-and-analysts>

Key ingredients for managing change

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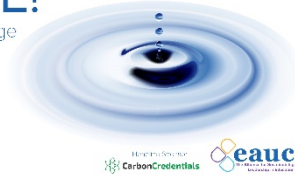
- Understand the interests of key staff
- Create a sense of urgency, create a vision
- Anticipate objections
- Build consensus on common issues
- Find a senior champion
- Let leaders see things for themselves
- Leave time for ideas to soak in
- Humble leadership...
- Celebrate success!

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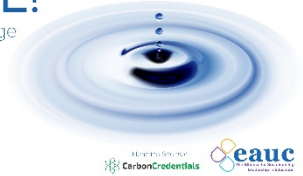
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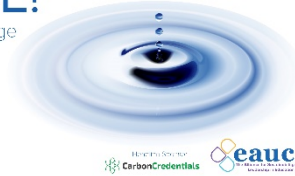
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Breakout discussions

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(a) Sustainability leaders who have made progress and want to take the next steps and how to build organisation wide influence and support

OR

(b) Building the culture of the future - teams of 1- starting from scratch- how to develop institutional leaders and allies

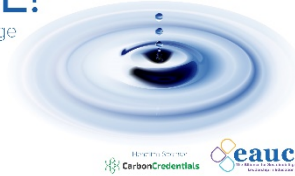
- Small groups (3-5 people)
- Each group needs at least one person who represents (a) or (b), people can chose to join a group regardless of if they are (a) or (b)

Breakout discussions, cont.

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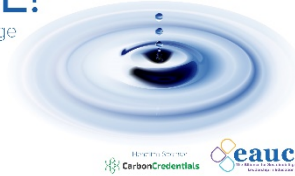
- Key questions:
 - Where is your organisation currently?
 - How useful are the governor and business guides? To what extent are you following the advice?
 - Alternative view points, ways to generate success?
- 25 mins then plenary discussion for 15 mins

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Sustainability leader traits and skills

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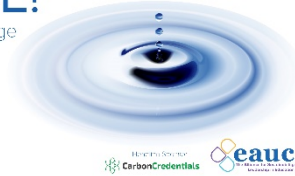
- [JANET – SLIDES TO INSERT]

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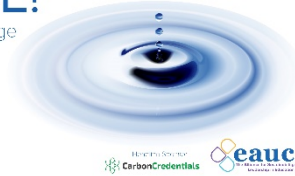
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Leadership Context- Red Ocean vs Blue Ocean

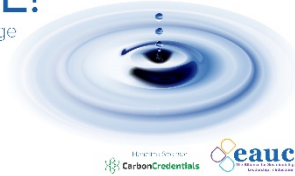


Blue Ocean Strategy...

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Red Ocean Strategy

Compete in **existing** market space.

Beat the competition.

Exploit **existing** demand.

Make the value-cost trade-off.

Align the whole system of a firm's activities with its **strategic choice of differentiation or low cost.**

Blue Ocean Strategy

Create **uncontested** market space.

Make the competition **irrelevant.**

Create and capture **new** demand.

Break the value-cost trade-off.

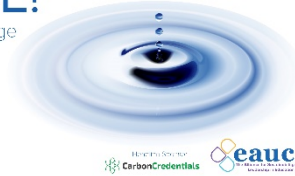
Align the whole system of a firm's activities in **pursuit of differentiation and low cost.**

The Task...

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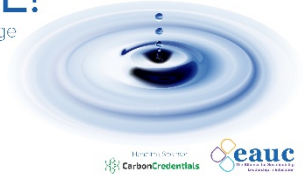
- A choice - leaders (that's you!) can either
 - (a) form groups to discuss applying the technique to their own organisation OR
 - (b) Gather into groups with one person volunteering to suggest a problem or issue they want advice on(form groups you've not been in before)

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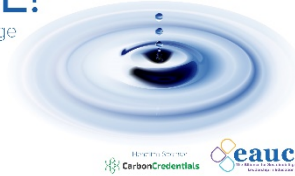
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Plenary discussion

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- Over to you...
- Questions to Dave or Janet?
- Reflections on leadership and learning points
- Follow up you'd like to see?
- Things you plan to try/start/stop/continue?

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