



ACE Institute

Creating a Sustainable Leadership Team

July 30, 2008

Ottawa, Ontario

- What do you think of when you hear the words ‘sustainable leadership?’
- What brought you to this conversation/workshop?

**Sustainable leadership matters, spreads and lasts. It is a shared responsibility that does not unduly deplete human or financial resources, and that cares for and avoids exerting damage on the surrounding educational and community environment.**

Hargreaves (Boston) & Fink (Toronto) 2003

# *Built to Last* Companies

- Put purpose before profit
- Preserve long-standing purposes amid the pursuit of change
- Start slowly, advance persistently
- Do not depend on a single, visionary leader
- Grow their own leadership, instead of importing others
- Learn from diverse experimentation

Collins & Porras 1994

- Working together for the long-term viability of the vocation of the organization; the growth and development of the people who work there and who are served by the vocation; and committed to the community and the environment in which the organization exists.

- External authority
  - Technical problems
    - Answers
  - Maintain status quo
  - Move fast over hard ground
- Inner authority
  - Adaptive challenges
    - Questions
  - Change the status quo
  - Move into the swamp

- Working together for the long-term viability of the vocation of the organization

**In Africa, they say there are two hungers, the lesser hunger and the greater hunger.**

- **The lesser hunger is for the things that sustain life, the goods, and services, and the money to pay for them, which we all need.**
- **The greater hunger is for the answer to the question ‘why’, for some understanding of what life is for.**

**Handy 1997 (See also, Hollis, Frankl, Deuteronomy 8:3, Matthew 4:3-4, and all Wisdom Traditions)**

- Where I/we can make a difference in others' lives?
- Vocation - where your heart's gladness meets the world's hunger
- What is our organization's deeper purpose? (Hiefetz & Linsky, 2004, Daloz Parks 2005)
- Humility and Will (Collins, 2001)

# Working Together - The Organization and the Individual

- What is your organization's deeper purpose, or its vocation?
- What is your vocation? Are you where you should be to bring your heart's gladness to the world's hunger?

# One Word at a Time

- Working together for the long-term growth and development of the people who work there and who are served by the vocation

- It is a common defect in men not to consider in good weather the possibility of a tempest

Machiavelli, 1532

- All leaders, no matter how charismatic or visionary, eventually die

Collins & Porras, 1994

- Few things succeed less than leadership succession

Hargreaves & Fink, 2006

# Good succession plans

- Are prepared long before the leader's anticipated departure or even from the outset of their appointment
- Give other people proper time to prepare
- Are incorporated in strategic and tactical plans
- Are the responsibility of many, rather than the prerogative of lone leaders
- Are based on a clear diagnosis of the organization's existing stage of development and future needs for improvement
- Are transparently linked to clearly defined leadership standards and competencies that are needed for the next phase of improvement



Replacement

Succession

Endurance

Hot House

Pipeline

## Replacement Planning

Key Positions	Essential Functions	Back Up Pool
CEO	List	Person(s)
Management	List	Person(s)
Other	List	Person(s)

## Succession Planning

Key Positions	Competency Model	Development Pool
CEO	List	Person(s)
Management	List	Person(s)
Other	List	Person(s)

- **Distributing leadership throughout**
- **Building strong professional communities**
- **Deepening and broadening the talent pool**
- **Establishing leadership development processes**
- **Stressing future leadership competencies**
- **Supporting and sponsoring aspiring leaders**
- **Planning early for the incumbent leader's exit**







# Growth and development of the people the vocation serves

✓ **Customer/member intimacy**

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- ✓ **Co-operative Governance**

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- ✓ **Co-operative Governance**
- ✓ **Education programs**



# Expert Arms

- Working together committed to the community and the environment in which the organization exists.

- **What does the community look like in your part of the world?**
- **What are the key environmental issues in your part of the world?**
- **What role(s) does your organization take in the community and in responding to the environment?**

# Sustainable Leadership Development Ideas

- Selection is key (leadership as vocation)
- Mentoring (Who were your mentors? Why?)
  - Elders or elderly?
- Renewal, re-creation and rest
- Learning objectives in performance plans
- Confidants are a vital role
- Stock and flow
- Learning Circles

- Insights?
- Questions?
- Comments?

Somebody has to do something and it's just  
incredibly pathetic that it has to be us.

Jerry Garcia  
Musician and Songwriter

The CUSOURCE team wishes you  
continued success!