



ACE Institute

Creating a Sustainable Leadership Team

July 30, 2008

Ottawa, Ontario

The Questions?

- 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**

- ✓ **Customer/member intimacy**
- ✓ **Co-operative Governance**
- ✓ **Education programs**

- 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!