



GLOBALLY RESPONSIBLE LEADERSHIP
INITIATIVE

Closing Overview and Reflections

John North

6 Nov 2014

3rd International Conference on
Responsible Leadership – Pretoria, South Africa

A strategic partnership of

Founded with support of



Kumi Naidoo – Greenpeace



- “we have no plan B and no planet B...”
- What is needed from the Business Community?
 - lowest impact and emissions possible
 - create products that we need (...rather than want)
 - Ask “what level of income inequality is acceptable?”
- *What is needed from Academia and Management Education?*



Download the hi-res version for common use or offline screening
<https://vimeo.com/43980698> or see: www.50plus20.org/film

Yolan Friedmann - EWT



- Sinek: great leaders convince us of the “WHY”
- “leadership is no longer about beating the rest”
- “not an activist”
- Tutu: “if you want peace, talk to your enemies”
 - See Western Cape Wine Collaboratory
- Are the most effective activists perhaps?
 - “positive deviants” (Parkin 2010 & Pascale 2010)
 - “in the belly of the beast” (reflective walk yesterday - thank you Damian Ruth)

About the GRLI

The “Why?”



- ...to catalyse the development of globally responsible leadership and practice in organisations and societies worldwide...
- GRLI is about creating individual and collective leadership and practice that is globally responsible - that strives to be the best FOR the world rather than the best IN the world...
- Towards 2024
- More on this later...

Paul Gurny – Accenture Sustainability



- “the time has run out on incremental change”
- the big focus on Sustainability reporting is distracting us from the real challenge of transforming business
- Highlighted global business leadership as **rudderless on sustainability** (33% says business is doing enough, and 38% believe they can accurately quantify their impact)
- **Scary question: The Accenture-UNGC study consists mainly of UNGC signatories...?**
- **The recovering management consultant?**

Streams



Pedro Tabensky

- In the context of developing ethical leaders (using Good Samaritan experiment and “spot the gorilla”) Pedro pointed out the problem of selective attention and dangers of task-orientation (**disciplines / silos**)
- “it is not enough to change people's minds. Teaching ethics in an intellectual way won't lead to ethical behaviour...”
- In discussion with Pedro last night he asked: “how do we involve the Whole Person?” **more on this later**
- **ALCRL’s “Ethics & Leadership” elective module for GIBS in 2010**

GRLI: Whole Person Learning



- Whole person learning sees the human being as existing in a network of relationships, interconnecting arrangements and interdependent systems. Persons are persons only in so far as they are persons in relationship.
- How to engage not only the head, but also the heart, soul and body...
- Search: “GRLI Whole Person Learning”
- See: The Collaboratory (Greenleaf, 2014)

Streams (continued)



Jill Bogie:

- PhD study on “cross-sector partnerships for sustainability” and the emergence of collective agency in / through networks
- **Is a network an entity or a living process?**

Marius Pretorius:

- An exploratory study on “shadow strategies” that employees take in response to their own micro situation.
 - **How to initiate and enable “shadow networks”?**
-

- Responsible Leadership in the age of numbers?
 - Recognize the tyranny of the prevailing system of management
 - See the "bigger picture" which includes recognition of our economies and economic systems as “social constructs”
 - Measure success in the LONG term and holistically
 - Rethink rankings (B-school ranking criteria)
 - Move beyond checklists
 - Reframe value
- Redefine the purpose of the corporation?

GRLI: On redefining the purpose of the corporation



- Philippe de Woot (Should Prometheus be Bound? 2005) makes a case for globally responsible leaders: those who will be able to give back ethical and political dimensions to economic activity.
- Re-examine the *raison d'être* (the deeper purpose) of business which places its creative role within the wider perspective of serving the common good, without which it has no political or moral legitimacy.

GRLI: On redefining the purpose of the corporation



- Movetoamend.org
 - “We, the People of the United States of America, reject the U.S. Supreme Court's ruling in Citizens United and other related cases, and move to amend our Constitution to firmly establish that money is not speech, and that human beings, not corporations, are persons entitled to constitutional rights.”
- Purposeofcorporation.org (Frank Bold)
 - “a safe and apolitical space for the relevant actors to engage in the discussion of this subject and on implications of the outcomes of this discussion for policy-making and business management.”

Louise van Ryhn

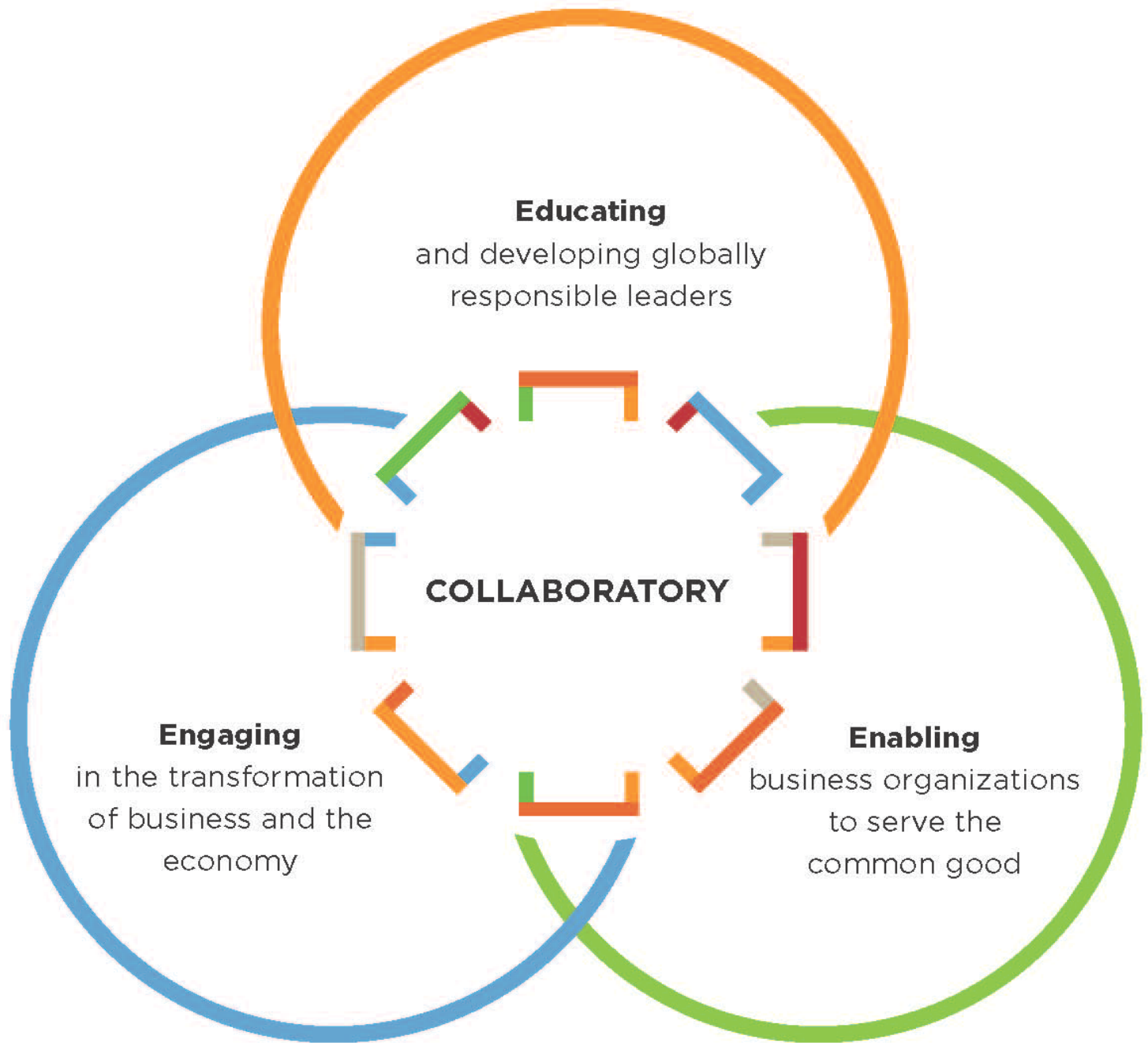


- Introduced “Partners for Possibility”
 - a creative solution to South Africa' education crisis - it is a co-action, co-learning partnership between School Principals and Business Leaders, enabling social cohesion through partnerships, and empowering Principals to become change leaders in their schools and communities
- A living example of a collaboratory? More on that later

“At a time of great change universities tend to be repositories of historical ideas, museums if you like, rather than think tanks for the future.”

- M. McIntosh, Griffith University

*From the 50+20 Agenda: Management
Education for the World*

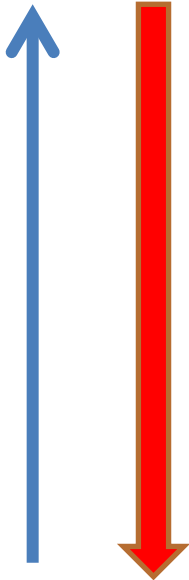


50+20: The necessary transition...



PERSPECTIVE

NEW:
from why & how to
what & where



OLD:
from where & what to
how & why

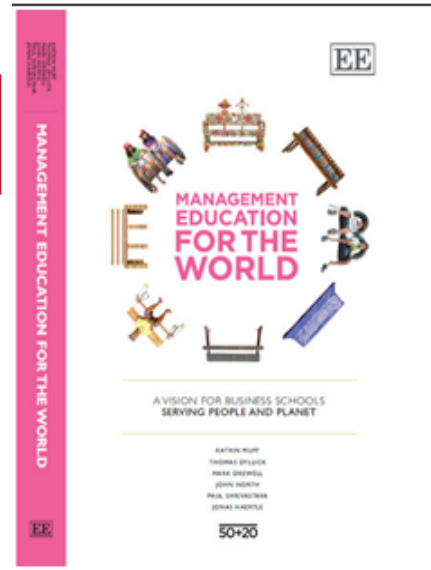
- **WHY – from maximizing return to creating value for the world**
OLD: maximizing shareholder value with unquestioned consumerism
NEW: conscious business serving society and the planet with economic innovation
- **HOW – from teaching to learning**
OLD: teaching knowledge and skills
NEW: action learning platform to develop competences and attitudes
- **WHAT – from subject expertise to issue-centered collaboration**
OLD: narrow scientific focus with little practical relevance
NEW: action research supporting complex societal & ecological issues
- **WHERE – from ivory towers to open meeting places**
OLD: science and research as exclusive and secluded practices
NEW: an inclusive learning platform for citizens (stakeholders beyond business)

Slide from Prof T Dyllick

50+20 Vision and Collaboratory



50+20 Agenda



50+20 Book (E)



50+20 Book (CN)

The Collaboratory

A co-creative stakeholder engagement process for solving complex problems



Edited by Katrin Muff

With contributions from Philip Mirvis, Ronald Fry, Otto Scharmer, Adame Kahane, Zaid Hassan, Antony Buono, Thomas Dyllick, Bill Burch, Caroline Rennie, Katrin Muff, John North, Eddie Blass, Peter Hayward, Janette Blainey, Jackie Bagnall, Stephen Hickman, Louie Gardiner, Claire Maxwell, Anders Aeppling, Svenja Ruger, Patrick Frick, Aaron Williamson, Gregoire Serikoff, Mark Drewell, Paul Shrivastava, Jonas Haertle.

Collaboratory Book



INTERNATIONAL

EFMD



I, We, All of Us.

GLOBALLY RESPONSIBLE LEADERSHIP
INITIATIVE

Dear Mr. Nadeau:

As long as there is one upright man, as long as there is one compassionate woman, the contagion may spread and the scene is not desolate. Hope is the thing that is left to us, in a bad time. I shall get up Sunday morning and wind the clock, as a contribution to order and steadfastness.

Sailors have an expression about the weather: they say, the weather is a great bluffer. I guess the same is true of our human society — things can look dark, then a break shows in the clouds, and all is changed, sometimes rather suddenly. It is quite obvious that the human race has made a queer mess of life on this planet. But as a people we probably harbor seeds of goodness that have lain for a long time waiting to sprout when the conditions are right. Man's curiosity, his relentlessness, his inventiveness, his ingenuity have led him into deep trouble. We can only hope that these same traits will enable him to claw his way out.

Hang on to your hat. Hang on to your hope. And wind the clock, for tomorrow is another day.

Sincerely,

E. B. White

Written March 30, 1973 in response to Nadeau's letter lamenting that he had lost faith in humanity.

Contact GRLI



- john.north@grli.org
- @TheGRLI @50plus20
- www.grli.org
- www.50plus20.org