

Leadership Engagement Framework[®] for Sustainability Planning and Action

Exploring Local/Regional Issue	Envisioning Possibilities	Designing Strategies for Action	Catalyzing Action	Sustaining Momentum
<p>Coming together:</p> <p>What <u>sustainability challenges and opportunities</u> do we face?</p> <p>What <u>factors contribute</u> to these challenges? Opportunities?</p> <p>Who are the <u>stakeholders</u> associated with these challenges? Opportunities? (individuals and group of individuals including adversaries, power brokers, uninvolved, unaware, like-minded proactive leaders)</p> <p><u>What is at stake?</u> Long-term? Short-term?</p> <p>What <u>experts</u> might help us better understand the challenges, opportunities? Would work <i>with us</i> going forward?</p> <p>How shall we move forward? What <u>frameworks for sustainability thinking</u> will serve our intentions best?</p>	<p>Building a vision:</p> <p>What do we <u>see</u> in 5, 10 and 20 years?</p> <ul style="list-style-type: none"> If we do nothing? If we make progress aimed toward sustainability? <p>What are <u>long-term and short-term sustainability goals</u> we want to achieve?</p> <p>What <u>critical indicators of progress</u> in meeting sustainability goals? <u>What data are needed</u> for monitoring progress?</p> <p>What can we <u>learn from people in other communities</u> who are experiencing similar challenges?</p> <p><u>Who else</u> needs to be in this conversation enabling us to <u>explore differing points of view</u>?</p> <p>Is a larger group or public <u>Strategic Visioning Session</u> appropriate?</p>	<p>Getting serious:</p> <p>What <u>momentum currently exists</u> to build on?</p> <p><u>Who else</u> needs to be included in <u>action planning and implementation</u>? (Experts? the unaware influential? advocates? opponents?)</p> <p>What <u>strategies and actions</u> will move us toward sustainability vision, goals and indicators?</p> <p>What <u>obstacles</u> may be present? How to strategize around?</p> <p>What existing <u>policies and/or regulations</u> may inhibit movement toward goals? How to address?</p> <p>What financial <u>resources</u> are needed for actions considered? How secured?</p> <p>What is <u>feasible</u>? What are <u>risks</u>? What obvious elements have we <u>overlooked</u>?</p>	<p>Moving forward:</p> <p>New information to consider? Possible <u>unintended outcomes</u> of the actions?</p> <p>Do initial <u>goals, indicators or actions</u> need to be <u>adjusted</u>? Mechanism for <u>systematic "adjustment checks"</u> along the way?</p> <p><u>Who will take responsibility</u> for which actions according to what timetable?</p> <p>How to ensure <u>optimal efficiency and effectiveness</u>?</p> <p><u>Data needed</u> for monitoring progress? Do we need an action to <u>secure useful data</u>?</p> <p>How to <u>report progress</u> to each other, outside stakeholders?</p> <p>What methods used to <u>hold ourselves accountable</u> for doing what we say we will do?</p>	<p>Sustaining the long haul:</p> <p>What are we <u>learning to make us smarter</u> going forward? How to integrate? Share with others?</p> <p>Do we still see the <u>big picture</u> in light of changing circumstances?</p> <p>How well are we <u>monitoring and reporting</u> progress and outcomes to everyone involved?</p> <p>How well are we adjusting <u>priorities, goals, actions, timeline and resources</u> in response to the unforeseeable – all while <u>making steady progress toward the goals</u>?</p> <p>Are we conscious of personal actions /attitudes that affect overall dynamic and momentum?</p> <p><u>Are we pausing</u> to reflect, highlight/celebrate progress, share frustrations, recharge batteries and sustain optimism?</p>
<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"> A clearer understanding of the challenges/opportunities and potential obstacles Consideration of stakeholders: prospective partners, supporters, concerned people A sense of personal integrity, and collective identity, ethic and intentions 	<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"> A joint vision Definition of interim goals Best practices that could be used are identified People and organizations that need to be involved are identified A roadmap to long-term goals 	<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"> Strategies for action jointly developed and evaluated Relationship building with stakeholders/others Clear understanding of obstacles Roles and investment (individuals and organizations) becoming clear 	<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"> Workable strategies for action that integrate diverse interests Integrated timetables for implementation Established method(s) and date for monitoring/measuring progress Clear understanding of how stakeholders will keep one other informed 	<p style="text-align: center;"><u>Outcomes</u></p> <ul style="list-style-type: none"> Observable productive activity and progress among those invested in co-creating outcomes Tasks and resources are aligned Strengthened relationships Increasing ability to deal with the unexpected while maintaining vision Individual and collective energy is sustained
<p style="text-align: center;"><u>Leadership Practices</u></p> <p>Making Sustainability Relevant</p> <p>Creating Spaces for and Participating in Constructive Conversations</p> <p>Noticing and Making Sense of Patterns</p> <p>Building Authentic Relationships</p> <p>Grounding Conversations and Actions in Personal Integrity</p>	<p style="text-align: center;"><u>Leadership Practices</u></p> <p>Using Sustainability Framework for Integrated Analysis and Action</p> <p>Inviting Diverse Voices and Perspectives</p> <p>Understanding and Working with Paradox, Ambiguity and Conflict</p> <p>Looking for Holistic Interconnections, Impacts and Unintended Outcomes</p>	<p style="text-align: center;"><u>Leadership Practices</u></p> <p>Engaging Experts as Collaborators</p> <p>Understanding and Working with Paradox, Ambiguity and Conflict</p> <p>Creating Spaces for and participating in Constructive Conversations</p> <p>Inviting Diverse Voices and Perspectives</p>	<p style="text-align: center;"><u>Leadership Practices</u></p> <p>Marshalling/Amplifying Resources for Optimal Impact</p> <p>Continually Assessing Opportunities and Risks in Changing Context</p> <p>Making Things Happen</p> <p>Understanding Human Processes</p> <p>Working with Relational Power Dynamics</p>	<p style="text-align: center;"><u>Leadership Practices</u></p> <p>Learning through Experimenting</p> <p>Sharing Information and Knowledge as it Unfolds</p> <p>Practicing Conscious Awareness</p> <p>Sustaining Energy and Momentum</p>