

Murphy, David F. ORCID: <https://orcid.org/0000-0001-8416-5627> (2015)  
Collaboration and leadership for sustainability. In: Chartered Institute of  
Personnel and Development (CIPD) Conference: Developing Future Cumbria, 9  
October 2015, Penrith, UK. (Unpublished)

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# Developing Future Cumbria Conference North Lakes Hotel & Spa, Penrith

CIPD

University of  
Cumbria 

Cumbria  
Coaching  
Network 

## Collaboration & Leadership for Sustainability

9 October 2015



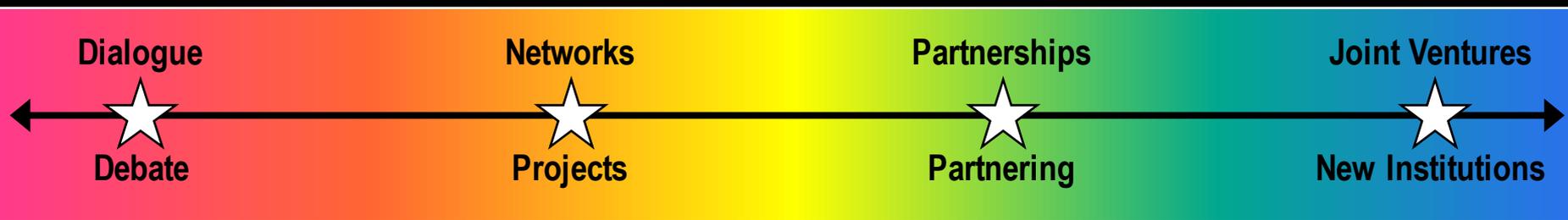
David F Murphy  
[david.murphy@cumbria.ac.uk](mailto:david.murphy@cumbria.ac.uk)  
[www.iflas.info](http://www.iflas.info)



A large blue thought bubble with a black outline, containing white text. Three smaller blue circles of decreasing size trail off to the bottom right from the main bubble. The background is a solid light yellow color.

**All of your partners are  
stakeholders, but not  
all of your stakeholders  
are partners...**

# Spectrum of relationships...





# Leadership in sustainability

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- ▶ **Sustainability is an essential, multi-faceted element of business & all organisations:**
  - ▶ Social-societal dimensions
  - ▶ Environmental-ecological dimensions
  - ▶ Economic-commercial dimensions
  - ▶ Political, cultural, organisational & personal aspects
- ▶ **Sustainability impossible to ignore:**
  - ▶ Legally-binding: regulatory approach
  - ▶ Stakeholder-driven: coercive & collaborative approaches
  - ▶ Global, national, regional & local drivers
  - ▶ Evolving, emerging & growing in scope & scale

# Put empathy to the test

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**“We must extend our empathetic imaginations not just to the dispossessed or disadvantaged, but also to those whose views and actions we might oppose or disdain.”**



**'Empathy with the Enemy'**  
Roman Krznaric (2010)  
cultural thinker: 'one of Britain's leading  
popular philosophers', The Observer



“In Africa we have a concept known as UBUNTU, based upon the recognition that we are only people because of other people”

*Nelson Rolihlabla Mandela*

**#SayNoToXenophobia**

# THE RIVER & THE THREAD

ROSANNE CASH

# If I don't have you...

Everybody 'round here moves too fast  
And it feels so good but it's never gonna last

Everything I had is twice what I knew  
But I don't have nothing if I don't have you

Rosanne Cash & John Leventhal  
Modern Blue (2014)

HBR.ORG

# Harvard Business Review

Build a culture  
of trust and  
innovation.

# COLLABORATE

JULY-AUGUST 2011

23 Idea Watch

What's Your Social  
Media Strategy?

56 The Big Idea

Winning in the Age of  
Hyperspecialization  
Thomas W. Malone et al.

112 The HBR Interview

Disney's Bob Iger on  
Reanimating the Brand

SPECIAL DOUBLE ISSUE

SPOTLIGHT PAGE 67

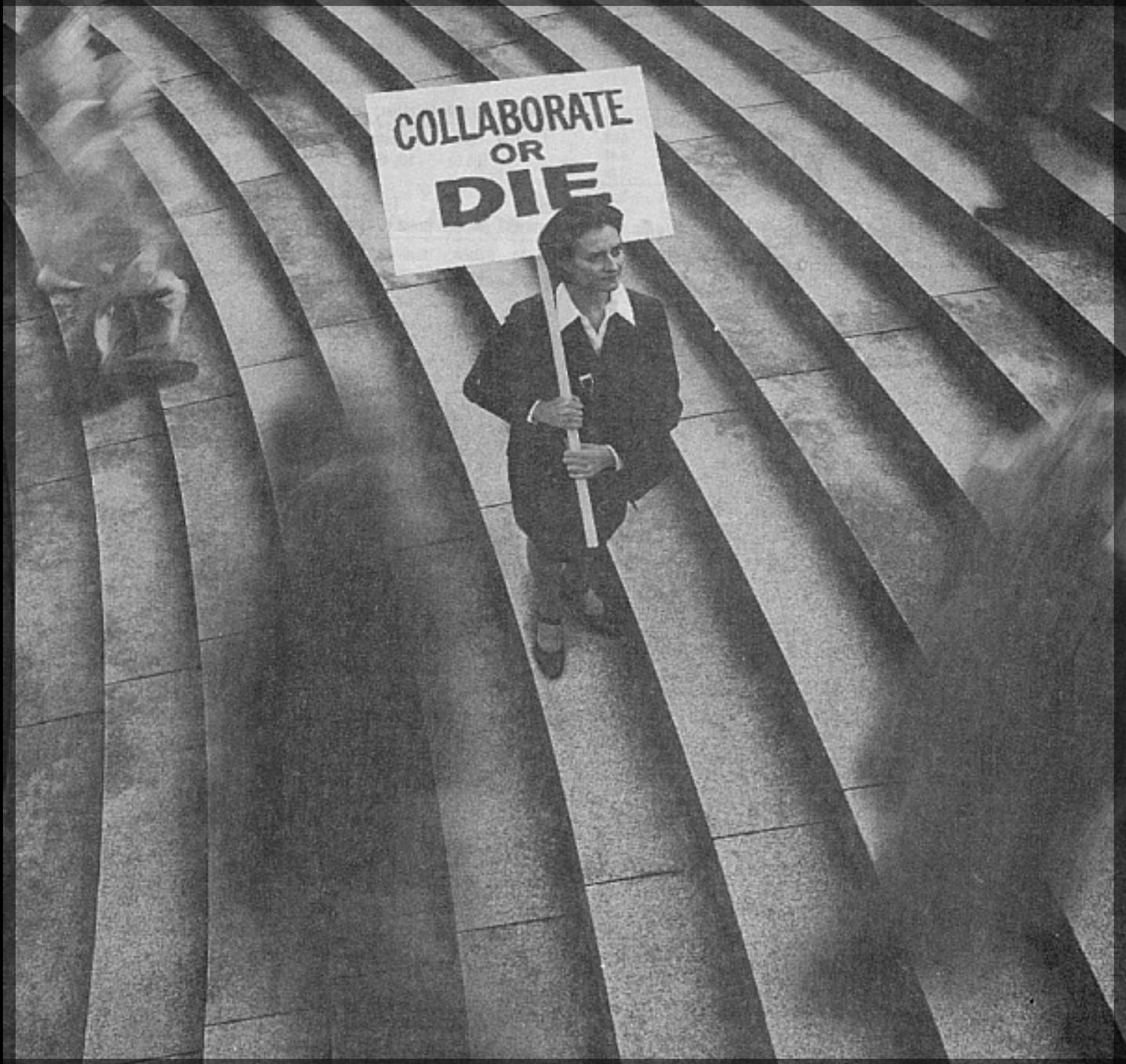


# Collaboration Not Consensus

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“Collaborative leadership is the capacity to engage people & groups outside one’s formal control & inspire them to work toward common goals - despite differences in convictions, cultural values, and operating norms.”

**COLLABORATE  
OR  
DIE**



A large crowd of people is gathered for a protest. In the foreground, a woman with short grey hair and glasses smiles while holding a sign. To her right, another woman with short blonde hair is seen in profile. The crowd is dense, with many people holding flags and signs. In the background, a red gazebo-like structure is visible, and a tall city building can be seen in the distance. The overall atmosphere is one of active participation in a public demonstration.

**END  
CORPORATE  
GREED**

**WET  
TRADE-  
RIGHTS!**

**WES DROITS,  
IT TIENS!**

**END  
CORPORATE  
GREED**

NICK SKELLON

---

# CORPORATE COMBAT

THE ART OF  
MARKET WARFARE  
ON THE  
BUSINESS BATTLEFIELD

{ WHEN BUSINESS IS WAR,  
THESE ARE THE RULES OF  
COMPETITIVE STRATEGY }



# Philanthropy

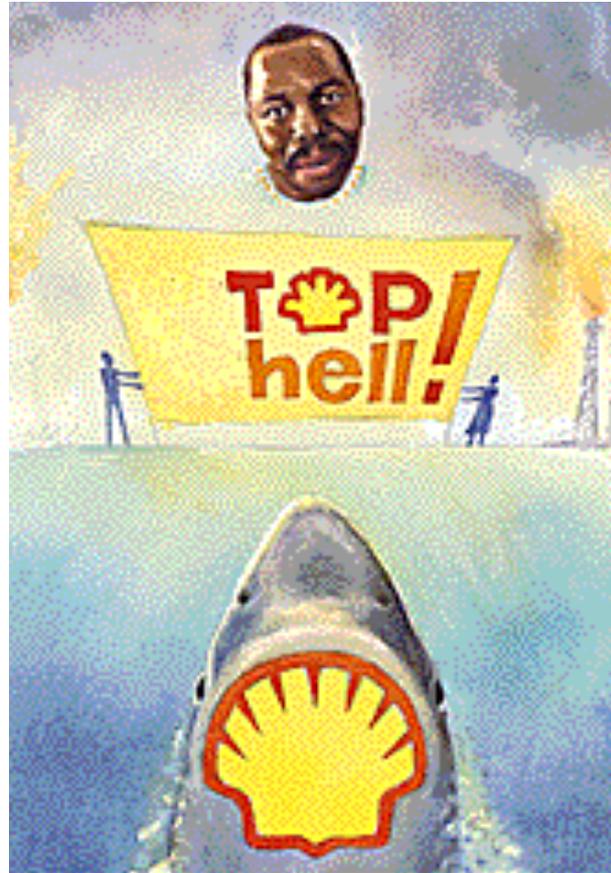


# Conflict

## Boycott



Nestlé



EASY MILK  
ACTION

• Every 20 seconds  
a baby dies from  
unsafe bottle feeding.

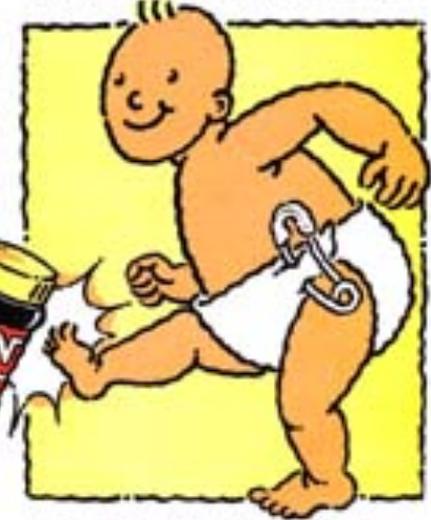
• Nestlé, the world's  
largest baby milk  
company, promote  
bottle feeding so  
that they can  
sell more milk.

• Breast-  
feeding is  
free, safe  
and best for  
babies.

• But Nestlé know  
that if they don't  
get babies on the  
bottle, they don't  
do business.

• We can't let them  
get away with it -  
BOYCOTT NESCAFÉ!

## CAMPAIGN



## AGAINST NESTLÉ

**GIVE NESCAFÉ THE BOOT!**

Further information: Baby Milk Action, 21 St Andrew's Road, Cambridge CB2 2AU. Mailing list 01223 464471

# Problem-solving

“We should continue to aggressively lobby, aggressively litigate, aggressively criticize corporate ‘evil-doing’ and promote stricter regulation. We also should be able to problem-solve with corporations.”



Fred Krupp, Environmental Defense  
partner of McDonald's, 1991

# The Global Partnership

*for Environment  
and Development*



*A Guide to Agenda 21*

*Post Rio Edition*



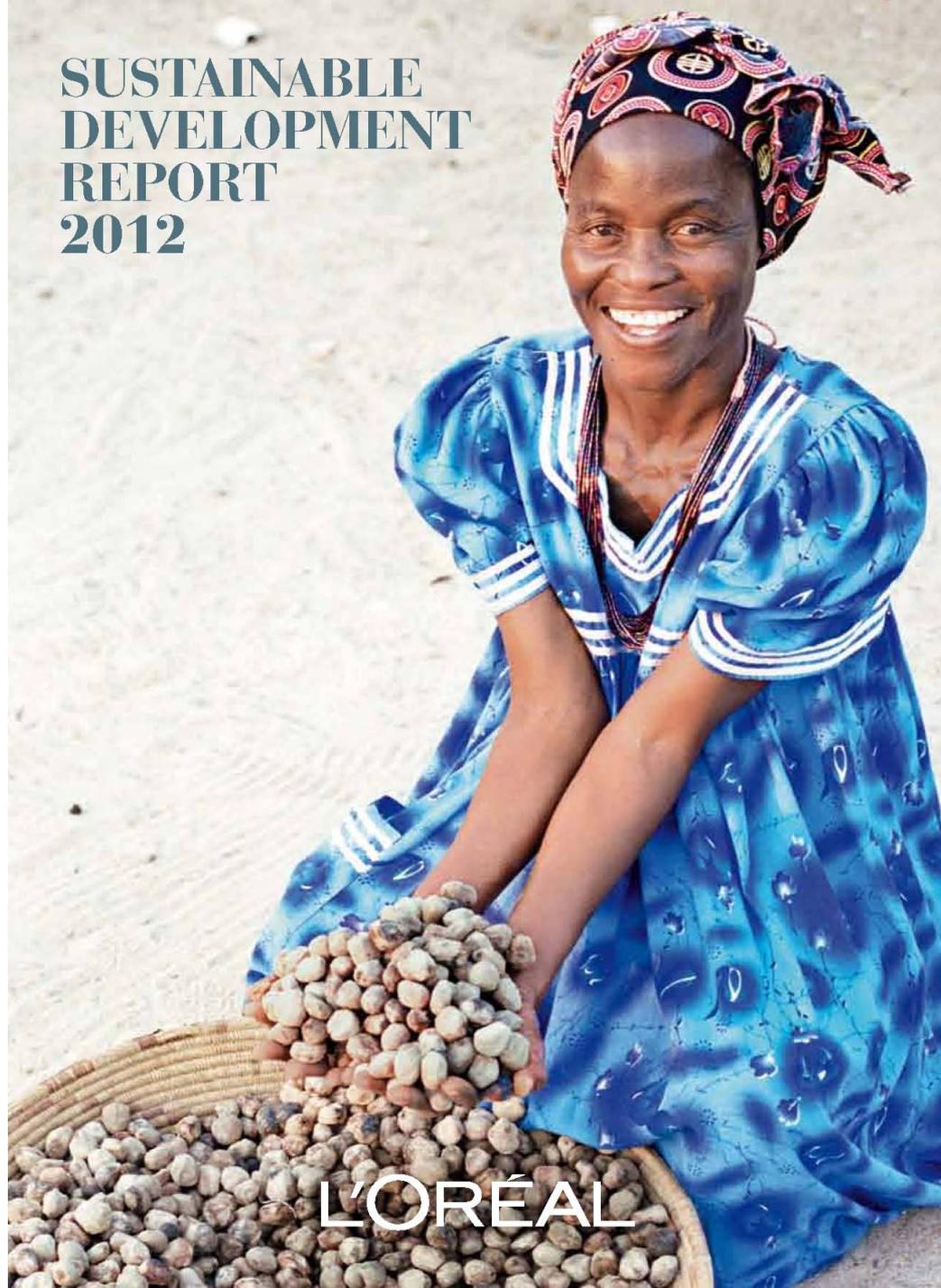
# Amnesty International

# Human rights



is it any of your business?

**SUSTAINABLE  
DEVELOPMENT  
REPORT  
2012**



**L'ORÉAL**

GOAL 1 END POVERTY

GOAL 2 END HUNGER

GOAL 3 WELL-BEING

GOAL 4 QUALITY EDUCATION

GOAL 5 GENDER EQUALITY

GOAL 6 WATER AND SANITATION FOR ALL

GOAL 7 AFFORDABLE AND SUSTAINABLE ENERGY

GOAL 8 DECENT WORK FOR ALL

GOAL 9 TECHNOLOGY TO BENEFIT ALL

GOAL 10 REDUCE INEQUALITY

GOAL 11 SAFE CITIES AND COMMUNITIES

GOAL 12 RESPONSIBLE CONSUMPTION BY ALL

GOAL 13 STOP CLIMATE CHANGE

GOAL 14 PROTECT THE OCEAN

GOAL 15 TAKE CARE OF THE EARTH

GOAL 16 LIVE IN PEACE

GOAL 17 MECHANISMS AND PARTNERSHIPS TO REACH THE GOALS





# An Age of 'Sustainababble'

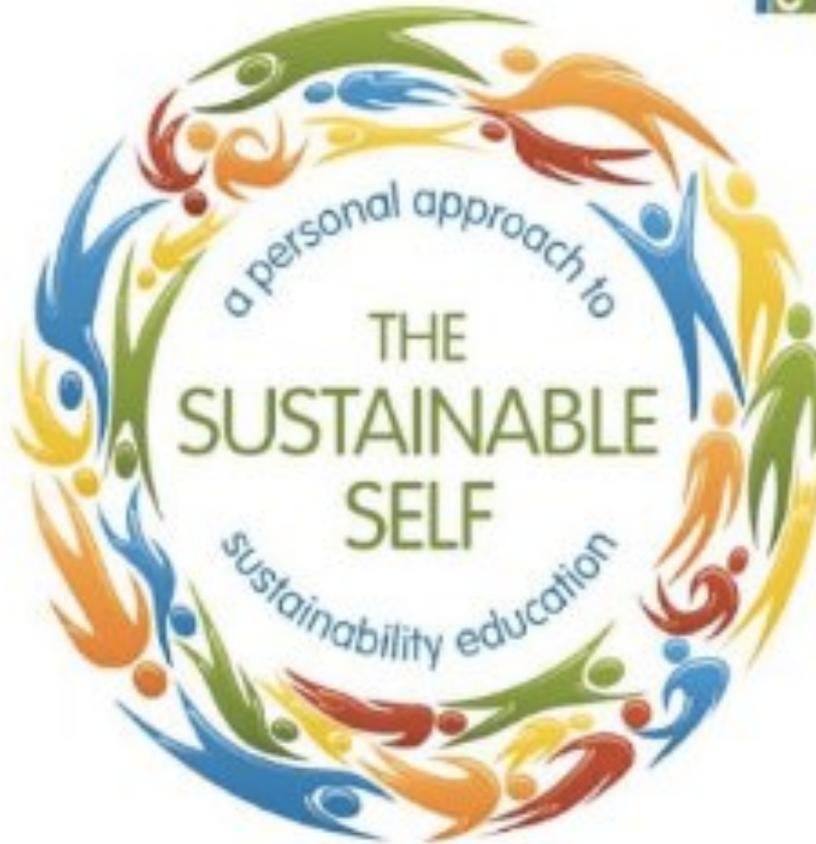
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“We live today in an age of sustainababble, a cacophonous profusion of uses of the word sustainable to mean anything from environmentally better to cool.”



Robert Engelman, World Resources Institute (2013)

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**PAUL MURRAY**

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# What is sustainability?

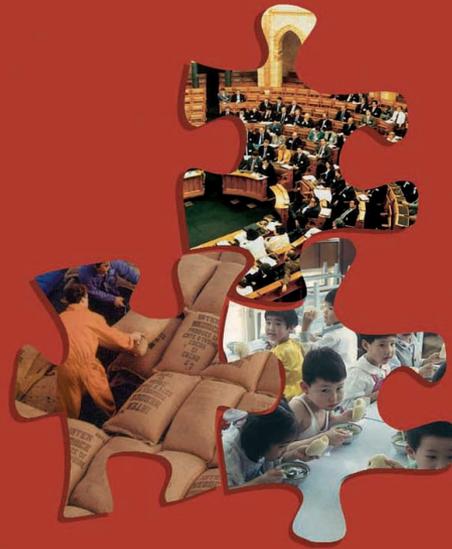
“Sustainability may be defined as a values-laden umbrella concept about the way in which the interface between environment & society (including its institutions & individual members) is managed to ensure that human needs are met without destroying the life supporting ecosystems on which we depend.”



Wayne Visser (2010)  
in 'The A-Z of CSR'



# the **Partnering** toolbox



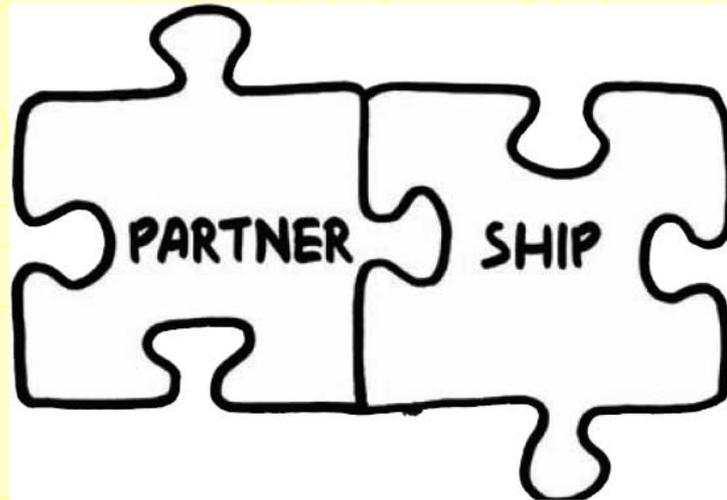
An essential guide to cross-sector partnering

# Ros Tennyson on partnership



Oxford English Dictionary definition:

*Partnership is an on-going working relationship in which risks and benefits are shared*



Many mechanisms that are commonly described as 'partnerships' do not conform to this definition

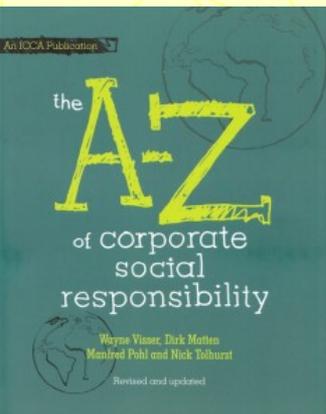


# Multi-stakeholder partnership



“An arrangement between two or more separate organisations to pursue a common activity or interest, where risks & benefits are shared. It may or may not involve formal agreements or financial exchange & can be based on legally-binding contracts or purely voluntary arrangements.”

Bendell & Murphy (2010)  
in 'The A-Z of CSR'



# Rio + 10

## JOHANNESBURG SUMMIT 2002



26 August - 4 September 2002



# Type I & Type II Partnerships

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- ▶ **Type I: formal, negotiated commitments between governments**
- ▶ **Type II: ‘non-negotiated’ partnerships between governments, intergovernmental agencies, private sector & civil society**
- ▶ **‘a complement to but not intended to substitute for commitments made by Governments’ (UNGA 2003: A/RES/58/129)**

# Forest Stewardship Council

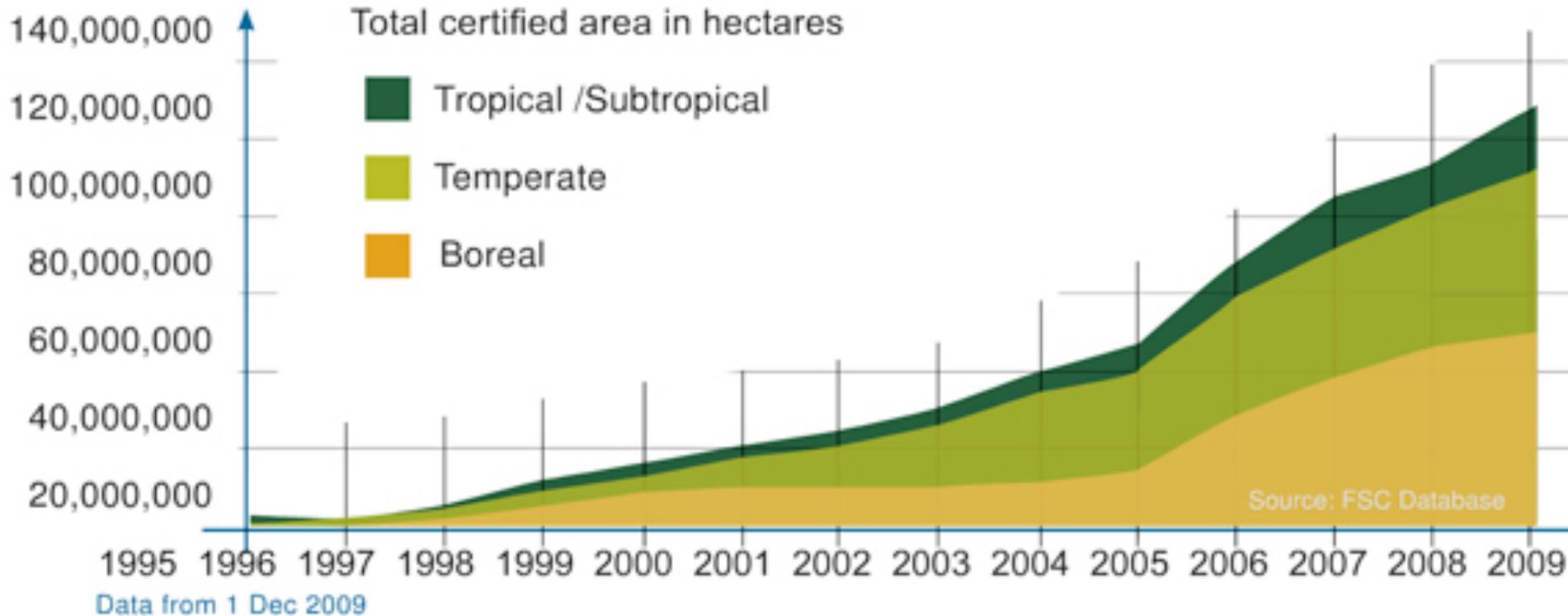
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**FOREST STEWARDSHIP COUNCIL**

# Growth of FSC: Forest area

## FSC certified forest area growth



# Key partnering principles



Because it leads to

EQUITY

RESPECT

Because it leads to

TRANSPARENCY

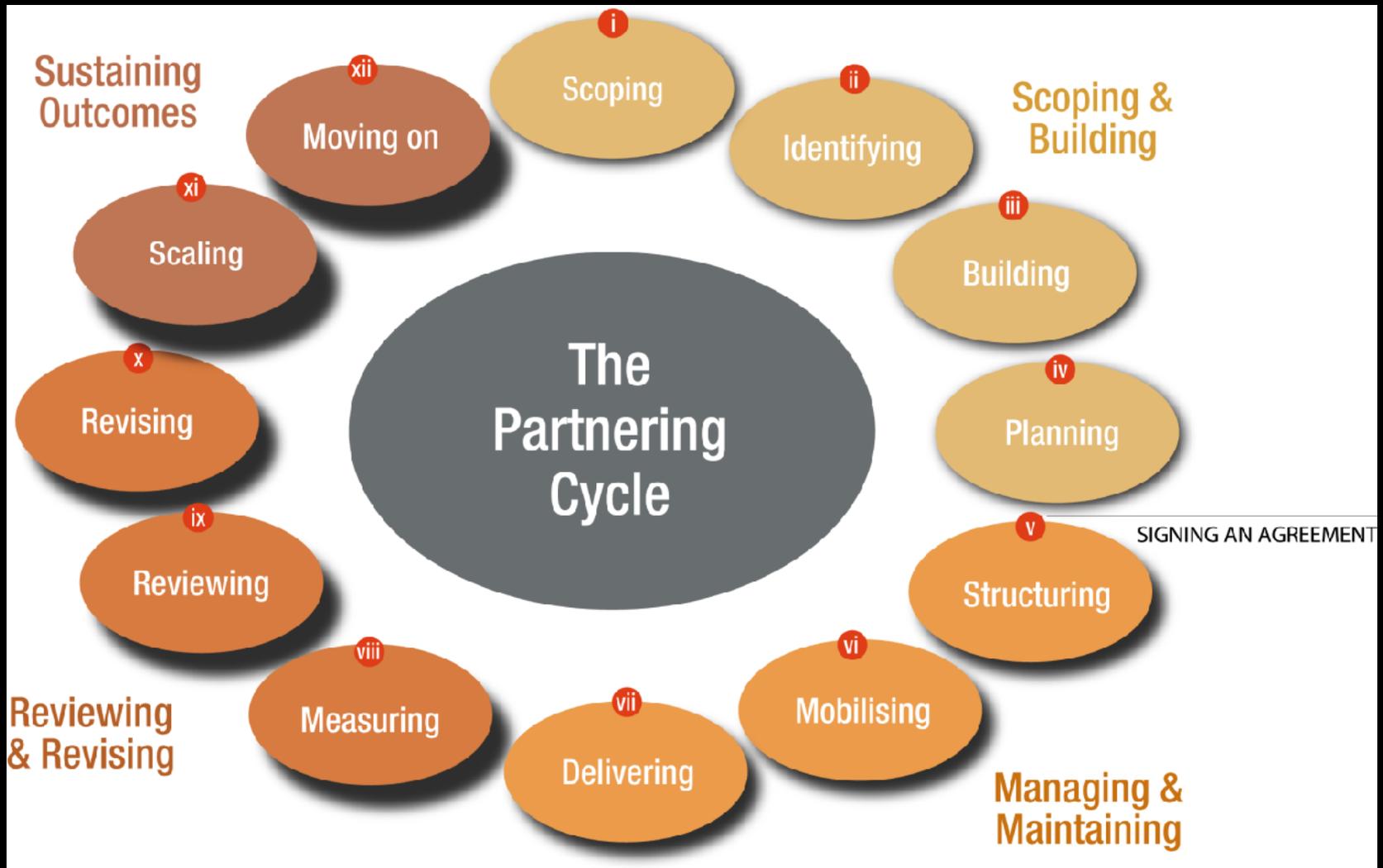
TRUST

Because it leads to

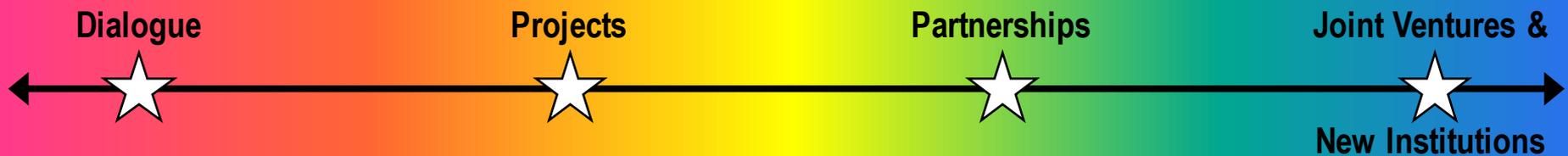
MUTUAL BENEFIT

SUSTAINABILITY

# Partnership Planning Framework



# Different dynamics & constructs



# Health Partnerships Since 2000



Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.



# HAIRDRESSERS AGAINST AIDS



United Nations  
Educational, Scientific and  
Cultural Organization

L'ORÉAL  
FONDATION  
D'ENTREPRISE

## UNESCO-L'Oréal: Mutual Benefit?





UBER GIVING

UBER



Save the Children

‘Together we collected five and a half tube carriages worth of items in the UK to donate to Save the Children to help fund their Child Refugee Crisis Appeal’

# Friendly to oppositional?

“ We believe we should try whatever way is possible to increase the pressure on corporations to respect human rights... The big question is: when do you move from a promotional, friendly relationship with a company to an oppositional relationship? ”



Irene Khan, Secretary General  
Amnesty International (2001-2009)



birds

NO WTO

*I'm not a trade barrier!*

Don't sacrifice animal protection laws to free trade rules.

THE HUMANE SOCIETY OF THE UNITED STATES

NO WTO

NO WTO

NO WTO

NO

# Sustainability Report 2014

[bp.com/sustainability](http://bp.com/sustainability)



Building a stronger,  
safer BP

# Sustainable development partner?



# WWF not partnering with BP



WWF & Coca-Cola 'partnering' on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon

# Trading in Credibility

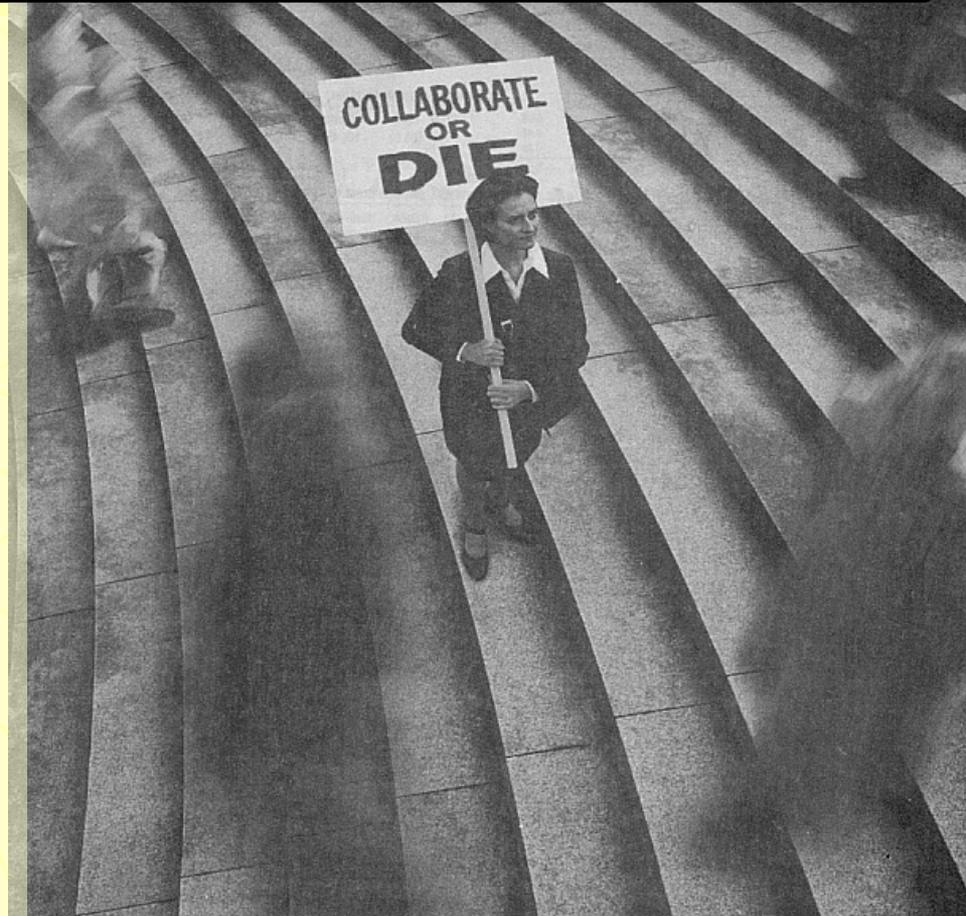
The myth and reality of the Forest Stewardship Council



Written and edited by Simon Counsell and Kim Terjo Lomas (Fairforest Foundation UK),  
with case studies contributed by: Anna Farzooz, Noel Rajesh and Chris Lang,  
Pama Astratmaja, Faisal H. Fuaid and Longgona Binling, Nicolò Fiori and Klemens  
Laschevski, Jessica Lawrence, Jadrita Renoh, Arbi Valentinus, Carol Yong and Russell Collier.

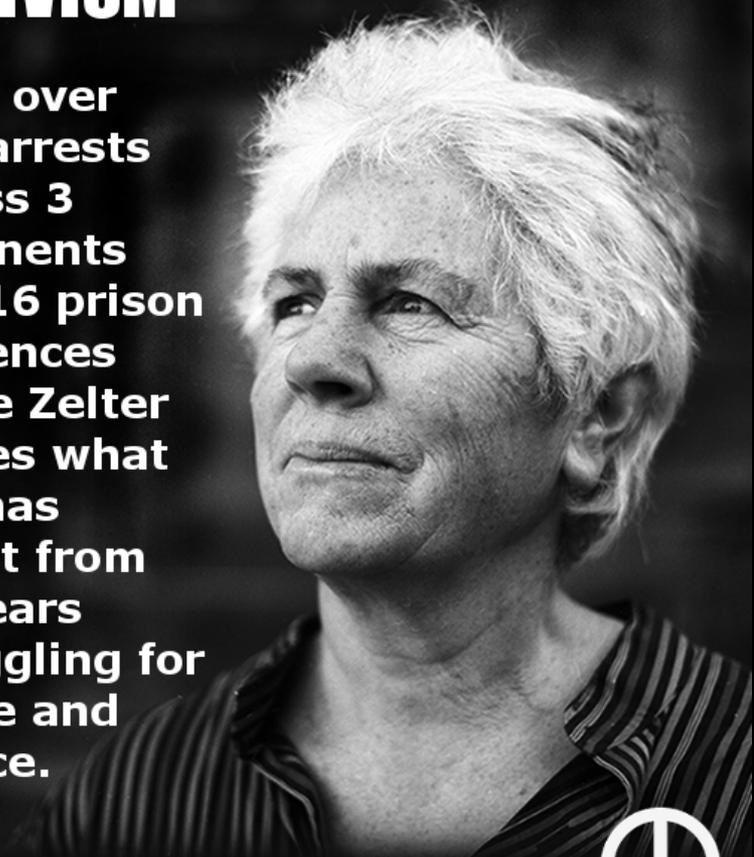
 **THE RAINFOREST  
FOUNDATION**

# The Partnership Paradox



# **21 LESSONS FROM LIFELONG ACTIVISM**

**After over  
100 arrests  
across 3  
continents  
and 16 prison  
sentences  
Angie Zelter  
shares what  
she has  
learnt from  
30 years  
struggling for  
peace and  
justice.**

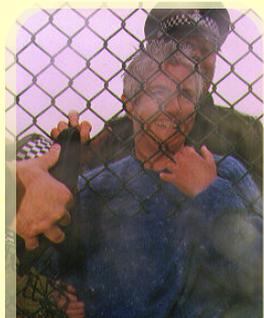


**4pm 4th February 2015  
J19 Richmond, Bradford Uni**



# Listening and confronting

“I think the major thing is that you have to be willing to listen and make some adjustments. But there’s also a role for being confrontational. At the same time, if you’re willing to talk to them and see their viewpoint to some extent, then I think there is a way forward.”



Angie Zelter  
Activist



# Overall summary

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- ▶ **Given legislative, stakeholder & commercial pressures there is no option but to address sustainability concerns**
- ▶ **Business actions increasingly must address sustainability concerns of a wide range of stakeholders & partners**



# Overall summary

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- ▶ Engaging with this evolving & complex agenda can, if properly managed, enhance competitive advantage & leadership position
- ▶ But it is an open question whether such changes will deliver 'sustainable' businesses: the key is to accept responsibility & to engage-experiment-question-listen-learn-innovate

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**@IFLASinfo**