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Collaboration & Leadership for Sustainability

9 October 2015

David F Murphy
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www.iflas.info
All of your partners are stakeholders, but not all of your stakeholders are partners...
Spectrum of relationships...
Leadership in sustainability

- 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
"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 Rolihlahla Mandela

#SayNoToXenophobia
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)
Build a culture of trust and innovation.

COLLABORATE

SPOTLIGHT PAGE 67
Collaboration Not Consensus

“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.”

Hermina Ibarra & Morten T Hansen, HBR (2011)
END CORPORATE GREED
Philanthropy
Conflict

Boycott Nestlé

TOP hell!

CAMPAIGN
AGAINST NESTLÉ
GIVE NESCAFE THE BOOT!
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
Amnesty International

Human rights

is it any of your business?
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’

“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)
THE SUSTAINABLE SELF

A personal approach to sustainability education

PAUL MURRAY
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."

the Partnering toolbook

An essential guide to cross-sector partnering
Many mechanisms that are commonly described as ‘partnerships’ do not conform to this definition.
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.

Type I & Type II Partnerships

- **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
Growth of FSC: Forest area

**FSC certified forest area growth**

- Total certified area in hectares
  - Tropical/Subtropical
  - Temperate
  - Boreal

Data from 1 Dec 2009
Key partnering principles

- EQUITY
  - Because it leads to
  - RESPECT

- TRANSPARENCY
  - Because it leads to
  - TRUST

- MUTUTAL BENEFIT
  - Because it leads to
  - SUSTAINABILITY
Partnership Planning Framework

Tennyson (2011) The Partnering Toolbook
Different dynamics & constructs

- Greater Commitments
- Level of Interdependence & Blurred Branding
- Level of Risk and Reward
- Generally more specific deliverables
- Different accountabilities

Building Partnerships for Development in Water & Sanitation (BPD)
Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.
UNESCO-L'Oreal: Mutual Benefit?
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)
Building a stronger, safer BP
Sustainable development partner?

bp
WWF not partnering with BP

WWF & Coca-Cola ‘partnering’ on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon
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
“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

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.
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.