

Executive Challenge Academy



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UNIVERSITY OF
TECHNOLOGY SYDNEY

Executive Challenge Academy 1



What is going on out there

Environmental challenges facing us now...



How ready are you for these challenges?
How can your organisation become innovative,
adaptable and ready for the future?



A perfect storm of change

The financial crisis...some consequences



- more government control of corporations and influence on markets
- blurring of the boundaries between government and private enterprise
- massive growth in some market sectors; the collapse of others
- increasing unpredictability and more extreme political differences in charting the way forward
- demand for more action and transformational change in the face of increasing uncertainty

The ecological crisis...some consequences



- planetary overheating
- growing weather volatility
- damaged terrestrial & marine eco systems
- increasing world population
- dwindling oil reserves
- fragmented and divided communities
- the tipping point – when?

**Face the reality that the current
economic system is impacting the
climate and the biosphere**



Photographed by Michael Hall

**The central dilemma:
how can we deal with the
immediacy of the
financial crisis while
making the longer term
shift to the sustainable
economy?**



BAU

DANGER
• EXPLOSIVE VAPOUR
• NO SMOKING
• NO OPEN FLAMES
• NO SPARKS

DANGER
WEAR BREATHING
APPARATUS IN
THIS AREA

WARNING
AUTHORIZED
PERSONNEL
ONLY

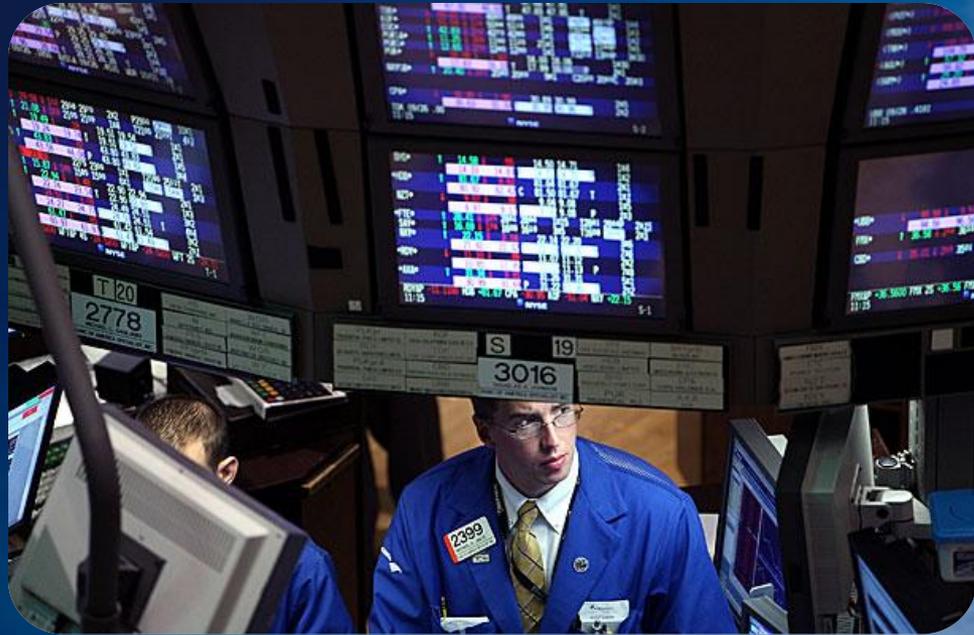
WARNING
EYE
PROTECTION
REQUIRED

WARNING
HEARING
PROTECTION
REQUIRED

WARNING

NOT AN OPTION

All organisations need to build in a capacity for making ongoing transformational change NOW.



We can treat these crises as problems –
OR as huge business opportunities...

the choice is in our hands.



What is Sustainability?



- extend the socially useful life of organisations
- enhance the planet's ability to maintain and renew the viability of the biosphere and protect all living species
- enhance society's ability to maintain itself and to solve its major problems
- maintain a decent level of welfare for present and future generations of humanity

Towards an ecologically sustainable world



- move to zero net CO₂ emissions; change to alternate energy sources from coal/oil
- reduced material intensity – of the entire production, transformation, distribution, consumption cycle
- zero waste; remanufacturing and recycling
- reduced demand for and use of material resources – less stuff, more services, more emphasis on quality of life, particularly in developed countries
- a major shift in industrial organisation – similar to mobilisation for a war

The new world: ecologically and socially sustainable

Key elements of the new world:

- the sustaining city: as the core of modern community – how cities collapse – the need for urban ecological renewal and a new resilience - restoring community outside the cities
- the sustaining organisation: as the core of the modern economy – the end of business as usual - the need for corporate transformation and renewal
- new forms of governance: managing growing interdependencies in complex living systems.

Are you still being the toad?

BOILING THE TOAD...



Rethinking sustainability



The business of sustainability is:

- **to present a convincing and appealing design for a new world that renews the biosphere and creates a just and equitable society**
- **to provide a credible blueprint for how to get there in the time available.**

The corporate revolution

- to create the cultural change in the multitude of organisations in society necessary for advancing to a sustainable society
- to develop a culture of innovation and adaptability in a world that is undergoing rapid and unpredictable change – and at the same time
- make greater use of assets and increase corporate performance.



Why don't people see the need
for change?



Exercise 1

- What are the major external pressures for change (economic/financial; social; political; technological, environmental) that are/will impact on your organisation in the next 5 years? (list about 5)
- What key changes do you anticipate your organisation will need to make to remain viable and effective in the face of these challenges?



Executive Challenge Academy 2



The path to sustainability

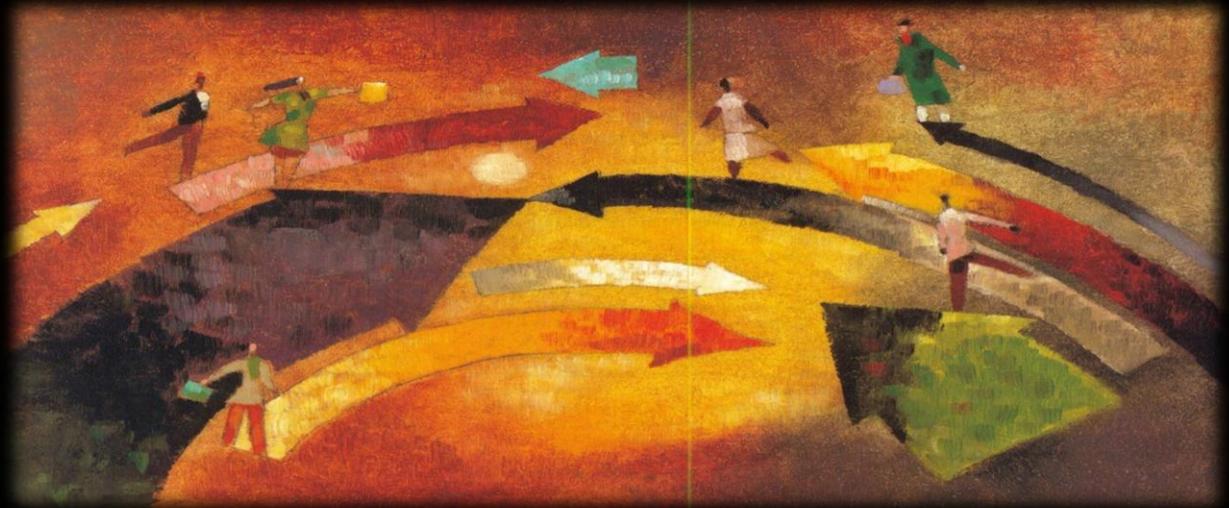
Achieving ecological sustainability

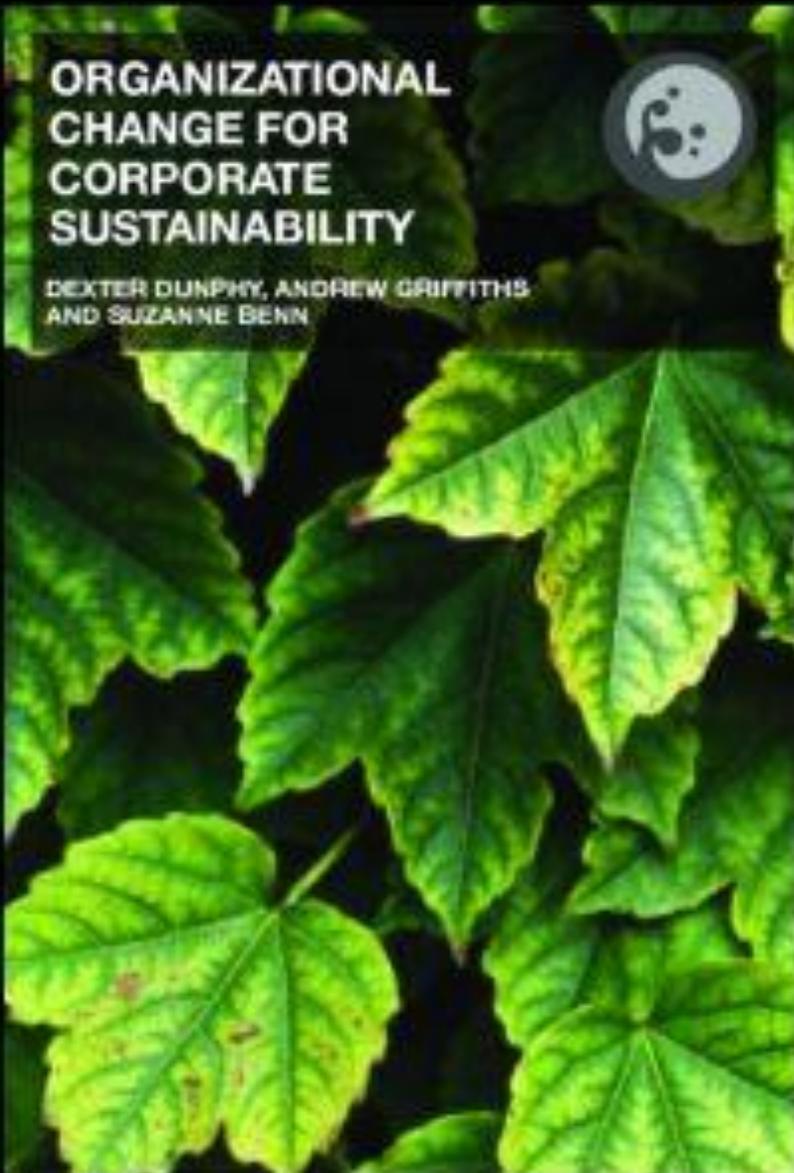


- reducing negative environmental impacts of human activity
- supporting ecological resilience and diversity
- maintaining and building natural capacity

Achieving human sustainability:

- identifying opportunities within the workforce and society
- building capability and resilience in individuals, organisations and communities
- fostering human health, equity and social justice.





- ✓ **sustainability is a process**
- ✓ **organisations advance by stages**
- ✓ **each stage presents new opportunities, including business opportunities**
- ✓ **Each stage has new kinds of waste to target**

The Sustainability Phase Model

Phase
1



Rejection - *the freeloaders and stealthy saboteurs*

Phase
2



Non-responsiveness - *the “bunker wombats”*

Phase
3



Compliance - *the reactive minimalists*

Phase
4



Efficiency - *the industrious stewards*

Phase
5



Strategic proactivity - *the proactive strategists*

Phase
6



The sustaining corporation- *the transformative futurists*

Rejection and Non-responsiveness - *the freeloaders and stealthy saboteurs*

Phase 1



Rejection - *the freeloaders and stealthy saboteurs*

Leave to experience increasing isolation and financial penalties

Phase 2



Non-responsiveness - *the "bunker wombats"*

The real opportunities begin HERE

Phase 3



Compliance - *the minimalist*

Phase 4



Efficiency - *the industrious stewards*

Phase 5



Strategic proactivity - *the proactive strategists*

Phase 6



The sustaining corporation - *the transformative futurists*



Compliance - *the reactive minimalists*



Objective: Seek to be compliant to the law and environmental, health and safety requirements and relevant community expectations

Business opportunities: Avoidance of the huge costs of non-compliance and an effective risk management system

“AVOID RISK”

Type

- determine what is relevant legislation, regulations and community expectations
- build an effective risk management system with an informed workforce committed to compliance
- establish an organised measurement and monitoring system

Phase
3



Compliance - *the reactive minimalists*



Value added:

- risk minimisation
- easier finance
- basis for positive reputation
- improved relationships with regulators

Waste to target at this phase:

- fines for non-compliance
- higher-cost finance
- poor reputation
- time and energy wasted coping with antagonistic regulators and activist community groups



Efficiency - *the industrious stewards*



Objective: Progressively eliminate waste and increase process and materials efficiencies.

Key business opportunity: Increase productivity by waste reduction and reorganisation.

Typical actions:

- reduce resource consumption
- design products for 'low carbon footprint', create products that are easy to recycle
- move to a circular economy (eliminate waste or return it to the production cycle (biomimicry)).
- recycle/reuse (life cycle stewardship; cleaner production)
- dematerialise (service provision rather than material production)
- redesign products: sustainably produced and environmentally friendly
- meet international Global Reporting Initiative (GRI) guidelines.

**“DO MORE
WITH LESS”**



Efficiency - *the industrious stewards*



Value added:

- cost reduction; savings
- increased employee productivity
- increased employee involvement/engagement
- better teamwork and lateral communication.

Waste to target at this phase

- Wasted physical resources e.g. water, energy, heat, power, materials
- Wasted human resources e.g. under-utilised people, turnover of important skills, absenteeism, lack of motivation, engagement, commitment, internal conflict and political processes

Leadership Skills?!

WIZARD OF ID BY PARKER AND HART

YOU CAN GET MORE OUT
OF YOUR STAFF IF YOU TREAT
THEM BETTER

HMMM...
THAT MAKES
SENSE

ROYAL
EFFICIENCY
EXPERT

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7-25

DESPERATE
TIMES CALL FOR
DESPERATE
MEASURES

PARKER.



Strategic proactivity - *the proactive strategists*



Objective: Pursue the strategic opportunities in sustainability.

Key business opportunity: Become a leader through pursuing the strategic opportunities in sustainability.

Typical actions:

- commit st
- re-t
- be e
- creat
- manu
- leapfro
- increas
- source i
- shift the business paradigm in environmental and social
- innovate with new models of stakeholder governance
- concentrate on adding value and innovating.

“LEAD IN VALUE-ADD & INNOVATION”

Phase
5



Strategic proactivity - *the proactive strategists*



Value added:

- increased revenue and market share
- stronger stakeholder support (reputation and commitment)
- higher customer retention rates; faster attraction of new customers
- established lead in developing new markets
- employer of choice – attract and retain skilled managers and professionals
- operate at high value-added end of market.

Waste to target at this phase

- Lost revenue and market share
- Hostile or apathetic stakeholders
- Loss of customers
- Failure to enter and secure a place in new markets
- Low skilled managers and employees
- Operations at the low value-added end of the market
- Redundant operations and units embedded in the old world



The sustaining corporation - *the transformative futurists*



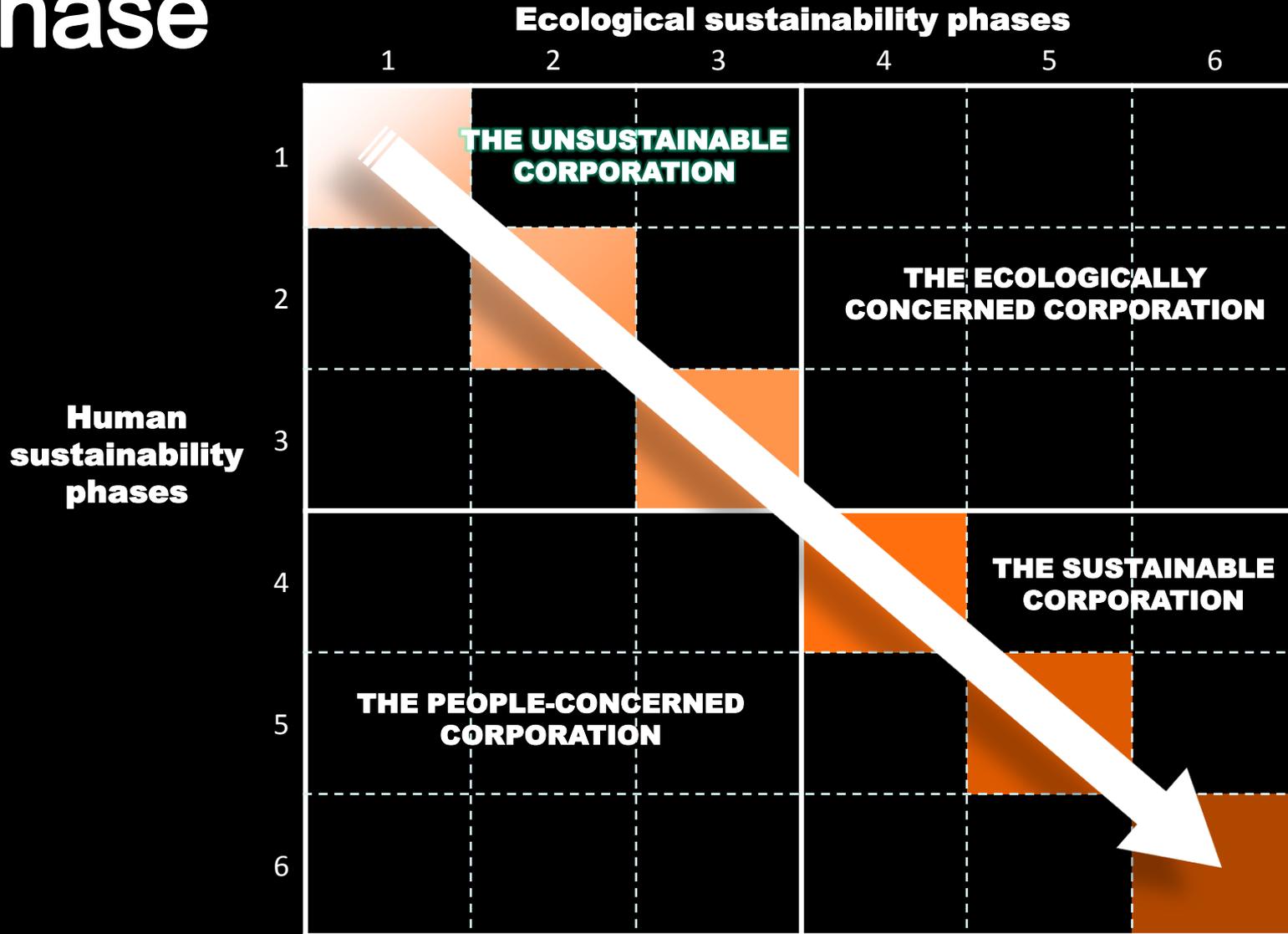
Potential business benefits:

- global leadership of the sustainability movement
- enhanced reputation and stakeholder support and involvement
- increased share value
- attraction/retention of talented, highly motivated employees.

Waste to target at this phase:

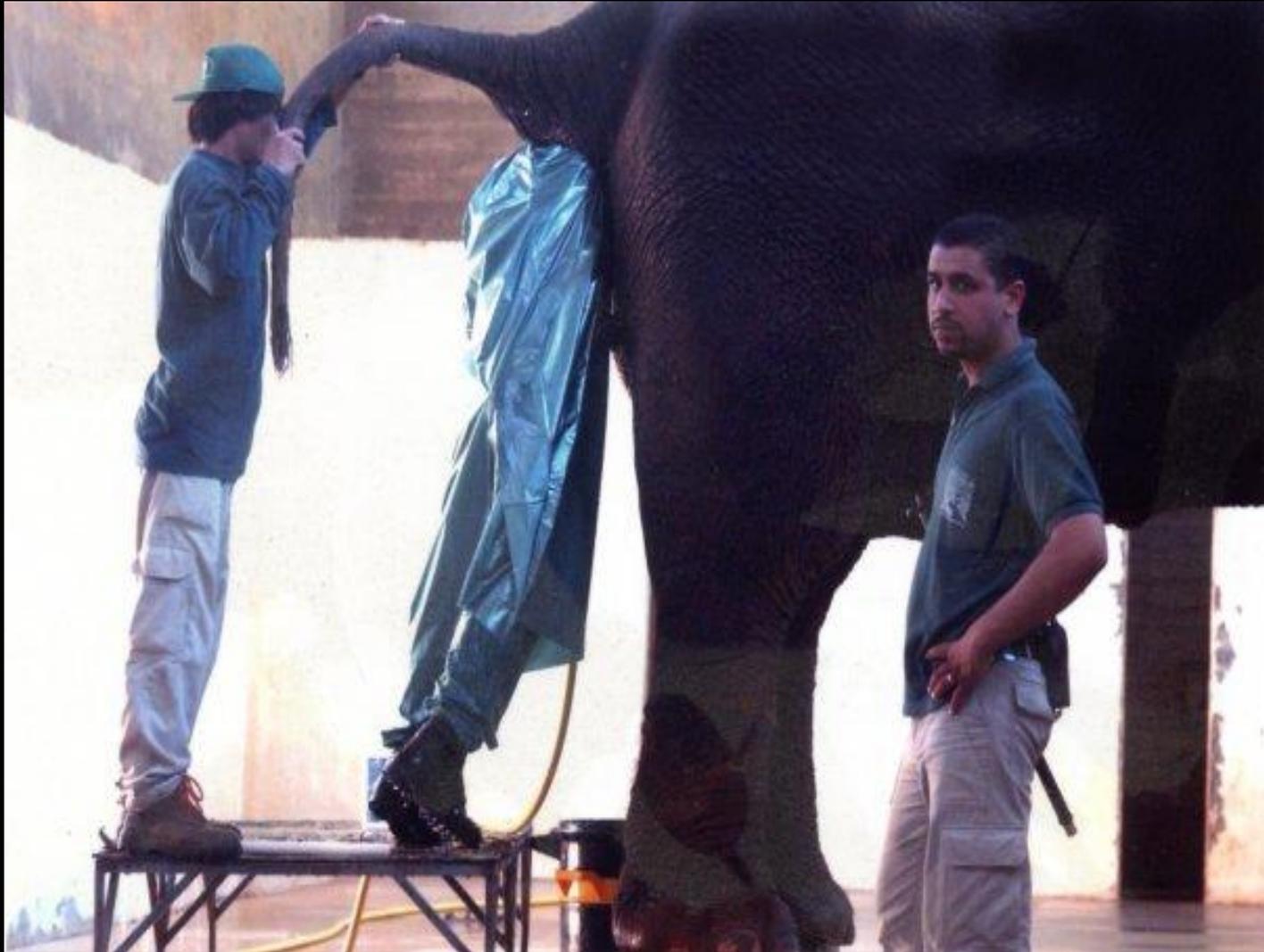
- strategic diversion from the sustainability goal for the organisation and society
- products, services, processes that damage reputation as a sustainability leader
- loss of business focus
- non-alignment of corporate talent with the organisation's strategic goals; loss of critically important talent
- Any remaining non sustainable work processes, products or services

Making the change: phase by phase

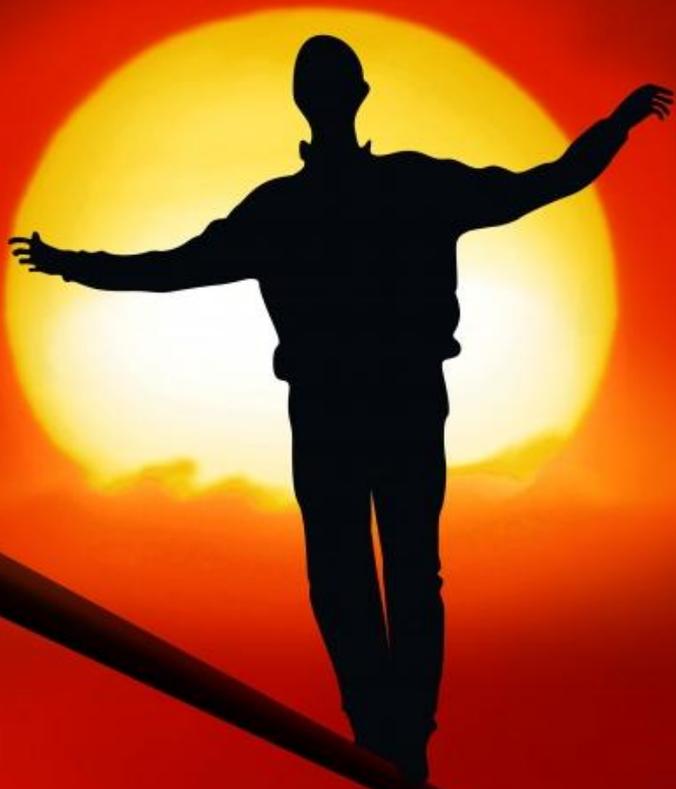


The sustainability change matrix: Incremental paths

If you are in this position, it's hard to get an overview



Getting the balance right

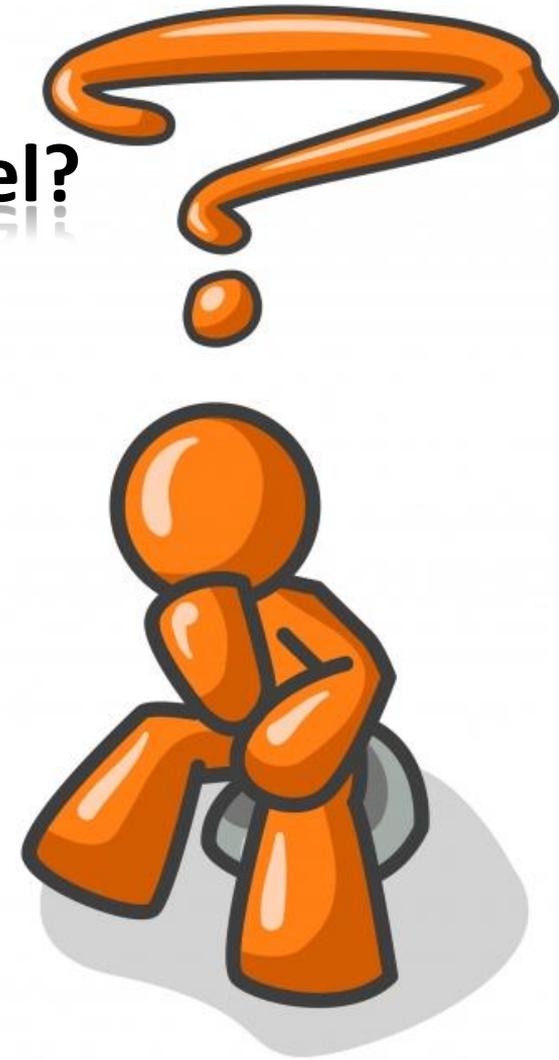


“Even in these uncertain economic times, your reputation and success depends on the investments you make not just in new products, but in the communities you serve and in the environment that surrounds those communities.”

*Ex. British Prime Minister Gordon Brown,
address to business leaders, London, May
2008*

Exercise 2 - Where is your organisation/unit on the phase model?

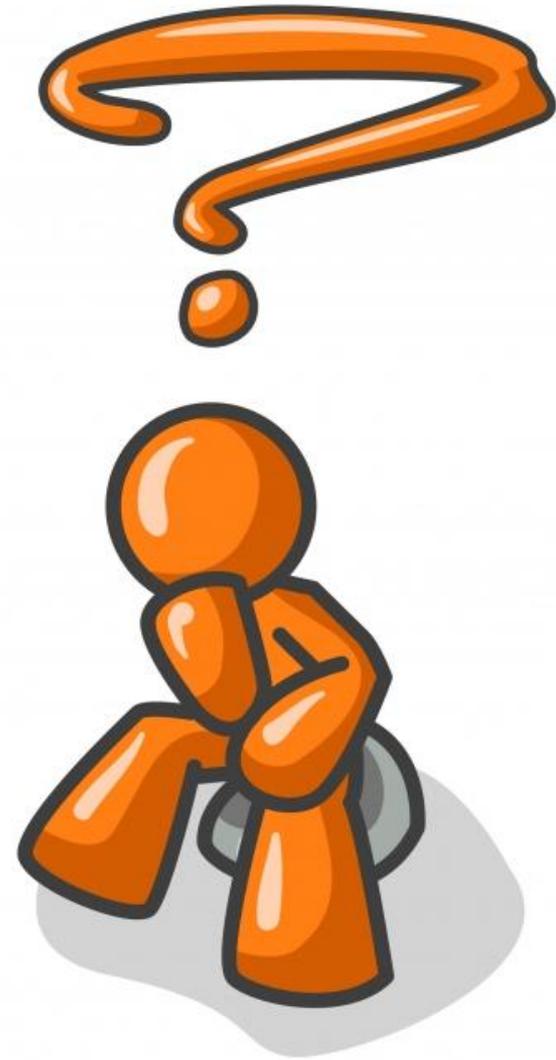
- Read the descriptions of the six phases of the model and estimate where your organisation is on the model.
Note : the position may be different for human and ecological sustainability.
- Where would you want your organisation to be in 5 years time?
Why?
- What would need to change for this to happen?



Exercise 3 – Pace Consulting

Organisational problem solving

- What insights did you gain from this exercise?
- Would you act differently now in solving an organisational problem? If yes, how?
- Could you apply your learning to some current situation where you work?



Executive Academy 3



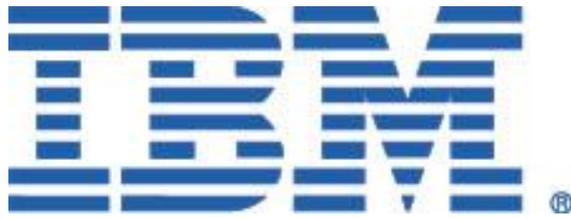
How can we change the prevailing culture in our organisations?



We are facing global
change of unprecedented
proportions

How do we change organisational culture? Is that possible?





GLOBAL CEO STUDY 2008

“The Enterprise of the Future”

Based on conversations with more than 1000 CEOs, some key characteristics of the enterprise of the future are:

- *hungry for change*
- *innovative beyond customer imagination*
- *disruptive by nature*

Future-fit organisations **actively disrupt** the status quo and initiate change rather than reacting to it.



Is personal and organisational transformation possible?

If so, is it worth the time, resources and effort?

Does it pay off?

IN GREAT COMPANY

Unlocking the Secrets
of Cultural Transformation

Quentin Jones, Dexter Dunphy,
Rosalie Fishman, Margherita Larné
and Corinne Canter

A Human Synergistics Publication

Human Synergistics

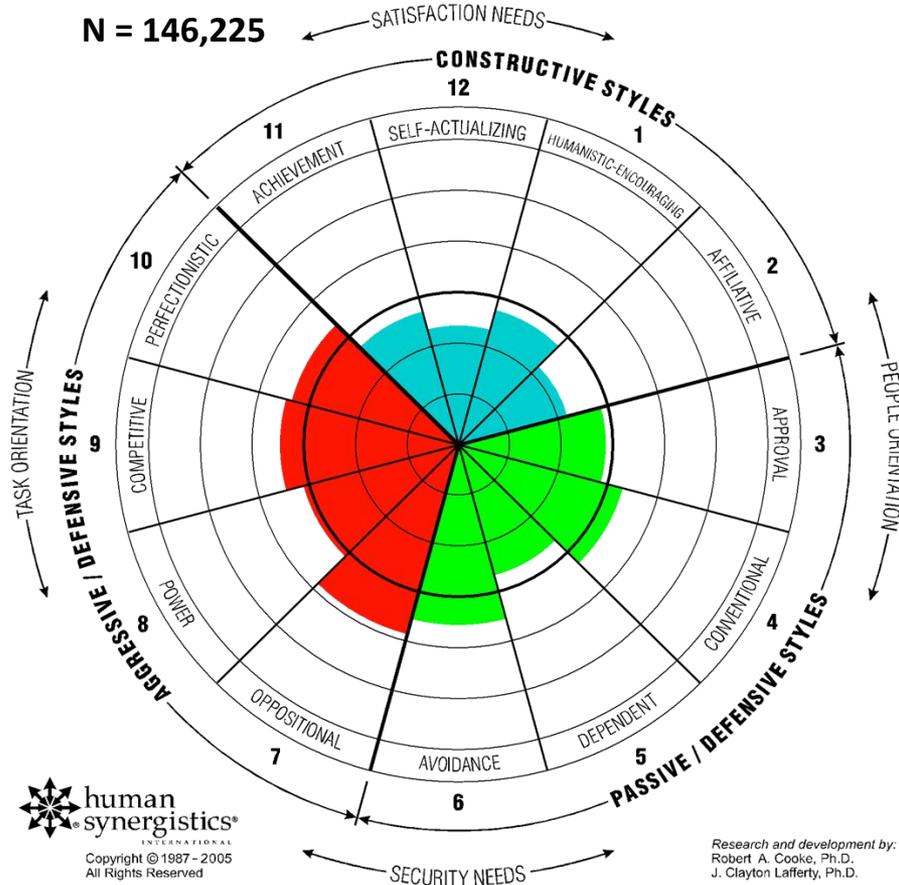
In Great
Company

How can corporate culture be transformed to ensure the engagement and commitment of the majority of those in the organisation?

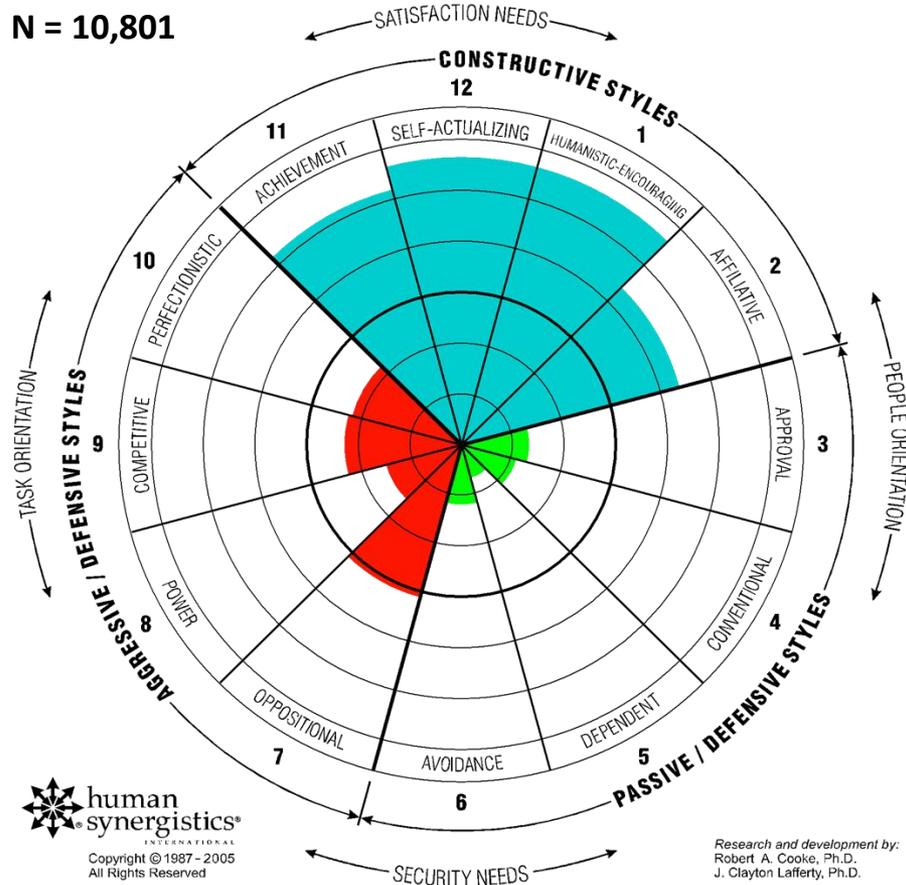
Australia & New Zealand Culture

Actual vs Preferred

Actual Culture
N = 146,225

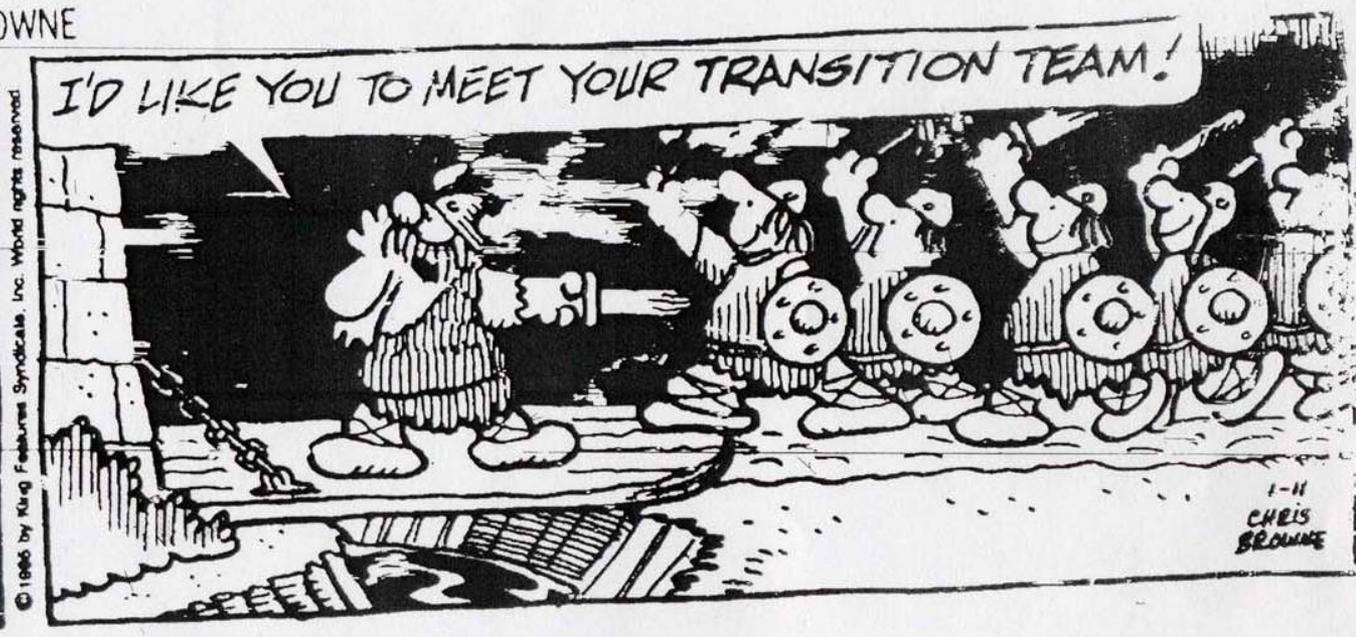


Preferred Culture
N = 10,801



So how do get people on board?

HAGAR THE HORRIBLE BY DIK BROWNE



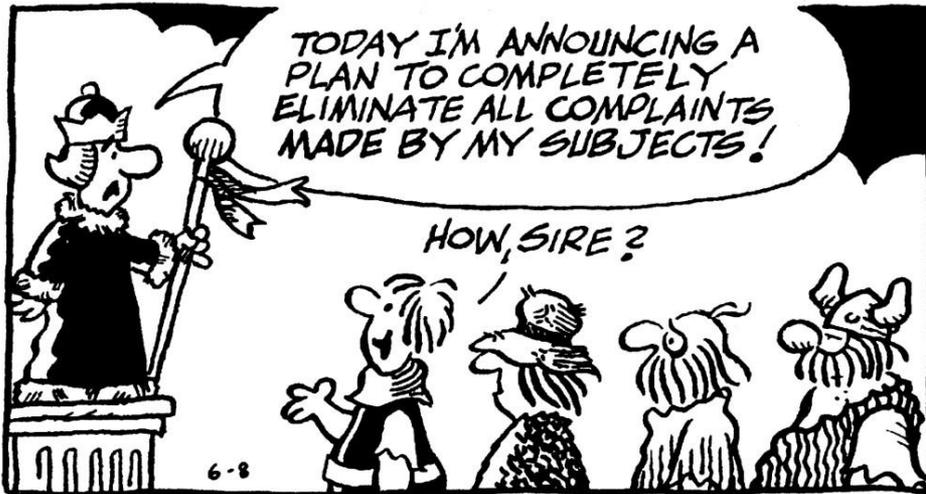
Familiar to anyone?!

What *IS NOT* constructive behaviour?



Employee engagement?

HAGAR THE HORRIBLE BY CHRIS BROWNE



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What is constructive behaviour?



What *IS NOT* constructive behaviour?



- [Video clip](#)
- [Video clip 2](#)

What is constructive behaviour?

The person who acts 'constructively':



- sets challenging but realistic goals and solves problems effectively
- gains enjoyment from work and produces high quality products/services
- in dealing with others, is supportive, constructive and open to influence
- is friendly, open and sensitive to the satisfaction of the work group.

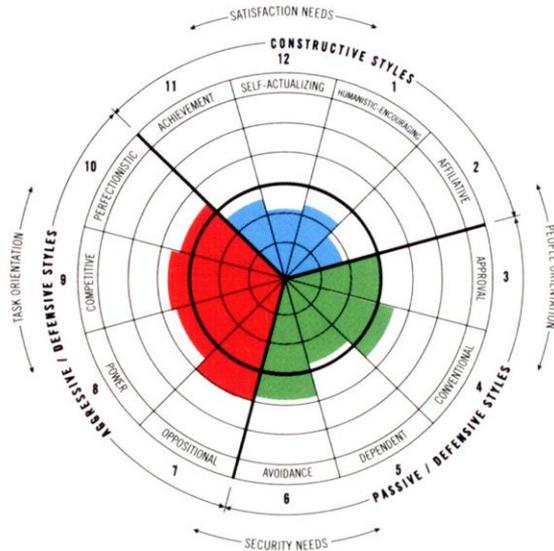
Test / Re-test Actual Culture of 40 Organizations and Demographics



Organizational Culture Inventory

Test

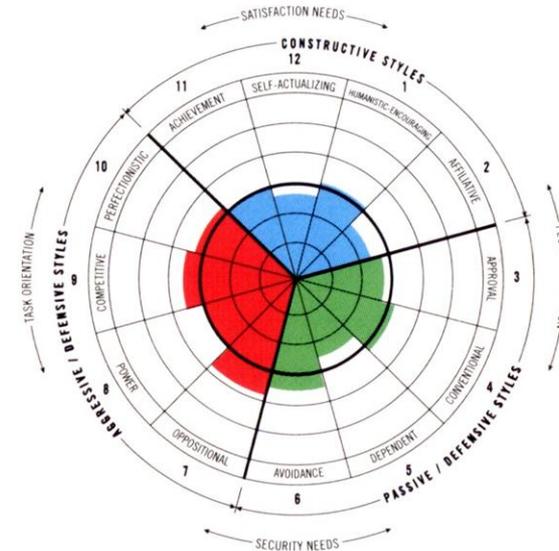
N=14,485



Organizational Culture Inventory

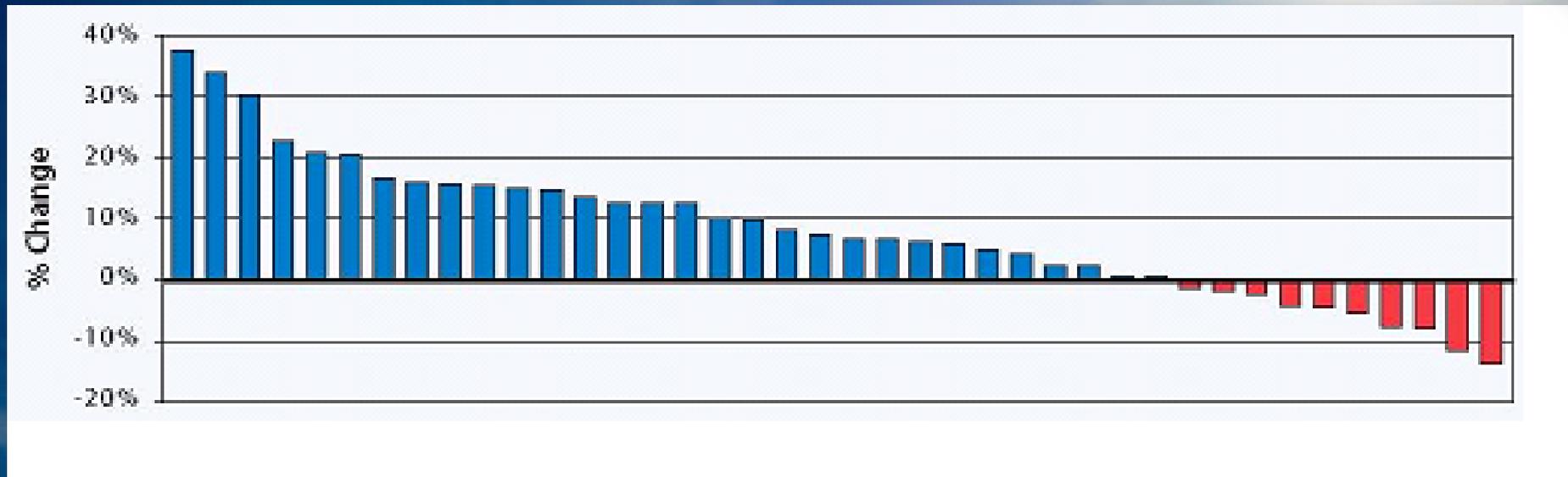
Re-Test

N=15,956



Style	Percentile			Significance	Style	Percentile			Significance	Style	Percentile			Significance
	Test	Re-Test	Shift			Test	Re-Test	Shift			Test	Re-Test	Shift	
Achievement	41	50	9	***	Approval	50	45	-5	***	Oppositional	75	69	-6	***
Self-Actualizing	29	44	15	***	Conventional	63	54	-9	***	Power	65	51	-14	***
Humanistic-Encouraging	35	54	19	***	Dependent	46	38	-8	***	Competitive	68	63	-5	***
Affiliate	22	37	15	***	Avoidance	71	63	-8	***	Perfectionistic	61	58	-3	***

Choice of the five most transformative organisations



Test / Re-test Change in OCI Percentile Scores for 40 Organizations

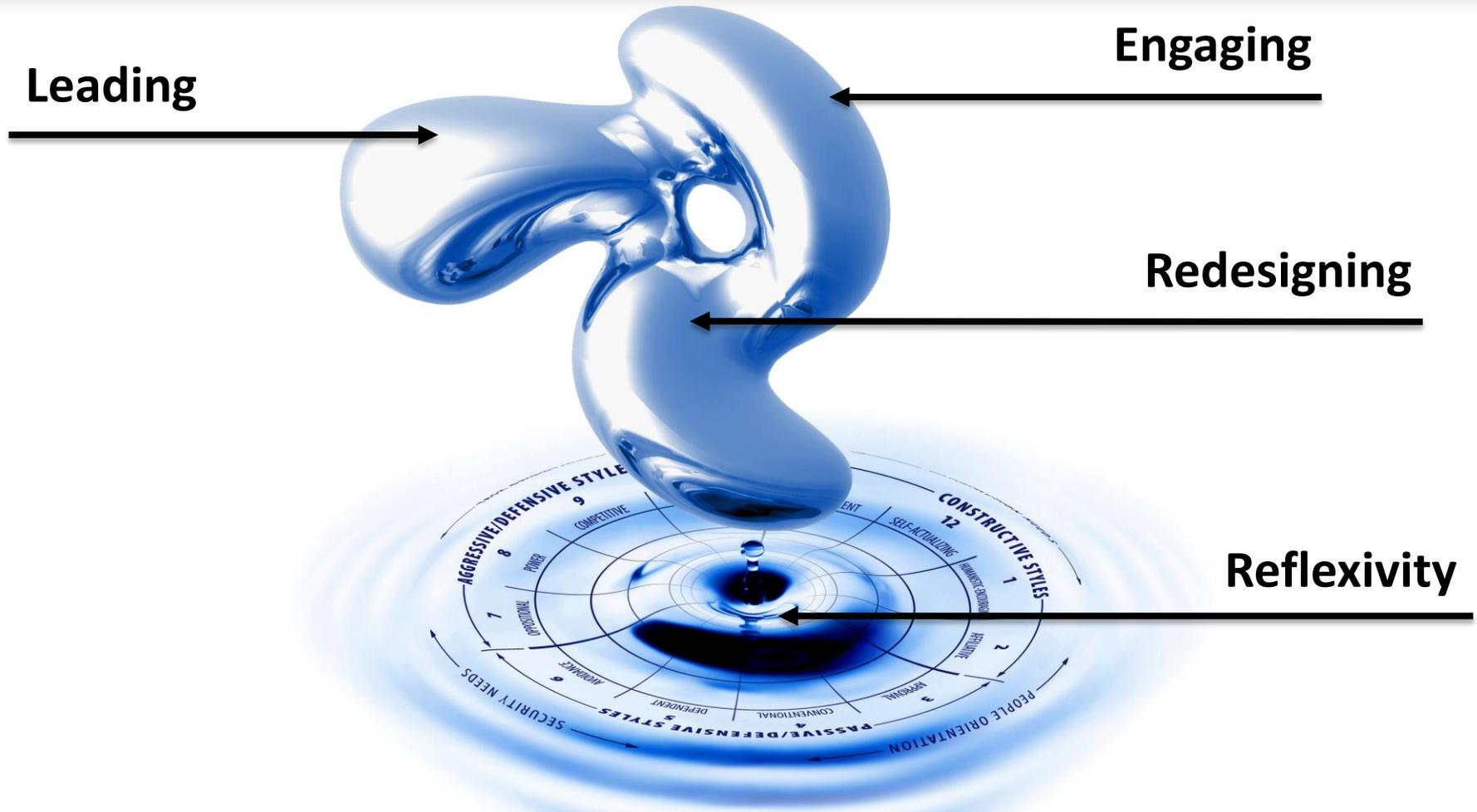
The five organisations



Adshel
Mastercard Australia
Yarra Valley Water
Balmain Leagues Club
Lion Nathan

STUDY RESULTS

The Metacapability Model for Cultural Transformation



Leading Transformational Change



Leading



- Making the case for transformation
- Exemplary modelling by the CEO and the Executive Team
- Forming a leadership alliance of change agents

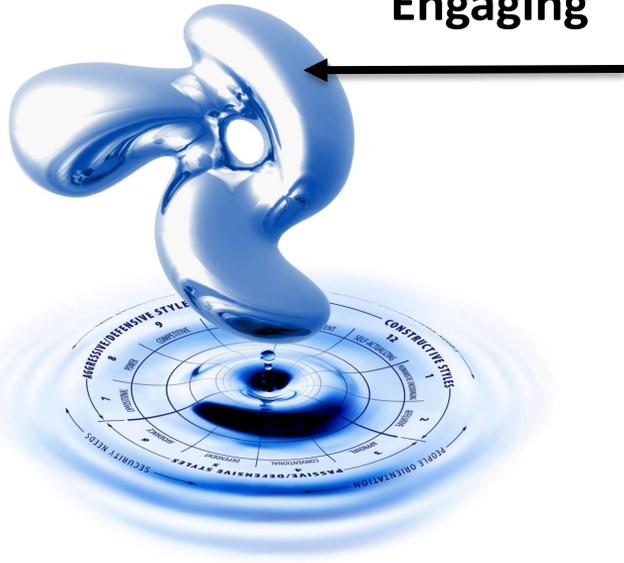
“We must first be the change we want to bring about in others”

Gandhi

Engaging People in Transformational Change



Engaging



The problem with communication ... is the illusion that it has been accomplished.

George Bernard Shaw

- Listening that leads to constructive dialogue and increased personal involvement
- Telling, particularly developing a shared vocabulary involving stories, metaphor and imagery
- Developing advanced skills for relating to others and engaging in constructive dialogue

Redesigning for Cultural Transformation



Example interventions;
mission & philosophy,
organisational
structures, systems,
technologies,
skills/qualities

- Developing a suite of interventions to work on the levers for change
- Tailor-making these interventions to fit the needs of the specific organisation
- Ensuring that these are a natural outcome of collaborative diagnosis

Reflexivity



- Building self awareness through feedback
- Creating a reality check through appreciating others' viewpoints
- Organisational monitoring of progress toward the preferred culture

“The power of asking people their opinion should not be underestimated”

**Malcolm Broomhead,
ex-CEO, Orica**

Did transforming the culture improve performance?



- ✓ Yes, every performance indicator showed improvement over the period of transformation
- ✓ This was true whether the organisation had been a high or low performer initially
- ✓ Some performance measures showed dramatic improvement

Building a High Performance Culture...ingredients of success



✓ A proactive business strategy

✓ A constructive culture

“We have a very strong strategy and we have a group of people around it, making it happen”

Rob Murray, CEO, Lion Nathan

In Great Company (update 2011)

Organisations in crisis: how did they cope?

The crises:

Lion Nathan and Adshel – the GFC

Yarra Valley Water – The Victorian Competition
and Efficiency Commission

*What can we learn about how culture can
contribute to resilience?*

Organisations in crisis: some learnings

Leadership:

- Leaders in high performance organisations need higher levels of consciousness and emotional maturity
- Continuity in leadership commitment is vital
- There must be a continuous supply of new change leaders

Engagement

- 'Listening' needs to be extended to all stakeholders
- Stakeholders need to be informed of how the organisation is tracking and engaged in developing new strategies
- New recruits need to be socialised into the culture and to find that they can contribute to its evolution
- Maintaining job security reduces threat and preserves corporate capability

Redesigning

- Structures and systems must be modified to reflect the changing strategy
- They must however continue to support a constructive culture
- Organisational systems (particularly ongoing training and development, reward structures) must ensure that a constructive culture becomes the 'default' culture.

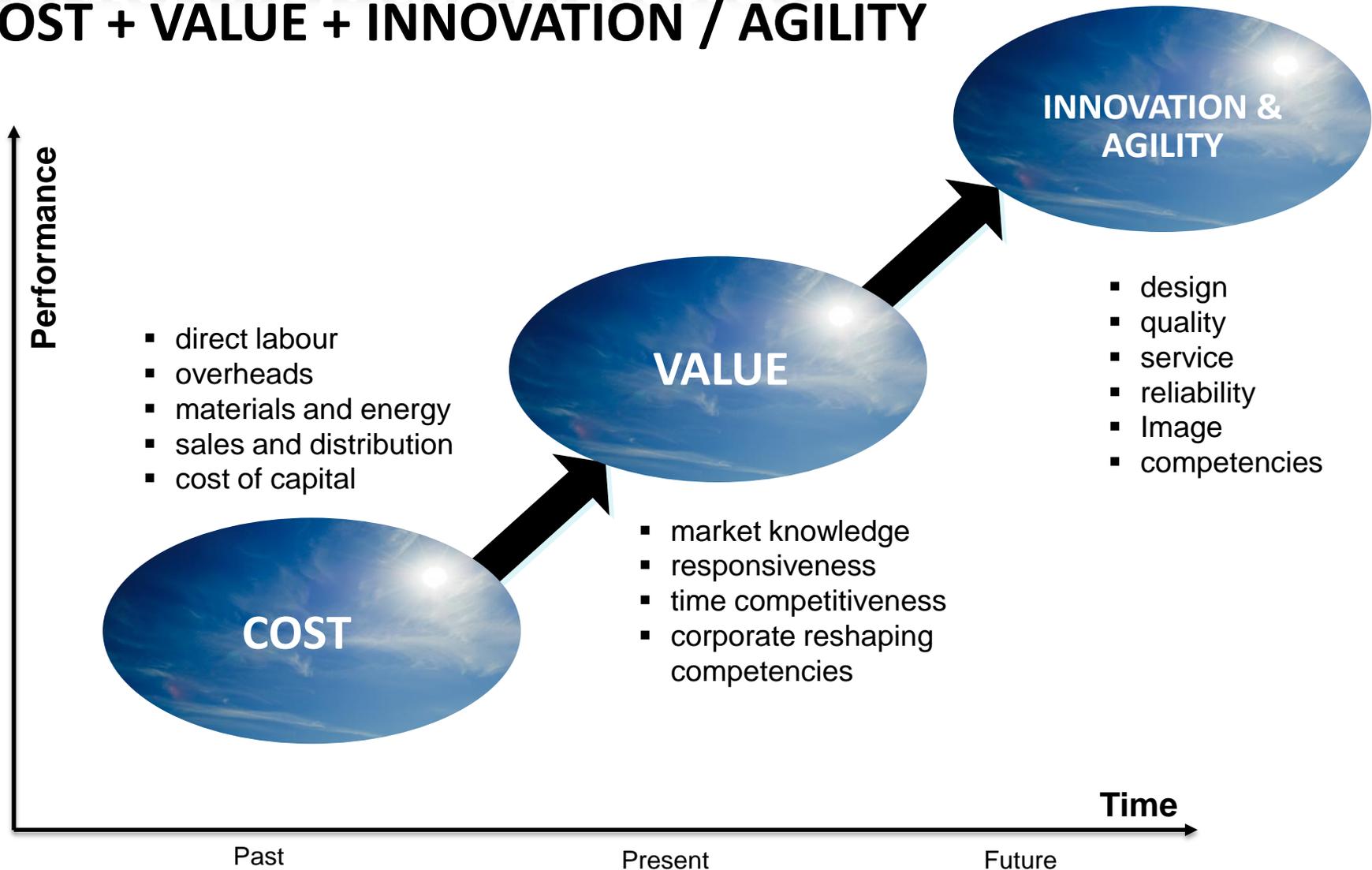
Reflexivity

- Reflexivity is the basis of a learning organisation
- Reflexivity needs to be continually developed, checked and renewed
- A culture of reflexivity needs to be embedded in the executive team

Finally, an investment in a constructive culture pays dividends in both good and bad times.

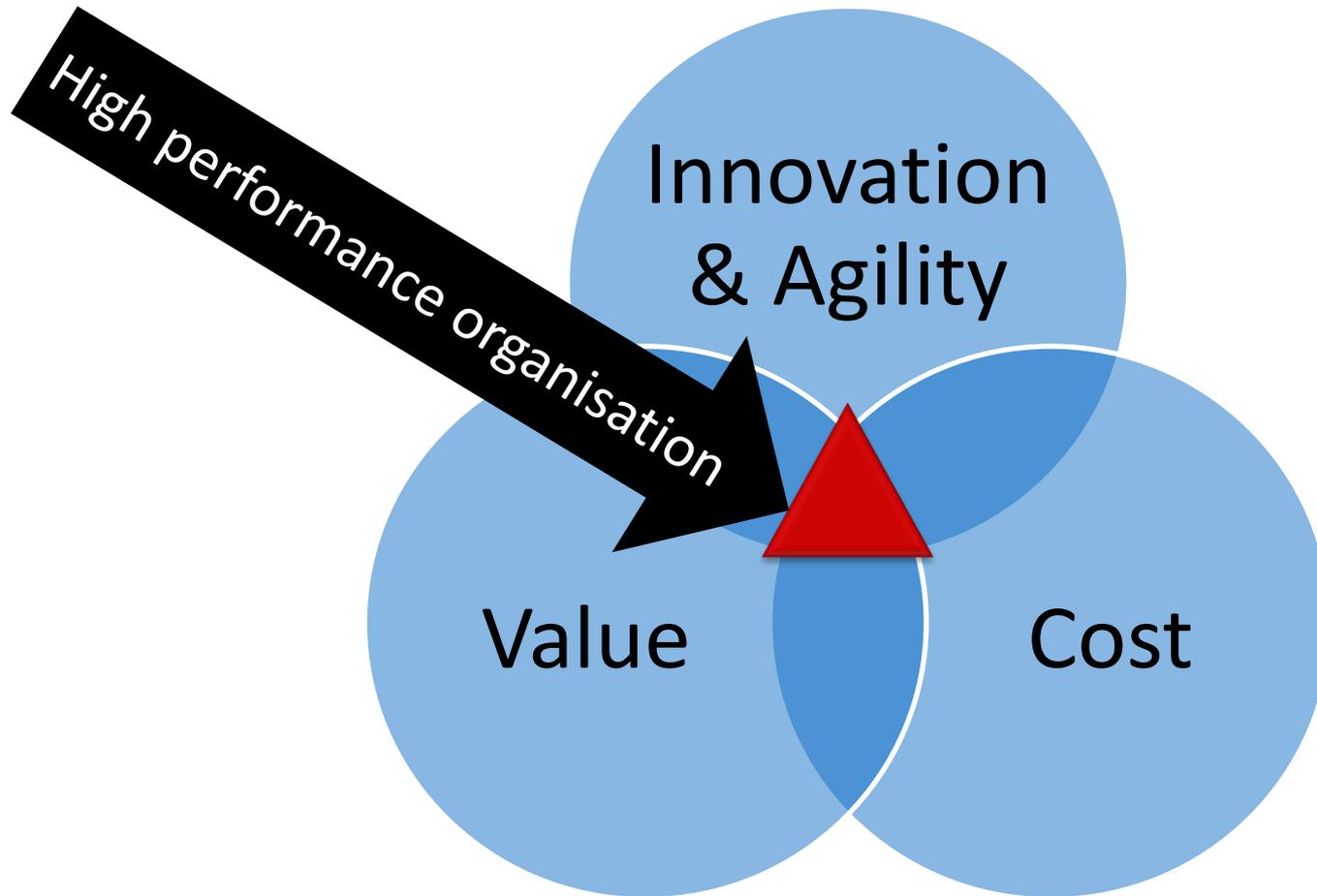
Performance revisited

COST + VALUE + INNOVATION / AGILITY



High performance is an important component of sustainability

The Strategic Target

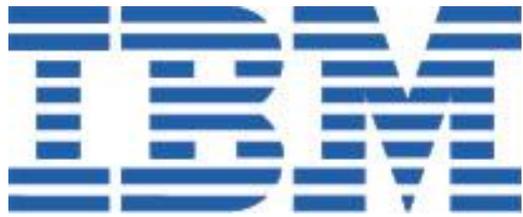


High performance is an important component of sustainability

Executive Challenge Academy 4



Becoming an effective change champion



“Making Change Work” 2008

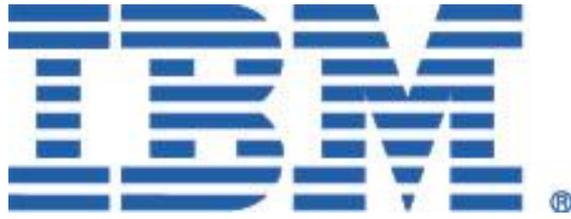
Survey of 1500 Change Managers

The ability to manage change must be a core competence and yet, as change accelerates, many companies are struggling to keep up.

Eight of ten CEOs expect substantial or very substantial change over the next 3 years, yet they believe that their capacity to manage change is well below the level they need to be successful.



Why do they think this?



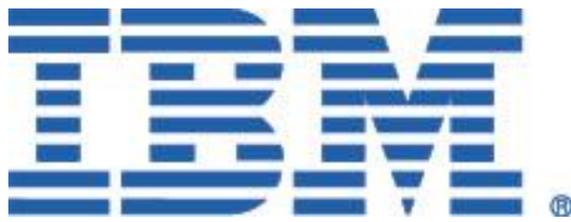
Change Project Success Rates for 1500 global change projects

Project leaders reported that:

- **only 41% of projects were considered successful – that is, met their objectives**
- **44% of projects failed to meet time, budget or quality goals**
- **15% of projects failed completely**
- **BUT the most successful organisations (top 20%) have an 80% success rate – nearly double the average and 10x the bottom 20%.**

Clearly there are organisations which have succeeded in embedding the skills for transformational change in the culture and deploying those skills effectively.





Major Change Challenges



Question: What are the main challenges when implementing changes?



The major challenges in implementing change projects are about people, with changing mindsets and culture heading the list. The soft stuff is the hard stuff!

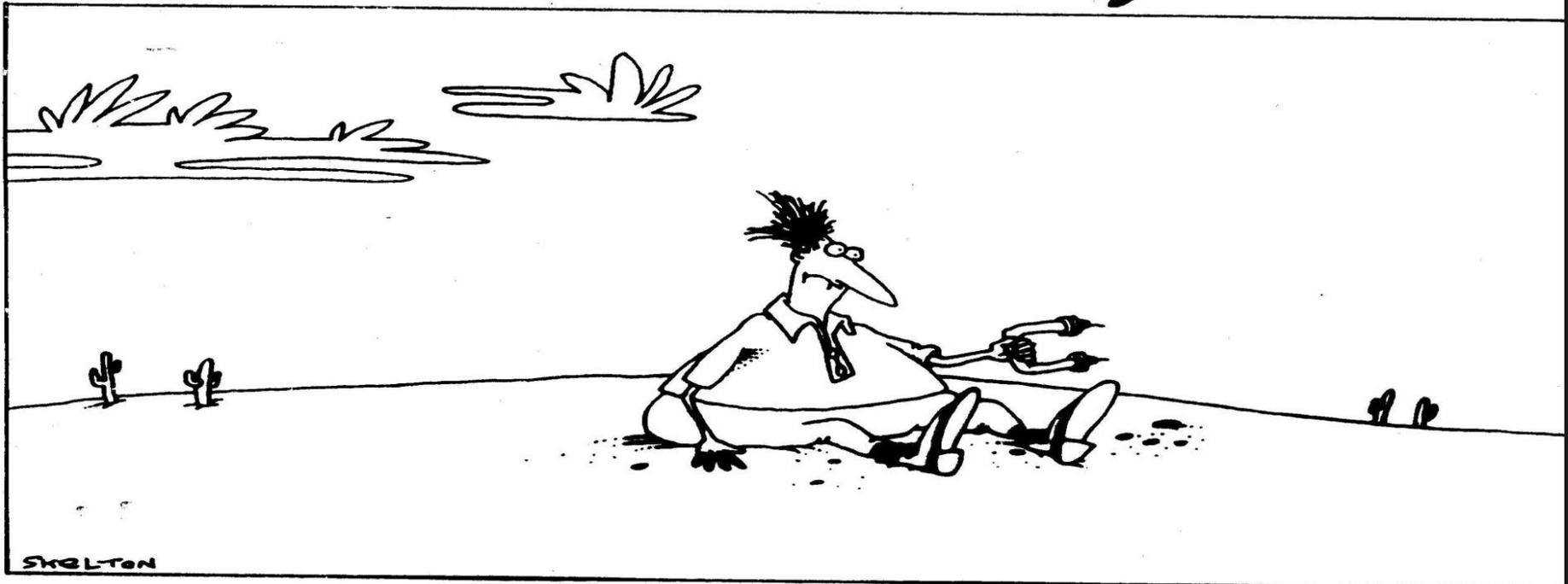
“Culture isn't just one aspect of the game, it is the game”

Lou Gerstner, former IBM CEO

Source: 'Making Change Work' IBM 2008

The central problem for leaders working to create a sustainable world

I used to have a handle on life...



but then it fell off

**So we need effective Change Leaders...
Where do we find them?**



Creating the cadre of leaders

Global study: “Top Companies for Leaders 2007”

Hewitt

Some findings from a study of those organisations rated as outstanding in producing future leaders:

- leadership development is made a strategic priority by the Board and senior managers who are personally involved with the potential leaders
- there is an integrated set of human resource strategies from selection, through development, coaching etc to project assignments



Toward New Wave Leadership



- **value-driven**
- **responsive to emerging shift in global values**
- **corporate citizenship and corporate sustainability are core strategies**

Our leadership objective

Sustainable and sustaining organisations that;



- add value for stakeholders and/or financial value for shareholders
- produce valued goods and services for society
- sustain those who work for organisations
- sustain our social world
- sustain and renew the biosphere

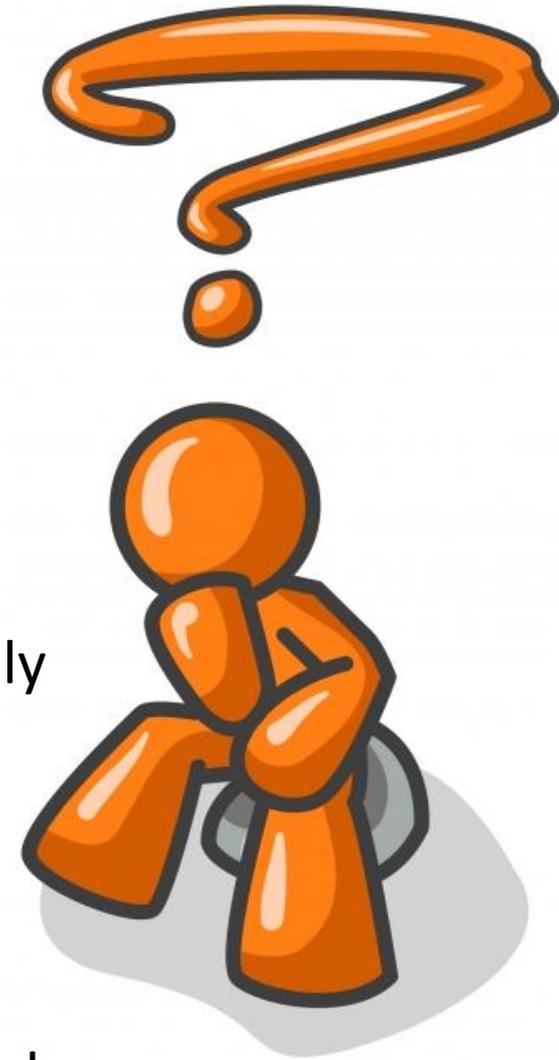


**Our leadership task is nothing less than
the transformation of everyday reality**

**By discovering and living
the future in the present**

Exercise 4 – Growing and finding effective change leaders

- How confident do you feel that you have the capacity and skills to lead change processes?
- What is the most critical skill you need to develop to be an effective change champion?
- Does your organisation have an adequate supply of effective change leaders?
- If yes, is the supply sustainable? Do you have plans to grow/recruit replacements?
- If no, what needs to be done to ensure an adequate supply of effective change leaders and to support and develop them to meet future challenges?



Executive Change Academy 5



Moving to the new world – some principles

Creating a sustainable world is something we must attempt on a large scale NOW

“We are running up debts against the future of the planet that we will never be able to repay”

European Commission President Jose Barroso

**Of course, we do have a choice;
*survival is not compulsory.***

So what is the new world we must establish? (a reminder)



- move to zero net CO₂ emissions; change to alternate energy sources from coal/oil
- reduced material intensity – of the entire production, transformation, distribution, consumption cycle
- zero waste; remanufacturing and recycling
- reduced demand for and use of material resources – less stuff, more services, more emphasis on quality of life, particularly in developed countries
- a major shift in industrial organisation – similar to mobilisation for a war

9 management principles for moving to the new world

- 1 Forsake the insanity
- 2 See all waste as poor management
- 3 See the waste beyond the waste
- 4 Think systemically
- 5 Reduce consumption
- 6 Design for full resource utilisation
- 7 Wherever possible, localise operations
- 8 Pursue sustainability in stages
- 9 Embed in your organisation the capabilities for making transformational change



Forsake the insanities!



Ask “Why?” and “Why not?”



**See all waste as poor
management**



**What...no waste?
No waste at all?**

A case study of no waste



The Fuji Xerox Eco Manufacturing Centre, Sydney

- is a world leader in the development of ecologically sustainable remanufacturing solutions
- now has the capacity to service their Asia-Pacific operations
- is purely dedicated to remanufacturing used parts and components for their Asia Pacific operations
- in 2000, achieved a place in the United Nations Global 500 Roll of Honour for environmental achievement
- now accounts for 80% of Fuji Xerox Australia's spare parts requirements
- **these parts would have otherwise gone to landfill**

Further more...



- FX moved from selling to leasing office equipment
- Zero waste to landfill
- “Waste” becomes important to others (e.g. carbon to steel making)
- Rebuilt products have enhanced quality and reliability
- Major R & D payoff
- Basis for new business
- Savings in 2000 = \$25 million
- Savings in 2001 = \$30 million
- Since then, 20% ROI and invitation to lead Fuji Xerox globally.

To achieve these results demanded a transformation of the corporate culture.



3

See the waste beyond the waste

“The sunlight that strikes the earth in one hour is enough to run the world economy for one year.”

Lester Brown, Founder of the Worldwatch and Earth Policy Institute

4

Think systemically



- Understand your own organisation as a system
- Understand the full supply chain and distribution/marketing system
- Understand the needs of your suppliers, partners, clients and stakeholders
- Redesign your organisation to meet their needs
- Use biological not mechanical models



Reduce consumption

- ↓ Individually we must all reduce consumption
- ↓ We will reduce consumption whether we like it or not
- ↓ So ask: Do I need it? Do others need it? Does the earth need it?
- ↓ Ensure that your outputs of goods and services are environmentally sustainable – or your organisation may have no future.
- ↓ Ensure that your work processes are environmentally sustainable – for the same reason.

Do no harm, or even better, enrich your environment.



Design for full resource utilisation

Waste not – want not!



- Review all your resources
- Include your human resources
- Include your intellectual capital
- Think of creative ways to maximise their use



7 Wherever possible, localise operations

Why?

The coming crisis of peak oil supplies combined with increasing demand, leading to higher energy costs.

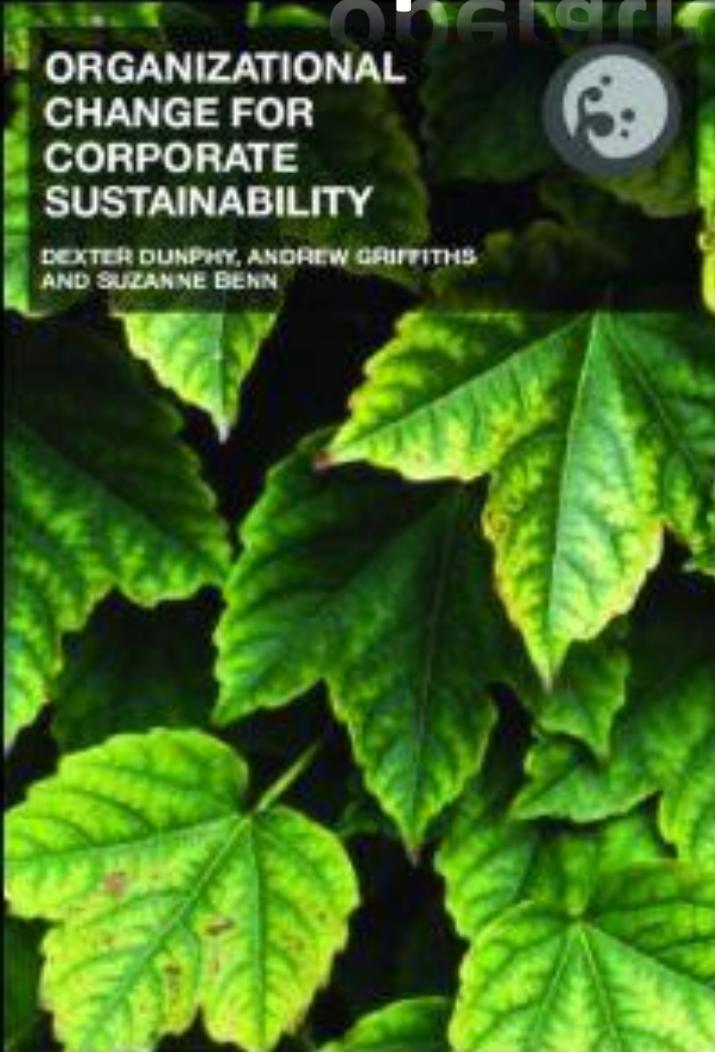
- Work to reduce energy use in the production/operations/delivery process
- Establish or support local alternative energy sources

Result

a reduction in the costs to customers by minimising embedded energy



Wherever possible, localise operations



- ✓ sustainability is a process
- ✓ organisations advance by stages
- ✓ each stage presents new opportunities, including business opportunities
- ✓ Each stage has new kinds of waste to target

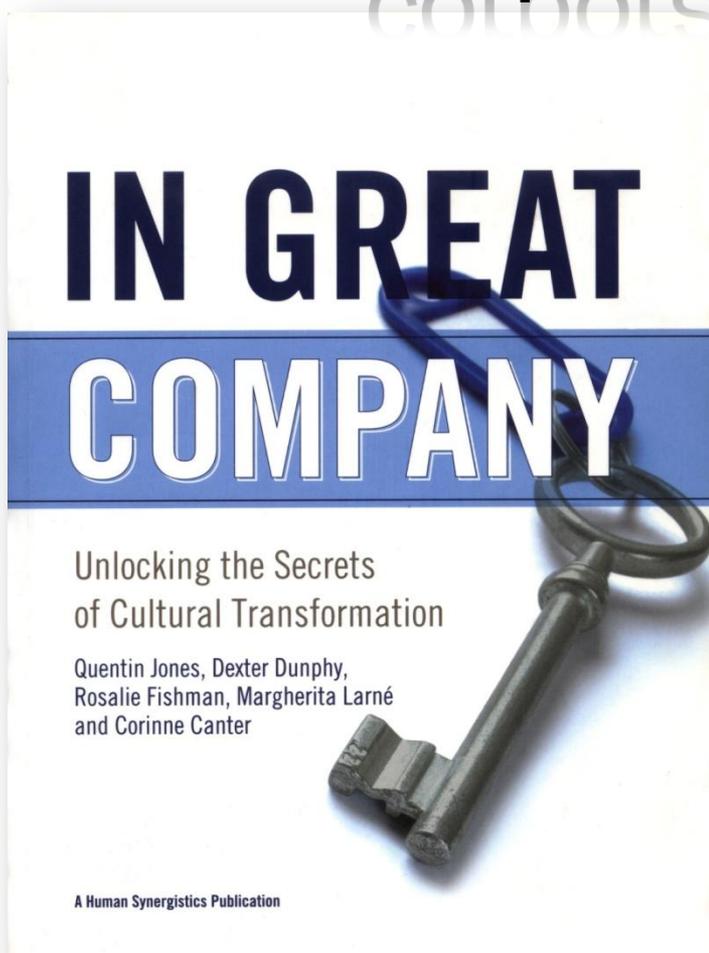
Avoid Green Wash

WIZARD OF ID BY PARKER AND HART





Embed in your organisation the capabilities for making corporate transformation



- Become a transforming futurist yourself
- Fill your organisation with transforming futurists committed to a sustainable organisation - a contributing cell in a sustainable society
- Embed in your organisation capacity for ongoing transformational change

1

0

Each of us must live the future
now

“We must first be the
change we want to bring
about in others”

Gandhi

Transformational change toward sustainability is the new task for responsible managers. This is the best way toward high performance cultures.

In this process, individually we all play a critical part.

Exercise 5 – Alpha Metal

Organisational problem solving

- What are the key insights you have gained from this exercise?
- Would you know act differently in tackling an organisational problem?
If yes, how?
- Could you apply this learning to some situation where you work?



Executive Challenge Academy 6



Personal transformation: becoming an effective leader of transformative change



**Each of us must live the future
now**

**“We must first be the
change we want to bring
about in others”**



Gandhi

But is personal transformation possible?



“It’s my personality.”

“I can’t help it. That’s just the way I am.”

“You can’t change human nature.”

“That’s just the way I am.”

Yet we see examples of people who have made significant changes in their attitudes, thinking and behaviour.

Why do executives change: based on 188 stories from real life

- awareness of the need for personal change, often precipitated by a significant change in one's position in life – a new job, a move overseas, birth, death, marriage, a failure or experience of inadequacy, a new insight into oneself
- high expectations for one's own performance and a commitment to learn
- belief in oneself or a strong expression of belief in one's capabilities by other(s)



Believe in yourself



- 
- high performance expectations from others – a new challenge
 - a supportive environment *or sometimes* a frustrating or threatening situation
 - availability of resources for learning: sources of new knowledge, availability of role models or reference groups who have needed values and skills
 - willingness to abandon outdated self-images and expand one's behavioural repertoire.

“A passionate drive towards transfiguration seems to be bound up with a great change in one's life.” Paul Klee

What an opportunity for learning!



Willingness to
change is not
enough: skills
are also
necessary



Microskills of effective change agents

Dexter Dunphy



Technical know-how is not enough – your project management & interpersonal skills will largely determine your success

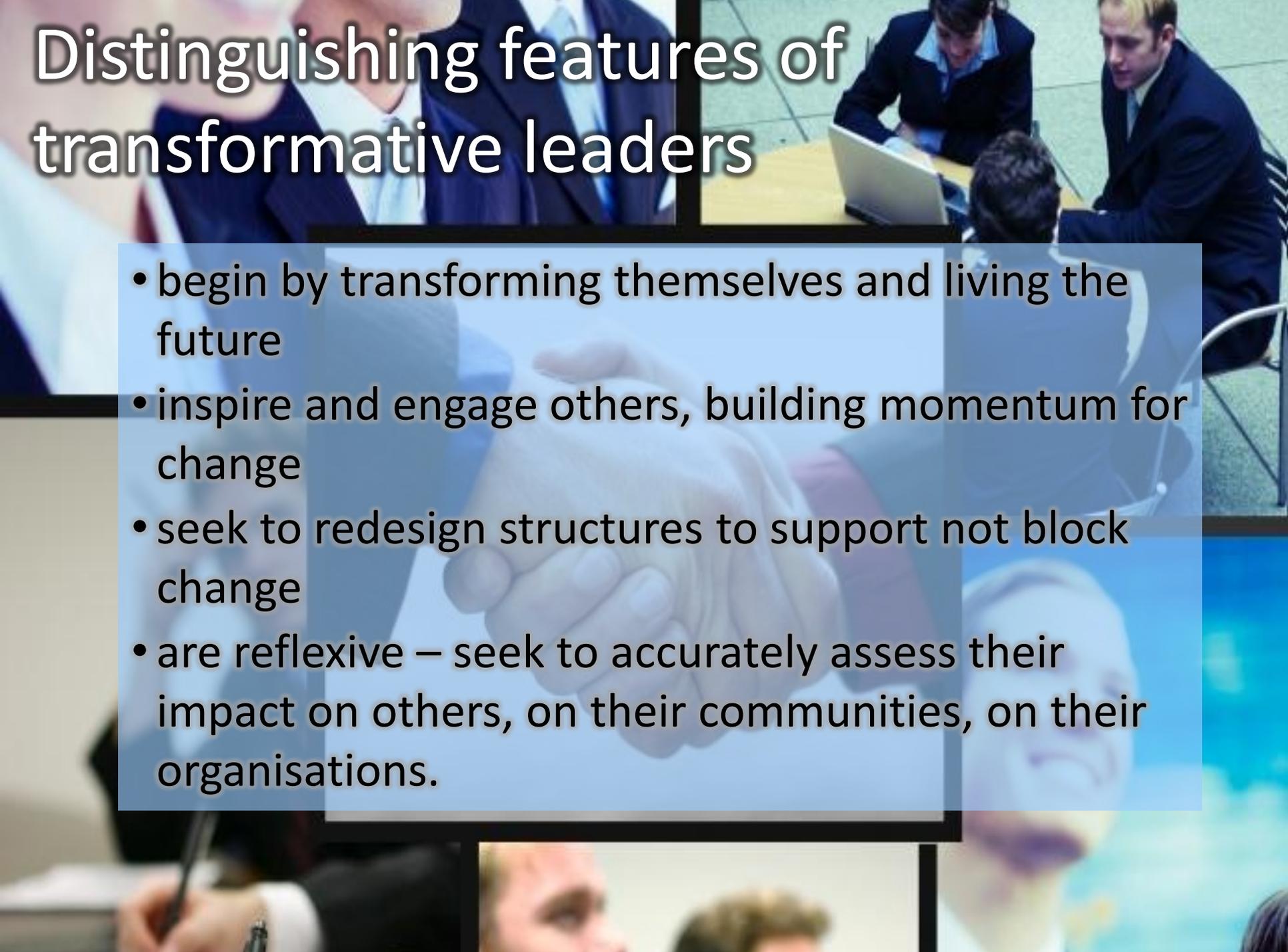
The Dunphy intervention strategy matrix

<i>Level</i>	<i>Merger</i>	<i>Re-structure</i>	<i>Tech change</i>	<i>Work design</i>	<i>Human System design</i>	<i>Cultural change</i>
Whole organisation						
Division						
Inter-group relations						
Work group						
Inter-personal relations						
Individual						
	Hard interventions			Soft interventions		

Leadership for sustainability

- 
- A hand holding a branch with green leaves, symbolizing leadership and sustainability. The background is a soft, blurred green and yellow gradient.
- Leadership begins when we
 - give up passive resignation, forego denial, believe in ourselves and seek to create a sane world whatever the odds
 - give up the apparent security of the known to engage in the risky search for a viable future
 - Develop the skills of the effective change agent
 - act out of love, not fear, despite the risks
 - respond to the call of life
 - answer the call of chaos and search for renewal of the self, of society, of the planet.

Distinguishing features of transformative leaders

The background of the slide is a collage of business-related images. At the top left, there's a close-up of a man in a dark suit and light blue tie. To the right, a group of three men in suits are gathered around a table, looking at a laptop. In the center, there's a large, semi-transparent image of two hands shaking in a firm grip. At the bottom, there are several smaller, blurred images of people in professional settings, including a man in a suit and a woman smiling.

- begin by transforming themselves and living the future
- inspire and engage others, building momentum for change
- seek to redesign structures to support not block change
- are reflexive – seek to accurately assess their impact on others, on their communities, on their organisations.

Transformative leaders take calculated risks



Achieving radical hope:

radical hope...

- recognises the reality confronting us and does not deny that reality or seek simplistic solutions
- accepts that the anchors of faith and certainty have disintegrated into chaos
- knows that future renewal can only emerge from the chaos of cultural disintegration and so seeks the fractals of the future in the chaos
- affirms life and acts in love, compassion and respect for life despite the risks.

We can become transformative leaders acting for life and sanity, caring for the earth and each other.



Some facts about transformation



- rapid cultural transformation is necessary in the modern world
- culture can be transformed – we need to know how transformation takes place
- the skills of the change leader can be learned
- change needs to begin with us but we can't change the world by ourselves – we can amplify our influence by building supportive networks with others who share our commitment.



Leadership is following the fractals and finding the courage to live creatively on the edge of chaos while at the same time cultivating a disciplined mastery of process



**Finally, why is this
so important?**

**The children of the future deserve
nothing less**



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