

# Sustainable leadership

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A short introduction



We have the pleasure to welcome you to Sustainable Leadership training onboard one of the world's oldest, largest and most beautiful sailing ships still in operation. Initiated by HVL (Høgskulen på Vestlandet / Western Norway University of Applied Science) and in collaboration with the Statsraad Lehmkuhl Foundation and the Bergen Chamber of Commerce and Industry we present to you a program based on both a theoretical approach from a selection of relevant theory, and a practical approach for sustainable leadership.

With sustainable leadership being a source for competitive advantage for today's organizations, it is an area in continuous development. We have selected some focus areas to deep-dive into and the following provides a brief overview over main topics covered in this course. An overview over preparation and recommended literature will be shared in advance of departure.

**Responsible: Frode Heldal, NTNU ([www.linkedin.com/in/frode-heldal-ab2263/](https://www.linkedin.com/in/frode-heldal-ab2263/))**

## LEADERSHIP THEORIES AND “GREEN LEADERSHIP”

You will gain knowledge about the most fundamental leadership theories set in a historical context, covering amongst others the Great Man Theory, Situational leadership, Behavioural theories (leadership styles), Goal-path theory, Transformational leadership and Value-based leadership, in addition to some of the more recent directions within leadership. We will start exploring how these previous leadership theories can be viewed in a new light using the framework of sustainable leadership, and further assess how the theoretical foundation can be connected to more practical approaches.

### Topics

- Leadership theories in a historical context: What has constituted great leadership over the years?
- How do we reflect upon leadership in 2022?
- Is Green Leadership something different, more of the same or simply great leadership?

### Objectives

- To reflect on own leadership style in relation to theoretical foundation
- To identify what the green transition requires from leaders
- To relate theories to own context

## THE SUSTAINABLE TEAM

This module is covering central team theory. Each team will perform an SPGR measurement, which will be further used as a starting point for individual development in the team. Each participant will receive their personal SPGR report – measuring behaviour in the team. The approach is hands-on and practical with several exercises and team reflections. The purpose is to illustrate how team theory and development can be linked to ideas and practice around sustainable leadership.

## Topics

- What is an effective team?
- Core values and norms of the team
- Team and leadership
- Team development and training
- Psychological safety

## Objectives

- To reflect on own behaviour in a group context
- To recognize team dynamics
- To lead a team performing complex tasks in a demanding environment
- To understand team development in light of the green transition

**Responsible: Anne Berit Bakken, Yara International ASA,**  
[www.linkedin.com/in/anne-berit-bakken-1387971a/](https://www.linkedin.com/in/anne-berit-bakken-1387971a/)

## SUSTAINABLE LEADERSHIP IN PRACTICE: FROM KNOWLEDGE TO SKILLS

Over the last years, the trends in sustainability and the power of consumers have started affecting the livelihoods of organizations. Not only does a company's environmental and social considerations have an impact on whether products or services are considered relevant and purchased, but also the company's way of working and its culture. Implementing sustainable targets and sporadic initiatives are no longer sufficient, it must be connected to the company's mission and vision and it needs to be integrated in our way of working, this is why it is so important to move towards sustainable leadership.

With a theoretical foundation we will take a practical approach and assess some of the key areas of sustainable leadership. We will cover topics such as engagement, change, relationship building, risk management, continuous improvement, collaboration, diversity, equity and inclusion; while addressing important pre-requisites such as accountability, authenticity, transparency and reliability.

Through discussions and activities we will deep-dive into some of the strengths and complexities of sustainable leadership, we will learn from each-other and we will learn-by-doing.

The overall purpose is to explore sustainable leadership from inside-out, discuss possibilities and challenges overall, and how this relates to our own organizations. We will do this through focusing on our own roles in our organization, in addition to further examine what to do as an individual, as a leader and as an organization.

## Topics

- Based on trends shaping your future, what are the opportunities and risks?
- Leading change, a prerequisite for survival
- Why is diversity, equity and inclusion so hard, but still worth it?

## Objectives

- To start building your own tool-box for sustainable leadership
- To explore techniques and practical skills for realization within your own organization
- To start developing your own action plan with concrete deliverables, timeline and ensure accountability

**Responsible: Sturla Vik-Vestly, Advokatfirmaet Responsa AS**  
<https://www.linkedin.com/in/sturla-vik-vestly-4ab00827/>

## COMMUNICATION AND INFLUENCE

Communication between individuals is a central competency for leadership. In order for change to take place, three conditions must be present in the communication: First, the communication must lead to thoughts, attitudes and beliefs to be influenced and changed; Secondly, the changed mindset, attitudes or beliefs must lead to new, or other, actions and decisions; Last, these new decisions must result in a changed behaviour – meaning that we are changing our way of behaving in a context. When using communication as a tool for change, it is key that it has the ability to influence, or persuade, to facilitate a changed behaviour.

The communication module is addressing how to effectively facilitate changed behaviour through the ability to influence thoughts, words and actions.

## Topics

- The importance of communication for influencing, change and leadership
- Communication styles and communication patterns
- Importance of rapport and trust as a condition for effective communication
- Active listening as the main tool for influencing
- Creative use of perspectives, interests, and objective criteria as a basis for effective communication
- How to handle power-based communication

## Objectives

- To create rapport within your own communication
- To use active listening skills as a tool for influencing
- To establish trust with communication partner
- To identify communication strategies and patterns
- To reframe contexts using perspective techniques, interests, and objective criteria
- To have command of power-based communication and transform to constructive dialogue