

The 4A Model of Sustainable Leadership

Whole Systems Thinker

- Considers the 'whole'/the bigger picture/all parts of the value chain
- Recognises interdependencies & interconnections/is an integrative thinker
- Believes business is not separate from its wider societal & environmental context
- Recognises, & navigates through, complexity

Courageous

- Challenges traditional approaches
- Cuts through bureaucracy to drive innovation
- Withstands scrutiny & criticism

Broad-minded & Curious

- Is flexible and responsive to change
- Asks 'big' questions/challenges assumptions
- Pursues diverse views

Empathetic

- Recognises the needs of others & is able to take others' perspective

Wider Context

- Social, political, environmental, & economic forces/trends
- Sustainability landscape

Stakeholders

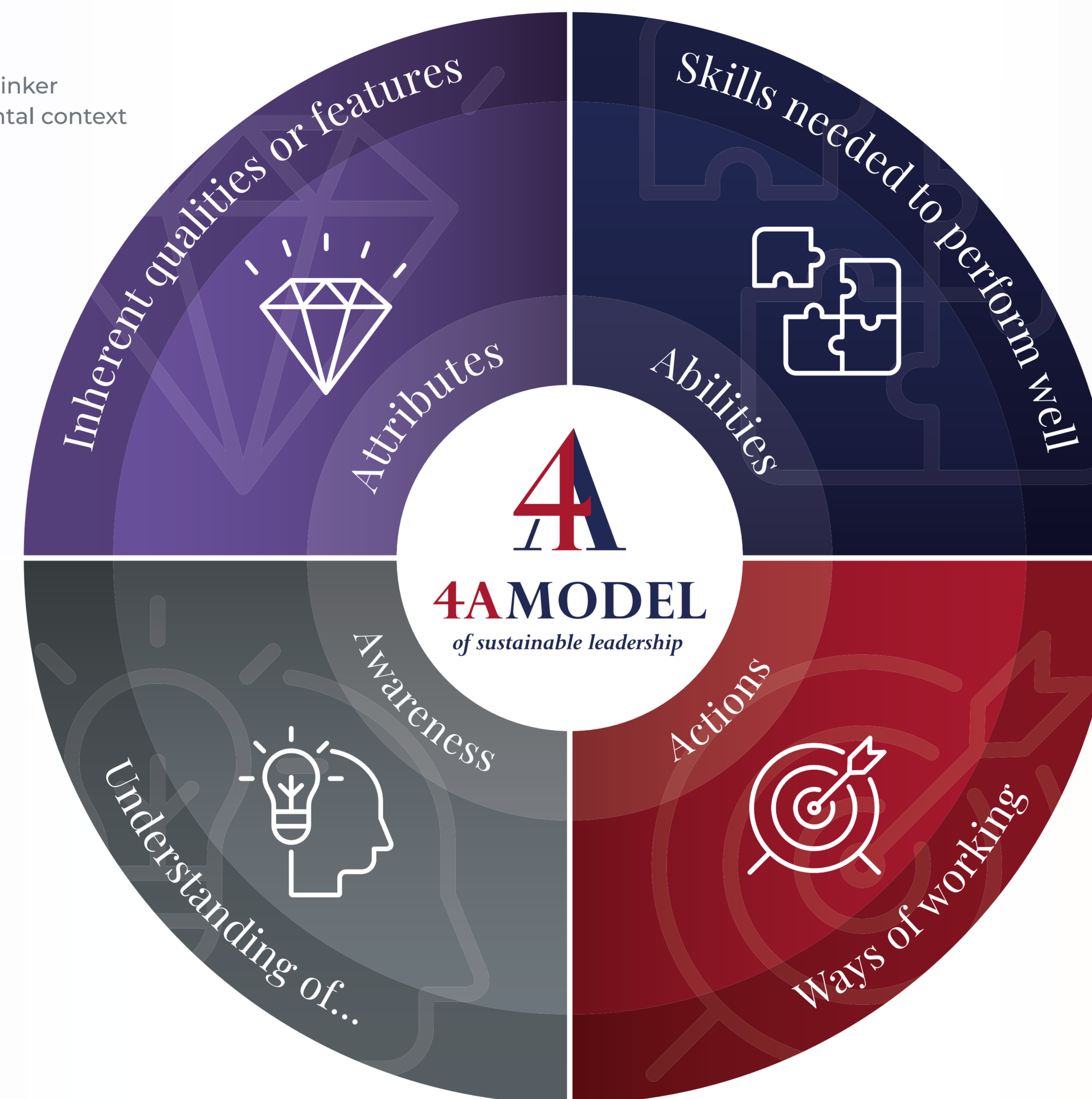
- Including their views & beliefs

Environmental & Sustainability Issues

- Organisational and sectoral footprint, value chain and practices

Interdependencies & Connections

- Between local decisions & global implications; interdisciplinary; between social & ecological systems, & political & economic forces



Excellent Communicator

- Communicates continuously/articulates a vision/inspires & instils a sense of purpose
- Listens with empathy/reflects so hears & understands
- Seeks clarification/observes iteratively
- Aware of own emotions

Long-term Thinker

- Has a long-term horizon/sees future implications of trends
- Learns from the past to create a better future

Inclusive & Empowering

- Actively seeks out a wide range of viewpoints/empowers others
- Engages democratically & collaborates widely with multiple stakeholders/co-creates with others

Principled

- Rises above self-interest
- Serves the needs of all stakeholders

Behaves Ethically

- Is guided by an ethical & moral compass/considers ethical dimensions before acting
- Is an ethical role model/acts with integrity
- Supports & facilitates/is not exploitive