



SRI
EXECUTIVE

The DNA of Sustainability

XII International Organizations
Career Development Roundtable
Madrid, 19 November 2015

Transformative Challenges

“Transforming our World: The 2030 Agenda for Sustainable Development”

Requires that public institutions deal with the complexity brought by sustainability and shift mindsets to capture the interdependence of things





Example of SDG interdependence

Implementation of Goal 4 – Quality Education

Strongly dependent on:

Goal 2 – Zero Hunger

Goal 3 – Good Health and Well Being

Goal 5 – Gender Equality

Goal 10 – Reduced Inequalities

Goal 16 – Peace & Justice / Strong Institutions



Which goals concern you most?

- Pick an organization
- Select which goal(s) concerns it the most
- Select a second tier of goals that are strongly related to them and would support them
- Break into 4 groups and select a facilitator
- Take 10-15 minutes



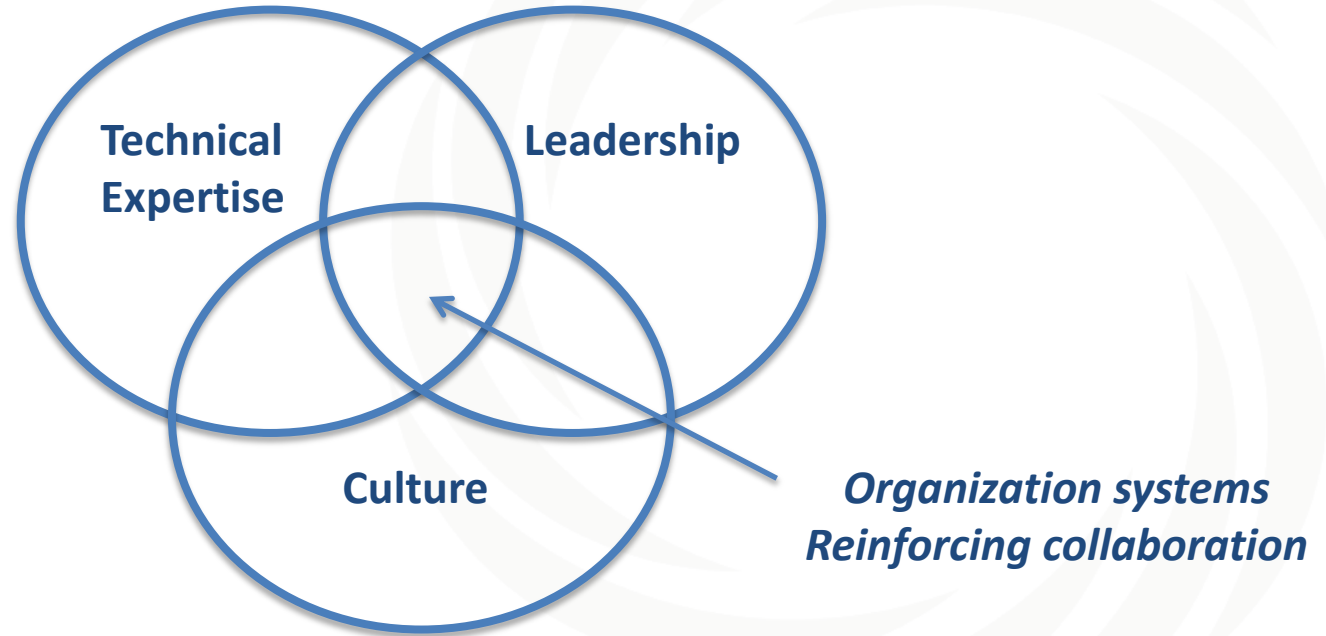


The proposition

Realizing sustainability depends on the
Organization systems around
technical expertise, leadership, and culture
that make strong, ongoing collaboration a reality




Sine qua non To Realize Sustainability



How to tackle the 17 SDGs?

Technical issues within sustainability are quite specific, diverse, and complex, hence require expert minds



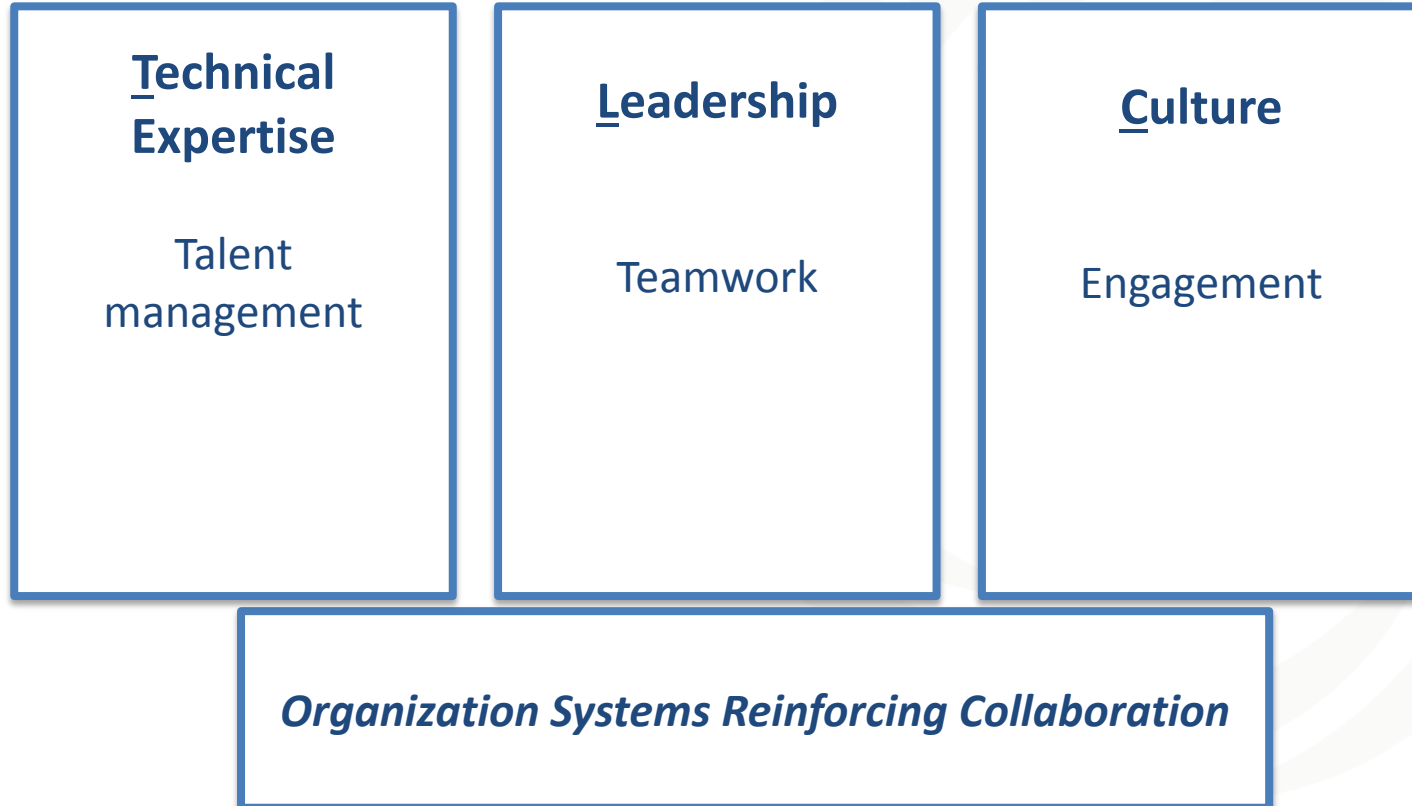
Technical expertise needs to meet leadership to lead inter-dependence among multiple stakeholders and foster a strong culture of engagement

The SDGs need people platforms that drive sustainable collaboration

The DNA of Sustainability is TLC



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The DNA of Sustainability

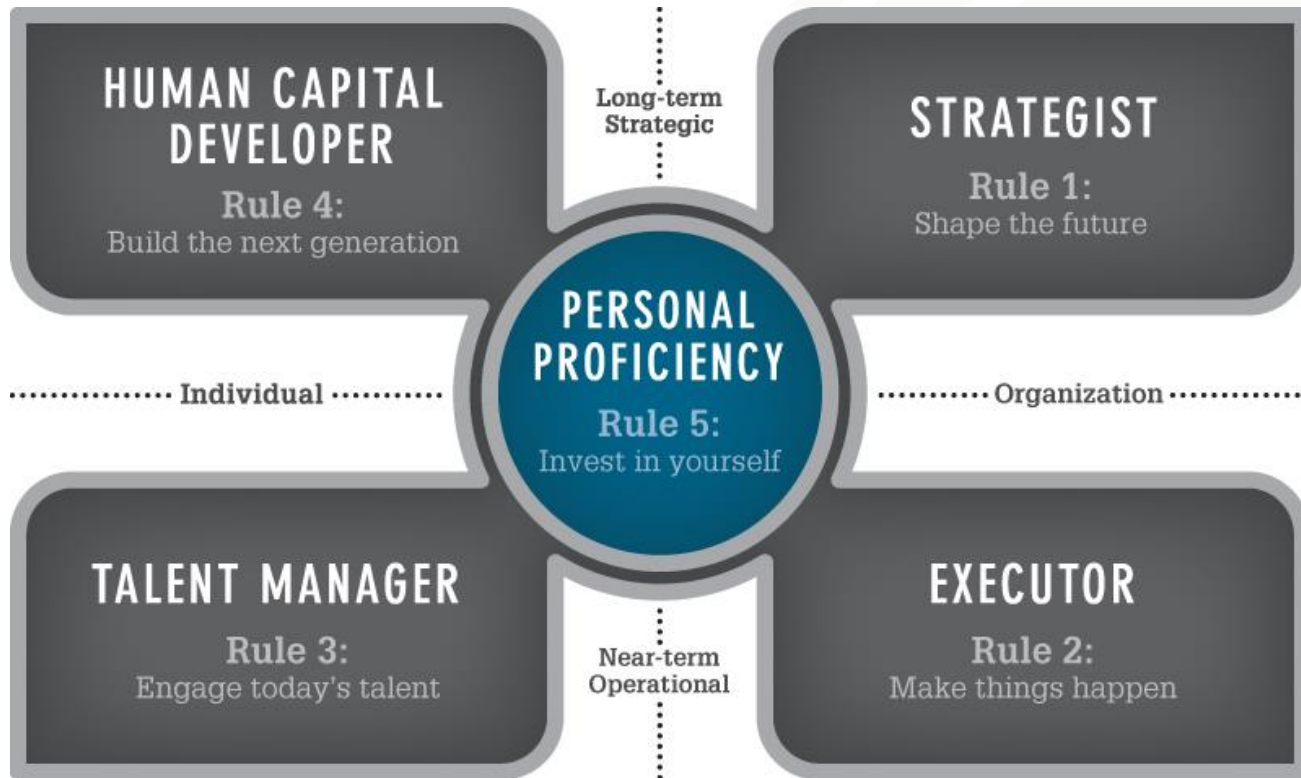


Technical Expertise – Ensure the substantive technical skills required for sustainability, establish the protocols for virtuous talent management

Leadership – Engage internal and external stakeholders on the key priorities, reinforce and model collaboration, engage and coordinate actions and results across teams and agencies

Culture – Engage teams to understand the interdependence of the SDG's, work collaboratively (break the silos), build team skills, and foster an outside-in perspective

The DNA of Effective Leaders



Getting fit-for-purpose

1. What is our TLC baseline? A brief “appreciative survey” supported by selected face-to-face interviews
2. Leadership conclave to review the data, and engage the team collaboratively in identifying important opportunities for improvement
3. Build the action plan
4. Support implementation as needed



Appreciative Survey and Interviews

- Where is collaboration “alive and well” now? What successes are we building on? What’s worked in past?
- How do organization systems help and impede TLC? What helps? What gets in the way?
- What is the value of greater TLC – what we would gain, and what impact and scale do we miss if we neglect TLC?



Appreciative Survey and Interviews

- What specific changes will have a significant and immediate positive impact?
- Which are the areas where we want to make improvement?
- What actions and investments are most likely to increase TLC and support our collaboration goals?



Conclave and Way Forward

- Develop a shared leadership vision of collaboration, i.e. its importance to the Organization
- Identify collaboration strengths in the current organization and where it needs to work to make the vision real (based on the survey and interviews)



Conclave and Way Forward

- Identify key opportunities for improvement including how we will assess collaboration going forward
- Develop a shared action plan, including the role of the leadership team in building a TLC-rich organization



Action Steps

1. Survey:

What: Customized survey

Who: Leaders, managers and key staff

Time: Will take approximately 15-20 minutes to complete

2. Interviews:

What: Follow up from the initial survey findings

Who: Key leaders and a representative sample of middle managers

Time: 30-60 minutes each



Action Steps

3. Analysis:

What: Integrate survey and interview themes, and develop preliminary recommendations

Who: SRI team and client feedback

4. Leadership Conclave:

What: Review the themes, identify strengths and opportunities to build TLC, and agree on key priorities and action plans

Who: Leadership team supported by SRI / Organizational Effectiveness team

Time: 1.5 days



By failing to
prepare, you are
preparing to
fail.

Benjamin Franklin

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