

# Resilience and Strategy for Sustainability: Building Change Skills for NGOs



- 13:00 Welcome and Introductions
- 13:15 Our Preferences – Caplor House
  - Why should anyone be led by you?
  - What's your sustainability journey?
- 15:30 **Break and Refreshments**
- 15:45 Discussion led by Professor Sharon Turnbull
- 16:30 Close



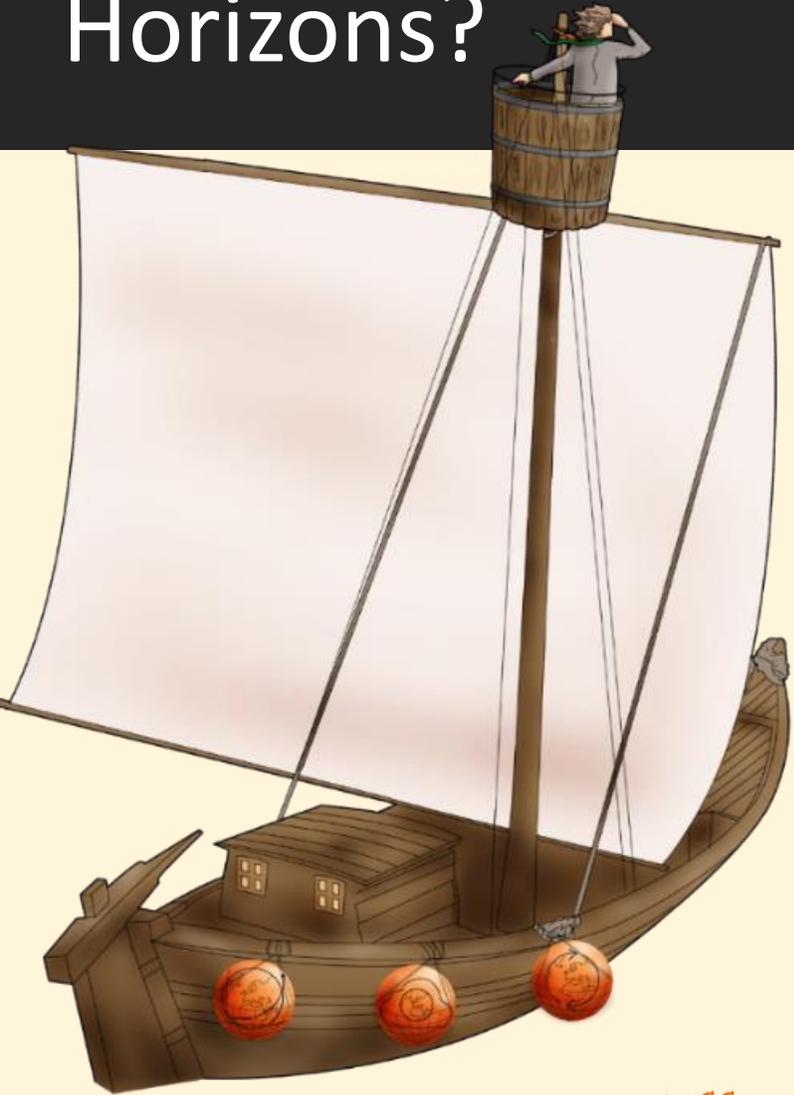
# Caplor Horizons?



“Caplor?”



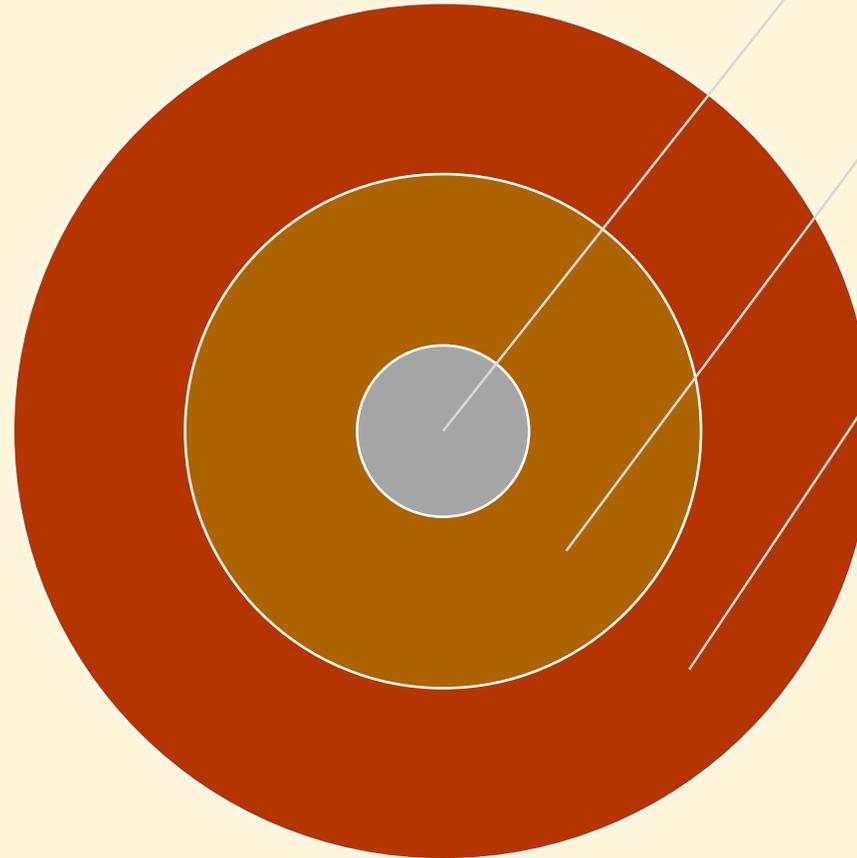
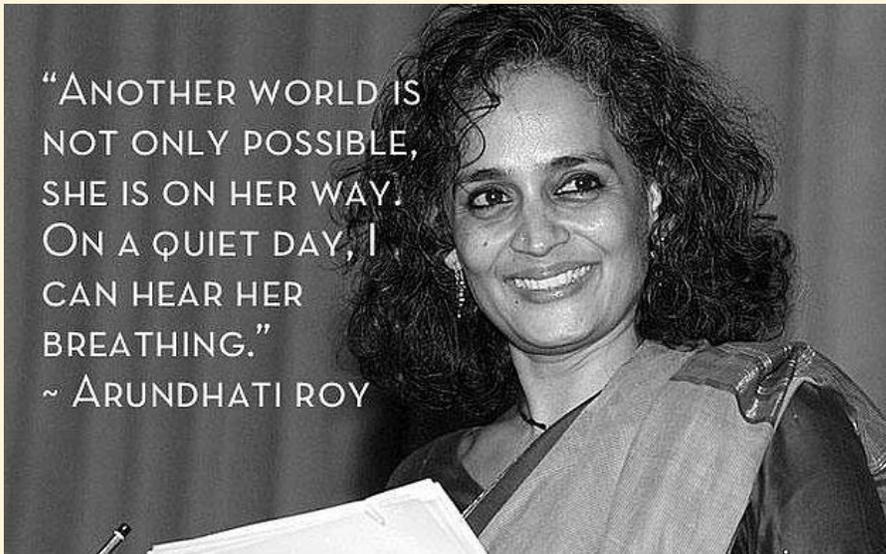
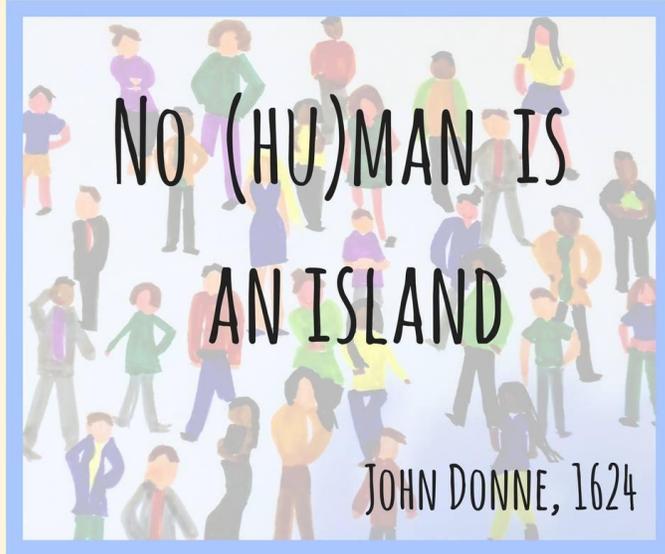
# Horizons?



Learning differently  
Thinking differently  
Acting differently



# Why?



Why

How

What



# How?



- ✓ Give your best - fun, energy and laughter
- ✓ Let's make sure that the quieter voices get heard
- ✓ Keep to time and no mobiles or working on other things



# What?



Learning differently  
Thinking differently  
Acting differently



# Sustainability?

SUSTAINABILITY'S GOAL IS TO  
**CREATE POSSIBILITIES,**  
NOT TO  
**LIMIT OPTIONS.**

**“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”** *Bruntland Report for the World Commission on Environment and Development (1992)*

*Caplor Horizons' vision: “A world in which social, environmental and economic progress is balanced”*

The quote is set against a background of a vast, flat, brown landscape under a hazy sky.

**THE GREATEST THREAT  
TO OUR PLANET IS THE  
BELIEF THAT SOMEONE  
ELSE WILL SAVE IT.**  
ROBERT SWAN

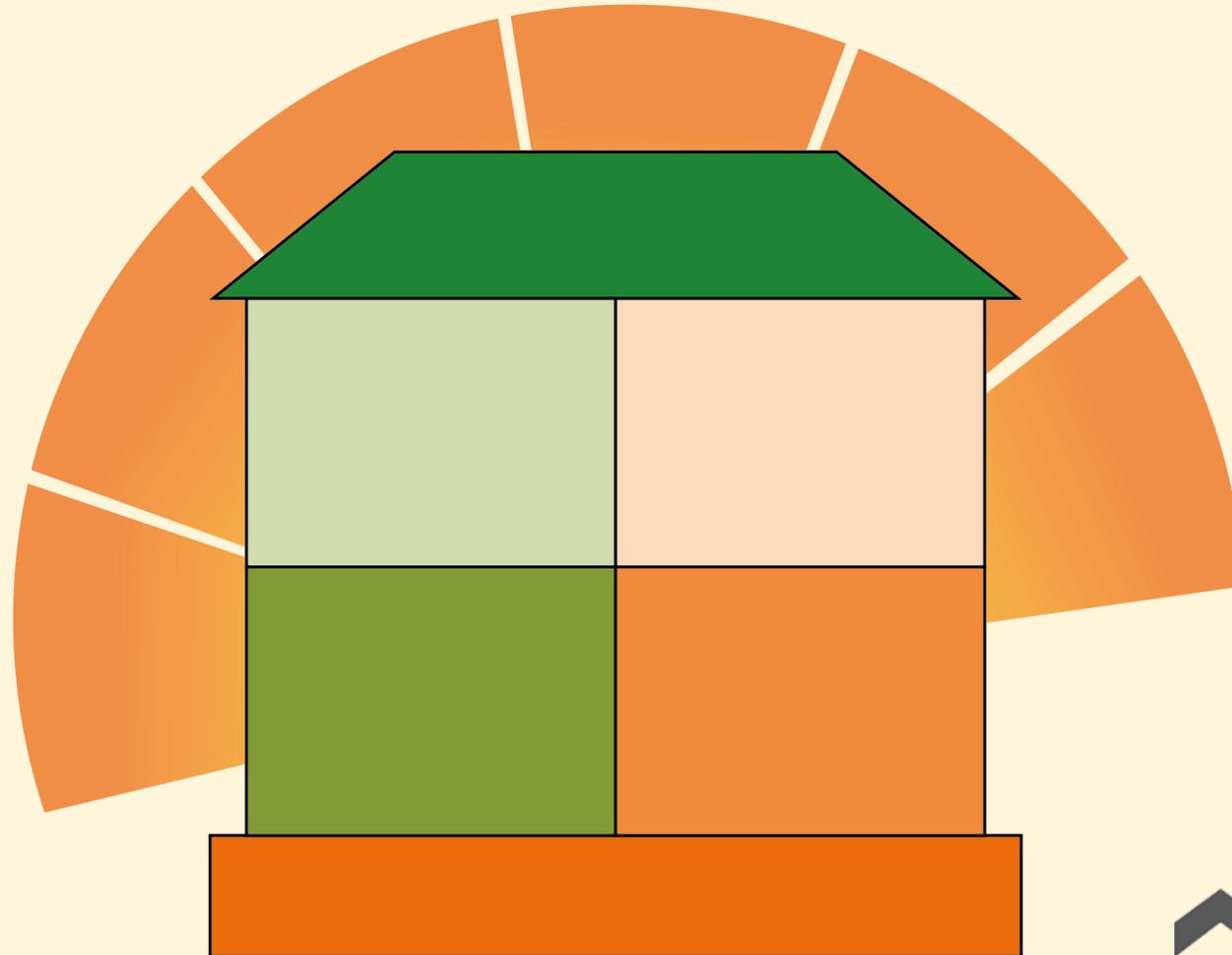
# Our Preferences



Caplor House?!



# The Caplor House



**Step 1 – have conversations with people and swop cards.**

- Aim – trade with others to get 4 cards that most resonate with you.
- Important – Your preferences, not what you do
- Rule – must always have four cards

**Step 2 – consider the extra cards we will put at the back and swop cards.**

- Aim – to end up with four cards that most resonate with you.

**Step 3 – discuss the cards you've selected in pairs on your tables.**

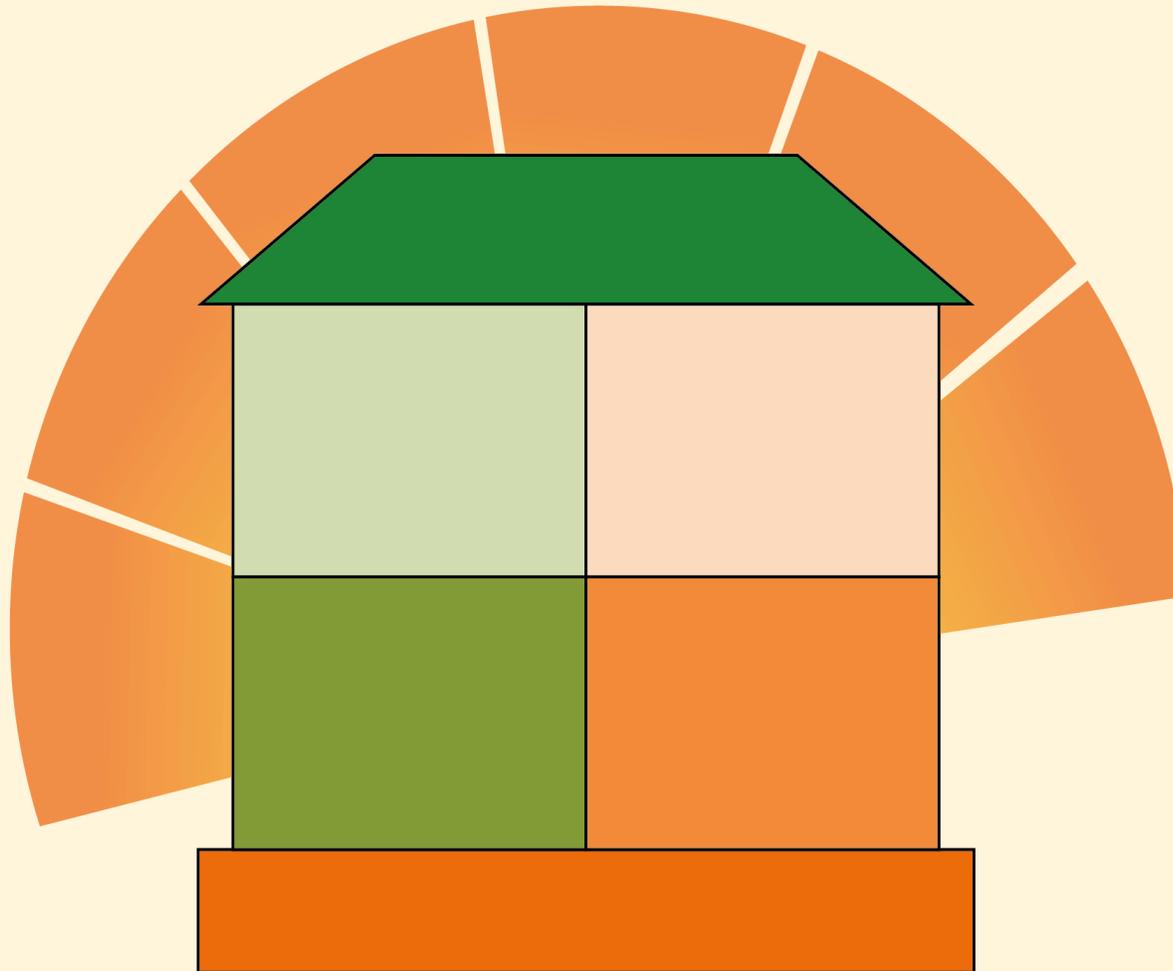
- Aim – exchange ideas about the meaning of the choices you've made

**Step 4 – go into 4 different areas in the room and consider the implications.**

- Aim – to gain an insight into the preferences
- Decision - based on whether you have two or more cards of same type
- Important – if have equal split of cards, let us know.
- Discuss with others in your area - what do you share in common?



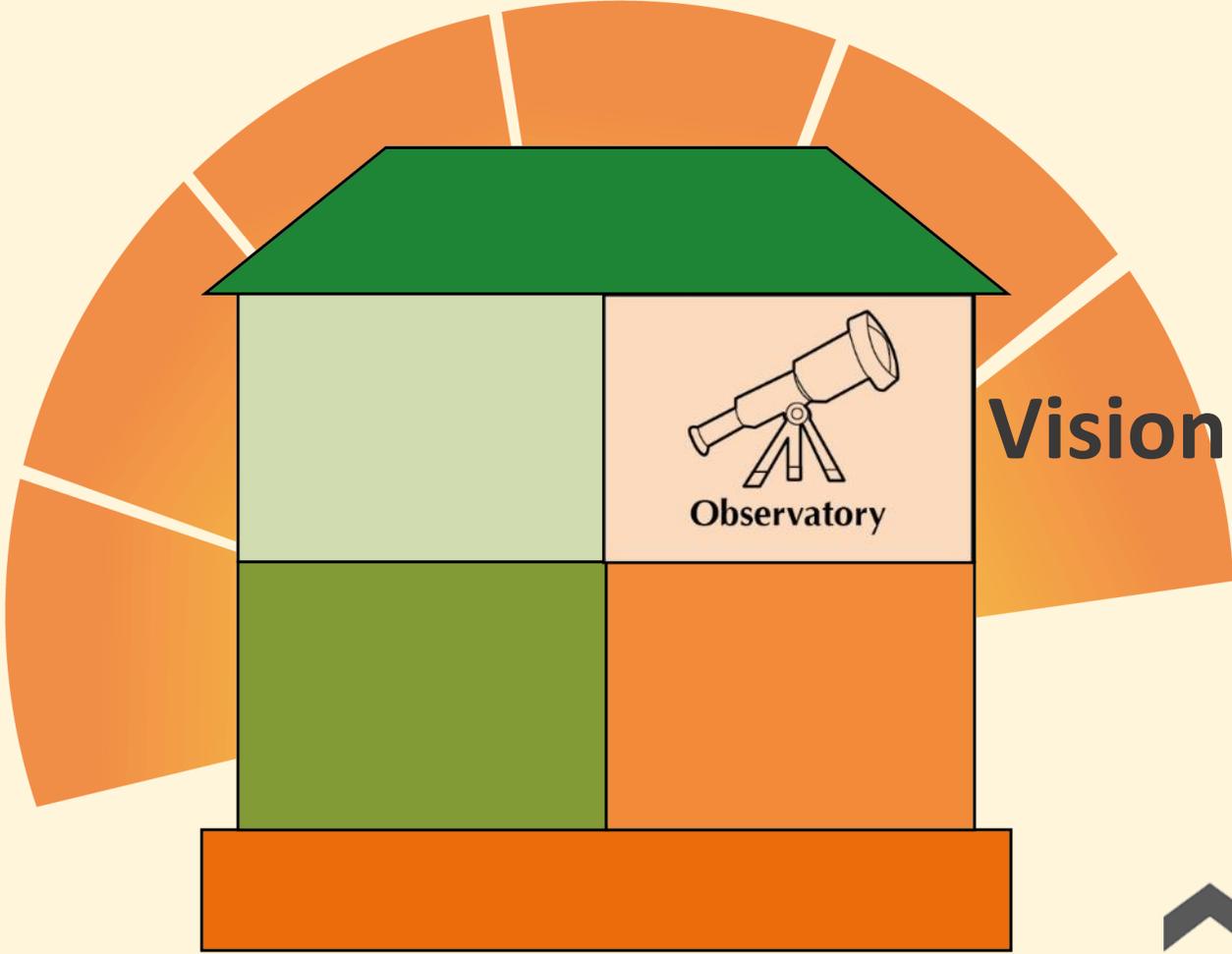
# The Caplor House



The Caplor House is an  
**organisational  
effectiveness and  
leadership  
development**  
model...

...that also helps to  
establish a common  
language





**Vision and excitement**

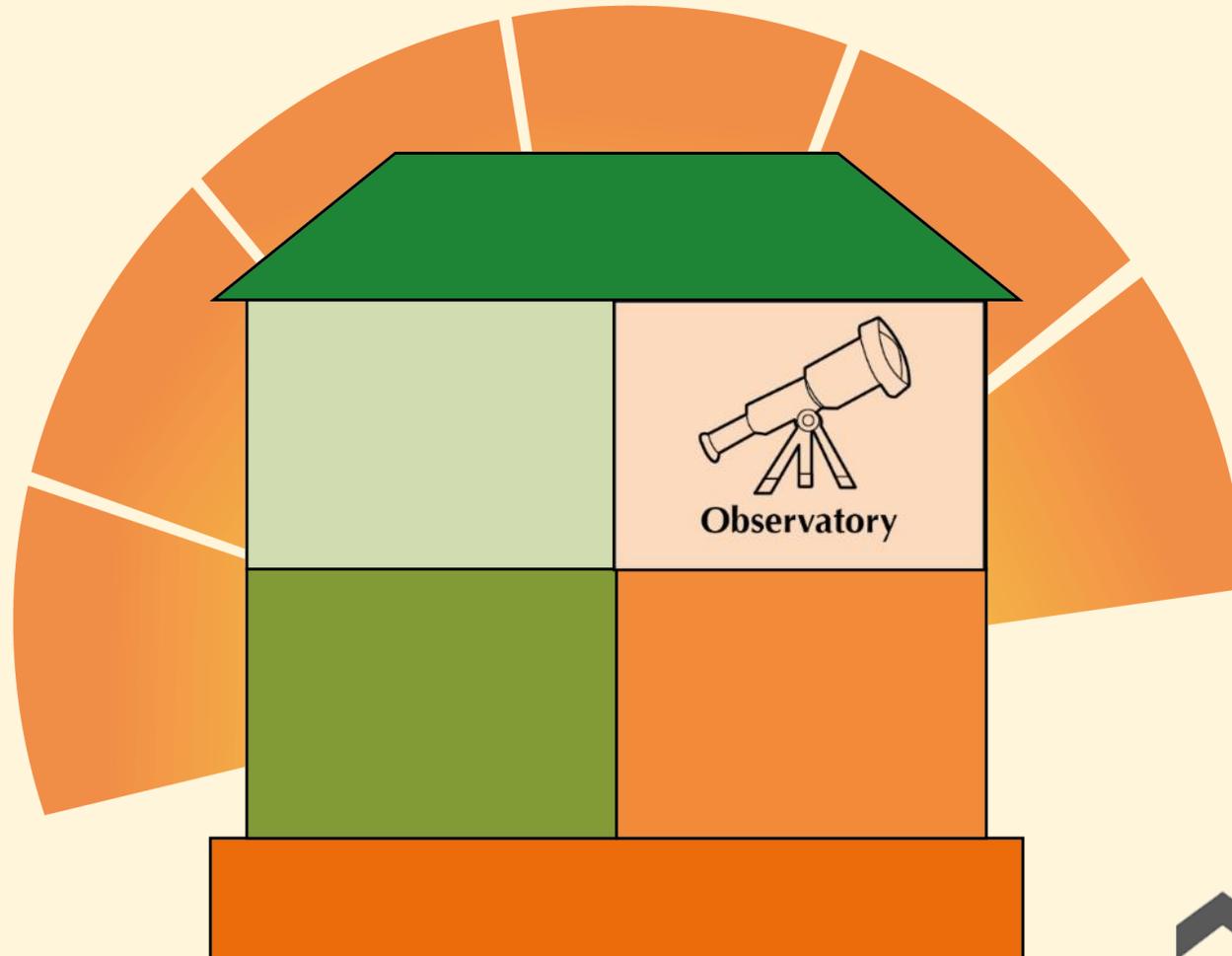
# Rooms

Ask questions like...

What is going on in the wider world?

What are the possibilities we can see?

What else could we explore?

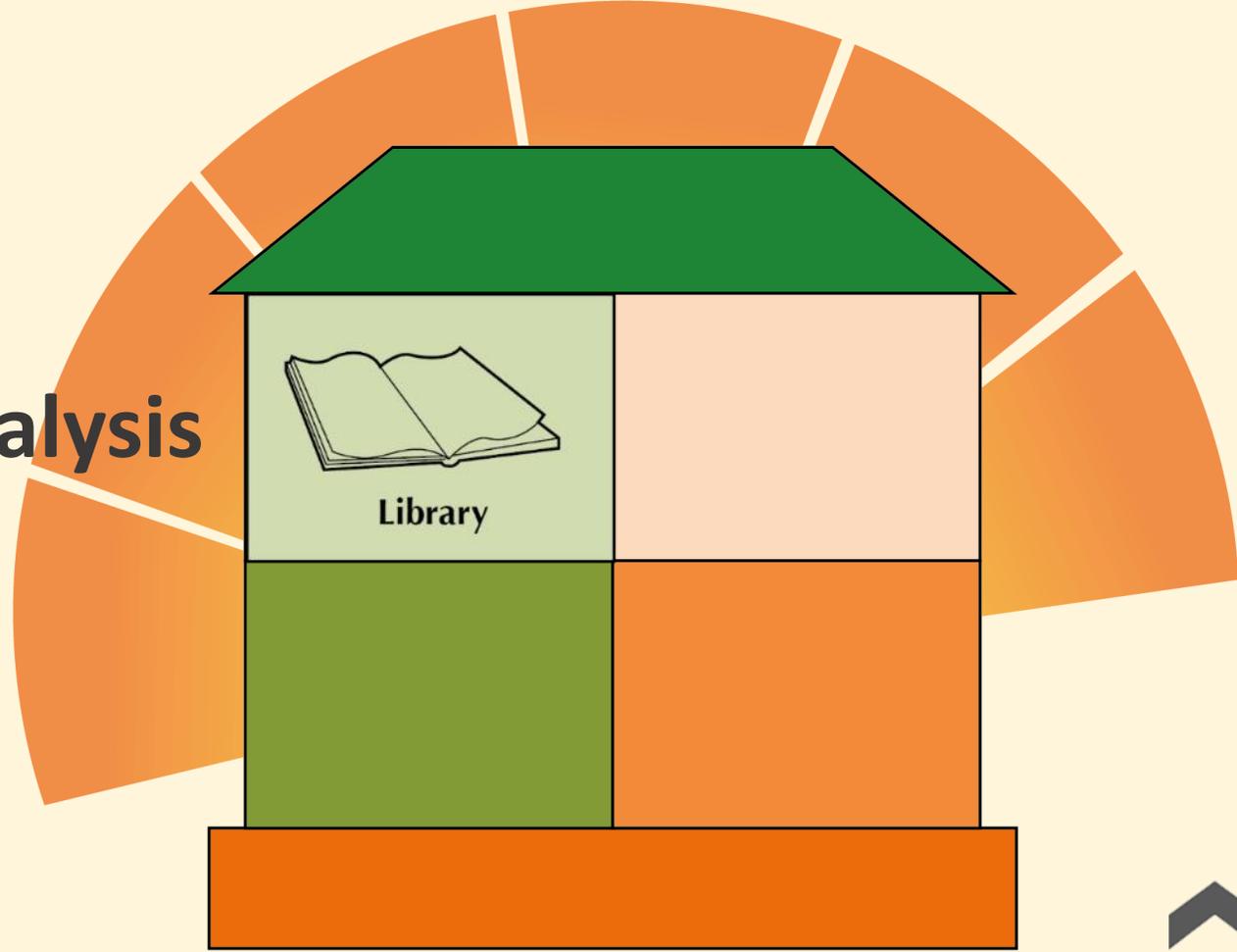


Where and how have other, similar issues been resolved?

What would we do without any constraints?



Reason and analysis



# Rooms

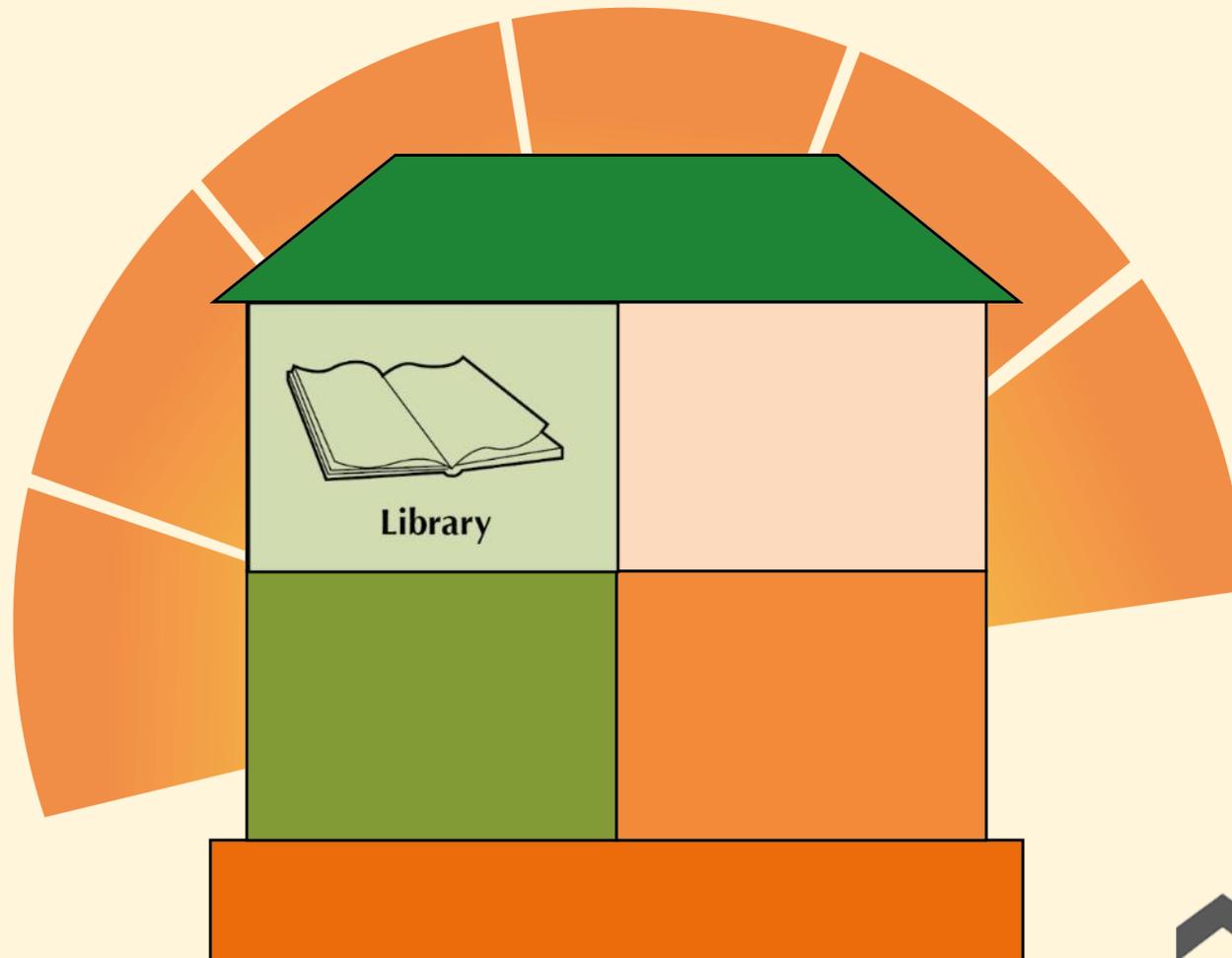
Ask questions like...

Why do we need to do something now?

What are we trying to achieve?

What have we done before that has worked or failed?

Do we know why?

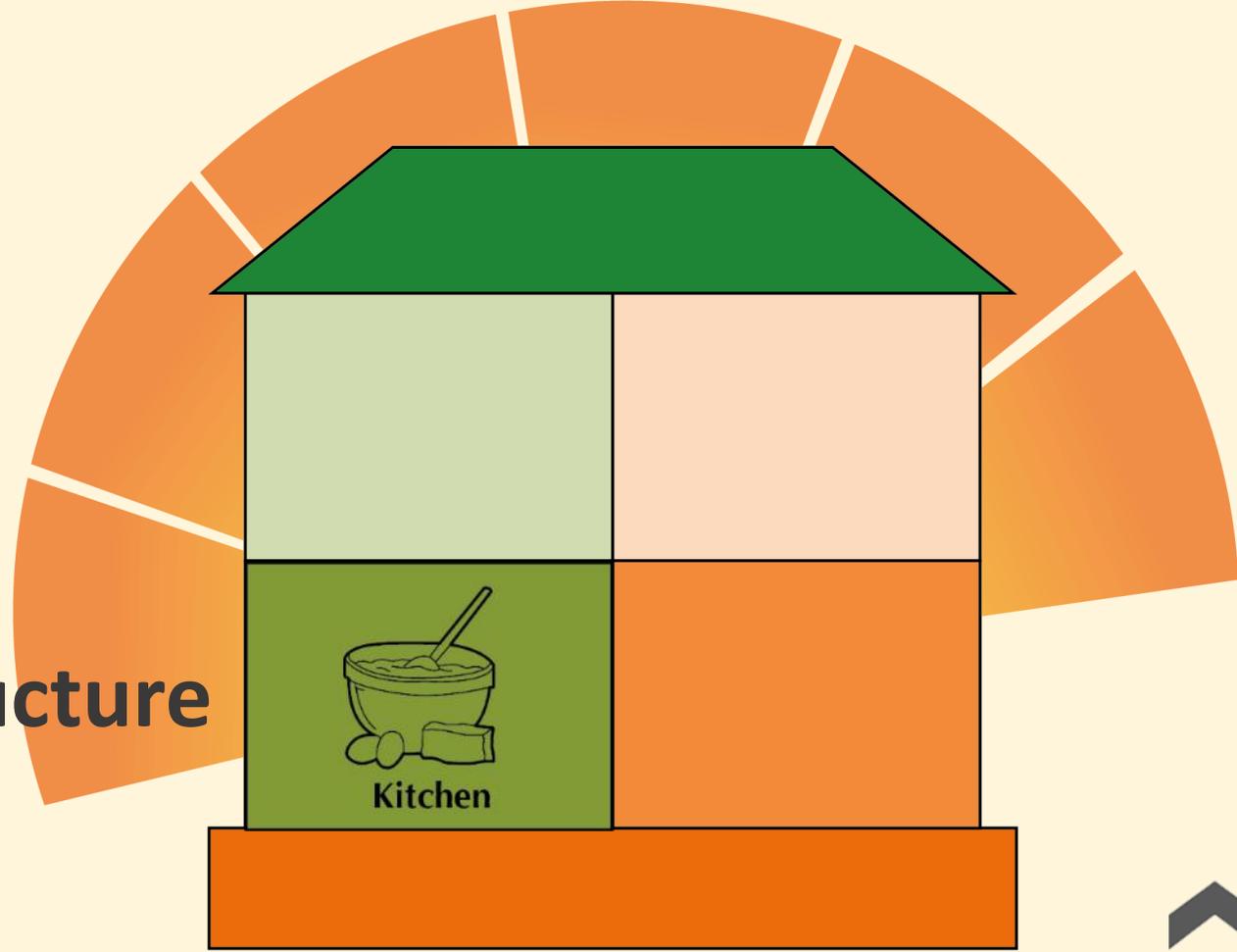


How will we evaluate and measure our success?

What is the purpose of the proposals we are considering?



Order and structure



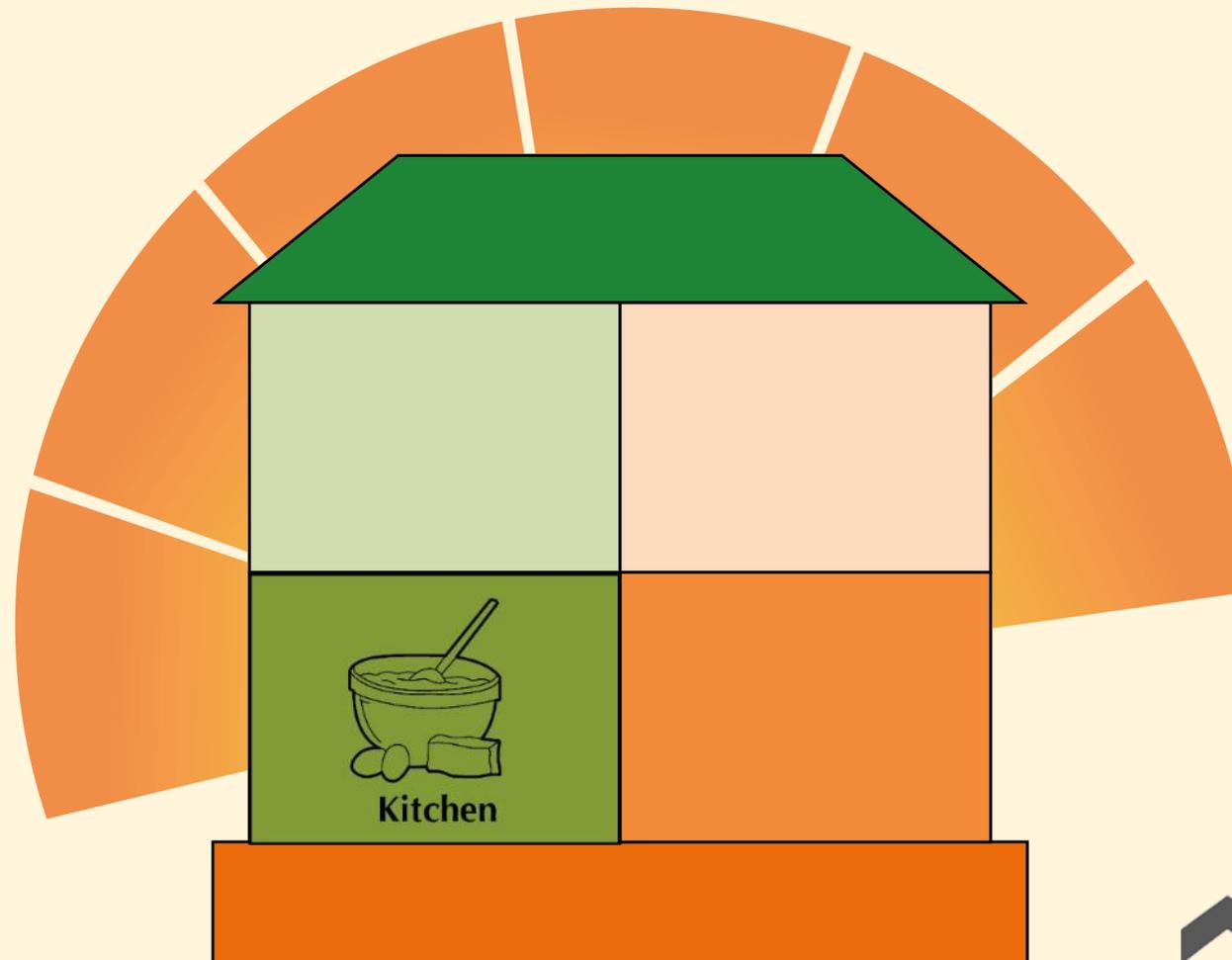
# Rooms

Ask questions like...

When will this happen?

Who will be responsible?

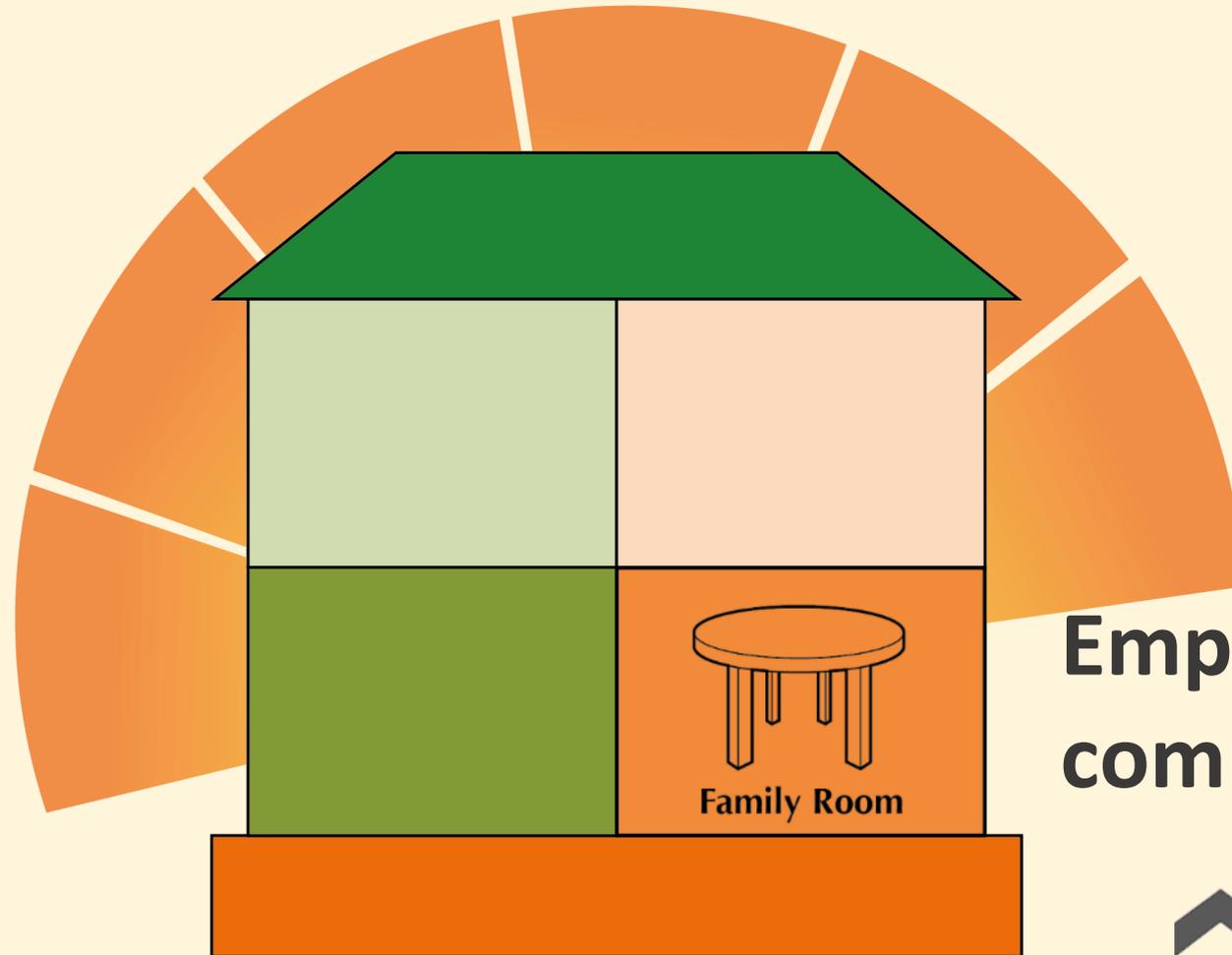
How long will it take?



What resources and finance do we need?

Do our systems and processes allow us to do this?

What standards must we work to?



**Empathy and  
communication**



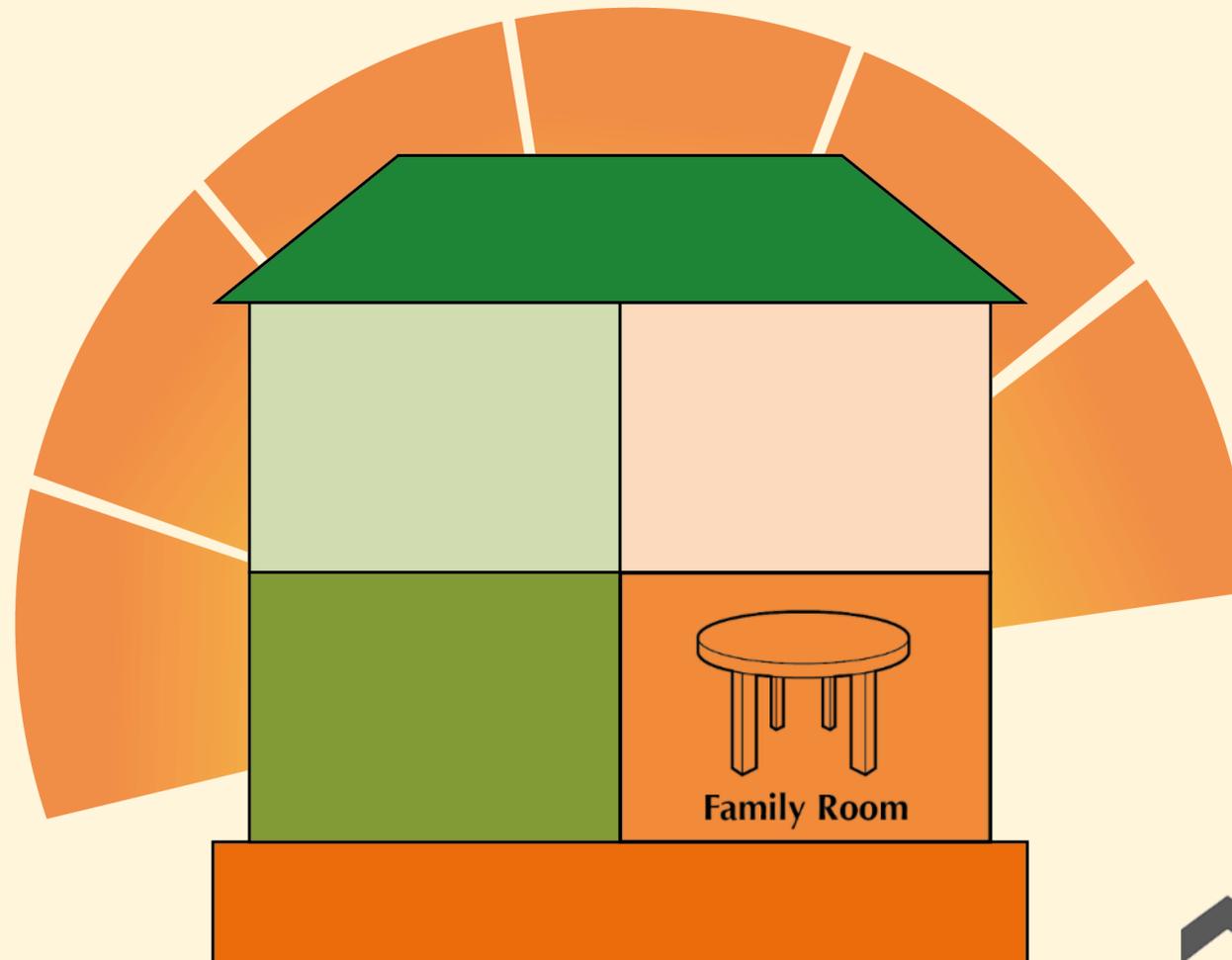
# Rooms

They ask questions like

How will people feel about this?

What matters to the different groups of stakeholders?

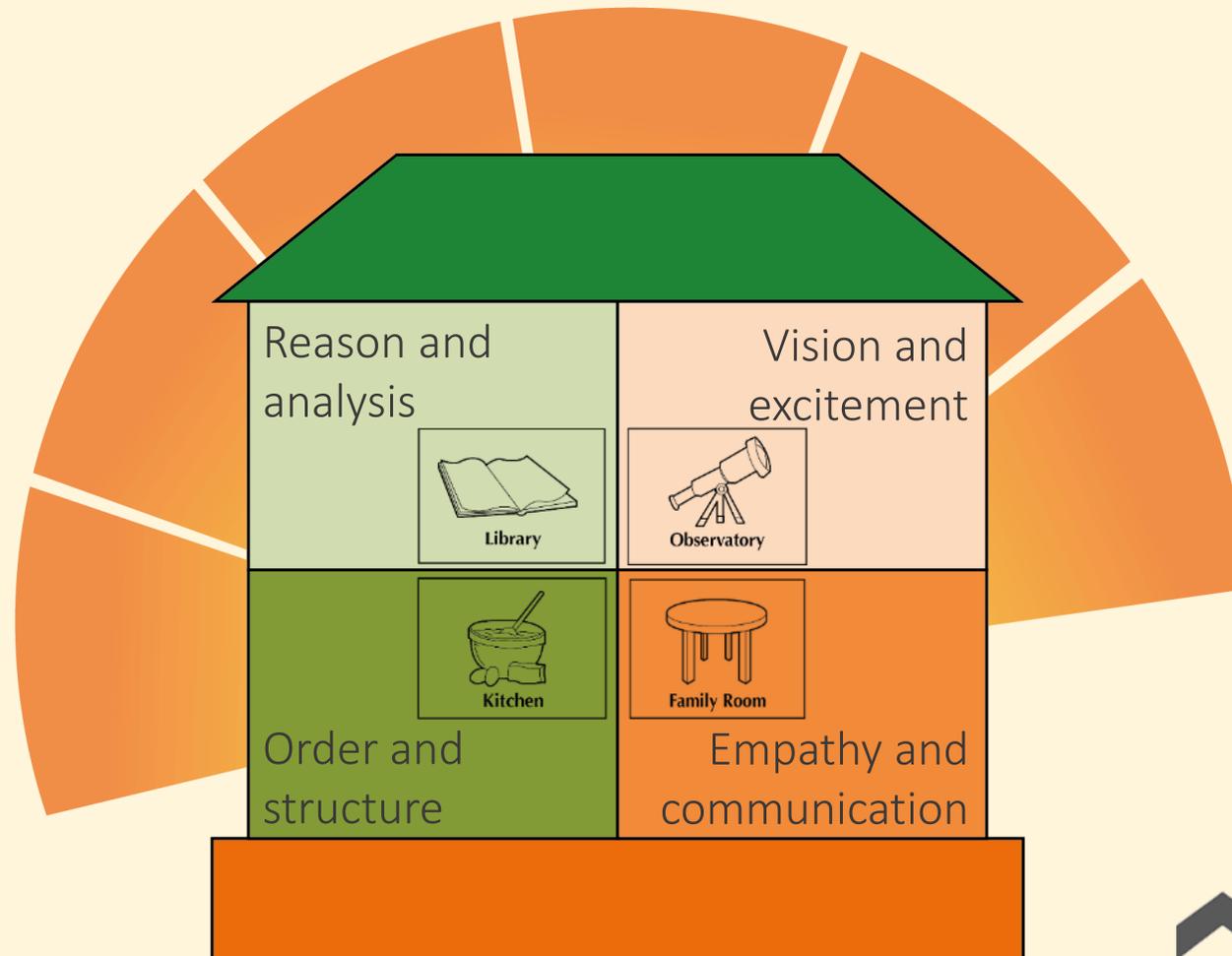
What does this say about our values and beliefs?



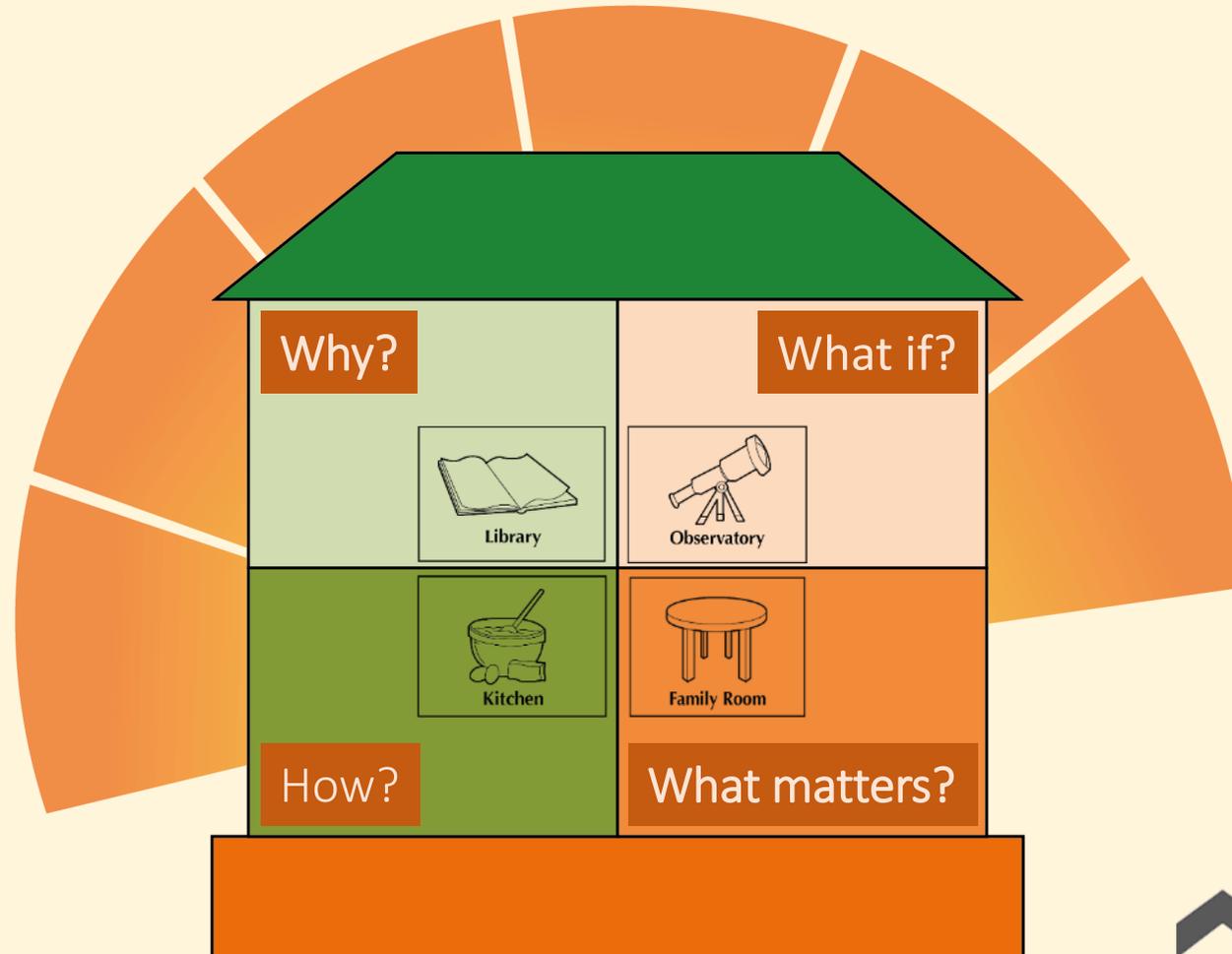
How can we communicate this so it is received in the way we want?

What support might people need in order to achieve this?

# Rooms

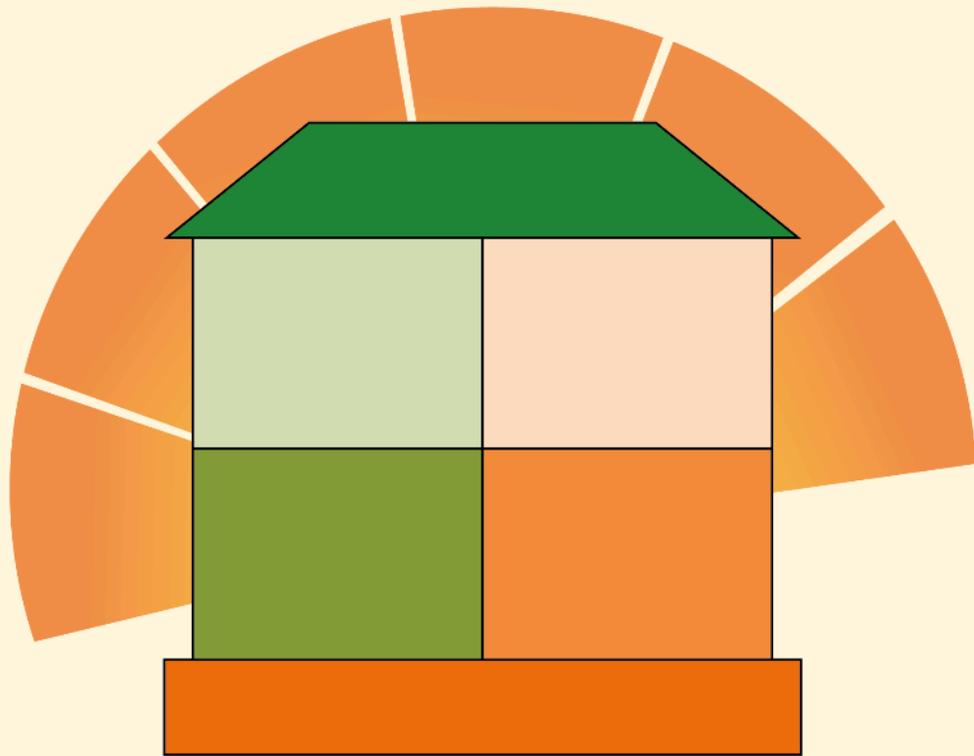


# Rooms

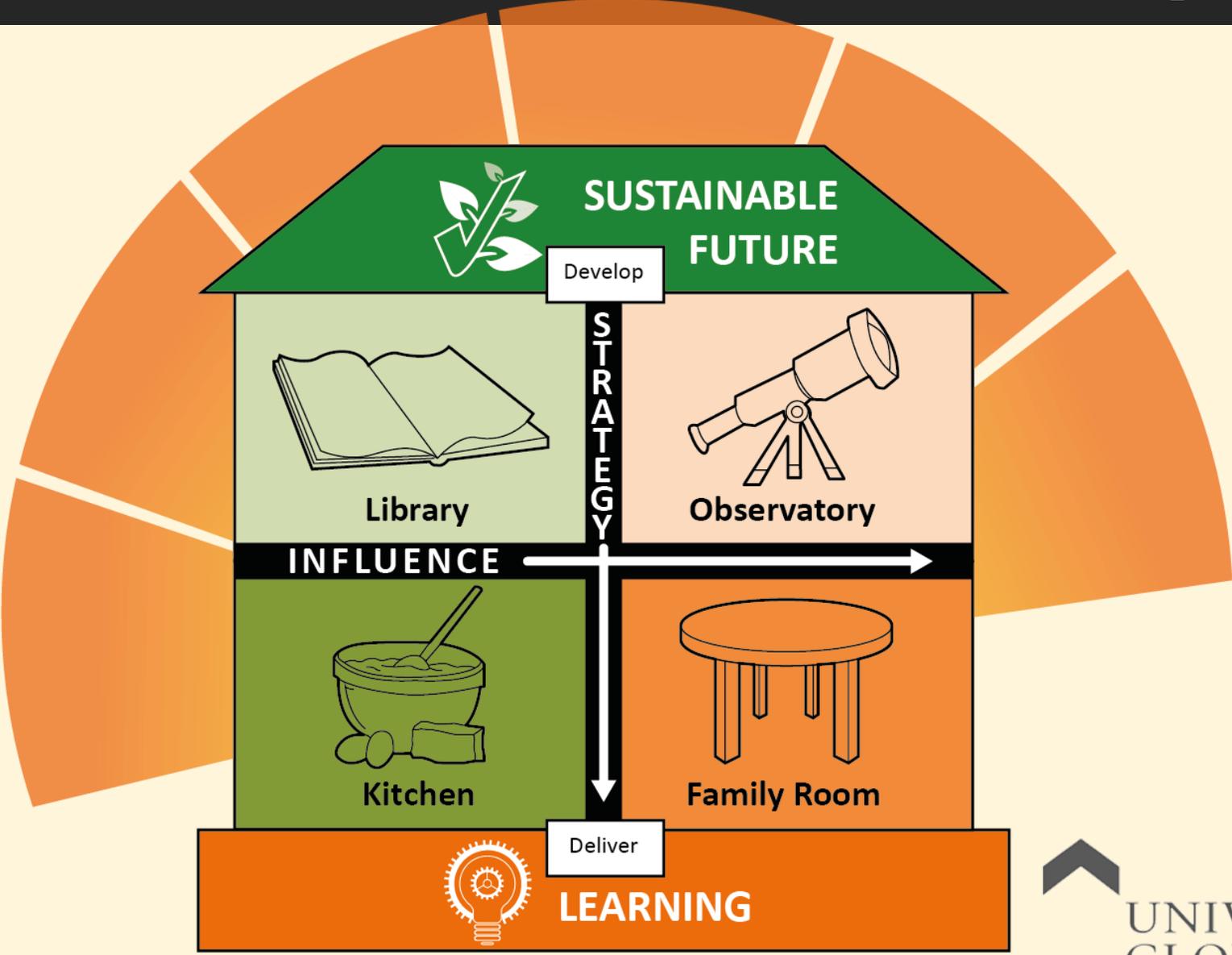


Tip!

“We know how to manage by walking around”



# More about the House...



# Lessons from the House?



# Why should anyone be led by you?

Work in pairs

Five minutes each

- Over a five minute period, one person to repeatedly ask “why should anyone be led by you?”
- The other person keeps answering the question



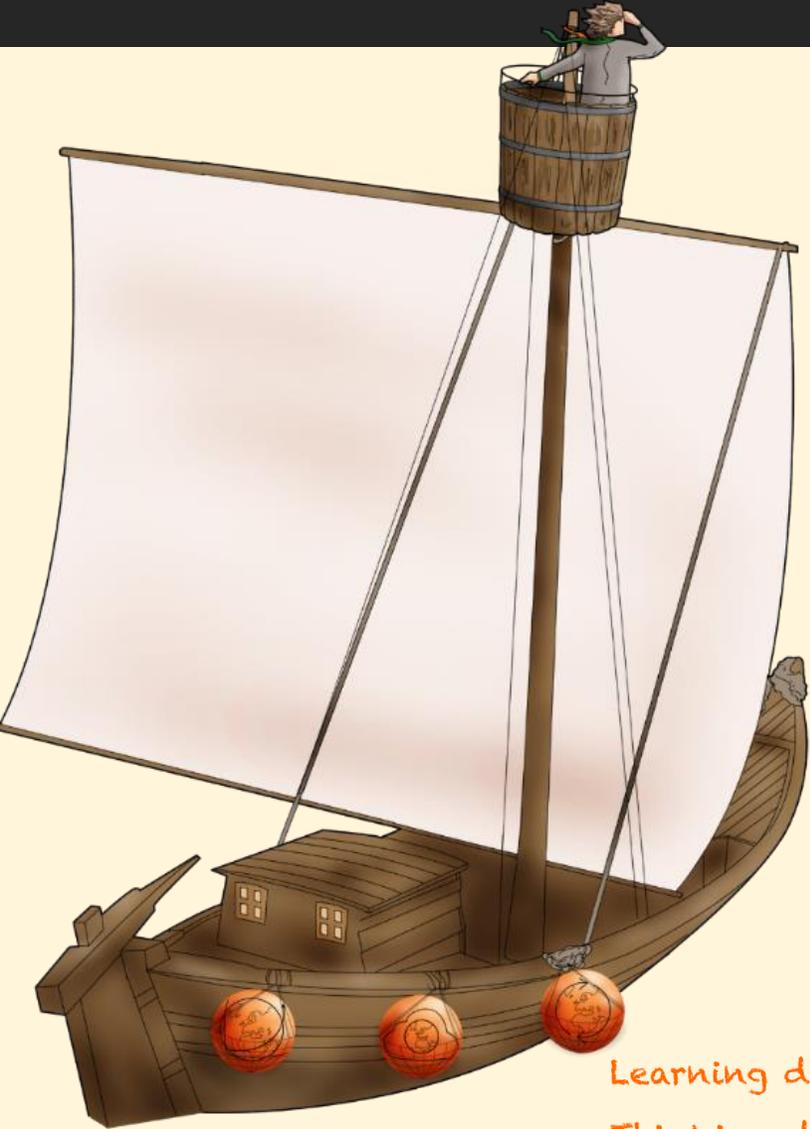
# Why should anyone be led by you?



1. They selectively show their weaknesses (exposing some vulnerability to reveal approachability and humanity)
2. They rely heavily on intuition to guide timing and the course of their actions (“soft data” helps them to know when to act)
3. They manage with “tough empathy” (empathise passionately and realistically; and they care intensively about the work the team does)
4. They reveal their differences (they capitalise on what is unique about themselves)

*Goffee and Jones*

# What's your sustainability journey?



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Thinking differently  
Acting differently

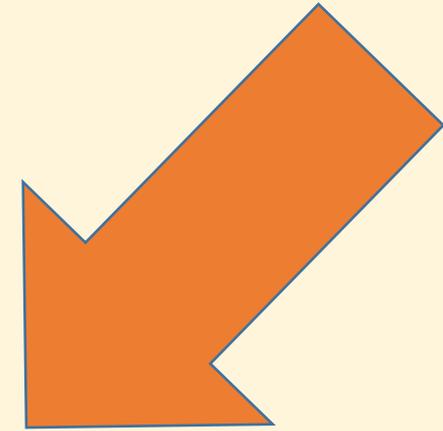
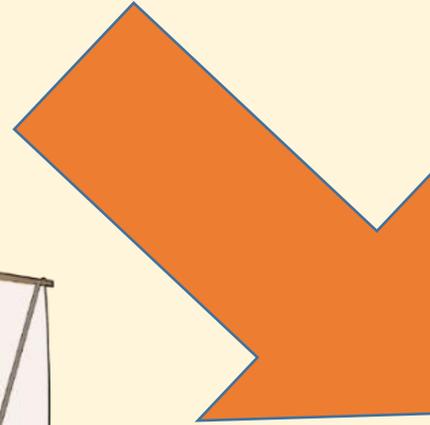
# What? Strategy

Internal Analysis

External Analysis

Definition...

“How an organisation in its entirety best directs itself in a changing world”



Vision, Mission, Values – next 10 years

Strategy – next 3 years

Plan – next 12 months



# The Voyage



# Beyond the bottom line, practicing leadership for sustainability...

1. Focused commitment.
2. Long term strategic thinking.
3. Communication.
4. Buy-in at all levels.
5. Persistence.
6. Shared ideas with suppliers, customers and even competitors.

(Laura Quinn and Jane Norton, Leadership in Action, 2004)

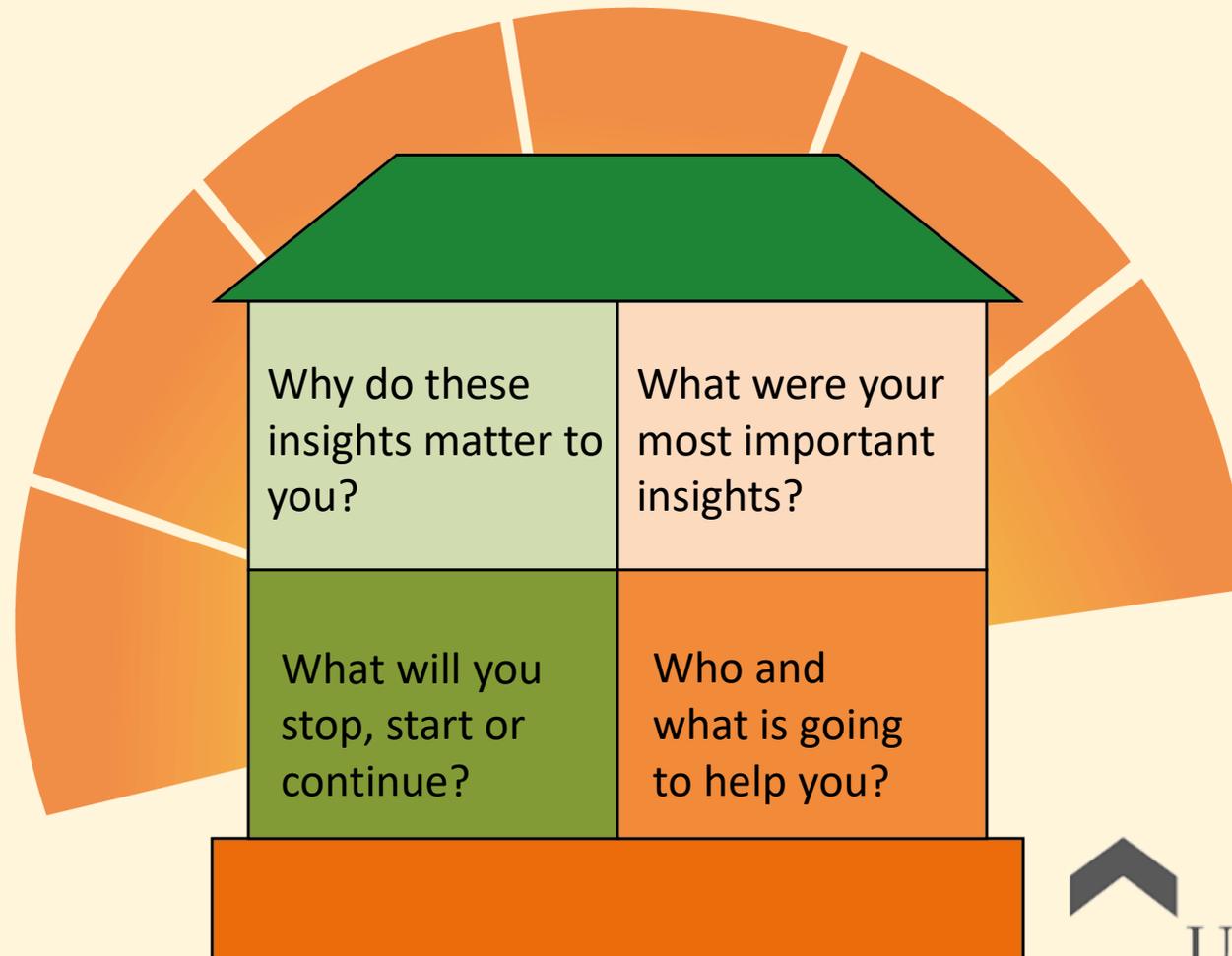
# Sustainability Leadership, co-creating a sustainable future...

1. facilitate others in active learning and participation.
2. act as catalyst for change.
3. adopt whole systems thinking.
4. deal with complexity.
5. create meaning through conversation and interaction with others.
6. support others to uncover and nurture the leadership potential within themselves.
7. build meaningful connections with other human beings and the earth.

(Mary Ferdig, 2007)

# Discussion: How can we now take action to lead sustainability?

- Actions for ourselves?
  - Actions for our organisations?
  - Actions for our communities?
- 
- First steps?
  - Support needed?
  - How will I manage energy and commitment?



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