PROCEEDINGS OF THE
11TH INTERNATIONAL SYMPOSIUM
ON
SUSTAINABLE LEADERSHIP, 2016
BANGKOK, MAY 29 - JUNE 1

Gayle C. Avery
Marie-Laure Bouchet
Editors
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDITOR’S FOREWORD</td>
<td>iii</td>
</tr>
<tr>
<td>AUTHOR AND PRESENTER BIOGRAPHIES</td>
<td>1</td>
</tr>
<tr>
<td>ARTICLES</td>
<td>6</td>
</tr>
<tr>
<td>CLOSING THE WASTE GAP IN EMERGING ECONOMIES MEANS OVERCOMING BARRIERS, OPENING MINDS</td>
<td>6</td>
</tr>
<tr>
<td>Vincent Aloysius</td>
<td></td>
</tr>
<tr>
<td>MENDING BROKEN FENCES POLICING: DEVELOPING THE INTELLIGENCE-LED/COMMUNITY-BASED POLICING MODEL (IP-CP) AND QUALITY/QUANTITY/CRIME (QQC) MODEL</td>
<td>14</td>
</tr>
<tr>
<td>Anil Anand</td>
<td></td>
</tr>
<tr>
<td>WAY BEYOND WEIGHT</td>
<td>24</td>
</tr>
<tr>
<td>Denise Conroy, Sandra Smith, Catherine Frethey-Bentham</td>
<td></td>
</tr>
<tr>
<td>ORGANISATIONAL SUSTAINABILITY – WHY THE NEED FOR GREEN HRM?</td>
<td>34</td>
</tr>
<tr>
<td>Christina Kirsch, Julia Connell</td>
<td></td>
</tr>
<tr>
<td>WINDTUNNELING A TOOL TO UTILISE AND NURTURE SOCIAL CAPITAL FOR SUSTAINABLE DEVELOPMENT</td>
<td>35</td>
</tr>
<tr>
<td>Bruce McKenzie, Jane Lorand</td>
<td></td>
</tr>
<tr>
<td>THE JOURNEY SO FAR IN OIKOS LEAP - A SUSTAINABLE LEADERSHIP PROGRAMME FOR YOUNG LEADERS</td>
<td>46</td>
</tr>
<tr>
<td>Anita Negri, Adriana Troxler</td>
<td></td>
</tr>
<tr>
<td>LESSONS FROM MYSTICS FOR SUSTAINABLE LEADERSHIP</td>
<td>47</td>
</tr>
<tr>
<td>Peter Steane, Yvon Dufour, Andre Morin</td>
<td></td>
</tr>
<tr>
<td>SUSTAINABLE LEADERSHIP PRACTICES DRIVING FINANCIAL PERFORMANCE: EMPIRICAL EVIDENCE FROM THAILAND</td>
<td>56</td>
</tr>
<tr>
<td>Suparak Suriyankietkaew</td>
<td></td>
</tr>
<tr>
<td>INTENDED GIVING BENEFIT FROM RICE PRODUCTION OF AGRICULTURAL HOUSEHOLDS IN UPPER NORTHERN THAILAND</td>
<td>57</td>
</tr>
<tr>
<td>Aree Wiboonpongs, Songsak Srboonchitta, Kanchana Chokethaworn, Nuttamon Teerakul, Pimpimon Kaewmanee, Peerapong Prabripoo</td>
<td></td>
</tr>
</tbody>
</table>
FOREWORD

The Institute for Sustainable Leadership (ISL) is pleased to issue this record of the papers presented at its 11th International Symposium on Sustainable Leadership, held at the Centara Grand Hotel at CentralWorld in Bangkok, Thailand, from May 29-June 1, 2016.

Founded in 2007 as a research centre at Macquarie Graduate School of Management, Macquarie University, Sydney, Australia, the now-independent ISL runs an annual international conference in exciting locations. At the conferences, we collaborate with researchers and practitioners from around the world in investigating sustainable practices and their relevance in different cultures and economic sectors.

Our conferences help disseminate research findings that assist business, government and non-profit organisations to achieve high levels of performance and resilience, using evidence-based leadership practices. The papers in this volume represent some of the latest thinking in the field.

This year we are especially grateful for the generous sponsorship of the Thailand Sustainable Development Foundation (TSDF). TSDF was established in 2014 with an objective to promote development that provides for balance and sustainability in the economy, society, environment, and culture, especially through the application of the "Sufficiency Economy Philosophy" in both local and international contexts. TSDF promotes development that provides for balance and sustainability. It serves as a focal point for a body of knowledge regarding sustainable development at both local and international levels as well as for promoting area-based community development to ensure the success of balanced, continued and sustainable growth.

ISL also appreciates this year’s collaboration in staging the conference with the College of Management, Mahidol University (CMMU), with a team led by Dr Molrudee Saratun. CMMU’s philosophy reflects the vision of Prince Mahidol who asserted that the purpose of education is to contribute to the social and economic development of society. Using this vision as a guide, CMMU features a learner-centred environment that enables students to apply their knowledge of best management practices drawn from global and local sources.

Due to the increasing pressure on academics to publish in “A-level” journals (many of which do not like to have work published anywhere else previously), the organisers offered authors the option this year of having their full papers or a structured abstract published in the proceedings. About half the contributors chose to publish structured abstracts only. However, delegates will hear the presentations and can look forward to reading the full papers in due course. Selecting quality papers for presentation at the conference from among the many submissions ISL receives each year depends heavily on a special group of volunteers, our reviewers, via a double-blind process before papers are accepted for presentation and publication. Many authors write back asking ISL to thank the reviewers for their helpful feedback and some even invite the reviewers to co-author later versions of their papers!

The Institute for Sustainable Leadership welcomes all those who are interested in creating sustainable enterprises and making the world a better place. Visit our website, follow us on LinkedIn or twitter (@Honeybeeleaders), and participate in our future conferences and other events.

Gayle C Avery
Founding Director
Institute for Sustainable Leadership
www.instituteforsustainableleadership.com
AUTHOR & PRESENTER BIOGRAPHIES

Vincent Aloysius, DBA
Ecocycle, Thailand
Email: vincent.aloysius@sccc.co.th

Vincent Aloysius, is the CEO of Ecocycle, a sustainable waste and environmental solutions business. An engineer by training, he has focused on environment management and sustainable development efforts in the cement industry for more than twenty years. Before taking up his current role in Thailand, he built and led a similar business in Indonesia, providing sustainable waste solutions to leading companies. Prior to this, Vincent was a business development consultant for a global cement company, supporting the start-up and development of this green waste solutions business in several countries in the region.

Anil Anand, MBA
IDR Management Consultants, Canada
Email: aaswadee@rogers.com

Anil Anand has served as a police officer with a Canadian police service for 29 years; with assignments as a front-line officer, undercover narcotics officer, and intelligence officer. He has worked in Professional Standards, Business Intelligence, Corporate Communications, the Ipperwash Inquiry, and been assigned to Interpol. He has worked on cases ranging from routine street level investigations, to cases involving international organised crime, and has been involved with the extradition of accused persons from the United States, Singapore, and Hong Kong. Anil has travelled extensively, observed cultures and policy administration with a keen interest for forming alternatives based on integrative and innovative ideas. He holds a degree in Physical and Health Education from the University of Toronto, a Masters of Law from the Osgoode Hall Law School, an MBA from the Rotman School of Management, and an Executive MBA from the University of St. Gallen. Anil has also studied police leadership and management development at Dalhousie University, Public Administration at Ryerson, received a certificate in International Commercial Arbitration from the International Court of Arbitration, and attended courses at the Indian School of Business, City University in Hong Kong, Insper Institute of Education and Research in Sao Paulo, and Fudan University in Shanghai.

Gayle C. Avery, PhD
Institute for Sustainable Leadership &
Macquarie Graduate School of Management (MGSM), Macquarie University, Australia
Email: gayle.avery@mgsm.edu.au

Gayle C. Avery is a professor at MGSM and Founding Director of the Institute for Sustainable Leadership in Sydney, Australia. A visiting professor at leading international business schools including the China Europe International Business School, Dr Avery specializes in leadership, management development and creating sustainable enterprises. Among her numerous publications are Understanding Leadership and Leadership for Sustainable Futures. She is co-author of Honeybees and Locusts: The Business Case for Sustainable Leadership and Diagnosing Leadership in Global Organisations, and co-edits ISL’s series Fresh Thoughts in Sustainable Leadership. She is also deputy editor of the Journal of Global Responsibility.

Harald Bergsteiner, PhD
Institute for Sustainable Leadership &
Faculty of Law and Business, Australian Catholic University, North Sydney, Australia
Email: harrybergsteiner@internode.on.net

Harald Bergsteiner is Honorary Professor in the Faculty of Business. Dr Bergsteiner’s professional background began in architecture and town planning. Both professions involve coordinating and leading multi-disciplinary teams, and require skills in the analysis, planning, implementation and management of complex projects. He transitioned in 1996 to the field of management/leadership, culminating in 2005 with the award of a PhD in
Management from Macquarie University on accountability. Since then his focus has shifted increasingly to the field of sustainable leadership, specializing in the development of descriptive, diagnostic and prescriptive management and leadership models and tools. In 2007 he co-founded the Institute for Sustainable Leadership with Gayle Avery.

Julia Connell, PhD
University of Technology Sydney and Curtin Business School, Curtin University, Australia
Email: julia.connell@uts.edu.au

Julia Connell is Director, Researcher Development at the University of Technology, Sydney (UTS) and an adjunct Professor of Management, Curtin Business School, Curtin University. She has held a number of other roles such as Dean of Graduate Studies, Associate Dean Postgraduate, Associate Dean International and Chair of Research as well as visiting Professor in various countries. Julia has published over 80 refereed journal articles and book chapters and co-edited 5 books related to employment, change and organisational effectiveness. She has been a keynote speaker for conferences in 5 countries and has taught in 11 different countries.

Denise Conroy, PhD
University of Auckland Business School, Auckland, New Zealand
Email: d.conroy@auckland.ac.nz

Denise M Conroy is a senior lecturer in the department of marketing at the University of Auckland, specifically, a consumer behaviourist taking a consumer centric approach to all of her research. Denise specialises in qualitative research design, and is skilled in working on large projects with mixed methods. She has a particular interest in consumers’ understanding of food and its relationship to health, and collaborates with a wide range of colleagues both locally and internationally, in cross-disciplinary research. Denise is currently commencing collaborative research to better understand the Chinese consumers’ perception of food preferences and desired health benefits from foods.

Yvon Dufour, PhD
Sherbrooke University, Canada
Email: yvon.dufour@usherbrooke.ca

Yvon Dufour is Professor of Management at Sherbrooke University, Canada. His research areas include: strategy formulation, the forecasting gap, and the implementation gap. Yvon teaches programs in strategic management and in organizational behaviour and has given expert opinion in the field of strategy implementation and change in large scale and complex organisations particularly in Canada and in Australia.

Catherine Frethey-Bentham, PhD
University of Auckland Business School, Auckland, New Zealand
Email: c.bentham@auckland.ac.nz

Catherine Frethey-Bentham is a Senior Lecturer in Marketing at the University of Auckland. Catherine conducts academic research in a number of areas including marketing methodology, consumer behaviour and property research. In addition to her academic expertise, Catherine has over 14 years’ experience in market research and consultancy in a wide range of industries. Catherine’s work has been recognised at a number of industry conferences and she was the recipient of the David O’Neill Award for Innovation at both the 2011 and 2007 Market Research Society of New Zealand (MRSNZ) industry conferences.
Christina Kirsch, PhD  
E2Q Consulting, Australia  
Email: ckirsch@optusnet.com.au

Christina Kirsch is Principal Consultant at E2Q Consulting and currently working with Sydney Trains on the business integration of new technologies. Christina is widely published on the topic of organisational change and is passionate about improving organisational sustainability. She has worked as an academic at the Swiss Federal Institute of Technology ETH Zurich, Hiroshima University, University of Wollongong, UTS Business School, as well as being a Coordinator at the Innovation Hub, School of IT, University of Sydney. Christina is also the founding director of ClearSky Solar Investments, a social enterprise that delivers shared-value projects in the renewable energy sector.

Jane Lorand, MA, JD  
Future Insight Maps Inc., California, U.S.A.  
Email: jane@futureinsightmaps.com

Jane Lorand is a social entrepreneur and was active early in the sustainable business field. A tax lawyer and strategy consultant by trade, Jane co-founded the GreenMBA, the first accredited MBA in Sustainable Enterprise in 1999. She taught the anchor courses for fifteen years, enabling graduate students from around the world to think more critically and systemically, and to build self-knowledge as they take initiative. Upon the recommendation of her students, she and her partners are entering beta testing of TheFULCRUM, a new social learning platform, community, and path of development for young leaders around the world that is an adaptation of the life-changing curriculum that she developed. As a co-founder of Future Insight Maps, a company that helps organizations and communities work with highly complex, multi-stakeholder issues, she is also the co-developer of WindTunneling. WindTunneling is a versatile software toolset that provides an easy means to gather and develop ideas, as well as test them. Jane is pioneering new openings in civil society and corporate exploration of complex issues through applications of WindTunneling in police-community relations, environmental political action, education and campaign finance reform, as well as in corporate strategic planning, futuring, and resilience testing of strategies.

Bruce McKenzie, MAppSc  
Future Insight Maps Inc and Systemic Development Associates, Vincentia, Australia  
Email: sda@shoal.net.au

Bruce McKenzie is Director of Future Insight Maps and co-developer of the WindTunneling software. He is also a social architect on many Government, Business and Community initiatives. An adjunct Professor at Australian Catholic University, Sydney and teacher through internet programs of Systemic Thinking approaches to managing complex issues.

Andre Morin, BA  
Sherbrooke University, Canada

Andre Morin is a postgraduate student at Sherbrooke University, Canada. He is a Colonel in the Canadian Armed Forces, and is currently serving in Afghanistan.

Anita Negri, BA  
oikos, Switzerland  
Email: anita.negri@oikos-international.org

Anita Negri is the President of oikos, an international organization for sustainable economics and management. Ms. Negri manages more than 45 oikos chapters around the world, in conjunction with the global community of oikos alumni, advisors, faculty, and partners, as well as an international team based in
Switzerland. As a Maastricht University graduate, Ms. Negri has always had a passion for education, innovation and sustainability and developed these topics throughout her work experiences. She is also an external Advisor to the UN PRME and a teaching assistant to an MBA course on sustainable business.

**Sandra Smith, MA**
University of Auckland Business School, Auckland, New Zealand
Email: sd.smith@auckland.ac.nz

*Sandra D. Smith* is a lecturer in the Department of Marketing at the University of Auckland Business School, New Zealand. A common thread running through her research is an interest in how actors in various marketing ecosystems use language to create meaning about their consumption experiences. Additionally, her interests in relation to engagement are focused on the exploration and conceptualisation of negative engagement and she has recently co-authored a book chapter exploring negative customer brand engagement in relation to blogging. Sandra has published in the *European Journal of Marketing, Marketing Theory* and the *Australasian Marketing Journal.*

**Peter Steane, PhD**
Macquarie University and Australian Catholic University, Sydney, Australia
Email: peter.steane@acu.edu.au

*Peter Steane* is Emeritus Professor at Macquarie University, and Professor of Strategy at Australian Catholic University. His research areas include: strategy, public management and governance. Peter teaches programs in strategy, cross cultural management, and ethics, and consults widely to Fortune 500 companies in the Asia Pacific region.

**Suparak Suriyankietkaew, PhD**
College of Management, Mahidol University, Thailand
Email: suparak.sur@mahidol.ac.th

*Suparak Suriyankietkaew* recently graduated with two doctorate degrees from the College of Management, Mahidol University in Bangkok and the Graduate School of Management, Macquarie University in Sydney. Her thesis was on the subject of sustainable leadership in Thai SMEs. She has additionally received two prestigious scholastic awards from the Royal Golden Jubilee PhD grant of Thailand Research Fund and the International Macquarie University Research Excellence Scholarship. Prior to her PhDs, Suparak obtained both bachelor (BSc) and master (MSc) degrees from University of Maryland, USA., and worked as a management practitioner and business consultant in Thailand and abroad for over 14 years. Her specialisations focus on leadership, sustainable leadership, sustainability, corporate social responsibility (CSR), corporate strategy and high performance organisations. She is a member of faculty at the College of Management, Mahidol University.

**Nuttamon Teerakul, PhD**
Chiang Mai University, Chiang Mai, Thailand
Email: n.teerakul@hotmail.com

*Nuttamon Teerakul* has worked since May 2001 as a lecturer in the School of Economics, Chiang Mai University. She has been involved with studies related to small and micro community enterprise, agricultural economics, rural development, poverty measurement, socioeconomics impact assessment, agribusiness, consumer behaviour. Since 2013, Nuttamon has worked as Assistant Dean at the School of Economics.
Adriana Troxler, MBA
oikos, Switzerland
Email: adriana.troxler@oikos-international.org

Adriana Troxler is the Program Manager of oikos. She has professional experience in five continents in both private (PwC, Euler Hermes, Interaction Times) and non-profit sector organizations (The Global Fund, AIESEC, and several associations). She has implemented several international and national start-ups assignments and has a solid background in entrepreneurship, project design and implementation and multi-stakeholder partnership building. In addition, at AIESEC, an international youth-driven organization, she started up AIESEC in Qatar and one Local Committee in Brazil. Her main tasks were related to student development and external relations. She holds a bachelor’s degree in International Relations from FAAP in Sao Paulo, Brazil, and an International Organization MBA from University of Geneva, which strongly emphasized CSR, PPP, resource mobilization, and performance enhancement of international organizations.

Aree Wiboonpongse, PhD
Chiang Mai University and Prince of Songkla University, Thailand
Email: aree.w@psu.ac.th

Aree Wiboonpongse specialises in agricultural economics and agribusiness at the Faculty of Agriculture, Chiang Mai University, and is Dean of the Faculty of Economics, Prince of Songkla University. She was the founder of the agribusiness program and the first Director of the Institute for Research and Extension of Sufficiency Economy Philosophy at Chiang Mai University. She serves on various national committees related to agribusiness and community development, and advises public organisations on policy research and planning. Professor Emerita Wiboonpongse is the author of many textbooks, research reports and journal articles. Her ongoing research related to agribusiness includes issues of contract farming and the supply chain in the Lao–Thai economic corridor and strengthening the capability of coffee growers in the northern highlands.
ABSTRACT

Cross-sector collaborations and sustainable commercial business models are both critical to meet the growing demand from governments, non-governmental organizations (NGOs), development agencies, scientists and the general public to address industrial waste-management-related climate change issues. In developing economies, where specialized solutions for certain industrial waste streams are not readily available, the cross-sector, multistakeholder approach may be the enabler to close this waste management gap. This paper highlights one such success story where a cross-sector, multi-stakeholder approach enabled the establishment of the first ozone depleting substances (ODS) treatment facility in Southeast Asia. In this cross-sector approach, a cement plant in Indonesia is now providing a safe and sustainable disposal solution for ODS substances for a number of companies from various sectors. Meeting the chlorofluorocarbon (CFC) and hydrochlorofluorocarbon (HCFC) phase-out obligations under the Montreal Protocol, the Ministry of Environment in Indonesia partnered with a cement company to receive foreign technical transfer assistance. This then led to further multi-stakeholder and cross-sector collaborations (including training regimes) to encourage and enable responsible industry players to opt for the safe treatment of refrigerants, thereby saving the ozone layer and avoiding significant amounts of global warming gases from being released into the atmosphere.

Keywords: Industrial Ecology, Sustainability, Environmental Commitment, Cross-Sector Collaborations, Multi-Stakeholder Projects

INTRODUCTION

The concept of industrial ecology was first described by Frosch and Gallopoulos (1989) in their ground breaking article. The guiding question of these visionary thinkers was based on why the output of one industry could not be the input of another; thereby conserving natural resources and ameliorating the problem of waste management. There are many examples where this is put in practice today. However, there is certainly room for more of this to happen in the manufacturing sector.

The concept of industrial ecology further contributed to the “systems thinking” approach (Capra, 1996), whereby industries can aim to mimic ecosystems in the natural environment. Several prominent persons championing the greening of businesses at that time have suggested that business is entering a new phase with this new thinking. Industrialist Stephen Schmidheiny (1992) referred to this phase as “a new industrial revolution”. According to Townsend (2004), this phase is characterized by a movement towards zero waste and further incorporation of systems thinking into company activities. The aim of this movement being the reduction of waste and environmental harm with less pollution and the increasing efforts to conserve natural resources.

The cement industry has been one sector that has been able to adopt and incorporate the industrial ecology concept for some time now. It was driven by a desire to overcome the perception of being very energy and resource intensive, and for being a significant contributor to greenhouse gas emissions. The industry was also further pressured by long-term predictions of resource scarcity and the rising cost of energy. This encouraged the cement industry to aim for a significant reduction of its energy bill and to try and attain a more environment friendly reputation.

The use of alternatives fuels derived from waste materials began according to Chatziaras, Psomopoulos and Themilis (2015) in the 1980s. Cement kilns in Europe began introducing waste materials from other industries
into the manufacturing process, where the chemical and physical characteristics of the waste were found to be suitable for energy and mineral content harnessing. In time, this trend spread to other parts of the world. Recovery of waste in cement kilns became more widely accepted in Southeast Asia around the latter part of the 1990s. The Holcim group, being one of the early adopters of this approach in this region, encountered the usual difficulties in overcoming internal and external mental barriers, as well as doubts and misperceptions that impeded this effort to get off the ground. Fear of misinterpretation by external stakeholders including competitors, customers, NGOs and special interest groups was another reason for business decision makers to reject or delay progress; to take a wait and see approach or to simply not make any progress. Fortunately, there were others within the cement industry sector who were able to promote innovation and progress; even if it was partly driven by the fear of not being left behind while the competitors moved ahead.

Overcoming barriers and mindsets was not limited to people in the industrial sector; regulators and policy makers also needed persuading. A great deal of effort was spent in providing information, and convincing authorities with various demonstrations and trials. Furthermore, it was not easy to overcome and counter negative publicity from existing waste management operators who were not happy with the arrival of new competition in their business. These businesses challenged policy makers and authorities to stop or limit the ability of cement manufacturers to treat waste in their manufacturing process, although it was well known that such activity was safe, practical and well accepted in developed economies.

Beginning in a small and limited scale in the late 1990s, and growing wider acceptance in the latter part of 2000s, gradually the usage of waste as a resource for the cement industry gained acceptance in Indonesia. Environmental regulators in Indonesia were careful and cautious in the beginning to limit the use of only certain waste materials in the cement kilns. In time, with good practices demonstrated by the cement industry and further demand from various industry sectors for sustainable waste management solutions, the regulators began to support further development of waste recovery in the cement kilns. They could see that the cement kiln resource recovery solution could provide significant waste-management infrastructure capacity to help close the wide gap between the volume of waste generated and the amount of waste that was professionally managed. It provided some relief for responsible companies who were looking for more sustainable solutions for their waste. This is the case in most developing economies where waste management infrastructure is often ignored and does not develop at the pace of industry growth. This is the situation for general industrial waste, and it is even more challenging for certain waste types that require specialized, dedicated high-investment infrastructure for treatment; waste types that are not generated in great volume; or for materials where certain products or chemicals are being phased out over time. This means the infrastructure required would one day become redundant once the phase-out is complete.

METHODOLOGY

This paper is based on an exploratory case study and literature review on the themes of corporate awareness and commitment to sustainability. This case study describes the author’s observation of events and the experiences and insights gained during the ODS management technology transfer and the multi-stakeholder projects described in the paper. The author had first-hand involvement in the development of the business of resource recovery from waste in the cement industry in Indonesia and the Southeast Asian region; he led and participated in these projects.

ESTABLISHING AN ODS TREATMENT FACILITY IN INDONESIA – THE FIRST ODS PHASE-OUT

Indonesia, being a country that ratified the Montreal Protocol, has an obligation to collect and eliminate ozone depleting substances (ODS) such as chlorofluorocarbons (CFC) and other refrigerants. This posed a real problem as there was no existing facility available in the country to enable collection and treatment of the ODS materials. It would have meant that a high-cost, purpose-built ODS treatment facility was required. But who would pay for the facility, and how would the investor see returns on the investment? Without a strict environment of regulatory enforcement, it would be risky business for any private investor to invest into the business of treating ODS materials.

Fortunately, the Indonesian Ministry of Environment received timely technical assistance from the Japanese Ministry of Environment. The know-how to enable the destruction of ODSs through the cement kiln thermal process was provided at no cost. At that time, in 2006, such practice was already common, proven and well
accepted in Japan. However, the cement kiln thermal process solution endorsed by the Technology and Economic Assessment Panel of the Montreal Protocol in the 2002 report of the task force on collection, recovery and storage of ODS remained unheard of in Indonesia and the rest of Southeast Asia. This solution meant that there would not be a need for a high-cost, purpose-built facility. It meant that at a relatively low cost, the facility to remove ODSs could be built and incorporated into the ultra-high-temperature cement kiln process.

The Ministry of Environment invited all cement manufacturers in Indonesia to avail themselves of Japan’s technical solution and to participate in this program. As this thermal treatment of ODS was something new and the fact that the payback from the investment and effort required was uncertain, only one Indonesian cement company (Holcim Indonesia) out of the many who were invited agreed to participate in the program.

Progress towards making this program work was lengthy even for the company that volunteered to participate in the program. Even within the company, there were many different views from both technical and commercial aspects – internal barriers that had to be overcome. Further complicating matters, costly and time consuming technical trials had to be conducted to convince the authorities that the process was safe and technically sound, despite the fact that the approach was endorsed by the relevant international body. Convincing top management that it made sense to participate in such a program despite the obstacles outlined above; the perceived small benefits in the form of good will; and the possibly small, uncertain income stream from the treatment fee from businesses that had ODS materials to be treated; was a challenge.

The ODS treatment facility was eventually successfully completed and the Ministry of Environment in Indonesia was very proud of its achievement to fulfill its commitment to phase out CFCs. For Holcim, it became the first to install such a facility in Southeast Asia and the facility became a showpiece that attracted regulators and industry visitors from many countries in the region. The facility was the first of its kind in the company’s worldwide stable of operations in more than ninety countries around the world. The project was recognized as one of Indonesia’s millennium development goal (MDG) achievements in 2007 as reported in the National Planning and Development Ministry’s report on the MDG achievements in that year. Since then, many industrial customers depend on this facility to treat their ODS waste materials. For its efforts, the company received a special Ozone Award in 2011 from the government of Indonesia. The Indian operations of the Holcim group later installed such a facility in one of its cement manufacturing facilities to provide similar services in that country. This was another good example of how the company benefitted from participating in the program in Indonesia. To date, the facility in Indonesia has safely treated approximately 21.5 metric tons of unusable refrigerants, avoiding the release of approximately 215,000 metric tons of carbon dioxide (CO2) equivalent in global warming potential.

The establishment of the ODS facility demonstrates the difficulty of adopting something new; in making changes that can make a significant contribution towards sustainability. Looking back, the process of building the facility could have been easier for the operations in Indonesia had the level of awareness and commitment on sustainability been stronger at all levels of the organization, from the boardroom to the shop floor.

**OVERCOMING BARRIERS, OPENING MINDS**

Environmental actions do not always come from voluntary commitments but rather as a necessity imposed by external pressures. In today’s world, with easy access to information and news, including climate change issues and incidents involving industrial pollution; businesses can very quickly be in the spotlight. Businesses are aware that there are no longer pollution havens where polluters can hide, not even in developing economies. Being prepared, building trust and goodwill is important for businesses to have a good standing with its stakeholders. Hence, the perceptions of decision makers in organizations towards the importance of their stakeholders play an important part in the awareness and commitment level towards sustainability and environmental action.

Naффzniger, Ahmed and Montagno’s (2003) research on the environmental consciousness of management and its preparedness to commit resources and effort to improve environmental performance provides evidence that human and organizational behavior factors are important and should be considered as levers to encourage leadership in sustainability. Henriques and Sardorsky (1989), in their research, also found that managerial perception towards stakeholder importance also led to firm commitment to make...
necessary environmental improvements. How can such commitment be translated to action? The answer, according to Banerjee (1998) lies in the incorporation of environmental and sustainability goals into the corporate strategies. In order to achieve this, he suggests that not only the top management, but the whole organization needs to have environmental and sustainability goals embedded in its consciousness to guide behavior and collaboration across the organization.

What are the human and organizational factors that could drive organizations to make a commitment towards improving their sustainability and environmental performance? The level and intensity of corporate environmentalism may vary from company to company. Organizations may be in different stages of development in its environmentalism. Winsemius and Guntram (2002) developed a four-stage typology for graduated corporate responses to environmental and sustainability concerns, namely from reactive, to functional and integrated, and finally proactive. At the reactive stage, companies are defensive and reluctant to change. Companies in the functional stage are less defensive and so more able to set environmental targets with the greatest economic benefit for the company. An integrated response is usually exhibited by today’s environmentally leading companies. These companies recognize and respond to pressures from all stakeholders including government, non-governmental organizations and consumers. Such companies integrate care for the environment into all strategic decisions at every level of the organization. The proactive companies have undergone a fundamental change, motivated by an environmental vision that guides management and staff decisions and actions. These organizations seek to derive shareholder value from environmental harmony and a desire for sustainability.

Top management environmental commitment that can sweep across the organization and reach the shop floor levels of the organization needs to start, or at least have strong support, at the top. However, if it is to be translated into action and operationalized, it cannot remain at the management level of the firms. It has to be cascaded across the whole organization. Chinander (2001) suggested that communication and accountability across the whole firm can raise the environmental awareness level throughout the organization and bring about improved environmental commitment and performance. Further, Chinander, found that regularity and clarity of communication stood out as a significant and important factors in promoting environmental commitment throughout the firm. This made the difference between whether the firm integrated environmental management into the business strategies or only communicated environmental issues as a response to environmental incidences such as a spill or other damaging incident. This is very much in line with the findings of Ramsey, Hungerford and Volk (1992) who concluded that awareness is the first major step in preparing people across the organization to collectively try to solve environmental and sustainability related problems. One can expect that greater awareness across the organization and accountability on sustainability, will build momentum with regard to the focus and strength of sustainability-driven initiatives. Similarly, Roy, Borral and Lagace (2001) found that a sign of corporate environmental commitment was the presence of an environment policy that gives a clear vision and goals. This policy, when cascaded and embraced throughout the firm, allows for participation of employees in the vision.

Environmental and sustainability commitments, however, do not come without challenges to firms. Whalley and Whitehead (1994) suggest that the expected returns from environmental investments can often be unrealistic and even jeopardize company profitability. This view is not shared by others who look at environmental commitment as a possible competitive tool. Porter and van der Linde (1995) take the position that environmental commitment can stimulate innovation in firms and thereby lead to less harmful, more efficient and less polluting processes and methods.

With the aim to get the message on the ODS phase-out program to industry and businesses, to raise awareness in order to gain commitment from industries, businesses and relevant industry groups; when the Indonesian Ministry of Environment looked for support to proceed with the next ODS phase-out program in 2012, this time to phase out HCFCs, it made good sense to bring as many collaborative partners on board as possible.

MULTI-STAKEHOLDER APPROACH – THE SECOND ODS PHASE-OUT PROGRAM

The goal of the second ODS phase-out program was unlike that of the first phase-out program. Now that the ODS treatment facility was in place, the goal the Indonesian authorities wanted to achieve this time around was to encourage businesses to divest themselves of inventories of HCFCs, or upgrade their HCFC-containing refrigeration and cooling systems, to come forward and dispose their ODS inventories and replace them with
ozone friendly refrigerants. This was no easy task. Upgrading the refrigeration and cooling systems in businesses, factories, commercial high-rise buildings could provide good energy savings; however, to benefit from such upgrades these businesses had to accept potentially costly interruptions to their operations on top of the significant investments it would require.

In implementing the second phase, it was important to inform practitioners and decision makers of the potential savings from energy consumption, when upgrading to more efficient systems; and of the reduction in carbon emissions from lower electricity consumption. Hence, initially the program was about raising awareness on the environmental aspects of the phase-out program, providing technical and financial information and empowering technicians and practitioners to develop sound business cases for endorsement by top management. It was hoped that doing this would assist in successfully achieving the HCFC phase-out. On the policy side, it was also important that businesses unable to finance such upgrade projects themselves have access to financial support services and to encourage the growth of energy service companies who can assist businesses to take up such upgrade projects. Thus, through the engagement of multi-stakeholders in the program, authorities and policy makers could also receive valuable inputs to help shape effective policies.

With the help and participation of: the refrigeration and cooling sector industry; professional associations; refrigerant producers (Bosch, DuPont and Pertamina); the Indonesian Chamber of Commerce; industry associations such as the Indonesian Business Council for Sustainable Development; international policy advisors such as the Gesellschaft für Internationale Zusammenarbeit (GIZ); leading institutions of higher learning in Indonesia; associations like the Green Building Council; the Manila-based NGO called ASSISTASIA, which is focused on capacity building, knowledge transfer and empowerment; companies were able to seek and secure donor funding from the development bank, Deutsche Investitions und Entwicklungsgesellschaft (DEG). Under the joint leadership of the Ministry of Environment, the Ministry of Industry, ASSISTASIA and Holcim Indonesia (the ODS treatment facility owner), this cross-cutting multi-stakeholder project took off confidently.

The project was aptly named RAISE (Refrigerant Management Awareness in Industrial and Commercial Application for Sustainable Energy Conservation), as the core activities of this program were: to raise the knowledge of practitioners and technicians in the refrigeration and cooling field; to equip and empower this group to be able to provide the decision makers in their organizations with the confidence and comfort to consider and execute the best possible options available to the business; to enhance both sustainability and economic benefits; and to enable a bottom and middle up approach to help gain top management support. This was important because the top management of the target businesses lacked the relevant technical and sustainability knowledge and awareness.

The coming together of practitioners and technicians enabled effective best practice sharing and it enabled new ideas to germinate. The RAISE program began with a high level stakeholder meeting to align the expectations of the various participating groups. Following that, awareness forums were conducted in three major cities in Indonesia (Jakarta, Jogjakarta and Medan). The final stage of the RAISE program was training the technicians and practitioners, as well as training the trainers who were selected from these training sessions. One hundred and thirty two technicians and practitioners underwent a five-day training program with training material that was specially developed and taught by a trainer from Trisakti University, a leading Indonesian university.

During the course of the project RAISE, one participant was able to initiate and begin executing a significant energy improvement project with upgrades to the cooling systems and replacement of non-ODS refrigerants in five shopping malls in Jakarta belonging to one shopping mall owner/operator group (Summarecon Agung). This provided great encouragement to participants of the RAISE program.

Finally, at the end of the RAISE program, all training materials were provided to the refrigeration and air-conditioning industry association so that they may be able to conduct such training to new entrants to the industry.

**DISCUSSION**

The study by Henriques and Sardorsky (1989) confirmed that there is a significant difference amongst businesses in their environmental performance profiles, which range from reactive, through functional and...
integrated, to proactive. However, even those leaning towards reactive are realizing the need to have a “social license” to operate. Vaccaro and Echeverri (2010) and several other researchers in this field have found that proactive environmental behaviour, depending on the business sector, can include recycling efforts, ability to change consumer and supplier behaviour, sustainability-related marketing, and the ability to capture more value from sustainable services and products. Businesses that are leaning more towards the proactive range understand the potential sustainability mechanisms that can ensure the longevity of their businesses and they are able to see the economic and reputational benefits of proactive environmental behavior.

Why then are such pro-active environmental behaviors in the form of multi-stakeholder collaborations not more common? During the conception of the RAISE project, there were many barriers that had to be overcome. Some participants even questioned if the project was worth the effort that would go into it. They questioned if such an effort should be industry led and whether regulations and enforcement should be in place first before such a project can be effective. A further consideration was on the businesses and individuals who benefitted most from the status quo, and whether they would resist the changes this kind of project can bring to their businesses? Certain stakeholders suggested that with ineffectual enforcement, such a program will not be effective.

In developing economies, where environmental policies are either not in place or enforcement is weak; hesitation to embark on seemingly risky routes is understandable. That is, top management requires a certain level of comfort in the form of support or endorsement from relevant authorities, or even possible partnerships with other companies that could fill the perceived and real competency gap. When this kind of collaboration was in place, sustainability initiatives such as the ODS project in Indonesia had a good chance of getting off the ground. It made even more sense if supporting grants or funding to share the risk burden were available, especially when the benefit of the initiatives reached a wider set of stakeholders.

It became obvious at the early stages of RAISE that the project could have stumbled and possibly not seen successful completion were it not for several individuals who were passionate about the subject and who saw the potential benefits to themselves as individuals and the businesses and organizations they represented. At one stage it looked as if RAISE could have been abandoned midway through the program. The ability of these individuals to demonstrate leadership and commitment to sustainability during the project was probably the key factors to successful completion of the program.

LIMITATIONS OF THE STUDY – FURTHER RESEARCH

Sustainability themed case studies on multi-stakeholder, cross-sector collaborative projects such as this and especially studies that measure and track the on-going benefits following completion of these projects are rare in Indonesia and the region. It was the aim of this study to provide some insights into the value and effectiveness of such an approach to achieve sustainability goals across industry sectors. This study however did not measure and quantify the level of effectiveness or the benefits achieved through such collaborative projects. One would expect that the benefits from the awareness raised and the commitment generated that a certain level of momentum would be gained to continue to drive further new sustainability initiatives. Donor agencies who contribute to such projects would certainly like to know how effective and for how long the benefits from such projects can be realized. This could possibly be an area for further research; to support more efforts and contributions on such collaborative projects.

CONCLUSION

The outcome of the first cross-sector, multi-stakeholder ODS project, during the early part of the CFC phase-out was indeed a resounding success. Indonesia become the first country in Southeast Asia to have in place an ODS treatment facility that demonstrated the efficacy of the ultra-high-temperature kilns and so paved the way for other adoptees to the benefit of industry generally and the environment.

The second part of the ODS phase-out for HCFC, with project RAISE, produced some clear achievements, however, some might say that the jury has yet to deliver its final verdict.

One other achievement of the project RAISE was to produce good training materials that are still being used to this day by the association of refrigeration and cooling professionals in Indonesia.
Many organizations involved in the project RAISE were able to raise their profile as leading sustainability businesses. Project RAISE was able to bring together sustainability leaders from various organizations. By building on trust and confidence to engage in such initiatives, regulators, policy makers and businesses were able to collaborate towards common goals for sustainability. Several project participants shared their ideas and desire to take a similar approach on other sustainability-related issues. In this respect, it can be said that this multi-stakeholder approach to tackle the HCFC phase-out was a great success. It provided a good example for future collaborations through the cross-sector, multi-stakeholder platform. The biggest positive learning of project RAISE is that it provided an opportunity for emerging sustainability leaders to step up, collaborate and realize that they are able to make change happen.

In short, in this instance, leaders’ commitment to using own and others’ waste as a resource helped reduce ODSs release to the atmosphere; improved both waste-generators and waste-users bottom lines; enhanced brand and reputation of both waste-generators and users; and offered an opportunity to raise the environmental performance across several industry sectors.

REFERENCES


MENDING BROKEN FENCES POLICING: DEVELOPING THE INTELLIGENCE-LED/COMMUNITY-BASED POLICING MODEL (IP-CP) AND QUALITY/QUANTITY/CRIME (QQC) MODEL

Anil Anand
IDR Management Consultants, Canada
aaswadee@rogers.com

ABSTRACT
Despite enormous strides made during the past decade, particularly with the adoption and expansion of community policing, there remains much that police leaders can do to improve police-public relations. While countries like Canada, Australia, Britain, France, and the United States serve as good examples of societies that apply universally accepted norms of inclusivity and sustainable civil processes based on social justice, even these jurisdictions are struggling with the titanic influences of globalization, nationalism, and sectarian conflicts across the globe, all of which have direct impact on security services and how they respond in mitigating influences that work to disrupt processes of sustainable civil society and sustainable leadership, innovation and the capacity for long-term thinking. The urgency is particularly evident in cities across the United States and Europe where an increasing number of police interactions over the past few years have ignited large, sometimes even national, protests against police policy and strategy, highlighting a gap between what police leaders feel they have archived in terms of public satisfaction, support, and legitimacy and the perception of bias among many marginalized communities. The decision on which one policing strategy is chosen over another, how many resources are allocated, and how strenuously the policy is applied resides primarily with the police and the units and subunits tasked with its enforcement. The scope and opportunity for police officers in impacting social attitudes and social policy are important elements that cannot be overstated. How do police leaders, for instance, decide when to apply one strategy—say community-based policing—over another, like intelligence-led policing? How do police leaders measure performance and success? Should these measures be based on quantitative preferences over qualitative, or should the preference be based on some other criteria? And how do police leaders define, allow, and control discretionary decision-making? Mending Broken Fences Policing provides police and security services leaders with a model based on social cohesion, that incorporates intelligence-led and community policing (IP-CP), supplemented by a quality/quantity/crime (QQC) framework to provide a four-step process for the articulable application of police intervention, performance measurement, and application of discretion.

Keywords: Sustainable Leadership, Sustainable Societies, Social Cohesion, Performance Measurement, Qualitative Measure, Quantitative Measure.

INTRODUCTION
Good policing is a precursor for the requisite safety and security within which civil processes germinate and develop. Legitimate policing represents a crucial institution in the advancement and long-term sustainability of civil society, civil processes, and democratic institutions. The sustainability of civil society depends on a combination of factors: the provision of ethical and sustainable leadership, integrative processes, sustainable resource management, organizational innovation, and transparent procedures that foster confidence within and outside the organization. The landscapes of geopolitics, crime, and law enforcement have, however, changed drastically during the past two decades. Crime has declined, and continues to decline across much of the globe, as have the severity of reported crimes (Eurostat Statistics 2014). Police spending has continued to increase, and in some jurisdictions the time spent on calls and the resources allocated to those calls have also increased (Gascon and Foglesong 2010). There have been advances and increased acceptance of restorative and rehabilitative practices in programs for dealing with crime, delinquency, and rehabilitation (Umbreit 1998). Citizen’s perception of the
prevalence of crime have, however deteriorate with more people feeling less safe than in previous years (Loader 2006). There have also been a number of disruptive influences impacting the cohesion and stability of existing social structures: global interconnectivity, global migration, the globalization of regional conflicts, changing demographics (aging population), and increasing tribalism and nationalism. Changing unemployment patterns and doubts about the sustainability of social security systems have given many the feeling that their future welfare has become more uncertain. The unemployment data for youth across Europe indicated unemployment levels as high as 54.9 percent for Spain, 57.3 percent for Greece, 41.8 percent in Italy, and 48.5 percent in Croatia (Eurostat Statistics 2011-2013). Growing multiculturalism too is being increasingly perceived as a threat to traditional identities. Disillusionment with authority and institutions, frustration with corruption, and increasing divide between the rich and poor, and the fairness of public policies are reflected in movements like Black Lives Matter, and the Occupy Movement (Travis 2014). In extreme cases citizens may even be driven to crime, gangs, and to ideological extremism and terrorism as attested by the increasing numbers of foreign fighters travelling to Iraq and Syria (Global Terrorism Index 2015).

There also remains, to a large part, a disproportionate focus on enforcement, on tough on crime, mandatory sentences, and incarceration as appropriate and effective responses to crime. The United States, despite its continued pursuit of a war on crime and drugs, tough sentencing policies (three strikes and out) has the largest prison population of any other country, and continues to experience an epidemic of drug addiction, organized crime, and gun violence (Institute for Criminal Policy Research 2016). There are over 10.35 million prisoners held in penal institutions throughout the world, 2.2 million prisoners in the United States, 1.65 million in China, and 640,000 in the Russian Federation (ibid). The world prison population has grown by almost 20% since 2000, with the female prison population increasing by 50% in the same period (ibid). These indicators of larger challenges facing modern societies across the globe call for a commitment to sustainable leadership, at all levels (public, private, and not-for-profit), to create opportunities for the meaningful, valued, and rewarding engagement of citizens within their communities, institutions, and societies.

The degree of perceived fairness and legitimacy attributed to the police and other public institutions serves as the foundation for the level of general social trust within a society, among its members, and between communities. Intergroup and intragroup social bond, or measure of shared norms, among members of a social network and the values they share (Healy and Côté 2001). The opportunity and ability to access the means to secure basic needs, to progress, to protection and legal rights, and to dignity and social confidence—the concept of social cohesion (Jenson 2010). Despite these changes police services continue to rely heavily on dated performance indicators, primarily framed in quantitative measures with almost no emphasis to social cohesion (United Nations 2008).

In order to enhance the ability to respond to the unexpected but inevitable conflicts, democratic societies must develop sustainable institutions and processes for facilitating civil society. Governments, executive, judicial, and administrative branches must provide rules, interpret the application of rules, and guarantee the maintenance of systems designed to define and sustain social cohesion; and must do so in ways that enhance social cohesion, trust, and legitimacy. The criminal justice system must ensure that laws are applied fairly and equitably, that law and order guarantee the safety and well-being of all citizens, and that breaches of laws are remedied to restore trust and legitimacy in social systems.

Many social, economic, and political institutions are embracing the importance of social cohesion as a measure for sustainable societies. The World Bank includes social cohesion and violence prevention as a major part of its overall agenda (World Bank 2016). The Organization for Co-operation and Economic Development states that:

“Policy making must go beyond targeted approaches and consider broader social cohesion objectives that will reduce income inequalities as well as improve access to basic services and opportunities for decent jobs and upward social mobility. New inclusive models that encompass more effective redistribution policies and comprehensive social protection programs are needed to ensure both sustainable development and social cohesion. The OECD Development Centre proposes to look at the state of social cohesion through three lenses: social inclusion, social capital and social mobility.” (OECD 2016).
The Scanlon Foundation in Australia has emerged as a leader in the promotion of social harmony and mapping of social cohesion to assist governments, businesses and individuals to work together to create more inclusive communities (Scanlon Foundation 2016). The office of the Deputy Prime Minister in the Britain called for the creation of the Social Exclusion Unit to bring about a better understanding of the impact of social exclusion on society (The Social Exclusion Unit 2004). There are many other similar initiatives indicating a clear movement towards the inclusion of social cohesion as a measure for the establishment and sustainability of safe, healthy, and productive communities, but not as yet part of police lexicon.

The extent to which citizens respect one another and value their relationships influences how they care for each other and should be an important determinant for the public services that aim to maintain order, enhance safety, prevent crimes, and enhance social cohesion. Mending Broken Fences Policing (MBFP) provides a reframing of the way in which police leaders assess the importance of performance measurement and examines policing from a view of advancing a framework founded in the recognition that policing, like healthcare, is a public service entrusted with public funds and state-sanctioned powers that can have a profound impact on the fabric of society and the values and principles shared by its citizens, as well as the degree and quality of social cohesion among its citizens.

Police services employ two overarching categories of intervention: Intelligence-led policing and/or Community-based policing. Intelligence-led policies/strategies can provide an alternative to collaboration during times of high crime and low social cohesion. However, intelligence-led initiatives can become counterproductive, particularly if continued within communities that begin to transition to a more collaborative culture. Police strategists must remain sensitive and responsive to cultural changes within their customer communities—sensitivity being founded on performance measures appropriate for the conditions within which the services are being rendered and for the desired outcome of the services provided. Intelligence-led initiatives, coupled with emphasis on quantitative performance measurement, is more effective for responding to crime during times of increasing crime and low social cohesion (designed for resetting norms and enhancing public safety). Community programs based on collaborative policing, on the other hand, is more suitable for establishing trust and transparency essential for community mobilization and capacity building. The Intelligence-Led/Community Based Policing Model (IP-CP) provides a framework for selecting the appropriate strategy, dominated either by intelligence-led policies or community-based policies. Selecting the appropriate strategy by itself, however, is insufficient. It is equally important to develop an understanding of how emphatically those strategies must be implemented, enforced, and sustained. The model for social cohesion and police intervention provided three levels of intervention—maintained, moderate, or marginal. Effective strategies also require application of appropriate performance measurement systems—qualitative versus quantitative. The Intelligence-Led/Community-Based Policing Model (IP-CP), combined with the Quality/Quantity/Crime (QQC) Model, provides a framework for doing both.

DEVELOPING THE INTELLIGENCE-LED/COMMUNITY-BASED POLICING MODEL (IP-CP) AND QUALITY/QUANTITY/CRIME (QQC) MODEL

In the following section, we determine how to frame the societal context for which a policing policy is intended and offer a way to determine the most appropriate strategy. Second, IP-CP and QQC will enable us to incorporate both qualitative and quantitative performance measures for determining the most suitable strategy for the specific customer community. Together, IP-CP and QQC enable us to determine which of the two, quantitative or qualitative, provides the most effective measurement framework for the specific conditions of a customer community based on its specific level of social cohesion and crime.

It is important to understand that neither intelligence nor community strategies are wholly qualitative or wholly quantitative; both have elements that are qualitative and quantitative, despite fundamental differences. Community policing strategies are founded on collaboration, empowerment, crime prevention, and social well-being and represent a trust-based strategy. Community-based strategies see healthy relationships as goals in themselves. In contrast, intelligence-based strategies use relationships to achieve secondary goals—the gathering of intelligence information. This predisposes community-based strategies to being more qualitative in nature as compared to intelligence-led strategies. Strategies based on relationships are more reliant on qualitative elements, while results-based strategies based on intelligence are more contingent on analytical
analysis and therefore more quantitative in nature. Nonetheless, both can be equally subject to either qualitative or quantitative measurements.

The Quality/Quantity/Crime (QQC) Model provides a framework for assessing, in relative terms, the appropriateness of the measure (qualitative or quantitative) based on the state of crime (increasing versus decreasing). The QQC Model provides a framework for determining the appropriate performance strategy. It suggests that quantitative-based performance measurements and consequently, quantitative outcomes are more relevant during times of increasing crime as opposed to declining crime. When crime indicators are increasing, quantitative strategies should receive greater emphasis for reducing crime and targeting enforcement. On the other hand, when crime is decreasing, as has been the trend during the past decade, qualitative strategies aimed at increasing appreciation of safety, embedding legitimacy, mobilizing communities, and empowering stakeholders should take precedence—the types of programs that contribute to the achievement of policing outcomes through the enhancement of social cohesion.

Together, the IP-CP/QQC Model provides a framework for determining the types of societal concerns, security issues, perceptions, and intelligence that contribute to decisions on how communities are policed. It provides a framework for understanding when strategies, such as community-based policing, intelligence-led policing, and problem-oriented policing (like broken windows), can be combined with environmental design, diversion programs, restorative justice, and therapeutic jurisprudence to impact quality-of-life issues that impede social cohesion. And it provides a framework that supports a balanced scorecard approach to assessing needs, providing services, and measuring success.

Social actors within a community can have relatively strong or weak bonds (bonding capital) and that two or more customer communities might, similarly, enjoy relatively strong or weak bonds among one another (bridging capital). Intervention focused on issues within these communities is impacted by the strength of these bonds and may need to be in the form of a maintained intervention, marginal intervention, or minimal intervention (Figure 1). Communities with weaker social cohesion require a maintained or sustained response, while those with strong social cohesion require minimal intervention.

We can add crime and crime trends to the social cohesion of a community to develop an understanding of whether the predominant police response should be intelligence-led or community-based. Figure 2 illustrates the IP-CP Model (intelligence-led/community-based). Now we add crime level and trends and intelligence-led versus community-focused intervention for determining the best response to a variety of community types, based on their specific crime trends and degree of suggested police intervention.
The columns represent the three types of customer communities in Figure 1 (those with sparse, moderate, or strong social cohesion). Crime levels are represented on the left side of the vertical axis and social cohesion on the horizontal axis. Crime trends are interpreted as movements from point to point on any part of the matrix. This framework provides suggestions for positioning policing services in such a way as to best respond to crime trends and social cohesion. For instance, in communities with sparse social networks, and therefore sparse social cohesion and high crime rates, policing policies should prefer intelligence-led initiatives to community-based, represented on the model as IP-CP. As crime falls to lower levels (low crime), even while social cohesion remains low, policing policies should be developed toward giving preference to community-based policing over intelligence-led, represented on the model as CP-IP.

When crime increases, and social cohesion is negatively impacted—for instance a community transitioning from moderate crime and high social cohesion toward one with high crime and moderate social cohesion, that is, the community is moving toward a state of high crime and weaker cohesion—police initiatives change focus from Community based preferred (CP-IP) to intelligence-led preferred (IP-CP). Communities with high levels of crime, even those exhibiting strong social cohesion, require greater emphasis on intelligence versus community policing. As crime drops and cohesion remains high, police initiatives shift from intelligence focused to community based, encouraging greater non-state intervention.

This model provides suggestions for positioning policing services in such a way as to provide an articulable means for responding to crime trends and social cohesion. We also, as a next step, revert back to the model for social cohesion and police intervention (Figure 1) to determine the intensity focus of the type of intervention that is appropriate, as either maintained, marginal, or minimum. Recall that police intervention should be based on the strength of the bonds and may need to be a maintained intervention, marginal intervention, or minimal intervention. Communities with weaker social cohesion require a maintained or sustained response, while strong social cohesion requires minimal intervention.

For instance, in communities with sparse social networks and therefore sparse social cohesion, and high crime rates, policing policies should prefer intelligence-led initiatives to community-based. As crime falls to lower levels (low crime), even while social cohesion remains low, policing policies should be developed with preference for community-based policing over intelligence-led, while maintaining the degree of intervention. As crime increases and social cohesion is negatively impacted—that is, the community moves for example from a low to a high state of crime, and from sparse to moderate cohesion—police initiatives refocus from community-based policies towards a preference for intelligence-based initiatives. Even though stronger in terms of social cohesion the community requires greater emphasis on intelligence versus community policing. The level of police intervention may also be reduced from maintained to moderate. As crime drops to low, and cohesion strengthens to strong, police initiatives begin to shift from intelligence-focused to community-based.
Police intervention has gone from maintained to moderate to marginal, encouraging greater non-state intervention.

We can now combine and apply the IP-CP Model (Intelligence Lead/Community Based) in conjunction with the model for social cohesion and police intervention to establish the relative strength or weakness of a community, its bridging and bonding capital, and the position of that community relative to crime and social cohesion to determine the predominant policing strategy (intelligence-led versus community-based) and whether the police intervention should be maintained, moderate, or minimal.

The following are examples of the application of the IP-CP Model in conjunction with the model for social cohesion and police intervention.

**Scenario A:** A community with strong social cohesion is experiencing high crime, indicating a deterioration of cohesion levels from high toward moderate.

High crime, even under strong social cohesion, calls for policing with greater emphasis on intelligence versus community policing. A community with strong social cohesion requires marginal police intervention because its non-state agencies are well established, and community actors are encouraged and supported in collaborating to identify, prioritize, and solve problems. Marginal intervention also implies officers have greater freedom to exercise discretion. As community cohesion deteriorates to moderate police intervention must increase to moderate levels. Moderate intervention implies a withdrawing of some discretionary tolerances previously extended under a state of high social cohesion.

**Scenario B:** A community with high social cohesion is experiencing a reduction in crime from high to low.

Communities with high levels of crime regardless of their strong social cohesion require greater emphasis on intelligence versus community policing. As crime drops and cohesion remains high, police initiatives shift from intelligence-focused to community-based, which encourage greater nonstate intervention. However, because the community remains highly cohesive, there is no need to change the intensity of the intervention; it remains marginal.

Our model is incomplete without adding a dimension for qualitative versus quantitative performance assessment—that is, determining whether qualitative or quantitative performance should have preferred focus given the previous assessment based on the IP-CP and social cohesion framework.

The IP-CP Model, in conjunction with the model for social cohesion and police intervention framework, incorporates tolerances for fluctuations in crime and social cohesion to minimize the rate of shift in preferred policy postures. In communities where crime and social cohesion are moderate but there is a subsequent change to higher levels of crime, greater emphasis should be placed on intelligence, whereas if crime falls, there should be increased emphasis on community programs. Where crime in communities with moderate social cohesion trends from low to moderate, the community-intelligence focus remains unchanged. What does change is the level of police focus on either quantitative or qualitative outcomes. The IP-CP framework provides justification for measured policing and appropriately targeting resources and policies, with emphasis on each community’s specific circumstances. We now, therefore, need to add the quality/quantity dimension.

The **Quality/Quantity Model (QQC)** combines crime, performance measures, and time, for determining the suitability of the appropriate performance measure (quantitative versus qualitative) based on the prevalent conditions. The transparent box in Figure 3 represents the range of normative trends that based on societal tolerances and social development, as well as resources and capacity defined over time.
According to the QQC Model, periods where crime is on the decline provide opportunities for communities to reset or redefine collective norms. During these periods, enforcement should not be primarily about quantitative achievements (catching offenders), but rather about taking the time to focus on identifying the antecedents of crime and disorder, lack of education, causes of recidivism, and for strengthening social cohesion. The focus should shift to mitigating the factors that contribute to the violation of societal norms and developing strategies for removing incentives and causes for the continued violation of laws. Continued emphasis on the quantitative assessment of services (numbers of arrests, charges, tickets, lengths of sentences, and other similar quantitative measures) is not recommended for developing long term sustainable solutions and are more likely to be perceived as targeted or quota-based enforcement, which can diminish opportunities for strengthening relationships.

Recognizing the importance of officers’ discretionary authority is critical during periods where crime is decreasing. Prudent discretionary decisions are dependent on the policies that determine performance measurement, performance evaluation, culture, and the nature and scope of oversight. Increasing levels of crime require policies to be adjusted accordingly. Times of high crime represent periods when norms and societal tolerance are exceeded, and emphasis shifts to quantitative performance measures with enforcement focused on managing crime to keep it from spiraling out of control. During periods where crime is increasing, the emphasis shifts to deterrence and enforcement-based policies. While qualitative measures cannot be excluded, their relative importance is outweighed by the need to quantitatively control escalating crime and disorder.

As crime begins to come under control, discretion can be extended to enhance community collaboration, legitimacy, and building trust, with increasing emphasis being shifted to resources that enhance the quality of interactions between police and community. Emphasis shifts to the quality of the services and outcomes. Police services can use these periods for reassessing their policies with increased emphasis on the quality of services (decreased dropout rates from school, decreased recidivism, improved collaboration and information sharing, reduced complaints against police, and so on) rather than the quantity of services. Discretion becomes increasingly important to the officers’ daily assessment of when to enforce and when to advise and caution. Indiscriminate enforcement will do more harm in alienating police services and forgoing opportunities for strengthening the social contact between the police and the community.

As crime is reduced to acceptable levels, the emphasis of qualitative and quantitative measures becomes interchanged. Now the norm for police performance measurement can shift from qualitative to quantitative measurement, with greater reliance on community relationships and focus on the collaborative management of the underlying causes of crime. In the accompanying diagrammatic representation (Figure 3), the apex of the quantitative curve and trough of the qualitative curve are positioned so that qualitative measures only begin to outweigh quantitative measures after crime trends start to indicate a decline. Quantitative and crime curves are more synchronized than the qualitative curve, which lags behind slightly.
Now, if we revisit the scenarios noted above we can combine our analysis of Quality/Quantity/Crime (QQC) Model with the model for social cohesion and police intervention, and Intelligence-Led/Community Based Policing:

**Scenario:** A community with strong social cohesion is experiencing high crime, indicating a deterioration of cohesion levels from high toward moderate.

![Diagram showing social cohesion and police intervention scenarios](image)

A community with strong social cohesion is experiencing high crime, indicating a deterioration of cohesion levels from high toward moderate.

A community with strong social cohesion requires marginal police intervention. Marginal intervention also implies officers have greater freedom to exercise discretion.

High crime, even under strong social cohesion, requires emphasis on intelligence versus community policing.

High crime, assuming no downward trend, also implies that quantitative performance measures be preferred over qualitative ones, at least until there is an indication of a downwards trend in crime levels.

**Figure 4:** Scenario A: A community with strong social cohesion is experiencing high crime, indicating a deterioration of cohesion levels from high toward moderate

High crime, even under strong social cohesion, calls for policing with greater emphasis on intelligence versus community policing. A community with strong social cohesion requires marginal police intervention because its non-state agencies are well established, and community actors are encouraged and supported in collaborating to identify, prioritize, and solve problems. Marginal intervention also implies officers have greater freedom to exercise discretion. As community cohesion deteriorates to moderate police intervention must increase to moderate levels. Moderate intervention implies a withdrawing of some discretionary tolerances previously extended under a state of high social cohesion. High crime, assuming no downward trend, also implies that quantitative performance measures be preferred over qualitative ones, at least until there is an indication of a downwards trend in crime levels.
Scenario: A community with high social cohesion is experiencing a reduction in crime from high to low.

Communities with high levels of crime regardless of their strong social cohesion require greater emphasis on intelligence versus community policing. As crime drops and cohesion remains high, police initiatives shift from intelligence-focused to community-based, which encourage greater non-state intervention. However, because the community remains highly cohesive, there is no need to change the intensity of the intervention; it remains marginal. What does change is the preference of performance measures from quantitative to qualitative. As crime levels decline and there is greater control over crime, greater focus can be shifter to the underlying precursors of crime and disorder, and for creating conditions that strengthen social cohesion and self-efficacy for bonding and bridging capital.
REFERENCES


WAY BEYOND WEIGHT

Denise M. Conroy
University of Auckland Business School, Auckland, New Zealand
d.conroy@auckland.ac.nz

Sandra Smith
University of Auckland Business School, Auckland, New Zealand
sd.smith@auckland.ac.nz

Catherine Frethey-Bentham
University of Auckland Business School, Auckland, New Zealand
c.bentham@auckland.ac.nz

ABSTRACT

In 2016, we have surpassed the population landmark of 7 billion, and yesterday’s global crisis of undernutrition in poorer nations is now accompanied by a journey into overweight and obesity. While clearly an issue associated with developed economies, obesity is becoming a worldwide problem and a threat to multiple sustainability initiatives. Consequently, there is a need for leadership that focuses on arresting the overweight and obesity pandemic in order to significantly contribute to a more sustainable future for all nations. We take the position that rather than continuing to focus on the pathology and disease of this phenomenon, we should focus on the health and resilience of those who resist choices that lead to overweight and obesity. Therefore, we take a consumer-centric perspective and report qualitative research conducted in New Zealand with 31 young people (ages 17-26) who have been resistant to weight gain in an increasingly obesogenic environment.

We look at this type of consumer resistance in order to better understand how to develop community leadership and build more obesogenically resilient societies. We report findings from these interviews which are used to inform a larger survey, and also contribute to our understanding of how interventions can best be successfully targeted.

Keywords: Obesity, Leadership, Resilience, Social Identity, Efficacy.

INTRODUCTION

In 2016, we have surpassed the population landmark of 7 billion people on the planet, and yesterday’s global crisis of under-nutrition is now accompanied by a journey into over-nutrition, over-consumption, over-weight and obesity. Whilst attention is being paid to the potential of population increase outstripping food supply and resulting in famine, almost no attention is being paid to the effect of increasing body mass. Moreover, the weight loss industry, a worldwide multibillion dollar business, is clearly failing, as the World Health Organization states that obesity is now a pandemic (World Health Organisation n.d.). The increased demand for food arising from the increase in body mass is likely to contribute to higher food prices and, because of the greater purchasing power of more affluent nations, the worst effects of increasing food prices will be experienced by the world’s poor. Clearly, there is a need to arrest this pandemic in order to significantly contribute to a more sustainable future for all nations.

Obesity and being overweight are complex social problems which have developed rapidly over the last 50 or so years (Popkin, Adair & Ng 2012). Dramatic changes in Western society during this period have undoubtedly contributed to their growth. For example, the food processing technology developed during World War II has expanded significantly to the point that processed foods are a regular and daily part of most people’s diets (Poti, Mendez, Ng & Popkin 2015). Furthermore, parents who are wealthier than prior generations, now that it is common for both parents to work outside the home, but are time poor, often have a more indulgent attitude towards their children than was seen previously. This indulgence manifests in providing regular ‘treat’ foods, allowing sedentary screen time, and transporting children to and from school and activities. As a result, we are increasingly living in an obesogenic environment; i.e. the combined influence of surroundings, opportunities, or
life conditions on the promotion of obesity (Lake & Townshend 2006; Swinburn & Egger 2002). The majority of us are bombarded by cues to eat throughout the day and night – television advertising, outdoor advertising, internet advertising, and food (some nutrient dense but the majority nutrient deficient) being available not only twenty-four hours a day, seven days a week, but on every street in even the smallest of suburbs (Kemps, Tiggemann & Hollit, 2014). Obesity and being overweight are becoming concerns for every nation; i.e. this alarming trend can especially be seen in emerging economies such as in Malaysia where the number of obese adults has more than tripled over the last decade (Samy 2010).

Despite New Zealand, where this study is based, having the third highest adult obesity rate in the OECD, the government has, to date, considered obesity and overweight to be an individual issue and responsibility, and not a social issue requiring its intervention (Ng, Fleming, Robinson, Thomas, Graetz, Margono…….Gakidou 2014). Yet the problems associated with obesity and overweight are significant social problems. Metabolic health concerns directly related to weight, such as diabetes and cardiac disease, cost the global economy an estimated US$2 trillion ($NZ 3.1 trillion) annually, both in the health care and the lost working hours of these individuals (McKinsey 2014). Furthermore, these figures do not factor in the social costs of living with stress, disability and, the potential loss of a loved one.

The Food and Beverage Industry has suggested that it is willing to self-regulate without the need for government intervention, but has so far contributed very little (Vandevijvere & Swinburn 2015). Individuals are looking for answers to the obesity problem but are finding the advice that is available confusing, frustrating and ever changing (Nagler 2014). Moreover, sustainability initiatives are long past considering just environmental needs; we now look much more holistically and include culture, economics, society and, increasingly health in our conversations, with the view that if health is not sustained and nurtured, then it is highly unlikely that any other sustainability initiatives will be successful. Clearly, there is a need for leadership in this mêlée with overweight and obesity, and just as clearly, New Zealand government needs advice on how best to proceed to ensure a healthy future for its citizens.

RESEARCH AIMS

We take the position that rather than continuing to focus on the pathology and disease of this phenomenon (overweight, obesity), we should instead focus on the health and resilience of those who resist choices that lead to these conditions. Our research considers the roles of group influence, motivation, and self-efficacy, with the intention of informing new ways of advocating sustained weight loss and maintenance, which will be of relevance to industry, policy makers and consumers. Equally, we are interested in considering sustainability initiatives from a collective, social perspective, rather than from the individual perspective that currently dominates social marketing campaigns.

By exploring peoples’ engagement with this phenomenon in a social context we aim to better understand which constructs can be positively utilized to inform sustainability initiatives, particularly in the area of weight loss. It is our intention to highlight the important role that overweight and obesity play in the sustainability narrative; i.e. overconsumption of calories demands to be considered as detrimental to the Earth and all nations who reside upon it. Specifically, our objective is to better understand consumer behaviour by exploring resilience to the obesogenic environment, and barriers to resilience for early adults. We have deliberately chosen to work with young adults because they are in a stage of transition; i.e. they are only just starting to be responsible for all of their nutrient choices, and only just starting to have the financial means to make deliberate choices in how to allocate their spending. The substantive research question for this stage of our research is:

*How can a better understanding of resilience to an obesogenic environment assist social marketers to develop successful policy, marketing communications and interventions to achieve a sustainable healthy weight for our nation?*

THEORETICAL PERSPECTIVES AND CONCEPT DEVELOPMENT

Models of health promotion have undergone several generational changes, such as earlier fear promotions aimed at scaring people away from unhealthy behaviours being largely discredited (Bandura 1998). These approaches were replaced with models that focussed on extrinsic rewards for healthy behaviour.
Unfortunately, the behaviour was often not sustained once the rewards ceased (Holroyd & Creer 1986). The next generation of interventions were directed toward the development of self-regulatory capabilities – essentially equipping the individual with self-management skills – and for many governments individual responsibility is still the focus (Bandura 1997). However, more contemporary health promotion models acknowledge that personal change occurs within a network of social influences, and such models advocate socially oriented interventions (Bandura 2004). It is our contention that a focus on increasing self-efficacy and fully recognizing the importance of social groups, especially for young people, is the way forward for improving leadership that asserts control on overweight, obesity and associated metabolic diseases. To this end, we argue that both Social Cognitive Theory (SCT) and Social Identity Theory (SIT) are valuable lenses through which to view this research (Holt 1931; Tajfel & Turner 1979).

**Identity, self-concept and efficacy**

An individual’s self-concept is multifaceted and these facets change through evaluation, experiences, interaction etc. (Sirgy 1982). A person’s identity is the overall perception they have of themselves, and a sense of self is defined by a person’s unique individual characteristics (Hewitt 1997; Markus & Wurf 1987). It consists of their actual self and also their possible desired selves, which are projections of future selves one either would like to become or would fear becoming (Markus & Nurius 1986). Weight reduction dieting occurs when one recognizes a negative difference between their perceived and ideal self, especially if one’s perceived self gravitates towards their undesired self (Mask & Blanchard 2011). SCT posits a multifaceted causal structure in which self-efficacy beliefs operate together with goals, outcome expectations and perceived environmental facilitators in regulating human beliefs and behaviour (Bandura 1994). SCT asserts that belief in one’s efficacy to exercise control is a common pathway through which psychosocial influences affect health functioning. High levels of efficacy are required for change to be attempted and certainly for change to be successful. Although commonly considered a model of self-empowerment, SCT also fully acknowledges the importance of social influences – recognising that in many activities people compare themselves and their performance to that of others, or to standard norms in a society (Bandura 1994). SCT extends the concept of human agency to collective agency by acknowledging that people do not operate in isolation.

**Social Identity and reference groups**

Reference groups are the people that an individual refers to when evaluating their self (Thompson & Hickey 2005). The influence of others can have a significant impact on people’s behaviour. Groups offer people a sense of value, belonging and self-worth (Stets 2006). According to SIT we form social identities based on the groups to which we belong, using criteria that defines how all members in our group are similar to one another (in-group) and different to others (out-group) (Tajfel & Turner 1986). Lifestyles are a form of identification that people use to both differentiate themselves from others, and to connect and belong with others in their community on an emotional level (Evans & Jackson 2007). Groups can motivate satisfaction with weight, but also dissatisfaction with weight and behavioural change towards reducing weight (Strong & Huon 1999). For example, Wertheim, Paxton, Schutz, and Muir (1997) suggest that intense pressure to be thin emanates from peers and that one of the more insidious forms of social pressure to be thin occurs indirectly when a thin peer complains about how fat she feels and how she needs to lose weight; with the implication being that the heavier observer is even more overweight and in even greater need of weight loss than the thinner peer who is obsessing about her weight.

The motivations underlying weight loss and maintenance are often both cognitive and social, due to cultural and societal influences; therefore, it is crucial to consider the role of groups in influencing attitudes and behaviours regarding weight, in addition to the role of identity and self-efficacy (Stryker & Burke 2000). Furthermore, self-concept plays a significant role in influencing consumer behaviour, including the consumption of health promotions and interventions (Goldsmith, Flynn & Moore 1996). By examining the relationship between role identities and social identities, which often operate simultaneously in a dynamic structural society, we aim to discover links between status, identity, efficacy, and lifestyle consumption in the area of overweight and obesity.

**METHODOLOGY**

This is phase one of a two-phase study. This qualitative phase was conducted in New Zealand and the results were used to inform the development of a survey, which is currently being administered to a wider and more
demographically representative sample of respondents within New Zealand. In phase one we have adopted the non-dualist theoretical framework of phenomenography developed by Marton (1986). Phenomenography aims to discover the qualitatively different ways in which people experience, conceptualize, realize and understand various aspects of phenomena in the world around them (Hazel, Conrad & Martin 1997). In phenomenographic research the researcher chooses to study how people experience a given phenomenon, rather than studying the phenomenon itself. In our study we explored how participants experience the phenomenon of “weight” and their experience of the impact it has on their identity and status, the identity and status of others, and the influence of self-efficacy on resilience or indulgence. Essentially, we are not interested in weight loss per se but rather we are interested in how these young adults make sense of their resilience in an obesogenic environment.

More specifically, we focus on the sense making of young adults who have never been and are not currently, overweight. Bandura (2001) states that too much health knowledge has been accumulated from research studying refractory cases but ignoring successful self-changers. As Granfield and Cloud (1996) state, the inattention to success in substance abuse recovery is the elephant that no-one sees. Mindful of this lens, and in keeping with the work of Sara Lawrence-Lightfoot who pioneered portraiture, a qualitative approach that resists social science’s focus on “pathology and disease rather than on health and resistance” (Lawrence-Lightfoot & Hoffman Davis 1997, p.8), we intentionally interviewed only those who had sustained health and resistance whilst living in the same obesogenic society as others who had not done so.

Given the embryonic nature of this work, the intention was to describe and generate a deeper understanding of the different and similar ways individuals make sense of this particular phenomenon (resilience to the obesogenic environment). Our intention in taking this approach of freedom and discovery was to generate several avenues for future exploration in phase two (not reported here), and to facilitate a broad understanding of individuals’ sense-making. Thus, an interpretivist approach was adopted based on in-depth interviews and observations (Smith, Michie, Stephenson & Quarrell 2002). The intention was to generate qualitative theory that can be generalised to theory (Glaser & Strauss 1967).

Participants: A purposive sampling strategy was utilized to recruit 31 young people of a normal, healthy weight (Eisenhardt 1989; Miles & Huberman 1994; Green 2005). To cover all socio-economic sites, three areas in Auckland, the largest and most diverse city in New Zealand, were identified. Using a snowballing technique, we recruited both male and female participants between the ages of 17 and 26 (Taylor & Bogdan 1998).

Interviews: Each participant was interviewed in their own home or at a venue of their choice. Our preference was for a home interview so that the local neighbourhood and the extent to which it represented an obesogenic environment could be observed. Interviews lasted approximately 60 minutes and all interviews were audio-taped and later transcribed. Interviewers kept field note diaries and noted any relevant observations during the interview. At this exploratory stage no hypotheses or propositions were formulated; in our study we explored how participants experience the phenomenon of “weight” and their experience of the impact it has on their identity and status, the identity and status of others, and the influence of self-efficacy on resilience or indulgence. Essentially, we are not interested in weight loss per se but rather we are interested in how these young adults make sense of their resilience in an obesogenic environment.

Analysis: Although all empirical data comes from individual participants, phenomenography treats all participants as a collective group rather than as independent individuals (Åkerlind, Bowden & Green 2005). Phenomenography assumes that meanings may vary within and between individuals, but there are a limited number of qualitatively different understandings of the world (Marton 1986). In addition to searching for variation in meanings, a phenomenographic analysis also seeks the structural relationships between variations in meanings (Åkerlind 2012). The categories of meanings and their structural relationship to each other together form the ‘outcome space’ (Marton 1986).

Due to the nature and goal of phenomenography, the analysis of our research data adopts an “inductive” and “data driven” approach (Boyatzis 1998; Spiggle 1994). Specifically, inductive thematic analysis was used to identify, code and categorize key themes (i.e. different ways of experiencing resilience) in the data (Boyatzis 1998). Consequently, identified themes were strongly grounded in the data (Patton 1990). Furthermore, both open coding and axial coding techniques were employed to strengthen the coding process (Strauss & Corbun 1998). In keeping with Sandbergh’s (1997) suggestion that interpretive awareness is a worthy way of establishing trustworthiness in phenomenographic research, two of the researchers independently coded the

27

11th International Symposium on Sustainable Leadership, 2016
data. This step was taken in order to maintain an objective awareness by acknowledging and explicitly dealing with each researcher’s subjectivity by contesting and agreeing themes.

FINDINGS AND DISCUSSION

The findings of the qualitative phase of this study emerged from first open, then axial (aggregated thematic) coding of interview data collected from 31 respondents. The main themes which we identified are as follows: personal factors, understanding of health/physical impacts, media influences, emotional associations, social influence, time/schedule influences, financial resources, and environmental factors. These findings, though not unexpected, did reveal an unexpected overarching theme of mindfulness by which we mean a state of active, open attention on the present. When one is mindful, one observes one’s thoughts and feelings from a distance, without judging them good or bad (Brown & Ryan 2003). Essentially, one is aware and present. Our participants were not consistently virtuous in their food choices and exercise habits, but they were homogeneously mindful of the consequences that their choices and behaviors had (“[I know it’s bad to eat late at night] but I don’t have the, the willpower to follow it myself so I still eat late or whenever I feel like it”, Julie). These findings were then used to form the survey that we developed for phase two.

Personal factors were collectively an important theme and included personal circumstances (e.g. Sarah used to work as a chef), personal lifestyle (e.g. Ben runs marathons and half marathons), perceived genetic or physiological predispositions (e.g. Diabetes runs in Jarasporn’s family), personal qualities (e.g. “I have a hard time stopping myself from eating, even though I know I should”, Julie) and beliefs or attitudes (e.g. “I don’t like leaving food behind”, Hugo). These perceived or identified personal factors are linked to self-concept. In turn self-concept plays a significant role in influencing consumer behaviour (Goldsmith, Flynn & Moore 1996). These kinds of perceptions were therefore seen as crucial to capture within the planned larger study.

Understanding of health/physical impacts of consumption choices was another key theme. An understanding of how eating impacted respondents physically was expressed in terms of the importance of eating (e.g. “…if you don’t eat [food], you’re gonna die”, Pente), the impacts of certain food choices (e.g. “if I have unhealthy food it makes my skin worse”, Sarah), the (un)importance of portion size (e.g. “Portion size doesn’t matter for me, like, I’ll just eat and eat and eat until I’m full”, Luisa) and the consumption of take away foods (e.g. “I don’t particularly like fizzy drinks...probably, oh ‘cos I think they’re kind of bad for you so I just don’t drink them”, Sherna). As well as being linked to self-concept, this theme also shows the significant role that self-efficacy plays in determining the belief a person has in their ability to exercise control or at least acknowledge the consequences of losing control (Bandura, 2001). On the whole, the participants in phase one displayed a high level of self-efficacy, but efficacy differs in any population and is vulnerable in children. We determined, therefore, that high self-efficacy was an important factor that needed to be examined in phase two.

Media influences was another theme which emerged from our initial study. This theme was expressed as a relationship between self-perception and exposure to media (e.g. “…I don’t feel, like, that great about my weight... It’s mainly to do with…what I see on TV”, Luisa), learning new skills (e.g. Kathleen learned how to cook in part through the cooking channel), the influence of advertising (e.g. “I would say TV [advertising] would have the most influence [on my food choices]”, Jarasporn), reviews (e.g. “I’ll see restaurant reviews or something like that and I’ll think, oh, that’ll be a nice restaurant to go to”, Giles) and social media (e.g. “...when you’re flicking through Facebook, you know, things that [come] up...you might not click, but that’s just reinforcing the idea into your mind”, Pente). In addition, labelling was also viewed as an influential factor (e.g. “…the biggest aspect through which advertising influences my buying choices is just, like, [the] aesthetic of the product and the way they’ve designed the label”, Hugo). Social identity theory and the influence of reference groups are clearly evident in this theme. For example, while Luisa is using media personalities to identify groups she does not belong to, and this is having a negative impact on her sense of self-worth, Kathleen is using media to positively identify with a particular lifestyle – that of ‘competent cook’. Self-concept is also influencing the consumption behaviour of our participants in terms of their product choices through packaging and reviews of restaurants by perceived experts. The implication here is that media has a significant and wide ranging impact on individuals. All of our participants were mindful of this impact and consequently filtered its consequences, but this may not be the case for the wider population.

Emotional associations with consumption were also apparent from the data. Positive and negative emotions were associated with eating (e.g. “…it’s relaxing, soothing, it’s like something that you do when you’re bored”, Brooke; “Like food was bound up with anxiety and stress about what I was eating”, Giles), cooking (e.g. “…when...
I'm cooking it's kinda like in my own sort of space. It's kind of room to experiment”, Nick; “...if you don't have a particular ingredient you have to improvise and I can’t do that and so I don't and so I get stressed out”, Sherna and shopping (“I think [food shopping is] just, like, a stress killer sometimes”, Jarasporn). Our participants are mindful and aware of the pressure and pleasures associated with food, but again, this may not necessarily be the case in the wider community. Ways of reducing stress and encouraging a disassociation between stress and food, for example encouraging online grocery shopping, better nutrient labelling and empowering citizens with initiatives such as “My Food Bag” (www.myfoodbag.co.nz) (where a planned healthy menu and fresh ingredients are delivered to the door) need to be prioritised (Chu, Frongillo, Jones & Kaye 2009).

Social influences included such themes as upbringing or family norms (e.g. “I think it's the food that we eat [that causes weight issues in my family]. It's kind of like culture with them. I think that's part of our culture”, Katerina), socialising and food consumption (e.g. “That's kind of how we socialise and catch up is to go out for coffees and go out for dinner and things like that”, Tasmin), the influence of others on food choices (e.g. “Maybe Instagram [has an influence on you] when you see really good photos of people’s food”, Katerina), the impact of others' opinions (e.g. “My mum calls me fat, but it's not, it's not like a, a rude thing, it's just something she does kind of to care I guess”, Julie) and consideration of others (e.g. “I also want my partner to stay healthy so often I will want, I might lean towards getting a take-away or something, but you know, he may have been, you know, for a while he was not on a diet...and so I would not get take-aways to be encouraging”, Jessica). The motivations underlying weight loss and maintenance are often both cognitive and social, due to cultural and societal influences (Stryker & Burke 2000); therefore, it is crucial to consider the role of groups in influencing attitudes and behaviours regarding weight, in addition to the role of identity and self-efficacy.

People do not operate in isolation and therefore collective agency must be considered when attempting to make sense of obesity and overweight. We determined, therefore, that the role social influences play in the wider population's consumption choices needs to be explored in relation to resistance of the obesogenic environment.

Organization was another emergent theme, and encapsulated sub-themes such as time restraints (e.g. “Some days I feel like eating’s an inconvenience, and it takes up too much time... [it] almost gets in the way at times”, Giles), which invariably lead to some positive behaviours (e.g. “I think [we started using meal plans] because my step-mum started studying and so they didn’t want to have to spend so much time thinking, like, planning their meals for the next, like for the week”, DC), and some negative (e.g. “Like if I’m late for work something... like I’ll just pick something up from McDonalds or something like that”, Ramari). Again, the role of self-efficacy is clearly evident in that our participants were largely mindful of the need to be organized. Citizens with lower self-efficacy are more likely to feel overwhelmed if they do not have some intervention that raises their empowerment level.

Financial resources were also an important factor for the respondents in that consumption habits were related to their abundance or lack thereof. Most (if not all) respondents discussed the way financial restraints contributed to food choices (e.g. “If I got to a cafe I’ll always pick something sweet, it’s just coz, one, it’s cheaper because if you pick a savoury thing in a cafe it’s always gonna be more expensive than a sweet thing”, Luisa), the relationship between enjoying food and perceived cost (e.g. “[Food shopping would be more enjoyable] if prices dropped down a bit on some things”, Pente) and the link between cost and food quality (e.g. “It’s really difficult to find something healthy around the university that’s not, like, ridiculously expensive”, DC). Our participants were adults and so tended to be on a restricted budget, thus it is not unexpected that they were aware of the costs of food. However, their involvement with shopping and food choices was higher than what we had anticipated, again demonstrating their high levels of efficacy and mindfulness.

Environmental factors, another emergent theme, is clustered around the household environment (e.g. “Our oven and stove are really messed up at this house and we’re getting the kitchen renovated soon, but right now it’s really difficult to cook”, Hugo), the local neighbourhood (e.g. “I used to be a member at a gym, but then that gym got closed down and there wasn’t any gym nearby. So I didn’t go anywhere else... here you get the chance to walk, like the weather’s better so, and you have more places, like parks and stuff to just like walk around”, Jarasporn), work/study environments (e.g. “[I usually have portioned food in] study environments, [because] you’re kind of stress eating”, Pente), and other situational factors (e.g. “…and I would take all the confectionaries away from the front [at the supermarket]”, Atah). These sub-themes seem to be contingent factors that affect (e.g. stimulate or inhibit) behaviour. Certainly, the inclusion of environmental factors is an acknowledgement of the important role they play, for example in relation to food intake (Wansink 2004), alongside and integrated with individual and social factors.
CONCLUSION

The themes generated from this qualitative study have been used to develop a survey of the wider population (n=1,000) to contrast the sense-making of resistant, and therefore resilient, citizens with those who are not. In this way we hope to better determine a pathway for successful intervention that will improve the health of our citizens. These early findings suggest that social structures can positively affect individuals and their sense of self when trying to resist weight gain. Belonging increases feelings of status, self-efficacy and positive identity, perhaps suggesting that rather than focussing on the detrimental impact overweight has on the individual’s identity and status, more positive and social approaches to weight loss may have a greater influence on our battle with obesity and desire for a sustainable future. Empowering our citizens and increasing efficacy and mindfulness are potential paths forward.

The field of health in general and obesity in particular is overwhelmed by contention. Political battles between individualist approaches and structuralist approaches are all too common. Proponents of the individualist agenda claim that individuals can exercise a good deal of control over their health; therefore, it is their own responsibility to maintain it. Those of a more structuralist persuasion argue that health is largely the product of social, environmental, political and economic conditions, and that the individual has very little control over these. What we have found suggests that leadership in the area of obesity needs both approaches if we are to achieve sustained health for all citizens. It is our contention that the quality of health of a nation is a social matter, not just a personal one. Consequently, it requires changing the practices of social systems that impair health and not simply changing individual habits. The main focus of a social approach to obesity is a collective enablement for changing social, political and environmental conditions that affect overweight and obesity. Socially oriented approaches require leadership to raise public awareness, to influence policy makers and to build capacity within communities to change health practices. Leadership that inspires collective efficacy to accomplish social change will ensure a sustainable healthy future for all nations.

REFERENCES


ORGANISATIONAL SUSTAINABILITY – WHY THE NEED FOR GREEN HRM?

Christina Kirsch  
E2Q Consulting Pty. Ltd, Sydney, Australia  
ckirsch@optusnet.com.au

Julia Connell  
University of Technology Sydney, Australia  
Julia.connell@uts.edu.au

PURPOSE

The purpose of this study was to examine the impact of change when sustainability programs were implemented, in addition to the drivers of sustainability initiatives and organizational performance. The large, Asia-Pacific based professional services company where the study was undertaken had introduced a number of sustainability initiatives prior to this investigation.

METHODOLOGY

An employee survey concerning the company’s sustainability program and change processes was conducted consisting of 70 questions. The sample comprised 2557 respondents representing every hierarchical level. Opportunity was also provided for open ended comments.

FINDINGS

Showed that while employee involvement, accountability, leadership support and commitment were important drivers of sustainability initiatives, they were perceived as lacking in this organisation. Moreover, teams lacked the ability to change business practices and there was a lack of recognition and reward related to any sustainability improvements.

PRACTICAL IMPLICATIONS

Despite environmental sustainability being of great concern to employees personally, it did not translate to the corporate agenda, which was mainly focused on ‘compliance’. This led to frustration amongst some employees who were undertaking sustainability initiatives at home but were unable to translate them to their workplaces reportedly because there was an apparent absence of any sustainable leadership or promotion of any Green HRM initiatives in this organisation.

ORIGINALITY/VALUE

This study emphasises that, if senior management introduces sustainability initiatives without any attempt to embed them within company practice/client relationships, reward systems and more, they are likely to fail.

Keywords: Change Management, Sustainable Leadership, Green HRM.
ABSTRACT
Over the past two decades two critical changes have been occurring that impact on the nurturing of social capital and its role in sustainable community outcomes. First is the absence of an overall community plan based on long-term community sustainability results in development approvals being based on ad hoc criteria. The second is the impact of the internet and social media to invite, shape and drive change in how people think and contribute to community. However, social media has yet to realise its potential when local communities are facing complex planning issues. Most decisions are made without any reference to consequences outside the immediate situation. Hence many stakeholders are seeing their hopes and aspirations of a sustainable environment and quality of life destroyed. A community development plan that engages all parties and their ideas through accessing the potential of some form of social media; creates an outcome that can be accepted by most; and utilises a process that enhances social capital, is urgently required in many Australian communities that interface with the natural environment. The paper explores a Community Planning initiative that used a social media method known as WindTunneling. The paper specifically discusses why the WindTunneling method was chosen, how it was applied and the outcomes being achieved, in Vincentia, an Australian beachside village.

Keywords: Social Media, Systemic Thinking, WindTunneling, Community Planning.

INTRODUCTION
Developing the Social Capital (social relationships which facilitate collective purposeful action) of an enterprise, project, community or nation requires a significant investment of time and commitment. Leaders and communities around the globe have struggled with the time, effort, emotionally-laden confrontations, and often dismal results of trying to “build community that promotes resilience and innovation for the benefit of all.” Thus, expectations are low that doing anything differently will matter. Fewer people are willing to continue to “hit their head against a brick wall.”

These experiences and expectations influence current decisions to not try, and to avoid broad engagement altogether. Often if it is required by “higher ups” or grant language, the appearance of engagement is often indulged. Meanwhile, it is faster and easier to delegate decisions to experts or to a small group of empowered people “who must know best.”

What these leaders and communities do not recognize is that social media, which they recognize has altered so much in their world, can also radically open the ease of broad, diverse, and meaningful social engagement for leaders and participants. This is not true of all social media, but it is true of WindTunneling. When purposefully

---

1 Social Capital Theory - Harvard Kennedy School

www.hks.harvard.edu/saguaro/web%20docs/GarsonSK06syllabus.htm
designed and implemented, not only the “wisdom of the crowd” but the “energy of the crowd” becomes a rising tide that lifts all boats.

One particular social media toolset, WindTunneling, embeds specific Systemic Principles as terms of engagement needed for people to feel safe and included, priming interest and enthusiasm that “We can do this!” Once this engagement is in play, the sweat equity of diverse people is contributed to build social equity and social capital leading it immediate change. This new social equity is now available to take up other, broader local work that needs to be done.

Recent research findings that have built upon the work of researchers in the late 20th and early 21st century such as Lin, Cook and Burt, overwhelmingly indicate that enduring social capital emerges from the mutual engagement of the collective wisdom of the crowd. This requires the interplay of a diverse array of people who populate the entity and its networks.

This research is well known. Yet, past disappointments and frustrations around broad, social engagement fuels avoidance. An exciting use of a social media tool that embodies Systemic Principles, long appreciated in effective community development and complexity management, offers hope and affirmation for each individual participant that his/her contributions are respected and are making a difference. It also offers affirmation for the leaders that a modest investment in a new approach has validity and unexpected benefits.

At the ‘grassroots’ level of society a specific example of this challenge of broad, social engagement occurs in community planning. A community is a complex array of individuals and groups, interacting with the interplay of the natural and built environments. In various ways the community members seek to influence, shape and sustain the quality of life to which they aspire. This endeavor has been extensively studied through the disciplines associated with Community Development and more recently Sustainability Leadership. Both these lenses, our community life have proposed a range of Principles, which they argue identify the indispensable qualities of the methods of engagement.

This paper describes how one community, Vincentia, in the Australian State of New South Wales used the connectivity possible by the Internet to meet the challenge of engaging the collective wisdom and collective energy for community planning.

Vincentia

Vincentia is located on Jervis Bay on Australia’s east coast, south of Sydney. The town is fringed by two National Parks that are rich in Aboriginal heritage, diverse flora and fauna and a broad range of recreational opportunities. Within a magnificent natural setting and with access to the most exquisite and unspoiled beaches, it is an ideal location for permanent residents, holiday makers and developers. It offers 6.5 kilometres of white sandy beaches and a section of high land elevation giving spectacular views across Jervis Bay. Dolphins are often spotted from the beaches and whales can be seen in winter and spring during their migration periods. It is the main shopping centre for the Jervis Bay area with a supermarket, bakeries, butchers, bottle shop, cafes, deli, restaurants, newsagents, banks, ATMs, doctors, dentist, hair dressers, clothes and much more. At the 2011 National Census it had 2802 residents contained in 787 families. The median age of residents was 51 (much higher than the State mean).

The WindTunneling Software Design

WindTunneling is a software toolset, developed by social architects Bruce McKenzie and Jane Lorand, to put the goal of collective engagement with local crowd wisdom within the capacity of all communities and

---

2 Systemic Principles augment the four criteria identified by Surowiecki for effective engagement of collective wisdom (diversity, independent judgment, decentralization, and effective aggregation) and are further elaborated in the paper. They include Assuring Total Transparency, Supporting Candor, Engaging as Equals, Trusting the Group, Sharing and Clarifying Purpose, Exploring the Relationship Among Elements Inviting Emergence of Insights, Knowing Boundaries of Control, Updating Understanding of the Whole.


5 The Wisdom of the Crowd, J. Surowiecki, 2004
enterprises. WindTunneling is a way of building social capital while at the same time advancing the decision-making capacity of a group. The engagement also generates new energy to act.

While many of the Systemic Principles are helping to shape the WindTunneling experience (each principle being related to every other principle as in a system), some are elaborated below because they directly impact the participants’ engagement and the value of the output. Further, the Systemic Principles emphasized in the WindTunneling process are reflected in both Community Development Principles and Sustainable Leadership Principles.

For the collective wisdom from an enterprise or community to be effectively assembled and relationships enhanced, certain experiences using the software and group face-to-face meetings need to be considered. Participants need to know that their ideas, which may be significantly different from the enterprise or society’s current orthodox perspectives, will be acknowledged and respected. Individual ideas that are contributed are respected as an essential part of building a holistic understanding of the optimal future. Individuals need to know that their ideas will not be used to undermine their credibility. Each individual participant needs to feel that the entire effort is committed to protecting his/her right and responsibility to share what is experienced or known. The following systemic principles were especially relevant to the design of techniques (including WindTunneling) used to assemble the enterprise’s collective wisdom:

- **Engaging as Equals** – From a strategic perspective every participant through their unique experiences has acquired different knowledge. When assembling the collective wisdom no one knows whose knowledge will be more significant to the enterprise or valuable to the identifying a pathway to improvement, than anyone else’s. Hence starting with an egalitarian mindset is essential. A primary flaw in many strategy plans is the absence of knowledge that is known by many outside the decision making team. It is easy to allow bias and pre-judgment to be rationalized in the name of insufficient time or other resource constraints. The long-term cost of this flaw can be enormous.

- **Assuring diversity of perspectives** – The opponents to an idea may know a lot about the idea and leaving their knowledge out of the planning is like tying one arm behind your back while trying to play in competitive golf, it would be crazy. Ensuring true diversity of worldviews and experiences can be a bit uncomfortable but it is essential to eliminate the group think trap and facilitate the emergence of new innovative initiatives to take the enterprise to the next level of improvement. There are no limits on who can participate, (WindTunneling is web-based and can be done with smart phones or tablets, at libraries or community centers or home offices. Illiterate participants partner with “scribes.” Tech-savvy teens can help elders. Translators and web-translations can be used. Participants only need a project code to enter into a project and share their diverse ideas: therefore, people who would otherwise find it difficult to participate, and be invited and can actually participate throughout the process. The excuse of “it is too hard to get them to the table” evaporates. We all can learn our way forward together)

- **Sharing and clarifying purpose** – Too often the purpose for which we are developing the strategic plan gets lost in the volumes of data that is being assembled. Strategic planning that is able to keep the purpose continually in front of contributors and be the fundamental reference point, ensures communication breakdowns and single interest domination to be quickly identified and resolved.

- **Trusting the group** – Not only the leadership team has to trust the group but so does every member of the group need to trust each other. It is important not to get trust mixed up with agreement. What is required from the group is that every member is contributing all they know so every piece of knowledge available is enhancing the whole group’s understanding of the challenge. While the embracing of other systemic principles generates this trust, the trust itself needs to be recognised and celebrated as it requires an engagement from everyone and cannot be created by one or two enthusiasts.

- **Supporting candor** – Since each participant’s knowledge resources have been acquired differently, our language expressing what we know about any topic will vary, as will our emphasis of what is important and what is not. Most humans tend to modify what they contribute; harmony is a less stressful way of being than generating conflict. However, that self-censorship can dilute and reduce available
knowledge the enterprise desperately needs. The capacity to express what each person knows with candor and for that candor to be celebrated as an indicator of commitment is a critical systemic principle when working with complex issues and strategies to improve the enterprise’s situation. The most effective way to achieve candor is to separate the knowledge being presented from the contributor. That is, to give the contributor anonymity without in any way diminishing their contribution. The important fundamental of this principle is not, ‘who said what’, but rather, ‘what was said’.

- **Assuring total transparency** – A companion principle to group trust and candor is the assurance that the full text of all contributions is visible to all participants at some stage in the process. Contributors must be able to see that their efforts are faithfully captured and are contributing to the rich picture of the issue. Secondly all need to be able to see the extent and variety of the knowledge that is available when the collective wisdom is tapped. Thirdly the transparency of the knowledge enables all to learn about alternative perspectives to their own and use such insights as catalysts to conversations that will further develop the knowledge available about the issue. Transparency reinforces the principle of trust by deepening the appreciation of the enterprise’s diversity of knowledge.

- **Promoting independent judgment** – A facilitator can pose a series of questions that they consider will provide the information necessary to understand a nominated situation or the facilitator can sketch out the details of a situation and ask people whether they will contribute what they know about such situations. In the first process the facilitator is making the judgment about what is relevant and valuable to understanding the situation. In the second process the individual is enabled to make the judgment about what might add to the understanding. In enabling participants to a knowledge sharing process to use their independent judgment many more possible perspectives and pathways to manage the issue will be opened. In complex issues multiplying the options early in the exploration/scoping stage increases the likelihood that superior and innovative interventions will be created rather than small adaptations of current practice. Further, encouraging people to use their independent judgment enhances both the goal of broadening the enterprise’s leadership and the team’s capacity to learn their way into the future.

- **Inviting emergence** – The systems characteristic of new insights emerging from the interplay between systems variables adds value to collective wisdom. The emergent insights are surprisingly different and offer opportunities for action not previously considered. There are no short cuts; an analysis of any of the parts will not reveal the emergent quality. So when working with complex issues building as complete a picture of the whole as possible increases the likelihood that emergent themes will appear. These are then available for assessment and as inputs to the planning process. Further, for enterprises in a competitive environment this emergent characteristic of complex systems creates significant opportunities for advancement.

- **Appreciate the relationship between all elements of strategies** – There is often a significant difference between the relationships between the various activities proposed in a strategy and what evolves on the ground. The fact that many strategies do not intentionally explore and design the relationship between the elements increases the likelihood that relationships will be generated by status and power factors rather than the performance goals of the whole strategy. The question of what an activity needs from other activities to maximise its effectiveness and efficiency is rarely asked. Within the WindTunneling’s stage 3 this can be a core consideration and ensure the insights about the relationships are based on actual behaviours.

While how to design every aspect of a WindTunneling approach to building a strategic response to complex issues is beyond the intention of this paper, specific attention to a few design considerations will further clarify the principled nature of the process as its application in the Vincentia project is described.
Firstly, on the software’s ‘landing’ page every WindTunneling project the purpose of the project and how multiple perspectives of the purpose can improve situation is explained. Rather than having to search through reams of information the reason the participant is being invited to contribute their unique knowledge and the focus of the quest is never more than a click away. Further, all participants are viewing the same explanation and therefore are working from the same reference point. This is shown for the Vincentia project below:

**Generating Ideas about Vincentia in 2025**

We all have dreams, hopes, fears and expectations about the quality of life available to us in Vincentia. Your ideas about the future you hope for or fear matter. On the Contribute page you will be able to submit your ideas to the pool of ideas being collected from every interested and accessible member of our community. You may submit as many ideas as you like, and all of them will be considered by your fellow Vincentians.

*To get you started imagine you are able to wander through Vincentia in 2025, what is different, new, exciting or threatening? From your picture of this day create ideas about what we need to do to plan for a great place to live in 2025.*

On the 7th November, when many have participated, you are invited to come back and see all the ideas that have been collected and you’ll have the opportunity to comment further on any of the ideas collected. This is called a second Round during which you will be able to read what others have submitted and add your comments to their ideas. (You’ll receive a reminder email to your Sign Up address). Remember that no one knows who says what, the process protects your anonymity - ensuring your idea is valued equally with every other idea. *If someone does not respect the process and writes slanderous or libellous material their contributions will be taken down immediately.*

Concise ideas with clear headings appear to attract the most attention. Now in the Top Navigation Bar click Contribute and start adding your ideas. If you’d like to see a video demonstration of how to use WindTunneling go to [www.windtunneling.com](http://www.windtunneling.com) and select the “Walk Through” page.

It can be argued that participants with different backgrounds will read different meanings into the purpose statements and therefore may be responding to quite different phenomena. If the scoping stage of strategy building were one of adding up to find which insight appeared most often (an arithmetical approach) this argument would be cause for concern. If, however, the intention of the scoping via WindTunneling is to gain a holistic understanding, the argument is highlighting the strengths of not limiting the interpretation and allowing the widest experience of the situation to be brought into the dataset. It is from sweeping in insights from as diverse an understanding of the purpose as possible that emergent breakthroughs will be discovered. In this process the planner is not saying every idea is the solution, what they are saying is that every idea adds to the understanding from which the desired pathways for improvement will emerge.

Hence the designer needs to create landing page statements that give all potential contributors an entry point to the purpose and ensure different options to the planner’s own perspectives are not blocked out.

Secondly the designer needs to optimise the inbuilt characteristic of the software that every participant’s contribution is anonymous and thus the database being formed is devoid of hierarchical or narrow expert driven markers. Through protecting the confidentiality of contributors there is encouragement for all contributors to be candid, to share their experiential knowledge no matter how confronting it may be for the enterprise. Anything known and left unsaid weakens the final outcomes of the strategic planning processes.

---

6 For a full explanation of WindTunneling see the website [windtunneling.com](http://windtunneling.com) created by Future Insight Maps Inc.
However, while protecting confidentiality of individuals brings out the potential conflictual issues in enterprise life the maximizing of the transparency of every contribution brings out the motivation that is generated by the realisation that I am making a difference. When people see their ideas in the public place being taken seriously they are much more likely to share further and perhaps the more challenging insights they have formed. The timing of the revealing of submitted contribution is part of the design process – how long does the planner want people to be only working out of their own experience and at what stage does the planner want participants to respond through critiquing or adding to other participant’s contributions (known as Round 2). The capacity to respond to others and have them respond to your contribution brings the conversational nature of the technology to the forefront. An example of a few of the contributions in the Vincentia Project with some Round 2 comments are shown below:

(The Round 2 contributions are made by selecting a comment in the dataset and a pop-up box becomes available to add a comment about the selected comment it is displayed as shown above.)

So in the first stage of the WindTunneling process to build resilient strategies the designer uses the systemic principles to guide key decisions about how the participants are informed and engaged, how their knowledge is stored and displayed and how the interaction between participants is catalyzed. Our learning is that participants believe they are making a difference and their sense of engagement with the process is very high.

Stage 2 – Assessing Ideas

The second stage of the WindTunneling process represents the making sense gesture associated with systemic thinking. The gathering and collation of the enterprise’s collective wisdom can appear to create an overwhelming volume of insights, perspectives and directions, particularly if there is no predetermined organizing framework. Even using a number of Categories for participants to self-classify their contributions, the amount of knowledge and its diversity is surprising. However, as the variety is digested, patterns or clusters, of contribution quickly emerge – the attractors for a cluster is a theme that emerges from the underlying intent of several different comments, each comment adding a richer meaning to the theme. It is like the different ideas are shining a unique light on the theme highlighting a specific dimension so that as you gather all the ideas that enlighten a theme its potential contribution to a strategic pathway to attain the purpose become evident. It is very unusual for a single contribution to constitute a theme. It is at this point that the value of sweeping in many diverse perspectives is appreciated. The project designer will be particularly
challenged in this activity to ensure the principles are adhered to and they do not use the data to justify or amplify their personal preferences.

The conducting of the emergent activity can be completed by more than one group of participants to ensure a ‘group-think’ behaviour doesn’t limit the themes identified.

Using emergence as the process for identifying themes for potential strategy evolution over other selection techniques perpetuates the systemic principles that are discussed above. An additional benefit from the technique is the significant learning about the enterprise and its capacities it creates for many who would normally be aware of only the activities and potential of their own sphere of responsibility. Learning a greater sense of the whole is cumulative so that using these techniques, as a regular part of the enterprise’s issue management strategy will profoundly improve participants’ contributions; their motivation to share more of their knowledge; and their ‘on-the-job’ performance.

The themes that have been identified are entered into the Assess Ideas section of the WindTunneling program and two criteria (independent of each other) are created for participants to assess the significance, in their opinion, of each theme to be the basis of a strategy to achieve the projects purpose. The designers of the project need to ensure the selected criteria are two critical dimensions associated with the enterprises capacity to change and the outcomes needed. A sample of the Vincentia Project Assess Ideas page is shown below.

Again, it needs to be noted that participants will be considering these criteria as they relate to their experience – the leadership team will assess from the issues on their agenda, while a process line operator will assess the issues against their challenges. As said earlier to be resilient a strategy needs to have significance at every level of the enterprise and the response of every level of the enterprise to the strategy will shape its performance. So bringing the diverse assessment together into one responsive form enables the planner to gain an early understanding the commitment and motivation likely for various options. The Scatterplot for the Vincentia Project that was created through bringing all assessments together is shown below.
In assessing the theme’s significance against each of the criteria the participants’ engagement in the strategy development process has been deepened as their independent judgment is clearly seen in the outcome of the activity although their personal response is entirely confidential. Providing anonymity in the assessment stage frees participants to “tell it as they see it” without fear or favour. While the WindTunneling process of collecting individual assessment of each theme is relative painless (very small time and cost footprint) the return to staff morale (making a difference) and to the enterprise accessing years of experiential knowledge is very large.

Stage 3 to 5 – Integrating Ideas and Emerging Insights

At Stage 3 the WindTunneling software becomes a multiple faceted tool that can be designed to facilitate several different outcomes required in the strategy development process.
The scenario thinking activity where we need to address the question of the impact the new strategic themes we are developing will have on the current enterprise activities, or on the challenges we need to address. In both cases participants are invited to contribute what they individually see those impact could be from their unique knowledge. The principles that shaped the initial Generate Ideas Stage are again used to shape participation in the WindTunneling Integration chamber.

The WindTunneling Ingrate Ideas stage can also be used to build the internal coherence of the new strategies. Internal coherence is essential for strategies to be resilient; investment of knowledge to establish the required internal relationship between strategy elements is a core systemic principle.

**Summary – Community Development Project – Vincentia 2025**

(This Table highlights various aspects of the project some of the learning from using WindTunneling)

<table>
<thead>
<tr>
<th>Project details</th>
<th>Learning</th>
</tr>
</thead>
</table>
| **Description:** Vincentia is a small village (pop. ~780 families) on Jervis Bay in New South Wales, Australia. The area is a summer tourist destination for mainly Sydney residents. The Bay is surrounded by a large National Park and 5 population centres that are nestled along pristine sandy beaches. Vincentia has permanent residents who include retirees (majority), workers in local service industries and increasingly professionals working from home through the global internet. 
Like other small beachside communities there are strong economic forces pushing for the rapid development of tourism infrastructure and associated urban values – high rise housing, panoramic views, shopping malls and fast food outlets; while the permanent residents seek low level housing, minimal disturbance of natural environment, public transportation and high quality communications networks. | Although the different worldviews about Vincentia in 2025 appear to create a polarity (development versus minimal development) in reality there are many shades of each end of the continuum being advanced by different groups of stakeholders. Planning for the future is a complex issue |
| **Challenge:** Because of the absence of an overall future community plan for the future current development approvals are ad hoc and made without any reference to wider consequences. Hence many stakeholders are seeing their hopes and aspirations destroyed. Managing the rising conflict between stakeholders - manifested in vandalism, personal abuse and litigation as neighbour opposes neighbour and absent landowners fight permanent residents.. A community development plan that engages all parties and their ideas and an outcome that can be accepted by most is urgently required. | Any approach to community development in Vincentia will need to ‘meaningfully’ engage hundreds of affected stakeholders. |
| **Purpose of the WindTunneling Project:** To create a database of diverse stakeholder ideas about Vincentia 2025 that can be assessed and integrated into a Plan that will shape the community's future. | The purpose was endorsed by all, as the way forward. |
**WindTunneling Design:** The first activity needs to sweep into a transparent and accessible database all the ideas that stakeholders hold about the future of Vincentia and the ideas they have in response to other people’s worldviews. There needs to be two Rounds of idea collection. Broad Categories to assist idea generation should reflect the primary interests of all stakeholder groups. The second activity requires all the contributed ideas to be clustered into themes no matter what category they were submitted under. The clustering process to be initiated offline at a public gathering, and completed by a steering committee that includes stakeholder representatives. The themes emerging from the clusters to be written up by the Steering Committee and tested for public comprehension.

The third activity will be conducted in the Assess Ideas section of the WindTunneling program through the themes being entered and participants invited to rate each theme against two criteria considered essential for sustaining a viable future for Vincentia.

Fourthly the themes rated the most significant will be referred to special task groups of volunteers and invited relevant professionals to draft strategies for achieving the themes implementation over the next 10 years. Once the strategies are completed they will be presented to a second community gathering so all interested stakeholders can be informed and their questions responded to by the specific task group.

Finally, all the strategies will be entered into both axis of the WindTunnel Matrix and participants will be invited to identify the positive and negative relationships and consequences they see between all pairings of the strategies. The coherence map created will then be used to further fine-tune the community plan for presentation to Government officials responsible for all aspects of development affecting the Vincentia community.

**Process:** Every home, business, absent ratepayer, government agency and environmental custodians were informed of the project and invited to join the WindTunneling activities. Provision was made for non-internet users to submit their contributions on written forms deposited in collection points around the village or by mail for entering into the WindTunneling database. The See Outcomes tab of the Generate Ideas stage of the WindTunneling was opened after 4 weeks and the 2nd Round activities opened for 2 weeks to enable critique and enhancement of ideas submitted in Round 1. Again non-internet users were able to view the submissions on a public noticeboard and submit any comment for the 2nd Round in writing.

At a public gathering (several hundred attended) attendees initiated the clustering process that was taken up by the Project Steering Committee of 8 who were able to identify 22 themes from the several 100 contributions made by approximately 800 community stakeholders. Each theme was described with a 200-word statement that was entered into the Assess Ideas stage of the WindTunneling software.

237 community stakeholders assessed each of the themes against the criteria – “enhance Vincentia’s quality of life.”; and “improve Vincentia’s economic viability.”

Expert/interest work groups of community volunteers and professional planners continue to research the themes with the intention of creating the most appropriate strategic pathways for implementing the themes by 2025. In late 2016 stakeholders will again participate in a public gathering to receive the work groups recommended strategies before they will be entered into WindTunneling Matrix to explore the coherent relationships that must be integrated into the strategies for their successful implementation.

The final plan is to be submitted in early 2017.

**Outcomes:** The community strongly endorsed the output from the WindTunneling’s Generate Ideas activity at the Community gathering, where hundreds of Vincentia stakeholders endorsed the ideas and started a conversation of much greater depth about what was required to develop a sustainable community. Further, enhanced understanding of other stakeholders’ perspectives was expressed in those conversations.

The 22 emergent themes immediately became a de facto set of Guidelines for new development or proposed changes to the current situation. The community will about what were the most significant themes was strongly
expressed in the Assess Stage and became a reference for decision makers while they await the final plan. The diversity of stakeholders interests that have been transparently included has strengthened the credibility and authority of the Project. The project continues . . .

CONCLUSION

The WindTunneling software is not a complicated program; it is a program that empowers participants to bring their untapped experiential knowledge into the service of their enterprise. WindTunneling exponentially increased the capacity of an enterprise to develop resilient strategies that speak to every aspect of the enterprise. Strategies that are based on the principles associated with the purposeful and equal use of stakeholders’ knowledge. As discussed here, it enables groups with a clear purpose to gain higher levels of collaboration and knowledge sharing to achieve their goals.

More information about WindTunneling is available at www.windtunneling.com and about systemic practices in general at www.futureinsightmaps.com

REFERENCES


THE JOURNEY SO FAR IN OIKOS LEAP - A SUSTAINABLE LEADERSHIP PROGRAMME FOR YOUNG LEADERS

Anita Negri
President, oikos, Switzerland
anita.negri@oikos-international.org

Adriana Troxler
oikos, Switzerland
adriana.troxler@oikos-international.org

PURPOSE
It is observed that the majority of current educational programmes do not enable students to develop into sustainability leaders. This paper presents the methodology of oikos LEAP, a non-formal programme for young change agents created to close this educational gap. This paper highlights the relevance of educating for sustainability through transformative methods and depicts the experienced impact.

DESIGN/METODOLOGY/APPROACH
The design of the LEAP programme, developed by numerous experts, is presented. A discussion on the impact on students and possible adaptation into other programmes follows.

FINDINGS
The LEAP methodology places experiential learning, individuals' uniqueness and group dynamics at its core; and allows integrated impact on young people and their communities to be realised. Considering contemporary challenges, education should contribute to developing sustainability leaders, as it is relevant for personal development, internalising sustainability and influencing all realms of life.

RESEARCH LIMITATIONS/IMPLICATIONS
Future research could examine the effect of LEAP’s methodology in formal educational settings, on different age groups, who carry different values or who have no knowledge of sustainability. The long-term effect of LEAP on individuals should also be studied, as should the continuous experimentation of transformative methodologies.

PRACTICAL AND SOCIAL IMPLICATIONS
Teachers, or educators, may gain inspiration to integrate, or adapt, elements in existing programmes to improve sustainability. This paper suggests sustainable change is visible at the individual and societal level through innovative facilitative learning and experiencing instead of one-way knowledge transfers.

ORIGINALITY/VALUE
This paper illustrates an innovative combination of methods that encourage the formation of sustainability leaders, ones who thrive for a better self and better world. Such practices appear to be scarce in programmes for young people.

Keywords: Sustainability, Leadership, Youth, Experiential, Education.
LESSONS FROM MYSTICS FOR SUSTAINABLE LEADERSHIP

Peter Steane
Australian Catholic University, Australia
peter.steane@acu.edu.au

Yvon Dufour
University of Sherbrooke, Canada
yvon.dufour@usherbrooke.ca

Andre Morin
University of Sherbrooke, Canada

INTRODUCTION
Some leaders are odd people. They don’t ‘fit in’. But they are noticed!

Mysticism derives from the Greek μυω, ‘I conceal’ and μυστικός ‘an initiate’, that is, someone with insight whose practices, experiences, and understanding were of an extraordinary nature. The word evolved into an association exclusively with religious faith and practices. But its etymology stems from a broader base.

Leaders designated as religious mystics have founded and re-founded Societies, Movements, Congregations and Churches over time spanning hundreds of years. Other mystics, in humanism, science and in the art world have shaped and formed our understanding of life and possibilities. The leadership charism and style of these people is manifested in the very continuance of these organisations, not just for 20 or 30 years, but in hundreds of years.

Wisdom comes in many forms: numeracy, literacy, artistic, as well as spiritual. This paper transcends the confessional, in any religious sense, and explores the content and form of spirituality in a few mystics, as an illustration of a dimension of sustainable leadership.

This paper covers the journeys and contributions of Pablo Picasso* and St John of the Cross. They reveal the shifts and turns in their formation – their luminosity – to stand out and lead. For John of the Cross, we explore his cyclical lesson of deprivation, restoration and transformation.

John of the Cross was instrumental in the re-foundation (reformation) of the Carmelite Order. He was rejected and imprisoned by his own brother monks, jailed in the monastery, where he was kept under a brutal regimen that included public lashing before the community at least weekly, and severe isolation in a tiny cell measuring ten feet by six feet, barely large enough for his body, with no change of clothing and a penitential diet of water, bread and scraps of salt fish. During this imprisonment, he composed parts of his works.

John of the Cross’ legacy is the reformation of the Carmelite Order and the renewal of one of the great canonical societies now in existence for a thousand years (named after early communities around Mount Carmel). Pablo Picasso’s legacy was to reinvent the classic principles of content and form, in with his ‘cubism’, that characteristically features multiple perspectives of one subject captured on the same canvas. His legacy was the cubist movement and arguably key influence in the modern art movement. Did they know each other? – no. Would they share beliefs? – probably not. Are there inherent similarities in their leadership? – yes.

A common metaphor in the lives of mystics is pilgrimage, signifying the journey to insight. For some, it was the luminosity of insight from aloneness that defines their leadership. Years in the wilderness of failure, rejection and isolation can shape artists, politicians, entrepreneurs and believers. Both Picasso and Ignatius share this luminosity experience. It is leadership the continuance of their charisms and legacies – in a philosophy or manifesto, in providing hospitality or building communities, or in enabling team discernment, change and innovation – that provides insight about leadership for today’s world.

* Pablo Diego Jose Francisco de Paula Juan Nepomuceno Maria de los Remedios Cipriano de la Santisima Trinidad Ruiz y Picasso
The paper explores the insight and innovative thinking of leaders, in the quest to balance contesting priorities, opposites, and contradictions, to find a holistic focus in strategic directions and in confidence of decision. Leadership formation is heart-centred more than a cognitive activity, where the metaphor of pilgrimage and learning journey and openness to the unexplored, features strongly. These are more fundamental and sustaining skills along the journey to become leader, and in this sense, are more sustaining.

Keywords: Mystics, Leadership, Picasso, Sustainability.

MYSTICS

There are many prominent mystics of the Pre-Reformation and Post-Reformation eras. There are hundreds of years of tradition with organizations and congregations, where ‘charisms’ and ‘insights’ and ‘methods’ continue today. If sustainability is continued focus on original values and foundational aspirations, then organizations founded by mystics provide an excellent case in point.

There was: Hildegard of Bingen and Meister Eckhart, as Rhineland mystics (obviously the Rhineland has long held innovations for humankind). Hildegard was a highly regarded as the author of numerous texts over many disciplines including theology, botany and medicine, and as a composer of liturgical drama especially the morality play Ordo Virtutum. As a Christian mystic and visionary, Hildegard is still highly regarded nearly a thousand years after her ministry. Meister Eckhart strove to differentiate between human expressions, meanings and responses in the turbulent days of the thirteenth century. Eckhart was tried for heresy and the inquisition condemned him to death that is believed to have been implemented on 28 January 1339. Julianna of Norwich is England’s greatest theologian. Her visions are recorded in the ‘revelations’ and quoted by a number of writers, including T.S. Eliot.

The so-called desert Fathers and desert Mothers established the communities and monasteries that dot the Middle East today, as still vibrant communities of faith and spirituality. There charisms continue in the diaspora of monasteries Southern and Eastern Europe in isolated mountain-tops, that are part of the (Russian, Greek, Coptic, etc) Orthodoxyes. These communities were the fore-runners to the great universities of the world today, to our understanding of medicine and the natural arts of healing, to our understanding of science, philosophy, botany, brewing, wine making, animal husbandry, agriculture, and even commerce. Yes, commerce; this is evidenced by that great monk, Dom Perignon, who founded the champagne industry, over a 30 year period of innovation and entrepreneurship, and carried on by the great matriarchs of the industry.

If our discussions on sustainability are about value and the role of leadership in building that value, then our discussion includes the value over time of the incremental progress we make. Our progress is usually not of our individual initiative but the collective; and the inspiration of leadership in the germination of an idea or philosophy or method is what sustainable leadership is about. The mystics characterize this style of leadership. I wish to link it to the interesting, insightful, crazy and creative principles of Picasso’s cubist art.

JOHN OF THE CROSS

Arguably, Saint John of the Cross is Spain’s greatest poet, and many of his writings are commentaries on poetic works. The Ascent of Mount Carmel, uses symbolic language to describe the ‘ascent’ of the soul on the trek to God’s dwelling-place at the top of the mountain. It portrays a soul being purified in a process of self-denial or asceticism. John adopted the three-fold classic path towards union with God of purgation, illumination, and union. This reinforces a cycle of “deprivation, restoration, and graced transformation”.

However, in Spain where the religious inquisition continued, there were some notable religious persons, such as the Jesuit, St Ignatius of Loyola (1491-1556), who perfected spiritual exercises and introduced a new form of religious life to the Church. During the two centuries following the Council of Trent – the Post-Tridentine period – schools of spirituality were classified, generally, by nations rather than by religious orders and the immense number of spiritual writings limits discussion to a few notable authors. In the early years of the sixteenth century, humanism – an outcome of the Renaissance - led not only to many people adopting libertarian lifestyles, but also, as Erasmus claimed in 1501, “even among the pagans none were ever more corrupt than the average Christian” (cited Gates and Steane 2014:27). During the Post-Tridentine period, hallmarks driving Spanish Spirituality were the Spanish Inquisition and reformist writings of mystics such as John of the Cross and Saint Teresa. Such visionaries were admired and some people either sought after the special gifts displayed by
the mystics or endeavoured to simulate the mystical experiences even at the risk of being treated harshly by the inquisition.

The concept of asceticism as a process of spiritual development is also to be found in Islam and other faiths. This work is the first in which John of the Cross develops his spirituality themes to help seekers understand the forces at work throughout their life journeys (pilgrimage) towards more perfection (divine union). Although God is omnipresent and never leaves us there are times when He can appear to be distant or absent from us, however, in the words of John: “If we do not know Him well, we do not realize He may be more present to us when He is absent than when He is present”.

For St. John of the Cross, new beginners on this ascent may not be new converts but more a new awakening in their faith. This is the same experience advanced by St. Paul in which one dies to sin and to be alive in Christ (Romans 6:1-14). So, the essential message is one of transformation; moving from old ways to new ways, old thinking to new thinking. Along this ‘way’, pilgrims will have numerous spiritual experiences, John called the ‘dark night of the soul’, interpreted as those periods where God is (mis)interpreted as not present and that one is alone.

Evelyn Underhill’s referred to John of the Cross as one of the sanest of saints and the most penetrating of psychologists, where in every soul, even that of the greatest sinner, God lives and substantially dwells. Underhill sees John’s pilgrims as incomplete and on a journey where “God is making me”, that is, that the journey itself is a transformative experiences on multiple levels over time.

As a mystic, John of the Cross employs symbolic titles for his two major works: The Ascent of Mount Carmel and The Dark Night of the Soul. The spousal symbol is the dominant symbol in John’s two remaining two works The Spiritual Canticle and The Living Flame. The first two of these works are symbolic of the night, or the absence of light, that for John of the Cross had great mystical significance. ‘Night’ has traditional meaning and relevance as a rite of passage for those desiring perfection:

> for a soul to attain to the state of perfection, it has ordinarily first to pass through two principal kinds of night, which spiritual persons call purgation or purification of the soul; and here we call them nights, for in both of them the soul journeys as it were by night, in darkness (from Gates and Steane 2014:31)

In many religious traditions, seekers after perfection traverse nights - journeys undertaken in the dark. Renunciation of worldly possessions is the sensory night. The journey towards God is one of faith, and like ‘night’ to rationalistic thought and uniting with God can be a ‘dark night’ experience for carnal man. It is mortification or deprivation of pleasures and all other human senses that are like ‘night’ for all pilgrims who, having purged their souls, have commenced their ascent of the mountain leading towards spiritual perfection.

On a first reading some people are scared away from the writings of St John of the Cross because of their apparently negative expressions of “self-denial, mortification, emptiness, renunciation, nakedness, contempt for self and creatures, and detachment”. His writings with their all and nothing approach and feelings of emptiness express an apophatic path to God is similar to Nāgājuna’s Buddhist writings. Similarly imagery has a counterpart in other faiths: “…indebted to Islamic mystical symbols, and the Islamic symbolism of the dark night in his poem” (from Gates and Steane 2014:33).

The mysticism and spiritual teaching of John of the Cross can be summarised as all and nothing and in his major works he proposed a means by which pilgrims could avoid remaining with limited understandings and strive towards a purified and expansive thinking. In this process they progress through stages of purgation and deprivation, to a deeper understanding of God, themselves and life.

The quest for new insight along life’s journey is not something that can be hurried. Like appreciating art, one has to spend time and ponder. Andrew Murray counselled pilgrims “not to expect to abide in Him unless you give Him that time…..It needs day by day time with (Him)”. We frequently hear of people trying to escape the ‘rat race’ on some idyllic location in a life swap situation. Arguably they are aware of Carl Jung’s frequently quoted saying, “Hurry is not of the Devil; it is the devil”. Hurrying often does not achieve positive outcomes and
some of its negative outcomes are described here by a Sri Lankan religious scholar, Daniel Thambyrajah Niles:

\[\text{Hurry means that we gather impressions but have no experiences, that we collect acquaintances but make no friends, that we attend meetings but experience no encounter. We must recover if we are to find time, and eternity is what Jesus came to restore. For without it there can be no charity (cited Gates and Steane 2014:126).}\]

**PICASSO AND CUBIST ART**

Pablo Picasso’s Cubism is said to have had a major influence in understanding art and in the practice of art:

\[\text{It is usually divided into two main phases: Analytical Cubism (1909-1912) and Synthetic Cubism (1913-1920). The former features three-dimensional objects in two-dimensional planes broken up into little cubes and other geometric elements, whereas the latter features not the objects themselves but signs and symbols referring to those objects. It is an easily recognizable visual language that relies on five key principles: Simultaneity, Simplification, Passage, Fourth Dimension, and Conceptual over Perceptual (Dufour and Steane, 2014).}\]

There are five principles of Cubism used to represent the subject in a painting:

1. Simultaneity – of multiple views;
2. Simplification – the geometricity of figures;
3. Passage – the overlapping and interpenetration of planes;
4. Fourth Dimension – the approximation of time;

Picasso liked to blend or overlap planes of ‘sight’; this is known as the Principle of Passage, where figures can be integrated with a background, so both figure and flat canvas co-exist. Picasso was particularly concerned with a particular kind of realism, where the subject or issue is depicted as it is and not as it seems. Here, he used circular or square shape, regardless of the object or their reality.

Part of the role of leadership, especially those in more sustainable profiles of leadership, is to bridge ideas hitherto not considered. There is an element of balancing a priori and a posteriori – what is rationally known and experientially learned – in the same moment to ‘shape’ what is known. Such approaches are a move beyond mere linear approaches, such as first, formulation, and then, implementation.

We outline below short explanations of the different principles with examples of Picasso’s art illustrating how the principle is enacted. To assist comprehending the principles, artwork has been chosen from Picasso’s collection (Picasso, 2009). (Pablopicasso.org, 2009).

**THE CUBIST PRINCIPLE OF SIMULTANEITY – OF MULTIPLE VIEWS**

Simultaneity shows different points of view in the same image. In the figure above, we see Madam Dora Markovic (named Dora Maar) smiling and resting her head on her hand. The face seems deformed, but the nose in the image shows, in fact, the profile and the straight view at the same time. What the viewer sees, without moving, is two points of view simultaneously. The Principle of Simultaneity is innovative in challenging realistic ways of painting a subject as truthful compared to its original appearance. The painting also reveals that while a viewer (or leader) may easily think of different perspectives alternately, it requires some effort to think about them simultaneously.
THE CUBIST PRINCIPLE OF CONCEPTUAL - RATHER THAN PERCEPTUAL REALITY

A key dimension of cubist art is a focus on what matters most, and this is often characterised as ‘the big picture’. The painting of Three Dancers reveals how the brain, when looking at it from a distance, perceives this scene of three people dancing. The characters are not quite defined, but the viewer is can still able to understand the idea of the dance being performed. This painting uses simultaneity (as well as geometricity and passage) to illustrate the movements of the dancers. Even though the characters are not represented in a realistic way, the viewer can still appreciate movement, and the main idea ('big picture'), that is, the scene of a dance.
Picasso’s Principles of Cubism are useful to examine the leadership experience. The idea here is to illustrate that there is a way of transposing the art of Cubism principles into the art of leadership. What follows is an analysis of each of the principles and how they can be applied to the CAF leadership.

Picasso would probably not see himself as a leader. He was not a likely supporter of Catholicism. But from an early age, Picasso demonstrated a determination backed up with an enormous drive, and a prodigious work ethic, producing at least 13,000 paintings, as well as prints and ceramics. Picasso’s art consistently transcends the normative art of his day – realism. He sought out new expressions of reality and ways to provoke seeing a subject from multiple perspectives. What Picasso provides in any sense of a legacy is innovation in art and fresh approaches to conceptualization.

Why link him to St. John of the Cross? Would both John and Pablo turn in their graves? Both exhibit an insight to what we claim as leadership and the longevity of their respective principles suggests some lessons in sustainability.

The application of cubist principles to leadership means new approaches to creativity and innovation in a range of areas.

**SIMULTANEITY OF MULTIPLE VIEWS**

In regards to the Simultaneity principle, the requisite competency behind this thought is to plan as many outcomes as possible in order to be prepared for what may be both probable and possible. The idea is simple: “think about everything, even the un-thinkable”, and the lesson from Picasso - puzzling as it may be – is in trying to paint a portrait showing both profiles and the front view.

In very general terms, the normative approach of any leader is linear progression. The tendency then is to adhere to rational decision making systems. Picasso’s art invites perception less from what is known for desired to be known, but in reality, how the viewer may react. Finally, the artist is attempting to instill in the viewer –
and the lesson for leaders – to consider other ‘angles’ of the issue: ‘How will the competitor or government policy units see us?’ and so forth.

Incorporating different points of view in one piece of artwork is visionary. It requires creativity and subtly in introducing a range of different options. This is not dis-similar to the discernment and direction provided to monks in their ongoing quest for spiritual attainment, as provided by St John of the Cross.

Many leaders possess a preferred style, be it presenting a complex or simple message. Some leaders prefer the front view of the Mona Lisa and a ‘simplified’ focus on key areas of the painting for an audience. This has appeal for many because a simple picture (or plan) since it diminishes the risk of coordination failure and other technical problems. In the extreme, this could be the equivalent of simply painting geometrical shapes. Let’s consider a famous portrait from another famous Picasso.

Cubism (Dufour and Steane 2014) offers an alternative with the Simultaneity principle. The Simultaneity principle allows us to grasp more details in a glance, like in the following image:

![Figure 3: Mona Lisa - Leonardo Da Vinci, 1503-1506, and Woman in Hat and Fur collar - Pablo Picasso, 1937](image)

Da Vinci’s famous painting is considered a masterwork of the Renaissance era (1400 – 1600) with attention to the real human aspects of a portrait. The Mona Lisa is an example of this style. But not everyone may see what we see. What of competitors, adversaries, and opponents?

Comparing both paintings together, the viewer can notice that they both reveal the portrait of a lady facing the audience. The painting from Picasso shows the left eye from both the frontal and left profile, while the viewer can also see the nose from a frontal and right profile.

These two artworks, both depicting a lady, can be compared with two plans created for the same end by any leader. One gives a great deal of detail that aligns with reality, but only from a single point of view. The second gives the basic details from one frontal point of view, but also provides information from other points of view.

Arguably, the best plan will often be the one that integrates multiple points of view; in other words, the course of action that covers most of the possibilities.

Normative leadership theories, such as manifested by Yukl (2010), illustrate causal relationships as primary in the leadership processes:
Leadership is often a practice of ‘inputs’ that go through many filters before giving a result or ‘output’.

The discourse about the duality of transactional and transformational approaches to leadership is pertinent. In the transactional style of leadership, leadership is not required to attend to the attitudes and behaviour characteristics of followers. Leaders would issue instructions and expect subordinates to execute them. This approach may work, but it is not sustainable leadership in the Avery model.

The transformational approach to leadership includes the ‘4Is’ (Steane et al. 2003; Bass and Avolio 1994, 1997) and encourages the leader to take other aspects into consideration. This approach dictates that the leader should consider their role as a part of the team as opposed to being somewhat elevated from the group. The emphasis is to boost morale by connecting them and their personal concerns with the mission.

Mystics, like St. John of the Cross, have long advised looking beyond what is known. Mystics termed this looking beyond ‘blockages’ and ‘prejudices’ (from the desert Fathers and Mothers). After the middle ages, mystics referred to moving beyond ‘compulsions’ and ‘passions’. There are constant references to ‘light’ and ‘dark’, of ‘dying to self’ and ‘asceticism’ or discipline of seeing anew. This is the foundation of a call beyond binary thinking, recognized as wholly inadequate among twenty-first century leaders.

REFERENCES


SUSTAINABLE LEADERSHIP PRACTICES DRIVING FINANCIAL PERFORMANCE: EMPIRICAL EVIDENCE FROM THAILAND

Suparak Suriyankietkaew
College of Management, Mahidol University, Thailand
suparak.sur@mahidol.ac.th

ABSTRACT
Which leadership and management practices drive superior financial performance has become an intriguing question for managers and researchers alike. Numerous leadership concepts for enhancing organizational sustainability have emerged in recent years, but none provides an integrative approach, with the exception of Sustainable Leadership (SL) (Avery & Bergsteiner, 2010, 2011). To respond to this important question and advance current limited knowledge, this empirical research examines the effects of various SL practices on financial performance. Using a cross-sectional survey, data stem from 439 managers in small and medium-sized enterprises (SMEs) in Thailand. Of the 23 SL practices identified by Avery & Bergsteiner (2010, 2011), 16 were significantly associated with corporate financial performance. Four SL practices, in particular, namely amicable labor relations, valuing employees, social responsibility, and strong and shared vision, were significant drivers, and positive predictors, of enhanced long-term firm performance. Lastly, implications, limitations and future directions are discussed.

Keywords: Leadership, Sustainable Leadership, Financial Performance, Sustainability, SMEs, Thailand.

REFERENCES

INTENDED GIVING BENEFIT FROM RICE PRODUCTION OF AGRICULTURAL HOUSEHOLDS IN UPPER NORTHERN THAILAND

Aree Wiboonpongse
Prince of Songkla University and
Faculty of Agriculture, Chiang Mai University, Thailand
areewiboonpongse@gmail.com

Songsak Sriboonchitta
Faculty of Economics, Chiang Mai University, Thailand
songsakecon@gmail.com

Kanchana Chokethaworn
Faculty of Economics, Chiang Mai University, Thailand
patarakn41@gmail.com

Nuttamon Teerakul
Faculty of Economics, Chiang Mai University, Thailand
n.teerakul@hotmail.com

Pimpimon Kaewmanee
Faculty of Economics, Maejo University, Thailand
pimkaewmanee@gmail.com

Peerapong Prabripoo
Faculty of Economics, Chiang Mai University, Thailand
arhua@hotmail.com

PURPOSE
This article aims to construct indices and indicators of intended giving benefit from rice production and apply these measures for empirical evidence at farm level.

DESIGN/METHODOLOGY/APPROACH
In this study intended giving benefit from rice production is defined as the happiness arising from rice farmers’ acts and practices with the intention to generate a benefit to other people and also accruing to farmers themselves as the benefit giver. Intended giving benefit from rice production was compared among three rice production systems: mainstream, alternative, and subsistence farming systems. Primary data was gathered from 433 farmer households in rice growing areas in Chiang Mai province during 2011 to 2012. Factor Analysis technique was applied to determine the empirical indices and indicators of intended giving benefit.

FINDINGS
The results show that the intended giving benefit from rice production comes from three principal components comprising benefit from the rice production process with three indices explained by 7 indicators, benefit from farmers’ acts of giving with four indices explained by 9 indicators, and happiness gained by farmers for being a giver with two indices explained by 5 indicators. This article reveals the different degrees of intended giving benefit generated from different rice production systems. The alternative agricultural system outperformed other systems from generating the intended giving benefit from rice production comparatively more from the attributes of production of good quality rice and reduction of resource use in rice production, value from rice production, environmental stewardship, knowledge gained, and farmers’ satisfaction with their own pattern of production. The strongest point of rice production in alternative farming system comes from the value from production and the reduction of resource use. The mainstream agriculture compared to the other two systems
appeared to be the most important benefactor of providing food security to others/local community due to its outstanding capability to produce substantial rice output enabling the food security in the local community. Meanwhile, the subsistence agricultural system can contribute to the intended giving benefit from rice production more than the other two systems in aspects of contribution to the self-reliance ability of others/local community and moral principle.

PRACTICAL IMPLICATIONS
The findings provide policy recommendations for promoting value creation of rice production.

SOCIAL IMPLICATIONS
The assessment of intended giving benefit in various aspects from rice production for interpretation of actual commercial value of the rice activity can be instrumental for encouraging farmers to produce rice in socially desirable ways.

ORIGINALITY/VALUE
This is the original study of the construction of the indices for measuring the intended giving benefit of the agricultural sector and of the application of the indices in the case of rice production. The findings can be used as background information for providing support to enhance greater value from rice production for the society and for developing the guidelines for the analysis of social values from production (and service provision) in other economic sectors.

Keywords: Intended Giving Benefit, Happiness, Rice Production, Indicator, Agricultural Household, Upper Northern Thailand.

1. This research paper and study are a part of research project “The Values of Production for Intended Giving Benefits: Case Study of Rice Production” which was supported by the Thailand Research Fund (Contract no. RDG5440024).