

Investigating Innovative Leadership Potential for Sustainable Development

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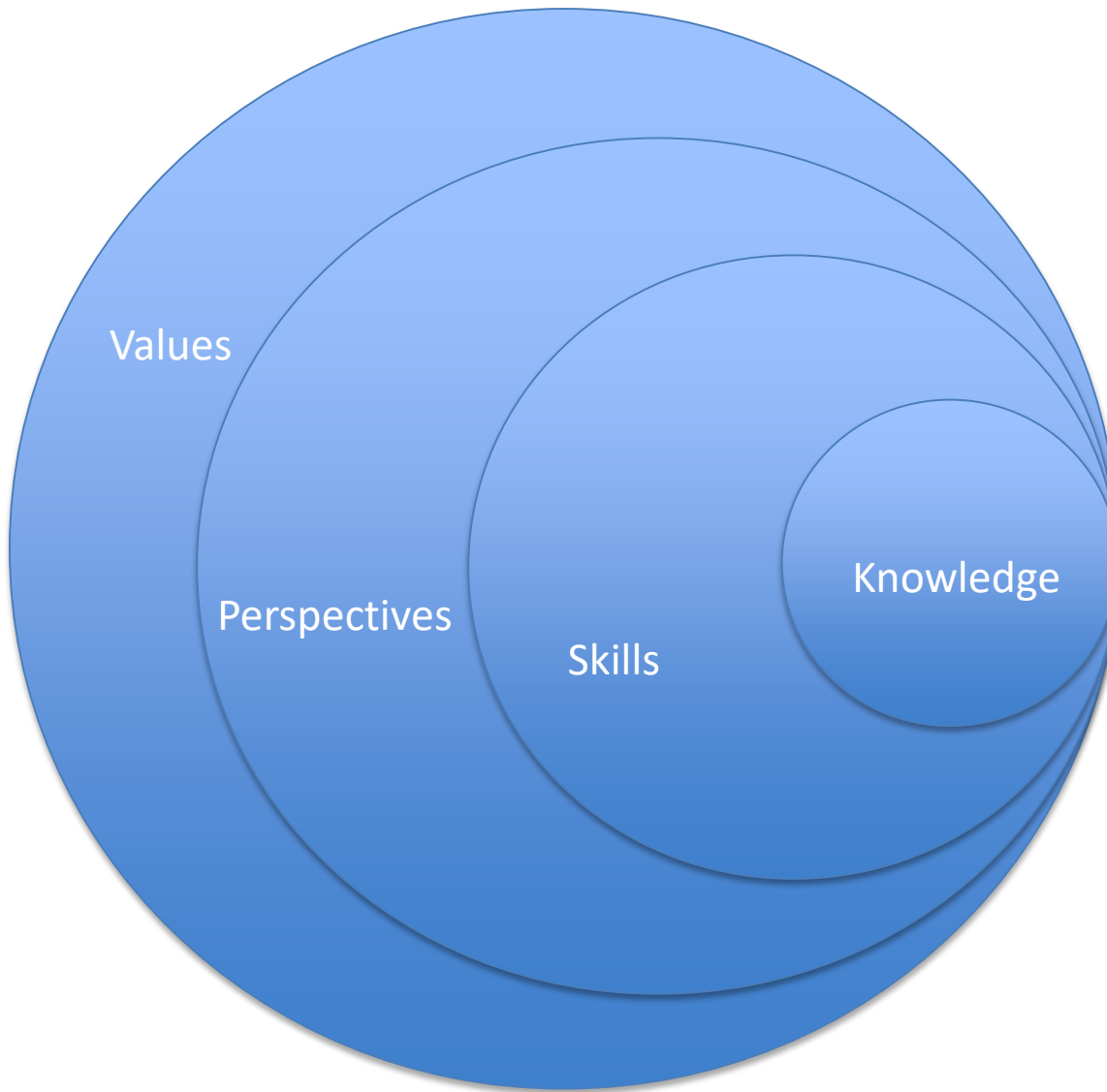
UAS Spring Campus Conference

What motivates your “agency”?

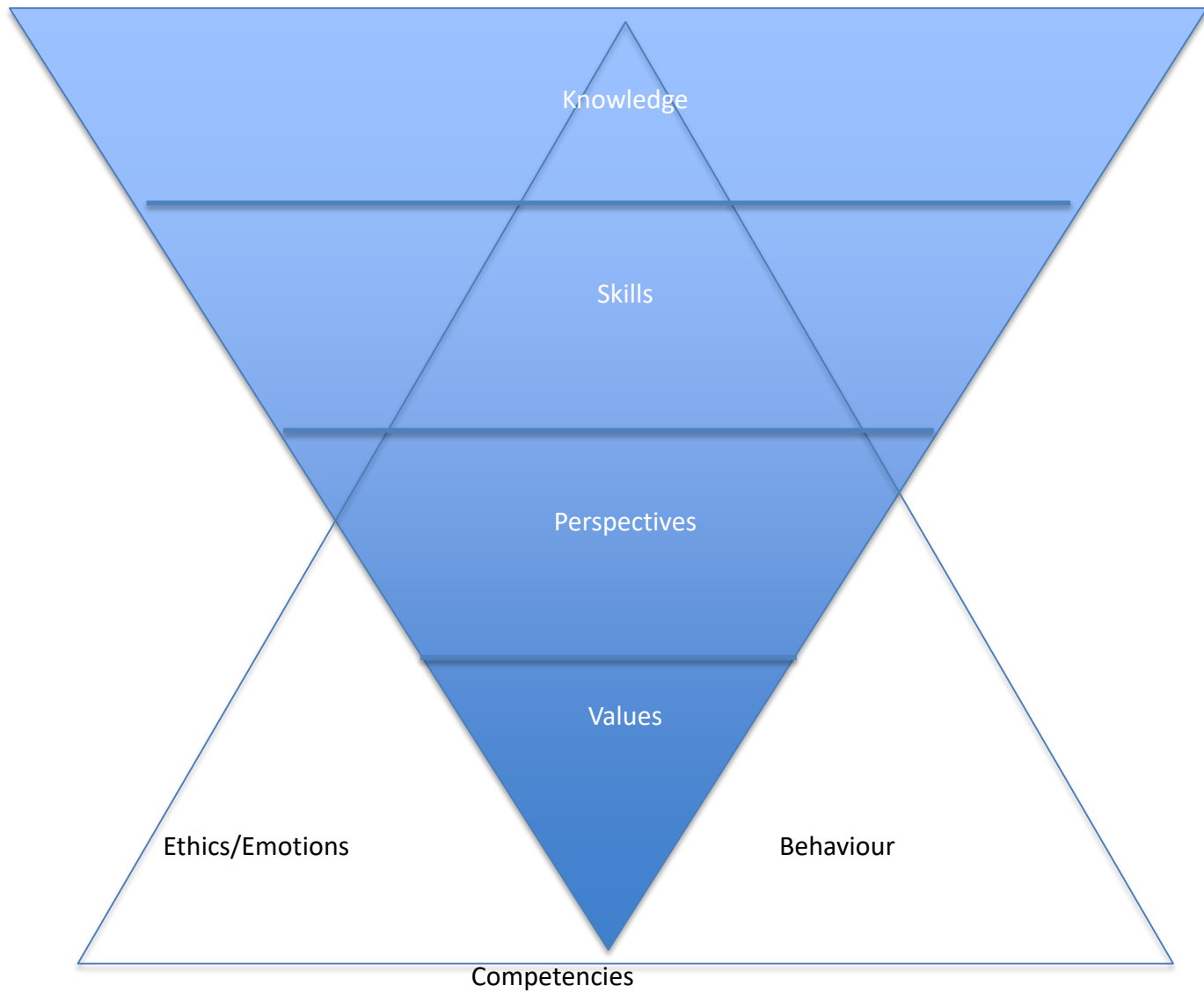
With the growing global climate of uncertainty
Role of Education - to pivot between fostering
an awareness of the consequences of this
growing global trend and equipping learners to
navigate the complex and “wicked” problems
associated with their changing world

By 2030, ensure that all learners acquire knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

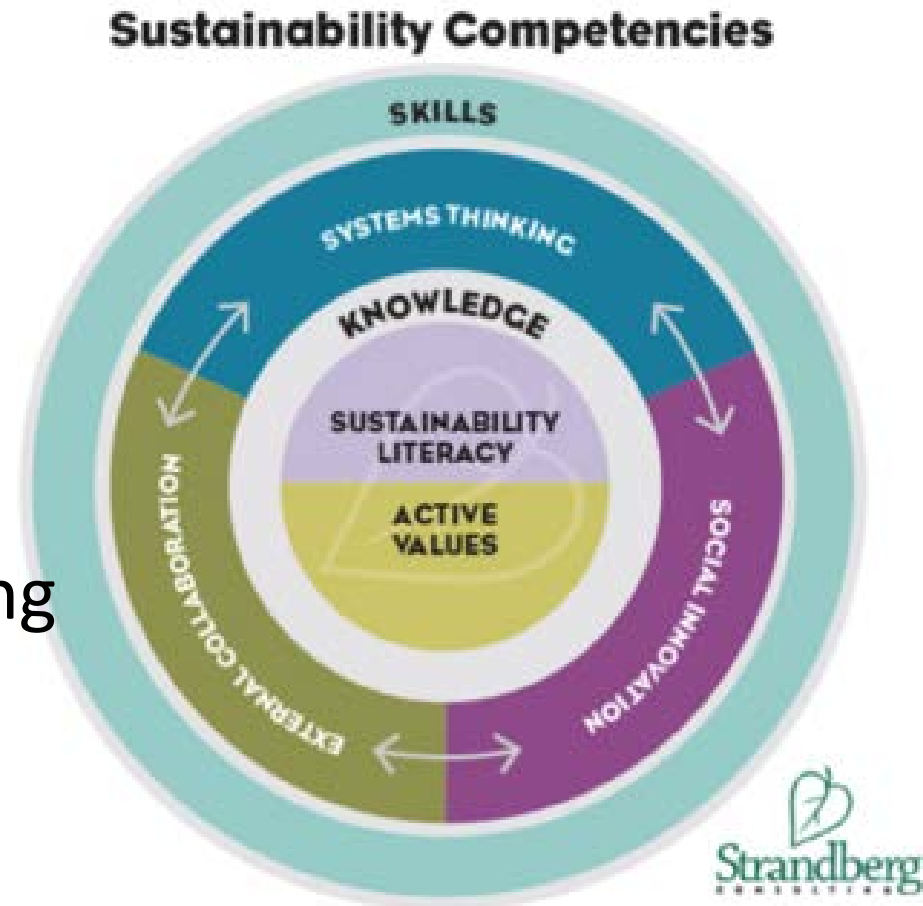
Target 4.7 of the SDGs (United Nations, 2015)



“The knowledge, skills, values and attitudes identified are relevant from the early years right through to adult learning, and they set the foundation for a holistic, values based participatory and action-oriented education system, which is essential for generating positive change and sustainable development” (UNESCO, 2017, p. 6).



- Systems thinking
 - Anticipatory
 - Normative
 - Strategic
 - Collaboration
 - Critical thinking
 - Self-awareness
 - Integrated problem-solving
- (UNESCO, 2017, p. 10)

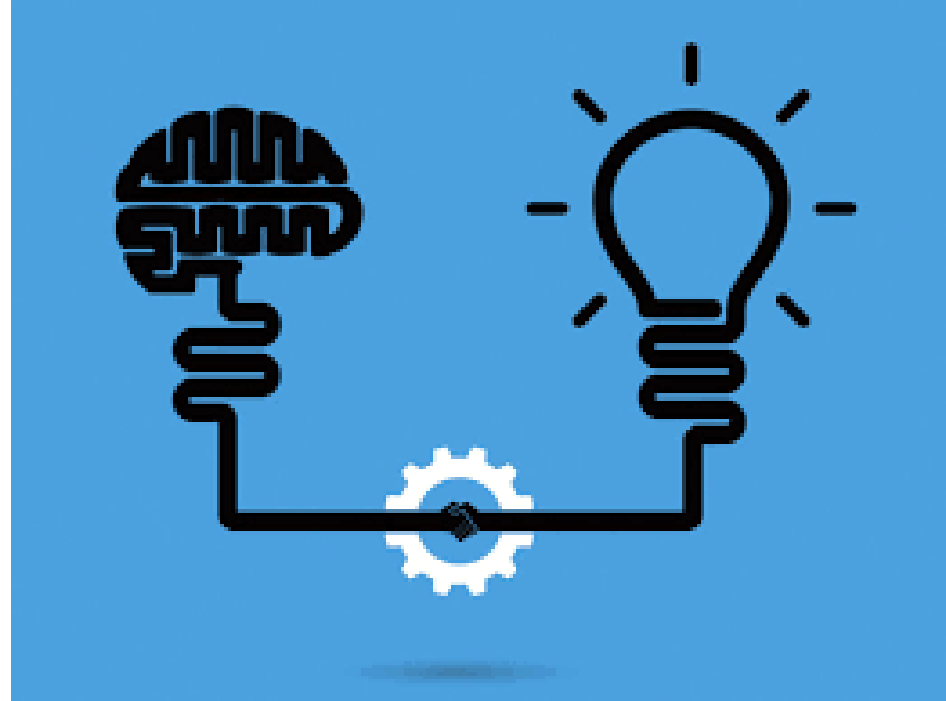


Individual Innovativeness: competencies

- Self-confidence
- Perseverance
- Internal locus of control
- Self-awareness
- Action orientation
- Innovation and creativity
- Critical thinking
- Empathy
- Reflective
- Communication
- Emotional intelligence and social intelligence
- Problem solving
- Leader
- Values-driven

21st century innovation and life skills and competencies

- Creativity and Innovation
- Critical Thinking and Problem Solving
- Communication
- Collaboration
- Flexibility & Adaptability
- Initiative & Self Direction
- Social & Cross-Cultural Skills
- Productivity & Accountability
- Leadership & Responsibility



The need for innovation and creative solutions to deal with the problems of global environmental and social changes is widely recognized.

Call for Innovation

The goal of education should be to make every Canadian “innovation ready”—ready to spot opportunities, imagine possibilities, discover new ideas, learn and grow

(Canada, 2016, p. 4)



Social Innovation

Social innovation addresses the unmet human and social needs by keeping culture as the main focus

“Social” in social innovation refers to values, needs, wellbeing of the individuals and groups involved and social impact, which demonstrate the complexity and multi-faceted nature of social innovation.

(Lettice & Parekh, 2010; Phillips, Lee, Ghobadian, O'Regan, & James, 2014)

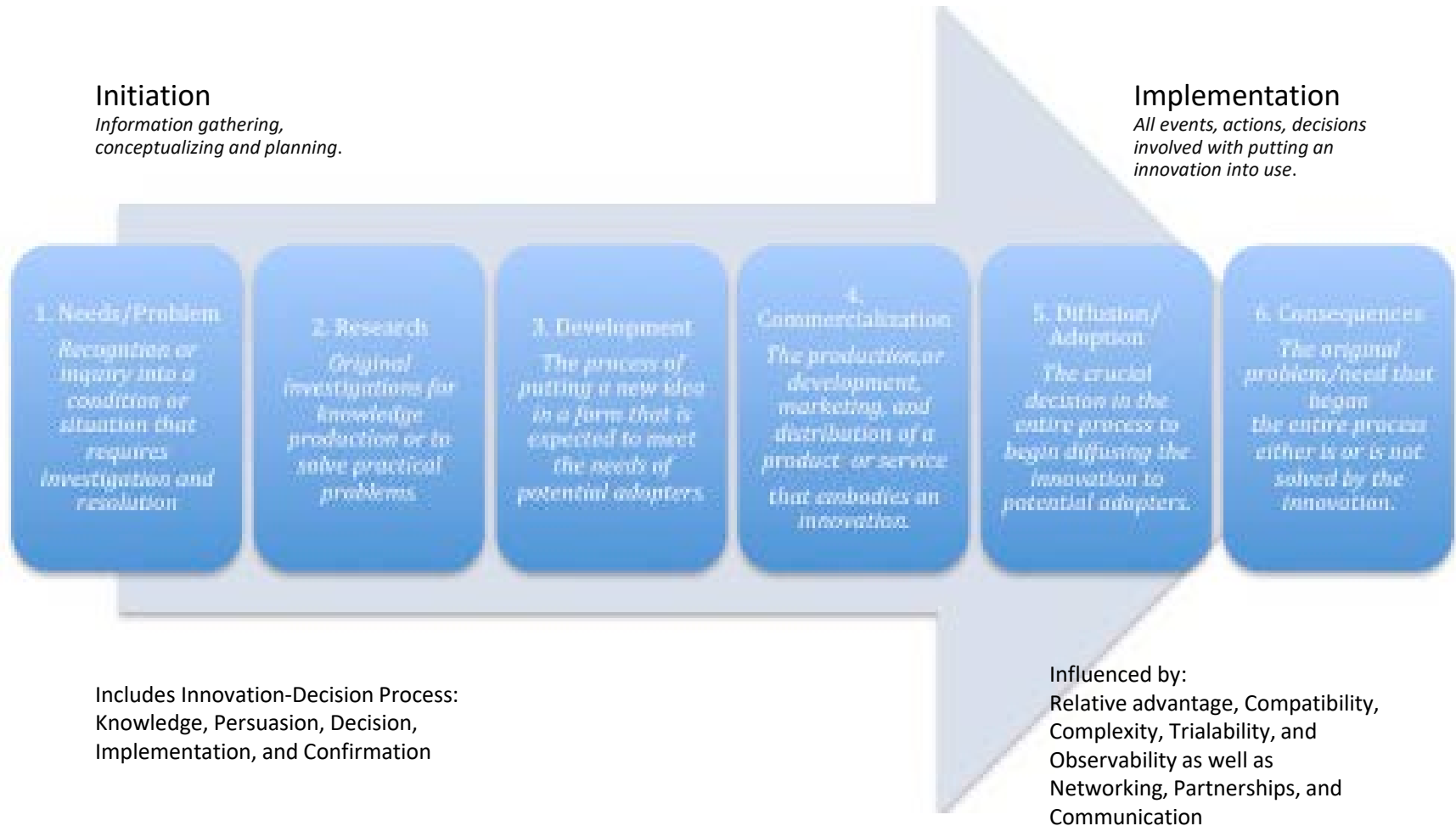
Social Innovation

Social innovation happens when an individual or group identifies a problem and recognizes an opportunity to create solutions and implements a plan of action toward achieving a social goal through networking and partnership

Key Elements of Social Innovation

1. New idea
2. Fulfill a social need
3. Implemented and adopted
4. Engaging and Inclusive
 - *Networking*
 - *Partnerships*
 - *Communication*
5. Empowerment and transforms social system

Roger's six stage Innovation Development Process (IDP)



Social learning theory as a basis for IDP

- Observational modeling triggers a cultural learning process while interrupting existing imitation streams, therefore advancing social change and behaviours
- Rogers' IDP integrates elements of the social learning theory by acknowledging key aspects of human behavior.



Role of Agency in Social Innovation

Understanding how these individuals are motivated to take action is recognized as one step towards comprehending the process and implementation of social innovation for social change.

The “agentic” engine of social innovation includes an individual to recognize an opportunity, be motivated enough to identify an idea, draw on their values, creativity, knowledge, and experience to devise a strategy, and use their network and develop partnerships to implement their plan of action for the social good

(Pue, Vandergeest, & Breznitz, 2016)

Five-step decision making process

1. Knowledge
2. Persuasion
3. Decision
4. Implementation
5. Confirmation



Levels of Innovativeness

1. Innovators
2. Early adopters
3. Early majority
4. Late majority
5. Laggards

what's the
opposite of
innovativeness?



usualness, stagnation,
normality, habit, dryness,
dullness



Role of Human Agency

In order to carry through with this process of recognizing the issue to implementing, an individual or a group of individuals need to rely on their values and abilities, such as skills and competencies.

- Intrinsic motivation



Human Agency

“the human capability to influence one's functioning and the course of events by one's actions” – Bandura, 2017

- Intentionality
- Forethought
- Self-reactiveness
- Self-reflectiveness



- # Sustainable Development

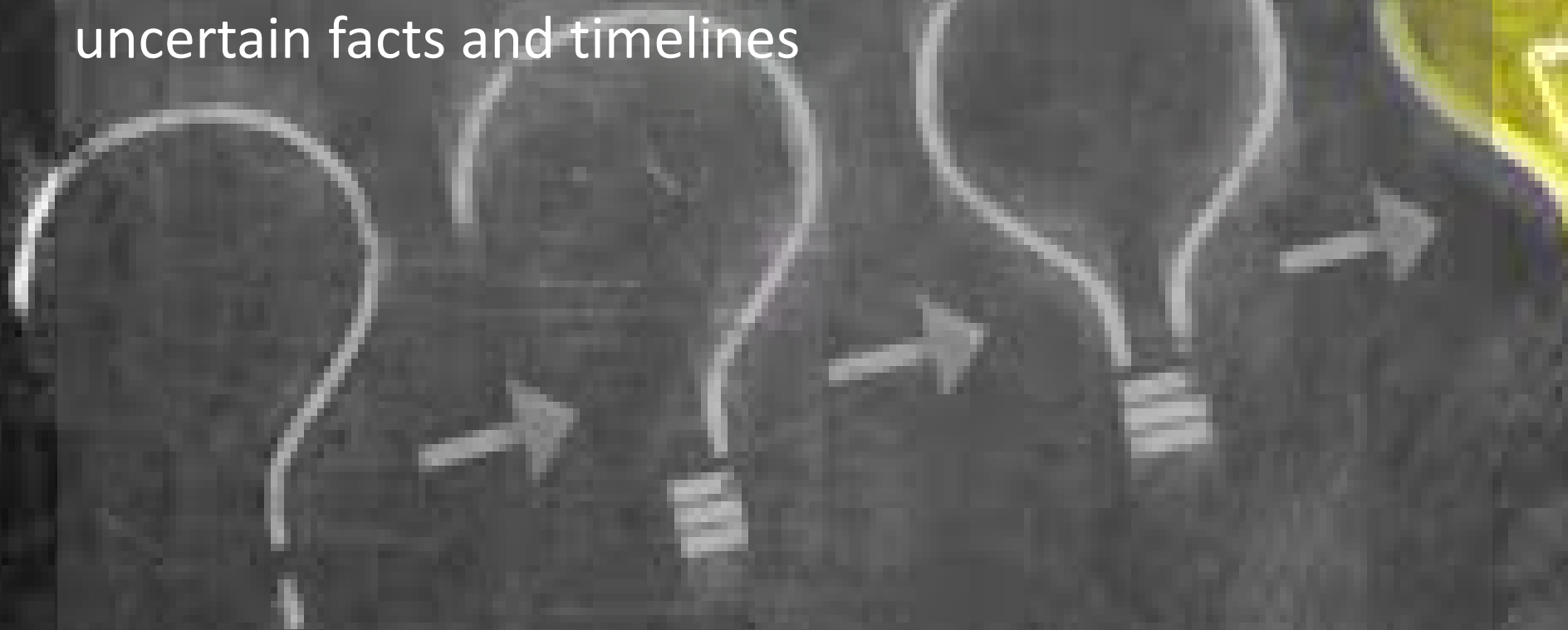
Sustainability Leadership

A man in a dark suit and light-colored shirt is walking up a large, three-dimensional green arrow that points diagonally upwards from the bottom left towards the top right. The arrow is set against a background of a blue sky with soft, white clouds. The man is seen from the side, carrying a dark briefcase in his right hand. The overall image conveys a sense of progress, growth, and forward movement, which aligns with the theme of sustainability leadership.

“leadership is a practice, an activity of mobilizing people from one place to another; a perceived better place. Leadership is not value free; at its roots there are aspirations and intentions for changing something that we care about”

(Gonzalez, 2015, p.95)

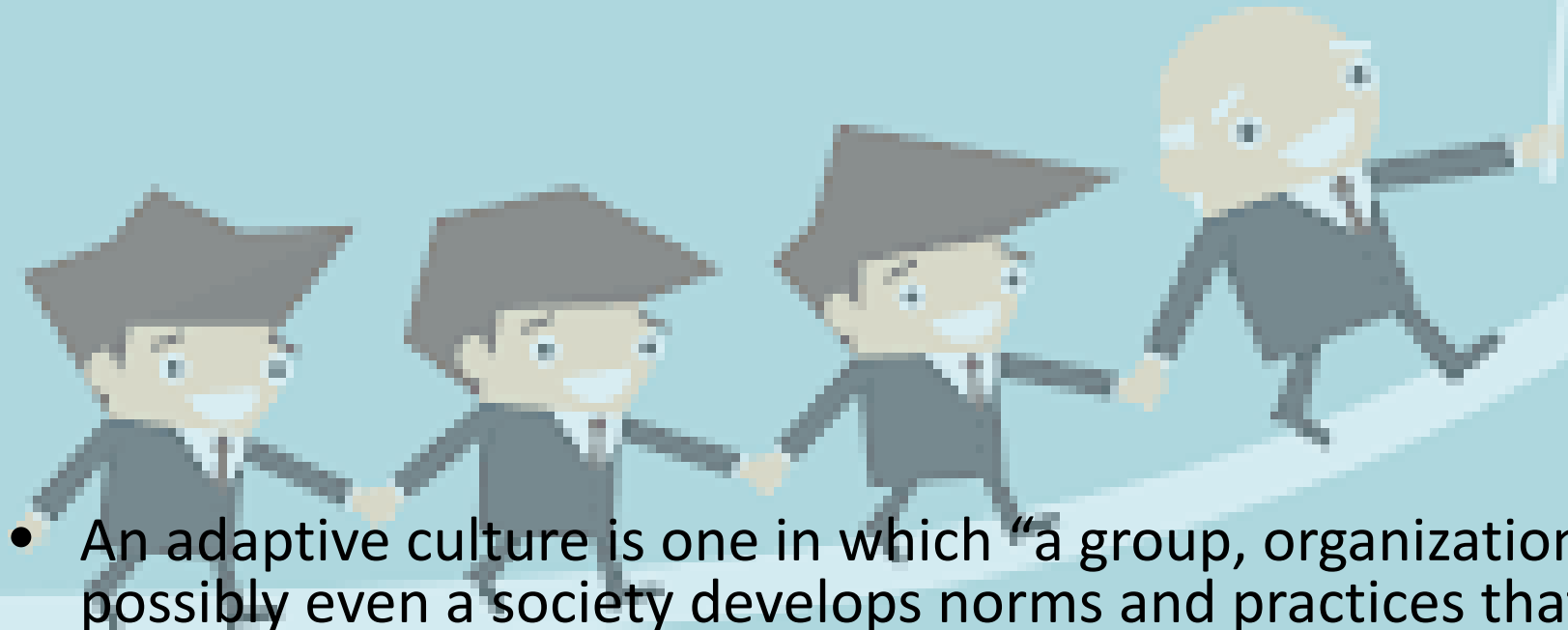
Traits that characterize leadership for sustainability are dealing with rapid change and urgency along with uncertain facts and timelines



(Shriberg 2010)

- The most effective type of leadership is one that creates and supports an adaptive culture

(Heifetz et al., 2009)



- An adaptive culture is one in which “a group, organization, or possibly even a society develops norms and practices that more effectively engage and makes progress on adaptive challenges, and therefore thrive in a changing world”

(Gonzalez, 2015, p.101; Lotz-Sisitka, Wals, Kronlid, & McGarry, 2015)

Framework

- Transformational Learning and Leadership
- Heutagogy