

LIW's Sustainable Development Progress Report

Executive Summary

We believe that the question of how we lead ourselves and our planet through and beyond the unsustainable position which we have created is the most important leadership challenge of our time.

LIW aims to focus the work we do to strengthen leaders in organisations to develop genuinely sustainable enterprises, thereby accelerating the move to a more balanced, productive and enduring society.

As an organisation we lead ourselves in two complementary ways.

- ④ Firstly, we take action to reduce our own impact, such as minimising our carbon footprint and procuring sustainably sourced and produced goods. As a comparatively small organisation our impact is not significant, but we strive to continuously reduce it. As a growing, entrepreneurial organisation we are proud of our increasing number of full time and associate employees who are finding secure long-term employment and economic prosperity working with us. We pride ourselves in valuing our people and in being a place where people love to work (please see our Environmental Policy for additional information).
- ④ Secondly, as an organisational leadership development consultancy, we work with our clients to strengthen their organisation leadership in order to increase their individual and organisational impact across three key areas: people, planet and profit (PPP). Our clients, supported by us, increase their economic performance, enhance stakeholder (broadly defined) value and create additional wealth and prosperity. We work with our clients to maximise the social and environmental benefits that they deliver. It is in the work we do with our clients where we believe we can have an exponential effect by: enriching the lives of **people**; ensuring our **planet** becomes a legacy to future generations of which we can be proud; and, increasing business **profit**.

Our purpose is to create legacies of leadership within countries, corporations and communities in order for them to transform their indelible impact on the planet. We are guided in all that we do by our core values – courage, honour and humility. Our track record can be found below.

Track Record

We use a 16 point sustainability filter to assess whether we will work with a client or not. We reject projects and organisations where we assess there is limited 'fit', and no significant benefit for us to work together in any, or all of the PPP categories. We last rejected an opportunity such as this in October 2009.

In order to increase our impact through our clients, we are designing and delivering leadership development interventions that strengthen leadership through the 'lens' of sustainable development. For example, with a global construction management client, project teams use their desire to reduce construction waste to innovate new solutions. This achieves enhanced profitability, lowers resource use and waste and improves employee engagement. From a leadership perspective, development takes place through many elements including working as a team, remote leadership, leading through influence, yet no authority and identifying and managing multiple stakeholders.

LIW operates across PPP as a core part of business and not as an elective. Examples include;

People

Social Impact: LIW has a long track record in working in the community in a number of ways.

- 🌱 **The Tanzanian Government:** With a passion for developing African leadership, LIW Australia runs monthly pro bono leadership video conferences bringing together global leaders from Tanzania, Kenya, Senegal, Madagascar and Ethiopia. These video conferences introduce leaders to new leadership concepts, consolidate leadership principles for those who have already attended LIW's programs and connect leaders to one another in order to equip them with a common leadership language through tackling huge challenges across national borders
- 🌱 **Make it Yours (MiY).** An innovative combination of elite sports people and mentors from businesses brought together by LIW in the service of young people not in education, employment or training, offering aspiration, inspiration and mentoring advice to support their move into work. Please see Appendix 1 below for an overview.

(People Cont'd)

- 🌱 **Connecting CISCO to their CSR through leadership**
 Facilitation by LIW Australia of online webex meetings with senior management delegates to determine the vision for CISCO's corporate social responsibility in supporting a unique and successful school educating indigenous Australians.
 Future support will involve supplying pro bono leadership strategy, assessment and development in order to:

 - Create a legacy of leadership and assist leaders of the school to continue their delivery of excellent educational programmes to indigenous Australians
 - Connect CISCO employees to students and staff at this school through technology and leadership.

- 🌱 **Work with Non Governmental Organisations:**

 - LIW has worked with Oxfam in the UK, Mexico, South Africa, Democratic Republic of Congo and Senegal.
 - Lighthouse Learning, Leicester, UK: we work with young Asian people to increase their understanding of themselves through life and career planning and emotional intelligence.
 - Paralegal Charity, Tottenham, London: We work with young people at risk of crime (committing or victims of) to support the making of better decisions at defining moments of their lives. "This work will save lives on the streets of Tottenham"
 - two eight two eight cafe, Gulargambone: facilitation of vision and strategic workshops by LIW Australia in order to bring together indigenous and non indigenous Australians and boost the town's tourism industry
 - Australia for United Nations High Commissioner for Refugees (UNHCR): ongoing pro bono leadership strategy & development for fundraising arm of UNHCR

- 🌱 **The Public Sector:**

 - LIW UK facilitates a volunteer group operating with the UK's Ministry of Justice whose remit is to reduce reoffending rates
 - The Foundation for Young Leaders. We work with school children, (primarily 16-18 year olds) to increase understanding of behaviour, values, beliefs, decision making and life planning



Planet

- ④ Facilitation for the leadership team of the International Institute for Environment and Development
- ④ Construction waste savings, recycling increases 'green innovation.
- ④ Reducing water use, saving £40,000 pa in a manufacturing plant as a result of employing a key leadership framework
- ④ LIW Australia has established an Environmental Management System in order to help systematically reduce our impact on the environment through awareness of our electricity use, (lights & heaters), printing use, (b&w and double sided) and paper recycling
- ④ Vision and strategic direction facilitation of the Mosman Climate Change Group leadership team in Sydney.

Profit

We measure return on investment in profit terms as well as through enhanced leadership behaviours and skills:

- ④ A global manufacturing company has seen an ROI of over 10 times the development investment, with an ROI of £700,000.
- ④ A global electronics company has seen an economic benefit ROI of £300, 000 from one leadership development initiative with their global high potential talent in their finance function.

Alliances

We work with a number of sustainable venues in order to inspire and create a great climate for learning such as:

The LIW Centre for Leadership (<http://www.liw3.com/CFL/>)

Sheepdrove (<http://conferences.sheepdrove.com/>)

Embercombe (<http://www.embercombe.co.uk/>)

We have formed an Alliance with Mason Hardy (<http://www.masonhardy.com/>) to bring together our leadership expertise to environmental and social change initiatives and to help organisations execute on their own CSR strategies.

Corporate Governance

Strong corporate governance, including our purpose, vision and values are at the heart of a successful long term organisation. LIW has invested in its Australian CEO through the Company Directors' course and the UK Managing Director, through The Institute of Directors to achieve Chartered Director status and bring best practice Board level knowledge and experience to the Board and operations teams.

Appendix 1. Make It Yours – A Social Impact Initiative