

Sustainable Leadership

Inspiring Change from the Inside Out

"As we look ahead into the next century, leaders will be those who empower others."

— Bill Gates

Message from Our CEO



Dr. Maximilian Jungmann

What characterizes a great leader? From my perspective, leadership has little to do with the professional position a person holds, but rather how they perform, how they engage with others, and the role they choose to play for organizations and societies. Leaders can be our parents and grandparents, supervisors or co-workers, or even strangers that sparked our attention by acting as role models. While leadership is not bound to a specific hierarchical position, I believe that effective and inspiring leaders are characterized by taking responsibility, leading by example, helping others to shine, and ultimately enabling the challenges of their respective organizations, and of society, to be turned into opportunities.

When looking at the times we live in as a society, the role of effective leaders becomes apparent. We must ensure not only that life on this planet continues, but that it is a life worth living, such as through achieving the 17 UN Sustainable Development Goals and the Paris Agreement. Only through true acts of leadership, including becoming responsible role models, empowering others, and working together instead of against each other, we will be able to unlock our full sustainability potential.

Yet at the same time, the personal dimension of sustainability is a frequently overlooked and underestimated aspect of sustainable development. When talking about sustainability, many of us first think about the environment, or more specifically, climate change. This is certainly an essential part of sustainability, but to achieve all our environmental, social, and economic goals, we need to understand how we can overcome all sorts of challenges by turning our ideas into action. The most frequently used definition of sustainability, enshrined in the Brundtland Report, entails that we use our resources today in a way that we, as well as the people living in various parts of our planet and future generations, have the same opportunities to develop as we do today.

Applied to the personal level, we can only unleash our own full sustainability potential if we use our resources - our time and energy - in a way that we will be able to use them again tomorrow and the day after that. While aging definitely complicates this goal, if we reflect on our daily routines, many of us will immediately notice that how we treat ourselves cannot be sustained over a long period of time. Practicing essentialism and utilizing concrete techniques that help us to achieve more in less time can help us to live healthier, more sustainable, and more successful lives.



"I believe that effective and inspiring leaders are characterized by taking responsibility, leading by example, helping others to shine, and ultimately enabling the challenges of their respective organizations, and of society, to be turned into opportunities."

—Max Jungmann, CEO

Moreover, by not reflecting on how we engage with those around us, we can often unknowingly hinder others from working optimally, maintaining their own physical and mental health, and doing the best they can to serve team members, clients, and our society. Taking care with how we set expectations, communicate in stressful situations, and give feedback, not only helps teams to work more productively but also boosts the confidence of all involved, turning working into an enjoyable and rewarding experience. From enhancing our emotional and social intelligence, to training our communication and management skills – if we become better at listening to, learning from, and empowering others, then everyone wins.

Finally, in addition to balancing an organization's social culture, structures and processes can also serve as barriers to effective and sustainable leadership. From new management approaches like agile management, to concrete techniques such as SCRUM, Kanban, SAFe or LeSS - we now live in a time where we know more about effective management than ever before and have the freedom to pick and choose the approaches that will work best for our respective organizations. Concurrently, to unleash our full potential, it is pivotal to integrate sustainability and systems thinking into organizational structures and processes by reflecting on how we manage our resources, how we can reduce waste and remove impediments, who is reporting to whom, and much more.

When writing this document, our aim was to provide a synthesis of some of the best leadership concepts we came across and to enrich them with our own perspectives and experiences with our clients. We envision this as the start of an ongoing dialogue that fosters learning from one another on how sustainable leadership can be mainstreamed across all organizations on a large scale. We hope you enjoy reading this white paper and look forward to hearing from you!

Dr. Maximilian Jungmann

Co-Founder and CEO Momentum Novum





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Introduction

While all leaders should have a vision and desire to inspire others to be the best version of themselves, sustainability leaders can be distinguished as people who inspire others and support actions to identify and develop innovative sustainable solutions, business models, and practices that can help lead to a better world. In a rapidly changing atmosphere that is seeking to redefine the role of business in our society, organizations are in dire need of sustainable leaders who can align short- and long-term strategic goals while adding value to a wide range of stakeholders.

In this report, our aim is to convey the necessity of sustainable leadership, introduce its three-dimensions, and uncover how Momentum Novum can help to unleash your full potential toward sustainability.

"Leadership is the capacity to translate vision into reality."

– Warren Bennis, Scholar of Leadership Studies



Our Definition of Sustainable Leadership

There remains a lack of a clearly standardized definition of **sustainable leadership**, with many traditional definitions oftentimes using the term interchangeably with **sustainability leadership**, which encompasses **the triple bottom line of People, Planet and Profit**, as well as the ability to balance strategies that align both short- and long-term goals (Werft, 2015). However, this overlooks the deeper behavioural shifts that are required to achieve truly effective sustainable development.

*Momentum Novum expands upon traditional sustainable leadership definitions as it places the **personal dimension as its foundation**. This brings leadership beyond solely strategic considerations, as it involves **re-evaluating values in individual habits and interpersonal relationships**, which in turn help to **inspire more ethical and sustainable behaviors** in broader organizational processes from the inside out.*

At Momentum Novum, we put forth that effective sustainable leadership is essential to not only the environment, but the future of the business world. With rising climate and social issues, many businesses have already begun taking up their role as positive change makers, looking beyond financial performance as a metric for success, and embracing more accountability and transparency. However, to accelerate this process, organisations are in dire need of leaders who can align both short- and long-term goals while adding value to a broad range of stakeholders.

Traditional definitions of sustainable leadership focus mainly on the organisational level of leadership, which involves strategic and management measures. This is, of course, an extremely important aspect, however, at Momentum Novum we go beyond this definition and seek to identify the more unseen drivers of successful sustainable leadership.

These drivers can be categorised into three dimensions which allow them to be more easily visualized and acted upon: Personal Sustainability, Interpersonal Leadership and Sustainable Management. This inclusion of personal sustainability and interpersonal leadership distinguishes itself from traditional definitions, and can help aspiring leaders to better identify steps towards improvement. This highlights the need for leaders to also look inwardly and implement more positive habits and behaviors, in order to better inspire change in others and on an organisational level.

Sustainable leadership isn't simply about ticking a boxes on environmental programs, but reconsidering entire systems, from the individual level to the intricate networks of wide-reaching stakeholders. Sustainable leadership is about paving the way towards smarter, greener, business.



Debunking Common Misconceptions

"Sustainable leadership doesn't affect or matter to employees in the organization."

Job seekers are more attracted to an environmentally friendly organization due to employee pride and the implication that the company cares about its employees (Jones & Willness, 2013).

70% of millennials say a company's sustainability plan (or lack thereof) would affect their decision to work there in the long-term, and $\frac{3}{4}$ of that group would even take a smaller salary to work at a company that aligns with their values (Peters, 2019).

"Sustainability is only about the environment."

Although the focus of sustainability is ensuring a livable future, which mainly involves reducing ecological impact, it would be a huge oversight to ignore the social and personal dimension.

Successfully integrating innovative system changes involves reevaluating values, communication styles, and networks. This inspires positive changes in societal behaviour that will work in tandem to support greener, more durable long-term business opportunities.

"Sustainable leadership is most successful from the top-down."

Command-and-control top-down management, or in other words, 'one-way orders from top executives, is often an outdated and inflexible version of leadership that limits communication and stifles innovation. Striving for more bottom-up leadership styles and flatter hierarchies can inspire more creative solutions, as well as foster a healthy organizational culture (De Prins et al., 2019). Utilizing transparency, constant communication, and performance instead of result-oriented metrics are some good ways to encourage this!

"Sustainability isn't a business issue; it is solely a government's responsibility to regulate and create sustainability initiatives."

Sustainability is a global issue that needs to be tackled on a personal, industrial and governmental level. Especially with globalization increasing the influence and impact of Multinational Enterprises, businesses are often able to act more efficiently and effectively due to access to networks of international stakeholders and developed branding know-how. Having the public and private sector work together instead of against each other will allow us to implement initiatives to reach climate targets faster!



The Three Dimensions of Sustainable Leadership

➤ Personal Sustainability

Managing your own *mental* and *physical* resources in a *sustainable* way

➤ Interpersonal Leadership

Leading by example with *emotionally intelligent* communication that *inspires*

➤ Sustainable Management

Creating *value-driven* systems for the business world of tomorrow



At Momentum Novum we go beyond the primary definition of sustainable leadership and have identified three dimensions of sustainable leadership that can be more easily visualized and acted upon: **Personal Sustainability**, **Interpersonal Leadership** and **Sustainable Management**. Traditional definitions of sustainable leadership tend to focus solely on the strategic and management level, however, Momentum Novum's addition of personal sustainability and interpersonal leadership addresses the importance of adjusting personal and organizational values first—or in tandem with—attempting to create positive sustainable impact with external stakeholders.

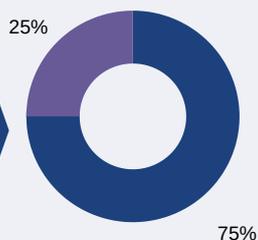
Over the years, sustainable leadership has evolved from being a simple compliance checklist into a skill that seeks to create real business transformation (Blu Skye, 2011). The future of sustainable leadership, and the present challenge, is about considering a whole system of stakeholders, as well as the triple bottom line, otherwise referred to as the 3 Ps that should be used to measure impact and success— Profit, People and Planet. To achieve this, a multitude of capabilities need to be considered, and in these three dimensions, we see how these capabilities develop first internally and then radiate outwardly to create positive change.



On average, only 42 - 44% of managers identify themselves with sustainability values, and this number drops dramatically to 33-35% when referring to organizations that claim to identify with the same values (CEC, 2020). This is still far too low considering the ambitious climate targets we must reach as a society to prevent runaway climate change, including reducing ecological impact to remain within planetary boundaries (Steffen et al., 2015).



90% of executives know the importance of sustainability, 60% incorporate in strategies. Only 25% incorporate in business models (Haanaes, 2016).



Unless more stakeholders, especially those in the business sector, get involved by not only complying to environmental regulation, but also actively engaging in innovative transformation towards a net-zero society, there is a serious risk of irreversible impact to both the planet and the livelihood of our society. Therefore, in order to ensure a liveable future, embracing sustainability into business is no longer a matter of if it should be done, but how it will be done. Companies are now under the social pressure to recognize "people, planet, and profit" and to address the needs of multiple stakeholders, both inside and outside the business. The key to achieving these goals is having effective sustainable leaders who can pave the way to more future-oriented and value-driven business.

As outlined by the international treaty, the Paris Agreement, the global aim is to minimize global warming to below 2°C, which we now see integrated into the European Green Deal as a long-term strategy of becoming entirely carbon neutral by 2050. Certain businesses have already embraced their role in achieving this goal, and have even committed to becoming net-zero by 2030. However, reports show that unless more drastic measures are taken many nations will fall short of the Paris Agreement targets at this rate (Kagubare, 2018)



Personal Sustainability

Some questions to ask yourself as an aspiring sustainable leader:

1. How do I organize and value my time?
2. How do I manage my own mental and physical resources?
3. How do I tackle a new challenge?
4. Do I integrate sustainable practices into my day-to-day personal life?
5. How and what do I view as success (from a personal perspective as well as from a business perspective)?

A leader sets the tone for an organization's culture, not only with their strategies, but also with their own values and work style. This can be considered a part of systems theory, which essentially means that changing a fundamental unit of a system, such as its leader, can affect other parts or even the entirety of a system (Schneider, 2001).

Personal sustainability entails not just sustaining one's own health and well-being, but also constantly improving and promoting the health and well-being of others (Jones, 2013). It includes a high level of awareness of one's own beliefs, thoughts, and actions, as well as a command of one's emotional, social, philosophical, environmental, and intellectual life; in other words, it involves the ability to engage in intentional self-development (Pappas J & Pappas E, 2014).

To attain personal sustainability, one must first practice personal leadership. This process involves asking yourself, "How do I need to be, act, and think in order to be my best?" To practice personal leadership, you use every ounce of your potential with "inspiration instead of perspiration", "synergy instead of sacrifice" and "wisdom instead of work". Only if one is an effective personal leader, can one be a successful and sustainable leader for corporations, businesses and the well-being of society (Meier, 2021).

If you want to lead others, you need to lead yourself first. A study of the top 20 companies for leadership development showed that companies that emphasize leadership development gain higher profitability. The bottom line: personal leadership is smart business. The importance of high-performance leadership in business cannot be understated (Meier, 2021).

Where to Start?



Reduce



Recharge



Regain





Reduce

Utilizing 'deep work' methods that reduce distractions can help to cut down on your unproductive working hours, while making your focus time much more valuable. Adjust your work rhythm to match your concentration levels and learn to prioritize productively by identifying the essentials and cutting away shallow and unconstructive time. Working less can mean doing more!



Prioritize

Be mindful of what you spend your energy on, and prioritise tasks wisely based on your overall goals and strategies. Learn to say "no" and to delegate when needed.



Pomodoro Technique

Work in 25 minute increments with 5 min breaks in between to increase urgency when working and improve concentration by allowing rest



Build Momentum

Start the day by completing two or three easy tasks that will ease you into your work. By already being able to check something off your to-do list, you build motivation to continue with your more difficult tasks.



Control the Tech

Set limits on social media apps and websites during deep work time. Chrome extensions such as 'Cold Turkey' can help you avoid distractions by 'blacklisting' certain websites for a set period of time



Recharge

Recharging helps to make deep work time more effective, so having a proper work/life balance will actually improve your work quality in the long term!

Don't feel guilty about your time off - it is an investment in your personal sustainability, productivity and creativity

Carve out time for hobbies and socializing

Meditate and exercise

Have a set time to stop working each day and turn off notifications after that time



Regain

Regain control over your schedule by maintaining structure while letting yourself be inspired.

Find your flow by doing work that inspires

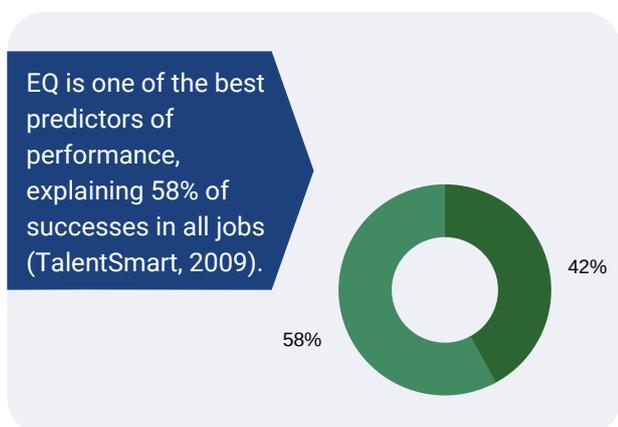
Set boundaries for your availability and have a fixed schedule

Breakdown to-do list into realistic and concrete tasks

Prioritize your tasks by quantifying their importance

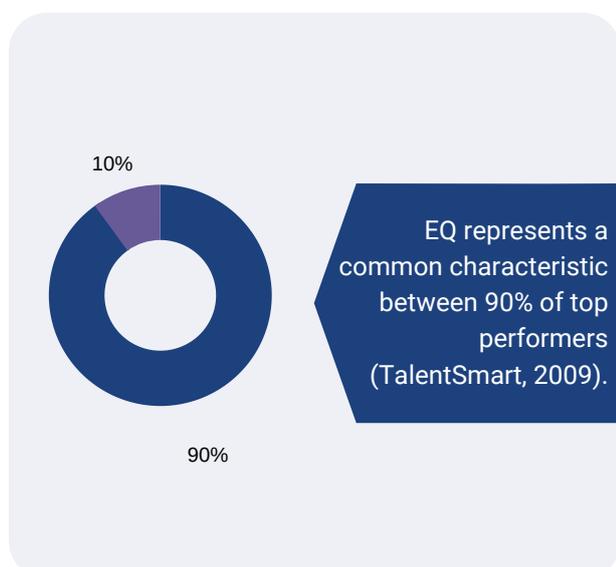


Interpersonal Leadership



Most people are aware of the IQ (Intelligence Quotient) as the standard for measuring intelligence, but the importance of the EQ (Emotional Quotient) in leadership has surged in the past decade. While IQ tends to remain relatively stable throughout a lifetime, EQ can be learned and refined with some effort.

The use of emotional intelligence in professional and academic spheres grew exponentially after Daniel Goleman's book about the subject in the late 1990s, as it explored the necessity for more 'soft skills in management roles.



EQ differs from simply 'social skills' or 'social intelligence, as it focuses mainly on identifying, using, understanding, and managing present emotions. Social intelligence (SQ) on the other hand, focuses more on the future and being able to slot into various social roles (IE Exponential Learning Blog, 2017). A person with EQ but a low SQ would have a very good understanding and management of their own and others' emotions, but perhaps a lack of understanding how to use that emotional awareness when interacting in social situations. High SQ with a low EQ would be a person with fantastic social skills but only a surface level understanding of others' issues and needs.

Social Intelligence (SQ)

Focuses mostly on being able to slot into various social roles to ensure favorable outcomes in the future

Emotional Intelligence (EQ)

Focuses on identifying, understanding, and managing the present emotions of oneself and of others

Together, EQ and SQ form the concept of ESI – Emotional and Social Intelligence. This builds on the self-management and self-awareness aims of the first dimension of personal sustainability, and adds the aspects of empathetic relationship management and social awareness (Landry, 2019). Empathy is truly the key here, with the global development firm DDI ranking it as the number one leadership skill, reporting that empathetic leaders perform more than 40% better in coaching others and in decision-making.



Indeed, leaders who take the time to understand the capacity and needs of their employees can provide them with the support they require to press ahead and to deal with the challenges or issues that might be holding them back from achieving their goals. By understanding and providing employees with what they need to succeed, leaders can build a sense of trust, thereby strengthening the relationships they have with their employees and consequently, the relationships employees have with one another, leading to greater collaboration and improved productivity.

As soft skills are more flexible in their definition, there isn't a set standard for how to measure ESI, or its subcategories of EQ or empathy. However, the frameworks that do seek to quantify it in some way, such as the MEIS (Multifactor Emotional Intelligence Scale) or the Bar-On EQi Model, are alike in that they have an overlap of the main characteristics that make up EQ, which involve both intrapersonal and social competences (O'Connor et al., 2019). Companies such as Google have developed their own questionnaires to evaluate an employee's emotional intelligence, and have even incorporated aspects of it into their hiring process, as they look for "Googlyness" in potential candidates. Having "Googlyness" can be defined as having six main qualities: thriving in ambiguity, valuing feedback, challenging the status quo, putting the user first, doing the right thing, and caring about the team. In addition to asking many open-ended questions and searching for authenticity in answers, Google has found a system that works for them to attract more emotionally intelligent talent (Moran, 2020).

Heavily intertwined with ESI, interpersonal leadership involves being aware of one's own communication style and being able to adjust it accordingly as required. This is often referred to as 'situational leadership,' which is a framework which can help leaders in finding a balance between four main leadership styles: Delegating, Directing, Supporting and Coaching (Haywood, 2020). Knowing which role a leader must play in a given situation is a learned skill, and can make collaborations go much smoother, as well as help to further a team's own personal development.

Ultimately, emotionally intelligent and flexible leaders will be able to better engage with their stakeholders, solve interpersonal issues more effectively, and inspire a productive and healthy organizational culture. Accordingly, reflecting on your communication style and taking steps to improve your ESI is a worthy investment of a leader's time.

First Steps to a Better ESI (Emotional and Social Intelligence)



Observe Behaviors



Normalize Feedback



Take Responsibility





Observe Behaviors

Take note of your interactions and continuously reflect. Introspection and identifying potential areas for growth is the first step towards emotional development. Some questions to ask yourself during this stage:

- How do I handle criticism?
- Am I actively listening to my peers?
- Am I tuned into others' emotions?
- Do I radiate positivity or negativity when communicating with others?



Normalize Feedback

360° Feedback Approach

Sometimes we don't notice the things we need to adjust the most until someone points it out to us. 360° feedback involves identifying behaviors and skills that further the mission and support the values of the organization.

By performing self evaluations, as well as anonymous peer evaluations, leaders and employees can strengthen teamwork, pinpoint areas of development, and uncover organizational-level issues more quickly and effectively.

Flatten Hierarchies

360° feedback works only when used in a constructive and integrated way, but often times hierarchies block constructive self development and potential innovation by using it simply as a compliance, box-ticking tool. Even if a certain hierarchical structure is still necessary for your company, taking steps to at least reduce the role of status in meetings and feedback, will help to improve ESI. Flatter hierarchies facilitate more direct and honest communication, and allows leaders to hear issues and ideas directly. Allowing more bottom-up communication will help to more easily identify problems as they arise



Take Responsibility

When mistakes are made, be honest, take responsibility for your actions, and encourage others to do the same. Fostering a culture of open communication, learning, and growth, instead of one of denial, defensiveness, and dismissiveness, is a catalyst for more effective sustainable management.



Sustainable Management

Finally, the third dimension is the strategic and systems level. This dimension is all about creating flexible, reactive and ethical sustainable management systems that integrate quantitative and qualitative sustainability metrics, while building on the people-oriented and value-driven foundations created by the first two dimensions. This is the broadest and most technical level of leadership as it navigates a variety of economic, ecological and social stakeholders, as well as reporting standards, and potentially entirely new business models. Effective sustainable management systems can be broken down into five main strategic categories: **Integrated Vision, Metrics and Technology, Transparent Reporting, Systems Thinking, and Collaboration** [see following page].

This is the dimension where all the pieces of the puzzle come together to create an integrated system, with the challenge being to balance each part properly. Provided your organization has built a strong foundation on its initial sustainability vision, this dimension can continue to grow from there and spread to more external stakeholders.

Integrating sustainability into business has meant different things to various companies. For some it's mostly about investing in a new innovation opportunity as a response to a changing world, while for others it's about creating a deep value shift in order to blend environmental, social, and governance (ESG) factors with traditional business mindsets (EY Global, 2018).



With no standardized definition of what a sustainability strategy should be, for now it is up to sustainable leaders to define it for themselves and their organizations. While we would recommend to work from the five main strategic areas as outlined above as a starting point, that doesn't answer the question of what type of management could be used to achieve a healthy symbiosis between these categories.

As highlighted by the first dimension of personal sustainability, a leader having confidence and passion in their own vision and values will translate over to the company culture and mission. These personal values on time management, communication, and success, then in turn influence the second dimension: interpersonal leadership. Being able to identify the right people for various tasks through emotional intelligence, and knowing when to delegate, direct, coach or support constructively, is something learned with effort and care. When employees can feel the passion, effort and care coming from a leader, they will, as a result, usually want to put in that same energy.



Category	Aspects
Integrated Vision	<ul style="list-style-type: none"> Align your organization with sustainability in a compelling, authentic, and quantifiable way Utilize this vision to inform all business operations and decisions
Metrics and Technology	<ul style="list-style-type: none"> Choose relevant sustainability metrics and integrate them into the key-performance indicators (KPIs) Stay up-to-date with sustainability assessment and reporting frameworks (WEF, SASB, GRI, etc.) Make environmental and social impact equally important on the balance sheet as economic impact by utilizing new KPIs such as reduction of CO2 emissions, waste management and education investment Make use of automated sustainability assessment tools to more easily keep track of progress
Transparent Reporting	<ul style="list-style-type: none"> Regular disclosure and external auditing for accountability in sustainability actions Annual sustainability reports that are accessible to the public Initiate real discussions and strategy adjustments based on reporting data The chosen set of core metrics should be reflected in the public annual reports of the company
Systems Thinking	<ul style="list-style-type: none"> Stakeholder Engagement Properly developed short- and long-term sustainability strategies Designing flexible and reactive business models Encouraging a healthy and collaborative organizational culture
Collaboration	<ul style="list-style-type: none"> Use industry clusters to minimize cost and maximize positive impact Support partnerships for environmental and social initiatives Collaborate with the entire value chain, as well as with stakeholders outside of the value chain, such as NGOs and governmental organizations

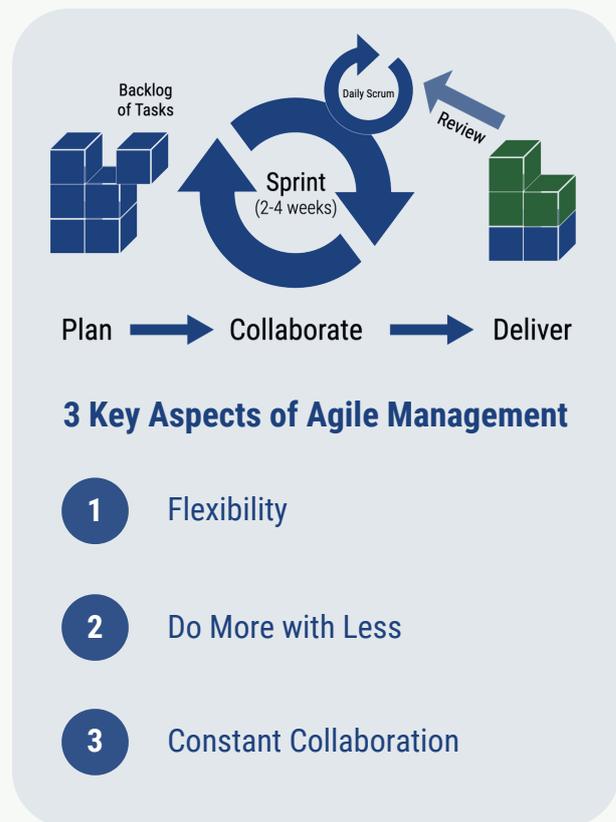


One of many techniques that a leader can use to 'feel the heartbeat' of their organization includes the agile approach to management, for example. This approach moves away from direct linear orders from top management, and instead reconfigures teamwork into a more circular and continuous system.

With 'daily scrums,' which are 15-20 minute meetings to very briefly discuss progress, blockers and requests for assistance, leaders can keep a good overview of what a team is doing, while letting employees also be involved in what tasks the leader is working on. Allowing employees to have a view of the big picture, as well as providing a place to voice their ideas, concerns and needs for each project, provide optimum conditions for innovation and effective collaboration. Additionally, as tasks are organized into 'sprints' of one to four weeks, and each sprint is retrospectively reflected upon, this system allows for a lot of flexibility and adjustments when needed. Instead of a rigid structure of management, the agile approach can be refined to suit the needs of each project.

"Authoritarian managers use power, often in the form of fear, to get people to do something their way. Leaders depend for the most part on influence rather than power, and influence derives from respect rather than fear. Respect, in turn, is based on qualities such as **integrity, ability, fairness, truthfulness**—in short, on character. Leaders are part of the team, and although they are given organizational authority, their **real authority isn't delegated top-down but earned bottom-up**. From the outside, a managed team and a led team can look the same, but from the inside they feel very different."

— Jim Highsmith
Agile Project Management: Creating Innovative Products



Indeed, each organisation has different needs, therefore there isn't a one-size-fits-all strategy. Finding the best techniques and methods to create successful integrated sustainable management systems that optimise both the employees and company's resources requires time and expertise.

This is why this overview of the three dimensions of sustainable leadership only scratches the surface of potential innovation and solutions. Momentum Novum strives to help companies enhance each of these aspects by developing personalised resources and frameworks that can ease the integration of these various facets of management. Restructuring systems in this way can aid in not only mitigating future risks and costs, but has the capacity to realign values and re-inspire employees. Look towards the future and take the first steps towards greener and smarter leadership.



Conclusion

Ultimately, successful sustainable leadership requires a variety of multi-faceted capabilities and tools, including, but not limited to, systems-thinking perspectives, emotional intelligence, and quantitative sustainability management tools.

Momentum Novum sees effective leadership as one of the main keys to large scale positive impact with regard to sustainable development. It is a skill that some have a natural affinity for, but one that should be continually reflected and improved upon, especially with the pressing environmental and social issues that are changing the role and value of businesses in our society. A successful sustainable leader tackles the chaotic changes of our future with flexibility and care, as well as with a mindset of life-long learning.

The Three Dimensions

- 01 Personal Sustainability**
Optimize your own resources with personal leadership, in order to enhance your ability to lead and inspire others.
- 02 Interpersonal Leadership**
Strive towards empathic and socially intelligent communication to improve organizational culture and spark innovation.
- 03 Sustainable Management**
Integrate sustainability metrics into strategy development and employ skills from the first and second dimension to create flexible and reactive management systems.



At Momentum Novum we integrate sustainable leadership training into our consulting and capacity development services.

This is why at Momentum Novum we work to integrate sustainable leadership training into our consulting and capacity development services, in order to inspire and prepare the leaders of today and tomorrow to create real systemic change which is beneficial to the organization, to society, and to the planet.

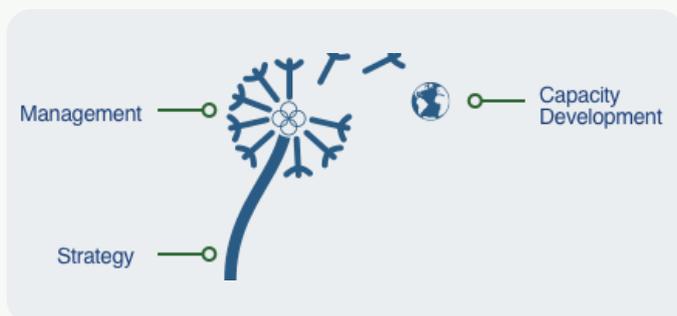


Momentum Novum

Empowering Sustainable Development

We are a social enterprise that seeks to create a new momentum for sustainable development.

Our Consulting Services



Sustainability requires expertise, experience, the right tools, and creativity. At Momentum Novum, we combine these qualities by using services and in-house developed interactive techniques tailored to each client. By collaborating with the world's best universities and research institutes, we have accumulated a deep knowledge base that we are able to integrate into our training and advisory services.

Sustainability for All

We have offices in Heidelberg and Quito, and we serve clients all over Europe. Our team members, ambassadors, and experts work with us virtually and on a project basis from all over the world. Except for Antarctica, we are represented on every continent. From local small businesses to international organizations - we have experts on the team that know exactly how our clients work, independent of their sector, size, or location.



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