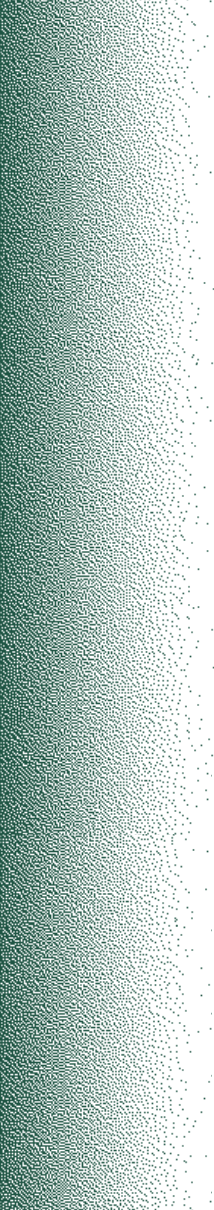


Growing a Culture for Sustainability



Tor Eneroth & Phil Clothier



Growing a Culture for Sustainability

Why focusing on personal and cultural transformation with leadership development are vital keys to accelerate and enable a sustainable world and wellbeing for all.



amcara

Wellbeing for all life

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Growing a Culture for Sustainability

Tor Eneerth & Phil Clothier
2023

The PDF version of this document includes
many links to websites and resources.

You can find all of them
in the references.

If you don't have much time and
want the short version of this book,
you only need to read the next page...

*Yesterday I was clever,
so I wanted to change the world.
Today I am wise,
so I am changing myself.*

Rumi

Now take a deep breath, close your eyes
and pause for a moment before you
close the book and go back to what you
were doing... or continue reading...



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Foreword

By Clive Wilson¹, Author of "Designing the Purposeful World
– the Sustainable Development Goals as a Blueprint for Humanity"

We are living at the most exciting time ever for humanity. Never before have we so completely understood the nature of the precious world we inhabit. Never before have we been able to define the world we would like to pass to future generations. And never before have world leaders actually made a commitment to deliver it. My personal research through working with thousands of people aged from seven to well over seventy (since 2015) has assured me that we all share the same vision, albeit through different lenses according to our personal context. It is a world of abundance; where no-one goes hungry; where life is precious and the health of ourselves

and our ecosystem is a priority; and where education, innovation and compassion are finding solutions to the greatest challenges we face. Make no mistake, this is absolutely a plan that is well and truly “in motion”. The world’s leading organisations are increasingly committing to the UN Sustainable Development Goals. Furthermore, they are auditing their supply chains to ensure that all stakeholders are playing their part. This is having a massive cascade effect on industry and investment funds are rapidly aligning to the trend. Even the Bank of England has advised banks to avoid support for what Mark Carney, during his time as governor, referred to as the “sunset sectors”.

There is no question as to whether this future will happen. It will. The only question is “To what extent will we be part of it?”

Let’s face it, what’s not to like? What’s not to be inspired by? From the brink of extinction, the brightest minds on the planet are rebuilding our civilisation. In just a few decades, within the lives of many reading this book, the world will be transformed in more ways than we can possibly know. The aim of this book is to support each reader and their organisation in connecting to the indispensable role they now need to play, to become key players in the emerging future.

As we progress together on this journey, my further encouragement is that we think not only of where

we are heading but also of how we will get there. Research has proven that, even when our intentions are great, the values and behaviours playing out in our communities and organisations far too often slow us down or destroy our best efforts. We all have a part to play in this vital transformation, individually and collectively. No one can do it alone but we can all make a positive contribution. Phil & Tor at Amcara have practical experience in this field and provide some great insights and resources. If you want to travel fast and be of maximum benefit to the emerging future I commend this book and their support to you.



Clive Wilson



Preface

About Tor, Phil and Amcara

We met in 2001 when Tor was the Culture Manager at Volvo IT and Phil was establishing the European office of Barrett Values Centre. Our friendship was cemented during a walk across the Sydney Harbour Bridge and since then we have truly become soul friends. Hence our shared name Amcara, which is short for the Gealic words Anam Cara, meaning soul friend. We had the privilege to work together at Barrett Values Centre for more than 15 years, serving and learning from clients and cultural practitioners around the world.

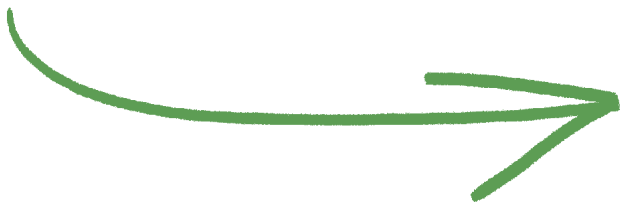
We share a purpose which is simply to create a sustainable future for our children's children. By this we mean all future generations and wellbeing for all life. When the United Nations Sustainable

Development Goals² came onto our radar in 2014 (17 Goals that provide a shared blueprint for peace and prosperity for people and the planet, now and into the future) we knew in our hearts that we had something to contribute, but at that stage it was not completely clear how.

In 2019 one of our good friends, Wendy van Tol at PWC Netherlands asked us two questions which took us on a new journey to discover how we could serve and contribute. In 2021, we established Amcara to dedicate our lives to the transformation of life conditions on planet earth through inner development, starting with us. This book shares our discoveries and developments with a desire to inspire and support many more on this challenging and rewarding journey.

Since this book is all about values and culture that promote sustainability, we decided to share our own values to help you tune into our way of thinking and being. Like all values statements, these are aspirations and intentions that we are practising, sometimes stumbling and always learning how to live more fully each day.

Our Amcarda Core Values



Generosity

We believe that Generosity of spirit is the openness to share our gifts freely with others, joyously and willingly and without expectation of receiving anything in return. We can only keep that which we give away.

Play

What becomes possible when we infuse work with play? Play for us is about spontaneous activity for enjoyment and recreation rather than a serious or practical purpose. Creating a relaxed and positive atmosphere with curiosity and welcoming the unexpected.

Wellbeing

Physical / Emotional / Mental / Spiritual

We believe that wellbeing is a practice, and a state.
The core of that practice is compassion (love in action)
to all living entities in every moment – especially to self.

Trust

This starts inside with trust in ourselves and our intuition and feelings. We then aspire to grow mutual trust in relationships or choose to walk away. We often say, "connection before content".

Transformation

Transformation is paradoxical. It requires commitment and practice and yet the deepest and most powerful transformation happens when we allow things to be exactly as they are. It is a personal journey and yet we often need support and guidance from others along the way. Transformation requires that we let go of those aspects of self that no longer serve, so our true authentic self can shine; and yet accepting that we are perfectly imperfect just as we are.



Amcara Purpose and Values

Internal Vision

"To Be"

Contentment,
Wellbeing,
Peace

Internal Mission

Be a beacon for a
sustainable world
today, tomorrow,
together!



GENEROSITY

WELLBEING



External Vision

Wellbeing for all life



External Mission

Collaborate with
like-minded people.



TRUST

TRANSFORMATION

PLAY

VALUES

About this book.

We are quite sure that you have realised that we can't continue to live our lives in the way we have done up until now. There is a rapidly growing understanding that our world as we have known it is being destroyed and there is a risk of collapse. The fact you are reading this book is a good indication you understand the need for urgent change.

In order to address the complex environmental and societal crisis, there are already many plans and actions being delivered by thousands of individuals and organisations around the world. Yet, there is a lot more to be done and it is encouraging to know that we can all contribute to make the necessary shift happen by starting within ourselves. As you will discover in this book, starting inside is probably the single most important action you can take to contribute to a better, more sustainable world.

We have dedicated more than 20 years of our working lives to help and support leaders and individuals in growing healthy and prosperous culture in their teams, organisations, communities and nations. Our direct experience and many mistakes have taught us to explore and learn about the human dynamics that holds us back and the dynamics that create positive transformation evolving a new way of being, saying and doing. Creating wellbeing for all; business, people, the environment and the world.

In the beginning we did this work mainly for the gain of the business results, but over the years we have come to realise how important and necessary our individual consciousness and values are to create this shift towards a more sustainable world.

So, our simple conclusion is that we can all start to change the world by working with our own consciousness and values. Specifically if you have a leadership role where you can influence and enable the people you lead to do the same. One person can't change the world, but together we can. It starts with having the courage to challenge the current norms and mindsets.

That is why we have written this book. To share our learnings and insights so that you can join the movement and start to make a difference for a more sustainable life on earth today, tomorrow, together.

Here is a summary of the contents in this book.

In chapter 1 SUSTAINABLE CULTURE, we will explore a way to define sustainability using the Barrett Seven Levels of Consciousness developed by Richard Barrett. We also share the growing realisation of the urgent need for a more sustainable way of working in all types of organisations and the transformation work that is starting to take root for individuals, leaders and cultures. We give examples of what a sustainable culture and behaviours could look like.

In chapter 2 BENEFITS OF SUSTAINABLE CULTURE, we explore some of the benefits of having a sustainable culture, not only for the business, but for the whole ecosystem of an organisation. How it affects the organisation's image, finances, goodwill, customer relations, its employees and last but not least society and the environment.

In chapter 3 CONNECTING TO YOUR SUSTAINABLE CULTURE, we explain the connection between personal consciousness and organisational consciousness and its importance and impact on our decisions and behaviours. We show the importance of an inspiring and shared organisational purpose (serving the needs of the world) for growing a sustainable world together.

In chapter 4 MEASURING YOUR SUSTAINABLE CULTURE, we present a way to measure how sustainable your organisational culture is by using the values of your culture and relating them to the SDGs and the UN 5Ps. We show how the culture reports provide a good base for dialogue and possibility to explore and realise both your strengths and areas for improvement.

In chapter 5 GROWING YOUR SUSTAINABLE CULTURE, we define what we mean when we talk about growing a desired culture and some practical steps and tools to consider when transforming and evolving your culture. We share what we have found are fundamental principles and dynamics that you as a leader need to be aware of to grow a sustainable culture that creates wellbeing for all stakeholders, internal as well as external.

Finally we then share some case studies and recommend further reading to inspire you and share the impact of this work.

Welcome to the movement of co-creating a more sustainable life for all!

We have committed to share all our work freely in the creative commons so that you can build on it and we welcome all your ideas, learnings and suggestions for improvement.

Much love
Phil & Tor
Amcara



Introduction

Story - Imagine the scene...

The senior team of an investment firm are waiting in the boardroom for the meeting to start. The room has a highly polished mahogany board table, fine art on the walls and sumptuous carpet. The CEO walks in and before he says a single word, the atmosphere becomes tense, heavy and uncomfortable. He has a reputation for being controlling, demanding and manipulative and the team senses something bad is about to happen.

He is angry because staff are questioning the discrepancy between the firm's words and actions. The organisation published a purpose statement that expressed the intention to "Enhance quality of life by caring for clients' savings". It has recently come to light that the highest earning stocks are those invested in arms manufacturing and sales. A number of employees feel making money from war, human suffering and death in order to enhance the quality of life for clients, is morally wrong and totally out of integrity with their stated purpose.

Some of the executive team members feel the same and through heated discussion, with raised voices, they try to defend the position of the employees. The CEO is very fearful that divesting those particular stocks will hit the profit of the firm and is unable or unwilling to see the glaring gap between his words and actions. In his typical ruthlessly authoritarian way, he bangs the table with his fists and shouts 'we will sell those stocks over my dead body'.

The story is a made-up scenario but the moral dilemma was a real situation faced by one of our clients a few years ago. In the real situation, the CEO was a visionary who had a great deal of integrity and compassion. He was not only skilled in the investment market, but he was also a good man and well respected and loved for his leadership style and the way he cared for and developed others. He knew that to continue investing in arms manufacturing was in total opposition to their stated purpose and he also knew that divesting those stocks would leave a large hole in the investment fund. Over the course of many meetings, the team talked and planned and eventually found a way to live their purpose and values, and continue making profitable returns without the arms stock. Shortly after, they divested those arms shares AND in that same year, they still made profitable return.



Imagine the positive impact this decision and action would have had on executive team cohesion, employee engagement, the respect of clients, regulators and the market. Imagine also the good that those investment funds are doing by being focused on solving problems for humanity and the environment rather than feeding the destructive war machine.

This story pulls together the main theme of this book. Global societal sustainability is built on organisational sustainability (healthy culture) and in turn, organisational sustainability is built on personal consciousness and sustainable leadership.

There are many ways that this story links to the UN Sustainable Development Goals. One of the most important is the direct impact this decision will have on **Goal 16 PEACE AND JUSTICE**. The fear and lack of inner peace in the first leader would have caused deep division and fighting in the organisation and their unwillingness to sell the arms stock would have led to destruction and human suffering in far off nations. The second (real) leader was coming from a place of inner peace and that showed in his ability to gather and lead the team through dialogue, trust and internal cohesion to create an outcome that was life enhancing for the people in his company, their clients, society and the planet. Seemingly small decisions and actions really do make a difference.

Not only is there a positive impact on Goal 16

Peace and Justice, these other goals would have been directly or indirectly positively impacted by this decision:

Goal 3 GOOD HEALTH AND WELL-BEING [PEOPLE]

Goal 8 DECENT WORK AND ECONOMIC GROWTH [PROSPERITY]

Goal 12 RESPONSIBLE CONSUMPTION AND PRODUCTION [PLANET]

The truth is that the ripple effects of this decision will have positively impacted most, if not all of the 17 goals.

The Covid-19 Pandemic has been a sharp shock to society and business. It has been a warning to humanity for future disruptions such as climate change, plastics pollution, biodiversity collapse, economic crisis and social inequality.

The good news is that the UN has a remarkable plan to address these challenges. The 17 UN Sustainable Development Goals (SDGs) are the ultimate expression of humanity's **needs** at this moment in history. The UN definition of sustainability puts human **needs** (values) right at the centre.

*"Sustainable development is development that meets the **needs** of the present without compromising the ability of future generations to meet their own **needs**."*

For organisations, there is not only a strategic imperative to understand and address the needs of all stakeholders (including the environment) there is also a huge business opportunity too. A report by the Business and Sustainable Development Commission³ estimates that the SDGs could generate at least \$12 trillion in business savings and revenues.

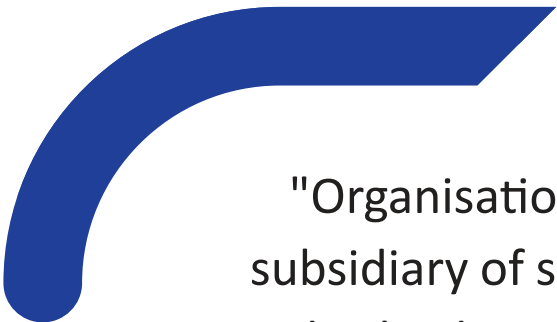
In 2015, the SDGs were officially adopted by 193 Nations and since then thousands of organisations and global corporations⁴ are waking up and aligning their business purpose and priorities with the SDGs because they now understand that they can do well by doing good.

This book shows that a focus on values and cultural transformation, alongside personal inner development, is the key to unlocking a sustainable future and wellbeing for all life.

SUSTAINABLE DEVELOPMENT GOALS



Watch this video from the UN for a short introduction to the 17 Goals⁵



"Organisations are
subsidiary of society
owned subsidiary of the
or the environment crash,
Caring for the needs of all
the environment, is not
idea, it is a strategic

a wholly owned
and society is a wholly
environment. If society
business will crash.
stakeholders, especially
a nice philanthropic
business imperative."

Anonymous



Objectives of the UN Sustainable Development Goals

The SDGs are made up of 17 Goals to transform our world. In simple terms, the SDGs are focused in two main areas:

To create conditions for every human being on earth to have the opportunity to experience wellbeing, contentment and peace.

For humanity to live in
harmony with nature,
the planet and all life
on earth.

The UN vision is that by 2030, the world should be transformed by the 2030 Agenda for Sustainable Development. The SDGs can be used to transform your organisation and align your sustainable ambitions with an internationally recognised and applied framework. Embedding the SDGs into your organisation's purpose, products, services and culture will help you to identify new opportunities, increase trust, reduce cost and lower your risk exposure.

Many organisations are discovering that higher-order purpose and profit go hand in hand and the key to success in either, is cultivating a healthy culture.

The SDGs are the ultimate expression of humanity's needs at this moment in history. Through our work in values and culture for more than 20 years we have discovered a very simple truth. "People value what they need". This is a universal truth that works for individuals, families, teams, organisations (of all sizes), governments, communities and even whole nations. By measuring our values we are able to help leaders and employees become more aware of themselves and their culture, their strengths and areas for development, to help live and embrace a more sustainable life.

When you understand the values of your employees and customers (or citizens), and the values they wish to experience in the future, you tap into a level of knowledge about their deepest needs and

desires. Through focused dialogue, that knowledge has the potential to transform levels of engagement, well-being and performance of your workforce and to create passionate loyalty from your clients and at the same time create a more sustainable world, today, tomorrow, together.

The United Nations View on the Importance of Culture

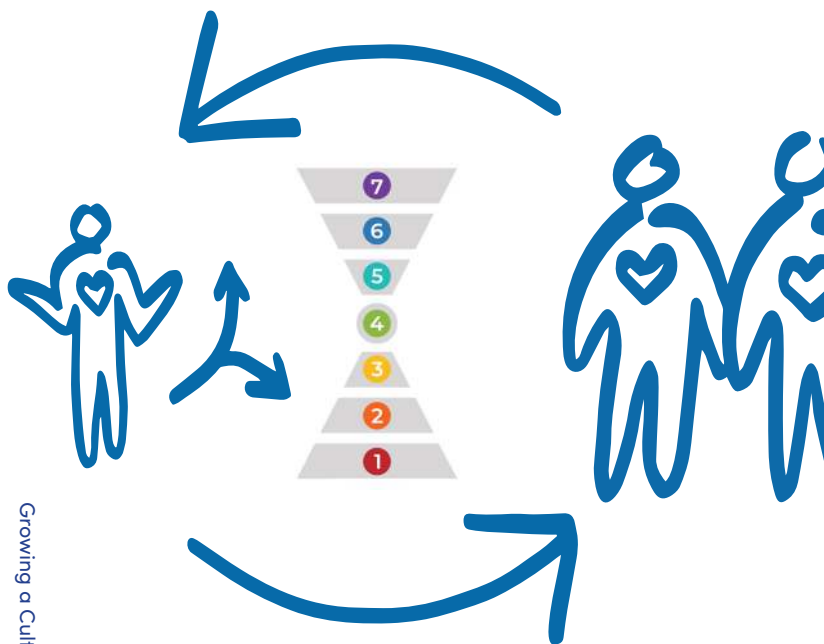
UNESCO ensures that the role of culture is recognized through a majority of the Sustainable Development Goals (SDGs), including those focusing on quality education, sustainable cities, the environment, economic growth, sustainable consumption and production patterns, peaceful and inclusive societies, gender equality and food security.



**“No development can
be sustainable without
including culture.”**

UNESCO⁶

We are all connected



The foundation of organisational sustainability is personal sustainability.

How are sustainability and culture connected?

Culture is the Key to Unlocking Your Purpose
and Sustainability Ambitions.



The foundation of societal sustainability
is organisational sustainability.

Our work is based on a very simple idea. "We are never not contributing to shaping the culture". In order to create a sustainable outer world (organisations, society and environment) we have to evolve and transform our own personal inner world of consciousness. Our inner sustainability and wellbeing (or not) makes a BIG difference to the sustainability and wellbeing of the world. We are all connected!

Culture is a combination of the individual and collective beliefs, thoughts, words and actions of an organisation, community or society. Let's weave culture and sustainability together with these four simple statements based on human needs:

"A culture of peace is one in which all people belonging to a group are able to get their needs met."

–Richard Barrett

"The SDGs are the ultimate expression of humanity's (and the planet's) basic needs at this moment in history"

–Phil Clothier

"Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

–UN Definition of Sustainable Development

"We value what we need"

–Richard Barrett

There are many great initiatives to support this fundamental change to sustainable business and society. For example, in their recent book, *Net Positive*, Paul Polman and Andrew Winston suggest three simple tests that show thriving companies are giving more than they take.

A Net Positive company:

1. **Improves the lives of everyone it touches,** from customers and suppliers to employees and communities, greatly increasing long-term shareholder returns in the process.
2. **Takes ownership of all the social and environmental impacts its business model creates.** This in turn provides opportunities for innovation, savings, and building a more humane, connected, and purpose-driven culture.
3. **Partners with competitors, civil society, and governments to drive transformative change** that no single group or enterprise could deliver alone.

You can find their 25 question Net Positive Self Assessment⁷ here.

1

Sustainable Culture

This chapter explores a way to define sustainability using the Barrett Seven Levels of Consciousness developed by Richard Barrett. We also share the growing realisation of the urgent need for a more sustainable way of working in all types of organisations and the transformation work that is starting to take root for individuals, leaders and cultures. We give examples of what a sustainable culture and behaviours could look like.

What is a sustainable culture?

Moving beyond the “triple bottom line” By Richard Barrett, Founder of Barrett Values Centre & The Barrett Academy for the Advancement of Human Values.

Over the past ten years the term “sustainability”, as used in the corporate world, has become synonymous with the “triple bottom line”. The “triple bottom line” refers to the ability of a company to generate economic, environmental and social benefits. Shareholders are not only demanding that companies become more profitable, but they are also demanding that companies become more environmentally friendly and more socially responsible. The Triple Bottom Line (People, Planet and Prosperity, developed by John Elkington in 1994) has recently been enhanced by the UN 5Ps with the addition of Peace and Partnerships. (You can read more about the 5Ps in Chapter 4. Measuring your Sustainable Culture.)

Initially, many companies resisted the notion of the “triple bottom line” because they believed it was an either/or situation. They saw society’s demand for them to become more environmentally and socially responsible as a cost with no financial benefits. The more enlightened corporations saw this idea as an opportunity rather than a threat. They saw that being socially and environmentally responsible could be an asset rather than a liability.

As share ownership increased, the differences between these two groups – shareholders and society – became less distinct. As a consequence, we are witnessing rapid growth in socially responsible investors. These are the members of society that want to invest in companies that are meeting full spectrum sustainability requirements. They want to invest in companies that generate profits and are also environmentally and socially responsible, i.e. companies that are both internally sustainable and embrace global sustainability.

At the same time, more and more consumers are making ethical purchasing decisions. They are avoiding purchasing items from companies that are not embracing the global sustainability agenda. In other words, companies that do not embrace environmental and social responsibility are increasingly becoming “at risk”; they are increasing their chances of being unsustainable as corporate entities. Recent experiences have shown that unethical social or environmental conduct can leave a company with a significantly battered bottom line. One high profile example of the cost of unethical behaviour is the VW emissions scandal which is estimated to have cost over €31 billion.

Even if environmental and social responsibility has not yet become an essential condition for corporate success, the absence of an ethical framework that embraces environmental and social responsibility is becoming a significant risk

factor that is causing investors to question the long-term viability of a company.

From a socially responsible investor's viewpoint, being both sustainable and embracing sustainability is important. Enlightened investors want to make money and support socially responsible businesses. For a company to be sustainable and successful over the long term, it must do more than embrace the concept of the "triple bottom line". It must embrace full spectrum sustainability.

What Is Full Spectrum Sustainability?

Full spectrum sustainability is a concept based on the Barrett Model (seven levels of organisational consciousness model) that enables an organisation to determine the extent to which it is both being sustainable and is embracing sustainability.

All human group structures grow and develop consciousness in seven well-defined stages. Each stage focuses on a particular existential need that is common to the human condition. These seven existential needs are the principal motivating forces in all human affairs. They also apply to all types of organisations.

The level of growth and development of consciousness in an organisation depends on the ability of the leaders to create a culture that satisfies the needs of all stakeholders – employees, investors, customers, partners, the local community and

society in general. The most successful organisations are those that have learned to master all levels of consciousness (Seven Levels of Consciousness®). They create a climate of trust, have the ability to manage complexity, and can respond or rapidly adapt to all situations. The seven stages in the

Barrett Model for Sustainability

Contribution / Service

Collaboration / Making a Difference

Alignment / Internal Cohesion

Evolution / Transformation

Performance / Self Esteem

Relationships

Viability / Survival



development and growth of a fully sustainable organisation are summarised in the following table and described in detail in the following paragraphs. The table describing the seven levels of organisational consciousness should be read starting from the bottom and working up.

Living Purpose

Vision, Social Responsibility, Long-term Perspective, Being of Service

Cultivating Communities

Community Involvement, Partnership, Mentoring/Coaching, Employee Fulfillment

Authentic Expression

Openness, Creativity, Integrity, Passion, Trust, Honesty, Transparency

Courageously Evolving

Accountability, Transformation, Innovation, Empowerment, Agility

Achieving Excellence

Quality, Results Orientation, Competence, Self-Esteem, Efficiency
Bureaucracy, Complacency, Confusion

Building Relationships

Customer Satisfaction, Connection, Respect, Listening, Open Communication
Manipulation, Blame, Conflict Avoidance

Ensuring Stability

Financial Stability, Profit, Safety, Health
Control, Corruption, Greed

Full spectrum organisations display all the positive attributes of the seven levels of organisational consciousness. They master:

Viability consciousness...

...by focusing on financial stability and employee health and safety.

Relationship consciousness...

...by focusing on open communication, employee recognition, and customer satisfaction.

Performance consciousness...

...by focusing on performance, results, quality, excellence, and best practices.

Evolution consciousness...

...by focusing on adaptability, innovation, employee empowerment, employee participation, and continuous learning.

Alignment consciousness...

...by developing a culture based on a shared vision and shared values that engender an organisation-wide climate of trust.

Collaboration consciousness...

...by building strategic alliances with like-minded partners, developing mentoring, coaching and leadership development programmes for their managers and leaders, and embracing environmental stewardship.

Contribution consciousness...

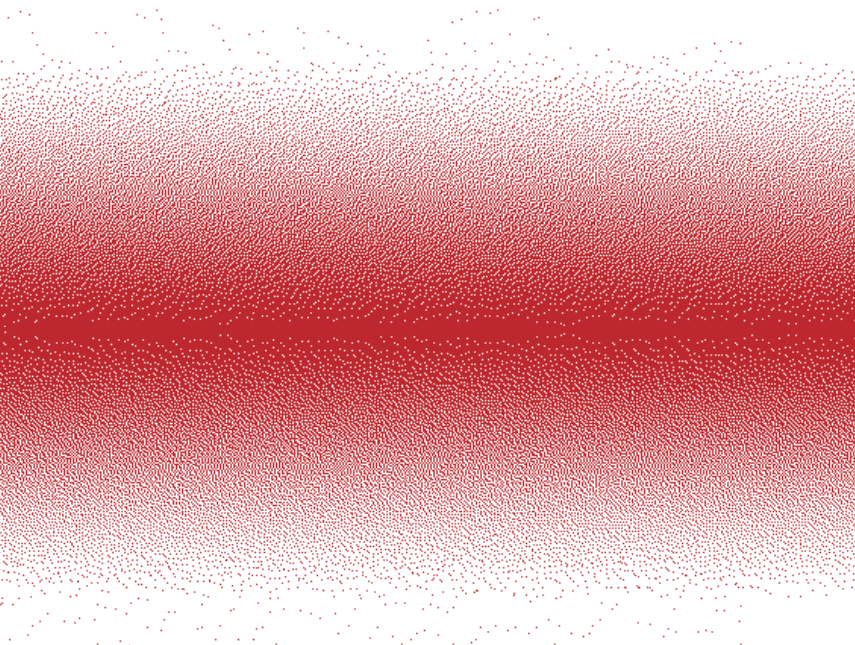
...by focusing on social responsibility, ethics, global thinking, and keeping a long-term perspective on their business and its impact on future generations.

Organisations disappear or stop trading for many reasons, for example, they are unable to meet the requirement that their income exceeds expenditure, or they are absorbed into another organisation.

The reasons why organisations are unable to sustain a positive balance sheet are because they either fail to master the first four levels of organisational consciousness or they do not pay sufficient attention to the upper three levels of organisational consciousness.

Values and Behaviours for Sustainable Culture

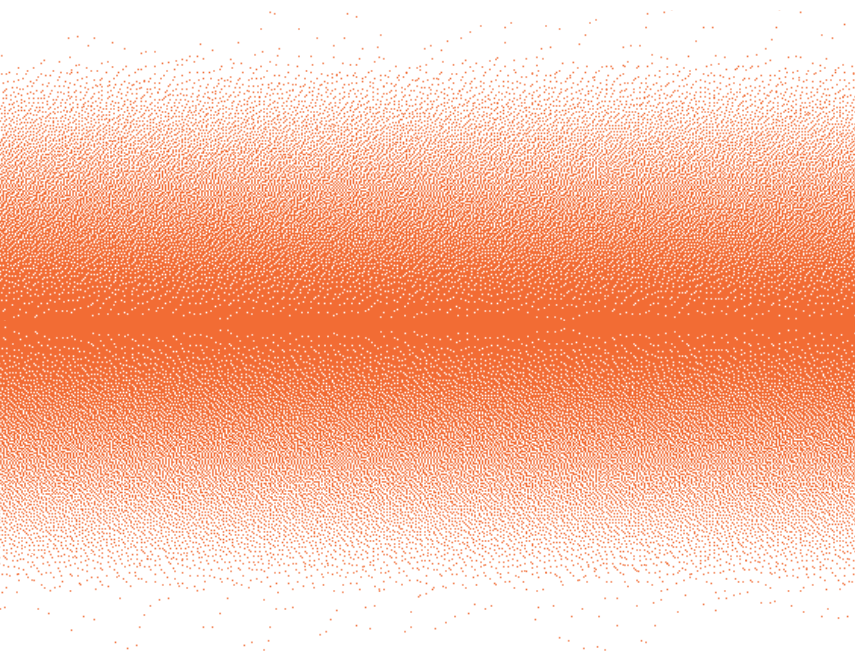
The following pages describe what an organisation needs to do to attain full spectrum sustainability.



Level 1

Viability Sustainability

Even though ultimately the majority of organisations fail because of financial concerns, the risk of failure is heightened if the leaders of an organisation focus exclusively on viability or survival consciousness. Organisations can basically only operate successfully from the viability level if they have a unique product or service in the territory that defines their marketplace or where they hold a monopoly. The risks and costs of operating from the viability level are high. As soon as an organisation loses its niche or monopoly, and begins to face competition, it must shift its focus to the higher levels of organisational sustainability or die. It must build customer loyalty (Relationship) or reduce costs by increasing productivity and efficiency (Performance). If it jumps directly to the performance level by focusing on productivity, it may be able to maintain its market share either by reducing its prices or improving its margins. Eventually, however, some of its competitors will be able to match these new prices. It could try to jump to level 4 (Evolution) by innovating new products or services, but this will be difficult to sustain if they have not developed employee loyalty. Because viability level organisations care mainly about the bottom line and very little about their employees and customers, they will probably have high churn or turnover in both categories. This is expensive both in terms of hiring and marketing and erodes the bottom line.

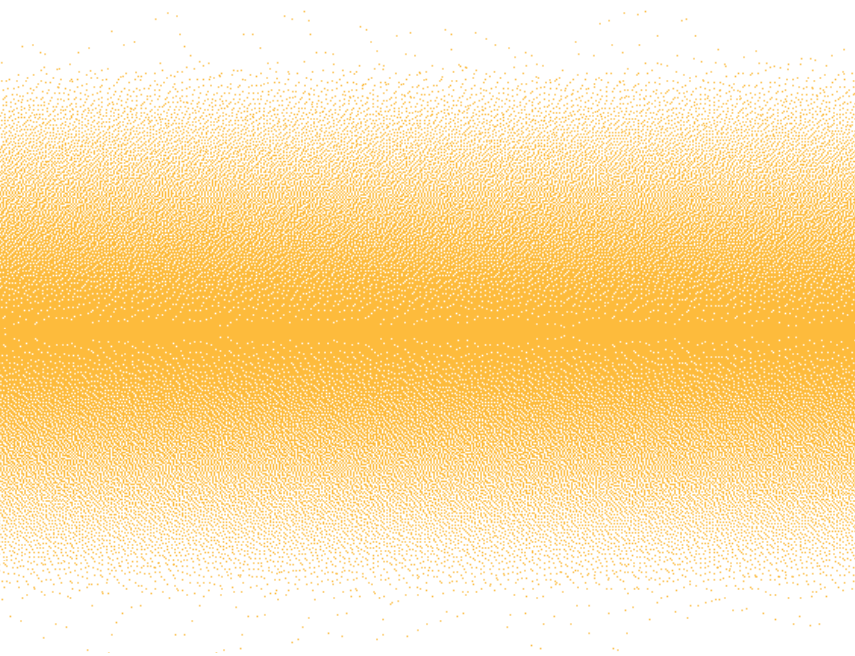


Level 2



Relationship Sustainability

Relationship sustainability means focusing on employee and customer loyalty. This requires developing strong positive relationships with employees and customers. Level 2 companies are built around relationships. Typically, they are family run businesses. If they are successful, they may choose to be taken over by a larger organisation. If they try to expand without focusing on performance consciousness, they will become increasingly ineffective and will not be able to deliver what their customers want. They will be unable to streamline their systems and processes, in order to reduce the expenditures that are required for them to compete in the marketplace (performance level). Relationship level companies fail because they are unable to match marketplace prices or quality, and/or they do not have the talent within the company to successfully build a level 3 organisation. Because relationship focused organisations do not have a strong focus on the performance level, they are not overly concerned about quality, productivity and efficiency. Without a focus on performance consciousness, a relationship company will be unable to develop the systems, processes, structures, and procedures that bring order to its operations.

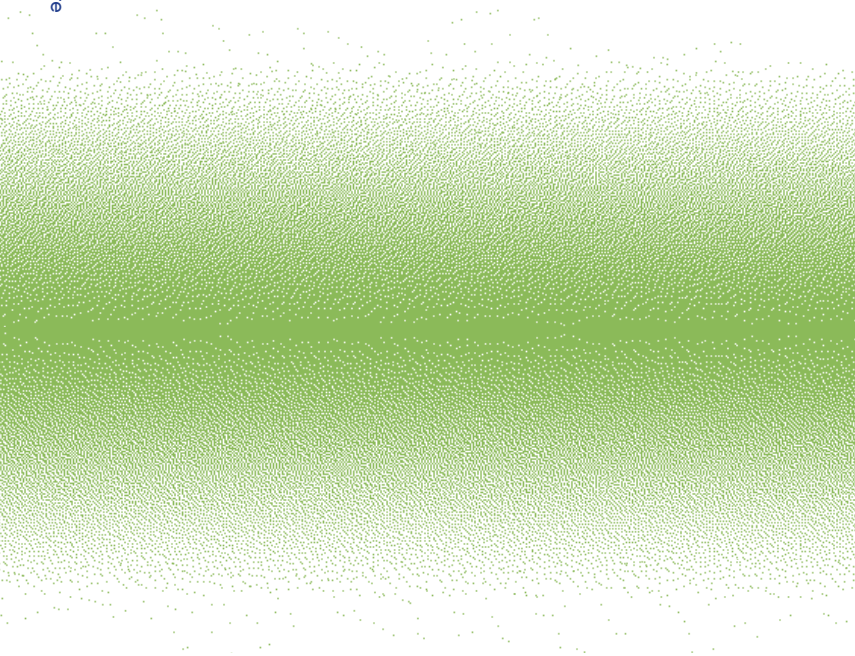


Level 3



Performance Sustainability

Performance sustainability means focusing on productivity, quality, and organisational effectiveness. Performance organisations are well-managed production machines. If they are going to remain successful over the long-term, they must reinvest some of their profits in research and development of new products and services (evolution level). Performance organisations fail because they are unable to develop the entrepreneurial spirit that will allow them to adapt to a changing marketplace. They either develop a short-term focus on performance, milking the cash cow of their product or service for all it is worth, or they develop such a strong internal focus that they fall into the rigidity trap – too much hierarchy or bureaucracy. Because the organisation has not started to think about employee empowerment and the development of new products and services (evolution level), it may find it difficult to sustain growth over a long period of time.

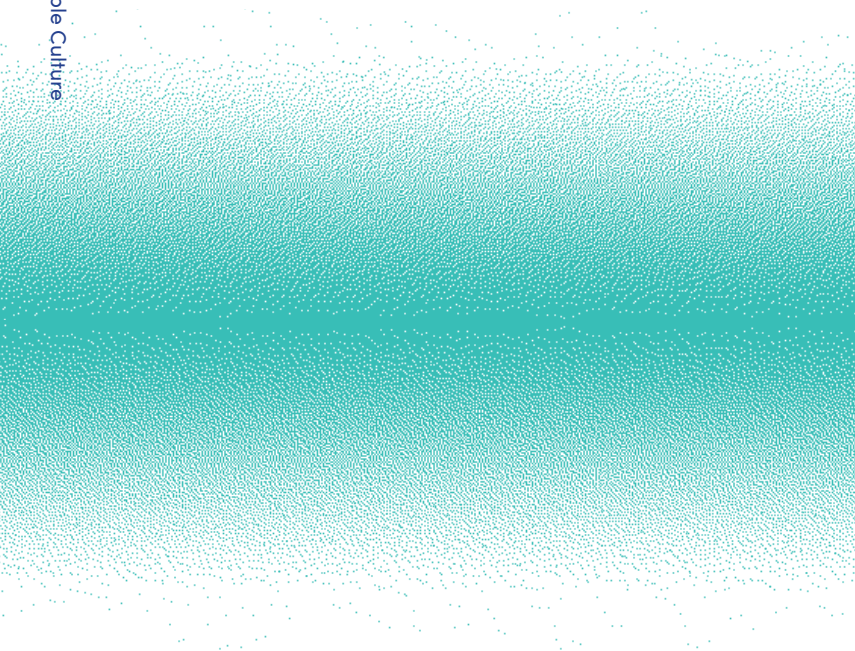


Level 4



Evolution Sustainability

Evolution sustainability means constantly expanding and adapting your products and/or services to changing marketplace conditions. Level 4 organisations are focused on innovation, continuous renewal, learning, and knowledge sharing. Because they know how to adapt to a changing marketplace, they can remain successful for long periods of time. If they want to become market leaders, they must develop the commitment and enthusiasm of all employees by creating a strong corporate culture built on an inspiring vision and shared values (internal cohesion level). Evolution companies do not generally fail unless they invest heavily in a product for which there is no demand. Evolution companies that are unable to develop the commitment and enthusiasm of their employees (level 5) are like racehorses that always come in second or third. They never quite make it to the winner's enclosure. They have not yet learned to tap into the discretionary energy of their employees by creating a shared vision and shared values.



Level 5



Alignment Sustainability

Alignment sustainability means developing the commitment and enthusiasm of employees by creating a strong, purpose-led, vision-guided, and values-driven culture. Level 5 organisations are great places to work. They are full of excitement and creativity. Employees are aligned with the organisation's vision and share the same values. Alignment organisations do not generally fail. Their biggest danger is that they lose their vitality and vision and fall back to level 4. If alignment organisations want to consolidate their position as a market leader, they must develop external partnerships and strategic alliances. If an organisation becomes too internally focused on developing a strong positive culture, it may lose sight of the importance of also building external connections or find it difficult to develop external alliances and partnerships (Level 6: collaboration sustainability).

Level 6



Collaboration Sustainability

Collaboration organisations build mutually beneficial strategic alliances with like-minded partners and the local community, as well as focusing on the needs of their employees. Level 6 organisations are great places to work because they provide opportunities for all employees to find personal fulfilment. Level 6 organisations want their employees to be successful at everything they do. Collaboration based organisations do not generally fail. Their biggest danger is that they do not build strong enough alliances to provide mutual support during difficult market conditions. They may also regress into protecting their long-term financial interests through mutually beneficial alliances, and lose focus on their long-term societal obligations.

Level 7



Contribution Sustainability

Contribution Sustainability organisations systematically align their strategic purpose to the needs of the world (as defined by the SDGs) and take a strong stand on ethical standards and social responsibility. Level 7 organisations are successful because they protect their long-term interests by being good global citizens. They understand that we are all connected and any harm that we do to others or the environment, we are also hurting ourselves. They are recognised as being exemplary organisations. Employees, customers, investors, and partners support them because they care about people, the planet, and society. They want to create a better world for all. At this stage, their biggest danger is that they are unable to sustain their social vision.

To conclude, Full Spectrum Sustainability means having awareness and a positive focus on all 7 levels of the Barrett Model. The concept of the “triple bottom line” is not in itself sufficient to guarantee that a company can become sustainable. Companies need to embrace the concept of full spectrum sustainability, which means not only embracing sustainability as a societal concept but also being sustainable as an organisation and supporting the inner development of all leaders and staff.

Personal and Leadership Sustainability

We have suggested that global societal and environmental sustainability can only be achieved if we have healthy, sustainable organisations. If we continue that pattern we see that it is also necessary for each of us as individuals and as leaders to focus on our own personal sustainability needs and leadership style. Just as it is possible for organisations to develop full spectrum consciousness, it is also important for each of us to continually focus on our own development to eventually build full spectrum personal/leadership consciousness. This is a gradual process and takes commitment and courage to grow and maintain it. This is an ongoing practice and not a state to achieve.

Here is a brief summary of the key concepts of personal sustainability and full spectrum leadership inspired by Richard Barrett's work.

	Personal Sustainability	Full Spectrum Leadership role in supporting Sustainability
7 Contribution	Living a life of selfless service.	Holding a long term perspective and fully living the purpose to make a positive contribution to society and the environment.
6 Collaboration	Cooperating with others with a common purpose to make difference.	Creating strategic alliances with other organisations who share a common purpose. Engaging and supporting the local community.
5 Alignment	Discovering personal purpose and living with integrity.	Building internal organisational cohesion through shared purpose and values. Acting with authenticity and integrity to create trust.
4 Evolution	Having the courage to face my fears and challenge the status quo.	Encouraging participation, teamwork and a focus on continuous renewal and transformation.
3 Performance	Acquiring the skills to do my job well and nurturing a sense of positive self esteem.	Building the skills, systems and processes to ensure quality, excellence and high performance.
2 Relationship	Connecting with friends and family to create close, respectful relationships.	Nurturing positive relationships and ensuring good levels of customer (stakeholder) care.
1 Viability	Taking care of my health, finance and survival needs.	Ensuring the health and safety of staff and the financial viability of the organisation.

It is very common that we are unaware of our own inner needs, desires and addictions, which can be healthy or unhealthy, for both us and the impact that we have on others.

Amcara's Personal Sustainability and Wellbeing Self Assessment will help you to understand your current strengths and potential areas for development within this framework. Another self-reflective exercise to explore this more deeply is the tool "From Fear to Trust" that you find on page 93 of Tor's book called Get Connected.⁸

We recommend you to complete this free self assessment:



Personal Sustainability and Wellbeing Self Assessment⁹

Summary Chapter 1

1. Full spectrum sustainability is a concept that enables an organisation to determine the extent to which it is both being sustainable, culturally and operationally, and contributing to sustainability for society and the environment.

2. Full spectrum organisations display positive attributes at all of the seven levels of organisational consciousness.

3. Global societal and environmental sustainability can only be achieved by healthy, sustainable organisations. And to enable this, it is necessary for each one of us as individuals and as leaders, to focus on our own personal sustainability needs and leadership style.

2

Benefits of a Sustainable Culture

In this chapter we explore some of the benefits of having a sustainable culture, not only for the business, but for the whole ecosystem of an organisation. How it affects the organisation's image, finances, goodwill, customer relations, its employees and last but not least society and the environment.

While this section mostly focuses on the impacts and benefits to the business world, these principles and ideas can be easily adapted and apply to not for profit, educational and governmental organisations too.

Organisational and Business Benefits

Consumers, investors and governments are increasingly paying attention to the role that organisations play in the world. They are asking questions such as: What difference do organisations make? How do they protect and enhance the environment? How do they solve real-world problems for people and society? What value do they create, beyond financial returns?

The Comprehensive Business Case for Sustainability article¹⁰ by Tensie Whelan and Carly Fink published in Harvard Business Review (Oct 21st, 2016) shows how organisations can achieve significant benefit in these areas:

- Driving competitive advantage through stakeholder engagement
- Improving financial performance
- Improving risk management
- Building customer loyalty
- Fostering Innovation
- Attracting and engaging employees

When we look through this lens we discover that values are not only the keys to organisational success, they also underpin the vital work to create a sustainable future for humanity.

In this section we explore some of the ways that organisations are benefiting from a focus on sustainability.



Employee Purpose & Engagement

As the world wakes up to the growing humanitarian and environmental crisis, more people are feeling a sense of drive and purpose to address these challenges. Many feel passionate about working for organisations who are actively addressing both problems and opportunities to create a more sustainable world. They want to work for companies who in their own way do no harm, alleviate suffering and facilitate healing. They

want to wake each morning knowing that what they do at work makes a positive difference today and fosters quality of life for their children and future generations. According to an article by Fast Company, most millennials¹¹ would take a pay cut to work at an environmentally responsible company. Here are some key stats from the article:

- Nearly 70% of employees respondents said that if a company had a strong sustainability plan, it would affect their decision to stay with that company long term.
- More than a third said that they've given more time and effort to a job because of their employer's sustainability agenda.
- Another 30% said that they've left a job in the past because of the company's lack of a sustainability plan.
- The majority said that sustainability is either important or very important to them personally, and the majority also said that businesses should play a large role in advancing sustainability.



Cost Reduction

Corporations are discovering that focusing on sustainability can have a tremendous impact on cost reduction. This positively affects many areas such as:

- Energy savings.
- Reduced CO₂ emissions and reduced water costs.
- Reduced distribution and travel costs.
- Reduced after-sales costs by improved supplier reliability and quality of goods.
- Reduced labor-costs by increased loyalty of employees.
- Reduced cost of marketing and sales due to higher customer loyalty and retention.

For example:

- Dow has invested nearly \$2 billion in improving resource efficiency and has saved \$9.8 billion from reduced energy and wastewater consumption in manufacturing.
- In 2013, GE had reduced greenhouse gas emissions by 32% and water use by 45% compared to 2004 and 2006 baselines, respectively, resulting in \$300 million in savings.



Customer Attraction and Loyalty

We tend to think about employees and customers differently. In reality, employees are customers too. Many of the values, motivations and sense of purpose that drive our employment decisions will also inform our buying decisions. People not only want to work for companies who focus on sustainability, they want to buy from them too. Customers are relying on organisations to produce cost effective products and services that make it easier for us to live an increasingly sustainable life.

- Nearly 70% of consumers in the U.S. and Canada think it is important that a brand is sustainable or eco-friendly, according to a new study by IBM and the National Retail Federation. 69% of environmentally-conscious buyers willingly pay a premium for recycled products, and more than half of these buyers are ready to change their shopping habits to reduce negative impact on the environment. (Barrons Jan 2020)¹²
- A 2019 survey led by Hotwire found that 47% of internet users worldwide had ditched products and services from a brand that violated their personal values. Protecting the environment topped that list. (Business Insider April 2020)¹³
- In Futerra's new survey¹⁴ of over 1,000 consumers in the USA and UK, we discovered that 96% of people feel their own actions, such as donating, recycling or buying ethically, can make a difference. And over half believe that they personally can make a big difference. But the job isn't done yet, and brands have a key role to play. Because, although people think they can make a difference, they want more help doing it. Our survey revealed an overwhelming demand for brands to step up on sustainable lifestyles. If your brand isn't helping your consumers improve their environmental and social footprint, then you're in danger of disappointing 88% of them.



Attracting Investment Capital

The banking and financial investment sector has woken up to the fact that unless we have a sustainable planet, there will be no business, no profits and no return on capital. It has developed the ESG¹⁵ (Environmental, Social, Governance) framework as a way to assess investment risk and returns. The investment sector now understands that to protect long term financial asset growth, they must be investing in businesses that are focused

on sustainable products, services and operations. This includes NetZero energy consumption and Closed Loop, waste free manufacturing.

As BlackRock CEO Larry Fink wrote in his 2018 letter to investors:

"Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society."

On the other side of the coin, Mark Carney, during his time as Governor of the Bank of England¹⁶ has warned that:

"Companies and industries that are not moving towards zero-carbon emissions will be punished by investors and go bankrupt".

He named these 'Sunset Sector' firms. For example:

"US coal companies had already lost 90% of their value, but banks were also at risk. Just like in any other major structural change, those banks overexposed to the sunset sectors will suffer accordingly"

In an article called Five ways that ESG creates value (McKinsey Nov 2019)¹⁷, Tim Koller, Robin Nuttall & Witold Henisz share this simple overview of the benefits of a strong sustainability (ESG) proposition and the challenges organisations will face if they fail to act.

The World Bank has also recently released an ESG data portal¹⁸ for organisations wishing to align their business purpose and strategy to the UN SDGs.

Five ways that ESG creates Value

Examples of	Strong ESG propositions	Weak ESG propositions
Top-line growth	- Attract B2B and B2C customers with more sustainable products - Achieve better access to resources through stronger community and government relations	- Lose customers through poor sustainability practices (eg, human rights, supply chain) or a perception of unsustainable/unsafe products - Lose access to resources (including from operational shutdowns) as a result of poor community and labor relations
Cost Reductions	- Lower energy consumption - Reduce water intake	- Generate unnecessary waste and pay correspondingly higher waste disposal costs - Expend more in packaging costs
Regulatory and legal interventions	- Achieve greater strategic freedom through deregulation - Earn subsidies and government support	- Suffer restrictions on advertising and point of sale - Incur fines, penalties, and enforcement actions
Productivity uplift	- Boost employee motivation - Attract talent through greater social credibility	- Deal with "social stigma," which restricts talent pool - Lose talent as a result of weak purpose
Investment and asset optimization	- Enhance investment returns by better allocating capital for the long term (eg, more sustainable plant and equipment) - Avoid investments that may not pay off because of longer-term environmental issues	- Suffer stranded assets as a result of premature write-downs - Fall behind competitors that have invested to be less "energy hungry"

Summary of Chapter 2

1. Values are the keys to organisational success when the organisation underpins the work to create a sustainable culture.

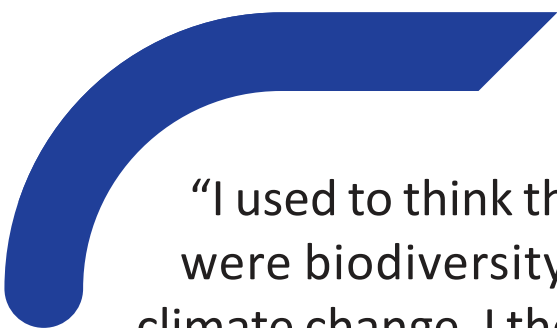
2. Organisations benefit from a focus on sustainability through;

- Employee purpose & engagement
- Cost reduction
- Customer attraction and loyalty
- Attracting investment capital

3

Connecting to Your Sustainable Culture

This chapter explains the connection between personal consciousness and organisational consciousness and its importance and impact on our decisions and behaviours. We show the importance of an inspiring and shared organisational purpose (serving the needs of the world) for growing a sustainable world together.



“I used to think the top
were biodiversity loss,
climate change. I thought
good science we could

But I was wrong. The top
are selfishness, greed and
those we need a spiritual
– and we scientists don’t

Gus Speth¹⁹
*Former Administrator of
the United Nations
Development Programme*



environmental problems
ecosystem collapse and
that with 30 years of
address these problems.

environmental problems
apathy... and to deal with
and cultural transformation

know how to do that!"



Culture is the Key to Unlocking Your Purpose and Sustainability Ambitions

Importance of aligning purpose to the needs of the world

Ask any CEO about the purpose of any team in their organisation and they will explain with enthusiasm how that team's work contributes and is aligned to the purpose of the organisation. If the team was not contributing to the corporate purpose, they would soon be made redundant.

Exactly the same logic applies at the next level up. If the organisation's purpose is not aligned to the needs of the world, as Mark Carney (quoted earlier) reminds us, they will soon be irrelevant and redundant. He even used the term "sunset sectors" as a warning to investors to avoid such organisations.

It therefore makes absolute business sense for leaders to test and systematically align their purpose to the needs of the world. Interestingly and conveniently, there is only one vision that has been agreed by world leaders and it is expressed in the United Nations Sustainable Development Goals (SDGs). It is also a vision that most people can identify with and which is coming alive through the investments and actions of governments, corporations, passionate teams and individuals.

Interestingly most businesses and non-commercial organisations are working to deliver one or more of the SDGs, yet very few take credit for doing so. Many are unaware of the contribution they are making to

the expressed and agreed needs of the world.

Discovering this alignment and making it explicit to stakeholders is a first step to “purposeful leadership”. From this starting point leaders then need to work with stakeholders to co-create a compelling vision that brings this purpose to life at the most meaningful time horizon(s).

Aligning the core purpose of the organisation to the needs of the world is crucial and inspiring, but it doesn't end there. It would be a tragedy if, in the delivery of one set of needs, an organisation worked against another set of needs. So, having aligned the core purpose to the SDGs, wise leaders will also test the impact of their operations against the remaining SDGs. For example, are premises and transport needs contributing to climate change (SDG13) and so on?

The world is changing rapidly and leaders will need to take account of emerging scenarios. The Covid pandemic is just one example. For this reason, offered below on page 160 is an exercise for leadership teams to work together to explore their core purpose; the impact of operations; and the uncertainty of the emerging future.

Here is what Global Accounting and Consulting Firm EY have said about the connection between the SDGs and organisational purpose²⁰:

"The SDGs will likely have an important impact on the purpose of many companies around the world. Contributing to the SDGs is a way to create shared value for all stakeholders and therefore businesses will be a strong driving force to galvanise stakeholders around a common shared outcome. When companies focus on a purpose that is rooted in creating value for others, improving the world we live in and inspiring the organisation at all levels, they may increase their ability to drive profits and create sustainable value. The SDGs can focus a company's purpose on challenges that act as a catalyst for innovation, engage and motivate employees, open up new markets and opportunities, and may future-proof the company against a wide range of risks.

For purpose to be activated, to resonate and ultimately to reach its potential, purpose should have business relevance, be implementable and have a transformational impact. The SDGs can help a company define its aspirational purpose in a way that is relevant and inspiring to stakeholders, allow purpose to become the foundation for its strategy, and ignite long-lasting positive change that may increase shareholder value over the long term.

'Fundamentally, the SDGs provide a historic moment for companies to take society's challenges and leverage them as opportunities to enhance business growth and long-term competitiveness.'"

Before you continue to read,
please take a moment and reflect
on the following questions:

**What are your reasons
to work with sustainability?**

How does your organisational purpose contribute to a more sustainable world?

From Being to Saying to Doing

Many organisations have selected and expressed the key SDGs where they feel they can make a meaningful contribution. For example, Tesla's 2021 Impact Report²¹ shows how they align and contribute to **goals 3, 4, 5, 6, 7, 8, 9, 13 and 16**.

This is common for many corporate reports and shows that the goals are growing in organisations consciousness, actions and reporting. While we celebrate this alignment with a few goals it is possible for organisations to go further and adopt sustainability into every aspect of their culture and operations.

Here are three main modes of contribution to the SDGs, both as an individual and as an organisation.



Being

(Indirect Impact)

The degree to which you and the organisation are living and contributing to the SDGs through your values, culture and internal practices.

For example, paying employees fairly and looking after employee health makes a positive contribution to **Goal 1 NO POVERTY**, **Goal 3 GOOD HEALTH AND WELLBEING** and **Goal 8 DECENT WORK AND ECONOMIC GROWTH**.

Healthy culture is one of the single most important factors that influence the ability of organisations to make a positive difference. When our basic needs are fulfilled then we can serve others.



Saying

The degree to which you and the organisational narrative, defined by purpose, vision and values, shows your intent to make a positive impact in the world.

This by itself is not enough; unless words are backed by your actions you can do significant harm to both trust and reputation. If you are trying to portray yourself as an ethical company and not living up to this in practice, this is known as greenwashing.

Organisations that align their purpose and strategy with the SDGs and focus on solving societal problems are able to tell a story that inspires and attracts employees, customers and partners who align with that vision and wish to make a positive difference.



Doing

(Direct Impact)

The degree to which you and the organisation make a direct positive contribution to the SDGs through your products, services, investments, partnerships and supply chain.

For example, an energy company transitioning out of fossil fuels to develop clean energy solutions would make a direct contribution to **Goal 7 AFFORDABLE AND CLEAN ENERGY**, or a supermarket switching to plastic free or closed loop packaging could make a direct contribution to **Goal 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**.

Values Based Decision Making

A good practical way to align your Being, Saying and Doing is to consciously and continuously practice Values-Based Decision Making. It consists of four simple steps, yet it calls for time to slow down to align our values with our decisions and actions. The four steps are:

1. **Evaluate the information available about the issue or problem. What further information do you need?**
2. **Consider who the various stakeholders are and how your decision might affect them.**
3. **Consider which of your values (personal and/or organisational espoused values) are relevant to the issue or problem.**
4. **Determine the best course of action that allows you to live your values and serve the needs of the various affected stakeholders.**

Summary of Chapter 3

1. It makes sense for leaders to align their organisational purpose to the needs of the world. Solving real world sustainability problems has huge business potential.
2. Leaders need to work with all stakeholders to co-create a compelling vision that enables them to live their purpose.
3. In addition to focusing on a few key SDG goals, organisations must expand their consciousness to a sustainable way of Being, Saying and Doing.
4. Values-Based Decision Making is a simple yet very powerful way to consciously walk-your-talk and create trust in your culture for sustainability.

4

Measuring Your Sustainable Culture

In this chapter we present a way to measure how sustainable your organisational culture is by using the values of your culture and relating them to the SDGs and the UN 5Ps. We show how the culture reports provide a good base for dialogue and possibility to explore and realise both your strengths and areas for improvement.

From Values to Action

The Culture Sustainability Report (CSR) is an extension to the Barrett Culture Assessment (described in more detail below on page 130-135). It allows you to view your values and culture through the lens of the United Nations 5Ps of Sustainable Development (People, Prosperity, Planet, Peace, Partnership). In this way we are able to visualise the connection or misalignment of your organisational culture with the intentions and ambitions of the SDGs. This enables you to identify and celebrate your strengths and discover what might be holding you back, and over time, visualise your progress in contributing to a more sustainable way of life.

This report does not directly address issues such as an organisation's contribution to solving poverty, hunger and the degradation of the natural world. However, it does allow an organisation to explore the contribution it makes to these big sustainability challenges through internal practices and the products/ services it provides.

Through these insights and dialogue, you will be able to discern your possible next steps on the journey towards sustainability.

The Genesis of the Barrett Culture Sustainability Report (CSR)

In Autumn 2019, when we were working for Barrett Values Centre, we received a request from Wendy van Tol at PwC in the Netherlands. She said that many of PwC's clients were aligning their purpose to the SDGs and then she asked two simple questions.

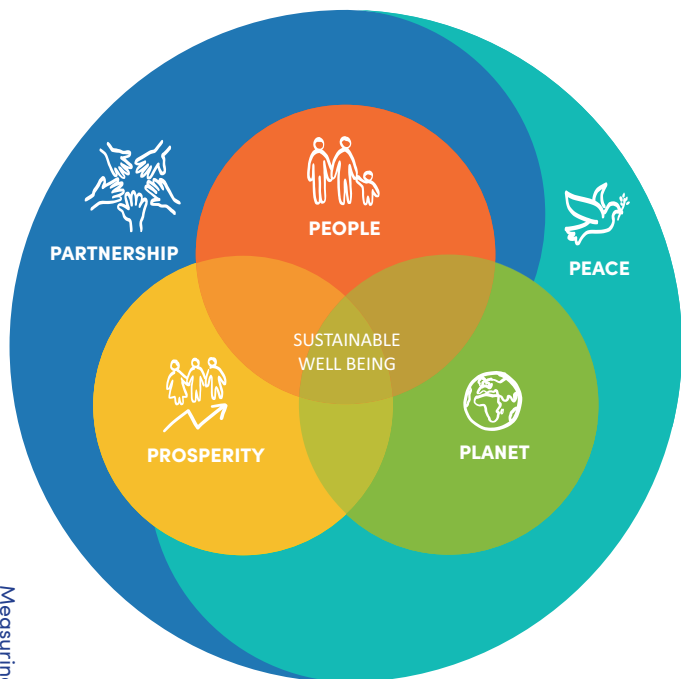
"How can organisations measure their cultural alignment, progress, contribution to the UN SDGs?"

"Is it possible to find a values based measure for UN SDGs?"

Wendy's questions inspired our innovative exploration and dialogue. The discovery that sparked the new report was the UN 5Ps for sustainable development. With this framework we could assign all the values from the Barrett organisational and societal values assessments to provide new levels of insight and action for leaders, organisations, governments and nations. Insights that directly connect values and culture to organisational and societal sustainability.

Benefits of the Barrett Culture Sustainability Report (CSR)

- Allows organisations to measure their cultural alignment, progress, contribution to the UN SDGs.
- Provides leaders with a way to measure and understand the cultural strengths and opportunities for development related to organisational sustainability.
- Allows organisations to assess the underlying factors that allow them to contribute to societal and environmental sustainability.
- Gives a voice to employees (customers and all stakeholders) to express their needs and desires viewed through a sustainability lens.
- Provides a road-map and dialogue platform to achieve long-term sustainability.
- Ongoing assessments provide monitoring of evolutionary progress and emerging needs.
- It is a fast 3 question survey (typically 10 to 15 minutes). Translated in over 60 languages.
- The Culture Sustainability Report (CSR) is an extension of the comprehensive Barrett Culture Assessment²². This provides detailed information for a deep dive into the values, culture and human dynamics of your organisation.
- The Barrett Models and Transformation Tools are used in over 100 nations by individuals, leaders, teams, companies, governments, NGOs, schools, communities and nations.



5Ps Definitions and Ambitions

Building on John Elkington's concept of the Triple Bottom Line²⁴, which is understood and practised in corporations around the world, The United Nations have defined the 5Ps in terms of high level societal ambitions. This is Amcara's image of the 5Ps.

Our image is based on the concept of "eggs in a nest", where People, Prosperity and Planet (eggs) are held within a container of Peace and Partnership (nest). Without this nurturing and nourishing space, it is very difficult (or maybe even impossible) for solutions addressing the needs of people, prosperity and the planet to grow and thrive.

We have adapted the UN's definition of societal sustainability so that the framework also becomes

UN Definitions

5Ps	Societal	UN Goals
People 	Ending poverty and hunger and ensuring all human beings can fulfil their basic needs and reach their potential.	     
Prosperity 	Ensuring that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs sustainably.	    
Planet 	Protecting our planet's natural resources and climate (through sustainable production and consumption) for future generations.	   
Peace 	Nurturing peaceful, just and inclusive societies that are free from fear and violence.	
Partnership 	Collaborating with all stakeholders in the spirit of global unity to create a sustainable future for all.	

accessible and practical for individuals, leaders and organisations.

Amcara Definitions

5Ps	Personal	Organisational
People 	Taking care of my own physical emotional, mental and spiritual needs.	Caring for the Physical, Emotional, Mental, Spiritual needs of all stakeholders.
Prosperity 	Focusing on my own personal fulfilment in harmony with the needs of those around me and with nature.	Working in an efficient, effective and successful way to benefit the organisation, its stakeholders and society.
Planet 	Taking personal responsibility for my impact on the environment and leaving a better world for my children.	Consciously using resources (whole life-cycle) for the benefit of people and the planet, working towards a vision of a better world for both current and future generations.
Peace 	Taking care of my own inner peace so that my presence makes a positive, loving and compassionate difference to those around me.	Leading and acting in ways that are loving, fair and free from fear.
Partnership 	Creating close and caring relationships with family, friends and colleagues that improve our local life conditions and environment.	Collaborating and communicating across the whole ecosystem of an organisation to create a sustainable future.

The table below shows examples of the type of organisational values assigned to each area of the 5Ps.

	Positive Values	Potentially Limiting Values
People 	- balance home/work - respect - safety - diversity - employee recognition	- long hours - job insecurity
Prosperity 	- entrepreneurial - productivity - agility - results orientation - quality - profit	- bureaucracy - caution
Planet 	- environmental awareness - long-term perspective - adaptability	- exploitation - wasted resources
Peace 	- fairness - patience - forgiveness - courage - inclusiveness	- manipulation - conflict avoidance
Partnership 	- openness - trust - shared vision	- confusion - control

For a deeper reflection, we recommend you to complete this free self assessment:



Cultural Wellbeing and Sustainability Self Assessment²⁵

Assessment Process

Described below are the simple steps for the Barrett Values Centre Culture Sustainability Report (CSR).

Step 1) The assessment can be customised to reflect the focus, language and key values of each specific organisation, community or nation.

Step 2) Participants are asked to answer three simple questions. To answer the questions, participants select values/behaviours from a list of about 90 to 100 words (typically this takes between 10 and 15 minutes).

Personal Values

Select 10 values and behaviours that most reflect who you are, not who you desire to become

Current Organisational Culture

Select 10 values and behaviours that most reflect how your organisation (community/nation) currently operates

Desired Organisational Culture

Select 10 values and behaviours that you would desire for your organisation (community/nation) to achieve its highest potential

Step 3) Barrett Values Centre will analyse the data and create the Culture Assessment Reports and the additional Culture Sustainability Report (CSR).

Step 4) The results provide the basis for exploration dialogue, priority setting and action.

For a more detailed view of the workshops, tools and materials to work with the data please see the next chapter, Growing your Sustainable Culture.

The Culture Sustainability Report (CSR) – An Example

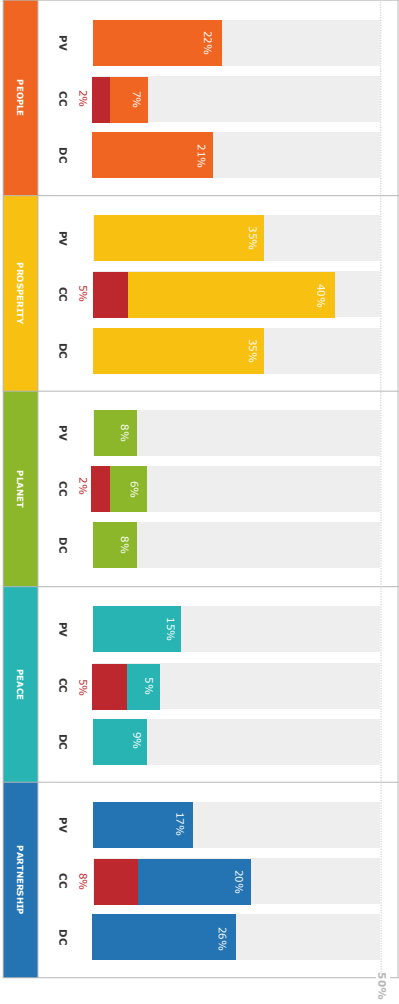
Values Distribution

This chart shows the distribution of all the values picked by participants against the 5Ps. The PV stands for Personal Values, CC stands for Current Culture and DC stands for Desired Culture. In this example, it is clear that the organisations predominant focus is in the area of Prosperity and then in Partnership.

Participants desire a far greater focus on the needs of People. The biggest dysfunction (displayed in the red part in the CC) shows up in Partnership within this organisation.

UN Sustainable Development Goals: Values Distribution

Overall Group
105 Participants



Top Values

This chart shows the most selected (top) values of the participants. In this example there are only top values selected in the current culture for Prosperity and Partnership. The desired culture values reflect a far more balanced set of priorities across all sections of the 5Ps. The strong request for more People values focus from the previous chart (21%) is expressed in this chart by *employee fulfilment, personal growth, leading by example and professional growth*.

UN Sustainable Development Goals: Top Values

Overall Group
105 participants

	PEOPLE	PROSPERITY	PLANET	PEACE	PARTNERSHIP
PERSONAL VALUES (PV)		logic efficiency quality experience achievement	making a difference	fairness	commitment cooperation trust
CURRENT CULTURE (CC)		brand image customer satisfaction results orientation but resource goals orientation profit			teamwork confusion customer collaboration silbo mentality
DESIRED CULTURE (DC)	employee fulfillment personal growth leading by example professional growth	financial stability customer satisfaction efficiency quality professionalism	long-term perspective	fairness positive attitude	teamwork trust

Cultural Entropy Report

This picture allows us to see and explore all selected potentially limiting values/behaviours that can block the organisation from its sustainability ambitions. The collective number of selected potentially limiting values is called Cultural Entropy® which is the degree of dysfunction or unproductive energy in an organisation. In this example it is 22% which call for special attention, and especially Partnership with 8% of all the potentially limiting values.

All these charts and insights must be used in conjunction with the main Barrett Culture Assessment Report to create insights and spark dialogue that lead to action.

UN Sustainable Development Goals: Cultural Entropy®

SDG Example
105 Participants



VALUE	VOTES
long hours	12
job insecurity	7

VALUE	VOTES
bureaucracy	27
cost reduction	20
caution	10

VALUE	VOTES
short-term focus	11
exploitation	5

VALUE	VOTES
hierarchy	17
empire building	11
manipulation	9
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power	6

VALUE	VOTES
confusion	29
silo mentality	24
control	15
internal competition	11
information hoarding	9



22%

Summary of Chapter 4

1. The Barrett Culture Sustainability Report (CSR) is an extension to the Barrett Culture Assessment based on the UN 5Ps framework.
2. The Barrett Culture Sustainability Report (CSR) allows organisations to measure their cultural alignment, progress, contribution to the UN SDGs.
3. The UN 5Ps are defined from three perspectives, societal, organisational and personal, in order to make the 17 SDGs more useful and practical in daily operations.
4. The Barrett Culture Sustainability Report (CSR) charts and insights must be used in conjunction with the Barrett Culture Assessment Report to create action.

5

Growing Your Sustainable Culture

This chapter defines what we mean when we talk about growing a desired culture and some practical steps and tools to consider when transforming and evolving your culture. We share what we have found are fundamental principles and dynamics that you as a leader need to be aware of to grow a sustainable culture that creates wellbeing for all stakeholders, internal as well as external.

Growing Your Sustainable Culture

You might expect in a document regarding personal and organisational sustainability that we would be guiding you to recycle your coffee cups, install solar panels and fly less often. These are really important practical steps; however this is about culture, and healthy aligned culture is the driving force behind sustainability. So let's start by defining how we look at culture.

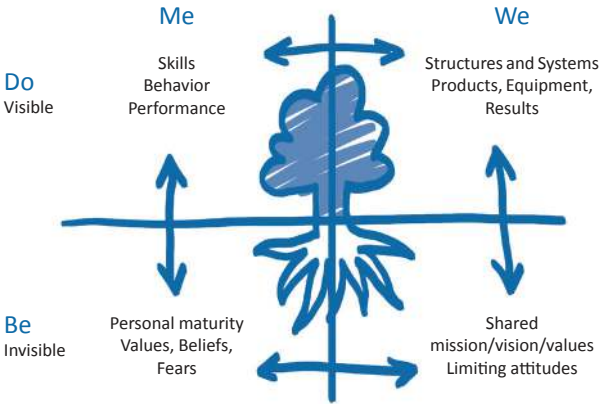
Culture is something invisible but still very present for everyone, leaders, employees, and anyone in a relationship with the organisation. Culture can be described as "the way we do things around here". It is best seen as an integral and natural part of everything that is done. It is like "organic energy", which is constantly growing and evolving and should, therefore, be nurtured and guided in a way that accounts for the fact that culture is "alive".

The culture DOES NOT "sit in the walls", it "sits within us, as individuals" and it is strongly influenced by our individual and collective needs and motivations. The leaders play a crucial role in the understanding and shaping of a culture. Much of what may have a restrictive or limiting effect on the culture comes from unconscious behaviour and actions from leaders who seek to meet their individual needs (like the story in our Introduction of this book).

Transforming and developing a culture is done through highly reflective working methods based on iterative, continuous learning and growth. It requires a conscious, systematic and long-term approach, sustained and consistent actions, particularly from the leaders, as well as their personal growth. Organisations grow, rather than think, their way out of cultural limitations.

To be able to influence and transform a culture requires leaders to adopt a growth mindset and to develop the skill to be in an open, inviting and curious mode to be able to learn together.

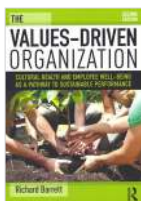
To illustrate this and look at the different dimensions it takes to enable a whole system change and transformation of a culture, we use a metaphor in the form of a growing tree:



The inner (invisible) and outer (visible) worlds are both part of our perceived realities and it also has an individual (personal) and collective (group/society) dimension that creates the image that we call the Human Whole System Change model (inspired by Ken Wilber's integral model).

In order to address any changes in the outer world around us, we believe we need to work and evolve in all four quadrants to make a true and sustainable transformation happen.

Below we have described a short, high-level introduction to continuously cultivating a sustainable culture. However, it is not our intention to fully describe all the details and work that it takes to grow a desired culture here. This is only some high level critical things to be aware of and consider. If you would like to read more about this we recommend the following books:



The Values-Driven Organization, Second edition²⁶
Richard Barrett



Transforming Culture In Larger Organizations²⁷
Tor Enderoth and Ashley Munday



Get Connected²⁸
Tor Enderoth,
Pleuntje van Meer,
Niran Jiang,
Phil Clothier
and Hector Infer

Establishing a culture that is sustainable is a never ending “journey” that needs continuous care and attention. It is like planting a seed in the ground and creating the best conditions for it to grow. Therefore, when it comes to growing your desired culture, speed is not a success factor. You need to be persistent and know that transformation takes time!

Values-Based Decisions

The most important enabler to grow your culture is learning and practising conscious values-based decision making. These could be the values you identify in your Culture Values Assessment or your organisation’s defined Core Values. By selecting and consistently focusing on your key values and including them in your daily practice and behaviours, such as your decision-making, you will grow and care for your desired culture.

This means that each time you are faced with an important decision, you must consider your agreed organisational values and your personal values as key factors that help guide your choices. For example, someone who values independence and autonomy might make a very different decision to someone who values teamwork and collaboration. You and your team can use values and dialogue to make choices that are in the best interests of you, your organisation and all stakeholders, including the environment.

Basic Human Dynamics

Dynamics is defined as “the forces or properties which stimulate growth, development, or change within a system or process”. Creating a sustainable culture is based on some basic principles or dynamics about cultural transformation in any organisation. These dynamics are centred around the idea that a culture is based on the individual and collective thoughts, beliefs and relationship abilities of a group of people, like a team or an organisation. By being conscious about these dynamics when addressing your culture, you will greatly enhance your possibility for success. On the following pages are some basic dynamics for you to consider.

1. It is about continuously exploring and understanding the **human motivations** at play in relation to our current situation and future aspirations. It is about people, who we are and why we do what we do. If this part doesn't work, you will struggle with all the rest. This includes:

- A need to deepen our inner personal consciousness about our purpose and values.
- A need to become aware of our feelings and emotions. Whatever is inside shows! Your behaviours are a reflection of your inner state.
- A need to develop your emotional intelligence so you can tune into the feelings and needs of others.
- An understanding that "Organisations don't transform, people do!"

2. You need **willingness & courage** to constantly work on your own personal and team development.

- Trust is key – without it nothing will work, and it starts with you!
- Create and maintain a psychologically safe environment where people can feel a sense of belonging, be successful and thrive.
- Connection before content – Nurturing healthy relationships are fundamental and key to creative and productive work.
- Show your vulnerability – Embracing our fears enables us to grow and become stronger.
- Lead by example – Challenge unwanted behaviour by role modelling the new behaviours you want to see. Make it obvious and clear in your daily language, decisions and behaviours.
- Foster a feedback-culture where you focus on what is right and good. Catch people doing things right and redirect unwanted behaviours.

3. Regard your cultural journey as a **co-creative** process – you can't solve this alone! Invite and empower people to internalise and own the process together.

- Involve, listen, and communicate!
- Use storytelling to envision aspirations and learning.
- Educate, educate, educate
– to become competent and confident.
- Practice, practice, practice!
Practice makes mastery.
- Celebrate, celebrate, celebrate
– both individuals and groups.
- It is about creating new habits
– make it easy to do things right!
- Practice public reflection based on dialogue
to facilitate learning and development

4. Make it part of **everything you do** because our culture is a manifestation of who we are, what we stand for and how things are done around here. What you focus on will grow!

- ◆ Align your organisational vision, purpose, and strategy AND culture continuously.
- ◆ Consistently align your organisational structure and systems with your desired values.
- ◆ Have a plan, but be flexible and adaptable when executing it.

The Need for Inner Development

We are not the only people recognising the need for inner development in order to create the conditions for a true transformation in life conditions, sustainability and wellbeing on planet Earth.

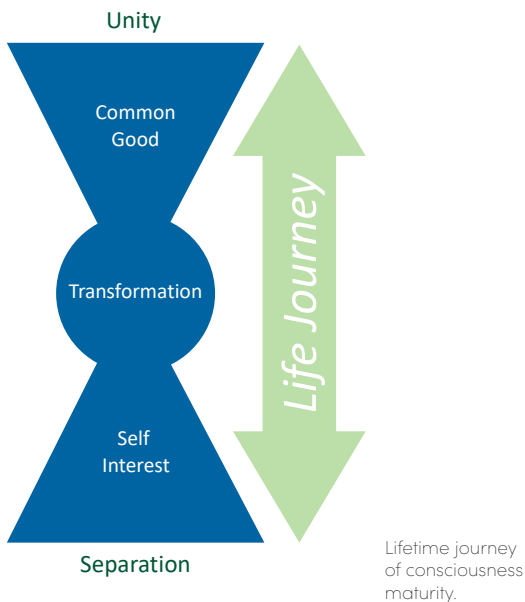
So what is the difference between outer development and inner development?

Outer development is about learning theory, crafts, skills and techniques that we can apply in our work and life. For example, learning how to read and count, cooking nutritious food, growing professional skills or creating a more sustainable world for all.

Inner development involves working on one or more of three aspects of our consciousness.

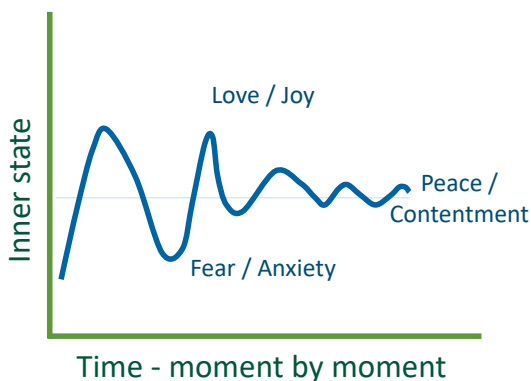
Maturity

My ability to **be grounded** in what I find important (values) and meaningful (purpose) to me in my life. Having a growing awareness that my needs and desires gradually evolve and committing to consciously deepen this ability during the phases of my life. This brings a gradually unfolding understanding that we are intimately connected to, and part of all aspects of life.



Equanimity

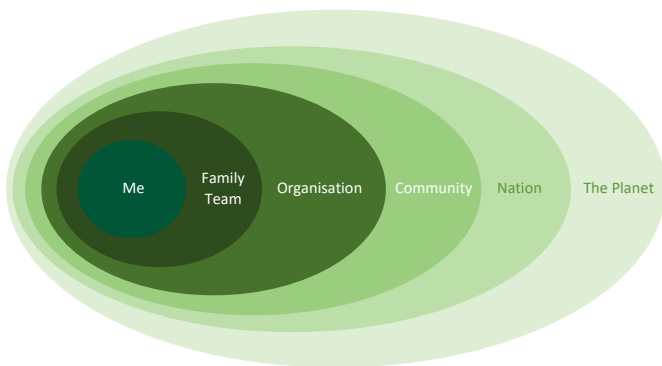
My ability to consciously influence my thoughts and feelings in order to **be present**. The ability to respond to external stimuli or triggers, whether they are pleasant or distressing, with a sense of calm, confidence and equanimity. Admittedly this is easier said than done which is why for most of us, this is the lifelong journey of self-mastery towards inner peace, contentment and joy.



Moment by moment awareness of inner and outer experience.

Identity

My ability to see and transform my own priorities in relation to others in the context I am a part of and to consciously **be open** and welcoming other perspectives, knowledge and possibilities. Knowing that the size of the world I identify myself with, and the perspectives I hold, impacts my thoughts, decisions and behaviours.



The world view we identify ourselves with.

Learning new skills is vitally important, but we need to balance the outer skills-based work with inner development to not only be a human “DO”ing but to also slow down and attend to the inner, intangible, vertical development and truly become a human “BE”ing.

From personal experience we can say that even taking baby steps towards inner peace brings new levels of inspiration and creativity which combined with our outer skills allows us to deliver external solutions in remarkable ways.

When we start to let go of the heaviness of our fears, worries and stresses, our soul has some breathing space and we can be more of our true self. This dynamic works exactly the same at a team or organisational level, when we can heal and let go of the collective fears and stresses of the group a new levels of lightness, cohesion, trust, fun and creativity naturally emerge.

Here are three useful self-reflective questions as a starting point for my inner development.

1. **How do my purpose, beliefs and values show up in my life today?**
2. **How much of a witness am I of my inner and outer world in every moment so that I can consciously choose my responses?**
3. **How big is the world that I identify myself with?**

There are many researchers and practitioners who are exploring and defining the importance of and impact of the inner curriculum has on our decision making and human development. There are many theories and practices which we can use and build upon to work with our own inner journey to create a better language and a deeper understanding of our human transformational journey.

None of their theories and approaches could claim that they have the only or the best solution. This becomes obvious when you read and learn more about each of the descriptions of human inner development. If you compare the different theories of stages and evolution of human inner development, it becomes clear that they use different labels and language to define and describe very much the same thing. Some may put more focus on some parts that others don't even mention, but generally speaking they are very much describing the same human evolution and transformational stages. However, their work is fundamentally important because they provide us with a "language" for mental models and approaches that makes it easier for us to understand, talk about and work with our inner curriculum.

In this time, when sustainability and wellbeing has become a prime target around the world in order to deal with the challenges humanity is facing, it has also created a better and deeper understanding of the close connection between

our inner curriculum development and what is manifested in the external curriculum.

We would like to mention a few theories that we have found useful to create a better understanding and practice of your inner curriculum development. And we invite you to learn more about their work in order to deepen your own understanding and your own capabilities to evolve and act. We also know that there are other great contributors that are not mentioned here and we don't in any way believe that this is a complete list.

We appreciate the work of David R. Hawkins "Map of Consciousness"²⁹, Ken Wilber's "Integral Model"³⁰, Otto Scharmer's "Theory U"³¹, Robert Kegan "Immunity to Change" and "Adult Mental Development"³² and last but not least, Richard Barrett's "Seven Levels of Consciousness" (see chapter 1) and his work with the "Humanity Awareness Initiative"³³. All are great contributors to explore, understand and develop your inner curriculum.

We have found that you need both a theoretical framework to explain and understand the inner human vertical development, AND you need to establish an environment free from fear where you feel safe to test, challenge and explore your current consciousness and understanding. Both individually and collectively. You also need to allow this work of transformation to take time, during which

you can practice your new insights and values.

The key is to start by creating an environment based on mutual trust with a shared purpose, willingness and ambition to transform and grow a deeper understanding about your own individual and our collective consciousness for a more sustainable life, together.



Inner Development Goals (IDGs)

In addition to the other models and approaches we have mentioned, there is an emerging growing global movement called the Inner Development Goals (IDGs) which has grown from a realisation that it will be impossible to deliver the SDGs unless there is a significant focus on inner development. The IDGs is a global co-creative collaboration initiative.

The Inner Development Goals³⁴ provide a framework of transformative skills and qualities for sustainable development, open source and free for all to use. The current IDGs framework represents 5 categories and 23 skills and qualities which are especially crucial for leaders who address SDGs, but fundamentally for all of us!

Our focus on inner development is the greatest possible accelerator to reach the UN Sustainable Development Goals and create a prosperous future for all life on earth.

The IDGs are not the only approach, but they are bringing an important focus to this field and provide a framework on which others can innovate and build.

Please try out Amcara's free self-assessment of the IDGs to help you reflect and/or be coached about these skills and qualities. You find it on our website www.amcara.life/resources

IDG's Framework

Category	Intent	Skills & Qualities
1. Being 	Relationship to Self	- Inner compass - Integrity and authenticity - Openness and learning mindset - Self-awareness - Presence
2. Thinking 	Cognitive Skills	- Critical thinking - Complexity awareness - Perspective skills - Sense making - Long-term orientation and visioning
3. Relating 	Caring for Others and the World	- Appreciation - Connectedness - Humility - Empathy and compassion
4. Collaborating 	Social Skills	- Communication skills - Co-creation skills - Inclusive mindset and intercultural competence - Trust - Mobilisation skills
5. Acting 	Driving change	- Courage - Creativity - Optimism - Perseverance

Useful Tools and Materials

To make the intangible tangible and manageable you will be helped by using some of these materials and tools to align, create and manifest a sustainable culture in your organisation.

Materials:

Introduction to UN SDGs³⁵

Two minute YouTube video from the United Nations.

Amcara Sustainable Culture Flyer³⁶

Two page flyer to introduce how to align your organisational culture for sustainable development.

Values, Culture and Consciousness Impact on Sustainability³⁷

Presentation slides to inform, introduce, engage and inspire.

Transforming Culture in Larger Organisations³⁸

Short book with key learnings, exercises and case studies.

Tools:

Help Leaders Derive Purpose³⁹

Facilitator notes by Clive Wilson

Our Sustainable Culture⁴⁰

Workshop for how to unpack your BVC SDG's Culture Report.

Get Connected⁴¹

A practical guide with 25 tools to grow a desired team culture.

Dynamics of Change⁴²

Reflections and 10 tools on the human side of leading people through organisational change.

Assessments:

Personal Sustainability & Wellbeing Self Assessment⁴³

Free assessment to explore and reflect on your own personal wellbeing and sustainability.

Cultural Wellbeing & Sustainability Self Assessment⁴⁴

Free assessment to explore and reflect on the cultural health and sustainability of your organisation.

Organisational External Impact on Sustainability Self Assessment⁴⁵

Free assessment to explore and reflect on the external impact your organisation has on the environment and society.

Personal Values Assessment (PVA)⁴⁶

Assessment provided by Barrett Values Centre.

Cultural Transformation Readiness Self Assessment⁴⁷

Free assessment to discover how ready your leaders and organisation are for cultural transformation.

IDG's Self Assessment⁴⁸

Free assessment to explore and reflect on your personal alignment with the Inner Development Goals.

To find more tools and materials from Amcara, please go to our resource page⁴⁹

Summary of Chapter 5

1. Culture is "organic energy" which is constantly growing and evolving.
2. Transforming and nurturing a culture is done through reflective working methods based on iterative, co-creative and continuous learning.
3. It takes a Whole System Change understanding to transform culture.
4. Creating a sustainable culture is based on some basic human dynamics:
 - Understanding the **HUMAN MOTIVATIONS**
 - Need of **WILLINGNESS & COURAGE**
 - It must be a **CO-CREATIVE** process
 - Part of **EVERYTHING WE DO**
5. Importance of the individual inner development's impact on our decision making and human development.
6. Need both a theoretical framework to explain and understand the inner human vertical development, and an environment free from fear where you feel safe to test, challenge and explore.
7. The Inner Development Goals (IDGs) provide a framework of transformative skills and qualities for sustainable development.
8. Make use of available materials and tools to guide you on your journey to a more sustainable culture.



Conclusion

This might be an unusual conclusion to a book, but business as usual does not seem to be working, so let's try something different.

Here is a poem from Gary Snyder⁵⁰ (born May 8, 1930). Perhaps best known as a poet he is also an essayist, lecturer, and environmental activist and has been described as the "poet laureate of Deep Ecology".

The following poem, published 1974, still fits perfectly with our shared purpose "to create a sustainable future for our children's children". The last three lines provide a simple formula and advice for a sustainable future.



For the Children*Gary Snyder*

The rising hills, the slopes,
of statistics
lie before us,
the steep climb
of everything, going up,
up, as we all
go down.

In the next century
or the one beyond that,
they say,
are valleys, pastures,
we can meet there in peace
if we make it.

To climb these coming crests
one word to you, to
you and your children:

stay together
learn the flowers
go light



Case Studies



Energy Oasis

Energy Oasis is an SME with big ambitions. Until the end of 2019, the declared focus of the business was energy monitoring and management and, whilst the leadership team was totally inspired by the opportunity to tackle climate change, this was not totally apparent in the brand and company website.

In November 2019, the company worked with a Barrett Practitioner to revisit the company purpose, vision and values and the opportunity was seized to consciously and visibly align to SDG13 (the UN goal for climate change) and to the concept of “intelligent zero-carbon solutions”.

The business is now focused on saving considerable energy and CO₂ emissions in the business world and intends to franchise its approach so others can join in the fight against climate change. The joy of this business is that for relatively small investment, significant financial gains can be made proving that climate mitigation and progress to SDG13 makes economic sense.

Visit www.energyoasis.org.uk⁵¹ to see how explicit the new purpose, vision and values are on the company website and also how explicit their process for monitoring energy, reducing consumption, using renewables and promoting carbon offsetting is. Better still, talk to any member of their leadership team to find out more.



ABN 43 593 215 992

The Napranum community

The Napranum community in the Northern territories of Australia had been subject to many years of inappropriate government intervention, paternalism, and prohibition and which had caused high levels of unemployment, alcoholism, domestic violence and a deep sense of hopelessness.

Annalise Jennings, a BVC Consultant from Australia supported the Community with a Values Assessment to help them start a dialogue about their collective needs, priorities and dreams. Over the new three years, through a process of facilitation and empowerment, the community saw remarkable outcomes such as these:

60% increase in employment

80% reduction in children attending 'safe house'

80% reduction in adult domestic violence

50% decrease in adult court appearances
Community owned policy and programs

We have also tracked the transformation of the community to show a positive impact on these SDGs.

Link to the full Napranum case study⁵²





PwC

When PwC wanted to listen to their people and discover the values that would guide their organization through its next stage of development, they conducted a Barrett Culture Assessment. More than 230,000 employees from 150 countries shared their view. The survey results led to deep dialogue and the creation of new core values:

- 🌱 **Act with Integrity**
- 🌱 **Work Together**
- 🌱 **Make a Difference**
- 🌱 **Reimagine the Possible**
- 🌱 **Care**

Alongside this culture work, PwC leaders created a unifying, inspiring purpose for the firm: “PwC strives to build trust in society and solve important problems”. Their new purpose and values lend themselves perfectly to PwC’s support of the UN SDGs. “Our commitment to the UN Global Compact aligns with PwC’s purpose and values, our own guiding principles, and we have worked to integrate the UNGC’s Ten Principles into our strategy and operations throughout our network of firms,” explains Bob Moritz, Global Chairman of PwC.

They recently pledged Net Zero Emissions by 2030. In addition, PwC collaborates with the UN to provide tools and services to help clients and other organizations become more sustainable and successful by contributing their offerings to address significant environmental and societal problems.

Introduction to the PwC SDG prioritisation matrix⁵³

Further readings

For further readings and
inspiration please visit the
Amcara website.⁵⁴

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Further Readings

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*Yesterday I was clever,
so I wanted to change the world.
Today I am wise,
so I am changing myself.*

Rumi



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