

Human

v

Building Capacity in the Energy Sector

Learning to Lead, Leading to Learn

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The glue in the system

Appreciation of the interdependence of all of the parts

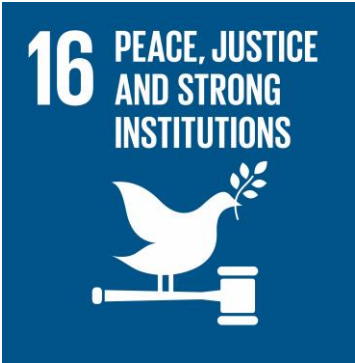
TRUST

PARTNERSHIP



Sustainability Goal

16 and 17



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

TARGETS

- 16.6** Develop effective, **accountable and transparent** institutions at all levels
- 16.7** Ensure responsive, **inclusive, participatory** and representative decision-making at all levels
- 16.10** Ensure public access to information and **protect fundamental freedoms**, in accordance with national legislation and international agreements
- 16.a** Strengthen relevant national institutions, including through international cooperation, for **building capacity at all levels**, in particular in developing countries, to prevent violence and combat terrorism and crime
- 16.b** Promote and enforce **non-discriminatory laws and policies** for sustainable development



Strengthen the means of implementation and revitalize the global partnership for sustainable development

TARGETS

Systemic Issues and Institutional coherence

- 17.14** Enhance policy coherence for sustainable development

Multi-stakeholder partnerships

- 17.16** Enhance the **global partnership** for sustainable development, complemented by multi-stakeholder partnerships ...
- 17.17** Encourage and promote effective **public, public-private and civil society partnerships**, building on the experience and resourcing strategies of partnerships.

Data, monitoring and accountability

- 17.18** By 2020, **enhance capacity-building support**

Ways of working together

My work

- **Conversus Leaders** works to support leaders and leadership globally, who individually and collectively are invested in leveraging their roles to cultivate healthy organizations, thriving societies and the well-being of the planet.
- We make big changes through awareness and deep conversations that shift mindsets and build the necessary skills to work in complexity
- We believe in virtuous cycles that continuously build the capacity and utilise the resources within the system

Our work

- **Learning together** - so we don't keep repeating the mistakes of the past
- **Building the awareness and skills to work systemically** – so we do not squander the opportunities that bring us into dialogue
- **Revealing and working with the invisible dynamics that limit progress** - so we do not allow the forces to keep us stuck
- **Preparing ourselves and our constituency of thinkers to enter into collaborations that enable change** – so we don't rush to solutions that have limited impact

My **energy** usage

What has been your **biggest** frustrations when trying to make progress ?

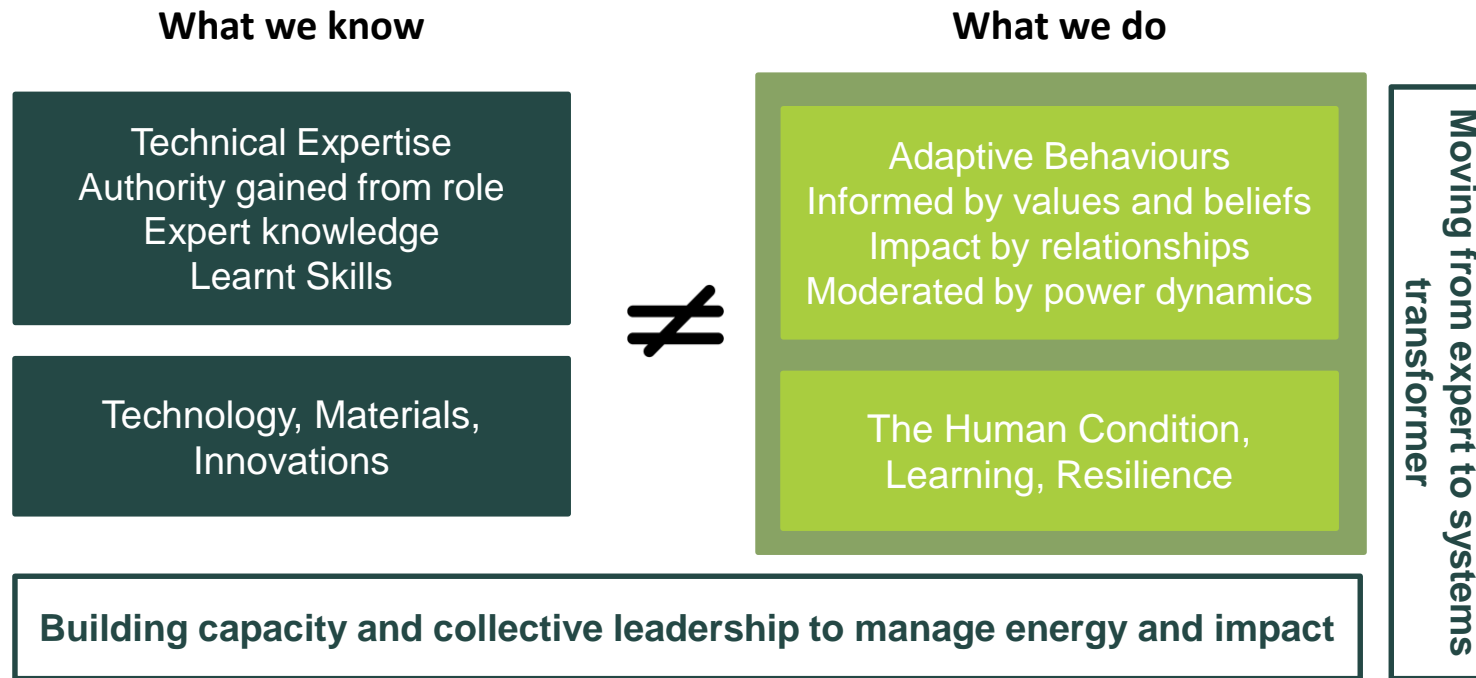
When has your expertise or authority **gotten in the way of** making change?

What does it take for **you to learn**?

What do you need to let go of in order **to make progress**?

What same issues and challenges do you keep **cycling around**?

From knowledge to practice



A story of **wasted energy**

We assume that:

- We are all 'on the same page'
- The language and culture of the diverse stakeholders is easily understood
- There are clear roles and expectations
- Our values and agendas are transparent to others
- Power is held equally
- Talking amongst ourselves will deliver new thinking
- Messy conversations and complexity comply to time boundaries
- We know how to work and learn together
- Planning and having a plan will alleviate stress in the system

What's missing?

- Reflecting on the human condition and responses to tension
- Thinking beyond the familiar and failing to consider the 'unusual suspects'
- Recognizing competing priorities, differing power and rank and using it well



What's missing?

- Preparing individuals and systems for disruption
- Building the awareness of own barriers and skills for transformation
- A long term view and the and commitment to staying the distance

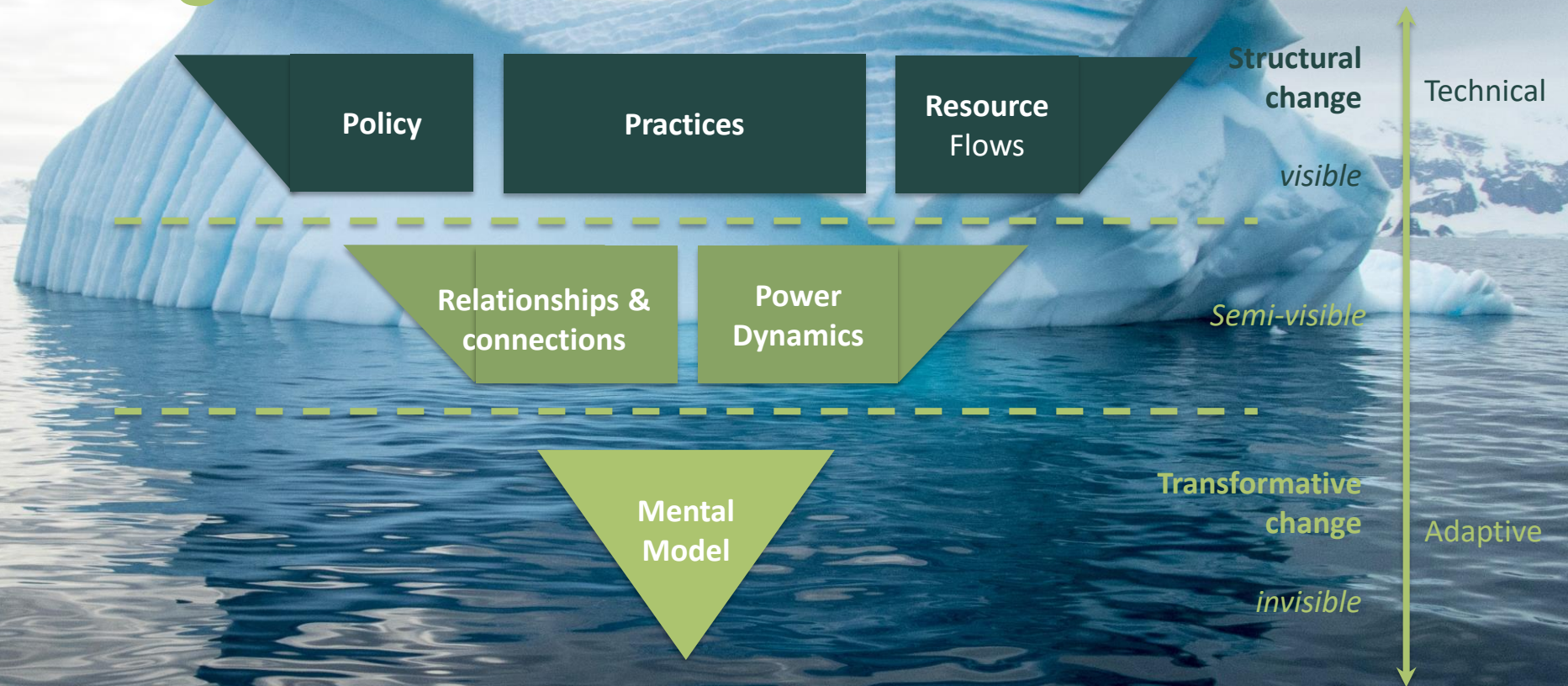


What's missing?

- The skills to work on behalf of the whole and collective accountability for success
- Clarification of roles and boundaries and how to transact across difference

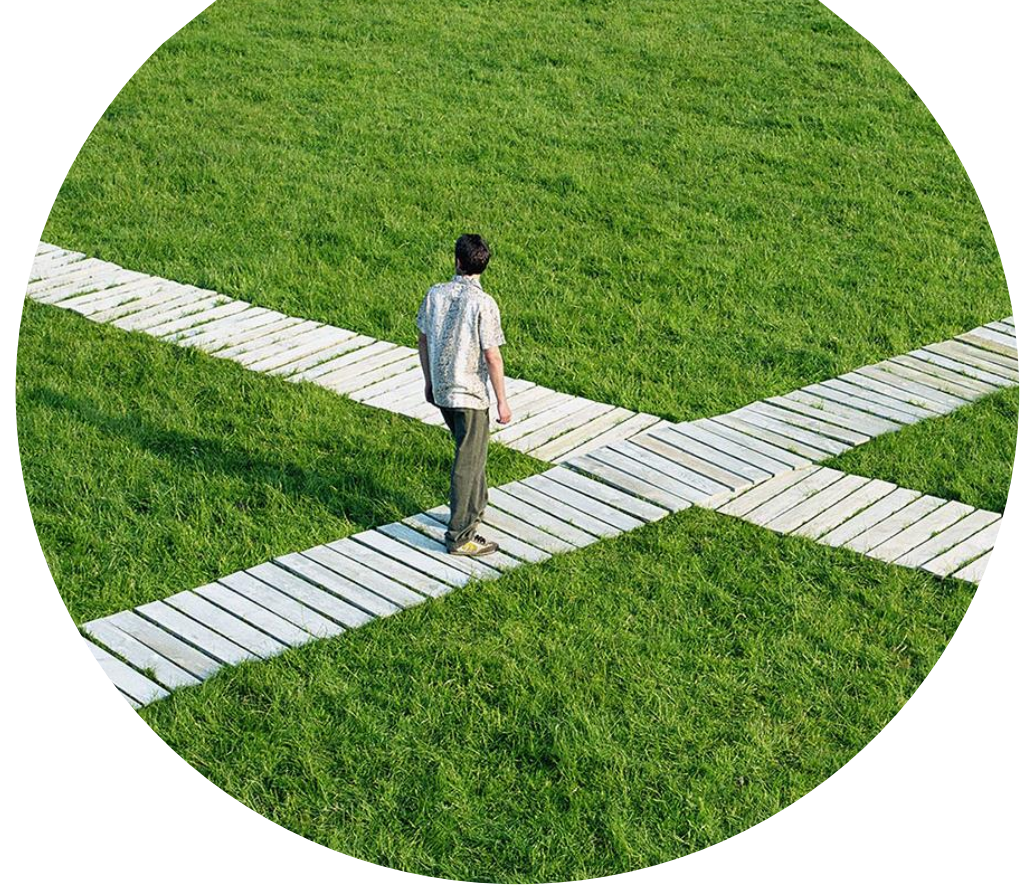
Solutions are not
the solution

Enablers of systems change



New mindsets for Systemic Leadership

- Being **outside of your comfort zone** is required for change
- **All perspectives matter** (sometimes more than mine)
- This is not about me and **it doesn't matter who gets credit**
- **Letting go** of assumed power and control can be useful
- **Risking** trust and transparency (even without evidence)
- **Not either-** the real value sits in the grey



Requires Learning to Lead and Leading Learning

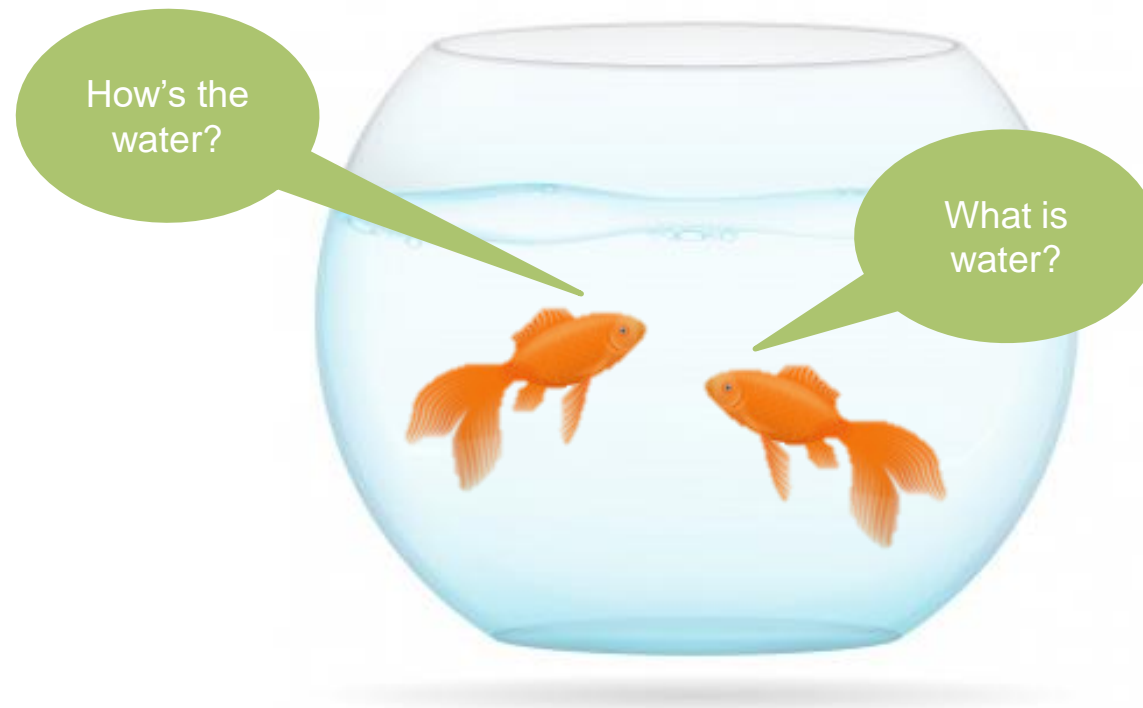
Preparing ourselves

Wake up! And get prepared

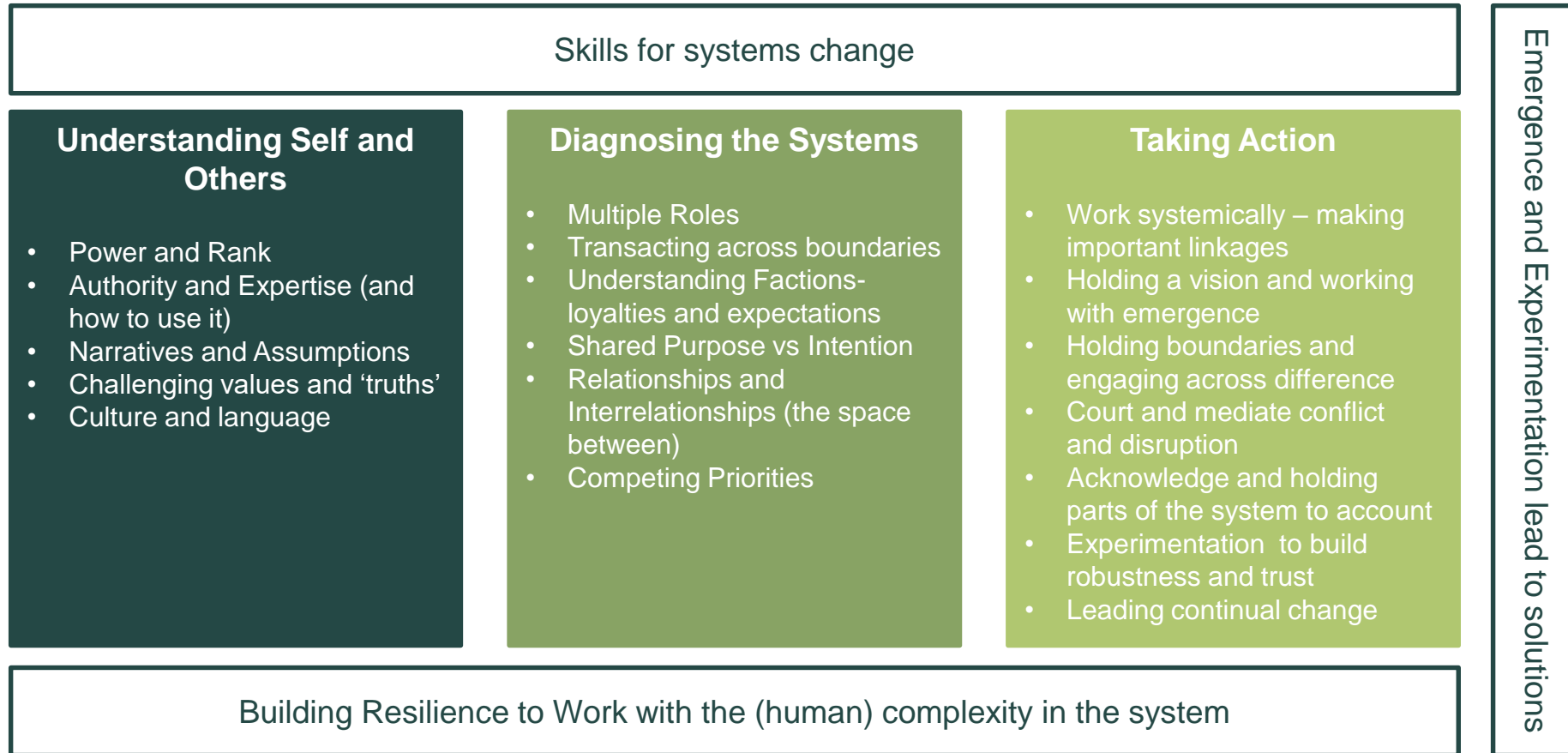
Observe – to feel

Listen – to see

Question to change



Harnessing our collective energy



Adapted from: Heifetz, Grayshow, Linsky
The practice of adaptive leadership

Everything we do now impacts **the future**



Rethinking your role in
supporting SDG
implementation and
impact

How do you remain
curious and make
observations about self
and system?

How do you prepare
yourself and the system
for change?

Thank you