

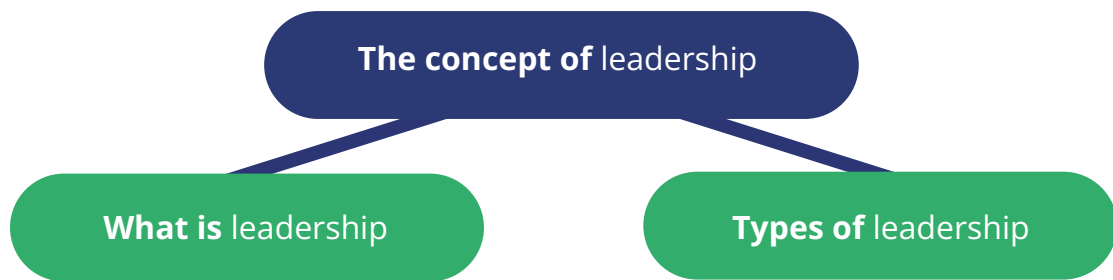
Module 1: Leadership

1.1 The Concept of Leadership

Discussing leadership is fascinating and can start from any perspective. Leadership has been a concern since ancient times because humans, as social beings, always interact to meet their needs. Leadership is crucial for order in these interactions.

Living in groups requires harmony and mutual respect. Maintaining order and harmony is the leader's responsibility, as they serve as role models. Effective leaders manage themselves, their groups, and the environment well, ensuring a harmonious community life (Yusup, 2022).

The concept of leadership can be divided into two parts: the nature of leadership and its various types (**Picture 1**).



Picture 1. The concept of leadership

1.1.1 What is Leadership?

Have you ever wondered where the word “leader” came from? The term “leader” comes from the Old English “lædere,” meaning one who guides. “Leadership,” originating around 1800, means guiding others to achieve common goals.



1.1.2 What is Green Leadership?

Green leadership involves more than just creating environmental policies; it requires leaders to effectively influence and engage their team members to support and participate in these initiatives. Effective green leaders are able to motivate employees to actively support and adhere to eco-friendly practices, making sustainability a central part of the organizational culture.

The impact of green leadership is evident in how well policies are implemented and embraced by employees. Leaders who understand and address psychological factors influencing employee behavior can enhance participation in environmental initiatives, demonstrating that successful green leadership integrates policy-making with active and effective engagement of team members (KARDOYO, FERIADY, FARLIANA, & NURKHIN, 2020).

1.1.2.1.1 Sustainability Leader's Individual Characteristics

Sustainability leaders embody a unique set of characteristics that contribute to their effectiveness in addressing environmental and social challenges. According to Visser and Courtice, these traits include:

Caring/Morally-Driven

They demonstrate a profound care for humanity and the environment, guided by principles of equity, environmental justice, and



Visionary/Courageous

They are innovative, optimistic, and courageous, balancing passion with pragmatism, and are willing to pursue opportunities despite uncertainty and challenges.

Self-Aware/Empathetic

They possess high emotional intelligence, including self-awareness, empathy, and sincerity, enabling them to understand their own and others' emotions and influence.

Systemic/Holistic Thinker

They have the ability to understand and manage the interconnectedness of various system components, balancing issues such as business opportunities, customer satisfaction, and environmental impacts.

Enquiring/Open-Minded

They actively seek new knowledge and perspectives, challenging traditional models and engaging with diverse opinions and community activities.

These traits help sustainability leaders effectively navigate and drive progress in sustainability efforts, while recognizing the need to build teams with complementary skills to address various challenges (Gutterman, 2023).



1.1.3 Key Theories and Views

Leadership combines ability and readiness to direct others, determining a leader's effectiveness in mobilizing resources and achieving organizational goals. Leadership involves guiding others, requiring influence to achieve specific objectives (Yusup, 2022).

Kartini Kartono

According to Kartini Kartono, a leader possesses special skills to influence others to achieve goals.

Indonesian National Encyclopedia

The Indonesian National Encyclopedia states that leadership involves power, authority, and influence, with influence being the most crucial. A manager must influence subordinates to be considered a true leader.









Davis

















Davis describes it as the ability to inspire others toward set goals.

Robert Dubin

Robert Dubin views leadership as exercising authority and making decisions.

Over the years, our understanding of leadership has evolved significantly. Here's a fun comparison between traditional and modern leadership concepts:

Aspect	Traditional leadership	Modern leadership
Origin	 Born from the ways of old-school, traditional	 Crafted in today's fast-paced, modern world
Basis	 Passed down through family or chosen by the	 Earned through active participation and
Theories	 The Great Man Theory, Trait Theory	 Behavioral and participatory theories
Leadership Traits	 Natural-born traits like charisma and wisdom	 Skills that can be developed through

Aspect	Traditional leadership	Modern leadership
Appointment	 Based on lineage or local recognition	 Based on proven skills, experience, and
Role	 Keeps traditions alive and leads by example	 Inspires change, mentors, and drives improvement
Decision-Making	 Leader calls the shots, based on	 Team-based, collaborative decision-making
Focus	 Preserving social order and continuity	 Embracing change and achieving shared
Authority	 Informal, relies on personal and	 Formal, supported by organizational structures
Influence	 Comes from personal qualities	 Built through active engagement, respect, and
Follower Engagement	 Followers respect and adhere to tradition	 Followers actively participate and feel
Adaptability	 Sticks to the status quo	 Constantly seeks improvement and adapts

The Table 1. Comparison of traditional and modern Leadership.



1.1.4 Types of leadership

There are several types of leadership styles, each characterized by different approaches to decision-making, communication, and management. Here are some common types of leadership:

1 Autocratic leadership:

This style involves a leader who makes decisions independently with little or no input from others. The leader has full authority and control over the team or organization (Cornell, 22 Autocratic Leadership Examples and Traits, 2024).

Napoleon Bonaparte

Like many wartime leaders, Napoleon evolved into a more aloof autocrat, governing from a position of supreme authority.



Cult Leaders

Known for their uncompromising 'my way or the highway' attitude.



2

Democratic leadership:

Also known as participative leadership, this style involves leaders who include team members in the decision-making process. They encourage collaboration and seek input from others before making decisions.

Nelson Mandela

As the leader of the ANC in South Africa, Mandela endeavored to create a coalition of individuals from all racial groups, striving for a genuinely democratic society instead of a colonialist one (Cornell, 17 Democratic Leadership Examples & Characteristics, 2024).



Dwight D. Eisenhower

Noted for heavily relying on experts to assist in decision-making and shape the



3 Transformational leadership:

Transformational leaders inspire and motivate their teams by creating a future vision and encouraging innovation and creativity. They challenge the status quo and empower their teams to achieve higher performance levels (Moran, 2020).

Billy Beane

Billy Beane, executive vice president of the Oakland Athletics, revolutionized professional sports with his 'Moneyball' analytics strategy, identifying undervalued players. His pioneering methods have also impacted the business world.



Jeff Bezos

In a 1999 interview, Jeff Bezos emphasized customer focus and outlined a bold vision for Amazon's future, demonstrating transformational leadership through incremental achievements from its start as a bookseller.



You can watch the movie
"MoneyBall" with Brad Pitt



4 Transactional leadership:

Transactional leadership emphasizes structure, order, and achieving specific goals through clear direction from leaders to their team members (Ahmed, 2024).

Bill Gates

From 1975 to 2006, Bill Gates led Microsoft's product strategy with a strict and authoritative approach. As a transactional leader, he focuses on clarity and execution, monitoring his team closely through direct interaction and challenging questions.



What is Transactional Leadership? Is it still effective?



5 Laissez-faire leadership:

This style is hands-off, where leaders provide minimal guidance to team members and allow them to make decisions on their own. It promotes independence and self-direction among team members (CIOWomenMagazine).

Pixar's Collaborative Creativity

Pixar Animation Studios, guided by Steve Jobs and Ed Catmull, exemplifies laissez-faire leadership within the creative industry. At Pixar, collaboration and creative freedom are prioritized, empowering animators and artists to showcase their unique talents. This strategy has produced numerous critically acclaimed films, including "Toy Story," "Finding Nemo," and "Up."



6 **Servant leadership:**

Servant leaders prioritize the needs of their team members above their own, focusing on supporting and developing their team. They foster a collaborative and supportive work environment, encouraging growth and cooperation.

Mother Teresa

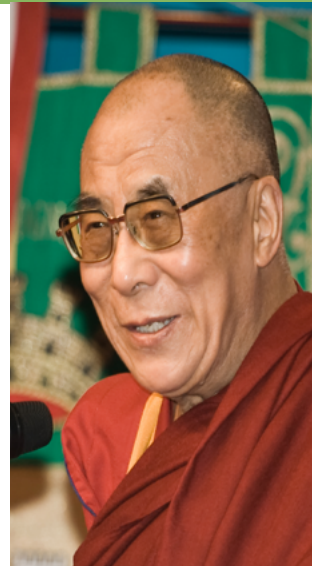
Mother Teresa, a Catholic nun, is renowned as one of the world's greatest servant leaders. She devoted her entire life to serving others, particularly the poor, sick, and dying in India. Despite her immense impact, she never sought personal recognition. When she accepted the Nobel Prize, it was on behalf of the poor.



Dalai Lama

The Dalai Lama is the spiritual leader of the Tibetan people. He listens to those he serves, offering compassion and understanding while guiding them toward solutions to their problems.

In his unwavering campaign for peace, reconciliation, and democracy, particularly among different religions, the Dalai Lama has engaged with various religious and political representatives to find common ground (Mclauchlan, 2023).



[More real life examples and wider explanation can be found in this video](#)



Leaders in sustainability

1

**Todd Fields, Principal
- Global Enterprise
Sustainability, Boeing**

Boeing's innovative ESG program, led by Todd, has invested over \$60 billion in sustainable innovation, cutting emissions by 15-25% per new airplane generation. Their "everything to zero" strategy achieved net zero emissions from manufacturing by 2020. Todd highlights that these efforts, including sustainable fuels and renewable energy, are crucial for Boeing's future competitiveness.

Delta, the first global carbon-neutral airline, continually scales up its sustainability goals, driven by Cherie Wilson. At General Motors, she led the first Diversity and Inclusion report and integrated sustainability into federal issues. With M. J. Bradley & Associates, she advocated for air quality and climate change. Cherie, recognized among Washington DC's 500 Most Influential People, has championed equitable funding for electric and autonomous vehicles. (12 Sustainability Leaders Reshaping the Business World, 2024).

**Cherie Wilson,
Vice President of
Government Affairs -
Sustainability, Delta
Airlines**

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2

**Samantha Sims, Vice
President of ESG,
Warner Music**

In 2022, Warner Music Group became the first major music company to release an ESG report, highlighting progress in well-being, DEI, and climate change. Samantha led this effort, gathering input from over 70 employees. With 15 years of sustainability experience, her work at PVH Corp. was recognized by the World Wildlife Fund. At Warner, she aims to set science-based emission targets, promote a circular economy, and support the UN-backed Music Climate Pact to reduce the industry's environmental impact.

Meta has achieved 100% renewable energy and net zero emissions for global operations, aiming for net zero in their value chain by 2030. Amanda, formerly with Verizon and Pearson, drives sustainability at Meta. Recognized for her leadership, she improved Pearson's social score with the Every Child Learning program and introduced Climate Club at Meta to help employees manage their environmental impact.

**Amanda Gardiner,
Head Sustainability
Innovation &
Engagement, Meta**

3

Google aims for net zero emissions and 24/7/365 carbon-free energy by 2030. Kate Brandt, Google's CSO since 2018, integrates sustainability into all company operations. She emphasizes collaboration for achieving net zero goals, using machine learning to boost recycling through CircularNet and innovating with Google Nest for philanthropic energy projects. Brandt's impact has been widely recognized, with honors from Forbes, Outside Magazine, and Sustainability Magazine.

**Kate Brandt, Chief
Sustainability Officer
(CSO), Google**

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