

Sustainability as a Leadership Imperative

Surf the wave... ...or drown

MU Sustainability Practice

Highest success rate in recruiting and developing purpose- and value-driven leaders and specialists who successfully outperform on the transformation journey.



94% of leaders meet or exceed expectations. Industry average is 50%.



Our practice help you secure your performance edge

From individual leaders to transforming an entire organisation, we deliver according to your context, situation, and goals

We work with

- Organisations
- Boards
- Leadership / management teams
- Individual leaders
- Subject matter leaders and specialists
- Functional teams / specialist teams

On

- Strategy implementation
- Transformation
- Performance acceleration
- Team effectiveness
- Board effectiveness
- Leader succession
- Fit for the future
- Reshaping / restructuring

Through: Leadership Advisory

- 360 gap-analysis on sustainability capacity, and capabilities
- Sustainability leadership audit
- Sustainability Leadership Due Diligence
- Development programmes (ex):
 - Sustainability on the board agenda
 - Building organisational sustainability behaviour & mindset
 - From compliance to commitment-driven organisation
 - Certificate in Sustainable Leadership
 - Outperform through effective DEI Leadership

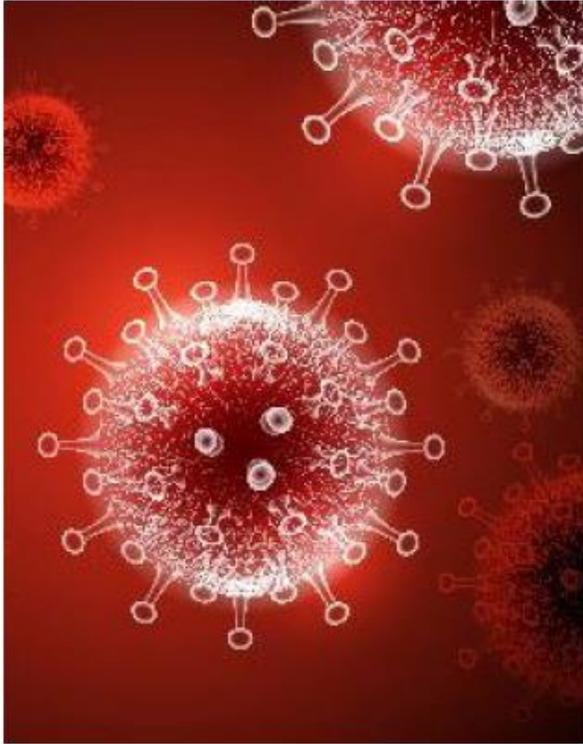
Through: Executive Search

- Sector expert solutions
- Executive Search candidate pool:
 - Board members
 - CxO team members
 - Partners
 - Sustainability and ESG related leaders and specialists
 - Risk and Compliance (Finance, Legal, Operations)
- Onboarding programmes

CSAT score 89%

A Paradigm Shift – Reshaping Business

Committing to a holistic approach to a sustainable economy and just society



Business Plan

Need to include long-term socio-economic considerations. **Designed for achieving the triple bottom line.** ESG needs to be on the boardroom agenda.

Purpose-driven leadership

- Guided by purpose.
- Cultivating Green Literacy.
- Reflective, resilient, entrepreneurial.

Green skilling leads to innovation

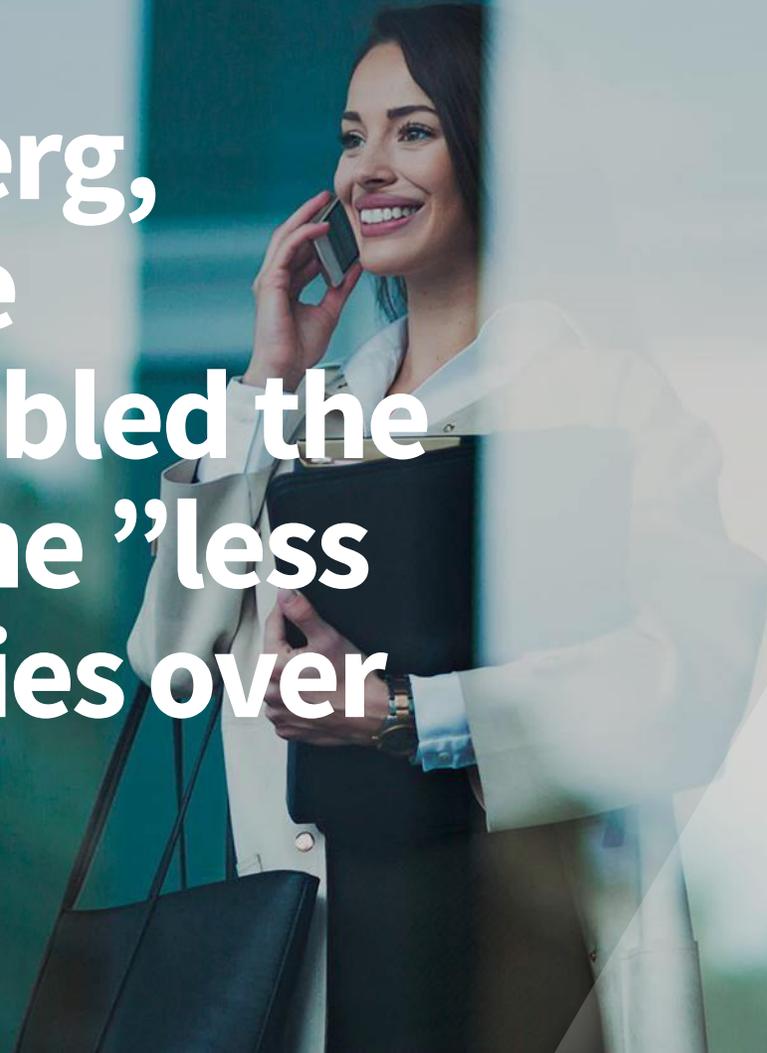
Businesses cannot afford to lose the opportunity for sustainability. HR, ESG and Learning teams need a **consolidated plan to address skills-gap** for employees at all levels.

Many leaders are in doubt

Should they recognise sustainability as a business risk or business opportunity?



**According to Bloomberg,
the "most sustainable
companies" have doubled the
return compared to the "less
sustainable" companies over
10 years**



**More than 75 % of large
companies are linking carbon
targets to executive pay
– up from 50 % in 2020**

A paradigm shift in leadership

Boards and CEOs – top themes



Global Economic Outlook



Path to net Zero



Supply Chain Redesign



Resilient Company



War for Talent

New leadership capabilities are needed



Practice multi-stakeholder governance



Navigate complexity in a multi-dimensional business context



Purpose and value-driven transformational leadership

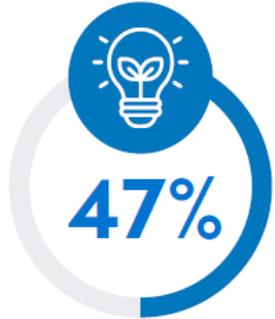


Triple bottom line innovative in a non-linear context



Long-term thinking based on courage and resilience

From sustainability strategy to sustainability action



Environmental sustainability is the second most important strategic project businesses are investing in (47%), after digital transformation (49%).



67% of Business Leaders agree that overpromising on sustainability-related goals is a major reputational risk to their organisation.



Of those who have set targets to reduce their greenhouse gas emissions, only 33% state that they are very confident in their organisation's ability to meet those targets.

Sustainability transformation

Digital transformation

**50 % of CEOs identify
recruiting and retaining people
with the right knowledge and
skills as key challenges**

A photograph of several business professionals in a modern office hallway. In the foreground, a man in a blue suit and glasses is talking to a woman in a light blue suit who is looking at a document. Other people in business attire are visible in the background, walking through the hallway. The scene is brightly lit with large windows.

How can we make sure we have the right people in place to deliver the best possible, and predictable results?

Performance problem and Diversity problem is a serious challenge when we talk sustainability transformation

Too many leader and specialist placements fail soon after being made – 50-60% (“The Coin-Flip”)

Diverse plausible candidates are excluded while others have special access (“The Old Boys club”)

Development of leaders and leadership teams has very low business value (90% have No-Low ROI’)

Commonplace ways to select and develop leaders and teams are not effective

Science explains why leaders fail in sustainability transformation processes

Shortcutting

Decisions are made without having all the relevant information (e.g. inclusion in teams being based on who you know, similarity of a prior role, bias)

Stereotyping

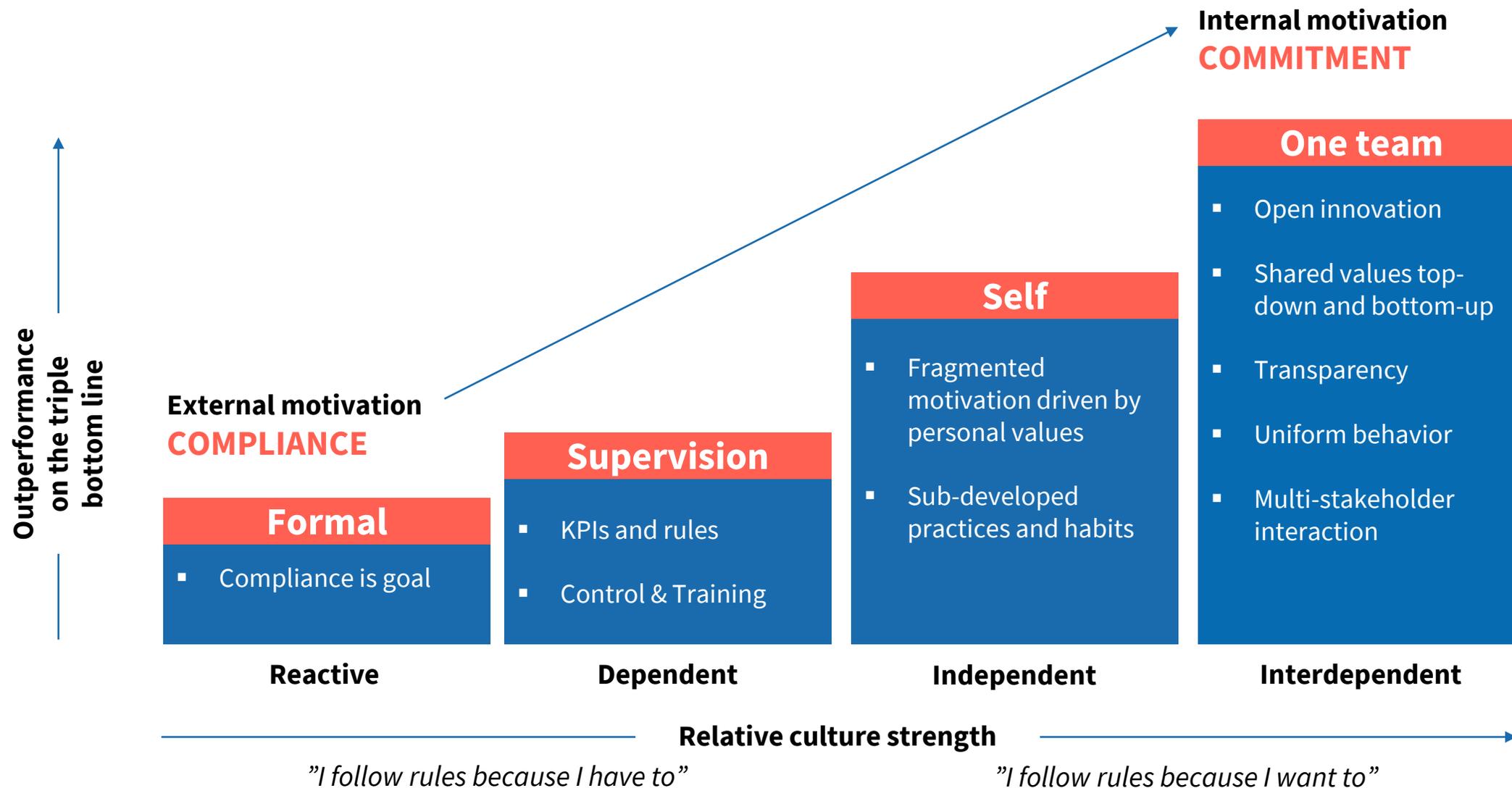
Information is evaluated based on generic beliefs (e.g. general leadership models, broad job descriptions, one size fits all leader development)

Subjectivity

Assessors' descriptions are directly influenced by their personal view (e.g. liking the person, the assessors mood, random errors)

Shortcutting, stereotyping and subjectivity combine to cause the Performance and Diversity problems

Empowering Organisational Mindset and Behaviour



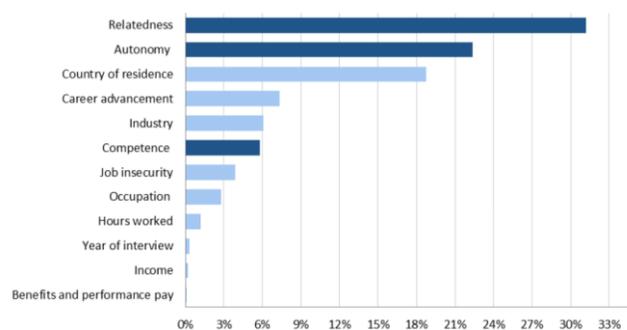
Organisational culture can be glimpsed in the company's mission and values, but it is much more than that. It lies in the way employees interact with one another and with the top management, in how they go about their daily activities, and in the fine print of the 'this is how we do things here' statements (or, more formally put, the shared basic assumptions).

Outperform through employee engagement

1 The meaningful job is the most wanted

- I will be part of something great
- I want to learn and develop new skills
- I want to be recognized for who I am
- I want to do something together with other people
- I want to share DNA with my organisation and my leaders

Create relatedness and empower people



Source: Nikolova and Crossen (2020). Stockholm, Sweden: Institutet för Framtidsstudier.

Notes: The figure shows the relative percentage contribution of each factor for explaining variation in work meaningfulness perceptions based on an R² value of 0.205. The relative contribution is calculated using a Shapley-based R² decomposition method. The R² value indicates that we are able to explain about 20.5 percent of the variation in work meaningfulness using the included variables in the model.

BROOKINGS

2 Successful sustainability engagement programmes embrace the employees

- They should touch my personal motivation points and beliefs
- There should be a learning element and a social element
- They should be linked to my private life and private values
- They should have a built-in reward system

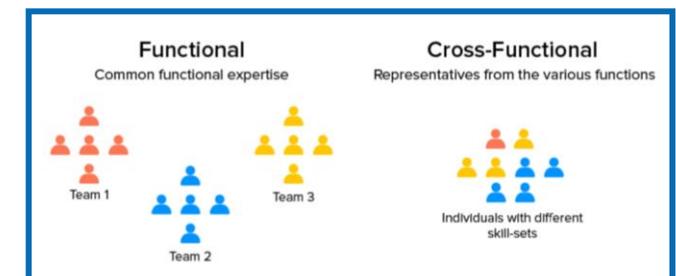
Identify the engagement triggers, the ambassadors, and the right incentive-model



3 Employees want to participate and impact

- I want to be engaged through motivation and skills
- I want to contribute to processes and solutions in a meaningful context
- I want to solve challenges together with colleagues from other areas of the business
- I want to use my knowledge where it impact most

Develop cross-functional and diverse innovation clusters and innovation hubs with built-in reward systems



Sustainability questions to ask yourself

1 Purpose

- How important is ESG and sustainability to us?
- Why are we doing this?
- Who are we trying to satisfy?
- What is our time horizon?
- How do we measure success?

2 Governance

- How does our board need to evolve to oversee, enable, and support delivery of our ESG and sustainability strategy?

3 Leadership & Talent

- How do we attract, develop and retain the leadership, talent and skills needed to drive ESG and sustainability strategy and outcome?

4 Operating Model

- How do we organise to deliver our ESG and sustainability strategy?

5 Culture

- How do we create the right culture and mindset, engage our people and reinforce the right behaviours?

Flemming Kehr

Global Practice Lead Sustainability



- Global Practice Lead, MU Sustainability Practice. Helping organisations around the world to outperform through effective sustainable and transformational leadership using a precisely tailored, factful and systematic approach to leadership acquisition and advisory.
- Participating in strategic MU development projects and the further development of MU Advisory Services.
- Strong strategic background and proven track record from assisting boards and top-management teams in market leading regional and international companies, US Fortune 100 companies as well as innovative start-ups and industry confederations.
- Extensive experience as board and advisory board member.
- Regions: APAC, EMEA, US, and the Nordics.
- Specialised in value-based transformational leadership, sustainability leadership audits, 360 gap analysis on sustainability capacity and capabilities as well as on how to embed sustainability as a leadership imperative.

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Consulting expertise

More than 25 years of experience in advising leading international organisations and innovative start-ups. Deep understanding and knowledge of strategy development and implementation, fit-for-future programmes, leadership development programmes, leadership framework development, performance acceleration as well as on building organisational motivation and behaviour. Strong focus, experience and interest in sustainability leadership and on how to merge sustainability and circularity with strategy.

Monika Weiss

Engagement Manager



- Monika joined Mercuri Urval in 2013 and is specialised in Executive Search, Recruitment & Selection on all organisational levels.
- She is a certified Trainer and acting as Coach according to ICF Standards (International Coach Federation) facilitating Team Workshops and Organisational Development programs.
- She graduated from University for Applied Science for Marketing & Sales (Vienna) with focus on Marketing and Sales Controlling. She is fluent in German and English.
- Before joining Mercuri Urval she gathered professional experience in the gourmet food sector, in international sales of solar outdoor lighting solutions and adult education.
- **Practices:** Sustainability, Energy Transition, Building & Construction

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Consulting expertise

Monika is supporting organizations and individuals in change processes with focus on the sectors energy, manufacturing industry, as well as building and construction - on national and international level. She is helping people to unfold their potential as well as companies to make strategies come alive through coaching, tailor-made trainings as well as Executive Search solutions.

Reliable Leadership Advice™

Science-based leadership acquisition and advisory for outperformance, worldwide

