

# Center for Evolutionary Leadership

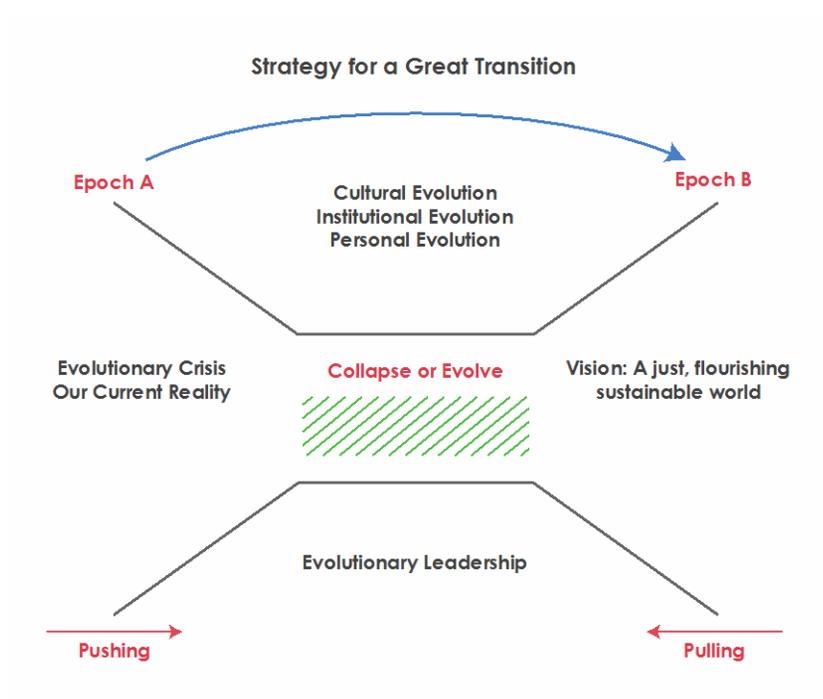
Consulting, Learning Labs, Coaching



*The most meaningful activity in which a human being can be engaged is one that is directly related to human evolution. This is true because human beings now play an active and critical role not only in the process of their own evolution but in the survival and evolution of all living things.*

*Jonas Salk*

# EVOLUTIONARY LEADERSHIP FOR SYSTEMIC SUSTAINABILITY: BUILDING A JUST, FLOURISHING AND SUSTAINABLE WORLD.



Manuel Manga, Inspired by The Natural Step

## Our current reality – an evolutionary crisis

It is undeniable that our modern industrialized world has brought many benefits to humankind. The scientific and technological revolutions have provided many innovations and products that have made our lives better and increased our understanding. Simultaneously such progress has had unintended and unforeseen negative impacts. We live in an era of complex systems. Water and food scarcity, energy security, poverty, capitalism 2.0 and climate change are not local problems, but rather systemic global problems interconnected to other social and natural systems, interconnected to our quantitative focus on progress and growth. Jonas Salk suggests that we need a new future, one safe from our current defuturing trajectory, one that goes beyond technocratic solutions for survival. And the world seems to be awakening to Salk's challenge. It is my perspective that to achieve this new future, we need a new model of leadership in order to promote the cultural and institutional transformations that will lead to a just, flourishing and sustainable world.

## What is lacking in our current leadership models

In my 40 years of teaching, coaching, and developing leaders in corporations, universities, NGOs and governmental organizations, I have studied and come across many transformational theories and methodologies for developing leaders. Some of these theories apply to the private sector, some to the public sector. Most are designed to bring out the best leadership qualities in that particular sector or organization. What they all have in common is that they are focused on developing leaders to be effective within the paradigm of their sector or organization. They often miss the big picture of our global reality and the historical

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challenges as well as the opportunities that we face as one humanity. I call this the paradigm of effectiveness.

Given the hundreds of books and theories on leadership, and the hundreds of leadership programs and hundreds of leadership consultants all over the world, it is easy to think that those people learning about leadership are being taught to focus on the big picture, that they are learning skills to build a sustainable world. But this is not the case. Most leadership programs are designed to run effectively our modern industrialized world, the same world that is not working for all of humanity and its ecological systems. Most leadership theories aren't putting a serious effort toward imagining a sustainable global future. And yet we human beings are facing historical global challenges. Why do our leadership models not address this fact?

## **A new model of leadership, an evolutionary model of leadership**

I am proposing a new model of leadership, an evolutionary model of leadership. I am interested in developing leaders that have the vision, the desire/commitment and the competencies to transform our evolutionary crisis and build a sustainable future. Learning these seven competencies supports an ethics that is based on love, trusting relationships, imagination, co-inspiration and radical collaboration. I believe these competencies are necessary to transform our current reality, build a better future, and lead organic social change.

Anyone can be an evolutionary leader. It is not based on hierarchy. And there are already wonderful examples of leaders whom I would call evolutionary leaders. But we need to cultivate many more

evolutionary leaders across all sectors, geography, social strata, age, religion, gender and politic if we are to evolve from Epoch A (the evolutionary crisis) to Epoch B (a just, flourishing, sustainable world.)

### **7 Core Competencies of Evolutionary Leadership**

- Personal Evolution - An evolution of consciousness, a global mind.
- Emotions and Generative language - Building loving, trusting relationships, shaping reality and the effective coordination of action, and strategies.
- Systems Thinking - Understanding and influencing the systems that shape our world.
- Ontological Designing - Consciously Designing our institutions and culture for justice, flourishing, and sustainability.
- Systemic Sustainability - Take care of humanity's basic needs and relationship with the biosphere.
- Adaptive Challenges and Collaboration - Our historical challenge requires collective intelligence, innovation, creativity and new learning, as well as national and global networks of collaboration.
- Evolutionary Visions/Scenarios - Designing and building futures that promote a just, flourishing and sustainable world.

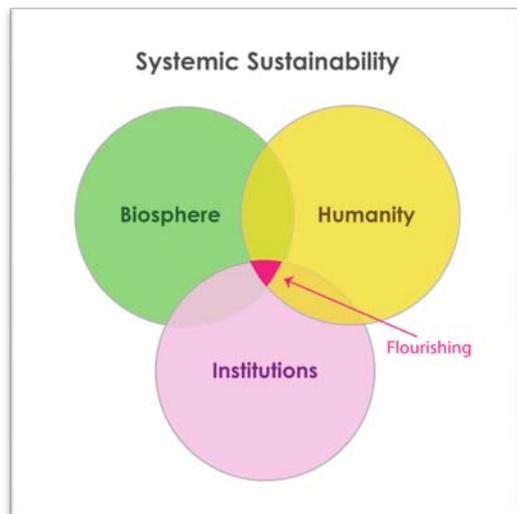
## **The sustainable future**

The Tellus Institute offers a scenario for sustainability, which they call The Great Transition. This is a scenario to which I also subscribe. The social and environmental dimensions of this scenario include enhanced social stability and resilience, reduced poverty and hunger, dematerialized lifestyles, mitigated greenhouse gas emissions, protected natural resources and habitat preservation.

From a systemic perspective, manifesting The Great Transition depends on the collaboration and harmony between humanity,

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biosphere and institutions. And it is the job of evolutionary leaders to care for and become stewards of all three.



Manuel Manga

### Strategy for the Great Transition

*The Great Transition can only emerge as a collective cultural and political project of global citizens, a development that is far from guaranteed. We can only hope that our scan of the global future, suggesting the desirability -- even necessity -- of such a deep change, will help spur action to achieve sustainability.*

*Tellus Institute, The Century Ahead*

The Great Transition is also a great opportunity. As Salk observes, it is the imperative of our time. Leadership is key to The Great Transition's success.

Evolutionary leaders need to work as a global network, directing a conscious evolution toward a flourishing future for all humanity. Evolutionary leaders must help envision roadmaps for our sustainable future. They need to work with both a pushing force (our current reality, Epoch A) and a pulling force (the sustainable future we desire, Epoch B): Evolutionary leaders must 'push' to solve immediate tough local and global problems, like poverty, hunger, climate change, while also 'pulling' from the future, designing and envisioning new institutions, discovering emerging possibilities. Using their understanding of evolutionary principles, backcasting, shared visions and scenario building, evolutionary leaders, must think strategically in terms of 10, 25, 50, or 100 years or more, they must draw from humanity's collective intelligence.

We have the knowledge, the resources, technologies, and even some wisdom to build a better future. What we need now are evolutionary leaders working at the micro, meso, and macro levels of society, collaborating for a common purpose of building a just, flourishing, sustainable world.

*The Great Turning is the transition from the industrial growth society to a life-sustaining society. It unites and includes all the actions begin taken to honor and preserve life on earth.*

*Joanna Macy, The Great Turning as Compass and Lens*

Manuel is an organizational designer, facilitator and leadership coach with international experience. He has consulted for large and small organizations in both the private and nonprofit sectors.



Mr. Manga holds a Bachelor of Arts degree in Humanistic Psychology from the University of Massachusetts and a Master of Education in Social Psychology from Boston University. He studied with Humberto Maturana and Fernando Flores, pioneers in cognition, communication, and management. He has studied leadership with Ronald Heifetz, and Learning organizations with Peter Senge. He is a Founding member of The Society for Organizational Learning and Sol Colombia Sostenible. He has taught leadership programs at Boston College, Presidio, Kaos Pilots and international corporations.

The Center for Evolutionary Leadership collaborates with a team of experts in many disciplines impacting sustainability and social evolution.

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## Our Services - Consulting, Learning Labs, Coaching

### Evolutionary Leadership

- Personal Evolution
- Emotions & Generative Language
- Ontological Designing
- Adaptive Challenges & Collaboration
- Systems Thinking
- Evolutionary Visions/Scenarios
- Systemic Sustainability

### Organizational Effectiveness-Organizational Evolution

- Designing purpose, values & vision
- Designing cultures of learning and innovation
- Growing high performing teams
- Enabling effective communication and coordination of action
- Designing processes and products that are sustainable
- Creating strategies and projects for multi-sector collaboration toward sustainability, justice, and flourishing.

### Cultural and Institutional/Social Evolution

- Creating networks of collaboration
- Fostering social evolution projects and learning labs
- Institutional evolution: capitalism 2.0 to eco-systems economics, education, governance, toward justice, sustainability and flourishing
- Projects for social adaptive challenges and cultural evolution
- Convening knowledge in the service of peace, justice & sustainability