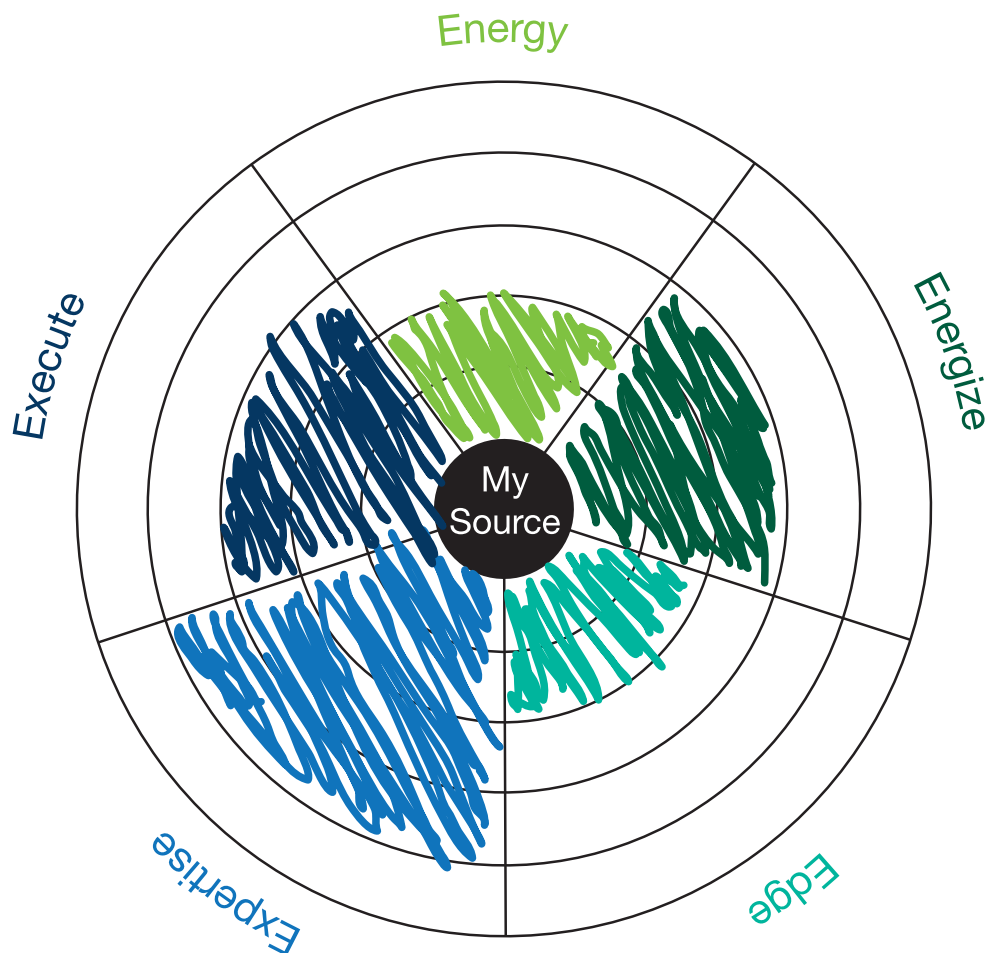


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THE GREENPEACE LEADERSHIP FRAMEWORK



REMARK TO THE FIVE Es

The 5Es were originally developed as a “leadership capacity framework” to enable valuable feedback for participants of GP’s Global Future Leaders Programme. They have since been agreed by the People Strategy Working Group and the Strategy Change Group for adoption into the People Strategy as the Greenpeace Leadership Framework.

To build the 5Es framework, we carefully considered essential qualities and skills found among proven leaders and related that to GP: We took elements from the GP Operating Model and its underlying vision into account; reviewed and incorporated GP managers’ experiences and assessments of GP leadership; and drew upon data and insights from state-of-the-art leadership models.

The 5Es certainly deal with a set of ideal leadership capacities: few of us would be able to claim perfection in all dimensions of this framework. Nevertheless taken together they represent the ideal characteristics and attributes that continue to ensure the long-term success of the organization in a continually evolving structural and cultural context.

Because we believe in the on-going development of our leadership capacities, this set of ideals provides “a mirror” for self-reflection. This ultimately enables us to ask the right questions of ourselves in our path and progress toward increased leadership development.

In their practical application during the Future Leaders Programme pilots, the 5Es proved their quality, simplicity, and relation to Greenpeace. As a result, the model will be used in the articulation of leadership competencies within our global competency model.

FIVE Es IN PRACTICE

WHAT EXACTLY SHOULD THE FRAMEWORK BE USED FOR?

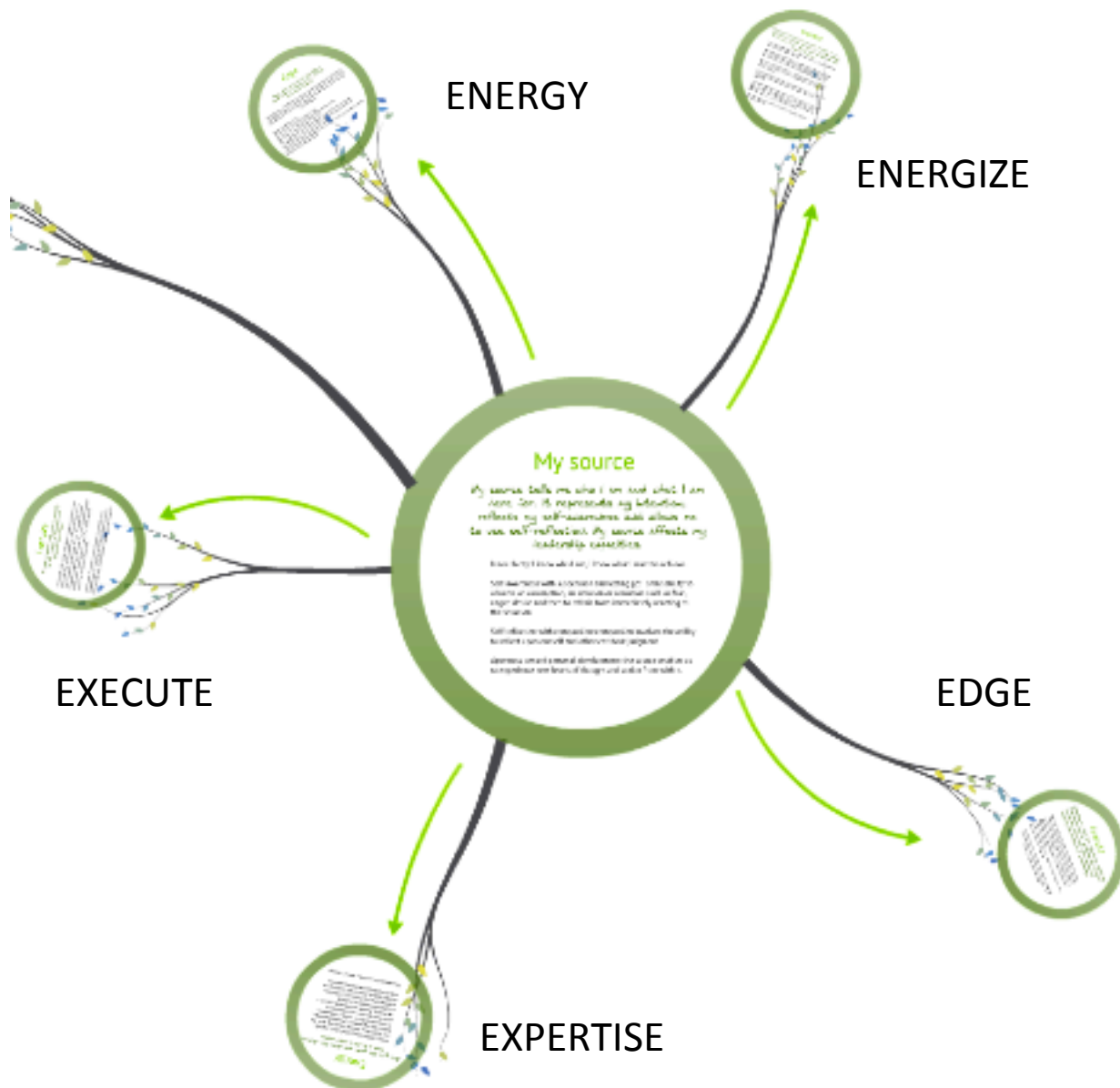
Although the 5Es framework does not represent a “tool” in and of itself, the following HR “tools” can be derived from the 5Es framework:

- Leadership competencies for different leadership levels
- Performance review talks with leaders
- 360° feedback with leaders
- Job descriptions for leaders
- Mentoring and coaching of present and future leaders
- Leadership training and workshops, as practiced in the Future Leaders Programme*
- Systemic, organisational assessments
- Line Managers use these capacities as indicators to identify the strengths and areas for potential improvement of the people they line manage.

*The elements of the programme serve to help the participants further develop the capacities that have been mutually defined by themselves and staff who conduct the development compass at the end of the Development Centre.

DEFINITION & DESCRIPTION

5E FRAME



5E MY SOURCE

My source

My source tells me who I am and what I am here for. It represents my intention, reflects my self-awareness and allows me to use self-reflection. My source affects my leadership capacities.

Inner clarity: I know who I am, I know what I want to achieve.

Self-awareness with suspension and letting go: is the ability to observe an assumption, an emotion or sensation such as fear, anger, desire and then to refrain from immediately reacting to the situation

Self-reflection with compassion: compassion involves the ability to reflect upon oneself and others without judgment

Openness toward personal development: the source enables us to experience new levels of thought and action from within.

5E ENERGY

Energy

Energy is the quality and drive that derives from a leader's inner locus.

Energy symbolizes personal values, integrity and, therewith, a personal leadership style. To address the organization's pressing challenges, the Greenpeace Future Leaders' energy must derive from openness and inclusiveness, authenticity, humility and empathy, a positive and global mindset (cross-cultural understanding and sensitivity), a solutions-oriented attitude, and stamina and resilience, as well as assertiveness and innate authority.

Life experience nurtures a person's energy.

5E

ENERGIZE

Energize

*Energizing leaders move people emotionally
and are a source of inspiration and
purposeful commitment.*

You can talk with energy, enthusiasm and strong emotion about why you want to achieve something (rather than what). You are also interested in other people and want to understand their perspectives and needs. This is why you are good listener and give people a voice. By co-acting and empowering others, you let others have the stage, if appropriate.

These assets, as well as a certain passion and curiosity, are a relevant source for engaging and mobilizing other people and increasing the level of commitment and involvement around you.

5E EDGE

Edge

Edge marks how smart, courageous and long-sighted leaders deal with change, complex challenges and adverse situations.

Edge builds on energy. It's the extra something that makes all the difference!

When operating at the threshold of exceptionally demanding situations you put your leadership skills to the test. Whether you can cope or even thrive in adverse situations, and whether you are able to manage complex issues with conviction and authenticity, becomes apparent.

Edge reveals when a leader:

- is willing to take a risk and put oneself at risk
- is willing to adjust, change directions and seek creative solutions
- bounces back quickly after failures or dead ends
- keeps one's composure and is able to bring full awareness into critical moments
- is ready and willing to face critical situations with a certain passion and hunger
- can hold multiple perspectives and manage polarities
- can switch between different perspectives, scales and cultures to see the big picture and interconnections within the system

5E EXPERTISE

Expertise

Because of expertise you are able to make sense of disparate events and information in a global context. You can see what is going on and are able to make accurate decisions.

Expertise represents the ability to effectively capture and apply insights from relevant fields for a problem at hand.

Seen from a leader's point of view, a problem can have different root causes such as factual (subject or technical matter), emotional (people), structural (organisation), or cultural (geographical, professional, organisational).

Working as a global project leader in a multi-cultural context, your expertise should comprise a solid understanding of people, organisations, teams and cultural differences.

Expertise also reflects the variety of concepts you have as well as a certain fact-based approach that enables you to scrutinize opportunities and new possibilities.

Expertise starts with the choice as to where to focus one's attention: this means analyzing and prioritizing, as well as structuring the information gathered. Someone with expertise can reflect on the variety of possible assumptions about a situation and quickly get a feel about a direction.

The premise for expertise with lasting impact is having had respective experience in the field.

5E EXECUTE

Execute

Executing is making the right things happen by following through in a persistent and decisive manner. Executing implies decisiveness and accepting the challenge of accountability.

Once expertise has given a sense of direction, the task is to turn reflection and information into an active response: On the human resource side, execution implies the ability to promote fresh ideas along the way as well as to handle anxiety and resistance, uncertainty and frustration. In addition, you make sure that people get systematically developed and are supported as to maximize their individual potential.

On the results side, it is about being decisive and reliable, as well as assertive and clear in delegation.

Efficient and effective execution certainly requires management qualities such as planning, delegating, assuring quality, and measuring progress against the baseline.

BEHAVIOURAL INDICES CAPACITIES IN ACTION

ENERGY IN ACTION

Energy is the quality and personal drive that derives from a leader's inner source.

1	DEMONSTRATE A POSITIVE MINDSET AND SOLUTIONS-ORIENTED ATTITUDE	Where others see problems, pitfalls and potential for disaster, you might see opportunity and new possibilities to make a difference. You are basing your ideas on the assumption: There are solutions out there and we just have to work on them. But if it is not worth solving, let us not waste time on it.
2	REPRESENT OPENNESS AND CURIOSITY	Your outward expression is consistent with your thinking and feeling. You say what you mean, and mean what you say. You are powered by a desire to learn, to know, to find out more. You take nothing for granted and want to foster a culture of continuous improvement. You ask questions, you explore, you seek to understand before you judge.
3	ACT WITH INTEGRITY	You act consistently with your professional role. You uphold agreements, you keep your word, “you walk it like you talk it” even when it is not easy to do so; people can rely on you even when deviating from your word might be the easier path. You put people ahead of things and emphasize service over power, discipline over impulse, mission over convenience, and the long-term view over immediate but short-sighted actions. You are someone who is trustful, trustworthy, of sound character and strong convictions. You know what you stand for.
4	ACT WITH HUMILITY	You maintain your pride about who you are, about your achievements, about your worth with quiet confidence. It is a lack of arrogance, not a lack of energy or enthusiasm in the pursuit of achievement. You get your job done without needing to be in the limelight and drawing attention to yourself. You have the courage to set aside personal gain for the good of others; you do not let your ego rule. As a humble person you see others as inherently valuable and you treat everyone with respect regardless of position.
5	RADIATE DRIVE	When you walk through the door you are awake, determined, and present. You are ready for the challenges of the day and the season <u>with ease and a sense of humour</u> . You want to do the best job possible in order to succeed. You send vibes that you are alive in your thoughts and actions and you make decisions that support this effort. You do not limit the tools available to you in order to maintain your drive and try to be your own master.
6	DEMONSTRATE STAMINA AND RESILIENCE	You are dependable under pressure and strong despite adversity. You can deal with complex or difficult situations with a cool head . You do not give up when the going gets tough. You accept when mistakes are made, learn from them, and move on. You are able to recover quickly after failures, disappointments or dead ends.

ENERGIZE IN ACTION

Energizing leaders move people emotionally and are a source of inspiration and purposeful commitment.

1	DEMONSTRATE COMMITMENT AND CONVICTION	You can talk with energy, enthusiasm and strong emotion about why you want to achieve something (rather than just talking about what you want to achieve). You provide direction and focus. You move people emotionally and mobilize them. You talk with, not at, people.
2	EMPOWER OTHERS	You co-act with, and empower, others. You let others have the stage if or when appropriate. You communicate high expectations for others' performance and confidence in their ability to excel. People come to feel valued and seen because you pay personal attention to their good qualities. You allow your people to make decisions in their own area of work. You involve others in the beginning stages of an initiative
3	ACT WITH EMPATHY	You are able to identify and understand the situations, feelings and motives of other people. You want to understand their perspectives and needs because you are a people person and are genuinely interested in them. You have the capacity to understand their point-of-view and recognize their concerns. You regularly „stand in the other person's shoes“. You keep trying to grasp what drives your colleagues. You observe and perceive and ask questions to make sense about what drives them. This is why you are good listener and give people a voice.
4	CREATES TEAM SPIRIT, FOSTER TEAMWORK AND ENGAGEMENT, HARNESS CREATIVE ENERGY THAT LIES WITHIN YOUR SPHERE OF INFLUENCE	You create a team climate based on trust as you communicate openly and give and ask for feedback. You enable a process where everyone plays a part in getting results. You promote others' ideas to the group, foster creative thinking among members of the group, and demonstrate and facilitate cooperative behaviour. You encourage creative processes and encourage innovation, establish a "try it" environment, embrace the whole idea of play and ensure that people's ideas are valued. You give attention to your team members' development needs. You actively include other people and voices while promoting "organisation-wide thinking and acting" that represents "the bigger picture".
5	EMBRACE DIVERSITY	You make sure, differences are celebrated so that talented people from any background can have a voice. You make sure that opportunities to develop and advance are available for everyone from day one. Diversity describes the makeup of your workforce; inclusiveness is its culture and makes it possible for everyone to contribute their best. Authentic interconnectivity embraces similarity whilst celebrating differences; thus intercultural exchange becomes a vehicle for creating new learning spaces characterized by the respectful appreciation for differences and what they can teach us about ourselves.

EDGE IN ACTION

Edge marks how smart and long-sighted leaders deal with change, complex challenges and adverse situations. Edge describes the active search and mastery of moments of leadership.

1	RISK-TAKING	You are willing to take risks and “put yourself out there”. You are ready and willing to face critical situations with a certain passion and hunger. You step out of your comfort zone, for example, you are willing to confront somebody with a difficult truth, ask for personal feedback, make unpopular decisions, or blaze new paths.
2	IDENTIFY AND MASTER MOMENTS OF LEADERSHIP	You display a willingness to be fully alert to, and alive in, the present moment and you bring full awareness into critical moments especially in adverse and challenging situations: You do not blame or abuse others for mistakes. You take responsibility. You are not arrogant, hostile, cynical or moody. You are skilled at coping with situations beyond your control and do not lose your cool when things are not going your way. You find ways to contribute to solving organizational problems, rather than to complain about them. People can sense your aliveness.
3	MANAGE COMPLEX ISSUES, CAN SEE THE BIG PICTURE AND EMPHASISE THE PRIMACY OF THE WHOLE	You can switch between different perspectives, scales and cultures to see the big picture and interconnections within the system. <u>You can act flexible to changing circumstances.</u> You can deal with ambiguity by holding multiple perspectives and you can manage polarities. You create some sense of order and meaning out of chaos , both for yourselves and for those you lead without succumbing to the temptation of premature closure and rigid thinking as a defence against the anxiety of uncertainty.
4	SETS THE PACE	You define the pace – either faster or slower - depending on the needs of the situation. You feel the pulse and react according to it. The way you react to and deal with difficult situations establishes a standard.

EXPERTISE IN ACTION

Because of expertise you are able to make sense of disparate events and information in a global context. You can see what is going on and are able to make accurate decisions.

1	DISPLAY STRUCTURED APPROACH	<p>Facing the unknown and unexpected you simply seek first to understand what it is, how it works, what it does and why it works that way. While exploring you gather facts before you come up with an evaluation whether something is good or bad. You only generate solutions after solid research.</p> <p>Dealing with familiar issues, you do display a structured approach that can be followed and repeated by others, demonstrating that your insight is not magic and others can learn from you.</p>
2	DEMONSTRATE THE ABILITY TO SEE A SITUATION ACCURATELY WITH A BROAD SET OF PERSPECTIVES	<p>You are able to make the “right” judgement calls and decisions.</p> <p>You have a broad set of perspectives on familiar and unfamiliar issues: You have solid expertise in core Greenpeace subject matters as well as concepts about individuals and teams, and organisational issues such as structures and processes. You know how the organisation is structured, how decisions are made, and how information flows. Furthermore, you have a high level of understanding of the changing external context in which Greenpeace operates and the ability to make a judgement about how to respond. This is why you can “read” factual evidence as well as the environment in a meaningful manner and thus help devise a plan of action. Sometimes you “see” what others do not see.</p>
3	ABILITY TO SEE THINGS AS THEY MIGHT BE	<p>You are looking for relevant shifts in the organisation in order to shape its future. You are interested and open-minded for new developments over the horizon. You have a wider frame of reference, are able to stand outside a situation, and are not bogged down in detail or stuck in a current situation.</p>
4	DISPLAY EXPERIENCE	<p>Your knowledge is grounded in solid experience. This is why you act in your personal style and according to your values. You have already put together your own proof of concept, and you know what you are talking about.</p>

EXECUTE IN ACTION

Executing is making the right things happen by following through in a persistent and decisive manner. Executing implies decisiveness and accepting the challenge of accountability.

1	ROLE MODEL FOR ACCOUNTABILITY AND STRAIGHTFORWARDNESS	You acknowledge the responsibility for actions and decisions within the scope of your role including governance and implementation. You encompass the obligation to report, explain and be answerable for the resulting consequences of your decisions and actions. “You walk the talk”. You show a pragmatic and straightforward approach and are able to establish a set of directions for others.
2	ACT IN A DECISIVE MANNER	You can make or “care for” decisions quickly. You can quickly focus on the critical few, and put the trivial many aside. You tend to make good decisions even under pressure and prefer to base your decisions on facts.
3	ASSERTIVE AND PERSISTENT, DEMONSTRATE THE ABILITY TO EFFECTIVELY LEAD AN OPERATION FROM INCEPTION TO COMPLETION	You speak up in a meeting and are willing to say what you think is right. You get things done and make things happen. You follow through. You stand by agreements and communicate actively in case of delay. You maintain action even if you do not feel motivated. You know your actions produce results. If your plan is not correct, you update the plan. If your goal is not correct, you update or abandon your goal. You are persistent but not stubborn.
4	DEMONSTRATE MANAGEMENT QUALITIES and THE ABILITY TO TAKE TIME AND SPACE TO THINK AND PLAN	You think things through before you act. You plan and manage actively. You accurately scope out length and difficulty of tasks and projects and breakdown the work into process steps. You review and evaluate processes and procedures to ensure improvement and progress. You understand the interdependency between scope, time, cost and resources. You know how to delegate in an effective and efficient manner.
5	PROACTIVELY AND EFFECTIVELY SEEKS FOR FEEDBACK, ASKS FOR HELP, ACTIVELY HANDLES DIFFICULT SITUATIONS	You read the team, address relevant interpersonal or relational issues just in time. You create a space for feedback. You promote fresh ideas. You actively handle anxiety and resistance and you are able to cope with obstacles, frustration and conflicting objectives.