

EXECUTIVE SUMMARY

GP's leaders are essentially on the same page regarding both the pressing issues of the day for GP leaders and on the profile that emerges for an ideal leader. Cultural differences and cross-cultural understanding is known to be one of the most important issues for leaders to take into consideration and each leader suggests ways of taking differences into account. Nearly every leader lists „empathy“ or „humility“ as one of the most important leadership qualities for this reason. Yet, the issue of cross-cultural fluency is not an issue that divides, rather it is an issue that unifies the GP organization. In this way, cultural considerations are seen as extremely important issues to come together on. Additionally, they do not override the culture that is sought out for GP itself – GP embraces a progressive organizational culture that accepts and even thrives on „unlearning“ one's own cultural assumptions in order to communicate effectively and have a greater impact no matter what country, group, or society that GP works in.

The nuanced points of differences in the way the leaders express themselves often occur in the tensions that exist within the organization itself on broad themes, such as the issue of whether executive leaders should be more people-focused or more strategy-focused. In some cases, those tensions exist between different statements by the same person bringing up the topic, such as with Samit who on the one hand knows that the „campaigns“ are more important than the campaigners, yet who also strongly supports mentoring and leadership development of the 80% who are not explicitly in leadership positions.

Lastly, there is widespread agreement about the kind of leadership that is needed. The profile that emerges from the combined interviews is a progressive type of leader who knows when to listen and knows when to lead from behind and in a facilitating way. The specific qualities mentioned repeatedly by most of the leaders include: 1) employing a positive mind-set and work with a “glass half full” mind-set; 2) practicing humility and accept mistakes by staff (and learn from past mistakes); 3) communicating well, listening well, and acting in an authentic or honest manner; 4) engaging staff, keeping an open mind, and knowing how to build teams; 5) making hard decisions and persevering in them even if they are unpopular, and 6) implementing accountability in leadership. In addition, multiple interviewees express the need for leaders to be able to enhance their business savvy, project management skills, and strategic decision-making.

There was also general consensus on the importance of the major organization and systemic issues that face Greenpeace as a global, cross-cultural organization. These include the:

- Need for valid cross-cultural approaches and a high level of cross-cultural understanding that will enhance the capacity of GP leaders to think and work globally;
- Demand for increased business, project management, and organizational savvy while retaining an NGO-style working environment; and the
- Requirement to bring decision-making authority further down in the hierarchy pyramid, while pushing risk decisions higher-up, as part of the new Operating Model (OM).

With so much congruence and consensus, the path to global leadership for Greenpeace becomes much more evident. However, it will need the skills of many leaders to work out the details to advance the long-term leadership goals of the organization.

Interviews

Leadership Status Quo and Recommendations by GP Executives

In eleven one-on-one interviews with executive-level Greenpeace leaders from around the globe, the Pegasus Future Leaders Programme's Team, asked GP leaders about the key leadership qualities that are needed in their organization today. In response, each participant provided in-depth comments about the status quo of Greenpeace leadership and the leadership qualities are necessary to advance the goals of the organization given many challenges in functioning globally across various countries and cultures.

As expected, each GP leaders expressed their issues in a unique way when talking about GP's leadership needs, meaning for example, one person might use the term „global thinking“ and another might use different terms such as „cross-cultural understanding“ or „cultural appreciation“. Thus, finding commonalities - or even incongruities - requires a careful analysis of a person's use of language. Based on the importance of cross-cultural communication in a global organization, one might think that it would be hard to find agreement or consensus among the leaders due to the cultural realities of their home countries and differences in the way that leadership and management is conducted locally.

Perhaps surprisingly so, it turns out that the interviews demonstrate overwhelming consensus and congruences about both the pressing issues facing the organization and the leadership qualities that are most desired to advance the cause of the organization. There is, for example, widespread agreement and many like-minded suggestions for developing cross-cultural fluency among GP staff.

The following excerpts and interview summaries will demonstrate the high degree of consensus that exists within Greenpeace at a leadership level about GP's pressing leadership needs. It shows that the leaders are essentially on the same page about the big issues of the organization despite the unique cultural contexts that each works within and must contend with. They show congruence in what it takes to work effectively in a global organization that attempts to fill a gap in global leadership.

Global Leadership and Enhanced Leadership Capacity

Each interviewee agrees on the fact that their purpose at Greenpeace is to make a difference and have an impact. Greenpeace aims, afterall, to provide global leadership in areas where leadership and responsibility are severely lacking in the world. As Marcelo Furtado, the Executive Director of GP Brasil, puts it: „If there's one thing the world is missing, it's global leadership“ and Greenpeace exists to fill that gap.

They also agree that working globally to provide world-wide leadership is no simple task and requires both self-sacrifice and a special type of person with unique qualities. As the organization tries to evolve its mentality from straightforward activism to more strategic campaign initiatives, each leader indicates that additional or enhanced leadership and project management skills will be required by Greenpeacers across the board. Such skills will need to be supported and developed among GP staff in order to work more effectively in this sense.

Each GP leader identifies various skills or qualities in their interviews in an attempt to demonstrate the way that staff and leaders can more effectively make an impact in a global manner through the organization. Some of the skills and qualities are needed for effective global leadership include: a „new kind of learning“ (Kumi), a positive attitude, creativity and ingenuity when faced with minimal resources, better interpersonal communication skills for team-building and for developing partners, as well as additional capabilities in terms of business savvy and project management know-how.

Working Globally

All of the Greenpeace leaders understand their mission as being able to work globally and effectively across their organization while conducting campaigns around the world. For Kumi Naidoo, working globally seems to mean creating a new organizational culture in which leaders become adept at understanding cross-cultural issues and smart about decision-making where culture matters.

He implies that leaders and staff need to act professionally, authentically, and strategically in their work and campaigning to achieve greater results. He says “the time for doing activism as usual is over”, and that the organization needs to move toward a culture of “developing initiatives” in line with the mission and overall strategy of the organization. To this end, Kumi sees a need for a change in mentality as he supports the further development of leadership skills among everyone in the organization. He says, “Take risks, sacrifice, learn” and proposes a “new culture of learning”. He wants GP leaders to become more “adaptable, flexible, and light” while helping people to rise through the ranks who can function as “innovation savvies”.

Kumi also points out that all Greenpeacers should keep the organization’s overall strategy in view in favour of creating “silos of their own”. He also wants leaders to have a mind-set of honesty as he identifies “a lack of trust between GPI-NROs, GPI-GPI, NROs-NROs”. People need to be “willing to ask difficult questions” and tackle thorny issues within the organization as well as externally to the organization.

Moreover, Kumi opens up the floor to Greenpeace leaders and staff to have an internal discussion about the organization’s culture in light of its multi-cultural essence and organizational challenges. He offers an inclusive framework that fellow GP leaders can work with as they discuss the future of the organization’s global mindset and organizational culture, by asking them what they would like to see. He asks, “1) What is your understanding of the culture of Greenpeace? What do you like? What do you not like?; 2) What culture do we want to have?; and, 3) “How do we

get there”? This inclusive and democratic approach allows for many voices to weigh in on the issue.

In asking these questions to help determine this global mindset, he reminds “us” that “we have to recognize what the cultural gap of the underdeveloped countries is”. Kumi understands that these countries deserve to be appreciated and considered more carefully because of the cultural contexts and realities of those countries. Others in GP leadership would agree as well.

Femke Bartels, the Global Forest Director of Greenpeace, says working globally “opens up the mind”, and this experience is extremely important to the continued development of any GP leader. She lists her top three leadership traits: open-mindedness, flexibility in thinking, and the ability to understand people and the role they play in the system.

By learning how to act globally in an open-minded way, GP leaders learn how to build up a global network of colleagues and partners that can greatly increase their impact on behalf of the organization. They “need a mental picture of where the rewards are” in working globally and one of those rewards is simply more open-mindedness while learning from people from “totally different working worlds” while increasing the impact of their teams as they build a more global network.

Overview of Leadership Qualities and Styles

Even though each GP leader offers a differing list of the top three or top five qualities they would like to see in a leader, the kind of ideal leadership profile that emerges from the combined interviews is extremely uniform. The interviewees describe an ideal profile which is one of a progressive leader who knows when to lead from behind and when to step in, who is good at building and inspiring teams, who listens well, and is full of humility and compassion. Other ways of describing this are a „facilitating leadership“ style (versus a „directional one“) or an „enabling leadership“ style (versus a „male-centric“ or „macho“ leadership style).

Femke, for example, sees a certain leadership style emerging from the leadership qualities she lists (see above). She sees a great advantage to introducing a “creative” or “enabling” leadership style in which the leader “orchestrates teams”. Femke suggests that managers need to learn to lead individuals “from behind the room, while showing the way.” In her view, leaders will get further in leading by example and by promoting GP values in the internal organization as well as externally to the organization.

Developing an Ideal Leadership Style within an NGO Framework

In his interview, Sergey Tsyplenkov, the Executive Director of GP Russia describes his idea of an ideal leadership profile: it is someone who demonstrates a positive mind-set, is ready to make hard decisions, and understands the mentality of other cultures and areas. Sergey’s advice to leaders is to constantly develop their own personality and leadership style to engage and inspire others. Leaders should engage their staff and communicate well with them. They must be able to explain decisions and keep their teams together by supporting a buy-in process that works for all.

As with the other interviewees, Sergey sees humility is an essential leadership quality for GP leaders. He says, “You have to be openly ready to say that you made a mistake”. He ends his interview wishing for accountability in leadership. He is not alone in this wish as many of the interviewees make reference to a lack of accountability in leadership at GP (which is discussed below).

It is important to note that Sergey is also concerned about leadership at GP in a “macro sense”. One of his main concerns is that the new Operating Model will cause Greenpeace to shift from an NGO way of working to a more business focused management style. Although change and innovation is necessary, he believes that an NGO style of leadership is still important to the culture of Greenpeace and hopes that this culture will persist.

Finding the „Right Moment to Reverse Negative Energy“

When considering areas for leadership improvement, Sarah Burton, the Deputy Programme Director of GPI, explains what an ideal leader looks like and she understands GP’s primary objective to be the recruitment of new leaders.

Sarah spends a lot of time talking about having a positive mindset during her interview. This kind of positive attitude is a key ingredient in leadership as it allows those individuals to overcome obstacles they may not have overcome otherwise and it enables them to „turn theory into something practical“. She says, „stay positive in embracing the new, even if you don’t like it. Try out new things. Have the energy to make it happen, (which is) to keep up a positive attitude.“ She also advises leaders to take risks: „Try, fail, fail quickly, but then you have to move on“.

The profile she proposes describes a flexible, creative, problem-solver who has an unwavering positive mindset. Sarah’s solution for Greenpeace recruitment efforts is to spot those individuals who can use „lateral thinking, enquiry, problem solving“, and who can, through a positive attitude, „find the right moment to reverse negative energy“. Her ideal leader needs to be able to: “make decisions, weigh options, consult when necessary“, but also „not be afraid to be unpopular“.

She points out three key main competencies that an ideal leader should have which are the ability to:

1. Manage change across cultures in a complex organization;
2. Listen actively (akin to having empathy); and
3. Maintain steadiness in order to inspire confidence. („In a storm a captain needs to slow down“, she says).

„Creativity is a Mindset“

Samit Aich of GP India identifies a positive and creative mindset at work among effective leaders.

For Samit, the function of a lack of resources pushes Greenpeace leaders and campaigners to develop and hone many of their leadership skills including a need to be creative, innovative and collaborative despite a lack of resources that they will certainly be faced with. "With the Operating Model, there is no way around it".

His point is that leaders must learn how to collaborate successfully and effectively within the organization (as well as externally to the organization) despite this lack of resources. For him this positive attitude is also deemed essential: „We can say: Oh, we don't have the resources to do anything. Or we can say: Oh it is difficult, but let's talk about creativity and see what we can achieve. Creativity is a mindset".

Using Project Management Concepts To Develop Oneself and Lead the Team

Mads Christiansen, the Executive Director of GP Nordic, sees an ideal leader in someone who treats people individually and thereby enables them to perform to their potential. He believes in given them free room "within boundaries of course" and according to the "processes we set up... The trick is to find out where people are in their learning curve and then apply different management tools. (Every manager is aware of that. Different rules apply to different people)". Mads points to various project management ideas and concepts throughout his interview. He promotes more specialized business savvy and project management know-how as a way for future leaders to develop themselves and their teams. This could help the organization to create a common language for discussing, managing, and resolving certain project management and business related problems.

Empowering Others through an „Enabling“ Leadership Style

Marcelo Furtado, the ED of GP Brasil, suggests that leadership should be open, communicative toward staff, and generous in its praise: "I think leadership requires generosity. The organization in general is not very generous in its praise. People give a lot from themselves. The lack of recognition of this extra mile they give to this organisation becomes an issue."

He also suggests that a more "enabling" leadership style will be most effective if it allows staff to come to their own decisions. He agrees with the idea of pushing the decision-making process further down the hierarchy pyramid, explaining that "leaders should be mindful, but hands-off". This means knowing what is going on with staff, but leaving them to make their own decisions. Leaders have to learn how to empower their staff to make decisions, and yet know when to "come to individuals at key moments to talk to them and help them so that they don't fail".

Lastly, Marcelo points to authenticity and integrity as two key qualities that a Greenpeace leader must have. Without those qualities, leaders cannot live up to the mission and values of Greenpeace: "It is important that the leaders of the organization live the vision, mission and values of Greenpeace. With everything I do, I have that in mind. Not many people live their values as intensively as we do". He knows that people will be most inspired by leaders who live their values with commitment, integrity, and passion.

Current Lack of Accountability in Leadership and Gaps In Management at GP

After fleshing out her ideal leadership profile, Sarah Burton, the Deputy Programme Director of GPI, asserts a couple of times that there currently is no real accountability in the organization. She advises leaders to make decisions and be accountable for their consequences. „We do very little to show that we mean what we decide to do“.

Mads Christensen, the Executive Director of GP Nordic, similarly points out that „the most common root to management mistakes in the organisation comes from people who have authority without accountability“ and he adds that they „informally build authority without being held accountable for it“.

Furthermore, this way of building authority without accountability may be akin to what Kumi Naaido, the International Executive Director of Greenpeace International, describes as people creating their own silos of information and know-how. Although having the skills to „build

authority“ attests to a leadership quality, this issue speaks to a big organizational problem if the authority building is done informally and with no or little accountability in the system.

Unfortunately the current organizational culture presents an obstacle to honesty and accepting accountability since campaigners are only promoted for „being the best“ according to Sarah. Everyone has a „skin-saving strategy“ going on (Kumi), due to the extreme pressure there is not to fail as described in both Sarah’s interview. Kumi indicates that „it should be ok to make mistakes“, and to learn from them, as well as to allow the organization to learn from them.

Creating an atmosphere of honesty and trust allows for the kind of mindset that enables people to accept and learn from their own mistakes.

These four prominent GP leaders are not alone in diagnosing this particular issue of a lack of accountability in leadership. Other leaders speak about the „lack of trust“ within the organization when discussing these concerns. They see the qualities of authenticity, honesty, and trustworthiness as especially important qualities. In their ideal leadership profiles, they expect good communication and interpersonal skills, openness, and integrity. They also expect humility in leadership which is related to making room for (and learning from) mistakes within the organization.

Femke Bartels, the Global Forest Director of GP, points to a current organizational issue that may be a main cause of this lack of accountability at GP. She notes that there is a lack of good management at Greenpeace partly due to the way in which people get promoted through a system that provides incentives to push others down as well as to not to admit to any mistakes. She says “the strongest and best campaigner gets promoted as a leader – ‘the Übercampaigner’. Good staff gets pushed down”.

She goes further to say that there is currently a gap in management at all levels of GP: „they don’t know about managing“. She is especially critical of the fact that management processes at GP are designed for “compliance” rather than existing within a framework of trust. “We need more trust and better management”.

Regarding solutions to this particular issue, one has to read between the lines of the interviews since no solutions were explicitly delved into. Indeed, honesty and trust between Greenpeaceers would help encourage accountability but that does not indicate a plan of action. Some might argue, as Femke seems to do, for a change in the way the organization promotes its leaders.

A „Facilitating“ Leadership Style and the Importance of Mentoring

In diagnosing GP’s biggest weakness, Ghislain Brun, the Global HR Manager at Greenpeace International says that “what we do very poorly is mentoring. Leaders don’t want to do it, they don’t have the time and they don’t want to take care of the juniors”.

He lists various other areas for improvement. As with several other leaders who talk about business savvy and project management know-how, Ghislain agrees with the view that project management and business savvy are increasingly important. Negotiation, in terms of managing diversity and being able to have the right kinds of conversations with people, is also essential. Lastly, he points to the fact that people in GP are weak in data management which informs good decision-making. He suggests that the key skills that are highlighted in each of the interviews, including his own, should be shared with the whole organization.

In returning to Samit’s interview (of GP India), Samit muses as to what types of people Greenpeace wants to have at its core and about the importance of spotting and nurturing talent. He recognizes that “in this world, there are actually two kinds of people: people made for Greenpeace and people not made for Greenpeace”. Leaders must learn to identify and recruit the people that they think are made for Greenpeace. In addition, those core people not only need to be recruited, but also developed.

According to Samit, there is a large gap between experienced leaders who make up 20% of GP and who have risen through the ranks, and the rest of Greenpeace campaigners. He indicates that this 20% of people are responsible for delivering the Greenpeace programs. He also acknowledges that

fairness and equity are important concepts in his office, but thinks balance should be found between the needs of leadership to drive their programs and the needs the 80% to learn and get mentored. It is, after all, in the 80% where many of the future leaders should be found and nurtured.

In his analysis, many of the leaders among that 20% do not move from a directive leadership style to a facilitating leadership style as they get promoted. This change in leadership style would help prepare and mentor future leaders. For Samit, it is important for leaders to know when to lead from the front and when to lead from behind. They should ask themselves, given specific scenarios, „Do I need to step in or do I step back“? This idea finds resonance among many of the other interviewees who speak about the need for a more facilitating style of leadership.

Samit urges Greenpeace leaders to consider how they „as leaders make impact“ on others, including potential leaders. „That is why we are here in Greenpeace“, he continues. „We always have to think in terms as leaders who can make an impact“. Leaders need to be reflective as they lead.

In talking about the GP organizational culture, Samit admits that „the center of the GP universe is campaigns, not campaigners“, which is a way of saying that the organization should not cater to individual personalities. Yet, he maintains that each person needs development and mentoring in order to live up to his or her potential.

Cross-Cultural Fluency and Decision-Making

Cross-Cultural Educational Strategy Needed

Phil Radford of GP USA is adamant and passionate about the issue of needing more cross-cultural exposure: „I can't overemphasise the cross-cultural understanding, consciousness and behaviour that we have to invest in. How you work in different countries is often radically different. GPI has had a special quality of understanding this, but now we all need this knowledge“. Putting this faculty at the top of his leadership quality list of needs, he offers a blunt self-assessment in this area: „Cross-cultural

sensitivity is on top, especially with the Operating Model. I need to know how to work with my colleagues from China or Japan... I don't have enough culture sensitivity at all“. Furthermore, Phil would like to see „a leadership program that can in some way immerse people in the US about the reality of Indonesia, or people in Germany about the US. It would require more sophisticated, global thinking about strategy“.

Translating Campaigns and Appreciating Diversity

Frikkie Meintjes, the Organisational Director at Greenpeace Africa asks some important questions related to cross-cultural campaigning and „translating“ work between countries and cultures: „How do we bring east African context to our organization without being physically present in these countries“? He also adds, „How do I work with a campaign that comes from the US? Or how do I translate a South African campaign into a European, US, or UK campaign? And how can I, as a junior campaigner from South Africa, learn to inspire people from traditional European countries“?

The most desired qualities in a leader are inclusiveness and an appreciation of diversity. To illustrate this point, he talks about the kind of decision-making that takes place in South Africa which is „inclusive, consultative, and truly democratic“. He explains that „without consensus, you don't move ahead there“. One of the benefits of this style of decision-making is that team members „always have the opportunity to voice what they feel and think“. A good leader needs to be appreciative of this process and feel confident with it. He or she must show respect to everyone including volunteers and non-Greenpeace supporters. Sometimes, he admits, certain leaders are eager to make a decision which provides some necessary tension to the decision-making process.

Nuances in Decision-Making in Nordic GP Countries and What is Needed for Effective Decision-Making

Mads Christiansen of GP Nordic comments about the cultural differences that exist even among the four GP Nordic countries he works with, using an example of the cultural difference concerning decision-making processes between Sweden and Norway. In short, he points out that Sweden's way of decision-making revolves around consensus building among many people before a final decision can be made by the leader in charge,

whereas in “Norway you have a lot of impatience with the process and decisions have to be taken immediately, without too much chitchatting”.

This may describe a nuanced cultural difference between two Nordic country offices, but Mads is really concerned with a “technical concern” in that Greenpeace as global organization has some confusion regarding its decision-making processes. In his interview, he looks at the technical aspects of leadership and project management, focusing only on cross-cultural issues that impinge on processes such as decision-making.

In fact, from his perspective, not making any decisions or not making them quickly enough is the greatest issue facing leadership at GP. „Leaders clog the system if they are not able to make decisions”. Mads agrees with the operating model’s emphasis on working for the greater good and understanding global needs. Having thought deeply about the issue, he laments the “lack of a joint language and joint understanding for decision-making and managing”.

Misusing Cultural Argument to Impede Good Decisions

Marcel Furtado comments skeptically on what could be called „culture or process politics”. He has noticed that culture (or processes) can sometimes be used as an excuse to blocking other people’s ideas, even when the „cultural argument” is unfounded, in order to stick with the status quo way of doing things. He points to an „over-used trick in which you simply say, this doesn’t work in my culture. Your colleague will say, ok, let’s try something else. But this is wrong because you’re just using this as an excuse to keep doing what you want”. He refers positively to the new operating model, when he says that “in this new model, you can’t do that. You have to play the game together and you have to be more honest with each other”. He fully supports “cultural honesty” in such decision-making processes.

Fortitude and Perseverance in Decision-Making

Another frequently cited quality by the interviewees which is necessary for leaders is the ability to make tough decisions and stick by them, even when they are unpopular. Kumi supports this

kind of fortitude and perseverance in leadership as he says, „We must be willing to ask difficult questions”.

A Chinese Case Study in Leadership Styles and Decision-Making Processes

„It can be hard to lead a bunch of leaders,” says Ka Keung Fung, the Organisational Support & Regional Development Director, Greenpeace East Asia. As he discusses the future of Greenpeace leadership in China, he points out that potential leaders have different „starting points” while adding that Greenpeace is the only organization that has developed real activism in his country.

The fact that civil society is not highly developed in China means that Greenpeace in China faces the challenge of teaching its activists how civil society works. He sees a need for them to be more open to Western culture, democracy, and activism. He laments that typical Chinese leaders do not have enough awareness of other people’s cultures outside of China (while at the same time hoping for Westerners to know more about Chinese culture).

„Government leaders are at the top of society and have the ability to direct the rest of society” in a purely top-down approach. Those leaders give directives which substantiate and maintain their power and authority. In stark contrast to this way of leadership, Chinese leaders who try to integrate Western culture into their leadership style often feel like they have to integrate everybody into a “grassroots democracy” format. Thus he concludes, „we have Beijing colleagues that obey whatever the boss says”, on one extreme, and, colleagues with civil society exposure who believe that that they should discuss firing decisions among the entire group.

Keung expects there to be a certain level of expertise in the profile of a good campaigner, but also leaves a lot of room open for the development of certain qualities and capacities. „We need to train campaigning skills” for one. Campaigners need to know what Greenpeace values are and to know what is expected of them. To Keung, some of the top qualities that future Greenpeace leaders need are:

- An understanding and appreciation of cultural diversity (cross-cultural sensitivity),
- Pragmatism (since many Chinese NGO's are not pragmatic),
- Decisiveness (which may already be a Chinese strength), and the
- Ability facilitate participation in effective ways.

Additional tips for Greenpeace leaders in China include:

Learn how to say no, when needed. Learn how to employ empathy – „consider walking in the other person's shoes“. Lastly, he cautions, if you are picked to be a leader in China, be sensitive towards members of the group you get promoted from since you may „get attacked“ on account of a sense of equality and fairness that existed prior to the promotion. In other words, stay humble as a leader.

Enhanced Business, Project Management, and Leadership Skills as Requisites to New Approaches and Solutions

To be successful in his work environment, Phil Radford of Greenpeace USA leans on a project management solution or methodology as he looks at leadership and organization problems. He cites an important element to him which is project management know-how which he believes needs to be deepened within the GP working culture. “Our PM training has focused a lot on tools, which is very helpful. But we didn't have much input on how to manage a project team. How do you go to a line manager and tell him that a project member didn't do what he was supposed to do? How do you give feedback even though they are not your direct reports”?

In another example, Phil sees too many projects in which there is not enough role clarity at the start of the project which can cause confusion to run down the ranks of the staff at the project level. He says, “What we have struggled with is role clarity in the different project teams - and part of that is based on the structure of different silos around the role of campaigners. There are so many offices that are structured differently and job roles aren't the same. But job roles are rarely clarified in a lot

of Greenpeace. So people bring existing anxieties into the project teams and if their roles are not clarified they then have problems, and we end up having to sort it all out along the way. This will happen more in the future. If we're not great at clarifying job roles, it will bring a lot of conflict.”

Social Change Concept as a Necessary GP Leadership Competence

Pascal Husting, the Director General of GP France, sees well-roundedness and a knack for social change as key elements to leadership at Greenpeace. He describes as a “rough environment” and an “internal surviving path” at Greenpeace that presents a growth challenge. New leaders should learn how to be “playful” and should “allow themselves to fail” as part of their learning and growth process. He advises that new recruits should start off as curious, humble, and risk-taking. (He acknowledges that people take on great personal risk by joining GP). On one side he tells new recruits to “take the space, claim your territory” and explains that the “campaigning nature infuses so much of our behaviour”. Yet he warns against overzealousness by explaining that “people who think they are the chosen ones and think that they have the absolute truth are very boring and cannot attract people”.

He explains that “confrontation is all about surprising - the opposite from being an expert” with specialized or scientific knowledge. He points out that “expertise can be bought on the market. You don't need it in-house”. That said he does see the need for GP leaders need to develop themselves as leaders who are able to inspire people as well as enact change on a social level by understanding “the levers that activate social change”. He says, “Rather than just give directions, GP leaders must be able to inspire others” and there need to be a focus on getting the best out of their team through inspiration. He cites the 5 E's of leadership and performance planning (Energy, Energize, Edge, Execute, and Experience) as focus areas for leadership development. Focusing on these areas can lead a potential GP leader to greater social change competency and effectiveness.

Moving from a Macho Leadership Style to One of Mutual Responsibility

Janet Dalzeill, the Director of Global Development, supports moving from a macho style of leadership to something different (or even multiple different leadership styles) that encourages a mutual understanding of the responsibilities between leaders and the staff who “follow”.

For leaders she sees three essential elements that are needed - self-confidence, vision, and empathy. These allow leaders to present their ideas effectively, inspire a followership, and “take space” without taking up too much space. She says: “we need to be conscious of how much space we take and how much space we give others”. In other words, there must be some give and take between the leaders and their followership. Leaders have to be aware of the space they take (and also keep their egos in check) and make sure that they leave room for their subordinates to work and act effectively.

Those who choose to support a leader constitute a kind of “followership” with certain responsibilities. As a kind of antidote to a macho leadership framework, Janet explains a “skill of followership” which is “taking responsibility for deciding when you’re going to support somebody as a leader” and implies “acting mindfully and actively to make it so”. One of the responsibilities of a follower is to help “your superiors be successful in leading you”. She states for example that not everyone is good at mentoring. It follows from this concept of followership that subordinates must learn how to take more responsibility for their mentoring situation even if there is a gap in mentoring, but they should help try to their superior become a better mentor.

She cites the 5 E’s of performance and leadership expertise as important focus areas for potential and developing leaders. The core expertise from her perspective is “to have an understanding of how people process information and come to conclusions,” and then to learn how to better influence change with this kind of knowledge. Leaders should be able to identify and champion people who are willing to take risks over people who simply complain about the obstacles.

Another problem is being able to simply trust that colleagues in another country will do things the right way. Understanding how people process information and come to conclusions could help alleviate misunderstandings and allow for better clarification regarding specific work issues and scenarios.

In considering leadership in a global sense, Janet muses whether there could be different archetypes or styles of leadership that differ from continent to continent within Greenpeace. Could there be, for example, GP leadership styles that are based on cultural norms such as European leaders and Asian leaders? She leaves this as an open-ended question for Greenpeace to consider.