

The role of a green leader



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Research indicates that the overall role of a leader is to select, equip, train and influence people with different abilities and skills in order to inspire and direct their enthusiasm, emotions and energy towards common goals.

Organizational leaders influence a number of traditional organizational outcomes, such as:

- employee attitudes, •
employee involvement
- organizational and financial results, as well as safety and environmental performance

Leader and manager

The tasks of leading and managing are different but complementary:

- Leaders lead people and managers manage tasks.
- Managers have subordinates - leaders have followers.

Many people are both leaders and managers.

While aspects of leadership may come naturally to some, management skills are easier to learn. Therefore, it is important to distinguish leadership skills from management skills.

Management

Management involves, for

example: • Planning, budgeting, organizing, filling positions, controlling processes and development, creating communication and problem-solving systems. •

Management deals with current, everyday complexities of the organization.

- Managers must create a positive, supportive climate that encourages creative and productive work.



Leadership

- Leadership is about setting direction, supporting people, coping with change and providing motivation.
- Includes: Motivating, coaching, empowering, building relationships, creating a shared vision and communicating that vision.
- Leadership includes effective coordinating important changes, and anticipating and creating a positive future.

Significant organizational improvements start with leaders who, for example, can set an example for their employees.

The deterioration of environmental quality now requires ecological leadership based on concern for environmental sustainability.

Roles of a green leader



The role of employees

- Employees play a key role in achieving environmental sustainability of all types of organizations.
- This is because workers' actions have a significant impact on the environment in a variety of ways, such as commuting to work and using air conditioning, electrical appliances, paper and other single-use materials, all of which can directly or indirectly contribute to protecting the environment .

Dimensions of green leadership

Green leadership is based on two basic dimensions:

- green man and • green leader.

An ecological person is a person who protects the environment and saves energy.

A green leader is a person who can attract attention of employees, be a role model through visible actions, convey green values to employees and influence and guide their ecological behavior.

Engagement of leaders at all levels of the organization

In the face of growing environmental pressure on enterprises and the need to modernize the development model, companies must rely on leaders at all levels to promote implementation and effective execution green management practices to achieve smooth transition to sustainable development.

Leaders at all levels must promote implementation and effective implementation green management practices to achieve smooth transition to sustainable development.

Sustainable leadership promotes long-term stability
business, trying to balance people, profits and the needs of the planet.

In particular, the ecological leadership style includes several characteristics that are usually attributed to other (non-exclusively ecologically oriented) leadership styles, such as:

- prioritizing corporate needs over personal needs (servant leadership);
- attention to social and ethical issues (responsible leadership);
- sharing power through employee participation and empowerment (inclusive leadership);
- inspiring, motivating and intellectually stimulating employees (transformational leadership).

Servant leadership

can be defined as a type of leadership that focuses on the interests and needs of employees and provides role models of empathy, altruistic behavior and compassion in order to empower and encourage people to adopt green behaviors, improve their green performance and achieve the organization's green goals.



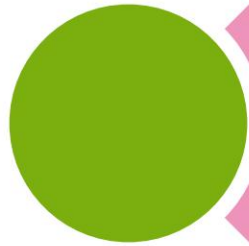
Responsible leadership emphasizes the network of relationships between leaders and stakeholders that occurs in processes of social interaction.

Responsible leadership includes three basic elements, namely:

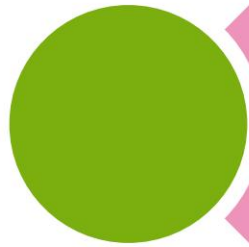
- 1) effectiveness,
- 2) ethics
- 3) sustainable development.

This means that leaders play an active role in managing the organization, guiding employees and helping to achieve long-term corporate growth by focusing on social responsibility and business ethics.

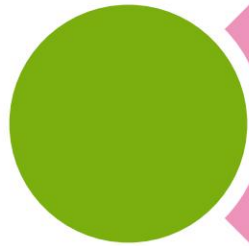
By presenting ethical behavior and management styles, ethical leaders can set an example for employees to follow, thus raising their ethical level and environmental awareness.



A leader with high ethical standards also ensures their subordinates feel safe, which is an extremely important factor.



A leader commits to integrity, instilling confidence that both he and his employees will comply specific rules.



In a safe environment, employees can relax and benefit from their brain's greater capacity for social engagement, innovation, creativity and ambition.

Inclusive green leadership

Green inclusive leadership refers to an extremely open, accessible and supportive leader who motivates and encourages employees through close working with them to build trust and integrity and achieve environmental goals.

Giving a clear direction to work while enabling employees to organize their own time and work is extremely important competence of a green leader.

Research has repeatedly shown that empowered teams are more productive and proactive, provide better customer service, and demonstrate higher level of job satisfaction and commitment to your team and organization.

Of the above management styles, research highlights most significantly the roles of transformational leadership in implementing sustainable development.

It allows you to fully understand how leaders can encourage employees to engage in ecological behavior and improve the organization's environmental performance.

- This is because transformation leaders focus on changing employee and organizational behavior, including effective environmental management techniques. •

Green transformational leadership is mainly manifested in motivating subordinates to achieve green goals and inspiring subordinates to achieve environmental performance above expected levels.

- It is behavior that inspires and supports employees in their development, providing them with a clear vision of the environmental goals that the organization wants to achieve and motivating them to acquire new knowledge and engage in the sustainable development of additional innovations.



Green transformational leadership has four aspects

ecological impact,

ecological motivation,

ecological intellectual stimulation,

ecological personalized care.

Green impact

Green influence means that through their own words, actions and behaviors, leaders can influence employees' ecological awareness and behavior. They should not only convey environmental protection ideas, but also practice environmental protection activities in their daily work and life.

Leaders influence employees through their moral commitment to their subordinates and the collective good.

In doing so, environmentally specific transformational leaders serve as role models for subordinates, who then become more willing to engage in such behaviors themselves.



Ecological motivation aims to stimulate employees' environmental awareness and responsibility, making them aware that environmental protection is not only part of corporate social responsibility, but also the responsibility of every person.

Through rewards and incentives, leaders stimulate the motivation and creativity of employees, encouraging them to create innovative solutions for environmental protection and contribute to the sustainable development of the company.

Leaders with high inspirational motivation stimulate their employees to go beyond their individual needs for the collective good; through their own passion and optimism, they inspire subordinates to overcome psychological barriers and external obstacles and to go beyond what is good for them by engaging in behaviors that are beneficial to the natural environment.

Ecological intellectual stimulation requires leaders to have green thinking and environmental awareness, and the ability to encourage employees to change old ideas and apply new thoughts and methods to solve environmental problems.

Intellectually stimulating leaders encourage employees to think for themselves, question long-term assumptions and approach problems in innovative ways.

In the context of influencing environmental sustainability, leaders with high intellectual stimulation are encouraging subordinates to think independently about environmental issues, question long-term assumptions about their own and their organization's environmental practices, and solve environmental problems in innovative ways.



Sustainable, personalized care means leaders recognize and encourage employees' contributions to conservation environment, such as saving energy, promoting environmental protection and participating in volunteer activities, and help employees understand environmental knowledge and skills, such as waste separation, energy saving and environmental technologies.

Leaders who take a personal approach demonstrate compassion and empathy for employee well-being and help employees develop their potential and skills.

Through environmentally focused transformational leadership, leaders use their relationships with subordinates to intentionally influence and encourage their subordinates to engage in pro-environmental behaviors in the workplace.



Green transformational leader - passion

Research suggests that:

- leaders evoke emotions in followers •

transformational leadership behaviors can
arouse the passion of employees

Harmonious passion reflects a positive emotion that remains within the individual's control and results in motivation to engage in the activity or relationship that is the goal of the passion.

We define harmonious ecological passion as a positive emotion that makes an individual want to engage in pro-ecological behavior.

Green transformational leader - passion

- 1) Through a moral commitment to the environment that is characteristic of idealized influence, environmentally focused transformational leaders are likely to arouse employees' passion for the environment. Similarly, articulating a vision that puts environmental sustainability first signals what is most important in the workplace and as a leader. Employees are more likely to be passionate about something that is important, for example in organizational and social terms.
- 2) Second, by encouraging employees to go beyond their own needs for the good collective and inspiring them to achieve more than they thought they could, the leaders they demonstrate inspiring motivation, they will engage employees in a harmonious environmental passion. In particular, inspirational motivation will generate optimism about personal contributions to the organization's environmental sustainability and thus ignite employee passion.
- 3) Third, consistent with intellectual stimulation, encouraging employees to think about the environment in new and optimistic ways and to think about the impact that their own behavior may have on the environment will engage the harmonious passion of supporters of this issue.
- 4) Fourth, interpersonal behaviors based on an individual approach (e.g. care, mentoring) create an interpersonal relationship in which employees are more susceptible to leaders' influence on environmental issues.

Green transformational leader - passion

Research shows that arousing environmental passion among employees will lead to pro-ecological behavior in the workplace for several reasons:

- Firstly, passion energizes, inspires individuals to make changes and results in motivation to engage in activities that are the subject of passion. In the context of environmental passion, this would mean engaging in behaviors that should improve the environment.
- Secondly, positive emotions (e.g. happiness and joy) influence pro-environmental behavior in the workplace, and environmental passion is a positive emotion. When employees experience this positive emotion, they become energized and energetic inspired to make a difference in the quality of the natural environment and have motivation to engage in pro-ecological behavior in the workplace.

- According to the social learning theory, an extremely important factor influencing the pro-ecological behavior of employees in the workplace is the so-called modeling the influence of leaders.
- When employees see their leaders voluntarily engage in pro-environmental behavior, they make inferences about their leaders' values and the desirability of various behaviors and respond accordingly.
- According to social learning theory, followers view leaders as role models for actions that will bring both professional and personal success, and the actions of these leaders influence their subordinates.



Leaders should engage in pro-environmental behavior in the workplace primarily to be consistent with their values, rather than through any intention to influence others. In turn, employees learn that:

- such behaviors are valued, expected and rewarded;
- And how they can get involved into similar behavior.



- Research shows that people learn positive traits, such as loyalty and teamwork, by observing and interacting with positive role models. Green leadership can inspire followers to practice civic virtues in carrying out their tasks and to engage in green behavior to further the cause of sustainability.
- Green leaders promote observational learning about ecological beliefs and attitudes, modeling pro-environmental behavior and communicating sustainability standards and ideals to their followers. Green leaders set an example by acting pro-socially and responsibly towards the environment. Having green role models promotes green employee behavior.

Emotional contagion

Additionally, when subordinates observe their leaders passionately engaging in pro-environmental behavior in the workplace, an influence known in science as "emotional contagion" occurs.

Emotional contagion refers to an automatic and unconscious process by which individuals harmonize and imitate facial expressions, vocalizations and movements of other people, thus causing a transfer of emotions between individuals.

- Individuals observe their workplace, remember the norms - expected behavior, and get started behave like others in the same organization, consciously or unconsciously. According to theory contagion, the process of emotional contagion begins when a person appears in a group of people and is influenced by the emotions of other group members through their language, facial expressions, thoughts, etc.
- The degree of contagion depends on the level of expression of the influencer, especially when the person being influenced likes the "influencer". Therefore, contagion occurs when there is consistency between influential people and those affected by them.
- Internal culture, especially the leader's style, is therefore a source of behavioral and attitudinal contagion in organisation.
- Leaders who consistently demonstrate environmentally friendly behaviors are likely to inspire employees to emulate their actions and prioritize environmental resources within the organization.

Examples of practices of Green Leaders

- Scholars have proposed methods by which green leaders can influence their employees to adopt more environmentally friendly behaviors.
- Environmental leaders can demonstrate their commitment to sustainability, for example by implementing green practices. When employees watch their leaders implement changes, they are more likely to do the same.
- Green Leaders can provide employees with resources and opportunities to learn about green practices and how they can make a difference
- Additionally, green leaders can create opportunities for employees to participate in sustainability efforts by organizing green initiatives, launching recycling programs, and encouraging employees to implement environmentally friendly practices in the workplace
- Green leaders can support a work environment that promotes and values sustainability. This may involve modifying the physical workspace, creating green spaces and supporting a culture that values sustainability.

Examples of green leadership practices include:

- Energy efficiency - implementing energy-saving measures, such as using energy-saving lighting and promoting renewable energy sources.
- Water conservation - implementing water-saving measures such as showers and toilets o low flow.
- Implementing waste reduction and recycling programs and promoting friendly products waste-reducing environment.
- Implementing sustainable purchasing practices, such as purchasing locally produced and environmentally friendly products and reducing single-use plastics.

Green Leaders – emotional intelligence

- Research also shows that the emotional intelligence of leaders significantly and positively influences the pro-environmental behavior of employees. This may mean that the more emotionally intelligent leaders are, the more environmentally conscious employees will behave at work; conversely, the less emotionally intelligent leaders are, the less environmentally conscious employees will behave at work.
- Emotional intelligence can be defined as the ability to recognize, understand and constructively manage emotions in yourself and others in order to reduce stress and communicate effectively.
- People with emotional intelligence are better able to empathize others and cope with difficulties.

Green Leader – emotional intelligence

- Research findings indicate that emotionally intelligent leaders in the manufacturing and service sectors will be better able to implement green practices among their employees because they already have strong emotional awareness, reason and self-esteem embedded in their minds.
- Leaders' ability to control their intelligence emotional will affect how other people perceive them. If an organization and its employees get along well, employees will contribute more to the organization. For example, they can adopt green citizenship behaviors in businesses. Emotionally intelligent company leaders will they influenced several elements of the organization, including their capacity to strengthen engagement, create positive working relationships with staff members and increase employee happiness levels.

What other competencies should a green leader demonstrate to be effective?

Research conducted over the last few decades has shown that the most important leadership qualities revolve around soft skills and emotional intelligence. Apart from

the factors mentioned above, what distinguishes an effective green leader? •

Strengthens the sense of connection and

belonging. • Demonstrates openness to

new ideas. • “Nurturing growth.”

Strengthening the sense of connection

- Leaders who communicate frequently and openly and create a sense of shared success and failure build a strong foundation of connection.
- Research suggests that feeling connected can also impact productivity and well-being emotional. For example, researchers have found that emotions in the workplace are contagious: employees feel emotionally exhausted just by watching unpleasant interactions between co-workers.
- There are some simple ways to promote belonging among employees: Smile at people, call them by name, remember their interests and the names of family members.
When talking to them, pay attention and set a clear tone so that your team members support each other. Using a chant, motto, symbol, chant or ritual that uniquely identifies your team can also reinforce this sense of connection.

Demonstrating openness to new ideas

- If a leader is flexible in changing opinions, open to new ideas and approaches, and ensuring safety through trial and error, he encourages his team members to learn.
- To encourage employee learning, leaders must first make sure they are open themselves for learning (and changing course).
- The leader should try to approach problem-solving discussions without a specific program or outcome. Withhold judgment until everyone has spoken and deliver know that all ideas will be considered. A greater variety of ideas will then emerge.

Nurturing growth

- When leaders demonstrate commitment to development of subordinates, they are motivated to reciprocate by expressing their gratitude or loyalty by making every effort.
- If a Leader wants to inspire the best of his team, he should support them, support them in training and promotions, and make every effort to sponsor their important projects.

