

Theoretical Research into Leadership for Sustainability

Ioana-Alexandra Sbîrcea

University Politehnica of Bucharest, Doctoral School of Entrepreneurship, Business Engineering and Management, Department of Industrial Engineering, Bucharest, Romania

ioanaalexandrasbircea@gmail.com

Abstract: Given the social and environmental challenges facing all organizations, there is a need for new leadership models, methods, and tools for implementing organizational change for sustainable development. Thus, throughout this article, it is reviewed the current approaches to leadership for sustainability in terms of their conceptual frameworks and extant research, which all advocate a balanced stakeholder approach to leadership to address the social and environmental issues related to sustainability and sustainable development. Being drawn from spiritual and centered on leadership theories, the article offers a Global Leadership for Sustainability model that incorporates and extends the conceptual domain beyond current approaches to leadership for sustainability. Spirituality, through the qualities of self-transcendence and interconnectedness, is critical for sustainability and fundamental for Global Leadership for Sustainability. The article also emphasizes the importance of cultivating a Global Mindset for Sustainability, which incorporates two ethical principles—an ethic of remote moral responsibility and an ethic of care and compassion. As a result, global leaders for sustainability become more committed to moving beyond satisfying stakeholders' demands for economic returns, towards a more sustainable, triple-bottom line, balanced approach. Finally, we discuss implications for theory, research, and practice. Global leaders for sustainability are consequently more dedicated to adopting a triple-bottom-line, balanced approach that goes beyond meeting stakeholders' needs for financial gains. To change the paradigm of leadership and develop leaders who can cooperate to tackle difficult sustainability challenges, sustainability education is crucial. An up-to-date and broadened understanding of leadership is what 'leadership for sustainability' means, putting sustainable values into practice, leading from a paradigm of living processes, and developing an inclusive, collaborative, and reflective leadership style. To make recommendations for best practices in leadership development, this study reviews and integrates literature on leadership, leadership development, and sustainability education. The following are some recommended pedagogical strategies for developing leaders: self-observation and awareness, contemplation, inquiry into various and ecological viewpoints, experiential learning, and community engagement.

Keywords: Leadership for sustainability, Sustainability, Sustainable development, Spiritual leadership, Sustainability leadership

1. Introduction

Sustainability

Robert Scofield Earhart (2011) expressed that sustainability cannot be seen as a modern concept. Sustainability has diverse concrete forms with different shapes, like Triple Bottom Line (TBL) and Corporate Social Obligation (CSO). By relating social duty to trade, Earhart outlines that early capitalism was, as it is now included in sustainability issues, since the 'founder' of capitalism, Adam Smith, discussed the esteem of social duty. The primary production lines created cities around them for families of laborers, with clinics, parks etc. Prior forms of supportability can be recognized within the discourses that came up in response towards the 'laissez-faire' hypothesis of Adam Smith, as well as models which included communal living, credit unions and cooperatives (Earhart, 2011, p. 17). Based on these as of now risen activities, Earhart outlines his articulation that supportability, with the related forms, cannot be seen as modern, but maybe as a 're-emergence of ancient homes in a modern form' (Ibid.).

Sustainability instruction incorporates a noteworthy part to play in changing the administration worldview and cultivating pioneers who are competent in working collaboratively to address complex sustainability challenges. Administration for supportability signifies an unused and extended understanding of administration that implies taking activity based on sustainability values, driving from living forms worldview, and making a comprehensive, collaborative, and intelligent authority preparation. This paper analyzes and weaves together writing on authority, administration improvement, and sustainability instruction to recommend the best forms in authority improvement. An assortment of recommended educational forms that cultivate the advancement of pioneers incorporates perception and self-awareness, reflection, the investigation of biological and assorted viewpoints, and learning experientially and in the community.

2. Leadership

Pioneers perform different parts such as arranging and executing, assessing, observing, controlling, persuading, overseeing clashes, organizing, mobilizing human and monetary assets, and setting a case to the bunch. There

are several major speculations almost administration. Each hypothesis centers on a distinctive angle of human conduct and gives valuable experiences into what makes a great pioneer.

Authority is sometimes seen in headship, or in a formal position such as that of chairperson, executive, or lawmaker. An individual who needs administration aptitudes may still be designated to such a position. In due course, this individual may be supplanted by modern pioneers in case he/she does not learn to work out the capacities of authority in such a way as to fulfil the wants of the bunch or the community. Whereas government officers or enterprise staff are as a rule named 'managers', and individuals chosen from the community are labelled as 'leaders', both positions include authority and administration capacities.

Authority has been characterized as 'the preparation of impacting the exercises of a person or a bunch in endeavors towards the accomplishment of objectives in a given situation'. The source of impact may be formal, or casual. Pioneers can develop from inside a gather as well as being formally designated.

Although, the article begins with diverse sums of characteristic ability, the administration is a learned conduct. The abilities included can be procured. Pioneers are not born, they are made. Everyone may be a potential pioneer. As in any other field of try, such as cricket, medication or cultivating, common capacities can be created through ponder and practice. Numerous of today's noticeable pioneers within the provincial community started as unpracticed individuals of community.

3. Leadership for Sustainability

Authority for sustainability may be a generally modern thought that speaks to 'a drastically extended understanding of authority that incorporates a broadened base of regular pioneers in all strolls of life who take up power and lock in activities with others to create a sustainable contrast in organizations and communities' (Ferdig, 2007, p. 33). Instead of basically applying an unused focal point of authority to commerce as normal, pioneers recognize and evaluate the root causes of unsustainability, look for the social, financial, and environmental impacts of their work, and recognize and esteem the biological and social differing qualities of characteristic frameworks (Establishment for profound biology, 2012). Administration for sustainability builds on but goes past transformational authority, the overwhelming administration demonstrates instructed in higher instruction (Shriberg & MacDonald, 2013). Administration for sustainability is related to other models of authority such as the Social Alter Demonstrate of Authority (Astin & Astin, 1996) and the Social Demonstrate of Authority (Komives, Lucas, & McMahan, 1998), which highlight collaboration, comprehensiveness, and connections, common reason, and alter established in values.

The taking-after areas portray in more detail three key components that best characterize this conceptualization of administration. To begin with, administration implies developing a way of being and acting which is inserted in sustainability values. Moment authority is established in a living form worldview and third authority is a comprehensive, collaborative, and intelligent preparation. The considered unit of Leadership for Sustainability is by and by inside the master's course Environment and Climate Crisis but was the portion of a Master's in Supportability Arrangement some time recently. The research-led master's programme points to coordinating the information and abilities required to get it to show worldwide sustainability challenges, especially climate alteration, and propel worldwide alter and nearby activity. The course joins points related to worldwide natural challenges, climate approach, economic improvement objectives, cities and urbanization, feasible squander administration, societal flexibility, and the part of alter specialists and leadership—which is the setting for the Leadership for Sustainability unit. Undergraduate students are moreover required to plan a paper based on a region of their intrigued to extend their bits of knowledge into a specific field and for a few, the Leadership for Sustainability empowers them to find their energy to seek after in more detail.

Leadership for Sustainability has been advertised inside as a face-to-face learning involvement and remotely through online learning counting a module through Open College Australia. It has moreover been advertised over other Curtin graduate programs and to undergraduate students at Murdoch College so that their master's and undergrad undergraduate students in Economic advancement may appreciate what the course has to offer. The unit runs a plan over five days—two days of addresses and exchanges and two days of workshops. After a month or so of working on their imagination ventures, a last day is given to the gather displaying their major inventive commitments and reflect on and celebrating their learning involvement.

The formal points of the Leadership for Sustainability unit are to:

- Uncover undergraduate students to a run of modern authority systems.
- Encourage collaborative talk between undergraduate students and set up sustainability pioneers.

- Cultivate the abilities and instruments required to and embrace an ethic of supportability authority inside each person’s one-of-a-kind circle of impact.

Different terms are utilized within the writing to depict individuals (pioneers) who are locked in sustainability authority. These incorporate supportability pioneers (e.g., Visser & Courtice, 2011), maintainable pioneers (e.g. Tideman et al., 2013), universally capable pioneers (e.g. Quinn & D’Amato, 2008), and natural pioneers (e.g. Gordon & Berry, 2006). In this article, I will utilize the term sustainability pioneers.

Sustainability leadership is, as I see it, not an isolated body of administration hypothesis, in spite of the fact that a few endeavours have been made to create ‘ecological administration theories’ (e.g., Wielkiewicz & Stelzner, 2010). It could be a setting in which able to utilize a run of set up hypothetical and conceptual systems to superior get it the nature of an authority challenge, define a fitting authority technique, and distinguish pertinent administration devices. For illustration, sustainability pioneers habitually work on complex challenges (moreover known as evil or versatile issues), and subsequently the hypothesis and down-to-earth instruments that have been created for ‘adaptive leadership’ (see Heifetz & Laurie, 1997; Northouse, 2018) are exceedingly significant to this setting.

A crucial guideline of administration is that this social wonder is intensely touchy to setting (Bryman et al., 1996; Pettigrew & Whipp, 1991). This makes a difference to clarify why there are so numerous authority speculations and conceptual systems (see Northouse, 2018). Such capacities incorporate our mentality, shapes of control, shapes of information, particular abilities, and social systems. For case, when working on complex challenges and utilizing versatile administration, pioneers ought to embrace the mentality of making secure spaces for partners to come together to superior get the nature of the issue, improve, and try with conceivable arrangements. In this setting, pioneers are likely to require aptitudes such as frameworks considering, inventive considering and help.

Clear these points by presenting undergraduate students to a run of regarded sustainability pioneers (or champions) who share their riches of encounter through intelligent talks (discussions) around their individual sustainability ventures, directing undergraduate students through the method of creating an imaginative reaction to a sustainability challenge, as well as by uncovering the undergraduate students to contemporary data on the subject.

Increasingly, Leadership for Sustainability has to be almost the linkages between the ethic of sustainability, the part of the administration, what implies to require on authority challenges - at the individual level or inside an organizational context - the part of inventiveness, the significance of reflectivity or thought and, not last, the mettle to set up something that can provide alter, now and then by building up an SME, presented in table 1.

Table 1: Conceptual frameworks and literature and their relationship tp LiS

The 5 ‘C’ Pillars of LiS and Reference	Conceptual Frameworks and Literature	Relationship of LiS Findings to Literature
Collective Wisdom [11–19]	<ul style="list-style-type: none"> • <i>The Prophetic Imagination</i> (Bruegemann 2001) • Democracy and ‘rhetoric’ (Aristotle) • Wicked problems require collaboration (Australian Public Service Commission 2007; Snowden and Boone 2007) • Difference b/w Leadership and Management (Kotter 2008) • Personal Power for Sustainability leadership (Taylor 2010) • Leader as Host (Wheatly and Frieze 2011) 	<ul style="list-style-type: none"> • LiS demonstrates a pedagogy for sustainability leadership that draws on understandings that collaboration, participation and a collective approach to problem solving are required for society to address the challenges we face today. • The content challenges notions of leadership as being about personality or hierarchy and instead proposes the leader as ‘host’ and demonstrates this approach in the pedagogy of the unit through hosting and facilitating conversations to aid learning. • Theories that propose that dialogue and conversations are essential to both effective leadership and creating societal sustainability change are taught in LiS as content and modelled as pedagogy. The method of learning through the champions that are hosted through the unit is performed through collaborative dialogue.
Conversations [19–21,37].	<ul style="list-style-type: none"> • Emergence happens through conversations (Wheatly and Frieze 2011) • Dialogue and Dialogic Leadership (Isaacs 1999; Scharmer 2008) • Generative Dialogue (Gunnlaugson 2006) 	<ul style="list-style-type: none"> • The LiS course demonstrates and articulates a practical approach to adding creativity as a concept, content and pedagogy into sustainability education. • The examples provided show the creative pedagogy of LiS, encouraging students to make changes for sustainability, demonstrating the impact on their organisations, workplaces and communities.
Creativity [22–29].	<ul style="list-style-type: none"> • Creativity needed in Education for Sustainable Development (ESD) (Sandri 2013) • Creativity for sustainability in organisations (Lozano 2014) • Art to foster Systems Thinking competence in ESD (Molderez and Ceulemans 2018) • Creativity and Humanities needed in Sustainability Approaches (Palsson et al. 2013) • Synchronicity and Creating the future (Jaworski 1996) • Learning from failure (Brandt and Eagleman 2017) 	<ul style="list-style-type: none"> • The value of contemplative practices can be seen through the student feedback, thus supporting literature calling for this. • Courage is demonstrated through the LiS students’ creativity projects and is an essential capacity to develop for sustainability leadership
Contemplation [7,26,31–33].	<ul style="list-style-type: none"> • Contemplative Practices to Support Sustainability Leadership (Jaworski 1996; Scharmer 2008; Ginwright 2019) 	
Courage [34,35].	<ul style="list-style-type: none"> • Courage to lead sustainability (Brown 2018; Rochecouste 2022) 	

4. Future Leadership for Sustainability

However, inquiries about looking at frameworks considering sustainability administration in trade and organizational administration writing are still constrained, with past investigations basically intrigue in nature or inside frameworks considering disciplines, such as natural sciences and designing (Williams et al., 2017). Future research is required to look at the framework's approach to supportability administration inside commerce and organizations.

Since the framework administration system is still within the improvement organization, a plenitude of framework authority inquiries about openings exists. Maintainable frameworks inquire about is required to create modelling and decision-making strategies to enhance dynamic, versatile administration, which can require assist understanding of the suggestions of elective choices and their suitability for improving framework flexibility (Fiksel, 2006). This inquiry would be useful for framework pioneers to way better get sustainability from a systemic viewpoint and to improve supportability decision-making.

Williams and colleagues (2017) are famous for the requirement of future inquiries about how to get it social-ecological embeddedness past the boundaries of the organization, industry, and generation levels, as well as the interconnects among multi-level, implanted social-ecological frameworks. Embeddedness portrays the degree to which financial movement is repressed by non-economic education (Polanyi, 1968). This inquire may be advantageous for framework pioneers looking to impact organizational and industry boundaries. Williams et al. encourage proposed future transdisciplinary inquiry about may address whether collaborative activity progresses understanding of complex intelligence between social-ecological frameworks, and how frameworks considering can be connected in understanding how multi-stakeholder programs deliver versatile activity. Inquiring along these lines would bolster the application of framework administration in creating boundaryless, collaborative sustainability activity.

Fullan recognized eight components of framework authority inside the setting of instruction (2005). One of the components was patterned energizing, proposing that supportability is recurrent for two critical reasons: vitality, and the events when extra time and ability are fundamental to attain another versatile change. Whereas recognizing that an exact show of patterned energizing does not however exist, Fullan recommended the concept ought to be a basic component of sustainability methodology. Future investigations seem to create and ponder a demonstration of the system of recurrent energizing supporting framework administration for supportability.

Since framework leadership has been already inspected within the areas of instruction and healthcare, future inquiry is required in other areas and segments to back the generalization of past investigative discoveries and the demonstration proposed in this content. Gray (2010) recommended that social-ecological framework sustainability will be fulfilled through a person, organizational, political, and collective endeavors. Encourage inquiry on the characteristics and victory of framework authority at the person, organizational, political, and collective levels is required. Whereas framework administration has been proposed as a reasonable sustainability administration demonstrate all through this content, the advance investigation is vital to bolstering this demonstration and endorsing strategies of accomplishing, creating, and supporting framework authority. The three individual interviews conducted within the setting of this content were aiming to supply topics supporting framework administration.

Future analysts may perform subjective numerous cases considers or quantitative investigations to bolster, improve, or indeed negate a few of the hypothetical claims in this content. A citation regularly credited to American humorist and writer Check Two proposes that 'history does not rehash itself, but it rhymes'. Whereas the planet has experienced a few mass termination occasions, the current potential mass termination occasion will be the primary impact by mankind. Mankind has come to a basic intersection. The travel in this way distance has been characterized by expanded contamination and biodiversity misfortune, nature asset impediments, destitution, overpopulation, and adverse climate impacts. The long-run heading will decide the short-term and long-term reasonability of the quality of life and way of life as of now delighted in by an unbalanced fragment of the populace and wanted by future eras. Although numerous individuals recognize the got to advance to maintainable, versatile ways of life, the plausibility of such a move is debilitating, since it requires unused strategies for distinguishing and understanding complex issues (Siebert, 2018). The comprehensive selection of frameworks considering offers society a promising alternative for accomplishing critical advances towards this scary move; be that as it may, few get it frameworks considering (Siebert, 2018).

5. Conclusion

Permission for perception and mindfulness of values are a critical starting component of authority advancement. Encouraging a move to an understanding of the world as living forms is another critical viewpoint of authority improvement that can be cultivated through an investigation of biological frameworks and differing viewpoints.

Thousands of people, and communities are now working together and acting toward a more economical future. They are doing this through decentralized and non-hierarchical authority, by focusing advancement and inventiveness whereas centering on issues they care about (Hawken, 2007). Instructive teachers have a duty and a vital part in engaging pioneers to see themselves as a portion of the collective economic alter that' is as of now happening. In fact, a wide assortment of authority programs for supportability exists, and the number is developing. These programs commonly center on honed such as experiential learning, building community, and centering on frameworks considering cultivating authority (Sheinberg & MacDonald, 2013).

Deliberateness academic plan can clearly cultivate openings for administration improvement, and this requires a move absent from a transmissive, keeping money show of instructions (Freire, 2000). Learning must be seen as more than substance to be picked up, and instep caught on as a transformational intelligent preparation, in which understanding is co-created, individual values are inspected, cooperation and collaboration are esteemed, and numerous points of view are empowered (Burns, 2013). Learning in this way can be an enabling handle that fortifies learners' association to put and communities and rouses the capacity to live by one's values and to collaboratively look for feasible alter. Administration improvement can and must gotten to be a need. It is more important than ever to supply transformational learning openings that enable all learners to get to be pioneers for sustainability.

Over a long time of running and advancing this master's unit, Authority in Sustainability, we have come to encounter first-hand the transformative control of:

- Collective Shrewdness from the antiquated prophets and sages to the show of astute collectivist pioneers who look for common great results.
- Discussions with individuals (champions) looking for to realize sustainability and a few of how they did it in hone.
- Inventiveness, which profoundly touches people's feelings and regularly undiscovered inventive potential, giving unused viewpoints on supportability issues.
- Consideration that empowers intelligent approaches to touch the heart and soul of the issues we discover ourselves battling to resolve.
- Strength at a point of move where we mull over the dangers of a life-changing move and make the choice to end up an alter operator.

The obligation of the logical community to bolster the change of society to economic improvement has been talked about by numerous researchers (e.g., Kates et al., 2001, Matson, 2009, Mill operator, 2013). This SV was arranged and created based upon the understanding that we require an unused sort of science with the center upon giving information for creating and executing comprehensive and precise administration for the total scope of supportability.

The foremost common definition of sustainability, beginning with the Brundtland Commission (World Commission on Environment and Advancement, 1987), finds acknowledgement among business advancement experts, organizers, and government chairmen. In any case, this definition is habitually criticized as equivocal, coming up short to distinguish the requirements or structures vital to realize sustainability (Castro, 2004). Approach modelers who don't express their sustainability viewpoint inside a built-up definition and collection of criteria produce challenges for operationalizing sustainability (Davidson & Venning, 2011). Person recognition of supportability impacts the run of issues included in the sustainability appraisal system, with a few approach designers supporting financial development for the sustainability of society and others seeing financial development as vital, but putting more noteworthy accentuation on value, social equity, and natural assets (Davidson, 2011; Davidson & Wilson, 2010). Seghezze (2009) proposed that the WCED sustainability demonstration and the triple foot line (TBL) approach may now not offer a substantial design for understanding and tending to the current natural, social, and financial challenges. Seghezze advertised a more comprehensive, plural, and viable system in which the three Ps of individuals, planet, and benefits would be substituted with put, changelessness, and people. Put portrays the physical, geographic, and socially organized spaces where people exist and are connected.

Perpetual quality, which is basically ignored within the sustainability conversation, requires more profound thought of the potential long-term impacts of human movement. People portray people from a person perspective, instead of unclear members in society, a viewpoint basically nonexistent in the current systems (Seghezze, 2009).

Baue and Wood (2015) demanded that we ought to rise above the constrained sustainability worldview and consolidate supportability 'into a modern meta-paradigm that brings forth frameworks outlined to flourish, sustainably' (p. 279). Whereas Hothouse accurately proposed that 'sustainability is continuously more complicated than it seems' (2012, p. 38), framework authority offers a demonstration and system to get it supportability as a complicated but reasonable and noteworthy endeavor.

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