

**FORUM
FOR THE
FUTURE**



VISIONARY LEADERSHIP ACTION MODULE

**CLIMATE & HEALTH TOOLKIT FOR
HEALTHCARE BUSINESSES**

CLIMATE AND HEALTH COALITION

Mobilizing the private sector to transform our health and climate systems

Core Partners



PURPOSE

The aim of this module is to provide practical guidance and workshop tools for businesses looking to either start, or expedite, their visionary leadership journey to accelerate the integrated transformation of our climate and health systems.

The actions suggested here are based on the learnings gathered through the Climate and Health Coalition partners. No single company is embracing all visionary leadership characteristics across their leadership, soft governance and hard governance practices - they have been implemented by the different partners in different ways.

WHO THIS IS FOR

This module is designed for Boards, Executive and Senior Leadership Teams (both within the same business functions and cross-functional) and anyone looking at how to engage them.



HOW TO USE

The Visionary Leadership action module has two sections:

- **THE CASE FOR AND CHARACTERISTICS OF VISIONARY LEADERSHIP WITHIN CLIMATE AND HEALTH** – for businesses who are starting or making more connections on the links between climate and health challenges. It includes:
 - Why Visionary Leadership is important
 - The Climate and Health Visionary Leadership Framework, which looks at the visionary leadership mindset of individuals, as well as soft governance and hard governance practices
- **THE VISIONARY LEADERSHIP TOOL** – for businesses seeking practical guidance and tools to help you embrace visionary leadership to accelerate action in transforming the climate and health systems. This section contains:
 - A Visionary Leadership Scorecard based around the framework introduced in section one
 - Action Planning templates
 - Suggested workshop agenda, and facilitation hints and tips

You may choose to focus your efforts and available resources on the actions that align most with your strategic direction, organisational culture, and existing priorities.

The next iteration of the toolkit will explore the fourth layer of the Framework, visionary leadership in the external context.

GET SUPPORT (CONTACT US)

If you are interested in facilitation support, a bespoke workshop, have any questions about this module, or suggestions on how to improve it, please contact Gemma Bridgman at Forum for the Future, at g.bridgman@forumforthefuture.org



WHY IS VISIONARY LEADERSHIP IMPORTANT TO ACCELERATING THE INTEGRATED TRANSFORMATION OF OUR HEALTH AND CLIMATE SYSTEMS?

A [study](#) published in September 2023 told the world that the Earth's life support systems have been so damaged that our planet is "outside the safe operating space for humanity." Of the nine planetary boundaries that enable a safe environment, humans have exceeded six: climate change, biosphere integrity, freshwater use, land system alteration, biogeochemical flows, and novel entities (meaning human-made pollution, such as microplastics and radioactive waste).

The decade ahead is likely to continue to be characterised by polycrisis. That is, as a society, we're likely to continue to face multiple challenges that overlap and intersect; as they converge, they also amplify each other. The most resilient businesses will be ones who foresee what's coming, are agile and able to adapt at speed, and create opportunities through being



solutions-focused. Environmental crises such as the climate crisis, extreme weather patterns and biodiversity collapse are interacting with social crises such as income and wealth inequality, and the [health systems crisis](#) as the result of chronic underfunding workforce shortages, inequities in access and increasing pressures such as ageing population and the rise in non-communicable diseases across low, middle and high-income countries. The rising global temperatures and increased rainfall in some regions, are exacerbating [more than half](#) of the known human infectious diseases. In short, every fraction of a degree the planet's temperature increases, the more devastating the impact on our health.

A planet that is no longer safe to live on is a risk to every individual and every business. The importance of the interconnections between climate and health has now been recognised at high political levels; COP28 will be the first time that there is a dedicated health day during the event. Research conducted within the Climate and Health Coalition, as well as research from [Harvard Business Review](#) shows that leadership, particularly senior, executive and Board leadership, is one of the big unlocks for action on all sustainability issues - and that the lack of leadership stifles action. Business leaders, as well as governments, must accept a new role in this changing world, act with courage, integrity, responsibility and ambition to build the skills needed so they can see and unlock action on the interconnections between business, society and our planet.



THE CLIMATE AND HEALTH VISIONARY LEADERSHIP FRAMEWORK

Unlocking the interconnections between the social and environmental agendas calls for visionary leadership. This is leadership that:

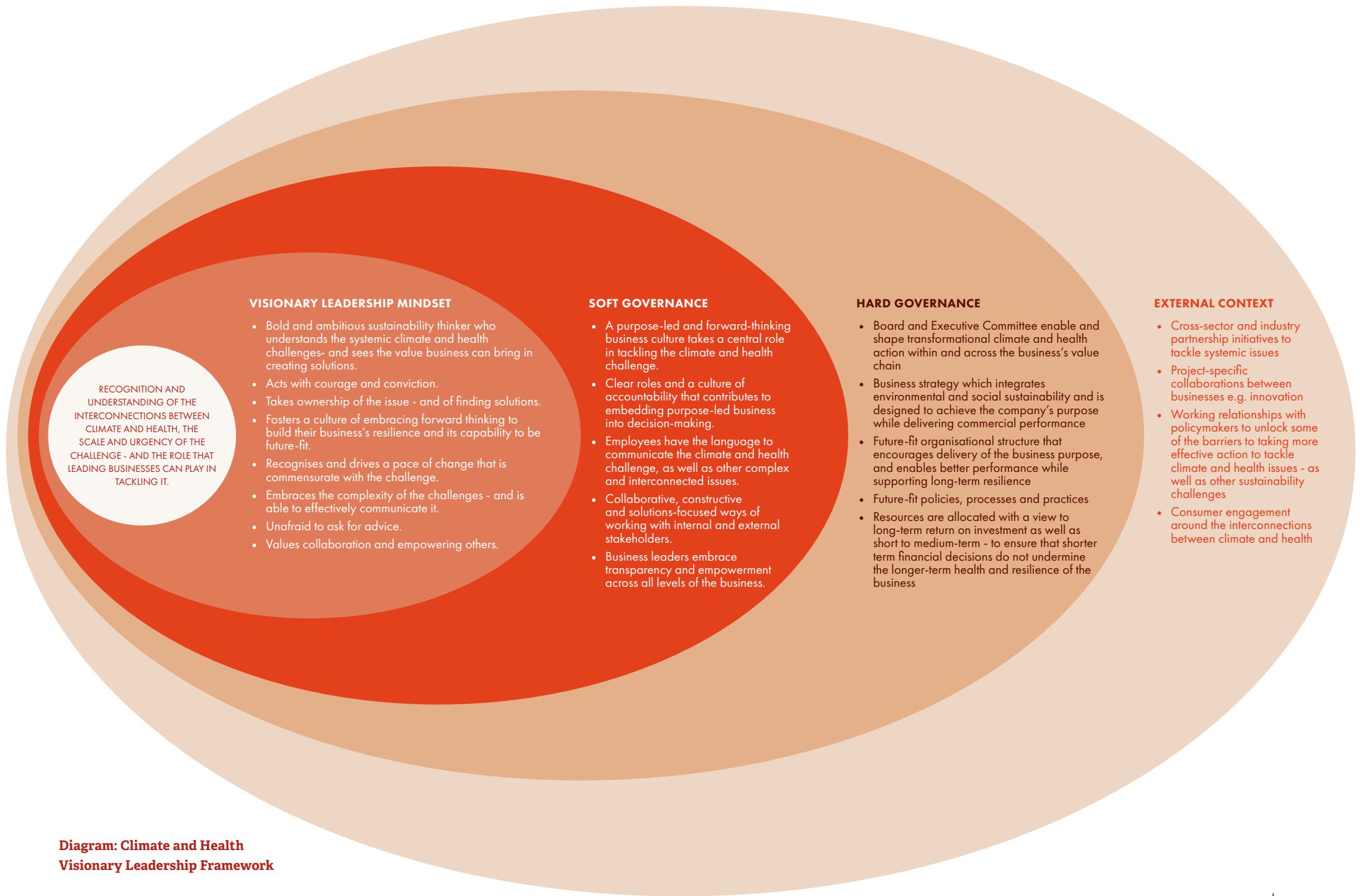
- Cultivates a culture that fosters connections and collaboration between teams, regions and hierarchical levels
- Emphasises innovation and opportunities for synergies between different issues
- Links positive social and environmental impacts to their business's purpose and values to drive action and deliver business performance

The Climate and Health Visionary Leadership Framework on the next page encompasses the key characteristics of what visionary leadership looks like in practice both for individual senior, executive and Board business leaders, and also when integrated within soft and hard governance practices.

Fundamental to visionary leadership is the understanding that social and environmental issues are intrinsically linked to the commercial health and performance of your business.

During the last few years, we have seen a proliferation of business leadership around the climate crisis, such as through the creation of climate transition plans and more than [half of the world's companies](#) having launched net zero commitments. Now we're starting to see shoots of visionary leadership emerging as business leaders have been increasingly embracing elements of visionary leadership behind the scenes. We anticipate that we're on a new frontier of business leadership that we'll increasingly see more of during the next five years.





RECOGNITION AND UNDERSTANDING OF THE INTERCONNECTIONS BETWEEN CLIMATE AND HEALTH, THE SCALE AND URGENCY OF THE CHALLENGE - AND THE ROLE THAT LEADING BUSINESSES CAN PLAY IN TACKLING IT.

VISIONARY LEADERSHIP MINDSET

- Bold and ambitious sustainability thinker who understands the systemic climate and health challenges- and sees the value business can bring in creating solutions.
- Acts with courage and conviction.
- Takes ownership of the issue - and of finding solutions.
- Fosters a culture of embracing forward thinking to build their business’s resilience and its capability to be future-fit.
- Recognises and drives a pace of change that is commensurate with the challenge.
- Embraces the complexity of the challenges - and is able to effectively communicate it.
- Unafraid to ask for advice.
- Values collaboration and empowering others.

SOFT GOVERNANCE

- A purpose-led and forward-thinking business culture takes a central role in tackling the climate and health challenge.
- Clear roles and a culture of accountability that contributes to embedding purpose-led business into decision-making.
- Employees have the language to communicate the climate and health challenge, as well as other complex and interconnected issues.
- Collaborative, constructive and solutions-focused ways of working with internal and external stakeholders.
- Business leaders embrace transparency and empowerment across all levels of the business.

HARD GOVERNANCE

- Board and Executive Committee enable and shape transformational climate and health action within and across the business’s value chain
- Business strategy which integrates environmental and social sustainability and is designed to achieve the company’s purpose while delivering commercial performance
- Future-fit organisational structure that encourages delivery of the business purpose, and enables better performance while supporting long-term resilience
- Future-fit policies, processes and practices
- Resources are allocated with a view to long-term return on investment as well as short to medium-term - to ensure that shorter term financial decisions do not undermine the longer-term health and resilience of the business

EXTERNAL CONTEXT

- Cross-sector and industry partnership initiatives to tackle systemic issues
- Project-specific collaborations between businesses e.g. innovation
- Working relationships with policymakers to unlock some of the barriers to taking more effective action to tackle climate and health issues - as well as other sustainability challenges
- Consumer engagement around the interconnections between climate and health

Diagram: Climate and Health Visionary Leadership Framework

WHAT CAN I DO TO HELP MY BUSINESS EMBRACE THE CHARACTERISTICS OF VISIONARY LEADERSHIP?

The following pages provide practical tools that can be used to help your business leaders to embrace visionary leadership in climate and health.

Drawing on the Climate and Health Visionary Leadership Framework, the Visionary Leadership Scorecard is a key rather than definitive list of visionary leadership characteristics. It is designed to help business leaders to assess their own visionary leadership mindset, and for companies to assess to what extent visionary leadership characteristics are embedded in their business, as well as identify areas of strength and for improvement.

THE VISIONARY LEADERSHIP TOOL

WHAT IS IT?

The tool consists of a Visionary Leadership Scorecard, which is accompanied by Visionary Leadership Action Planning templates.

The Visionary Leadership Scorecard allows you to provide a subjective assessment (on a scale from 1-5) of the degree to which business leaders and your organisation has already embraced the key characteristics/qualities of visionary leadership.

The Visionary Leadership Planning templates provide guidance for how you, your business leaders and your business can improve their performance in each area. This is in the form of questions to ask yourself/themselves, top tips to consider and red flags to avoid. You can either choose to focus on the areas that require the greatest improvement, or address each area in turn.

There is space provided to mark your scorecard, draw the performance graph and write your answers to the questions.

HOW TO USE THE TOOL?

The tool is designed to be used both individually and within a workshop setting. It can be printed to be completed by hand or completed online using an online whiteboard or PDF editor.

To run this workshop in a remote or hybrid setting, you can copy the scorecard into a mentimeter survey, for example, which will automatically generate the performance graph.

It is important to note that improving your visionary leadership performance score, whether individually or within the business, is not a linear or sequential process. Wherever you are, you can progress rapidly by embracing the visionary leadership mindset.



SUGGESTED WORKSHOP AGENDA:	1 hr 50 mins - 2 hrs
Welcome & introductions	5 mins
Performance evaluation exercise	20-30 mins (pending number of participants)
Performance reflections	25 mins
Visionary leadership action planning exercise	50 mins
Next steps	10 mins

PARTICIPANTS

We recommend inviting participants of similar/the same level of seniority from a variety of business functions (e.g. Sustainability, Procurement, HR, Finance, R&D etc.) to ensure the outputs reflect a variety of perspectives.

OBJECTIVES:

1. For your leaders to assess their own visionary leadership mindset and identify areas of strength and for improvement.
2. To assess to what extent visionary leadership characteristics are embedded in your business and identify areas of strength and for improvement.
3. To identify practical steps for your leaders and your business to improve their visionary leadership score in area area or those areas that need the most improvement.

INPUTS:

1. For an in-person workshop: A3 printouts of the Visionary Leadership module.
2. Online/hybrid: Mentimeter scales and an online whiteboard tool (e.g. Miro, Jamboard etc) or PDF editor.

FACILITATION TIPS:

1. Ensure the workshop is a safe and confidential space to better enable participants to answer questions and discuss reflections honestly. Consider implementing the Chatham House Rule. The more honest participants are with their answers, the more chance they give themselves of developing true visionary leadership capabilities.
2. Consider how you will arrive at a consensus on the soft and hard governance scores. You could take an average of each participant's score for each area, or facilitate a conversation to arrive at a collective score.
3. Consider running breakout groups during the action planning templates exercise to generate more ideas for embedding visionary leadership within soft and hard governance practices, and to encourage participants to develop their individual visionary leadership capabilities.

OUTPUTS:

1. A graph of your current visionary leadership performance.
2. Completed Visionary Leadership Action Planning templates.
3. Details of immediate next steps.

THE VISIONARY LEADERSHIP SCORECARD

EMBRACE VISIONARY LEADERSHIP SCORECARD

1. To what extent do you understand the systemic climate and health challenges - and see the value that business can bring in creating solutions?



The climate crisis is something that neither I nor our business can do much about. The health challenges are separate to the climate crisis, and is the responsibility of governments to solve.

Planetary health, human health and biodiversity are inextricably interlinked - and the impacts are intensifying rapidly. There are many opportunities for our business in tackling these challenges.

2. To what extent do you act with courage and conviction, and take ownership when tackling the climate and health challenges when making business decisions?



I rarely share what I'm thinking as my key stakeholders can have very different views and are resistant to listening - particularly if the return on investment is long-term rather than short-term.

I lean into uncomfortable discussions with my colleagues to ensure we allocate resources to help tackle complex issues such as the climate and health crisis - and increase the long-term resilience of our business.

3. To what extent do you act with courage and conviction, and take ownership when tackling the climate and health challenges when making business decisions?



I am aware of some potential future scenarios, and refresh my knowledge on a biennial basis, but focus primarily on responding to immediate or short-term crises.

I schedule quarterly future scenarios and planning sessions to ensure we are planning ahead and continually build the capabilities of my team and other colleagues to respond proactively to complex crises as they evolve.

4. To what extent do you drive a pace of change that is commensurate with the challenge?



I focus on immediate challenges rather than medium or longer-term challenges, especially about complex issues such as climate and health, over which there is little change within my ability to control.

I advocate for a fast but informed pace of change, particularly when the medium to long-term risks and opportunities are significant so that we can increase our long-term resilience, as well as collaborating in partnership with external stakeholders to drive transformative change.

5. To what extent do you actively work to empower and collaborate with others, and ask for advice when you are unsure or are cognisant that greater understanding would help your decision-making?



I have become used to my business's siloed ways of working and rarely go out of my way to collaborate or empower my team. It is frowned upon for anyone to openly admit they don't have an understanding of a topic, and so I do my own research or just make the best decision I can with the information I have.

I collaborate with both my team and other teams on a daily basis, as well as frequently collaborate with external stakeholders. I encourage my team to share knowledge formally and informally, and ask questions to build everyone's understanding and better deliver strong outcomes.

UNLOCK THE POWER OF SOFT GOVERNANCE

1. To what extent do you/ or does your leadership ensure that a purpose-led and forward-thinking approach is built into decision-making and strategy execution?



Our purpose is rarely part of decision-making processes and strategy execution - there are multiple interpretations internally, and it is mainly used in external communications.

Our purpose is core to our strategy execution and is built into our decision-making approach and processes.

2. To what extent is there clarity around role responsibilities, and a culture of accountability, which supports embedding your business purpose into decision-making?



There is frequent confusion as to where some decisions sit within the business and consequently, it is difficult to identify who is ultimately accountable during and after the decision-making process.

We have a strong culture of accountability within our business; different responsibilities are clear within and between teams, which enables employees to take ownership for their decisions.

3. To what extent do employees have the language to communicate the climate and health challenge, as well as other complex and interconnected issues?



Our employees struggle to articulate complex and interconnected systemic issues and frequently separate them to make discussions easier to navigate.

Our employees receive yearly training on communicating complex issues - consequently, they are able to succinctly articulate the climate and health challenge, and explain it to other stakeholders.

4. To what extent is your existing culture collaborative, constructive and solutions-focused?



Our culture is one of siloed teams and solitary ways of working. We tend to focus on barriers rather than solutions.

We have a highly collaborative culture between teams and with external stakeholders, and approach challenges with a solutions-focused mindset

5. To what extent do your business leaders foster transparency within the business and actively empower their teams?



Little information is shared between teams - and sometimes within teams. Leaders rarely ask for their team's input into decisions and limit involvement in key discussions.

There is a high degree of openness throughout the business. Information and knowledge is readily shared between teams, and team leaders actively encourage their teams to make project decisions as and when possible.

LEVERAGE THE POTENTIAL OF HARD GOVERNANCE

1. To what extent does your Board and Executive Committee enable and shape transformational climate and health action within and across your business's value chain?



The majority of our Board and Executive Committee members do not have much knowledge of this area and struggle to understand the urgency. Consequently, there is a reluctance to proactively enable and drive action.

Through our Board and Executive Committee, we are actively involved in many external partnerships to drive transformational climate and health action. Our Board and Executive Committee members have a high profile on this issue and are vocal advocates of action across our value chain, which has unlocked many conversations for us as a business.

2. To what extent is environmental and social sustainability integrated within your business strategy as part of delivering against your purpose and delivering commercial performance?



Our business and sustainability strategies are distinct - they sit alongside each other and consequently there are ongoing tension points between the two as the business strategy frequently hampers or prevents sustainability progress.

Our purpose is at the centre of our business strategy and addresses business, social and environmental issues in an integrated way, providing clear direction across business functions, teams and regions.

3. To what extent does your organisational structure encourage delivery of your business purpose and enable better performance, while supporting long-term resilience?



Our business structures are limited by "inherited practices" that lead to siloed functions and prevent information from flowing freely between business functions, teams and regions.

Our business structure is built on clear responsibilities, interconnected teams and roles that can provide the coordination and oversight to enable delivery against our business purpose as well as better performance and long-term resilience.

4. To what extent are your policies, processes and practices future-fit?



Our policies, processes and practices take a siloed approach to topics such as procurement and investment decisions and focus either on financial criteria or on non-financial metrics (e.g. climate) in isolation.

Our policies, processes and practices incorporate a combination of non-financial social and environmental elements that drive integrated and effective action.

5. To what extent are resources allocated with a view to long-term return on investment as well as short to medium-term, to ensure that shorter term financial decisions do not undermine the longer-term ability of your business to thrive?

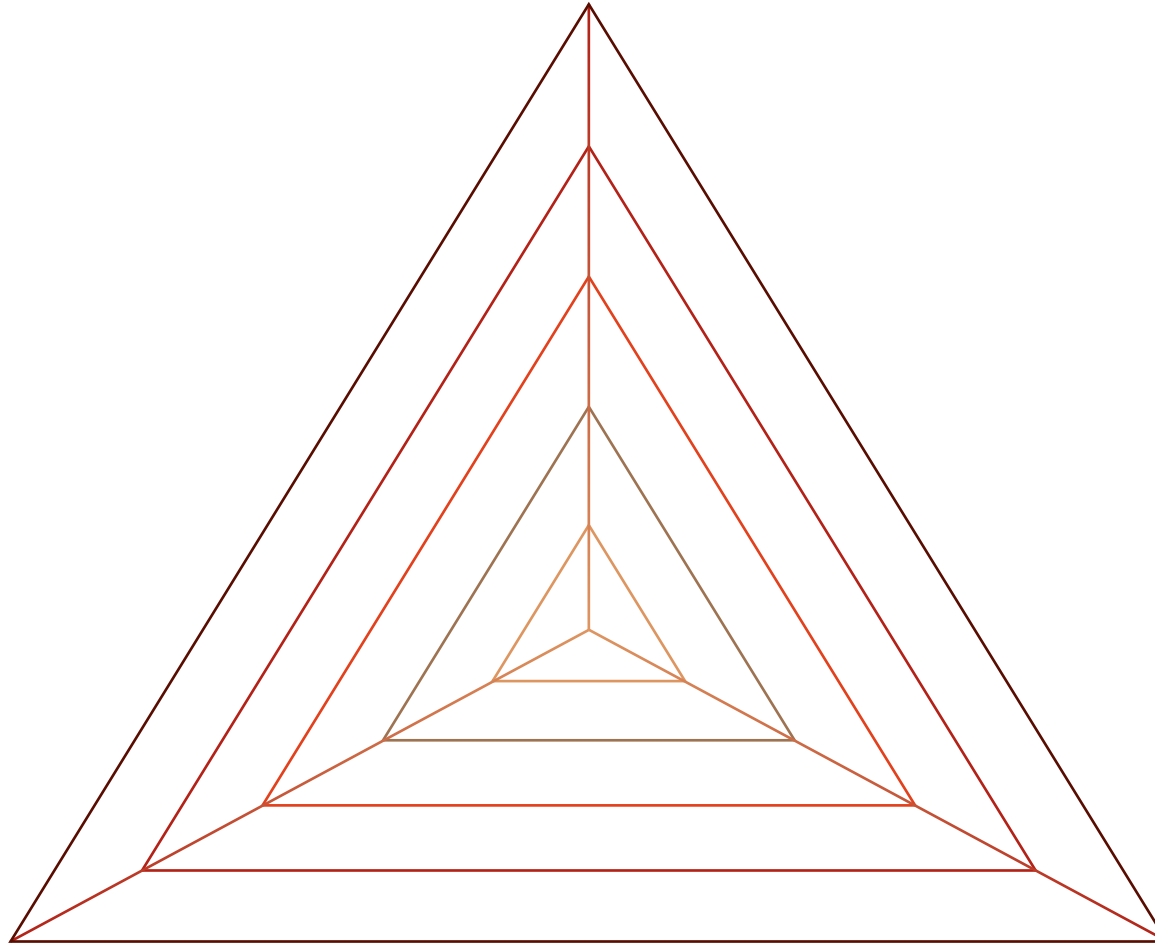


Resources are allocated predominantly on a short-term return of investment basis - and this could increase the challenges we face in the future.

Resources are allocated and invested based on a comprehensive criteria that considers longer-term operational factors as well as the need to balance short-term returns, to better enable the business to thrive in the future.



EMBRACE THE VISIONARY LEADERSHIP MINDSET



**UNLOCK THE POWER OF
SOFT GOVERNANCE**



**LEVERAGE THE POTENTIAL
OF HARD GOVERNANCE**

Diagram: Visionary Leadership Capabilities Assessment score overview

VISIONARY LEADERSHIP ACTION PLANNING TEMPLATE— HOW TO IMPROVE YOUR VISIONARY LEADERSHIP SCORE



EMBRACE THE VISIONARY LEADERSHIP MINDSET

QUESTIONS TO ASK YOURSELF

Q: What would help us to build our understanding of the systemic climate and health challenges - and the potential opportunities that we can leverage through creating solutions?

Q: What would help us to build a culture of foresight and increase our capacity to anticipate future scenarios? Why do we think this is difficult?

Q: What can we do to increase how much we actively empower and collaborate with others, and to encourage us to ask for advice to enable us to make better decisions? What changes do we need to make?

Q: What is preventing us from acting with courage and conviction - and from taking ownership of tackling the climate and health challenges while making business decisions? How can we overcome these barriers? Is there anything that surprises participants? If so, why was it surprising?

Q: What is preventing us from driving a pace of change that is commensurate with the climate and health challenges? How can we navigate this?

TOP TIP TO CONSIDER

Identify opportunities for business leaders to develop their visionary leadership capabilities and embed incentives to enable accountability and progress.

POTENTIAL RED FLAG TO AVOID

Do not overlook the need for visionary leadership skills throughout your business hierarchy.

UNLOCK THE POWER OF SOFT GOVERNANCE

QUESTIONS TO ASK YOURSELF


Q: Does our business have a clear, inspiring purpose other than financial success, that is tied to our unique history and culture, which builds on our extraordinary capabilities and resonates strongly with our stakeholders? How do we make decisions in our business? Do we have a decision-making process/framework?

Q: How can we increase the level of clarity around role responsibilities - and foster a greater culture of accountability for decisions?

Q: How can we develop our employees' capability to be able to confidently and effectively communicate on complex and interconnected issues, such as the climate and health challenge?

Q: How can we foster a more collaborative, constructive and solutions-focused culture?

Q: What can we do to encourage a culture of transparency and empowerment across the business?

 **TOP TIP TO CONSIDER**
Engage with business functions/departments not participating in the workshop to get their perspectives and whether they align on the challenges. Consider setting up a cross-functional team to progress action.

 **POTENTIAL RED FLAG TO AVOID**
Continued dialogue without meaningful or visible progress can create frustration. Avoid opening conversations on issues which you are not prepared to act on. However, it is important to actively acknowledge this if so, and explain why you are not prepared to, or able, to take action at the present time.

LEVERAGE THE POTENTIAL OF HARD GOVERNANCE

QUESTIONS TO ASK YOURSELF

Q: How can we strengthen the mandate of Non-Executive Directors on our Board to enable and shape transformational climate and health action within and across our value chain?

Q: To what extent do we have the tools, formal policies, processes and systems that can support an integrated business strategy? Do our formal policies include requirements to consider non-financial (e.g. long-term resilience), and integrated social and environmental criteria where appropriate?

Q: To what extent do key business processes for resource allocation (e.g. CAPEX, OPEX, HR etc) include both financial and integrated (i.e. both social and environmental) non-financial criteria? To what extent do resource allocation processes consider long-term impacts, including inadvertent impacts?

Q: What is either undermining or inadvertently hampering our ability to integrate environmental and social sustainability within our strategy? To what extent does our purpose come to life through our ambitions, commitments and goals/targets for positive social and environmental impact?

Q: Does our Executive Leadership team have cross-functional briefs that cover delivering against our business performance while supporting long-term resilience? If so, how can these be strengthened? If not, what can we do to create and embed these?

TOP TIP TO CONSIDER

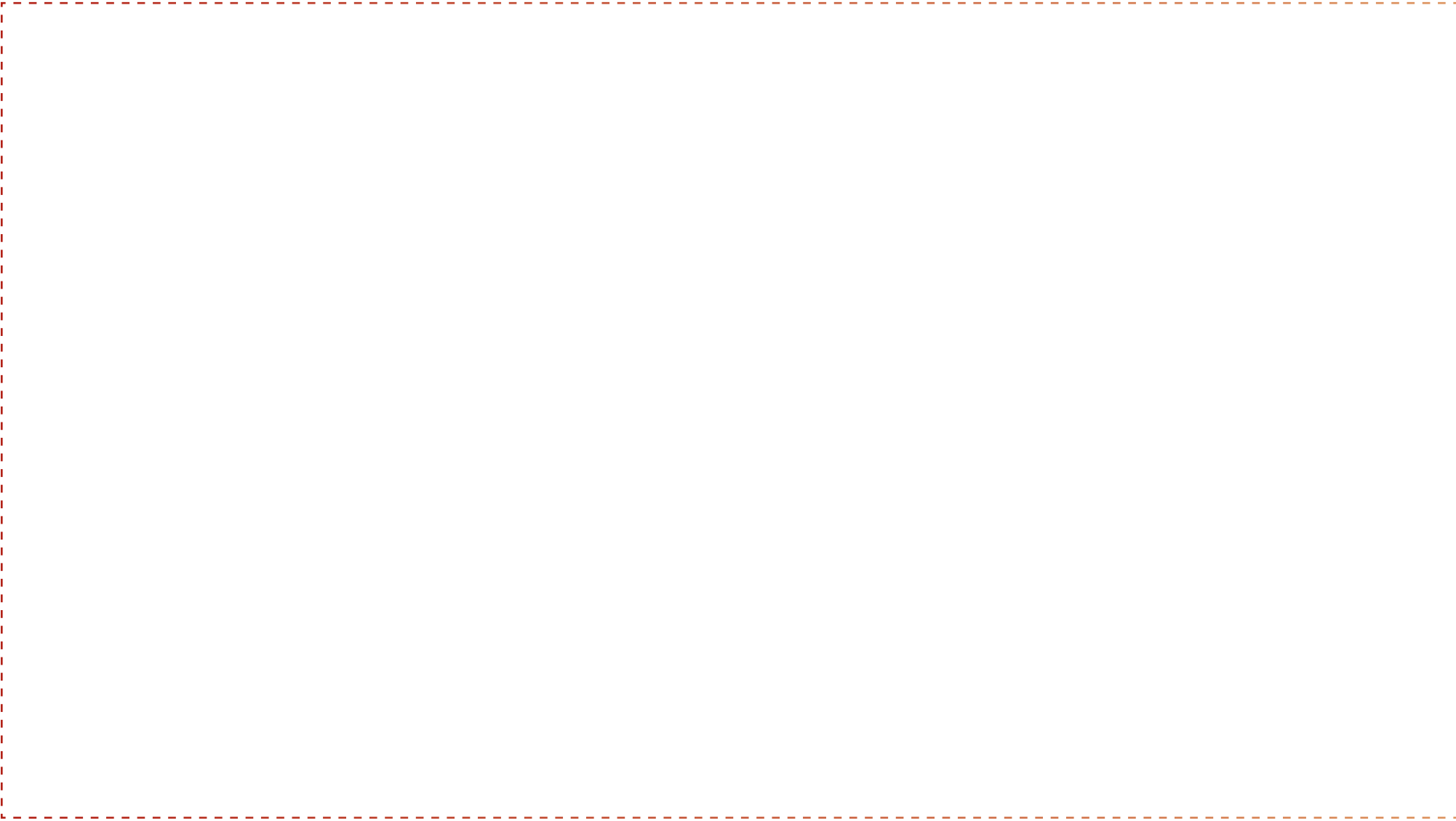
Consider running visionary leadership training and/or recruiting specific expertise to ensure the Board and Executive Team has sufficient knowledge of the climate and health challenge, and actively works to enable and shape action on this issue, as well as other systemic sustainability issues.

POTENTIAL RED FLAG TO AVOID

When creating cross-functional briefs, ensure new responsibilities do not simply increase workload or act as an additional burden or an afterthought to a previous job description, as this will hamper performance and potentially result in frustration

IMMEDIATE NEXT STEPS AND ACTIONS

You can use the space provided below to identify immediate next steps and actions to progress embracing visionary leadership.

A large, empty rectangular area defined by a dashed orange border, intended for users to write their immediate next steps and actions.