How leadership and culture can accelerate decarbonization

A perspective for industrial clusters and the mining and metals sectors

accenture

In collaboration with the World Economic Forum

About the Future of Work Taskforce

The mining and metals industries are working together to define the workforce skills and talent strategies that will be necessary as they transition into the future. The World Economic Forum's Mining and Metals Future of Work Taskforce is a community of companies, academic experts and civil society organizations exploring how best to bring technology, innovation and sustainability together to develop the right environment in which future generations with modern skills would aspire to work.

The first phase of the group's work focused on transforming future talent in mining and metals.

In this second phase, the Future of Work Taskforce expanded beyond just mining and metals companies and opened the cohort to energy companies—both are key industries that anchor the World Economic Forum's Transitioning Industrial Clusters initiative. The second phase focused more specifically on leadership and culture at the organization and industry level.

It set out to define the mindsets and behaviors leaders must embody to make decarbonization a defining element of business culture—not just an objective for a specially tasked group but a core ambition of the entire enterprise.

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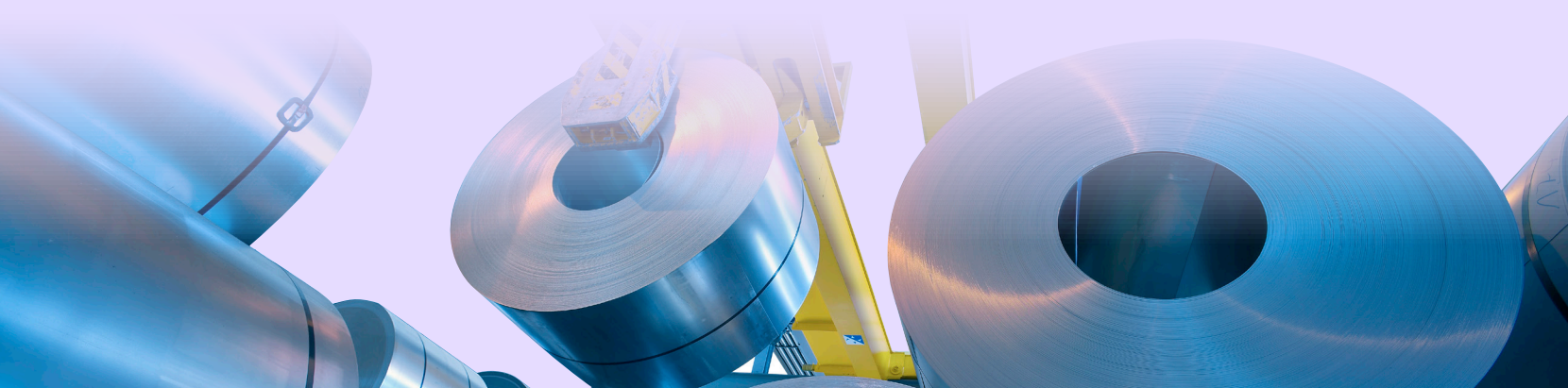
Foreword

The world faces an unprecedented climate crisis, with the mining and metals industries and industrial clusters (referred to as "industries" moving forward) having an equally unprecedented opportunity to address it. But at present, industries are mired in outdated, inefficient operating models that do little to improve environmental sustainability —principally through decarbonization—and in many cases work in direct opposition to a green future.

It's time to sound the alarm and issue an immediate call for change.

In 2021, the Future of Work Taskforce responded by defining the types of talent and capabilities that industries will need to transform into to become more modern, diverse, efficient and sustainable enterprises. However, talent alone is not sufficient. To meet the urgent need for decarbonization, companies must re-examine every aspect of the enterprise and be willing to rethink how

everything—even the most long-established practices—should change. At Accenture, we call this **Total Enterprise Reinvention**.

Total Enterprise Reinvention is defined as a deliberate strategy aimed at setting a New Performance Frontier for companies, centered around a strong digital core that helps drive growth and optimize operations. Total Enterprise Reinvention isn't just something for companies to do; it's a way of being. And it all starts with the example set by a company's leadership.

To empower workforces to enact the necessary decarbonization initiatives, companies need to develop an inspirational, sustainability-focused leadership and culture that permeates every corner of the enterprise. This is at the heart of the Total Enterprise Reinvention strategy. And the more quickly companies embrace this strategy, the faster they reap the rewards.

For example, our research shows companies that fully embrace a strategy of Total Enterprise Reinvention—the "Reinventors"—deliver 1.2X more value within the first six months compared with companies that focus only on transforming parts of their business (Transformers).[1]

Consequently, companies that reinvent themselves to achieve greater efficiency stand to yield both environmental and economic returns that will define their growth trajectory for years to come.

> Total Enterprise Reinvention isn't just something for companies to do; it's way of being.

But they first must be willing and able to change.

A certain kind of leader is required to not simply navigate change, but instead be the driver of it. Our recent project with the Future of Work Taskforce has involved defining and developing the leadership characteristics necessary to inspire change and reshape corporate culture. Over a twelve-week period, we heard from a cohort of leaders across multiple industries and industrial clusters, who collectively want to be bold and fearless protagonists of change—who want to accelerate their organization and the world towards decarbonization. Their perspectives have been an integral part of the insights shared in this report.

This paper presents a three-stage approach to activating leadership and cultural change that enables individual companies and industrial clusters collectively to accelerate decarbonization:

1 A leadership maturity framework that defines core mindsets and leader behaviors needed to enable decarbonization.

2 An assessment tool to determine where your leadership is currently positioned within the maturity framework today.

3 Actionable steps to shift leader behaviors and organizational culture toward a decarbonized tomorrow.

Applying the principles and change activators outlined in this paper, you will see how leaders who embody new characteristics of leadership can reshape organizational behaviors to support sustainability. If there is just one thing we hope you will take away from this paper, it's that if you simply change the way leaders lead, you can change culture. For industrial clusters, as well as mining and metals companies, that can mean a faster track toward decarbonizing the industries.

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How changing leadership behaviors can transform an industry

Mining and metals companies, as well as adjacent industrial clusters, continue to be significant drivers of the global economy and are fundamentally important to the energy transition. But the sectors are currently operating in ways that hinder climate goals, and they face a precarious shortage of managers and workers with the skills needed for meaningful change.

The fact is that these industries are major generators of carbon emissions, thus, prime contributors to climate change. However, external forces are pushing the industries to shift toward a more sustainable and decarbonized future. Our Total Enterprise Reinvention study reveals that the rapid pace of technology innovation, shifting consumer preferences and climate change top the list of prime forces accelerating reinvention across all industries.[1]

Talent strategy is central to reinvention and holds the key for companies to achieve their decarbonization goals. Yet, attracting the right talent has been a challenge for the industries. A mere 5% of university graduates choose to enter mining and metals as a career, a significant shortfall to make up for the 35% of talent we see leaving the industries.[2]

We know from our first Future of Work report that today's companies need an employee value proposition (EVP) that influences the perceptions of future talent to attract and retain the best and brightest people in the industries. But there is another, overarching need: strong, responsible leadership that fosters a culture of sustainability, emphasizes employee well-being and inspires new excitement about working in the industries.

Drawing from our work with a cohort of leadership and culture experts from companies around the world, this paper will show how inspiring talent and driving decarbonization require changing the behavior of leaders, not just promoting corporate slogans. Moreover, our research found when leaders think and act in ways that prioritize decarbonization, the entire corporate culture changes.

By using the insights and tools provided in the following sections, industrial players across all sectors should be well equipped to drive meaningful transformation toward a greener, economically rewarding future.

A mere 5% of university graduates choose to enter mining and metals as a career

Why leadership and culture matter

Leaders are in a position to set the course and steer the workforce toward the future. But what course will that be, and how do they inspire their teams? We know leaders can be strong influencers and enablers of talent, but our research reveals a major disconnect between how employees and leaders view the workplace:[3]

68% of leaders think they create empowering environments, while only 36% of employees agree.

76% of leaders feel that employees have autonomy in how they work, while only 29% of employees agree.

The consequence of these sharply differing perspectives is a culture in which some employees don't feel free to regularly speak their mind. Yet, culture matters more than ever in attracting and retaining talent:[4]

77% of adults consider company culture before applying for a job.

65% of employees say company culture is one of the main reasons for staying in their position.

If industries are to embrace the future of work and truly reinvent themselves to create safer, sustainability-focused, satisfying and inclusive work cultures, leaders must rethink their role and their relationship with employees.

Our case for change

In addition to industry executives, we listened to senior managers and representatives from the **World Economic Forum's Industrial Clusters** to help ensure a holistic and collective approach to accelerating the transition to net zero, including strategies for decarbonization. We heard—loud and clear—that leaders need to adapt if they are to successfully drive decarbonization in the industries.

First, leaders need to be bold protagonists in the journey to decarbonization. Leaders of change must be visionaries, willing to make decisions with impacts that extend beyond their own tenure—and even beyond their respective industries. They should take into consideration long-term global outcomes in addition to short-term financial gains. Toward that end, leaders must shape a new narrative around decarbonization that invokes a sense of urgency, ties decarbonization to their organization's identity and makes it a universal theme across the company and out into the community.

To get everyone in the organization on board, leaders should create an open culture in which people feel safe to offer ideas, challenge the status quo and be comfortable in the knowledge that mistakes are just another form of learning. We need leaders who are continuously learning from others across the industries in which they operate, as well as outside those industries, including academia, science and the community.

Systemic change is required for organizations to drive decarbonization and this requires transformative leadership to inspire deeply personal change in all individuals. **Leaders must inspire every level of the organization to contribute toward being good stewards of the world's natural resources.** In short, it's not just about what leaders say, but the signals leaders give off that, in turn, shape the organization's culture.

How will industries make this new style of cultural leadership a reality? **It will require investing in bold, innovative, diverse leaders and talent at every level who can take up the decarbonization cause.** But most important, it will require a business commitment to a net-zero future demonstrated by unreserved investment in people over profits.

Defining the ideal leader—core mindsets and actions needed to enable decarbonization

Every journey must start with a destination. To build and develop leaders for the future of work, it is essential to establish a vision of what those leaders look like. From our involvement with the Future of Work Taskforce, a clear picture has emerged:

The ideal future leader is a paradigm shifter who understands that decarbonization demands working with diverse ecosystems of communities and partners to establish a better world for our people and generations to come.

Digging deeper, what are the core characteristics shared by these future leaders? How do they think and act? Accenture and the World Economic Forum previously collaborated on research to identify the leadership attributes necessary to deliver lasting business value. This research included insights from 2,000 business leaders, 3,000 stakeholders and more than 1,800 emerging executives in the World Economic Forum's Young Global Leaders and Global Shapers communities.

This work resulted in a framework of **five elements of responsible leadership** that high-performing organizations display. These are qualities that leadership teams in industries will need as they navigate their organizations and collaborate with others toward a more sustainable future:

Mission and purpose: Advancing common goals by inspiring a shared vision of sustainable prosperity for the organization and its stakeholders.

Emotion and intuition: Unlocking commitment and creativity by being truly human, showing compassion, humility and openness.

Intellect and insight: Finding ever-improving paths to success by embracing continuous learning and knowledge exchange.

Stakeholder inclusion: Safeguarding trust and positive impact for all by standing in the shoes of diverse stakeholders when making decisions and fostering an inclusive environment where all individuals have a voice and feel they belong.

Technology and innovation: Creating new organizational and societal value by innovating responsibly with emerging technology.

How the five elements manifest in ideal leaders

We have consistently observed that simply defining an attribute or repeating a set of talking points will not result in demonstrable change. To achieve real, meaningful cultural change, leaders must shift their mindsets and behaviors; that is, change the way they think and act every day.

So, how do we bring these five elements of responsible leadership to life? And how are they related to decarbonization? We have identified the core behaviors—the ways in which a person acts in front of others—that underpin each element and that leaders need to embody to see real shifts in the way they lead.

Mission and purpose

³ Mi MISSION & PURPOSE

Rooted to purpose	Uses decarbonization as the standard against which decisions and actions are evaluated.
Forward-thinking	Considers and converts emerging industry trends into strategic plans for the business.
Storytelling	Persuades team to action urgent decarbonization objectives.

Emotion and intuition

² Em EMOTION & INTUITION

Caring about the whole self	Perceives and respects individuals for their whole selves and how they show up.
Developer	Nurtures and motivates team to translate their knowledge and ideals about decarbonization into reality.
Vulnerable	Accepts one's own shortcomings and allows others to lead in those areas.

Intellect and insight

⁵In INTELLECT & INSIGHT

Constructively challenging
Challenges policies, practices and insights, prompting others to think differently.

Generous
Shares decarbonization practices and learnings across the ecosystem to spark collective change.

Learning
Advocates for skill development to ensure all employees possess the same level of knowledge about the organization's decarbonization goals.

Stakeholder inclusion

¹St STAKEHOLDER INCLUSION

Creating trust
Builds relationships with diverse stakeholders (e.g., employees, partner ecosystem, community) where they feel valued, respected and included in decision-making.

Listening to understand
Suspends judgment when trying to understand the different perspectives that diverse stakeholders may bring to the table.

Impact-minded
Considers long-term and short-term impacts of the organization's actions on broader stakeholders, including those in the industrial cluster.

Technology and innovation

⁴Te TECHNOLOGY & INNOVATION

Curious
Engages with emerging technologies to learn about the opportunities for improvement and innovation they provide.

Investigative
Uses multiple approaches to source, synthesize and evaluate key information in support of the organization's decarbonization objectives.

Creative
Encourages responsible experimentation with new ideas, processes and solutions to existing problems.

Leaders who embody these behavioral characteristics will be the ones most capable of driving change in their company culture. And the reason is simple: leadership capability shifts directly when *behavior* shifts, not as the result of just saying the right thing. The way leaders behave is how radical change happens across the enterprise—and radical change is necessary for decarbonization to become reality.

Leader archetypes on the journey to optimal leadership maturity

The journey to our ideal leader is not necessarily a linear one. To drive decarbonization and innovation, all leaders—regardless of roles and responsibilities—should aspire to embody the five key elements of a responsible leader and exhibit the behaviors associated with them. But different individuals will arrive at that level of leadership maturity through different paths and at different points in their journey.

With this understanding, our Future of Work Taskforce collaborated to define three leadership archetypes, each representing a specific level of leadership maturity.

These leader archetypes represent a progression of leadership maturity. Each archetype has positive leadership characteristics that build, one on another, toward the ideal: Advanced. Leaders who fall into the Foundational or Progressive categories still bring capabilities that help advance decarbonization efforts, but those who embody the characteristics of the Advanced archetype will have the broadest sphere of influence and achieve the greatest impact toward realizing a company's decarbonization goals.

Leader archetypes

A closer look

Foundational

A leader who focuses decarbonization efforts on meeting legal and regulatory requirements.

Approaches decarbonization goals through a lens of meeting legal and regulatory requirements.

Focuses on rigorously executing existing processes to achieve operational excellence.

Progressive

A leader who views decarbonization as a pillar of the business strategy, and business value is recognized and targeted.

Drives efforts to achieve decarbonization goals within their sphere of control.

Actively creates and drives plans and operational processes that help achieve decarbonization goals.

Advanced

A leader who uses decarbonization strategy as a proven differentiator, driving value and innovation across the enterprise and industry.

Thinks and works expansively and uses their influence broadly.

Forward-thinking and actively advocates for change to achieve decarbonization targets.

Foundational

Interacts precisely with stakeholders and their teams and believes in having pre-defined relationships.

Works within the scope and remit of their role and team and relies on specialized sustainability capabilities within the organization to drive solutions.

Relies on existing knowledge to solve challenges.

Progressive

Creates a safe environment for new perspectives to be explored and to achieve collaboration.

Applies successful learnings and tried-and-tested technology from beyond the mining and metals industries to solve the organization's challenges.

Generously shares knowledge and is informative to broader stakeholders.

Advanced

Advocates for their organization to be a market leader in developing new skill sets, new innovations and new ways of working that create radical leaps towards achieving the organization's decarbonization goals.

Collaborates constantly and advocates for communal problem-solving, harnessing the power of diverse perspectives.

Shares and receives knowledge broadly with the aim of nurturing new insights and fresh ideas.

Prioritizes humanity at every turn.

Companies need leaders who can go against the grain, think differently and enact bold moves to drive their industries forward. These are leaders who fit in the Advanced archetype. They are strong advocates for decarbonization, welcoming of diverse perspectives and fearless in pursuing new—even radical—approaches to how the business operates. Companies that attract and develop these Advanced leaders will be those most capable of driving real change, achieving decarbonization and thriving in the green global economy.

Assessing the state of your leadership maturity today

Before embarking on a journey to become the ideal leader, it is essential to know your starting point. This is the key to determining the distance ahead, as well as the best path to take. With that in mind, we created a tool to assess where you currently fit within the three leadership archetypes and to pinpoint what changes are needed to elevate your leadership characteristics.

The assessment is intended as a rough guide to help you judge in which pillars you and your organization have mature leadership behaviors, mindsets, practices and values, and where there is room for improvement. The assessment is comprised of fifteen questions that measure the responsible leadership elements and the behaviors that underly effective leadership. It has been designed to be used either on an individual basis or as a collective assessment of your organization's or industrial cluster's leaders, and it has been validated against leadership and culture literature, frameworks and theories.

The intent of the assessment is to identify where you sit against the backdrop of our three archetypes: Foundational, Progressive and Advanced.

To take the assessment, click here

Armed with the knowledge of what type of leader you are, including where you demonstrate strength or need to improve, the next step is to recognize what behavioral change can advance you along the leader archetypes. There are also actions at the organizational and even industrial cluster level that will enable leaders to be their best. Both personal and organizational change are needed to build a company that is filled with the most effective leaders regardless of role, title or seniority.

Get insights on your answers and guidance for the next steps in the following section.

Actionable steps to shift leader behaviors and organizational culture toward a decarbonized tomorrow

For true change to occur, leaders must alter their behavior. However, behavioral change will not happen merely by telling someone how to behave differently. It must be ingrained into the way a leader thinks and acts every day. To truly see a culture shift, you have to look to everyday behaviors and see change happen in ways both big and small, every day. Anything less is not change.

Creating behavior change to strengthen leadership

We employ a proven methodology based on behavioral science that enables leaders to practice the behaviors they wish to demonstrate at a higher level. Breaking down a behavioral challenge into chunks and starting with small changes increases dramatically your chances to form and maintain a new habit in the long term.[5]

To do this, leaders select an everyday challenge faced in the normal course of doing their job, identify the behavior to use as a lever to solve the challenge, and employ a series of activities to shift that behavior. The objective is to create a new behavior in a way that enables the leader to address everyday challenges with greater impact and success.

By applying this behavioral science methodology, leaders have a tool to shift their behaviors and, consequently, drive cultural change across the organization. Through the Future of Work Taskforce, we identified the behaviors most desirable for each of the five elements in the responsible leadership framework. To strengthen each of those behaviors, we created a set of action-oriented, game-like activities using this behavioral science methodology.

These activities are designed to be fun and engaging for leaders and their teams, following the fundamental principle of learning by doing. They encourage risk-taking in a safe atmosphere where "failure" is recognized as just another step in the growth process. Activities help challenge existing assumptions, expand our locus of control and create new pathways for learning. And they can be repeated, modified or built upon as desired to fit the needs of your specific organization.

To illustrate how these behavioral activities work, we have developed activities on the following

pages, grouped by progression of leadership archetype maturity—Foundational or Progressive—and the five elements in the responsible leadership framework. Each scenario focuses on one example behavior from those identified by our cohort as the most important behaviors for enabling each of the five elements in the responsible leadership framework.

Use the results from the leadership assessment quiz to help you identify the areas that you need to work on to help you grow from a Foundational to a Progressive leader or a Progressive to Advanced leader. If the quiz told you that you were already an Advanced leader, feel free to implement any of the activities based on

areas that need to be strengthened from the responsible leadership framework, or skip ahead to the "jump starters" section to see how to implement organization-wide activities.

It is important to note that these exercises are designed to inspire leadership change for everyone at every level of an organization, regardless of title, role or responsibility. Moreover, not all leaders will necessarily advance to the desired archetype at the conclusion of the exercise. Nevertheless, they should experience some degree of behavioral change, which is a valuable sign of growth. Additional exercises can then be implemented over time to continue the behavioral advancement.

Navigational note

The following sections can be followed in the order they are presented to gain a complete understanding of how to chart your organization's leadership and cultural growth and maturity toward decarbonization.

Alternatively, you may wish to skip to specific activities based on the areas identified as Foundational or Progressive, based on the result from the leadership assessment quiz.

1

Elevating leadership in mission and purpose

Laura

Meet Laura, a leader who wants to help her team better understand how their work connects with the company's decarbonization mission. In her self-assessment, Laura identified as a Foundational leader, rooted to purpose but needing to demonstrate more clearly and definitively how she and her team contribute to decarbonization.

"My team thinks decarbonization is someone else's problem. It's pretty far removed from what we do every day. They're just not engaging with this stuff, and they need to be."

Let's bring out the golden thread!

At her next team meeting, Laura introduces a new activity. She sets on the table a spool of golden thread and a jar with the company's decarbonization mission attached to it. At least once during the meeting, everyone is required to explain how their actions—whether a work task or a topic of discussion—relate to the decarbonization mission. Each time someone is successful making this connection, Laura cuts a piece of the golden thread and puts it in the jar. After six weeks, Laura was pleased to see the jar filling up with golden threads!

What this activity achieved:

A deeper understanding of the decarbonization mission.

Understanding how each team member's work connects or contributes to decarbonization.

Better ability of team members to communicate how decarbonization relates to their day-to-day work.

Foundational

1 Elevating leadership in mission and purpose

Marco

Meet Marco, a leader who wants his teams to better understand their company's decarbonization mission, strengthen the connection between each team member's work and that mission, as well as steer the team toward focusing more time on work that directly contributes to advancing the decarbonization mission. Marco identified as a Progressive leader but needs to elevate his leadership behavior around being rooted to purpose.

"My team thinks decarbonization is someone else's problem. It's pretty far from what we do every day. They're not engaging with this stuff."

How about just say no!

At his next team meeting, Marco introduces a new activity. He sets a jar full of small objects (e.g., shells) on the table at every meeting for six weeks. Every time someone on the team boldly and successfully says "no" to a piece of work that does not contribute to the decarbonization mission, he takes a shell out of the jar. Fewer shells in the jar indicate success, and at the end of six weeks, Marco is thrilled to see the jar empty.

What this activity achieved:

Improved ability to articulate why saying "no" is important to the decarbonization mission.

Increased focus on work that is directly relevant and important to decarbonization.

Showed how work performed by the team contributes more directly to decarbonization.

Progressive

2

Elevating leadership in emotion and intuition

Em
EMOTION & INTUITION

Luisa

Meet Luisa. She's a leader who identified as a Foundational leader and is looking to increase the depth of her relationships with colleagues and team members by being more vulnerable and open. Luisa wants to encourage her team members to collaborate more when trying to solve problems and to help everyone feel more comfortable sharing ideas and trying innovative approaches to problem solving without fear of failure.

Everyday leadership challenge: *"I don't even know where to start… I'm not the expert."*

Bring out your ME-moji

Luisa calls a team meeting and asks everyone to choose a positive emoji sign—smiley face, curious face, laugh face, etc. Whenever someone doesn't know the answer to a question or problem, they display their emoji rather than pretending to know or saying, "I don't know." Over time, the team becomes comfortable with showing their vulnerability in not knowing something and emoji signs are used frequently in meetings.

What this activity achieved:

Increased willingness among team members to collaborate and solve problems together.

Created a safe space for people to be vulnerable.

Shifted culture toward one where being vulnerable is a positive, not a negative.

Foundational

2

Elevating leadership in emotion and intuition

Ravi

Em
EMOTION & INTUITION

Ravi is a leader who wants to learn more about decarbonization to help his team drive the company's sustainability objectives. But he is uncomfortable admitting that he does not know much about the topic and worries of failure if he leads his team in the wrong direction. Ravi's self-assessment positioned him as a Progressive leader when it comes to vulnerability, but he wants to open up even more to show his team they don't have to be afraid to take risks to help the organization do more to support decarbonization.

"I don't even know where to start to inform myself about decarbonization and what it means for me and my team. I'm not an expert, I don't know everything. I'm not sure who to ask for help, or even how to ask the right questions. But I don't feel I can admit that."

It's time for the glitch jar!

Ravi calls everyone together for a meeting and asks each team member to come prepared to share a "glitch"—an issue encountered while implementing a decarbonization initiative. He asks each person to write their glitch on a sticky note and puts all the glitches in a jar. He then does the same thing for all the "wins" the team has to report around decarbonization. He explains a win could be everything from having a successful conversation on the topic to learning something new about decarbonization. Ravi encourages everyone, including himself, to personally share all their glitches and wins no matter how big or small. By doing so, Ravi and his team gain confidence in learning and sharing without fear.

What this activity achieved:

Understanding that learning from failures is as acceptable as learning from wins.

A shift in the culture to be more open to all ideas, successful or not.

Allowing the team to embrace failure as a normal and accepted part of the decarbonization journey.

Progressive

3 Elevating leadership in intellect and insight

In — 5 — INTELLECT & INSIGHT

Kwame

Kwame is a leader who identifies as Foundational and is looking to grow his leadership behavior around learning. He wants his teams to elevate their awareness, interest and knowledge about decarbonization, so he decides to run an activity designed to make learning fun, encouraging people to overcome their inhibitions and talk more openly about decarbonization.

Everyday leadership challenge:
"I dread talking about decarbonization. People are always talking about new technologies and using jargon that I don't understand."

Decarbonize and dessert

Every second Friday, Kwame hosts a one-hour team lunch with a delicious dessert, and the team takes that hour to learn together, as a team, about decarbonization. Kwame encourages using Google, bringing articles, discussing anything happening in the world or with other companies, etc. Anyone can bring ideas or questions, and the more basic and mundane the topic the better. Over time, various members of the team take on hosting the lunch to present about decarbonization topics that interest them.

This exercise achieved:

Increased knowledge and awareness about decarbonization.

Inspired the team to pose more questions about decarbonization.

Provided a forum for team members to demonstrate their growing knowledge about decarbonization.

Made learning about decarbonization a fun activity for the whole team.

Foundational

3

Elevating leadership in intellect and insight

In
5
INTELLECT & INSIGHT

Tayah

Tayah is a leader who wants to diversify the sources available to her in order to learn more about decarbonization from different perspectives. She also wants to create more opportunities for her team to learn and gain insights from each other. Tayah discovered she fits the Progressive leader archetype, especially around her openness to learning, and she wants to further develop this behavior. One of her main objectives is to understand the technologies used for decarbonization and how to translate theoretical concepts into real-life applications.

"I dread talking about decarbonization. People are always talking about new technologies and using jargon that I don't understand."

Try experiencing "a day in the life"!

Tayah thinks spending a day in the life of another team is a great way to expand her learning and that of her team. She asks a few members of her team to join her for an entire day shadowing another team that has invested in decarbonization to gain insights into the technologies and policies they've implemented. At her next team meeting, Tayah and the team members who spent that "day in the life" with the other team will share what they learned with everyone else. The next week, a second group from Tayah's team will spend a day with another team engaged in decarbonization and come back to share their experience. In fact, Tayah will keep rotating out team members until everyone has had a chance to experience a day in the life of another team.

What this activity achieved:

New learnings about decarbonization from diverse sources.

Understanding real-life application of theoretical concepts.

Created great opportunities for team members to learn and gain insights from each other.

Increased collective team knowledge of decarbonization.

Progressive

Elevating leadership in stakeholder inclusion

1st STAKEHOLDER INCLUSION

Lawrence

Meet Lawrence, a leader looking to create a more open environment for listening to diverse perspectives and better understanding different approaches to decarbonization. Importantly, Lawrence wants to create more trust for cross-functional team interactions and do so in a way that's fun for everyone. When performing his self-assessment, Lawrence determined he fit the Foundational leader archetype when it comes to creating trust, so he is intent on improving that behavior and changing the way teams listen and learn from each other.

"Is it me or are we talking in a different language than that other team? They want to do what they know! They need to listen more to our team."

How about "listening to the hat"?

Lawrence decides to try something new—an activity called "listen to the hat." For one month, during meetings between his team and "that other team," he wears a very conspicuous hat. This is the listening hat. Whenever the hat is on, Lawrence only listens without saying anything—no solutioning, interrupting, judging or critiquing; just listening. His goal is to wear the hat for at least 50% of the meeting. Then, he takes off the hat and repeats back to the other team what he has heard and understood from the conversation. At subsequent meetings other members of Lawrence's team take turns wearing the hat, just listening and learning. Eventually, everyone gets comfortable wearing the hat and sharing the new things they've learned.

What this activity achieved:

The other team feels understood—and heard—by the team or individual.

Created an environment of open listening and understanding.

Changed the way the two teams interact in a fun, lighthearted way.

Foundational

4

Elevating leadership in stakeholder inclusion

1St
STAKEHOLDER
INCLUSION

Yuval

Yuval identifies as a Progressive leader and is looking to build behavior around trust. He is interested in encouraging his teams to learn how to break down communication barriers with other teams by improving their listening skills and building greater trust with each other. Yuval is looking for fun, creative ways for multidisciplinary teams to interact and collaborate, pooling their knowledge and skills to advance decarbonization objectives.

Everyday leadership challenge:
"Is it me or are we talking in a different language than the XYZ team? They want to do what they know! They need to listen to our team."

It's time to say Yes and ...?

Yuval identifies the most challenging stakeholder(s) with whom he wants his teams to create more trust when discussing decarbonization. He asks his team to use the "yes, and..." framing in meetings with them. For example, acknowledge their opinion/idea/point of view and then build on that as a base for further engaging in dialogue about decarbonization. He encourages asking the stakeholder to rate on a scale of 1-10 how useful they found the conversation and counts any follow-up discussions with that stakeholder (e.g., meeting, thank you email, connection with someone else through that stakeholder).

This exercise achieved:

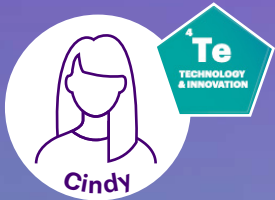Trusted, collaborative working relationships.

A committed, two-way dialogue is achieved with the stakeholder.

Engagement and responsiveness in future conversations.

Progressive

5

Elevating leadership in technology and innovation

Cindy

Cindy has identified as a Foundational leader and is looking to develop leadership behavior around creativity. She wants to unlock her team's creativity—to better appreciate the exciting opportunities new technologies can bring to their work and help accelerate adoption. Cindy decides to schedule time specifically to focus on creative brainstorming in an atmosphere where all ideas, no matter how outlandish, are welcomed and encouraged. Her goal is for her team to feel inspired to spend more time on creative thinking and contribute innovative ideas to support the company's decarbonization mission.

Everyday leadership challenge: *"People are difficult! They are set in their ways, and incorporating new technologies into the way we do things is generating some issues. Progress is too slow."*

Broaden your horizons with expansive thinking

Cindy decides to be deliberate about creating space and time for the team to do more creative thinking. She develops a fun signal that indicates it is now time for creative thinking and creates one calendar invite per week set aside for creative thinking time. Her goal is to eventually not have to identify a time or create space for this thinking because it will be part of the team's culture when people use the signal.

This exercise achieved:

A stronger feeling of empowerment among the team to be creative.

Increased frequency of the team making time and space for creativity.

Helped the team see creativity as a part of their typical process.

Foundational

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Elevating leadership in technology and innovation

Te
TECHNOLOGY & INNOVATION

Michelle

Michelle is a leader who wants to create more excitement for creative thinking among her team. She wants to cultivate an atmosphere where everything is on the table—there are no bad ideas. When performing her self-assessment, Michelle found out she is a Progressive leader when it comes to creativity, and this knowledge only encouraged her to develop her creativity skills even more. And she wants her team to feel that same enthusiasm for the creative process. But not everyone on her team is on board.

How about sharing some "outrageous ideas"!

Michelle has a great idea: ask her team members for the most outrageous ideas they can think of to operationalize the company's decarbonization mission. She schedules an ideation session with people from various parts of her team and has everyone share their ideas, no matter how crazy they might sound—the more outlandish the better. Then, Michelle chooses two or three of the ideas that frightened everyone the most and challenges her team: "How can we make this work?" Now the team has a chance to really get creative and figure out innovative ways to turn those outrageous ideas into groundbreaking ideas.

What this activity achieved:

A team that learns to not dismiss anything as "bad" ideas.

Team members that are more open to a creative process.

A team that feels inspired and excited by being creative.

Progressive

Jump starters: methods to activate change at the organization level

Cultivating responsible leadership extends beyond recasting behaviors of individuals. It also requires an organizational ecosystem that enables leaders to flourish across the five key elements of responsible leadership.

We recognize that leaders rely on a broader organizational ecosystem to fulfil their roles. However, in some cases these ecosystems can be barriers to behavior and culture change. Therefore, our Future of Work Taskforce examined ways to ignite enterprise-wide actions that will accelerate the organization's decarbonization mission. We call them "jump starters": catalysts for sparking new levels of enthusiasm and commitment to decarbonization across the enterprise.

Jump starter for mission and purpose

To build the workforce of tomorrow, companies must take a fresh look at their hiring parameters today. What actions can you take to activate change in recruiting?

Work with your organization to set organization-wide metrics for decarbonization.

....

Ensure that new-hire orientations immerse recruits in the company's decarbonization mission and purpose.

....

Launch and maintain regularly scheduled events and communications that reinforce the company's decarbonization mission and purpose.

The idea is to strategically shift the collective mindset of the organization to be sustainability-focused, not as a forced proposition but as an innate part of the company's identity and purpose.

Jump starter for emotion and intuition

Sparking stronger emotion and intuition across your organization can happen by being a champion for diversity and inclusion. What actions can you take to ensure this is happening?

Examine current corporate policies and strategies and offer ideas for improvement.

....

Look for opportunities to recognize and reward your people for the essential "soft" skills they bring to the table.

Big changes can happen in small increments over time, but only if you make your voice heard.

Jump starter for intellect and insight

To drive greater intellect and insight across your organization, we suggest the following actions:

Look for sustainability summits, conferences and other relevant events where you can engage in knowledge sharing and ideation around the topic of decarbonization.

....

Create multi-disciplinary communities of practices to encourage continuous learning and cross-pollination of ideas.

Be sure that these communities don't just sit in silos. Invite your ecosystem of partners, including other mining and metals organizations, industrial clusters, think tanks, academics and other experts on decarbonization. Most important, set up performance measures for learning (e.g., bonuses for developing relevant decarbonization skill sets or setting up training specific to decarbonization that has real targets for leaders).

Jump starter for stakeholder inclusion

Want to ignite greater stakeholder inclusion across your organization and beyond? Here are a few ideas:

The first step is to set industry-wide metrics to which everyone agrees and commits support.

....

Encourage your organization to participate in industry-wide summits, conferences and other events to create connections and build relationships.

....

Partner with local communities affected by climate change; e.g., engage in listening sessions, sponsor fundraisers, enlist corporate volunteers to work on community projects and explore other ways to maintain ongoing, meaningful connection to the local community.

The essence of this one is simple: if you want to involve the community, you have to be engaged with the community. Building trust and relationships take time, but it's an action that is well worth the effort.

Jump starter for technology and innovation

Here are a few easy ways to drive greater use of work-enhancing technology and innovation:

Have your team and organization set aside a "people development fund" that employees can use to continually build new skills and expose themselves to emerging tech-enabled tools, applications and experiences. Open-source solutions are a wonderful way to gather innovative ideas from places and people you might not typically have in your network.

....

Make innovation a key performance indicator (KPI) for your organization. This is a sure-fire way to embed innovation and experimentation as a core part of your organization's DNA.

....

Set up criteria in funding requests and structures that measure impact on sustainability and decarbonization, e.g., for new equipment, suppliers, etc.

Embedding technology into everything you do as an organization, and providing positive reinforcement to employees for using technology, will create a seismic shift in the way employees approach new tasks.

Considerations for organizations embarking on a journey of change

As we shared early in this paper, leader archetypes are realized when individuals exhibit specific mindsets and behaviors with respect to five responsible leadership attributes of sustainable organizations: Mission and purpose, emotion and intuition, intellect and insight, stakeholder inclusion and technology and innovation. The assumption is that all leaders aspire to reach the Advanced level across all five leadership attributes.
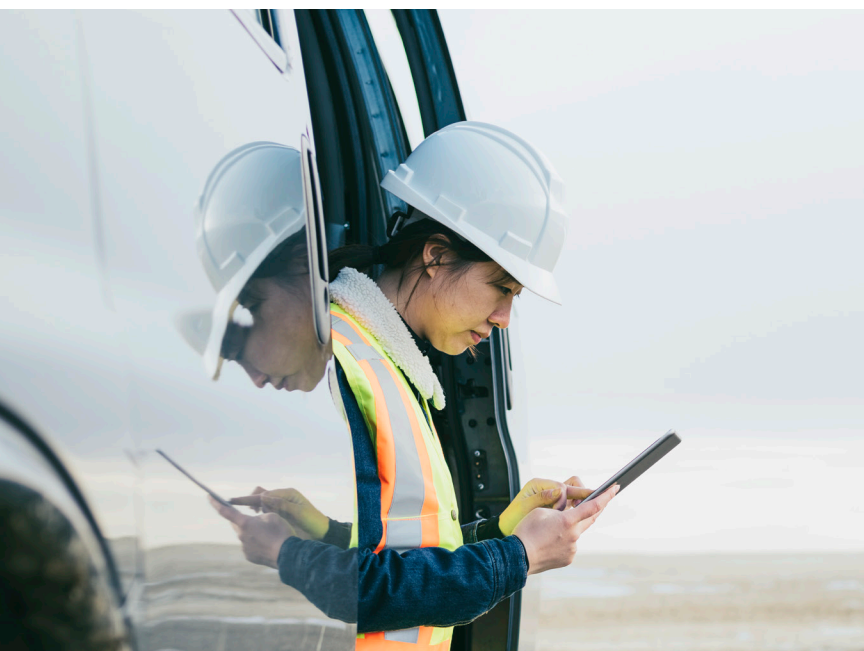
As the leadership archetype framework is applicable to all leaders in the organization, regardless of function or seniority, companies can tailor the framework based on an individual's specific job and scope of responsibility.

When starting to use this leadership archetype framework, organizations should consider the following:

Based on the leadership archetype assessment, clearly identify the **as-is leadership profiles/make-up** of your organization; i.e., percentage of leaders at each of the archetype levels—Foundational, Progressive and Advanced—and where these profiles are found in the organization (e.g., function, seniority, etc.).

Based on your organization's vision and ambition toward decarbonization, identify the strategic decisions that must be made to realize the **desired leadership profiles and leadership shifts**. When considering these decisions, consider seniority, layers of leadership (e.g., corporate function, mine site leadership, etc.) and job scope.

In addition, to future-proof your organization, consider re-imagining leadership through the lens of the three future scenarios for the industries identified in "**Transforming future talent in mining and metals**": High-tech leader, ESG leader and geopolitically adept leader. This will help in planning the leadership attributes needed to "dial up" and prioritize for your future leaders. For example:

High-tech leaders prioritize technology and innovation, intellect, insight, emotion and intuition.

ESG leaders prioritize stakeholder inclusion, mission and purpose, and emotion and intuition.

Geopolitically adept leaders prioritize stakeholder inclusion, emotion and intuition.

How leadership and culture can shift the entire course of an industry

Our transformational directive is clear:

Understand

the ideal mindsets and behaviors needed in leaders to drive meaningful change and reshape corporate culture to focus on decarbonization.

....

Determine

where your leaders are positioned today in the leadership maturity framework.

....

Take

the steps needed to shift leader mindsets and behaviors—and thus shift corporate culture—to realize a decarbonized future.

The fundamental point is that when leader behaviors change, corporate culture changes. People in all roles, at every level across the enterprise start to think and act differently—in positive, impactful ways—toward meeting decarbonization goals. Leaders are the catalysts for unleashing this powerful transformation enterprise-wide. And enterprises, with their ecosystems, are the catalysts for reshaping entire industries and benefiting society as a whole.

Given the vital contributions mining and metals companies, as well as adjacent industrial clusters, make to the global economy and society, transformation—in fact, Total Enterprise Reinvention—to focus on decarbonization could be a game changer in tackling the climate crisis. Companies that embrace change and develop the responsible leadership to shift corporate culture toward a green, environmentally sustainable future will be the ones to lead in their respective industries—and reap the rewards in terms of operational efficiency, competitive strength and financial returns.

> Leaders are the catalysts for unleashing this powerful transformation enterprise-wide. And enterprises, with their ecosystems, are the catalysts for reshaping the industry and benefiting society as a whole.

Appendix

How Accenture and the World Economic Forum approached our leadership and culture initiative

How did we gain such insights into leadership and culture, and what convinced us of the urgent need for change? In partnership, Accenture and the World Economic Forum collaborated with a cohort of fourteen leadership and culture experts from ten companies around the world.

| Shape | Discover | Define | Implement |
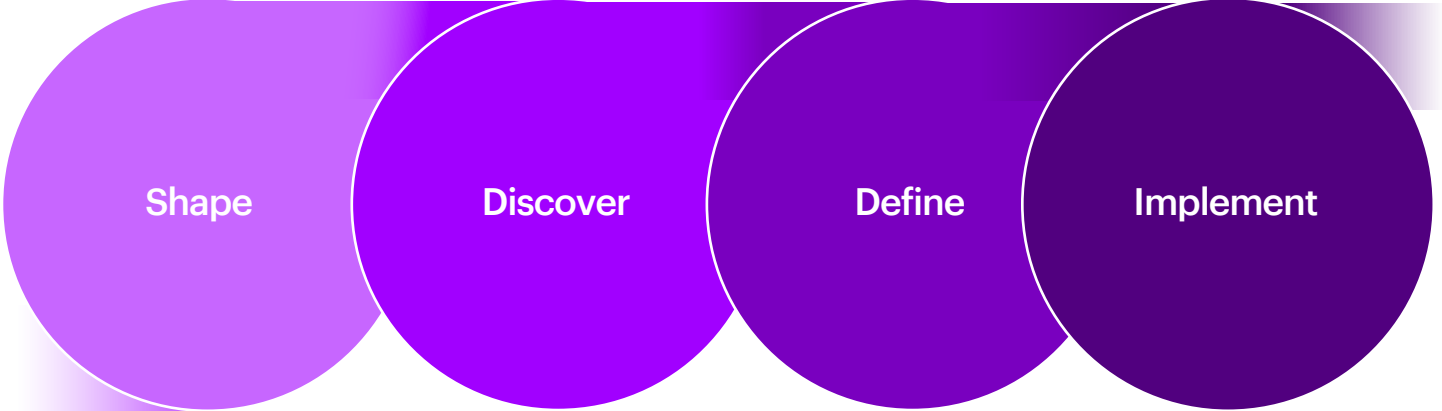
Over the course of twelve weeks, we collaborated with this cohort across four sprints:

We identified early on that leadership as a strategy was well-positioned to effectively help support and accelerate two key areas that mining and metals companies wanted to achieve: the transition to net zero and a workforce of the future.

We started by immersing ourselves in the leadership and decarbonization agenda, conducting desktop research on existing leadership and sustainability frameworks both within and beyond Accenture. Then, through four workshops over the span of three months, we collected countless views from our industry experts on what the future of leadership should look like.

We synthesized these insights and created the following set of assets specific to the mining and metals industries:

A north star vision statement for the future of leadership.

Leadership archetypes built from behaviors and mindsets.

A set of leadership activators for tangible behavior change.

Our process culminated in this report, which we have also tested and iterated with:

Subject matter experts within the mining and metals industries and industrial clusters.

Leadership development practitioners in other industries.

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