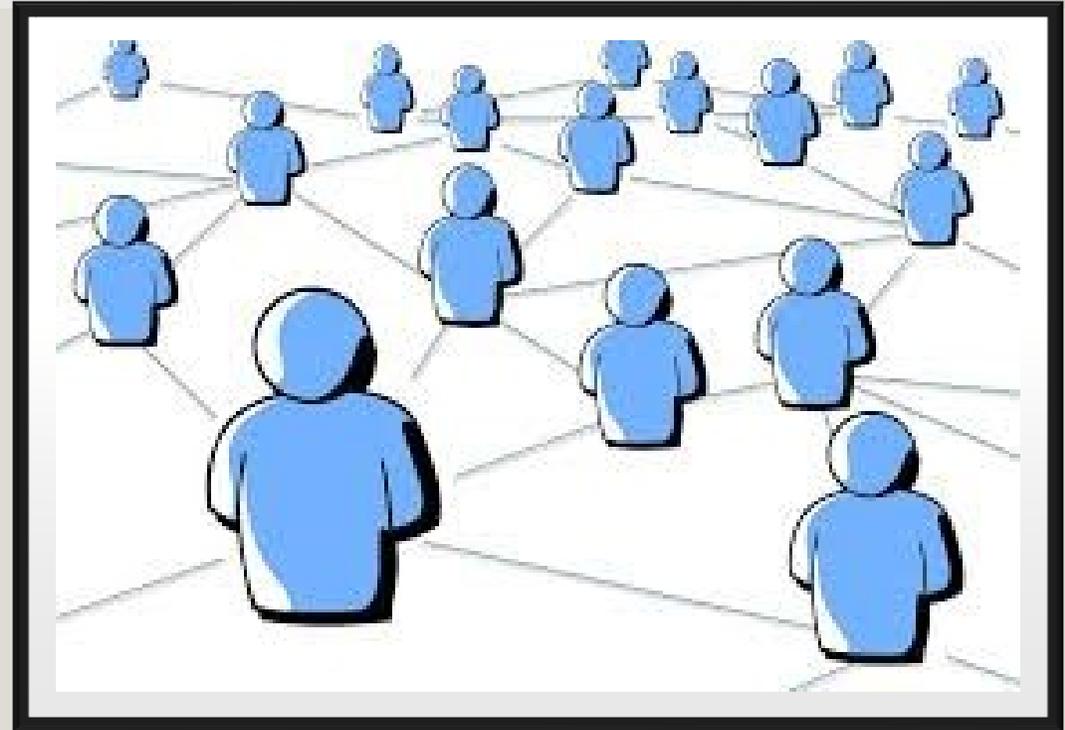


LEADERSHIP ON THE COMMONS

TAKE-AWAYS FOR LEADERS OF ALL TYPES OF ORGANIZATIONS

COMMONS: A DEFINITION

- Social systems comprised of self-organized communities of commoners who create and/or use and/or protect and/or share natural, human-made, or abstract commonwealth governed and sustained by the practice of commoning which infuses the community with distinctive values, processes, and actions that differ from those of the state and private sector.
- <https://iasc-commons.org/about-commons/>



VALUES OF THE COMMONS

- Relational Ontology: Humans are cooperative not individualistic by nature
- Relationships also with the more-than-human are foundational to our identity
- Care and Obligation to others and the more-than-human foundational to ethics
- Communal Welfare and Sharing overall concern
- Autonomy: control over basic needs and one's life
- Desire to create a life that matters
- Ecocentric rather than egocentric consciousness
- Values of open systems

LEADERSHIP ON THE COMMONS: SHIFTING THE PARADIGM

- Oriented toward co-creating a more positive inclusive, equitable, ethical, and just future
- Must incorporate the values of the commons
- Must be able to “see” complexities
- Must have broad view of human and non-human world
- Must have complex adaptive whole systems view
- Must encourage positive change for all of humanity
- Need to look at nature as inspiration for leadership

BIOINSPIRED, REGENERATIVE WHOLE SYSTEMS WORLDVIEW

- Expand our worldviews and consciousness so we can perceive larger, whole, complex systems.
- Need an adaptive, not a control perspective. To ensure adaptive capacity need *allostasis* - maintaining stability through dynamic change- staying in tune with the dynamism through relational orientation. Leadership has heretofore been focused on *homeostasis* - creating stability at a moment in time by maintaining operational variables to stay within pre-established parameters via regulatory control. (Elizabeth Castillo)
- Reproduce regenerative process in organizations, much like nature regenerates. (Kathleen Allen)
- Shift from egocentric attitude of dominance to an ecocentric concern for the whole interconnected planet. Ecocentric Model of “what matters” Relational, Responsible, and Intentional with the ecocentric identity and spirit found in the intersection of these. (Kathleen Curran)
- Proleptic: anticipatory and open to glimpses of a positive future. (Randal Joy Thompson)



RELATIONS

- Relations embedded in an interconnected system that goes far beyond solely human relations through a complexity of interdependent subsystems. Leadership catalyzes the flow of energy, information, and matter creating stabilizing connectivity and coherence.
- Relational process architecture promotes learning, adaptation, and dynamic coupling with the operating environment over time, fosters self-organization, and enables order to emerge spontaneously from individual actions rather than being imposed.
- Mutualism: both organisms benefit, while creating larger systemic benefits. Leaders play this role. Mutualistic relationships within and between organizations and with the more-than-human.
- Leadership that equitably includes, inspires, engages, and facilitates change for the good of *all* stakeholders, human and non-human, not just shareholders, for the prosperity of the planet.

POWER

- Commons leadership embraces *power to* rather than *power over*.
- Develops capabilities and agency of system participants to preserve openness and exchange with the external environment.
- Empowering, catalytic approach enhances adaptive capacity by expanding degrees of freedom to act increasing number of options for action.
- Creates resonance, “... a general principle for governing self-organized processes”

RESOURCES

- Commons leadership recognizes many types of resources: natural capital (e.g., ecosystem services), social, reputational, intellectual, cultural, and political capital as well as resources controlled by others or that emerge as collective properties, such as public infrastructure, social cohesion, and rule of law.
- Commons leadership intentionally develops these diverse resources to strengthen capacity at multiple levels (individual, organizational, networks, community, global) through frameworks such as community capitals integrated reporting, and the multicapital scorecard.
- Provide systematic approaches for understanding tangible and intangible resources leaders can develop and deploy to create value for stakeholders and society.
- Make visible the regenerative and recirculating properties of resource flows across multiple levels, similar to energy transfers across trophic levels in ecological food webs

BENEVOLENT LEADERSHIP AS REGENERATIVE LEADERSHIP FOR ETHICAL PRINCIPLES

- Emphasizes qualities and behaviors contributing to the common good.
- Anchored by four key processes: (1) ethical sensitivity, (2) spiritual depth (3) positive engagement; and (4) community responsiveness, where the leader and members of the organization together solve social problems...enabling social innovation to contribute to society.
- Leads conscious conversations to derive ethics of the community.
- (Catharyn Baird, et. al.)

CORPORATE-COMMONS HYBRID

- Founded on broad human and non-human relational ontology – shift in perspective from egocentric to ecocentric and responsible leadership.
- Combines engine of corporations with concerns of commons for the wellbeing of all.
- Ecocentric Model of “what matters” Relational, Responsible, and Intentional with the ecocentric identity and spirit found in the intersection of these.
- Leadership that equitably includes, inspires, engages, and facilitates change for the good of *all* stakeholders, human and non-human, not just shareholders, for the prosperity of the planet.
- Example of Patagonia

INSPIRATIONS

- “The important thing is to pull yourself up by your own hair to turn yourself inside out and see the whole world with fresh eyes.” (Peter Weiss, *Marat-Sade*)
- “Leadership that equitably includes, inspires, engages, and facilitates change for the good of *all* stakeholders, human and non-human, not just shareholders, for the prosperity of the planet.” (Kathleen Curran)
- “Leading so all can thrive through mutualistic commons leadership is a way to effectively expand developmental capabilities of the system, its actors, and its embedded subsystems. This dynamic approach to stability expands collective potential for peace, prosperity, and progress.” (Elizabeth Castillo)