Sande Leadership: Sustainable Education and Professional Development

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Abstract

In this paper, Sande Leadership will be introduced as an approach to getting leaders beyond the dominant narrative to a balance between authentic-self and stakeholder needs. Gender roles, ethics, norms and values, and political skills have become dominant narratives for various industries and their leadership addressed by the Sande Leadership model. The model is an area of opportunity that addresses Management Social Sustainability. Leadership development in management education will be the focus in the classroom and leadership professional development will be the focus in organizations. In both industries policy development for sustainable practice will be explored in the development of business scorecards used to measure sustainable practice in organizations.

Introduction

Business school professors on college campuses who attended the Vancouver, Canada AOM conference in August 2015, narrated sexism and racism on college campuses and the legal implications for their universities. Professors wanted to address business ethics in coursework using the classroom as a platform and ensure implementation by students who belong to Greek letter organizations and sports teams in off campus activities. This narrative unfolds with Quantum storytelling as the life path of frustrated university professors that transfer their positions from colleges of business to other general education programs when incidents of sexual violence or racism are advertised in the media. One such case discussed during a PDW (Professional Development Workshop) was at Vanderbilt University. According to *The Tennessean*, Brandon Banks a Vanderbuilt football player allegedly assisted three other football players — Cory Batey, Brandon Vandenburg and Jaborian McKenzie in carrying a woman who was passed out into Vandenburg's room. They proceeded to sexually assault her (Schramm, 2015).

When professors transfer from the college of business that tends to have degree majors that attract athletes, they escape teaching students who violate business ethics off campus. They think the balance between *they-self* of stakeholder needs and *authentic-self* of individual needs have become an *ante-narrative*. According to Heidegger (1985), no matter how much this understanding of *being* wavers and fades and borders on mere verbal knowledge, this indefiniteness of the understanding of *being* that is always already available, is itself a positive phenomenon which needs elucidation. Quantum storytelling is the path to elucidation given it provides the phases of *being* and the *fores i.e. fore-having, fore-telling, fore-conceiving, fore-caring, and fore-structuring* to describe what reflections unfold in moving from one phase to another.

Moreover, the concept of *datability* in Quantum storytelling (https://youtu.be/a7pm_mRwL-0) as a very datable moment (Boje, 2012) is how experience with racism as a college student in the 80's at a state university, provided the foundation for Sande Leadership coaching in sustainable organizational practice. The objective would be to produce leaders that embrace the

attributes in their manager and executive roles that are theoretical and management evidence based, thereby alleviating sole reliance on data that is skewed, obtained from public media where private interests have influence on reporting. Otherwise, the skewed data is referenced for recruiting new talent by HR professionals and hiring managers. President Obama has also proposed that the job placement rate data can be used as a determinant for scorecards of colleges. The purpose of the scorecard is to assist students in choosing a college that has a high number of graduates employed after graduation. However, other dominant narratives that determine graduation and employment rates are not a part of the scorecard metrics, one being a campus climate of racism. A question to ponder is "How can a climate of racism be measured for the impact it has on retention of ethnic minorities?"

The dominant narrative, marginalization of ethnic minorities has resulted in protests on college campuses in the U.S. that has been so impactful that College Presidents and Chancellors have resigned from their positions. Had they been coached to develop the *ante-narrative* towards a new narrative of organizational sustainability would they still be in their positions? The request from students for more diverse faculty is an *ante-narrative* that Quantum storytelling can uncover in identifying what ethnic minorities receive from diverse faculty that is sustainable. The deconstruction of narratives is how Sande Leadership Coaching as a sustainable organizational practice emerged. Organizations with campus leadership development programs or prior collegiate preparation of present and future administrators could benefit from this approach. Another industry that would benefit is executive search firm that addresses executive preparedness to manage diversity in colleges, universities, firms and corporations. Quantum storytelling could be leveraged in behavioral interviewing, thereby extending the life of sustainable leadership beyond hiring. Are behavioral questions commonly used in hiring leaders effective at uncovering racial and sexual bias? Would Quantum storytelling be a more transparent method in the interview process of interpreting narratives to develop questions rooted in Sande Leadership that evolves from the process? The following comparison reveals how much more reflective Sande Leadership inspired questions are when compared to behavioral interview questions used in executive search.

Figure 1. Behavioral interview questions vs. Sande Leadership narrative questions

Behavioral Interview Questions	Sande Leadership Inspired Questions
Do you have a problem working with women and minorities?	How has your leadership and organization been impacted by hiring women and minorities?
Do you have a problem working for a woman or a minority?	What leadership attributes do you foresee are needed in working for a woman or minority?
Please describe your experience dealing with cultural differences.	How has dealing with cultural norms and values impacted you as a leader?
What is your philosophy concerning diversity?	How would you execute your diversity philosophy as a sustainable organizational practice?
Describe your experience with diversity in college.	Describe what leadership attributes were used in resolving an experience with gender roles and cultural norms and values in college?
Describe a lack of diversity experience and	Describe your experience with gender roles,

how it impacted your college education	cultural norms and values, and their impact on your college education?
Describe a lack of diversity experience and how it impacted your campus life.	Describe your experience with gender roles and cultural norms and values and their impact on campus life?
Describe political skills necessary in your role as a leader in your organization or campus?	What political skills have you used to sustain minorities and woman in your organization or campus?
Describe ethics in your organization.	How do ethics contribute to sustainable organizational practice?

Historic Past Informing the Present

A new narrative of behavioral interviewing of C-suite level executives and middle managers is proposed using Quantum storytelling. By doing so, Sande Leadership attributes are uncovered in College Administrators (i.e. Presidents, Chancellors, Deans, Associate Deans and Department Chairs). The vision is based on Tisby-Cousar's similar experience with racism as an undergraduate student on a state university campus and embracing leadership for change by organizing political organizations and diverse students. As a sustainable practice to achieve outcomes of student retention including her own, from 1978-1982 it appears that little progress was made. In the 1970's black students sporadically voiced protest against what they perceived to be an unsupportive environment at Rutgers University. This era compares to protests that exist today on campuses (McCormick, 1990).

According to McCormick (1990), in the 1980's the black enrollment had also declined and so had the black graduation rate. It was observed that efforts to establish a constructive dialogue with Black Student leaders were ineffective. The organizations formed by African American student leaders were called minority concerns committees on the campuses where there was a significant minority presence Tisby-Cousar (personal communication, December 1, 2015). In February 1980 at Rutgers University, there was another highly publicized disruption of the basketball game, which resulted in five arrests.

Two decades later, media radio commentators had also cultivated racism and sexism. Don Imus's comment about the Rutgers's Women's Basketball team spurred protests and demands for resignation. Imus's comment about Rutgers's eight African-American and two white players being "nappy headed ho's" was immediately followed by the executive producer Bernard McGuirk who referred to the women as hard core ho's. Further inappropriate comments by sports announcer Sid Rosenberg included "The more I look at Rutgers; they look exactly like the [National Basketball Association's] Toronto Raptors." He also shared sexist dialogue with a friend on the air "According to a November 20, 2001, Newsday article, Rosenberg said on the air: "One time, a friend, he says to me, 'Listen, one of these days you're gonna see Venus and Serena Williams in Playboy.' I said, 'You've got a better shot at National Geographic.' " Rosenberg also referred to Venus Williams as an "animal."

The following dialogue was quoted as follows from *Imus in the Morning Show*:

"IMUS: So, I watched the basketball game last night between -- a little bit of Rutgers and Tennessee, the women's final.

ROSENBERG: Yeah, Tennessee won last night -- seventh championship for [Tennessee coach] Pat Summitt, I-Man. They beat Rutgers by 13 points.

IMUS: That's some rough girls from Rutgers. Man, they got tattoos and --

McGUIRK: Some hard-core hos.

IMUS: That's some nappy-headed hos there. I'm gonna tell you that now, man, that's some -- woo. And the girls from Tennessee, they all look cute, you know, so, like -- kinda like -- I don't know.

McGUIRK: A Spike Lee thing.

IMUS: Yeah.

McGUIRK: The Jigaboos vs. the Wannabes -- that movie that he had.

IMUS: Yeah, it was a tough --

McCORD: Do The Right Thing.

McGUIRK: Yeah, yeah, yeah.

IMUS: I don't know if I'd have wanted to beat Rutgers or not, but they did, right?"

ROSENBERG: It was a tough watch. The more I look at Rutgers, they look exactly like the Toronto Raptors.

IMUS: Well, I guess, yeah.
RUFFINO: Only tougher.

McGUIRK: The [Memphis] Grizzlies would be more appropriate.

(http://mediamatters.org/research/2007/04/04/imus-called-womens-basketball-team-nappy-headed/138497).

    The above narratives could be explicated using Quantum storytelling. It appears that an *ante-narrative* is speaking here about the imbalance between *authentic-self* (individual needs) and *they-self* (stakeholder needs). Clearly this dialogue among both commentators unfolds a belief that a women athletes' image must fit their paradigm of sex images, straight hair, no tattoos, and light skin (the Wanabees). Otherwise, they are something other than human beings and undeserving of the focus being on their athletic talent; they are Jagaboos (dark skin, nappy hair)

as portrayed in the Spike Lee movie school days that portrayed the racism internal to the that is derogatory in African-American culture based on skin tone and hair texture. Clearly, the Sande Leadership attributes gender roles and perceptions of beauty in the African-descendant paradigm, Tisby-Cousar (2015), are contrary to the Imus and Rosenberg paradigm of gender roles and perceptions of beauty provoked by the Spike Lee movie *School Daze*.

   Their state of being on an *ante-narrative plane* of Quantum Storytelling suggests that sustainable practice in sports reporting requires balance between *authentic-self* (their needs) sexism and racism versus *they-self* (stakeholder needs), anti-sexist and anti-racist reporting , at least to avoid protests. Quantum storytelling can be used as an interpretation tool of damage control before a radio cast dialogue is aired. This keeps media reporting a sustainable practice. The Story Project of NPR-KRCC radio is an example of storytellers (https://thestoryprojectsoco.wordpress.com/) on the *volitional plane*, a balance between *authentic-self* and *they-self*. This project allows reflection, the *fore-conceiving* required to transition through the different Quantum storytelling planes. *Fore-conceiving*, before conceiving uncovers in interpretation making it more comprehensible what has been taken in *fore-having*, the very mode in which it is the essential foundation of everyday, circumspect interpretation (Boje, 2011).

   The most impactful change to address racism on campuses is now occurring after 45 years, graduate student Jonathan L. Butler's hunger strike, a university football teams' refusal to participate in any football related activities, and the demand that the Campus President Tim Wolfe resign at the University of Missouri (https://www.jbhe.com/2015/11/after-black-student-protests-president-of-the-university-of-missouri-system-resigns/). These events can be further clarified by the focus on hermeneutics, the interpretation of narratives and body language but in the context of the life paths of the leaders involved. Also, as a means to provide intervention before further escalations occur and thereby returning the organization to a sustainable state, Quantum storytelling unfolds life path and phases providing a platform to apply the Sande Leadership attributes. There are 16 of them:

- diplomacy skills
- mediation skills
- innovation/artistic ability
- perceptions of beauty
- the relationship with environment
- social values and norms
- language mastery
- ethics
- size of organization
- gender roles
- family lineage
- political skills
- trade and investment skills
- spirituality
- etiquette
- health practices given diet, exercise, or life style factors.

How Profit Can Perpetuate Racism and Sexism

　　Financial donations from alumni supporting athletics and Greek letter organizations has become a narrative that condones sexual violence and assault towards woman to keep programs going. The generated profit for colleges and universities has provoked this scenario. Sande Leadership coaching as the *ante-narrative* unsustainable organizational practice is the proposed game changer in undergraduate business ethics and business sustainability courses. Transferal as a sustainable practice narrative to campus life is an *ante-narrative* to be explored. The implications of introducing sustainable leadership coaching at the Master's degree level can be deconstructed from organizational narratives. An analysis of management careers that require a bachelor's degree in business administration as a minimum requirement and managers that can inspire will be reflected. The efficacy of academic advisement of students who are campus leaders to enroll in business courses to develop leadership coaching strategy could be determined to prevent student protests, embarrassing media attention, disruption of student education, escalations in response to student protests and hashtag campaigns similar to #blacklivesmatter. The #blacklivesmatter campaign places an emphasis on gender, identity and social inequality and helps explain why Black Lives Matter's agendas are spreading to college campuses. The Black Lives Matter network, founded by Garza, Cullors and New York–based immigration activist Opal Tometi, has nearly 30 official chapters, including an outpost in Canada. Its origin was a result of the acquittal of George Zimmerman in the killing of Trayvon Martin, an unarmed black teenager who was shot during a struggle in a gated Florida suburb (Altman, 2015).

Managers that Reflect Develop Organizations of Sustainable Practice

　　Senior Executives on a panel at the AOM Conference that expressed concern over managers that reflect cannot be found in the top business schools, issues of environmental sustainability also requires reflective leadership. Given the reemergence of climate change and the Global Compact along with the expiration of the Kyoto protocol, businesses are demanding to know the cost savings and profitability impacts of joining the Global Compact. Most recently, the U.S. President Obama has voiced support at the global conference in Paris, France. According to the *Washington Post* (2015), while several questions from reporters focused on the threat posed by the Islamic State, Obama made the case that failing to curb global warming is just as dangerous.

> "This is not just one slug of funding that happens in one year," he said. "My
> expectation is that we will absolutely be able to meet our commitments.
> This is part of American leadership by the way, and this is part of the debate
> we have to have in the United States more frequently."

> Pope Francis also comments "The world is near suicide on climate change 'it's
> now or never' .The reason is this one threat, climate change, affects all threats," he said.
> "This is an economic and security imperative that we have to tackle now
> (http://www.msn.com/en-us/news/world/obama-on-paris-climate-talks)."

These viewpoints of leaders of sustainable organizational practice build the case that the implications of early intervention impacts from industry such as individual and organizational performance should be explored and the viewpoint of industry executives reflected. Quantum storytelling is the proposed methodology for obtaining the narratives of leaders and their organization.

Today's Organizations Require Leaders to Reflect

Industry executives on a panel at a professional development workshop (PDW) during the AOM 2015 conference in Vancouver, Canada shared narratives on the level of preparation that graduates recruited from the top ten schools listed in the U.S. News and World Report. Their conclusion that stakeholders may need to "click the refresh button" and recruit candidates based on industry leadership requirements was proposed. The requirements include the ability to reflect, learn from, and apply lessons learned in operations and strategic planning. Quantum storytelling provides the qualitative data from narratives that are deconstructed using four phases to describe the plane that the leader is on, *emotional-volitional, ante-narrative, narrative,* and *volitional planes*. The *emotional-volitional plane, narrative plane, ante-narrative plane, and living story planes* that leaders emulate was used in their potential to describe sustainable futures of economies and the organizations driven by them. The *emotional-volitional plane* is being in the state of "it is what it is" and being face to face with nothingness as a result. This nothingness perpetuates emotions such as anger, mildness in anger, or a rage or deficient anger when more of mildness is required (Boje, 2011). The narrative plane refers to *re-storying* in the deconstruction of a dominant narrative from the past that is stuck preventing the leader from moving on. It also addresses their level of reflection using terms to describe it such as *fore-telling, fore-conceiving, fore-having, fore-structuring, and fore-caring* (Boje, 2011). These dominant narratives in organizations that Quantum storytelling (Boje, 2011) will interpret will uncover what Sande Leadership attributes (Cousar, 2015) are areas for development. A balance between the organizations needs and the individual needs will be determined and subsequently how Tisby-Cousar's (2015) Sande Leadership attributes of sustainable practice can be applied as a coaching model. Coaching college students to be Sande Leaders in the age where racism has resulted in college protests and sexism has resulted in legal settlements, coaching professionals to be leaders in either scenario of racism and sexism achieves sustainability. The necessity is to prepare colleges for compliance with legal requirements that campuses are free from discrimination based on gender and ethnicity regardless of private or public funding that popular hash tag campaigns elucidate. Secondly, to produce leaders that transfer the attributes in their manager and executive roles rather than relying on job placement rates as the sole determinant for scorecards of colleges, or popular media listings used for recruiting by HR and hiring managers.

Government Performance Measurement of Colleges

President Obama has proposed a scorecard to aid students in selecting schools whose graduates have the highest job placement rates. The effort seemed to get bogged down in what metrics to include. The plan was finally communicated in September of 2015; the scorecard will include how much graduates earn, how much debt they graduate with, and what percentage of the school's students can pay back their loans. Coincidently, they are not among those schools with the highest default rates on student loans. President Pat McGuire suggests that this data dump does not take into account schools that serve a high percentage of vulnerable students like Trinity Women's College in Washington, D.C. that serves 95% black and Hispanic students. These students may attend part time or take 8-10 years to graduate and does not capture this level of nuance (Turner, 2015). These issues are dominant narratives of stakeholders and their organizations. How ethics along with norms and values (Sande Leadership attributes) will unfold on college campuses, in corporations, and in government organizations can be interpreted with Quantum storytelling. Quantum storytelling concepts used in explicating narrative discourse "ante" to uncover Sande Leadership attributes as addressed in the methodological context, are focused on life path, phases, and states of being of stakeholders.

The life path of leader President Pat McGuire that shared her narrative of leading vulnerable populations begins on the *emotional-volitional plane*. This plane is marked by anger and emotion in describing the "data dump" and term of 8-10 years of enrollment that disregards the target audience's profile. Then *narrative plane*, the leader describes their dominant narrative of service to at risk adults. The ante-narrative plane is described by the imbalance between *authentic-self,* a mission driven leader of the at-risk and *they-self* the government that lends to students who enroll in schools with a high graduate job placement rate. The *volitional plane*, balance between the leader's and stakeholder's needs. An example would be a scorecard with metrics that reflects the target audience served such as additional points awarded in the scorecard for a category that measures the risk level of students served.

Conclusion

Quantum storytelling can be used to elucidate the life path of leaders. Sande Leadership can be applied in sustainable practice or corporate social responsibility in curriculum development, campus leadership development programs, executive search firms, and as a model for sustainable practice in policy development. It can also be also applied to narratives of organizations in global matters such as climate change. In practice it uncovers the 16 leadership attributes from individual narratives of leaders' interpreted using Quantum storytelling. Participants who are expert leaders, middle managers, senior managers, and executive managers should be interviewed to determine leadership attributes specific to leaders from each industry and commonalities across industries, a tool for developing scorecards is proposed. Developing a scorecard that reflects the *they-self* (stakeholder needs) without the *authentic-self* (individual needs of the leader) can result in unsustainable leadership and organizations led. The co-creation of Quantum storytelling with Sande Leadership coaching will support the development of the core values to further reinforce their application in the selected industries. The ultimate goal is to address racism and sexism and the lack of reflective leadership that perpetuates both.

Getting leaders to reflect must begin in the hiring process of behavioral questioning. It is here where racist and sexist views can be uncovered and executive search firms can work with

executives before they enter organizations that are impacted by unsustainable leaders that transfers to the organization led.

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