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## Book review

**A new psychology for sustainability leadership; the hidden power of ecological worldviews; a book review**

In his book, “A new psychology for sustainability leadership; the hidden power of ecological worldviews” Greenleaf Publishing Limited Aizlewood’s Mill Nursery Street Sheffield S3 8GG UK, £21.99, Schein (2015) describes the outcomes of his PhD on the identification of sustainability leadership. He presents the findings from 75 interviews of global sustainability leaders in more than 40 multinational organisations. These are used to analyse the psychological drivers of the actions of these sustainability leaders responding to “deep sustainability initiatives”. After a discussion of the “interior dimensions” of leadership (i.e. servant leadership, emotional intelligence, and systems thinking) the book identifies expressions of, what Schein defines as, “the collaborator-in-chief with an ecological worldview”. Applying its ability of deep collaboration, this post-conventional concept (i.e. “where the capacity to collaborate across boundaries and see greater interdependence of systems becomes a more consistent way of interpreting and acting in the world”) can lead to new environmental technologies and leads to suggestions on how sustainability leadership must be developed in the future. The topics included in the book are: the positioning within the sustainable development domain (chapter 1 and 2); the ecological worldviews and its development (chapter 3 and 4); the ecological self and expressions in the corporate world (chapter 5, 6 and 7); the internal dimension of leadership (chapter 8); the human development and the expressions of post-conventional worldviews (chapter 9 and 10); a description of the collaborator-in-chief with an ecological worldview (chapter 11); and the proposals to cultivate sustainability leadership (chapter 12 and 13). The book finalizes with a proposition of how a new psychology for sustainability leadership can be cultivated. In the appendix an Ecological Sustainability Worldview Assessment Tool (E-SWAT) is included with questions that could help to identify leaders’ worldviews.

Throughout the book, interview quotes enrich the text and give a brief but comprehensive overview of the subject and define challenges sustainability leaders are faced with. By combining eight social science traditions (i.e. eco-psychology, deep ecology, ecological economics, social psychology, environmental sociology, indigenous studies, and integral ecology) and relying on developmental psychology research about worldviews, the book addresses social determinants a company faces when integrating Corporate Sustainability (Epstein and Buhovac, 2010; Linnenluecke and Griffiths, 2013) and contributes to the understanding of a suitable Corporate Sustainability culture (Linnenluecke and Griffiths,

2010). The book offers a perspective on sustainability leadership that is complementary to leadership literature giving the reader a more comprehensive understanding of the topic and how this could be applied in practice.

The identification of a “collaborator-in-chief with an ecological worldview”, as a sustainability leader, contributes to the knowledge about change agents that play an important role in pushing the change of an organizational culture towards Corporate Sustainability (as discussed by Lozano, 2011). A better understanding of these motivations in catalysing the integration of corporate sustainability in business activities is therefore crucial for companies (Hedlund-de Witt, 2014), although there has been little research on the psychological motivations of these change agents (Brown, 2012), as discussed in the book.

The book could have provided a link between these psychological motivations and the collaboration of the change agent since collaboration between people within a company forms the basis for integrating Corporate Sustainability in the corporate formal processes (see Searcy, 2012) and informal ones (e.g. Baumgartner, 2009; Schein, 2004). Therefore, a better understanding of the change agent’s psychological motivations and her/his collaboration with other employees may contribute to the understanding of how to increase the social propinquity within companies.

The book suggests an identity of a sustainability leader by combining the “interior dimensions” of leadership with conventional ecological worldviews. It could support companies in defining strategies to increase their contribution to the sustainable development of society and provide an essential source of information for change agents and all those guided by “a deep sense that businesses must exist for a higher and nobler purpose than just making a profit”.

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Sjors Witjes

*Copernicus Institute of Sustainable Development, Utrecht University,*  
*Heidelberglaan 2, 3584 CS, Utrecht, The Netherlands*

*E-mail address: [s.witjes@uu.nl](mailto:s.witjes@uu.nl).*

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