

FURTHER READING

- Aroussi, R.A., Harguem, R.S.S. and Chabani, Z. (2024) 'Women leadership during crisis: How the COVID-19 pandemic revealed leadership effectiveness of women leaders in the UAE', *Migration Letters*, 21(3): 100–120. Available at: <https://migrationletters.com/index.php/ml/article/view/6522> (accessed 11 September 2025).
- Guenduez, A.A. and Walker, N. (2024) 'A literature review of Covid-19 research: Taking Stock and Moving Forward', *International Journal of Public Administration*, 48(3): 195–211. <https://doi.org/10.1080/01900692.2024.2332618>
- Riggio, R.E. and Newstead, T. (2023) 'Crisis leadership', *Annual Review of Organizational Psychology and Organizational Behavior*, 10: 201–224.

CASE STUDY: GREENVISION CONSULTING

The United Nations 17 Sustainable Development Goals (SDGs) aim to abolish all forms of poverty, reduce inequalities, and protect the planet. SDGs are a novel approach to global governance for a number of characteristics, including the inclusive goal-setting process, the non-binding nature of the goals, and the extensive leeway that states enjoy. While the SDGs hold a great potential, their collective success will depend on the extent to which states formalize their commitments, strengthen related global governance arrangements, and translate the global ambitions into national contexts. Collective success will also depend on resolving the tensions between the SDGs of economic growth and responsible consumption. Leaders have an important role to play too, especially with regard to protecting the planet. This goal draws attention to climate leadership, conceptualized as leaders that facilitate the formulation and implementation of instruments, encourage a paradigm shift within nations, cities, and organizations, overcome behavioural barriers, and foster collaboration around a common vision.

THE PROBLEM

A combination of unfavorable circumstances and crises have severely undermined the pursuit of the SDGs, and there are serious concerns about the probability of their achievement by 2030. In the area of the climate emergency, new data from leading climate scientists released in 2024 show that at current emissions rates, the world will permanently breach the 1.5°C limit before 2030 (Fletcher, 2024). Greenvision Consulting is based in Roskilde, a city in Denmark, west of Copenhagen, and its senior management team are planning the agenda for an upcoming European conference for corporate and municipal leaders. Planning for the conference had begun weeks earlier, long before the publication of the latest emission rates. Between 2005 and 2018, Denmark achieved a net emissions reduction of 23%, performing better than the EU as a whole. The team had hoped to showcase Denmark's climate action strategy. But in the light of the new data, team member Freja Nielsen impressed on her peers the need to reconsider the agenda.

CASE EXERCISE

As a researcher at Roskilde University invited to address Greenvision's SMT, prepare ten PowerPoint slides outlining some specific contextual factors (STEPLE, e.g., 2024 EU Elections) impacting organizations and cities, difficult choices and trade-offs, and specific strategies (e.g., the use of evidence-based analysis) that climate leaders may deploy, in order to accelerate the implementation of SDGs by 2030.

SOURCES OF ADDITIONAL INFORMATION

Fetting, C. (2020) The European Green Deal, ESDN Report, December, ESDN Office, Vienna.
Available at: (accessed 11 September 2025).

IISD (2018) The Essence of Leadership for Achieving the Sustainable Development Goals.
Available at: <https://sdg.iisd.org/commentary/generation-2030/the-essence-of-leadership-for-achieving-the-sustainable-development-goals/> (accessed 11 September 2025).

United Nations (2017) Blueprint for Business Leadership on the SDGs: A Principled-based Approach. Available at: https://qubstudentcloud-my.sharepoint.com/personal/3052045_ads_qub_ac_uk/_layouts/15/onedrive.aspx?id=%2Fpersonal%2F3052045%2F5Fads%5Fqub%5Fac%5Fuk%2FDocuments%2FAttachments%2FBlueprint%2Dfor%2DBusiness%2DLeadership%2Don%2Dthe%2DSDGs%2Epdf&parent=%2Fpersonal%2F3052045%5Fads%5Fqub%5Fac%5Fuk%2FDocuments%2FAttachments&ga=1 (accessed 11 September 2025).