Embracing our Future:

SOCIAL PURPOSE LEADERSHIP IN 2030

CREATIVE FUTURES

LEADERSHIP LAB>>>

What if this is a landmark moment for leadership transformation?

Current leadership models and structures are not working in many public sector and nonprofit contexts. Prior to COVID-19, many organizations were struggling to address everyday internal challenges such as finding funding to adequately cover the costs of their work, losing staff to more attractive private sector remuneration, and ensuring organizational technology was meeting the needs of their teams. At the same time, external factors were building such as a growing sense of mistrust of public institutions, cybersecurity threats, Canada warming at twice the rate of the global average, and polarized political opinions, creating tension for traditional leadership philosophies. Many of these challenges have been intensified by COVID-19 stresses, a global awakening to the prevalence of systemic racism, financial constraints, and an increased focus on well-being and mental health. All of these challenges demonstrate the fraught nature of current leadership approaches.

The current paradigm defines leadership and the capacity to influence change in a linear and rigid way.[1] But some organizations are acknowledging that the leadership skills of the past are not the leadership skills of the future. "We'll never go back to the type of top-down leading-from-an-ivory-tower type of place where employees are looking up to some guru in the sky, saying whatever you say, I'll do it."[2] Instead, other skills such as storytelling and captivating an audience, as well as the ability to directly engage with people around difficult issues are rising in prominence.

What if public and nonprofit sector leadership radically evolved over the next few years?

While leaders and organizations come to terms with more complex challenges, some are struggling to imagine a new reality. To help leaders embrace and imagine new perspectives, Creative Futures and the

Leadership Lab at Toronto Metropolitan University teamed up to explore what the futures of public and nonprofit leadership could look like in 2030. Using strategic foresight[3] methodology, this research explores emerging changes impacting leadership philosophies, aspirational future scenarios that might unfold, and present-day examples that illustrate the possibility of new leadership paradigms.

For the purposes of this project, social purpose leadership is defined simply as individuals who are working to make a better world through social change. While most leaders engaged in this project work in formal nonprofit or public sector leadership roles, we wish to acknowledge that social purpose leadership takes many different forms. Leadership is an action, not a position, and can come from anywhere and anyone. It is not (*and should not*) be confined to individuals with formal authority in organizations, yet many current structures make this challenging, suggesting new models are needed.

The purpose of this initiative is to demonstrate the possibility of new ways of approaching decision-making, organizational structures, and leadership philosophies. Together, Creative Futures and the Leadership Lab hope that leaders will be inspired to work with their colleagues, teams and peers to embrace new leadership practices that enable more effective social purpose teams.

Methodology

What might public and nonprofit sector leadership look like in 2030?

Over the course of July and August 2022, Creative Futures and the Leadership Lab conducted 31 interviews with public and nonprofit leaders from a range of sectors to understand possible responses to this question.

Interviews engaged CEOs, Executive Directors, elected officials, Directors, and Managers working in arts, environment, healthcare, post-secondary, government, social services and public policy-related organizations or fields. These interviews signaled how leadership could evolve over the next five to 10 years.

We have synthesized these signals into emerging changes - captured in three future scenarios - to shed light on how these changes could evolve into an aspirational future.

What we heard: 13 emerging changes impacting leadership in 2030

> **"The future is already here. It's just not evenly distributed."**
> **- William Gibson**

Through conversations with the 31 leaders involved in this project, we heard signals of what might be possible for public and nonprofit leadership practices in the future. Leaders shared examples of approaches they have tried, and potential opportunities for a better future. Through these conversations and further research, we offer 13 emerging changes that will impact leadership practices over the next eight years.

Some of these changes may currently be more relevant to the nonprofit sector, as they may be slower to be adopted or evolve differently in a unionized environment and large public-sector agencies.

In sharing this list, we hope to inspire you to join a new generation of compassionate, courageous and considerate leaders who thrive amid disruption and uncertainty.

1. Virtual First

Already many thriving not-for-profit and private sector organizations have adopted a virtual first approach to their workplace that requires a different type of leadership.[4] This has worked well, particularly for national or international organizations where staff members are located in various parts of the country. Organizations have intentionally designed virtual interactions to support internal communications. A few participants, and numerous research studies, highlighted that virtual engagement is one of wthe ways to create an inclusive environment for immunocompromised and BIPOC team members. Some leaders see the disruption caused by COVID-19 as an opportunity to accelerate innovation and

re-design the way we work with greater autonomy over work hours and intentionally designed asynchronous work. Many leaders recognize that intentionally designed in-person engagement is also important. Looking towards the future, leaders still see significant opportunity to develop tools and resources that enable culture development in a virtual environment, suggesting many organizations will be thriving virtual organizations by 2030.

2. Equity & Racial Justice

Systemic racism came up in almost every conversation we held as part of this project. Many of the leaders were very aware of their privilege. Some white leaders acknowledge that they may not be a leader in the future to make space for new leaders. BIPOC leaders felt like their leadership legitimacy was being questioned because they were not a "straight white male". Younger senior leaders spoke of not being taken seriously due to their age and mentioned looking forward to aging so their leadership was not being called into question as often. In the future, this might mean years of experience is no longer a requirement for leadership positions. All of the leaders acknowledge there is still work to be done to fully realize racial justice in the future and are taking actions today to advance this goal.

3. Distributed Leadership

In response to the burnout and unrealistic expectations associated with the role of the Executive Director, there is experimentation underway with Co-Executive Director models[5] as well as leadership approaches that share the scope of leadership responsibilities with additional team members. Some leaders who are currently working in a co-leadership model are not sure whether it would work with other people or not but see the potential of building a community of leaders within the

organization. One organization in particular is deliberately trying to create an environment where all team members feel accountable for the organization's well-being. Since many social purpose organizations need to work with the public, government, community organizations, and grassroots organizations to achieve a vision, it makes sense to share the leadership responsibilities. Leaders are interested in exploring different ways of managing that aren't hierarchical structures such as network-based leadership where the boundaries of the organization and influence are much more porous as well as self-organizing structures that enable change. Over time, this might mean we see more leadership positions as well as networked leadership models that go beyond the boundaries of individual organizations.

4. Omnipresent Climate Crisis

A number of leaders are prioritizing environmental sustainability even though it may be outside the scope of their organization's mandate. In some cases, team members did not want to travel for work, "I don't want to get on a plane", because they did not want to contribute to the climate crisis. Leaders felt that it was important to acknowledge the broader societal changes taking place and play a role in mitigating negative consequences. This requires thinking about how climate sustainability gets integrated into everything. In the future, leaders might take this even further to address the climate crisis as part of their work, regardless of the mandate of their current organizations, create climate plans, and advocate for policy change outside the scope of their individual responsibilities.

5. Authentic and Transparent Leadership

Leaders have adapted their approaches to demonstrate much greater authenticity and transparency. This is a focus on

leading from values and communicating with team members even when there isn't complete certainty about the path forward. Leaders also hope they can inspire people to become not-for-profit and public sector staff members and leaders because that is where the amazing work happens. Through demonstrating they care, spending time building trust, and bringing their whole self to work, leaders hope this will drive much greater team engagement and organizational success.

6. Decolonizing Leadership

A number of leaders recognize that colonial leadership structures aren't working. In some cases, this means establishing an Indigenous advisory council[6] with decision making authority. In other cases this is recognizing that leadership is a verb, not a noun. We learned that leaders are experimenting with actively holding space or guiding a collaborative circle, where everyone is contributing to the circle. This means as a leader, thinking about the whole, creating the balance and finding the right composition of the team. As we look to the future, there might be many more ways where Indigenous ways of knowing and being are adopted in mainstream leadership philosophies and practices.

7. Wellness+

Team wellness is more important than ever. This goes beyond self-care to prioritize and design for wellness at work. One organization is designing policies that centre rest as a way to promote wellness.[7] Beyond policies, leaders are recognizing that if staff members say they have no capacity, that they need to respect their workload and need to resource work appropriately. Leaders are thrilled that people are talking about wellness and that personal priorities are being discussed at work. In the future, if successful wellness strategies are implemented, this might mean

team well-being is high and individuals are resilient to change.

8. Good Pay

Over the last few years, there have been a number of changes that recognize how much work has been done on a voluntary basis. Leaders are finding that some volunteers want to be paid for their expertise and time and that there is a desire to eliminate the "passion tax" amongst employees. This is the "tax" you pay as an underpaid changemaker. The long hours and unrealistic demands of a social purpose leader where you are meant to feel grateful because you are part of a movement. In response to this demand, one organization has started to pay candidates to participate in interviews[8] and other organizations are focused on liveable incomes. As we look to 2030, we might see work valued through better wages, less salary polarization as well as new models for worker-owned organizations.

9. Radical Flexibility

With the immediate shift to remote working in response to the COVID-19 pandemic (where possible), many organizations have evolved to an extreme state of flexibility. Some leaders struggle with this shift and others see it as a huge opportunity to reimagine how we work. Leaders feel that people will be most successful if they have autonomy over their time and work. In particular, creative work isn't linear and time bound. The number of work hours isn't a good way to measure success. Leaders will need to continue to be nimble and adaptive, particularly for staff going through challenging situations. In some cases, leaders felt that they provided their employees with radical flexibility but couldn't have this flexibility themselves. In the future, this might mean there is no defined work day and that self-management structures are established to support achievement of goals.

10. Community-Based Decision-Making

In response to some of the challenges with the existing Board of Directors model, leaders are putting community at the centre of decisions with community advisory councils in order to enable stronger decision-making. Leaders are focused on ensuring that programs prioritize the needs of the communities they serve and that leadership reflects the diversity of the population. Over time, this might mean that leaders need lived experience in the community or sector they serve as a job requirement.

11. Responsive Leadership

Over the last few years, leaders have evolved their approaches to respond to organization needs, team needs, and changes in the external environment. There is a recognition that there isn't one approach to lead and that leaders haven't completely mastered a new way to lead. During the pandemic, the environment enabled some organizations to quickly adapt and innovate their processes and systems. Other organizations have been experimenting with different ways that leaders can respond and learn.[9] Overall, there is strong openness to change and a willingness to learn and listen in order to better meet their teams' needs.

12. Social Activist Leadership

What if future leaders spent 90% of their time focused on advocating for social change beyond the scope of the organizational mandate? In some cases, leaders have become more outspoken in order to speak truth to power and use their voice and platform for a larger purpose. Leaders told us that they are trying to take a stance and be provocative on issues. They feel that as leaders, they can't be silent on issues of social justice. That they have an obligation to advocate for change beyond the organization.

13. Leadership Extinction

There is a shifting leadership identity underway where some leaders feel like the traditional hierarchical approaches aren't working anymore. Leaders explained that we are socialized to expect one leader to have all of the answers and seek out this "superhero". We heard about alternatives where quiet leadership is better recognized in the future and perhaps no one knows who is leading the organization. In the future this might mean people do not identify as a leader, or everyone identifies as a leader, because all team members are contributing to influencing change with or without formal leadership titles, as the concept evolves and is more distributed across individuals.

Possible Futures of Leadership in 2030

Many public sector and not-for-profit leaders are optimistic about the changes underway, and have embraced these changes to create new leadership approaches. Yet, leaders told us they also experience challenges trying to advance their organization's mission, while adjusting to an increasingly complex and uncertain organizational environment.

The following three scenarios were created to spark new thinking about what the future of leadership might look like. In doing so, the intent of these scenarios is to demonstrate how the challenges organizations face today could lead to positive outcomes.

These scenarios are deeply optimistic by design and do not reflect the negative implications or shifting revenue models of each world. Instead of questioning the probability of each scenario, readers are invited to consider their future if they were to come true.

As readers, review these scenarios and consider the following:

- What personal changes would you need to make to your leadership approach in each scenario?

- What new skills and competencies might you need to develop?

- What would you need to invest in and support your team with to thrive in this future?

- What elements of each scenario do you aspire to, and what can you do today to put your organization on the path to this future?

- Who else (funders, voters, board members) needs to be brought along with these changes, and how could that start?

It's 2030, and no one is a leader. At least, no one identifies as such as the term has fallen out of fashion, acknowledging that it no longer fits in today's transformed digital context. Workers who previously identified as organizational leaders are happy to forgo this title and the mounting expectations, stress, and social media abuse that often went with it.

Following a continued wave of global pandemics, organizations have embraced digital collaboration, recognizing that until it is safe for everyone to be in person, it is not appropriate to ask anyone to jeopardize their health to do so. After struggling through a virtual work adjustment period, most organizations have successfully built thriving organizational cultures, made possible by new tech platforms designed to transform the virtual work experience. Even frontline staff are able to make use of these platforms, protecting their personal health to the best of their ability.

After a decade of working predominantly in a virtual context, organizational structures have evolved, allowing workers flexibility and control over their day-to-day work, and distributing decision-making across team members. This means all team members determine when and where they work, including across time zones, and many organizations have adopted self-organizing management structures. These decisions, as well as their alignment with the organization's mission and goals, are transparently communicated using digital tools, ensuring that every team member (and the public) clearly understands how their work contributes to the broader organizational mandate. Embracing radical flexibility has meant that team members are able to contribute their strengths and assets to the organization, reducing team turnover resulting in a more efficient operating structures. To the surprise of most organizations, this has reduced overall operating costs.

Despite functioning in a predominantly virtual work environment, team members make conscious efforts to disconnect and reduce their individual energy footprint. More broadly, a climate lens is applied to all decision-making, and every organization has a climate plan regardless of whether an organization is environmentally-focused. This values change helped reinforce the broad shift to virtual work, as teams no longer wish to generate emissions as a result of their commutes to work, conferences, and meetings.

What leaders said that could, over time, evolve to create this scenario:

- The way we work has been disrupted - The entire way we think about work is changing as a result of COVID-19 responses. This means confusion and instability. It also means some of the things that were put in place temporarily early in the pandemic, may need to be taken apart to establish more permanent solutions. There is tension amongst senior leadership and team members about what the new working model should look like after the last few years of remote work (where applicable). Many people are feeling disconnected and that virtual collaboration is difficult. Leaders feel that social cohesion on the team is lost and are looking for solutions to address this problem. They also expressed a need to discover how to be more accessible and transparent in a virtual-first environment. Figuring out how to navigate their teams through a period of change and not knowing where they are going to land is a major challenge for many leaders. Overall, responding to this disruption has required significant learning and in some cases leaders feel stuck, that they can't rely on their extensive experience to respond to what is needed now.

- Trust in government is declining - Communities have high expectations for the public sector. They expect governments to make progress on essential services, engagement, immigration and social determinants of health even though the resources available aren't adequate to achieve expectations. At the same time, there is a decline in public dialogue with misinformation and polarization of viewpoints. Public leaders are more in the public eye than ever before and experience pressure, both externally and internally, to have all the answers. Leaders are finding it difficult to navigate this exposure of their public image while also wanting to inspire interest in the public sector.

- Environmental consciousness - Leaders are acknowledging that they need to incorporate environmental sustainability into their leadership approaches even if it is outside of their specific domain. They also acknowledge that younger workers are demanding that this be taken seriously by their organization.

Global changes contributing to this scenario:

- Digital transformation being accelerated globally, across sectors;
- Tight labour market where there are plentiful job vacancies;
- Climate crisis impacting every aspect of life; and,
- Global pandemics continuing to disrupt daily life and our ability to be in public settings.

Prominent leadership trends evident in this scenario:

- Virtual first: Organizations opting to work predominantly in a virtual setting.
- Omnipresent climate crisis: Every organization and every leader is focused on environmental sustainability, regardless of whether it relates to their mission.
- Radical flexibility: There is no defined work day and workers are left to structure their days however they wish, so long as they meet their goals.
- Leadership extinction: The concept of leadership may evolve as individuals no longer feel they can be expected to have all the answers and are reluctant to identify as sole authority. This might mean all team members take on leadership responsibilities without the formal title of leader.

SCENARIO 2 :

What if communities served were truly at the centre of decision-making?

It's 2030, and public and nonprofit leadership represents the vibrant diversity of the communities they work to support. In this scenario, it is increasingly common to see leadership teams include three generations, ensuring that the past, present, and future needs of the community are reflected in decision-making while ensuring that a rich pipeline of diverse leaders is being nurtured. While not present in every organization, this multi-generational approach, inspired by a Haudenosaunee philosophy,[10] has emerged in response to decades of climate crisis inaction, understanding the importance of multi-generational decision-making moving forward, as well as an acknowledgement that public and nonprofit organizations have historically failed to nurture future BIPOC leaders. Several nonprofit organizations have taken decision-making restructuring even further, opting to replace or augment their traditional boards of directors with members of the community they serve, ensuring key decisions are community-led. This shift has brought about additional benefits such as member-based financial models that diversified the revenue sources for many organizations.

Following the shift to multi-generational leadership, many organizations also opted to update their compensation packages, working to reduce the pay gap between the highest and lowest paid staff. For some larger organizations, this resulted in a reduction in income levels for the highest-paid team members. This was originally feared to result in an exodus of experienced talent from the nonprofit and public sectors, but proved resilient to broader market shifts when a wave of recessions resulted in leaders experiencing wage reductions across sectors, while governments mandated living wages protecting the income levels of communities traditionally impacted most by economic downturns.

This flattening of wages between sectors and organizations has enabled many benefits, including a rich practice of secondments. It is increasingly common for individuals to gain broader exposure to different ways of doing things by spending a year or two at a different organization or different sector. Having teams exposed to a greater variety of contexts means that leaders must also regularly evolve and alter their leadership approach. As such, many have adopted a more responsive coaching style, assessing the individual needs of team members to ensure they're able to maximize their contribution to the organization.

SCENARIO 2

What leaders said that could, over time, evolve to create this scenario:

- Challenges with boards of directors - Leaders told us that the volunteer Board of Directors model isn't working because, in some cases, they don't fully understand their responsibilities and they tend to push too hard. We heard that this governance model assumes that it provides accountability, but it may not where the volunteers who do not have experience in the sector are providing direction and advice to senior leadership. Many leaders feel that Boards of Directors are very conservative and are afraid of taking risks when innovation is needed to achieve the agenda of the organization.

- Generational differences - With three generations in the workforce, there are different values and needs for each generation that leaders need to address. Older members of the workforce value "work ethic" where you work as many hours as you need to within a time window. Whereas younger employees want flexible work conditions and will leave the organization if they aren't able to achieve that.

- Diversity, equity + inclusion - Almost all of the leaders who participated in this project are thinking about what they should do to facilitate greater diversity at the leadership level. They are learning and self-reflecting, and don't have all of the answers. For white leaders, they are trying to figure out how to make space for more diverse leadership, even if this means they are not a leader in the future. At the same time, one racialized male leader told us they feel their legitimacy as a leader is questioned. Finally, leaders want to know how to modify their institutions to be closer to the people they are trying to impact.

Global changes contributing to this scenario:

- A global focus on diversity and inclusion illuminating the current lack of diversity in leadership positions;

- Climate crisis impacting every aspect of life; and

- Economic downturns as a result of rising interest rates, market volatility, and mass lay-offs, climate disruption, global health crisis, and more.

Prominent leadership trends evident in this scenario:

- Equity & racial justice: Organizations are designed to cultivate and empower leaders of all backgrounds, empowering more diverse leaders.

- Community-based decisions: Decision-making structures are reorganized to ensure that the people who benefit from services are involved.

- Good pay: Compensating workers appropriately and equitably for the value they bring to an organization.

- Responsive leadership: An approach that responds to the internal and external needs of the organization, adjusting priorities as need is demonstrated.

It's 2030, and public and nonprofit sector leaders put people first. As a result, these sectors are thriving, with staff mental health and wellbeing stronger than ever before. Many nonprofit and public organizations have been working to decolonize their structures, with many adopting a shared leadership model, distributing decision-making between trained leaders and broader teams. Most non-profits have adopted a Co-Executive Director model with two or more leaders at the top, ensuring the stress and responsibility previously placed on one individual is now distributed across a few. This approach extends to teams by providing more individual autonomy and control over their job descriptions, trusting that individuals know how best to work to advance organizational goals. In return, there is a high level of trust in leadership decision-making. While slower to respond due to size and bureaucratic processes, many public sector organizations are in the process of redesigning their organizational structures.

By sharing leadership, it is less likely that one or two individuals are responsible for responding to all organizational challenges, meaning that leadership burnout has significantly reduced. And at times, individuals move between leadership positions that require higher or lower responsibilities depending on their well-being. As a result of these changes, leaders have the energy needed to invest in their colleagues and teams. More broadly, team members experience less stress as a result of leaders making necessary decisions to resource work properly, and listening to staff when they say they're unable to take on

more workloads. Following a wave of labour strikes and soaring competition for talent, all employees now receive benefits from day one, and positions are seldom short-term contracts. Most employers provide unlimited paid health days, onsite childcare, regular professional development, and meal programs to ensure that the human needs of teams are met. In this scenario, rest is prioritized, ensuring that no team member is ever pushed to the point of burnout. As a result, people, including leaders, feel appreciated and healthy, and turnover is low.

In comparison to decades previous, leaders are more "activist", pushing for social change on a variety of topics, not simply those that directly relate to their department or organizational mission. This shift partially materialized after some leaders pushed to return to pre-pandemic ways instead of embracing change, leading to staff shortages and strikes. As well, living with the immense social and economic consequences of the climate crisis, which today's leaders feel earlier generations did not do or say enough to prevent, has resulted in outspoken leaders, who are unafraid of the potential consequences of being provocative, and speaking the hard truths.

SCENARIO 3

What leaders said that could, over time, evolve to create this scenario:

- Leadership and team burnout - Leaders are managing their own pandemic burnout and personal well-being while continuing to lead their teams. Leaders told us that they ended up throwing themselves into work and felt that if they stopped to take a break they would be overwhelmed with fear. When COVID-19 happened, some organizations doubled down. They kept going and going and going, and now their teams are still burned out. We also heard that leaders want to leave their organizations because of burnout. This was described as a "body burden" of depression and social isolation stemming from COVID-19 impacts.

- Team fragility - Leaders aren't sure how best to respond to team members who are tired and mentally drained. They see fragility in their staff. Leaders want to support their team members; however, also question the extent to which deeply personal challenges should be discussed in the workplace. What's the role of a leader when their staff is dealing with huge societal issues?

- Talent mobility - Leaders are struggling to find staff, team members are moving on to new positions quickly, and staff expect that change will happen rapidly. As more staffing changes happen, organizations face a significant loss of institutional knowledge and community history. During the pandemic, more career shifts happened, people reflected on what they truly wanted, and started putting themselves first. Leaders want to revisit compensation as inflation and wages are not keeping up with the rising cost of living.

- Personal platform - Leaders feel that they need to be active on social media and build a personal platform, but they aren't sure how much to be present, how to navigate the pressure to be a public figure and have a big personality.

Global changes contributing to this scenario:

- Decolonization and a push to dismantle the legacy of colonization and white supremacy in structures;

- Connected digital society enabling leaders to have a wide, online platform;

- Labour shortages across sectors, as workers push back against unsafe and unfair working conditions; and

- The climate crisis impacting every aspect of life.

Prominent leadership trends evident in this scenario:

- Distributed Leadership: Leadership responsibilities are shared across many individuals, rather than a single figure.

- Authentic + Transparent Leadership: A focus on presenting the "whole self" as leaders, instead of cultivating a professional persona.

- Wellness+: A comprehensive focus on team wellness.

- Social Activist Leadership: Leaders are outspoken on a variety of social issues, including matters that extend beyond their organizational mission.

In Closing

It can be overwhelming to think about all of the changes happening today. This document summarizes the changes that were expressed by the leaders interviewed, exploring what they might mean in 2030. In doing so, the intent of this work is to support leaders to reflect on their own organizational future, and the changes they could make today to make it possible. For example:

- What personal changes would you need to make to your leadership approach in each scenario?

- What new skills and competencies might you need to develop?

- What would you need to invest in and support your team with to thrive in this future?

- What elements of each scenario do you aspire to, and what can you do today to put your organization on the path to this future?

- Who else (funders, voters, board members) needs to be brought along with these changes, and how could that start?

All of the leaders that participated in this project are experimenting with various elements of the scenarios already. We anticipate that they are not alone, as there is tremendous innovation happening, every day, in the non-profit and public sectors. We hope that by sharing the emerging changes and future scenarios, you will be inspired and motivated to activate these changes and embrace this landmark moment of leadership transformation.

Authors

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Heather is a strategist, researcher and designer with 15+ years of experience in policy innovation, healthcare leadership, management consulting, program and project management, and strategy. She helps organizations navigate complex challenges by learning new topics quickly and connecting the dots across domains. Heather was named a Next Generation Foresight Practitioner Fellow in 2021. She holds a Bachelor's of Science from Queen's University, an MBA from the DeGroote School of Business at McMaster University, and a Master's of Design in Strategic Foresight and Innovation from OCAD University.

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Jessica is a futurist, facilitator, strategist and creative problem solver with 15+ years of experience in the public and nonprofit sector. She has published numerous strategic foresight writings, and worked across a variety of diverse subject areas, including city-building, future of work, healthcare innovation, sustainability, local food systems development, creative arts, and public governance. Jessica was named a Next Generation Foresight Practitioner Fellow in 2021, and is foresight associate at Future Cities Canada. Her collaborative research won an award from the Association of Professional Futurists in 2019. Jessica has a B.A. in Socio-cultural Anthropology from the University of Toronto, and a Master's of Design in Strategic Foresight and Innovation from OCAD University.

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Camara has been recognized as one of 100 Black Women in Canada to Watch, she is a CivicAction DiverseCity Fellow, and was noted as a national leader in the Canadian nonprofit landscape by The Philanthropist publication. She has built her career over the past 15 years in roles that work at the heart of improving people's lives, working in the fields of equality, education, and community services. She has led a national education policy program for England's leading LGBTQ charity, was the Executive Director of Canada's largest volunteer centre and has led Toronto Metropolitan University's career education strategy for over 40,000 students. At the Leadership Lab, her work is focused on helping emerging leaders access the knowledge, skills and tools they need to create policy change. Originally from England, Camara graduated with an LLB law degree with honours from the University of Liverpool.

Acknowledgments

About Us

CREATIVE FUTURES STUDIO INC.

Can you use an updated blurb to describe Creative Futures?

Creative Futures Studio Inc. helps public, nonprofit, and socially-minded leaders plan and prepare for their future. Using applied futures research, we help organizations navigate complexity and embrace uncertainty, arming them with the tools to think beyond present-day issues and imagine, prepare for, and navigate multiple potential futures. Learn more at www.creativefutures.studio.
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THE LEADERSHIP LAB

The Leadership Lab is an action-oriented think-tank at Toronto Metropolitan University that develops leaders and solutions to make progress on our most pressing civic challenges. Through leadership development and policy and research activation, we are building a new generation of skilled and adaptive leaders and change-makers, at all ages and stages, to build a more trustworthy, inclusive society. As the Leadership Lab plans to expand its leadership training to reach more emerging leaders across Canada, this project was an exciting opportunity to gain invaluable insights into the skills that leaders will need to be effective in the coming years. Find out more about the Lab's work at www.ryersonleadlab.com.

Endnotes

[1] Greenspon, Abe. "The future of leadership in the public sector: what's wanting to emerge." Apolitical. June 2, 2020. https://apolitical.co/solution-articles/en/the-future-of-leadership-in-the-public-sector-whats-wanting-to-emerge

[2] Kennard, Jon. "VaynerMedia's Claude Silver: Embrace the new skills landscape." UNLEASH World 2022. Aug 3, 2022. https://www.unleash.ai/unleashworld/talent-and-recruitment/claude-silver-embrace-the-new-skills-landscape/

[3] According to OECD, Strategic foresight "uses a range of methodologies, such as scanning the horizon for emerging changes, analyzing megatrends and developing multiple scenarios, to reveal and discuss useful ideas about the future." It is typically used when there is a high degree of uncertainty surrounding the future of an area of focus.

[4] Partnership on AI (PAI) has made the decision to work remotely on a permanent basis. To support team and culture building, they held their first in-person retreat where everyone across the organization was invited to one location for two to three days. They plan to host these retreats every six months.

[5] Park People has implemented a co-Executive Director model where the responsibilities of each co-ED are well defined and conflict resolution processes have been established.

[6] Nourish Leadership has created an Indigenous Advisory group to complement the existing Board of Directors model and influence organizational decisions.

[7] Palette Skills is centering the idea of rest in their HR policies. They are designing policies to facilitate their staff to have a good life.

[8] FoodShare announced in March 2022 that they would begin paying job candidates $75 per interview, respecting the time it takes to prepare, and missed work or childcare needs associated with interviewing.

[9] Ontario Nonprofit Network (ONN) supports leadership secondments to other organizations.

[10] The Seventh Generation principle is a Haudenosaunee value that puts the needs of future generations at the centre of decision-making by considering how present day decisions are borrowing from our descendants' futures (Haudenosaunee Confederacy website).