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POSITIVE MANAGEMENT AND LEADERSHIP: CONTRIBUTIONS TO THE SUSTAINABLE DEVELOPMENT

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ABSTRACT

Competitive organizations are gradually getting closer to the issue of sustainability management, integrating environmental preservation, social actions, and economic prosperity into their businesses. The sustainability principles must be implemented at three organizational levels: strategic, tactical, and operational. However, there are still gaps in research on sustainable concepts and practices, especially at the strategic and tactical management levels. New studies are needed seeking to integrate management, leadership, and business planning with the spheres of sustainability in its broader scope (environmental, social, and economic), also considering the cultural environment and people development. This study aims to discuss some assumptions and practical actions that contribute to promoting a sustainable organizational environment (economic, social, environmental, and cultural) involving positive leadership, communication, and people development. The research is qualitative and exploratory in nature and will be based on bibliographic and documentary research. The study concludes that the search for goals and improvements in the area of corporate sustainability necessarily involves a change in the mindset of leadership. Employees need to be educated and incorporate the culture of sustainable development, which is practiced daily, and their leaders are the maintainers of this culture. The new leadership must show itself more genuinely engaged with environmentally correct, socially fairer and economically viable forms of production and business. By acting in this way, possibly, in the coming years the corporate environment will play a fundamental role in transforming communities, local development and improving the quality of life for its employees and families.

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INTRODUCTION

Corporate sustainability has as its goal a sustainable balance based on the three basic dimensions that compose the Triple Bottom Line, that is, environmental, social, and economic dimensions (Elkington, 2012). According to this concept, an organization is sustainable when it is also financially viable, socially fair, and environmentally responsible. However, it is a concept that disregards typical factors of an organization, such as institutional culture and employee conduct, as these are behaviors that influence the direction to be followed in the implementation of actions, in the development of themes and in

the effective communication, which should be clear, transparent, and accessible to all layers of corporations. Dunphy, Griffiths and Benn (2007) believes that the evolution of sustainability can be understood within organizations through their culture, by phases such as: rejection; no receptivity; legislation compliance; operational effectiveness; strategic proactivity and corporate sustainability. It can be seen, in this context, that the process of phase change is not a uniform path and, for the company to be successful in its transition to sustainability, steps are necessary and defined. Literature indicates that one of the ways to succeed in sustainability is through industrial and business ecology. There is a recurrent assertion – highly mistaken – that ecology and the business environment are not related, as they

are supposedly antagonistic poles. In fact, industrial, business, and ecological processes have close relationships, considering that they are transformations that involve energy and matter that create products, such as artifacts, and protect living beings, ecosystems. Industrial and business ecology is a new way of seeing the world of the company in its relationship with other sectors of human society, with the environment. It is a perspective that implies a new model, a new standard of know-do-be in industrial and business processes in general, whether in the administrative or in the technological fields, including the production processes field (Giannetti, & Almeida, 2006; Mello, 2016). Despite the variety of metrics and indicators that suggest ways to achieve success in sustainability, such as carbon footprint, consumption of natural resources and energy, green credit, there is still no full system that favors its full understanding and evaluation of strategic development, including people and results. In this context, does the implementation of humanized management and positive leadership, linked to the precepts of corporate sustainability, generate values for employees, creating culture and identity in companies?

This article aims to discuss assumptions and practical actions that promote sustainability through business management tools, positive leadership, and communication. Therefore, given the data collected, this work suggests premises for a strategic and tactical process in a corporate sustainability management, in line with the Sustainable Development Goals (SDGs) of the 2030 Agenda, in view of being the main tool that guides the current sustainable development. Along with this introduction, the article presents a theoretical framework, in which concepts of sustainability, sustainable development, industrial ecology, organizational sustainability and positive leadership are analyzed, explanation of the research methodology, analysis of variables, and final considerations.

THEORETICAL REFERENCE

Sustainability and sustainable development: Although sustainability and sustainable development are not synonymous expressions, they are usually treated as equivalent concepts (Sartori, Latrónico, & Campos, 2014). Therefore, it is important to differentiate both concepts, followed by an approximation that allows for a more pragmatic analysis. The word sustainability comes from the Latin *sustentare* and is associated with an idea of "ability to sustain something". Etymologically, it means "sustaining", "supporting" and "conserving". It is a concept related to sustainable development, that is, it is formed by a set of ecologically correct, economically viable, socially fair, and culturally diverse ideas, strategies, and attitudes. The concept of sustainability has some variants, some "extensions". For example, sustained growth brings a concept of "safe and constant growth in the economy"; sustainable management emphasizes the ways to run an organization, valuing the factors that encompass it. This is a concept essentially linked to the environment. It is noticed that the variants highlight, with emphasis, the words "sustained" and "sustainable". The difference between the two words permeates the idea that "sustainable" indicates the possibility of support, while "sustained" expresses the idea that support has already been achieved. In a conception applied to social dynamics, it is applied in biology, ecology, considering the studies and objectives it proposes, such as the regeneration capacities (resilience) of ecosystems, in view of the growth of the population, of humanity (anthropogenic actions). In the economic sphere, it appears that the production and the exacerbated growth of the means of production and the extraction of resources neither support nor accompany the increase in population, in the supply of food. Machado (2005) believes that the concept of sustainability gained strength in the 1950s, when, from nuclear pollution, the world first realized the environmental risk. On that occasion, radioactive rains occurred thousands of kilometers from the locations where the nuclear tests were executed, causing heated debates within the scientific community. In addition, the use of chemical pesticides and insecticides caused a serious environmental crisis at the time (Carson, 1968). From these events, summits for discussion and combating environmental degradation were created by the United Nations (UN) in Europe. For example, reports with studies

and diagnoses of environmental problems were debated in 1972 at a United Nations conference on the Human Environment in Stockholm. To discuss measures to contain environmental pollution, developed and underdeveloped countries were placed under the same perspective of environmental debates and commitments. For developed countries, the discussion was around the environmental pollution and aggressions to ecosystems; for developing countries, the central point involved themes such as eradicating poverty and reducing inequalities (Romeiro, 2012, p. 70). In view of studies, diagnoses, and debates on environmental problems, emerging concerns about the depletion of the environment, including a redistribution of world income, in view of the economic development of countries in the global South, were highlighted (Dias, 2019).

After the Stockholm Conference (1972) several documents on sustainability were created, as well as the publication of research and debate forums. Governments created agencies to protect the environment and combat the degradation of ecosystems, stimulating debates on ecodevelopment. Thus, in addition to the macro-environmental discussion, sustainability debates with a social bias were provoked, assimilating that poverty is one of the great causes of environmental aggression, of the destruction of natural resources. A few years after the Stockholm Conference (1972) the idea of "ecodevelopment" was replaced by the concept of "sustainable development". According to Veiga (2010, p. 190), the expression "sustainable development" was used publicly for the first time in August 1979, in Stockholm, at the United Nations Symposium on the Interrelations between Resources, Environment and Development. However, the idea of "sustainable development" only gained greater prominence in 1987, with the publication of the "Our Common Future" Report, also known as the "Brundtland Report". The concept thus expanded to other dimensions besides the environmental one, at a time marked by neoliberalism (Nascimento, 2012), which "dominated the scene until the late 1990s" (Sachs, 2008, p. 29).

In 1989, the United Nations (UN) held a Conference on Environment and Development. In 1992, another important Conference brought together leaders from around the world to debate the environment. Held in Rio de Janeiro, it was named the United Nations Conference on Environment and Development, also known as "Rio 92", "Eco-92", "Earth Summit", "Summer Summit" and Rio Conference of January. The Conference fostered the creation of important documents for the environment and sustainability, such as the Rio Declaration, Agenda 21 and the Kyoto Protocol (Nascimento, 2012). After 1992, several debates about the conception and interpretation of Sustainable Development started to suggest viable measures to reduce environmental damage and social inequalities (Guimarães, & Fontoura, 2012). In 2000 another important meeting was held on the environment and sustainability. Several countries participated that, together, drafted and approved a document called the Millennium Declaration. It defines 8 Millennium Development Goals (MDGs), with 21 goals to be pursued. The deadline for achieving the goals would be until 2015, that is, 23 years – 1992 to 2015. The Millennium Declaration Goals are as follows:

- Eradicate extreme poverty and hunger.
- Achieve universal primary education.
- Promote gender equality and empower women.
- Reduce child mortality.
- Improve maternal health.
- Combat HIV/AIDS, malaria, and other diseases.
- Ensure environmental sustainability.
- Develop a global partnership for development.

In the case of the Brazilian reality, the MDGs represent goals that provoked considerable advances (Roma, 2019, p. 33). Worldwide, according to The Millennium Development Goals Report, the results already obtained are also satisfactory: comparing the extreme poverty of the world population in the 1990s with that of 2015, there was a reduction from 50% to 14%; malnutrition dropped from approximately 23% to 13%; and the infant mortality rate went from 90 deaths per 1000 births to 43 deaths per 1000 births (UN, 2016).

Despite social and environmental advances, many of the goals established in 1992 continue to challenge progress, such as reductions in poverty, inequality, and child mortality (Brault et al., 2020). In view of the mandate of the Rio+20 Conference, which took place in 2012, important negotiations began in the following year to implement new forms of sustainable development, with the participation of governments, companies and civil society. In 2015, negotiations took place that culminated in the preparation of the document “Transforming Our World: The 2030 Agenda for Sustainable Development”. It was also ratified that the Sustainable Development Goals (SDGs) – also known as Global Goals – are part of the new “action plan for people, for the planet, for prosperity”. This set of far-reaching universal and transformative actions and policies is intended to guide national policies and international cooperation activities from January 2016 to December 2030, that is, for fifteen years (NAÇÕES UNIDAS BRASIL, 2015).

Icons describing the Sustainable Development Goals (SDGs) are shown in Chart 1:

The 2030 Agenda ensures that private business activity, investment and innovation are the main drivers of productivity, inclusive economic development, and job creation. In this context, companies are essential for sustainable development, not only for its effectiveness, but also for ensuring the capillarity of actions, given the strong willingness of the private sector to establish a dialogue with employees and the community. That is why in the above mentioned Goals of the SDGs the term “company” – as well as its derivatives – is mentioned several times, demonstrating that the private sector plays a fundamental role in sustainable development. As shown in Chart 2, below:

Companies play a fundamental role in employability processes, in building a socially just and economically developed community. In addition, production processes and standards have been actively transformed, becoming increasingly efficient, clean and with lower energy and environmental costs, indicating that the perpetuity of business is threatened for those who do not adapt to this new imperative. On the other hand, considering that companies are inductors of new trends, the transition process from a “common management” to a sustainable management is totally beneficial to society. Although the SDGs point to specific indicators for Public Administration (IBGE, 2020), including the tools necessary for its insertion in business management, such as the SDG Compass (NAÇÕES UNIDAS BRASIL, 2020), there are still no Key Performance Indicators (KPI) that relate these goals to strategic leadership in organizations.

Industrial ecology and strategic sustainability: The notion of industrial, business ecology emerged from the idea of symbiotic relationship, which originated in Biology. A symbiotic relationship is one that is established between two or more species, in which an exchange of materials, energy or information takes place, generating a beneficial solution for all participants. As in a biological ecosystem, the industrial, business process is a cycle through which energy and materials pass, so that the output of one process can be the input of another. Therefore, industrial and business ecology is related to the concept of sustainability as it involves closed production cycles, with reduction or elimination of dependence on non-renewable energy sources (Mariuzzo, 2019). It is a methodological conception of ecology that allows exploring the metabolism of business processes involving flows of matter, energy, and people, working as a new paradigm to provide sustainable development and sustainability in organizations. It is known that a process is an ordered group of activities performed in a logical sequence, containing inputs, to which value is added and clearly identified outputs are generated and intended to overcome the needs and expectations of one or more internal customers or external, making use of the organization's resources to generate concrete results (Harrington, 1993; Hammer, & Champy, 1994; Davenport, 1994). Gonçalves (2000) understands that the functionality characteristics of the processes involve not only intra-organizational aspects (interaction between the company's

internal processes), but also intra-organizational aspects (interaction with the processes of other organizations). According to Gomes (2009), organizations admitted the juxtaposition of sustainability in the business context after becoming aware that environmental investments do not compromise profitability and competitiveness. Therefore, they do not harm directly interested parties, such as workers, shareholders, and consumers. Thus, sustainability presupposes the implementation of management practices aimed at eliminating waste, seeking to optimize costs through energy efficiency and the reuse of raw materials.

The adoption of strategic sustainability cannot be limited to the practice of ecological and social principles in a disinterested way: strategic sustainability, once implemented and successful, is the sum of satisfying three needs: win-win-win. The company wins because its reputation and value proposition will increase, the stakeholders win because they increase the probability of obtaining benefits (financial or not), and the environment wins, which becomes the strategic light of this precious asset (Gomes, 2009). According to Oliveira et al. (2012), strategic sustainability is linked to the Triple Bottom Line concept, also known as 3Ps (People, Planet and Profit). Elkington (2012) called it the “three pillar theory”. Analyzing each of the words separately, it can be said that they represent: (i) economic pillar, whose purpose is to create viable enterprises, attractive to investors; (ii) environmental pillar, whose objective is to analyze the interaction of processes with the environment without causing permanent damage to it, and; (iii) social pillar, which is concerned with establishing fair actions for workers, partners and society. O *Triple Bottom Line* pode ser implementado através de diversos instrumentos. Autores relembram, entretanto, que a denominada Matriz de Alinhamento Estratégico Sustentável (MAES) envolve vários elementos, como o financeiro, os clientes, e os processos internos de aprendizado e crescimento. Todos em conexão com os pilares social, econômico e ambiental, conforme exposto no Quadro 3. Triple Bottom Line can be implemented through several instruments. Authors recall, however, that the Sustainable Strategic Alignment Matrix involves several elements, such as finance, customers, and internal learning and growth processes. All in connection with the social, economic, and environmental pillars, as shown in Chart 3.

People management: For Ferreira (2010) the term management can be understood as the act or effect of managing, administering, or managing. However, the term means much more than its literal result. Management is an area of the human sciences that is dedicated to the administration of companies, of other institutions, aiming to reach objectives in an effective, and efficient way, encompassing different areas, and defining guidelines, policies, and behaviors. Thus, some of the management tasks involve defining the goals to be achieved, planning the steps necessary to accomplish them, diagnosing problems and resolving conflicts that arise in the course of the process. Another concern of the management involves the improvement of the processes adopted by the corporation, making use, for this, of a permanent effort in learning and in the search for innovation. The concept of management is also directly linked to the administration of resources available in the organization. Such resources can be material, financial, technological, information and, above all, human. Thus, a leader, in addition to fulfilling his organizational functions, needs to pay attention to the management of the team and its nuances.

Some types of management, with their respective concepts and aspects, can be seen in Chart 4. They are types of management that even present some reflection on the impacts of the philosophy of people management. Although the theoretical bases in Chart 4 allow reflections, demonstrating implications in the way of perceiving the organization and possible consequences for people management, it is clear that not all concepts satisfactorily contribute to a fully effective Strategic People Management. Another important factor to be highlighted is that people management goes beyond interpersonal relationships, also encompassing relationships between processes and people and processes. According to Goleman (2015), management concepts have changed over the years with corporations. Currently,

there are different understandings about leadership, management, and people. For example, technology companies, startups, have changed the way they manage their human resources, whether through benefits, career development, positions etc. In this context, the corporate world is in a new era, with the need for competent leaders, capable of genuine leadership, caring for people not only in the work environment and, without contempt, able to provide positive results in the corporation. There is a need for leadership to have a more accentuated and apparent humanity in corporate relations. The leader must establish relationships that go beyond the company's tasks and processes. For this, it is necessary to understand the characteristics of your team and offer opportunities to take advantage of individualities. It is a way for the manager to work efficiently with his/her team. The manager must exacerbate the strengths of each employee and develop individual improvement opportunities. For this, it is necessary to carry out participatory management, where the leader can navigate through processes and tasks that each of his followers is responsible for. Goleman (2015) believes that the modern-day leader has a series of management tools that help him in leadership. Some examples of such tools would be Human Resources, group dynamics, software, books, courses etc. With the effectiveness of such tools, the manager would have an effective leadership, fundamental for the success of any company, of strategic management. A type of management with planning, which must have as its fundamental point a task to be performed, plans to be established, with defined resources and goals to be developed.

Positive Leadership

Corporate sustainability, in line with modern and inclusive management practices, has advanced considerably in recent years, something that has brought important benefits to companies. For example:

- Improved results and deliverables.
- Reduction of costs and expenses with inputs.
- Reduction of expenses with energy and its non-renewable sources.
- Reduction of greenhouse gas emissions.
- Increase of environmentally sustainable solutions through inclusive practices and internal promotion actions in companies.
- Creation of communication channels between companies and the local community.
- Greater development of training for employees.
- Increased benefits aimed at educating family members.
- Increased actions aimed at the local community.
- Better performance of internal processes and inclusion of employees in decision making.
- Communication channels with the community.
- Increase of actions aimed at recycling, reuse of natural resources and raw materials.
- Social actions to improve the living conditions of the community, support the eradication of poverty, improve food, education, basic infrastructure, and the environment.
- Pressure for public policies to adapt to new forms of market, businesses in which leaders are important, as they are transforming agents and opinion makers for the population, market, and media.

These topics are some examples of the benefits that sustainability, linked to leadership styles, management, and respective tools, can contribute both internally and externally to companies. The role of a sustainability leader goes through the engagement and leadership practice of their teams, who need to be interested in sustainable development projects and processes. In addition, it is important that they act as multipliers of actions, ensuring clear and efficient communication of sustainability in the company's objectives. These goals, when designed in an inclusive, clear, and participatory manner, become important tools for the success of sustainability, with a consequent increase in productivity.

The concept of Positive Leadership is based on the premises of Positive Psychology, which guides, through scientific studies, how human motivations and capacities contribute to making people healthier, happier, and prepared to excel. It involves, for example, understanding human beings according to what they are best at: their potential, the possibility of growth. It is the positive look at the human being (IPOG, 2017, p. 1). Carnegie (2019) understands that the positive leader needs some specific and special characteristics, among which the following emerge:

- Self-awareness.
- Relational transparency.
- Balanced processing.
- Ethical behavior.
- Reliability.
- Support.
- Empowerment.

The development of a collaborative culture in positive leadership involves emphases on ethics, satisfaction, and happiness in the work environment. They are elements that, consequently, provide meaning in the professional life of the people on the team, considering that when the individual assimilates a sense of purpose and relevance of their activities, surprising effects are noticed: reduced turnover, high levels of engagement, empowerment, satisfaction, and happiness.

METHODOLOGY

As for the approach to the problem, the research is characterized as qualitative. Gil (2019) understands that qualitative research seeks to systematically explain facts that occur in a social context that is generally related to a multiplicity of variables. Chizzotti (2018, p. 89) adds that the main purpose of qualitative research “is to intervene in an unsatisfactory situation, to change conditions perceived as transformable”, which is consistent with the scope of this work. The research has an exploratory objective. Exploratory research aims to “provide greater familiarity with the problem, with a view to making it more explicit or constituting hypotheses” (Gil, 2019, p. 41). For Triviños (2015), this model aims to increase the experience in relation to a given problem that is still little studied or known. The methodology used for the development of the work has a bibliographic and documentary character. According to Gil (2019), bibliographic research and documentary research are important techniques in qualitative research, either complementing information obtained by other techniques, or unveiling new aspects of a theme or problem. The author establishes a difference between the two data collection techniques, stating that bibliographic research uses sources consisting of material already prepared, while documental research uses primary sources, that is, data and information that have not yet been treated scientifically or analytically. Data analysis of this research will be carried out using the technique called content analysis, based on Bardin (2016). According to Mozzato and Grzybovski (2011), this data analysis technique is being used frequently in qualitative research. Thus, the study followed the phases of content analysis, as recommended by Bardin (2016): (i) pre-analysis; (ii) exploration of the material, and (iii) treatment of results, which involves the inference, interpretation, and description of relevant research findings.

RESULTS

To obtain the results, some common points were listed in the SDGs and their goals, allowing categorizations that have a direct relationship with the actions and benefits obtained with the use of positive organizational leadership and its tools.

Building a fairer and more equitable society: This category seeks to align objectives that directly impact on improving living conditions for society and access to basic living conditions. Companies contribute directly to these aspects when their actions help to develop

communities, establish jobs on equal terms, respecting labor laws and act as a transforming agent for local society. The objectives included in this category are:

Goal 1. End poverty in all its forms everywhere: Since sustainability actions and the role of leadership work directly in local communities and in the use of natural resources, in addition to the social actions that can be taken by companies.

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture: Incentive by companies and also use of part of their production and profits to promote improvements in the quality of food in local communities in addition to fostering activities of small producers and clean forms of production. Leaders play an important role in decision-making, increasing actions and the internal external communication process.

Goal 4. Ensure inclusive, equitable and quality education, and promote lifelong learning opportunities for all: Companies play an important role in this objective as many work in their communities with projects to improve basic and technical education. They can also absorb skilled labor in their projects, thus improving the decent living conditions for the population.

Goal 5. Achieve gender equality and empower all women and girls: Businesses are now becoming aware of this issue. And the role of leadership is the main point. More women in command and leadership positions in companies, whether operational or strategic. Several companies are already reserving job positions for women in leadership positions and in their selection processes. This gap of years of machismo is on a collision course with sustainability and its social role.

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Environmental management, climate change and its impacts: This category seeks to align objectives that directly impact on environmental protection, the use of renewable energy and clean production. Companies have a direct role in this matter, as they need to revisit their existing means of production, improving processes, using fewer natural resources, implementing resource reuse, educating employees, and working in the search for constant efficiency. This category includes the following objectives:

Goal 6. Ensuring the availability and sustainable management of water and sanitation for all: This item has been dealt with by companies for a longer period of time as it represents a legal requirement for operations, even appearing in the operating licenses. Companies play an important role because their improvement process programs, search for energy efficiency and even technological advances in their production line make consumption of raw materials and energy lower. The role of the leadership in this regard is to enable and encourage these practices, making the company's culture to go through these requirements throughout its operation and environmental concern is a role of all employees.

Goal 13. Take urgent action to combat climate change and its impacts: Companies are largely responsible for climate change as well, for example in companies that burn fossil fuels in their processes. Therefore, it is up to the leadership to urgently search for cleaner means of production and compensation for the pollution caused by these processes.

Goal 14. Conservation and sustainable use of oceans, seas, and marine resources for sustainable development.

Goal 15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss: In this objective, companies in the primary sector have a fundamental role in conservation of areas, recovery, and transformation of degraded areas into forest areas. It is up to the companies' leadership and their teams

to act in the conservation and awareness of their employees with campaigns, training, solutions, and technological innovation. Environmental impact actions by the organizational leadership such as replanting, sustainable management, among others, enable degraded areas to have a future in the medium/long term.

Development of a fairer economy and respect for individual freedoms: In this category, the objectives that promote local development and more viable and fairer economic standards are highlighted. Companies play an important role, as they act both as suppliers of their products, services, and labor, but also as customers in the acquisition of inputs, natural resources, raw materials, etc. In addition, they are directly involved in price regulation, the population's purchasing power and the supply of products in local markets. The intention is to seek improvements for society by adapting the forms of production to more sustainable and economically inclusive practices. In this category we have the following objectives:

Goal 7. Ensure reliable, sustainable, modern and affordable access to energy for all.

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all – One of the objectives most in line with the research theme, as it deals with employability, improvement of working conditions and fair economic development. The companies, through their employment, training, and inclusion programs for young people in the market, play a fundamental role in this objective. Corporate leaders are responsible for establishing these programs and once the youth is part of the workforce, training comes as important and the role of the leader will shape the profile of the employee, work on personal and professional goals and objectives of the youth and guidance on the best paths for the professional trajectory of these newcomers to the market.

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation – This goal involves leadership not only of business, but also government leadership, where assistance to small businesses, access to credit and fair industrial and economic development will bring success in this case. Leadership is important in this objective in its essence, where the leader's role will be to seek development not only for the company, but also for the community, suppliers, customers, and business partners.

Goal 12. Ensure sustainable production and consumption patterns – Multinational companies, that is, larger ones, are the most contemplated in this objective. As it is necessary that the leadership be responsible for the information contained in its sustainability and management reports. The commitment to transparency in numbers referring to production, waste, emission, among others, will guarantee success in this regard. Leaders play a fundamental role in the construction of GRI (Global Reporting Initiative) reports, for example, and in communicating to external and internal agents.

Improving The Quality Of Life And Promoting Well-Being For The Population: Finally, in this category, companies play a social role in the construction and development of cities and in the quality of life of the community. Companies promote social actions, inclusion and development of their employees and their dependents. With this, it is possible to obtain an increase in the levels of quality of life, education, and sustainable development, triggering the beginning of a local culture and identity. In this category we have the following objectives:

Goal 3. Ensure a healthy life and promote well-being for everyone, at all ages - Promote access to health for its employees, establish campaigns to improve the quality of life and health for its teams and train its employees at all times in safe and healthy work practices. The leader has a strong role in this objective, as he/she must ensure the well-being of his/her team and family members, thus ensuring that the relationship of trust grows, and the team has peace of mind to carry out its functions more effectively.

Chart 1. Icons and description of the Sustainable Development Goals (SDGs)

SDG icon	Full Description of SDG
	Ending poverty in all its forms everywhere
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Ensure access to affordable, reliable, sustainable, and modern energy for all
	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Reduce inequality within and among countries
	Make cities and human settlements including, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Source: Elaborated by the authors, based on data from the United Nations Brazil (2015).

Chart 2. References to the business sphere in the Development Goals.

ICON	SDG DESCRIPTION	GOAL
	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	8.3 promote development-oriented policies that support productive activities, the generation of decent employment, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including financial access.
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	9.3 increase the access of small industries and other companies, particularly in developing countries, to financial services, including affordable credit, and facilitate their integration into value chains and markets.
	Ensure sustainable production and consumption standards.	12.6 to encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
	Strengthen the means of implementation and revitalize the global partnership for sustainable development.	17. encourage and promote effective public, public-private, private, and civil society partnerships, from their experiences in resource mobilization strategies.

Source: Elaborated by the authors, based on data from the United Nations Brazil (2015).

Chart 3. Sustainable Strategy Alignment Matrix

Pillars	Social	Economic	Environmental
Financial	Distribution of earnings to interested parties (suppliers, distributors, communities, and other interested parties). Creation of a structure that supports other activities in the region	Maximizing profits Maximizing revenue	Investments in technologies aligned with the concepts of P+L and innovation. Participation in sustainability indexes. Participation in the carbon credits program
Clients	Increased external perception of their social commitment through the development of social programs with public or private sectors	Increased market share. Customer retention Identification of new markets	Increased external perception of their environmental commitment to the development of environmental programs
Internal processes	Transparency, ethics, and fair treatment in intra-organizational relationships (selection, evaluation and contact with all stakeholders)	Optimization of internal and external production processes. Establishment of standardization, reducing errors and waste	Requirement of environmentally correct practices in intra-organizational processes. Implementation of environmental standards
Learning and Growth	Cultural and educational development of process stakeholders	Investment in the development of necessary skills to the organization's results	Awareness, development, and multiplication of an environmentally responsible culture

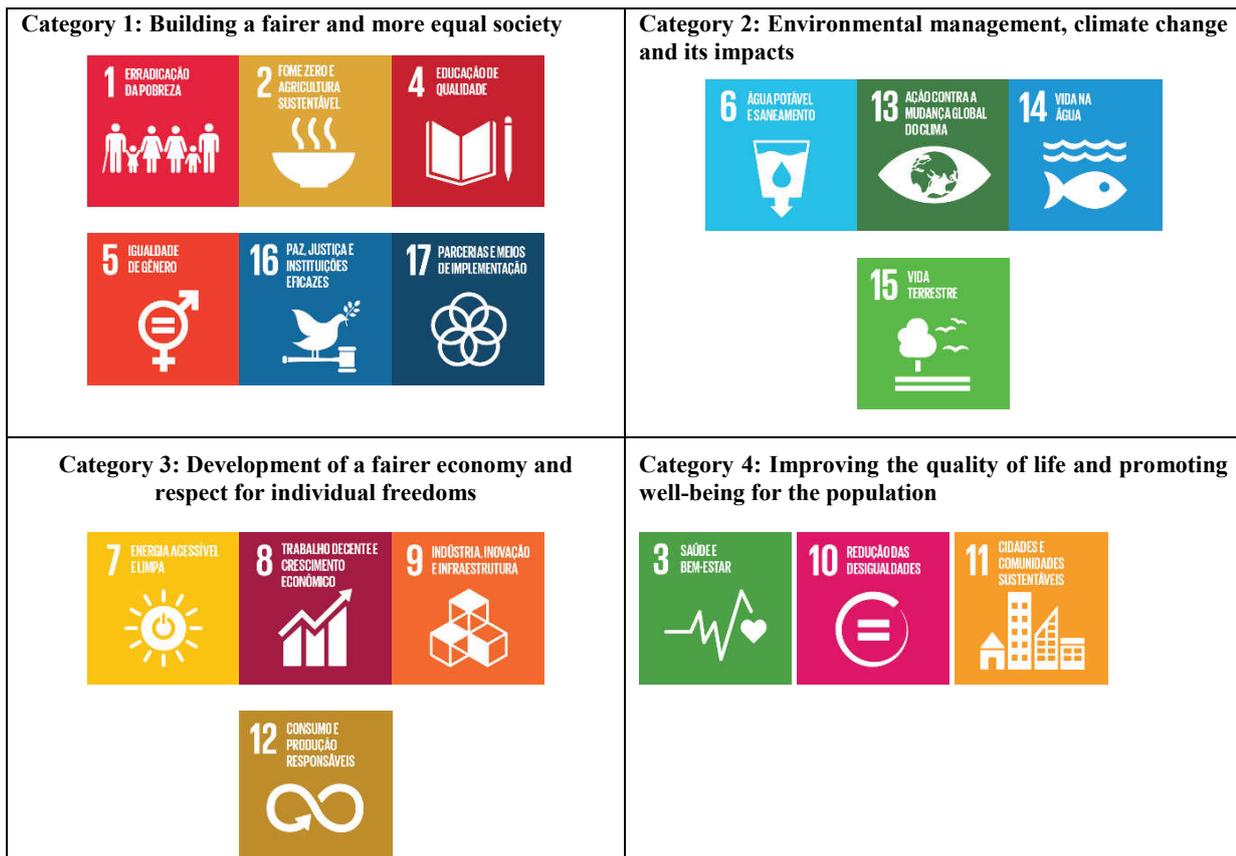
Source: Oliveira et al. (2012, p. 75).

Chart 4. Reflections on Theorization in People Management

Theoretical basis	Organizational Vision	Implications for People Management
Line Functionalist/ Systems Cybernetics	Organization is seen as a closed system (receives influences from the environment) or open (interacts with the environment)	If the organization is an open system, the company receives demands from the environment (needs and opportunities), processes these demands in accordance with its policies and practices (managing behaviors and skills) and, as an output, it produces organizational performance and human development. The dynamism of the process represents an opportunity for individuals.
Werberiana line	Organization is seen as a space for rivalries, conflicts of interest and power.	The organization is not able to be clear about the People Management policies and practices, as power relations continually affect the implementation of these practices, Through conflicts and influence relationships. The focus of management can also be to manage individual interests that are often disguised as organizational goals.
Marxian Line/ Cost Theory of Transaction	Organization is seen as a machine with well-defined processes, controls and monitoring of results. There is also a clear definition of exchange between the various parts.	People management implies machine maintenance in operation, carrying out the traditional processes of people management (recruitment, training, remuneration). Can still represent a weak relationship, based fundamentally on rights and duties.
Post-Structuralist line/ Theory Institutional	Organization is seen as an entity governed by discourses that represent a learned truth at a given time.	People management would be affected by history, by culture, by truths incorporated, and may even be static.
Resource Theory of the Enterprise	The organization must differentiate itself based on its valuable resources, which are unique and difficult to imitate.	People can be resources enablers or limiters of organizational strategy implementation. If enablers, they are a source of competitive advantage.
Behavioral Perspective	The organization should be concerned about align organizational strategy and functional strategies, evidencing a search for targeted behaviors.	The search for alignment, as an organizational dynamic, favors the development of challenges and development for the people.

Source: Bianchi, Quishida and Foroni (2017, p. 44-45).

Figure 1. Categorization of Sustainable Development Goals in relation to positive leadership



Source: Elaborated by the authors, based on research results.

Goal 10. Reduce inequality within and between countries.

Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable – This goal goes directly to the corporate world in terms of pollution and gas emissions. Where leaders need to show genuine concern for the cause and seek solutions so that their production processes are less polluting and more adherent to the proposed goals for the environment and sustainability.

DISCUSSION

Nas seções anteriores, os ODS foram agrupados em quatro categorias, conforme esquematizado na Figura 1. In the previous sections, the SDGs were grouped into four categories, as outlined in Figure 1. If companies implement the objectives and goals of the 2030 Agenda, local communities can be strengthened and, consequently, socioeconomic inequalities can be reduced. Companies play an important role in complying with environmental legislation, conserving terrestrial biomes, and protecting the oceans. In addition, they also have an important participation in trade agreements, market regulation, promotion of the economy and expansion of people's access to better living conditions, such as basic sanitation, drinking water and electricity. However, for this set of actions to be carried out, there must be a positive leadership committed to the cause of sustainability in organizations.

FINAL CONSIDERATIONS

Environmental management has improved and gained space in the business environment. Concomitantly, the concepts of emotional intelligence, management, and positive leadership, equally on the rise, demand technical and theoretical training. This is justified because, given the challenges imposed today, there is a lack of positive leadership and emotional intelligence, elements that favor the recognition of a leader by his/her peers. It is one of the ways that facilitates the achievement of results and targets proposed both for the

company and for the development of people and processes. The principles of sustainability and sustainable development suggest that the 21st century leadership needs to practice sustainability, aiming at economic development, the reuse of resources, the management of the production chain, in addition to a constant concern with the environment, communities and systems to which corporations are inserted. It is concluded that corporate management needs to be effectively aligned with sustainable production practices, that the ideal profile of corporate leaders has progressively changed, “escaping” the traditional model of having “technical knowledge”, of “having experience”. There is a need for the leader to be sensitive to internal and external scenarios, seeking innovation and improvements in line with environmental, economic, and social concerns. In this context, a positive leadership needs to have as its “key point” an effective work of people management, so that it can develop both the company and its teams. They are ways to express and carry out concern for the quality of life, health and well-being of a community, and the company's employees. The search for sustainable results highlights the role of the modern leader in the search for process improvement, responsible use of resources and, consequently, lower production costs. This article sought to demonstrate that the search for goals and improvements in the area of corporate sustainability necessarily involves a change in the mindset of leadership. Company employees need to assimilate, on a daily basis, a culture of sustainable development, and their leaders are the maintainers of this culture. This research aimed to use Sustainable Development Goals (SDGs) in an applied setting. An attempt was made to analyze and organizing them into four categories, aiming to promote principled conceptions of environmentally responsible, socially fair and economically viable activities. Future studies may verify the construct's applicability in industries, in order to corroborate or refute the proposed model.

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