

How To: Implement Change and Transform

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The Need for Change



The Need for Change

- ▶ Rising awareness of environmental impacts e.g. climate change, biodiversity decline etc
- ▶ Increasing impact of environmental issues
- ▶ Increasing energy costs
- ▶ Rising raw material volatility
- ▶ Customer & investor pressure
- ▶ Push for 'net zero'
- ▶ Workforce morale and retention

Barriers to Change



Some Barriers to Change

- ▶ Lack of engagement and buy-in from leadership and other key stakeholders
- ▶ Failure from leadership to appreciate benefits of sustainability - e.g. perception it will be costly
- ▶ Company culture
- ▶ Lack of metrics to measure success
- ▶ Siloed business operations - sustainability/environmental issues isolated within only select business functions
- ▶ Not engaging affected stakeholders
- ▶ Not understanding the needs/expectations/cultural background etc. of stakeholders who are affected by change

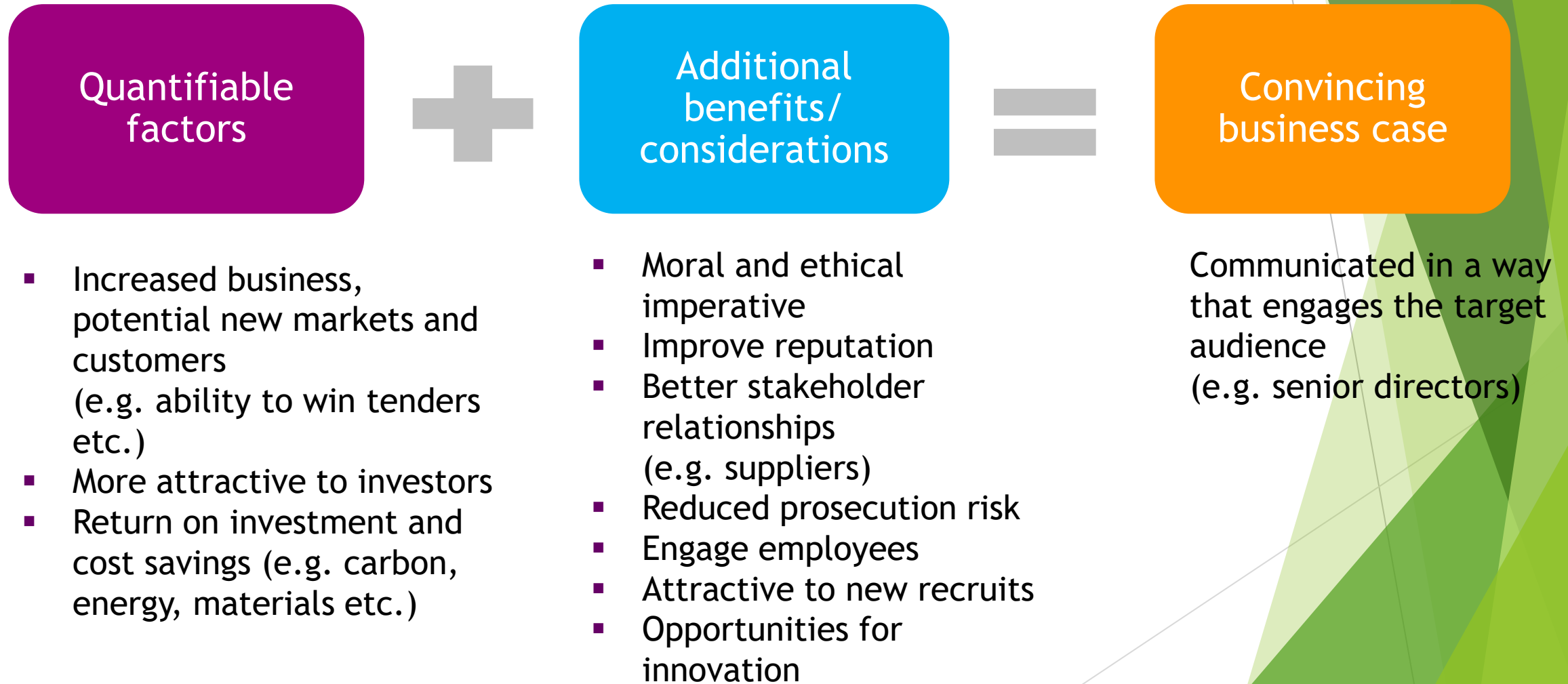
The Business Case for Sustainability

What's the business case
for ending life on earth?

Ray Anderson

 quote fancy

The business case for sustainability improvements is about more than money



Change Tools: Sustainable Development Goals



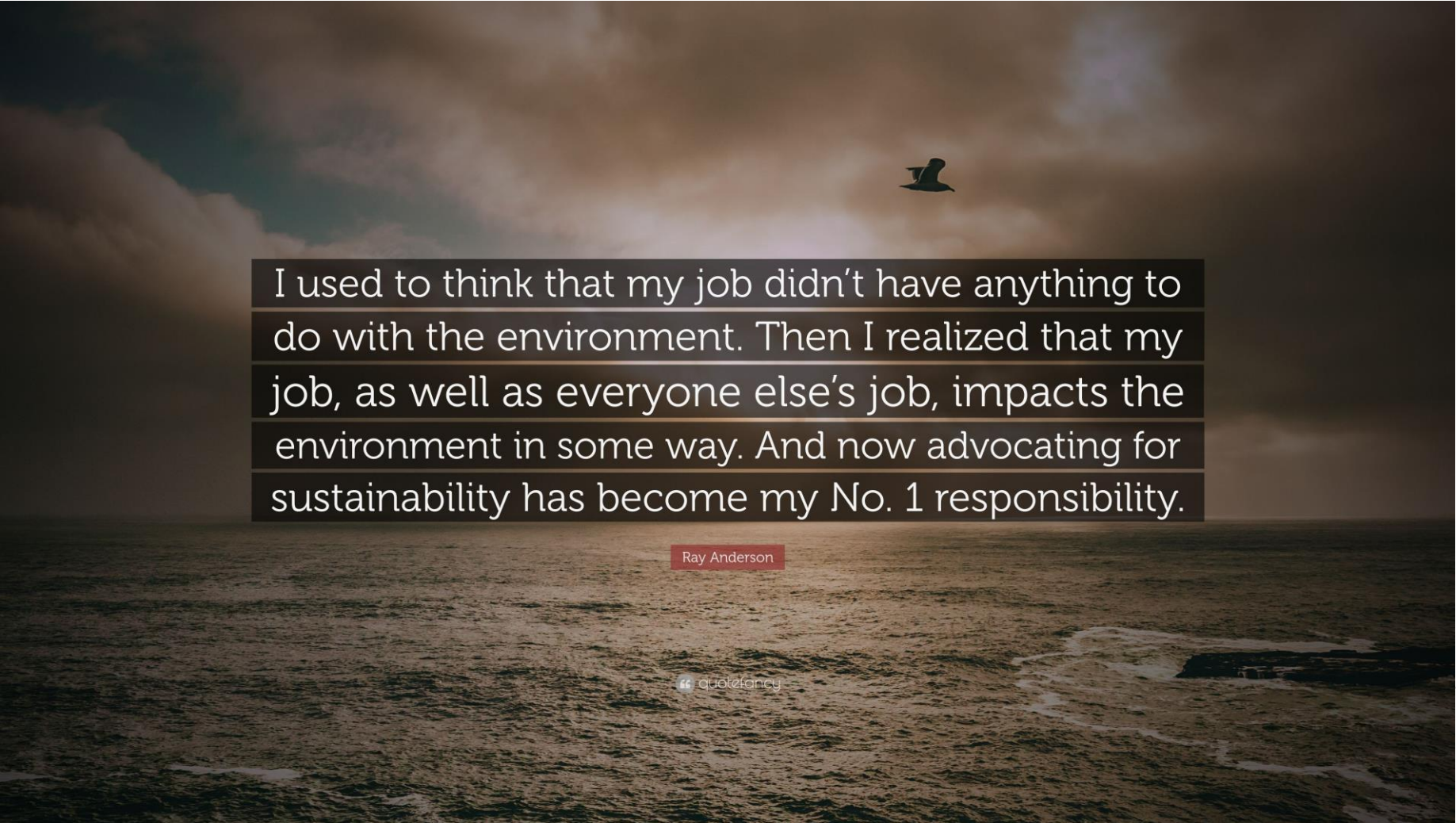
Managing Complex Change Tool

5 ELEMENTS OF CHANGE

OUTCOME:

VISION	INCENTIVES	RESOURCES	SKILLS	ACTION PLAN	SUCCESS
	INCENTIVES	RESOURCES	SKILLS	ACTION PLAN	CONFUSION
VISION		RESOURCES	SKILLS	ACTION PLAN	RESISTANCE
VISION	INCENTIVES		SKILLS	ACTION PLAN	FRUSTRATION
VISION	INCENTIVES	RESOURCES		ACTION PLAN	ANXIETY
VISION	INCENTIVES	RESOURCES	SKILLS		FALSE STARTS

Leading Change



I used to think that my job didn't have anything to do with the environment. Then I realized that my job, as well as everyone else's job, impacts the environment in some way. And now advocating for sustainability has become my No. 1 responsibility.

Ray Anderson

quotationcy

Leading Change



Leading Change

- ▶ Some key, starting questions:
- ▶ ‘What matters to us?’
- ▶ ‘What do we want to be known for?’
- ▶ ‘Why is that important to us?’
- ▶ ‘What will it look like when we get there?’
- ▶ ‘How will we know when we get there?’

Leading Change - Personal Traits

- ▶ Purpose driven and passionate
- ▶ Forward looking
- ▶ Persistent and resilient
- ▶ Confident
- ▶ Good communicator and listener!
- ▶ Empathetic
- ▶ Engaging
- ▶ A team player



The Decisive Decade

- ▶ We are now nearly 2 years into the “Decisive Decade” for climate action, preserving biodiversity, reducing pollution and meeting the ambitions of the SDGs.
- ▶ The imperative to act now and halve emissions by 2030 on the pathway to net zero has never been higher.
- ▶ Reaching these targets, however, will require an exponential increase in engagement and collaboration from businesses, civil society organisations, governments, and individual citizens around the globe.
- ▶ The need for sustainability professionals to help lead the change needed is more vital now than it has ever been.
- ▶ We have the opportunity to play a leading role in a once-in-a-generation chance to prevent catastrophic damage to the biospheres’ ability to sustain human life.

Thank You and Questions?