carbon smart

Empower Change

Igniting your organisation to grow sustainability

Adam Woodhall
Associate Director

Change is the one constant in life.

"When the winds of change blow, some people build walls and others build windmills."

Chinese Proverb

Contents

Testimonials & thank you

The guide has received the following testimonials from sustainability practitioners in a personal capacity:

Mike Barry, Head of Sustainability, M&S:
"Employee engagement is crucial to building a sustainable business. There is a growing body of literature on how to engage but little as practical and down to earth as Woodhall's work."

Simon Goldsmith, Head of Environment, Greenwich University:
"Staff are the catalyst for sustainable change within organisations. This slim guide provides powerful insights and ideas to improve your success in helping empower staff to become agents of sustainability change that is also good for business."

Rachel Starling, Environment Manager, HS1:
"For those looking for a step change in performance improvement, Adams guide brings to life a process which will be an essential tool for businesses/environment managers."

Laura Vickery, CSR practitioner, Jaguar Land Rover:
"Employees are the life blood of any organisation. And so it follows that positive organisational change relies on their support. Yet achieving this can be easier said than done. This guide is an upbeat and encouraging companion to anybody seeking to make this happen. Good luck!"

Kate Cathie, Environment and Sustainable Development Coordinator, University of Chichester:
"The Empower Change Guide is an excellent tool kit for any organisation on its sustainability journey and it will help us embed behaviour change as we move forward with our JUMP engagement programme."

Richard Foulerton, CSR Manager, Allianz Insurance:
"Employee behaviour is critical to achieving any company's sustainability strategy. This is a useful guide to empowering employees to embed sustainability in the culture of their organisation."

Alex Nunn, Head of Campaigns and Communications, Action for Happiness:
"We all know organisational change seeds at the grassroots; but for it to really flower, it has to have a strong stem to support it - that structure is exactly what Empower Change gives you. It is a route map to actually making change happen."

Pauline Giroux, CR Professional:
"The Empower Change guide is very clear and easy to follow and is particularly suitable for companies/individuals who are quite early on in their sustainability journey and wondering how to approach it. The guide makes the process of empowering colleagues and embedding sustainability look a lot easier and 'less scary' than it can seem."

Ryan Clark, Energy Technician, City of London Corporation:
"In this guide, Adam has successfully pulled together concepts of behaviour change, sustainability, change-management, project management and leadership into a format that is easy to follow. It is an invaluable resource for walking through the journey from the initial idea of creating a more environmentally sustainable workplace, to letting go once embedded sustainability has gained its own momentum."

Thank you
Something that you'll notice I talk about in the guide is the importance of asking questions and gaining support, guidance and feedback from others. Of course, I also practiced this in the development of the guide with many people contributing to its progression over time.

What you hold now is the aggregation of my own knowledge from the last 20 years alongside the feedback from friends and colleagues. I am greatly indebted to everybody who has helped and humbled by their generosity in contributing their time, experience and expertise.

It's been a wonderful journey creating this guide, and I'm thrilled to see it come together. Like any project, I'm sure it has imperfections, but I wouldn't be following my own advice if I waited until it was perfect to launch it into the real world. I do hope you enjoy reading the guide and that it helps you on your journey to empower change.

About the author

Adam Woodhall is a change and engagement specialist and Associate Director at the leading consultancy, Carbon Smart.

Since setting up his own specialist sustainability consultancy in 2006 he has worked with many clients including PwC, HS1, First Direct Bank, Wessex Water, Allianz Insurance, Dentsu Aegis Network, Lloyds of London, University of Westminster, The Jockey Club, Warburtons Bakery, Network Rail, NFU Mutual Financial Services, NG Bailey Construction, East Riding NHS, Parcelforce, Southeastern Railway, Prudential Insurance and Pannone Law.

His passion and expertise is delivering sustainable change to behaviours and cultures which benefits people, profit and planet.

As a change specialist, Adam has worked with over 60 organisations and thousands of employees during the last 9 years, supporting them on their sustainability journey. His knowledge and expertise in behaviour change and employee engagement from the last 20 years have led him to develop the industry leading *'Smart Change'* process for growing a sustainable culture.

Foreword

I'm so glad that Adam has taken the initiative to produce this guide. It's a great idea, and one of those ventures that begs the question: 'Why didn't someone do this before?'

I've been privileged to see at first hand how a sustainability mission gives a tremendous sense of purpose to employees – how it energises people and spurs them to go the extra mile. The transformation can be remarkable, both for the organisation involved and for those who work within it.

Of course, having a sustainability mission in itself is not enough to produce such results; you need to be able to bring everyone along with you, and to be able to encourage a sense of communal purpose. Moving towards sustainability is about successfully managing change. That's what Adam's guide will help you to do.

It's particularly good that this book has been designed for use in more than one way – to suit the requirements of different people in different situations. My experience is that it's important to be flexible when change is in the air, and to listen to what people are saying about the changes you are encouraging.

There's nothing quite so empowering for employees as the knowledge that their daily working lives are no longer solely ruled by the profit motive but instead are guided by a new mission to improve society and the environment. Behavioural change delivers the quickest payback on sustainability of any strategy I know.

However, employee engagement is not an activity for the sake of it; it has end-goals, such as reducing waste, saving energy, cutting down on emissions, or designing better products. It is worth remembering that at all times.

This guide is long overdue and I'm sure will be of great use to the growing number of people who are looking to steer a path towards sustainability. If you follow it carefully, then the results have the potential to be spectacular.

Ramon Arratia
Sustainability Director EMEAI, Interface Inc.

Introduction

i.   Who this guide is for

This document is designed to guide you as an individual who wants to lead change in your organisation by empowering employees.

You may be using this guide to consider how you create and embed into your organisation any form of change with growing benefits.

You may have a relevant job title, such as CSR Manager, Energy Officer, Head of Corporate Responsibility, Sustainability Executive or Environmental Specialist. Sustainability may be part of your job, or you may doing this on top of your day job.

ii.   Why I've chosen to write this guide

I am passionate about being part of the change that supports the continued flourishing of our society. I express that in my role by supporting clients to generate positive outcomes for their organisation and the wider world. At Carbon Smart we believe that our focus on empowering change will help our clients adapt to a rapidly changing world.

Society and organisations are in a constant state of evolution, so empowering change is part of the way we do business: we want our carbon footprints and energy audits to empower change as much as a green champions programme does.

iii.   What this guide is, and isn't

This guide will speak to you personally, and show a process that you can follow whatever your current role/job.

There are no silver bullets in empowering employees, and what works beautifully in one organisation may fail miserably in another. The key is to apply the process in a way that is appropriate to the organisation. Therefore, whilst it is important to consider tactics, this is not a 'Tips and Tricks' handbook. Empowered change is a process not an event.

Its aim is to energise and guide you as somebody who is taking responsibility for the sustainability of your organisation.

It is very important to emphasise that this guide won't necessarily provide you with revolutionary new thoughts (although it might!), but it will give you a robust structure to work with as you empower employees.

Finally this Guide is about you as a change facilitator. In addition to giving you guidance and tools to empower your organisation it will support and celebrate you as a change agent.

iv.   How to use this guide

The guide is designed for you to be able to read in two ways:
1.   Read from start to finish
2.   Dip in and out of, choosing the sections which feel most relevant to you

My recommendation is that if you choose option 2, you read the section 'Evaluate your situation' first, as it the foundation on which everything else is built. The section titles are designed to be self-explanatory, so use the contents page to help you dip in and out.

Throughout the Guide there are exercises for you to work on, and at the end of each of the Ignite, Empower and Grow sections there is a relevant case study.

v.   What skills will help you empower employees

There are many skills and characteristics that will aid you when empowering employees. You don't need to be excellent at all of them, although it is useful for you to be aware of them, so you can develop them.

In summary they are:
• Persuading
• Inspiring
• Connecting
• Networking
• Facilitating
• Enabling
• Understanding organisational needs
• Being able to see the bigger picture

Importantly it is not about micro-managing – to empower employees, you need to give them space to create their own solutions.

vi.   Definitions – 'employees', 'sustainable' and 'empowered change'

There are a few of words which are used regularly in the guide which will benefit from clarification.

Who are 'employees'?
This may seem an obvious question, but when considering 'employees' many people exclude one or both of two critical groups: senior leadership and middle management. I have encountered many times an unstated assumption that 'employees' mainly refers to the grass roots staff.

Whilst it is clearly important to work with this group, if you fail to empower middle management or senior leadership then any change campaign will struggle, as they will either consciously or unconsciously hinder or even block your programme.

What is 'sustainable'?
There are two versions of this phrase that you may think of when you see these words:

• 'Sustainable'
  - The capital letter indicates this version refers to the concept of creating a more socially and environmentally sustainable world e.g. creating a flourishing local community or reducing resource use. There are many valid interpretations of "Sustainability" (e.g. 'triple bottom line' or three pillars of sustainability as represented by the diagrams below). This guide won't directly discuss these definitions, as the guide is focused on how you empower employees to generate sustainable action.

Two representations of the 'Triple Bottom Line'
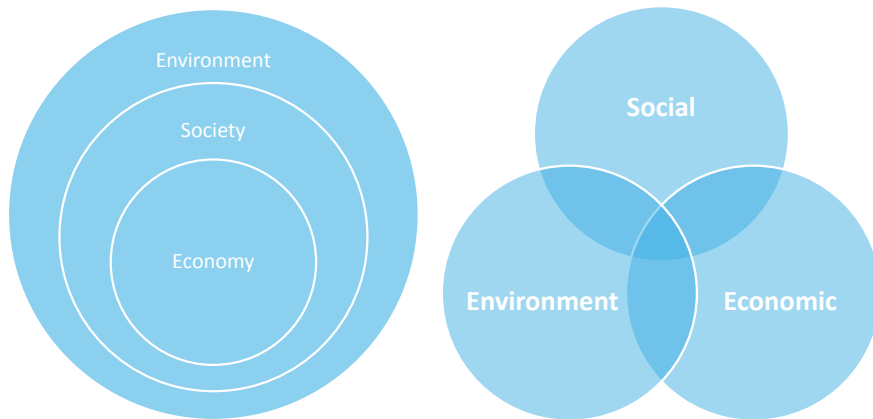
• 'sustainable'
  - This version refers to any form of action that continues long term, beyond the initial impetus and motivations that generated the momentum, i.e. 'embedded change'.

For all organisations it is important that they are financially, socially and environmentally sustainable, which I will summarise as 'Profitable Sustainability'.

What is 'empowered change'?
Empowered change is when people choose to take ownership and feel capable of positive action to deliver it

As the diagram below illustrates, the steps toward growing a culture of Profitable Sustainability start with awareness raising and communications. This foundation provides an opportunity to engage employees and the wider organisation then move toward empowering people to change behaviours.

Empowering truly comes into its own when people take responsibility for delivery because it fits with their own desires and values; then sustainability starts to embed into your culture.

I want to emphasise that you will be reaping benefits from empowering change from your very first steps. The sun is always shinning, even when it is behind clouds, and the closer you get to it, the warmer it becomes.
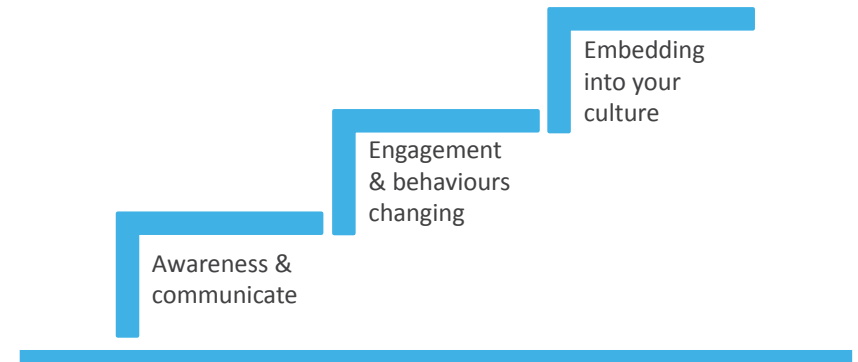
vii. Why is this challenging?

Why is empowering employees challenging and why is it more challenging for Sustainability?

Sustainability logic
On the surface, it appears logical that your colleagues and organisational culture would be enthusiastic about taking steps on your sustainability journey. As figure 1 shows you can pick up significant opportunity and employee good intentions, and feel as though you are racing ahead.

However, as figure 2 suggests, you can run into behavioural and cultural blockers to Profitable Sustainability. Examples of these blockers are:
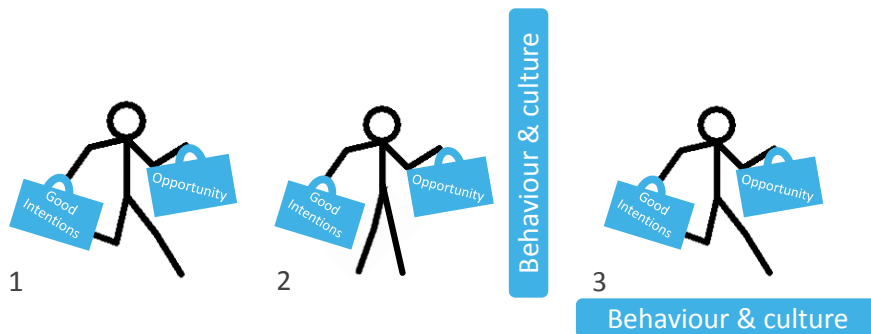
- Mind set
- Particular individuals
- Processes
- Lack of awareness
- Stakeholder groups e.g. finance department, customers, shareholders, etc.

Behaviour and culture: blocker or foundation?

The aim of your employee empowerment programme is to change behaviours and culture from blockers to being the foundations on which it is built, as illustrated by figure 3 above.

Evidence
The CIPD comment below is illustrative of why empowering employees is challenging, and the Harvard Business Review statistic highlights the difficulties regarding any change process.

"A lot of organisations have sustainability policies, but struggle to bring them to life"

Chartered Institute of
Personnel & Development

"70% of all change initiatives fail"

"Only 1 in 20 of large organisations are taking full advantage of sustainability"

The Harvard Business Review statistic of a 30% success rate refers to all change initiatives, e.g. HR, Health and Safety and IT; all of which are 'mature' change initiatives. As most organisations are still comparatively early in their journey toward full sustainability, they are inevitably finding it challenging to gain the full benefits. This therefore explains why The Crowd estimates a success rate of only 5%.

Why empower employees? Because change is uncomfortable
The reason why you are wanting to empower employees is to change attitudes, behaviours and culture in your organisation regarding sustainability. Any change is uncomfortable, and however logical sustainability might be, it is no different. The main reason why change is uncomfortable is because the current situation is familiar and the more sustainable future uncertain. However that discomfort is necessary.

"What if we don't change at all ...
and something magical just happens?"

Uncertainty can be productive, so it is important to stay in the productive zone of uncertainty (as illustrated in the diagram below) as this is where the change happens. By effectively engaging your colleagues, you will ensure that it feels sufficiently comfortable for them, and you, to stay in this zone. It is possible that the uncertainty can become too uncomfortable, and there is a loss of momentum as people seek old certainties. This is where you personally need to draw on your inner reserves to keep the programme driving ahead.

Productive zone of uncertainty
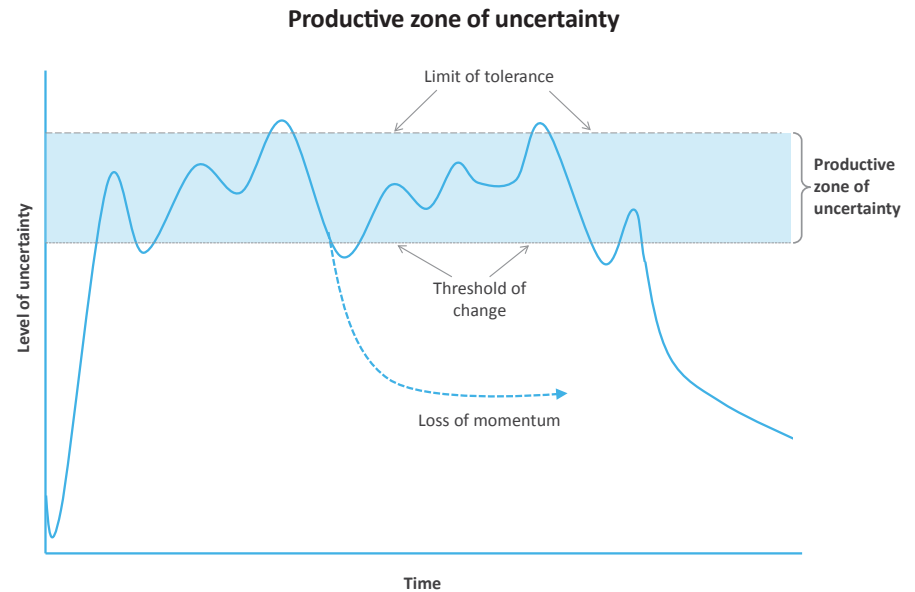

Diagram adapted from "The Practice of Adaptive Leadership", Ronald A. Heifetz et al.

It is possible that many of your colleagues have little initial interest in being empowered to take sustainable action. If this is the case, then it is critical that you take this factor into account, and tailor your strategy so that you gently start to raise their expectations and desire.

viii. *Smart Change* process

Smart Change is a three stage process;
• **Ignite**
• **Empower**
• **Grow**

This is a logical process to empower employees and to generate sustainable change in sections, departments and whole organisations large and small, public and private. As the diagram below suggests, the process is one of constant evolution, having started the process once, at some point in the future you will want to re-ignite your programme, continue to empower colleagues and further grow sustainability in your organisation.

Smart Change process
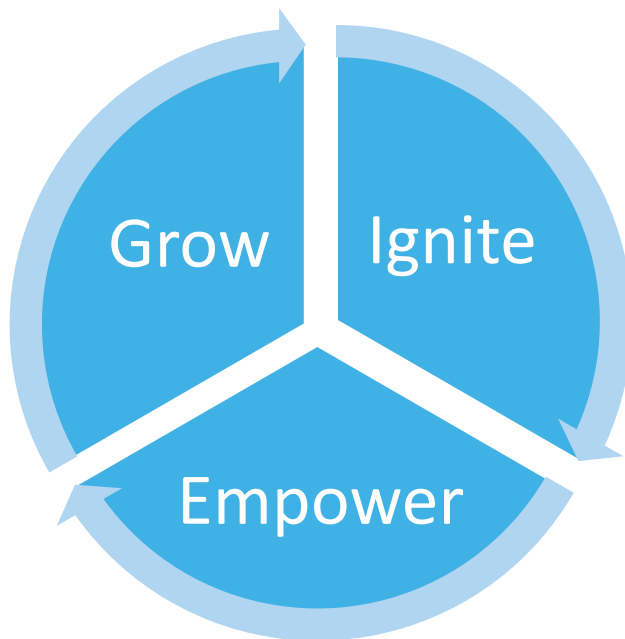
Linear and Non-Linear

For simplicity, the full *Smart Change* process is presented as a linear process; see below a simplified version of the nine main sections.

Nothing in life is linear however; there are always diversions away from the main journey and times when you will need to skip back and forward. For example, in the Ignite section your first activity is to evaluate your situation; you will probably continue doing this throughout the whole process going back to check on initial assessments and to adapt them. The last section of the Empower phase is 'accept and learn from setbacks', which you may need to do during the Ignite phase.

The upcoming sections will take you through how to Ignite, Empower and Grow your change programme.

Smart Change journey
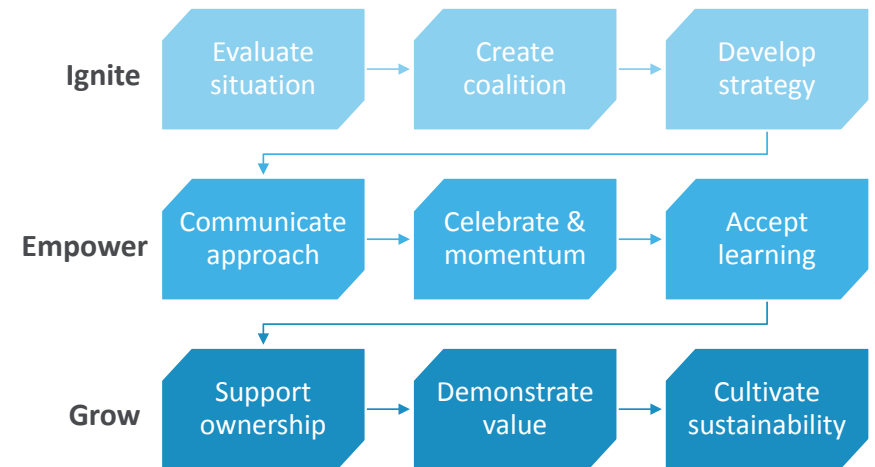
1.

Ignite –
Evaluate > Create > Develop

The **Ignite phase is the most important phase of the** *Smart Change* **process. During this period you will be making you and your programme ready to be launched and hit the ground running in the Empower phase.**

Timescales
Depending on the scope and size of your organisation and time that you have available, the Ignite phase will take between 6 weeks and 4 months to deliver. Any shorter than this, and you will not have gathered sufficient evidence or had time to develop a robust strategy. Any longer and you will be in danger of losing momentum with the Empower phase.

You may be igniting your first sustainability initiative, or you might be 'reigniting' the programme, either because you are new to the organisation or an old programme has reached its natural end and a new one required. It is to be expected that you will need to periodically reignite sustainability in your organisation.

During the ignition you shouldn't expect to generate all the answers yourself. In fact a true empowerment strategy will be one where many of the answers will be mainly generated by the people who are delivering it. Furthermore, even then, the strategy doesn't have to answer every sustainability question facing your organisation. Your strategy just needs enough answers to ensure you generate good momentum.

1.1 Evaluate your situation

The ability to successfully evaluate your situation is the single most important skill in empowering employees and also often the most undervalued.

Stepping back before taking action
The mistake many people make is leaping straight into solution mode. This might be because you feel pressure to solve problems quickly and move to action. It is therefore easy to search for 'hints and tips'. Whilst these are useful, they won't necessarily work for your organisation, and in fact can have negative impacts. As you are reading this guide, you are demonstrating you are already beyond this.

Your first job therefore is to evaluate the situation in your organisation and also your own ability to empower employees. It is essential that you both look at the organisation and yourself. If you aren't aware of your capability to empower then you may develop an excellent plan, but when it comes to implementation, you could hold it back.

Hard and Soft Data
Just like a doctor diagnoses, to evaluate your organisational situation you will need to ask many questions and gather information from numerous sources. Some of this information will be 'hard' data, such as your energy, waste and resource use, some of it will be 'soft' data, such as the attitudes and behaviours of your colleagues.

When considering your hard data, it is important to find as much relevant information as possible. If you are able to get data for the last few years at least, that is ideal. If you don't have this data, then it is worth considering how you can put processes and systems into place to gather this data going forward. Once you have some of this information, then you can look for patterns and meanings that are coming out. Whilst you don't want to drown in data, quality data can make the difference between operating on proven evidence, in addition to your good instincts.

Soft data can be easier to gain: you just need to ask somebody a question, and I'd suggest asking as many as is reasonably possible. After asking a few people, you may feel you won't get any more interesting answers by asking more people. The act of asking, though, is one of the most powerful engagement tools at your disposal. Successfully empowering employees requires a diversity of opinions. You need to bring your whole organisation along with you, and if you ignore the perspective of some of your colleagues, because they don't agree with yours, they will be likely to reject your plans, however logical they may be.

You do have to be careful when collecting this anecdotal information, because if you frame the questions incorrectly, then you may get unhelpful answers. For example consider using open questions, e.g. 'what are the advantages and disadvantages to sustainability?' rather than closed questions e.g. 'Is sustainability good for our organisation?'. It is also important to get the views of varying employees from different levels of the business. Your senior leaders may think that your sustainability journey is progressing well, but when you talk to middle management or grass roots, you get a very different answer.

It is also possible to get hard data from 'soft data': I'm particularly thinking of surveys. It is now easy to utilise online survey techniques, and they often produce very interesting information. As the last paragraph suggests, please also be aware of potential pitfalls. For example, asking the wrong type of questions, asking too many questions, asking leading questions and poor promotion of the survey.

My experience if they are carefully thought out, surveys provide both very rich feedback from your colleagues and a great engagement tool in themselves. You are demonstrating you want people's opinions, and by asking good questions you get people thinking about the solutions, and even taking action.

In summary, data splits into three main forms:
- 'Traditional' (hard data); such as waste to landfill stats, energy usage, etc.
- Survey (soft and hard data); using online tools such as Survey Monkey or paper based surveys.
- Anecdotal (soft data); comments and testimonials from colleagues about how they have, for example, observed your programme having a tangible impact on the engagement on their team is very powerful and adds stories to the more tangible data.

All the data you collate are invaluable when you are developing the narrative behind your change strategy.

Power of asking questions
An advantage of asking questions is that by merely asking the question, you are empowering your interviewee and helping them think about the challenge that you are facing. It is possible they will surprise you and come up with the answer, and implement it, themselves!
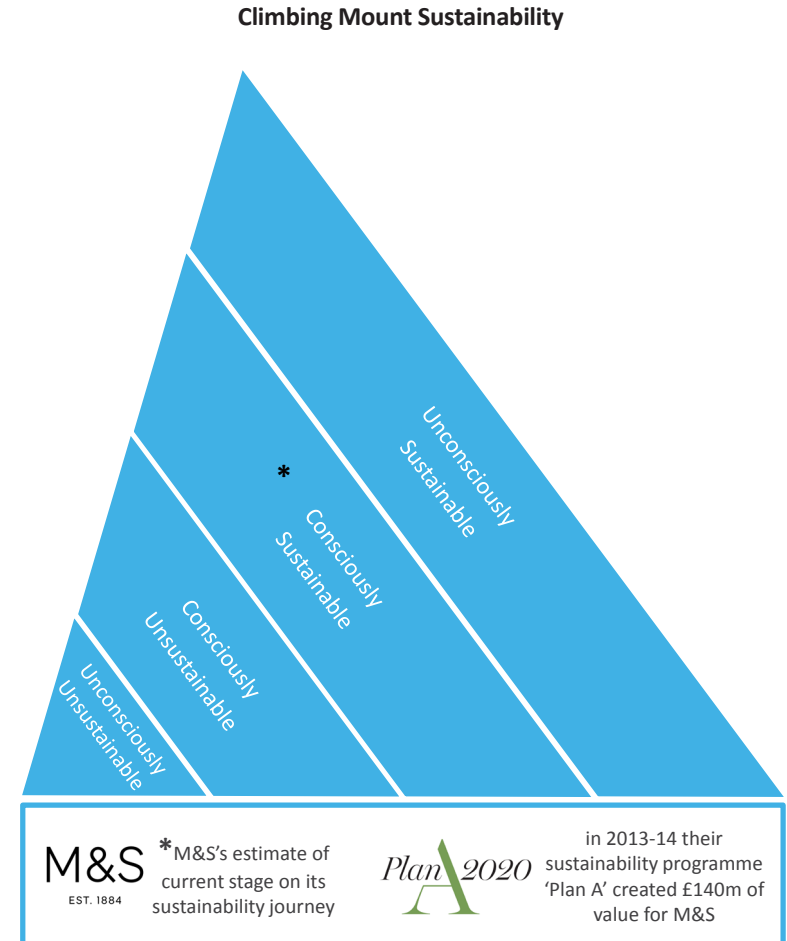
One note of caution with asking questions: ensure you have the capacity to answer them! People love being asked their opinion, but can easily become disengaged if they perceive they aren't being listened to. Therefore it is important to manage expectations, be transparent about what stage of change you are at, and crucially, don't over-promise. When implementing your programme do your best to ensure that everybody contributing understands that you will be prioritising as part of the process. Be clear that not all suggestions will be implemented in the short or even medium term.

Mini-Activity – "What data can I collect?"
Take some time to first consider what data are already available to you and what data could you gather to help grow sustainability. Then think about how easily it will be to collate the data you don't have, and the benefits and challenges of acquiring it. Then make a prioritised plan to deliver this data gathering exercise.

Sustainability Journey
It is important to recognise that sustainability is a journey and it is very helpful to understand where you are on your voyage. As the diagram on the next page suggests, to create a truly sustainable organisation is not a small undertaking. Just like climbing a mountain, the planning and preparation need long and careful consideration, and there are various stages to the climb itself.

Climbing Mount Sustainability

Unconsciously Sustainable

Consciously Sustainable

Consciously Unsustainable

Unconsciously Unsustainable

M&S EST. 1884 *M&S's estimate of current stage on its sustainability journey

Plan A 2020 in 2013-14 their sustainability programme 'Plan A' created £140m of value for M&S

Organisations begin in the bottom left corner: they aren't even aware they are unsustainable. There is then at some point a realisation they are unsustainable. The work then really begins to raise awareness, communicate and engage; and eventually the organisation moves to being 'Consciously Sustainable'. Assuming the organisation keeps working at its sustainability, in the long term sustainability is unconsciously embedded as part of the culture and is business as usual.

An important point to make is that you should always pause, look back and take in the view of what you've achieved after traversing from one stage to the next. Be careful not to assume that because you have become 'Consciously Sustainable', that you have reached the summit. As Interface detail in the final case study at the end of the guide, they have been climbing their own mountain for 20 years, and still have another few years to go before they feel they've achieved their aims.

You may feel intimidated by the scale of the challenge in creating a truly sustainable organisation. If you are, I'd suggest re-framing what you are facing. Like a good Sherpa, you may see that your role is to guide your colleagues to base camp, and then someone else will take over. Or like Edmund Hilary, you may relish the challenge, either because it is your purpose and/or because the mountain is there to climb.

> **Mini-Activity – "Where is my organisation?"**
>
> Taking into context where Mike Barry, Head of Sustainability at M&S indicates they are on their sustainability journey, (in Consciously Sustainable, eight years after they launched Plan A), as illustrated in the diagram on the previous page, consider where your organisation is in climbing Mount Sustainability. Questions you may ask yourself are; "Do the majority of my colleagues take ownership of sustainability?" "Is it business as usual?" "Is sustainability automatically part of business cases?"

In conclusion, this first stage is THE most important of all the stages: if you either skip this stage or do insufficient evaluation, it will imperil the rest of your programme. The other key message is to get help in gathering your hard and soft data.

1.2 Create your coalition

You've now begun evaluating your situation. This is a great opportunity for you also to start creating your coalition. This group will both help you to implement the programme and support you along the journey. Why is the coalition important? Because you could do excellent evaluation, create a great strategy which is aligned to organisational culture and needs, but if you don't have a coalition to support you, your programme will struggle.

This coalition can be colleagues (senior and junior) and external supporters. You may already understand who could be in this before you start evaluating. It is important to be clear that the coalition isn't necessarily people who are friends and/or share your views. Whilst you might have members of your direct team involved, it should be much broader. Also, it may start off small and grow over time.

Building the coalition
How do you go about building this coalition? Differing situations will demand differing approaches; however it is safe to say that just as your evaluation takes time, building the coalition will take time. As part of your evaluation you will create the stakeholder map (see Stakeholder mapping and SWAN Analysis activity at the end of Ignite section). This is the starting point for building these structures. It would also be beneficial to enrol your first member of the coalition to help you build and/or refine the map.

Diversity of opinion
It is important your coalition has a diversity of honest opinion, both people from the grass roots who can help you understand what is happening on the ground, and also

senior leader(s). The senior leader will usually have a relatively broad view of the organisation, and they also will be able to provide you with powerful support. Whilst it is unlikely that you will have somebody who completely disagrees with you, having a variety of opinions will give you a different perspective from your own.

The illustration below indicates the rich tapestry of opinions you may have in your organisation. As most people don't want to admit they don't understand the value, benefits and complexities of sustainability, it is important to note that some of these opinions may be ones which are held unconsciously, or if conscious, the more negative positions may not be shared.

Common beliefs

| Sustainability 'Believer' | Sustainability 'Doubtful' | Sustainability 'Sceptic' | Sustainability 'Confused' |
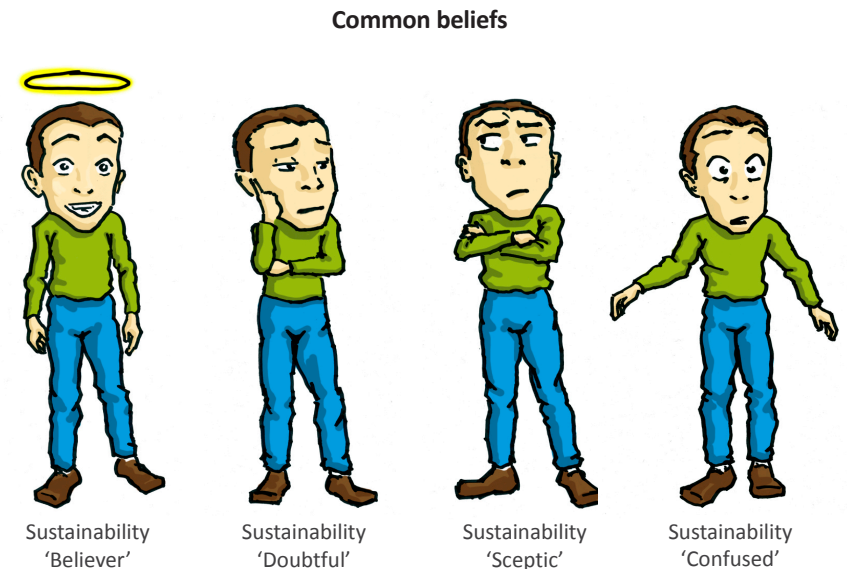
If there are important employees who hold attitudes and beliefs about sustainability that are negative, and can't or won't share their opinions, this makes your job challenging. It then makes it even more important for you to enrol coalition members who can provide you robust feedback. This enables you to understand where these attitudes stem from, and how you could help the negative employee develop their opinion and support your programme.

Whilst your colleagues broadly agree what the issues are, they may have differing views on the best solutions. If these views are pulling in opposite directions, spending time as a diplomat brokering a deal which everybody can agree on can be invaluable.

Committee or not?
The size and format of your coalition will depend on your situation. The relative status, experience and knowledge of your coalition may have a significant effect on their impact. In some situations you may require a formal committee with politically and

functionally important employees from around the organisation. There will often be others outside this committee who will be part of your coalition. Many organisations may already have this committee in place. You can also make use of an existing group, e.g. management teams, and ensure sustainability is added as an agenda item.

The only note of caution is that if the momentum hasn't been satisfactory, then the current committee may require a "re-boot", where you change the membership, develop its terms of reference and/or re-brand the committee.

In other organisations a formal committee may not support your immediate goals. This could be because it is initially seen as unnecessary waste of valuable time to attend "another meeting". This may be because you have to create some momentum and demonstrate some credibility around sustainability (discussed in the Empower section) before certain employees are willing to come on board.

Alternatively it may be a very positive reason why a formal committee is not required; for example you have an organisation where most of the impetus and activity is taken in the individual sites of your organisation. Therefore it would be impractical to get everybody together regularly. Also sustainability may be part of a wider high level board meeting, at this meeting you may have less time than a separate committee, but the influence of the employees is considerably higher.

As with all of the suggestions in this guide, it is up to you as the person who knows your organisation, to apply your understanding of your situation to design a programme that fits your needs. Furthermore you may require more than one forum to deliver the change, for example you have a sustainability committee, ideally chaired by a senior leader, and you also personally sit on the property committee, where you can influence other stakeholders.

Support Team
Whatever the size of your organisation or development stage of sustainability, you will also need an informal coalition, which is your support team. Some, and potentially many, of your coalition will not be on any formal committee. These can be colleagues who will either give you quiet guidance or feedback and/or will make inquiries on your behalf. It is important that you have representation from around your organisation, so you can see the perspectives that constitute your organisation.

The coalition can be relatively disparate. If your focus, for example, is energy reduction, it may include senior leaders and middle managers from facilities, finance and HR in addition to those with a direct responsibility. This coalition can change and develop over time. For example you may start off with a comparatively formal coalition, as it is important to demonstrate the importance of sustainability. Over time, as sustainability grows and embeds, there is less need for a formal committee, and responsibility can be devolved to departments.

Senior Leader Support
It is helpful for you to enrol at least one senior employee from your organisation. If your organisation has, for example, 10 senior leaders, you will usually find at least one understands the value of a sustainable culture and is willing to formally or informally support you. If this person is comparatively less powerful (e.g. they are the Company Secretary), then consider which senior employee you can directly engage to become part of your team.

External Supporters
Also do not forget the external supporters who can be part of the coalition. These can be friends, family or colleagues from other organisations. These people can provide vital support to you and offer a different perspective to your internal coalition. Because your colleagues are part of the prevailing culture, they may find it difficult to ask you great questions.

Your external supporters can not only ask you great questions, but also they provide something which is at times even more valuable; which is somebody who listens to you letting off steam! At times it may feel you are taking one step forward and two backwards. At these moments you need your external supporters to be your cheerleaders and remind you of what you've achieved and that it takes time, patience and persistence to achieve your sustainability goals.

Your external supporters could also include a coach or consultant who is expert in understanding employee empowerment and can supplement the insight of yourself and your colleagues. This person, as an independent observer, could also be used to ask some of the questions which you can't.

In summary, your coalition is there to help you personally, and to support you in developing the programme; ensure that you spend time creating and cultivating these relationships. The time and energy invested will pay back handsomely as sustainability grows in your organisation.

1.3 Develop narrative, strategy and measurement tools, aligning with motivations

You have now done much of the legwork required for igniting your empowerment strategy, now is the time to develop it. Any good strategy will have a narrative, measurement tools and, crucially, will align with what motivates your colleagues and organisation.

Mini-Activity – "What is empowerment for my organisation?"

Start out with the end in mind: before you create your strategy, sketch out what empowerment looks like to you and your organisation and what this could achieve in the short, medium and long term.

The scoping work you have completed when evaluating your situation now feeds directly into the development of your strategy. Now you can get yourself a coffee, relax and consider your findings. You may also want to do this with one, or more, of your coalition. They will bring a different perspective to your strategy development and give you creative ideas.

Narrative development

What really brings your strategy and programme to life is a powerful narrative and stories that flow through and aligns with your organisations wider narrative. Narratives are what have been used to generate change since the dawn of civilisation: fables are a classic example of a story which illustrates a moral lesson. Whilst you may have fantastic data, if you don't work out how to weave it into a compelling story, then it they are just numbers.

The current narrative of your organisation may be at best neutral and in some ways may hinder the growth of sustainability. Now that you've evaluated your situation, you will have an idea of what narrative you can create, and what stories will resonate.

The best narratives are those that implicitly or explicitly empower your colleagues. An example would be with a client I worked with who had a comparatively engaged workforce. When an online survey which we designed received a 55% response rate, we celebrated this fantastic response and communicated about how it fitted with the organisations core values. The narrative we created was how sustainability fitted with their core values, and then promoted the story of their enthusiastic uptake of the survey, creating a positive loop of engagement.

Organisational vision and personal purpose

The strategy will be informed and guided by your long term vision for what sustainability looks like in your organisation. Whilst this vision needs to reflect the current reality and motivations of your stakeholders, it can also aspire to a long term future which is radically different. Also ask yourself "how can my sustainability vision fit with my organisation's overall long term vision?"

It is very helpful if you also understand the personal purpose that is motivating you.

Mini-Activity – "What is my purpose?"

Write a paragraph or create a mind map that expresses the purpose that's driving you to empower employees for sustainability. You may need to spend time thinking about this, and could write a list of all the things that motivate you. Then you can refine this so it fits into a reasonable length expression of where your purpose lies.
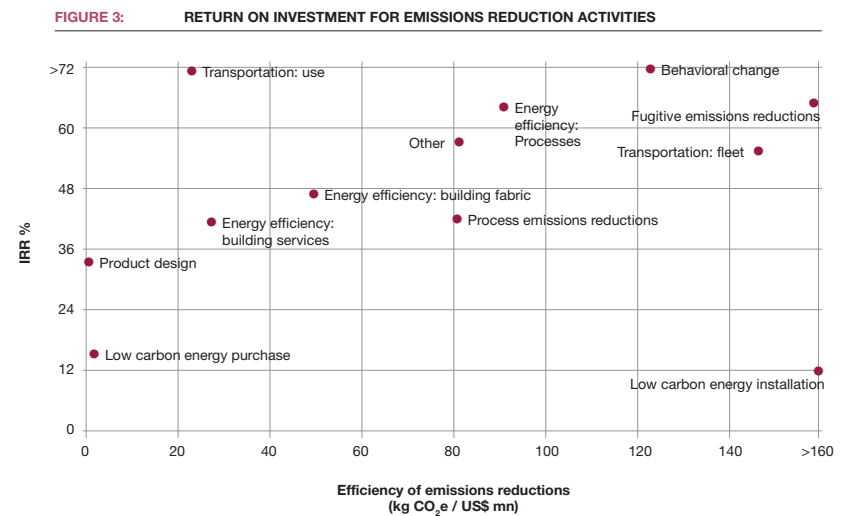
Alignment is critical – innovation is desirable

Ensuring alignment of your strategy to what motivates your colleagues is easily the single most important factor in empowerment. In your evaluation you will have discovered what these motivations are, and how they rank in importance (e.g. market share growth, stability of finances, delivering excellent service, etc.).

With some of these, the alignment will be clear; for example energy reduction will lower costs, so help stability of finances. A powerful example of a tool to align with this financial imperative is the diagram below from a Carbon Disclosure Plan (CDP) report. This illustrates that behaviour change provides excellent IRR (Internal Rate of Return) and is highly efficient at emissions reduction.

Illustration from "Carbon reductions generate positive ROI" CDP report 2012
(highlight of Behavioural change has been added)

FIGURE 3:   RETURN ON INVESTMENT FOR EMISSIONS REDUCTION ACTIVITIES

IRR %

- Transportation: use
- Behavioral change
- Energy efficiency: Processes
- Fugitive emissions reductions
- Other
- Transportation: fleet
- Energy efficiency: building fabric
- Energy efficiency: building services
- Process emissions reductions
- Product design
- Low carbon energy purchase
- Low carbon energy installation

Efficiency of emissions reductions
(kg CO_2e / US\$ mn)

It is highly desirable to come up with innovative tools to stimulate action. Developing engagement tactics that are exciting and new to the business is helpful (you might spot a few in the appendix). However you need to be aware they aren't too creative, scaring the horses or aren't aligned well to your current culture. An example of an appropriate innovation, was the online survey that I mentioned a few paragraphs ago. The client had never done any form of online survey, but it was felt that their people would be open to it. If we had tried to launch an innovative internal social media campaign, it would have likely fallen at the first hurdle.

Sustainability business case

There are many other examples of the value of sustainability available and using evidence such as the CDP findings when creating a sustainability business case can

powerfully support the buy-in to the empowerment strategy. When creating the business case and/or proposals for investment, then make sure you take account of what the expected style and level of detail and tailor it carefully. In some situations, you will be expected to have considerable detail, some will need to be high level.

It is possible that no matter how good your sustainability business case, that you find it impossible to get the funding and/or resource you hoped for. In this case, it is important to recognise that your organisation is on a journey, and that it is your job to create a strategy that fits with its current reality, and that builds the credibility and value of sustainability.

This is where a good empowerment strategy comes into its own, as some of it can be done with little or no budget, utilising existing engagement channels. Often pilot programmes are very good at achieving this impact. Once the pilot has demonstrated value, decision makers will be more amenable to your requests.

Conflicting motivations
However some organisational motivations could potentially conflict; for example, in a hospitality situation, energy reduction could be seen to reduce service levels, given a desire for constantly warm, bright rooms. In these situations compromise is important, because you'll fight a losing battle to convince the organisation to radically change its attitude to this motivation. You may find that much of your effort is spent in this area being the diplomat, creating a workable solution for all parties.

Ambitious strategy rooted in reality
Now that you have considered how and what you need to align to, you can create a strategy. A good strategy will be rooted in reality, and also be ambitious enough to provide challenging goals. The goals that you create (e.g. XX% year on year energy reduction), will provide the foundation for the measurement tools. For example it will be ideal if you set an energy reduction goal and create KPIs for sections of your organisation that can be measured effectively (e.g. have sub-meters).

When creating your strategy, ensure the tail doesn't wag the dog. What do I mean by this? Some people focus on reactive tactics, and then build a strategy to fit them. For example after hearing at a conference that creating a champions network succeeded in another organisation, it is decided to launch one. The thought/hope is that this will answer most of their sustainability issues, and the reality is it delivers little impact.

Understanding what is suitable for your organisation comes first, then decide what you want to achieve and only now should you choose appropriate tactics and tools. When choosing your tools and tactics, also consider how you can rapidly test them, especially in a relatively small, safe way, accepting that some won't work as well, but learning and developing constantly. Piloting is often an excellent way of achieving this.

What are you focusing on?
When you are choosing the scope of your programme, consider where you are. If you are just starting your journey, it might for example, focus on buildings energy in the properties you own, then when you re-ignite your programme you expand to include Scope 1 and 2 carbon, then the next step includes Scope 3 *(see note below for explanation of Scopes). Furthermore certain issues are more naturally engaging, particularly those that are easily visible, such as recycling. You may decide to focus an early campaign on these, keeping in mind that less engaging issues will need a more hands on approach from you individually.

Well timed and specific action plan
Once you have your long term strategy, then create a targeted Action Plan focused on the short and medium term. The Action Plan is where you detail how the strategy will be delivered. Timing is particularly important when considering the tools and tactics which go in the Action Plan. Launching your carefully designed programme during your organisations busiest period, or when senior leaders are in the middle of their annual budgeting, might lead to less impact than you anticipate. It is also important to ensure the plan has SMART* goals with specific, easily understandable and actionable tasks.

Consultation
It is important to remember that consulting with colleagues isn't just during the evaluation phase. Ensure you are testing the water with them whilst you are developing the strategy and once it is complete. This ensures both that it is robust and also has the significant advantage of being an engagement tool in itself: people love being asked their opinion, especially when that leads to changes in your strategy.

To conclude, in developing your strategy you will take all the information from your evaluation stage, and develop a narrative that aligns with your organisational culture and vision, and also fits with your personal purpose. Ideally you will create a robust business case with a SMART action plan that is both ambitious and innovative, this must be rooted in reality with sufficient consultation with colleagues.

* Scope 1, 2 and 3 detail:
- Scope 1: All direct greenhouse gas (GHG) emissions.
- Scope 2: Indirect GHG emissions from consumption of purchased electricity, heat or steam.
- Scope 3: Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities not covered in Scope 2, outsourced activities, waste disposal, etc.
- From: www.ghgprotocol.org/calculation-tools/faq

* SMART goals:
- Specific – Measurable – Achievable – Realistic – Timebound

1.4 Case Study – Lloyd's of London

Lloyd's of London is the world's leading insurance market where members join together as syndicates to insure risk. Lloyd's has a long history of charitable contributions and Lloyd's Community Programme celebrated its 25th anniversary last year. Lloyd's sustainability programme really took off in 2008 and like many businesses they review their initiatives on a regular basis.

Lloyd's Senior CSR Manager, Vicky Mirfin tells us their story:

Igniting the programme

"For the first 5 years of our programme we focused on our iconic headquarters based at One Lime Street in the City of London, as this is where the impacts that we can control are mostly located. We are effectively landlords to numerous managing agents and syndicates who are either permanently based in the building or access the market daily. The building is also the youngest Grade 1 listed building in the UK.

Corporate Social Responsibility is one of Lloyd's strategic priorities and is championed at a senior level. To help Lloyd's progress towards our strategic CSR objectives, Lloyd's Environmental Working Group (EWG) meets three times a year. The group has Lloyd's Director of Operations as its senior sponsor, it is chaired by our Head of Property Services, and has representatives from across the business who take responsibility for driving sustainable action within their areas.

We are proud of our achievements at our headquarters in One Lime Street, as our recycling rate is now over 85% and we have zero waste to landfill. By 2014 we had also reduced electricity consumption at this building by over 16% compared to our baseline year of 2008, which we are delighted with. We see that there are clear connections between different aspects of our CSR campaign. For example, we require all our contractors to pay at least the London Living Wage. This leads to increased commitment to supporting our CSR campaign, and this can be seen in the catering staff's commitment to reducing food waste.

Re-ignite

All campaigns have a natural life, and periodically need a review and refresh. Therefore we didn't rest on our laurels, and decided our 2014-2016 CSR strategy should focus on four priority areas:

• Showing Integrity
• Internationalising our CSR
• Supporting Diversity
• Encouraging Action

Our environmental plan covers two of these areas, as we determined that now was the time to internationalise our sustainability programme and encourage further action both in the UK and abroad. As part of this internationalising action campaign we saw a great opportunity to launch Lloyd's International Sustainability Action Programme (ISAP), which Carbon Smart helped us set up. Through ISAP we have created a global network of employee champions who contribute to driving practical sustainability initiatives in their own offices. We focussed first on the offices with biggest footprint, and then grew from there.

We have chosen to increase awareness and engage stakeholders on a personal level. We want to help them take personal action, whether that is at their desk, on their travels or at home. Now we have a flourishing network of champions and our next step is to bring it all together with a global campaign for our employees around UN World Environment Day to encourage our champions to work together and influence others on topics such as energy, waste, greener travel and procurement.

With this reignite we are looking forward to the long term success of our CSR programme.

1.5 Activity – Ignite phase tools

Three activities that you can undertake to help you in the Ignite phase are:
- *'Smart Change'* assessment tool
- Stakeholder mapping
- SWAN (Stakeholder Wants And Needs) Analysis

It is highly recommended you involve one or more of your coalition in this process.

'Smart Change' assessment tool
Carbon Smart's *'Smart Change'* assessment tool will enable you to evaluate your position. You will both be able to gain a high-level assessment of strengths and weaknesses and a much more detailed appraisal of your situation.

You can access the tool here:
**www.carbonsmart.co.uk/assessment-tool**

Stakeholder mapping
Below is an example of a stakeholder mapping exercise considering sustainability. The axes can be altered, e.g. recycling, volunteering, etc. To complete this task, first evaluate who are the major individuals and groups in your organisation. Then place them on the map by estimating their impact on sustainability and influence on other people.

As in the diagram below there are stakeholders who have high influence and low direct impact, and vice versa. This will then help you understand who to approach first: as illustrated, the choice in this situation was to focus on those with the higher direct impact on sustainability. In other situations you may choose to focus on those that had the higher influence.

This is an excellent exercise with which to engage your colleagues: people love the opportunity to think holistically about their organisation, and the feedback will both make your evaluation more robust and be a great engagement tool in itself.

Sample Stakeholder Map
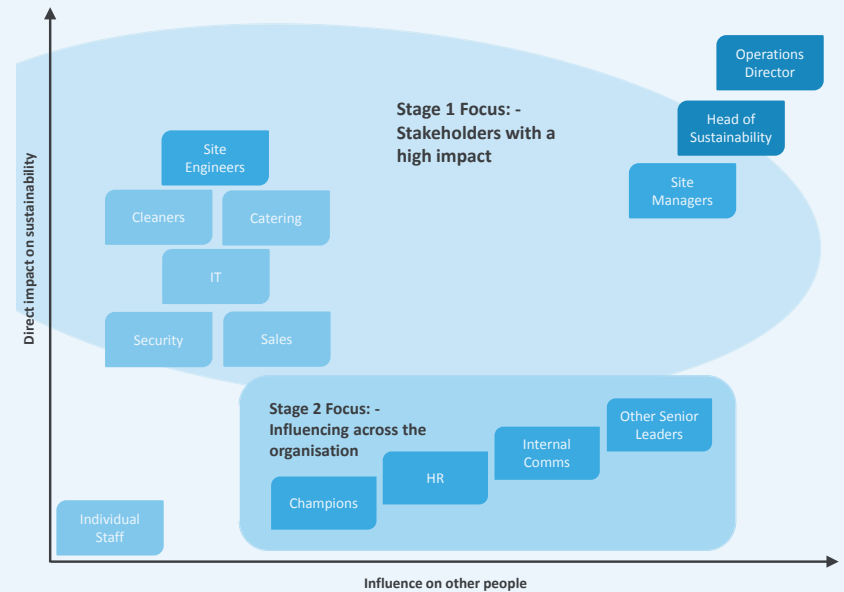
SWAN analysis

Once you have identified your stakeholders and considered their positional and situational importance, you can look at their wants and needs. This will help inform your approach to them. It is worth considering both internal and external stakeholders, and how they all may interact. List or mind map all the potential stakeholders (below is a limited example – you'll probably want more stakeholders listed) and then create a list of wants and needs against each one.

Sample high level SWAN analysis

Below is an example focus on one stakeholder's wants and needs. Be aware that stakeholders may have conflicting interests; this doesn't make your job easier, but that's life! Once you have this information you can consider how to create a narrative and strategy that appeals to them.

**Sample SWAN analysis focus on middle management**

Once you have done this, you will have information that you can use to define your strategy and a perspective on how to implement it: e.g. a senior leadership focused on cost cutting compared to one wanting to grow market share will need to be approached quite differently.

2.

Empower –
Communicate > Momentum > Learn

You've now completed the most important part of your change programme; you've ignited it, now for the most challenging part: making it happen. This is challenging because you now have to empower employees who currently may not be enthusiastically supporting your change programme.
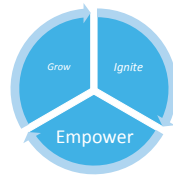
Timescales

The timescales of the Empower phase will vary depending on the organisation and the current stage of development. You can expect it to last anything from six to twelve months. If it is any shorter, you will not have had chance to effectively empower employees, much longer and you will be struggling to convince employees that sustainability is working for your organisation.

Mini-Activity – "What have I learnt?"

Before you move into the Empower phase, pull up a chair, sit down and consider what you've achieved in the first phase. Useful questions will be; what went well, what didn't go well at all, what went well after adjustment, how am I personally feeling about this, have I enrolled any significant groups beyond those I expected?

2.1 Communicate the strategy and sense of urgency to gain buy-in

Communicate to the right people

Ensuring you have engaged the right people (e.g. MD/CEO/FD) who can give it sufficient profile is the most important step in communication. Also ensure that those who could disrupt your strategy are involved early. You may have a head of Communications or HR who sees the value in your campaign, but is worried about it conflicting with their aims. Ensure these people are brought on board quickly and work with them and other key stakeholders to generate a word of mouth campaign, where they popularise your programme.

It is important to consider the communication channels you will be using at this crucial launch phase. Consider what formats have worked for empowerment historically in your organisation. There are many forms of face-to-face or online methods. Typically you would want to ensure that the message is cascaded out through senior leadership first (either via emails and/or team meetings), and then followed up with direct engagement. You can find an example list of tools and tactics that you can utilise to communicate in the appendix at the end of this guide.

Soft and hard launch

It is possible to both soft and hard launch the changes required. The soft launch is one where you have one to one, or one to few, conversations. Hard launch is when it is communicated out to many or all employees (e.g. email from the MD, posting on company intranet, road show of presentations, etc.).

Urgency

An empowerment initiative has the best chance of succeeding if there is a sense of urgency. There are two main methods of creating this urgency, ideally utilising both:
1. Senior leaders promoting the programme
2. Compelling event(s)

You will have established through the Ignite process how to demonstrate to senior leaders why it is worth them investing their time and credibility in promoting your programme. Obviously it needs to be good for the organisation, typically focusing on how it will save/make money, empower employees and enhance reputation/demonstrate corporate responsibility.

It also helps if makes them look and feel good too: for example if they feel that they are personally helping create a more sustainable world; that will help them connect with your objectives. Also senior leaders may be engaged with something that helps their profile in the organisation, or with key external stakeholders.

Compelling event

Creating a compelling event is an excellent method of building a sense of urgency. Examples are; achievement of targets, attaining of standards (e.g. ISO14001/26000), entering for awards, associating with an external campaign, such as Climate Week or International Volunteer Day, or even that the Chief Exec is launching this campaign and the organisation must be seen to support it!

Harnessing desire to support

As the diagram on the next page demonstrates most people want to support sustainability programmes. However the challenge is most don't know what they can do. The initial communication is particularly critical to help employees understand just what they can do, to show them how they can help and to give them guidance on the first easy steps. This will support them to overcome the natural resistance to change, a discomfort of not knowing the clear next steps and the fear of the unknown.

Concern mapped against action
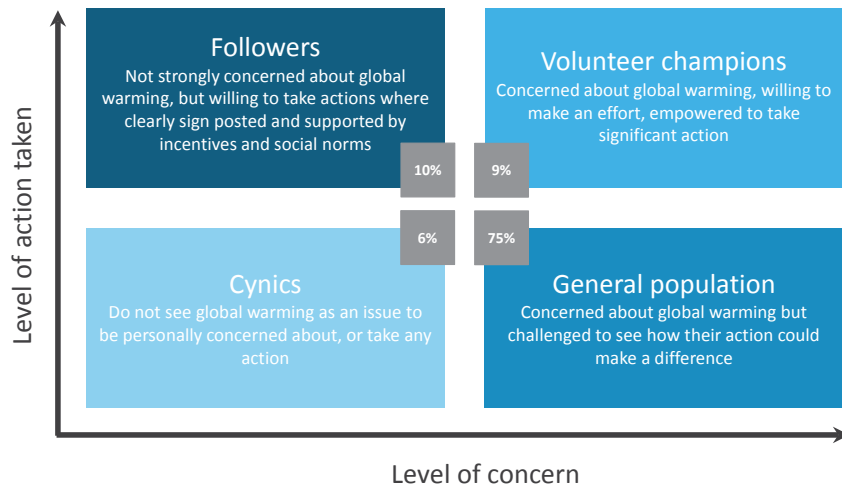
Taken from Accountability and Consumers International report 'Switching on Citizen Power'

Very few employees will overtly block the progress of developing an organisations' sustainability, as it is seen to be the "right thing to do". However to make significant progress, change will have to happen, and employees will have to invest time and/ or money into the campaign. This is the core challenge of sustainability: most people want it to succeed, but few are initially willing to give significant resource to it.

Your role is to create the desire for investment and support of the programme. Therefore when you are communicating the strategy, it is important to make it easily accessible and relevant for your colleagues.

Finally, it is always important to remember there are varying employee types and attitudes, so when communicating the urgency and aiming to get buy-in, give different employees the opportunity to get excited for different reasons. For example engineers and HR are going to have different inspiration points, as will office, field based and shop floor staff.

2.2 Generate momentum via achievable short-term wins, measuring and celebrating success

Momentum is critical in engaging employees. You've launched your programme and everybody is excited about it. Now it is essential to keep the pace up, by focusing on achievable short term wins and measuring and celebrating success.

As demonstrated by the diagram below, different individuals and employee groups will have conflicting and sometimes unsupportive feelings about your programme.

These may not be logical or rational feelings, and the individuals in question may not be consciously aware of them. This can make them challenging to deal with, as the employee will struggle to connect with any logical arguments given them.

Thoughts and feelings about sustainability programmes
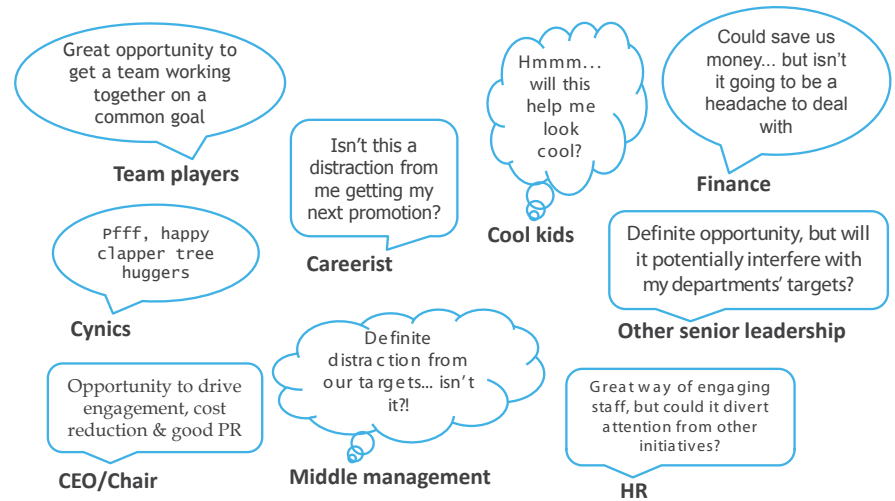
This is why it is so critical to generate momentum, so that the resistance is overcome, and for example, the 'Cool kids' or 'Careerist' see how it can benefit them. Momentum will happen best when it is something that is positive and aspirational; avoid telling people to stop doing things, instead show them what they can achieve and the benefits it brings to them, the organisation and wider society/environment.

Winning measurement
Measuring results is of course very important, and you will have ensured that you have measurement tools to collect data as part of your Ignite strategy.

Good measurement will provide the evidence for many of your wins. You may have ambitious long term goals, but don't let those cloud your ability to celebrate smaller goals which will keep the momentum going. For example, you may have an ambition for a long term 50% carbon reduction, so a quarterly reduction of 5% (when you were expecting 15%) may feel small beer, but to others it will demonstrate progress. It is even worth re-prioritising aspects of your strategy that will achieve considerable long term benefits, but take time for any success to be shown.

Celebrating success

Great methods of celebrating success are:

- Highlighting specific and personal or team achievements. These can inspire other individuals and teams to replicate this success.
- Monthly or quarterly reductions
- Increases in employee involvement e.g. XX% increase in champions attending training sessions
- Involve senior leaders and middle managers in celebrating the success

Celebrating success is an excellent way of introducing an element of competition, as most people, especially leaders and middle management, want to be recognised. If appropriate, you could also introduce league tables, as nobody wants to be near or at the bottom.

Colleagues typically want to help and are happy to be involved in sustainability campaigns, and this early stage is a key time for you to offer this opportunity to them. If they feel that they've achieved something, then it will empower them to continue.

If the campaign has been launched well, particularly with senior leadership involvement, some of your colleagues will pay special attention to what they can achieve, if only because they feel they may stand out if they don't do anything. Because change feels uncomfortable, it is important that they understand simple and achievable measures.

When considering how to celebrate success, it is worth focusing on:

- **Sites/departments capable of making above average gains.** This might be because they have underperformed in the past, but as you have empowered their department leadership, they create a significant shift.
- **Employees who have a disproportionate voice in the organisation:** certain individuals, teams or departments can have a high profile, out of proportion to their formal position. If they are shouting about their successes, then people often take notice.
- **Champions:** the employees who are willing to champion sustainability come in many shapes and forms. They are part of your wider coalition, and are engaging all those people you personally can't reach. Ensuring that they feel valued is essential.
- **Pilot sites/departments:** in your strategy you will have identified certain sites which will provide appropriate opportunities to pilot elements of your programme, make sure they all receive due attention and publicity.

In quick summary, it's vital to keep the momentum going by focusing on short term measurable wins then celebrating the programme's success.

2.3 Accept and learn from setbacks

However well you ignited your programme, it will not be perfect. Furthermore circumstances change and challenges arise which could not have been predicted. This means that not everything will go to plan and there will be setbacks.

Personal and organisational journey

It is how you can learn from those losses, without them becoming overwhelming that will help define the success of your programme. Engaging your organisation, its leadership, management and other employees is a personal journey for you, as much as it is an organisational journey for your employer. It is critical that you are honest with yourself and your coalition and ask them for feedback. This may at times be uncomfortable. Your support team will have your, and your programmes', best interests at heart. Keep in mind that their comments are constructive.

The people you may learn the most from are those who are not part of your coalition. They may even be people that you don't particularly like. This is possibly because you don't agree with their values and/or attitude. This means they can give you a very different perspective on your setbacks. Try hard to listen to and welcome their feedback.

You personally may perceive that certain losses are "failures". However it is important to keep in mind these are setbacks to learn from. This part of the process is the most difficult, but it is the area where you personally will gain the most growth and is essential for the long term success of your programme.

Not taking it (too) personally

One of the secrets to empowerment of employees is to not take it too personally either when there are successes or setbacks, even though you will be passionate about it. It is inevitable that you will experience personal elation or disappointment. It will be very supportive to your programme if you can avoid becoming too attached to the elation of success or experience excessive aversion to the setbacks.

- **Setbacks:** if you take these too personally, then you will naturally become defensive and find it difficult to learn from.
- **Successes:** Humbly acknowledging and celebrating the role of others in the successes will empower them to take more responsibility.

If you've accepted and learnt from the inevitable setbacks, as well as celebrated the successes, then are ready to begin growing sustainability throughout your organisation.

2.4 Case Study – Dentsu Aegis Network

dentsu ΛEGIS network

Dentsu Aegis Network (Dentsu Aegis) is one of the world's leading digital and media communication agencies. Part of Dentsu Inc., it is headquartered in London and employs around 24,000 people working across 61 countries.

Frank Krikhaar, Global CSR Manager, sheds light on their sustainability journey:

"We all live and work in an increasingly digital world – and this is certainly the case for our agency. That's why, when we launched 'Future Proof', our sustainability strategy, in 2010, we chose to put digital technology at the heart of our environmental programme.

We really wanted to use technology to bring data alive in a way that nudges greener behaviours and empowers our people. Over the last five years, this has helped us make significant progress towards our 2015 carbon footprint reduction target of 20% per average person in our company.

So when we started 'Future Proof' we faced two challenges:

• Enhance the range of environmental data available and improve its robustness;
• Introduce digital technologies that nudge more sustainable behaviours.

I wanted to give a brief overview of how we tackled those two challenges:

Carbon Smart: reporting intelligent and robust carbon data

Since 2010 we have worked with Carbon Smart to enhance the range of environmental KPIs we have available. We have since moved from merely measuring our direct carbon footprint to including a wide range of environmental data points such as business travel, waste & recycling, water and paper.
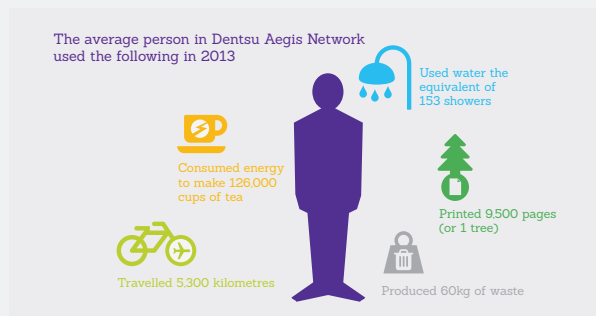

We now have this available at an office, country and global level, as well as per our business divisions in a tool that Carbon Smart developed for us. In addition, we have steadily enhanced the accuracy and robustness of our data through a focus on collecting evidence from our largest countries and offices. Again with the help of Carbon Smart we significantly increased the percentage of offices reporting and enhanced our score in the Carbon Disclosure Project to 90 (2014). Also, we have developed many ways of visualising our environmental data as displayed below.

Stravel: Using mobile apps to nudge greener behaviour

Since 2012 we have trialled a host of digital technologies to empower more sustainable behaviour both inside and outside of the office. One of our most successful initiatives has been the Stravel® app.

This desktop and mobile application was designed to encourage greener commute and business travel. Users can track their miles travelled via a mobile app to map their travel impact. Our people were then able to compete against colleagues from different offices and countries and, in return, were able to convert the miles into small rewards (e.g. coffee) or a charitable donation.
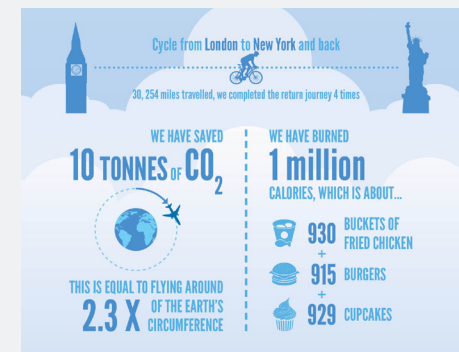
Since 2012 this has on average encouraged 10% of our people to download Stravel and to run, cycle and walk to and from work. This has helped us avoid carbon emissions and enhanced the health & wellbeing of our people.

Together these elements have made a very positive contribution to progressing towards our environmental reduction targets. We achieved our reduction target 2 years ahead of schedule and are now working on developing new ambitious targets for 2020 to continue on our green journey."
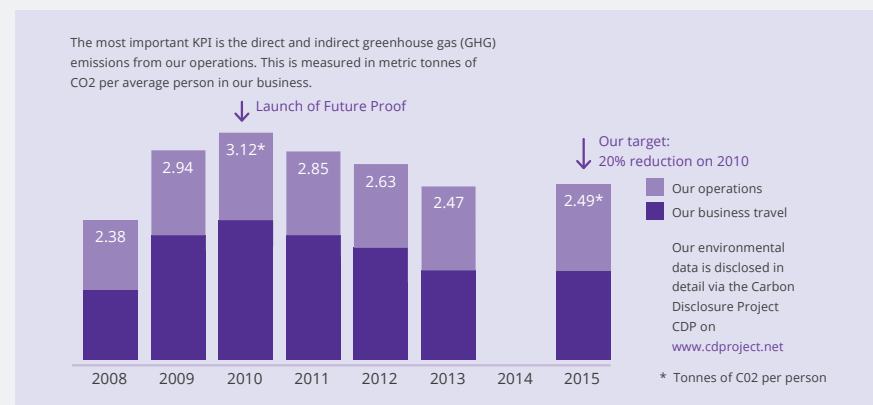
2.5 Activity – SWOT

It is of course useful to produce a SWOT during the Ignite phase. I would also recommend undertaking one in the Empower phase to help you understand how far you have come, and what is still required. An example SWOT is below.

Strengths	Weaknesses
• Culture of celebrating & rewarding success	• Inconsistent empowerment across business units
• Competencies in engineering and data analysis	• Lack of staff time
• Funding	• Reactive maintenance
• Good data	• Lower engagement in 2 out of 5 divisions
• Innovation	• Relative difficulty of accessing information for Champions
• Platform of success to build on	• Poor information at satellite sites
• Culture of staff training & leadership coaching	

Opportunities	Threats
• Align with existing procedures and standards	• Accountability gap & reliance on Sustainability Team for success
• Attend team briefings	• Lack of communication and feedback
• Business unit specific KPIs and targets	• Rising energy prices
• Collaboration and integration	• Due to past success potential for Senior Management complacency
• Embracing responsibility	• Building Services team losing cohesion
• Formal Energy Audit Programme	• Changes in legislation and the cost of compliance
• Improved communication	

This exercise has most benefit when you use it to identify the strengths, weaknesses, opportunities and threats, and then you tailor your action plan based on this understanding. As with all these exercises, the more input you can get from colleagues, the better.

3.

Grow –
Ownership > Value > Cultivate

Whilst the Ignite phase is the most important, and the Empower phase often the most challenging, the Grow phase is the one which requires the most persistence. Your programme has gained traction, and it is now starting to work well.

What is 'grow'?

Growing is the ongoing process of ensuring that full value is generated from a programme. This happens over months and years. The exciting parts of creating change are the first two main phases of Ignite and Empower, but the real value comes in the last phase.

As illustrated by the 'Climbing Mount Sustainability' diagram from the 'Evaluate the Situation' section p.23, it is easy to think that once your colleagues are thinking consciously about sustainability, that the job is nearly done. In fact, the job is not even half done. Your role is to persistently and patiently keep working at the programme to make it grow, in the long term, into a collective unconsciously sustainable attitude. It is important therefore to utilise your inner resources and support from your coalition to help you keep up your personal energy and momentum going.

> **Mini-Activity – "What have I learnt?"**
>
> Before moving into the Grow phase, as you did at the start of the Empower phase, take a step back and think what you've achieved so far? Useful questions will be; what went well, what didn't go well at all, what went well after adjustment, how am I personally feeling about this, have I enrolled any significant groups beyond those I expected?

Timescales

The Grow phase of your programme effectively never finishes: you may repeat aspects of the first two stages (e.g. re-igniting the programme), but your aim should be to always keep building the sustainable value. If you rest on your laurels, the programme will get stale, and start to lose value and the benefits will deteriorate.

3.1 Create ownership and accountability and deal with barriers

You will have learnt a huge amount through the Ignite and Empower phases, and now is the time to apply all that learning to growing the programme. The first action that you should take is to give yourself a big pat on the back! When you completed the above mini activity, you'll have noted that you have made significant progress in certain areas and with particular individuals/departments. Ensure that you leverage this success when addressing the barriers: the stakeholders who are on board will help you spread the word.

As discussed in the introduction there are many potential barriers to sustainable change, many unintentional, but nonetheless damaging for your campaign. Now that you have generated momentum, you can begin to break down, or go around, some of the barriers to the long term success of the campaign.

Dealing with difficult behaviours

Certain individuals will have entrenched behaviour patterns and views, which will mean they oppose your programme almost as a reflex. At this stage in the programme you will have built an understanding of these people. Recommended steps are:

- **Critical employee:** put particular effort into engaging these people and keep working at it. Patience often pays off. Keep going to them with balanced arguments, which are both logical and appeal to their personal needs and wants.
- **Non-critical employee:** you may have a vocal climate sceptic who is constantly questioning the need to reduce carbon. If this person is comparatively non-critical, then you can go around this barrier, often by starving them the oxygen of attention. If you've tried to rationally empower them, then indifference from you can lead to them withdrawing.

Dealing with contradictory attitudes

You may also find certain behaviours or attitudes contradictory. For example your Chief Exec or MD is supporting your programme, however they are well known for driving a big gas guzzling 4x4. To some this feels hypocritical. However, people are by nature contradictory, and can hold two completely opposing views at once, and personally still feel congruent. In this particular case the way to deal with this is to ignore the contradiction if it doesn't materially impact your programme.

If it does materially affect the programme, then you will have to use all your intellectual and emotional intelligence to work out how to gently nudge the senior leader in the right direction. Typically this will be by regularly appealing both to their head (e.g. find killer stats on the financial value of sustainability) and heart (e.g. think of other organisations or leaders, internally and externally, who have 'got' sustainability and show how your leader and organisation, is taking a big risk of being left behind).

Problematic processes

There are many engrained processes which can cause problems for sustainability. By engaging employees in the development of the solutions to these challenges, they can create a solution to modify the process that is sustainable, fits the needs of the organisation and is theirs to own.

An example from a client in the hospitality industry was that some of their conference rooms got cold overnight. They had a process for heating these rooms to ensure they were comfortable. This made sense, but they also heated the corridors to ensure they were comfortable. Sometimes they would have only three rooms used on three different floors, meaning that all corridors had to be heated. The solution was for the staff to have a process to, whenever possible, fill a complete floor of the building.

Create a tipping point
As demonstrated in the diagram below, people naturally react to change in different timescales. This is important to recognise, as it will help you understand why certain people adopt quicker than others.

Adoption of innovations curve
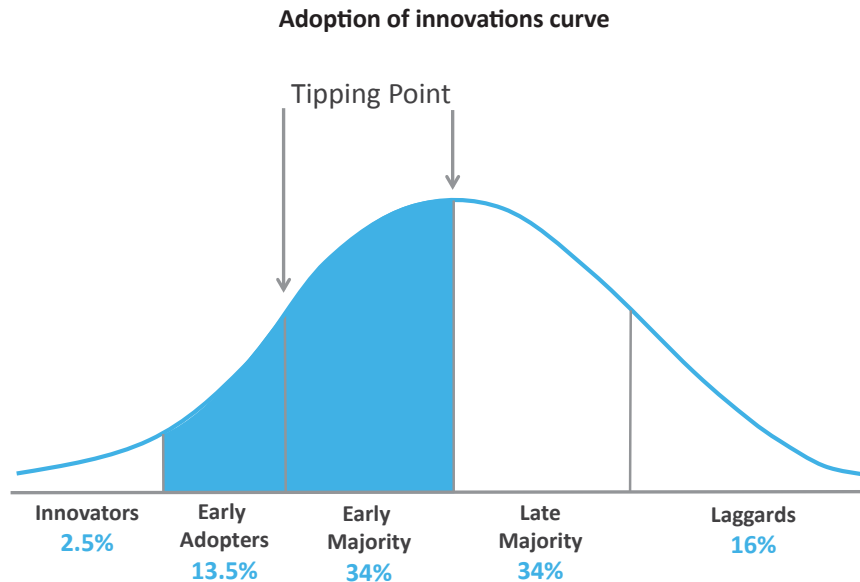
Everett Rodgers, 'Diffusion of Innovations', 1962 & 2003

The aim is rapidly create ownership and accountability from the Innovators and Early Adopters. These groups like to jump onto 'new' bandwagons, and if it looks interesting enough, don't comparatively need as much evidence of the benefits as other groups, particularly the Innovators. Once you have sufficient numbers of these influential people on board, then you can promote to the wider groups. Be careful not to be intoxicated by the Innovators though: they are typically an excitable noisy bunch and their enthusiasm can make you feel as though you are having more success than is actually happening.

The Early Majority will often look at the Early Adopters and publicly frown whilst privately being envious. They can hold back because they fear buying into a 'turkey' and they need approval of others like them. The strategies that will appeal to them are recommendations from others, success stories and evidence of effectiveness.

As the diagram indicates, you will want to focus your attention on the Early Adopters and Early Majority; once they have started to support your programme, you will reach a tipping point.

The Late Majority will adopt after seeing that others have already done so. They dislike hassle, and will only come on board after a programme appears commonplace. Make sure you make your campaign as easy as possible and works 'straight out of the box'. Also regularly communicate information on how many other people have tried the innovation and adopted it successfully.

Once you have started to get the Early Majority on board this will move your organisation toward a tipping point, and employees will increasingly adopt the sustainable changes you are aiming for. Regarding the Laggards, the main message is not to worry too much about them, because like death and taxes, they are an inevitable part of life. In fact if you pay too much attention it can take the wind out of your sails. They will grumble and drag their feet, and it might be that they never demonstrate any interest in your programme, but if you've got the other 85% on board, sustainability will grow in your organisation whether they like it or not.

What is accountability?
Accountability is an intellectual process, where people can be held to account for their actions (or lack of action). Whilst people may feel uncomfortable being held accountable, there is always a period of disruption whilst they understand what is happening as illustrated by the 'Disruptive zone of uncertainty' diagram from the "Why is this challenging" section in the Introduction p.15.

Your role in this is to create accountability which is stretching enough to deliver the change required, but not too stretching that the employees feel overwhelmed.

What is ownership?
Ownership is more of a feeling, rather than the intellectual process of accountability. The employee feels responsibility for the success of an initiative. Whilst accountability will help generate ownership, it is not essential. For example the type of person who volunteers to become a Champion will have often taken ownership naturally.

You can encourage ownership by:
• **Asking questions;** this powerfully engages people and enables them to come up with the solutions themselves (and wouldn't it be great if this is similar to the one you would have suggested).
• **Giving responsibility** (even if that responsibility is not sometimes initially welcomed).
• **Setting an inspiring vision** helps employees reach out, especially if this is achievable.
• **Give budgets** (however small) to teams / sites / Champions to implement work themselves.

There are many reasons why people don't want to take ownership. It is important therefore to recognise that making an employee accountable doesn't automatically lead to them taking ownership. You will need to work patiently until they are showing signs of empowerment. Then you can deliver your re-calibrated action plan.

Mini-Activity - Resistance and empathy

You will inevitably encounter resistance at some points in this journey. To lessen resistance, work on empathising. If people are providing resistance, take some time to ask yourself some questions:

• "Why are they providing resistance?"
• "Are some of my colleagues enthusiastic (innovators/early majority), and some strongly resisting (laggards)? Is this to be expected, or am I facing more resistance than I should?"
• "Where are the points of least resistance?"
• "Does the change conflict with some unconscious values or beliefs?"
• "Do I truly understand my organisation and its triggers? If not, what can I do to learn more?"
• "Has there been change? Am I impatient for faster change?"
• "Do my colleagues not understand the change required? If so, can I communicate in a different way to help them understand?"

3.2 Constant communication: demonstrate value and consolidate gains

By now there will be significant benefits accruing from your sustainability programme. Keep your finger on the pulse of the organisation and make sure that there is constant two-way communication so that employees:
• Understand what is happening
• Understand what is expected of them
• Are communicating their successes and challenges

Key data
Robust data is key to this communication, so ensure there is a pipe of information being fed to the employees, and yourself, in a timely, appropriate and engaging manner.

As your sustainability programme develops and emerges, it is important to keep demonstrating the value of the programme. This is on three levels:
• **Individual employees:**
  - As important as it is to focus on the big wins that your organisation can achieve, ensure you also aim to demonstrate commitment to the smaller day to day opportunities that make a difference to individuals. An example would be ensuring that recycling bins are labelled effectively and emptied in a timely manner. Furthermore help create a virtuous loop of empowerment by reminding employees how their actions contribute to organisational value.
• **Employee groups:**
  - As you will have identified in the Ignite phase, there will be different employee groups, departments, etc. who see different benefits in sustainability. Ensure that these benefits are communicated effectively.
  - An employee group who have a particular challenge in any organisation are squeezed middle management. They have considerable pressure, as the senior leadership give them the direction and expect them to deliver and their reports want the middle managers to handle many of their problems.
  - Sustainability can be seen as a burden by this group, as it is just 'another' new initiative. If you position sustainability so that it can be seen as an opportunity to both impress the leadership and empower their people, you can turn it from a negative to a positive.
• **Organisational:**
  - The aggregation of individual and employee groups' benefits create the overall organisational value. A successfully embedded programme will be judged on this, and it is important to always keep sight of this.

Consolidating gains
Consolidate the gains by first returning to your original strategy and looking at how far you have progressed. Then you can consider which areas need work, which need maintenance and which will work without any further support.

3.3 Cultivate sustainability until it becomes the norm

Stepping back
You've now been working at building your sustainability programme for some time, and you'll have learnt a lot. There will have been many successes and good progress and some setbacks and frustrations.

Until now you've been the key driver. It is now time to step back and cultivate the sustainable growth of the programme.

Patient gardening
Like a good gardener who has taken over an unruly garden, you initially needed to spend considerable time in the garden and be very pro-active. There will have been pruning required and weeds to remove. Sometimes those weeds will come back. Patience and hard work will have got the garden into a good state. Now you can nurture it and it will develop without requiring much direct attention required. Of course you will have to tend it well and keep an eye out for the odd weed, but the really hard work has been done.

An excellent method for cultivating sustainable growth until sustainability becomes the norm is via two routes; Behavioural Psychology (otherwise known as 'Nudging') and Departmental Bridging.

Nudging sustainability towards a social norm
The concept of Behavioural Psychology and 'Nudging' is the concept that by popularising and socialising a concept it will be unconsciously adopted. Whilst tackling certain topics head on and directly can be effective, it can also lead to rejection.

Sustainability being a social norm is not something that happens overnight. Health and Safety is an example of how a change can develop over time. In most organisations, Health and Safety is now the social norm. This happened because of long term consistent work to generate this change. There are a number of methods of nudging, which of course can be used earlier in your programme to empower employees. People are social animals and they respond to those around them. Excellent methods of delivering this are:
• Inspire competition and peer pressure.
• Make it fun and social
• Demonstrate sustainable behaviour is popular
• Create defaults that make the unsustainable option more difficult, and the sustainable option easier. An example is removing desk waste bins and replacing them with recycling ones. Implementing this is not as straightforward as it may appear on the surface, but supports creation of a new default.

You may also find it useful to nudge during the Empower phase, as Dentsu Aegis Network detailed in their case study.

Departmental bridging
Many departments work in silos, whilst sustainability is cross-functional. This can make delivery of sustainable change challenging. It is also an opportunity, as senior leaders will want to create connections between departments, and so therefore the sustainability programme can support this ongoing. The areas you can focus on are:
• Ensure departments understand their impact on each other.
• Explicitly encourage departments to collaborate.
• Use Sustainability as an opportunity to break down silos.

And breathe…
To conclude the Grow section your role is to:
• Leave people space to breathe and be creative. Less is often more…

3.4 Case Study – Interface

Interface®

Why have I chosen Interface for the Embed case study? In addition to being the world's largest manufacturer of carpet tiling, with a $1bn turnover and over 3000 employees globally they are arguably the granddaddy of environmental sustainability in large organisations. They began their journey in 1994 and created some powerful narratives in the process that drove change, not just internally, but also with many different stakeholders.

They have continued driving sustainability over the last 21 years since and are now considered one of the most sustainable large organisations in the world. That their main global competitor, Desso, also now promote their high sustainability standards, shows how successful they have been.

When reading this, be aware that some of this is applicable to an organisation which is comparatively advanced, and some might be more aspirational that you can aim to achieve in the longer term.

Ramon Arratia, the Sustainability Director (EMEAI) of Interface gives us some highlights from their journey.

"We are very aware that we are on a journey toward true sustainability; a fact reflected in the setting of our target 'Mission Zero' in 2004; to eliminate any negative impact on the environment by 2020.

The first key step we took on our journey is recognising that in addition to it being the right thing to do, it also makes commercial sense on many different levels; not only does it save cost, but it also marks us out from our competition and makes us a 'sexy' company to work for. We are aware that making carpet tiles doesn't appear to be the most exciting industry in the world, but by making sustainability a core mission of the business, this has attracted some of the brightest people in manufacturing to work for us.

Mission Zero®
our promise to eliminate any negative impact our company may have on the environment by the year 2020.

Interface has been engaging employees on sustainability since 1994. We have tried and tested many different approaches, and recognise some have been more successful than others, below is a summary of some of our learning.

Sustainability is important to different people in different ways – for example, 'Mission Zero' is all about waste to the sustainability director; is a technical challenge to the engineers and a commercial opportunity to the sales team.

Demonstrate importance of sustainability in the culture – for example, Interface's 'Sustainability Ambassadors' are given status. There are three levels of training about sustainability, one of which everybody has to complete.

Encourage competition – the Ambassadors have to apply for the position, this encourages positive competition.

Celebrate ideas and success – bottom up energy is lost if ideas are turned down. Ensure that staff are empowered to both share ideas AND come up with the implementation plan: encourage 'legendary projects'.

Accountability and investment – Make people accountable for sustainability goals and invest in employees to let them come up with solutions

Everyday thinking – show sustainability is part of the CEO's thinking every day, not just in sporadic speeches on green issues

Focus on the product – 'Corporate Sustainability' doesn't work as people buy products not companies.

Lifecycle – most of the impact is outside company boundaries - the 10% that the company is responsible for is irrelevant don't talk about "being a good corporate" but "competitive advantage for our products"

Inspire – outrageous targets work: not just 10% or 20% but 'Mission Zero'. This goes to human nature to make people feel special.

Make history – Interface wants to make history; and this appeals to something human - being better than the rest and demonstrating what is possible.

Make staff feel part of the journey – Our founding CEO, Ray Anderson, who drove the campaign since 1994 until his death in 2011 reminded employees to "keep on climbing"; it is a big mountain and staff didn't want to let him down.

'Pay' staff with PR – status is a more effective motivator than money as it gives reputation in the industry. For example, senior leaders meet with the ambassadors, and some information is channelled only through them.

We are delighted that increasing numbers of organisations are joining us on the journey toward embedding sustainability."

3.5 Activity - Gap analysis

To enable you to understand how far the empowerment programme has progressed it is useful to perform a Gap analysis so that you can understand how far you are away from truly embedding sustainability into your culture. You may also choose to do this as part of your evaluation at the beginning of the *Smart Change* programme.

Below is a sustainability management matrix. You can use this to ascertain how far your organisation has travelled.

Level	1	2	3	4	5
Strategy	No sustainability strategy or action plan	An unwritten set of guidelines	Un-adopted strategy or action plan	Formal strategy but lacking full commitment from senior leadership	Strategy and action plan and regular review have active commitment of senior leadership
Organising	No delegation of responsibility for sustainability	Informal, mostly focused on resource spend	Some delegation of responsibility but line management and authority unclear	Clear line management accountability and responsibility for improvement	Fully integrated into management structure with clear accountability for sustainability
Training	No sustainability training provided	Technical staff occasionally attend specialist courses	Ad-hoc internal training for selected people as required	Sustainability training targeted at major users following training needs analysis	Appropriate & comprehensive training tailored to identified needs, with evaluation
Performance Measurement	No measurement of energy, resource use and waste/recycling invoices	Checking only of invoices e.g. energy, resource use and waste/recycling	Monthly monitoring of sustainability measures	Weekly performance measurement for each process, unit, or building	Comprehensive performance measurement against targets with effective management reporting
Communicating	No communication or promotion of sustainability issues	Ad-hoc informal contacts used to promote sustainability	Some use of organisational communication mechanisms to promote sustainability	Regular employee briefings, performance reporting and promotion of sustainability	Extensive communication of sustainability within & outside organisation
Investment	No investment in improving sustainability	Only low or no cost measures taken	Low or medium cost measures considered if short payback period	Same appraisal criteria used as for other projects	Resources routinely committed to sustainability in support of business objectives

Conclusion & Appendix

Conclusion

Now you have finished reading this guide, it's your opportunity to enthusiastically take the next steps. It is a personal voyage of discovery and an organisational expedition into unknown territory. Whilst other organisations have blazed a trail, such as Interface and M&S, your situation is unique. You will therefore need to create a strategy and programme that truly aligns with your culture and needs.

The fun part comes when you put this book down; igniting employee engagement and empowering change to grow sustainability is very important, challenging and hugely rewarding. By reading this guide, and completing some of the activities that it contains, you've taken an important stride along the journey.

As highlighted throughout the guide, not many people love change, and many resist it. You have taken responsibility for empowering change in your organisation and I applaud you for this. I also ask you to be gentle on yourself. You may have a vision of what you can achieve and a personal purpose. Many of your colleagues may not fully share that at the moment. I encourage you to stay positive and see where sustainability is growing in your organisation, whilst being realistic about your actual progress.

It is vital that you build a robust coalition and support team to assist you on this climb up the next part of Mount Sustainability. From your position you are looking out at a wide panorama, and often there are comparatively few people in an organisation directly tasked with delivering sustainability. This can be both a blessing and a curse: it is your opportunity to build ownership throughout the organisation, but some people will drag their feet. If you follow the three phases of *Smart Change*, then you can be confident of successfully growing sustainability.

Ignite

Igniting is the most important period as you will both evaluate your situation and create the coalition to support you in delivering the change. Working with colleagues across your organisation you will develop a narrative, strategy and measurement tools. These will align with the main motivations of your organisation.

Empower

Empower is the most challenging phase, as this is when you have to make the change happen. You will communicate your strategy and narrative along with a sense of urgency to gain rapid buy-in. Now you have started the campaign, create momentum by generating achievable short-term wins, both measuring and celebrating ongoing success. It is also critical to accept and learn from your setbacks.
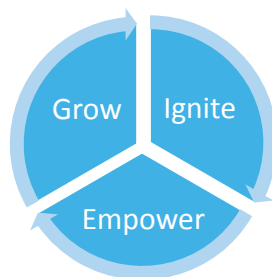
Grow

This stage is the one that requires the most persistence; you've ignited your programme, increasing numbers of colleagues are becoming empowered, and you have two main jobs. The first is to support the continued growth of sustainability and its benefits. The second is to increasingly step back and hand over ownership. You may need to deal with barriers to grow beyond the innovators and early adopters to empower the early and late majority (whilst not getting dragged down by the laggards!). Ensure you constantly communicate the value and consolidate your gains, cultivating sustainability until it becomes the norm.

As you have finished the guide, you can use it as an ongoing resource, dipping in and out to remind yourself of the nine main stages and the shorter sections. It might be that your organisation isn't ready for departmental bridging or some of the other tools and tactics that are highlighted in the appendix. But you can be sure that there is a massive opportunity in your organisation, wherever you are on the expedition.

You can read as many guides as you want, but the real learning and skills building won't come until you start to ignite or reignite your programme. This is such a rich opportunity for you to create something special.

It is not just ok to make mistakes, and have people resist aspects of the programme, it is to be expected and celebrated. If you don't then you are unlikely to be empowering change, so accept this and dive in!

Good luck on your next steps. I'd love to hear both what you think about this guide and how you are going to apply it to empower change. And if you want any support or further guidance please don't hesitate to connect with me on **www.linkedin.com/in/adamwoodhall**, follow me on **www.twitter.com/adamwoodhall** or contact me on **adam.woodhall@carbonsmart.co.uk**.

Appendix – Tools and Tactics

No organisation will be able to use all, or even most, of the tools and tactics at your disposal at the same time. Your opportunity is to choose some of them, using the information you gained from the Ignite phase to ensure they are well aligned to your current culture. Below is a list, which is by no means exhaustive, of tools and tactics you are likely to use. These will give you food for thought when you are creating your strategy, with some of them also covered in the main guide.

i. *'Smart Change'* assessment tool

Carbon Smart have produced a tool that will enable you to evaluate your position, gain a high-level assessment of your strengths and weaknesses and a much more detailed appraisal of your situation.

You can access the tool here:
www.carbonsmart.co.uk/assessment-tool

ii. Additional tools & tactics

Evaluation tools
- **Quantitative research:** statistical measurement of what people think. Useful for providing an overall picture, engaging broad range of stakeholders and providing 'hard' numbers to develop or back up your strategy.
  - e.g. online survey
- **Qualitative research:** covers observations that cannot generally be measured with a numerical result. They are particularly beneficial for getting the feel of a situation, to help iterate your strategy, as a consultation tool and for engaging specific stakeholders.
  - e.g. targeted interviews, focus groups, gap analysis
- **Identify specialists:** who have disproportionate impact on sustainability and/ or affect others. Helps you to focus your efforts on empowering them to take responsibility for growing sustainability.
  - e.g. planners, facilities, IT, procurement, internal comms, HR, finance, sales
- **Map organisational structure:** consider impact/influence of various stakeholder groups on sustainability.
  - e.g. Stakeholder mapping activity in section 1.5

Generating momentum
- **Pilot:** delivered well these are excellent for both testing your strategy and for gaining approval for wider application.
  - e.g. in specific departments / regional areas / offices
- **Hot Housing:** used when it is cumbersome to consult broadly, and/or ideas need rapid development.
  - e.g. small team(s) to work on idea

- **Communicate baseline and targets:** ensure your stakeholders understand where you are starting from and the ambition of your programme.
  - e.g. using infographics, making it simple and visual

Empowering individuals or groups
- **Provide meaningful incentives:** employees at all levels will be motivated if they have some form of carrot. Different people require different benefits, so don't rely on just one method to engage everybody.
  - e.g. salary, bonus, in-kind benefits, autonomy, recognition, the inside track on key developments
- **Sustainability roles & responsibilities:** as sustainability is often cross-functional, it can be valuable to clarify who is responsible for what.
  - e.g. expand existing roles, create new roles, add responsibilities to roles
- **Sustainability for new starters:** employees are typically enthusiastic when joining, so if you get them early they will be likely to carry good practice on and spread it to existing colleagues.
  - e.g. include in induction
- **Create an appraisal mechanism:** this gives clear guidance on what is important for employees to achieve and helps guide their actions.
  - e.g. targets & KPIs (departmental, personal)
- **Workshops on sustainability aimed at specific target groups:** certain target groups may be comparatively disengaged and/or situationally important and will benefit from a specific focus.
  - e.g. middle management

Organisational structures
- **Integrate into management reporting:** successful integration will accrue numerous benefits
  - e.g. what is measured is managed, raises sustainability to same standing as other KPI's.
- **Management systems:** provide a structure for engagement and empowerment
  - e.g. ISO26000, Carbon Smart Standard, EMAS
- **Create or add to a committee:** depending on your organisation it can be valuable to formalise the management of sustainability.
  - e.g. set up sustainability working group and/or add agenda item to property services committee

Broad communications and promotional tools
- **Create / update internal brand for sustainability:** supports the narrative that you are promoting in your organisation
  - e.g. M&S has 'Plan A', Interface have 'Mission Zero', Dentsu Aegis Network have 'Future Proof'

- **Run a campaign:** this is a vehicle to promote the narrative you have created, and supports delivery of your strategy and action plan.
  - e.g. teaser campaign followed by a launch, then monthly/quarterly focus on important areas
- **Communications channels:**
  - <u>Online comms</u> e.g. emails, intranet, discussion forums, video, social media, wiki
  - <u>Physical comms</u> e.g. newsletters (a section in existing publication or creating a sustainability newsletter) and posters (ensuring they are refreshed so they don't become wallpaper)
  - <u>Interactive comms</u> e.g. webinar or phone conference
  - <u>Events</u> e.g. Climate Week, World Cleanup Day or your own specific focus
  - <u>Learning tools</u> e.g. e-learning, lunch n' learns
- **Feedback loops:** communicating progress (and lack of progress) and giving appreciation regularly empowers employees to take action on challenges and motivates them to grow sustainability.
  - e.g. awards and competitions, highlight achievement of targets, team briefings, league tables
- **Sharing best practice:** has two benefits – it supports the lower performing parts of the organisation to improve and also celebrates the success of the high performing parts.
  - e.g. regular meetings, networking, online, etc

Targeted empowerment tools
- **Utilise technology:** so staff can focus on the sustainable actions which require their interaction and/or have more sustainable alternatives. Also demonstrates the organisation is investing in sustainability.
  - e.g. lighting control, PC shutdown, printing management, driving optimisation, video conferencing
- **'Good / Poor Practice' guide:** employees immediately understand what is required of them. Then communicate this through regular channels.
  - e.g. out of hours energy switch-off or waste/recycling
- **'How-To' guides:** can empower colleagues to take responsibility for delivery of sustainability
  - e.g. how to influence colleagues, how to practically implement programmes.
- **Site specific info:** if your organisation is geographically dispersed devolving information to the local level can help ensure continuity when staff move on, and grow sustainability long term.
  - e.g. liaise with site's staff to ascertain issues, energy/waste walk rounds, local community and charity relationships
- **Recruit and (re)launch influencers and implementers network** (champions/ambassadors) ensuring they have:
  - Appropriate personality/attitude and are skilled at persuading, connecting, networking, facilitating and enabling (not micro-managing)
  - Appropriate status; consider formalising position with time allocated to responsibilities
  - Appropriate management and measurement, ensuring departments/sites are represented

Notes