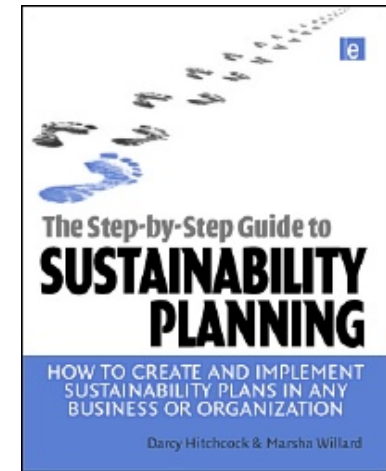
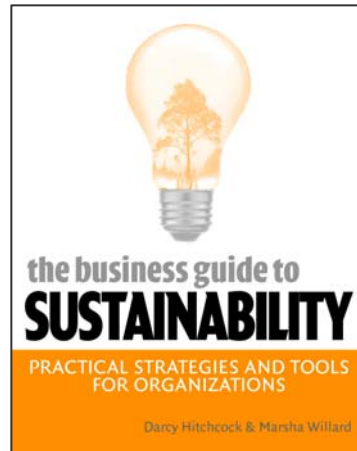




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Planning and Implementing Sustainability in Your Organization

The AXIS approach



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Three Stages of Progress

Incubator	Initiative	Integrated
Little mgmt support Just starting Small scale, pilot efforts	Management support Intent to go org-wide Formal initiative Temporary structures	Embedded in business systems Part of the culture Important element of image

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Key tasks

Incubator	Initiative	Integrated
<p>Choose a framework/terms</p> <p>Pick best project</p> <p>Demonstrate results</p> <p>Find allies</p> <p>Develop business case</p>	<p>Determine point of entry</p> <p>Develop transitional structures</p> <p>Grow support</p> <p>Develop metrics/reports</p>	<p>Embed into formal business systems</p> <p>Integrate into everyday work</p> <p>Influence others</p> <p>Rethink core business</p> <p>Shift society</p>

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What's the Same?

- Need to make business case and get top management involvement
- Requires teams and collaboration
- Must manage change and personal transitions
- Employs process mapping and other quality tools, continuous improvement
- Needs to be integrated into business systems
- Must manage stakeholder relationships

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What's Different?

- Abstract concept
- Emotionally charged
- Overwhelming scale & timeframe
- Scientific literacy helpful
- Special analytic tools/frameworks

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Build support systems

- Sustainability management system — who and how will you manage this effort over time
- Structures — what teams, positions, champions will you need to sustain your efforts
- Communication, education — how will you involve and communicate with others
- Incentives — how will you adapt or add to your HR and performance management systems?

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Dealing with Resistance

- Resistance is normal; if you're not getting any, you're not changing much
- Resistance can look like... denial, silence, easy agreement, criticism, malicious compliance, sabotage, deflection, hostility
- Some sources are rational, some emotional
- Go toward it instead of away from it; Use it to uncover important information



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Dealing with Resistance

Don't!

Use power-plays, manipulation, reasoning, ignore, play off relationships, make deals, kill the messenger, acquiesce

Do!

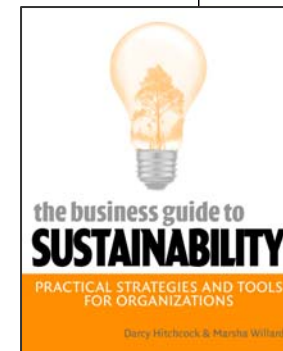
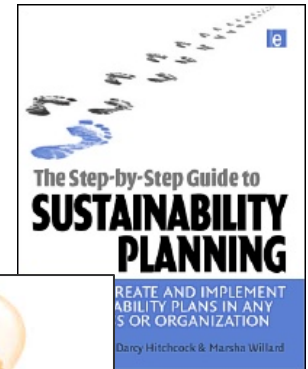
Involve people, keep the end in mind, take the resistance seriously, treat people with respect, improve communication/listen, seek mutual gain



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Resources

- The International Society of Sustainability Professionals
<http://sustainabilityprofessionals.org>
- AXIS-newsflash-subscribe@yahoogroups.com
(**Free** book reviews)
- AXIS-Advisory-subscribe@yahoogroups.com
(**Free** articles)
- *The Step by Step Guide to Sustainability Planning* (Earthscan, 2008)
- *The Business Guide to Sustainability* (Earthscan, 2006)



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