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Resource Efficiency and
Corporate Responsibility

managing change

*How to manage change
in an organisation*



GOVERNMENT OFFICE
FOR THE SOUTH WEST

envirowise
Practical Environmental Advice for Business

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managing change

“it is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to change”

Charles Darwin

“To cope with a changing world, an entity must develop the capacity of shifting and changing – of developing new skills and attitudes; in short, the capability of learning”

A De Gues, The Living Company

Managing change is a very important factor in the success of every business. This guide will help managers think creatively about how they manage change, whilst avoiding many of the pitfalls that other companies have encountered.

This guide is published on www.oursouthwest.com where the 'Change Management Matrix' can also be down-loaded as a single page document for management team discussions on how the organisation is performing i.e. identifying the weaker areas that require attention.



GOVERNMENT OFFICE
FOR THE SOUTH WEST

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managing change

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Part One of this guide has been written by Phil Harding, Head of Sustainable Business, Government Office for the South West, 2004. Parts Two and Three were written for the Government Office for the South West by John Pooley of The John Pooley Consultancy.

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PART ONE:

Managing Change

A guide on how to manage change in an organisation

Introduction

This guide has been written for the purpose of helping organisations manage change as they seek to become more sustainable through resource efficiency and taking corporate responsibility for the effects of the business on the wider community. It can also be used as a tool by environmental business support organisations when assisting companies.

Much of the advice in this guide is little more than the application of common sense and good management practice, but all too often some of these elements are overlooked. By taking a systematic approach to implementing change, managers can be more successful in taking colleagues with them and achieving their objectives.

The **four key factors for success** when implementing change within an organisation are:

- **Pressure for change** – demonstrated senior management commitment is essential
- **A clear, shared vision** – you must take everyone with you. This is a shared agenda that benefits the whole organisation
- **Capacity for change** – you need to provide the resources: time and finance
- **Action** – and performance – “plan, do, check, act” – and keep communication channels open

This guide includes tips and techniques that can be deployed to better manage change internally. The **Change Management Matrix** on page 16 of this guide is a simple tool for identifying and plotting status and progress in an organisation. This should help you structure your process of managing change to get you from the raising of **Awareness** and **Interest** to **Desire** and **Action (A > I > D > A)**.

Worst Practice in Managing Change



The main dangers in this life are the people who want to change everything or nothing

Lady Nancy Astor



Before looking at the four factors for success, recognising the **four factors for failure** in managing change can help identify problems more rapidly, and can show where initial action should be concentrated:

- **Lack of consistent leadership**
- **Demotivated staff kept in the dark**
- **Lack of capacity: budget cuts, no spend-to-save policy, short-term approach to investment, stressed out staff working hard just to stand still**
- **Lack of initiative to “do something different”.**

These four factors for failure then lead to the ‘tread-mill effect’, setting up a vicious circle

1. **No time for reflection, planning and learning**
2. **No improvement in design and implementation**
3. **Increasing need to do something**
4. **Increasing failure and unplanned consequences**



The following employee excuses demonstrate that change is being managed badly and that employees are increasingly demotivated:

“it’s not my job”

“I haven’t got time”

“the boss doesn’t care anyway”

“I’m keeping my head down this time”

“if it’s such a good idea, why didn’t we do this the last time management changed its mind?”

“it will all change again next month”

“when the MD makes his mind up, I might do something”

“nobody told me about it...”

Implementing the four factors for success can help get you off the tread-mill described on page 3.

The Four Factors for Success: pressure – shared vision – capacity – action

Factor 1: Pressure for change (the top down approach)



Leadership is getting others to do what you want them to do because they want to do it

Eisenhower



Firstly there must, of course, be pressure for change – a driving force. The need for change has been identified, the decision to proceed has been taken, and this now needs to be communicated throughout the organisation.

Pressure for change could be senior management commitment from the outset, but it may have come from customers or clients in a supply chain. It could come from a regulatory regime, such as Integrated Pollution Prevention and Control (IPPC), the implementation of an Environmental Management System or, and this can often be the most effective source, pressure from the workforce themselves.

Who wants to work for a company or an organisation that has developed a notorious reputation for polluting the environment or exploiting its suppliers? It is widely accepted that when people take a pride in the organisation they work for, they perform better and will more readily put themselves out to help achieve corporate goals.

For success, however, regardless of where the original pressure for change came from, senior management commitment and drive for change is essential if momentum is to be maintained for effective implementation.

The rest of the organisation will need to be convinced of the need and the case for change – this is dealt with in more detail in Factor 2: A Clear Shared Vision. Only this can happen to good effect if senior management, including the Chairman and Chief Executive, are collectively behind the changes sought.



*Our character is what we do
when we think no one is looking*

H Jackson Brown (Jnr)



Senior management must be seen to be fully supportive by what they do and say – both privately and publicly. If, however, senior management ‘talks-the-talk’ by failing to back up their statements with action and a continuous commitment, progress can soon stall. Other conflicting or new priorities emerge and the momentum can be lost if senior management fail to remain fully supportive of the project.

So, get senior management signed up to the change. And communicate this to all staff – giving them the opportunity to feed in their contributions and feel that they have joint ownership of the change being implemented.

Forward-thinking companies are already signed up to becoming more sustainable through resource efficiency, using cleaner technologies, minimising waste and embracing the principles of producer responsibility. But being more sustainable in its broadest sense also means attending to social responsibilities as a good employer by, for example, encouraging fairness at work; helping staff to develop their skills; introducing green transport plans; being a ‘good neighbour’ that is responsive to the local community; and as an ethical trader. That is the **positive message** that needs to be communicated throughout the organisation.

An environmental policy (whether new or improved) can be the signal to staff that things are changing, and that they have a role to play in making this happen. It's their agenda too. It's in their interests and in the interests of the organisation that the changes are made. This is where the clear, shared vision (Factor 2) is essential.

Factor 2: A Clear, Shared Vision



Businesses are nothing more or less than organisations of people trying to get to a jointly defined future

Professor Howard H Stevenson, Harvard Business School



As a manager the important thing is not what happens when you are there, but what happens when you are not there

Ken Blanchard



For change to be effective, it needs to be implemented at all levels; embedded in the culture of the organisation. To keep colleagues with you on this they need to be motivated and you need to understand what motivates them. You should never forget that change is a major cause of stress amongst the workforce. Staff will usually respond well to challenges (that they feel they can meet!); it's fear of the unknown that raises stress levels. Getting staff motivated to support the changes that are to be implemented is therefore crucial for success.

Staff, their managers and senior managers are all motivated by similar things. They do not, however, necessarily place them in the same order of importance. These 'motivators' include pride, happiness, responsibility, recognition, security, success, and, of course, money. The trick in successfully managing change and getting the commitment and support from staff is to provide these 'motivators' for your staff – or at least as many of them as possible. Here are some tips, questions and ideas to help you:

Pride



Follow where your enthusiasm takes you



When was the last time you [or senior management] told or showed your staff how proud you are of what they have achieved? The performance of your staff can drop significantly if they feel unappreciated or taken for granted. Staff that take pride and some level of enjoyment in their work and working environment are much more likely to perform well and provide new ideas for improving the organisation's own well being.

Happiness



A happy team is an effective team



A culture where laughter is permitted and encouraged can make all the difference in helping everyone get through the day. A caring approach to your staff can reap many benefits; because if they know their employer cares about them as individuals then they will be more likely to care about the employer's interests.

Taking the approach of *'treating others as we would wish to be treated ourselves'* is the 'golden rule' for strengthening and improving relationships between everyone at all levels in the organisation.

Responsibility



It is amazing what you can accomplish if you do not care who gets the credit

Harry Truman



Giving people more responsibility is a demonstration of trust. If people feel they are trusted they usually respond by taking greater care and pride in their work. Is management prepared to delegate responsibility and provide the back-up? Will management itself then take responsibility when things go wrong? Or does it have a blame culture?

Success



Success in your life is not a single achievement. It's all that you do with others and for others



We all have slightly different views on what constitutes success. There can often be common factors such as market profile, corporate reputation and product quality. A useful exercise here is: following a presentation on why change is being undertaken, to ask staff, individually or in small focus groups, what they have as a vision for the company/organisation and also for themselves as individuals.

Good questions to get things going are:

(i) What, who or where are you now?

(ii) What or where would you like to be?

(Ask teams to apply these questions to their view of the company as well as themselves.)

A facilitated discussion can tease out where ideas overlap and demonstrate where common ground exists and can be strengthened. Use the '**Change Management Matrix**' on page 16 of this guide to reveal current status.

Recognition



*When the leader's work is done,
the people say 'We did it ourselves'*

Lau Tzu



Are your staff valued and made to feel part of the organisation's success? Even when times are hard? When was the last time you took time out to say 'thank you' to staff at all levels of the organisation for their individual contributions? To ignore this important motivator would be a serious error; and could result in losing the support you need when implementing change.

An effective approach employers can take is to treat its employees as its most important and valued customers. The employer is providing employment activity and wages; the employees purchase these with their effort. The spin-off is that the external customers benefit from a more highly motivated company to do business with.

Security



You do not lead people by hitting them over the head – that's assault, not leadership

Eisenhower



Whenever change is being implemented the fear factor can set in. This can be the fear of change itself and its consequences such as the possible loss of job security or loss of responsibility or control. Continuous, honest and open communication is essential here. Change can take people out of their 'comfort zone' and raise their stress levels. The challenge is to demonstrate that the new 'zone' is even more comfortable and secure – or at least it will be once the initial short-term discomfort of implementing change has been overcome.

Money



*I am not interested in money.
I just want to be wonderful*

Marilyn Monroe



Money is of course an important motivator. Underpaid staff feel under-valued and are less likely to respond positively to change – especially if it means more effort for little or no increase in either pay or recognition – or both! Many, especially those with captivating outside interests, 'work to live rather than live to work' but we need to recognise that most full-time employees spend more of their waking hours at work than they spend on pursuing leisure interests or with their families. This means that providing the other six motivators is equally as important as paying a fair wage for a fair job of work done.

If your company is already highly profitable, staff may not have a strong inclination to reduce operating or production costs by, for example, switching off equipment when not in use – especially if the shareholders rather than their own pay packets benefit from cost-saving measures. However, informing staff of the environmental impacts of the organisation (for example carbon dioxide emissions or waste volumes going to landfill) and how staff have an important role in reducing these can be an effective motivator – especially as environmental awareness continues to increase in the general population. The positive feedback to staff of reductions in harmful environmental impacts can increase this motivation ('Haven't we done well, can we keep this up and do better?').

Staff suggestion schemes, with financial rewards for employees, need to be handled sensitively. Make sure you do deliver the rewards that you promise. Better still, let a percentage of costs savings (subject to a capped limit perhaps) go towards supporting a local charitable cause that has been chosen by staff. This can motivate those who are not unduly concerned with environmental issues, but who may have local community interests.

Finally, management and staff alike need to remember that, in the words of Henry Ford,



*... it is not the employer who pays wages;
he only handles the money.
It is the product that pays wages.*



Factor 3: Capacity for Change (resources)



More business is lost every year through neglect than through any other cause

Jim Cathcart



Capacity here means resources and these are staff time and, where appropriate, money. To implement change you need to identify the resources that will be required before you proceed and make sure these are provided. Often, the cost benefits from implementing energy efficiency measures and waste minimisation programmes can provide the financial resources for an ongoing programme of improvement.

It is usually the organisation's own employees that have the **information, intuition, ideas** and **instincts** necessary for implementing change effectively. When given the capability and the opportunity to participate in improvement programmes, it is employees who can often find the greatest cost savings and efficiency improvements.

In addition to this wealth of in-house expertise, bringing in a 'fresh pair of eyes' from the government's energy/environmental business support programmes (via the **Environment and Energy Helpline on 0800 585 794**) is a resource that can prove invaluable. The government also has funding schemes (interest free loans, grants, enhanced capital allowances) that companies can use to help resource their improvement programmes – details can be found on the BUSINESS page of **www.oursouthwest.com**

Factor 4: Action



*We are what we repeatedly do.
Excellence then, is not an act, but a habit*

Aristotle



Having got the other three factors in place (pressure, a clear shared vision and capacity) you now have to implement the planned change.



Energy is equal to desire and purpose

Sheryl Adams



Keeping up momentum is what matters here and implementing the

PLAN – DO – CHECK – ACT

management methodology is essential to maintaining the effectiveness and appropriateness of the change. Good monitoring and analysis of the resulting data is essential. Make sure you continue to keep employees informed of progress – the **Change Management Matrix** on page 16 of this guide can help you do this.

The following two parts of this guide provide further help.

PART TWO:

Energy & Environmental Management

Worst Practice Guide – to help you identify where your own organisation might be getting it wrong (!)

PART THREE:

Energy & Environmental Management

Influencing Senior Management – Getting It

Wrong – essential reading for avoiding the pitfalls when seeking top level commitment

The **Change Management Matrix** on the next two pages will help you plot progress and move forward methodically and effectively.

Change Management Matrix

Plot in each column where the organisation stands and then try to make progress by moving up the matrix in a straight horizontal line, targeting the weaker areas first.

Awareness

Interest

Pressure for change

- Policy and action plan in place
- Regular reviews
- Active commitment from top management

3

Clear shared vision

- High level of awareness and support at all levels
- Staff highly motivated

3

- Policy agreed and communicated to all staff

2

- Representatives from all levels of management chain involved in planning process and drawing up action plan(s)
- All staff given opportunity to make an input

2

- Board level "champion" appointed
- Drafting of policy

1

- Key and supportive staff identified for assisting in drafting policy, taking action and driving the process

1

- No explicit policy
- 'Business as usual', no forward planning
- Lack of consistent leadership & responsibility (buck-passing)

0

- Demotivated staff kept in the dark
- No communication
- General mistrust

0

change

PART ONE: Managing Change

A guide on how to manage change in an organisation

This matrix can also be down-loaded from www.oursouthwest.com as a single page document for management team discussions on how the organisation is performing i.e. identifying the weaker areas that require attention.

Desire



Action

Capacity (resources)

- Resources (staff and funding) routinely committed
- Cost savings re-invested for further improvements

3

Action (and performance)

- Action being taken and embedded throughout the organisation
- Monitoring and reporting of progress

3

- Key staff working on plans and projects
- Staffing and funding needs identified and resources becoming available

2

- Wider engagement across the organisation
- 'Low-cost' and more 'no-cost' measures implemented

2

- "Champion" appointed at middle management level (to support the Board's "Champion")
- Training & development needs assessment

1

- Commencement of action at some levels of the organisation
- Some 'no-cost' measures implemented

1

- No investment. High stress levels in over-worked and under-valued staff
- No training & development

0

- Zero action (or limited to crisis management)

0

managing change

PART TWO: Energy and Environmental Management Worst Practice Guide

WARNING! APPLYING THIS GUIDANCE CAN LEAD TO WORLD CLASS WORST PRACTICE

To err is human. We all make mistakes but the most successful companies learn from them. This 'worst practice' guide is intended to help you learn from the mistakes that others have made, so that you can identify and avoid them. Alternatively, you could follow all the guidance and really mess up!

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Use the following section headings as a checklist of key areas where worst practice can exist:-

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Written by John Pooley of The John Pooley Consultancy for the Government Office for the South West as an effective tool to help identify where management techniques are inhibiting good practice.

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Introduction

This Guide is based on a presentation given at ENVEC 2002. The material draws on the observation of real organisations. However, none are mentioned by name and no inference should be made to any real organisations.

Before using the guide there are three key messages.

■ 1. Worst practice is the synergistic combination of many elements of bad practice

Having just one or two elements of bad practice does not lead to worst practice status. What you need is to have a range of bad practices that can 'support' and 'multiply' each other.

■ 2. Worst practice doesn't 'just happen'

Just ignoring things won't always deliver worst practice. Sometimes doing nothing is worse than doing the wrong thing! It can be argued that often the reason for doing nothing is a failure on the part of the organisation to do the right thing in identifying the risks and opportunities facing the organisation. A good measure of ignorance is always helpful if you are seeking to attain worst practice status.

■ 3. To be really bad you need to work at it!

Many organisations can recover from the odd element of bad practice. To achieve legendary worst practice status you need to exceed expectation in a number of areas!

The **key areas** are explored in the following nine sections.

1. Policy

A policy statement is a basic requirement of any environmental management system. It is a requirement of ISO14001 to have one; it is also a requirement of the Qualitative Requirements of Climate Change Agreements. We could choose not to have a formal policy, but why do this when by having the wrong policy implemented in the wrong way we can make great steps in the direction of worst practice!

X Don't spend too much time developing a policy, copy one from another company

It happens to be good practice to review the policies of other organisations when developing a policy statement for an organisation. Ideally, the policies reviewed should relate to a similar type of organisation. In a recent series of Envirowise/Action Energy workshops delegates were given the policies of six actual organisations to review (five were certified to ISO14001). The delegates found the quality to be mixed and in some cases the policies did not even meet the needs of ISO14001. So just because a policy is published it doesn't mean it is any good. In the early days of environmental policies it was easy to spot the 'copied' policy as often the exact wording was retained and only the company name changed! By copying a policy from another organisation (or text book) you can achieve the following:

- X** Use of terminology that is 'alien' to your organisation
- X** Recycle the mistakes of others
- X** Set unrealisable objectives

The setting of unrealisable objectives can also be achieved by simply trying to impress your customers. If you promise high you will be expected to deliver high.

- X Ensure that nobody 'owns' the policy

For a policy to work it needs to be 'owned' by as many people as possible. This can be achieved by processes such as consultation, brainstorming, review and awareness raising. But we can avoid all of this by simply issuing the policy document (even better if it is someone else's policy!).

- X Make the policy statement as long as possible

“

I have made this letter longer than usual, only because I have not had the time to make it shorter

Blaise Pascal, Provincial Letters

”

Drafting a good short policy statement requires effort and understanding. The longer the statement usually the less effective it is. In the author's experience the longest 'policy' was over 40 pages of A4. This was not so much a policy but a set of procedures. So to save time and promote bad practice don't worry about the length of the policy – and don't forget, the longer it is the more chance of building in errors and traps!

2. Resources

The well-informed know that effective environmental and energy management will give impressive returns on the resources (time and money) used. However, those that view environmental issues as 'red tape' and additional costs will seek to allocate as little as possible to these issues. Arguably, the key to environmental management is people. Although some technology may be involved – it is people that make environmental management work.

- X Give environmental responsibility to overloaded, lower level, employees

This approach has many benefits for bad practices, including:

- X The overloaded person may not identify the best options
 - X The maintenance of a reactive, rather than a proactive, approach
 - X The possibility for senior management to overrule any actions taken
 - X The inability of the job holder to influence senior management
 - X The giving of a clear message to all employees that environmental issues are not a high priority for the organisation
- X Alternatively give environmental responsibility to a senior management environmental sceptic
 - X This gives the external appearance that the company has taken a high level commitment
 - X However, by using all their management and political skills the 'responsibility holder' will ensure that as little as possible changes. One technique they can use is to delegate work to overloaded, lower level, employees!

3. Measuring and Monitoring

It is often said that you cannot manage what you cannot measure. All environmental programmes need measurement and the measurements need to be monitored and used to manage effectively. Measurement and monitoring is such an important issue in environmental management that really bad practice will require appropriate effort in this area.

The key worst practice guidance here is to:

X Measure as little as possible

Measuring takes time and effort, so start by trying not to measure anything. If this gives problems look at measuring the simplest things possible and extrapolate all performance on that (failing a credible reading, simply make up figures to suit!)

X Monitor everything that moves

To excel at bad practice it is far better to measure and monitor absolutely everything. Not only will this take time and money, it will ensure that you do not have any time to take any effective action. This approach can give you two bad practice conditions – data overload and analysis paralysis.

X Rely on estimated readings

Estimated readings are not uncommon in the supply of natural gas. The only conclusion you can draw from an estimated reading is that the meter has not been read. The algorithms used to calculate estimated readings can produce varied results, particularly where consumption is not steady. For bad practice use these readings and ensure they are not marked as such – you don't want anyone questioning them!

- X Don't spend time on understanding the collected data

Having spent time and money on collecting data – don't spend time analysing or understanding it. In this way you can use as much raw data as possible in reports to other people. As these people won't be able to understand the data they will be unable to make any positive contribution. With any luck you will also manage to alienate them and make them believe that the whole thing is too complicated for them!

4. Integration

Many people practice environmental (and energy) management as a stand alone activity. This can be particularly beneficial to bad practice.

Two key issues for worst practice here are:

- X Avoid making links with any other business issues

It really helps bad practice if the organisation can view environmental activity as being about avoiding regulation and additional costs. Be very careful about letting anyone know that effective environmental management reduces costs and that addressing environmental issues can lead to marketing opportunities.

- X Isolate environmental activity so that the organisation can ignore it

Activities that are fully integrated are difficult for an organisation to ignore or discard. Isolating environmental activity can aid bad practice in a number of ways. A particularly effective bad practice approach is to both isolate environmental activity and make it the responsibility of a single person who is close to

retirement. Then when they retire no one knows what is going on! Alternatively, a restructuring can make the environmental person redundant!

5. Minimise

Waste minimisation is a key environmental activity. However, for bad practice we need to minimise effort and commitment! In today's high workload environment it is not difficult to get people to sign-up to a minimalist approach – after all it appears to be in their best, short term interest.

X Do as little as possible to meet external requirements

Bad practice environmental management is driven by only external requirements – not internal aspirations. So the approach to be taken here is to identify the barest minimum that needs to be done. For example, if you can satisfy a customer by simply giving them a copy of a policy statement – do just that – but no more. (Even better if it is a copied policy!)

X CATNAP and CAT

Under Integrated Pollution Control the Environment Agency required BATNEEC – Best Available Technique Not Entailing Excessive Cost. The bad practice approach to this was Cheapest Available Technique Narrowly Avoiding Prosecution. Now under IPPC BATNEEC has been replaced with Best Available Technique (BAT). So bad practitioners only need to use CAT – Cheapest Available Technique! By taking the minimum option you will always be behind best practice.

X Buy the badge

Despite your best efforts, you have a customer who requires you to be certified to ISO14001. The solution here is to use a consultant – not one of the good ones!

Your instructions will simply be we want an EMS – but we want it as soon as possible and we want to change as little as possible in what we do. You may also need to do some research to find a certifying body that will not ask too many questions.

6. Planning

Environmental management is like any other management technique. It needs structure and it needs planning. So if we are to excel in bad practice we need to know how to tackle planning issues.

Key worst practice guidance:

X Avoid planning if possible



We haven't got a plan, so nothing can go wrong!

Spike Milligan



Effective planning means identifying all the relevant issues and working out how to address them. This is clearly an increase in work load – so do the minimum. Another bad practice advantage of not having a plan is that you avoid checking on progress.

X Use as short a time-scale as possible

The use of short time-scales is a useful bad practice tool. It can have the following effects:

X The short time-scale demotivates people so they don't bother doing anything – set a target that is too ambitious so that most people do nothing.

- X Setting a short time-scale avoids looking at long term issues – it will certainly help avoid sustainability and all that goes with that!
- X Short time-scales can also drive you to spend money that could be avoided.
- X If you make plans, make them all drafts

When you do make plans, don't finalise them. In that way you can adjust the plan to match actual performance. Ideally, the drafts should be awaiting input from others – that way it is not your fault they are not final.

7. Investment

Much good practice can be achieved without investment. However, at some point investments need to be made to maximise the possible returns. For bad practice the real challenge is to either invest money in the wrong things or not invest it all. With a little effort you can achieve both of these.

An interesting quote on spending comes from John Ruskin:

“ *It is unwise to pay too much, but it is worse to pay too little. When you pay too much you lose a little money, that is all. When you pay too little, you sometimes lose everything because the thing you bought was incapable of doing the things it was bought to do. The common law of business balance prohibits paying a little and getting a lot, it cannot be done. If you deal with the lowest bidder it is well to add something for the risk you run. And if you do that, you will have enough to pay for something better*

John Ruskin (1819-1900)



This and other quotes can be found in Quotes Corner on the **Our South West** website:

<http://www.oursouthwest.com/news/quotes.htm>

X Avoid spending any money

Environmental management and improvement do not come for free. So don't spend. This will not only appear to save you money it may also stop people coming up with suggestions for improvements.

X Avoid even thinking about life cycle costing

Life cycle costing makes sound financial sense – only if you are prepared to look beyond the short term. So as we are avoiding any long term views we can also avoid using life cycle costing arguments. This will enable you to buy lowest first cost plant and enjoy high running costs and/or poor environmental performance for the life of the 'asset'. It is also possible that the asset will have a shorter life allowing an early repeat of bad practice.

X Forget that good environmental management improves profits and reduces risks

If you can just view the negative side of environmental issues you can really enhance your bad practice by discounting any positive projects that effective environmental management may identify. Be sure to complain about all the 'compliance' costs – ensure you do nothing to account for the ongoing financial benefits. Having said that, if you are really excelling at bad practice this won't be a problem – because there won't be any benefits!

8. Workforce Issues

For effective environmental management and improvement to take place you need to involve as many people in the workforce as possible. So to achieve bad practice you need to minimise the effect and contribution of the workforce. Arguably, you need to get them doing the wrong things!

There are many ways of doing this, but three key suggestions follow.

X Limit the information that you give out

This is particularly powerful. If people don't know what is going on, how can they become involved? A good example here is a company in a Climate Change Agreement that did not tell the workforce about it until they had reached the first milestone – that is two years on from entering the agreement.

If you have involved the workforce it's not too late to negate the effect. If you don't tell them the result of what they are doing they won't have any idea if they are doing right or wrong. Fortunately, this normally leads to a lack of good practice or if you are lucky continuing bad practice.

X Ask for suggestions – then ignore them

Suggestion schemes normally form part of energy and environmental management programmes. To stop suggestions coming in just don't process those that you get. Alternatively, tell them the suggestion has been rejected but not why. An old favourite is to take as long as possible in processing suggestions – this keeps your workload down and demotivates at the same time.

X Promise, but don't deliver

Get the workforce involved. Promise a reward for suggestions. Then make sure you don't give any rewards. Say you will give them feedback – then don't. All of these techniques can be very effective in demotivating the workforce. One company said they would pay 50% of the first year savings for any implemented suggestions. They never thought that some one would come up with a suggestion that saved £100,000/year! Their response; a payment of £5,000 - excellent bad practice!

9. Excuses

Finally, to maintain bad practice and keep your job it will help to have a range of excuses that you can use. You will have to do some work in developing your excuses bank – but here are some initial deposits!

- We haven't got the time to do it that way
- We have always done it that way
- The procedures don't allow that to happen
- If it's such a good idea, why aren't we already doing it?
- Changing that is outside my pay band
- We don't want to be at the bleeding edge of technology
- The accountant won't wear it
- Head office won't let us do that
- Now is not the right time
- We will look at that in next year's budget
- Environment always adds to costs

- It may work for them, but...
- It's too risky
- If it's that good, why isn't everybody doing it
- Don't worry, environment is just a passing fad
- We will do that when the Environment Agency asks us to
- There are too many sources of advice – so we won't use any of them
- It may be environmentally sound, but what about quality/production/sales?
- It is not yet an industry standard, so we will wait.
- It is currently the subject of a strategic review
- Nobody has asked for it, so why should we do it?
- We are not aware of any regulations...
- We work in a free market, so if we are prepared to pay the costs...
- Environment is for tree huggers
- If George Bush thinks Kyoto is wrong, that's OK by me
- I won't be around when that happens
- Let's wait and see what happens

managing change

PART THREE: Energy and Environmental Management Influencing Senior Management – Getting It Wrong



*All truth passes through three stages.
First, it is ridiculed.
Second, it is violently opposed.
Third, it is accepted as being self-evident*

Arthur Schopenhauer (1788-1860)



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Written by John Pooley of the John Pooley Consultancy for the Government Office for the South West as a useful guide to help managers avoid the pitfalls when seeking top-level commitment.

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Introduction

Quite simply the best way to worst practice in influencing senior management is to do NOTHING! That said there are mistakes that can be made when you try to do something. For those that want to try and get it wrong ten tips are included in this guide – these serve as a warning for those trying to do things right.

The starting point for this guide is that YOU are convinced that energy & environmental management not only makes good sense, it makes ‘business’ sense for your organisation. It is essential for you to have this belief if you are going to successfully influence others.

Getting it wrong

tip 1

When talking to senior management say that you are not totally convinced that addressing environmental issues will help the organisation, but the Government says we should look at it.

This guidance is written to help ‘middle managers’ in all types of organisation – public, commercial, industrial, small and large.

Experience has shown that senior management become engaged in energy management and environmental issues for a variety of reasons. Sometimes an external influence, such as a government programme or pressure from customers/clients, may be the key.

However, in many circumstances the first people to become fully ‘engaged’ with environmental issues are often not the senior management. In many instances, senior managers feel that they have too many conflicting priorities to give environmental issues the ongoing attention they need. There is a history of middle managers (energy managers, engineers, etc.) becoming

engaged and then having to drive the message upwards, downwards and sideways!

Arguably, senior managers should have the most open minds in the organisation. Their role should be one of vision and delivery. They are the ones that should thrive on change and challenge. It is also the senior managers that should provide the leadership for the organisation. But leaders need to be informed, they need to be motivated – and sometimes it is ‘lesser people’ who lead to the leaders becoming leaders.

I have a dream! Hearing this phrase you will inevitably think of Dr. Martin Luther King, Jr., leader of America’s greatest non-violent movement for justice, equality and peace. You are probably aware of his impact on the United States of America and the rest of the world. But have you heard of Mrs. Rosa Parks? On 1 December 1955, Rosa Parks, a forty-two year old Montgomery seamstress was travelling on a bus and refused to relinquish her seat to a white man. She was arrested. On 5 December, the first day of the Montgomery bus boycott and the trial date of Mrs. Parks, a meeting of movement leaders was held and Dr. King was unanimously elected president of the Montgomery Improvement Association.

Delivered on the steps at the Lincoln Memorial in Washington D.C. on August 28, 1963, the 1,550 word speech (or 1,611 words depending on the source!) now known as ‘I have a dream’ was delivered. The rest, as they say, is history.

What can we learn from this example? Well, if you want to change the world it takes time. It also needs people to be inspired. It also needs a catalyst.

Imagine if there had not been a Rosa Parks? What if King had said “I have a strategy!”?

On a different scale can you be the catalyst for change in your organisation? Or you could become a 'change activist' – same job, different title!

To quote a recent book *Change Activist*:



Change activism is about taking control at a personal level; Change activism turns up the volume on things you care about; Change activism also has business benefits; Our species and our planet need change activism.

Change Activist, Carmel McConnel,
Momentum, 2001, ISBN 1-843-04003-4
www.yourmomentum.com*



*You might find some of the approach/style a little 'extreme' but there is some very solid guidance in this book

Getting it wrong

tip 2

Don't bother with senior management; if you are not getting any senior management support, give up and do something else.

Framework

Influencing senior management needs to be tackled as a project in its own right. This being the case you need a structured approach tackling the issues.

The classic management cycle of PDCA (Plan-Do-Check-Act) can easily be used:

■ Plan

Work out what needs to be done and how it should be done

■ Do

Implement the plan

■ Check

See if the implementation of the plan is giving the results that it should

■ Act

Take any corrective action required and ensure good practice is locked in place, then return to the planning stage and repeat as necessary.

The 'getting it wrong approach' is also based on PDCA, but this time PDCA stands for:

Procrastination – Defeatism – Complication - Apathy

Let's get back on track and look at each element of the PDCA cycle in turn.

Plan

The military have an expression – Prior Planning Prevents Poor Performance. They also say that time spent on reconnaissance is never wasted. In the workplace military expressions are used all the time, but our risks are normally only money and reputation. Taking guidance from people who risk their life, is not a bad idea.

For a military campaign there will be strategy, tactics, objectives and logistics – but all of these are dependent on ‘intelligence’. So the key part of the planning process has to be intelligence and reconnaissance.

Getting it wrong

tip 3

Any attempt to influence senior management will be destined for failure if the approach adopted fails to align with the prime strategic purpose, or mission, of the organisation.

Does your organisation have a mission statement? Not sure? Have you looked at your own organisation’s web site? It is surprising how many employees don’t know what is on their own organisation’s web site. In terms of intelligence gathering the web site is an easy hit.

You may be working for an organisation that has a published Mission Statement and possibly a Statement of Values. If so, this is what your organisation is asking to be judged by. It makes a great starting point for us trying to understand what drives the organisation.

Do you feel that the organisation means what it says with the statement or is it simply ‘corporate wallpaper’? In the catalogue of worst practice probably one of the biggest mistakes that can be made is an organisation publishing a mission statement that it doesn’t believe in. The bad news is that if this is your case then your organisation has bigger problems than the environment and energy!

Let's look at some real mission statements. All of these have been taken from the web sites of the organisations, as suggested earlier.

Organisation	
Interface Flooring	To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions: people, process, product, place and profits – by 2020 – and in doing so we will become restorative through the power of influence.
SUN Systems	VISION: Everyone and everything connected to the network. Eventually every man, woman, and child on the planet will be connected to the network. So will virtually everything with a digital or electrical heartbeat – from mobile phones to automobiles, thermostats to razor blades with RFID tags on them. The resulting network traffic will require highly scalable, reliable systems, from Sun. MISSION: Solve complex network computing problems for governments, enterprises, and service providers.
BPB	BPB is a world leader in the supply of plasterboard and gypsum plasters and a major supplier of insulation, ceiling tiles and related products for internal linings, serving growing markets for building systems in over 50 countries. We aim to be the world's preferred choice for fast-track lightweight building systems, meeting the value expectations of our shareholders, customers and employees through: <ul style="list-style-type: none">■ growth of our leading European building materials business;

BPB continued

- investment in established and emerging plasterboard markets worldwide;
- enlarging our business base with complementary products which share similar routes to market

**Somerset
County
Council**

Somerset County Council will provide good quality services that are accessible, responsive and sustainable. Our aims are economic vitality, a healthy environment, and thriving communities leading to an improved quality of life for all in Somerset.

**Ben &
Jerry's**

Ben & Jerry's is founded on and dedicated to a sustainable corporate concept of linked prosperity. Our mission consists of 3 interrelated parts:

Product Mission: To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.

Economic mission: To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & expanding opportunities for development and career growth for our employees.

Social Mission: To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.

Ben & Jerry's continued

Central to the mission of Ben & Jerry's is the belief that all three parts must thrive equally in a manner that commands deep respect for individuals in and outside the company and supports the communities of which they are a part.

Looking at these five statements it is clear that there are three organisations where environmental issues are very clearly stated. Where the statement does not provide an obvious environmental link it will be clear that more research is required. For the 'non-environmental' mission statement organisations it is likely that framing environmental issues in terms of cost reduction and risk management may be a possible approach.



*A business that makes nothing but money
is a poor kind of business*

Henry Ford



Not wanting to encourage legal action we have not included a factual example of a mission statement and classed it as bad practice, but in the spirit of 'bad practice' the following example could be considered as such.

Bad Practice UK

Our mission is to maximise short term shareholder earnings without any regard for the long term sustainability of the company. We will achieve this by minimising our capital investments, maintaining our workforce at the lowest possible level and avoiding all activity that does not contribute to the bottom line. We will positively avoid exceeding legislative and regulatory requirements. Where opportunities exist to exploit our workforce or customers these will be taken.

Do you know this organisation?!

So is the presence or absence of a mission statement indicative of good or bad practice? Quite simply, no. There are good organisations that have not published mission statements and there are bad organisations that have.

Getting it wrong

tip 4

Tell senior managers that they simply have a moral duty and should do what you want because of that.

Arguably environmental issues are so important that all organisations should be aligning their strategy, mission and values towards the environment. However, for many organisations the approach that will need to be taken is showing how good energy and environmental management can add to the organisation's existing mission.

What do you do if your organisation does not have a published mission statement or set of values? In reality all organisations have a mission and a set of values, it's just that not all realise it and not all publish it! To find an organisation's 'hidden' mission, look at policy statements, annual reports and other corporate literature.

What if your company publishes an environmental or Corporate Social Responsibility Report? Arguably if they do senior management is convinced. However, there are large organisations where such reports are prepared and published by corporate headquarters but the senior management in the operating units are not 'engaged'. Where this is the case you may need to seek support from 'head office' as well as working to convince local managers it is in their interest to be engaged.

If you look around and listen you should be able to pick up messages about the organisation. Where this is always interesting is when the ‘bush telegraph’ is in conflict with published statements!

‘Organisational archaeology’ is also a useful activity. If you are new to the role or organisation, dig around and find out what has happened in the past. Valuable lessons can be learnt from past failures. However, remember just because something failed in the past does not mean it will fail again today – circumstances and people change. This is an important issue because you need to be prepared to respond to the line – ‘we tried that before and it didn’t work’.

At this stage you should be able to see how you can align your environment message with the organisation’s purpose. But what is an organisation? An organisation is a collection of people, so the next step is to consider the people you need to influence.

- Which senior manager(s) do you want and need ‘on board’?

What are you trying to do? Do you have one obstructive manager? Is there a general lack of involvement? Ideally we want all managers singing from the green song sheet, but do you have the resources?

- Which managers do you stand the best chance of influencing?

There may be certain managers that you have a better chance of influencing than others. What do you know about their backgrounds? What qualifications do they have, what outside interests?

- Do you need to look at ‘indirect’ targets?

There may be occasions when the influence route needs to be indirect. Is there someone you can influence that can then influence the target manager(s)?

- What really drives your target manager(s)

You know all about what drives the organisation – that’s why you have been looking at mission statements etc. But what drives the managers you want to influence? You could try this: write a personal mission statement for your target manager (but do keep it confidential!).

Getting it wrong

tip 5

Tell a senior manager that adopting an environmental approach will considerably increase his/her personal workload.

Having completed your intelligence gathering you are now in a position to start formulating a plan. In practice it will help to read the rest of this guide to get ideas about what you should (and should not) do.

A closing thought in this section from a famous military leader:



A good plan executed today is better than a perfect plan executed next week

General George Patton, 1944



Do



It is amazing what you can accomplish if you do not care who gets the credit

Harry Truman



It is worth recalling what we are trying to achieve. We want senior managers engaged with environmental issues so that they will enable sound environmental practices to be adopted by

the organisation. Putting it another way what you are trying to do is to 'sell' good environmental management to the senior management. So having used military thinking for **Planning** we will become salespeople for **Doing**.

Language and jargon: Salespeople refer to products (even when they are services) so we will use that term. A potential customer is called a 'prospect' so we will use the term 'prospect' to refer to the manager we want to influence.

If you have even been on a sales training course you probably learnt about AIDA – this is not Giuseppe Verdi's opera *Aida*, but an acronym for a model of the sales process.

- Attention – first get the prospect's attention
- Interest – next stimulate the prospect's interest
- Desire – create the desire to buy
- Action – confirm the action to be taken

The two middle words, **Interest** and **Desire**, are very important as they are both great motivators. Think about the effect of interest and desire on your own actions. Most successful people are passionate – with passion being *"an intense enthusiasm for a subject; a keen interest in a particular subject or activity"* (Encarta). Think about the successful people or organisations that you know – can you identify the passion?

Think about yourself and your organisation. Where is the passion? Identify the passion and you have a major insight. You have a positive pathway that can be used.

A similar, but alternative approach is 'needs marketing'. This may be more useful to us as we all know that our 'prospects' need environmental 'products', it's just that they might not know it yet! Another acronym here, this time it is SPIN[®], though not the same spin as politicians are sometimes accused of!

(SPIN® Selling is a sales technique developed and marketed by Huthwaite™)

Situation	Understanding the prospect's business situation.
Problem	Finding out about the prospect's difficulties, dissatisfactions or problems with the current situation.
Implication	Asking about the effects or implications of the prospect's situation or problems.
Need-Payoff	Probing 'exposed' needs, such that the prospect comes to realise the importance and value of solving the problem(s).

To illustrate this in general selling terms consider this example of a salesperson using SPIN® to sell a laser alignment system for drives.

Situation	So you have a lot of large pumps on site and it is quite common to change the motors driving them?
Problem	Your maintenance staff must have to spend a lot time aligning the pumps and motors?
Implication	This must be costing you a lot in labour and lost production resulting from increased downtime.
Need-Payoff	The prospect then says, "what we need is a simple and quick method of aligning the drive train." The salesperson suggests the solution with the response: "Our laser alignment system will give you that and also make energy savings as misaligned drives can add as much as 8% to running costs."

But how could this be used in 'selling' environmental issues to a senior manager?

Situation	The organisation uses a range of hazardous materials, but has never been prosecuted for a breach of environmental regulations.
Problem	We do not have a formal system for managing these risks, so how can we be sure we will not have a problem in the future?
Implication	A prosecution by the Environment Agency could cost up to £20,000 or even more. Also what would be the impact on our reputation?
Need-Payoff	The salesperson might suggest that a proven way of minimising environmental risks is required: "I know some organisations have found ISO14001 or BS 8555 useful, perhaps we should see if a system like that could help us?"

When you reach the Need-Payoff stage you need to be fully aware of what your 'product' can do. The next acronym in the salesperson's dictionary is **FAB**.

- **Features**
- **Advantages**
- **Benefits**

You will need to concentrate on **Benefits** and should probably lead with them. Most senior managers are not very interested in **Features**, they expect you to be on top of those and rarely want details. While they might like to know advantages, they will only want the one or two key ones.

Example: The main **benefits** of using ISO14001 would be that we could dramatically reduce the risk of prosecution. It **features** a register of legislation that gives the **advantage** of having all the information in one place.

Looking at this it is important to note that whilst the Features and Benefits help to differentiate the product from others it is really the Benefits that make the sale. And here is a critical issue; the benefits are what will be experienced by the prospect, not by the seller.

You now know who your target manager(s) are. You know the 'sales' technique to use. What you haven't resolved yet is how you are going to get their attention. How do you get your foot in the door? The answer to this will vary from organisation to organisation.

There are a number of ways of getting yourself 'in front' of the prospect. The advantage that you have over the external salesperson is that you are already inside the organisation!

You may be able to use an existing opportunity, for example raising the issue in a regular management meeting, or you may have to create a 'special occasion'. The ideal situation is to raise background awareness such that the target manager invites you to talk about it.

There is a story told about one company where the CEO was summoned to Wall Street to talk about his organisation's environmental position. They didn't have one! He asked someone for some background reading material, they provided him with a book on ecology and business. He looked at it and cast it aside. As time grew closer to the Wall Street meeting he picked the book up again. He noted on the back cover that the author was a millionaire – suddenly he was interested and read the book from cover to cover. Overnight his company went from no environmental policy to a full throttle engagement with sustainability!

To influence a senior manager you are going to have to communicate – there is really no other option. So what means should you use?



Good communication is as stimulating as black coffee, and just as hard to sleep after

Anne Morrow Lindbergh



Conversation

Given the opportunity an informal conversation can help in setting the scene, or be useful for checking on progress, or getting initial attention. It is very important not to talk 'at' your prospect – you will not gain their engagement. Instead try asking them questions. It is unlikely that conversation alone will meet your needs.

Meetings

What can be done in meetings will depend on the management style of your organisation. If you have very formal meetings you may need to get the item included near the top of the agenda rather than take a chance with Any Other Business. Are you in the position to call a meeting and invite the target managers? If not you, is there someone else who can initiate a meeting? Remember; don't work for a meeting until you know what you want to achieve out of it!

Memos & e-mails

Again the power of these will vary from organisation to organisation. Memos are often used to avoid conversation or to make a formal record of a communication. Not all e-mails are read! But then neither are all memos!

Reports

Reports are useful vehicles for facts, but do they stimulate desire? If the target is not interested in the report subject why should they read it? Having said this at some point you may need to use a report to convey 'evidence'. Good report writing skills can pay off.

Presentations

Done well, presentations are very powerful. Done badly they are also very powerful – only in the wrong direction! If you do not have the basic presentation skills think about getting some. If you really don't like the idea of doing presentations, then get someone who is good at them and use them.



*A little inaccuracy sometimes saves a ton
of explanation*

H. H. Munro (Saki) (1870-1916)



Getting it wrong

tip 6

Arrange to have all the senior managers present for a briefing and then don't plan what you are going to say, turn up late, ensure that AV equipment is not tested before hand, and to really set it off, wear the wrong sort of clothes!

Another selling acronym, **ABC: Always Be Closing**. In the selling situation you need the 'close', the point when the prospect writes an order and becomes a customer. Closure is the prime focus of selling, so be sure that you know what it is that you want or you will never close! The next selling tip is once you

have made the sale, stop selling and make sure the order is delivered!

Getting it wrong

tip 7

You meet with the Chief Executive – you start your presentation. After the first three of sixty slides he/she says, “I am convinced, what should we do?” You then carry on working your way to slide sixty. He/she gives you a minute or two then starts seeing counter arguments and finally as time runs out (but you are only at slide 40) he/she says “Sorry we will have to stop there.”

A key part of the selling process is the handling of objections and responding appropriately to situations. Whilst not wanting to encourage negativity the best way to prepare yourself for objections is to try to identify them before you have to answer them. Do you have a colleague or friend who can act as ‘devil’s advocate’? Also, once you’ve convinced them, stop.

Getting it wrong

tip 8

You are in a meeting with the Chief Executive and your introductory sentence is ‘We should retro-fit the new DERCO Vortex microprocessor based shedding detoxifier because it is intended for critical applications and has fully-welded, seal-less sensor construction’.

What language are you speaking? Is it the same as your prospect? To communicate you need to use words and concepts that are interesting and relevant to your prospect. These may be concepts that you are not entirely comfortable with. You may prefer your ‘comfort zone’ of technical expertise. Unfortunately,

it can be a real challenge to talk in someone else's jargon but you need to be able to do it.

Some alternative ideas!

You might want to consider other ways of bringing pressure to bear on senior management. All these techniques need to be given careful consideration and handled with care. You use these techniques entirely at your own risk!

- **Union power.** Many trade unions are taking an increasingly proactive role in environmental and sustainable development issues. They argue that they want environmentally sound employers as this will help maintain their members' employment. There are case studies of positive union involvement in energy and environmental issues. (For example *Perkins Engines – GIL054* from Action Energy. This document provides a very clear example of what can be done from a non-senior management level in a company.) You may be in a position to 'prime' or 'encourage' union representation to 'assist' you in making a case.
- **Whistle-blowing.** If you think that your organisation is performing badly and is not taking notice of you, informing the appropriate regulator may be an option. This should be regarded as an option of last choice, but if appropriate, **after all other options have been exhausted**, it should be considered.
- **Pressure Groups.** A little like whistle-blowing, this involves getting/giving support from pressure groups (both environmental and shareholder). Again extreme care is needed to make sure that you are not breaking your contract of employment! In practice, better organisations welcome the involvement of organisations like Friends of the Earth as this can provide a stakeholder input as well as an 'auditing' action.

“You have the finest product in the world, at the right price, that exactly meets the customers’ needs. But the sale won’t happen if you cannot show what the product will do for them. Sell the benefits – always!”

“The most successful sales people focus all their efforts on the prospects that are likely to buy and place big orders.”

Check

You have researched and developed a plan, identified the target manager(s). You have made the sales pitch, you have had closure. So what now?

One option may be to sit back, do nothing and wait. How likely is this? Not very!



Executive ability is deciding quickly and getting someone else to do the work

John G. Pollard



What is more likely is that the senior manager will have allocated tasks to you to undertake. If the situation is simply you and the senior manager doing things, do you think that things have gone well? No. What you want is for as many people as possible to be involved in as a constructive way as possible.

Getting it wrong

tip 9

Talk to the senior management. Tell them how important energy and environmental management are. Then let them tell you to go away and make it happen. All that has happened here is that you are working on your own but with management approval – an improvement, but not really the goal you should be seeking.

What you need to have done, before you reached this point (!), was to have decided on what you wanted to happen and what 'metrics' or 'performance indicators' you were going to use to judge performance. Why not establish Key Performance Indicators (KPIs) that you can use to judge senior management by? Why not tell them what these KPIs are?!

Examples might include:

- Publication of board endorsed energy/environmental policy
- Official sanction, with target date, for ISO14001 certification
- Commitment to Corporate Social Responsibility (CSR) Reporting
- Allocation of cost centre for environmental activity

Reviewing Progress

Having established your KPIs, or expectations of process, you should be able to determine if what you have done is working. If it is not working then you need to assess why and get back into the PDCA process.



*I have not failed. I've just found
10,000 ways that won't work*

Thomas Alva Edison (1847-1931)



Act

If your plan to influence senior management is working how can you ensure that it continues?

Locking It In Place

Senior managers can move on – what happens when they do? What happens if you move on? What happens if there is a change of ownership of the organisation? How can you lock energy and environmental improvement into the organisation?

If we look at behaviour, we have to put in effort to change it. Once it becomes habit, it no longer requires the same type of effort. To illustrate this to yourself, try brushing your teeth with the opposite hand to that which you normally use. You now have to think about how you clean your teeth. (As a side issue, doing this is a good mental exercise.)

What do we do to make things ‘habit’ in the workplace? It is usually a combination of rules, procedures, training, communication and ‘reward or punishment’.

If you have ISO14001, this can help look in a whole range of procedures. At a higher level, getting the organisation committed to public reporting can be very effective. Options here include EMAS, CSR Reporting, and Annual Environmental Reporting.

Getting it wrong

tip 10

Deciding that as your ISO14001 system is already in place, and certified, it is not worth changing the system to ensure senior management are better locked into energy and environmental management.

Conclusion

Think carefully before you do anything. You may only have one opportunity to make a good impression. However, don't let constructive thinking become procrastination.

If you can 'set the ball rolling' and the conditions are right you might have 'self-sustaining' results. Remember success breeds success.

If you have not got immediate success, don't give up – keep trying. However, don't keep trying the same thing over and over again. If you can't get in the front door, try the side or back.

Look for support from others both inside and outside the organisation.

If you believe, you can make a difference.

Some closing quotations to think about



The greatest mistake you can make in life is to be continually fearing that you will make one

Ellen Hubbard

Nobody made a greater mistake than he who did nothing because he could only do a little

Edmund Burke

You may never know what results come from your action, but if you do nothing, there will be no result

Gandhi

If you think you're too small to make a difference, you've obviously never been in bed with a mosquito

Michelle Walker



Summary Guide

PLAN

- Do background research, look everywhere!
- Understand your organisation's culture, what makes it tick?
- Look at the Mission Statement and/or Statement of Values – if they don't exist, look at public domain documents produced by the organisation
- Identify the senior managers that you need to have on board and also those who can be influential
- Find out what "drives" managers, what targets or objectives are they working to
- Research sources of help and support

DO

- Know what you want from senior management!
- Find the passion! (yours, the organisation's and the senior managers')
- Identify the environmental 'needs' of the organisation and the 'needs' of the managers
- Work on being a confident, sincere, needs identifying 'salesperson' for environmental issues
- Be an effective communicator – if you can't be, get someone else on board to help
- Remember AIDA, SPIN, FAB and ABC – and link your message to the values of the company and the prospect

CHECK

- Establish how you are going to measure success before you get to this point!
- Be prepared to accept that you have not got it right first time and try again – but don't allow that to let you do a 'bad' job in the first place
- Feedback – positive and negative – can all be used constructively

ACT

- Close the loop!
- Where possible utilise existing management systems, don't be afraid to seek to change them, but work 'with' them
- Work to make 'environmental citizenship' a good habit for the organisation
- Blow other people's trumpets

www.oursouthwest.com

2003

10 Tips for Getting it Wrong!

Getting it wrong

tip 1

When talking to senior management say that you are not totally convinced that addressing environmental issues will help the organisation, but the Government says we should look at it.

Getting it wrong

tip 2

Don't bother with senior management; if you are not getting any senior management support, give up and do something else.

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Any attempt to influence senior management will be destined for failure if the approach adopted fails to align with the prime strategic purpose, or mission, of the organisation.

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tip 4

Tell senior managers that they simply have a moral duty and should do what you want because of that.

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Tell a senior manager that adopting an environmental approach will considerably increase his/her personal workload.

Getting it wrong

tip 6

Arrange to have all the senior managers present for a briefing and then don't plan what you are going to say, turn up late, ensure that AV equipment is not tested before hand, and to really set it off, wear the wrong sort of clothes!

Getting it wrong

tip 7

You meet with the Chief Executive – you start your presentation. After the first three of sixty slides he/she says, "I am convinced, what should we do?" You then carry on working your way to slide sixty. He/she gives you a minute or two then starts seeing counter arguments and finally as time runs out (but you are only at slide 40) he/she says "Sorry we will have to stop there."

Getting it wrong

tip 8

You are in a meeting with the Chief Executive and your introductory sentence is 'We should retro-fit the new DERCO Vortex microprocessor based shedding detoxifier because it is intended for critical applications and has fully-welded, seal-less sensor construction'.

Getting it wrong

tip 9

Talk to the senior management. Tell them how important energy and environmental management are. Then let them tell you to go away and make it happen. All that has happened here is that you are working on your own but with management approval – an improvement, but not really the goal you should be seeking.

Getting it wrong

tip 10

Deciding that as your ISO14001 system is already in place, and certified, it is not worth changing the system to ensure senior management are better locked into energy and environmental management.

The Government Office for the South West (www.gosw.gov.uk) seeks to ensure that South West England develops in line with the principles of sustainable development. It provides the management and ongoing development of the www.oursouthwest.com website, the region's focus on sustainability issues where this guide and other similar management guides, including our "Greener Events" guide, can also be found.

Envirowise delivers a valuable programme of free, confidential advice to UK businesses of all sizes - helping them become more resource efficient to reduce their environmental impact and save money. For independent, practical guidance call 0800 585 794 or visit www.envirowise.gov.uk.

Here is just some of the reaction to this unique and highly popular guide:

"Cheers to the Brits for their humour"

National Healthcare Manager for Energy Star, Environmental Protection Agency, USA

"We are using the guide's Change Management Matrix as a simple and effective tool to diagnose how we are responding to climate change at all levels of our organisation. It serves as a route map for our Climate Change Project Group to drive progress at all management levels. We use it to support regular reviews which ensure we maintain momentum."

Regional Director, Environment Agency (South West), Exeter

"wonderful...I do think that this would be of great interest to many of our business and corporate clients"

MD for UK based life coach training company

"Use of the guide's Change Management Matrix as a diagnostic tool and route map has enabled us to identify and prioritise our next moves to make more rapid progress.... We shall continue to use the matrix to re-examine and maintain our performance levels"

Riviera International Conference Centre, Torquay

"we intend to use as a resource in MBA teaching"

Warwick Business School, University of Warwick

