

Change management & leadership

Some learning from our Sustainable Business practice

Insights provided by Martin Hunt to Constructing Excellence Sustainability Group, October 2015

A decorative graphic at the bottom of the slide consists of a series of overlapping, semi-transparent geometric shapes, including triangles and squares, in various shades of purple and white, creating a modern, abstract pattern.

An independent non-profit working globally with
business, government and other organisations to
solve complex sustainability challenges.



What we do

Leading company transformation

20 years experience working with ambitious companies who want to develop strategies that combine sustainability and business success



Innovation coalitions & collaborations

Bringing together groups to solve bigger sustainability challenges - including whole value chains

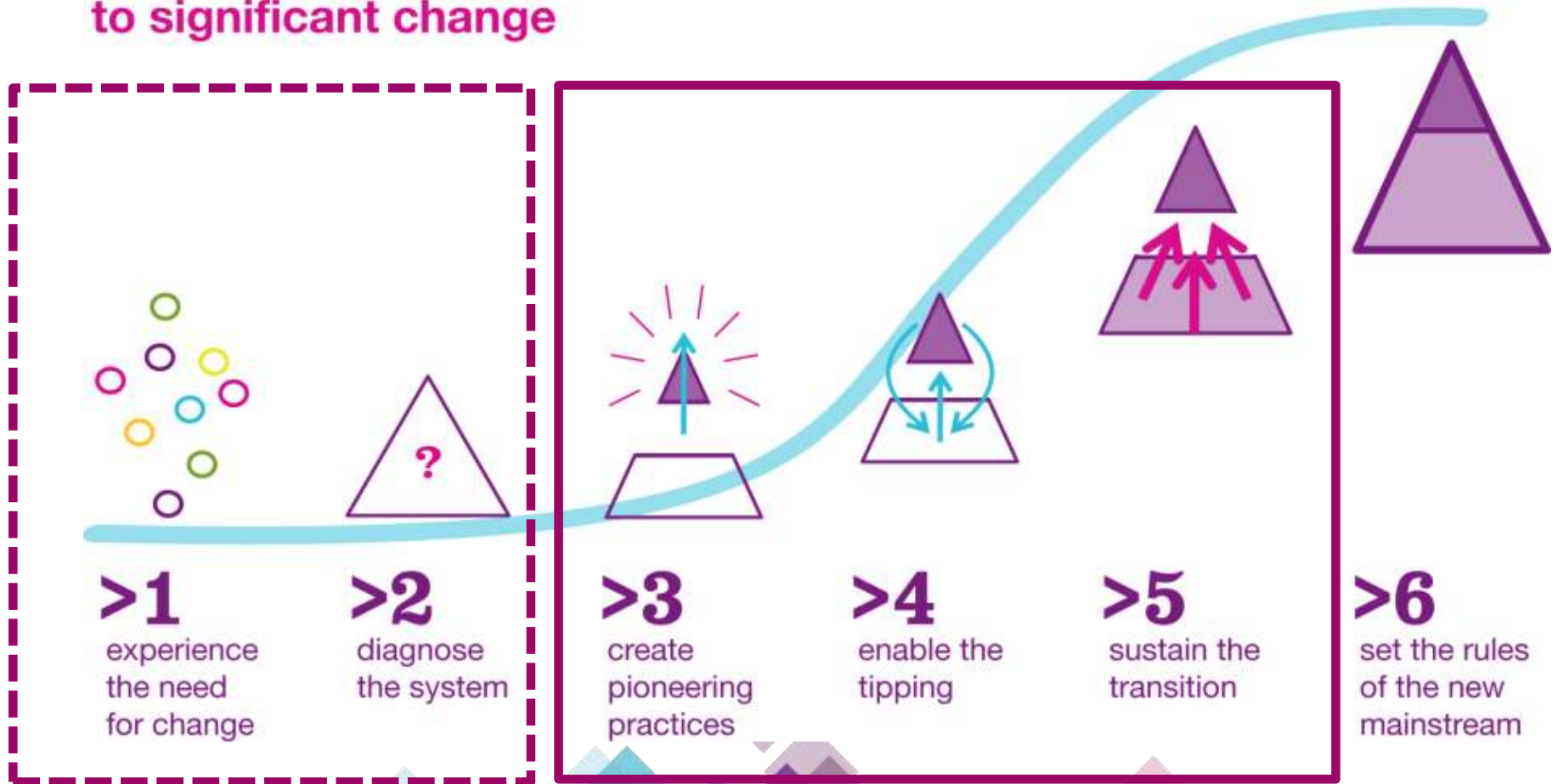


A global movement

A network of over 130 organisations creating and sharing best practice in robust approaches to sustainability and creating change on the ground



6 steps to significant change



Sustainable Business Framework

Business Model	How the company will have commercial success as part of a sustainable society
Strategy	The game plan of practical steps to sustainable and commercial success
Organisational Qualities	The hallmarks of an organisation that has embedded sustainability and so can adapt and change, deliver and endure
Performance	The results across all sustainability dimensions, internal and external



	Beginner	Performer	Leader	Pioneer
Intention	Keep permission to play	Useful to our existing strategy	Long-term sustainable value	Creating a sustainable future
Business Model(s)	<ul style="list-style-type: none"> • Not considered 	<ul style="list-style-type: none"> • Taken rough edges off existing business model 	<ul style="list-style-type: none"> • Making the most of existing business model 	<ul style="list-style-type: none"> • Vast majority of business achieves commercial success by actively contributing to a sustainable economy
Strategy	<ul style="list-style-type: none"> • Compliance • Philanthropy 	<ul style="list-style-type: none"> • Cost savings • Incremental innovation 	<ul style="list-style-type: none"> • Product, service and some business model experimentation • Some shaping of external context • Targets are stretching 	<ul style="list-style-type: none"> • Shaping a sustainable future to be successful in • Innovating SBMs and scaling them up • Targets rely on external collaboration
Organisation Qualities	<ul style="list-style-type: none"> • People, networks, procedures incoherent on sustainability 	<ul style="list-style-type: none"> • People, networks, procedures equipped to pursue sustainability within existing strategy 	<ul style="list-style-type: none"> • People, networks, procedures aligned with long-term articulated purpose 	<ul style="list-style-type: none"> • People, networks, procedures aligned set up for disruptive innovation
Performance	<ul style="list-style-type: none"> • Incoherent 	<ul style="list-style-type: none"> • Contribution to bottom line • Improving impact, rarely in top quartile of peers 	<ul style="list-style-type: none"> • Meet stretching targets for own operations, supply chain and use-phase 	<ul style="list-style-type: none"> • Meeting stretching targets on shaping the context

Organisational Qualities

The aspiration: organisation has embedded sustainability and so can adapt, deliver and endure

People

- Employees know what's expected of them and have permission to take the initiative, take risks and learn from both successes and failures
- They have the knowledge and capabilities to deliver and share what they've learnt.

Networks

- People and functions work together effectively and innovatively to deliver strategy – with both formal and informal networks & groups
- There is a track record of innovations that are scaled up across the organisation.

Procedures

- Sustainability is integrated into everyday working practices and key decision points like design.
- There is a 'clear line of sight' from individual to corporate goals and progress towards them are celebrated and rewarded.

Purpose

- The organisation's purpose is continually adapting to the external context through stakeholder engagement.
- Multiple views of the future are considered to anticipate potential changes and improve long-term resilience



NETWORKS

- Worked with O2 to shape, develop and challenge the Blueprint, advised the sustainability team
- Help to create the “embedding infrastructure” e.g. bi-annual board meetings to monitor progress; “O2 Academy”- action-learning for senior managers





O2 Academy

Forum designed and delivered four modules, six weeks apart, for the leaders of O2's key strategic sustainability initiatives.

Based on action learning principles, the modules supported the leaders in the development and delivery of their projects.

Delegates learnt about the latest thinking on themes such as innovation and leadership and then collaborated with each other to generate and apply insights to their projects.

As well as progressing their projects and building their capability to deliver initiatives, the Academy created a cadre of leaders that could support each other.

Catalysing change

- **Work with motivations** - a combination of drivers will be at work e.g. personal gain, competition, greater good.
- **Provide some choice if you can** – there may be several actions that could achieve your desired outcome. Empower then to choose what works for them.
- **Make it real** and relevant to the day job – and the core purpose of the business




Actions aligned to core business purpose

SCREWFIX



Community critical element of Kingfisher Net positive story

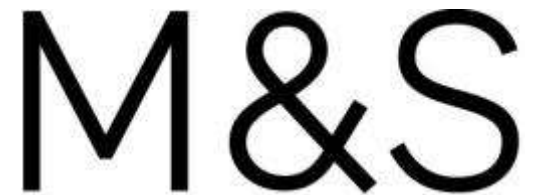
- Screwfix launched a simple guide to apprenticeships for its small business customers
- Clear sector and social benefit but also reinforces brand loyalty and increases customer capacity,

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- **Use the language (and benefits) they recognise** e.g. innovation, new products and services, quality, productivity, efficiency...
 - **Experiment** – don't be scared to try out new ideas and test different approaches to see what works. Recognise and learn from failures (but don't wallow in it)
 - **Recognise the successes** – celebrate the quick wins, create the track record of success, acknowledge contribution of individuals and teams
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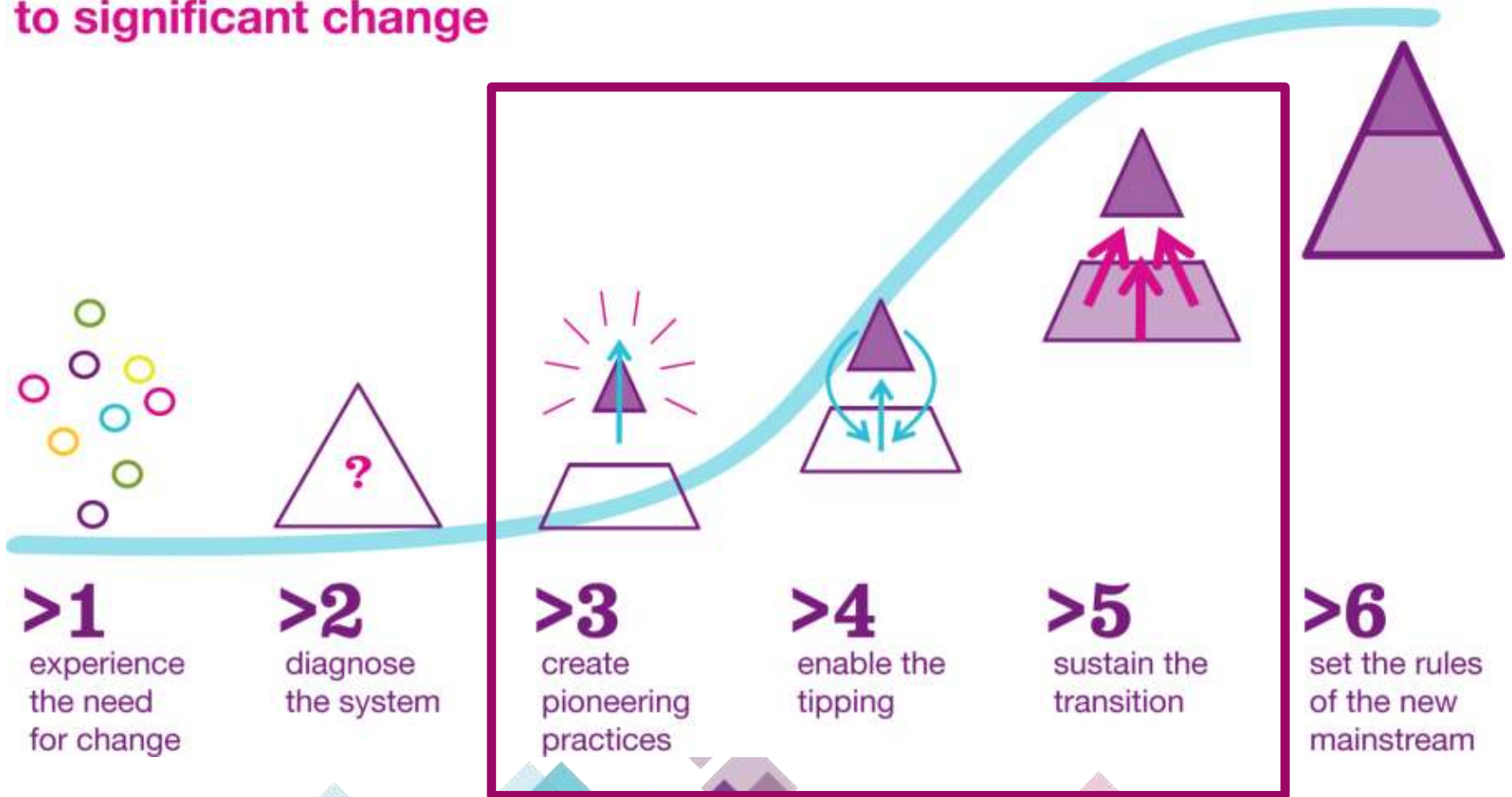
Integrated and properly resourced...

Targeting all clothing and home products to have at least one sustainability attribute—working with buying teams...

- Senior directors and direct reports in category buying teams have targets in performance objectives
- Training programme for buyers to understand how to get an attribute approved by a product review committee
- Innovation fund available to get early stage ideas off the ground

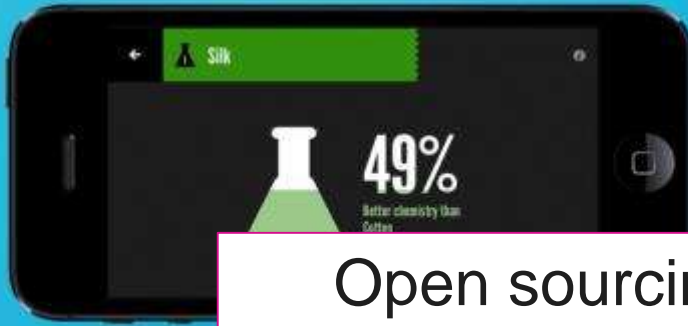
 M&S

6 steps to significant change



An example of a brand applying system innovation





Open sourcing of innovation, serial collaborator and sharer of new knowledge to wider design and sector community

Reinforcing iconic aspirational brand but also reshaping internal culture and practices

ABOUT CONTACT

VIEW OUR CURRENT INNOVATION CHALLENGES

LAUNCH identifies and accelerates innovations that will change the world.

Change is about...

- Being adaptive and resilient in a rapidly changing world
- Being entrepreneurial, challenging traditional practices and precedents
- Encouraging collaboration – internally and increasingly at a sector / system level
- Being forward thinking and recognising the key trends and signals around you



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