



# Skills for Clean Growth Workforce Engagement & Behavior Change Workshop

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On behalf of:



# Housekeeping



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# Objectives

- An introduction to the main tools required to embed sustainability in an organisation
- An introduction to key theoretical concepts in relation to workforce engagement and behavioural change
- Increased understanding of best practice in relation to workforce engagement and behavioural change around sustainability (including SME case study examples)
- Increased awareness of approaches to behavioural change and workforce engagement in an SME context
- Practical take aways that can be simply applied within an SME context

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# Agenda

**08:30 – Arrivals (tea/coffee & biscuits)**

**09:00 – Workshop start – the basic tools required to embed sustainability in an organisation**

**10:00 – Break**

**10:20 – Workshop resumes – change management and behavioural change**

**11:30 – Close**



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# Introductions

- **Andrew Frost BSc (Hons), MIEnvSc, APM,**
- An Environmental Scientist with over twenty years' experience of climate change and sustainability in the built and natural environment, from product to sector level. Andrew specialises in understand a full range of environmental impacts, life cycle assessment, embodied carbon, climate change mitigation, adaptation, and resilience.
- Developed sustainability strategies for industries and companies, developed lifecycle assessment tools and methodologies for construction products, addressing whole life impacts and authored BES 6001:2008, the UKs first responsible sourcing standard.
- Produced Scope 1, 2 and 3 carbon assessments and carbon reduction plans, including meaningful reduction targets and implementation strategies, including evaluation of offsetting opportunities and ensuring the options were climate change resilient.
- Full member of Institution of Environmental Sciences (IES), the Association for Project Management (APM) and the Chartered Institution of Building Service Engineers (CIBSE) and CIBSE Low Carbon Consultant.

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# Introductions

- Who are you?
- What is your job title?
- What key skill or knowledge do you bring to your company's sustainability initiative?



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1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



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# Sustainability, ESG, CSR, 3 pillars, WTF!!!



*“..meeting the needs of the present without compromising the ability of future ...”*

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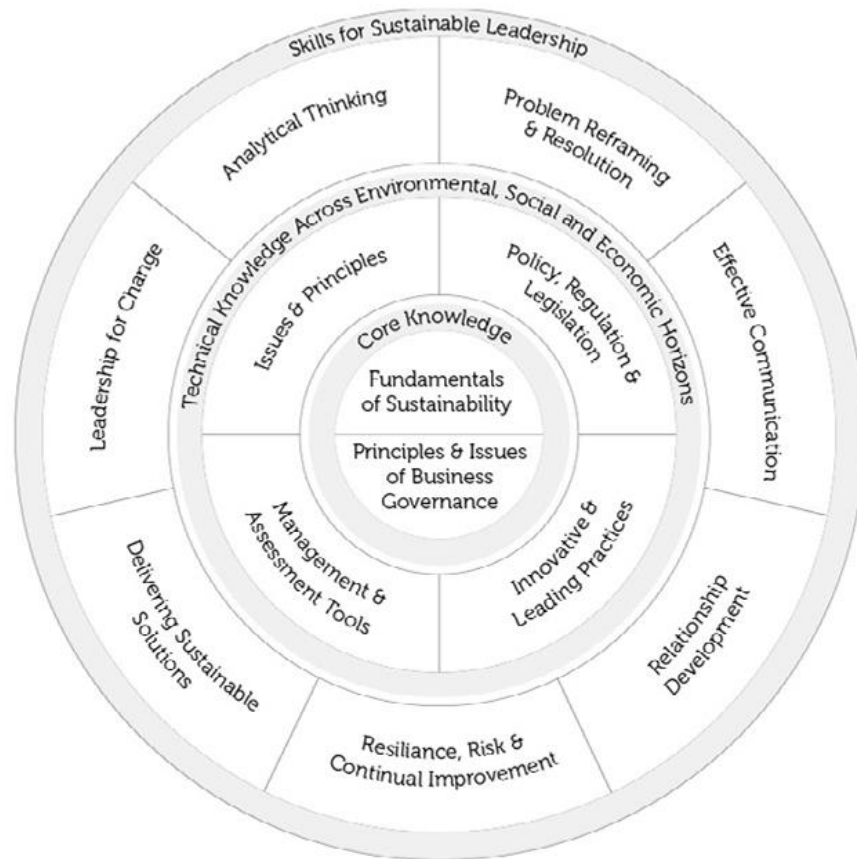


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# Sustainability Knowledge and Skills Map



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**Exercise 1- What knowledge and skills does a sustainability lead need?**

# The Sustainability Lead





### Dash-Shaped Person

A person with a wide (horizontal) yet shallow base of knowledge; No specialization

*Jack of All Trades,  
Master of None*

### I-Shaped Person

A person with a deep (vertical) expertise in one area and limited experience or knowledge in other areas

*Jack of One Trade,  
Master of One*

### T-Shaped Person

A person with a deep (vertical) expertise in one area and a broad base of knowledge in other areas

*Jack of Many Trades,  
Master of (at least) One*

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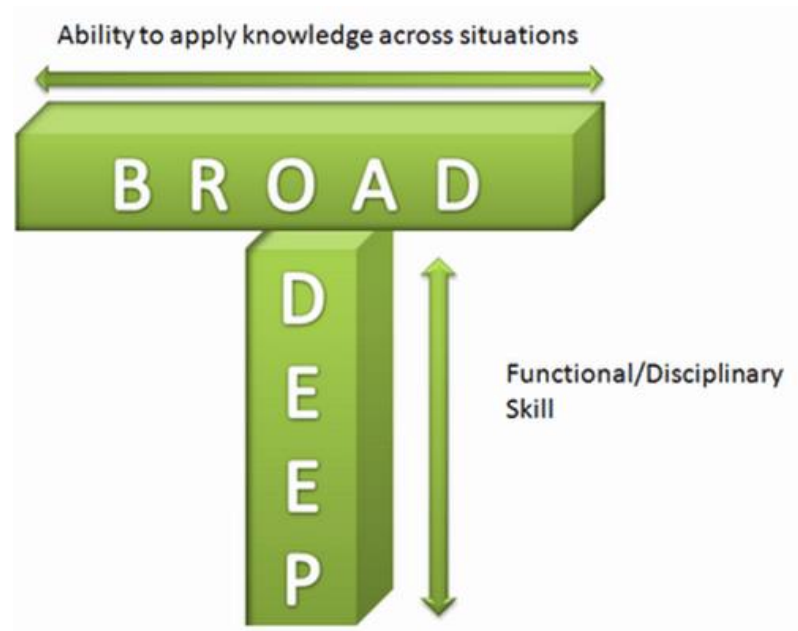
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# T Shaped Person

A T-shaped person is representative of unique abilities with deep knowledge related to those abilities. The horizontal bar represents that person's ability to use general skills to co-create, partner with different areas of specialism.

T-shaped people are good at team-work. T-shaped skills enable flexibility, curiosity, a learning & growth mindset.



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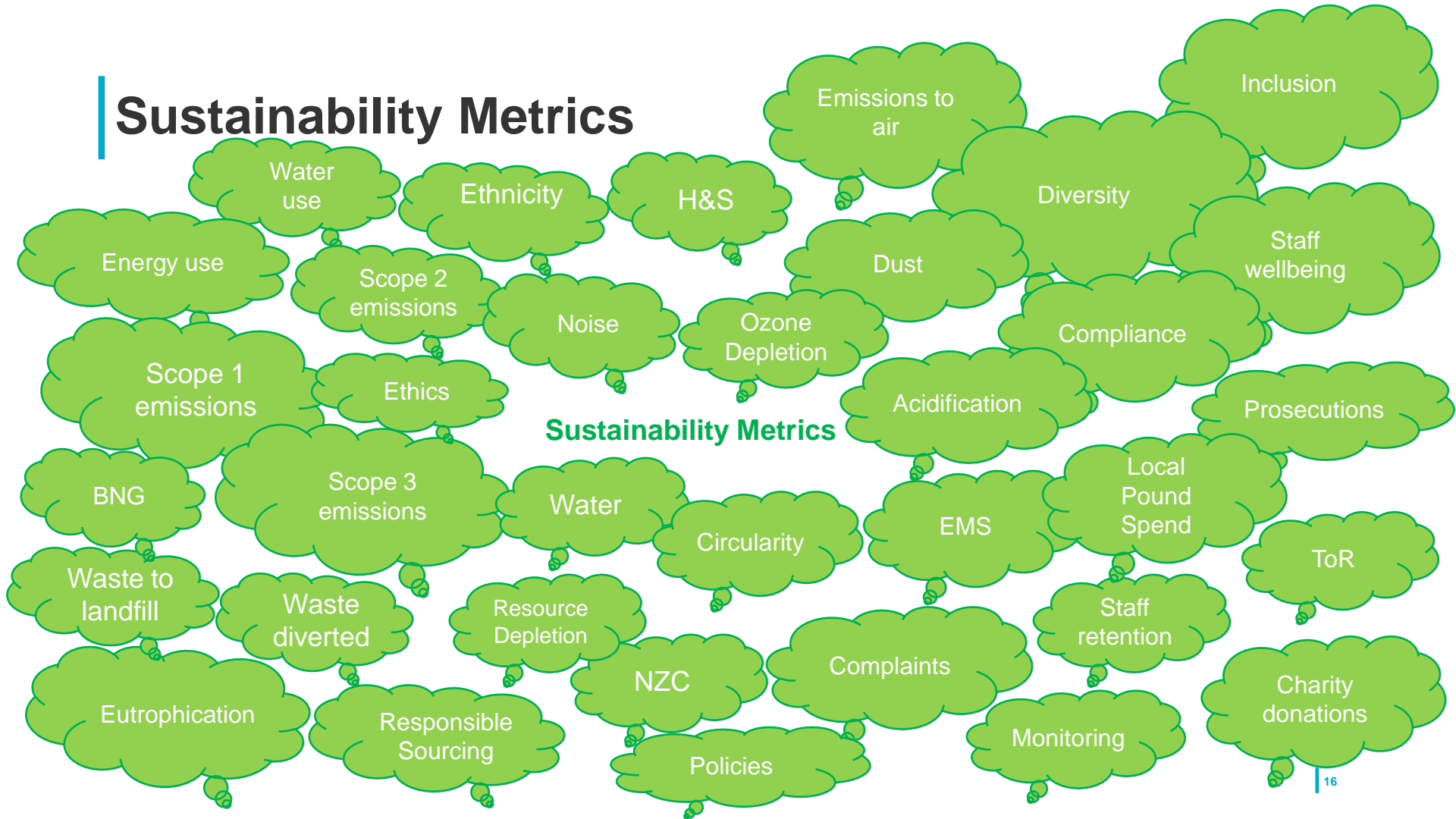
**Exercise 2 – Which skills are the most important for a sustainability lead?**

*“...an organisation's significant economic, environmental and social impacts, or issues that substantively influence the assessments and decisions of stakeholders...”*



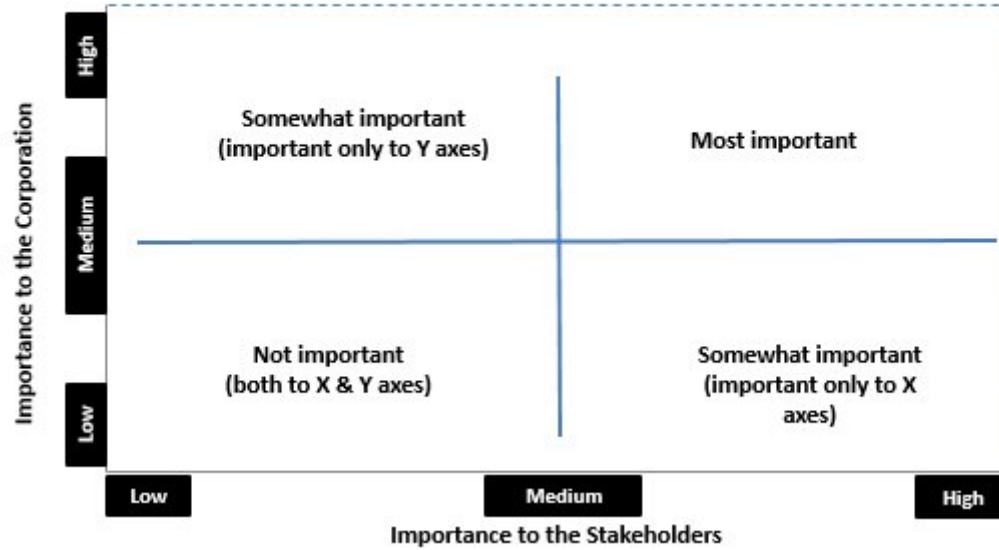
## Materiality

# Sustainability Metrics





## The Basic Layout of a Materiality Matrix



GRI, G4 Implementation Manual (GRI, 2013)

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Stakeholder Interest

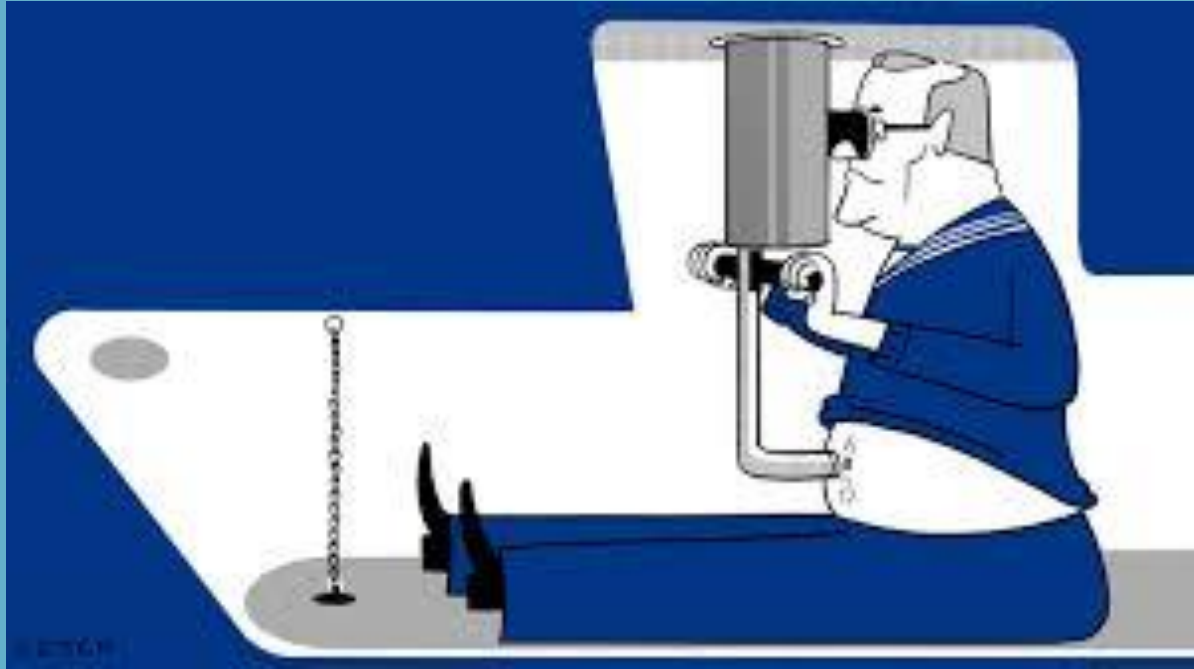


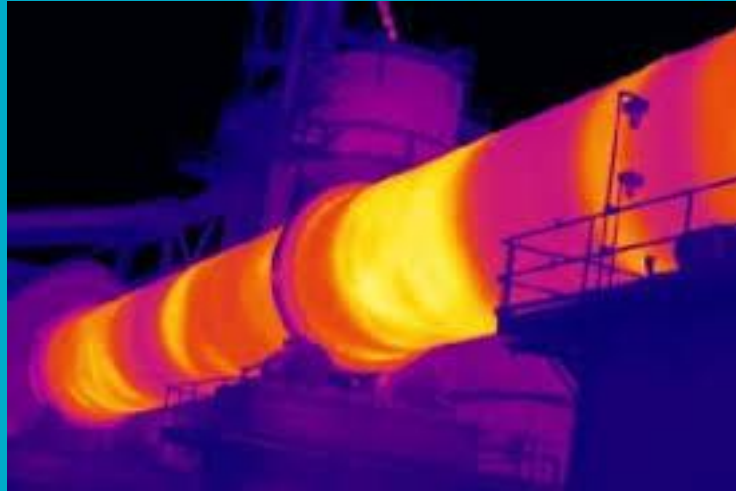
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## Exercise 1- Materiality



## Facts and Figures

- Over 90 years in operation
- Located in the Peak District National Park
- Limestone and shale quarries adjacent
- Transported in areas by uncovered conveyers
- Coal and refuse derived fuels (RDF) are used
- 200 employees
- 285 HGV vehicle movements per day
- Lost time incident record worst in industry
- Quarries have limited longevity – what happens then?
- Largest source of pollution in the area

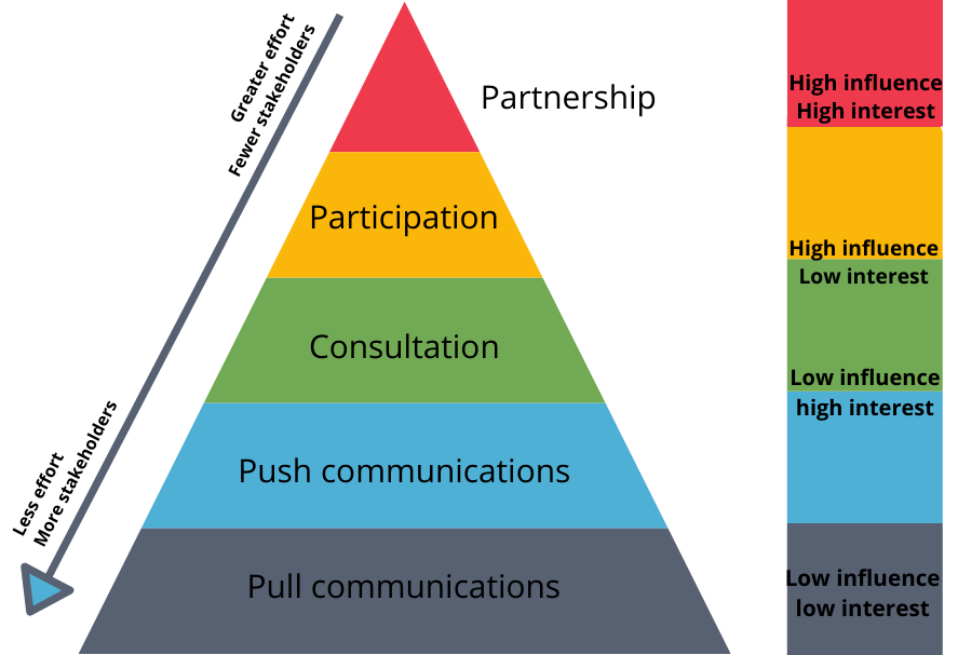
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# Stakeholder Groups and Mapping



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Engagement approach	Description	Example
<b>Partnership</b>	Partnership involves working hand in hand with people to engage them on a very personal level. This creates much deeper communication and it helps to create a network of people who are involved in a company's communication efforts. Partnership involves joint decision making, learning and actions.	Engagement champions: Individuals working with local managers and employees directly/locally.
<b>Participation</b>	Typically combined with consultation, this is information shared in a two-way channel. Participation is a way of communicating that engages the audience in a collaborative way. This can be very effective because your audience will feel that they are really being listened to.	Focus group or Q&A with a specific topic to discuss.
<b>Consultation</b>	Information communicated with a specific group of people; typically this also involves specific individuals presenting the information directly to their audience (such as a leader in the company). This is still dependant on attendance, but it's much more effective because the audience is hearing directly from the source.	Town hall or All employee meeting
<b>Push Communication</b>	Information that is sent directly to the recipient. This is a bit better than pull communication because it saves time that people would spend searching. Typically the information would also be more relevant to the recipient and tailored for the specific audience.	Email, email newsletter or email invite. Also, videos, webcasts, podcasts, letters or leaflets
<b>Pull communication</b>	Information that the recipient needs to seek out. This engagement approach is completely reliant of the actions of others so it creates a much less impactful communication. Typically, you will need to create a hook so that people seek this information out.	An article on a company intranet, sometimes the hook can be a pop-up or automatic open window.

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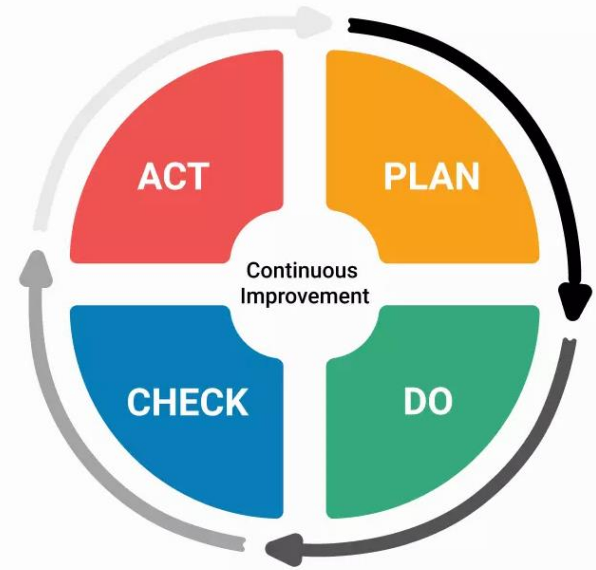
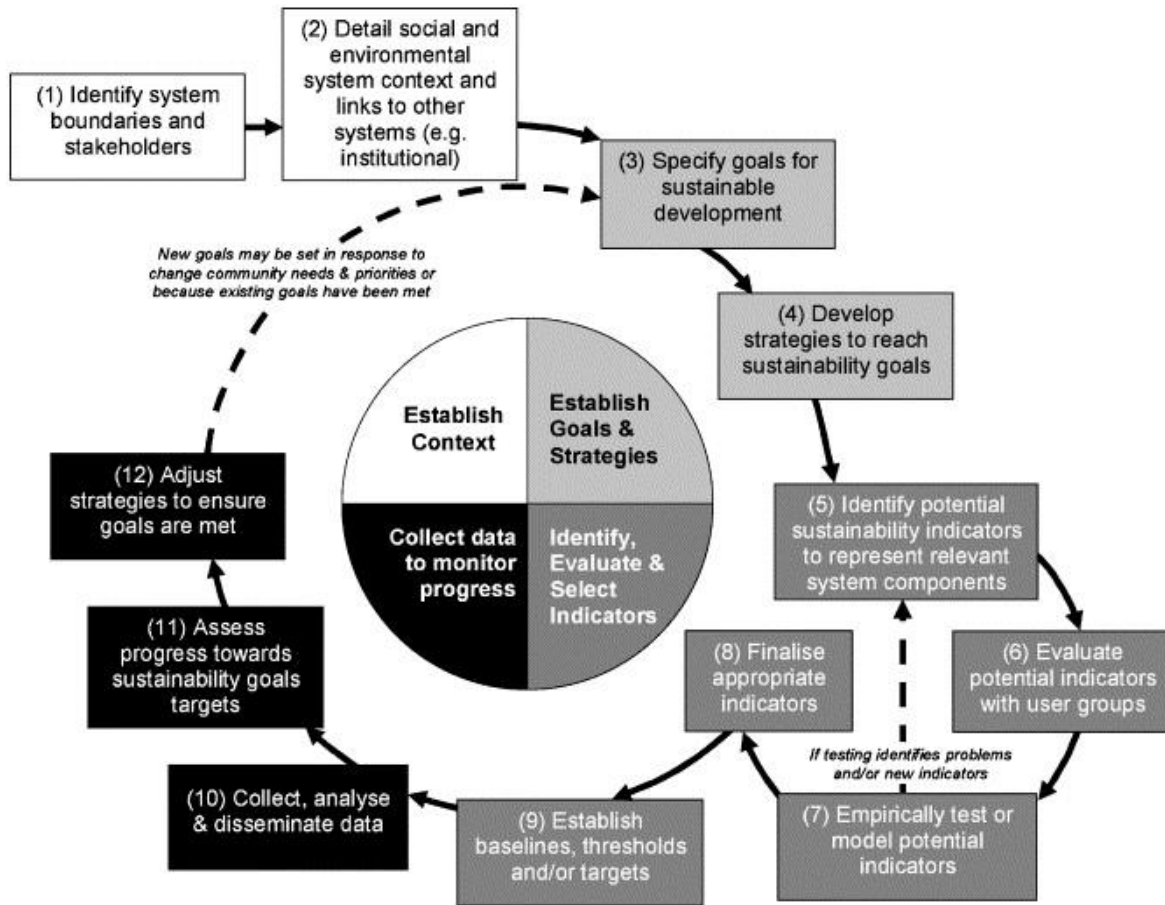




Yosted For Success Case Study  
A success story in the world of...  
Yosted For Success Case Study

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A success story in the world of...  
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Time for a quick break...

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*“...Change...the proactive steps taken to enable transition from the current state to the future state with the goal of improvement that is sustained over time...”*

*“...every object will remain at rest or in uniform motion in a straight line unless compelled to change its state by the action of an external force...”*

*“...the acceleration of an object is dependent upon two variables - the net force acting upon the object and the mass of the object...”*

*“...for every action (force) in nature there is an equal and opposite reaction...”*

## Session 2: Change management and behavioural change

# Change

- Smooth – planned
- Disruptive - dramatic
- Incremental – can lead to big changes
- Transformative – sustained change for the better
- It can come through planning or it may emerge

FREELY CHOSEN	Driving more slowly in a residential area, or to appreciate a great view.
RESPONSE	Driving more slowly when a sign flashes your current speed at you, or because you know it is fuel efficient and will save you money.
IMPOSED	Speed limiters on coaches, speed bumps, speed limits.

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# Change Management

- Really need to understand:
  - Yourself
  - Company Structure
  - Company Purpose
  - Company People
  - Company Culture
  - Drivers
  - Ways to add value



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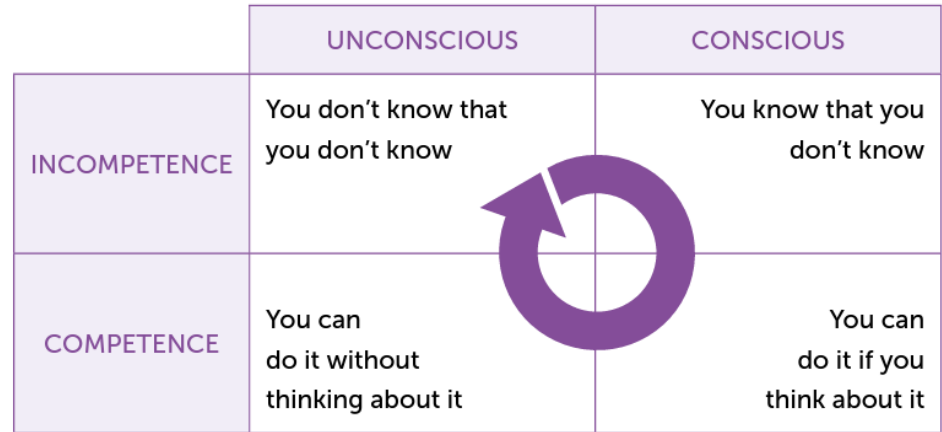


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# Understanding yourself...

- [Myers-Briggs personality types and assessment](#)
- [StrengthFinder](#)
- [360 degree feedback](#)
- [Johari Window](#) - understanding conscious and unconscious bias
- [Betari Box](#) - Linking Attitude and Behaviour
- [Conscious Competence Learning Model](#)
- [Kolb's learning cycle](#)



Conscious competence learning model

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# Understanding your company...

- What are the priorities, business model and strategy?
- What are the processes for deciding things?
- What is the culture?
- How does the organisation change and what is its capacity for change?
- How does it fit into its sector and context?
- How might paying attention to sustainability improve the organisation?
- What are its sustainability aspects – dependencies, risks and opportunities?
- What is its sustainability ambition?
- What is its sustainability journey?
- How do you and your role fit in?
- What is the external context, the system?



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# Understand the drivers...

- PQQ and Tender requirements
- Investors
- Legislation
- Economic
- Reputation
- Staff recruitment and retention
- PESTLE analysis...
  - Political
  - Economic
  - Sociological
  - Technological
  - Legal
  - Economic



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# Ways to add value...

- How might paying attention to sustainability improve the organisation?
  - Attract the right staff
  - Retain staff
  - Win more work
  - Save cost, increase margin
  - Enhance reputation
  - Develop new products and services
  - Create a stronger brand
  - Ensure sustainable profit



[Kane, 2010, The Opportunities Pyramid](#)

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# Guiding Principles of Change management

- Address the human side of change systematically
- Change starts at the top and begins on day one
- Real change happens at the bottom
- Confront reality, demonstrate faith and craft a vision
- Create ownership, not just buy-in
- Practice targeted over-communication
- Explicitly address culture and attack the cultural centre
- Assess the cultural landscape early
- Prepare for the unexpected
- Speak to the individual as well as to the institution



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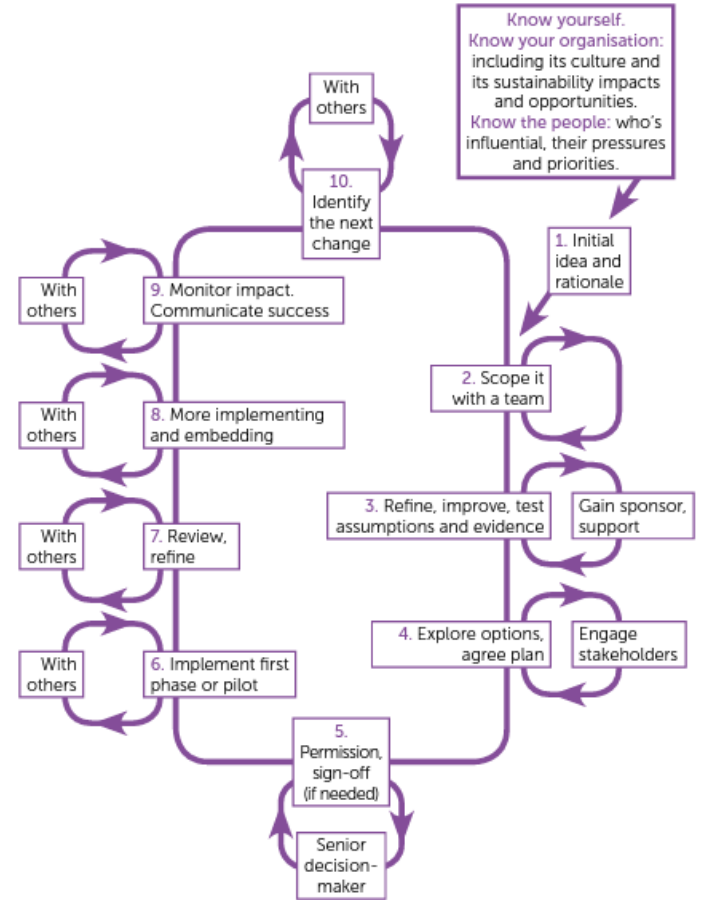


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# Cycle of Planned Change

- Step 1: Know where you are now
- Step 2: Develop the vision – the dream organisation
- Step 3: Identify the gap(s)
- Step 4: Assess the readiness for change
- Step 5: Set the scene for action
- Step 6: Secure basic compliance first
- Step 7: Move beyond compliance
- Step 8: Establish the performance criteria for 'compliance plus'
- Step 9: Launch and manage the transformational change
- Step 10: Maintain the change



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# The Sustainability Journey...

- All four elements need to be in place
- All 'right' and no 'left' = GREENWASH
- All 'left' and no 'right' – will not come alive
- All strategic and no tactics will not be achieved
- All tactics and no strategy can go swiftly in the wrong direction



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# Nudge Theory

We are not rational agents...



We are fallible human beings driven by impulse, habits, herd...easily confused and often inconsistent...



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# Nudge by definition...

A nudge is any aspect of the choice architecture that alters people's behaviour in a predictable way, without:

- Forbidding any option, or
- Significantly changing their economic incentives

They remove or add **friction**

Ultimately they are positive and gentle persuasion to encourage sustainable behaviour...



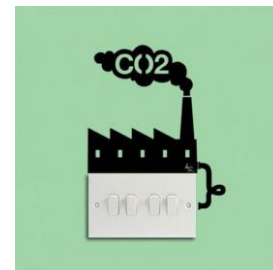
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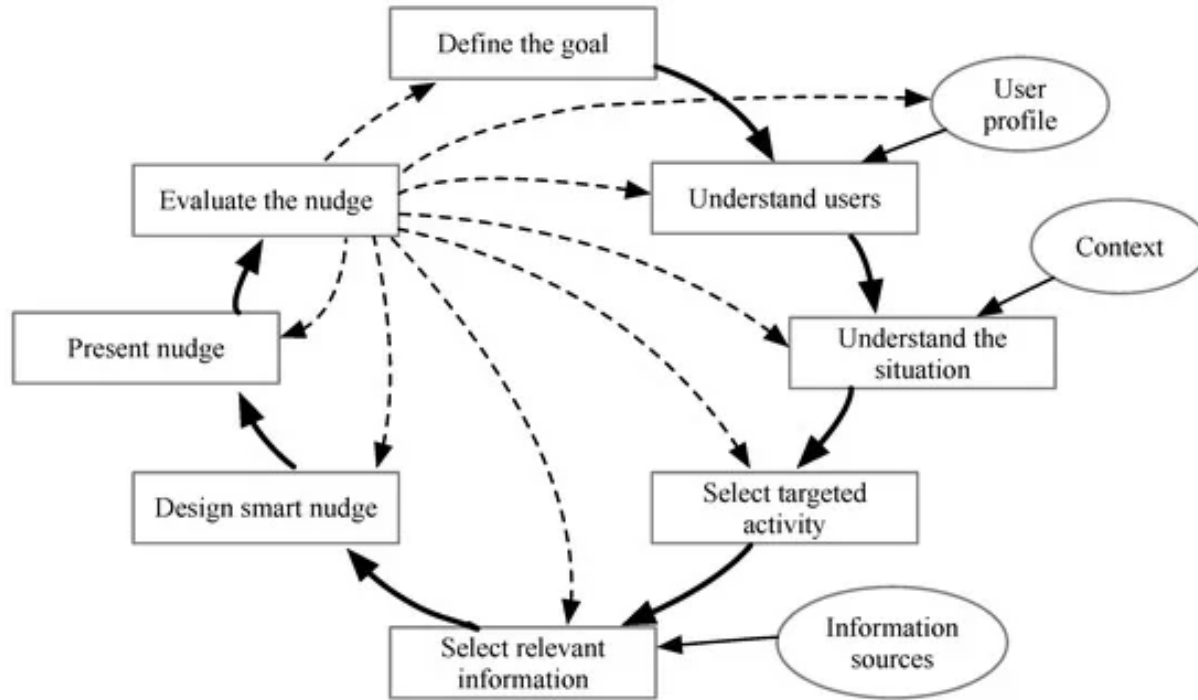
# Some SME examples...



**Exercise – Travel Nudges to reduce your Scope 3 emissions...**



# Nudge Creation...



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# ALIEN

IN SPACE NO ONE CAN HERE YOU  
SCREAM.

# Thank You!

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