

II. Embracing and Managing Change Sustainably

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**Chapter 4 - Managing the change to
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Personal Change: Self-reflection

Changes (+)	Because...
Changes (-)	Because...



Sustainability Change Management ³ ***Key Concepts***

- **Cultivate cultures valuing exemplary performance on social, environmental, and financial targets**
- **Balance needs of internal and external stakeholders through engaging minds and hearts**
 - **Embrace triple bottom line performance**
 - **Improve employee value proposition**
 - **Ensure long-term shareholder value**



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Sustainability Culture Transformation Challenges

- Create and install core organization values perpetuating sustainable enterprise practices
- Alter deep-seated behavior patterns rooted in enterprise “DNA”

3 Stages of Transformational Change



Organization
Innovation

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- Focus on intangible components
 - How people perceive their roles
 - How we make choices on a daily basis



Sustainability Change Management Concepts and Tools

**Apply four transformational elements:
Frame, Align, Ignite, Refresh (FAIR):**

- Frame mindsets to infuse new visions, aspirations, and resolve
- Align economic models, work processes, and infrastructure to cultivate fresh capabilities securing sustainability
- Ignite organic growth through innovation, stimulating sustainability capabilities
- Refresh workforce capabilities to generate creativity, energy, and esprit de corps



Change Management Example

Petrochemical refinery with unacceptably high employee turnover rates applied FAIR model to frame a sustainability strategy and reframe fundamental employee value proposition

- Reframed site values to focus on sustainable business performance
- Aligned compensation policies to recognize employee performance (individual and team)
- Refreshed talent management practices to reinforce competency development and leverage pride in a “gleaming” facility

