



Transitioning



to Green™



Exploring The Human Side of Sustainability How You Can Play a Critically Needed Role!

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March 21, 2011



Building Bridges to the Green Economy

Our Vision... Inspire and support all companies and organizations in beginning or accelerating their own journey to sustainability.....
Simply and Effectively.

Our promise ... “We assist every organization we touch to simultaneously and synergistically:

- Engage your People
- Sustain Our Planet and
- Maximize your Profitability.”

Building Bridges to the Green Economy –

Linking Talent to Opportunity

We Provide H.O.P.E.

Harvesting

Opportunities *for*

People *and*

Enterprises in the ***Green Economy.***



Building Bridges to the Green Economy

We are committed to creating a more sustainable world by supporting people in transferring and enhancing their skills to build bridges between the grey, nonsustainable economy of the past, into the new emerging green economy of the 21st century.

Building Bridges to the Green Economy

We are a catalytic force and guiding hand... Helping your organization adopt the principles of Sustainable Enterprise for your success in the new Green Economy.

Our focal areas include:

- The Human Side of Sustainability
- Greening Your Operations
- Green Training Programs
- Collaborative Learning Labs
- Building the Business Case for Sustainability



Purpose for Today

Discover how you can play a pivotal and critically needed role in:

- *Helping your organization become more sustainable*
- *Unleashing your organization's talent in service of a sustainable future*

Building Bridges to the Green Economy

We support people in finding meaningful work that conserves the environment while leveraging their skills and capabilities and adding sustainable value to build a more sustainable future for generations to come.

Objective: *Ignite a New Conversation for HR Professionals Starting Today!*

- Define Sustainability in the Context of Global Human and Ecological imperatives
- Explore Role of HR in driving “Triple bottom line”
 - How can human resources leaders and managers become catalysts, support and guide the creation of more sustainable enterprises?***
- Learn Principles, Frameworks and Tools for integrating Sustainability into Talent Management Systems and Processes

Setting the Context

Green, Sustainable, Emerging

“We are in the earliest stages of a new era. The first paths into this future are just beginning to be defined. Many more paths will emerge as new industries take form over time.”

Carol McClelland
Green Careers for Dummies, Wiley
(Jan. 2010)

What is Sustainability?

“Meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

Our Common Future, UN Brundtland Report, 1987

“A company’s ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies.”

“Symposium on Sustainability – Profiles in Leadership,” NYC, Oct. 2001

Context: Global sustainability issues impacting all organizations and people in the world

- **Environmental Sustainability**
- **Social Justice**
- **Economic/Financial Sustainability**



Environmental Factors

- **Global warming widely recognized**
- **Rising sea level**
- **Fresh water shortages in much of the world**
- **Earth's resources being depleted 39% faster than generated (Redefining Progress, 2008)**
 - **i.e., using 1.4 Earths per year (world average)**



Economic & Financial Viability inc. Poverty and Inequity

- 834 million people – chronically undernourished
- 3 billion people – live on less than \$2 a day
- Wealth of 3 rich = 600 million poor
- 80 countries poorer than 20 years ago

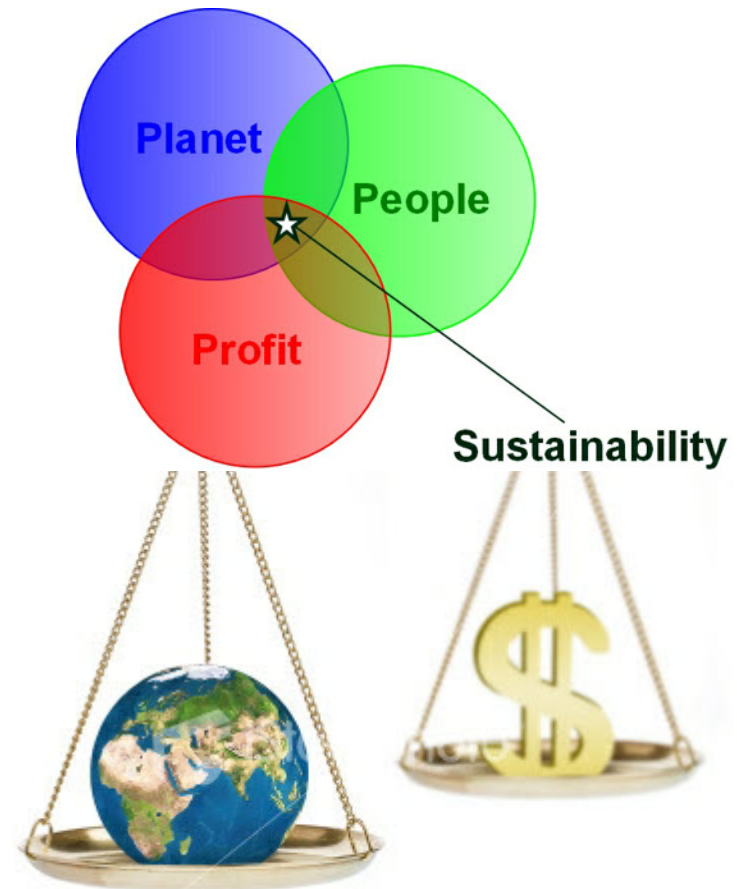


What is Sustainability?

Key aspects:

Triple Bottom Line

- Social
- Environmental
- Economic

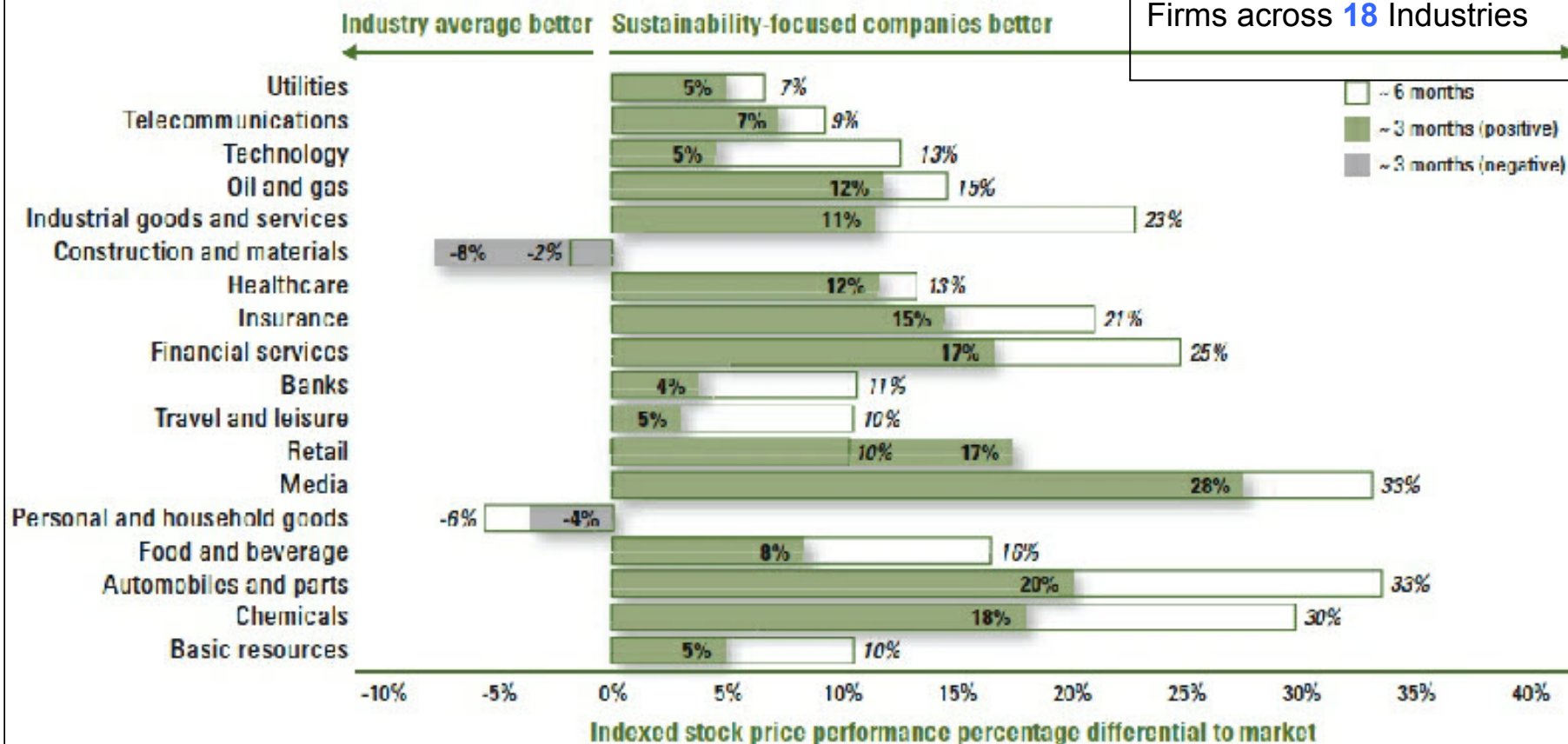


Why focus on Sustainability Now??

Sustainable Enterprises Outperform in Crises

FIGURE: Sustainability-focused companies outperform peers

Sept to Nov: **10%** differential
 July-Nov: **15%** differential **99**
 Firms across **18** Industries



Notes: Indexed stock prices at -3 months - September 8, 2008 and -6 months - May 19, 2008 to current date, November 24, 2008. Percentage performance differential calculated by taking the percentage point difference of averaged sustainability companies' indexed performance to the market indexed performance over the market indexed performance. Sustainability companies include DJSI World 80 2008/2009 + DJSI 2008 Supersector Leaders + Goldman Sachs SUSTAIN focus list for mature industries.

n=99 sustainability companies

Sources: Bloomberg; A.T. Kearney analysis

Executives Urge “Green” Recovery



“Green solutions and sustainable strategies are **smart business**—for everyone. The greener we get, the more we can reduce costs and boost efficiency. **The more we reduce costs, the more productive a business can become and the better we can weather the maladies of the global business market.**”

(Ursula Burns, President Xerox, BusinessWeek, Jan 09)



“Those organizations that have **built sustainability into their structure properly** will come out of this better than those who saw it as a public relations measure.”

(Richard Spencer, Institute of Chartered Accountants in England and Wales (ICAEW), Feb 09)

CNN Money.com/Fortune's 10 Green Giants

“These companies have gone beyond what the law requires to operate in an environmentally responsible way.”

- **Honda**, The most fuel-efficient auto company in the U.S.
- **Continental Airlines**, Worked with Boeing to engineer more fuel-efficient aircraft.
- **Suncor**, Measures the environmental impact of each project.
- **Tesco**, Cut energy use and is trying to get customers to think green.
- **Alcan**, Investing in clean, efficient manufacturing
- **PG&E**, Strategic investments in efficiency and renewables.
- **SC Johnson**, Three generations of committed environmental stewardship.
- **Goldman Sachs**, Bold climate-change policy shapes major investments.
- **Swiss Re**, Developing financial tools to deal with the risks of climate change.
- **Hewlett Packard**, Silicon Valley's longtime industry leader in eco-sensitivity.

http://money.cnn.com/galleries/2007/fortune/0703/gallery.green_giants.fortune/6.html

What roles can you and your HR organization play to have the greatest impact on furthering sustainability in your enterprise?

**“Business cannot
succeed in a society
that fails”**



... your employees care about these issues

In a national survey:

93% believe companies have responsibility to help the environment

72% believe employers should support social issues (vs. 52% in 2004)

96% would like to work at a “successful company that also aspires to be good.”

92% “more inclined to trust a good employer” and “would feel better about themselves” by working for a socially responsible corporation.

Yet opportunities for talented people to contribute are everywhere waiting to be unleashed...

“We’ve never before seen a time so laden with opportunity and potential...Each new element of the economy that is established will become a stepping stone for the next level of innovation to occur. The economic landscape of the future will be defined and shaped by the goals and actions needed to turn our unsustainable way of life into a sustainable one.”

Carol McClelland
Green Careers for Dummies, Wiley
(Jan. 2010)

Green Careers Address the Human Side of Sustainability

From

Hopeless

Helpless

Immobilized



To

Inspired

Engaged

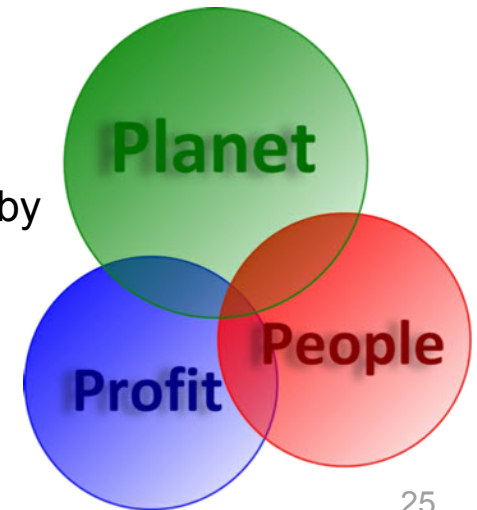
In Action

What is a Green Economy?

“...economic activity by companies and customers in the form of products, services, and business models that promote economic growth, reduced environmental impacts, and improved social well being”

– State of Green Business by Joel Makower, GreenBiz.Com, February 2009

- **Businesses**, and their *investors*, that achieve economic success by :
 - employing people engaged in environmentally responsible processes and practices
 - not unduly burdening or abusing the natural environment
- **Customers** who drive businesses to be environmentally responsible by
 - choosing “green” products and services over those that are not
 - insisting on recycling policies from *companies* and *governments*



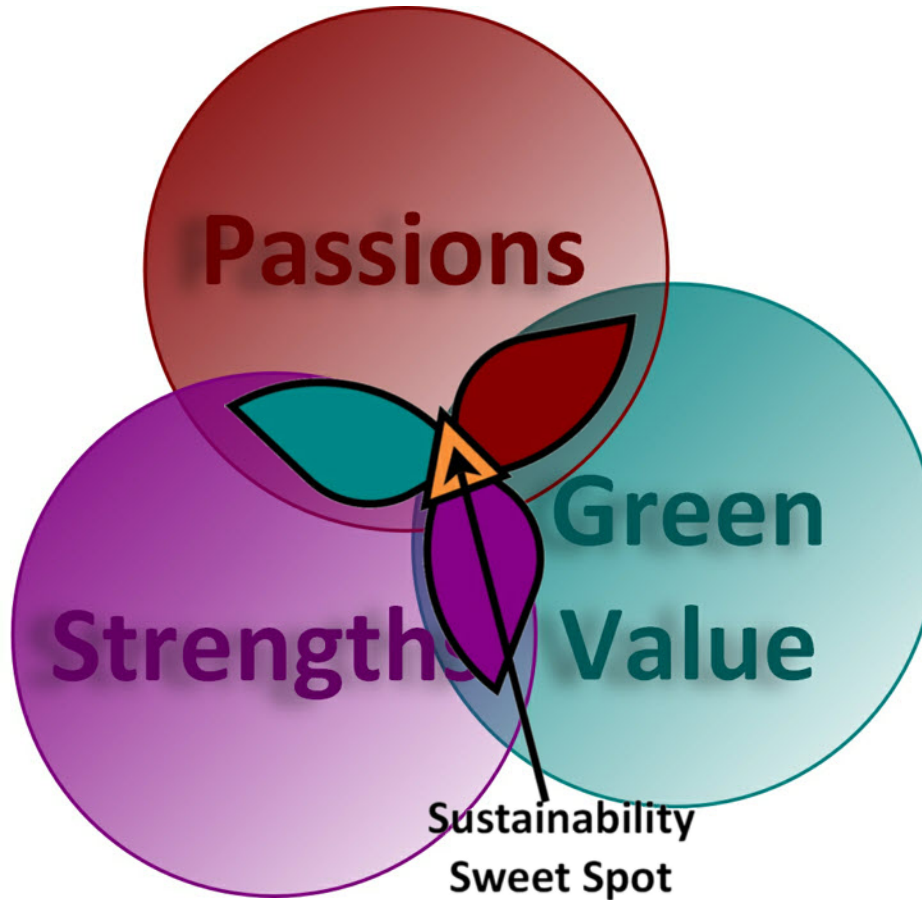
Bureau of Labor Statistics (BLS) Defines Green Jobs

1. Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources.
2. Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

BLS Defines Green Goods and Services

1. Energy from Renewable sources
2. Energy efficiency
3. Pollution reduction and removal, greenhouse gas reduction, and recycling and reuse
4. Natural resources conservation
5. Environmental compliance, education and training, and public awareness

Finding Your Green Career “Sweet Spot”



Use your whirlygig!

State of Green Business 2009

“Despite a growing chorus of corporate commitments and actions, we’re less optimistic that these activities... are addressing planetary problems at sufficient scale and speed.”

– Greener World Media

Executives are paying close attention to sustainability as a business issue.

“You can’t ignore the impact your company has on the community and the environment.

CEO’s used to frame thoughts like these in the context of moral responsibility, but now, it’s also about growth and innovation. In the future, it will be the only way we do business.”

Paul Cescau, CEO
Unilever

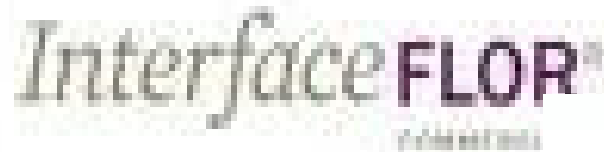
Making it Happen:

- **Principles**
- **Frameworks**
- **Tools**

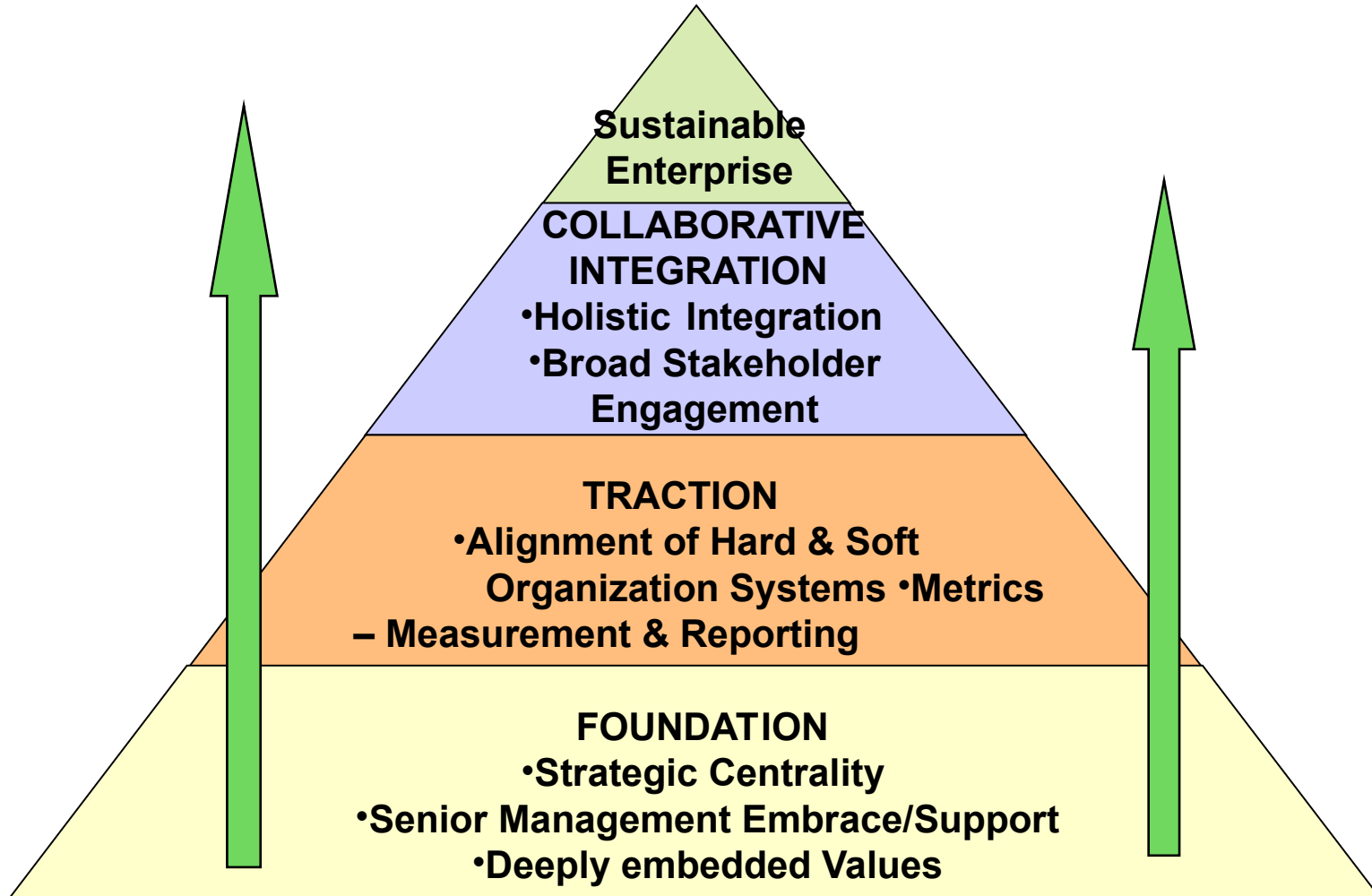
Guiding Principles for Integrating Sustainability into Talent Management

- 2. Tie Your Talent Management Plan to Your Sustainable Business Strategy**
- 4. Embrace the Qualities of a State-of-the-Art Sustainable Enterprise**
- 6. Examine and Reinvent Your Values**
- 8. Align Your Talent Management Systems, Processes, and Practices with Sustainability**

1. Tie Your Talent Management Plan to Your Company's Unique Sustainable Business Strategy



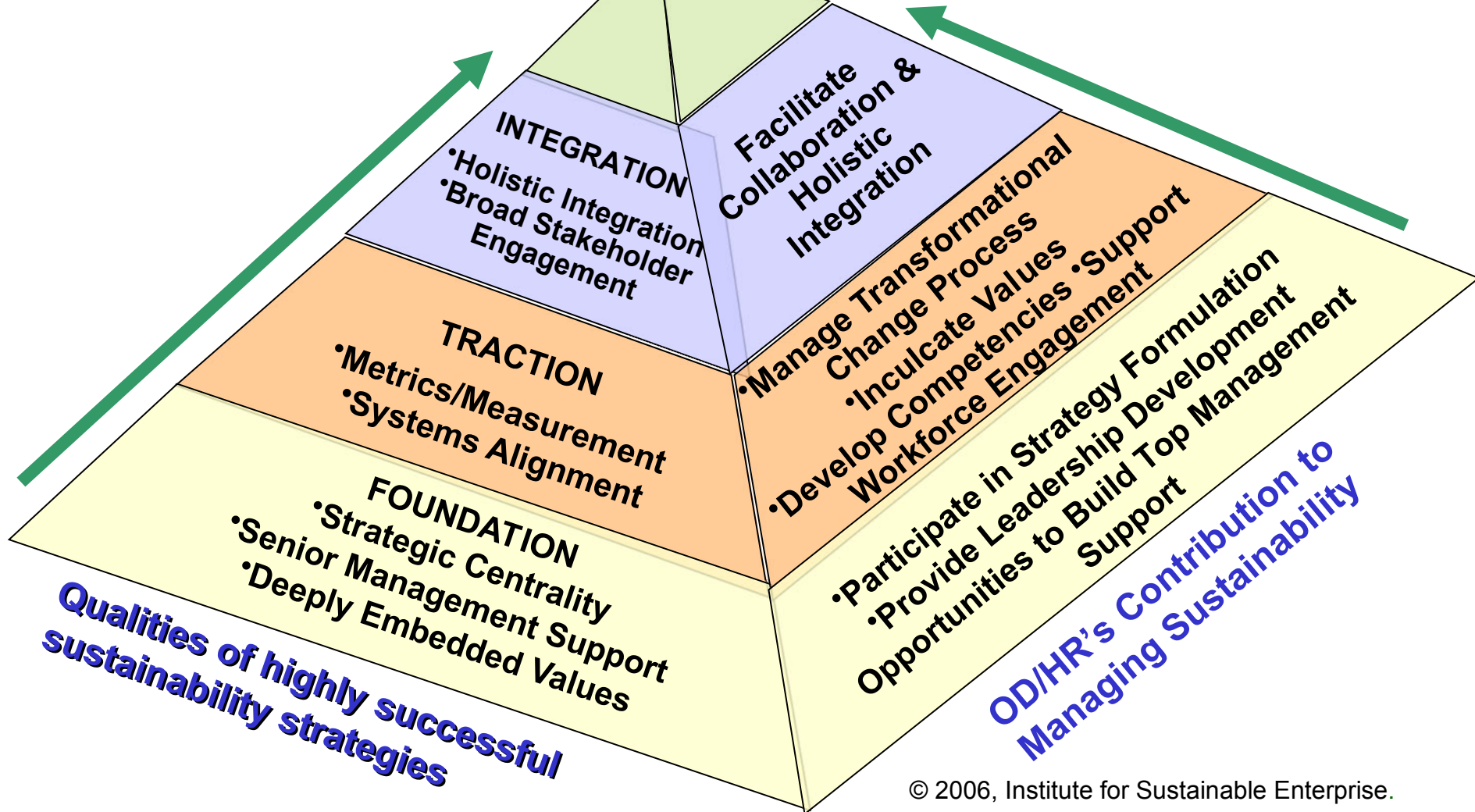
2. Embrace the Qualities of a State-of-the-Art Sustainable Enterprise



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Sustainability Pyramid Framework

**The Triple Bottom Line
SUSTAINABLE ENTERPRISE**



© 2006, Institute for Sustainable Enterprise.

3. Examine and Reinvent Your Values



The popular green initiatives, while noteworthy and necessary in the company's overall sustainable operations, are not enough to transform the company to be fully sustainable...an examination of the current values-in-use will begin a shift in both operations (tangible) and processes (intangible) as a first step on the path to sustainability.

If HR attempts to move to the sustaining practices without changing the values-in-use, they will not only be 'swimming upstream,' but they will also not be laying the foundation for a larger organizational transformation."

Twomey et al, 2010

4. Align ALL Your Talent Management Systems, Processes, and Practices with Sustainability

- Attracting Talent
- Recruiting Talent
- Developing Talent
- Engaging Talent
- Retaining Talent



“It’s the talent that makes it all happen!”

Attracting Talent

I'm going to be able to attract talent, because the talent wants to work with the best companies, and the best companies are those that not only get results, but do it in a way that creates a sustainable environment.

—C-suite executive from one of world's most sustainable companies

Recruiting Talent

I'm always looking for an engineer that's thinking beyond building the Structure, but understands that building that structure impacts the people around the community. So hiring those people is one of the greatest sustainability benefits HR can bring.

—HR executive in one of the world's most sustainable companies

Leadership Development



Leaders and managers need to learn how to:

- Lead and interact with the organization as a *living system* operating in the larger ecosystem of the world
- Create conditions for people to self-organize
- Unleash people's natural energy and creativity
- Foster the principles and practices of a self initiating culture

....All in service of a sustainable future for your company and the world.

Engaging Talent: Best Practices

- Tie Sustainability education to the company's mission and goals
- Make it relevant to job performance
- Make Sustainability outreach personal and voluntary
- Focus employees on community outreach
- Focus on key impact areas and set improvement goals
- Make learning easy and fun



Retaining Talent



It is critical that recognition and reward systems become aligned with and supportive of sustainability initiatives, and equally important, that the human and financial capital be made available to translate these commitments into reality.

Wirtenberg, 2010

Key Tools for Integrating Sustainability into Talent Management Systems and Processes

- **The Power of Competency Models in Driving Sustainability**
- **Communications: Creating an Ennobling Conversation for the Future**
- **Employee Initiatives and Opportunities to Engage Top Talent in Sustainability**



Leveraging The Power of Competency Models in Driving Sustainability

- **Recruitment and selection**
- **Training and development**
- **Coaching and 360 feedback**
- **Performance management**
- **Succession planning**
- **Compensation**
- **Career advancement**



Communications: Creating an Ennobling Conversation for the Future



Craft a compelling and inspiring sustainability story...Make it inclusive and widely shared inside and outside the organization

Engage the entire organization in a conversation designed to give rise to a vision of what's possible, with sustainability being the fuel that unleashes everyone's energy, exciting and ennobling them by giving new meaning to their work and bringing whole new possibilities into being.

Wirtenberg, 2010

Employee Initiatives to Engage Top Talent in Sustainability



- Launching “Green Teams”
- Providing opportunities for Employee Volunteerism
- Developing “green” products and services
- Greening your supply chain
- Conducting life-cycle analysis of your products
- Reducing your carbon footprint

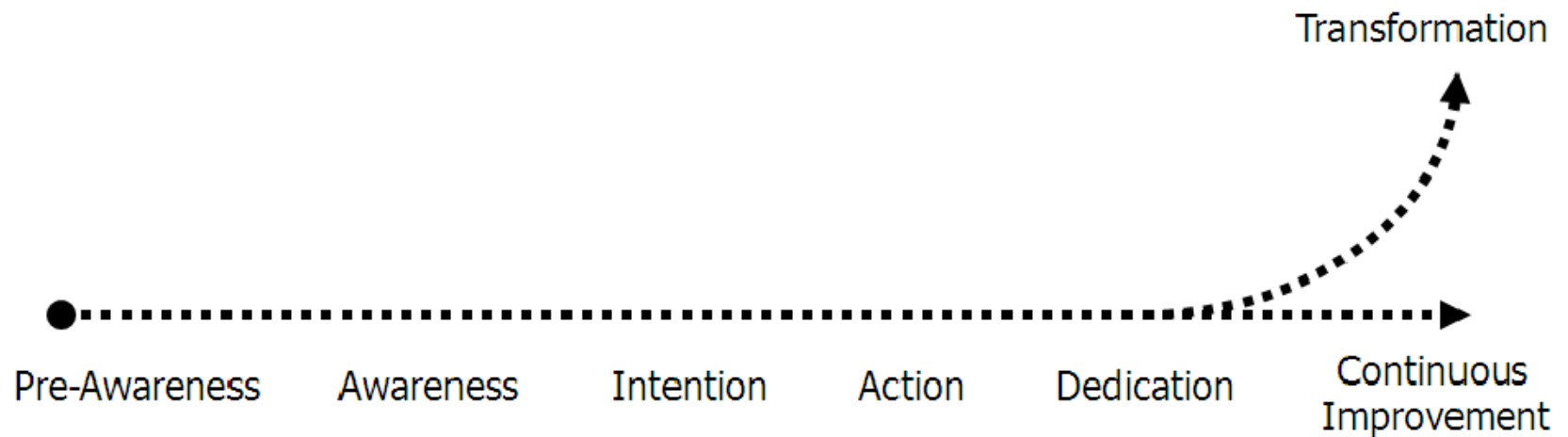
Sroufe et al, 2010

The Human Side of Sustainability
Thought Leader Webinar Series #1:
“Unleashing Talent in Service of a Sustainable Future”

***Next Steps for Engaging
Talent:
All Hands on Deck***



Where is your enterprise on the sustainability journey?



Questions?

Conclusion

Today, the future remains uncertain...

Much depends on whether

- Business and government leaders and managers in general,

and

- High-performing companies, government, and industry leaders in particular, continue to gain greater awareness of sustainability and choose to adopt sustainability-related values, strategies, principles, and practices.

The Human Side of Sustainability Thought Leader Webinar Series

#2. The Next Sustainability Wave: Building Buy-in and The Business Case

Presenter/Author **Bob Willard**

April 14, 2011 12 noon - 1 pm EDT

#3. Transforming your Business Case into a Culture of Sustainability through Talent Management

Presenter/Author **Lance Berger**

April 28, 2011 12 noon - 1 pm EDT

Transitioning to Green Careers □

Green Career Certification and Job Development Program

Program Overview

Transitioning to Green Careers □

Green Career Certification and Job Development Program

Purpose for Professionals in Transition:

- Increase success rate in finding green jobs
- Improve your marketability in your job search
- Learn & apply leading-edge knowledge of green and sustainable business practices
- Expand your network / collaborate with others
- Think innovatively and entrepreneurially

Program Elements: Required

Phase I

- Orientation
- Begin Personalized Coaching
- Individual On-Boarding & Online Skills Assessment: Self Directed Search (SDS))
- Personalized Green Career Profile

Phase II

- Transitioning To Green™ World of Possibilities Forum
- Exploring Your Green Career Path Workshop
- Developing Your Green Knowledge & Network Workshop/Knowledge Exchange™ Portal Activation
- Transitioning To Green™ Member Network

Phase III

- Conducting Your Green Job Search Workshop
- Post Workshop Personalized Coaching
- Personal Green Career Action Plan •Webinars
- Attend at least 1 Networking Event per month

Phase IV

- Minimum 10 Hrs. on Knowledge Exchange™ / Online Research
- Job Development Support
- Certification Test: 'Pass' Grade

Post Program Support

**Green Job Development
Green Entrepreneurial Support**

**Membership in Transitioning To Green™ Member Network
SME Consultations
Access to Knowledge Exchange™**

**Monthly Support Conference Calls
Monthly Webinars**

Participation in Online Networking Platforms

TTG LinkedIn Group



Transitioning to Green Careers

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[What does the word "sustainability" mean to you in a business context?](#) • 27

minutes ago

How does sustainability as a concept relate to the goal of a "triple bottom line"? And how do the concepts of sustainability, triple...



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Most Popular Discussions



[Optimizing Your Online Network for Transitioning Your Career](#)

September 15 at Noon EDT Linda Kelley and Jenny Ambrozek will lead a complimentary webinar on using online networks to support your career transition.

Please register to join the discussion but also post here to share your experiences. How useful have you found social...

[Transitioning to Green - Optimizing Your Online Support Network](#)



Graduate Certificate Program in Managing Sustainability

Sponsored by the Institute for Sustainable Enterprise, Fairleigh Dickinson University in collaboration with INCAE Business School

Why is ISE offering this program?

To support a transformational shift in the movement toward a more sustainable world.

To bring leaders together to support each other in taking our individual and collective sustainability work to the next level.

Purpose of Graduate Certificate Program in Managing Sustainability

- ❖ To have deep impact on the way participants understand sustainability and how it may be implemented in their unique organizational and/or community contexts
- ❖ Become leaders and catalysts for sustainability in participants' organizations and communities

**Holistic
Integration
and
Systems
Thinking**

Personalized

**Transformational
and
Usable**

**Managing for
Sustainability**

**International
Immersion**

**Key
Program
Features**

Project-based

**Core
Curriculum**

Next Steps...

Contacts for Further Information

**For more information or to register for the
Transitioning to Green Careers™ Certificate Program,
please visit: www.TTGFoundation.org**

- **Petrocelli College of Continuing Studies, Fairleigh Dickinson University, <http://view.fdu.edu/default.aspx?id=68>**
 - **Phone: 800-338-3887, or 201-692-6500; Fax: 201-692-6505**
 - **Email: ceinfo@fdu.edu**

OR www.njtopps.com search keyword “green”

- **Transitioning to Green**
Jwirtenberg@TTGFoundation.org

Thank You!

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Sustainable Enterprise NING Network

www.SustainableEnterprise.NING.Com

The Sustainable Enterprise Fieldbook and “Living Fieldbook”

www.theSustainableEnterpriseFieldbook.net