

## CC: Co-ordinators' comments

### **Successful measuring and monitoring: some suggestions from Hawkes Bay firms** *Nickie Jones, Hawkes Bay Regional BusinessCare co-ordinator*

In a recent e-news, we saw the launch of BusinessCare's new database. But measuring and monitoring cleaner production initiatives by companies (and co-ordinators) can be fraught with difficulties.

Real and perceived difficulties are numerable, including:

- the lack of available data
- lack of measuring devices or appropriate locations to carry out the monitoring
- incomplete or inadequate processing of data
- timeliness of data
- failure by participants and co-ordinators to internalise long-term monitoring requirements
- lack of commitment by participants to gather the data
- lack of time or resources to carry out the work
- inability to see any tangible gain as a result of the work
- confidentiality issues
- embarrassment at not doing enough
- other priorities for the staff member responsible
- restructuring and staff turnover
- concerns related to the programme structure or management
- resource availability and disposal options
- financial constraints ...

and so the list goes on.

We recently asked our Hawke's Bay BusinessCare participants for their advice on how to make measuring and ongoing monitoring more appealing and easier for them to do.

Our companies suggested that the Councils could:

- require firms to produce environmental performance reports, maybe as part of a compliance report
- deal with senior management to gain real commitment to the programme, and then requiring measuring and monitoring to make it a success
- directly link measuring and monitoring targets to the participants' vision statements and company policies
- make measuring and monitoring part of people's job descriptions so that producing and evaluating tangible results is a KPI
- link measuring and monitoring objectives to participants' other environmental drivers, eg ISO 14001
- educate participants about the gains from this type of work through illustrative examples and activities
- act as an agent, matching participants with service providers who can help them
- help them to be specific: focus, focus, focus on measuring one small area at a time, achieve changes there, implement the associated monitoring system

(which will also be small) then move on to the next thing

In summary, as every situation and every participant is different, so too will be the 'right' methods of measuring and monitoring. However the general consensus from the participants questioned in the Hawkes Bay is that cleaner production participants need to be able to link measuring and monitoring to their core business functions, while co-ordinators would do well to provide tools which 'piggyback' on environmental commitment(s) the participants have already made. For example, if cleaner production helps them to gain ISO14001 certification, or demonstrates environmental compliance, requiring measurement and monitoring of resource efficiency gains then becomes part of their core business, instead of 'yet another' project demanding a further share of their already limited time and resources.

### **Hutt City company hits its stride** *Shaun Lewis, Earth Matters*

#### **BusinessCare co-ordinator for the Hutt City Council**

One of Hutt City's BusinessCare firms seems to have rediscovered its motivation and is looking to implement some new projects based on groundwork over the preceding months. They also had an energy audit from their supplier which had highlighted some inefficiencies.

To try and get them motivated again, I had asked them why they were interested in the BusinessCare programme, and their response was a) because they want to be a socially responsible organisation, and b) to increase the businesses profitability. This seems to have encouraged them to reflect again on these goals, and re-inspired them to make some progress towards them.

The firm's new projects include:

- upgrading lighting
- assessing compressor losses
- upgrading ventilation systems including reducing overall emissions
- implementing recycling
- investigating / quantifying production losses
- revisiting their environmental policy



### **A whole brand-new website!**

We have comprehensively upgraded the BusinessCare website – from front to back and inside too! As well as a new look, we have a new menu system to get you to any part of the site in only two or three clicks and improved database access to case studies and new resources and templates. A big vote of thanks to Shaun Lewis of Earth Matters and David and Greg from InfoAge for their efforts.

### **In forthcoming issues ...**

*The future for business sustainability in New Zealand – a summary of our thoughts in our end-of-funding report to the Ministry for the Environment*

☞ *What other topics would you find helpful? Let us know by email to [enquiries@businesscare.org.nz](mailto:enquiries@businesscare.org.nz), or call Carole Inglis on 09 - 486 6721*

## **Getting buy-in – sustainability's biggest upfront and ongoing challenge**

Nickie's and Shaun's comments on the preceding page highlight some of the key findings of the Target Zero project that led to the formation of BusinessCare. During Target Zero, Lesley Stone of Auckland University gathered information on organisational culture and change management for her Ph.D, while Greg Brown summarised key project learnings. Their findings are enduringly relevant to all of us trying to encourage people to get on – and stay on – the sustainability journey.

### ***Sustainability is a leadership challenge***

Target Zero's key findings are unequivocal: without genuine management buy-in and commitment at the highest level in a business, staff, no matter how highly motivated, cannot carry on.

The problem is that people often support something that seems like a good idea, but they haven't in fact integrated it into their own core values. So it is hard to understand exactly how you get 'genuine management buy-in and commitment at the highest level'. If, for example, like Rik Wells, owner of Formway Furniture in Lower Hutt, you really believe in investing in staff, you will do as he does: invest time and money into their projects, and ensure that the senior staff you recruit come from the same place.

### ***Understanding corporate culture***

A lot of what BusinessCare does is about looking for ways to get or strengthen that commitment, and Lesley's research identified the essential need to understand company culture – an intangible thing best described by 'that's how we do things around here'. If cleaner production co-ordinators can identify the need to build commitment, they can look out for potential problems and opportunities the programme develops.

In the first phase of our Toolkit training, we spend a lot of time helping co-ordinators to set robust business selection criteria at the outset, by:

- identifying local environmental, infrastructure and industry-specific drivers that will convince managers they need to become more resource-efficient
- developing a marketing plan to access and inform managers and enlist them. In this, they clearly outline the expected level of commitment in terms of time, money and resources (without underselling this in order to get the numbers) and make potential participants aware of problems they may face

Later stages of BusinessCare's Toolkit training examine Lesley's findings in some detail, and the ongoing learning methodology she proposed as a first approximation of a model to more effectively gain management commitment.

### ***Recruitment, while difficult, is easier than retention***

Recruitment, while difficult, is nevertheless a lot easier than retention. It is not until further down the track that co-ordinators start running into the very real problems overleaf, where companies just 'run out of steam'.

The ability to stay on the sustainability journey depends on an organisation's culture and receptivity to change. Helpful characteristics include:

- inclusive team based structures that encourage and value participation of all staff
- management systems that can support change by redefining procedures
- good communication amongst staff

### ***What can leading business thinkers tell us?***

The following key quotes about leadership and change management are gleaned from articles over the last couple of years from the New Zealand Herald:

#### **Vision**

- companies need a purpose beyond the stock price. Leaders affirm the purpose and enable improvement, taking a people-centred response to economic, social or environmental needs and turning them into opportunities for job-creation and innovation (Simon Caulkin, 'Four moves to live long and prosper', 25.9.02)

#### **Leadership**

- more display of leadership by individuals positively affects perceptions of organisational culture, and is needed at all levels, not just CE (Ken Parry, Sarah Proctor-Thomson, 'CEOs with rose tinted specs', 9.4.02)
- people at the top set the scene for everything else to happen, by focusing on learning and development, collaboration, celebration and success, recognition and reward (The Best Places to Work in New Zealand, John Robertson Associates, 'Staff satisfaction a boost for the bottom line', 13.4.03)
- of the 40 qualities that make a leader, the top five essentials are empathy (linked to emotional intelligence), integrity, communication skills, cognitive intelligence and ability to think creatively – and many of these can be taught (Lester Levy, NZ Leadership Institute, 'Science of leadership', 16-17.8.03)
- most project mistakes stem from misunderstanding its true purpose, poor people skills or an inability to manage expectations of who's charged with doing what, by when and why (Ian Reynolds, True North Project Services, 'The business matrix reloaded', 4.6.03)

#### **Learning and innovation**

- we have divorced work and learning, but the most powerful opportunities for learning are the day-by-day ones in the workplace (Mike Keenan, Keenan Consulting, 'Navigating the rough patches of leadership, 13.12.00)
- innovation is a lot more likely to spring from minds at play in a work environment that is meaningful than from minds too tightly harnessed to the job (Bob Nelson, 'Making work more than a wallet filler', 10.1.01)

☞ *Look in forthcoming issues of e-news for more on change management and business success*

### ***Commitment, commitment, commitment***

Commitment – to and by our businesses is the key. Despite the focus in our training on fostering commitment, there is no substitute for having dedicated people on the ground; those committed cleaner production co-ordinators who are there for the long haul, to help businesses make the slow transition to more sustainable behaviours.