

Welcome to issue 25 of BusinessCare's E-newsletter! In this issues we repeat an article on facilitation that appeared in a 2003 E-newsletter, catch up with BusinessCare partner Auckland Regional Council, and highlight a few of the recent WasteMINZ conference happenings.

WasteMINZ Conference 2004

There was an excellent turnout for the WasteMINZ sixteenth annual conference, held at Sky City Auckland's Convention Centre from 9 – 11 November. Some of the highlights (other than the conference dinner!) included:

- Keynote speaker Sheree Marris, revealed the psychological triggers to behaviour that mass marketers have been using to seduce us and explored their potential as tools for environmental reform. Visit Sheree's website at www.visionsofblue.com
- Phil Hancock and Helen Schafer presented the evolution of Trash Palace; the Porirua based resource recovery that that has created jobs, a sense of community well-being and an expectation of continued development.
- The Auckland BusinessCare:Enviro-Mark Programmes vehicle was on display and attracted a lot of attention!

For more information on these and other conference papers visit the WasteMINZ www.wasteminz.org.nz



Photo courtesy Sandy Beath-Croft, Hutt City Council

Auckland Regional Council Update

RENEW on the web

From July this year RENEW became live on the web joining Waikato, Wellington, Canterbury and Tasman/Nelson.

RENEW (www.renewwasteexchange.net.nz) has adopted the Waikato Waste Exchange (www.nothrow.co.nz) which also incorporates the Bay of Plenty, Gisborne and Hawke's Bay waste exchanges. Although different visually, the websites are identical and therefore user friendly for everyone who uses them across territorial boundaries. It is hoped that eventually the rest of the North Island may utilise the same system. The advantage would be that all statistics would be uniformly collected and reported thus giving a

good broad picture of the movement of industrial waste materials throughout the North Island and opening up further manufacturing opportunities for materials reuse and recycling. At present South Island waste exchanges use the Canterbury Recovered Materials Foundation, while Tasman/Nelson have developed their own version.

From August 1st 2004 - October 30th 2004 there have been 559 separate enquiries (although some of these have been from one company responding to five or six supply companies), which illustrates that the service is being used. By December we will be able to report on a number of good exchanges, some of which take time to organize and establish (watch this space).

Below is a sample of wasted materials that Auckland's RENEW waste exchange is diverting from landfill from businesses in the region. RENEW, a useful cleaner production tool, has been operating since about 1995/6 with a printed annual catalogue and phone/fax service which later improved with an email service.



Cleaner Production joins Pollution Prevention

Enterprising as ever, Auckland Regional Council staff decided to forge closer links between Cleaner Production and the proactive Pollution Prevention team. At present, PP staff take RENEW and introductory cleaner production information on site visits, note waste that is going into skips and offer solutions to waste issues. In the long term, cleaner production staff will work with pollution prevention staff using a joint approach for those industries that are of most concern. In many cases, for example electroplating, the pollution prevention approach would be parallel to that of cleaner production and similar solutions and alternatives offered.

Sector specific cleaner production information sheets are currently being researched and written for tanneries, food manufacturers, timber treatment, scrap metal dealers,

automotive and electroplating businesses to be used in conjunction with existing BusinessCare information sheets.

This article was contributed by Jocelyn Rennie, Resource Efficiency Adviser, Auckland Regional Council.

Tips for practitioners

Facilitation – another tool for the cleaner production co-ordinator's toolkit

One of the great challenges of cleaner production is keeping companies on the sustainability pathway. This article looks at some of the reasons why companies buy in to a cleaner production programme and how facilitation skills can help coordinators keep them on track.

Why do companies sign up in the first place?

There are a range of reasons why companies sign up to a cleaner production programme, including:

- potential savings
- desire to be more environmentally/socially responsible
- curiosity
- freebie from the council

So for some there is a genuine desire to reduce environmental impacts, while for others extra cash might be the motivator. Whatever the reason, once they have signed up, it's up to the coordinator to keep them on the sustainability journey.

At the very least keeping companies motivated can be difficult, at worst impossible. No matter how upfront a coordinator is about the required commitment, the most common reasons for dropping out of a programme are time, resources or other priorities. Sometimes the reasons are real, sometimes they are just another way of saying – it's too hard to change!

Work with the willing

It is so much easier for cleaner production co-ordinators who are still developing skills and confidence (and indeed, the rest of us, too!) to work with willing partners than reluctant ones. So, if you've spent enough of your valuable time and energy time trying to get reluctant participants to meet their end of the bargain, try taking a 'tough love' approach! Be upfront about telling these people you are screening them out of your programme while you focus on the keen ones – while making it clear that the door is always open for them to come back, and that you will drop by sometime to see if they want to pick up the ropes again.

Keep them on track

Comments from business leaders in the previous e-news give some insight into organisational qualities that help to keep companies on track. In summary, these included:

- vision
- leadership
- learning and innovation

Having a clear purpose was a theme that came through in many of these comments. Which seems obvious – how can you have direction without a purpose? The question is how to create a meaningful purpose that sticks.

Is facilitation the key?

So what is facilitation? Facilitation is about process rather than content. The role of the facilitator is to guide a group

towards a destination (or purpose) (Hunter, Bailey, Taylor, 2002, *The Art of Facilitation*), using a range of tools and techniques to make the process easier. Sound familiar?

Co-ordinators play a facilitation role as they guide their companies along the sustainability pathway. They use the tools from the Toolkit for Change to identify opportunities for improvements, relying on the clients for expertise in their particular sector.

So what's missing?

Facilitator's tools

Some of the tools or skills a facilitator uses to keep a group or client on track include:

purpose: spending time on developing a clear purpose, that everyone contributes to developing and agrees with, is essential. It may take several sessions to fully develop a purpose that inspires, but a strong purpose will help to remain focussed. It also provides a reference point that the coordinator can bring the group back to if they become distracted or motivation starts to wane

culture: setting: this is about establishing how the coordinator and the group or organisation will work together, and essentially constitutes the ground rules. This also provides an opportunity for the group to challenge the culture of their organisation, if it is inconsistent with their new sustainability purpose

recognising the skills and experience of the organisation: not being the expert will empower the group to take responsibility for coming up with solutions. This also frees up the facilitator to focus on the process and guide the group to improved triple bottom line outcomes

powerful listening: what is not being said may be preventing the group from moving forward. Developing listening skills will create opportunities for the facilitator to 'intervene' and may be the key to breaking through resistance to change. Powerful listening also allows the coordinator to identify and ask the hard questions, challenging the group to come up with new ideas and solutions. Inevitably this will lead to breaking old patterns that might be inhibiting the group/organisation moving forward

creativity: using creative (and fun) processes to identify issues and solutions will generate a higher level of energy and keep everyone motivated. If they are having fun they are more likely to continue with the process, and will begin to generate their own creative processes

BusinessCare encourages co-ordinators to learn additional skills as they need to – and facilitation can provide some valuable techniques for clarifying issues, coaching participants and encouraging action.

Facilitation trainers Zenergy offer extensive facilitation training nationally and overseas. For more information on Zenergy's comprehensive and hands-on Diploma in Facilitation visit <http://www.zenergyglobal.com> or phone (04) 472 2603.

Your comments ...

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