

# The Secrets of Sustainable Leadership in Business

Presented by [GreenBiz.com](http://GreenBiz.com)

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# Today's Speakers

## George Basile, Ph.D

Senior Sustainability Scientist, Arizona State University Global Institute of Sustainability

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Director of Global Sustainability Operations, Dell

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## Cindy Drucker

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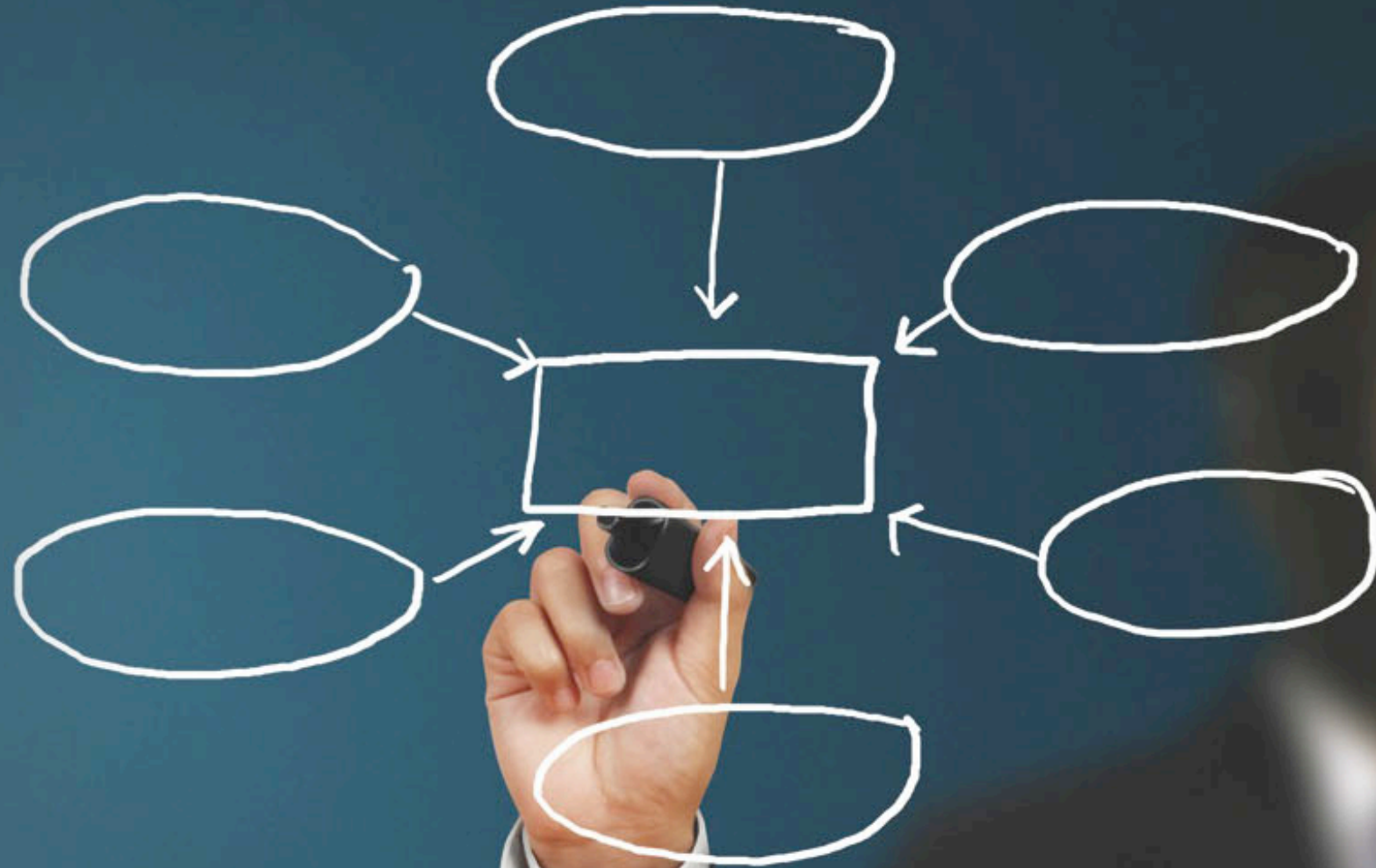


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# Sustainability: Redefining Leadership

[leadersinsustainability.asu.edu](https://leadersinsustainability.asu.edu)

Are there emerging pathways for personal and organizational success today?



# The Leadership Quandary: “Mind the Gap”

- 85% of CEOs are “taking sustainability seriously” ...
- But, only 35% of CEOs “believe them” ...
- *The Gap is the growing professional need and opportunity across all levels of business!*

# Why the Confusion?

Scientists  
don't  
agree...

Should  
Companies  
lead?

Is climate  
change a real  
issue?

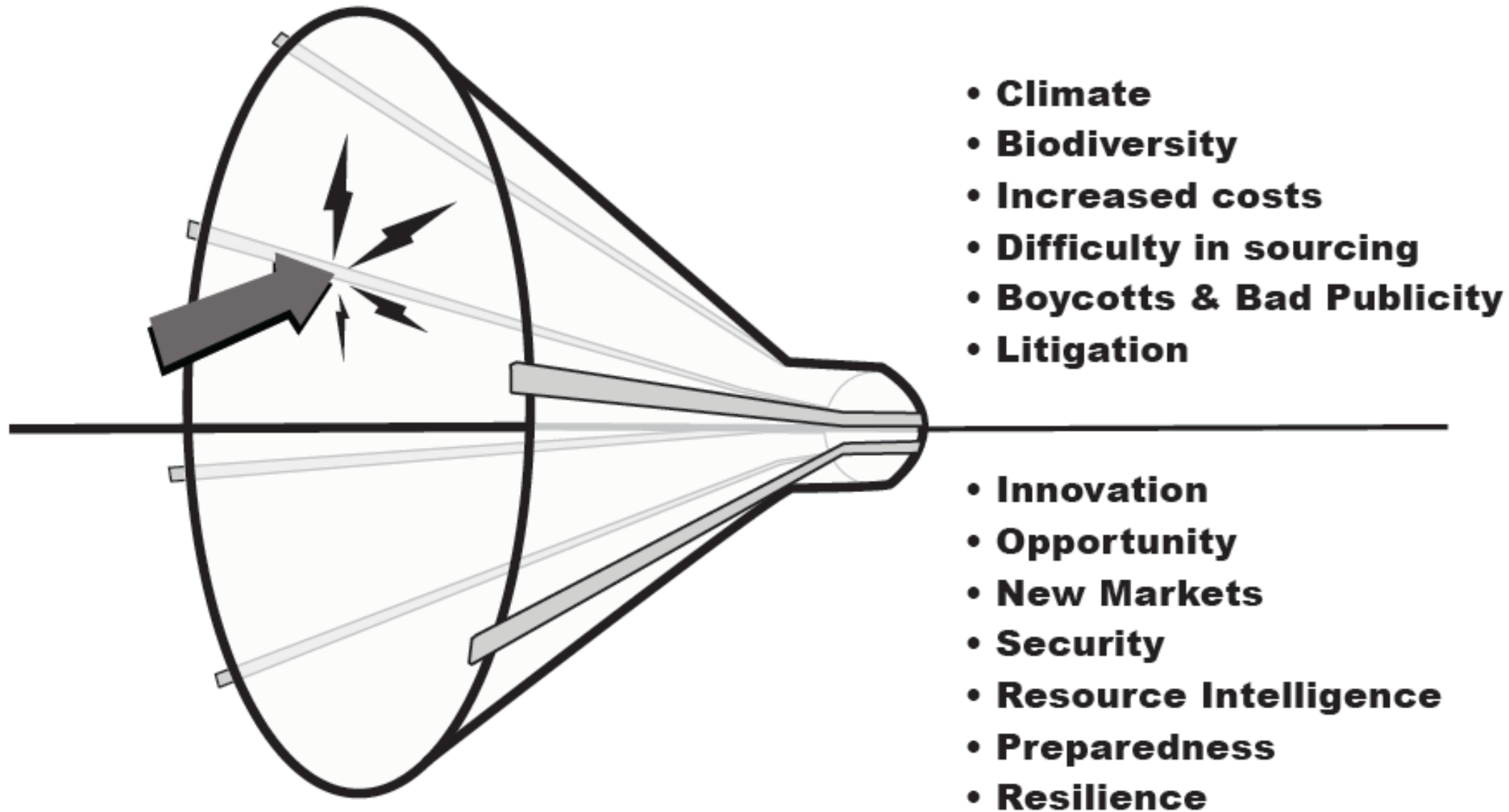
What  
about  
jobs?

We can't  
save  
every  
animal...

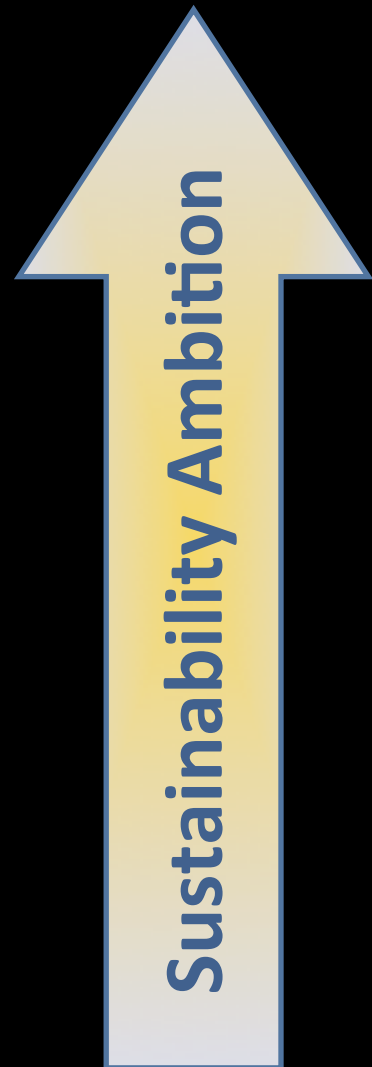
Ocean  
Acidification  
what?



# A Decision & Leadership Challenge



# Leadership Opportunity & Needs



Tier 4	Organizing to improve society
Tier 3	Sustainability as a core strategy
Tier 2	Eco-efficiency beyond compliance
Tier 1	Compliance focused

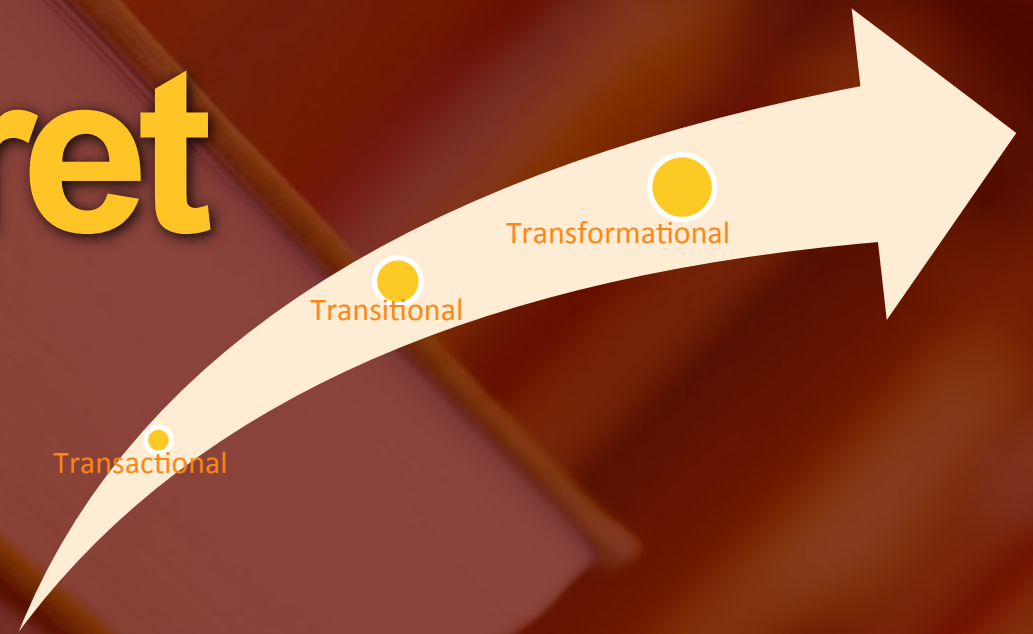
**Transformational**

**Transitional**

**Transactional**



# The Success Secret



**Tier-4 Leadership works for all levels of Business!**

- Transformational Leadership + Sustainability Lens = Potent Professional Leadership Platform
- And, “Fills the Gap...”

# Become the Leaders we need....

- **Businesses are still missing these folks.**
- **All aspects of business leadership are impacted.**
- **A new cohort of sustainability graduates are on the way, but they will need direction.**

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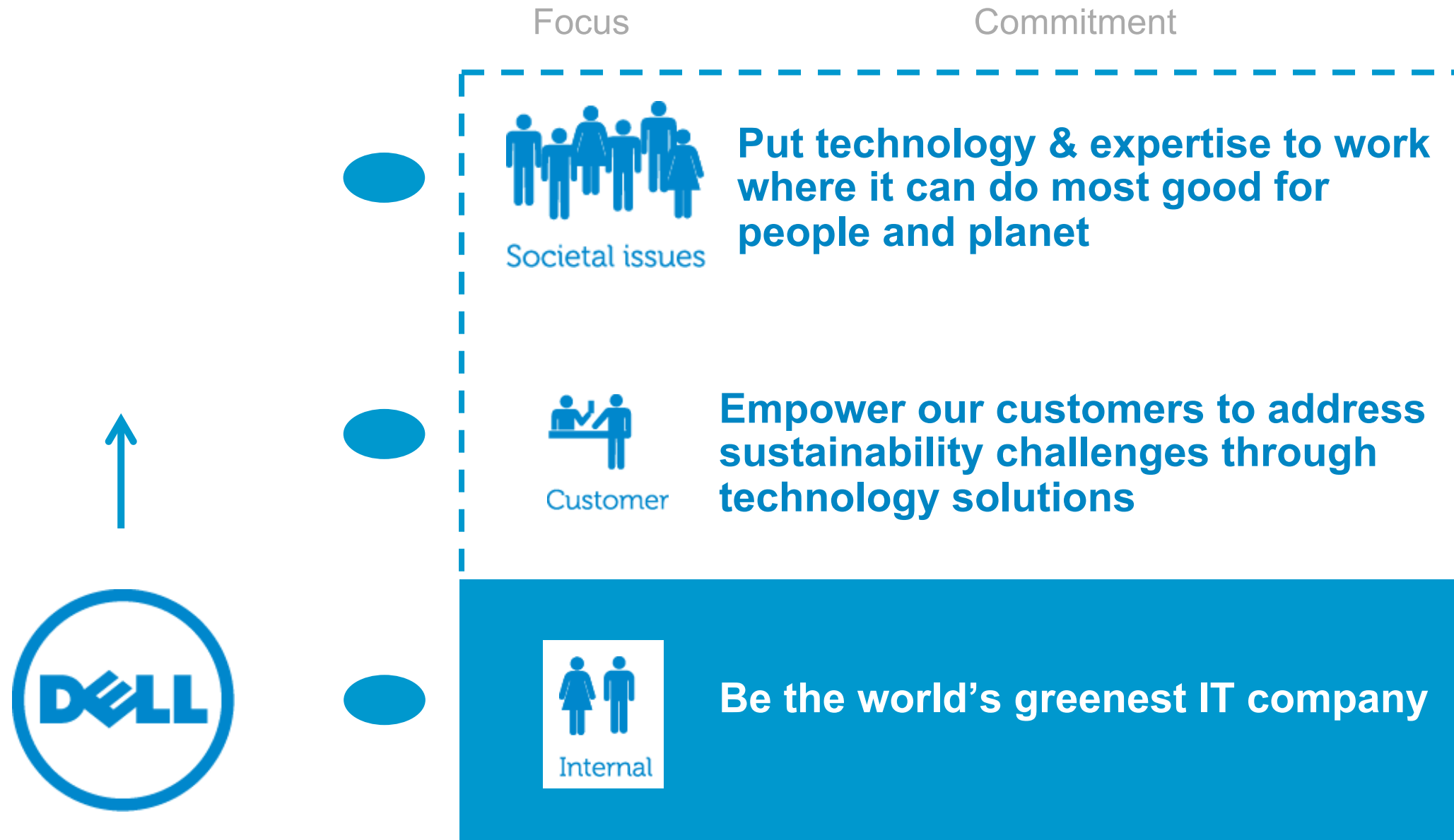
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# Secrets of Sustainability Leadership in Business

August 2013



# How Sustainability has evolved at Dell





**Dell Powering the Possible** is our commitment to put technology to work, where it can do the most good for people and the planet.

What's needed to make vision happen - at an organizational as well as individual level?



The power to do more

# Leadership?



# Vision

- What future do you want?
- What stories do you want to be able to tell?
- What will inspire and mobilize your organization?



The power to do more



# Strategy

- Bringing focus
- Where does Sustainability fit?
- Viewing organizational strategy through a sustainability lens
- Aligning with organization's culture



# Goals

- Reduce worldwide' GHG emissions by 40% by 2015
- Recycle/reuse 99% of nonhazardous manufacturing waste by 2012
- Reduce GHG emissions by 25M tons through improved product performance
- Eliminate 20 million pounds of packaging by 2012



The power to do more

# Plans

- Develop baselines
- Set KPIs & process metrics
- Build roadmaps with early buy-in from all needed participants
- Make & communicate business case
- Internalize global context



The power to do more

# Execute

- Build strong governance
- Manage to your KPIs
- Celebrate early wins
- Trust functional experts to own & drive
- Be adaptive to changing conditions



The power to do more

# Communication

- Know your audiences and engage them at every step
- Be an avid listener and trust in stakeholder process
- Make & communicate business case
- Embrace transparency and commit to reporting successes & challenges
- Provide narrative, not just data



The power to do more

# Individual keys to sustainable success

1. Develop your capability to **lead change effectively**
2. **Set strategy** and execute on goals
3. Be an awesome **communicator**
4. Help org keep up with rapidly evolving **global context**

**You are the secret...be unstoppable!**



The power to do more

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# SUSTAINABILITY LEADERSHIP IN AN ERA OF ENGAGEMENT



weber  
shandwick  
engaging, always.

**Cindy Drucker**  
*Executive Vice President*





# Sustainability leadership is like running a campaign within a business setting

- ✓ Define what you stand for
- ✓ Do your research
- ✓ Develop your messages
- ✓ Conduct your outreach
- ✓ Shore up your base
- ✓ Rally the troops
- ✓ Convert the persuadable
- ✓ Track & measure
- ✓ Celebrate wins and successes

# Where You Stand Depends on Where You Sit

## SUSTAINABILITY CROSSES BORDERS

Innovation (Marketing/R&D)	Supply Chain (Procurement)	Resources (Manufacturing)	Recognitions (Communication)	Retailer Programs (Sales)
New product design Lifecycle tools & assessments	Sustainable sourcing Supplier social compliance standards	Resource management Sustainable consumption	Awards & rankings Reputation & brand awareness	Sales/marketing support Customer relations
Employee Engagement (Human Resources)	Partnerships (Community Relations)	Financial/Reporting (Finance)	Advisory Boards (Executive/Board)	Regulation (Government Relations)
Gamification Embedded performance metrics	Integrated NGO initiatives Multiple stakeholders	Integrated reporting Shareholders	Transparency Critical review	Manufacturer responsibility License to Operate



▶ The new model requires a tailored approach, for *everyone*

We are now swimming in data. This allows us to build better campaigns, sharpen our ask, and optimize programs to engage audiences on sustainability.



**Sustainability leadership  
means targeted  
engagement and  
messaging that resonates  
across and among  
stakeholders**

# 10 KEYS TO EFFECTIVE SUSTAINABILITY LEADERSHIP

1

- It's about progress; not about being perfect
- 

2

- Global perspective with placed-based communications
- 

3

- Collaboration & partnerships are key
- 

4

- Connect sustainability initiatives to benefits
- 

5

- Embrace transparency

# 10 KEYS TO EFFECTIVE SUSTAINABILITY LEADERSHIP

6

- Provide narrative and stories, not just data
- 

7

- Engage, and listen, on an ongoing basis
- 

8

- Communicating as “chief translation officer”
- 

9

- Business attributes remain front & center
- 

10

- Stay smart: Sustainability continually evolves – engage with key organizations & stakeholders

# Questions?

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# For More Information...

**[www.sustainabilitysolutions.asu.edu](http://www.sustainabilitysolutions.asu.edu)**

**[www.dell.com](http://www.dell.com)**

**[www.webershandwick.com](http://www.webershandwick.com)**

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