

A Novel Managerial Toolkit for Deciding Company-Specific Corporate Environmental Sustainability Solutions

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- **Project aim** = to use 2 companies to design a methodology for deciding company-specific corporate environmental sustainability (CES).
 - 3 part-time researchers for 7 months.
 - 2 companies (one large; one small).
- Phases:
 1. Current goals (Sub-phases 1-2)
 2. CES improvements (Sub-phases 3-5)

- Goal hierarchy, and goal to goal connectionist, perspective from the psychology literature;
- Which we used and adapted to analyse organisational practices rather than people's cognitions.
- “Goals” = activities/aspects/the *whats* (and *hows*), not just aims.
- We examined ‘all’ goals and not just ‘CES goals’. Why?
 - No one size fits all approach to CES;
 - A goal can have implications for, or relationships with, another goal.
 - Thus, the context of non-CES goals should drive a company's specific CES.
 - Not considering environmental goals in an interdependent and systemic way -> reduces the likelihood of successful transformation to net0.



(1) Map current goals & interconnections

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Draft OGH

- Researchers coded company reports & archival data.

Feedback

- From 6 execs (individual hour long interviews)
- Agreement with goals, and goal connections?
- Missing goals, and connections
- All researchers analysed the data for reliability.

Final OGH

- Matrix
- Participants x goal-goal pairings.
- Cells = 4 goal connection types
- From 6 views to 1?
- Consensus on 'connection type'.
- No consensus; some red and some black; or if even one person said orange = orange connection.

(2) Interpret the current OGH

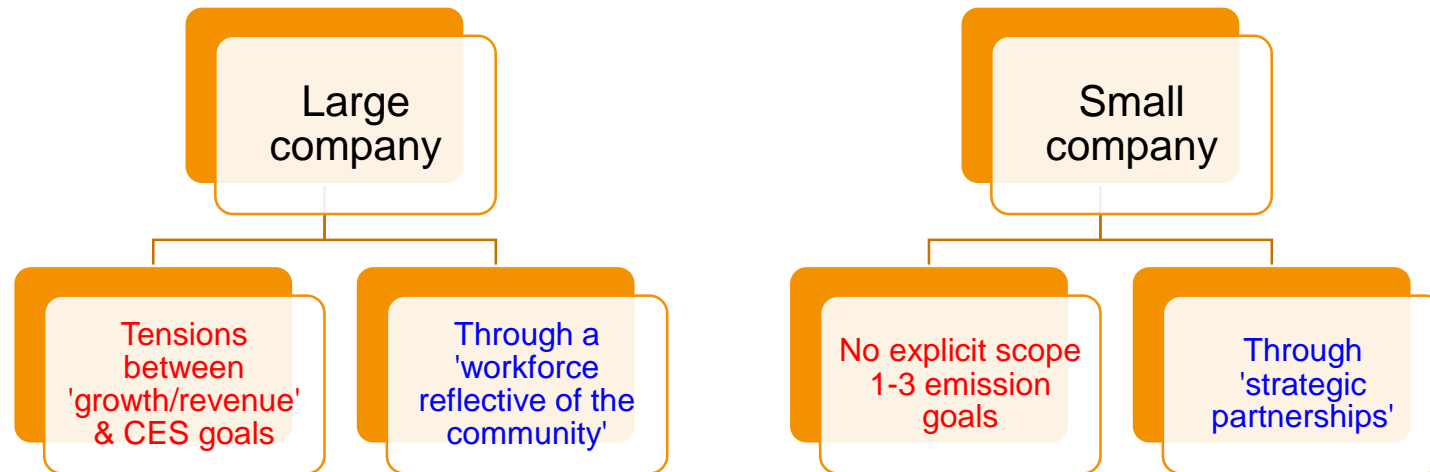
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How



- Researchers evaluated patterns of connections involving both CES goals, and none CES goals, to identify:
 - (i) weaker areas of CES goal embeddedness; and
 - (ii) opportunistic means for improving CES.
- As a result, we produced 2 example lenses, through which each company could brainstorm CES improvements.



(3) Produce CES ideas & describe their connections with other goals

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How

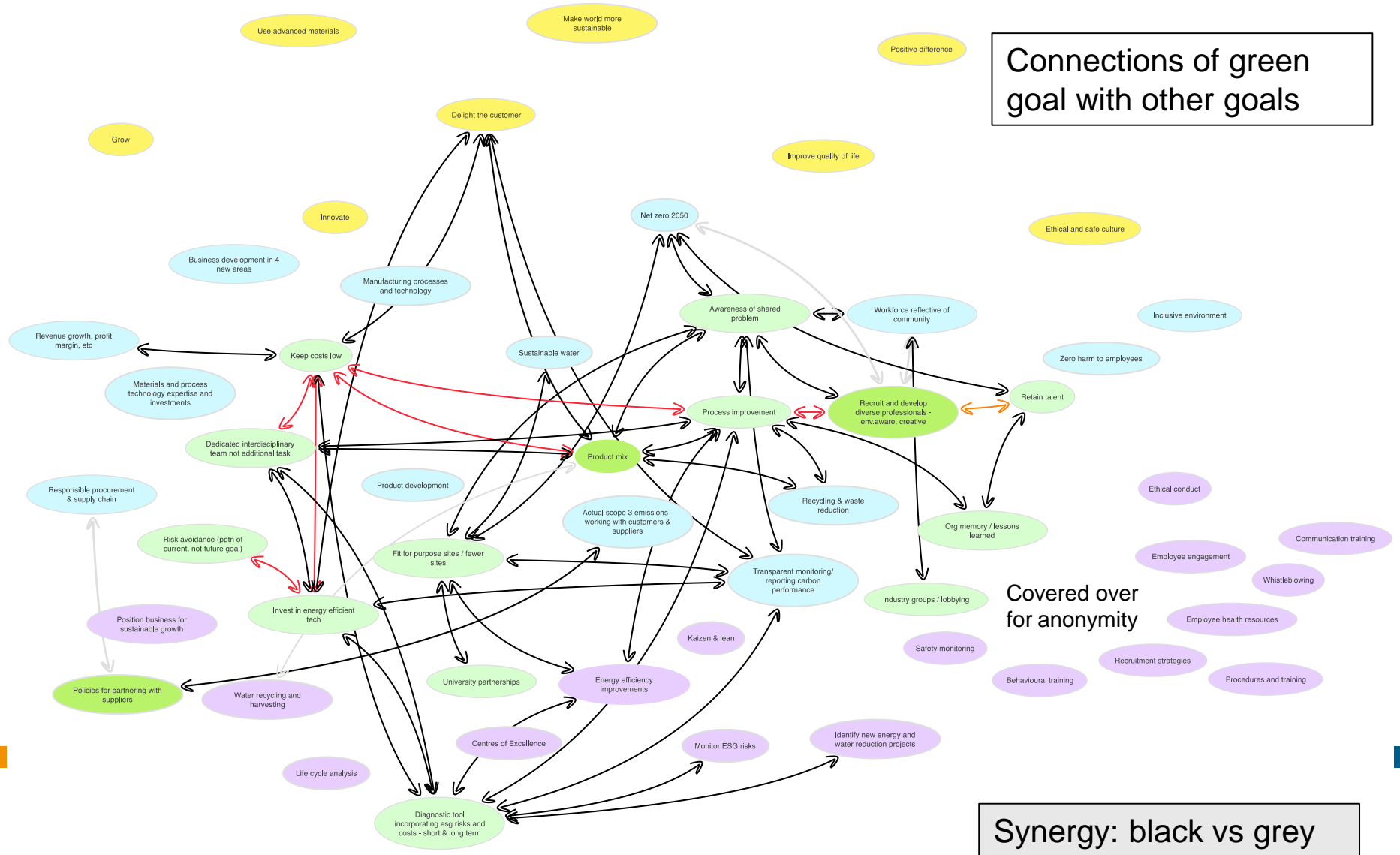


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- Half-day workshop per organisation (6 execs; 35 participants across a virtual and in person half day).
- We disseminated the findings so far.
- We gave them the 2 scenarios to discuss in groups of <10, probing:
 - (i) How they could turn certain red or orange connections (goal tension) into synergies
 - (ii) How they could create necessary new synergistic connections.
- Afterwards, researchers coded:
 - CES ideas as green-coloured goals;
 - 'Fit' between each green-coloured goal & other goals (using the 3 types).

Output ('Ideas OGH')

Green goals
(Note, similarities vs differences between companies)



Connections of green goal with other goals

Covered over for anonymity

Synergy: black vs grey



(4) Evaluate CES ideas

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	Awareness of shared problem	Process improvement	Recruit & develop	Retain staff	Assess product mix	Dedicated interdisc. team	Org memory system	Fit-for-purpose/fe wer sites	Invest in new tech	Industry groups/lob bying	Univ. partnershi ps	Diagnostic tool
Delight the Customer												
Net Zero 2050												
Awareness												
Sustainable Water												
Low Costs												
Workforce												
Process Improvement												
Recruit & develop												
Retain Staff												
Transparent Monitoring												
Product Mix												
Dedicated Team												
Fit-for-purpose sites												
Risk Avoid												
Org Memory												
New Tech												
Waste Reduction												
Diagnostic tool												
Energy Efficiency												
Univ. Partnerships												
Monitor ESG Risks												
Identify New Projects												
	+8; -0	+8;-2	+2;-1.5	+3;-0.5	+5;-1	+2;-1	+2;-0	+6;-0	+4;-2	+1;-0	+1;-0	+8;-0

- Evaluated each CES idea in terms of feasibility and effectiveness based on:
 - Its number and type of connections (synergy or not);
 - The importance of goals connected to it.

Researchers draft grades



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CES idea	Easy wins <i>(Synergy; no conflicts)</i>	Big hitter <i>(Same and link to important OGHs)</i>	Trade-off <i>(Some synergy & some tension, but +ves outweigh -ves, and will accept the -ves)</i>	Change required <i>(Some synergy & some -ves, & need action to overcome the -ves)</i>	Back-burner <i>(Same but not connected to as important goals)</i>
Awareness of shared problem		/			
Process improvement				/	
Assess product mix			/ (with costs)		
Organisational memory system <i>(OMS integrated with retention & staffing aspects)</i>	/			/	
Fit for purpose/fewer sites		/			
Investment in new technology <i>(& dedicated team)</i>			(1 trade-off connection to accept)	/	
Industry groups/lobbying	/				
University partnerships	/				
Diagnostic tool <i>(& dedicated team)</i>		/	(1 trade-off connection to accept)		

Company expands the evaluations by following set prompts



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2 hour meeting to start with; with 6 execs, including project stakeholder.

EASY WINS

- Check not missed any 'in tension' connections & check it should be on the potential list.
- Ask what would be needed?

BIG-HITTER

- See above; plus if the 'yes list' may be smaller than the 'potential list', check the importance of the goals it's been connected to.

TRADE OFF

- Check the 'in tension' (red, orange) connections cannot easily be changed;
- Ask do the positives outweigh the negatives? How will you accept the tradeoff? **|**

CHANGE REQUIRED

- Ask how the 'in tension' (red, orange) connections could be reduced; and check the appetite for doing so.

BACK BURNER: They may move an idea from 'change required' to 'backburner' if it's not synergistic with important enough goals.

(5) Choose which CES improvements & plan their implementation

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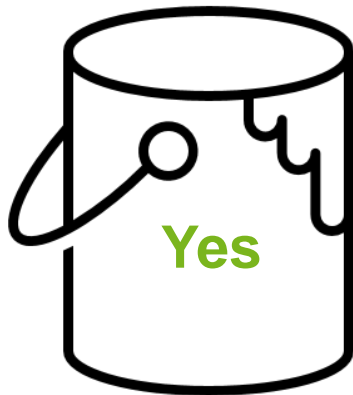


Choose which CES improvements



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- Decide **what** CES will look like.
 - Choose which ideas (all or some).



- Decide **when** for each main CES idea.
- Given the goal-goal perspective taken, they'll have the **why**.

- For each CES idea decide: **Who & how** (using existing strategy processes and tools).
- For ideas graded as:
 - ‘**tradeoff**’ – work on creating cross-company awareness of the mind-set shift/acceptance.
 - ‘**change required**’ – thoroughly consider how you’ll reduce the ‘in tension’ connections (orange and red).
- Use goals synergistic with the idea to further enable it – consider **what, how, who, when**.
- Before implementing the idea, check there’s no unidentified ‘in tension’ connections.
- Repeat the whole process every 5 years.