



Facilitating Employee Engagement in Sustainability Initiatives

Presented for Illinois Sustainable Technology Center's
Sustainability Seminar Session

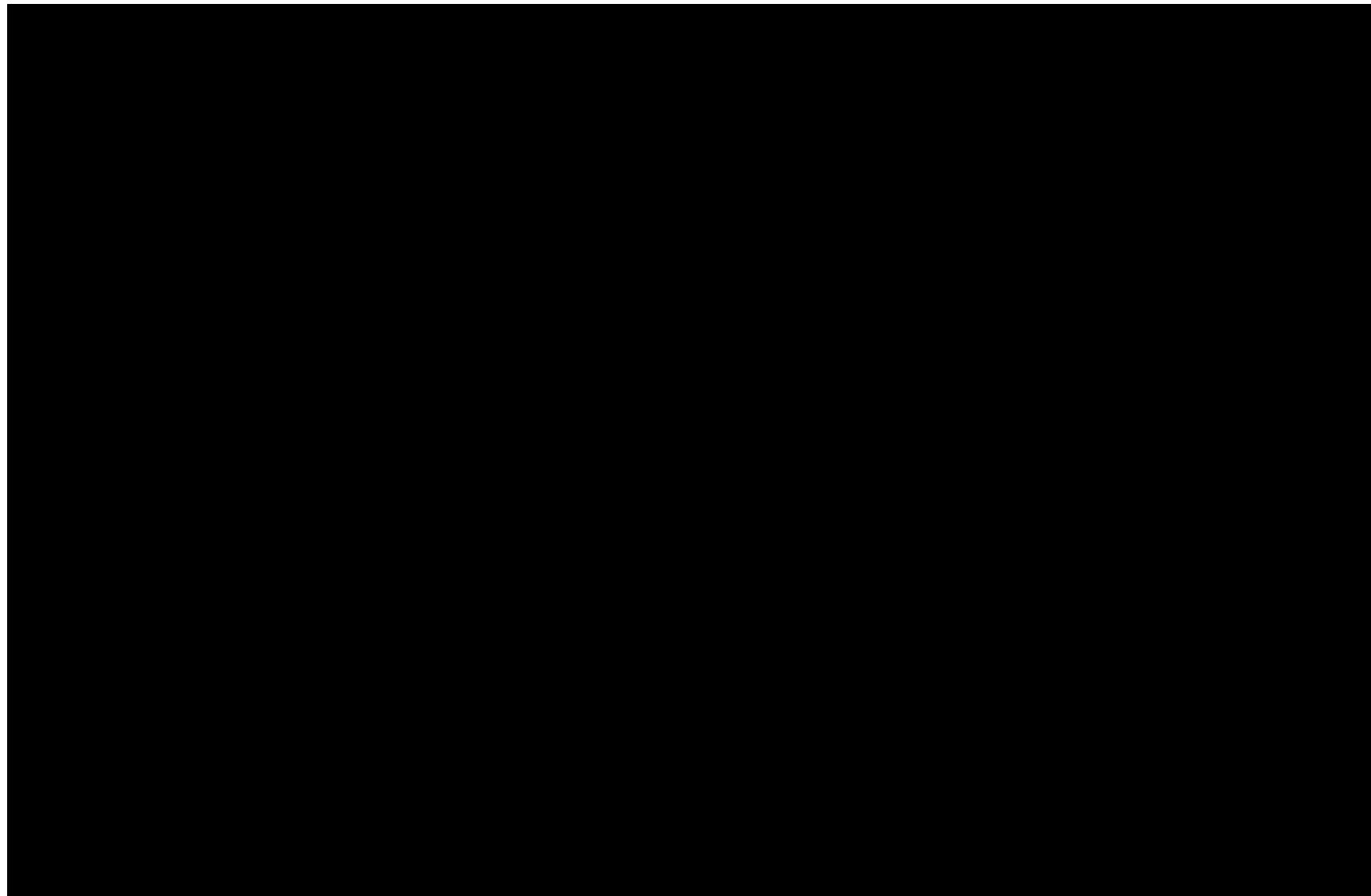
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Objectives

- Consider how to start a movement
- Review concept of crossing the chasm between 'the few' and 'the many'
- Highlight the critical importance of a network-based approach
- Discuss the role of program sponsorship and the effect it has on an initiatives success
- Customize your *why* message
- Shine a light on million small beginnings





How to Start a Movement

- Leaders need to courage to stand out
- 1st followers are an underestimated form of leadership
- New followers emulate the first followers, not the leaders
- Nurture 1st followers as equals so it's about the movement – not the leader



The Few

The Many

High Context

Intender Inner Circle

First Followers

Emulators

Low Context

Decide

Determine



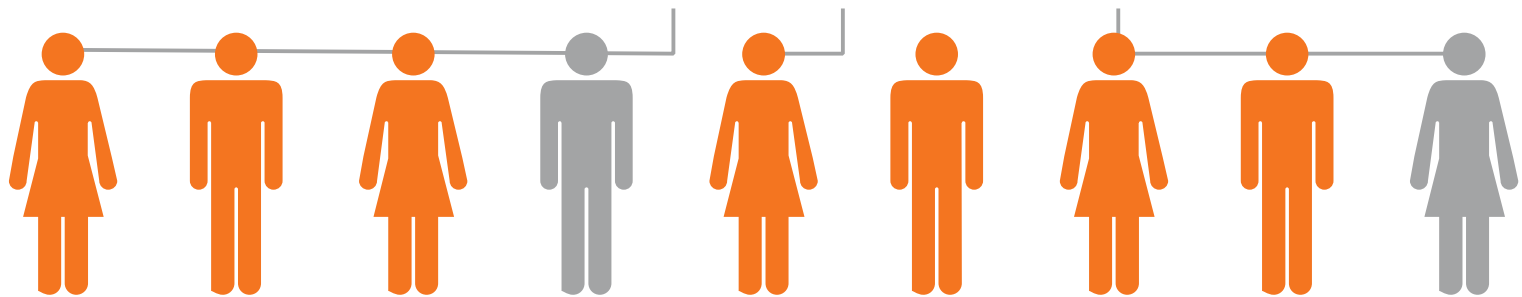
First Followers

- Spend your time with your first followers
- Empower your first followers to push the new behaviors to the depth of their social networks
 - Educate them
 - Give them permission
 - Provide them with tools



Network-Based Approach

- Nicholas Christakis, *Connected: How Your Friends' Friends' Friends Affect Everything You Feel Think and Do*
- The relationships we have allow us to influence and be influenced by others
- Social contagion – our ideas, our behaviors, our emotional states – effect to 3 degrees of separation



Network-Based Approach

Traditional Approach	Network-Based Approach
<ul style="list-style-type: none">• Centralized decision making• Focus on individual efforts• Procuring programs and deliverables• Firmly controlled and planned process• Effectiveness linked to concrete outputs• Ownership limited by area of expertise	<ul style="list-style-type: none">• Decentralized decision making• Focus on the connections forged between individuals and the building of networks• Stimulating activity• Open information sharing and emergent learning• Effectiveness linked to trust, shared values and information accessibility• Ownership and expertise distributed across multiple areas





Sponsorship

Three critical roles for primary sponsors that are required for project success:

1. Participate actively and visibly throughout the project
2. Build a coalition of sponsorship and manage resistance
3. Communicate directly with employees



Custom Why Messages

- Simon Sinek, *Start with Why: How Great Leaders Inspire Everyone to Take Action*



Shine a Light on a Million Small Beginnings

- Ground level actions
- Dare to think small
- Recognize people for 'small wins' and share that progress throughout the organization
- Stop waiting for something big to happen



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Helping organizations to embrace something new or different.

