

OPERATIONALISING SUSTAINABILITY STRATEGIES:

# What's standing in the way of progress?



March 30<sup>th</sup>, London

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# Today's focus

## In this time, you will...

- ① Get a sneak preview of a global study on operationalising sustainability that illuminates what leaders are doing
- ② Learn about 5 ways your company can become a sustainability leader and make progress
- ③ Ask us questions about operationalising sustainability based on our hands-on experience

**Harvard  
Business  
Review**

Harvard Business Review Analytic Services,  
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# Global Report on Operationalising Sustainability

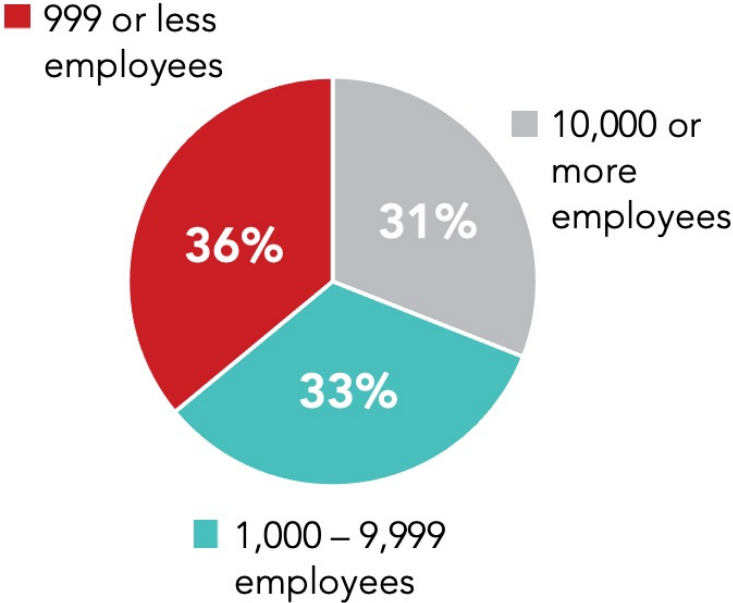
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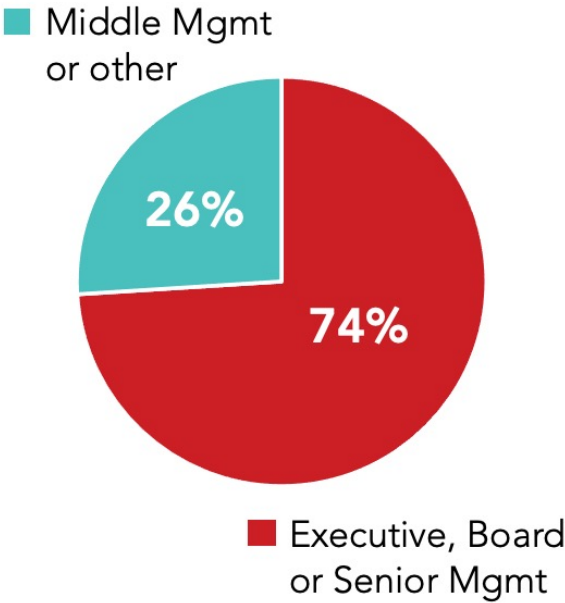


# February 2023 online survey of 538 members of the Harvard Business Review audience who are familiar with their company's sustainability strategy

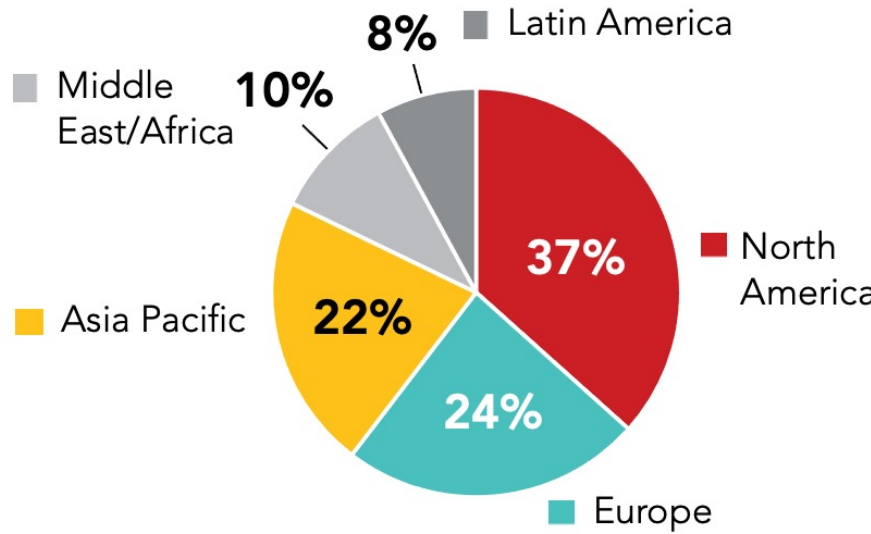
### Large, Medium and Small Business



### Executives to Hands-on Personnel



### Global Reach





The **biggest** takeaway...

**1** in 4

are defined as **Leaders in operationalising sustainability\***

**82%** of **Leaders** say they their organisation has made significant or extensive progress towards its sustainability goals

\*26% of survey respondents are defined as “leaders” in that their organisation has operationalised a sustainability strategy widely throughout their organisation.



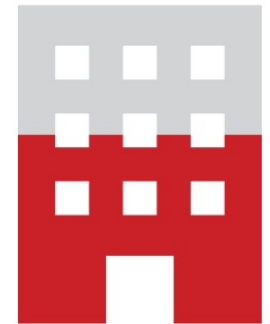
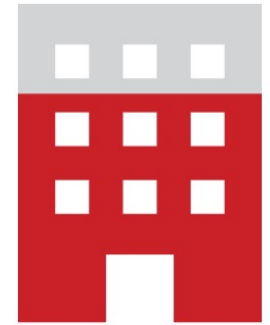
Meanwhile...

Of the **3** in 4

who are **not Leaders\***...

ONLY **23%** say their organisation has made extensive or significant progress towards its sustainability goals

\* 74 percent of the respondents are not defined as leaders in this report. Only 23% of the non leaders say they have made significant or extensive progress towards meeting their sustainability goal.



# What's **different** about Leaders?

	LEADERS	ALL OTHER
✓ Leaders are more likely than others to have set a goal date for their sustainability strategy	<b>84%</b>	65%
✓ Leaders are more likely to be confident in meeting their sustainability goals by the goal date	<b>96%</b>	77%
✓ Leaders are more likely to understand that balancing finances and sustainability is one of the challenges to operationalising sustainability	<b>84%</b>	64%
✓ Leaders are more likely to report they are successful at balancing the need for short-term financial performance and longer-term sustainability goals	<b>90%</b>	48%

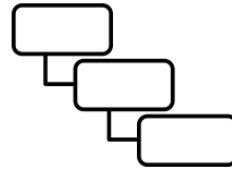


# What are leaders **doing differently?**



**Leaders** are more likely than others to approach sustainability in a **holistic manner**

**74% vs 45%**



**Leaders** are more likely to be **cascading** sustainability efforts quickly to **engaged managers and employees**

Department Heads: **81% vs 59%**

Middle Managers: **80% vs 54%**

Frontline Employees: **68% vs 38%**



**Leaders** are more likely to report that the **speed of putting sustainability strategies into effect accelerated** as it cascaded throughout their organisation

**55% vs 26%**

Some realities apply across the board...



**63%**

of all respondents agree that **implementing sustainability is fundamentally different** from implementing other strategies and **requires a different approach**

43% of all respondents cite difficulty measuring results

39% of all respondents' face challenges in understanding how sustainability impacts each function or division differently, requiring customised plans

38% of all respondents indicated underestimating how complex the change process would be

So how can you **adopt the successful mindsets and behaviours** of Leaders in operationalising sustainability?



# 5 ways to become a **Leader** in operationalising sustainability





**TIP:**

## **Dispel sustainability confusion and commit from the top**

### **What we've learned...**

- Clarify what sustainability means for your business, and infuse it into purpose, strategy and culture
- Make a strong declaration of intent right from the very top
- Simplify the complexity. Humanise the theory and language with stories for easier understanding



**TIP:**

# Prioritise and build an **ambitious, staggered change plan**

## What we've learned...

- Be clear on what you are prioritising across the full spectrum of sustainability over time – for every department and function
- Create a holistic roadmap that shows HOW you will achieve impact at key staging points
- Stagger implementation by function or commitment to marshal resources and make it achievable





**TIP:**

Re-balance leader incentives and **support their actions** every day

**What we've learned...**

- Balance leader incentives to reward a mix of traditional and sustainability-related performance
- Ask leaders to advocate to others why their business model and practices *are* sustainable
- Grant leaders some relief with permission to make critical trade-offs

## TIP:

# Activate a **tiered** learning and engagement model

## What we've learned...

- Design learning based on how much each population needs to know and what actions you need them to take
- For everyone, focus on deepening understanding, fostering pride, and harnessing passion to get involved
- Focus on the role of managers and equip them so they can enable and empower their teams



TIP:

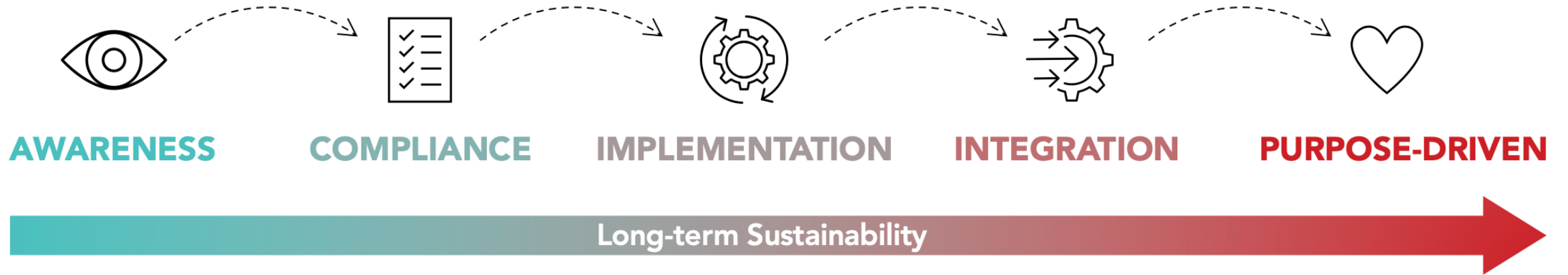
**Articulate** and **embed** clear mindset and behaviour changes

### What we've learned...

- Be clear about what mindsets need to evolve and break down action and advocacy into small, doable habits
- Foster a mindset of experimentation and failing fast
- Set up opportunities for employees to take ownership, starting with lower risk initiatives



# Remember, these tips will help no matter where you are on your journey to become a sustainability leader



DISPEL CONFUSION AND COMMIT FROM THE TOP

PRIORITISE AND BUILD AN AMBITIOUS, STAGGERED ROADMAP

RE-BALANCE LEADER INCENTIVES AND SUPPORT THEIR ACTIONS EVERYDAY

ACTIVATE A TIERED LEARNING AND ENGAGEMENT MODEL

ARTICULATE AND EMBED CLEAR MINDSET AND BEHAVIOUR CHANGES

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# Global Report on Operationalising Sustainability



# Thank you.

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The logo for Daggerwing Group features the word "daggerwing" in a white, lowercase serif font. Above the letter "i" in "wing" is a small red circle. To the right of the red circle, the word "GROUP" is written in a smaller, uppercase, sans-serif font. Below the main text, the words "GLOBAL CHANGE CONSULTANCY" are written in a very small, uppercase, sans-serif font.

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