

Breaking Down Sustainability Obstacles: Five Ways to Achieve Your Goals



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Today's focus

In this time, we will...

- ① **Share results from our global HBR study on operationalizing sustainability efforts**
- ② **Discuss the 5 ways your company can become a sustainability leader**
- ③ **Leave time for questions and discussion**

We are a global change consultancy focused on the *people* side of change...

because organizations don't change, **people do**



TOP 10 GLOBAL RATING

Daggerwing was named a Global Leader in communications and change management consulting*



70% FORTUNE 500

Percentage of core Daggerwing clients in the Fortune 500



35 COUNTRIES

Breadth of countries where Daggerwing has worked with clients over the past 3 years

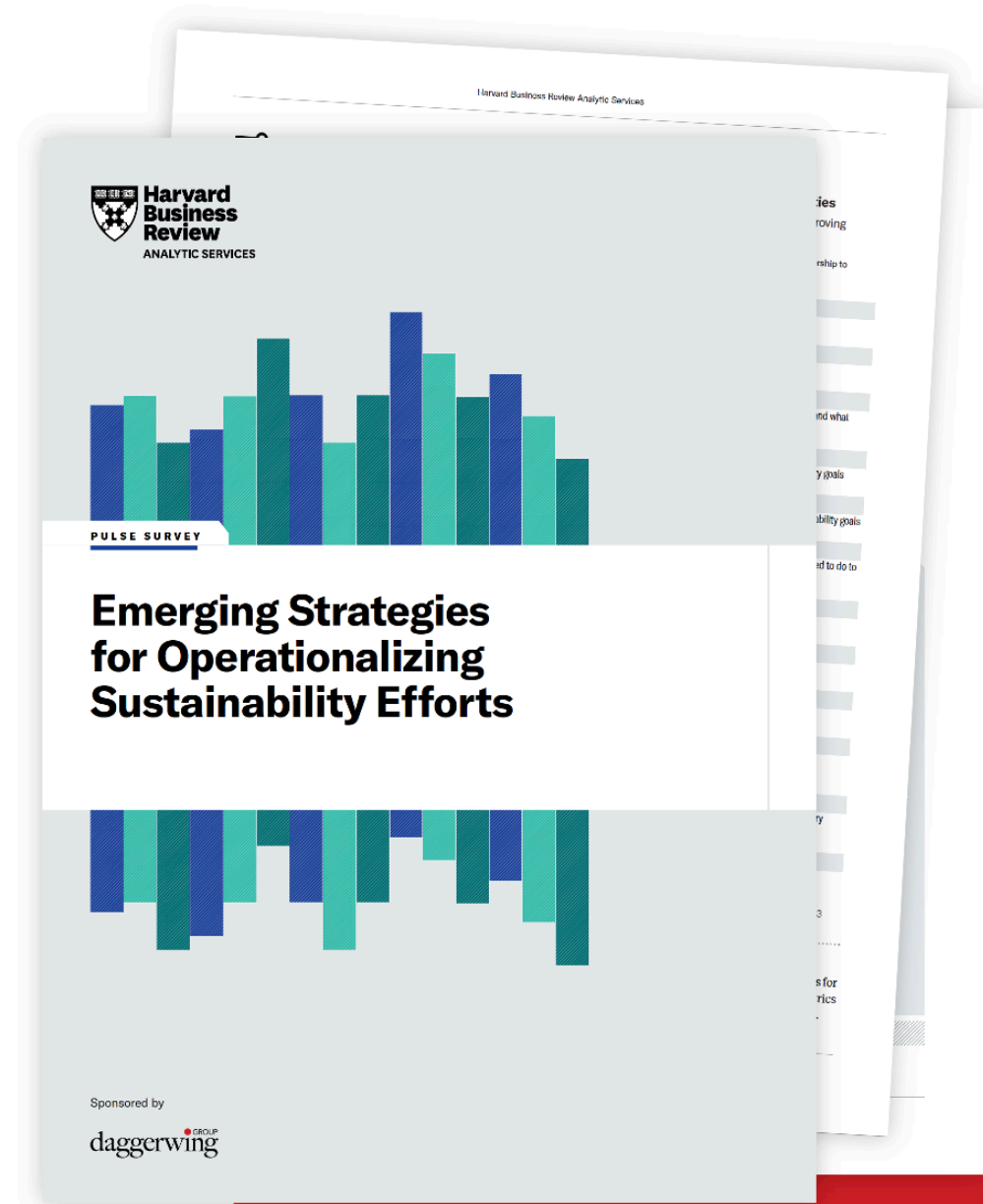


**Harvard
Business
Review**

Harvard Business Review Analytic Services,
in association with sponsor, Daggerwing Group:

Global Report on Operationalizing Sustainability

Sponsor: **daggerwing** GROUP
GLOBAL CHANGE CONSULTANCY



The big takeaway:

Companies are struggling to bring their sustainability strategies to life

WHY?

- Sustainability efforts require a fundamentally different approach—it's a paradigm shift
- The complexity of the change is greatly underestimated
- Sustainability uniquely impacts each part of the business
- Success requires a holistic and systemic approach

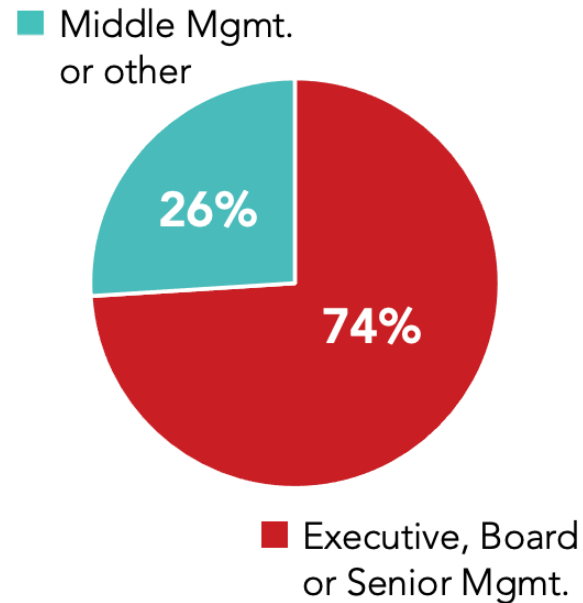


February 2023 online survey of 528 members of the Harvard Business Review audience who are familiar with their company's sustainability strategy

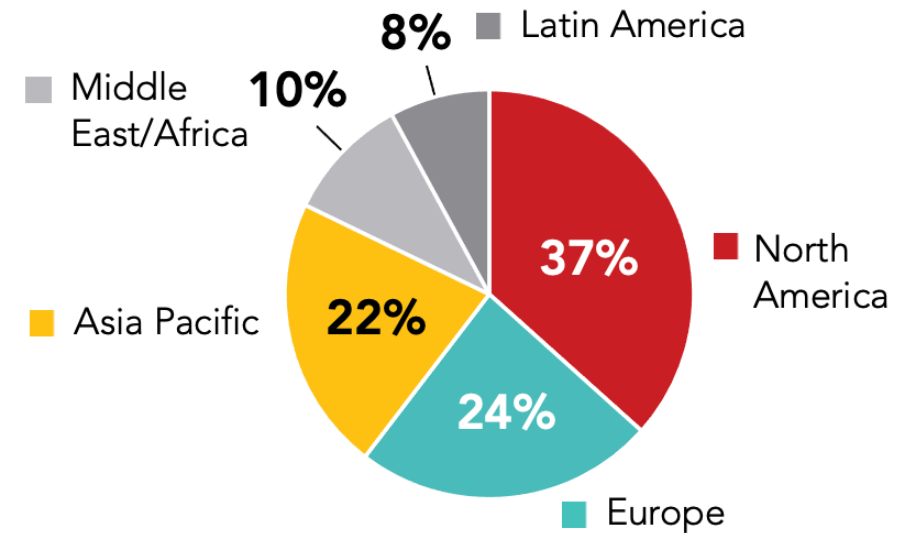
Large, Medium and Small Business



Executives to Hands-on Personnel



Global Reach



Only 1 in 4
are defined as **Leaders in operationalizing sustainability***

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

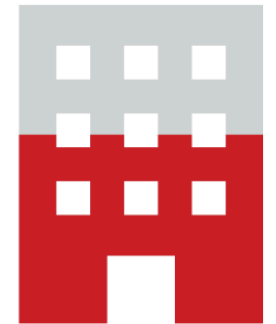
*26% of survey respondents are defined as “leaders” in that their organization has operationalized a sustainability strategy widely throughout their organization.



Meanwhile
of the **3** in 4
who are ***not Leaders****...

ONLY **23%** say their organization 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.



How leaders are **setting themselves apart**

Leaders are more likely to...



... Have **set a goal date** for their sustainability strategy

84% vs **65%**



... Be **confident in meeting their sustainability goals** by the goal date

96% vs **77%**



... Report they are successful at **balancing the need for short-term financial performance and longer-term sustainability goals**

90% vs **48%**

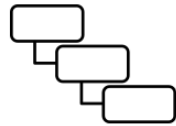
How leaders are **setting themselves apart**

Leaders are more likely to...



... Approach sustainability in a **holistic manner**

74% vs 45%



... **Cascade** sustainability efforts quickly to **engaged managers and employees**

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

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

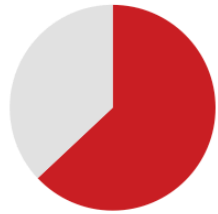
Frontline Employees: **68%** vs 38%



... Report that the **speed of putting sustainability strategies into effect accelerated** as it cascaded throughout their organization

55% vs 26%

Putting sustainability into practice is **incredibly complex**



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 customized plans

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

There is a **big gap in engagement** with sustainability efforts below upper management

The majority of board of directors and C-suite executives are **engaged with sustainability efforts.**

The **difference in engagement** between leaders and others is **more pronounced at lower levels of the organization.**

76% of leaders
vs. **67% of others**

BOARD OF DIRECTORS

81% of leaders
vs. **59% of others**

DEPARTMENT HEADS

80% of leaders
vs. **54% of others**

MIDDLE MANAGERS

68% of leaders
vs. **38% of others**

FRONTLINE EMPLOYEES

80% of leaders
vs. **72% of others**

C-SUITE EXECUTIVES

55% of leaders
vs. **41% of others**

INVESTORS

74% of leaders
vs. **55% of others**

PARTNERS

So how can you **adopt the successful mindsets and behaviors** of Leaders putting sustainability into practice?

5 ways to become a **Leader** in operationalizing sustainability



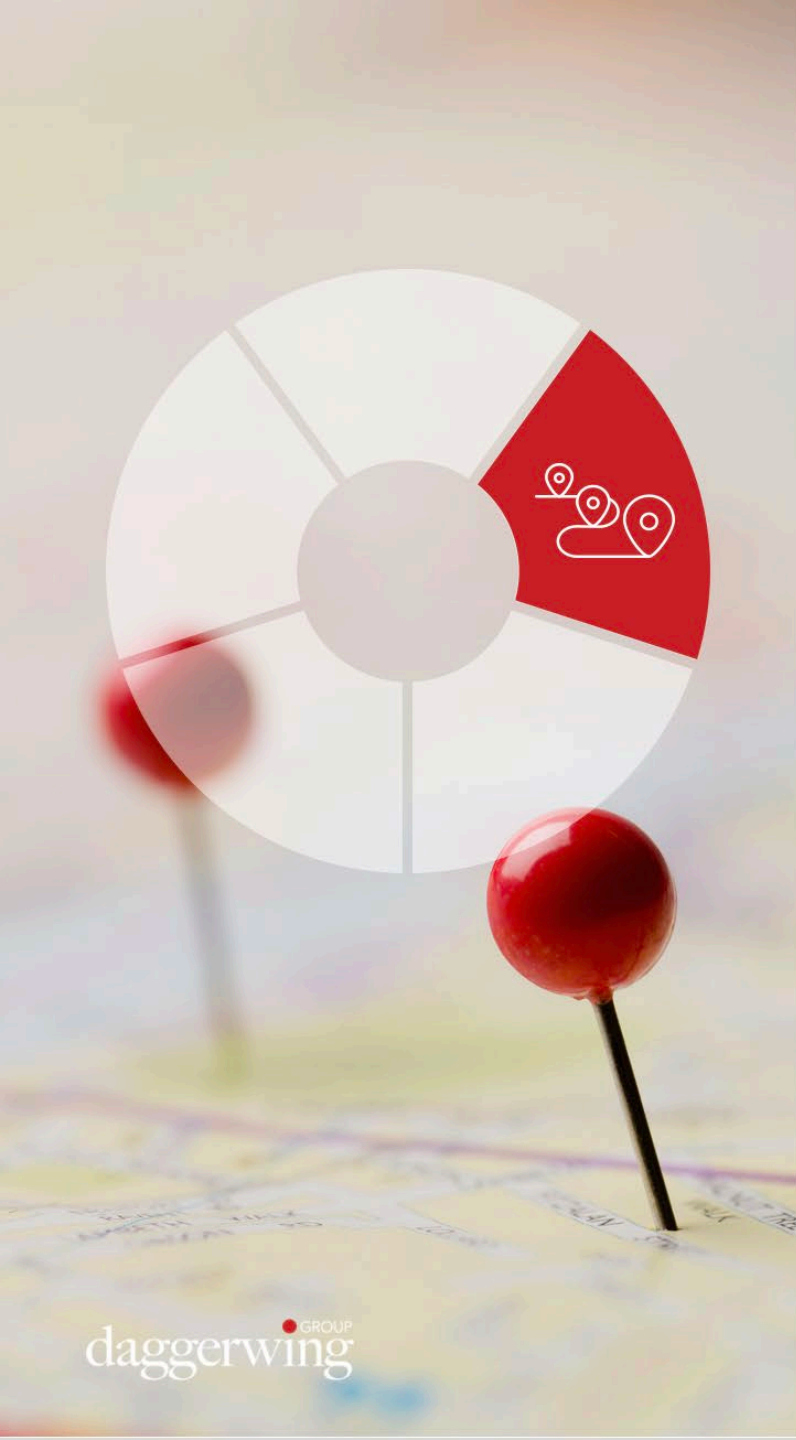


TIP:

Break sustainability **out of its silo**

What we've learned...

- Sustainability cannot be addressed in isolation or by a limited number of people—accountability must extend across the business
- Sustainability efforts need to be collaborative, involving employees across all functions and levels of the organization
- Sustainability must be fused with your purpose, strategy and culture—it should not be a standalone initiative



TIP:

Avoid a **one-size-fits-all** approach

What we've learned...

- Be clear on what you are prioritizing across the full spectrum of sustainability over time—for every department and function
- Create an ambitious, staggered change plan and roadmap that shows HOW you will achieve impact at key moments in time
- Remember one size does not fit all—customize implementation by stakeholders



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 make it part of their day-to-day conversations and decisions—help them make the paradigm shift
- Grant leaders some relief with permission to make critical trade-offs

TIP:

Simplify the complexity and double-down on **transparency**

What we've learned...

- Focus on deepening understanding of sustainability through stories and by humanizing the language
- Be transparent around the goals you've set and the progress you've made
- Provide tiered learning opportunities based on how much each population needs to know



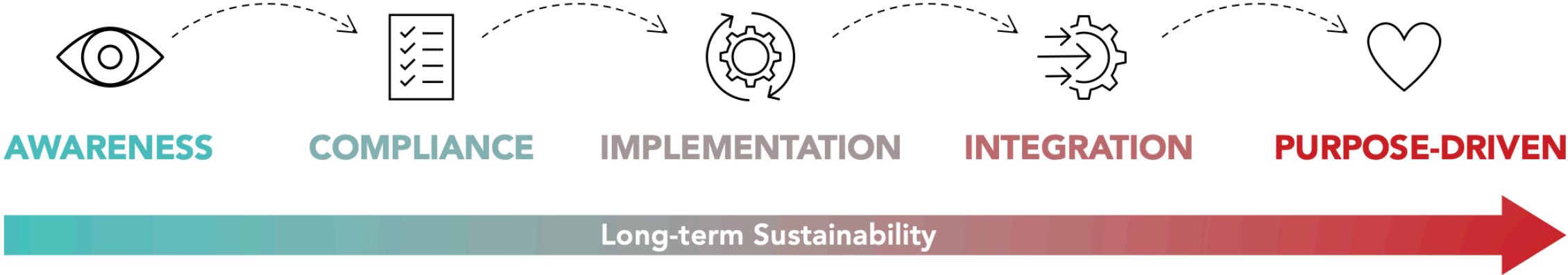
TIP:

Articulate and **embed** clear mindset and behavior 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



- BREAK SUSTAINABILITY OUT OF ITS SILO
- AVOID A ONE SIZE FITS ALL APPROACH
- RE-BALANCE LEADER INCENTIVES AND SUPPORT THEIR ACTIONS EVERYDAY
- SIMPLIFY THE COMPLEXITY AND DOUBLE-DOWN ON TRANSPARENCY
- ARTICULATE AND EMBED CLEAR MINDSET AND BEHAVIOR CHANGES

Visit our thought
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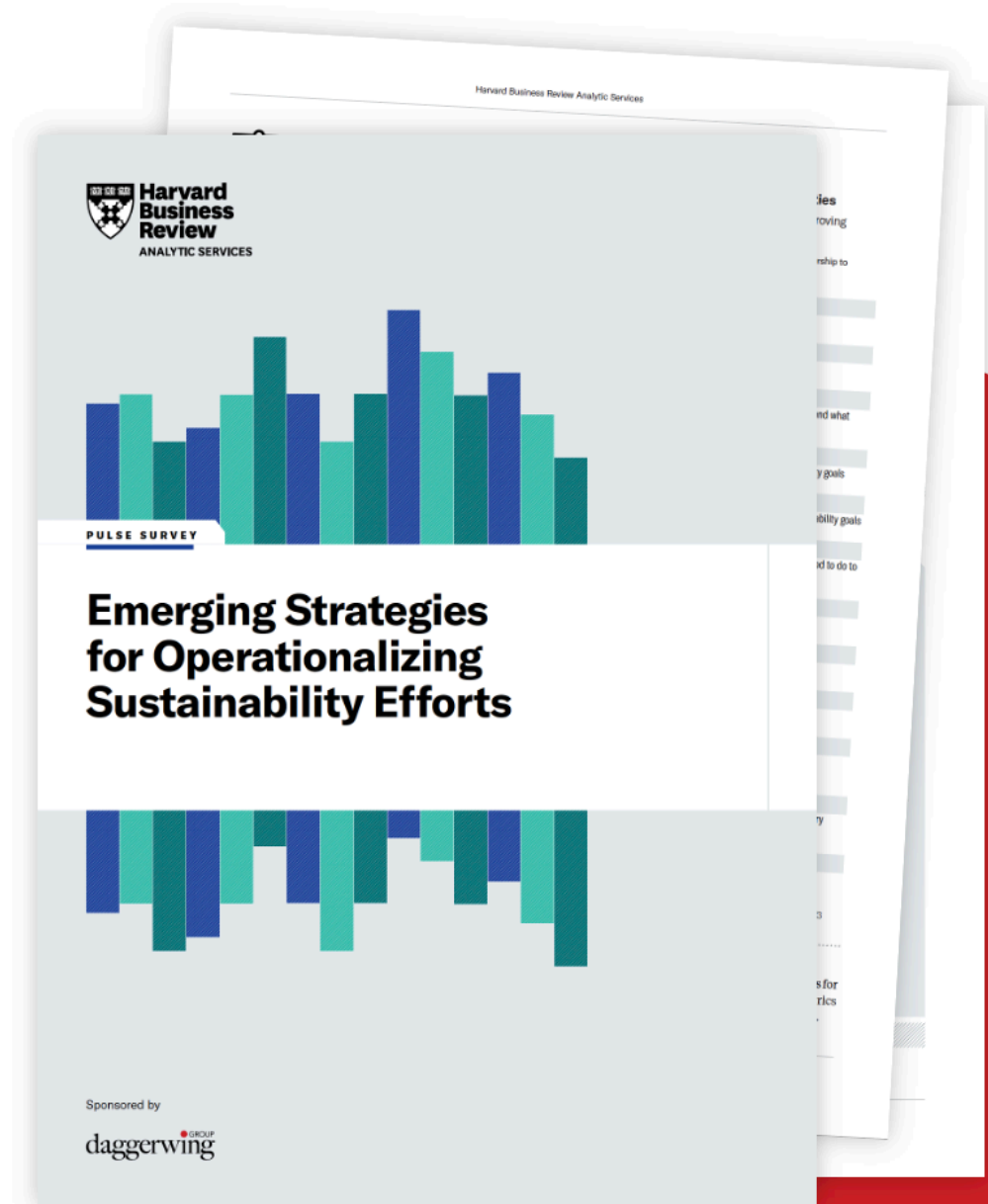
A place to share diverse ideas, POVS and
forward thinking expertise about putting
people at the center of change.

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SCAN to view ▶



Thank you.

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Q&A