

Insight on Coaching

Going Green: Coaching for Social Responsibility

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Time	Speaker	Transcript
00:23	Tom Floyd	<p>Hello everyone and welcome to Insight on Coaching.</p> <p>Insight on Coaching explores the many facets, flavors and sides of the emerging professional coaching.</p> <p>I'm Tom Floyd, I'm the CEO of Insight Educational Consulting and your host for today's show.</p> <p>Well this week our topic is Going Green: Coaching for Social Responsibility.</p> <p>We'll provide an overview of why more companies are going green and driving social responsibility initiatives. We'll discuss how companies can become more socially responsible and learn from the successes of other corporate leaders. And we'll also discuss the role that coaches are playing in working with companies to drive social responsibility within their organizations.</p> <p>With me to explore this topic are five guests and let me give you a quick overview of who we have with us today.</p> <p>Our first guest, Brian Back is the founding editor and publisher of <i>Sustainable Industries</i>, an award winning green magazine. As one of the first business journalists in the U.S. to pioneer a beat in sustainability, Brian has been a leading expert on topics such as clean energy, green building, environmental technology and other green business sectors.</p> <p>He has researched, written and spoken extensively on economic impacts and trends including the role of the media in these intersecting and rapidly evolving industries.</p> <p>Welcome to the show Brian.</p> <p>Our second guest, Heather Gadoniex is the founder of Green It Group, a change management firm focused on green business, green building and green marketing.</p> <p>For the past seven years she has been entrenched in the green business and green building market place working in both the for-profit and non-profit sectors.</p> <p>As a sustainability and marketing manager for Timbron International she incorporated a complete corporate social responsibility platform into Timbron's business model, winning two awards for their efforts in social sustainability in the Environmental Building News 2006 Top Ten Green Building Product Award.</p> <p>Welcome to the show Heather.</p> <p>Our next guest, Burton Hamner is the principal consultant and owner of Cleaner Production International LLC.</p> <p>An international consultant and trainer in sustainable business and industrial pollution prevention, Burton has 15 years of consulting and training experience for organizations such as Nike Inc., the City of Seattle, the Washington Department of Ecology, the U.S. Agency for International Development, the World Bank, the governments of Thailand and Peru, and the United Nations.</p> <p>In October 2005, he chaired the session on Clean Technology and Investment at the UN Global Summit on Sustainable Finance in New York.</p> <p>Welcome to the show Burton.</p>

Time	Speaker	Transcript
02:50	Burton Hamner	Thanks Tom it's a pleasure to be here.
02:52	Tom Floyd	<p>It's a pleasure to have you. Our fourth guest, Steve Salee, is the founder of SJS Consulting Group and is a strategist, executive coach and facilitator with over 18 years experience working with C-level executives, managers and teams at leading organizations in various fields including aerospace, media, chemicals, financial services, consumer products and consulting.</p> <p>Steve is also a sought after speaker with recent engagements at the Conference Board, the Society of Consulting Psychologists, the American Psychological Association, and the Out and Equal Summit.</p> <p>He has researched and spoken on the topic of how executive coaching can be used to support corporate sustainability and initiatives.</p> <p>Welcome to the show Steve.</p>
03:32	Steve Salee	Thanks Tom.
03:33	Tom Floyd	<p>And our last guest, Karlin Sloan is a coaching pioneer who started one of the first coaching focused consultancies in Silicon Valley in the early 1990's.</p> <p>Karlin is CEO of Karlin Sloan and Company a US based leadership development consulting firm and specializes in executive coaching, high potential leadership development programs, 360 assessment programs and sustainable leadership.</p> <p>She is the author of <i>Smarter, Faster, Better, Strategies for Effective, Enduring and Fulfilled Leadership</i> and has also authored several articles including "Are We Asking the Right Questions, Using Inquiry for Great Coaching Results," and "Green Goals, Can Protecting the Planet Be A Sound Business Practice."</p> <p>Welcome to the show Karlin.</p>
04:13	Karlin Sloan	Thank you.
04:14	Tom Floyd	<p>As usual to kick off our show, I'd like to start off with some data our research team put together to set the stage.</p> <ul style="list-style-type: none"> According to a June 7th, 2007 Time Magazine article titled "Going Green at the Office" "Several recent surveys show that workers, especially from the generation that grew up separating paper from plastic, don't want to work for big fat polluters. One-third of workers would be more inclined to work for a green company, says staffing firm Adecco USA, and more than half wish their employers would be more environmentally friendly."

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		<ul style="list-style-type: none"> ● According to an August 2nd, 2008 <i>Newsweek</i> article titled “Now Going Green Means Business” staff writer Zachary Karabell notes, “Think about it: global growth is roughly 4 percent a year, and companies have to grow well above that to be seen as healthy enterprises and attractive investments. Meanwhile, the price of oil has risen to \$130 a barrel, and the prices of raw materials such as copper, steel, cement, paper and any sort of energy have gone up three, four, five or more times in the past two years. While raw materials are usually less than 15 percent of overall expenses, those figures have been growing lately. CEOs and CFOs are feeling a new urgency to reduce costs, and energy conservation strategies have suddenly been transformed into an answer. ● In an August 16th, 2008 article from Environmental Leader.com titled “Half of U.S. Companies Going Green”, the outlet reports that: “Half (50.8%) of U.S. workers say their company has a significant initiative such as carpooling and recycling, but most report being cynical about their employer’s motivation for going green, citing the American Workplace Poll, conducted by Zogby International and released by The Marlin Company. <ul style="list-style-type: none"> ● The poll surveyed 755 U.S. workers and asked why they think companies go green. Nearly one fourth (24.1%) said companies went green to save money 22% said they did it to garner positive publicity, 17.4% cited social responsibility as the motivation, 14.1% said they did it to be politically correct, and 12.9% said that companies were going green as a way to counteract rising energy prices. ● Moreover, most workers said their employer lagged behind themselves in going green. Sixty-three percent said that they were greener than their companies. ● And 77.7% of U.S. workers said it was important for them to have an employer that was going green in a significant way. ● Finally, according to the 2000 Corporate Sustainability Employee Study published by Fresh Marketing, a Maryland-based research firm: <u>Most employees are looking for ways to put social responsibility in practice at the office.</u> However, only one-third of their businesses are taking sustainability to the heart of the firm. <ul style="list-style-type: none"> ● The study reported that 83 percent of companies have not incorporated corporate social responsibility performance into business metrics. ● In addition, 75 percent of employees say that their employers are not investing in corporate responsibility training. ● Another 50 percent believe their company is poor at communicating social and environmental concerns. <p>Well Brian I'd like to begin our conversation today with you, with a big picture question to get us started.</p> <p>In terms of the information we've shared so far, how is this information landing on you?</p> <p>Does it jive with some of your own observations and experience as well?</p>

Time	Speaker	Transcript
07?20	Brian Back	<p>Yes Tom I think it does.</p> <p>I found a lot of it very interesting and a lot of it also not very surprising.</p> <p>I think that one thing that does immediately sort of throw me off is just the expression Going Green. I feel like it's not always very well defined.</p> <p>And in different companies and organizations it means different things.</p> <p>And so it's really interesting to hear some of the surveys about the reasoning behind it.</p> <p>Certainly in terms of employee retention and employee satisfaction it's very important.</p> <p>And certainly in terms of saving money through efficiency and interoperations and energy consumption, there's abundant opportunity.</p> <p>And I think that we're just starting to scratch the surface in the business community around that.</p> <p>But when you mix the idea of going green with social responsibility and other expressions that are used a lot I think it gets a little confusing and that's one of the dangers that I see.</p> <p>And I think that it sort of hits what you've also addressed in terms of employees' cynicism about their companies motivations.</p> <p>And so when I heard you going through that I thought a lot about the importance for companies to be able to really define their story through metrics and to be able to talk about and differentiate what they're specifically doing in this realm in order to build confidence among their own stake holders and employees as well as the public at large.</p>
08:55	Tom Floyd	<p>So several questions there based on what you just shared.</p> <p>And you actually hit the nail on the head with one question I wanted to ask later in the show but I'll go ahead and ask that now.</p> <p>And you're right, Going Green is definitely an umbrella term you hear people throw around.</p> <p>From your perspective, what do most people mean when they use the phrase Going Green? What does that mean?</p>

Time	Speaker	Transcript
09:18	Brian Back	<p>I've gotten increasingly confused as more and more companies have gone toward the idea of going green.</p> <p>I think the number one sort of strategy it seems to me that companies are using for Going Green, apart from what consumers would say, the companies are probably in the realm of energy efficiency and energy conservation because that's really the low-hanging fruit, the biggest opportunity, most affordable source of energy.</p> <p>And every operation deals with that issue. And it's also become so prevalent with the price of energy and the increases that have happened of late.</p>
09:54	Tom Floyd	<p>So basically when a lot of people are using the phrase Going Green, they're getting at energy conservation.</p>
09:58	Brian Back	<p>I think they are, and I think there's also a lot of green washing going on right now and a real just sort of Going Green as a brand and a mantra without necessarily enough thought put into the core of the business model.</p> <p>So I think for those that are really pursuing it, I think energy efficiency and conservation is a very important strategy.</p> <p>And for many others I think it's a lot of thinking about brand positioning.</p>
10:25	Tom Floyd	<p>So can you speak to us a little bit about, from your perspective, about the types of green activities that corporations are starting to embrace?</p> <p>I know in some of the research our research team came up with, we saw things like electrical power from clean, renewable sources, green buildings, reusable water, reducing waste, etc. – is it things like that?</p>
10:46	Brian Back	<p>Well I think the most successful companies are the ones that are dealing with all those issues.</p> <p>And it really is a question of resource use, whether it be energy, whether it be water, and also procurement in terms of looking at your whole supply chain, who you're doing business with and figuring out the efficiencies there.</p> <p>And so I think you can't really remedy a green, going green or sustainability platform for a company or think about it without really looking at the big picture of everything that the company's doing.</p> <p>Fortunately there are a lot of very bright minds and coaches and consultants out there that can address this throughout all aspects of a company's operations.</p>

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11:34	Tom Floyd	<p>What was your reaction to the EnvironmentalLeader.com data?</p> <p>And you hit on this a little bit as well, but how did you feel about the reaction that many employees were cynical about their employer's motivation for going green?</p>
11:46	Brian Back	<p>Yes that's a funny one. I think it's very interesting.</p> <p>I think there's often the challenge of employees and the company being sort of The Man, and maybe there's just natural cynicism there to begin with.</p> <p>But I think it also probably has a lot to do with the fact that just about every company right now is proclaiming some sort of green strategy or brand whereas realistically not all of them are really doing a whole lot.</p> <p>And the ones that are really doing a whole lot I think are the ones that have been doing it for a while, some of the early adopters.</p> <p>Where you're probably going to find more employee satisfaction and I think that some of the maybe larger companies that are coming in now with their strategies aren't necessarily looking at it as holistically, don't have maybe even the luxury of doing so.</p> <p>And so when it comes to those that are just sort of branding green, I think you're going to find certainly more cynicism amongst the employees because they know, well, "maybe my employer doesn't actually walk the talk as much as they're trying to brand themselves as doing so."</p>
12:58	Karlin Sloan	<p>And Tom and Brian, this is Karlin Sloan, is it okay if I jump in here and ask a question?</p>
13:02	Tom Floyd	<p>Absolutely.</p>
13:05	Karlin Sloan	<p>So Brian I really love that you're talking about the idea that we have to connect these initiatives to every part of an organization.</p> <p>And what I'm seeing, and I'd love your comments on this, is that the organizations that hold these initiatives under corporate social responsibility have a very different outlook than the companies that are looking at this as a business strategy and house it in the divisions.</p> <p>And I'd love to hear you talk about that.</p>

Time	Speaker	Transcript
13:33	Brian Back	<p>Yes I think that's an excellent point.</p> <p>I mean you're basically distinguishing between companies that are looking at it holistically through having a very dedicated corporate social responsibility effort, perhaps an officer in the company that's overseeing that.</p> <p>As opposed to those that are maybe looking at it more on the periphery as a side business strategy, is that what you—</p>
13:54	Karlin Sloan	<p>I'm actually thinking that I've seen a lot of company who sort of relegate sustainability into this area of we have to be more socially responsible so let's talk about being green and do some initiative where we recycle paper rather than looking at it from every element of the business from supply chain to how the office runs to sourcing sustainable resources.</p> <p>So I'm excited about the organizations that are looking at it more holistically rather than looking it as philanthropy.</p>
14:26	Steve Salee	<p>Right. This is Steve Salee just to also jump in.</p> <p>I think the distinction that we're talking about here is whether or not the mandate comes from the senior leadership or is it coming from somewhere else in the organization.</p>
14:45	Brian Back	<p>I think that's an excellent point.</p> <p>I do believe that those that are the most successful are the ones that have the leadership absolutely from the top down.</p> <p>The buy-in all the way at the top.</p>
14:55	Burton Hamner	This is Burt—
14:55	Steve Salee	And also executed from the bottom up. If you look at the Wal-Mart model.

Time	Speaker	Transcript
15:00	Burton Hamner	<p>This is Burt Hamner in Seattle and when I was working with the U.S. Agency for International Development overseas, we always had this problem of how to talk to people who are from foreign countries about our objectives for clean tech and greening the business. When you're talking to somebody from Malaysia you can't even use English.</p> <p>So we had translators who had to help us out. And the way we approached it reflects what was just said, to look at and talk to the employees and find out what are the types of words that really motivate them.</p> <p>And then start working backwards from those words so the environmental performance factors.</p> <p>So for example managers, one of the things that motivates them is less and less overtime.</p> <p>And so when they start to understand that reducing waste through better efficiency and reducing problems that cause waste, means less hassle for them and less hours staying late, they respond well to that. But they don't—</p>
16:11	Tom Floyd	So —
16:11	Burton Hamner	<p>—respond to people who order them saying we're going to—we want to be green to raise our share price.</p> <p>Those are completely non-motivating concepts for people throughout the company except in the board room.</p> <p>So a big part of the whole Going Green concept is to use the concept of being green as a general umbrella that immediately changed the conversation about it into practical things that relate to people's actual jobs.</p> <p>What do you do if you're in accounting and the company is trying to go green?</p> <p>So it's actualizing the philosophy down into terms that people respond to because they think it'll make their jobs better—</p>
16:54	Tom Floyd	So it sounds like—
16:55	Heather Gadonniex	Go back to—

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16:56	Tom Floyd	<p>—Burton, on some of the things that you're saying globally is that there isn't necessarily a consistent language around what going green means and because of that, there's a need to establish a common framework there.</p> <p>And that in fact you also have to make sure from the top down that the company's motivators for doing this are in alignment with the motivations of what employees within the workforce, within that organization, are actually wanting as well.</p>
17:26	Heather Gadonniex	I'd like to go back to something—
17:27	Burton Hamner	Yes I—
17:28	Heather Gadonniex	<p>—Heather Gadonniex here. I'd like to go back to something that Karlin was speaking about earlier is looking at an organization from a piecemeal perspective versus looking at an organization in a systematic perspective and a holistic perspective.</p> <p>I think a lot of companies out there are taking this green initiative from an environmental standpoint.</p> <p>And they're not seeing the connection between the social and the environmental issues to create a full sustainability platform.</p> <p>And—</p>
17:55	Tom Floyd	So it sounds like there's a gap between—
17:57	Heather Gadonniex	Right. Exactly. There is a gap.
17:58	Tom Floyd	—the environmental piece driving it and then there's a social stigma also associated with it.
18:03	Heather Gadonniex	<p>Exactly.</p> <p>And when you really look at that organization from a systemic perspective or from a holistic perspective, that's when you really reach that full level of sustainability and go beyond the green that Brian and Karlin were speaking of earlier in the operations efficiencies or the recycling or just looking at specific environmental initiatives.</p>

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18:22	Tom Floyd	So Heather from your perspective, what do you feel that most organizations see as the business advantages of going green?
18:30	Heather Gadonniex	<p>Right now we're hearing a lot of, again, operations efficiencies, energy savings, that's definitely a key part of it.</p> <p>But more and more organizations are starting to focus on employee retention and productivity.</p> <p>Looking at how they can increase kind of the environmental awareness of their work space.</p> <p>Perhaps putting in more day lighting, perhaps utilizing more—engaging more employee programs to get their employees excited and motivate to make them more innovative. And that then adds directly to the bottom line of the organization.</p> <p>So it's not just about these operational efficiencies or about incorporating cost savings through environmental initiatives but really getting into the core of the organization and creating innovation, creating change and creating increased productivity through this ingenuity.</p>
19:19	Tom Floyd	So it's having a lot to do with change management and things like that, that's also coming down to a company's core values, embracing it as a bigger part of their company culture.
19:31	Heather Gadonniex	Definitely. But that—
19:33	Tom Floyd	Another –
19:33	Heather Gadonniex	<p>—the values and the mission revolving around some sort of aspect of sustainability or green.</p> <p>I mean it's really hard to embrace that in an organization.</p>
19:43	Tom Floyd	<p>Now another phrase I saw in a lot of the research that I thought was interesting that I wanted to ask you about Heather is green marketing.</p> <p>That seemed like another phrase we were seeing in a lot of different sources.</p> <p>What exactly is green marketing? Can you tell us a little bit more about that?</p>

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19:58	Heather Gadonniex	<p>Green marketing or green washing, whichever way you want to look at it.</p> <p>There are actual marketing guidelines and standards that need to be followed when you're embarking on a marketing campaign that you're either making marketing environmental claims or social marketing claims.</p> <p>I really think right now in the marketplace green marketing is really hard to define.</p> <p>I don't know Brian maybe you can step in on this because you are in the publishing world.</p> <p>But it seems that anything that can have a tree or a flower or have any sort of environmental messaging with it can constitute green marketing.</p>
20:42	Brian Back	<p>Yes I think the guidelines that you're referring to are the FTC marketing guidelines that just really address what you should and should not say. I don't know how it's really enforced.</p> <p>In terms of green marketing I think that part of the—there's a real problem here and there's also a real opportunity I think for companies to be able to tell their story in an authentic way.</p> <p>And as you see more and more people jumping into this green marketing arena, it gets harder to define or really kind of differentiate those that are sincere and doing a really good job and those that are just trying to capture the opportunity.</p> <p>So we're a little bit more blessed in sustainable issues, being involved in this for a long time, and I think our panel as well, to know how to separate the wheat from the chaff.</p> <p>But it's more difficult for the average consumer.</p> <p>And I think that everyone here can probably speak very easily to the idea that in terms of telling your story authentically there's one certainly taking the temperature of what others are doing, with also being able to describe it with a real foundation, with real metrics about what you're doing.</p> <p>And there's some really good green marketing firms out there that specialize in this arena that I think know how to better differentiate.</p> <p>But there's going to be a kind of an increased reckoning for green marketing.</p> <p>And it's going to become as these environmental and social issues become more and more mainstream as they have been, that there's going to be, I think, a less of a pull to do or be involved in this sort of saturation of green marketing.</p> <p>So I don't know, green marketing might have its limits but for now I think there's just the opportunity for those to really be able to stand out that can tell their story in a more authentic way by using real metrics and kind of going beyond the sort of real basic—going green, for example, there's a real interesting expression to look at.</p> <p>In looking at what is the longevity of that expression and do you want as an organization for example to be saying that you're going green, if you're not really defining it.</p>

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		<p>Because as consumers learn more and more, they're going to be asking for more and more.</p> <p>And so those that are marketing green need to be able to define it better.</p>
22:59	Heather Gadonniex	Having that -
22:59	Burton Hamner	<p>I'd like to point out too that there's an international standard that actually already exists for communicating social responsibility and going green and that's the Global Reporting Initiatives, Sustainability Reporting Guidelines.</p> <p>And those have been formalized and are now used around the world by companies that are concerned to communicate to their customers but also to their stakeholders, and importantly communicating to their own employees, how they're doing on a variety of sustainability and - - economic, social and environmental.</p> <p>And these—</p>
23:34	Brian Back	I thought it—
23:34	Tom Floyd	<p>I'm hearing the music for our first commercial break.</p> <p>Let's go ahead and go on pause.</p> <p>Stay tuned everyone, more from Insight on Coaching when we return.</p>
26:17	Tom Floyd	<ul style="list-style-type: none"> ● According to a September 2008 article in <i>Sustained Efforts</i> magazine, author Ann Pace notes that, "GE, HSBC Bank, Intel, Johnson & Johnson, Marks & Spencer, Nike, Patagonia, Starbucks, Timberland, Unilever, and Wal-Mart are companies ranked by employees as leaders in sustainability. They exemplify the concept that sustainability must be a core strategy toward which all employees and business processes work." ● Wal-Mart creates "sustainable value networks"-processes outlining how to achieve sustainability in areas such as greenhouse gas, alternative fuels, and waste to help integrate sustainable practices into all parts of the business. ● Regarding its core values, Unilever states, "The long-term growth and success of our business goes hand in hand with ensuring a sustainable future for the planet and its people." ● Computer component manufacturer Intel provides a forum to be a part of the sustainability discussion on its corporate responsibility blog. ● According to a February 11th, 2008 <i>BusinessWeek</i> article, at the recent World Economic Forum's annual meeting in Switzerland, a group of top guns at leading technology companies, including Microsoft co-founder Bill Gates,

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		<p>Dell founder and CEO Michael Dell, Cisco Systems CEO John Chambers, and Intel Chairman Craig Barrett, met to talk about the possibility of coordinating their efforts to pursue more sustainable practices.</p> <ul style="list-style-type: none"> ● Subsequently, Hewlett-Packard announced it had surpassed its goals for recycling e-waste: Globally, it recycled nearly 250 million pounds of hardware and print cartridges in 2007—a 50% increase over the previous year. And it announced a new goal: to reuse 2 billion pounds of products by the end of 2010. ● These recent examples of public steps by major corporations—surely in part marketing moves to seem committed to taking action in terms of 'green' practices and policies—align with some of the key points in three recent reports, published by leading research and management consulting firms Forrester Research, Gartner, and McKinsey, which highlight the costs and savings possible from implementing green strategies— and ultimately reducing greenhouse gas emissions. ● Most employees want more education and resources on corporate sustainability since only 1 in 10 feel completely prepared. ● Finally, this going back to the June 7th, 2007 <i>Time</i> Magazine article we referenced earlier titled “Going Green at the Office” “Employers' growing demand for green office space is beginning to change the landscape. In the past, commercial builders weren't motivated to, say, install solar panels because paying for electricity is the tenant's problem. But Karl Stump, leader of office projects for architects RTKL in Miami, says that has changed over the past two years as renters have begun choosing sites specifically for their green features. "Builders are realizing that if they build green, they can lease faster--and that's cash," he says.
30:27	Tom Floyd	<p>Well a lot of good information there to get us started. I certainly have a lot of questions for this segment of our show. First question to kick us off and Burton, I'd like to direct this question to you.</p> <p>In general, for a company who would like to become more environmentally responsible and more green so to speak, where should they start?</p>
30:53	Burton Hamner	<p>With the money.</p>
30:56	Burton Hamner	<p>—the reason is most companies that we've worked with, and I'm talking about 100's now in many countries, most of them vastly underestimate how much money it's costing them to not be green.</p> <p>We know that for every \$1 you can account for in waste, there's probably \$3 to \$4 of unaccounted for costs that are hiding in the overhead.</p> <p>And so a lot of the time the management just doesn't understand how big a problem it is, certainly crises like the modern energy crisis is changing that a bit.</p> <p>But it's very difficult for people to start really thing about the cost of waste and</p>

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		<p>pollution. So when we start working with companies, we want to see one person right away and that's the accountant.</p> <p>Because we get into really nuts and bolts with these guys doing process mapping, talking to the employees, identifying tasks related for example of handling garbage.</p> <p>And we start doing inventories of costs and mapping it out and all of a sudden people are realizing that the garbage bill is not what it says on the bill.</p> <p>It's five times what it says on the bill.</p> <p>Right away people start becoming concerned from an accounting and process management perspective that they don't have the right data.</p> <p>And that's a big motivator for people especially up in the executive room. They don't like realizing that they don't have good data.</p> <p>So I think that a very important part of any coaching process is to make sure you're coaching the right people so they have the tools. And that begins with making sure everybody has accurate information about what's the cost of not going green.</p> <p>And I think from there you have a much better discussion because you can relate those costs directly to the income statement and the balance sheet of the company.</p> <p>And those are the things that the executives look at. They want to see if we do this, how's it going to impact this line on the budget or on the balance sheet or on the income statement.</p> <p>And if you can show them the way that being green translates into sustainable financial performance line by line through the financial statements, you have a very powerful tool.</p> <p>If you don't begin with that process you have a very difficult time in generating the performance measure</p> <p>s and quantitative info that anybody needs to really improve sustaining.</p>
33:14	Tom Floyd	<p>So we're also looking at the bottom line, really coming up with a financial business case for doing this.</p> <p>Are there other factors going on in the economy today and in the world, things like higher prices for oil and raw materials, are factors like that also going to start affecting or driving global corporations and countries for that matter to become more environmentally responsible as well?</p>

Time	Speaker	Transcript
33:41	Burton Hamner	<p>Well certainly we see in our international work that the supply chain issue is becoming a big driver.</p> <p>You mentioned global corporations. And the most important role that they have besides cutting down their own wasteful emissions and practices is going down through their supply chains to work with their suppliers to help them.</p> <p>For example, Nike worked with its suppliers of shoes in Indonesia to try to reduce waste and pollution from the chemicals in the glues that are used in assembling shoes.</p> <p>But the Indonesian guys, the Indonesian companies really are just assemblers of shoes.</p> <p>But the issue became the chemical composition of the glue itself, so Nike had to work with chemical suppliers in Germany to invent a new water-based glue.</p> <p>And when that happened that new adhesive started getting out into the marketplace and started transforming the quality of work in companies all over the country and all over the world that are assembling shoes because they eliminated the hazardous vapors coming off of these solvent based chemicals. People could breathe and didn't have these nasty fumes in their face.</p> <p>So that's a good example of how one drive by one international company can really have a huge effect on environmental performance throughout an industry.</p> <p>And so I think the role of very large companies is different from the role of very small ones. The very large companies have a much bigger obligation to try to work with their supply chain because they actually have leverage.</p> <p>Whereas if you're the little guy down in Indonesia or in Brooklyn or in Pomona, you're not able to influence your supply chain. You're a price taker not a price giver.</p> <p>So I think it's a very valuable thing besides talking with the accounting and the financial side of things. Really work on purchasing and look at the way you bring things in and you manage products through their whole life cycle, from the moment it hits your dock to the moment it goes away.</p> <p>And following the trail of this material through the whole business ends up involving a lot of people in the company. And that's really what you want.</p> <p>So this life cycle management approach really is a good integrating tool for helping people understand the impacts they're really having.</p>

Time	Speaker	Transcript
35:45	Tom Floyd	<p>Are government regulations and things like that also going to start to put more pressure on everyone throughout the supply chain to become more socially responsible? That question is for everyone.</p> <p>I just dug through my research here because as soon as you said looking at the entire product life cycle, I realized that we had stumbled across something from IBM, it was a press release actually, and it said that IBM is now offering environmental product life cycle management to help clients make their products more eco-friendly from development and manufacturing through delivery and use to end of life reclamation and recycling.</p> <p>And IBM is branding this as Green Sigma, combining its CSR Consulting service with the Six Sigma processes and applying that to energy and water usage.</p> <p>So it's really interesting that you bring that up. I had that in my head from reading that.</p> <p>So what you're saying is that a lot of companies, globally, are starting to look at the entire product life cycle, not just including themselves, also including their suppliers and those that they rely on.</p> <p>Going back to the main question I have for all of you as a group, what role are government regulations and things like that going to start playing in all of this too?</p>
37:21	Brian Back	<p>Hi this is Brian. I think the regulations—I think Burt made a lot of excellent points and a lot of the innovations that are happening by some of these large Fortune 500 companies are really not compelled at all by regulation but more compelled by opportunity and innovation.</p> <p>And I don't think regulation is really playing a major role and consideration at this point in the evolution of green business with the exception of, I think, the expectation of some major carbon legislation in the United States coming down the pipeline with the change-over and the political guard this fall.</p> <p>And so I think that it's really motivated a lot by innovation. And I think that's really encouraging when you see some of the differences that these companies are doing and talking about supply chains, for example, when Wal-Mart tells its suppliers to do something they have to do it or else they're not going to be able to do business with Wal-Mart.</p> <p>And so the impacts of that are tremendous in the large companies.</p> <p>And then in the smaller companies too, when you mentioned in the list in one of the articles the various innovators, all of which I think are very much these innovators, in corporate responsibility and environmental innovation.</p> <p>But the difference between what the Fortune 500 company can do and what a privately held company can do is also worth looking at as well.</p> <p>The larger companies that are out in front are usually able to look beyond the quarterly returns. And I think that there's challenges for a lot of the other public companies to be able to innovate beyond—I think that when you're looking at these large companies, they're often motivated a lot more by immediate financial returns as</p>

Time	Speaker	Transcript
		<p>opposed to regulation because there isn't quite the—what they're doing is going well, well beyond regulation.</p>
39:14	Karin Sloan	<p>Yes and I'd like to say—this is Karin, and I'd like to say that it is different in the US.</p> <p>In the EU, regulatory pressure is different. And so we have clients who are addressing the fact that they have different standards that they're going to have to deal with, with distributing their products and labeling their products in the EU versus the US because of regulation there that we don't have.</p> <p>But I think it's so exciting what you're talking about with Wal-Mart looking at their suppliers and sort of shifting their focus to helping their suppliers to innovate and pushing it from a bottom line perspective is really making a huge difference.</p> <p>And we have clients who are not normally focused on issues of sustainability shall we say who have really shifted their focus completely because they're being asked to do so by Wal-Mart.</p> <p>So it's very exciting stuff.</p>
40:11	Heather Gadonniex	<p>Yes I see that a lot too. This is Heather.</p> <p>And I deal with a lot of product manufacturers in my organization. And we're seeing a lot of manufacturers that have to comply with European regulations just building that regulatory model into their product model or into their business model.</p> <p>So sometimes they're not even touting in their marketing that they're complying with higher regulatory standards than are found in the States, or higher regulatory standards that they're complying with in Europe and America but they still are building that into their models.</p> <p>It's very encouraging to see how those legislative impacts of other countries and other areas of the world affect things in general.</p>
40:55	Tom Floyd	<p>Another question for all of you in terms of how companies can really get started in driving more initiatives like this, and really making a difference.</p> <p>I believe in the first part of our segment somebody had brought up corporate responsibility initiatives.</p> <p>Can all of you speak to us a little bit more about corporate responsibility initiatives?</p> <p>So for organizations who might not have them, how are they formed, who drives them, what are some of the types of programs that are typically included within those initiatives, things like that?</p>

Time	Speaker	Transcript
41:26	Karlin Sloan	<p>This is Karlin. And Burt really said the real deal which is it starts with the money. And rather than talking about responsibility I think Lee Scott with Wal-Mart really made a very interesting play when he did a sort of go to the moon speech about we're going to be carbon neutral in five years. Not knowing how they would achieve that or if they could achieve that but sort of forcing the innovation.</p> <p>So I think that's an interesting way to look at one starting point that's about here's what we're going to do.</p> <p>The leader gives the message and the thing behind that is really looking at the money first.</p>
42:10	Tom Floyd	<p>Who are the best groups or people to champion these initiatives?</p> <p>When starting a corporate responsibly initiative from scratch, who's the best champion to have behind it?</p> <p>Is it the CEO? Is it a VP?</p> <p>Is it coming from the ground up, as Steve had mentioned earlier?</p>
42:27	Burton Hamner	<p>This is Burt. I want to throw a little twist into this.</p> <p>If you want to talk about who should start, talk about the people who handle problems.</p> <p>The people that, for example, are the janitors in the building because they're the ones that are in there finding out all the time that people are throwing away stuff that's really valuable.</p> <p>We too—we like to start off with dumpster dives in small—</p>
42:52	Tom Floyd	I like that.
42:52	Burton Hamner	—believe me it's a big deal. I've spend 15 minutes with a leading manufacturing company here in Seattle about 2 years ago looking at their dumpsters. And as a consequence they saved \$70,000 a year.—
43:06	Tom Floyd	Wow.

Time	Speaker	Transcript
43:06	Burton Hamner	<p>They were rationalizing what they were doing with the waste.</p> <p>And the thing about this visit, nobody in the C-suite, none of the executive managers, nobody wants to go dumpster diving, it's gross.</p> <p>Until you do it, and you discover that it indicates vast amounts of operational problems in your business.</p> <p>So when you talk about getting started, focus on the money and the data too but bring in the people who actually can represent the problem itself.</p> <p>The people that handle the water. The people that handle the electricity.</p> <p>And let them start having a dialog with the people who need the electricity and who need the water and who generate the waste because often we just—let's say, you're working on a small production line. You put stuff in the garbage bin. It goes away. It's now somebody else's problem.</p> <p>You can start a dialog within the company, within any organization by really looking at the chain of the way things happen and bringing everybody together for a discussion about it.</p> <p>Because it helps people get out of their silos and start thinking upstream and downstream.</p> <p>And I don't think it works if you just start off with a leadership initiative because they you've got the top people talking at the bottom.</p> <p>And that doesn't work very well.</p>
44:15	Steve Salee	This is Steve.
44:15	Burton Hamner	It's better to start. Sorry go ahead.

Time	Speaker	Transcript
44:16	Steve Salee	<p>This is Steve. Just to add to that I think you need to start where you can get in. And sometimes it will be with the janitors and sometimes it will be with the CEO.</p> <p>And sometimes it will be with the organization's foundation if they have one where they're pursuing more traditional corporate social responsibility initiatives.</p> <p>But to start where you can and with a champion in the organization and then like you said Burt, work you way up and down the organization.</p> <p>You need to function at a grass roots level to get people engaged and excited.</p> <p>Wal-Mart's been very successful at that. You also need senior leaders. You need, like Karlin said, you need a Lee Scott to have a big, hairy, audacious goal of carbon neutrality in five years so that you're setting a standard for the organization.</p> <p>Something that's inspiring for the employees to follow.</p>
45:22	Tom Floyd	<p>I hate to cut you off. I'm hearing the music for our next commercial break.</p> <p>Let's go ahead on pause again.</p> <p>Stay tuned everyone. More Insight on Coaching when we return.</p>
48:14	Tom Floyd	<p>Welcome back to Insight on Coaching. I'm Tom Floyd.</p> <p>Today the topic is Going Green, Coaching for Social Responsibility.</p> <p>With me are Brian Back, Heather Gadonniex, Burton Hamner, Steve Salee and Karlin Sloan.</p> <p>Well in the last segment of our show I'd like to focus more on the work that coaches are doing with organizations to help them become more socially responsible and if it's helping them in some of their going green efforts.</p> <p>One quick piece of data to set the stage.</p> <ul style="list-style-type: none"> ● According to an August 2nd 2008 <i>Newsweek</i> article titled "Now Going Green Means Business" staff writer Zachary Karabell notes, "For any company with a supply chain, if they want to continue being profitable, they have to reduce their carbon footprint." ● Other factors are also hastening the trend. Recent studies by analytical groups such as Innovest Strategic Value Advisors of New York have indicated that companies that score well on various environmental metrics also demonstrate above-average return on investment and stock performance. Other research done by groups such as KLD Research has drawn a connection between how capable and innovative a management team is and how ecofriendly its business is. ● Innovative management teams are one step ahead of the competition and think strategically about the next wave. ● In short, environmental concerns have suddenly emerged as a dominant

Time	Speaker	Transcript
		<p>driver of global corporations, marrying an old impulse to be good stewards of the planet with an equally ancient desire to make money.</p> <p>Steve, I definitely would like to start with you for our last segment here.</p> <p>If we talk specifically about coaches and how they're helping, what role are coaches playing in helping companies become more socially responsible and environmentally conscious?</p>
50:00	Steve Salee	<p>Well I think it runs a gamut, Tom. And it is everything from working with senior executives to helping implement the big, hairy, audacious goals like we talked about before, like the Lee Scott type of goal or a Ray Anderson from Interface, which is a carpet manufacturing company who said our goal is to take nothing from the earth by 2020.</p> <p>It's working across these—it's leadership and it's also working with mid-level managers to help them implement some of the initiatives.</p> <p>And also to create powerful stories and tell those stories to the rest of an organization.</p> <p>Because like we discussed before this is really about change management.</p> <p>This is really about creating an impulse to change and a sustained commitment to change in the way that we behave in the workplace.</p>
50:59	Tom Floyd	<p>So it's actually involving coaches in the change management process, so if you were even thinking of a change management activity like a stakeholder analysis or something like that.</p> <p>The coach could be facilitating conversations with executives, with mid-level managers, with individual contributors further down, really to help drive the overall messaging and movement and overcoming any resistance and things like that?</p>
51:22	Steve Salee	<p>Yes, it's facilitating those conversations and it's also going through a process of what I call context driven improvement which is helping individuals in their day to day, to make changes in the way that they operate in their roles with their colleagues, in executing their jobs to create better efficiencies interpersonally and better efficiencies functionally in their jobs.</p>
51:52	Tom Floyd	<p>Karlin what would you add?</p>

Time	Speaker	Transcript
51:54	Karlin Sloan	<p>I really like what you're saying actually.</p> <p>I think I would agree with everything there.</p> <p>And I would say that one of the things that I see a lot of it helping people to really frame up the issue of sustainability in a way that people in their organization can hear it.</p> <p>That's part of this influence piece.</p> <p>And it really is about surviving in the long term. And if you look at where we are right now, today, September '08 in our economy, in the US we're crashing and burning here. And so—</p>
52:27	Steve Salee	As we speak.
52:27	Karlin Sloan	<p>—sustainability means something more than the environment.</p> <p>It really means how do we survive in the long term and how are our organizations going to be viable.</p> <p>I don't know if I interrupted you Steve, were you going to say something?</p>
52:40	Steve Salee	No, no. I was just thinking we were crashing and burning as we speak.
52:44	Karlin Sloan	Yes.
52:44	Steve Salee	Karlin what does it mean—
52:46	Karlin Sloan	Yes. And so it's a really—
52:46	Steve Salee	—you mentioned earlier which I think is—
52:49	Karlin Sloan	—so it's really a critical time and I think that—
52:50	Steve Salee	—go ahead.

Time	Speaker	Transcript
52:50	Karin Sloan	<p>—bringing people back to what's the baseline. How are our organizations going to survive in the long term?</p> <p>And viability right now is going to mean becoming much more sustainable ecologically with your people, with your processes.</p> <p>We're moving into an economy that's going to depend on our sustainability.</p>
53:14	Tom Floyd	<p>Unfortunately I'm going to have to cut us off on that note.</p> <p>But believe it or not we are at the end of our show today.</p> <p>I feel a lot of follow-up shows coming on as a result of this. There's just so many more things on this topic still to cover.</p> <p>But huge thank you's to the five of you for joining us today.</p> <p>And as always, a huge thank you to our listeners as well.</p> <p>For more information about our show you can look us up on the Voice of America Business Channel of course.</p> <p>You can visit our website at www.ieconsulting.biz.</p> <p>You can also always feel free to drop me an e-mail at tfloyd@ieconsulting.biz as well.</p> <p>And don't forget you can download our show through Apple iTunes as well.</p> <p>Just open up iTunes, go to the iTunes Store, click podcasts on the left side of the screen, and just enter Insight on Coaching in the search field.</p> <p>Thanks again everyone. We'll see you next week.</p>