



UNIVERSITY OF
GLOUCESTERSHIRE
at Cheltenham and Gloucester

Leadership for Sustainability: winning teams, sound practice, strong signals

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Sustainability versus 'environmental issues' in 1995





Seven Principles for the 'leisure industries' in 1994

1. The environment has intrinsic value which outweighs its value as a leisure asset. Its enjoyment by future generations and its long term survival must not be prejudiced by short-term considerations
2. Leisure should be recognised as a positive activity with the potential to benefit the environment as well as the participant



3. The relationship between leisure and the environment must be managed such that the environment is sustainable in the long term. Leisure must not be allowed to damage the resource, prejudice its future enjoyment or bring unacceptable impacts
4. Leisure activities should respect the scale, nature and character of the place in which they are sited
5. In any location, harmony must be sought between the needs of visitors and those of local communities



6. In a dynamic world, some change is inevitable and can often be beneficial, but adaptation to change should not be at the expense of these principles
7. All those involved in leisure – the industry, local authorities, environmental agencies and participants – have a duty to work together to achieve their realisation in practice

UK Department of the Environment, 1994



What is sustainability?

Definitions of sustainable development go back to the early 1970"s. Many organisations support the definition of sustainable development as proposed by the Brundtland Report (WCED, 1987)

“development which meets the needs of the present without compromising the ability of future generations to meet their own needs”



“The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations...

...for the UK Government and the Devolved Administrations, that goal will be pursued in an integrated way through a sustainable, innovative and productive economy that delivers **high levels of employment**; and **a just society that promotes social inclusion, sustainable communities and personal wellbeing**. This will be done in ways that protect and enhance the physical and natural environment, and use resources and energy as efficiently as possible.”

Sustainable Development Commission, 2007

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Definition continued..

Sustainable development is recognised internationally and by the UK Government as having four main components, namely

- Social progress which recognises the needs of everyone
- Effective protection of the environment
- Prudent use of natural resources
- Maintenance of high and stable levels of economic growth and employment



Environment or sustainable development?

- In the 1990"s the discussions were all about minimising the impact of organisations on „the (natural) environment“
- Now the discussion has moved on to „sustainability“, with wider implications including social justice, economic sustainability and technical inputs



What do other organisations say about sustainability?

„...underpins each of the University of Gloucestershire’s strategic priorities and informs all elements of University life. The University promotes sustainable development, locally and globally, through teaching, research, knowledge transfer and the general conduct of its business...”

What does your car say about you?

<http://www.youtube.com/watch?v=NOr6EFoXZMk>



Institutional change

- Leadership for sustainability is about the process of managing change within an organisation
- Does your organisation need to do anything about sustainability?
- Can your organisation do anything about sustainability?
- The hospitality industries remain one of the largest employers, consumers of resources, disposers of waste, and producers of emissions, of any businesses. They are vulnerable to pressures



The institutional background to change

- Get your university's group together
- Imagine you are the leader of the hospitality team for the university
- How do you move to securing more sustainable practice?
- You have five minutes to draft some ideas, one per „post it“, then sort them into a sequence



Modelling Institutional Change – Simple models 1

1. Initiation

Structure, clarity, advocacy, champions, understanding

2. Implementation

Responsibility, empowerment, pressure, Faculty development

3. Institutionalisation

Embedding, organisational, strength, spread, facilitation

In Hopkins, 2002



Modelling Institutional Change – Simple models 2

The Four Factors for Success

1. Pressure for change
2. A clear, shared vision
3. Capacity for change
4. Action

UK Government Office for the South West, 2004

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Modelling Institutional Change – Simple models 3

Appreciative Enquiry Approach

1. Appreciating and valuing the best of „what is“
2. Envisioning „what might be“
3. Dialoguing „what should be“
4. Innovating „what will be“

Hammond, 1998

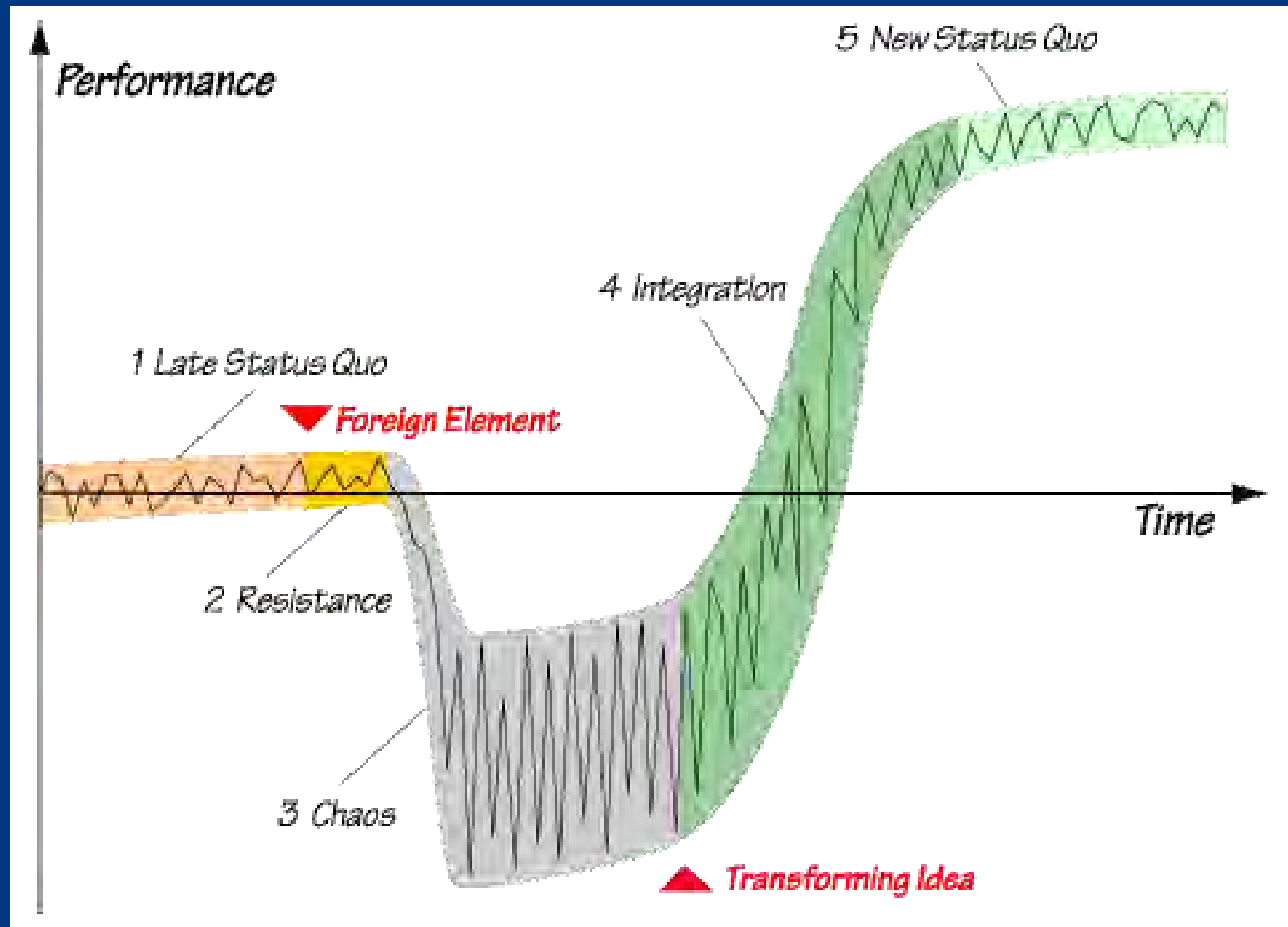


Modelling Institutional Change – Simple models 4

- Staff
- Style
- Systems
- Strategy
- Structure
- Skills
- Super-ordinate goals

McKinsey, 2002

Another simple change model





Models of change according to Trowler et al, 2003

- Technical-rational
- Resource allocation
- Diffusionist:epidemiological
- Kai Zen or continuous quality improvement
- Models using complexity



Kotter's Eight Stages of Change

1. Establishing a sense of urgency
2. Creating a guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

Kotter, 1995

The Ladder of Divine Ascent metaphor

St. John Climacus's text explains the „journey to Heaven“ as involving many challenging steps. The icon shows monks on the ladder, demons trying to pull them off, the mouth of Hades swallowing up those who have fallen off, the angels lamenting over those who have fallen, and people on the earth praying for those on the ladder. Christ is depicted at the top of the ladder, waiting for the successful ones to enter His holy Kingdom.





Establishing an initial sense of urgency

Need for compliance with legislation (e.g. on waste) for fear of prosecution

Personal interest of CEO or shareholders

You have a personal interest in this area

Able graduates are differentially attracted to companies with good Corporate Social Responsibility records

Regional Development Agency has an interest in 'environmental issues'

You need a 'unique selling point', to maximise sales

Your company has good practice to share with others

Your company will be left behind as others move ahead

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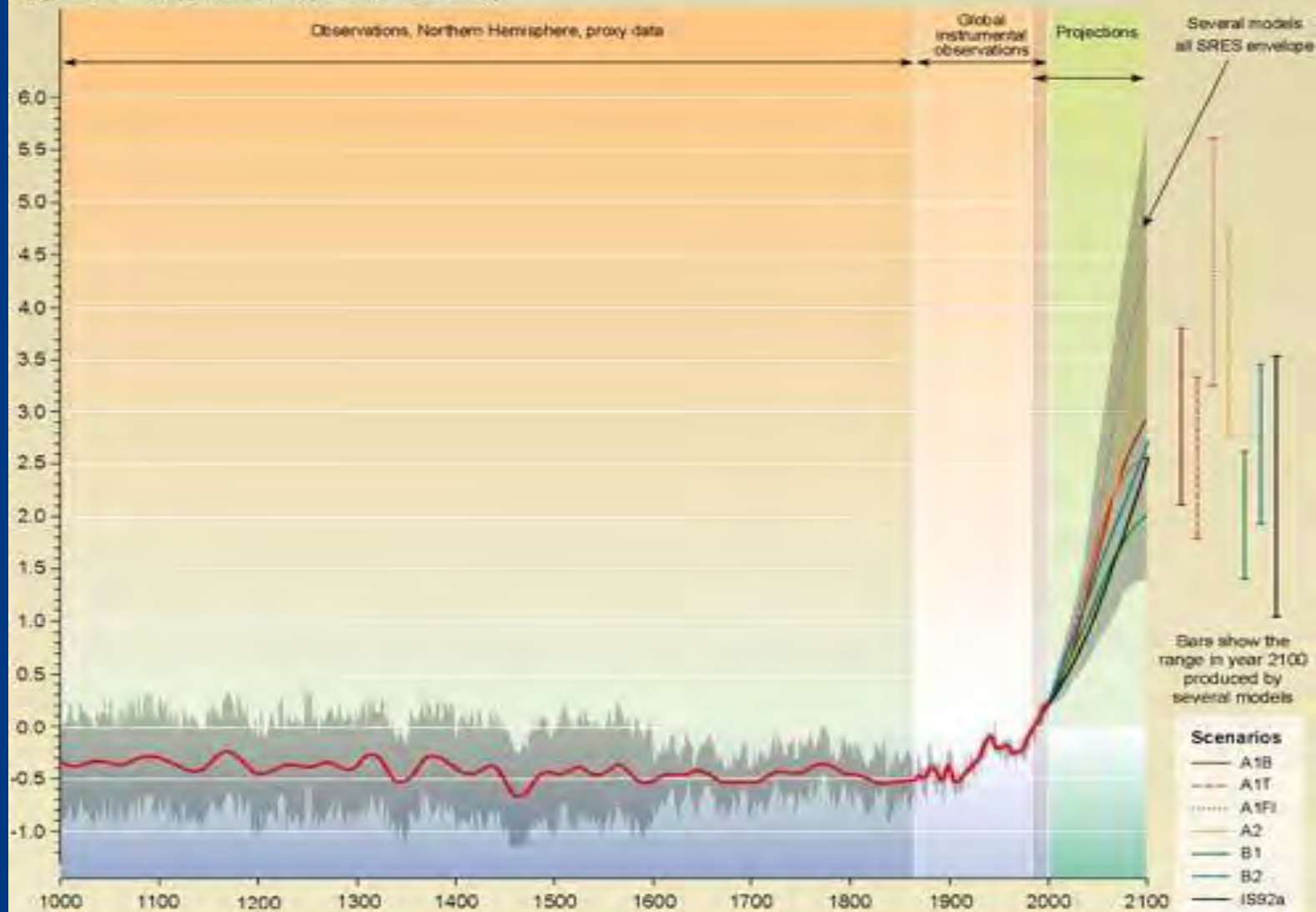


Is it urgent?

- The Stern Review according to PM Tony Blair was the most significant review in his premiership. It addressed the economic issues of climate change.
- The new Climate Change Bill coming to the UK Parliament proposes a 60% limitation on carbon emissions by 2050, but even this is not sufficient according to the latest science. 80% cut is required to limit temperature rise to 2°C.
- The Bill proposes 3% p.a. reduction target
- „Contraction and convergence“, and human rights

Variations of the Earth's surface temperature: year 1000 to year 2100

Departures in temperature in °C (from the 1990 value)





Do they practice what they preach?

- Government departments are not on track to meet the carbon reduction target of 12.5% by 2010 and have increased waste by 20,000 tonnes since last year. Recycling, however, has risen by 8% across the government estate.



Creating a guiding coalition

- Putting together the best people for your team, regardless of their roles
- Representing all areas of the business, front of house, manual and managerial, including public relations

Creating a Team

Wearside Dogs



Developing a vision and strategy

- Wide ranging aspirations embracing all areas of the organisation's practice
- Multiple goals and targets
- Initially „environmental“ goals, and latterly „sustainability“ goals
- Evidence-based practice
- Involving all staff and customers as collaborators



CenterParcs

- Without doubt, Center Parcs is a flagship, within the leisure industry, for its environmental philosophy, policy and practice. Their contribution to wildlife conservation is impressive, their present commitment unparalleled and their future potential immeasurable.

Dr David Sheppard, English Nature



Center Parcs' Vision

„As a business we recognise that the nature of what we do at Center Parcs impacts on the environment through our day to day activities, the development of our villages and the extension of our influence into the wider community...Center Parcs will take a determined approach to continually improving its performance in:

- Nature and biodiversity
- Climate change
- Natural resources
- Recognition
- Communication and engagement”



Communicating the change vision

- Using every vehicle possible to communicate the new vision and strategies (every trick in the book)
- Appropriate staff development for all, including staff induction
- Motivating and inspiring; going for challenging targets
- Mixture of „top down“ and „bottom up“ initiatives
- Try to be consistent in approach

Aviation is bad for the environment

Aviation is bad for the environment

Aviation is bad for the environment

Aviation is bad for the environment

Aviation is bad for the environment

Aviation is bad for the environment

Aviation is bad for the environment



Empowering broad-based action

- Getting rid of obstacles, including maverick ideas (“well, of course this doesn’t apply to me/our restaurant/my area of responsibility”)
- Challenging structures and pushing the boundaries, including company policy, and asking „why?”
- Recognising immovable objects and circumventing them
- Regular staff development, and involving staff in review and decisions

Generating short term wins

- Media interest in environmental „stories“
- There are „prizes“ to be had, for example Fairtrade status for your organisation
- Reward employees for their suggestions
- Start competitions in the company





Consolidating gains and producing more change

- Identifying ISO14001 as the vehicle for maintaining progress

Hospitable Climates is a partnership programme between the Hotel and Catering International Management Association and the Carbon Trust. It will help to show the rest of the country that the hospitality industry is 'doing our bit' for the environment.

Climate Change and Energy Efficiency



"Climate change is perhaps the greatest environmental threat facing the world today. Tackling it is an enormous challenge - we all need to play a part and the active involvement of business is vital. The hospitality industry's positive approach demonstrates a real commitment to energy efficiency and cutting emissions. I urge every hotel and catering business in the country to sign up."

[Michael Meacher]



BS14001 Environmental Management Standard

- Accreditation undertaken by the British Standards Institute
- ISO14001 intended to provide a framework for targets, responsibility and accountability, plus a driver for continuous improvement
- ENVOY electronic assessment „tod“ utilised for subsequent management



Anchoring new approaches in the culture

- Making it automatic
- Ensuring continuous updating of staff expertise

8. Anchoring new approaches in the culture
7. Consolidating gains and producing more change
6. Generating short term wins
5. Empowering broad-based action
4. Communicating the change vision
3. Developing a vision and strategy
2. Creating a guiding coalition
1. Establishing a sense of urgency



Models of change

- Change is highly complex, not linear, but can be steered to some degree
- Many changes occur concurrently, change breeds change
- Change can be developmental or emergent
- We shift rapidly and dynamically between states
- Goals are adjusted and we move towards a new goal without achieving the first
- No end point can be defined



Models using complexity

- Indeterminate systems, hence outcomes are not predictable. Can create likely conditions for change
- No locus of power; „power is“. System not directly controllable but open to indirect influence
- Multiple small changes provide suitable conditions for change
- Over-optimal supply of „tools“ required
- Change champions are organic, intellectual and skilled in praxis and creating affordances

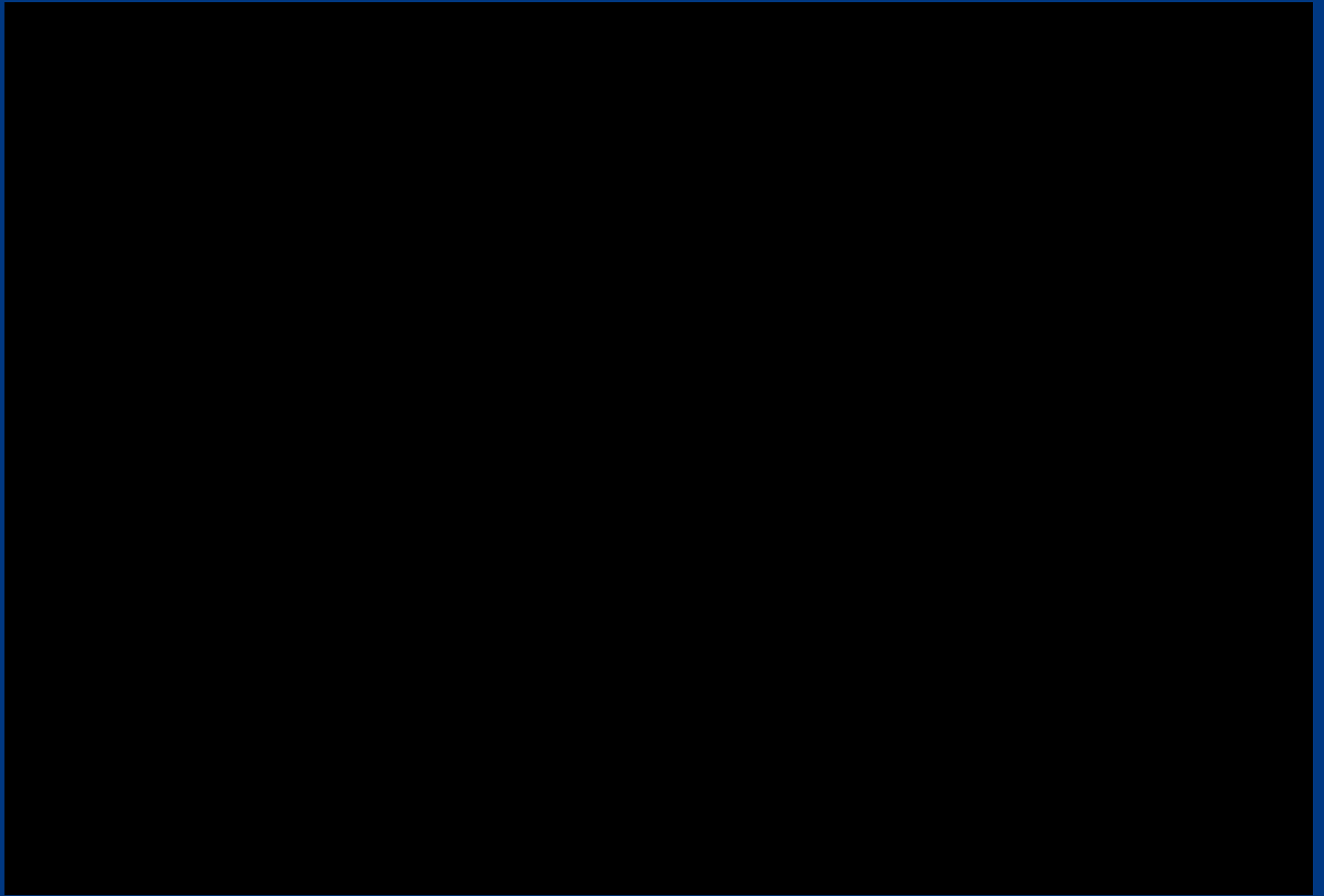
Trowler, Saunders and Knight, 2003

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Dreamtime as a metaphor of change?

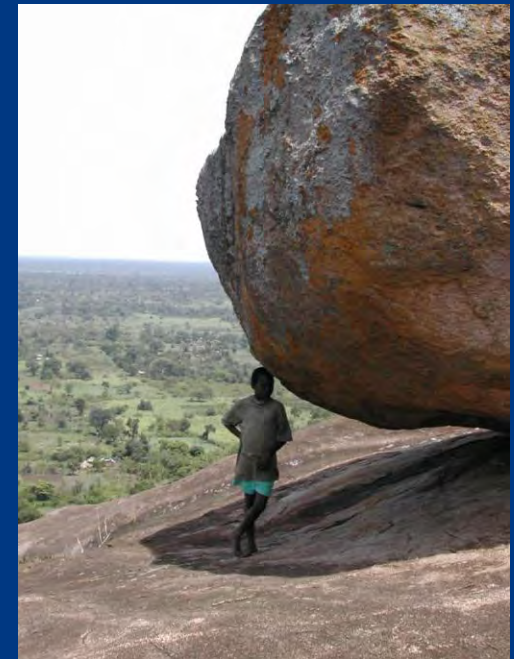






Please look at our website
<http://www.glos.ac.uk/sustainability/index.cfm>

„Making a difference“



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