

Building Environmental Leadership

Why leaders, not managers?

Managers: Plan & budget, organize & staff, control & problem solve
Managers produce predictability & order

Leaders: Establish direction (vision), align people & communicate, motivate & inspire
Leaders produce change

Clearly we need BOTH leaders and managers

To effectively lead an organization through change you need:

1. To overcome inertia and complacency with sense or urgency
2. A clear vision of where you're headed. No vision = no direction.
3. A guiding coalition of senior leaders. No stagnation at the top.
4. Collect some easy and early victories. Consolidate gains, evaluate, move forward.
5. Work to embed the change in your corporate culture.

How do we "embed change in the culture?"

By how these questions are answered:

"Why do we...?"

What do we reward?

What do we punish?

Who do we promote?

How do we handle bad news?

Reasons we fail at implementing change:

1. No vision or sense of urgency
2. Senior leaders don't buy in.
3. Under-communicating
 - We under-communicate by a factor of 10 ... or even 100
 - Figure out how to get the message from top to bottom in the organization
 - Remember: "perception IS reality."

4. Allowing obstacles to block progress. You anticipated obstacles at the outset ... when you bump into one, remember, you knew it was coming ... don't allow it to become an excuse for not achieving your vision.

Ten things you can do to get you boss directly involved as an environmental leader

- 1. Set up a meeting for your boss with top regulators (to review plans, issues of mutual concern, etc)**
- 2. Arrange a tour, or visit by dignitaries, especially members of Congress, Senators.**
- 3. Win an environmental award ... get the boss's picture in the paper.**
- 4. Bad press. A good motivator to get the boss directly involved. May be worth taking a little heat to focus boss's attention.**
- 5. Good press ... not as painful as bad press ... may not be as effective either. But if the boss gets the credit, he/she will likely want to learn more about how they did it.**
- 6. Make a direct appeal. Don't bring problems to the boss ... bring solutions. Know your stuff. Do your homework.**
- 7. Use the budget process. Show the boss how to achieve "cost avoidance" by making "investments" in environmental programs.**
- 8. Pressure from above is sometimes a good thing ... maybe you can arrange for your boss to get some pressure from his/her boss.**
- 9. Present a comprehensive plan to the boss for approval ... then turn it into the "boss's plan." It's amazing what you can accomplish when you don't worry about who gets credit.**
- 10. Sign up your boss to give a speech!**

You learn to be a leader by being one.