Table 11.2 Framework for Sustainable Culture Change Management

Cycle	Process	Best Practice
Plan	Define strategic sustainability vision. Identify material issues. Demonstrate alignment with core business mission. Create organizational framework. Identify stakeholders and plan engagement. Select impactful programs & projects. Select a place to begin.	Engage the C-suite. Engage stakeholders in the planning process. Develop long-term goals. Incorporate sustainability goals into core business goals. Create a cross-functional steering committee. Identify sustainability projects. Develop a sustainability project plan. Select pilot programs.
Do	Engage leadership & employees. Communicate the sustainability program. Align corporate incentives. Encourage sustainable thinking. Encourage discussion with stakeholders. Align internal & external messaging.	Reorganize to support sustainability change. Host senior management roundtables. Communicate impacts on products, processes, & employees. Create & empower teams. Utilize champions to act as influencers on managers & employees. Use targeted & frequent communications. Incorporate sustainability goals into performance scorecard. Align compensation & incentives. Create contests, awards, & recognition programs. Encourage personal sustainability plans. Create affinity groups to build employee morale, collaboration, & communication.
Check	Establish a baseline. Engage in internal stakeholder dialogue. Measure & report on metrics and key performance indicators. Conduct tollgate reviews.	Make sustainability progress reports & data available to all stakeholders. Establish steering committee review of program & projects. Conduct employee survey on sustainability culture. Hold cross-functional stakeholder roundtables. Encourage employee feedback through your intranet via chat forum & electronic suggestion box.
Act	Gather feedback to improve program & project performance. Scale change. Identify barriers. Assess need for organizational change. Determine development requirements for knowledge and skills.	Encourage feedback through surveys, suggestion boxes, & intranet polling. Monitor chat forums—Twitter, Facebook, Yammer. Debrief cross-functional teams for lessons learned. Gather lessons learned. Steering committee review for portfolio standards.
Repeat	Share lessons learned & best practices. Modify portfolio component plans. Expand scope & scale.	Scale pilot programs. Restructure organization. Develop education & training programs. Engage more leaders, employees, & other stakeholders. Communicate best practices.