



# Organisational Change Management for Corporate Sustainability

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# CS Voluntary Initiatives (1)

- From the 1970s until the late 1990s, such corporate initiatives evolved from purely **'end-of-pipe' solutions** (Porter & van der Linde, 1995; Sarkis & Cordeiro, 2001) towards **whole-system approaches**, by changing products, processes and systems.
- A number of **initiatives, tools and approaches** that go beyond compliance have been developed for and by corporations, evolving from 'end-of-pipe' solutions to whole-system approaches (Daily & Huang, 2001; McIntosh, Leipziger, & Jones, 1998; Robert et al., 2002; Yang, 2002)

# CS Voluntary Initiatives (2)

- Some of the initiatives include Life Cycle Assessment, Cleaner Production, Eco-labels, Sustainability Reporting, Eco-efficiency, and Corporate Social Responsibility
- Nonetheless, in many cases these efforts have been **limited** by their focus on a particular Sustainability issue, **'hard'** technocentric solutions, or **not being effectively** integrated into organisational change processes.

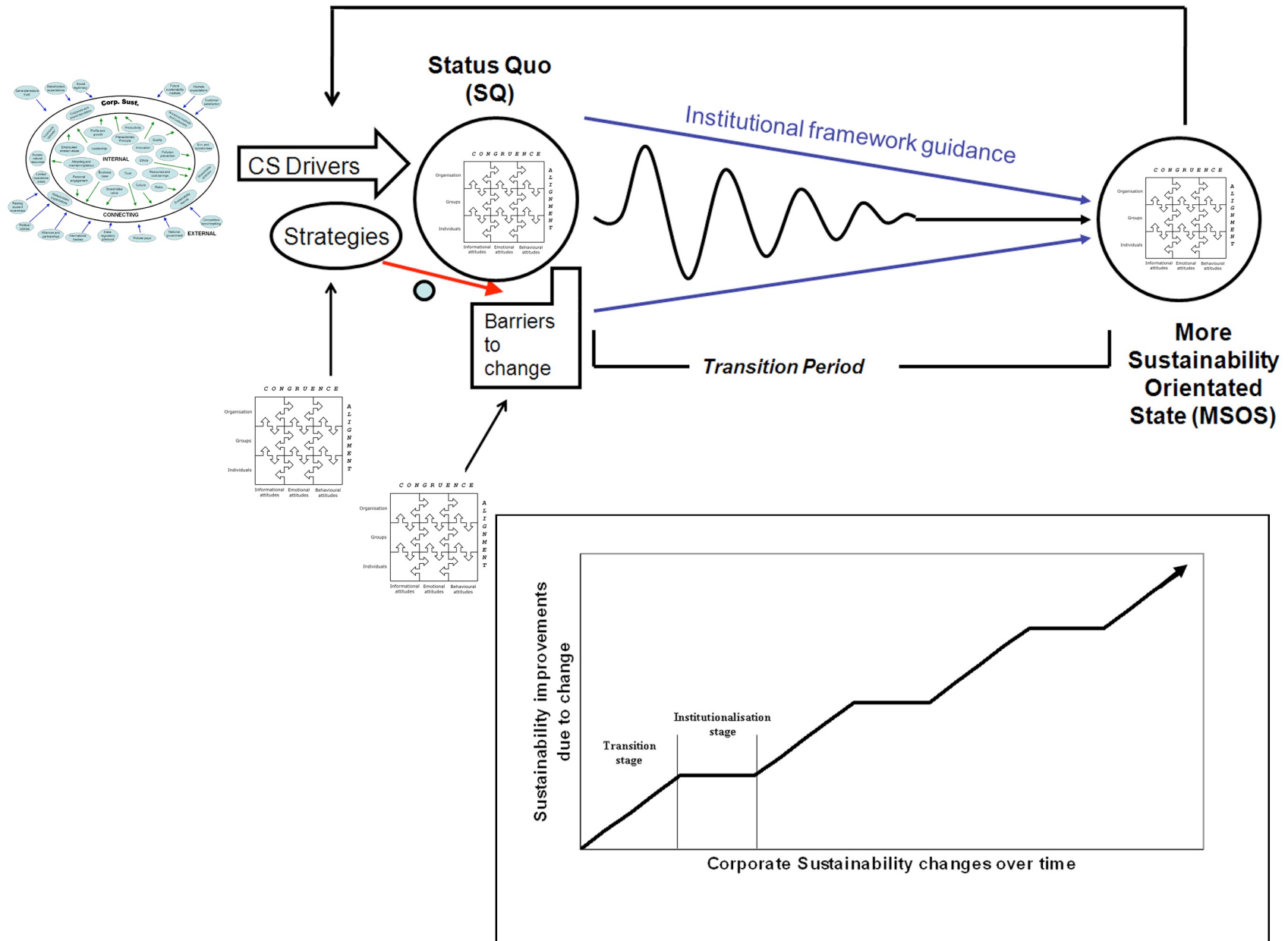
# Engaging in CS

- The companies that have engaged in sustainability have done it mainly through **upper management levels' initiatives** (Siebenhüner & Arnold, 2007), but companies have been, generally, treated as '**black boxes**', thus not accounting for subcultures and intra-organisational differences (Küpers, 2011; Linnenluecke, et al., 2009), or failing to engage with their **organisational systems** (Lozano, 2012)

# Organisational change management for sustainability

- To better address **‘soft’** issues some authors have proposed the use of:
  - **change theory** (Doppelt, 2003a, 2003b; Dunphy, et al., 2003)
  - **systems theory** (Clarke & Roome, 1999)
  - **organisational learning** (Senge, 1999; Siebenhüner & Arnold, 2007)
  - **organisational theories** (Baumgartner & Zielowski, 2007; Siebenhüner & Arnold, 2007)

# CS Institutionalisation



Effects of the above model over time

(Lozano, 2012)

# Moving forward

- To make real progress a company's CS should encompass a **holistic perspective** (Linnenluecke, *et al.*, 2009)
- The incorporation and institutionalisation process has to integrate holistically and harmonically '**hard**' and '**soft**' issues throughout the entire company system

# My Corporate Sustainability Projects

## Previous (illustrative examples)

- Collaboration for CS
- Tools, initiatives and approaches for CS
- Holistic Sustainability Reporting
- Organisational change management for CS
- Drivers to change for CS
- Barriers to CS change and strategies to overcome them
- Chemical Leasing

## Current and future

- **Circular chemical economy**
- **Role of groups and their interactions on CS**
- **Japanese business models and CS**
- **Sustainability Reporting and Organisational Change Management**