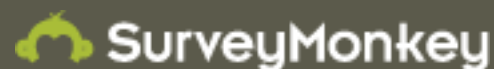







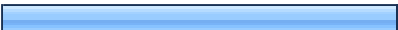








# Being an organisational change agent for sustainable development



1. I am working to change my organisation to make it more sustainable, in the following role:

		Response Percent	Response Count
Specialist in sustainable development or a related specialism (ethics, environment, human rights, social impact, health and safety etc).		45.5%	51
Senior manager / director with lead responsibility for sustainable development.		20.5%	23
Pursuing my interest in this alongside a formal role in an unrelated function or team as a recognised 'champion' or equivalent.		10.7%	12
Pursuing my interest in this alongside a formal role in an unrelated function or team, not formally recognised by my organisation.		4.5%	5
Have some responsibilities for sustainability-related topics as part of another function or role.		9.8%	11
Not working to change my organisation in this way.		2.7%	3
Other (please state below).		6.3%	7
Other (please specify) and / or Comments			15
answered question			112
skipped question			0

2. My organisation is:			
		Response Percent	Response Count
A business.		64.2%	68
A not-for-profit business / social enterprise (a business with a social or environmental mission which reinvests all or a substantial part of its profit, rather than returning its profit to owners / shareholders).		3.8%	4
A charity, philanthropic foundation or religious organisation.		6.6%	7
A public sector organisation, funded by taxation or government funds.		13.2%	14
An academic or educational institution.		5.7%	6
Other (please describe below).		6.6%	7
	Other (please specify)		11
answered question			106
skipped question			6

3. In which country is your job based?			
		Response Percent	Response Count
Country:		100.0%	106
answered question			106
skipped question			6

4. How long ago did you join your current organisation?			
		Response Percent	Response Count
In the last year		9.4%	10
In the last two years		9.4%	10
<b>In the last five years</b>		<b>39.6%</b>	<b>42</b>
In the last ten years		18.9%	20
More than ten years ago		22.6%	24
answered question			<b>106</b>
skipped question			<b>6</b>

5. Where is your organisation on this scale?						
	Rejection	Non-responsiveness	Compliance	Efficiency	Strategic proactivity	The sustain corpora
Please indicate where your organisation was when you joined it.	4.9% (5)	13.7% (14)	<b>43.1% (44)</b>	25.5% (26)	7.8% (8)	4.9%
Please indicate where your organisation is now.	0.0% (0)	0.0% (0)	11.8% (12)	32.4% (33)	<b>43.1% (44)</b>	12.7%
If you'd like to add some comments, write them						
						answered que
						skipped que

6. To respond adequately to the challenge of sustainable development (i.e. meeting the needs of around 6.5 billion people on a planet with a finite ability to provide essential eco-system services), how much change is needed?

	No change is needed, we're already there (1)	(2)	(3)	(4)	(5)	Radical far- reaching change is needed (6)	Response Count
Thinking about society as a whole...	1.0% (1)	2.0% (2)	1.0% (1)	8.9% (9)	18.8% (19)	<b>68.3% (69)</b>	101
Thinking about my own organisation...	1.0% (1)	1.0% (1)	16.8% (17)	25.7% (26)	<b>35.6% (36)</b>	19.8% (20)	101
You can leave some comments here.							20
answered question							101
skipped question							11

**7. How do you see your role? Please indicate how strongly you agree or disagree with these statements. I am working to change my organisation to make it more sustainable because....**


	<b>Strongly agree</b>	<b>Agree somewhat</b>	<b>Disagree somewhat</b>	<b>Strongly disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
I have been told to, and I wouldn't be doing it if I could avoid it.	1.0% (1)	4.0% (4)	4.0% (4)	<b>91.0% (91)</b>	0.00	100
It looked interesting, challenging, exciting or stretching.	<b>58.0% (58)</b>	39.0% (39)	2.0% (2)	1.0% (1)	0.00	100
I know it is a good career move and will be rewarded by my organisation.	16.0% (16)	<b>38.0% (38)</b>	30.0% (30)	16.0% (16)	0.00	100
It is my contribution to a wider change in society which I think needs to happen.	<b>75.0% (75)</b>	22.0% (22)	3.0% (3)	0.0% (0)	0.00	100
I want to do work which is in line with my values and interests.	<b>90.0% (90)</b>	8.0% (8)	2.0% (2)	0.0% (0)	0.00	100
I am unhappy with how my organisation does things (or used to do things) and want to help it improve.	25.0% (25)	<b>40.0% (40)</b>	23.0% (23)	12.0% (12)	0.00	100
I know it will help my organisation deliver its mission more successfully, and I am committed to that mission.	<b>56.0% (56)</b>	33.0% (33)	10.0% (10)	1.0% (1)	0.00	100
It is a satisfying use of my expertise, knowledge and capabilities.	<b>60.0% (60)</b>	37.0% (37)	3.0% (3)	0.0% (0)	0.00	100
Any comments? Make them here.						13
<b>answered question</b>						<b>100</b>
<b>skipped question</b>						<b>12</b>

8. The pace and scale of change						
	Agree strongly	Somewhat agree	Somewhat disagree	Disagree strongly	Rating Average	Response Count
I am dissatisfied with the scale of change in my organisation: it is not changing enough.	27.3% (27)	<b>50.5% (50)</b>	17.2% (17)	5.1% (5)	2.00	99
I am dissatisfied with the pace of change in my organisation: it is not changing fast enough.	32.3% (32)	<b>51.5% (51)</b>	13.1% (13)	3.0% (3)	1.87	99
Comments?						18
answered question						99
skipped question						13

9. Business case, values case?						
	All the time or nearly all the time	More often than not	Sometimes but not often	Never or almost never	Rating Average	Response Count
I find it straightforward to find solutions which are good for the organisation and good for society / the planet.	10.1% (10)	<b>53.5% (53)</b>	32.3% (32)	4.0% (4)	2.30	99
I struggle to find solutions which are good for people and the planet, and good for the organisation / business.	5.1% (5)	27.3% (27)	<b>55.6% (55)</b>	12.1% (12)	2.75	99
I overplay the business case in order to get agreement to things which are good for people and the planet.	15.2% (15)	35.4% (35)	<b>37.4% (37)</b>	12.1% (12)	2.46	99
I overplay the 'values case' to get agreement to things which are good for the organisation / business.	5.1% (5)	23.2% (23)	<b>52.5% (52)</b>	19.2% (19)	2.86	99
Comments?						19
answered question						99
skipped question						13

10. Internal or external focus - what we do						
	Agree strongly	Somewhat agree	Somewhat disagree	Disagree strongly	Rating Average	Response Count
We are not trying to change our organisation or the external context / wider system.	3.1% (3)	8.3% (8)	31.3% (30)	<b>57.3% (55)</b>	3.43	96
We pay equal attention to changing our organisation and changing the external context / wider system.	17.2% (17)	<b>38.4% (38)</b>	<b>38.4% (38)</b>	6.1% (6)	2.33	99
We focus on changing our organisation to respond to changes in the external context / wider system.	28.9% (28)	<b>57.7% (56)</b>	10.3% (10)	3.1% (3)	1.88	97
We focus on changing the external context / wider system to enable us to achieve what we want to see.	13.1% (13)	<b>42.4% (42)</b>	34.3% (34)	10.1% (10)	2.41	99
Comments?						9
answered question						99
skipped question						13

11. Internal or external focus - what you think about what you do?						
	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Rating Average	Response Count
Looking back at my answers to the previous question, I am happy with our focus.	14.1% (14)	<b>49.5% (49)</b>	32.3% (32)	4.0% (4)	2.26	99
answered question						99
skipped question						13

12. I see this role as...			
		Response Percent	Response Count
...'just a job'.		7.1%	7
...more than 'just a job'.		92.9%	92
Any comments? Make them here.			22
answered question			99
skipped question			13

13. Just a job, or part of a movement?						
	Agree strongly	Somewhat agree	Somewhat disagree	Disagree strongly	Rating Average	Response Count
I see this work as more than 'just a job' and my bosses are comfortable with this.	33.7% (31)	<b>53.3% (49)</b>	9.8% (9)	3.3% (3)	1.83	92
I see this work as more than 'just a job', and my bosses are not comfortable with this.	1.1% (1)	15.2% (14)	40.2% (37)	<b>43.5% (40)</b>	3.26	92
I see this work as more than 'just a job' and my colleagues are comfortable with this.	28.3% (26)	<b>52.2% (48)</b>	16.3% (15)	3.3% (3)	1.95	92
I see this work as more than 'just a job' and my colleagues are not comfortable with this.	1.1% (1)	22.8% (21)	35.9% (33)	<b>40.2% (37)</b>	3.15	92
I am happy that I am making enough of a difference.	15.2% (14)	<b>42.4% (39)</b>	35.9% (33)	6.5% (6)	2.34	92
Comments?						15
answered question						92
skipped question						20



14. If you have any comments on the four sets of tensions explored in questions 8-11, then please add them here. Thank you.

	Response Count
	8
answered question	8
skipped question	104

## 1. I am working to change my organisation to make it more sustainable, in the

	Other (please specify) and / or Comments	
1	Climate Change and Energy specialist	Oct 13, 2010 2:34 PM
2	doctoral researcher staying with multinational companies in their pro-poor business units.	Oct 15, 2010 9:18 AM
3	Recognised as a champion now - but still not formally authorised to pursue this (lots done under the radar)....	Oct 15, 2010 9:29 AM
4	xyz	Oct 15, 2010 12:38 PM
5	Also specialist in SD.	Oct 16, 2010 5:59 AM
6	I have no 'formal' responsibility but my organisation have sponsored my MSc.	Oct 17, 2010 1:05 PM
7	As a freelance advisor to many businesses	Oct 17, 2010 3:08 PM
8	I am an RSPB biodiversity expert advising CEMEX	Oct 18, 2010 5:43 PM
9	I'm working on projects that are directly related to sustainable development but are externally focused. The methods we use are also based on socially sustainable principles, and informally, I'm trying to encourage others to try out different approaches to their work so that both the process and the output is sustainable.	Oct 21, 2010 9:45 AM
10	Permanent Post in CX Office - Strategy Coordinator - Sustainability to support organisational leadership / senior management and organisational transformation	Oct 21, 2010 9:57 AM
11	external consultant working to change others' organisations.	Oct 25, 2010 1:22 PM
12	I am working to help my organisation become more effective in engaging others in transformational change towards sustainability. So I am not working to make my organisation more sustainable, but to make it more effective in engaging other orgs to become more sustainable	Nov 8, 2010 1:03 PM
13	internal communications manager	Nov 8, 2010 2:50 PM
14	My title is Manager Sustainability Projects and I am working at the Corporate level in a global company with 47.000 employees. My role covers Environment, Health and Safety. It involves strategic planning as project execution and many other items. I report to our Senior Vice President for Sustainability	Nov 17, 2010 2:50 PM
15	I am running my own business, no employees and apply various methods to manage my business and make it more sustainable	Dec 23, 2010 10:37 AM

## 1. My organisation is:

	Other (please specify)	
1	As a doctoral student, I'm also involved in an academic institution and a sustainability-oriented foundation supporting my work	Oct 15, 2010 9:19 AM

## 1. My organisation is:

Other (please specify)		
2	Royal Charter Professional Body	Oct 15, 2010 12:18 PM
3	Network rail is a private business that aims to make profit for reinvestment in the company (no shareholders). It is partly dependant on public funding	Oct 16, 2010 12:35 PM
4	We are however owned by a Charity so a tittle unusual.	Oct 17, 2010 1:06 PM
5	Freelance	Oct 17, 2010 3:09 PM
6	I work for a conservation charity advising a cement multinational company	Oct 18, 2010 5:45 PM
7	Local Government (which is separate from Public Sector) due to democratic status via local elections. Independent tier of government	Oct 21, 2010 9:58 AM
8	Employee-owned business, ie, no external shareholders. I thought it worth making the distinction because this impacts how change happens within the organisation.	Oct 21, 2010 11:08 AM
9	Bank	Nov 11, 2010 4:16 AM
10	Media sector	Nov 18, 2010 1:28 PM
11	Sole trader	Dec 23, 2010 10:37 AM

## 2. In which country is your job based?

Country:		
1	Uk	Oct 13, 2010 12:19 PM
2	UK	Oct 13, 2010 2:14 PM
3	UK	Oct 13, 2010 2:34 PM
4	England	Oct 13, 2010 2:42 PM
5	uk	Oct 13, 2010 2:58 PM
6	United Kingdom	Oct 13, 2010 3:42 PM
7	UK	Oct 13, 2010 4:12 PM
8	Wales	Oct 13, 2010 4:15 PM
9	Portugal	Oct 13, 2010 5:06 PM
10	United Kingdom	Oct 13, 2010 5:21 PM
11	UK	Oct 13, 2010 5:45 PM
12	UK	Oct 14, 2010 7:18 AM
13	UK	Oct 14, 2010 12:19 PM
14	uk	Oct 14, 2010 3:51 PM
15	South Africa	Oct 14, 2010 5:54 PM
16	England	Oct 14, 2010 7:58 PM
17	England	Oct 15, 2010 8:36 AM
18	UK	Oct 15, 2010 8:47 AM
19	europe	Oct 15, 2010 8:59 AM
20	Switzerland / South Africa	Oct 15, 2010 9:19 AM
21	UK	Oct 15, 2010 9:29 AM
22	UK	Oct 15, 2010 9:37 AM
23	UK	Oct 15, 2010 10:15 AM
24	UK	Oct 15, 2010 11:09 AM
25	UK	Oct 15, 2010 12:18 PM
26	uk	Oct 15, 2010 12:40 PM
27	England	Oct 15, 2010 2:20 PM

## 2. In which country is your job based?

Country:		
28	The Netherlands	Oct 15, 2010 2:28 PM
29	Netherlands	Oct 15, 2010 2:59 PM
30	;ll,	Oct 15, 2010 8:06 PM
31	New Zealand	Oct 16, 2010 5:59 AM
32	uk	Oct 16, 2010 12:35 PM
33	Netherlands	Oct 16, 2010 11:54 PM
34	UK	Oct 17, 2010 1:06 PM
35	UK	Oct 17, 2010 3:09 PM
36	Australia	Oct 18, 2010 1:58 AM
37	New Zealand	Oct 18, 2010 7:48 AM
38	Netherlands	Oct 18, 2010 8:35 AM
39	England	Oct 18, 2010 8:52 AM
40	UK	Oct 18, 2010 9:05 AM
41	UK	Oct 18, 2010 10:39 AM
42	UK but increasinly international	Oct 18, 2010 2:16 PM
43	Uk	Oct 18, 2010 5:45 PM
44	UK	Oct 19, 2010 9:56 AM
45	UK	Oct 19, 2010 1:51 PM
46	UK	Oct 19, 2010 1:53 PM
47	uk	Oct 19, 2010 6:39 PM
48	UK	Oct 20, 2010 12:38 PM
49	England	Oct 20, 2010 1:47 PM
50	United Kingdom	Oct 20, 2010 4:05 PM
51	UK	Oct 21, 2010 9:45 AM
52	UK	Oct 21, 2010 9:58 AM
53	UK	Oct 21, 2010 11:08 AM
54	UK	Oct 21, 2010 1:29 PM
55	UK	Oct 22, 2010 3:34 PM
56	UK	Oct 25, 2010 8:28 AM
57	UK	Oct 25, 2010 9:37 AM
58	UK	Oct 25, 2010 10:35 AM
59	England	Oct 25, 2010 1:22 PM
60	UK	Oct 26, 2010 4:39 PM
61	UK	Oct 28, 2010 3:33 PM
62	UK	Oct 29, 2010 7:36 PM
63	Spain	Oct 31, 2010 3:18 PM
64	UK	Oct 31, 2010 7:32 PM
65	UK	Nov 1, 2010 10:19 AM
66	UK	Nov 1, 2010 3:16 PM
67	uk	Nov 3, 2010 11:43 AM
68	uk	Nov 3, 2010 1:39 PM
69	UK	Nov 3, 2010 2:36 PM
70	UK	Nov 4, 2010 9:53 AM
71	United Arab Emirates	Nov 6, 2010 6:04 PM
72	UK	Nov 8, 2010 1:04 PM
73	England	Nov 8, 2010 2:02 PM

## 2. In which country is your job based?

Country:		
74	Sweden	Nov 8, 2010 2:19 PM
75	UK	Nov 8, 2010 2:50 PM
76	UK	Nov 8, 2010 4:31 PM
77	Poland	Nov 9, 2010 8:19 PM
78	Mauritius	Nov 10, 2010 3:18 AM
79	spain	Nov 10, 2010 8:28 AM
80	UK	Nov 10, 2010 11:53 AM
81	Singapore	Nov 11, 2010 4:16 AM
82	UK	Nov 11, 2010 4:27 PM
83	England, Wales, N Ireland	Nov 12, 2010 8:58 AM
84	UK	Nov 13, 2010 6:26 PM
85	UAE	Nov 14, 2010 6:15 AM
86	United Arab Emirates	Nov 14, 2010 7:00 AM
87	UK	Nov 15, 2010 7:57 PM
88	england	Nov 16, 2010 8:44 AM
89	Sweden	Nov 17, 2010 2:51 PM
90	UK	Nov 17, 2010 3:37 PM
91	UK	Nov 18, 2010 10:32 AM
92	Germany	Nov 18, 2010 11:25 AM
93	Sweden	Nov 18, 2010 12:10 PM
94	United Kingdom	Nov 18, 2010 1:28 PM
95	Poland	Nov 19, 2010 12:52 PM
96	UK	Nov 19, 2010 5:39 PM
97	New Zealand	Nov 20, 2010 12:00 AM
98	sweden	Nov 20, 2010 7:45 AM
99	Sweden	Nov 22, 2010 8:29 AM
100	Poland	Nov 22, 2010 9:31 AM
101	United States	Nov 22, 2010 1:47 PM
102	Sweden	Nov 22, 2010 3:17 PM
103	UAE	Nov 23, 2010 7:29 AM
104	UAE	Dec 9, 2010 6:51 AM
105	uk	Dec 9, 2010 9:15 AM
106	UK	Dec 23, 2010 10:37 AM

## 1. Where is your organisation on this scale?

If you'd like to add some comments, write them here.		
1	This is a change limited to my area of specialism which is climate change rather than the broader sustainability agenda. In the broader SD agenda I would say non responsive but because of the links to cutting cost/CO2 we have moved to efficiency on the scale.	Oct 13, 2010 2:37 PM
2	My organisation has moved on quite a bit in five years. Much of the change has been down to individuals who are both passionate and knowledgeable about sustainability issues. However, change is still very dependent on individuals and has not yet been embedded 'systemically' from strategy to practice.	Oct 13, 2010 5:24 PM

## 1. Where is your organisation on this scale?

If you'd like to add some comments, write them here.		
3	New chief exec has set significant goals for reducing environmental impact, and thinking about how we do business	Oct 13, 2010 5:46 PM
4	Our organisation appears to have gone backwards in recent years because of a change in ownership and therefore leadership.	Oct 14, 2010 7:59 PM
5	Network Rail is a very large organisation and so there are pockets of good practice that would be placed further up this scale but overall we're still just achieving compliance.	Oct 15, 2010 8:51 AM
6	Definitely beyond compliance, but not very proactive.	Oct 15, 2010 9:20 AM
Note: Different business units might be at very different positions on this scale. Same is true for different issues (e.g. social vs. environment).		
7	This is hard to answer in terms of me and my organisation we are in very different parts of the scale	Oct 15, 2010 9:30 AM
8	Difficult to evaluate an academic organisation on this scale.	Oct 15, 2010 11:10 AM
9	The pockets of Non-responsiveness and Compliance are lessening, Strategic proactivity is increasing overall, but on balance we're still in the Efficiency phase.	Oct 15, 2010 2:22 PM
10	Working for a bank, 'compliance' is the minimum you can do as you are in a regulated environment, however when I joined the mindset was certainly rather 'non-responsiveness'.	Oct 15, 2010 3:02 PM
11	these answers are not entirely correct as the organisation has moved a lot. But your scale wasn't helpful We started at we want to do the right thing and be socially and environmentally responsible. Over time we have better understood what that means and have become more strategic in our position. also a wider understanding across the business.	Oct 16, 2010 6:03 AM
12	I created it this way from day 1	Oct 17, 2010 3:10 PM
13	We also have elements of strategic proactivity	Oct 20, 2010 12:39 PM
14	Some people are more in the Strategic Proactivity or Sustaining Corporation levels but overall the company still has a major focus on costs.	Oct 20, 2010 4:08 PM
15	But the project work that I am involved with is 'the sustaining corporation' - we're probably in a transition phase with a foot in both camps.	Oct 21, 2010 9:47 AM
16	Not quite right for Local Government (due to political nature locally and connection/relationship with Central Government)	Oct 21, 2010 9:59 AM
17	I found this difficult to answer because there is a huge divergence of views within the organisation. The firm's leader believes that sustainability is embedded in the way we do business; however, this is not the case, although some of its practices are inherently sustainable. I think this is an inward-perspective due to the fact that we do not have external shareholders.	Oct 21, 2010 11:13 AM
18	Organisation is probably now between 'efficiency' and 'strategic proactivity' - but I have shown 'efficiency' for both as this is a fairer reflection of where we are now.	Oct 25, 2010 8:30 AM
19	There are some departments and individuals in the organisation that are more in the Strategic proactivity position. However this forward thinking position is not yet bedded in fully, nor cascaded sufficiently through objectives to claim that the organisation as a whole has moved beyond efficiency.	Oct 25, 2010 9:41 AM
20	My charity is a community centre in Westcombe park, London borough of Greenwich in SE London. We employ 6 people plus 2 part-time bar staff. When I joined the management committee there was apathy about the environmental issues, mostly energy consumption and waste. Since then i have been on a Smart Carbon one day course and we have had our carbon footprint measured by an external environmental consultant. Awareness raising is just about to start with the staff. However the building and the boiler are owned by the local council (Greenwich) and it is difficult to get accurate data about the roof and other similar matters.	Oct 25, 2010 10:44 AM

## 1. Where is your organisation on this scale?

If you'd like to add some comments, write them here.		
21	The company is really good in some areas on sustainability - such as editorial - but a lot further behind in the operational areas.	Oct 26, 2010 4:41 PM
22	Leaders are currently more driven by Government targets (which go beyond the compliance stage) than the cost and reduced risks argument, but we're starting to move in that direction.	Oct 29, 2010 7:38 PM
23	I would rate us as being sometimes strategic proactivity, but sometimes "the sustaining corporation". In some cases we are working with others to improve the industry. Our CEO who is an advocate of sustainability, has described our organisation in relation to sustainability as being at the cutting edge of mediocrity. I know what he means, but this isn't exactly empowering. What is good is there is a will to do better and to be the best, and management support to become a more sustainable organisation. In the 11 years I have been with the organisation I and some of my colleagues have effected some change - achieving ISO14001 certification, achieving FSC certification, winning some industry awards and more recently awards in the wider business community from the likes of BITC, Business in the Environment and the Green Business Awards.	Nov 3, 2010 2:41 PM
24	I think even for an organisation like mine which is 100% focused on sustainability, there is a next wave of strategy for sustainability - which is how do we work with others to catalyse systemic change, which is beyond just making 1 org sustainable	Nov 8, 2010 1:06 PM
25	I would say taht we are somewhere in between efficiency and strategic proactivity. Becouse on one hand we already have a SD&CSR startegy but on the other hand SD/CSR thinking is not fully embedded into the organisation's culture.	Nov 9, 2010 8:24 PM
26	We as a Bank beleive that we are Here for good, here for the people, here for progress and here for the long run. We have for the past 150 years or more proved that in many of our markets and we have not made a big deal about it in the media like others have, because for us it is doing and nor just saying that matters	Nov 11, 2010 4:18 AM
27	I find it intensely frustrating that as a consultancy, senior management are not prepared to invest so that we can "walk the talk" and practice what we are teaching others to do.	Nov 18, 2010 10:33 AM
28	Have moved from ISO 14001 compliant to a wish for making "Green Business"	Nov 18, 2010 12:11 PM
29	We are a European company and the level of maturity varies from country to country. It also can be, locally, stable for a long time and then suddenly change.	Nov 19, 2010 5:41 PM
30	not all staff, but the majority of staff, in each case	Nov 20, 2010 12:00 AM
31	I started to run my own business about 18 months ago and initially had to focus on setting up business systems, alhtough I immediatly adopted an ethical policy. About a year in I a set up a sustainability management system.	Dec 23, 2010 10:39 AM

## 1. To respond adequately to the challenge of sustainable development (i.e.

You can leave some comments here.		
1	I am trying to be optomistic! Part of me would like to say far reaching radical change is required across the board. Examples of truly one planet living are rare especially in business and even more so in the public sector. Grasping the real meaning of what is required is too radical for most people in 2010.	Oct 13, 2010 2:39 PM

# 1. To respond adequately to the challenge of sustainable development (i.e.

You can leave some comments here.

2	Societal change needs to be radical and absolute. Change in my organisation is more limited and, in reality, cannot be too ambitious and far reaching, as so much of what it does as an institution is tied into Whitehall's mandates. Where radical differences can be made is on an individual level, where committed individual change agents don't just do 'a job', but perform a pro-active role to make a difference in the ways they approach our projects, programmes and partnerships. There is plenty of room for such behaviour and my organisation encourages it.	Oct 13, 2010 5:29 PM
3	The UK Government seems to lack the political will to really tackle Climate Change and sustainability in a coherent and joined up way.	Oct 13, 2010 5:48 PM
4	It is the mindsets and understanding of people that need to change the most in my organisation. If people understood the challenges and were given the right priorities by senior management, I'm sure they would change their behaviour and working practices.	Oct 14, 2010 8:01 PM
5	Organisation is in the financial services sector. Also dependent on investment opportunities / financial regulation etc., that's why I would judge the need for societal change higher.	Oct 15, 2010 9:22 AM
6	For my organisation as well as society as a whole to be fully sustainable radical change is needed (sustainability as an end goal). Doing what we do as an organisation in a more sustainable way requires less change (sustainable development), but is that sufficient?	Oct 15, 2010 3:08 PM
7	What about the extra 2 billion in 40 years time? My answers are based on that.	Oct 18, 2010 7:54 AM
8	The change will be continuing, as sustainability is not an endstate, but a continual journey of improvement against ever increasing public perceptions of what is expected. This is a hard sell within an organisation!	Oct 19, 2010 1:56 PM
9	from my education (MSc Resp in Business Practice, Uni of Bath), reading Lester Brown, Lovelock et al, and my intuition we need to change radically what living 'fulfilled lives' as humans means if we are to maintain some kind of human species. not sure how to move our population from 9B (predicted) to 1B quickly & humanely(!?) though...	Oct 20, 2010 12:42 PM
10	Our project work is focused on the need for radical far-reaching change but this isn't reflected in all parts of the organisation yet - transitioning...	Oct 21, 2010 9:48 AM
11	9bn people by 2050... futurity... plausible futures and preparedness...	Oct 21, 2010 10:00 AM
12	In terms of society as a whole I am always deeply concerned by the absence of population growth from the sustainability debate when consideration is given to future scenario's. Population is the elephant in the sustainability room that everyone ignores and does not want to discuss because who wants to be seen to advocating control on population growth and child birth.	Oct 25, 2010 8:46 AM



# 1. To respond adequately to the challenge of sustainable development (i.e.

You can leave some comments here.

- |    |   |                       |
|----|---|-----------------------|
| 13 | <p>With regard to the business, we are producing products that are firmly in the Want category rather than need, and as such, the products are potentially redundant in a society seeking to consolidate its resource consumption, and therefore posed by a potential significant risk. The business recognises this risk, hence its acceptance and moves towards a more sustainable future. However it has yet to genuinely tackle its product portfolio and change the products to genuine need products that add to human existence in balance with the ecosystems they operate within.</p> <p>As for society, the want consumerism that has been so embedded in western culture over the last 50/60 years is fundamentally flawed from a sustainability perspective, and yet is the basis for the entire western economy. This is going to lead to significant 'clashes' over the coming years. There are some who understand this challenge, however the majority of the public do not understand the potential scale of impact, and the politicians [on the whole] are prepared to bury their heads on this matter, in line with the date of their next election.</p> <p>With regard to developing nations, many still have an aim or goal of following a western model, and perhaps do not fully appreciate the benefit of the family values that have been lost in western society. Albeit access to cheap clean energy and equity for information and the resources they have need to be a priority.</p> | Oct 25, 2010 9:52 AM  |
| 14 | See previous comments   | Oct 25, 2010 10:45 AM |
| 15 | <p>the organisation is sustainable in its mission as it promotes public transport and a modal shift away from the car and highways.</p> <p>Society can do much more especially improving accountability on a personal / household level. Very much a not my problem issue and somebody else can figure out ways of improving our lives. It is never stated that by recycling x amount the savings to other local services are x</p>   | Oct 28, 2010 3:38 PM  |
| 16 | <p>For our own organisation some changes are still needed. In part these are governed by not just how we do business but how our clients do business with us and the competitive landscape. We can be idealistic about sustainability, but work is awarded by our clients in the main with a heavy weighting toward price, even those clients who operate some kind of balanced scorecard assessment. If we are more expensive as a result of being idealistic vs our competitors we will not win the work and will not survive as a business. It needs a step change in how we value the costs of environmental and social impacts and include this as part of the accounting model to make a difference. Equally society as a whole is generally unsustainable. We need radical changes in how we deal with our energy supply, food supply etc. Some of this is cultural/mind set which will be difficult to change. We need strong and bold leadership lead by our politicians to introduce the right carrots and sticks to effect the changes needed. These leaders also need a better understanding of what they can do and should be doing. Often people are focussed on the wrong measures - eg we often talk about recycling as a measure of success, but why don't we focus on how much waste we are or are not producing!</p>   | Nov 3, 2010 2:51 PM   |
| 17 | <p>I rate my company lower than the society due to that we are already focusing on Sustainable Development in all aspects of our business, so it is just to continue. Having said that, it is not a straight forward work, our company is decentralized as construction typically is that by nature; requiring expertise of the specific conditions in the local home market. Additionally we are diversified and in many aspects we need to consider the cultural differences to be successful. But we are also a learning organisation, trying to work actively with our employees on sustainability as well as involving our approx. 200.000 subcontractors working with us in a year.</p>   | Nov 17, 2010 2:57 PM  |
| 18 | We will remember the 6.5bn problem fondly - as an easy problem - as we rapidly approach 9bn   | Nov 19, 2010 5:43 PM  |
| 19 | we develop sustainable infrastructure such as renewable energy  | Nov 20, 2010 12:01 AM |



## 1. To respond adequately to the challenge of sustainable development (i.e.

You can leave some comments here.

20	If we can take small steps but many this radical change will be undramatical	Nov 22, 2010 3:19 PM
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## 1. How do you see your role? Please indicate how strongly you agree or

Any comments? Make them here.

1	I know it is a good career move and will be rewarded by my organisation. is not true but if i gain the experiecnce with my organisation it may be a good move elsewhere.	Oct 13, 2010 4:15 PM
2	I have actually been told working on SD will be negative for my career progression within my organization....I've persisted because I believe that to be incorrect and because I'm interested in this subject and implementation.	Oct 19, 2010 1:55 PM
3	I started this job 3 years ago from a position of complete ignorance of sustainability, but now I can't see why I'd want to do another job that wasn't connected with sustainability.	Oct 19, 2010 1:59 PM
4	I think we all need to change, wherever we've chosen to be...	Oct 20, 2010 12:43 PM
5	Seem to be unable to select stongly agree for point 1 and points 4 and 5	Oct 25, 2010 8:49 AM
6	With regard to my organisation my role is seen as a specialist, and as such I may have limited my career potential under the current culture. However I believe every manager [regardless of function] should also be a sustainability manager and change their thought paradigm. Under such a culture my career prospects internally would be more enhanced.  However my main motivation is trying to move the business to a more leadership position which can demonstrate sustainable change to other business with a view to helping the wider society change.	Oct 25, 2010 9:57 AM
7	When we have got our own house in order, we will have the possibility to influence a great number of people who regularly use the centre to rent the rooms for meetings. Say about 5,000 people a year !	Oct 25, 2010 10:48 AM
8	My role in this company is probably two fold. One is to keep us out of trouble (compliance), which is dull but essential. The other part is to make us more effective and reduce our impacts. We are also seeking ways to capitalise on this as a business. By being demonstrably more sustainable and preferably have some third party evidence of this, it is likely to help us reduce our costs and win more work. Sustainability is recognised in the organisation I work for as a fundamental way of doing business. Quite simply it is a licence to operate. Anything we do in this area which goes beyond our competitors level of performance can become a USP and advantage for us, however we recognise the wider industry need to improve performance, as we compete for the best available talent and resource.	Nov 3, 2010 2:56 PM
9	As our organisation delivers training and education, I want to help us be more sustainable so that we can teach others. Not just teaching people what is sustainable or not, but embedding it in everything we do so that it becomes second nature to us and to them.	Nov 8, 2010 4:34 PM
10	ad.1 It is not a good career in Poland, so far :) There is no big demand for this kind of specialists, its rather niche market. Ad.3 I am still working on my expertise & knowledge, so I cannot say that I stronglu agree, I know my limitations... Ad.4 It was mostly my idea to take over this responsibilities:)	Nov 9, 2010 8:32 PM

## 1. How do you see your role? Please indicate how strongly you agree or

Any comments? Make them here.		
11	It can be frustrating, maddening and slow but when the change in mindset takes place in someone who had previously been a resister the 'light goes on' and that is the most inspiring and encouraging result, it has happened several times and that's why I'll never give in. I may go away and think about things and focus on areas where I can get results, and then I'll come back to the other issue and approach it from a different angle, and when the time is right the change happens.	Nov 14, 2010 6:21 AM
12	Without my own passion for the subject, I am pretty sure my organisation would be doing precisely nothing.	Nov 19, 2010 5:45 PM
13	sustainable outcomes in infrastructure reduce delivery risks	Nov 20, 2010 12:02 AM

## 1. The pace and scale of change

Comments?		
1	My organisation is at a Gladwell 'tipping point' in terms of climate change measures, renewable energy and eco efficiency. If I succeed on the path I have been on for 18 months there will have been a fairly massive change in my organisation but some of the change is for the wrong reason (deploying PV not to harness green energy and stop emitting CO2 but because there is a tariff attached which guarantees income for the next 25 years). Call me a pureist but some of this change is frustrating.	Oct 13, 2010 2:48 PM
2	our new mission has been in for less than a year and significant work is being done, but there are always delays in implementing new strategies in large organisations.	Oct 13, 2010 5:52 PM
3	Odd question for a self selecting population. not sure I would rely in any way on any content or deduction from this question	Oct 15, 2010 9:43 AM
4	this is my bread and butter - trying to generate a sense of urgency around the sustainability agenda in order to achieve a holistic change...	Oct 15, 2010 2:29 PM
5	Change takes time; when I look back we have moved a lot. Various factors either support (client demand or new legislation) or hinder our progress e.g recession or change of government. This is how things are and we need to adapt to new circumstances. We have a deep commitment as a business but sometimes need to adjust to the circumstances we find ourselves in.	Oct 16, 2010 6:12 AM
6	My organisation has a culture which is generally slow to change - it is large, beurocratic and hierachical	Oct 16, 2010 12:41 PM
7	Defence Review and structural reform that will result is a massive opportunity to change all aspects of the organisation, including mainstreaming sustainability	Oct 19, 2010 2:14 PM
8	a lovely dilemma: we know that change needs to be democratic, and based on others understanding the 'whys', to avoid trying another oppressive regime. experience seems to indicate that this requires patience, but patience in the knowledge that our pace is probably catatrosphically slow requires some kind of faith that our mere acts now, hoever small, may lead to an exponential explosion in the 'right' activities, just in time...i now try ot hold this tension very lightly, and not let it distract me from what i'm doing day to day, in the moment. but i can't pretend to be that successful at it...	Oct 20, 2010 12:54 PM
9	We are stuck in a world where mechanistic, linear approaches are foisted onto complex, systemic problems. This is where the tension lies for those involved in bridging this.	Oct 21, 2010 9:56 AM
10	With a perspective that this is a 'human community' not a machine! And that dissatisfaction need to motivate (not frustration/anger etc)... and shape through positivity (not blind optimism or out-of-toughness)... And a personal sense of niche - what's in my gift, power, influence etc...	Oct 21, 2010 10:07 AM

## 1. The pace and scale of change

Comments?		
11	We have a broad agenda that covers the whole business, however a lack of resource to deliver programmes, and a lack of embedded objectives is making progress slow.	Oct 25, 2010 10:07 AM
12	Scale of change is very small in our case.  It is the people that we influence who use our centre that will become the great challenge in due course?	Oct 25, 2010 10:55 AM
13	different parts of the organisation have not adopted sustainability in the same manner and some part of the business are ahead of the others.  change for a large organisation takes time and there is a danger that by rushing change an important element / or important group of people are not considered consistently to demonstrate a benefit to them. This can damage the credibility of the sustainability agenda.	Oct 28, 2010 3:46 PM
14	It is a real battle to get SD taken seriously and to communicate the relevance of SD to my organisation. SD can slip down the priority list when set against other immediate challenges.	Oct 29, 2010 7:46 PM
15	I will temper my answers with these comments. The truth is there is a huge change programme going on right now, however the scale and outcomes are at present unknowns. How this impacts on what we want to do, and what I believe we should be doing is too early to say. The other observation is that the organisation is continually changing and it can be difficult to adapt accordingly.	Nov 3, 2010 3:31 PM
16	I feel and I see that changes are coming in many parts of my organisation but this process is far too slow.	Nov 9, 2010 8:54 PM
17	My organisation is very conservative and has about 50-odd nationalities, change is slow not just in the sustainability space. I think the most important thing is to keep the team motivated, when we are finding it difficult to move forward, I get them to focus on something else that they can achieve, it's about balance.	Nov 14, 2010 6:28 AM
18	I am also encouraged that we are changing at all - it was never certain that we would. Every day I come across disheartening obstacles and delightful encouragements in roughly equal measure - maybe slightly more encouragements than obstacles.	Nov 19, 2010 5:57 PM

## 2. Business case, values case?

Comments?		
1	It's all down to money and what it costs.	Oct 13, 2010 2:48 PM
2	I overplay the business case in order to get agreement to things which are good for people and the planet. I am very conscious that if I oversell this year I will not be credible when I go back next year and that will be more damaging in the long run	Oct 13, 2010 4:18 PM
3	xbb	Oct 15, 2010 12:47 PM
4	the business case does exist - but it's often hard work/ a finger in the air to quantify the benefits to the business. But we're lucky as we operate in public transport, so it makes sense to put sustainability at the heart of what we do on a number of levels.	Oct 15, 2010 2:29 PM
5	It is fairly difficult to value things like reputation for Government Departments as there is no 'brand value' unlike industry. Government isn't always very good at understanding its value drivers so this makes demonstrating that sustainability contributes to value difficult	Oct 19, 2010 2:14 PM

## 2. Business case, values case?

Comments?		
6	Beyond obvious efficiencies driven by water / energy / waste / materials bills falling, it is hard to demonstrate why capital should be spent, or people put in place, to resource a longer term, environmentally appropriate solution where either the rate of return is lower than the hurdle rate, or the impact on revenues is negative. As a shareholder-owned, thus pension fund-driven corporation, the societal expectations for pension provision seem to be overwhelmingly insurmountable....coupled with the all-too-tempting growth to go after in the BRICs countries....	Oct 20, 2010 12:54 PM
7	It depends on who you are talking to. Some people are never going to get sustainable development until they are proven wrong. But the majority of people I talk to understand it and support it but don't know how to change it, or struggle to implement anything.	Oct 20, 2010 4:13 PM
8	I found this difficult to answer. I think the struggle is needing to be seen to have an answer to a 'wicked' question. This need for 'expertise' and 'answers' may be better served by admitting we don't know and then working together on potential solutions.	Oct 21, 2010 9:56 AM
9	I want this answer voided.  Solutions focus not helpful... per se Systems, processes, cultural change... sustainability cannot be solved... Steps might be better... though 'solutions'/actions/projects are of their time (and solely part of long-term leadership) ... behaviours, outcomes, impacts and value creation...	Oct 21, 2010 10:07 AM
10	I think I need to do more work on identifying the business case and trying to put some hard figures behind it.	Oct 21, 2010 11:19 AM
11	The low score is more about the difficulties of getting access and good information about how to move forward. eg Local council politics	Oct 25, 2010 10:55 AM
12	Money talks and potential savings and efficiencies are always good to show benefits to an organisation	Oct 28, 2010 3:46 PM
13	I have reluctantly had to face facts that the moral case for SD just doesn't do it for the majority of people in my organisation. Making the business case for SD has helped me make a considerable amount of progress.	Oct 29, 2010 7:46 PM
14	As a case study, I can offer our commitments to FSC certified timber. This was introduced under the radar as a policy about 10 years ago. To make the case for implementing it, I used the perceived threat that Greenpeace might investigate us, as they had been doing with some of our competitors. The policy also aligned with our emerging sustainability strategy and I got it signed by our CEO at the time. To respond to anyone who questioned the policy subsequently, I was able to brandish the policy statement, which was re-signed through successive CEOs, because it was working, and who would want to change it?! 10 years later we can be regarded as an industry leader in this area.	Nov 3, 2010 3:31 PM
15	This strongly depends upon peoples' views on what the role of our organisation is. I tend to work with people who have a common view that we are a catalyst for systemic change and our role is to convene and enable others to take innovative action towards that. Thus, I don't have to overlay arguments because there is a sense of common purpose with my colleagues. However, this view is not shared by everyone in the organisation and this is where the tension comes in and the need to translate our work	Nov 8, 2010 1:11 PM
16	I wish I could overlay 'values case'...	Nov 9, 2010 8:54 PM
17	I use whatever means will work with whom I am trying to succeed with.	Nov 14, 2010 6:28 AM
18	I don't overlay anything. There are almost always win-win solutions the way forward is to expand your horizon (in time and/or space) until you have the right analytical frame. If to overlay / spin things people lose trust. Tell it like it is - but be sure you know how it REALLY is.	Nov 19, 2010 5:57 PM

## 2. Business case, values case?

Comments?		
19	my worst opponent is councils buying infrastructure who want to buy cheap rather than good, and leave the problems for someone else to inherit in the next voting cycle.	Nov 20, 2010 12:07 AM

## 3. Internal or external focus - what we do

Comments?		
1	I've interpreted the we here as me...	Oct 15, 2010 9:36 AM
2	Didn't find these questions helpful; not all applicable.	Oct 16, 2010 6:12 AM
3	not sure this was a helpful question for me	Oct 17, 2010 1:10 PM
4	We focus on changing our internal ways of doing business to improve sustainability performance, but our key sustainability drivers come from Government policy.	Oct 19, 2010 2:14 PM
5	we have realised that we must collaborate to change the system, eg on pushing for higher carbon pricing, water rights etc, but we are massively under-resourced in that area compared to our internal efficiency etc drives. saying that, we are increasingly galvanising our suppliers	Oct 20, 2010 12:54 PM
6	We have both internal change programmes, and ones looking at our broader supply chain. We have also developed external policy positions that are aimed to draw attention to legislative changes that could help move towards a more sustainable future.	Oct 25, 2010 10:07 AM
7	We are looking at the external context to be ahead of the curve and make and take advantage of opportunities. We actively engage in this dialogue and seek leadership positions, but equally we want to change our own organisations practices to be more joined up and aligned, and move from pockets of best practice to widespread adoption on all our projects.	Nov 3, 2010 3:31 PM
8	'We' in my answers is the royal we - i.e. me - the wider organisation wouldn't change or seek external change without me dragging it there.	Nov 19, 2010 5:57 PM
9	we participate at different levels in influencing our business, our clients and our society	Nov 20, 2010 12:07 AM

## 5. I see this role as...

Any comments? Make them here.		
1	how can climate change be just a job! I paraphrase Attenborough who's quote looms over my desk: "How could I look my child in the eye and say I knew what was happening to the world and did nothing?"	Oct 13, 2010 2:48 PM
2	This role helps me to feel that I am using my time to achieve something more than just money.	Oct 14, 2010 8:04 PM
3	Or more precisely not my job at all but something that I do anyway	Oct 15, 2010 9:36 AM
4	passionate about change, my job makes me feel empowered (ok not all the time...) see public transport as a basic public good which brings value to community, the environment, the economy... truly believe in sustainability as good business - wouldn't want to work in any field that went against this basic idea	Oct 15, 2010 2:29 PM
5	My job gives me a good salary. Changing our organisation makes my work meaningful.	Oct 15, 2010 2:35 PM



## 5. I see this role as...

Any comments? Make them here.		
6	i love my job and i think it is a worthwhile occupation	Oct 16, 2010 12:41 PM
7	Not something you can leave at the door when you go home from work!	Oct 19, 2010 2:14 PM
8	it is a purpose, but needs to evolve even more to combine my heart, guts & mind....	Oct 20, 2010 12:54 PM
9	I'm very passionate about what I do because it is easy to become weighed down by all the problems we face. The way we work enables me to make a contribution to change without feeling I have to 'save the planet' The planet does not require saving. It will still exist with or without humanity. We need to shift from superheros to servants and hosts.	Oct 21, 2010 9:56 AM
10	Vocation? Public Service...	Oct 21, 2010 10:07 AM
11	Cannot seem to select 'more than 'just a job''	Oct 25, 2010 8:52 AM
12	Using this role to develop my skills as a change agent to become more effective is vital for my values and beliefs and for my ability to contribute towards a different society.	Oct 25, 2010 10:07 AM
13	But others will not agree with this opinion!!	Oct 25, 2010 10:55 AM
14	sustainability hasn't been recognised as the driving force and to a certain extent it is currently an add-on to how we do business and conduct ourselves as an organisation	Oct 28, 2010 3:46 PM
15	It is fantastic to feel passionate about my job. Having worked in this area, I now cannot see myself going back to a general management job even if that harms my promotion prospects etc.	Oct 29, 2010 7:46 PM
16	My aim is to make myself redundant. I am excited by the opportunities presented in the industry I am involved in (property and construction), and feel it provides the opportunity not just to change how the company works but also the industry and as a consequence shape how the world works, looks and operates.	Nov 3, 2010 3:31 PM
17	It is a chance to do really exciting and valuable things. I believe SD/CSR attitude in business could make our world better.	Nov 9, 2010 8:54 PM
18	It has to be a passion and something you believe in 100 per cent otherwise you can't do the job properly, although I've had to learn to use the passion in presenting in a way that doesn't scare the life out of people - in this country we still have a long, long journey.	Nov 14, 2010 6:28 AM
19	Sense of urgency; a strong shift is needed in society to reach a "sustainable level". I work with environment, but are trying to make the right choices in my private time as well, trying to support that shift.	Nov 18, 2010 12:18 PM
20	You need to be really engaged in doing this and believe in it, if you are not the obstacles will be destructive for you personally and will demotivate you.	Nov 19, 2010 12:58 PM
21	For me sustainability is a 'life mission'. I do it in the context of a job so as to pay my bills. The job and the organisation in which I do that job, in any conventional sense, mean nothing to me.	Nov 19, 2010 5:57 PM
22	I also do sustainability activities in my own time	Nov 20, 2010 12:07 AM

## 1. Just a job, or part of a movement?

Comments?		
1	I think I have answered that correctly english a bit confusing are 13a&b not the opposite of 13c&d	Oct 13, 2010 4:20 PM
2	Interesting to see this question in terms of my comment to the last question	Oct 15, 2010 9:37 AM
3	Again these questions seem to repeat; not helpful	Oct 16, 2010 6:13 AM
4	Danger of getting pigeon holed as an SD geek and losing all influence over key stakeholders	Oct 19, 2010 2:15 PM

## 1. Just a job, or part of a movement?

Comments?		
5	'enough of a difference' - well, no...but no point in beating myself up & trading on guilt / fear ... do that for too long.	Oct 20, 2010 12:56 PM
6	I would like to make more of a difference, but feel that I'm doing what I can. More support from senior business managers would have much more of a positive impact than they realise. And not just financial support, actually understanding sustainable development and making positive contributions to it.	Oct 20, 2010 4:16 PM
7	Again, hard to answer - it's mixed. Some people are comfortable with the determination we show, others aren't.	Oct 21, 2010 9:57 AM
8	It's a confused and confusing picture: My direct boss does not value sustainability, beyond it being a KPI we have to deliver on - I am his 'go-to' person for this. The Board member I report to on sustainability is very positive. The firm's leader does not value sustainability.	Oct 21, 2010 11:23 AM
9	My boss is very 'realistic'. He's not big on challenging the current system etc. He has described his purpose as to be a 'wet blanket' on a lot of my ideas! At first I found this demotivating, but now I've tried to take the view that if I can persuade him of something, I can probably convince the rest of my organisation.	Oct 29, 2010 7:48 PM
10	There is a danger that some may see some activities as a crusade, and so are not comfortable with this. Fortunately these people don't fit the corporate vision and we can refer them back to the business case with the support of our top management. We recognise, reward and extol exemplar performance	Nov 3, 2010 3:33 PM
11	It really depends on which colleagues and which bosses!	Nov 8, 2010 1:12 PM
12	Although my bosses and colleagues are comfortable with me doing this, sometimes I do not have the time given to me because of other business pressures.	Nov 8, 2010 4:36 PM
13	I would like to do more. Sorry to say that but I think my bosses don't care about how I see my job. For me it is more than just a job, for many of my colleagues also :)	Nov 9, 2010 8:54 PM
14	I always want to make more of a difference.	Nov 14, 2010 6:29 AM
15	Sorry, can't really answer these questions properly as asked. I have numerous bosses and colleagues. Some think I am a valued, passionate visionary, while others think I am mad, bad, deluded, dangerous etc...	Nov 19, 2010 6:02 PM

## 2. If you have any comments on the four sets of tensions explored in

Response Text		
1	It is my impression that the business case approach (win-win argument) is very dominant nowadays. I use it less, because I think reality is more diverse. And because I believe using the business case approach blocks the energy that is coming from a values based approach.	Oct 15, 2010 2:37 PM
2	not an issue. Bosses and Colleagues see my passion and enthusiasm as a positive thing and it helps to enthuse others	Oct 16, 2010 12:43 PM
3	let's put our heads together to see what we can do about the ubiquitous but mostly-unvoiced pension fund drivers...which means all of us who hold a pension I think....	Oct 20, 2010 12:56 PM
4	01274 434123	Oct 21, 2010 10:08 AM
5	I am not aware of wide variations in my perception outside the comments that I have made.	Oct 25, 2010 10:57 AM
6	I am looking for ways to more actively engage with our management and make them champions of the cause. Some of them want to do the right thing and just need the direction.	Nov 3, 2010 3:33 PM

## 2. If you have any comments on the four sets of tensions explored in

Response Text		
7	I found some of the questions a bit wordy and difficult to follow ...	Nov 8, 2010 2:55 PM
8	I think the pace of change one is time-related - the size and culture of any organisation will affect its momentum when making change. In my experience, the biggest factors are having a manager who supports you (because you then know it will happen eventually), and having a thick enough skin to keep going at the initial stages.	Nov 20, 2010 12:10 AM