

Sustainable Sense Consulting Project:
Strategies for Success in Sustainability Leadership
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1. PROJECT INTRODUCTION AND BACKGROUND

a. Urgent need for sustainability leaders

Anthropogenic climate change is in action; our planet's natural capital is already becoming scarce and businesses are feeling the effects of the climate crisis. "Our natural resources are under unprecedented pressure as a billion more people enter the global middle class, demanding more of everything...and most tangibly, extreme weather is breaking records all over the planet, affecting millions of people and costing the private sector dearly" (Winston, 2014, p. 4). Continuous use of resources with restricted availability is unsustainable; if local and global business leaders don't act now, they will be forcing themselves into a corner with soaring costs or no resources at all, and creating a place for themselves behind more efficient companies in the race to survive. There is no denying that to enact industry-wide change requires significant time and energy. Individuals can choose to lead, to forge the path to sustainability: cutting costs, driving business in an ever-growing sustainability-oriented customer base (77% of consumers describe their lifestyles as conscious of their health and the environment with 40% saying they made purchase decisions because they liked the social or political values of a company (Willard, 2012, p. 43)), mitigating their organizations' risks of falling behind competitors or complying with inevitable future regulations, and further ensuring the security of their businesses' existence in the future.

The United Nations emphasizes the importance of, and defines sustainable development as, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (2008, p. 7). Sustainability itself is a relatively new term, sustainable development is a relatively new concept, and both are vital to the future of business. Alcoa, Inc.'s 2011 CSR Report defines sustainability in the business context as using their values "to build financial success, environmental excellence, and social responsibility in partnership with all stakeholders in order to deliver net long-term benefits to [their] shareholders, employees, customers, suppliers, and the communities in which [they] operate." At a strategic level, sustainability initiatives drive value by considerably reducing the negative impact operations have across global communities, building trust in the brand and leading the industry by example. Building trust in your brand and your organization as a whole increases the awareness of your customers and employees and empowers them to lead by example as well. The National Environmental Education Foundation explained in their Business Case for

Environmental and Sustainability Employee Education (2010, p. 1) that “employees on the company’s front lines are in the best position to identify and implement environmental and sustainability (E&S) practices.” As one of many said employees on the front lines, I recognized my opportunity, what I considered to be my responsibility, to spark change toward sustainable development, both for the company to which I was loyal and to the planet to which my loyalty knew no bounds at all.

b. Choosing a project

i. Resetting twice

At the start of this project, I was a full-time employee of a Fortune 500 retail and pharmacy chain. I decided to jump right in to my role as an aspiring sustainability leader and planned to significantly reduce paper waste at store level. I began to evaluate in-depth my store’s paper waste generation, identify where we could eliminate unnecessary paper use, and work to implement the changes first at store level then throughout my district. I solicited feedback from team members of several stores as well as various members of upper management to get more ideas and build support throughout daily operations. I intended to work passionately to educate my team members and supervisors to build buy-in for this and other sustainability initiatives in order to decrease costs, improve efficiency, and hopefully spread the improvements throughout the company. I saw that every day, countless pages of printer paper were used unnecessarily in our store. Various reports that we weren’t required to keep or even look at were automatically printed. They were not used for anything but moved straight from the printers into the garbage (because our store, like many of our company’s stores, did not recycle). Most notably, we were required to print and analyze daily cash reports that were already provided in the computer systems; we kept the reports in the store for six months, after which they were discarded. These outdated processes failed to consider the resulting wasted materials and labor hours required by employees to handle them. If all that my work did was alert corporate that this was still happening company-wide, despite upgrades to our systems that could and did contain all of the same information, then I would have considered my project to be successful. Through this project, I wanted to spark the realization that my company was missing opportunities to reorganize their daily operations, to keep up with the advancements that the rest of the organization was realizing elsewhere. My company valued innovation and global well-being; this project supported those values and could have improved material and labor efficiency at over

8,000 stores, the positive impacts of which could have been great. They could have been, and they will be; less than 24 hours before meeting with my district manager to present my project proposal, a corporate newsletter dropped, explaining that our company had put plans in place to get rid of the unnecessary cash report hard copies as well as update the signage processes to significantly reduce paper waste and labor hour inefficiencies. I was glad to hear that the project would be implemented, although I was naturally disappointed that I could not move forward. Instead, I approached a different environmental issue within our stores.

At this point in the project, I had been working for this company for almost three years. In the first 34 weeks of fiscal 2017, I watched \$21,405 worth of product thrown into the trash compactor and taken to the landfill. I had been analyzing our store's key performance indicators and reactively action-planning to address issues as they arose. Our store was regularly at or above goal for most metrics: sales by department, various pharmacy measures, and Net Promoter Score for example. However, there was one metric that we were constantly chasing: comprehensive loss. Each week, our comp loss dollar amounts were a surprise. According to my store manager and various members of upper management, it was a waste of time to try to reduce these numbers, specifically to reduce our product claim/disposal process, because so much of it was out of our control: theft, expired products, inventory mismanagement, supply chain errors, and the like. I began to imagine how long the company had thought that way and what would happen if someone challenged that mindset. From FY16 to FY17, my company's retail stores' waste sent to landfill increased by 14.3%, from 265,000 to 303,000 metric tonnes. Our waste to landfill also accounted for 48.4% of the total waste generated (2017, CSR Report). These numbers were not surprising to me because I had been the person throwing out perfectly good food and other products that could easily have been sold, safely, at a discount. Throwing out edible food and useful products made me sick to my stomach, and I realized in doing this task on a daily basis that something needed to be done. I worked for weeks with my team members, holding problem-solving meetings to address our biggest barriers to reducing waste, including customer returns and expired food. Unfortunately, I had to go on leave from my job in order to tend to my family's short-term needs. This made the opportunity to do my project null, and although I did my best to prepare and encourage my team to continue without me, I was forced to start fresh once again. This time, however, I was glad that I did. I saw an opportunity to be a part of something much bigger.

ii. Leveraging opportunity for greater impact

Global conglomerates have developed Corporate Social Responsibility (CSR) departments, “green teams”, and the like out of necessity. Larger businesses are always in the spotlight, arguably held to a higher standard by the public and watched much more closely by regulators. This doesn’t mean that all large organizations meet these expectations, but they are pressured from every direction to show how they are actively working to meet them. I can’t identify what inspires small businesses in the same way other than direct and foreseeable risks such as failed audits, structural integrity and safety, and other internal motivators. Small business labor conditions aren’t generally broadcasted globally, their energy and waste outputs aren’t readily available to billions of people, and they haven’t the resources or need to hire experts in compliance and sustainability. There isn’t as much pressure for small businesses to conduct themselves sustainably because their impact doesn’t seem the greatest. However, the greatest opportunity for sustainable development is in fact with the 30.2 million small businesses in the U.S (as of 2015). They make up 47.5% of private-sector employees and accounted for 65.9% of net new job creation between 2000 and 2017. (U.S. Small Business Administration, 2018). I found that there was only one company that services my city in environmental consulting, and there was no direct competition for exactly what I would take to small businesses, which is one major benefit to growing into a brand new field. Large consulting firms are working to appeal to money-making deals with big corporations that are hiring out of necessity, and also have no obvious presence in my city. Location and an “underdog offense” would be useful in giving me competitive advantage as a business sustainability consultant and could allow my project to potentially scale into growing clientele and translation of SOPs, best practices, or regulations fought for by the businesses and people I can impact. If I could convince one small business to implement one sustainable change that will foster the safety of our planet and, most importantly to them, the security of their business, I could cause a ripple effect to change the world.

In sustainable leadership, growing our reach and maximizing our impact is important. Our field is still very new and as that is a weakness to the cause, it is good strategy to leverage every opportunity for connections, resonance, and networking.

2. PROJECT OVERVIEW

a. Vision / Mission and Objectives

My long-term vision for my consulting project, named Sustainable Sense Business Consulting, is that organizations of all sizes will be armed with knowledge and passion for sustainable development to support their own well-being in a world of finite resources that increasingly demands a system of coexistence. As a pre-entry-level sustainability professional, I work to learn every day and aim to strategically communicate the profitability and positive impacts of sustainability on an institutional, local, and ultimately global scale. It is my overarching goal to lead and implement change and development toward sustainability; my project aims to teach sustainable solutions to business leaders and individuals so that they can apply what I teach them to all of their future endeavors, scaling out the knowledge and positive impacts exponentially. The project vision involves consulting with local businesses ("organizations of all sizes", so as not to limit myself unnecessarily) to help them make changes in their daily operations, intending to save them money initially and then inspire them through team member education and engagement to seek out solutions themselves. My project begins by focusing on small businesses, since according to the Small Business Association they make up 99.9% of all U.S. firms. The goal is not to walk into a business and save them a few bucks; it is to enact change within their leaders and teams to get sustainability on their minds and communicate the benefits and profitability of sustainable operations. It means thinking about their future, how they will operate in a rapidly changing world, and how they can secure their livelihoods by simply considering the sustainability of their activities, projects, and new initiatives as they work hard to grow their own endeavors.

The project's mission is to inspire people within organizations of all sizes in our community and beyond to operate with the future in mind, arming them with the information and tools they need to sustain themselves and in turn, sustain our communities and beyond. Such teamwork and resource procurement will ideally inspire a shift in value systems, to include a holistic perspective with our business leaders, teams, and neighbors benefiting together through sustainable development.

I created a Gantt Chart and Work Breakdown Structure (Appendix A) to organize my initiatives. Sustainability as a concept means considering a holistic systems perspective of any endeavor, and specifically for project management this means preparing for any situation, which is why I completed a risk analysis (Appendix B) as well. The objectives for my project are detailed in Appendix C. At the actual start of this project, I reached out to more than ten local

businesses, including franchises, mom-and-pops, and non-profit NGOs (non-governmental organizations). I organized my intentions into elevator pitches, carefully customized to appeal to each individual organization, considering their own visions and the fields in which they operate, to increase my chances of being received positively and ultimately accepted to consult with them. This is where I faced many struggles. I received hard “no”s from all but two organizations, the both of which said no after only a couple of follow up contacts. Discouraging as the responses I received were, I did not give up. This is where the value of a network revealed itself firsthand; I reached out to experts in the field, Michael Herod, Caroline Harrison, and Paul Prosser, for advice. Without a business for which to consult, there would be no project. They each told me first and foremost to never give up. Harrison and Prosser helpfully connected me with another sustainability-minded individual running a gay travel agency focused on appreciating local biodiversity and culture through sustainable tourism and sustainable operations. This business owner and I exchanged many e-mails and spoke via video chat about how to best align our visions, what he needed help with in his business, and what help I could offer him. Sporadic differences in schedules between my client and me made it difficult to move forward with the project. In Appendix B the known risk of personal obligations affecting my schedule was accounted for, however I did not prepare for similar occurrences affecting my project from my partner’s end. Ultimately, contact with the aforementioned business owner was lost in the midst of their other responsibilities, resulting in yet another complete change of scope for my project.

As an amateur sustainability professional, I have been faced with, and will continue to face, many challenges. Disapproval by peers and supervisors, familial obligations, and dismissal by potential clients and partners prevented the follow through of any one project; unforeseen obstacles forced the project’s next steps and goals to be repeatedly reset. Sustainable Sense therefore became less of a project with tangible, measurable outcomes and more of a learning experience for myself and an opportunity to teach people with business-, environmentally-, and/or sustainability-focused goals similar to mine about what the challenges are that they will face, how to work around them, and best practices to realize success in such a fresh but vitally important industry.

b. Process

As a sustainability leader I want to leverage diverse experiences and outside perspectives to better approach my initiative, including addressing issues and resolutions that may arise from any culture differences between the people with which I'll work and myself. It will be vital to identify where disengaged or unmotivated audience members exist and ask for their input regarding my initiative and sustainability in our communities in general. In order to communicate my vision, I need to connect more deeply with my audience. With the several businesses I contacted, I planned to first strategically touch on my audience's own connections with the natural world, hoping to evoke emotion (to engage them, then support that evocation with stats and facts) comparing my own story and experiences with their own (I anticipated given our southern location, fond memories of hunting and fishing trips with their loved ones would be effective, as those are abundantly popular pastimes here). I attempted to do this initially in my elevator pitches/initial presentations to the businesses with which I spoke, in order to establish the sense of urgency and call them to action. In addition to my initial attempts at evoking an emotional reaction through story and personal connection, I worked to emphasize the business case, to speak the language of the executives (Willard, 2012, p. 4). My conscious efforts at presenting myself to these businesses included presenting my services in a well-rounded manner: touching on the need to service the planet as well as the potential for positive financial gain. A key takeaway from my experience of being turned down by each business so far is that I should be laser-focused on the business case that I present, and use the social and environmental benefits as a bonus that may or may not even be mentioned at first. I do believe that even though I heeded the advice of mentor Herod from a 2018 personal communication and tried to present myself as the expert on sustainability, since relatively I am, my inexperience was a major factor in being turned away. In the time between reaching out to different organizations (and as I will continue to do in the future), I reassessed my strategy and in all interactions with peers, other sustainability professionals, potential clients, and so on in my growing network, actively worked to present myself and my services (despite being boldly new) as being a value add: legitimate, credible, and relevant. It is important that my inexperience still be acknowledged in the spirit of honesty in order to build our collaboration on a foundation of trust. With other leaders that lack experience or knowledge of the sustainability industry, I can leverage our respective blank slates and capabilities to learn and grow together, ideally beyond the bounds of any specific project into an ongoing collaboration. Moving forward with any

partnership, plan to engage team members at all levels (since as we know, it is employees on the front line with the most potential for implementing changes), by inquiring about how they already view sustainability in their own lives and at work, what they think they can do differently if anything, and what they would be willing to do, sacrifice, or change in the name of improving their business and consequently creating a better world. In my toolbox, I am prepared to utilize the following resources if and when they are appropriate, including but not limited to: work breakdown structures, risk analyses, Gantt Charts, PSTB (Problem-Solving, Team-Building) meetings, and PDRs (Plan, Do, Reviews) facilitated by an organization's own leaders to encourage continuation of my efforts after I leave. After all, sustaining change is the real goal.

i. Foundational Project Timeline

The following is a foundational timeline for a sustainable development initiative, specific to my project work as an amateur sustainability consultant for local businesses, which can be modified and added to as is necessary for alternate projects and their respective goals, scopes, details, and stakeholders.

Pre-Work:

Establish a sense of urgency, through cold-calling and elevator pitch presentations to various local business owners, by emphasizing the business importance of enacting change to sustain the organizations with which I'll work (and by evoking emotion regarding their connections to the natural world, if it is reasonable). The intent in enacting change toward business sustainability is never to instill fear, but to elicit a "take action" reaction for the well-being of their organization, with environmental and social benefits as strong bonuses. Anticipate and strategize to build a powerful guiding coalition, by inspiring at least two businesses to allow me to consult with them, enact positive change, and subsequently inspire fellow businesspeople to follow suit. Communicate first in person and by phone or e-mail with business leaders, including using various communication and leadership tools/assessments that exist online in order to evaluate first my and then their leadership styles to understand them and prepare them more effectively to enact change alongside me. Knowing oneself and understanding others are two vital pillars to sustainable leadership. The vision has to be shared to build a coalition for change, in order for us to be more capable as a team than individually. The business leaders will be powerful influencing partners probably with title, information, expertise, and reputation, and will be necessary to the coalition (K. Gazzara, personal communication, 2018).

UNFREEZING PHASE:

Week 1 to Observe: Observe daily operations. Speak with business leaders and the teams, get to know the organizations, and align my vision to support theirs.

Week 2 to Research/Present Initial Findings: "Find the hurt" by identifying problems the businesses currently face, for example wasted energy and paper. Presentation will be based on the notes taken and key issues identified, including measurements of data, for example amounts of wasted energy and paper per unit of time.

Week 3 to Analyze/Problem-Solve: "Amplify the pain" by compiling collected data and showing the business how much money and resources they can waste over various periods of time, scaling out the risks as well as the opportunities. Communicate solutions related to each issue identified, offering as many options as possible along with my personal recommendations.

CHANGE PHASE:

Week 4 to Present Findings/Solutions: "Heal the wound", by offering realistic solutions to the problems they currently face and from which they will continue to suffer if they don't act. Our coalition at this point should be strong, with the whole team engaged and motivated to work together toward our shared vision.

Week 5 to Educate Team/Help Implement: Work to communicate the vision by being present, honest, and working directly with the whole team, making readily available any findings and meeting minutes, and passionately presenting the need for organizations to "unfreeze" and "change" for their own good, the good of the community, and so forth. In my passion as a sustainability leader, I'm asking these people to help me save our planet. In my strategic work as a sustainability leader, I am getting them to trust me and work with me directly to implement positive change for the business' bottom line, brand image, future security, and—not to be minimized or dismissed—their own development as employees and individuals.

Empower others to act on the shared vision by using powerful storytelling and visual aids in support of the coalition, and by presenting the data, stats, and facts to support the cause for the vision. Communication with the team will be ongoing and offered: in-person, through the phone, e-mail, and using anonymous comment boxes, making sure to address concerns and receive feedback for the development of the project and my own personal growth. Preparing for different styles of communication is important in order to be an effective communicator and

leader, especially in an attempt to enact and sustain change through the use of people and our shared vision.

It is important to create short-term wins by communicating strategic objectives to the businesses with which I work, ensuring we have a mutual understanding of the project, its goals, expected deliverables, and desired outputs and outcomes. This will also be achieved specifically by identifying "quick wins" for businesses that are cost-, time-, and energy-effective wherever possible. Quick wins will be important to building buy-in and gaining trust from clients. Keep track of progress on various platforms, for example on shared drives accessible online but private to individual businesses, and ensure that access to the quick win successes is possible for all appropriate stakeholders.

Week 6-11 to Follow Up, Review, and Modify/Continue Plan: Analyze the overall impact through data collected over the weeks. Measure success based on project objectives and any positive variations from project work such as: dollars saved, energy, fuel, and water use reduced, waste deterred, and employee growth and engagement. I will also observe and analyze behavior, use surveys and conduct interviews at start, middle, and end to determine the success of my impact on enacting behavioral change to encourage overall change sustenance (the ultimate goal!).

Work to consolidate improvements & maintain momentum for change by presenting my findings in a concise, professional, and deliberate manner to ensure ease of understanding and encourage adoption of proposed changes. Follow-up objectives are particularly important here to maintain the momentum not just with one organization and team, but hopefully with any that could receive a referral or be influenced to enact sustainable changes in their own endeavors after witnessing the success realized by this peer or competitor.

As barriers and concerns are identified, together the coalition will work to address them, making changes to the plans—perhaps approaching things more or less aggressively to better suit the business or people or ensure effective uses of time. As a base guide, weekly visits are scheduled to check on progress, ensure adoption, collect data, and keep in engaged communication with the team.

REFREEZING PHASE:

Week 12 to Analyze & Present Overall Impact Findings, Plan Next Steps to Sustain Change: Attempt to institutionalize the new approaches by maintaining a presence both in

person and online for the organizations with which I work that continues to engage the businesses and their people while simultaneously proving my own buy-in and passion for the developments. Repeated and/or continued presence and effort will be key to institutionalizing or "refreezing" positive sustainable developments to business operations and behavior. A simple website as well as social media editorial calendars can be designed specifically for this purpose, with relatively minimal effort but potential for maximum benefit.

3. LESSONS LEARNED

Sustainability in our endeavors is necessary for human existence; human life and economic wellbeing on Earth face imminent danger without enough clean air to breathe, fresh water to drink, and healthy land from which to cultivate our food and raw materials. This mission is as important as we will ever see and perseverance no matter the obstacles is absolutely necessary. Truninger detailed her own attempts, as an advocate for merging science with business, at gaining entry to a relationship with a commercial partner, stating that "it was important to be tenacious, exercising diplomatic skills, maintaining an open mind, and constantly juggling 'familiar' and 'unfamiliar' ways of thinking and doing" (2015, p. 45). As emerging leaders devising strategic approaches in an unknown territory, this is all the more important advice.

Strand wrote that "at its foundation, the concept of corporate sustainability involves corporations' taking into consideration their environmental and social impacts in concert with their economic objectives. Therefore, corporate sustainability is closely related to the concepts of corporate social responsibility (CSR)" (2014, p. 688). While the nature and scope of this project and the work I completed are focused on sustainability, my professional aspirations ultimately include an impactful career in CSR where I believe I can have a significant impact on the planet by implementing long-term structural and behavioral changes within organizations and people. Even if in a temporary situation, the opportunity to take or create a "position dedicated to corporate sustainability for a specified duration may be utilized as a means through which to establish bureaucratic structures with formalized processes and KPIs to drive sustainability performances (Strand, 2014, p. 704). Many top management team positions for sustainability have been created out of necessity for public relations and compliance for example, where senior executives were ushered in without knowledge or experience in a sustainable capacity. In my experience of opportunity-searching on dozens of professional websites and in communication with various recruiters, entry level positions in sustainability are few and far between. So, in a

span of almost two years I have written letters of interest to upward of fifty companies detailing my education, experience, and passion for sustainable development and why I think I can be a value add to such companies with visions that I respect. There in particular is where I acknowledge the most important lesson learned for both myself and other aspiring leaders in sustainability to take from my experiences, consciously heeding the advice of my mentors; never give up.

4. CONCLUSION

Sustainable Sense Business Consulting began as an approach I tried to carry out with my full-time employer, transitioned into an attempt at a free-lance consulting initiative, and decidedly culminated into a personal and professional reflection—an examination of the challenges faced by myself and undoubtedly other amateurs in the relatively new industry of sustainability. The scope of my project changed entirely, from focusing on a specific project with tangible outputs to reviewing my overall journey in the first couple years as an aspiring sustainability consultant. By reframing my project as not just one initiative but as my entire journey so far as a sustainability leader, I faced a great opportunity to shift my perspective, open my mind, and consider what my experiences can teach other change agents, business and/or sustainability leaders, and anyone who will listen. Thanks in great part to the guidance of the experts with which I consulted, I found procedural and overarching strategies for success (consulting with experts included)—for consulting work, entry into the sustainability field, and developments in personal growth—to benefit professional aspirations of sustainability leaders and consequently scale out the positive effects that my work, and the work of those that can learn from me, will have on the world.

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Appendix A

Gantt Chart and Work Breakdown

Task Name	Start Date	End Date	Assigned To:
Cold-Calling & Initial Meetings	11/02/18	12/17/18	Me
Compose & deliver elevator pitches, obtain contact info for appropriate party	11/02/18	12/17/18	
Follow Up once/twice as appropriate	12/03/18	12/17/18	
Next steps TBD by project customer(s) in meetings	12/03/18	12/17/18	
Observations & Research, "Unfreeze"	01/07/19	02/01/19	Me & Leader(s)
Hold initial meeting to set expectations, agree on timeline, observe daily operations, have team take entrance surveys on sustainability/their roles	01/07/19	01/11/19	
Research, obtain expense-to-budget info, analyze initial findings on financial impacts, keep leader(s) in-the-know	01/14/19	01/18/19	
Analyze data, continue research, identify potential solutions	01/21/19	01/25/19	
Present findings, propose preferred solutions, agree upon next steps for implementation	01/28/19	02/01/19	
Educate Team, Initiate Implementation, "Change"	02/04/19	02/08/19	Me & Whole Team
Hold PSTB/PDR meetings with whole team, have one-on-ones	02/04/19	02/06/19	
Identify short-term wins for team, agree on meetings/communication/development plans to follow	02/06/19	02/08/19	
Ongoing Implementation	02/11/19	03/29/19	Me & Whole Team
Continue to collect and analyze data for agreed upon metrics, for ex: waste production, energy use, water use, employee engagement, and related dollars saved	02/11/19	03/22/19	
Weekly updates (at minimum) to leader(s) to celebrate wins and identify opportunities for improvement	02/11/19	03/22/19	
Last week of data collection, close up short-term projects and hold meeting(s) to identify next steps for ongoing implementation following my leave	03/25/19	03/29/19	
Project Close-Out, "Refreeze"	04/01/19	04/30/19	Me & Leader(s)
Conduct exit interviews, review PSTB(s) & PDR(s), complete data analysis	04/01/19	04/04/19	
Final presentation of impacts, progress, and next steps to institutionalize changes	04/05/19	04/05/19	
ONGOING: Follow up intermittently so continued presence encourages sustained change			

Appendix B

Project Risk Analysis

While I did anticipate the risk of variance in my own schedule, I failed to anticipate similar instances occurring from the client's end. This is a key lesson learned: to be early, proactive, and flexible whenever possible. Other lessons and considerations are included in the accountable persons column.

Project Risk	Risk Level	Risk Response	Accountable Person
Scope: no business agrees to take me on and/or implement my changes	3 – Low	Do not give up cold-calling, detail incentive of free labor while honestly addressing risk of no realized benefits	Me: be persistent and transparent
Schedule: conflicts between my own schedule and that of businesses with which I work	4 – Medium	Work with businesses & their teams to create & maintain realistic timeline	Me: Must communicate thoroughly with team, anticipate changes in needs and how to address unexpected obstacles
Cost: initial investments or change in ongoing costs	7 – High	Conduct thorough research, propose/attempt most cost-effective methods first, maintain transparency	Me: update business leaders on cost management Leaders: will have to be honest about cost restraints

<p>Compliance: high uncertainty of accurate data collection due to unsupportive team</p>	<p>8 – High</p>	<p>Gain support from leaders first, determine potential penalty for non-compliance, gain support from entire team, solicit feedback and open communication to build trust and buy-in</p>	<p>Me, Leaders, & Whole Team will have to work together to proactively identify/address potential non-compliance issues and reactively identify/address if they arise</p>
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Appendix C

The following are my sustainable development project's strategic objectives which can be modified and added to as is necessary for alternate projects and their respective goals, scopes, details, and stakeholders.

- Communicate to ten (10) local businesses the need to "unfreeze" and "change" in terms of financial and material sustainability in a local and global context.

- Enter into a relationship with at least two (2) local businesses with which I will consult on the opportunities for sustainable improvements within the scope of their operations.

- Observe daily operations of aforementioned businesses, collect and analyze data which may include but may not be limited to trash audits, energy audits, and audits of miscellaneous processes, especially involving resource use and operational efficiencies. At the end of data collection and analysis (timeframe specific to each business and detailed in the “Timeline” section of this report), present findings with proposed improvements in terms of ease and cost of implementation as well as descriptions of potential benefits, particularly cost savings.

- Lead and work with team to commit to, communicate, and execute sustainable development project.

- Follow up with aforementioned businesses to determine and present realized benefits, if any, and to perform follow up audits to compare any changes made or inquire about lack of changes/barriers faced.

- Educate and inspire aforementioned businesses (creating more leaders in sustainability) to seek their own solutions to sustainability issues, request my services on a larger or more in-

depth scale, and/or refer my services to other business owners/organizations to encourage the spread of sustainable development in our community, sustaining the changes I intend to create.