



Organisational culture and sustainability



green vs 'truly' sustainable ?





tokenistic vs strategic ?



Think.



Act.



Save.

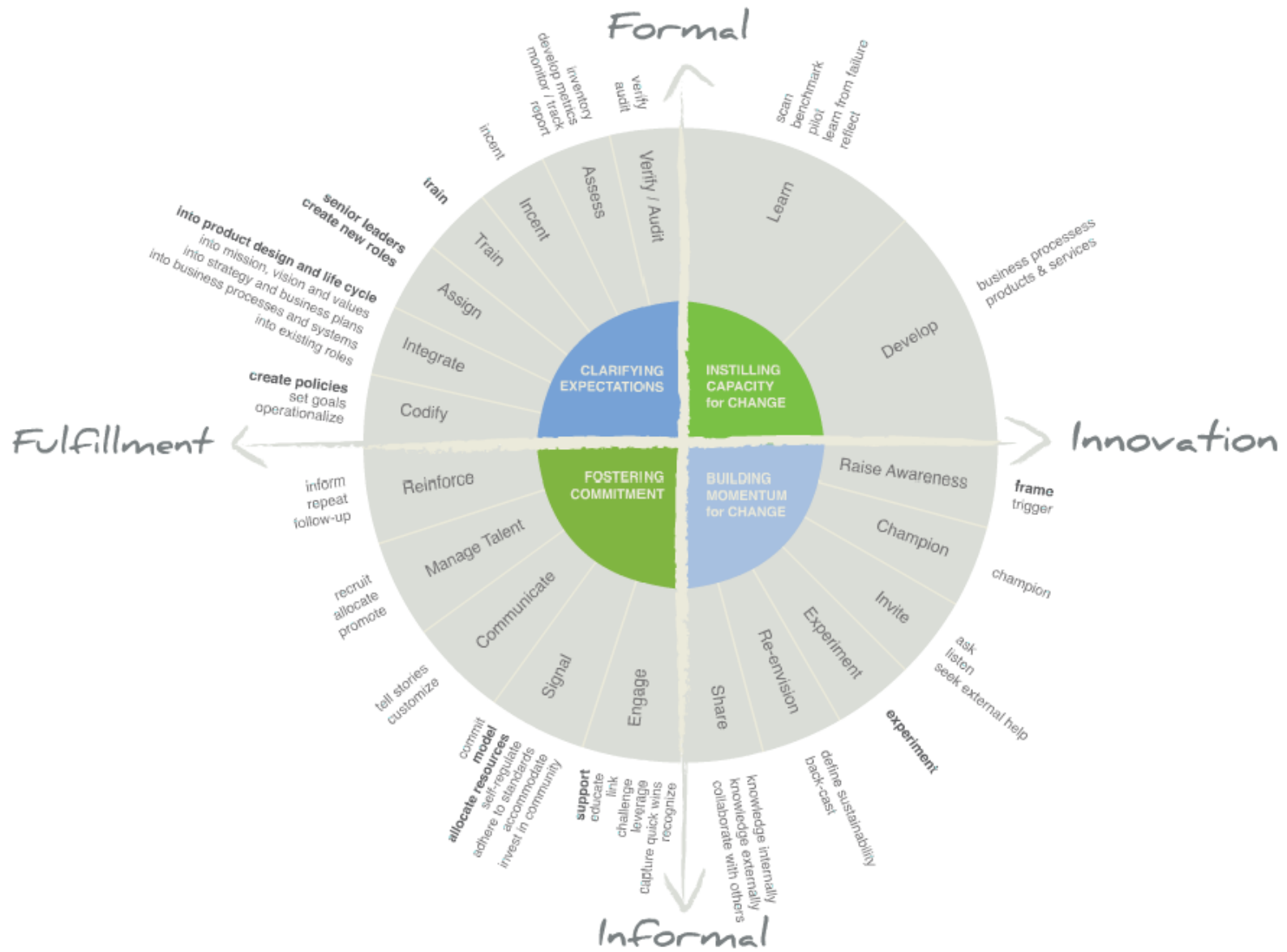


theory vs action ?

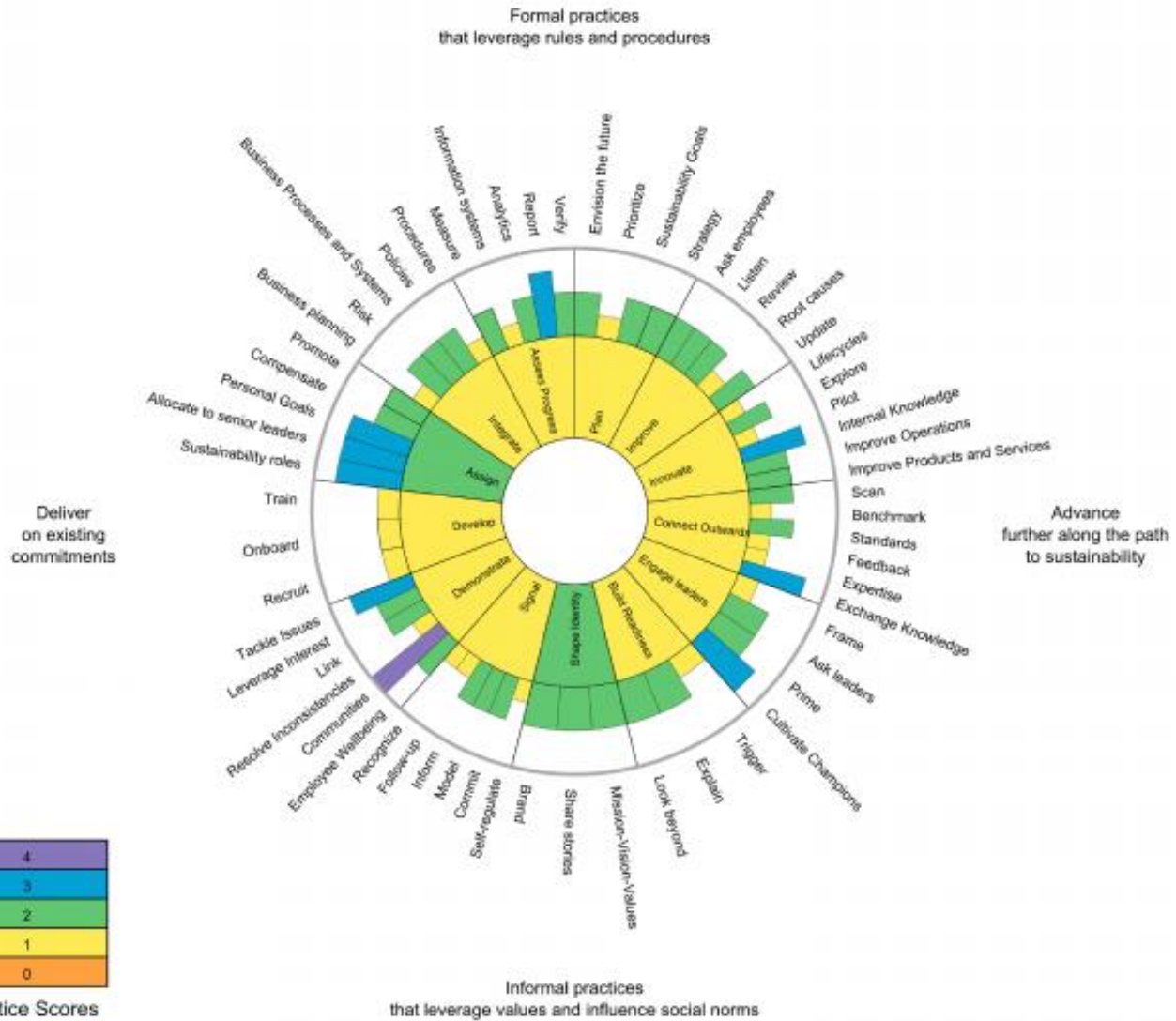
Strategies for embedding sustainability into organisational culture

- How do we know when an organisation has realised a culture of sustainability?
- What are the critical pathways towards realising this organisational culture of sustainability?
- Who are the key organisational change agents?

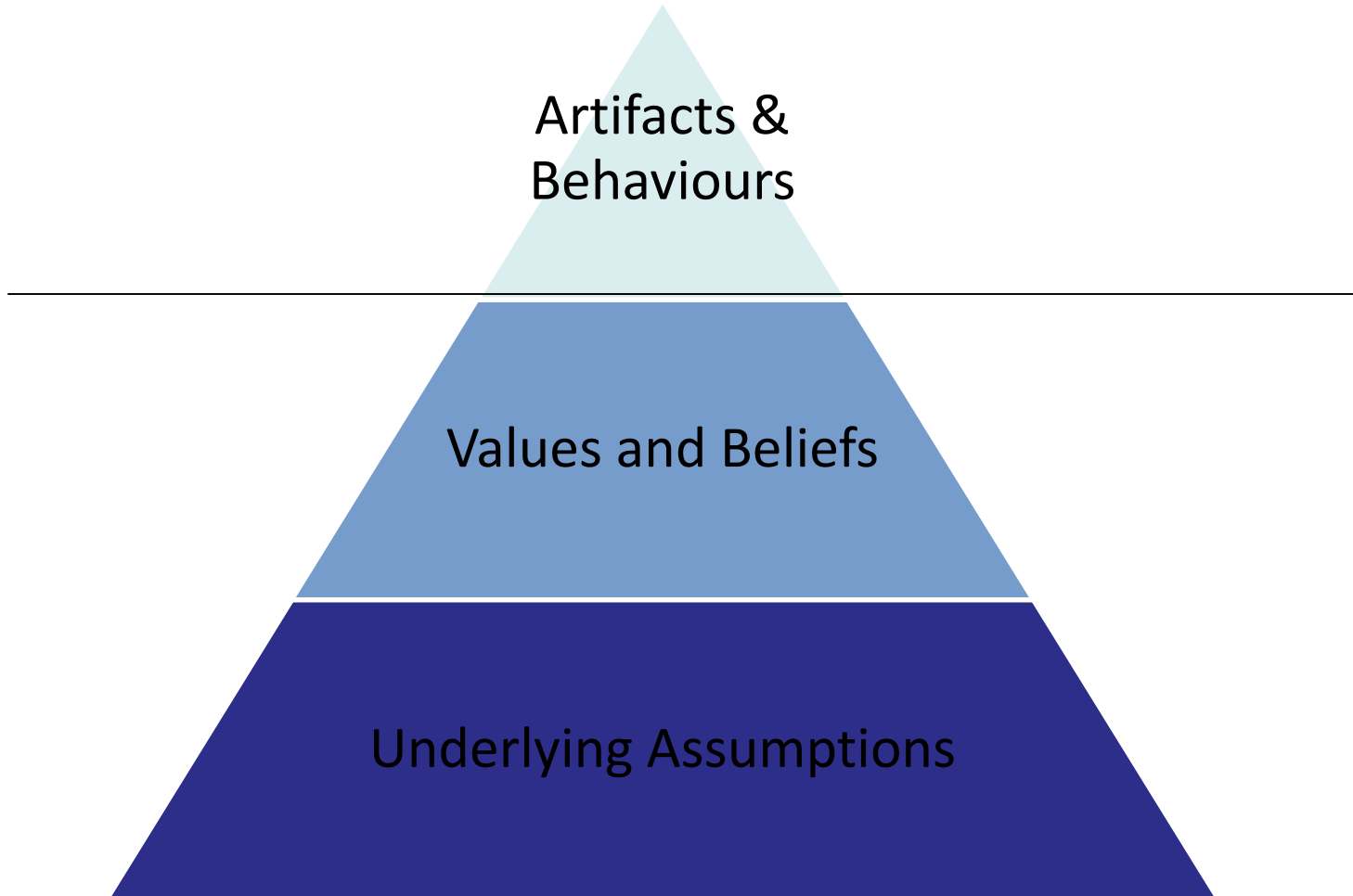




Sample Practices Visualization



Organisational Culture



Adapted from Schein (1985) and Ott (1989)

1. How do we know when an organisation has a sustainability culture?

- **Assumptions:** Strategy and decision making informed by understanding of context, supported by systems thinking and envisioning the future capabilities
- **Values & Beliefs:** Guiding principles translated into clear goals and targets
- **Artifacts & Behaviours:** Decision making and actions reflect the above

2. What are the critical pathways towards realising this?

- **Organisational priming** (scanning, awareness of context, baselines)
- **Informing the strategic process** (risk, materiality, principles, goals and targets)
- **Leadership commitment and modelling** (signalling, identity)
- **Supporting and fostering** (empowering, tracking, acknowledge and reward)

3. Who are the key organisational change agents?

- Primers & Leaders
- Gate Keepers & Enacters

For discussion

Does it matter more that certain people (or change agents) 'get it' at certain points, rather than achieving a broad culture of sustainability?