

# Leading for Sustainability

Transitioning from intent, to actual implementation, through change capable leadership

Embracing sustainability has become a necessity for businesses. However, many organizations are finding it challenging to move from awareness to implementation and are failing to seize new opportunities and meet stakeholder expectations for responsible business practices.

Sustainability initiatives, go beyond formulating a transformation roadmap, it needs to be further anchored in organizations by:



Developing awareness and education on sustainability principles, and forming an understanding of its impact on operations across levels and departments



Equipping Leaders to be able to drive, enable, and shape the culture required for sustainability to thrive



Implementing meaningful initiatives that moves organizations gradually towards more sustainable practices

Renoir Consulting and the Center for Creative Leadership have developed programs to equip leaders at all level in the organization with the needed understanding, and knowledge of ESG, shift their mindsets, enable sustainability transformations and explore best practices to drive sustainable initiatives and achieve measurable objectives.

# The Business Case for ESG

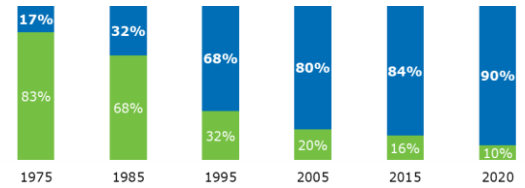
Incorporating ESG principles into organization's strategy is not just about meeting a trend; it's about positioning the organization for long-term success in a changing business landscape.

As illustrated here, the research and evidence overwhelmingly suggest that ESG is not only the responsible path forward but also the strategic one that can unlock numerous benefits for your organization.

## "5 Key Insights on ESG's Impact on Financial Outcomes"

1. Enhanced financial outcome driven by revenue growth
2. ESG Investing provides downside protection
3. Strong ESG practices lead to lower financing costs
4. ESG controversies can be financially detrimental
5. Contented workers contribute to prosperous businesses

## Intangible Assets Comprise 90% of the value of S&P companies (2020)



- Financial Statements alone are no longer telling the full story
- Shareholder value is being superseded by an emphasis on all stakeholders
- The above is making the incorporation of relevant ESG factors vital to valuation
- Current accounting standards were not designed to capture all intangible assets

*"Intangible Asset Market Value Study - Ocean Tomo"*

## Leadership Imperative

Research on why ESG (Environmental, Social, Governance) initiatives may fail highlights several key factors that can contribute to their lack of success.

### 5 reasons why your ESG Strategy fails

1. Equating sustainability with CSR due to unawareness
2. Misalignment with core business goals
3. Inadequate impact assessment
4. Employees uninformed and unengaged
5. Overextension without clear focus

### Effective Leadership is essential for ESG success:

1. Setting clear direction and vision
2. Championing Commitment
3. Allocating resources
4. Creating accountability
5. Engaging Stakeholders
6. Driving Culture change
7. Promoting innovation

In essence, good leadership is the catalyst that transforms ESG initiatives from mere compliance measures to strategic drivers of success.

**When leaders are committed, informed, and proactive in their approach to ESG, they create an environment in which these initiatives can thrive and contribute to both the organization's performance and its positive impact on the world.**

This requires a new organizational focus, leadership shifts and different development journeys that will shift individual mindsets and develop collective capabilities to engage teams and stakeholders, form new networks, shape coalitions that lead to broader more impactful decisions, actions and solutions.

# The idea of “doing well by doing good” isn’t obvious, automatic, or able to produce returns now.

There are rewards for investing in clear ESG strategies – cost saving, enhanced brand reputation, increased customer loyalty, competitive advantage, access to new markets, employee engagement and retention, risk mitigation, supply chain resilience, access to investment capital, compliance with regulations.

It requires a steady hand and long-term vision to harness the benefits of the organizational drive towards sustainability.

It requires leaders who can make deeper decisions and take action on a set of critical future issues?

## The Right Focus at the Right Level



*Adapted from Doing Well And Doing Good: Human-Centered Digital Transformation Leadership - Cheryl Flink, PhD; Liora Gross; and Bill Passmore, PhD - ISBN: 978-981-12-6842-7*

Effective leadership is instrumental in directing organizational evolution, and the success of ESG transformation is closely tied to this proficiency. The journey to higher ESG maturity demands vision and direction that only proficient leadership can provide. As companies evolve through ESG maturity levels, it’s the strength and effectiveness of leadership that often determines the pace and sustainability of that progression

# Leading for Sustainability across Levels



Ultimately, leaders will need to think systemically, collectively and reconcile seemingly opposite realities. They will need to consider the full impact of their decisions and reframe their decision-making process to equally embark shareholders, sustainability, people and communities. They will need to foster innovation and experimentation and drive themselves and others successfully through change.

CCL and Renoir have designed a program that support leaders across all levels to facilitate sustainability transformations

## Executives and Directors



3 days – 3 months journey + Extended Sustainability Learning Projects

### Executives and Directors

At the end of the Program, Executives will have

- A comprehensive understanding of sustainability;
- Translated their business strategy in ESG terms;
- Reinforce their ability to develop collective intelligence for full impact decision making
- Strengthened the organization resilience to enable transformation
- Agreed on the best practices of measuring and reporting on ESG metrics.

## Senior and Middle Managers



5 days – 3 months journey + Extended Sustainability Learning Projects

### Senior and Middle Managers

At the end of the Program, Senior Leaders will have:

- Gained a clear understanding of ESG;
- Get exposed to sustainability best practices, tools and methods for reducing the organization's carbon footprint
- Strengthened their ability to solve problems inclusively,
- Reinforced their ability to energize their ecosystems and facilitate change and transformation across their organization.

## Line Managers



3.5 days – 3 months journey + Extended Sustainability Learning Projects

### Emerging Leaders & Frontline Managers

At the end of the program, Front Line and Emerging Leaders will have:

- Understood sustainability concepts and ESG;
- Gained awareness of sustainability trends and initiatives and their impact on businesses.
- Defined how to support the promotion and implementation of sustainability goals from their roles;
- Articulated their responsibility in creating the environment needed to support the transformation
- Increased their ability to become agents of change.



Programs are designed to be interactive and engaging. Leaders will participate in case studies, group discussions around their leadership and ESG challenges, and experiential simulations.



Sustainability Learning Projects will be launched during the program to give participants the opportunity to apply their learning on real business situations.

# Center For Creative Leadership - CCL

The Center for Creative Leadership (CCL)<sup>®</sup> is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.



## MISSION

To advance the understanding, practice, and development of leadership for the benefit of society worldwide.



## WHAT WE STAND FOR

**Results That Matter:**

Sustained Impact for you,  
Your Business and the World.

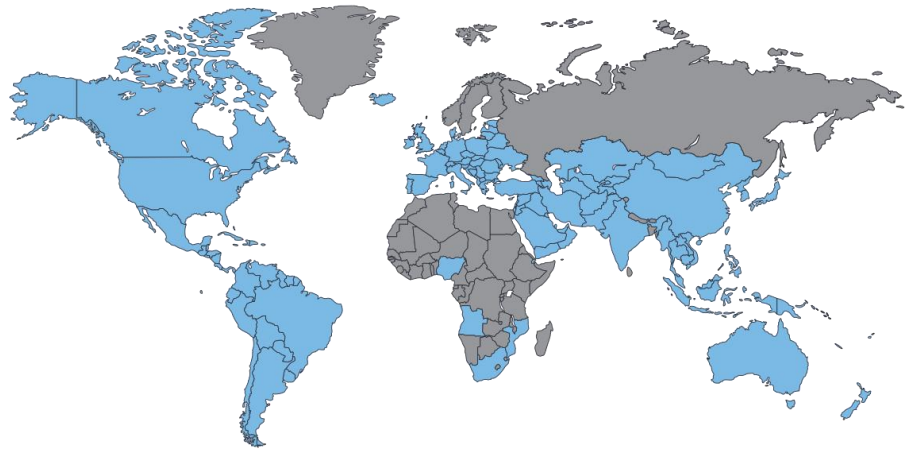


We create leaders who move their worlds

## Renoir's Global Footprint

For over 26 years Renoir has supported clients across the globe in transforming their businesses, partnering with them to realize **measurable operational** and **financial benefits**.

Engagements in over 60 countries covering Europe, North & South America, Asia, Middle East, Africa and Australia.



Successful business transformations addresses "the human problem behind every business problem."

Renoir's proven approach to implementation focuses on driving the required **behavior change, at scale**

>26 YEARS  
of Implementation  
& Change  
Management  
experience

Engagements  
in  
>60  
COUNTRIES

>350 RESOURCES

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