





Wisconsin
Sustainable Business Council™
2024 CONFERENCE

**LEVERAGE CROSS-FUNCTIONAL TEAMS TO
DRIVE SUSTAINABLE CHANGE**

Welcome to the Workshop



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About Us



Empowering Organizations To
Achieve Performance Excellence

- ✓ **BENCHMARK**
- ✓ **TOOLS & ACCESS**
- ✓ **DEVELOP TEAMS**
- ✓ **ENGAGE & NETWORK**

Complimentary Insights
on Excellence research



Learn more about
ASQE Organizational
Membership





Leadership Development for Leaders at Every Level



The Institutes

- Programs for **New/Future Leaders** and **Experienced Managers**
- Delivered virtually

Internal Custom Programs

- **Align our content** with your industry, culture, and brand identity

Leadership Workshops

- **90-minute to full day** experiences delivered in-person or virtually

Workshop Agenda & Overview



Overview: Why Cross-Functional ESG Teams are Needed

- Types of drivers: pressures & performance
- Evolution of Sustainability team size & skills to succeed
- Cross-functional performance maturity

Workshop: How to Engage & Build Teams

- Exercises & discussions
- Team knowledge sharing & report-outs
- Live Q&A

Summary & Wrap-up

But first: Is it Sustainability or ESG? Or Both?

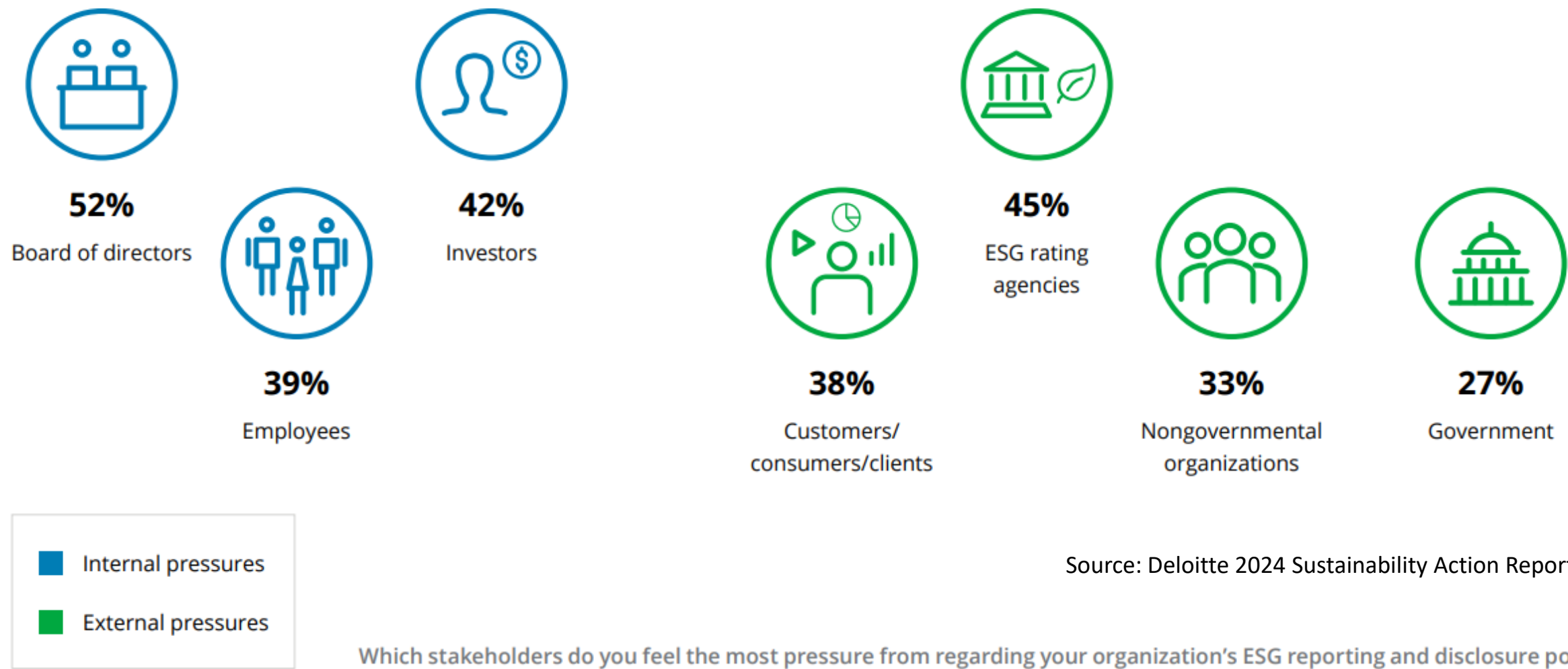


Environmental Social Governance (ESG) is a term to measure **sustainability** performance.

Tip: much easier to use ESG in developing performance goals.

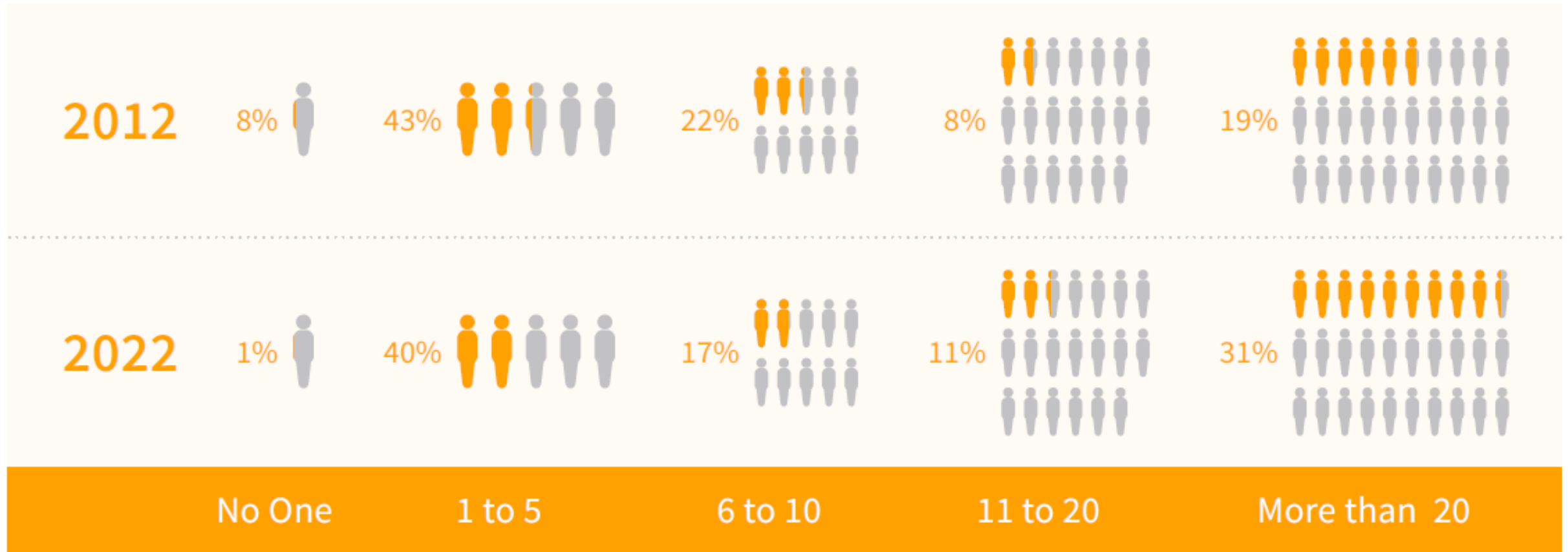
The Why: Pressure on ESG Reporting & Performance

Where pressure on ESG reporting and disclosure policy comes from, N=300*



The Why: Orgs are Growing their Sustainability Teams

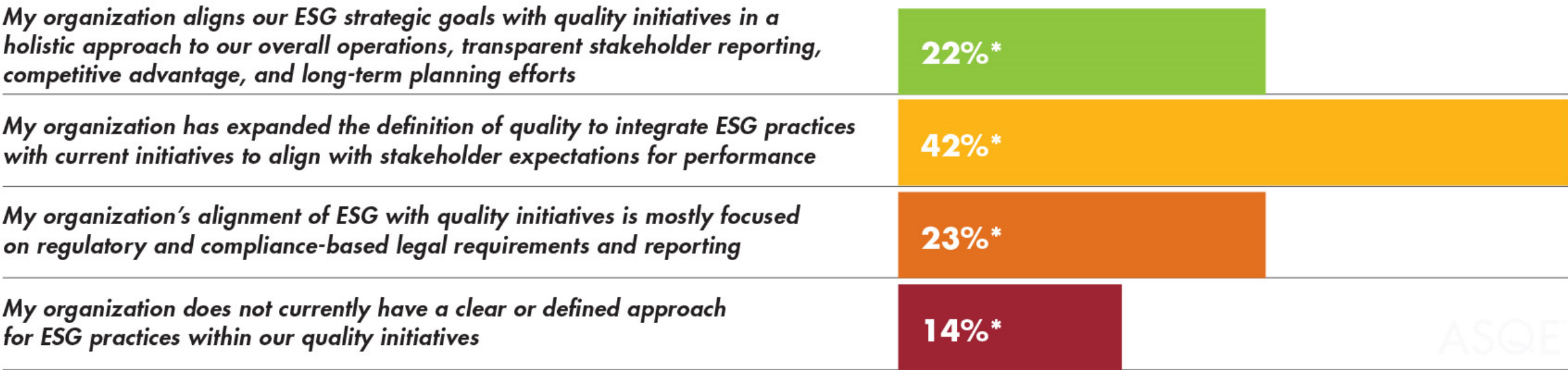
Teams Grow



Source: GreenBiz State of the Profession 2022 Report

The Why: Cross-functional teamwork is vital

Which statement best describes your organization’s current approach to environmental, social and governance (ESG) in alignment with its quality initiatives?



**1187n answering, excludes respondents who have not considered an ESG strategy, still deciding if they are going to invest, or don’t know about their organization’s current state with ESG initiatives.*

Source: ASQE 2023 IoE Executive Summary & Annual Report



The Why: Optimizing Existing QMS Programs

To what extent do you agree with the following statements regarding your organization’s compliance with ESG regulations and standards?

“My organization is proactive when it comes to optimizing quality programs to comply with ESG regulations and standards.”

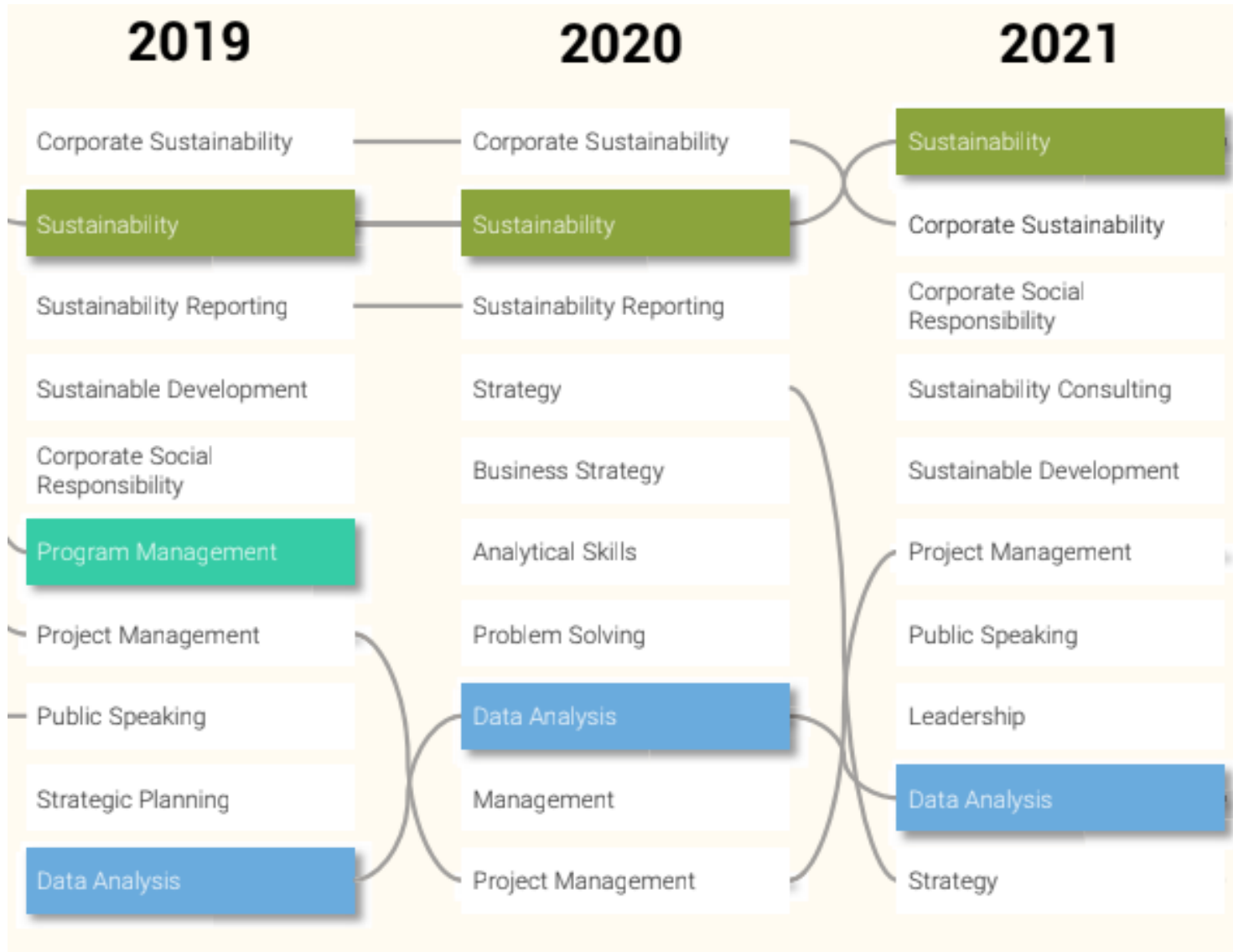
ASQE	Agree	Completely agree	Somewhat agree	Somewhat disagree	Completely disagree	Disagree	Don't know
2022-2023	29%	11%	19%	49%	21%	71%	0%
2022	33%	12%	21%	47%	20%	67%	0%
2023	25%	9%	16%	51%	23%	74%	1%

**Detail may not sum to totals because of rounding.*

Source: ASQE 2024 IoE Benchmarking Highlights Report



Skills Needed: Sustainability Manager Role YOY



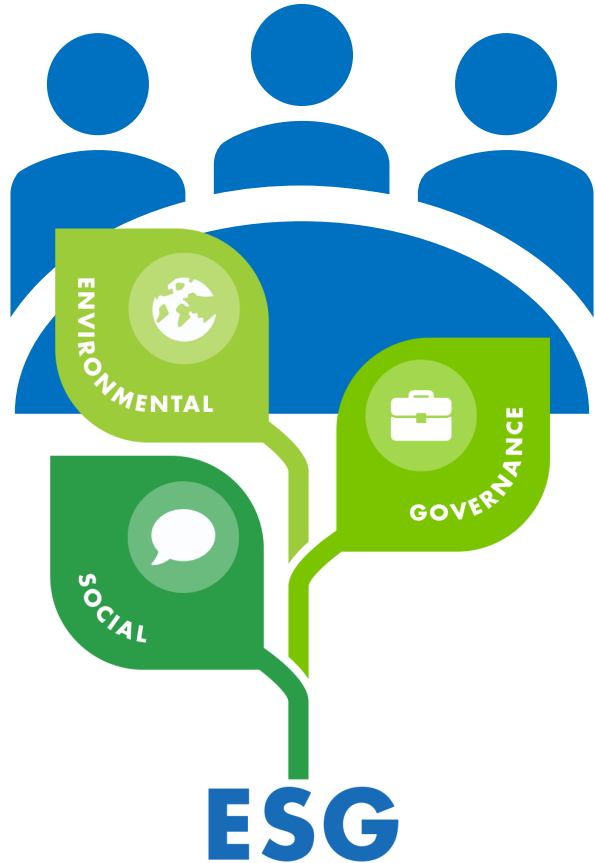
Measured since 2015, this same mix of **10 skills** have been identified YOY for Sustainability Managers

Source: GreenBiz State of Green Business 2023 Report

Workshop: Thought Experiment – 3 Year Time Scale

Take the role(s) of cross-functional leaders at a company responsible for ESG planning.

Task: Allocate \$10 in funds to “accounts” (3-year time scale – align with ERP)



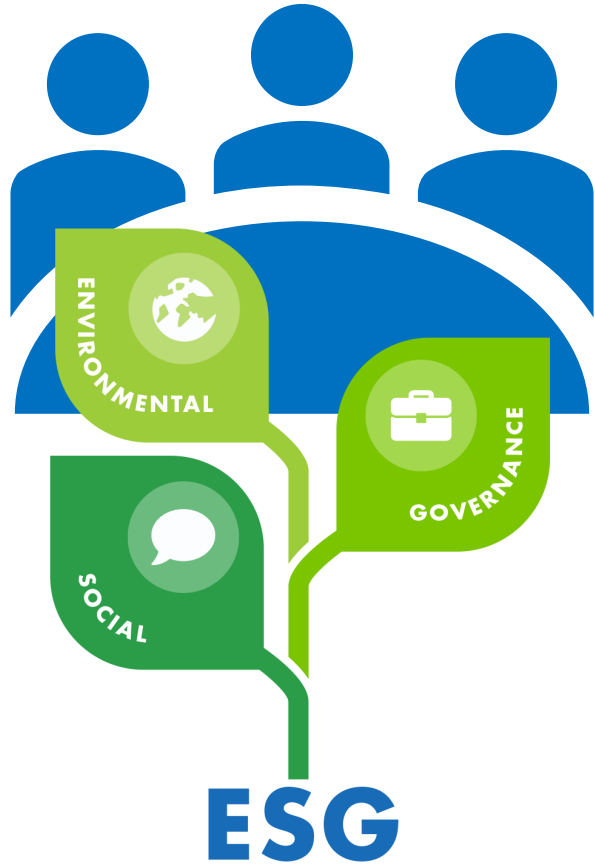
\$0: outcome fails or suffers serious decline

\$1: outcome maintains status quo

\$2: outcome improves, objectives are achieved

\$3: outcome excels, best-in-class status

Workshop: Thought Experiment – 3 Year Time Scale



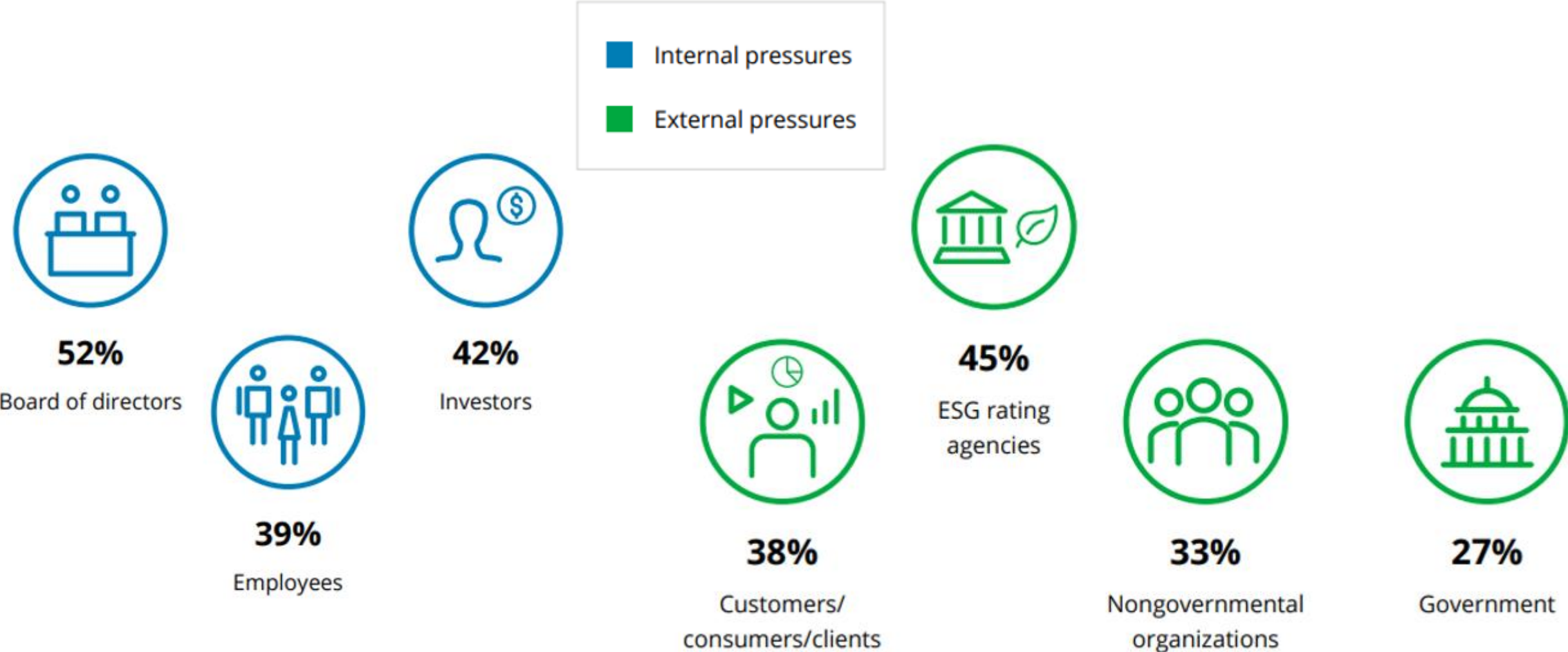
Review your choices:

- ✓ Risk aversion & mitigation
- ✓ Assumptions & market factors
- ✓ Impact of time scale

Round 2: How would your decision-making change with a time-scale of ***3 months***?

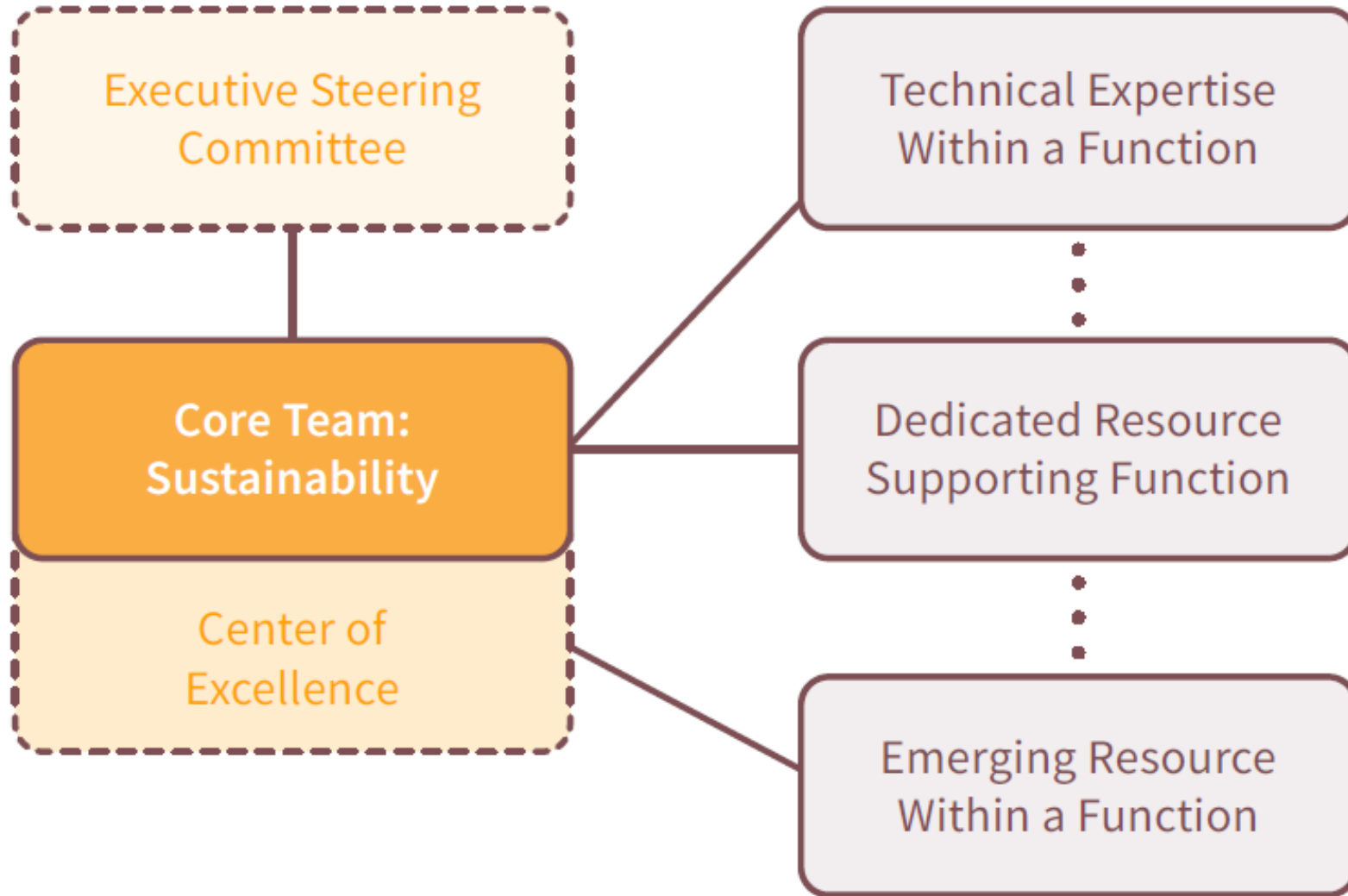
- What is most material to the organization?
- How do your decisions align with ERP?

Reinforce: Drivers & Motivators for ESG Performance



Source: Deloitte 2024 Sustainability Action Report

The How: Hub & Spoke Approach to Build Teams



Model can be used effectively to build teams with **existing & new staff**

Source: GreenBiz State of the Profession 2022 Report

Change Management: Using the SARAH Change Curve

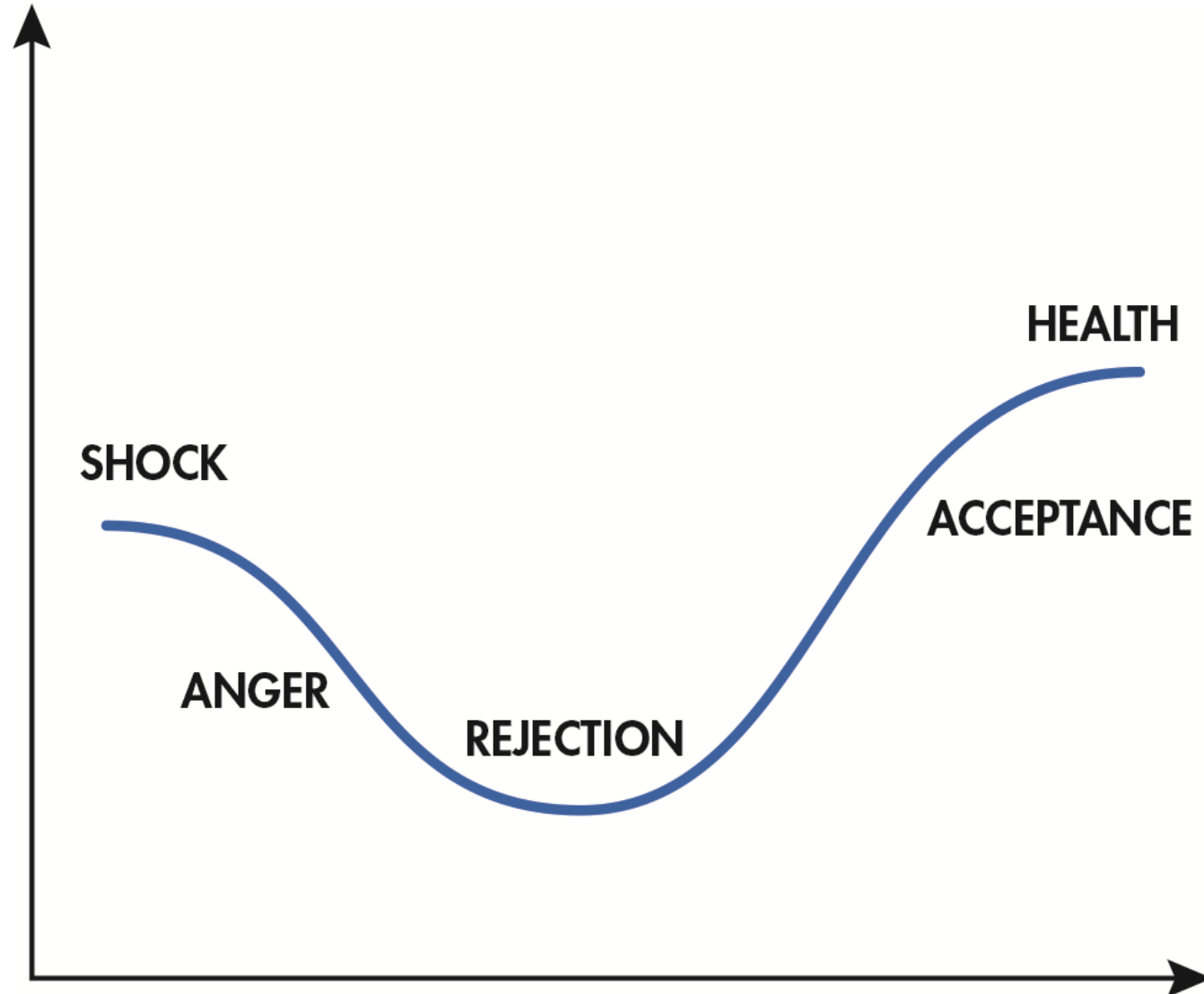
Kubler-Ross model (SARAH) assists to understand change within:

- Organizations
- Individuals
- External Partners

Use Worksheet to reflect on the following:

- Self Change
- Team Change
- External Change

Discuss with peers at your tables & share insights with room

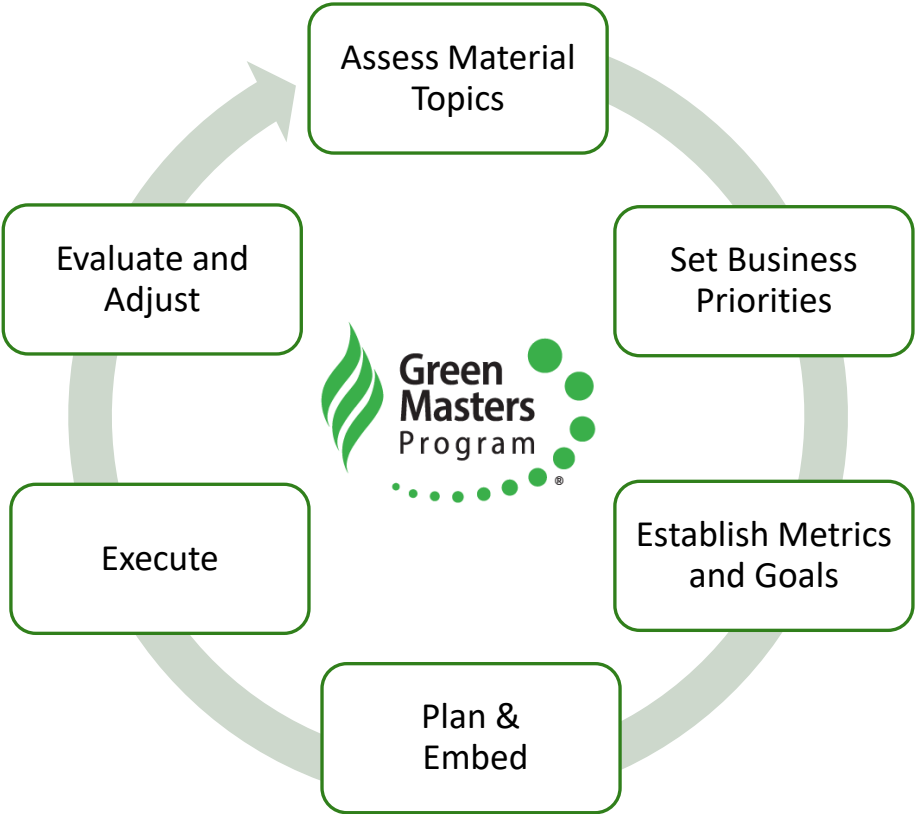


Q&A and Wrap-Up










- Challenges or Barriers
- Change Management Needs
- Communication Tools
- Resources (time, \$, people)

Session Recommendation: “Getting Started in Sustainability”



Wednesday, 11/13 – 9:45am – 10:45am
Harley-Davidson Museum – Room: Rumble

	Understand Materiality	Determine what matters most to measure
	Collect Data	Collect data in relevant time periods
	Normalize	Establish a normalization factor
	Create a Baseline	Establish a baseline
	Set Goals	Set SMART Goals
	Integrate	Integrate it into other business systems
	Communicate	Communicate across the business and with stakeholders



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Workshop Survey:



THANK YOU!

Visit the ASQE and FOCUS Booths at the WSBC Conference