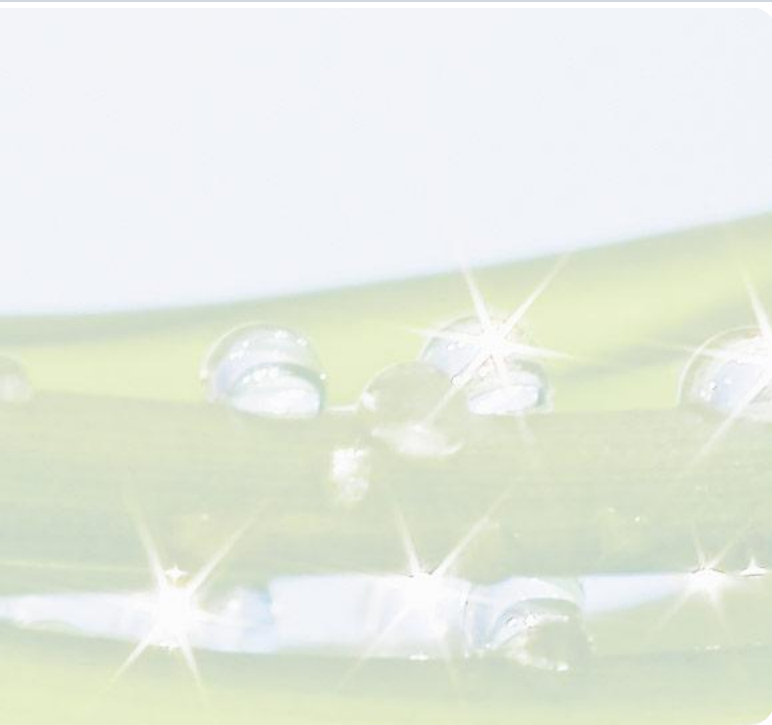




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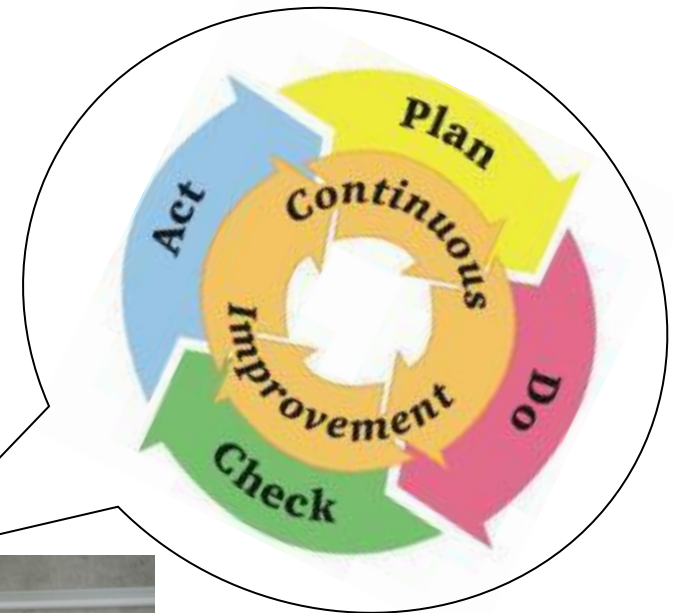
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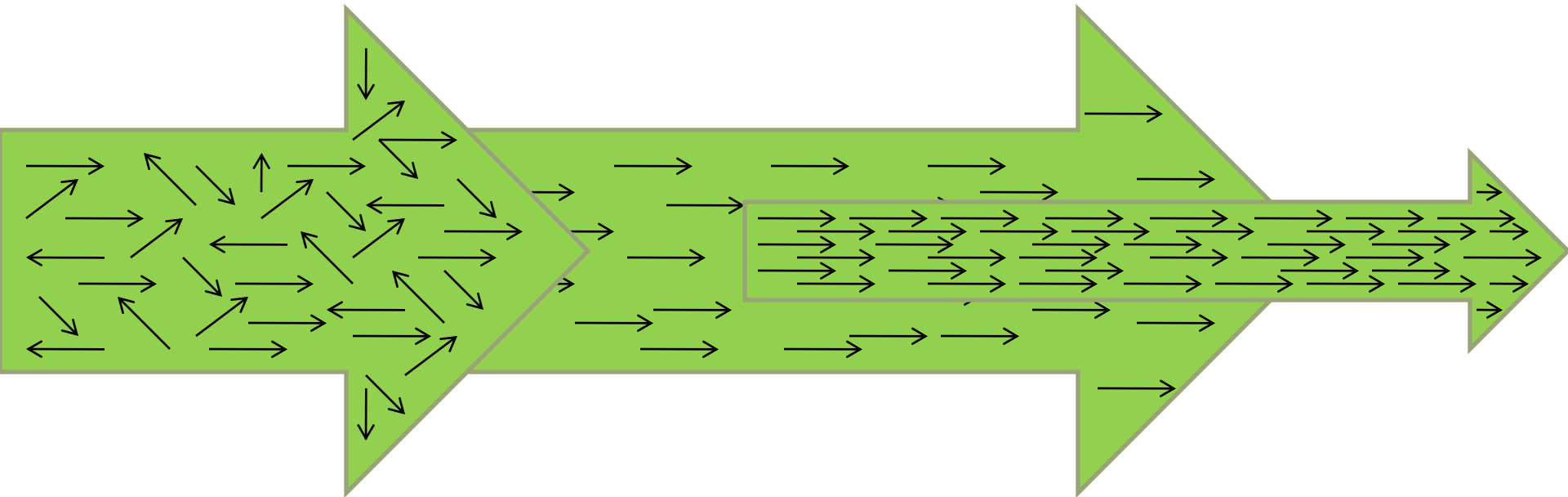
## **Management Systems as a Driver for Culture Change**

Jeff Yorzyk  
PE International, Inc.

# Management Systems Standards: Changing the Business Conversation



- The common case: lack of consensus on shared goals and vision for the company



- Step 1: Aligning the organization towards common goals
- Step 2: Focusing the organization on key priorities

- Top Management Support - “This We Believe”
  - Management team support for implementation
- Cross Functional Teams
  - Core team
  - Focal Points
- Analysis of sustainability risks and opportunities
- Inventory of historic and ongoing initiatives “in the right direction”
- Creation of organization-wide goals
- Assessment of activities that expose risks and opportunities
- Development of guidelines and work instructions
- Communications – stories, endorsements, goal tracking
- Internal Awareness and auditing
  - What are the three things that apply to your job?
  - Are you doing them???

## Middle Manager Reality



Short term results, my team and my KPIs, engagement when necessary, communication & reporting as needed

## Corporate Sustainability



Multi-faceted broad goals, Long-term business case, x-functional team, broad engagement, communication & reporting

- IT ISN'T ABOUT THE DOCUMENTS!!!
- Common sustainability vision built from organizational values
- Common **conversation** and agenda for sustainability
- Action plan that “starts where we are”
- Clarity on roles and responsibilities: Accountability
  - “my three things”
  - Inclusion in performance expectations
- Active conversation at all levels of the organization
  - Top management review
  - Middle management discussion and goal tracking
  - Employee-wide awareness
- Continuous improvement
  - Internal Auditing cycle
  - Annual planning to establish internal goals
- IT ISN'T ABOUT THE DOCUMENTS!!!

- ISO 14001 (1998, 2004)
  - Environmental Management Systems
- BSI 18001 (2000?)
  - Health and Safety Management Systems
- ISO 26000 (2010)
  - Guidance on Social Responsibility
- ISO 50001 (2011)
  - Energy Management Systems





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**Thank You!**