

The Sustainable Enterprise

Learning Guide

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Instructor Materials

Chapter 5

Employee engagement for a sustainable enterprise: Environmental sustainability case

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ACTIVITY INTRODUCTION AND OVERVIEW

Learning Objectives

At the end of the activity the learner will/will be able to:

1. Describe the major principles of authentic employee engagement and the positive impact on organizational performance
2. Explain the importance of employee engagement, what it looks like, and its critical role in building a sustainable enterprise
3. Identify the key conditions and processes that they will need to do in their own organizations to create authentic employee engagement and the benefits to the organization. Describe situations and activities that worked in the case example regarding the implementation of employee engagement within the organization

Audience Description

While this outline is designed for the graduate/practitioner level learners, the materials can be adapted for use with undergraduate learners as well.

ACTIVITY PREPARATION

NOTE: If other activities in Chapter 5 have used the pre-work activity and step 1 overview, you can skip the pre-work paper and reduce the activity time by about 10 minutes.

Activity	Environmental sustainability case discussion	
Preparation Checklist	<p>Instructor preparation, media and materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> (Optional) Assign pre-reading and the pre-work writing assignment at least a week before the session <input type="checkbox"/> Prepare the ground rules (in power point or on a flip chart/board), and post them in the room <input type="checkbox"/> Order and test the computer and other electronic equipment before the session - allow enough time to fix any problems <input type="checkbox"/> Before the session starts, load the appropriate PowerPoint slides onto your flash drive or into the computer you'll be using <input type="checkbox"/> Have enough chart pads and/or white boards available for each group along with workable/appropriate pens and masking tape or blue tack to post the charts <input type="checkbox"/> The learners can arrange the chairs for the introductory lecture and the group work that follows. This can be a small lesson in self-organization and involvement <input type="checkbox"/> Have all your attendance sheets, comment sheets for the metrics and other paperwork in order 	
Timing	Step 1. Activity set-up and lecture	15 minutes
	Step 2. Case discussion	40 minutes
	Step 3. Group report outs	15 minutes
	Step 4. Debrief	10 minutes
	Step 5. Sharing key learnings	10 minutes
Total Time	90 minutes	
Pre-reading	 <p>The Sustainable Enterprise Fieldbook, Chapter 1, <i>Leadership for a Sustainable Enterprise</i> The Sustainable Enterprise Fieldbook, Chapter 5, <i>Employee Engagement for a Sustainable Enterprise</i> Carol Casazza Herman and Ellen Resnick (2010) Case Study. Employee Engagement: A Driver of Sustainability at Pfizer, Inc. (ATTACHMENT)</p>	
Pre-work	 <p>(Optional) A written 3-5 page paper, to be handed in to the instructor before the session, about two experiences in their life. The first experience is about when they were authentically involved in an activity, how it felt, and why it was important to them and the activity. The second experience is about when they were excluded or inauthentically involved in an activity, how it felt, and the impact on them and the activity.</p>	

ACTIVITY: ENVIRONMENTAL SUSTAINABILITY CASE

This activity for Chapter 5 consists of a focused discussion on a social consciousness case.

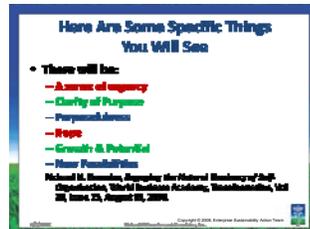
Instructor notes	Activity Description
<p>Step 1. Activity set-up and lecture</p> <p>NOTE: This is the time for setting up the session and introducing the material.</p> <p>In this first step, the room is settled, the expectations are shared.</p>	 <p>Say: Here on the wall are the ground rules for this session.</p> <p>Do: Review ground rules below. Read each and ask if it is clear and if there is a question. It is best if the people and instructor or facilitator co-create these with the learners since this will model participation.</p> <p>Sample ground rules might include the following:</p> <ul style="list-style-type: none"> • Laptop computers off • Set cell phones to vibrate, no texting • In case of an emergency call, like a sick child, excuse yourself and go out of the room to complete the call • One person speaks at a time • Be positive • Contribute to the discussion • Listen for understanding • All questions are okay • Respect each other • Have fun while learning • At the end of the session each person will be asked to briefly share their key learnings and what they will do to create authentic employee engagement in their own workplaces
<p>NOTE: If you have conducted other exercises using these slides, skip all slides but slide 7.</p>  <p>Slide 1</p>	<p>Do: Model open and respectful behavior.</p>  <p>Do (Optional): Collect the papers (pre-work). When the learners are settled begin the PowerPoint presentation for Activity 1. There are 6 slides with enough explanation to do the introduction. Review the slides which cover the material in <i>The Sustainable Enterprise Fieldbook</i> on pp 141-145, and Knowles, <i>Engaging the Natural Tendency of Self-Organization</i>. Use the comments from the bottom of each slide to help present the ideas. Ask for the learners' insights and comments as the presentation is done. Don't rush.</p>



Slide 2



Slide 3



Slide 4



Slide 5

If learners have already experienced this exercise, skip to step 2.



Do (Optional):

Ask the learners to share examples they used as they prepared their papers to hand in at the start of the session.

Possible responses (negative):

Boss who:

- micromanaged me
- took credit for my work
- yelled to get people motivated
- ignored the employees
- was not there when the employees needed him/her

did not stand up for employees to senior management even when he/she knew the employees were right

Possible responses (positive):

- When I had a good idea, the boss encouraged me and gave me work time to

	<ul style="list-style-type: none"> make it happen • My supervisor allowed me to lead the project for which I had the idea • Motivated me by giving me a challenging assignment and supporting me so I could learn without failing <p>Ask: How do your own experiences relate to the experiences that were just shared? Possible Responses: <i>Responses may vary</i></p> <p>Do: NOTE: Get learners to focus on the affective (feeling) more than the cognitive (thinking)</p> <p>Ask: How do your experiences relate to the material in the pre-reading? Possible responses (negative):</p> <ul style="list-style-type: none"> • I experienced similar things • Now I know I am not crazy • I felt that I was the only one who felt this way <p>Ask: As you were writing your paper, how did you feel as you wrote about the good involvement and how did you feel as you wrote about the poor involvement? Possible responses:</p> <ul style="list-style-type: none"> • I felt energized/satisfied/ good (etc.) by the <i>good</i> involvement. • I felt sad /depressed/angry/demotivated (etc.) by the <i>bad</i> involvement <p>Ask: How was your interest and energy impacted by these two experiences? Possible responses:</p> <ul style="list-style-type: none"> • Interest and energy were heightened by good and reduced by bad experiences <p>Ask: In which of these environments do you want to work in? Possible responses:</p> <ul style="list-style-type: none"> • Good
<p>Step 2. Case Discussion</p> <p>NOTE: The learners self-organize in groups of about 3-5 people.</p>	 <p>Do: Show Slide 6.</p>  <p>Do: Model self-organizing by asking learners to choose a group. Identify where each group will meet (for example in each corner of the room).</p>

<div data-bbox="151 210 518 485" data-label="Complex-Block"> <p>Instructions</p> <ul style="list-style-type: none"> • Look for similar patterns, the critical conditions set up by management and the keys for success • Think about ways that these ideas can be applied in your own environment <p><small>Copyright © 2008, Enterprise Sustainability Action Team</small></p> </div> <p data-bbox="297 506 370 531">Slide 6</p>	<p>Show slide 6.</p> <p>Say: Meet together in the locations given. You will have 40 minutes to read and discuss the case (attachment).</p> <p>In discussing this case, answer the questions on Slide 7 which I will leave up while you are working in groups. Also, reflect on the patterns of behavior and how they compare to the experiences described in your papers. Remember that each person is expected to contribute. Please decide who should be the scribe for the group to record the key insights on flip chart paper. Use the marking pens and write large and clearly so that during the report out, everyone in the larger group can see what you have written.</p> <p>Decide who will present your findings to the larger group once the discussion is finished.</p>
<div data-bbox="151 735 518 1010" data-label="Complex-Block"> <p>Discussion Questions:</p> <ol style="list-style-type: none"> 1. Why was it important for Pfizer to communicate to employees about its evolution from a traditional environmental health and safety (EHS) platform to one of environmental sustainability? 2. What are some reasons companies might want to solicit sustainability ideas from all employees? 3. What are some challenges companies face when trying to engage a global workforce? 4. What other engagement strategies might Pfizer have employed to showcase employee success stories? 5. What are the advantages of using social media to engage employees in sustainability? What are the risks? <p><small>Copyright © 2008, Enterprise Sustainability Action Team</small></p> </div> <p data-bbox="297 1031 370 1056">Slide 7</p>	<div data-bbox="565 716 732 842" data-label="Image"> </div> <p>Do: Show Slide 7.</p> <div data-bbox="553 947 756 1045" data-label="Image"> </div> <p>Say: Discuss the case looking for answers to the questions on Slide 7.</p> <p>Do: At 35 minutes, give them a 5-minute warning to complete their discussion and finalize their flip charts for report outs.</p>
<p>Step 3. Group report outs</p> <p>NOTE: The learners remain in their groupings and shift around to see each other if necessary.</p> <p>As each group finishes the presentation, they post their charts on the wall where everyone can see them together.</p>	<div data-bbox="553 1247 656 1329" data-label="Image"> </div> <p>Say: Remember that each of the 5 groups has 2 minutes to report on their discussion.</p> <p>Do: Ask each group to report out their findings (they can have individual or group presenters). When finished the presenter(s) are to ask others if there are questions. When the presentation for each group is finished (as the other starts) have the presenter(s) post their chart to the wall where everyone can see it.</p>
<p>Step 4. Debrief</p>	<div data-bbox="553 1652 756 1751" data-label="Image"> </div> <p>Do: Initiate a discussion in which all the learners discuss the case studies by looking for commonalities, patterns, and themes.</p> <p>Ask for a volunteer to record the discussion/conclusions on key themes.</p>

Debrief the questions as a summary:

Ask:

Why was it important for Pfizer to communicate to employees about its evolution from a traditional environmental health and safety (EHS) platform to one of environmental sustainability?

Possible Responses:

- Employees often feel disconnected to the goals of the EHS function, particularly if they work in a non-manufacturing environment.
- Environmental sustainability is a values-driven topic that all employees can rally around and to which they can contribute.
- Environmental sustainability is about protecting the environment (for future generations) and conserving our resources.

Ask:

What are some reasons companies might want to solicit sustainability ideas from all employees?

Possible Responses:

- Frequently the best ideas come from employees who are closest to the business (e.g., workers on the manufacturing line, customer service representatives).
- Because sustainable practices involve energy and waste reduction, ideas with the greatest impact are often operationally oriented. However, the powerful thing about engaging employees in sustainability is that sustainable practices can be initiated in any part of an organization's business.

Ask:

What are some of the challenges companies face when trying to engage a global workforce?

Possible Responses:

- Different languages and cultures; sheer number of employees and diversity of facilities, types of jobs, etc.
- In addition, there may be differing levels of interest and passion around sustainability based on a given country's leader commitment and regulatory environments.

Ask:

What other engagement strategies might Pfizer have employed to showcase employee success stories?

Possible Responses:

- Asking employees to post their own videos on YouTube explaining how they are contributing to the company's sustainability efforts.
- Creating a sustainability award to recognize the efforts of individuals, departments, or regions.
- Initiating an internal sustainability e-forum for employees to share and build on each others' ideas.

	<p>Ask: What are the advantages of using social media to engage employees in sustainability? What are the risks?</p> <p>Possible Responses:</p> <ul style="list-style-type: none"> • Advantages – authentic communication, immediate, sense of connection with other employees • Risks – Lack of control over communication (some employee comments may be negative)
Step 5. Share key learnings	<p>Do: Make sure all the charts are placed on the wall where everyone can see them.</p> <p>Say: Take a moment (in just a few sentences) and share your key learnings from the work today. Keep a focus on the 2-3 things you will do to create authentic employee engagement in your own workplaces.</p> <p>Everyone is expected to participate in this activity. Please keep your reflections to just a few sentences and less than a minute for each person.</p>

ACTIVITY MEASUREMENT

Step 1. Pay attention to:

- The breadth of participation
- The quality of the answers

Step 2. Pay attention to:

- The breadth of participation and the way individuals in the groups are engaging
- The quality of the points the group members put onto their charts

Step 3. Pay attention to:

- The breadth and quality of the presentations and discussions
- The quality and depth of understanding among the group members

Step 4. Pay attention to:

- The breadth and quality of the presentations and discussions
- The quality and depth of understanding among the group members

Step 5. Pay attention to:

- The breadth and quality of the presentations and discussions
- The quality and depth of understanding among the group members

Final measurements:

1. Homework assignment; 3-5 page paper relating their experience regarding their engagement in activities (counts 30% toward final grade)
2. Individual participation in the session activities (counts 30% toward final grade)
3. Quality of the individual contributions (counts 40% toward final grade)

PRE-WORK ASSIGNMENT

Directions:

(Optional) Write a 3-5 page paper, to be handed in to the facilitator before the session, about two experiences in your life.

1. Describe a time when you were authentically involved/engaged in a work activity. Describe:
 - a. how you felt
 - b. why it was important to you and the activity to be engaged
2. Describe a time when you were excluded or inauthentically involved in a work activity. Describe:
 - a. how you felt
 - b. the impact on you and the activity to not have you really engaged

CASE STUDY: EMPLOYEE ENGAGEMENT – A DRIVER OF SUSTAINABILITY AT PFIZER, INC.

Pfizer Inc, a global pharmaceutical company, applies science and its vast resources to improve health and well-being at every stage of life. Pfizer's diversified health care portfolio includes human and animal biologic and small molecule medicines, as well as nutritional products and many of the world's best-known consumer products. More than 100,000 employees work across developed and emerging markets to advance wellness, prevention, treatments and cures that challenge the most feared diseases of our time. Consistent with its responsibility as one of the leading biopharmaceutical companies with more than \$62 billion in sales, Pfizer also collaborates with health care providers, governments and local communities to support and expand access to reliable, affordable health care around the world.

Actions

Pfizer has a long-standing commitment to environmental, health and safety protection. So when it began to build on the strength of its existing environmental programs to advance environmental sustainability practices throughout its businesses, Pfizer needed to develop creative ways to communicate the evolution of its program and to engage its employees. The Company's challenge was to find methods to engage employees across the globe on environmental sustainability. Its goals were two-fold: 1) to educate the general workforce about its new *Green Journey* towards environmental sustainability; and 2) to inspire employees to offer innovative ideas to take sustainability efforts to the next level.

Leadership

The Environmental Sustainability Council, comprised of senior leaders connected to Pfizer businesses, has the responsibility for stewarding Pfizer's environmental sustainability efforts. The Council provides a framework for governance by:

- Ensuring alignment with Pfizer's overall Corporate Responsibility strategy
- Guiding teams as they work on strategic priorities
- Shaping engagement with executive and business leadership.

In addition to better enabling Pfizer to realize its purpose of "working together for a healthier world"™, the sustainability program also provides opportunities to differentiate Pfizer's products. Furthermore, it helps to enhance its reputation and brand association, to improve access to markets through the strengthened license to operate gained by improved reputation, and to provide employees with an opportunity to offer environmental sustainability ideas. The program seeks to leverage this enthusiasm and innovation to deliver environmental benefits and value across the company.

Engagement Tactics

Working at the direction of the Environmental Sustainability Council, a cross-functional team collaborated to produce five engaging videos to distribute via the internal company intranet and external Internet. These videos highlighted past accomplishments ("What's Your Idea" - a *teaser* video that highlighted specific accomplishments), featured profiles of individual facilities ("A Little Change Can Mean A Lot" - LaJolla California research facility and "Simple Ideas Lead to Big Efficiencies" - Puurs, Belgium pharmaceutical manufacturing facility), and introduced innovative business solutions ("Environmental Solutions Are Good Business Solutions" – Profile on Green Chemistry). The goal was to inspire employees to offer their own suggestions for improvement by showing them what their peers were doing.

To convey a partnership throughout the organization, senior executives and employees, pass a globe from frame to frame celebrating Pfizer's *Green Journey* in the last of the series entitled, "We'll Find A Way to Make it Better: A Call to Action." This video was also used to announce a *Sustainability Innovation Challenge* in which employees were asked to submit their "green ideas for improving the work we do."

To stoke excitement around the effort, the campaign was launched through a viral video email request. A link to the *teaser* video mentioned above was distributed to only about 800 employees of site leaders, EHS professionals, and other employees on the distribution list for the EHS department's internal electronic newsletter. To further spur employee interest, the communication told employees that should the video receive greater than 1500 hits, Pfizer would purchase a carbon credit. Employees could actually reduce Pfizer's carbon footprint themselves by simply watching the video. Employees were asked to view the video, pass it along to a peer, and participate in the *Sustainability Innovation Challenge* on Pfizer's Innovation SharePoint Site. (Microsoft SharePoint is a software platform for collaboration, file sharing and web publishing.)

Critical Results

Engaging to Educate and Inspire

Both the message content and methodology were a smashing success with employees. Over 3,400 hits in the first 36 hours were recorded merely as the result of peer-to-peer sharing. After several days of letting the videos go viral, an official announcement launching the program was made through *Pfizer World* –Pfizer's worldwide internal web publication. The participatory nature of the social media tools encouraged grassroots employee action. For instance, one facility in Mexico translated the *teaser* video into Spanish so that it was understandable to all.

The release of the videos mentioned above was carefully timed to keep the momentum and excitement going. To enable employees to fully appreciate the videos, Pfizer also promoted the program on plasma screens throughout the company's facilities.

Pfizer is also using the video content to engage external stakeholders by making some videos accessible to the public via the company's external website. Pfizer makes it easy to share the content further by providing links to several social media tools alongside the posted videos.

Engaging to Innovate

Pfizer tapped the creativity of its employees by inviting them to contribute ideas as part of the *Sustainability Innovation Challenge*. Participation gave them a greater sense of ownership of Pfizer's efforts and allowed them to offer up valuable, innovative solutions. While the company had conducted requests for innovative solutions from employees on other topics, this was by far the most popular campaign. Ultimately, a record was set for any Innovation Challenge when more than 670 ideas were submitted.

Employees submitted ideas for addressing sustainability across all aspects of the Company from the workplace, to operations, to its products, to the community. While the ideas were wide-ranging, most suggestions centered on the office environment suggesting ways to promote carpooling or reduce office printing. Product related suggestions tended to focus on reducing the packaging materials or increasing the recycled content. Sales representatives proposed ideas for reducing printed marketing materials.

Care was taken to ensure that employees felt that they were heard and that their suggestions had not fallen through the cracks. All employees were thanked for their suggestions. Subject matter experts reviewed employee ideas for merit and

impact and special acknowledgement was given to ideas selected for implementation. So that employees remained engaged, implementation progress will continue to be communicated to all employees.

Key Ideas and Tools Illustrated Here

No matter how advanced a company's environmental sustainability program, taking it to the next level requires the engagement of all employees.

- Engage to educate and inspire. Communication helps employees understand why sustainability is important to their company. Advancing a company's sustainability program requires that all employees align around the organization's sustainability goals, strategies and plans.
- Engage to drive innovation by broadening the pool for fresh ideas. Inviting all employees, not just sustainability professionals, to participate yields valuable suggestions and greater sense of employee ownership.
- Telling individual stories with video is an effective way to personalize the company's sustainability message, communicate the results of sustainability projects, and build a sense of shared purpose across geographic and organizational boundaries.
- The immediacy and participatory nature of social media provides an effective method for distributing information and empowering the employee.

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