

# SCRIPTS – DEVELOPING A GREEN MINDSET IN PEOPLE MANAGEMENT

## Cover Page – Slide 1

I welcome you all to this exciting session on Developing a Green Mindset in People Management.

## Learning Outcomes – Slide 2

At the end of this session, it is my belief that we would have achieved the following Learning Outcomes:

- Describe the concept of Green Management
- Explain Approaches and Benefits of Green Management
- Discuss activities of Green People Management
- State Challenges and prospects for Green Management

## Introduction to Green Management – Slide 3

Organizations, whether large or small, private for-profit or not-for-profit, have impact on the world, hence organizations are under intense scrutiny for their role in climate change. Consequently, organisations are increasingly having to rethink how they operate, from the way they design and manufacture their goods, their use of renewable energy sources and having recycling schemes policy in the workplace.

Sustainable business is now top on the priority of most organization. One of the key features that distinguish sustainable organisations from business-as-usual organisations is that they accept **accountability for impacts on people, society and the environment**, and a willingness to **engage with stakeholders**, both internal and external. This is to ensure understanding of their expectations and assessment of the way business impacts their lives in a range of different ways.

***The emphasis on green consciousness in recent times is owed to the realization that our planet is our most precious resource, and managing that resource wisely is everyone's responsibility.***

***Green management is managers' responsibility towards the impact of the company's operations on the natural environment. Through the green management, the managers think about the impacts that affect nature due to their products.***

In the hospitality area, for example, there are many ways to do it, starting with a simple one, which is to persuade the hotel guests not to change the towels every day, supplying hot water for the guests needs by using solar systems to reduce electricity consumption.

Another example is the adoption of cement board in office construction to reduce the heat from sun that penetrate glass surfaces, consequently reduces air conditioner usage. ***Green management is a “shared worldview” consisting of the beliefs, assumptions, and values regarding the relationship and impact of business activities to the natural environment.***

*In Frontier economics, Green Management* has a focus on energy, environment, financial services, health care, media, post, retailing, technology, telecoms, transport, and the water industry.

*In the area of Deep ecology*, it argues that the natural world is a complex of relationships in which the existence of organisms is dependent on the existence of others within ecosystem

*In Environmental protection*, Green Management is the practice of *protecting* the natural *environment* by individuals, organizations, and governments. Its objectives are to conserve natural resources and the existing natural *environment* and, where possible, to repair damage and reverse trends.

*In the area of Resource management*, is the process by which businesses manage their various resources effectively. It involves planning so that the right resources are assigned to the right tasks. Managing resources involves schedules and budgets for people, projects, equipment, and supplies

*And finally, in Eco-development*, Green Management introduces various mechanisms to encourage renewable ("sustainable") energy systems and resource conservation measures. These would be incorporated into the group's programs, including both internal operations and clients of the group.

#### **How Green Mindset is expressed in Everyday Work-life – Slide 4**

An employee who is a nature lover, eco-activist, non-polluter, preservationist, and conservationist of resources of the organization is mindful of how his/her actions help the organization in cost saving.

These could be identified as green behaviour exhibited by employee in an organization:

- Does he switch off his computer when he finishes work?
- Does he use a mug rather than disposable cups?
- Does he print out his emails on both sides of the paper?
- Does he use public transport or walk/cycle to work?
- Does he recycle any garbage/rubbish he creates at work?
- If he is the last to leave, does he make sure all unnecessary lights and equipment are switched off?

#### **Green People Management Activities - Slide 5**

Here the interest is the creation of intersection with sustainability, the natural environment, and HR management. Hence the need to align these domains to increase the likelihood that the organization will achieve its strategy.

In 2012, Cherian and Jacob in their study identified that recruitment, training, employee motivation, and rewards are important in people management, these can be used in the implementation of green management principles. To make sure that the organization gets right employee green inputs and right employee green performance of job, it is indispensable that HRM functions are adapted or modified to be green.

Hence, the following are specific functional HR activities in line with sustainability and the natural environment at the workplace:

- Green recruitment
- Green Performance
- Green training and Development
- Green Compensation
- Green Employees Relations

We would look at them in details.

### **Green Recruitment - Slide 6**

Attracting high-quality staff is a key HR challenge in the “war for talent”

Looking at turnover and retention of employees, it may be argued that the most important benefit dimensions of HR and sustainability are retention/recruitment and satisfaction. Firms are now beginning to recognize the fact that gaining reputation as a green employer is an effective way to attract new talent.

German firms such as Siemens, Bayer and Mannesmann use environmental activities and a green image to attract high-quality staff. The Rover Group carmaker, in Britain, makes environmental responsibilities and qualifications part of every job profile. Increasingly, green job descriptions with environmental aspects are now being included for employees within the recruitment agenda.

***Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches, and behaviours that identify with environmental management systems within an organization.***

Recruitment practices can support effective environmental management by making sure that new entrants are familiar with an organization’s environmental culture and can maintain its environmental values.

It is a system where the focus is given on importance of the environment and making it a major element within the organization. Complementing this, the recruits are also enthusiastic, and to some extent, passionate about working for an environment friendly “green” company. It can be inferred that green recruitment provides the employer with an opportunity to stand ahead of the crowd and further increase their chance of attracting the candidates and retain them after induction. Corroborating the recent green trend, we propose that the recruitment process be aligned with environment-friendly issues.

## **Green Performance Management - Slide 7**

***Performance management is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way.***

The recognition of the corporate strategy culminates into the Performance Management. It is also being influenced by the green wave in a possible positive manner.

***Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. When HR managers integrate environmental performance into Performance Management systems, they safeguard environment management against any damage.***

Today some firms deal with the issue of Performance Management by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance.

## **Green Training and Development – Slide 8**

***Training and development are a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of Environmental Management (EM)-related knowledge, skills, and attitudes (Zoogah, 2011).***

Green training and development educate employees about the value of Environmental Management, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving.

Green Training and Development activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues.

## **Green Compensation – Slide 9**

Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organizations. It is true that incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals.

***In the context of Green people management, rewards and compensation can be assumed as potential tools for supporting environmental activities in organizations.***

In accordance with a strategic approach for reward and management, modern organizations are developing reward systems to encourage eco-friendly initiatives embarked upon by their employees.

***It must be noted that if green rewards and compensation system are aligned to the process of people management, then a green culture in organizations can be encouraged.***

By incorporating elements of green management in the compensation program, managers can promote the green behaviors among the employees. Further, managers can ask employees to bring specific green ideas pertaining to their individual jobs which can be through mutual decisions included into the objectives to attain in for the upcoming year. Attaining these objectives would be the basis of receiving incentives.

Employee compensation programs can be modified to give bonuses based in part on the employee's appraisal ratings on the behavioral and technical competencies.

### **Green Employee Relations – Slide 10**

***Employee relations are that aspect of people management which is concerned with establishing amicable employer–employee relationship.*** The relationship facilitates motivation and morale of the employees as well as, increases the productivity.

Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at workplace that may affect the work. In fact, positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization.

***Employee participation in Green initiatives increases the chances of better green management as it aligns employees' goals, capabilities, motivations, and perceptions with green management practices and systems.*** Involving employees in Environmental Management has been reported as improving systems such as efficient resource usage, reducing waste, and reducing pollution from workplaces.

The scope of employee relations should be broadened by initiating a suggestion scheme within the organization, wherein each employee from topmost to the lowest level gets an opportunity to contribute to the scheme. This practice will help in creating greater awareness on green issues besides, new ideas for eco-friendly practices my crop up from different sources.

IBM UK has an action-team program. This gives grants to encourage employees and their families to get involved in local environmental project.

### **Approaches to Green Mindset – Slide 10**

There are several approaches to attaining the Green Mindset:

1. Green Building.
2. Paperless Office.
3. Conservation of Energy, and,
4. Recycling of Waste.



## Benefits Green Mindset – Slide 10

The following are the following are the benefits of a Green Mindset:

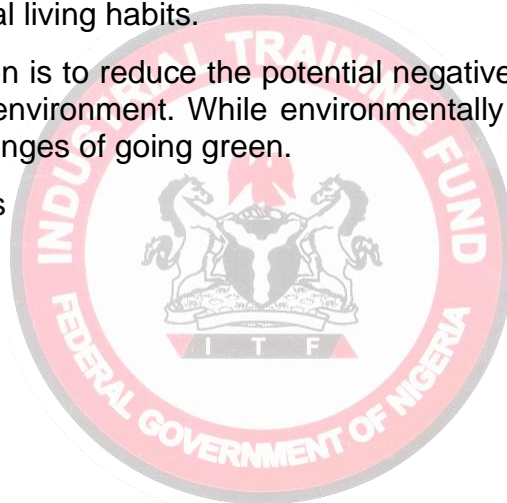
- Reduce Waste and Decrease **Costs**.
- Earn Eco-friendly Incentives and Rebates.
- Attract “Green” Customers.
- Improve Your Brand Image.
- Increase Sales Through Innovation.
- Avoid Added **Costs**.
- Promote a Healthier, Safer Workplace.
- Establish Community Relationships.

## Challenges of Going Green – Slide 10

Going green entails making efforts to improve energy efficiency or reduce the pollution produced by your home, business and general living habits.

The main purpose of going green is to reduce the potential negative impact that energy consumption and pollution can have on the environment. While environmentally friendly living is a positive ideal, there are several possible challenges of going green.

- Lack of Green Awareness
- Initial Costs
- Inadequate Savings
- Competition
- Marginal Impact



## Conclusion – Slide 6

Hey, so in the past few minutes, we have been able to look at:

1. Concept of Green Management,
2. Green People Management Activities,
3. Benefits of Green Mindset, and,
4. Challenges to Going Green.

***It is no gain-saying that throughout the world, consumers are turning to companies who care for the environment hence the interest of most organizations opting to “go green”.***

However, the concept has been misapplied to just compliance records and reporting. In practice, going green is beyond this, it entails making efforts to improve energy efficiency or reduce the pollution produced by your homes, businesses, and general living habits.

This though could be challenging but its long run impact is fascinating particularly when people are at the centre of it.

Thank you and Stay Safe. Bye