Green Social Stakeholders

- One of the important ways to handle cross-cultural issues in long-scale green transformation is by increasing and enhancing the opportunities for physical (face-to-face) communications amongst the diverse stakeholders.
- While increasingly challenging, physical communications can help handle cross-cultural issues, especially when the transformation plan is implemented
- Information flow between various groups of employees in different regions supported by the organizational change management is required for successful transition to a green organization.

- The issues relating to collaborative groups of people and organizations need to be considered in global green eff ort.
- These issues include their individual preferences, corporate policies, government regulations, social norms and practices, and ethical codes of conduct.
- In fact, even different age groups, t heir preferences a s customers, employees, and regulations, and t heir sociocultural background influence the Green IT initiative.
- The greening of an enterprise thus continues to demonstrate substantial subjective element to it.

- Successful transformations acknowledge and incorporate that subjective element within the transformation program.
- Age groups, professions, cultural upbringing, special needs, and education are some of the criteria that seem to dictate these personal viewpoints
- Table lists these potentially subjective viewpoints on environmental issues for some of these categories of people. Table also lists the typical activities undertaken by each of these categories of people and the corresponding green implications. These views can be spread out over the various levels of social changes that were shown in Figure.

Table Views of Various Cross-Sections of Society (Children, Elderly, Tax Payers, Households, Sports People, Defense, etc.) on Environmental Initiatives

Categories	*Activities (Typical)*	*Green Viewpoint (Typical Examples)*
Children	Playing games Being entertained Being monitored	Carbon emission due to use of electronic gadgets, TV, and computers Usage not controlled and financed by actual users
Adolescents	Games Entertainment message Exchange (IM, Email)	Carbon emissions resulting from gaming gadgets Increased electronic storage and use of Internet-based communications for group games
	Study activities (education)	Reduced outdoor activities Reduced activities with paper and pen Reduced readings from books and journals (and therefore, less visits to the library, for example) Desirous of faster results

Adults	Social networks Email/communications Learning Banking/finance Work related Search engines	Concerns about the environment from futuristic viewpoint (what will happen to my children and their children?) Reduction in travel through—telecommuting Capable of influencing policies and regulations
Elders	Increase in social networks Health	Skepticism and inhibition in using IT
People with special needs	Online facilities Communication Search engines	Ease of movements Hiring of experience

Table (Continued)

Categories	*Activities (Typical)*	*Green Viewpoint (Typical Examples)*
Patients in hospital	Social networks Email/news finance	EPR storage, improved health, increased carbon
Sports people	Search engines Social networks	Enhanced competitive performance Training
Defense personnel	Information Communication Protection/security	Increased storage of data More data servers Communication equipment Improved security and surveillance but also increase in carbon

Role-Based View of Green IT

- Green IT initiatives and their subjective interpretations are based on various roles. Typical roles within the society in general were discussed in the previous section and highlighted in Table.
- When it comes to organizational stakeholders, these roles within an organization require detailed study.
- The reason for this role based study is to understand the subjectivity as well as the personal interests these roles would have in undertaking and supporting green transformations

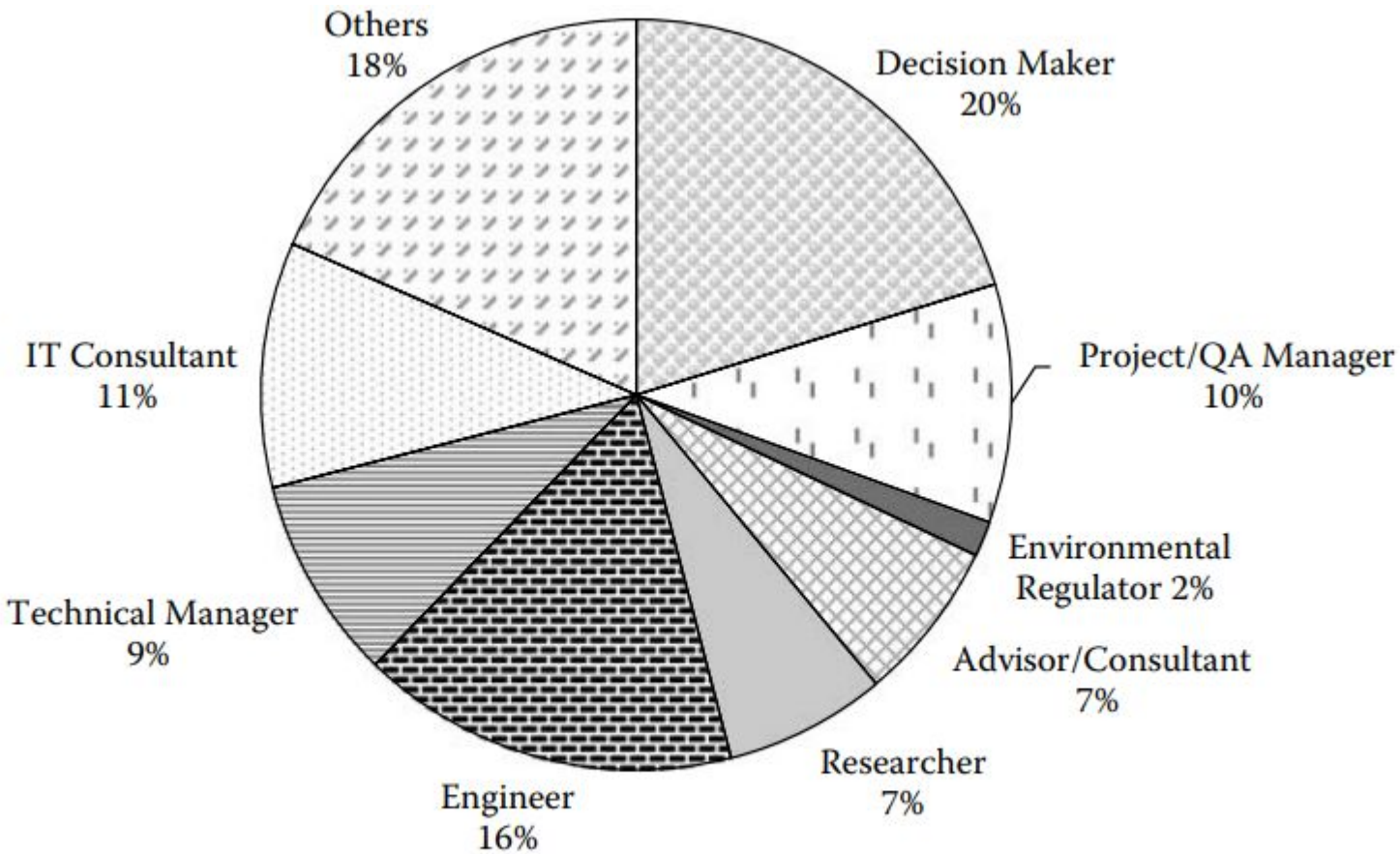

Figure **Role-based view of Green IT.**

- Figure shows the various roles that participated in and were studied as a part of the Trivedi and Unhelkar (2009) survey.
- While these demographic data are of immense interest from a pure research and statistical viewpoint, it is also worth having a look at the roles of the survey participants. 20% of respondents were decision makers in the industry, who would be taking that strategic decision, based on available ROI metrics, to undertake a green enterprise transformation. It is also worth noting that only about 2% respondents were in the role of an environmental regulator.

Table Roles within Organization and Their Subjective Viewpoint

Role	*Green IT Subjective Viewpoint*
Decision maker (20%)	Major interest in the ROI, as that justifies their actions. Legal, compliance requirements, however, change the balance of their ROI metrics. Green IT strategy formulation, policies. Participation in consortiums.
Project manager/quality assurance manager (10%)	Interested in the implementation of the green program, the steps to be taken for that implementation, and the successful review at the end of the project. Aims to complete the project with minimum time and budget.
Environmental regulator (2%)	Creation of regulatory benchmarks. Compliance metrics, their measurements, reporting of that carbon data. Interested in issues arising out of noncompliance. Participation in standard creation.
Advisor (management consultant) (7%)	Analyses of the organization business processes in order to introduce green environment. How to reduce risks in implementing Green IT. Lean process. Participation in standards compliance.

IT consultant (including Green IT) (11% + 7%)	Model processes, optimize, smart networks, green enterprise architecture (ISO standards).
Engineer (manufacturing/ production) (16%)	Optimize production, improve design.
Technical manager (9%)	Focus on technologies for carbon reduction (as against economy and services).
Researcher (7%)	Undertaking Green IT investigation, pure and applied research. In any or all four dimensions of Green IT.

- Green IT initiatives thus continue to have a wide-ranging subjective impact on the individuals and roles they play at work. This, in turn, also affects the way people are organized and operate within organizations.
- Formation of attitude toward carbon emissions and its impact on the workplace provides a significant challenge to the transformation of the society to a carbon-conscious society.
- Technologies, such as mobile communications technologies, also impact the formation of attitude as they can completely change the way in which work is carried out. Therefore, this use of mobility has to be studied in this social dimension of Green IT

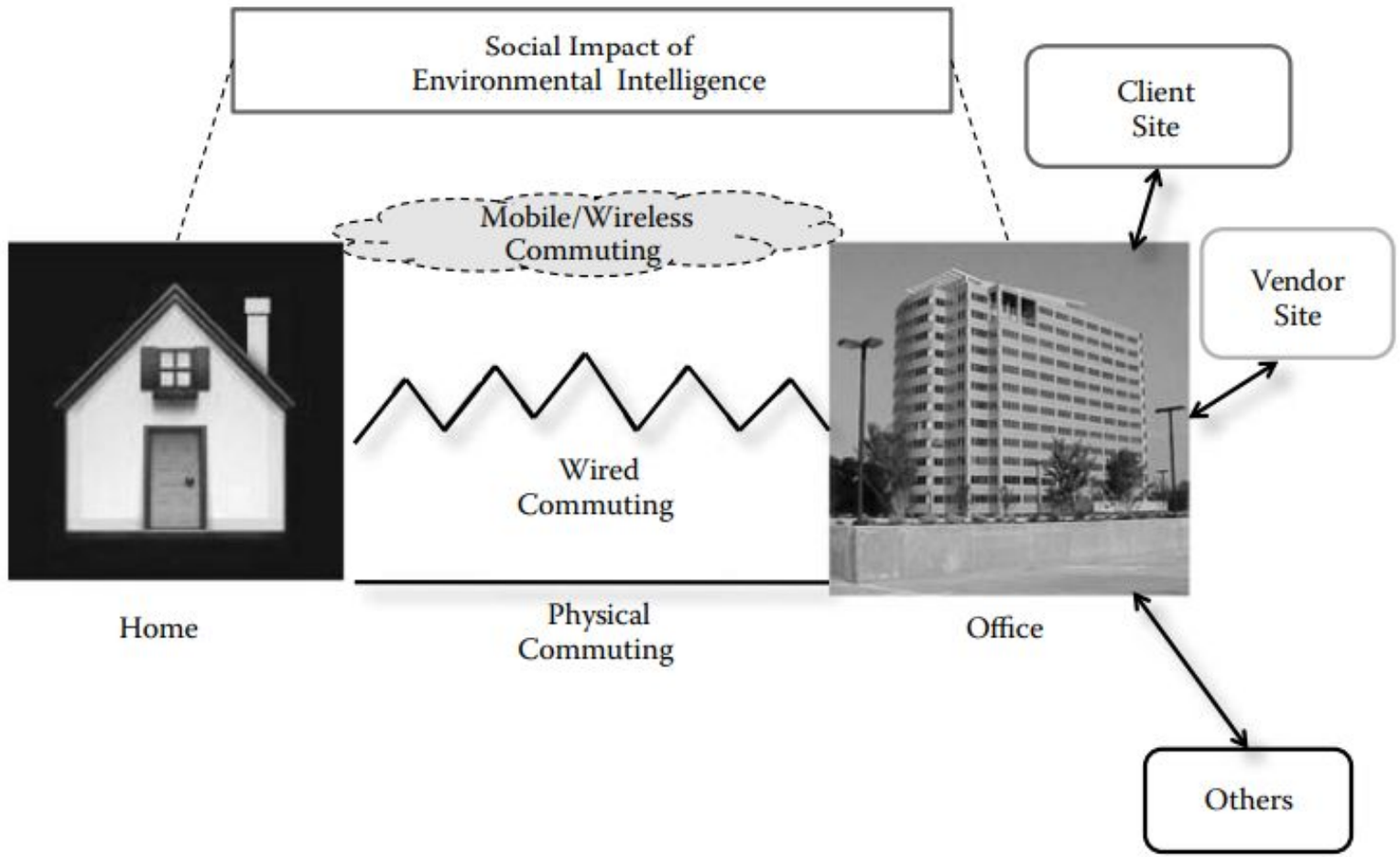

Figure **Green IT influencing working lifestyle.**

- Figure shows the impact of Green IT on working lifestyles of individuals.
- The gap between the place of work and that of residence is bridged through various means in Figure. There is physical commuting (the normal, standard way of working) followed by land-based or wired means of communications and, eventually, totally location-independent mobile communications.
- The use of these varied communication mechanisms have direct bearing on the carbon contents of the processes followed by these employees.

- For example, mobility enables the office itself to be location-independent; therefore, it is not uncommon to have an employee working out of a client site, a vendor site, or any other location that is not a fixed office location.
- The energy saved from reduced commuting to and from work or by completing a sales transaction on the spot using a mobile device also needs to be calculated and accounted for.
- The effort, from an organizational perspective, are the need to change business models and management ,incorporating the use of collaborative technologies.

- Virtual desktop facilitates collaborative use of resources to enable sharing of work amongst people. Such collaborative tools enable sharing of tasks, quicker time to completion, and, as a result, less carbon.
- The use of abovementioned technologies results in a collaborative workplace that changes the carbon footprint of the organization. Collaboration also changes the social dynamics within and outside of t he organization.
- This change include corresponding changes to workplace relationships, elements of HR policies and practices, as well as legal and ethical responsibilities of both the organization and the workers

- For example, the reduction in commuting as a result of these initiatives, and the corresponding reduction in infrastructure and building facilities translate into major carbon savings for the organization that have to be factored in those metrics.
- The HR department of an organization will be involved in ensuring that the working lifestyle of an individual worker is not adversely affected by these Green IT changes.
- The reduction in travel and potential increase in job satisfaction can be considered as the spin off benefits of carbon reduction.