Digital4Sustainability
⊘ **Urgent Up-Skilling**

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Communicating Sustainability and Innovation

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Co-funded by
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Organizational Innovation

From a

COMMAND and CONTROL

model...

...to a model of

AUTONOMY and RESPONSIBILITY

But what does it imply?

Organizational Innovation

- Being able to self-determine your goals so that they **integrate** with and promote the **achievement** of team and **company objectives**.

- Identifying the best actions and timings to achieve goals, continuously evaluating and monitoring them, and understanding any necessary **corrective actions**.

- Ensuring the continuous integration of value generated with that created by colleagues, both individually and as a team, through ongoing **feedback and support**.
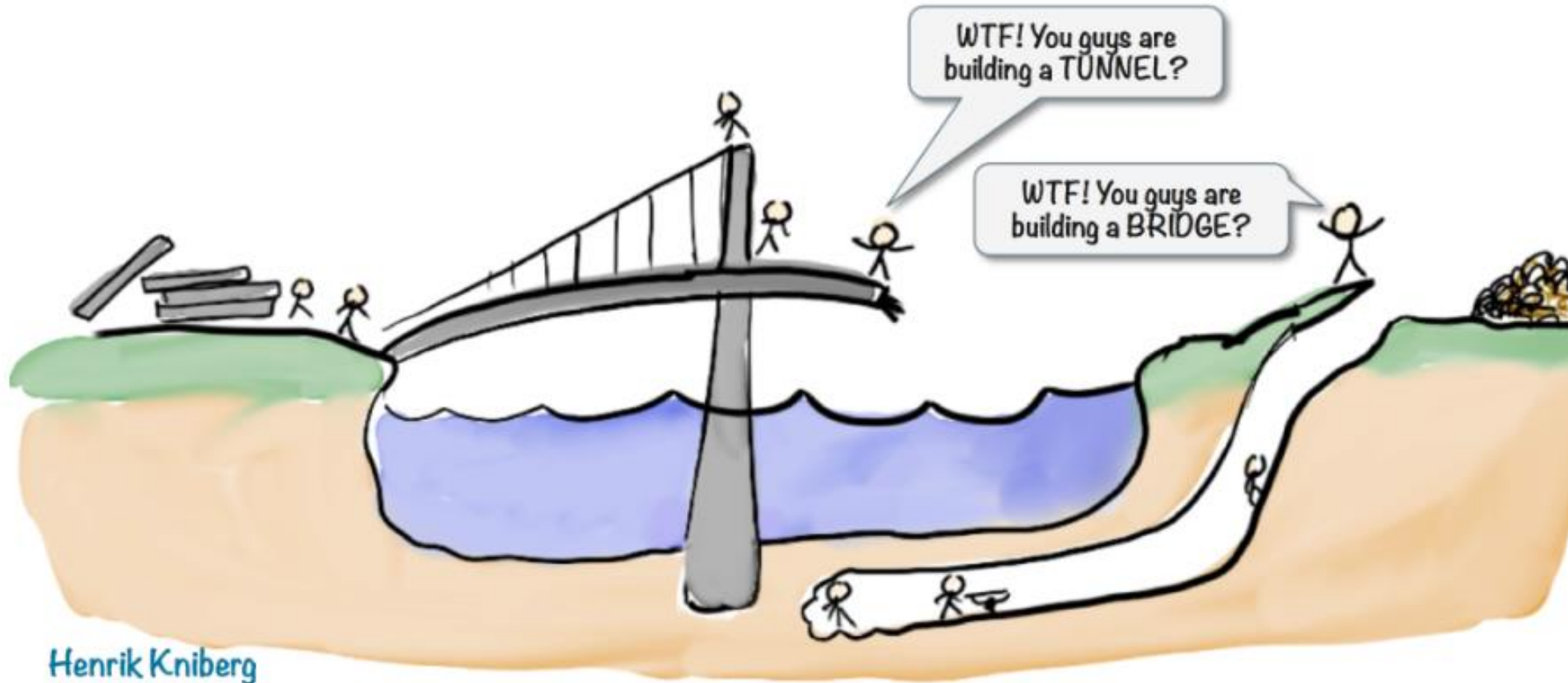
"With great power comes great responsibility."

Organizational Innovation

- But sometimes it doesn't work...

Sustainability and Change

Sustainability is a very broad concept that includes many activities and analyses companies are already conducting.

The novelty, the change, lies mainly in two key aspects:

- The increased importance many aspects have today compared to the past, such as the focus on the environmental and social impact of our daily activities.

- A systemic vision of the organization and the people within it, who are called to think and implement new behaviors and solutions.

Sustainability and Change

- Like all changes, sustainability-related change must also be supported through a complex set of processes, tools, and techniques to manage and facilitate the transition from a people perspective, in order to achieve the set business goals.

- Organizational change can be represented as the transition between three stages:
  - **CURRENT STATE**
  - **TRANSITION STATE**
  - **FUTURE STATE**

STATO CORRENTE

STATO DI TRANSIZIONE

STATO FUTURO

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Sustainability and Change

But in reality...The future state of the organization is, in fact, the sum of the future states of the many individuals who comprise it.
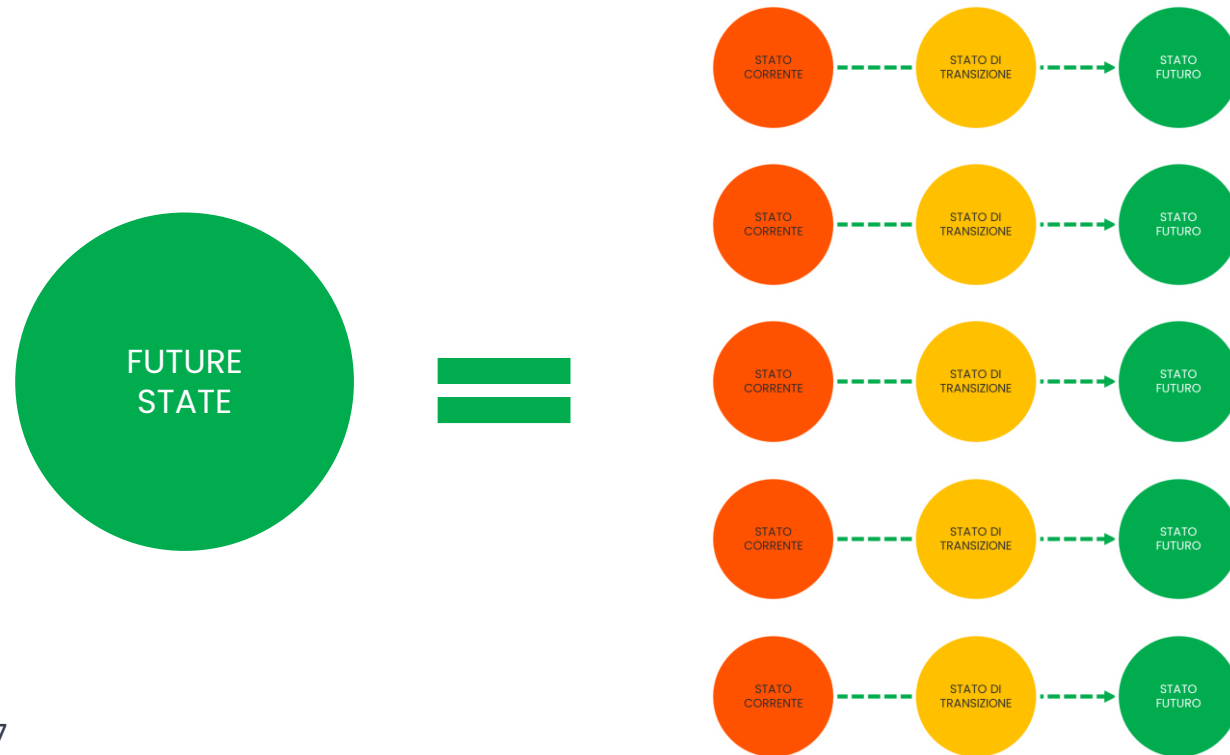
Resistance to Change

- Fears of losing:
  - Jobs
  - Status
  - Privileges
  - Control

- The need to learn new tools and skills

- Leaving the "comfort zone"

Facilitating Change – The ADKAR Model

- The ADKAR model describes the phases an individual goes through when managing change

- **The 5 fundamentals of successful change:**
  1. **Awareness**: Awareness of the need to change.
  2. **Desire**: Desire to participate in and support the change.
  3. **Knowledge**: Knowledge of how to change.
  4. **Ability**: Ability to exercise skills and behaviors.
  5. **Reinforcement**: Support for sustaining the change.

Sharing an Organizational Framework: The RACI Matrix

Responsible

Accountable

Consulted

Informed

Project Activity	Person A	Person B	Person C	Person D
Task 1	C	R	R	(A)
Task 2	C	(A)	R	I
Task 3	(A)	C	R	C
Task 3	(A)	C	I	R
Task 3	R	R	(A)	C
Task 4	(A)	I	C	R

Role-Play: Spreading a New Change Mess

Role-play: share a new change message.

Objective: Simulate a real-life situation where a facilitator must present a new company project/direction to a group of potentially skeptical colleagues.
Method: Each subgroup receives a scenario. One or more participants act as the "facilitator," while the others play colleagues with various objections (doubt, protest, disinterest, etc.).
Debrief: Analyze what worked well and the difficulties encountered.

Role-Play: Spreading a New Change Mess

Example: «In-company biodiversity».

Description: create small green areas or gardens in company spaces, with local plants that allow the bugs and birds to infestate the area. Engage the employees in the maintenance of the area and take care of the plants.

Possible objections: "Who will take care of maintenance?"; "There might be dangerous bugs"; "We don't have enough space".

Group Work

Thank you for your time