



# Advanced Practitioner in Sustainable Leadership

Session LP5.7: Applying levels of sustainability



# THIS ACTIVITY

1. Benn, Dunphy et al. argue that people and organisations are at different stages or phases of thinking about & acting on sustainability
2. It is useful to identify at which stage people in an organisation are:
  - Rejection
  - Non-responsiveness
  - Compliance
  - Efficiency
  - Strategic proactivity
  - Sustaining firm
3. Apply the above scale to the Living Case organisation, details follow.

# Sustainability phases



Benn, Dunphy & Griffiths (2007) identified six stages/phases in individual's and organisational understanding of sustainability.

The 6 stages fall into three waves, organised by colour on the next slide:

Wave 1

Wave 2

Wave 3

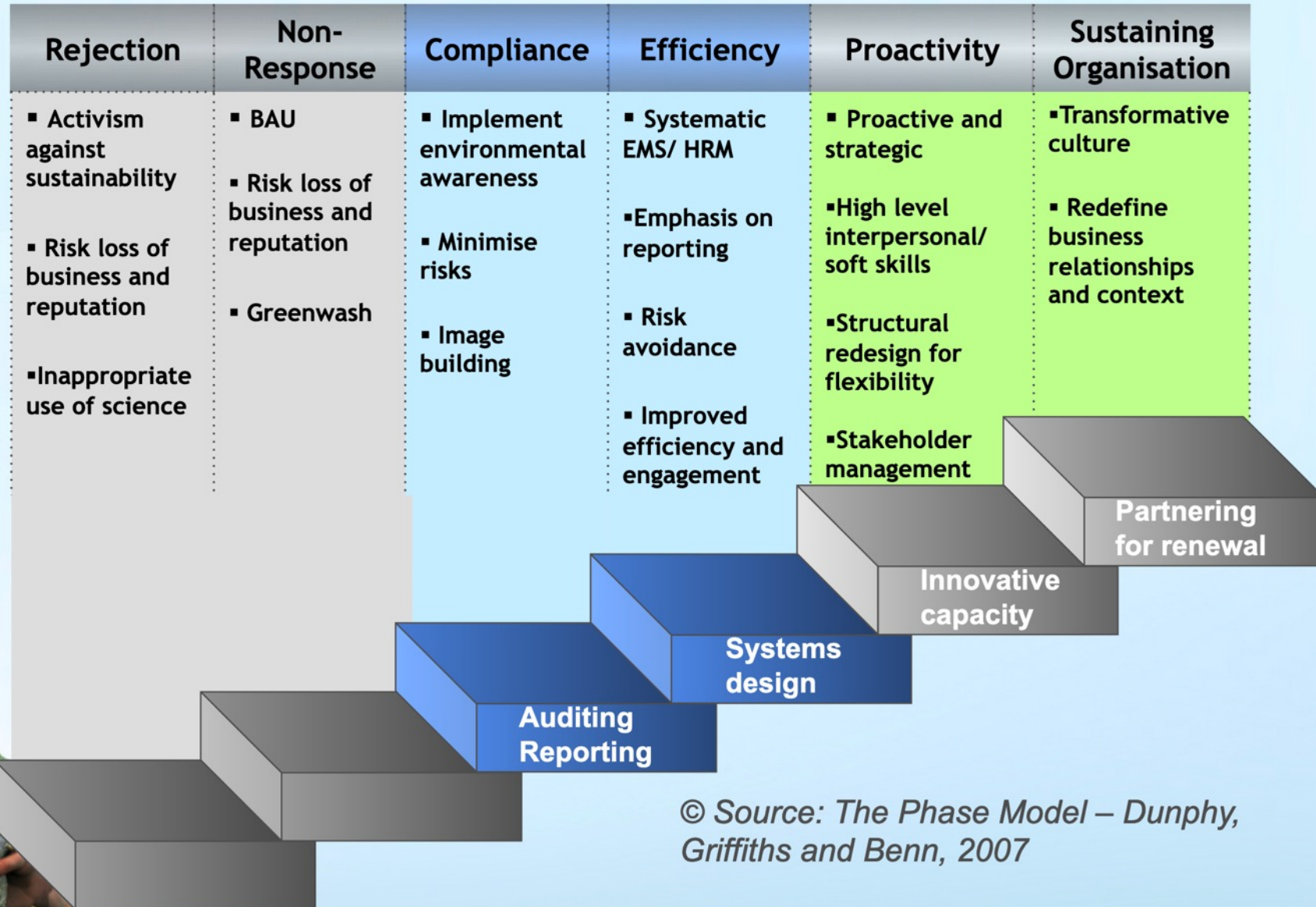
# 6 stages (3 waves) of sustainability



- 1. Rejection:** flout, lobby or fight against sustainability regulations.
- 2. Non-responsiveness:** regard sustainability measures as irrelevant to the pursuit of profits.
- 3. Compliance:** comply with legal requirements and community expectations.
- 4. Efficiency:** pursue cost savings & efficiencies, e.g. saving energy in production; staff recruiting costs.
- 5. Strategic proactivity:** sustainability is central to business strategy because it creates competitive advantage.
- 6. Sustaining firms:** sustainability is the right thing to do while providing adequate returns to investors.

Benn, S., Dunphy, D. & Griffiths, A. 2014. Organizational Change for Corporate Sustainability. Routledge.

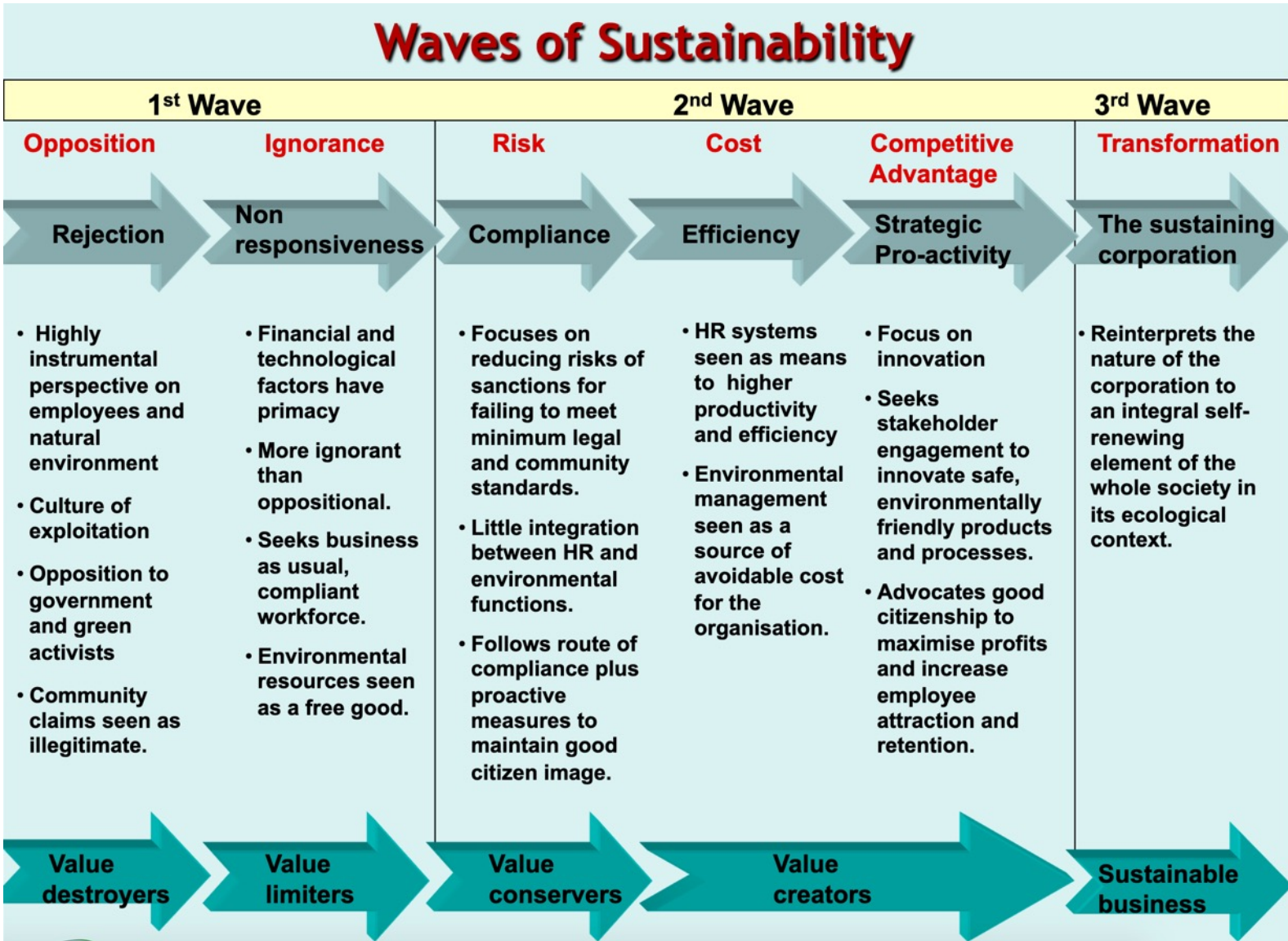
# Phases of Organisational Sustainability/CSR



© Source: *The Phase Model – Dunphy, Griffiths and Benn, 2007*



# Which wave is the case firm at?



Dupuy, Griffiths & Benn. 2007. *Organisational Change for Corporate Sustainability: A Guide for Leaders and Change Agents of the Future* (2nd Edn). Routledge.