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# Filling the Leadership Void: How to Engage the Whole Organization in Sustainability

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# View from the top

- The world needs action now. Business is where change is most needed and most possible
- 85% of CEOs are “taking sustainability seriously”, but credibility gap exists



A long, straight road stretches across a body of water towards the horizon under a bright sky. The road is flanked by concrete barriers and utility poles. A few cars are visible in the distance. The sky is a mix of blue and white, suggesting a bright day.

**Dell Powering the Possible** is our commitment to put technology to work, where it can do the most good for people and the planet.

What's needed to make vision happen - at an organizational as well as individual level?



The power to do more





# Vision

- What future do you want?
- What stories do you want to be able to tell?
- What will inspire and mobilize your organization?



The power to do more

# Strategy

- Bringing focus
- Where does Sustainability fit?
- Viewing organizational strategy through a sustainability lens
- Aligning with organization's culture





# Goals

Measures of your ambition

Defined so that you know when they're met

Dell examples, by 2020 we will:

- Reduce greenhouse gas emissions from facilities and logistics operations by 50%
- Reduce the energy intensity of our product portfolio by 80%
- Recover 2 billion pounds of used electronics



# Plans

- Develop baselines
- Set KPIs & process metrics
- Build roadmaps with early buy-in from all needed participants
- Develop the business case
- Internalize global context





# Execute

- Build strong governance
- Manage to your KPIs
- Celebrate early wins
- Trust functional experts to own & drive
- Be adaptive to changing conditions



# Communication

- Know your audiences and engage them at every step
- Be an avid listener and trust in stakeholder process
- Explain & communicate business case
- Embrace transparency and commit to reporting successes & challenges
- Provide narrative, not just data



# Individual keys to sustainable success

1. Develop your capability to **lead** change effectively
2. Set **strategy** and execute on goals
3. Be an awesome **communicator**
4. Help org keep up with rapidly evolving **global context**

**You are the secret...be unstoppable!**





# Q&A

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