

Valerie Patrick, Bayer Corporation

Change Management and Climate Change in Organizations

Introduction

Change management is widely used in business as a systematic and lasting method to move an organization from one state to another. This report highlights the use of change management concepts and tools to accelerate taking action in organizations in response to climate change and to other challenges that stand in the way of sustainable development. Ineffective change management is the leading cause of failure in implementing organizational programs. In addition, change management speeds up results by successfully embedding the needed strategies for the change into the business processes and operations of an organization. Targeted towards climate change and sustainability professionals, this report addresses the case for change concerning sustainability and organizations; presents the change management framework for implementing a sustainability strategy in an organization; and addresses strategy, leadership and planning aspects of the change management framework.

What's New About Sustainability?

As Dr. Sylvia Earle, former Chief Scientist at the National Oceanic and Atmospheric Association (NOAA), so aptly said at the Association of Climate Change Officers (ACCO) Climate Change Leadership Summit, "This is the first time in human history that we have the power of knowing that we have a problem."

The concept of sustainability is not at all new. Most people cite sustainability back to the 1987 report titled "Our Common Future" issued by Gro Harlem Brundtland's World Commission on Environment and Development.ⁱ In the report, sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The seeds for sustainability at many companies go back further. For example, the German multinational company Bayer has the mission statement "Science for a Better Life," which is recognition that the purpose of science is to apply technical knowledge to benefit society. Bayer's commitment to this motto in all its forms goes back to 1887 when Bayer began putting into practice corporate social responsibility by establishing the Bayer Provident Fund as a health insurance fund for employees. Soon after, Bayer followed with such initiatives as a Wastewater Commission, a Clean Air Committee and the appointment of an air monitoring officer.

The idea of sustainability in the new world was first planted in Pennsylvania by William Penn, who gave North America its first environmental policy, the 1681 Concessions to the Province of Pennsylvania,

ⁱ World Commission On Environment And Development. 1987. *Our Common Future*. Oxford, England: Oxford University Press.

before he gave Pennsylvania its first Constitution. The Concessions stated in part: “In clearing the ground, care [shall] be taken to leave one acre of trees for every five acres cleared, especially to preserve oak and mulberries, for silk and shipping.”ⁱⁱ

The dangerous consequence of all the history behind sustainability is the attitude that “we have been practicing sustainability for a very long time.” This is just a polite way of saying “I’m doing my part, go bother someone else who isn’t doing anything.” This attitude is dangerous because it does not acknowledge the case for change needed today. Without a case for change, there is no need to change. Without a need for change, behavior does not change because thinking does not change.

What is the case for change? The case for change comes from the acknowledgement of a sobering problem: humanity’s use of earth’s resources and the accumulation of man-made materials in the environment are having negative consequences on living that, if unchecked, can lead to conditions that threaten our very being. Consequently, there is a need to “raise the bar” on all efforts to advance sustainability in order to achieve a sustainable way of life on this planet. In the words of Jose Maria Figueres, former President of Costa Rica and CEO of the World Economic Forum, “there is no planet B.”

While it is true that sustainability is not a new concept, today’s context for sustainability is new. This distinction is key because it is the new context for sustainability that creates the case for change.

The context for sustainability is the knowing that we have a problem. Climate change and sustainability professionals understand this new context. Their challenge is creating a compelling case for change that accelerates the implementation of the needed climate change, energy, and sustainability programs in an organization.

What’s Climate Got To Do With It?

If you ask a dozen people in an organization what they think about “climate change” or “sustainability,” you will get a wide range of responses. The wide range of responses occurs because we tend to apply our own values systems to these topics. Our values systems differ because there are many different influences unique to each of us that shape our values systems. These influences include family, friends, work colleagues, reading, sports, politics, religion, media, vacations, and the arts.

Let’s examine what values have to do with change management. In a paper titled “Cultural Aspects of Systemic Change Management,” Jeff Dooley writes the following:

*“To the extent that change initiatives are values-based, they may clash with cultural patterns of values, thought, and action already in place. If already-existing cultural patterns are inconsistent with new values and cultural implications of systemic change initiatives, then defensiveness, withdrawal, and distortion of important information may result.”*ⁱⁱⁱ

ⁱⁱ Penn, William. 1681. *Concessions to the Province of Pennsylvania*. http://avalon.law.yale.edu/17th_century/pa02.asp. Accessed 7/26/12.

ⁱⁱⁱ Dooley, Jeff. 1995. *Cultural Aspects of Systemic Change Management*. Presented at the Ohlone College Foundation Roundtable.

The more values are tied to a change initiative, the more difficult it will be to implement because more resistance is expected. This relationship between values and resistance explains why organizational change tied to “climate change” and “sustainability” is challenging to make.

Let’s consider values in the context of an organization. Values are the beliefs of an organization in which there is an emotional commitment. Values tend to be fairly abstract and subject to interpretation. For example, the values of Bayer are expressed by the acronym LIFE, which stands for Leadership, Integrity, Flexibility, and Efficiency. LIFE supports Bayer’s mission of “Science for a Better Life.”

Topics that tap into something as abstract as values need clarity. There aren’t many topics more values-based and systemic than embedding sustainability strategies into business processes and operations of a company. The value-based nature of sustainability also explains why there are so many different interpretations of what the pursuit of sustainability means. For example, Chris Laszlo, President of Sustainable Value Partners and author of several books on sustainability, has interviewed over 500 executives and managers across companies about what sustainability means. As a result, Laszlo has developed the following views of what embedding sustainability means in a for-profit organization:

- Ethics: a moral agenda about doing good
- Governmental Regulation: compliance with the law
- Charity: philanthropy or donating money, products, and time
- Public Relations: repositioning versus driving something new
- Driver of Business Value: new way of thinking to uncover new sources of business value for the organization

There is no right or wrong interpretation of what sustainability means for an organization, there is just the need to clarify. This clarity ensures alignment of sustainability with an organization’s mission and focus to achieve results.

Topics that tap into values not only need clarity, but also need to be understood in the context of change. You impact the values of an organization whenever you implement a change initiative because values help shape the organizational climate. There are many different ways to define organizational climate but the one that most resonates with me makes a distinction between organizational climate and organizational culture. This definition comes from a course I took on the Situational Outlook Questionnaire (SOQ) at the Creative Problem Solving Group-Buffalo and is as follows:

“...culture reflects the deeper foundations of the organization and includes features like the values, traditions, beliefs, etc. Climate is ‘above ground.’ It is more visible and changeable. Culture reflects what the organization values. Climate is closer to what people in the organization experience...Climate is defined by the typical patterns of behavior that characterize life in the organization.”^{iv}

A change initiative impacts the climate of an organization which is also shaped by values.

Since values in the context of change are about organizational climate, then a successful sustainability strategy requires articulation of the needed or “to be” organizational climate. Therefore, you need to know how successful embedding of the sustainability strategy into an organization changes the climate

^{iv} Isaksen, Scott G., and Hans J. Akkermans. 2007. *An Introduction to Climate: Situational Outlook Questionnaire*. Buffalo, NY: Creative Problem Solving Group.

of the organization. To understand how success changes the climate of an organization, you need to first understand the “as is” climate of the organization. Once you understand the “as is” climate and you articulate the “to be” climate, then you can define what needs to change. Once people understand what needs to change about the climate, they can understand their role in making the change successful and be a part of the change. Fortunately, there are many tools available to assess organizational climate. One way to assess the “as is” climate and define specific actions to achieve the “to be” climate is to use the tool mentioned above called Situational Outlook Questionnaire.^v

To motivate and inspire the needed change in organizational climate, you need to be able to articulate how sustainability strategy advances the mission of an organization. If an organization is for-profit, you need to be able to articulate how these strategies will help make its customers successful which, in turn, make it successful. You can help make customers successful in a number of ways as follows:

- reducing their costs
- reducing or mitigating their business risks
- helping to grow their business
- reducing organizational costs which you then pass on to customers in the form of either reduced costs or investment to help grow their business

Since sustainability strategies will impact the climate of an organization, then leadership must be on board, as leadership is the single largest influence in shaping the climate of an organization. The essence of leadership is leading people from where they once were to where they ought to be going in a way that realizes their full potential to advance the mission of an organization.

In summary, to successfully implement sustainability strategy, there are several aspects to take into account as follows:

- people aspects like values and organizational climate
- leadership aspects to model and shape organizational climate
- strategy aspects to align sustainability with organizational mission and focus efforts to deliver results
- planning aspects to implement the needed changes

To assess where you need to focus amongst these aspects and maximize the chance of success for your sustainability strategy, I would recommend the Prosci Process Change Triangle (PCT) Assessment.^{vi} The assessment looks at the people aspects of the change, the strategy and leadership aspects of the change, and the planning aspects of the change. This report will provide tools and approaches to address each of these aspects for sustainability strategies.

Sustainability strategies unavoidably tap into the values and hence climate of an organization which necessitates engagement of leadership and a well-considered implementation plan. Climate change and sustainability professionals understand the critical importance of aligning their strategies with the core mission of an organization. Their challenge is articulating what each member of an organization needs to do differently to advance these strategies.

^v Isaksen, Scott G., and Hans J. Akkermans. 2007. *An Introduction to Climate: Situational Outlook Questionnaire*. Buffalo, NY: Creative Problem Solving Group.

^{vi} Prosci. *Product Change Triangle Model*. <http://www.change-management.com/tutorial-pct-mod1.htm>. Accessed 7/26/12.

Good Strategy for Good

When I think of business strategy, the first person that comes to my mind is Michael E. Porter. His view of strategy, as captured in his Harvard Business Review 1996 article titled “What is Strategy,” can be summarized as how you are going to be unique and sustain an advantage over your competitors.^{vii} Porter is well-known for his five competitive forces model and the classic strategic approaches of cost leadership and differentiation.

The approach of Porter, which I will sum up as “competitive positioning,” is a necessary but not sufficient attribute of a good sustainability strategy. The other two attributes I would add are “value proposition” and “implement-ability.”

Value proposition means the strategy clearly articulates how the mission of an organization is advanced and how customers’ needs, both articulated and unarticulated, are met. Since sustainability deals with social, environmental, and economic challenges that have a long time-scale, then an impactful sustainability strategy needs to be future-oriented. A future-oriented strategy is focused on meeting customer’s unarticulated needs. Unarticulated needs are needs beyond price and current product quality challenges which you hear about when you ask a customer “what unmet needs do you have that I can help meet.” Unarticulated needs come from considering the customer’s products in terms of long-term mega-trends and identifying product shortcomings in light of these trends. Opportunities to address these shortcomings and close the gaps between today’s products and the products of tomorrow have been called product opportunity gaps (POGs) by professors at Carnegie Mellon University. For more information about POGs, see “Design of Things to Come” by Jonathan Cagan, Craig M. Vogel and Peter Boatwright and “Creating Breakthrough Products” by Jonathan Cagan and Craig M. Vogel.^{viii, ix} From a strategy standpoint, you need to understand your differentiated core competencies and which mega-trends you can tap into to create attractive POGs for existing and new customers.

Implement-ability means that employees understand the “what” and “why” of the strategy, employees are empowered to contribute to the strategy, and there is a process of “upward feedback” so leadership can adjust the strategy over time. This idea of implement-ability is well described in Jeffrey Pfeffer’s Harvard Business Review article “Power Play” that describes strategy as a choice cascade from leaders to empowered employees.^x

There are three tools that I would recommend to help in formulating an effective sustainability strategy with competitive positioning, a solid value proposition, and implement-ability as described above.

One tool is a maturity matrix for corporate citizenship from the Center for Corporate Citizenship at Boston College. A maturity matrix identifies stages across the top in columns and how to recognize which stage you are in for key characteristics identified in rows. The maturity matrix can be used as a basis for a competitive assessment. The matrix provides a framework to create an “as is” view of where a company is relative to its competition in terms of sustainability. Viewing this “as is” picture together

^{vii} Porter, Michael E. 1996. *What Is Strategy*. Harvard Business Review, November-December.

^{viii} Vogel, Craig M., Jonathan Cagan, and Peter Boatwright. 2005.

The Design of Things to Come: How Ordinary People Create Extraordinary Products. Upper Saddle River, NJ: Wharton School Pub.

^{ix} Cagan, Jonathan, and Craig M. Vogel. 2002. *Creating Breakthrough Products: Innovation from Product Planning to Program Approval*. Upper Saddle River, NJ: Prentice Hall PTR.

^x Pfeffer, Jeffrey. 2010. *Power Play*. Harvard Business Review, July-August: 64-75.

with an understanding of the differentiating core competencies will help you formulate the “to be” target for a sustainability strategy.

A second tool is a sustainability SWOT (strengths, weaknesses, opportunities, and threats) analysis called the AUDIO tool by Dan Esty and Andrew Winston in their book “Green to Gold”.^{xi} AUDIO stretches thinking beyond typical SWOT analyses used for business strategy formulation to tailor the strategy to advance the principles of sustainable development. AUDIO is an acronym for Aspects, Upstream, Downstream, Issues, and Opportunities. Aspects is a term from ISO 14000 for “environmental aspects analysis.” The tool provides the environmental categories for a thorough assessment. The Upstream and Downstream categories extend the assessment beyond the “factory gates” to raw material sourcing and suppliers at one end of the value chain and customers and “end-of-life” at the other end of the value chain. The Issues analysis considers long-term impacts and what should be part of the sustainability strategy. The Opportunities analysis identifies upside potentials in light of differentiated core competencies. AUDIO helps to formulate and refine the value proposition for the sustainability strategy.

The third tool is stakeholder assessment. Stakeholder assessment gives you a read on reputation assets and risks to factor into the sustainability strategy. A poor reputation serves as a significant barrier to executing a sustainability strategy. Furthermore, focusing on the wrong sustainability topics can do more damage than good. The stakeholder assessment begins with identifying stakeholders, both “friends” and “enemies” for a realistic assessment. Next, design a survey, event, or series of events to collect input from the identified stakeholders on what a company is already doing well to advance the principles of sustainable development and what areas need improvement. It is also important to establish context for the stakeholder input by assessing the level of maturity on the topic of sustainability for the stakeholders engaged. You can work with a sustainability expert to identify the individuals most mature on the topic of sustainability for your targeted stakeholder groups. Or you can ask simple questions of the stakeholders you engage to assess their level of maturity on the topic of sustainability. Examples of questions include “what does sustainability mean to you” and “how would you rate yourself on a scale of 1 to 5 with 1 being little knowledge and understanding about sustainability and 5 being an expert of knowledge and understanding about sustainability.”

An effective sustainability strategy accomplishes three objectives. First, the strategy leverages the differentiating core competencies of an organization. Second, the strategy empowers employees to engage in advancing the strategy. And third, the strategy is lauded by the sustainability experts who understand the challenges and opportunities your industry faces in advancing the principles of sustainable development. Once climate change, energy, and sustainability officers work with the organization to articulate the strategy, they still face the challenging work of sponsorship to keep execution of the strategy alive and well.

Sustainable Upward Coaching for Sustainability

The key to successful leadership engagement for a change initiative is alignment on strategic intent. With proper alignment, leaders and managers are empowered to develop and implement tactical plans that will advance the strategic intent. Just as importantly, improper alignment can result in tactics that do not advance the desired strategic intent. Alignment can only happen with effective one-on-one dialogue. Let’s consider some powerful examples from a leadership experience at Gettysburg led by Colonel Cole C. Kingseed (retired), President of Brecourt Leadership Experience, Inc.

^{xi} Esty, Daniel C., and Andrew S. Winston. 2006. *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage*. New Haven, CT: Yale University Press.

A classic example of misalignment of strategic intent was between General Robert E. Lee and Lieutenant General James Longstreet of the Confederate Army of Northern Virginia. Lee's strategic intent at Gettysburg was to destroy the Union Army to create a psychological blow. Lee felt that this would ignite the public to get the politicians in Washington, DC to act and address their concern for the sovereignty of states. Longstreet's strategic intent at Gettysburg was to win a battle. This difference in strategic intent manifested itself in two important ways. First, Lee and Longstreet argued frequently about battle strategy and tactics. The arguments ended more often than not with an order from Lee against what Longstreet thought was the best course of action. This resulted in resentment that negatively impacted performance. Second, Longstreet exercised delay tactics for the orders he most strongly disagreed with, which also negatively impacted outcomes.

One example of a positive outcome that can come from good alignment of strategic intent was the performance of Brigadier General John Buford for the First Division of the Cavalry Corps for the Union Army of the Potomac when he first arrived at Gettysburg. Buford understood that General George G. Meade's strategic intent was to hold the good ground, which at Gettysburg was Cemetery Hill. Buford's role with the Cavalry Corps was reconnaissance and the job of battle was typically left for the Infantry Corps. However, Buford had learned through his reconnaissance that the Confederate infantry were approaching Seminary Ridge in Gettysburg and that the nearest Union infantry was still 10 miles south. Thus, Buford decided to start a battle in order to hold the advancing Confederate infantry as many ridges away as possible from Cemetery Hill until Union infantry arrived to relieve his men. This was a critical step for the Union Army of the Potomac being successful in holding Cemetery Hill at Gettysburg.

The alignment of leadership for a change initiative has been called obeying the 5 C's: confer with executive sponsors to agree to build the coalition needed to be communicating and managing resistance through coaching and delivering consequences.

The first step is drafting the change sponsorship plan. This plan should be viewed as a "straw house." That is, you should be willing to "blow it down" and build a much stronger house from the input you receive from the executive sponsors. Using a "straw house" approach for the change sponsorship plan allows the executive sponsors to have enough input to make it their own. It is OK if they don't have a lot of input but you need to be prepared for a lot of input just in case. Here are the sections to include in the draft change sponsorship plan:

- describe the change team (members, leader, and charter)
- describe the change objectives (no more than three) making the connection to the organization's mission clear
- describe the timing needed for the change
- describe the impact of not changing
- describe the business case for the change
- describe the sources of greatest resistance to the change anticipated
- describe the requested role of the change executive sponsors

The draft change sponsorship plan should be no longer than two pages.

The second step is identifying the key executive sponsors and then setting up in-person meetings with them to present and discuss the sponsorship plan. Assess what parts the sponsors support, what parts the sponsors do not support, and what changes are needed to get full sponsorship support.

The third step is addressing disagreements among executive sponsors and revising the change sponsorship plan until all executive sponsors agree to support the plan. This may take several iterations but it is well worth the time invested. Executives by their very nature take initiative. Therefore, once the executive sponsors buy into the plan, they will take every opportunity at their disposal to gain support for the change. They will also start embedding the change into the business processes, decisions, and operations of the organization.

Effective leadership engagement requires alignment on strategic intent. In the change sponsorship plan, the strategic intent is captured in the change objectives and further clarified in the remaining sections of the plan. Leadership engagement accomplishes several objectives. First, leadership engagement in the change reinforces the culture needed to support the change since culture is strongly influenced by leadership. Second, leadership engagement creates incentive for employees to engage in advancing the change. And third, leadership engagement starts mobilizing resources to implement the change. Once climate change and sustainability professionals work with the leadership of the organization to get alignment on strategic intent behind the sustainability program, they still face the challenging work of planning to realize the strategy.

Planning for Sustainability Success

A successful change management plan builds off of a change sponsorship plan that has been fully endorsed by the executive sponsors. In turn, the change management plan needs to be endorsed by key stakeholders who will be responsible for implementing the plan. At Bayer, the key stakeholders are the members of the Corporate Sustainability Community Council (CSCC). The CSCC consists of representatives from each of Bayer's key business areas and key corporate functions. The CSCC develops and implements the corporate sustainability strategy, the change management plan for sustainability, and the executive change sponsorship plan. The executive change sponsorship and change management plans are needed to achieve the objectives of the corporate sustainability strategy.

The first step is to align the change project team with the executive change sponsorship plan that has been endorsed by the executive sponsors. The alignment is best accomplished by setting aside meeting time to review and discuss the final version of the executive change sponsorship plan. A discussion is needed to achieve a common understanding and marshal any needed executive support.

The second step is to identify the stakeholder groups impacted by the change, being sure to include those groups you expect to be resistant to the change. For each stakeholder group, determine the following:

- what is changing for them
- what do they need to do
- how do we prepare/motivate them for the change

Examples of the categories of things that could be changing for a given stakeholder group include the following:

- organizational structure
- job/role
- reporting lines
- staffing levels
- technology/tools
- expectations
- physical office location/layout
- other aspects of work

Once the category of what is changing for the stakeholder group can be identified, then what specifically changes is easier to identify. Examples of what specifically changes for the stakeholder group include the following:

- exhibiting a different work skill or activity
- using a new tool or new technology
- demonstrating different behaviors
- demonstrating a new way of thinking or attitude
- embracing different working relationships
- thriving in a new work environment, and so on

Examples of what the stakeholder group needs to do differently include the following:

- managers complete new job requisition form without any assistance from Human Resources
- employees manage their own personal data directly online
- sales representatives deliver information on a new product directly to existing customers
- employees must do more work due to reduced staff

Finally, examples of how you might prepare a given stakeholder group for the change include the following:

- communication
- training (know-how)
- education (know-what and know-why)
- shared experience or activity
- consequences, reinforcement, and so on

The third step is to get and incorporate feedback from key stakeholders on the change management stakeholder worksheet created in the second step. The stakeholder feedback will validate the work of the change project team and get the process of stakeholders thinking about the change. In my experience, there is always content missing, content that can be improved, and content that needs to be corrected. This input is best obtained in a face-to-face discussion between the change management team and the key stakeholders. The input can also be obtained in a teleconference or videoconference format if participants know each other and have a base level of trust.

The fourth step is to create the change management plan. The change management plan is a matrix in which the key stakeholder groups comprise the rows and the following topics comprise the columns:

- list the stages of the ADKAR model (or other change model) that are currently relevant for the stakeholder group
- determine the key messages that need to be delivered to the stakeholder group
- determine the activities along with timing and/or frequency that are needed to progress the stakeholder group through the target stages of the change model identified in the first column
- specify the desired outcomes for the stakeholder group
- identify measures that demonstrate the desired outcomes are happening for the stakeholder group

There are several different change management models that can be used. Examples of change management models include Lewin's unfreeze-change-refreeze model, Kubler-Ross Stages of Change model, Kotter's 8-step change model, Stephen Covey's Seven Habits Model, McKinsey 7S Model, ADKAR model, and so on. Many companies including Bayer use the ADKAR model.^{xii} ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The ADKAR model has five stages: Awareness, Desire, Knowledge, Ability and Reinforcement. The first stage is Awareness of the business reasons for the change. The second stage is the Desire to engage and participate in the change which is the goal of sponsorship and resistance management. The third stage is Knowledge about how to change and what the change looks like and is the goal of training and coaching. The fourth stage is Ability to implement the change on a day-to-day basis. The fifth stage is Reinforcement to keep the change in place over time.

The fifth and final step is to create and implement the communication and training plan. The communication and training plan is derived from the overall change management plan with details filled in. The communication and training plan specified for each stakeholder group and each communication and training or education activity should include the following information:

- key messages (for communication activity) or training/education objectives (for training/education activity)
- media/method
- sender/trainer
- when

The communication and training plan may need to be revised if the measures identified in the change management plan indicate that the desired outcomes are not being achieved for one or more key stakeholder groups.

^{xii} Hiatt, Jeff. 2006. *ADKAR: A Model for Change in Business, Government, and Our Community*. Loveland, CO: Prosci Learning Center Publications.

Conclusion

The cases for climate change, energy and sustainability strategies are well understood and internalized by environmental professionals. However, one of the essential challenges faced by climate change and sustainability professionals is convincing others that these issues affect them and are important to address. Implementing real change is not something that can be accomplished with opportunistic action and advocacy alone. Change management must be systematic and well planned, with clearly articulated goals and connections to the overall organization mission. Well executed change management will empower the whole organization to take action on climate change and sustainability issues, and cement the change into the nature of the organization. To execute change management effectively, sustainability and climate change professionals must have an excellent and precise understanding of where an organization currently stands and where they want it to be. Having this understanding lays out the change necessary to get an organization where it needs to be. Described in this report are a number of tools and strategies you can use to thoroughly evaluate an organization and begin applying change management thinking to an organization's climate change and sustainability issues.

About Valerie Patrick



Dr. Patrick is the Sustainability coordinator for Bayer Corporation and Bayer MaterialScience LLC (BMS). In this role she develops strategy that facilitates and tracks progress towards the focal points of Bayer's regional North American vision on sustainable development. With 24 years of experience, Dr. Patrick has established herself as an effective leader of challenging technical initiatives and bringing valuable innovations to the business marketplace.

About ACCO

The Association of Climate Change Officers is a 501(c)(3) non-profit membership organization for executives and officials worldwide in industry, government, academia and the non-profit community. ACCO's mission is to advance the knowledge and skills of those dedicated to developing and directing climate change strategies in the public and private sectors, and to establish a flexible and robust forum for collaboration between climate change officers. For more information about ACCO, please visit www.accoonline.org.

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