

# Environmental Principles Training Package

*Module*

**2**

THE BUSINESS CASE  
FOR THE GLOBAL COMPACT  
ENVIRONMENTAL PRINCIPLES

This page deliberately left blank

## MODULE 2: The Business Case for the UNGC Environmental Principles

### Session 1: Setting the Scene: The State of the Global Environment

#### OBJECTIVES

The objectives of this session are to:

- obtain an overview of the current state of the natural environment, critically assessing whether there is cause for concern;
- review how corporate sustainability has emerged over the past three decades, and
- set the context for the next session in which you will review some of the key business case arguments for implementing effective environmental management practices.

## BACKGROUND READING

### Extract from the GEO3 synthesis

Visit <http://www.unep.org/geo/geo3/> for the full version.

#### State of the Environment and Policy Responses, 1972–2002

##### Regional highlights: Africa

The increasing numbers of African countries facing water stress and scarcity, and land degradation, are major environmental issues in the region. The rising costs of water treatment, food imports, medical treatment and soil conservation measures are not only increasing human vulnerability and health insecurity but are also draining African countries of their economic resources. The expansion of agriculture into marginal areas and clearance of natural habitats such as forests and wetlands has been a major driving force behind land degradation. The loss of biological resources translates into loss of economic potential and options for commercial development in the future. These negative changes, however, have been tempered by Africa's impressive wildlife conservation record, including a well-established network of protected areas and the region's commitment to multilateral environmental agreements. African countries also participate in many regional and sub-regional initiatives and programmes. Notable achievements include the 1968 African Convention on the Conservation of Nature and Natural Resources (currently being updated) and the 1991 Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement of Hazardous Waste within Africa.

##### Regional highlights: Asia and the Pacific

Overpopulation, poverty and lack of enforcement of policy measures have compounded environmental problems in many parts of the region. Biological resources have long been of subsistence importance, and have been increasingly exploited for trade. About three-quarters of known or suspected species extinctions have occurred on isolated islands in the region. Protected areas constitute only 5 per cent of the total area, compared to the IUCN benchmark of 10 per cent. Discharge of sewage and other wastes has heavily polluted freshwater. Sedimentation in rivers and reservoirs caused by large-scale deforestation has also resulted in big economic losses. Urbanization, industrialization and tourism, coupled with a growing coastal population, have degraded many coastal areas. More than 60 per cent of Asia's mangroves have been converted to aquaculture farms. Air pollution levels in some cities are among the highest in the world. While most environmental trends have been negative, positive changes have included improvement in governance by public authorities, growing environmental awareness and public participation, and increasing environmental awareness in industry.

##### Regional highlights: Europe

The environmental situation is mixed: there have been some noticeable improvements over the past 30 years (for example, emissions to air); the state of biodiversity and forests has not changed greatly; and other situations have undergone marked degradation (freshwater, and some coastal and marine areas). By the 1990s, the European atmosphere had generally improved significantly. Increasing efforts to safeguard natural areas and biodiversity may signal a turnaround in species protection. Freshwater stocks are unevenly distributed, with parts of southern, western and southeastern Europe being noticeably water stressed. The health of coastal and marine areas has noticeably worsened, particularly in southern and western Europe and the Mediterranean coastline. Geographically, there has been an amelioration of some environmental problems in Western Europe, and a common (but far from universal) deterioration in Central and Eastern Europe, with recent signs of a broad recovery in many countries. The development of strong environmental policies in the European Union promises continuing progress in the area.

##### Regional highlights: Latin America and the Caribbean

Environmental degradation in Latin America and the Caribbean has increased over the past 30 years. The main pressures on the environment and natural resources are the rising population, increasing inequality of incomes, limited planning, especially in urban areas, and the high dependence of many economies on natural resources exploitation. More than 300 million ha of land have been degraded and almost 30 per cent of the reefs in the Caribbean are considered to be at risk. Of the more than 400 million ha of natural forest lost worldwide over the past 30 years, more than 40 per cent was in the region. Urban environmental problems, especially air pollution, water contamination and inadequate waste disposal, are having severe health impacts on people living in cities, currently 75 per cent of the

population. The increasing frequency and intensity of natural disasters, possibly linked to climate change, is having a high human and financial cost. The poorest populations, especially urban ones, are the most vulnerable to such disasters.

#### **Regional highlights: North America**

North America is a major consumer of the world's natural resources and producer of its wastes, and its per capita impact on the global environment is larger than that of any other region. Resource conservation in North America has been less successful than pollution abatement, and per capita consumption has increased steadily since 1972. There has been significant progress in controlling some forms of air and water pollution and in continuing a trend to set aside protected areas. During the 1990s, North American free trade strengthened the economic ties between Canada and the United States. At the same time, regional environmental degradation led to an increased recognition of the interdependent nature of cross-border ecosystems. The two countries strengthened cooperative measures to address transboundary pollution, agreeing to more aggressive NOx emission controls, for example. They also undertook to conserve the continent's wetland habitats to protect waterfowl and other migratory species. The impact of introduced exotic species on biological diversity became of increasing environmental concern with the liberalization of trade.

#### **Regional highlights: West Asia**

Conservation and protection of freshwater resources is a top priority, particularly on the Arabian Peninsula where water deficits are being met mainly through exploitation of groundwater resources. Countries are developing water policies to manage water scarcity by increasing both water supply and conservation, and introducing more efficient irrigation. Land degradation and food security continue to be key environmental issues. The region's seas include some of the busiest shipping areas of the world, making the marine environment susceptible to pollution events such as oil spills. Per capita hazardous waste production is among the highest in the world due to the types of industry in the region. Air emissions from power stations, desalination plants and industrial installations are also of concern.

#### **Regional highlights: the Polar Regions**

The major environmental issues in the polar regions include the depletion of the stratospheric ozone layer, the long-range transport of air pollutants, warming associated with global climate change, the decline of several bird, mammal and fish species, and pollution of major rivers. In the Arctic, average yearly ozone levels in the 1990s had declined by 10 per cent from the late 1970s, increasing the risk of snow blindness and sunburn. Climate change is expected to be more extreme in the polar regions than anywhere else. Human activities are major threats to biodiversity in the Arctic. The warming trend is reducing the ice habitat for species such as the polar bear and walrus. In the Antarctic, sealing and whaling have reduced populations in the Southern Ocean. Eutrophication is a recent problem in several lakes in Scandinavia. One of the major developments in the Arctic is public opposition to dam construction, particularly in the Nordic countries. For example, in 2001 Iceland's National Planning Agency rejected plans for a hydroelectric power project that would have dammed two of the three main rivers flowing from Europe's largest glacier and destroyed an extensive wilderness.

## Options for Action

The world is currently plagued by increasing poverty and continually widening divisions between the haves and the have-nots. These divisions — the environmental divide, the policy divide, the vulnerability gap and the lifestyle divide — all threaten sustainable development. They must be addressed urgently, and with greater success than has often been the case in the past. Certain key areas of attention have been identified for global action at all levels to ensure the success of sustainable development. Prime among them are alleviating poverty for the world's have-nots, reducing excessive consumption among the more affluent, reducing the debt burden of developing countries, and ensuring adequate governance structures and funding for the environment.

Underlying this action, however, must be the greater provision of and access to information in all its forms as the fundamental basis of successful planning and decision-making. The information revolution holds the possibility of providing cheap and reliable information in appropriate forms to all stakeholders in the environment — decision makers, local communities, the general public — thus enabling them to participate more meaningfully in decisions and actions that determine the courses of their daily lives and of those of succeeding generations.

The final section of GEO-3 presents possible policy options for the future based on UNEP experience, the *GEO-3* assessment and wide consultations at different levels. The suggestions are intended as a check-list from which to make appropriate selections for action. The overriding need in policy development is for a balanced approach towards sustainable development. From the environment perspective, this means bringing the environment in from the margins to the heart of development. The fields where action is suggested cover the need to:

- Rethink environmental institutions because they need to adapt to new roles and partnerships to fulfil present obligations and confront emerging environmental challenges.
- Strengthen the policy cycle so that it becomes more rigorous, systematic, integrated and able to develop policies that are better attuned to specific localities and situations.
- Provide an enhanced international policy framework to overcome the fragmentation and duplication inherent in the present system.
- Use trade more effectively for the benefit of sustainable development to capitalise on the new opportunities provided by trade liberalization.
- Harness technology for the environment and manage the associated risks to maximise the potential of new technologies to deliver substantial environmental and social gains.
- Adjust and coordinate policy instruments, including various legal frameworks, and measures such as valuing environmental goods and services, ensuring that markets work for sustainable development and promoting voluntary initiatives, to develop appropriate packages that work more effectively for the environment.
- Monitor policy performance with the aim of improving levels of implementation, enforcement and compliance.
- Re-define and share roles and responsibilities between local, regional and global levels to provide efficient solutions to managing complex and varied situations at a variety of scales.

### Outlook 2002–2032

GEO-3 emphasises that the next 30 years will be as crucial as the past 30 for shaping the future of the environment. Old troubles will persist and fresh challenges will emerge as increasingly heavy demands are placed upon resources that, in many cases, are already in a fragile state. The increasing pace of change and degree of interaction between regions and issues has made it more difficult than ever to look into the future with confidence. GEO-3 uses four scenarios to explore what the future could be, depending on different policy approaches. The scenarios, which span developments in many overlapping areas including population, economics, technology and governance, are described in the boxes that follow. They are:

**Markets First:** Most of the world adopts the values and expectations prevailing in today's industrialised countries. The wealth of nations and the optimal play of market forces dominate social and political agendas. Trust is placed in further globalization and liberalization to enhance corporate wealth, create new enterprises and livelihoods, and so help people and communities to afford to insure against — or pay to fix — social and environmental problems. Ethical investors, together with citizen and consumer groups, try to exercise growing corrective influence but are undermined by economic imperatives. The powers of state officials, planners and lawmakers to regulate society, economy and the environment continue to be overwhelmed by expanding demands.

**Policy First:** Decisive initiatives are taken by governments in an attempt to reach specific social and environmental goals. A coordinated pro-environment and anti-poverty drive balances the momentum for economic development at any cost. Environmental and social costs and gains are factored into policy measures, regulatory frameworks and planning processes. All these are reinforced by fiscal levers or incentives such as carbon taxes and tax breaks. International 'soft law' treaties and binding instruments affecting environment and development are integrated into unified blueprints and their status in law is upgraded, though fresh provision is made for open consultation processes to allow for regional and local variants.

**Security First:** This scenario assumes a world of striking disparities where inequality and conflict prevail. Socio-economic and environmental stresses give rise to waves of protest and counteraction. As such troubles become increasingly prevalent, the more powerful and wealthy groups focus on self-protection, creating enclaves akin to the present day 'gated communities'. Such islands of advantage provide a degree of enhanced security and economic benefits for dependent communities in their immediate surroundings but they exclude the disadvantaged mass of outsiders. Welfare and regulatory services fall into disuse but market forces continue to operate outside the walls.

**Sustainability First:** A new environment and development paradigm emerges in response to the challenge of sustainability, supported by new, more equitable values and institutions. A more visionary state of affairs prevails, where radical shifts in the way people interact with one another and with the world around them stimulate and support sustainable policy measures and accountable corporate behaviour. There is much fuller collaboration between governments, citizens and other stakeholder groups in decision-making on issues of close common concern. A consensus is reached on what needs to be done to satisfy basic needs and realise personal goals without beggaring others or spoiling the outlook for posterity.

## Case Study 2-1: Norsk Hydro – Norway

**Keywords:** *Cleaner technology, LCA*

Norsk Hydro operates globally in environmentally sensitive and technically complex fields such as plant nutrients, offshore oil and gas, aluminium, magnesium, and petrochemicals. Because of Norway's early resolve to rectify environmental ills and the diligence of its regulating authorities, the company was an early target for the green movement. Norsk Hydro has been extensively regulated, monitored, and challenged.

In response to these and other emerging pressures, Norsk Hydro's environmental work evolved in four phases.

- In Phase 1, the 'repairs phase,' efforts were concentrated on cleaning up local pollution and amending 'sins of the past'.
- In Phase 2, the 'preventive phase,' the focus changed to developing and installing 'cleaner technology,' technology that prevents pollution from occurring in the first place.
- Phase 3, the 'business development phase,' concentrated on analyzing and minimizing the environmental impact of products throughout their entire life cycle, from raw materials, through production and use, to their subsequent recycling or deposition.
- In Phase 4, the 'globalization phase,' Norsk Hydro began addressing the challenges of globalization of economies and markets, as well as global environmental issues such as climate change and the Kyoto protocol.

Each phase has provided Norsk Hydro with organizational experiences and knowledge. The 'repairs' phase did not result from a business strategy, nor were its projects closely linked to business activities. In fact, the opposite occurred, with the individual projects adding up to become the environmental strategy. These projects were managed internally as a functional-driven process and implemented on an ad-hoc basis. However, when the media, NGOs, and authorities highlighted some of the environmental issues, it became clear that top management would have to become more involved. Norsk Hydro had long been a 'closed' company regarding environmental issues. A change of direction and openness was necessary.

The second phase made environmental work a key part of operations, integrated throughout the organization. Clear lines of responsibility were established, goals set, reporting improved, results analyzed and organizational expertise developed. Systematic work on quality management was undertaken in the 1980s and the company experienced, as did many others, that 'what gets measured, gets done.' Pockets of excellence were emerging; however, organization-wide performance improvements were not yet strong enough. The challenge was to identify best practices internally and externally and to facilitate rapid adoption throughout the company.

In the third phase, the focus extended to applying experience and expertise to the life-cycle aspect of products. Environmental care, in its broadest sense, was being transformed into an important strategic business issue. Environmental issues took on a firm position as an important part of the strategic decision-making process. Through Life Cycle Analysis (LCA), Norsk Hydro gained insights that enabled application of the most advanced knowledge. The company also sought to establish closer links between customers, business needs, and R&D activities. It worked to stimulate creativity within the organization and in external research institutions. This extended across traditional organizational barriers and traditional scientific disciplines, to enhance conceptual and

technological innovation. It was recognised that the potential for new commercial opportunities would arise from new combinations of existing and emerging technologies.

Phase 4 shifted the focus to bringing together the three pillars of sustainable development: economic, environmental and social responsibility. This phase addresses more broadly the issues of globalization, and many new issues in addition to the previously recognised environmental concerns are emerging. Ethical challenges are more pronounced when companies establish operations in regions with clear cultural differences, and in developing countries. Themes like human rights and considerations for the indigenous population, and other questions related to values are raised. Coming to developing countries with a background in Norwegian culture and industry is difficult. This phase has required a greater collaboration and increased openness. Norsk Hydro recognised that if a company is to create business value from its efforts, environmental and social issues could not be handled in isolation.

“As a business, we have shifted our focus from tackling individual issues to the systematic integration of sustainable conduct into our business operations and our management systems,” states Egil Myckleburst, president and CEO of Norsk Hydro. “In the course of my 10 years at Norsk Hydro, I increasingly recognised that development trends, in connection with population growth, environmental hazards, social differences, globalization, greater transparency in industry and society in general, plus ever increasing competition, lead to the emergence of a new agenda for managing the industrial enterprises of the future.”

*Case study adapted from: [www.wbcsd.ch](http://www.wbcsd.ch)*

## EXERCISES

### Exercise 2-1 – Identifying environmental concerns

You will be shown a picture of Earth from space. Individually, list what you see to be the main environmental concerns at a global and a national level. In doing so:

- Explain the issue that you have identified.
- Describe any incidents which you have experienced which relate to the issues identified above.
- Some delegates may be selected to report back to the class as a whole.

### Exercise 2-2 – Key definitions

Divide yourselves into groups of four or five and note down definitions (as you currently understand them) of the following terms:

- Cleaner production
- Corporate social responsibility
- Corporate citizenship
- Corporate social investment
- Socially responsible investment
- Environmental impact assessment
- Environmental auditing
- GHG emissions
- ISO 14000
- Stakeholders
- Triple bottom line

*Report back to the class in your groups.*

## Exercise 2-3 – Understanding sustainable development

1. What do you do you understand by the term *sustainable*? Illustrate your answer using examples of situations in which activities, practices or processes are sustainable, such as in case study 2-1, and unsustainable.
2. What do you think is the relationship between sustainable development and:
  - Population growth
  - Technological innovation
  - The use of finite or non-renewable resources?
3. Do you think you share the values of sustainable development? To help you get your thoughts into perspective, consider the following:

Rank the following in order of importance/concern (for you personally). Rank from 1-10, with 1 meaning you hardly ever think about it, and 10 being something you think about constantly:

- Climate Change
- Making more money
- Waste and consumerism
- Upgrading your cell phone
- Habitat destruction
- Buying a bigger car
- Discrimination at work
- Your next holiday
- Climbing the corporate ladder
- Genetically modified organisms

Now consider this list again and identify the extent you have taken action on the various issues. Share your lists with the group, and discuss whether there is a difference between awareness and action.

This page deliberately left blank

## MODULE 2: The Business Case for the Global Compact Environmental Principles

### Session 2: The Business Case: The Business Benefits of Corporate Environmentalism

#### OBJECTIVES

The objectives of this session are to:

- Develop an understanding of the various business (i.e. financial) benefits associated with sound environmental management practices.
- Appreciate the role (and limitations) of relying on the business case for ensuring sustainable development.
- Understand some of the constraints against more widespread implementation of the business case.

## BACKGROUND READING

### SUSTAINABILITY AND BUSINESS COMPETITIVENESS: EXECUTIVE SUMMARY

#### Measuring the business competitive advantage from social responsibility and sustainability

##### Sustainability and business competitiveness

A business with strong corporate social responsibility will often be more successful in generating Economic Value Added, for reasons rooted in business strategy. This was the key finding of a workshop commissioned in the United Kingdom by the Department of Trade and Industry and organised by Forum for the Future in May 2003.

It was attended by 70 senior business researchers and practitioners from the Chief Economists of Shell and BA to the Senior Corporate Responsibility Adviser at Vodafone. The finding that corporate social responsibility (CSR) is not necessarily a cost of doing business was revealed by the significant overlaps between stakeholder and environmental management concerns and what modern resource-based business strategy sees as the source of business competitive success.

The workshop also found that parallel research on business intangibles and intellectual capital, including the contribution stakeholder management could make to a company's competitive advantage, has direct application. Many of the tools developed to measure business intangibles could be applied to measure the shareholder value of a company's CSR policies and performance, offering for the first time robust evidence of the business value of corporate sustainability and responsibility. Past attempts to measure the business case have mostly concentrated on eco-efficiency cost savings and green or ethical price premiums.

With some notable exceptions the resulting numbers have been small and relatively insignificant compared with other pressing issues for business. However, most previous studies have omitted a major contribution to business success from stakeholder and environmental management: their contribution to a company's competitive advantage in its main markets. So a wider group of delegates was assembled than is usual when viewing CSR and sustainability. Researchers and practitioners from business strategy, intangible value and businesses themselves were brought together to discuss how sustainability performance could contribute to competitive advantage and business success, and how it could be measured.

##### Economic Value Added by CSR and sustainability

The priority placed by the DTI on identifying transparent and quantifiable links between sustainability/CSR and business competitiveness was emphasised by the Minister of State for Energy, e-Commerce and Postal Services, Stephen Timms MP.

Company success depends on balancing multiple priorities and stakeholder interests, and an exclusive focus on shareholder value often fails in its own terms. These were themes illustrated strongly by John Kay, a leading economist and commentator in this area.

Understanding and measurement tools have been developed to assess how intangibles drive value creation in modern business. Richard Youngman of the PRISM project, an EC-funded research initiative on the intangible economy, described their obvious applications for sustainability and CSR.

A new project, 'Sustainability and Business Competitiveness', is developing tools to measure the contribution of business sustainability to business competitive advantage, by applying resource-based business strategy to link sustainability performance to the key sources of competitive advantage. Brian Pearce, of Forum for the Future, illustrated the importance of those sources: key internal and external relationships, reputation, capacity to innovate and strategic assets.

Clustering of responsible business and research groups has been found to maximise innovation and competitiveness in a recent project described by John Sabapathy, of AccountAbility.

Measurement and modelling of business intangibles is possible in practice, as Jonathan Low, from Cap Gemini Ernst and Young, demonstrated with his Value Creation Index model linking various indicators of intangible assets to market valuation.

##### Measuring the contribution of CSR to competitive advantage

Businesses shared their experience in measuring the contribution of their CSR and sustainability policies to business success.

Capacity to innovate can be enhanced by both sustainability and corporate social responsibility. Vodafone has developed both niche products and overall brand, while Interface has been able to develop a best selling carpet based on how nature designs a good ground cover.

Reputation and the importance of CSR and sustainability are clearly linked, particularly in developed, higher-income, markets. BT collects reliable attitude data every month from thousands of UK customers through an independent research agency. Based on eighteen months tracking, BT has identified that CSR attitude accounts for at least 25% of the dimensions that drive BT's corporate reputation. Corporate reputation is directly linked as a driver of customer satisfaction thus establishing a direct link between CSR and customer satisfaction;

Key internal and external relationships are widely accepted as a source of competitive advantage that could be enhanced through stakeholder management. Carillion found significant business benefits in a recent mapping exercise that quantified the effect links with key stakeholders had upon value creation. Statistical modelling by The Work Foundation showed how important high performance workplaces are for UK productivity growth.

Strategic assets are an obvious source of competitive advantage as their owner has an important but very scarce resource. Several businesses demonstrated the value of stakeholder and environmental management to maintaining the licence to operate that asset with regulators and local communities (eg British Airway's hub airport slots at Heathrow).

### **Conclusions**

The workshop directly addressed the question of whether CSR and sustainability made a positive contribution to business success, and came to the qualified conclusion that they do. This was an important conclusion in view of the views to the contrary expressed by some influential commentators. The delegates believed that the mistake made by these commentators and the shareholder value movement was to regard the cost of CSR and sustainability programmes as an expense rather than, potentially, an investment in a strategic asset or distinctive capability. The theory and practical experience of business in enhancing their competitive advantage through such policies seems to be increasingly well established. There is considerable scope for developing tools to help manage these assets through a balanced scorecard approach and to help investors value CSR spending on these assets. Many of these tools are either already available or being developed for other purposes in the field of business intangibles and intellectual capital.

### **Next step**

A major 'Sustainability and Business Competitiveness' project is underway with a number of corporations to develop a balanced scorecard to manage the sources of competitive advantage, and apply valuation tools such as real options analysis to develop the information sought by mainstream investors. The aim is to provide companies and investors with the means to manage and assess the contributions of investments in CSR to the creation of Economic Value Added and competitive advantage.

*Brian Pearce, Centre for Sustainable Investment, Forum for the Future*

## EXERCISES

### Exercise 2-4 – Understanding the business case

Individually, spend five minutes completing the questions below. Divide yourselves into groups of five (preferably into groups from the same company or sector), where you will take turns to discuss your answers to the questions. Select a scribe and a rapporteur to provide an overall report back to the class.

1. Are environmental issues seen to be a business driver for your firm? If yes, is this because of:
  1. The firm's values and principles
  2. The values and principles of the staff
  3. Pressure from potential customers
  4. Pressure from NGOs and other stakeholders
  5. Competitive advantage through new products and services
  6. Competitive advantage through lower costs and better processes
  7. The effect on brand image and value
  8. Regulatory requirements

Rank the importance to your company of each of the above potential factors.

2. Where is the main challenge for your company in dealing with environmental sustainability?
  1. Understanding the business case
  2. Understanding stakeholders' expectations
  3. The firm's ability to measure improved performance
  4. The technologies at the firm's disposal
  5. Customers' willingness to purchase more sustainable products and services
  6. Legislative and regulatory frameworks
3. Which of the following (all sustainable development spin-offs) would you see as being the most beneficial to your business? Rank them from 1-5, with 1 as the most beneficial.
  1. The launching of one or more new products/services
  2. Making major improvements to existing products/services
  3. Establishing new more efficient processes
  4. Making major improvements to existing processes/operations
  5. Developing new ways of doing business

## Exercise 2-5 – Envisaging a sustainable company

Divide yourselves into groups. If you are all from diverse companies, your trainer will attempt to allocate you to a group of colleagues from a similar company/business.

In groups, you will identify what a sustainable company would look like, the road to getting there and the potential barriers en route.

- Take two or three sheets of flipchart paper and put them in a line horizontally along the wall. Go to the far right hand side of the sheet, write the word 'Future Success' and write down some ideas about what a sustainable company would look like. As the ideas are suggested, the scribe should write them up around the word.
- Each scribe should then draw a 'road' from the word success across the flipcharts back to the starting point. Write the word '*Current*' and ask members of your group to give ideas about the current status of the company.
- The next step is for the group to look along the road from Current to Future Success position and to start thinking what barriers could come in the way and what drivers could help to overcome these.
- Brainstorm your ideas as a group onto post-it notes, indicating the level/size of the barrier or driver.
- The next step is to place a circle around the drivers and barriers that your group feels they can directly control, put a dotted circle around the ones you can influence, and put a flag shape around those you have no direct control over.
- Finally discuss what needs to happen now. Consider the things you can control/influence, the actions you are going to take, by whom, and by when. What will you do about things you cannot control or influence?

This page deliberately left blank