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Preternatural



Presentation

Facets of future enviros' work

Biography

I help businesses and their supporters realize competitive advantages plus collective impact. They can realize improvements with simple steps, slight shifts and strategic plays. So I guide them on using tools and tactics while we work together on the internal/external organisational changes needed. With some entrepreneurs I create new ventures that generate financial, social and/or environmental benefits.

I also formulate strategies at industry/regional scales for local business sustainability, people's well being and prosperity. Through my studies I added academic insights to my experience to refine a practical approach for generating shared value (amongst businesses, industries, governments, communities and other stakeholders).

I have had great success and in depth experience in:

- organisational partnering for sustainability and resilience strategies
- helping aligned businesses and clusters of businesses learn together
- facilitating regional collaborations for innovation bring together industry, government and community
- leading continuous natural and built resource and asset management
- regional development

My career has spanned the business, governments, non-profits and community sectors. My specialties are using:

- strategic assessment and portfolio management
- new markets/products and services
- managing transitions in business
- integrating knowledge from different disciplines and people to drive change.
- critiquing current arrangements, expanding networks, leveraging value chain engagement, then
- scoping and guiding the optimal path to better allocation/governance of resources
- facilitating action learning/research
- business sustainability and environmental improvement strategies
- philanthropic endeavours and corporate responsibility

I mostly work with business owners/managers, program managers and advising others in the C-suite. Having a love of learning and helping others with learning I also teach tertiary students.

Abstract

Personal and business interests have shifted the responsibilities for environmental matters. The resulting institutional settings and power arrangements present new business challenges, as well as, opportunities for maintaining environmental integrity. We are already experiencing changes in how environmental practitioners are being asked to deliver their core service of providing scientific advice and insight into the management of environmental matters. Understanding the new context, the games being played and how to influence players is vital. Environmental practitioners need to be equipped for the new conditions then show the value of their skills and how they can work with others to collectively win. This paper describes how best to work and lead activities for environmental integrity in the changing situation. It highlights the practitioner roles in promoting environmental integrity and the evolution of green business including:

- how the skills used for activities such as impact assessments may be applied differently through new governance arrangements with business
- how to connect with broader community and interests to advance ecological integrity
- how to use environmental practitioners insights in activities such as environmental philanthropy, shared value projects and impact investments plus corporate and environmental social governance
- the use of environmental sciences in designing new planning / policy instruments to maintain adaptive natural systems, ecological integrity and other functioning, productive food-energy systems
- how to encourage the evolution of business towards markets for environmental goods (such as biodiversity, carbon and water), greener products and services plus other socially responsible business activities.

It is based on research conducted for a post-graduate business qualification in public relations at Queensland University of Technology and a project with the School for Social Entrepreneurs.

As the new economy dawns environmental scientists and managers are no longer seen as rebelling against the order. Using knowledge against dark inertia and scavengers, they meet fear with insightful guidance to the leadership and care for the custodians of natural resources in a changing world

Future facets of enviros work

The new hope

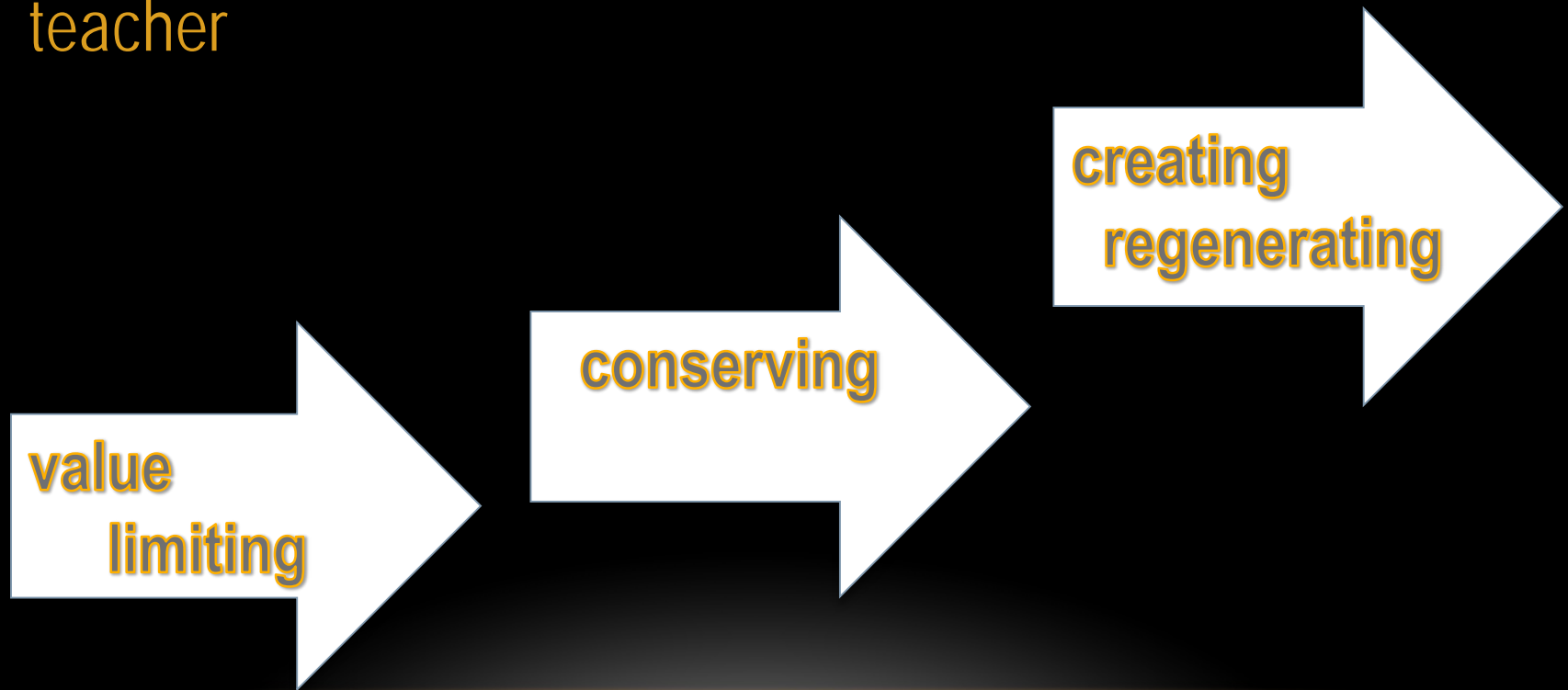
- professional, organisations and field change
 - exploring new horizons
 - using discipline and skill
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Future facets of enviros work



Our roles in the rise of the new economy

Facilitator, government administrator, **consultant**,
non-profit and social entrepreneur, **in-house**, expert,
manager, **green business bandit**, research broker,
teacher





Shifts, step and quantum changes required

- Resource efficiency
- Ecotech
- Green gains (asset/resource) opportunities
- Company, industry, location and society wide involvement in – fact checking and purchasing pull
- Scoping in entire system and stakeholders

Digital technology and human potential

Labour "saving"

- Information, resources and asset sharing
- Correct externalities



so can finesse

- Cross cultural competencies
- Regional solutions to global issues
- Multi-disciplinary skill and expert knowledge
- Flexibility and adaptability
- Systems leadership

Lead roles

- Finance and industry corporations
- Businesses and everyday people



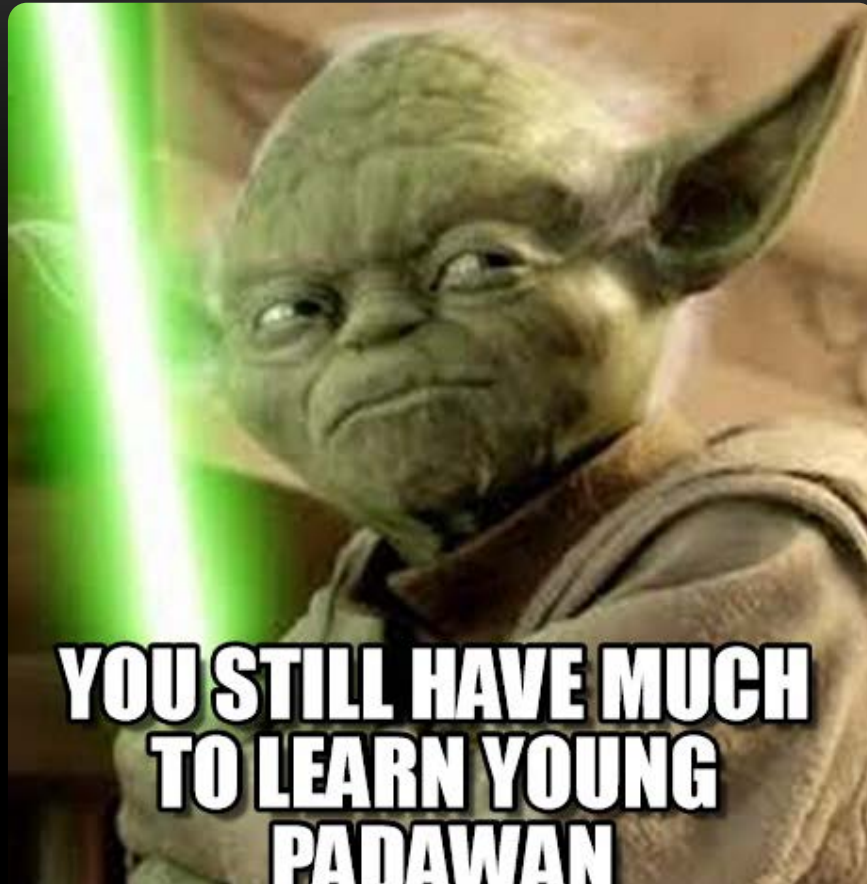
IGNORANCE

Sometimes it's best just not to know.



Ways to play the professional legitimacy game

	Gain	Maintain	Repair
	Conform, select and manipulate conditions	Subtle talk on perceptions + protect accomplishments	Normalize Restructure Don't panic
Pragmatic	Conform/respond <i>Select markets</i> <i>Advertise</i>	Honest, open communications Protect reliability Stockpile trust	Create, monitor, influence tastes
Moral	Persuade by clear goals , delivery, embed, symbolic	Protect esteem + monitor ethics, authoritative communication	Justify / excuse Disassociate
Cognitive	<i>Models, standards, labels, certify</i>	Consult doubters Protect assumptions and connections	<i>Explain complexity and its acceptance</i>



What do we do?

As a profession

As an organisation

As a practitioner

As a person

to create the
new order



Challenge

- Boldly describe the preferred business landscape
- Outline the new order needed at scale
- Incentives/rewards and preferences

Pursue

- New markets, products and service developments
 - Mastery, boundary spanning, T-shaped interdisciplinary, professional skills and expert practice
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Colonize new areas and share the spoils

- Projects to describe and trial the preferred operation
- Within organisations or
- With industry, business, non-profits/social organisations





How do we do it?

Specify entitlements and endowments across
scales, sectors and systems

Exercise and legitimize the power in your
capabilities



Specify entitlements and endowments

- Institutional, network, industry and business strategy
- Facilitation, training and action learning groups for professionals and business people
- Consult in new enterprise and program development
- Organisational, regional or industry development projects
 - Innovation systems
 - Shared value, corporate and environmental responsibility



Exercise and legitimize the power in your capabilities

- Be aware of your current and future value
 - Consider symbolic, cultural, political and social hierarchy + institutional arrangements
 - Plan your manoeuvres and be opportunistic
 - Frame with collaborators the inter and intra organisational structures
 - Know the incumbent over estimates their power
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