

# Green Team Continuum

Green teams have been a standard feature of corporate sustainability programming for decades. They have achieved great success in tackling the low-hanging fruit of corporate greening. But it's time to take them to the next level. As we anticipate nine billion people on the planet by 2050 and we predict their two-planet impact on resources and eco-systems, how do companies reboot their green teams for greater business and societal benefit?

The following continuum provides a framework to rethink the corporate green team. It describes how to move them beyond small behaviour changes and volunteerism to embed the green agenda into the company strategy and business model.

Stage	1.0 Incremental	2.0 Strategic	3.0 Cultural	4.0 Transformational
<b>Goal</b>	Education & Cost Savings	Internal Operating Efficiency	Sustainable competencies, behaviours & mindsets Product differentiation; revenue generation	Business model transformation focused on sustainable purpose & shared value
<b>Activities</b>	Ad hoc	Corporate environmental goals integrated into operations and business lines; green team activities align with these goals	Behaviours at work, at home & in the community Product redesign	Business-community innovation Business-industry innovation Product innovation
<b>Focus</b>	Environment	Environment	Environment and personal health and wellness	Environment, social, economic/financial
<b>Structure</b>	Loosely managed; bottom up initiatives	Centrally managed by sustainability department; business leader collaboration	Sustainability partners with HR, R&D, design, marketing, finance, executive	Business-community clusters Business-industry clusters
<b>Participation</b>	Volunteer	Incorporated into job roles of green team members & select business functions	Integrated into mainstream job & business functions	Integrated work activities with communities focused on sustainable purpose & shared value outcomes Industry association collaboration
<b>Engagement Level</b>	< 1%	1 – 3%	15+%	70+%
<b>Stakeholder Engagement</b>	Internal grass roots	Internal line of business leaders and functional managers	Industry associations and suppliers	Community

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