ORGANIZATIONAL CHANGE: A CASE STUDY

OF THE FAIRMONT CHATEAU WHISTLER ENVIRONMENTAL

SUSTAINABILITY PROGRAM

by

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Title of Thesis

Organizational Change: A Case Study of the Fairmont Chateau Whistler

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ABSTRACT

Planned organizational change refers to purposeful interventions in organizational systems, structures and values which are intended to enhance the organization's likelihood of achieving desired outcomes. Increasingly complex and dynamic external business environments have inspired the development of numerous change management models. However, these traditional frameworks have rarely been applied in the context of a relatively new phenomenon; environmental-sustainability focused organizational change.

This research study examined the utility of applying one such framework, Kotter's Eight Stage Model, to a real-life environmental change situation. This was achieved through a qualitative case study evaluation of an ecological sustainability program developed and implemented at a resort-hotel, the Fairmont Chateau Whistler (FCW). A second objective of this study was to explore the key factors that have enhanced and hindered the ecological sustainability program's success and to offer formative recommendations. The FCW's change program was assessed through a participant observation, in-depth interviews, and secondary documents.

The results demonstrated that certain aspects of planned change theory, specifically Kotter's model, were helpful for describing an environmental change process. Kotter's eight process stages provided a valuable theoretical framework as well as overarching categories for planning and assessing FCW's position in the overall change process. Furthermore, his focus on leadership in traditional organizations helped to identify management-centered points of leverage that could be applied for change. The eight-stage process also contributed to environmental change programs by

highlighting the need for aligned organizational systems and structures – the 'hard' side of change that tends to fall to the wayside within environmental programs.

However, the model also had significant limitations in an environmental context. The research indicated that FCW's change program was based on learning and individual changes in attitudes and behaviour. The eight stages of Kotter's model focused on changes at the organizational level and failed to highlight important differences that influence the overall program at the individual and group level. Kotter's model also described a linear process for change, where one stage was generally completed before moving forward with the next. Whereas, FCW's change program demonstrated actions that pertain to various stages of Kotter's process at once or in a different sequence. The planned change approach fails to incorporate feedback loops that are associated with learning, and de-emphasize the importance of emergent and spontaneous opportunities that may not fit the prescribed stages.

DEDICATION

For my family,
happy birthday Tia!

ACKNOWLEDGEMENTS

"We cannot discover new oceans unless we have the courage to lose sight of shore."

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE
INTRODUCTION

1.1 INTRODUCTION

Challenges of global and local environmental degradation abound. Climate change, water

scarcity and biodiversity losses lead the list of human influenced ecological issues that are

threatening the survival of earth as we know it today (Flavin, French et al. 2002). The debate no

longer revolves around whether society needs to change to live within ecological limits - but rather

how this change should be achieved. Cooperation among government, industry and society as a

whole is needed to replace the current unsustainable development patterns with new practices that are

rooted in principles of sustainability (The Brundtland Commission 1987). However, while all

stakeholders are critical to achieving this societal transformation, the responsibility and opportunity

for business to contribute environmental solutions is increasingly recognized as essential (Marsden

2000). Environmental entrepreneur and author, Paul Hawken (1993) reasoned that "no other

institution in the modern world is powerful enough to foster the necessary changes" (p. 17) and

asserted that taking a leading role in the movement toward a more sustainable world was not only a

corporate responsibility, but also a viable economic opportunity.

While the operations of a wide range of industries degrade the natural environment, the

environmental and social impacts associated with the commercial accommodation sector of the travel

and tourism industry have come under increasing scrutiny in recent years. Their production processes

are particularly intensive, using material, energy and human resource as inputs to offer

accommodation services to both travelers (places to stay) and corporations (meeting facilities). Both

public organizations and private operators have begun to find opportunities to lessen their

environmental impacts and protect the ecological and social resource base that the industry depends

upon. However, transforming intensive organizational practices requires changes in the thinking that

led to these practices (Bradbury and Clair 1999). The existing organizational structures and systems

1

that support them are also in need of evaluation and alignment with ecological principles (Elkington 1998).

This research study uses organizational change management theory as a basis for assessing the early stages of a resort-hotel's effort to integrate environmental sustainability into its operations. It describes the initial steps that were taken by the Fairmont Chateau Whistler (FCW) in its sustainability-focused organizational change process.

1.1.1 THE FAIRMONT CHATEAU WHISTLER

The Fairmont Chateau Whistler (FCW) is a resort-hotel in Whistler, British Columbia. It has strived to be a leader in providing top quality guest experiences while operating in an environmentally responsible manner. As part of a community sustainability effort, the hotel became an early adopter of an environmental sustainability framework, called the Natural Step (TNS) in the summer of 2000. The author of this research helped to develop and support the implementation of the early stages of the Fairmont Chateau Whistler Sustainability Program (FCWSP), using the TNS framework as an educational and planning tool to build on pre-existing environmental practices. This environmental change program was a new and strategic phase of responsibility and action at FCW. During the study period, this researcher became increasingly aware of the complexity associated with engaging in such a change process. Numerous and diverse factors influenced the planning and implementation of the FCWSP. To increase the likelihood of continued success at FCW, it became clear that there was a need to better understand how such a change process takes place from the perspectives of the employees involved.

1.1.2 ORGANIZATIONAL CHANGE AND ENVIRONMENTAL SUSTAINABILITY

Head (1997) defined organizational change as a "process of reconstructing an existing organization – removing what does not work, keeping that which does, and implementing new systems, structures or cultural values where appropriate" (p.5). Organizational change refers to intentional interventions with the goal of improving the functioning of an organization. Managing

change within organizations has been a focus of both practical and theoretical research since industrialization in the 1940s. An abundance of models and frameworks for managing such intentional organizational shifts have evolved over time, to help business adapt to the ever-increasing pace and complexity of their external environments (Weisbord 1987).

The primary forces driving organizational change cited in the literature relate to information and production technology, markets, political regimes, economic systems and international economic integration (Kotter 1996; Burnes 2000; Senior 2002). Given the finite characteristics of natural resources and ecological systems (Daly 1996) and industries' direct dependence on these systems, it would be expected that examples of organizational change driven by environmental concerns would also be documented in the literature. However, the traditional organizational change literature rarely refers to alterations in the natural environment as an external impetus for corporate change (with some exceptions such as, such as those offered by Laszlo and Laugel (2000)). Although traditional organizational change is well-established from a theoretical and applied perspective, the study of transformation driven by sustainable development goals is relatively new (Rejeski 1995; Stark and Marcus 2000). Academic research of this phenomenon in conjunction with planned change theory was found lacking by this researcher.

1.2 RESEARCH PURPOSE

The primary objective of this research is to determine the utility of applying traditional change management theory to a sustainability-focused change process by evaluating the process and early outcomes of FCW's environmental sustainability program. A secondary objective of this research is to determine the key factors that enabled and hindered successful change in the context of the FCW experience and to offer formative recommendations for the future of the change program.

1.3 RESEARCH RATIONALE

This research is useful on a number of levels. First, it begins to fill the void in academic

knowledge regarding organizational change management and sustainability by exploring whether an

environmental change process can be described using traditional change theory. Secondly, the

research provides practical insights and recommendations to the FCW to help guide the continued

implementation of its ecological sustainability program. Finally, the results and conclusions from this

context-specific program may offer useful insights for other organizations and practitioners who are

interested in the practical aspects of effectively implementing sustainability practices in commercial

hospitality operations or similar or related industries.

1.4 RESEARCH QUESTIONS

Five specific research questions were addressed to achieve the stated purposes of this study.

These are:

1. What are critical elements of a planned organizational change management process to engender environmental sustainability?

2. How did participants at FCW perceive the development, implementation, and outcomes of the FCWSP?

3. How did the development and implementation of the FCWSP pass through the stages of a recognized organizational change model, specifically Kotter's change framework?

4. Are there similarities and differences between this sustainability-focused change and traditional organizational change theory, and if so, what are they?

5. What factors were barriers to effective change and what factors enhanced effective change at the FCW, and what strategies should be used to address the barriers?

1.5 RESEARCH METHODS

1.5.1 BOUNDARIES

The case study used in this research was the development and implementation of the

environmental sustainability program at the FCW during its formative stages (from May 2000 until

October 2001). This program is referred to as the FCWSP. The study of the program was bounded by

a number of factors. For one, as the change process had begun only one year prior to this research, it was not possible to observe and comment on the 'complete' change program. Secondly, this study focuses specifically on the organizational changes perceived to be associated with room, food and beverage, and administrative functions. Furthermore, while references are made to aspects of the Fairmont Hotel and Resort's (FH&R) organizational structures and environmental program, the overarching corporation is not the focus of the research. The hotel also participated in a community sustainability project that influenced change. However, this was also not the focal point of this study, which concentrated primarily on the FCW. Finally, the research pertains to participants' perspectives of the development and early outcomes of the *change program* as opposed to an evaluation of the TNS framework.

1.5.2 METHOD

This research study employed a qualitative case study framework to explore the FCWSP change process. A review of the sustainability and organizational change literature was undertaken to help develop a framework within which further data was interpreted. Primary and secondary data were gathered using: participatory observation, a review of internal secondary documents, and in-depth, open-ended interviews with a cross-section of program participants and relevant stakeholders. The data was analyzed both qualitatively and quantitatively, using frequencies and other basic statistical methods where appropriate.

1.6 THESIS ORGANIZATION

This research study is divided into six chapters. Chapter One presents the background and purpose of the study, the rationale for the research, the key research questions, and a brief outline of the research methods used. Chapter Two provides a comprehensive literature review in three general areas that are relevant to this research: an overview of socio-ecological sustainability; a discussion of the TNS framework that was used in the change program; and a review of organizational change management theory. Chapter Three offers a detailed description of the methods used to conduct this

research. Chapter Four outlines the FCW case study and presents the research findings. Chapter Five offers a discussion of factors that enabled and limited the FCWSP and offers applied recommendations. Chapter Six describes the usefulness of planned change theory for describing FCW's sustainability focused change program, presents study limitations and recommendations for further research associated with this field of inquiry.

CHAPTER TWO
LITERATURE REVIEW

This chapter creates an organizational change and sustainability framework within which the research data was interpreted. The literature review is divided into three sections. The first section briefly defines sustainability and explores the role of business within the sustainable development movement. The next section introduces the TNS framework that was employed by the FCW to integrate sustainability principles into its operations. The final section discusses a recognized approach to managing organizational change and outlines the planned change model that is used in this study.

2.1 SUSTAINABILITY AND BUSINESS

Sustainability and sustainable development definitions are evolving terms that abound in the literature (Frankel 1998). The Brundtland Commission (1987) offered an early philosophical meaning, defining sustainable development as:

> "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (p. 8).

This definition was expanded and the notion of sustainability as the result of balancing ecological (genetic diversity, resilience, biological productivity), economic (basic needs, equity, goods and services), and social (cultural diversity, institutional sustainability, social justice and participation) systems was introduced.

Different fields of study and practice have interpreted these definitions and attempted to apply them in their specific contexts. Paul Hawken, environmental entrepreneur and author, interpreted the construct's meaning for business:

> "Sustainability means that your service or product competes in the market place because it delivers goods or services that reduce energy consumption, pollution, and other forms of environmental damage. Sustainability is an economic state where the demands placed on the environment by people and commerce can be met without reducing the capacity for future generations" (Hawken 1993).

Middleton and Hawkins (1998) defined sustainability in the tourism context:

"[Sustainability is] a particular combination of numbers and types of visitors, the cumulative effect of whose activities at a given destination, together with the action of servicing businesses, can continue into the foreseeable future without damaging the quality of the environment on which the activities are based."

In combination, these definitions illustrate that service businesses, such as commercial accommodation providers, must balance economic prosperity with contributions to the natural environment so that resource capacity and quality can be maintained into the future.

While these conceptual definitions provide a philosophical understanding of sustainability and sustainable development constructs, they fail to operationalize meaning in a way that can be applied in practice. The Natural Step framework, explored in the next section of this chapter, attempts to address this gap by offering a definition that can be applied in various settings.

The literature cited a number of reasons why business should operate in a more sustainable manner. Hawken (1993) pointed out that industry is a major contributor to the growing ecological crisis and thus should contribute to solving the problems they helped to create. The World Council for Sustainable Development proposed that integrating ecological principles into operations offers competitive advantage:

"As the world becomes increasingly crowded and acceptable sinks for waste and pollution become more difficult to find, and as valuable resources become scarcer and ever more expensive, companies which manage their resources more efficiently will gain a competitive advantage" (Elkington 1998 p. 334).

The claim that sustainability 'makes good business sense' was supported by a number of commercial accommodation providers, other industry leaders, and researchers. They cited benefits such as: eco-efficiencies, innovation and learning capacities, increased staff morale, new 'green' market development, enriched guest experiences, reputation management, generally improved management practices, higher share returns and decreased legislative pressures (Petts 1998; Senge 1991; Wagner 1996). As tourists are generally attracted to destinations that are characterized by natural beauty and welcoming 'hosts', the tourism industry has a particularly strong inherent incentive to protect the environmental and social resources that it depends upon.

However, despite this growing awareness of the potential benefits associated with environmentally sustainable operations, relatively few businesses have taken meaningful steps to integrate the natural environment into the mainstream of their operations (Elkington 1998; Hutchinson 1997). Achieving more sustainable operations can be a daunting undertaking that requires the examination of the very assumptions that underlie existing business practices (Bradbury and Clair 1999; Hawken 1993). Existing research has identified a number of obstacles that hinder change of today's ecologically destructive status quo. Barriers include: limited understanding of basic natural systems and sustainability issues (Starik and Rands 1995); lack of recognition that improvements require changes in personal behaviour (Starik and Rands 1995); and a lack of knowledge of management solutions for dealing with these issues (Robert, Schmidt-Bleek et al. 2002). To help overcome some of the educational and planning challenges associated with environmental change, the FCW adopted the Natural Step framework.

2.2 THE NATURAL STEP FRAMEWORK

This section introduces the Natural Step, an environmental organization, and the Natural Step framework, the socio-ecological sustainability framework that was employed by the FCW in the year 2000. The framework's three main components (i.e. the resource funnel, System Conditions and a planning strategy) are outlined and a brief discussion of its practical advantages and limitations are offered.

2.2.1 HISTORY AND PHILOSOPHY

The Natural Step (TNS) is an international not-for-profit organization that originated in Sweden in 1989. Its mission was to "catalyze systemic change and make fundamental principles of sustainability easier to understand, and meaningful sustainability initiatives easier to implement" (The Natural Step Homepage 2002). The organization was initiated from an iterative scientific consensus paper developed by a group of international scientists that outlined the core principles of natural systems and identified how these systems are impacted by human actions. Subsequent

collaboration and dialogue between the scientists on one hand, and business and public policy decision-makers on the other, led to the network-based TNS organization (Robert, Schmidt-Bleek et al. 2002). From the original science-based paper, the organization developed the TNS framework, an education and planning tool intended to help companies and communities integrate principles of sustainable development into their operations (Hutchinson 1995).

2.2.2 THE NATURAL STEP FRAMEWORK

In his research about TNS and organizational learning, Nattrass (1999) outlined the purpose of the framework as defining sustainable development and describing natural systems in an understandable way, so that organizations can more readily understand and deal with the impacts of their actions without being overwhelmed by ecological complexities. Using metaphor and dialogue, it helps participants assess their existing assumptions of traditional business reality and develop new assumptions that incorporate systems thinking and ecological sustainability principles. The framework also intends to provide a common language to help groups and organizations develop and articulate goals for a sustainable future. It consists of four main processes:

- perceiving the urgency of currently unsustainable directions;
- understanding sustainability principles;
- strategic visioning through back-casting from a sustainable future; and
- identifying strategic steps to move in this direction (Nattrass 1999 p. 58).

Three main framework components support these processes: a 'resource funnel' metaphor, four science-based rules for sustainability (System Conditions), and a planning strategy based on backcasting (ABCD Strategy).

The Resource Funnel

The 'resource funnel' (Figure 1) is a metaphor for the systematic degradation of the ecosphere's functions and biodiversity, and thus the planet's ability to sustain a society that places a growing demand on ecosystem services and resources (Robert 2000 p. 4).

Figure 1: TNS Resource Funnel

Declining Life-sustaining Resources. For example, raw materials or ecosystem services such as carbon absorption

Margin for Action

Sustainability

Societal Demand for Resources. For example, population growth and increases in consumption.
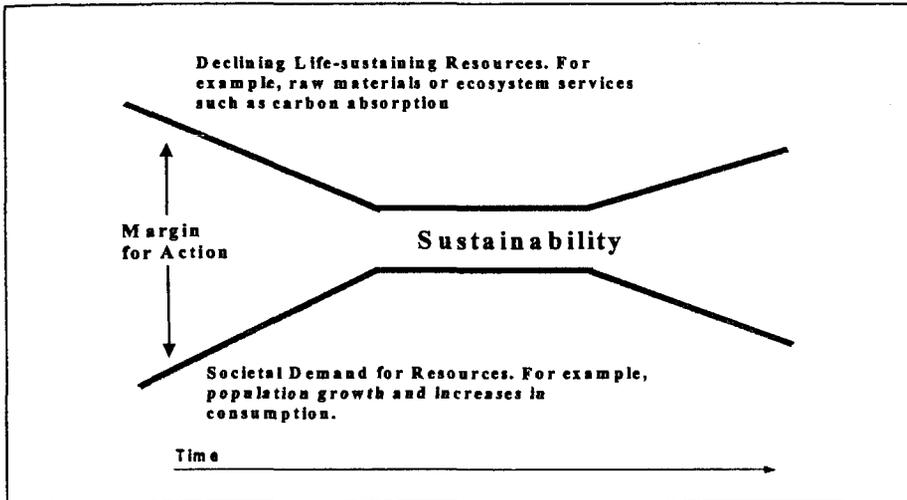
Time

Figure adapted from TNS Canada Training Package (2000)

The walls of the funnel signified limits to society's ability to make choices, narrowing over time as the demand for limited natural resources increased and the supply decreased. The Natural Step proposed that, into the future, organizations increasingly risk 'hitting the walls[1]' as the space to manoeuvre within the funnel narrows. Organizations would thus have strategic incentive to direct operations toward the opening of the funnel, which represented the state of sustainability.

The System Conditions

The System Conditions are four science-based and non-negotiable principles that operationalize the philosophical goal of environmental sustainability. The Natural Step suggested that if these four conditions are met in all arenas of society, from household to commercial

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[1] Paying higher waste costs or water taxes, for example, are analogous to 'hitting funnel walls'

enterprises, the 'walls of the funnel' will cease to narrow and society will be in a sustainable state of balance. The defining principles are:

> "In a sustainable society, nature's functions and diversity is not subject to systematically increasing...
>
> 1. Concentrations of substances extracted from the earth's crust[2].
> 2. Concentrations of substances produced by society[3].
> 3. Degradation by physical means[4].
> 4. And, in that society, human needs are met worldwide[5]" (Robert, Schmidt-Bleek et al. 2002).

These conditions for sustainability were derived from natural laws, such as the Laws of Thermodynamics and Conservation of Matter, and the systemic relationship between human activity and natural systems (Holmberg 1998). The first three System Conditions address ecological sustainability and were derived from the basic mechanisms by which natural life sustaining systems can be destroyed. For example, the use of persistent man-made materials such as CFCs (human action) destroys the ozone layer (natural system). However, the fourth System Condition addresses social sustainability regarding society's internal use of resources. Stated simply as the need to meet global human needs, it referred to individuals' and groups' basic requirements such as food and shelter as well as higher level needs such as affiliation and self-actualization. According to TNS theory, in order to fulfill the other three System Conditions, basic needs must be met (Robert, Schmidt-Bleek et al. 2002).

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[2] Sustainability objective of System Condition 1 is to: 'eliminate our contribution to systematic increases in concentrations of substances from the Earth's crust'. For example, certain scarce minerals would be substituted with others that are more abundant, and societal dependence on fossil fuel reduced.

[3] Sustainability objective of System Condition 2 is to: 'eliminate our contributions to systematic increased in concentrations of substances produced by society'. For example, persistent and unnatural compounds might be substituted with biodegradable compounds, and substances would be used efficiently.

[4] Sustainability objective of System Condition 3 is to: 'eliminate our contribution to the systematic physical degradation of nature through over-harvesting, introductions and other forms of modification. For example, resources would be drawn from well-managed eco-systems.

[5] Sustainability objective of System Condition 4 is to: 'contribute as much as we can to meeting societal human needs over and above the substitution and dematerialization measures taken in the first three objectives.' For example, over-consumption would be avoided and existing resources used efficiently and fairly.

Strategic Planning for Sustainability

The third component of the TNS framework is a tool for strategic planning using the System Conditions, referred to as the ABCD Strategy. The Natural Step outlined the theoretical steps of the ABCD process as:

> (A) Creating awareness of the magnitude and effects of global and local ecological problems and developing an understanding of the principles for sustainability (System Conditions);
>
> (B) Assessing a corporation's material and energy resource flows (baseline assessment);
>
> (C) Creating a vision for future operations based on the principles of sustainability and the baseline assessment completed in the previous stage; and
>
> (D) Backcasting[6] to identify the strategic next steps that are required to attain the desired vision.

Research revealed that, in practice, organizations do not follow these stages absolutely. Nattrass (1999) found that they often complete an intuitive assessment of resource flows (step B) before creating an initial vision and strategy. When ecological sustainability objectives have been set, a more extensive baseline assessment pertaining to these objectives is undertaken.

The TNS framework recommends several planning principles for identifying and prioritizing actions and investments. First, each initiative undertaken should provide a flexible platform for any subsequent actions. It should be technically feasible to link future investments and decisions with current actions (e.g. purchasing a guest van that is not only fuel efficient, but also has the potential to run on alternate fuels). Secondly, priority should be given to those actions that have a higher return on investment (e.g. less expensive communication projects or lucrative investments such as lighting conversions). Savings from these high ROI initiatives can be used to fund future, potentially lower return, actions. Finally, the focus should be on upstream solutions, as opposed to fixing 'endstream'

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[6] Backcasting is a planning alternative to traditional forecasting methods. In traditional forecasting, decisions are made based on past trends, whereas backcasting allows groups to create an ideal vision for the future and then plan the steps required to move towards this vision as effectively as possible (Holmberg 1998). This method is particularly useful with complex and systemic problems, where there is a need for major change (Dresborg 1996). Given the complexity of sustainability issues, and the need for innovation to solve these, backcasting is seen as a useful planning tool.

problems (e.g. eliminate packaging at the source by working with suppliers as opposed to implementing extensive recycling systems) (Holmberg 1998; Robert, Schmidt-Bleek et al. 2002).

2.2.3 USES AND LIMITATIONS OF THE TNS FRAMEWORK

A number of companies have adopted the TNS framework in their efforts to become more sustainable in their operations (e.g. Interface, IKEA International, Scandic Hotels and Starbucks) and have identified both strengths and weaknesses associated with the framework. A brief review of these benefits and costs helps to understand the opportunities and challenges inherent to FCW's change process.

Advantages that have been established by previous research include the framework's rational business support for decisions; simplicity of presentation; legitimacy gained by including business in the development of the framework; roots in basic science; dialogic orientation; and support gained from learning and sharing best practices among other organizations (Bradbury and Clair 1999; Nattrass 1999).

Limitations that were associated with the framework include the potential danger of misinterpretation by those who use the framework without proper training; lack of evaluation and success measures of the framework; criticism of vague principles and confusion regarding the fourth System Condition; organizational learning and implementation challenges that render the framework ineffective; and its potential for creating unrealistic outcome expectations (Bradbury and Clair 1999; Nattrass 1999).

2.3 ORGANIZATIONAL CHANGE MANAGEMENT

This section draws on the literature related to change management to define and describe change within organizations. Kotter's Eight Stage model for organizational transformation, a well established process model for achieving planned change, is then described. Elements of this model are subsequently used to interpret the change at FCW.

2.3.1 DEFINING ORGANIZATIONAL CHANGE

Porras and Silvers (1994) proposed that organizational change is initiated by a shift in the external environment that, once detected by an organization, leads to an intentional internal response. The authors defined organizational change as:

> "a change intervention, that alters key organizational target variables that then impact individual organizational members and their on-the-job behaviours resulting in changes in organizational outcomes" (Porras and Silvers 1994 p. 82).

They identified change target variables within organizations that related to vision and culture (such as beliefs and values) and the work setting (such as structures, system relationships and technologies). Head (1997) simplified the definition of planned organizational change, describing it as:

> "a process of reconstructing an existing organization – removing what does not work, keeping that which does, and implementing new systems, structures or cultural values where appropriate" (p.5)

For this research, planned change is interpreted as intentional intervention processes to align organizational culture, systems, and structures to achieve ecological sustainability in organizational operations and decision-making.

Organizational change differs in terms of scale, rate, level, and direction. These four factors are reviewed to help understand Kotter's planned change model in the context of FCW's sustainability-focused change program.

Scale of change: incremental and transformational

Organizational theory classifies change in terms of the scale or depth of its intended outcomes. The two main types of change distinguished in the literature were incremental and transformational change[7]. Incremental change, also referred to as first-order change, is concerned

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[7] The literature further differentiated among depths of change. However, for the purpose of this research, a cursory explanation of the two main types was deemed sufficient.

with improving skills, methods, standards that do not measure up to current or future needs (Burnes 2000). It involves small and individual modifications of business strategies, structures and management processes to enhance, rather than fundamentally change an existing system (Dunphy and Stace (1993) in Senior (2002)). Comparatively, transformational or second order change involves a shift in human awareness or worldview, and system-wide shifts in strategy and culture where old paradigms are replaced as the organization moves toward a new future vision (Nutt and Backoff 1997; Senior 2002). Anderson and Ackerman (2001) noted that the desired end state of this type of change was usually uncertain at the beginning, emerging as a product of the change process itself.

Rate of change: continuous and discontinuous

Theorists also differentiated between the rates of change, proposing that transformations may be achieved through continuous incremental change, or through discontinuous and rapid transformation. According to the continuous model, organizations align with changing external environments through ongoing evolution (Burnes 2000). From this perspective, transformation occurs from continual improvements in work practices and social relationships that shift the overall processes, structures and culture of the organization (Nguyen 2001). Discontinuous change theorists, on the other hand, argue that organizations have stable periods that are punctuated with short bursts of fundamental change that disrupt established activity patterns and provide a new basis for equilibrium periods (Romanelli and Tushman 1994).

Theory indicated that continuous and discontinuous change approaches are appropriate for different goals. Attitudinal and social change was found to be slower and ongoing (continuous), whereas structural and process change might happen more rapidly (discontinuous) (Burnes 2000; Kanter 1983; Nguyen 2001).

System Levels of Change: Individual, group and organizational

The literature revealed that organizational change interventations may target different levels of systems within organizations (i.e. the individual, group, and/or organizational level). Supporters of the individual school believed that change occurs primarily because individual members of organizations shift their attitudes, values, and behaviours which collectively brings about change (Porras and Silvers 1994). At a group level, theorists emphasised bringing about change through teams by focusing on group norms, values, and interrelationships (Senge 1991). Finally, the organizational or open systems view concentrated on the organization as a number of interconnected parts, so that any change in one part of the system would affect other parts and its overall performance (Burnes 2000). From this perspective, practitioners attempt to maximize the performance of the overall organization rather than that of groups or individuals.

Senior (2002) noted that interventions at different levels are appropriate for achieving different goals. Furthermore, Seashore, Lawler et al. (1983) indicated that different theories are appropriate for assessing change-related barriers and opportunities at each level. For example, at the individual level, perceptions of equity might be important, whereas cohesiveness may be critical for group level interventions. Environmentally focused change programs might address any one or a combination of these levels, to achieve more sustainability practices.

Direction of change: top-down and bottom-up

Distinguishing between top-down versus bottom-up change is also helpful for describing how organizational transformation takes place. In bottom up change, modifications and innovations rise from the lower hierarchical levels without impetus from the top. They move 'upward,' gathering the required momentum for adoption and funding. Conversely, top down change is planned and driven by the higher management, often as part of a strategic initiative (Sarbaugh-Thompson 1998).

2.3.2 ORIGINS OF PLANNED CHANGE

Traditional organizational change theory is rooted in the research of Kurt Lewin who developed a classic model of the change process. This model consists of three phases: 'unfreezing,' 'moving' and 'refreezing'. The first phase, unfreezing, involves "shaking up people's habitual modes of thinking and behaviour to heighten their awareness of the need for change" (Senior 2002, p.308). In the 'unfreezing' stage, the actual changes are made to move organizations to a more desirable future. This includes establishing new strategies and systems and structures to promote the new way of doing things. The final refreezing stage involves stabilizing and institutionalizing a new state of equilibrium to ensure that the new ways of working are safe from regression. This phase required the establishment of support mechanisms to reinforce the new norms of behaviour (Lewin 1951; Burnes 2000; Senior 2002).

This planned approach to change has faced a number of criticisms. Researchers have noted that these static models are not effective in today's complex environment, positing that change occurs too fast to effectively 'unfreeze' systems, and that 'refreezing' is not desirable in perpetually transforming environments (Burnes 2000). Weisbord (1987) felt that organizational context and situational contingencies might be overlooked due to excessive planning. Despite these criticisms, however, numerous change management models and frameworks have emerged since Lewin's original work and continue to be widely used to guide current organizational change processes. One such model was developed by John Kotter (1996), a recognized contributor to understanding the process of organizational change. His eight-stage model provides a comprehensive and well-established framework for describing generic change processes within organizations.

2.3.3 KOTTER'S EIGHT STAGE MODEL

According to Kotter (1996), facilitating change within organizations is a challenging process. He found that, even when the need for change is evident, it can stall because of inwardly focused cultures; bureaucracy; parochial politics; lack of trust, teamwork and middle management leadership;

and the general human fear of the unknown. Based on an assessment of commonly found mistakes in

initiating change within organizations (Kotter 1995), Kotter established eight stages of change that

organizations should progress through to overcome these obstacles and successfully realize major

change (Table 1).

Consistent with Lewin's work, the first four steps in the suggested model are intended to

'unfreeze' the status quo within organizations, followed by three 'moving' stages of action that result

in transformation. This is completed by the refreezing stage to ensure that the new practices are

embedded in the corporate culture. Kotter (1996) warned that leaders often attempt to transform

organizations by only undertaking the 'moving' stages (i.e. stages five, six and seven) and suggested

that such efforts are rarely effective. He believed that successful change programs must pass through

all eight stages in sequence, without skipping steps or moving forward before establishing a solid

base of earlier stages.

Table 1: Stages of Kotter's (1996) model of planned change

Phases of Planned Change	Eight Stages of Kotter's Change Model
Unfreezing	1. Establishing a sense of urgency for the change
	2. Creating a guiding coalition to lead the change
	3. Developing a change vision and strategy
	4. Communicating the change vision
Moving	5. Empowering employees for broad based action
	6. Generating short term wins
	7. Consolidating gains and producing more change
Refreezing	8. Anchoring new approaches in the corporate culture

Stage 1: Establishing a Sense of Urgency for Change.

Implementing change was found to require high levels of cooperation, initiative, and

willingness from many individuals throughout the organization. Kotter (1996) stated that evidence

for a (potential) crisis or opportunity must be clearly communicated to gain the necessary support

from credible and powerful individuals. He suggested that 75% of the general management team and

virtually all upper managers need to believe that change is essential. In their book on changing

organizational cultures, Deetz, Tracy et al. (2000) concurred that internal motivation for change

stems from a clear understanding of the threatening external conditions, or the competitive advantages and benefits to be gained. Callenbach, Capra et al. (1993) also found that, in terms of ecologically focused change, the upper management team must embrace the benefits of ecologically conscious operations.

However, Kotter (1996) estimated that 50% of all transformations fail because the urgency for change is not present. He identified a number of sources for organizational complacency, such as low performance standards, a perceived abundance of resources, a lack of visible crisis, or measurements that focus on narrow or wrong performance indexes. Suggested actions to counter complacency included staging a crisis, developing more appropriate indicators, initiating honest dialogue, and highlighting related external opportunities (Nutt and Backoff 1997). Deetz, Tracy et al. (2000) pointed out that the type of evidence required to initiate a sense of urgency is dependent on the past experiences of individuals or groups within the organization and the existing organizational culture.

The literature suggested certain differences in creating urgency for environmentally focused change. Rands (1990) found that individual values and assumptions about the environment played a role in influencing their attitudes and behaviours. According to Elkington (1998) and Daly (1996), current predominant paradigms generally fail to incorporate ecological limits to growth. Consequently, they do not increase the urgency to act. A study by Petts, Herd et al. (1998) confirmed that employees tended to associate less immediacy with the repercussions of environmental impacts than with health and safety, for example. Burnes (2000) suggested education as a strategy to increase urgency. As described, TNS was based on creating urgency for ecologically focused action by changing individual and shared assumptions about reality to incorporate principles of ecological sustainability.

Stage 2: Creating Powerful Guiding Coalitions

The second stage of Kotter's model involves creating a team of powerful 'early adopters' or change agents to guide the transformation. He stated that all change leaders, however competent or charismatic, require support to develop and communicate the new vision, eliminate key obstacles that may impede involvement, generate short-term wins to motivate involvement, lead and manage dozens of change projects, and institutionalize the new approaches within the organization's culture. To achieve these objectives, a 'change team' that is sufficiently diverse, motivated, and powerful has to be developed. This group requires the right composition of credible and skilled members as well as shared objectives and a high level of trust in order to learn from and support one another through the inevitable challenges associated with change program (Kotter 1996; Deetz, Tracy et al. 2000).

The literature illustrated that individuals at all levels of the organization have important roles in the early phases of change. Support from upper management is important, particularly in relation to sustainability-focused change where processes and measurements are often complicated and intangible in the early stages (Petts, Herd et al. 1998). To fully support the ecological change program, Callenbach, Capra et al. (1993) suggested that top managers need to ask themselves the following questions: Are they really concerned with the state of the world? Do they understand the key ideas of ecology? Do they personally live in an ecologically conscious way? Can they 'walk the talk'? Kotter (1996) observed, however, that original change teams rarely include all senior people, as they simply will not all buy in.

Deetz, Tracy et al. (2000) highlighted the importance of having frontline employees and supervisors as change agents and Kotter (1996) agreed that "guiding coalitions without strong line leadership never seem to achieve the momentum that is required to overcome what are often massive sources of inertia" (Kotter 1996 p. 7). Callenbach, Capra et al. (1993) summarized that changes in corporate culture requires the involvement of people at all levels of the company's organizational structure. Although top management sanction is critical to consistent, deep corporate change, they felt that ecological consensus cannot be imposed from a high level and must be developed with the

21

true commitment of the entire work staff. This discussion illustrated that powerful upper management leadership is essential for successful change. At the same time, 'leaders' of change must exist throughout the entire organization, not just at the upper management level.

Stage 3: Developing a Vision and a Strategy.

Nutt and Backoff (1997) explained that moving to a new level of organizational complexity calls for vision of a new way of doing things. Deetz, Tracy et al. (2000) emphasized that the urgency for change must be matched by a "compelling notion of what can be" (p. 44) to maintain the motivation, support and direction for change. Kotter (1996) defined a vision as an inspiring picture of the future that simultaneously outlines why and how people should strive to create this future. He summarized a vision's purpose as: clarifying a general direction for change; inspiring people to dialogue, act and become part of something with a larger purpose; coordinating actions of different people quickly and efficiently; encouraging ownership; and encouraging creativity and new ways of thinking and acting.

The literature revealed that effective visions evolve over time. For example, Nutt and Backoff (1997) found that visions are more likely to lead to successful transformation when they incorporate the views of many organizational stakeholders with various interests and ideas. They proposed that visions grow in stages, initially from the leader who incorporate views of key insiders, and then to more insiders as well as key outsiders. Furthermore, while corporations ideally base their core visions on principles of environmental sustainability, Nattrass (1999) found that they often create a sustainability vision that is then gradually merged with the core corporate vision.

Stage 4: Communicating the Change Vision

The potential power and energy of a vision is realized when the majority of those involved share an understanding of its goals and direction. Kotter (1996) believed that a shared view of a desirable future can help motivate and coordinate actions that create transformations through credible

communication explaining 'what', 'why' and 'how.' However, in his experience, visions often stay in the hands of top-management and are not communicated broadly throughout the organization. Ramus and Steger's (2000) research on environmental change within organizations supported that organizations that had communicated a sustainability vision demonstrated more environmental activities from employees. Furthermore, for effective involvement the vision itself required communication, not only the directions and instructions to carry it out (Deetz, Tracy et al. 2000).

The literature emphasized that communication consists of both words and deeds. Research has shown that actions are generally the most powerful method for demonstrating the authenticity of commitment to change. Deetz, Tracy et al. (2000) explained that poor communication occurs when managers preach the vision's values without getting directly involved in the change effort or when they act in a way that is contrary to their verbal support of the vision. Kotter (1996) cautioned "nothing undermines change more than behaviour by important individuals that is inconsistent with the verbal communication" (Kotter 1996 p. 10). Highly visible individuals who behave in ways that are antithetical to a vision cause cynicism and decreased confidence in the new message. Methods of effective vision communication that are cited in the literature include a memorable launch event, behavioural modeling, two-way interaction, integration into core policies and written materials, among others.

Stage 5: Empowering Employees for Broad-based Action

This stage involves empowering a broad base of employees to enact the vision by removing potential implementation barriers and by encouraging risk taking (Kotter 1996). Employee involvement has been found to be particularly important in a number of situations. According to Deetz, Tracy et al. (2000) extensive engagement is needed when change calls for diverse insight and knowledge, creativity and innovation, and a high level of commitment. Head (1997) added that long-term change in particular requires extensive commitment and ownership and Weisbord (1987) pointed out that involvement is key to ensuring that individuals take charge of their own lives.

Sustainability focused change is long term, requiring knowledge, critique and commitment. According to Hutchinson (1995), its interrelated nature often calls for cross-functional solutions that are facilitated by involvement across departments and role levels.

While the need for powerful early adopters throughout the organization has been discussed, subsequent widespread involvement is required to realize change, particularly the need for proactive participation from middle management and front lines. Frankel (1997) noted the importance of middle managers:

> "Corporate environmentalism badly needs the radical middle: they're the ones who collectively ensure that the movement doesn't stagnate, that fresh ideas and initiatives are always blowing through the corporate corridors" (p. 29).

The research of Ramus and Steger (2000) provided further evidence of the critical role played by managers. They found a positive correlation between environmental activity and innovation of employees and support from their managers. According to Mintzberg (1979) managers are leaders, coaches, information disseminators, monitors, resource allocators, and negotiators. They also span hierarchical, functional and organizational boundaries. As such, they must be able to challenge their own assumptions to understand change processes, tolerate risk and ambiguity, and communicate openly across the organization. Furthermore, they must also be able to handle resistance to, and intervention in, change (Burnes 2000). It seemed that management often have to make the greatest changes to their behaviours.

The involvement of frontline staff was also noted as critical in the literature. Welford (1997) and Walley and Stubbs (2000) felt that the involvement of front-line staff is particularly important for environmentally-focused change since they are close to the activities and incidents that cause environmental impacts, and can recognize and respond if trained and motivated.

Kotter (1996) identified structures and systems among the biggest obstacles blocking the involvement of these groups. He noted that misaligned formal organizational structures and existing systems (e.g. incentive, communication, budgeting, training) inhibit action as employees fear career consequences, want to avoid conflict, or lack buy-in. Kotter (1996) also related that narrow job

categories and performance appraisal systems often force people to choose between the vision and their self-interests. Without formal permission for involvement, employees face conflicting messages regarding use of their time and other resources. According to Deetz, Tracy et al. (2000), employees' hearts and minds can only be engaged on a long-term basis when systems and structures work for, rather than against, the vision and when they encourage risk-taking without penalizing short-term failure.

Kotter (1996) noted that lacking technical and social skills tended to block involvement in change efforts. He reflected that attitude training was often just as important as developing technical skills and pointed out that education had the potential to contribute to objectives, such as promoting teamwork and interdepartmental cooperation.

In terms of environmentally focused change, understanding environmental problems, and mastery of sustainability vocabulary and sustainable development principles were seen as important learning elements (Starik and Rands 1995; Nattrass 1999). Systems thinking was also a necessary conceptual skill because it shifted the mind from seeing individual parts to seeing wholes (Senge 1991). Callenbach, Capra et al. (1993) also made an interesting point. They believed that training should eradicate the misconception of ecological activity as a 'feel-good' option. Rather, it should balance ecology and economics. Developing these skills requires both cognitive learning and involvement. Argyris (1992) distinguished between theories-in-use (what people say) and theories-in-action (what people do) and believed that learning takes place when individuals try out their knowledge through involvement.

Stage 6: Generate Short-term Wins

Implementing changes that ultimately transform an organization was seen as a long-term process. Finding that commitment to the vision tended to weaken along the way, Kotter (1996) proposed that reinforcing 'short-term wins' needed to be actively planned within the change program. He described effective wins as being visible to numerous people, unambiguous with little

argument about their positive effect, and clearly related to the change effort. He found that commitment to incremental wins is both a motivating factor and a means of tracking progress towards the longer term goals. More specifically, they:

- provide evidence to show employees that their sacrifices are paying off;
- reward change leaders and implements with an opportunity to celebrate
- help fine-tune the vision and strategy in concrete situational conditions;
- undermining the criticism of cynics and change resistors;
- retain the essential support of those higher on the hierarchy; and
- build momentum to gain more active support from reluctant participants.

Kotter (1996) summarized that wins are often not planned because change leaders are overwhelmed, feel that only long-term gain is possible, or simply lack commitment to the process. However, he strongly believed that leaders and managers need to look for ways to obtain clear performance improvements and establish goals and measurements in their yearly planning systems, for successful transformation. Managements' role was described as targeting objectives and budgeting for these, creating and implementing plans, and controlling the process to ensure that it is on track. Setting measurable goals to monitor progress in the realm of sustainability-focused change was portrayed as challenging. However, Holmberg (1998) cautioned corporations against moving too quickly from the principles to the implementation of quantitative measurement tools, to ensure that the proper indicators and tools are identified in terms of overall goals.

Stage 7: Consolidate Gains and Produce more Change

The purpose of this stage is to ensure that change continues to drive forward by reinforcing it in human resource systems and other organizational structures. Kotter (1996) related that organizations tended to relax after given objectives had been achieved. However, he pointed out that resistance usually continued to exist under the organization's surface and that employees frequently imitate the new actions without actually having internalized them. Changes are thus fragile and prone

to regression until the practices are embedded in corporate culture. The author cited characteristics of a successful change process at this stage as:

- more change, where the guiding coalition uses the credibility established through short-term wins to tackle additional and bigger change projects;

- more support, where people are brought in and developed to help with the process;

- leadership from senior managers, who focus on keeping a clear shared purpose and high urgency levels;

- project management and leadership from below for specific projects; and

- reduced unnecessary interdependencies (among functions in the organization that are holding back change) (Kotter 1996).

The author also found that organizations could remain in this stage for an extended period of time, and conceded that forces such as turnover, leader exhaustion, or bad luck, had the potential to stall the change process. Again, the need for short-term achievements was emphasized and Head (1997) recommended establishing continuous improvement and learning systems to sustain the gains made.

Stage 8: Anchor New Approaches in the Corporate Structure.

In this final stage, the achieved changes are institutionalized in the corporate culture. Culture refers to the organization's behavioural norms and shared values:

"The product of a dynamic and collective process of sense-making undertaken by members of a group or organization" (Silvester, Anderson et al. 1999 p. 1)

Bierly and Himalainen (1995) explained that it is embedded in the very fabric of an organization through visible and invisible, formal and informal policies, procedures, and norms, persisting over time even when group members change.

However, new change visions are not always compatible with old core cultures, which can lead to implementation problems. Some theorists and practitioners responded to this challenge by proposing that organizational culture be changed before any other transformations take place.

However, Kotter (1996) felt that cultures are not so easily manipulated. He suggested that, while attitudes and behaviours may change in earlier stages of the transformation process, actual culture change does not occur until the end. New practices should therefore be grafted onto the elements of existing cultures that are similar to the change vision, while inconsistent norms are eliminated. Kotter summarized two important factors that help solidify change with corporate cultures. The first was to consciously show people how specific change-related behaviours and attitudes have helped to improve organizational performance. The second factor was to ensure that the next generation of employees truly personify the desired new approach, by making succession and socialization[8] decisions that dependent on changed values.

Callenbach, Capra et al. (1993) proposed that ecological management within corporations involves basic changes in corporate culture: that the culture of an ecologically conscious company "embraces distinct perceptions, ideas, values and behaviours" (p.70). Starik and Rands (1995) stated that a deep and widespread commitment to ecological sustainability among employees is important to integrate activities toward sustainable practices. They supported that this requires the development of cultures based on shared environmental values "in which strong norms for pro-sustainability behaviour exists" (p.921) and suggested that slogans, symbols, rituals and stories articulate and reinforce the importance of ecological performance for employees.

2.3.4 CHAPTER SUMMARY

This chapter has introduced the concept of sustainability and sustainable development in a business context. It has also outlined the key elements of the ecological framework that was employed by the FCW for its environmental sustainability program. Finally, planned organizational change was described and a well-established model was presented, the stages of which are summarized in Table 2.

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[8] Socialization is an enculturation process, where newcomers to an organization become aware of and, to a certain degree, committed to the shared interpretations of other organizational members.

Table 2: Summary of Kotter's Change Model

Eight Stages of Change Process	Description
1. Establish a sense of urgency for change	• Employees, particularly management, must believe that change is essential • Achieved by understanding of threatening external conditions or of benefits to be gained from change
2. Create guiding coalitions to lead the change	• A diverse, powerful and motivated team of 'early adopters' to lead the change • These leaders are personally committed and have the ability to work effectively as a team
3. Develop a change vision and strategy	• A change vision to clarifies direction, inspires dialogue, encourage ownership and creativity • A strategy clarifies how change is achieved, leading to action plans
4. Communicate the change vision	• The vision is shared through credible communication explaining 'what', 'why' and 'how'. • Effective communication takes place through both words and deeds.
5. Empower employees for implementation	• Encourage extensive employee involvement by removing barriers and encouraging risk taking. • The main barriers to involvement are misaligned systems and structures (i.e. incentive, communication, budgeting) and lack of appropriate training and skills.
6. Generate short term wins	• Actively plan for reinforcing short-term wins that are visible, unambiguous and clearly related to the change effort • Leaders and managers look for ways to improve performance through established goals and measurements
7. Consolidate gains and producing more change	• Drive the change forward by reinforcing it in human resource systems and other organizational structures • Increase change, support, leadership and reduce unnecessary functional interdependencies
8. Anchor new approaches in the corporate culture	• Institutionalize change in the corporate norms and values • Achieved by: pointing out the benefits of change and how actions have improved performance; and ensuring that the next generation of employees personifies change values through succession and socialization

The primary purpose of this research was to explore the usefulness of this stage model for describing an environmental change process. Elements of these stages are drawn upon for the presentation of the case study findings, and are contrasted to the overall FCWSP process at the conclusion of this research study.

CHAPTER THREE
RESEARCH METHOD

This chapter describes the research design and methods used to conduct this study. An overview of the design is provided in the first section, followed by a description of the research methods employed to collect data and the rationale for the case study site. Next, the context, role and assumptions of the researcher and the ethical considerations of the study are noted. Finally, data collection strategies are described, followed by an outline of the data analysis, management and verification techniques that were employed.

3.1 RESEARCH METHOD

This research qualitatively investigated the change process and early outcomes of FCW's ecological sustainability program. It assessed the appropriateness of applying traditional planned change theory to sustainability-focused change and provided formative recommendations for the future of the hotel's change program. Using a single case study approach, the data collection methods included a secondary document review, participative observation, and in-depth interviews with hotel employees and key individuals who participated in the FCWSP.

3.1.1 QUALITATIVE APPROACH

Qualitative research is a subjective approach of inquiry, exploring social or human phenomenon in a natural setting. A primarily qualitative approach was undertaken to achieve the purpose of this research study for several reasons.

According to Creswell (1998), qualitative research questions enquire about 'how' or 'what'. This type of research requires description and a detailed view of people's personal experiences with the 'real-world' topic of study as it unfolds in its natural context. This study explored a complex phenomenon where variables were not easily identified and needed to understanding dynamic and non-obvious issues in an organization (Miles and Huberman 1994). These characteristics fit the requirements of this research, which describes the process of organizational change. It documented

how the change process occurred through the experiences of different people within the FCW organization. Herndon and Kreps (2001) suggested that qualitative research is particularly appropriate for organizational research. Whereas traditional survey techniques can be used to gather information concerning organizational symptoms the authors indicated that qualitative approaches are appropriate to gather in-depth information concerning issues underlying the symptoms where participants' perceptions are key considerations.

A qualitative approach also allowed this researcher to legitimately report on her own feelings, perceptions, experiences and insights. According to Creswell (1999) the researcher serves as an interpretive instrument of the data collection, who is tasked to build a complex and holistic picture, analyzing the words and reporting on the detailed perspectives of the informants. For this study, personal contact and insight was required as the researcher was an active learner, who interpreted the narrative story from the participants' multiple perspectives.

Through the meanings of individuals who participated in the change, the focus of this study was to describe the organizational change phenomenon in its natural context (FCW). After data gathering, however, quantitative methods were also applied to determine trends and major findings to complement and support the qualitative research findings, as explained in the data analysis section.

3.1.2   CASE STUDY METHOD

Yin (1993) described the case study method as:

"Investigat[ing] a contemporary phenomenon within its real-life context [that] addresses a situation in which the boundaries between the phenomenon and the context are not clearly evident, and uses multiple sources of evidence" (p.59).

The case method is based on detailed documentation and grounded analysis, and can be evaluated on criteria of internal, external and construct validity as well as reliability. Weiss (1998) contributed that case studies are useful in undertaking formative evaluations to enhance the future of programs and Hammersley, Gomm et al. (2000) supported that they are also useful to test theory.

For the purpose of this research an in-depth study of a single case was undertaken -the development and implementation of FCW's environmental change program, between May 2000 and October 2001. A single-case approach was appropriate because understanding this one program allowed maximum richness and depth of data with limited time and resources. Furthermore, the research questions were context specific, attempting to understand the 'what' and the 'how' of FCW's change program and comparing this to planned change theory. Finally, the single case was chosen because locating and gaining access to contextually similar comparison cases proved difficult.

While richness and depth of interpretation are benefits associated with qualitative research, a potential drawback is that the findings and conclusions of this study are specific to FCW's experience. This limits the transferability of the findings. However, the environmental change literature and documented learning from other organizations using the TNS framework were drawn upon for interpretation. As such, certain lessons from this case may be supported in existing knowledge, thus increasing the learning opportunities from this research for other organizations.

3.2 CASE STUDY SITE

3.2.1 RATIONALE FOR FCW

The FCWSP was chosen as the research site because it was convenient, unique and represented a standard commercial accommodation business. At the time of the initial data collection, the FCWSP was in its inceptive stages. The hotel leaders enthusiastically supported the academic aspects of this project and were receptive to both observation and interview data gathering. Furthermore, they were interested in the research findings and recommendations for the future of the program. From a research perspective, participation from the outset of the change program permitted unique insight into the process of the program's development and early outcomes. This allowed an opportunity to provide formative feedback. The FCWSP also contained unique elements of leadership because it grew out of a community-based sustainability partnership. As an early adopter of the TNS framework, the FCW embraced a leadership responsibility, as well as an opportunity to

learn from a larger program. Finally, the hotel was typical of a number of commercial accommodation businesses in terms of its corporate ownership structure, resort setting, and an initial base of environmental activity. In this context, the lessons pertaining to organizational change may be interesting to similar operations.

3.2.2 CONTEXT AND BACKGROUND

Fairmont Chateau Whistler

Fairmont Chateau Whistler is an all-season resort in Whistler, British Columbia approximately 120 kilometres north of Vancouver. Whistler is located in a scenic mountain environment that attracted over 2 million visitors annually (Tourism Whistler 2001) and was also home to approximately 9,500 year round residents at the time of this research. FCW is situated at the base of Whistler and Blackcomb mountains, overlooking the core of the village.

Since its inception in 1989, the hotel has strived to be a leader on various fronts within the Whistler community, the corporate Fairmont Hotels & Resorts (FH&R) chain[9], and the general hospitality industry. The FCW has been assessed as a five-diamond establishment by CAA (Canadian Automotive Association) and a four star resort by the Mobil Travel Guide. Since opening, it has achieved global recognition in top travel magazines such as <u>Conde Nast Traveler</u> and <u>Travel & Leisure</u> and also established itself as Whistler's flagship hotel, consistently booking above average occupancy levels and room rates in an increasingly competitive environment.

FCW's physical structure occupies approximately 458,000 square feet. It has 558 guest rooms and luxury suites, 28,000 feet of function space with six independent meeting rooms and three major ballrooms, a number of hospitality suites and a rooftop garden terrace. Facilities also include two restaurants, a bar, an 18-hole golf course, a health club, a spa, and staff housing. Functional

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[9] The FCW was owned by Fairmont Hotels & Resorts Inc., a publicly traded North American owner/operator of hotels and resorts with 77 international properties and controlling interest in the property management company, Fairmont Hotels & Resorts (formerly Canadian Pacific Hotels). Situated in Toronto, Ontario, the management company had also grown internationally, with annual revenue in 2001 at $39.9 million (Fairmont Hotels & Resorts Inc. 2002).

departments include accounting, human resources, purchasing and receiving, guest services, front desk, health club, housekeeping, maintenance, banquets, food outlets, kitchens, room service, stewarding, sales and marketing, conference services and staff housing.

At the time of this research, the hotel had approximately 550 full and part-time staff, depending on the season. Its core personnel structure consisted of approximately 6% upper management (10 executive directors and 22 departmental upper managers), 30% middle managers and leaders, and 64% line staff. FCW's organizational chart is provided in Appendix 1. Many of the hotel's hospitality employees were in Whistler to experience a taste of the ski-life, often staying for only one or two seasons. This transient population resulted in high staff turnover, between 60 to 70% annually (Director, personal communication). While this was not untypical in resort settings, it lends itself to continual re-training and re-aquainting new staff with hotel policies, procedures and strategies.

Fairmont Chateau Whistler and the Environment

Since its opening, the hotel had focused on reducing the environmental impacts of its operations. When corporate FH&R initiated its environmental program in 1990, the hotel "participated with passion" (Director, personal communication). Corporate-wide environmental initiatives began in 1991 with a guidebook of responsible practices and have since evolved into a more comprehensive program called "See the Forest AND the Trees" (a.k.a. the Green Partnership Program). Using an incentive based approach, this program outlined eight arenas of potential actions that hotels might implement. Points were awarded for each action successfully implemented and prizes were awarded annually to leading hotels. To initiate its environmental efforts, FCW established a Green Team of line-staff representing all hotel departments. Ten years later, this group had implemented many of the voluntary environmental initiatives suggested by the corporate program, consistently ranking among the top five hotels in the Fairmont chain (Fairmont Environmental Coordinator, personal Communication). However, after much initial motivation,

several years prior to this research the program appeared to lose direction and was in need of a renewed effort.

When FCW's General Manager heard that the founder of the Natural Step was coming to Whistler in early 2000, he approached him to arrange a speaking session at FCW. That session was attended by most of the hotel's executive team. The simplicity and practicality of the TNS inspired both the General Manager and the Public Relations Director (Green Team Champion). Together, they felt that the framework could translate into a measurable action plan for the hotel (Director, personal communication). Furthermore, the speech initiated dialogue among community members, including private business, local government, Whistler's marketing association, and a local environmental group.

Under the leadership of the municipality, FCW and five other organizations decided to partner as early adopters (EA Group) of the TNS framework in March 2000. The group agreed to pool resources and together build community-wide alignment around the TNS System Conditions. It was decided that each adopter would implement the framework within their individual organization while supporting a Whistler-wide initiative toward a more sustainable future. This initiative was called 'Whistler: It's our Nature'. As a partner of this community project, integrating sustainability principles into FCW values, systems and operations became a strategic approach for the next phase in the hotel's environmental sustainability movement. This researcher became involved in the development and implementation of the FCWSP shortly after the early adopter group was formed.

3.3 RESEARCHER ROLE AND BIASES

As the primary instrument of data collection, a qualitative researcher does not have to attempt to keep objective distance between herself and the subject (Miles and Huberman 1994). As a result, the researcher's personal experiences and values can shape the interpretation and narrative of the research findings. Shedding light on potential biases by clarifying the role and assumptions of the researcher was therefore important for establishing this study's validity and credibility.

This researcher participated in the FCWSP from June 2000 until June 2001, spending approximately three days per week at the case site as a paid contract employee. She worked closely with the General Manager and Director of Public Relations, participating in internal and external meetings. Her role evolved from conducting a baseline assessment of the hotel's resource flows to supporting the development and implementation of the FCWSP. The fact that she was in a paid position likely influenced her study in several ways. For one, subjects' responses may have been influenced as they may have perceived her position within the hotel to be more legitimate. Secondly, having an official position at the hotel had some influence on the type of work that she undertook, as there was an expectation to demonstrate financial value to justify the program. Finally, the fact that her informants were her peers and that she experienced first-hand some of the 'constraints' in implementing environmental change may have influenced the objectivity of her interpretations for the observation component of the research. To summarize, her dual role as change agent and researcher required striking a balance between academic rigour and objectivity, and her inherent interest in furthering the potential success of this program.

The researcher's middle class upbringing may also have biased her perspective. Furthermore, her schooling in environmental management and business influenced her world-view to embrace a broader definition of corporate responsibilities, beyond sole profit motivation. Finally, this researcher's female oriented perspective influenced the study, as respondents and informants tend to be more candid and open, which may have allowed her to attain richer data results.

3.4 STUDY ETHICS

This research involved ethical issues related to the consent, right of privacy and protection from harm of subjects that were interviewed and observed. Several measures were employed to safeguard the rights of the organization and informants. For one, the research study and interview questions were approved by the university ethics committee. Secondly, before initiating the study, research access was discussed and secured with the General Manager. Thirdly, before the in-depth

interviews, the research objectives and use of the data were articulated both verbally and in written form to ensure that the study purpose was clearly understood (Appendix 2). Furthermore, the voluntary nature of interviews was stressed and verbal permission to proceed was secured before every interview. As well, the contact details of academic research supervisors were distributed to each interviewee (Appendix 3). The informants were asked whether interviews might be recorded (all agreed) and their wishes were considered in reporting the data. Finally, all identifying data was deleted when direct quotes were used in this study.

3.5 <u>DATA COLLECTION</u>

Yin (1993) and Creswell (1998) recommended using multiple information sources for case studies to validate data and build an in-depth picture of the case. Employing the three main qualitative data (interviews, observation and secondary documents) balances the strengths and weaknesses of each method, maximizing the validity of information (Hall and Rist 1999). This study took place in two phases. The initial stage of the research involved gathering data through participant observation as well as document reviews. The second phase consisted of a review of the organizational change literature and a two-week period of interview data collection.

3.5.1   SECONDARY INFORMATION SOURCES: LITERATURE AND DOCUMENTS

Literature Review

The existing literature on sustainability and organizational change was reviewed for this study. The sustainability literature provided background for the phenomenon under study and an explanation of the TNS framework and its role in helping corporations develop more sustainable operations. The organizational change and sustainability literature provided a guiding framework within which the research findings could be presented and interpreted.

Secondary Documents

Secondary documents specific to FCW and FH&R were used to describe the case context and history and to support the interpretation of other primary information. Yin (1994) wrote that a review

of documents such as reports, memorandums, studies, and meeting notes is an unobtrusive way to clarify results arrived at by other means. Documents used included: operational and executive meeting minutes; operational, human resources and activity reports; corporate and hotel specific strategic plans, among others.

3.5.2 PRIMARY SOURCE: PARTICIPANT OBSERVATION

Yin (1994) supported that spending time at the case site and carrying out direct and participant observation is often useful in providing additional information about a topic of study. This researcher observed FCW's general dynamics and norms of operations. As an active participant leading the change program, she was afforded access to information, points of view, tacit knowledge and latent dynamics from an insider perspective that otherwise would not have been available. Observing the views of key informant regarding the effectiveness of current and proposed environmental practices provided a valuable perspective of FCW's sustainability-focused change process and permitted validation of subsequent interview data. Furthermore, participant observation allowed the researcher to develop an in-depth understanding of routine behaviours that might have been beyond the conscious awareness of participants at FCW. For example, the researcher was able to make assumptions of the degree of individuals' ownership of FCWSP activities. Some individuals spoke of 'their' or 'your' environmental initiatives, whereas others used words such as 'we' and 'I'.

Observation research was also associated with a number of research challenges. Hall and Rist (1999) noted that study subjects may try to play appropriate roles, or fulfill their perceived expectations of the research. They also highlighted that emotional involvement on the part of the researcher may influence participants' involvement in the program and the researchers' own perception of reality. To gather systematic data while remaining open to new findings, this researcher kept a working journal of observations and experiences specific to the ecological change effort. One entry, for example, discussed an operational meeting where environmental progress and challenges were spontaneously cited in individual departmental updates. This indicated that the program's focus

was disseminating into the various functions. Other attempts were made to minimize these challenges by gathering data from various other sources and validating observation findings through researcher self-reflection, interpretations with internal and external individuals, in-depth interviews and secondary literature.

3.5.3 PRIMARY SOURCE: IN-DEPTH INTERVIEWS

Interviews are useful as verbal reports of participants' experiences and perspectives relative the case under study (Kvale 1996). The purpose of the interviews conducted for this research was to gain an understanding of the FCWSP from the viewpoint of individuals who were involved in the program in various ways. In-depth semi-structured interviews were conducted with internal employees and several external participants. The question structure was systematic across respondents although it varied slightly with key informants who played unique roles relative to the organization and employees who joined the FCW after May 2000.

A potential limitation of interview data gathering was that respondents might have provided answers that they felt the interviewer was seeking, rather than their true perceptions (Kvale 1996). Emphasizing confidentiality and choosing both critical and random subjects minimized this. Existing research has also shown that interview informants tend to reveal their perspectives more candidly and openly to female interviewers. Finally, this researcher felt that the perspectives expressed by the many respondents during the interviews were consistent with viewpoints that had been expressed in previous, informal conversations.

Sampling and Recruitment Process

According to Kvale (1996), the number of subjects required in interviews is simply enough to find out what one needs to learn. This study called for diverse and in-depth perspectives of the change program, from individuals who represented varying degrees of involvement in the program, different hotel functions, and different hierarchical roles. The total employee population was

approximately 550 and it was estimated that 24 of them were directly involvement in the change program (as part of a team or in other unique roles). To achieve the purpose of this study 26 interviews were conducted (23 with internal employees and 3 with external interviewees). Interviews with 23 internal employees were deemed sufficient without being unwieldy for the analysis. Two-thirds of the employees who were directly involved with the change program were interviewed, and the remainder of the sample represented the broader hotel population. These internal interviews were supplemented by conversations with the corporate FH&R Environmental Coordinator, a Whistler Early Adopter participant and a TNS consultant.

Selecting respondents for the interviews was a critical component of the research. The sampling strategy involved a combination of purposive and random sampling. Nineteen of the 26 interviewees (sixteen internal respondents and three external respondents) were chosen as critical informants, since this strategy provided "logical generalization and maximum application of information to other cases" (Miles and Huberman 1994 p. 28). The remaining seven respondents were chosen from a random employee list by a human resources coordinator.

The critical respondents were chosen based on their roles relative to the FCWSP and their degree of involvement in the program. The General Manager and Public Relations Director were chosen as program champions. Solution Team members, TNS trainers, and employees that had important implementation roles (such as the recycler) were selected for a total of 16 respondents that represented all functions (administration, food and beverage, and rooms) and levels (front-line, manager, director) of the hotel's operations. It was important to gain a cross-section of employees, as duties, cultures, and responsibilities differed across these factors. Finally, the random interviewees did not hold formal involvement roles, with the exception of one manager who was involved on a Solution Team. A detailed description of respondent demographics is provided in the research findings (Chapter Four).

The potential purposeful respondents were contacted by telephone before the interview period, were offered a description of the research and time requirement, and asked whether they

would be willing to participate. For randomly chosen subjects, permission to take interview time during work hours was confirmed with their direct managers, and the selected employees were then directly contacted. Due to a labour shortage, available replacements were recommended for three of these seven (two front-line staff and one manager). As the replacement individuals still represented the same departments and the same hierarchical levels, it was expected that the research results were not influenced. All respondents were willing to participate, with the exception of one who declined due to lack of time. This respondent was chosen to represent the training team and was replaced with another purposefully chosen trainer. Also, two of the interviews were conducted by telephone: one due to time constraints and the other due to geographic distance.

The Interview Process

The interview consisted of 18 semi-structured, open-ended questions. The questionnaire (Appendix 4) was pre-tested with a graduate student and with the first two respondents interviewed (a manager and a front line employee). The wording of two questions was clarified and follow up questions related to social sustainability were eliminated due to time constraints (Questions 5, 6, 15 and 18). As well, a Likert-type scale was adapted from a five to a nine-point scale to allow for more flexibility in the responses (Questions 5 and 15). The interviews were conducted at the FCW between September 27th and October 21th 2001, and were between one and two hours long (including four follow-up conversations to clarify questions).

At the beginning of the interviews, respondents were provided with a brief outline of the purpose of the research and use of the data. They were again asked whether they would like to proceed and consent to tape-record the interviews was requested. Complete confidentiality was ensured. All respondents agreed to proceed and consented to a taped interview. An interview guide was used to provide a systematic order of questions (Appendix 4). However, enough flexibility was left so that the interviewer was able to explore specific issues and the interviewees were able to introduce other ideas that were relevant to the conversation. This questionnaire was reviewed and

approved by the university ethics committee to ensure the appropriateness of questions. Upon conclusion of the interview, respondents were invited to verify their transcribed conversation and asked if they had further questions about the research purpose and design.

3.6 DATA MANAGEMENT, ANALYSIS AND VERIFICATION

3.6.1 DATA MANAGEMENT

All interviews were transcribed and typed verbatim (approximately 400 single-spaced pages). The tapes were filed according to numbers identifying the informants and the transcripts and data was stored electronically. Personal observations were handwritten in an ongoing stream of notebooks, which were reviewed and relevant materials highlighted for the analysis stage. A data matrix was used to keep track of the various information sources, and all written materials were kept in the home office of the researcher.

3.6.2 DATA ANALYSIS

The transcripts were coded and analyzed using a qualitative data analysis program (i.e. WinMax 98). To analyze the data, an iterative approach was employed as recommended by Stake (2000), who cautioned against confining research interpretation to variables identified before data gathering. Several levels of abstraction were used in the analysis, similar to Creswell's (1998) data collection "spiral", where data is entered on one end, choreographed and interpreted through the analysis process, and crafted into a narrative at the other end.

The transcription process and reviewing of interview notes helped to sort the relevant information and form an overall picture of the case. Question by question, the interview data was categorized into themes that were developed from a combination of interview content, personal observations and the literature. After coding the questions, similar themes were combined where appropriate. For example, respondents provided reasons why ecological sustainability was important to FCW. Five categories, (e.g. have the capacity, leadership responsibility) related to corporate citizenship and were thus combined under this one theme. Between 3 and 19 themes were identified for each question at this stage (Appendix 5).

The responses were coded, entered into a spreadsheet and analyzed quantitatively using a statistical software package (i.e. SPSS 2000). Two hundred and forty variables resulted from the research, the majority of which was nominal data coded as 1 or 0 (the theme either occurred or did not occur in the respondents' answers). For example, respondents would or would not identify 'increased awareness' as a program 'success.' After the data was analyzed, critical stories and interesting quotes were combined into the larger perspective to support the findings. A detailed description of the FCW's environmental change process emerged to shape this case study narrative.

The nominal data were analyzed using frequency and descriptive techniques. It is noteworthy that the themes reported more frequently were not always more important than themes reported less frequently. Findings with higher frequencies simply meant that respondents tended to agree on the expressed viewpoint. In other words, they were 'speaking with one voice' rather than from diverse perspectives. Two questions resulted in interval data (i.e. Questions 5 and 15 requesting a rating of perceived importance placed on ecological sustainability used a Likert scale). A non-parametric Wilcoxon test was employed to determine whether the 'before' and 'after' responses were significantly different. Furthermore, the Kruskal-Wallis test was used to determine differences in groups for several questions. Non-parametric tests were employed because they are based on fewer assumptions and thus appropriate for smaller sample sizes (Gibbons 1985).

Quantitative analysis was deemed appropriate in this study for several reasons. First, purpose of qualitative research is to build a descriptive story. In this case the quantitative analysis helped to provide a deeper description of perceived changes and learning outcomes to answer the research questions and to triangulate qualitative responses. However, while similar organizations can benefit from high-level research learning that applies to their operations, this researcher does not propose that the *statistical* results are generalizable - the results represent only the perspectives of the group of individuals interviewed.

It should also be noted that several questions were not reported in this research since they were no longer deemed critical to the research purpose. These are: a brief questionnaire that was

administered to respondents regarding their environmental values as well as the ratings and descriptions of social sustainability before and after the FCWSP (Questions 5 and 15).

3.6.3 DATA VERIFICATION

Stake (2000) wrote that the qualitative researcher tries to preserve the multiple realities of what happens in a case (although ultimately, the researcher interprets these findings). Several strategies were followed to preserve multiple realities and ensure internal validity. First, all respondents were invited to review and verify their transcripts. Three interviewees requested their transcripts and two responded with future suggestions for the FCWSP. Secondly, multiple qualitative data gathering methods were employed to triangulate data sources. Interviews, personal observations and written documents were used to verify and attach meaning to the different points of view. Thirdly, a range of literature was explored in addition to Kotter's model of change. Although the interpretive framework for this research is based on traditional organizational change theory an extensive basis of other organizational theory was also covered, particularly theory with an environmental focus, adding to the depth of understanding.

3.7 <u>STUDY LIMITATIONS</u>

As a qualitative study, this research was affected by all inherent assumptions of qualitative research. Limitations included the researcher's role as primary data collection instrument, as discussed in the Data Gathering section. A further limitation related to the design decision to choose a single case site versus multiple sites. By choosing a single case study site, insight into the deeper subtleties of change were maximized. However, findings from a single study made it more difficult to confirm results. Furthermore, learning and change is a complex process, and FCW has been involved with its Green Partnership program for ten years. It was not always clear which changes took place because of the FCWSP or as a result of the Green Partnership program or other external forces. Finally, at the time of this research, the TNS Program was still very new and some individuals had only been exposed to one hour of awareness training (30% of the respondents). After such a

short period of time, it was difficult to evaluate overall change as many actions were building for future change. Changes and understanding were in the initial stages and few were truly measurable, thus relying heavily on the perception of individuals. The findings pertaining to organizational level change were therefore built on individual speculation since respondents could only report their personal experiences within the organization.

CHAPTER FOUR
CASE STUDY ANALYSIS

This chapter presents the findings from the research interviews, observations and secondary documents. It tells the story of the FCWSP change program. First, the background of the program and events that were perceived to be important are related. Then the organizational changes that resulted from the program are discussed, examining both process and learning outcomes. Finally, participants' perceived factors that enable 'success' and factors that limit 'success' are described.

4.1 DEMOGRAPHIC DESCRIPTION OF RESEARCH RESPONDENTS

The following table provides an overview of the demographic characteristics of the FCW employees interviewed for this research, describing their gender, role level, functional area, and length of work tenure.

Table 3: Characteristics of FCW Employees Interviewed

Characteristics		Percentage of Interviewees (n=23)
Gender	Female	44%
	Male	56%
Role level	Executive director	34%
	Management	44%
	Line Staff	22%
Functional area	Administrative	40%
	Food & Beverage	30%
	Rooms	30%
Work tenure	Up to 9 months	8%
	More than 9 months and less than 2 Years	22%
	More than 2 and less than 5 Years	48%
	More than 5 Years	22%

The informants of this research were almost equally distributed in respect to gender. In terms of role levels, 34% of the respondents were executive directors, 44% were managers and 22% were front line staff. The sample represented all functional areas of the hotel, although slightly more

respondents worked in administration (40%) than in rooms (30%) or food and beverage (30%).

Finally, while the majority of interviewees had worked at FCW before the FCWSP was initiated

(92%), two individuals who began their work tenure after the program started were also interviewed.

4.2 ECOLOGICAL PRIORITY BEFORE THE FCWSP

This section describes the degree of ecological focus at FCW before the FCWSP. Employees

interviewed for this research were asked to indicate the level of priority that they thought had been

awarded to ecological sustainability before the program was initiated on a five-point Likert scale (1 =

very low priority, 2 = low priority, 3 = average, 4 = high priority, 5 = very high priority). It was

adapted to a nine-point scale during the interviews to provide more flexibility for choice. Reasons for

interviewee responses and descriptions of ecological activities that had been in place were then

probed.

Establishing the level of ecological priority before the FCWSP was important to set a base

point against which to measure a change. Furthermore it helped to gain an understanding of the initial

mindset of the respondents and to minimize positive or negative response bias in later questions.

The level of priority perceived to have been awarded to ecological sustainability before the

FCWSP was slightly below 'average' (mean = 2.8, s.d.= 0.88, range = 1-4). While the results

demonstrated some diversity in responses, most respondents felt that ecological sustainability had

received an average level of priority (Table 4).

Table 4: Perceived Level of Ecological Priority before the FCWSP

	Very low priority (1)	Low priority (2 or 2.5)	Average priority (3 or 3.5)	High priority (4)	Very high priority (5)
Percentage of Respondents (n=20)	11%	26%	58%	11%	0%

All with the exception of one agreed that environmental responsibility had always been a

focus in FCW operations. Respondents articulated that "it was always pretty top of mind," "people

cared [about the environment]" and "it was simply something we did." A majority of respondents

supported their responses by pointing out that FCW actively participated in the corporate Green

Partnership program (52%). A director explained:

> "When we opened up the hotel in 1991 and first launched the Green Partnership program, this hotel participated to a huge degree."

A past champion of the Green Team observed:

> "The fact that we were able to accomplish number 2 and 3 ranking in the [Fairmont] chain shows that there had to have been some activity going on."

Specific environmentally focused systems and activities that were noted by respondents included:

recycling and composting (95%), involvement in community events (17%), internal education

activities (13%), and community philanthropy initiatives (13%).

Despite this perceived awareness of the past environmental activities, a number of

shortcomings with the Green Partnership program were also identified. A majority of interviewees

implied that that other priorities were often higher (70%) and expanded that the program had lacked

structure and focus (65%), leadership at management levels (57%), and knowledge regarding

ecological impacts/reasons for these impacts and potential solutions (45%). One of the change

leaders explained that once many of the voluntary environmental initiatives suggested by the

corporate program had been implemented, the hotel did not have the expertise to move forward:

> "The program came to a halt because we didn't know how to take it further" (Director, personal communication).

Furthermore, several interviewees felt that many of the initiatives implemented in the past tended to

be 'downstream'[10] solutions (35%). Responses also revealed that past successes associated with

environmental efforts tended to phase out because of limited communication (24%), lack of

enforcement (24%) and lack of knowledge regarding their benefits (19%).

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[10] 'Upstream' solutions address the root of environmental problems, as opposed to 'downstream' solutions that mask the symptoms. For example, it is preferable to eliminate toxic cleaning chemicals through procurement decisions (not 'buying in' the problem) rather than filtering the water once the chemicals have been used (cleaning up the problem).

4.3 <u>OVERVIEW AND TIMELINE OF THE CHANGE PROGRAM</u>

A timeline and description of important events related to the FCWSP is provided in this

section. To orient the reader, on the next page provides a chronological outline of the key activities

related to the FCWSP. The graphic includes notable research stages, Whistler early adopter events,

and FCW events. Following, activities related to the FCWSP that were identified as important by the

interviewees are described. Their responses varied considerably; not all interviewees had experienced

the same events (i.e.Table 5), and even when they did (i.e. Table 6), not all of these were considered

important. The events that were mentioned in this question are marked (*) on Figure 2.

Table 5: Perceived important FCWSP Activities (Subgroups)

Group specific activities	Relevant Subsample (n)	Percentage of Subsample
Events preceding the FCWSP		
Whistler TNS presentation by KHR	n= 4	50%
Whistler Early Adopter Meetings	n= 2	100%
Symposium related events		
FH&R Green Conference	n= 4	100%
EA Whistler Sustainability Symposium	n=11	72%
Executive meeting with Ola Iverson[11]	n= 8	38%
Training related events		
Train the Trainer workshop	n= 4	50%
FCW BookClub	n= 4	75%
Awareness Training (department or orientation)	n=12	70%
Implementation events		
Solution Team activities	n= 8	100%

Table 6: Perceived Important FCWSP Activities (All)

Activities	Percentage of Interviewees (n=23)
'FCW Vision' activities	44%
Waste audits	44%
Specific project outcomes	39%
Updates at meetings	31%
Individual informal experiences	22%
Consultant/Sustainability Coordinator hired	22%
Environmental column in employee newsletter	17%
FCW activities in Whistler newspaper	17%

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[11] Ola Iverson was in charge of the corporate environmental program at Scandic Hotels in Europe.

Figure 2: Chronology of Fairmont Chateau Whistler Sustainability Program Events

Whistler and Early Adopter / Research	2000	Fairmont Chateau Whistler Sustainability Program
	January	
TNS framework presentation by Karl-Henrik Robert •	February	• TNS framework presentation by Karl-Henrik Robert*
Whistler TNS Early Adopters meetings began* •	March	
	April	
Observation research began* •	May	• Environmental updates at weekly management operational (ongoing)*
	June	• Environmental Column in employee newsletter initiated (bi-weekly ongoing)* • Environmental Baseline conducted
	July	
Whistler TNS Early Adopter agreement was signed •	August	• First FCW Waste Audit (article in Whistler news)*
	September	
	October	• 'FCW Vision' Executive Team retreat*
TNS Level One 'Train the Trainer' workshops •	November	• 'FCW Vision' rollout to employees* • TNS Level One 'Train the Trainer' workshops* • Trainer 'BookClub' initiated*
Whistler Sustainability Symposium •	December	• Whistler Sustainability Symposium* • Fairmont Hotels & Resort's Environmental Conference* • Executive Team working session with Ola Iversson (Scandic Hotels)*
	2001	
	January	• 2001 Sustainability Plan finalized and presented to executive and management
	February	• Green Team received 'TNS awareness training' • TNS Awareness Training revised • TNS Awareness Training conducted for all departments (over 6 months)* • Solution Teams formed and working visioning/action session conducted * • Ongoing Solution Team meetings* • FCW Sustainability Policy' initiated
	March	• Hotel-wide waste signage changed • IBR composting initiative began* • FCW won runner-up 'Ethics in Action' award • Supplier Environmental Practice Survey conducted
	April	• Second FCW Waste Audit (in Whistler newspaper)* • FCW tied for corporate 'Environmental Hotel of the Year'
	May	• TNS Awareness Training implemented into employee orientation* • Recycling training implemented into orientation • FCW Sustainability Policy finalized
Observation Research ended •	June	• Sustainability Coordinator was hired (to replace this researcher)* • First phase of lighting retrofit conducted*
TNS Level Two 'Train the Trainer' course (8 weeks) •	July	• Waste compactor installed • TNS Level Two 'Train the Trainer' course (8 weeks)
	August	• FCW Sustainability Policy communicated to the management team
	September	• 2002 Sustainability planning session held • Solution Teams set 2002 environmental objectives
Research interviews conducted and transcripts/data verified •	October	• Green Team trip to Hawaii (FH&R Green Hotel of the year prize) • 'FCW Vision' Executive Team retreat
	November	• 'FCW Vision' rollout to employees • Solution Teams combined into one Sustainability Team
'Whistler: It's our Nature' launched and speaker series initiated •	December	• TNS Implementation Training conducted in departments

4.3.1 WHISTLER EARLY ADOPTER EVENTS

Karl-Henrik Robert's Whistler Presentation

As a result of presentations held by the founder of the Natural Step (KHR) in March 2000, an early adopter group of the TNS framework (EA group) had formed in Whistler[12]. Two interviewees identified this presentation as a key event leading to change. One director explained that it was compelling for her because all the 'right' people were present for the presentation. It signaled the start of the change for the leaders of the FCWSP.

TNS 'Train the Trainer' Workshops

The EA group collectively used a 'Train the Trainer' approach conducting two training workshops. The first of these was an intensive two-day session held in November 2000 for representatives from each of the EA organizations. Eight FCW employees participated to develop the initial tools for creating and conducting 'TNS awareness training' sessions. Four of the interviewees for this research were members of the FCW training team, and two of them highlighted the workshop as an important learning event.

FH&R Environmental Conference and Whistler Symposium Events

In December 2000, FCW hosted FH&R's biannual Environmental Conference. All of the four informants (Green Team members) who attended this conference thought that it was important because they felt that it demonstrated FCW's and the corporation's commitment to environmental progress. It also provided an opportunity for them to share information with other hotels in the FH&R chain. This four-day Environmental Conference incorporated a Sustainability Symposium for the Whistler community, which featured international and local speakers on environmental

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[12] The EA Group consisted of the Whistler municipality (local government), Tourism Whistler (local marketing association), Whistler/Blackcomb Mountain (ski operation), AWARE (local citizens' environmental group), One-Hour Photo (small business) and the Fairmont Chateau Whistler (large business).

sustainability and the TNS framework. All FCW managers were asked to attend the Symposium and eight of the eleven who were interviewed highlighted it as an important event. One manager was particularly impressed by the willingness of the hotel's leadership team to hear the challenges associated with taking environmental action:

> "That's when the reality really hit me. We [FCW] were serious about *going* down this road. People were telling us it wasn't going to be easy, and we were still listening, and wanted to know more. Because it was a road we wanted to be on."

Three executive directors also recalled participating in a working session with one of the conference speakers, Ola Iverson, who led the environmental program at Scandic Hotels. They recalled the experience because the conversation portrayed that other businesses were addressing the sustainability of their operations without compromising their competitive advantage.

4.3.2 FAIRMONT CHATEAU WHISTLER EVENTS

Hiring a Sustainability Coordinator/Consultant

Twenty-two percent of respondents explained that this researcher's role as consultant/researcher at the hotel facilitated the change process. A respondent explained:

> "One of the events that made quite a difference was hiring you to move this forward. It helped get us off the old tracks, [to] make this a focus" (Manager, personal communication).

Furthermore, two of them felt that hiring a coordinator in June 2001 signaled that upper management was serious about the FCWSP.

FCW Waste Audit

As part of the initial research at FCW, regular waste audits were initiated in August 2000. All of the garbage generated in the hotel was collected, labelled and stored. After a 24-hour period, the refuse was sorted and weighed. The waste results were widely communicated in the hotel and in the Whistler newspaper. Fourty-four percent of the respondents interviewed cited these audits as important, explaining that the results provided "real" quantitative data that change needed to occur.

> "When did I actually feel like we were doing something? I would say as soon as the waste audits started. That was considerably earlier, but at least we were taking first steps,

measuring where we were. That said a lot to me; to a logical mind, facts and figures make a big difference." (Director, personal communication)

This quote illustrated how the waste audit signalled that grounded change was beginning to happen at FCW.

'FCW Vision' Activities

The FCWSP was linked to the hotel's pre-existing 'FCW Vision' through a number of events. In October 2000, the executive team held their annual strategic visioning retreat and the program was integrated into one of four overriding directions. The 'FCW Vision' was then communicated to hotel staff and management. It was presented at a hotel-wide meeting for all leaders in November 2000, which was followed by workshop sessions in all departments to identify specific actions that they would be responsible for implementing over the year. Fourty-four percent of the respondents highlighted activities related to the 'FCW Vision' as important components of the FCWSP. This was particularly important for those who first heard of the program through visioning activities (i.e. the executive retreat or at the employee vision rollout presentation) because it linked the actions to an internal system that they understood.

Sustainability 'BookClub'

After the TNS 'Train the Trainer' workshop in November 2000, the hotel's training team formed an internal learning circle to strengthen the group's understanding of sustainability principles and to develop the awareness training program that would be delivered to all FCW employees. Bi-weekly 'BookClub' meetings[13] were held. Three of the four respondents explained that these meetings were important events related to the FCWSP. They noted that this dialogue focused approach allowed them to learn and about sustainability in a trusting and safe environment.

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[13] 'BookClub' meetings were informal learning and dialogue sessions that were held among the trainers.

> "Our meetings I really liked. After the training, I was worried about going back, and telling the department – it's [TNS framework] easy to understand but hard to put in words. But the meetings were fun, we clicked, and I found that I got a lot out of it, just from listening and talking." (Manager, personal communication)

The 'BookClub' conversations helped to empower the trainers with knowledge and confidence to convey the TNS concepts to others.

TNS Awareness Training

The goals of the training were to stimulate interest in the FCWSP and to introduce the concept of ecological sustainability and the four System Conditions that define sustainable development (BookClub Minutes2, December 3, 2000). The session explained how FCW adopted the TNS framework, outlined global sustainability problems (population growth and natural resource limits) and engaged the audience through games to illustrate each of the System Conditions. Seventy percent of the interviewees who had undertaken TNS awareness training pointed out that the one-hour training session was an important event and six respondents mentioned that they liked the participative nature of the training:

> "…not that I didn't understand it before, but the toy stuff, the visual thing, that really brought it home for the last mile. It made sense before, but it just made sense in my own mind. The game you played with them, although I wasn't part of it, I watched, and I watched their faces, and that's when I figured that this is the way you have to teach. To involve them that way… That's what really pinched it for me, the visual part of it. Not just the theory from the seminar." (Manager, personal communication)

Sessions were held in each department between February and September of 2001. It was implemented into the hotel's two-day employee orientation program in May of the same year so that all employees would be exposed to the program.

Solution Team Activities

All of the eight respondents who participated on a Solution Team referred to related activities and meetings as important events.

Other Important FCWSP Events and Activities

Specific initiatives, such as the organic waste composting program, were highlighted by respondents (39%) as being important events related to the FCWSP. Respondents also identified: regular updates at departmental, managerial and executive meetings (31%), individual experiences[14] (22%), updates in the employee newsletter (17%), and articles in the Whistler newspaper (17%).

4.3.3 OVERVIEW OF PROGRAM OUTCOMES IDENTIFIED BY RESPONDENTS

Interviewees were asked to describe the 'successes' and changes that had taken place as a result of the FCWSP. As all changes mentioned were successful (i.e. no negative changes were noted) the responses to these questions were combined (Table 7).

Table 7: Changes attributed to the FCWSP

Changes	Percentage of Interviewees (n=23)
Vision and strategy	
A strategy, plan and implementation structure was formed	61%
'FCW Vision' directions changed	26%
Sustainability policy was created	21%
Leadership	
Upper management involvement increased	52%
Education and training	
Awareness training took place	26%
Measurement and communication	
Monitoring and enforcement improved	35%
Planned internal communication improved	26%
External recognition was awarded for environmental efforts	21%
EA Group with created	13%
Learning outcomes	
Environmental initiatives implemented	83%
Awareness and understanding increased	78%
Informal discussion of sustainability increased	52%
Decision making improved	34%
Measurable outcomes	
Measurable outcomes were achieved	30%
Lack of outcomes	21%

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[14] An individual experience refers to informal events that were cited by a sole informant. For example, a room attendant explained that he realized the program was real when he submitted an idea that would have saved the department a significant amount of time, and this idea was rejected because it required the use of excessive paper, thus violating the System Conditions.

The responses given by the interviewees clustered around 13 themes of changes and outcomes. Each respondent provided between two and eight responses (mean = 5.35, s.d. = 1.72). These perceived changes are integrated into sections 4.4 to 4.10 of this chapter, which assess the overall shifts related to the program. Each section relates what was happening before the FCWSP, how things changed, and what was happening after. Where the information was available, future steps were also outlined.

4.4 VISION AND STRATEGY

This section outlines the shifts that interviewees noted in FCW's environmental vision, environmental strategy, and the hotel-wide 'FCW Vision'.

4.4.1 ENVIRONMENTAL VISION

Prior to the FCWSP

The environmental vision at FCW before the FCWSP was based on the corporate Green Partnership Program, which had the objective of instituting the "highest possible standards of environmental responsibility throughout the chain" (Fairmont Hotels & Resorts Inc. 2002). Prior to the FCWSP, a hotel-wide vision for environmental progress did not exist.

Change

As part of the FCWSP, a high-level Sustainability Policy was developed by a small group of change leaders (Appendix 6). Feedback from the General Manager, two directors, one manager, two front-line employees, and three external individuals (a TNS consultant, a Whistler TNS early adopter, and the FH&R Public Relations Executive) was included. Following is an excerpt of the policy, which was approved in May 2001:

> "The Fairmont Chateau Whistler is a four-season luxury resort in Whistler, British Columbia, with a vision to provide cherished guest and employee experiences long into the future.

We believe that sustaining natural life support systems and contributing to a vibrant, healthy society is necessary for sustained economic success and global human progress. We therefore commit to continual improvement in developing our operations to become sustainability leaders in the Fairmont chain and in the hospitality industry" (FCW Sustainability Policy 2000).

The document also outlined FCW's long-term sustainability objectives as meeting the System Conditions and provided guiding strategies for achieving ecological and social goals. It was introduced to the management team in August 2001 and they were asked to present it to front-line employees within their departments.

Result of the FCWSP

At the time of interviewing, only the management team had been exposed to the sustainability policy. One-third of them pointed out that it was an important success related to the FCWSP because of its simplicity. As one manager explained,

"Anybody reading it can say ok, I get it, I can understand what this means."

However, while the policy was an important first step in defining an environmental vision for FCW, it was not extensively discussed at the executive level. A director explained his concerns:

"I'm worried that what we were doing was simply approving something that sounded good for us at the time, yet when it required actual involvement, we were going to come up with excuses why it couldn't happen."

Furthermore, at the time of the research, input from the employees throughout the hotel who would be responsible for its implementation, as well as from external stakeholders such as the community, suppliers and the FH&R corporate had not been incorporated. After the research interviews were conducted, an environmental visioning process was undertaken with interested hotel employees.

4.4.2   ENVIRONMENTAL STRATEGY

Prior to the FCWSP

The corporate Green Partnership Program addressed eight key areas of environmental management and recommended approximately 200 potential actions to achieve these goals.

Individual hotels were awarded incentive points for the actions that they had implemented. However, environmental objectives to guide the overall initiatives had not been established:

> "It was always there, but there was no focus, no concentration or doing outside things to promote it... It was more or less up to you to volunteer, up to the employee to figure out what to do." (Manager, personal communication.)

One of the change leaders felt that the corporate incentive program rewarded environmental initiatives that focused attention on the small details, thus diffusing energy and blocking a broader vision for efforts in the future (Director, personal communication). As a result, resources tended to be invested in numerous sporadic, short-term activities, and 'downstream' solutions rather than strategic initiatives. A director explained:

> "...the way we've looked at environmental issues in the past, we simply tried to recycle, recycle, recycle. Not considering the procurement aspect. 'Well of course it's XXX brand of coffee, what else would there be?' More the downstream end as opposed to the upstream end."

It was believed that efforts may have been more effective in strategically targeted 'upstream' areas that represented ecological priorities for the hotel and the surrounding community.

Change

The purpose of the FCWSP was to reinvigorate and provide a strategic direction for the hotel's environmental initiatives. As a result of a high-level ecological assessment conducted by this researcher, three opportunity areas were defined for implementation in 2000. 'Solution Teams' were formed for activities associated with materials, energy, and developing 'environmental services'. In three separate workshops, these teams assessed findings from the baseline review and set environmental sustainability objectives and targets for the first year of the program. The resulting objectives were to:

- decrease waste to the landfill by 5% to 15% (Material);
- eliminate sternos from the landfill (Material);
- decrease hotel-wide energy consumption by 2% to 10% (Energy); and

- establish an Eco-Meet product[15] (Environmental Services) (Solution Team Meeting Minutes 2002).

Actions to reach the objectives were identified and prioritized based on the following criteria:

- contribution toward sustainability objectives (i.e. the System Conditions);
- level of effort required to implement the action;
- rate of financial returns expected (ROI);
- visibility of action (learning for staff); and
- flexibility for future steps.

Responsibilities were assigned and progress was reviewed in subsequent, regularly scheduled

Solution Team meetings (Fairmont Chateau Whistler Sustainability Plan 2001).

Result of the FCWSP

When asked what had changed at FCW since the sustainability program was implemented, a

majority of respondents (61%) identified shifts that were related to the development of this new

environmental sustainability strategy using the TNS framework. The following quotes illustrate the

type of responses that fell into this category:

> "[A change is] having a point of reference for everybody. And just getting people going in the same direction, rather than stewarding going off one way and housekeeping another. The cohesiveness has changed." (Director, personal communication)

> "That we set objectives before picking projects to implement." (Manager, personal communication)

4.4.3 'FCW VISION' AND STRATEGY

Prior to the FCWSP

In the fall of 1999, the FCW executive team crafted a hotel-wide vision with strategic

objectives that were to be reviewed annually. The vision was provided with resources for

implementation, and respondents felt that it was an important means to disseminate strategic

objectives throughout the hotel:

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[15] Eco-Meet is an alternative to regular meetings and conferences that has less environmental impact. For example, 100% recycled paper is used, Organic and vegetarian food is served where possible, the guest rooms have soap dispensers rather than amenities, etc.

> "It's the vehicle that really allows for promotion of everything that you want to do in the hotel. It's a great way to do everything. And outside of that? Well, it's taking away from the vision." (Director, personal communication)

Environmental responsibility was one of the twelve directions associated with the vision, however, respondents did not perceive this. For example, one director described:

> "Environmental awareness existed but activities were not part of the vision before that time. So people knew they were going on, but it wasn't introduced as the culture of the hotel."

Twelve directions were found to be too many to communicate throughout the hotel. The executive team decided to revise the vision at the annual retreat held in October 2000, shortly after the TNS framework was adopted.

Change

A revised vision was crafted. While all of the directors agreed that the TNS framework should be included, they did not fully understand how. A respondent who participated recalled:

> "Everybody [the executive team] was very clear that the FCWSP had to be part of the vision, but nobody knew exactly how that should look. We just knew that it needed to be there."

As a result of the retreat, the FCWSP was included as one of the four directions that replaced the original twelve. The 'Sustainability Direction' was the fourth of the following directions:

1. Foster a trusting and caring environment where employees can achieve their personal best.
2. Be the benchmark in FH&R for innovative, passionate, results driven leadership.
3. Design guest experiences to be cherished.
4. Be socially responsible to ourselves and to our community ('FCW Vision', 2000).

Objectives and measurable targets were also set, but did not include ecological sustainability goals because the Solution Teams and training initiatives were not yet in place. The objectives for 2000 were to:

- Create 100 % awareness of the TNS framework, and
- Establish a FCW Charity Foundation.

The vision was then communicated throughout the hotel before the environmental goals were set.

The communication process consisted of a number initiatives. First, it was presented to the entire

staff at a hotel-wide meeting. Subsequently, all employees in leadership positions spent the afternoon learning about the directions and what these meant. Next workshops were held with each department to identify action that would contribute to the visions' progress. Finally, ongoing progress updates were integrated into managerial and departmental meetings.

At the time of the interviews, 26% of the respondents explained that integrating the sustainability program in the 'FCW Vision' had been an important change and 44% of interviewees associated vision-related activities with the FCWSP. At the same time, interviewees indicated that the link between the FCWSP and the 'FCW Vision' was perceived as vague (34%) and two interviewees explained that this lack of clarity led to a perception that the program was unimportant.

Respondents were asked to articulate what they thought the goals of the FCWSP were. While all of them understood that the program was to ultimately decrease FCW's ecological impact, 61% explained that the primary program goal at this point was to raise awareness through education. Some noted that education was a short-term step toward successfully achieving the longer-term implementation goals. However, this finding suggests that, while respondents knew of the 'Sustainability Direction'awareness objective, the actual ecological goals were not clearly understood among participants.

Future Vision and Strategy

Several interviewees felt that this original ambiguity in terms of ecological objectives had negatively affected the potential progress of the FCWSP. Referring to the original vision retreat, a director explained:

> "We really didn't know what we could do, it was an initial thing. Now [one year later] I think we have a much better understanding of what we should and can be doing. And that makes a big difference."

At the 2001 'FCW Vision' retreat, which was held shortly after the interviews for this research were conducted, the 'Sustainability Direction' was changed to:

"Be environmentally responsible in our operations and contribute to a sustainable community" (FCW Vision 2002)

Furthermore, the environmental objectives and targets to achieve this vision direction were developed by the Solution Teams *prior to* the vision retreat and were communicated broadly to all hotel employees. Each department then identified ecological actions that would contribute to achieving the set targets.

4.4.4 IMPLEMENTATION STRUCTURES

Prior to the FCWSP

Under the Green Partnership Program, each Fairmont hotel was expected to establish a Green Team, consisting of one executive director and employees representing all hotel departments, to carry out and communicate the actions of the program. At FCW, the Public Relations Director and her assistant chaired the monthly Green Team meetings. Ten to sixteen line staff and three managers (stewarding, engineering and shipping/receiving) attended these meetings. The Green Team was responsible for communicating initiatives and progress at departmental meetings.

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Change

The implementation structure for the FCWSP was based on the Solution Teams, which were primarily made up of individuals who held formal positions of authority to plan and implement operational changes within the hotel. Each team was led by a different director. At the same time, a 'Train the Trainer' team was formed, to take responsibility for TNS awareness training. The existing front-line Green Team was merged with two other internal teams (i.e. the Health and Safety Committee and the Service Plus Team) into one overarching 'Communications Committee.' A full-time Sustainability Coordinator was hired in June 2001 to facilitate these changes occurring as a result of the FCWSP.

While some of the team members had been involved in environmental initiatives previously and were supporters of the new program, others needed to be convinced of the benefits of

participation in various ways. For example, the General Manager's expectation of involvement engaged some individuals. One of the trainers explained that she initially created time for the program because she was "told to take part in the workshop" whereas others had personal interests.

> "What may work for one person won't work for another… it's [engagement] a strategic process and you have to individualize your strategy." (Director, personal communication)

The above quote expressed the experience of one of the change leaders.

Result of the FCWSP

Respondents were asked how they were involved in the FCWSP. This question was posed in order to gain a deeper sense of their level of participation as a result of the FCWSP. They reported being involved in a number of roles in nine main themes. These were: general communication (64%); complying with projects (e.g. recycling and energy) (61%); leading and managing projects (39%); planning as Solution Team members (34%); monitoring compliance with projects (34%); training activities (26%); visioning at the 'FCW Vision' (22%); providing general resources and support (13%); and coaching program leaders (9%).

The number of responses ranged from one to six per person (mean = 3.52 and s.d. = 1.38) and a majority of interviewees (39%) reported three to four roles (Table 8).

Table 8: Self-Assessed Levels of Involvement

Level	Minimal roles	Medium roles	Many roles
Description	1-2 Roles	3-4 Roles	5-6 Roles
Percentage (%) of Respondents	30.5%	39%	30.5%

The number of roles any one respondents held differed across directors, managers and front-line staff. Participants in managerial positions reported holding more roles (mean = 4.5) than did directors (mean = 3.75) and front line staff (mean = 2). The types of roles reported by interviewees also differed. Directors reported being involved primarily in terms of providing resources, communicating and coaching. Four of them also indicated that they were not extensively involved in the program. Managers, on the other hand, described more diverse participation. Their roles were

primarily as communicators, project leaders, implementers, planners, trainers and enforcers. Finally, front-line staff reported the least diversity, primarily as implementers, enforcers and communicators.

As summarized in the methods chapter, the respondents' formal roles in the process were also defined and briefly assessed by this researcher (Table 9).

Table 9: Researcher-assessed Formal Levels of Involvement

Level	No formal involvement	Low formal involvement	Medium formal involvement	High formal involvement
Description	Minimal participation	Participation on one team	Participation on more than one team	Unique leadership role (may also be on team)
Percentage (%) of Respondents	30%	30%	17%	26%
Role level	2 directors 1 manager 4 front line	2 directors 4 managers 1 front line	3 managers	4 directors 2 managers

One-third of respondents did not participate on any of the implementation teams and were thus not formally involved in program decision making or planning. Almost all of the front-line employees interviewed fell into this category. A majority of respondents, mostly managers, participated in one or more implementation teams and were thus involved in the planning and decision-making, as well as the implementation. Finally, 22% of respondents were involved in unique roles, as program leaders or decision makers (such as the General Manager or Sustainability Coordinator). It was also found that one-half of the respondents, primarily managers, held more formal roles with regards to environmental initiatives after the FCWSP as opposed to before. For example, they might previously not have been involved and then participated on a Solution Team. Or, they might have been on the Green Team, and then participated on more than one formal team.

Future Structure

After the first program review in September 2001, the Solution Teams were streamlined into one Sustainability Team which was led by the Director of Operations.

4.5 LEADERSHIP

This section has two purposes. It describes the change in direct leadership that occurred as a result of the FCWSP. Then the visibility of upper leaders is explored and the importance of authentic management commitment is discussed.

4.5.1 EVOLUTION OF LEADERSHIP

Prior to the FCWSP

The research found that the General Manager had always been a supporter of the environmental program and had focused on involving the front-line staff in the program. Before the FCWSP, the Director of Public Relations and her assistant were the main champions of environmental initiatives, and the Green Team consisted primarily of front-line staff with some managers. However, a majority of respondents (57%) explained that broader leadership from management had been lacking:

> "It was there... but it wasn't on the minds of the managers." (Manager, personal communication)

> "...it was like a shopping list, 'it would be a nice to have, if we could have this and this,' but the likelihood of ever doing anything about it would be very slim because we [management] had these other priorities that we are worried about" (Director, personal communication)

These quotes illustrated that proactive upper management involvement had been limited.

Change

Leadership of the FCWSP began with the General Manager and Public Relations Director's involvement with the Whistler EA group. Shortly after the first group meeting, the author of this study was hired as a student researcher and became involved in the community effort and the FCW implementation program. The involvement of other employees and managers began in November with the TNS training team. This was followed by the Solution Teams and several other individuals who spontaneously took leadership roles in program projects. The 'FCW Vision' 'Sustainability Direction' created an additional leadership role.

Result of the FCWSP

Interviewees were asked to identify who they thought were the drivers of the FCWSP. The primary individuals identified were the General Manager (70%), Public Relations Director (52%) and Sustainability Coordinator/consultant (79%). Five respondents pointed to upper management in general. Other employees that were referred to included several managers who had also been involved on the Green Team, as well as the Director of Operations (22%) and two employees who had recently become more actively engaged. Four of the five front-line staff respondents identified their direct supervisors. Finally, specific key departments were also cited, including stewarding and human resources.

Several changes in leadership were noted as a result of the program. First, there was an increased focus on operation driven, versus communication driven, leadership. The recent involvement of the Director of Operations was noted and several interviewees pointed out that he actively contributed to the overall awareness and grounding of the hotel's environmental commitment. After the research interviews were conducted, he volunteered to take on the role of 'Sustainability Direction' champion for 2002. Another change was the new formal leadership of the Sustainability Coordinator position, and the shift in leadership from the front-line levels to the management levels. At the same time, many of the primary leaders remained the same and had simply taken on more roles to drive the program forward.

4.5.2 AUTHENTIC UPPER MANAGEMENT LEADERSHIP

Over one-half of the respondents indicated that the commitment and involvement from leaders in the hotel had increased as a result of the FCWSP (52%). At the same time, it was found that this perceived change in attitude and practice needed to be more visible and consistent. This section illustrates the need for authentic hierarchical leadership in support of the change program.

Importance of Management Support

An important finding from this research was the need for visible support and commitment to the FCWSP from upper management. This became evident for several reasons. First, the hierarchical nature of FCW's organizational structure inherently placed upper managers in positions of visibility and power. Secondly, when asked who was driving the change process, several employees immediately felt that "it must have come from upper management" (Front-line staff, personal communication). For example, a director explained:

> "If I make it important for me, it'll be important to [the upper manager] and if [he or she] makes it important for [his or her] staff, then it ultimately gets done. If not, it goes back to operational challenges."

The visible support of the General Manager seemed particularly critical. The same director stated:

> "I think that it started with [the General Manager's] true commitment. He was the one who first introduced us to the Natural Step. He also had the people from Scandic Hotels [in Sweden] come out. That told us that there is an opportunity to make things work without the fear of losing competitive edge in terms of service levels. I think that was the real starting point as far as recognizing that we are really in this now."

However, two employees also noted that the General Manager was the 'silent driver' of the program. Fifty-two percent of employees felt that upper management support had increased with the FCWSP. For example, a front line employee pointed out that his recycling efforts had been much more successful once the director from his department began to raise the importance of recycling at staff meetings. The findings suggest that this demonstrated support was consistent with employee perceptions of factors that lead to successful change. This leadership gave FCWSP the profile that it needed to move forward in an organization where everybody "already has a full plate" (Director, personal communication).

Communicating Authentic Commitment

This reliance on top management support had implications for upper leaders. Because their actions are highly visible, they were found to be critical to supporting or undermining the change vision of the FCWSP, illustrated in the following examples.

A room attendant explained how his supervisor's actions supported his perception that FCW was truly committed to environmental sustainability. He recalled suggesting that disposable paper liners should be placed in all garbage cans in the guest rooms so that they would not have to be washed on a daily basis. While the idea would have saved time, his supervisor told him that it was not appropriate because it violated the principles of the FCWSP. He recalled thinking:

> "Oh my God, it's really serious. If they don't want to do that, which would be easier, they must really mean it."

In another instance, one respondent recalled how the General Manager helped clean rooms on an extremely busy day, and explained that he was the only person sorting the recyclable waste correctly under intense time pressures:

> "But [the General Manager] was actually doing it the proper way. But I guess, it's just from my job's view, I was thinking 'move it'… it takes time! I'd be five or six rooms ahead, but [he] would be recycling properly. He was the best! But not me… in my head I was thinking we have 400 checkouts and if we get this many rooms done then the Room Attendants don't have to do this... And people were laughing at me. They were saying, 'you know you say this, but you do that'."

This quote also illustrated how conflicting priorities resulted in actions that were not consistent with the environmental objectives, although this employee was committed to creating change.

A number of other stories further demonstrated how actions of leaders had undermined the FCWSP vision. For example, two respondents from administration were visibly upset with organizational leaders who 'downplayed' the importance of FCW's ecological commitment. They questioned whether top management internalized its public commitment. One explained:

> "What makes me really upset, because I really dove into this TNS thing, is that I can get all my colleagues to buy in to something, but I can't get my superiors to buy in on it. … They like the concept, but are not doing anything about it. The actions don't reflect the theory!"

This respondent provided an example to illustrate.

> "So here I am trying to recycle paper and [Director] is throwing out magazines after I specifically tell everybody over and over again, we can use the magazines for clients, for the health club, wherever. And I'm constantly pulling magazines [and other] out of the garbage dump. They can do it but everybody else doesn't."

Other actions that undermined leaders' commitment ranged from work related practices (such as not putting 'sustainability' on department meeting agendas and not ensuring that staff comply with environmental practices) to personal habits (such as continually using disposable coffee cups).

For leaders, these findings illustrate that they must be professionally and personally committed to the change program and willing to model behaviours that may not constitute a formal job description. Furthermore, they must be knowledgeable and conscientious in recognizing which actions violate the principles of the vision.

4.6 <u>EDUCATION AND TRAINING</u>

This section examines the change in the education and training that occurred at FCW and participants' initial reactions to and learning from these training initiatives.

4.6.1 FCWSP ENVIRONMENTAL TRAINING AND EDUCATION

Before the FCWSP, employees at FCW were exposed to environmental issues as part of a brief presentation on health, safety and the environment during their initial orientation upon being hired. During the interviews, almost half of the respondents revealed that a lack of knowledge with respect to environmental impacts of specific actions was a drawback of the Green Partnership program (45%). A manager in housekeeping explained "you didn't know the whys, ifs and what if I don'ts" and felt that this lack of understanding of environmental issues translated to limited environmental conscientiousness among employees.

FCW was attempting to build a step-by-step education program to facilitate changes in individual and shared world-views and to provide the necessary environmental knowledge that would support changed behaviours and decision-making. The overall education strategy involved creating hotel-wide awareness of the FCWSP to be followed by more in-depth implementation training. To achieve this end, a number of educational venues were held to introduce employees to environmental sustainability concepts.

The participants were asked to explain how they first learned about the FCWSP to better understand the learning outcomes of the educational venues (Table 10).

Table 10: Initial FCWSP Educational Venues

Event	Date	Percentage of Respondents (n=23)	Directors (n=8)	Management (n=9)	Front-line (n=5)
KHR's Presentation	March 00	22%	4	1	0
Train the Trainer Workshop	Nov 00	17%	1	3	0
Whistler Sustainability Symposium	Dec 00	27%	3	3	0
Departmental Training	Feb – Sept/01	30%	0	3	4
Orientation Training	May – Sept/01	4%	0	0	1

The findings revealed that respondents had experienced different training events, depending on their roles and levels of involvement in the program. The findings illustrated that, at the time of the research, front-line employees were only involved in the program through departmental or orientation training. In contrast, directors and managers had more opportunities for learning. Distinguishing between these events was important because they were held at different times and involved varying depths of training. For example, the TNS trainer workshop was two days, whereas awareness training was conducted in one hour.

Furthermore, some respondents had undertaken varying degrees of training (Table 11). A majority had undertaken the minimal one hour of awareness training. The remainder had participated in both the Whistler Sustainability Symposium and/or KHR's presentation as well as the awareness training, or they participated in the 'Train the Trainer' course as well as the others.

Table 11: Degree of Training

Level of Training	Minimum	Average	Maximum
Description	Awareness training only	Symposium and/or KHR and Awareness training	Symposium and/or KHR and all three trainings
Percentage of Respondents	39%	35%	26%

4.6.2 RECALL FROM INITIAL TRAINING EVENT

Respondents were asked to recall what they were *initially told* about the FCWSP. The findings fell into two categories, related to the FCW change program (FCWSP) and to the TNS framework (Table 12 and Table 13 respectively).

Table 12: FCWSP Related Recall from Initial Training

Initial FCWSP Information	Percentage Interviewees (n=23)	KHR (n=4)	Symposium (n=6)	TTT and BookClub (n=4)	Awareness Training (n=7)
Operations will change to decrease FCW's environmental impact	57%	1	3	2	6
FCW wants to be a leader in Whistler and FH&R	48%	1	3	3	3
There are benefits to the hotel	37%	2	3	2	1
Program is part of the 'FCW Vision'	33%	1	1	3	2
Is a long-term program	29%	2	2	0	2

One to five responses were reported by each interviewee in relation to the FCWSP (mean = 1.83, s.d. = 1.27). The findings illustrate that the majority of the respondents (57%) were aware that FCW would reduce environmental impacts. Likewise, almost half (48%) realized that FCW wanted to be a leader in Whistler. Approximately one third of the interviewees (37%) recognized the benefits that were associated with the program. However, only 33% acknowledged that it was part of the overall 'FCW Vision' and less than one-third indicated that it was a long-term program.

The learning venues or formal positions of the employees that attended these venues seemed to influence responses; respondents appeared to recall what was most important to them in their immediate role at the hotel. For example, primarily employees who had learned about the FCWSP through awareness training recalled that hotel operations would change. These individuals were directly involved in operations. Furthermore, a higher proportion of TNS trainers related FCW's

leadership goals and that the program was part of the 'FCW Vision'. This group was closely linked
to the 'big picture' implementation process and may thus have recalled these elements of the training.

Six different themes related to the TNS framework were identified in the responses of
informants (Table 13).

Table 13: TNS Related Recall from Initial Training

Initial FCWSP Information	Percentage of respondents (n=23)	KHR (n=5)	Sustain-ability Sympos-ium (n=6)	TTT and Book Club (n=4)	Awareness Training (N=8)
Facts related to increasing global population and negative ecological impacts	52%	2	3	2	4
The TNS resource funnel metaphor	58%	3	3	4	1
Connectivity among systems (actions have impacts)	48%	1	3	4	2
Sustainable development as defined by the System Conditions	43%	3	2	2	2
The TNS framework is 'non-judgemental' and solution oriented	29%	2	1	3	0
The TNS framework is internationally used	14%	1	3	0	0

Most respondents were able to identify two of the six themes (range = 0 to 4, mean = 2.19, s.d. =
1.5). The findings illustrate that the majority informants (52%) recalled facts related to global and
local ecological concerns. Many of them also recalled learning about the resource funnel,
connectivity among systems, and the System Conditions. However, these themes were less frequently
cited by those employees who had undertaken awareness training, indicating that this group of
respondents was more concerned about the practical implementation aspect of the program. Finally,
the results illustrated that the discussion oriented 'Train the Trainer' workshops seemed to result in
the greatest shared understanding of themes. This demonstrated the importance of interaction and
dialogue to develop shared understanding.

4.6.3 IMMEDIATE REACTIONS TO TRAINING AND EDUCATION

Respondents were asked to articulate their reactions to the information that they initially learned about the FCWSP (Table 14). The responses seemed to fall into three categories of themes: alarm regarding the state of the environment, positive interest in the FCWSP, and initial concerns regarding the FCWSP.

Table 14: Initial Reaction to Education

Initial FCWSP Information	Percentage (%) Respondents (n=23)	KHR (n=5)	Symposium (n=6)	TTT and BookClub (n=4)	Awareness Training (n=8)
Alarm Alarmed at ecological state of planet	39%	1	2	3	3
Interest & empowerment Logical approach	48%	4	2	1	4
Empowered to act	35%	2	3	3	2
Proud to be part of leadership	30%	1	2	0	4
Accept responsibility for personal impacts	26%	1	1	0	4
Consistent with FCW values	13%	1	0	2	0
Concerns & potential barriers Question how to implement	57%	1	5	2	5
Would require more work and time	35%	1	2	3	2
Confused about the TNS framework	35%	1		3	4
Skeptical of long-term commitment	26%		1	1	4
Compromise other hotel priorities (guest and financial)	22%		2	0	3

Alarmed at the current ecological state

Slightly more than one-third of the respondents reported that they felt alarm in response to the ecological information that they initially learned. Three of them portrayed an immediate sense of alarm, all in response to the awareness training. Others indicated that their perception of urgency regarding the ecological state grew over time. The following two quotes illustrate the differences between these two types of reactions:

"...they showed us all the trees, how 2000 years ago everything stayed the same and then in the last 50 years – no more trees. And I thought, 'oh my God, that's crazy'. Just in those few years, we destroyed everything. So if it keeps going like that, forget it. It's time, it's important now!" (Front-line employee, personal communication)

"[the Symposium] didn't leave me clinging to my seat, but it left enough that I started thinking about it and then I had literature on it and the more I thought about it, the more obvious and fearful it became." (Manager, personal communication)

Furthermore, all of the 'alarm' reactions were related to the general state of the planet and how adverse environmental impacts affect humanity, rather than how these would affect the hotel's business.

Interested and empowered to act

A series of reactions focused on approval for the program. Forty-eight percent of interviewees indicated that they liked the clear approach of the FCWSP.

"It was inspiring because it was so well thought out and clear in a way that things needed to be changed." (Front-line, personal communication)

Particularly individuals who had participated in KHR's presentation and awareness training liked the systematic approach and common purpose and focus for the program:

"I thought it was something where people can actually really focus. Rather than having an odd idea here or there with different individuals driving different things, this was something where people could say... 'We have a common purpose.'" (Director, personal communication)

Over one-third of the respondents indicated that they felt empowered to take action. This was particularly the case for the trainers who learned about the TNS framework in more depth than other groups. As well, half of the respondents who had undergone awareness training reported feeling personally responsible for their actions. One manager explained:

"... you just assume that you can't make a difference because [you think], the big corporations, they don't change much so what does it matter if I do? And that's why 'The Power of One'[16] video is so good. After that point I really started to listen because I realized that I don't have an excuse. I really don't have an excuse."

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[16] The 'Power of One' video was a short, emotional video that was incorporated into the training sessions.

Finally, half of the employees who had undertaken awareness training felt proud to be part of a company that was taking these important steps.

Concerns and potential barriers

A number of informants demonstrated initial concern and perceived there to be barriers to implementing the program and related projects. Interestingly, individuals who attended KHR's presentation and the Sustainability Symposium seemed to report fewer initial reactions of concern than did the other respondents.

A primary concern that was mentioned included uncertainty of how the program would be implemented (57%). The responses seemed to indicate that interviewees' concerns related directly to the role they would play in the process. For example, one director reported understanding the TNS theory but felt unsure how it would translate to practice:

> "Initially it was confusing to me because I don't think that it was fully understood how we were going to make this look." (Director, personal communication)

A majority of managers and front-line staff reported feeling apprehension about operational barriers, as explained by one manager:

> "I'll just say from a management perspective I asked questions about how we can implement actions without disrupting our daily routine... Trying to put a game plan into place, even before you know what the game plan is."

At the same time, the TNS 'Train the Trainers' who actually had more time to learn about the elements of the TNS framework reported confusion regarding the language and meaning associated with the sustainability framework. A potential explanation for this was that the trainers were concerned with teaching the framework, so they had to understand it at a deeper level than other employees. However, others also felt that the framework and language was "deceptively simple" (Director, personal communication), requiring multiple learning opportunities to build understanding.

4.6.4 FUTURE: TRAINING AND EDUCATION PROGRAM

Throughout July and August of 2001, the Sustainability Coordinator and a training manager participated in Level Two TNS training. This was an intensive 8-week course that provided participants with implementation training skills. After the research interviews were completed, key individuals from each hotel department participated in a deeper level of sustainability training. This training focused on mapping important processes within their departments so as to be able to identify the key violations of the Systems Conditions and other opportunities for operational change.

4.7 HUMAN RESOURCE SYSTEMS

This section examines changes in formal incentive programs that were in place to facilitate both direct and indirect participation in environmental activities throughout the hotel.

Before the FCWSP, there were few formal human resources systems in place to legitimize participation in environmental activities. The exception was three job descriptions that had environmental components, specifically, two individuals had recycling mandates and the Public Relations Assistant was responsible for leading the Green Team. Other employees were not formally mandated, evaluated or financially rewarded for their contributions to the hotel's environmental performance. Motivation to participate was based primarily on altruistic reasons or through informal peer pressure.

Formal systems were not changed to encourage participation during the first year of the FCWSP. With the exception of the Sustainability Coordinator, formal sustainability mandates and performance evaluations did not exist for Solution Team members or for general leaders and employees. Interviewee responses illustrated that employees became involved at the request of upper managers, through personal interest or social peer pressure. Peer pressure was often applied for general implementation and enforcement of projects as illustrated by the following quote from a front-line employee:

> "They are taking more responsibility, even the managers. They know they had better get their departments going. They ask me how they are doing and then I hear them talking about it.

Everybody goes, ok, we've got to do better than them – the peer pressure of others knowing waste results makes a big difference especially on the department heads." (Front line staff, personal communication)

An interviewee from the administration department provided another example of social pressure, describing how administrative staff had formed an unofficial 'green police' to follow-up with individuals who did not comply with recycling:

"I'm getting together a little army, and we're called the 'Green Police.' What happens is that you get the little green police collecting stuff [that should not be in the garbage] and when we know for sure where it's from, we'll go to the perpetrator and call them on it. No matter who it is... We try to be nice about it and explain why and what else can be done with something. So we're hoping that people will take the responsibility themselves and just do it." (Front-line staff, personal communication)

However, this respondent also noted the challenges faced by the informal police. It was pointed out that only outspoken individuals become involved, that co-workers often did not change their behaviour, and that it became tiring to constantly act as an enforcer.

While altruistic reasons are important and to engage both the hearts and minds of employees, human resource systems communicate formal permission for, or expectation of, involvement. For example, performance expectations and evaluations communicate that environmental considerations are a hotel priority, allowing employees to become involved without fearing repercussions of other tradeoffs.

4.8   MEASUREMENT AND COMMUNICATION

4.8.1   MEASUREMENTS

At a corporate level, hotel operations were benchmarked, monitored and evaluated on specific indices for guest service, employee opinion, and financial profit. None of these contained environmental criteria. The only measurement system that existed was through the Green Partnership program, where the corporate office kept track of the number of environmental initiatives that had been implemented by each hotel. Within FCW, information that was maintained included the initiatives that were submitted to the corporate environmental office as well as monthly data on electricity, gas and water consumption.

The initial environmental review that was undertaken at the outset of this program revealed that measurement systems were lacking in many areas. As a first step, regular waste audits were conducted and several other initiatives were implemented to further refine these (such as energy measurement case studies and the installation of a garbage compactor that was weighed regularly). The new measurements that were developed were seen as a successful change by 44% of respondents. At the time of the research, the number of individuals who had undertaken training, the number of environmental suggestions from employees, and estimated financial savings related to projects were also being tracked. Furthermore, energy indicators were being further refined, and initial steps had been taken to create a report that could be regularly communicated to management.

4.8.2 INTERNAL COMMUNICATION SYSTEMS

Prior to the FCWSP, internal communication consisted of feedback from the Green Team committee members to their individual departments, a bulletin board known as the 'Green Board' where key notices were posted, and periodic education and awareness events. Twenty-four percent of the respondents felt that past environmental efforts suffered from limited internal communication. However, over half of the interviewees (52%) stated that formal and informal communication of environmental issues had noticeably increased since the inception of FCWSP. In terms of formal communication, 31% of respondents noted that regular meeting updates were important changes, particularly the weekly management meetings. Others included regular articles in the employee newsletter, merging the Green Team into a 'Communications Team', Solution Team and 'BookClub' meetings, and the various communication systems associated with the 'FCW Vision'.

Despite the improvements, over one-half of the interviewees felt that internal communication related to the FCWSP could be improved, both in terms of providing information to help implement specific projects as well as the general communication of actions taken and successes achieved. The following quotes illustrate such examples:

"I don't know how well it was communicated, really [the composting program]. All of a sudden these bins arrived and no one really understood what was happening" (Manager, personal communication).

"I don't know more successes than what I've seen. All these ideas that people are contributing - I don't hear or see what happens afterwards" (Front-line staff, personal communication).

From the researcher's experience, operational information was usually shared at the weekly management meetings. However, the information did not consistently seem to get outside of the meeting. At the time of the research, no specific plans for further changes in internal communication systems were mentioned.

4.8.3 EXTERNAL COMMUNICATION

Stakeholders other than FCW's employees held important roles in the program. The main external stakeholder-groups included corporate FH&R, the local community, hotel guests and suppliers (Fairmont Chateau Whistler Sustainability Plan 2001). Because the FCWSP was rooted in the Whistler community and had a stronger upstream focus, relationships and communication with stakeholders became increasingly important.

Before the FCWSP, external environmental communication tended to be reactive. Initiatives were communicated: to the corporate environmental office via reports of internal environmental activities; to the Whistler community through involvement in events and word-of-mouth; to guests through a one-page description of FCW's environmental program placed in the room directories as well as signs for a towel exchange project; and to suppliers on an ad-hoc basis which relied on personal communications. A number of changes were noted by respondents since the FCWSP was initiated. These included, FCW's involvement in the EA group (21%), articles in the local newspaper (17%), participation in external information sharing venues (e.g. presentations at conferences) (9%), and a supplier survey that was conducted with the regional FH&R purchasing office (9%). However, fundamental changes in external communication systems had not yet occurred.

4.9 <u>LEARNING OUTCOMES</u>

All of these changes and training initiatives were intended to result in learning and

behavioural change. This section examines the learning outcomes that resulted from the program.

4.9.1   CHANGES IN UNDERSTANDING AND MOTIVATION

When asked what changes or successes had occurred with the FCWSP, 78% of respondents

felt that awareness and understanding of sustainability concepts and issues had increased:

> "I'm starting to hear the language. When [director] talks about 'avoiding the walls of the
> funnel' we know what he means." (Manager, personal communication)

To assess respondents' depths of understanding of ecological and social sustainability constructs,

they were asked to define these terms and describe whether they felt that FCW should incorporate

their underlying principles into its operations.

Understanding of Ecological Sustainability

The responses were reviewed for themes and phrases related to the ecological dimension of

sustainability (Table 15).

Table 15: Themes of Ecological Sustainability Definitions

Theme	Type	Percentage of Interviewees (n=22)
Sustainability Concept		
Meeting the needs of the future	Concept	46%
Balancing ecological, social & economic needs	Concept	18%
Valuing existence of nature	Concept	9%
TNS System Conditions		
Avoiding pollution	System Conditions	73%
Avoiding eco-system degradation	System Conditions	41%
Avoiding net loss of natural capital	System Condition	32%
Environmental Management Strategies		
Recycling	Strategy	50%
Conscientious living	Strategy	46%
Reduce over-consumption	Strategy	32%
Avoiding the use of scarce resources	Strategy	27%
Replacing natural capital	Strategy	14%
Use natural/biodegradable materials	Strategy	9%

Twelve related subjects were found pertaining to three levels of definitions. Individual interviewees identified an average of 3.95 ecological definitions (between two and six per person). Slightly over one third of the respondents reported less than four themes, 55% reported four to five themes, and only 9% reported more than five themes. In comparison to the potential number of themes that they were exposed to (calculated as eleven based on the TNS awareness training[17]) the research findings suggest that the breadth of understanding of ecological sustainability was limited and should have been deeper and more consistent across employee groups.

Further analysis was undertaken to find out whether the different degrees of training and involvement influenced the number of themes reported by respondents. No significant differences in the number of themes reported were found for any of the following factors: the degree of training undertaken (Kruskal-Wallis $\chi^2 = 0.38$, p > .05), the number of self-reported roles (Kruskal-Wallis $\chi^2 = 1.705$, p > .05), and their formal participation roles (Kruskal-Wallis $\chi^2 = 0.039$, p > .05). It is likely, therefore, that all of the training events had similar influence on the depth of understanding of these constructs. Furthermore, education and implementation tended to be separate components of the program, with limited focus on purposive learning and discussion, which may also have contributed to the similarity in understanding among various levels of involvement.

In comparing the content of responses to elements of the TNS framework, it was found that fewer respondents related ecological sustainability to conceptual elements of sustainability than to strategic environmental management principles. Themes relating to the conceptual definition of environmental sustainability included the notion of time and considering future needs (46%), which was communicated in the training through the TNS resource funnel. This aspect of sustainability was referred to as "being in it for the long haul" and "being able to provide for future generations with what we have now." Given the importance of time in understanding sustainability and realizing the benefits of immediate action (or the cost of inaction), this aspect of understanding should have been

[17] The eleven themes identified in the TNS definition included: long-term orientation; increasing global demand and decreasing supply; sustainability triad (ecological, social and economic); the four System Conditions; dematerialization; substitution (scarce, non-biodegradable) and consumption strategies.

stronger. Furthermore, only 18% of interviewees referred to balancing the three pillars of sustainability (ecological, economic and social) which is low, given the importance of understanding how actions in all three realms interrelate. Indeed, understanding the interrelationships of the three pillars is paramount to truly understanding sustainability.

Principles and strategies for achieving sustainability were more prevalent in the responses. The responses illustrate that System Conditions One and Two were more clearly understood by respondents than Three and Four. For example, 73% identified the need to avoid the build-up of waste or pollution (System Conditions One and Two) versus System Condition Four (i.e. meeting basic needs) which was not directly alluded to. At the same time, respondents seemed to understand that limited availability of raw materials was often less problematic than pollution and other forms of eco-system degradation, which is an important and often misunderstood element of ecological sustainability. This was a focus of the training.

Importance of Ecological Sustainability for FCW

All interviewees agreed that ecological sustainability was important for FCW operations, and 91% of them emphatically affirmed their support with responses such as "definitely, and it's crucial." Interviewees defended their responses with three main reasons: corporate citizenship, good business sense, and survival of the human race (Table 16).

Table 16: Individual Reasons for Importance of Ecological Sustainability

		Percentage of Interviewees	Number of Reasons		
Reason	Examples cited	(n=23)	Mean	s.d.	Range
Corporate Citizenship	Have ability, scope of influence, altruistic, internalize footprint	87%	1.65	0.93	0-3
Good Business Sense	Competitive advantage, market demand, cost saving, Protect tourism	57%	0.91	1.00	0-3
Humanity's Survival	Basic needs, protect home, sustain resources	43%	0.52	0.63	0-2

The primary reasons cited referred to corporate citizenship obligations and potential business benefits. Responses that referred to corporate citizenship made reference to the hotel's obligation to internalize its ecological problems and to provide leadership within the community. Business rationales referred to eco-efficiency savings, accessing new, ecologically aware markets, and maintaining the pristine natural environment that tourism depends upon. Human survival was expressed with comments relating to clean air and water, food and shelter.

These findings were further analyzed to find out if they differed depending on respondents' degree and type of involvement in the FCWSP, degree of training, and hierarchical position. Differences were found in degree of involvement and hierarchical positions (Table 17).

Table 17: Rationale for Importance of Ecological Sustainability

Variables	Citizenship Reasons	Business Reasons	Human Survival Reasons
	Kruskal Wallis ^{2}	Kruskal Wallis ^{2}	Kruskal Wallis ^{2}
Degree of involvement	2.555	6.123**	0.848
Type of involvement	.218	2.823	.693
Degree of training	.931	2.171	.101
Hierarchical position	0.883	7.132**	1.016

* $p < .05$
** $p < .01$

Respondents who reported a higher number of roles relative to the FCWSP tended to report more business reasons. As well, directors and managers were also more likely to report business reasons. Executive directors and managers were likely more motivated by business rationale than front-line staff because they were dedicated to bettering the business effectiveness of FCW and their individual and hotel performance was evaluated based on key business indicators. In terms of involvement, it is very possible that as individuals became more involved, they realized the need to show business value to ensure the future of the program. For example, one employee who had always been environmentally active explained that, for her, the program had changed from being a "heart passion to also being a head passion" (Manager, personal communication). At the same time, the

managers and executives tended to report more roles than front-line staff, so the interpretation of these results might be a function of the employees' hierarchical position.

Understanding and Importance of Social Sustainability

Interviewees were also asked to define social sustainability. The findings illustrated that this construct was less clearly understood and interpreted differently by respondents. Over one-half of respondents voiced that social sustainability was a "vague" concept that was "bigger than ecological sustainability" (57%). Definitions referred to meeting the basic needs of all of society (30%) and decreasing the wealth inequity between individuals in society (55%). Needs were defined as tangibles (e.g. money and shelter) by all respondents with the exception of one, who also referred to higher level needs such as friendship and feelings of self-value. These findings revealed that social sustainability was not well understood, and that the link between ecological and social sustainability was unclear. Furthermore, only 70% of research informants indicated that social sustainability should be included in hotel operations. The remainder had interpreted social sustainability as a 'bigger' issue and felt that it was beyond FCW's realm of influence. This finding emphasises the importance of personalizing the impact of sustainability, highlighting the 'what this means to me' component.

4.9.2   CHANGES IN DECISIONS

Visible Decision Outcomes

Eighty-three percent of respondents pointed out the visible environmental actions that were undertaken at FCW as a direct result of the program. These initiatives related to both energy and waste objectives:

> "I can walk down the guest corridor now and there are compact fluorescent light bulbs. That's a success. All the T8s changed to T12s." (Director, personal communication)

> "That IBR takes our composting waste. The bins are in all the outlets and it works." (Manager, personal communication)

The visibility of these actions to employees were important, as they reinforced that progress was being made.

Subtle Decisions

Respondents also pointed to the subtle changes in criteria used to make decisions throughout the hotel (34%). These were not always immediately visible. A director illustrated this change with an example from an executive meeting:

> "[A director] was talking about Whistler Spirit Days at the meeting today. Along with other businesses, FCW will be there with free samples of food and drinks. When enquiring about plates, the 'food and beverage department' was told to bring disposable cutlery, plates, and cups. So [--] called them back saying, 'this is not enviro friendly. We don't want to contribute to the excess waste so we will only bring food that can be served with napkins'. He also suggested that next year, they consider the environment before planning... I doubt that this would have happened otherwise."

An incident demonstrating that individuals were incorporating ecological sustainability concepts into their decision making was referred to by two respondents. The following quote illustrates what happened:

> "[a FCW employee] stood up at the very end of the meeting. He wasn't appointed to stand up or anything, he just got up on his own and he said I have a story to tell.... He explained that he just had a meeting with a filter supplier and told the supplier that he would not buy these filters until he found out that he could 'close the loop' on the process by recycling all the parts. The supplier called him back the next day, told him the parts were fully recyclable and explained that he would use this information for other customers. So, not only did he meet his own goals, but he also impressed the supplier by pursuing this question and gave them a competitive advantage with other customers. Because the supplier didn't know at first whether the filter parts were recyclable or not." (Director, personal communication)

Another individual who was also at this meeting recited the same story, and remembered everybody at the meeting clapping. These outcomes are subtle changes in behaviour that were communicated by employees because they were seen as valued by the audience.

Job Structures

Interviewees were asked if they had changed what they do in their jobs as a result of the FCWSP. A full 86% explained that, to varying degrees, they had experienced changes in 'what' they

did on the job such as additional tasks (38%), 'how' they carried out their old tasks (19%), or a combination of both (29%).

The respondents who reported change in 'what' they do consisted primarily of trainers and implementation team members. They reported that their jobs grew in scope to include FCWSP initiatives. For example, one of the initial leaders of the FCWSP explained:

> "It hasn't affected how I do my job, but what I do. I spend more time on internal programs. It almost added another job, I do [my job] and all of those other things. I feel like it's my responsibility to push to make this work in the hotel."

Respondents who reported that the FCWSP had changed 'how' they do their jobs explained that the actual scope of their jobs had not changed, but how they carry them out had. One manager explained:

> "[My department] decided that we would support the sustainability policy and are examining each of our procedures on how we do it, to see what we can change to be more environmentally responsible"

Finally, 14% of respondents experienced no changes at all and two of these indicated that they hoped their jobs would change in the future.

4.9.3   CHANGES IN ATTITUDE AND VALUES

Attitude toward ecological sustainability

Respondents were asked whether the FCWSP had influenced their attitudes about ecological sustainability and 91% confirmed that it had. Some respondents indicated that their level of awareness and understanding of the connectivity between the natural environment and human actions had increased as a result of the FCWSP. Two quotes illustrate this finding:

> "Definitely. I was very ignorant to the whole thing before… It made me see the bigger picture and how my actions fit in. It makes me realize how simple it is to fix, well maybe not fix, but how simple it is to have a huge effect." (Manager, personal communication)

> "Absolutely. I always cared because working here I see what is happening, but it made me get it in a bigger picture way and how it all relates." (Front-line staff, personal communication)

Three individuals reported that they began to view environmental issues as strategic and financial issues. One third of the interviewees reported that their awareness, understanding and interest had

simply increased from a pre-existing level and two respondents felt that their attitude had not changed at all, despite the FCWSP.

Actions outside of work

Respondents were also asked whether the FCWSP had influenced their actions outside of work. This question was used to assess the degree to which ecological values had been internalized. Eighty-six percent of interviewees reported that it had and the majority provided examples of changed actions, including more conscientious recycling and purchasing environmentally friendly products. For example:

> "I'm constantly now trying to think outside the traditional framework, you know, buy cheap or buy to last, as opposed to the System Conditions" (Director, personal communication)

Several also engaged in additional education and discussions. For example, one director enrolled in a course in corporate social responsibility and another manager formed an environmental committee at her son's school.

The responses illustrated that interviewees had internalized environmental values to various degrees. For example, the response of one employee indicated that his values had changed:

> "I don't throw anything in the garbage anymore. It has impacted everything and I try to make a difference everywhere. Either you are a believer or not, and if you are, you don't separate home from work. It's part of me either way."

On the other hand, several individuals reflected that they were more conscientious in recycling but, as summed up by one respondent, "I didn't become a personal lighthouse for the cause." Fourteen percent also reported that their actions had not changed. Two respondents reported that they were always environmentally conscientious in their actions, and two simply reported making no changes.

Attitude toward work

The informants were asked whether the program had affected how they feel about working at

FCW, and 74% responded that they liked their jobs more as a result of the FCWSP. Reasons cited by

respondents included pride in the hotel's leadership and job enhancement:

> "I've always liked working here, but the FCWSP has reinforced why I like it so much, because I'm proud to be part of the commitment and part of the leadership in the community." (Manager, personal communication)

> "Yes, absolutely. I feel like my time is being spent on something positive" (Director, personal communication)

> "... Everything seems to be new. I'm the type of person that likes that! Give me 'new', mess up my world and turn it upside down, no problem!" (Manager, personal communication)

One employee realized the importance of his role to ensure that this program succeeded, and reported

that this made him care more about his work.

> "As a [position], I'm pretty good at keeping it in their heads and if they do something wrong I'll bring in the proper person to show them and they'll hear from me every day until they straighten it out. Before, I usually didn't care so much about it, it was just a job, eight hours out of my day. But now I'm doing more." (Front line employee, personal communication)

The remaining 25% of respondents indicated that the FCWSP had little or no effect on their

attitude towards work. The majority of these liked working at FCW for many reasons in addition to

the FCWSP, but two indicated that the program would influence their choice of companies that they

would work for in the future. A manager explained:

> "I've always like working here, and the focus has always been there for me... [but] it would be a really big shock to me, leaving here and going somewhere else that didn't have this. It would be tough because it deals with some of the values that you have and finally have an opportunity to put these forward and work with them" (Manager, personal communication)

On the other hand, one stated that her job was "just a job" (Front-line, personal communication).

4.10   LACK OF MEASURABLE OUTCOMES

Measurable outcomes refer to changes in material and energy flows toward achieving

environmental the set objectives and targets. The findings revealed that there were few measurable

outcome changes at the time of the research. This was emphasized by 21% of interviewees. They explained:

> "…Not much concrete change has happened yet." (Manager, personal communication)

> "It will make a difference when we manage to get upstream to make changes and we actually see our measures change." (Director, personal communication)

Of those respondents who cited measurable outcomes as changes, the majority pointed to a decrease in FCW waste going to the landfill. Two respondents speculated that energy use had gone down. No specific performance levels were stated.

The perceived lack of change seemed to be the result of three main factors. First, this research was conducted at an early stage of the FCWSP. More time was required to measure the results of actions that were implemented or were yet to be implemented. Secondly, the indicators and measures that existed at the time of this research were not sufficient to measure the impacts of activities. Finally, expectations for results were different among individuals. Whereas some respondents felt that process changes in the FCW systems were indeed successes, others expected to see measurable outcome changes.

4.11 MANAGEMENT PRIORITY AFTER THE FCWSP

After discussing changes that had occurred, informants were asked to rate the level of priority that was awarded to ecological sustainability within the hotel at the time of the interviews. This involved using a five-point Likert scale questioning format (1 = very low priority, 5 = very high priority) (Table 18). Respondents were also asked to provide reasons for their responses.

Table 18: Perceived Level of Ecological Priority: Before and After

	Number of Respondents	Mean	s.d.	Range	Wilcoxon Z
Environmental Priority					–3.65***
Before	20	2.82	0.88	1-4	
After	20	3.80	0.93	2-4.5	

* p< .05
** p< .01
***p< .001

Before the FCWSP, informants had rated the level of priority placed on ecological sustainability as slightly under average (2.82). Comparatively, at the time of the interviews, the level of priority placed on ecological sustainability was perceived to be significantly higher at 3.80 (Wilcoxon Z = -3.65, p < .001). Scores provided by the respondents ranged between 0 and 2.5 points (mean = 1.11, s.d. = 0.74) (Table 19).

Table 19: Overall Differences in Absolute Priority Ratings

Increase in priority from before to after the FCWSP	Percentage of Interviewees (n=19)
0 to 0.5	39%
1 to 1.5	28%
2 to 2.5	33%

Perceptions of relative changes in management priority varied among respondents. Two interviewees felt that no change in priority had occurred. They felt that the environmental priority was best demonstrated through the allocation of resources and the actions of other leaders. They did not think that this had happened. On the other hand, one front-line respondent highlighted a change in priority of 2.5 points. His 'before' perception was low, and as a result of the FCWSP, he felt that he had personally gained the support and respect needed to ensure that waste was sorted properly in the departments so that subsequent systems would be effective.

On average, individuals who had reported lower 'before' priorities perceived a bigger overall increase in priority (Kruskal-Wallis χ^2= 7.015, p < 0.05). A majority of those respondents who rated the initial level of priority as 'below average' (n=7) perceived an increase in priority of 1.5 points or more (80%). Conversely, a majority of respondents that had rated initial priority as 'average' or 'above average' perceived an increase of 0 to 1.0 points (Table 20).

Table 20: Differences in Perceived Changes in Ecological Priority

Rating Before FCWSP	Number of respondents (n=20)	Perceived absolute increase in priority					
		0	0.5	1.0	1.5	2.0	2.5
Below average (1-2.5)	n=7	0	14%	0	29%	43%	14%
Average (3)	n=6	17%	17%	50%	0	17%	0
Above average (3.5-4.5)	n=7	14%	43%	29%	14%	0	0

Finally, regardless of their priority assessment, almost all informants indicated that a higher level of priority was required for future change (85%). '

4.12   FACTORS THAT ENABLED AND BLOCKED SUCCESS

Respondents were asked to voice their opinions on what had helped and what hindered the changes that were realized by the FCWSP.

4.12.1 FACTORS THAT ENABLED SUCCESS

Perceived factors for success are outlined in Table 21. The main factors driving 'success' grouped around the characteristics of: vision and strategy, as well as leadership, awareness and culture.

Table 21: Perceived Enabling Factors

Factors that contributed to existing successes	Percentage of Interviewees (n=23)
Vision and Strategy	
Existence of the implementation plan and system	52%
Alignment with 'FCW Vision'	22%
Leadership	
Support from upper management	65%
Passion and enthusiasm of individuals	61%
Presence of consultant/coordinator	61%
Whistler EA partnership	13%
Education and Training	
Growing awareness and understanding of ecological issues	44%
Measurement and Communication	
Formal measurements	22%
Culture	
FCW culture	57%
Other	
Potential business benefits associated with environmental initiatives	44%
Learning from past initiatives	22%

Having a plan and structure to guide implementation was deemed to be important by a majority of respondents. Respondents referred to both the TNS framework and the internal implementation strategies when alluding to this success factor. Fewer respondents (22%) also pointed out that alignment with the 'FCW Vision' contributed to FCWSP progress.

The three themes cited most frequently by respondents related directly to leadership. The majority of respondents at all levels of the organization identified the increased support from upper management and leaders as a primary factor underlying the successes achieved by the FCWSP. The respondents particularly noted the vocal support of the General Manager and the recent involvement of the Director of Operations in the program. The enthusiasm and passion of certain individuals who were involved was also cited as a success factor. These respondents indicated that many individuals had stepped beyond their daily duties and exerted "tremendous amounts of energy and enthusiasm to initiate projects and engage enrolment" (Manager, personal communication). One director explained:

> "An invaluable contribution was the bottomless well of energy, tenacity and leadership that [individuals] and I'm sure others that I don't know of, displayed every day. The positive energy was infectious, and the constant pushing was needed to lodge us out of our tracks and get the heavy ball rolling."

This illustrated that, while the support of upper management was critical for the success of the program, change at the individual level was key. The presence of a consultant/coordinator was also perceived as important, primarily to infuse knowledge, vision and coordination to the program. Finally, the EA group also seemed to play a key role in encouraging leadership.

Informants (57%) also felt that various aspects of FCW's culture facilitated success. Several thought that environmentally focused values already existed from the Green Partnership program, indicating that "it was already somewhat part of the culture" (Manager, personal communication). Others thought that the general caring orientation within the hotel would translate to environmental values. Some respondents pointed out that FCW's young and active employees were part of a generation of society that had been exposed to environmental values.

Finally, increased ecological awareness was felt to be a contributing factor (44%) as was the potential to achieve business benefits through the program (44%). Fewer individuals (22%) pointed to the positive influence from formal measurements and learning from past initiatives.

4.12.2 FACTORS THAT BLOCKED PROGRESS

Respondents were asked to recommend what they felt should be the next steps for the

FCWSP. They were then requested to explain any foreseeable barriers to achieving these next steps.

After responses were aggregated, common themes were revealed. Where appropriate, the responses

were thus combined as obstacles to be addressed in the future in Table 22 (individual frequencies of

themes before they were augmented may be referred to in Appendix 5).

Table 22: Perceived Barriers

Perceived Barriers	Theme
Unclear FCWSP objectives	Vision and Strategy

Limited active leadership
  • Upper management leadership
  • Front line involvement
	Leadership

Conflicting time objectives	Systems
Conflicting financial objectives	Systems
Unaligned formal performance systems	Systems
Limited purchasing options	Systems
Undefined corporate environmental standards	Systems
Physical implementation barriers	Systems
Limited and variable ecological sustainability understanding	Education and Training
Limited environmental measurements	Measurements
Limited internal communication	Communication
Entrenched processes and lack of innovation	Culture
Fear of compromising guest service	Culture
High employee turnover	Other

Unclear FCWSP Objectives

Forty-four percent of respondents pointed out that FCWSP needed to be clearer and more

attainable for both Solution Team members and general employees. Several explained that the focus

was too diverse to sustain momentum in the future. Many interviewees felt that it was important to

clarify the link between the Green Partnership program and the FCWSP so that energy could be

focused into one area.

Limited Active Leadership

A majority of employees (65%) indicated that FCW internal employees at all levels of the

organization needed to become more involved in the program. Fourty-four percent expressed that

proactive participation from all leaders within the hotel was necessary to ensure the future success of

the program:

> "… you, [--], [--] and some others, have a say. But you know what, you're not managers.
> People listen but they don't really listen because you're not their boss." (Front-line staff,
> personal communication)

The same number of interviewees also suggested that front line staff needed to be involved in more

direct and meaningful ways, as communicated in the following quotes:

> "If I could have changed anything, I think that staff should have been more involved instead
> of just trying to figure out how to get to them."

> "There needs to be a mechanism to get all those who are excited, interested and enthusiastic
> onto a Solution Team so they can actually start to implement some of those things: that are
> part of the bigger picture rather than only what directly impacts their job" (Manager, personal
> communication).

They felt that the enthusiasm and energy of individuals throughout the hotel needed to be harnessed

and directed to ensure the success of the program.

Conflicting Time Objectives

Time to choose and implement actions was seen as a major obstacle by 70% of the

interviewees. FCW was described as a "doing hotel" by one respondent. This was illustrated in the

following quotes:

> "…people really don't have time for another task. We have regular operations, reports on
> how we're doing per month, staff coaching, and a given number of hours to be on the floor. If
> a restaurant manager has to be on the dining room four hours per day, there are only so many
> hours left to achieve all those other things." (Manager, personal communication)

> "They give us more work, worse all the time, then you have a limit. It doesn't matter if you
> care, if you would do the right thing, but you have a limit. We don't mind, it's nice, but we
> need extra time." (Front-line staff, personal communication)

Conflicting Financial Objectives

A majority of interviewees felt that the FCWSP could potentially interfere with the daily

financial objectives of the FCW. They highlighted the need for a proven 'business case' for

sustainability. According to a number of executives and managers, this obstacle seemed to stem from corporate administration's focus short-term profit. For example:

> "A lot of things are already done here. The easy actions have been complete and the new ones cost a lot more. You need more capital – a challenge with corporate structures." (Manager, personal communication)

Yet one of the directors speculated that environmental sustainability would not be integrated into core corporate decision making until there was more proof that associated actions made business sense, and added:

> "… until such time, it will be a 'nice to have' rather than a core business decision."

Others felt that the strategic 'business case' for ecological and social sustainability was not clear.

Mixed financial priorities were a challenge at the operational level of FCW, particularly in relation to managing labour costs. A director supported:

> "When push comes to shove, we save on labour. My greatest concern *has to be* that the guest is happy and that the average cheque is high."

Furthermore, although projects may realize overall economic gain and efficiency savings, due to the interconnected nature of environmental initiatives, individual departments generally did not benefit from the cost savings that were tied to their efforts. For example, extra time spent sorting waste in the kitchen did not result in financial benefit to the kitchen.

Unaligned Formal Performance Systems

The research also revealed a tension between FCW's hierarchical structure and efforts to create an open employee environment, illustrated in the following quotes:

> "It's not possible in our environment, in our culture, but maybe we should have been a bit more autocratic" (Manager, personal communication)

However, existing performance systems did not state environmental criteria as components of employees' jobs. Over one-half of the respondents felt that lacking formal mandates and incentive systems posed barriers to widespread involvement:

"When it comes down to it, you're not going to get in trouble for not recycling properly, but you will get in trouble if your guest complains. So that's your bigger priority?" (Manager, personal communication)

"When it is not your job, it is not your priority... at the end of the day, if it isn't your job, you will only give it a certain amount of your time and not all of your time and priority and mental capacity." (Director, personal communication)

Furthermore, existing systems seemed to reward achievement of short-term and department specific financial objectives.

Limited Purchasing Options

Thirty-one percent of employees explained that limited affordable product options (such as paper, organic food, furniture made from sustainably harvested wood) was an obstacle to future progress. Obtaining quality luxury products was particularly challenging. As most purchasing contracts were negotiated by FH&R, it was felt that environmental criteria should be integrated into purchasing standards at the corporate level.

Undefined Corporate Environmental Standards

Fifty-two percent of interviewees felt that FH&R's shortage of applied environmental standards posed a barrier for progress. One of the FCWSP leaders said:

> "At this point, hotels in the [corporate] system that are following the environmental program with passion are those that have people inside the organization at unit level with passion about it. I think that if corporate were to start taking a stand in the market place and say 'we have realigned out purchasing standards, and these requirements are non-negotiable. We will have carpet that is recycled, we will have wallpaper that is made of a certain product, we will have 10 or 20 standards applied to the hotels from tomorrow onwards', this would give renewed leadership and energy and stimulation in the units to continue [with environmental efforts]."

Environmental standards and leadership at the corporate level were intended to motivate hotels to become involved. They needed alignment of core purchasing and financial systems with ecological objectives. Yet a director explained that FCW was working to influence such change at the corporate level through its efforts within the hotel:

"I don't have much influence on the chain, all I can do is set us up for success here and have other people, through our communicated success and enthusiasm, get an insight into what we are doing and the word will spread."

The drive to alleviate corporate barriers and establish credibility for the FCWSP seemed to intensify pressure on the leaders of this change program to demonstrate measurable short term results.

Physical Implementation Barriers

A majority of respondents indicated physical barriers as obstacles to implementing the recycling initiatives. Although limited space was a challenge cited in many departments, it was particularly prevalent in housekeeping. All interviewees from this department felt that the cleaning equipment was poorly designed for recycling and that the sorting rooms were impractically far away from the guest rooms.

Limited and Variable Ecological Sustainability Understanding

The majority of interviewees (65%) felt that understanding of sustainability principles was still limited and variable across FCW employees. One respondent explained:

"Not everybody gets it [the TNS framework], which makes it harder to move ahead. You have to constantly explain things and have staff participate with ideas to really make the connections. This makes it difficult to harness that energy in the right direction because not all staff have a full understanding." (Manager, personal communication).

Interviewees felt that basic understanding sustainability principles and terminology was needed to engage in shared dialogue:

"To make sure you know what I'm talking about, we need to move it [education] up to the next level" (Manager, personal communication)

However, a number of respondents felt that the new language was not yet broadly used by the employees who were not directly involved in the program.

Furthermore, over one-third of the interviewees explained that employees needed more information to help with effectively sorting waste, making purchasing decisions, and practicing the

principles of sustainability outside of the work environment. Deeper levels of education and training as well as ongoing reinforcement of the learning were seen as a critical next step for the program.

Limited Environmental Measurement Systems

Limitations in measurements and ecological sustainability metrics was also seen as a problem by one-third (37%) of respondents. These were seen to be important to motivate FCW employees to participate in projects related to the FCWSP, as well as to stimulate external support for program related actions:

> "[Basic measurement] is all people need. When they see that, they get encouraged. They can see that the work they've done is now measurable, and the results that we are currently measuring show that we are moving in that direction." (Director, personal communication)

> "In December, at the [TNS] launch to the community, it's not good enough to say that we are early adopters, but what have we actually done? We need metrics, what we have achieved." (Director, pers.com)

While members of the Solution Teams also expressed the need for clearer sustainability measures, they explained that defining these was challenging. The reasons included time lags and the financial costs associated with implementing accurate measurements (Manager, personal communication). As well, difficulties in isolating the true causes for change were mentioned. Despite the shortcoming in existing measurements, however, three directors felt that the executive and management teams should review sustainability-focused indicators at the same level as other corporate reports (such as monthly profit and loss statements) in order to move forward with the FCWSP.

Limited Internal Communication

A number of respondents (48%) felt that limited internal communication, particularly cross-functional and cross-level, hindered the involvement of employees:

> "An everybody needs to hear how other departments are doing too, not just their own. Every department should be displayed somewhere for others to see. Houskeeping has no idea what Stewarding does or what the Portobello does for their recycling. We just know that a lot of food goes in the garbage." (Manager)

Communication challenges also affected departments differently. For example, respondents from the stewarding and engineering departments explained that they required understanding and cooperation from all other departments in order to achieve their sustainability objectives.

Entrenched Processes and Lack of Innovation

Fourty-four percent of respondents indicated that "people aren't always open to new ideas" (Front-line, personal communication). This challenge was cited by employees in all levels of the organization, but was particularly important in the operational departments such as housekeeping and kitchens. Four interviewees felt that changes were more difficult for older staff who had worked at the hotel for many years. Furthermore, two directors felt that the FCWSP would suffer from limited innovative thinking that was felt to be inherent to most hospitality operations:

> "On a day to day basis we can't keep up to our traditional operation. It's challenging to bring in new initiatives to develop when I think innovation is one of the weakest point in our operation. We can only run so far so fast" (Director, personal communication).

Fear of compromising guest service standards

Over one-half of the interviewees expressed concern that environmentally focused initiatives may compromise FCW's ability to meet guests' expectations of luxury service (52%). Quotes to illustrate this obstacle include:

> "A lot of barriers come from this direction – the business is about pleasing the guests, it's critical that they're involved because if they're not, it's not going to happen." (Director, personal communication)

> "My delegates wouldn't stand for it!" (Director, personal communication)

The second quote referred to a director's prediction of delegate's reactions to the elimination of wasteful practices, such as daily newspapers or envelopes for room keys. This reaction typified other respondents' concerns that guests could form negative perceptions of the hotel as a result of different, or fewer, products and services. Clearly, education and involvement of guests was an important next step in the program.

High employee turnover

Like all seasonal industries, FCW suffered from high employee turnover. Respondents (57%) felt that these high levels posed a significant challenge to building continuity in knowledge and implementation capacity among the employee base. In 2000, for example, the average turnover level was 68% (Human Resources, personal communication). This was a particularly prevalent problem in housekeeping (Director, personal communication).

Turnover also affected the positive momentum of the FCWSP through lost social capital and the need to rebuild relationships and team dynamics. Three individuals cited instances where the FCWSP experienced 'setbacks' because trainers or other critical leaders left the hotel.

4.13 VISION OF THE FUTURE

Respondents evealed what they hoped to see in five years as a result of the FCWSP. The following table aggregates the key points that were reported by informants, providing direction for future steps.

Table 23: Individual Visions for the Future of the FCWSP

Individual visions	Percentage of respondents (n=16)
Environmental norms and values are part of FCW culture	59%
Environmentally responsible procurement	59%
Efficient internal waste stream systems	41%
Environmental leader within Fairmont chain	35%
Room renovations & equipment upgrades	29%
Guest service innovation (e.g. Eco-Meet)	24%
Ongoing learning and training opportunities	24%
Triple bottom line measurements	18%
Sustainable energy initiatives	18%

The findings illustrated that a majority of interviewees hoped to see fundamental changes in hotel culture to internalize the norms, values and behaviours that incorporate sustainability principles. They would also wanted to see actions that address the 'upstream' root of problems through

environmentally responsible procurement. Both of these visions speak to a high level of commitment that is required from FCW leaders. The diversity of the remaining visions was an interesting finding. Interviewee responses illustrated that goals for the future seemed to be shared among hotel subgroups. An example of a group vision was demonstrated by the stewarding department interviewees. The respondents reported a shared vision to virtually eliminate the need for garbage cans. Their department had discussed this in staff meetings and agreed that technically, almost all waste could be phased out at the source or recycled (Manager, personal communication; Front-line staff, personal communication). Individuals also cited visions that related to overcoming direct obstacles or were specific opportunities within their roles and sphere of influence. For example, a director planned to refurbish a number of rooms with materials that were leading edge 'sustainable'. He had the authority to move forward with this initiative.

4.14 SUMMARY

This case analysis described how change occurred at FCW based on respondent perceptions, observation and secondary documents. An overview of important events and activities that were associated with the change program was provided. Then the changes that did or did not take place in the following categories were outlined: visioning, strategy, and implementation structures; leadership; education and training; human resource systems; as well as measurement and communication. Learning outcomes were highlighted and the lack of measurable outcomes discussed. The perceived level of overall change in management's prioritization of ecological activities was then examined. This was followed by an analysis of the perceived factors that enhanced and limited the FCWSP's success. Finally, respondents' vision for the future of the program were described.

CHAPTER FIVE
MANAGEMENT IMPLICATIONS and RECOMMENDATIONS

This chapter discusses the case study findings and their implications for the future

management of the FCWSP. The first section discusses the overall factors that promoted the

program's progress as well as those that may have inhibited change to date, or may limit change in

the future. Based on these, the second section offers recommendations to the change leaders at the

FCW. The recommendations relate to what should have happened in the past, as well as what should

happen in the future to increase the program's likelihood of success.

5.1 FACTORS THAT ENABLE AND FACTORS THAT BLOCK THE FCWSP

There are a number of factors that impacted the degree of success of FCWSP. Table 24

briefly outlines these factors, which were drawn from the interview findings, the researcher's

personal observations and the literature review. Their inter-linkages illustrate that sustainability

focused change is achieved by navigating through a complex series of activities.

Table 24: Concluding Enablers of and Barriers to Change within FCW

Enablers of Change	Relevant Change Category
Integration of the FCWSP into the 'FCW Vision'	Vision
Support from Key Hierarchical Leaders	Leadership
Passionate Internal Employees	Leadership
Recognition of Spontaneous Opportunities	Leadership
Formal Implementation Structures	System
TNS Education and Training	Education and Training
FCW Waste Audit	Measurement
Existing Elements of an Environmental Culture	Culture
Barriers to Change	**Relevant Change Category**
Incomplete Environmental Change Vision	Vision
Short-term Planning Horizon	Strategy
Unclear Environmental Objectives	Strategy
Inconsistent Commitment from Hierarchical Leaders	Leadership
Limited Capacity of Solution Teams	Leadership
Limited Integration into Human Resource Systems	System
Conflicting Corporate Structures	System
Limited Understanding of Ecological Sustainability Principles Throughout Hotel	Education and Training
Limited Environmental Measurements and Reporting	Measurement
Limited Internal and External Communication	Communication

5.1.1 ENABLING FACTORS

These factors facilitated the FCWSP and are deemed to be positive influencers of the change process.

Integration of the FCWSP into the 'FCW Vision'

The 'FCW Vision' is the hotel's strategic tool for shaping a leadership culture and future operating success. This research illustrates that integrating the FCWSP into the 'FCW Vision' helped to disseminate the program using an established communication and implementation structure that had legitimacy within the organization. As illustrated by the words of a director, the 'FCW Vision' was the "vehicle that allows for promotion of everything that you want to do in the hotel." He further explained that, in diverting from this strategic framework, a program would in essence be "taking away from the vision" (Director). Linking these systems indicated to all employees that the FCWSP had become a key priority within the hotel's strategy. To effectively link the program with the FCW visioning process, however, it is important to coordinate training and planning timelines to ensure that the vision is well informed and positioned to contribute to program objectives.

Support of Key Hierarchical Leaders

The support of key upper management leaders facilitated positive change at FCW. From the onset, the General Manager was recognized as a primary initiator and supporter of the program. The Director of Public Relations also played a critical role as champion of both the Green Partnership Program and the FCWSP. Due to her influence, the program was incorporated into various internal systems. For example, it became a standing agenda item at the weekly management meetings. The Director of Operations later moved into this leadership role. He was identified by several respondents as the person who kept the executive team on track and added operational action and credibility to the change program. Upper management support was identified as a critical component of successful

change in the literature (i.e. Callenbach et al 1993; Kotter 1996). However, Kotter and the case findings also suggest that maintaining this top level support will require visible 'successes' that can demonstrate the value of the program to other stakeholders.

Passionate Internal Employees

A number of FCW employees were passionate about environmental issues and strong supporters of the FCWSP. Sixty-one percent of respondents recognized that many employees had stepped beyond their expected job duties to drive the program forward. They stated that their energy and motivation were critical to the successes that had been achieved. The need for such leadership is supported in both the organizational change literature and the environmental literature. Kotter (1996) writes that change requires "great cooperation, initiative and willingness to make sacrifices from many people" (p. 35) and estimates that almost 25% of an organizations' employees must step beyond the normal call of duty to in order to produce significant change. According to Walley and Stubbs (2000), innovative and strategic champions are particularly important to achieve environmental change in businesses. They conclude that these leaders must be supported in their change efforts, which has several implications for FCW: it is important that passionate employees are sought out at all levels of the organization and involved in the program in a way that engages their values and fulfills their intangible needs.

Recognition of Emerging Opportunities

The opportunistic approach that was employed by change leaders in the promotion of the program contributed to 'success'. For example, when the General Manager and Public Relations Director heard that KHR was coming to Whistler, they used the event as an opportunity to engage him in a speaking session at FCW. This was also illustrated when the Whistler Sustainability Symposium and corporate administration's Green Partnership Conference were linked. Corporate FH&R leaders were thus exposed to the framework with the intention of engaging enthusiasm

support. In both instances, individuals took advantage of external occurrences to develop and promote the internal program.

Formal Implementation Structures

The findings suggest that the cross-functional team structure and Sustainability Coordinator/Consultant contributed to successes achieved by the FCWSP. The Sustainability Coordinator/Consultant provided vision, management support and expertise to the program, bridging the various departments and hierarchical levels. A respondent emphasized that future success would depend on maintaining a formal leadership position, suggesting to "make sure that somebody is a key driver on a continuous basis and that's their job and that's what they focus on... Because you can't expect a chief engineer or a general manager or director of operations to keep it alive, because that's not their job and should not be their job" (Manager).

The members of the Solution Teams provided leadership and operational expertise as they were in positions to identify opportunities and implement the changes. This is consistent with Kotter's organizational change model, which suggests that an early stage of an effective change program involves forming a leadership and implementation team consisting of powerful and credible members (Kotter 1996). The hotel's teams were empowered to set their own goals to encourage dialogue and ownership as well as the feasibility of objectives. While the number of Solution Teams that existed in the first year of the FCWSP was not ideal (to be discussed in the barriers section), this structure facilitates collaboration and knowledge sharing among various levels and departments.

TNS Education and Training

The hotel-wide TNS education and training events were critical to the progress achieved by the FCWSP. They helped to increase awareness and understanding of ecological sustainability with hotel employees, which contributed to other successes that were achieved by the program. According to Nattrass and Altomare (1999) employees require sustainability vocabulary to dialogue and

105

integrate ecological principles into corporate decisions and values. While FCW's reported change in awareness and understanding cannot be attributed solely to the educational sessions that were held, this study's findings reveal that they had a strong influence on employees. Furthermore, respondents used wording from the training program to describe ecological sustainability, thereby verifying the impact that the education and training had had on them.

The internal 'Train the Trainer' approach contributed to the success of the training. This approach not only developed the capacity of eight internal employees, but also used their knowledge and experience with the FCW culture to develop an appropriate and stimulating training program.

FCW Waste Audit

The waste audit contributed to the FCWSP and was highlighted as a key event by interviewees. The audit illustrated a symbolic and grounded commitment to finding environmental challenges within the hotel's operations. Communicating results externally demonstrated the integrity behind the program. The audit identified problem areas that led to the development of strategies and actions. Furthermore, its communication efforts created internal motivation and pressure for change:

> "The peer pressure of others knowing the waste results makes a big difference especially with the department heads" (Front-line staff).

This 'success' factor illustrates the value of widely known progress indicators and measurements.

Existing Elements of an Environmental Culture

The FCWSP is being developed within a culture that, to a certain degree, benefited from existing environmental values and systems. This initial level of environmental consciousness and activity among key players at FCW likely contributed to the program in a number of ways. For example, employees appeared to be open to sharing success stories because the culture was receptive to them. Furthermore, projects (such as the composting initiative) moved forward quickly because certain pre-existing systems are already in place. Employees' positive reactions to the program

reinforce and strengthen these organizational environmental values. Responses show that employees are proud of FCW's leadership in this arena and tend to like their jobs better as a result of the program.

5.1.2 BLOCKING FACTORS

These factors hindered the change at FCW or have the potential to hinder the change in the future.

Incomplete Environmental Change Vision

The FCW's environmental vision was incomplete and vaguely communicated at the time of the research. While a 'Sustainability Policy' exists and the hotel's general vision now includes a 'Sustainability Direction,' these actions do not constitute an inclusive guiding vision for the environmental program. Visioning is important for a number of reasons. According to the TNS framework, it is required to plan for the future through backcasting. The organizational literature highlights that it is needed to inspire and encourage ownership (Kotter 1996; Senge 1991). An environmental vision also helps to guide environmental priorities (Kotter 1996), which did not appear to be clear at FCW. As expressed by a manager, "a lot of time and energy is wasted because we want to have an answer for everything and no is not acceptable. So you need to have that vision so that people don't waste time looking at things that are not important now" (Manager). Finally, an inclusive and well-communicated environmental vision might also help employees understand the relationship between the FCWSP, the Green Partnership Program and other operational priorities.

Nutt (1997) feels that transformations are more likely to be achieved when the visions guiding them include the voices of all stakeholders. Whereas, at FCW, several directors acknowledged that their input had been limited. One interviewee articulated his concern regarding the longer term implications of limited input: "We were committing to something because it sounded good at the time and my biggest fear is that we would later have excuses why

we could not perform" (Director). Factors that appeared to contribute to limited visioning include: time pressures to implement actions and limited understanding of ecological sustainability principles.

Short-term Planning Horizon

The annual planning and evaluation cycle of the FCWSP inhibits its progress for two main reasons. For one, the measurable objectives set for the program are difficult to achieve within one year because identifying optimal actions and coordinating their implementation requires time. As such, the outcomes of actions undertaken in one year are often not revealed until later years. This challenge is illustrated by a lighting conversion program where approval for the capital investment and other obstacles delayed the projects' implementation. As a result, energy objectives were not achieved in 2001 (Director; Manager).

Secondly, a one-year planning horizon is insufficient to realize financial and other business benefits that may be associated with strategic sustainability focused investments. These benefits often drive corporate environmental change (Anderson 1999; Hawken 1993), although they are often realized in the longer-term. For example, while converting incandescent to fluorescent lighting is a high-return business investment, the break-even point is realized after the one-year planning and evaluation horizon.

However, financial returns are required to sustain upper support for integrating ecological sustainability into core business strategies. This was best articulated by one high level leader, who bluntly summarized, "Until such time [proven business benefits], it will be a 'nice to have add on' rather than a core business decision. So when the times are tough, what do we cut? [We cut the] the staff associated with being sustainable because there is no proof on our balance sheet to the opposite effect" (Director).

Given the economic concerns and decreased resource availability that existed at the time of this research, it is possible that support for the program might be reduced or withdrawn unless goals

are attained quickly. Furthermore, short-term pressures for measurable outcomes may influence the nature of the objectives and targets set for the program. Planners and implementers may define performance objectives by what is achievable rather than by what needs to be achieved from an upstream sustainability perspective. Finally, sole focus on goals that are achievable in the short-term will result in lost ecological and economic opportunities.

Unclear Environmental Objectives

At the time of the research, program priority areas were still somewhat unclear. The actual steps to move forward were not as defined as respondents would have liked, as illustrated in the words of one manager: "[last year] we had a program overall, but we need to define what we really need to do to get there" (Manager). As a result, the energy of the implementation group members was not channelled in the most effective way. A manager summarized that "the focus is on a lot of things and we're all trying to do our own jobs and the Natural Step. Is the focus on organizing conferences, getting trees [corporate incentive points] or reaching our internal objectives? I don't think this was conveyed" (Manager). This perceived barrier links to the lack of environmental vision and further emphasizes the need to define shared priority areas. Otherwise, active participants may burn out and become disillusioned in attempts to achieve multiple objectives while completing their 'regular' job tasks.

Inconsistent Commitment from Hierarchical Leaders

The research shows that formal leaders at FCW are highly visible and thus in powerful positions influence the progress of the FCWSP. Limited proactive involvement at the director and management level can result in operational challenges. A number of directors that were interviewed admitted that had not taken a proactive role with regards to the FCWSP. However, the level of importance of the program seems to pass down the hierarchy and one director supported that buy-in at the executive level was required, otherwise the program would "go back to operational challenges"

(Director). At the time of this research, not all managers actively supported the program. This was demonstrated in the observation of one leader who noted that a majority of managers did not disagree with the program yet are not "out there pushing." Respondents communicated stories about actions of directors, managers, supervisors and even of themselves, that contradict the hotel's sustainability vision and objectives. Consequently, scepticism of the integrity of the hotel's commitment may arise. This is seen in the statement of one interviewee who felt that "they [upper management] like the concept, but are not doing anything about it" (Manager).

According to Kotter (1996) leaders should clear obstacles and provide incentives for middle managers and front-line employees to become involved. This research suggests that silent opposition, neutral support or lack of empowerment for involvement has had negative impacts on the program's progress to date would also hinder progress in the future. However, at the time of the research, explicit incentive systems were not yet in place for upper managers. This was partly due to the early stage of the program and the challenges associated with measuring contribution and involvement.

Limited Capacity of the Solution Teams

The capacity of the implementation teams is limited. Resource investments (such as member participation time and energy, training) are being widely distributed rather then channelled into one area. For example, three Solution Teams, a TNS training team, and a Communications Committee (ex-Green Team) existed simultaneously and several individuals were involved in multiple teams. This study also illustrates that key representatives who had the power to influence upstream solutions were missing from the Solution Teams. For instance, ecological purchasing is a key strategy for reducing the impact of this service based operation, yet the accounting department is not represented on the implementation teams. Furthermore, establishing Eco-Meet and developing new markets is a program objective. However, leaders in the marketing department are not participating in the early planning process. Finally, the ultimate goal of creating culture change requires changes in hiring, incentive, and socialization practices but the appropriate human resource individuals are not

represented on the teams. These gaps inhibit upstream progress opportunities, which may result in sub-optimal allocation of resources and reduced support from key decision makers.

Limited Integration in Human Resource Systems

The research reveals that the lacking formal mandates and incentive systems interfere with progress. At the time of the research, many employees participated in the program for altruistic reasons and due to peer influence. The research shows that these are often not strong enough to overcome 'real' operational barriers, such as lack of time or conflicting priorities. A rhetorical question by one manager illustrates this challenge "You can get in trouble for neglecting a guest, but you're not going to get in trouble for not recycling, so what's my bigger priority?" (Manager). Managers are in a difficult position with regard to mandating employee participation in environmental projects as they do not have formal support to do so and the mandate would likely be inconsistent across their peers in other departments.

Incentive systems also influence the change program. For example, the executive team's financial bonus structure is not conducive to the change goals. It is based on achieving regional profit objectives that translate to narrow departmental objectives. Furthermore, the Solutions Team members are critical in defining and implementing change yet they do not have an official mandate or incentive program. One of the Solution Team members explained, "it's in addition to everything else that we do". He acknowledged that employees are involved "because there are a lot of great people that work here, but it takes its toll and eventually catches up with people. And that's when things get put on the back burner and people lose interest."

Change leaders and employees require formal permission to pursue their changing ecological values and the FCWSP directives. Otherwise it is unlikely that change can be institutionalized in the culture of the organization, which would lead to regression in changes already achieved (Kotter 1996). Respondents recommend that formal mandates and incentive systems be implemented to

encourage participation in the FCWSP. The literature also supports that it is beneficial to align

human resource systems with general (Kotter 1996; Lawler 1990) and ecological change objectives

(Egri and Hornal 2002).

Conflicting Corporate Structures and Shareholder Pressures

Corporate operational structures and systems are not always compatible with FCW's

ecological objectives. These include purchasing standards and financial structures. As a consumer of

material products and energy, the hospitality industry has an opportunity to influence the types of

goods that are produced and the processes by which these goods are made. However, these research

findings indicate a lack of available products that meet the hotel's quality and price criteria. For

example, a manager described her efforts, unsuccessful to date, in finding soap dispensers that would

replace the more expensive and wasteful guest amenities. Respondents highlighted ecologically

responsible purchasing as a vision of the future and many felt that FH&R should lead in

environmentally responsible supply chain management. As corporate administration negotiated most

contracts with suppliers, it has the opportunity to set purchasing standards and take advantages of

economies of scale.

The research also reveals that performance objectives and internal incentive systems at FCW

are influenced by short-term financial performance expectations set by corporate administration. The

performance of hotels within the corporate chain is evaluated on annual profit and loss criteria. This

short-term profit expectation provides incentive to focus on immediate return investments. For

example, hotels' budgets for annual capital investments are dependent on their operating profits from

the previous year. As a result, capital investment dollars are maximized when hotels invest in

projects that quickly lower operating costs (Director, personal communication). As such, the

implications of the short-term orientation are reflected in the FCWSP's planning timelines and

project priorities.

This barrier highlights how the corporate ownership structure actually influenced the FCWSP. FH&R is a publicly traded company with a focus on international expansion. It has inherent obligations and incentive to increase share price and does this in part by maximizing quarterly and annual revenue. As a result, individual hotels' performance is largely evaluated from this short-term 'shareholder value creation' perspective, based on their yearly profit and loss reports (versus asset and liability balance sheets). Budget, financial, human resource, purchasing and other systems reflect this perspective and perpetuate the focus on immediate results. However, sustainability investments usually require longer time-lines to demonstrate true business benefit, which is at odds with pressures of publicly traded companies.

Limited Understanding of Ecological Sustainability Throughout Hotel

These research results suggest that the level of ecological understanding was variable throughout the organization. This is an obstacle to the future success of the FCWSP since understanding the principles of natural systems and environmental sustainability vocabulary is important for several reasons. First, a primary goal of TNS is to influence individual and organizational assumptions about ecological systems and hence their understanding of human impacts within these systems. According to a TNS consultant, once individuals' world-views embrace these principles, appropriate actions become innate because the individual understands the wider implications of behaviours and measures these actions to align with the new way of thinking (TNS consultant, personal communication). Thus awareness and understanding can influence employees' felt urgency that change is needed and may consequently translate to changes in behaviour. Secondly, having a common knowledge of sustainability principles and terminology is necessary to provide words for communication and decision-making.

While employees' ecological awareness levels appear to be higher after the FCWSP, at the time of this research, understanding among most of the respondents was still insufficient to engage their values, to fluently communicate using sustainability language, and to apply the System

Conditions in planning and decision-making. For example, interviewee responses to questions probing their understanding of sustainability constructs revealed varying depths of knowledge. While the first two System Conditions were often referred to, other ecosystem services and the connection with social sustainability did not appear to be clearly understood.

The research suggests several reasons for this limited understanding. First, the educational and training events that were offered did not include extensive elements of discussion and validation of learning. For example, "…the interactive games are good because it gets the awareness out there, but we need to move it up a level, more of an interaction to make sure that you know what I'm talking about and vice versa" (Manager). Secondly, upper management and formal leaders were not exposed to extensive training. This seems to be the result of a combination of factors: the FCW's focus on grounded implementation as well as pressure from Whistler EA group to refrain from training until other EA members had achieved a similar level of implementation (Director). Finally, the environmental training is not being reinforced with subsequent messages and learning, which was seen as an important step by many respondents.

Limited Environmental Measurements and Reporting

This research discovered that baseline metrics are important for understanding current resource uses and prioritizing environmental strategies, communicating the need for change, and learning from initiatives that were implemented. However, respondents indicate that ecological measures at the hotel were limited and that this would impede the future progress of the FCWSP. One change leader summarizes the rationale behind the measurements as "We need them to justify the resources, how well we've met our goals, what we've achieved, and what needs to change" (Director). Another manager emphasized that the hotel's 2001 energy goals were not attained in the first year of the program, not because appropriate actions were not implemented, but

because the existing indicators failed to reflect the impacts of the actions that were undertaken. However, developing appropriately sensitive metrics requires experience, time and resources.

Given the pressure to achieve communicable environmental 'successes', there is a danger that measurements may be developed before optimal sustainability objectives are defined at FCW. This might lead to sub-optimal resource allocation or compromised performance targets. Yet environmental management is a new field without extensive established indicator systems to draw on, and the research of Nattrass (1999) supports that a period of experimentation is often required to develop these.

Limited Internal and External Communication

The research findings demonstrate that limited internal and external communication likely hindered the implementation of the FCWSP in its first year, and unless it is improved, would also interfere with progress in the future. For example, the program's objectives were communicated through the 'FCW Vision', yet a number of these were developed later and not communicated beyond the management team. The Sustainability Policy was communicated to management, but not throughout the hotel to front line staff. Cross-functional communication is also limited. Respondents want to learn more about actions and progress in other departments. Furthermore, there is little external communication with guests. Yet this is the heart of FCW's business and thus a critical area of focus for shaping perception, harnessing external energy and developing ecologically sensitive markets. Given that the success of this program depends heavily on stakeholder support, more emphasis on internal and external communication is needed.

5.2 RECOMMENDED STRATEGIES

This section offers recommendations to the FCW leaders with respect to the FCWSP as discussed in this case study. The researcher offers recommendations in two contexts, both with the intention of enhancing the success of the program. First, observations are made regarding what

'should have' happened in the earlier stages, from a hindsight perspective. Secondly, actionable recommendations for the future are offered. The following recommended action strategies are guided by the previous discussion of factors that support and hinder the program's success.

5.2.1 RECOMMENDATIONS IN RETROSPECT

Based on the learning from the study findings and the literature, reflections are offered on how elements of the FCWSP 'should have happened' for more effective progress.

Recommendation 1

Upper management understanding and support of the program should have been stronger in the initial stages. The executive team and key implementation leaders should have participated in TNS training in the summer of 2000 and should have reflected on what the program meant to the hotel and to themselves as leaders, before the 'FCW Vision' retreat. This way, they would have developed a better understanding of the potential for the FCWSP and might have set clearer environmental objectives. Furthermore, they might have been more self-aware in terms of their own actions and inadvertent communication.

Recommendation 2

The 'guiding coalition' or implementation structure would have been different. There would have been one Sustainability Team rather than three Solution Teams and this team should have included a Human Resources representative, at least one front-line employee, and the 'Train the Trainer' leader. Although the involvement of other individuals was also critical, visible progress was likely required to illustrate the value and need for their participation.

Furthermore, this team would have been engaged in a stronger leadership, visioning and strategic planning role. According to Kotter (1996) the coalition would have been defined before the 2000 'FCW Vision' process or any other subsequent steps. Had the group been established before the

vision retreat, they could have been involved in the visioning and annual ecological objectives could have been defined and communicated to the broader hotel through the regular 'FCW Vision' communication channels. This might have reduced confusion and lack of clarity regarding the actual objectives.

Recommendation 3

An initial 'Environmental Sustainability Vision' should have been established as part of the first year program objectives. The initial draft of this vision would have been developed by the Sustainability Team and the executive team. Had this happened, there might have been more buy-in and clarity of the program's overall direction. Furthermore, in the first year of the FCWSP it would have been preferable to set longer term visioning, strategy, and baselining objectives as opposed to extensive measurable outcome expectations. These 'process' outcomes should clearly have been defined as objectives to ensure that progress in this area is recognized as successes leading to future outcomes. At the same time, visible short-term gains are critical. In the first year of the program, however, the objectives might have concentrated on one single area with the intention of expanding later focus.

Recommendation 4

The TNS training should have first targeted managers and leaders within the hotel, followed by departmental and orientation training. This approach would have increased management buy-in, behavioural modeling, and general communication. Furthermore, the departmental training should have taken place in a narrower time span to minimize the period of varying levels of understanding. Furthermore, the awareness-training program should have been minimally two hours instead of the provided one-hour, to allow for more discussion and a deeper level of learning. The awareness training should also have explored department specific implications of the FCWSP, recognizing their unique benefits and challenges to involvement. The session should have communicated future goals

117

more clearly as well as plans to engage motivated employees in the program and to prioritize their ideas for implementation. Post-training, more effort should have been made to reinforce the awareness learning by managers in departmental meetings and through hotel-wide communication.

5.2.2 RECOMMENDATIONS FOR THE FUTURE

Based on the learning from this research, recommendations for the future of the FCWSP are offered in the following areas: leadership and implementation, environmental visioning and strategy, structures, incentive and evaluation systems, education and training, measurements and communication, and organizational culture.

Recommendation 1: Leadership

The research shows that, although not all formal leaders are on the Sustainability Team, their actions and levels of involvement are clearly visible to employees. Since actions are subtle yet powerful means of communicating messages to throughout the hotel (Deetz, Tracy et al. 2000; Kotter 1996), it is recommended that efforts be made to engage top leaders to establish more consistent commitment to the FCWSP at management levels. Callenbach, Capra et al. (1993) support the importance of discussions surrounding how the FCWSP might affect them in their roles, what they perceived the barriers and benefits of the program to be, and whether they feel that it is feasible. This case study shows that these leaders need to understand the implications of their personal actions on the change program, have sufficient understanding of ecological sustainability principles to identify which actions contradict and support the environmental vision, and be willing to change personal behaviours to align their actions with ecological sustainability principles.

Recommendation 2: Vision and Strategy

It is recommended that FCW develop an environmental 'living vision', incorporating the views of the Sustainability Team and Executive Team, as well as the visions of employees and

departments throughout the organization. In the future, this vision would also incorporate meaningful input from an extended group of stakeholders (guests, community, corporate, and suppliers). Guest involvement is particularly important. Guest service underlies the core values of the hotel, and guest satisfaction was found to be a common theme throughout this research. Not only does Kotter support that change programs should build on existing cultural values, but enhanced guest interaction and service could also build the business case for the FCWSP.

It is recommended that the Sustainability Team create a strategic plan with one, five and ten year objectives to overcome the obstacles associated with the current short-term planning and evaluation horizon (i.e. limited measurable change and financial benefit). The five-year objectives should be integrated into the 'Five Year Strategic Plan' that is submitted to corporate FH&R. The Sustainability Team should break the longer term objectives into short-term actions (6 months to 1 year) and review progress periodically to benefit from continual feedback. The research illustrates that continual learning and change monitoring is needed to 'stay on track' and continue to move the program forward while recognizing unique opportunities for progress or the need to adapt to obstacles.

A backcasting or another appropriate form of long-term planning approach should be used to ensure that objectives push beyond the constraints of current data and realities. It is important that hotel systems (i.e. human resources, communications, training, and purchasing) and timelines (i.e. planning, renovation) are reviewed as part of the implementation process to ensure that these support the ecological objectives of the hotel. Change projects should be prioritized according to criteria that evaluate actions in terms of their upstream or downstream contributions, overall ecological impact, economic return, ease of implementation, visibility and learning opportunity for staff.

The change vision, plan and targets should be widely communicated within the hotel, using the existing 'FCW Vision' structure and other interactive opportunities. It should also be communicated externally to the community, guests and suppliers[18].

Recommendation 3: Sustainability Team

It is recommended that the three Solution Teams be combined into one high-level Sustainability Team, led by the Director of Operations[19]. The capacity and membership of the team should be actively developed. First, upper management representatives from marketing, accounting and human resources should be involved as core team members (preferably departmental leaders, although the research suggests that it is preferable to engage other enthusiastic persons from the department if the leader opposes the process). At least two front-line employees who are passionate about the topic should be included on the team (housekeeping and 'food and beverage').

It is recommended that the team be formally mandated to implement the Sustainability Policy. The team should be accountable for developing an action plan and managing its implementation. As such, appropriate resources and systems are required to support this direction. Particularly at the early stages of the FCWSP, the team needs to build capacity and cohesiveness (Kotter 1996). Team members and the top leaders of the organization should discuss how existing duties can be prioritized to create time to participate in the meetings and implementation of projects and initiatives. It is suggested that two full days per year be allocated for a working retreat that provides a venue for strategic planning sessions, training and learning, and motivation. Bi-weekly two-hour discussion meetings should be scheduled for the core team.

This mandate needs to be supported with appropriate evaluation and incentive systems to communicate that this is truly a priority and to ensure accountability for its implementation. Furthermore, the Sustainability Coordinator position should be established as permanent and full-time, reporting to the Director of Operations and Director of Public Relations.

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[18] Communication is a critical component of effective change that is not exhaustively addressed in this research.
[19] This action was implemented after the research interviews were conducted.

Recommendation 4: Human Resource Systems

It is recommended that FCW's formal evaluation and incentive systems at all levels of the organization be adapted to include ecological performance criteria to legitimize and encourage involvement in the FCWSP. It is important that these systems are aligned from the highest hierarchical levels as upper management action was found to be critical in driving change processes. Thus it is recommended that ecological sustainability objectives be integrated in the executive team's REACH[20] objectives. Given the noted challenges associated with measuring sustainability initiatives, the ecological objectives might initially relate to specific actions that are undertaken rather than the specific department's influence on measurable indicators. Furthermore, as mentioned previously, Sustainability Team members' job descriptions should incorporate their sustainability mandate. Finally, contributions to specific FCW ecological goals should be integrated into employee task lists and evaluations, for both salaried and hourly employees. While the change program is based on empowerment through learning, a prevalent theme of this research was the need for concrete actions as well as the inability of management to mandate these actions. In this task-oriented situation, formally including project tasks as 'part of the job' is important to provide permission and direction for involvement.

It is recommended that hiring and succession criteria screen employees for environmental and social values. According to Kotter (1996) this is a critical method for creating culture change and ensuring that future leaders will champion the program. This approach would also communicate the hotel's commitment to sustainability from the beginning, which may also be a strategic advantage in attracting employees. Furthermore, orientation training and other explicit socialization techniques should be employed for new employees to address the challenge of the hotel's high rate of turnover.

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[20] The annual financial bonuses achieved by executives are tied to their performance with REACH objectives. These are set annually between the General Manager and individual directors and reflect FH&R corporate and regional objectives set for the hotel.

121

Recommendation 5: Education and Training

The research shows that a base of ecological understanding is required for program progress. It is recommended that all upper managers and departmental trainers be involved in a workshop to help them communicate and reinforce the sustainability learning within their departments. A support package of learning tools should be prepared with simple wording and key meanings that can easily be communicated. Basic learning from the awareness training must be continually reinforced in the hotel using simple messages and social marketing tactics.

It is recommended that key operational individuals from various departments receive in-depth implementation training, which would review general sustainability principles and identify opportunities for action. Such a process would actively involve employees and allow them to deepen and validate their earlier training[21]. Furthermore, it would help connect the theory to the reality of their jobs and other hotel functions.

The link between social, economic and ecological sustainability should be strengthened in both level one and level two training. Social sustainability is an important element of achieving local and global sustainability, yet is currently seen as outside of hotel operations. Furthermore, the tie between economic and ecological sustainability was rarely mentioned, particularly at the front-line level, and should be strengthened to provide business rationale for undertaking actions. Finally, the long-term effects of unsustainable behaviour today must be emphasized to strengthen the urgency for action and to invite longer-term and upstream suggestions from employees.

Recommendation 6: Measurement

It is recommended that a Sustainability Report be developed to communicate progress in ecological sustainability objective areas. The report should be linked with other internal measures where possible, such as employee satisfaction and guest feedback tracking systems. As possible, the measures would reflect sustainability contributions to important FCW business goals, particularly

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[21] This second-level training has been administered since the research interviews were conducted.

financial objectives. As with other corporate indicators, executives and managers should be trained to interpret these indicators, and they would be reviewed on a monthly basis to integrate them into core decision-making structures. This action would not only result in more informed decisions, but is also a means of communicating the positive contributions associated with the change program, which Kotter (1996) highlights as important for building support for change and shifting organizational culture.

To aid in both internal and external communication and provide more formal structure to setting and achieving change goals, it is recommended that FCW explore participating in a recognized benchmarking or reporting program. This way, the hotel would be able to better gauge its progress, demonstrate commitment to external stakeholders, and maintain the internal momentum to move forward with the overall program.

5.3 SUMMARY

This chapter has summarized the key factors that enhance and hinder change at FCW, related to leadership, vision and strategy, structure, education, measurement, communication and culture. Specific short and long-term recommendations were offered with the intent of building on the success factors and addressing the barriers. For the FCWSP, these might be considered in future action planning. From a theoretical perspective, they help to inform the general similarities between change management theory and practice, as is discussed in the next and final chapter of this research.

CHAPTER SIX
CONCLUSIONS

This chapter discusses the similarities and differences between FCW's change experience and Kotter's theoretical model. Conclusions regarding the usefulness of planned change theory for describing this 'real life' change initiative are offered. The limitations of this research are then identified and future directions of inquiry suggested.

6.1 THE FCWSP AND KOTTER'S MODEL

Contrasting the change process as experienced by the FCW and Kotter's change management model illustrates similarities and difference between theory and practice. The following figure graphically depicts how change management theory relates to the FCWSP. It is periodically referred to in the upcoming discussion.

Figure 3: Organizational Change: Practice and Theory

FCWSP Change Process — **Kotter's Model**

FCWSP Change Process	Urgency	Guiding Coalition	Vision & Strategy	Communicate Vision	Empower: Structures Systems Education	Plan Wins	Consolidate Change	Anchor in Culture
KHR Presentation								
Researcher Hired								
>Management Meeting Updates								
Environmental Baseline & Waste Audit								
Executive 'FCW Vision'								
Communicate 'FCW Vision'								
TNS 'Train the Trainer 1' Workshop								
BookClub' Initiated								
Whistler Symposium/FH&R Conference								
2001 FCWSP Plan and Structure								
Objective Setting Workshop								
>Implement Actions								
>Conduct Awareness Training								
>Develop Sustainability Policy								
IBR Composting Initiated								
Waste Audit								
Sustainability Coordinator Hired								
TNS Awareness Training in Orientation								
TNS 'Train the Trainer 2' Course								
Sustainability Policy to Management								
2002 Sustainability Plan (Review 2001)								
Executive 'FCW Vision'								
Restructure Solution Teams								
Communicate 'FCW Vision'								

6.1.1 SIMILARITIES BETWEEN THEORY AND PRACTICE

There are a number of parallels between Kotter's theoretical model and the changes experienced in the FCW case study. For one, the overarching change themes that emerged from the research are similar to the eight theoretical stages. Secondly, FCW clearly demonstrated the importance of leadership, which is firmly supported in Kotter's model. Third, the case findings reflect Kotter's perspective that elements of existing organizational culture are often helpful in moving change programs forward. Finally, progress must be visibly demonstrated.

Categories of Change

From a descriptive perspective, all stages of Kotter's model were experienced at some point in time during the FCW change process, or highlighted as important for the future. While not as 'clear-cut' as the theoretical change model implies, it is apparent that all eight stages believed by Kotter to be necessary for change are also important for the FCWSP. This similarity suggests that the theoretical change model stages are helpful for describing the organizational level events and activities associated with the FCWSP. Furthermore, by comparing the research findings to the process stages of Kotter's model, it is possible to draw conclusions regarding FCW's current position in the overall change process. The proportions of color squares (depicting different change stages) associated with each of the change events in Figure 3 illustrate that FCW is in the early phases of the organizational transformation process. That is, most of the events that have occurred at FCW concur with the first five stages of Kotter's model.

Leadership

Both theory and practice demonstrate that leaders must be actively committed to the change program to achieve 'success'. Developed from assessments and learnings of past change programs in traditional North American organizations, Kotter's model is based on business realities that tend to have hierarchical structures and emphasize the role of upper management. Similarly, FCW also

operates within a traditional management focused chain of command. The visibility of key leaders' actions and the importance of upper management support is clearly illustrated in this case study.

Given the findings from this research, Kotter's model proves to be an accurate depiction of how the visible support of management is needed to stimulate commitment for the change throughout the organization, and to identify and act on areas of leverage within the traditional systems. For example, Kotter advises that change coalitions must consist of powerful individuals who are often in top management positions. The case research supports this finding. While the leadership and passion of front-line employees was and will continue to remain critical to the FCWSP success, the need for internalized and visible commitment of formal leaders is required to empower passionate employees and encourage the dispersal of the change. Upper management support was required to 'clear the path' for genuine progress in the future. For example, respondents directly cited this support as a factor for success, or they indirectly alluded to the need by describing success factors that require upper management buy-in before they can be implemented (such as incentive and evaluation systems, for example).

Building on an Existing Culture

Another similarity between practice and theory is revealed in the case's use of pre-existing cultural norms and systems to integrate the FCWSP within the hotel's operations. Kotter emphasizes that change programs should graft onto existing practices where these are compatible. The FCWSP illustrated this in several ways. For example, successful elements of the Green Partnership program were integrated into the change program. Green Team members were involved in Solution Teams. The hotel also continued to apply for corporate incentive points to show environmental progress and to harness support for the change. Furthermore, the education program embraced the existing culture by using a 'Train the Trainer' approach. Using this approach, individuals who had intimate knowledge of the hotel culture were directly involved in developing and implementing the training thereby ensuring that it engaged employees' interest and suited FCW's fun and action-oriented

culture. Finally, the FCWSP was linked to the existing 'FCW Vision' which was developed to shape the hotel's culture for future success.

Visible 'Successes'

This case study illustrates that a number of interviewees, particularly directors, had wanted to see measurable outcomes to indicate program success. They felt that the FCWSP had not yet achieved 'concrete change' because they lacked empirical measurements that translated to significant change. This finding concurs with Kotter's stages that highlight the need for planned and communicable wins. It also reinforces the need for clearly defined outcome expectations early in the planning process and emphasis on baseline development and broader reporting.

6.1.2   DIFFERENCES BETWEEN THEORY AND PRACTICE

This research illustrates a number of diversions from Kotter's theoretical process model. First, the speed with which FCW initially progressed through the 'unfreeze' stages is faster than the suggested time promoted in the theory. Secondly, the case exhibits a change process that is based on personal value and behavioural change through learning, which is not the main emphasis of Kotter's model. Thirdly, unlike Kotter's theory that focuses primarily on change at organizational level systems, the real life case demonstrates that change process is influenced by differences within individual and group system levels. Finally, Kotter describes a linear stage process for change. However, this research clearly demonstrates that the sequence and direction of the change events are not linear. In many instances actions that pertain to certain stages are speckled throughout the process, and initial stages of Kotter's theory are re-experienced time and time again as the organizational change progresses.

Speed/Timing of Change

Kotter (1996) emphasizes that significant time should be spent in the 'unfreeze' stages to build sufficient momentum to propel the change program through the 'inevitable' future implementation obstacles. However, he does not take into consideration organization specific factors that may influence this process, such as legacy knowledge and past experiences from the Green Partnership program, and expectations among the key players in the change process.

The study findings reveal that FCW moved rapidly through the first four stages toward implementation. Hotel leaders spent relatively little time learning about the FCWSP before integrating the program into the 'FCW Vision', forming Solution Team structures, and implementing actions toward environmental objectives. This momentum for action may have been the result of a number of factors. For one, the hotel had already implemented environmental initiatives in its twelve years of operations. It was important to maintain the involvement of those individuals who has participated in the past. The leaders also felt that grounded actions were key to maintaining momentum and engaging the support of other hotel staff and external stakeholders. Finally, it was felt that learning required involvement and participation as well as theoretical training by demonstrating the results of grounded actions.

Learning-based Change

Kotter (1996) acknowledges that both attitude and skills training are important aspects of employee empowerment, but he does not discuss learning in the sense that it would define and lead the change process. However, this applied research shows that learning is a fundamental cornerstone of FCW's environmental change process. It is required to create urgency and engage individuals' involvement, facilitate communication and stimulate innovation, and provide feedback for future decisions based on the progress of initiatives already undertaken. In essence, it is required to propagate change. Figure 3 demonstrates that most of the actions taken to encourage employee

participation in the change program were related to education and training (depicted by blue squares) which is one aspect of learning.

The applied case findings demonstrate that understanding the principles of natural systems and how these apply to hotel operations is important for the success of the FCWSP. For example, it is required to equip participants with the skills needed to vision and to communicate. The evolving 'FCW Vision' process shows that a basic level of understanding of ecological sustainability principles and what these mean in the context of the hotel was needed to create the 'Sustainability Direction' and related objectives. Secondly, as respondents' exposure to ecological information increases and their world-views began to change, their expressed urgency for change increases. This finding supports the premise of the TNS approach to change which focuses on individual and group educational interventions to develop an innate 'urgency' for aligning the current the 'real world' situation with ecological principles.

These examples illustrate the learning-based nature of this change program, which leads to the points of divergence between theory and practice that are discussed next. For one, learning often takes place at the individual and group level. Secondly, learning means that actions are reassessed and adapted where necessary, resulting in emergent and iterative change.

Differences within Individual and Group Levels

This study demonstrates that individual and group attitudinal and behaviour shifts influence the overall change process, a finding that is supported by the research of a number of change theorists such as Porras and Silvers (1994), Senge (1991) and Senior (2002). Therefore, differing motivations and perceived barriers to environmentally focused change within these sub-organizational levels can dramatically affect the FCWSP's progression. Although Kotter's model addresses the need to motivate and empower individuals, his theoretical change stages tend to focus on optimizing organization-level systems and structures. As such, the model fails to recognize or account for underlying variances at the individual or group level.

129

The research findings illustrate that respondents and employees had different experiences with regards to the FCWSP, reporting varying impressions and reaction. For example, respondents had undertaken diverse types and degrees of TNS training. They also varied in the number and types of roles that they held with respect to environmental activities, both before and after the FCWSP. Finally, while most of them seemed to place value on ecological sustainability, the responses illustrated different intensities of values and attitudes. These diversities affected their understanding, perceptions and reactions related to the FCWSP.

Respondents also had a variety of motivations for becoming involved in the program. For example, while almost everybody agreed that the hotel should engage in environmentally responsible practices for corporate citizenship reasons, individuals who held managerial or director level positions were also inspired by potential business advantages. Conversely, front-line staff placed less importance on hotel-level business benefits. This illustrates that employees are motivated differently and that engagement strategies need to be tailored to highlight the benefits that are important to individuals.

Certain factors that were barriers to involvement also varied among interviewees. Two examples illustrate the difference. It was indicated that longer tenure staff would have more difficulties changing their 'entrenched processes,' as opposed to new staff. Or, a number of respondents were hesitant about the program because they felt that guest service would be compromised, whereas others did not have this impression. Planned change theory is consistent with practice in that it highlights the need to remove barriers to empower individuals (stage five) to effectively implement the organizational change. It also suggests aligning systems and structure with the change vision (Kotter 1996). Differences in perceived and real barriers within the groups targeted for change, however, are not addressed.

Several FCWSP change leaders recognized these differences among individuals' interests and needs. One change leader felt that environmental change "happens when it becomes personal." Another leader explained that these differences meant that leaders had to be strategic and tailor their

efforts to individuals' needs. This respondent felt that a key to success was the "realization that one thing won't work for everybody" (Director). While the managed process proposed by Kotter highlights the need for leadership, it fails to emphasize the degree of spontaneity and grasp of organizational politics that is required to successfully navigate environmental change. The research shows that individual differences require adaptable and creative change leaders who are able to leverage personal and professional relationships.

Secondly, the research suggests that differences among hotel departments present unique opportunities and obstacles for involvement. For example, several respondents felt that housekeeping faced unique challenges, such as insufficient space for recycling on cleaning carts, educational difficulties (as a result of particularly high turnover and non-English speaking foreign staff), and unique motivational needs due to the routine and independent nature of their jobs. Furthermore, certain departments differ in the roles that they play relative to the change process. For example, stewarding and engineering help other departments improve their sorting efficiency and energy conservation. Their active leadership in these areas is critical in moving change projects forward, yet they are faced with different expectations and sources of performance pressures than are departments that operate in a slightly more autonomous fashion. Employees in such departments require skills in negotiation and communication, applied knowledge for implementation, and credibility to ensure compliance with programs.

These differences have a number of implications that are not visible in Kotter's model. An environmental change program should internalize this variability by customizing training and involving representatives from all of these departments when designing objectives, action plans, and evaluations. At the FCW this was done through cross-functional Solution Teams. Furthermore, 'success' may need to be defined within each department as well as at an overall hotel level to account for unique challenges and opportunities.

The planned change model was not sufficiently sensitive to highlight these subtle differences. While they have critical impacts on the overall change process, they can easily be overlooked when

using the organizational-level stages of Kotter's model to describe the process of change as it occurred in real life. However their importance should not be understated, as group or individual attitudes and behaviours are key in the success or failure of change processes.

Differences in Sequence of Change Events

Theory indicates that organizations should complete the overall change process by following the order of the stages (Kotter 1996). However, FCW's change process shows that 'real life' change is not so orderly. Elements of later stages were often initiated before the earlier ones were completed (Figure 3). For instance, the FCWSP was integrated into the pre-existing 'FCW Vision' and its management system before extensive urgency for the program had been created and before a clear environmental vision was articulated. According to Kotter's model, however, a strong 'change vision' is required before existing systems are linked and adapted. Another notable difference between the sequence of theory and practice pertains to the FCW's baselining initiatives. The waste audit and other baseline research was initiated significantly before Kotter's sixth stage (planning short-term wins) which refers to measurement and management.

Kotter feels that diverging from the change sequence suggested by the model can be portrayed as "contrived, forced, or mechanistic" (p.24) and that this interferes with building momentum for change. Yet the real life study departs from this line of thinking. With reference to the hotel's vision, some respondents agree with Kotter that integrating the FCWSP into the 'FCW Vision' before the program was clearly understood caused some level of confusion. However, the research also illustrates that this opportunistic decision to integrate the program into a highly visible existing system granted the environmental efforts legitimacy and a platform for improvement in the following year. Similarly, this case study illustrates that conducting early resource flow assessments such as the waste audit had positive impacts on the change program. It signalled that the hotel was serious about addressing its environmental problems, increased awareness and urgency for change, and provided information to form initial implementation objectives and action plans.

Linear versus Cyclical Change Process

Kotter (1996) proposes a relatively linear change process where movement is defined in the completion of stages. However, this research study demonstrates that FCW's 'real life' change consists of feedback loops and continual learning and refinement of earlier stages, as opposed to the straightforward process implied by the model.

Examples from the research illustrate the difference. For one, the case study findings diverge from change theory in terms of building urgency. Kotter's model highlights urgency as a first stage. At FCW individuals' felt-need for change is achieved over time through an ongoing process of education and involvement (depicted by the red square in Figure 3). Based on the learning from this research, urgency grows throughout the entire change process as a result of attitude and involvement changes. A second example that illustrates the iterative process of change pertains to the creation and refinement of the 'FCW Vision'. Hotel events that are related to Kotter's vision and strategy stage are marked with turquoise squares in Figure 3. The findings reveal that the executive visioning process was refined by the learning that occurred during year one of the program's implementation. Planning events were aligned to coincide with vision retreat and directors had a stronger understanding of the potential for the FCWSP. As a result, the 'Sustainability Direction' was more clearly defined and the objectives included the ecological sustainability objectives that were set by the Solution Teams.

6.1.3 UTILITY OF KOTTER'S MODEL FOR ENVIRONMENTAL CHANGE PROCESSES

Is planned change theory helpful for evaluating and describing environmentally focused organizational change? This research shows that certain aspects of planned change theory, specifically Kotter's model, are valuable for describing such a change process while others are not.

The model provides a valuable theoretical categories for planning and assessing organizational change. Furthermore, Kotter's model provides a high-level framework for estimating

an organization's position in the overall change process. His focus on traditional organizations also helps to identify management-centered points of leverage for change. The eight-stage process contributes to environmental change programs by highlighting the need for high-level support as well as aligned systems and structures – the technical side of change that tends to fall to the wayside with many learning based environmental programs.

However, the traditional change model is limited as a planning and assessment tool for the continuous incremental transformation program experienced by FCW. For one, the research shows that organizational level change happens largely because of individual changes, which are influenced by understanding and values. Kotter's stages fail to highlight the differences within individual and group contexts that influence the overall implementation of sustainability initiatives. The stage model thus de-emphasizes the tacit 'behind the scenes' changes although these individual decisions can critically influence an entire change process. Kotter's model is also limited in that it fails to incorporate feedback loops that are associated with learning focused change and abstracts the importance of emergent and spontaneous opportunities that may not fit the prescribed stages. Indeed, while rational planning is valuable to identify and coordinate critical timelines and set overall objectives and actions, this research shows that effective change also diverges from strict stages, embracing fleeting opportunities and adapting to unforeseen obstacles as they arise.

Based on this research, an improved model more suitable for environmental change would embrace change at the individual and group level, and would be more iterative and adaptive.

6.2 LIMITATIONS AND FUTURE AREAS OF RESEARCH

This section reiterates the original research questions and assesses the degree to which this study answered each on a scale of one to five. 'One' represents an incomplete research effort whereas

'five' represents a complete and conclusive effort. This is a subjective assessment made by this researcher. Overall conclusions are offered and gaps in the research are addressed through recommendations for future inquiry.

Q1: What are the critical elements of a planned organizational change management process to engender environmental sustainability? (4.5 out of 5)

The literature review discusses in depth the key elements of a planned organizational change management process, using the stages of Kotter's change model as a guiding framework. Relevant environmental literature is also included in the review. This researcher assesses the level of completion as 4.5 out of a possible five points. While any one area of the change process might have been explored in more depth, the overall stages were clearly highlighted and substantiated with support research.

Q2: How do participants perceive the change process and early outcomes of the FCWSP? (4 out of 5)

The findings section of this study presented participants' detailed perspectives regarding the change process. The views portrayed in the research are characterized by diversity and individuality, and are influenced by a number of factors (such as attitudes and values, program involvement, hotel roles). This diversity personalizes the change process and adds elements of spontaneity and critique that have the potential to improve the change vision and actions. Most respondents agree that an early level of 'success' had been achieved by the FCWSP, particularly in terms of increased awareness and support, as well implemented actions and changes to existing structures. However, they indicate that FCW was in the early stage of the change process and that priority and focus of the program needed to increase for future progress. A shared vision of the future for a majority of the respondents was a culture where explicit ecological consideration would no longer be required.

The level of completion of this question is rated as four out of five. This researcher feels that participants' perspectives were extensively explored, through both observation and interview data gathering. There is room for improvement, however, as the perspectives of a greater portion of the employee population might have been involved in the research. Furthermore, interview data might have been more 'real' had they been gathered through multiple interviews at different times of the change process with the same respondents.

Q3: How did the development and implementation of the FCWSP pass through the stages of a recognized organizational change model, specifically Kotter's change framework? (4 out of 5)

This study shows that the change process experienced by FCW did not fit into the tidy stages that are suggested by the theoretical model (Figure 3). From a high-level perspective, however, results show that FCW is primarily in the early phase of implementation (up to stage five). The hotel quickly passed through the first four stages, yet is revisiting these throughout its change process.

Q4: Are there similarities and differences between this sustainability-focused change and organizational change theory, and if so, what are they? (4 out of 5)

The similarities between FCW's 'real' experience and Kotter's change program are assessed earlier in this chapter. The research illustrates that there are certain similarities - the planned change model is a useful theoretical guide for the overall change program. At the same time, the differences show that environmental organizational change is personal and affected by differences at various levels of the organization. Furthermore it is not as linear or rational as planned change theory makes out: rather it tends to be a iterative learning based change where the order of events do not always coincide with the theoretical model.

This researcher feels that these two questions were answered to a degree of four out of a possible five. An extensive analysis was undertaken and comparisons made. However, conducting

this research with more than one case study at a later period of the change process would have

resulted in more transferable findings that related to the entire change stage process.

Q5: What factors were barriers to effective change and what factors enhanced effective

change at the FCW, and what strategies should be used to address the barriers? (4 out of 5)

Chapter Five summarizes the factors that contributed to the success of FCW's change

program and the factors that hindered its progress. These factors pertain to: vision and strategy,

leadership, structures and systems, education and training, measurement and communication, and

culture (Table 23). A number of key learnings result from this section. One conclusion pertains to the

need for visible formal leadership as well as enthusiastic individuals throughout the organization.

Human resource systems must legitimize and encourage involvement, and dialogue and participation

is required to engage leaders. Furthermore, long term planning is needed to achieve and demonstrate

business value relate to the sustainability program. Finally, an inclusive vision, strategy and action

plan should be clearly communicated.

The completion of this question was rated as four out of five. The researcher feels that almost

all of the barriers and benefits require further exploration, particularly those related to corporate

administration. While in-depth exploration of any one of these was not the intent of this research, the

findings from this descriptive study could effectively be studied for causation at a deeper level.

6.2.1 STUDY LIMITATIONS

While this study does provide valuable insights into the change process endured at FCW to

date, there are some limitations to this research. For one, the research was conducted at an early stage

of FCW's organizational change program. While conducting formative research allowed for

feedback to the leaders of the program, it did not allow for a full and complete assessment of Kotter's

entire change process. Thus, some of Kotter's stages may still be realized at FCW over time.

Secondly, the use of a single case limits the transferability of the applied conclusions and

recommendations. Based on the single case study and the limited sample, the overall learnings from this study should be interpreted as directional. While this research begins to explore and explain organisational change behaviour in an environmental context, it must be realized that the findings are influenced by a number of 'human factors' such as participant experiences and attitudes specific to the FCW. Thirdly, the research did not look at causal effects. Thus it does not conclusively explain why certain learning outcomes were realized.

6.2.2 FUTURE RESEARCH DIRECTIONS

The process of conducting research inevitably generates new questions. This study brought to light the need for further inquiry in both theoretical and applied areas related to environmentally driven organizational change. These research opportunities include, but are not limited to:

- The need to conduct a similar evaluative study in the future to re-assess FCWSP progress and to gain a deeper understanding of how the change followed an overall planned change process. A similar study might also be conducted through a multiple case analysis in an attempt to externally validate key findings.

- The research suggests that a modified change process model specific to organisations undergoing environmental change is needed. Study findings illustrate that such a model should be cyclical and that it must allow for change at the individual and group levels of the organization. Exploring alternative change theory, such as evolutionary and adaptive models, would help to develop a framework that embraces the differences between traditional change and environmentally focused change.

- The research lends itself to further exploration of the success factors and barriers that were identified in this research. Particularly important needs relate to: measurements and indicators for 'upstream' change using the TNS framework within a hospitality setting; formal leaders' roles, motivations, barriers and influences within traditional organizations undertaking environmental

initiatives; informal leaders influences and barriers; and the potential value added to hospitality operations by integrating sustainability principles, both tangible and intangible.

- There is a need to further assess the FH&R's Green Partnership program and as well as the effectiveness of and opportunities for change in corporate administration's systems and functions. Specific areas that were highlighted in this study include: supply chain management, guest perception and involvement, and financial structures and objectives.

- Exploring the TNS framework as a tool for changing individual and shared mental models is an area for further exploration. While it is a widely used framework, its practicality and usefulness as a mental model at various levels of an organization has not yet been rigorously tested.

- A final suggestion for further research relates to creating dialogic and consensus-based change within traditional hierarchical organizations. The TNS framework was developed in Sweden where change may occur more readily through dialogue, as opposed to North America, where organizational cultures tend to be characterized by greater power distance and emphasis on individuality. It would be interesting to explore the implications of these differences, in terms of structure and approach, on the development and implementation of such a change program.

6.3 FINAL REMARKS

From a practical perspective, this study provides a constructive 'glimpse' into the reality of organizational change through the multiple perspectives of the individuals involved in the FCWSP. Academics and practitioners use studies and cases to initiate and connect ideas, share findings, validate subsequent learnings. Frankel (1998) feels that many business-sustainability stories tend to emphasize one-dimensional aspects of success and writes that "the more seamlessly a story holds together, the less likely it is to be true" (p. 2). This case shows the underlying dynamics of change and attempts to interpret these using planned change theory. The findings show that environmental organizational change is anything but seamless – it is an emergent and iterative process of learning that is strongly influenced by the thinking and behaviours of individuals and groups.

FAIRMONT CHATEAU WHISTLER ORGANIZATIONAL CHART

General Manager

- **Public Relations Director**
- **Comptroller**
  - Asst. Comptroller
  - Purchasing Manager
  - Systems Manager
- **Corporate Director Of Golf**
  - Asst. Director Of Golf
  - Golf Head Pro
  - Golf Office Manager
  - Superintendant
- **Human Resources Director**
  - Learning Coach
  - Food & Beverage And Rooms Training Manager
  - HR Manager
  - H&S And Loss Prevention Manager
  - Staff Housing Manager
- **Director of Sales & Marketing**
  - Susan Kneider Dir. of Conference Services
  - 4 Conference Services Managers
  - Senior Sales Manager
  - 5 Sales Managers
- **Executive Chef**
  - Executive Sous Chef
- **Rooms Division Manager**
- **Mark Jeanes Director Of Food & Beverage**
  - Asst. Director Of Food & Beverage
  - Portobello Manager
  - Wildflower Manager
  - In Room Dining Manager
  - Mallard Manager
  - Banquets Manager
  - Chief Steward
- **Director Of Operations**
  - Executive Housekeeper
  - Revenue Manager
  - Reservations Manager
  - Chief Concierge Entree Gold
  - Front Office Manager
  - Business Centre Manager
  - Guest Services Manager
  - Chief Engineer
  - Health Club Manager

STUDY BRIEFING AND CONSENT GUIDELINE

BRIEFING BEFORE

"**Thank you** for meeting with me. I would like to interview you in order to **understand, from your point of view**, what happened in the early stages of the Natural Step program at the Chateau Whistler. I would like to understand **what your experience was** and to be able to explain things as you explain them (to walk in your shoes).

The information from this interview will be **used for my research** to complete a graduate degree at Simon Fraser University. Your participation is **completely voluntary** and you can change your mind at any time. Anything that you say is purely **confidential** and your **name will not be in any part** of this project unless you say otherwise.

The entire interview **will take approximately 1 to 1.5 hours** of your time. If it is ok with you, I will tape-record our interview to help me remember - and type up our conversation afterwards. **Is it ok to use the recorder?** Once I have typed the information, you are welcome **to look over a copy** and clarify or add any other thoughts.

Once the paper is complete, you can get a copy from Sonya Hwang in Public Relations.

Are you interested in **going ahead with the interview?**

Before we start, do you have **any questions?**"

(A) "Start by filling in this questionnaire, stop anytime to ask questions. Would you rather read it yourself and fill it out, or would you rather go through it together?"

(B) Interviews

Begin tape recorder

DEBRIEFING AFTER

"I have **no further questions.** Is there **anything else that you want to bring up**, or ask about, before we finish the interview?"

Talk more fully about the purpose and design of the research study.

Give contact sheet.

APPENDIX 3
SUPERVISOR CONTACT INFORMATION

If you have any further ideas, comments, or questions, please feel free to contact me at:

Esther Speck (Researcher) 604.739.7602 or especk@sfu.ca

If you have questions about the research methods, please contact me or my research supervisors at:

Dr. Peter Williams (Director of School of Resource and Environmental Management)
604.291.3103 or peter_williams@sfu.ca

Dr. Carolyn Egri (Professor in School of Business Administration)
604.291.3456 or carolyn_egri@sfu.ca

Thank you for taking part in this interview!

OPEN-ENDED INTERVIEW QUESTIONNAIRE GUIDE

Intv # _____ Date_____ Other _____

- ☐ # on all (a) protocol (b) tape (c) NEP (d) tracking sheet (e) timeline
- ☐ Explanation and consent
- ☐ NEP
- ☐ Taping

1. How long have you worked at the FCW? _____

2. How do you define ecological sustainability? Do you think that it is important at the hotel? Why?	
3. How about social sustainability? Do you think it's important at the hotel? Why?	
4. When did you first learn about the Natural Step program for sustainability? (Write on timeline)	
5. (IF EMPLOYEE IS NOT NEW) Before this time, on a scale of 1-5, what level of priority do you think that ecological sustainability was given at the hotel? Social sustainability? What makes you say this?	Ecological 1-5 _____ Social 1-5 _____
6. (IF EMPLOYEE IS NOT NEW) What was happening at the hotel before the Natural Step program? Were there ecological and social activities? If yes, what were they?	
7. So you learned about the Natural Step program around (DATE) time. How did you learn about the program?	
8. What were you told? What are the goals and vision of the program? What did you first think about it?	
9. Who was involved? Who are the main people pushing for this change? How are you involved?	
10. What happened with the Natural Step program? Please indicate any activities associated with the program, any number of things, formal or informal. (Write on timeline)	
11. What went well with the program? What was positive, a success, if any?	

12. What made these positive things happen? Why? What would make them happen again in the future?	
13. What could have been done differently? How should these have been done differently? Why do you think things happened as they did?	
14. (After timeline completed) So what has changed since the program began? How and why?	
15. At this time, September 2001, on a scale of 1-5 what level of priority do you think that ecological sustainability has been given at the hotel? Social sustainability? What makes you say this? How has this changed?	Ecological 1-5 _____ Social 1-5 _____
16. What would you like to see as a result of the FCWSP in five years? What would you like to see as next steps? What are the challenges?	
17. Has the NS program made a difference to how you do your job? Has it made a difference to how you feel about working here? How?	
18. Has the NS program changed how you feel about ecological sustainability? About social sustainability? Has it impacted outside of work? How?	

APPENDIX 5

CODING THEMES AND FREQUENCES

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
Q2	Define ES	Pollution	73%
		Recycling	50%
		Future needs	46%
		Eco-system degradation	41%
		Conscientiousness	50%
		No net loss	32%
		Over-consumption	32%
		Scarce resources	27%
		Balance economic, social, ecological	18%
		Replacing	14%
		Using biodegradable	9%
		Nature's existential value	9%
	Imp	Yes	95%
		Unsure	5%
	Why Yes	Corporate citizenship	87%
		Business benefits	57%
		Human survival	43%
Q3	Define SS	Vague concept	57%
		Wealth equity	55%
		Giving	30%
		Meet basic needs	30%
		Knowledge empowers	13%
		Links with enviro values	9%
	Imp	Yes	70%
		No	22%
		Unsure	9%
	Why Yes	FCW values	39%
		Corporate citizenship	17%
		Not sure	17%
		Business benefits	9%
	Why No	Lack influence	30%
		Not responsibility	22%

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
Q4	When learn	Before May 2000	22%
		May to Dec 2000	44%
		Jan to June 2001	30%
		After June 2001	4%
Q5*	Why before env priority	Conflict goals (-)	70%
		Lack structure (-)	65%
		Lack mgt lead (-)	57%
		Lack knowledge (-)	45%
		Downstream solutions (-)	35%
		Limited communication (-)	24%
		Limited enforcement (-)	24%
		Lack business rationale (-)	19%
Q5/Q6	What happen before	Recycling (+)	95%
		Participate GP (+)	52%
		Awareness (+)	24%
		Involved community (+)	17%
		Education events (+)	13%
		Philanthropy (+)	13%
Q7**	How learn	Departmental training	30%
		Whistler sustain symp	27%
		KHR presentation	22%
		Train the trainer	17%
		Orientation	4%
	How heard	Conversation	48%
		Departmental meetings	17%
		Executive 'FCW Vision'	13%
		Management meeting	9%
		'FCW Vision" rollout	9%
		Other	5%
Q8	Initially told	Operational change	57%
		Ecological facts	48%
		Leadership	48%
		Connectivity in systems	48%
		System Conditions	43%
		Hotel benefits	37%
		Tied to 'FCW Vision'	33%
		TNS is solution oriented	29%
		FCWSP is long term	29%
		TNS is international	14%

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
	Program goals	Awareness and understanding	61%
		Operational impacts	33%
	Initial reaction	Implementation questions	57%
		Logical approach	48%
		Alarm at state of planet	39%
		Empowerment to act	35%
		Requires time and work	35%
		Confused regarding TNS	35%
		Pride in FCW	30%
		Responsibility for personal actions	26%
		Skeptical of commitment	26%
		Fear compromise	22%
		Fits FCW values	13%
Q9	How involved	Communication	64%
		Complying with projects	61%
		Leading projects	39%
		Planning (Solution Team)	34%
		Monitoring compliance	34%
		Training	26%
		Visioning	22%
		General support	13%
		Coaching	9%
Q10	Imp program activities	'FCW Vision" activities	44%
		Waste audit	44%
		Specific project outcomes	39%
		Whistler Sustainability Symposium	35%
		Awareness training	35%
		Solution Team activities	35%
		Meeting updates	31%
		Individual informal experiences	22%
		Hired consultant/coordinator	22%
		FH&R Enviro Conference	17%
		KHR TNS presentation	17%
		Enviro column in employee news	17%
		FCW activities in Whistler news	17%
		Directors met with Ola Iverson	13%
		Trainer 'BookClub'	13%

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
Q11/14	Successes/Changes	Initiatives implemented	83%
		Awareness and understanding increased	78%
		Strategy and structure formed	61%
		Upper management leadership increased	52%
		Informal discussion increased	52%
		Decision making improved	35%
		Monitoring and enforcement improved	35%
		Measurable outcomes	30%
		Planned internal communication improved	26%
		Training took place	26%
		'FCW Vision" changed	26%
		Policy created	21%.
		External recognition achieved	21%
		Lack of outcomes	21%
		EA partnership created	13%
Q12	What helped achieve successes	Upper management support	65%
		Passionate individuals	61%
		Consultant/Coordinator	61%
		FCW culture	57%
		Implementation strategy and structure	52%
		Growing awareness	44%
		Incentive from potential benefits	44%
		'FCW Vision"	22%
		Formal measurements	22%
		Past knowledge	22%
		EA partnership	13%
	Future success factors	Structured plan	48%
		Formal part of job	44%
		Permanent coordinator position	35%
		Leadership throughout organization	30%
		Corporate support	26%
		Changed values	26%
		Ecological knowledge	26%
		Integrated into systems	26%
		Time and resources	26%
		Increased urgency	22%
		Communicable successes	22%
		Increased communication	13%
		General involvement	13%
		Innovative ideas	9%

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
Q13	Could have been different	Involve key players	48%
		More focused objectives	39%
		Increased accountability	39%
		Increased communication	39%
		Management understanding	35%
		Better measurements	35%
		More initial momentum	17%
		More departmental interaction	17%
		Continuity	13%
		Nothing	13%
Q15*	Why after env priority	Other priorities higher (-)	57%
		Unclear top commitment (-)	48%
		Early stage of change (-)	44%
		Actions contrary to talk (-)	30%
		Limited communication (-)	30%
		Lack measurable success (-)	30%
		Was already part of culture (-)	17%
Q16	Future vision	Culture change	59%
		Green procurement	59%
		FCW waste stream improve	41%
		Leadership position	35%
		Renovations and upgrades	29%
		Service innovation	24%
		Learning and training	24%
		Environmental indicators regular measurements	18%
		Sustainable energy	18%
	Next steps	Increase knowledge	65%
		Increased involvement	61%
		Improved external communication	44%
		Achieve existing goals	44%
		Measurement and reporting	44%
		Improved internal communication (goals/wins)	35%
		Review plan and objectives	35%
		Formal incentive structures	30%
	Barriers to moving forward	Limited time	70%
		Lack understanding and knowledge	65%
		Employee turnover	57%

Interview Questions		Coding Variable/Themes	Percentage of Interviewees (n=23)
Q16cont'd		Corporate structures (purchasing, incentive, financial, environmental standards)	52%
		Lack front line involvement	44%
		Financial resource limitations	39%
		Unrealistic goals	39%
		Physical challenges (space, equipment)	35%
		Entrenched processes/lack innovation	35%
		Weak monitoring of projects	35%
		Lack management leadership	35%
		Inability to mandate	30%
		Perceived tradeoffs (service)	29%
		Hard to plan in complex environment	29%
		Action oriented culture	26%
		Weak teamwork skills	22%
		Unclear roles	22%
		Leaders actions inconsistent with vision	30%
Q17	Affect job	Yes	86%
		No	14%
	How affect job	What I do	38%
		How I do it	19%
		What and how	29%
	Feel about work	Yes	74%
		Slightly	14%
		No	9%
Q18	Feel about ecological sustainability	Yes	91%
		No	9%
	Actions outside work	Yes	86%
		No	14%

* Positive support for rating Q5 were combined with Q6 and Q15 as was repetitive for many respondents

** Interviewee reported a difference between first hearing about the program and learning about the program

APPENDIX 6
FCW SUSTAINABILITY POLICY

Our Commitment

The Fairmont Chateau Whistler is a four-season luxury resort in Whistler, British Columbia, with a vision to provide cherished guest and employee experiences long into the future.

We believe that sustaining natural life support systems and contributing to a vibrant, healthy society is necessary for sustained economic success and global human progress. We therefore commit to continual improvement in developing our operations to become sustainability leaders in the Fairmont chain and in the hospitality industry.

To do this, we will meet or exceed all relevant regulations and build on our current commitments, which include the Fairmont Green Partnership Program, the golf course Audubon Cooperative Sanctuary System certification, and the 'Whistler: It's Our Nature' project.

We define sustainability using the following basic rules, or System Conditions, and endeavour to prioritize our actions using the Natural Step framework.

"In a sustainable society, nature is not subject to systematically increasing:

1. concentrations of substances extracted from the Earth's crust;
2. concentrations of substances produced by society;
3. degradation by physical means;

and, in that society,

4. human needs are met world-wide."

Our Strategy

More specifically, our commitment to sustaining natural life support systems is guided by continuous improvement in:
- eliminating waste toward closed loop operations;
- increasing eco-efficiency by optimizing resource use;
- stimulating and using innovation, emerging technologies and alternative, renewable resources;
- developing innovative and lower impact 'resort services';
- eliminating the use of environmentally destructive substances (we will avoid using products when we are unsure of their environmental implications, as outlined by the precautionary principle); and
- reinvesting in natural capital, where possible.

Our commitment to fostering a healthy and vibrant society is guided by fair and respectful treatment of our employees, guests and community neighbours. More specifically, we will:
- make economic contributions to the development of our community through the Fairmont Chateau Whistler Charity Foundation, corporate programs, and in-kind donations.
- contribute to building general community capacity through proactive support of community learning, volunteerism, and internal skill development.

- work with the Whistler community and other Fairmont properties to share sustainability learning and to help create demand for more sustainable resort products.

This policy applies to all resort operations and, as possible, extends to supplier and business partner operations where we can exert influence.

The management team will review this policy and sustainability goals on an annual basis, and ensure that annual action plans are completed. Our internal measurement of progress will develop to include financial, environmental and social indicators, as possible.

This sustainability policy will be documented, implemented and communicated to both internal and external constituents.

Through ongoing empowerment, education and incentive we will build the capacity of our staff to embrace this policy, guided by principles of respect, accountability, balance, empathy, passion and integrity.

- the Fairmont Chateau Whistler Executive Team -

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