

## TRANSCRIPT

# Inspiring Sustainable Transformation

### Rohan Hazell:

Making decisions that centre societal and environmental development - as opposed to just focusing on economic growth - can be a challenge.

How can you inspire change in your organisation?

To answer this question, you'll hear from Professor Christine Loh, Chief Development Strategist at Hong Kong University of Science and Technology's Institute for the Environment.

### Professor Christine Loh:

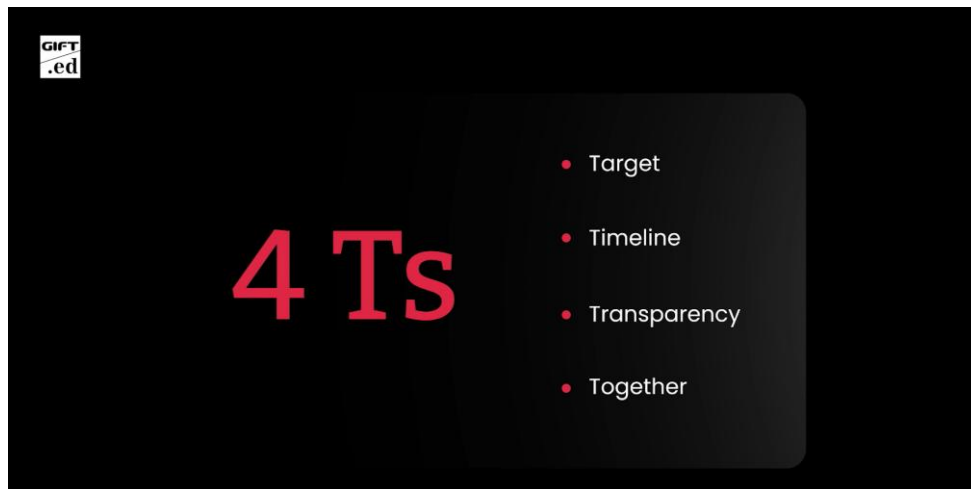
If you are not yet the boss, but you want to do something in a company, it's useful to identify what it is. And generally, I think people working in an organisation, they have some idea. Usually that idea could be coming from their area of work. So, for example, people might say, "I'm an engineer working for a contractor or a property company. I know that if we did certain things differently, we could save energy."

So, people in that sort of situation can actually think about how they're going to take that idea, socialise it within the company, or socialise it within at least their unit and their department, and then plan on how they would take it up the chain of command. They do need to think about who they're going to go and explain it to, right?

So set new priorities, identify the vested interest in the company who might not want to do anything. How can you persuade them, and how can you lobby or how can you join forces with your colleagues in other companies in the same business? You know, it is possible for them even because many of them are members of professional associations, perhaps to use the professional associations as a springboard for putting forward new ideas.

### The 4Ts – Timeline, Targets, Transparency and Together

The four Ts was something we developed when I was in government. It kind of makes sense to people, right?



You know, if you want to change, you need to have a target and a timeline, and you need transparency. So, as you are trying to do something, surely you want to be able to track how you are doing, and you want to share the results. So, there is transparency. And actually, when you're doing something difficult or something new, it's really important to do it together.

So, let's take the issue of achieving net zero. So, this means we have to do many different things to decarbonise when actually 80% of the world's energy still comes from fossil fuel. This means the problem is very big. This means we all need to go on a revolution in order to make changes within a short time, because if we want to get to 1.5 degrees sooner rather than later, we have to act at scale and at speed.

So, nobody really knows how to do that because the world is powered by fossil fuels. When you're not quite sure what it really takes to do all of this, it's best to collaborate, it's best to do it together. So, communities of government, society, and industry can actually come together and identify those things that they actually agree on.

They need to agree on what are some of the steps that together they can take. And the good thing about business is they do understand that if cost is going to be increased to do something, it should be a level playing field. That means everybody has to abide by the same new laws and regulations.

So, if people can talk through this, they will come up with ideas of actually how to do it quicker and faster and better. I really, really believe in that because throughout my career I have witnessed that when people come together to try and talk through problems and solutions, usually you come up with something better.

### **Equipping Yourself to Make Better Decisions**

In my school and subsequent working career, I have always found that people generally want to do a better job. People generally want to change things for the better, but it's how to do

it? I find that my own experience in the public sector has given me clues and tools about how to prioritise, you know, what solutions are, how to socialise, how to bring people together, and how to go step by step in finding solutions that can persuade people to make changes.

It'll be very good for anyone to have some 101 in understanding the mechanism for proposing any kind of changes and how to socialise them in order to change minds, to bring people together, to collaborate and cooperate, so that we can actually realise that higher good, that next step that we want to see because we know it's better.

So, I think basically what I'm saying is have some 101 in understanding how to pursue change. Whether you are in the public or the private sectors because the tools are the same. Once you go from the private sector to the public sector, you want to deal with society and you want to change and lobby for change, then you kind of upgrade your basic 101 into understanding how public affairs work. You'll be able to navigate government and the public sector much better.



**Rohan Hazell:**

Complex decision-making requires bringing people together through constructive stakeholder engagement, and a critical examination of available data and evidence.

Taking a systematic and systems-based approach to generating solutions ensures that outcomes are rooted in reality, factor in diverse viewpoints and interests, and facilitate meaningful and sustainable change.