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A CHANGE INITIATIVE PLAN TO INCREASE THE POTENTIAL OF SUSTAINABLE PRACTICES WITHIN THE FASHION INDUSTRY, WITH THE PROPOSAL OF LAUNCHING THE INSTITUTE OF SUSTAINABLE FASHION (ISF)

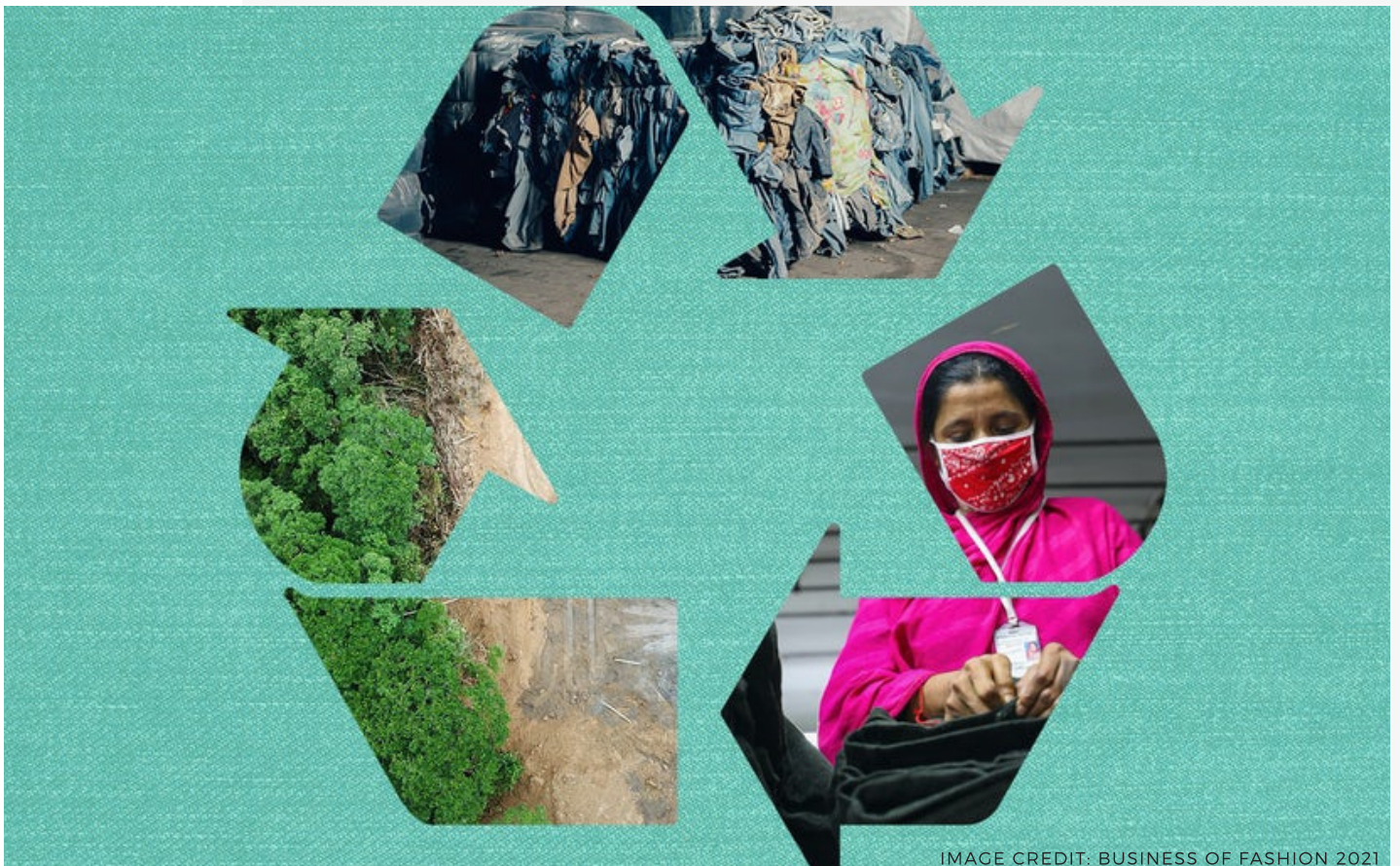


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INTRODUCTION



The proposed change initiative plan is to launch a membership body within the fashion industry to raise the standards of fashion sustainability practices for professionals and the fashion industry as a whole. The proposed institute will be called the Institute of Sustainable Fashion (ISF).

The following document outlines some of the existing literature and theoretical debate on systemic changes within fashion sustainability and the case for change.

Following the debate, a change initiative plan will be discussed using templates and resources from University College Berkeley (UC Berkeley). The plan provides a clear and comprehensive toolkit to initiate and disseminate the change initiatives to support the case for launching the ISF.

PROJECT DESCRIPTION: CHANGE INITIATIVE PLAN

Why a change initiative plan? The (ISF) Institute for sustainable fashion is currently led by one person, the founder Kelly Darcy, the initiative has a couple of very engaged stakeholders who value and receive consultation within the realm of sustainable fashion from the founder, however, this in isolation is not going to meet the demand of the change needed to make a real impact to the systemic changes that are so greatly needed within the space of sustainable fashion, one standalone silo cannot make waves, however, collectively with a membership the voices of many can enable collaboration.

The change initiative, therefore, is to create change by joining and expanding the (ISF) Institute for Sustainable Fashion. The action is to co-create a membership body with early adopters.

According to UC Berkeley (Sarran, Clark and Mendonca, n.d.), there are four main areas needed to fulfil when compiling a change initiative plan, which are in sequential order:

- (1) Change Management Pre-work
- (2) Manage Personal Transitions (resistance)
- (3) Develop Change Plan
- (4) Implement & Monitor the Change

For this to be executed in a timely and efficient manner, the change initiative plan will use a series of frameworks to enable the launch of the ISF, whilst addressing the core needs of the fashion industry and the professionals working within the discipline of sustainability. This change initiative plan and its frameworks will support the necessary components of the business plan.

PLAN GOALS AND OBJECTIVES

The following templates provided by UC Berkeley (Sarran, Clark and Mendonca, n.d.) have been adapted, utilised and presented as part of the change initiative plan.

- Case for change
- Sustainability Leadership & Manage personal transitions
- Compelling vision and Behavioural change plan
- Change communication plan
- Feedback strategy overview





CASE FOR CHANGE

THIS SECTION EXPLORES THE REASONS WHY A CHANGE NEEDS TO OCCUR WITHIN THE FASHION INDUSTRY, BY UTILISING LITERATURE FROM SECONDARY SOURCES WITHIN FASHION SUSTAINABILITY TO PROVIDE RELEVANT INFORMATION TO SUPPORT THE NEED FOR CHANGE AND TO CRAFT COMMUNICATIONS TO SUPPORT THE PLANNING AND LAUNCH OF THE INSTITUTE OF SUSTAINABLE FASHION.



BACKGROUND: WHAT CURRENT PROBLEMS NEED TO BE SOLVED?

The current issues that the fashion industry faces are vast. According to Fletcher (2015), systems change is the only way we, as a collective, can change some of the unethical and environmentally damaging practices. This invitation for change by probing economic systems, business models and values can profoundly affect the sustainability potential (Fletcher, 2015). We now know that we only have ten years to reduce the effects of climate change (IPCC, 2018).

Launching the Institute of Sustainable fashion will aim to contribute to the development of all of the United Nations Sustainable Development Goals, in particular SDG Goals 4 Quality Education, 12 Responsible Consumption and Production and 13 Climate Action due to the nature of the sustainable fashion remits.

CASE FOR CHANGE

CURRENT STATE: WHERE ARE WE NOW, AND WHAT ISN'T WORKING? WHAT ARE THE OPPORTUNITIES?

Fashion is a global industry worth \$2.5 trillion dollars as said in the report *The State of Fashion* (McKinsey, 2019), which employs around 60 million people (GFA, 2018), and is said to be one of the world's most polluting industries.

Fletcher (2019) also champions new business models with a series of frameworks that use the simple logic of putting the Earth first as a way to change the continual detrimental effects of the fashion industry.

Kate Fletcher's recent publication *Earth Logic* (2019) provides research plans for facilitating such change and supports the launch of initiatives such as that of the ISF with the aim of initiating behaviour change, setting standards and continuing the dialogue between industry and sustainability professionals.



IN RESPECT OF OPPORTUNITIES, THERE IS NO SUCH MEMBERSHIP BODY SOLELY FOR DEVELOPING TALENT AND CREATING THE CONTINUED DEVELOPMENT AND PROFESSIONALISM OF SUSTAINABLE FASHION, HOWEVER, THERE ARE OTHER NOTABLE VOICES WITHIN THE FIELD OF SUSTAINABLE FASHION DEVELOPMENT SUCH AS FASHION REVOLUTION, GOOD ON YOU, FASHION ROUNDTABLE, AND ELLEN MCARTHUR FOUNDATION. THE AFOREMENTIONED WILL BE DISCUSSED IN FURTHER DETAIL IN SECTION TWO OF THIS REPORT WITH A BUSINESS MODEL CANVAS.

CASE FOR CHANGE

RISKS OF NOT TAKING ACTION: WHAT FUTURE PROBLEMS ARE ANTICIPATED IF NO ACTION IS TAKEN? WHAT IS THE IMPACT ON THE ORGANISATION?

The risk of not taking action is the continual pressure on the planetary boundaries, as Kate Raworth explains we are falling short on life's essentials such as food, water, gender equality and political voice. The ISF recognises a lot of these areas are directly affected by the fashion industry, the 12 Sustainable Development Goals set by the United Nations highlights areas of wicked issues that we face and must act upon. Raworth explains "we have to redesign what we think of economics, historically we have followed the never ending policy goal of GDP, now we need to think of the economic system as a doughnut, between two sets of boundaries to make it feasible to meet the needs of all within the planet" (Raworth, 2017).

Another potential risk of not taking action is that the fashion sustainability area will continue to have no professionalism benchmarks compared to other fields such as marketing with their professionalism benchmarks within the Chartered Institute of Marketing (CIM), students and professionals look to utilising the CIM for a mark of credibility to demonstrate to potential employers/freelancing that they have the accreditation and continued professionalism within their capacity.. With the field of sustainable fashion rapidly growing there is an opportunity to offer a benchmarking, regulating and continuous professional development membership body to the fore.

BENEFITS OF TAKING ACTION: WHAT ARE THE BENEFITS OF MAKING THE CHANGE? WHAT IS THE IMPACT ON THE INDUSTRY?

The benefits of launching a membership body such as the ISF are to connect sustainable fashion professionals, create educational and accreditation to the members and to ultimately be a force for good within the discipline of sustainable fashion.



SUSTAINABILITY LEADERSHIP & MANAGING PERSONAL TRANSITIONS

WHAT IS A SUSTAINABLE LEADER?

SUGGESTS LEADERSHIP IS ABOUT “DISCOVERING THE PASSION, PERSISTENCE AND IMAGINATION TO GET RESULTS, TO BE ABLE TO FIND THE WOW FACTOR AND TO BE ABLE TO THINK THE WEIRD THOUGHTS NECESSARY TO LEARN AND THRIVE IN A DISRUPTIVE AGE”. THE ELEMENT OF TRANSFORMATIONAL CHANGE IN PETERS’ DEFINITION MAKES IT PARTICULARLY RELEVANT TO SUSTAINABILITY.

TOM PETERS (1989)

CEO OF KINGFISHER, SAYS “LEADERSHIP IS ABOUT GETTING PEOPLE TO GO WHERE THEY WOULDN’T HAVE GONE ON THEIR OWN”.

IAN CHESHIRE (2010)

WE HAVE A WORKING DEFINITION OF LEADERSHIP, AS FOLLOWS: “A LEADER IS SOMEONE WHO CAN CRAFT A VISION AND INSPIRE PEOPLE TO ACT COLLECTIVELY TO MAKE IT HAPPEN, RESPONDING TO WHATEVER CHANGES AND CHALLENGES ARISE ALONG THE WAY.”

VISSER AND COURTICE (2011)

DEVELOPING A SUSTAINABLE LEADER.

This will require a transformational leadership approach, one which the founder of the proposed institute naturally leans towards in style and approach, in the 2017 publication by the Cambridge Institute of Sustainability Leadership on Global Definitions of Leadership and Theories of Leadership Development it suggests that leadership is seen as one of the most important and effective responses to the challenges and opportunities presented by the global context (CISL, 2017).

Transformational Leadership is described as a negotiated cost-benefit exchange and as an appeal to self-transcendent values of pursuing shared goals for the common good (Price, 2003). The Institute of Sustainable Fashion will embed transformational leadership style as part of the core values and manifesto, the manifesto can be read in pages XX.

SUSTAINABILITY LEADERSHIP & MANAGING PERSONAL TRANSITIONS

MANAGING PERSONAL TRANSITIONS, TRAITS AND COMPETENCIES THAT A SUSTAINABILITY LEADER SHOULD POSSESS

Russel Reynolds Associates along with Global Citizen (2015) released a report on the talent requirements for sustainable enterprises, it summarised "Sustainable leaders have a strong interior sense of purpose that grows into a stronger sense of purpose and mission within the organization. They are oriented toward the long term. They feel an inherent motivation to meet the triple bottom line of social, environmental and financial performance or "people, planet and profit." Special competencies that sustainable leaders possess include the following:

- Enlightened self-interest: Valuing the interests of stakeholders rather than using people for individual gain (Crane et al., 2004). Seeing stakeholders in the broadest sense; for example, including future generations.
- Long-term orientation: Focusing on long-term goals and not being dissuaded by pressure from parties with different and competing goals while being aware that there is no long-term success without short-term delivery (Hind et al., 2009).
- "Presencing": Achieving one's highest future potential through a combination of sensing (feeling one's future possibility or purpose) and presence (the state of being in the present moment). Inspiring others and working together in the pursuit of a vision. Integrating careful observation of a situation, quiet reflection, reaction to feedback and then decisive action where required. Combining "doing what they love and loving what they do" with being deeply immersed in the world (Gitsham et al., 2009; Senge et al., 2004; Scharmer et al., 2013).
- Courage: Being driven to overcome resistance and keep up momentum toward desired goals. Making decisions in uncertain conditions, unhindered by an overload or lack of information (Hind et al., 2009).
- Integrity: Demonstrating honesty and moral values in both their professional and personal life so that stakeholders see sustainable leaders as role models (Hind et al., 2009).
- Open-mindedness: Displaying an unprejudiced attitude toward new ideas and the beliefs of other stakeholders (Hind et al., 2009).
- Transparency: Disclosing the bad news, as well as the good. Offering both positive and critical feedback to reinforce the best behavior in others while curtailing the worst (D'Amato et al., 2009).

OUR GOALS AND OBJECTIVES

OF THE COMPETENCIES LISTED IN THE COLUMN ON THE RIGHT, THE INSTITUTE OF SUSTAINABLE FASHION WILL NOT ONLY HOLD THESE TO ACTIONABLE GOALS BUT ALSO EXPECT THIS OF THE MEMBERS, THIS WILL REFLECT WITHIN THE MANIFESTO AND EMBED THROUGHOUT THE RESOURCES AVAILABLE TO MEMBERS.

SUSTAINABILITY LEADERSHIP & MANAGING PERSONAL TRANSITIONS

MANAGING PERSONAL TRANSITIONS, TRAITS AND COMPETENCIES THAT A SUSTAINABILITY LEADER SHOULD POSSESS

Systems thinking is also seen as a key skill for sustainable leaders, being adept with the bigger picture and context beyond the organization is of great benefit. Systems thinking and the principles outlined below will also form part of the Institute of Sustainable fashion's founder's principles but again that of the continued development of the membership.

- Seeing the bigger picture: Realising that there always is a bigger picture (Sir David Brown, personal communication, 2014). Engineering an advantageous future for their organization through awareness of wider, more complex systems beyond the organization, with a deep understanding of how to manage the competing demands of different stakeholder groups (Senge, 1990; Hind et al., 2009; Waddock, 2007).
- Appreciating the details: Recognising that the successful execution of a strategy depends on getting the details right. Willing to zoom in as required to get to the root cause of an issue and zoom out equally fast to regain the big-picture perspective.
- Maintaining balanced decision making: Considering both global and local perspectives to make and gain support for well-founded decisions (Hind et al., 2009).
- Keeping it simple: Fundamentally understanding one's business, products, organization and processes. Ruthlessly eliminating complexity wherever possible. Developing products, services and solutions that serve a clear customer need and that easily can be explained to all major stakeholders.

VUCA IS IMPERATIVE FOR SUSTAINABLE LEADERSHIP

(VUCA) IS AN ACRONYM THAT STANDS FOR VOLATILITY, UNCERTAINTY, COMPLEXITY AND AMBIGUITY. THIS TERMINOLOGY IS BUNCHED TOGETHER TO HIGHLIGHT WHAT LEADERS, BUSINESSES AND CO-OPERATIONS OF ANY KIND, ACROSS SECTOR LEVELS FROM SOCIAL TO CORPORATE.

"IN PRACTICE, THE FOUR TERMS ARE RELATED. THE MORE COMPLEX AND VOLATILE AN INDUSTRY IS, FOR EXAMPLE, THE HARDER TO PREDICT AND THEREFORE MORE UNCERTAIN IT WILL BE. YET, ALL FOUR REPRESENT DISTINCT ELEMENTS THAT MAKE OUR ENVIRONMENT - THE WORLD, A MARKET, AN INDUSTRY - HARDER TO GRASP AND CONTROL" (KRAAIJENBRINK, 2018)

AS STATED IN THE QUOTE ABOVE BY KRAAIJENBRINK, THE ESSENCE OF TODAY'S MARKET REQUIRES LEADERS THAT PROVIDE REFLEXIVITY AND ADAPTABILITY WHILST MAINTAINING STRONG MESSAGES TO THEIR FOLLOWERS. THE INSTITUTE OF SUSTAINABLE FASHION WILL PROVIDE MEMBERS WITH TOOLS, LEARNING MATERIAL, INFORMATIVE REPORTS AND MEMBER FORUMS TO BETTER NAVIGATE THE VUCA SETTING.

COMPELLING VISION AND BEHAVIORAL CHANGE PLAN, HOW DO WE BRING PEOPLE ON BOARD?

COMPELLING VISION OBJECTIVES ARE A TOOL THAT PROVIDES THE ISF WITH PROBING QUESTIONS TO DISCUSS WITH THE STAKEHOLDERS. ANSWERS TO THESE QUESTIONS WILL BE USED TO CRAFT COMMUNICATIONS FOR EACH RELEVANT AUDIENCE IMPACTED BY THE CHANGE.



The expected benefits to sustainability professionals are to be able to connect with funders, potential upcoming talent, and collaborate with other businesses. Benefits to fashion students are to be part of an emerging network, credibility and standard-setting, learning and resources, the benefit to fashion businesses will be to connect to government and policy professionals, to sustainability professionals and access collaborative solutions for progress.

According to (Camarinha-Matos et al, n.d) There is a great potential for mutually beneficial synergies between the two fields of Collaborative Networks and Sustainability science. This potential has in fact been recognized in many fields where these synergies are leading to novel approaches and solutions. Concepts, methods and tools developed in the area of Collaborative Networks (CNs) can facilitate the engagement and interplay of the multiple stakeholders which are participants needed in any effort towards sustainability.

ORGANISATIONAL GOAL

WE HOPE TO ACHIEVE CREDIBILITY, HONEST AND COMPELLING CONVERSATIONS REGARDING SUSTAINABLE FASHION, AN OPPORTUNITY FOR CHANGE AND ULTIMATELY BE A FORCE FOR GOOD FOR THE PLANET AND ITS INHABITANTS WHILST STILL EXPRESSING OURSELVES THROUGH OUR MEDIUM OF FASHION.

CORE VALUES EXERCISE

A suggested way to effectively manage potential resistance is to tap back into your own core values and find a way to anchor one or more of them to some aspect of the change. At the time a change is proposed the Core Values Exercise tool can be used proactively to create emotional resonance and assist you in supporting the change from a place of authenticity. An example of core values is:

- If one of your Core Values is Creativity, and you believe the change will bring you more opportunities to be creative in your job (doing less repetitive/routine work) then this would contribute to you supporting the change.
- If one of your Core Values is Responsibility, you may be able to tie supporting the change efforts to what it means to you to be "responsible" at work, and be able to support the change authentically from that perspective.

A potential way of getting people on board would be to develop the Institute of Sustainable Fashion using a collective of core values, a simple exercise like the one shown below can ensure a collaborative co-created membership body.

CIRCLE YOUR TOP 5 VALUES FROM THE LIST BELOW. ADD ANY THAT ARE MISSING THAT ARE MEANINGFUL TO YOU.

AUTHENTICITY
HARMONY
BALANCE
HEALTH
COMMITMENT
HONESTY
COMPASSION
HUMOUR
CONCERN FOR OTHERS
INTEGRITY
COURAGE
INTELLIGENCE
CREATIVITY
JOYFULNESS
EDUCATION
KINDNESS
EMPATHY
KNOWLEDGE
EXCELLENCE

LOYALTY
FAIRNESS
OPENNESS
FAITH
PERSEVERANCE
FAMILY
PERSONAL GROWTH
FREEDOM
RESPECT FOR OTHERS
FRIENDSHIP
RESPONSIBILITY
FUN
SECURITY
GENEROSITY
SERENITY
GENUINENESS
SERVICE TO OTHERS
HAPPINESS
SUCCESS

LOOKING AT YOUR IDENTIFIED CORE VALUES, CAN YOU ALIGN ONE OR MORE TO THE CHANGE? IF SO, HOW?



INSTITUTE OF SUSTAINABLE FASHION MANIFESTO

IT IS SAID BY HANS D'ORVILLE, (2019) TO ACHIEVE LONG TERM SUSTAINABILITY WE SHOULD AIM FOR A GREEN ECONOMY AND LOOK TO CREATIVITY AS A POTENTIAL FOR SOLUTIONS. INNOVATION WILL PLAY A LARGE PART IN THIS. CREATIVITY AND INNOVATION GO HAND IN HAND, INNOVATION IN THE FORM OF BUSINESS IDEAS IS INCREASINGLY SEEN AS THE KEY TO FUTURE SOCIAL PROSPERITY. NEW TECHNOLOGIES AND PROCESSES THAT DO NOT CREATE POSITIVE CHANGE DO NOT QUALIFY AS INNOVATION. CREATIVITY AND INNOVATION IS THE TYPE OF DEVELOPMENT WE SHOULD BE DEVELOPING THIS BEHAVIOURAL CHANGE AND DEVELOPMENT WILL FORM PART OF THE INSTITUTE'S MANIFESTO. COLLABORATION AND INTEGRITY ARE ALSO DISCUSSED.

INSTITUTE OF SUSTAINABLE FASHION MANIFESTO

Innovation

All countries must foster new technologies and make progress in reducing unsustainable consumption. Many of the world's private sector companies are engaged in green innovation—driven by research and development of new generations of green products, technologies and jobs—and followed by the inclusion of green elements in the supply chains and the social dimensions of products. Only when we mobilise social, economic and environmental action together, there is a prospect of eradicating poverty and meeting the aspirations of a world population of eight billion people by 2030 (D'orville, H, 2019).

Creativity

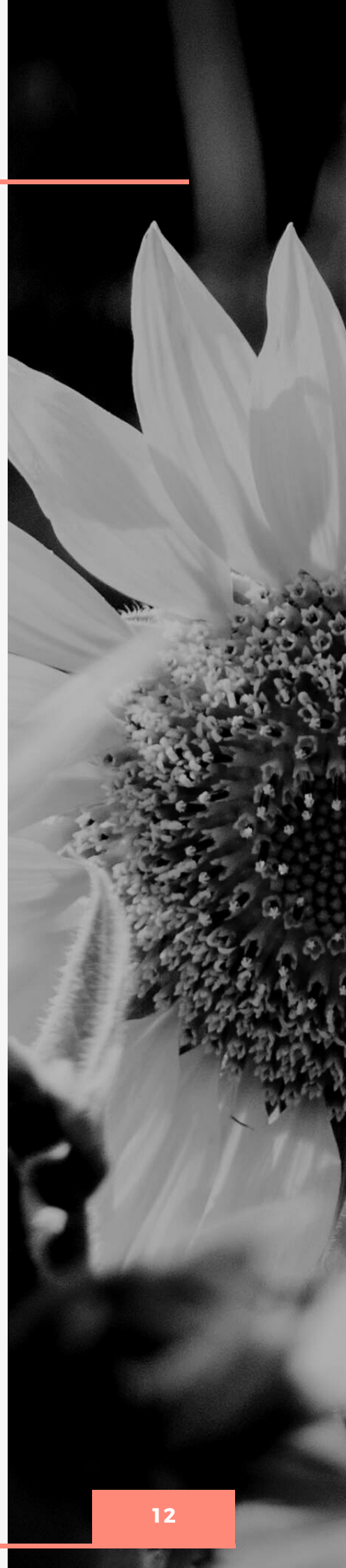
Creativity and sustainability can be approached from disciplinary and thematic perspectives as well as from trans-disciplinary and intercultural perspectives. The soft power elements of creativity, ingenuity, innovation and imagination are playing an important role in the development process at all levels. Creative intelligence has become a new form of cultural literacy which harnesses the power to create, connect and inspire. Creativity and artistic expressions provide energy and inspiration as well as empowerment. Design is a key dimension of creativity and a major component of culture. Increasingly, design has become a channel to achieve transformation and integration of scientific and technological achievements, including infrastructure development and digitised manufacturing and production (D'orville, H, 2019).

Collaboration

The expected benefits to sustainability professionals are to be able to connect with funders, potential upcoming talent, and collaborate with other businesses. Benefits to fashion students are to be part of an emerging network, credibility and standard setting, learning and resources, the benefit to fashion businesses will be to connect to government and policy professionals, to sustainability professionals and access collaborative solutions for progress. According to (Camarinha-Matos et al, n.d) There is a great potential for mutually beneficial synergies between the two fields of Collaborative Networks and Sustainability science. This potential has in fact been recognised in many fields where these synergies are leading to novel approaches and solutions. Concepts, methods and tools developed in the area of Collaborative Networks (CNs) can facilitate the engagement and interplay of the multiple stakeholders which are participants needed in any effort towards sustainability.

Integrity

The need to reduce human impacts on ecosystems creates pressure for adequate response, but the rush to solutions fosters the oversimplification of such notions as sustainable development and ecosystem health. Ecosystem integrity is not an absolute, monolithic concept. The existence of different sets of values regarding biological diversity and environmental risks must be explicitly accounted for and incorporated in the decision process, rather than ignored or averaged out (De Leo, G.A. and Levin, S., 1997)



CHANGE COMMUNICATION PLAN OVERVIEW

THE CHANGE COMMUNICATIONS PLAN IS TO PROVIDE THE INSTITUTE OF SUSTAINABLE FASHION WITH A HIGH LEVEL MESSAGING PLAN FOR INFORMING IMPORTANT STAKEHOLDERS THROUGHOUT THE LIFECYCLE OF A CHANGE PROJECT. THESE COMMUNICATIONS WILL BE USED TO CREATE AWARENESS AND PROVIDE KEY INFORMATION TO KEEP STAKEHOLDERS UPDATED APPROPRIATELY AND ENSURE THE SUCCESS OF THE INSTITUTE LAUNCH.



Determine Stakeholders

The Founder (Kelly Darcy)
Industry Professionals
Students of Fashion
Fashion Businesses
Fashion Educators
Fashion Commentators
Sustainability Enthusiasts
General Population
Policy Advisors
Think Thanks

Identify Channels of Communication

Academic Papers
Reports
Articles
Social Media
Radio
Television Appearances
TED Talks

I FEEL MORE CONFIDENT
THAN EVER THAT THE
POWER TO SAVE THE
PLANET RESTS WITH THE
INDIVIDUAL CONSUMER.
- DENIS HAYES



FEEDBACK STRATEGY OVERVIEW & OPTIONS

Description	Advantages
Surveys/User Polls (Survey Monkey, Qualtrics, etc.)	• easy to use • reach large numbers of people • anonymous (optional)
Open Comment Box	• live URL available 24/7 • anonymous (optional) • may leave open indefinitely for ongoing input
Incentivised Feedback	• elicits • creates excitement that increases individual participation and leads to word of mouth marketing
1:1 Meetings	• comfortable setting • enables vulnerability • gathers individual in depth feedback
Collaborations	• utilises and leverages from other networks
Focus Groups	• shared experience • participants react together and build off of each other's comments • option to curate audience
Team Meetings	• builds trust and transparency

UTILISING THE SUCCESS METRICS TEMPLATE PROVIDED ONLINE BY UC BERKELEY, THE FEEDBACK STRATEGY PROCESS HELPS TO DETERMINE THE METRICS THAT SPEAK TO THE CHANGE INITIATIVES OBJECTIVES, AND DEMONSTRATES HOW THEY ARE CRITICAL TO SUSTAINING SUCCESS. GAINING INSIGHTS FROM STAKEHOLDERS AT VARIOUS PARTS OF THE CYCLE IS KEY TO SUCCESS.

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