

# GAIN ORGANIZATIONAL COMMITMENT

From the outset, it's critical to earn the support of internal stakeholders. If you don't build awareness and secure buy-in from all audiences, your plan may be at risk of falling short when it's rolled out.

## Key audiences to target include the following:

- **C-level executives** need to know the costs associated with green IT changes, the business impact, and projected return on investment.
- Your **IT organization** has to be aware of how the team members' roles will change, what the new expectations will be, and what's in it for them.
- **Employees** need to understand what's going to change, how it directly impacts them, and why they will ultimately benefit. These people can also be valuable resources as you develop and implement your plan.
- **Green leaders and organizations** should be aware of your plan and goals in order to align with ongoing green efforts and provide visible support.
- **Facilities** managers need to understand how your plan will impact their role and how they stand to gain.
- **Procurement** can help drive the plan by incorporating green IT criteria into the purchase decision-making process.

It's helpful to anticipate questions or objections and frame your responses as opportunities and benefits. If employees are reluctant to give up their individual printers, you'll need to explain the benefits of moving to a shared printer. Otherwise, users will focus on their objections, unable to consider the advantages you are presenting. Use the following **template** to lay the groundwork for your communications.

## Create internal communications

Draw on the expertise of your organization's internal communications team to create a communications plan that supports your sustainability initiatives. This team has expertise and an understanding of the communications channels that can increase your success.

## Position the change with organizational communications

The following model can help you build a story for the specific needs of each audience you need to engage.

**For**

**Who want/need to**

**These changes:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Will provide these estimated benefits:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

This is an example of how positioning might look. You'll fill in the blanks with what your executives need to know, as shown in the following example.

**For** company executives and senior management

**Who want to** cut costs by 10 percent and improve office printing efficiency

**These changes:**

1. Convert imaging and printing fleet to shared multifunction devices
2. Centralize management of imaging and printing devices
3. Set print defaults and automate processes to reduce waste

**Will provide these estimated benefits:**

1. Cut energy use by 10 percent
2. Save \$50,000 USD per year on energy costs
3. Increase uptime by 25 percent
4. Reduce paper use by 10 percent, saving \$70,000 USD per year

**You'll know this organizational commitment stage is complete when you have:**

- ✓ Worked through the approach you will take with each audience
- ✓ Secured buy-in and endorsement as needed
- ✓ Have necessary approval and resources to proceed