

Supporting individuals as a means to capacity-building and organizational change



HIGHLIGHTS

- *Include programs to support individual change early in your Green Building strategy in order to develop in-house capacity.*
- *iLiv recognizes that individual change is essential to the successful implementation of your green building strategy, and helps you create the vision, knowledge and resources that drive and sustain organizational change.*

GREEN BUILDING IS FUNDAMENTALLY altering real estate markets. The trends are clear: tenants are demanding greener facilities; governments are implementing increasingly stronger mandates; and concern about climate change is fueling a growing responsible investment movement.

A fundamental redefinition of what constitutes Class A real estate is underway. Green building is the new standard of quality. Green buildings yield substantial benefits for tenants at little or no added cost.

To the owner, the risk is sharply shrinking demand for property that over time becomes obsolete. The benefits include higher rents, lower vacancies, quicker absorption, higher valuations, and improved corporate image.

Property owners need to adapt quickly. For portfolio managers, this translates into finding ways to rapidly and convincingly green the portfolio.

Driving and tracking the transformation to a green portfolio is becoming a core competency of leading portfolio managers. Developing internal capacity to green both new and existing buildings in a portfolio is becoming a clear competitive advantage.

How to build consensus and capacity around such a major market change is a key challenge. It should be part of a green strategy from the earliest stages of planning.

When people-based processes need to change substantially and scale massively, simply hiring more people rarely works. While strategic hires are part of the solution, you will need to develop and leverage the existing skills and knowledge of current team members and partners. This is particularly so today, as there are insufficient truly knowledgeable and skilled experts available to meet demand. It is therefore necessary to instigate and manage change within your organization.



Shifting to sustainability brings challenges in multiple areas of expertise. All business units in the company have roles to play, and need to learn new ways of thinking, new skills, and new ways of interacting with partners.

Organizational change depends predominantly on the ability to change individuals. Until the needed changes are deeply embedded in the values, mindset and skill sets of individuals, organizational change simply will not happen, no matter how brilliant the new organizational strategy, structure or systems.


If managers can tangibly and compellingly illustrate the need for change; provide the resources to make the changes; and follow up and reinforce the changes, then individuals will propel the company forward. If not, the result will fall far short of the vision.

In order to initiate a successful conversion to sustainability, the following activities are recommended:

- Identify and retain a trusted strategic partner who can support individual change; define goals; design processes; be a guide and resource for internal team members as well as partners; and most importantly, help implement solutions.
- Create an overall vision that the whole company shares and supports, and target operational plans to specific building types, organizational functions, and geographic regions.
- Create a knowledge-sharing and collaborative work process that integrates best practices, project tracking, metrics and reporting, and incorporates sustainability into business-as-usual.

The transformation of the real estate market towards more sustainable practices is accelerating and unstoppable. You will need to initiate and support change within your organization, and rapidly. To truly succeed, you will need to find ways to incorporate these new best practices into your business-as-usual processes. This will be fundamental to maintaining a strong corporate image, as well as high tenant quality and asset values across your entire portfolio.

Solutions from iLiv

iLiv and its partners have deep expertise in leading all of these processes. By leveraging its technology expertise; its experience with green building, integrated design and change processes; and the implementation of environmental strategies; iLiv is uniquely qualified to help property owners rapidly shift their assets into an optimal green position. Our holistic view will help you achieve the highest levels of competitive performance. 

For more information, contact:

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