

ACS Careers Job Club Series



We will start momentarily at 1pm ET



Contact ACS Careers at careers@acs.org

Questions for Randi?



Use the Questions Box!



Please submit your questions for the speakers via the Questions Box in GoToWebinar



ACS Careers
Chemistry for Life™

Virtual Career Fair
in conjunction with Informex and C&EN

Mark your calendar for 2 webinars
at the ACS Virtual Career Fair

November 2nd Keynote: *How
To Prepare for What's
Ahead*



Rudy Baum
Editor-in-chief
C&EN



Susan Ainsworth
Employment Outlook
C&EN

November 3rd Keynote: *5
Secrets to Career Success
for Scientists & Engineers*



Richard N. Bolles
Acclaimed author, Job Hunters'
Survival Guide

Learn more at www.acs.org/vcf

ACS Careers Job Club Series



Technical and Leadership Skills to Advance Your Sustainability Toolkit



Presenter: Randi Schoenfelder, Managing Partner
Theodolite Human Capital



Discussant: Ann Lee-Jeffs, Manager Product Stewardship
Johnson & Johnson

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ACS Careers Job Club Series



Retooling for a Green Economy *Sustainability Skills for a Competitive Edge*

October 12th, 2010

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ACS Careers Job Club Series

- September ACS Careers Webinar
 - Overview of Sustainable Business Models & Corporate Social Responsibility
 - Case Study from Johnson & Johnson
- October ACS Career Webinar
 - **Retooling for a Green Economy/Skills for a Career Competitive Edge**
 - **Example Career Path from product stewardship J&J**
- November ACS Career Webinar
 - Competencies; Aligning your unique capabilities with company goals & strategies



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AGENDA

Retooling for a Green Economy

- Background: Research & Drivers
- ACS Careers & Theodolite Human Capital Study
 - Focus Groups
 - Competency Framework
 - Results
 - Career Planning
- EXAMPLE Career Path
 - Ann Lee-Jeffs
 - Manager, Product Stewardship
 - Johnson & Johnson
 - A DAY IN THE LIFE



*Applying scientific knowledge and systems thinking to
DRIVE CHANGE & ADVANCE YOUR CAREER*

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Research & Drivers

BACKGROUND



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Support for Sustainable Business Models

"The significant problems we face cannot be solved with the same level of thinking we used to create them"
Einstein

The UN Global Compact-Accenture CEO study
2010 [*A New Era of Sustainability*](#)

"93% of CEO's say that sustainability will be critical to the future success of their companies"

"One of the resounding messages is that CEOs around the world believe leadership development and business education is a top priority. They see a new generation of leadership capabilities as a critical 'tipping point' in the transition to a sustainable economy..."



The Economist,
[*Managing For Sustainability 2010*](#)

"87% of respondents agree that sustainability will become more important over the next three Years"

Investors & Consumers Demand

- ✓ *Dow Jones Sustainability Index*
- ✓ *Climate Counts*
- ✓ *Good Guide*
- ✓ *Walmart Sustainability Index*

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Dow Jones Sustainability Index

Dimension	Criteria	Weighing
Economic	Codes of conduct/compliance/corruption & Bribery	6.0
	Corporate Governance	6.0
	Risk & Crisis Management	6.0
Environment	Environmental reporting	3.0
Social	Corporate Citizenship Philanthropy	3.0
	Labor Practice Indicators	5.0
	Human Capital Development	5.5
	Social Reporting	3.0
	Talent Attraction & Retention	5.5



DJSI: Human Capital

- Social Human Capital Development
 - Human resource skill mapping and developing process
 - Human Capital performance indicators
 - Personal and organizational learning and Development
- Talent Attraction & Retention
 - performance appraisal process
 - Percentage of performance related compensation for each employee category
 - Balance of variable compensation based on corporate and individual performance
 - Corporate Indicators for performance-related Compensation



Corporate Citizenship and Philanthropy Group Wide Strategy – financial focus Input Measuring benefits type of Philanthropic activities Social Reporting* Assurance Coverage Social Reporting; Qualitative Data Social Reporting; Quantitative Data Industry Specific Social Integration, Occupational Health & Safety, Healthy Living, Bioethics, Standard for Suppliers, etc. MSA: selected Industry Specific Criteria

Human Capital & Opportunity

Human Capital Knowledge

Knowledge of competencies/skills companies are looking for provides you a competitive edge in your career

Discover skills gaps in your own background

Get the professional development you need to advance your career

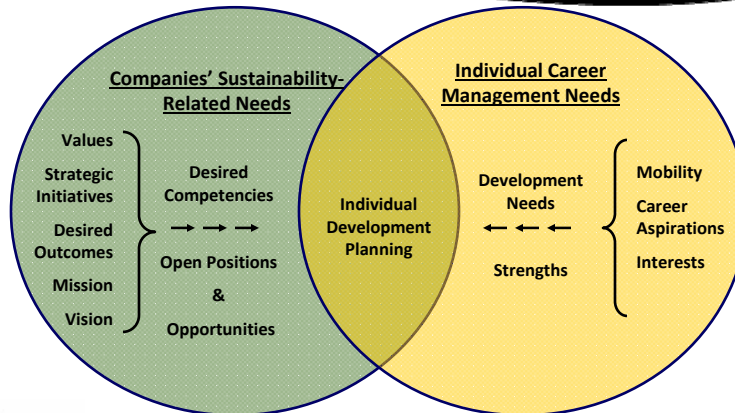
Talent Attraction & Retention

- Employment branding
- Values Driven Companies
- Engaging Employees
- Healthy employees
- Professional development support

TECHNICAL
+
LEADERSHIP SKILLS
COMPETITIVE EDGE



Intersection between Sustainable Organization & Career Development



Aligning Employee Values with Organizational Values
 More Engaged Employees
 Clear Professional Development Plans

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Stages of Sustainability-Driven Companies

↑ Tomorrow	<p>Clean Technologies</p> <p>Is environmental performance of products limited by existing competency base?</p> <p>Potential to realize major improvements through new technology?</p>	<p>Sustainability Vision</p> <p>Does corporate vision direct us toward the solution of social & environmental problems?</p> <p>Does vision guide development of new technologies, markets, products, & processes?</p>
	<p>Pollution Prevention</p> <p>Where are the most significant waste & emission streams from our current operations?</p> <p>Can we lower costs & risks by eliminating waste at the source or by using it as useful input?</p>	<p>Product Stewardship</p> <p>What are the implications for product design & development if we assume responsibility for entire life cycle?</p> <p>Can we add value or lower cost while simultaneously reducing the impact our products?</p>
Today	Internal	External

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ACS Careers and Theodolite Human Capital Study

SUSTAINABILITY SKILLS BEYOND THE BENCH



Step 1: Focus Groups with Key Thought Leaders

- Series of focus group conducted during the 2009 ACS National Conference in Washington, DC.
 - Participants represented various:
 - industry sectors,
 - functional areas,
 - technical specialties, and
 - managerial levels of organizations (e.g., senior leaders, first-line supervisors, individual contributors).



Step 1: Focus Groups with Key Thought Leaders

Example Industries Represented:

- Chemicals
- Pharmaceuticals & Biotech
- Consumer Products
- Alternative Fuels
- Energy
- Petroleum
- Transportation
- Waste Processing & Reclamation
- Government
- Academic Institutions



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Focus Group Outcomes

- Sustainability cannot be driven by any single industry, company type, or department within an organization
- Sustainability must be viewed as a business philosophy, strategic approach, & partnership among all stakeholders
- Companies across all industries must change the way they define value for all stakeholders



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Focus Group Outcomes (cont.)

- Sustainability-related competencies are required throughout the organization, regardless of functional area, level of management, etc.
- Leadership must remain resolute & provide clear direction
- Can provide the greatest opportunity for a unique competitive edge
- Must maintain concern for all individuals & entities impacted by how business is conducted



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Focus Group Outcomes (cont.)

- ***Sustainability Competency Framework***
 - 16 competencies organized along 4 clusters:
 - Working with Ideas
 - Working with People
 - Working through Process
 - Personal Excellence



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Working with Ideas Cluster

- Systems Thinking
- Scientific Acumen
- Strategic & Business Acumen
- Analytical Thinking
- Information Seeking

Working with People Cluster

- Fostering Responsible Customer Focus
- Engaging Stakeholders
- Communicating Sustainability Vision
- Leading Change
- Coaching & Developing Others

The Sustainability Competency Framework

Personal Excellence

- Entre(Eco)preneurship
- Social Responsibility
- Achievement Motivation

Working Through Process

- Quality Engineering
- Change Orientation
- Planning & Organizing
- Organizational Awareness

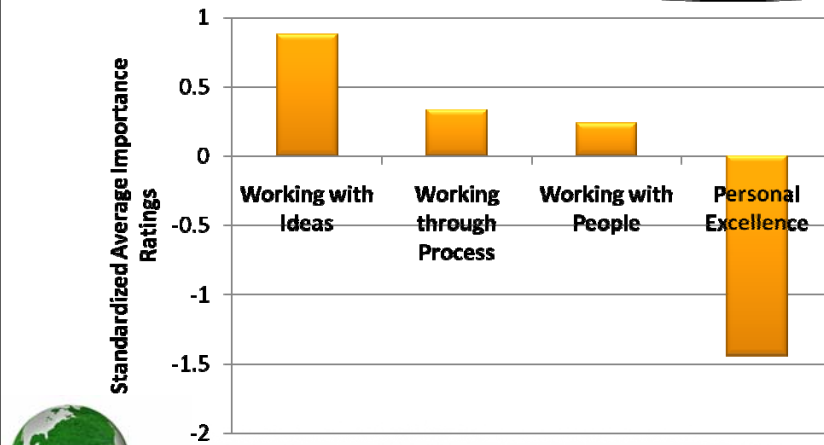
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IMPORTANCE RATINGS

SUSTAINABILITY COMPETENCIES

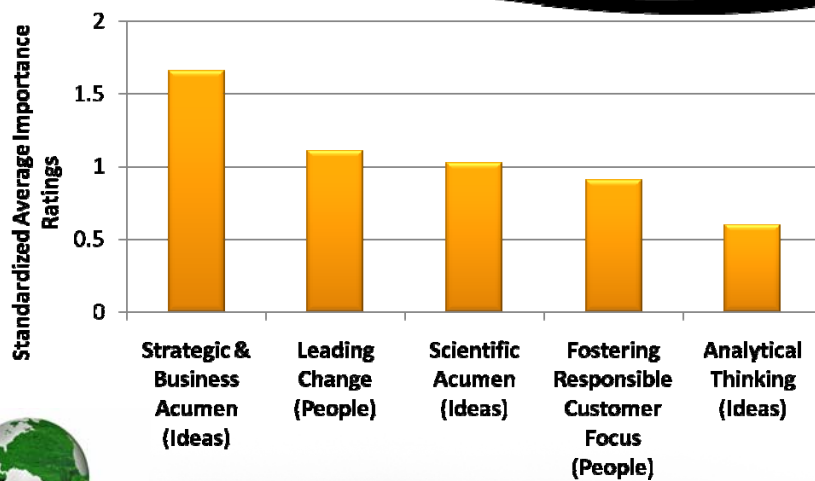


Step 2: Relative Importance, by Competency Category



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Step 2: Overall Highest Rated Competencies, by Importance



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Business Acumen

Study shows.....

Leaders & Employees need to

MOTIVATE.ASSESS.ALIGN.PERFORM

With

Company Strategy, Goals,
business environment



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VALUE ADD....

- Respondents rate **Fostering Responsible Customer Focus** as highly important
 - Companies will need to interact with customers quite differently within the context of a sustainable strategy.
 - This will require that employees:
 - have a sharper understanding of the company's true value proposition and its products/services,
 - be able to clearly communicate that true value, and
 - ensure that the product is research & developed, marketed, bought, owned, and used in a manner that minimizes environmental impact.



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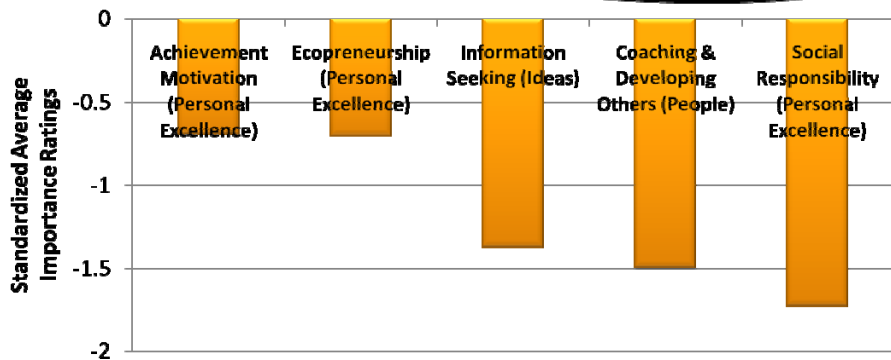
CHANGE ORIENTATION

- Respondents consistently rank **Leading Change** as highly important.
 - ability to be **flexible** and to **adapt** to the rapidly changing business approaches required to significantly change how business is conducted and to move toward more sustainable approaches.



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Step 2: Overall Lowest Rated Competencies, by Importance



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OPPORTUNITY for COMPETITIVE EDGE!



Social Responsibility consistently rated low in importance

opportunities for companies to develop or strengthen a Competitive Edge...



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SEGMENT SUB GROUPINGS

**SUSTAINABILITY
COMPETENCIES/SKILLS**



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Differences Across Industries

- **Pharmaceutical & Biotech**

- More Important
 - Fostering Responsible Customer Focus
- Less Important
 - Planning & Organizing & Analytical Thinking

- **Consumer Products**

- More Important
 - Social Responsibility, Ecopreneurship, & Quality Engineering
- Less Important
 - Organizational Awareness, Leading Change, Coaching & Developing Others



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Differences Across Industries

- **Petroleum**

- More Important
 - Fostering Responsible Customer Focus & Ecopreneurship
- Less Important
 - Leading Change & Planning & Organizing



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Findings Related to Academic Affiliation

- **Academics**
 - More Important
 - Social Responsibility & Communicating Sustainability Vision
 - Less Important
 - Strategic & Business Acumen and Quality Engineering



BRIDGE THE GAP

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DRIVE INNOVATION & CHANGE

**THE OPPORTUNITY IS
HERE....**

- **DRIVE STRATEGY**
- **LEAD THE CHANGE**



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ACS Training & Development

- Career Counselors
- Harvard Business Courses
- Professional Development



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SUSTAINABILITY....

**OPPORTUNITY
FOR YOUR
CAREER
COMPETITIVE
EDGE!**



Questions or Comments?

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EXPLORE NEW CAREER PATHS

INTRODUCING:

**ANN LEE JEFFS,
MANAGER,
PRODUCT STEWARDSHIP
JOHNSON & JOHNSON**

***DRIVING CHANGE IN A HIGH
PERFORMING ORGANIZATION***



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SUSTAINABILITY as a Career ENABLER

- Career Journey
- Overview of product stewardship
- Green Chemistry & Product Stewardship
 - Example of product life cycle
 - A day in the life of a product stewardship manager
 - Performance
- Tips/Strategies for Interviewing at J&J



Q&A SESSION



Technical and Leadership Skills to Advance Your Sustainability Toolkit



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Still have questions?



ACS Careers Job Club Series Career Issues Discussion Board



<https://communities.acs.org/groups/career-issues>

Upcoming Webinars

www.acswebinars.org



Aligning Your Unique Capabilities with the Goals and Strategies of Companies

Randi Schoenfelder, Managing Partner Theodolite Human Capital, LLC

Thursday, November 16, 2010, 1-2 p.m. EDT

www.acswebinars.org/more-events




Navigating U.S. Immigration – Updates for International Scientists

Kelly McCown, Attorney at Law, McCown and Evans LLP.

Thursday, October 14, 2010, 2-3 p.m. EDT

www.acswebinars.org/mccown



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November 3rd Keynote: *5 Secrets to Career Success for Scientists & Engineers*


Learn more at www.acs.org/vcf



Rudy Baum
Editor-in-chief
C&EN



Susan Ainsworth
Employment Outlook
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Richard N. Bolles
Acclaimed author, Job Hunters' Survival Guide

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