

GREEN PHILIPPINES

Greening the Philippine Industries with the **ECOPROFIT** Approach



A project funded by
The European Union's Asia-Pro Eco Programme

Environmental team



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Teamwork as basis

- ↪ To represent different departments
- ↪ to get the overview and technological knowledge
- ↪ to share opinions and motivate
- ↪ to stimulate creativity
- ↪ to inform



members from: production, maintenance, design,
management, quality, accounting, environment, health and
safety,
legal branch

Needs of the employees

Evaluation by management

1. good salary
2. good working conditions
- ..
- ..
- ..
- ..
- ..
- ..
9. praise/credit for good work
10. exact knowledge of company goals

Evaluation by employees

1. praise/credit for good work
2. exact knowledge of products and company goals
3. care also for private problems
4. safe job
5. high salary
6. "politeness of management"
- ..
9. good working conditions
- ..

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The environmental team of Eloxal Heuberger

packaging

maintenance

montage

reception

apprentice

secretary

foreman

director



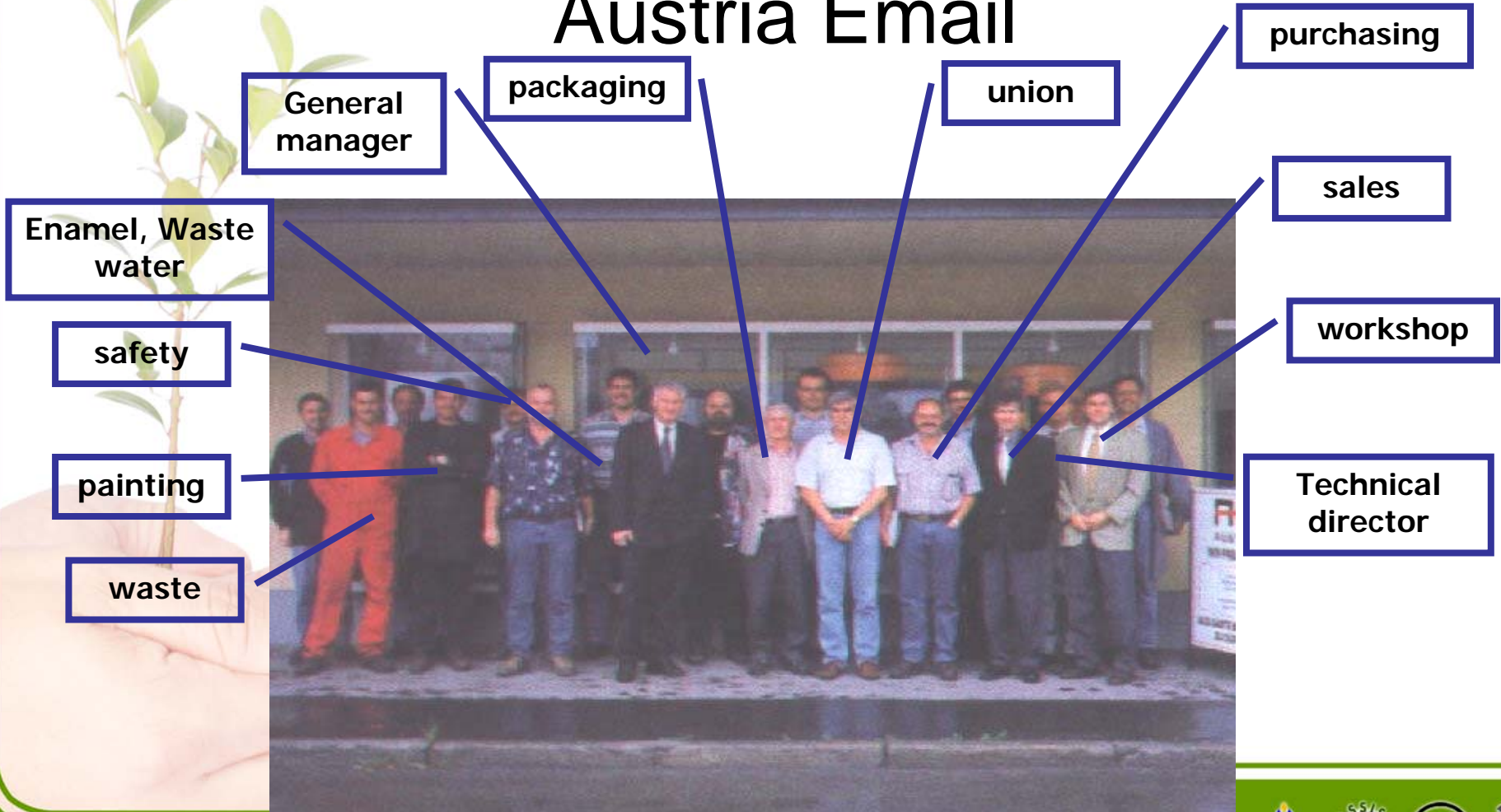
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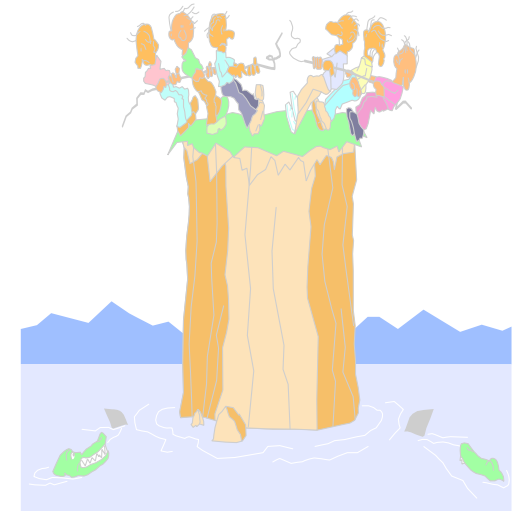
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The environmental team of Austria Email



Pre-conditions for co-operation

- Information: why? - What? - How?
- Feeling of responsibility
- Approval of work
- Environmental image of the company
- Model example of the management
- Integration of apprentices
- Showing the advantages and results



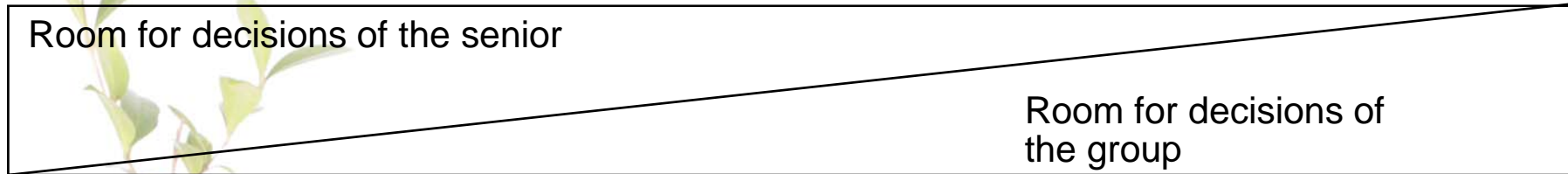
Motivation of employees

Employees who do not have all information cannot take responsibility;

employees who have all information cannot do anything else than to take the full responsibility.

Jan Carlzon

Different models of leadership



I. authoritarian style

1. Co - laborate
2. Co - knowledge

II. consultative style

3. Co - thinking

III. participative style

4. Co - recommend
5. consult

IV. cooperative style

6. Co-decide
7. Decide - autonomously

Management by ... strategies

- Management by **Champignons**:
keep the employees in the dark, throw manure at them and cut them as soon as they show their head
- Management by **Hypopotamos**:
Open the mouth and dive
- Management by **Terror**:
Set goals - deny tools

Management by ... strategies

- Management by **helicopter**:
hang in the air above everything,
touch down from time to time, whirl up a lot of dust
and rise again immediately
- Management by **Grandmother**:
buy low - sell high
- Management by **kangaroo**:
wide jumps with empty sac

Every management has the staff that it deserves !

If we believe 75 % of our staff are people who steal, are lazy, badly qualified and stupid, then we exactly have these employees.

If we are convinced that 98 % of our staff have a super performance, are dynamic, motivated and have a positive attitude towards the company, then the house is alright.

Tom Peters

99 % of all employees want to do a good job. How they perform is simply a question of whom they work for.

Bob Hazard

An employee oriented leader has to:

- **Convince more than order**
- **Form a team and arrange regular meetings for information exchange**
- **Ask others for their contributions AND consider them**
- **Approve good work**
- **Show sympathetic understanding**





Environmental activities at Neckermann

- **information brochures for waste separation are distributed in the canteen monthly**
- **start workshop for ISO 14.001 for all employees with the board of directors and the management**
- **formation of an environmental team with employees from all departments (quality, health and safety, environment, production, accounting)**

Environmental activities at Neckermann

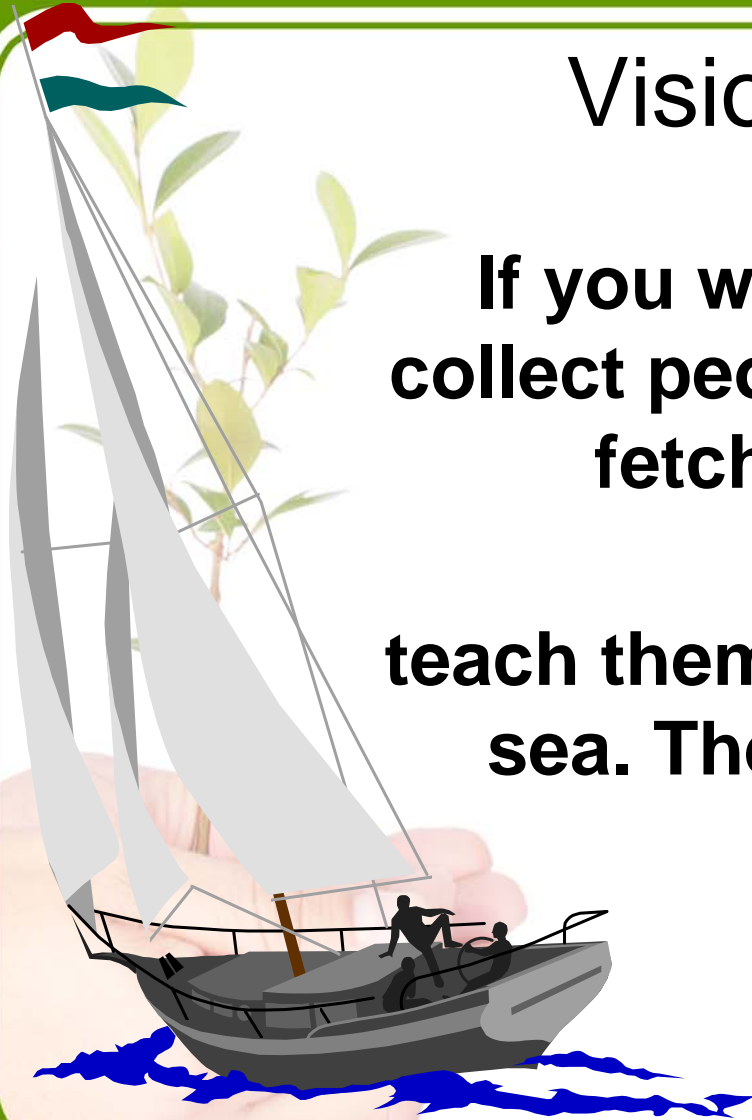
- painting competition for the children of the employees with the environment as topic
- information brochure „Eco-savings“ for all employees
- information brochure „safety and environment“ for all employees



Visions / objectives

**If you want to build a ship, do not
collect people to plan, distribute work,
fetch tools and chop trees,
but
teach them the longing for the endless
sea. Then they will build the ship
by themselves**

Saint-Exupéry



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MOTIVATION



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Motivate employees - but how?



- Approval and appreciation
- Transparency
- Information
- Delegation = give up responsibility
- Model example of the management
- Vision instead of merely quantitative goals
- Common activities out of the company
- Training and education possibilities
- Targeted and regular meetings
- Exact work preparation
- Define clearly the begin and the end of the work
- Fun factor of work
- Interest also for private problems

Incentives for employees

Financial

General and specific rewards

Employees' participation (stocks)

Material special rewards (company pension)

Training

Personal

Private use of the company's infrastructure (car, laptop, etc)

Company's kindergarden

sports in the company

Social

Common excursions

Means for motivation

- **financial motivators**
 - Taylors concept
- **social motivators**
 - Human-Relations approach
- **motivators from work itself**
 - Human-Resources approach



Current financial motivators in practice

- incentive wages
- wage increase depending on performance
- financial rewards
- provisions
- percentage of sales
- special forms of payment (e. g. pension)



Financial motivators results and critics



**Financial motivators can satisfy personal interests
of employees by the detour of work**

BUT

thus interest in the work cannot be increased





social motivators in practice

- **Praise, awards, status symbols (bigger desks, chairs, computer, etc.)**
- **Strengthening of sense of solidarity (Parties, sports, excursions)**
- **Incentives (combination of financial and social motivators), trips etc.**
- **social contributions e. g. meal vouchers, special discounts**

Social motivators results and critics

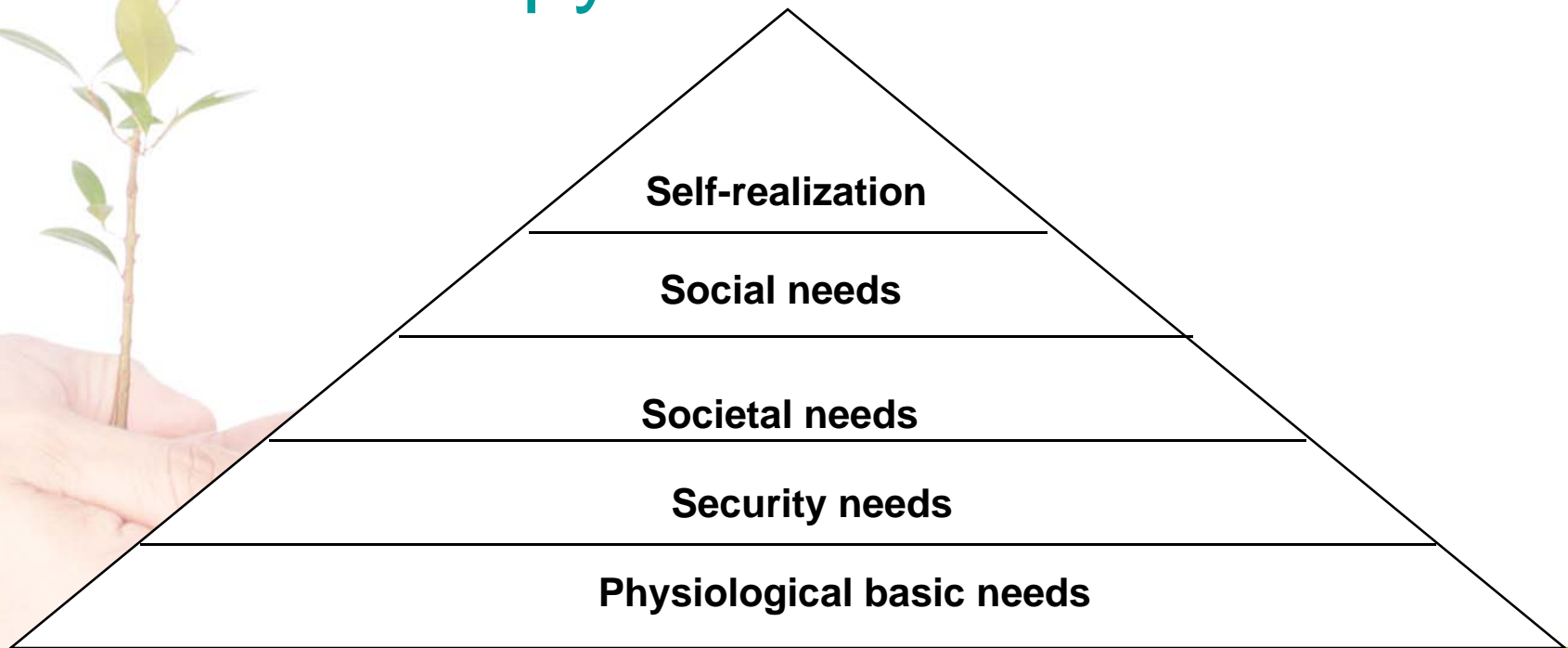


- **Social motivators satisfy a couple of needs like recognition, prestige, affiliation (this is important to avoid dissatisfaction)**

BUT

thus interest in the work cannot be increased

The motivation concept of MASLOW the pyramid of needs



The theory of MASLOW



- Only if the needs of levels 1 to 4 are satisfied, the striving for self-realization is activated. This can never be fully satisfied and thus continuously acts motivating
- The striving for self-realization can be activated by lower division of labour, decreased external control, more autonomy and freedom of choice



Conditions for motivation

- **Direct communication**
- **possibility of autonomous planning of work**
- **direct feedback and knowledge of results of work**
- **personal attribution of results**
- **learning from work**
- **acquisition of special knowledge**



Motivation starts

..... On the very first working day of a new employee

- training plan
- mentor
- time, time, time

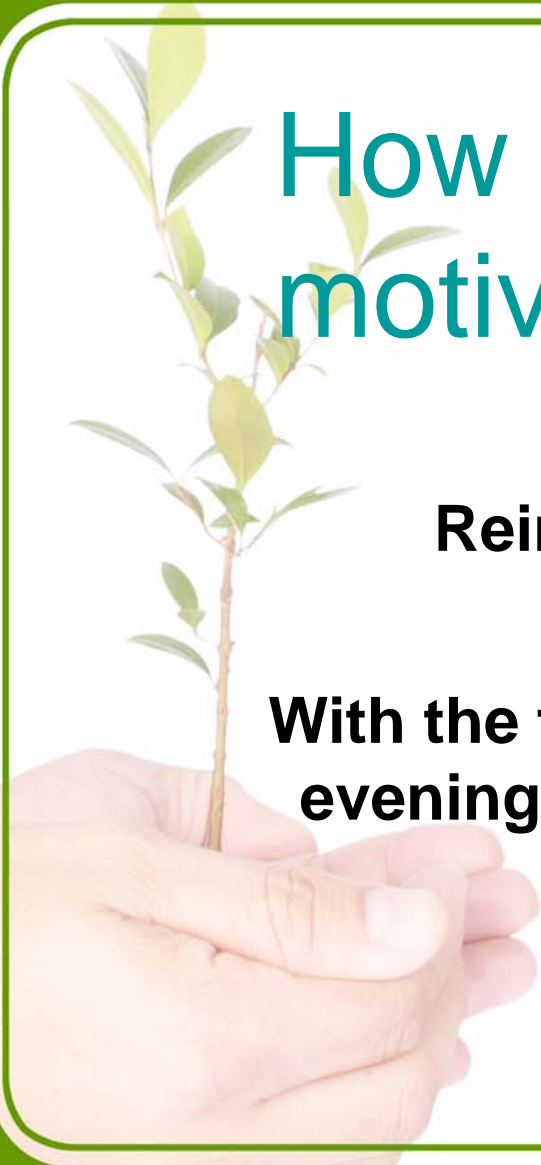


How to measure motivation:



Reinhard K. Sprenger:

With the feeling which you have on Sunday evening thinking about Monday morning.





The magic formula

- **The right person as environmental manager
contact to
the basis shining example**
- **be „open“
be accessible for everyone anytime**
- **Ability to listen
pay attention even to „small“ problems
take everyone seriously**



The magic formula

- hard discussion stimulate thought
- do not try to convince at any price
- be proud of your environmental activities
- visit other companies for a benchmark



Consequences:

- Employees shall
 - know the environmental policy
 - discuss it
 - know the objectives
 - know the performance
- they shall be acknowledged individually and as a team
- managers shall be respectful
- deal also with private problems
- agree upon objectives
 - for individuals and teams
 - qualitative / quantitative objectives
 - build competence
 - objectives and results instead of duties and activities

