



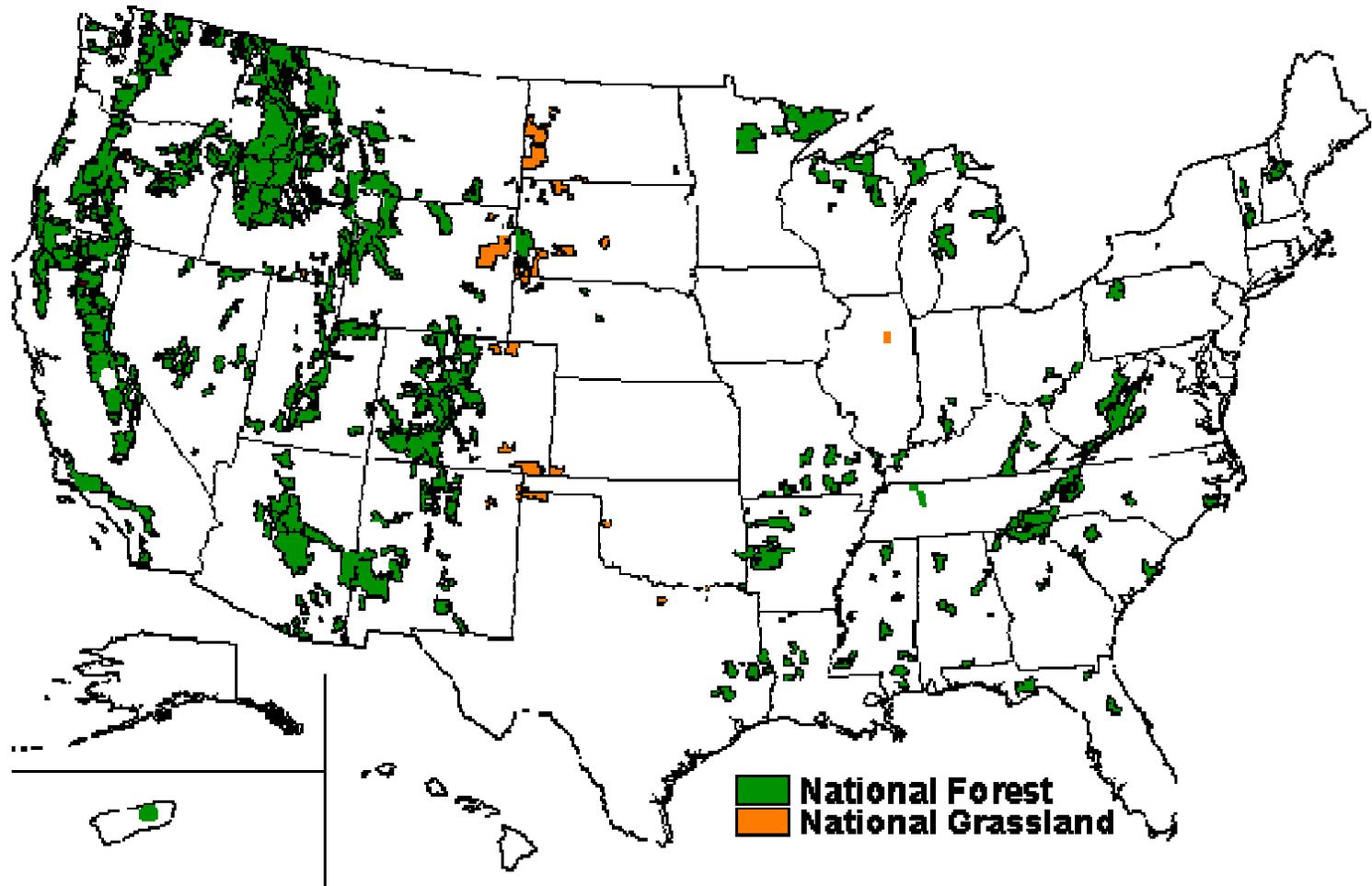
*Changing habits today, conserving resources for tomorrow.*

# Fostering Place-Based People Power

Anna J. Jones-Crabtree P.E., Ph.D.  
Executive Director Sustainable Operations Western Collective  
U.S.D.A. Forest Service

<http://www.fs.fed.us/sustainableoperations/>

# U.S.D.A. Forest Service



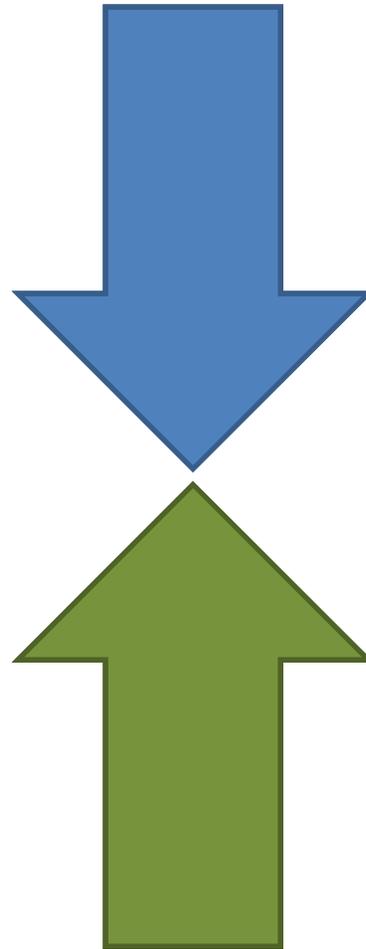
# Creating a Connected System to Reduce Consumption

**U.S. Government executive direction, policy & metrics to reduce consumption**

**National tools to measure & monitor progress**

**Empower local champions and Green Teams to provide place-based solutions**

**Track meaningful activities, share stories and identify implementation challenges**



# Madison Ranger District Green Team



**15% PV  
power; 40%  
energy use  
reduction**



# Changing the Way We Look at Things?



Slide Courtesy of Sarah H. Baker

**We need to invest in  
re-thinking,  
re-framing,  
energizing,  
and translating  
not only our technological fixes  
*but also our people power***





Jane Darnell,  
Supervisor,  
Nebraska  
National Forest  
and Grasslands,  
R2

The **Western Collective** will facilitate overall coordination and collaboration of Sustainable Operations practices throughout R1, R2, R3, R4, R6, R10 and RMRS while **providing the management and leadership climate to ensure such activities and practices are successful.** Through leadership and example, the Board will work to educate and network with others connected to Federal Agency operations in reducing our environmental footprint, while simultaneously advancing the principles of sustainability.



Anna Jones-Crabtree  
Executive Director  
Western Collective



Kevin Riordan  
Supervisor, Helena  
National Forest, R1

*Rick D. Cables*  
RICK D. CABLES  
Regional Forester, R2

*Tom Tidwell*  
TOM TIDWELL  
Regional Forester, R1

*C. L. Newman Jr*  
CORBIN NEWMAN  
Regional Forester, R3

*Harv Forsgren*  
HARV FORSGREN  
Regional Forester, R4

*Sam Foster*  
SAM FOSTER  
Station Director, RMRS

*Mary Wagner*  
MARY WAGNER  
Regional Forester, R6

*Beth Pendleton*  
for BETH PENDLETON  
Regional Forester, R10 (added September 9, 2010)

# Western Collective Goals: Building Capacity by Crossing Boundaries

1. Sustainable Operations Integrated Reporting
2. Pilot Projects to Policy - Going beyond recycling and lights off
3. Cross Pollination Fostering Organizational Connectivity
4. Youth and Community Engagement
5. Growing Sustainability from Stovepipe
6. Greening the Next Generation
7. Sustainability Science

GOOS Paper Notebook



(Made from "Good On Our Side" recycled paper)

Contributors: Nathan  
ASDA Forest Service



# Feedback from Western Collective Participants

- **How to build capacity without burning out our champions and green teams?**
- **Communication, Communication, Communication**
- **It really is all about the fostering the network**
- **Leading by example – not just cliché**
- **Where oh where is the voice of leadership?**

10 Guiding Principles: Leadership for Sustainability  
<http://www.fs.fed.us/sustainableoperations/>



# Lessons Learned

- **Recognize innovation exists at all levels and places. Do what you can to support it.**
- **Don't wait for the perfect top-down system because...  
...you'll be waiting a long time.**
- **Place-based actions can identify barriers not seen from other scales.**
- **Place-based efforts are most effective with top-down resources (time, funding and acknowledgement).**



# Lessons Learned

- **The process of implementation is as important as quantifying the reductions in consumption because...  
...the goal is to change attitudes, not just numbers.**
- **Stories tell more than single metrics because...  
...stories provide context that numbers can't. They speak to the spirit... *and culture, and values and social norms***



# How do you change paradigms?

“You keep pointing at anomalies and failures in the old paradigm.

You keep speaking and acting, loudly and with assurance, from the new one.

You insert people with the new paradigm in places of public visibility and power.

You don't waste time with reactionaries; rather you work with active change agents and with the vast middle ground of people who are open minded”

Thomas Kuhn via Donella Meadows



“What future do we  
want to create...

...not the future we think  
is do-able, or the one  
we would settle for...

... but what do we  
really want?”

- Donella Meadows



*Changing habits today, conserving resources for tomorrow*

# Walking the Talk:

Living in a World of Systems

# Thinking about leadership...

- *Leaders* exist at every level and within every discipline of the organization
- *Leadership* allows us to grow initiatives that enrich our workplace and align behaviors with intentions
- *Leadership* is about integrating actions into our day to day business, not simply motivating people to do more...fostering cultural change.

# Collaborators



**Trista Patterson**  
(US Forest Service)

**Anna Jones-Crabtree**  
(US Forest Service)

**Marie Zanowick**  
(US Environmental Protection  
Agency)

**Ruth McWilliams**  
(Retired US Forest Service;  
private business owner)

**Sarah Baker**  
(US Forest Service)

# Sustainability Leadership

## Systems Thinkers & Systems Approaches



**Layers**

**Context**

**Relationships**

**Leverage  
Points**

**System – Set of Interconnected Things**

# Guiding Principle ... Vision Boldly



Declare direction  
Be motivating

# Guiding Principle ...

## Monitor with Meaning

Seek timely  
feedback to right  
people and right  
part of system  
(why? how?)

Use stories to help  
convey meaning

Track learning



# Guiding Principle ... Lift Consumption Curtain



Examine the system  
and lifecycle of  
resources needed

Guard against  
stovepiping and  
identify other  
contributing factors

# Guiding Principle ...

## Top Down from Bottom Up



Encourage and value grassroots innovators, experiences & lessons

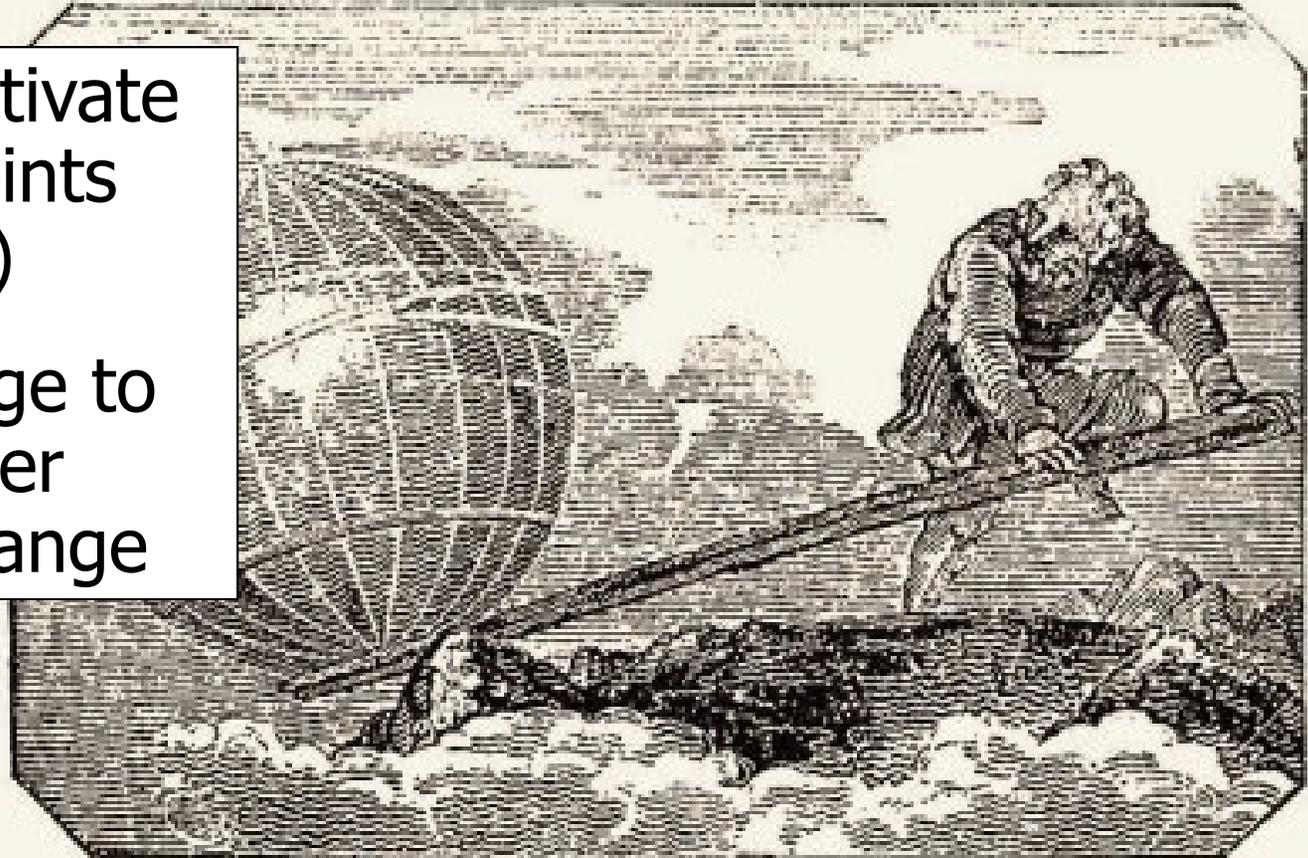
Capture/catalyze resourcefulness through top-down support



# Guiding Principle ... Prod, Probe, Point

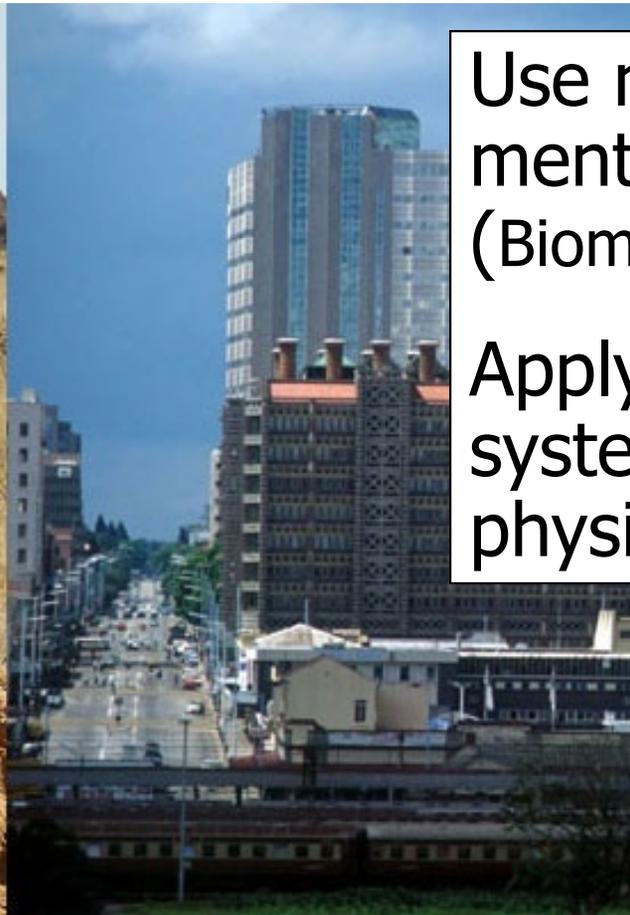
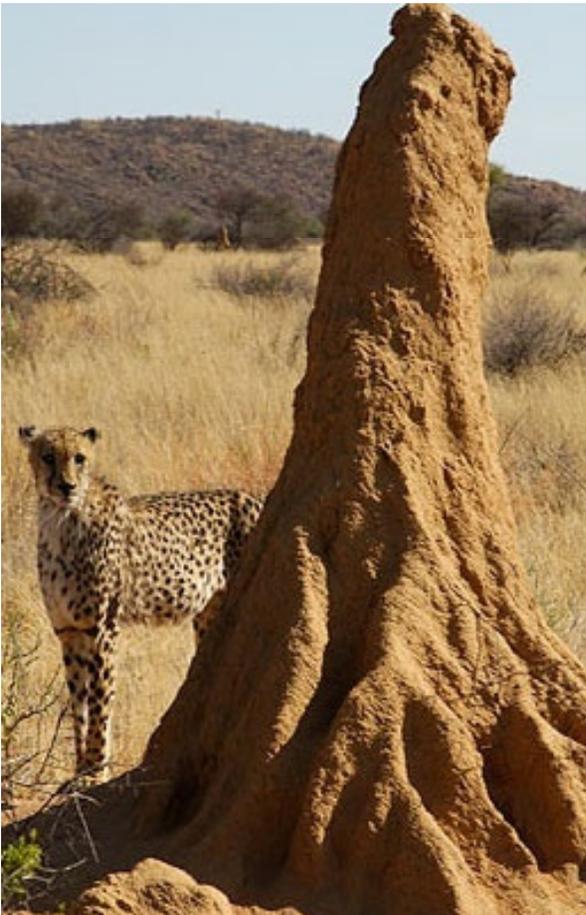
Find and activate  
leverage points  
(not just one)

Have courage to  
go for deeper  
levels of change



# Guiding Principle ...

## Design with Nature



Use nature as model,  
mentor & measure  
(Biomimicry)

Apply to human  
systems as well as  
physical ones

# Guiding Principle ...

## Right-size Interventions

Understand place & scale  
Be locally attuned & responsive



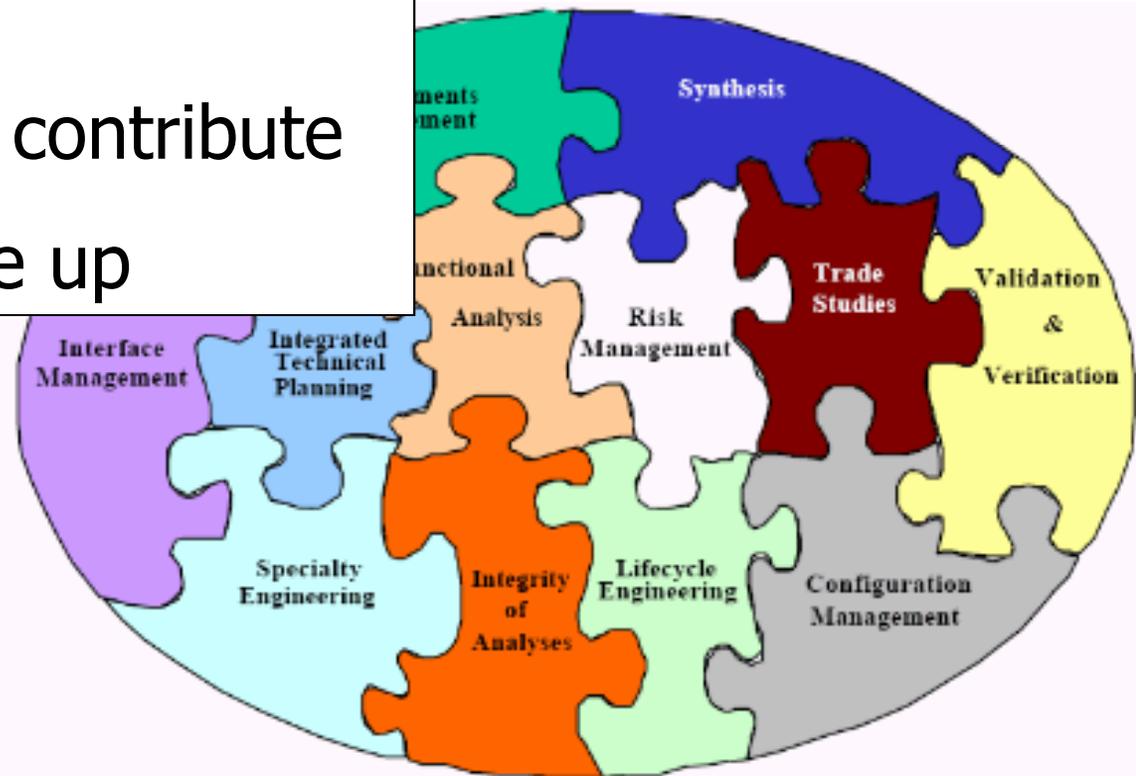
# Guiding Principle ...

## Hook It Up

Build 'base camp' of partners  
and collaborators

Value what others contribute

Replicate and scale up



# Guiding Principle ...

## Practice, Practice, Practice . . . and Take Note



Seek learning and  
continuous  
improvement through:

- Experimentation
- Listening
- Feedback
- Reflection

# Guiding Principle ... Embrace the Chaos



Reframe problems & problem-solving as rules change

Create conditions conducive to innovation and cultural shifts

Adapt and evolve to dynamism

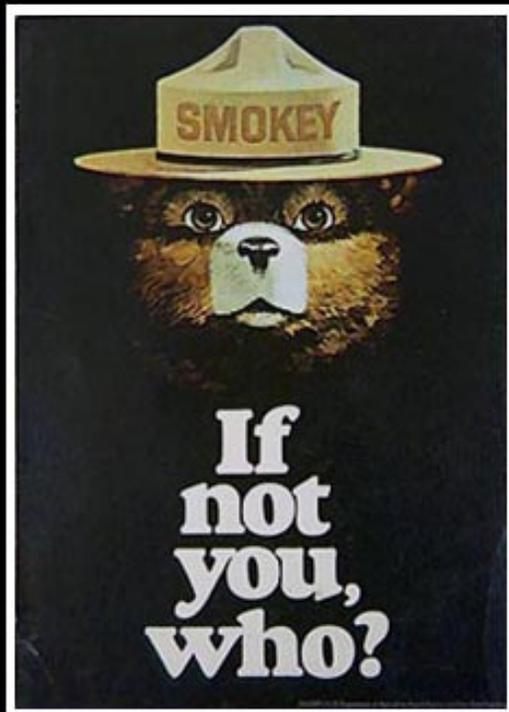
# But then there is life in the gap.....

The world as it is now....	The world as we want it to be...
Facility plans w/o sustainability	All buildings as green as possible
Giant agency-wide energy bill	No power bill for the Forest Service –funding going into further greening activities, ...we are the first agency to be net zero energy!
Economic growth is the be-all goal	Happy people who have enough is the goal
No glass recycling at some of our offices	All offices are zero waste and recycling only happens after reduce and reuse
Non-diverse, chemical driven commodity agriculture	Organic, local food systems, farmers revered as professionals



What gap gets you?

# As a leader what gaps can you work on?



**Worldwatch Institute:  
Change depends on  
"overlapping networks of  
leaders" of similar orientation  
and with complementary  
resources acting "in common  
purpose."**



# **Sustainable Operations, Executive Orders, and the Western Collective**

**April 2010**

# How about dancing?

“Living successfully in a world of systems requires more of us than our ability to calculate. It requires our full humanity- our rationality, our ability to sort truth from falsehood, our intention, our compassion, our vision and our morality.”

“Stay wide-awake, pay close attention, participate flat-out and respond to feedback”

“...regard the whole realization as devastatingly funny”

Donella Meadows

# Example #2 – Greater Yellowstone Definition of Success

1. Setting and meeting a collective, realistic and credible ecosystem-wide GHG reduction goal



2. Ensuring the capacity and leadership intent to meet the goal



3. Developing/documenting a methodology for GHG accounting and reduction that serves as a model for other footprint areas, other agencies, and the public

