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Many companies have launched sustainability and corporate social responsibility programs. But unless Why Boards Need to Change - Journal Article there are major changes in how corporate boards operate, such programs are likely to make only temporary progress.

BY EDWARD E. LAWLER III AND CHRISTOPHER G. WORLEY

Sustainability is an increasingly important business issue. There is a growing recognition that the long-term viability of corporations depends on how they impact the environment and society. In response, many companies have initiated sustainability and corporate social responsibility programs. Some of these programs represent good first steps toward improving the impact of their organizations on the environment and society. However, they are not enough.

For organizations to perform well financially, socially and environmentally, they need more than just a program. They need a fundamental change in their goals and how they achieve them. Instead of a sustainability program, corporations need a DNA change that must begin at the top.

Research on organization change programs shows that the initial gains they produce rarely survive unless they address the standard operating procedures of companies from top to bottom. In the case of creating a corporation that performs well socially, environmentally and financially, there is every reason to believe that this can be accomplished only if Why Boards Need to Change - Journal Article major changes occur in how corporate boards are structured and operated.

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