Starting postulates:

- People (not technologies) use energy – and do so in an institutional context.
- Therefore, people, technologies, and institutions must be engaged in change.
- New technologies must be used well, with buy-in to their purpose (no rebound effect).
- Habits and convenience strongly influence energy-related behaviors.
- Infrastructure and rules typically support current behaviors and institutions (need for parallel change and management support).
So far, results from workplace energy-behavior change efforts are not very impressive.
Effects are small and the persistence of change is mostly poor to unknown.

So –

- How to motivate changes that stick, and at institutional as well as individual levels?
- What do existing change programs have to tell us about what works and what doesn’t?
• Focus on “staff” = undifferentiated group of people who work for the agency.
  
  **BUT roles differ within the hierarchy.**

• Focus on individual behavior = list of changes for everybody to make (turn out lights, print on both sides…).

  **BUT social settings = social behavior.**

• Focus on economic motivation = saving energy and money for the good of the agency and the planet.

  **BUT not everybody has these motivations.**

• Put resources into a short-term campaign, typically “energy awareness.”

  **BUT the pull of routine is strong.**
Get specific, use evidence-based principles, apply tools in sync with how people choose to change, work at many levels.
Managers who exhibit leadership, demonstrate commitment, make rules, and apply tools for sustainability

Contracting officers who follow and interpret rules and use green tools (e.g., green product lists, contract requirements)

Staff who set defaults, establish processes (e.g., timing for applying patches), and coach users

Operation and maintenance staff who follow established procedures, optimize performance, and provide feedback

Strategic planners and proposal reviewers who design for sustainability – and sustainability

Sustainability and communications staff who choose themes, messages, and tactics

Staff who perform work not explicitly connected to sustainability

Across levels, what are the opportunities for people in their roles?
Social Networks and Communications: Institutions and people change because they see or hear of others behaving differently.

Information and Feedback: Institutions and people change because they receive actionable information and feedback.

Social Empowerment: Institutions and people who feel they can reach desirable social goals – often do.

The Continuous Change Principle: Cultural change takes time, so plan for the multi-year process.

Multiple Motivations: Institutions and people almost always change their ways of doing things for more than one reason.

Leadership: Institutions and people change because the workplace rules change and visible leadership communicates management commitment.

Commitment: Institutions and people change when they have made definite commitments to change, especially when those commitments relate to future conditions (“save more tomorrow”).

Infrastructure: Institutions and people change because a changed infrastructure makes new behaviors easy and/or desirable.
Focus on four principles: #1

The Commitment Principle

- Institutions and people change when they have made definite commitments to change, especially when those commitments relate to future conditions ("save more tomorrow"), so

**ASK FOR SPECIFIC COMMITMENTS**

Everybody needs to commit to specific changes: leaders (at all levels) through announcement, example, investment; contracts, IT, ops & maintenance, planners through changing job processes and goals; all staff through changing habits and behaviors.
The Multiple Motivations Principle

- Institutions and people almost always change their ways of doing things for more than one reason, so

*MAKE DIFFERENT AND COMBINED APPEALS*

Motivations might include “doing the right thing,” the lure of innovation, buying green products/locally, driving out waste, getting more exercise, interacting with people in her roles, improving work processes, increasing comfort

Examples: info sharing at DOI, saving fuel/lives at DoD
The Leadership Principle

- Institutions and people change because the workplace rules change and visible leadership communicates management commitment, so

**BE VISIBLE AND DEMONSTRATE COMMITMENT**

Top management, of course, but also leaders at every level.

Examples: GSA Administrator hoteling, DOE Secretary asking to work
The Infrastructure Principle

- Institutions and people change because a changed infrastructure makes new behaviors easy and/or desirable, so

**CHANGE DEFAULTS AND PROVIDE MOTIVATIONS AS WELL AS INCENTIVES TO USE INFRASTRUCTURE DIFFERENTLY**

Look hard at maintenance procedures and office configurations, raise status/incentives to walk or ride public transportation rather than drive, install bike racks, ensure walkability of staircases ...

Examples: GSA smaller HQ, Agencies’ adoption of LEED
Wanted:
New interactions among people in various roles to create New patterns (rules, formal and informal) of behavior in New infrastructure (soft and hard) that

- Signals change
- Reinforces change
- Has multiple benefits, e.g., sustainability and improved work processes and greater comfort

Examples: USPS Lean Green Teams, Stair walking at CDC
how: tools for change

Match tools to goals, roles, and rules. (Focus on adding value by helping users do their jobs better.)

Employ different tools for the short and long terms and for different roles. (Competitions may spark energy savings but do not institutionalize change.)

- Use existing communications channels.
- Enroll existing and new leaders.
- Make training effective through interaction.
- Establish policy, procedural, and infrastructural changes.
Attention at all levels → culture change

top and down the hierarchy
cross social networks
in the bumpy road of rules
throughout the workplace

Towards the goal of sustainability in your agency