Behavior and National Security

Excerpts from The Heart of Change
## OMB Scorecard
### Energy, Transportation & Environment (Jul 09)

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- Compared to the Jan 09 Scorecard
  - DOD, DOT and the SI fell from green to yellow on the energy scorecard
  - DOE improved from yellow to green on the energy scorecard
  - No agency improved on the environmental stewardship scorecard
DoD Facility Energy Intensity
(Percentage Reduction (FY03 baseline), Garrison Installations)

Service Comparison (based on current revised 2003 baseline)

30% reduction glide slope 2005 to 2015

Huge Variability between Services … Why?
The Heart of Change
Real Life Stories of How People Change Their Organization
by John P. Kotter and Dan S. Cohen

• “The single most important message of this book (pg 1):
  – People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.”
The Heart of Change
Real Life Stories of How People Change Their Organization
by John P. Kotter and Dan S. Cohen

• “The Eight Steps for Successful Large-Scale Change (pg 7)
  – Step 1 -- Increase Urgency
  – Step 2 -- Build the Guiding Team
  – Step 3 -- Get the Vision Right
  – Step 4 -- Communicate for Buy-in
  – Step 5 -- Empower Action
  – Step 6 -- Create Short-term Wins
  – Step 7 -- Don’t Let Up
  – Step 8 -- Make Change Stick”
The Heart of Change
Real Life Stories of How People Change Their Organization
by John P. Kotter and Dan S. Cohen

• On Culture (pg 165)
  – “Culture is a complex concept. For our purposes here, it means the norms of behavior and the shared values in a group of people. It’s a set of common feelings about what is of value and how we should act.”

• On Culture Change (pg 176)
  – “A culture truly changes only when a new way of operating has been shown to succeed over some minimum period of time. Trying to shift the norms and values before you have created the new way to operate does not work. The vision can talk of a new culture. You can create new behaviors that reflect a desired culture. But those new behaviors will not become norms, nor will take hold, until the very end of the process.”
The Heart of Change
Real Life Stories of How People Change Their Organization by John P. Kotter and Dan S. Cohen

• “Make Change Stick (pg 177)
  – What Works
    - Never stopping at Step 7— it isn’t over until the changes have roots
    - Using new employee orientation to compellingly show recruits what the 
      organization really cares about
    - Using the promotions process to place people who act according to the 
      new norms into influential and visible positions
    - Telling vivid stories over and over about the new organization, what it 
      does, and why it succeeds
    - Making absolutely sure you have the continuity of behavior and results 
      that help a new culture grow
  – What Doesn't Work
    - Relying on a boss or a compensation scheme, or anything but culture, to 
      hold a big change in place
    - Trying to change culture as the first step in the transformation process”
Air Force Infrastructure Energy Strategic Pillars

2015 GOALS
Reduce Cost by 20% by 2020
Reduce Energy Intensity by 3% Per Annum
Reduce Water Use by 2% Per Annum
Increase Renewables at Annual Targets (3%, 5%, 7.5%, 25%)
Reduce Ground Fuel Use by 2% Per Annum
Increase Alternative Fuel Use by 10% Per Annum

Improve Current Infrastructure
- Envelope
- HVAC / controls
- Plumbing
- Water Systems
- Central Plants
- Interior Lighting
- Distribution
- RWP
- Right size fleet
- Low speed vehicles

Improve Future Infrastructure
- Plan / Program
- Develop better designs
- Implement better designs
- Commission
- Increase use of alternative-fuel vehicles
- Fuel dispensing infrastructure

Expand Renewables
- Develop
  - Solar
  - Wind
  - Geothermal
  - Biomass
- Purchase
  - Renewable Energy Credits
  - Bio fuels
- Explore hydrogen tech

Manage Costs
- Plan
- Negotiate/Litigate
- Educate
- Operate & Maintain

Enabling Processes
- Effective ESPCs & UESCs
- Effective Data
- Effective Support

Training and Education
- Senior Leaders
- Base Population
- CE & Vehicles Mgrs & Techs

Asset Management
Optimize Assets > > > Performance, Risk and Cost > > > Enterprise-wide

Culture Change