

Change Leadership for Energy Efficiency: Reconsidering the Role of Policy Makers and Practitioners

Patrick Crittenden

PhD researcher, University of Technology, Sydney

Director, Sustainable Business

Behavior, Energy and Climate Change Conference

20 November, 2013



Buildings might *look* like this ...



But *operate* like this



Energy Efficiency Opportunities Act: Outcomes after the first 5 years (2006 -2011)

- 320 corporations
- 88.8 PJ of energy savings implemented
- Net financial benefits of \$808 million per year
- 'Cost' of abatement achieved -\$95 per tonne of CO₂e

The research question...

How and why do energy
management practices change?

Theoretical Perspectives

Neoclassical economic



Behavioural

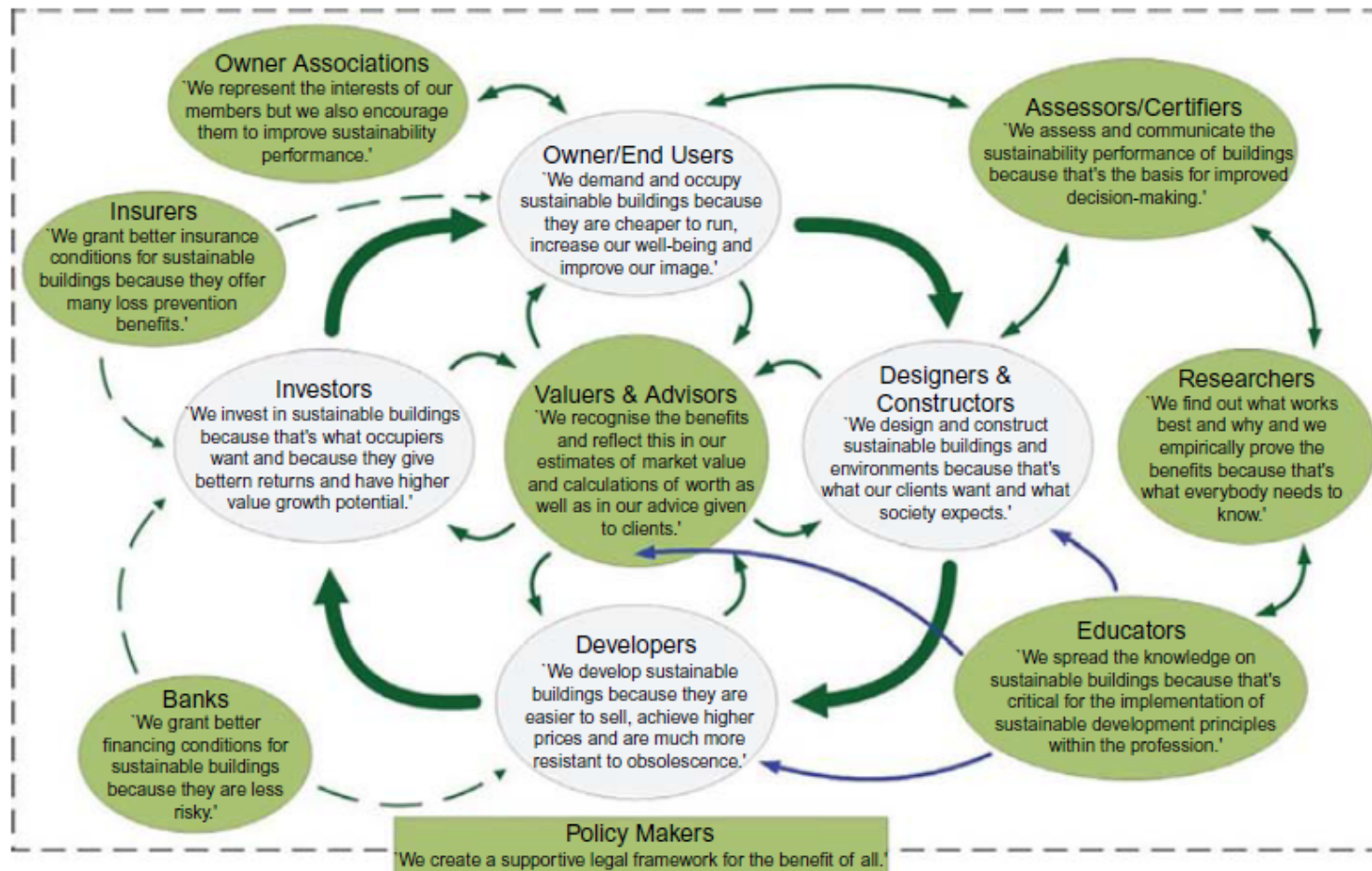


Organisational

Interorganisational



Interorganisational influences

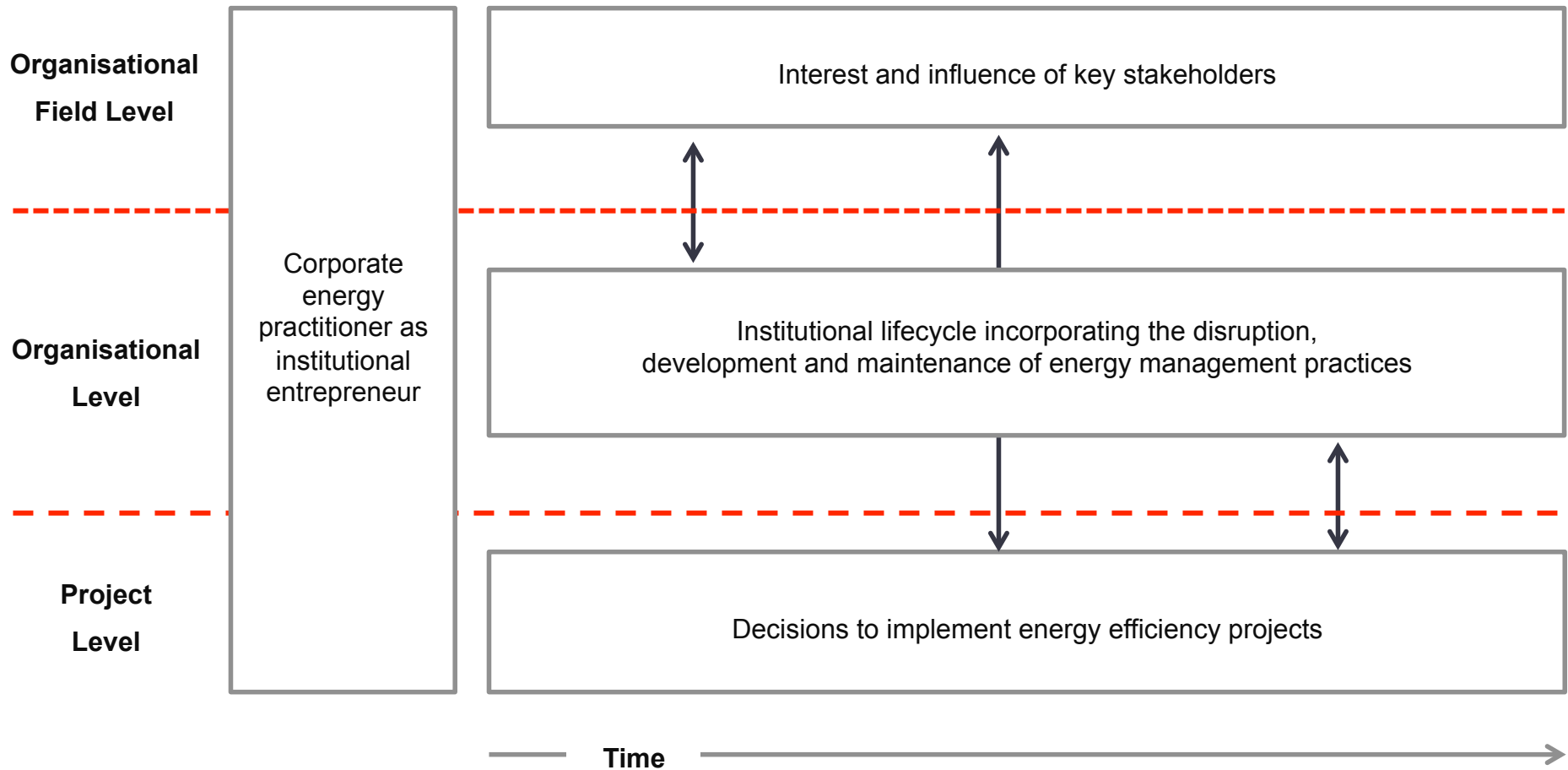


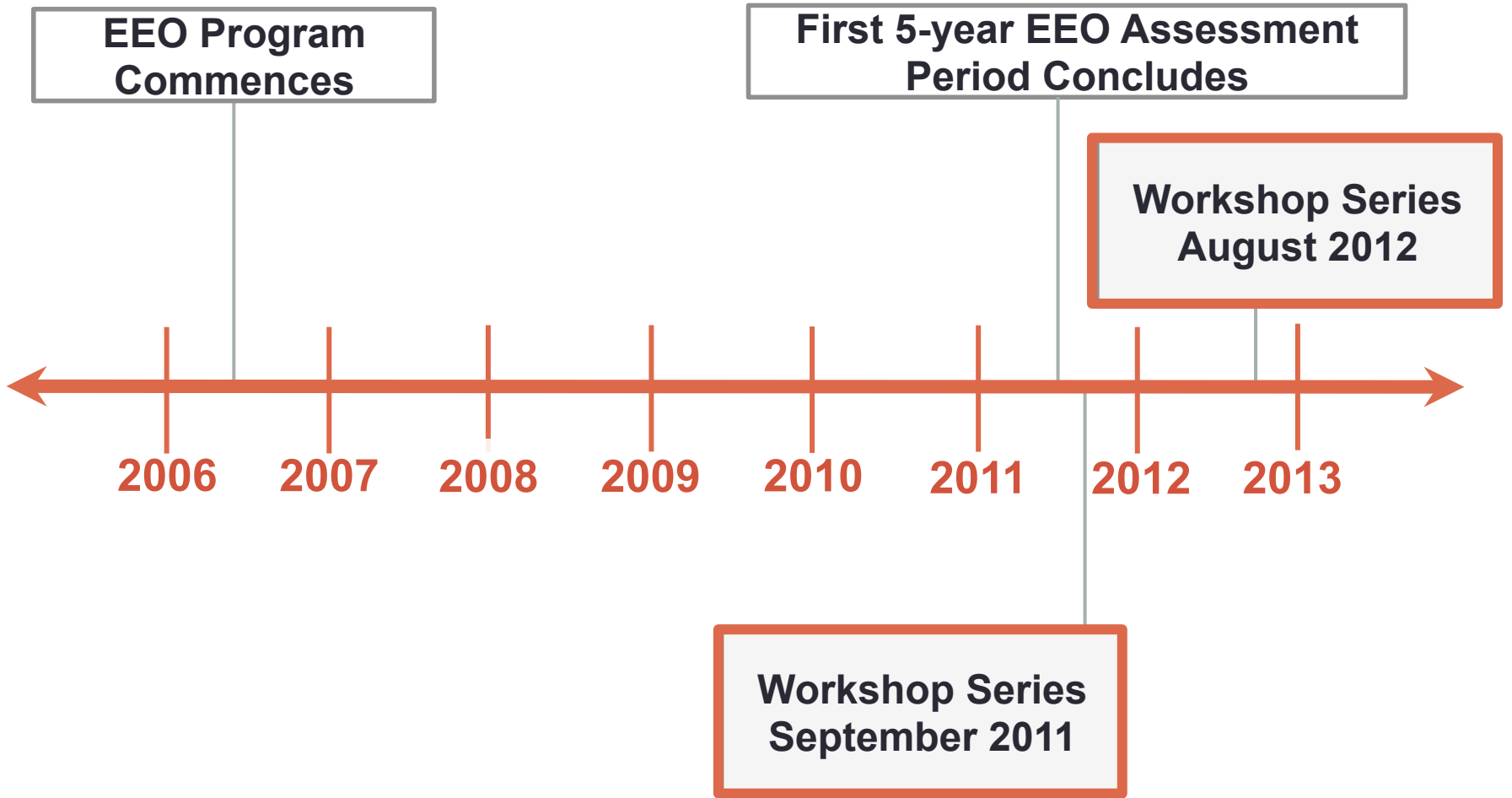
Source: Lorenz 2008 in Warren-Myers 2012, p. 120

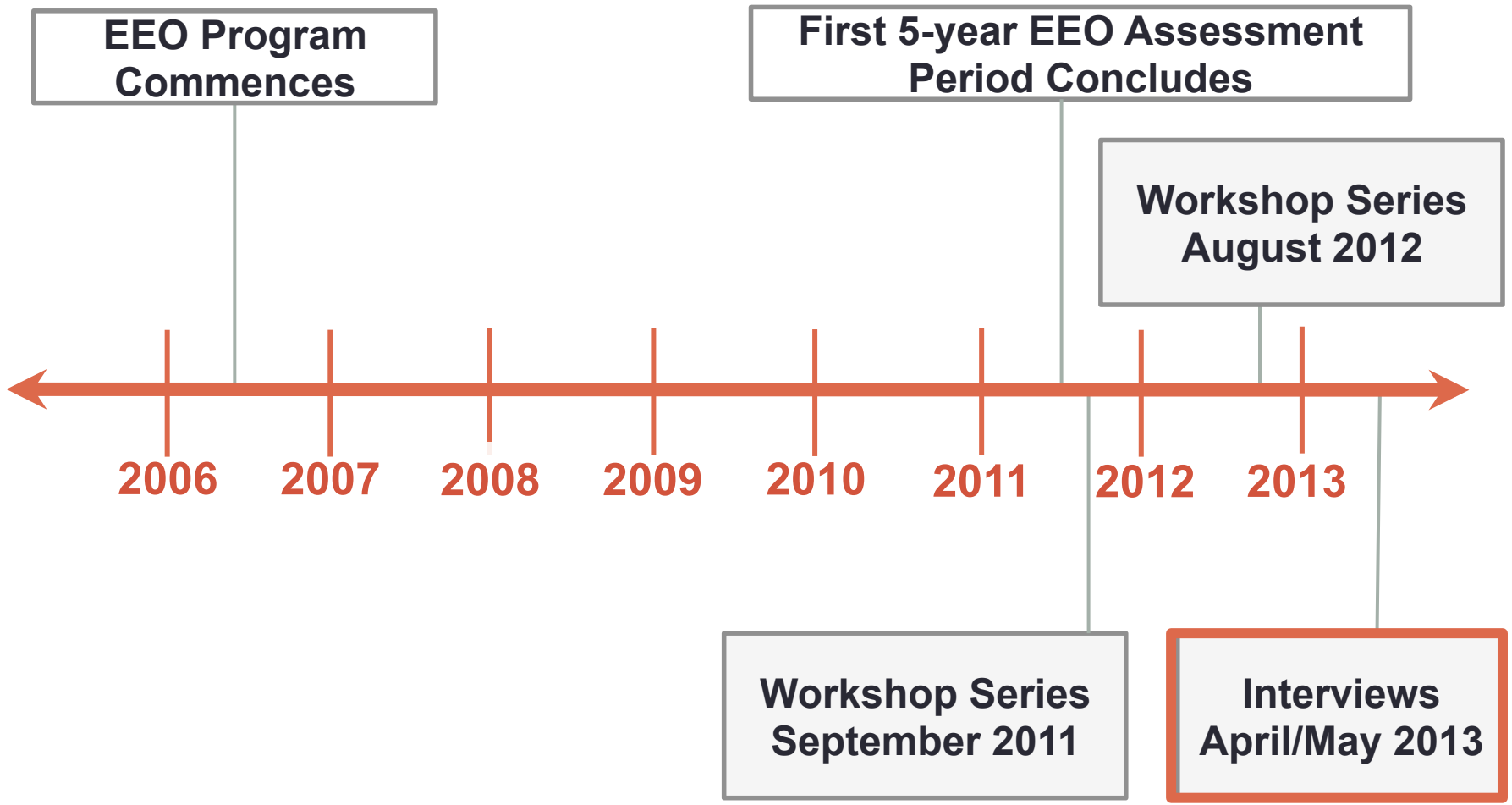
Characteristics of the Model

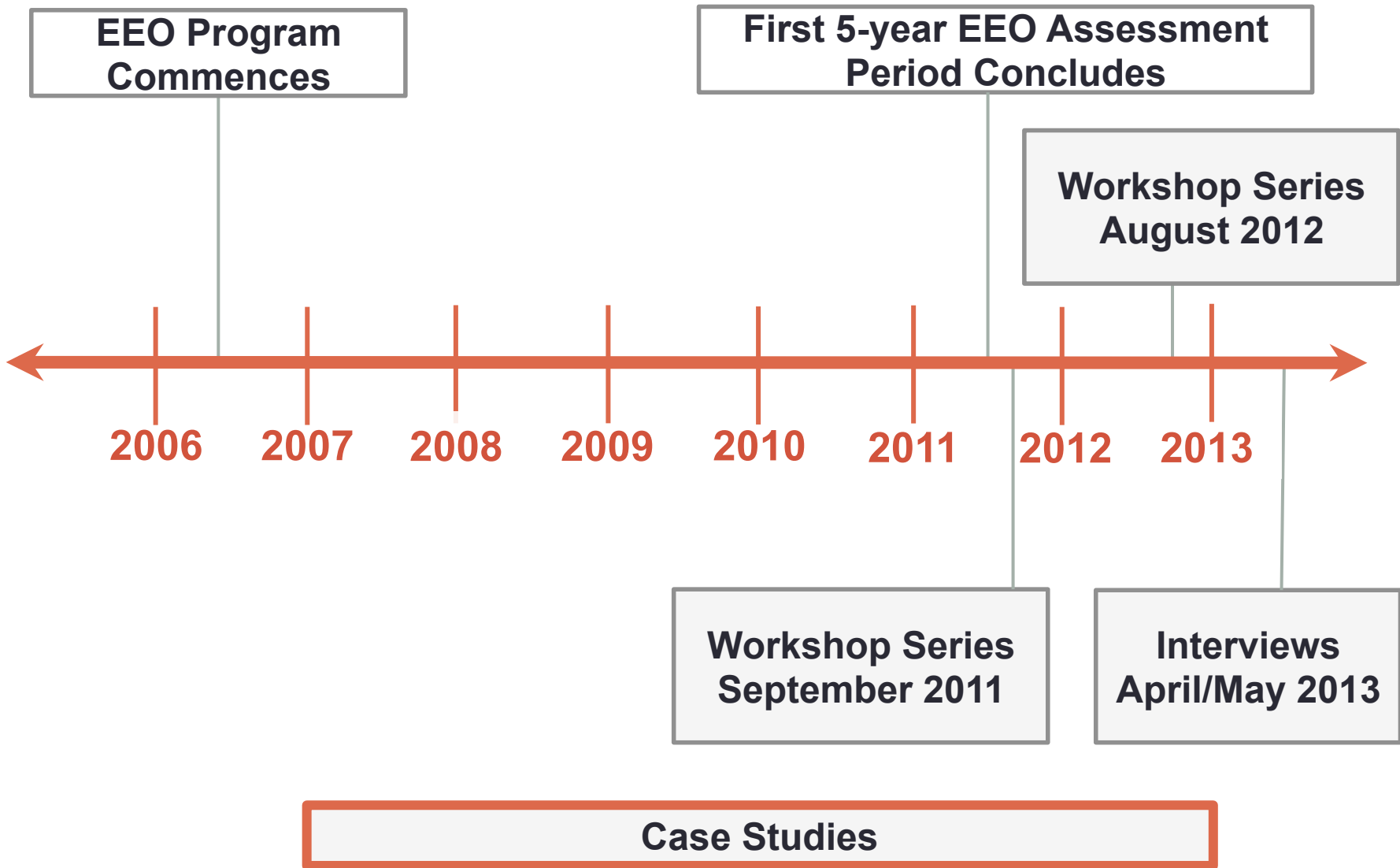
- Examine change over time
- Interactions between multiple stakeholders
- Focus on energy managers as institutional entrepreneurs /change agents
- Multi-level analysis

How and why do energy management practices change?





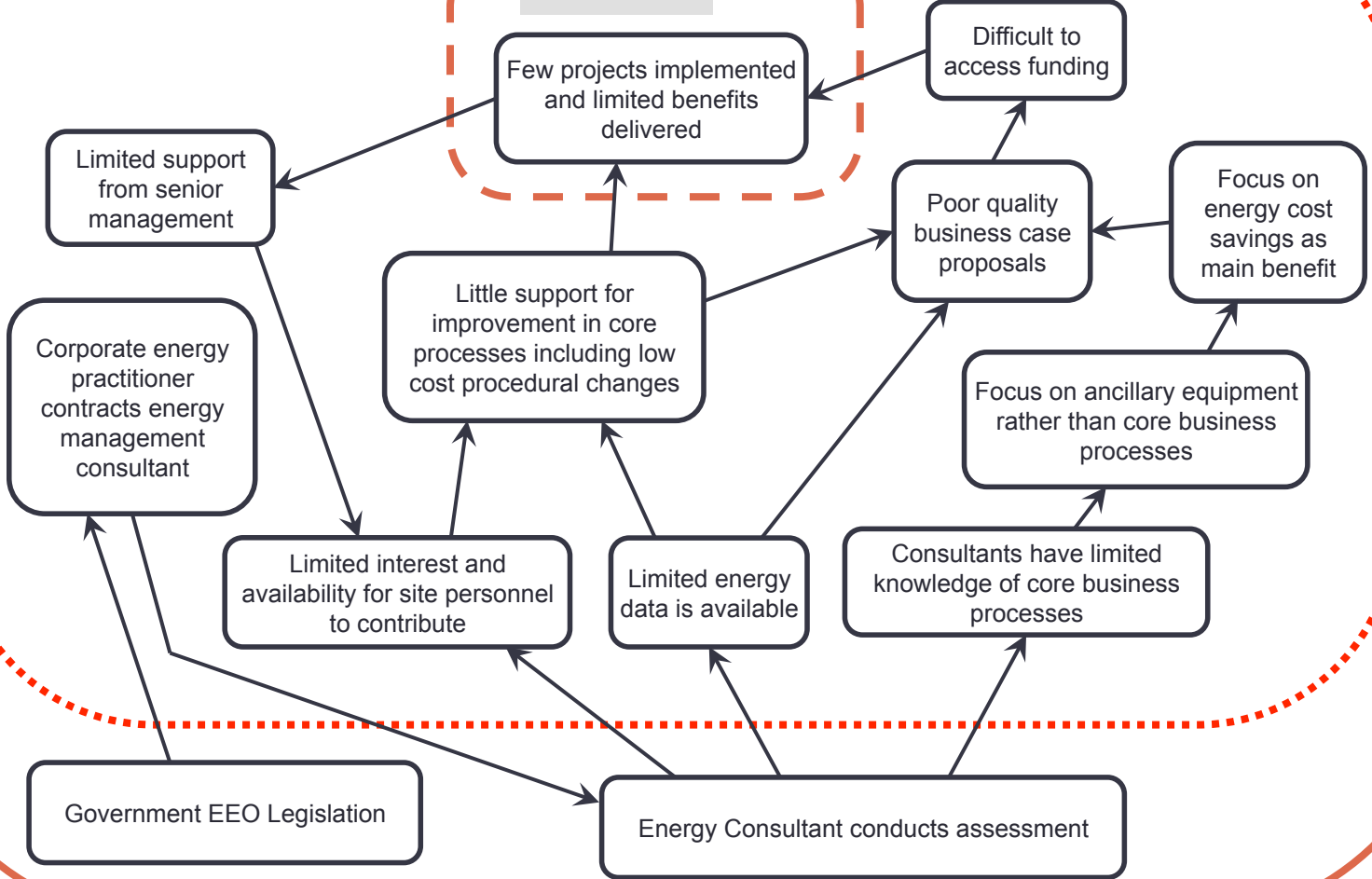




ORGANISATIONAL FIELD

ORGANISATION

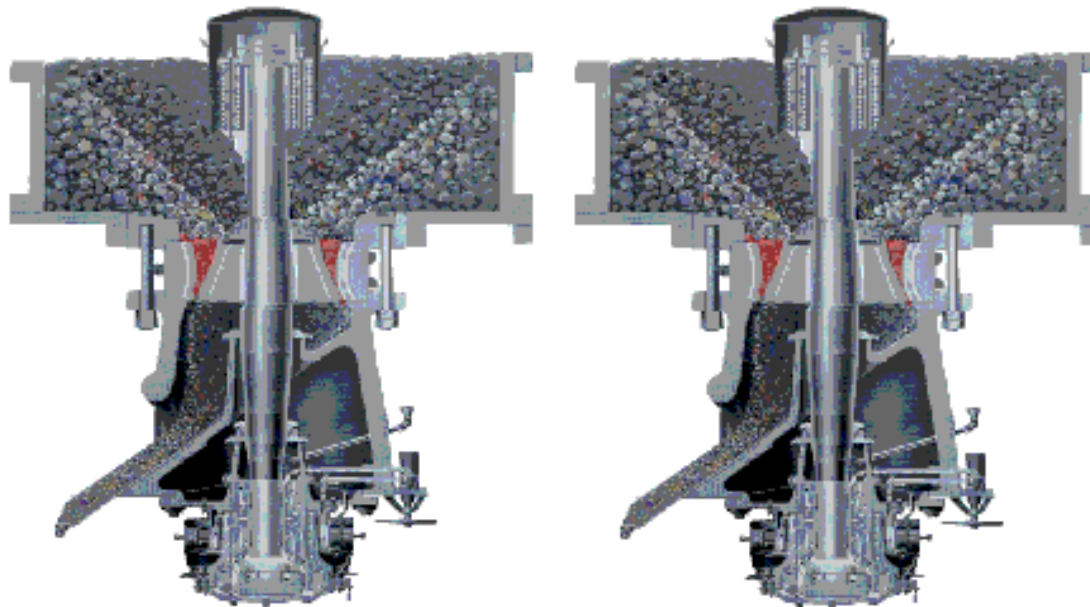
PROJECT



Outsource

Engaging people in the process

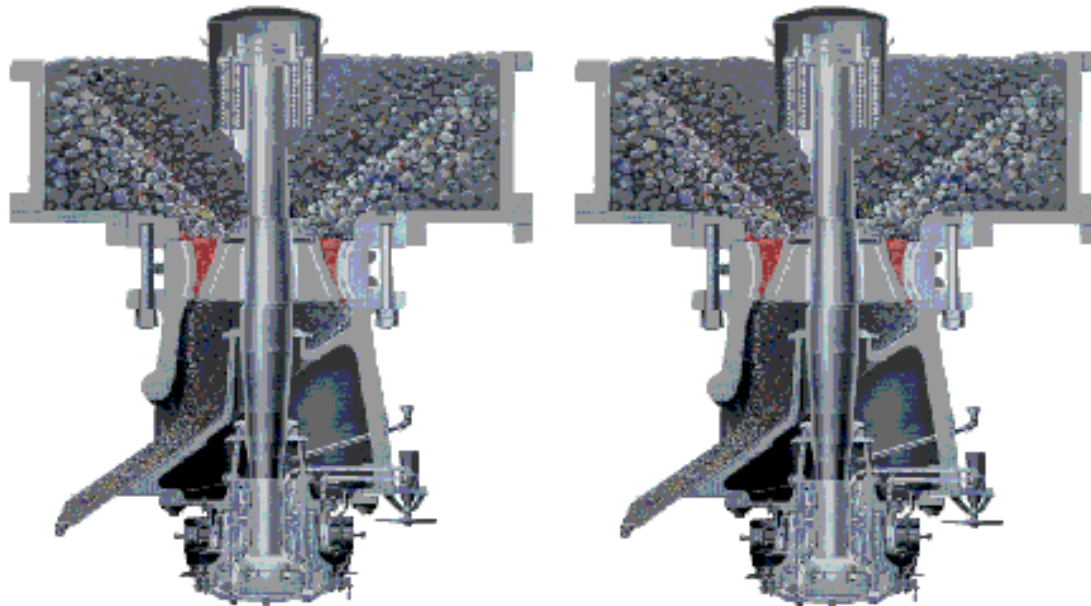
Let's just turn one off



Engaging people in the process

Let's just turn one off

NO WAY !!!



ORGANISATIONAL FIELD

EEO legislative requirements

Growing Interest from external stakeholders

ORGANISATION

Corporate group requires action

Enhanced business case for action

Assessment on site A

Assessment on site B

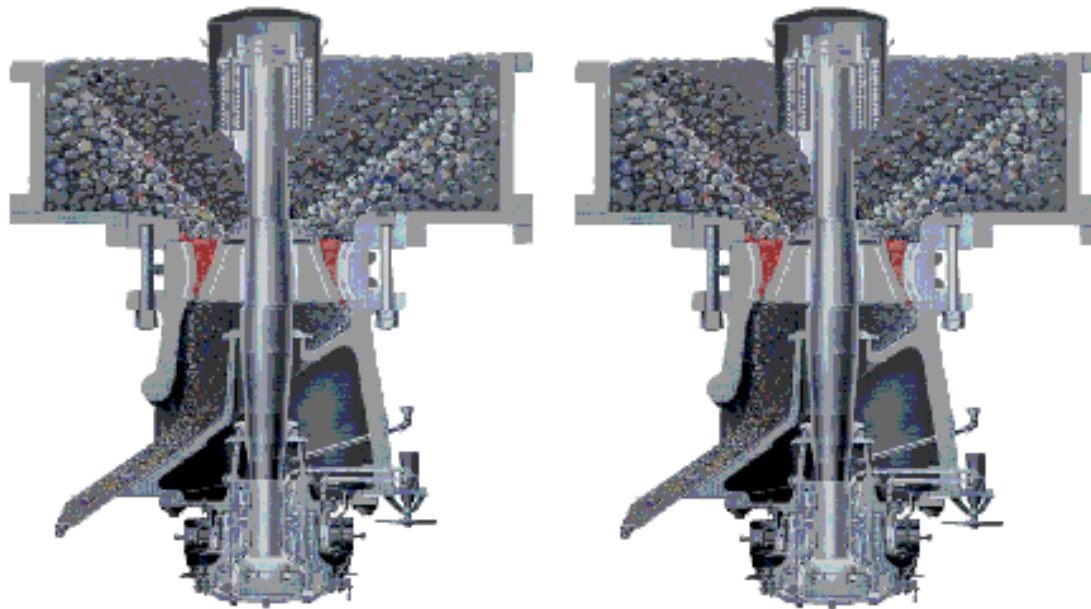
PROJECTS

Projects successfully implemented

Lessons learnt

Engaging people in the process

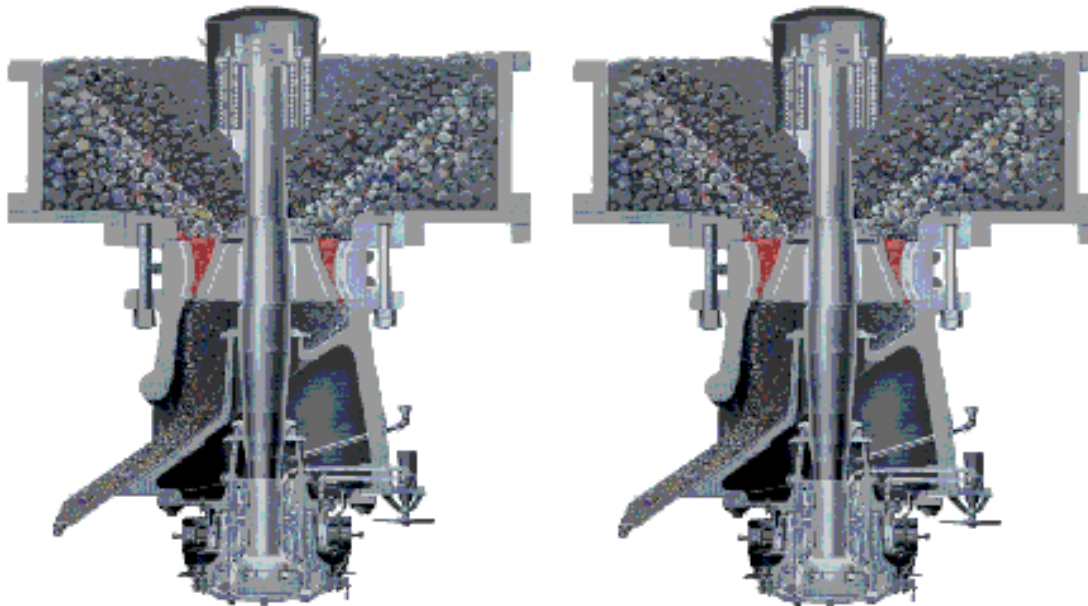
Let's just turn one off



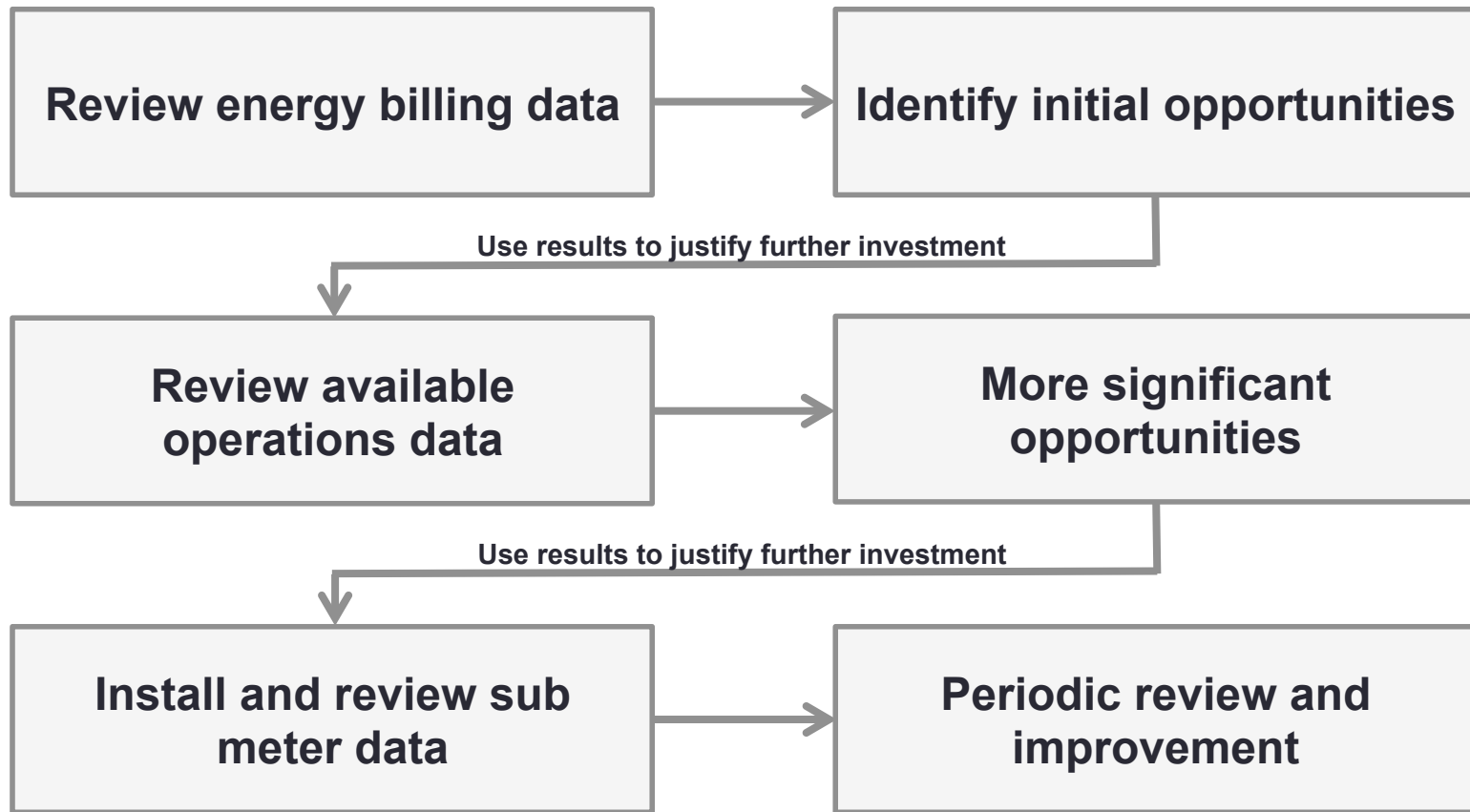
Engaging people in the process

Let's just turn one off

How about we turn one down when we can.




Adopting a progressive approach to improving energy data



External changes increase legitimacy

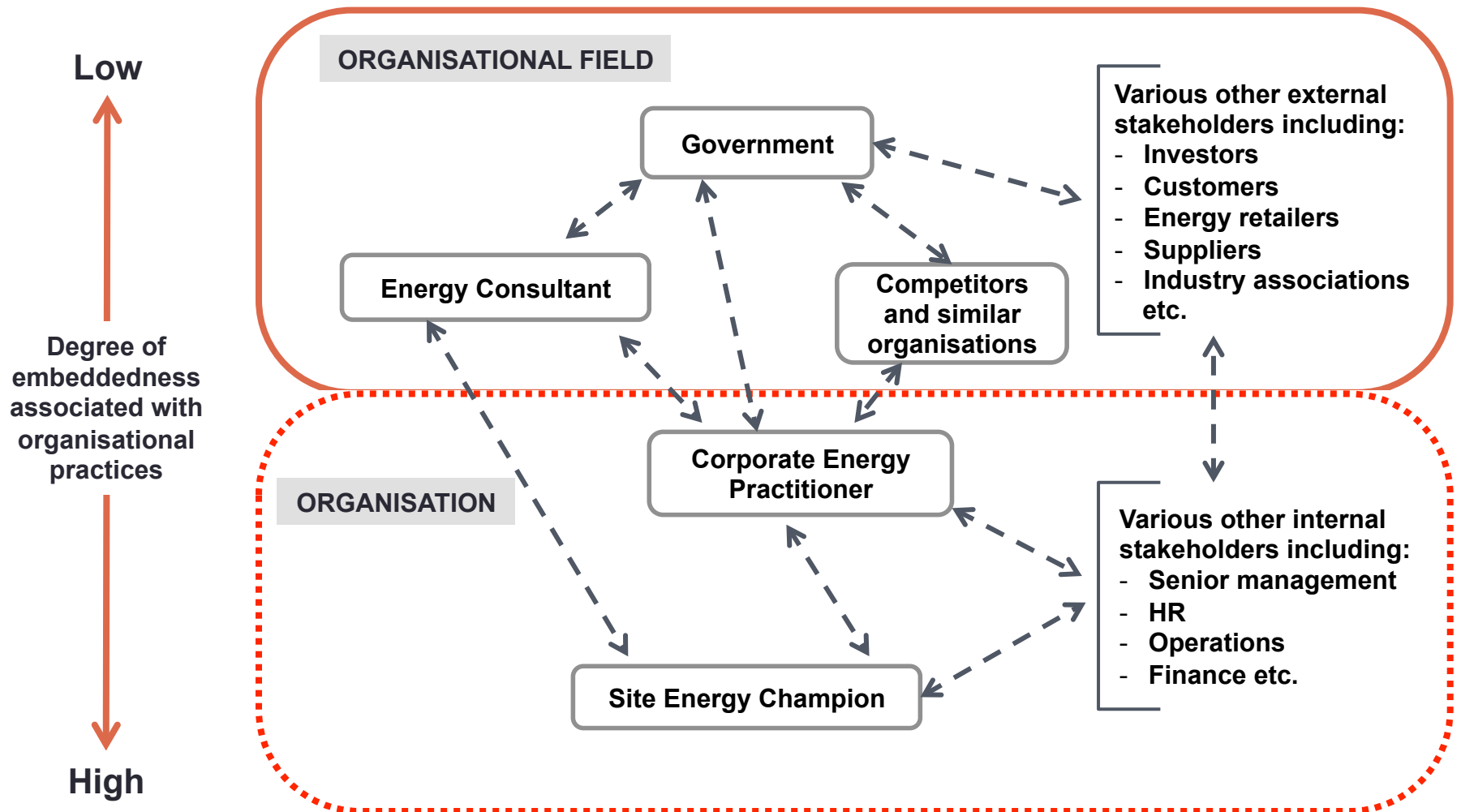


How are you going to meet your portfolio energy targets?

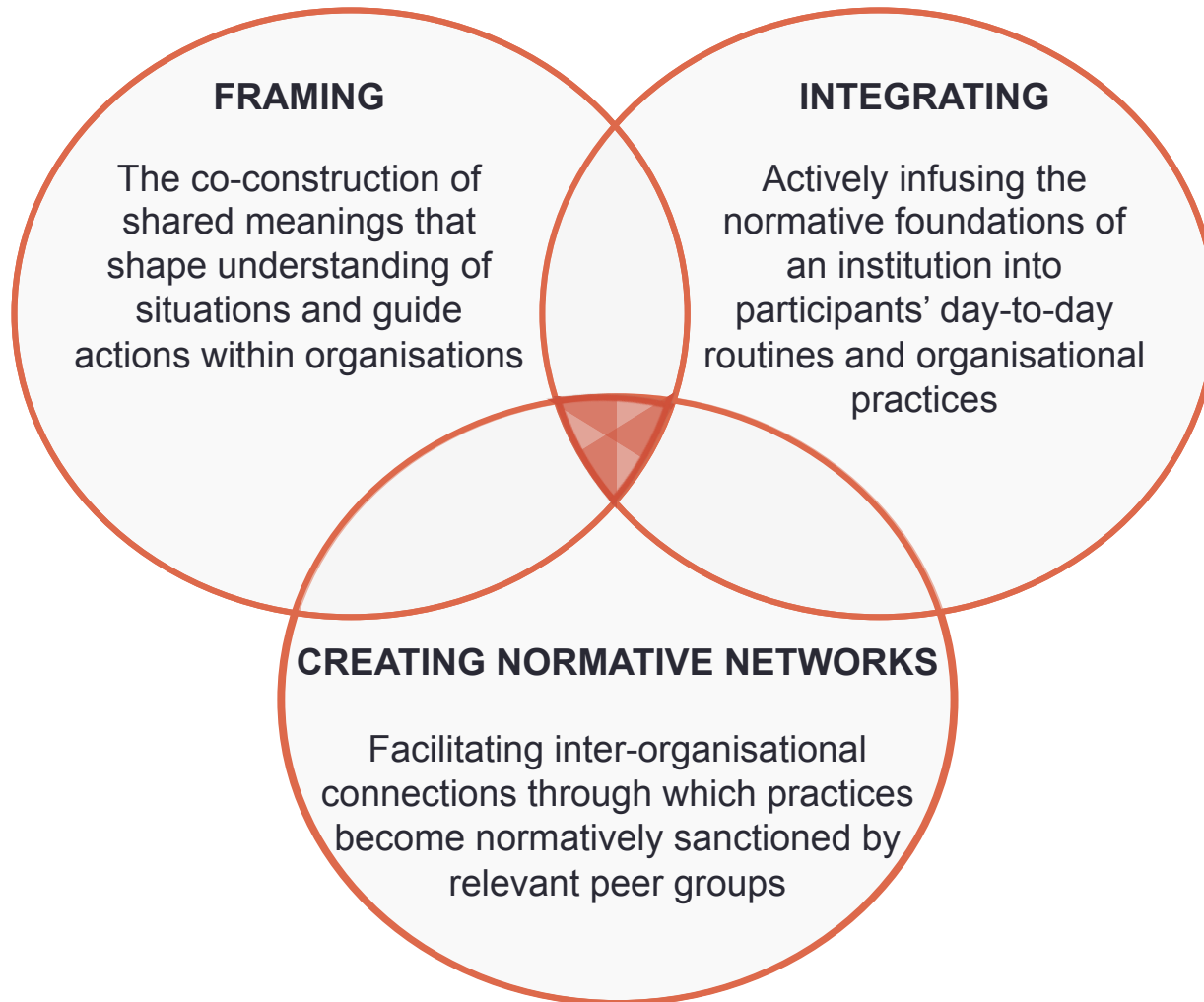


I better get our energy and climate person on to that !!

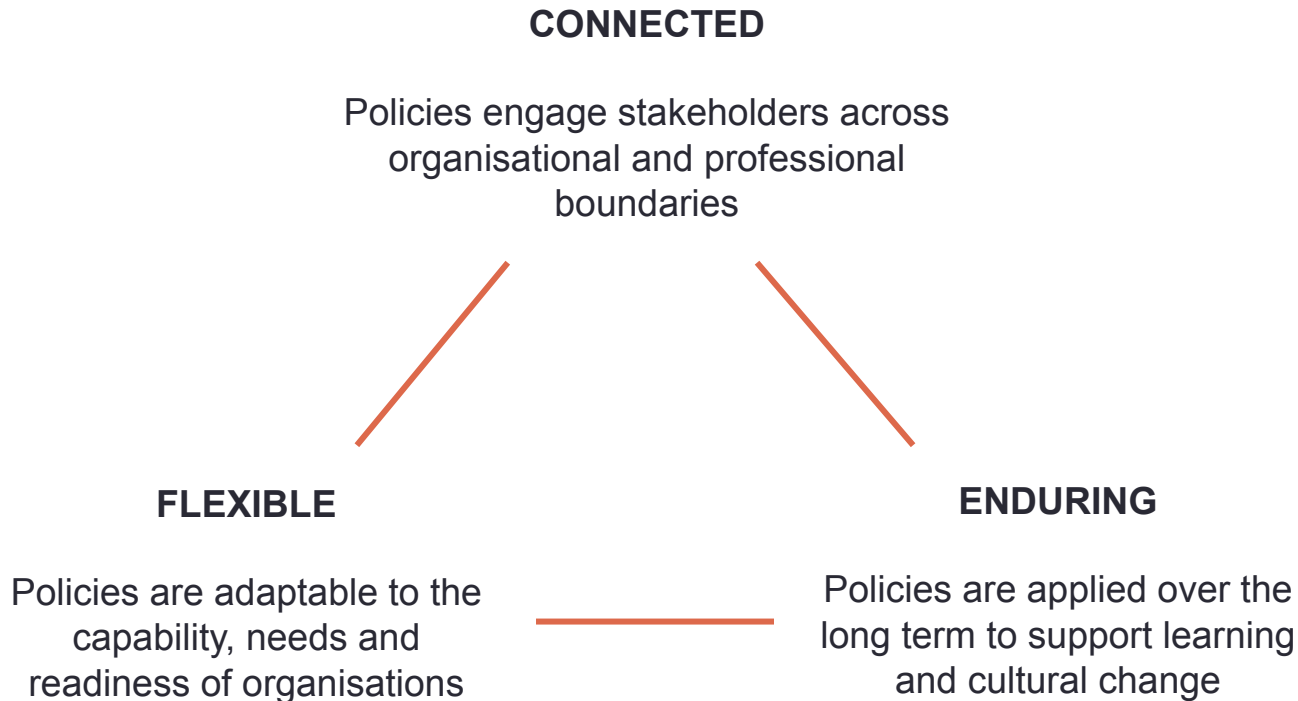
Collaboration between stakeholders



Change leadership skills



Three policy principles to support program development



Thanks!

Patrick Crittenden

Mobile +61 418 453 779

Email: patrick@sbusiness.com.au

Web: www.climatechangepstrategy.com

Twitter: @PatCrittenden