Designing Enduring Organizational Change
A Participatory Roundtable

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Outline of Roundtable

1. Goal: Institutional Change
2. A Model for Change
3. Framework: Roles, Rules, & Tools
4. Eight Principles
5. Three Case Studies
6. Tips and Strategies
7. Scenarios & Role Playing

Goal for Institutional Change

"To go beyond individual awareness and actions and move towards a changed institutional culture, by creating a durable sustainability ethic and a sustainable way of operating the physical infrastructure of agencies."

Change Model

Individual Behavior Change

=

Motivation * Ability * Trigger

Change Model

Institutional Change

=

Motivation * Ability * Culture

And sometimes a T (trigger) is needed

Framework for Change

Identify the importance and understand the mechanisms for change in:

- Roles

- Rules

- Tools

Roles

- Who are the players that impact sustainability?

- What are their roles, implicit and explicit?

- What influences these players to change their behavior to further sustainability?
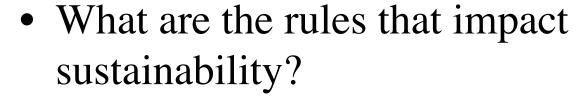
Roles (Examples)

- Chief Sustainability Officer
- Procurement Specialist
- Building Operator

Rules

- What are the rules that impact sustainability?

- How are they enforced?

- What is penalty--if any--for failure to implement the rules?

Rules (Examples)

- Use of ESPC for renewables under p[...] purchase agreements
- Purchase by individuals of alternate transportation fuels
- Procurement of green-preferred products
- Selection of A&E teams for new design and retrofits
- Building operator training

Tools

- What are the tools usually employed?
- How can they be made more effective?
- What additional tools are needed in the toolbox?

Tools (Examples)

- Standard business practices and procedures
- Education, training, & feedback
- Modeling, recognition, and award
- Many others

Eight Principles of Organizational Change

1. Social Network and Communications Principle

2. Multiple Motivations Principle

3. The Leadership Principle

4. The Commitment Principle

Principles (continued)

5. The Information and Feedback Principle

6. The Infrastructure Principle

7. The Social Empowerment Principle

8. The Continuous Change Principle

Navy Achieved 50% Savings through integration of Technology and Behavior

Roles, Rules, and Tools

Roles were the newly defined "Building Energy Monitors," who serve as contact points for communication with the core energy management team.

The **tools** included monthly energy reports, that pointed out energy anomalies and increased awareness about energy consumption.

Principles

The Navy applied three social science principles:

1. Social Network & Communications
2. Leadership
3. Information & Feedback

Lean Green Teams saved the US Postal Service more than $41M in FY 2011

Roles, Rules, and Tools

Roles: USPS created cross-functional teams rather than individuals; the idea is that, in their roles as building inhabitants, drivers, water and consumer product users, and waste disposers, staff can work together to create a conservation culture that results in energy and waste savings.

Principles Applied

The USPS activities applied four social science principles:

1. Leadership
2. Commitment
3. Information & Feedback, and
4. Social Empowerment.

Fish and Wildlife Service achieves savings through "field level up" strategies

Roles, Rules, and Tools

David Guthrie created a network of energy managers that all have clearly defined **roles** and responsibilities.
His **tools** that include training of energy managers, checklists for meeting FWS guidelines, tracking databases for energy and water consumption, and presentations

Principles Applied

The FWS applied three social science principles:
1. Social Networking & Communications,
2. Leadership, and
3. Social Empowerment.

Tips & Strategies

- Based on social science principles
- Can't use all of them all the time
- Worth experimenting and evaluating their effectiveness

Scenarios

A. Getting workers to use alternate fuels

B. Changing the culture for green procurement

C. Engaging staff in recycling and waste reduction

D. Shutting of lights and computers

E. Wild card

Resources

Institutional Change Web page:

https://sites.google.com/a/lbl.gov/ institutional-sustainability--public-site/home

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