Designing Enduring Organizational Change
A Participatory Roundtable

Rick Diamond and Christopher Payne, LBNL
Elizabeth Malone, Tom Sanquist, PNNL
Amy Wolfe, ORNL
Jerry Dion, US DOE
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.”
2012 Change Model

Individual Behavior Change = Motivation * Ability * Trigger
2013 Change Model

Institutional Change

= 

Motivation * Ability * Context

And sometimes a T (trigger) is needed
Process for Change
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
- Tech Support
Rules

• What are the rules that impact sustainability?
• How are they enforced?
• What is the incentive so people succeed?
• What is the penalty--if any--for failure to implement the rules?
Rules (Examples)

• 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 standard operating procedures are needed in the toolbox?
Tools (Examples)

- Standard business practices and procedures
- Education, training, & feedback
- Modeling, recognition, and award
- Many others
Eight Principles of Institutional Change

Engage

1. Social Network
   People take their cues from others, so identify and highlight change in peers

2. Social Empowerment
   People often seek engagement to higher purpose, so provide opportunities for involvement in planning and delivery

3. Social Commitment
   Success is more likely when people make specific, public commitments
Eight Principles (cont.)

Educate

4. Leadership
   Support for change must be *visible* and *consistent*

5. Multiple Motivations
   Different people will be attracted to different elements of change – look for and highlight variety of benefits

6. Information and Feedback
   Information must be *actionable*, *relevant*, and *timely*
Eight Principles (cont.)

Enable

7. Infrastructure
   Provide defaults and incentives that encourage and reward the desired outcome
   Support the development of new habits through checklists and triggers

8. Continuous Change and Innovation
   Identify critical actions and achievable steps
   Cultivate an environment of opportunity
   Develop process, not outcome.
Navy Achieved 50% Savings through integration of Technology and Behavior

Roles, Rules, and Tools
The roles were the newly defined “Building Energy Monitors,” the 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
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. Engaging staff in recycling and waste reduction
C. Changing the culture for green procurement
D. Shutting of lights and computers
E. Wild card
Resources

DOE-FEMP Institutional Change Web page:
http://www1.eere.energy.gov/femp/program/institutional_change.html

Contact:
Rick Diamond  RCDiamond@lbl.gov
Christopher Payne  CTPayne@lbl.gov