

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

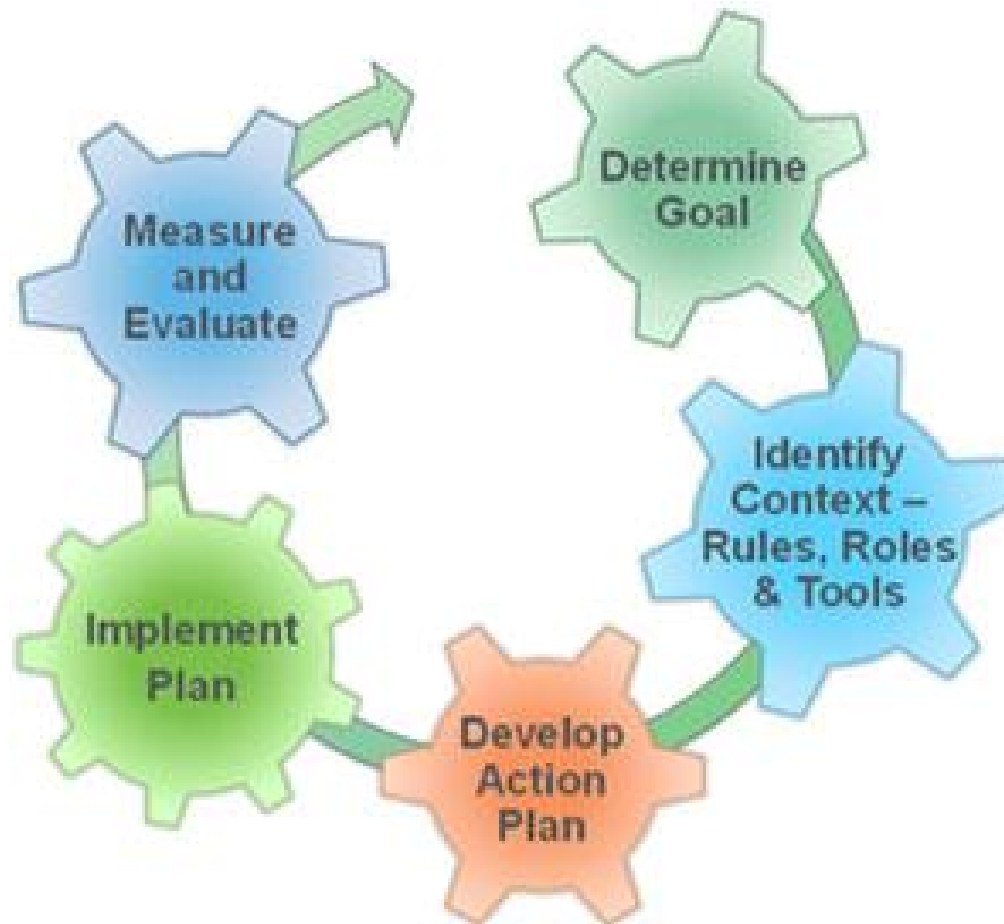
Institutional Change

=

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

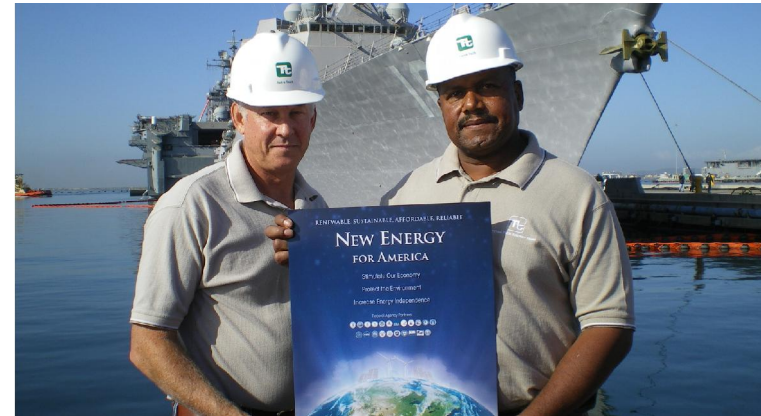
Develop *process*, not outcome.

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



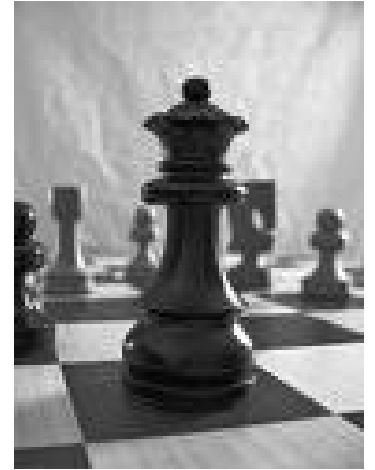
Principles Applied

The FWS applied three social science principles:

1. Social Networking & Communications,
2. Leadership, and
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. 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