DRIVING BEHAVIOR CHANGE

In Large Organizations

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“Change” Is Not New
Sandy Calling...
Enterprise Challenge

- Facilities
- Logistics
- Procurement
- Operations

Tripos Software
It Takes PEOPLE
USPS Sustainability Goals

- Water Use: 10%
- Vehicle fuels: 20%
- Facility Energy: 30%
- Consumables: 30%
- Solid Waste: 50%
Learning Interventions

1. 5 Goals
2. Employee Actions
   - 62 Key Actions
3. ‘Green Teams’
   - 850
4. ‘Results Tracking (GITT)
   - $52 Million (EOY 2012)
## Role-based Learning Map

<table>
<thead>
<tr>
<th>Roles</th>
<th>Objective</th>
<th>Learning Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>Understand sustainability as a core operating framework for USPS</td>
<td>Going Green</td>
</tr>
<tr>
<td>Maintenance Mgrs.</td>
<td>Understand how sustainability principles can be incorporated in daily operations</td>
<td>Running Lean &amp; Green</td>
</tr>
<tr>
<td>Plant Mgrs.</td>
<td>Evaluate how learning supports implementation of sustainability programs</td>
<td>Running Lean &amp; Green</td>
</tr>
<tr>
<td>Procurement</td>
<td>Understand how sustainability considerations apply in procurement processes</td>
<td>Environmentally Preferable Purchasing (EPP)</td>
</tr>
<tr>
<td>Postmasters</td>
<td>Evaluate how sustainability can be incorporated in their daily operations</td>
<td>Going Green, Running Lean &amp; Green</td>
</tr>
<tr>
<td>Lean Green Teams</td>
<td>Evaluate how Green Teams can become more cross-functional with exposure to different learning options</td>
<td>Going Green, Running Lean &amp; Green, Green Marketing &amp;Messaging</td>
</tr>
</tbody>
</table>
### Program Feedback

<table>
<thead>
<tr>
<th>Course Quality</th>
<th>(Agree/Strongly Agree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was able to understand the course objectives clearly and concisely</td>
<td>98.7%</td>
</tr>
<tr>
<td>The course material was presented in a way that increased my interest in the subject</td>
<td>92.6%</td>
</tr>
<tr>
<td>The format of the eLearning modules supported achievement of the course objectives</td>
<td>94.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Applicability to Job</th>
<th>(Behavioral Indicators)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation to perform new job tasks and responsibilities related to sustainability</td>
<td>82.1%</td>
</tr>
<tr>
<td>Ability to apply sustainability knowledge learned during the course to work activities</td>
<td>86.2%</td>
</tr>
</tbody>
</table>
3 COMPONENTS OF CHANGE

COGNITION  BEHAVIOR  REINFORCEMENT
LEARNING LEADS CHANGE

Sustainability In Practice™

Sustainability In Action™

~ Sustainability Realized™
SUSTAINABILITY IN PRACTICE

MAKE SUSTAINABILITY PART OF EVERYBODY’S JOB

Grant Ricketts
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Sustainability in Practice™ is an eLearning library designed to engage people across your organization in building sustainability throughout your business. www.SustainabilityInPractice.com

- **Role-based** curriculum designed to serve a variety of stakeholder needs and interests
- Backed by subject matter expertise (Gil Friend, CEO of Natural Logic and author of *The Truth About Green Business*) and applicable know-how so lessons can be applied today
- Engaging and interactive learning experience