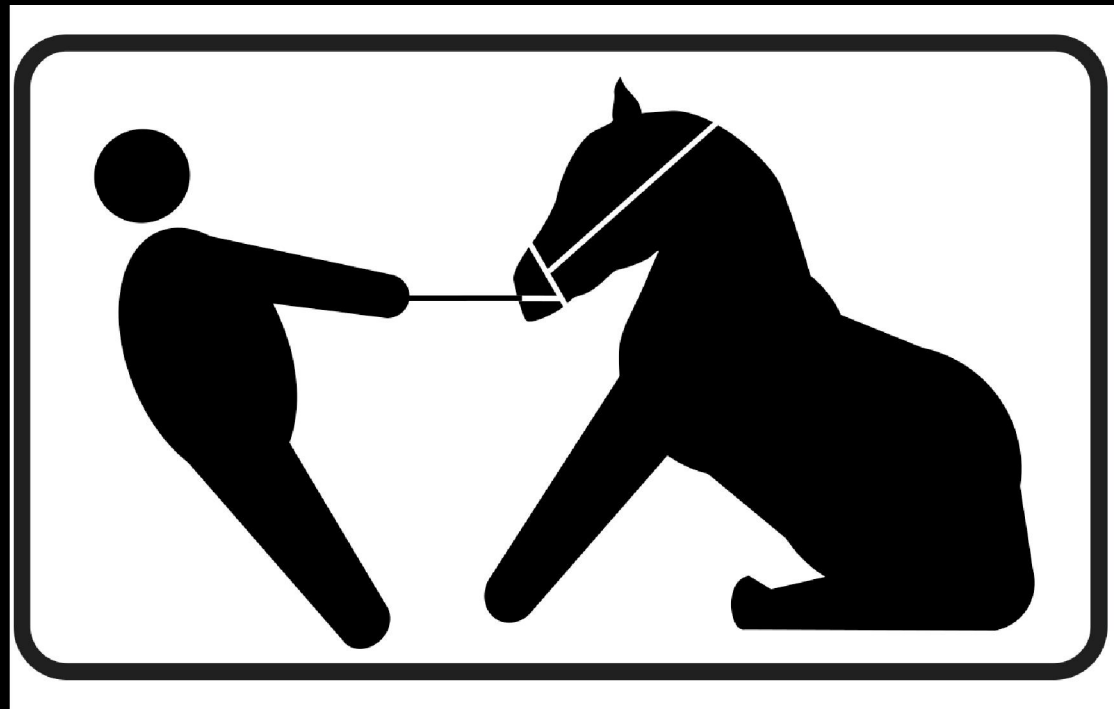


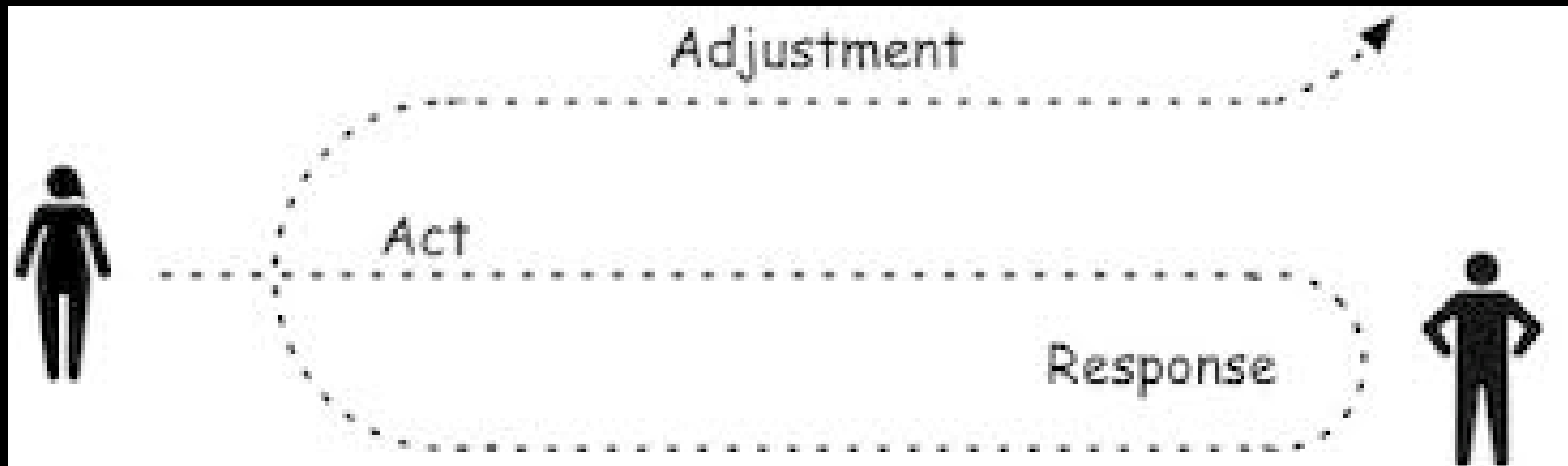
Framing Resistance to Changing Energy Use at Work



Mary Beth Deline
Cornell University
Behavior, Environment and Climate Change Conference
2014

Challenges

Implementations are consistently faced with failure rates of up to 70%.



All the World's a Stage



Method: Case Study

N=39 participants, representing 42% of implementers

Sampling: purposive and snowball

Interviews occurred 6 months after end of program.



Proficiency

Support

Leadership

Implementer



Level: Team/Org



Level:
Organizational



Employee

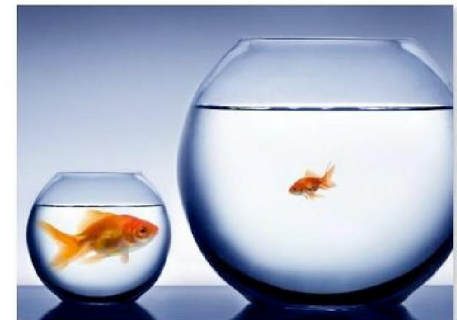
Level: Individual



Level: Team



Level: Individual



(Griffin, Neal & Parker,
2007; Lewis & Seibold,
1996)

We've just become conditioned to know that there will always be some naysayers or complainers and **if you want to move a project forward, you kind of just have to be like 'you know we understand your perspective, but too bad' ...For the others who were like 'I don't have time, this is stupid' nobody was that negative, but a little bit of 'this is adding extra work for me' we just had to stress that fact that you don't have to play....**And plus, there's not a lot you could do about 'this is taking too much time'.



Resistance Interpretation
of Proficiency Concerns

Participant: But I think some of them went the other route where it was like 'Oh, bummer. I do way more above and beyond what these cards ask for and I don't get credit for it'. So.

Interviewer: And those are the grumblers?

Participant: Yeah.



Resistance Interpretation of Fairness Concerns

Directions for Research and Practice

- 1) What are implementers' proficiency concerns?
- 2) Using employee feedback: proficiency concerns and leveraging employee leaders.
- 3) Focusing implementers on frame issues, not frame levels.



Thank You!



Kathy Kuntz, Raj Shukla, and the
whole CC team

The organization that agreed to be a
participant in this research