

# Change Leadership for a Changing Climate:

## Positive Deviance, Innovation, and Institutional Investing

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**Conference**

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# Climate Change Jeopardy

What is the predominant cause of climate change?

Combustion of fossil fuels by humans

What is rapidly moving financial resources out of fossil fuel extraction and into clean, renewable energy investments?

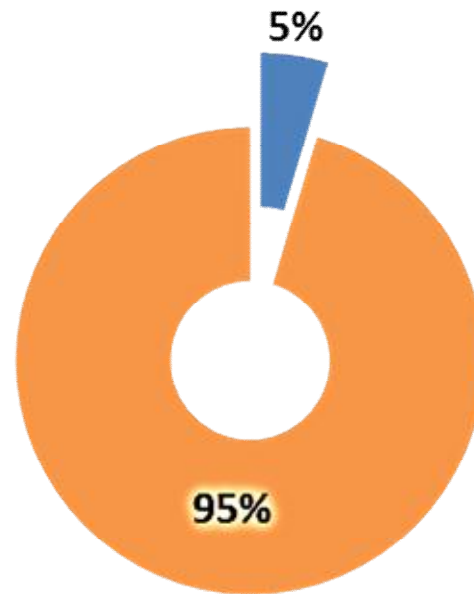
The fossil fuel divestment movement



Source: [www.theguardian.com](http://www.theguardian.com)

## Fossil Fuel Divested Assets and the Global Stock Market

US\$3.4 trillion



US\$70 trillion

# The Phenomenon

**DivestInvest**  
PHILANTHROPY

INDIVIDUAL | SHARE | NEWSLETTER | CONTACT  

ABOUT | DIVEST | INVEST | RESOURCES | SIGNATORIES | COMMITMENT

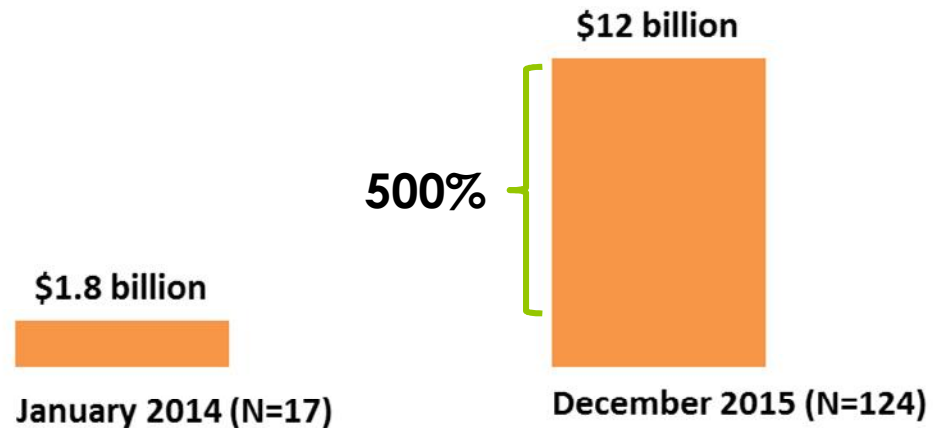
TAKE THE PLEDGE



Image Source:  
[www.divestinvest.org/philanthropy/](http://www.divestinvest.org/philanthropy/)

(Divest-Invest Philanthropy Brief, 2015)

## Philanthropic Assets Pledged/Already Divested



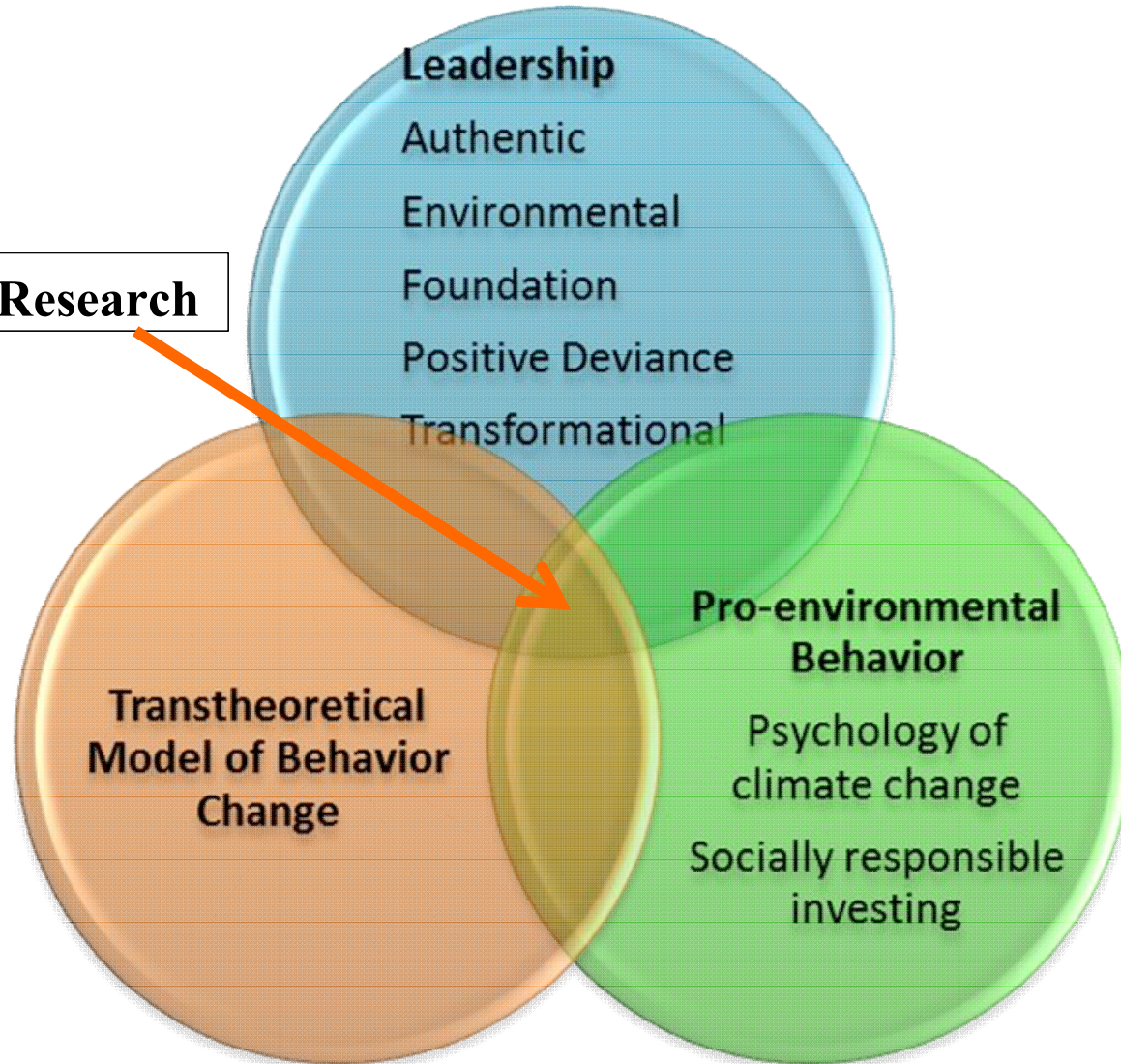
# Interviews (N=36; n=18)

**Table 4.3 Descriptors for Participants**

Participant Identifier	Total institutional assets (millions)	Institutional role	Geographic Region
F1	< \$10	President	West Coast
F2	< \$10	Trustee	East Coast
F3	< \$10	Trustee	East Coast
F4	\$10-\$30	Board Chair	West Coast
F5	\$10-\$30	Executive Director	West Coast
F6	\$10-\$30	Executive Director	East Coast
F7	\$10-\$30	President	Mountain/Midwest
F8	\$10-\$30	President	East Coast
F9	\$10-\$30	Trustee	East Coast
F10	\$30-100	Executive Director	Mountain/Midwest
F11	\$30-100	Executive Director	East Coast
F12	\$30-100	Executive Director	West Coast
F13	> \$100	Executive Director	West Coast
F14	> \$100	Executive Director	East Coast
F15	> \$100	CEO	West Coast
F16	> \$100	Trustee	West Coast
F17	> \$100	Executive Director	East Coast
F18	> \$100	President	East Coast

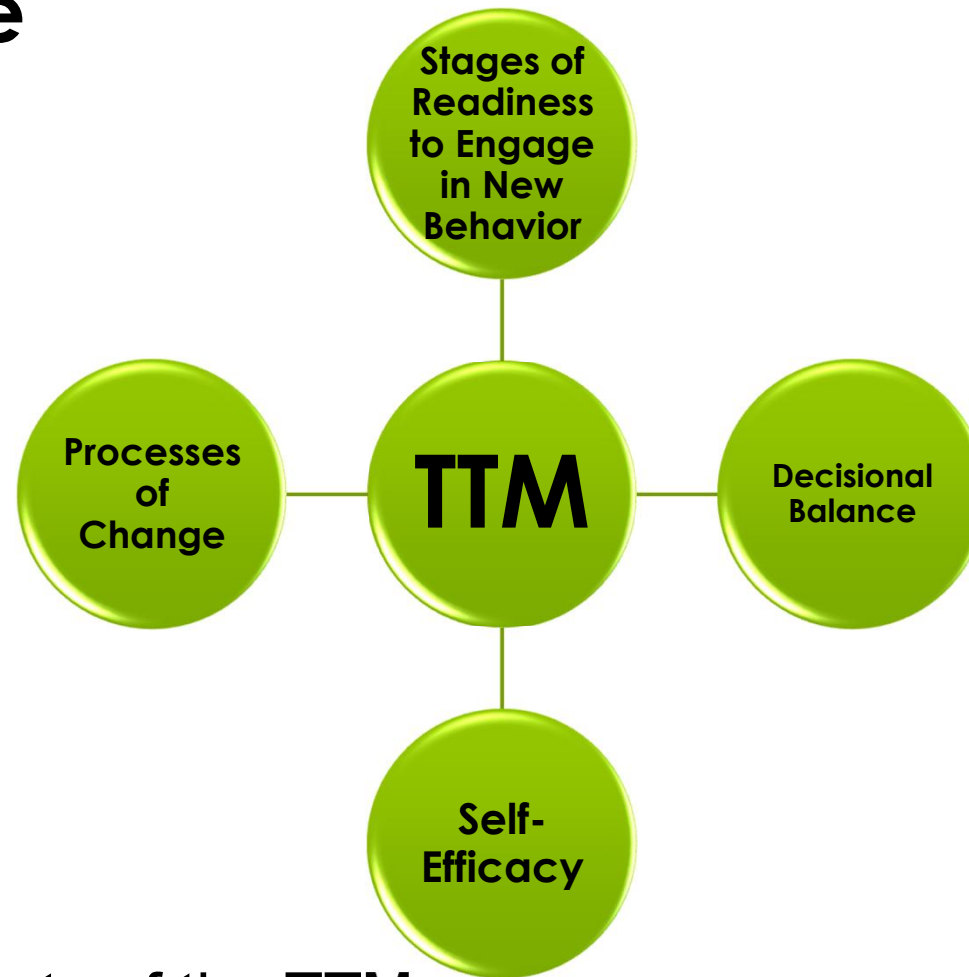
Source: Abrash Walton, 2016

**Focus of Research**



Source: Abrash Walton, 2016

# Transtheoretical Model of Behavior Change



Core constructs of the TTM.

Source: Abrash Walton, 2016

## Stages by Principles and Processes of Change

Precontemplation    Contemplation    Preparation    Action    Maintenance

Consciousness Raising  
Environmental Reevaluation  
Dramatic Relief  
Social Liberation

Self-Reevaluation

Self-Liberation

Helping Relationships  
Counter Conditioning

Reinforcement Management  
Stimulus Control

Decisional  
Balance

Pros of Changing Increasing

Cons of Changing Decreasing

Self-Efficacy Increasing

**Core constructs of the TTM.** (adapted from source:  
[www.prochange.com](http://www.prochange.com))



# TTM: Divestment Behavior Change Process

Contemplation



Preparation (commitment)



Action

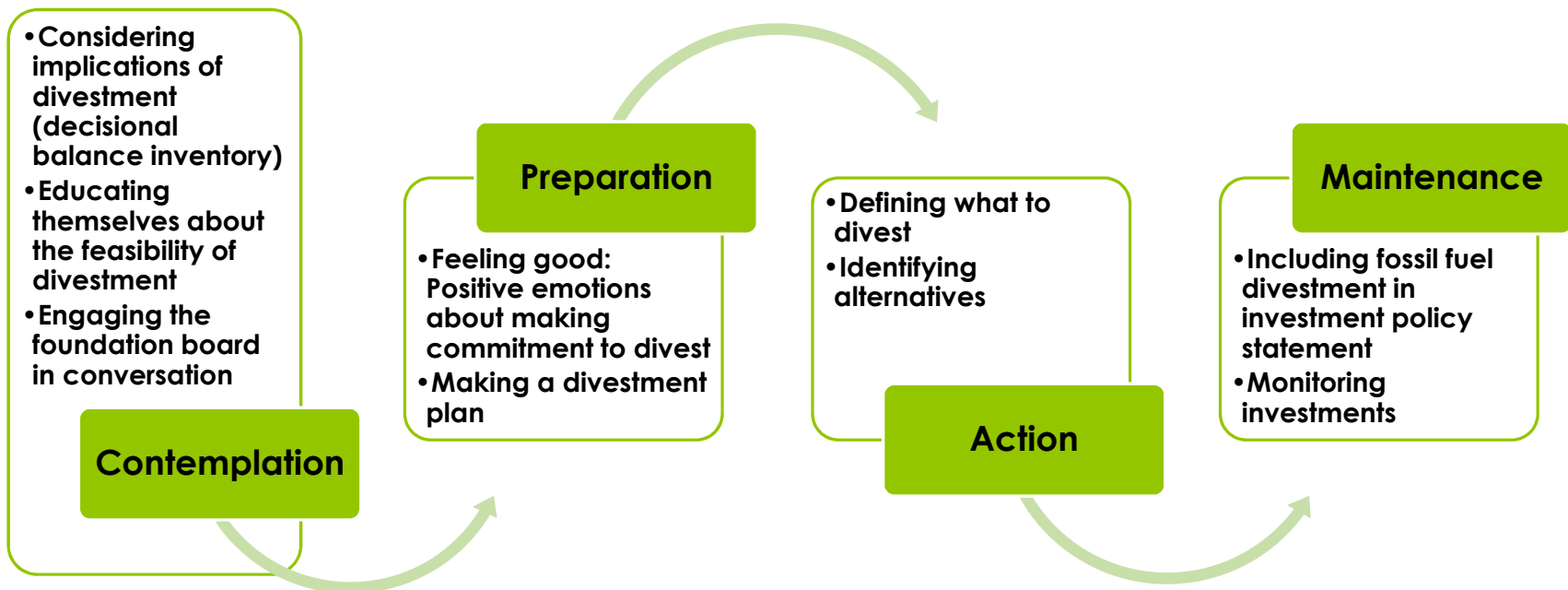


Maintenance

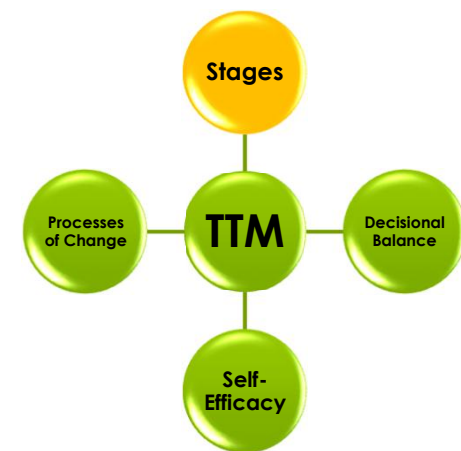


Source: [www.journeytopenuel.com](http://www.journeytopenuel.com)

## All Stages: Engaging effective support from investment advisors



**Figure 4.5. Conceptual framework: Individual leader divestment commitment and implementation behavior change process.**

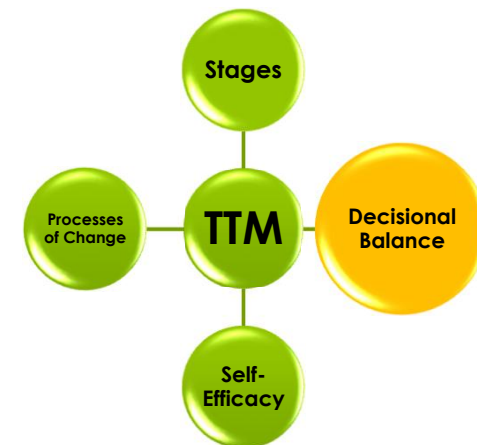


**Source: Abrash Walton, 2016**

Table 4.6

*Divestment Commitment Decisional Balance Inventory*

Pros	Cons
Desire to align investing with mission/vision/values/grant-making	Time involved in researching and implementing the decision
Desire to address climate change (moral & economic)	Potential for decreased performance of the investment portfolio
Desire to exercise leadership	
Efficacy and feasibility of divestment, based on personal, past activist experience	
View of divestment as an investment opportunity that would send market signal to catalyze new investment services and products and influence public policy	



**Source: Abrash Walton, 2016**

## Factors Affecting Sense of Self-Efficacy

- Ability to identify fossil fuel holdings
- Availability of alternative (i.e., non-fossil fuel) investment vehicles
- **Changing investment advisors**
- Clear definitions of what constitutes divestment
- Effective support from investment advisor/s
- Existence of pro-socially responsible investing institutional investment policy statement
- Familiarity with/prior engagement in socially responsible investing
- Not owning a high percentage of fossil fuel holdings, to begin with
- Resources provided by movement organizers and think tanks (personnel and decision-support tools)

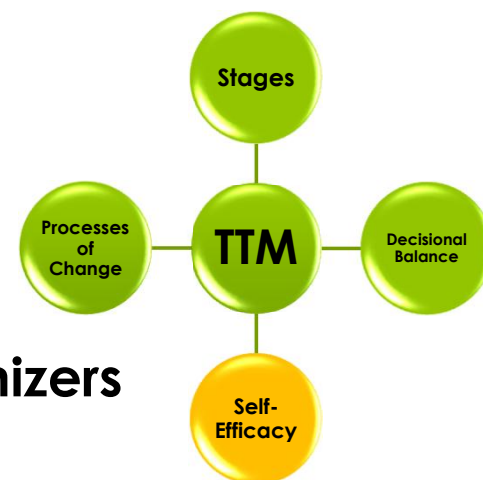
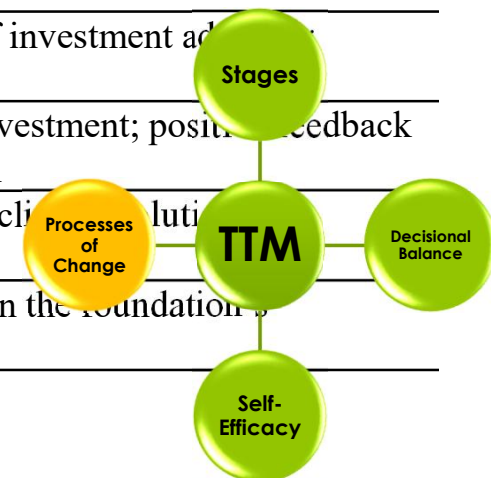


Table 4.8

*Processes of Change, New Terms for Processes of Change, and Evidence of Leader Experience*

<b>Process of Change</b>	<b>New Term for Process of Change</b>	<b>Evidence of Leader Experience</b>
Consciousness Raising	Recognizing	Motivation to divest, based on their understanding of climate change and the consequent need to end the use of fossil fuels
Dramatic Relief	Reacting	Strong emotions about climate change; Positive emotions about committing to divestment; regret at not acting sooner
Environmental Re-evaluation	Re-evaluating (other)	Recognition of the problematic impacts of fossil fuels on human and ecological systems
Self Re-evaluation	Re-evaluating (self)	Desire to align investments with mission, vision, values, and/or grant-making; reflection on leaders' own identity as environmentalists and activists, including prior experience with South African divestment and other forms of socially responsible investing
Social Liberation	Realizing	Recognition of the divestment movement and the resources movement organizers provided to support the divestment behavior change
Self-liberation	Committing	Divestment commitment
Helping Relationships	Reaching Out	Actions to engage the effective support of investment advisors and support by movement organizers
Reinforcement Management	Rewarding	Positive performance of portfolio, post-divestment; positive feedback from others about the divestment decision
Counter Conditioning	Replacing	Reinvestment of institutional assets into "climate friendly" investments
Stimulus Control	Restructuring	Actions to include fossil fuel divestment in the foundation's investment policy statement

**Source: Abrash Walton, 2016**



# Contribution to Practice

If people just know  
enough, they'll change.

**Ready**

**Pros outweigh cons**

**Feel confident about ability to change**

**Use 10 proven techniques for facilitating  
behavior change**

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**Source:** Abrash Walton, A. (2016) *Positive Organizational Leadership and Pro-Environmental Behavior: The Phenomenon of Institutional Fossil Fuel Divestment. Dissertations & Theses. Paper 269.*

<http://aura.antioch.edu/etds/269>

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Source: Abrash Walton, 2016