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**Title:** Pushing a Bigger Lever: Organizational Change You Can Bring About and Measure - with CEI

**Abstract:** Targeting organizational behavior change is one way to scale up from individual behavior change to achieve high-impact outcomes at companies. Continuous energy improvement (CEI) integrates sustainability and energy efficiency principles into organizational culture, changing behavior at all corporate levels. Years of testing CEI in Vermont show that the behavior-based model significantly helps to lower energy costs and ultimately, greenhouse gas emissions. Although many energy efficiency professionals understand CEI principles, our approach amplifies behavior change opportunities and generates better outcomes. This presentation reviews the MINDSPACE framework for behavioral strategies, developed by Britain's Nudge Unit, and highlights opportunities for incorporating stronger behavioral nudges throughout the CEI process: norms, salience, and the messenger effect. It also reports the outcomes of a new survey component integrated into our CEI programs involving employees in hospitals and universities, enhancing the salience of the programming for participants. The presentation also discusses ways to collaborate with businesses and municipalities, to scale up CEI impacts for greater and more durable program success. This approach reinforces to all organization staff that controlling energy costs is important. The CEI model goes far beyond a reliance on capital upgrades, demonstrating how behavioral strategies increase and sustain employee engagement. This is a comprehensive, data-driven approach to institutional behavioral change. It helps businesses understand how they use energy, and how to save it. CEI requires essential analytical skills, but its principles are not difficult to understand. This presentation shows how well CEI works as an agent for fully integrating energy conservation into organizational culture, provides examples and evidence for how it can be more impactful with behavioral strategies and its potential for scaling.