Achieving Institutional Behavior Change: The Power of Roles, Rules and Tools

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Q&A

- Technology or Behavior?

- Individual Behavior or Organizational Behavior?

- Awareness or Action?

Outline of Talk

- Goal: Organizational Change
- A Model for Change
- Definitions
- Principles
- Practical Guidance: Roles, Rules, & Tools
- Conclusions

Goal for Organizational 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."

Change Model

Individual Behavior Change

=

Motivation * Ability * Trigger

Change Model

Institutional Change

=

Motivation * Ability * Culture

And sometimes a T (trigger) is needed

On Culture

"Culture is a complex concept. It means the norms of behavior and the shared values in a group of people.

It's a set of common feelings about what is of value and how we should act."

On Change

"People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings*."

John Kotter 2002

On Culture Change

"A culture truly changes only when a new way of operating has been shown to succeed over some minimum period of time. Trying to shift the norms and values before you have created the new way to operate does not work. The vision can talk of a new culture.

You can create new behaviors that reflect a desired culture. But those new behaviors will not become norms, nor will they take hold, until the very end of the process."

Eight Principles of Organizational Change

1. Social Network and Communications Principle

2. Multiple Motivations Principle

3. The Leadership Principle

4. The Commitment Principle

Principles (continued)

5. The Information and Feedback Principle

6. The Infrastructure Principle

7. The Social Empowerment Principle

8. The Continuous Change Principle

Practical Guidance

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

Rules

- What are the rules that impact sustainability?

- How are they enforced?

- What is penalty--if any--for failure to implement the rules?

Rules (Examples)

- Use of ESPC for renewables under po
  purchase agreements
- 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 additional tools are needed in the toolbox?

Tools (Examples)

- Standard business practices and procedures
- Education, training, & feedback
- Modeling, recognition, and award
- Many others

Making Change Stick

Step 1 --Increase Urgency

Step 2 --Build the Guiding Team

Step 3 --Get the Vision Right

Step 4 --Communicate for Buy-in

Step 5 --Empower Action

Step 6 --Create Short-term Wins

Step 7 --Don't Let Up

Step 8 --Make Change Stick

What Doesn't Work

- Relying on a boss or a compensation scheme, or anything but culture, to hold a big change in place
- Trying to change culture as the first step in the transformation process

What Does Work

- Never stopping at Step 7 – it isn't over until the changes have roots
- Using new employee orientation to compellingly show recruits what the organization really cares about
- Using the promotions process to place people who act according to the new norms into influential and visible positions
- Telling vivid stories over and over about the new organization, what it does, and why it succeeds
- Making absolutely sure you have the continuity of behavior and results that help a new culture grow

Conclusions

Making institutional change for sustainability requires:

1. Engaging the right players (roles)
2. Guiding their actions (rules)
3. Providing the necessary resources (tools)

Contact

We're always looking for success stories, best practices, and *evidenced-based anecdotes*

Please send any of the above to:

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Thank you.

Post Script: Have Fun

- Real behavior change, whether it is purchasing products or changing habits, will never happen by making people feel guilty or by presenting overwhelming facts.

- Change will happen when sustainable actions feel normal.

- To get there you have to allow your sustainable actions to live in the everyday world–which means being willing to have a good laugh.