

# Influencing Staff – An Energy Managers Guide

## An EMA Working Group Paper

### INTRODUCTION

Success as an Energy Manager depends to a great extent on the ability to identify, engage and influence staff at every level of an organisation. Energy Managers must have an understanding of the needs and concerns throughout the workplace to be successful. These guidelines are intended to give Energy Managers an overview of considerations that should be made to ensure the best energy efficiencies derived through whole organisation participation.

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## WHY IS STAFF ENGAGEMENT SO IMPORTANT?

Whatever his or her role any staff member can contribute to improving an organisation's energy efficiency. It will require 100% participation (full engagement) from staff to achieve an on-going and significant energy reduction. The best performing organisations focus on supporting staff engagement through for example, respect of co-workers, empowerment with responsibility, manager's levels of trust and integrity. These things help generate pride in the workplace.

Whether you are implementing an energy awareness campaign or trying to increase your company's share value, staff engagement is directly correlated to work force performance and output. Multiple surveys show there is a direct correlation between staff commitment, doing their job well and, how much they feel valued and respected. The more engaged employees are, the better they will perform.

## GETTING THE RIGHT 'MINDSET'

A good first step to a successful energy reduction strategy is to encompass sustainability within the strategy. You should ensure it considers the following:

- **Vision** – What is the energy vision? – This needs to be defined – is it simply to be more energy efficient, more environmentally responsible or both? The strategy should support the vision.
- **The Organisation's Key Goals** – Ensure that your strategy for improving Energy Management and sustainability is not in conflict but supports the key goals of your organisation.
- **Priority** – How high on the agenda is energy efficiency and sustainability for the senior team? Identify and use the drivers that encourage their support for your strategy.
- **Staff** – How do staff feel about energy use and about sustainability issues?
- **Culture** – Does the culture of the organisation encourage staff involvement and take staff views seriously?

<p><b>OBTAINING FEEDBACK</b></p>	<p>Obtaining feedback from the various types of staff will help to determine where you are now and to give you an understanding of the prevailing culture. A way to do this is to run workshops or send out a questionnaire. Use the information gained to determine the level of information and actions you will need to move the organisation forward.</p>
<p><b>INFLUENCING STAFF</b></p>	<p>Influencing the staff of the organisation and driving changes in their behaviour necessarily involves encouraging people to be engaged in making energy saving a common goal. Behaviour change is about embedding the things that are ‘new’ or ‘unique’ at the current time into standard practices.</p>
<p><b>ENERGY AWARENESS CAMPAIGNS</b></p>	<p>Energy awareness campaigns can help to communicate educational messages. They can be effective where individuals and teams are currently unaware of just how much energy is being consumed. Increasingly, however, campaigns are having a diminishing effect as people are frequently made aware of energy costs through media coverage and indeed their own household bills. People know that filling a kettle for just one cup of tea is wasteful, the knowledge is there; the challenge is to get people to act on that knowledge. Campaigns need to be fresh and carefully directed. Perhaps draw initial themes/ideas from staff suggestions.</p>
<p><b>TRAINING</b></p>	<p>As energy costs both financial and environmental continue to increase, efficient use of the resource is essential for an organisation’s survival and success. Effective staff training programmes are key to successful energy reduction. This is a fundamental aspect of the work of the Energy Managers Association. As energy use is required in all the functions of an organisation so energy efficiency should be infused into all its training levels, with appropriate content for those undertaking the training.</p>

**WHO ARE MY STAKEHOLDERS?**

In the broadest sense a stakeholder will be anyone with a concern or interest in your organisation. From an energy management point of view a stakeholder can be anyone who can help or even hinder your role. A stakeholder can be internal or external to your organisation although those from outside are likely to have less impact on your message unless they perform a statutory or auditable function.

Stakeholders may be organisations, departments or staff, including all users of the facilities, from office staff who have some control of their environmental comfort, through shop floor workers in direct charge of energy greedy equipment, to senior board members influencing policy, strategy and any funding. An Energy Manager's role is wide ranging, energy use will be relevant in some way in all the activities of an organisation. For this reason all of the organisation's staff can be important allies and their management key to an Energy Manager's success.

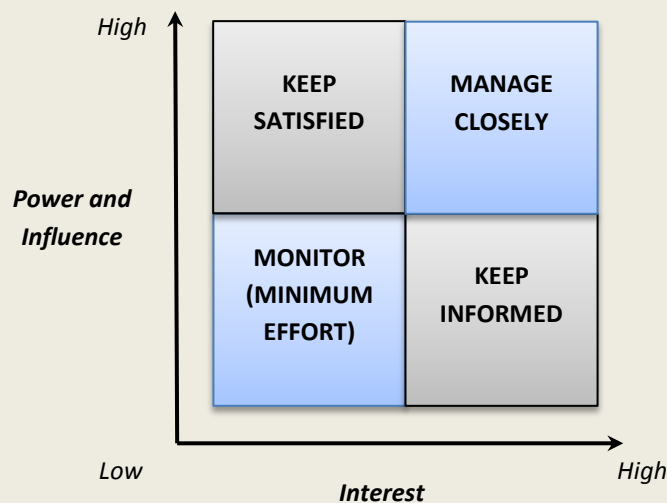
As the work you do and the projects you run become more important, you will affect more and more people, some of whom may have the power to undermine your work, others may be strong supporters. Managing your stakeholders helps you identify the key staff members and win their support.

It will be advantageous to talk to human resources (H.R.) and get an understanding of whom and how many people work for the organisation.

*“Working together with H.R., understand the people...”*

H.R. would be able to provide advice on each of the departments and give a breakdown of job roles and the organisation structure. They would be able to advise on infusing environmental responsibilities (and thereby energy efficiency) into staff Terms and Conditions of Employment. If the reduction of environmental impact is a goal of the company then it may be appropriate that all staff members agree to be mindful of the need to be efficient. When enshrined within all staff's Terms and Conditions this can have far reaching effects.

It will be overly onerous to work with each staff member at all times on a one to one basis. It would be more effective to identify the correct people within groups that are most affected by your work. It may also be useful to map out their influence to determine how you deal with them. Use the following grid (stakeholder grid) to help with this:



**Any individuals or groups position on the grid can help to determine the amount and quality of the engagement you should have with them;**

- **High power, interested people:** you must fully engage and make the greatest efforts to satisfy.
- **High power, but less interested people:** put enough work in with these people to keep them satisfied but not bored by your message.
- **Low power, interested people:** keep these informed and talk to them regularly to ensure that no major issues are cropping up.
- **Low power, less interested people:** again, monitor these people but do not bore them with excessive communication.

## ROADBLOCKS TO SUCCESS

Several factors can hinder progress in the influencing of staff but often some of these factors can also become enablers. Identifying and removing/dealing with obstacles to a project implementation will very much improve the chances of success greatly. There are several tools that may be of use in this including; “Quality Function Development”, “Failure Mode and Effects Analysis” and “The Five Whys Fish Bone Diagram”. Information about these and other such tools can be found by searching on line web sites.

Frequently referring to and updating the “stakeholders map” (influencers – see above) will ensure that expectations are known with the correct people being kept informed, trained and supported at all times. This will minimise the risk of the Energy Manager becoming undermined and limiting progress.

### Some common barriers to success and progress are:

- **People don't like change for change sake** – Staff may not appreciate that their behaviour has an impact on energy and therefore an awareness of business impact is vital. Make it known how important they are by demonstrating how their contribution can affect the organisation's performance in share price, sales, profitability, staff retention, salary levels etc.
- **Integrity and credibility** – Energy Managers have to earn the trust of colleagues by always delivering promises and honest about issues.
- **Relationships with senior staff** – Good relations with those who have significant influence across all or parts of the organisation will hasten the progress of an energy strategy.
- **Lack of data** – Measurement is key to any success: “if you're not keeping score, you're just practising”.
- **“Old School” mentality** – Some staff will have ingrained ways of doing things. Challenge the *status quo* but be sure to do your homework first and understand why the old way has been in use for so long. Give examples of how a different approach will give greater benefits all round.
- **Training** – Many behaviours will be process driven and will need an element of retraining. A structured approach is essential to cascade new methods to all staff.
- **Communication** – Identify who and how often staff need to be informed (use the stakeholder grid above to help with this). Make all communication clear, concise and relevant to the recipient.
- **Cash** – Business is in effect a machine to generate money. If it has poor cash flow funding for energy projects, then the Energy Manager's task will be made significantly more difficult. This is true is though reduced energy and carbon costs would provide a much needed boost to the organisation's finances. Therefore, it is important to align sustainability to business goals. See later for information on funding and also separate paper in this series on “Influencing the Board”.
- **Politics** – It is often the case that departments or sections of an organisation can be territorial or have a “silo mentality”. Energy Managers need to be able to demonstrate the benefits to them of the energy efficient actions required. They need to convince the board or finance leader in order to override objections from single interest individuals or departments.

## ACCESS TO FUNDING AND THE BUSINESS CASE

Unless your behaviour change campaign is being funded by a third party as part of a wider suite of energy measures, e.g. via an Energy Performance Contract (EnPC) or similar, you will probably need to obtain internal funding to facilitate your plan. For this you will have to be able demonstrate the benefits of spending time, effort and cash on the campaign. You will have to persuade key people in the organisation, ultimately the Board of Directors to support you.

The Board comprises of people who will have varying attitudes to Energy Management and sustainability. However, all will be focused on the common goal of ensuring that the organisation is successful. Understanding what drives each of the directors will help you to put together a compelling Business Case. The proposed scheme will need to engage and address the respective concerns of each director. No Director wants to be associated with failure! So you should cover:

- **What is needed** – Clearly describe your idea.
- **How it will benefit the organisation** – Does it improve profit, CSR, shareholder value, reduce business risks etc.
- **Prove that it fits with the organisation strategy and mission.**
- **Clearly show the financial and environmental case** – Set out details of the costs to implement alongside the financial benefits and emissions reductions over a suitable period of time.
- **Set out the risks and mitigations associated with your proposal** – The Directors will want to be sure you have covered all of the angles if they are to have confidence.

All directors love good news stories, so consider how a successful energy behaviour change campaign can be used to generate good publicity both inside and outside the organisation. If you have run a small pilot scheme, make sure the Board members are fully aware of the results and highlight these along with some of the views that substantiate your proposal from those that have taken part.

When you have perfected your proposal engage with individual Board members or key members of their team to get their thoughts, ideas and ultimately “buy in”. This should be done before you formally approach the Board. This shows thoroughness and gives the Board confidence that their needs are being addressed.

The full Board’s backing will make the influencing of all staff throughout the organisation far easier, giving a mandate for your actions along with any funding you require.

***There is a full guide to influencing the Board in this series of papers on Behavioural Change.***

## ENERGY CAMPAIGNS

Energy reduction techniques tend to fall into either one of two camps; technical or behavioural. The planning, launching, roll out and wrapping up of initiatives across the organisation are “campaigns” and should be identifiable as such. Each campaign then has its own identity (and name; “Energy Watch”, “Energy Week”, “Energy Matters” or perhaps a staff engaging competition).

Every campaign will require some common managerial elements; planning, organisation, leadership, funding, reporting, a start and end date and it will need to have a measure of success.

Delivering both a technical and behavioural campaign together as an integrated and co-ordinated package will have great power especially if each element of the campaign supports the other.

### ***Successful energy campaigns should be S.M.A.R.T.***

*Specific in their aims, Measured throughout, Achievable with the resources available, Realistic with stretching yet attainable goals and Timed so there is a clear beginning and end to the campaign.*

## MEASUREMENT AND REPORTING

At the heart of Energy Management are the numbers; how much power, at what cost? Supplying your staff with the right numbers in the right format will go a long way to encouraging them to make the savings you require.

Most energy reporting will be the consumption data gained from one or more of a number of sources; billing data and especially “half hour” sites, online Automated Meter Reading (AMR) or perhaps for larger sites sub metering may be installed (e.g. at each production stage or each building).

For most staff using energy will not be the first concern of their job. The challenge for the Energy Manager is to make energy information available without producing a deluge of numbers. Routine reporting is a good place to start; monthly to match your billing cycle or for larger sites or processes consider weekly or daily reporting.



- **Keep reports simple** – Colours highlighting good and poor performance, graphs to highlight trends and comparisons.
- **Make targets or key performance indicators (KPIs) visible alongside the actual power used.**
- **Encourage competition** – Rank sites on their performance against target, units of production, improvement from a benchmark etc.

To encourage good Energy Management by operators show the half hourly data as a graph for each day or week. Consider whether the information should be given as £ or kW/hr to suit each group of staff. Maybe even convert the cost to another measure that may have greater effect e.g. in a restaurant business convert the cost to the equivalent number of meals that would need to be sold to buy that energy or the number of staff hours that the savings could buy, or simply that if energy is not wasted then it would free up monies for investment that could improve the working environment and facilities. Another measurement increasingly being used is Carbon Equivalent, or Carbon Emissions (CO<sub>2</sub>e or CO<sub>2</sub>), where the carbon footprint associated with energy use is used as a common “currency” combining all the different energy types (gas, electricity etc.)

Real time information, perhaps linked to sub meters, can be used to promote immediate changes of behaviour. A wall mounted display of current usage and the week trend or comparing energy consumption to other sites may be effective for this purpose. A real time approach, particularly with sub metering also enables alarms to be used to indicate unusual consumption levels.

As part of monitoring note regular “yardstick” times that can be used to benchmark future consumption levels. Also, look out for successful actions that can then be used as examples of “best practice”.

### ***Reinforcing the message***

*Once you have implemented the reporting, monitor for change and celebrate improvement with the staff that have made a difference. Behaviours can take time to change. Some studies estimate that half an energy saving programme can come from behaviour change – but only where there is good measurement communicated in the right way.*

## GOING FORWARD

It can be a challenging task to influence all the staff of an organisation to continually seek to reduce their energy consumption. Breaking down your strategy into the various components will help to ensure that people support the drive toward your aims. Much of the influencing an Energy Manager does will come down to their powers of persuasion. Techniques and ideas are continually being developed that will help improve a manager’s ability to be persuasive.

<p><b>REWARD AND RECOGNITION</b></p>	<p>Always look out for examples of good practice and good results regardless of how big or small. Make sure that those responsible for this success are always genuinely and publicly thanked and perhaps rewarded for their efforts. Make an effort to catch people engaging in good practice and make sure you acknowledge their enterprise.</p>
<p><b>“SOCIAL PROOF”</b></p>	<p>People are motivated to follow the behaviour of others and are more likely to be mindful of energy usage if others are too. The “normalisation” of actions e.g. turning lights off rather than leaving them on reinforces other people’s behaviours.</p>
<p><b>“GENERATION THEORY”</b></p>	<p>For the first time in social history there are four generations in the workplace at the same time, and, for the first time the younger generations know more (computing) than the older ones. This has significant implications on how staff are approached and managed since each of those generations tends to have very different value sets and triggers that will appeal to their particular characteristics.</p>
<p><b>“GAMEIFICATION”</b></p>	<p>Every week millions of people including staff within your organisation spend hours playing multiplayer online games with a level of engagement they do not bring to work. “Gameification” looks at how to transfer the key ingredients of game design – and the gamer challenges, excitement and focus that comes with it, to the workplace. Elements of game technology implemented into the workplace can solve a number of problems with morale, alignment and communication while honing skills like resource conservation, data analysis, teamwork, recruitment, leadership etc.</p>

## **Your People are your ‘silver bullets’**

*Maybe we would prefer to buy a piece of equipment that reduced energy without human interaction, but realistically without the help of all the people in your organisation savings either will not happen or will be quickly negated. Without their engagement the foundations of Energy Management are weak and quickly undermined, so having strong support is essential to hitting the targets you seek*

The good news is that engagement from all staff need not be as difficult as it may first appear, in fact successful engagement plans have many common elements as highlighted in this paper. So, enjoy this report, draw from it the ideas relevant to you and your organisation and, to learn much more join in with the Energy Managers Association and network with fellow energy experts.

## **RECOMMENDED FURTHER READING**

- **“Influencing The Board – An Energy Managers Guide”**. E.M.A. working group paper.
- **“Yes! 50 Secrets from the Science of Persuasion”**. Noak J. Goldstein, Steve and Robert Cialdini. Profile books 2007.
- **Total Engagement. Using Games and Virtual Worlds to Change the Way People Work and Businesses Compete**”. B. Reeves and J Read. Harvard Business Press 2009.
- **Sustainability in the Workplace, 20 Ideas to Make it Happen**”. GAIA Active – Chris Allen and Haydn Young 2011.
- **“Nudge, Improving Decisions About Health, Wealth and Happiness”**. Thales and Sustain. Yale University Press 2008.



## ABOUT THE ENERGY MANAGERS ASSOCIATION

The EMA was established in February 2012 and it now represents Energy Management professionals from companies with a collective energy spend of around £3 billion.

### THE AIMS

- Improving the standing of those working in the Energy Management industry.
- Raising Energy Management as a Board Level issue.
- Building a career structure in Energy Management.

Working with government and industry, the EMA realises its goals through three broad channels:

- **Policy:** Energy Management is becoming an area of priority for government and OFGEM. The EMA is working to develop policy with civil servants to make sure that we are not writing responses to consultation but instead helping government to ask the right questions in the first place.
- **Best Practice:** Energy Managers are regularly finding innovative new solutions to problems and they are often happy to share their secrets. The EMA gives members the chance to share their experiences and learn from the experiences of others.
- **Networking:** Regular EMA meetings and get-togethers are held across the country and provide great opportunities to discuss Energy Management at an individual and industry level.

### EMA WORKING GROUPS

The EMA runs working groups in a number of areas to provide a platform for discussions around best-practice and policy. Through consultation, debate and ultimately the publication of EMA Working Group Reports, we build unified positions and foster new ideas to take the industry forward.

Places on working groups are only available to EMA members, except where the group is seeking specialised knowledge from outside the industry. To find out more about EMA membership and working groups please contact [jana.skodlova@theema.org.uk](mailto:jana.skodlova@theema.org.uk)