

# What Not to Do... In Behaviour Change and Motivation



**Energy management professionals usually define themselves as 'wearing many hats', which makes the profession interesting and dynamic but also requires an all-round knowledge and experience in key subjects. Whilst there is a plethora of information available out there in each topic, there are only so many hours in the day that can be devoted to reading and research.**

Have you ever wondered what is the one thing that you should avoid doing when looking for a new supplier, undertaking a waste audit or setting energy management goals? The EMA is looking at key areas of energy management and asking those who focus on those areas at their organisations. In previous issues, we tackled what not to do in energy procurement, in waste management

and in energy management strategy. In this issue, we focus on behaviour change and motivation.

**Stuart McLeod, Project Manager at Oaksme Design**



**When identifying different options for a behaviour change programme, you should**

never ever forget the following:

- What are you trying to achieve?
- It may seem obvious but you must keep your overall objective in mind and ask yourself whether each of your identified options will help you achieve your overall goals.
- Who is your target audience?

- Whose behaviour do you need to change in order to reach your goal, how will you communicate this and will any of your available options help to align their interests to yours?
- How will you encourage your target audience to take accountability for their energy consumption and how do you intend to ensure progress is measurable?

This could be a combination of budget responsibility and regular reporting; however, the optimum solution is likely to differ from organisation to organisation.

**When identifying key stakeholders for a behaviour change programme, you should never ever solely focus on your target audience, i.e. the end users who have a direct effect on consumption.**

Many of your other colleagues might have an indirect effect through their influence on the behaviour of others, some examples include:

- Marketing and PR teams can have a positive influence through sustainability and waste reduction campaign messaging. As the manager of an energy efficiency behavioural change programme you can help create a link in people's mind between the two.
- Although more often associated with carbon emissions reduction, finance and top management teams can influence how we travel for work and can encourage the use of public transport over diesel and petrol consuming company vehicles.
- You can feed specifications to procurement teams to ensure equipment is purchased with the energy conscious end consumer in mind, such as refrigeration display cabinets fitted with night blinds, speed-controlled motors on air handling plant and inverter-controlled compressors.

**When preparing a business case for a behaviour change programme**, you should never ever forget to include the entire range of benefits associated with a behaviour change programme.

Energy efficiency may only constitute one part of the argument for carrying out a behavioural change programme. For example, if colleagues are encouraged to be more mindful of closing cold room doors, in addition to energy efficiency benefits, you are likely to see lower carbon emissions, reduced maintenance costs, lower equipment downtime and a positive effect on food storage temperatures and therefore food quality. It is important to get this message across to non-energy professionals, to help them realise the wider financial benefits of energy efficiency.

**When trying to gain approval for a behaviour change programme**, you should never ever exclude reference to the ways in which your behavioural change programme will bring wider benefits to the business.

Perhaps more importantly, you must show how your proposed activity will

not impede the ability of colleagues to offer customers and clients the same level of service or product quality and that it could in fact bring additional benefits. We have already identified benefits to food quality, however behavioural change that helps improve operation of the HVAC system is likely to improve comfort for all occupants. To effectively communicate this message, you must have a well thought out execution and associated backout plan. You should also have the means to make continual improvements as you gather learnings from the process, this will help to give the approver confidence in your ability to manage the project.

**When considering key elements of delivering a behaviour change programme**, you should never ever forget that all elements in a behavioural change programme need to work together.

There is no use in building a fantastic communications plan only to realise you have no means of measuring success. You should also ensure that all key elements are scalable and have longevity. In order to continually benefit from changing behaviour, you must weave it into the cultural fabric of the organisation. You cannot achieve this with one-off energy usage reports or narrow stakeholder engagement.

**When delivering a behaviour change programme**, you should never ever lose sight of the original goal but also not to be afraid to make changes along the way.

Sometimes decisions made at the beginning of a project need to be revised as you adapt to changing contexts and environments. Wider business objectives might change the way your organisation operates but this doesn't mean energy conservation shouldn't remain at the forefront of employees' minds.

**When continuously motivating stakeholders**, you should never ever:

- Stop considering the personal and professional motivations of your stakeholders or trying to align this with your energy efficiency agenda.
- Stop celebrating success

and sharing learnings and improvements when things don't always go to plan.

**When measuring the results of a behaviour change programme**, you should never ever get disheartened by the difficulties involved in measuring the benefits of behavioural change.

Remember the wider set of criteria that may have been included in the business case and the long-term changes you are trying to affect. It won't happen overnight.

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**Julie Smith, QHSE  
Manager at Cepac Ltd**

**When identifying different options for a behaviour change programme**, you should never ever think one size fits all!

Changing behaviours is very challenging at times and there is no one size fits all. Employees all have differing motivations and to this end differing approaches are sometimes required. For example, it's easy with accounts department as you just tell them the cost savings! But of course, in a production area, operatives simply don't see running conveyors at breaks as a cost, it simply doesn't register so here you have to be a little more inventive and appeal to their motivation such as bonus schemes or awards for innovative suggestions. This all sits alongside the reliable close off checklist of course – daily, weekly and weekends can all have differing requirements. I have experienced some equipment that if turned off causes major set up issues on the Monday morning so it is important to work closely with the Engineering Department on site too.

**When identifying key stakeholders for a behaviour change programme**, you should never ever forget the operatives!

They are the ones with the equipment and use knowledge, and they are on the production line all shift so can keep an eye on things. I like to create ambassadors for energy. Giving ownership to the employees is a great way to engage with them.



I love using inhouse talent where possible, this often goes unnoticed and it is very rewarding when you speak with people and suddenly, they are volunteering to take the reins and support the drive. Listening is great as you learn so much, who knew that Operative A walked his village every day collecting aluminium cans for a charitable cause or Operative B ran a home composting system that fed his flourishing vegetable patch – win win! These people don't need motivation you just need to find a way to channel it.

**When preparing a business case for a behaviour change programme,** you should never ever overpromise!

Let's face it, we are never going to transform everyone, are we really? We have to set our objectives at a sensible level with gradual growth. The use of surveys is a great way to measure behavioural change; a set of simple quantitative questions that people can complete without thinking it's a test. It also provides some really interesting data and a useful qualitative comments box at the end, giving people the chance to have their say. How many empty suggestions boxes have you seen? Do a survey - it shows you are listening AND most importantly publish the results, investigate suggestions and give feedback. Sometimes that's all it takes. I am a great believer that the majority of employees do care, it's just how you reach out to them – respect earns respect!

**When trying to gain approval for a behaviour change programme,** you should never ever promise tenfold payback.

It's simply not going to happen overnight. A full behavioural change has a cost impact on the business, training even in-house has a cost and there is no specific payback to show so you must be prepared to have flat spots in the programme and realise it's a gradual process that doesn't always manifest itself in pounds, shillings and pence (yes, I am over 21)! Prepare the reasons for the behavioural change programme based on factual requirements. Was it a number of accidents driving the change? Was it excessive expenditure that now needs addressing? If you are zero incidents and run permanently under budget then why are you changing? The change has to be driven by something otherwise you will never be able to measure or have clear objectives.

**When considering key elements of delivering a behaviour change programme,** you should never ever expect too much!

Unless you have a degree in psychology (which in most cases you won't) then remember when necessary to call in The Professionals. I have attended a very expensive and a very well-known training course and to be honest.... waste of money. I find the best resources are very often free! It's a seek and source challenge! Look at your suppliers, what can they provide you with? I had a skin demo and free hand creams from a very large PPE supplier, a local counselling charity attended site and gave talks on some very sensitive issues - both free and both very effective. Employees were buzzing about the topics for a long time after, remember the touch point of if it helps at work it will help at

home! Supporting your employees is key in the driver to behavioural improvement!

**When delivering a behaviour change programme,** you should never ever rush!

It is important to feed the programme in to employees at a rate that is acceptable to them, too full on at the start is a recipe for disaster. Start small and when you establish your motivators in the group utilise their energy (no pun intended!) to help you gain momentum. Communicate key information in a simple format; don't confuse people with complex numeric equations. The thing I love is that I sell the idea that anything we do at work can also benefit employees at home. There are many unhappy teenagers who thanks to me no longer leave their TV on in the bedroom unattended – sorry kids!

**When continuously motivating stakeholders,** you should never ever bore them!

It is very important to deliver your messages in a positive manner. Nobody was ever motivated by repetition and dictatorship. Check out their understanding of your expectations, lets educate them and remember they may have lived under the old regime of poor management where they had tried, but 'nobody ever listened so I gave up'. If only I had a pound every time, I heard that one! Keep it fresh, ask them to bring you their ideas, turn it around and you support them!

**When measuring the results of a behaviour change programme,** you should never ever overcomplicate things!

Remember you will never win everyone over but you can improve the majority. As you progress along your journey introduce new methods of motivation. External speakers are a great way to motivate, who wants to listen to the same person droning on? Not me and when measuring, it's time to get that survey out again. Now you can compare, has 'not always' turned into 'most of the time'? Then you are getting somewhere!! Display those results, however small,



# ENERGY MANAGEMENT ONLINE TRAINING SCHEDULE

Energy Management Theory Combined with Real-World Applications

OCT	8 <sup>th</sup>	Energy Procurement
	13 <sup>th</sup>	Water Management
	14 <sup>th</sup>	Understanding and Delivering Behavioural Change Programme
	15 <sup>th</sup>	On-site Electricity Generation
NOV	3 <sup>rd</sup>	SECR Compliance
	4-5 <sup>th</sup>	Energy Management in Building Services
	10 <sup>th</sup>	Lighting Basic Understanding
	12 <sup>th</sup>	Waste Management
	19 <sup>th</sup>	Essential HVAC Control and Optimisation
DEC	3 <sup>rd</sup>	Energy Auditing Techniques



*Please note that all courses will be delivered online on the scheduled dates until further notice.*

## Knowledge and Skills Gap Analysis Interview

Understanding of a range of energy management competencies is required for professionals to effectively manage organisation's energy cost and consumption, monitoring and reporting energy use, as well as meeting energy efficiency requirements. The EMA can assess your knowledge and skills through the Knowledge and Skills Gap Analysis Interview. The Interview is an informal 60-minute conversation that concludes with a feedback on how to progress your professional development and advance your career.

## Group Training

All courses can be delivered to teams or groups of stakeholders from the same organisation or industry in a standard format, or as tailored sessions (minimum 6 candidates). For a quote email [jana.skodlova@theema.org.uk](mailto:jana.skodlova@theema.org.uk) with your chosen course title and approximate number of staff. We can also develop new, bespoke material to fit specific client needs.

**For an up-to-date list of all our courses visit our website at [www.theema.org.uk](http://www.theema.org.uk)**

“Comprehensive, digestible and well structured.” Energy and Environment Advisor – Linklaters

“The course built on all aspects of previous knowledge and added a potential new skill that I did not have before attendance.” Energy & Environmental Manager - Celtic Manor Collection

“It was informative, useful and given confidence to challenge quotes and suppliers.” Energy Efficiency Manager - Parkwood Leisure

“I found the course extremely useful, and it greatly simplified the process of analysing critical plant and equipment, so that we can increase effectiveness and hopefully reduce energy use.” Facilities Manager - Huntingdonshire District Council

remember you will gain momentum as your team behaviours change and you'll soon be re-setting the target! A happy healthy workforce is a safe and productive workforce (not to mention efficiencies and cost savings!). Come on, what are you waiting for?!

**Claire McGeechan, Director at Gebs Energy**

**When identifying different options for a behaviour change programme**, you should never ever forget that behaviour change is not a one size fits all approach.

Tailor your programme to an identified objective and audience. Make sure you understand and are clear on why this corrective action is needed and what the intended outcome is.

There may be a simple linear solution but quite often it is more complex, not just involving people but companywide organisational processes, and operational plant and technology as well.

**When identifying key stakeholders for a behaviour change programme**, you should never ever assume it is only applicable to your own employees.

Would it be relevant to sub-contractors, outsourced service providers, suppliers, customers and/ or the wider community? Ensure all interested parties who can have an impact on your organisation's energy use and performance are considered.



**When preparing a business case for a behaviour change programme**, you should never ever forget that it is implemented for a reason.

Be it a compliance or reputational risk, energy performance improvement opportunity or sales opportunity. All will have a financial aspect associated to them (which the 'C' suite will not normally ignore). Kilowatt Hours often mean nothing to those making the spending decisions but attach a £/p impact and you will get their attention.

For instance, an example I like to give is that for every kWh saved there may be an equivalent monetary saving, by at least 3 times, kWh Unit Cost, Standing Charge, CCL and VAT. Also, with energy and environmental regulation increasing globally, UK wide and within the regions, non-compliance often comes with an associated financial penalty.

Do not forget also to include how you will ensure that, as the programme progresses, it is delivering the objective. Always include a method of evaluating the programme's effectiveness. It should not become 'white noise' but should give those who have approved it confidence that it is being controlled and managed in a structured manner.

**When trying to gain approval for a behaviour change programme**, you should never ever ignore the potential risks of not implementing it.

Think PESTLE – political, environmental, social, technological, legal and economic. How might it affect your organisation if it is not undertaken and what would the impact be?

**When considering key elements of delivering a behaviour change programme**, you should never ever ignore the fact that, to maximise its effectiveness, you need to consider the following 360 degree approach:

- People – get the people doing the right things, through training, communication, awareness, and culture
- Process – make sure any processes are relevant, applicable, current, and effective

- Energy Consuming Plant, Tools and Technology – ensure the plant is efficient and operating at optimum levels so that there is no underlying reason for poor operating practices and behaviours.

**When continuously motivating stakeholders**, you should never ever let the message become stale, consider that effective communication is usually two way.

Think about how your audience interacts with you. How many times do posters become wallpaper, often covered by the next interesting thing, be it the next bake sale, charity sponsorship or forthcoming social event? Think about how digital media is delivered, is it on loop, will it become invisible? Keep your message relevant, fresh and tailored to your audience. Consider what motivates your intended recipients.

Often, we forget to communicate where we have had success. Remember to reference those individuals who have worked hard or significantly contributed to the result.

**When measuring the results of a behaviour change programme**, do not forget to ensure that you have a clearly defined objective with applicable targets and associated actions.

Make sure that you clearly understand the difference between objectives, targets and actions and how they are relevant to the programme.

- Objectives – the intended outcome, what are you trying to achieve (normally words i.e. we intend to reduce the fuel used in company vehicles against the previous year.
- Targets – measured results (numbers) i.e. 15% reduction in fuel consumption
- Actions – what you need to do to achieve your objectives e.g. 100% of company car drivers to undertake driver training, where effectiveness will be evaluated against the defined company benchmark or performance indicator.





# EMA SERVICES

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- We can identify training needs, deliver tailored training & embed the knowledge within your team