

Barriers to action (and how to overcome them)

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Felicity Swaffer
AMA Alexi Marmot Associates



People power

- Big targets = big challenges
- Technology will play a huge role
- Don't forget the people
- Adopting change essential
 - Motivation
 - Empowerment





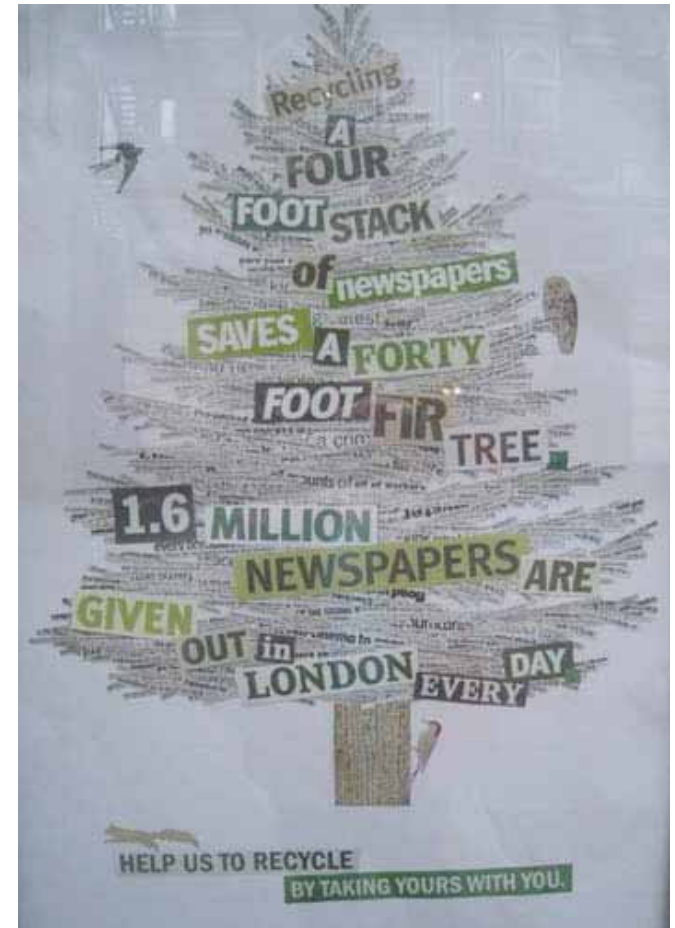
Its about more than
greening a campus.

Its about greening a
community.



What influences behaviour? People...

- dislike change
- tend to **discount** importance of **future** events
- will **defer action** when uncertain
- **permanently shift priorities**
- **share values** within specific groups
- **both rational and irrational**
- **follow the majority**
- respond well to **incentives and reward**
- will **overplay** the importance of **our actions**



You can use these secrets to your advantage...

A

D

Set a **V**ision that inspires

Emphasise **A**ction

Use your **N**etworks

Targeted campaigns

Positive **A**dvertising

Expect **G**rief

Make it **E**asy (and make it stick)



“A 20% cut...is not a vision...it’s a target”

(adapted from Futerra, 2009)



A vision that inspires

- What will the future **look** like?
- Your vision should be:
 - Holistic
 - Coherent
 - Desirable
- Visible senior leadership
- Brand, message, vocabulary



Emphasise action

- Beware the behaviour gap
- Near time frame (5 years)
- Identify areas of control, champions
- Measure to manage:
 - Paper consumption, Energy usage
 - Attitudes
- Start with low hanging fruit



WorkWare^{SUSTAIN} toolkit



Use your networks

- Local to international
- Avoid initiative overload
- Tap into existing groups
- Central co-ordination
- Unique resource pool
- Social networking



Targeted campaigns

- With **whom** are you communicating?
- Frame your messages
 - Local
 - Meaningful
 - Seek commitment
- Top level and grass roots
- Invest more for biggest wins





GO!

OH?

NO



Segmenting the market

Segment	Student population	General public (DEFRA 2007)
S1 Positive Greens	26%	18%
S2 Waste Watchers	4%	12%
S3 Concerned consumers	20%	14%
S4 Sideline supporters	12%	14%
S5 Cautious participants	15%	14%
S6 Stalled starters	5%	10%
S7 Honestly disengaged	18%	18%

NUS student survey (2007)



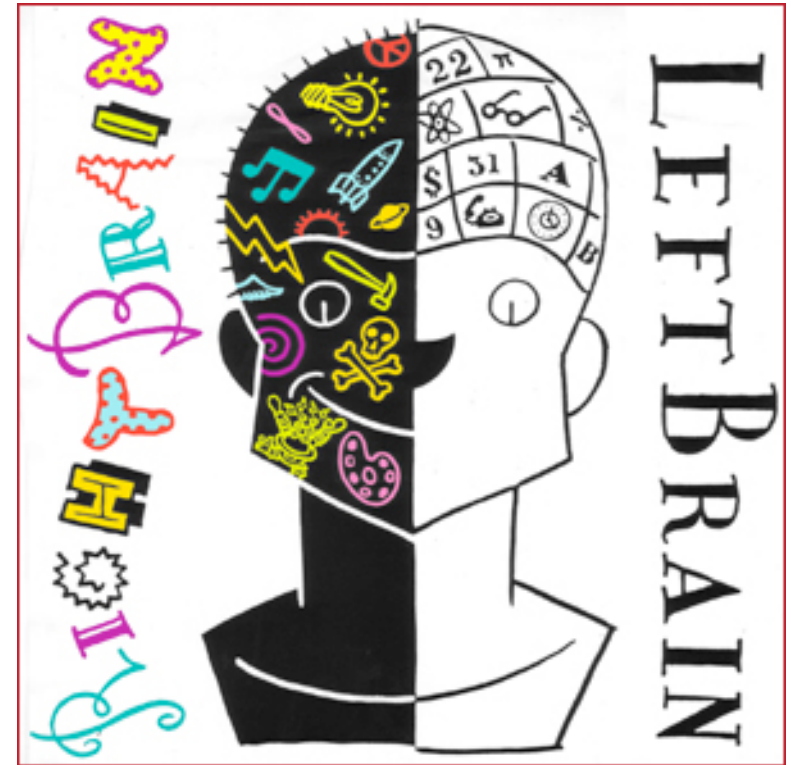
University of Toronto

- 1 billion sheets = \$600,000
- Primarily behavioural reasons for waste
 - Poor use of technology
 - Not re-using back pages
- Key printers and key users responsible for disproportionate paper amounts
- Proposed solutions included:
 - default duplex
 - eliminating printing emails and webpages,
 - scrap paper for fax
 - single side printing



Positive advertising

- Sell the sizzle (but no spin)
- Speak to both parts of the brain
- Publicise early adopters
- Campus as a learning lab
- Make the invisible visible
- Be bold



Expect grief

➤ Denial

Refusing to acknowledge change will have effect

➤ Anger/resistance

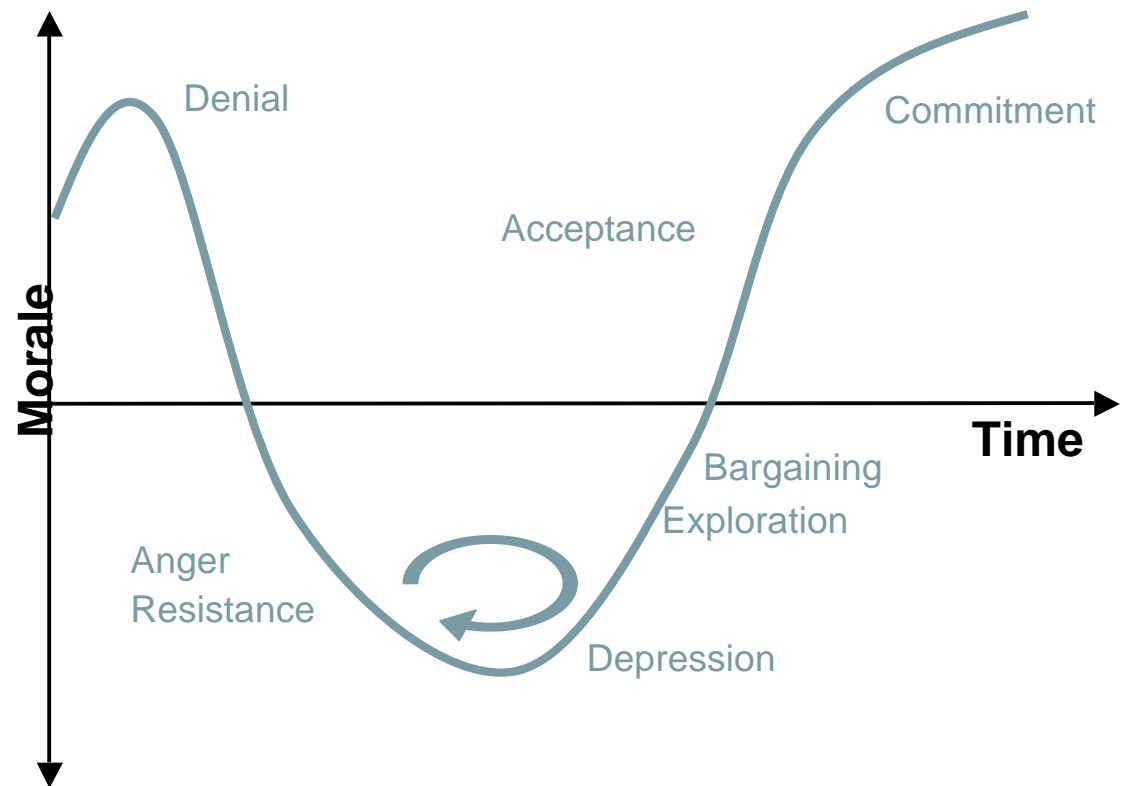
Grieving loss of old ways

➤ Exploration/bargaining

Finding one's own way

➤ Acceptance & commitment

Become responsible for selves in the change

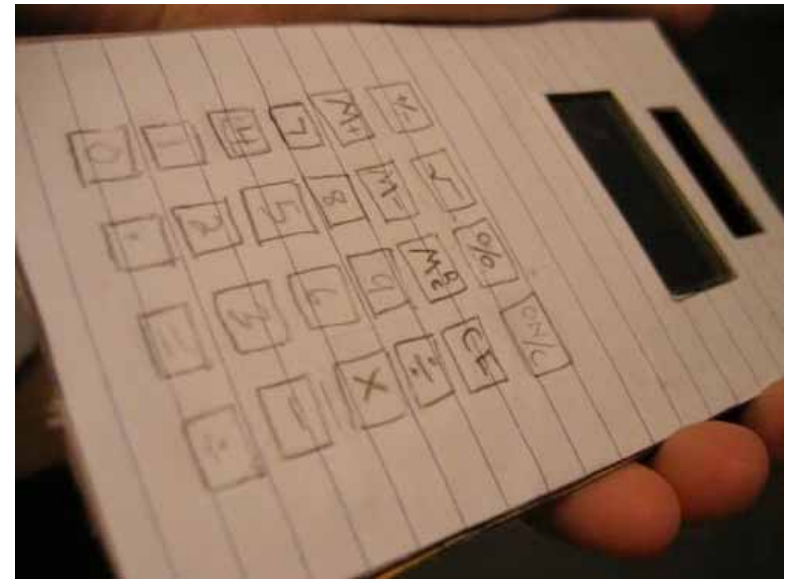


Grief/Change cycle Kübler Ross (1969)



Make behaviour change easier

- Near term incentives (and feedback)
- Beware single action bias
- Work the group:
 - Affiliation and decision making
- Default options
 - Make it core business
 - Toolkits



On line calculators to compare paper types (e.g., www.papercalculator.org)



Thank you

felicity@aleximarmot.com



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