



21st ANNUAL CONFERENCE
28-30 MARCH 2017

 GLOBAL GOALS:
LOCAL ACTION



**Encouraging emergence
(instead of chasing the
behaviour change golden
bullet)**



Headline Sponsor

CarbonCredentials





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The
Schumacher Institute

Tensions: add-on or transformation?



Defined issue relating mainly to estates and resource use
Principally an environmental issue

Requires add-on, or reformative approach

Involves a few key disciplines

Is an additional agenda, easily accommodated

Has clear goals, measurable

- Broad relevance to all aspects of HE operation and provision
- Also encompasses social relations, justice, ethics, economic viability etc
- Requires holistic and transformative approach
- Implications for most disciplinary areas and requires interdisciplinarity
- Is an overarching agenda and challenges existing policy and practice, involving organisational change
- Emerging and contested area



Towards sustainable institutions



FROM:

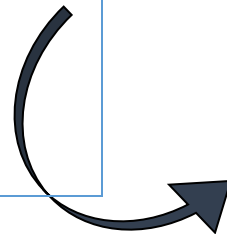
- ☛ Incoherence and fragmentation
- ☛ Large scale
- ☛ Little connectivity (silos)
- ☛ Closed community
- ☛ Teaching organisation

☛ Microcosm of unsustainable society

TOWARDS:

- ☛ Human scale
- ☛ High connectivity
- ☛ Open community
- ☛ Learning organisation
- ☛ Systemic coherence and synergy

Microcosm of sustainable society?



Two dimensions of change

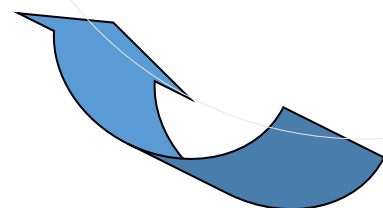


- *Systematic – ‘frameworks’*

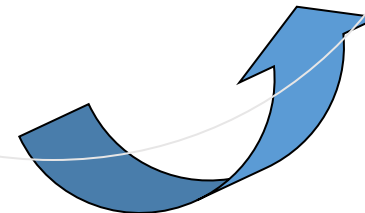
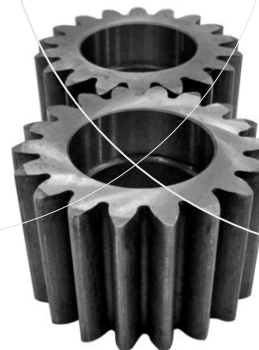
- policies, strategies, rules, procedures, assessment, evaluation, structures etc

- *Systemic – ‘glue’*

- collegiality, social learning and exchange, informal networks, collective intelligence, ethos, self-organisation etc



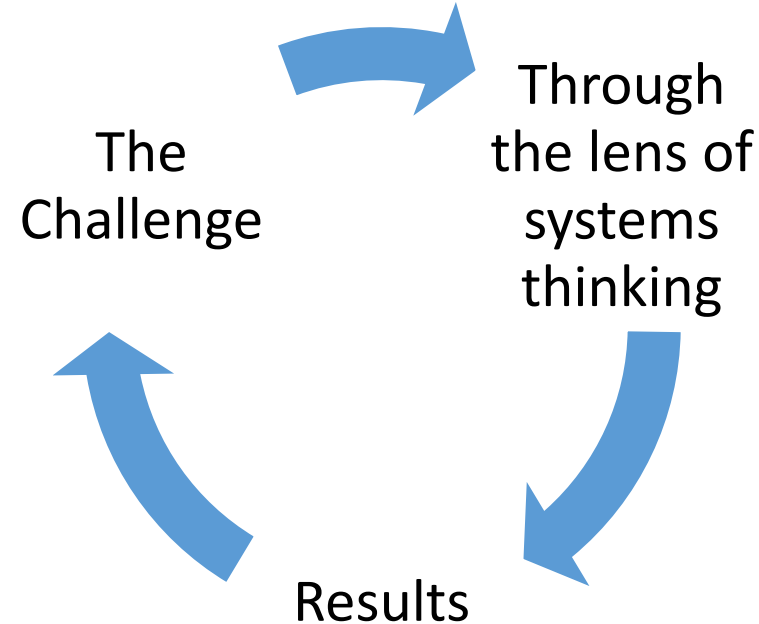
‘converter role’



‘enabler role’

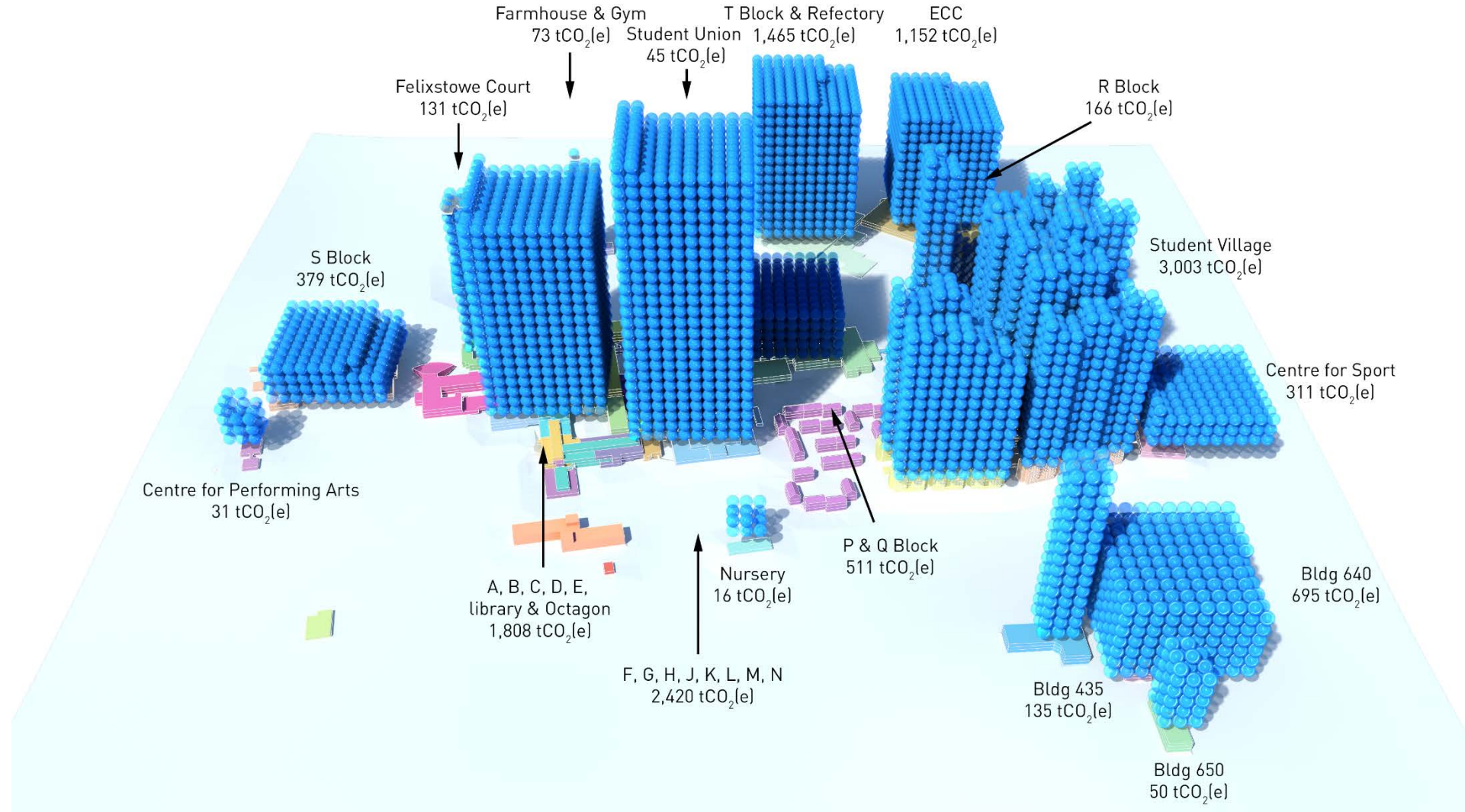


Systems and UWE Bristol



1. Implementing behaviour change requires gardeners, not mechanics.
2. Plans are good... but flexibility is key.
3. This is a legitimate (and skilful) approach!

Carbon Action Programme at UWE Bristol



Carbon Action Programme at UWE Bristol



AIM:

To share responsibility for Carbon reduction throughout UWE Bristol

HOW?

Create a mechanism to:

- **Raise awareness** of consumption
- **Empower** departments and individuals to take action
- **Feedback** performance to encourage continued engagement

Carbon Action Programme at UWE Bristol



Understand campaign target

Identify target audience

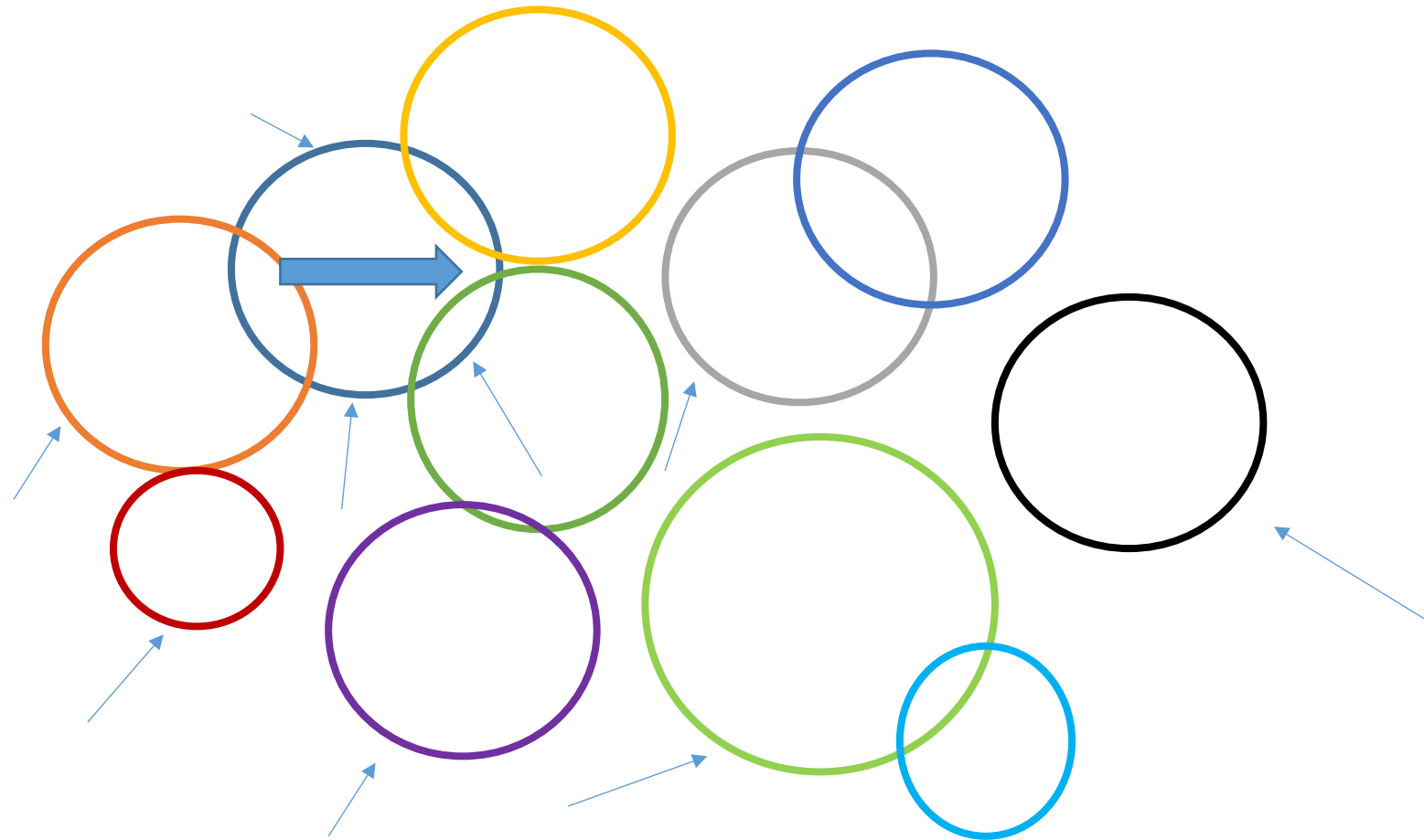
Engage

Enable

Support

Feedback

Complex Adaptive System



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How can the knowledge
and ideas of UWE
people be discovered
and learned from?

How can we ensure we
create an approach that is
sustainable in itself?

How far can a
traditional approach
to change succeed?

What is truly important to
people so that they take
interest in this?

How can we sit this within the
complexities we operate in?

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Seven Conditions for Emergence



Richard Seel (1973)

Change



“Change is natural to people
depending on the degree of control
and influence in how change occurs.”

Trottier, 2017

Comparing strategies



	Instructive / Transmissive	Constructive / Transformative
Strengths	Standardised Deliverable Measurable Familiar Assess-able Platform for progression	Potential for new knowledge Builds on existing knowledge / skills Learner-centred/whole view Builds capacity Ownership and engagement Relevance
Weaknesses	£Deficit” pic. of learner Superficial Disengaging? Who controls? Cognitive / content bias Didactic pedagogy	More difficult Evaluation Too open-ended? All process? Uncertain outcomes Leadership / direction?

Two sorts of change



Piecemeal change

- changing parts of a system
- little consideration of system as a whole or of unintended effects
- often imposed
- often short-lived

Systemic change

- change with effect on whole system in mind
- change with emergence in mind
- by purposeful, collaborative design
- often long-lived

Ingredients of systemic change



- Ensuring feedback
- Encouraging reflection
- High levels of connectivity and communication
- Inclusion
- Shared ethos
- Identifying 'champions'
- Alliances outside system
- Exemplars
- Leadership
- Channels to spread innovation
- Appreciative culture
- Resources/support

AND...?

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Pilot phase 2016/17:

- Attitude & behaviour baseline
- Energy and water baseline per area
- Staff engagement



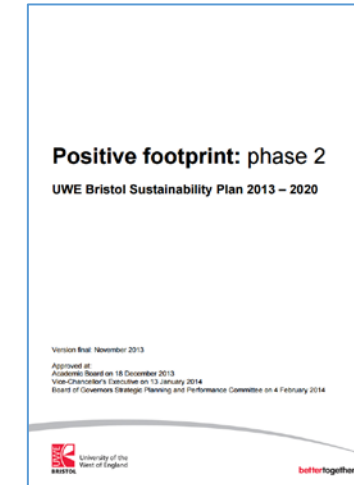
The Opportunity Gap



Observed wasteful practices, etc



Vision (organisational and/or personal)



What is



What could be

- Readiness
- Ownership
- Effective engagement

Creating the conditions for emergent change



- Clear intention
- Connecting with individuals who “get” this approach
- Creating spaces for discussion and sharing
- Sharing building-specific energy information
- Being specific to staff areas of influence
- Leadership support for staff to get involved
- Feedback on issues and ideas raised
- Appreciative culture (what do we already do well? How can we be even better?)

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- Naturally enthusiastic departments... and sets of people.... with ideas... and energy to implement them!
- Lots of insights into areas of great potential.

Thanks for running the Carbon Café yesterday, I think these kind of things are really important for somewhere as energy hungry as Glenside!

Following the Carbon Café, it has sparked off a lot of questions from within my team. Which is fantastic!

I'm happy to set some time aside to help if I can, I have a good knowledge of the spaces at Glenside

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How could we do even better?		Actions / response
Energy use		
1.	Set PCs to go into automatic hibernation after 15 mins / set up automation for computers to go to sleep if not used for 15 mins.	Response from ITS
2.	Encourage staff to put podiums to sleep in between teaching.	This has initiated a project to trial clear instructions to teaching space room users in Glenside from Summer 2017. Response from IT re. encouraging rom users to put podium to "sleep": Response from ITS
3.	Create a competitive element – e.g. thinking about how much energy is used and reduce it (like the commute to work challenge)	This is possible where areas are sub-metered to small areas. A large programme to install Phase 1 sub-metering at Glenside is in place (Winter 2016). HAS areas of Energy are sub-metered, but still at a high level. The Energy Team will publish energy data for the HAS areas, so that reduction efforts can be seen.
4.	Ensure lighting timers (when automatic) are efficient, better quality, and function correctly.	Please let Kirsti Norris know of any that you feel are not functioning correctly and these will be investigated.
5.	People need to be aware – get more people involved, using pop-up reminders, department forums, capturing people's ideas for improvement. Put ownership of energy consumption on staff and students.	Pop-ups are now being used before periods of university closure (e.g. Easter, Christmas). These are receiving good feedback, and staff have been heard to be discussing them outside of the campaign period. Great idea to use pop-ups more regularly. The Energy Team will do more regular reminders to staff on specific actions that can be taken.
6.	Ensure lighting doesn't come on if there is enough natural light.	Response from mechanical team?
7.	Lab by lab metering.	The university are continually improving sub-metering. At present, there are still higher-level areas that require sub-metering, so individual labs are not priority at the moment.

Room rating and labelling project



Other things bubbling up...

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“People don’t resist change, people resist being changed.”

Richard Beckhard

What would make it even better?



- More time (as ever!)
- Reduced number of “Pilot” areas
- More sub-metering
- Trying out wider variety of engagement activities to reach different groups of staff

Learnings at Plymouth



- Don't over-reach your capacity
- Marketing and communication is vital
- Attract allies and support them
- Create spaces for discussion, exchange and trust building
- Make connections that wouldn't otherwise exist
- Don't assume too much
- Slow is the new fast
- Balance *systematic* and *systemic* aspects
- Balance your 'grit' function with your 'integrative' function
- Value and build on existing things that support sustainability
- Continually learn how the organisation works
- Be exemplary as far as reasonable
- Ensure feedback
- Passion and commitment is key – but hard to sustain
- Keywords: invitation, challenge, persistence, opportunism, profile, external recognition, celebration...

Systems and UWE Bristol



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What would make it even better?



How do you balance systematic and systemic approaches?

What is your take-away?

Thank you!



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