Organisational Aspects
of energy management: a self-asses
manual for managers

	CULTURE A Enterpre-neurial	CULTURE B Team	CULTURE C Hierarchy	CULTURE D Market	
STYLE A Dynamic	✓				
STYLE B Holistic	☆				
STYLE C Rigorous	❗				
STYLE D Focused	✳				

Level	Energy Policy	Organising	Motivation	Information Systems	Marketing	Investm
4	Active commitment of top management	Fully integrated into general management	All staff accept responsibility for saving energy	Comprehensive system with effective management reporting	Extensive marketing within and outside organisation	Positive discrimina in favour o 'green' schemes
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2	Unadopted policy	Delegation but line management and authority unclear	Motivation patchy or sporadic	Monthly monitoring and targeting by fuel type	Some adhoc staff awareness training	Investmen with short term payb only
1	Unwritten set of guidelines	Informal part-time responsibility	Some staff awareness of importance of energy saving	Invoice checking	Informal contacts used to promote energy efficiency	Only low c measures taken
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ENERGY EFFICIENCY

BEST PRACTICE PROGRAMME

"*To ensure that innovation is effective over the*

change has to be negotiated and managed

A self-assessment manual for
NEGOTIATING CHANGE

C*ontents*

P*reface*

This Guide is based on material prepared for the "Corporate Energy Management" series of workshops run for the Energy Efficiency Office by BRECSU.

This process of reviewing the state of energy management practices and choosing and refining actions to bring about change has been applied by about 1500 managers.

Feedback from delegates to the workshops indicates that this approach has been very helpful to many managers. It has allowed them to understand the organisational barriers that can impede efforts to improve energy management. Follow-up studies have shown that many delegates were able to identity and implement actions to improve energy management as a result of using the methods detailed in this Guide.

The material has now been presented as a "self-help" Guide to make it available to a wider audience. We hope that you will be able to apply these methods in your organisation and that you will also find it helpful in overcoming barriers to improved energy management.

1 *Introduction*

1.1 Purpose

This self-assessment manual has been designed to help you bring about improvements in how your organisation manages its energy consumption. Making such improvement is bound to involve some degree of organisational change.

Some improvements may seem purely technical, but even these are likely to have a social dimension. If not properly introduced and explained, people will ignore or override controls and sabotage your efforts. Handled sensitively, staff may welcome the changes and help make them work.

Change has to be negotiated and managed to ensure that innovation is effective over the long-term.

Many people in your organisation can have an impact on energy consumption. Some of the key people will be technical staff - maintenance staff in control of boiler plant, process engineers or building managers. Others will be general managers such as departmental heads responsible for managing and motivating staff or for controlling budgets that include energy.

Although most staff only have direct control over a small amount of energy use, together a change in their general behaviour can have a large aggregate impact on consumption.

You will often have to influence people to change their attitudes to energy and to modify their behaviour to produce lasting improvements in energy management, and consequent savings of energy.

You may think this is a tall order. You probably already have enough on your plate without having to worry about changing people's attitudes. Maybe energy management is only part of your remit and you don't have a great deal of time and resources to devote to energy issues. Anyway, how are you going to influence people in other departments, possibly people more senior than yourself? Finally, you may be someone who feels at home with technical issues but managerial concepts and concerns are at best something of a mystery for you.

Don't worry. This manual has been devised to address precisely these problems and to help you decide how best to introduce changes. It will allow you to diagnose where you are at the moment and will help you focus your efforts on one area that is likely to produce success that you can demonstrate to others in your organisation. It will help you understand the culture you work in and your own personal strengths and weaknesses and it will guide you in where to look for support to enhance your own influence.

1.2 Background

This self-assessment manual is part of an on-going programme of work aimed at providing guidance on the organisational aspects of energy management'.

The initial insight that managerial and organisational issues were at least as important as technical issues came out of two surveys of energy management information systems conducted for BRECSU at the start of the 1990s This resulted in BRECSU developing. on behalf of the Energy Efficiency Office, two approaches. The first of these is a top-down approach. developed to support the 'Making a Corporate Commitment' campaign. This encourages top and senior managers to treat energy as a corporate management issue rather than a technical service.

The second approach was aimed at all those energy managers. estates managers and facilities managers responsible for trying to gain control of energy consumption. BRECSU published two key documents in 1993 to support this approach – General Information Reports 12 and 13 on the organisational aspects of energy management. These provide very useful background reading to this manual. In addition, in the same series of publications, BRECSU has published a number of Case Studies of major organisations that have made significant progress in improving their energy management practices.

The material in this manual has been developed through three series of regional Energy Management Workshops held in 1993-94 by BRECSU for the Energy Efficiency Office. These were attended by 1500 delegates from a wide range of organisations throughout the UK. ranging from massive organisations like British Telecom, with an annual energy spend of £130 million. down to small businesses with a total annual energy bill of £50 000 or less.

Besides these 35 workshops the material has also been used in-house with a number of organisations in both the private and public sectors. This vast amount of pre-trialling of the material, and its subsequent refining and improvement, gives us great confidence that it is easy to apply and will make a real contribution to improving your management of energy.

Feedback from the first series of workshops has been published in General Information Report 28 entitled 1993 Workshop Feedback. This will provide you with a useful benchmark against which to compare your diagnosis of your own organisation.

The manual is divided into five sections:
● INTRODUCTION to negotiating change
● DIAGNOSING your existing situation
● FACTORS that affect change
● MECHANISMS that enhance influence
● ACTION plan.

You work through the manual at your own pace. Just start at the front and complete each page until you finish with the simple action plan at the end. We encourage you to get key colleagues. for example your line manager or your assistant. to complete a separate copy of the manual as well. Then you can compare notes and discuss your differences. This will help you to develop a joint co-ordinated strategy for introducing effective changes that will improve energy management in your organisation.

managing your energy

2 *Diagnosing*

2.1   General

The purpose of this section is:

● to provide a diagnostic tool for assessing how energy management operates in your own organisation
● to help you focus on one area where you want to make progress.

One of the main objectives of this manual is to get you to do as much as possible. This is because the material will be much more interesting if you try and apply it and because, by applying the ideas to your own circumstances, the information it contains will be much more relevant.

All the material has been devised to be simple and straightforward. The exercises in the manual were completed by 1500 delegates who attended workshops in 1993-94 and no one had any difficulty completing them.

Nevertheless, although each part is simple, by the end of the manual you will have built up an extremely sophisticated understanding of your organisation and its potential for change.

Not only that, but we will also get you to use this complex understanding to devise a simple action plan which we will ask you to try to put into practice in your organisation.

In this section you will assess:

● the strengths and weaknesses of your organisation's current approach to energy management
● the key organisational aspect of energy management you most need to improve
● the action which you need take to make this improvement
● the authority required to make such action effective, and
● the main obstacle to, and the best opportunity for, improving energy management.
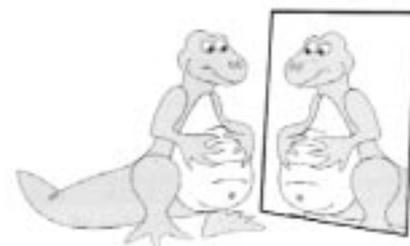
an unbalanced profile

2.2   Energy Management Matrix

The Energy Management Matrix has been devised to help you diagnose the current state of energy management in your organisation.

The rows of the matrix represent increasing levels of sophistication in dealing with the six key management issues. Moving up the matrix signifies an increasingly mature approach to handling energy management activities and implies increasingly good practice.

Locate your own organisation on the matrix by:
1   considering each column, one at a time; mark the place in each column which best describes where you think you are currently located; place your mark anywhere between 0 and 4 on the scale

2   joining up your marks across the columns to produce a graph line.

This is your 'Organisational Profile'. It gives you an immediate visual indication of how balanced energy management is in your organisation.

Don't worry if the profile is uneven. This is the case in most organisations. The peaks indicate where your current effort is more sophisticated; the troughs where you are least advanced. The rest of the manual is devoted to helping you decide how to improve this profile.

Energy Management Matrix

Level	Energy Policy	Organising	Motivation	Information Systems	Marketing	Investment
4	Active commitment of top management	Fully integrated into general management	All staff accept responsibility for saving energy	Comprehensive system with effective management reporting	Extensive marketing within and outside organisation	Positive discrimination in favour of 'green' schemes
3	Formal policy but no commitment from top	Clear delegation and accountability	Most major users motivated to save energy	Monthly monitoring and targeting for individual premises	Regular publicity campaigns	Same appraisal criteria used as for all other investment
2	Unadopted policy	Delegation but line management and authority unclear	Motivation patchy or sporadic	Monthly monitoring and targeting by fuel type	Some adhoc staff awareness training	Investment with short term payback only
1	Unwritten set of guidelines	Informal part-time responsibility	Some staff awareness of importance of energy saving	Invoice checking	Informal contacts used to promote energy efficiency	Only low cost measures taken
0	No explicit policy	No delegation of energy management	No awareness of the need to save energy	No information system or accounting for consumption	No marketing or promotion	No investment in energy efficiency

2.3 Profile shapes

Look at the profile you've just drawn. Different shapes imply different problems and suggest different courses of action. For example, a fairly flat line at the top of the matrix means excellent performance.

Most of you won't have a profile this shape. Don't worry, the rest of the manual is aimed at helping you decide how to improve. First though, you need to classify the profile you've drawn into one of seven basic shapes.

Study the profile you have drawn on the previous page and decide which of the seven following basic shapes it most resembles.

Please tick the circle that best represents your profile.
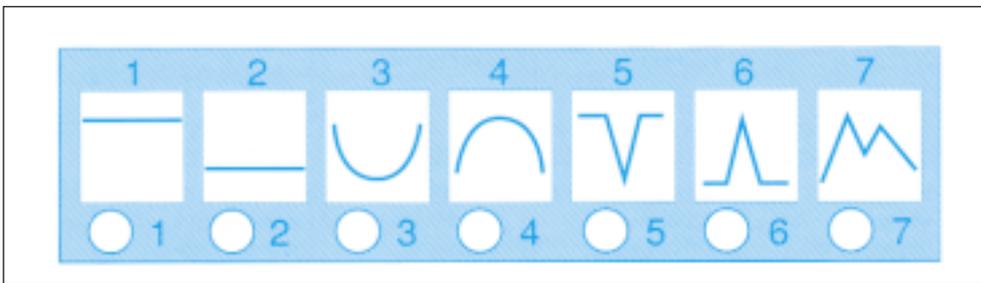
Having decided on the shape of your organisation's current profile read the diagnosis for that shape in the table below.

KEY

	SHAPE	Description	Diagnosis
1	**High balanced**	score 3 or more on all columns	excellent performance; the problem is to maintain this high standard
2	**Low balanced**	balanced score of less than 3 on all columns	is this balance a symptom of orderly progress or stagnation?
3	**U-shaped**	the two outside columns are significantly lower	expectations have been raised and you are vulnerable
4	**N-shaped**	the two outside columns are significantly lower	achievement in the centre is likely to be wasted
5	**Trough**	a single column is significantly lower than the rest	underachievement on this column may hold back success elsewhere
6	**Peak**	a single column is significantly higher than the rest	effort in this area could be wasted by lack of progress elsewhere
7	**Unbalanced**	two or more columns 2 points above or below the average	the more imbalance the harder it is to perform well

2.4 Focus

The overall objective of this manual is to help you improve energy management – by, for example, getting more resources for energy management or by gaining support for a particular idea, or possibly by overcoming some barrier. You can't do everything at once.

What we want you to do next is to decide which column of the matrix you think you should focus on first.

Choose one column to try and improve. Please tick <u>one</u> box.

Energy policy	Organising	Motivation	Information systems	Marketing	Investment

Note: It will not always be the column where you score lowest which warrants immediate attention since it may be easier to make progress elsewhere.

Why did you choose this column?

improving your profile

2.5 First action

Having decided which column of the matrix needs your attention first we want you to decide a single action as a proposed first step to move just one row up this column of the matrix.

This action doesn't need to be too ambitious or long-term. It might be something quite modest. Hopefully, it will be achievable and will start the process of change moving, leading on to other actions.

What is your proposed first step to move up one cell of this column?

Action

Please try and classify this action by ticking <u>one</u> of the following boxes.

TOP	Gain top management support and commitment	☐
POLICY	Write and adopt an energy policy	☐
RESOURCES	Increase staffing/resourcing of energy management	☐
MAJOR USERS	Involve major users/or devolve budgets	☐
COMMITTEE	Form or revitalise a committee or group	☐
PROMOTION	Promote achievements of energy management unit	☐
AWARENESS	Raise awareness through meetings, training or publicity	☐
INFORMATION	Improve data input, analysis and reporting	☐
OUTSIDE	Engage help/information from outside organisations	☐

2.6 Authority

To put your chosen action into practice you may need to seek the authority of someone more senior than yourself. Most of you will be energy managers or premises managers and your status and authority will be limited. Yet typically, your chosen action will involve having to persuade people more senior than yourself to change the ways they and their staff operate. The authority you need will depend on the action you've chosen.

Whose authority will you seek to support your chosen first action?

Authority

Classify this authority by ticking <u>one</u> of the following boxes.

TOP MANAGER	Authority of top and senior managers	☐
FORMAL	Your direct line manager	☐
ALLIANCE	Alliance or association with other departments	☐
PERSUASION	Persuasion by you or your unit	☐

All four types of authority can be used and each will be more or less relevant in different situations.

You don't necessarily have to get top management or even your line manager's support to take action. It may be more effective to work with colleagues in other departments, seeking their support for your first action.

Many of you will have chosen the top two: the authority of senior managers or the formal structure. Don't underestimate yourself, however. You've got a job to do that's important and worthwhile and many people, whether they be senior managers, department heads or general staff, will give you credit for that and will be prepared to listen to you and help.

The trick is to find the right lever to get the ball rolling. We will be coming back to this issue later when we ask you to identify potential support inside your organisation and mechanisms you can use to enhance your influence.

2.7 Obstacles

The final two exercises in this first section are to identify the biggest single obstacle impeding the progress you want to make and the best opportunity for improvement.

You may feel that you face many obstacles – lack of time, lack of support, little or no money for investment. But focusing on one obstacle will help concentrate your mind on the most important hurdle.

What is the single obstacle most impeding progress on your chosen column?

Please tick just one of the following 12 boxes.

STRUCTURAL	No top management action	☐
	Line management problems, lack of reporting channels	☐
	Departmental conflicts, complexity/bureaucracy	☐
PEOPLE	Apathy from staff/building users	☐
	No incentives	☐
	No delegation of responsibility for consumption	☐
INFORMATION	Poor data, inadequate metering, lack of monitoring	☐
	Poor information system, inadequate analysis	☐
	Poor management reporting, energy costs not identified	☐
RESOURCES	Lack of time/resources	☐
	Lack of knowledge/expertise	☐
	Low investment/short payback, precedence to core budgets	☐

obstacle or opportunity?

2.8 Opportunities

Recognising opportunities is one of the key factors affecting managerial success.

What is the best opportunity you have to make progress to the next level up the column?

Please tick just <u>one</u> of the following 12 boxes.

INCENTIVES	**Gaining top management commitment**	☐
	Implementing an energy policy	☐
	Offering incentives to individuals or departments	☐
PROMOTION	**Publicising cost savings**	☐
	Promoting energy as a 'green issue'	☐
	Marketing inside and outside the organisation	☐
ACCOUNTING	**Cost-centre accounting/local responsibility for energy use**	☐
	Energy accounting	☐
	Investment appraisal	☐
EXPERTISE	**Acquiring new knowledge, broadening personal experience**	☐
	Training staff in good housekeeping	☐
	Incorporating energy measures in new-build and refurbishment	☐

What you've done in this section is to diagnose your current situation. The next two sections aim to help you understand how to bring about change effectively in your own organisation.

3 *Factors Affecting Change*

3.1 General

This section introduces you to four key factors affecting organisational change:

● log jams
● potential support
● corporate culture
● personal style.

Identifying the corporate culture in which you operate can help you decide the most appropriate strategy to adopt to bring about the changes you are seeking. The attitudes and customs that form your organisation's culture affect:

● who can initiate change, and under what circumstances
● how should change be brought about
● how acceptance of change is engineered
● what discretion staff have and how their performance is evaluated and rewarded.

Corporate culture may mesh or clash with your personal style and your success may depend on how well attuned you are to this match or mismatch.

The strategy you choose to try to improve energy management in your organisation will also be influenced by what you see as:

● the principal log jams that block progress
● the support available inside your organisation.

Remember that the key decision makers in the pyramid can be log jams to progress or potential allies.

3.2 Log jam

No organisation works perfectly. At any point in time there will be some things that are wrong, things that create barriers or log jams to progress.

The difficulties you face might be structural, to do with where energy management is located, or ambiguity about who is responsible. Or they might be to do with lack of support from senior managers or apathy or even active obstruction from staff in one or more departments.

Log jams are the people-related obstacles you may have identified on page 16. For example, you may have failed to convince the finance director about the benefits of energy efficiency.

Some log jams will be more significant than others. In this exercise we want you to focus on the principal log jam, the person or persons most blocking progress - because, to get anywhere, you will have to get round them or neutralise them in one way or another. Try and use the categories we've given you to identify the most serious log jam you face.

Where is the principal log jam in your organisation? Who is most blocking progress to the action you want to take? Please tick <u>one</u> box.

Progress blocked by senior management or board ☐

Progress blocked by a particular department head ☐

Progress blocked by widespread apathy amongst staff in all departments ☐

Progress blocked by apathy amongst staff in one department ☐

Progress blocked by line management ☐

Progress blocked from within energy/premises department ☐

Progress blocked by your staff, for example by lack of knowledge or experience ☐

blocked by apathy

3.3 Potential support

You may well need help to overcome this log jam you've identified. The next exercise has been devised to help you do this. As well as people blocking progress, there will also be people you can call on for support.

Below you will see a similar set of drawings to that of the previous page. Please indicate the group from which you expect the most potential support for the action you've chosen.

Where is there most potential support for improving energy management in your organisation? Please tick <u>one</u> box.

Progress blocked by senior management or board

Progress blocked by a particular department head

Progress blocked by widespread apathy amongst staff in all departments

Progress blocked by apathy amongst staff in one department

Progress blocked by line management

Progress blocked from within energy/premises department

Progress blocked by your staff, for example by lack of knowledge or experience

The likelihood of getting support from different quarters, and how you go about enlisting this help, will vary from one organisation to another. The next exercise provides a simple way of classifying organisations by cultural type.

3.4 Corporate culture

- Does your organisation's culture support effective energy management?
- Can you or should you attempt to change your organisation?
- How far should you try to accommodate yourself to the organisation?

To answer these questions and decide an appropriate strategy, you need to try and understand the corporate culture of the organisation in which you work.

How would you describe your organisation? Is it a high-tech company concentrating on innovation and growth? Is it an established concern that rewards productivity and personal achievement? Is leadership conservative or charismatic? Where is authority vested? In individuals or in the formal rules of your organisation?

For simplicity we are suggesting a model of just four corporate cultures. These are described in more detail on pages 10-11 of General Information Report 12.

Please tick <u>one</u> box on each row of the following table and then sum the ticks in each column. The highest score indicates your dominant corporate culture.

	Culture A	Culture B	Culture C	Culture D
Main characteristic	innovation growth ☐	participation co-operation ☐	structure control ☐	productivity achievement ☐
Focus	anywhere outside ☐	staff oriented ☐	organisation oriented ☐	towards competitors ☐
Planning	very short-term ☐	long-term ☐	medium-term ☐	short-term ☐
Risk tolerance	high risk ☐	uncertainty ☐	certainty ☐	predictability ☐
Leadership style	charismatic ☐	supportive ☐	conservative ☐	managerial ☐
Organisational structure	flexible ☐	co-operative ☐	rigid ☐	cost centres ☐
Authority	personal ☐	meetings ☐	rules ☐	delegated ☐

TOTAL ═══════ ═══════ ═══════ ═══════

It would be remarkable if your own organisation matched one of these types exactly. Most likely it will have features of two or more cultural types. But one of these cultural types is likely to be dominant.

As the grid on the next page suggests, the results of this exercise will help you understand whether you should be taking a short- or long-term view to change, and how to circumvent opposition and enlist support. It can also tell you what people in your organisation value, and therefore what kinds of incentive are likely to motivate them to take energy saving seriously.

Corporate cultures

CULTURE A Team	CULTURE B Entrepreneurial	*risk*
CULTURE C Hierarchic	CULTURE D Market	*certainty*
long-term	*short-term*	
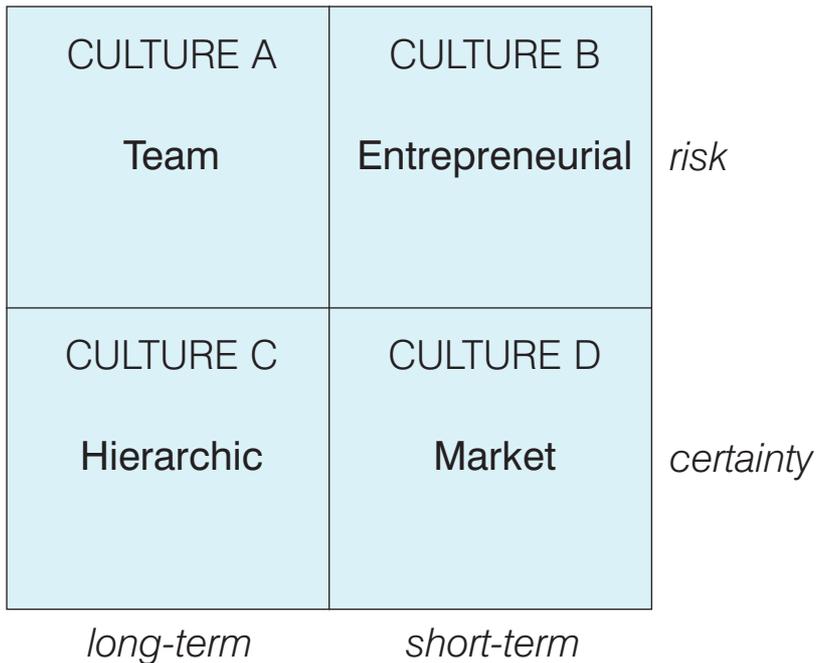
Here is a diagram of the four cultures in the previous exercise. The ideas behind it have come out of the work on management development over the last few decades. This, of course, is just one way of looking at corporate culture. You assess your organisation by answering yes or no to two simple questions:

● Does your organisation thrive on risk-taking?
● Does your organisation take a long-term view?

If the answer to the risk-taking question is yes, but there is a short-term focus, you are in an *Entrepreneurial* organisation that thrives on innovation and growth. Often the company will be a young, dynamic enterprise in a fast-growing, perhaps high-tech, market. Leadership is charismatic, the structure is flexible and authority is personal and often invested in the founder members.

More mature organisations that are averse to risk taking and take a long-term view tend to be highly structured or *Hierarchic*. There is a much stronger emphasis on control and a need for security and certainty. Leadership is conservative and authority tends to be vested in rules with long-established customary ways of doing things.

Those prepared to take both a long-term view and a degree of risk, find themselves in a *Team* culture. This would probably be organised in a fairly democratic way, but might lack dynamism. Leadership is supportive and the structure resembles a co-operative. Authority tends to be vested in meetings rather than in individuals.

If the answer to both questions is no, then you have a *Market* culture. Typically, this culture would be very responsive to its customers and operating in a well-established field. There is a strong emphasis on productivity, competence and achievement. Leadership and authority are delegated to departmental heads who have to meet performance targets.

a need for security

3.5   Personal style

How do you like to get things done at work?
- Are you a long-haul kind of person or do you go for the short burst?
- Do you prefer security or can you tolerate high risk?
- Do you use formal channels of communication at work or do you prefer to operate informally?

To answer these questions and decide how best to operate in your organisation, you need to try and understand your own personal style and how you like to get things done.

One of the secrets of success is to play to our strengths and to get help to compensate for our weaknesses. Understanding how you do well and adopting that same style is one obvious way to try to introduce the first action you've chosen.

Please tick one box on each row and then sum the ticks in each column.
The highest score indicates your predominant personal style.

	Style A	Style B	Style C	Style D
Dominant value	personal development ☐	co-operation ☐	stability ☐	personal achievement ☐
Time horizon	short burst ☐	life's work ☐	long-haul ☐	fixed period ☐
Risk tolerance	high risk ☐	uncertainty ☐	certainty ☐	predictability ☐
Decision making	intuitive ☐	slow search for integration ☐	analytic ☐	rapid competent decisions ☐
Allegiance	individualist ☐	team ☐	corporate ☐	departmental ☐
Motivation	variety ☐	team spirit ☐	security ☐	agreed targets ☐
Style	un-conventional ☐	informal ☐	formal ☐	conventional ☐

TOTAL

It would be remarkable if you match one of these types exactly. You are more likely to have features from one or two of them. But, as with corporate culture, one of them is likely to be dominant.

Personal style

STYLE A Holistic facilitators motivated by co-operation and understanding	STYLE B Dynamic prime movers motivated by risk and change	*informal*
STYLE C Rigorous coordinators motivated by stability and control	STYLE D Focused achievers motivated by autonomy and personal accountability	*formal*
collective	*individual*	

Here is a diagram of the four personal styles in the previous exercise. The concepts underlying it come from Jungian psychology and work on learning theory.

The idea is that you assess yourself in terms of whether you like to operate formally or informally and whether your focus is individual or collective. This is clearly only one, very simplified way, of looking at personality.

Individualists who like working informally are most likely to have a *Dynamic* personal style. You are action oriented and motivated by dramatic change. You can be assertive and like to be personally involved in the action.

A more collective attitude, combined with a preference for informality and a longer-term outlook suggests a *Holistic* personal style. You will want to reflect on an issue before reaching a decision, and you will be concerned about its impact on your organisation and the environment.

Those who favour formality in their work relations and put organisation interests before personal needs have a *Rigorous* personal style. You are concerned to establish guidelines to regulate decision making, and you have a keen interest in maintaining professional standards of conduct.

A strong need for personal achievement when combined with a preference for a formal delegation of responsibility suggests a *Focused* personal style. You see yourself as down-to-earth and pragmatic and like to make rapid competent decisions based on available information.

You are most unlikely to fit neatly into one of these idealised personality types. Your approach will change to suit the situation. Nevertheless, at work, one of these styles is likely to predominate.

You can be equally successful with each of the four styles. But one style will suit some corporate cultures more than others. Getting these two things to gel – corporate culture and personal style – is one of the secrets of success.

a slow search for integration

3.6 Fitting style to culture

One of the things that may have struck you is how well your own personal style meshes with the corporate culture of your organisation. Some people get on much better in certain kinds of organisations than others. This is because their personal style of work suits the culture they are working in.

Look back at pages 22 and 24 and then tick one of the boxes to indicate your dominant culture and personal style.

(If you work in a hybrid culture or have a mixed personal style you can tick more than one box.)

	CULTURE A Enterpre- neurial	CULTURE B Team	CULTURE C Hierarchy	CULTURE D Market
STYLE A Dynamic	☐ ✓	☐ !	☐ ☆	☐ ✳
STYLE B Holistic	☐ ☆	☐ ✓	☐ ✳	☐ !
STYLE C Rigorous	☐ !	☐ ✳	☐ ✓	☐ ☆
STYLE D Focused	☐ ✳	☐ ☆	☐ !	☐ ✓

Does your personal style match the culture you are working in? Or are you a square peg in a round hole? Read on to find out.

Fitting style to culture

KEY:

Well-matched	Creative tension	Possible clash	Mismatched
✔	☆	✳	❗

Compare your answer opposite with the key above to see how well your personal style is matched to the corporate culture you are operating in.

A mismatch between style and culture is indicated by the *exclamation*. You are probably finding it difficult to make progress. Your personal style and your organisation's corporate culture don't mesh well. Indeed they may be grating against each other.

If your box contains a *tick*, then we think your personal style and your organisation's corporate culture are well-matched. This should be a great help to you in achieving the improvements you are seeking.

A *star* suggests that there is a tension between your style and your organisation's corporate culture. This may well not be counter-productive. Indeed it may even be creative.

A *spark* suggests that there may be conflict between style and culture. Again, not all conflict is negative. It too can have positive outcomes. But you need to consider how you are going to handle this conflict productively.

It is much easier to change your personal style than your organisation's corporate culture. A mismatch in style doesn't mean you have to change jobs. What it suggests is that you need to develop a secondary style that is more attuned to your organisation.

Look back at exercise 3.5. Do you have a secondary personal style that meshes better with your organisation's corporate culture?

These exercises may have suggested the direction in which you need to move. Getting these two things, the corporate culture and your personal style, to mesh with your chosen action – this, we think, is the real secret of success. This is what the next exercise focuses on.
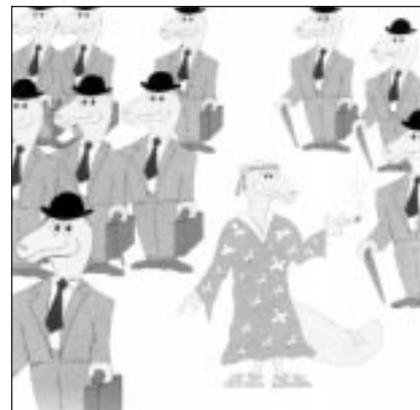
a square peg?

3.7 Revised action

Some strategies stand a better chance of success in some organisations than others. This exercise attempts to link particular types of action with each of the four cultural types and the four personal styles.

Look back at page 25 and then transpose your tick to here to indicate your dominant culture and personal style. (If you work in a hybrid culture or have a mixed personal style you can tick more than one box.)

	CULTURE A Enterpre-neurial	CULTURE B Team	CULTURE C Hierarchy	CULTURE D Market
STYLE A Dynamic	☐ Gain patronage of top management	☐ Form a project team to implement an action	☐ Table a report to top management to get more resources	☐ Table a report to top management to get more resources
STYLE B Holistic	☐ Raise staff awareness by talking to energy users	☐ Call a meeting to discuss energy as an environmental issue	☐ Identify key decision makers	☐ Increase staff motivation by bench-marking consumption
STYLE C Rigorous	☐ Survey current buildings and concentrate on major users	☐ Form a committee to formulate an energy policy	☐ Write a memo to line manager	☐ Write a memo to line manager
STYLE D Focused	☐ Draw up a list of energy efficiency measures with quick returns	☐ Call a meeting of major users	☐ Formulate an action plan and report to board	☐ Formulate an action plan and report to board

Compare the action suggested in the box you have just ticked with the first action you chose on page 14. If you want to change or modify your chosen action, please write your revised choice in the box below. If you are happy with the action you chose, stick with it and congratulate yourself on your foresight.

Revised action

After all that work you should now have chosen something you feel happy with, something appropriate for your particular organisation and for the way you like to operate and, most importantly. something you think stands a good chance of success.

Specify
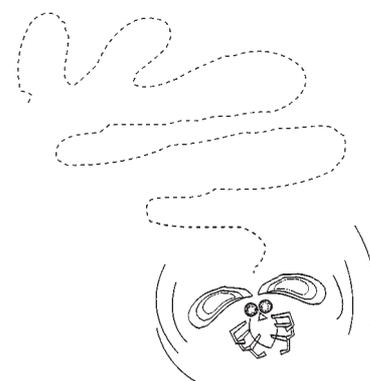
focusing your efforts

4 *Mechanisms For Change*

4.1   General

The following exercises have been devised to help you decide how to promote change in your organisation.

They aim to pull together all the various threads developed in the manual so far and leave you with a clear plan you can put into effect.

Their objectives are:

● to clarify what mechanisms are most appropriate for bringing about change in your organisation
● to identify how much attention and expectation is currently focused on energy management
● to help you to commit yourself to a defined plan of action.

What we've done is create three short exercises about the nuts and bolts of how to promote change through:

● choosing mechanisms that enhance influence
● identifying the current spotlight on energy management
● deciding your action plan.
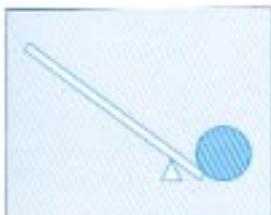
a wave of support

4.2   Mechanisms for change

Bringing about change involves getting people to change their way of thinking. This isn't easy. It's fairly easy to get people to pay lip-service to an idea or take interest for a short period, but to get people to genuinely change their thinking and behaviour is hard.

Most probably none of you will have enough power or clout of your own. What you need is some way of enhancing your influence. The following is an exercise to help you decide where to look for this support.
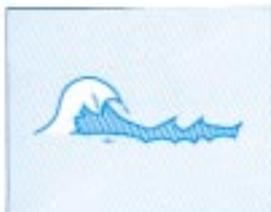
Which of the following four mechanisms do you think would work best to enhance your influence and help achieve the first action you have chosen? Please tick just <u>one</u> of the boxes.
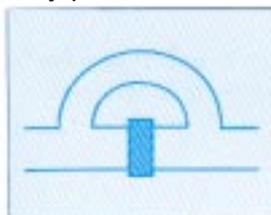
Lever

Enlist a powerful ally for leverage

Wave

Build a wave of support throughout your organisation

By-pass

By-pass log jams using informal contacts

Hitch-hike

Hitch-hike on the back of other changes that are happening in your organisation

These mechanisms will be more or less appropriate in different situations. On the next page, we suggest one way of assessing whether what you have chosen is appropriate.

4.3 Suitable mechanisms

Choosing a suitable mechanism to enhance your influence is a key decision, almost as important as your choice of first action.

One way of checking whether your chosen mechanism is appropriate for your own circumstances is to look back at what you said were your major log jams and allies on pages 19 and 20. This will help you to decide whether many people are opposing you or only a few and whether you can call on many people for support or only a few.
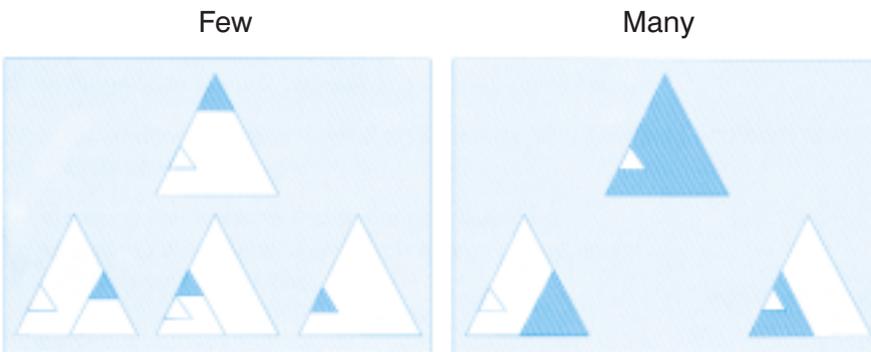
Few	Many

Decide how many people in your organisation are likely to oppose and to support you. Tick the <u>one</u> box which describes your position.

B	A
	many
	number opposing
C	D
	few
few	*many*
number supporting	

You can use this simple classification to check whether you have chosen an appropriate mechanism for your circumstances.

4.4 Revised mechanisms

Have you chosen a mechanism that is likely to be effective given what you identified as your dominant log jam and potential support?

Compare the mechanism you chose in exercise 4.2 with the one you identified as the most appropriate in exercise 4.3, given the number of people supporting and opposing you (simply transfer the tick from the diagram on the previous page).

Many

number opposing

Few

few   many

number supporting

Does your choice of mechanism still seem appropriate? Do you want to change it? If so, tick another box.
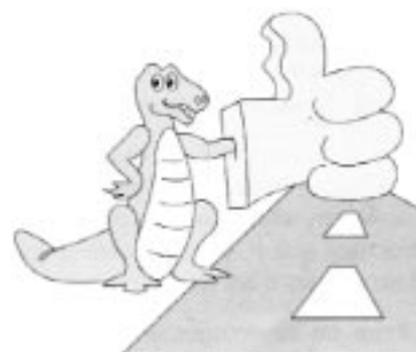
hitch-hiking

4.5 Spotlight

The action you choose and how long you give yourself to succeed will be influenced by whether you and energy management already have a high profile.

The final factor we want you to take into account is the extent to which the spotlight has been turned on energy management and how much expectation is focused on you delivering agreed objectives with in a set period.

Tick boxes to which your answer is Yes. Then sum up your score.

YES

TARGETS	Has your organisation set targets for energy or CO_2?	☐
DEADLINE	Has your organisation set a specific deadline for achieving these targets	☐
ACHIEVABILITY	Is it difficult or impossible to achieve these targets in the time scale imposed?	☐
INVOLVEMENT	Are you <u>personally</u> identified with either setting or achieving these targets?	☐
TIME FRAME	Do you expect to be in post when the deadline expires?	☐
	Please add up the number of ticks above and tick the appropriate box below	

*Please tick <u>one</u> of the following boxes*

5 ☐   4 ☐   3 ☐   2 ☐   1 ☐   0 ☐

HIGH PROFILE   **LOW PROFILE**

If a high level of attention is being given to energy management already, then you are probably already being expected to deliver improvements. The advantage is that you should already have the backing of top management and, hopefully, the resources to deliver what's expected of you.

If there is currently a low level of attention to energy management in your organisation, then there's probably little expectation at present that you'll achieve very much on this front. Your advantage is that, if you choose an appropriate action, you'll be able to carry it through effectively before attention and expectations are raised.

So, there are advantages and difficulties inherent in wherever you think you are on the above scale. You need to recognise and allow for these in choosing your strategy.
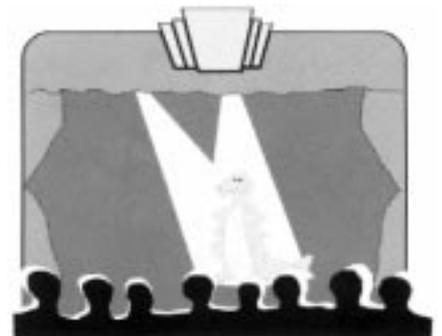
in the spotlight

4.6 The wider picture

Throughout the manual we have been asking you to focus your attention, to narrow in on one particular action you can take to improve energy management in your organisation. In this exercise we want you to raise your sights a little and think about your longer-term career plan.

We want you to think about how the decisions which you have just made fit into your broader plans. What will you do if your chosen action is successful? What will you try to do next? Is your goal to make a success of your job so that you can move up your organisation or use this success as a bridge for moving on elsewhere? Is your intention to stay in post but widen what you are doing on the energy front to encompass a wider range of environmental concerns?

Do you want to stay in post but strengthen your professional understanding of the areas for which you are already responsible as a means of enhancing your prestige in the organisation? Is your aim to integrate energy into general management so that it becomes just part of accepted, day-to-day, strategic and operational practices?

Please tick <u>one</u> box to indicate your wider strategy

☐ Widen approach to encompass environmental management	☐ Make a success of the task and move on	*novel*
☐ Strengthen your professional understanding and build a department	☐ Integrate energy management into general management	*orthodox*
long-term	*short-term*	

This wider perspective should give you a clearer overview when you complete the final exercise in the manual – your summary action plan.

5 *Action Plan*

Hopefully, this manual will have given you new insights into your own strengths and inclinations and a deeper understanding of what changes are likely to be successful in your own organisation. This understanding should help improve your chances of successfully negotiating changes in energy management practices.

We have done our best to make the manual simple and relevant by anchoring everything in practical exercises that match your own individual situation.

However, to make sure you have a clear idea of what you should do next, we have devised a final Action Plan to summarise the key decisions you have made in working through the manual. This is also a final opportunity to refine the first action you have chosen to put into effect.

Many of the actions you have chosen will be organisational rather than technical. That means they're fuzzy. So it is important to try and be as precise as you can be at the beginning about what is the best outcome you can reasonably expect and how you'll know whether your action has been successful.

Finally, and most importantly, we want you to give yourself a target, both in terms of the time-scale you plan to operate over and how you will measure success.

Having done all this, we want you to identify what your next step will be after you have successfully completed that first action.

Which key organisational aspect do you need to improve first?

Energy policy	Organising	Motivation	Information systems	Marketing	Investment

What is the first action you are going to take?

Who are you going to get to help you?

How are you going to increase your influence?

LEVER	WAVE	BY-PASS	HITCH-HIKE

What time scale do you intend to operate over?

IMMEDIATE	SHORT TERM	MEDIUM-TERM	LONG-TERM

How will you measure success?

How will you publicise your success?

What will your next step be?

next steps

C*onclusion*

Congratulations on finishing the manual. We hope it has been enjoyable as well as illuminating. It introduced you to some of the key factors involved in negotiating a change to improve your organisation's energy management practices.

In the first section you used the matrix to identify your current organisational profile. You decided on a key area that you felt needed attention and thought about the first action to bring about improvement - and that first action is so important.

You may think that you face a long and difficult struggle to bring about a change, it may be hard to even see where to begin. If we have done nothing else in this manual perhaps we have helped you see what the next step might be.

You reviewed some of the factors affecting change and identified barriers to progress and where you might look to for potential support; the corporate culture in which you are operating, your personal style and how these mesh and impact on the likely success of your chosen action.

You looked at mechanisms that might enhance your individual influence and how your chosen action related to your wider strategy. Finally. we asked you to summarise all the main decisions into a simple action plan which we hope you can take and start to implement.

There is no magic formula for improving energy management. You need to take these ideas and adapt them to the culture in which you operate. It is very unlikely that you will be able to bring about change solely on your own. So you must involve others in the process.

You made some key decisions and we wish you every success when you try to put them into practice. It is worth pointing out that in 1993, BRECSU contacted everyone who attended the first series of Corporate Energy Management workshops and asked how they had got on with their chosen action.

Seventy-eight percent of them had already taken positive action to improve the way their organisation manages its consumption of energy. Only 9% of them reported that they had failed to achieve any improvement. We hope you will be able to follow their example and successfully implement your action plan.

If using the manual has helped you, introduce it to other relevant people in your organisation. Encourage them to work through it as well and use it to develop a shared perception of what needs to be done to improve in your own circumstances.

You may also want to read General Information Report 12 which covers many of these issues in greater detail. You may also find the series of Case Studies on 1 'Energy Management' valuable as a benchmark against which to compare your present performance.

We hope you have gained new insights into your current position and identified ways to make progress. Your challenge will now be to communicate these insights to others and to start a collective effort to bring about change.

The Government's Energy Efficiency Best Practice programme provides impartial, authoritative information on energy efficiency techniques and technologies in industry and buildings. This information is disseminated through publications, videos and software, together with seminars, workshops and other events. Publications within the Best Practice programme are shown opposite.

Visit the website at www.energy-efficiency.gov.uk

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Energy Consumption Guides: compare energy use in specific processes, operations, plant and building types.

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Future Practice: reports on joint R&D ventures into new energy efficiency measures.

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Fuel Efficiency Booklets: give detailed information on specific technologies and techniques.

Introduction to Energy Efficiency: helps new energy managers understand the use and costs of heating, lighting, etc.