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**Climate resilliance:
behaviour change for
corporate climate action**



Agenda

- Background
- Approach to behaviour change
- Audiences
- Difference between awareness and behaviour change
- Cognitive influences
- Infrastructure influences
- Social influences
- Communications
- Questions

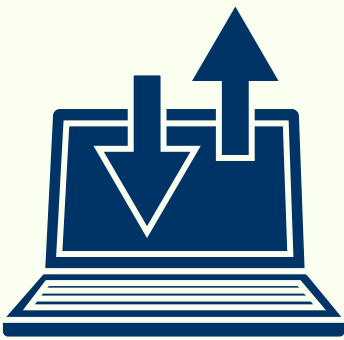
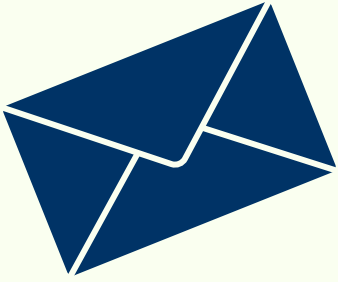
Have a behaviour in your mind for the questions I will ask

About

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Using behavioural science in sustainability work



Sustainable sidekicks behaviour change services

- Bespoke workshops
- Mentoring for campaigns and initiatives
- Behaviour change research
- Development of campaigns
- Reviewing documents and communications



Do you want to achieve behaviour change for the environment?

Apply this theory of change to your campaign, business or workplace to replace unsustainable habits for more planet-friendly actions.



GET SPECIFIC ON THE BEHAVIOUR AND AUDIENCE

- Decluster the behaviour
- Segment your audience



WHAT IS DRIVING THE EXISTING BEHAVIOUR?

- Understand the:
- Cognitive shortcuts
 - Infrastructure
 - Social expectations



WHAT STRUCTURAL CHANGES ARE NEEDED?

- What are the:
- Objects
 - Materials
 - Systems
 - Infrastructure that need to be replaced?



HOW CAN IT BECOME SOCIALLY ACCEPTABLE?

- What will make it a social norm?
- Who are the messengers?



HOW CAN YOU COMMUNICATE POSITIVELY?

- Use your message to:
- Reinforce desirable behaviour
 - Emphasise how many people are taking action
 - Show people they will make a difference

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Audience segmentation

Who are you communicating with?

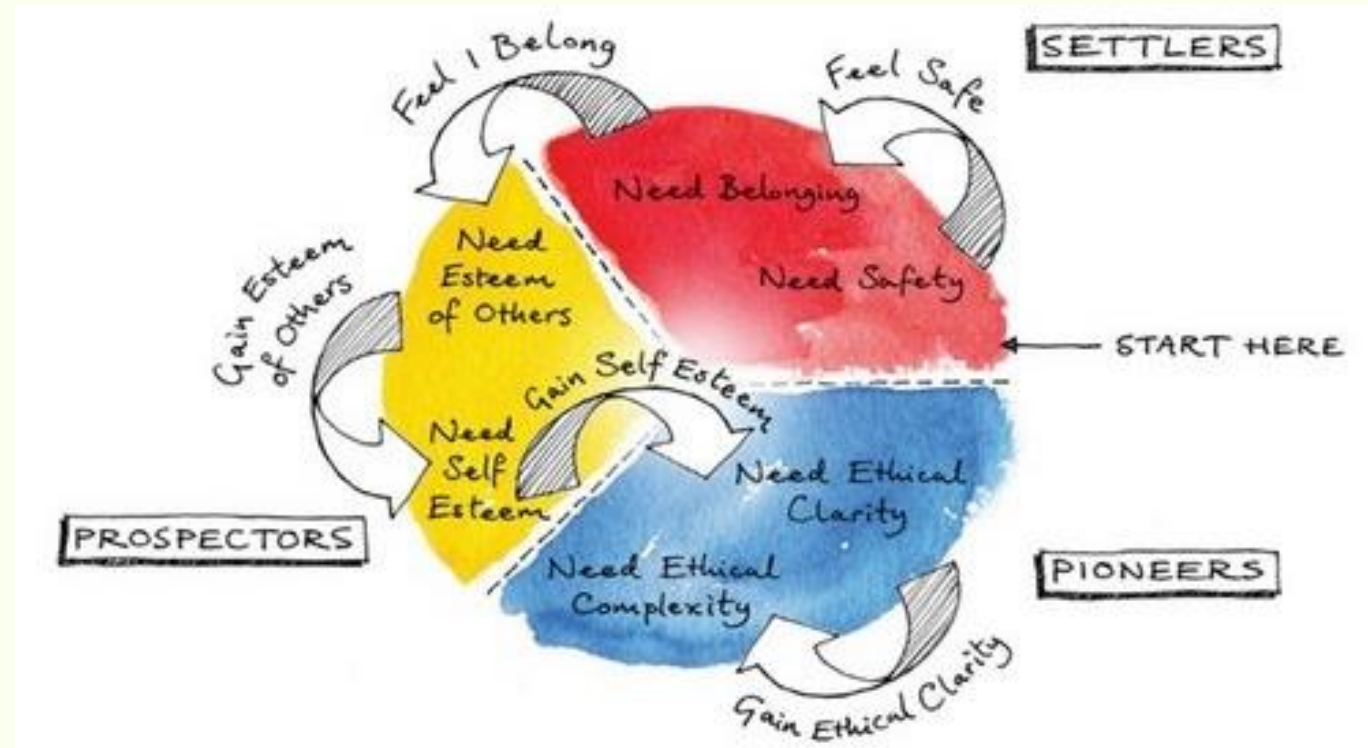
- Segment out your audiences as everyone is NOT an audience



Different people groups

■ Maslow Groups

- Settlers
- Prospectors
- Pioneers



[Chris Rose- Campaign Strategy](#)

'What Makes People Tick: The Hidden Worlds of Settlers, Prospectors and Pioneers' Chris Rose

Pioneers, prospectors & settlers

Pioneer characteristics:

- Bigger picture thinking
- **Ethical concerns** e.g. environment, social injustices and poverty issues

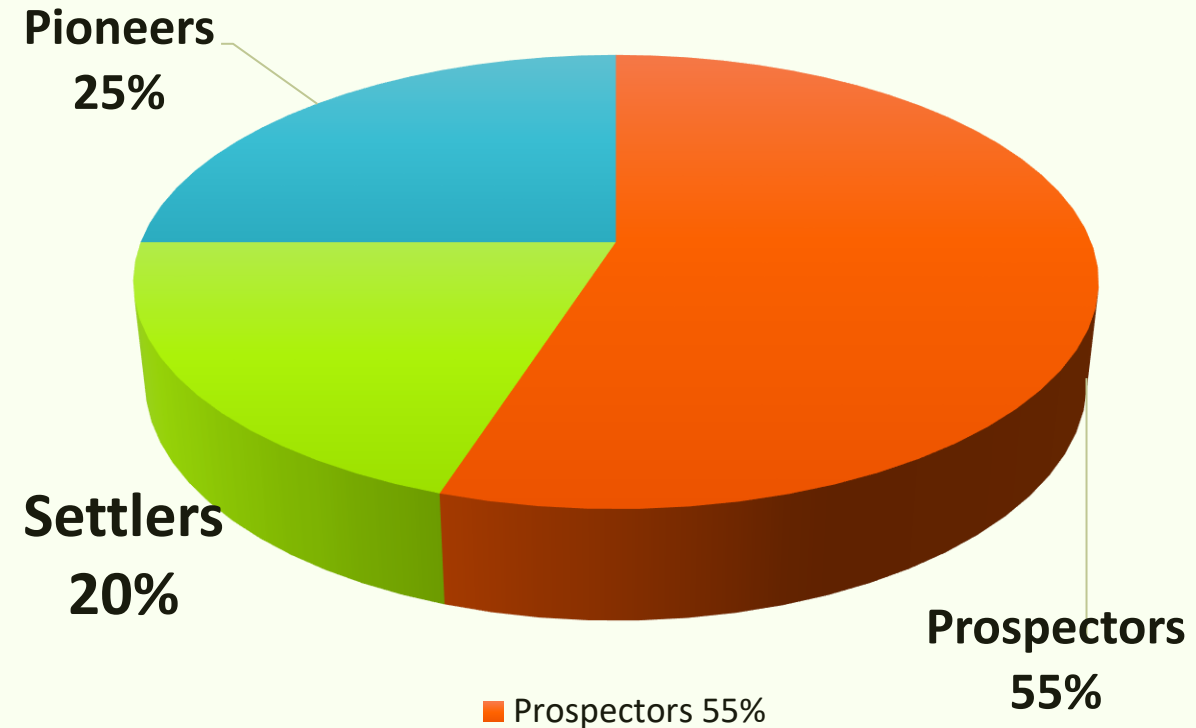
Prospector characteristics:

- **Trend and fashion conscious**
- Get involved with campaigns and new ideas if good for their **personal status**

Settler characteristics:




- Priority is **family, home, friends** and local **'community'**
- Not keen on change and **prefer the status quo**

In 2015 the world was made up of:



[Find out your value mode](#)

Who do you think thought this about the English Sea?

-  Wonderful
-  Scary and unknown
-  Grey and dull



Framing

How else can you frame the message other than the environment?

- People-centric vs planet-centric
- Health – (air pollution, transport, plastics)
- Social status
- Personal benefits
- Fun

GAP Energy Reduction Initiative

Whilst asking nurses to turn off lights to save money didn't motivate them

Telling nurses that natural light and quiet time increased patients recovery time did

This led to £400,000 in energy saving at Bart Health Trust



**Who do you think you are
working with?**

**Could you use this test in
your organisation?**

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Difference between awareness & behaviour change

The education approach

Examples of education on plastic reduction:

- Putting up a poster
- Organising a talk
- Sending an email

- [Katie Patrick – How to save the world](#)

THE EDUCATION APPROACH VS

Let's look at an example of a project to get people in a large office building to use fewer disposable plastic bottles. If we make the mistake of thinking that *education* leads to change, we might design an *educational* strategy like this:



1. Putting up a poster that has facts about plastic waste in the lunchroom.



2. Getting a local environmental leader to give a talk about plastic pollution.



3. Putting a pamphlet on reducing plastic on every employee's desk.



4. Going to a conference about plastic pollution.



5. Making everyone watch a documentary on how bad plastic is for the environment.



6. Writing a post on the company blog about how the company is trying to reduce its plastic use.

The Value-Action Gap theory indicates that these six educational initiatives will have a weak effect on getting people to change their plastic bottle use. Getting people to *care* about the issue isn't the most important thing in creating change.

The behavioural approach

Examples of behaviour change:

- Giving everyone a water bottle
- Asking people to write a pledge
- Putting all the pledges on the wall
- Using smiley faces to acknowledge people using their water bottle

Katie Patrick – How to save the world

THE BEHAVIOR APPROACH

Your project will take a different form when you design it to empower a *behavior*. People already know that disposable plastic is bad. They probably don't need much more education or emotional persuasion. A campaign that targets *behavior* might include:



1. Giving everyone in the office a reusable water bottle.



2. Installing a SodaStream in the office kitchen.



3. Getting each person to write out a pledge to promise to use their reusable water bottle.



4. Adding a smiley face or sad face to the daily chart when re-usable water bottle use goes up or down.



5. Putting up all the written pledges on a wall where people can see them.



6. Installing filtered water refill stations in easy-to-find places.



7. Counting the plastic bottles thrown out every day and writing the number on the wall in a clearly visible place, and charting the numbers over time.



8. Creating a sticker chart and putting a happy sticker on it for each person who uses a reusable plastic water bottle.

People need to feel *empowered* to influence change, like *their one action is making a difference*. These eight techniques empower our group of people for action.

Information deficit model

- People just need educating and then they will take action!
- **WRONG!** Just because you have shared information, don't think people will act upon it
- The **knowledge-action gap** demonstrates that people who know, still don't change their behaviour

WWF REDUCE, REUSE, RECYCLE

What we consume and the packaging it comes in creates over a tonne of waste per household per year!

Landfills release large amounts of methane (CH₄) which contributes to climate change.

Here's how YOU can be part of the solution!

REFUSE
SAY NO TO PLASTIC BAGS!
Use cloth bags or a backpack when shopping. Aussies use up to 4 BILLION PLASTIC BAGS A YEAR. They last from 20 - 1000 years in the environment and are a major threat to wildlife.

RECYCLE
ALWAYS RECYCLE PAPER & CARD
Recycling paper and cardboard containers reduces waste to landfill by up to 27% and saves trees!

RECYCLE
AVOID NON-RECYCLABLES
Avoid packaging that won't go in your recycling bin, like styrofoam. Plastic packaging marked code 1, 2 or 3 can usually be recycled, several councils now also accept codes 4 - 7. Check with your local council.

REDUCE
MAKE THE MOVE TO CLEAN ENERGY
Switch to solar hot water – good for the environment, good for your bill. Be sure to ask your electricity provider about switching to a renewable energy plan or check out Diamond Energy and PowerShop.

REDUCE
REDUCE YOUR ENERGY USE
Cut your household emissions by up to 10% by using energy saving lightbulbs and up to 50% reduction by choosing energy-efficient whitegoods. Good for the planet, good for your electricity bill.

COMPOST
Get a compost bin or worm farm for food scraps. Means less landfill & great for your garden. Contact your local council for more information.

REUSE
DON'T THROW IT UPCYCLE IT!
Did you know that over 90% of plastics & metals in mobile phones and batteries can be reused in new products. Upcycle with Mobile Muster and Clean Up Australia.

CHOOSE
Opt for environmentally friendly & ethically made products. To learn how to shop smarter in Australia, visit projectjust.com and ethical.org.au

REUSE
REFILL YOUR OWN DRINK BOTTLE
Single-use plastic bottles generate an enormous amount of waste that is ending up in landfill, oceans and waterways. Refill your own stainless steel or BPA-free bottle and save money too!

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Cognitive influences



Our brains are wired for short-term thinking

- **Temporal discounting**
 - People put **more value on what is available right now** rather than a more distant and future goal.
 - Accept less money now than more in the future
 - People get **demotivated by the big goal** if they don't see a **reaction** immediately
- **Evolutionary wired for immediate certain threats**
 - Deadlines for work
 - Need to focus on the immediate and local effects of climate impacts



Thinking is energy intensive

Uses a lot of energy to:

- Make decisions
- Process complexity
- **Make change**

This is a our system 2 part of the brain..

At work this is being used for:

- *Working*
- *Solving problems*
- *Interacting with the team*

Daniel Kahneman

Thinking fast and slow

System 2:

- **Slow**
- **Deliberate**
- **Logical**

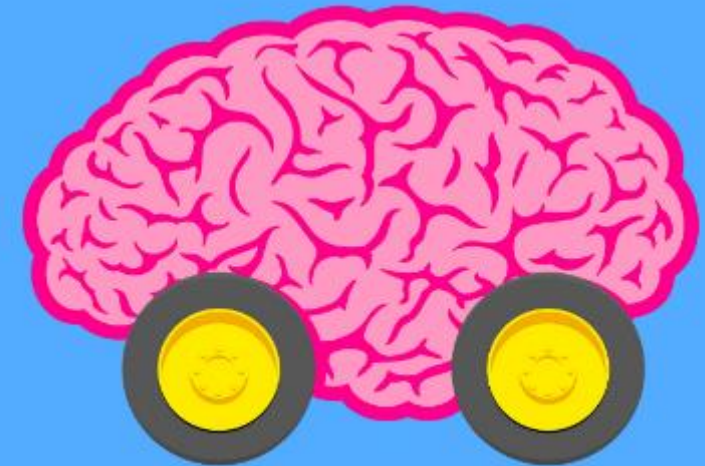


Ways the mammal and lizard brain saves energy

- **Habits** – Repeated actions and activities don't require thought
- **Memories & context** – Relies on previous experiences to make decisions
 - What happened yesterday at work
 - What did I do last time I left the office
 - Last time I went to the bin
- **Emotions** – Uses emotions to make decisions (what will make **me feel good right now**)
- **Short-cuts and the easy option** – choosing the path of least resistance
- **Rewards** – Looks for rewards and the feel good option

System 1:

- **Fast**
- **Instinctive**
- **Emotional**



Building new habits

- **Habit discontinuity theory:**
To break a habit need to become conscious of our actions:
 - For example: being asked if we want to pay 5p for a plastic bag
 - Having the chute blocked in a flat
- **One thing at a time** – lots of behaviours and our brain can't automate them
- **Repetition** – 21 days -1 year its all about repetition
 - This is where focused challenges can help where everyone is working on the same thing for a set period of time
- **A reward, feedback or sense of achievement** – our brain seeks out things that make us feel good
 - This can be social acknowledgement of actions



But what prevents the brain building new habits?

A word of warning.....

- **Tiredness** - The brain will default to old habits if it is tired as doing new things is energy intensive
- **Headspace** – To learn new behaviours there needs to be space to comprehend things and downtime to process things
 - Money worries have been shown to inhibit cognitive functions in [studies](#)



Icons for mental shortcuts

- Our brains process visual images 60,000 times faster than text
- In a study students achieved a test result of 89% with image instructions vs 40% with text-only
- Bins with images are easier to understand



Overcoming the psychological factors

Our brains are wired for shortcuts & can only process a certain amount of information

When designing things must assume:

- have low motivation
- low patience
- hate doing anything
- And are trying to complete a task as quickly as possible



In other words we have to remove the friction from a behaviour and design “a path of least resistance”.

Increasing friction to unsustainable behaviour

How can you make it harder to do the other action?

- Car parking charges
- Having to go to the printer to hit print
- Having to request meat
- Removing under-desk bins



Is the behaviour you are thinking about driven by cognitive shortcuts?

Any ways you could increase the friction?

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Infrastructure changes



How infrastructure and layout influences behaviours

- **Choice architecture** - describes how the decisions we make are affected by the
 - **Layout**
 - **Sequencing**
 - **Range of choices** that are available
- People will choose the
 - Easiest option or
 - Most familiar (**status quo bias**)
- Manage the choice architecture so the **default option is the eco option** e.g. remove or charge for the disposable cup.



Lowering meat content & food waste through choice architecture and defaults

- Improving the **visual presentation of vegan and veggie options** on a buffet e.g. a display of vegetables and olive oil around it
- **Doubling the proportion** of vegetarian meals offered **increases vegetarian sales by between 41% and 79%** - 2 in 4 menus items in a Cambridge study
- BECC Conference made **the default choice** vegetarian **on the booking form**. Had to change to meat- 20% choice meat
- Changing the size of serving spoons and plates in a canteen reduced food waste



**What infrastructure changes
could you make for your
target behaviour?**

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Social influences



Social influences & social proof

Social norms

- What people should and should not do given their social surroundings
 - **Injunctive norms** - what society in general approves or disapproves of
 - **Descriptive norms** - what others around us do
- **Social proof** - We look for others to confirm our behaviour
 - More influenced by **people who look like us**
 - In situations of uncertainty more likely to do **what other people do**
- Office people ate at desks as perceived didnt have enough work to do otherwise
- Manager had to sit down stairs to drive change



Modelling energy reduction behaviours in the workplace

Examples from studies that reduced energy usage :

- **Profiling of employees** who exemplify good energy conservation behaviours with public recognition and rewards
- **Public displays** of the energy savings of **other colleagues**, groups of colleagues, or an office average.
- Bringing **colleagues together to share stories** of how they have done it



How green champions influence

- In a study 'Environmental Champions' monitoring energy usage led to a 5.4% saving in electricity
 - Not because values, attitudes or knowledge changed
 - Reinforced the existing 'officially accredited' rules for office conduct through the introduction and policing of new social expectations and rules involving pro-environmentalism.
 - Green champions and employees did complain that they felt they were being policed- but it still worked!



Public social feedback

- **Social acknowledgements are more effective than financial rewards** for sustaining behaviour
- **Badges of honour** are visual and social recognition which can be more effective for sustained behaviour change e.g. **emails, award ceremonies, office prizes**
- In a study it was found that:
 - Publically given rewards outperformed ones given privately
 - Social rewards (grade points with a descriptive comment) outperformed monetary ones
 - Public social rewards generated energy savings of 6.4% whilst private monetary rewards led to an increase in energy use.



What are the social influences to your behaviour?

Which social interventions could you activate?

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COMMUNICATIONS





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Changing the narrative

**STOP
BUYING
CRAP
AND
COMPANIES
WILL
STOP
MAKING
CRAP.**

**"IT'S ONLY ONE STRAW"
SAID 8 BILLION PEOPLE**



**70%
OF ALL
DEFORESTATION
IN THE AMAZON
IS FOR LIVESTOCK
FEED/GRAZING**



**EAT LESS
MEAT
& BE GREEN**

DON'T CARE ABOUT
THE ANIMALS
YOUR HEALTH &
WELLBEING
GLOBAL WARMING
**LIVESTOCK =
GREENHOUSE GAS**
FEED THE HUMANS
A LESS POLLUTED
FUTURE
YOU CAN HELP



Our Lungs are Burning



Negative social proof

70% of people don't recycle

Negative descriptive norms:

This sign **increased littering** in an experiment in Looe Cornwall



1 out of 10 people litter

Litter harms our
community and marine life

Describing what to do

- **Prescriptive norms-** Telling us what to do, and what is expected
- **Positive descriptive norm-** focusing on how many people are doing the 'ideal behaviour'

These **reduced littering** in Looe, Cornwall



Be a hero - recycle

Litter harms our
community and marine life



9 out of 10 people use a bin

Litter harms our
community and marine life

Feedback loops

People need to know their behaviours are making a difference, the closer to the behaviour the more impactful this is



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Further support

Further support and resources

- Team workshops on
 - Behaviour change theory
 - or
 - Developing solutions to a specific behaviour
- Behaviour change Initiative development
- One to one support for sustainability leads
- Research on what is causing the behaviours in your organisation

Upcoming workshop:

Behaviour change for environmental communications

Wed 28th June (Connect on LI as it's going live in next couple of weeks)



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