

Motivating staff to save energy

Motivating senior management, departmental managers, general staff, and unions to behave in an energy-conscious manner is the key to saving energy.

It is not an easy task, and at times a thankless one, but it can be done.

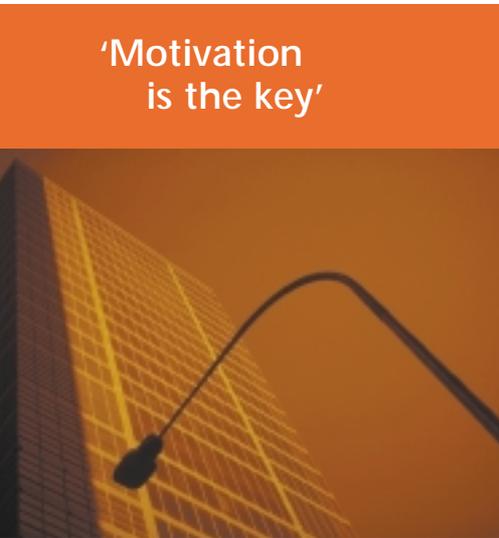
Being successful in saving energy is often a question of motivating people to behave in the way you want. How you go about this will depend primarily on your own management style and the culture of the organisation.

As we described in *Taking Responsibility for Energy Management*, there are several forms of organisational culture—entrepreneurial; team based; hierarchical; and market driven. Each has a specific style of management that requires its own form of motivation. You will need to adapt your method for motivation to suit the culture of the organisation. However, different departments within a business may have their own cultures that are distinct from the organisational culture. Therefore, you may have to tailor your ideas to suit particular individuals or small groups.

Some of the groups you will need to motivate may include:

- senior management
- departmental managers
- line managers
- facilities managers
- general staff

'Motivation
is the key'



When motivating people:

1. don't assume that money is the only, or the best way to motivate. However, financial rewards can be seen as recognition for work well done;
2. recognition and responsibility have a big impact on motivation;
3. increasing autonomy, discretion and personal accountability will increase motivation;
4. motivation always comes from within—people must want to be motivated.



What's in it for me?

Before we discuss ways you can motivate your organisation, you need to understand that problems with motivating people will generally be the same whether you work in a government organisation or a private enterprise, a large company or a small business.

How do you get people to switch off unnecessary lights? How do you get them to read meters accurately each month and send the data in on time? How can you get agreement to invest in a measure you are convinced will save energy?

What motivates people depends very much on the individuals concerned and their situations. What motivates process workers on an assembly line will probably be very different from what motivates clerical staff in a large bureaucratic organisation, or sales personnel in a small company in a highly competitive market, or professionals in a rapidly changing, high technology industry.

There is no simple formula or 'easy answer' to the question of how best to motivate employees.

However, a person's decision to act or not to act in the way you want them to will most likely involve the question 'what's in it for me?'. Try to think like they think, see things the way they see them, and understand their needs.

'What's in it for me?' defines exactly what benefits the person will get when they take the action you want them to take.

Benefits

Everyone has the right to ask 'what's in it for me?' before they decide to act the way you want. What's more, the 'what's in it for me?' factor for senior management and general employees often comes in vastly different guises. Each group will have a different interest in energy and will therefore need to be motivated in a different way.

Senior management

One of the main motivations of senior management is to improve the organisation's performance, and if it is a public company, to increase profits. Senior management will consider exactly what will happen to the energy savings achieved, and how these savings will benefit the organisation.

The energy manager's aim here is to draw a comparison between 'before' and 'after' situations. You must demonstrate to senior management how the organisation has benefited from energy efficiency measures. The energy manager must describe how savings have been achieved, whether through tariff negotiation, investment in specific energy-efficiency measures or through better management. This information should be quantified and presented to senior management as a leverage to gain better support or more funding for energy management activities.

Other important motivations for senior management are good corporate citizenship, where adopting an energy-conscious strategy enhances the public image of the business, and environmental obligations.

Departmental managers

Make departmental budget holders responsible for controlling energy costs. Strive to convince senior management that any savings on the energy budget should be retained by the budget holders, who will then have a motivation to reduce energy consumption.

General staff

When trying to motivate general staff, there are several tactics you can take to highlight the benefits of energy efficiency. You may decide to explain how energy savings may lead to improved job security, or improved working procedures or conditions. Monetary benefits for employees could be more direct through special incentive payments or through sharing the savings achieved. Some may benefit by adopting an 'energy efficiency ethic' and practising energy-saving measures outside of work. Others might even be motivated by a general commitment to the organisation and its objectives, while others may gain a personal sense of achievement just through seeing the results.

Environmental considerations will, for many, be as significant as saving money. Information on the environmental impact of energy use can make a lasting impression on employees. Therefore, calculate the impact of your energy saving on CO₂ and other greenhouse gas emissions. Present this in terms of climate change and the greenhouse effect. Employee motivation to save energy is more likely to be driven by helping the environment, than by saving their employer money.

Also consider whether your organisation could donate a proportion of its energy savings to charity. If a department saves on its energy budget, staff could nominate a charity to which some of this surplus is donated.

It is important for the success of an energy management strategy to raise staff motivation and awareness to save energy. One way to achieve this is to suggest that energy management at home, at work, and in their transport habits is the single largest contribution they can make to be 'green' and benefit the environment.

Tips

Staff need to be made more aware of:

- why and how energy is consumed in the organisation;
- why energy saving is important;
- how their everyday behaviour affects energy consumption; and
- what effect saving energy will have on them?





CASE STUDY 3

In many organisations, there is enormous potential to save energy through good housekeeping, and by raising the awareness and motivation levels of staff who are end-users of energy.

The ANZ Bank's Property Management team established a system for monitoring energy consumption at all ANZ sites in Australia. However, the Property Management team realised that further success depended on staff involvement in using energy wisely. ANZ recognised that successful energy management relied as much on staff involvement as it did on using the correct technologies.

The Energy Awareness Program was launched in March 1996, and consisted of posters, stickers and an energy efficiency guide for all ANZ staff, providing hints on how to save energy. Included were facts on energy use as well as handy hints on how to conserve energy in the areas of heating and cooling, lighting and office equipment. The program deals with the human element and the importance of people in the success of energy management programs.

CASE STUDY 4

One way to motivate managers is to make them responsible for the energy costs of their department. Ford Motor Company of Australia has done this by making line managers responsible for energy consumption.

Departments report their energy consumption to the management committee, and the applications for the purchase of new equipment or the installation of new processes must report on the energy implications. Keeping the cost savings within their own department can reward managers.

