



Employee engagement - encouraging pro-environmental behaviour change in businesses

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How do you engage employees and encourage pro-environmental behaviour?



- ▶ encourage behaviour change around embracing sustainable initiatives
- ▶ top tips for running more impactful behaviour change campaigns

The importance of Mindset (Dweck, 2006)

► Fixed vs Growth Mindset

Two different types of mindset:

People with a **fixed mindset** believe that qualities such as intelligence are fixed and unchangeable

People with a **growth mindset** believe that these abilities can be developed and strengthened by way of commitment and hard work



The importance of mindset

- ▶ Deficit models

Ideas that focus on what is missing rather than what can be improved

A **growth mindset** can contribute to greater achievement and increased effort



Ways to develop a Growth Mindset

- ▶ Cultivate a sense of purpose
- ▶ Value the process over the end result
- ▶ “Not yet” is OK (No vs Not Yet)
- ▶ Turn criticism around until you find its gift. The purpose of criticism is to make things better.



The Power of Positive Questions

- ▶ Why should we ask more questions?
 - because what you ask about
 - is what people learn about...



The Power of Positive Questions

One thing you can do...
Increase your “Ask to Tell” ratio

Increasing your Ask to Tell ratio will
help you to...

Broaden and Build

(Fredrickson, 2001 & 2009)



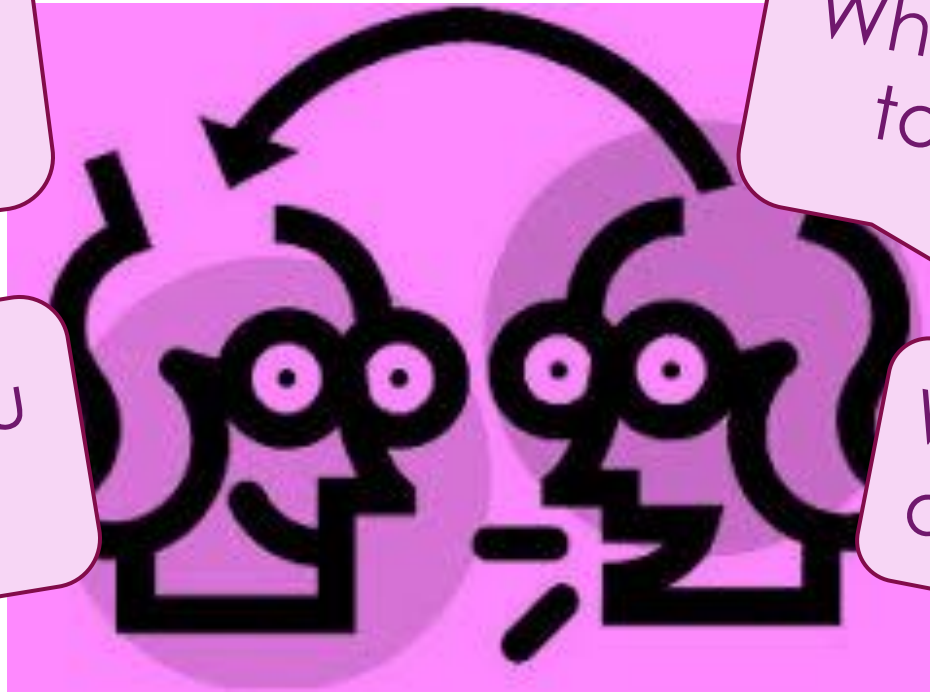
Positive Questions – for individuals

When have you been
at your very best?

What do others say you
are really good at?

What are others able
to do as a result?

What do others
admire in you?



Broaden and Build

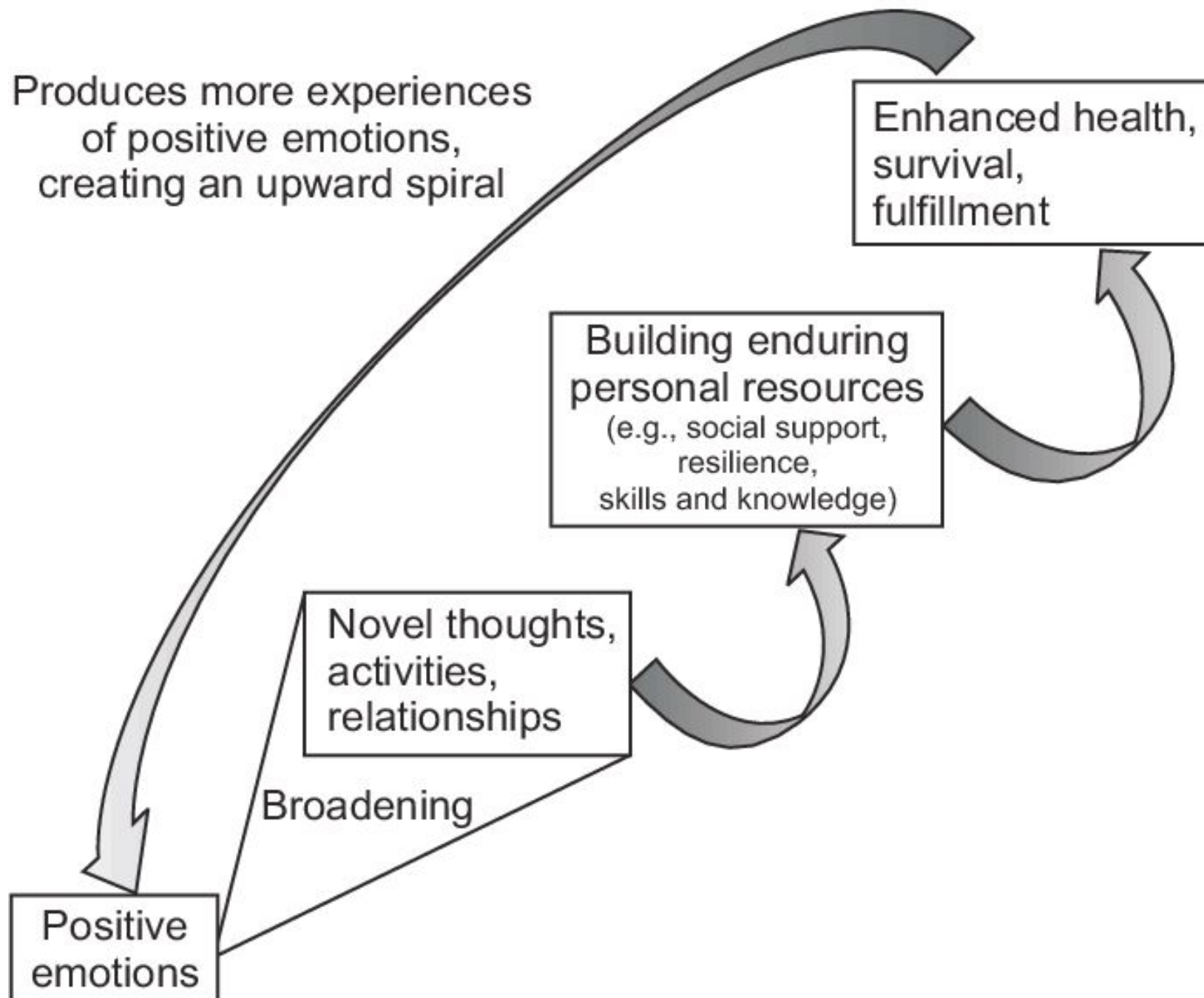
► **Broaden**

- positive emotions lead to positive cognitive, emotional and physiological changes which...
- expand attention... and
- open up possibilities

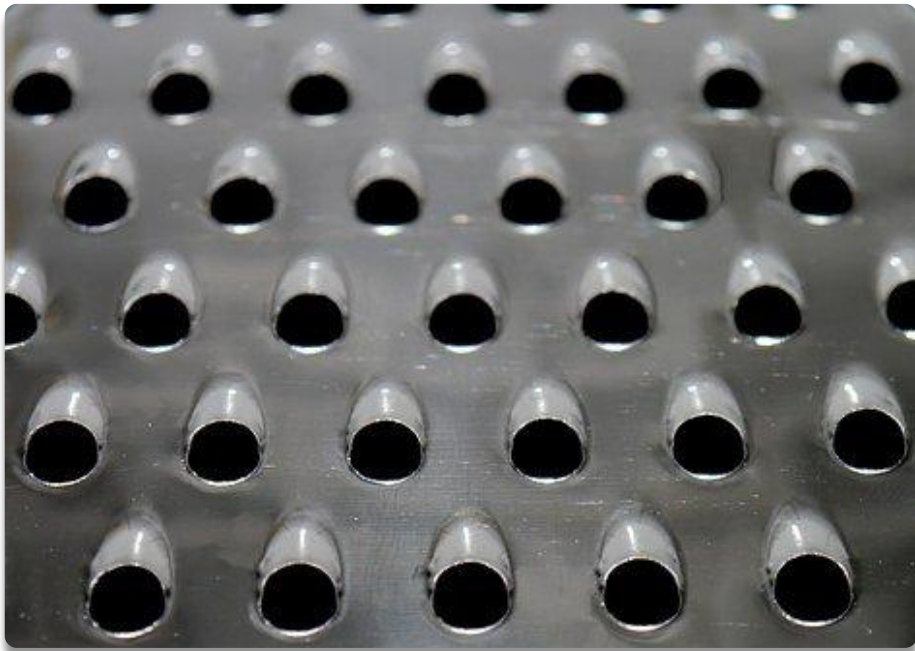
► and **Build**

- resilience





Appreciation



- ▶ Appreciative Inquiry
- ▶ Appreciative Leadership
- ▶ Appreciative Coaching
- ▶ Appreciative Team Building

From Problem Solving to Appreciation

Problem Solving	
Identification of problem	
Analysis of causes	
Analysis and possible solutions	
Action plan (treatment)	
Deficit	

From Problem Solving to Appreciation

Problem Solving	Appreciative Inquiry/ Leadership/ Coaching/ Team Building
Identification of problem	Appreciating and valuing the best of what is
Analysis of causes	Envisioning how we would like it to be
Analysis and possible solutions	Create possibilities
Action plan (treatment)	Continue to learn and improve
Deficit	Development

Appreciative Inquiry – 4Ds

- ▶ Discover – appreciating the best of what has been and what is
- ▶ Dream – a vision of what might be, envisioning what is possible
- ▶ Design – co-constructing, articulating and creating possibilities
- ▶ Destiny – sustaining the changes through networks and learning

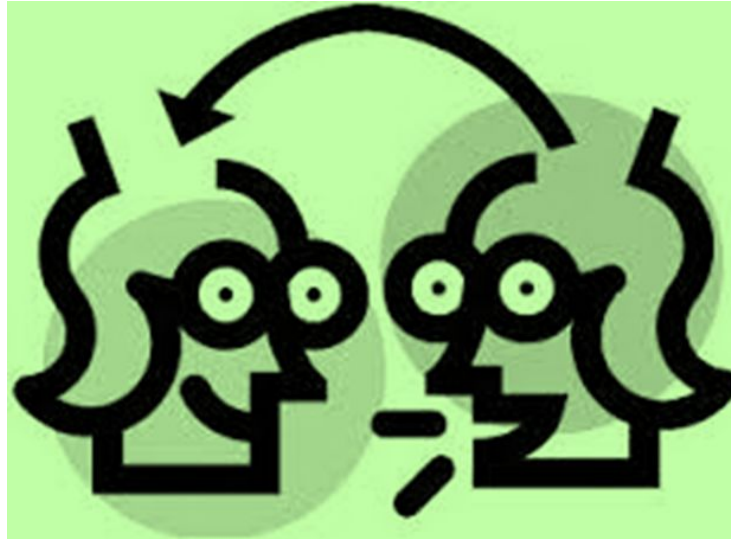
- Discover
- Dream
- Design
- Destiny

Appreciative Inquiry Discover Your Organisation

► Paired conversations

What are you proud of that they have done?

What do they do well now?



What attracted you to work there?

When is it at its very best?

Explore = Discover

- ▶ How could your organisation use your stories to bring in behaviour change?



Explore (AI) Dream

► It is 2 years into the future...

What is
happening?

What are
you most
proud of?

What is the
organisation
like?

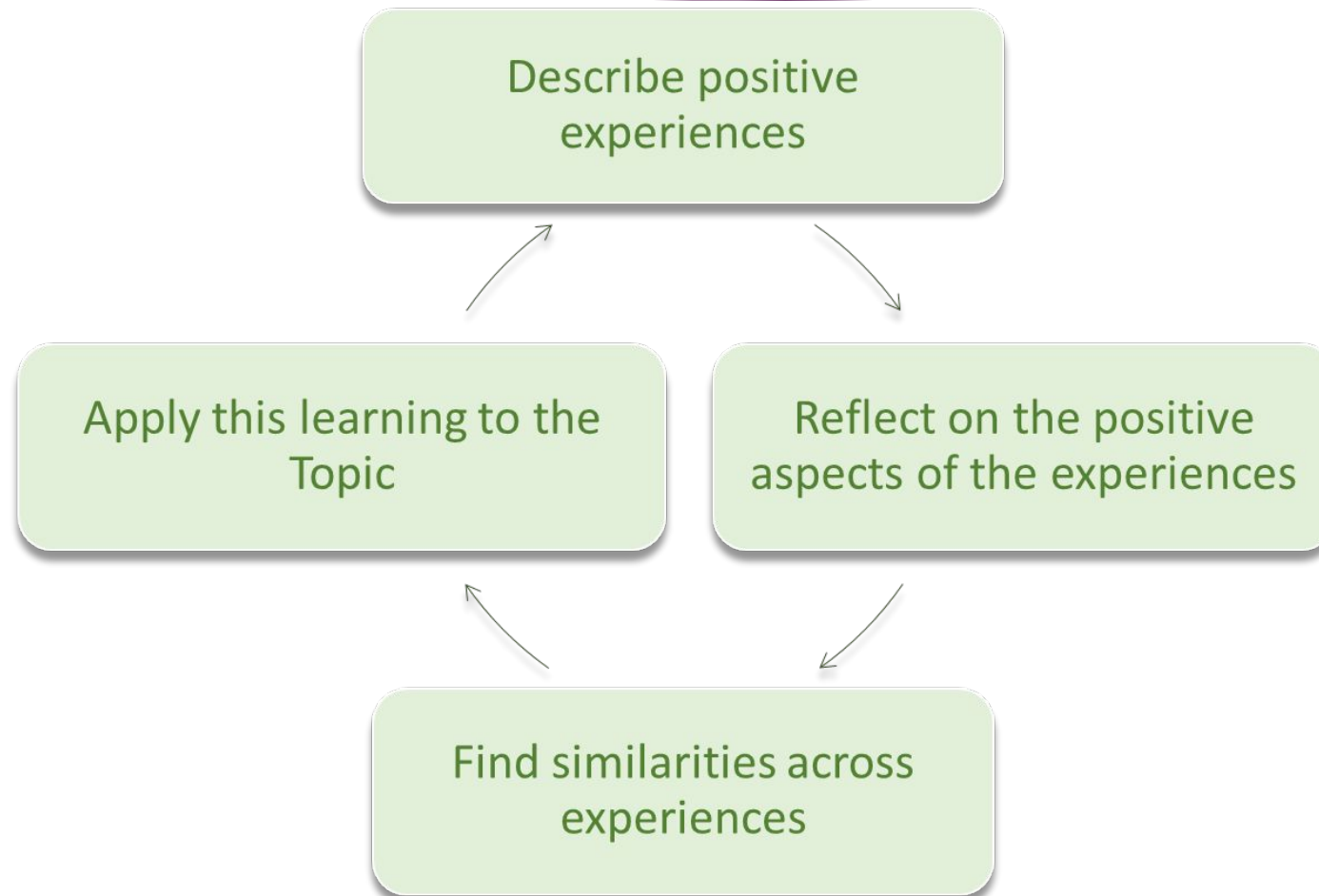
What is the
organisation
best known
for?



Appreciative Leadership



Appreciative Coaching

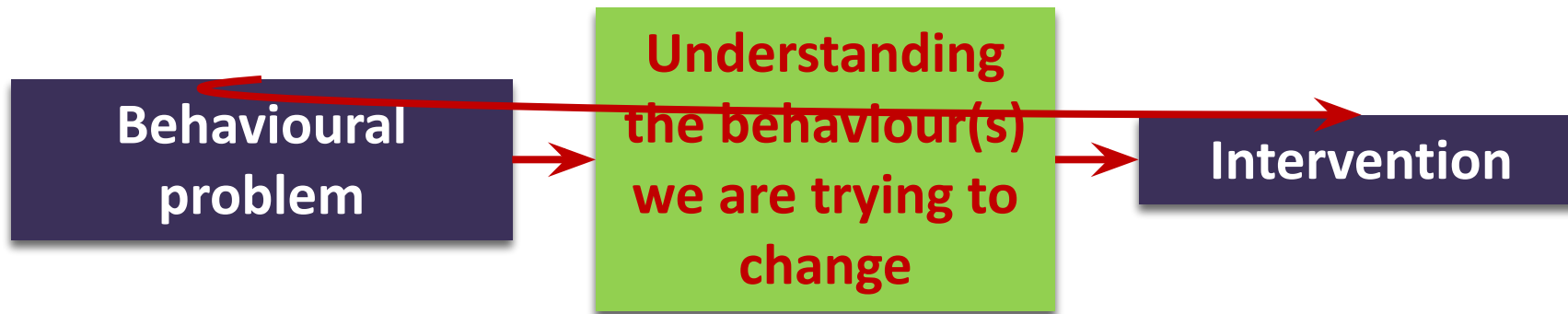


Encouraging Behaviour Change

- ▶ ISLAGIATT
- ▶ 6Es
- ▶ COM-B

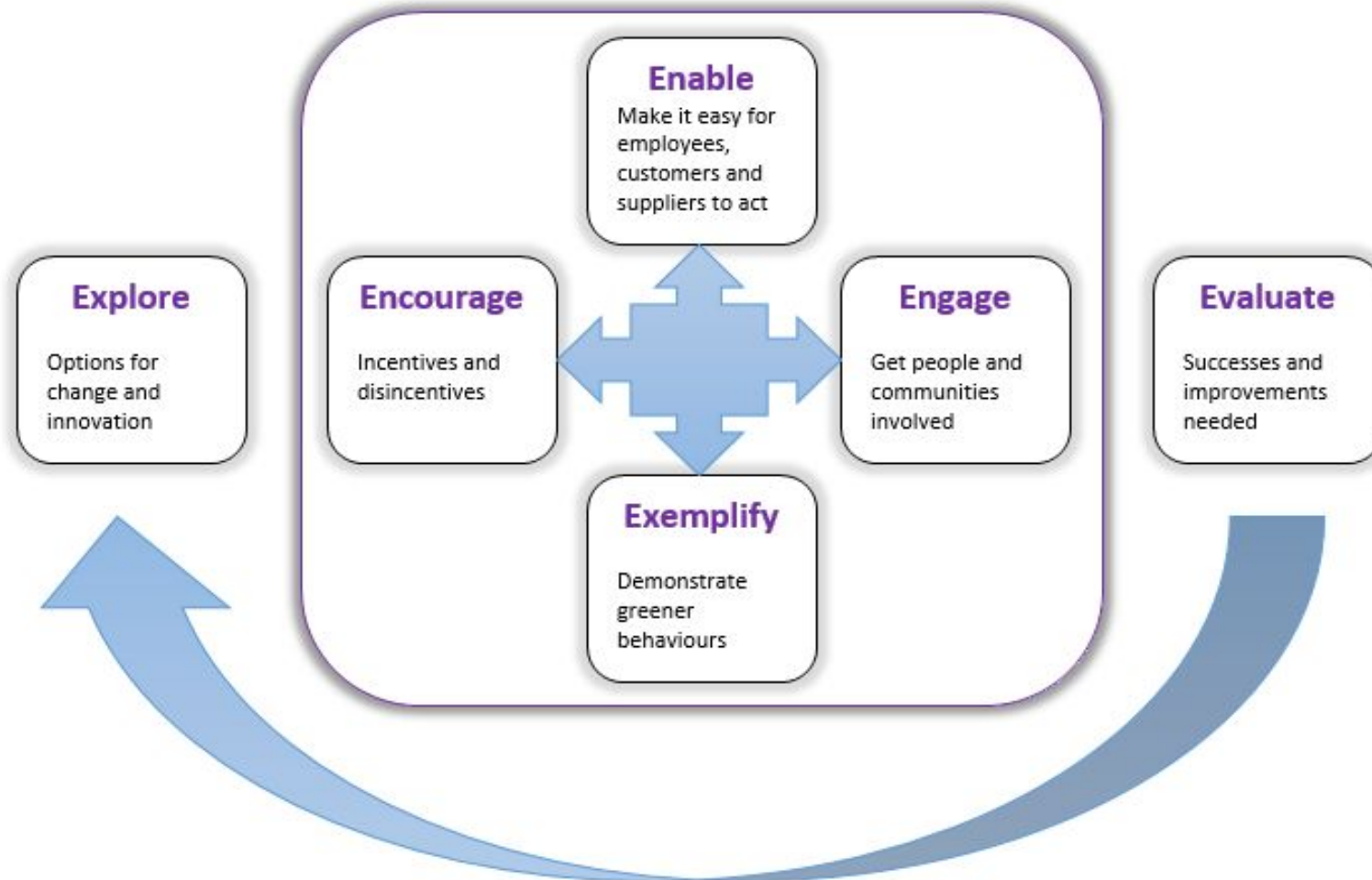
Behaviour Change

- ▶ Many interventions designed according to The ISLAGIATT principle of intervention design...



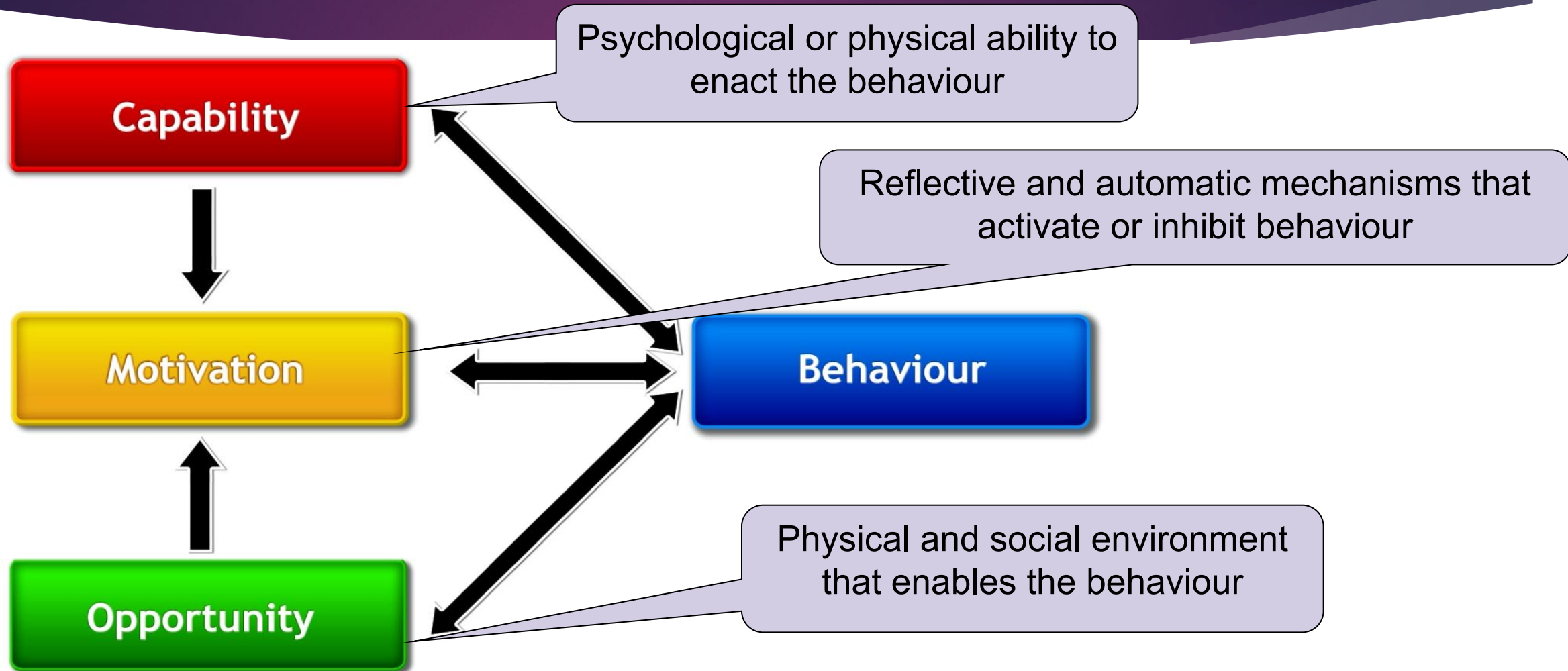
It **S**eemed **L**ike **A** **G**ood **I**dea **A**t **T**he **T**ime

6 Es



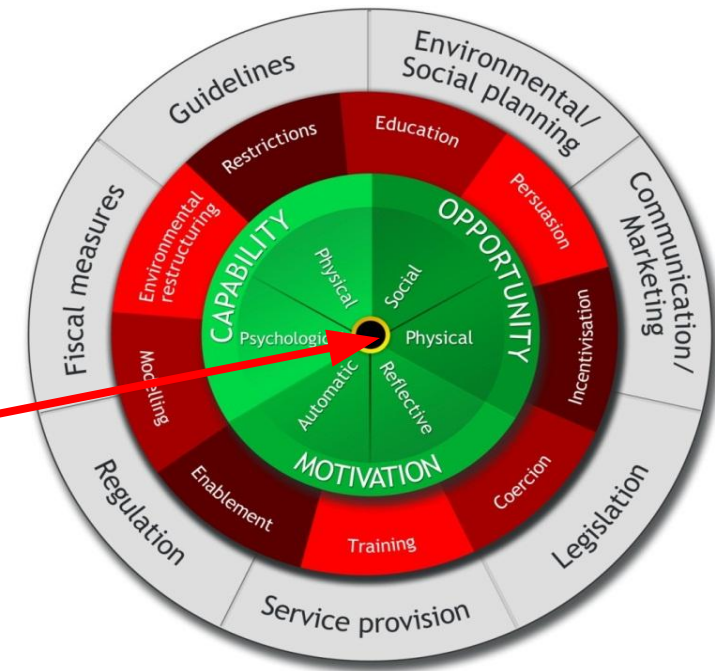
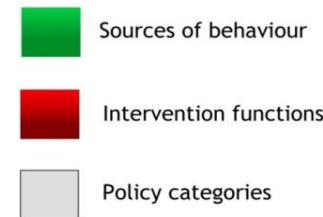
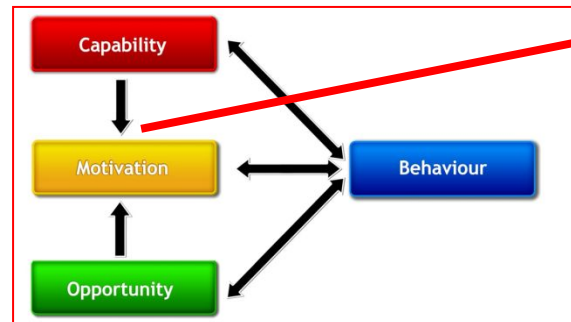
Maskell & Page (2015)
'Engage and Change'

Explore COM-B Facilitators and Barriers



Behaviour Change Wheel

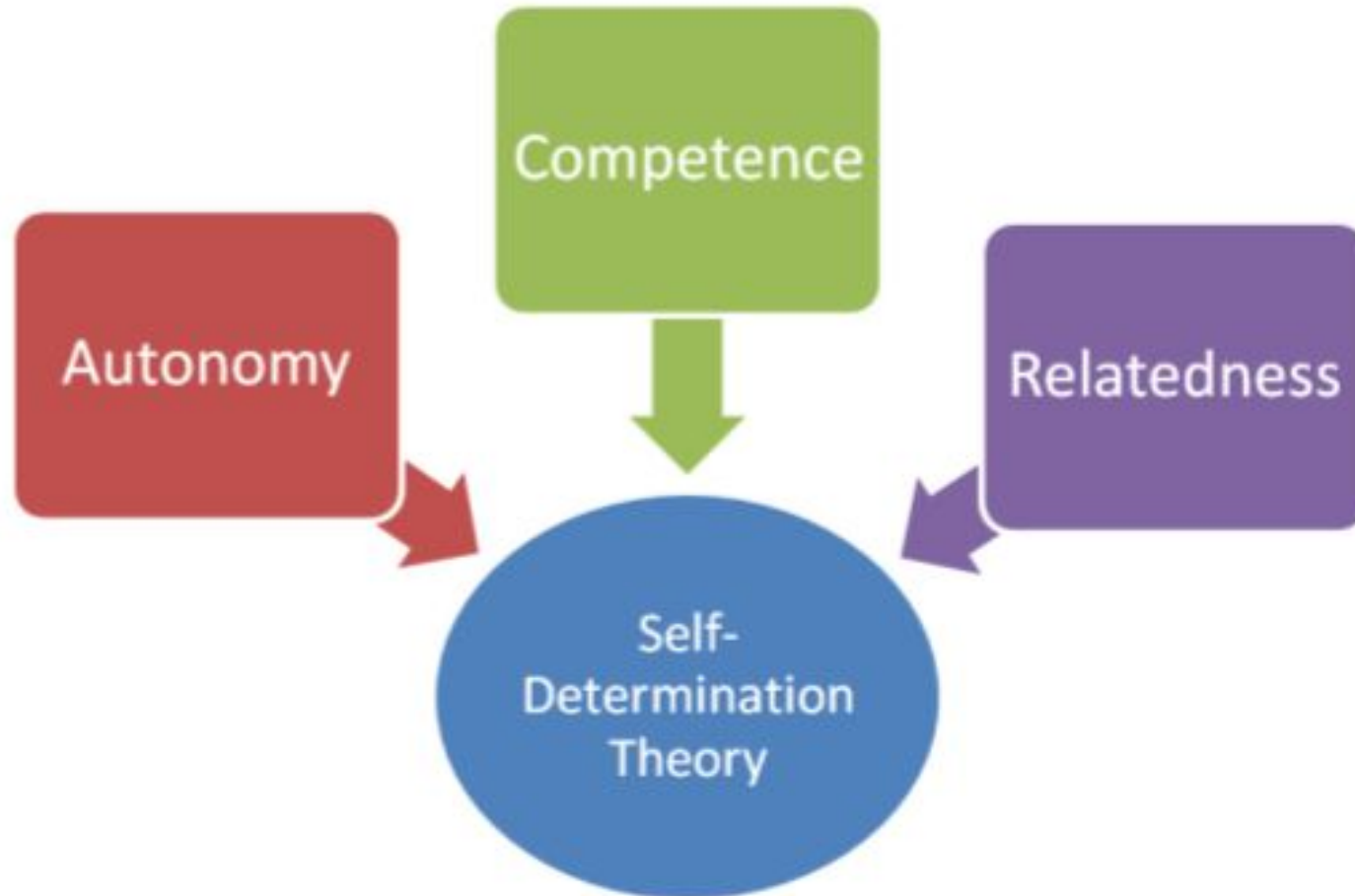
- Synthesis identified 9 intervention functions and 7 policy categories
- COM-B forms the hub of the wheel



Intervention Functions

Intervention	Definition
<i>Education</i>	Increasing knowledge or understanding
<i>Persuasion</i>	Using communication to induce positive or negative feelings or stimulate action
<i>Incentives</i>	Creating expectation of reward
<i>Coercion</i>	Creating expectation of punishment or cost
<i>Training</i>	Imparting skills
<i>Restriction</i>	Using rules to reduce the opportunity to engage in the target behaviour/ increase the target behaviour by reducing the opportunity to engage in competing behaviours
<i>Environmental restructuring</i>	Changing the physical or social context
<i>Modelling</i>	Providing an example for people to aspire to or imitate
<i>Enablement</i>	Increasing means/reducing barriers to increase capability or opportunity

Enable – make it easy to do



Self Determination Theory
Ryan & Deci (2000)

Encourage – goals and feedback



Agree challenging and attainable goals,
provide meaningful feedback (and
feedforward)



(Locke & Latham, 1990)

Engage – get people involved

- Adopt the norms, beliefs, and behaviours of fellow in-group members
- Corporate Social Responsibility activities – get involved with your community



Exemplify – social norms and role models

- Social Norms
- **Normal**
- Acceptable
- Admirable

NUDGE –apply Behavioural Insights

- Easy
- Attractive
- Social
- Timely

5 Top Tips

- ▶ 6Es approach rather than ISLGIATT
- ▶ Be curious – ask more questions (3:1 ratio)
- ▶ Discover the strengths – individual and organisational
- ▶ Develop a Growth Mindset
- ▶ Appreciate more





Any questions?

