Employee engagement - encouraging pro-environmental behaviour change in businesses

DR JAN MASKELL CPSYCHOL MCIPD PIEMA
REGISTERED OCCUPATIONAL PSYCHOLOGIST
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…
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
Produces more experiences of positive emotions, creating an upward spiral

Enhanced health, survival, fulfillment

Building enduring personal resources (e.g., social support, resilience, skills and knowledge)

Novel thoughts, activities, relationships

Broadening

Positive emotions
Appreciation

- Appreciative Inquiry
- Appreciative Leadership
- Appreciative Coaching
- Appreciative Team Building
## From Problem Solving to Appreciation

<table>
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<th>Problem Solving</th>
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<tr>
<td>Identification of problem</td>
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From Problem Solving to Appreciation

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

- Illumination
- Inquiry
- Integrity
- Inspiration
- Inclusion
Appreciative Coaching

- Describe positive experiences
- Apply this learning to the Topic
- Reflect on the positive aspects of the experiences
- Find similarities across experiences
Encouraging Behaviour Change

- ISLAGIATT
- 6Es
- COM-B
Many interventions designed according to The ISLAGIATT principle of intervention design...

It \textbf{S}eemed \textbf{L}ike \textbf{A} \textbf{G}ood \textbf{I}dea \textbf{A}t \textbf{T}he \textbf{T}ime

\textit{Martin Eccles, Emeritus Professor of Clinical Effectiveness, Newcastle University}
6 Es

- Enable: Make it easy for employees, customers and suppliers to act
- Engage: Get people and communities involved
- Exemplify: Demonstrate greener behaviours
- Encourage: Incentives and disincentives
- Explore: Options for change and innovation
- Evaluate: Successes and improvements needed

Explore COM-B Facilitators and Barriers

- **Capability**: Psychological or physical ability to enact the behaviour
- **Motivation**: Reflective and automatic mechanisms that activate or inhibit behaviour
- **Opportunity**: Physical and social environment that enables the behaviour

The diagram illustrates the interplay between these factors, showing how each influences and is influenced by the others.
• Synthesis identified 9 intervention functions and 7 policy categories

• COM-B forms the hub of the wheel
<table>
<thead>
<tr>
<th>Intervention</th>
<th>Definition</th>
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<tr>
<td>Education</td>
<td>Increasing knowledge or understanding</td>
</tr>
<tr>
<td>Persuasion</td>
<td>Using communication to induce positive or negative feelings or stimulate action</td>
</tr>
<tr>
<td>Incentives</td>
<td>Creating expectation of reward</td>
</tr>
<tr>
<td>Coercion</td>
<td>Creating expectation of punishment or cost</td>
</tr>
<tr>
<td>Training</td>
<td>Imparting skills</td>
</tr>
<tr>
<td>Restriction</td>
<td>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</td>
</tr>
<tr>
<td>Environmental restructuring</td>
<td>Changing the physical or social context</td>
</tr>
<tr>
<td>Modelling</td>
<td>Providing an example for people to aspire to or imitate</td>
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<tr>
<td>Enablement</td>
<td>Increasing means/reducing barriers to increase capability or opportunity</td>
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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?
THANK YOU!