

Malone et al. 2013. Implementing Sustainability: The Behavioral-Institutional Dimension. *Sustain*

It is important to focus on organizations and organizational climate, in addition to individual behavior.

- 1. Social Network and Communication Principle.** Organizations and people change because they see or hear of others behaving differently. People take their cues from others (e.g., similar selves, role models).
 - Make sure organization members see or hear about others who have changed their behavior; broadcast.
- 2. Multiple Motivations Principle.** Organizations and people almost always change their ways of doing things for more than one reason.
 - Different people will be drawn to different elements of change. Look for and a variety of benefits or reasons for change.
 - Provide multiple pathways to participation or success.
- 3. Leadership Principle.** Organizations and people change because their leaders become committed, drive genuine change, and broadcast their commitments.
 - Leadership must be (a) genuine, (b) credible, and (c) openly and consistently modeled.
- 4. Commitment Principle.** Organizations and people change when they have made definite (concrete, genuine, well-defined) commitments.
 - Have specific goals and behaviors in mind (not just abstract goals)
 - Encourage voluntary commitments of any kind, possibly even public.
- 5. Feedback Principle.** Organizations and people change when they have appropriate informational feedback on their performance.
 - Energy usage, for example, should be visible to all and discussed if energy conservation is targeted.
- 6. Infrastructure Principle.** Organizations and people change because alterations to the built environment and/or technology make the new behaviors easy and/or more desirable (the opposite seems to be true of bad behavior).
 - The defaults of the physical environment influence habits, costs/benefits.
 - Built environ/technology should complement desired policies and behaviors (e.g., providing needed facilities, obstructing undesired facilities, etc.).
- 7. Social Empowerment Principle.** Organizations and people who believe they have the capacity and authority to change, often do so. Motivational empowerment is also essential: People are motivated by three fundamental needs, autonomy, mastery, and higher purpose. Appeal to and facilitate these motives to encourage robust commitment.
 - Use participatory decision making methods to involve key “stakeholders” in behavioral change planning and implementation.
 - Provide essential skill training, policies (i.e., authority), and infrastructure to facilitate a good match between desired behaviors and reality. Avoid mismatch.
- 8. Continuous Change Principle.** Institutional change is an iterative process, which takes time and trial-and-error learning.
 - Plan for a multiyear process from the beginning.
 - Have some activities that can take place immediately and others to roll out or expand in the future (e.g., kick-off activities with follow up).
 - Work to integrate changes into formal organizational administration.
 - Set realistic expectations for change to avoid counterproductive frustration on all sides.