



Community Energy
Association



Change Makers Dialogues

Episode 1

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CEA Change Maker Series Kickoff

1. Series Introduction
2. Topic Introduction
3. Point of View
4. Examples
5. Discussion



Its all about implementation now, so its also time to figure out how best to make that happen

Collaboratively explore, share, and make visible our collective experience creating change so that we can individually all be even better at skillful interventions

Not about one right answer. More about exploring a complex space through discussion of experiences

Community Energy Association **Purpose**

- CEA is **charitable non-profit** society
- CEA is the **trusted independent advisor** to local governments
- We are helping local governments **close the implementation gap**

Accelerate Climate Action with People and Projects

Awareness & Recognition

- Workshops & Presentations
- Research & Publications
- Collaboration
- Climate & Energy Action Awards

Projects

- Planning
- Implementation
- Technology Acceleration

Members



www.communityenergy.bc.ca



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Nature of Change

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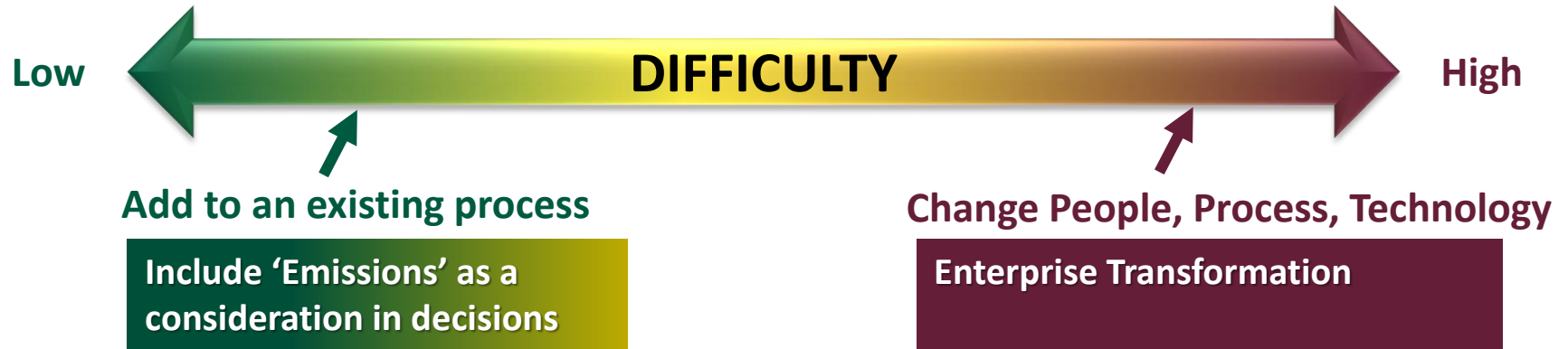
“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

Change Spectrum



1. Individual Internal Factors
 1. **Risk**
 2. Opposition to **beliefs, incentives, and worldview**
 3. Difficulty of **understanding** of need for change
 4. Impact on regular **activities**
2. Cultural Factors
 1. Opposition to existing **culture & governance**
 2. Disengagement / opposition of those with **power & influencers**
 3. **Distrust** of change agent
3. Change itself
 1. **Complexity** of change
 2. **Difficulty** of implementation
 3. **Ability** to implement (technical, financial,...)

Change Spectrum Example



Change Spectrum Example



Add a piece to an existing process

Include 'Emissions' as a consideration in decisions

- Update forms to include a line for emissions impact and simple instructions on how to fill it in
- Provide training
- Change does not materially alter existing processes, just adds one additional line to be completed in current processes
- Change does not affect reporting relationships, job descriptions, or decision-making authority

Made easier IF

- Clear explanation of need for change is provided
- Visible leadership from several sources makes it clear that this change is necessary and beneficial
- Decision-makers reinforce the value of the change when reviewing reports

Change People, Process, Technology

Enterprise Transformation

- Re-designing all processes
- Implementing new and different IT systems
- Changing day-to-day tasks in all departments
- Updating position descriptions including eliminating some and adding others
- Changing performance metrics and expectations

More difficult IF

- Changing governance / decision making from centralized to decentralized or vice versa
- Divisions or misalignment in senior leadership or jockeying for post-implementation position by leadership
- Change agents lose credibility or are not viewed as both effective and expert

“The success of an intervention depends on the interior condition of the intervenor.”

William O’Brien,
former CEO of the Hanover Insurance Company



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Change & Community Energy & Emissions

**CHANGED
PRIORITIES
AHEAD**



Japanese Bar & Kitchen

broughton St

C.S.S

Something Fishy

**SOLD ON
& MARWICK**

Stakeholders...about 1,000 combinations for active participants in community energy

Who	Interests (10)	Worldview (7)	Org Culture (7)	Org Size (5)	Understanding & Capacity (?#)
LG (Plng, Eng Fin Waste Util HR CAO)					
Council / Board					
Union					
Federal Gov't					
Developers					
Builders					
Prov (env, mem, mcd)					
Utilities (elec, gas, DE)					
Realtors					
Regulators					

Community Energy Topics...about 50 actions / suites of actions

Topic	Residential Single-town-condo	Commercial Size & Type
Buildings - New <ul style="list-style-type: none">• Demand• Fuel		
Buildings existing <ul style="list-style-type: none">• Demand• Fuel		
Waste <ul style="list-style-type: none">• Organics• CH4 Capture		
Transportation <ul style="list-style-type: none">• Demand• Fuel		

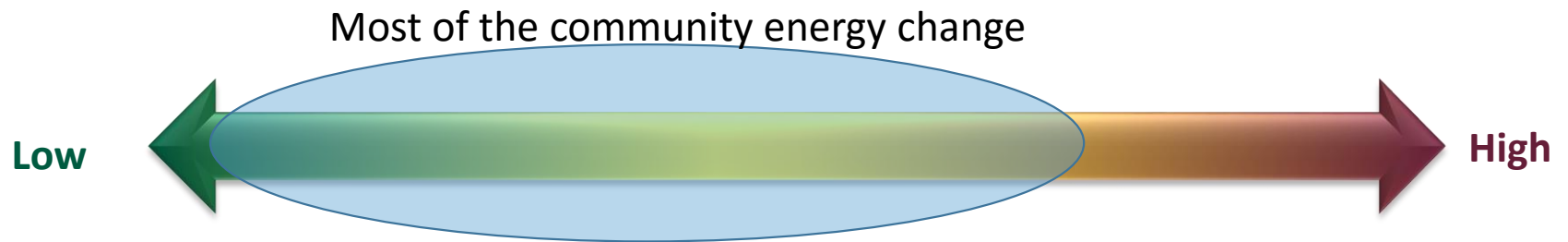
1. Buy-in of Staff & Elected Officials

- Invest in knowing the decision dynamics (official ones and real ones)
- Involve staff with **positional power** as well as those with **personal power**
 - This helps them develop ownership of the change, understanding of the change, and buy-in to it
- Involve elected officials early and often in the process
 - This is often difficult given the hierarchical nature of many local governments

2. Monitoring and Reporting

- Include regular monitoring and reporting in the approval...this keeps it on the radar of staff and elected officials and helps maintain buy-in

Many moving parts, but most moving on the good side of the spectrum



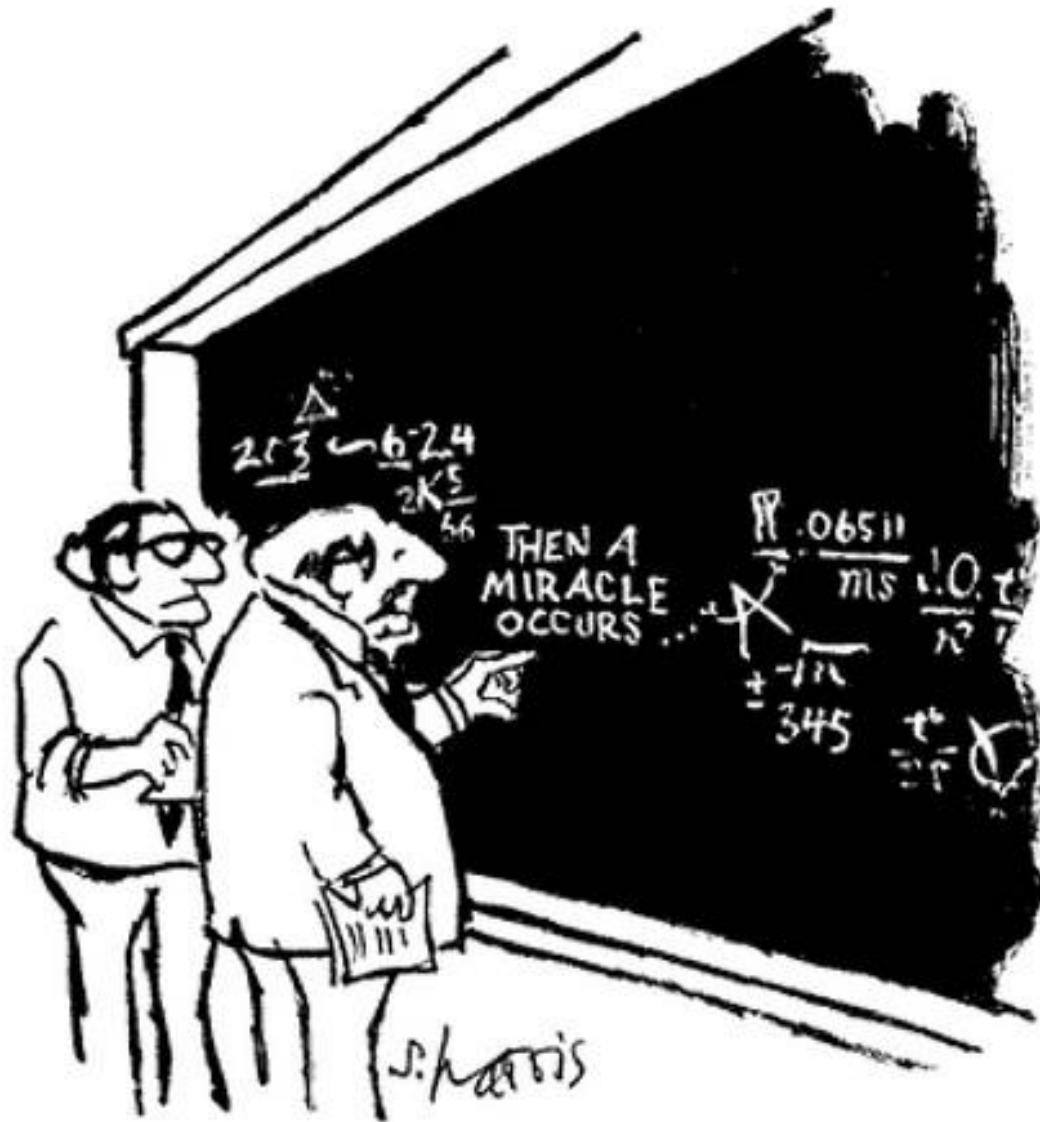


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Point of View

What really happens



"I think you should be more explicit here in step two."

Dale Littlejohn - Background

- 10 years at Deloitte
 - Corporate Strategy
 - IT Strategy
 - Developing both to set up for implementation ... change leadership
 - ERP Implementation
- 10 years at CEA
 - Planning – community and corporate
 - Selling ‘climate action’ and overcoming barriers
 - Building CEA membership
 - Implementing – corporate & community & studying implementation through GTI

Examples

1. IT Implementation & Process Change in a PSO,
 1. technical services manager got on board when the risk/cost of not was greater than the extra effort and change.
 2. Different folks want different things – routine or change
2. CEA Membership
3. Planning and Implementing in the Kootenays
4. Climate Action Charter

Setting the conditions conducive for mini miracles to emerge

1. Change happens when the **cost of remaining the same is higher** than the cost of changing
2. Know the **culture** and use it.
3. Sell, sell, **sell, then tell.**
4. Make the case the staying the same is not an option (**burning bridge**)
5. Make the case that the change is high **profile and visible** and sufficiently progressed to be **inevitable**, unless someone derails it...meaning that someone will be uncomfortable
6. **Plan** approval then action
7. Involve **elected officials** along the way, ideally as part of the design, if not, then **multiple approvals.**
8. **Money** motivates...possibility of a better chance



Questions I consider

1. What exactly is the change that I am seeking?
2. What is important to those who will be involved with the change?
3. Am I in a good space to create the change?

- Questions
- Similar experiences
- Contrary experiences
- Linking to other experiences