

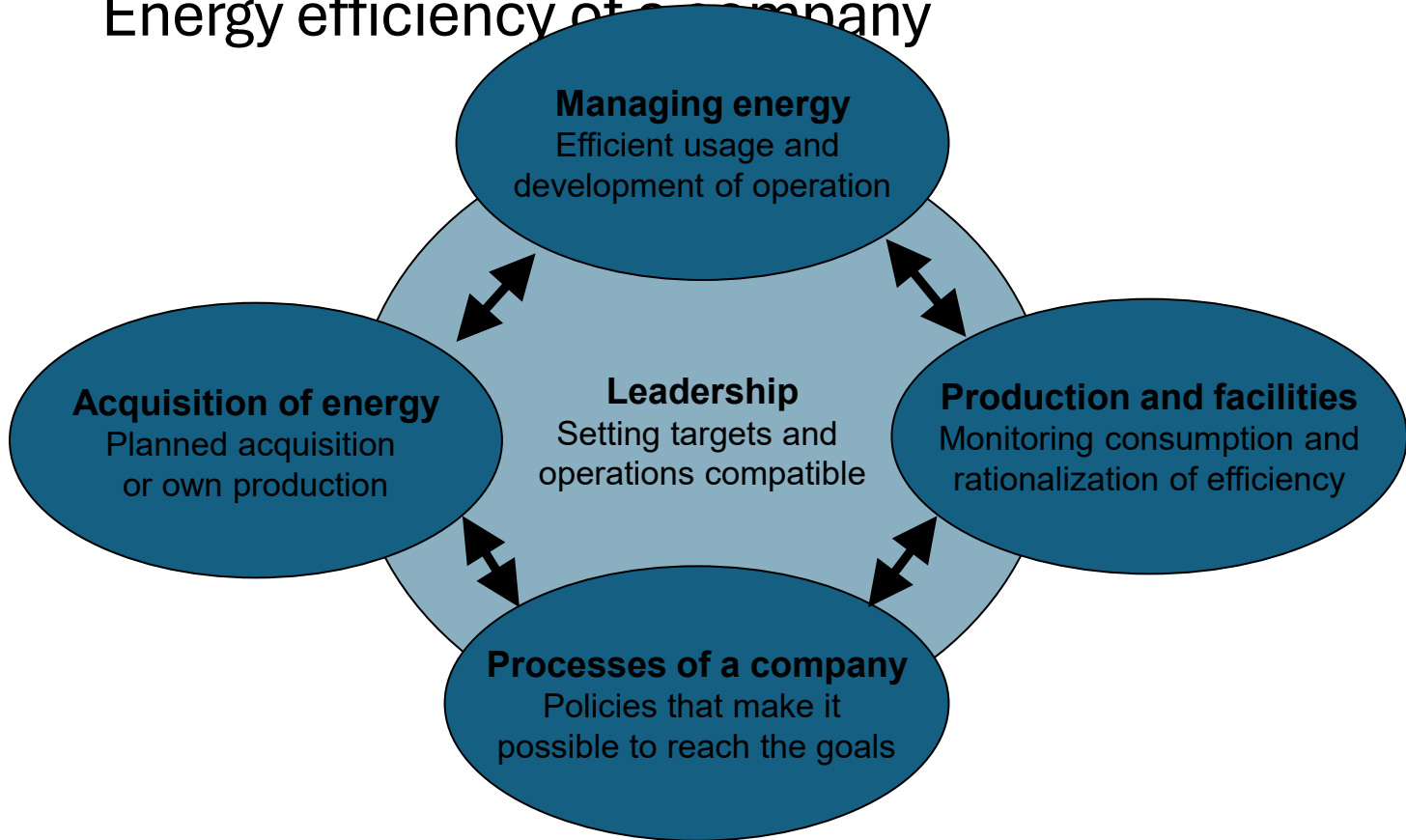
# Managing change

*Improving energy efficiency*

*Human and change*

*Communicating about project*

# Energy efficiency of a company





## Energy strategy

- Energy is included in company's leadership strategy-> communicating!
- Commitment of the management to energy efficiency

### 4. Action (*Act*)

- Estimate effectiveness, sufficiency and practicality of energy efficiency system.

### 1. Planning (*Plan*)

- Analyzing energy points of view (including obligations by law and other liabilities)
- Setting goals for each action
- Project and action plans (energy portfolio)

### 3. Supervising and corrections to direction (*Check*)

- Measuring and reporting energy
- Internal (and external) auditing
- Benchmarking
- Changing action if needed and updating plans

### 2. Implementing (*Do*)

- Organisation and responsible personnel
- Energy efficiency system
- Energy efficiency project
- Energy efficiency in investments and in action
- Training and guidance of personnel
- Proficiency and certificates

# Näkökulmia energiatehokkuuteen

Task	Responsible one?	Who does the work?	Core competence
Joining in an action plan or similar	Management	Energy Manager	Reporting Monitoring energy usage
Rationalization of the energy usage	Management / energy manager	Energy Manager with necessary experts	Basic understanding of energy efficiency and the energy affairs of a site
Energy audits	Management	Accredited auditor in cooperation with company representatives	Accredited auditor (requirements vary in each country)
Energy efficiency projects, purchases and investments	Management / Project manager	Energy Manager = Project manager consultant / (machine) suppliers Personel included in a project group	Basic understanding of energy efficiency and technology inside company. Project management experience
Change of operational habits	Management / foremen	Everybody	Managerial know-how
Continuous improvement	Management / foremen	Everybody	Managerial know-how
Update of operations and environment systems	Management	Energy responsible With experts needed	Operations and energy efficiency systems
Reporting (Motiva)	Energy responsible	Energy responsible	Basic IT-skills

# From planning to action

- Joining in the action programmes or just updating the management systems will NOT guarantee proper action;
- the system is a provider and recorder of a common procedure
  
- Booking is needed, because it conducts to do things by the certain way and make the new function visible
  
- The staff must be communicated about other important things as well, not only about "manuals"
  
- Employees will not commit to the system so much as logically explained practices and procedure of a company

# From projects to practice and policy

- The development project is a good way to raise some certain part of
  - the process up to the new level
- The permanent change always demands changes in procedure and often system transitions as well
- The actual change of procedure will be accelerated by connecting the target and a new operating model to all functions which they are related to (cf safety at work)
- The descriptions of targets and operations must be connected to introduction and guidance of work
- The key persons must consistently communicate about the importance of a change and by their own example

# The key questions of change

- Why the change is needed and who is the owner of case?
- What is the change's real value to customers and organisation
- What has to be change and who it concerns?
- To whom this change is personified and how the others will come along?
- What else accomplishing of change requires?
- Mitä kaikkea muutoksen aikaan saaminen edellyttää?
  - ⇒ how it will get a project?
- What kind of forces are for and against of change?
- Which risks threaten realisation of a project and what is our ability to implement a project?

# *Human and change*

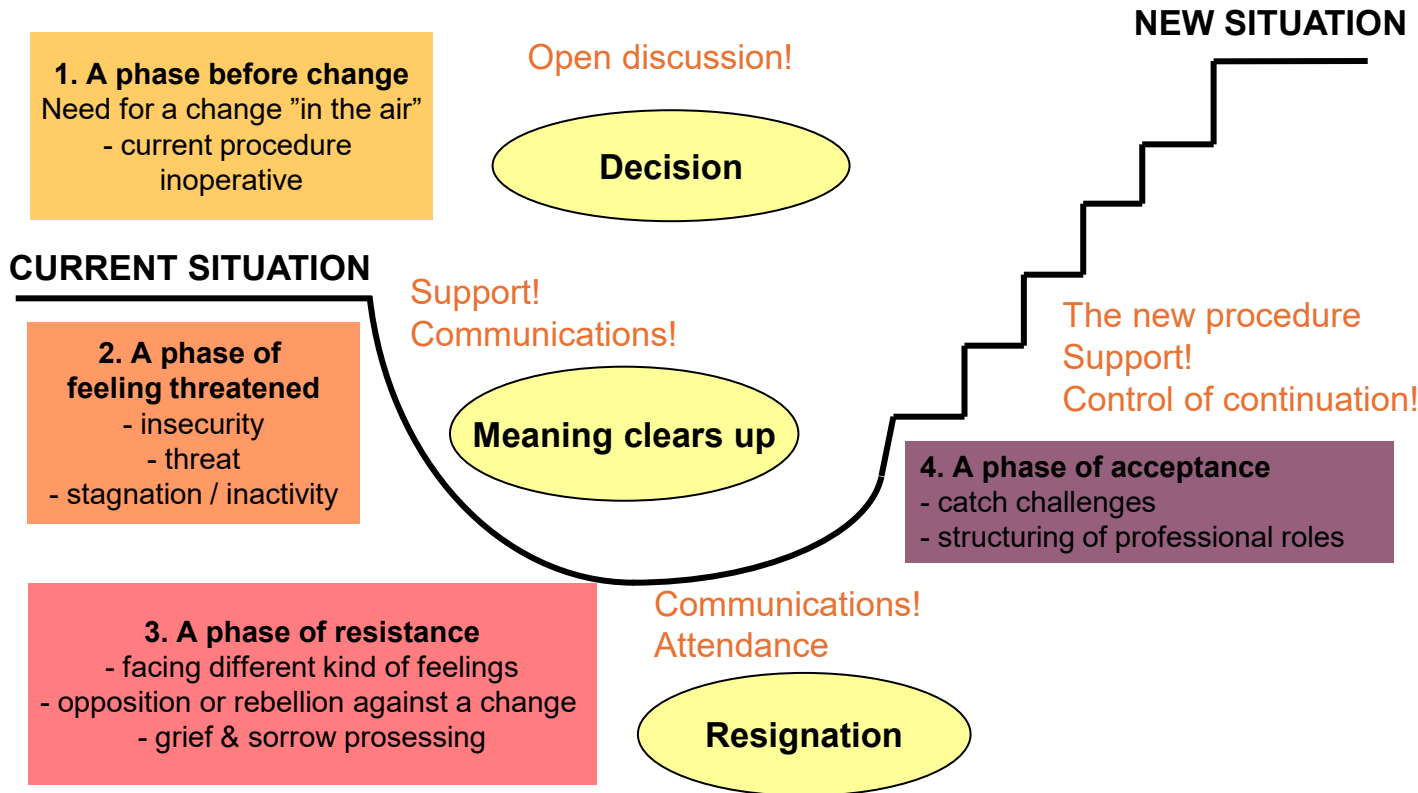
Facts relieve the pain...

**how?**

**when?**

**why?**

# The phases of change



(origins: [www.tyoterveyslaitos.fi](http://www.tyoterveyslaitos.fi))

# Handlind the change and influencing on it

- What is all about a change?

- **Staff**                      **Understanding**
- **Company**                **Open communications**

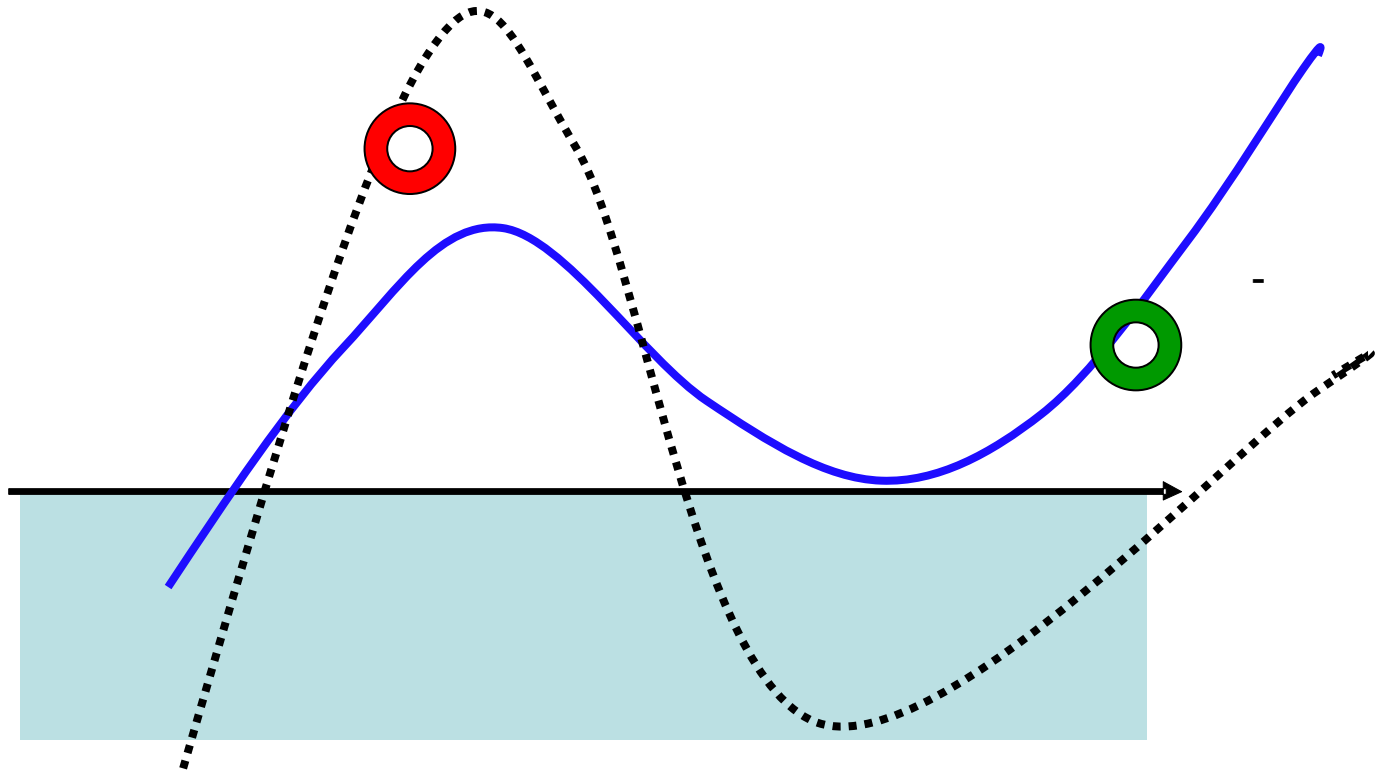
- How can be change influenced on?

- **Staff**                      **One's feeling of control**
- **Company**                **Making participation possible**

- What are the effects of each change?

- **Staff**                      **Sense & meaning of change**
- **Company**                **Telling and sharing sense & meaning  
(advantages and also what is expected,  
if it WILL NOT happen)**

Everyone will not change simultaneously or at the same time



# Commitment requires conception

- Without conception there is no commitment!
- Participating and considering generate understanding
- Participating and understanding demand continuous interaction
- In addition setting targets Management is making understanding, participating, considering and interaction possible



# Help people to understand

- Introduce, **to what we are pursuing**
- **Set targets together** concrete and understandable
- Give feedback, correct if needed, pay positive attention to right operation
  - repeat, remind, maintain theme in your talk after first hype as well
- Introduce, **why it is important**
  - Everyone needs to find suitable meaning and reason to make a commitment

# In the new situation secure necessary know-how

- Make sure that employees know how to operate in the situation after change
  - Procedure
  - Machines and equipment
  - Automation
- Guidance and training of employees
- Train ja and nominate support persons
- Instruction and guidance of work

# *Project communications*

# Competence & know-how needs of a project manager

- 1. Leading and communications of people
  - - interaction and leading skills
- 2. Management of project work
  - - Project operation and tools
- 3. Management of content
  - - technical, etc. professional know-how

# Communications

- A Succeed project – 70 % is COMMUNICATIONS
- Communications among a project group is bidirectional: a project manager communicates to a team, what will be done ja how it's going.
- Team members tell to a project manager, how the work is progressed and when it will be ready and will there be problems expected.
- Communications is both spoken and written
- Tools of reporting are defined form reports and a project management system, which will generate measurable data about the progress of a project.
- Informal interaction is at least equal important with all available means.
- A project must be communicated outwards as well
- A project manager coordinates communications between a project team and stakeholders. The stakeholders exist both inside and outside of a company, e.g. staff, customers, subcontractors and authorities.

# A project plan -> Communications(plan)

- A project plan must answer questions mentioned below:
- **Who?** (a project organisation – recruiting experts...)
- **What?** (From target to more exact details)
- **Where?** (who / which functions concern)
- **When?** (timetable; now, tomorrow, 15th day...)
- **With what results?** (target; what will change)
- **How much?** (resources: persons, machines, equipment, materials)
- **How?** (a way of implementation; set project parts and phases; also risks!)

# Organisation 's involvement in a project

- Analysis of the existing state ->

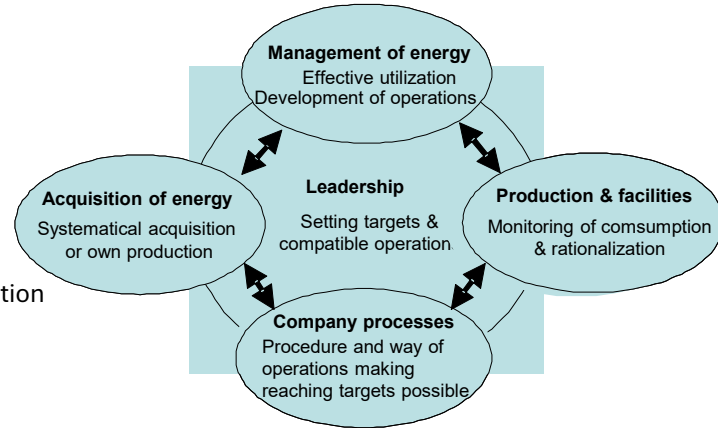
- Collecting initial data
- Measuring and follow-up
- Energy reviews & audits
- Using common sense
- > Utilizing employees (silent) know-how & information

- Planning and implementation of change

- Changing operation manners and procedures
- Settings of adjustment and steering
- Service / Maintenance / Operating
- Technical improvements; Acquisitions (automation, a new technique)
- New solutions policy; investment projects
- Energy sourcing (renewable sources)
- > employees involvement in project groups

- Evaluating and follow-up of profitability

- Direct and indirect savings in energy consumption
- Direct and indirect changes in usage cost
- Investment cost
- > influences on the action of employees



# Critical points of a Energy Efficiency project?

- THINK:
  - Concerning people, which are the most important
    - goals and changes planned
  - of your project or company energy efficiency?

- How can you **make sure**
  - **succeed changes**
  - **by your own action?**

# THINK & DISCUSS

- Making company staff aware of their energy usage and to choose their actions more energy efficient is not a one trick pony...
  - **It is a constant process and involves commitment of executives of the company**
- How to make company employees more aware of energy usage and
- their role in it ?
- Why it is important to manage change and how human factor is crucial in successful energy projects ?
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# USEFUL LINKS

- Useful links to get ideas for raising awareness of energy efficiency at your company:
- <https://www.carbontrust.com/home/>
- <https://www.carbontrust.com/resources/guides/energy-efficiency/posters-and-stickers-for-employee-awareness/>
- <https://www.eea.europa.eu/publications/achieving-energy-efficiency-through-behaviour/file>
- <https://www.energy.gov/>
- <https://link.springer.com/article/10.1007/s12053-017-9581-9>
- <http://www.oneplanetnetwork.org/initiative/wwf-green-office-program>