

Green Initiatives and Behavioral Change Dynamics

By Bruce J Hayes

Introduction and History:

As business and society have finally begun to take serious actions to protect the environment (“Green Initiatives”), many existing and new methodologies and tools are being deployed to drive the necessary changes in work processes and procedures to realize the benefits. The benefits of Green initiatives take on many forms to many people. In a natural way, the context of how we view “Being Green” varies with our job responsibility and function. For example in a Sales capacity we might want to be able to

As you approach your Green Initiative, there is risk that undo focus on the desired *effects* will create a Hawthorne Effect (quick result due to excitement and focus on something new). These effects are often not sustainable and could wane over time if true root causes are not addressed.

Figure 1 – Initiative Performance Stall

Third, reinforce and demonstrate that the way to positively affect these measures is to look behind them em

