Motivating Energy Smart Aviation within the U.S. Navy
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15.569 L-Lab: Leading Sustainable Systems

**Project**

**New Navy initiative**
- 2010: The U.S. Navy established the **Navy Energy Vision** to ensure a Navy that is resilient to any potential energy future.
- 2012: Aligned with that vision, an **Air ENCON program** is being established to increase energy conservation within the naval aviation community.

**Activities & Methodology**

**Background Research & Benchmarking**
- **Background Research** on U.S. Navy’s organization, hierarchy, culture, and new initiatives.
- **Eight Step Approach to Leading Organizational Transformation** (John Kotter and Dan Cohen) was used to frame the project.

**Insights from the project**

- **Low level of awareness** of naval energy goals but interest about the initiative.
- **Perceptions** towards energy practices differ between Aviators and Maintenance.
- **Four main motivators of behavior identified**
  1. Direct Command / Leadership Priority
  2. Command/Individual Distinctions
  3. Opportunities for Career Advancement
  4. Training & Education
- **Change Readiness Assessment** - Particular attention on program leadership and communication needed.

**Analysis**

- Background Research & Benchmarking
- **Interview and Survey**
  - 28 interviews with 61 people on-site at Naval Air Station Oceana, VA.
  - 29 interviewees also completed an online survey.

**Interview and Survey**

- **A diverse group of interviewees:** Aviators and maintenance, 1 to 16 years of experience, 4 different rank categories.
- **Facilitation of peer-to-peer discussion**

**Recommendation Summary**

- **Fly more efficiently**
- **Smarter Operation**

**Source:** Heart of Change Field Guide (Dan Cohen)