

Research Into Motivating Prospectors, Settlers and Pioneers To Change Behaviours That Affect Climate Emissions

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Introduction

This note reports some recent (spring 2007) findings from qualitative research conducted in the West of England¹. Although intended to inform communications to stimulate changes in domestic behaviours among people to be reached at a number of shopping centres in the region, the findings are relevant to many attempts to secure behaviour change that would reduce CO2 emissions, and so are shared here.

Background

Attempts to secure “behaviour change” in relation to climate-changing emissions are now widespread internationally, as the evidence for damaging human-induced climate change becomes clearer and more compelling. NGOs, public agencies and others have stepped up their efforts to supplement or stimulate government programmes to mandate cuts in emissions by seeking ‘public’ action at an individual or group level.

One result of this has been that scientists, politicians and lobbyists and campaigners involved in climate change policy have turned their attention to “public behaviour change”. Not all but many of these well-intentioned efforts are naively conceived and executed, and stand little chance of being effective. For example:

- Despite a significant evidence base showing that behaviour change can rarely be achieved by trying to drive it with information, many programmes and projects remain essentially information driven, even where the organisations concerned have commissioned analysis which noted that such an approach is unlikely to work². For example the UK Government Energy Savings Trust is running a web-based campaign to get individuals to pledge to cut personal carbon by 20%, driven by a list of information on why this is a good idea, and actions you can take³.
- Frustrated by a lack of ‘appropriate’ behaviour change (the desired action), scientists in particular often revert to trying to explain climate change. The embedded assumption being that if ‘people’ understand the ‘issue’ then they will act. This (i) is the educational fallacy – assuming that greater knowledge eg of connections will lead to action, whereas it can often have the opposite effect because it increases awareness of many possibilities (ii) can produce a demotivating mis-match between the problem frame⁴ (eg global climate change) and the personal frame (my life, home, work, family) (iii) frequently skips the motivational step of alignment in the sequence awareness> alignment> engagement> action, in which the sender and receiver come to see the problem and solution in the same terms (iv) assumes that what worked for them in terms of motivation, will work for other ‘people’

- Attempts to 'fix' this problem have at least in the UK and particularly by the UK Government, turned to 'social marketing'. This is likely to improve targeting of audiences, in terms of context (where and when the communication effort reaches them), desired behaviour (specific action), and channel (how the attempted communication gets to them). These are three of the factors that can affect the efficacy of communications included in the seven factor shorthand CAMPCAT⁵. For example a recent UK DEFRA paper *An Environmental Behaviours Strategy For DEFRA* lists 31 target 'behaviours', five priority 'behaviour groups' and, with the Green Alliance, nine 'headline behaviours'. Many of these 'behaviours' (eg tackle energy efficiency in the home' or 'maintain a low impact diet') are themselves too multi-faceted or compound to be susceptible to communications to bring them about. A more fundamental problem is that to achieve this proliferation of desired actions, DEFRA reviews nine existing behaviour segmentations and turns to a population segmentation based on existing 'green' behaviours (seven segments⁶) which it states are "defined by values, attitudes, motivations and barriers, and current behaviours". That is in order to try and get them to do something different it thinks about people in terms of what they already do. Most significantly, the 'values, attitudes and motivations' seem to be derived from assumptions made by the researchers, or explanations given by the 'respondents'. What this approach does not do, is to look first at motivation in order to segment populations. In the CAMPCAT model the actual 'message' is A (action desired) + T (trigger = motivation). DEFRA's researchers state that there is no 'cross-behavioural' model available, whereas we believe that Value Modes offers exactly such a system, as it starts with motivations that drive behaviour, not observed or claimed or self-explained behaviour.
- Observations of 'what works' have identified a range of useful 'rules' or guidance for communicators for example: the literature on *norming*, going back to the 1960s⁷; on the influence of *groups* in encouraging more action than if individuals consider it alone⁸; on the use of an audience-effective *messenger*⁹; 'I will if you will'¹⁰ contingent action; and the idea of getting your desired behaviour into the '*pleasure-leisure*' bracket rather than on the 'chore' list¹¹. Useful though these are, they remain tactics (the last is #25 in 'New Rules' from agency Futerra working for UK DEFRA) and not a systematic strategic tool. Moreover, using them without understanding why they work, could mean flying-blind at a motivational level.

Developing Effective Strategies

Any move from guesswork communications ("it worked for us in the office") towards the above efforts, or to the use of learning from campaign experience,¹² or to use of social marketing, is a step forward but this leaves most 'climate communications' a long way behind the sort of strategies applied to many commercial operations.

This is especially true when those who seek change switch from running campaigns based on an analysis of power and influence in society and trying to change that, to 'addressing behaviour change'. This switch is now so widespread that its' far from trivial nature is often overlooked.

A well-designed instrumental campaign seeks a specific result – preferably one with strategic significance¹³ - by the cleanest, simplest effective route. This may mean that a

campaign needs the involvement of rather few people in society, and itself makes few changes but with very widespread results. Campaigns of this type are resource efficient and, if successful, can trigger paradigm shifts which greatly hasten big outcomes. It is perhaps strange therefore that many NGOs have aligned themselves with government efforts to achieve widespread, individual 'behaviour change'. It is also questionable whether, if government actually wants to effect significant change in relation to climate change, it should not itself seek to make more strategic interventions.

At any event, the realities of designing behaviour change strategies are different from campaigns. If it is well-enough conceived and executed it may not much matter if a campaign is run by a small sliver of the like-minded: in Margaret Mead's words, "never doubt that a small group of thoughtful, committed citizens can change the world"¹⁴.

That can be true if the citizens concerned set about something rather strategic, for example causing the entry of a game-changing technology into a market or persuading a keystone politician to change a policy. What is extremely unlikely is that most "thoughtful, committed citizens can change the world" by advocating behaviour change with information, or by their own example.

As soon as an organization adopts the notion that it will seek population-wide 'behaviour change' it needs a population-scale model to work with. Faced with a desire, like UK DEFRA, to change at least 30 'behaviours', it is hopeless to assume that this can come about by proffering lists of reasons (like UK EST), and it is very resource-demanding to try and use qualitative research to understand the motivations that may be involved in a multi-step process for each of those behaviours.

Instead we need to start with people, and the motivations that drive behaviours. As well as the tools of social marketing we need to understand motivation – ie psychological tools not just social or even behavioural segmentation.

Use of Value Modes In The West of England Climate Project

In the 'West of England' research project reported briefly here, we used the Value Modes motivational mapping system to talk about climate-related actions with two motivationally-defined groups of people. The project client had already decided that it wanted to reach shoppers in malls (ie narrowing the audience and context from 'the public'), and after discussion with us, that it wanted to focus specifically on the 40%¹⁵ of the population comprising the esteem-seeking, 'Outer Directed' 'Prospectors'.

The main reasons for selecting this group for a project designed to try and bring about behaviour changes which result in less CO2 emissions were:

- They are the group least reached by global-issue, or community-issue or ethically-based 'campaigns'¹⁶
- They are the most enthusiastic and competitive material consumers
- Most public-funded energy-efficiency schemes (the core business of the client) are inadvertently designed for Settlers (about 20% nationally) as opposed to Prospectors, while the inner-directed Pioneers (ca 40%) are the innovators who may find and take up new behaviours themselves

In addition, the Prospectors are frequently taken by the media, especially the mid-market press, to be representative of the new 'Middle England'; are least likely to vote or have strong political allegiances (and are thus of great interest to politicians as 'floating voters'); and are good for many businesses as they are committed consumers. Hence usually without consciously knowing it, in the UK at the moment, media, business and politics all pay disproportionate attention to what Prospectors do, say, and think is important.

The Value Modes model maps (see fig) the UK population in 90 different ways. These 90 or so 'attributes' are each based on clusters drawn from some 418 questions, themselves culled from thousands of questions put to hundreds of thousands of people over decades of research. These questions are designed to elucidate life-stances or motivations rather than specific behaviours¹⁷, for example one of the four questions in the 'Equanimity' cluster (Attribute) is "I am like a person who is at ease in most situations". The Attribute map allows decision makers to look at individuals and groups in 90 different ways simultaneously

In effect the Value Modes database is like a nationally representative¹⁸ database of hundreds of cross-indexed focus groups

Similarly, we can divide the space, for practical purposes, into three main segments: Propsector, Pioneer and Settler, and further, into 12 Value Mode groups. The three are called Maslowian Segments because although that was not how the model is derived, it was found that Maslow's model Hierarchy of Needs gives the best explanation at this level.

For this specific communications intervention, intended to inform the design of a communications product to suit Prospectors, we looked in detail at just two of the 12 Value Modes. These are known as Golden Dreamers and Now People. (We also looked at a Pioneer and a Settler group – see below. The number of Modes we looked at and the number of groups we ran was a simply function of the limited budget).

There are four Propsector Value Modes:

- ◆ Golden Dreamers

This is the entry-state Propsector Value Mode. Golden Dreamers have just emerged from the 'Settler' world and still share many of the tendencies of Settlers in terms of how their world looks to them. For example they are relatively authoritarian. They leave the Settler world because they have met their needs for safety, belonging and security. But their main need, the underlying driver for them at this moment in their life, is to find the esteem of others, in other words to be a bit 'better'. For them this means that other people let them know they are doing "the right thing", that they are doing OK. This approval of others is crucial to their change or maintenance of current behaviours.

Golden Dreamers, as the name suggests, are characterised by knowing they want the esteem of others but not being too sure how to get it, or if they can get it and keep it. They believe that improving their life, being something, 'a success', is possible: they can at least dream. This optimism though is tempered by uncertainty. Their 'try anything' approach is often followed by disappointment and 'having another go'. The UK Lottery slogan "it could be you", could have been written for them. We have found for instance,

in other research, that the Golden Dreamers like to engage with new behaviours through events or other discrete, bounded opportunities rather than open-ended commitments or explorations¹⁹. Obviously buying things ‘works for them’ in this respect and Golden Dreamers are, like other Prospectors, natural shoppers. They often love shopping – not just to get things but the whole process of being there and being seen to shop.

Golden Dreamers are the home of ‘Bling’ thinking: a quick shortcut to being seen to have the right stuff – instant recognition. Both they and the Now People (below) share a far higher score than any of the other Value Modes for the attribute ‘Show-Home’ – the idea of a home as a perfect house, in which everything is on show and seen to be just right, perfect and full of the right stuff to have. Like other Prospectors their touchstone is to acquire and display the symbols of success, and like the others, they are gregarious and sociable – great gossips which can be very useful in campaigns.

◆ Happy Followers

The Happy Followers are the next Value Mode along²⁰ from Golden Dreamers. We did not target them because they are one of the six Value Modes nearest to the centre of the Value Modes map or ‘space’. Here although the six central groups have differing motivations, they are much closer to each other in terms of the values (needs, drivers) they espouse so conversations with them are not so easy. These central groups are less bothered about life than those on the outside of the ‘map’ and less clearly different from each other.

Happy Followers are content to follow whatever’s ‘the thing to do’ at the moment. The Happy Followers have moved from wanting recognition to wanting respect. Unlike the Golden Dreamers they know that their life can get better, a bit more successful – it’s not just a dream but they are still uncertain and as they are the least assertive of the Prospectors they are less useful in terms of ‘spreading the word’.

◆ Now People

Fortunately, both Happy Followers and Golden Dreamers are very influenced by the next group, which is the flag-carrier of Prospector-ism, the Now People. The Now People are very different from almost everyone else. Always immediately ‘up for it’ if it’s in fashion, knowing what is the right thing, being seen in the right place, having the right stuff and the right experiences, occupies a lot of their time and attention. Now People are the ‘natural party people’, high energy, on the surface at least very confident, gregarious, sociable and not afraid to use their social skills.

At work and socially, Now People are out to succeed, to win, to hit targets and to make things, whether it’s their company, organisation or their reputation, bigger and better. “I want the world and I want it now”. Naturally Now People are a marketers dream, if you have the right products. They may have (or want) a BMW, and will want the new model if one comes out and gets good reviews. Or a Prius if that becomes the thing to have.

Now People are a significant part of the motor of our economy, and of course of what goes with that. This does not mean they are ‘anti-environmental’ but they are most definitely anti-abstinence, anti-giving stuff up. Contrast this with the implicit (or often explicit) assumptions in much environmental “messaging”. ‘Sad’, ‘worthy’, over-intellectual, too trendy and ‘do-gooding’ are Now People type put-downs that might apply

to a lot of conventional 'climate communications'. Most of all though Now People are simply 'too busy' (looking for the right thing) to engage with 'issues' – so don't give them issues but offer something else, on their terms.

Now People need instant choices, and bounded uncomplicated offers which bring immediate rewards of recognition that reflect their own straightforward and success oriented world view. They seek the esteem of others and are systematic about it.

◆ Tomorrow People

We didn't target the last of the Propsector groups, the Tomorrow People Value Mode, for two reasons. First, they are on the cusp of finding 'something else' – they have largely achieved the esteem of others and are looking for self-esteem, and a little magic in the every-day. They are beginning to think that there 'must be more to life than this'. Second, they are one of the 'inside' groups on the map and close to being influenced by the Pioneers rather than the Now People.

In this study we ran eight Propsector groups – four Golden Dreamers and four Now People. These were moderated by KSBR as 'constructor groups' – a problem-solving format of focus group – and each involved eight participants.

Pioneers and Settlers

Because the proposed communication (a stop-and-talk mechanism for use in malls) would probably be seen by other Value Modes, and because the overall campaign would reach a wider audience, we also ran one group of Pioneers and one group of Settlers.

For the Pioneers we chose Transcenders – the 'extreme' Pioneer Value Mode. The Transcenders are most often the initiators of new behaviours. They are intensely curious and experimental – society's innovators. However their interest in many new things means that they will often have already considered your idea and decided what to do – or not – about it, before you put it to them²¹. Nonetheless, what's started by the Transcenders can be directly picked up by the Propsector Now People, if it looks like a behaviour 'worth copying'.

This illustrates how a values-based strategy is different from a behavioural one or a socio-economic segmentation. The Now People may copy a Transcender innovation if it looks like it's the right or fashionable thing to do, although to make that jump, the behaviour often needs to be 'commodified'. The Wattson²² (a superior electricity meter) may be an example on the edge of making this jump. Pioneers may have thought about climate change and decided to take their own action on it for example by going around the house turning appliances off standby, reducing flying or switching to green electricity, or joining (quite likely starting) a campaign. The Wattson takes that behaviour and turns it into a product.

The IT website 'Most Wanted' says²³:

What's really great about Wattson is it has two modes. The first shows your current electricity use, the other displays the yearly cost. By turning off devices around the home you can instantly see the savings you'll make. You can also connect the gadget to the internet and compare your figures with other users and get top energy-saving tips.

Wattson is a superb idea beautifully realised. Our only problem with it is the price – a rather steep £350, plus P&P

Right now the Wattson is probably a Transcender product. Both Now People and Transcenders will make price-insensitive purchases: money is not necessarily a barrier but for different reasons. The reviewer for 'Most Wanted' mentions the beauty of the Wattson's production. 'Beauty' is an Attribute that most indexes with the Transcenders, who would also be interested in the way it connects global to local. Transcenders might appreciate something for what they see as its 'intrinsic' worth. Now People will be more conscious of what it says about them, that is what others say it says about them.

If it looks desirable enough, and gets endorsed by famous people or adopted by a big name brand, or heavily featured on tv, the Wattson, created by a bunch of creative arts graduates, could turn into a Now Person 'must have' product. For Now People, what others say about the product is all important, and so for purposes of recognition, rather than intrinsic beauty, its appearance is important.

If successful people have Wattsons then Now People, followed by Golden Dreamers and Happy Followers, will want one, and be seen to have it. In its favour, the Wattson already looks designer-ish (as opposed for example to the utilitarian 'Bye Bye Standby Kit'²⁴ or the disciplinarian pitch (might appeal to Settlers) of the American 'Kill A Watt' which targets 'energy abusers'²⁵.

The Transcenders are over-represented among people who run things. They dislike being marketed-at and like finding stuff out for themselves. They find life fun most of the time but often through exploring new ideas, whereas Prospectors find "new things" more interesting than new ideas.

Our other non-Prospector group was the Settler Value Mode 'Brave New World'. The CDSM website²⁶ gives this description of them:

*These people dream, and work hard to create a "better world" for themselves and others. This is the mindset that has created the modern world and the very concept of progress. As Settlers, they have a basic gritty view of the world as it is. They tend to be attracted to **big** ideas yet tend to act in **small** ways. They are looking for the answers that will give them control and, by extension, safety. Life is not seen as holistic - rather it is a set of discrete situations; the smaller the better. Small equals controllable in their minds. They are prudent in their approach to money because that means safety, if they have enough*

Brave New Worlds are another group from the outside of the VM-map, quite ready to engage in debate or discussion about why what 'makes sense' to them is right, and why other things aren't.

One Value Mode we didn't look at is also worth mentioning. These are the Pioneer group, 'Concerned Ethicals'. This VM is in many ways the polar opposite of the Settler 'Brave New World'. They both share a strong sense that the social world needs rules, and that there aren't enough rules or they are not being followed and they ought to be. They may even agree on a desirable rule – such as to stop energy waste, or to restrict street drinking – but for opposite reasons.

The Concerned Ethicals are overtly ethical, espousing rules and regulations explicitly based on ethical thinking. They are the archetypical ethical consumers, investors and campaigners. While they may share a behaviour with Transcenders for example, they are much less forgiving and will often be heard in campaign groups insisting that “people should [only] do this for the right reason”. They tend to believe that to make the world a better place, you have to become a better person.

The Brave New World people might agree that the world should be made a better place but see the reason for a less than perfect world as “those in charge” failing to impose and enforce rules and regulations. They tend to believe that those who break the rules should be punished ‘to the max’.

From this you can see that a public meeting to discuss a community problem might attract both and that they can argue indefinitely, even about a measure they agree on. A bigger problem which Concerned Ethicals pose for environmental communications strategies is not their relationship with Brave New World – they are both liable to crop up amongst your more committed activists, just don’t get them going on “why we’re doing it” – but the impact they have on Prospectors.

The Prospectors don’t like to be told they are doing anything wrong, or that they ought to give anything up. Concerned Ethicals are likely to do both, and particularly annoy or intimidate Now People. All in all, if an effort becomes led by Concerned Ethicals, or is versed in their terms, it is likely to appear ‘worthy’ and unattractive to the 40% who are Prospectors. For the media this signals the “worthy but” frame of ineffectiveness, often reinforced by the dogged attempts of Concerned Ethicals to ‘convert’ others to their way of thinking (the ‘department of hopeless causes’). At least when it comes to population-wide behaviour change projects, there simply aren’t enough Concerned Ethicals (less than 10%) to risk basing the proposition or ask on what-works for them. Many NGO or public sector campaigns fall into this “too worthy” trap.

Findings From The West of England Research

Although Value Modes are quantitatively based and can readily be deployed in all forms of quantitative research through the use of a short form questionnaire to determine the values of the respondents, this project was purely qualitative. The analysis of the groups was carried out by John Scott and Scott Percival from KSBR, Keen-Scott Brand Research.

Groups:

X 10 2-hour Constructor Groups held across 4 locations representing each of the 4 local authorities:

- X 8 groups Outer Directed Value Modes (x 4 Now People, x 4 Golden Dreamers)
- X 1 group Inner Directed Value Modes (x 1 Transcenders)
- X 1 group Sustenance-Driven Value Modes (x 1 Brave New World)

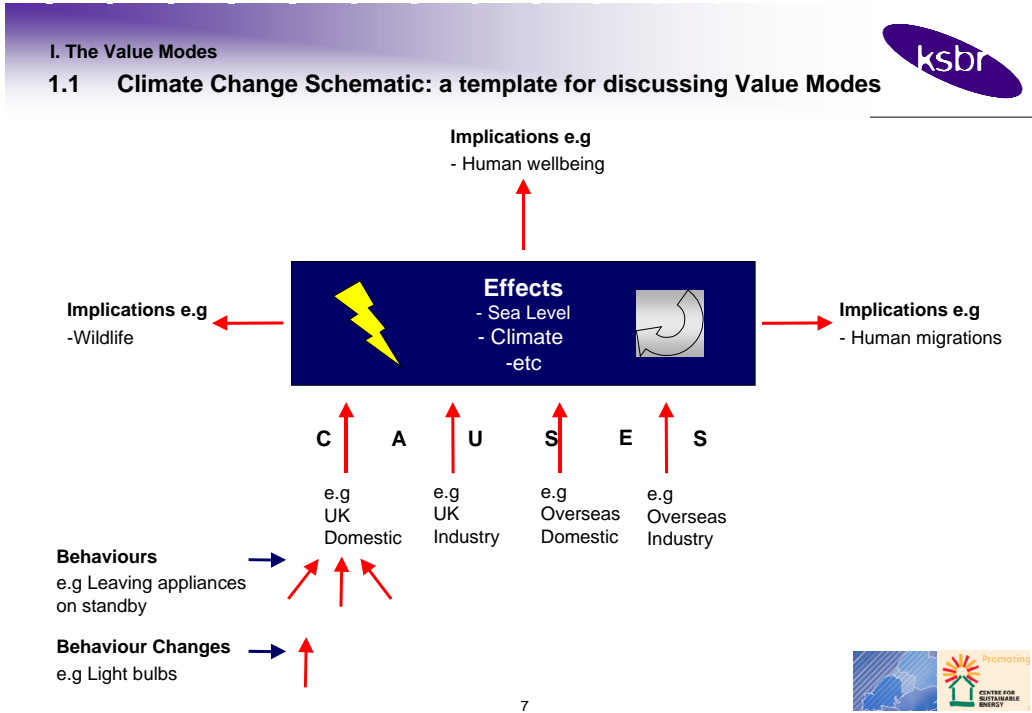
Respondent Criteria:

- ALL Groups were recruited according to the corresponding Value Mode group
- ALL Groups consisted of home-owners who had children still living at home, apart from 2 exceptions:

- Group 10: Brave New World, ALL retired/ 'empty nesters'
- Group 2: Now People, ALL renting accommodation, no children

The groups discussed climate change and were shown a number of possible executions of 'stop and talk' concepts in outline form (for example a 'model home' with 100 energy saving devices).

This schematic was used to structure and analyse the discussions, separating behaviours, causes (of climate change), effects and various types of implications.



7

Now People

Here are some 'typical' Now People verbatims and paraphrases:

Richard, 42:

- Married with two kids who are 11 and 13
- Sales Manager
- Lives in detached Victorian house

What I know and think about Climate Change?

"It's all being over-hyped by the media, it's where the money is these days. I'm not even convinced that it's all down to us - don't get me wrong, I do believe it's an issue but unless the USA and China get their act together what difference can we make?"

What am I doing about it?

“The kids have got me recycling but it can be a bit of a hassle. I’m always running around switching lights off and putting TV’s off standby but that’s more about saving money on the electricity bills

Sarah, 28:

- Married with one child 2 years old
- Administrator
- Lives in two bedroom new build estate

What I know and think about Climate Change?

“It does worry me - maybe not for my kids but perhaps their kids. In some ways I’m actually quite enjoying the warmer weather although it does make you feel a bit guilty. I try my best but it’s hard to know what’s going to happen!”

What am I doing about it?

“I recycle everything - clothes, shoes, plastic, paper...I always pull the chargers out of the wall and I have a few of those energy saving bulbs but for a lot of my lights they won’t fit or aren’t bright enough. I need someone to tell me what to do - it’s all mixed messages”

Tom, 30:

- Has a partner but lives with two friends
- No kids
- Housing Officer
- Lives in a city centre flat (renting)

What I know and think about Climate Change?

“I’m trying not to waste energy but certain things like travel are unavoidable - the costs just don’t stack sometimes if you compare the train to London to driving. We need to see the big companies taking the lead but there enough incentives - it seems like a lot of the blame is being put on us as individuals but no one really knows how to make a change or at least one that won’t affect my lifestyle”

What am I doing about it?

“Since I’m renting there is only so much I can do. I’m always after my flat-mates switching things off but that’s really keeping bills down. I will only wash on full cycles and I’ve turned the heating down a bit in some rooms - having said that the Sky box and stereo are usually left on again, recycling can be a challenge living in a shared household!”

John Scott who moderated many of these groups commented: “It was noticeable that climate change was much more ‘on the agenda’ of these people than it was with people like this, even 18 months ago. The issue has become ‘normal’ for them and that’s a big change. It’s wrong to read their inaction as down to not understanding anything about it or not being at all interested. But the Now People do have some quite specific ‘outs’ which quickly enable them to negotiate their way to an opt-out from taking more action than they already are. On the other hand, many of them had done something. For instance a lot had obtained energy efficient lightbulbs, including for free from utilities,

and although they might only have one or two, there was a big 'doing it' effect. Ie "there must be something in this, I'm doing it". They were also typically pleased to find they could talk about it as something that other people were interested to hear about".

Here are two of the Now People opt-outs:

Won't affect me?

"I know climate change is happening, I actively do recycling: Easter egg boxes have gone in the green bin, but it will never effect me, or my children, we will be long dead"

Shifting the blame/focus:

"We've speeded it up but is it a natural thing that happens anyway? Everything changes so I'm not sure if we're speeding it up or not!"

Against this:

What will happen to us?

"The coast lines are receding - is that to do with climate change?"

"In 50 years time it might be too hot to live in Spain!"

"Have you seen the film 'Day after tomorrow' - I would be a bit worried if that happened"

"It's not just us - the polar bears clinging on to the last bit of ice was on the news - we are destroying their lives"

What else can I do?

"It is easy to perhaps think it isn't as important as it should be. They tell us to recycle this, recycle that and put our telly's off standby but there must be a lot more that a lot of us could be doing"

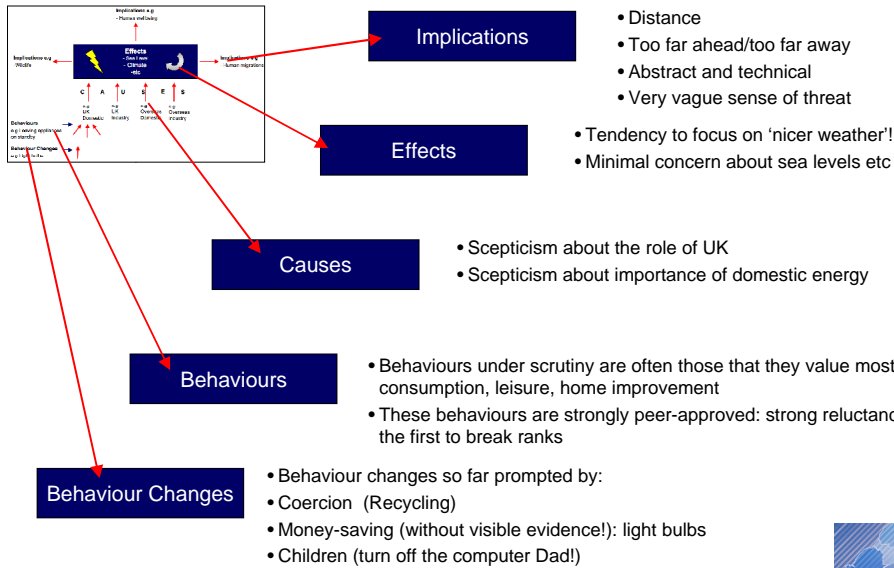
An open door to do more ? And rationalisation:

It all comes down to money!

"I think most people do that because they see the impact on themselves, they do it because it saves them money. I'm always turning lights off but I never think, I am doing this to save global warming - I'm doing it because of economy!"

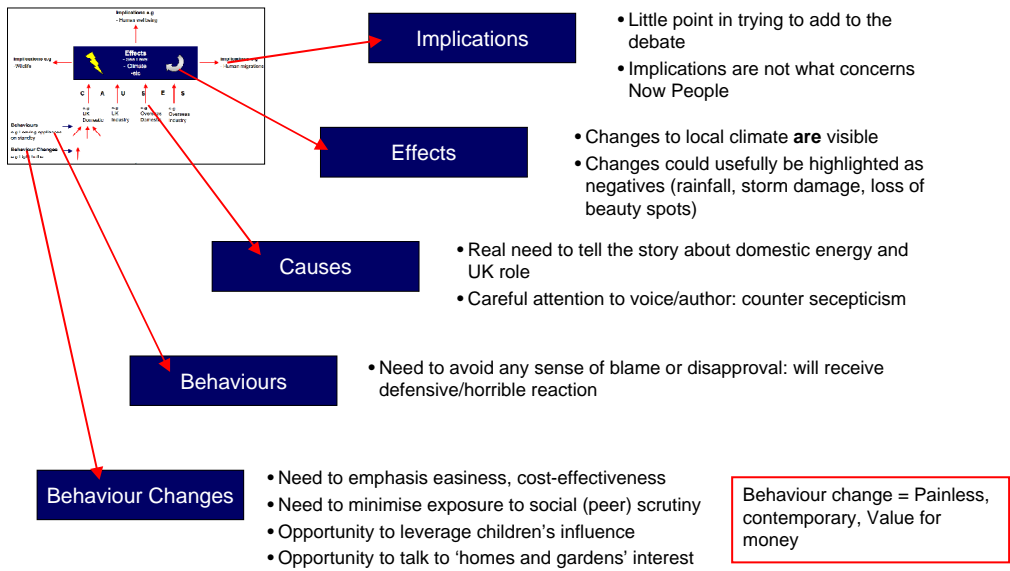
The upshot of the Now People groups is summed up in this slide:

I. The Value Modes
1.2. Now People: Climate Change



KSBR drew the following conclusions from the groups, about talking to Now People:

I. The Value Modes
1.2 Talking to Now People about Climate Change



This is more broadly relevant to attempts to 'sell' or market climate change related behaviours. For this significant group:

Don't:

- Talk about the implications: too remote and they are not very bothered
- Use messengers (voices) which lack authority or could be challenged
- Criticise behaviours (eg wrong type of car, 'wasting' energy in your home)
- Ask them to give things up
- Ask them to be the first to change (amongst their peers)
- Invoke critical judgement by others

Do:

- Refer to local, visible, negative changes involving loss or damage
- Show the significance of UK emissions and those of normal people (ie like them)
- Use interest in homes and gardens
- Deploy the nag factor of their children
- Create offers which are above all easy, cost-effective, instant and painless

So for example an ideal Now Person offer might involve buying something recommended by an esteemed person, brand or channel, perhaps stimulated to do so by their kids, and which they could then show-off to friends who visited. Feeling a little bit clever, a bit admired is good, as is being able to simply state the significance of the contribution made. An external organisation (eg a NGO, public body) could then reinforce this by for example, media work that signalled approval for people who had bought this thing, as being a model that others should follow.

Being the focus of criticism as part of the problem is not what Now People want to hear or feel. They are still a long way off wanting to audit their lives (unless perhaps carbon dieting became fashionable).

The way to get Now People on the bandwagon is to give them a succession of easy positive actions that have rewards attached. 'Easy' here means convenient and not socially challenging. Contrary to popular assumptions it need not mean cheap. For example KSBR found that whereas the most easy options were indeed around the small day to day purchases, at the other end of the scale, Now People were quite attracted by big ticket changes such as solar panels, even a hybrid car, or if it existed, a contract to buy energy efficiency for the whole home.

"I had the impression" says John Scott, that "if it was made easy, for example by buying a package of services, that the Now People might quite like to pay for a renewable or energy efficient home-makeover, even if they baulked at the upheaval and cost involved in doing that piecemeal, by themselves. In other words if it was like a mortgage, where you paid 'over the odds' because of interest, it could become more attractive not less, if it had 'cachet'".

For Now People the expense is itself intriguing. For them it may be the middle ground of mid-cost mid-hassle changes which is dead-ground. For would-be change-makers this might imply a bit of financial product-making, rather than information-giving. In other words, the obstacle to getting at least some of the Now People to adopt such new technologies or home-changes may not be the 'actual cost' but the availability of an offer which makes the option easy, attractive and status bearing.

NGOs and public sector planners who subscribe to economic fundamentalism, which runs richly through much political thinking, often overlook this reality, assuming that 'cost' is always a barrier. As J Maynard Keynes once said: *"Practical men, who believe themselves to be quite exempt from any intellectual influence, are usually the slaves of some defunct economist"*.

Golden Dreamers

Jackie, 37:

- Married with one daughter aged 8
- Runs mobile catering business
- Lives outside Bristol, 1930's detached house

What I know and think about Climate Change?

"It's quite scary but nothing seems to really be happening - especially when you look at America. There are more natural disasters happening but all we seem to get is warmer summers. My daughter is quite 'hot' on all of this and she has made an impact on me but my husband is useless with it all!"

What am I doing about it?

"All the usual stuff - turning off everything, recycling and composting - I've even got a water meter which really makes you think. I try to wash the 30 degrees but it's not always possible is it? We've got a south-facing house and we thought about solar but it's too expensive"

Neil, 47:

- Married with two children who are 10 and 14 years old
- Care Worker
- Terraced House

What I know and think about Climate Change?

"My kids are making me change, I think we're all quite ignorant about it. It's up to the government really but at the moment they are focusing on things that only affect the rich so what difference does that make?"

What am I doing about it?

"I've been nagged to change the bulbs and I actually got some free ones from Powergen. It took me a while to get used to but I switch everything off at the plug now but maybe that's more about having pennies. The boiler packed in as well so we've got one of those new condenser ones"

Influence of children:

"My little boy recycles and tells me where to put bottles and everything"

"My daughter says Mummy switch off the lights - you are killing polar bears!"

Hard to justify behaviour change:

"There is a bit of hype, some scare mongering story after another - people putting out their bins with the bottles, but then going on five holidays a year so unless people are going to be consistent..."

Confusion reigns:

"I worry about the future and there is so much hazy information - so many terms and phrases are being banded around which people really don't understand and if people don't understand then they won't take it in and do anything about it!"

Not in 'control'

"Deep down inside we all think that our kids will take care of it - we can't quite grasp how big an issue it is - we shouldn't be letting them do that but it's sort of passed me by a bit if I'm honest"

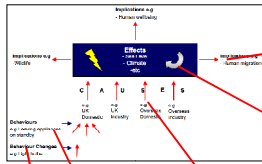
How much of a priority is it?

"I think it is an issue but I don't think it is more important than say poverty"

The Golden Dreamers are less confident, more reflective and less optimistic than the Now People. Like the Settlers, they tend in all things to look to authority and expect 'them' to do something about it. They are the people for whom "I will if you will" applies and "you" means 'someone who can make things happen', which they don't see as themselves. (We have recently found exactly the same thing in another research project with this group, related to measures to address 'fear of crime').

Here's KSBR's summary of the Golden Dreamers on climate change:

I. The Value Modes
1.3 Golden Dreamers: Climate Change



Implications

- Stronger inclination (than Now People) to think about the future, especially re kids **but** sense that implication are still far off

Effects

- Less inclined to talk about nicer weather
- Deep noted anxieties about changing the 'natural' state

Causes

- Generally very suspicious about who's talking
- Tendency to despair: it's all our fault, we've no right to lecture developing world etc

Behaviours

- Reasonable acceptance that concerns behaviours are wasteful/ counter - intuitive
- Strong sense that behaviours are out of control/impossible to do anything about it.

Behaviour Changes

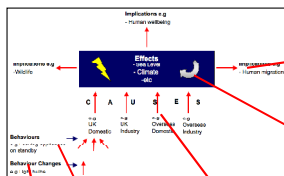
- High awareness of what they're **supposed** to do
- Very attracted to efficiencies saving: more prudent than Now People
- Strong sense that their **own** contributions are unlikely to make a difference: 'someone' needs to enforce much broader changes



Other differences with the Now People are their greater tendency to despair, and greater suspicion of messengers but high awareness of the 'duty' to do something and a dislike of waste.

This is how KSBR saw talking to Golden Dreamers about climate change:

I. The Value Modes
1.3 Talking to Golden Dreamers about Climate Change



Implications

- Opportunity to reference and reinforce implications **but** this will not work well for Now People

Effects

- Need to stress the local downsides but must avoid triggering a 'despair' response

Causes

- Golden Dreamers are more prepared than Now People to accept that their actions **are** important
- Need to reinforce urgency **but** important not to add 'noise': principle is already accepted

Behaviours

- Golden Dreamers are aware of behaviours which maybe negative
- Need to avoid negative spiral: blame and recrimination: carbon footprint etc - over negative

Behaviour Changes

- Offer congratulation/hope/reinforcements
- Make reference to the future/legacy
- Make clear that progress is being achieved/that **they** are helping

Behaviour change = Effective, useful, important

You *can* talk to Golden Dreamers about implications but this *won't* go down well with the Now People (and in this case the client planned to talk to both). The key to reaching these people is that the offer should show the proposed behaviour change will make a real difference: 'effective, useful, important'. Like the Now People, Golden Dreamers would welcome reward and recognition for what they do, not blame, which in their case might easily trip them into a doom- and futility-inspired retreat from action.

Like Now People, Golden Dreamers are closer to thinking about these issues in small personal and familiar terms, such as recycling, than the novelties being adopted by the Pioneers.

They are unlikely for example to rush to examine their carbon footprint. Indeed in one group when the idea of a 'carbon footprint' came up, respondents shied away from it, not only because they found it hard to grasp but because carbon was black dirty stuff and a footprint was something undesirable on your carpet. Pioneers might laugh and Concerned Ethicals might sneer at this but it is a reality. (And perhaps illustrates the naievety of trying to transfer policy concepts into public communications).

The ill-fated 'carbon footprint' should indicate to campaigners and would-be behaviour changers that they need to come down to earth and recognize the enormity of what they are trying to do in terms of climate change and 'personal behaviour', and how targeted they need to be.

As KSBR point out, the very behaviours that advocates seek to change for the Now People, are some they hold most dear, such as shopping and home-improvements. This point seems to have eluded the authors of one schematic I have seen which (on the basis I think of a seminar held amongst NGO staff, most of who were probably Pioneers), graded behaviours into 'easy', 'hard'. etc. For a Now Person concerned to be admired rather than laughed at by their friends, changing to a different lightbulb if it is 'funny-looking' or being the first to take up a home energy audit, is not 'easy'. We need to remember the basic marketing dictum of 'start from where the audience is, not where we are'.

This isn't a counsel of despair. Go about it the right way and even the Now People, on the surface the most carbon-egregious offenders, can change their ways, and quite quickly. The problem is that many who want to 'promote behaviour change' make the perhaps unconscious assumption that to get others to act like them, those others need to become like them (the Concerned Ethical Trap).

One change that the behaviour-changers could usefully make in the short term would be to deter designers, and in particular web designers, from using old fashioned incandescent light bulbs as an icon of design, and more importantly, of a 'great idea'. So long as that persists, it sends an unspoken signal of approval²⁷. One way to do this might be for a 'designer' forum or organisation, such as the UK Design Council, to run a design competition to solve this problem. While literal that might at least signal the need for change. A more creative approach might be to develop a new 'sign' from inside a process which actually rewards innovation and brilliance.

The Overall Take On Prospectors And Climate Change

The brief for this project was to look at potential interventions in shopping centres. In case anyone else is thinking of doing so, it's worth noting that this makes real sense for Prospectors, in that shopping is a favoured activity. While shopping (e.g. in a mall) they can:

- Find Out What's New
- Promenade / be seen
- Have a day out/Leisure*
- Have a change of scene/variety

This is all on top of going there to buy things, which they like. (* One of our clients remarked ruefully of a large mall that "people seem to go there for the weekend – they seem to live there !")

Prospectors are open-minded and acquisitive of ideas as well as things. A shopping centre would be a better channel to use to float new ideas in the form of new *things*, than for example, a magazine or newspaper.

KSBR observed:

In almost all respects, the benefits and the attractions are stronger for women than for men or children. Men and children (at the weekend especially) are a captive audience

Which means that if you can give them something rewarding to do while the women shop uninterrupted, you may have a winning combination. It's also useful to know that 60% of Prospectors are women²⁸.

KSBR came up with these generic do's and don'ts for an approach to Prospectors in a shopping centre²⁹:

Do:

- | | |
|------------------------------------|--|
| <i>Tease people</i> | - Propositions |
| <i>Give things away</i> | - Stop and find out more |
| <i>Be big and colourful</i> | - It's a noisy visual environment |
| <i>Look slick and contemporary</i> | - It's a fashion environment |
| <i>Provide a <u>facility</u></i> | - Put your feet up (free coffee?) |
| | - Distraction for kids |
| | - Something for men to do |
| <i>Leave people with</i> | - An idea, a product, an 'audit: <i>something</i> they want to get things! |


Don't

- | | |
|------------------------|--|
| <i>Lecture people</i> | - They're there for 'fun' |
| <i>Doorstop people</i> | - They want to browse not be 'talked at' |

- Over expect* - Anything that might take too long or expect too much is resisted
- Look too green* - Their friends are watching; they'll be wary to be seen to be too interested
- Indicate any sense of denial* - Hairshirt Indicators will be a real turn off!

Prospectors are also competitive, for themselves and anything they identify with, so the idea of achieving more, of succeeding at 'being green', or their region, town or group succeeding, may be expected to 'make sense', so long as failure did not seem a real risk.

This is KSBR's take on 'capturing the imagination' of Prospectors (OD = outer directed = Prospector):




IV. Capturing the Imagination of the ODs

4.1 Why should we bother? 1: existing reasons

OD's have **plenty** of reasons to be bothered about Climate change. Although these rarely add up to a very coherent picture of what the effects or implications really are, they do add up to plenty of reasons to **worry**:

The weather	<p><i>"We have had the terrible storms and then the drought last summer"</i></p> <p><i>"I came back on Christmas Eve and there were daises in the garden!"</i></p> <p><i>"We don't see as much snow as we used to, or any!"</i></p>
Documentaries	<p><i>"If It's like Horizon or one of those programmes I do listen more"</i></p>
Polar Bears/ the World Around	<p><i>"It's not until you see the polar bear stuck on the icebergs - things like that which really touch you which make you think ok yeah it's happening, what will it be next?!"</i></p> <p><i>"I'll listen to the BBC news about the melting ice caps"</i></p>



It is notable that the polar bear comes up again and again not just in this research but in other work I've seen in the last few months in the UK. This may be due to some extraordinarily powerful BBC footage (Planet Earth) shown on tv in early November 2006 and widely trailed and repeated. This featured a lone polar bear swimming and swimming in search of ice ... in the end it died (a Walrus intervening). Through the plight of this individual we saw a metaphor for the melting of the Arctic and possibly the fate of much more. Sadly no NGO, nor the BBC, seems to have turned the film into a campaign icon, although there are plenty of attempts to campaign using polar bears eg the one-girl American campaign by Mollie at <http://savethearctic.blogspot.com>

KSBR conclude that

There is a reasonable degree of interest in new messages about ‘the problem’ but these messages are very rarely Prospector friendly: as such they are often strongly resisted: accusations of ‘scaremongering’, ‘profiteering and even luddism”

Most of the *reasons* are simply too abstract. Bad things may happen to your descendants but that’s too distant to worry about (unless your children complain !³⁰). Bad things may happen to foreigners or wildlife but that is too distant, and while documentaries may make serious points they are ‘too intellectual’. Similarly, the social factors such as “it’s going to become embarrassing to drive a 4x4” quickly gets dismissed as ‘political’.

In short, don’t try to capture the imagination of Prospectors with new reasons-to-be-bothered. This is a particular risk for Pioneer message-makers who simply love new reasons for anything, and a good reason to get Prospectors to communicate with Prospectors. The Pioneer may always blow it by adding a juicy new extra fact once they think they’ve established rapport.

In the same way, Prospectors can be quick to attribute motives that give them an opt-out. Councils may be ‘trying to fill their quotas’ (as, it is supposed, in recycling), or politicians may be ‘trying to scare you’ while NGOs and the media are ‘looking for sensation’, and lowering standards of living is simply ‘luddism – back to the dark ages’.

A more promising line is to work with what Prospectors are *already* concerned about. Here are two slides showing KSBRs view. First the cul-de-sacs and the opportunities:

IV. Capturing the Imagination of the ODs

4.4 Working off existing worries




Theme	Cul de Sac	Opportunity
Guilt	Blame (Carbon Footprint etc)	Congratulations/ celebrating doing well, ‘good for you’
Genetic	Threat (you are doing it to your kids)	Improvement: hope do it as a family
Social	Shame: Ask your Neighbours	Competition: Beat the next region/Country/Continent. Head the way, do it better
Intellectual	Data and Information	Action: Simple, Easy, Local, Immediate




Next, a summary:

IV. Capturing the Imagination of the ODs
4.5 Capturing the Imagination: Summary



Initiatives need to be:		'Watchwords'
Congratulatory/ celebratory	→	We're doing really well
High involvement / Hopeful	→	Fun, engaging, involve the family, interesting
Competitive	→	We're doing better than before (or than others...)
Concrete, easy, immediate	→	Have a go: it's immediate, easy, simple, local



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Does this look anything like most 'climate communications' initiatives ? No. That perhaps is why they don't work with huge parts of the population.

An example of acceptable behaviour change cited by respondents was to wash their clothes at 30.C: simple, instant, no cost (saves money), and promoted by a detergent manufacturer. (A brilliant piece of marketing as it required absolutely no changes to the product and won green credentials). Single-actions 'work' for UK Prospectors where they are on climate today:

"They are drip feeding us this information and it slowly sinks in and you think ahh yeah - it's like turning things off standby and that's normal behaviour now"

"I didn't know until I saw the adverts about washing at 30 degrees"

"There is the one on the TV where the little boy recycles a bottle and it says he can run his computer for so many days - that makes you think"

"I read last night if you recycle 90 tins then it could power a light for a day"

It is notable that many Prospector respondents cite adverts for commercial products or public service ads as their source of information. Any campaign which can harness a commercial promotion is more likely to reach them.

“Asda are making all their clothing now washable at 30 degrees which makes you think it’s fine to wash at that temperature”

Even so, they perceive many practical barriers. For example they may know that their sash windows are energy-sinks but want to keep them for the aesthetics. They may know about standby but have their electricity sockets behind the furniture (hence the appeal of a device that turns things off at a distance). A number of our respondents thought newer homes would simply not merit more insulation, and cost can always be raised as an objection.

Overall Prospectors want value for money, convenience, cachet and tangibility. KSBR say:

- ❖ Prospectors are great lovers of the convenient. They don’t enjoy weighing things up, options, they are suspicious of being ‘sold’ things. They respond to simple persuasive arguments and to the removal of obstacles: the airport shopping principle (‘because it’s there...’)
- ❖ OD’s attitude to money is straightforward. If they want something badly enough they’ll do whatever’s necessary to get it (especially Now People): buy now pay later. If they don’t want it badly enough, price can become a very big issue very quickly. Few Climate Behaviour Changes work in the must-have category so they need to offer good value:
 - Low cost
 - Strong Value Rationale
 - Do whatever’s possible to add desire (I.e not look ugly, mispackaged etc)
- ❖ Cachet is hard to claim with regard to Climate Behaviour Changes. Inner Directed may receive peer recognition but this is unlikely to come to the OD’s. Sustainance Driven people may be applauded by their peers for avoiding exposure to risk but again, this is much less the case for OD’s.
- ❖ The priority is to avoid the opposite: social stigma. Anything which could brand the OD as
 - Cheap/ Skinflint
 - Sacrificing style for value or regressing in terms of lifestyle
- ❖ Prospector respond very well to demonstrations: ‘proof’ that what’s being promoted will really work. The simpler and more absolute the better: a ‘real’ analysis of what would happen in your house is always better than a ‘typical example’, a before and after infra-red heat-loss photo is always better than numbers on a page. Prospectors are particularly fond of ‘getting stuff’ so giving them things to take home (reminders, talisman or actual products) is always popular

Having read this, if you have waded through this far, Pioneers might be yearning to get back to talking to people like themselves, those ready to consider the implications, the bigger picture, the underlying reasons, hungry for information and prepared to try something difficult. But do not assume this is necessarily going to lead to action.

Talking To The Pioneers

We only looked at one Pioneer group, mainly because they were essentially a ‘control’, and because of budget constraints. They were very different. For example their views

are more multi-stage and complex, they are more self-critical and have generally tried things. They too have reasons not to 'be green':

Bob, 43:

- Married with two boys 14 and 10
- Lives in a village outside the city
- Runs his own business

What I know and think about Climate Change?

"I'm trying to use things responsibly and be conscious of my actions but it frustrates me when I look at manufacturers or the supermarkets - the amount of packaging and waste - why isn't more being done about that?! It's a huge problem - everyday I read the paper and it's something else, you can only take on board so much!?"

What am I doing about it?

"I've been looking into solar energy but it's maybe not viable yet. I must admit I'm still guilty of using the car a lot which I need to change. I always get on at the kids to switch things off and use less water"

Jackie, 37:

- Married with two daughters who are 7 and 10 years old
- Works in local college
- Lives in modern detached home

What I know and think about Climate Change?

"Recycling has taken off but the council seem to have ulterior motives - I'm willing to believe that doing my bit will make a difference, you have to really don't you? It can be frustrating though with all the conflicting messages"

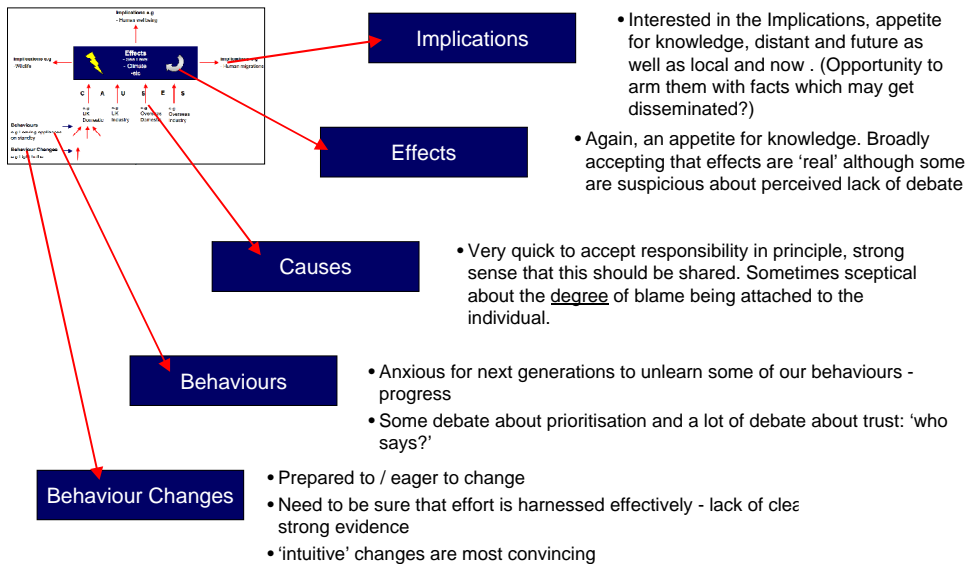
What am I doing about it?

"I've changed all the light bulbs and recycle all the kitchen waste. I'm all for composting - kids like that because it has an end result. We've changed our boiler and insulated the house recently but that had to be done anyway. I do try, especially, when I can, with the kids."

Unlike the Prospectors, the Transcenders (Pioneers) were interested in implications and are positively eager to try new behaviours. Here's KSBR's summary of how to talk to them:

I. The Value Modes

1.4 Talking to Transcenders about Climate Change



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With a lot of qualifications about trust, reliability of messages and messengers, and effectiveness which are shared with the Prospectors and need to be accounted for, the Transcenders are more up for change, as would be expected. However they have one big drawback when it comes to taking action. They may love talking about it more than they love doing it.

KSBR termed this 'taking responsibility in principle'. The Transcenders tend to know a lot of arguments for adopting a particular behaviour – they have thought about it, probably discussed it, read about it, maybe tried it – but they also know the counter arguments. And they like to talk them through. In this they are the opposite of the Now People who want to get on with life. The Pioneers are quick to take responsibility in principle but this may not signal any actual action.

Pioneers like getting to the 'real story', they distrust marketing and spin (they may work in these industries themselves), and they like authenticity and stories about real people, from which they can draw their own conclusions (campaigners note – don't tell them what to think). These are people who you will get more from if you can 'let them inside' your campaign, to become a part of it and help shape it. Whereas Prospectors are seeking independence, Pioneers seek inter-dependence.

Talking To The Settlers

For Settlers we spoke to one group of older 'Brave New World'. (Settlers tend to be older in UK society because of shifts in values groups but most older people will not be Settlers).

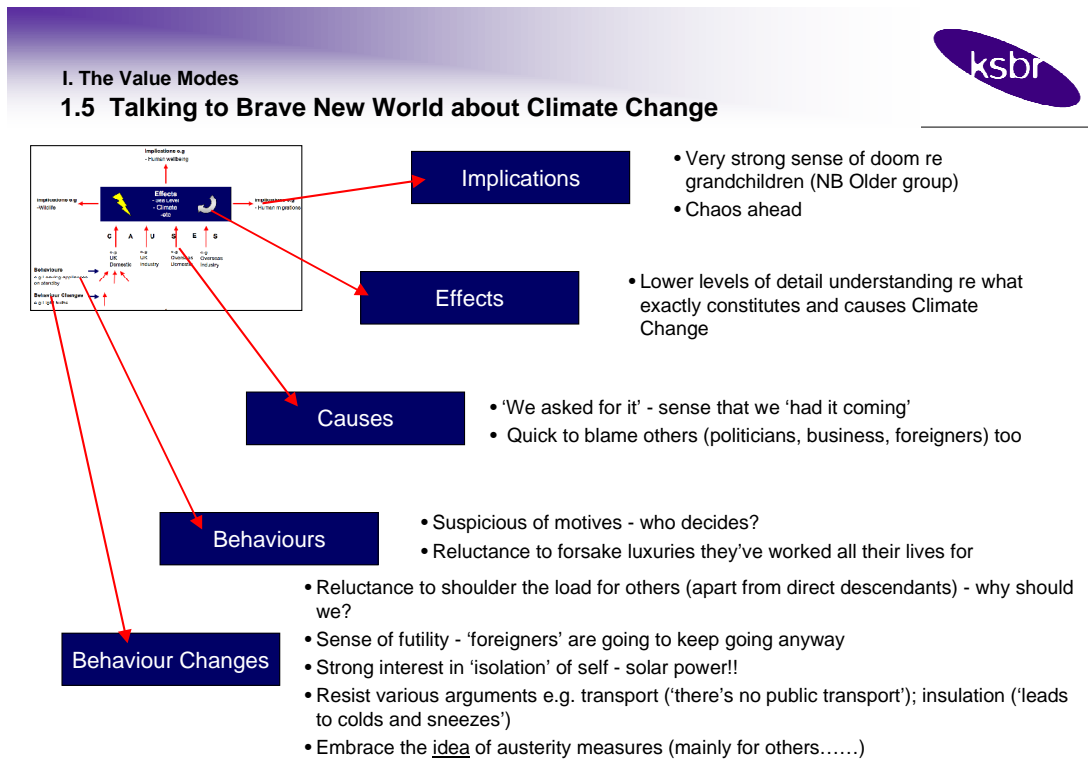
By and large Settlers are the last people to embrace anything new, whether a new problem or a new behaviour. Acquiescence (accepting what others or life imposes on you) and Discipline (stick to the rules, obey authority) are strong Settler Attributes. Their sense of community can lead them to embrace some of the same initiatives as Pioneers but for very different reasons. For example a 'community project' involving communal action can be made attractive to some Pioneers and Settlers but is unlikely to work for Prospectors, who want to escape from being like the rest of the community and stand out³¹.

Roger, 65:

- Retired with children left home and young grand-children
- Lives in a detached Victorian villa

What I know and think about Climate Change?

"It's very political and whether it's right or wrong I wouldn't trust Tony Blair to tell me what to do with my house. All these countries like India and China - we can't tell them to stop doing what we were doing in 1800 can we?! One day the UK will wake up with no natural resources left - it's going to increase the cost of living and I think what are we leaving behind for our grand-children?"



What am I doing about it?

“Obviously I try and save energy but with the rates going up I need to watch my bills anyway - the pension doesn’t go as far as it used to does it? I would use public transport but I’m sorry - it’s awful, if I need to drive my car then I will, I try and save water and was thinking about collecting water for the garden”

As with the other groups, you can see a clear transfer of the Attributes on the Values Map into the way that Brave New Worlds perceive the ‘climate issue’.

The Settlers we spoke to were older and many had grand children. KSBR noted that they often embraced the idea of austerity measures but primarily for others. They saw their own children as a bit of a lost cause (too much stuff, money etc) but placed great hope in the next generation – the grandchildren. This is a frequent phenomenon in groups we’ve run in a number of recent research projects. Converting this into an action proposition though, would need care.

Grandparents are often enthusiastic about their grandchildren doing “what’s good for them”. Depending on their orientation this may involve various mixtures of enjoying themselves, learning (education) and being well behaved (discipline). Creating an activity or offer which the children themselves enjoy but where grandparents are ‘buying’ the reason or rationale, is one way to use this. Children of school age generally dislike anything overtly ‘educational’ being introduced into their time away from school but getting something ‘good’ or ‘cool’ to have and keep, and making it or winning it, can work. Remember you need to test the ‘thing’ with kids themselves.

If that thing can then be used by children to exert pressure on their parents, you may have an action sequence which goes (a) decision on activity by grandparent (b) children enjoy it (c) children use it to ‘nag’ the parents into behaviour change, eg around household or lifestyle behaviours in the family context.

Brave New Worlds were noticeably less clued up on climate change but open to authority-led action, especially if it applied to everyone and started with others. Clearly they would be poor messengers to the other groups, especially Prospectors.

One Brave New World lady surprisingly had installed solar panels on her home. This stimulated a vigorous discussion amongst the other participants, especially when they discovered why. She was relatively wealthy (illustrating the fact that values segmentation does not correlate with wealth) and wanted to become independent of Tony Blair, the government, electricity companies and so on. In other words to isolate herself, be safe and secure: classic Settler motivations. So she had solar panels for security reasons, not environmental or ethical ones.

Conclusions

This short study was designed as R&D to produce ideas that might work in talking to Prospectors about changes they could make that would reduce CO2. As noted above, we haven’t included the detailed tests of concepts in this paper. Instead the more general motivational pointers may be applicable to a number of interventions that readers might be thinking of. Clearly this is a snapshot in time – it’s where this large group of people ‘are now’.

The results of these groups show the futility of treating 'the public' as a group or thinking that any one tactic applies to 'people'.

For reaching Prospectors the main difficulty for Pioneer-led organisations or initiatives is the unwitting export of 'obvious' assumptions into communications which, in fact, only 'work' for Pioneers. For example as shown in the summary slide below, Prospectors need to be reached through an experience or an attraction (or getting stuff) rather than with 'messages'. The notion that 'we need to get a message across' is so deeply embedded in the thinking of many would-be behaviour changes that this fundamental point is often lost before the attempt to 'create communications' is even seriously begun.

Similarly, for carbon cutting in the home, the research on Prospectors showed that you need to make it 'about' saving money, not cutting carbon. No proselytizing about climate or carbon, even though you might see that as the point of the exercise: no issue literalism.

Prospectors also need to be rewarded. Find what they are already doing, or stimulate them to think about it. Recognize and applaud that, then show how, painlessly and conveniently, to do another thing which has a real benefit. That's the ladder of change for Prospector action.

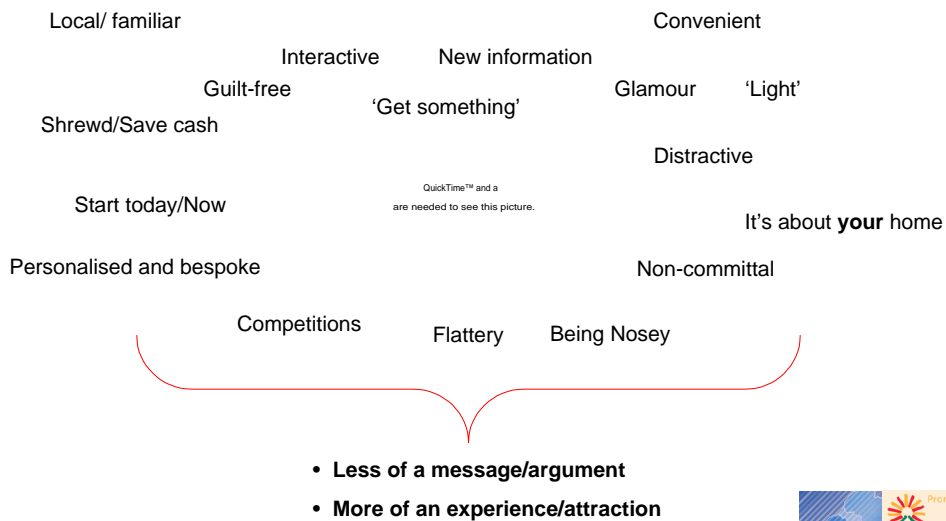
Communication planners targeting Prospectors also need to carefully consider the author or the messenger – the M of CAMPCAT. The best messenger, the 'voice' may well not be the commissioner of the work. As with most of the CAMPCAT factors, the best 'voice' can only be identified by doing research with the target audience. In the case of this project, programmes like the tv consumer Watchdog, or BBC figures such as David Attenborough or Robert Winstone, seemed viable possibilities. This could be backed up with strategic visits to the area or event from high profile parties such as the tv presenter of Grand Designs, DIY or Garden celebrities or the Watson makers, or even local tv newsreaders and weathercasters.

Any face to face execution for Prospectors needs to look and feel contemporary, 'retail' rather than NGO, product and service rather than 'cause'. Any hint of politics, ethics or campaigning will frighten Prospectors away. Prospectors like 'experts' on hand but they need to be on hand not in front. The ideal salesperson for a Now Person is going to be another Now Person, preferably glamorous but at least well-kempt, not concerned with selling an idea but the right stuff to have now. So don't whatever you do, send a badly-dressed Pioneer who really would rather be talking about 'the issue', or the leading edge actions such as pledging not to fly and growing their own vegetables to avoid food miles.

One good test is how the intervention and invited action makes people feel. Prospectors need to 'walk away' feeling a bit more clever, surprised, a bit more interested, and with a clearer idea of how much money they can actually save.

VI. Concepts

6.8: Summary of the 'Hooks' for an Outer Directed audience



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Other plus points in an execution for Prospectors:

1. *Congratulatory/ Celebratory*

Focus on what people are ALREADY doing well and then crucially tells them what else they can do (without having to go out on a limb to be Green)

2. *High involvement/ Hopeful*

- The room and garden attracts children to play around
- Family-orientated (e.g not Mum or Dad having to sit down at a desk or being asked 20 questions)
- 'Stuff' to look at rather than be told
- 'Facts you never knew' e.g information that feels bite-sized and clever rather than long-winded and intellectual

3. *Competitive*

- The positioning of the concept can make this competitive at several levels:
- How many of these are you already doing compared to:
- Your neighbours?
- Your city v next door city ?
- Your region v next door region etc

4. *Concrete (easy & immediate)*

- Very non-committal e.g no pledges or obligations, no need to really go out and buy anything
- The majority of things being promoted are everyday actions that allow everyone to 'have a go'

5. *Cachet*

- Socially acceptable actions- everything seems to make sense, feels smart
Not overtly 'green' but it doesn't hurt to point out the environmental benefits (but these are more of a consequence than the motive itself)

6. *Convenient*

- promote the most convenient and immediate actions that can be done habitually
- For 'bigger-job' items such as insulation promote the most practical methods of installing this (start by focusing on the 'quick-fix' insulation methods first)

7. *Tangible*

- Real things which can be bought and demonstrated – not arguments, concepts or processes

Readers may note that many of these points are the exact opposite of the experience that is offered in many current attempts to get behaviour change. The UK EST site for example asks people to 'pledge', as does Stop Climate Chaos. Visit the UK Centre for Alternative Technology and the exhibits constantly remind you how bad you are in terms of consumption but you can't actually pay to have a solar panel installed there and then. The Norfolk 'Ecotech' centre used to have (may still have ?) an interactive exhibit in which the 'wrong' answers included buying fashionable rather than 'durable' clothes and having a house which was warm when you woke up in the morning.

These Prospector-unfriendly examples may be extreme cases of Concerned Ethical projection but the same undercurrent of thinking runs through a lot of conventional NGO and much public sector communications on 'climate'. So they are missing or alienating the very people they most seem to want to reach (if that is, they are after behaviour-change rather than a vanguard campaign).

So who's getting it right ? By a process of natural evolution as more and more companies engage with climate related products and services, the commercial sector is likely to give Prospectors what they want. B & Q have made it easy, or much easier, to get a wind turbine for your house. It's still a cusp product but if it becomes a must have and bigger brands get into wind turbines, that could change very fast. Wattson is in a similar position.

An unanticipated consequence for NGOs could be that they find themselves sidelined as actors in the public 'debate' about responses to climate change.

Using Value Modes

Essentially Value Modes are a research and strategy tool, and can be used like any other market segmentation. Because of the size of the underlying database however they give far greater 'reach' and predictive power than a series of focus groups selected in another way, especially where motivation for behaviour is important. The most basic requisite though, is that communications efforts are researched and tested, and not simply launched on the basis of hope.

See also the document 'Using Value Modes' at www.campaignstrategy.org . Visit www.cultdyn.co.uk to read the descriptions of 12 Value Modes and take the 10-question test yourself. CDSM will email you your profile.

For a project like this people were recruited into groups according to Values Modes with a question guide given to professional recruiters. CDSM also runs 'immersion seminars' which teach the participants how to think like the three main segments of Prospector, Settler and Pioneer. Once this is done, participants can go on to design their own communications either targeted at one group or taking the differences into account. Some strategy ideas are given in 'Using Value Modes'.

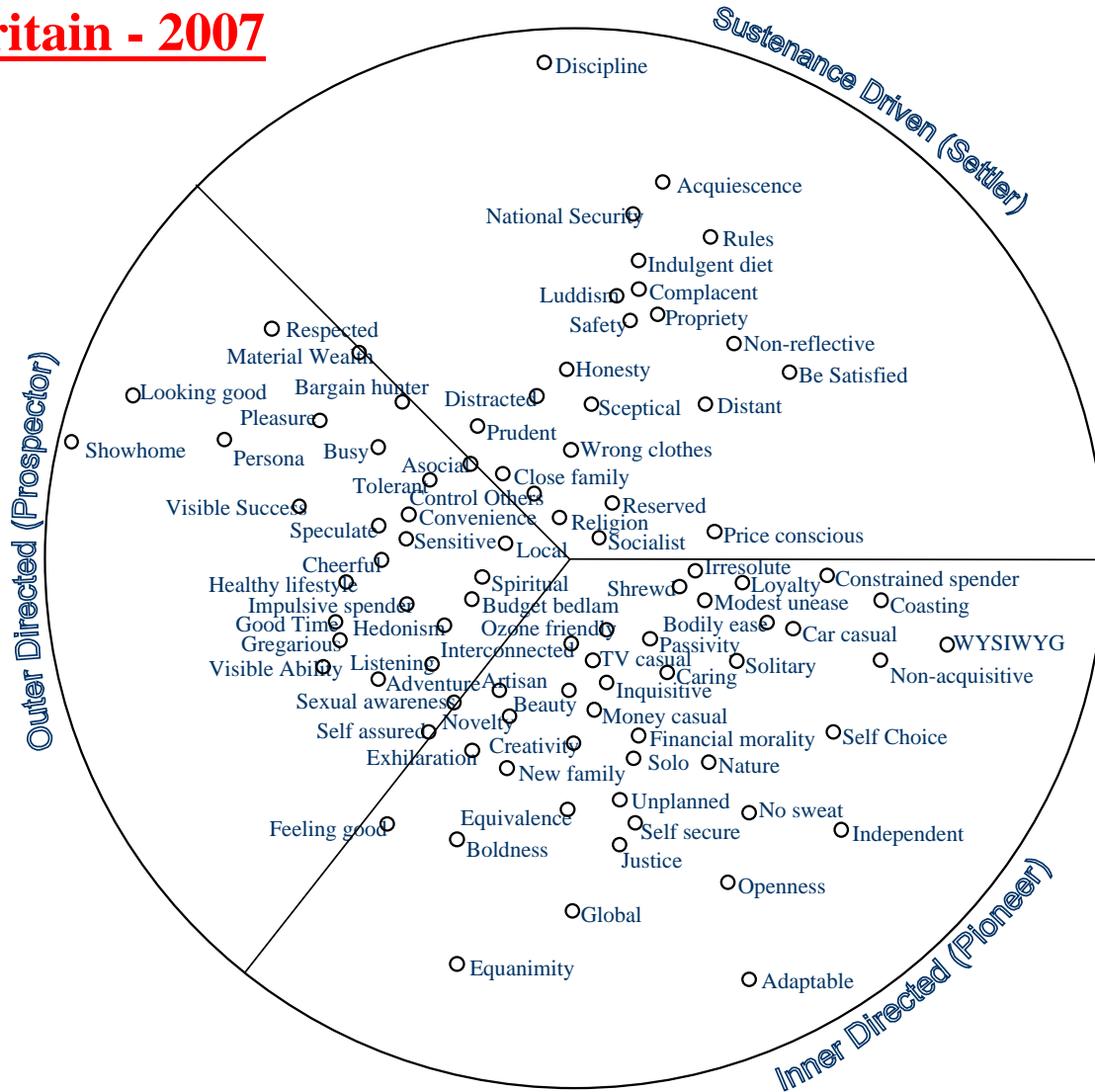
For the UK CDSM are also able to give guidance on the links between Value Modes and other segmentations such as MOSAIC ('lifestyle' based on consumer behaviour).

Qualitative Research using Value Modes

KSBR Brand Futures (www.ksbr.co.uk) is a leading proponent of Value Modes in qualitative research. Working closely with CDSM they have conducted projects deploying Value Modes segmentation to look at issues as diverse as car brand choice, nuclear armaments and Fear of Crime as well as environmental issues.

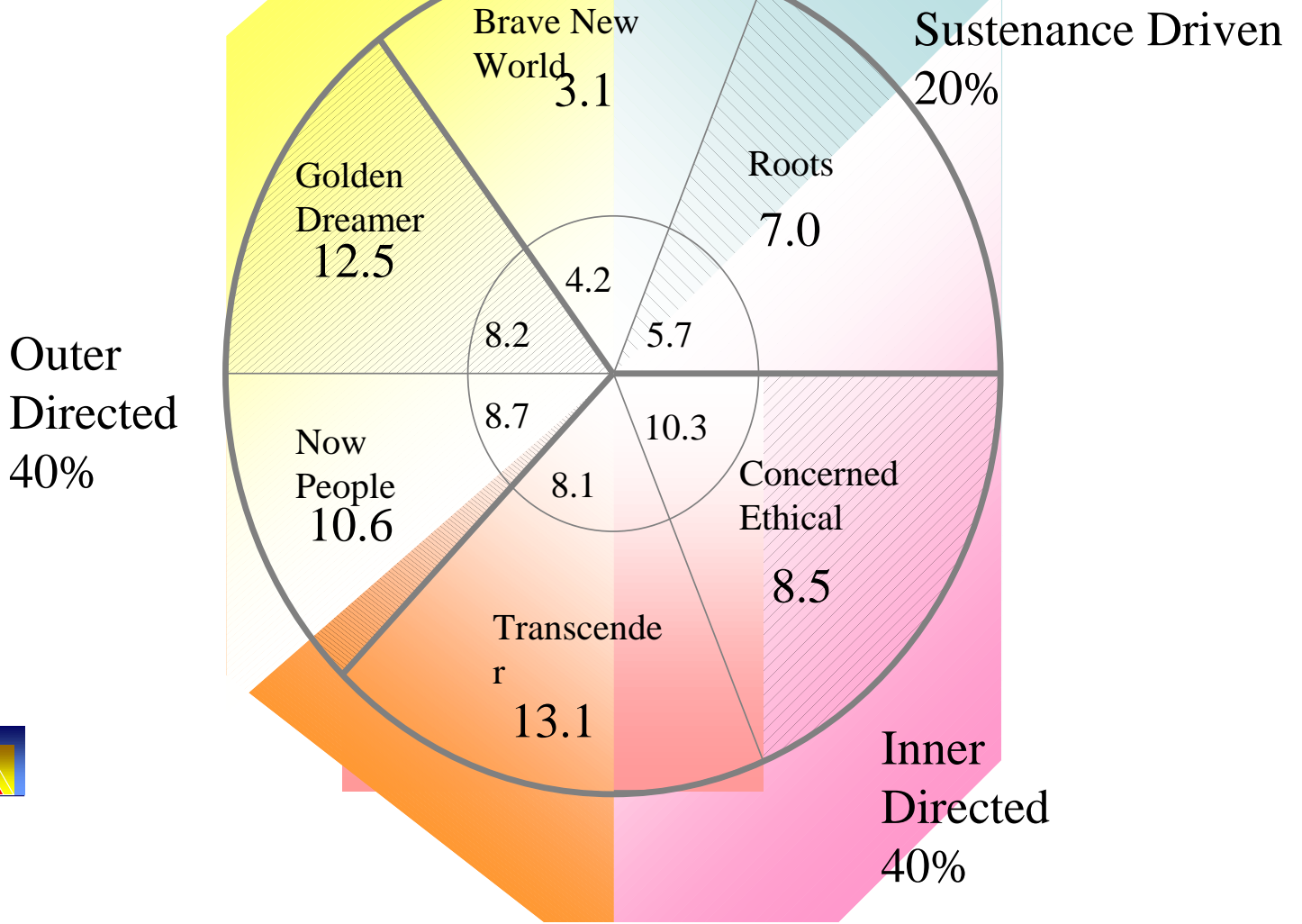
Basic map – VM attributes

Great Britain - 2007



Values Modes Sizes

Base:2006 Nationally Representative Respondents



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- ¹ The work was conducted by Campaign Strategy Ltd www.campaignstrategy.co.uk and www.campaignstrategy.org [overall communications strategy], Cultural Dynamics Strategy and Marketing www.cultdyn.co.uk [values analysis and planning] and Keen Scott Brand Research www.ksbr.co.uk [qualitative groups and analysis] to help prepare a communications strategy for CSE (Centre for Sustainable Energy) and four Local Authorities: Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire. The subsequent development of the project, using funding from DEFRA's climate programme is being led by CSE: ian.preston@cse.org.uk to whom enquiries should be addressed. Questions about the research can be addressed to mail@tochrisrose.idps.co.uk. Pat Dade from CDSM can be reached at thegurupat@cultdyn.co.uk and John Scott of KSBR at john.scott@ksbr.co.uk
- ² For instance *An Evidence Base Review of Public Attitudes to Climate Change and Transport Behaviour*, Jillian Anable (The Robert Gordon University) et al, for UK Department of Transport, July 2006 noted that there is only a 'weak link' between information or knowledge about climate change and actual behaviour.
- ³ <http://www.energysavingtrust.org.uk/commit/>
- ⁴ the obvious one being the mismatch between the world of 'global leaders' and 'global problems' and 'global solutions', and the domestic world, its problems and solutions – for framing see www.frameworksinstitute.org and www.rockridgeinstitute.org/projects/strategic/simple_framing
- ⁵ See http://www.campaignstrategy.org/newsletters/campaignstrategy_newsletter_20.doc and Chris Rose, *How To Win Campaigns*, pub Earthscan 2005
- ⁶ 'Greens, consumers with a conscience, wastage focused, basic contributors, long term restricted and dis-interested'
- ⁷ eg <http://www.psyppress.com/pip/resources/slp/topic.asp?chapter=ch20&topic=ch20-sc-03> and <http://www.surrey.ac.uk/Psychology/EPRG/files/SurreyScholarSummaryreport.pdf>
- ⁸ www.globalactionplan.org.uk and for results: <http://www.shropshire.gov.uk/shropshireccnews.nsf/open/AD6CB77B3318E4CF802571B60034F150> and "Eco Teams bring together six to eight households for four monthly meetings to agree personal steps to reduce their impact on the environment. The results are striking: when Defra brought teams together savings on gas were 51 per cent. Average savings from holland and the uk are 43 pc cut in waste, 12 pc cut in electricity use, and 15 pc cut in gas consumption." http://www.davidmiliband.defra.gov.uk/blogs/ministerial_blog/archive/2006/09/22/2823.aspx
- ⁹ The 'M' in CAMPCAT – see for instance, effectively making God the messenger in a campaign to provoke climate choices about cars amongst American Evangelical Christians – "What **Would Jesus Drive?**" http://www.fenton.com/pages/5_resources/pdf/nowadvertisethis_06.pdf
- ¹⁰ See the report of this title by the UK Sustainable Development Commission <http://www.sd-commission.org.uk/publications.php?id=367>
- ¹¹ No.25 of Futerra's 'New Rules' see <http://www.futerra.co.uk/downloads/NewRules:NewGame.pdf>
- ¹² eg motivation sequence planning, the credibility triangle, the scandal equation – see www.campaignstrategy.org and *How To win Campaigns*
- ¹³ ie that changes the system or big processes rather than incrementalism – see the Ambition Box tool at www.campaignstrategy.org/newsletters/ambition_box.doc
- ¹⁴ <http://www.interculturalstudies.org/faq.html#quote> – apparently something Mead said and was written down by a newspaper journalist
- ¹⁵ about 40% nationally in the UK population. This varies geographically, and people with similar Value Modes often tend to live, and much more so, socialise, together
- ¹⁶ The Inner-directed Pioneers typically predominate in running and responding to NGO 'campaigns' and in discussion of new ideas or 'issues', and are proportionately more interested in the global, new and the ethical. The security-driven 'Settlers' emphasising belonging, identity and security are reached along with Pioneers by community projects
- ¹⁷ Whereas for example the data in MOSAIC or ACORN databses is drawn from consumer behaviour
- ¹⁸ Here Iam talking about the UK but CDSM have data for around 20 countries. There is currently a major study in the field in the US where CDSM are working with an American partner (see Using Vlaue Modes at www.campaignstrategy.org). Pat Dade has also been correlating his

system with that of Schwartz which will enable an interpretation across a large number of European countries.

¹⁹ More attractive to Pioneers if this leads to new territory, or to Settlers if it means staying with the tried and tested

²⁰ 'Along' here means the next Value Mode in the sequence which people can move through in their life, if they meet the needs that characterise the approach to life in the previous Mode

²¹ Thus a nil-result from approaching a Pioneer may mean they aren't interested in the subject or disagree with you but it could equally mean that they have already thought about your proposal and have moved on. Similarly a nil-result from a Prospector could mean that although they agree with the objective, they aren't turned on by the means you propose. This is why one cannot read 'caring' or 'interest' from uptake of asks or propositions unless you also test different mechanics for taking the action. Still less can you impute this from answers to polling questions.

²² <http://www.diykyoto.com>

²³ http://mostwanted.webuser.co.uk/2006/12/wattson_display.html

²⁴ http://www.nigelsecostore.com/acatalog/Bye_Bye_Standby_Intro_Kit.html

²⁵ <http://www.smarthome.com/9034.html>

²⁶ www.cultdyn.co.uk

²⁷ try searching for 'bright ideas' under 'images' on Google

²⁸ perhaps this is because in our society women find it harder to achieve self-esteem ?

²⁹ we explored a number of specific executions which are not reported here – to follow up the progress of this project, contact Ian Preston at CSE - ian.preston@cse.org.uk

³⁰ try the Greenpeace 'angry kids' video at http://www.youtube.com/watch?v=BY7875_rv1s but that's nothing like as powerful as being nagged at by your own children

³¹ When Stop Climate Chaos used a value modes segmentation to investigate climate propositions they found that Prospectors did not like the idea of communal action.