

# A “Middle-Out” Approach to Improving Energy Performance or...



**Building Professionals are the  
“Missing Link(s)”**

Kathryn B. Janda and Yael Parag

Edge Debate

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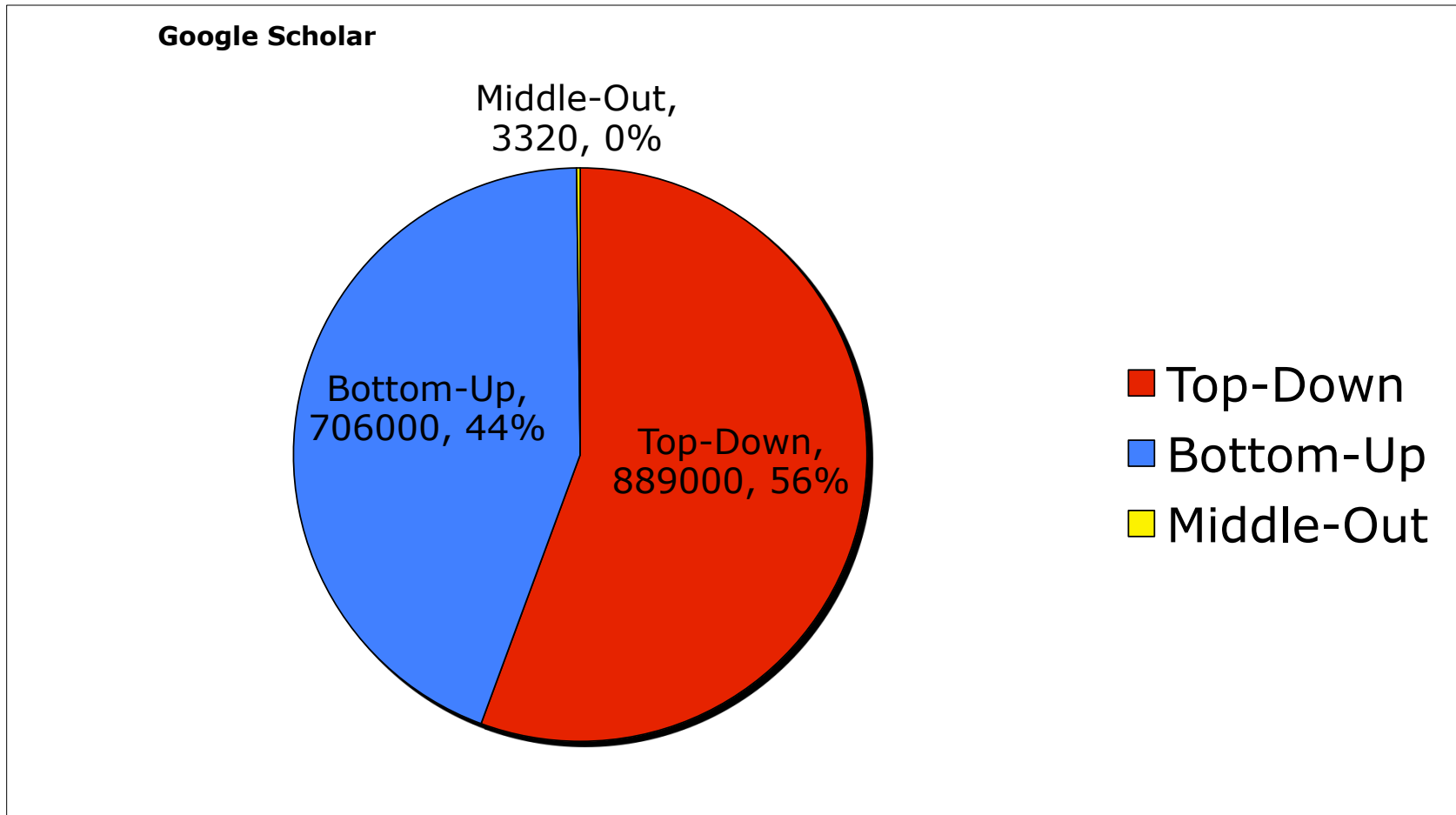
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[Katy.Janda@ouce.ox.ac.uk](mailto:Katy.Janda@ouce.ox.ac.uk)

# How do we think change happens?



# What is the middle?

Government



Citizens



- Local government
- Utilities
- Building professionals
- Community groups



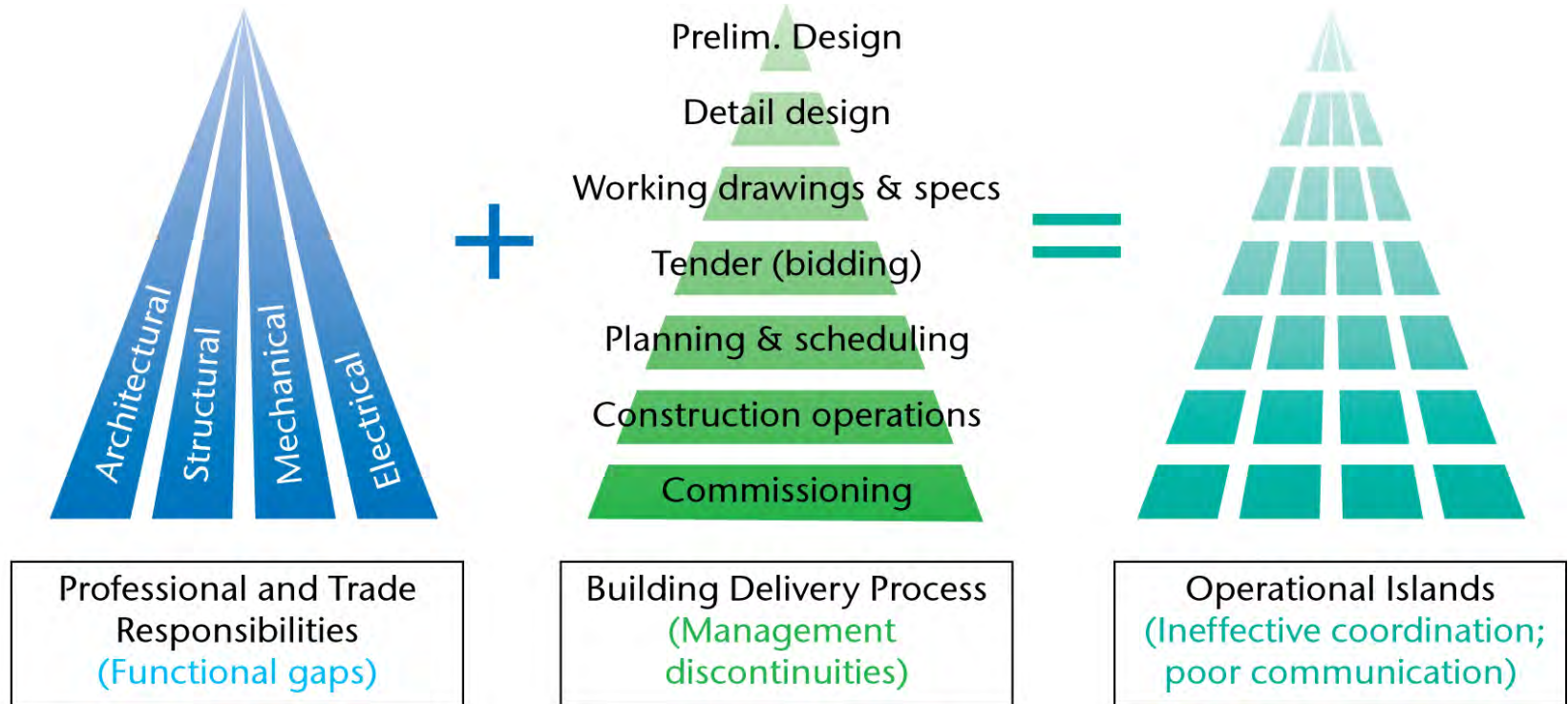
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# Multiple Stakeholders and Gaps in Building Provision



Needs “system integrator” profession

Source: WBCSD 2009



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# New Professionalism: Some Questions

- Who will make carbon reductions in the built environment in reality?
  - Do we need a new discipline?
  - A new profession?
  - Can existing professions grow/ adapt to incorporate new challenges?





# TWO Missing Links

- Connecting the “top” and “bottom” in retrofit provision
- Promoting building performance as a “socially accepted problem”



# System Theory of Professions

- Professions are linked (neither permanently nor absolutely) to a set of tasks within a jurisdiction.
  - Jurisdictions are defined by **socially accepted problems**.
- Professions compete and develop interdependently, based in part upon their ability to perform (and defend) the tasks within their jurisdiction.
- **New social problems** can warrant new professions or significant change & reorganization within/between existing ones

Andrew Abbot. 1988. *The System of Professions*. Chicago: University of Chicago Press.



# Opportunities & Challenges

- Building professionals form two missing links
  - defining “the problem”
  - providing the solution
- But...
  - Harnessing the middle for transition efforts is a challenge because
    - Middles have their own agendas
    - More slippery to define than top & bottom





# The “Middle-Out” Approach

## – Upstream

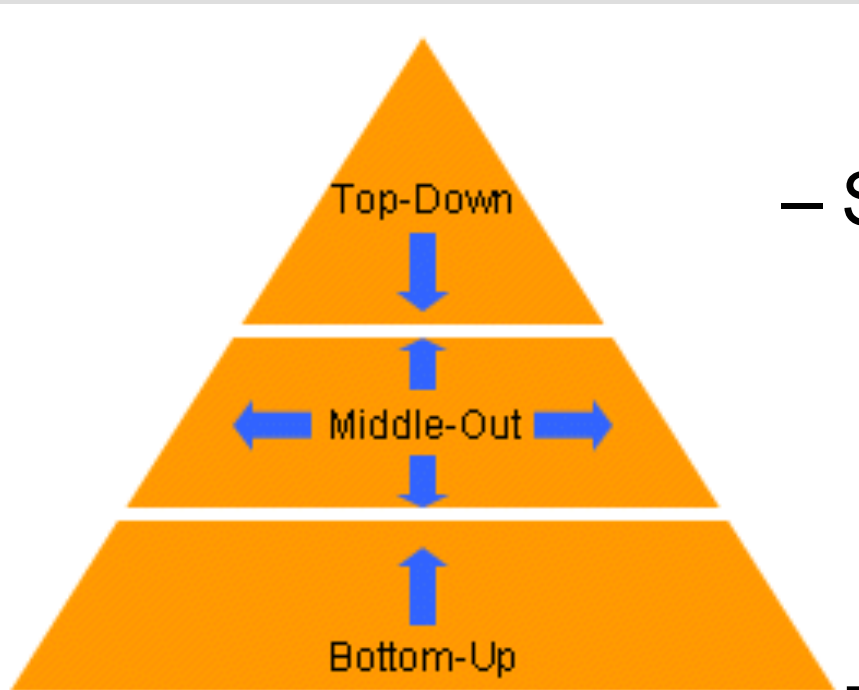
- Consulting with government in formulating policy

## – Sideways

- Influencing future trajectory of professions
- Transferring knowledge through social learning & competition

## – Downstream

- Enabling/disabling strategies in projects



# Thank you!

- Please send comments & questions to:
  - [Katy.janda@ouce.ox.ac.uk](mailto:Katy.janda@ouce.ox.ac.uk)
  - [yael.parag@gmail.com](mailto:yael.parag@gmail.com)

