

Responding to climate change*

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21st April, 2009

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Pathways to the higher ground

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A core theory: complementary change

*“Complementarities occur when doing one thing better increases the returns from doing other things better”**

- Very common feature in strategic change
- Implication: it is easier to change a number of things together than one thing in isolation

MEANING ambitious change agendas are potentially more cost-effective and effective than timid ones

PROVIDED we can identify & manage the complementarities

- * Source: Pettigrew & Whittington, Innovative Forms of Organising

Nine PACT pathways for change

- Three 'strategic' pathways:
'Awareness', 'Agency', 'Leadership'
- Three 'developmental' pathways:
'Agents of change', 'Working together', 'Learning'
- Three 'operational' pathways:
'Managing operations', 'Programme scope', 'Expertise'

Three 'strategic' pathways

- **Awareness**
 - More than simply 'brand awareness', this includes the ability to realise what climate change means for the organisation's viability, for the viability of its work, for society and for the planet, now and into the future.
- **Agency**
 - The capacity that an organisation develops to identify, prioritise and make the most of opportunities for action that it regards as meaningful on climate change.
- **Leadership**
 - The extent to which a formal leadership team can identify a vision in relation to climate change and can engage with, support and legitimise its implementation.

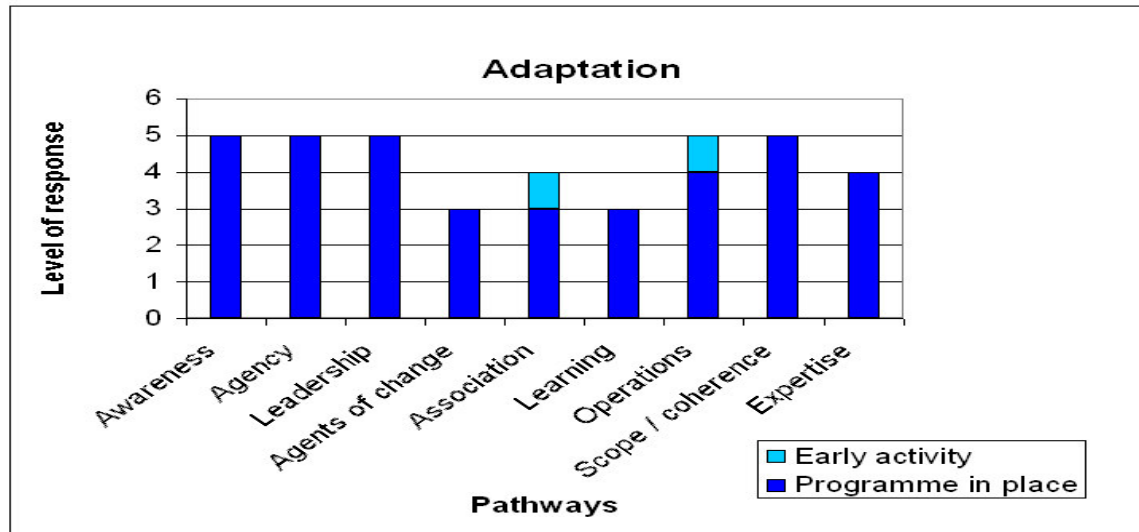
Three 'developmental' pathways

- Agents of change
 - The capacity to identify, develop, empower and support a group or ecosystem of champions at different levels so that they can be effective agents of change.
- Working together
 - Working together is more than is commonly understood by stakeholder engagement. It includes the capacity to involve, respect the needs of, communicate with, learn from, build the capacity of and act in collaborative partnerships with internal and external groups.
- Learning (theory bridge # 1)
 - The extent to which the organisation can support and promote learning from experience and use what is learned to improve procedures, strategies and mission.

Three 'operational' pathways

- **Managing operations**
 - The extent to which the organisation can turn plans into effective action on the ground & can recognise & act on the need to improve ability to do so over time.
- **Programme scope and coherence (theory bridge # 2)**
 - How far projects sit within an overall programme for action that is suited to the scope of what the organisation is trying to achieve and updated in the light of learning so as to build on success and to address constraints.
- **Expertise**
 - The capacity to recognise, access and deploy the necessary skills, understanding and technical and change expertise to make the biggest difference.

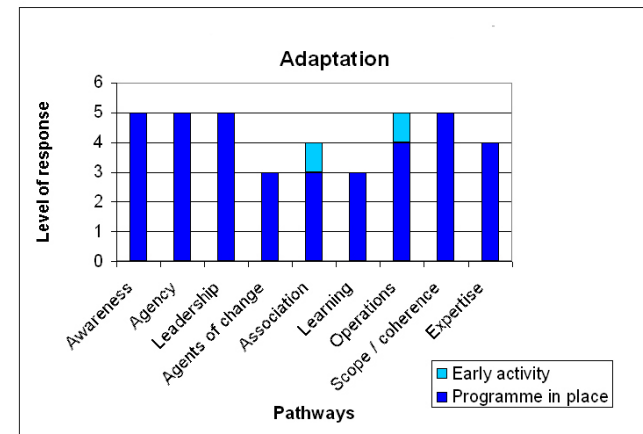
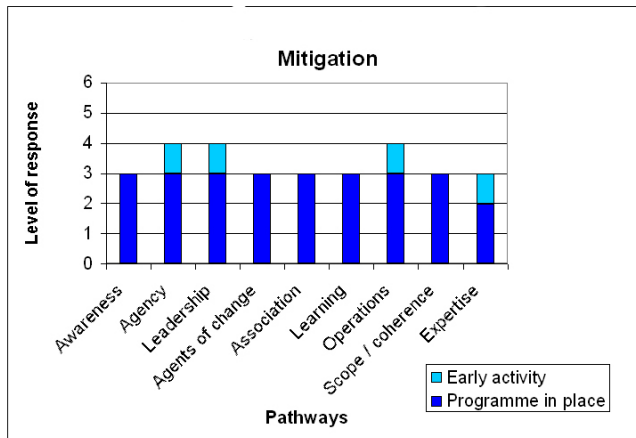
Typical Climate-PACT output



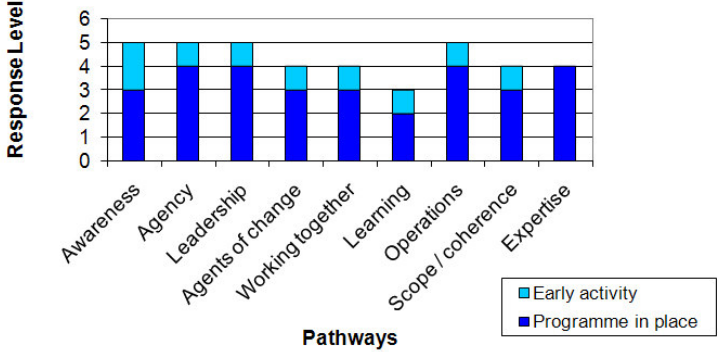
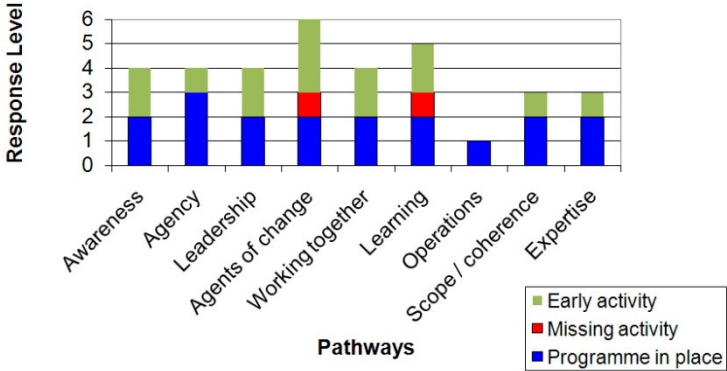
- We analyse performance on the nine pathways
- We highlight where capacity most needs to increase
- We help target actions that are a step towards goals
- We help identify meaningful next steps
- We provide case examples of how others are taking them

Some actual patterns we have found

One organisation with performance that differs significantly between adaptation and mitigation



More patterns

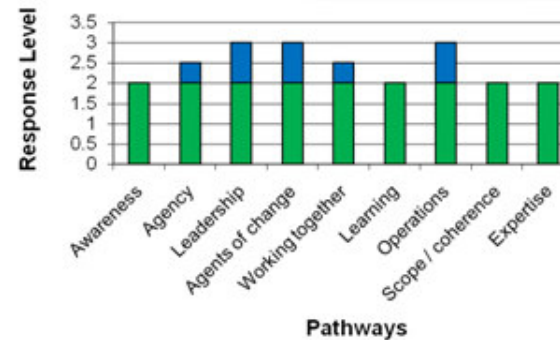
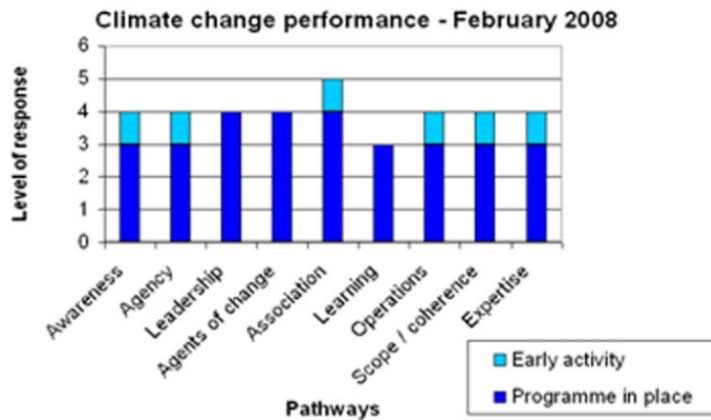


A UK water company

A Mexican bank

UK public sector clients

An 'entry level'
district council



A leading county
council

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