

Responding to climate change*

Alexander Ballard Ltd
The Association of Sustainability Practitioners
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Alexander Ballard Ltd
+ 44 1488 686286, www.alexanderballard.co.uk



Plans for PACT

David Ballard

Alexander Ballard Ltd

david.ballard@alexanderballard.co.uk



Alexander Ballard Ltd
+ 44 1488 686286, www.alexanderballard.co.uk



What the PACT process does

- Structured review of your clients' business
 - Scope can be whole organisation, an SBU or service area, a region, partner organisations,
 - Also projects, strategies and plans, supplier improvement, internal benchmarking, etc
- Highlights strengths, areas for improvement
 - Basis for structured, evidence based benchmarking
- Highlights where progress is blocked
 - Helps clients identify their capacity-building needs
 - Helps them to become more 'frame-aware' and so ask for transformative help to activate higher RLs
- Opportunity for people to reflect in a structured way

How PACT can help organisations

- Gives senior management a concrete framework
 - Helps to see how this fits within wider strategies
 - Helps set longer term goals for organisation
- Helps in programme and project planning
 - Helps set stretching yet realistic progress targets, do gap analysis, identify challenges & opportunities, focus resources
- Helps assess progress against goals
 - Without needing to be organisational change experts
- Assists governance
 - Senior managers are rarely experts on climate / sustainability – yet need a structure for governance
- Provides a ‘language’ for change
 - Helps recognise and challenge ‘business-as-usual’ thinking

Structure of PACT?

- 6 x 9 'matrix' showing how performance develops along 9 'pathways' through 6 'response levels' (RLs)
- Questions to identify which RL may be most appropriate
- Database of several hundred managerial 'activities', each allocated to a pathway at a particular RL in the matrix
- Suggested exercises and processes for identifying whether an activity has been 'activated'
- Graphs with patterns of response, helping interventions
- Database of case examples, helping to demonstrate next steps
- On line database system, which allows open assessment and moderation and facilitates both scaling and collaboration
- Very strong research & theory base

A 3rd person learning process

- Designed for scaling
 - Very large scale use will be possible
 - Considering cut-down self-assessment
- Promotes 'within frame' learning
 - Scope for users to feed back and sharpen missing activities within pathways
- Promotes structural learning
 - Scope for users to propose changes to entire structure
 - Proposals can be gathered and reviewed periodically
- Supports learning
 - Structure of model can be changed
 - Previous results can be re-issued in new format
 - Means comparative reporting not lost

Designed for governance: user levels

- **A – General dissemination**
 - Readers of books & reports, attendees of workshops, etc
- **B – data entry**
 - Can enter provisional data, cannot assess or generate reports
- **C - Assessment**
 - Can sign off data, propose assessments, generate reports
 - Training and experience-based granting of ‘assessor’ status
- **D – Moderation**
 - Signs off assessments, thereby ‘authorising’ report generation
 - Eventually hope for wide pool of experienced (to RL5) assessors
- **E – Governance (home to be determined)**
 - Will oversee moderation, review systems, learning and updating process, etc

How does the PACT process work?

- Meeting to agree focus & scope of review
- Document / communications analysis
- Meetings and interviews
 - Normally an intensive day plus follow up
 - Different forms – e.g. face to face, telephone, exercises
 - Possibilities for internal participation in various ways
- Data entry and initial results
- Going deeper as required
 - E.g. Project review, targeted questions
- Report & closing meeting
 - We interact & review with you to shape insights

Using PACT in a partnership

- Range of options for using
 - We can do for your client / member
 - We can do with you
 - You can do with our moderation (when you have assessors)
 - You can pass on to your own clients / members, moderating yourselves
 - We can support – directly – e.g. RL4 to RL5 – or through contacts
- You can customise
 - You can use own logos (copyright holders' become very recessive)
 - You can build own user networks, learning consortia, etc
- We will respect your client leads
 - We will never approach a client of yours, unless you invite us
 - Clearly needs careful thought – e.g. where multiple connections
- We expect to find more ways of co-operating over time