



The Municipal Adaptation and Resiliency Service (MARS)

Webinar 9

COMMUNICATING AND COLLABORATING AROUND CLIMATE CHANGE ADAPTATION



1. MARS Training Overview

2. Presentations:

Preparing for Changing Weather Patterns – Communicating with Decision-Makers

Dr. David Pearson

Vale Living With Lakes Centre, Laurentian University

Ontario Centre for Climate Impact and Adaptation Resources,

Overcoming Resistance to Change

Gabriella Kalapos

Clean Air Partnership

3. Resources

MARS TRAINING SERIES: OVERVIEW



- Webinar 1: Introduction to Municipal Climate Adaptation and Climate Projections for Great Lakes Region
- Webinar 2: Portal tour
- Webinar 3: Financial and Legal Implications of Climate Change for Municipalities
- Webinar 4: Transportation Infrastructure
- Webinar 5: Building Infrastructure and land use planning
- Webinar 6: Vulnerable Populations
- Webinar 7: Urban Natural Systems
- Webinar 8: Waste water and storm water

Webinar recordings stored on MARS Community of Practice (CoP) Portal:

<https://www.ccadaptation.ca/en/mars>

2. PREPARING FOR CHANGING WEATHER PATTERNS – COMMUNICATING WITH DECISION-MAKERS

David Pearson

Lake Centre and Ontario Centre for Climate Impact and Adaptation Resources, Laurentian University, Sudbury

OVERCOMING RESISTANCE TO CHANGE

Gabriella Kalapos

Clean Air Partnership

Based on the Book (Strategic Organizational Change) and Overcoming Resistance to Change Workshop by: Michael A. Beitler, Ph.D.

www.mikebeitler.com

OBJECTIVE



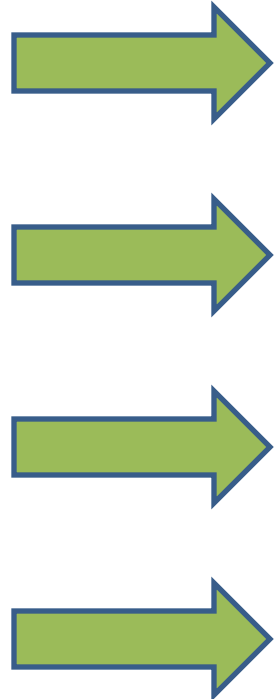
To encourage interdepartmental cooperation around adaptation so it becomes a small part of everyone's job, where staff consider adaptation as part of their day-to-day activities.

What does climate change mean for my job or the services and projects I work on?

FORCEFIELD ANALYSIS

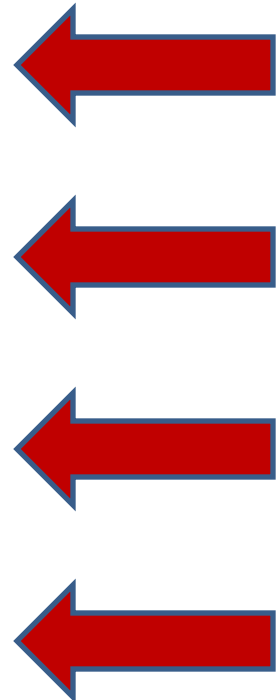


Driving Forces
(positives)

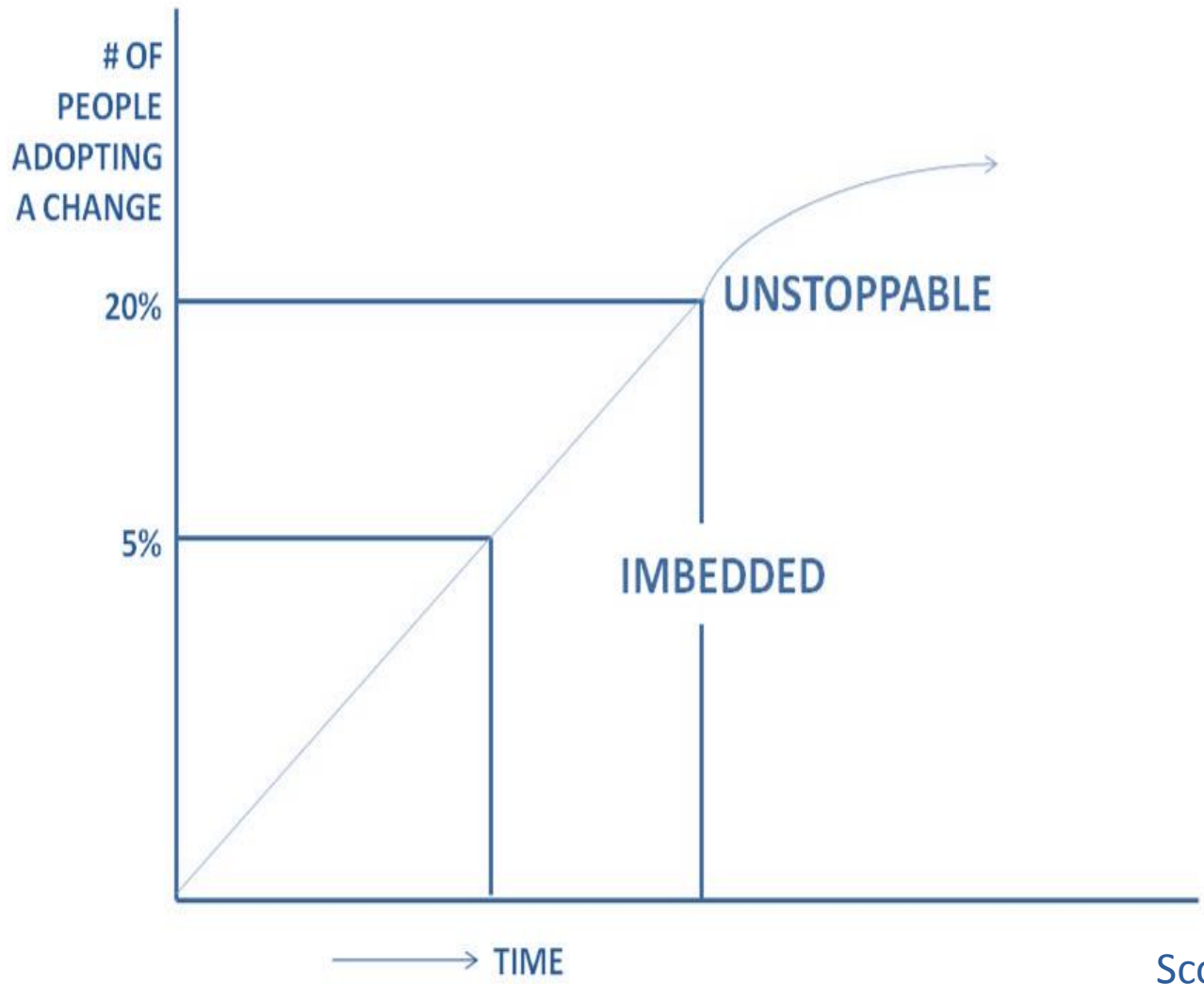


Issue or
Change
Under
Study

Restraining Forces
(negatives)

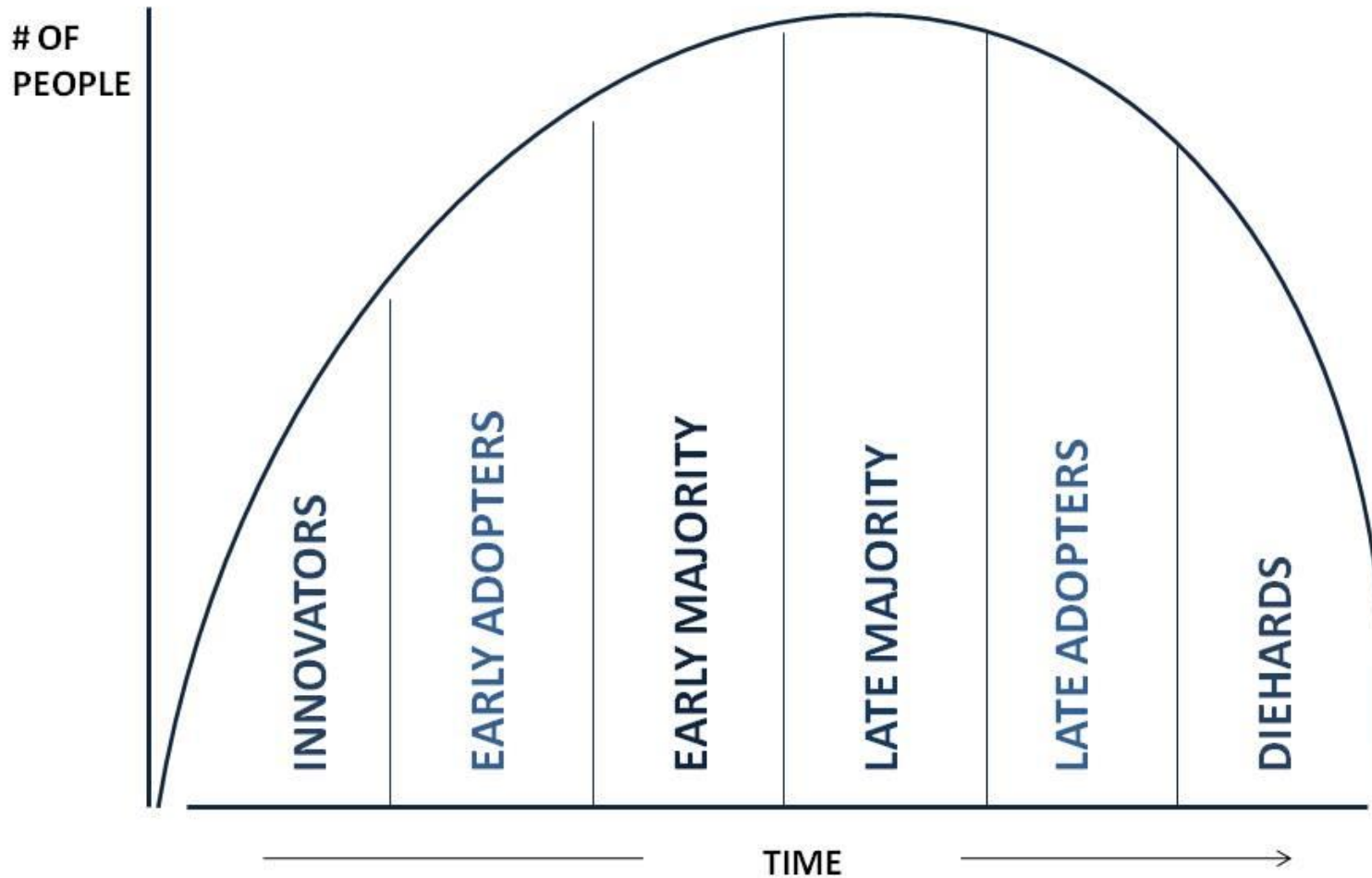


CRITICAL MASS FOR CHANGE



Scott & Jaffe (1997)

WHO NEEDS TO CHANGE?



STEPS OF CHANGE



- Step 1: Identify and highlight the problem, dysfunctionality or ineffectiveness of the current situation
- Step 2: Develop a planned (proactive and systematic) intervention
- Step 3: “Refreeze” the situation. Make sure there is a supportive environment for the change. Reward and recognize desired behavior and results

TEAMS



- Advantages
 - Diversity
 - Innovation
 - Creativity
 - Experience
 - Expertise

- Disadvantages
 - Conflict
 - Reluctance
 - Incompatibility
 - Coordination

LEADING CHANGE- 8 STEPS



1. Establish a sense of urgency
2. Create a guiding coalition – key people, departments and groups whose commitment or participation is needed for change to occur
3. Develop vision and strategy for the specific change.
4. Communicate the change vision and plan for action.
5. Empower action
6. Generate short-term wins
7. Consolidate change and produce more change
8. Anchor the new change in the culture

IDENTIFYING & CIRCUMVENTING OBSTACLES



Data gathering stage: collect information on possible barriers via questionnaires, interviews, observations, focus groups, research, case studies, anonymous feedback, team meetings.

1. Ideally incorporate data gathering on possible solutions to overcoming identified barriers.
2. If the change is very new or rather complicated you may need to do it in a stepped approach.
3. Identify obstacles, report back to stakeholders on obstacles, provide initial suggestions on actions to overcome obstacles, gather feedback from team on additional actions or strategies

TYPES OF CONFLICT

- Two main types of conflicts
 1. Communication issues
 2. Substantive issues



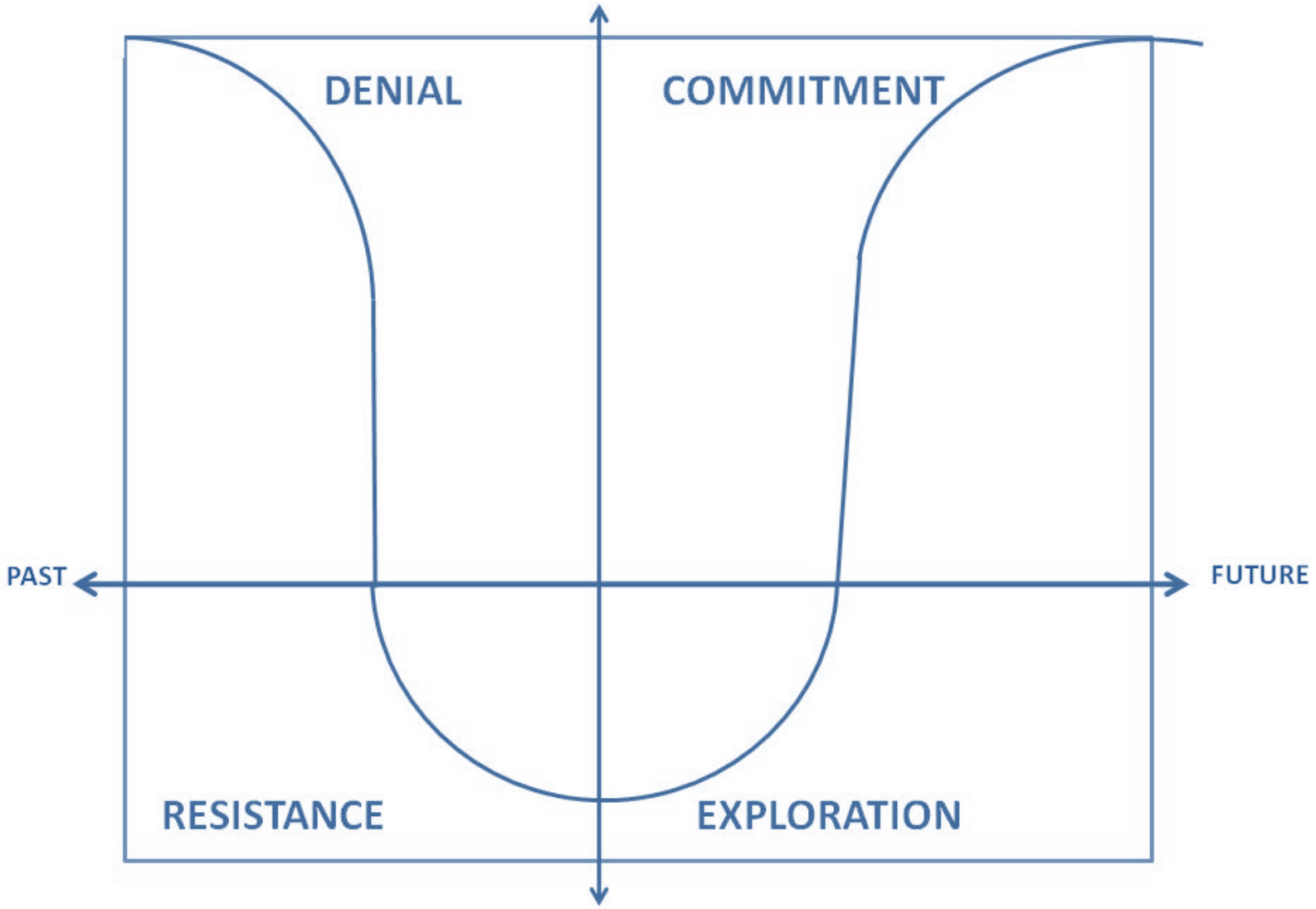
PHASES OF CHANGE



- Denial
- Resistance
- Exploration
- Commitment



PHASES OF CHANGE



DENIAL

- Must be identified
- People can ignore requested change
- People may not respond to what is not urgent
- Fear can be part of this phase
- Providing information can be useful here



Denial: This orange is in it.

RESISTANCE

- Often the most difficult phase
- Objections and concerns surface
- They usually can be dealt with
- Concerns provide insight
- Acknowledge and accept resistance



Resistance is futile

EXPLORATION



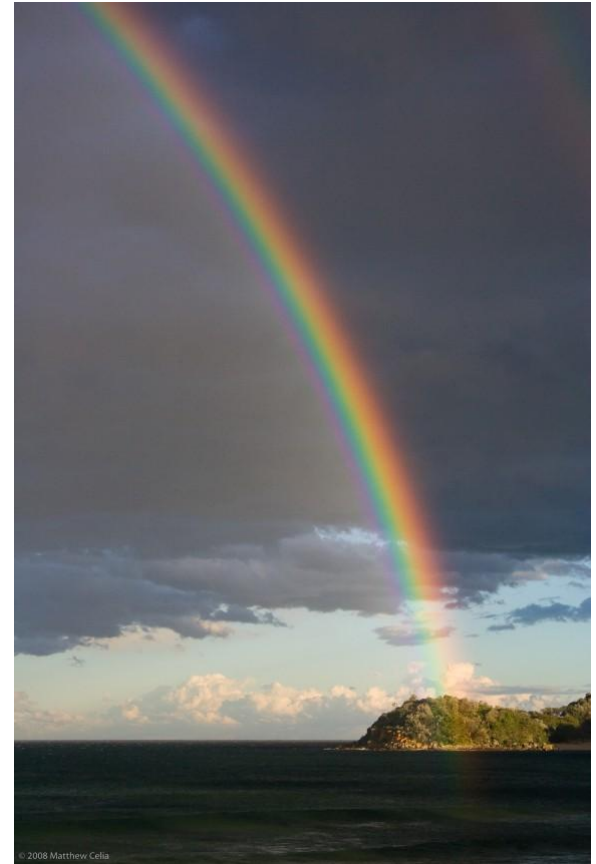
- More positive
- Generates good ideas
- Focus on priorities
- Set short term goals
- Provide training
- Host implementation sessions



COMMITMENT



- Difficult to attain, easy to manage
- Possible to modify longer-term goals
- Good time to devote effort to team building
- Reward, reward, reward
- “Whatever behaviour you reward, you get more of. Be careful what you reward, or fail to reward.” John Watson



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7 ESSENTIAL CHANGE ELEMENTS



1. Involve the people who will be affecting/affected
2. Communicate a good reason for the change
3. Designate a champion for the change
4. Create a transition management team
5. Provide training in new values, skills, behaviors
6. Bring in outside help
7. Reward people

3- RESOURCES



- Center for Research on Environmental Decisions, *The Psychology of Climate Change Communication*, www.cred.columbia.edu/guide/
- United Nations Development Programme Adaptation to Climate Change Policy Framework, *Engaging Stakeholders in the Adaptation Process*, http://content.undp.org/go/cms-service/stream/asset/?asset_id=2200849
- ICLEI USA Resource Guide, *Outreach and Communications*, <http://www.icleiusa.org/action-center/engaging-your-community/outreach-and-communications-guide/Outreach%20and%20Communications%20Guide.pdf>
- WeAdapt, *Learned lessons on key considerations for communicating climate risk*, <http://www.weadapt.org/knowledge-base/wikiadapt/learned-lessons-on-key-considerations-for-communicating-climate-risk>
- United Kingdom POST (Parliamentary Office of Science & Technology) – good examples of short, succinct briefing notes on many issues; search “climate change”
<http://www.parliament.uk/business/publications/research/post/pubs/>
- ICLEI Canada, *Having the Climate Conversation : Strategies for Local Governments*
<http://www.icleicanada.org/programs/adaptation/item/4-having-the-climate-conversation>

QUESTIONS?

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