

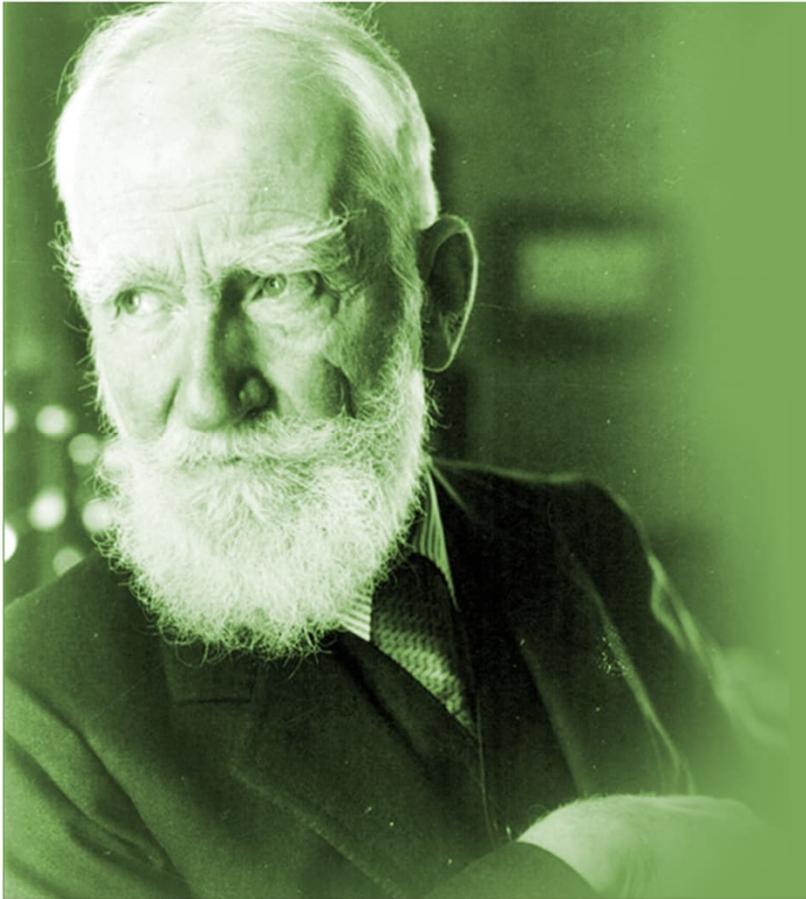


# Adaptation Resilience Training

But it's so Cold Outside! How to Speak Effectively About Climate Change (*Climate Change Communication Considerations*)

Garry Drachenberg, P.Eng., Associated Engineering

September 10, 2021/March 15, 2022



**The single  
biggest problem  
in communication  
is the illusion  
that it has  
taken place.**

**- George Bernard Shaw**

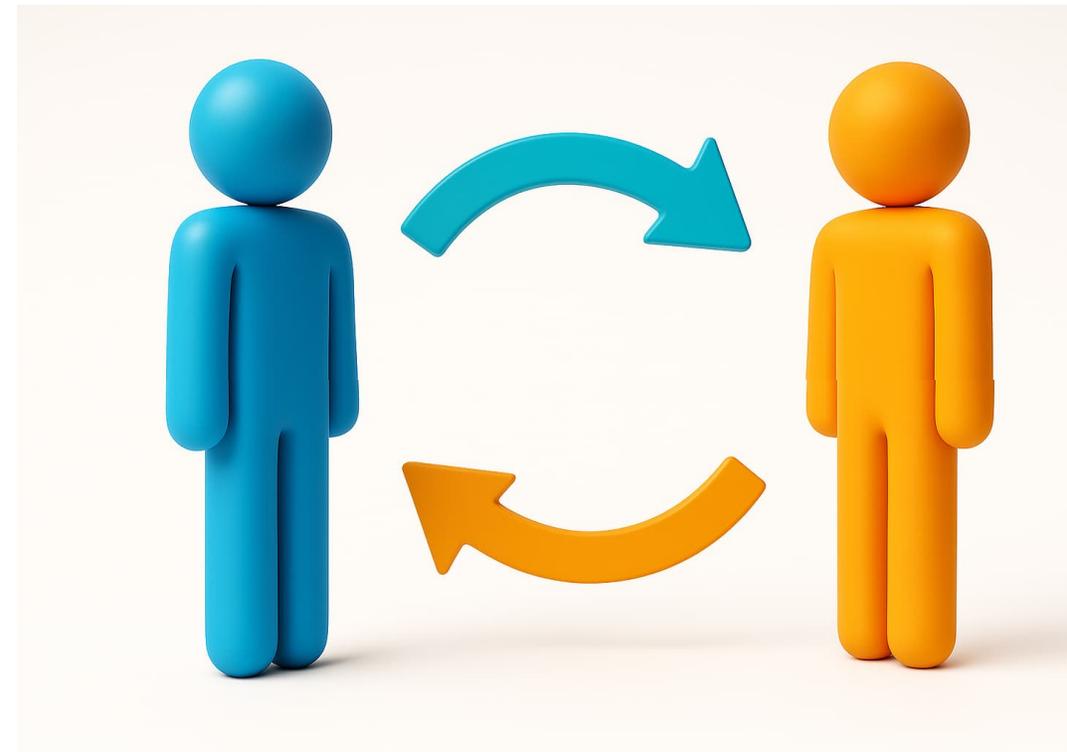
# Communication – Easier said than done!

Effective communication requires more than an exchange of information.

When done right, communication:

- *fosters understanding,*
- *strengthens relationships,*
- *builds trust*

## It's Hard Work!



# The Climate Change Communication Challenge

- Complex issue
- Lack of understanding
- Psychological & ideological barriers
- Climate risks can appear distant & exaggerated
- Scale of issue can be used to rationalize inaction
- Need to plan for & incorporate uncertainty
- Associated with political, social and financial costs



# Overview

There are many pieces to this puzzle... we'll only look at a few

## Communication Basics

*(Know Your Audience, Communication Goals,  
Keys to Good Outcomes)*

## Climate Change Communication Tips, Tools, & Resources

*(Words & Messaging, Visual Aids, Helpful Resources)*

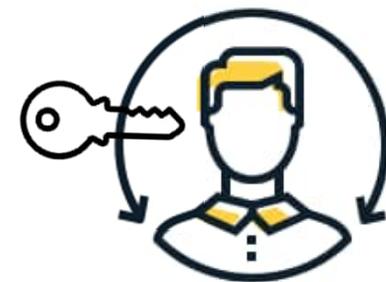
## Change Management Considerations

*(Change Types & Phases, Change Management Basics,  
Helpful Resources)*



# Topic 1: Communication Basics

# Communication Basics *(Predelivery Items to Ponder)*



# Communication Basics

- Who is the target audience?
- Communication must be tailored to suit the audience
- Doing homework is important



Target  
Audience

# Who is the Target Audience?

*What is their CC issues understanding level (novice, intermediate, advanced)?*

## Internal Audience Inventory

- Colleagues within the department
- In other departments

## External Audience Inventory

- Public Sector entities
- Private Sector entities
- General Public



Target  
Audience

# What is the Audience Make-up?

*What is their CC issues understanding level (novice, intermediate, advanced)?*

- Age Range
- Occupational & Economic Status
- Educational Background
- Political Orientation
- Who they trust & respect



Target  
Audience

# Who Are They & What Makes Them Tick

How people respond and react to messages about climate change is shaped by:

- Differing values (e.g. freedom, prosperity, or equality)
- Identities (e.g. being a care giver, progressive, or business person)
- Worldviews (thinking the world should be egalitarian or hierarchical)
- Personal priorities (e.g. health and finance)



Center for Research on  
Environmental Decisions  
EARTH INSTITUTE | COLUMBIA UNIVERSITY



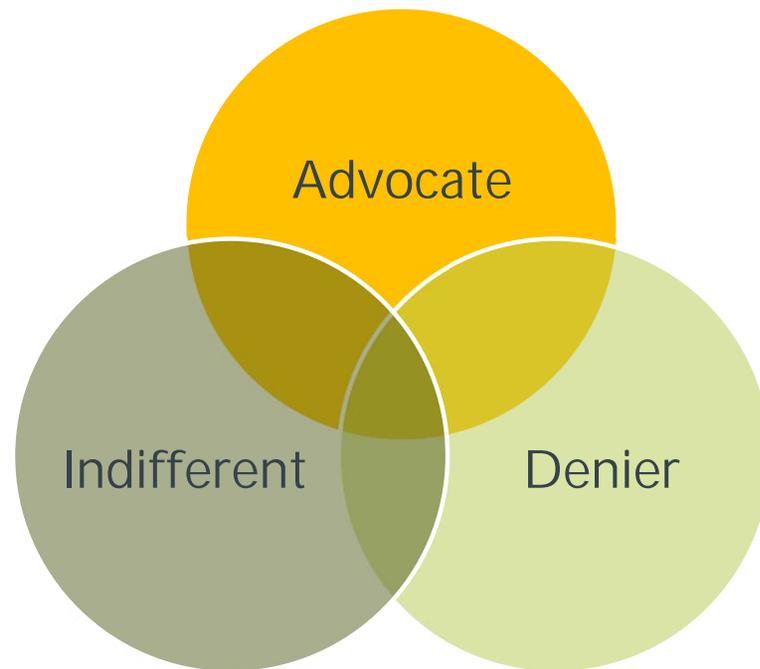
Target  
Audience

*"We need put our selves in their shoes, to better understand out they might react to our cc communication messages."*

# What's Predisposition Towards the Topic?

## Different Types of Audiences

- Indifferent Audience
- Denier Audience
- Advocate Audience

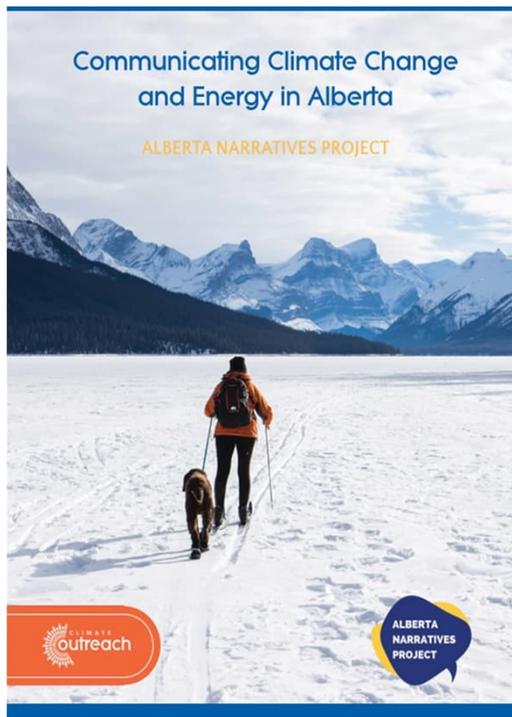


Target  
Audience

*" A one-size fits all approach" to Climate Change communication does not exist!*

# So, What's the Scoop On Albertan Views

## Albertan's Predisposition Towards the Topic



### SOME KEY FINDINGS

*(Alberta Narratives Project)*

- Most (though not all) people accepted that the weather is changing
- Albertans were split about whether climate change is caused by humans or natural variations
- People find it hard to talk about climate change and rarely do so
- People would prefer to talk about preparation & adaptation rather than causes & mitigation



Target  
Audience

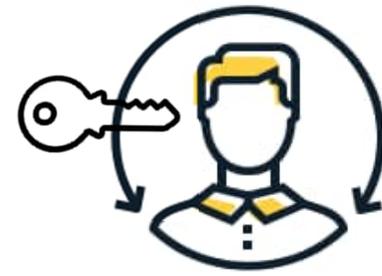
# Communication Basics *(Predelivery Items to Ponder)*



Target Audience



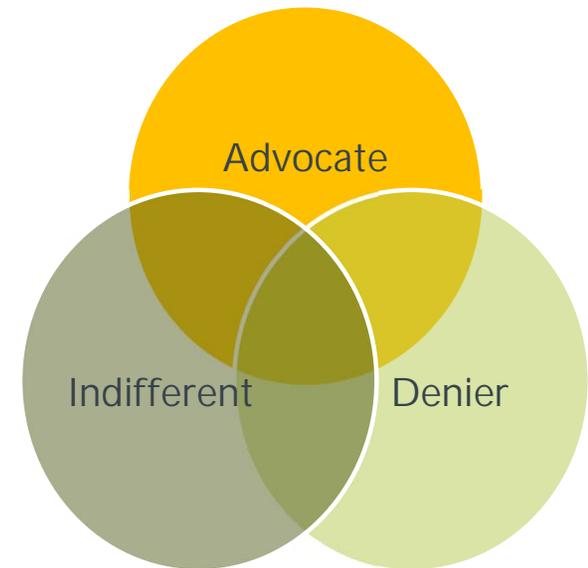
Communication Goals



Keys to Good Outcomes

# Different Goals for Different Audiences

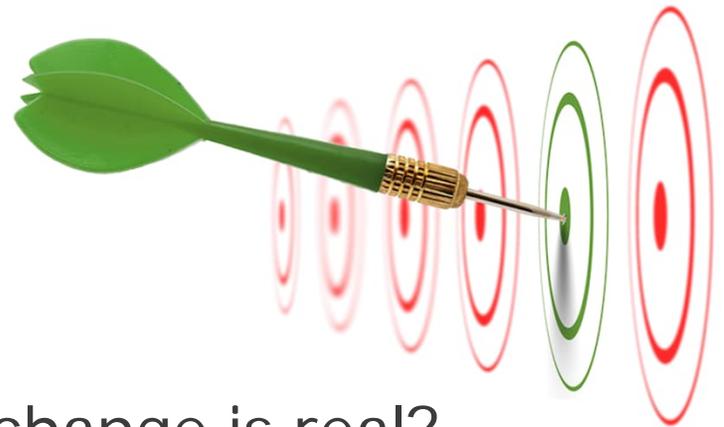
- Inform or educate
- Persuade or convince
- Activate
- Inspire or Motivate



Communication  
Goals

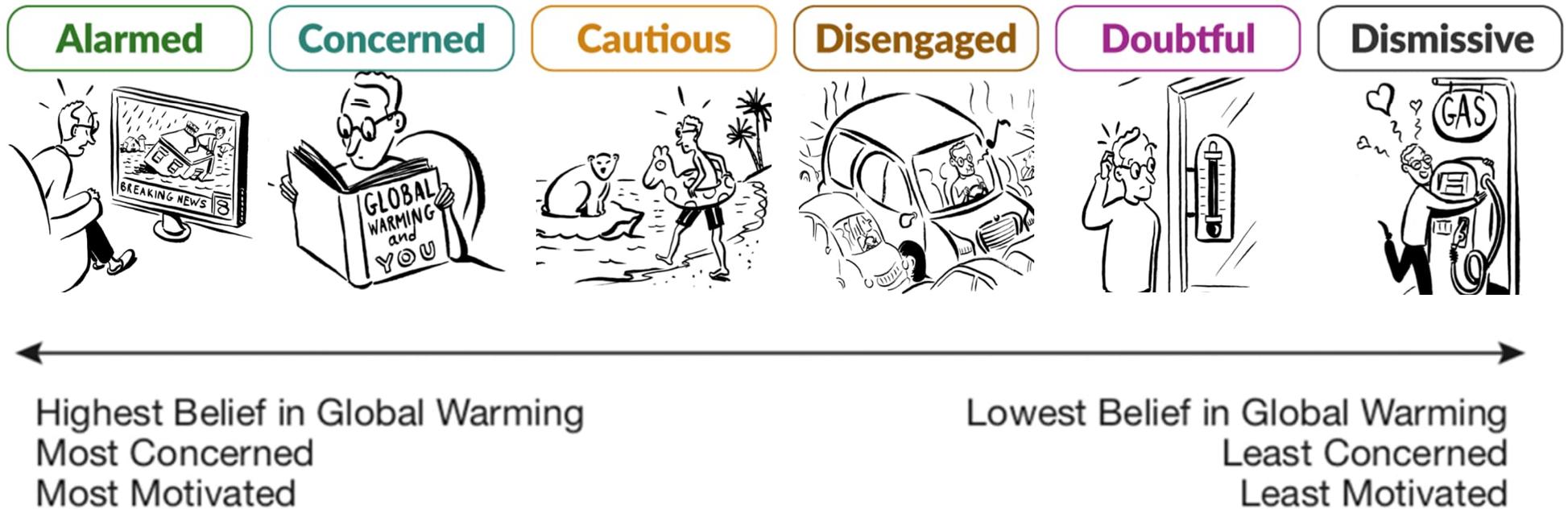
# Speakers Intention & Calibration to that Intention & Purpose

- Is it to help facilitate understanding?
- Is it to help find common ground?
- Is it to help folks become more climate literate?
- Is it to convince them that climate change is real?
- Is it to create a pathway for further dialogue?



Communication  
Goals

# Different Goals for Different Groups



December 2018. Base: 1,114 Americans.



Communication  
Goals



YALE PROGRAM ON  
Climate Change  
Communication



GEORGE MASON UNIVERSITY  
CENTER for CLIMATE CHANGE  
COMMUNICATION

# Different Goals for Different Groups

**Alarmed**



**Concerned**



**Cautious**



**Disengaged**



**Doubtful**



**Dismissive**



**Activate Them**

**Engage Them**

**Don't Annoy Them**



Communication Goals

# Depending on Who We Speak To

- Different communication outreach initiatives may be needed for different groups
- Some will require more effort
- Some will take more time commitment



Communication  
Goals

# Patience for the Long Journey is Required



Communication  
Goals

# Communication Basics *(Predelivery Items to Ponder)*



Target Audience



Communication Goals



Keys to Good Outcomes

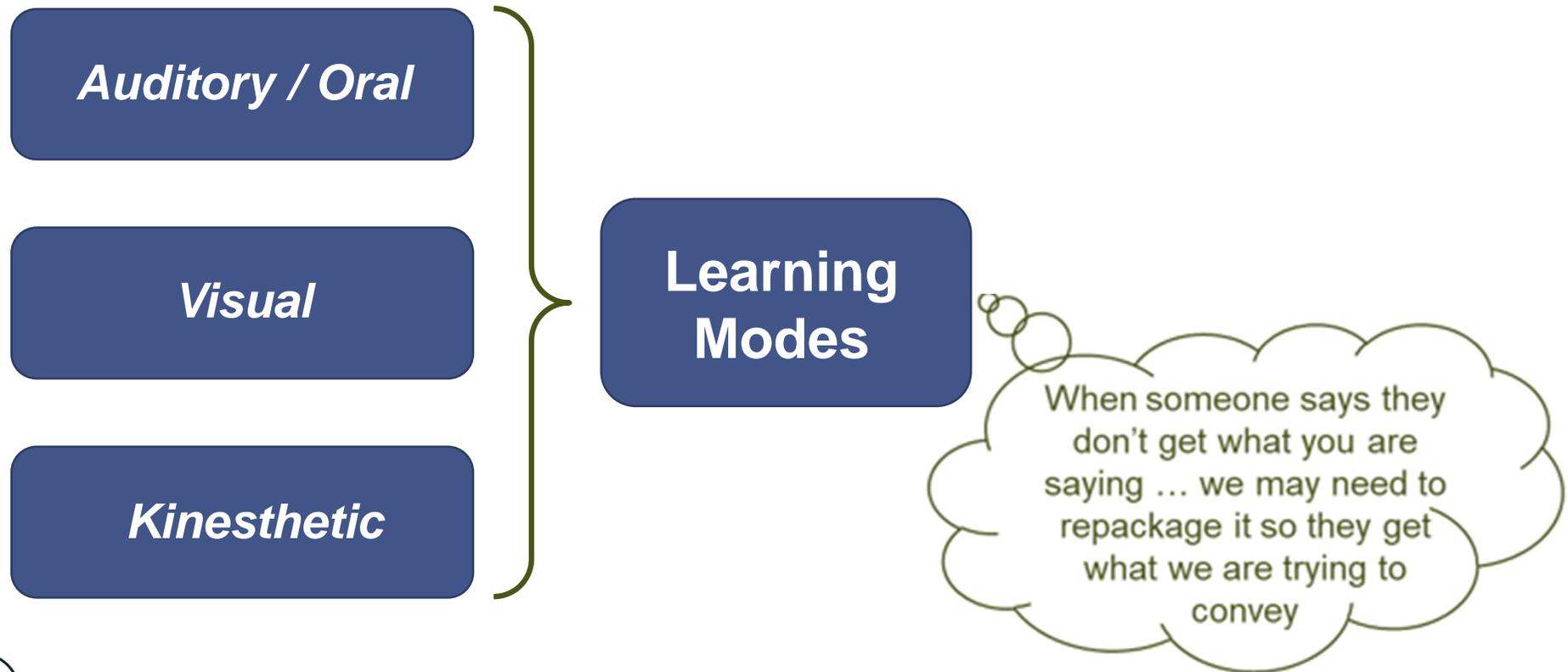
# Keys to Successful Outcomes

- Understand communication aspects & their impact
- Understanding key barriers
- Finding common ground
- Being Scout rather than Warrior
- Use right-sized out reach format, venue & personnel for occasion



# Communication Aspects & Their Impact

Must also tailor communication to suit learning styles



# Communication Aspects & Their Impact

## Learning Modalities (Auditory / Oral)

Explain to me  
... *what's the  
story around  
this*



*Let me tell  
you what's  
taking place  
...  
and how it  
works*



# Communication Aspects & Their Impact

## Learning Modalities (Kinesthetic)

Move that  
over there  
and switch  
that on



*Let me show you... how it works*

# Communication Aspects & Their Impact

## Verbal vs Non Verbal Impacts



Words  
*(What we say)*

Voice & Tone  
*(How we say it)*

Body Language  
*(Expressions, Gestures)*

# Polling Question

# Communication Aspects & Their Impact

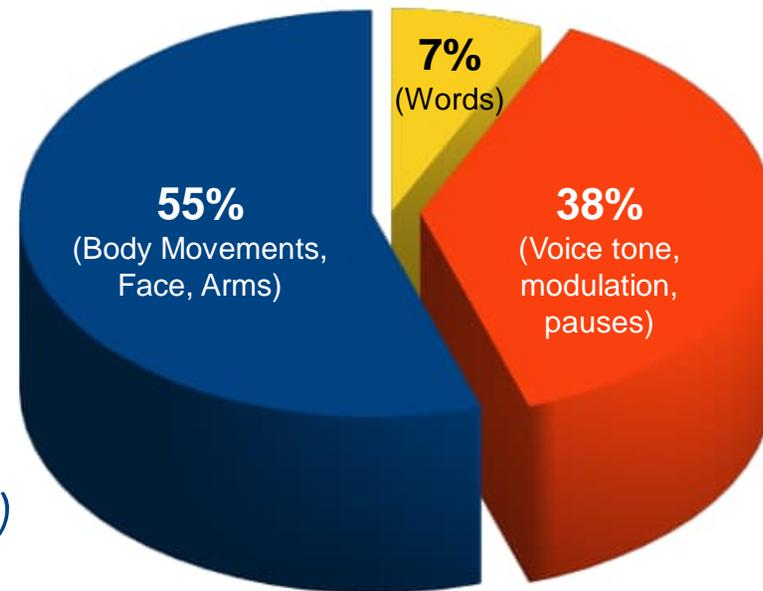
## Verbal vs Non Verbal Impacts



Words (7%)  
(*What we say*)

Voice & Tone (38%)  
(*How we say it*)

Body Language (55%)  
(*Expressions, Gestures*)



Prof. Albert Mehrabian University of California Research

# Communication Aspects & Their Impact

## Verbal vs Non Verbal Impacts



Words (7%)  
*(What we say)*

Voice & Tone (38%)  
*(How we say it)*

Body Language (55%)  
*(Expressions, Gestures)*

*Studies suggested that we overwhelmingly deduce our feelings, attitudes, and beliefs about what someone says not by the actual words spoken, but by the speaker's body language and tone of voice.*

*If words and body language disagree, one tends to believe the body language.*

*Univ. of CA Research Prof Albert Mehrabian Research*

# Communication Aspects & Their Impact



Most Impactful

Words certainly do matter “BUT”

- They are only part of what is required
- How we say & convey it matters
- The listener’s predisposition & understanding also matters



# Understanding Barriers

IPCC - Communications Handbook for IPCC Authors



Most Impactful

## CC Communication Research Insights:

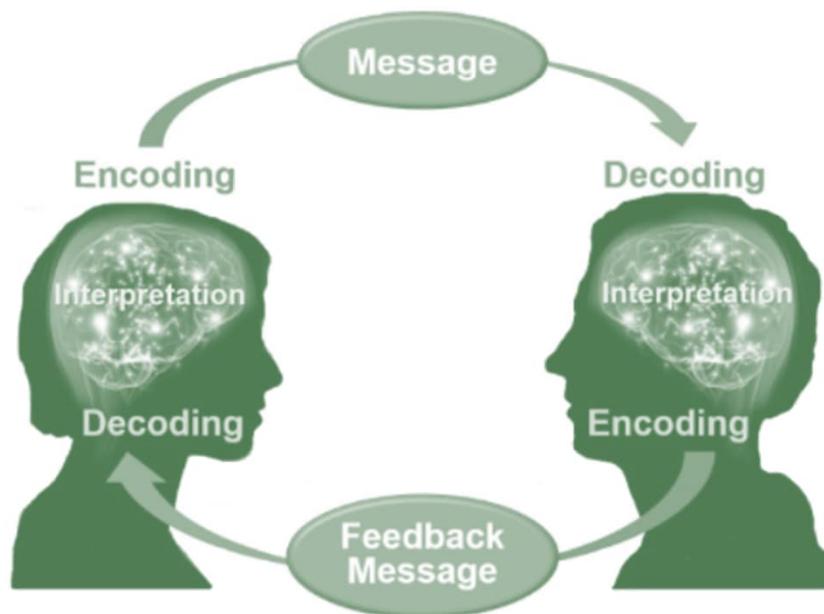
- Facts alone, not sufficient for effective public engagement
- People 'filter' the information according to whether it fits their values



# Understanding Barriers



Barriers



**Most of the time, people seek out information that supports their existing beliefs and values and reject information that contradicts the beliefs and values that are most important to them.**

# Bridging Barriers / Making a Connection

IPCC - Communications Handbook for IPCC Authors



Common Ground

Research shows

- *values & political views dominate*
- *scientific facts / knowledge not as important*

For science to be heard,  
it must connect with

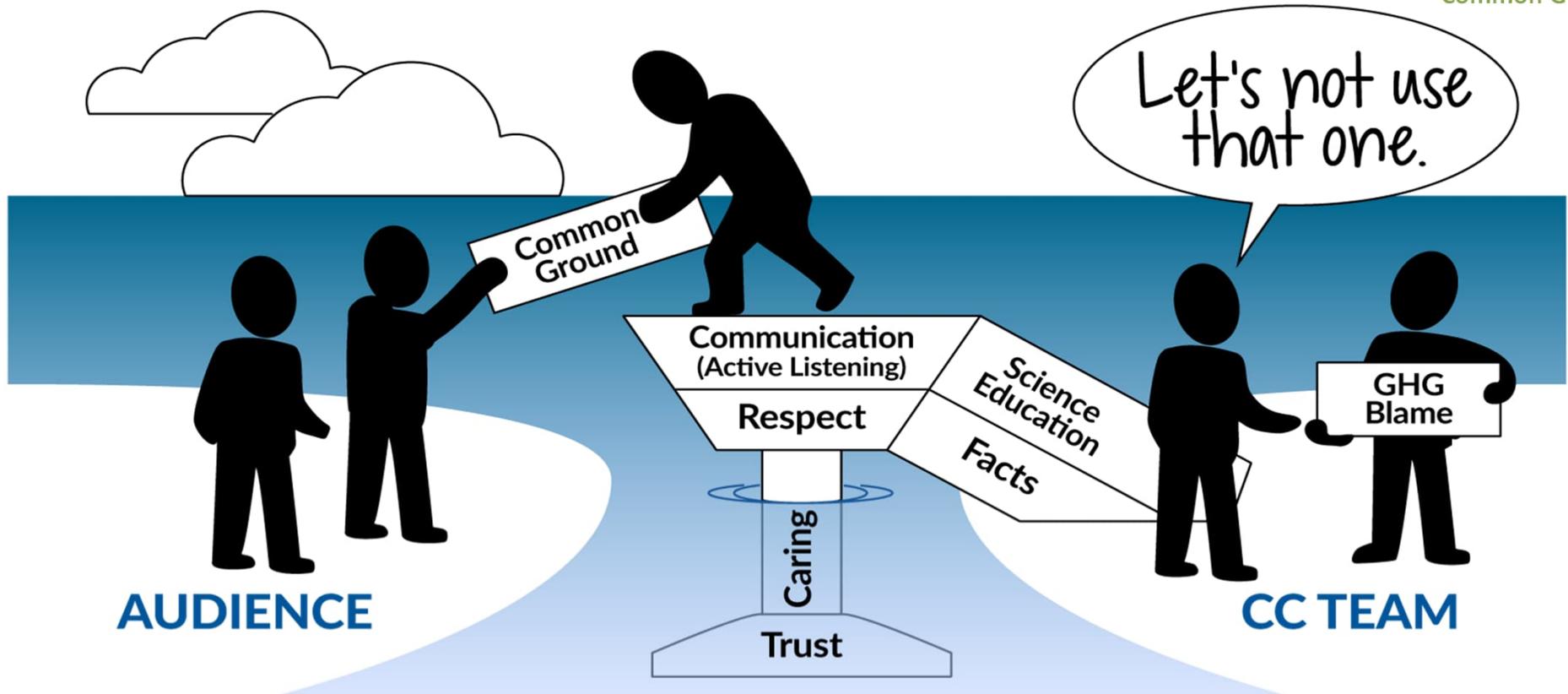
- *widely-shared public values*
- *Points / issues of 'local interest'*



# Bridging Barriers / Making a Connection



Common Ground



# Bridging Barriers / Making a Connection



Common Ground

It starts with seeing, hearing, and experiencing the other as they are, not as they should be, could be, or ought to be.

People need to know they are not judged. This doesn't mean living without expectations.

What it does mean is relating in a way that feels safe, supportive, and caring. A key relationship principle is to *"connect before you expect"*.

- David Irvine

# Handling Resistance / Conflict



Scout Vs Warrior

## 3 Sources of Problems

Different  
Perceptions

Negative  
Emotions

Unclear  
Communication

### Strategies for Handling Problems

Put yourself in their shoes

Understand emotions, theirs and yours

Discuss each other's perceptions

Listen actively

Show that you understand them

Speak to be understood

Come-up with options for mutual gain

Be friendly



Keys to Good  
Outcomes

# Handling Resistance / Conflict

## Be Kind First, Be Right Later



Scout Vs Warrior

- When we are in the moment, we can easily forget that the goal is to connect with the other side
- We can get so caught up in winning that we forget about connecting
- Labelling is easier than getting to know someone who disagrees with us



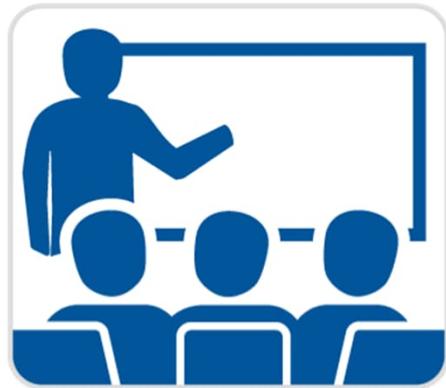
*Discard the label...  
Check-out what's inside.*

# Format for Climate Change Outreach



People & Format

Depends on communication outreach purpose, who is in the audience, their predisposition to the topic and what you hope to accomplish.



# Best Personnel for CC Outreach

## Messengers that Audience Can Identify With



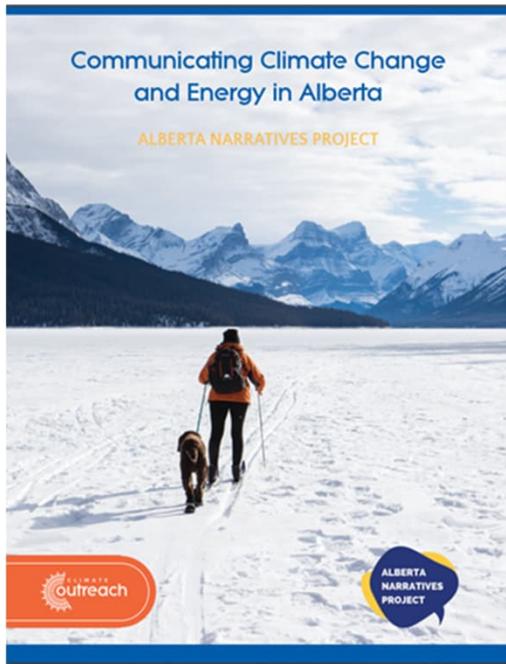
People & Format

The people who are most likely to change our minds are the ones we identify with and agree with on a majority of topics. If someone you know, like, and trust believes an idea, you are more likely to give it merit, weight, or consideration.

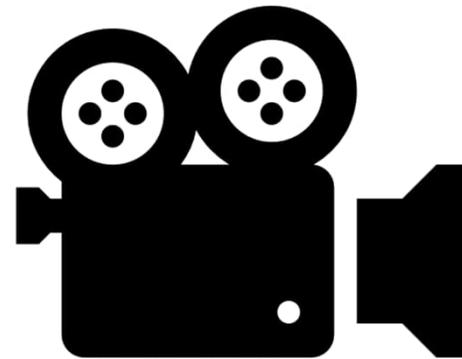


*i.e. for doubtful or dismissive audience types*

# Alberta Narratives Project – Reflections from Collaborators



## Show Time



<https://www.youtube.com/watch?v=mSXI38GQPRY>

**ALBERTA  
NARRATIVES  
PROJECT**

## Segment Recap

- Communication is not that easy at the best of times
  - *CC Communication is even more complex & challenging*
- The purpose of communication must recognize the type of audience in place
  - *Sometimes just creating an opening to continue discussion on another day is enough*
- Scientific facts matter... but less than most think
- People process information through their value sets
- To connect, we must find common ground

## Segment Recap

To find common ground, we must listen, be a scout rather than a warrior, care in order to help build trust

*“People don’t care how much you know until they know how much you care”*

- Communication format matters; face time matters to enable discussion and two-way listening
- You may sometimes need a trusted ally to come along (*i.e. one trusted within the group or community*)



# Polling Question

Break (5 min)

## Topic 2: Communication Tips, Tools & Resources

# Climate Change Communications

There's no one-size-fits-all approach to climate change communication

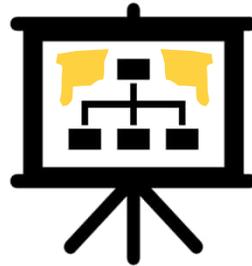


Luckily, there are a range of tips, tools & resources that can help.

# CC Communication Tips, Tools & Resources



Words &  
Messaging



Visual  
Aids



Helpful  
Resources

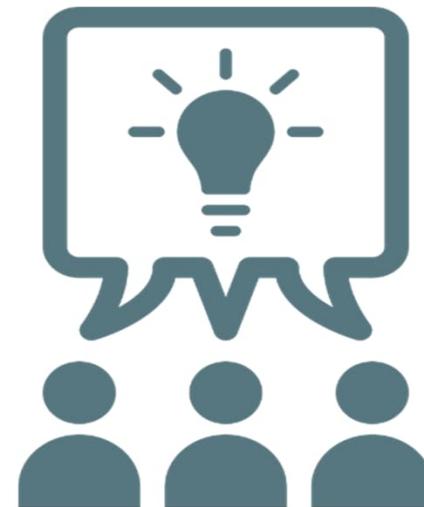
# Words & Phrasing Matter

To connect & keep communication channels open,  
nuances matter

*Clarify terms that might carry  
different meanings*



*Establish common meaning*



# Words & Phrasing Matter

## Suggested Word/Language Usage

Scientific Word	Non-scientific Meaning
scheme	conspiracy
uncertainty	Not knowing
positive trend	good trend
adaptation	going with the flow, dealing with problems as they arise
theory	hunch, opinion, conjecture, speculation



# Words & Phrasing Matter

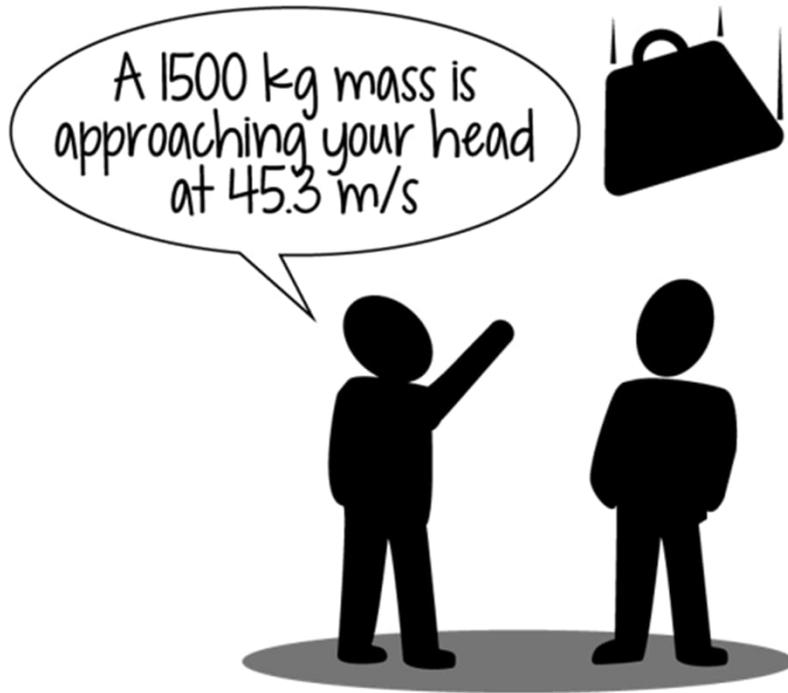
## Suggested Word/Language Usage

Scientific Word	Non-scientific Meaning	Better Language
scheme	conspiracy	blueprint
uncertainty	Not knowing	range
positive trend	good trend	upward trend
adaptation	going with the flow, dealing with problems as they arise	increasing preparedness for climate impacts
theory	hunch, opinion, conjecture, speculation	physical understanding of how this works



# Words & Phrasing Matter

## Taking Tech Talk to People Talk



Precision



Significance



# Words & Phrasing Matter

## Taking Tech Talk to People Talk

Severe Weather Caused \$2.4 Billion in Insured Damage in 2020

Rank	Year	Total loss (\$ billion)	Notable severe weather event
1	2016	5.261	Fort McMurray, Alberta, fire
2	2013	3.418	Alberta and Greater Toronto Area floods
3	1998	2.494	Quebec ice storm
4	2020	2.388	Fort McMurray, Alberta, flooding and Calgary, Alberta, hailstorm
5	2018	2.113	Multiple events: Ontario and Quebec rainstorms and windstorms
6	2011	1.740	Slave Lake, Alberta, fire and windstorm
7	2012	1.456	Calgary, Alberta, rainstorm
8	2019	1.334	Multiple events
9	2005	1.299	Ontario rainstorm
10	2017	1.255	Multiple events

SOURCE Insurance Bureau of Canada ... Edmonton Newscast

Bigger Storms  
Bigger Bucks

*We are having the same storms we had in the past ... the difference is the intensity within a shorter period of time.  
-Craig Stewart*



Words &  
Messaging

# Message Framing “Example Set”



**Alberta  
Narratives  
Project**



Words &  
Messaging

# Message Framing Examples

## Alberta Narratives Project Examples

### MOST SUCCESSFUL LANGUAGE

Speaks well across multiple audiences, is engaging, and stimulates a strong discussion

### LEAST SUCCESSFUL LANGUAGE

Feeds division, does not engage people, or does not stimulate discussion



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Everyone is important in Alberta	Excessive focus on oil and gas



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Everyone is important in Alberta	Excessive focus on oil and gas
The main problems with oil and gas are over-dependency, vulnerability, and insecurity	The main problem with oil is climate change and environmental destruction



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Everyone is important in Alberta	Excessive focus on oil and gas
The main problems with oil and gas are over-dependency, vulnerability, and insecurity	The main problem with oil is climate change and environmental destruction
We need to diversify	Alberta can be a leader on climate change



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Everyone is important in Alberta	Excessive focus on oil and gas
The main problems with oil and gas are over-dependency, vulnerability, and insecurity	The main problem with oil is climate change and environmental destruction
We need to diversify	Alberta can be a leader on climate change
We can discuss our choices	This is the only way



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Straight talk	Techno-jargon, euphemisms and slogans



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Straight talk	Techno-jargon, euphemisms and slogans
This will not be easy	This will be easy – eco-boosterism



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Straight talk	Techno-jargon, euphemisms and slogans
This will not be easy	This will be easy – eco-boosterism
Renewables offer new opportunities and positive challenges – the next “boom”	“Clean” energy will replace “dirty” fossil fuels



# Message Framing Examples

## Alberta Narratives Project Examples

MOST SUCCESSFUL LANGUAGE	LEAST SUCCESSFUL LANGUAGE
Speaks well across multiple audiences, is engaging, and stimulates a strong discussion	Feeds division, does not engage people, or does not stimulate discussion
Straight talk	Techno-jargon, euphemisms and slogans
This will not be easy	This will be easy – eco-boosterism
Renewables offer new opportunities and positive challenges – the next “boom”	“Clean” energy will replace “dirty” fossil fuels
Building a transition towards something new	Transition away from something old



# Other “Simple Core Message Examples”

5 evidence-based messages that work

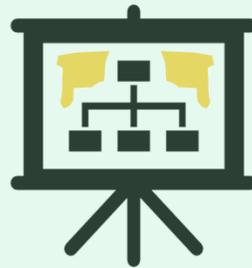
- It's real
- It's harmful
- Our actions are causing it
- Experts agree
- Our actions can reduce the threat



# CC Communication Tips, Tools & Resources



Words &  
Messaging



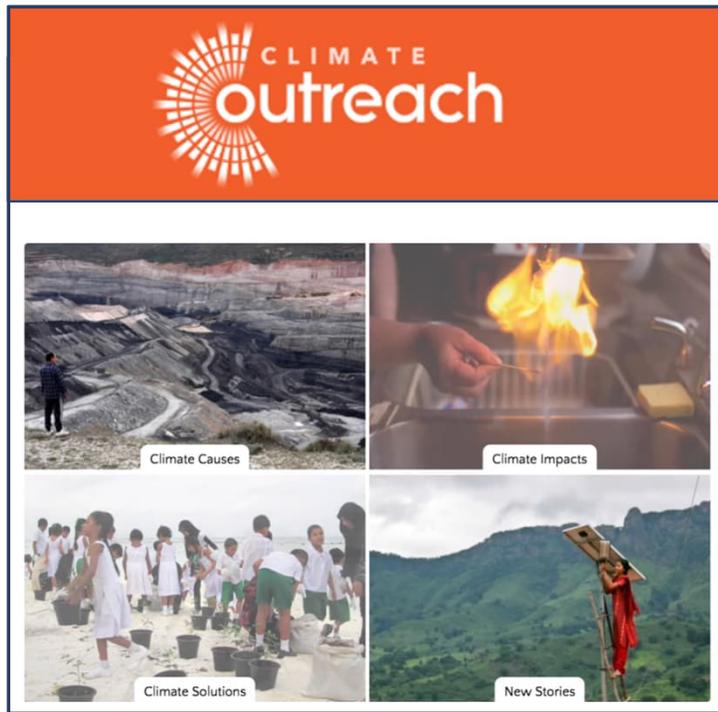
Visual  
Aids



Helpful  
Resources

# Visuals Help

Photos, Infographics & Videos

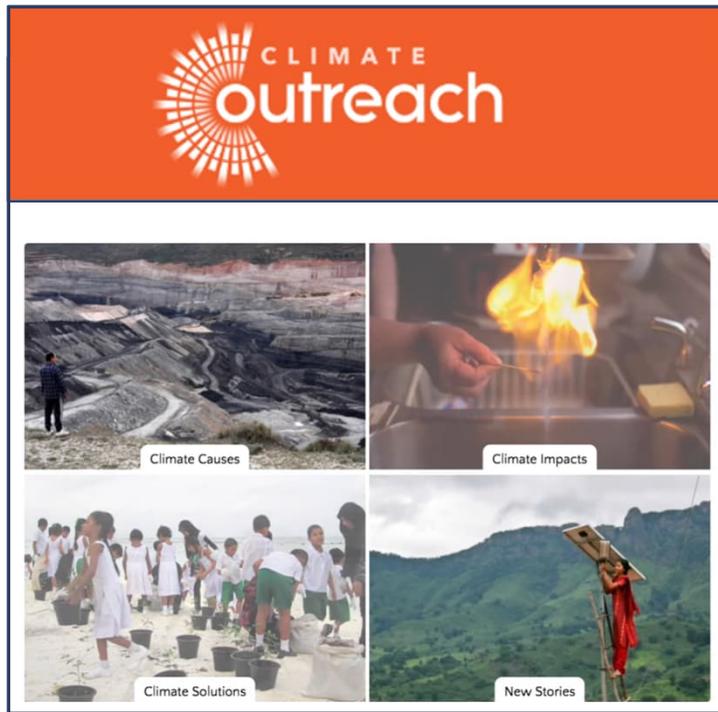


Visual  
Aids

<https://www.youtube.com/watch?v=5bvCO9FFU9Y>

# Visuals Help

## Photos, Infographics & Videos



### Key principles of Climate Visuals



<https://www.youtube.com/watch?v=5bvCO9FFU9Y>

# Visuals Help

## Photos, Infographics & Videos



### Key principles of Climate Visuals

1. Show 'real people' not staged photo-ops

2. Tell new stories

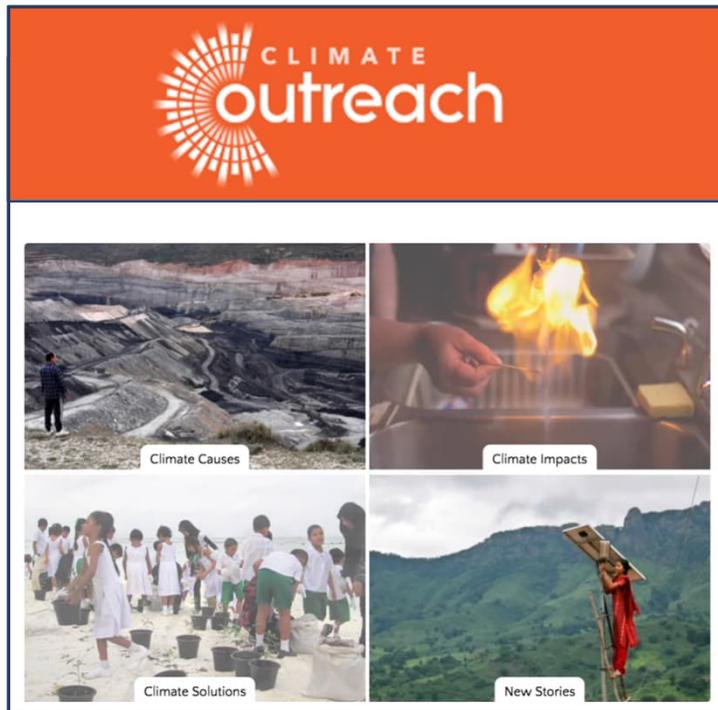


Visual  
Aids

<https://www.youtube.com/watch?v=5bvCO9FFU9Y>

# Visuals Help

## Photos, Infographics & Videos



### Key principles of Climate Visuals

1. Show 'real people' not staged photo-ops

2. Tell new stories

3. Show climate causes at scale

4. Climate impacts are emotionally powerful



Visual  
Aids

<https://www.youtube.com/watch?v=5bvCO9FFU9Y>

# Visuals Help

## Photos, Infographics & Videos



### Key principles of Climate Visuals

1. Show 'real people' not staged photo-ops

2. Tell new stories

3. Show climate causes at scale

4. Climate impacts are emotionally powerful

5. Show local (but serious) climate impacts

6. Be very careful with protest imagery

7. Understand your audience



Visual  
Aids

<https://www.youtube.com/watch?v=5bvCO9FFU9Y>

# Visuals Help

Photos Tell A Story That Words Can't



# Visuals Help

Photos Tell A Story That Words Can't



*We have had fires and floods... but not like these in recent times*

2011

Slave Lake  
Wildfire



2013

Southern Alberta  
Flooding



2016

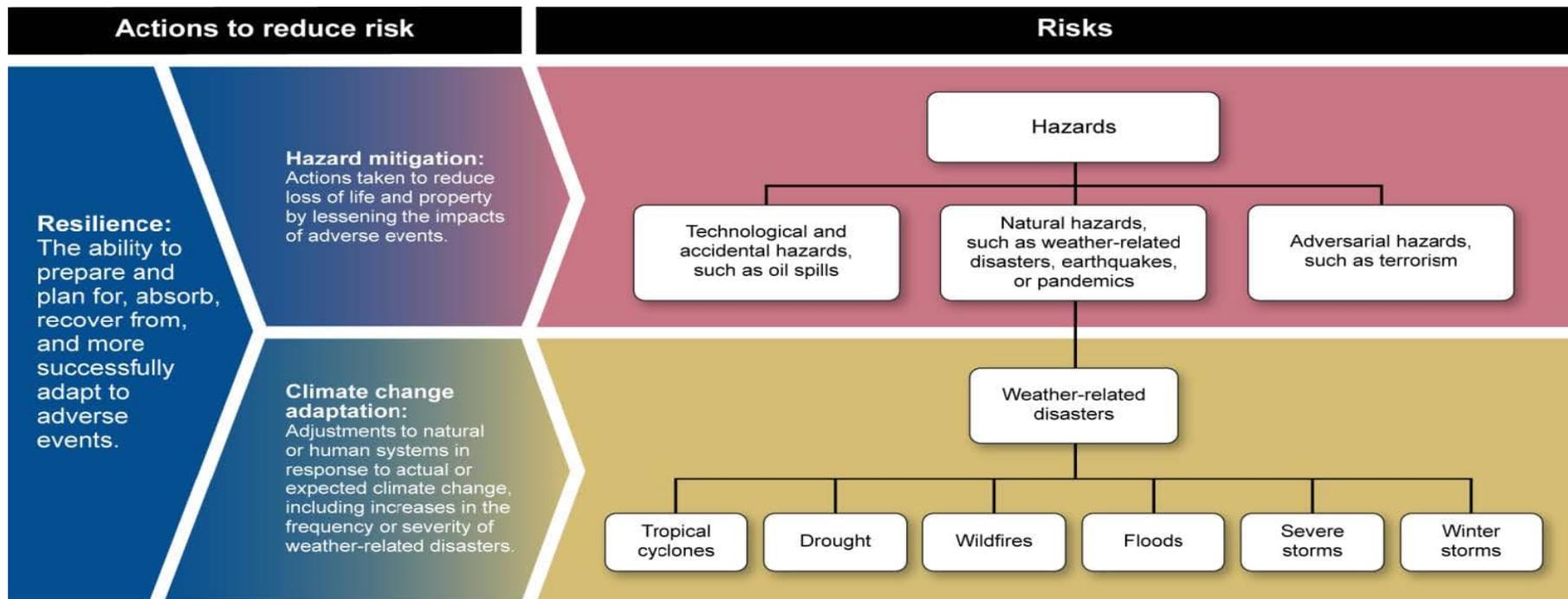
Ft. McMurray  
Wildfire



Visual  
Aids

# Visuals Help

## Infographics Help Convey Content



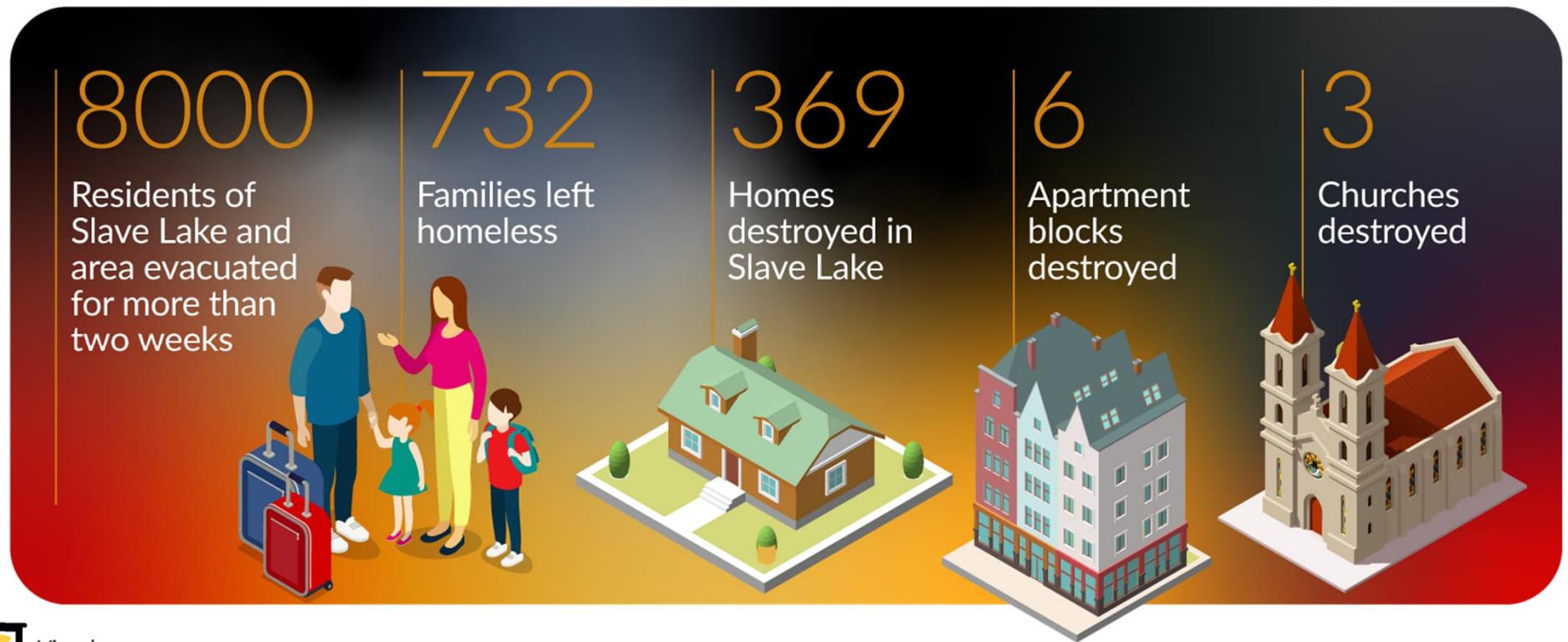
Source: GAO analysis of Presidential Policy Directive 8, previous GAO work, and National Oceanic and Atmospheric Administration data. | GAO-16-454



Visual Aids

# Visuals Help

## Infographics Help Tell the Story



Visual Aids

# Visuals Help

## Video & Film Tools



- Film is a language that everyone learns to 'read' from a very early age
- Appeals to a variety of sensory inputs and helps make information understandable to wide range of audiences



Visual  
Aids

# Visuals Help

## Video & Film Tools – Climate Change Video Resources



**Principles for effective public engagement on climate change: a Handbook for the IPCC**

#commsipcc  
@climateoutreach  
@IPCC\_CH

Presented by:  
Dr Adam Corner  
Research Director  
Climate Outreach

Introduced by:  
Dr Roz Pidcock  
Head of Communication  
IPCC, WGI TSU

CLIMATE outreach formerly COIN

ipcc  
INTERGOVERNMENTAL PANEL ON climate change  
Working Group I (WGI) - The Physical Science Basis

climateVISUALS

a project by

CLIMATE outreach formerly COIN

["https://climateoutreach.org"](https://climateoutreach.org)



Visual Aids

# Visuals Help

## VIDEO & FILM TOOLS – Climate Change Video Resources



### National Climate Assessment: Agriculture chapter

Apr 30, 2014 | [Discuss](#)

"This isn't just about plants and animals. It's about people, it's about societies," says Gene Takle, a convening lead author of the National Climate Assessment's Agriculture chapter. Climate disruptions to agriculture have increased, and many regions will experience declines in crop and livestock production from increased stress due to weeds, diseases, insect pests, and other [...]



### National Climate Assessment: Water chapter

Apr 30, 2014 | [Discuss](#)

"This is really a call for America to find out, 'What does climate change mean for where you live?'" says Paul Fleming, a convening lead author of the National Climate Assessment's Water Resources chapter. Fleming talks about how climate change will challenge the reliability of water supplies in the United States in multiple ways. Alterations [...]



### National Climate Assessment: Health chapter

Apr 30, 2014 | [Discuss](#)

"We have to start connecting the dots between climate change and human health," says Kim Knowlton, a convening lead author of the National Climate Assessment's Human Health chapter. Climate change threatens human health and well-being in many ways, including impacts from increased extreme weather events, wildfire, decreased air quality, and illnesses transmitted by food, water, [...]



Visual  
Aids

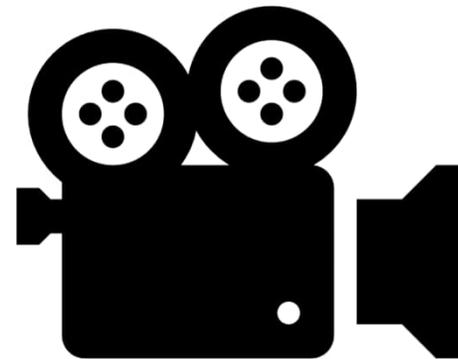
<https://thestorygroup.org/category/nationalclimateassessment/>

# Visuals Help

## Video & Film Tools – Climate Change Video Resources



# Show Time



<https://thestorygroup.org/an-iowa-farmer-faces-weather-extremes/>



**National Climate Assessment:  
Agriculture chapter**

Apr 30, 2014 | [Discuss](#)

“This isn't just about plants and animals. It's about people, it's about societies,” says Gene Takle, a convening lead author of the National Climate Assessment's Agriculture chapter. Climate disruptions to agriculture have increased, and many regions will experience declines in crop and livestock production from increased stress due to weeds, diseases, insect pests, and other [...]

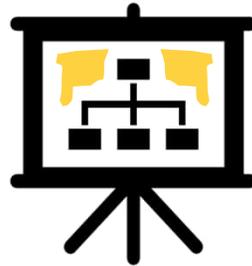


Visual  
Aids

# CC Communication Tips, Tools & Resources



Words &  
Messaging



Visual  
Aids



Helpful  
Resources

# Don't Have to Reinvent the Wheel



Principles for effective communication  
and public engagement on climate change

*A Handbook for IPCC authors*



CLIMATE  
outreach

**CONNECTING ON CLIMATE:**  
A Guide to Effective Climate  
Change Communication

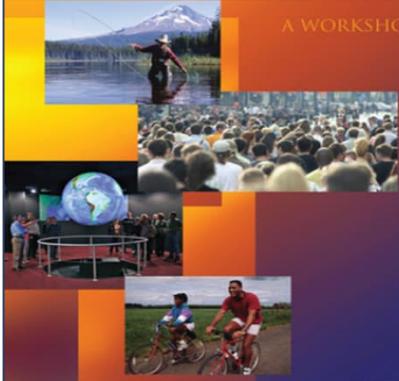


ecoAmerica  
start with people

Center for Research on  
Environmental Decisions  
EARTH INSTITUTE | COLUMBIA UNIVERSITY

CLIMATE CHANGE EDUCATION  
Goals, Audiences, and Strategies

A WORKSHOP SUMMARY



NATIONAL RESEARCH COUNCIL  
OF THE NATIONAL ACADEMIES



Helpful  
Resources

# Don't Have to Reinvent the Wheel



## Climate Change Impacts by Sector

Climate change impacts many different sectors. Click the links below for information about impacts on each sector, or learn about climate change impacts [by region](#) or [by state](#).



### Additional Human Health Resources:

- Map: [Climate change and human health risks in your state](#)
- Quiz: [How much do you know about climate impacts on health?](#)
- Factsheet: [How will climate change affect my health?](#)
- Factsheets: [Climate change, health, and populations of concern](#)
- *Climate Change Indicators*: [Understanding the link between climate change and human health](#)



Helpful  
Resources

[https://19january2017snapshot.epa.gov/climate-impacts/climate-change-impacts-sector\\_.html](https://19january2017snapshot.epa.gov/climate-impacts/climate-change-impacts-sector_.html)

## Segment Recap

- Words need to be tailored to suit the audience in a way that resonates with them
- Framing of message types for different audiences is important to keep the communication pathway open
- A picture tells a 1000 words & everyone connects with good story telling (*photos, infographics & videos help with communication*)
- Don't reinvent the wheel – great CC resources exist

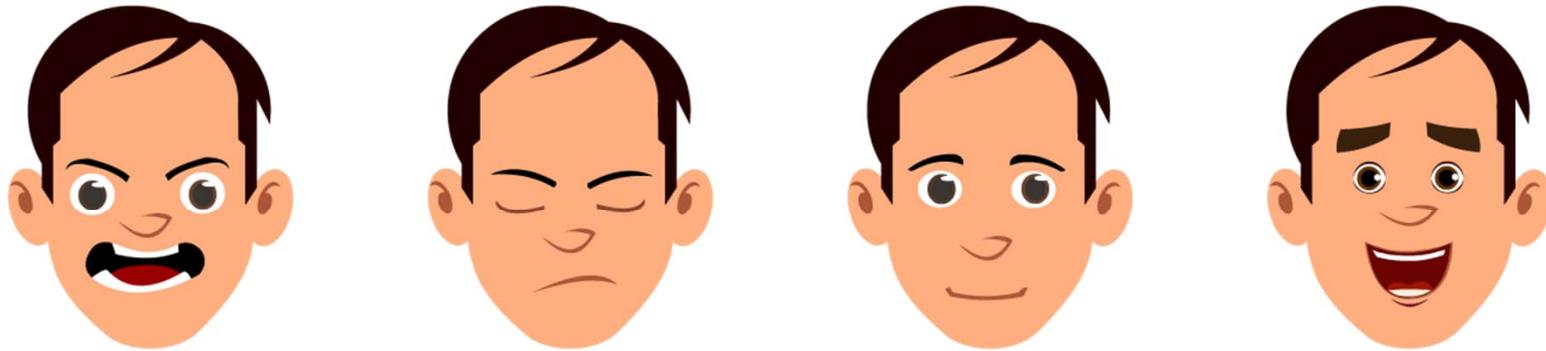
Q&A (10 mins) Break (5 mins)

# Topic 3: Change Management Considerations

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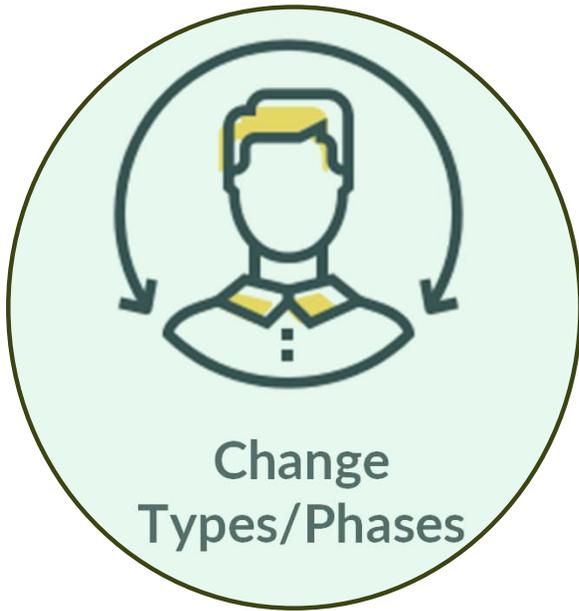
Change Management Considerations

# CHANGE MANAGEMENT



**EXPLAINED IN ONE MINUTE**

# Change Management Considerations



# Change is Not Easy

- We are creatures of habit & routine
- Status quo often equates to sense of:
  - *comfort, stability, equilibrium*
- Change often equates to sense of:
  - *discomfort, instability, disequilibrium*



Change  
Types/Phases

*Exercise: The smallest changes are discomforting*

# Change is Not Easy

*Change is not widely embraced*

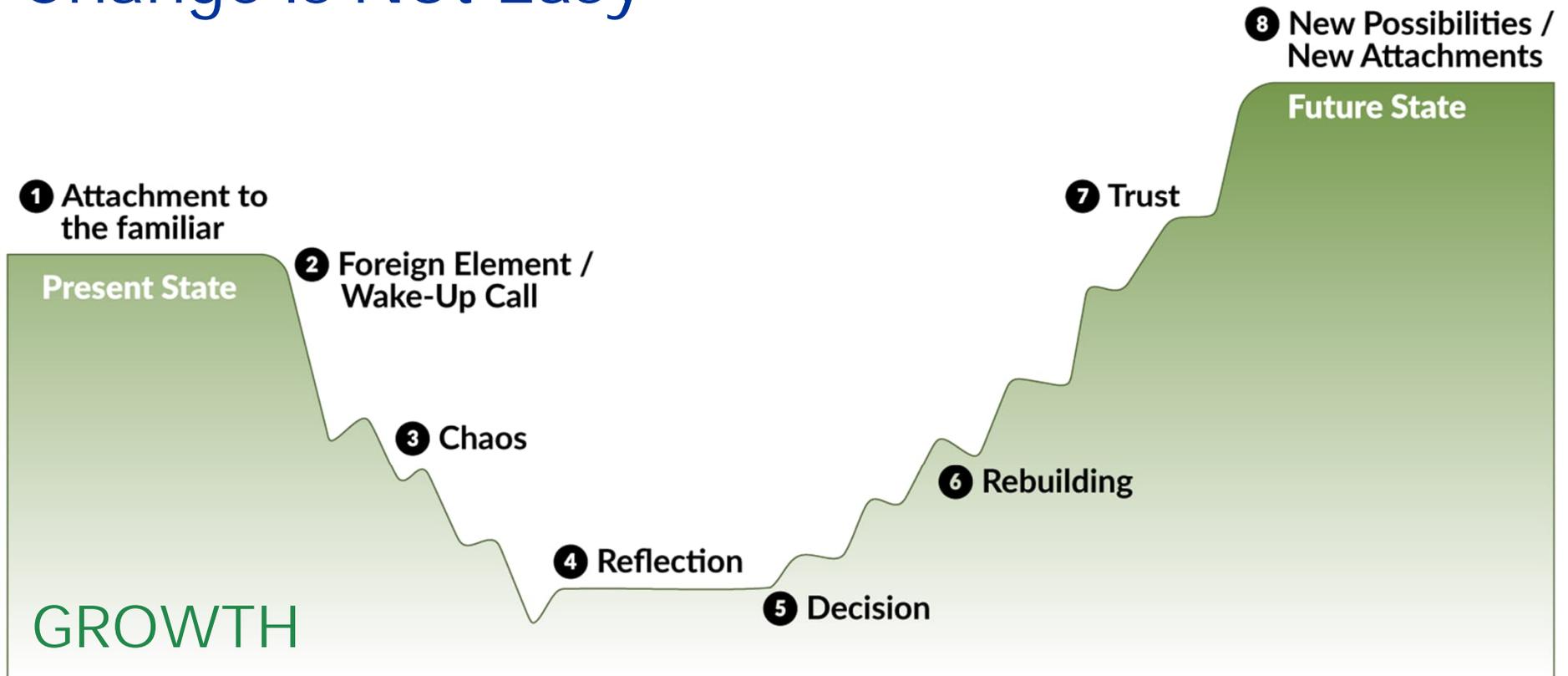


*Change & stress go hand-in-hand*



Change  
Types/Phases

# Change is Not Easy



Change  
Types/Phases

# Different Changes – Different Impacts

## Kinds of Change (Kotter, 1998)

- Incremental
  - *Tweaking the system or process*
- Transitional
  - *Restructuring & reorganizing*
- Transformational
  - *New vision, mission, values*

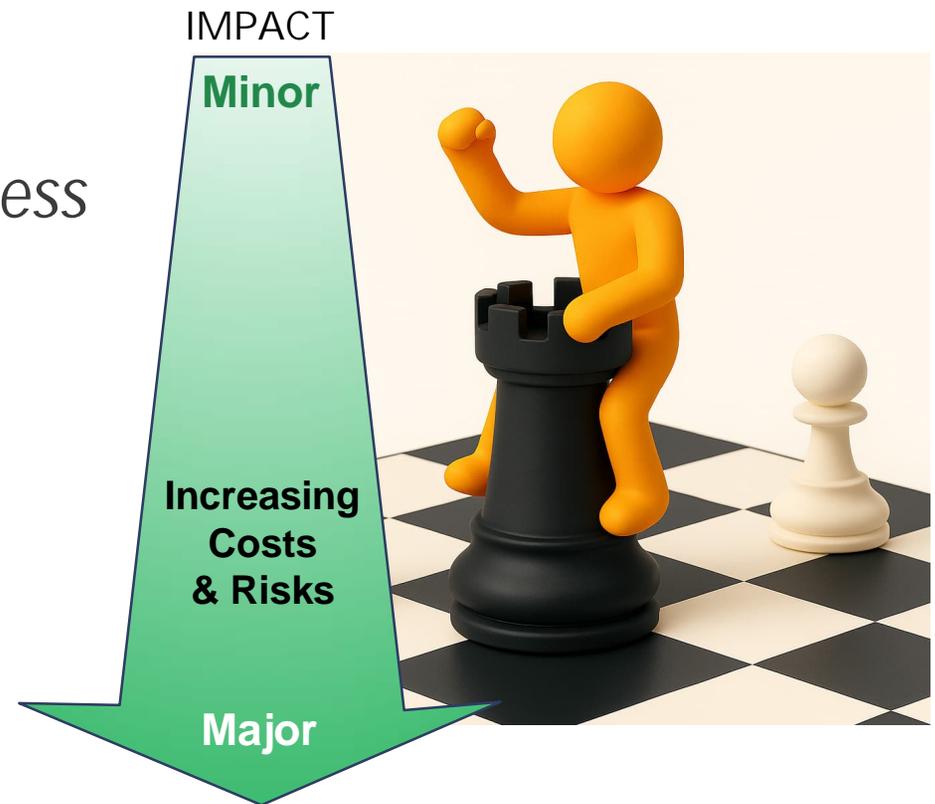


Change  
Types/Phases

# Different Changes – Different Impacts

## Kinds of Change (Kotter, 1998)

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Change  
Types/Phases

# Different Changes – Different Implications

*Easy for some...  
not so easy for others*



Change  
Types/Phases

*Mainstreaming within sectors is arguably incremental for some & transformational for others*

# Institutional Barriers to Change

Organizational Changes are even more challenging



## **Organizational Structure**

*(e.g., silos, board support, general management, etc.)*



## **Communication**

*(e.g., political will, ideological barriers, lack of public support, communicating uncertainty)*



## **Technical Challenges**

*(e.g., limitation of climate models, insufficient data)*



## **Resources & Capacity**

*(e.g., staff time, funding, staff understanding)*



## **Policies**

*(e.g., lack of regulation/mandate, few implemented examples, no specifics in engineering design manual)*



Change  
Types/Phases

# Change Management Considerations



Change  
Types/Phases



Change  
Mgm't Basics



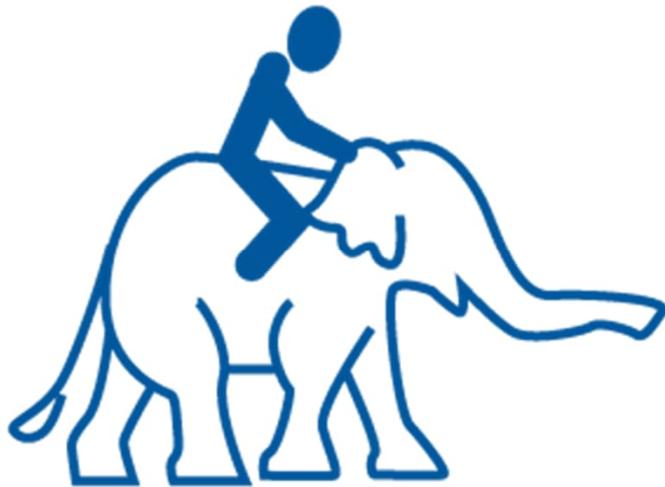
Helpful  
Resources

# Change Management Basics

*To change behavior (our own or someone else's), we must do three things:*

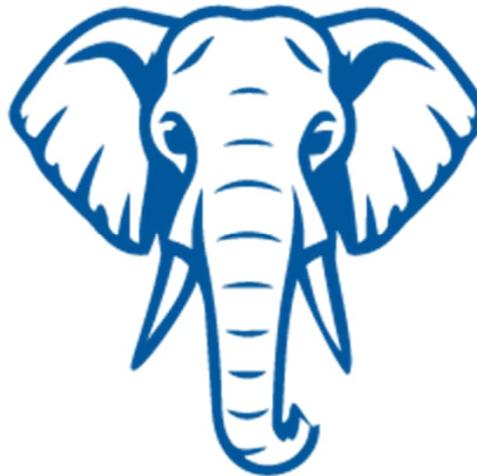
*"Make the destination  
crystal clear"*

Direct the Rider



*"Help people feel the  
need for change"*

Motivate the Elephant



*"Make the required  
changes specific"*

Shape the Path



Change Mgm't  
Basics

Source: Berkley (U of C) Change Management Toolkit

# Change Management Basics

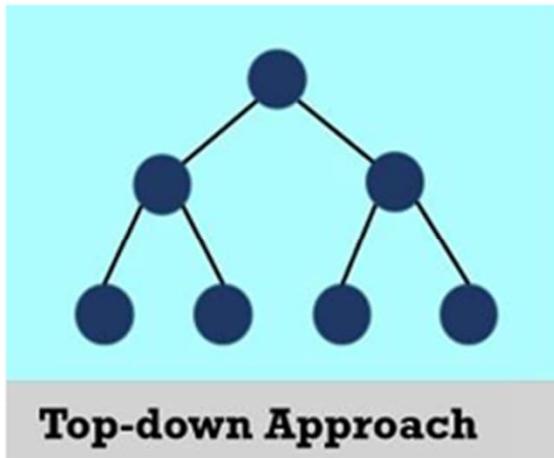
Change Management Plans look at :

- Behaviors that need to change
- Systems, processes & procedures that need to be in place to ensure success
- Other preparation activities required (e.g. training)
- Consequences necessary to sustain behavioral change

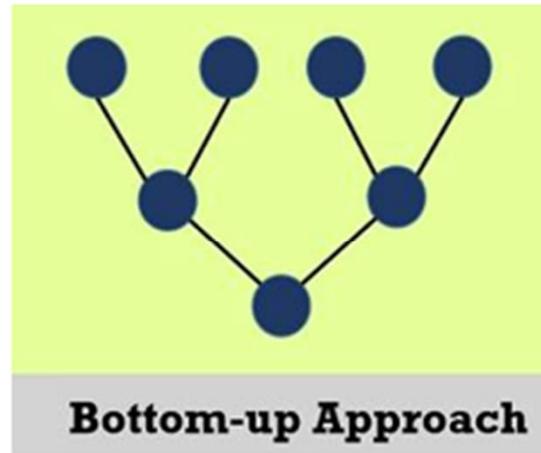


# Change Management Basics

Need for both Top-down and Bottom-up approaches



- Department-wide policy, mandate or Adaptation Plan
- Adoption of resiliency guidelines
- Include adaptation within strategic plan



- Include info in existing plans, programs and processes
- Build trust, open communication avenues to create strategies *with* staff



# Summary Change Management in 4 Steps



## DEFINE

- Clarify roles in change management process
- *Clarify what is changing and why*
- Identify Stakeholders
- Establish timeframe
- Clarify success measures



## PLAN

- Conduct impact and stakeholder assessments
- Create change and stakeholder engagement plans
- Identify risks and create risk mitigation plans
- *Design plans for communications and training*



# Summary Change Management in 4 Steps



## IMPLEMENT

- *Enable/activate catalysts and leaders*
- *Roll out communications and training plans*
- Monitor and manage resistance
- Deploy risk-mitigation plans



## SUSTAIN

- *Monitor adoption of change*
- *Reinforce behaviours that are aligned to the change*
- Measure impact of change(s)
- Adjust as needed based on metrics



# Change Management Considerations



Change  
Types/Phases



Change  
Mgm't Basics



Helpful  
Resources

# Helpful Resources

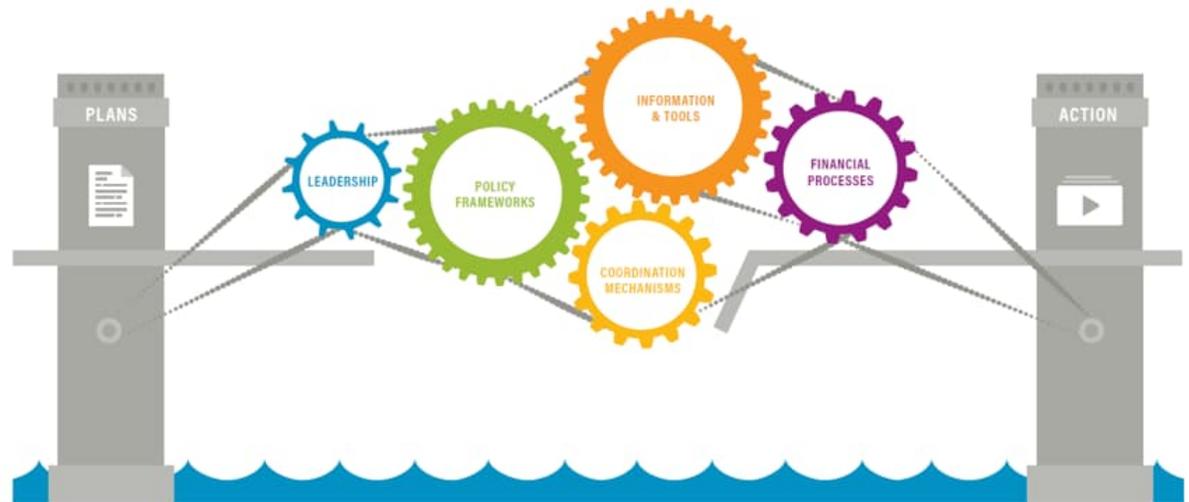
## Climate Change Mainstreaming

Working Paper

### From Planning to Action: Mainstreaming Climate Change Adaptation Into Development

Download

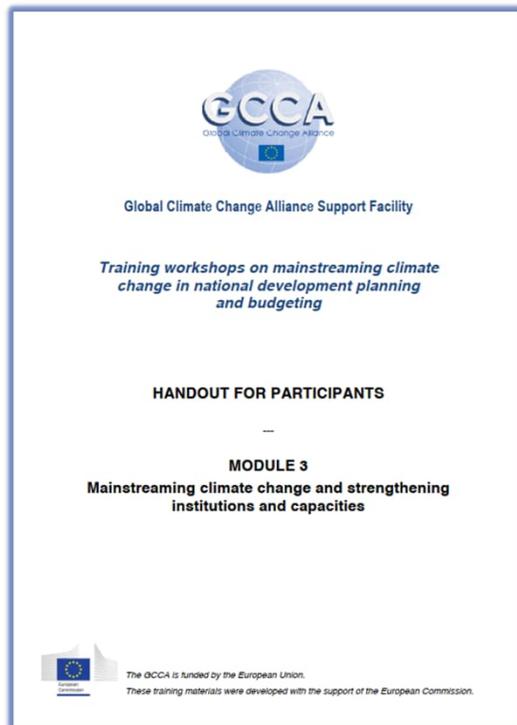
Figure ES-1 | Five Gears That Can Help Bridge the Implementation Gap



Mogelgaard, K., A. Dinshaw, N. Ginoia, M. Gutiérrez, P. Preethan, and J. Waslander. 2018. "From Planning to Action: Mainstreaming Climate Change Adaptation into Development." Working Paper. Washington, DC: World Resources Institute. Available online at <https://www.wri.org/research/planning-action-mainstreaming-climate-change-adaptation-development><https://www.wri.org/publication/climate-planning-to-action>

# Helpful Resources

## Climate Change Mainstreaming



### TOPICS COVERED BY THE MODULE:

- What is mainstreaming, and why mainstream climate change?
- A framework for mainstreaming climate change.
- Strengthening institutions and capacities.
- Principles for institutionalizing climate change mainstreaming.
- Tools and actions for supporting institutional and capacity strengthening



Helpful  
Resources

"Climate change is sometimes misunderstood as being about changes in the weather. In reality, it is about changes in our very way of life."

*Paul Polma*

# Module Summary

# Key Takeaways

- Knowing your audience is important – must tailor the message to suit the audience
- There are many components to communication some with more impact than others. *“How you say it and convey it”* is the most impactful.
- Words & facts are often mistakenly thought to be sufficient for effective cc communication
- Finding common ground is a must to connect with others that think different than us.
- Taking “science talk” to “people talk” is important– talking in words and phrasing that resonates with the target audience matters

# Key Takeaways

- A picture speaks 1000 words and films are powerful storytelling vehicle. Maximize use of visual tools (*photos, info-graphics and videos*) to help with your outreach initiatives
- Dealing with the simplest changes is tough. Dealing with complex change is a world of difference.
- Changes can be categorized as incremental, transitional & transformational.
  - *The change impacts & disruption for different people, groups & sectors is not the same for everyone.*
- Many Climate Change mainstreaming resources exist, that can be drawn upon for guidance... *no need to reinvent the wheel*

# Last word from some Alberta Groups

*In a crisis, the whole province will pull together and help each other out ... it's an old-school Western character ... it's a result a real salt of the earth bunch of people, and Albertans are just really, really great folks that take care of each other and that's great.*

*(Rural Group)*



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(Rural Group)



When you see how the rest of the world lives, we are very privileged. Alberta is literally the best place in the world to live, hands down.

(Farmers Group)

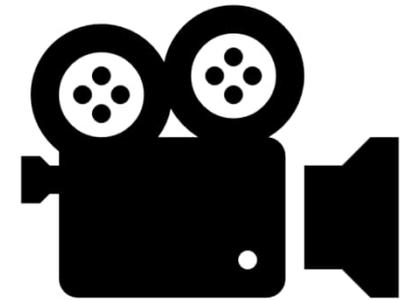


“ We Share Common Ground ”



[https://www.youtube.com/watch?v=L82\\_jHs8FgA](https://www.youtube.com/watch?v=L82_jHs8FgA)

Show  
Time



# Q&A/Polling Question

Thank you!

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