



Climate Change: Lessons for Change Agents

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April 2007



The challenge of change

About Being Human



Founded in 1993, Being Human's mission is to coach leaders to develop **Change-Ability**:

The personal and corporate capabilities that enable change to happen quickly, easily and effectively.

“People have two fears about the future.
First, that things will never return to normal.
Second, that they already have.” Anonymous

If climate change was a project.....

Who is the
Executive Sponsor?

Who is on the
Steering Committee?

What's the business
case?

What are the key
risks?

What's the budget?

Who are the
stakeholders?

When is the go-live?

What are the major
milestones?

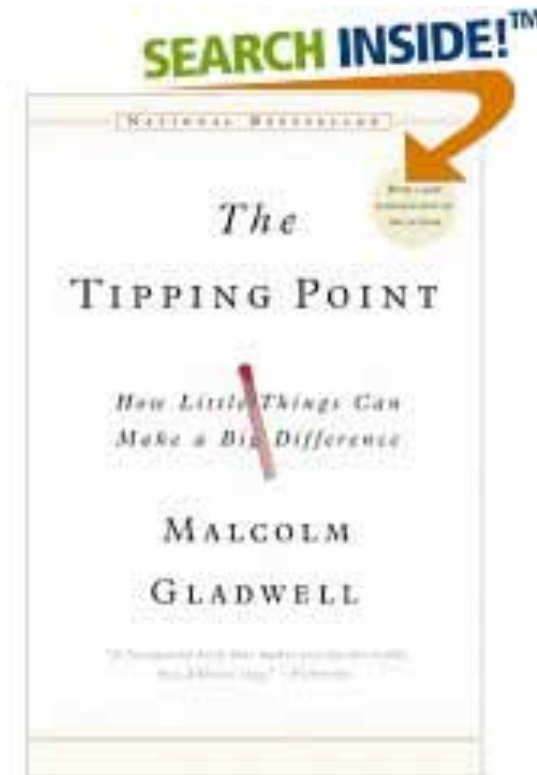
Overview

- Tipping Points
- Change by choice
- Change without a crisis
- See the light or feel the heat
- The stages of individual change - applying the ADKAR model.

The tipping point

“Tipping Point comes from epidemiology. It’s the name given to that moment in an epidemic when the virus reaches critical mass. It’s the boiling point, it’s the moment on the graph when the line starts to shoot straight upwards.”

Malcolm Gladwell



The climate change tipping point



HM TREASURY

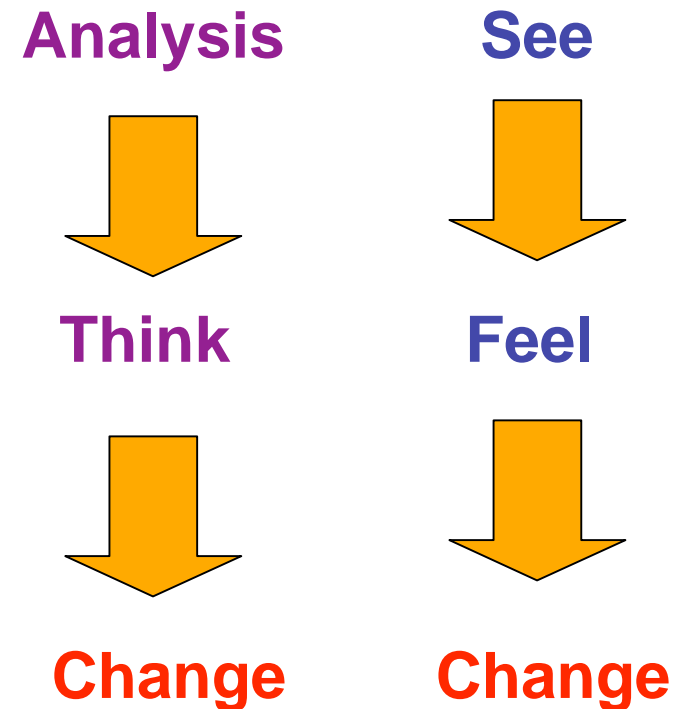


INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE



Lessons for organisational change?

- Examples:
 - Unifoods: Count the applications
 - Kotter: Gloves on the boardroom table
 - Lean Project: Executive travel
 - Others?



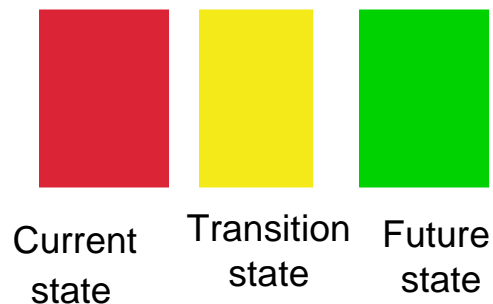
Kotter, The Heart of Change, 2002

Change by Choice



Organisations do not change.
The people inside them do.

For things to change
First I must change



Al Gore's approach to leading change

- An Inconvenient Truth - documentary and book
- Speaking Tour
- The Climate Project - Climate Change Messengers
- Alliance for Climate Protection

Lessons:

- **ABC: Audience Based Communications:**
 - Segment audiences and needs
 - Multiple communications channels
 - Selecting the sender
- Face to face
- Repeat message 5-7 times

Al Gore trains a global army

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By [Marco R. della Cava](#), USA TODAY



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By Alan Poizner for USA TODAY

Gary Dunham, a mentor for The Climate Project greets Al Gore after Gore's closing remarks to 200 Climate Project trainees in Nashville.

NASHVILLE — The stocky man with the soft Southern accent rivets the hotel ballroom crowd with his plea: "We are in a time of peril, so please allow me to explain a topic that has overwhelming importance in my life."

Meet, no, not Al Gore, but Gary Dunham, 71, a grandfather from Texas who was the first of 1,000 Americans Gore trained to deliver his Oscar-winning *An Inconvenient Truth* slide show to schools, Rotary clubs and nursing homes around the nation.

Two weeks ago, the last 150 of this hand-picked crew arrived here — paying their own way for everything but food — to go through a two-day seminar starring Gore but effectively led by Dunham and a few other graduates of the former vice president's global-warming boot camp.

What we say to dogs



What they hear



Change without a crisis: the biggest challenge

危機



John Kotter: Step 1
Create a sense of
urgency



“Some people change when they see the light, others when they feel the heat”.
Caroline Schroeder



DO YOU THINK IT'S
GETTING WARMER?

YEAH, BUT I THINK
IT'S CYCLICAL...



ir is on leave.

The process of individual change



Understanding the stages of individual change

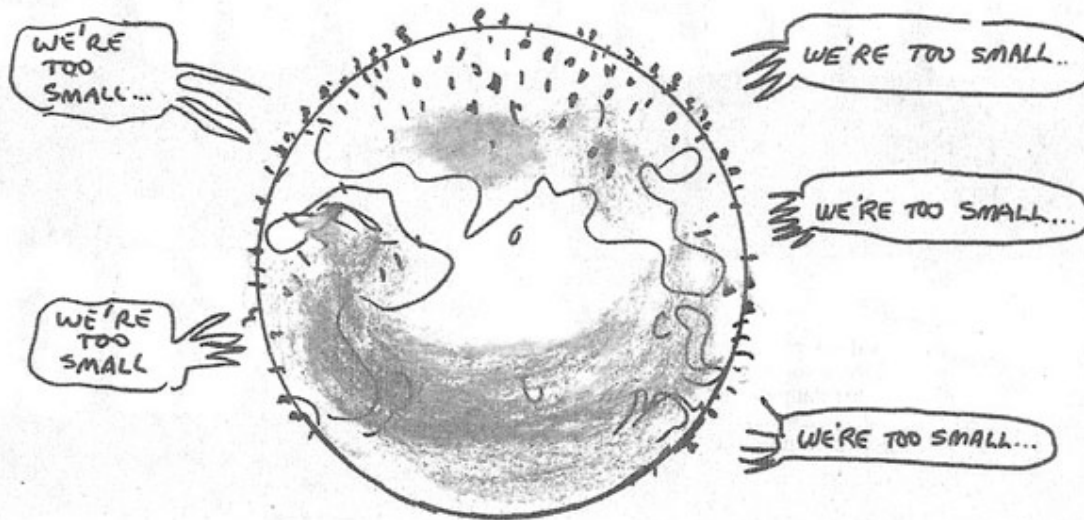


Awareness
Desire
Knowledge
Ability
Reinforcement



And I say climate change
is a load of alarmist
nonsense





ma

An Inconvenient Truth

- Covers the Awareness and Desire stages of individual change
- Knowledge on *how* to change - closing credits

Audience

Based

Communication

Example 1: The River

Lessons for change agents?

- High impact opening
 - Pattern interrupt: the river
- Establishing the credibility of the sender

*“The issue is not what to believe,
it’s who to believe.”*
- Use examples and visuals that the audience can relate to, to show the need for change

Example 2: The earth

Lessons for change agents?

- Big picture - the why? of change
 - Remind people about mission, purpose: what unites us
- Answering the audience's questions up front
 - Manage resistance up front - don't wait for the tough questions
 - Myth Busting
 - Why should I listen to you? Why are you involved? What's in it for you?
- Humour

Example 3: Roger Revelle

Lessons for change agents?

- Answering the audience's questions up front - don't wait for the tough questions
 - When did this start? Who? Why? How?
 - Credibility of the sender

Example 4: Seeing the impact

Lessons for change agents?

- Use examples and visuals that the audience can relate to, to show the need for change

Example 5: City By City

Lessons for change agents?

- **A**udience **B**ased **C**ommunications
 - Answering tough questions before they are asked
 - Accept resistance as natural and healthy
- Change happens one person at a time
 - Face to face communications

Example 6: Are we capable of doing great things?

Lessons for change agents?

- Strengths based approach
 - When have we done this before?
- Reinforcement
 - Recognise people's achievements



Wine Glass Bay
coastal walk,
Tasmania

**“Human beings, by changing the inner attitudes of
their minds can change
the outer aspects of their lives.”
William James, 1842-1910**