

## Tools

<p><b>Title of tool:</b> Adaptive capacity benchmarking matrix (working towards a draft “Organisational Change Tool”)</p>							
<p><b>Keywords:</b> adaptive capacity matrix; organisational change tool; change management; adaptation; climate change; partnerships</p>							
<p><b>Audience:</b> Co-ordinators of regional climate change partnerships; champions in stakeholder organisations; professionals implementing spatial plans</p>							
<p><b>Level of expertise required to use the tool:</b> Some training and testing needed, once the tool is more fully developed</p>							
<p><b>Messages in the ESPACE strategy where the tool can be applied:</b></p>	1.	2.	3.X	4.	5.	6.	7.
	8.	9.	10.	11.	12.	13.	14.
<p><b>Sentences linking the tool to relevant strategy messages:</b>            3: This tool is still under development and is scheduled for completion towards the end of the ESPACE Extension period (Sept 2007 - May 2008). This description introduces the concepts and assumptions that form the basis that the tool will be developed upon.</p>							
<p><b>Photo/diagram/map:</b>  N/A</p>			<p><b>Overview:</b>            This is work towards a draft organisational change tool, which will be particularly valuable to partnership approaches to climate change adaptation; the approach and capacity of one organisation can be either a catalyst or a constraint to the approaches and capacities of others to build their own adaptation responses, and thus to the overall adaptation of the locality, region or sector.</p>				
<p><b>Description:</b>            Hampshire County Council’s research into human change carried out for ESPACE highlighted the need both for better understanding of the organisational context within which responses to climate change are managed and for an “architecture” to share this learning more widely. There are strong indications that climate change places challenges on organisations that most will need to develop their capacity to meet. HCC and SECCP therefore proposed to develop a benchmarking tool to help managers to assess their organisations’ capacity to adapt and respond to climate change. If well designed, the tool would also act as a route map to enable organisations to take the necessary steps to grow their capacity. This tool has been developed as a matrix with nine pathways and five levels.</p> <p>The change matrix rests on basic assumptions:</p> <ul style="list-style-type: none"> <li>Organisations’ responses to issues such as climate change follow a predictable process as they become more competent on the issue; an organisation that responds to climate change <i>only</i> by changing the light bulbs is demonstrating a less developed response than</li> </ul>							

one that is able to change the design of its products or services to be resilient to climate change.

- Development across a set of core ‘pathways’ is needed if progress is to be possible. It is not enough to *decide* to behave at a more advanced level; this needs to be enacted through operational procedures, managerial awareness, external engagement processes, etc.
- Since the pathways are mutually reinforcing, breakthroughs in one area will be constrained unless others are developed as well. In other words, the pathways are ‘complementary’ – all are needed and if any is weak, outcomes will be very disappointing. If development in any of these lags behind the others, overall progress will likely be harmed and might stop altogether.
- While it is in principle impossible to identify every pathway, a good number of generic ones can be identified and managed. Others that are relevant only in a specific situation can be identified and addressed if the pathways themselves include appropriate processes to do that.

For more information on these concepts and how they will inform the different levels within a matrix, please see Guidance: Working for the Champion Organisation.

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**Further information:**

1. Developing a change tool to assist with organisational responses to climate change: Report on pilot project with South East Climate Change Partnership, February to March 2007
2. Summary of the South East Climate Change Partnership change tool project, February to March 2007
3. "Moving to the Higher Ground: Developing Climate Responsive Organisations"
4. Attachments - "Moving to the Higher Ground: Developing Climate Responsive Organisations"