



Still listening: golden moments
to really talk with decision
makers about climate change

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SOURCE: Craig Gilbert Photography

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Outline



- Golden moments
- Thinking about your decision makers
- Getting a good decision
- Minimum necessary level of understanding

Golden moments

- Lots said and done about:
 - Awareness, public education
 - Letter writing, petitions
 - Better science
 - The media
- But, powerful decision makers rely on professional advice
 - Cabinet submissions
 - Briefing notes
 - Board papers
 - Budget documents
 - Presentations

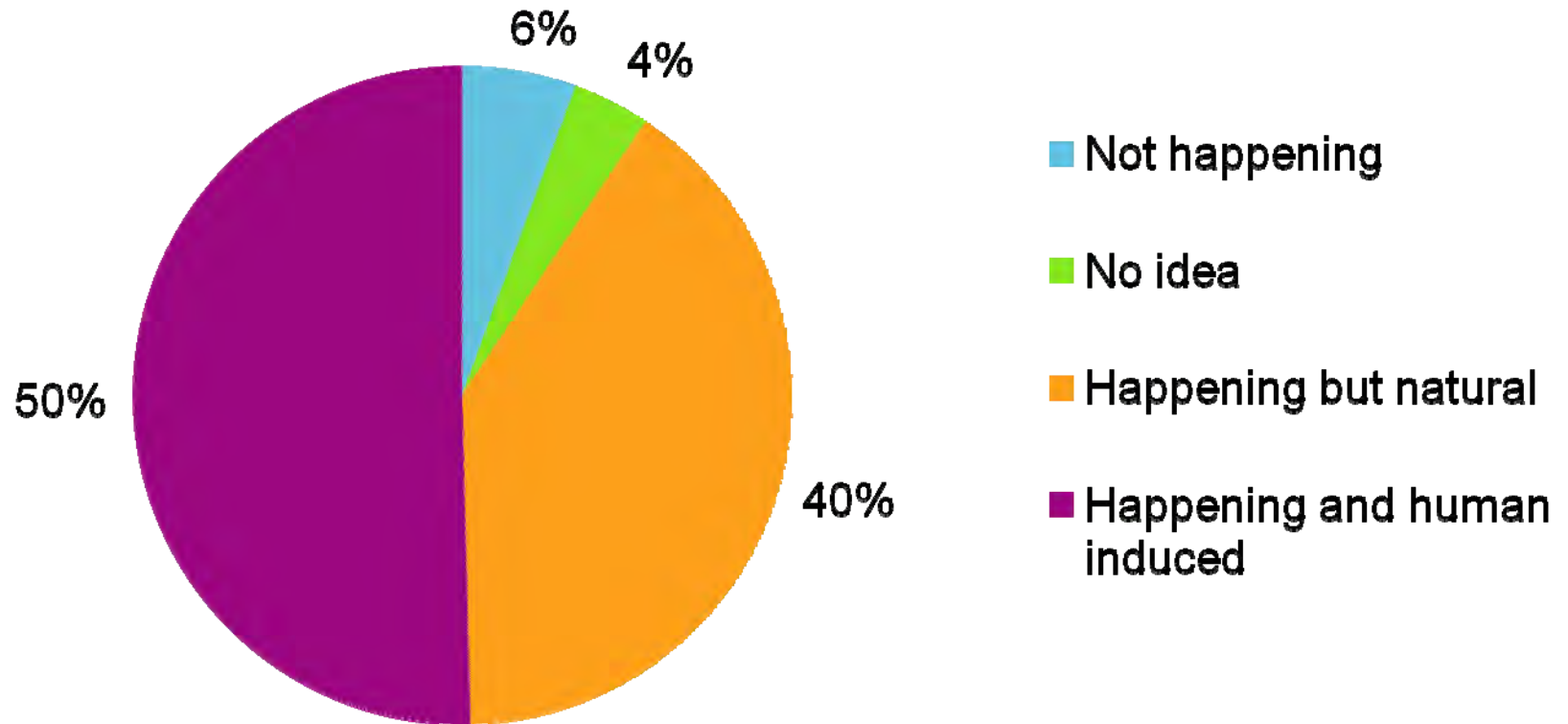




Thinking about your
decision makers

Belief in climate change

Online survey of Australians (n=5036)



SOURCE: Leviston and Walker, 2010

Boardroom as representative of population



Minority support only to reduce emissions for the sake of it

Majority support for adaptation

Potential 1 person veto if consensus-based

Legend

-  Happening and human induced
-  Happening but natural
-  Not happening or not sure

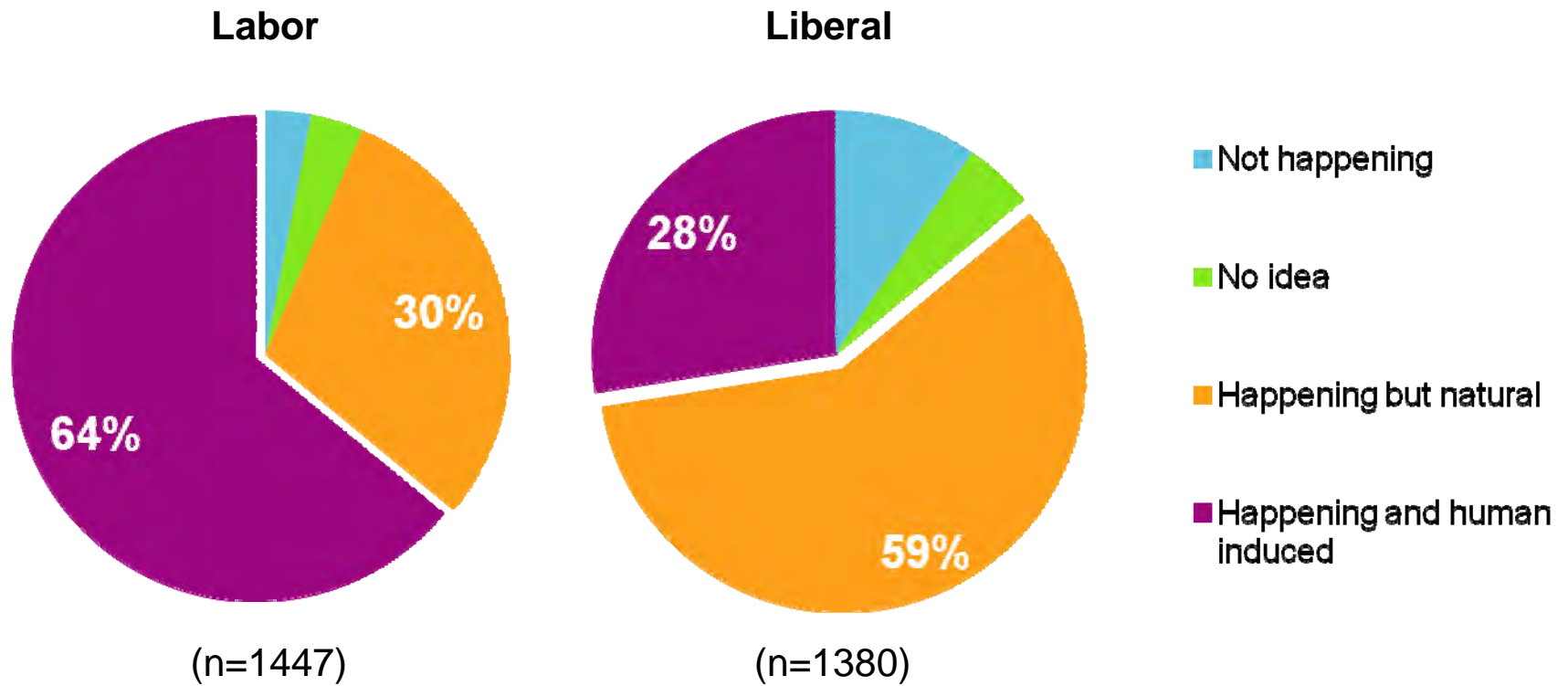
Is 'conversion' your plan?



You've got 15
minutes...

Good luck.

For political organisations - belief by voting intention



SOURCE: Leviston and Walker, 2010

Numeracy



Legend

- Very high
- High
- Low
- Very low

SOURCE: Loosely based on numeracy levels from ABS data from the Adult Literacy and Life Skills Survey: State and Territory Tables, 2006 for persons in Qld aged 45-54.

Delivering messages to get desired outcome

putting yourself in their shoes...

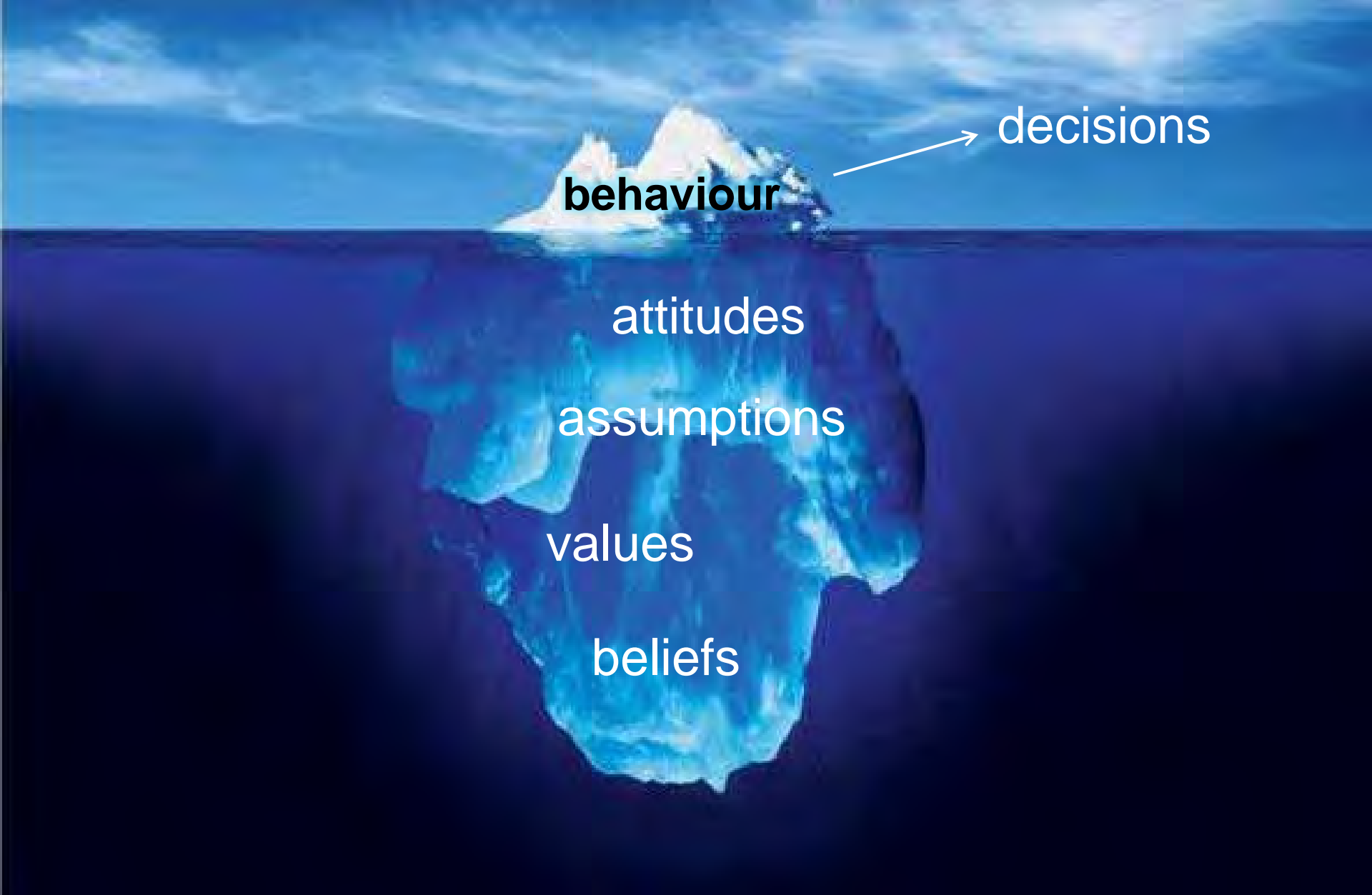


Less influential

- Methodological or statistical qualifiers
- Re-evaluating past decisions
- Unviable options
- Implications outside frame of reference
- Immaterial sentiments

More influential

- PR
- Risk management
- Performance goals
- How decisions will reflect on them personally or professionally
- Also, be aware of 'office politics'



behaviour

decisions

attitudes

assumptions

values

beliefs



Getting a good decision

Options available to decision makers

- Do nothing
- Accept recommendation but halve the budget
- Create random option on the spot
- Support the recommendation

Aim here



Presentation structure for the time poor

Logical structure

- Background
- Objectives
- Research
- Options
- Policy links
- Consultation
- Budget
- Implementation
- Recommendation

Bored

Checking
Blackberry

Irritated



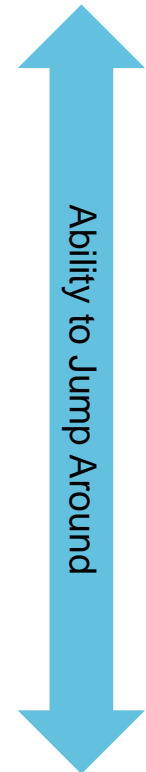
Presentation structure for the time poor



‘Short story’ structure

- Decision sought
- Story/image to capture attention
- Problem/opportunity definition
- Risks
- 3rd party endorsement
- Recommendation restated

OK if
Kicked Out



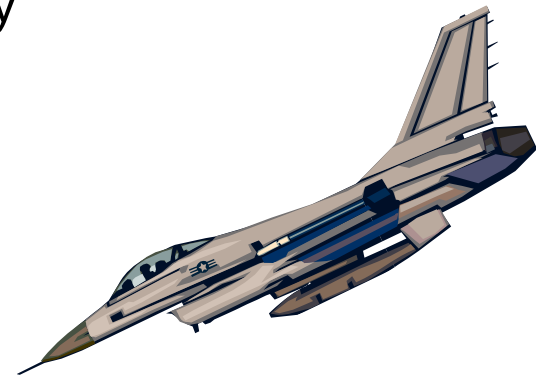
Dangers of being tactical

Tactics

- Exaggerating
- Padding
- Dogma
- False dichotomies
- Words in others' mouths
- Glossing-over
- Snowing with surplus data

Risks

- Add to confusion
- Not a zero sum game
 - You will be back
- Reputation to protect
- Trust and integrity are currency



Moralising

‘I want to testify today about what I believe is a planetary emergency - a crisis that threatens the survival of our civilization and the habitability of the Earth.’

» Al Gore Testifying on impact of global warming before US congress.

‘We are playing Russian roulette with features of the planet's atmosphere that will profoundly impact generations to come. How long are we willing to gamble?’

» David Suzuki

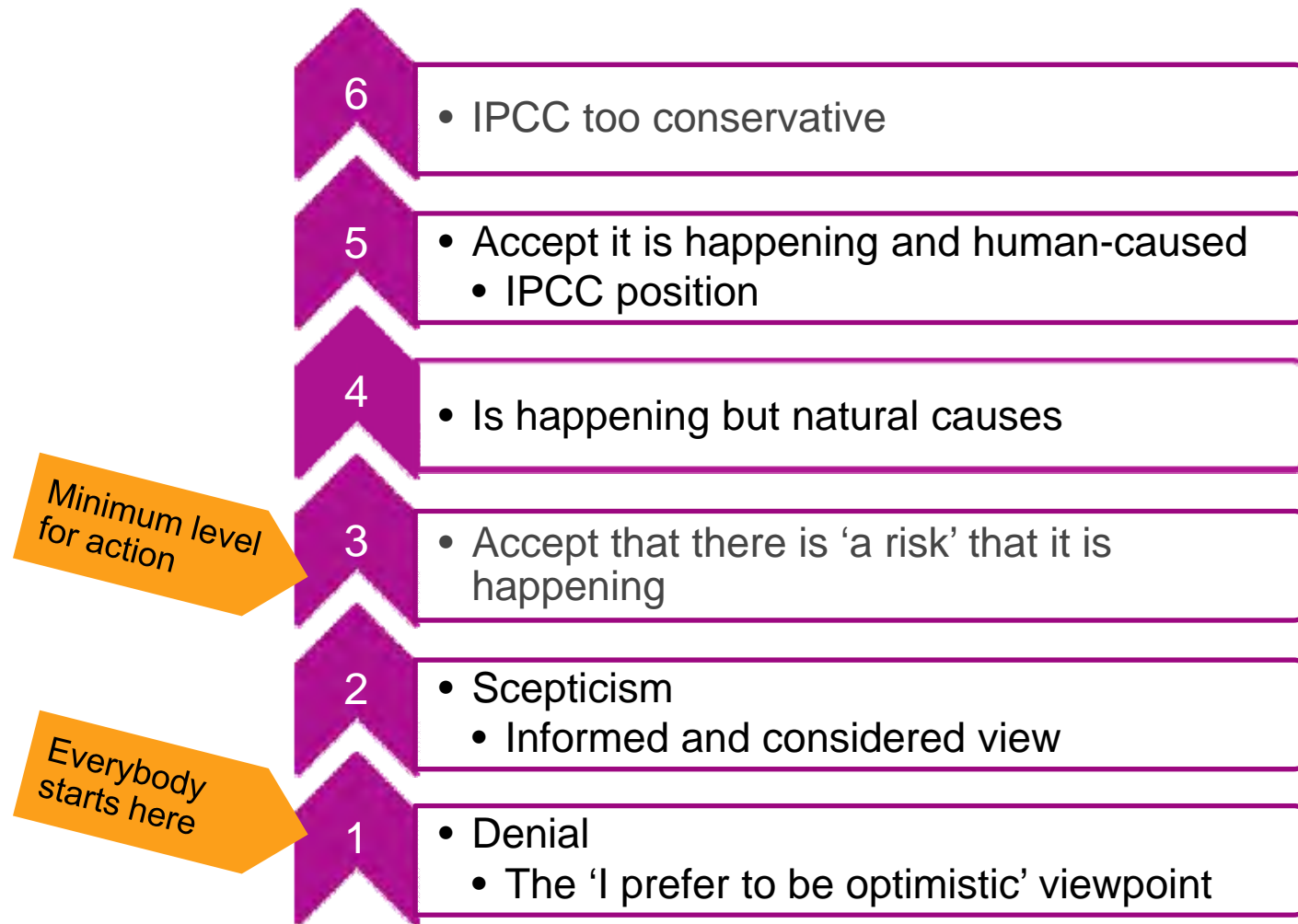
SOURCES: All Great Quotes, and Finest Quotes

Moralising – the traps

- Ineffective
 - Relies on an appeal to altruism
 - Altruism does not satisfy shareholders or voters
- Risks offence
 - Makes assumptions about decision makers moral drivers
 - Irritates those who don't share the sentiment
- Politicisation
 - Can be aligned with entrenched political positions

SOURCES: All Great Quotes, and Finest Quotes

Dealing with scepticism



SOURCE: Losee, 2010

Usefulness of the concept of 'risk'

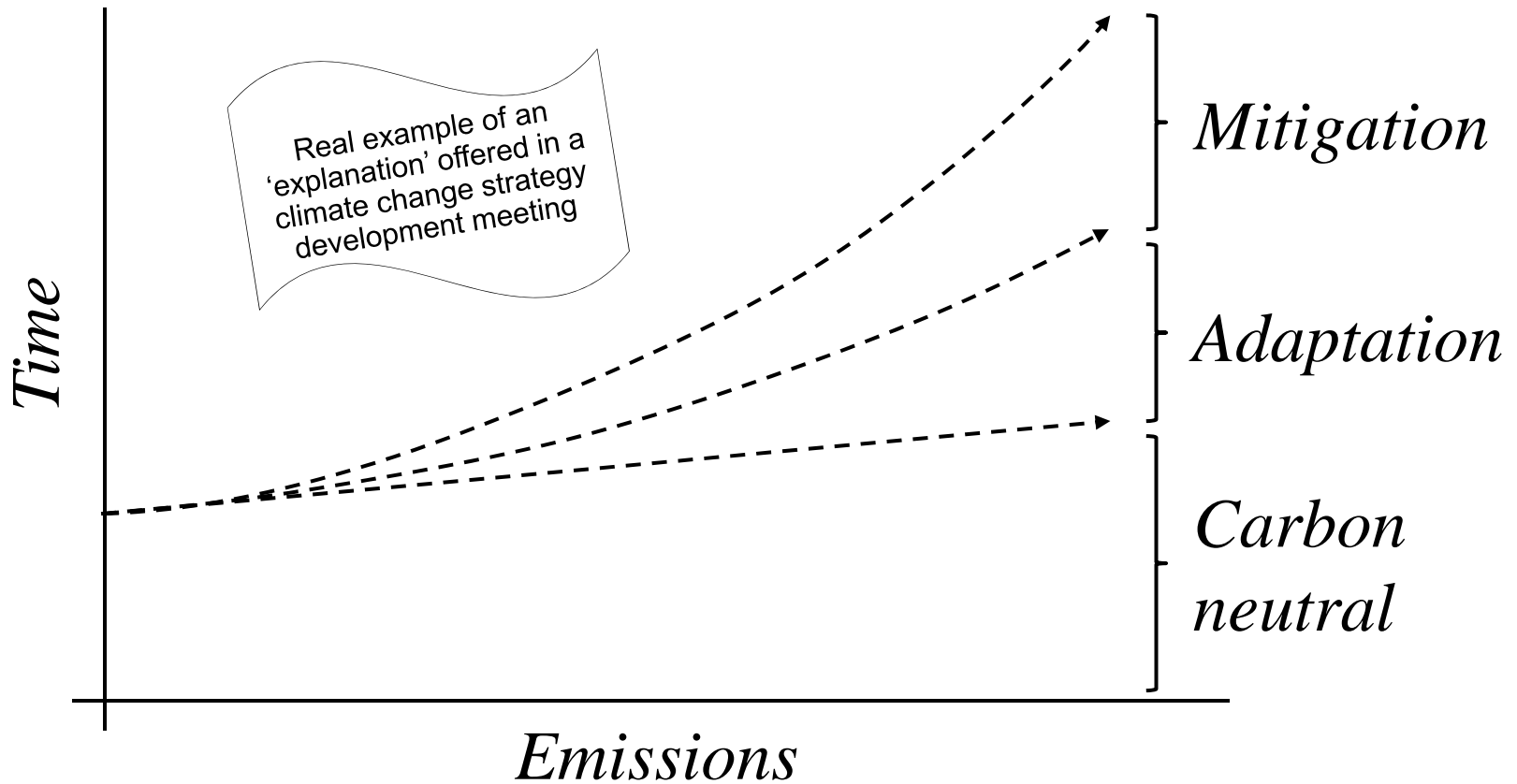
- 'We may not agree on the extent, but we certainly can't afford the risk of inaction.'
 - » Rupert Murdoch on climate change
- Risk = likelihood x consequence } mitigation
 - Same in business as in climate change adaptation
- Business risks
 - Commercial, financial, reputational, compliance, sovereign
- Director liability

SOURCES: All Great Quotes, and Finest Quotes

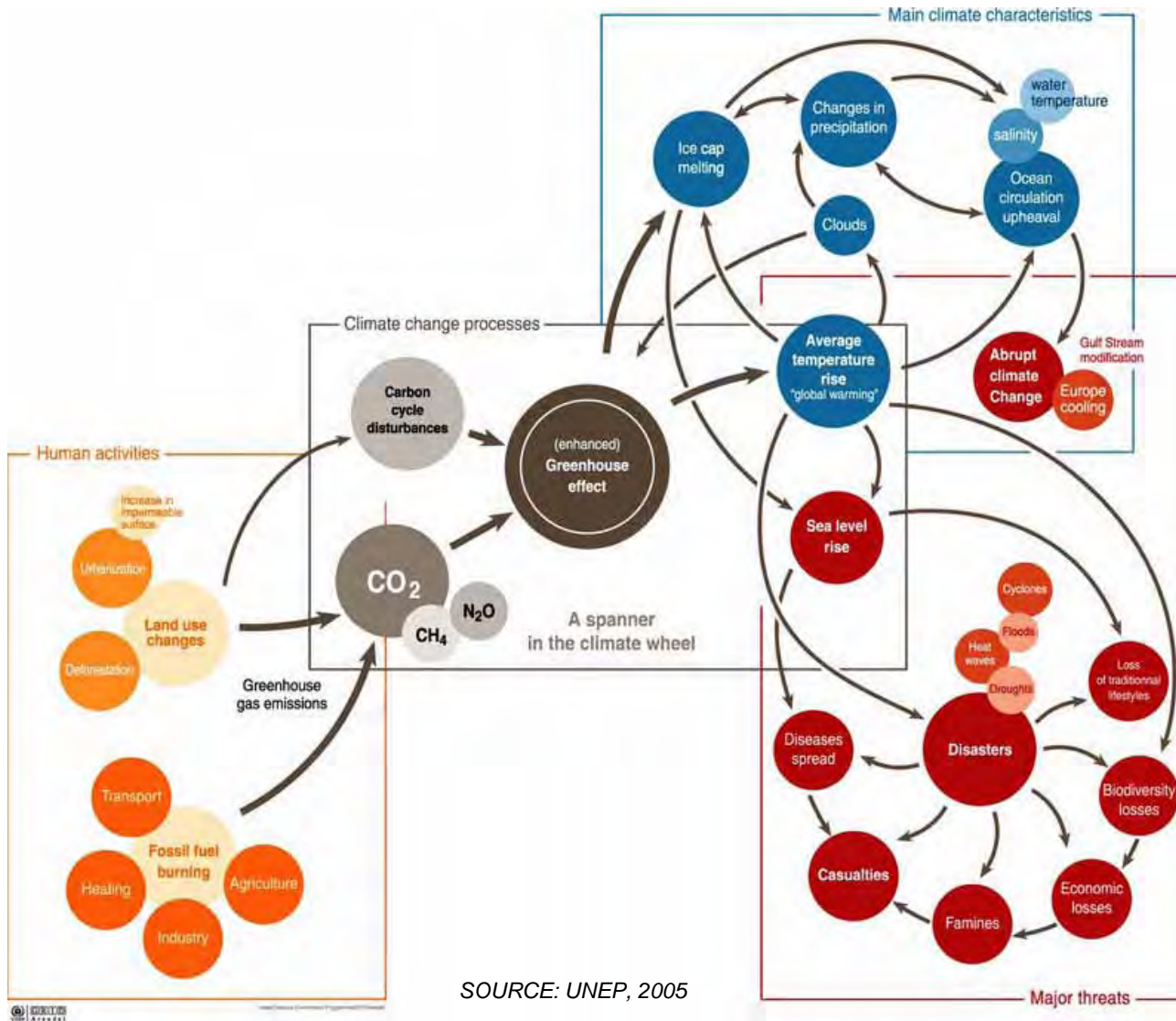


Minimum necessary
level of understanding

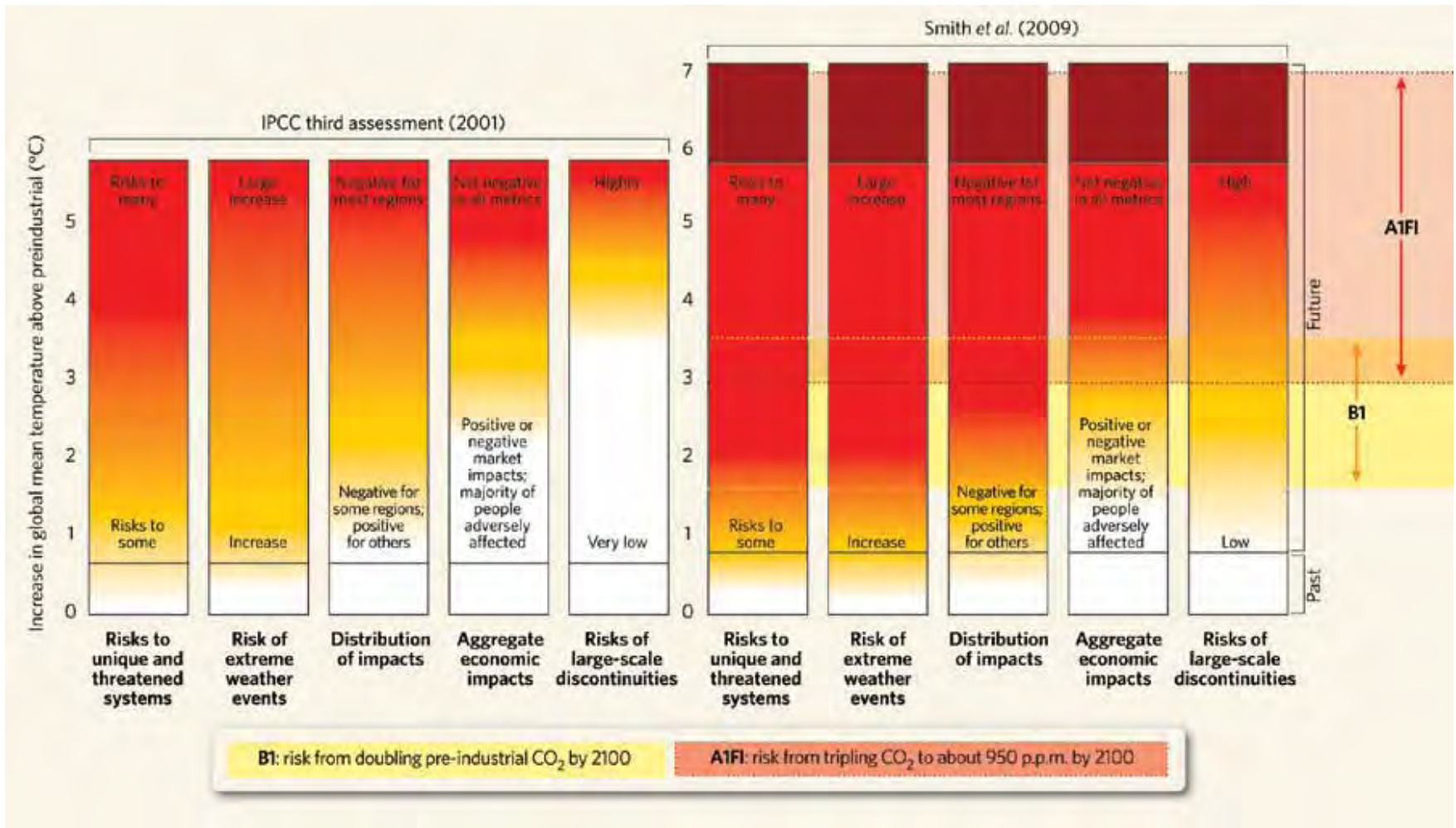
Insufficient understanding



How much do they need to understand?



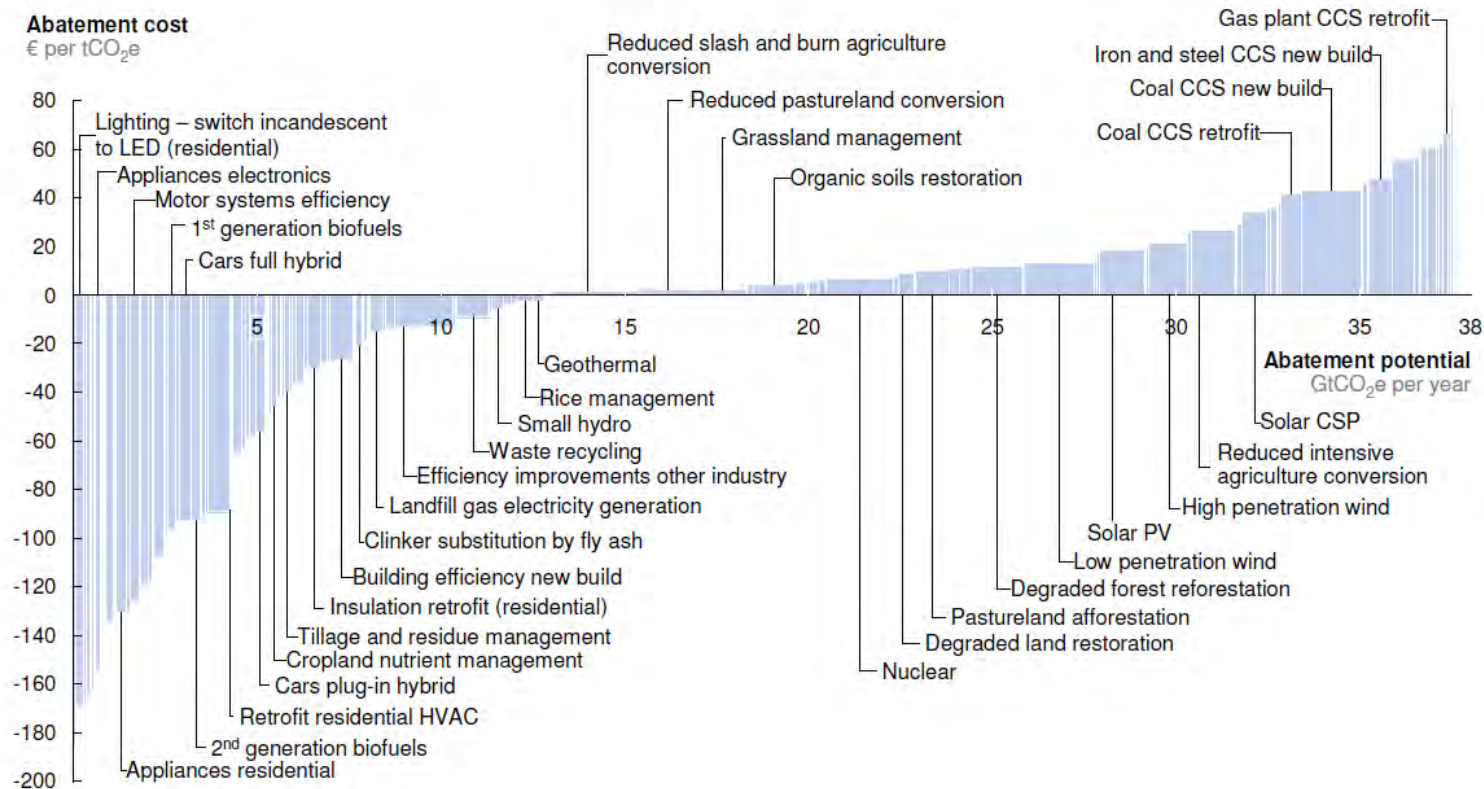
How much do they need to understand?



SOURCE: Schneider, 2009

How much do they need to understand?

V2.1 Global GHG abatement cost curve beyond BAU – 2030



Note: The curve presents an estimate of the maximum potential of all technical GHG abatement measures below €80 per tCO₂e if each lever was pursued aggressively. It is not a forecast of what role different abatement measures and technologies will play.

Source: Global GHG Abatement Cost Curve v2.1

SOURCE: Enkvist et al., 2010

Elegant science

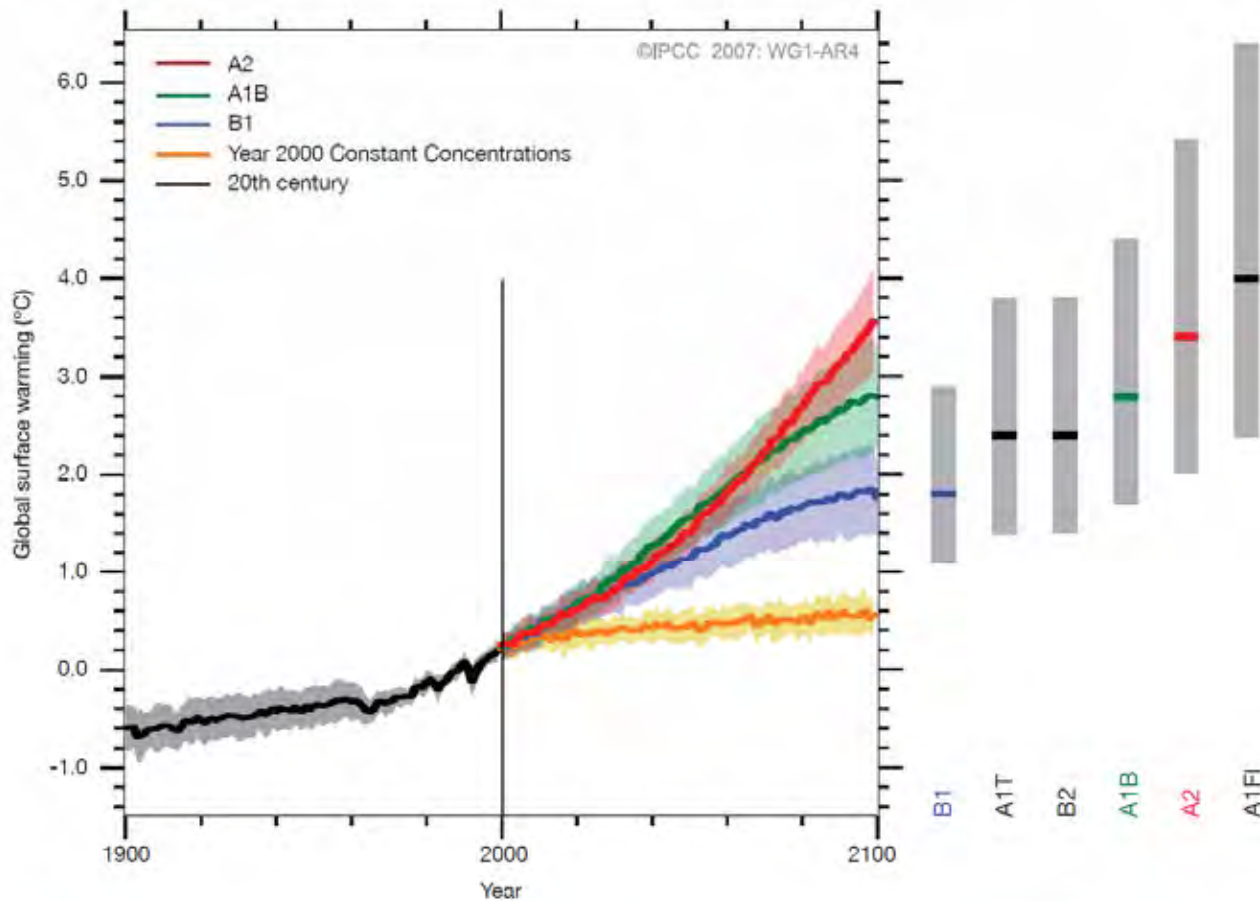
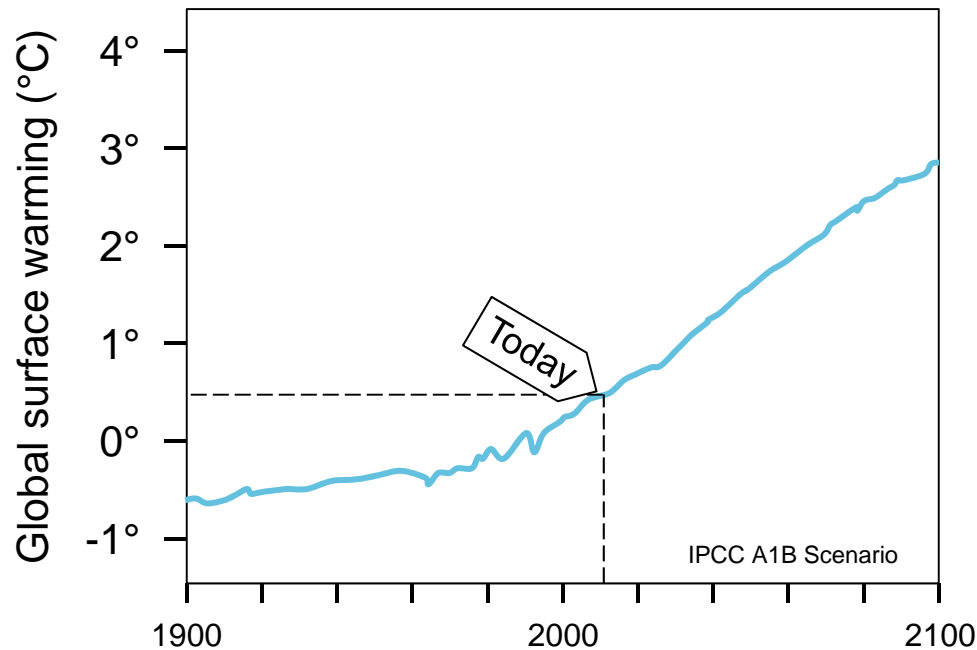


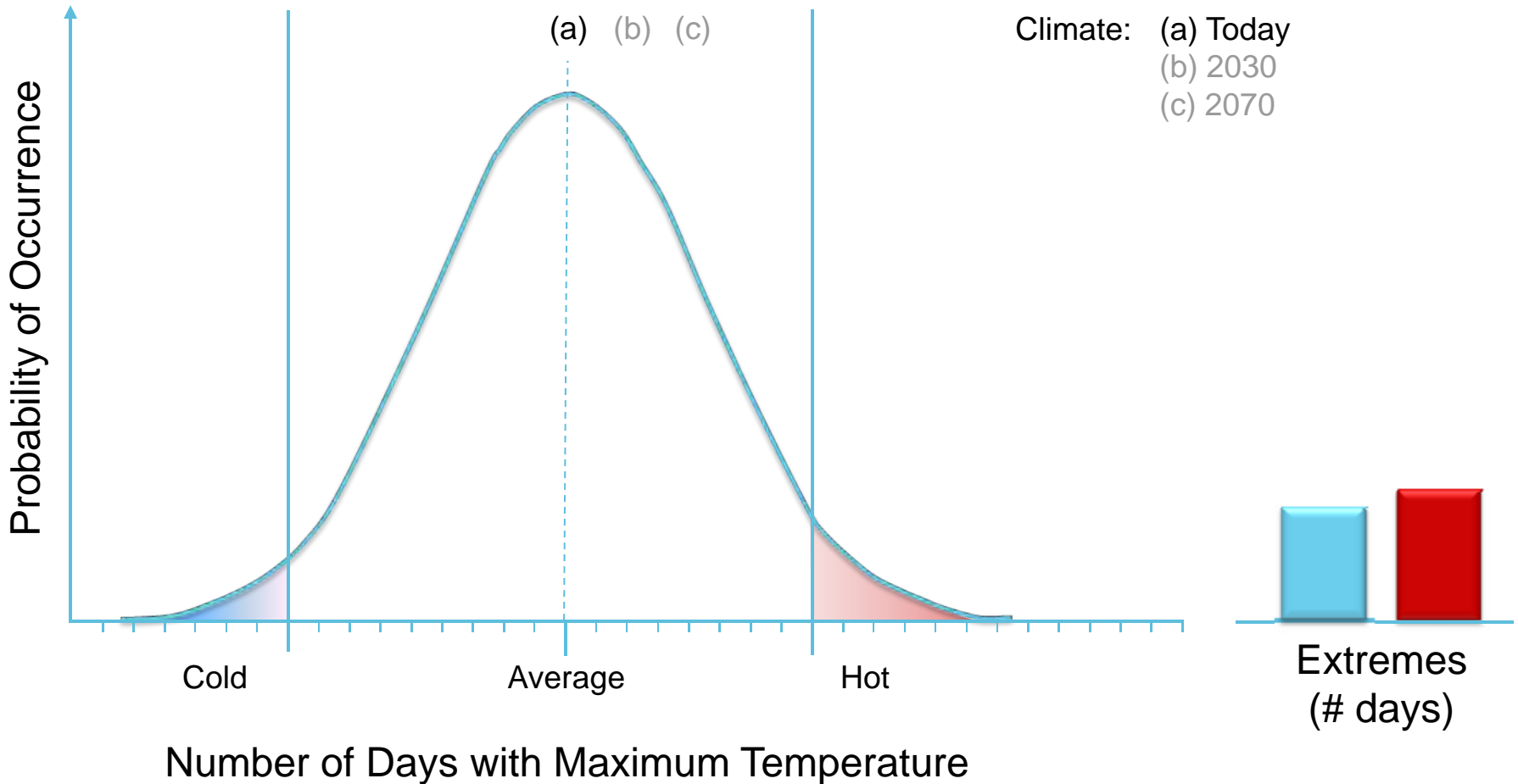
Figure 4.5: Global average warming (relative to 1980-99) for the scenarios A2, A1B and B1, shown as continuations of the 20th century simulations. Shading denotes the plus/minus one standard deviation range of individual model annual averages. The orange line is for the experiment where greenhouse gas concentrations were held constant at year 2000 values. The grey bars (right) indicate the multi-model mean warming (solid line within each bar) and the likely range of warming by the year 2100 for the six SRES marker scenarios, based on the A2, A1B and B1 simulations, plus results from independent models and observational constraints. (From IPCC (2007a) Fig SPM-5.)
SOURCE: Hennessy and Colman, 2007

Comprehensible science

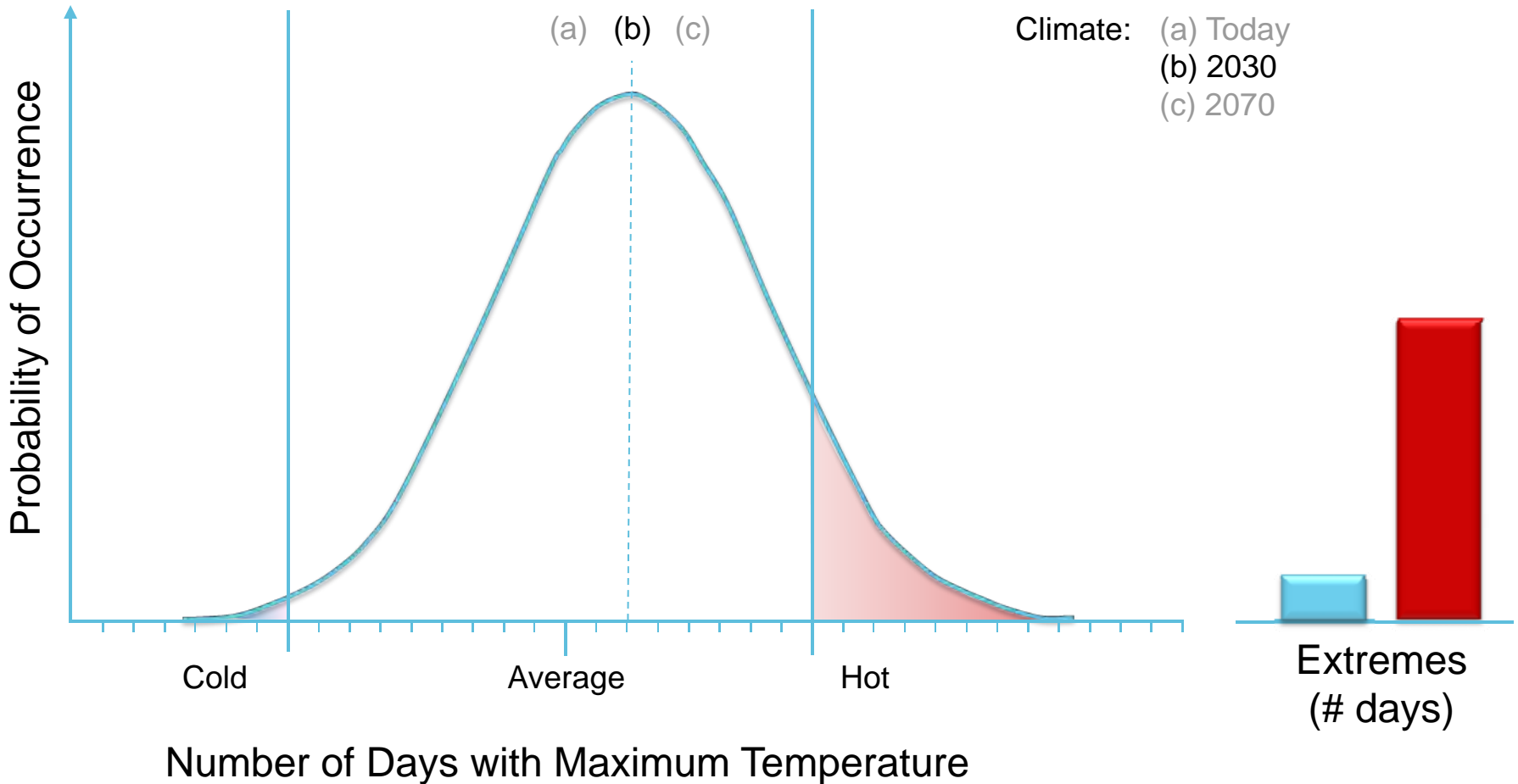


What is the minimum information that your decision makers need to understand to arrive at the right decision in a specific instance?

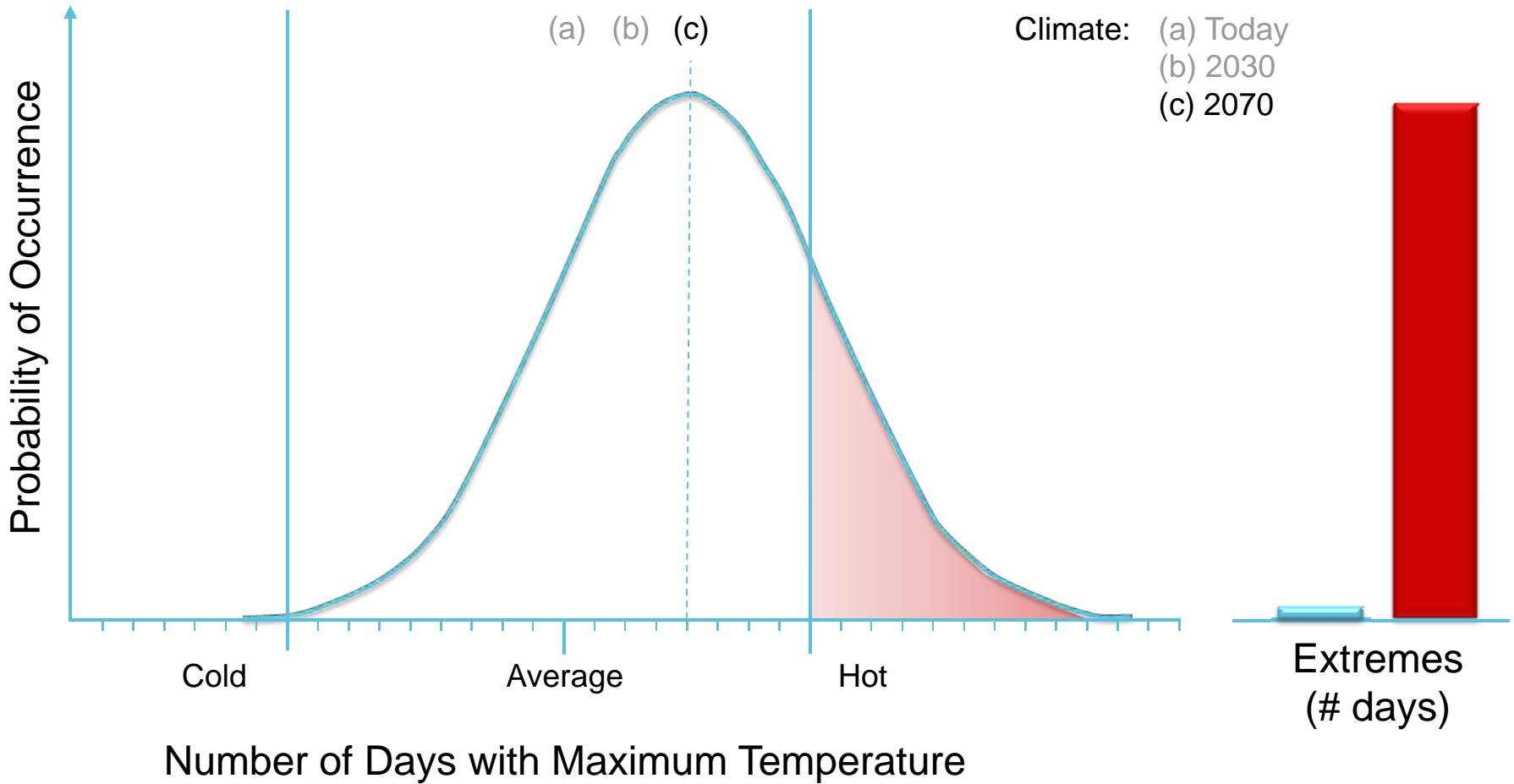
Increase in Mean



Increase in Mean



Increase in Mean



Conclusions

Decision makers only make decisions for reasons that are relevant to them

Top 5 tips:

1. Recognise and don't waste 'golden moment' opportunities
2. Aim for outcome, not 'conversion'
3. Put yourself in their shoes and communicate in their language
4. Invest political capital wisely
5. Be succinct - minimum necessary information with detail on standby



References

ABS. (2008). Adult Literacy and Life Skills Survey: State and Territory Tables, 2006.

All Great Quotes [Online] www.allgreatquotes.com/global_warming_quotes.shtml, Accessed march 24, 2011.

Enkvist, P., Dinkel, J. and Lin, C. (2010). Impact of the financial crisis on carbon economics - Version 2.1 of the Global Greenhouse Gas Abatement Cost Curve, McKinsey & Company.

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Thank you

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SOURCE: Craig Gilbert Photography

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Anecdotes

- [Slide 1] NCCARF Gold Coast Conference graph debate
- [Slide 3] Petrol station owners Efficient Brisbane presentation
- [Slide 9] 'What does % mean?' question from politician
- [Slide 13] sub-options: shoot the messenger, throw out baby with bathwater, say 'not convinced' and request further information
- [Slide 15] LED traffic lights – successful proposal
- [Slide 16] Europeans will block our trade, briefing note
- [Slide 18] Christian duty to build roads and bring 'civilisation'
- [Slide 19] politician affected by development in Shanghai