



IEMA Conference 2010 Workshop: Climate Change and Organisations: Soft Systems Thinking and the Rich Picture Toolkit

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Workshop Overview

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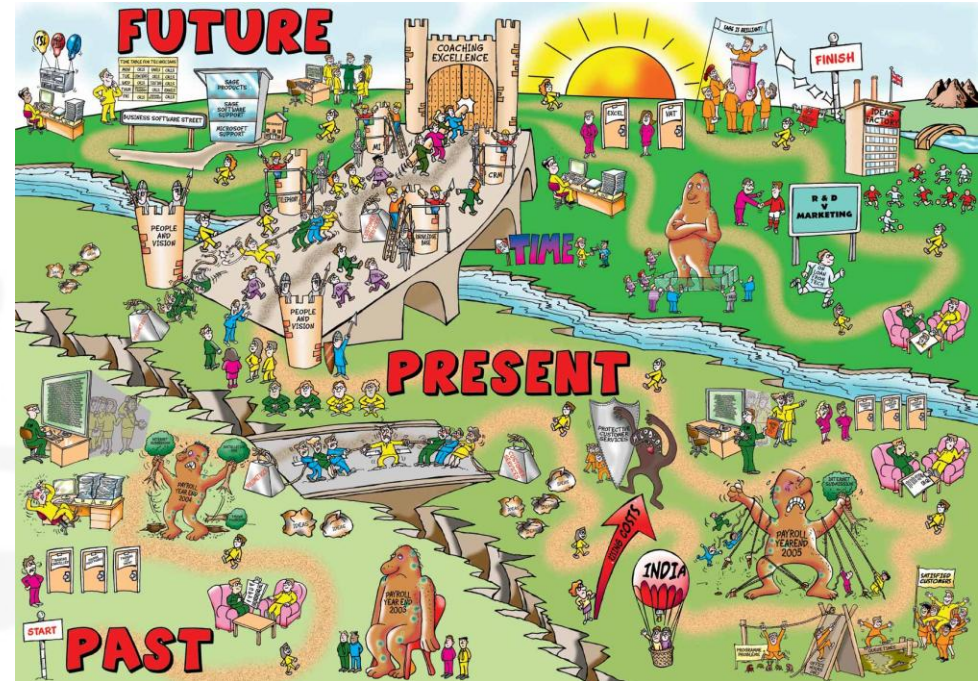
This interactive workshop will use systems thinking techniques to help participants understand the interactions between multiple actors and stakeholders that influence an organisation's climate change impacts and responses.

Outcomes

- Practical insight into Soft Systems Thinking and Rich Picture Toolkit
- Role-play and group exercises will consider diverse perspectives from across an organisation
- An understanding of how multiple stakeholder perspectives influence an organisation's climate change responses
- Provides a robust approach to the development of climate change strategies

Soft Systems and Climate Change

- Use the Soft Systems Methodology (SSM) to build up a Rich Picture of the key internal and external stakeholders
- Build in stakeholders concerns to inform the design of climate change strategies
- Rich Pictures can be used to record, reason about, communicate and negotiate issues in the design of the strategy



SUSTAINABLE STRATEGY

Soft Systems Methodology

Soft Systems Methodology (SSM) and Rich Pictures utilise a simple methodology to capture the interactions and concerns of multiple stakeholders in human systems

There are 3 main elements to Rich Pictures:



Using the language of the people depicted in the Rich Picture makes it more comprehensible to stakeholders.

There is no 'correct' style – represent the system in a way that suits your purpose and the system you are trying to understand.

Structure

1

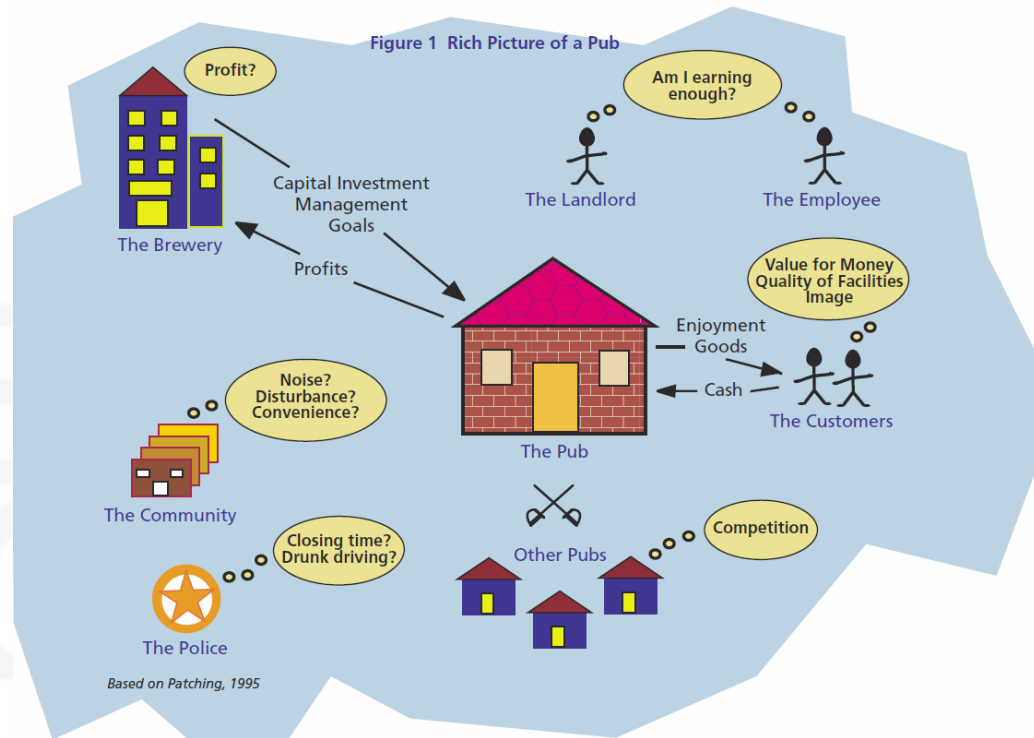
Identify Structure

Refers to those parts of the work environment that are slow to change

Can include organisational hierarchy, geographical locations, etc.

Important to include all stakeholders who will be affected by the new system

Include only the material elements

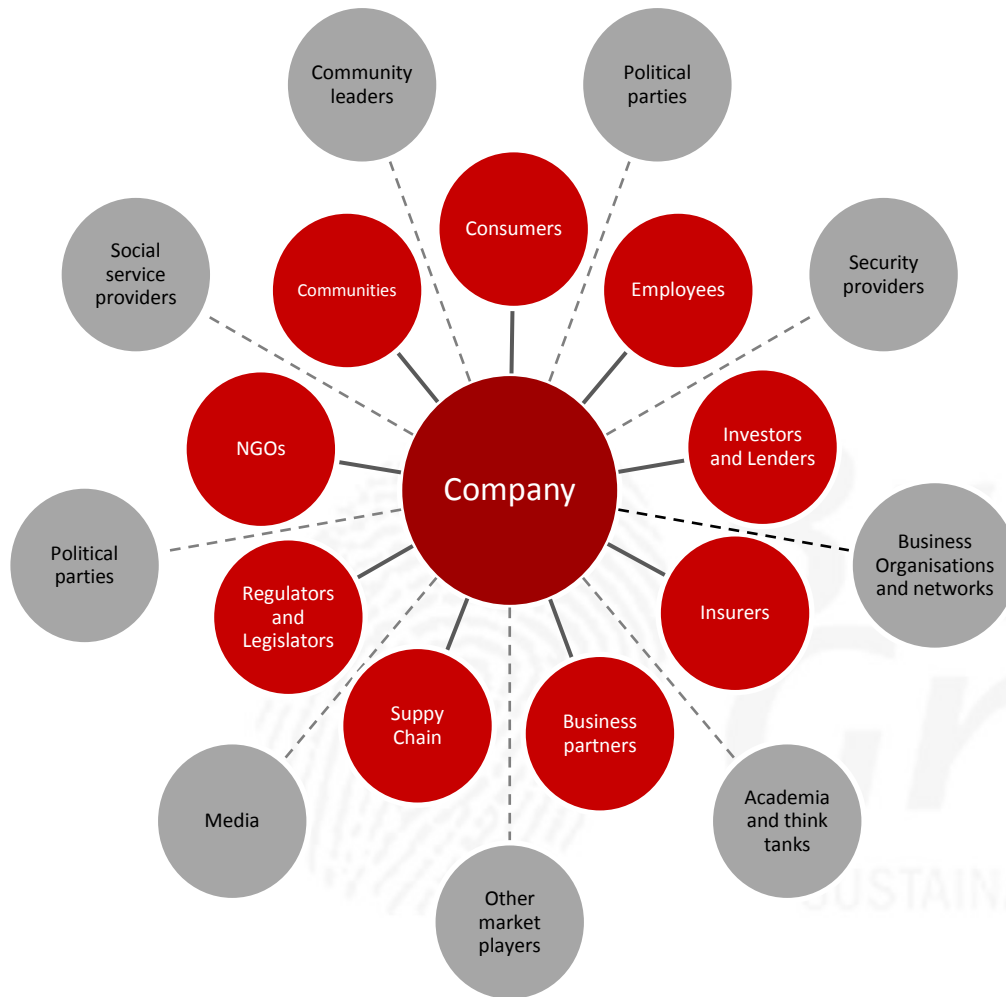


SUSTAINABLE STRATEGY

Scenario Exercise I

- In table groups, use the scenario on the handout to build up a Rich Picture of the structures, processes and concerns for a climate change strategy.
- Start by mapping the key stakeholders for ABC Ltd to consider in designing its climate change strategy.

Scenario Exercise I – External Stakeholders



Exercise I – Identify Stakeholders

Here is an example list of external stakeholders.

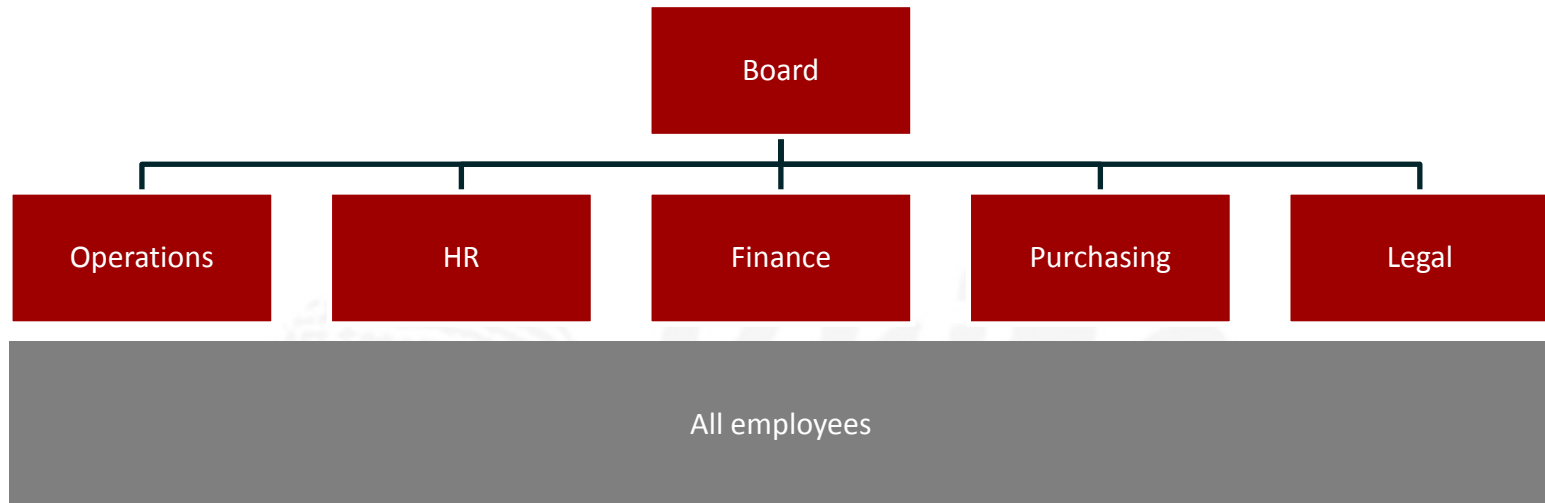
Not all of these will be relevant to your organisation

Action

Identify the key external stakeholders for ABC Ltd to consider in designing its climate change strategy.

Scenario Exercise I

Some typical internal stakeholder groups are shown below:



Action

Identify the key internal stakeholders for ABC Ltd to consider in designing its climate change strategy.

Process

2

Identify Processes

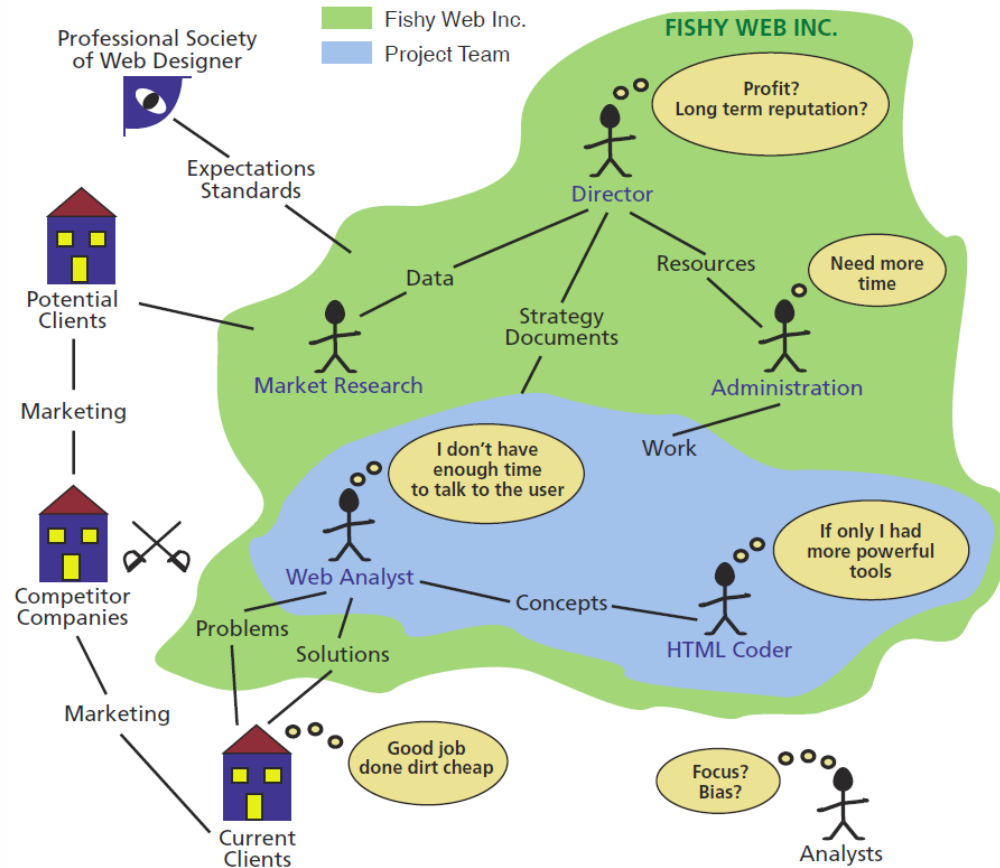
Refers to the transformations that occur in the process of the work

These can include the flow of goods, services, information, money and people

Processes are the interactions between different elements of the structure

Take a broad brush approach

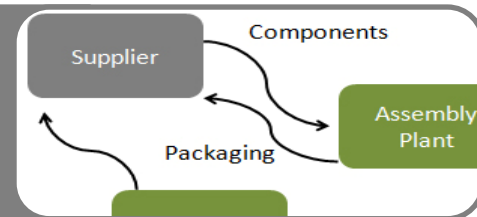
Figure 2 Rich Picture of Web Design Consultancy



Scenario Exercise II

Building on ABC Ltd's stakeholders that you identified in the first exercise map:

Define the process that connects them



What gets transferred between stakeholders?

Concerns

3

Identify Concerns

Also known as 'issues'

Refers to users' motivations and perspectives in relation to the system

These can include concerns about project funding, changes in people's roles, training needs and branding

Put yourselves in the stakeholder's shoes

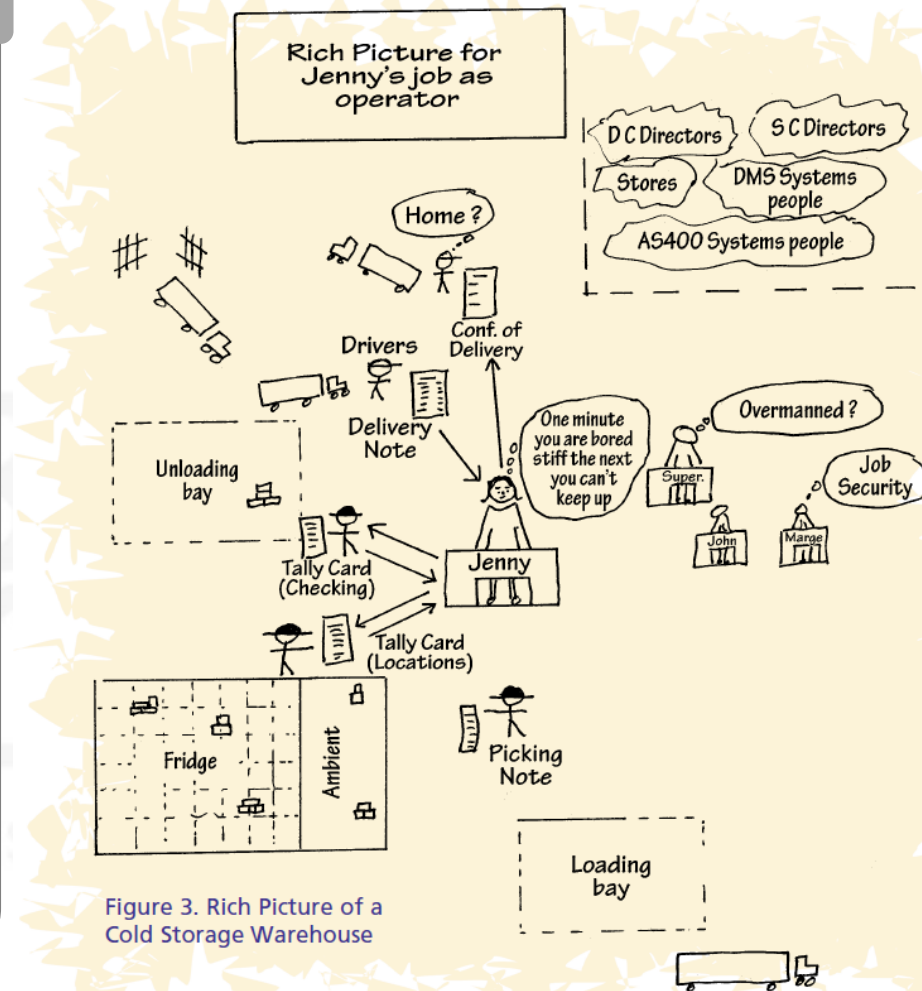


Figure 3. Rich Picture of a Cold Storage Warehouse

Scenario Exercise III

Building on ABC Ltd's stakeholders and transactions that you identified in the previous maps:

Using their own words, describe their concerns in relation to a climate change strategy



How can this be used to make the business case for the climate change strategy

Outputs from Soft Systems Methodology

Effective implementation from fuller understanding

Understanding these interactions allows managers to design and implement their organisation's climate change strategies in a more holistic and effective manner

Understanding of roles of key stakeholders

An understanding of how multiple stakeholder perspectives influence an organisation's climate change responses

Participatory design leads to more robust and effective solutions

Participatory design provides a robust approach to the development of climate change strategies

Contact

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