

Briefing: The organisation's capacity to recognise and access the necessary skills, understanding and expertise to undertake a change programme.

Strategy and change process expertise is as relevant as technical expertise.

Why is it important? A key barrier to change is the lack of skills and knowledge necessary to turn an idea into reality. For instance, many builders lack the experience, knowledge of suppliers, and technical ability to construct well adapted buildings. Specifications can be watered down or argued out on cost when the underlying reason may be lack of know-how.

Ill informed decision-making leads to maladaptation. For instance, a communications company took on an expansion in digital services without counting the hugely increased cost of annual energy. This subsequently came straight off their bottom line. Timely financial and energy expertise for reviewing actual, future and carbon costs is increasingly necessary in decision-making.

What we can learn: By looking at formal processes for how expertise is accessed, and when and where it is deployed we can learn how to optimise the expertise that is available.

Starter Questions:

What would you point to as exemplary in your use of expertise?

How do you allocate climate change expertise to projects? Level of involvement?

What processes do you use to identify perspectives or expertise that you might not even know that you didn't have!?

How would you know if particular expertise was missing?

Where is expertise in different aspects of climate change logged?

How easy is it to draw on knowledge and experience elsewhere in the organisation/outside the organisation?

Is this encouraged?