

# Adaptation to climate change by organisations

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# Aims of the organisational adaptation

- To sustain capacity to meet functional goals ('running to stand still')
- To change functional goals (transformative adaptation) ('running to a new destination')

# Three perspectives

- Utility maximising: optimal choices among clear alternatives
- Behavioural: organisation as routines
- Institutional: role of context and rules

# Organisational processes in adaptation

- Perception/Sense-making
- Evaluation
- Enactment
- Feedback

# Perception

- Highly-structured according to what is salient to organisational performance
- Resistance to evidence that disturbs prevailing frames of reference
- Many climate signals are indirect

# Evaluation

**TABLE 4** | Supply-Side and Demand-Side Adaptation Options for UK Water Companies in Response to Climate Change<sup>41</sup>

Supply-Side and Demand-Side Adaptation Options	
Supply-side options	
New sources	New or enhanced reservoirs New direct river abstractions Groundwater development Bulk water transfers Artificial aquifer recharge Aquifer storage recovery (treated water) Desalination Import of icebergs
Improvements in resource utilization	Conjunctive use of sources Improvements to supply network linkages Resource sharing Seasonal forecasting
Improvements in distribution and treatment	Improvements to raw water treatment capacity and capacity of distribution network
Demand-side options	Leakage reduction

# Enactment

- Routines fit appropriate responses to known situations
- New situations require new routines (incremental or radical?)
- New routines require innovative capabilities

# Feedback

- Irrigation example



# Summary

- Organisational adaptation from perspective of organisations
- Complex set of processes: perceiving...
- It's not climate alone
- Context matters
- Wide range of options but willingness to adapt varies strongly