

Acting on Climate Change and Coastal Risks

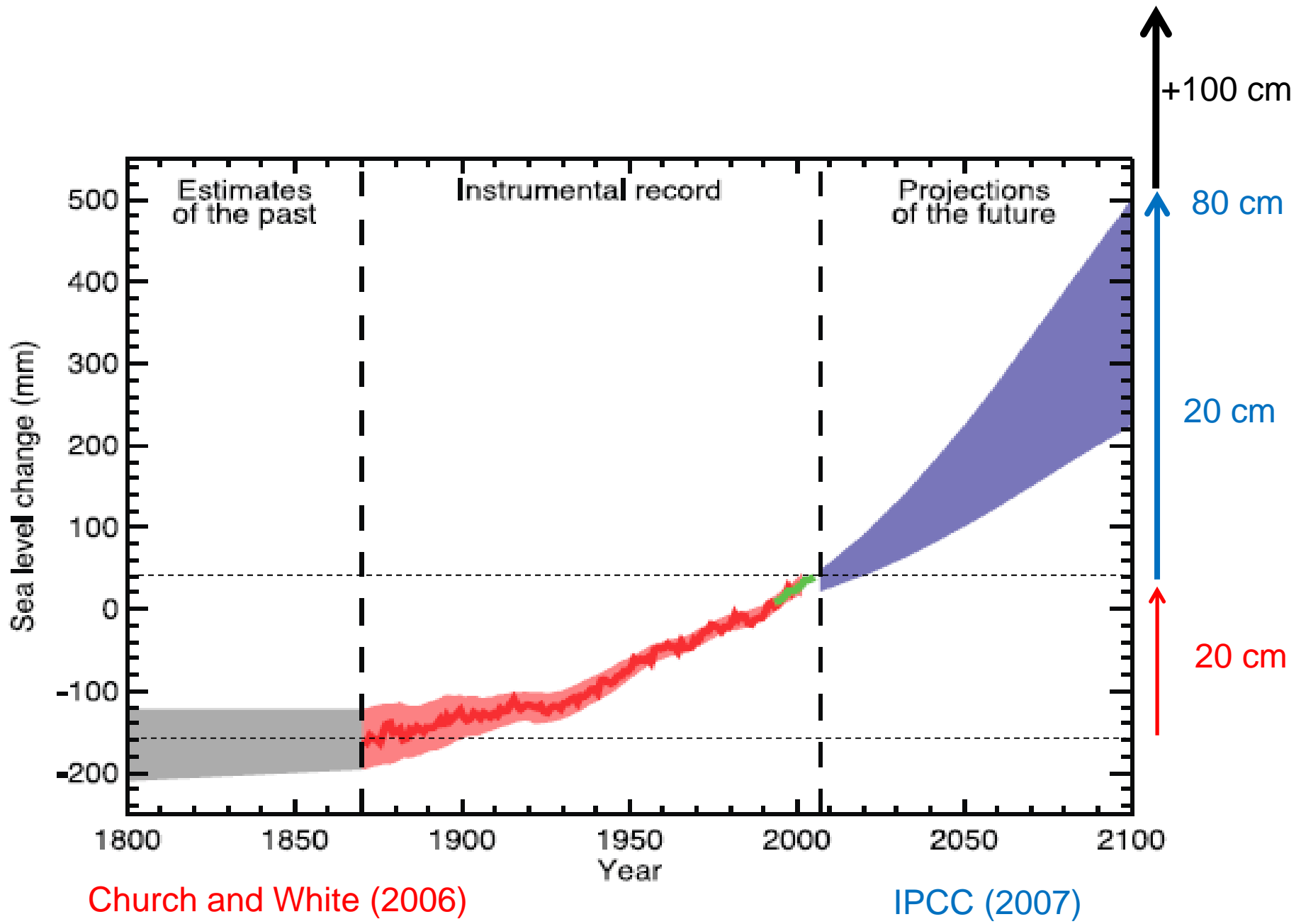
Applying Adaptive Leadership

Robert Kay
Principal & Director
Coastal Zone Management Pty Ltd



Overview

- The coastal adaptation challenge
- Leading change or changing leaders?
- Some reflections on adaptive leadership & an adaptation community



Rahmstorf (2007); Rahmstorf et al. (2007); Grinsted et al. (2009)

Ivan Haigh (UWA)

Overall Transition in Australia

Generally stable, fluctuating coast



Generally eroding, coast with enhanced
fluctuations

The Problem

- Likely significant climate change impacts on coastal zones
- But Variable
 - Spatially
 - Temporally
 - By sector
 - Depending who you are (perspective)


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Interior Design
Landscape Architecture
Planning
Urban Design

Australia
PR China
Hong Kong SAR
Singapore
Thailand







Prepared for the City of Stirling
June 2010

HASSELL

 Australian Government
Department of Climate Change

Climate Change Risks to Australia's Coast

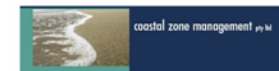
A FIRST PASS NATIONAL ASSESSMENT



Vulnerability of the Cottesloe Foreshore to the Potential Impacts of Climate Change



FINAL REPORT
12 June 2008



www.stirling.wa.gov.au/Home/Development/Projects/Scarborough+Beach+Urban+Design+Master+Plan.htm
www.climatechange.gov.au/publications/coastline/climate-change-risks-to-australias-coasts.aspx
www.cottesloe.wa.gov.au/?p=942

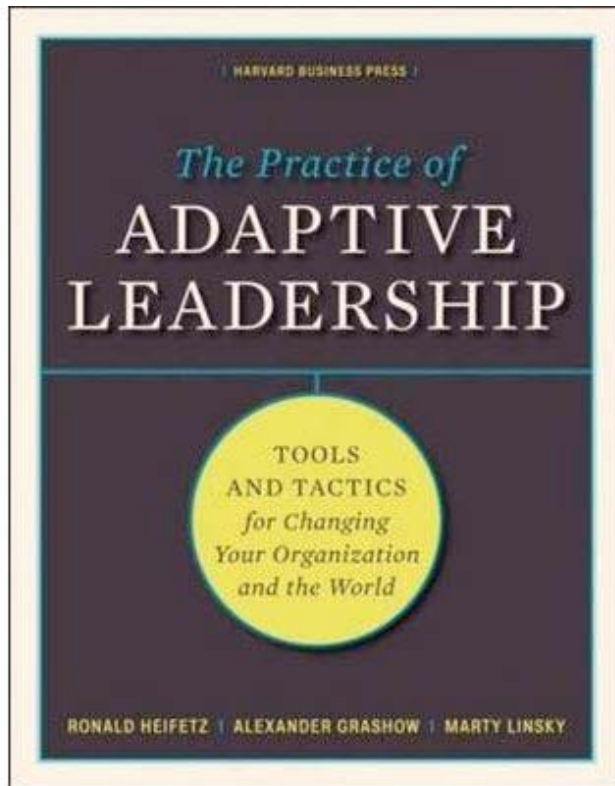


This is (and will continue to be) a messy transition

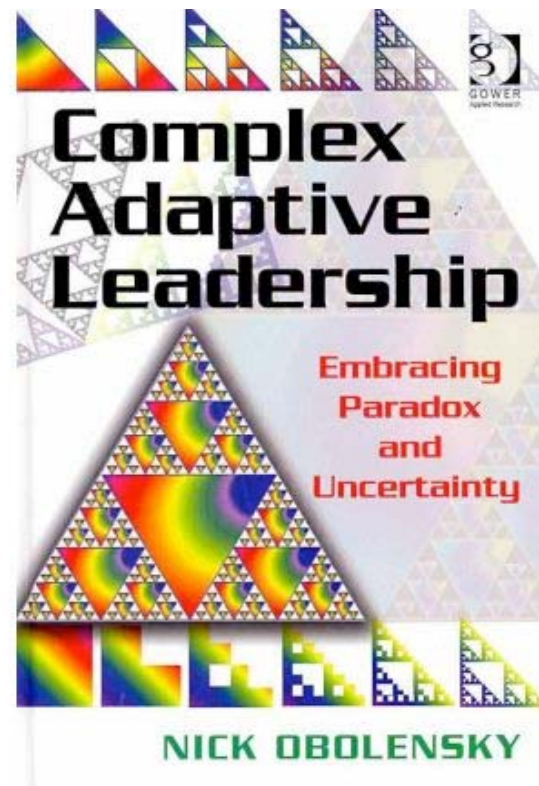
Which forces us to think
differently and do things
differently

Leaders must be adaptive in
coastal adaptation

Fashionable in Management...



2009



2010



Thinking from the Military

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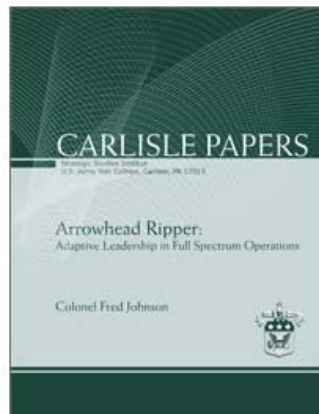
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Arrowhead Ripper: Adaptive Leadership in Full Spectrum Operations

Authored by Colonel Fred Johnson.



Added June 10, 2009

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+ Water Governance Thinking

Taylor, A. (2009). Growing leaders: The evaluation of a customised leadership development program. *Proceedings of the 6th International Water Sensitive Urban Design Conference*, 5 - 8 May, Perth, Western Australia.

GROWING LEADERS: THE EVALUATION OF A CUSTOMISED LEADERSHIP DEVELOPMENT PROGRAM

Taylor, A.C.

National Urban Water Governance Program, Monash University

1. Initiation Phase (focused leadership)

- Initiation of a sustainability project or policy
- The leadership process is dominated by individuals
- Initiatives usually originate from emergent leaders at middle management level
- Project champions are essential, highly visible and use transformational leadership behaviours
- Champions at an executive level play an enabling leadership role

2. Endorsement Phase (instrumental leadership)

- Initiatives are endorsed by formal leaders with high level positions
- The leadership process is dominated by formal leaders
- Resources are allocated for implementation
- Executive champions are influential and work in tandem with project champions
- Project champions are involved in presenting initiatives to decision makers, and building coalitions of support

3. Implementation Phase (distributed leadership)

- Initiatives are delivered, usually through multi-disciplinary, cross boundary project teams involving many leaders and high levels of collaboration
- The leadership process is group based
- Project champions play an important role in bringing teams together from across organisational boundaries, coordinating leadership activities and steering projects around obstacles.

+ More Good Local Thinking



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Partnership

Coastal Collaboration Cluster: meeting coastal challenges

The Coastal Collaboration Cluster – a major three-year research program – will develop approaches to better connect science with the needs of governments, communities and industries to meet coastal challenges.

Our coasts are used for many purposes such as urban and industrial development, fishing, recreation and tourism, marine protected areas, ports and dredging, and offshore oil and gas developments.

They also face mounting pressure from population growth and climate change.



Our coasts are used for many purposes including recreation and tourism.

Fast Facts

- The Cluster unites diverse research capabilities from Curtin University of Technology, Deakin University, Flinders University, the University of Adelaide, University of the Sunshine Coast, University of Tasmania, University of Wollongong and CSIRO
- Coasts are under threat from the often competing demands for food, recreation, habitats, waste treatment, materials and development opportunities

www.csiro.au/partnerships/Coastal-Cluster.html

Some overseas examples

- Pilot Program for Climate Resilience (PPCR) – aiming “scaled-up action to initiate transformational change”
- Pacific Future Climate Leaders Program “build a group of Pacific leaders with a greater understanding of climate change and tools to enhance resilience”

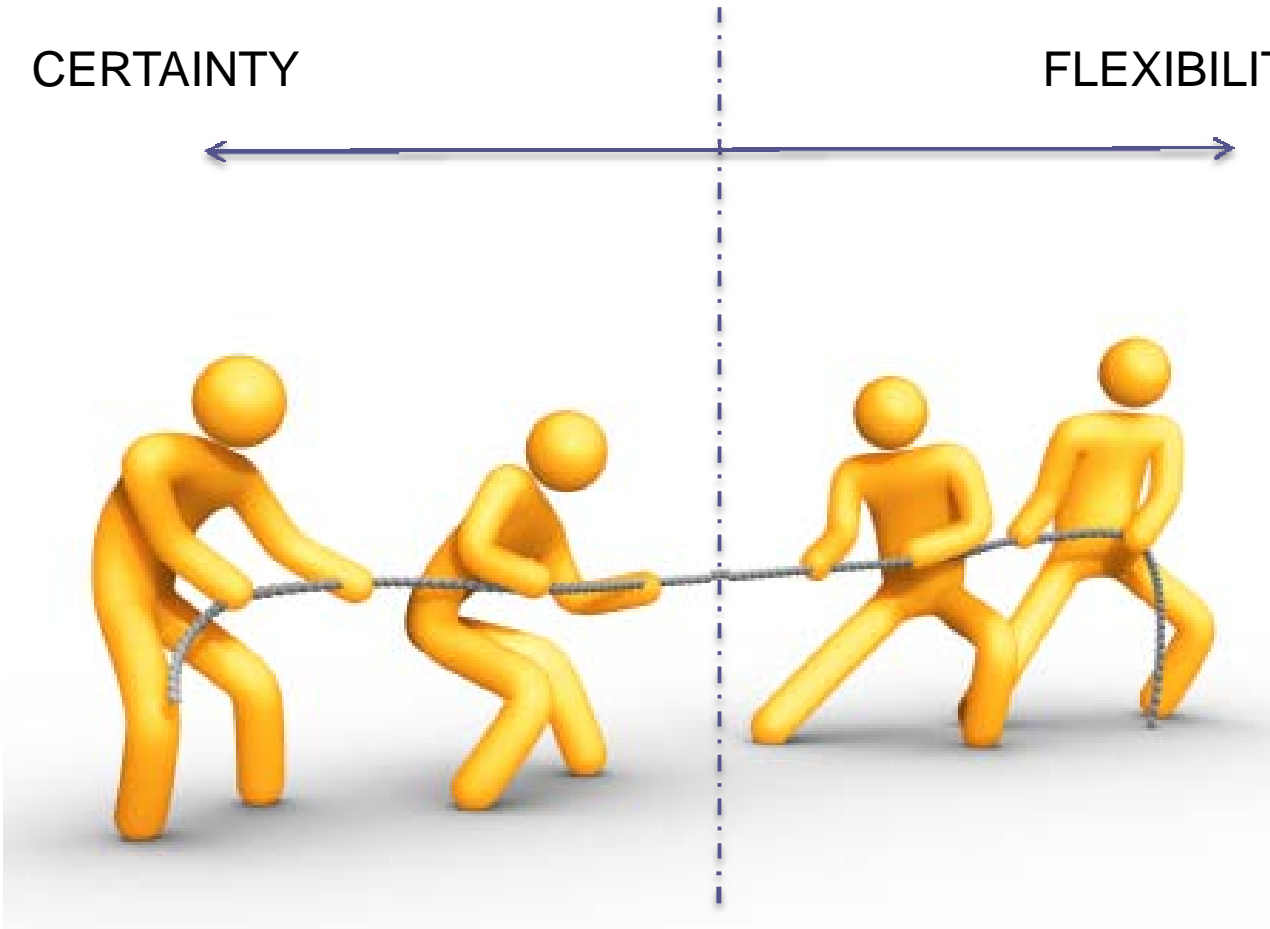
<http://www.climateinvestmentfunds.org/cif/ppcr>

http://www.usaid.gov/au/keyaid/adaptation_initiative.cfm



CERTAINTY

FLEXIBILITY



So it seems to me

EMERGING IMPACTS

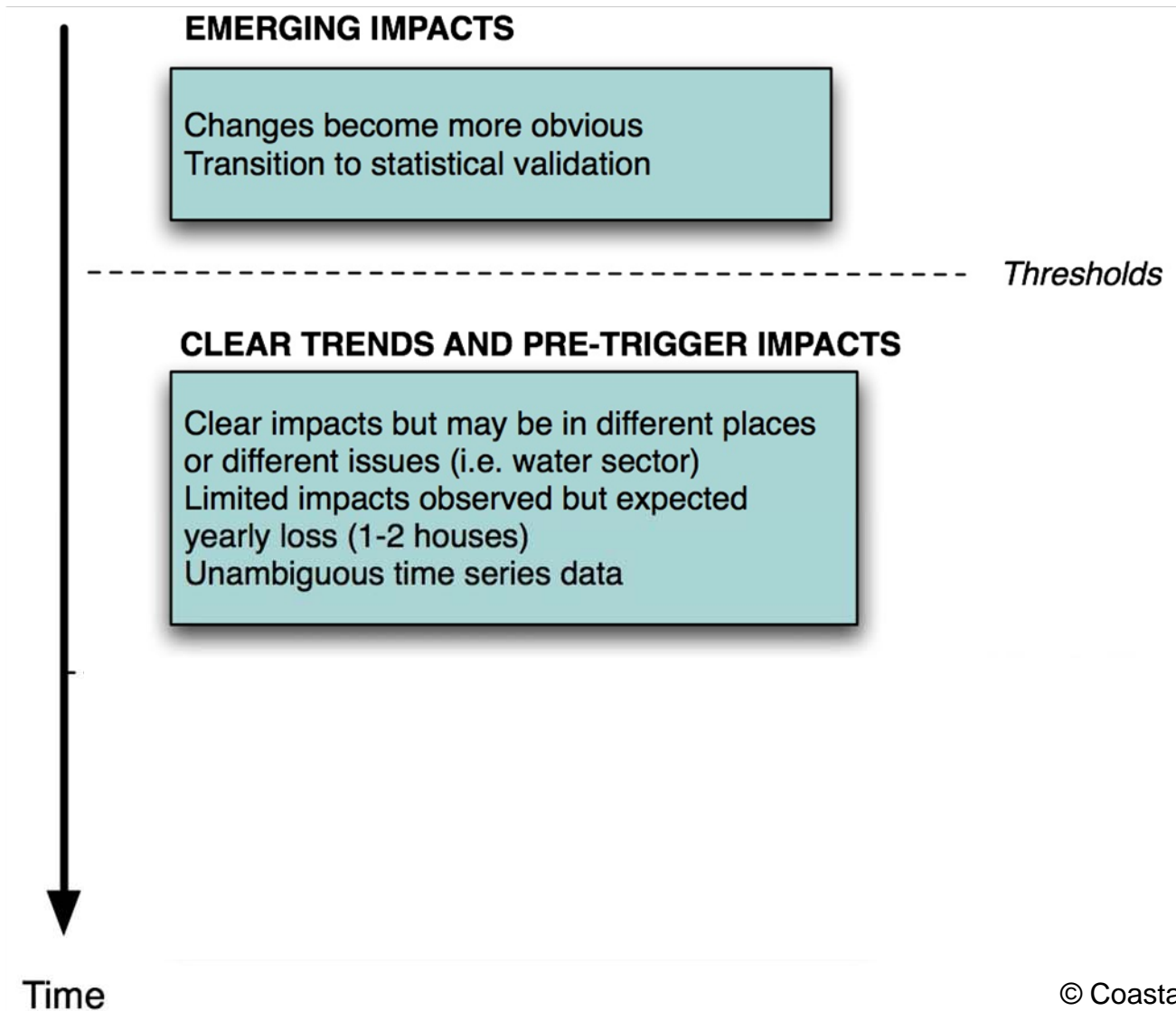
Changes become more obvious
Transition to statistical validation



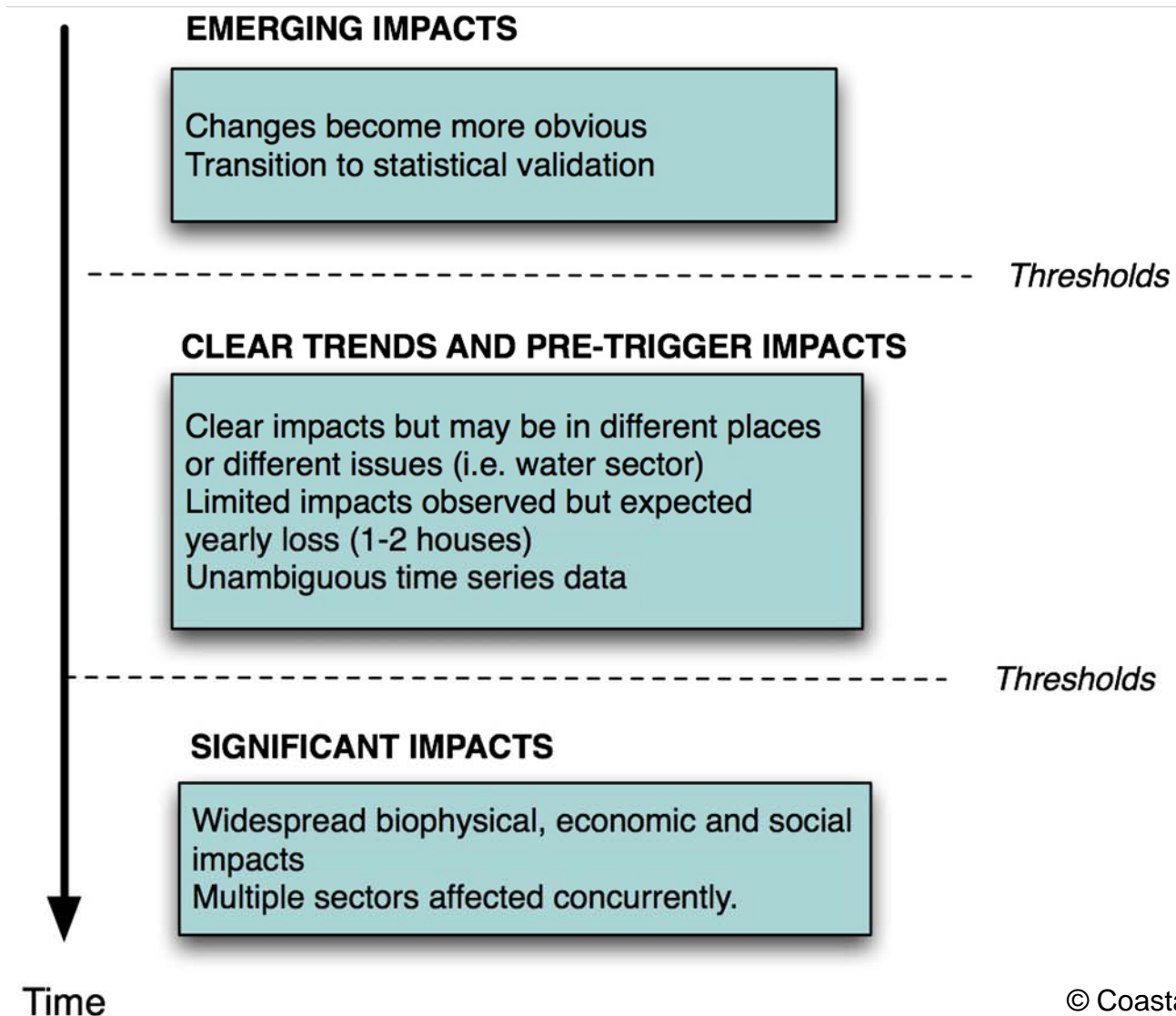
Time



So it seems to me



So it seems to me



What does any of this mean for coastal planning/policy?

- Requires a fundamental re-think of coastal management practice
- Focusing on one policy or an specific practice misses the point (especially certainty/flexibility tradeoffs)
- Much more emphasis on threshold assessment
- Different leadership styles will be needed in different phases
- Then ... encourage an effective process of adaptive leadership

Thank you

CONTACT DETAILS

Robert Kay
Unit 1/237 Stirling Hwy
Claremont, WA, 6010
Robert.kay@coastalmanagement.com

