



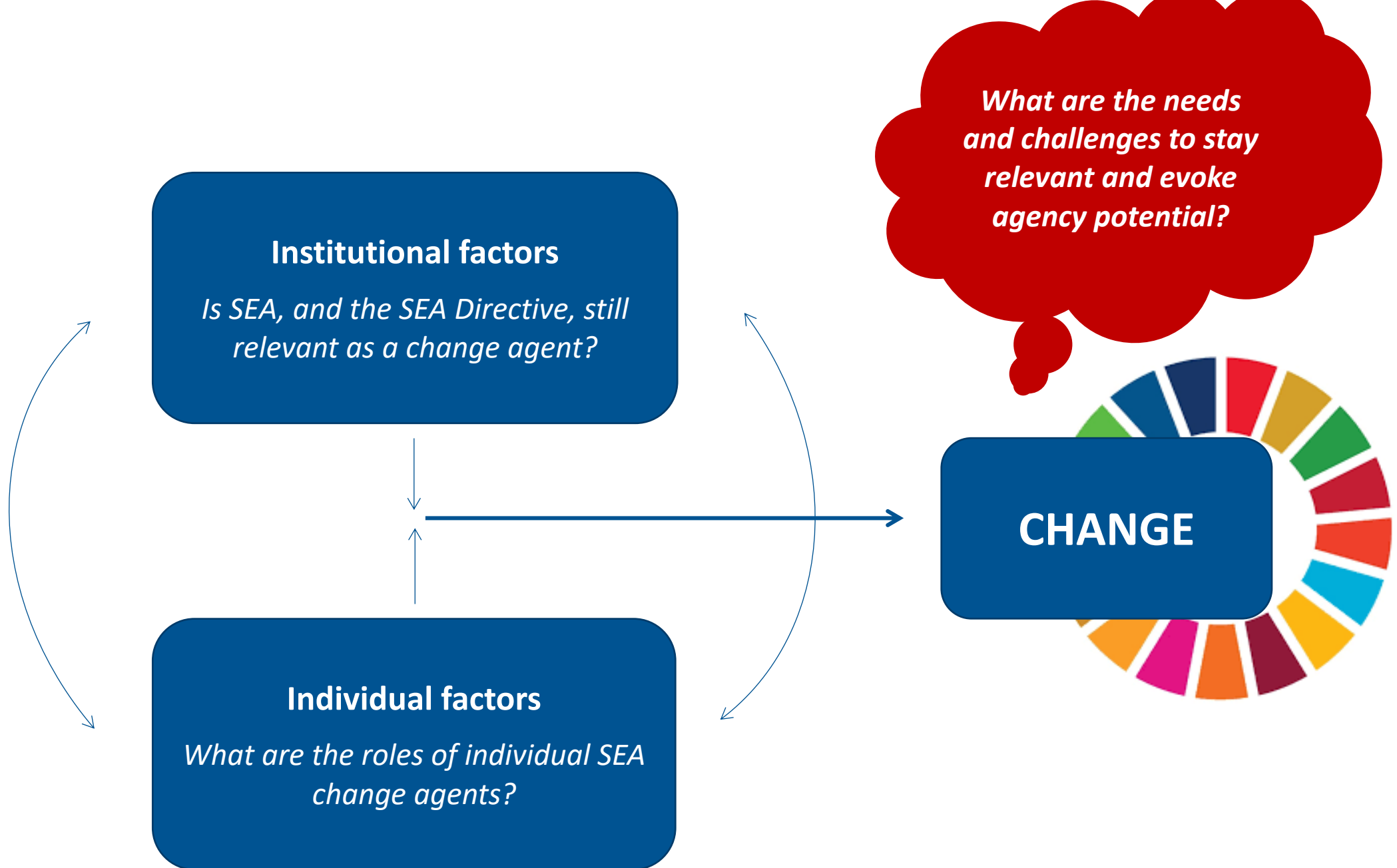
## *SEA as a change agent*

by  
Lone Kørnøv

SEA Conference, September 2020

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ENVIRONMENTA

Approached from two angles

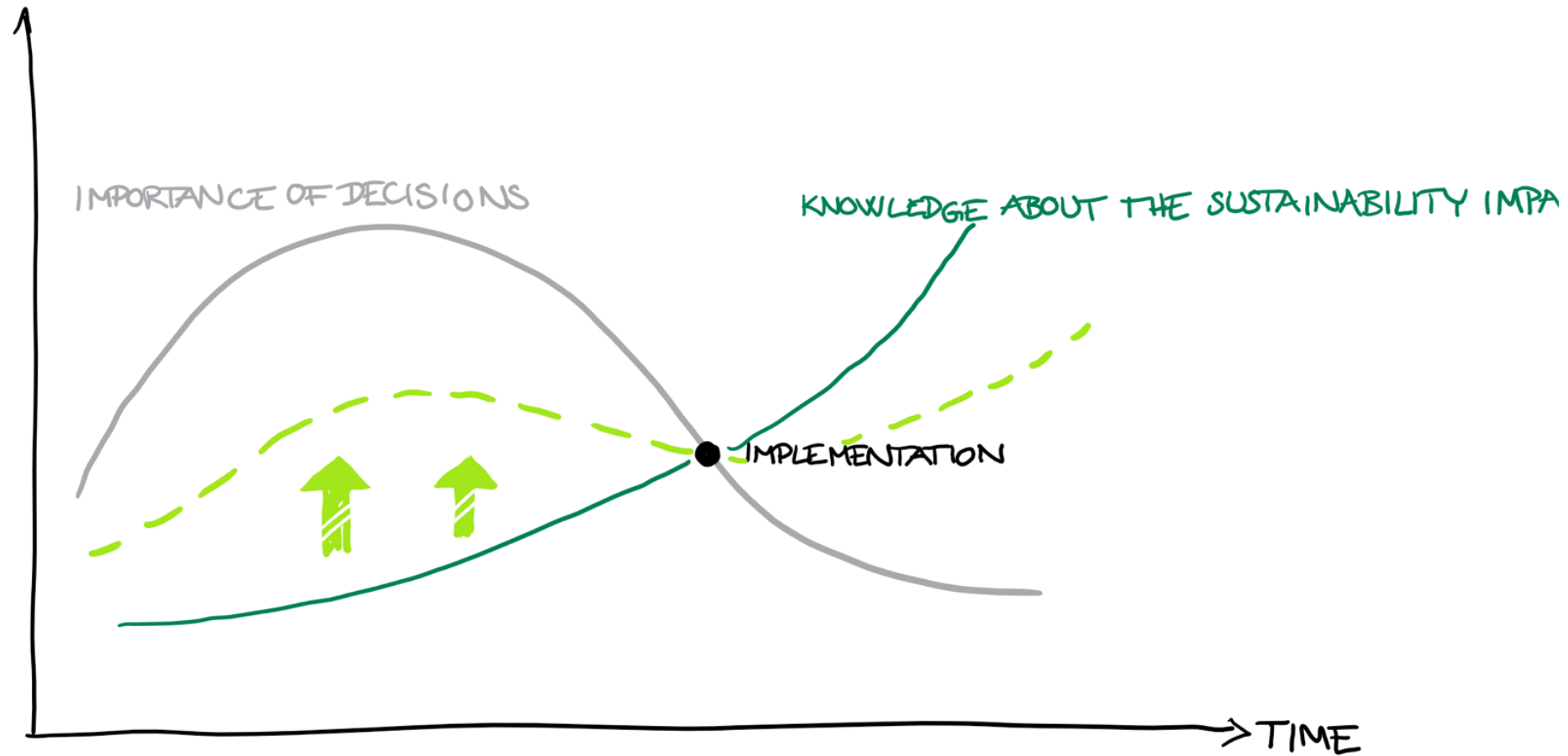


Introduction and the concepts of  
'change agent' and 'change'

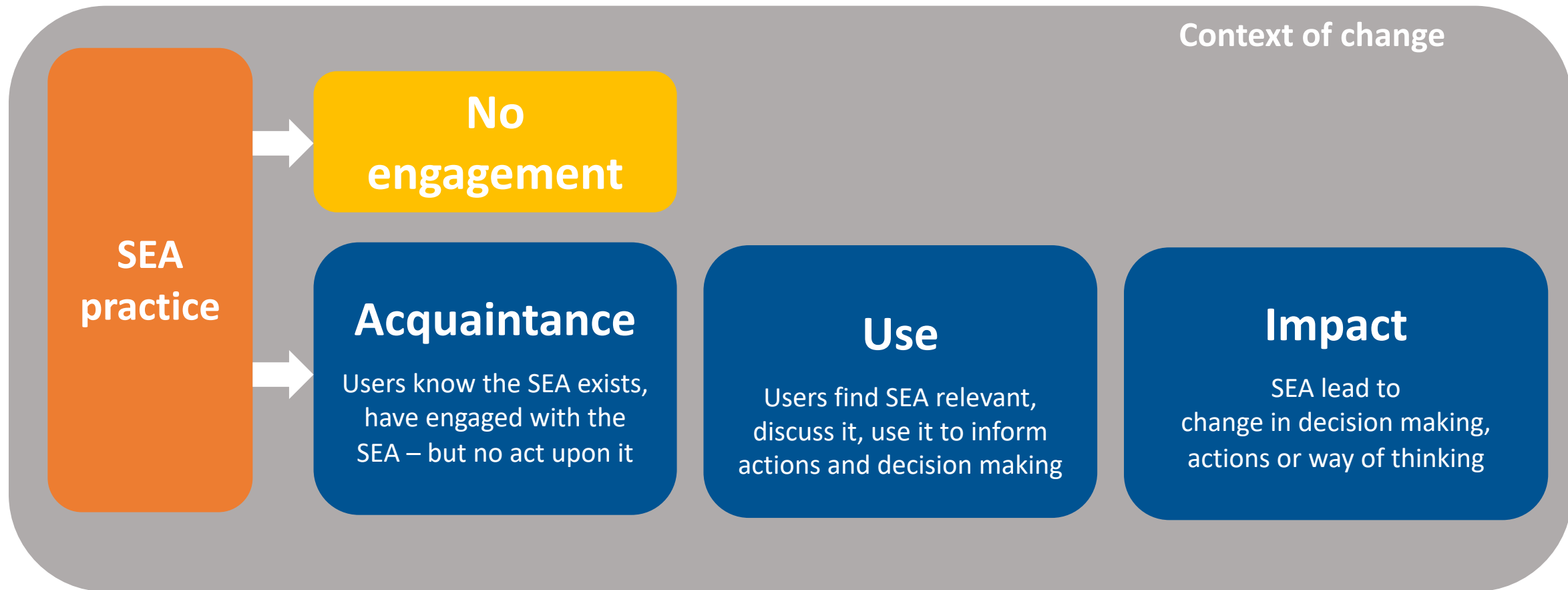
# Change agents

- "...interventionists..." (Argyris, 1970: 20)
- "...professional who influences innovation decisions in a direction deemed desirable by a change agency" (Rogers and Shoemaker, 1971: 35)
- "...deliberately intervene into social systems in order to facilitate or bring about social change." (Tichy, 1975: 772)
- "...actors in the change processes" (Zaltman and Duncan, 1977: 183)

# Role in decision making



# The bringing SEA-into-change



# What kind of change?

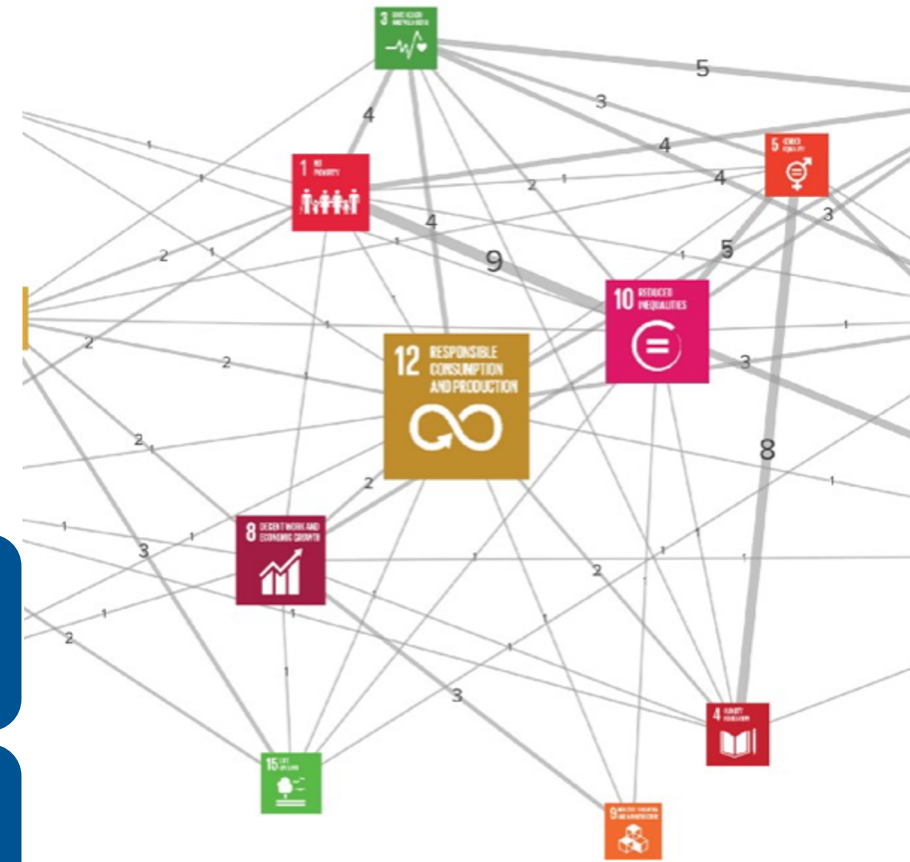
Recitals of the SEA Directive as a help to understand the underlying rationalities, and hereby what changes needs to be considered:

Ensure likely significant effects are considered during their preparation and before their adoption (recital 4)

Contribute to more sustainable and effective solutions (recital 5)

Contribute to a high level of environmental protection (recital 6)

Contribute to more transparent decision making and with the aim of ensuring the information supplied for the assessment is comprehensive and reliable (recital 15)





Is SEA, and the Directive, still relevant as a change agent for sustainable development?

# REFIT evaluation

# Personal viewpoint

- Never been more relevant and necessary
- Why?
  - Broad concept of environment; implement a range of EU policies and help avoid trade-offs and support synergies
  - Support early integration in decision-making
  - Transparent and participatory
  - Experience of emergence of voluntary SEA practice – beyond the formal scope of legislation
- But....
  - Relevance to a larger scope of plans and programmes missed
  - Legal discourse tend to 'take over'
  - SDGs

The individual as a change agent

# Everyone is a change agent



## Change generators

**Key change agents** - *I will set into motion*

**Demonstrators** – *I support the change process*

**Patron** – *I generate support for the change process*

**Defender** – *I keep the issue alive*



## Change implementors

**External change implementor** – *I am invited to implement*

**External/internal** – *I develop internal implementors*

**Internal** – *I am charged to implement*



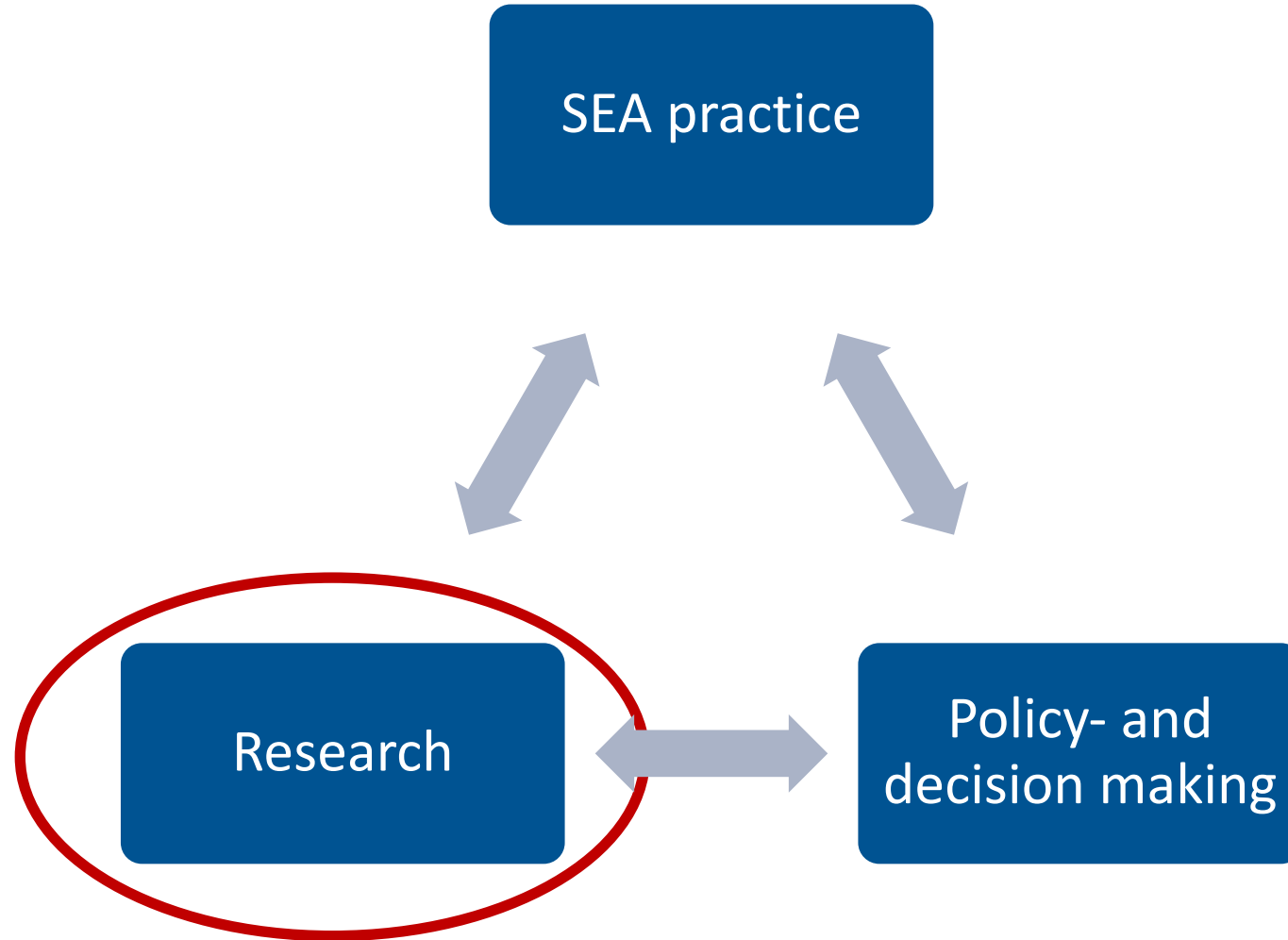
## Change adopters

**Early adopters** – *I will try it*

**Maintainers** – *I adopt the change*

**Users** – *I use the change*

# Change agents with different positions, roles and agency potentials



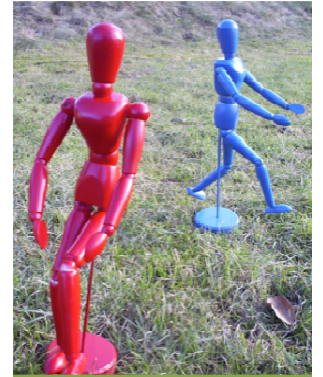
# Change agent as a mode of knowledge production

## Mode 1: Classic research

Knowledge is produced solely by researcher

Goals and methods of knowledge production are defined solely by researchers

Knowledge production is independent of practice in terms of economy and information

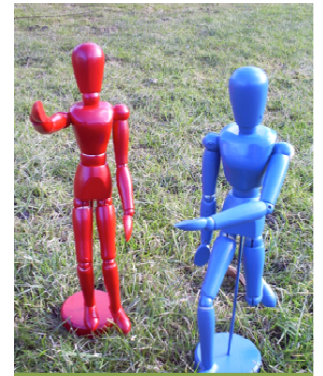


## Mode 2: Entrepreneurship

Knowledge is produced mainly by researchers

Goals and methods of knowledge production are defined mainly by practice

Knowledge production is dependent in terms of economy and information – between researchers and practice

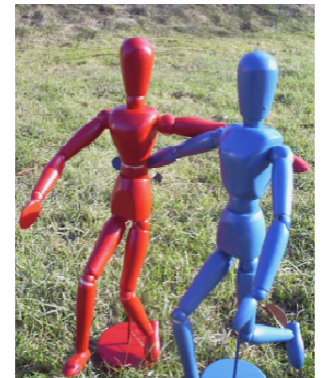


## Mode 3: Change Agents

Knowledge is produced in cooperation between researchers and practice

Goals and methods of knowledge production are ongoing negotiation between researchers and practice

Knowledge production is an interdependent relation between researchers and practice



# The need and challenge to stay relevant

1. Decide to be relevant – and take the leadership
2. Keep the intention of SEA, and the Directive, at the forefront
3. Minimise the gap between implementation and global sustainability challenges
4. Continue adaptive regulation
5. Keep flexibility for innovation
6. Support implementation and practice beyond the formal scope of regulation
7. Strengthen lab mentality



# The need and challenge to stay relevant

Decide to be relevant – and take the leadership

Keep the intention of SEA, and the Directive, at the forefront

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Continue adaptive regulation

Keep flexibility for innovation

Support implementation and practice beyond the formal scope of regulation

Strengthen lab mentality



# Initiating Mode 3 - Hybrid catalyst

The most influential mechanism experienced and assessed:

1. A *personal engagement* in social and environmental development from the actors at both the university and in the external organisation.
2. A *shared wish* for research that will lead to effective EA in terms of securing, that EA is having an impact on real planning and decision-making securing a more sustainable development.
3. The *entrée of occasion for dialogue*. First of all occasions must exist or be developed, but one also needs to welcome the occasion and enter the dialogue with a confrontation of own research intentions listening to the intentions of the environment.

# References used in presentation

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# Everyone is a change agent

## 01

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## 02

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## 03

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## Institutional conditions

- *Is SEA, and the SEA Directive, still relevant as a change agent?*
- *What are the needs and challenges to stay relevant?*

## Individual antecedents

- *What are the roles of individual SEA change agents?*
- *How to evoke own agency potential?*

# Assessing relevance up against objectives

*“Relevance assesses whether the original objectives of the SEA Directive continue to correspond to the needs of current and future EU planning, assessment and environmental policy. It looks at whether or not the objectives of the legislation remain necessary and appropriate, and if the objectives and requirements set out in the Directive are still valid in achieving sustainable development.”*

# Your takeaways

- Recognize
- See yourself as a change agent delivering sustainability change