



Being seen: transparency and accountability

Why they are both difficult to do but worth the effort

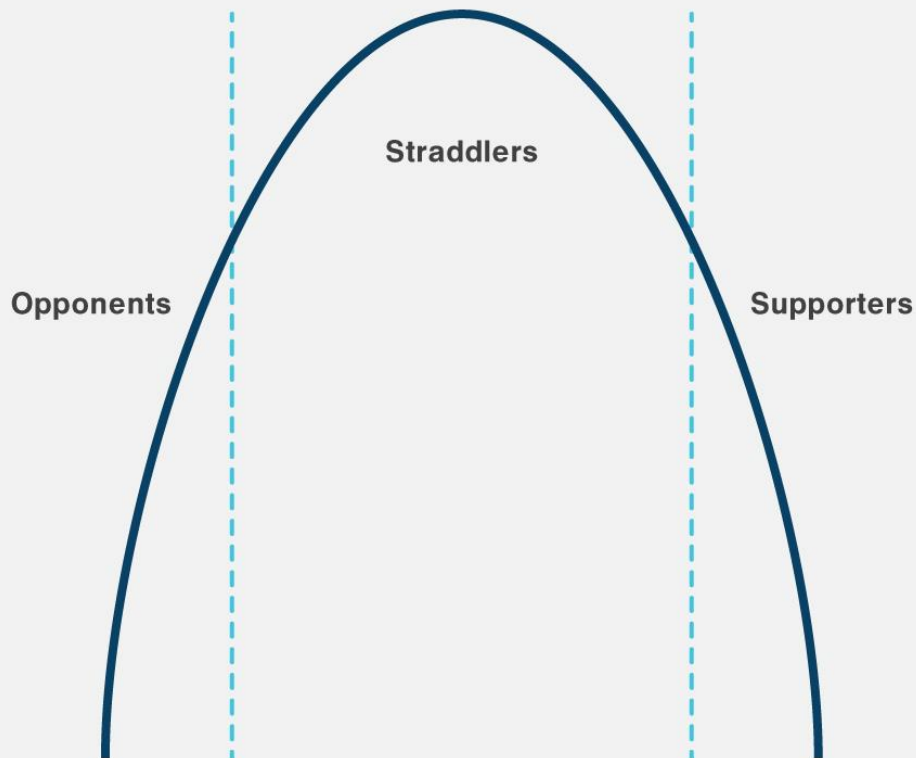
Transparency and Accountability

Have become buzzwords that don't seem to mean much until you are in the middle of a public controversy

- **Why there is an almost universal fixation with selling benefits and downplaying concerns?**
- **Why companies often avoid open and transparent messages?**
- **Just how honest and how transparent should we be?**
- **Why accountability is trust's secret weapon?**
- **Why companies would rather be accountable than share control?**

Traditional Audiences and Strategies

There are three typical audiences and strategies when managing a controversy



1. Supporter Mobilisation

Empower, Arouse and Sustain Them

Advocated by:

Lobbyists, Government Affairs

2. Straddler Conscriptioin

Interest, Convince and Inoculate Them

Advocated by: Public Relations,
Marketing, Advertising

3. Defeat Opposition

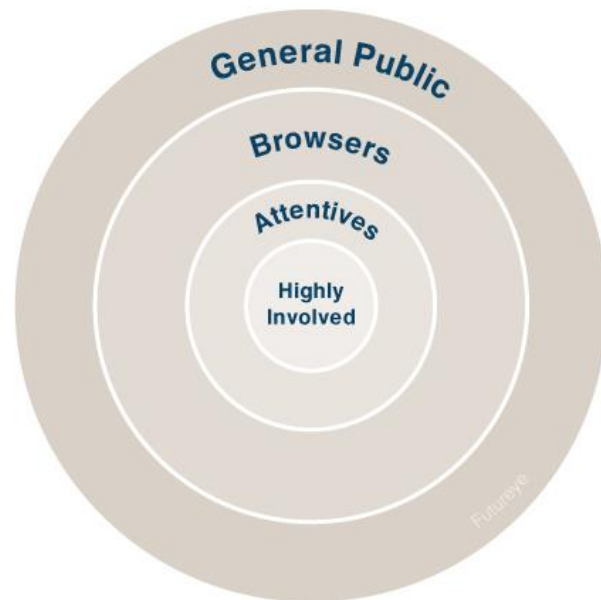
Rebut, Impugn and Beat Them

Advocated by: Almost Everyone

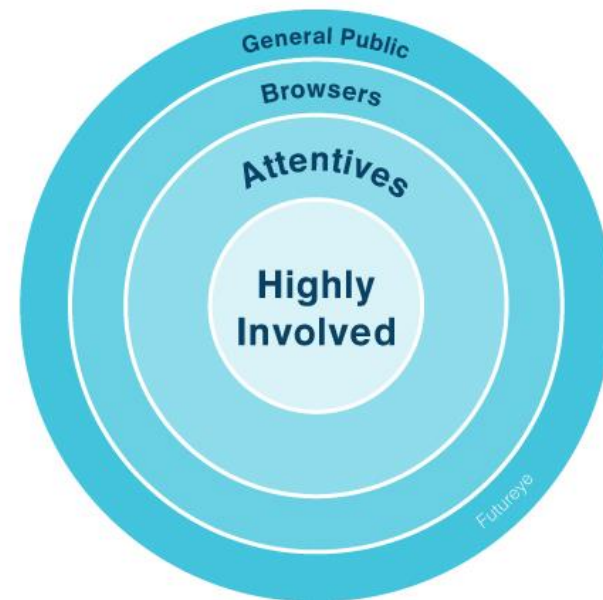
The highly involved

The controversy itself helps to create interest and attraction to the issue

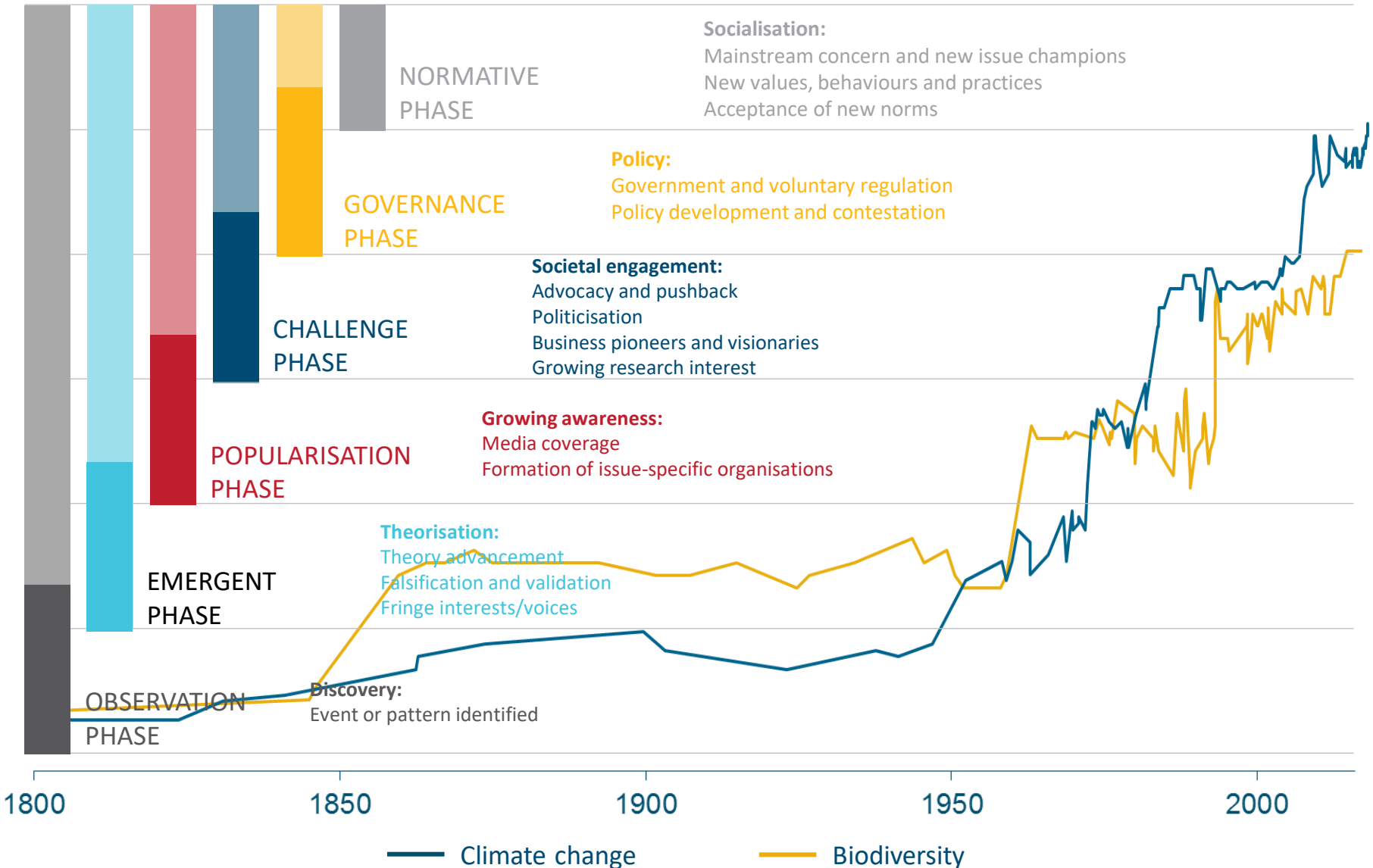
Early life cycle



Later life cycle



How social expectations mature





Your opponents win even when they lose

Four frames of a risk debate

Very few people are ‘blank slates’: they enter a debate with pre-existing knowledge, values, feelings, and beliefs

No Opinion	Agree
<p>Position: No views about X Strategy: Sell your strengths Resistance: Apathy – no real interest in the issue Message: X is right Caution: Be careful not to mention Y at all or inoculate for Y in future arguments</p>	<p>Position: I agree with X Strategy: Ask them to become more active on behalf of X Resistance: Boredom Message: Please help us spread the word on X</p>
Disagree	Ambivalent
<p>Position: I believe Y When you tell me X I say Y more Strategy: Create a path from a valid Y to a valid X Resistance: You and your ability to agree Y is valid as well Message: I used to believe Y too, and I think I understand its appeal</p>	<p>Position: Hold both X and Y views Strategy: Use the See-saw - Address Y, while providing lots of evidence to support X Resistance: Recognise the see-saw Message: Acknowledge and address Y as well as X</p>

When I sell the benefit X

What happens to each audience when you use traditional promotional strategies to present your point of view

No Opinion

If you can make it interesting I will accept X is true.

If I find out later Y is true I'll distrust you.



Agree

I know and agree with you and yes I remember I support you.

If I'm not a strong supporter I might be offended.



Disagree

No, Y is true.
So you escalate:
"X-X-X!" And so do I:
"Y-Y-Y!"

You have just reminded me strongly why I support Y.



Ambivalent

If you say X, I'll think Y. If you say Y, I'll think X.

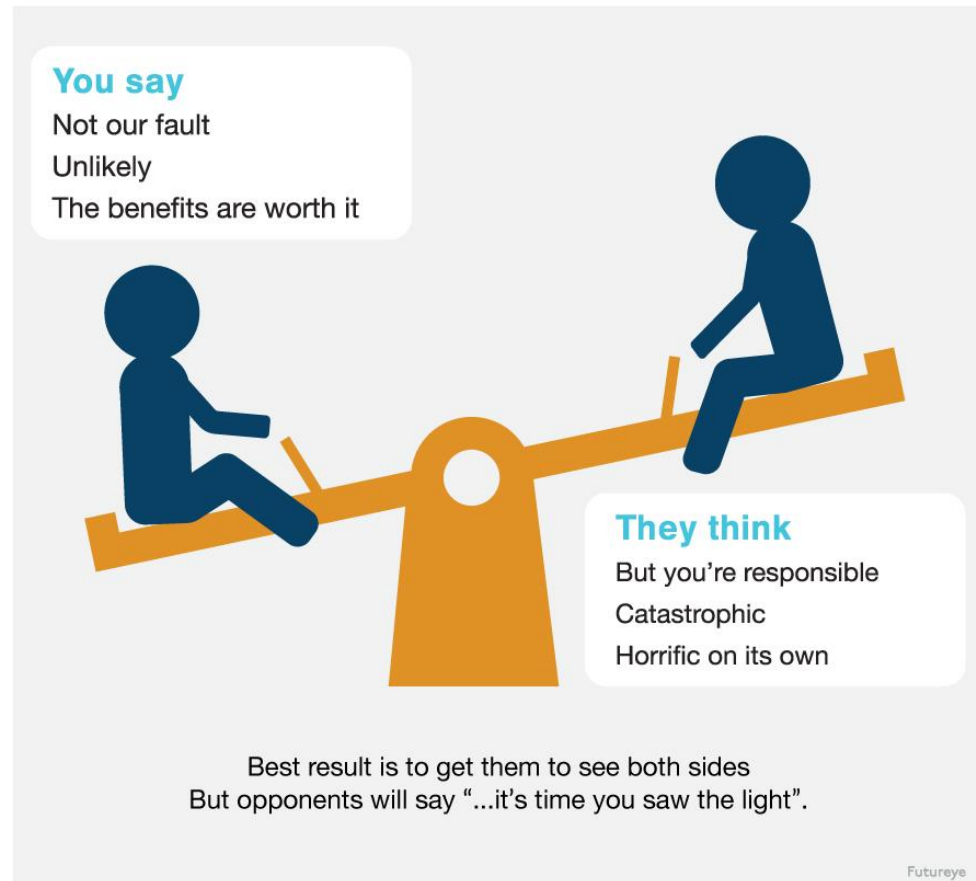
I can see simultaneously the truth of X and the truth of Y.



Ambivalence See-Saws

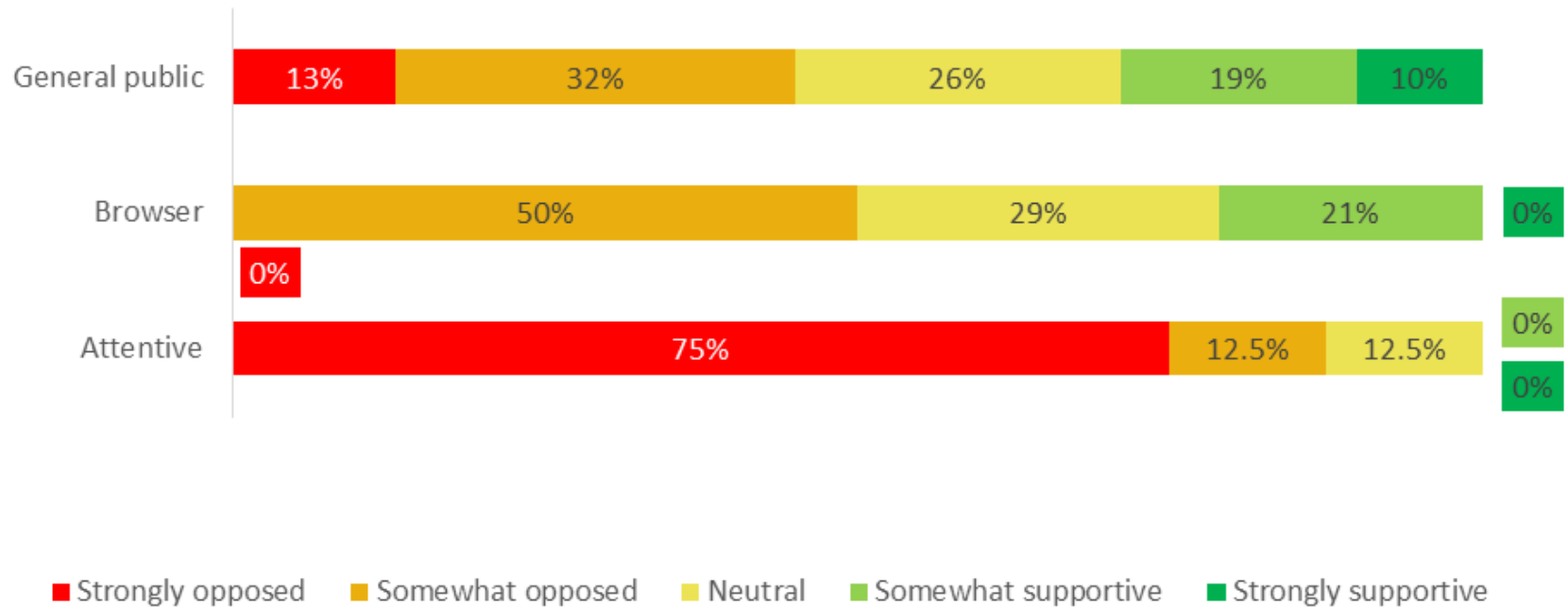
When undecided or neutral people focus on what you DON'T SAY

- **The more you accept responsibility the less you are blamed**
- **The more you focus on the catastrophic worst case scenarios the more they focus on how unlikely the scenarios are**
- **The more you address the concerns or risks the more they focus on the benefits**



Live Export – Public Alignment

Initial ratings of feelings towards the live export industry



The Benefits of Live Export

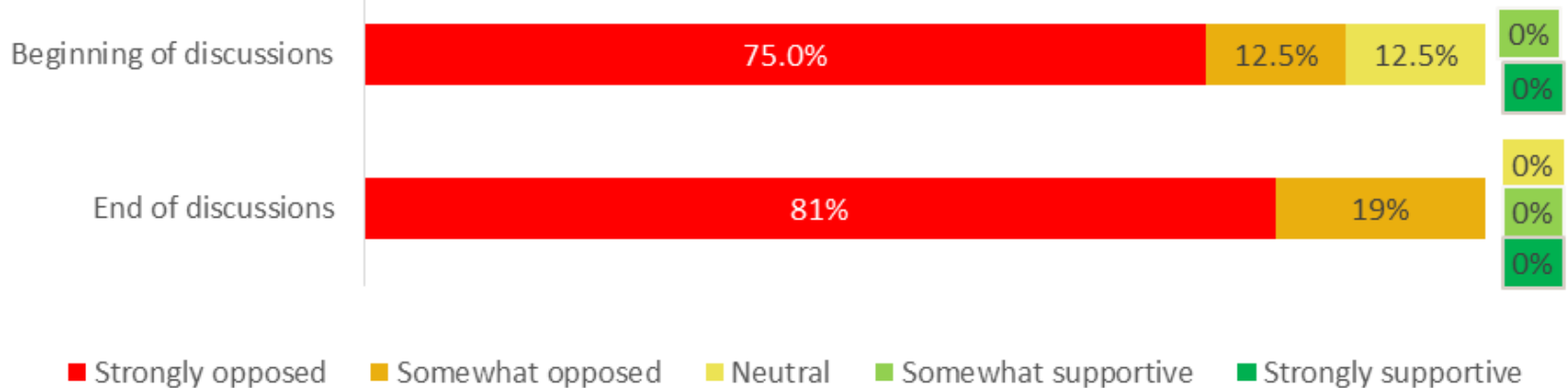
Rationale and sound arguments to support Live Export were provided to participants – some that were attentive and some that were browsers

- Since August 2011, a special law has been in place to ensure that Australian livestock are handled and treated according to international animal welfare standards
- Even though they no longer have legal ownership of the livestock once they arrive at their country of destination, Australian exporters are required to oversee, monitor and manage animal welfare at the feedlot, during transport and right up to the point of slaughter at the abattoir
- Creating export standards based on world's best practice by benchmarking against major competitors and also Australia's domestic processing industry. To the industry's knowledge, no other country involved in live exports has the same standards, rules and practices that Australia has to protect the welfare of its exported livestock
- Establishment of an industry-funded training program that operates in all markets and has trained over 9000 people around the world on animal welfare management between August 2011 and June 2015. Australia is the only country in the world running such a program

Attentive Response to Benefits

Participants were shown a fact sheet which focused on the benefits of Live Export and discussed the issues it raised for about half an hour

Change in **attentives'** overall opinion of live exports (after information provided)

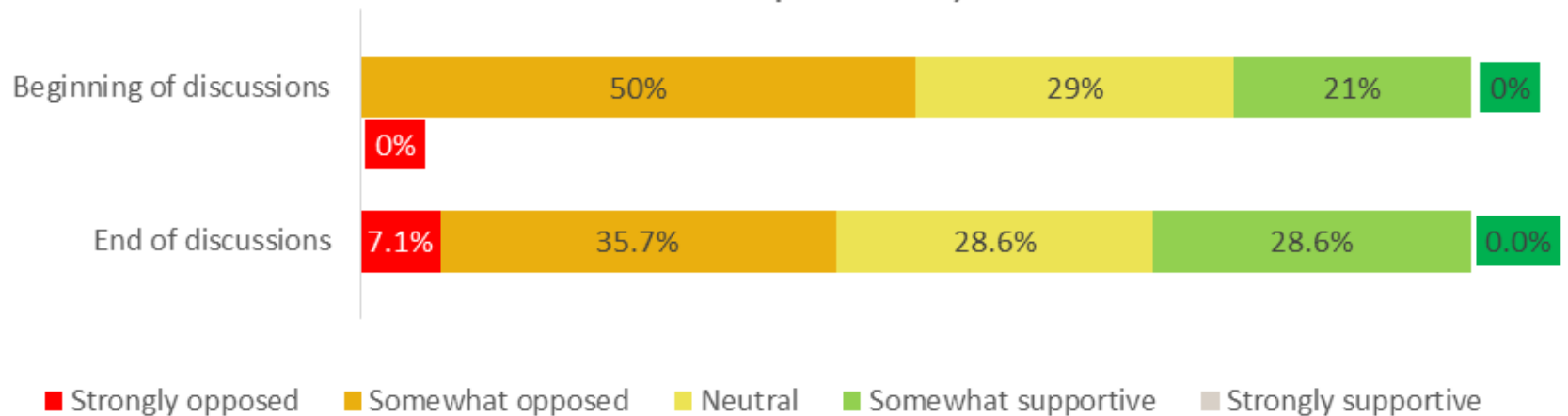


“I don’t think you can use jobs or the economy as a reason... By farming more animals we're having a worse effect on the environment, we're heading towards factory farming which is even worse.” – Attentive, Melbourne

Browser Response to Benefits

Participants were shown a fact sheet which focused on the benefits of Live Export and discussed the issues it raised for about half an hour

Change in **browsers'** overall opinion of live exports (after information provided)



“That’s great, we’re the best, but why would they adhere to our standards if they don’t have to? Other countries aren’t putting the pressure on them. I really just don’t know how well our protections are being implemented overseas. It’s one thing to say you can’t jay-walk. It’s another to put police on the street to stop people” – Browser, Brisbane

D.A.D to D.A.V.E

Building trust through adopting a risk communications approach to messages



When I use DAVE

What happens to each audience when you shift to DAVE messaging

No Opinion

If you can make it interesting I will accept X is true.

I'm glad you mentioned Y, some people have mentioned it.



Agree

I know and agree with you and yes I remember I support you.

Why would you mention Y?



Disagree

I'm glad you can see the importance of Y. I told you Y was true.

I'm more likely to consider X now.



Ambivalent

When you mention risks (Y), I think of the benefits (X).

The more you talk about Y, the more I think about X.

I don't have to worry about Y, and can focus on X.



The See-Saw makes Transparency work

Using the see-saw you can openly discuss the issues that concern people

You say

Not our fault
Unlikely
The benefits are worth it



They think

But you're responsible
Catastrophic
Horrorific on its own

Best result is to get them to see both sides
But opponents will say "...it's time you saw the light".

- **Discussing possible risks reduces concerns and increases dialogue about how to mitigate them**
- **Acknowledging past problems will reduce the likelihood your are blamed for the problems**
- **Acknowledging current problems elicits dialogue about how to solve them**
- **Announcing worst case scenarios increases focus on how they're unlikely**
- **Validating the publics genuine concerns increases their focus on the benefits**

Keeping Secrets

Just how honest and how transparent should we be?

- **No clear cut answer, but consider this:**

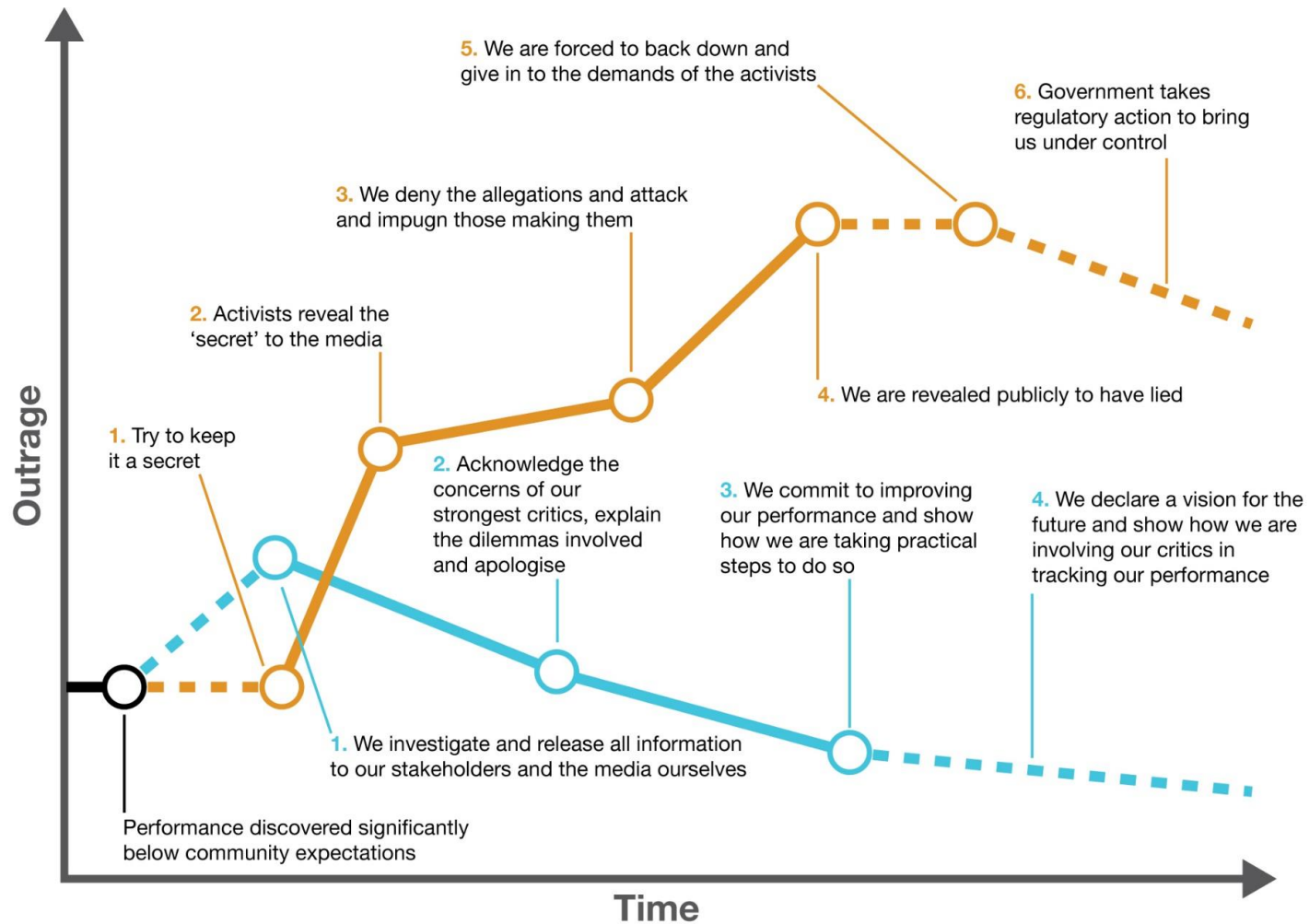
20x

- **Make an issue much more newsworthy**
- **Do a lot more reputation damage than honesty**
- **Honesty and openness is a better bet!**
- **Secrets seriously damage credibility and trust**

Damaging information generates roughly twenty times more concern when you keep it secret and somebody else blows the whistle than when you blow the whistle on yourself.

Therefore, secrecy has to have a better than 95% success rate to be worth the risk.

The path to a loss of SLO is well understood



Accountability and Trust

Accountability is Trust's secret weapon

You say

Not our fault
Unlikely
The benefits are worth it



They think

But you're responsible
Catastrophic
Horrorific on its own

Best result is to get them to see both sides
But opponents will say "...it's time you saw the light".

- **Paradoxically the more you ask for it the less you get**
- **Instead of asking to be trusted find ways to be accountable**
- **If I can check on you anytime, you can't cheat and I don't feel like I have to check**
- **Whenever I doubt you I can check rather than report you for your poor performance**

Accountability and Control

Sharing Control is the single best way to reduce concerns but the least adopted

1. **Technical Solution: Explain why it isn't needed**
2. **Develop Compliance Test: Explain your commitment to safety**
3. **Develop Compliance Test: Explain it isn't technically needed but the public wanted it**
4. **Let the public Test: Let them explain**

Radio mast whips up opposition

By GEOFF ROUNDS

OPPOSITIONISTS of a 25m high telecommunications tower planned for Elanora fear it could put residents and children at risk of cancer.

Telstra has submitted plans to the Gold Coast City Council to build the tower on Westminster Boulevard, overlooking a residential street and in front of a water reservoir.

The facility would improve mobile phone services in the Elanora and Currumbin Valley area.

An Optus tower already exists at the site but concerned resident Dr Ross Kelso said another tower had the potential to further expose residents to high levels of radio frequency emissions.

"The residents are very unhappy about this," he said.

"There are a lot of risks associated with the high levels of radiation from these towers and we want this tower stopped."

Dr Kelso said residents of the 67 houses in Westminster Boulevard were also angry about the lack of community consultation.

Area councillor Chris Robbins said the proposed tower would not be rubber-stamped by the council.

However she said that the Integrated Planning Act dictated public consultation was not required.

"It will be harder to stop if all the requirements are met by Telstra," she said.

Telstra representatives declined to comment.



Angry Elanora residents at the site of the proposed Telstra tower site.

Six Postures with Critics

The postures that seem the most intuitively attractive are actually the least effective

Most attractive



1. **The Hero** – *we'll fix it*
2. **The Misunderstood Victim** – *our critics are vengeful*
3. **The Distracted Deity** – *this a storm in a tea cup*
4. **The Team Player** – *proud to do our part*
5. **The Repentant Sinner** – *we're going to do better*
6. **The Harnessed Beast** – *you forced us to change*



Most effective

Psychological Barriers

To address these barriers you need to separate the effectiveness of the strategies from the psychological appeal of rejecting them





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