

# LEAD

CENTRE FOR NOT FOR PROFIT  
GOVERNANCE & LEADERSHIP

## Extracts from Little Book of Influence

### *Persuasive communication meets*



***N***umbers or statistics selectively included

***E***motive language used, without being emotional

***E***xamples that we are familiar with are included

***D***irect and simple language used

***S***pecific about what is wanted

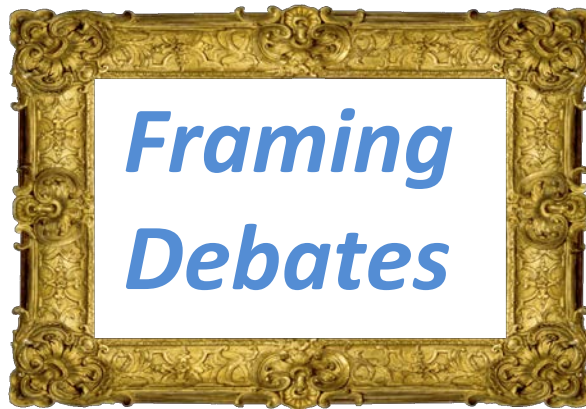
*Also always remembering to  
Argue from the hearer's point of view, and  
Anticipate the counter-arguments/objections*

### *Social Maths*

1. ***Hitch numbers to a story – paint a vivid picture and back it up.*** Without the story people default to pictures they already have in their heads, for example conservation might look like sacrifice and deprivation, unless we paint a picture of cost-savings, clean energy jobs, efficient technologies.
2. ***Illustrate solutions with data rather than focussing only on the size of the problem.*** Too often numbers only tell the story of crisis, which disengages people, focussing on personal survival. Whether your story is a “David & Goliath” tale or a story of “The Little Engine that Could” do-able solutions feed hope and engagement.



3. **Relate data to what's familiar and concrete:** using *Localisation*, eg each person's share of public debt, rather than total; *Reality*, eg two fully loaded jumbo jets crashing every week; *Impact*, eg so many lives saved as a result of compulsory seat belts; and the *Power of One* – tell one story with every big set of figures.



- If it's a new issue, you can have the luxury of Framing the debate (you've got to be quick)
- If there is already an existing framing that's favourable to your cause, you only have to Fortify and Amplify
- If the existing framing is to your disadvantage you have the hardest job – of Re-framing

**The Workshop** <https://www.theworkshop.org.nz/> are an Aotearoa New Zealand charitable trust who undertake research to understand how public discussions influence people's thinking. They have produced some great free message guides, toolkits and cheat sheets, advising on the best way to talk about and frame issues like climate change, poverty, prisons etc., based on local research.

Although US-based, a useful outline of tested economic messages that refocus on people and values, available at <https://www.sightline.org/2018/02/13/better-words-for-work/>

**Sightlines.org** also have Messaging Guides for other topics they have researched, including housing, newcomers, climate change, etc etc etc.

See also: Chip & Dan Heath (2007) *Made to Stick: Why some ideas survive and Others Die*

#### **Frameworks Institute**

<https://www.frameworksinstitute.org/issues/> offers perhaps the biggest collection of messaging guides on a wide range of topics - education, immigration, equity, health, housing justice reform, families, human services, racial justice, addiction etc etc etc.

They also offer a very useful *Framing 101 Toolkit* to introduce you to the ideas and methods of this approach to influential communication -

<https://www.frameworksinstitute.org/tools-and-resources/framing-101/> You can also subscribe and get the latest leading-edge framing tips right in your inbox.



**Tips on**



## **Positive Frames**

<i>Values generally viewed as positive</i>	<i>Values generally viewed as negative</i>
<ul style="list-style-type: none"> <li>• Fairness</li> <li>• Hard work</li> <li>• Family</li> <li>• Freedom</li> <li>• Financial security</li> <li>• Personal safety</li> <li>• Good health</li> <li>• Education</li> <li>• Increased or new opportunities</li> <li>• Boldness or initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Unfairness or selfishness</li> <li>• Laziness or irresponsibility</li> <li>• Financial oppression</li> <li>• Heavy handed government</li> <li>• Favouritism</li> <li>• Deceit</li> <li>• Violence or abuse</li> <li>• Cheating</li> <li>• Taking advantage of others</li> </ul> <p style="text-align: right;"><i>Benton Foundation, 1991</i></p>

## **Lessons from Behavioural Economics**

Anderson, McKee & Rovner (2010) *Homer Simpson for Nonprofits*



People are not rational beings, but the patterns of irrationality are consistent. We connect with emotions (Homer Simpson); reason (Dr Spock) follows. People remember and tell stories.

- **Small, not big.** The bigger the scale of what you're communicating, the smaller the impact on your audience
- **Hope, not hopelessness.** People tend to act on what they believe they can change. If your problem seems intractable, enormous and endless, people won't be motivated

- **Peer pressure still works.** (Nope it doesn't end after high school.) People are more likely to do something if they know other people like them are already doing it.

Available for free download at:

[http://learn.networkforgood.org/Resources\\_911Archive\\_homersimpsonforprofits\\_resources\\_ebook.html](http://learn.networkforgood.org/Resources_911Archive_homersimpsonforprofits_resources_ebook.html)

# Working with the Media

## A Checklist

You know the reasons to get involved in media advocacy:

- To inform
- To pressure decision makers
- To influence
- To gain control
- To involve others



You have decided you are ready to focus on the media:

- You have a new project announcement
- Your information can be tied to a news-breaking event
- Good publicity is needed to reach your goals

You have set up a media campaign:

- A coordinator and spokesperson has been designated
- You have prepared that person to talk to the media
- Your objectives have been identified
- A target audience has been selected
- The type of media to be used has been decided
- You have decided that it is a good time to start
- You know whom you will contact first
- The issue you will target is clear
- You have determined how you will present the issue
- You are prepared to be flexible
- You're paying attention to what the public knows and is talking about
- You'll keep at it indefinitely

## Handy Hints

- \* Establish a relationship with at least one of the people at the media outlet you need to deal with
- \* Be available when needed
- \* Be open, trustworthy, and accurate
- \* Alert the media to stories on your issue they might be interested in
- \* Be informed/up to date on your issue
- \* Study the media (you will be using) and analyse their content

# Media Releases

## First and Foremost:

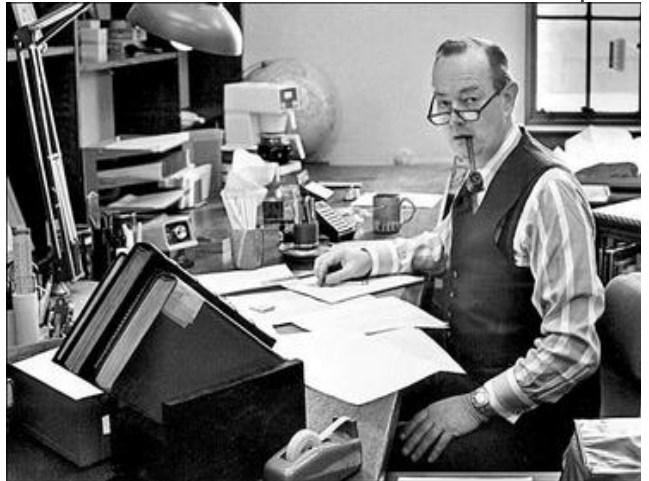
Make sure what you have to say is *newsworthy*

### Consider:

- Interest, angle or hook

Use the *inverted pyramid* style of writing: each paragraph is less important than the one preceding it. Each paragraph is self contained and if deleted the story will still make sense.

- Use the present tense
- Use strong verbs
- Use who, what, when, why, how as appropriate



### 1 Headline

Should summarise key points and be catchy, interesting and strong

### 2 Lead (first paragraph – usually a single sentence)

- Make it punchy and exciting
- Cover most of the five Ws & H (Who did it? What did they do? Where did they do it? When did they do it? Why did they do it? How did they do it?)
- Keep to one sentence if possible

### 3 Body

- Short paragraphs
- Short sentences
- Active language
- Write in the third person
- Use quotes (especially for any opinions) but make sure they really can be attributed to a person
- Be original – no clichés, no jargon!

### 4 End

- Some organisations have a standard ending for all releases
- Summarises the essential background info on the organisation, event or person.

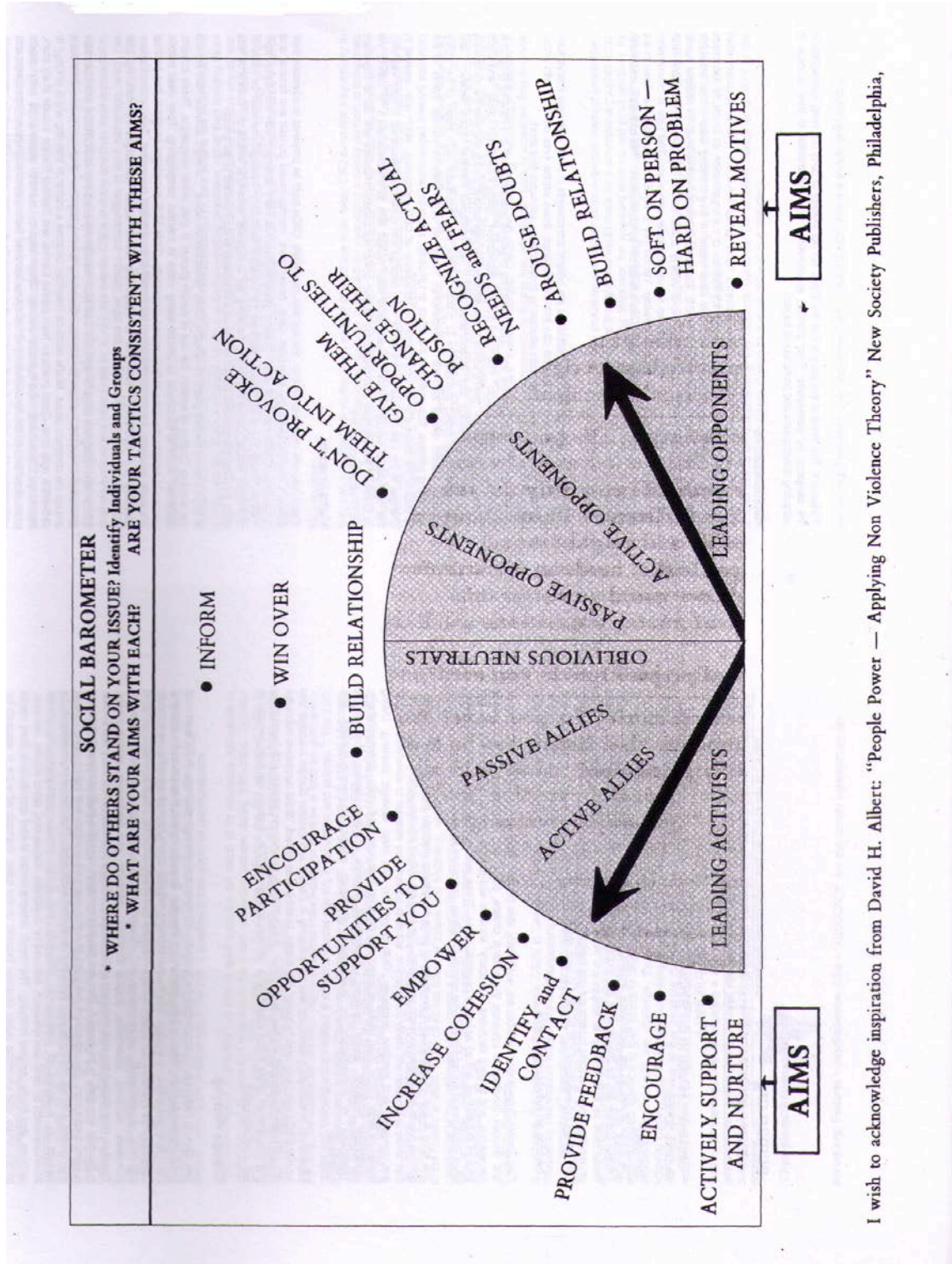
Finish with the word 'Ends'

Make sure you include Organisation and Contact information

If necessary, you can attach Background Information on the issue or your organisation

# Continuum of Influence

Katrina Shields (1993) *In The Tiger's Mouth: A Empowerment Guide to Social Action*



- You don't have to convert your implacable enemies to be your leading supporters, just aim to nudge enough people one step to the left on this continuum – a much more achievable goal
- For each section of the continuum there are suggested strategies and tactics to give you a starting point for how best to engage & influence