

**Articulating the Case for Change**

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**the Lyndhurst**  
Group

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**Why a Case for Change?**

- Not enough to know our cause is noble
- Have to inform, persuade, and **motivate others to action**
- Be politic...
  - Is timing right?
  - Is audience ready?
  - Is environment supportive?



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**Objectives**

- **Draft key/consistent messages** to articulate need for change with different audiences
- **Develop techniques to better reach** desired audience
- **Identify reasons to defer to others** to carry the message



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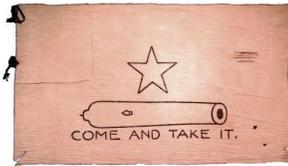
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### What we'll cover

- Why we need a clear Case for Change
- Your Case for Change Toolkit:
  - **WHAT** is your goal/top-level message?
  - **WHO** do you need to reach?
  - **HOW** can you best reach them?



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### WHY Make the Case for Change?



"What if we don't change at all ... and something magical just happens."

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### WHY Make the Case for Change?

- Believing change is "right" is not enough—have to motivate to action
- Motivate who don't see the need—inertia/ambivalence are powerful
- Help understand those who oppose our desired change
- Ensure we use all the tools to lead change in clear, consistent way
- Make sure we best use resources by getting *right messages* to *right audiences*
- Recruit others in our effort and work

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Good communication cuts through the clutter, it doesn't add to it. It does this by getting the **right message**, in the **right medium**, delivered by the **right messengers**, to the **right audience**.

From Now Hear This: The Nine Laws of Successful Advocacy Communications  
Fenton Communications, 2001

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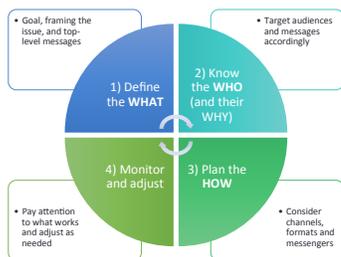
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### Building a case for change communications toolkit



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### 1. Define the WHAT



- What change do you want to see?
- Frame the issue by answering:
  1. What's wrong?
  2. Why does it matter?
  3. Why does it matter *now*?
  4. What's the solution?

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### Example: Framing the Issue

- **Goal:** Preserve the historic properties of Americana County by adding them to the National Historic Register to protect them from future development interests.
- **What's wrong?** Americana County stands to lose 3 of its most iconic properties that serve as education and cultural destinations for locals & tourists alike.
- **Why does it matter?** Without these properties, schools and families lose an important space for learning, and our county loses a source of tourism revenue.
- **Why now?** Because an outside developer wants to tear them down to build condos!
- **What's the solution:** Convince the County Council to add the properties to the historic register and to change the zoning of the land.

**Top-level messages:** Americana County stands to lose three historic icons to outside development interests. These places preserve our history and culture, and help us compete as a tourist destination. We must act quickly to protect these assets for our schools, families, and community -- tell County Council to add them to the historic register and rezone the land!

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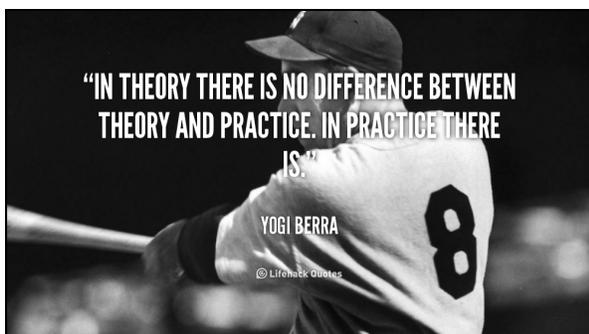
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### 2. Know the WHO (and their WHY)

- More specific than "The General Public"
- Who?
  - Primary Targets: Decision-/Change-makers
  - Secondary: Those who *influence* change
- "Why?"
  - What motivates them? What do they care about (or not)?



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## 2. Know the WHO (and their WHY)

- Tailor your message
- Should **inform, persuade, and inspire action**
- Keep it consistent across audiences/channels!
- Consider both allies and opponents



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**“Practice isn’t the thing you do once you’re good. It’s the thing you do that makes you good.” - Malcolm Gladwell**

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### Instructions

- Break into groups of 3-4 (no more than 4)
- Pick an advocacy issue
  - *From someone who has already defined top-level messages*
- Working together, identify primary and secondary targets
- Each group member picks one of the audiences to “play the part” of
- Define the “why” for your own audience and draft tailored messages

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### Reframing the Issue/Message

- Sometimes this is needed to break through
  - Particularly with opponents
- Instead of COUNTERING what your opponent is thinking/saying...
- Change the discussion (tone and content) to build on shared values



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### Example of Reframing: High Fructose Corn Syrup

- Original message might be:
  - People need to be aware of calories in/out so we can beat the American obesity problem.
- Reframing:
  - American families know value of sharing meals; we can continue to build on healthy American family values by preparing/sharing healthy meals together.
- "We" mentality creates inclusive picture & won't trigger the defenses of opponents.



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### Tips for Reframing

- Find common ground and values
- Make it a problem that affects "Us," not just "Them"
- Avoid jargon / value-laden / politically charged terms
- Be solutions-oriented



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### Reframing Practice

- Stay in same groups
- 15 minutes for group to share feedback by “audience” and practice
- Start with “likely opposed” audiences (most likely to need reframing)
- Discuss opportunities to reframe to align with some of the tips/ techniques
- Further tailor message with reframe in mind
- If time allows, have “likely supportive” share too

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### Recap

Up to this point you’ve...

1. Identified the WHO
  - Your Audience(s)
2. Defined WHY
  - What they care about
3. Drafted tailored and/or reframed messages



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### Define Proper Channels



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### 3. Plan the HOW: Channels and Formats

**RULE OF 3**

1. If folks hear about it once, they'll often ignore
2. If they hear from a second source, they may stop and think
3. A third time, and they may act




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**BE CONSISTENT**

- Different channels/formats/messengers important
- Ensure the message STAYS consistent

REMEMBER....

“Slow & steady wins the race”




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### 3. Plan the HOW: Channels/Formats

**Consider the Channel:**

- Go where your audience is already
- Pick 3 places where the majority will find/engage with you

**Consider the Format/Approach:**

- Pick format for your audience
- Will it be broad (town hall meetings/press conference) or personalized (1-on-1 emails/calls/ meetings)?

**Prioritize:**

- Which can you afford? (think time & \$\$\$ )
- Which do you have access to and ability to pull off?
- Which do your allies/supporters have access to?

Channel Examples:

- Social media
- Blogs/periodicals
- Listservs
- Conferences
- Twitter chats
- TV Channel, Billboard, etc.

Format/Approach Examples:

- Letter to the editor
- 1 on 1 call/meeting
- Advertisement
- Press release
- Whitepaper
- Speech/presentation
- Public Service Announcement
- Forum / Roundtable, etc.

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### 3. Plan the HOW: The Messenger

Consider...	Examples:
<ul style="list-style-type: none"> <li>Who has the ear/the trust of the change-maker you need to reach? Who has the best access?</li> </ul>	<ul style="list-style-type: none"> <li>Board member that has a relationship with a city council member</li> </ul>
<ul style="list-style-type: none"> <li>Who is a trusted/insider if you are an outsider?</li> </ul>	<ul style="list-style-type: none"> <li>Person from <i>within</i> an underserved community vs. someone from outside</li> </ul>
<ul style="list-style-type: none"> <li>Are they "upstream" from the change-maker you need to reach?</li> </ul>	<ul style="list-style-type: none"> <li>Chef in the sustainable fish movement vs. FDA regulator</li> </ul>
<ul style="list-style-type: none"> <li>Who has the most reach, and/or influence?</li> </ul>	<ul style="list-style-type: none"> <li>One of your interns vs. a well-read blogger in your field</li> </ul>
<ul style="list-style-type: none"> <li>Who can get folks' attention?</li> </ul>	<ul style="list-style-type: none"> <li>Celebrity vs. scientist in climate change</li> </ul>

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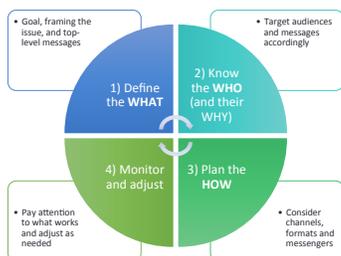
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### Review: Build a case for change communications toolkit




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### Reflection: Actions **and** Takeaways

- What is one action that you will take to strengthen your advocacy communications strategy?
- What is the most important takeaway you are leaving with?
- Who will you share today's learnings with? Why?

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