MUSEUM METAMORPHOSIS: BUILDING THE CASE FOR CHANGE
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Why a Case for Change?
- A noble cause is not enough
- Have to inform, persuade, and motivate others to action
- Be politic...
  - Is timing right?
  - Is audience ready?
  - Is environment supportive?

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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What we’ll cover

• Why we need a clear Case for Change

• Your Case for Change Toolkit:
  ➢ WHAT is your goal?
  ➢ WHO do you need to reach?
  ➢ HOW can you best reach them?

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WHY Make the Case for Change?

1. Consistent messaging
2. Make best use of limited resources
3. Target right audiences
4. Enlist others to help you deliver messages/achieve the goal
5. Be thoughtful about tailoring messages, etc.

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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—mertia/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
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

Building a case for change communications toolkit

1) Define the WHAT
2) Know the WHO (and their WHY)
3) Plan the HOW
4) Monitor and adjust

1. Frame the Issue: Define the WHAT
   • What change do you want to see?
     1. What's wrong?
     2. Why does it matter?
     3. Why does it matter now?
     4. What's the solution?
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 educational 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 tourist 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 change the zoning of the land.

Top-level message: 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 rename the land!

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2. Know the WHO (and their WHY)

- **Who?**
  - **Primary Targets:** Decision-/Change-makers
    - Town Board
    - City Council
    - State Legislators
    - Governor
    - Mayor
    - Chair of the Task Force, etc.
  - **Secondary Targets:** Those who influence change
    - Voters
    - Peers
    - Members
    - Parents
    - Teachers/Students
    - Volunteers
    - Business Leaders
    - Etc.

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Consider Allies and Opponents

- Allies can be powerful advocates; opponents can be detractors/blockers.
- Opponents may be one of your most important audiences.
- Ensure they do not interfere with your change.
- REMEMBER: People on both sides of the issue feel they are right.
- Consider what your opposition may feel to understand how to influence them.
- Ensure your messages targeted at a similar audience can change hearts and minds.

2. Know the WHO (and their WHY)

- What motivates them?
  - What are their related values and priorities?
  - What do they care about?
  - What are they guarded against?
- RESEARCH
  - Tailor your message
  - Inform, persuade, and inspire action
- Keep it consistent!

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.
Example of Reframing: High Fructose Corn Syrup

- Original message might be:
  - Please impose a filing fee for county court cases to support county archives.

- Reframing:
  - These funds preserve precious family records so your great-great-great-grandchildren can have access to your parents' marriage license.

- “We” mentality creates inclusive picture & won’t trigger the defenses of opponents.

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

Recap

Up to this point you’ve...
1. Identified the WHO
2. Defined WHY
3. Drafted tailored and/or reframed messages
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3. Plan the HOW: Channels and Formats

RULE OF 3
1. Once: will often ignore
2. Twice: may stop and think
3. Three Times: just may act

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

REMEMBER...
"Slow & steady wins the race"
3. Plan the HOW: Channels/Formats

Consider the Channel:
- Go where your audience is already

Consider the Format/Approach:
- Pick format for your audience
  - Decide: Broad? Or personalized?

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

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
- Public Service Announcement

3. Plan the HOW: The Messenger

Consider:
- Who has the ear/trust of the change maker you want to reach? Who has the best access?
- Who is a trusted/credible person you are an outsider?
- How will they "experience" the change maker you need to reach?
- Who has the most reach, and/or influence?
- Who can get folks' attention?

Example:
- Build member that has a relationship with a city council member
- Teacher from within an underserved community vs. someone from outside
- Deal in the sustainable fish movement vs. fish regulator
- One of your interns vs. a well-read trigger in your field
- Celebrity vs. scientist in climate change

Review: Build a case for change communications toolkit

1) Define the WHAT
2) Know the WHO (and their WHY)
3) Plan the HOW
4) Monitor and adjust
Reflection: Actions and Takeaways

- One action you will take to strengthen communications strategy
- Most important takeaway
- With whom will you share this? Why?