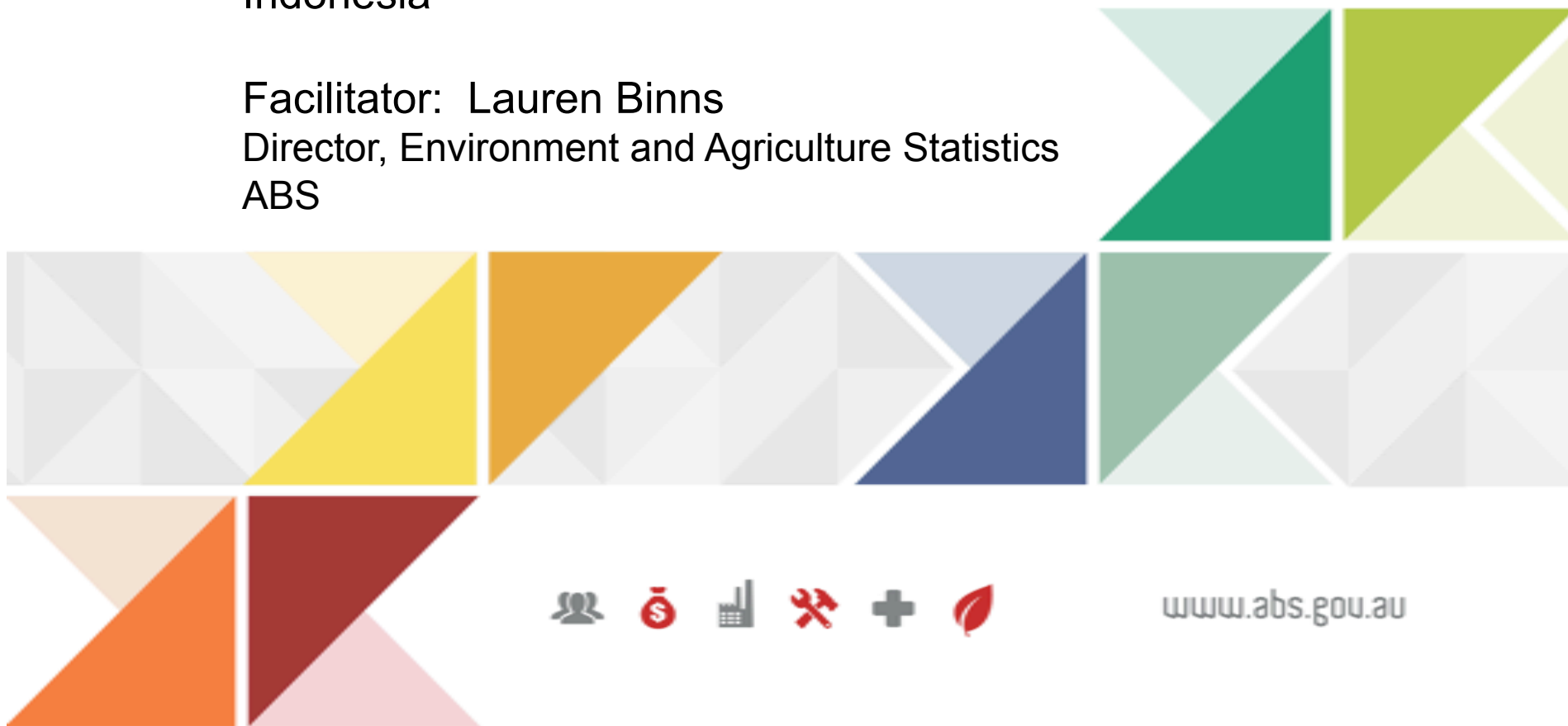




Communication and Outreach

A presentation to the DA9 Closing Regional Workshop
Indonesia

Facilitator: Lauren Binns
Director, Environment and Agriculture Statistics
ABS



Overview

- An emerging communication strategy
 - UNCEEA Communication strategy for the implementation of the system of environmental accounting
- Understanding the target audience
 - 5 critical characteristics
 - The Gilman equation
 - Amoeba Model
- AMOEBA Scenario
- Summary and actions

A communication strategy for the implementation of SEEA

- To assist members to effectively promote the use of SEEA in decision making processes by articulating:
 - the kinds of decisions SEEA can inform;
 - what opportunities we will use (processes, forums);
 - who the key audiences are;
 - what the key messages are;
 - the outputs and actions we will use to promote the SEEA; and
 - how we will monitor progress.



Communication Principles

- Communications should be developed and delivered according to the following guidelines / principles
- Adapt based on needs and interests
- Target to skilled promoters and gatekeepers
- Design it to be straightforward
- Ensure consistency
- Reinforce applicability
- Learn from feedback
- Evaluate to ensure effectiveness

Key Messages & Opportunities

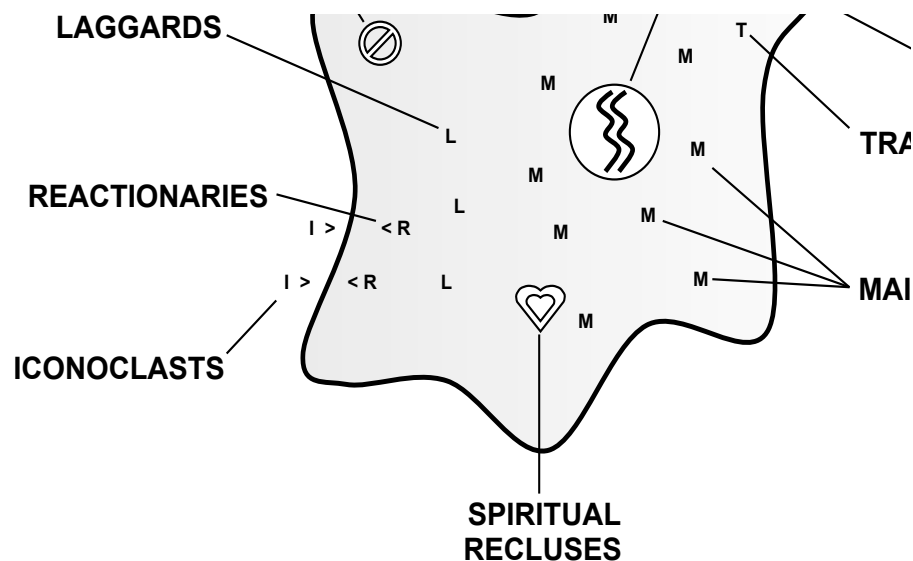
- Adapting key messages to the target audience requires good understanding of both the message and the audience
- Opportunities to engaging with change agents and promoting use of SEEA are numerous
 - Website
 - Workshops
 - Conferences / seminars
 - Newsletters / brochures
 - Case studies
 - Social media

Understanding the target audience

- The majority of decisions that SEEA can support are made by governments, in policy and planning ministries.
- So the primary focus of communication is to reach ‘transformers’ and ‘change agents’ in the system, including intermediaries such as researchers, NGOs, business leaders, chambers of commerce, scientific bodies (meteorological, geospatial etc), international bodies, journalists and commentators/ bloggers.

As part of this seminar, you will be exposed to **AMOEBA**:

- A short role-playing or simulation game
- A model for thinking about change and innovation
- A set of tools for planning the introduction of new ideas



AMOEBA is **used** to ...

- Quickly learn the basic principles of **promoting innovation and change** within an organization, community, etc.
- **Plan the introduction** of a project, initiative, methodology, or any new idea
- **Train people to be more effective Change Agents** and improve their strategies for success



Amoeba is largely based on **Innovation Diffusion Theory**

- “Innovation Diffusion Theory” describes **how new ideas spread through any cultural or organizational group**
- This theory was first published in 1962 by Everett R. Rogers in *Diffusion of Innovations*.
- The Amoeba model was built on Innovation Diffusion Theory by **adding the experience of working with change processes**, in many cultural and organizational situations
- Amoeba has been used by hundreds or perhaps thousands of government, business, education and civil society organizations



Key Definitions

Culture

The habits, practices, values, beliefs, customs, and way of life of any group, of any size — from a work team, to a whole nation.

Innovation

Anything not part of that culture that the culture decides to adopt. It could be a theoretical idea, a slang word, a new technology -- anything at all that changes how people think, talk and act.

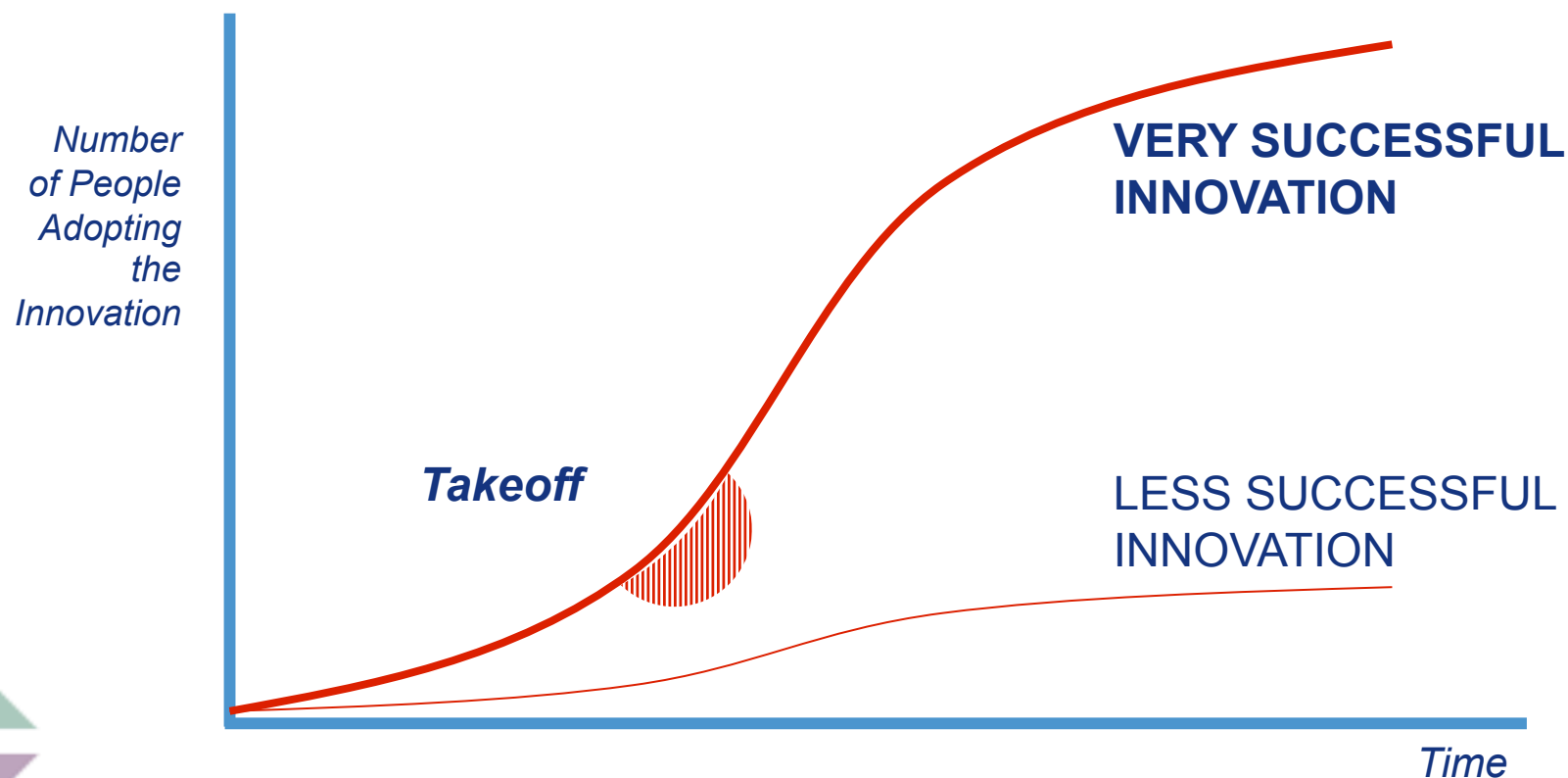
NOTE: An “innovation” is not always “new”!

Diffusion

The spread of an innovation through a culture, as people and institutions adopt it.

The Innovation Adoption Curve

How do we ensure that sustainability innovations succeed in being diffused, adopted and implemented?



Source: Adapted from Everett Rogers, "Diffusion of Innovations," 1962, Revised 2005, Free Press

The **5 Critical Characteristics** of an Innovation

- (1) Perceived **Relative Advantage**
- (2) Relative **Simplicity (Complexity)**
- (3) Level Of **Observability**
- (4) **Trialability**
- (5) **Compatibility** With Existing System

Source: Everett Rogers, "Diffusion of Innovations," 1962, Revised 2005, Free Press

Relative Advantage means ...

- Perceived as “better”: providing clear improvements and benefits
- Relative means the innovation is *compared to* the current, standard, usual, or old way of doing things
- Innovations are always in *competition* with other things: for example, the things that they will replace (as above), time, resources, attention, etc.



PERCEIVED AS
AN IMPROVEMENT

NOTE:
THE KEY WORD
IS “PERCEIVED”

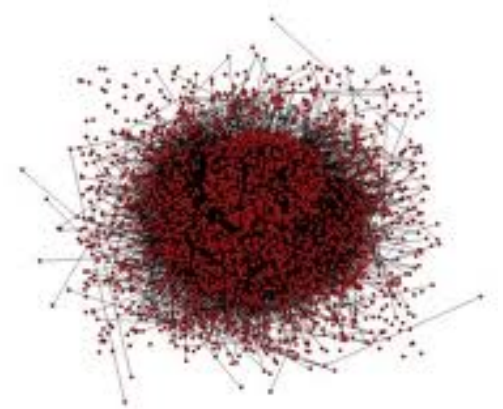
Relative Simplicity means ...

- How simple or complex the idea is ... relative to what is currently being done
- But also relative to what decision-makers in the system have the capacity to understand and implement



SIMPLE

EASIER TO
DIFFUSE



COMPLEX

HARDER TO
DIFFUSE

NOTE: Simpler ideas can spread and get adopted faster ... but **simpler ideas are not always the best ideas**

Level of Observability means ...

- When you make a change ... will anyone notice? Can it be quickly and easily pointed out?
- Is the *positive benefit* visible? Will people be able to spot it and talk about it with each other?



SEEING THE RESULTS
OF ADOPTION
AND IMPLEMENTATION

NOTE: If an innovation is innately hard to “see,” you have to **make it more visible** – e.g., using signage and other communications techniques

Trialability means ...

- Can you **try it out** before making a commitment? Or do you have to jump “all the way in”?
- Is the decision to switch **reversible**?



ABILITY TO TEST
WITHOUT COMMITMENT

NOTE: If an innovation low on trialability, people are naturally cautious about adopting it ... and change moves more slowly

Compatibility means ...

- How well does this new thing **fit** in with what people are already doing? How well does it fit with their values and mindsets?
- Does adopting this innovation **force other changes?**



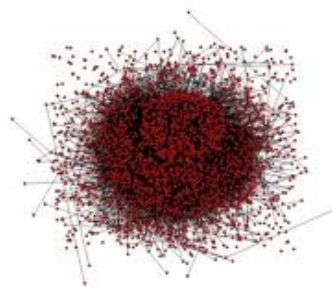
IMPACT OF ADOPTION
ON OTHER ELEMENTS
OF THE SYSTEM

NOTE: Big changes are often low in compatibility, and people immediately understand this. They can quickly extrapolate: “Well, if we do *this*, then we’ll also have to do *that*, and *that*, and ...”

The Five Challenges for Introducing an Innovation



CREATE A FEELING OF
RELATIVE ADVANTAGE



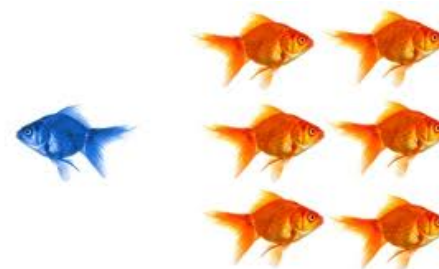
SET THE RIGHT LEVEL OF
SIMPLICITY / COMPLEXITY
... OR ADJUST STRATEGY



MAKE POSITIVE CHANGE
MORE OBSERVABLE



INCREASE THE POSSIBILITY OF
TRIABILITY AND REVERSIBILITY



DESIGN FOR PERCEIVED COMPATIBILITY
WITH EXISTING SYSTEM ... OR
ADJUST STRATEGY TO INCLUDE
COLLATERAL CHANGE



Discussion Exercise

Rate SEEA on a scale 1-5, for each of the 5 Critical Characteristics

Remember that this is a subjective rating based **not on what *you* think**, but on your assessment of **how *other people*** outside your professional circles will perceive it.

1 = Almost no one will perceive it as having this quality

5 = Everyone would perceive it as having this quality

Advantage	Simplicity	Observability	Trialability	Compatibility

The “Gilman Equation”:

3 Key Terms

N = The perceived value or benefit of the **NEW IDEA** ...
that is, the innovation you are trying to introduce

O = The perceived value or benefit of the **OLD WAY** of
doing things ... even if the “old way” means doing nothing
at all!

CC = The perceived **COST OF CHANGE** ... in terms of
money, time, resources, political position, or any other
kind of “cost”

The “Gilman Equation”:

For a person or organization to adopt a new idea,
the following must be true

$$N - O > CC$$

**Perceived
value of the
NEW IDEA**

**Perceived
value of the
OLD WAY**

**Perceived
COST OF
CHANGE**

To increase the adoption of your idea:

1. Increase the **Perceived Value** of the New Idea
(Marketing and Promotion)

$$N - O > CC$$

Perceived
value of the
NEW IDEA

Perceived
value of the
OLD WAY

Perceived
COST OF
CHANGE



PROMOTE

To increase the adoption of your idea:

2. Decrease the Perceived Value of the Old Way
(Protest and Criticism)

$$N - O > CC$$

Perceived
value of the
NEW IDEA

Perceived
value of the
OLD WAY

Perceived
COST OF
CHANGE



CRITIQUE

To increase the adoption of your idea:

3. Decrease the Perceived Cost of Change (Facilitation, Assistance, Subsidies, etc.)

$$N - O > CC$$

Perceived
value of the
NEW IDEA

Perceived
value of the
OLD WAY

Perceived
COST OF
CHANGE



FACILITATE

Elevator Pitch Exercise

You have bumped into a staff member from the minister's office at a conference... what is your 'elevator pitch' to promote SEEA as a useful framework for the policy they are developing?

When thinking about your pitches ...

- *What are the benefits of SEEA to promote?* **PROMOTE**
 - How can you make those benefits more observable, interesting, compelling?
- *What problems will occur if SEEA is not adopted?* **CRITIQUE**
 - What current losses will continue , or get worse?
 - What opportunities will be missed?
- *How can you make it easier to adopt & use SEEA?* **FACILITATE**
 - What will help simplify the adoption and use of SEEA?
 - How can SEEA be more trialable, compatible?

The AMOEBA model

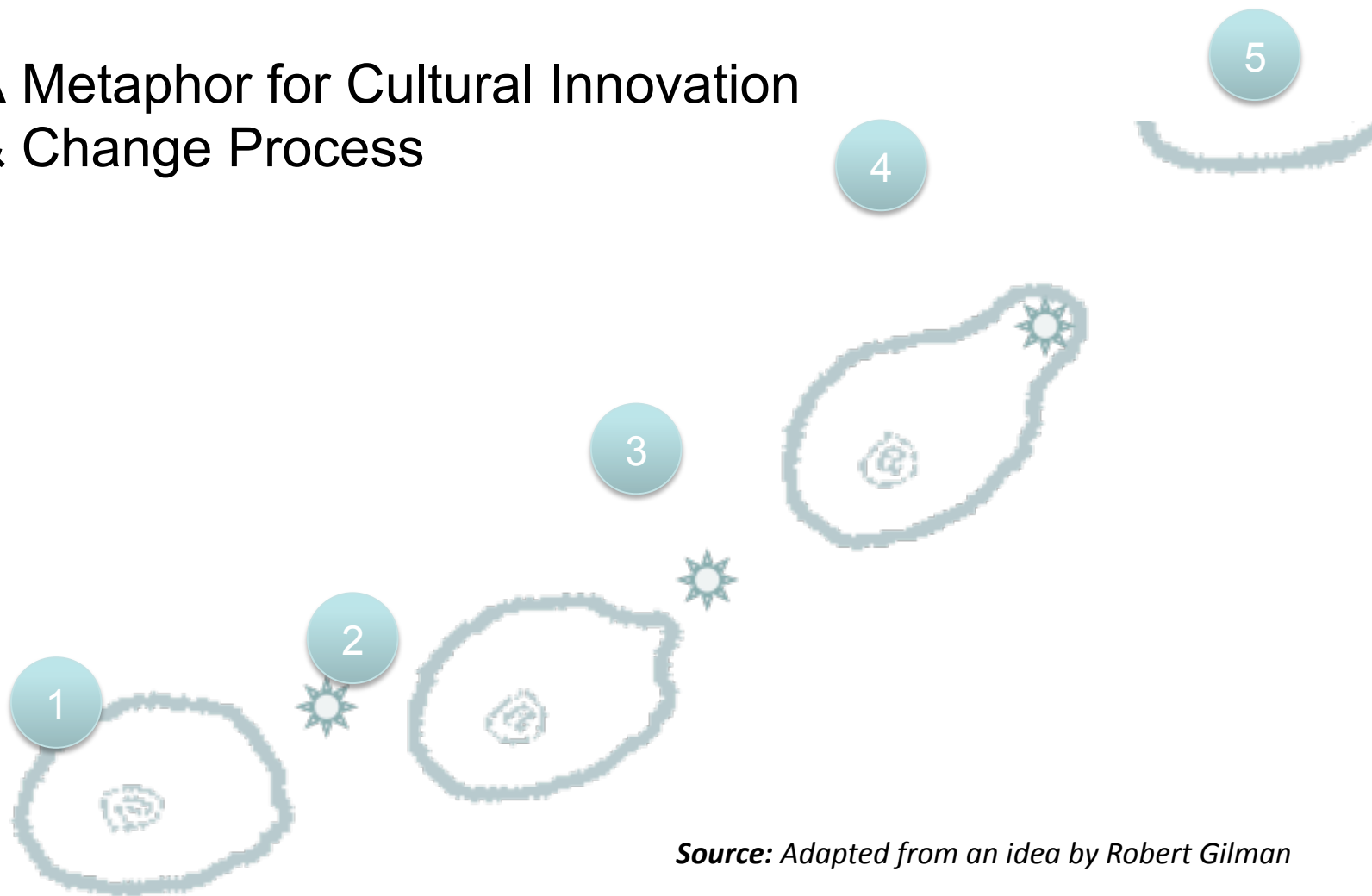
Mapping “who is who” in a process of introducing SEEA, to know where to focus efforts, build critical mass, and avoid (minimize, neutralize) negative reaction



- A** = **Adapt** the Innovation to your context
- M** = **Mobilize** the Change Agents
- O** = **Orient** the Transformers to point in your direction
- E** = **Easy Does It** for the Mainstreamers
- B** = **Build** Momentum steadily, one step at a time
- A** = **Avoid** the Reactionaries!

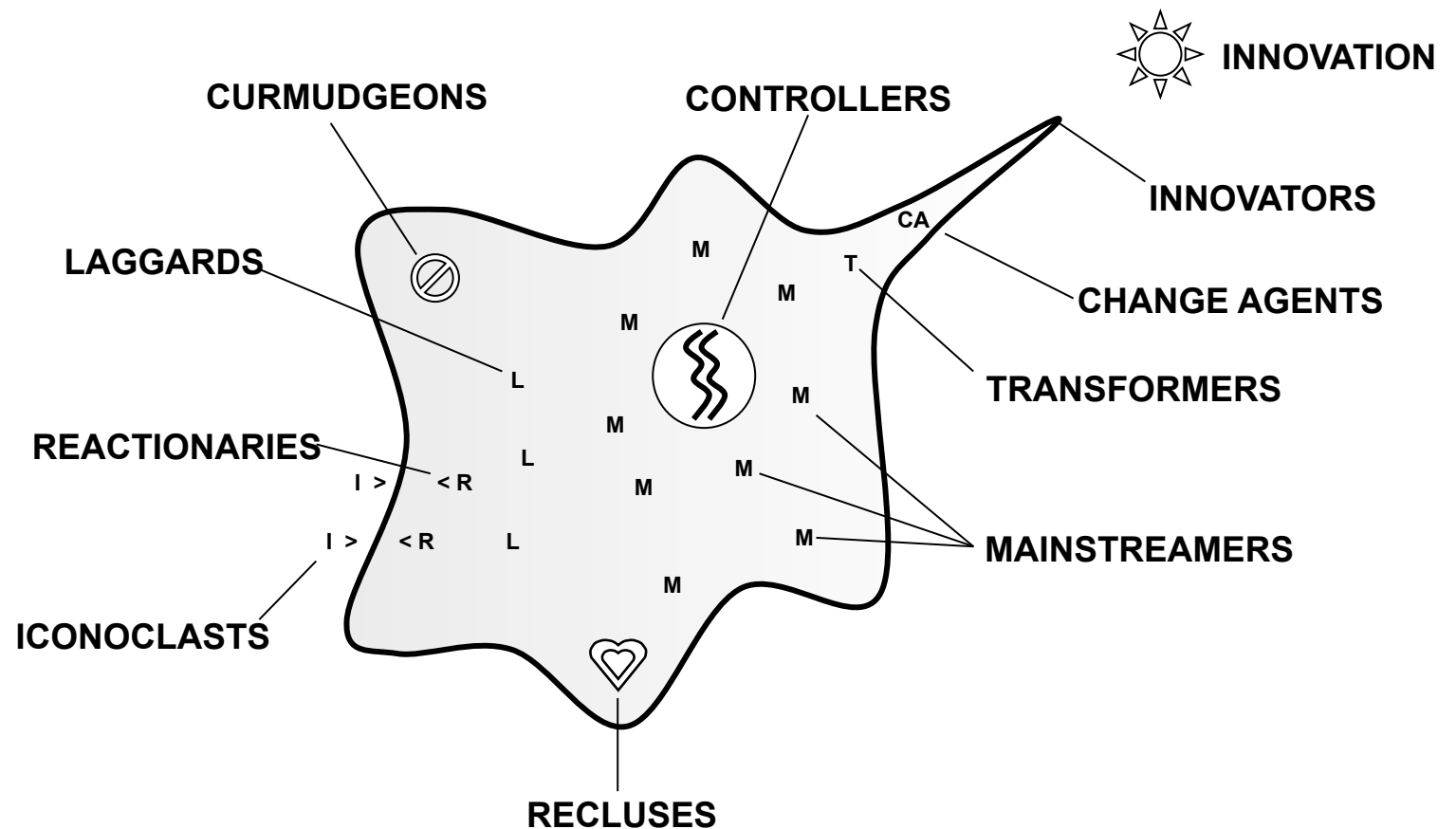
The Amoeba of Culture

A Metaphor for Cultural Innovation
& Change Process



Source: Adapted from an idea by Robert Gilman

The Amoeba of Cultural Change

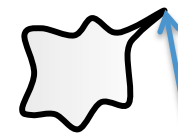
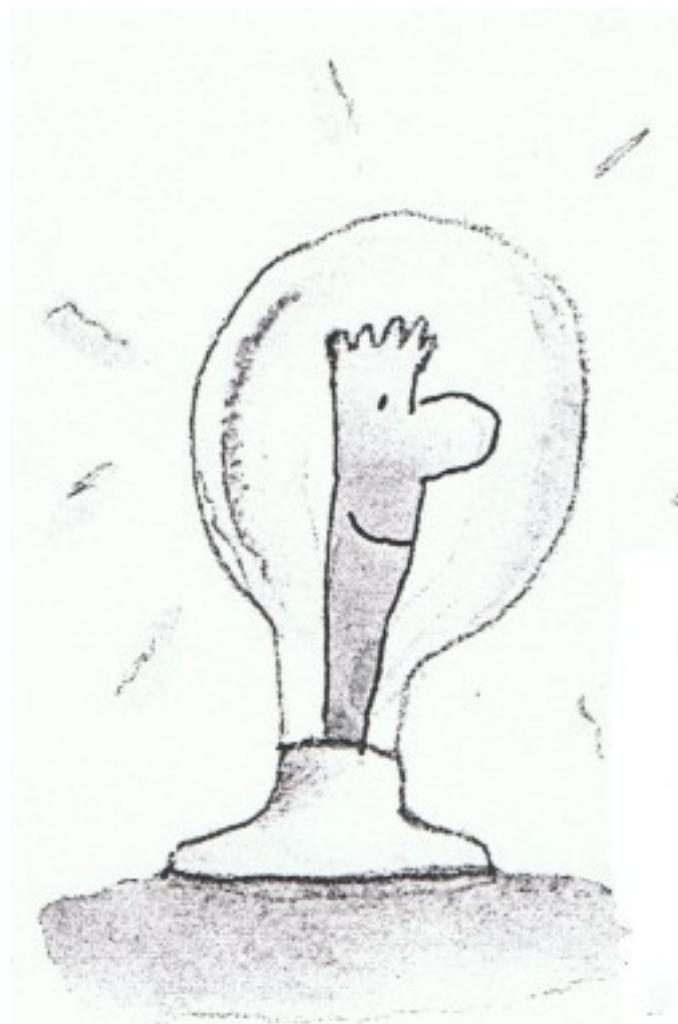


Innovator

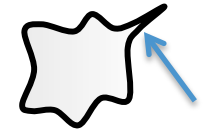
The person who invented, discovered, or first fell in love with an idea.

Innovators tend to be so close to their idea that they have difficulty seeing it from other people's perspective.

They forget to simplify the message, and they focus on features instead of benefits.



Change Agent



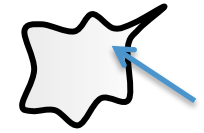
A person skilled at promoting new ideas.

Effective Change Agents find ways to communicate the new idea to other people in terms of their relative advantages, and introduce ideas into systems.

Often they act as “sales people” for the idea, and focus on *benefits* rather than *features*.



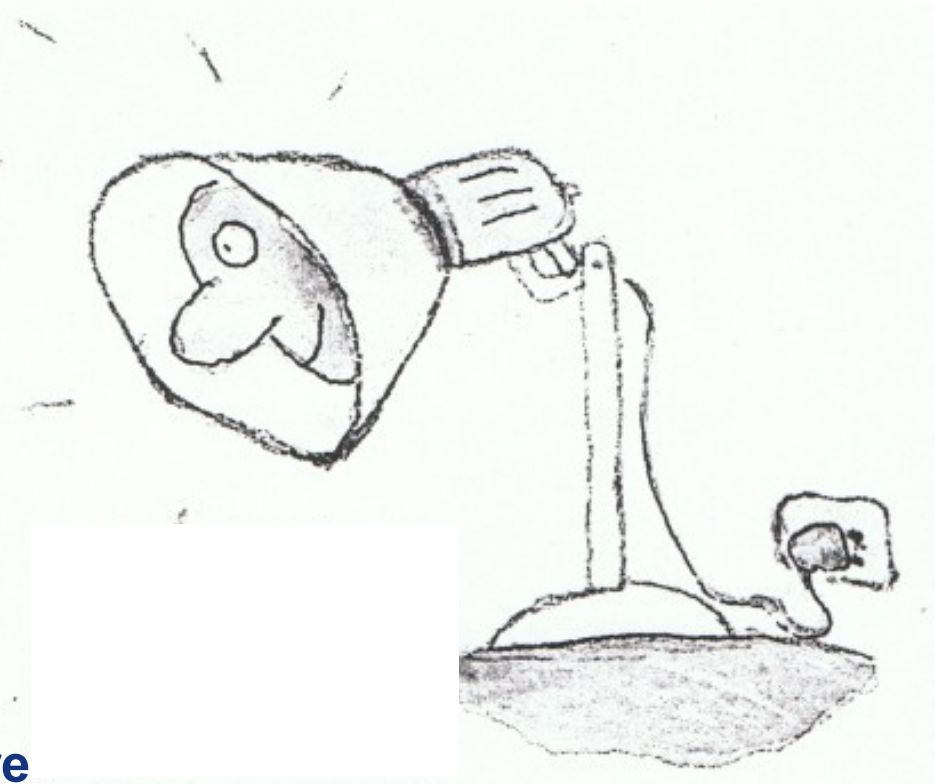
Transformer



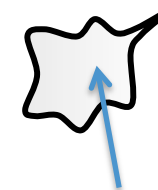
Organizational or cultural gatekeepers, interested in new ideas, but selective about which ones they allow into the system. They hold positions of influence (formal or informal).

Transformers work to multiply awareness of the idea so that it spreads more quickly through the system ... and transforms it.

When Transformers adopt a new idea, others are likely to follow them.



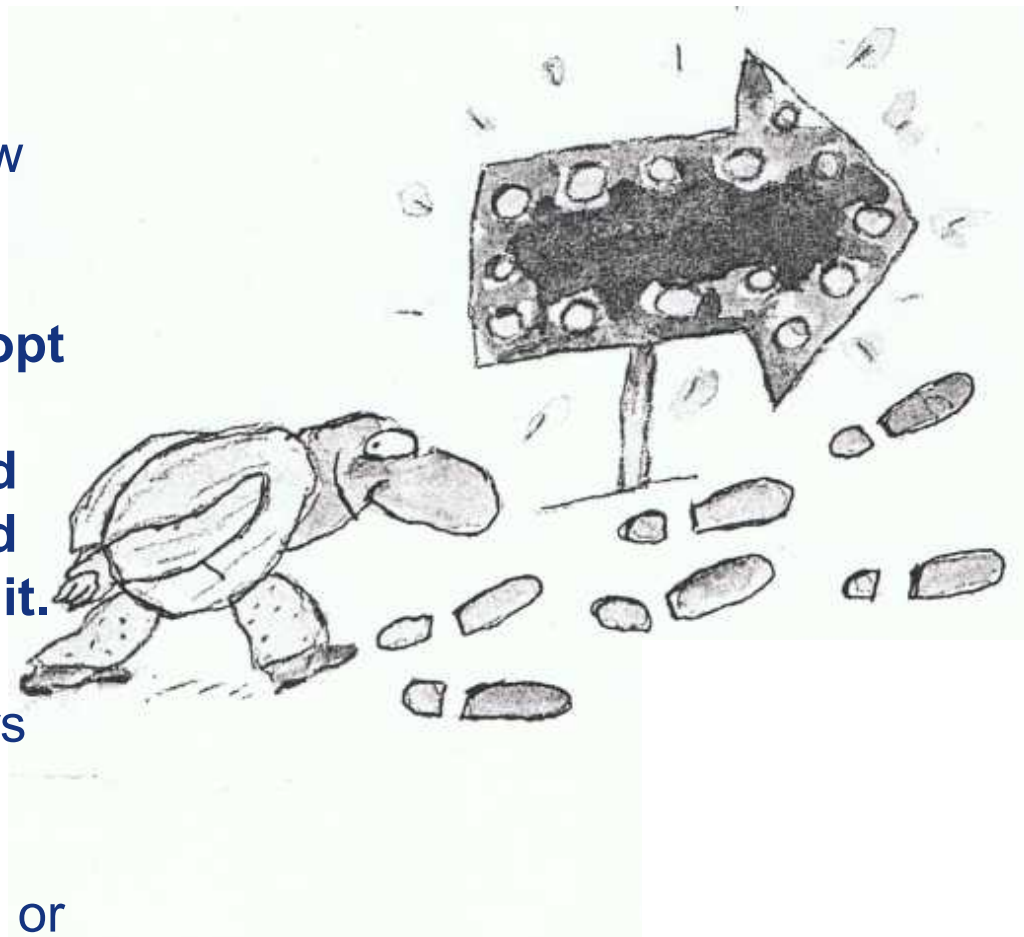
Mainstreamer



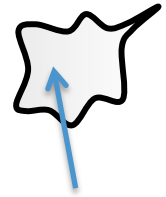
The “normal people,” at least in relation to the new idea.

Mainstreamers only adopt a change when the incentives are right, and when the people around them are also adopting it.

Otherwise, Mainstreamers are “busy” and not overly interested in new ideas, which may be distracting, or even risky.



Laggard



Someone who delays adopting a change as long as possible.

Laggards find the current way of doing things comfortable and familiar. They switch to a new way only when they have to.

They are not really against new ideas; they just like old ideas better!

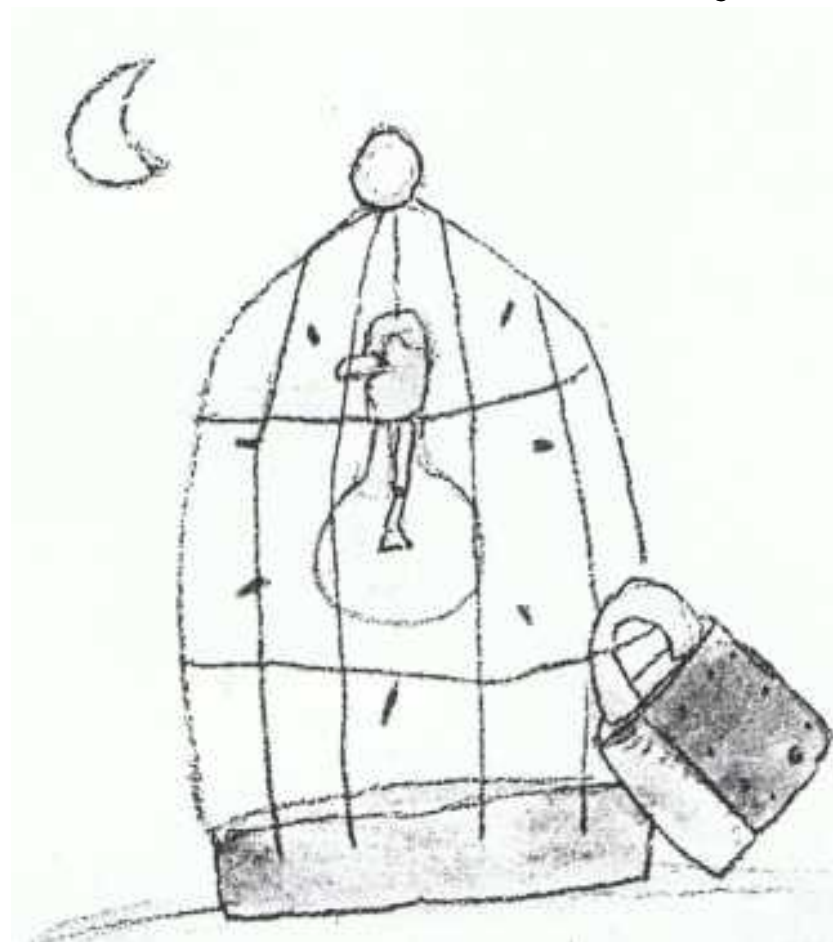


Reactionary

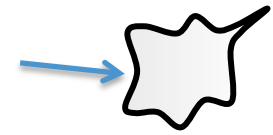
A person who has a vested interest in resisting the change, and is highly motivated to stop its successful implementation.

Reactionaries believe that if the change occurs, they will lose something valuable.

“Something valuable” could include money, power, or a psychological value (for example, their feeling of being an authority on the old way).



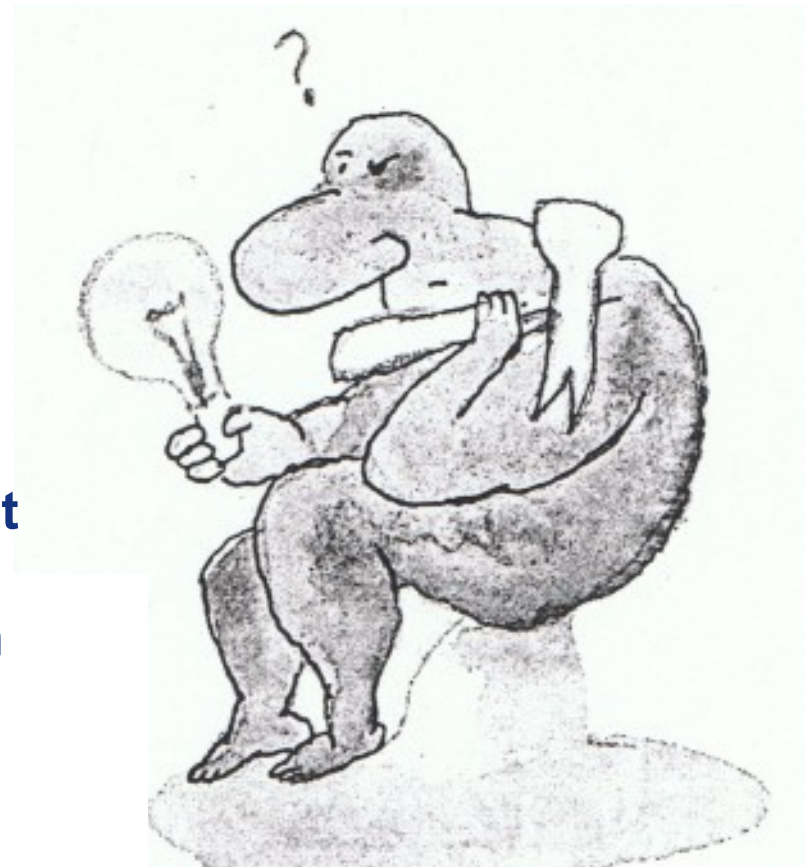
Iconoclast



A critic of the way things are, who sees problems, calls attention to them, and critiques those who are perceived to be the cause of the problem.

Iconoclasts are generally skeptical, and often angry about the problem. They attack the “status quo”... which they often perceive to be the fault of Reactionaries.

Change Agents often make use of their interventions strategically ... because sometimes they can become critical of your idea!

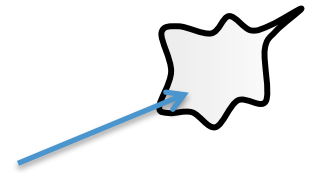


Curmudgeon

People who are fundamentally pessimistic about change.

Curmudgeons believe a change will never be adopted ... or, if it is adopted, that it won't work ... or that it might make things worse instead of better.

Curmudgeons can “infect” a change effort with negativity. (Note: most Curmudgeons are often Innovators and Change Agents who failed or were otherwise embittered in the past.)

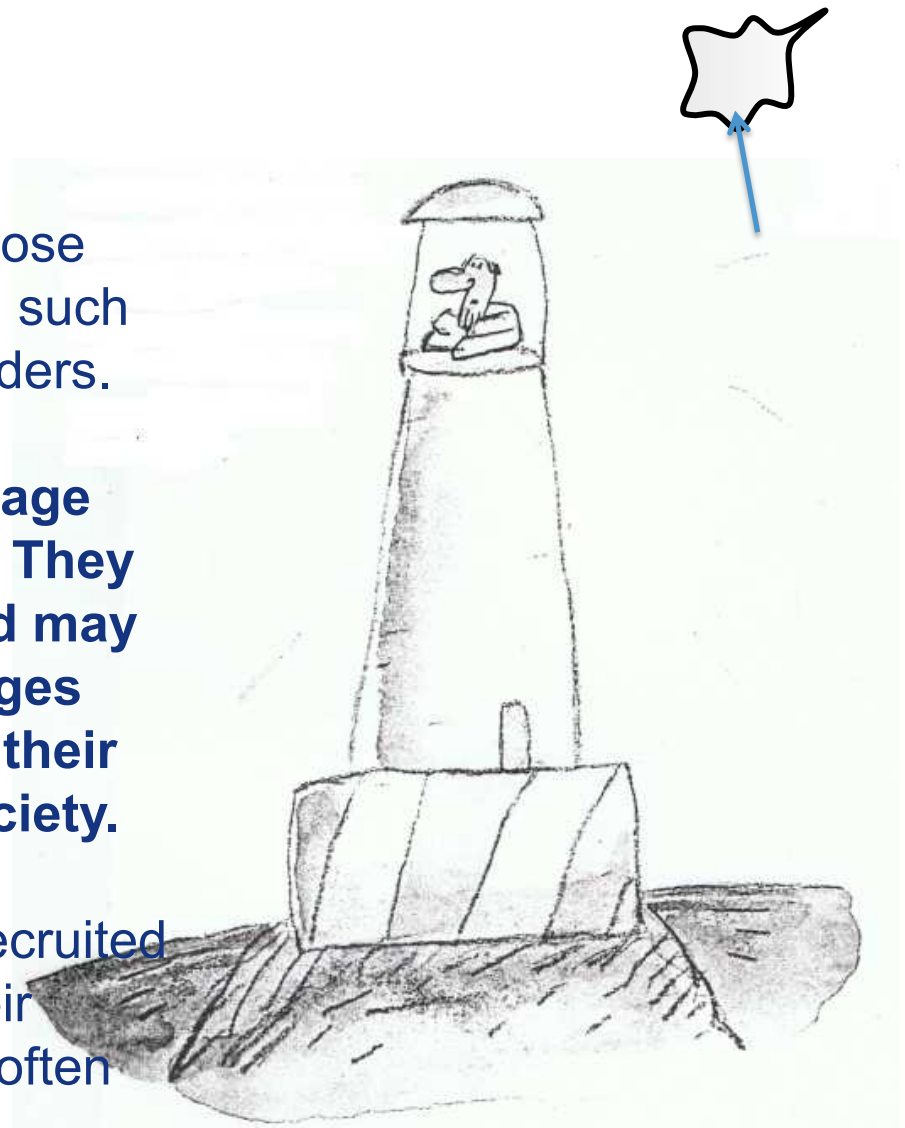


Recluse

The people and institutions whose focus is on longer-term issues, such as researchers or religious leaders.

Recluses usually do not engage with specific change efforts. They observe from a distance, and may remark on whether the changes appear to be contributing to their long-term aspirations for society.

Recluses can sometimes be recruited to help a change effort, but their actions are unpredictable and often uncontrollable.

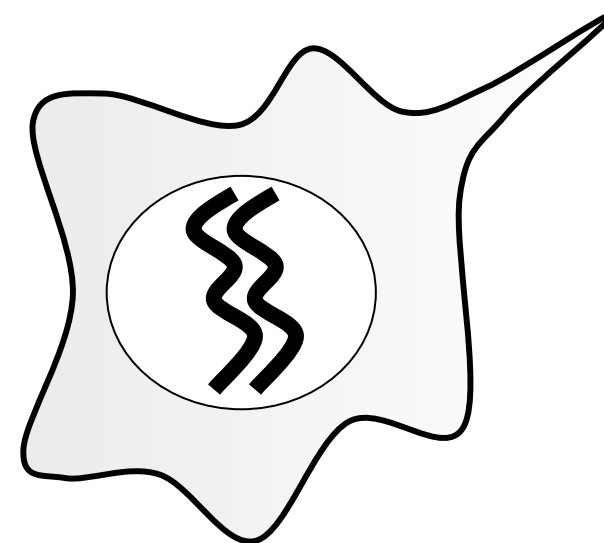


Controller

The *people or mechanisms* that set the rules for how the culture works, and what its purpose is. They do not pay much attention to what is happening as long as it looks “normal.”

However, if the innovation appears to affect the culture’s guiding purpose, or to change its basic rules, a Controller can be activated – and become a “Super-Transformer” or “Super-Reactionary.”

For most change efforts, it is best to avoid Controllers. But one must be prepared to meet them, with good answers to their tough questions.



NOTE: THE
CONTROLLER
ROLE IS NOT
INCLUDED IN THE
SIMULATION GAME



Simulation Exercise

Objective:

Illustrate theory in a practical context to create the basis for improved innovation promotion and change planning

Process:

“AMOEBA” as a simulation exercise illustrates different social roles (supportive, resistant, neutral) and strategic approaches in the process of introducing new ideas and methodologies. The group will be introduced to the simulation, enact it (20 mins), and then debrief it in detail.

How the simulation works ...



- The facilitator will set up a “Scenario” — an imaginary situation — and set ground rules
- Everyone will get a role to play that is based on one of the Amoeba roles
- In that scenario, someone will introduce a new idea to the group ... and we will see what happens
- After about 20 minutes we will end the simulation ... and talk about it

Welcome to the International Chamber of Commerce meeting — you are members

- You are participating in a day-long meeting focused on the regular business of the Chamber
- One person is here from UNCEEA, and is trying to interest people in sponsoring a seminar on SEEA
- The Chairman has suggested that the UNCEEA representative try to gather signatures over the coffee break, as a way to gauge interest

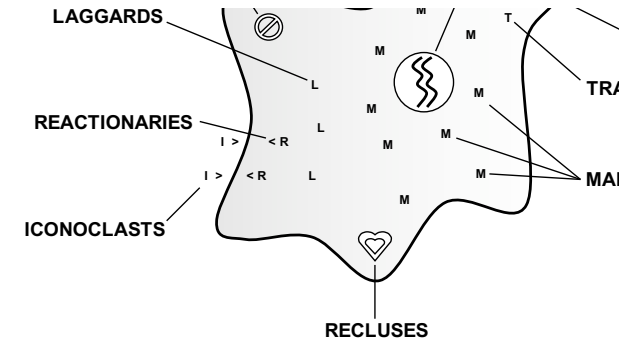


IMPORTANT!

***Do not reveal
your role!***

Simply act it out in
the way you respond
and talk with people.

Amoeba: A Reminder about the Roles



- **Innovator** formulates / discovers / champions new ideas
- **Change Agents** translate / promote the ideas to target groups
- **Transformer** early adopters, approve of and spread the ideas
- **Mainstreamers** adopt ideas when everybody else does
- **Laggards** late adopters (do not like change)
- **Reactionary** actively resist the change (have something to lose)
- **Iconoclast** identifies problems and critiques the status quo
- **Recluse** preoccupied, philosophical, detached
- **Curmudgeon** cynical grouches, complainers ... “why bother?”

Debrief...

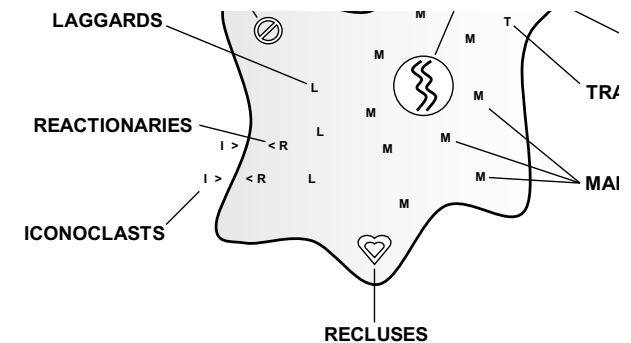
Lets discuss what we observed through this scenario

- Was this a successfully innovation?
- Why or why not?
- What happened?
- Have you seen things like this in real life?

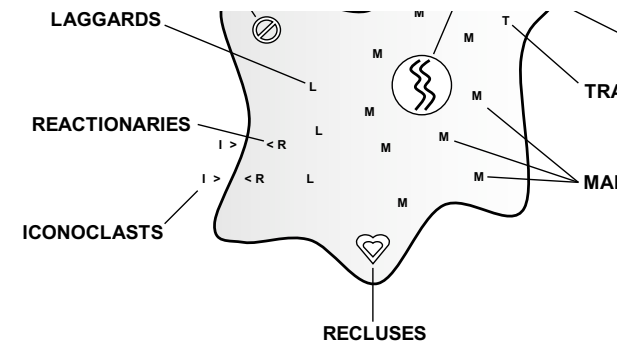
Key Strategy Points

Some common reflections
from other groups

- Innovators need Change Agents
- Change Agents need to work with Transformers.
- Change Agents are more effective when they work together.
- Reactionaries are most effective when they discredit or disempower Change Agents.
- Change Agents may waste time if they spend it trying to change Reactionaries.

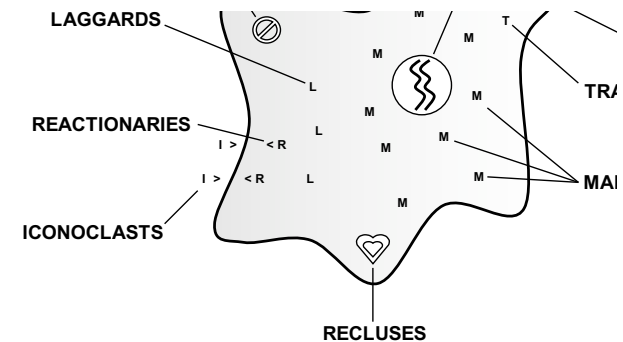


Key Strategy Points *continued*



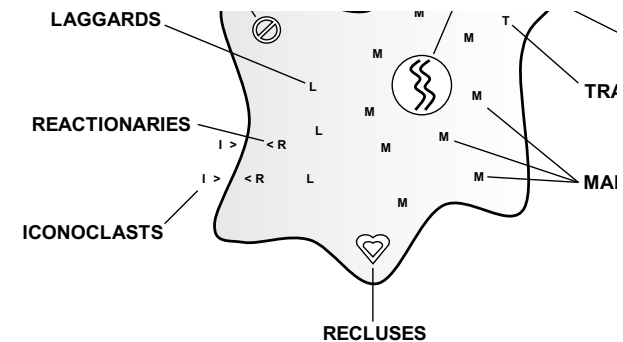
- Innovators often make ineffective Change Agents.
- Innovators and Change Agents often neglect to model the innovation themselves.
- Innovators often remain attached to a "pure" formulation of their idea, at the expense of the innovation's diffusion potential.

Key Strategy Points *continued*



- Mainstreamers get restless; they often want some change to happen. But they are generally fearful of too much change
- It's often easier to stop real change — to be a Reactionary — than to be a Change Agent.
- Reactionaries usually feel that their actions are contributing to the good of the whole. (And remember ... often, they are right.)

Key Strategy Points *continued*



- Iconoclasts should keep Reactionaries busy.
- Iconoclasts often make terrible Change Agents, and vice versa
- Curmudgeons can make change difficult.
- Many Curmudgeons used to be Change Agents, but they became disappointed and disillusioned.
- Recluses can either facilitate change or retard it.

Summary

- SEEA as an innovation
 - Understand 5 critical factors to the successful adoption of an innovation
 - Have assessed SEEA against these 5 factors and hopefully have some ideas about how to improve success
- An elevator pitch for SEEA
 - Applied the Gilman equation to help shape the content of our communication
- AMOEBA exercise to promote SEEA
 - Understand the different roles played by individuals in the integration of an innovation
 - Have a clearer idea of who to engage / avoid in promotion of SEEA

Application

1. What are some of the **types of decisions** that can be informed by SEEA-based accounts? (Start a list)
2. What are the **“entry points”** to introduce the SEEA accounts into the decision process? (For each type of decision)
3. Who are the **key stakeholders** that are in a position to apply the SEEA accounts? (In each identified decision context)

Application *continued*

4. What are the **communication channels** that can be used to reach these audiences? (I.e., to reach the entry points, or to reach through them into the decision processes)
5. What are the **types of key messages** that will be most effective for the promotion of the SEEA to decision-makers and intermediaries? (In each of the identified decision-contexts)
6. What sorts of **communication products** will be most effective? (Examples: professional reports and papers, newsletters, videos, social media ...)



Make a commitment before you go

- What change agents and transformers will you engage
- Identify conference presentations you can give
- Identify papers, articles and studies you can publish
- Identify forums you can join
- Contribute to the quarterly newsletter