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*Communication Strategy, Public Engagement and
Conflict Resolution*

Building Trust in an Age of Rage

Communicating and collaborating
with the public and other stakeholders
to get things done.

Building Trust in an Age of Rage

Starts with you.

*“You can’t talk your way out of a problem that
you behaved your way into.”*

- Stephen Covey

To Accomplish Today

- 1) Why People Don't Trust You
- 2) What You Can Do About That
- 3) Building Trust in EPA
- 4) ***Light Blue Collar*** Communication, Connection and Credibility

***I don't deal with
emotional people.***

Safely tucked in the
bureaucracy



***We just need to
explain it better!***

Electioneering



Building Trust in EPA

*I didn't go to school
to deal with crazy
people!*

That's not my job.



Building Trust in EPA

- Scientists, engineers and other professionals are trained to deal with risks objectively, pragmatically and dispassionately.
- People whose lives are -- or think they are -- affected by these risks will deal with them very personally and often very emotionally.

So would you.

Accepting Change (Risk)

- Just because you understand it doesn't mean you accept it.
- People decide what's acceptable, not you.
- People are unlikely to accept change without some perceived benefit.

OBJECTIVE:

TRUST AND CREDIBILITY

People support government and policy that serves their interests.

*The country is run by extremists because
moderates have shit to do.*

- Jon Stewart, The Daily Show

Credibility grows in drips and
diminishes in buckets.

Empathy

If there is any one secret of success it lies in the ability to get the other person's point of view and see things from their angle as well as your own.

- Henry Ford

Communication

The single biggest problem in communication is the illusion that it has taken place.

- George Bernard Shaw

Taking a Small Bite of a Reality Sandwich...

1. Presumed Bad Intent of Big Business & Government
2. Broken Politics
3. Ruthlessly Competitive and Politically Divided Mass News Media
4. Unfiltered, Pervasive and Unaccountable Social Media

Anger Stages

1. Irritation (lowest)
2. Annoyance
3. Impatience
4. Frustration
5. Resentment
6. Hostility
7. Outrage (highest)

Emotional Reality

Intuition come first,
Strategic Reasoning second.

*We feel first...think second.
Social and political judgments are particularly intuitive.*

Why People Get So Angry or Frightened

1. Hurt by what you've done.
2. Afraid of what you'll do.
3. Disagree with your values and priorities.

Confirmation Bias and Affirmation

- Once angry, people look for reasons to stay angry.
- They look only for evidence to reaffirm why they're angry.
- They dismiss evidence to the contrary.

People look for reasons to disbelieve you.

Don't give them reasons.

“People will generally accept facts as truth only if the facts agree with what they already believe.”

- (The late) Andy Rooney
60 Minutes

Why do people hate government?

1. There's good reason.

- Government historically fails its citizens
- History of business regulation failure & people get hurt.
- Government isn't perfect
- Politics often focuses on the needs of the few or those in current positions of influence

Why do people hate government?

2. It's human nature.

- Victimization of society
- We tend to focus on what we don't have and want, not on what we have
- People focus on failures not on successes

Why do people hate government?

3. We're encouraged to do so.

- Deregulation of conventional media and proliferation of social media
- Hatred is sport and entertainment
- Herd mentality – my people hate 'em, so I must hate 'em too.

Fear Factors --- Safer vs. Riskier

LESS Fear/Anger	MORE Fear/Anger
Voluntary	Coerced
Natural	Industrial
Familiar	Exotic
Not Memorable	Memorable
Not Dreaded	Dreaded
Chronic	Catastrophic
Knowable	Unknowable
Individually Controlled	Controlled by Others
Fair	Unfair
Morally Irrelevant	Morally relevant
Trustworthy Sources	Untrustworthy Sources
Responsive Process	Unresponsive Process

5-Minute Discussion

Which of the 12 Fear factors are common to the issues that you/EPA are dealing with?

Please discuss at your table.

How many?

Public Trust in Government: 1958-2013

Public trust in the government, already quite low, has edged even lower in a survey conducted just before the Oct. 16 agreement to end the government shutdown and raise the debt ceiling.

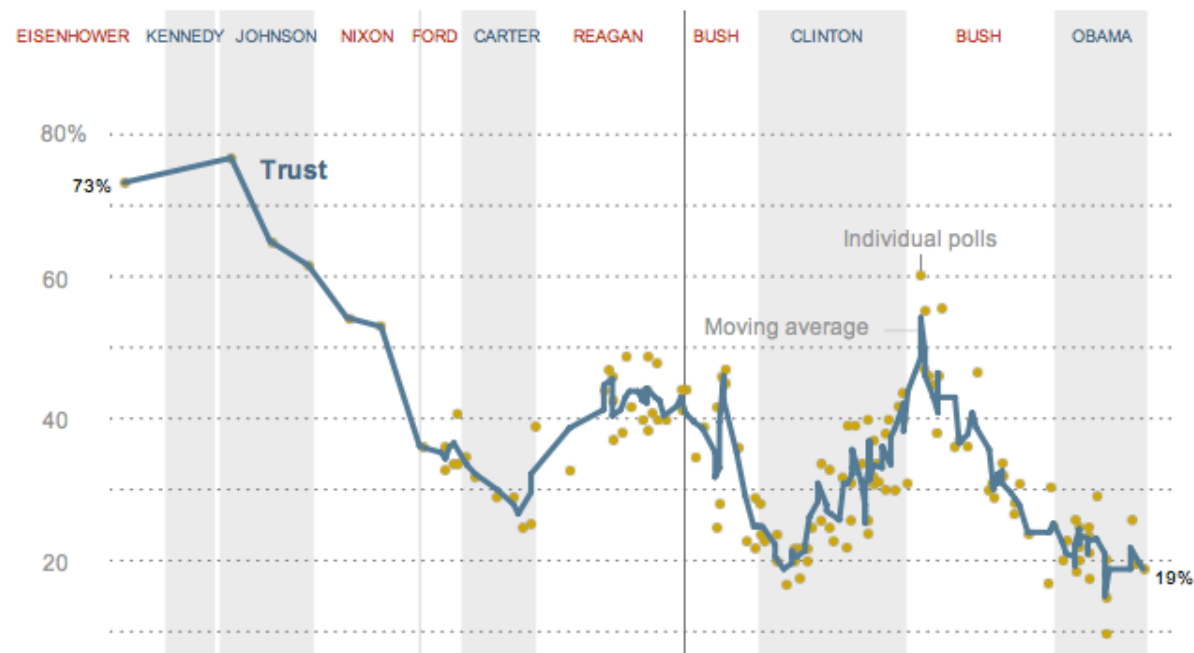
Explore public attitudes towards the federal government over time and compare the data with other key national indicators, such as consumer sentiment, the unemployment rate and changes within the elected leadership.

How much of the time do you trust the government in Washington?

Trust	Just about always / most of the time
Distrust	Some of the time / never
Trust by Party	Just about always / most of the time

Compare trust in government to:

Satisfaction	Satisfied with the state of the nation
Confidence	Consumer sentiment
Unemployment	Monthly rate
Incumbent Losses	Number of House incumbents defeated



Build Trust & Credibility

1. Speak from the Center, Don't Argue

- *Don't let yourself get dragged into debates.*
- *Acknowledge both side's arguments.*

“Combine the extremes, and you will have the true center.”

- Karl Wilhelm Friedrich Schlegel

5-Minute Discussion

Speak from the Center

Situation:

You're speaking to a business group breakfast about the Supreme Court's recent ruling that requires EPA to consider the costs of regulation.

Task

At your table, develop a brief opening statement that includes the valid viewpoints on both sides of the issue and positions yourself as the facilitator of a solution for this issue.

Build Trust & Credibility

2. Involve the people who will be affected

- *Do fact-finding with your stakeholders*
 - *Share control where you can*
- *If you can't share control be extremely accountable*

Traditional Government Decision #1

1. Problem discovered or an idea is born
2. You quietly generate a solution
3. Your solution is publicly announced &
your study begins
4. Effectuated people take note and galvanize
5. Your information campaign begins
6. Public hearings are held
7. Your defense commences

*Decide, Announce, and Defend
(DAD)*

- Larry Susskind, PhD – MIT/Harvard

Traditional Government Decision #2

Informed Consent

1. Government identifies a problem that HAS to be solved.
2. Government decides it is the right entity to solve the problem.
3. Convince the public that *your* solution is the right solution.

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

5-Minute Discussion

Share Control and Be Accountable

Situation

EPA is often required to involve the public in decisions that EPA makes.

Task

With your table, tell us how much influence the public truly has in your decisions.

Listening is a Learned Skill

- Background (music at the dentist office, TV, radio, white noise)
- Passive (here, crowded gatherings, lectures, speeches)
- Active (Dr's diagnosis, intimate relationships, low trust/high concern situations)

*I can explain it to you but I can't understand it
for you.*

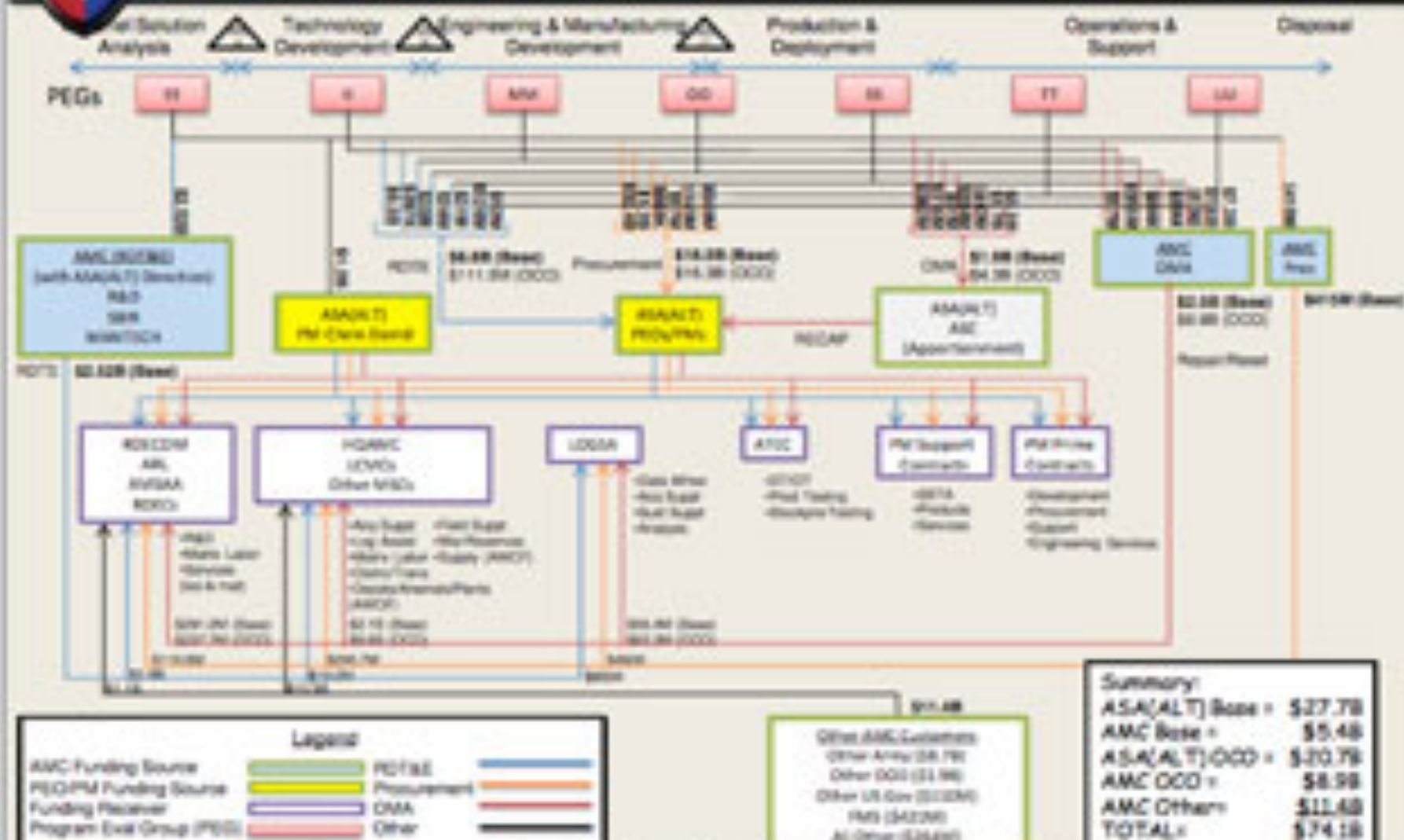


Building Trust in EPA

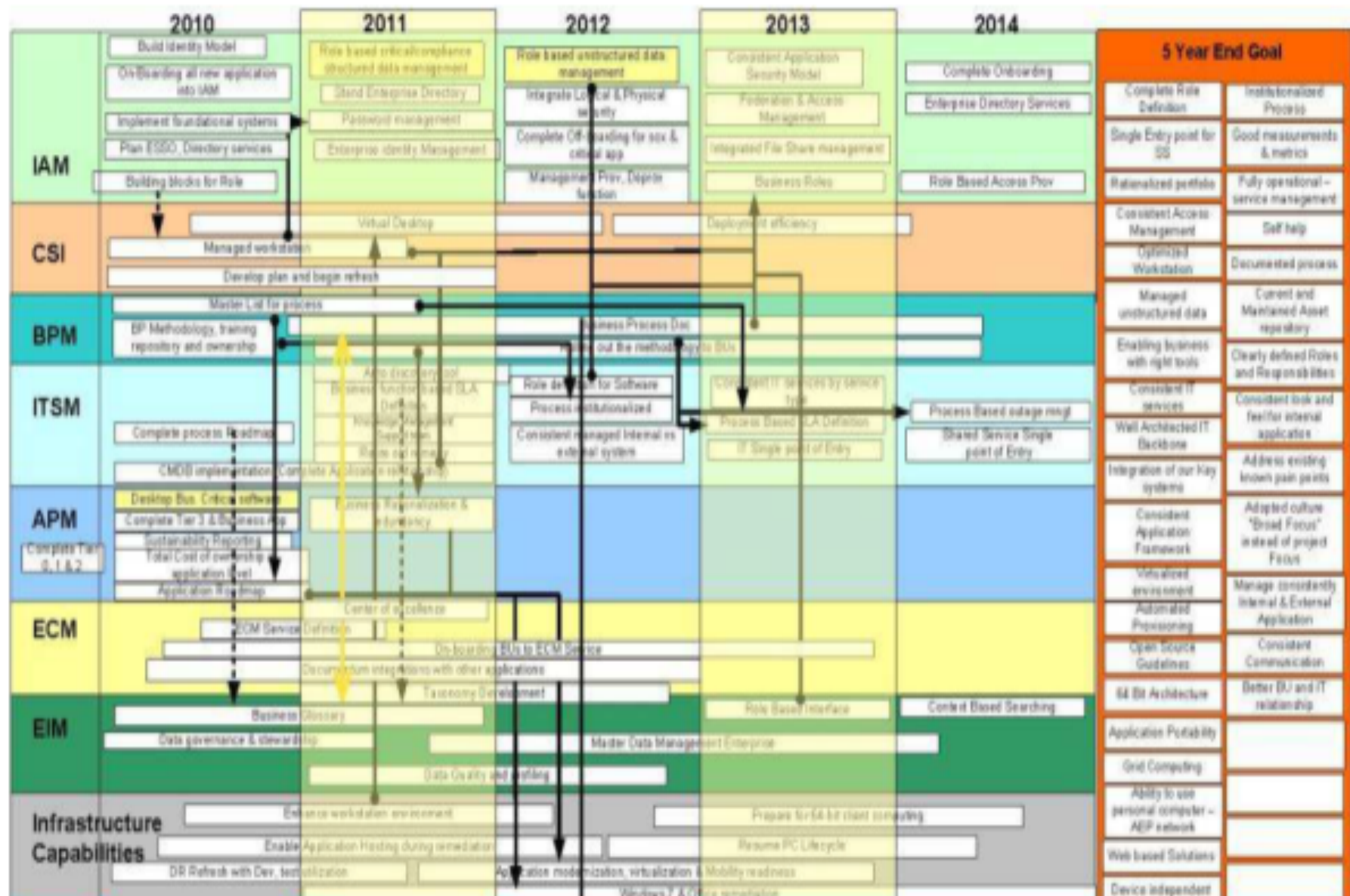
The Curse of Knowledge

- Experts are increasingly fascinated by nuance and complexity.
- Making it simple feels like '*dumbing down*'.

ASA(ALT)/AMC Funds Flow (\$ FY10)



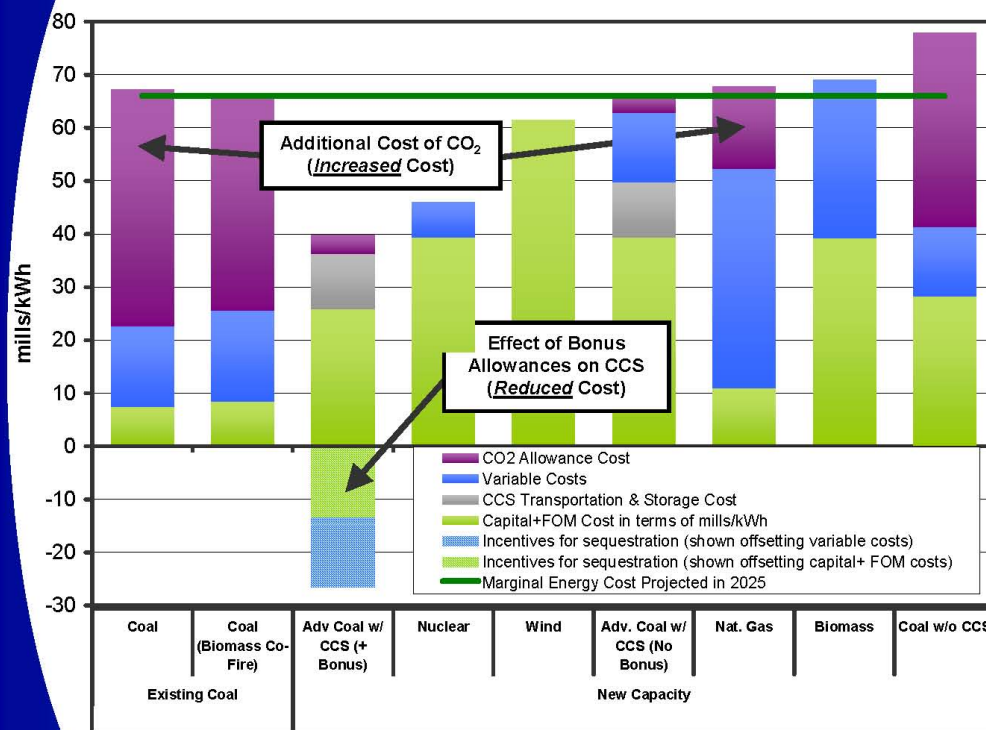
IT Modernization Roadmap





Near-Term Power Plant Economics with CO₂ Allowance Costs

Estimated Power Plant Electricity Costs in 2025 for Various Technologies
(includes the cost of CO₂ of ~\$50/metric ton)



Notes: For the case with bonus allowances, the variable, capital, and fixed O&M costs are actually an aggregate of the solid part and the hashed part but the net cost is only the solid part. For this illustrative calculation, EPA used a conservative efficiency metric for existing coal plants (10,500 Btu/kWh), which most plants currently meet or exceed. The marginal energy cost is defined as the cost of production of the most expensive unit operating in that hour. It includes the cost of fuel, variable O&M cost and the cost of environmental allowances. The capital costs used here are from IPM v3.01, which relies upon EIA capital cost data from AEO 2005. More recently, capital costs have increased with increasing international demand for raw materials. It is not clear how the market will respond to these price increases and whether these increased costs will be sustained over the period of the analysis.

- To illustrate the economics of operating existing and new power technologies, the chart shows the cost of various technologies when the projected CO₂ allowance prices are included.
- Projected CO₂ allowance prices of roughly \$50/ton in 2025 increase variable costs of existing plants powered by fossil fuels to the point where many are likely to shut down.
- However, S. 2191 provides significant incentives for CCS technology for coal plants in the form of bonus allowances, resulting in earlier penetration of advanced coal with CCS.

Terms & Words to Avoid

- acronyms
- technical jargon

“It is necessary to use Duke Energy Indiana’s average XEFORd to translate the 3.81% PRMU_{CAP} to an equivalent RM_{CAP} for the Company. For Planning Year 2011/12, the applicable RM_{CAP} is 11.1%.”

2011 Indiana IRP

Light Blue Collar Communication

Context
&
Relevance

Context

- The circumstance that surrounds the subject.
- Frame the issue, provide the background.

*Make it easy for people to understand
what you're talking about – How it relates to them.*

Relevance

- How this affects people and those they care deeply about -- directly and personally.

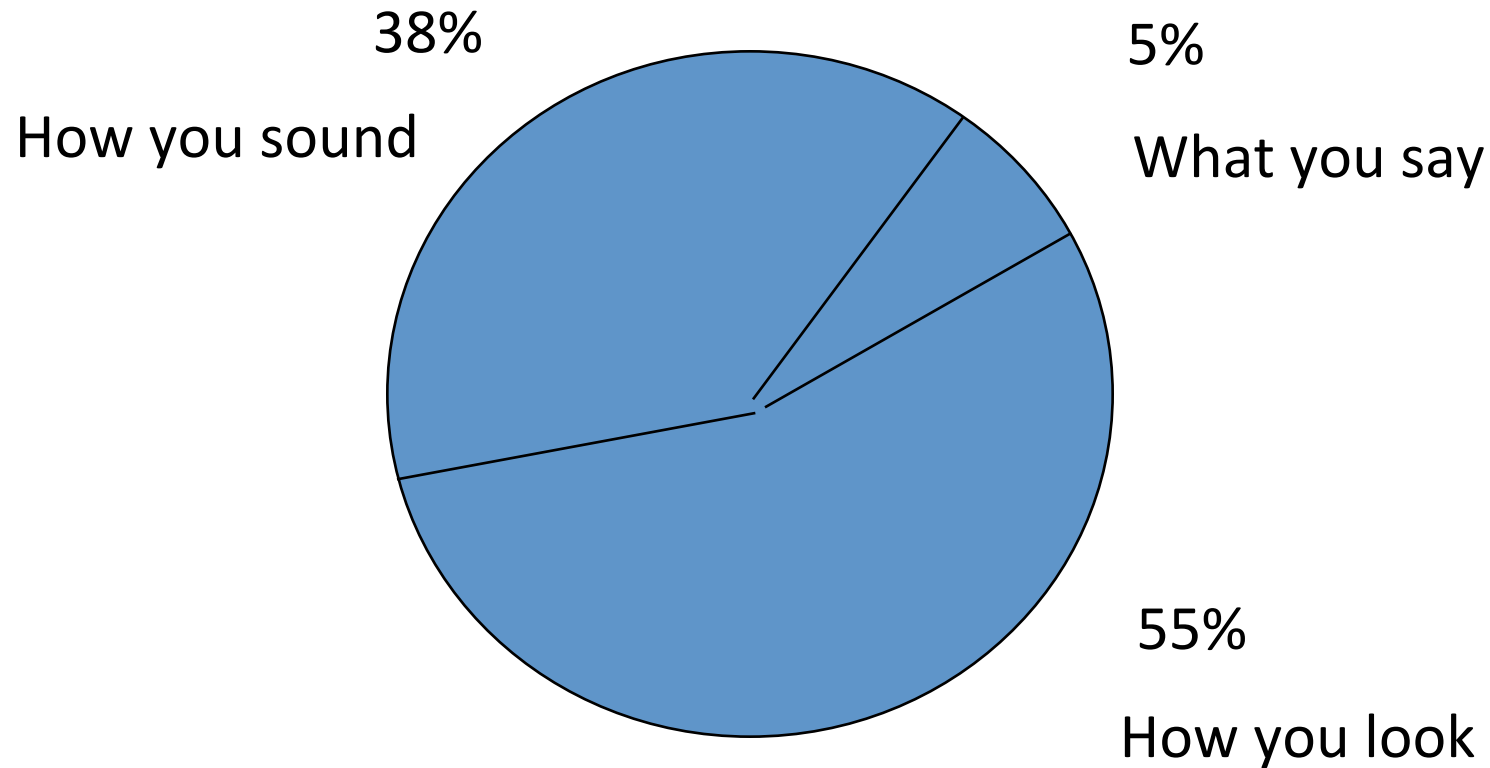
Make it personal – How MUCH it relates to them.

The Aunt Carrie Factor

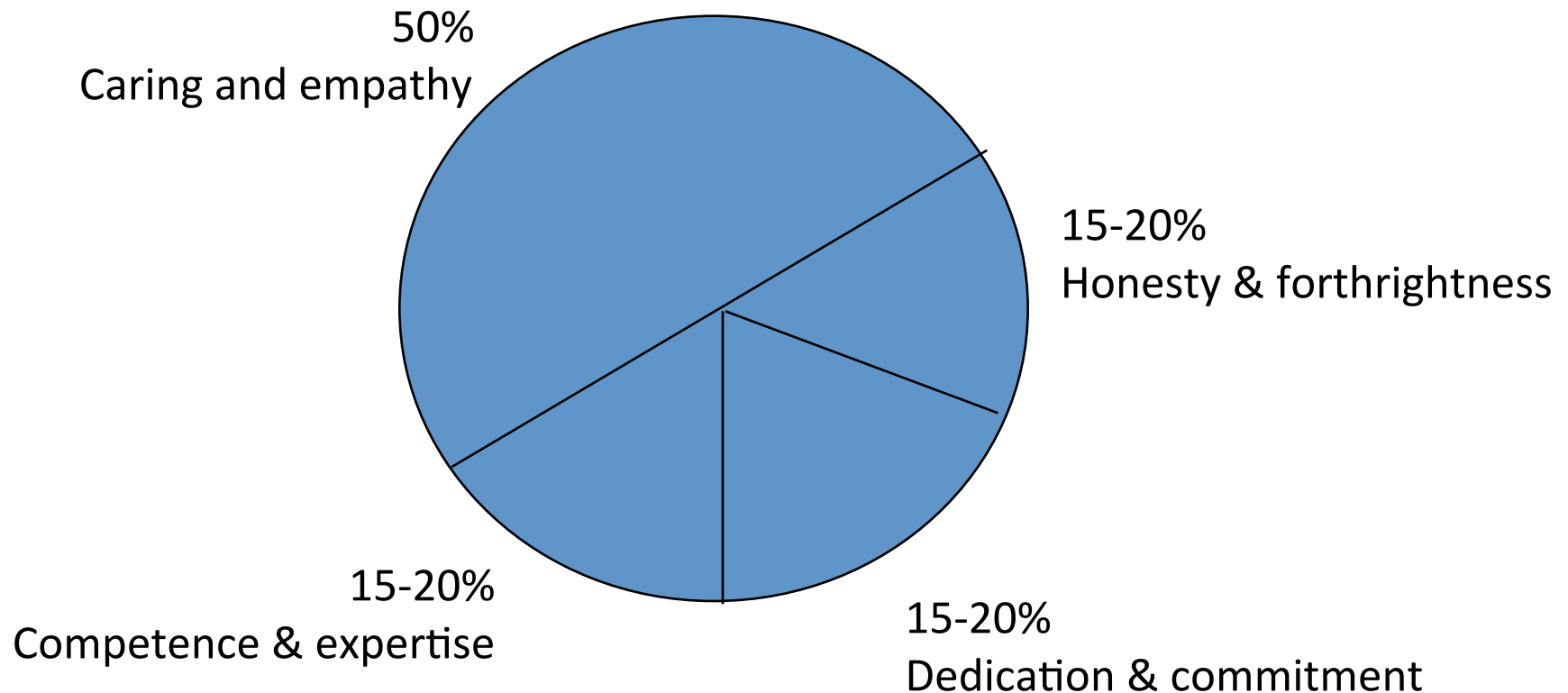


Building Trust in EPA

FIRST IMPRESSIONS



FACTORS THAT INSPIRE TRUST AND CREDIBILITY





John Godec

The Participation Company LLC

Because we're even better together.

