



THE INSTITUTE FOR  
HIGH CONCERN  
COMMUNICATION

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## Core Slides

# Change/Risk/High Concern Communication Keynote Presentation

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# Presentation Goals

- Review science based best practices
- Present case studies for discussion
- Offer multiple opportunities for practice

# Three Things to Explore at the HASANZ Conference (Craig Smith)

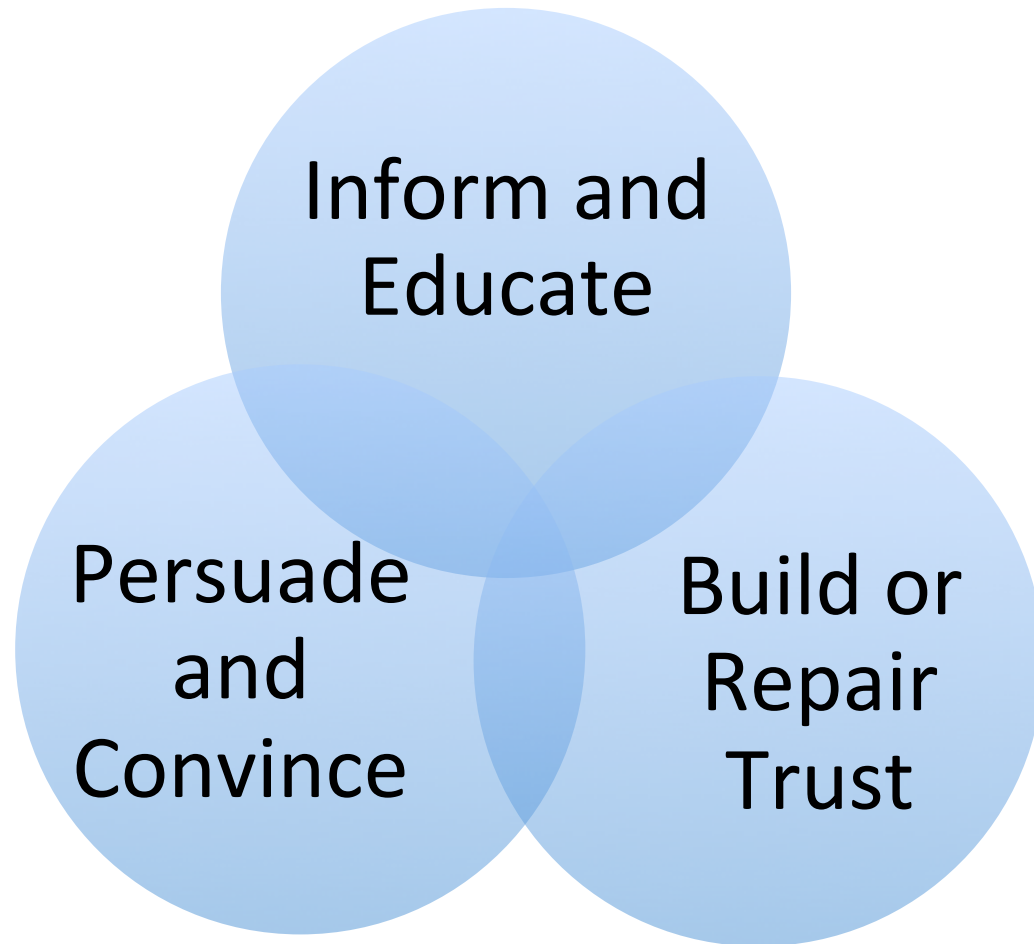
- Role of the New Health and Safety Professional
- Why Health is Important
- The What, the Why, and the How

# Definitions

- Risk Communication: “the **exchange** of information about risks” (Maslow’s hierarchy)”
- Crisis Communication: “the **exchange** of information during, before, or after a crisis”
- ***Change Communication: “the exchange of information about change.”***

US National Academy of Sciences, 1989

# Risk, Crisis, and Change Communication Goals



# Change Communication: Changes in the Landscape

- Dictate
- One way
- DAD model –  
(D)ecide, (A)nnounce,  
(D)efend
- Dialogue
- Two way, interactive
- Conversation based  
on listening, caring,  
empathy, authenticity,  
and transparency

# Marital Communication Exercise

According to research, there are seven major topics of marital and family arguments. The seven are:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

# Marital Communication Exercise

The seven major topics of marital and family argument or dispute are:

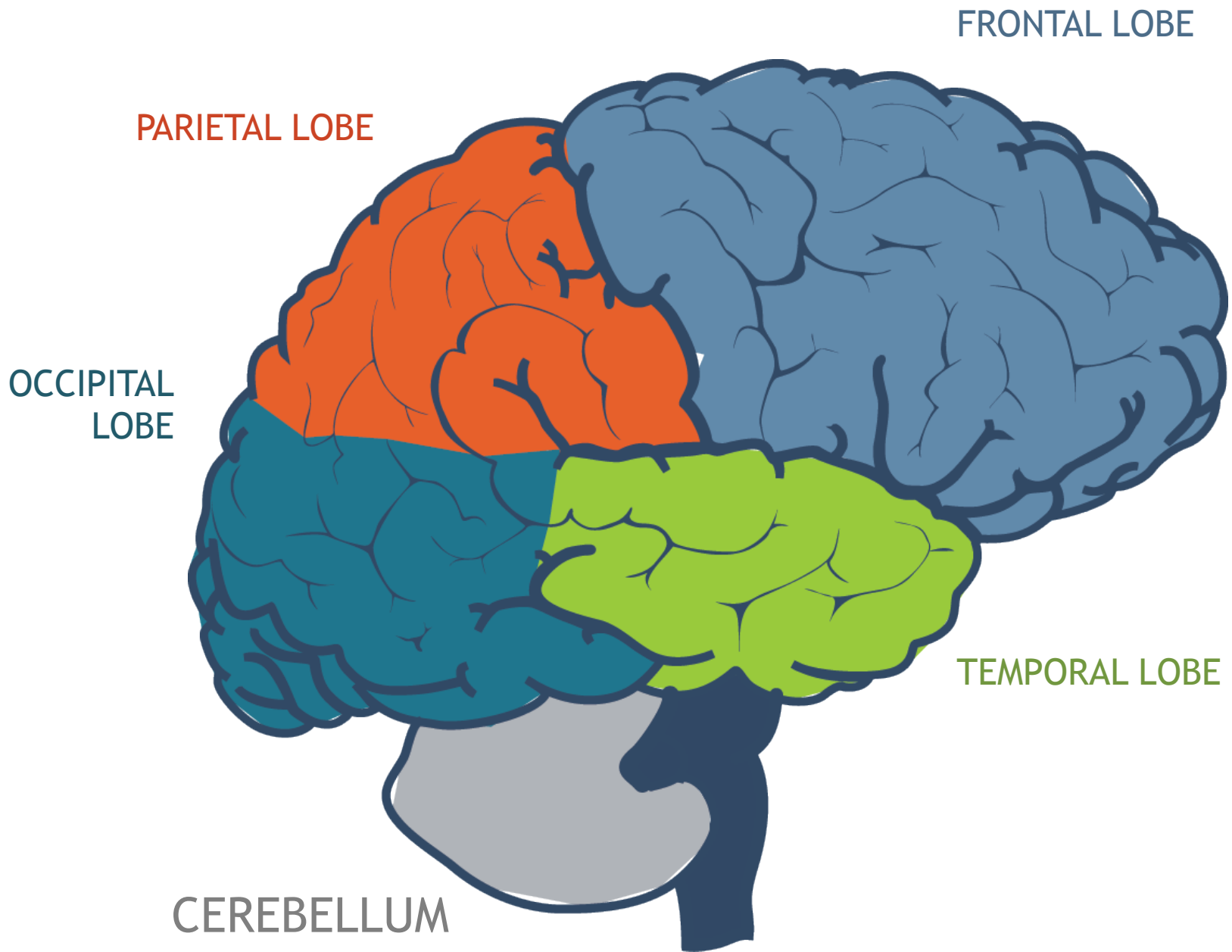
1. Money
2. Children
3. Work versus Family
4. In-laws
5. Division of Labor at Home
6. Intimacy/Sex
7. Communication



# **Key Take Away Message**

**The rules for effective  
communication change in high  
concern situations**

- Change is a special type of high concern situation**
- High concern situations place special demands on the brain**
- High concern situations require a different communication toolbox**



FRONTAL LOBE

PARIETAL LOBE

OCCIPITAL  
LOBE

TEMPORAL LOBE

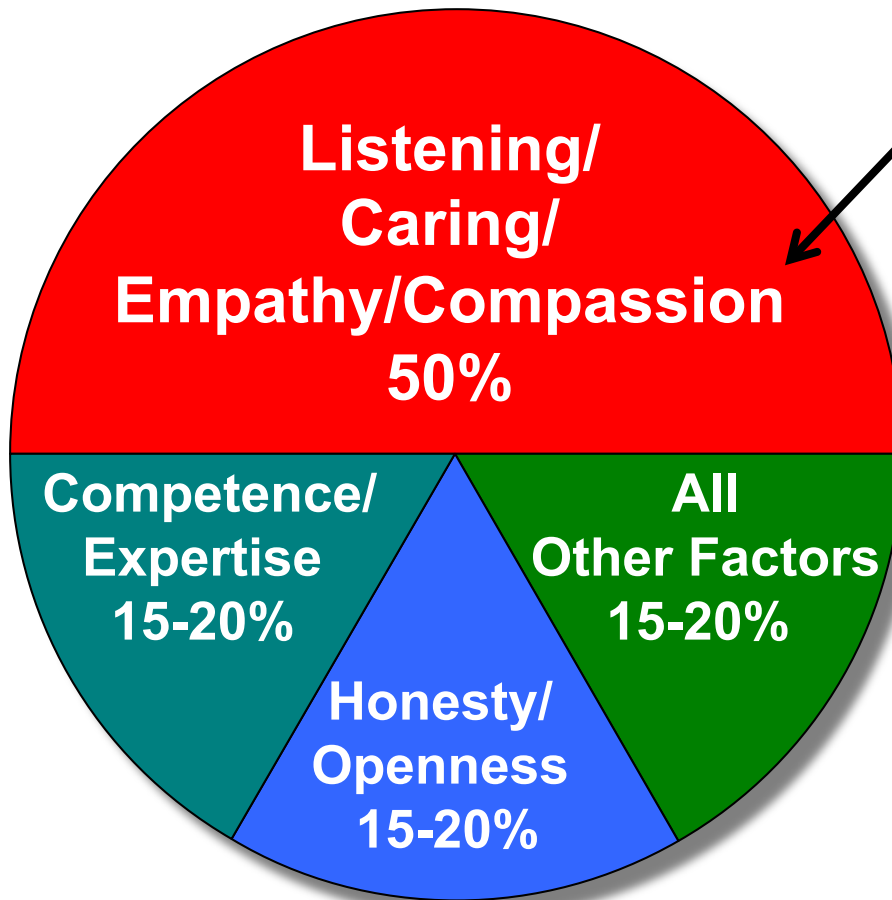
CEREBELLUM

# High Concern Communication: Key Concepts

**When people are stressed, concerned, or worried, they typically:**

- (1)...want to know that you care before they care what you know
- (2)...have difficulty hearing, understanding, and remembering information
- (3)...focus more on negative information than on positive information.
- (4)...focus more on what they hear first and last.

# Trust Determination Theory: Determinants of Trust



**Assessed  
in first 9-30  
seconds**

# Change Management, Stress, and Neuroscience (SCARF Model)

## Perceived

## Change

## Source of Stress

(S)tatus

Reduced importance to others

(C)ertainty

Inability to meet expectations

(A)utonomy

Reduced control over work and events

(R)elatedness



Threat to established group relations

(F)airness

Inequitable distribution of costs/benefits

# Change Communication Toolbox

- ALE
- R3 Template
- 27/9/3 Template
- CCO Template
- 1N=3P Template
- P/R Template
- KDK Template
- AGL-4 Template

HIGH CONCERN COMMUNICATION TEMPLATES				
Use these templates to create effective messages in high-concern, high-stress situations				
Advanced Message Mapping Templates				
<b>R3</b> (Rule of 3) Use when responding to any high-stress or emotionally-charged question. <b>Recommendation:</b> Provide no more than 3 messages, ideas, or points at a time.	<b>IDK</b> (I Don't Know) Use when you don't know, can't answer, or aren't the best source. <b>Steps:</b> <ul style="list-style-type: none"> <li>Repeat the question (without negating)                             <ul style="list-style-type: none"> <li>Say "My ability to answer is limited by..." or "I don't know".</li> <li>Say why you can't answer.</li> </ul> </li> <li>Provide a follow up with a deadline.</li> <li>Bridge to what you can say.</li> </ul>	<b>CCO</b> (Comparison, Connection, Opinion) ✓ Use when asked a question with high emotions. <b>Steps:</b> <ul style="list-style-type: none"> <li>Comparison</li> <li>Connection</li> <li>Opinion</li> </ul> Examples: (1) "I am very sorry to hear about..." (2) "I believe that..." (3) "In the future, I believe that..."	<b>ALE</b> (Acknowledging, Linking, Reassuring) Use to encourage appropriate attitudes, beliefs, or behaviors. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Acknowledge Message:</b> Appear to acknowledge their concern as high in credibility.</li> <li><b>Linking Message:</b> Appear to link (if it does) to the concern.</li> <li><b>Reassure Message:</b> Appear to reassure (if it does) to the concern.</li> </ul>	<b>KDG</b> (Know, Do, Get) Use to give up to people a greater sense of control. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Know Message:</b> Share what is most important for people to know.</li> <li><b>Do Message:</b> Share what is most important for people to do.</li> <li><b>Get Message:</b> Share where people should go for credible information.</li> </ul>
<b>P/R</b> (Present/Future) Use when responding to any high-stress or emotionally-charged question. <b>Recommendation:</b> Provide the most important items or points first and last.	<b>1N=3P</b> (One Negative Equals Three Positives) Use when breaking bad news or stating a negative. <b>Recommendation:</b> Balance one bad news or negative message with at least three or more positive, constructive, or solution-oriented messages.	<b>27/9/3</b> (27 Words, 9 Seconds, 3 Messages) ✓ Use when responding to any high-stress or emotionally-charged question. <b>Recommendation:</b> Be brief and concise in your first response; no more than 27 words, 9 seconds, 3 messages.	<b>TBC</b> (Trust, Benefit, Control) Use when responding to questions or concerns indicating high-perceived risks or outrage. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Trust Message:</b> Messages communicating listening, caring, or transparency.</li> <li><b>Benefit Message:</b> Messages communicating benefits to the individual, org, or society.</li> <li><b>Control Message:</b> Messages that give people things to do or give them a sense of control.</li> </ul>	<b>KDD</b> (Know, Do, Get) Use to give up to people a greater sense of control. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Know Message:</b> Share what is most important for people to know.</li> <li><b>Do Message:</b> Share what you are doing to address the concern.</li> <li><b>Get Message:</b> Share what people can do to address the concern.</li> </ul>
<b>G</b> (Guarantee) Used when asked to guarantee an event or outcome. <b>Steps:</b> <ul style="list-style-type: none"> <li>Indicate that the question is about the future.</li> <li>Indicate that the past and the present help predict the future.</li> <li>Bridge to known facts, processes or actions.</li> </ul>	<b>AGL-4</b> (Average Grade Level Message Four) Use when responding to any high stress or emotionally charged question. <b>Steps:</b> Provide information at 4 or more grade levels below the average grade level of the audience.	<b>FA</b> (False Assumption) Use when responding to a hostile question, false allegation, or criticism. <b>Steps:</b> <ul style="list-style-type: none"> <li>Repeat/paraphrase question without repeating the negative intent underlying value or concern, or use more neutral language.</li> <li>Indicate the issue is important.</li> <li>Indicate what you have done, are doing, or will do to address the issue.</li> </ul>	<b>CAP</b> (Caring, Action, Perspective) Use to give up to people a greater sense of control. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Caring Message:</b> Communicates listening, caring, empathy, and compassion.</li> <li><b>Action Message:</b> Actions you are taking to address the concern.</li> <li><b>Perspective Message:</b> Helps put the concern in perspective.</li> </ul>	<b>VCD</b> (Voice, Choice, Do) Use to give up to people a greater sense of control. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Voice Message:</b> Messages communicating listening, empathy, or participation.</li> <li><b>Choice Message:</b> Messages communicating options, alternatives, or available choices.</li> <li><b>Do Message:</b> Messages that give people things to do, increase feelings of hope, etc.</li> </ul>
<b>AAF</b> (Acknowledge, Action, Follow-up) <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Acknowledge Uncertainty:</b> Identify knowledge gaps and challenges.</li> <li><b>Action:</b> State actions you have taken, are taking, or will take to address the issue.</li> <li><b>Follow-up:</b> Provide information on where people can obtain timely and credible information.</li> </ul>	<b>Y/N</b> (Yes/No Template) Use when asked a yes/no question that cannot be answered yes or no. <b>Steps:</b> <ul style="list-style-type: none"> <li>Indicate you've been asked a yes/no question.</li> <li>Indicate it would be difficult to answer the question yes or no.</li> <li>Indicate why it would be difficult to answer the question yes or no.</li> <li>Respond to the underlying concern.</li> </ul>	<b>WI</b> (What If?) Use when asked a low-probability "what if, what might happen" question. <b>Steps:</b> <ul style="list-style-type: none"> <li>Repeat the question (without negating).</li> <li>Bridge to "what if".</li> <li>State what you know factually.</li> </ul>	<b>C/S</b> (Caring/Supporting) Use when responding to a question or statement containing incorrect information. <b>Steps:</b> <ul style="list-style-type: none"> <li><b>Caring Message:</b> State what you and the person holding incorrect information have in common.</li> <li><b>Supporting Message (S):</b> Invite person holding incorrect information to share their information w/ you.</li> <li><b>Supporting Message (S):</b> Share the correct information again.</li> </ul>	<b>Reference</b>  Dr. Vincent Covello, Director <a href="http://www.centerforhighconcerncommunication.com">www.centerforhighconcerncommunication.com</a>  Maps Design, Visual Strategies <a href="http://www.mapsdesign.com">www.mapsdesign.com</a> 7 Aug 2014

# Risk/Crisis/Change Communication Tools/ Templates

## -- CCO Template

**(Compassion, Conviction, Optimism)**

### – Rule of 3 Template

(Three messages, Repeated Three Times, With  
Three Proofs for Each Message)

### – 27/9/3 Template

**(27 Words, 9 Seconds, 3 Messages)**

### – Primacy/Recency Template

(Most Important Messages, First and Last)

## -- 1N = 3P Template

**(One Negatives Equals Three Positives)**



# Risk Perception (Fear) Factors

## TBC Template

- Trust
  - ***Listening/Caring***
  - Competence/Expertise
  - Honesty/Transparency
- Benefits/Fairness
  - Societal
  - Community
  - ***Personal***
- Control/Voluntariness
  - ***Choice***
  - ***Voice***
  - ***Knowledge***

# Open House/Forum/Information Exchange



# Case Study: BP Oil Spill (2010)



# Change Management: APP Strategic Tool

- Anticipate
  - Issues, Stakeholders, Questions and Concerns
- Prepare
  - 3 Ms: (M)essages, (M)essengers, (M)eans of Communication
- Practice
  - Practice, Practice, Practice

# Risk, Crisis, and Change Communication Strategy

(APP: Anticipate, Prepare, Practice)

1. Identify potential risk, crisis, or high concern communication scenarios
2. Identify key stakeholders (audiences)
3. Identify stakeholder questions and concerns
4. Develop key messages
5. Develop supporting information
6. Coordinate and test messages with stakeholders and partners
7. Plan for delivery

*“The key is relentless preparation. Most of the concerns and questions of upset or concerned people can be predicted in advance.”*

*Mayor Rudolf Giuliani, 1995*

# Risk Communication Tool: Message Map

<p><u>Stakeholder:</u> <u>Question or Concern:</u></p>
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<p><u>Key Message 1</u> (9 words approx.)</p>
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<p><u>Key Message 2</u> (9 word approx.)</p>
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<p><u>Key Message 3</u> (9 words approx.)</p>
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# Message Map (Zika Virus):

## Question: What can people do to protect themselves from Mosquitoes Carrying the Zika Virus?

### Key Message

“Remove Standing Water”

### Key Message

“Wear Protective Clothing”

### Key Message

“Use Insect Repellent”

1.1

Puddles

2.1

Long Sleeves

3.1

DEET

1.2

Flower Pots/Bird Baths/Old Tires

2.2

Long Pants

3.2

23%

1.3

Cup/Cap of Water

2.3

Dusk and Dawn/Daylight

3.3

Medical Research

- **Messages**
- **Messengers**
- **Means**



# Non-Verbal Communication

- Provide up to 75 percent of message
- Override verbal content
- Are intensely and quickly noticed
- Are interpreted negatively

# Resource Materials: Non-Verbal Communication

- P. Ekman, “Telling Lies: Clues to Deception”
- P. Ekman, “Emotions Revealed”
- D. Morris, “Body Talk: A Dictionary of Human Gestures”

# Takeaway Quotes

- “If I had all day to cut a large tree, I would spend most of the day sharpening my axe.”
  - Abraham Lincoln