Communication That Works
Applying Behavioral and Organizational Change Theories for Strong and Effective Partnership-Building

Megan Clarke, MPH
September 2, 2016
“STOP selling the cause. Advocates love to sell our cause, however if you really want people to work with you...sell what you can do to help them.”

–NC SART Coordinator
Who are our partners?
What are we asking of them?
Behavioral and Organizational Change Theories

How can you communicate and interact most effectively to positively influence others’ actions?

1. Defining the Problem or Gap
   - Health Behavioral Model
   - Integrated Behavioral Model

2. Proposing an Action (or Actions)
   - Organizational Change Theory
   - Diffusion of Innovations

3. Implementing and Sustaining the Action
Defining the Problem or Gap

**Awareness-Raising**
- What are the facts?

**Unsatisfied Demand**
- What are people asking for but not getting?

**Perceived Threat**
- If we don’t take action, what are the consequences?
- How bad would they be?
- How likely are they to happen?
## Proposing an Action (or Actions): *Structuring the Action*

<table>
<thead>
<tr>
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<th>Description</th>
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<tr>
<td><strong>Relative advantage</strong></td>
<td>- The change is better than what existed in the past.</td>
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<td><strong>Compatibility</strong></td>
<td>- The change fits easily within their current structures.</td>
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<tr>
<td><strong>Complexity</strong></td>
<td>- The change is not too complicated for them to implement.</td>
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<td><strong>Trialability</strong></td>
<td>- They can try the change (or parts of it) without signing on indefinitely.</td>
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<td><strong>Observability</strong></td>
<td>- They can easily (and quickly) see the benefits of the change.</td>
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Proposing an Action (or Actions): 
Addressing Perceptions of the Action

- Feelings About Action
- Beliefs About Action
- Others’ expectations
- Others’ behaviors
- Perceived Norm
- Perceived Benefits
- Perceived Barriers

ACTION

Attitude

Others’ expectations

Others’ behaviors
Talking Points

Defining the Problem or Gap
- Awareness-Raising
- Unsatisfied Demand
- Perceived Threat

Structuring the Action
- Relative Advantage
- Compatibility
- Complexity
- Trialability
- Observability

Addressing Perception of the Action
- Perceived Benefits
- Perceived Barriers
- Attitude
- Perceived Norm
Putting It Into Practice

Volunteers
By Millbower and Yager

No way! It's a Trick! Don't look! Not Me!

Who wants to be in a role-play?
Putting It Into Practice

Defining the Problem or Gap
- Awareness-Raising
- Unsatisfied Demand
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Structuring the Action
- Relative Advantage
- Compatibility
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- Observability

Addressing Perception of the Action
- Perceived Benefits
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Implementing and Sustaining the Action

Adoption
→ Process consultation

Implementation

Cues To Action

Institutionalization
→ Champion
→ Integration
Thank You!

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