



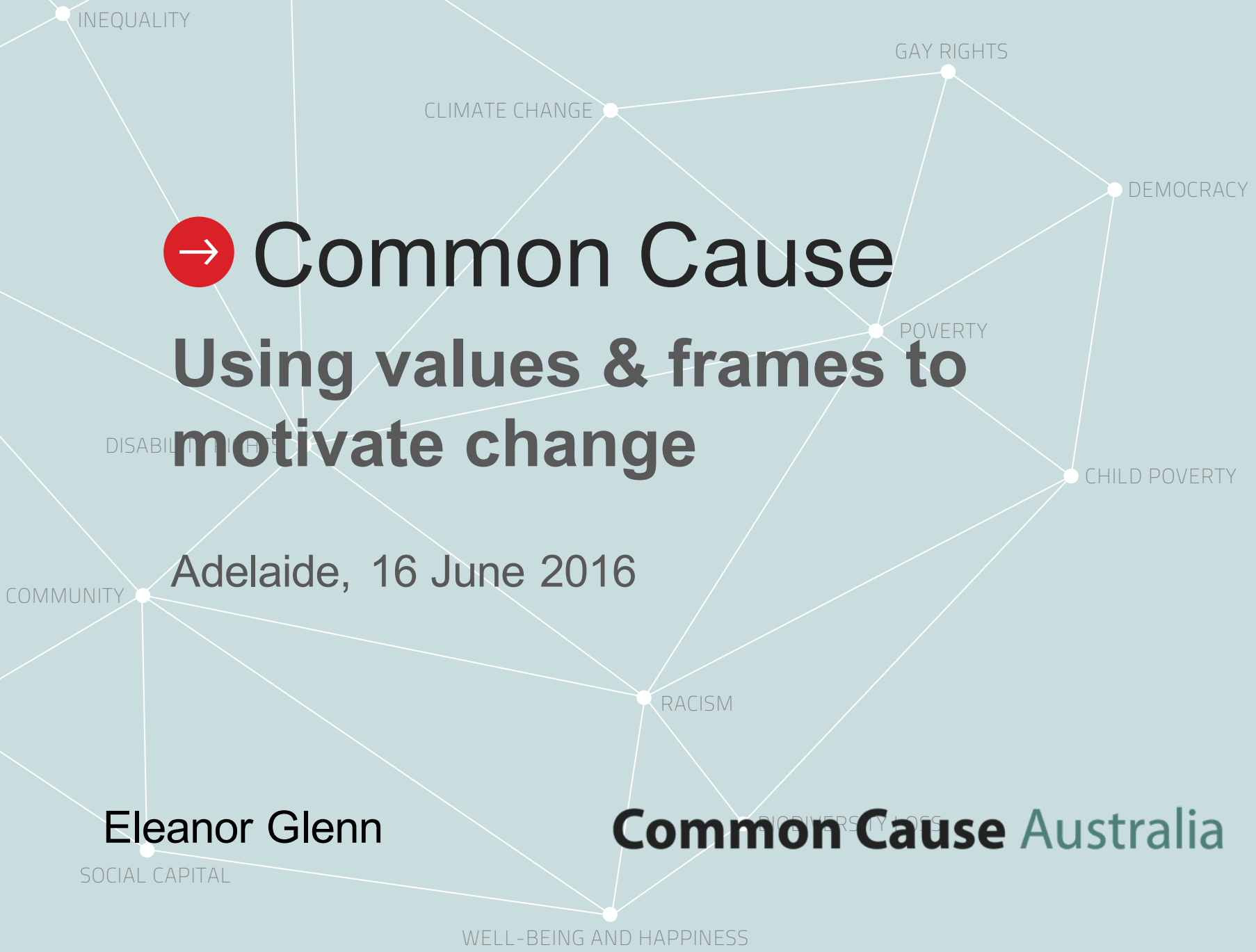
Common Cause

Using values & frames to
motivate change

Adelaide, 16 June 2016

Eleanor Glenn

Common Cause Australia



Introductions



Common Cause

The Case for Working with our Cultural Values

September 2010

Outline

- Introduction to values & frames
- Spotting values and frames
- Applications in Natural Resources South East

→ What do you value in life?

Values are...

Guiding principles in life

Transcend situations

Linked to emotion

Often subconscious

About motivation, not means or attributes

A dramatic landscape featuring a paved road that curves into the distance. The sky is filled with dark, heavy clouds, with a bright sun breaking through near the horizon, creating a golden glow and rays of light. The foreground is dominated by the road, flanked by green fields and a field of yellow flowers on the right. The overall mood is one of hope and possibility.

Imagine a society...



INTRODUCTION TO VALUES

INEQUALITY

CLIMATE CHANGE

GAY RIGHTS

DEMOCRACY

POVERTY

DISABILITY

CHILD POVERTY

COMMUNITY

RACISM

BIODIVERSITY LOSS

SOCIAL CAPITAL

WELL-BEING AND HAPPINESS

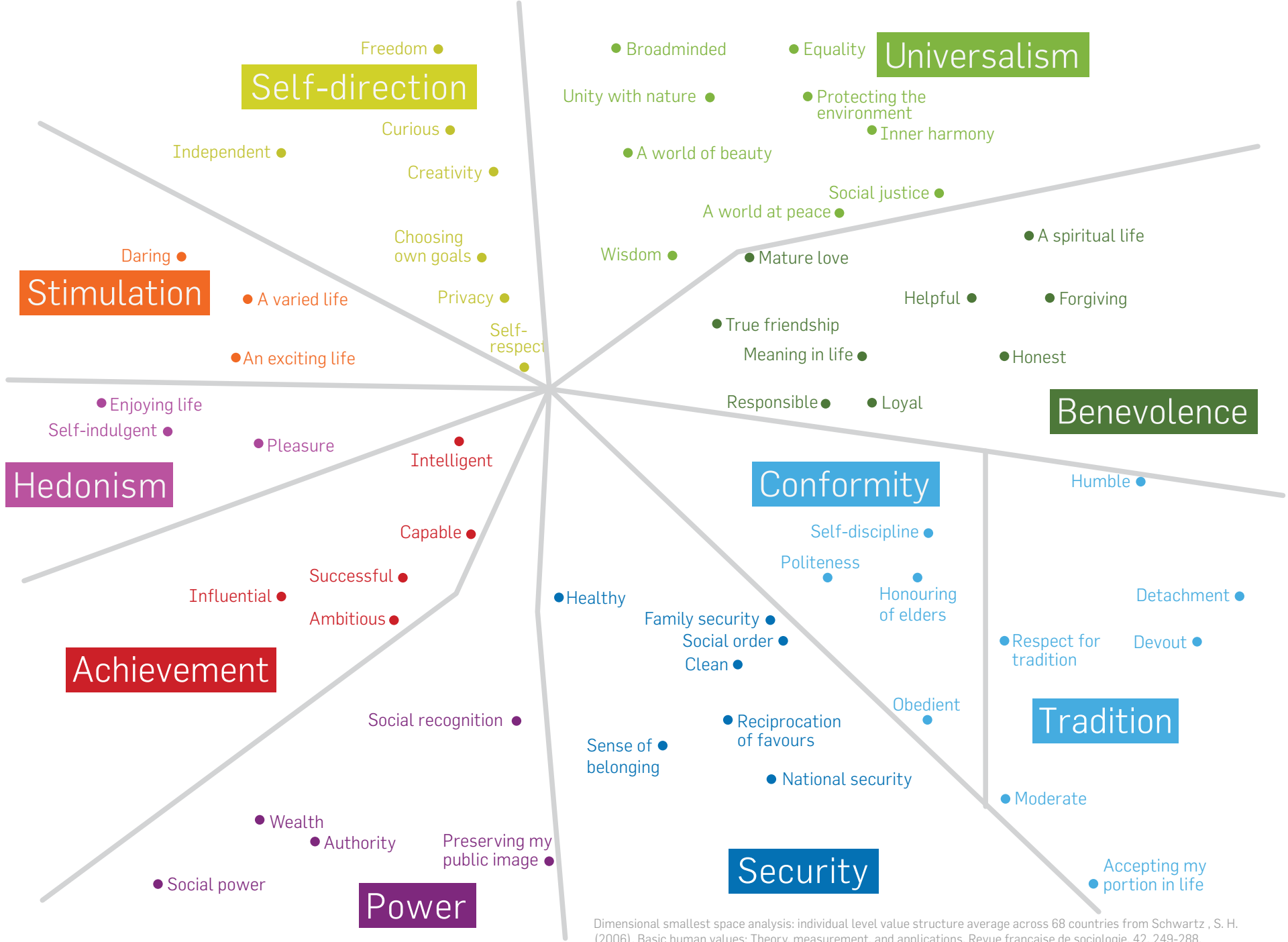
Values: our guiding principles or motivations



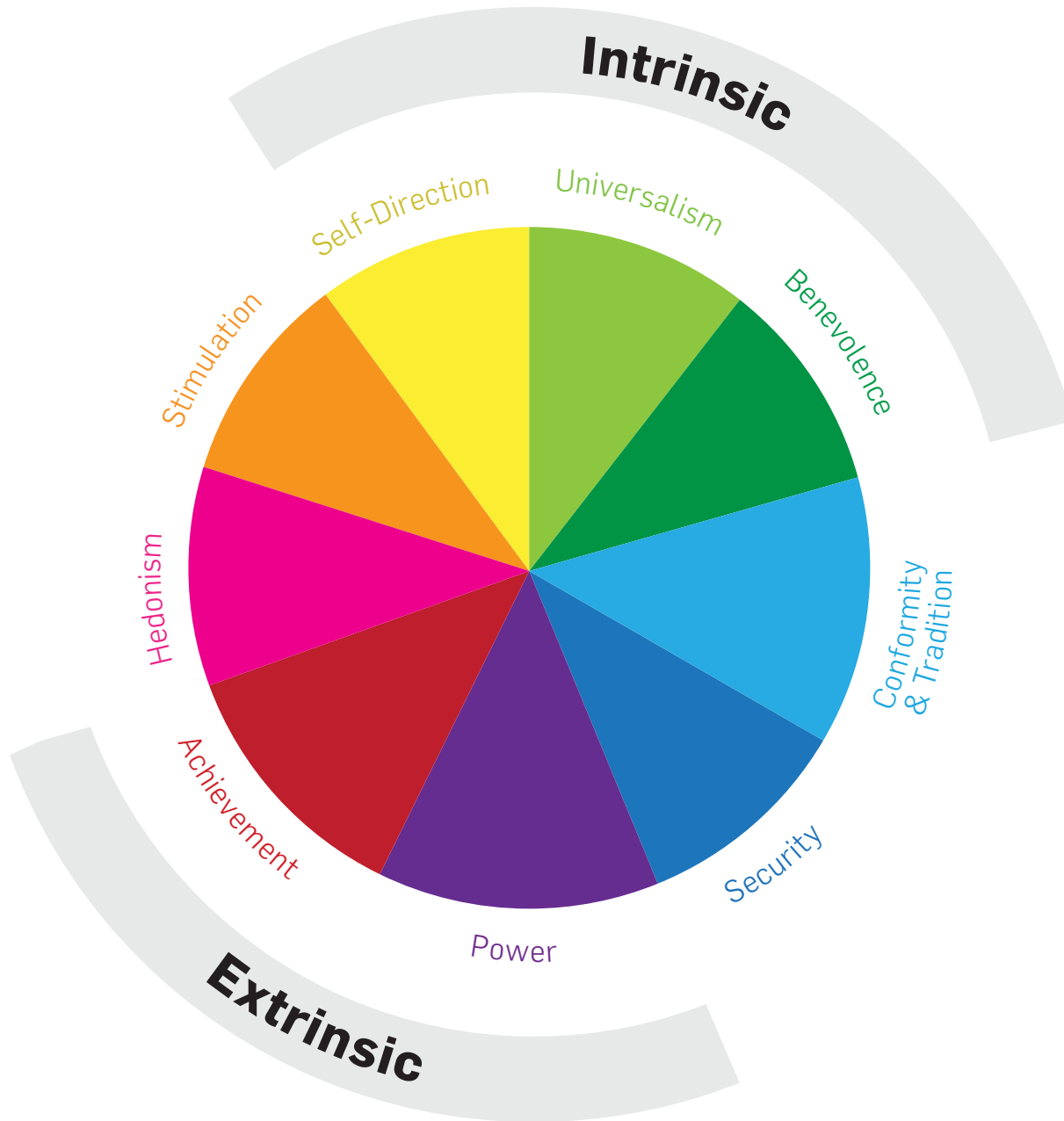
How values work

- Universal
- Organised in a system
- Matter
- Interact
- Change



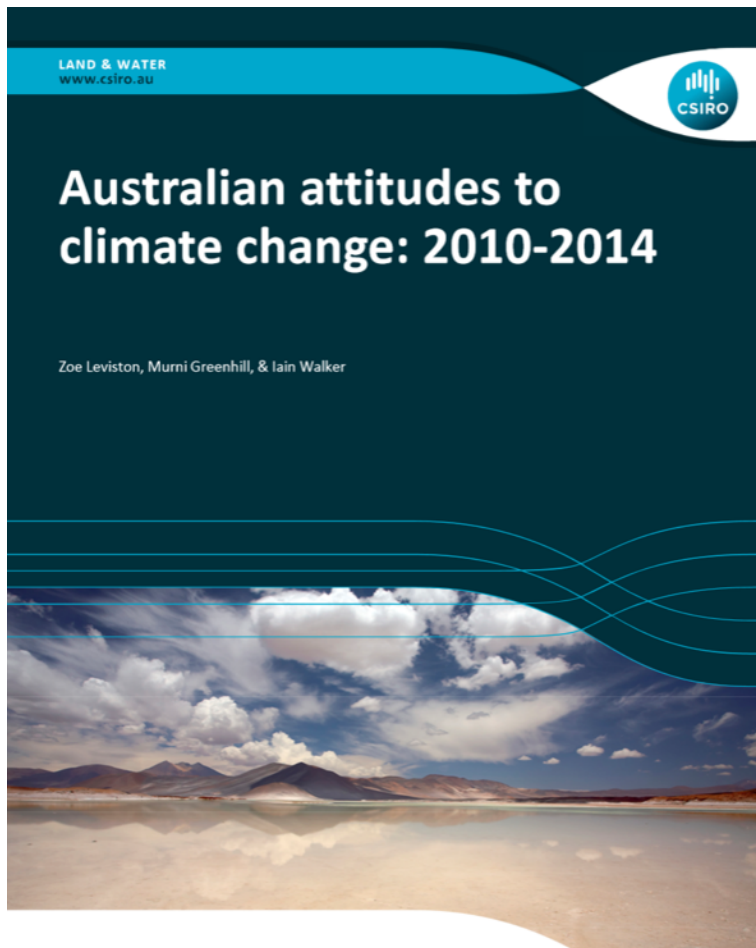


Dimensional smallest space analysis: individual level value structure average across 68 countries from Schwartz, S. H. (2006). Basic human values: Theory, measurement, and applications. *Revue française de sociologie*, 42, 249-288.



Climate change adaptation

Leviston, Greenhill & Walker (2015)



- **Universalism values:** highest levels of individual and community behaviours and support for adaptation initiatives
- **Power values:** lowest levels of same.

Mental

- Depression
- Paranoia
- Social anxiety
- Separation anxiety
- Attention Deficit Disorder
- Obsessive behaviour

Physical

- Headaches
- Stomachaches
- Backaches
- Sore throats
- Sore muscles
- Smoking
- Alcohol abuse
- Drug use

Social

- Narcissistic
- Less empathy
- Machiavellian
- Passive aggressive
- Non-nurturing parents



NEW YORK TIMES BESTSELLER

"Pink makes a strong, science-based case for rethinking motivation—
and then provides the tools you need to transform your life."

—MEHMET C. OZ, MD, coauthor of *You: The Owner's Manual*

Daniel H. Pink

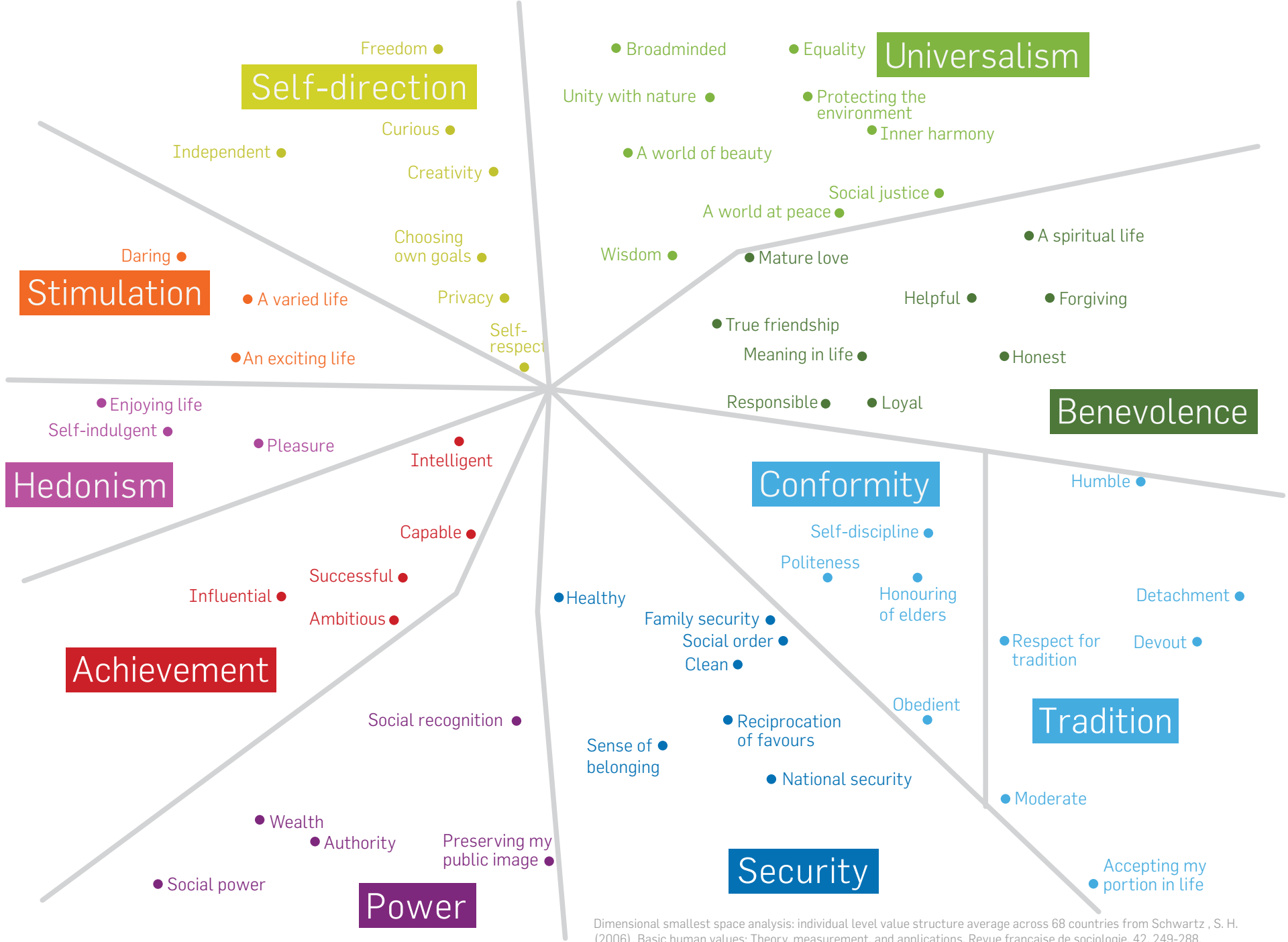
author of *A Whole New Mind*

DRIVE

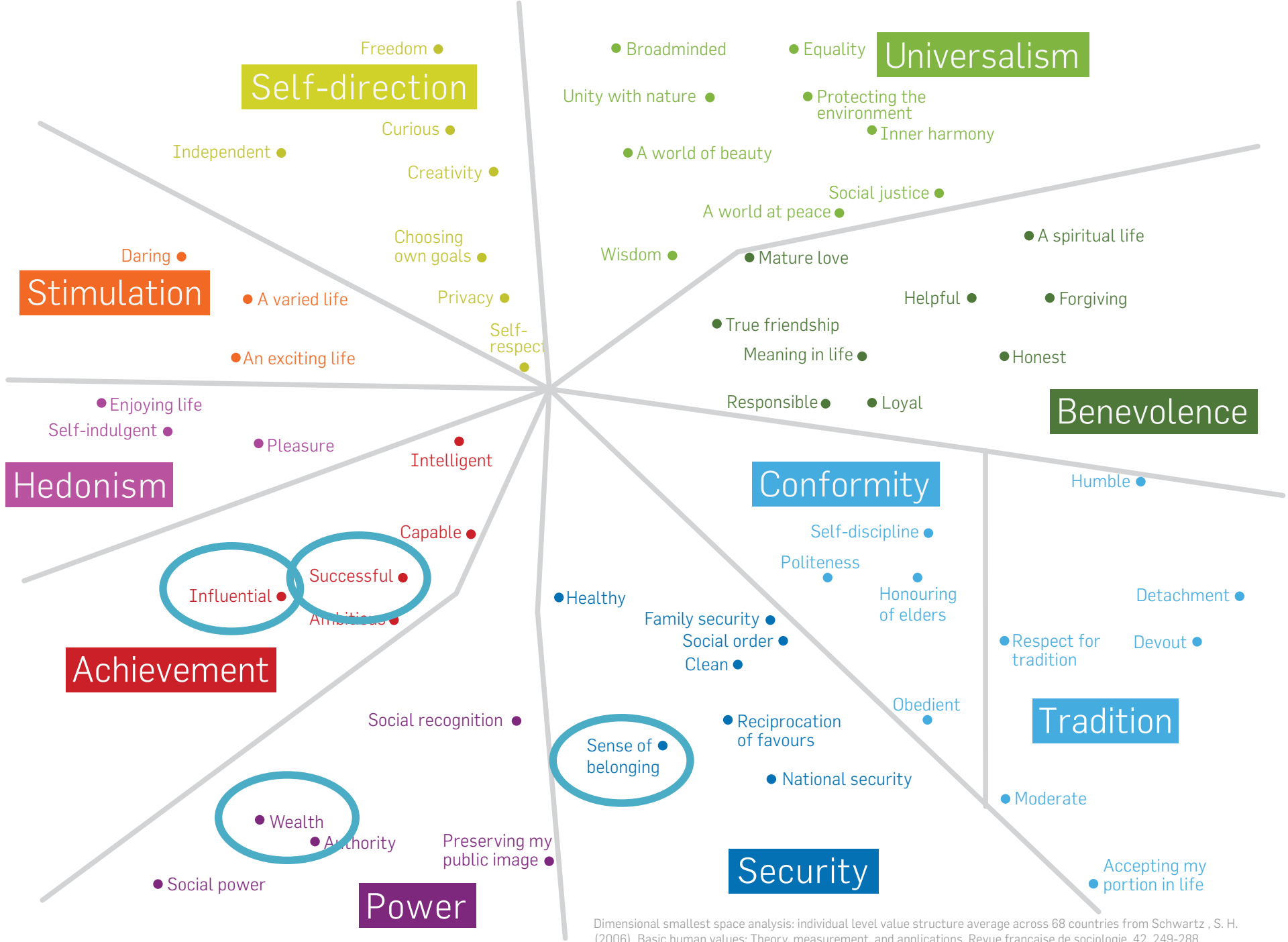
The Surprising Truth
About What Motivates Us



= Intrinsic,
not extrinsic,
values



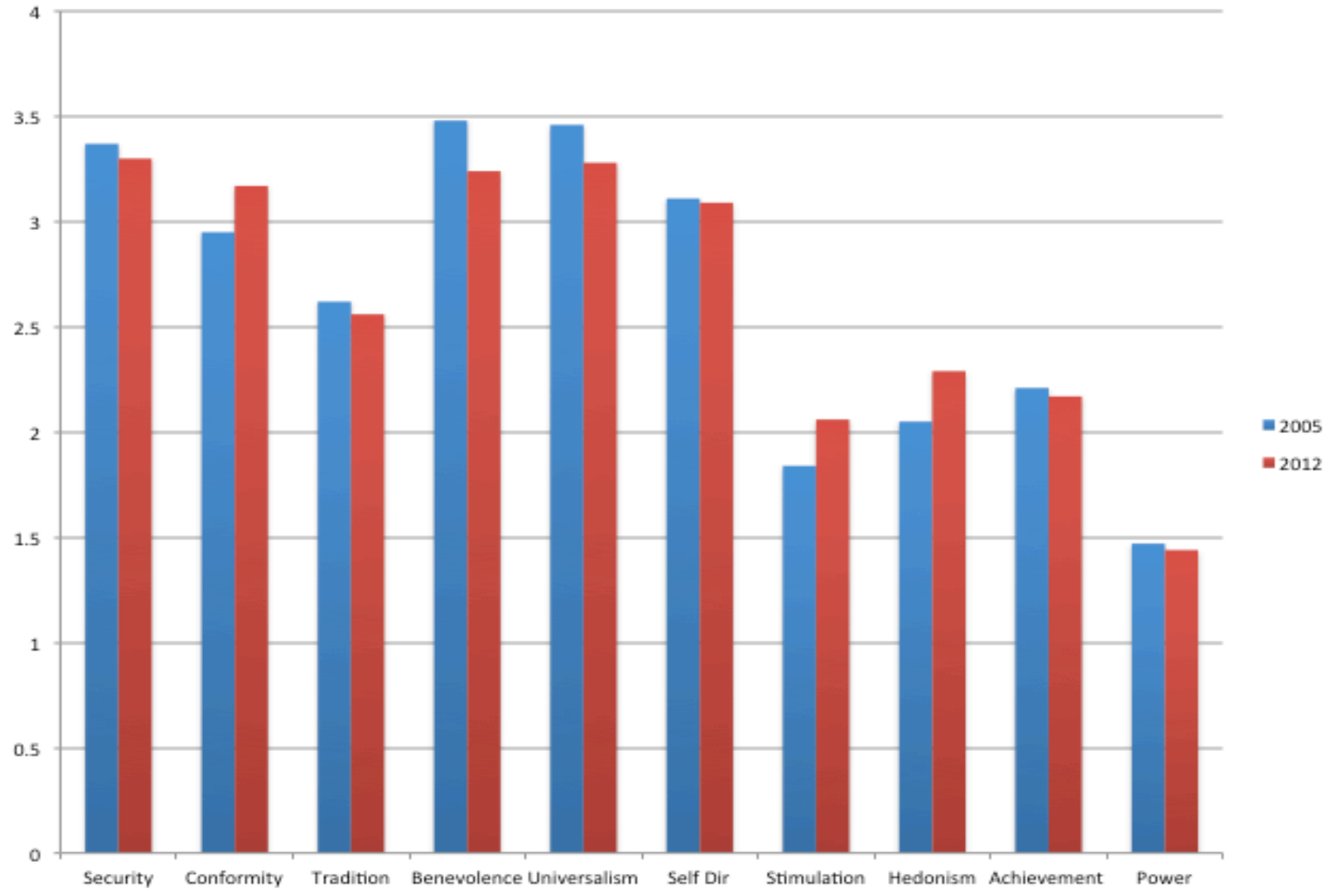
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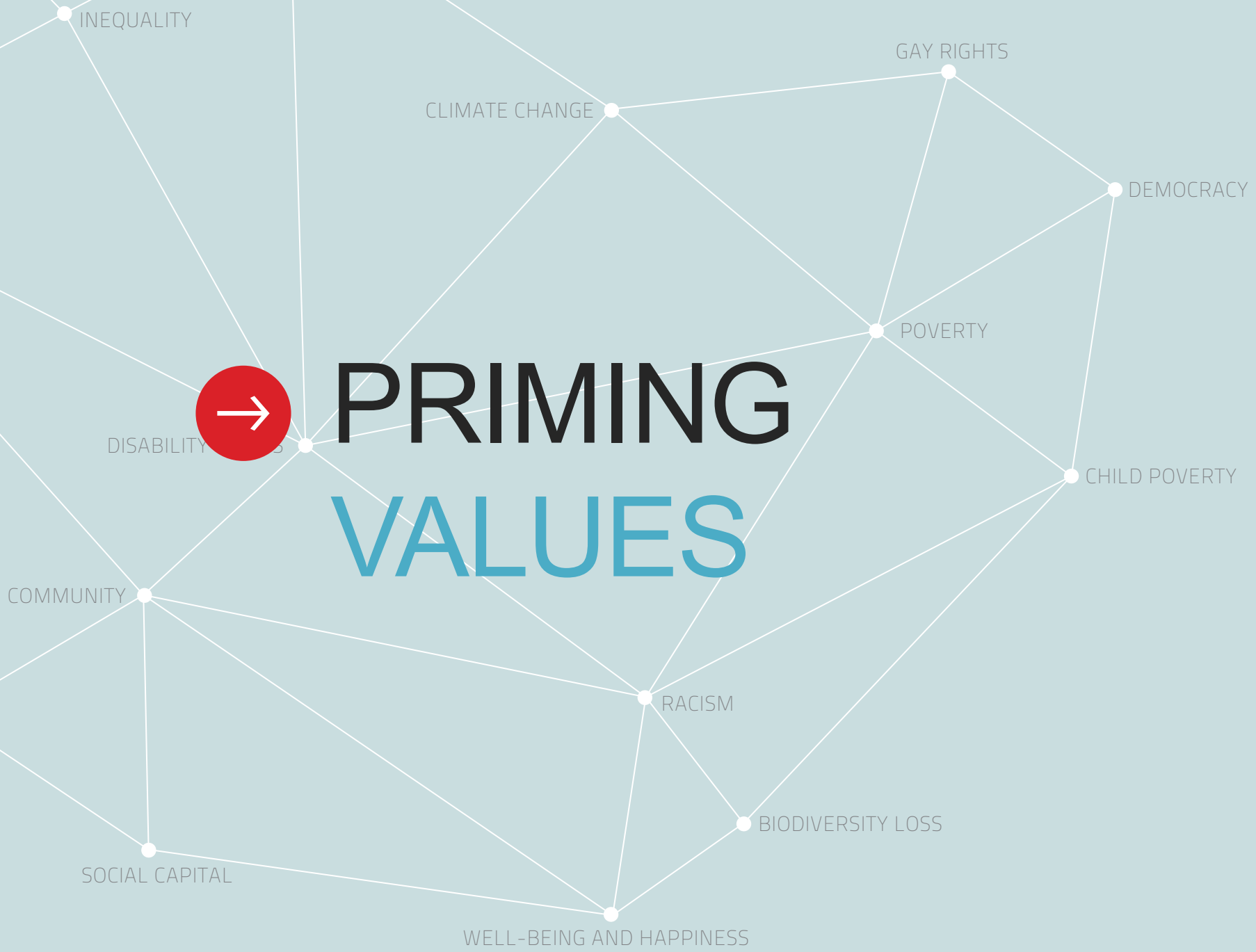
Australian Values

World Values Survey, 2005 & 2012





PRIMING VALUES

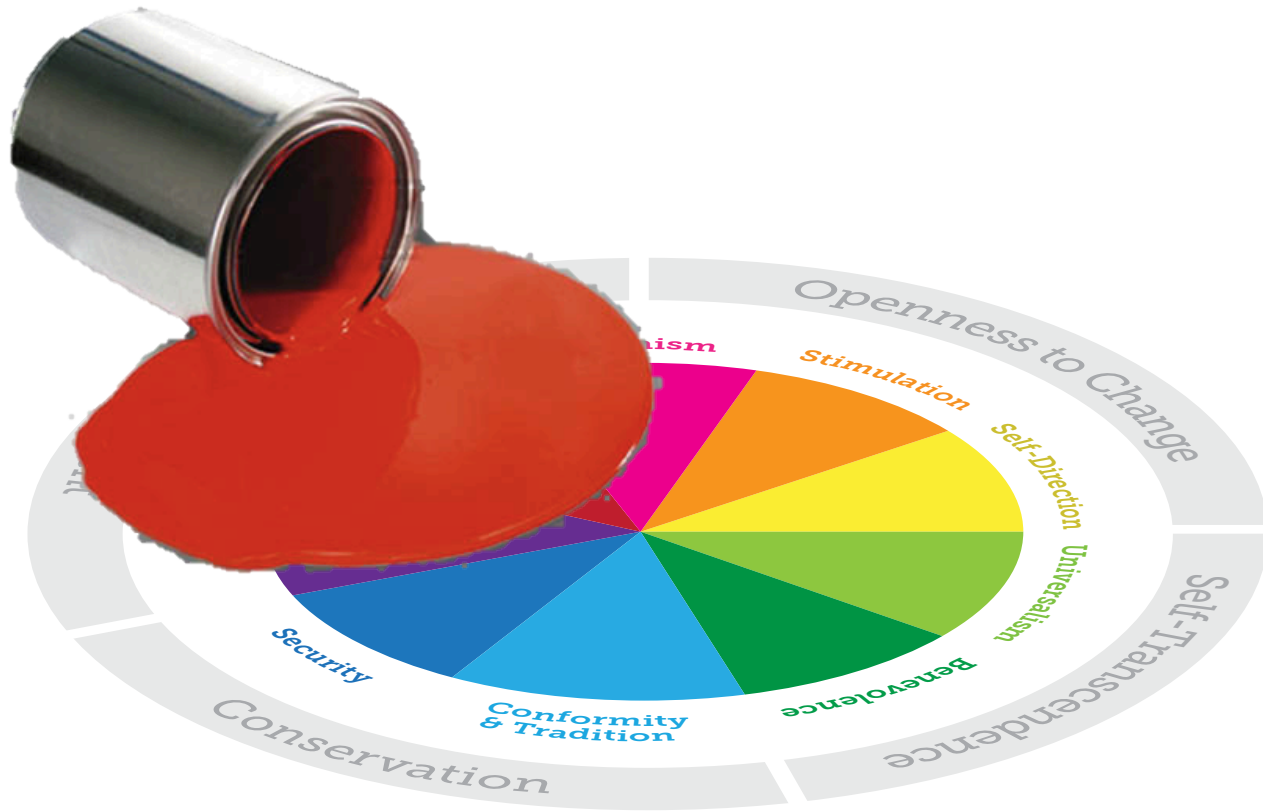


→ Context

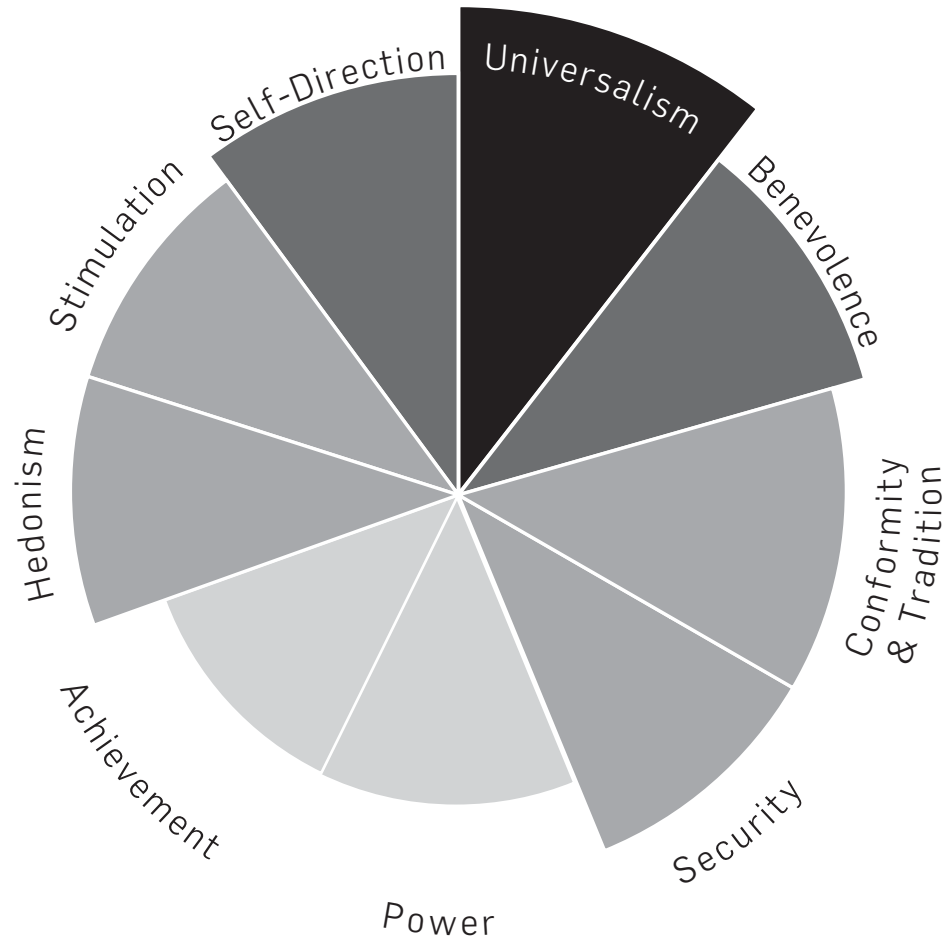
→ Disposition

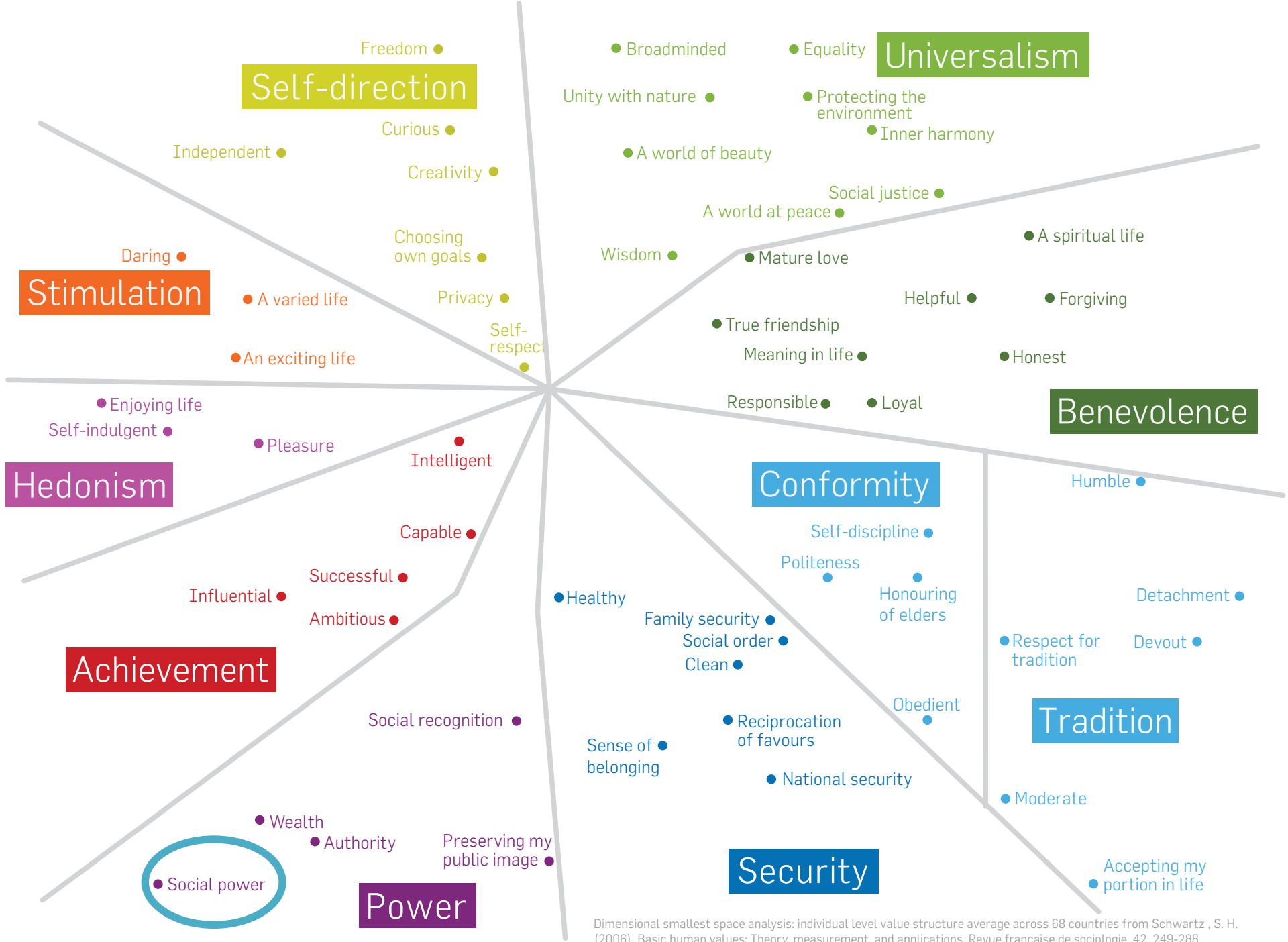


→ Spillover effect



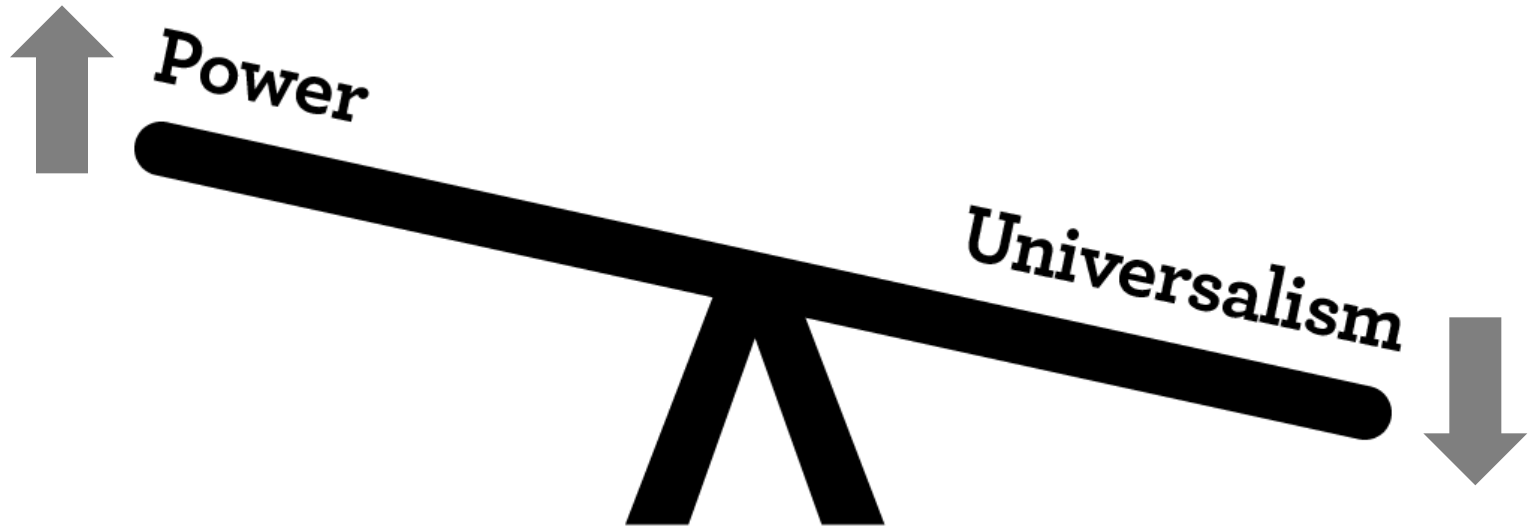
Spillover effect



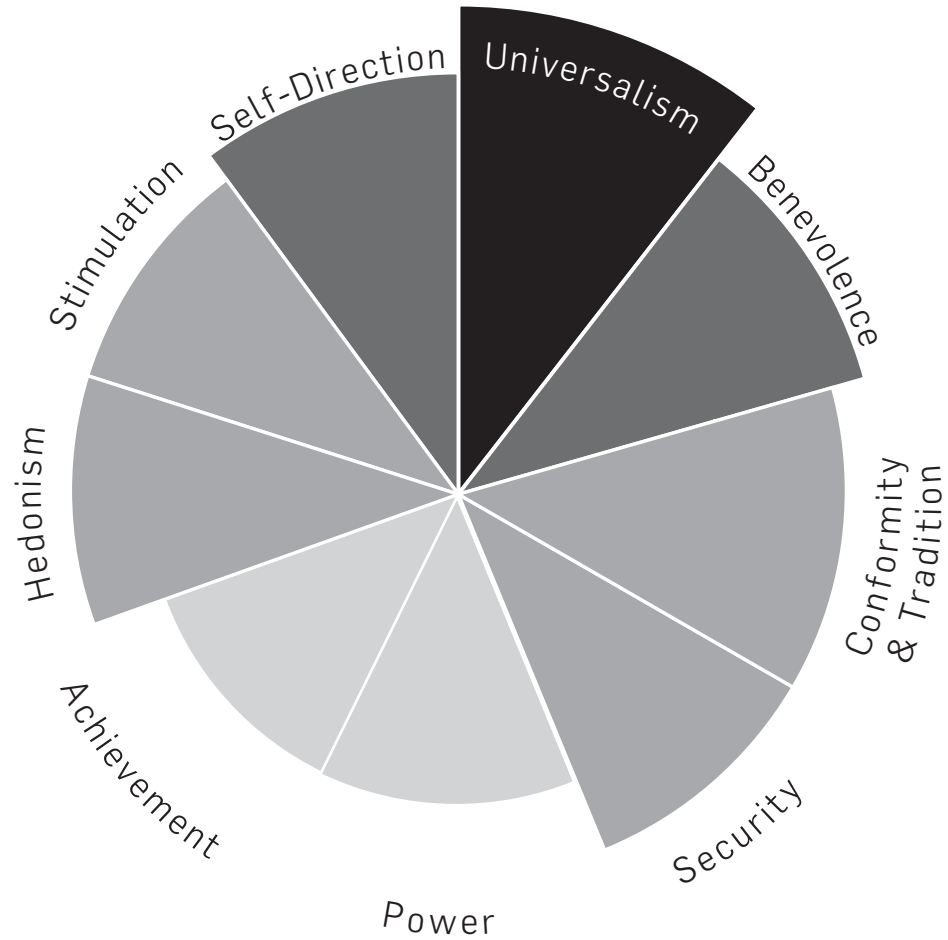


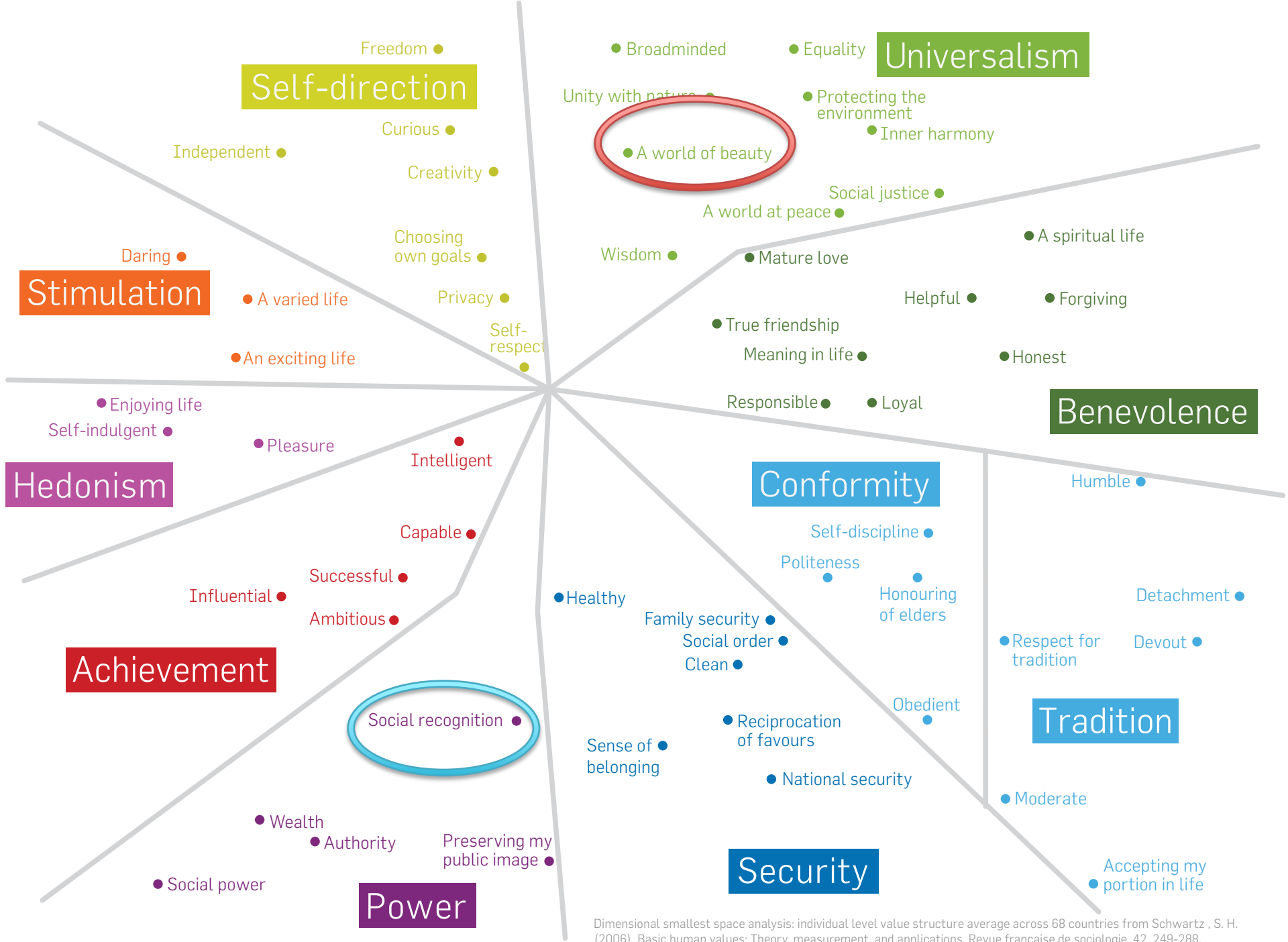
Dimensional smallest space analysis: individual level value structure average across 68 countries from Schwartz, S. H. (2006). Basic human values: Theory, measurement, and applications. *Revue française de sociologie*, 42, 249-288.

→ See-Saw effect



See-Saw effect





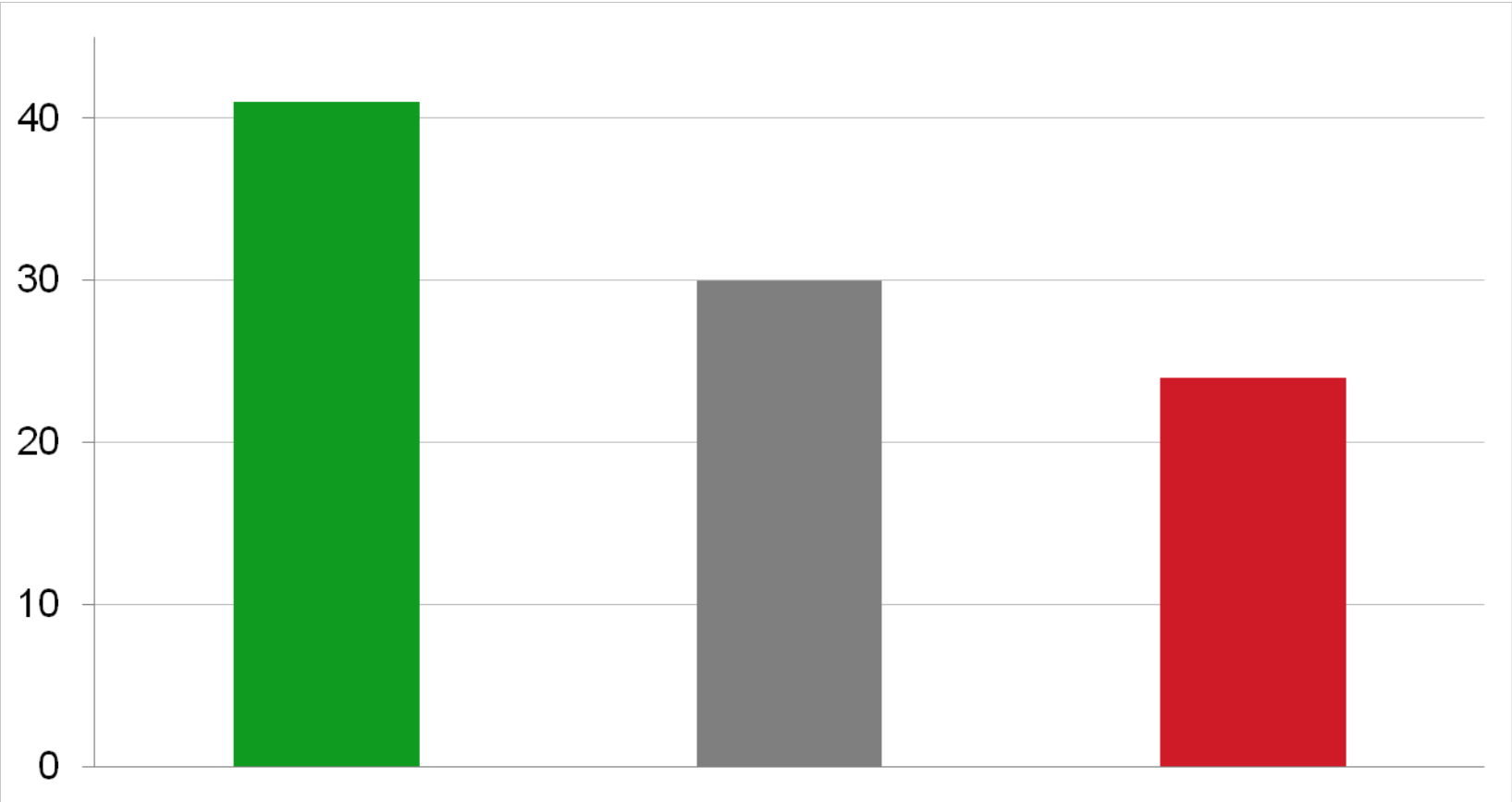
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See-Saw: Volunteering

Maio et al. (2009)

- Subjects sorted adjectives, items of furniture and either:
 - **Benevolence**-related words (forgiving, helpful, honest)
 - **Achievement**-related words (ambitious, capable, successful)
 - Food-related words (control)
- Subjects then asked to help set up for next study

Time
volunteered



Benevolence

Control

Achievement



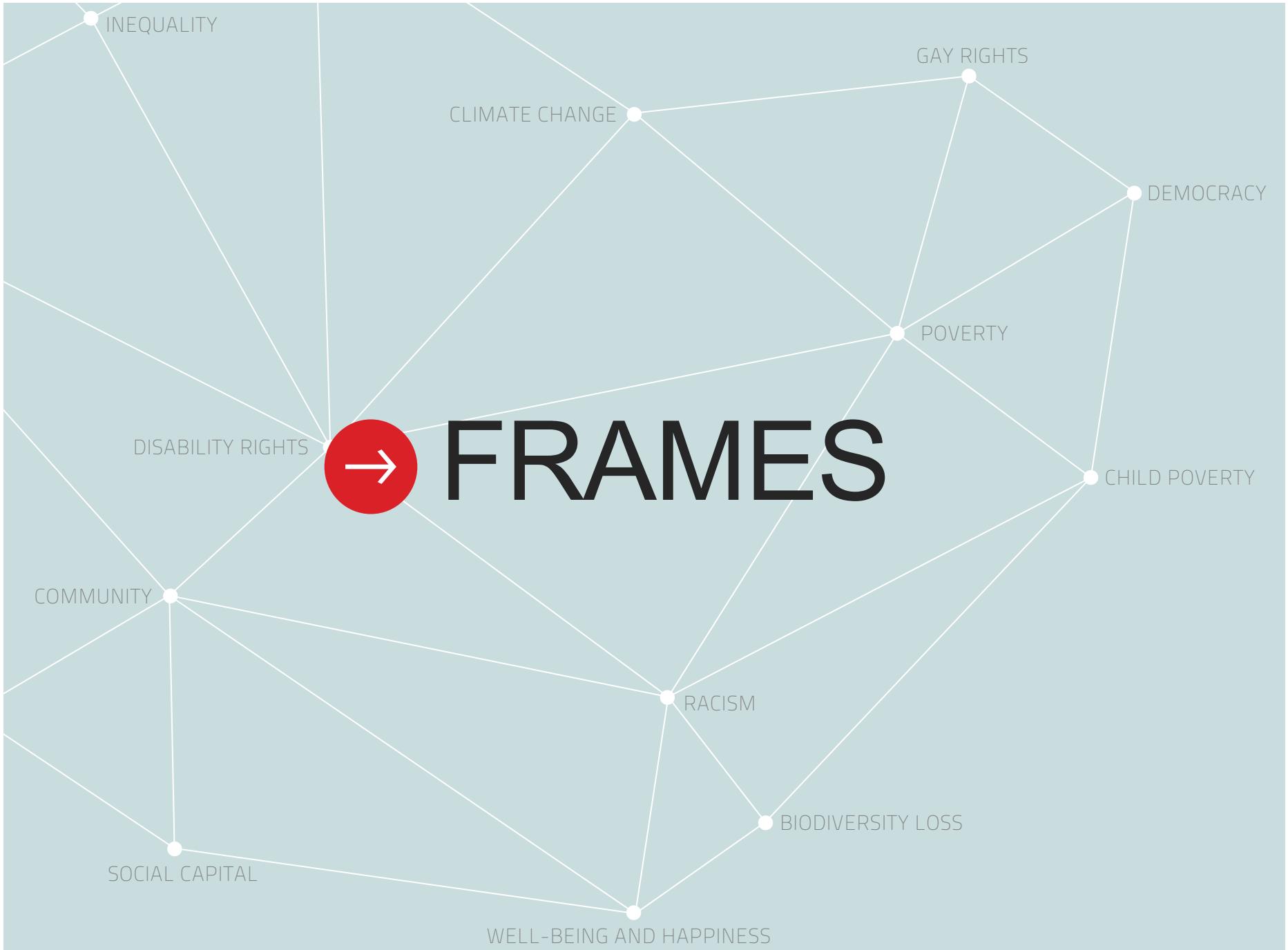
Active



Inactive







INEQUALITY

CLIMATE CHANGE

GAY RIGHTS

DEMOCRACY

POVERTY

CHILD POVERTY

FRAMES



DISABILITY RIGHTS

RACISM

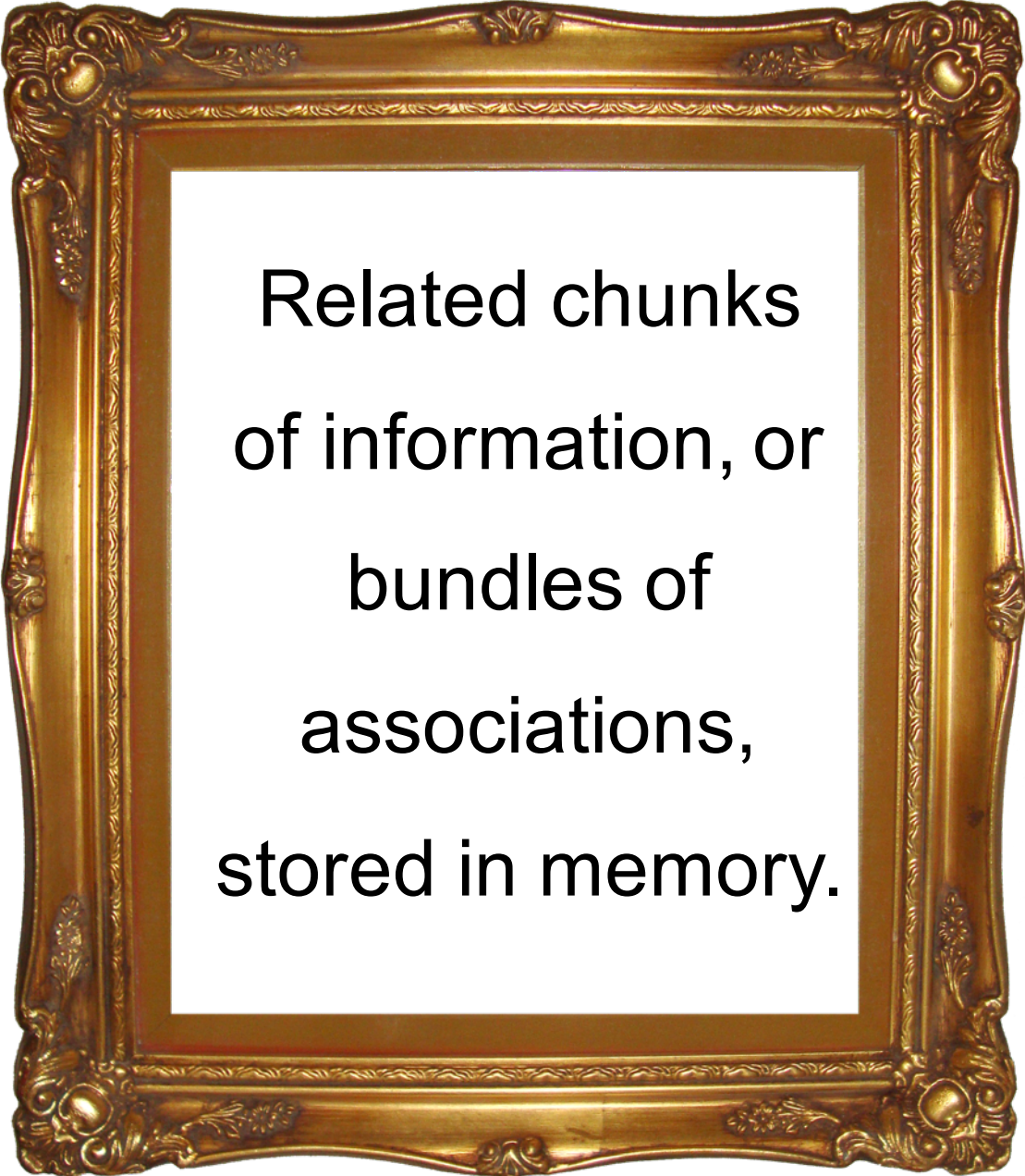
BIODIVERSITY LOSS

WELL-BEING AND HAPPINESS

SOCIAL CAPITAL

COMMUNITY

Frames



Related chunks
of information, or
bundles of
associations,
stored in memory.

Framing:

Tapping into frames and the values they evoke









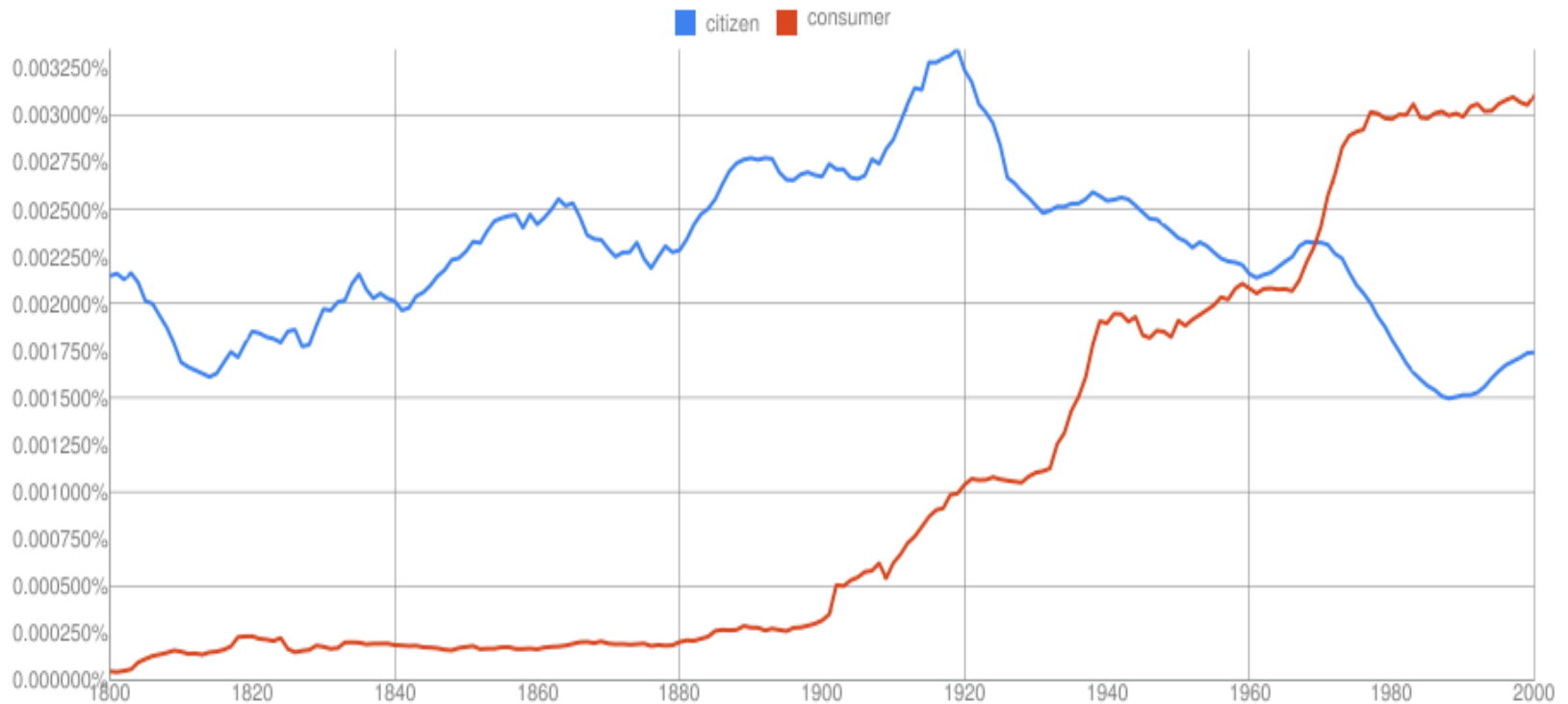
Citizen



Consumer

Consumer v Citizen

Shrubsole (2012)



From Google Ngram search of 5 million books



CHALLENGING ASSUMPTIONS



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DISABILITY RIGHTS

Extrinsic oriented audiences

Chilton, Crompton, Kasser, Maio & Nolan (2012)

- From 700 adults, selected top 10% on extrinsic values, randomly assigned to two groups
- Participants wrote about reasons for either:
 - Popularity, image, wealth
 - Acceptance, affiliation, being broadminded
- No mention of social or environmental issues
- Interviewed about:
 - Environment: Loss of UK countryside (local); Climate Change (global)
 - Poverty: UK child poverty (local); Child mortality in developing countries (global)
- Interview transcripts were analysed by a linguist

Extrinsic oriented audiences

Chilton, Crompton, Kasser, Maio & Nolan (2012)

Talking about [child mortality](#)

→ Extrinsic prime:

“I don’t really feel much for it, you know, in a lot of ways it is ... it’s a part of life over there ... it’s the way of life, that’s what happens so it’s nothing to get too upset about.”

→ Intrinsic prime:

“...umm and I think it’s really unfair the injustice of how some people have loads and other people have absolutely nothing and yeah it’s terrible.”

Extrinsic oriented audiences

Chilton, Crompton, Kasser, Maio & Nolan (2012)

Talking about [climate change](#)

→ Extrinsic prime:

“Mm, what would motivate me? I suppose money if there was a financial incentive to be more proactive... I do tend to switch things off but that's more a case of me saving money in electricity than thinking 'oh that's gonna help the world'.”

→ Intrinsic prime:

“I do think that the earth and the environment is precious and valuable...I think it should be at the top of the political agenda...I think that the world that we pass on to the next generation, you know, is, is, is our responsibility.”

Extrinsic oriented audiences

Chilton, Crompton, Kasser, Maio & Nolan (2012)

Those primed intrinsically:

- More concerned about environment and poverty
- Felt more obliged to act to solve the problems
- Expressed their concern using intrinsic values

Priming **activates** the intrinsic values of very extrinsically-oriented people.



No Cause is an Island

Crompton, Weinstein, Sanderson, Kasser, Maio & Henderson (2014)

- Online survey of people in UK
- Primed with short text on work of either environmental organisation (WWF) or disability organisation (Scope).
 - Intrinsic
 - Extrinsic
 - Mixed
 - Control (no priming)
- Surveyed on attitudes to cause + intention to support organisation financially or non-financially.

WWF (a)

Have you ever paused to think about the contribution that the environment makes to our national wealth? At WWF, we are working to minimise loss of the UK's natural resources – such as plants, animals, woodlands or rivers – by helping people to recognise their real value.

Natural assets, and the benefits that they provide, are still often overlooked and are not adequately reflected in planning and policy. One reason for this is that the financial value of the environment, and the commercial benefits that people derive, is often overlooked. Putting a monetary value on nature can help to address this problem.

Consider woodlands, which provide a range of essential goods and services and contribute around £1.2 billion to the UK economy. At WWF, we are helping to develop financing schemes to ensure that those who benefit from environmental goods and services compensate those who provide these services.

WWF (a)

Have you ever paused to think about the contribution that the environment makes to our **national wealth**? At WWF, we are working to minimise loss of the UK's natural resources – such as plants, animals, woodlands or rivers – by helping people to recognise their **real value**.

Natural assets, and the benefits that they provide, are still often overlooked and are not adequately reflected in planning and policy. One reason for this is that the **financial value** of the environment, and the **commercial benefits** that people derive, is often overlooked. Putting a **monetary value** on nature can help to address this problem.

Consider woodlands, which provide a range of essential goods and services **and contribute around £1.2 billion to the UK economy**. At WWF, we are helping to develop **financing schemes** to ensure that those who benefit from environmental goods and services **compensate** those who provide these services.

WWF (b)

Have you ever paused to think about the importance of the natural world? At WWF, we are working to minimise the loss of nature in the UK – such as plants, animals, woodlands or rivers – by helping people to recognise its real value.

The importance of environmental protection is still often overlooked and is not adequately reflected in planning and policy. One reason for this is that people's inherent appreciation of, and love for, the natural world is often forgotten. Reminding people of the intrinsic importance that they attach to nature can help to address this problem.

Consider woodlands, which currently cover nearly 3 million hectares in the UK. At WWF, we are helping people to express and share the feelings they have about woodland areas, and their conviction that it is important to preserve these.

WWF (b)

Have you ever paused to think about the importance of the **natural world**? At WWF, we are working to minimise the loss of nature in the UK – such as plants, animals, woodlands or rivers – by helping people to recognise its **real value**.

The importance of **environmental protection** is still often overlooked and is not adequately reflected in planning and policy. One reason for this is that people's **inherent appreciation of, and love for, the natural world** is often forgotten. Reminding people of the **intrinsic importance that they attach to nature** can help to address this problem.

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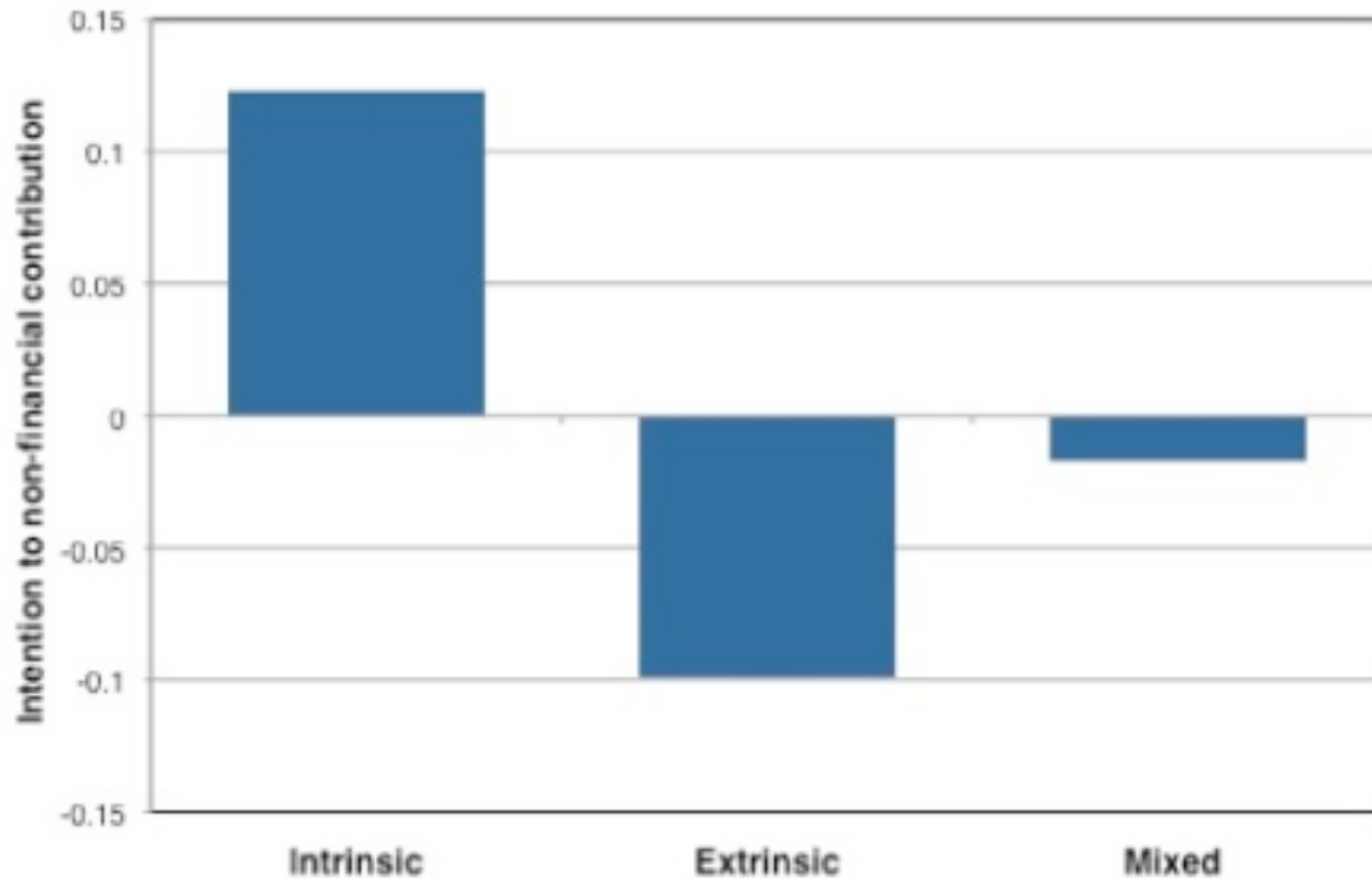
No Cause is an Island

Which message do you think would be more effective at generating support for the organisation?

No Cause is an Island

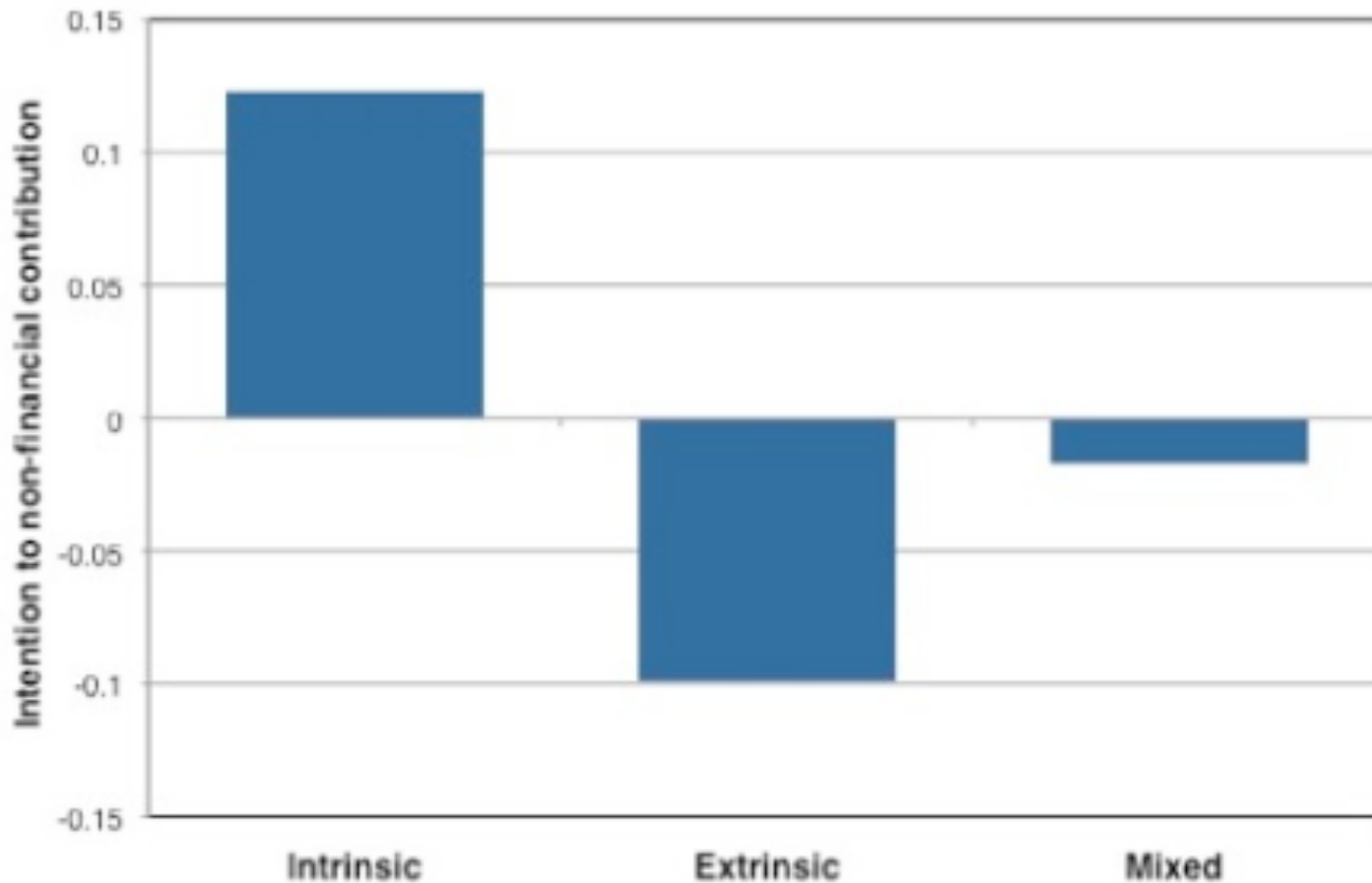
Crompton, Weinstein, Sanderson, Kasser, Maio & Henderson (2014)

Results: non-financial contributions



No Cause is an Island

Crompton, Weinstein, Sanderson, Kasser, Maio & Henderson (2014)



Challenging assumptions

- Intrinsic values can be more powerful than extrinsic
 - e.g. blood donations, volunteering, child care, lawyers, school fundraising, reusable cups...
- Appealing to intrinsic values is effective, even for extrinsically-oriented people
 - we're activating people's intrinsic values, not 'changing their values'
- Speak to different audiences' ways of expressing intrinsic values
 - need to understand and hear from your audience

3 November 2015

Melting ice in west Antarctica could raise seas by 3m, warns study

West Antarctic ice melt could raise seas by three metres, scientists warn

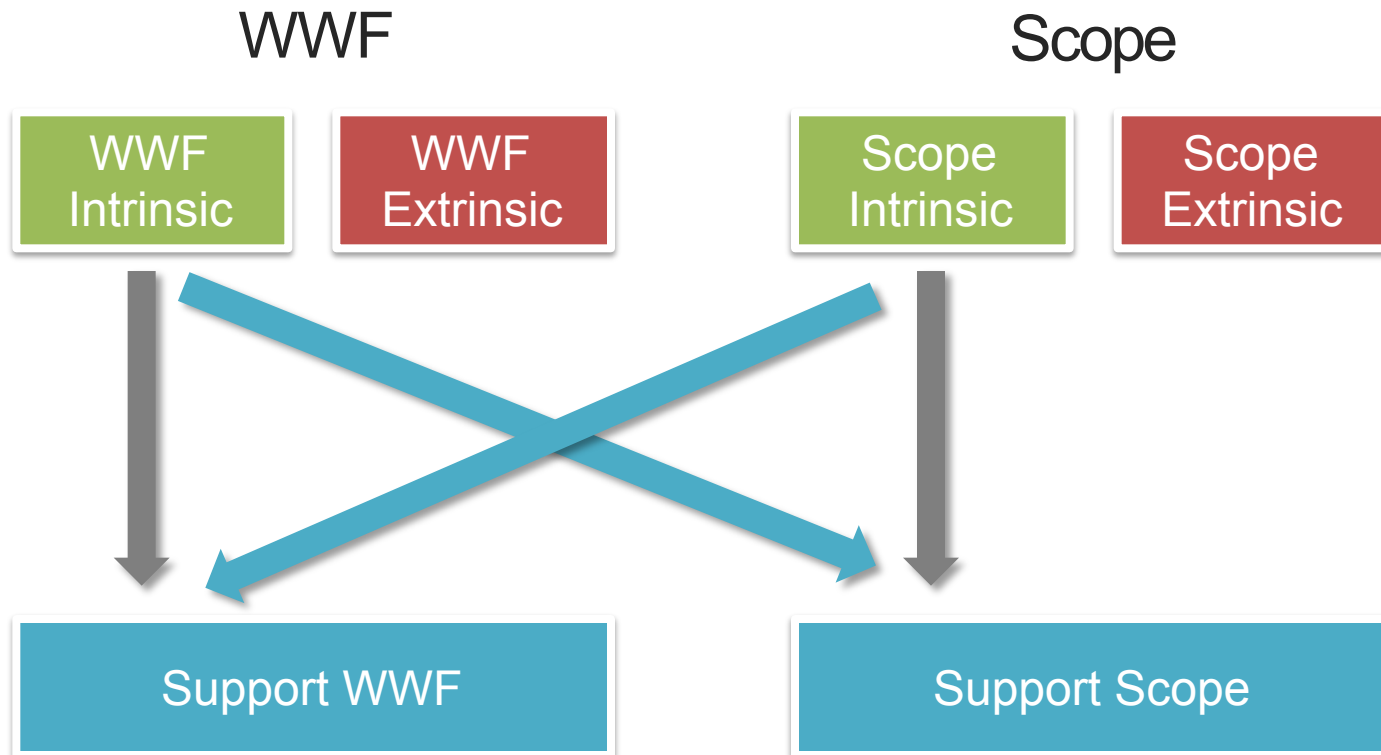
Ice melt could raise seas 'by 3 metres'

 **THE AUSTRALIAN**
THE HEART OF THE NATION

Climate change: Antarctic ice is growing, not shrinking, says NASA

No Cause is an Island

Crompton, Weinstein, Sanderson, Kasser, Maio & Henderson (2014)



Hence “Common Cause”

Challenging assumptions

- People are influenced by values, not facts
 - "Facts bounce off frames". Facts matter once someone is on board, and the facts fit the frame.
- Mixed messages (intrinsic + extrinsic) are ineffective
- Nothing is 'unframed' or 'values neutral'

→ Values & frames recap

- Values are motivations, not means, not attributes
- Values influence attitudes and behaviours
- We all have all values to some extent
- Our **intrinsic values** drive social and environmental concern and action, personal wellbeing, job satisfaction...
- Intrinsic values can be activated and strengthened over time
- Frames activate values
- Framing is always a choice: everything is framed, nothing is 'neutral'

Appeal to **intrinsic values** and avoid appealing to **extrinsic or security values**.

Effective
& Useful





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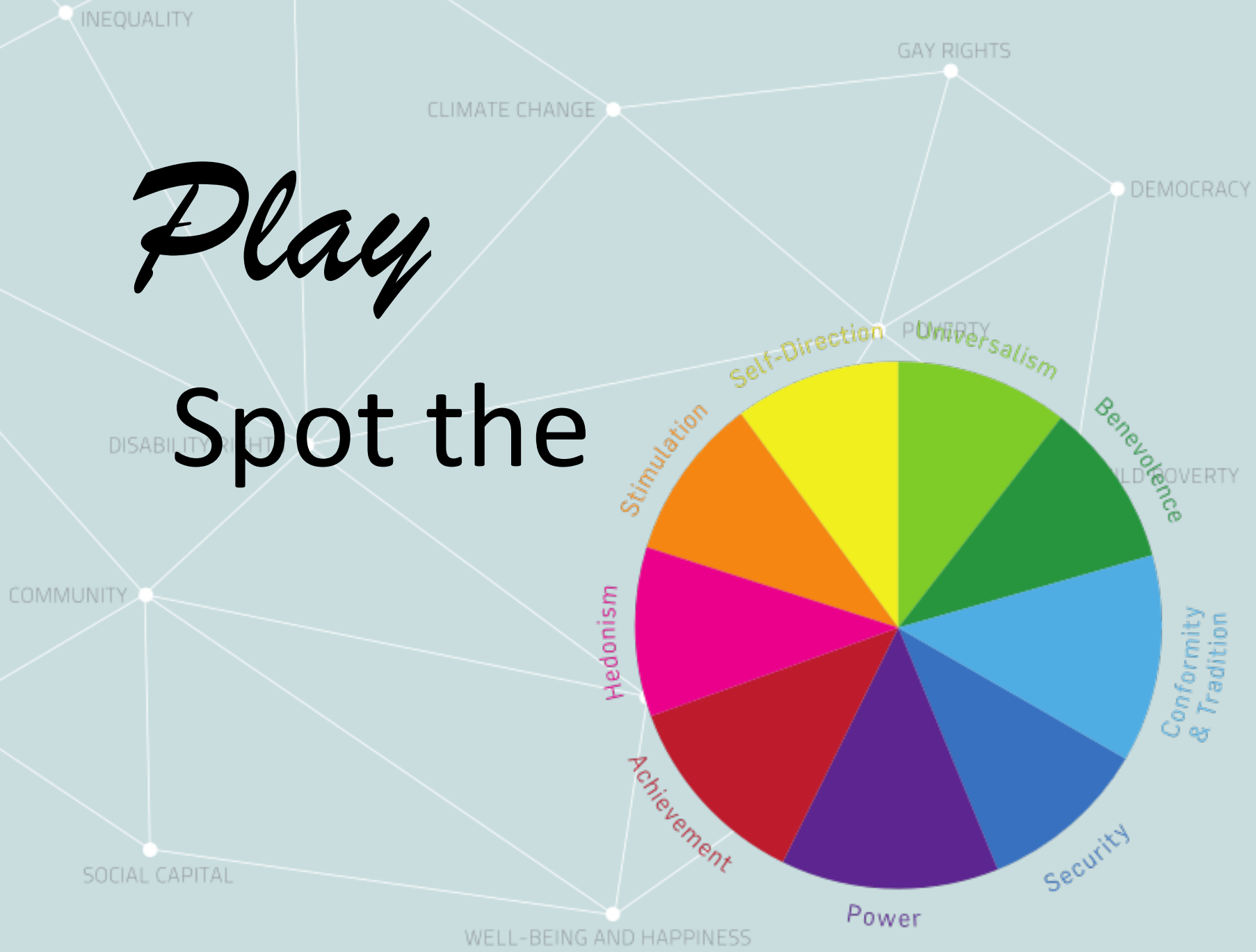
COMMUNITY

DISABILITIES

TEA BREAK

Play

Spot the



The trees in this
street will give back

\$ 10,613.80

worth of environmental benefits
over the next 20 years

202020TM
VISION

20% MORE GREEN
SPACES IN URBAN
AREAS BY 2020

202020VISION.COM.AU





PLEASE DO
TOUCH

the trees – or even hug them!



National
Trust

#NaturesPlayground



WESTERN SYDNEY
UNIVERSITY



proudly presents







[@patagonia](https://twitter.com/patagonia) Jul 30

Loud applause to the kayaktivists hanging from bridges and braving the cold to say [#sHellNo!](https://twitter.com/patagonia)

<http://pat.ag/qjsn>



[@patagonia Aug 9](#) Care for some photo fun? Take a look at our new curated collection [#vSCO](#): <http://pat.ag/cumj>



Our new denim line is made by [@FairTradeUSA](#) workers, and that's a good thing: <http://pat.ag/amuc>

Wheatbelt NRM (WA)



Wheatbelt NRM 3 Year Plan



Wheatbelt NRM

Subscribe 26

185 views

Wheatbelt NRM (WA)

They value a viable agricultural industry, and a sense of place.

A sacred Aboriginal site, that encapsulates sense of place.

It's the only international biodiversity hotspot in Australia. Plants and animals are only here, and there's not many of them left.

Protect the soil.

Everyone manages the environment. Every single farmer is a steward for the environment. It's the job of ...

So that we're still feeding the world in 100 years.

We know that we've got challenges. Salinity, soil acidity, climate change impacts, fragmented landscape, cats, rabbits & foxes.

But we also have one of the most innovative communities in Australia, in the world.

To preserve the environment and to build our agricultural systems.

The order matters: sandwich

- ‘Good’ – ‘bad’ – ‘good’
- Hope/action – threat – hope/action



Wheatbelt NRM (WA)

They value a **viable** agricultural industry, and a **sense of place**.

A **sacred Aboriginal** site, that encapsulates **sense of place**.

[it's a special place]: It's the only international biodiversity hotspot in Australia. Plants and animals are only here and there's not many of them left *[threat, but 'sandwiched']*.

Protect the **soil health**.

Everyone manages the environment. Every single farmer is a **steward** for the environment. It's the job of ... *[we're all in this together, we rely on each other]*

[objective]: We're still **feeding the world** in 100 years.

[threat as a challenge, call to take action]: We know that we've got **challenges**. Salinity, soil acidity, climate change impacts, fragmented landscape, cats, rabbits & foxes.

But we also have one of the most **innovative communities** in Australia, in the world.

[objective]: To **preserve the environment** and to build our agricultural systems.



Tweet



Tim Costello
@TimCostello

Aid cuts no real saving, just false economy. Poorer, sicker, less stable region will cost Aust more in the long run.

18/12/2014 16:18





Woodland birds in peril on National Threatened Species Day

Today, on National Threatened Species Day — held on 7 September each year to commemorate the death of the last Tasmanian Tiger in 1936—BirdLife Australia released results of surveys showing that two of Australia’s most endangered woodland birds — Swift Parrots and Regent Honeyeaters—are following the same path as this now extinct species.

“Swift Parrot and Regent Honeyeater surveys have been conducted twice each winter since 1994,” said Dean Ingwersen, Woodland Bird Program Manager and Regent Honeyeater recovery coordinator for BirdLife Australia. “Hundreds of dedicated volunteers from Victoria, NSW, ACT and Queensland search the countryside for these highly nomadic birds”.

Mr Ingwersen said that this year’s findings were concerning. “Only 740 Swift Parrots were observed — less than half the number found in the last two years,” he said, “and in May, only 10 Regent Honeyeaters were recorded across their range, and only 15 in August.”

While a number of factors could have influenced these poor results, it mirrors parallel recent studies, such as those by scientists from the Australian National University, which revealed the Swift Parrot population could decline by as much as 94 per cent over the next 16 years.

“Although Swift Parrots spend the winter foraging in Victoria, NSW, the ACT and Queensland, they rely on Tasmania’s mature eucalypt forests to breed,” said Mr Ingwersen. “The studies found that forestry and associated predation by Sugar Gliders are threatening the very existence of the Swift Parrot, yet the Tasmanian Government continues to log Swift Parrot breeding habitat.”

This has prompted a nomination to have the Swift Parrot listed as Critically Endangered. The Australian Government recognised the Regent Honeyeater as Critically Endangered in July.

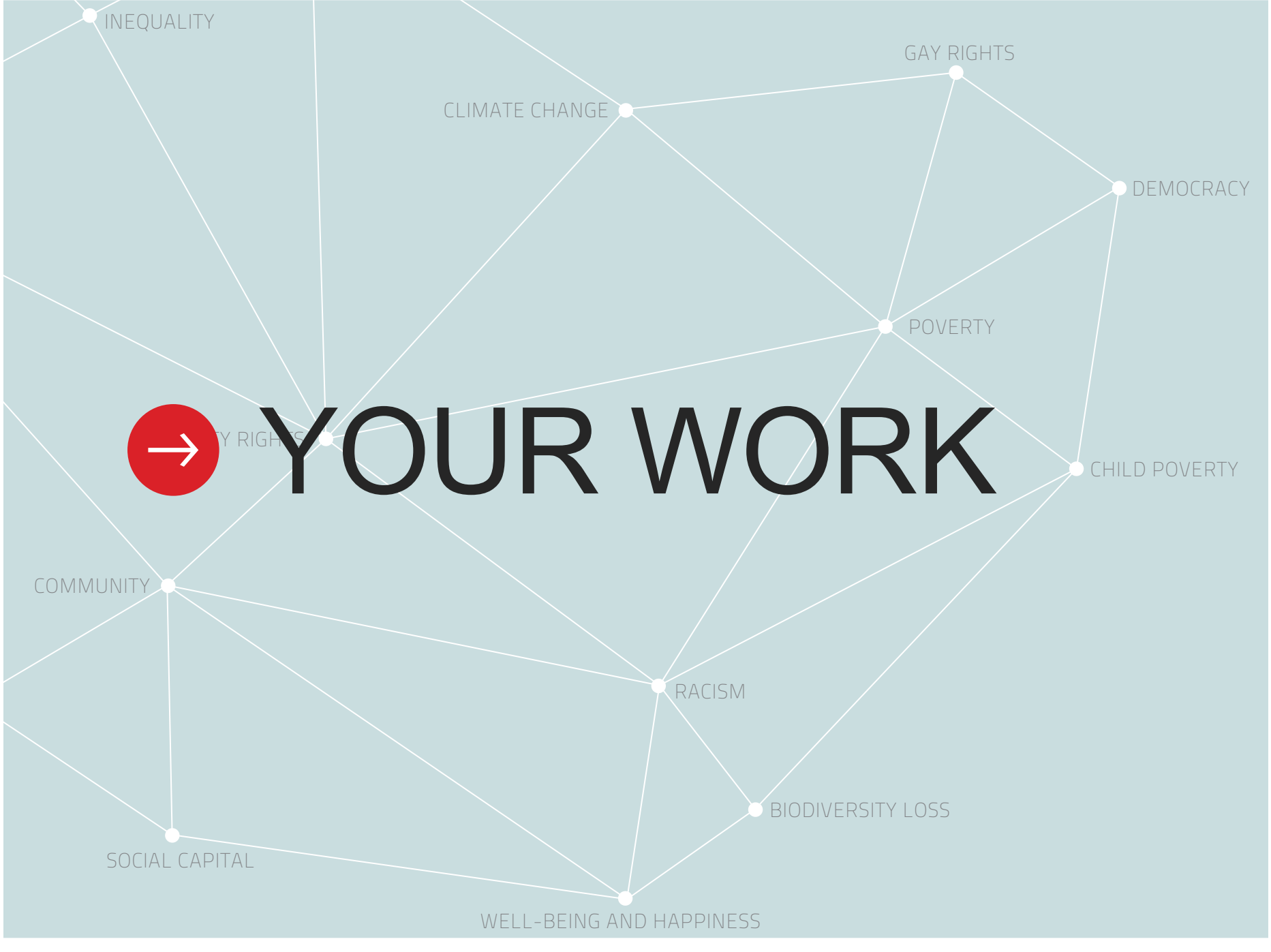
BirdLife Australia says today's findings should act as a call to action. "The community plays a critical role in the conservation of most endangered woodland birds," said Samantha Vine, BirdLife Australia's Head of Conservation. "The efforts of volunteers who turn out each year for counts are critical, and the Swift Parrot and Regent Honeyeater would be much worse off if not for the efforts of local landholders who have worked with BirdLife Australia and others to protect remnant habitat or revegetate with foraging and nesting trees."

While recovery actions have helped to halt the decline of Regent Honeyeater, key feeding and breeding habitat is still under threat. "Birdlife Australia is urgently calling on the relevant states and the Australian Government to work together to protect critical Swift Parrot and Regent Honeyeater habitat, and to fully invest in implementing the Recovery Plans for these species," continued Ms Vine.

To learn more about how you can get involved in the recovery effort for these and other threatened birds, visit <http://birdlife.org.au/projects/threatened-bird-network>.



YOUR WORK



INEQUALITY

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Consider:

Footprint & **Mindprint**

**Material
Policy** & **Cognitive
Policy**

Communications Audit

Three questions to ask about every communication

1. Does the communication appeal to **intrinsic values**?
2. Does it avoid appealing to **extrinsic** or **security values**?
3. Does it use intrinsic values creatively?



Motivating members, supporters, volunteers

- **Intrinsic motivations** (primed by intrinsic messaging) → more people volunteering, for longer duration, over longer time period
- Any intrinsic values segment - Self-Direction, Universalism, Benevolence - or combinations

Stakeholder engagement

- Context: e.g. local politicians
- Priming
- Format: co-creation, deliberation
- How are you framing your organisation?
(Partner?: Universalism, Benevolence.
Authority?: Power, Conformity)

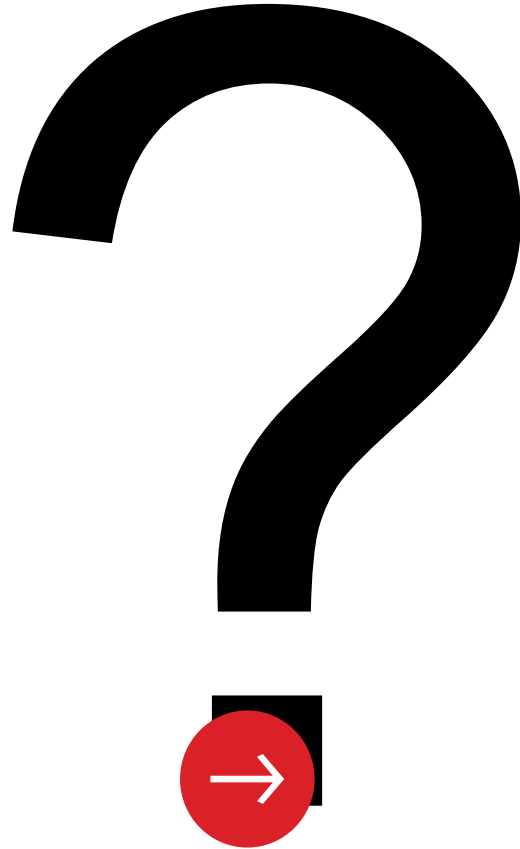
Common Cause **in practice**

1. How are you currently using values in your work?
 - intrinsic? extrinsic? both?
2. How could you incorporate (more) intrinsic values?
3. What would help you to do this?



Common Cause **in practice**

- *The lie of the land:* What are your stakeholders' frames? How do your stakeholders express intrinsic values?
- *Audit:* How are you currently framing your issue? Your organisation and its role? Your members or supporters and their role?
- *Reframing:* What's your ideal frame? Who are your potential advocates & trusted messengers?
- *Evaluation:* How will you know when you've successfully established intrinsic values & frames?



Invitation

- Common Cause Australia: www.commoncause.org.au
- Join the conversation on [Facebook](#)
- Hone your skills in tomorrow's [communications masterclass](#)
- [Bring us in](#) for values & frames analysis, program design, communications
- [Tell your colleagues](#) about Common Cause
- [Work with others](#) on common causes
- Contact: eleanor@commoncause.org.au



THANK YOU

commoncause.org.au

eleanor@commoncause.org.au