



Getting buy-in and support in your organisation

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Document prepared by Rohan Hamden and Associates on behalf of the National Climate Change Adaptation Research Facility.

Please cite as:

Hamden, R., 2016: Getting Buy-In and Support in Your Organisation. CoastAdapt, National Climate Change Adaptation Research Facility, Gold Coast.

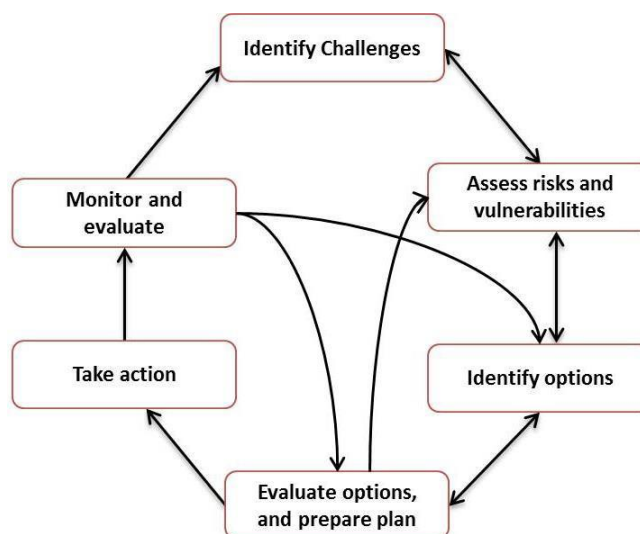
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Some material in this manual has been informed by the SA Department of Health Influential Leadership Program (2001). Author: Christine Davies.

Adapting effectively to climate change impacts requires a ‘whole of organisation’ approach, with teams and individuals that do not traditionally work together aligning their experience, skills and effort to identify challenges, to plan and implement solutions, and to assess performance. Driving such approaches requires buy-in and support at all levels in an organisation.

The C-CADS (Coastal Climate Adaptation Decision Support) framework (Figure 1) takes users through a series of steps to support the development and implementation of adaptation plans. It identifies stages when practitioners should seek buy-in and support.

- Once an initial vulnerability assessment has been conducted and support is needed to act on climate change risk
- When risk assessments are being undertaken and options are being identified
- When options have been prioritised and business plans are being developed for implementation
- When adaptation actions are being implemented
- When monitoring programs are being conducted.



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Introduction

Reaching a decision to invest in action can be difficult, particularly when it comes to sea-level rise and climate change. The issues are often complex, the information may be uncertain and the impacts may happen far into the future. Committing to act can also run up against inherent social and political biases, or merely require your organisation to do things differently, leading to the kind of resistance that any new idea or change has to overcome.

When faced with the question of what to do about it, people often fall back on the same tactics – make aware, better inform and educate. They hope that these tried and true strategies will be enough to convince their decision-makers to back their ideas. Experience has shown that there is much more that can be done to get buy in and deliver change.

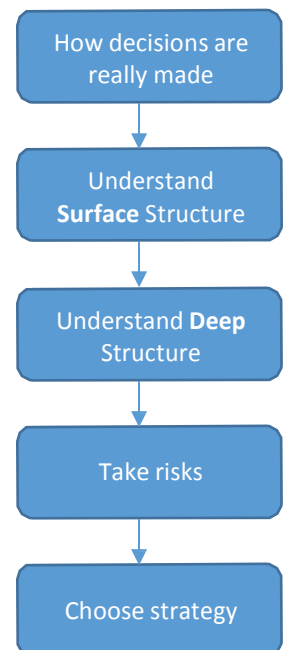
This manual outlines some basic tools and techniques that you can use to figure out how to navigate this complex organisational culture. It looks at how organisations function and how you can influence the outcomes. It will lead you through a process to understand how decisions are made in your organisation and how to increase the likelihood of getting your initiatives heard and supported. You will learn:

1. How to work out how decisions are really made in your organisation
2. How to identify the surface and deep structures of your organisation
3. How to take the right sorts of risks
4. Some of the basics of choosing your strategy for success
5. What to do when you are successful.

You will learn some of the tools and techniques used by people who have a reputation for getting things done. The diagram (right) illustrates the process in this manual. Getting buy in requires a profound understanding of the complexity of decision making in your organisation, and is a pre-requisite for achieving support and change.

This manual deliberately avoids describing project management methodologies to deliver change, as you are likely to already be trained in these skills. Instead, it is asking you to look at the world in a different way in order to influence change. No longer will you be simply judging things at their face value. Instead you will start to become proficient in:

- reading between the lines
- reading human behaviour
- reading the signals
- networking and gossiping
- deconstructing the power relationships at work
- understanding the values and assumptions of others
- understanding the big picture and how it links with the world of work.



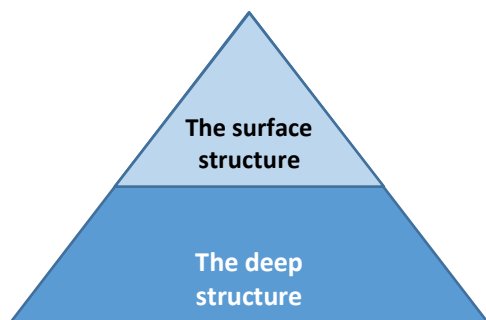
This manual is a short introduction to the idea of influence, and is intended to provide some basic tools and techniques that others have found useful. If you would like to learn more there are some resources listed at the back of the document.

Working out how decisions are really made

The first step in the process is working out how decisions are really made in your organisation. This is not as straightforward as it sounds. Decision making in any organisation is much more than just the rules, policies and procedures that keep the place running. The way decisions are made is also based on accepted norms of behaviour, the personality of decision makers, existence of alliances, personal preferences and a whole host of other factors. These can be classed as the surface and deep decision-making structures.

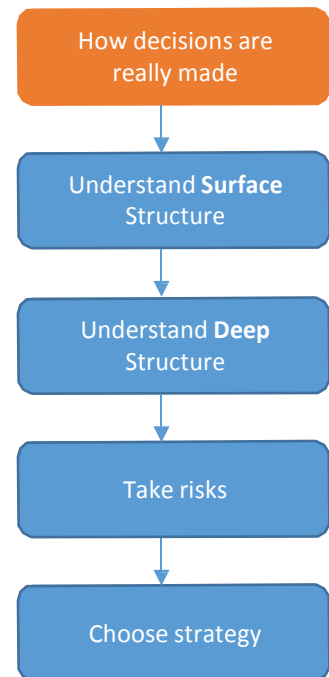
People who are good at influencing decisions are good at working with both the surface and deep decision-making structures. They have learned, either through hard experience or keen observation, what it takes to get things done.

The **surface structure** of an organisation includes its policies, procedures and practices. The surface structure is what people in the organisation DO in the world and what other people see them DOING. As such, the surface structures of the organisation are what clients and staff encounter on a daily basis; it is important to know what they are.



The **deep structure** of an organisation refers to the decision-making processes, criteria, unconscious intentions, power relationships and power distribution.

Understanding the surface and deep structures comes from learning from both experience and mistakes. So, at the surface structure level someone might learn how to read a budget report more smartly from the experience of having to live with severe reductions in expenditure for the last three months of the financial year, or learn how to apply a policy after being chastised for not employing a person the correct way. Whereas, at the deep structure level, they might learn about the organisation's ethos regarding environmental protection by seeing how little regard is given to conservation policies when certain developments are being approved.

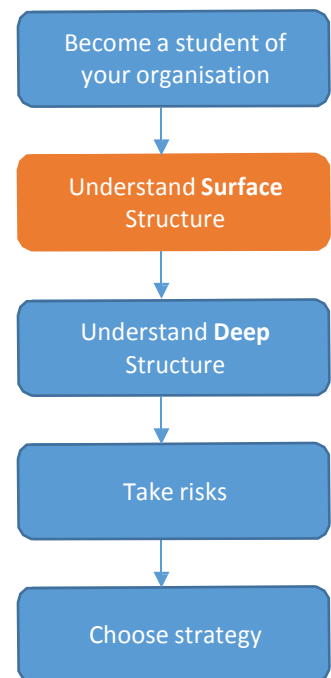


Begin by understanding the surface structures

Become an expert in your organisation's surface structure

You need to become proficient in the formal processes and procedures of your organisation. As obvious as this sounds, it is better if you don't trip yourself up just because you used the wrong form or template, or put information in the wrong order or misunderstood a vital piece of information. You also don't want to get into trouble because you bypassed an important step in the process. It is therefore important to learn the various procedures and protocols that keep the organisation going.

The best way to do this is to learn by doing. Next time you need to do a climate project or pull a proposal together, take the time to learn the exact procedure. Follow it to the letter. It will embed your understanding of the processes. If you have been with your organisation for a long time you may wonder what you have to learn. Take some time to refresh your understanding of the processes.



You could also take the time to speak to the finance, human resources or risk people in your organisation and find out how they see the world. Do they have particular issues or information they look for when they approve proposals? Do they have frustrations about processes that they don't agree with? If your proposals start to address their concerns, then you might find yourself making allies within these units.

Once you master the formal structures, you will start to identify where you can take short cuts and where you can't.

Identify your decision makers

This is not as obvious as it sounds and can take a long time to work out. The formal reporting structure is pretty straightforward and should be readily identifiable. You probably have a chart that lists who reports to whom. However, leaders might fall back on all sorts of expertise before they will make a decision. They will have links into finance, HR, planning, engineering and even to specialists outside the organisation. There will also be particular people on committees or council who are likely to be a big influence in decision making.

Often the expert they rely on is not necessarily the head of the branch or department. It may well be a long-term employee who has developed specialist expertise in a particular area, and has an opinion on every proposal that gets put forward; these are the people that have 'personality' power rather than 'positional' power and it's important to get to know them.

As you work through the steps in this manual, you will start to unpack where power really sits within the organisation, and how you might start to tap into it and influence it.

Delve into the deep structures

Once you have mastered the decision-making processes and identified your decision makers, it's time to start exploring the deep structures. We will start by identifying what power is and how it works.

How does power and decision making work in organisations?

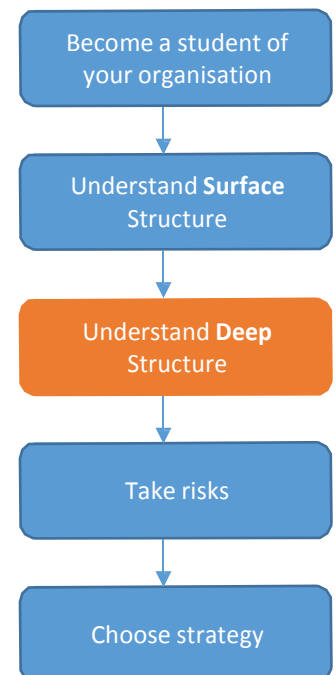
If anything is complex, it is unpacking the layers of how power is exercised within organisations. The unpacking demands an element of 'street smarts' to read between the lines of people's interactions, behaviour and power plays.

Below are two simple models for thinking about power in organisations – *delegated authority to act* and *power as exercised*.

Delegated authority to act places certain constraints and obligations on everyone in the organisation. All employees are answerable to at least one other person within the structure. The structure constrains actions by placing expectations about how things are handled, for example, who gets to approve and spend money. There is no place within the hierarchy for mavericks or lone wolves, although there is an expectation that everyone will be proactive within set limits. While these two behaviours – following the rules and being proactive – can appear mutually exclusive, it can be done with some awareness and finesse.

To prosper within the delegated authority, one must:

- comply with the more obvious protocols
- work through your manager when developing a new idea or initiative
- keep your manager informed
- put proposals in writing once they are past the 'let's talk about this idea' stage
- seek advice from your manager about the most likely senior person who will support your initiative.



Power in practice is derived from a person's 'rank' in the decision-making process. The rank comes from a combination of:

- structural rank – where they sit within the organisation's hierarchy
- social standing – the manner in which factors including gender, race, social class, political associations and age manifest themselves in the context of the organisation
- psychological rank – personal style, intellect and mode of operation.

Many people can hold rank and influence well above or below their structural rank.

Critical questions to ask when seeking to understand power in the organisation include the following.

- Who holds the power in this context and how is that power expressed?
- What are the patterns of rank in this context and how is rank expressed?
- Who has delegated authority with respect to the actions being proposed?
- How will I work with the different types of power?
- What issues are likely to concern those senior to me in responding to this proposal?
- What are the intrinsic motivations of the people in this context?
- Who are my allies?
- What are the costs of alliances I make?
- Who needs to get on board and how do I influence them?
- Who exercises the most leverage over the decision?



[Have you watched your decision makers' behaviour?](#)

You can also learn a great deal by watching how the decision makers operate. Here are some of the things to look out for.

- Do they seek to empower or control and manage?
- Do they favour a particular decision-making style, for example, prefer collaboration and participation, or autocracy and authoritarianism?
- How do they behave when under pressure, for example do they maintain control, shut down or express emotion?
- Where are their boundaries between the personal and professional?
- What aspects of their work life do they see as open to change and development, and what do they want to conserve?
- How do they exercise power?
- What are they saying to the world and about themselves?

It is important to remember that none of the above styles is right or wrong. The decision makers are merely expressing their intrinsic motivations and concerns, as well as the constraints of their environment.

One thing you will quickly realise is that leaders, particularly senior ones, are very concerned about their reputations. Their success is not necessarily dependent solely on what is written in their contracts; they can worry deeply about how their peers and future employers perceive them. So leaders can often be more worried about how a decision will affect their future chances of promotion, rather than the merits of the proposal itself. Leaders are likely to be averse to an outcome that will damage their reputation, particularly with members of the board or council, whom they need as referees in the future.

Understanding this helps you to identify important points of leverage when working with those decision makers.

Have you watched how previous decisions have been made?

Armed with your knowledge of who holds the power, start to watch the decision-making process in action. Does it seem like key individuals influence a decision? How do they talk? How do they present themselves? Do they constantly reinforce specific messages? Are there certain types of information or decisions that seem to get more consideration than others? Think about the language used in an economic development or infrastructure proposal as opposed to an environmental proposal. How long did discussions take? What information in the proposals was considered adequate and what was challenged?



Once you get the general trend, start looking for the unusual. This is where you are likely to find the most fruitful areas for understanding the real decision-making process. For example, were there any unusual decisions that did not fit the mould? Can you identify specific reasons why this decision was supported when it should have failed? This is when you will start to uncover some of the most influential components of the deep decision-making processes.

What other tools are available to analyse deep structure?

The discussion above highlights some of the practices you can undertake to understand the decision making process in your organisation. Appendix 2 contains two additional tools you can use if you want to do this analysis in a more structured way.

Critical questioning is a methodology to unpack these deeper layers that drive behaviours. It challenges our assumptions and explores how they came to be that way, whose interests they serve and how they serve them, as well as who is likely to be disadvantaged and how. Critical questioning also explores how things could be different, what purposes are most desirable, whose interests should be served and how, and who is likely to be disadvantaged and how.

Layered analysis is a tool for going below the surface of an issue or situation. It starts at the surface and progressively goes deeper to move the conversation away from the superficial. Having gone deeper, plans for changes can be designed to address all levels rather than operating at one level or blurring the differences between levels.

Summing up

Having worked through these processes you should have a better idea of what you will need to do to get better traction for your proposal. You will start to be able to read between the lines to develop a sense of whether particular suggestions and activities are likely to be acceptable to people in senior positions.

For example, although it may be a clever proposal with useful outcomes and smart use of resources, the senior person might also be considering the following questions.

- What is the most effective process or procedure I can use?
- What is in it for me?
- What is in it for my manager?
- Will I get it through the system or will I end up with egg on my face?
- What are the risks of going down this track?
- What have I got to lose with this approach?
- Does it fit with the relevant policies sufficiently to get it through the system?

The next step is to start implementing some of these actions, which might involve taking some risks.



How do I take the right sorts of risks?

It is one thing to spend time working out the subtleties and interactions of deep structure decision making; it is quite another to start using your knowledge to get the outcomes you desire. The more radical the reform you seek to deliver, the greater the risks you will need to take.

Why take risks?

We live in a world of massive change. Technological, social and economic changes are happening very quickly. The changes are reflected in organisations as new systems, new procedures, new legal requirements and endless rounds of restructures and re-organisations. Budgets are shrinking and communities expect more. It is impossible to identify a safe path through the turmoil. We all live and work in a state of permanent flux. Taking the easy and safe road is just as risky as moving into unproven territory.

Under such conditions, taking meaningful, reasonable and moderate risks is becoming a pre-requisite for success. Ignoring risks does not make them go away. It only increases the danger. Refuge in conformity and security no longer makes sense.

You may find that getting better uptake of your climate actions requires only modest changes to your implementation approach. It may be that there are many areas of support you can readily tap into in your organisation, and there is little need to take risks to drive change. However, the greater the degree of resistance and inherent bias against reform, the greater the need to take calculated risks to drive change. You will need to challenge the status quo if you wish to succeed.

Guiding Principles of Risk Takers

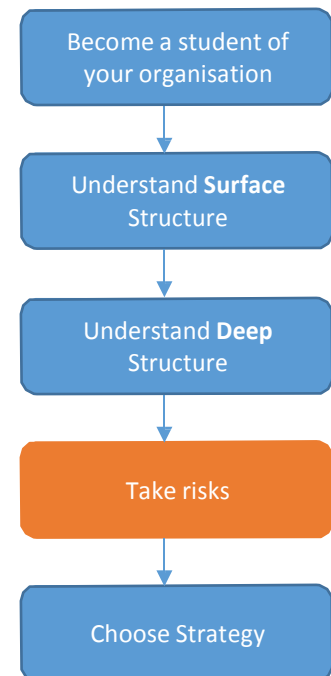
There are some important rules of thumb you can apply when thinking about how to structure your change program.

1. Learning and personal growth require taking risks

A life lived to maintain security, by holding on to the status quo, eventually becomes a prison. Personal development requires loosening your grip on what you already have mastered and moving beyond your comfort zone into the unknown.

2. Take only those risks where you can handle the loss

All risky situations can result in loss. In a worst-case scenario, if the loss would be catastrophic (materially or emotionally), don't take the risk in the present form. To build self-confidence, start small. Don't begin by plunging into risks with heavy penalties. As you gain experience, harsh choices often become less burdensome. For example, putting your job on the line is less stressful after you have already made some successful career changes.



3. Adjust risks that are too much of a gamble

Consider improving the odds and reducing the chances of loss by obtaining more information, spreading liability, hedging your bets and gaining more control over the outcome of your decision.

4. Accept that the price of risk taking is the occasional failure

Don't expect a perfect track record from yourself or others. Remember that you will gain far more from being an effective risk taker than you will ever lose from the occasional poor outcome. Also, recognise that complete failure is a very rare outcome. Often you will achieve partial success and make some progress towards your goal. Experienced practitioners understand that there is always some benefit or learning from taking calculated risks.

Now to figure out what to actually do. The next section explains some of the tactics that can be used to drive change. You can use this to identify what will work in your situation and what sorts of risks you may need to take.



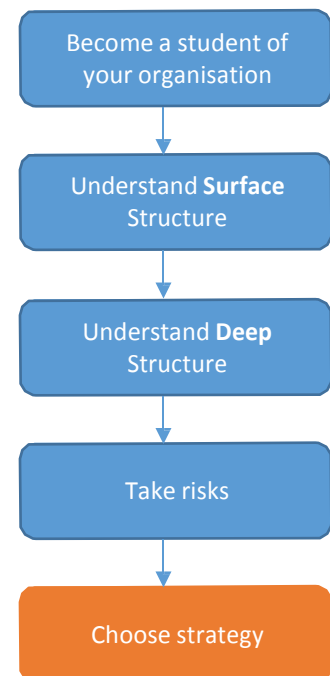
Putting it into practice – Choose your strategy

This manual deliberately avoids describing project management methodologies to deliver change as you are likely to already be trained in these skills. Instead, it is important to take some of the ideas discussed above and put them into your existing planning and decision-making processes. Go through this list of questions and think about the responses.

Identify the context – Internal

Start to identify the factors within the organisation that define the issues and how decisions are made.

- What are the relevant policies, legislation and guidelines? Are there any gaps?
- What is the history of making big decisions in the organisation? What are the myths, legends and stories?
- What is the political and cultural environment?
- What are the stated versus actual values?
- What are the strategic objectives of the unit/division/organisation/region and how do these fit with the aims of my project?
- What are the relevant information technology systems? Are there any gaps?
- What is the financial impact?
- What else is going on that may impact my project?
- What impact will my project have on other areas/divisions/individuals?
- What impact will other areas/divisions/individuals have on your project?



Identify the context – External

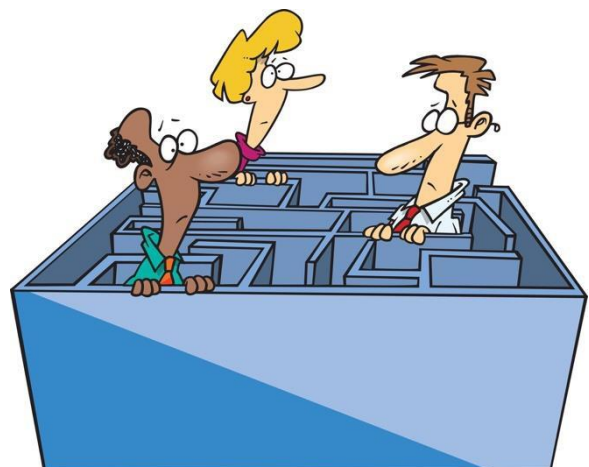
Think about the issues outside the organisation that will influence the decision.

- What impact will your project have on other organisations/groups/individuals?
- What impact will other organisations/groups/individuals have on your project?
- What are the relevant big picture social/economic/environmental issues that could affect your project?
- What else is going on that can affect your project?
- What are the key priorities for local and state government that might affect your project?

The key players

Ask some of the questions below about the people who will have the most influence over the decision.

- Who are they?
- What is in it for them?
- What would they perceive as success?
- What is their preferred style of operating?
- How do they like information presented?
- What are their agendas?
- What values and assumptions are driving them?



- What are their professional allegiances?
- What are the skill levels of key players? Are there any gaps?
- Who holds the power in this context and how is that power expressed?
- What issues are likely to concern those senior to you in responding to this proposal?
- How can you get peers and senior staff to share the vision and develop a sense of ownership of the project? What is in it for them?
- What are your spheres of influence?
- Who are your allies?
- What are the costs of the alliances you make?

Unintended consequences

Assess possible unintended consequences of your change project by reflecting on the following:

- What resources will this project use up and who is affected?
- In 10 years' time, what will this project be seen as achieving?
- What will be the consequences of doing nothing?

Planning

It is now time to start to plan what you will do. It is important to develop detailed and specific strategies. Don't just say 'I need to consult with my manager to get him/her on board'. Instead be specific about when, what messages will have traction, who will do it and what method you will use. You can also specify why you think this strategy will be successful based on your analyses of the situation and the people involved. Some of the key questions you should ask when preparing your plan are:

- What exactly are you trying to change or make happen?
- Who do you need to influence to:
 - support the decision
 - agree to the decision
 - participate in design
 - participate in implementation?
- How will you influence the above people?
- How will you enlist the support of your line manager?
- What does your line manager need to convince those above?
- Why do you think your strategy will be successful?
- What methods will you use for ongoing evaluation?

Table 1 provides a short summary of some of the tactics and when they can be used. The sorts of resistances you encounter can be any combination of these, and you should think through each of the situations to assess how they apply to you, and what element of the response you can use. Some of the ideas below are simple and obvious, while others require a great deal of thought and planning. All of them have been used at one time or another to deliver change.

Appendix 1 contains a brief example of how to plan and implement your strategy.

Table 1: Tactics to overcome different types of resistance

Area of resistance	Tactics
Lack of support at the chief executive, managing director level because not considered important or strategic	<ul style="list-style-type: none"> – Identify a governing body or peak organisation that the leader is required to respond to and identify if they can reinforce the need to act. For example, identify if the council's insurance body will seek evidence of climate policy implementation. – Have a peer from a similar organisation present why they think the issues is strategic and how they have responded. – Identify potential funding opportunities or new private sector partnerships that the proposal will create. – Is there a relevant state or national policy or strategy that encourages or requires your organisation to act? E.g. guidelines or code of practice or state plan that could lead to state funding. – Provide research that identifies the issue as a new risk/opportunity.
Lack of support at the senior level because they simply don't know how to respond, don't recognise it is an organisational responsibility or lack an understanding of the risk of doing nothing	<ul style="list-style-type: none"> – Establish an expert reference panel to advise council. – Commission an independent report that outlines the risks and issues. – Have a peer from a similar organisation or experts present how they have responded.
Lack of support within the governing body	<ul style="list-style-type: none"> – Map members of governing body and identify who are likely to support or oppose the proposal based on their values, and previous decisions etc.
Don't want to be the first mover	<ul style="list-style-type: none"> – Highlight the risks of inaction to council business. – Structure the proposal so that it is clear that inaction will create direct risks for those in charge. For example, a flooded community will significantly impinge on council resources during an emergency event.
Don't want to be informed so that do not have to respond	<ul style="list-style-type: none"> – Identify community organisations that will raise the issue with council. – Identify if peak body, planning regulator etc., can write to council informing them of their responsibility. – Have a media organisation contact council and ask how they are responding to the issue.
Requires significant collaboration across the organisation to achieve	<ul style="list-style-type: none"> – Develop cross organisational project, with steering group. – Seek co-funding from key departments and external sources.
Don't know how	<ul style="list-style-type: none"> – Identify ways of integrating your reform into existing processes. Can you change the standards and work protocols? – Translate your policy into their language. – Identify peers from similar organisations who can show or train others on how to implement the changes.
Key individual believes that it is not their job	<ul style="list-style-type: none"> – Link reform to strategic/business plan. – Identify the potential for the individual to be recognised by managers or industry peers. – Have their manager impose the requirement to act by demonstrating to that manager the risks of inaction.
Don't have the money	<ul style="list-style-type: none"> – Focus on the co-benefits across the organisation. – Seek partnerships and grants to co-fund the proposal.
Too busy	<ul style="list-style-type: none"> – Identify ways of integrating your reform into existing processes. Can you change the standards and work protocols? – Identify how your reform can make their job easier.
Political ideology resists environmental projects	<ul style="list-style-type: none"> – Focus the benefits of the project on the other non-environmental benefits. For example, a heat island project can focus on the health benefits. Coastal protection projects can focus on the reduced cost of addressing the damage from extreme events, and the increased economic dividends to the organisation.

What do I do when I am successful?

After months of careful study of your organisation, building the right sort of relationships, and developing your proposal in a way that has meaning to leaders' intrinsic motivations, don't be surprised when you finally win the day. Your proposal is approved and fully funded. So what do you do now?

Well the first thing, of course, is to celebrate. But after that, you need to recognise that you are entering a new phase. Now you need to buckle down and start implementing your successful proposal, and delivering on some of the promises you made to get it through. Not following through will create a reputation of 'dump and run'. Make the most of your success by building a solid reputation for being able to deliver.

You might also find that your own power relationships in the organisation suddenly change. You are now seen as someone who is able to cut through the bureaucracy and get the job done. Congratulations. People are likely to seek your advice about how to get proposals through the system.

Further reading

If you want to know more there are many excellent books and resources available. Below are some of the most important examples you should consider.

Robinson, L., 2013: *Changeology: How to enable groups, communities and societies to do things they've never done before. Scribe publications.*

Cialdini, R.B., 2008: *Influence: Science and Practice (Vol. 4).* Boston: Pearson Education.

Heath, C., and D. Heath, 2005: *Made to Stick: Why Some Ideas Survive and Others Die.* Random House.

Kahneman, D., 2011: *Thinking Fast and Slow.* Macmillan.

Appendix 1: Example

Issue: Sand dune revegetation to reduce erosion potential

Desired Outcome: To have Council endorse \$50,000 program to revegetation the foreshore.

Decision Maker Analysis:

Who	What do you need them to do?	Areas of leverage	Tactics
Direct manager – ambitious, seeking promotion	Agree to support the project	Seeking ways to strengthen CV	Identify potential award for plantings
Environment manager – supports the proposal	Agree to planting methods and species	Wants to see it go ahead	Enlist as ally for project
Finance manager – trying to keep budget balanced	Agree to fund the project	External funding or budget savings	Cost benefit analysis on benefits to council
Works manager – only interested in hard engineering	Agree to use of equipment for site preparation	Takes advice from council Risk Manager	Develop report on risks to council of erosion.
Chief executive – neutral about proposal	Agree to endorse it to council	Will not be political	Seek to have local government association or regional organising council propose policy on soft engineering solutions
Councillor 1 – strong environmentalist but idealistic	Agree to proposal	Be seen as pro-environmental	Enlist as ally for project
Councillor 2 – blocks any proposal that does not support urban growth	Agree to proposal	Good friend of local state government member	Create good news story and launch event for local member

Implementation:

Tactic	Risk level	Steps to implement	Who will do it?	Evaluation of progress
Identify award for project	Low	Identify award and structure project to maximise chance of successful application	Project Manager	Reach at least shortlist for prize
Enlist Councillor 1	Med	Brief councillor Ask them to be project reference team member	Direct manager	Agrees to participate
Establish as local government association or regional organising council policy	High	Foster relationship with LGA member Discuss proposal for policy informally Provide draft wording	Project manager, possibly outside work hours	Development and distribution of policy

Appendix 2: Tools to analyse deep organisational structures

Asking critical questions

A lot of things which look like personal behaviours or preferences are actually manifestations of patterns in a society.

A superficial example is the rapid uptake of smart phones and how you relate to it. Are you using an iPhone, do you swear allegiance to Android phones, or do you simply not care? Your response to this question comes from a complex interaction with friends, marketing material, perceptions of status, financial resources and a host of other considerations. You have no doubt spent emotional time and energy thinking about what is the best smartphone for you, and perhaps rarely questioned why you needed one in the first place.

Critical questioning is a methodology to unpack these deeper layers that drive behaviours. It challenges our basic assumptions, examines how they came to be that way, whose interests they serve and how they serve them, as well as who is likely to be disadvantaged and how.

How is this useful?

Critical questioning helps you to become a smart operator in your organisation as it allows you to examine things which, on the surface, don't seem too bad. It also helps you if your intuition is signalling that something is questionable, as it allows you to put shape and form to your vague feelings. You are being better served by being able to articulate your critique clearly to yourself and others.

Here are some of the critical questions you can ask

This is quite an exhaustive list of questions that you can use. Go through them and see which ones work for you when trying to understand the problem. The letter X symbolises the action, solution, policy or approach that is being proposed.

Understanding the issue

- What problem is X purporting to address?
- Whose definition of the problem underpins what is said about X?
- Whose interests does that definition of the problem serve?
- Whose interests does X serve?
- Who is purported to gain from X?
- Who is made more or less powerful by X?
- Are responsibilities for actions outlined in X or is it rhetorical with no action?
- Who generated X and how do they benefit from having done so?
- Who is being oppressed by X?
- Is anyone colluding in their own oppression by accepting X as normal and/or desirable?
- What is the history of X and what is the context it emerged from? Who initiated it and under what circumstances?
- Has that context changed and if so, how and by how much?

Assumptions underpinning the issue

What are the assumptions relating to each of the following that underpin X?

- human behaviour

- power
- organisations
- health, welfare or housing
- structures
- ethics
- reward and punishment
- the environment
- the economy
- gender
- race
- sexual preference
- ethnic affiliation
- age
- social class
- government
- religion.

How the issue is being put into action

- How is X being put into action?
- Who is participating in doing X and do they comprehend what they are participating in?
- What view of the following is being reinforced or weakened by the implementation of X?
 - particular age groups
 - race
 - sexual preference
 - ethnic affiliation
 - gender
 - normality
 - the economy
 - the environment.

Layered Analysis

Going below the surface of an issue or situation involves a layered analysis. The aim is to move the conversation away from the superficial. Having gone deeper, plans for changes can be designed to address all levels rather than operating at one level or blurring the differences between levels.

There are three layers of analysis:

- The **story level** – what people automatically say about the issue without necessarily much detailed knowledge and consideration. This is the surface level.
- The **social and regulatory level** – legislation, policy, formal structures, procedures and protocols that are or will be in place.
- The **values and beliefs level** – the underlying assumptions, values and structures that manifest in this issue.

Each level yields different material and different arrangements of material, revealing the complexity of a situation.

The levels also highlight the types and styles of interventions and actions required to address each of the attitudes, opinions and values identified. For example, *story level* statements would need to be addressed in a different way from the *values and beliefs level*. The perception that ‘all public transport is dirty’ can be addressed with information. A marketing program or news items about standards of hygiene in trams and buses can begin to convince people that the services are actually quite clean. However, to engage with people’s beliefs that everyone should have access to cheap public transport to go anywhere needs a very different approach.

To carry out a layered analysis

1. Identify the area for analysis – an issue or concept that you need to analyse
2. Identify the story of that issue – say what comes into your mind without censoring or complicating it. Note what you often hear people say in public, and what you read about this issue. Be careful, though, not to exaggerate or stereotype other people’s perspectives.
3. Identify the social and regulatory level – detail the existing regulatory, policy and formal structures that impact on this issue.
4. Address the values and beliefs level – identify the myths, metaphors, grand narratives, and underlying assumptions that form the foundation of the issue as it is experienced in the world.
5. Use this analysis to identify new ways to tackle the issue and incorporate actions for each of the layers.

Layered analysis example – public transport

Level of analysis	Use of public transport
Story level	Possible opinions: <ul style="list-style-type: none"> • unsafe • never on time • does not go where you want to go • don't let us know when cancelling or delayed • cheaper so should use more • good for society • smelly, dirty, germmy • environmentally friendly • can be relaxing • arrive unstressed • quicker than a car sometimes • too slow • no parking hassles
Social and regulatory level	Considerations: <ul style="list-style-type: none"> • relevant legislation • 10-year planning horizon • fare increases at CPI • disability access increased • good web/app information • electronic ticketing • after-hours safety mechanisms in place • greenhouse challenge • changes require community consultation • zero tolerance for alcohol
Beliefs and values level	Possible opinions: <ul style="list-style-type: none"> • universal mobility is the right of all • transport is a government responsibility • I want it NOW, so I won't wait for public transport • competitive individualism • time is money and public transport is slow • need infrastructure for the transport of workers • need to reverse the notion that cities should be adapted to car design • sustainability of community is put at risk by use of cars • cars are important status symbols and metaphors of freedom, individuality, wealth etc.