Overcoming Organizational Barriers
to Risk Communication
Copyright © 1994 by Peter M. Sandman

1. Describe the change as a change.

2. Send signals through the system that you mean it (job descriptions, planning documents, performance appraisals, budgets and schedules).

3. Make sure the rewards and punishments in the system match your new goals.

4. Don't blindside anyone.

5. Provide help with risk communication skills-building.

6. Assess the internal communication climate.

7. Collect evidence that risk communication works.

8. Start with small pilot projects.

9. Institutionalize the skeptics.

10. Pay attention to your own skepticism.

For more about my take on this issue, see:

- "Chapter 6: Will They Let You? The Organizational Barriers" in *Responding to Community Outrage: Strategies for Effective Risk Communication* (1993) – www.psandman.com/media/RespondingtoCommunityOutrage.pdf
- Implementing Risk Communication: Overcoming the Barriers (1994) – http://vimeo.com/20353084
- Addressing Skepticism about Responsible Care (Nov 1990) – www.psandman.com/articles/cma-care.htm
- Lawyers and Outrage Management (Jul 2002) – www.psandman.com/col/lawyers.htm
- Public Health Outrage and Smallpox Vaccination: An Afterthought (Jan 2003) – www.psandman.com/col/smallpx2.htm
- "Fear Is Spreading Faster than SARS" – And So It Should! (Apr 2003) – www.psandman.com/col/SARS-1.htm
- The Boss's Outrage (Part II): Talking with Top Management about Risk Communication (May 2007) – www.psandman.com/col/bossoutrage.htm
- The Boss's Outrage (Part III): Managing Management's Outrage at Outrage Management (May 2007) – www.psandman.com/col/bossoutrage.htm#part3
- Convincing the CEO to give outrage management a try (March 2015) – www.psandman.com/gst2015.htm#CEO

Peter M. Sandman, Ph.D.
Brooklyn, NY

Email: peter@psandman.com   Web: www.psandman.com   (U.S.) Phone: 1-609-683-4073
Consulting, Training, and Research in Risk Communication