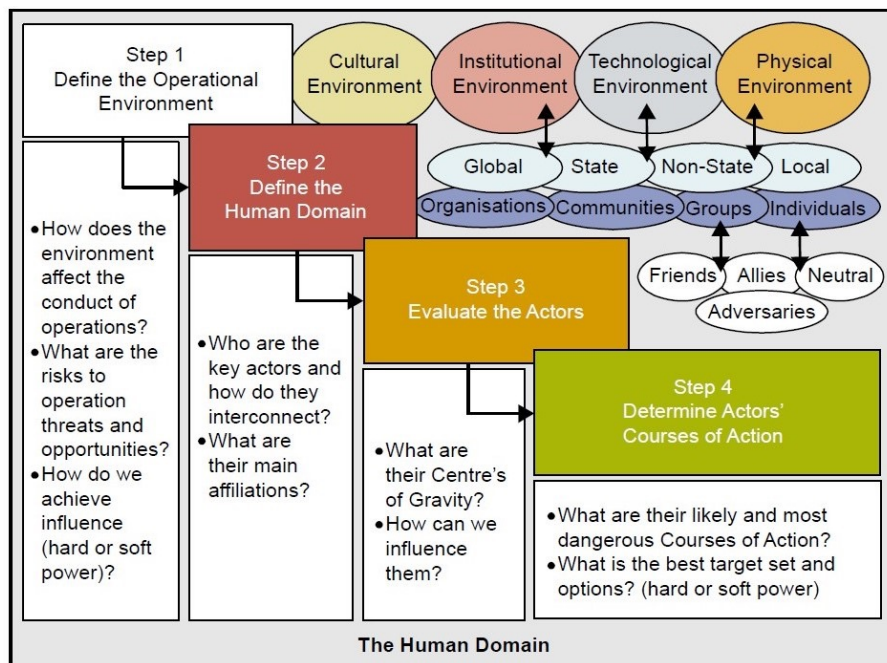


sense of belonging, - a sense of being or a moral code. Understanding what is important to and is valued by the served population is essential to design an engagement strategy.

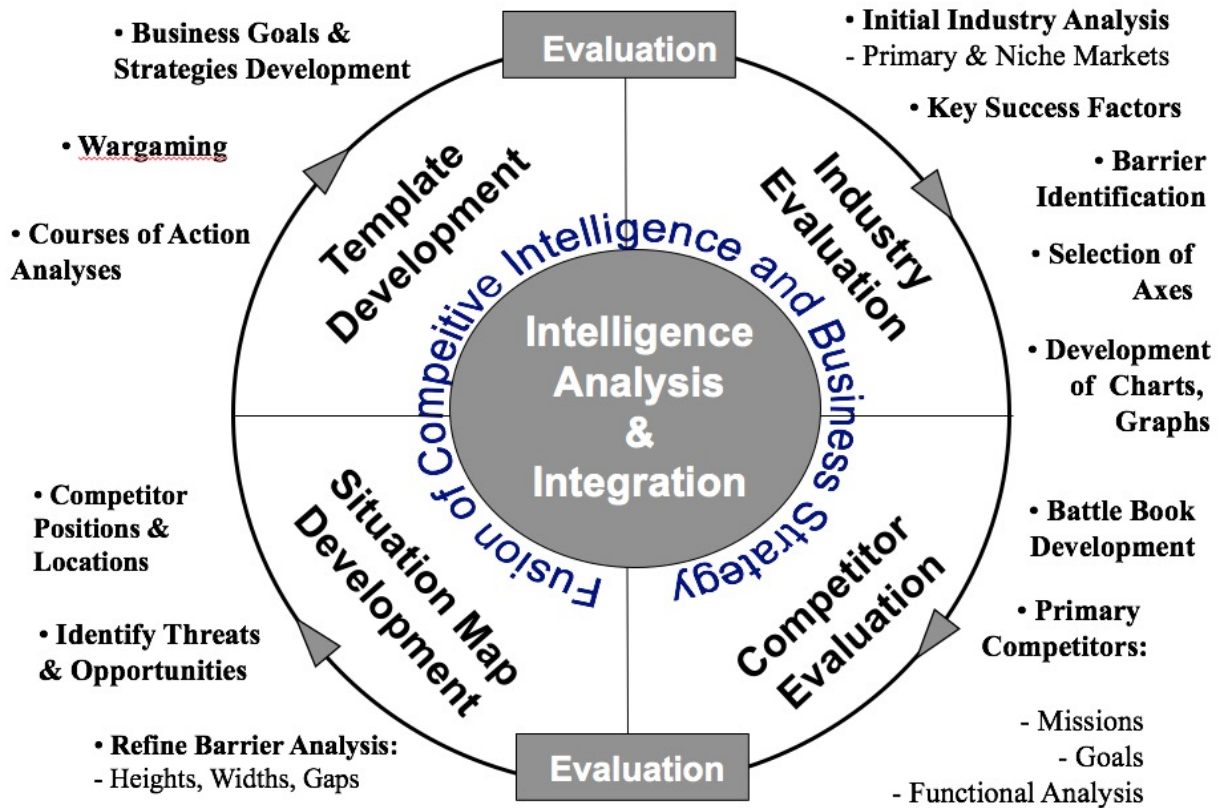


Emergency managers require similar data sets to inform hazard identification and risk analysis (HIRA) reports and build scenario planning for known and unknown events. From a human relationship perspective, knowing about who is within the jurisdiction, their connections and relationships provides a roadmap, a visual network of who is where, doing what, with and to whom. To achieve an overall macro level assessment, this is achieved through synergizing readily available data from open sources – census, electoral, crime, education, income, family demographics, religion, and a host of other publicly facing data sets. While simplistic in nature, the summation of the data presents the community as is, without pretext or bias. Irrespective of your role in society, whether in a public or private position, this level of data is helpful in making informed decisions and in developing scenarios and their potential outcomes. Whether



you're mapping the next flood or you're rolling out a financial investment idea, the more you understand about the target audience and how they live their lives, the greater chance of success. This activity is common across industries, here is an example from *Strategic and Competitive Intelligence Professionals*, on the general application in the marketplace:

Intelligence Preparation of the Marketplace



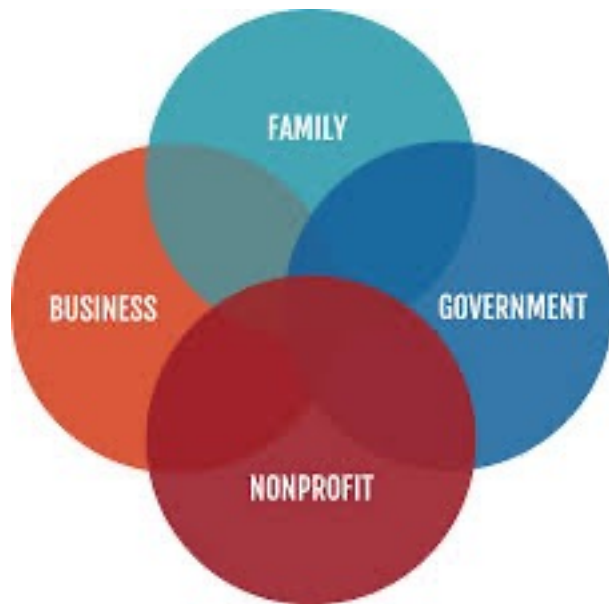
The underlying concept is that to perform tasks at an optimal level with restricted resources, it is recommended to understand the environment in which you intend to operate. Emergency management serves the corporate structural entity and in terms of public services, the general population. Hence, investments early on in defining and gathering data on the target population will provide valuable when you begin building social capital and marketing the emergency management message.

We begin with identifying the core structural elements of modern human society. This is drawn from a review of the sociological, public administration, anthropological and economic literature, seeking a simplistic but relevant frame for understanding how human civilizations are organized.

Our civilization is organized in four main spheres:

- Civil Society
- Non-Profit
- Private Sector

Public Sector



The civil society sphere, otherwise known as the residents or families encompasses the population in their personal roles and responsibilities as members of an immediate familial structure.

The non-profit sector encompasses formal and informal organizations that provide service to the population or represent an advocacy element for elements of the population. This would include neighbourhood organizations, the United Way, Salvation Army, book clubs – literally any voluntary gathering of residents not committed to the generation of income.

There is an argument within literature to separate the non-profit sector into two distinct elements. First, as described previously, but the second element encompasses the membership only groups, those who charge fees for access and are by their nature

exclusive. Notable to mention, but for this analysis, we will exclude that distinction.

The private sector encompasses all corporations, large and small, within the jurisdiction. Of note is that many corporations have a presence within a society without a physical location. Consider technology companies – there may not be a telecommunications company office in your town, but there likely are cell towers and communications infrastructure.

The public sector encompasses the government itself, its institutions, and agencies necessary to carry out the roles and responsibilities of government – at all organizational levels including municipal, sub-national, national and to some degree multinational organizations.

When we consider these as part of a Venn diagram, we reflect that most will find themselves a member of some if not all these ovals, representing the myriad of activities and roles played within the collective community. The intersections represent the connectedness of our structures, reinforcing the idea that they do not exist in isolation, and their success – as defined by their continued presence – is at least partially attributable to relationships with and support from the other spheres. Society is constructed of all four and requires all four to be present to be successful – each community or unit of measure will have each present to some degree, but all are necessary.

Human society is organized in these spheres but operationalized in a set of areas of work or influence, commonly referred to as sectors. Each of the sectors are present in at least one sphere, but often are intertwined in two or more. These sectors are:

- Public Education
- Post-Secondary Education
- Faith
- Non-Profit Service Organisations
- Small Business
- Large Corporate

Arts
Entertainment
Public Healthcare
Private Healthcare
Finance
Utilities
Government Institutions

Note: Depending on the social science lens applied, there may be many additions to this list. It is not exclusive, but designed to represent both the most likely sectors present and the most impactful for the intended audience. Some research has pointed to over 30 identifiable sectors within society, each community – whether public or corporate, will present a unique set of culture and identity, each of which contribute to the prominent sectors. The deconstruction of sectors is iterative, as one sector is discussed and evaluated, it may be viewed as helpful to separate one into two or more distinct elements. This will be due to unique culture and circumstances within each jurisdiction or corporate environment. For example, a marketing department may be a sector of the corporation, but in reality, there are distinct elements that could form their own separate sectors – social media presence, copywriting, direct customer relations. The intent is to create the right number of sectors within your boundaries that facilitate your mapping of the networks and identifying key leadership.

Our advice is to start with the core offered, follow through the methodology and then re-visit and consider others if they are either present, valuable or both.

For example, the faith community will involve the formal organizational models of each major faith - Christianity, Islam, Judaism - but could involve Hindu, Sikh, or other minor world religions. IPB notes that all organizations that may play an impactful role in society are considered, hence the need to explore, not assume, that certain sectors are active. The intent is to identify the known sectors and then conduct an analysis of the constituent parts. This is accomplished through known entities that are common in society.

An example, the public education sector may include:

Elementary Schools
Secondary Schools
Teachers Unions
School Boards
School Trustees
Parent to Teacher Associations



The purpose of identifying these elements is to first understand who has a voice or role within the sector and to identify contact information. The intent is to create a framework of individuals who represent their elements within the sector, to create a group who would be offered the opportunity to connect in the enabling environment. In the previous module, we learned about how institutions or policy makers are responsible for creating the space for social capital to be created, to foster strong relationships. The result may be multiple PTA, several unions, and several important individuals. This thought process is continued for all sectors, in total likely identifying dozens of organizations that play a



formative role in the functioning of a municipality, thus considered for involvement within the development of a stakeholder engagement strategy.

For the professional context, these sectors represent the constituent parts of a business. You'll have ready access to the organizational chart of each division within the company. It is often far easier to identify the sectors within corporations as they have established relationships, likely hierarchical. The challenge at this stage is to overlook the other elements of the business that are key to operations.

Logistics includes suppliers, first, second and tertiary tiers, as well as contracted task-based support. There are associations, advocacy groups, community liaisons and a host of sectors that are intertwined with business operations.

Success at the beginning of this methodology is represented by identifying all those sectors – public and private, that are present in your community or corporate operations. Once we know who is there, we can identify who knows who, relationships, networks and within those networks, key leadership.



Mapping & Key Leadership Identification

When developing the visual of the stakeholder mapping, you may choose to use larger symbols to indicate more impactful organizations in the community, highlighting the key enablers to building relationships within the municipality. The level of importance may not be readily apparent, as such best judgement is recommended.

Whether constructed in text or visually, the intent of this model is to provide a roadmap to developing a map of the structure of society, one which depicts the main actors, demonstrating the targets for engagement to build relationships critical to the success of local emergency management.

With the sectors mapped, we begin to seek relationships. The ties that bind different organizations together, seeking first the bonding, then bridging and finally the linking social capital. These may be difficult to identify and isolate, some imagination may be required. Often later iterations of the enabling environment will expose previously unknown relationships that are impactful and helpful to the emergency management mission.

First, seek advocacy groups within one sector (Catholic diocese speaking for all Catholic Churches). There may be a faith council in the community where the leaders of varying faiths gather to discuss issues of common interest and to maintain peace amongst the populations. These will represent the bonding social capital. The rationale for beginning with advocacy groups is that they are noisy – they're in the news, present in discussions, lobby decision makers; the totality of their actions make them easy to identify and source contact information.

Significant issues within your society or corporation will be represented – marginalized populations, unionized workers, political parties and a host of other fields will have a notable and recognizable presence.

Second, map coordinating organizations, these are chambers of commerce, local business councils, community hubs, anywhere there is an existing forum for the interaction of different networks (voices for groups of organizations within society). Like the United Way acting as an advocate for the myriad of small but impactful community organizations. Neighbourhood organizations are a consideration, as they may not directly bridge several local entities, they are a collection of people who have the predispositions for social capital and membership in otherwise unconnected organizations. This is your bridging social capital.

When maps are developed, they include a connection to indicate a relationship, with a directional arrow to indicate the flow and a size to reflect the value of the relationship to the parties.



The mapping provides for a visual template for the sectors in the society and where they may intersect. The next stage is to identify the key leadership within the networks. This is completed by first determining if there is an organization that represents the bonding social capital (Church Diocese), the bridging social capital (business or faith councils, neighbourhood organizations) and a government institution that oversees the social infrastructure (parks and recreation departments that provide services / access to numerous community groups).

The intent is to identify a cadre of key leaders within a community who hold a position with prominent connection, not necessarily authority - seeking those who are common on multiple networks. This is the first effort in identifying the humans who represent key leadership within the community.

This is an iterative process. This role continues as more relationships are exposed, as the strength of bonds become apparent, and individuals emerge as key leadership. As the level of knowledge increases, so will the effectiveness of the preparedness communications. Targeting is possible when those who would most benefit from the message is identified, mapped upon networks that are trusted, where information flows with a much higher likelihood of message adoption and thus behavioural modification. Your corporate or public sector relational map becomes a key enabler to future success, a guarded treasure to increase the effectiveness of communication campaigns.

As the emergency manager within this jurisdiction, the identification of key leadership sets the conditions for you to create the enabling environment. There are likely sectorial ambassadors not previously known who will emerge over time, as well as new relationships not previously understood. The key to this map is that it provides the gateway into understanding the community, those you serve and where connections exist.

The intent of this program is to bring together the principal voices, the connected parties within your community or corporate environment. These voices represent connections to the broader population, trusted voices, ones that carry meaning and matter to the served population. As stated earlier, often they're not what management would call key personnel occupying lettered

or named positions, rather they are the ones who have, through personal effort or employment responsibilities, built a network with their community – one you intend to leverage.



We begin with the policy makers or the institution creating the source for generation of social capital, setting up the enabling environment. Research informs that creating collision spaces, meetings without formality and PowerPoints, but for the intentional purpose of human interaction is ideal.

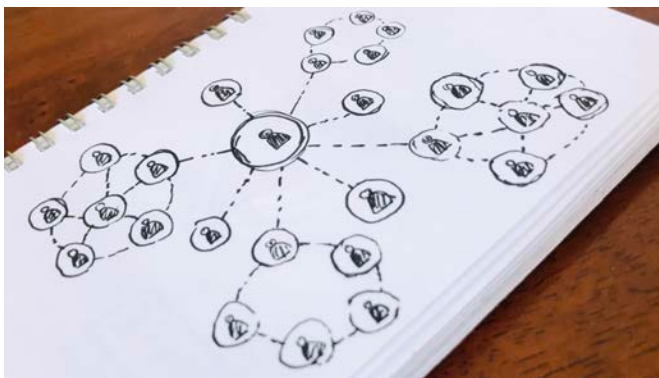
The intent of this meeting is to be the process under which the social capital – the trusted bonds – are formed, within the enabling

environment. We know this takes time, likely measured in months for organizations to see the value in the time commitment, the breadth and depth of attendees – all drawn from the key leadership nodes (bridging social capital) identified in the previous stage.

These invitees will have predispositions to build relationships and it is likely there will be a value of connectedness not previously understood (you were unaware of an existing working or causal relationship). Many of the invitees will already be acquainted and may have regular connections. The intent is to foster greater social capital, strengthen relationships and build trust.

You're joining their network, that perspective cannot be lost.

These individuals and organizations facilitate the outcome, the activation context of social capital. Referred to as the flow, it creates the opportunity for the stock of social capital to be mobilized, to activate, enhance or transform other forms of capital (human, economic, cultural, fixed). This is the leverage, the access to pathways upon which other ideas may travel – education, important messaging, requests for commentary. All of these have a higher degree of success when integrated with a known and trusted network.



An example of the practical implication of leveraged social networks can be risk communications, which encompasses both preparedness and crisis information. Three barriers or obstacles were identified.

The first, recent research informs that the population is not prepared for emergencies, they are not adopting the recommended behaviours and therefore, are drawing a higher degree of support from the government or corporate

headquarters – both in the immediacy of the event and for a significant period.

While there are contentious debates over the quality of the current preparedness information, the challenge expressed here is to breach the barrier to message reception. The issue is not that the information is difficult to source, but that it is not being consumed by the public. As research informs, individuals look to trusted pathways to find information leading up to and in a disaster. The leveraging of the existing networks you're integrating into, through the collision meetings, provides that roadmap, the pathway upon which that message is passed.

If the corporation's strongest networks are present in the union environment, or with the social committee, then those represent a set of pathways upon which to send the important pre-

event business continuity and preparedness information. The same holds true for in crisis communications – leveraging pathways that are already trusted.

A second obstacle was the over-saturation of information as a steady-state rule, which is amplified in an emergency. Having a trusted pathway is a foundational idea, however adding your organization – corporate emergency management or the municipal emergency management office – to the list of trusted sources creates another opportunity for engagement. This requires previous interaction and the building of relationships. At those collision meetings, you're not only accessing the existing networks, but you're establishing your office as a credible source. We know that individuals turn to their normal connections, medium, social media networks and close friends to seek the "truth" about events. Becoming a trusted source of information within the community or corporation requires an investment of time, building off the previously established relationships in the previous example, this eventually will position your social media feed and email as a place individuals will independently seek in times of crisis.

The last noted barrier is institutional trust. This is the foundation of what you're building throughout this process. Your ability to maintain that trust is correlated to the value proposition, the history of your interactions and the reinforced regular commitment you represent to the greater population.

To build institutional trust, a strong argument is made for independence, especially in the emergency management field. Creating a distinct identity, logos, social media accounts and website from the corporate / municipal standard positions your organization as a niche voice, someone with a singular purpose. The C-Suite and City Counsel are not inherently untrustworthy, but they have motivations, biases and opinions tied to the position, irrespective of the individual occupying the seat. A person from the C-Suite may have the best of intentions, but they have additional barriers to gaining trust, hence the recommendation to be a distinct member of the family, with a unique purpose, who is building strong relationships with key leadership, the people they represent and creating a trusted network.

The desired outcomes, again longitudinally, is an increased sense of cooperation, information sharing, social support that will build a trusted relationship between the public sector or corporate emergency manager and the served public.

The intent is to focus on building connectedness, positive predispositions, goodwill, solidarity, positive reputations.

With the building of social capital underway, creating a stock for future flow, these relationships represent a pathway for information, in times of crisis and calm. As well, it represents an opportunity to build coordination efforts for emergency response. The activation of other forms of capital (resources), creates additional, previously unknown sources of assistance for the corporate or public sector actor. Communities have been responsible for responding to and recovering from emergencies since time immemorial, long before emergency management existed. Embedded within these networks across the sectors of society are likely all the resources necessary to augment the public sector / corporate response. The creation of the enabling environment, the building of trust, and the stockpiling of social capital potential are the key outcomes of this module.