



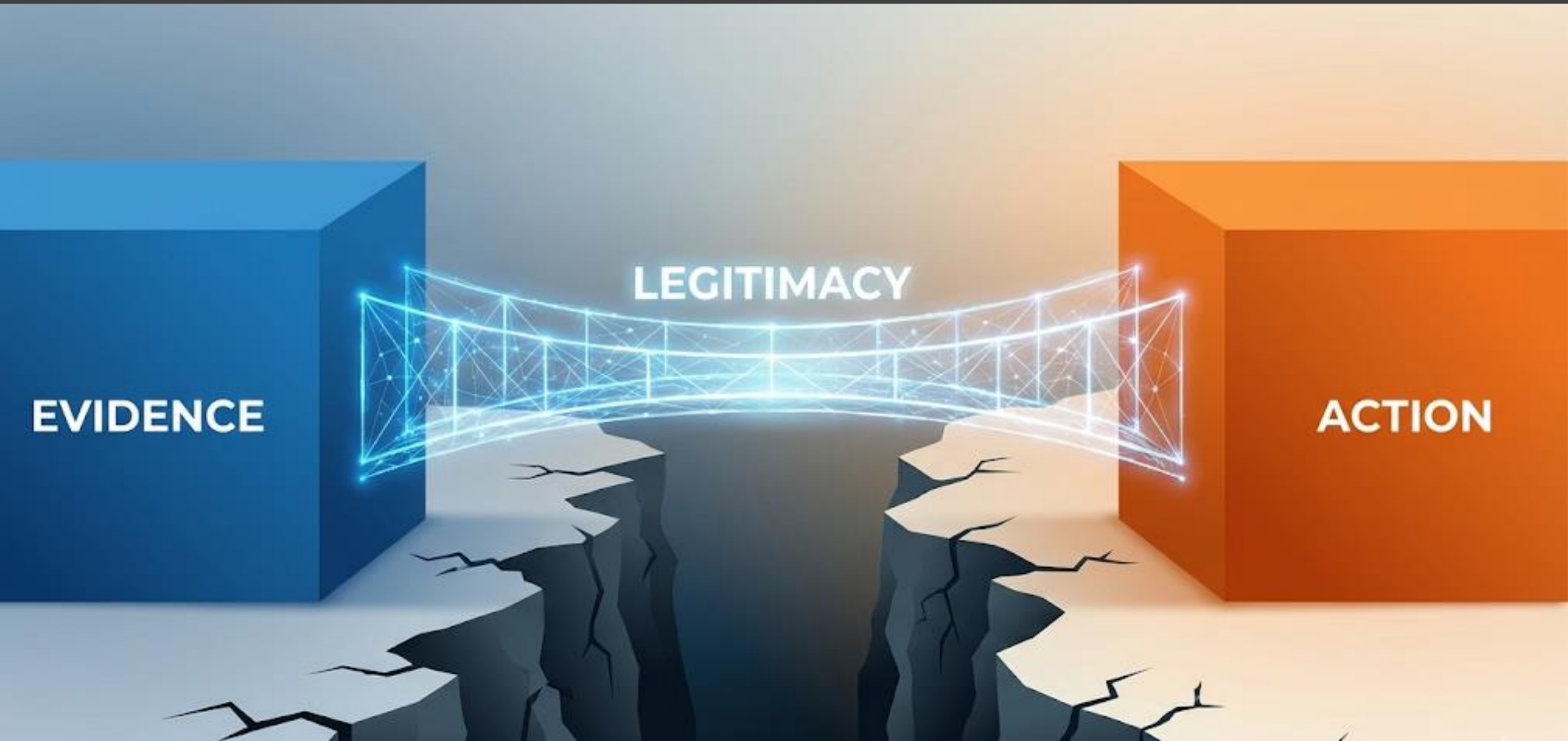
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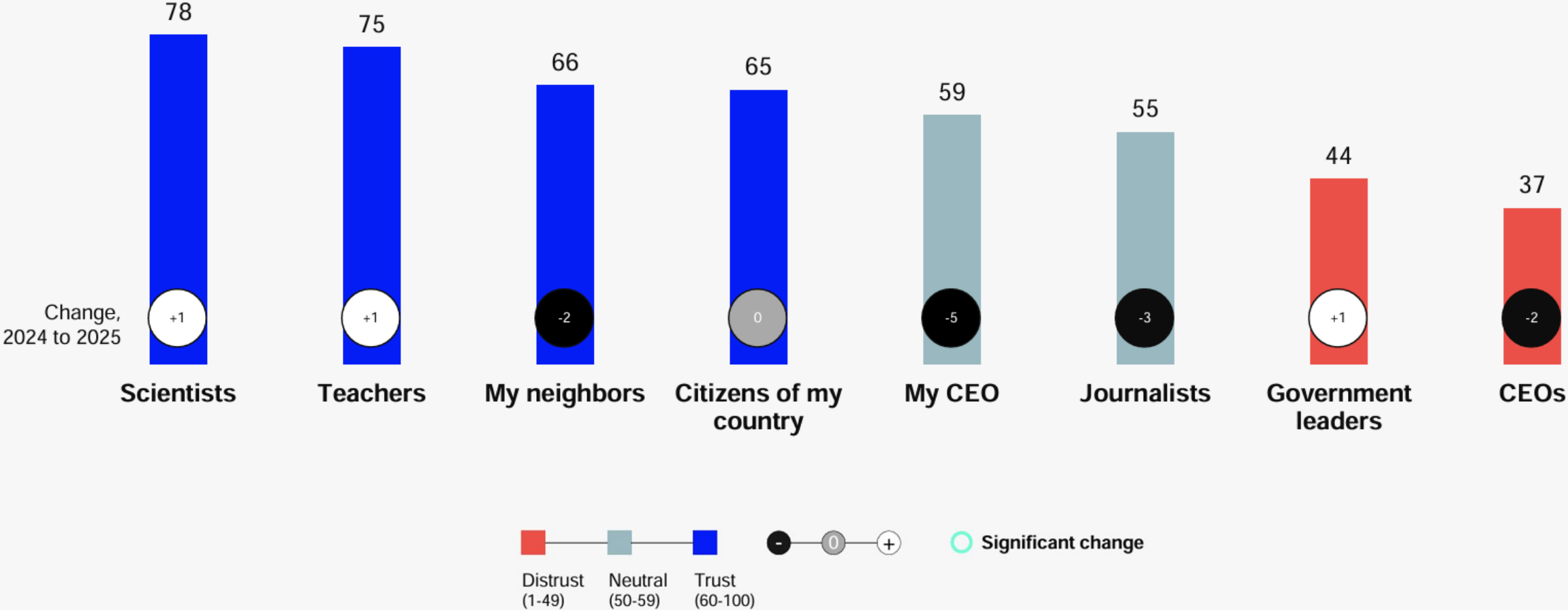
From Evidence to Action: Communicating for Alignment and Impact

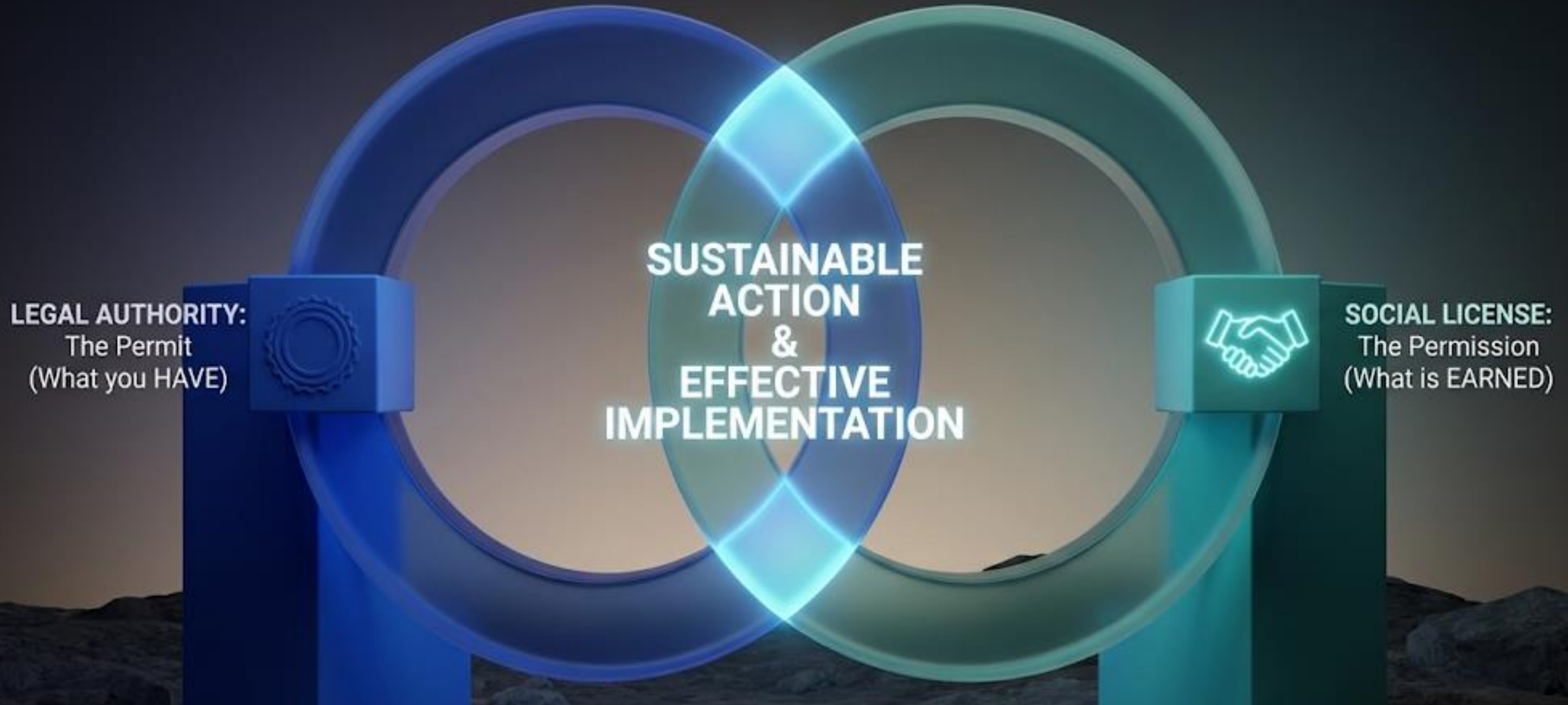
Irena Pochop, APR, MCPRS

PART 1: The Legitimacy Crisis



The 2025 Authority Gap: Evidence vs. Implementation





“ Social license is granted when a project is seen as having the broad, ongoing approval and acceptance of society to conduct its activities.

— Boutilier & Thomson

The Social License Audit



Stakeholder Audit

Who has veto power?

Values Audit

What values are we threatening?

Narrative Audit

Can our story beat the counter-story?

Before you finalize any major decision, audit it for legitimacy vulnerabilities.

Who Has Veto Power?



“

Employees are the #1 most trusted voice about an organization – more than the CEOs, more than media.”

- Edelman Trust Barometer 2025

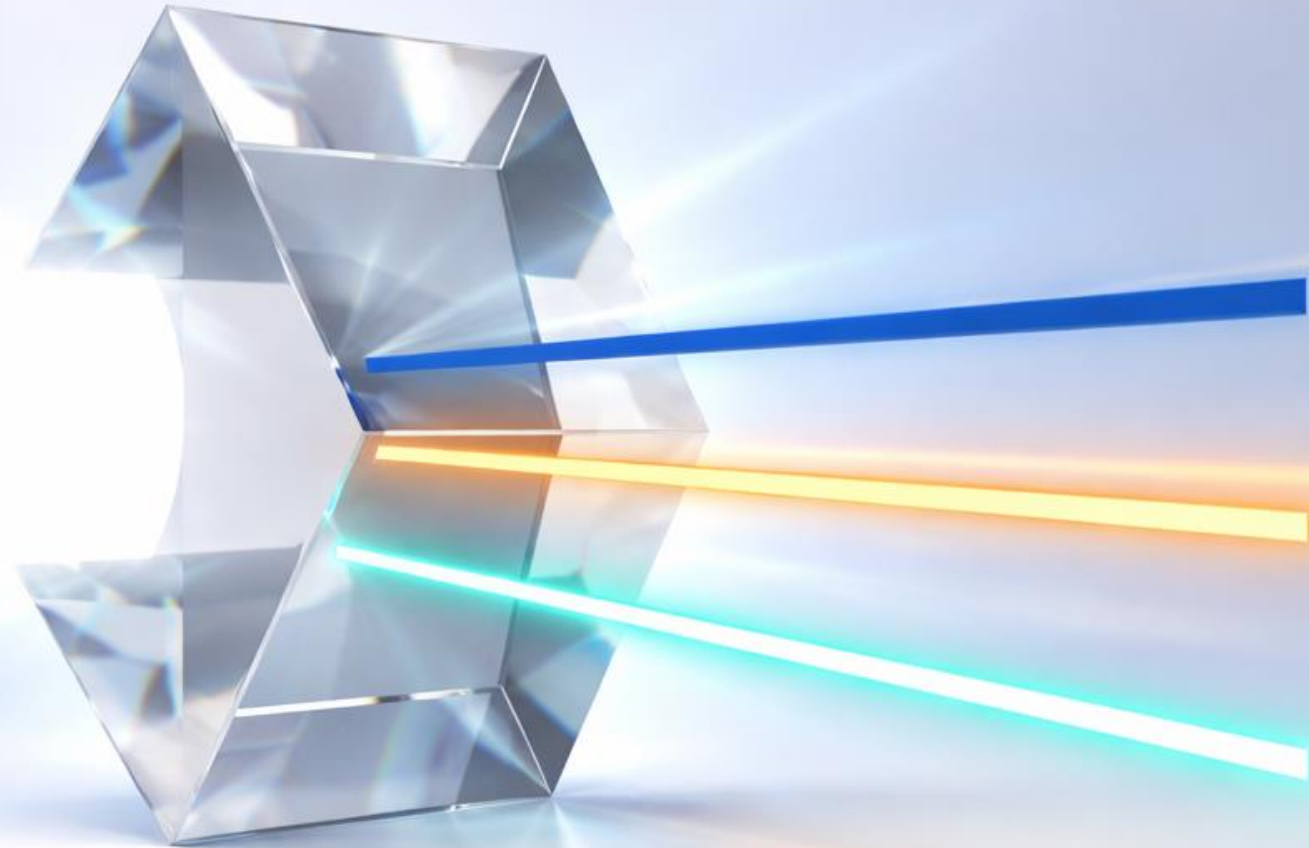




- Identify 5-7 key stakeholder groups (internal AND external)
- Map them using Power/ Legitimacy/ Urgency
- Who has all three attributes? (Your definitive stakeholders.)
- Consider: *"If we proceed without these groups in the room, what's the probability this decision survives?"*



DEBRIEF



PART 3: The Values Audit

The Three Lens Framework

Why Good People Oppose Good Decisions



**TECHNICAL
LENS**



**POLITICAL
LENS**



**CULTURAL
LENS**



**VALIDATED
SOCIAL
LICENSE**

Most decisions fail at the **POLITICAL** or **CULTURAL** lens, not the **TECHNICAL** lens.





TECHNICAL
LENS

POLITICAL
LENS

CULTURAL
LENS

IDENTIFY THE VALUES CONFLICT (7 min)

Run your decision through all three lenses:

- **Technical:** Is the data sound? Can the decision be implemented?
- **Political:** Who gains/loses power, resources, status?
- **Cultural:** What values or norms are threatened?

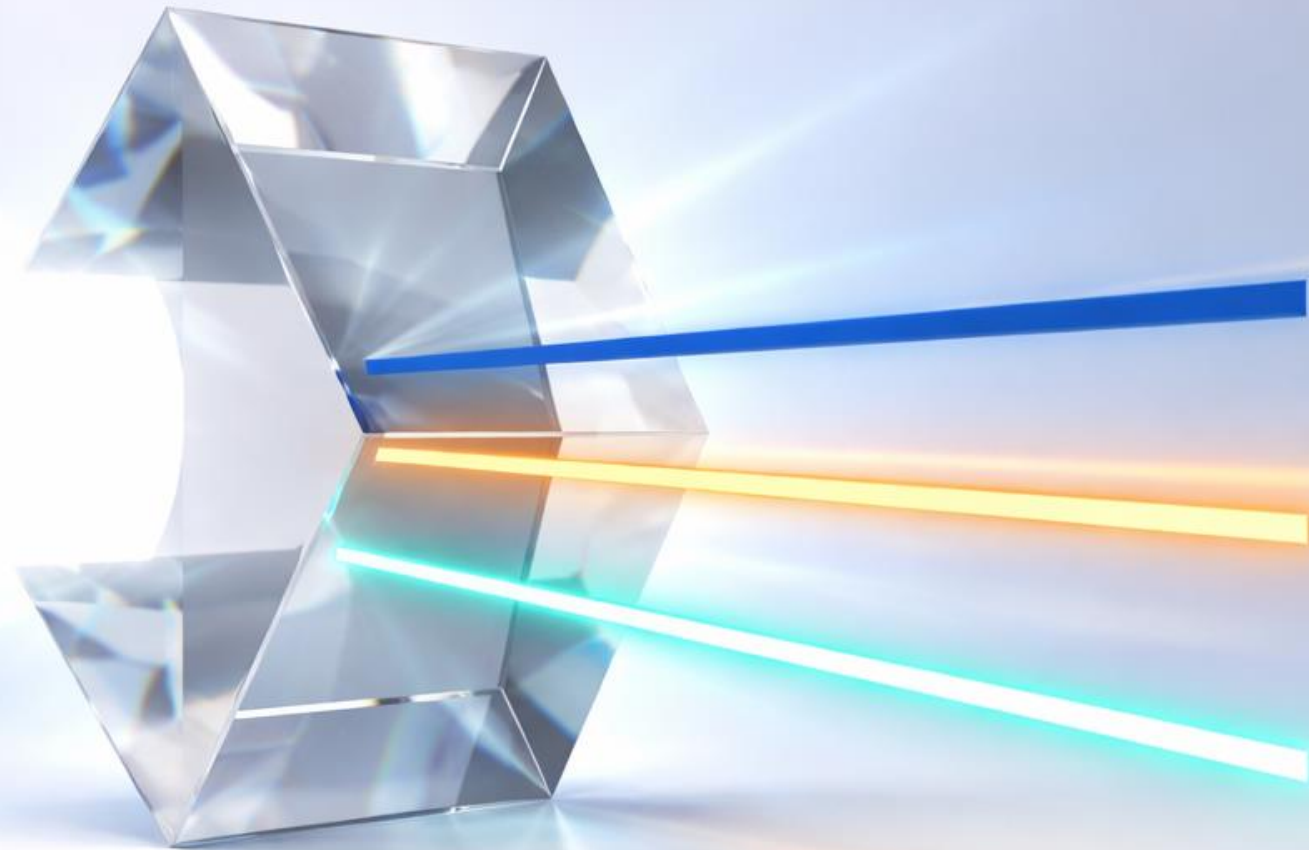
Your task:

1. For each lens, identify what's threatened (externally and internally)
2. Complete this sentence: *"They will oppose this because it threatens their value of _____"*

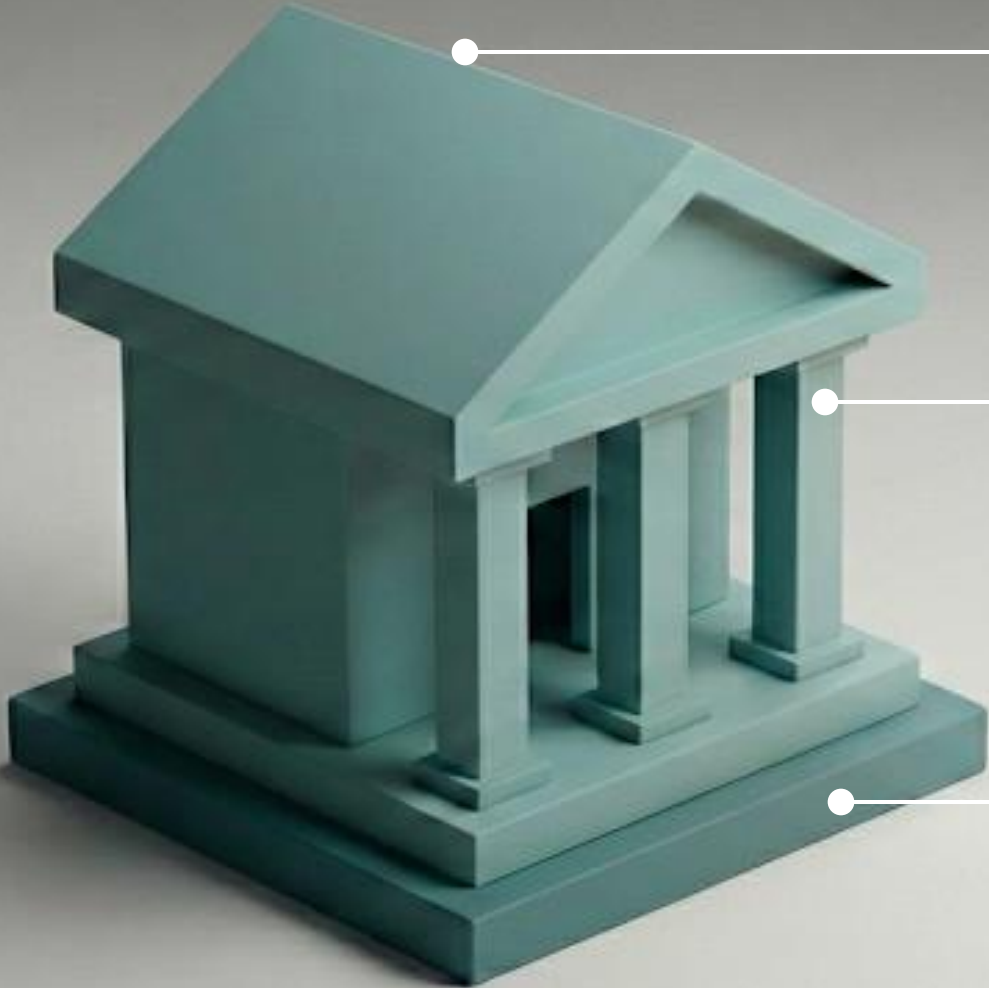
Which lens reveals the biggest vulnerability?



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PART 4: The Narrative Audit (Message House)



ROOF
Core Narrative
(Values-Based) - One sentence

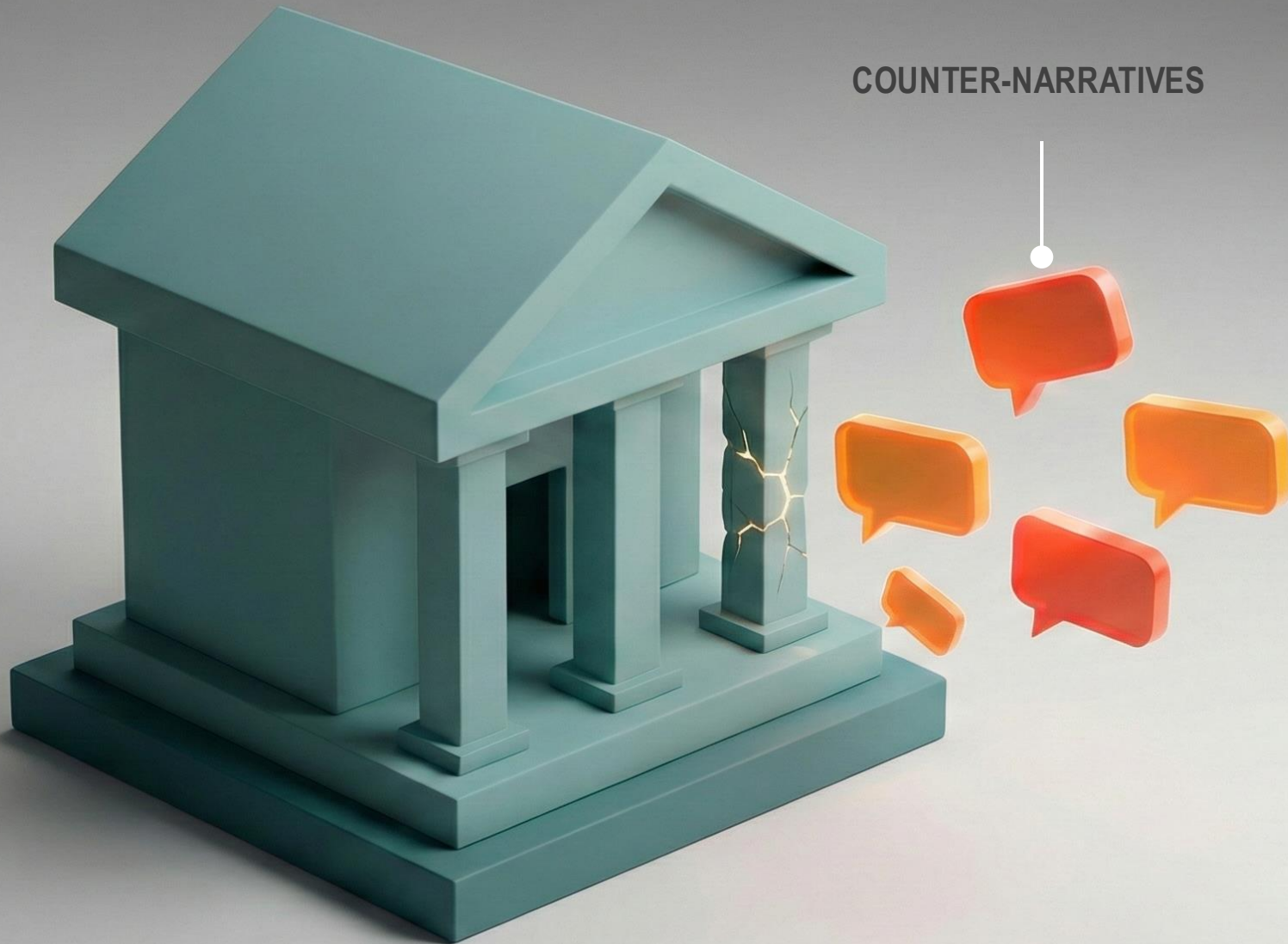
PROOF POINTS *(Data/Facts)*

PILLAR 1 <i>Evidence</i> <i>Outcome</i> <i>(Technical)</i>	PILLAR 2 <i>Evidence</i> <i>Outcome</i> <i>(Political)</i>	PILLAR 3 <i>Evidence</i> <i>Outcome</i> <i>(Cultural)</i>
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FOUNDATION
Core Organizational Values (What you stand for)



PART 4: The Narrative Audit (Message House)



COUNTER-NARRATIVES

“

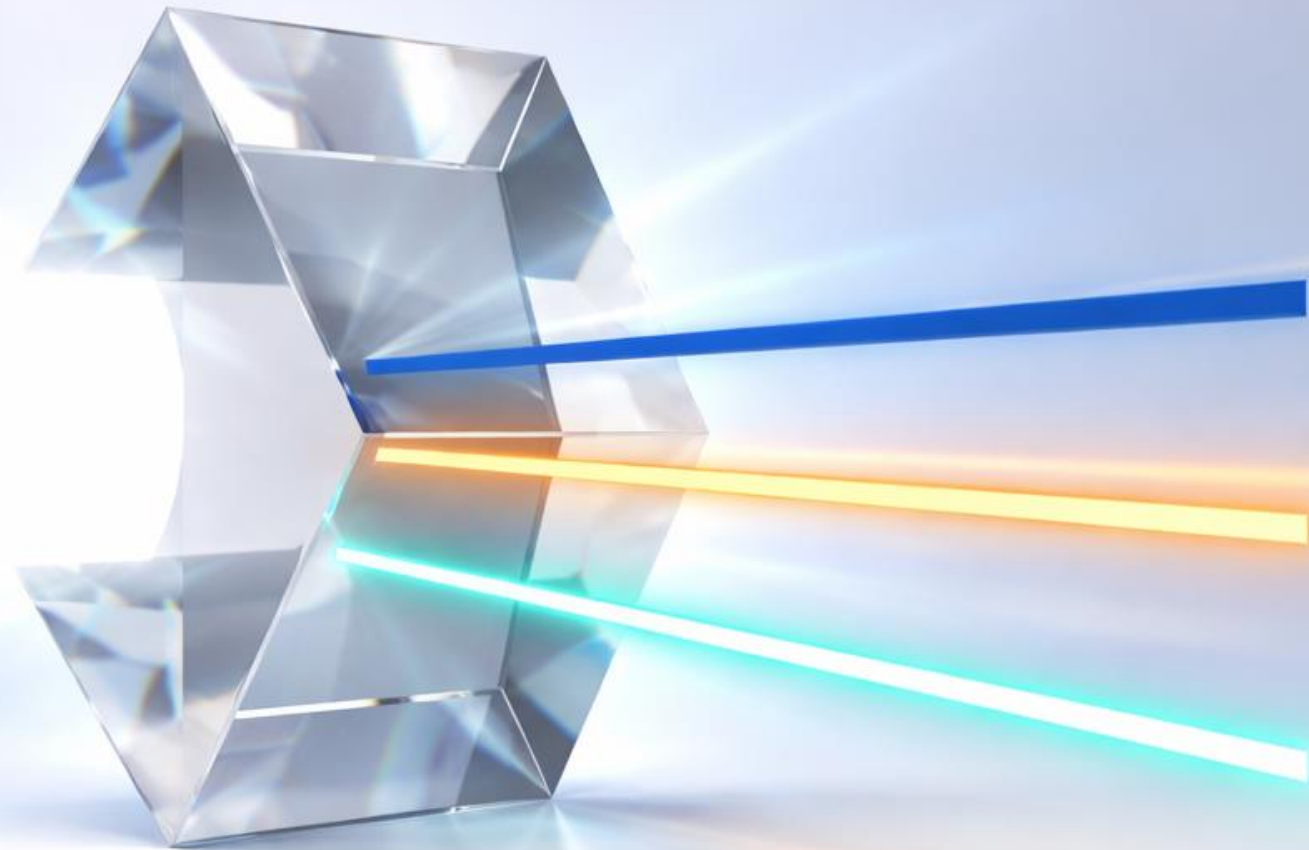
Frames trump facts. If the facts don't fit the frame, the frame stays and the facts are ignored.

— George Lakoff,
Cognitive Linguist





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PART 5: After the Audit



1. **Proceed as planned** (all audits passed – you have legitimacy)
2. **Adjust the approach** (the outcome is fixed, but you can change the process, timing, supports, or framing)
3. **Co-create the implementation** (invite rightsholders/stakeholders to shape how it unfolds)
4. **Delay to build buy-in** (you're still proceeding – just more strategically)

Do we have legitimacy to proceed?

“I don’t know”

You’re not ready to announce



RUN THE
AUDIT

“Probably not”

You’re not ready to decide



REDESIGN &
CO-CREATE

“Yes, we’ve tested it”

Proceed with confidence



PROCEED WITH
CONFIDENCE

Social License Audit Toolkit



bit.ly/4tlQmtw

- Stakeholder Audit Grid
- Three Lens Framework Grid
- Message House Grid
- Social License Audit Benchmarks