

# Measuring Organizational Trust and Relationships with Publics



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# It's all about measuring relationships



And you, Amanda: on a scale of 1 to 5, where 5 is "I do," 3 is "Meh" and 1 is "Heck, no"...

# Do Good and Avoid Behaving Badly



- ▶ No Empathy (Cruise lines, Sandals)
- ▶ Attacking the victims (JBS)
- ▶ Inauthentic (Bird)
- ▶ Inconsistent or misleading messaging (Navient)
- ▶ Silence (Banks)



- ▶ Out of the box (Colby College)
- ▶ Consistent (Georgia Pacific)
- ▶ Authentic (Steak-Umms)
- ▶ Emotional (Gov. Cuomo)
- ▶ Pro-active (Dean Kamen, Shake Shack)

# The Key to the “Next Normal” is Measurement, as usual

- ▶ Trust, Empathy and Authenticity are your brand’s superpowers – make sure you have them
- ▶ Measurement gives you the answers when nothing is certain
  - ▶ Know what you don’t know, then find out what you need to know
- ▶ People who trust data and science live longer
- ▶ Beware of FOFO
  - ▶ Test test and test some more
  - ▶ Avoid crack-pot cures and worthless metrics



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# Research is your PPE, use it as often as you need it

- ▶ You can't succeed without engaged employees
  - How are your employees REALLY feeling?
  - Are they still aligned on your priorities?
- ▶ You can't recover without your Stakeholders
  - Are your stakeholders sick of your messages yet?
  - Are your customers still loyal or have they moved on?
  - How have their purchasing priorities and habits changed?
- ▶ Can you meet their changing needs with new products or services?



# Why You Need to Grow Relationships Not “Hits”

- ▶ People trust people
- ▶ People are influenced by “PLUs” (People Like Us)
- ▶ It’s cheaper and lasts longer than “buying” love



# Measurable Components of Relationships

- ▶ **Trust**
  - ▶ **Competence**
  - ▶ **Integrity**
  - ▶ **Dependability/Reliability**
  - ▶ **Transparency**
- ▶ **Commitment**
- ▶ **Satisfaction**
- ▶ **Communal vs Exchange**
- ▶ **Control Mutuality**



# The Barcelona Principles, The Conclave & Industry Standards

## ▶ The Principles:

1. Goal Setting and Measurement are Fundamental to Communication and Public Relations
2. Measuring Communication Outcomes is Recommended Versus Only Measuring Outputs
3. The Effect on Organizational Performance Can and Should Be Measured Where Possible
4. Measurement and Evaluation Require Both Qualitative and Quantitative Methods
5. AVEs are not the Value of Communication
6. Social Media Can and Should be Measured Consistently with Other Media Channels
7. Measurement and Evaluation Should be Transparent, Consistent and Valid

## ▶ Other Standards

## ▶ The Conclave

# Statements that Measure Trust

- ▶ “This organization can be relied upon to keep its promises.”
- ▶ “I feel very confident about this organization’s skills.”
- ▶ “This organization has the ability to accomplish what it says it will do.”
- ▶ “Sound principles seem to guide this organization’s behavior.”
- ▶ “This organization does not mislead people like me.”
- ▶ “This organization is known to be successful at the things it tries to do.”

# Trust Drivers

- ▶ Programs/Products
  - ▶ High quality, evidence of impact, meets customer expectations, stands behind the Programs/Products and services that are delivered
- ▶ Leadership
  - ▶ Excellence in leadership, clear vision
- ▶ Integrity
  - ▶ Open and transparent, behaves ethically, keeps commitments, accountable, takes responsible action to respond to an issue or a crisis, communicates frequently and honestly on the state of its business
- ▶ Competence
  - ▶ The factors (skills, expertise, systems, processes, governance) that allow the organisation to achieve the vision or move towards it.

# The Measurement Process

## Step 1: Define the goal

What outcomes is this strategy or tactic going to achieve?

What are your measurable objectives?

## Step 2: Define the parameters

Who are you are trying to reach? How do your efforts connect with those audiences to achieve the goal?

## Step 3: Define the benchmark

Who or what are you going to compare your results to?

## Step 4: Define the metrics

What are the indicators to judge your progress?

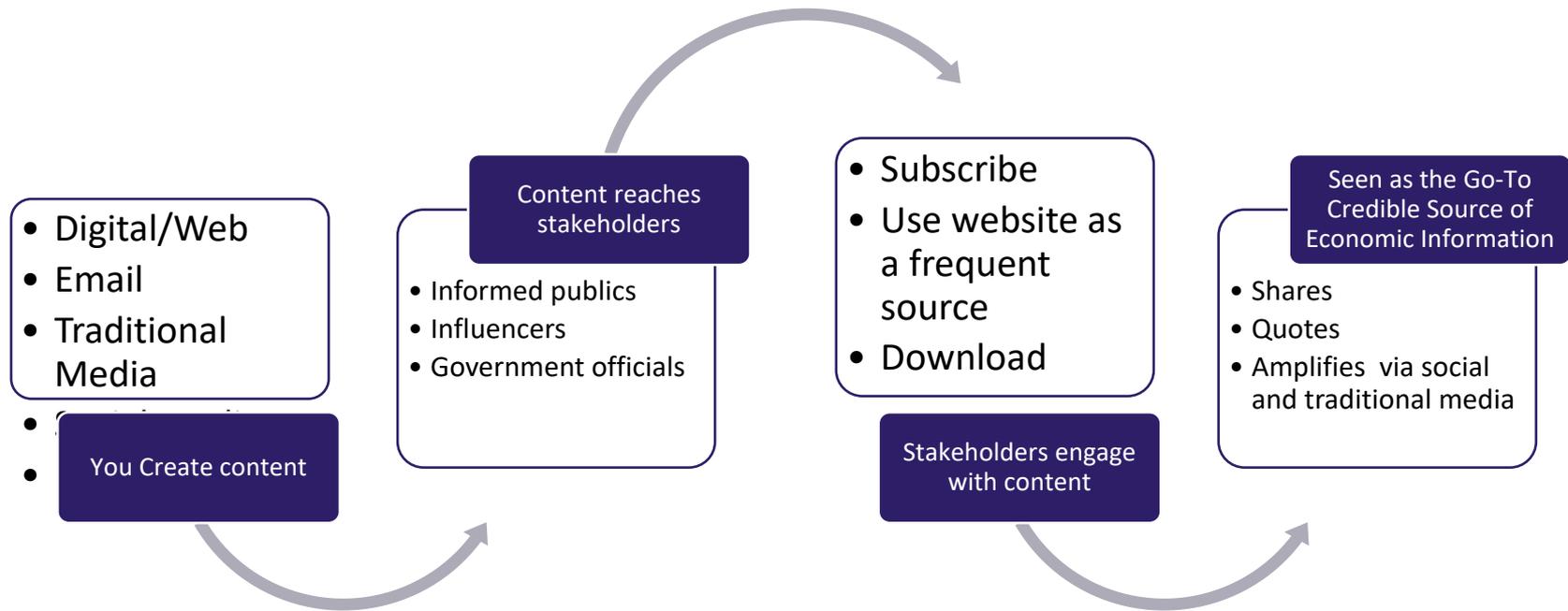
## Step 5: Select your data collection tool(s)

## Step 6: Analyze the data

Turn it into action, measure again

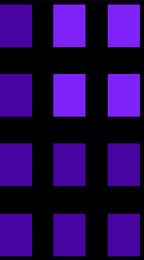


# Connect the dots between what you do and value



# Objectives → Actions → Metrics → Tools

| Objectives  | Comms' Activity   | Activity Metric   | Outcome Metric   |
|---|---|---|--|
| Increase key stakeholder trust by x% before December 2020       | <ul style="list-style-type: none"> <li>• Communicate key messages</li> <li>• Targeted outreach to key influencers</li> <li>• Generate endorsements from key partners</li> </ul> | <ul style="list-style-type: none"> <li>• % increase in message penetration</li> <li>• % increase in desirable share of voice</li> <li>• % increase in endorsements</li> </ul> | <ul style="list-style-type: none"> <li>• % increase in trust scores</li> </ul> |
| Increase internal perception of trust by x% before January 2021 | <ul style="list-style-type: none"> <li>• Increase engagement in communications programs</li> </ul>  | <ul style="list-style-type: none"> <li>• % increase in attendance</li> <li>• % increase in engagement with content</li> </ul>   | <ul style="list-style-type: none"> <li>• % increase in trust scores</li> </ul> |



# Case Study: A Global Non-Profit



# A Global Non-Profit

- ▶ Research shows trust impacts donations
- ▶ Further research shows trust has declined
- ▶ Requires a global trust index to track levels of trust
- ▶ Index must reflect all factors including
  - ▶ Influencers
  - ▶ Staff
  - ▶ Donors
  - ▶ Beneficiaries
- ▶ Influencer Research
  - ▶ 68 contacts surveyed
- ▶ Internal Staff Survey
  - ▶ 90% Response rate across the Partnership
- ▶ External Brand Research
  - ▶ 7,528 respondents across nine countries:

# Trust Index

| Trust Driver               | Questions   | % agreement | Index     |
|----------------------------|---|-------------|-----------|
| <b>Programs/Products</b>   | The Organization is making an impact with their Programs, products and services | 44          | <b>44</b> |
| <b>Industry Leadership</b> | Has a clear vision for the future   | 34          | <b>34</b> |
| <b>Integrity</b>           | The Organization has sound principles that guide their behavior                 | 40          | <b>40</b> |
| <b>Competence</b>          | The Organization has the ability to accomplish what they say they will do       | 31          | <b>31</b> |
| <b>Trust Index Score</b>   |   |             | <b>33</b> |

Goal: Increase Trust in ORG: Baseline Index: 54.3

### Trust Among Staff

### Trust Among Influencers

### Trust Among Donors

% increase in trust index

% increase in trust index

% increase in trust index

| Baseline | This Period | Change |
|----------|-------------|--------|
| 72.3     | 72.3        | +0 pts |

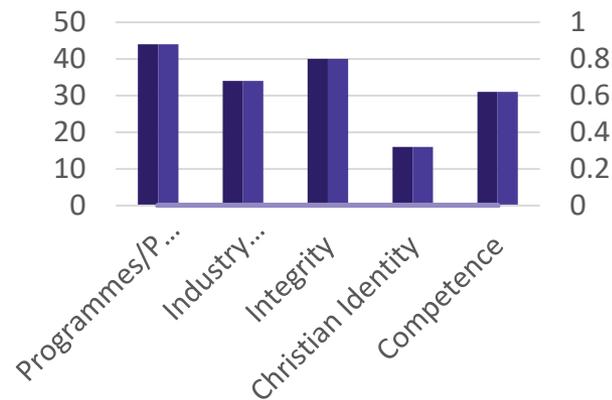
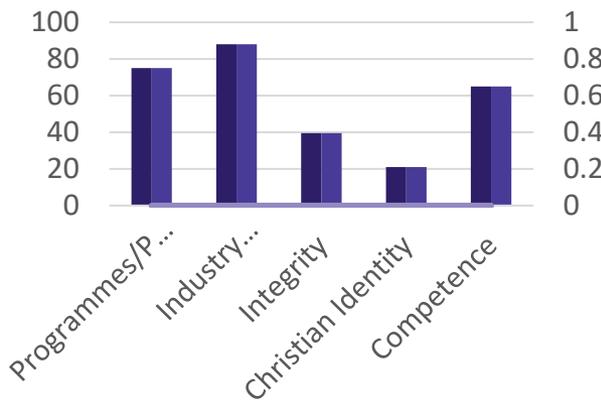
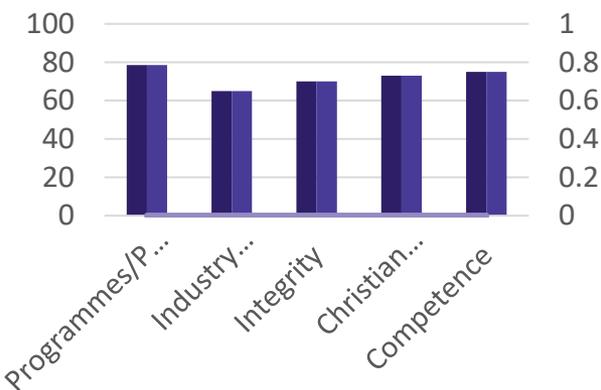
| Baseline | This Period | Change |
|----------|-------------|--------|
| 57.7     | 57.7        | +0 pts |

| Baseline | This Period | Change |
|----------|-------------|--------|
| 33       | 33          | +0 pts |

|      |      |        |
|------|------|--------|
| 72.3 | 72.3 | +0 pts |
|------|------|--------|

|      |      |        |
|------|------|--------|
| 57.7 | 57.7 | +0 pts |
|------|------|--------|

|    |    |        |
|----|----|--------|
| 33 | 33 | +0 pts |
|----|----|--------|



■ Baseline ■ This Period — Change

■ Baseline ■ This Period — Change

■ Baseline ■ This Period — Change



# Key Rules to Remember

- ▶ **Define** the stakeholders whose trust is important to the success of your organization.
- ▶ **Rank order** them by what relationships makes the biggest difference to your success
- ▶ Either (a) **get the emails** for those people, if there are just a few of them, or (b) **contact** [Survata](#), [SurveyMonkey](#), or [Research Now](#), to find out what it will cost to send a representative sample a trust survey.
- ▶ Go through the [trust survey instrument](#) and identify 5-7 questions that are most appropriate for your needs.
- ▶ **Build the questions** into a survey and send it out.
- ▶ **Analyze** results. Look for trends, insights, and surprises.
- ▶ **Repeat** in six months.

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