

Elements of Outrage:  
A diagnostic tool for understanding  
people's interests more richly

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# Agenda

- Being clear about our terms: *Hazard* and *Outrage*
- Elements of Outrage
- Case Study

# Defining our terms

## **Hazard**

The negative consequences of a situation

## **Outrage**

The strong negative reactions - anger, concern, etc - that the person experiences

# Elements of Outrage

12 elements tend to contribute to people's outrage and dominate most conflicts

# Elements of Outrage

- Coerced
- Industrial



[www.wanneroobfb.org.au/](http://www.wanneroobfb.org.au/)



# Elements of Outrage

- Coerced
- Industrial
- Exotic
- Memorable
- Dreaded
- Catastrophic
- Not knowable
- Controlled by others
- Unfair
- Morally relevant
- I cannot trust you  
or other relevant sources
- Unresponsive process  
incl. secretive, not apologising, discourteous,  
confronting community values,  
not compassionate

# Case Study

I love my brother but we've always had problems, especially when it comes to the family business. You see, we are both Directors the family's printing company. We have always had our father there to sort things out, but he passed away a few months ago.

It's great that we are having this mediation; at last we can make some progress. My brother never answers my calls. He always texts me a couple of days later, by which time I'm fuming.



# Case Study...

Here's what has caused this flare-up. My brother has announced, all on his own, without asking me or anyone else, that we going to close our Australian printing presses, and outsource to Cambodia. He's told all the workers that they are going to have to look for new jobs. All of them! Some of them are family friends and have been in our business for decades.

And it would be just like my brother to exploit the Cambodian workers, where they don't have the same industrial protections.

# Case Study...

My brother has been going to Cambodia a lot lately. I've never been, I have never meet any of his contacts there, I don't speak the language. I don't know the legal or commercial system, so as a Director it is impossible for me to do due diligence on the move or decide whether it is wise commercially.

And do you know when he announced this? On the day of our father's funeral! I'll never forget it. What a day to choose, of all days, to drop a bomb-shell like this!

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# Resources

- P Sandman, *Responding to Community Outrage: Strategies for Effective Risk Communication*
- Search: Sandman, Risk Communication
- [www.psandman.com](http://www.psandman.com)

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