



# Communication for Effective Reforms

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# Overview

- Tools of Governance
- Constructing Problems
- Political Will
- Middle Managers
- Public Will
- Table Exercise





# The Iron Fist?





# The Maidan in Ukraine

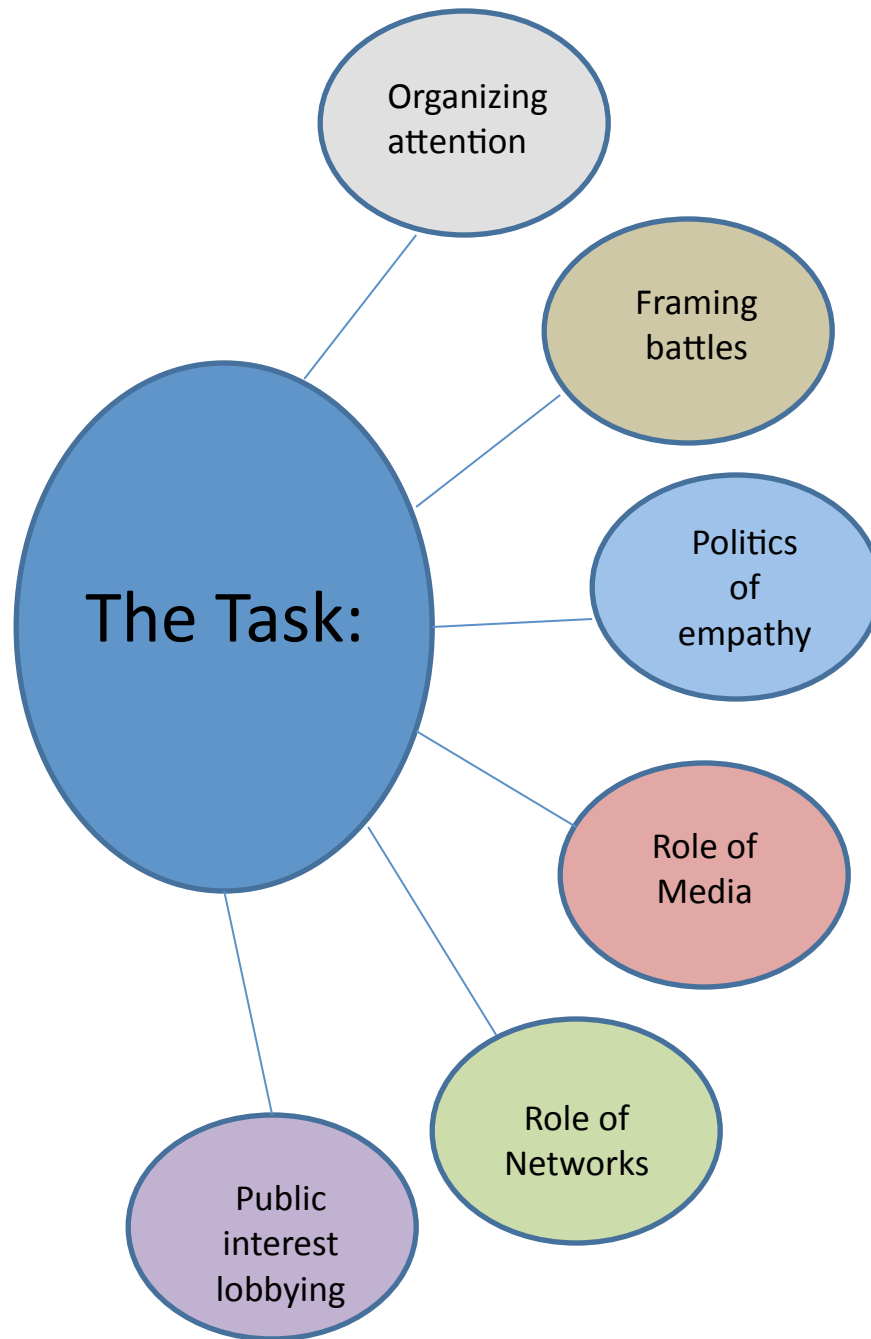
...the Agora is everywhere





**Problem?**  
Says who?





# Stakeholder alignment behind reform initiatives

- Political will

+

- Organizational will

+

- Public will

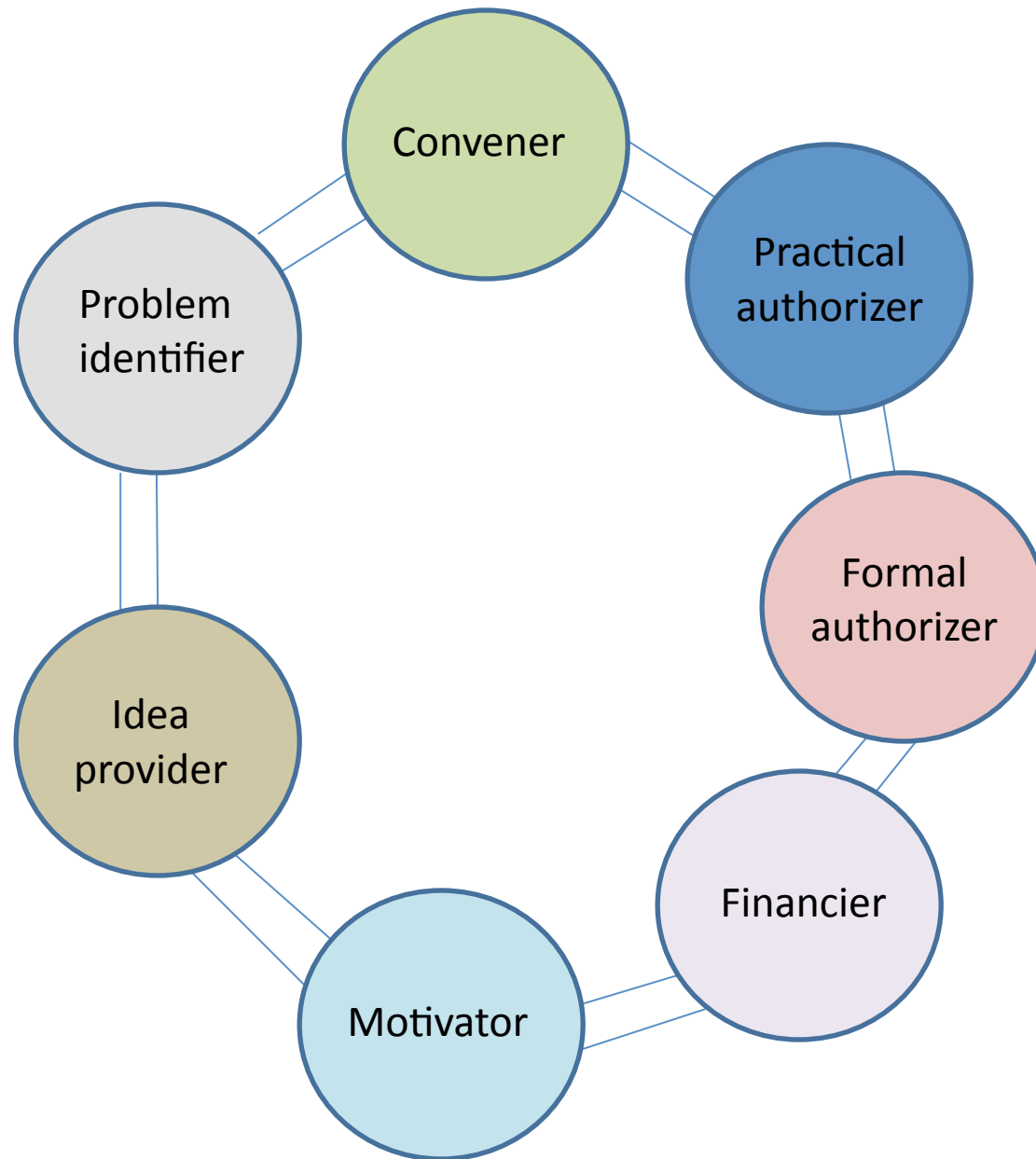


# A task for Hercules?

...political will









Layer  
of  
Clay?



# Public Will: The Problem

## Machiavelli: *The Prince*

“And it should be realized that **taking the initiative in introducing a new form of government is very difficult and dangerous, and unlikely to succeed.** The reason is that all those who profit from the old order will be opposed to the innovator, whereas all those who might benefit from the new order are, at best, tepid supporters of him. This lukewarmness arises partly ... from the skeptical temper of men, who do not really believe in new things unless they have been seen to work well. **The result is that whenever those who are opposed to change have the chance to attack the innovator, they do it with much vigour, whereas his supporters act only half-heartedly;** so that the innovator and his supporters find themselves in great danger.”

Machiavelli, 1988, p. 20/21



# Why won't Babu Move?



- Why me?
- Can I make a difference?
- Will the system respond?

Public support may mean making Babu move



**Public Will** = Public support that results in policy changes and reform

