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**The more I observe politics and advocacy through the prism of semi-retirement the more I see organisations wasting opportunities by failing to understand and apply the techniques of ethical advocacy. Things have changed dramatically since I began my career as an association executive and later as consultant advocate in the health sector. Since I backed away from the "pointy end" of advocacy, I have continued to publish an eNewsletter *Advocacy Update* with which some of you may be familiar. I have also conducted advocacy workshops for key national interest groups as well as writing submissions and reports on specific issues.**

The huge swings in voting intentions and my increasing frustration over the blunt force tactics employed by many unscrupulous lobbyists have reignited my interest in offering ethical advocacy advice and services taking advantage of my 40 years experience.

*For those who enjoy **Advocacy Update** but who do not need my services, can I request that you refrain from "opting out" as this will also remove you from the Newsletter distribution list!*

For those who don't know me, over four decades I worked for:

- Associated Chambers of Manufactures (ACMA) (1970/71)
- Australian Institute of Urban Studies (AIUS) (1971/72)
- Royal Australian Institute of Architects (RAIA) (1972/1981)
- The Pharmacy Guild of Australia (PGoA) (1981/84) (National CEO)
- Australian Association of Pathology Practices (AAPP) (1986/2008) (CEO)
- Australian Diagnostic Imaging Association (ADIA) (2002/2006) (CEO)

In 1984 I became a partner in the Canberra lobby firm Macintosh Parkes which later became The Rowland Company. In 1989 my wife and I set up Client Solutions where I was until my recent semi-retirement!

For further information please [email me](#) or phone me on +61 4 14936300 to discuss.

David Kindon  
14 October 2011

## Skills for The New Advocacy

**Whilst successful advocacy must always contain the ingredients of a good network of contacts and a deep knowledge of the system of government, there are other factors which are now essential to effective advocacy. The complexity of issues at the government policy interface can no longer be dealt with by the old rules and processes of lobbying. At the heart of the new advocacy is a mixture of behavioral and technological change together with a systems approach to consulting.**

At the behavioral level, trusting relationships and close collaboration are essential between client and advocate. This will occur incrementally by the consultant constantly exceeding the expectations of the client and by delivering targeted outcomes in a professional and cost-effective manner.

**As well as a good network of contacts, the new advocacy requires digital networks which bring the client into the consultants project network. This enhances trust and facilitates collaboration. These skills are summarised below.**

## Problem-solving

### Skilling up

The tools needed to take advantage of the new advocacy are a mixture of old and new thinking. One of them, scenario planning is dealt with in more detail below.

Other tools, some of which are used in this catalogue include:

- **MindMapping (strategy maps, analytical thinking);**
- **SWOT Analysis**
- **Hexagon mapping**
- **Systems thinking & causal loop diagrams**
- **2x2 matrices**
- **Root Cause Analysis**
- **Visual thinking skills**

I am available to facilitate workshops on applying these skills to real issues in your organisation.

### Scenario Planning

Over-the-horizon radar

On the basis that the squeaky wheel gets most attention, urgent matters whether they are important or unimportant tend to soak up the available attention and time. This leaves important matters that are not urgent starved of resources, attention and time until they themselves become urgent.

The dilemma is set out in the matrix diagram below.



Clearly issues which are both important and urgent need top priority. ***Often other issues which appear urgent are not in reality important however it is tempting to escape into these pressing issues to avoid having to look at issues beyond the immediate.*** It is worth trying to eliminate these time wasters from your schedule and to focus only on the important issues.

Those issues which are important but not

## Web 2.0 Services

### On-Line Surveys

The development of on-line surveys have emerged as a remarkably cheap yet effective way of measuring and reporting opinion on many issues. They can be used for a multitude of purposes as shown below.

#### **External environmental analysis**

Key stakeholder analysis

Customer analysis

#### **Internal polling**

Member satisfaction Surveys

Scenario Planning

Corporate Planning

#### **Opinion Panel polling**

Policy testing

Competitor analysis

**Surveys are now an essential part of research leading to the adoption of policy stances and to their incorporation into strategy mapping.**

They are a cost-effective yet sophisticated way of keeping ahead of the pack.

**I have conducted several on-line surveys and am able to advise or assist should you decide to go down this track.**

### eNewsletters

This catalogue is a form of eNewsletter - as is my regular newsletter *Advocacy Update*. An eNewsletter is written in HTML and uses the active links and other facets of web communications. An eNewsletter is sent out by email, straight onto the recipient's "desk". Through the use of URL links, the reader can access other documents from within the newsletter.

These days, there are many templates which allow for customisation of the newsletter. Production of newsletters - online through a particular services provider - is incredibly cost effective. More than that it provides feedback about the readers of the newsletter even to the point of who clicked on what link.

**But the real benefit for Associations is the direct contact internally with members and external with target audiences.**

**I can provide advice and assistance on setting up and developing such newsletters.**

### Project Management

**I have now used for five years an on-line service which allows for the real-time tracking of projects, their management and for effective communication between the secretariat and office bearers.**

### urgent are the areas where scenario planning becomes relevant.

Whilst the future is essentially "unknowable", the one certainty is that it will arrive sooner than most of us think. It is not a luxury to speculate and think about the future.

Scenario planning puts rigour into the process by focusing on:

- The key question to be addressed;
- The stakeholders who will impact on that question;
- The drivers of change both predictable and uncertain;
- leading to several possible future scenarios from which forward strategies can be developed.

**I can either undertake, facilitate, or conduct a scenario planning exercise.**

## Negotiation Training

Maximising your efforts

Over a 12 year period I was lead negotiator for the Australian private pathology sector in settling three MoUs which determined how much the Government was willing to pay for Medicare pathology services. Negotiations were over expenditures in excess of \$12 billion.

The techniques and disciplines required for successful negotiations do not come "naturally" to many and it is crucial that the negotiating team act as a team, skilled in the appropriate techniques.

**I have a wealth of experience to share with organisations who wish to sharpen their negotiation skills.**

## The New Advocacy - Outputs

Through the application of the skills and techniques outlined in this catalogue, you will achieve improvements in the results of your actions, including:

- Distillation, communication and resolution of complex problems;
- Transformation of Information into Knowledge;
- Realistic future Scenarios;
- Comprehensive, targeted and achievable Strategies;
- Clearly-defined, budgeted and cost-effective Action Plans;
- Results-focused Implementation and Evaluation

In the Client Solutions Project Tracker, I am able to create projects, allow access to different projects to different people - both internally and from the association's elected officials (eg a Committee).

Within the project I can set Milestones and todo lists with dates and assign responsibility to individuals on the project.

The Tracker also allows for threaded messages, a "writeboard" for collaboration in the preparation of draft documents and as a repository for files pertinent to the project.

It is the best method I have seen of managing projects and is done practically intuitively.

**I can advise on setting up and populating the inexpensive Tracker system.**

## Trials & Downloads



### Un Oeuf

... est un oeuf

11 October 2011 Vol 6, Issue 22

### In This Issue

From the Bleachers

Ethical Advocacy

Australia in the Asian Century

A funny thing happened on the way to the Forum

A Tale of Two Committees

The Flying Wedge - Smokes, Booze, Politics

### "Bound" Volumes

All issues of Advocacy Update have now been bookmarked and aggregated into their calendar year volumes.

You may read or download them through the links below. They provide a quirky and personal record of federal politics over this tumultuous period.

[Volume 1 2006](#)

[Volume 2 2007](#)

[Volume 3 2008](#)

[Volume 4 2009](#)

[Volume 5 2010](#)

[Volume 6 2011](#)

### Lobbying Survey

A free copy of the 2006 Survey of Politicians' Lobbying Preferences [max file downloaded here.](#)

### Ethical Advocacy

We are experiencing a tsunami of unethical, opportunistic, influence mongering by an amoral section of the advocacy industry. They have very deep pockets and have adopted a win-at-all-costs strategy in campaigning against government reforms.

Interestingly three of the loudest voices could be seen as the flying wedge of good old Aussie blokey values - smokes, booze and gambling. More on this Trifecta later in this Issue. Then we have the multi-billionaires of the mining industry crying poor over a proposed tax on their super profits. Manufacturers bleating about losing out to overseas competition for their goods citing our high dollar. Of course this ignores the benefits of cheaper imports brought about by the dollar and its contribution to a lower cost of goods sold.

As a lobbyist in the health sector for over 30 years I have to admit to taking on a number of issues which made me feel uncomfortable. However an inflated sense of my own importance, plus the intellectual challenge of putting together a great campaign tended to ease the internal pain.

I am so angry over the crass, bullying, win/lose tactics of the conflicted outrage mongers that I have decided to get back into the saddle and offer my services under the moniker of "David Kindon - Ethical Advocacy". It will be based on the issues outlined in the article below which I published in this newsletter some time ago.

I said in the article that I believe ethical advocacy is not only possible but essential for the maintenance of your professional standing and reputation. It also benefits your client's reputation and image with other stakeholders.

### Developing and presenting your case:

- Base your arguments on facts and figures which can be substantiated;
- Consult widely;
- Examine an issue from all perspectives (including those of your opponents);
- Consider all options - even the most unpalatable ones;
- Develop a strategy and stick with it;
- Provide a solution, don't just point out a problem;
- Seek a win/win outcome;
- Recognise the difference between argument and negotiation;

**Click image for free "bound" volumes of Advocacy Update**

## Working with Committees

### Influencing policy

**Over the 20 odd year period of publishing Committee Bulletin, what became increasingly evident was the crucial role parliamentary committees play in the governance of the country. Especially in a hostile upper house.**

**Difficult issues are referred to Committees by Ministers, recalcitrant Senators refer matters to Committees to embarrass the Government and many of tomorrow's Ministers are right now cutting their teeth on committee work.**

In a [survey of federal politicians undertaken by Client Solutions some time ago](#), there was a general view that organisations failed to appreciate the importance and usefulness of committee work and thereby missed opportunities to influence the process.

There are many ways where organisations can have input, such as:

- Advice on the inquiry terms of reference
- Political background to the issue from the perspective of the various parties
- Other parallel activities and government inquiries
- Explanation of the type of committee established and the process of the Inquiry
- Background information on main committee members and their background in the issue
- Details of committee advisers and staff
- Preparation of submissions
- Submissions received and a summary of the key points emerging from the submissions
- Expected emphasis and direction of the inquiry
- Strategic advice on opportunities to influence the process at each stage of the inquiry
- Coaching and advice on appearance before public hearings

**I can advise, and assist in making things happen in a positive way when committees lock onto areas of interest to you.**

## Advocacy Tune Up

### Strategy Mapping

I am offering a offering a one day internal advocacy planning workout for those organisations who would find it useful to obtain external, independent and confidential advice on tightening up the nuts and bolts involved in developing an effective advocacy program. It is a hands-on workout for the leadership team providing an appraisal, advice and recommendations for fine tuning an effective campaign.

Some of the elements to be covered in the workout will include:

- Clarification of advocacy objectives - agreement on what they are, success factors, KPIs;
- Identifying the key issues and putting them through the "pragmatism" test;
- Agreeing on the "Battle Plan" and how it will be developed;
- Identifying gaps and deficiencies in techniques, knowledge, resources and protocols; and
- Identifying and assembling campaign resources including roles, responsibilities, coordination, budget feedback and review.

## Internal Improvement Organisational Analytics

### Tuning up your organisation

**Very few organisations could claim that they have never had members asking:**

- **What do I get for my subscription?**
- **How does it help me?**
- **Those at H.Q. are out of touch with the members.**
- **We go in too hard on issues.**
- **We don't go in hard enough!**

In my own 38 years of industry/professional association work, I have heard them all - and in each organisation for which I worked!

This has caused me to think about what are the key measures of an organisation's health - and how often are they checked, analysed and calibrated?

What are the symptoms of an ailing association? Some danger signs clearly are:

- falling membership;
- ageing membership;
- loss of influence;
- lack of competition for elected positions;
- rapid changeover of senior staff
- loss of corporate memory
- a sense of treading water rather than advancement;
- no direction, no vision; and
- the emergence of competitors.

**This is the tip of the iceberg. Like a disease, there is not much benefit from simply treating the symptoms if at the same time you don't determine the root cause and implement major change. In response to this, I have developed a range of services which will allow groups to know more about themselves and to improve the way they operate.**

I call it Association or Organisational Analytics. It covers a range of analyses, diagnostics and recalibration in the following areas:

- Internal Analysis/Review
- Membership Analysis/Review
- Outputs Analysis/Review
- Environmental Analysis/Review

**For detailed information on the nature and extent of analysis available together with costs, please contact me.**

**If you've got this far you've done very well!**

**There are other services in my tool kit - for instance policy development, research, writing submissions - even a CEO Locum service!**

**I hope some of the above strike a chord. If they do please email me at [david.kindon@gmail.com](mailto:david.kindon@gmail.com) and we can take things from there.**

Sincerely,



David Kindon  
Ethical Advocacy  
14 October 2011

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