

# We all make ~~mis~~takes mistakes



A **communications toolkit**  
for people trying to make  
the world a better place

**FRAMING  
MATTERS**





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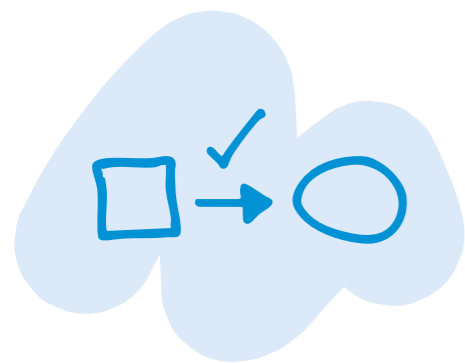
Also acknowledgements to [ASO Communications](#), [The Frameworks Institute](#) and the [Public Interest Research Centre](#) (PIRC) for the work they created that has been referenced in this guide.

**We all  
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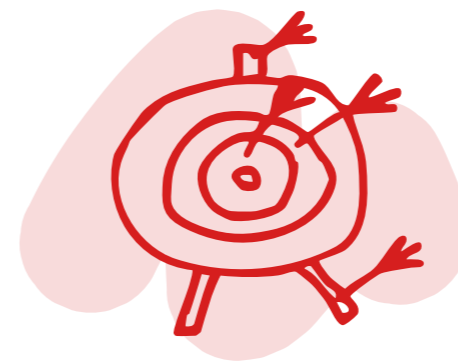
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# Introduction

(or why you should read this toolkit)

## This guide is for you.

Whatever you do, no matter what you care about, if you are communicating about creating positive change in the world, this guide is for you.

## The aim of this guide is to help you do what you do, but better.

Each of the five sections below provides advice on how to communicate more effectively, and highlights common communications ‘traps’ to avoid. Each trap focuses on a specific issue – why it is damaging to repeat what our opposition says, how we accidentally hide the causes of the problems we’re trying to solve, and why using technical language alienates us from our audience.

The traps start off simple and get more detailed as the guide progresses. It is designed to be picked up and actively used, so go with what you find most useful, and come back to what you find more difficult.

Addressing even one of these traps in your communications will dramatically improve their power and effectiveness.

While the examples listed are issue-specific, the principles apply to any topic. Take the principles and have a go at applying them to your own context.

For more context on the concepts underlying the traps and where they come from, check out the next section (*Background*) to find out more.

**Otherwise, just dive in!**



# Background

The traps in this guide are all built around the concept of “framing”. While there are various precise academic definitions of this, all that’s important to know is that when we use different words/images/experiences to describe the same thing, our choices make people respond in different ways.

A classic example of this would be the choices we make in how we describe someone engaged in armed combat. We could describe them as either a “soldier”, a “freedom fighter” or a “terrorist”, with each description changing how someone might feel about, and crucially react to, that individual. This is because the associations in people’s minds are different for each description, even if we are ultimately describing the same person doing the same thing. All this means that when we communicate our issue, we need to choose our language carefully, in order to create helpful associations in people’s minds and motivate them to act.

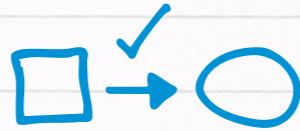
No matter the issue or language, these traps are common across all the communications of those working for social and environmental justice.

The recommendations are underpinned by findings from research in the fields of linguistics and social psychology, notably linguists like Annat Shenker Osorio and George Lakoff. If you want to explore the theory in more detail, please check out the [References section on page 82](#) at the end of the toolkit which will list further reading and resources.



# 5 Steps to Better Communications

## 1. Make change seem possible



Set out the issue in your own terms, avoid the **Parrot trap** of repeating the terms of your opposition.  
E.g. Say "poverty is created" rather than "poverty is not natural"

Give people hope and avoid the **Cobra trap** of over-stating the threat.  
E.g. Say "We already know how to address the problem" rather than "We have never faced anything on this scale before"



## 2. Make the cause of the problem clear



Use language that makes the damage clear, avoid the **Chameleon trap** and 'sanitising' words.  
E.g. Say "killing civilians" rather than "collateral damage"

Get active and avoiding the passive **Sloth trap**  
E.g. Say "Actions by the media have fuelled xenophobia and increased hate crime" rather than "Hate crime has increased"



## 3. Understand your audience



Better understand what is in your audience's heads, avoid the **Rat trap** of assuming what they think.  
E.g. Say "walking and cycling" rather than "active travel"

Think carefully about the associations words have, avoid the **Shark trap** and don't use 'contaminated' terms.  
E.g. Say "Let's create a fairer United States" rather than "Make America Great Again"



## 4. Motivate your audience



Respect what people feel positively about, avoid the **Robin trap** of criticising what people love.  
E.g. Say "We need to spend less on guns and bombs" rather than "We need to reduce funding for our boys"

Encourage empathy by bringing people into the picture, avoid the **Virus trap** of othering.  
E.g. Say "people seeking refuge" rather than "refugees"



## 5. Hone your message



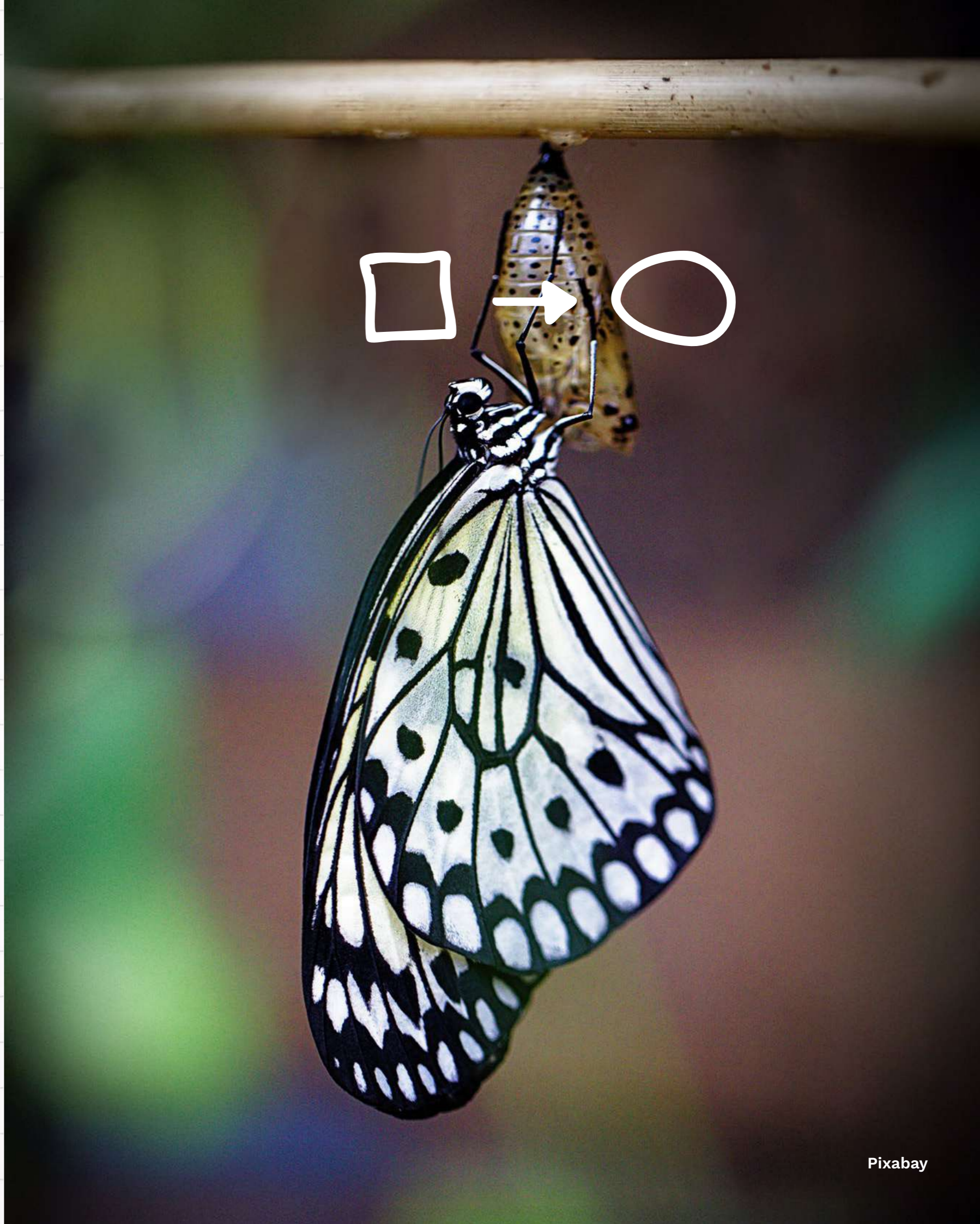
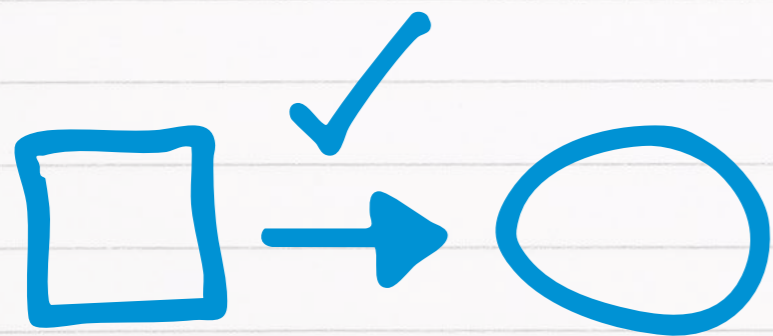
Keep it short and simple, avoid the **Platypus trap** and don't try to cram everything in.  
E.g. Say "Black lives matter" rather than "All lives are important but Black and brown people are disproportionately targeted with violence"

Think about what you've left unsaid, avoid the **Anglerfish trap** to not miss out something important.  
E.g. Say "Those buying ivory are exploiting wildlife and people" rather than "Poachers are driving the ivory trade"

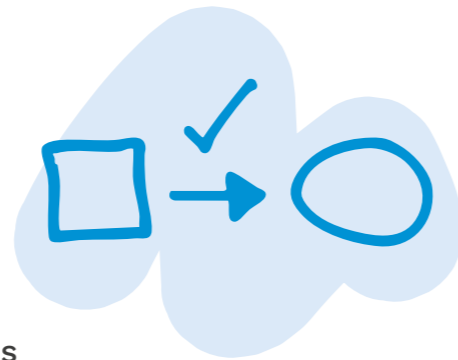


# 1. Make change seem possible

Avoid the Parrot  
and Cobra traps



# 1. Make change seem **possible**

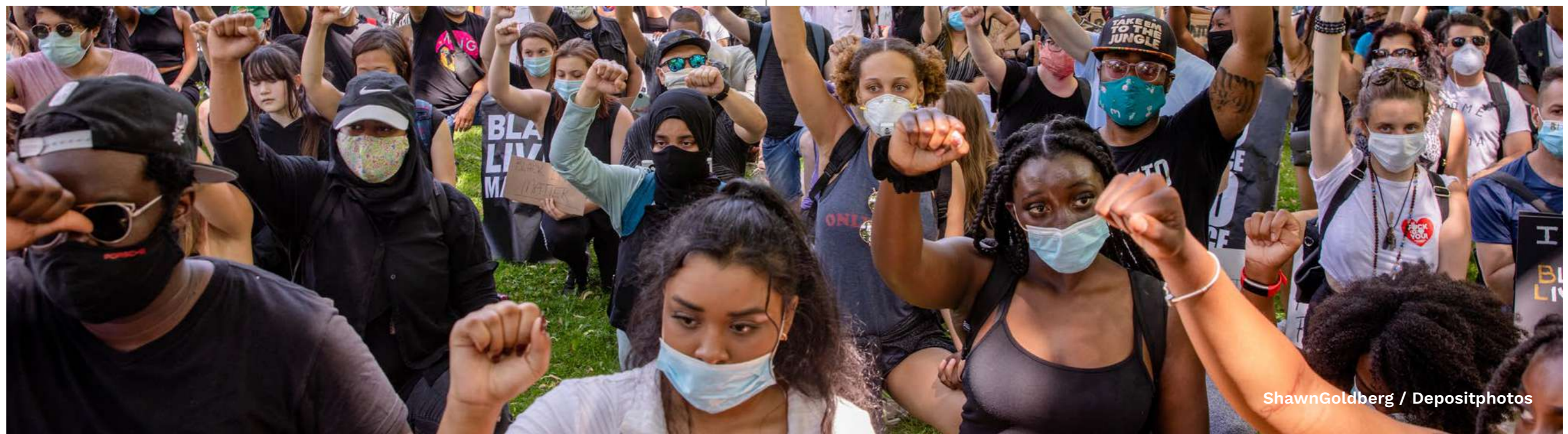


We must make people feel a better future is achievable, because without hope there is no motivation.

The idea that “change is possible” may be the single most important thing you want your audience to believe. All our communications should seek to reinforce this idea – why would people join our cause if they don’t think it’s winnable?

While the evidence shows that the scale of the task we face is often massive and difficult – addressing racial justice, climate change or disability rights – creating messages that focus on the massive scale of the task are unlikely to motivate people to act.

While we must be clear about the problems, we must present them in a way that is motivating and shows they can be fixed.



ShawnGoldberg / Depositphotos

## We make change seem possible by:

Setting out the issue in our own terms.



Give people hope by pointing to past successes, rather than only focusing on the level of threat.

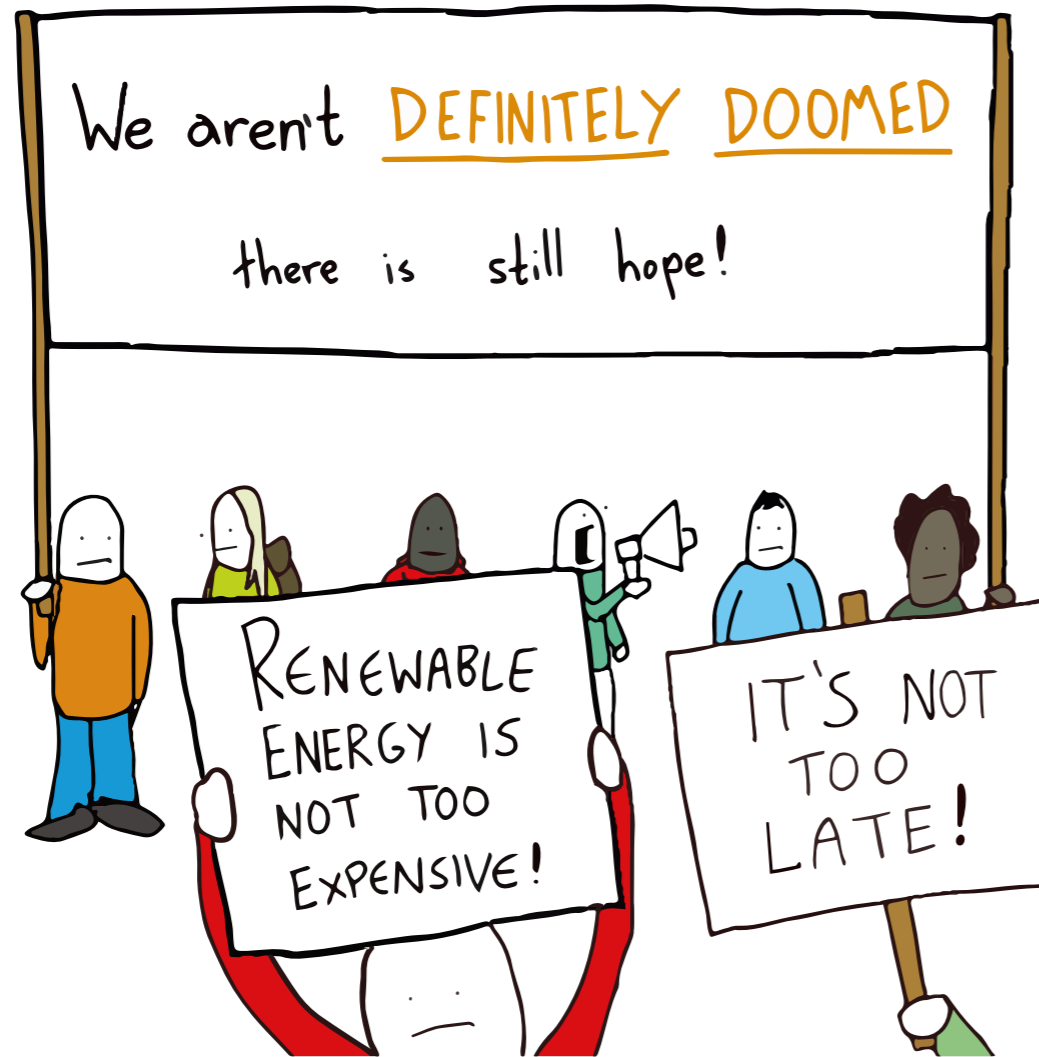




## The Parrot trap (or the Repetition trap)

**AVOID THE TRAP**

Stick to your own key points.  
Don't repeat unhelpful language.



### Why a Parrot?

Parrots are famous for repeating or 'parroting' back what's said to them. Repeating your opposition is likely to harm your cause.

### > What's the trap?

When trying to argue against something we often end up accidentally reinforcing the idea in people's heads.

President Nixon **famously said**, "I am not a crook".

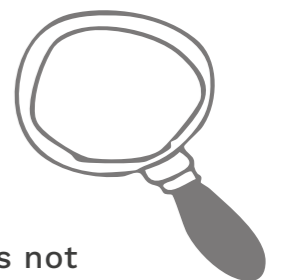
By saying this, he reinforced the idea for millions of Americans, that he was, indeed, a crook. By using the word 'crook', he parroted the language of his opponents and reinforced the negative association in people's minds between him and the concept of a 'crook'. Even in the act of challenging the idea, he accidentally repeated the damaging claim. Had he read this toolkit, he might have instead said something like "I'm an honest man". And he would have been better off for it!

As **George Lakoff** has long argued, repeating something you want to challenge just ends up reinforcing the unhelpful idea in people's heads.

**Avoid "myth busters"** as these just reinforce the myth you are trying to bust. State the fact but don't spend time reinforcing the lie.

### > Getting in depth

This is more about the repetition of unhelpful phrases or ideas rather than single words. For example, the Minnesota Campaign by Annat Shakir Osorio "Greater Than Fear" talks about fear and immigration but this does not reinforce the connection between immigrants and fear. A parrot would have been "we should not fear immigrants" as it directly connects immigrants with fear.



**In practice**



Don't say "poverty is not natural"

Don't say "the debate on climate change is over" (as this reinforces the idea there is a debate!)

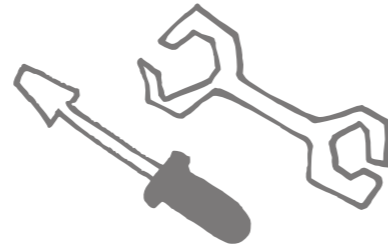
Don't say "migrants are not a burden on the NHS"



Instead say "poverty is created".

Do say "The public want action on climate".

Instead say "our NHS depends on people who have come to the UK from all across the world to work there". Here, "people" is better than "workers" ([see Virus trap on p60](#)).



Unsplash

Even images can reinforce the opponents' views. For example, although presenting this badger in the sights of a gun helps people to see the threat of badger culling it also helps normalise the idea of shooting or hunting badgers.



**If you remember one thing...**

Say your own thing, spend less time on responding to others and more on your key message.

**EXERCISE**

**What is an unhelpful phrase or Parrot in your context?** (what is the statement you are trying to argue against). E.g. *Wind farms are noisy.*



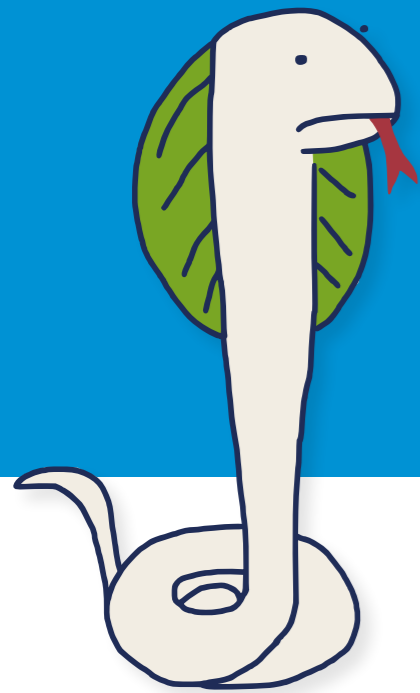
Handwritten-style lined area for notes.

**How could you respond to this point without parroting the opposition** (use words that don't make associations between your issue and the negative thing, see examples on previous page)? E.g. *Wind farms are quiet (rather than wind farms are not noisy).*

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**What is it you would rather be talking about? What is the most important thing to you?** (If you had started the debate rather than were responding to it) E.g. *Renewable energy is vital to stopping climate chaos.*

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## The Cobra trap (or the Threat trap)

### AVOID THE TRAP

Highlight past successes and make the problem seem fixable.  
Don't dwell on the threat.



### Why a Cobra?

Cobras are always portrayed as scary in films and TV shows. They rise up at approaching threats ready to strike. The Cobra trap is all about overusing threats.

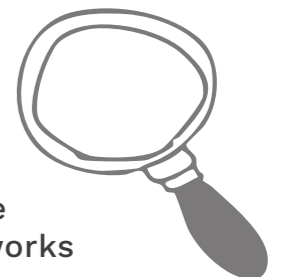
### > What's the trap?

Too much emphasis on threat can lead to people losing hope and feeling unmotivated to do anything. When we highlight problems, we need to do so in a way that makes change seem possible.

We must balance threats with solutions that match the scale of the problem and point to previous successful actions that have taken place. When we reference previous actions, we remind people that change is possible and make future actions sound more plausible.

### > Getting in depth

**We must clearly highlight the problem;** but we must do so in a way that makes people believe it is solvable. If we present a problem without a solution, we are likely to make people feel fatalistic which actively works against our cause.

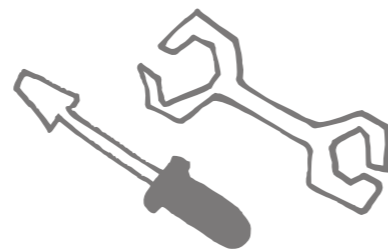


**Go easy on threat.** Arguably, Extinction Rebellion use too much threat in their communications, and yet they have successfully mobilised thousands of people. This is because they give people the opportunity to actively get involved and try and do something about the problem. Their success has been despite their threat-heavy messaging, not because of it. The direct action and freedom given to local groups allowed people to go out and do something, giving them hope and neutralising the threat. We must always be careful when replicating successful campaigns and try to understand which elements made them successful, and which elements could be improved upon.

**Make the scale of the problem manageable**

The issue of making people feel hopeless also applies to talking about big problems. When we make our issue seem too big, it might seem unsolvable. If we say “climate change is the biggest problem we have ever faced” we are reinforcing the difficulty of the problem, potentially making change seem impossible. So, avoid phrases like “a problem unlike any other”, “the fight we face is overwhelming” or “massive changes will be needed”. Instead say something that points to past changes that have happened, like “we can create a new future for ourselves, a green industrial revolution”.

**In practice**



- › **Reference past action.** Make a list of past achievements and actions on your issue. If you are asking for a new law, point to a previous law that was put in place and had real impact. These don't have to be your achievements or related to the problem you want to communicate about, they just need to have enough parallels to draw on.
- › **Keep an overall positive tone.** Mix in two positives for every negative. Staying optimistic is not about ignoring the problems but giving positive solutions to it.
- › **Highlight systemic change.** Link what you can do to the bigger picture. We must link the actions of individuals to larger campaign asks that are proportionate to the scale of the problem.
- › **Give people choices.** Give people the ability to help in a way they want to, rather than giving them a single option. This is helpful in motivating people.
- › **Have a vision.** Talk about the future you are trying to create, not just what you are against but what you are for. Try and think about what a better future would look, sound, and feel like.

**Offer a story about the future you want to see.**

People are nice, in fact they are awesome. It is just that the systems we have in place reward the worst parts of who we are. We don't promote those who care and support their colleagues, instead we promote those that take credit for their work. The media praises those who have gotten rich from the hard work of others. We could achieve a fairer, happier and more wildlife-rich future if we were to change the story about who is successful in life and what new systems could foster that success.

We also need to make sure we don't accidentally point to an idealised version of the past when we refer to previous successes. We want to look forward rather than suggest that an old unhelpful system worked more effectively.

**Message ordering**

[Annat Shenker Osario](#) has come up with a format for talking about problems when we are communicating. It works in three parts:

Intrinsic statement – problem – solution.



**Intrinsic statement**

A statement about our commonalities and our care about the issue. Here you are trying to create the feeling of a big inclusive group and setting out why something matters.



**Problem**

Set out the problem and the cause ([see Sloth trap on p32](#)).



**Solution**

Give a solution proportionate to the problem at hand.

Here's an example:

No matter where you come from or what you do for a living, most of us want to be treated and treat others with fairness, dignity and respect.

Billionaires and greedy corporations don't want us to see their exploitation and tax dodging so they point the finger at migrants. It is the wealthy that are giving our jobs to computers and AI, and they are ruining our schools and hospitals by not paying their fair share into the system.

We need to act now and make sure that billionaires pay their taxes and contribute like everyone else.



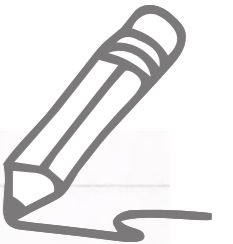
**If you remember one thing...**

Make change seem possible.

**EXERCISE**

**List a problem you face. How would you normally describe it?**

*E.g. Use a depressing list of facts and figures about the scale of the task at hand - like a list of various statistics about the number of people without homes without giving a solution.*



Lined writing area for the first exercise.

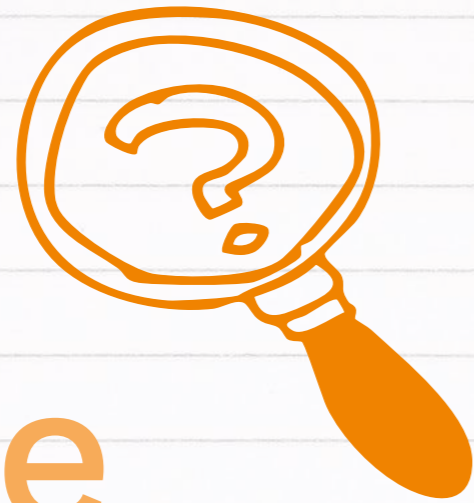
**What actions have been achieved that go towards addressing this?**

**If nothing springs to mind, are there other similar areas of work where something positive has been achieved (of a significant scale)?**

*E.g. During COVID we managed to find housing for many people who didn't have any. If we can do that then why not now?*

Lined writing area for the second exercise.

2.



Make  
the cause  
of the  
problem  
clear

Avoid the Chameleon  
and Sloth traps



## 2. Make the cause of the problem clear



If there is not a problem to fix, then our audience will not be motivated to get involved. A clear problem and solution allows people to understand why it matters and what needs to be done.

Academic language and policy jargon have created complicated ways of talking that obscure the causes of problems to the wider public.

When we talk about damaging activities in a passive way, they seem inevitable and unstoppable. It's only by making the problem clear that we can motivate people to change things.



Pexels

### We make the cause of the problem clear by:



**Making communications active, ensuring the cause of the problem, and the problem itself are clear.**



See Sloth trap

**Use language that makes the damage of the problem clear, rather than jargon or euphemisms.**



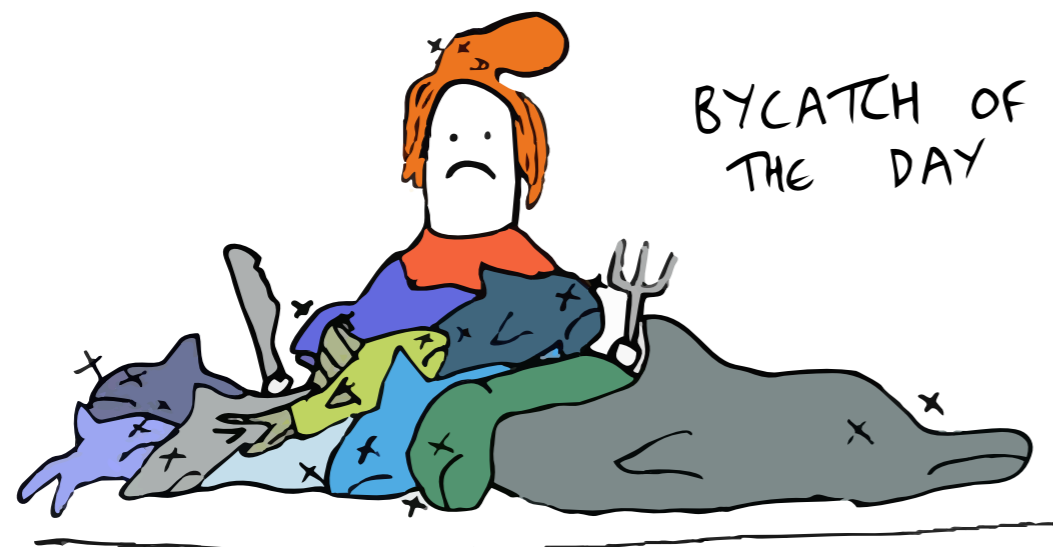
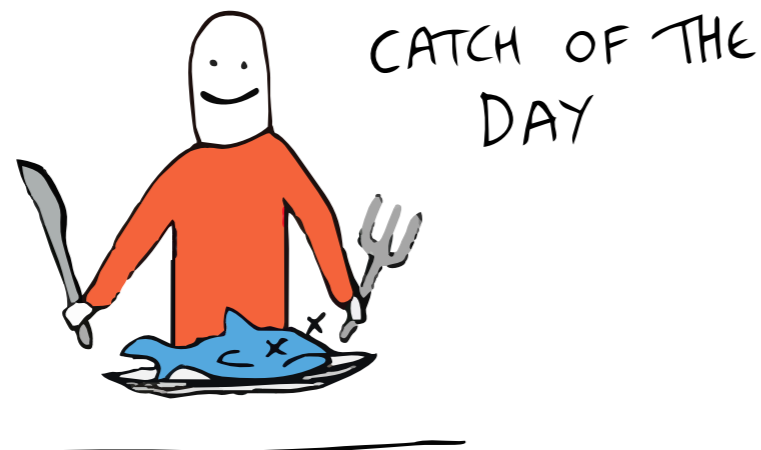
See Chameleon trap



## The Chameleon trap (or the Sanitising trap)

### AVOID THE TRAP

- Be clear. Highlight the problem in clear emotive language.
- Don't hide what's happening with coded language and jargon.



### Why a Chameleon?

Chameleons change colour to match their surroundings, hiding themselves in plain sight. Sometimes the language we use hides the harm being done and makes bad things sound acceptable.

### > What's the trap?

The Chameleon trap is when we use jargon, coded language or euphemisms to make something bad or damaging seem less harmful. If we are trying to stop something bad happening, why make it sound better?

For example, why would a group campaigning on international issues ever use a term like 'collateral damage'? It is a term created by the US military to make killing civilians sound more acceptable. Better to call it 'killing civilians', because that's what it actually is!

Sometimes the alternative is longer, but that doesn't matter. The shorter version is only helpful if it makes people feel something.

### > Getting in depth

**Understanding tone.** For example, deciding whether we say "murdering" or "killing" badgers instead of "culling". It could be argued that murdering is correct, as it is premeditated. However, the language may not fit the tone of your communications. Try to find something that fits with your voice but makes the harm clear.



**Helpful chameleons?** We may sometimes want to use language ourselves in a similar way to the Chameleon trap to make our language more helpful. So instead of saying "infected" or "suffering from HIV" we might say "living with HIV" to avoid painting the person as a helpless victim. In this instance, highlighting the harm makes the people we care about into victims so it's better not to do that (in this instance "infected" is also a Shark – [see Shark trap on p48](#)).

**Trying listing them out.** Create a list of Chameleon traps that you see in communications relating to your work and come up with alternatives, preferably with a colleague or comrade.

**Practice spotting Chameleons** by looking through news headlines. What is behind the jargon, short phrases and euphemisms? Question what those words are implying about the cause and solution to the issue.

**In practice**



“Austerity”

“Outsourcing”  
and “downsizing”

“Culling badgers”

“Oil spill”

“Structural adjustment”



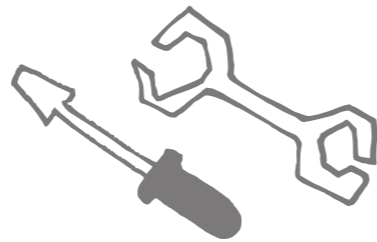
is actually “damaging cuts to public services”.

are both just “taking away people’s jobs” or “firing people”.

is “killing badgers”.

is “corporate negligence and poor pipeline maintenance”.

should instead be something like “**unfair enforced deals that rob countries of their resources and freedom to govern themselves**”.\*



\* Although this is an example where the alternative is much longer, it is also much clearer about the impacts. You might be able to come up with something shorter – just make sure the damage is clear.

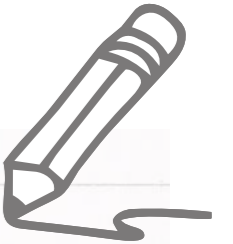


**If you remember one thing...**

Keep it clear, simple, and emotive if it needs to be.

**EXERCISE**

**The Chameleon: what is the euphemism, jargon or coded language being used? E.g. Oil spill.**



Blank lined area for writing the answer to the exercise question.

**What is it describing? (be as clear as possible) E.g. neglect and mismanagement by an oil company causing damage to plants and animals.**

Blank lined area for writing the answer to the exercise question.

**How could you make this shorter or punchier without losing the impact? If this is something we feel strongly about, how can we make it more emotive? E.g. Damaging oil pollution.**

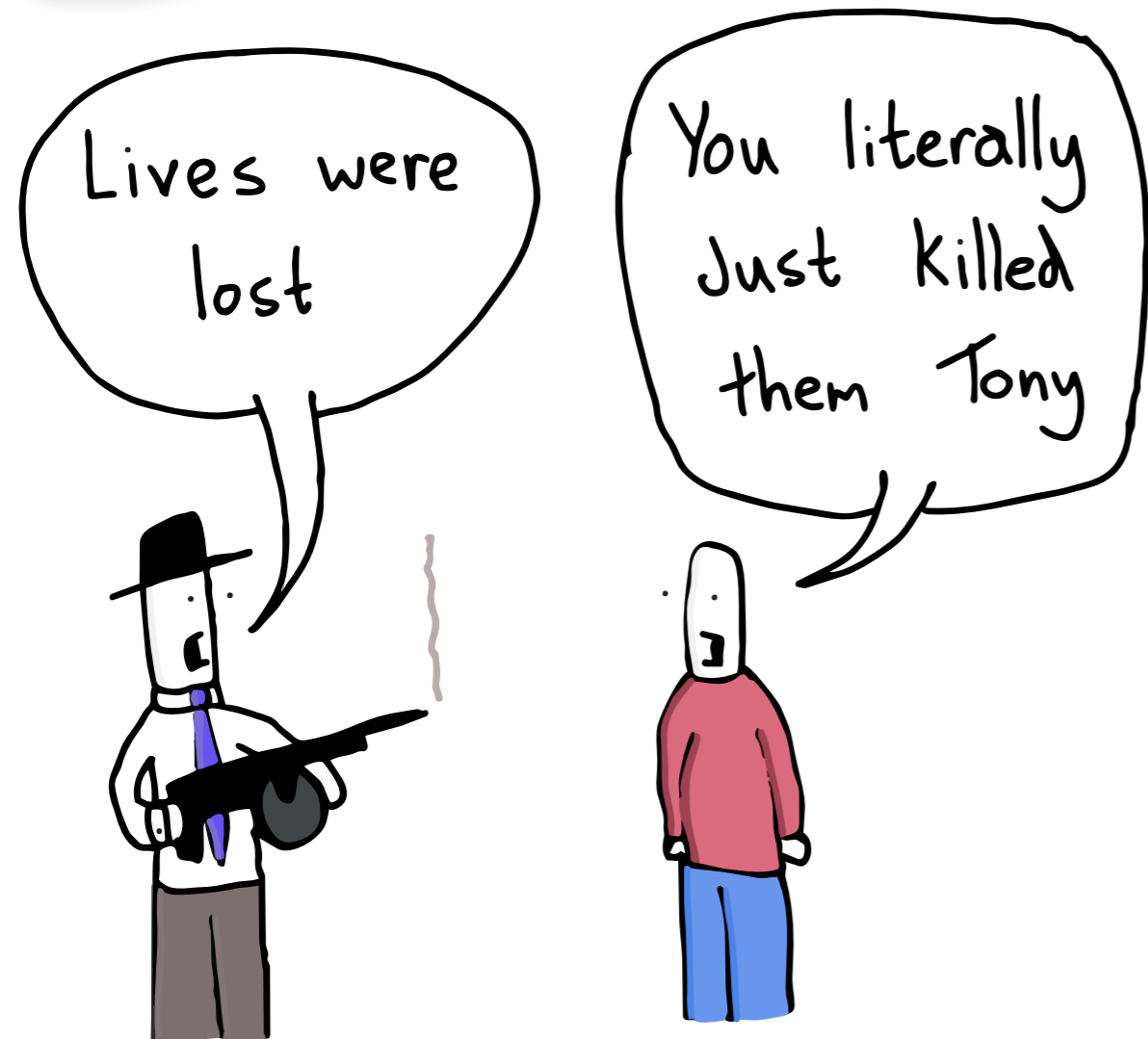
Blank lined area for writing the answer to the exercise question.



## The Sloth trap (or the Passive trap)

**AVOID THE TRAP**

- Show who is doing what, to whom.
- Don't make things seem passive and inevitable.



Lives were lost

You literally just killed them Tony



### Why a Sloth?

Sloths are slow animals not known for their 'get-up-and-go'. Here we are using them to describe messages that fail to identify why things happen, phrases that are inactive like a sloth.

### > What's the trap?

When we fail to point out the cause of a problem we make it seem hard to fix, and the solution difficult to understand. Passive descriptions of events are less motivating to our audience. Things don't just happen they have a cause.

### > Getting in depth

**Find out the missing cause.** When we leave out the reason why something has happened and the role of certain actors, we make things unlikely to change.

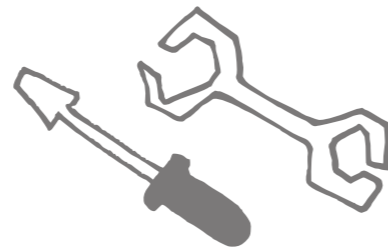


Messaging that is passive about the causes of problems makes them seem inevitable, making people feel fatalistic and depriving them of hope.

**Avoid hedging.** We often want to sound realistic about our goals and this causes us to 'hedge' or qualify them. Instead of saying "we will" we say "we will seek to". The more we hedge our language the less exciting and motivating our language is. No one wants to back something that might just happen, we need to make our messages create hope [[for more on the concept of hedging check ASO communications](#)].

The Sloth trap is often created by tensions within an organisation or an attempt to seem reasonable. If you receive funding from government, or don't want to anger a powerful group, you may be less likely to criticise it, but the weaker language makes for poorer, less engaging, communications.

**In practice**



**Always say who is doing what to whom!**

“Concern” and “disappointment” are weak responses to damage and hurt that happens. Instead, we should “demand action” or call out what is unacceptable.



Don't say “the climate targets are not ambitious enough”

Don't say “We are disappointed that laws on international trade don't put people first”

Don't say “we seek to get the government to do more”



Do say “governments have listened to corporations, not scientists and the public”.

Do say “Government must put the interests of people ahead of corporations”.

Do say “the government must”.



**If you remember one thing...**

Let people know why something has happened and who is responsible.

**EXERCISE**

**Find an example of a Sloth. A good place to start is a criticism of a government position. Is it clear who or what is responsible?**  
E.g. *Global temperatures have risen.*



Lined writing area for the first exercise.

**How can you change this to make it clear why something has happened and who is responsible?** E.g. *Big Oil are driving up global temperatures.*

Lined writing area for the second exercise.

3.



# Understand your audience

Avoid the Rat  
and Shark traps



### 3. Understand your audience



Your audience can be broadly separated into the following audience groups:

- › **Campaigners and activists (that's you)** – don't confuse this with your base.
- › **Your base** – those that firmly support your cause but are not caught up in the language and detail of the issue.
- › **The moveable middle** – stretching from those close to your base to those further away in terms of support for your cause.
- › **The opposition** – Those working actively against your cause, a small but vocal minority.

It is important your messages speak to those in your base or moveable middle as your opposition will never be converted.

We tend to focus on “who our audience is” rather than the more important question of “what does our audience think”. Some NGOs spend huge amounts on trying to understand who their membership is but only use this information for fundraising. Even without money to research who our audiences are, we can still do a few quick things to greatly improve our communication with them.



#### We understand our audience by:

**Discovering what is in people's heads, rather than assuming that our audience thinks like us.**



See Rat trap

**Understanding the baggage associated with certain terms, words and phrases that have become 'contaminated' by the opposition.**



See Shark trap



Varavin88 / Depositphotos



## The Rat trap (or the Assumption trap)

### AVOID THE TRAP

Use terms that most people share a common understanding of. Test your assumptions with people outside your work area. Not everyone shares the association you have with a word.



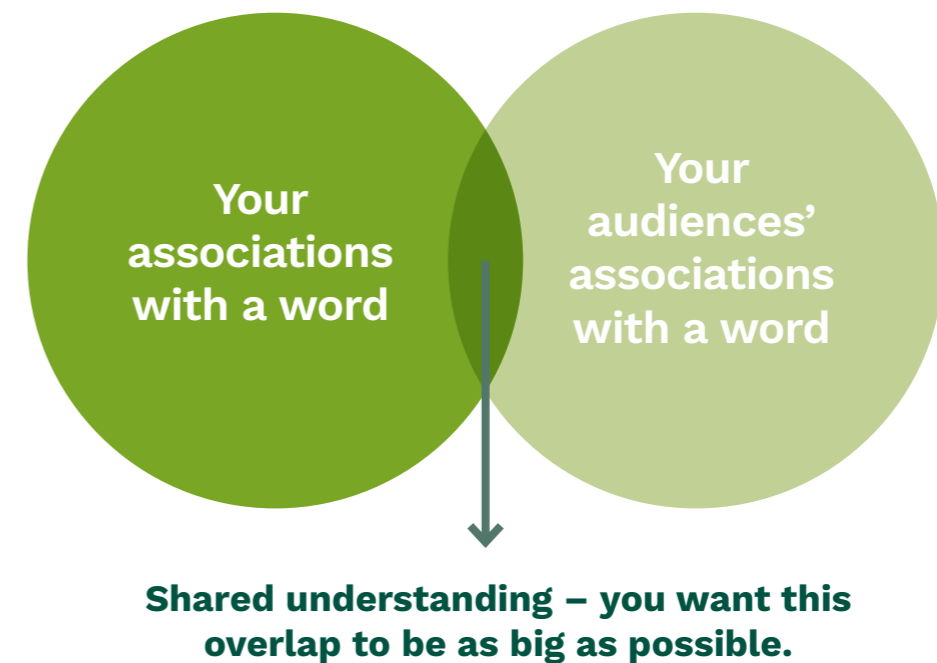
### Why a Rat?

While most people might have negative feelings about rats, seeing them as vermin that carry disease, there are also many people who love rats, seeing them as clean, intelligent, and keeping them as pets. To assume everyone hates rats is wrong, yet we make assumptions about our audiences all the time, assuming they share our understanding and associations with words. This can lead us to be ineffective in our communications.

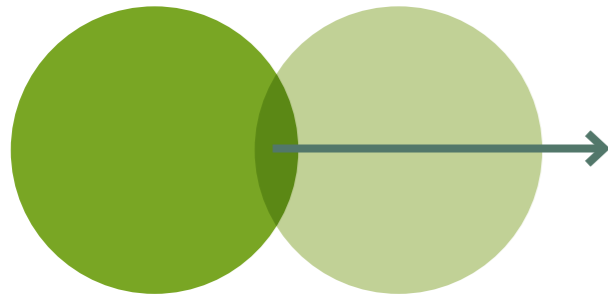
### > What's the trap?

This trap is about assuming that our audience has the same associations with a word or phrase that we do.

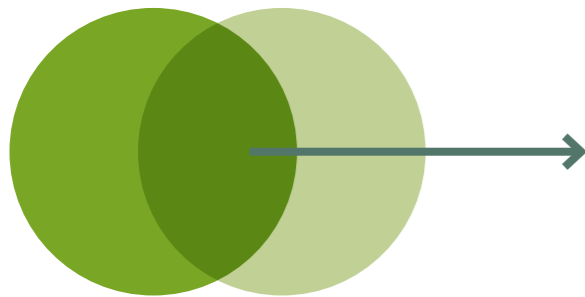
In many cases a rat trap will be technical jargon you use. Imagine each of these circles represents an individual's associations they have with a word.



To give an example of jargon let's take two different sets of words.



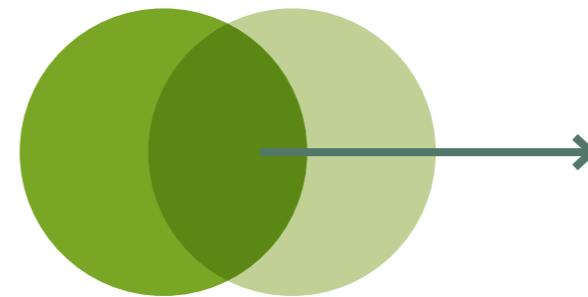
Here, when using the term **“collective bargaining”**, everyone will know the separate words, but many will be unlikely to understand them together as a term to describe “speaking with a collective voice” in the way you do. So the understanding of the audience will be very different from your own. The overlap in your understanding in the diagram is very small.



However, if we said **“When trade unions speak for their members”** or **“speaking for workers with a single voice”**, there is far more overlap in terms of the shared understanding and associations between ourselves and our members. This alternative is not perfect, it is too long and could be honed into something snappier. However, something that is longer and more easily understood is always preferable to something your reader will struggle to understand - no matter how short it is!

**More than jargon**

However, the Rat trap is not simply about jargon. A term that is not jargon can also have very different associations for you and your audience.



Let's say the word is **“police”**. Some people might share associations of the word, such as “state funded”, or “uniformed”, which would be represented by the overlapping section of the circles above. However, the differences in their personal experiences and/or understanding of systemic racism will lead them to have very different associations. Someone who has never been unfairly treated, or singled out by the police may associate them with “safety”, others may associate them with “harassment” or “violence”.

When spending all our time with others working on the same issue, we are trapped in a cage of our own language, using terms that we all understand in a similar way but do not mean the same to those outside it. This is known in psychology as the “curse of knowledge”, the more we know about something the more we are likely to assume that other people do as well.

➤ **Getting in depth**



The fact we do not share all the same associations with a word or phrase matters for the following reasons:

- **Misunderstanding** – in some cases we can be talking at cross purposes. Someone might not have even heard a particular word before, so they will just be trying to piece together an understanding from other related words. People rarely want to admit they don't know a word at all.

- › **Failure to resonate with our audience** – the less we have in common in terms of a word or message and its associations the less likely it is to resonate in the same way with the audience as it does with us.
- › **Giving our audience extra work to do** – most people are likely to figure out what we are talking about, even if we use words they don't understand - but why make them do this extra work?
- › **Actively damaging to our cause** – By using jargon and euphemisms we can downplay the importance of what we are doing [[see Chameleon trap, on p28](#)].

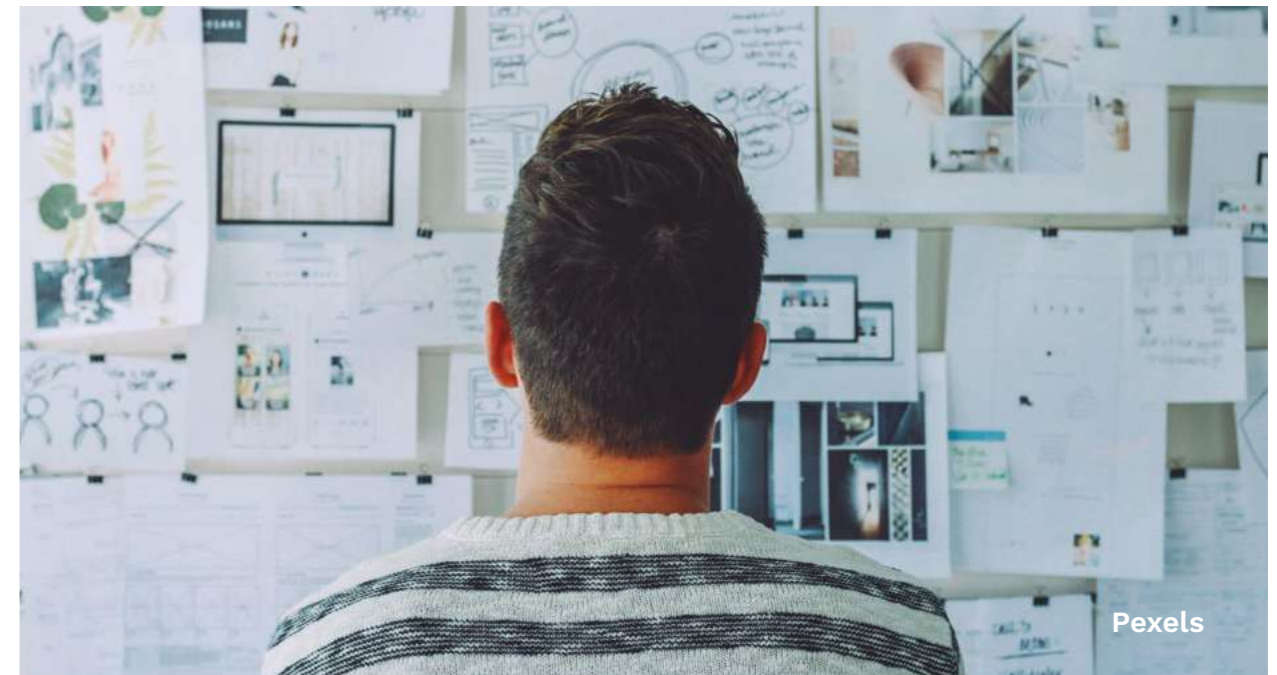
“ What is **technically correct** may not be good communication ”

### Getting new terms adopted is hard

Looking for viable alternatives is the best solution to this issue, unless we have vast resources and a huge collective voice to make a new term understood by the wider population. When new terms have money and power behind them, they can enter the public sphere and become common language. Take 'plant-based' for example: the collective support of big corporations (brands and supermarkets) for this alternative to the term 'vegan' have made it commonly understood. However, without considerable resources and media backing it is easier to try and use existing terms that are already well known and understood.

### Think about what's already in people's heads

Use terms that already mean something to people rather than starting from scratch. People always want something new and shiny, but effective communication is largely about resonating with things that people already know.



### Experiment with metaphor

People make sense of the world by comparing one thing to another thing they already know about. We can work with this by thinking about how we can compare our issue to something novel. For more on metaphor [[framing the economy](#)]

### Create a banned list

Create a banned list of terms that you think your audience won't recognise.

### Test your assumptions

Phone or message someone who doesn't work on your issue and isn't someone you talk to about it a lot. Introduce the communication by only saying "what are the first things that come to mind when I say this word or sentence?", and then see how they respond.

Try to provide as little context as possible, don't explain what "you're trying to do", as this is not contained in the communication and does not tell you anything helpful. Just listen to their response. The more context you give before and the more you interject afterwards, the less of a real response you are getting – you are just influencing them and reinforcing the assumptions you have already made.

**In practice**



Instead of saying "active travel"

Instead of "conservation" \*

Don't say "green infrastructure"

Don't say "sustainable development"

Don't say "divestment"



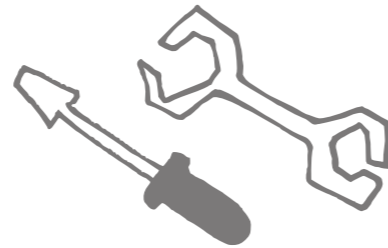
Say "walking and cycling".

Say "wildlife protection".

Say "natural areas".

Say "a better future for planet and people".

Say "stop money going to the fossil fuel industry".

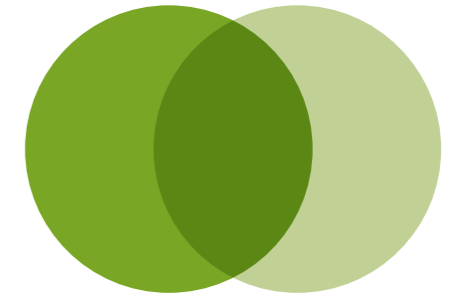


\* Conservation is not necessarily about wildlife - it can also be about buildings. It also has strong colonial associations for many, as historically Europeans have gone to Africa and South America to 'save' species on behalf of the people that actually live in those countries who were wrongly seen as incapable or unable.



**If you remember one thing...**

People don't necessarily think like you do - the correct word is not necessarily the right word.



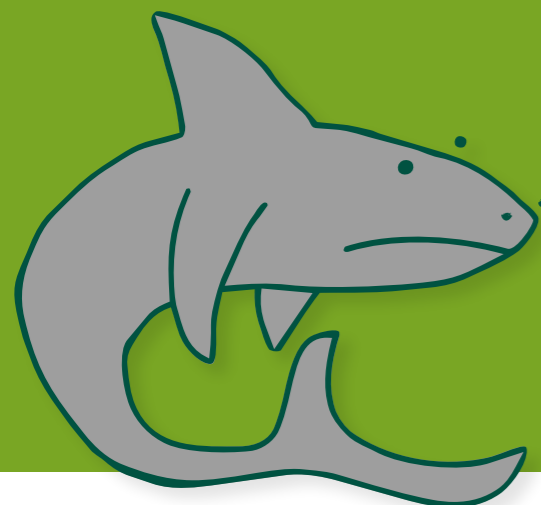
Imagine the term you are thinking of is represented in the Venn diagram to the right. One circle represents your associations with that word, the other circle represents your audiences' associations with that word. What words or phrases do you think you do not share a common understanding of?



Lined writing area for the exercise.

Why do you think you continue to use those words? How else could you explain the issue in a way that would create more common associations with people?

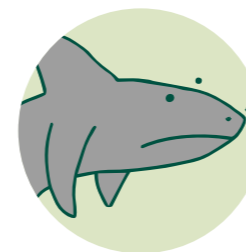
Lined writing area for the exercise.



## The Shark trap (or the Contaminated Language trap)

### AVOID THE TRAP

Some words have strong negative associations.  
Know when to give up on them.



## Why a Shark?

The film *Jaws* painted sharks as man-eaters and since then they have carried strong negative associations (completely unwarranted given actual statistics of how many people are killed by sharks!). Before the film they were not widely viewed as such, but now the first association that might come to mind for someone about, say, a Great White Shark, is that they're dangerous to humans. This trap is about terms that have such negative associations that we should try to avoid using them altogether.

## › What's the trap?

The Shark trap is a phrase or term that gives rise to unhelpful negative associations in people's minds. We should question whether it is ever wise to use those words and phrases.

All words conjure up beliefs and associations in people, and to communicate effectively we need to understand whether these are helpful or unhelpful. When we use terms with too many negative associations, we can damage our cause. We need to create alternative words rather than continuing to use terms with too much negative baggage.

The Shark trap comes in two forms, the contested term, and the contaminated term.



**Contaminated:** This term has such heavy negative associations it is not worth continuing to use it.



**Contested:** With these terms and phrases different associations exist around them, both positive and negative. The questions to consider when communicating with this term are:

- › Can we activate the helpful associations?
- › Can we realistically win the fight and ensure the term doesn't become contaminated?

## Getting in depth



### Can we win the contest?

Use contested terms and phrases with real caution. If a message is contested, you need to ask - can you realistically win this back? How loud is our voice compared to our opponents and who are our allies? If it is a small organisation against the power of the mass media, you are better off looking for an alternative.

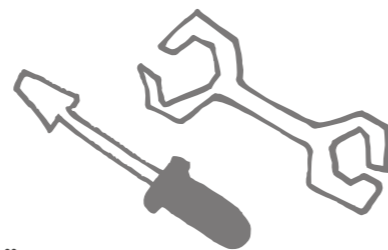
### Can negative associations help us?

A Shark can be helpful if it's a term you are using to describe something that is bad and needs to change like "the greedy banking system". "Banking" is probably a contested term, as although bankers caused the financial crisis, people also rely on banks in day-to-day life. "Greedy bankers" is clearly contaminated and negative. If you want something changed, then it's helpful to have negative associations with it.

### Who profits?

Look at the chosen terms of the government or media, why have they settled on that term? If it is something they are against it is likely to have become contaminated or toxic. In such a case, it might be time for you to use an alternative.

## In practice



### Contaminated\*

"Communism"  
"Make America Great Again"

"Britain first"  
"Take back control"

### Contested

"Socialism"  
"Freedom"

"Migrant"

\* All of these terms cannot be reclaimed or repurposed as they have so many unhelpful, racist associations.



### If you remember one thing...

Know when to stop using a term! Looking for an alternative term or phrase for your message can bring surprising benefits such as different metaphors to explore that will help your narrative stick.



**To figure out if a particular term is contested or contaminated, spend a minute thinking about how the issue or idea the term conveys is covered in the news and mass media. Write down the first five associations that come to mind. If they are all negative, the word is likely contaminated. If they're a mix of positive and negative, it's likely contested.**

*E.g. In a UK context Asylum Seeker and perhaps even now Migrant might be considered contaminated while Refugee is contaminated.*




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**List three alternative terms or phrases for this same issue or idea. Do any of these seem more positive than your starting term or phrase? E.g. People coming from other countries, people on the move, people seeking refuge.**

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**If you are going to continue to use your contaminated or contested term, what is your strategy to 'win'? How will you get a unified voice loud enough to change the associations in people's minds? E.g. We will not, instead we will say people on the move**

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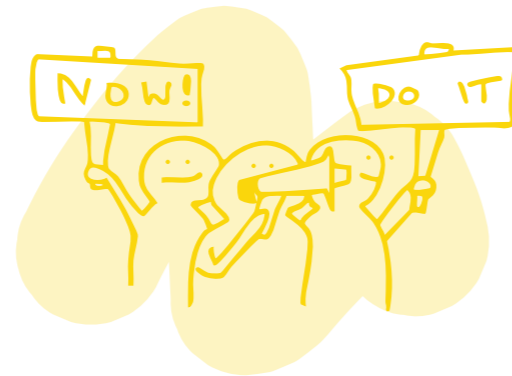


# Motivate your audience

Avoid the Virus  
and Robin traps



## 4. Motivate your audience



Many of the previous traps relate to creating motivating communications. Particularly the Sloth trap, around using active language to enthuse an audience.

### A word on values

While this guide is not going to go into detail about values, it is important to mention their role in communication.

Values are an important aspect of motivation. By using intrinsic values, those about caring for others and the environment, our communications are more likely to motivate people to act [[see common cause handbook](#)].

But values aren't the only thing that helps motivate an audience.



njarvis / Depositphotos

### Motivate your audience by:

Respecting what people feel positively about, not criticising what people love.

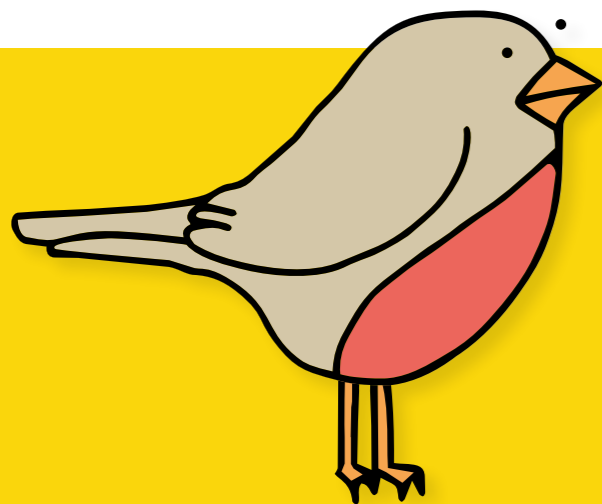


See Robin trap

Encouraging empathy and bringing people into the picture, avoiding othering.



See Virus trap



## The Robin trap (or the Rose-Tinted trap)

### AVOID THE TRAP

Don't criticise things using words that people feel strongly positive about. Use an alternative word.



### Why a Robin?

Robins are famous for looking cute, often seen on Christmas cards. But all is not what it seems, they can be very violent and could be considered the football hooligans of the animal world! If you have ever had two of them near you when you are eating something, you will have seen them viciously fighting for scraps. Sometimes when we use words with positive associations it makes it harder to criticise them. Just like trying to tell people sweet little robins are actually violent.

### > What's the trap?

The Robin trap is a phrase or term that gives rise to unhelpful positive associations in people's minds, making it hard to criticise that thing. For example, if you were talking about military spending being reduced you would not say "stop spending money on *our troops*" as the idea of "our troops" has strong positive associations with many in the population due to the media constantly using this phrase in a patriotic way. So instead, you might say "stop spending money on guns and bombs" or even "stop spending money on killing people" as these are not likely to create positive associations.

### > Getting in depth

Some Robins are more apparent than others. When you spend a lot of time campaigning against something and working alongside others that do the same, you can begin to overlook the associations others have with certain terms or phrases. You need to ask people outside your sector what associations they make with the words you are using.



### Test your message

If you are unsure if something is a Robin, go out into the street and ask people – ask what three things come to mind when you say the word or phrase.

**Some Robins are helpful**

Use our Robins! If you are defending something, it's great to make use of existing positive associations. Here are some examples:

- > **"The NHS"**  
(The UK's National Health Service that has wide support.)
- > **"Doctors"**
- > **"Fairness"**
- > **"Education"**

These are all things people love and think are important.

**In practice**



Don't talk about "good" and "bad" farming, as many people only know farming from kids' books or butter adverts (where cows are always happy and environmental destruction is hidden)

Don't say "our troops"

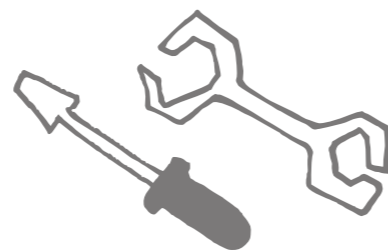
Don't say "recycling is not always the best option"



Instead, talk about "industrialisation of the countryside" or "industrial food production".

Say "the military" if you are being negative about them.

Say "reuse is the most sustainable solution". People have been conditioned to think recycling can only ever be good.



**EXERCISE**

What is an example of a Robin in your context?

Handwriting practice lines for the first exercise question.



Think of three alternative words or phrases that you could use and list them below.

Handwriting practice lines for the second exercise question.

Which of these three is clearest about what it refers to and makes the issue you are addressing sound most like a problem?

Handwriting practice lines for the third exercise question.

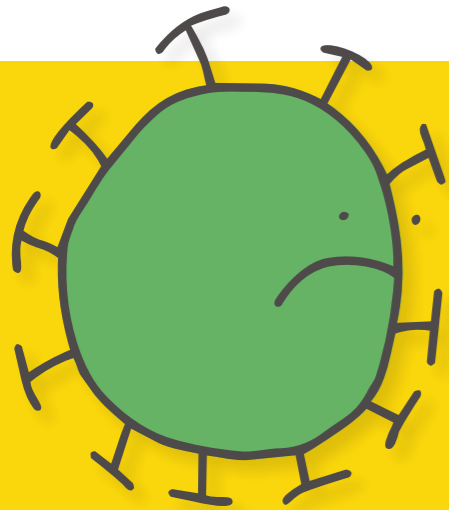
Are there any other Robins you think could be helpful to you?

Handwriting practice lines for the fourth exercise question.



**If you remember one thing...**

Never criticise using words people have a strong positive association with.



## The Virus Trap (or the Othering trap)

AVOID THE TRAP

Bring people into the picture.



### Why a Virus?

There has been a long running debate among scientists whether viruses count as being alive or not. Viruses are not like any other living thing. This trap is about using words to label certain groups as 'others', conveying the idea that they are no longer like us, or in the worst cases, shouldn't even be considered people.

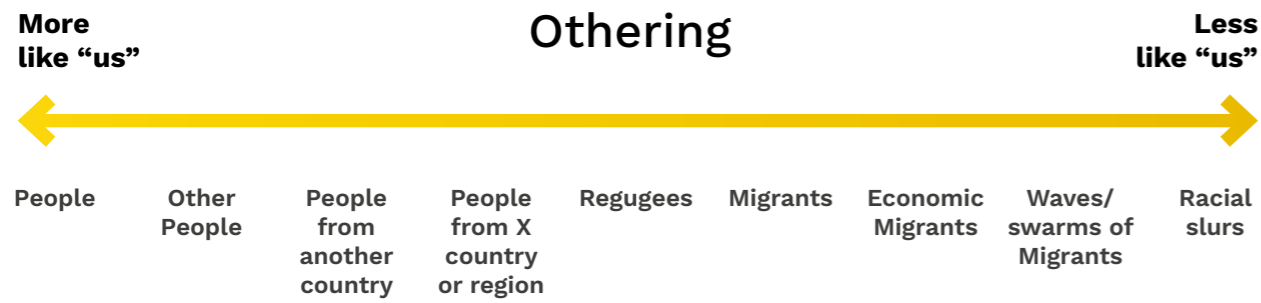
### > What's the trap?

Whenever we use a label to refer to a group of people, we are creating what is known as an "in-group" and an "out-group". The group that we are a part of becomes the "in-group", and the group we are not a part of, and is therefore different to us, becomes the "out-group".

Groups can be defined around any shared aspect – footballers, politicians, workers, millennials. Whenever we do this, however, we create an *us* and a *them*. The impacts of this *us* and *them* division depends a lot on the associations with the words used to represent different groups of people.

#### Othering

'Othering' is using dehumanising language to make a person or group of people less like us in order to justify ill treatment. Consider the terms "expat" and "migrant". These two terms are used to describe people with the same attributes, but have very different associations. When we create a label for a group of people, we must understand it is a type of othering and consider the implications.



The above diagram very roughly demonstrates how different choices in language can increase the distance between us and others. As you can see, the choice of words we use can make this distinction more or less pronounced.

### ➤ Getting in depth



#### “Most of us”

Work by [ASO Communications](#) shows that the way we talk about “we” or “us” is more effective if a group label is used. Saying “most of us” can be more effective than saying “all of us” as on most issues people know that there are others who disagree. If we make the “we” too large it can potentially flatten differences that may be important in motivating people.

#### Hero, villains and victims

Sometimes portraying people as heroes, villains and victims might be helpful but this can also present problems. A hero/victim/villain model creates othering, as when we use these character archetypes, we don’t see the people we cast in these roles as nuanced, or even fully human. Take, for example, Greta Thunberg. Her role as a climate hero has undoubtedly raised the profile of climate change and helped keep it in the news. However, two issues arise: firstly, there are ethical questions about the pressure and expectation being placed on a young person, but secondly, what happens if she can no longer fulfil the role? When we have a hero, we come to rely on them.

The same goes for villains. We can vilify a boss of a big corporation, but what happens if we achieve our objective of getting them removed? They



Wirestock / Depositphotos

may just be replaced with someone not much better. Emphasising the importance of the individual takes the spotlight away from the system.

Lastly, using a victim narrative can also be very harmful. We want people impacted by an issue to be part of the solution, so portraying them as helpless victims of whatever has happened can exacerbate the problem.

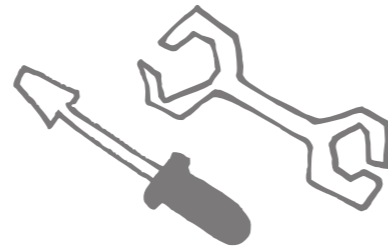
This is not to say that you cannot use heroes, villains and victims, but it is important to consider the outcomes you want and the implications of using this model of storytelling.

#### Othering is not just about extremes

There are degrees of othering from extreme examples such as the media treatment of migrants in terms like “swarm” or “wave”. But there are also more subtle examples. The term “workers”, for example, is more othering than “people who work”, as it makes them sound like something other than yourself (when in reality, most people work!).

“Campaigners” is also a form of othering, dividing those who do this type of work from those who don’t.

**In practice**



One way to address othering is to bring “people” back into the picture. [Annat Shenker Osorio](#) has been a key advocate of this approach.



Don't say “refugee”

Don't say “Service users”



Say “people seeking refuge”.

Say “people using the service”.

**Talk about people**

Whenever you can refer to people, do so. Any label makes someone less like you or the audience if it is not a label you share.

**Representation is key**

We must live our values. Too often we are speaking for others, rather than giving voice to those that are most affected by an issue and creating organisations with those people at the centre.



**If you remember one thing...**

Bring people into the picture.



**What collective nouns (grouping words) do you use to describe the groups of people relevant in your work?**



Lined writing area for the first exercise question.

**How might you bring people into the picture? Consider some new terms and phrases that reduce the distance between your group and others.**

Lined writing area for the second exercise question.

5.



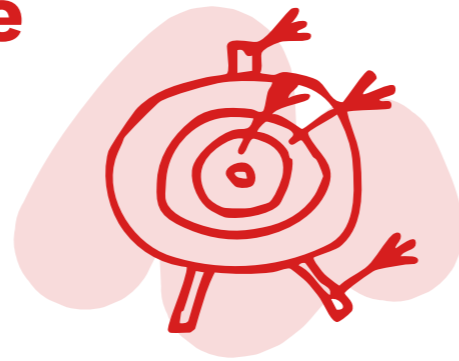
# Hone your message

Avoid the Platypus  
and Anglerfish traps



## 5. Hone your message

Once you have created a communication it is important to focus it as much as possible. It must be clear and simple, but the decision about what you focus on is perhaps most important.



Framing our messages is about both what we choose to put into a message and what we leave out.

It is important not to cram too much into our messages, but also to understand what we might be overlooking. When we add something into our message it can often completely change how we look at the problem. For example, the emphasis on personal responsibility about the environment has helped big oil companies to stay out of the picture. An idea spearheaded by the oil industry themselves, as BP created the personal carbon footprint calculator [[carbon footprint calculator](#)].

The best messages are simple ones. As tempting as it is to try and cover everything, this just makes our message less impactful. Leave that for follow up communications or allow people to find out more on their own.



### Hone your message by:

**Not trying to address everything in a single message, keeping it simple.**

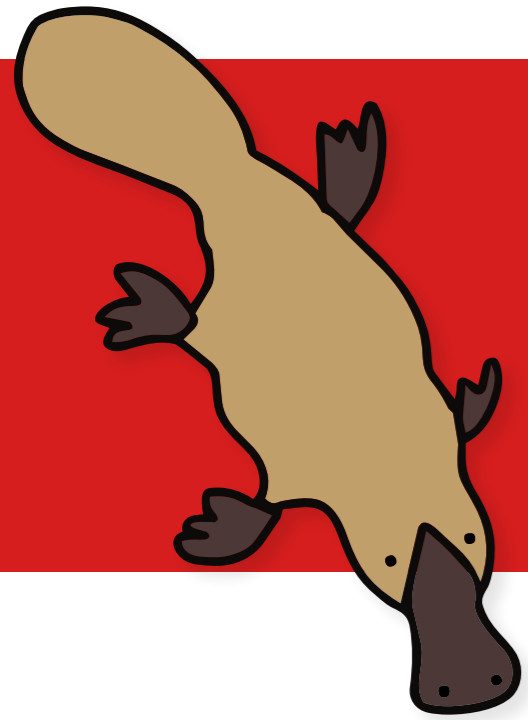
 **See the Platypus trap**

**Not overlooking something important that may change how we understand a problem. Understanding what's missing.**

 **See the Anglerfish trap**



Pexels



## The Platypus trap (or the Kitchen Sink trap)

### AVOID THE TRAP

Keep it short and simple.

Don't throw in the kitchen sink.



### Why a Platypus?

A duck-billed platypus looks like it has been built from the parts of other animals, it has the bill and webbed claws of a duck, the tail of a beaver and the body of an otter – it's confusing. When we try to put too many different elements in a message, we just end up confusing people.

### > What's the trap?

When you put too many competing messages into a communication, it makes it impossible to remember or relate to.

It is tempting to try and ensure our messages encompass all the issues we want to talk about. However, trying to make a message do too much can render it ineffective. This is why “*Coke is it*” is used as a slogan rather than “*Coke is value for money, makes you look cool, is loved by celebrities, has fewer calories than a cake, is a slice of American culture, is tasty and comes in one shade of brown*”.

This trap is often a product of tensions between policy and communications departments in bigger organisations, or due to competing interests in coalitions. Understandably, those who work on the details want the issues to be correctly reflected. However, what is ‘correct’ in policy terms is often not effective communication. This is why Coke is marketed by a team of advertisers rather than its chemistry department. We rarely ask ourselves important questions like:

- > What can we reasonably expect people to understand?
- > Will people read all of it?
- > What do they need to know and why?
- > What will people remember after reading it?

Every campaign or issue needs a simple top-line which comes before any detail.

### > Getting in depth

This is not about excluding important points, but instead about having levels of messaging. Firstly, a top-line that encompasses a clear, short, key point about your issue or campaign, and then maybe three points that come under it. The top-line creates a platform for further discussion, keeping a lid on the detail until it is needed.



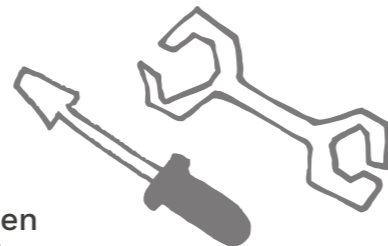
#### Focus the message

Focus on the single key thing you want them to understand.

Try the [xkcd Simple Writer](#) to ensure you are making it as clear and simple as possible. This only allows the 1000 most used words in US English and is a great way of taking your message right back to its core elements.

### In practice

Don't say "we need to preserve open spaces for wildlife, recreation, quiet enjoyment and carbon storage", say "open spaces matter to many of us" and then add the reasons later. They are a second order message.



The #BlackLivesMatter and #MeToo campaigns managed to link individual acts of violence to systemic problems under simple framings. BLM does not try to cover everything in its title but does not prevent broader conversations about institutional racism and unconscious racial biases. In fact, it has been key in providing a gateway for conversations into many aspects of systemic racism.

The message of "Just Stop Oil" is clearer and easier to remember than the 3 asks set out by Extinction Rebellion, for example. The name of the organisation is also its aim. You never have to ask what they are trying to do.

#### Be realistic

Keep a realistic expectation of what your audience will take away from a message. Although you want to tell people about every detail, they just won't remember it – how much can you remember about something you read today?

 **If you remember one thing...**  
Keep it simple and be ruthless about what you let yourself keep in.

### EXERCISE

**What is your overall campaign goal? What is the single most important thing you want to achieve?** E.g. *We want to increase the number of people using active travel and public transport by changing cultural attitudes towards cars, government transport policy and local government funding.*



Blank lined area for writing the answer to the exercise question.

#### Say it in 12 words or less.

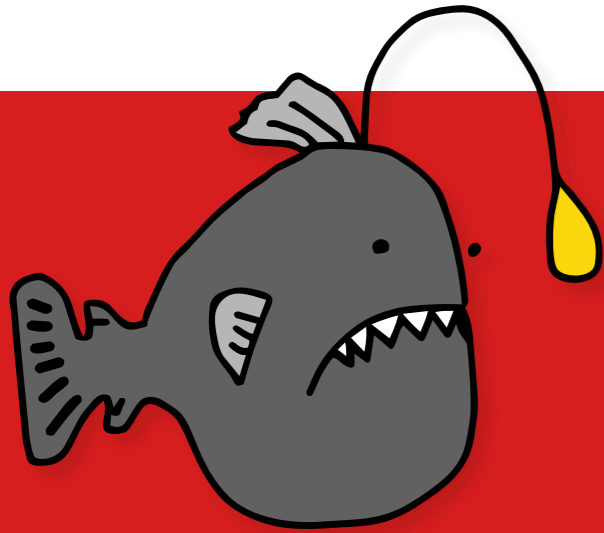
**What single phrase encompasses the idea at a high level? Don't just squash all three into a single sentence: keep it high level - what is it about in general terms?** E.g. *Government must get people cycling, walking, and using public transport.*

Blank lined area for writing the answer to the exercise question.

#### Simplify.

**Now take your sentence and amend it so that a 10-year-old would easily understand it. (Use the simple writer to take it back to basics and add back from there). This top-line does not replace the detail but is the starting point for all communications, to which you can then add the detail.** E.g. *Government must get people out of polluting cars*

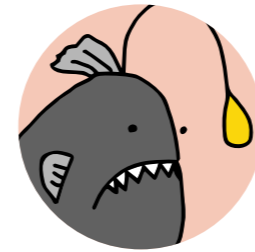
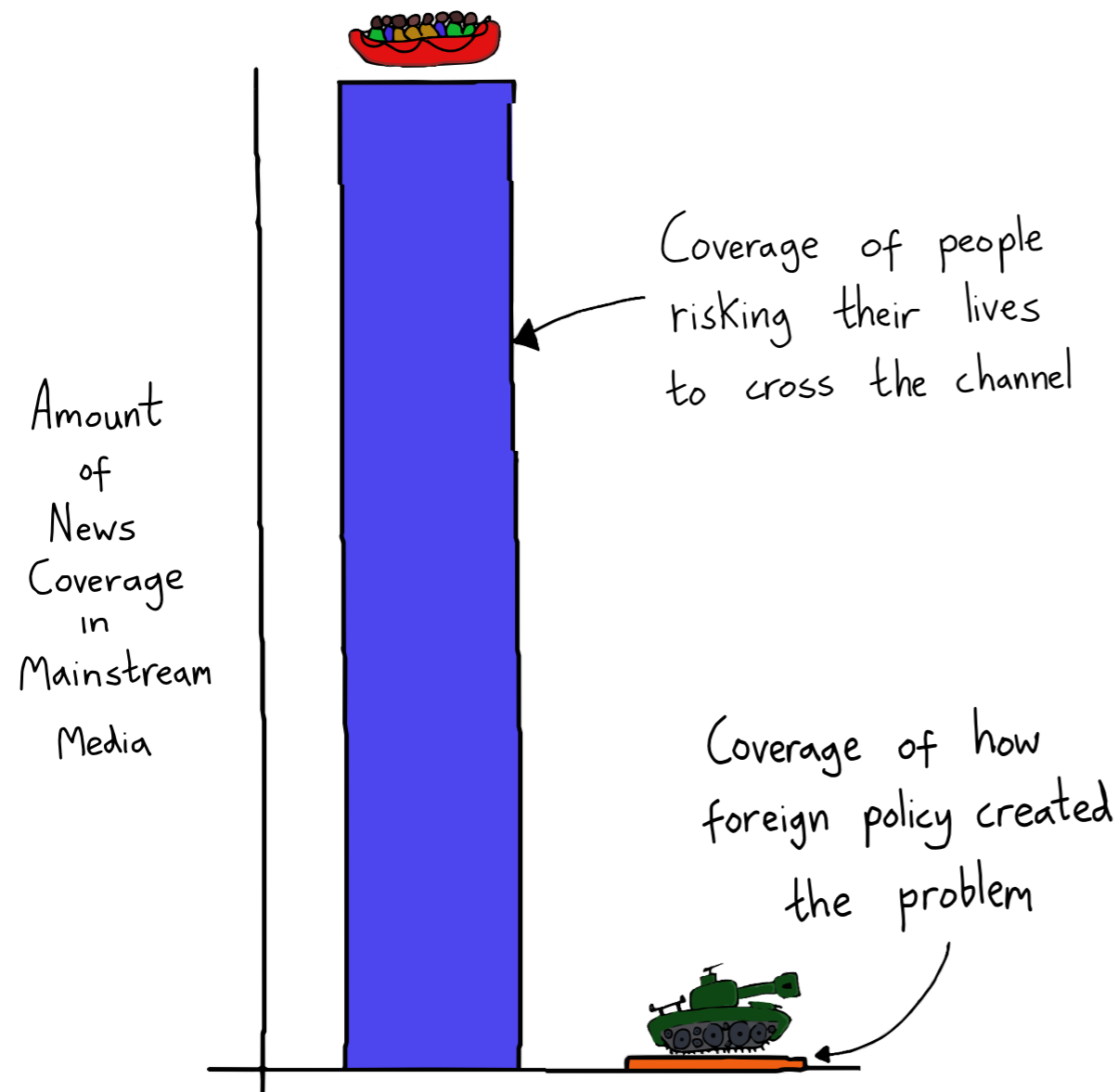
Blank lined area for writing the answer to the exercise question.



## The Anglerfish trap (or the Misdirection trap)

### AVOID THE TRAP

- Focus on what matters.
- Don't focus on the wrong thing or leave out what's important.



### Why an Anglerfish?

An anglerfish lives in the deep dark ocean. It has light that hangs from the top of its head to entice other fish towards it (misdirecting them) so it can eat them.

### > What's the trap?

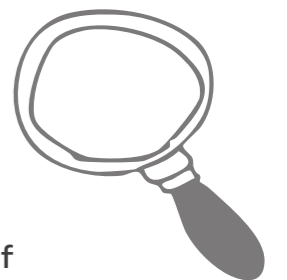
In communication, what is left out is as important as what is put in. This trap is when we accidentally leave out a detail that then changes how we think about a problem.

Where we put the focus of a message changes how people think, feel and respond to it. What we highlight is likely to influence the narrative about what a cause and solution are likely to be.

For example, if we talk about climate change purely in terms of carbon in the atmosphere, it may lead us to think about technological fixes. However, if we bring those most affected by climate change into the message, then social justice is given more importance. Likewise, if we talk about climate change with a focus on individual actions, like insulating our houses or reducing our car journeys or flights, we let oil and gas companies hide in the shadows, even though they are responsible for the problems.

### > Getting in depth

Changing the focus will inevitably change the way the solution and problem are viewed in your message. It's useful to experiment with different perspectives as most are likely to have positives and negatives. Look at some of your previous communications, how would the message change if you introduced different actors and changed the focus?



One type of misdirection is to scapegoat, direct people away from the real issues, and suggest the problem stems from one or two individuals rather than the system. Doing this then takes scrutiny away from said system and its faults.

An example of this would be a “bad apple” or a “rogue trader”. They imply the system is working fine but individuals have found a way to cheat it, but in reality, many of the systems that govern our world have problems baked into them in the first place.

**For scapegoating:**



Don't say “Bad apple”

Don't say “Rogue”

Don't say “Lone actor”,  
or “Lone wolf”

Don't say “Outlier”,  
or “Individual”



Do say “Like so many  
of X, this person...”

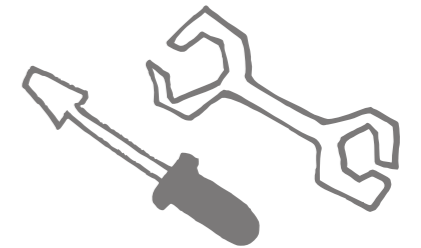
Do say “The system  
has been created to  
help this person to...”

It doesn't mean you can't mention the role of individuals. It means that when you do mention individuals, their role as products of a system or as people upholding it should be highlighted.

**“ What is left out of a message is as important as what is put in ”**



**In practice**



The “cost of living crisis” suggests a passive increase in costs: this could be recast as the “corporate greed crisis” if the role of business is brought into the message [also, [see Sloth trap on p32](#)].

So much coverage of the ivory trade is racist and frames it as a war between “good” park rangers and “evil” poachers. When discussing the ivory trade, we could instead change the focus to those that are profiting most from the trading in ivory instead of those doing the poaching.

**Improve your media literacy**

Practice on newspaper headlines, imagine the focus changing, what is left out of the story that can be put in.

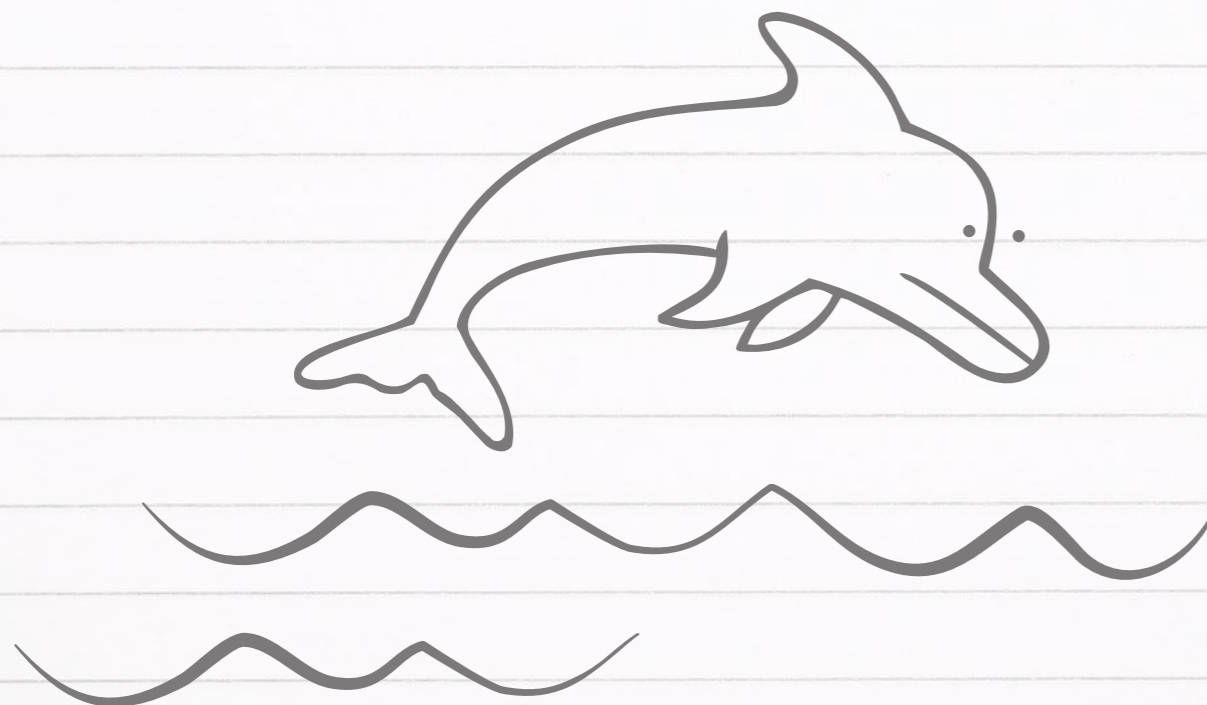


**If you remember one thing...**

What is left out of a message is just as important as what is put in.



# So long and thanks for all the fish



Some traps will apply to your work more than others.

Some traps will become more useful with time.

Don't try to remember it all - do what feels helpful and come back to it when you're comfortable. It's a learning process!

## **Celebrate good communications**

Tell your colleagues and others working in your area when they have done something amazing. While it is helpful to critique what's wrong, we do this too much and rather should put more effort into praising what's good. Don't be afraid to point out a Parrot trap but highlight how awesome the alternative is once it's fixed!

## **It's not just about communication, it's about power**

Something that has impacted on all our messaging is power: whose messages are repeated and magnified most in public spaces? We must use alternative forms of media to get our message across. The editorial interests and format of mainstream news frequently work against us. We need urgent media reform. Until then we must bypass the mainstream media as much as possible to get our voices heard.

Thanks for reading.

## **Want more?**

If you want trainings (in person or online), analysis of your work (or the opposition's), creative input, toolkits, posters or even the odd cartoon, get in touch below.

**@cartoonralph**  
[framing-matters.co.uk](http://framing-matters.co.uk)

# Summary + Examples



## The Parrot (Repetition) trap - (p14)

Parrots repeat things, but we shouldn't. Stick to your own message. Don't just repeat the opponent's language. Arguing against something may still reinforce it in people's heads.

**Do say:** "Poverty is created".

**Don't say:** "Poverty is not natural"



## The Cobra (Threat) trap - (p18)

Cobras rise up ready to strike when they are threatened. Like a cobra getting our audience defensive or overwhelmed is unlikely to help us. We must make change seem possible by listing past successes and describing problems in a way that makes them seem possible to overcome. Don't over-do threat.

**Do say:** "We have made significant societal changes before, we can do them again".

**Don't say:** "The scale of the task is huge".



## The Chameleon (Sanitising) trap - (p28)

Chameleons can hide in plain sight, but we don't want to hide harm being done. Be clear about the damage being done and its cause. A euphemism, jargon or an acronym can make something damaging sound less emotive, and less of a problem.

**Do say:** "Damaging cuts to schools and hospitals".

**Don't say:** "Austerity".



## The Sloth (Passive) trap - (p32)

Sloths aren't known for their high activity levels but being passive in our messaging hurts our cause. Get active and clearly say who is doing what to whom. When we write in a passive tone, we make things seem inevitable and more difficult to change.

**Do say:** "Destruction of wildlife".

**Don't say:** "Biodiversity loss"

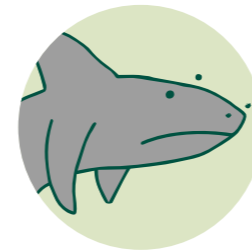


## The Rat (Assumption) trap - (p40)

Many see rats as carriers of disease or vermin, but some people view them as cute, intelligent pets. Don't assume everyone thinks the same way as you! Use terms with the biggest common understanding possible.

**Do say:** "A society driven by money and greed".

**Don't say:** "Neoliberalism".



## The Shark (Contaminated Language) trap - (p48)

Since the film Jaws, great white sharks have been unfairly demonised as man-eaters. Some words or phrases have too many negative associations for us to use, so we must find better alternatives.

**Do say:** "We can make [YOUR THING] better".

**Don't say:** "Make [YOUR THING] great again".



## The Robin (Rose-Tinted) trap - (p56)

Robins are thought of as cute and friendly creatures, but they can be very violent towards one another, they aren't as cute as they appear to everyone! Words and phrases that have very strong and fixed positive associations in people's heads shouldn't be used when being critical, as it makes people defensive.

**Do say:** "Stop spending public money on guns and bombs".

**Don't say:** "Cut public money spent on our troops".



## The Virus (Othering) trap - (p60)

Scientists see viruses as separate forms of life, different to other living things. When we use labels for people, we make them seem less like us. Make sure you bring people into the picture. Use language that shows that people are like you rather than part of a different group.

**Do say:** "People seeking refuge".

**Don't say:** "Refugees".

# Summary + Examples

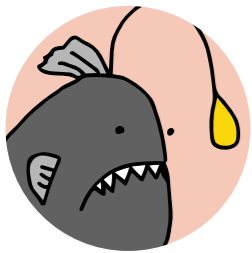


## The Platypus (Kitchen Sink) trap - (p70)

A platypus looks like a combination of different animals bolted together. Stop trying to cram every single detail into your communications. Keep things simple - one message can't do everything.

**Do say:** "We need a fair system for all".

**Don't say:** "We need to ensure that every societal structure, from schools to hospitals, from court houses to our places of employment, treat all people fairly and apply the same set of rules to each and everyone of them".

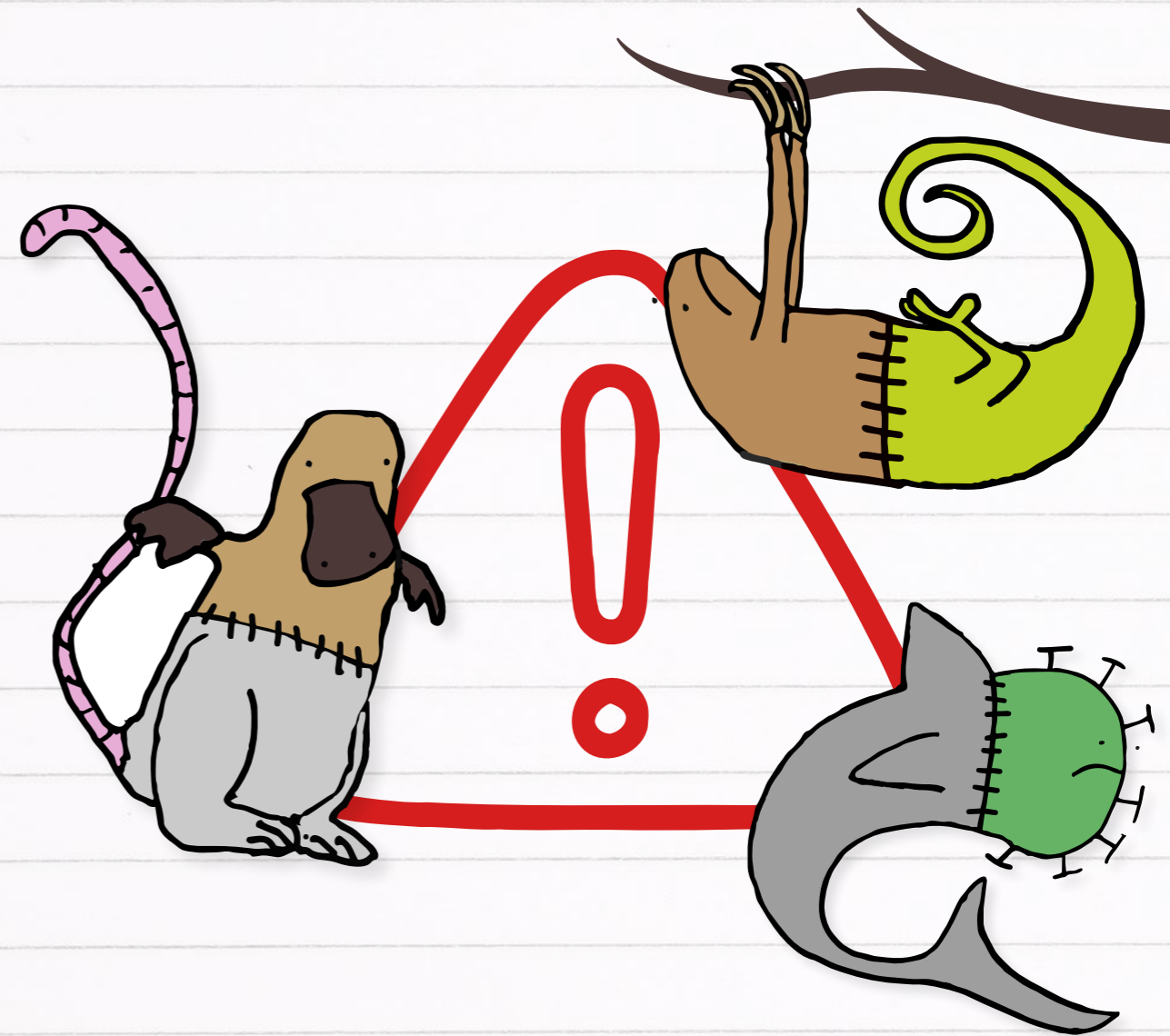


## The Anglerfish (Misdirection) trap - (p74)

Anglerfish live in the deep sea and use a glowing lure to distract their prey from the real danger ahead of them. Changing the focus can change what you are suggesting the problems and solutions are. What is left out of a message is just as important as what is in it.

**Do say:** What is left out, if it's important!

# Important Notice



## Traps are not mutually exclusive!

A message, image or phrase can fall into more than one trap! "Biodiversity loss" is both a sloth and a chameleon for example.

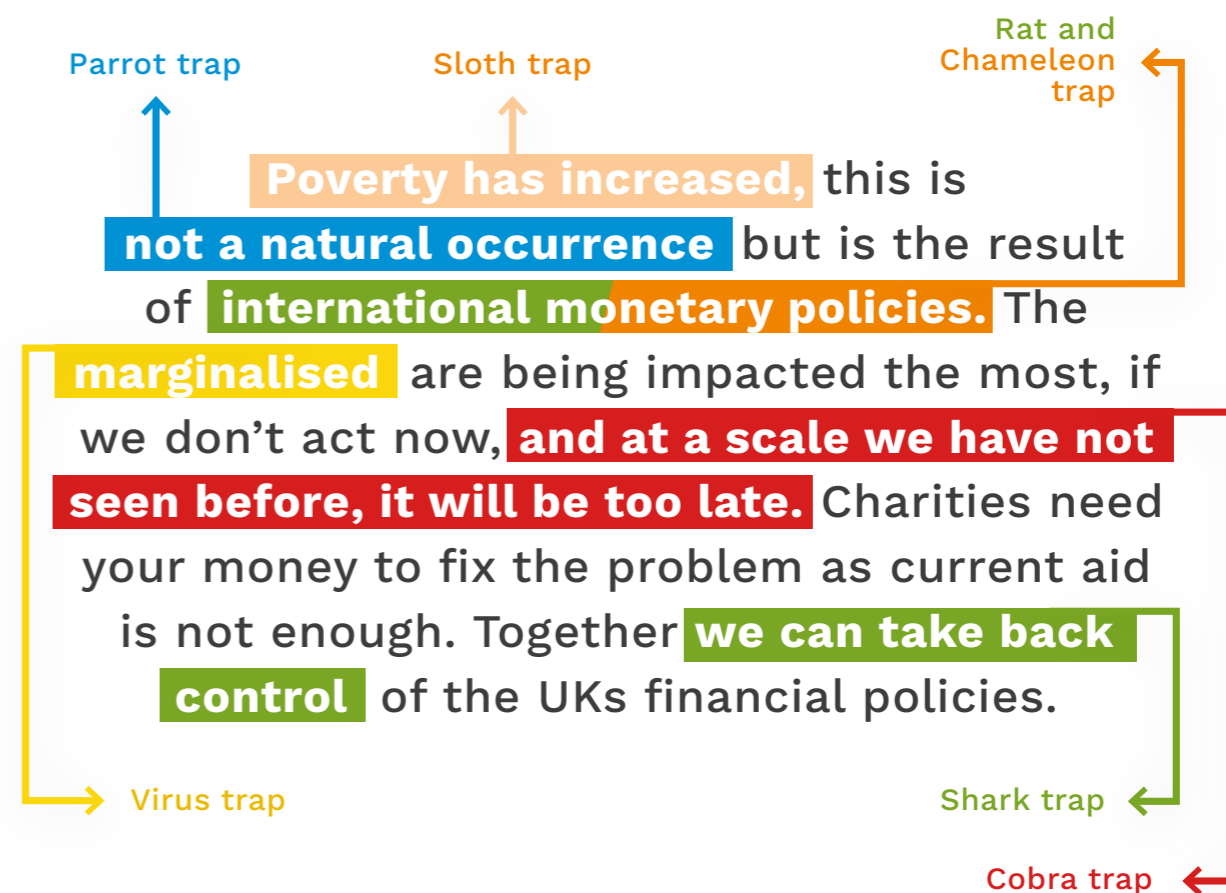
**✘ Sample paragraphs including traps**



**✔ 'Fixed' paragraph to avoid traps**

Lobbyists from corporations and big businesses are trying to rip up the most important laws safeguarding our environment. We must stop these damaging changes that will lead to increased destruction of nature by corporations and rises in climate-trashing gases by Big Oil. Together we can stop this. Join us in telling the government to stand up for people, wildlife and our future.


**✘ Sample paragraphs including traps**



**✔ 'Fixed' paragraph to avoid traps**

We must address the fact that many people are being driven into poverty because most of us feel strongly it is the right thing to do. Poverty is created and has been driven by unfair and calculated decisions made by this government and corporations that profit from it. Solutions to this, such as Universal Basic Income, already exist and can be put into action easily and quickly.

Trap	Fix	Example of Trap	Example of Fix
 <p><b>Parrot</b></p>	Don't use opponents' phrases	"Renewable energy is not too expensive" "Badgers don't carry tuberculosis" "Drone Strike"	"Renewable energy is cheap and effective" "Poor cattle management spreads tuberculosis" "Missile fired"
 <p><b>Cobra</b></p>	Give people hope	"We have never faced a problem of this scale before"	"The pandemic showed big changes to the way the world works"
 <p><b>Chameleon</b></p>	Use terms that make the damage clear	"Austerity" "Biodiversity loss" "Bycatch" "Human rights violations"	"Damaging cuts" "Wildlife destruction" "Destructive fishing" "Abuse and mistreatment of people"
 <p><b>Sloth</b></p>	Get active and explain the cause of the problem	"Global temperatures have risen"	"Big oil is driving up global temperatures"
 <p><b>Rat</b></p>	Use terms people understand	"1.5 degrees"	"Dangerous temperature rises"

Trap	Fix	Example of Trap	Example of Fix
 <p><b>Shark</b></p>	Avoid contaminated language	"Make America Great Again"	"Let's create a fairer United States"
 <p><b>Robin</b></p>	Don't criticise what people love	"Recycling is not the answer"	"Recycling is just the start"
 <p><b>Virus</b></p>	Bring people into the picture	"Refugees" "Cancer patients"	"People seeking refuge" "People being treated for cancer"
 <p><b>Platypus</b></p>	Keep it simple	"Supermarkets are exploiting the food growers and their own staff, big destructive industrial food production is outcompeting small farmers, and poorer people in society don't have access to good, healthy food"	"The current way food is created and sold is unjust and unfair"
 <p><b>Anglerfish</b></p>	Keep the focus on what is important	"Migration is increasing"	"Our foreign policy has made the world less safe for many people"

# References

## Further reading

- › <https://asocommunications.com/>
- › <https://publicinterest.org.uk/segmentation/>
- › <https://www.frameworksinstitute.org/resources/the-features-of-narratives-a-model-of-narrative-form-for-social-change-efforts/>
- › <https://www.sharktrust.org/toolkit>
- › <https://www.healthpovertyaction.org/wp-content/uploads/2019/04/A-Practical-Guide-For-Communicating-Global-Justice-and-Solidarity.pdf>
- › <https://publicinterest.org.uk/FramingNatureToolkit.pdf>
- › <https://publicinterest.org.uk/download/values/Common%20Cause%20Handbook.pdf>
- › <https://publicinterest.org.uk/project/framing-the-economy/>
- › <https://publicinterest.org.uk/FramingEqualityToolkit.pdf>

**Practice  
makes  
~~perfect~~  
better**

**FRAMING  
MATTERS**

