

Outline

- Introduction

Why would this be a political risk issue? Because organisations with strong foundations and agile thinking are a lot better at handling new pressures than weaker ones.

- Context - Trump and MAGA

- Trumpian pressure

- Organisational questions

- Dealing with pressure

Hey...they were supposed to be all confused and worried.



We'll look at two closely connected levels of solidifying ourselves in the face of impending change

Social licence (local trust & legitimacy)

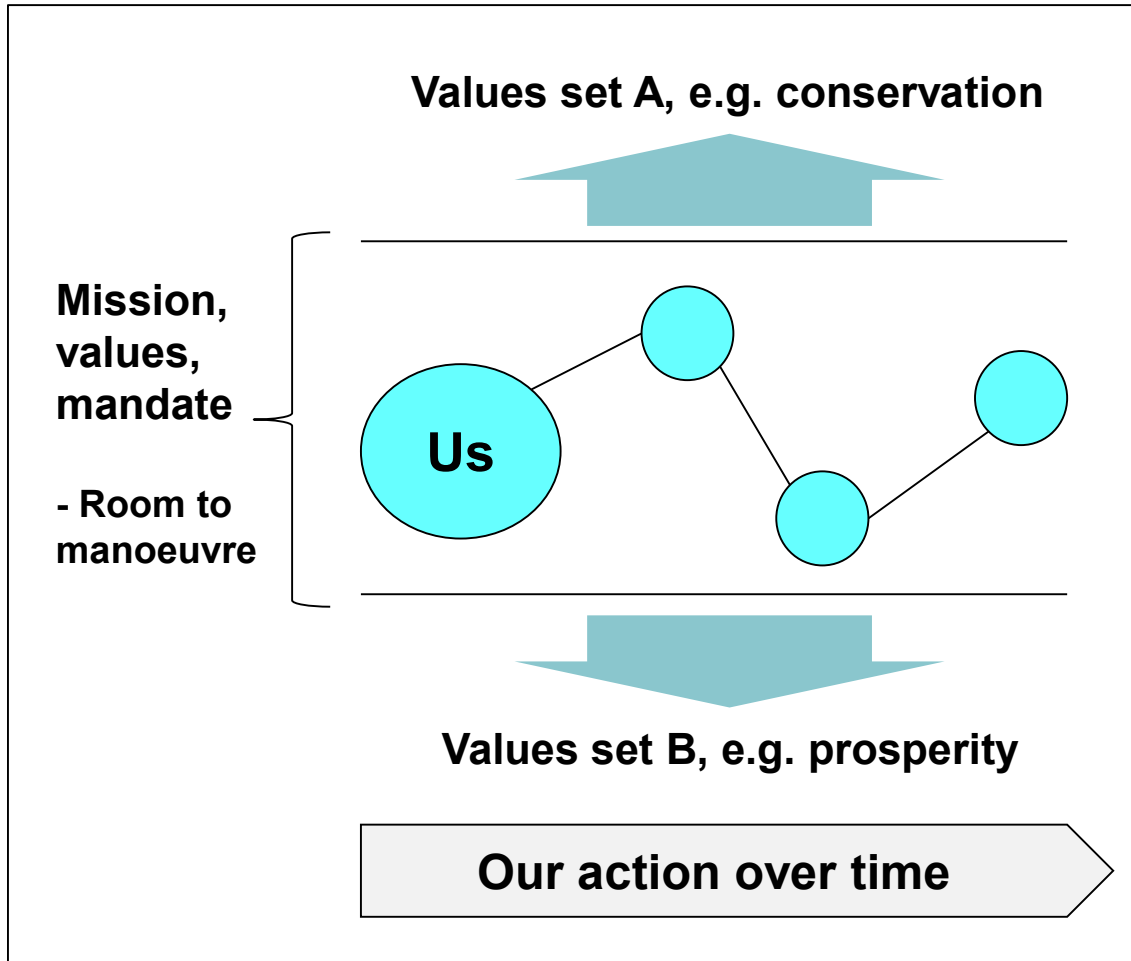
- Big changes = potential effect on trust, and we need it to be rock solid (and there's still time before the Crunch)

Community forest management

- Cohesive – can align on change directions
- Agile mindset – learn and adapt

Organisations often try to please all sides, in the end looking slippery – long-term trust & legitimacy is based on consistent alignment between principles and action

Flexibility within limits



- Liked is fleeting, trusted is enduring – not the same

- Trust = consistent alignment between principles and behaviour

- Mission, mandate will evolve, but needs explicit management and communication

Even if we have a solid social licence now, trust will still be challenged by the US market squeeze, and we need to carefully manage communications

- Reduced revenues = cost control, earnings retained
- Unmet promises / expectations



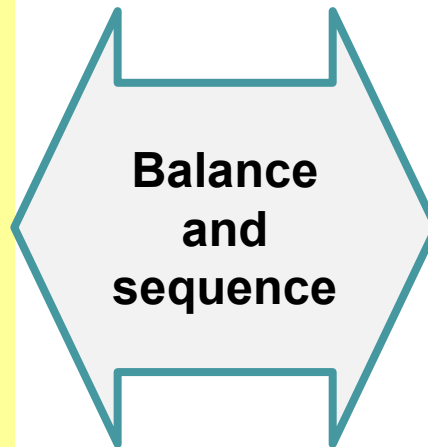
Pressure on trust and social licence

Communications in challenging times

Transparency and openness to ideas:

- We're in this together, shared journey ahead

Only this => confusion, runaway expectations



Control:

- Lid on expectations, not rushed into decisions

Only this => opaque, condescending, aloof

Turning to the organisation itself, to be ready to face challenging times it needs to be cohesive and have an agile mindset – first about cohesion

Organisations get a soft centre when:

- Focus on “real” job, forget to lead
- Mission, mandate, values (glue and raison d’etre) stale or dusty
- Social divisions cut across organisation – competing agendas

Some remedies...

- Organisational health and mission get meeting time
- Mission and values clear to all – agree to disagree except on this
- Stakeholder feedback and leadership reviews (not “audits” or box-ticking)

Turning to the organisation itself, to be ready to face challenging times it needs to be cohesive and adaptive – second, about an agile mindset



Common weaknesses when it comes to sensing and adapting

- **Nose to the grind, never look around** (not now, I'm busy)
- **Complacency** (things always work out...)
- **Lack of imagination** (can't conceive of how big change could be)

It would be an idea to coordinate with each other and the association on periodic risk workshops, but there are practical things we can do every day to stay alert

Thought experiments / practice

- Be negative, think big – why might we have problems in the future, what could we do?

Scanning / active curiosity

- Stay informed about trends and issues that could affect what matters to us (20 min. daily homework)

Meeting agendas

- Build in time for fluid discussion of risks, uncertainties, challenges