

Communicating Risk - it's a risky business.

Hazards Forum IG-1

Louise Smith

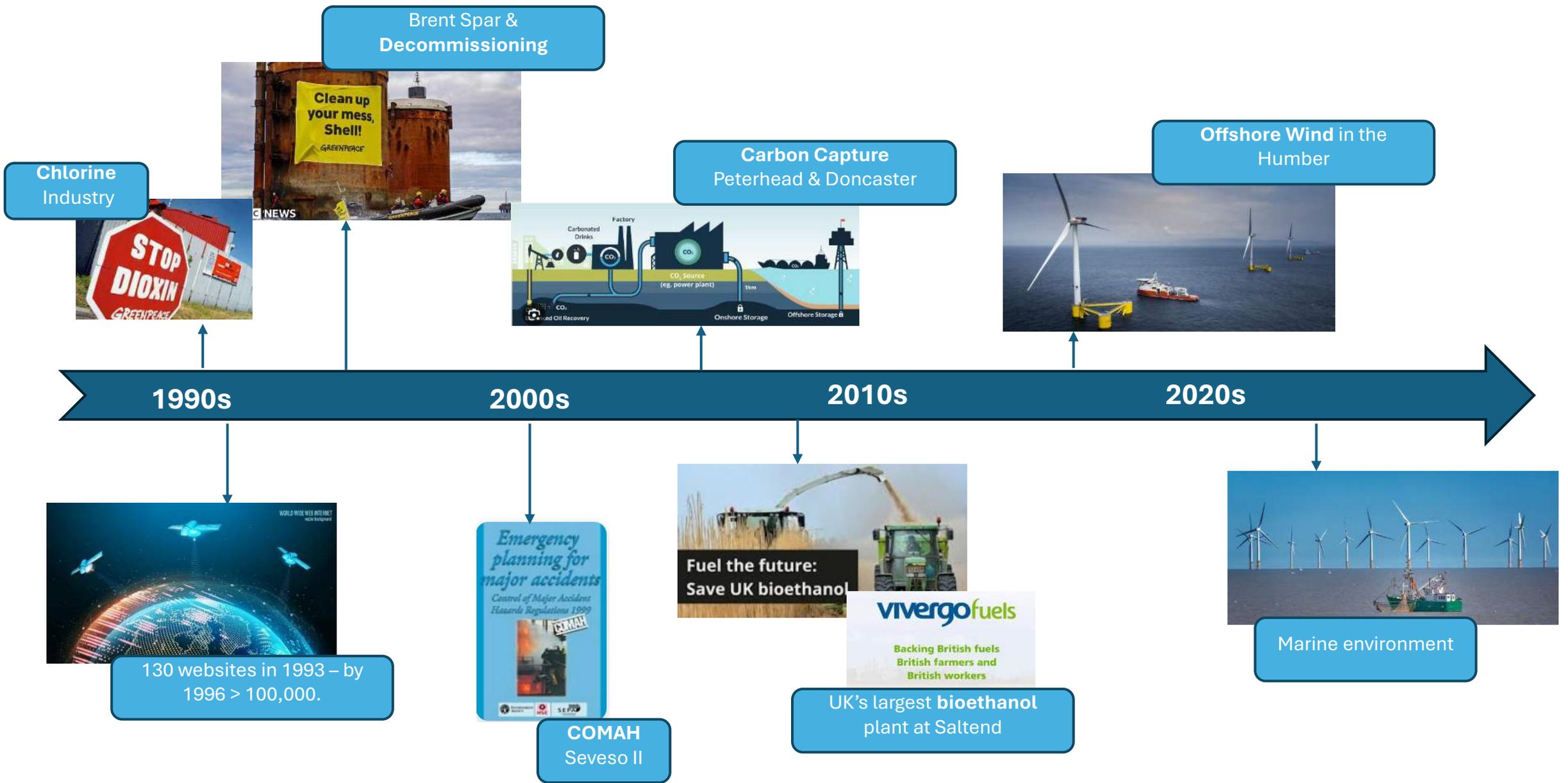
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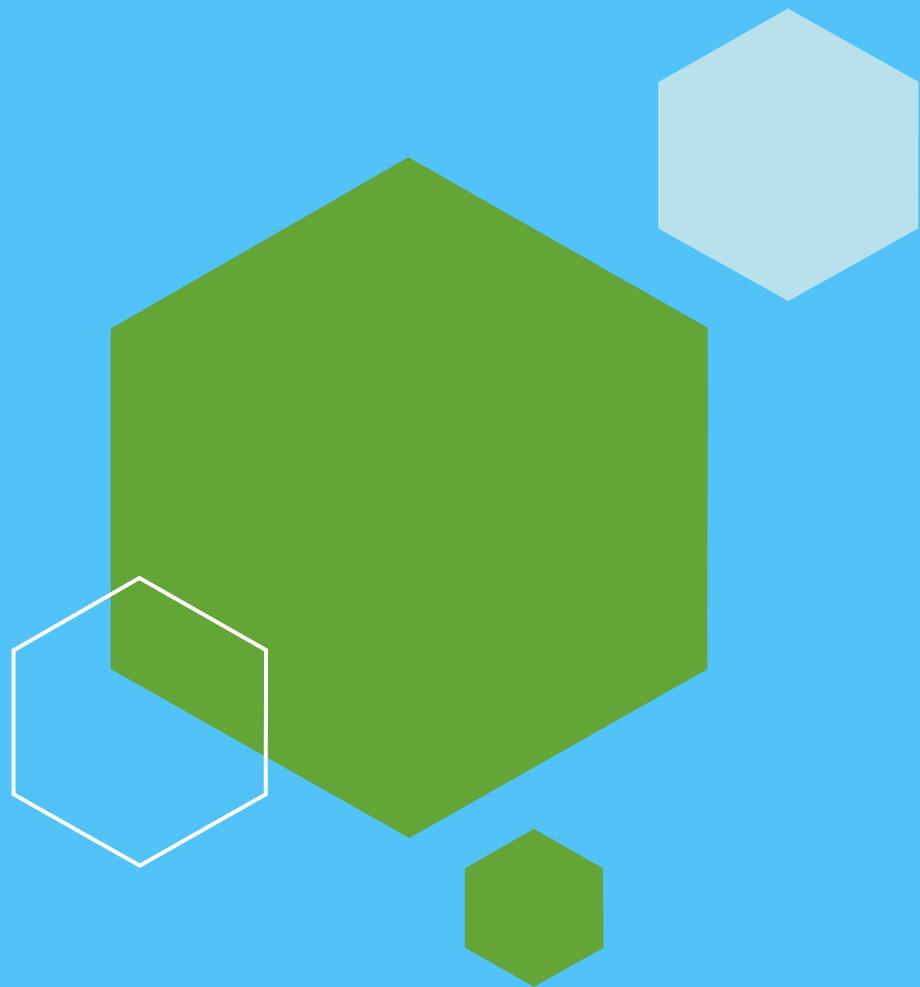


Overview

- A career of managing reputation risk
- Perception is reality
- Communicating risk well
- Getting the Board to listen
- Discussion

Reputation Risk Management





Perception IS reality.

Really?

How do you convince the general public?

"Science communication isn't changing minds and it's certainly not winning hearts and minds. It's tribalism"

Vance Crowe (?) - Monsanto



Responding to Community Outrage

(Dr Peter M Sandman)

- Why do organisations find it so difficult to address public outrage?
- Listening is better than learning to explain better.
- We don't know what people think until we ask them.
- Risk is not the experts' view of Risk = magnitude x frequency.
- Risk (reputation) = Hazard + Outrage
- Outrage suggests strong, justified emotion.
- Not just the reaction but also the response.

It's an Outrage...

 Outrage components (triggers).

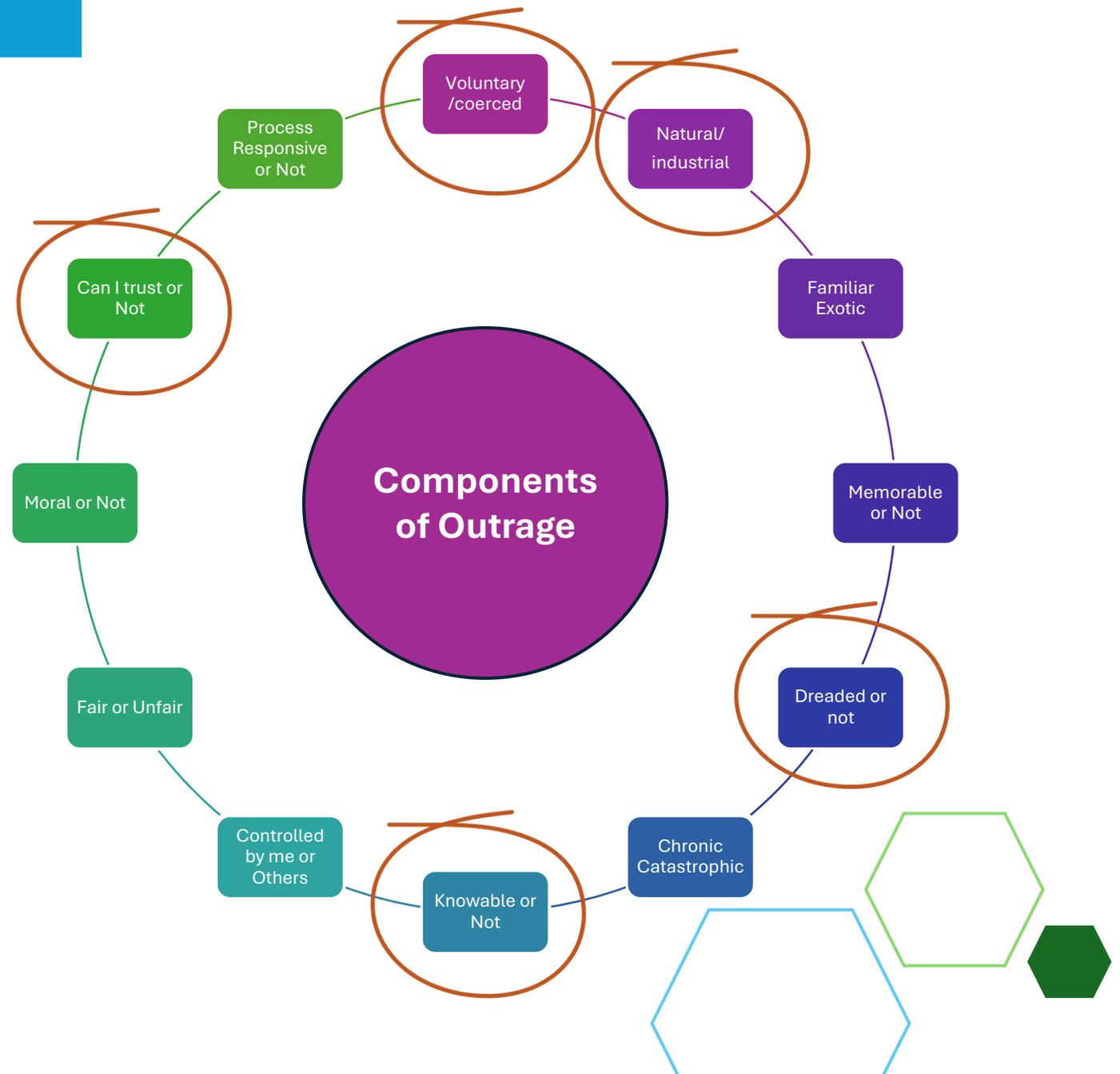
 It's about people - always.

 Hazard can be low and outrage high – overestimation of risk.

 Outrage can be low and hazard high (underestimation of risk)

 Outrage influences politicians and regulators.

 Responding to outrage, not just the hazard.



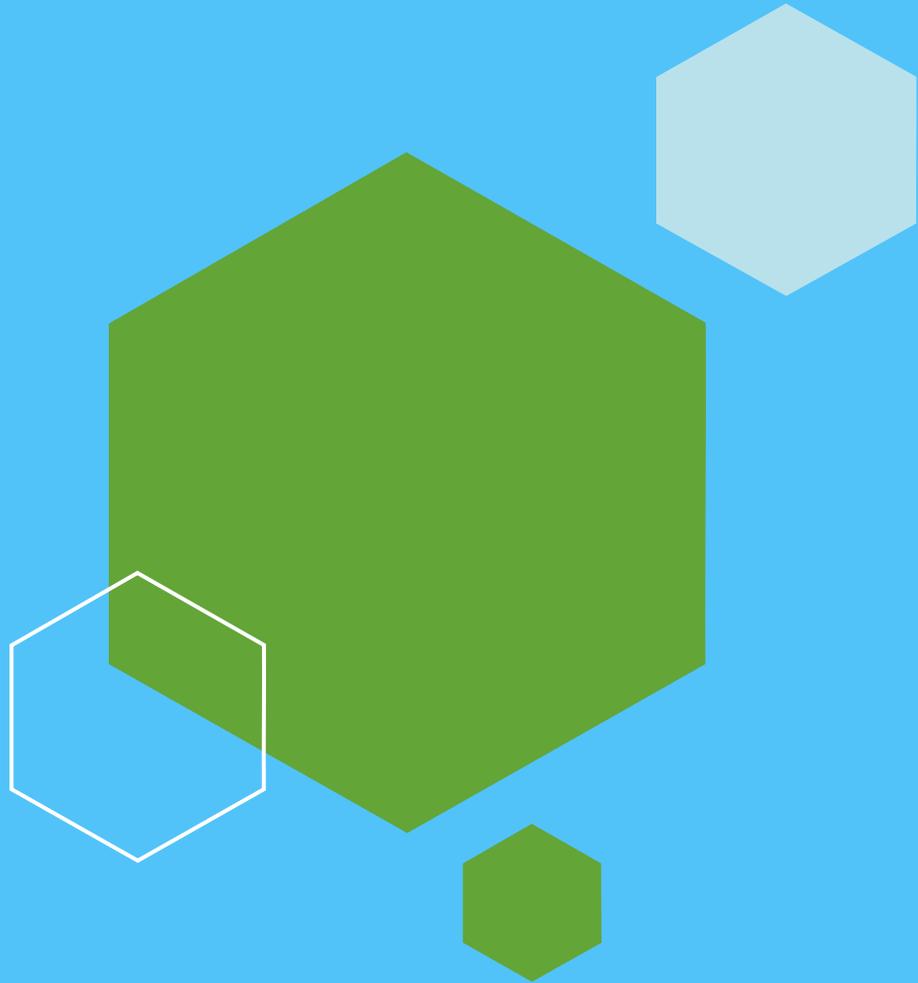
Getting the Board to listen.



Who is the audience?

- What is the organisation's strategic intent?
- What are the organisation's annual objectives?
- What are the organisational risks?
- What matters to the Board?
- Who's on the Board?
- Build a powerful, relevant and succinct narrative.
- Distil the data/evidence to support that message.
- Pre-lobby some of the Board.
- Set out the challenge, propose a solution.





**What have I
learnt?**

- Do the research – *Fail to prepare, prepare to fail.*
- Know your audience. Make your communications relevant.
- Understand **what matters** – inside and outside the organisation – **listen** better.
- What is the **story**? We're all telling stories.
- Choose **Define – Agree – Implement** – it's worth the effort in the end (more effective than a **Decide – Announce – Defend** approach).
- **Long term** engagement to build trust-based **relationships**.
- Assess the 'outrage risk' as systematically as assessing technical risks.
- Be **Concise, Clear, Coherent and Consistent**.
- Expect the **unexpected** – always and be agile.
- **Finally** – perception **IS** reality!





Thank you