



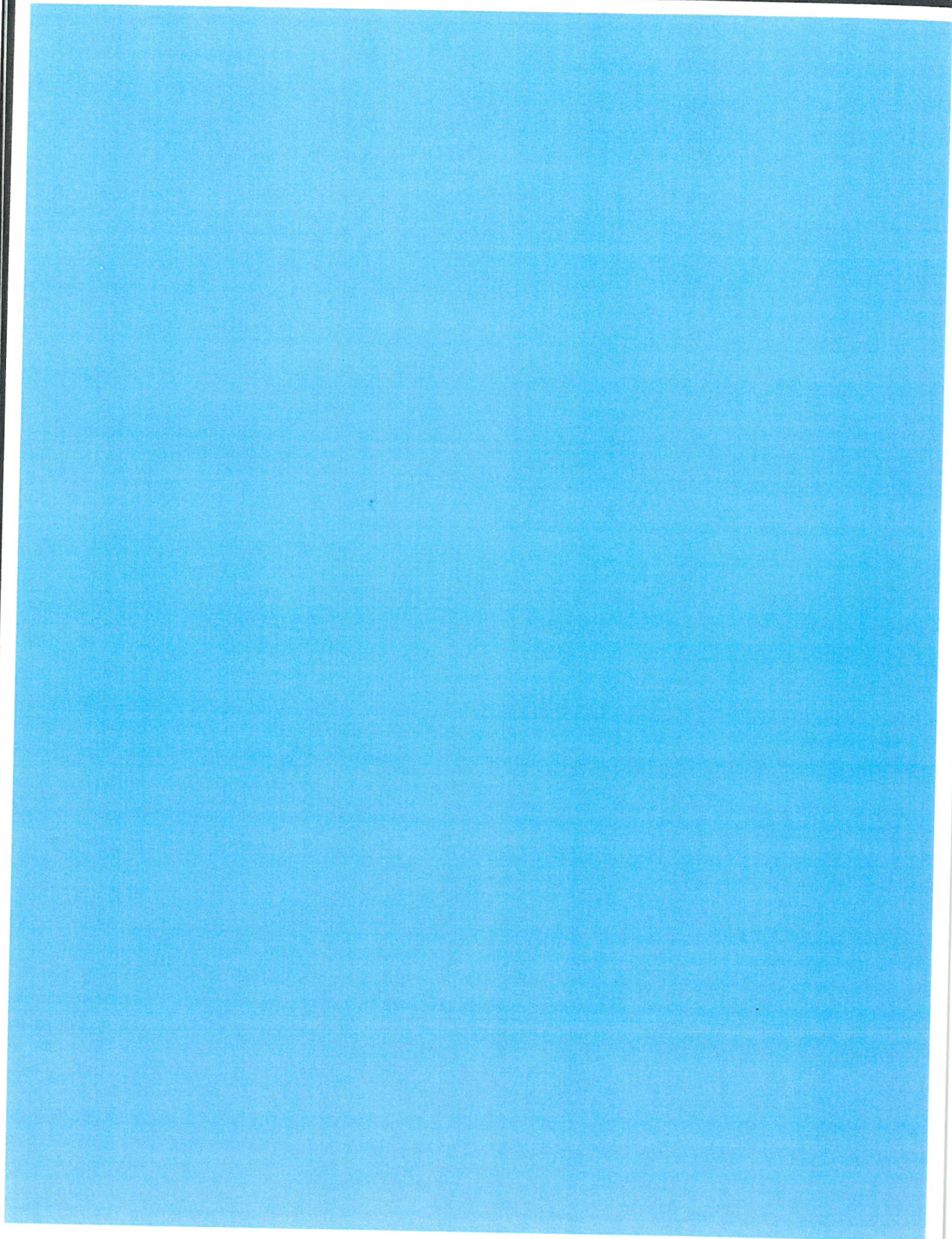
2018

Speak up for Natural Gas
Advocacy Training Workshop



American Public
Gas Association







WELCOME

Clean-burning natural gas is helping transform America's energy future. Carbon emissions are at 25-year lows, thanks in large part to industry-driven solutions and innovations in domestic natural gas production. The natural gas industry is poised to continue building on the success it has experienced in recent years—but only if it is able to effectively tell its story and push back on misleading narratives to present the solutions-focused approach the industry is taking in local communities and nationwide.

Despite the contributions of natural gas to the American economy and Americans' quality of life, well-funded, highly organized, and increasingly localized activist groups like the Keep It in the Ground movement continue to target critical natural gas production, development, and infrastructure projects. As the name suggests, the movement believes the only solution to climate change is to keep all of our natural energy resources in the ground. Their arguments ignore the realities and benefits of natural gas and their solutions are often highly impractical; however, their messages are highly emotionally charged and resonate with the public.

This training session—and the accompanying training guide—will help tap into one of the industry's most valuable and underutilized resources: its employees. This session is designed to help you:

- ▶ **Better understand the political climate for natural gas advocacy in the 2018 elections and beyond.**
- ▶ **Learn how to identify stakeholders and develop targeted messaging to interact with these groups in a productive, effective manner.**
- ▶ **Identify challenges, learn best practices, and leverage tactics to foster and implement an ongoing employee advocacy training program for your company.**
- ▶ **Connect participants with industry tools, written materials, and other collateral to support employee engagement and organize employee outreach and messaging.**

By training employees to be advocates for the natural gas industry, your employees will gain greater insight into the policy-making process, critical natural gas projects affecting your state or region, and effective ways to advocate for the industry. Working together to leverage the influence and credibility your employees have in their local communities, we can ensure natural gas continues to provide economic and societal benefits to secure America's energy future.

Thank you for joining us as we work to ensure a positive environment for natural gas production, development, and infrastructure!





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I. SETTING THE STAGE:

The Rise of Environmental Activism and the Broader Political Landscape

The natural gas industry and U.S. energy, in general, are facing challenges from increasingly organized, well-funded, and social media-savvy activist groups that go to great lengths to slow, interrupt, or block vital production, development, and infrastructure projects nationwide.

Projects that used to move efficiently through the regulatory and approval processes are now met with obstacles, backlash, and protests at every turn. The environmental activist movements behind these protests have become amorphous and highly decentralized, bringing together separate—and sometimes unlikely—groups to protest specific energy projects or initiatives. They are also often unconstrained by geographical boundaries, traveling great distances to oppose local natural gas projects.

Your company likely already has a larger strategy in place to address opposition from environmental activists. It is important to assess and understand that broader strategy before implementing an employee advocacy program. Employee advocacy efforts should serve as a complement to your larger public affairs program where possible, helping to support your larger stakeholder outreach efforts in meaningful, measurable ways.

ABOUT THE KEEP IT IN THE GROUND MOVEMENT

The phrase, Keep It in the Ground, has been a popular rallying cry within the environmental lobby for years now; however, it did not become a full-fledged movement until March 2015. Originally launched by British publication *The Guardian*, the Keep It in the Ground movement began as an effort to force the Bill and Melinda Gates Foundation and the Wellcome Trust—a biomedical research charity—to fully divest from fossil fuel companies.

Over time, the campaign grew, drawing on the work of and eventually partnering with 350.org, an online activist group that had already made fossil fuel divestment part of its core mission. From there, the Keep It in the Ground movement really began to take off, fueled by the participation and support of other activist groups, including the Center for American Progress, Greenpeace, and the Sierra Club, to name a few.

While the movement started in the United Kingdom, it quickly spread to the United States and has become a truly global phenomenon. The Keep It in Ground movement works by identifying local natural gas and other domestic energy development or infrastructure projects to oppose and targeting the communities where these projects are taking place. They stir up anti-energy sentiment in communities through protests, acts of civil disobedience, and other methods. Separately, these localized campaigns may never use the phrase Keep It in the Ground directly, and they often bring together unlikely allies who may or may not share the same overarching goals. Often, these groups are simply fighting a local project that they believe is unfavorable to their interests.

The Keep It in the Ground movement believes the only way to combat climate change is by keeping all our natural energy resources in the ground, and their overall goal is to stop oil and natural gas development altogether. Their arguments and rhetoric are rooted in emotion, often overlooking the very real, practical solutions being driven by the industry:

- ▶ **Innovations in natural gas development are already leading the way in fighting climate change. Carbon emissions are at 25-year lows thanks in large part to our industry's innovations and progress.**
- ▶ **Natural gas is a vital partner to solar and wind energy production, providing baseline power for times when these renewable power sources may not be available, such as when the sun is not shining or the wind is not blowing sufficiently.**
- ▶ **We all want a healthier environment—and there's no reason we can't have it all: cleaner air, safe drinking water, good jobs, and a strong economy. Natural gas is a key driver in helping us reach these goals.**
- ▶ **America is the largest producer of natural gas in the world, helping support hundreds of thousands of domestic jobs, providing reliable and affordable energy, and driving American progress and innovation.**

Fortunately, the natural gas industry has the facts on its side. To effectively push back against Keep It in the Ground's emotional narratives, the industry must leverage the voices of employee advocates who can help spread the truth in their communities and among their circles of influence.

Natural gas employees live, work, and raise families where vital energy projects are being targeted. By running localized employee engagement campaigns, member companies can help put a face on natural gas and the benefits of natural gas production to local communities and economies.

ASSESSING THE POLITICAL ENVIRONMENT IMPACTING YOUR COMPANY

Every company has its own policy framework or staff dedicated to addressing regulatory and political challenges at the state, local, and federal levels; often this is the function of government relations or a similar department. Any employee engagement program should work in coordination with these efforts to leverage employees appropriately to amplify and complement your broader public affairs efforts. Employee advocacy can play a crucial role in shaping public opinion as well as influencing legislators, regulators, and other decision-makers.

For their part, the Keep It in the Ground movement has been very successful at swaying public opinion and impacting the outcomes of many legislative and regulatory decisions. These decisions affect the industry's ability to operate and span all levels of government—federal, state, and local.

The Keep It in the Ground movement has latched on to some of the most pressing issues impacting the natural gas industry today—including public safety, hydraulic fracturing, climate change, and the push for a 100 percent renewable energy portfolio. These are hot-button political issues that are, of course, already on the radar for natural gas companies; however, given the success the Keep It in the Ground movement has had in leveraging these issues to block vital development and infrastructure projects, it is vitally important to understand their impact on the conversation locally and nationally.

That's why it is increasingly important for companies to assess the political situation at each level of government. The political environment can have an impact on your company's core business functions, their abilities to operate effectively, and the viability and vitality of our industry as a whole. For example:

- ▶ **The federal government plays an important role in legislating and regulating safety and the environment nationwide.**

- ▶ **State-level ballot initiatives and legislation can decide the future of your company's ability to operate or build in that state.**
- ▶ **Localities can delay and sometimes even halt pipeline or extraction projects occurring in the communities they represent.**

The deciding outcomes at every level of government—federal, state or local—can have a tremendous impact on the future of energy policy, both locally and nationally, as well as the continued success of the natural gas industry. Strengthening employee engagement efforts will help give a greater voice to the natural gas industry as these outcomes are being debated.

After assessing the political landscape affecting your company, it is important to identify areas where employee advocacy can be useful in complementing existing efforts to address legislative or regulatory challenges. Companies must also decide how they will communicate the political environment to employees and explain how these issues impact not just your company, but employees' lives as well. It is vital to convey a sense of urgency for the industry, so employees feel motivated to act as advocates for the industry, providing a counterweight to the Keep It in the Ground movement.

CONCLUSION

Educating employees about the rise of this new brand of environmental activism—as well as the broader political landscape impacting your company—will help equip employees with the knowledge and insight they need to more effectively advocate for the industry on a local level and help tell their personal stories in ways that will resonate and make an impact on the discussion around natural gas in America.

The member companies that comprise the AGA, INGAA, and APGA represent a diverse cross-section of the natural gas industry. Each company operates according to its own distinct corporate culture and with its own set of challenges based on the communities they serve. For individual employee engagement efforts to succeed, it is important to consider the specific political environment impacting your company.



TRAINING PREPARATION

Are there any issues that are currently impacting your company at the local, state, or federal level? If so, list them below.

How can employees complement existing company strategies or programs already in place to address these political challenges?

How will you convey the issues impacting your company and explain their effect on the industry in a way that will resonate with employees and encourage their participation as advocates?

Are there any examples you can think of in your own company of political or regulatory issues for which employees are already being utilized? What about issues for which employees are underutilized?



TRAINING TALKING POINTS

THE RISE OF ENVIRONMENTAL ACTIVISM AND THE BROADER POLITICAL LANDSCAPE

Employees can play a powerful role as advocates, complementing a company's public affairs or political engagement strategy. Their voices can help strengthen existing efforts to address a range of issues impacting your company, from environmental to political. It is up to individual companies to determine how to best convey the political landscape to its employees and assess the risks and rewards for employee advocacy to your company specifically.

As the natural gas industry faces challenges from increasingly organized, well-funded, and social media-savvy activist groups, employees are well positioned to push back on emotionally driven narratives and focus on practical solutions within our own communities.

Defining Characteristics of the New Environmental Activist Movement

- ▶ **Increasingly organized, well-funded, social media-savvy, and localized.**
- ▶ **Amorphous and highly decentralized, bringing together separate—and sometimes unlikely—groups to protest specific energy projects or initiatives.**
- ▶ **Unconstrained by geographical boundaries, traveling great distances to oppose local natural gas projects.**

Keep It in the Ground Movement

- ▶ **The Keep It in the Ground movement seeks to stop vital natural gas production and infrastructure projects at the local, state, and national levels.**
- ▶ **They believe the only way to combat climate change is by keeping all our natural energy resources in the ground.**
- ▶ **The overall goal of the Keep It in the Ground movement is to completely stop U.S. oil and natural gas development.**
- ▶ **Their arguments and tactics, while effective, are based on emotion and ignore some important realities:**
 - Innovations in natural gas are already helping combat climate change.
 - Natural gas is helping us achieve cleaner air, providing good jobs, and a strong economy and lowering America's utility bills.
 - Natural gas supports hundreds of thousands of jobs, provides reliable and affordable energy, and drives American progress and innovation.

Understanding the Political Environment

As groups like the Keep It in the Ground movement gain traction, it is increasingly important for companies to assess the political situation at each level of government. Companies must determine what it is you want to communicate to employees about the political landscape and the issues that pose immediate threats to the industry. It is also vital to help employees understand the risks facing your company so they can be prepared to mitigate such risks when acting as employee advocates.

- ▶ **The political environment at each level of government—federal, state, and local—can have an impact on your company's core business functions ability to operate.**
- ▶ **Each plays an important role in legislating and regulating safety, the environment, and industry operations.**
- ▶ **Employee advocacy can act as part of a larger, more comprehensive political or public affairs strategy to complement your efforts at all levels of government.**
- ▶ **It is important to educate employees about the threats facing the industry, individual companies, and their jobs so employees can fully understand their impact and how to successfully talk about them to others.**

The outcomes at every level of government—federal, state, or local—can have a tremendous impact on the future of energy policy, both locally and nationally, as well as the continued success of the natural gas industry. Strengthening employee engagement efforts, particularly in the context of complementing your company's other local, state, and federal public affairs strategies will help give a greater voice to the natural gas industry and allow us all to work toward a unified, solutions-oriented approach to the challenges we all face together.

Understanding this new environmental activism—as well as the broader political landscape—is vital to more effectively advocate for the natural gas industry on a hyper-local level and ensure our story gets told in a way that will resonate within our communities and nationwide. Leveraging the voices of employee advocates is one of the most effective ways to help do just that.

II. IMPACTING THE NARRATIVE: How to Change the Story Employees Are Telling

The Keep It in the Ground movement—like many other modern environmental activist movements—relies on highly emotionally charged arguments. These groups have been very successful in using emotion to define climate change as a near-hopeless problem. Once doing so, this vocal minority has been able to shape the outcomes of natural gas and other domestic energy production and infrastructure projects nationwide.

Appealing to emotion and fear allows the opposition's messages to gain traction and go mainstream. Community members, friends, and family may start to believe their loud, confrontational, and emotional messages. Thus, these groups secure buy-in from other individuals, groups, and communities who are led to believe there is no other way forward.

The natural gas industry must join in the conversation and ensure our side of the story is told to effectively combat these emotionally based narratives and help shift the narrative. To be effective, that requires the support and active participation of employee advocates. If we don't tell our own story, groups like the Keep It in the Ground movement will continue to tell it for us.

THE EFFECTIVENESS OF EMOTIONAL ARGUMENTS

We don't think our values; we feel them. Emotional arguments work precisely because they appeal to the "heart" over the "head." The Keep It in the Ground movement may be effective at leveraging these kinds of appeals, but they are far from the only example of how emotions and feelings can triumph over reason and logic. The following examples highlight how emotional arguments can shape the public narrative even when the facts don't support them.

Shark Attacks

Every summer, all the national news outlets feature stories about swimmers being attacked by sharks; the Discovery Channel's annual Shark Week dominates cable ratings; and online sites and Twitter handles are dedicated to tracking shark movements for people to follow.

However, the fact remains that the average person will most likely never be attacked by a shark. You are 132 times more likely to drown at the beach—and 75 times more likely to die from being struck by lightning. While the facts may not align with sensationalized stories the public hears, the narrative has already been defined and, once an emotionally driven public mindset has already taken shape, it can be difficult to change.

Plastic Straws

Nationwide, a movement to ban and eliminate plastic straws has taken off recently. While plastic straws had been of peripheral concern to some environmental activists, it had not taken on a prominent role in the public discourse until a video depicting a sea turtle having one extracted from its nose went viral. When it did, the internet responded, and a movement was born almost overnight.

Major corporations like McDonald's, Starbucks, and Alaska Airlines, major cities like Seattle, and celebrities like Tom Brady have now joined in the conversation, giving the movement some momentum. Regardless of the ultimate outcome, it is clear that this movement began with a clear, direct appeal to emotions and that is largely what has sustained its continued growth. This just underscores the enormous influence an emotional, personal story can have over an issue.

CHANGING THE CONVERSATION

It can be difficult to know where to begin when your company and industry faces a vocal opposition like the Keep It in the Ground movement, but it is possible. The following examples show how some major brands have successfully used emotional, personal stories to help change the narrative in their favor.

Heineken, *Worlds Apart*: Pushing back on a divided political culture, Heineken released a four-and-a-half-minute long-form commercial showing different pairs of politically opposite strangers meeting for the first time and sharing their personal stories. Through this exercise, the strangers come to find they are more similar and united than they might think and break down political barriers—all over a beer, of course. While it is ultimately a beer commercial, it shows the power of personal stories to not only change the conversation but to completely shift people's unique personal perspectives on completely polarizing topics.

Mattel, *Imagine the Possibilities*: When faced with criticism about their iconic Barbie's impact on young girls' body image and ideas of beauty, the company released a two-minute commercial in which five different girls are placed into real-world professional situations in various fields: a college professor, soccer coach, veterinarian, businesswoman, and museum tour guide. The video culminates with one girl playing with her Barbie dolls and imagining herself as capable of doing anything. By flipping the script from Barbie setting unrealistic body standards to Barbie empowering young girls to imagine themselves doing anything they want, Mattel successfully leveraged emotion to change the conversation.

While these examples may seem a long way from the world of natural gas development, they highlight the importance of using emotional, personal stories to help define a narrative or change a conversation surrounding an issue. It all boils down to how the natural gas industry chooses to tell its story.

THE STORY OF SELF, US, AND NOW

Each of us has a compelling story to tell. Stories are used to share, learn, inspire, and motivate. They teach us morals, lessons, and values, and how to make informed decisions. Whether it's through posting on social media, writing to your local newspaper, meeting with a legislator or key decision-maker, or attending local hearings, sharing a personal story is the most powerful way to connect and persuade an audience or community.

But does storytelling really make a difference? It does—and the 2008 presidential campaign is a great example. After all, it's one of the most successful grassroots efforts in modern political history. Why was it such a big deal? Because millions of people took personal ownership in the campaign. It started out about Obama, of course. But it soon became about something more. The decentralized nature of the campaign relied heavily on volunteers, and the volunteers made the campaign about themselves and their neighborhoods. They weren't going door-to-door talking about national campaign talking points—they were telling their stories about their backgrounds, values, beliefs, and how the candidate connected to those things. And it worked in ways no one expected—it created connections between volunteers and between communities that didn't exist before. It had incredible power to move enough neighborhoods and communities to sway a national election.

Despite the folklore, not everything the Obama campaign did was magic. But their ground operation in 2008 was remarkable and proved that personal works in politics; people listen to each other and relate in highly personal ways to what can be very complex issues.

Training your company's employees to more effectively tell their personal stories about the importance of natural gas production, development, and infrastructure to their lives, local communities, and local economies is vital to changing the narrative surrounding natural gas and combating the emotionally potent rhetoric being spread by the opposition.

How do powerful speakers and storytellers connect to and move their audiences? By telling the "story of self, us, and now."



The Story of Self: We all have our own individual stories to tell and have all had differing life experiences shaping our core values and beliefs. The power in a "story of self" is to reveal something about you and your values. A story of self invites others to connect to you by conveying your values and interest in why you do what you do. For employees, that means focusing on the personal impact of natural gas production and infrastructure on our lives.

- ▶ **When did you first start working for the industry?**
- ▶ **Why is your job important to you?**
- ▶ **What makes you good at your job?**
- ▶ **What does your job mean to you and your family?**
- ▶ **Was there one person that encouraged you to start working for the industry?**
- ▶ **Was there any event in your youth or childhood that connected you to your career?**
- ▶ **What are your values? How does working for the industry link with them?**



The Story of Us: This component invites others to join you, understand why it is important to the community, and helps them understand how their story and your story work together. This is where members of your community see they aren't alone in wanting to make a difference.

- ▶ **Who makes up the "us"?**
- ▶ **What do we hope to achieve?**
- ▶ **What have we achieved?**
- ▶ **What challenges have we faced?**
- ▶ **Why do we matter in this effort?**
- ▶ **What has our impact been?**
- ▶ **What are our core values?**
- ▶ **What are our shared experiences?**



The Story of Now: This describes the urgent challenge the community faces and how to make a difference. You are inviting people to act in support of natural gas—to write a letter to the editor (LTE), attend a hearing or meeting with decision-makers, or become involved in their community. The story of now is the concrete action they can take.

- ▶ **How does my community view the industry?**
- ▶ **What action will we focus on taking in the short term?**
- ▶ **What can we do as a group today, next week, next month?**

PUTTING IT ALL TOGETHER

Now it is time to put your story together by finding the common link between these three stories. This link will help you explain why you believe our industry is so important to your community. The worksheet below helps you fine-tune your story by identifying the challenge, choice, and your desired outcome. Then, you can experiment with how you want to tell your story.

A few things to consider:

- ▶ **What is the challenge we face?**
- ▶ **What do you want your story to motivate people to do?**
- ▶ **What is the hope if we choose to act together and win the change we want to see?**
- ▶ **Why are you, in particular, making this choice?**
- ▶ **Have we faced similar challenges in the past? What was the outcome?**



Developing Your Story

Why do you want to be involved? What life experiences have shaped your perspective and make you want to effect change (Story of Self)?

Highlight the shared experiences you have with your team, colleagues, or the industry. What unites you? Do you share any core values or beliefs when it comes to the work you do (Story of Us)?

What changes need to happen in your community or for our industry (Story of Now)?



TRAINING PREPARATION

Who are the employees you will be talking to?

What are the most resonant examples to use in group exercises?

Where do your employees live?

What are their job functions?

How old are they?



TRAINING TALKING POINTS

IMPACTING THE NARRATIVE

The Keep It in the Ground movement—like many modern environmental activist groups—relies on emotional arguments rather than facts, obscuring and, while seemingly well-intentioned, often presenting unrealistic, highly impractical “solutions.” They make their case so effectively by:

- ▶ **Using highly emotional messaging to define climate change as a near-hopeless problem.**
- ▶ **Presenting their solution—to stop natural gas and other domestic energy production—as the only way to fix the problem.**
- ▶ **Securing buy-in from other individuals, groups, and communities who are led to believe there is simply no other way forward.**

To effectively combat the opposition's misinformation, the natural gas industry must connect the “head” (facts) and the “heart” (values). Personal stories are the key.

The Effectiveness of Personal Stories and Emotional Arguments

Personal stories that use emotional arguments work precisely because they appeal to the “heart” over the “head.” The following examples highlight how emotional arguments can shape the public narrative even when the facts don't support them.

Shark Attacks

- ▶ **Every summer, the news features stories about swimmers being attacked by sharks and the Discovery Channel's annual Shark Week dominates cable ratings.**
- ▶ **The fact is you are 132 times more likely to drown at the beach—and 75 times more likely to die from being struck by lightning.**
- ▶ **Despite the facts, the narrative has already been defined and can be difficult to change.**

Plastic Straws

- ▶ **Plastic straws were a peripheral concern to some environmental activists but became a global movement when a video depicting a sea turtle having one extracted from its nose went viral.**
- ▶ **Major corporations like McDonald's, Starbucks, and Alaska Airlines, cities like Seattle, and celebrity athletes like Tom Brady have now joined in the conversation.**
- ▶ **This movement underscores the enormous influence of an emotional, personal story.**

Changing the Conversation

Emotional, personal stories can help change the narrative. These brands have shown exactly how:

Heineken: *Worlds Apart*. Heineken's four-and-a-half-minute long-form commercial shows different pairs of politically opposite strangers connecting over their personal stories. While it is ultimately a beer commercial, it shows the power of personal stories to change the conversation and shift people's perspectives on polarizing topics.

Mattel: *Barbie* Facing criticism about their iconic Barbie's impact on young girls' body image, the company released a commercial that shows a girl imagining herself in a number of different career fields and professions as she plays with her Barbie dolls. By flipping the script from Barbie setting unrealistic body standards to empowering young girls, Mattel successfully leveraged emotion to change the conversation.

The 2008 presidential campaign is another great example. While it may seem foreign to use this campaign as a model for doing business, this training platform has been studied at length and implemented across numerous organizations and industries.

Here's how they did it:

- ▶ **Removed the emphasis from a particular candidate or issue; shifted the focus to finding *personal* reasons to become involved in the political process**
- ▶ **Built a powerful network through lasting relationships. Volunteers didn't just work together; they knew each other, supported one another and told stories about why they were participating. The result? Loyal supporters who would do anything the cause required over a sustained period.**
- ▶ **Mobilized local volunteers (not campaign staff) who could organize events, rallies, and supporters in their own communities, in their own way, giving everyone a platform to share their unique voice, rather than repeating canned talking points.**

Here's why it works:

- ▶ **Removes apathy and disinterest**
- ▶ **Promotes advocacy and activism**
- ▶ **Engaging and motivating supporters has proven successful with volunteers and employee engagement programs**

To tell a good story, you need three main components: the story of self, us, and now.

The Story of Self, Us, and Now

But does storytelling really make a difference? It does—and the 2008 presidential campaign is a great example. After all, it's one of the most successful grassroots efforts in modern political history. Why was it such a big deal? Because millions of people took personal ownership in the campaign. It started out about Obama, of course. But it soon became about something more. The decentralized nature of the campaign relied heavily on volunteers and the volunteers made the campaign about themselves and their neighborhoods. They weren't going door-to-door talking about national campaign talking points—they were telling their stories about their backgrounds, values, beliefs and how the candidate connected to those things. And it worked in ways no one expected—it created connections between volunteers and between communities that didn't exist before. It had incredible power to move enough neighborhoods and communities to sway a national election.

Despite the folklore, not everything the Obama campaign did was magic. But their ground operation in 2008 was remarkable and proved that personal works in politics; people listen to each other and relate in highly personal ways to what can be very complex issues.

Sharing your personal story is the most powerful way to communicate the benefits of natural gas to our communities. The most powerful speakers and storytellers connect to and move their audiences by telling them the “story of self, us, and now.”

The Story of Self: The power in a story of self is to reveal something about you and your values. A story of self invites others to connect to you by conveying your values and interest in why you do what you do. That means focusing on the personal impact of natural gas production and infrastructure on our lives.

The Story of Us: This communicates why your employees are called to act, and why they will make a major impact. That means making the connection between supporting natural gas and supporting local jobs, economies, and affordable, reliable energy. This is where members of your community see they aren't alone in wanting to make a difference.

The Story of Now: This describes the urgent challenge your employees face—in this case, the threat of the opposition blocking or impeding vital natural gas projects—and how to make a difference. You are inviting people to act in support of natural gas projects—to write a letter to the editor (LTE), attend a hearing or meeting, or become involved in their community. The story of now is the concrete action they can take.

By telling the story of self, us, and now, you can help change the narrative around natural gas and become more effective advocates for the industry, your company, and nationwide.

RECOMMENDED EXERCISES

We know that industry employees want to tell their stories; they just haven't felt empowered to speak up. By participating in the following exercises, you'll be able to see the role that storytelling plays in stronger advocacy efforts—and more importantly, meaningful action.




For these exercises, split the employees you are training up into small groups (3-5 people). Much like the training at NG 2018, it's important to give trainees plenty of blank paper to collect their thoughts, take notes, and adjust their story as needed.

You should begin by explaining the power of a personal story, provide real-world examples, and then explain the three-pronged approach to storytelling—the story of self, us, and now.

Each exercise contains questions to prompt employees to formulate their stories and it may be helpful to list these questions on worksheets to hand out to each small group.

After these exercises are completed (allow 10 - 15 minutes), come back to the larger group and have trainees share their stories. Provide feedback based on the training curriculum as needed and conclude with highlights and key takeaways.




[EXERCISE 1] “YOU CAN CREATE A STORY...ABOUT ANYTHING”

SCENARIO A	SCENARIO B	SCENARIO C
		
FACT: This baseball is made from two strips of white horsehide or cowhide, tightly stitched together.	FACT: The United States Postal Service delivers 660 million pieces of mail to as many as 142 million delivery points.	FACT: T-shirts, invented in the 19th century, can be made with tie dye, screen printed, stencils, stamps, or heat transfer vinyl.

1. Pick an object from the list above for your group to discuss.
2. How does the fact associated with it make you feel about the object? (Inspired, bored, etc.?) Does it make you care about it? Why/Why not.
3. Now, take the same object and tell a personal story about it—make this object more relatable.
 - ▶ Draw a picture.
 - ▶ Act it out, use props.
 - ▶ Write a couple of sentences.
 - ▶ Do anything that will bring the object to life.
4. Share the different experiences with the group.
 - ▶ How does the story change?
 - ▶ Does it feel more relatable?
 - ▶ Does it make you care/feel more inspired?
 - ▶ Why/Why not?

[EXERCISE 2] "SPEED DATING"

Now let's apply this same storytelling principle to the idea of self, us, and now.

 THE STORY OF SELF	 THE STORY OF US	 THE STORY OF NOW
<p>Develop your personal story. Need help getting started? Here are a few things you could think about to craft your story:</p>	<p>Now share the story you've crafted with three different individuals in the room. After you've shared your story, ask yourself (and your partner) these questions:</p>	<p>Return to your group and share your experiences. How could you leverage your stories to convince others about the urgency of speaking out on issues that are critical to our industry?</p>
<p>What has the natural gas industry meant to you and why do you feel it's important to talk about it?</p> <p>How would you explain what you do every day in simple terms?</p> <p>What's a common misconception about the industry you'd like to clear up?</p> <p>If you could tell someone one thing about natural gas, what would it be?</p>	<p>How were your stories the same?</p> <p>How were they different?</p> <p>How powerful could your individual stories become if you brought them together?</p> <p>How could you tell these stories in your community, with friends, etc.?</p>	<p>How could you use your stories to make different groups hear your point of view and understand why we need to take action now? Write a story that's targeted to each of the unique groups below:</p> <p>Legislators</p> <p>Friends/Neighbors</p> <p>Community leaders</p>

III. COORDINATING EFFECTIVE OUTREACH:

Ensuring Employee Engagement Is Meaningful

Helping employees build their own powerful, personal stories to tell is important; equally important is how and to whom employees tell that story. As discussed, your employee advocacy program should support your company's larger stakeholder outreach efforts in meaningful ways. Because employees tend to have the greatest impact within their local communities and with decision-makers, your program should focus on how to best help employees engage with these audiences.

THE IMPORTANCE OF EMPOWERING EMPLOYEES

The challenges facing the natural gas industry are multi-faceted, complicated, and constantly shifting based on the project, region, member company, and a range of other community considerations. As an advocate for the industry, employees must navigate these complex issues impacting our industry and speak authoritatively on the issues.

Even though 41 percent of Americans believe that employees are more credible than a company's PR department, CEO, or founder, industry employees are often neither conditioned nor prepared to talk about or defend the industry. It is important to arm employees with tips and tools to train employees to speak out, but that you ensure that they are following company policies, branding, and messaging guidelines.

Leveraging employee voices for advocacy should be a natural extension of existing engagement efforts. Employers frequently communicate with employees internally to engage them on a number of other topics, from team-building and fostering a sense of company pride to soliciting feedback on various workplace initiatives. For example:

- ▶ **Professional audit, tax, and advisory services company KPMG rolled out a “Higher Purpose Initiative” to foster a greater sense of pride in the company. Their goals were to connect their work with a higher calling, increase employee productivity, improve employee retention, and drive profitability and expansion.**
- ▶ **Google frequently solicits feedback from its employees through employee engagement surveys. The company uses a mix of qualitative and quantitative questions to explore the internal culture and employee satisfaction—a practice they call “People Analytics.” The feedback from these surveys translates to actions taken by the company.**
- ▶ **Amazon offers employees career development initiatives via a program known as “Amazon Pathways.” The global training program helps young employees gain the skills and training to move up into senior management positions and further their careers.**

KEY CONSIDERATIONS FOR ENGAGING EMPLOYEES

Before engaging employees in your company’s advocacy efforts, it is important to think through your current engagement efforts. The success or failure of your current efforts could have a direct impact on the future success of your employee advocacy program.

Some important questions to ask yourself include:

- ▶ **How do you currently engage with your employees (even if not for advocacy purposes)—via email, electronic or print newsletters, social media, company-wide meetings, webinars, etc.?**
- ▶ **What strategies does your company use to engage employees? Do you solicit employee input or feedback? Provide opportunities for employees to connect outside of work?**
- ▶ **How do you envision employees fitting into your existing political, public affairs, or advocacy efforts? What role will they play and what do you see them bringing to the table? What can you bring to the table for them?**

- ▶ **Are your current employee engagement efforts successful? Do you know the employee participation rate for your current efforts?**
- ▶ **How does advocacy fit into these efforts currently, if at all? Do employees fill the gaps in your current advocacy initiatives in any way?**

EMPLOYEES ARE STAKEHOLDERS AND INFLUENCERS

While you should consider your employees stakeholders in your company, employees of any industry—but particularly natural gas and domestic energy—are also powerful influencers, with a unique and often untapped ability to sway the opinions of other stakeholders as well.

What Is a Stakeholder?

Any given local natural gas development or infrastructure project brings together a number of stakeholders. These may include neighbors and residents, community leaders, small-business owners, construction workers, community organizations, and any other individual or group with a vested interest in the outcome of a given project.

Identifying these stakeholders early on and helping employees understand how to engage with them in meaningful ways with the appropriate messaging is critical in any successful employee engagement effort.

Employee Networks Play an Important Role

To help employees engage with stakeholders on a meaningful level, you must start by identifying the most likely audiences with whom you would want them to engage.

When advocating for natural gas, there are two distinct “audiences” that employees are most likely to engage with and move on the issue. Each audience has its own set of considerations regarding how you should communicate with them and the influence they have over the larger discussion.

Community Influencers and the General Public

The first group with whom employees are most likely to engage and have an impact with in the conversation surrounding natural gas are their fellow community members and the public.

Employees' networks play an integral role in the effectiveness of an advocacy effort, and your program should seek to leverage them accordingly. Overall, an employee's networks of influence can be broken down to:

- ▶ **Personal networks:** Close friends and family with whom employees should not hold back on their perspective when it comes to natural gas. It is about their jobs and livelihoods.
- ▶ **Active networks:** People with whom employees meet regularly and trust. They know employees well and trust them based on their experience and knowledge.
- ▶ **Occasional networks:** Community members who employees do not engage with as often—possibly only once or twice a year—but who can still be influenced by employees' knowledge or place in the industry.
- ▶ **Peripheral networks:** Individuals who employees have never met, but live in their town, and may be skeptical of your employees or believe they are only speaking in support of natural gas for personal gains.

With the exception of peripheral networks, with whom it may not be worth engaging, communicating with each of these networks plays an important part of advocating effectively on behalf of the industry. Knowing how and when to speak to each of these audience subsets will help employees more effectively tell the story of the natural gas industry to an increasingly wider audience within the local communities that are most impacted by the issue.

Elected Officials and Decision-Makers

Employees have more knowledge about natural gas and its benefits than a large majority of the public. They speak from a position of experience that makes them an authority and can often get a point across to an elected official or a decision-maker—such as a regulatory body, local zoning board, environmental agency, chamber of commerce, etc.—better than the company can.

Given the highly emotionally charged tactics and rhetoric used by environmental activist groups like the Keep It in the Ground movement, decision-makers need to hear the personal stories and perspectives of natural gas employees now more than ever to counter the emotionally charged narrative of movements like Keep It in the Ground by presenting the facts as well as the solutions-oriented approach the industry is taking.

Employees may also be connected to the local decision-making process, either sitting on community boards that are involved or even voting or weighing in as local residents.

HOW SHOULD EMPLOYEES COMMUNICATE WITH THEIR NETWORKS?

After identifying the stakeholders within your employees' networks, it is critical to determine the most effective means to reach them. This could range from engaging on social media to setting up a one-on-one meeting. It all depends on who employees are speaking to. Just as messaging should be tailored to specific audiences, so too should the suggested method of communications.

When communicating as influencers within their own community or the general public, the following communications generally work best:

- ▶ **Social media:** Liking, sharing, or commenting on a post that helps tell the story of natural gas, posting about a specific project or telling their own story on their social media properties, or simply correcting misinformation they see online.
- ▶ **Earned media:** Submitting a letter to the editor (LTE) or op-ed to their local newspaper or publication, either in response to a story about natural gas or just weighing in with their own perspective.
- ▶ **Community events:** Attending town halls, neighborhood meetings, or other public forums where the issue is being discussed and providing their informed input as an employee.
- ▶ **Casual conversations:** Mentioning their support or involvement in local natural gas development in passing with friends, family, and acquaintances who may not be as familiar with the issue.

Meanwhile, when engaging elected officials and other decision-makers, outreach channels should include:

- ▶ **Personal letters:** A personal letter is one of the most common ways to communicate with elected officials and decision-makers, whether by email or snail mail. A personal letter can be a compelling and powerful tool to show that you really care about the issue.
- ▶ **Phone:** Requiring a little extra effort, a phone call carries slightly more weight. It is unlikely employees will actually speak directly with decision-makers, but they will still be able to communicate their concerns directly to their office

- ▶ **Town halls:** Public events like town halls can be good opportunities to speak directly with an elected official or decision-maker, especially if an employee can get the elected official on the record about an issue.
- ▶ **Hearing testimony:** Provided your company permits employees to go on the record, employees could provide testimony that helps inform the decision of local zoning, regulatory, or other boards deciding the fate of a local natural gas project.
- ▶ **Public comment periods:** Similarly, public comment periods provide a way for employees to provide their unique perspective and informed opinion about decisions impacting your company and the entire industry.

MANAGING MESSAGING AND MATERIALS

While arming employees with the ability to craft and deliver their personal stories relative to the industry is key to effective programs, you must also provide resources for employees to stay educated and informed. You should consider providing the following baseline reference materials to employees following their training:

- ▶ **Quick facts:** A pocket myth/fact or Top 5 facts postcard for employees to reference is useful in providing baseline information without overwhelming them with statistics.
- ▶ **Social content:** If you are encouraging employees to post on social media, provide them with company-approved content that is easy to share including videos, gifs, news articles.
- ▶ **Sample letters/LTEs:** While employees should always be encouraged to customize their outreach, sample letters to legislators or LTEs can be helpful in getting them started.

IMPORTANT CONSIDERATIONS

- ▶ **Know the current engagement landscape.** Make sure you understand how the company currently engages employees in both regular communications as well as advocacy efforts. Learn the advocacy and government or public affairs structure and discuss with the proper stakeholders how employee advocacy fits into that larger structure.
- ▶ **Know who should be involved.** Be prepared to engage your company's internal Government Relations, Public Affairs, and Communications teams to approve talking points about some of the issues your company faces and how your employees can help engage in advocacy efforts to address them while sticking to existing company policy.
- ▶ **Know your "lay of the land."** Determine who or what department in your company is responsible for stakeholder outreach and engagement, whether it is a centralized function or the product of several functions, and whether it is being measured for success.
- ▶ **Know your employees' strengths.** Employees should not have to feel like they are experts in every aspect of the natural gas industry. Let them stick to what they know, too. If an employee is a safety expert, he or she shouldn't have to feel the need to speak about climate change.

IV. NETWORKING SOCIALLY:

Taking Advantage of the Influence Your Employees Hold

It's difficult to overstate the importance of leveraging social media to promote and highlight the critical role natural gas plays in securing a cleaner, more reliable energy future. Social media has fundamentally changed the nature of communications for brands, industries, and issues. It has made it faster and easier than ever before to disseminate a message and connect with like-minded and differing audiences.

The conversation surrounding natural gas issues is increasingly happening online—and it is happening with or without the participation of the industry's employees. But by leveraging the online influence your employees hold, the industry can ensure its facts and messages are heard to counter misleading narratives and present the practical solutions the industry is focusing on.

THE POWER OF EMPLOYEE VOICES

Natural gas employees are influencers in their own circles—and nowhere is that truer than on social media. Social media users aren't just passive consumers of information—they engage socially, sharing information, asking questions, and responding to inquiries. Through this social media engagement, people not only strengthen ties to one another, they also develop loyalty to information and policy positions.

Moreover, 59 percent of social media posts are shared without being read, meaning friends trust their friends to give them accurate, reliable information. Yet despite this vast potential, there is hesitation for natural gas companies to encourage employees to get too vocal on social media. However, getting employees more actively involved in the discussions and debates surrounding natural gas development and infrastructure works to the industry's advantage.

No one is prouder or more passionate about the natural gas industry than its employees. They live in the communities being targeted by groups like the Keep It in the Ground movement. They are connected to a local network of friends, family, and associates throughout the community. And they can speak from their personal experience and bring their professional expertise and knowledge to the online discussions about the benefits of natural gas.

Understandably, navigating corporate concerns—especially among such a diverse group of member companies—poses some challenges. Some companies may employ an in-house digital or social media team or maintain an active social media presence while others may not be engaged on a single social media platform. Additionally, different companies may have rules, guidelines, or preferences with how they prefer to communicate with employees.

However, with some proper training and a little guidance, you can help educate employees to engage in the online discussions and effectively advocate for the industry while adhering to individual corporate concerns or policies. It all starts with establishing a social media program that takes into consideration the unique corporate cultures and communication preferences of the individual member company.

ESTABLISHING AN EMPLOYEE ADVOCACY DIGITAL INFRASTRUCTURE

Leveraging social media to engage employees will look different for each company. Most companies separate their corporate social media presences from their employee or third-party advocacy social media efforts. With that in mind, there are two primary approaches to building and supporting a social media engagement program that companies can choose based on what works best for them:

- 1. Program-Specific Social Properties:** Many companies establish formal advocacy programs for employees with accompanying social media properties. These programs are often internally branded (for example, Home Depot's "OrangeVoice" program) and maintain their own digital properties including a website or intranet and social properties. This approach allows you to build a community and identity around your program and can be an impactful way to create connections between and among employees. However, it will require more resources to manage and maintain over the long term.
- 2. Content Distribution Platform:** Some companies prefer to establish a distribution platform that allows them to aggregate content for employees to access and share through their social properties or offline. You can utilize a platform like LinkedIn Elevate ([LinkedIn.com/Elevate](https://www.linkedin.com/elevate)) or even a company intranet to house the content and employees can be directed to it, as appropriate. This approach can be less resource intensive and an interim step for companies unable to establish a more formal program in one central location.

IMPLEMENTING A SOCIAL MEDIA PROGRAM

Once you have determined the best overall approach to engaging your employees socially, there are important steps to effective implementation:

- 1. Create a clear social media policy.** A social media participation policy will outline the purpose of engaging in social media about the natural gas industry and provide some basic dos and don'ts of sharing content that relates to employees' jobs or the natural gas industry at large. Setting clear guidelines and restrictions will help employees feel more comfortable engaging in online conversations about natural gas.
- 2. Provide basic training and education materials.** A general training session on the purpose of social media engagement in respect to individual companies as well as the industry as a whole will help prepare employees to become effective online advocates. This will give them a chance to learn social media tips, tools, and best practices so they can be more confident, informed social media users.
- 3. Understand your strategy, set goals, and define success.** Why is your company engaging employees through social media? Is it simply to educate them? Is it to encourage them to share information with their networks? Is it to get them to respond to activations? You should know what you want and establish metrics around those goals. A program focused on education would center goals around education would center metrics around view rates and impressions while one centered on engagement or activations would look to increase engagement and conversion rates.
- 4. Establish a content and communications plan.** Effective social media programs require content and often a lot of it. You should build a quarterly messaging calendar around issues and themes important to your company and get creative with your content. While it may be necessary to build some unique content, look for assets you can use from your trade associations, corporate branding efforts, and third-party sources such as studies and media articles. To start, you should aim for two to four posts per month and adjust frequency depending on your goals and interactions from your community.
- 5. Measure your success and adjust the program as needed.** Your program will evolve naturally as you engage with your employees and you see what they respond to. Be prepared to adjust your overall strategy, tactics, messaging and content plan as you learn more about your employees' preferences and measure the program against your stated goals and performance indicators.

Perhaps the most important thing companies can do to help employees become active, effective advocates for natural gas in the digital space is to equip them with the tools they need to engage. Many employees may not be familiar with social media or may have never thought to use it to discuss their jobs or the natural gas industry, so they might not even know where to start. The tips and guidelines at the end of this section can be used to help train employees on the basics of social media engagement so they aren't going in blind.

Once employees have been trained and your company's social media guidelines, policy, and program have all been established, maintaining the effort over time is key. Keep employees engaged in your social media efforts by giving them incentives to participate, providing content they can share with their online networks, and checking in periodically to capture feedback and input from employees so they feel involved in the program.



TRAINING PREPARATION

Does your company have a corporate social media presence?

If so, will this effort coordinate with your existing social efforts? How?

If not, do you need to establish a social media program?

What are your primary objectives for your social media program?

Who are the key stakeholders internally with whom you need to coordinate?

Where will you get your content?

How will you measure success?



TRAINING TALKING POINTS

NETWORKING SOCIALLY

The following guidelines can be applied to several social media platforms, including Twitter, Facebook, and LinkedIn. Each of these services also has their own unique functions, common practices, and a unique lingo. You can learn more by exploring each platform—and signing up for a free account if you don't already have one.

Get Started:

- ▶ Find out if your company has an advocacy group you can join and get involved!
- ▶ Join Facebook, Twitter or LinkedIn if you haven't already.
- ▶ Follow your company and other industry groups on social media.
- ▶ If you don't already know, find out who your federal, state and local legislators are and follow them on social media.

Dos & Don'ts of Social Media



Be Respectful. You should feel free to respond to false information about natural gas, but always take the high road in your responses. Don't attack individuals or decision-makers you are trying to engage. Instead, simply present the facts and politely correct misinformation.

Identify Yourself and Be Transparent. It's fine to tell your networks or decision-makers with whom you are engaging that you work for your respective company, employer, or trade but don't present yourself as an official spokesperson for your company. Or, you can more generally state that you work in the industry and the number of years. If you want, you can include your job title in your social media profiles.

Share Your Expertise. As a member of the natural gas industry, you should feel confident about sharing your expertise and experience in discussions about natural gas production or infrastructure. To protect your credibility, be careful not to overstate your position or give misinformation. Your opinion based on your experience is valuable, or you can share your source or links from credible, trusted sites.

Share Your Passion. Natural gas drives our nation's economy, supports our national security, is helping to lower carbon emissions, and provides reliable, affordable energy for communities nationwide. We are proud and passionate about our role in that work—and that enthusiasm should shine through when you discuss and/or share natural gas-related content on social media.

Make It Visual. Posts receive more attention when you include an image or link to a source. Just make sure that if you post a graphic or photo, that it's okay to do so. (Sharing or retweeting an already posted image is usually okay.) Check with your company's social media communicators for further guidance on particular postings.

Own Your Mistakes. If you provide incorrect information, don't hesitate to offer a correction right away.

DON'T

In general, use your common sense, and when in doubt, don't post. That said, here are some reminders about what not to do on social media:

Don't Share Confidential Information. Share your knowledge and expertise on natural gas, but don't reveal confidential information about your company or your co-workers.

Don't Share Information on Operations. If there is a state of emergency or an issue at the company, let the company lead on messaging. Do not take it upon yourself to break news or share internal operations.

Don't Get in Social Media Shouting Matches. When someone says something disrespectful, it's easy to get angry and respond in kind. Instead, don't get into tit-for-tat arguments with activists seeking to provoke you. As a rule, don't post or respond when angry.

Don't Neglect Your Job. It's easy to check in on social media—and suddenly a half-hour or more has slipped away. Be sure that you don't let engaging on social media interfere with your work.

V. PROGRAM MECHANICS:

Establishing the Infrastructure and Resources Necessary to Initiate, Manage, and Maintain Effective Employee Engagement

While this training will hopefully provide you greater insight into the value of employee-advocate voices, valuable information on the political and opposition landscape, and the tools needed to implement employee-advocate training for your respective companies, this is all only the first step.

Establishing a fully functioning employee training or engagement program is a significant undertaking that will require a lot of work and careful coordination. Again, every effort will be unique, but generally will require:

Securing buy-in. Prior to launching any successful employee engagement or training program, it is critical to secure the buy-in of executive leadership and key advocacy, policy, or government affairs positions within your company. These influential voices can help shape the program, provide guidance, and motivate others in your organization to participate. Similarly, the employees themselves need to be bought in on your program and goals. Clearly explain the importance of their role in the goal of your program or initiative and reinforce the importance of their personal story.

Basic program infrastructure elements. Depending on the scale of the effort, most effective employee engagement programs require some level of program infrastructure. The function of this infrastructure is to anchor many of the facets of an employee engagement program. Program infrastructure may include:

- ▶ **Data Management:** Data is central to your day-to-day functions. Consider whether your company already has the infrastructure to compile, house, and analyze information about your employees and how they interact with your current or future program. A central tracking system will be able to maintain a variety of data points on employee contacts and participation.

- ▶ **Online Presence:** If your company does not already have an online advocacy presence, think about how you can leverage a website, social media, or even an app to drive employee engagement and education in your advocacy program. Online properties will centralize employee messaging and communications.
- ▶ **Ongoing Communications:** Keeping your employees up to date and engaged in your efforts will ensure the long-term success of your program. Think about how you can use communications tools like newsletters, emails, or internal resources to keep employees interested and engaged in your program.
- ▶ **Trainings and Group Meetings:** Trainings like these will coach up your employees to be effective advocates. Getting everyone together in a group can help employees understand the power of the industry's voice and how to transition their personal story into action on behalf of the industry.
- ▶ **Incentives and Recognition:** Recognizing and rewarding involvement will help you continually secure buy-in from employees and leadership. Think about how that looks for your company and what other departments offer incentives to employees in their day-to-day. This could take the form of financial incentive, prizes, honorary titles, or career advancement opportunities.

Setting short- and long-term goals and priorities. It's important to clearly define the strategic priorities for any employee advocacy program, both in the immediate term and for the future. What are your objectives? Increased awareness and participation among employees? A specific outcome or policy decision? A larger share of the online voice? Whatever they are, define them from the beginning so you can monitor your progress.

Ongoing communications planning and engagement. While many employees are eager to speak on behalf of their industry or company, employee engagement programs must have a centralized communications operation to effectively guide employee activities and messages. At a minimum, the operation should provide employees with facts and ongoing content to maintain their interest and encourage engagement. Developing a communications and engagement plan that provides a general outline of messaging, engagement strategy, and content calendars will help set the communications cadence needed to keep employees actively engaged.






Activating employees. With all elements in place, employee engagement programs have the ability to activate their employees in a variety of ways. Some programs focus solely on asking employees to engage in social media; others ask employees to engage in legislative, regulatory, or electoral issues. With the proper training, education, and tools, activating employees can help you reach advocacy goals quickly and efficiently.






Measuring effectiveness over time. Depending on your company and program goals, this could look like legislative or regulatory “wins,” number of legislators contacted by employees, or how employees are lending their voice to the social media conversation. Monitor the effectiveness of your employee engagement efforts by tracking key metrics like email open and click-through rates, social media participation, and employee growth. Develop a plan to gauge program effectiveness over time—this will help continually secure leadership and employee buy-in.






Assigning the right resources to support various aspects of the program. A truly effective employee engagement program has a lot of moving pieces and will likely involve multiple areas of a corporation, including public affairs, government relations, communications, and even human resources. Ensuring the program has the necessary resources assigned to support the various aspects of the company it may involve is vital to its success.

BUILDING YOUR TRAINING AGENDA

Use the following worksheets to help plan your training.

 Assessing the Political Situation and Advocating			
 START TIME	 END TIME	 TRAINING TOPIC	 TRAINER
		Welcome	
		Keep It in the Ground Video and Discussion	
		Local Political Landscape	
		Local Natural Gas Projects and Issues	
		Getting the Word Out	
		Q&A	
		Next Steps/Closing	

 Telling Your Story			
 START TIME	 END TIME	 TRAINING TOPIC	 TRAINER
		Welcome	
		Keep It in the Ground— Why Using Emotion Works	
		The Power of Personal Stories	
		How to Tell the Story of Self, Us, and Now	
		Practice Breakout Session	
		Q&A	
		Next Steps/Closing	

 Full Training			
 START TIME	 END TIME	 TRAINING TOPIC	 TRAINER
		Welcome	
		The Rise of Environmental Activism	
		Impacting the Narrative	
		How to Tell the Story of Self, Us, and Now	
		Practice Breakout Session	
		Navigating Tough Issues	
		Networking Socially	
		Q&A	
		Next Steps/Closing	

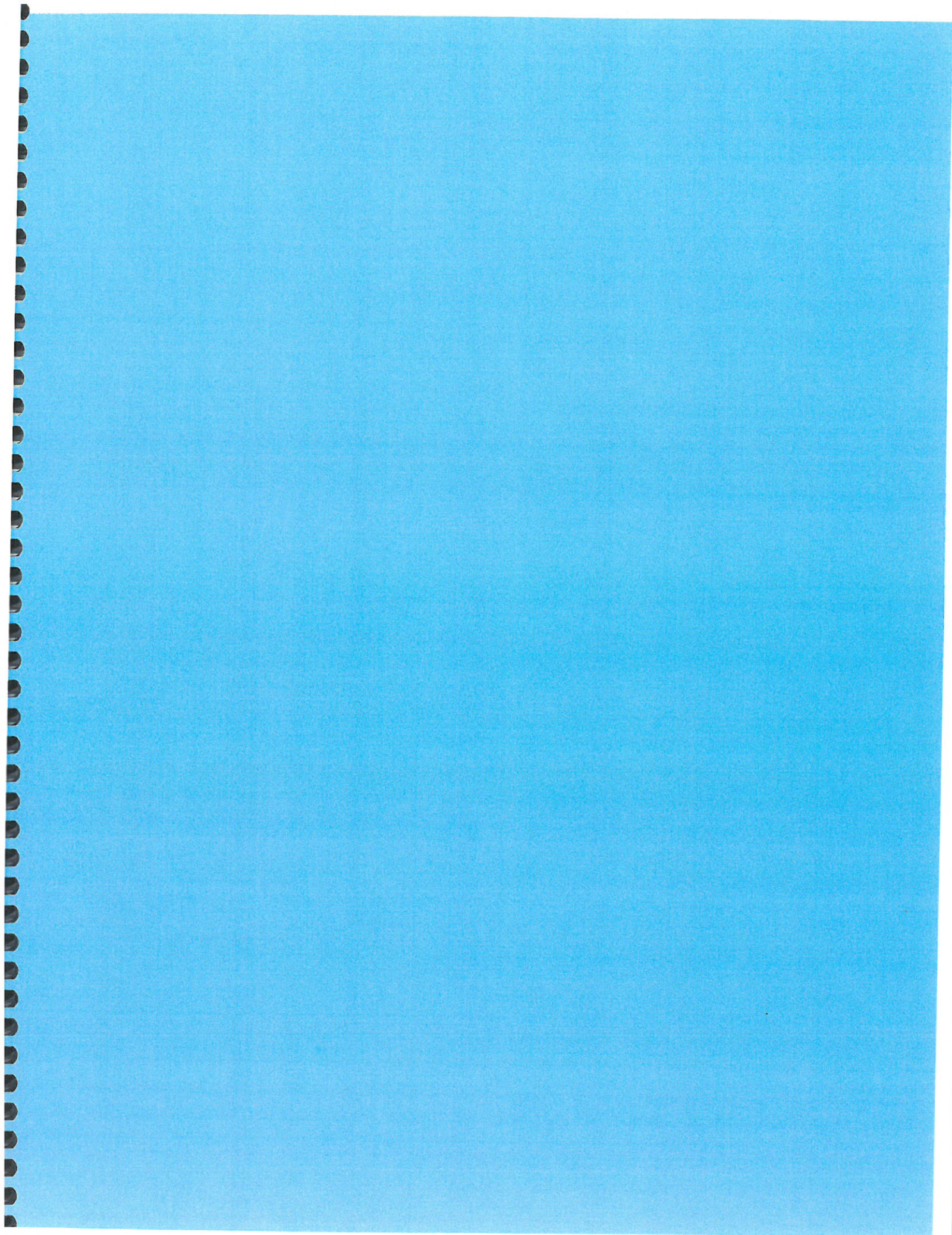
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Speak up for Natural Gas
ADVOCACY TRAINING WORKSHOP

