

Toward better argument for clearer communication and more effective IA

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Today's Topics

What is Organized Reasoning™?

What steps have been taken to share the ideas?

Experience from Australia and New Zealand.

What is Organized Reasoning™?

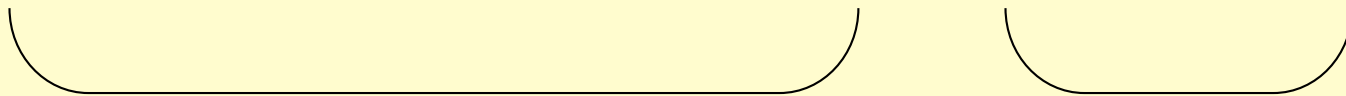
Introduction & Background

Glenn Brown

What is an Argument?

- An argument involves:
 - A set of reasons.
 - Leading to a conclusion.
 - Intended for a particular audience.
 - About something uncertain or not settled.

Offering **Reasons** leading to a **Conclusion** for an **Audience**.



The argument

**must be
directed to**

Simple Arguments

- All developments in this area have had difficulties avoiding wetland damage so this mine will have wetland issues too.
- Careful advance design is the most effective response. It is inexpensive and popular with stakeholders.
- Frog populations need to be protected so wetland preservation should be required.

Technical Argument is about Careful Persuasion

- Arguments are only offered in situations that are not certain, in which something is unsettled or in some way contested.
- Therefore authors must convince the audience that the evidence and the reasoning really justify the conclusion that they offer to resolve the problem.

But Argument is Often Weak

- The arguments in professional documents are often unclear. Long assessment documents are particularly complex and demanding.
- Many steps of the arguments from data to evidence and reasoning to the conclusion are often missing.
- Even when present, key ideas can be buried in text and are not understood by readers.

Therefore: Organized Reasoning™

Tools for Stronger Argument & Clearer Writing

- There are guidelines for building arguments from Aristotle in ancient Greece to modern cognitive psychology.
- Many good ideas are in different fields, not known to each other, and not available in one place.
- Therefore, people need a package of the most useful parts. Thus → Organized Reasoning™.

Therefore

Packaging Professional Tools

Logical
Structure

Create your
Argument



Structured
Presentation

Revise &
Package it for
your Audience

Logical Structure

Five major elements:

- Definition and Features of Argument
- Words and Meaning
- Hierarchy and Extended Arguments
- Strong Arguments
- Three Types of Argument
 - Fact, Evaluation and Recommendation

Structured Presentation

Two major elements:

- Document Structure
 - Integrate paragraphs within sections.
- Integration Structure
 - Link ideas across large documents.

What Steps Have Been Taken to Share the Ideas?

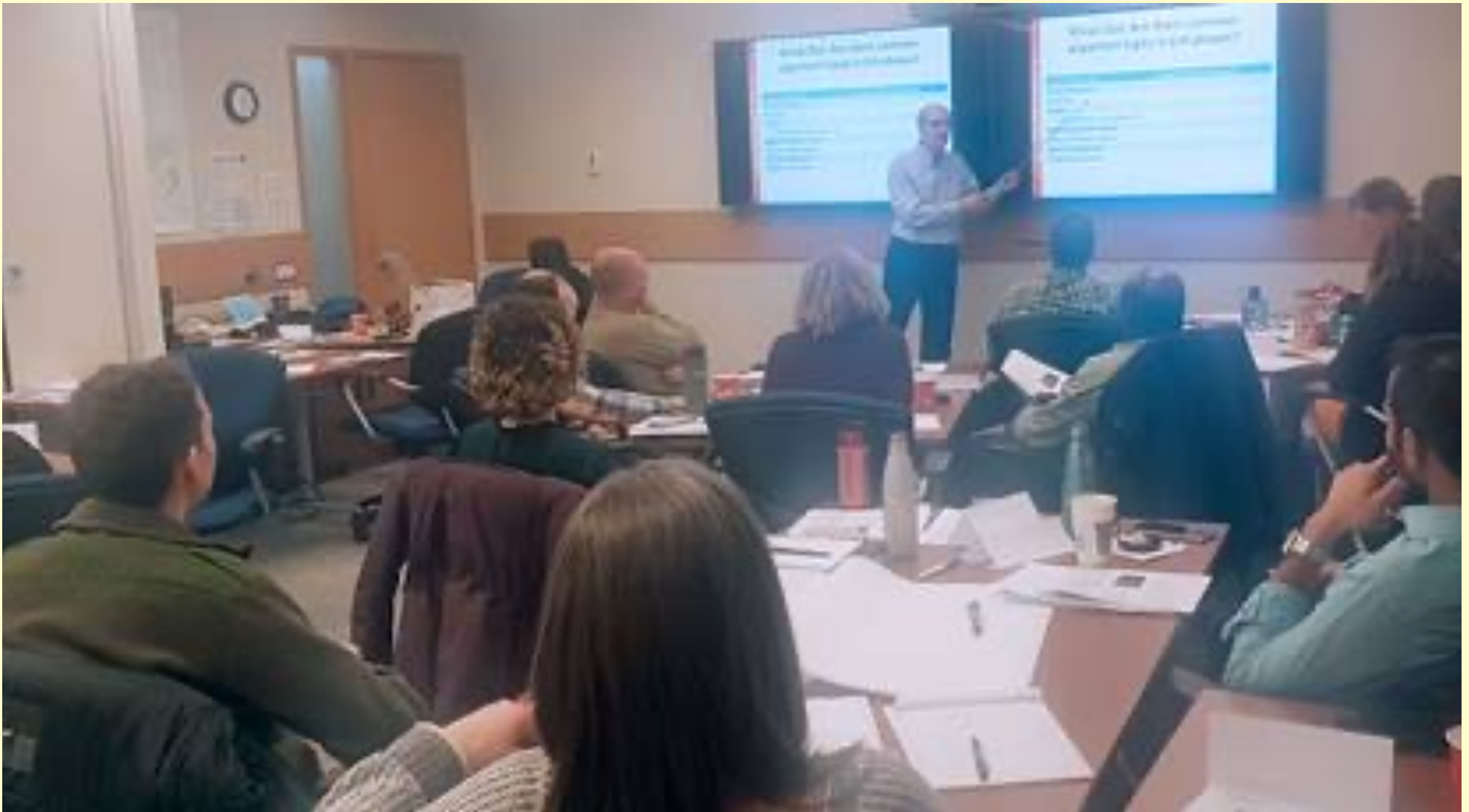
Experience in Australia and
New Zealand

Lachlan Wilkinson

Steps to Share Argument Skills

- Goal: Make learning Organized Reasoning simple and flexible so people with different approaches can master skills and improve without GB.
- Approach so far
 1. Provide an introduction giving usable skills.
 - Knowledge and skills which can be used immediately on the job.
 2. Advanced and self-study options evolving.

So, Workshops Happen



Introductory Workshop

- This is the tool by which almost everyone meets Organized Reasoning.
- Two days or (now mostly) four online sessions.
- Most offered via IA-focused organizations
 - 44 in Australia and New Zealand w EIANZ.
 - 24 in Canada w IAIA –WNC affiliate.
 - 8 in different countries w IAIA
- 38 to different organizations for their staff.

Building Onwards

- Some places have advanced workshops or personalized follow-up coaching.
- EIANZ adding multiple advanced workshops and institutional coaching support.
- Written resources and recorded support for continuing self-study are works in progress

Environment Institute of Australia and New Zealand (EIANZ) workshops

2019 face to face workshops:

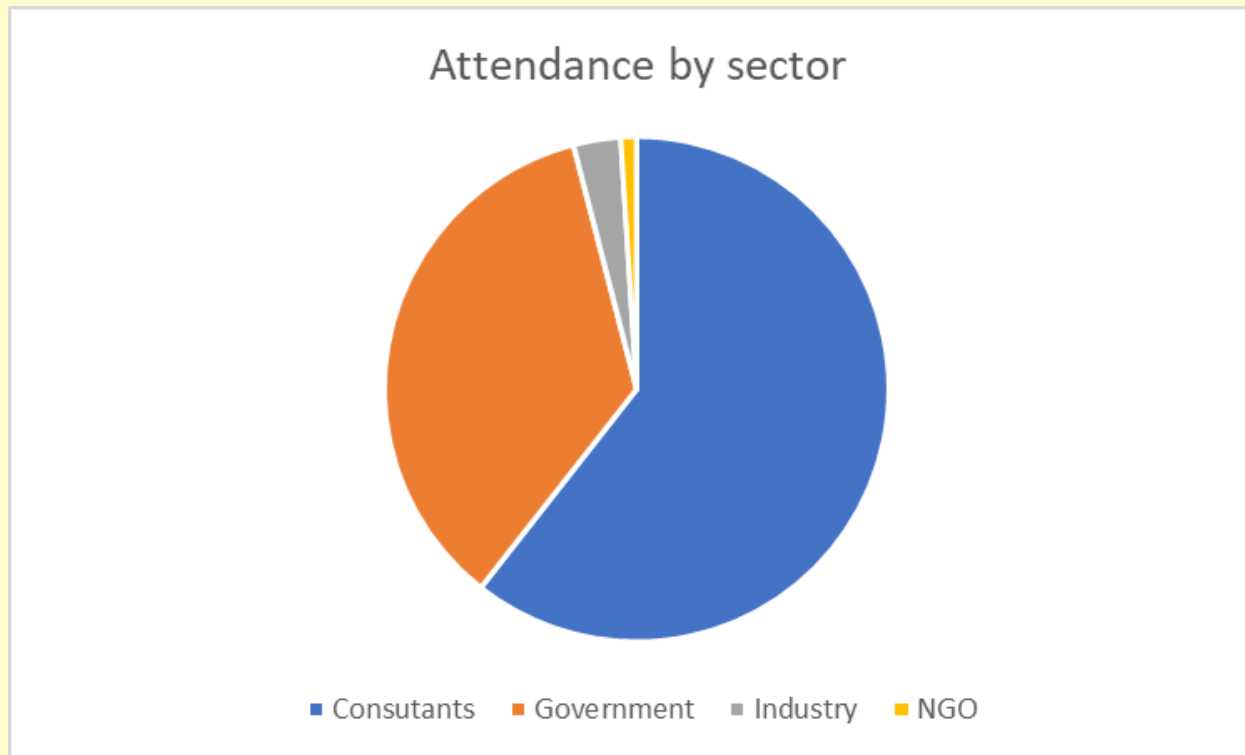
- **14** EIANZ workshops in 11 cities (7 in Australia, 4 in New Zealand)
- Also 3 other workshops separately organised
- Total of **247** participants – average of 14.5 per workshop.

2020-23 online workshops

- **26** workshops to date (with 5 more planned for the rest of 2023)
- **390** participants – limited to 15 per workshop
- 2023 live advanced and follow up workshops—7 organizations

By the end of 2023, over 700 environmental professionals in Australia and New Zealand will be trained in organised reasoning!

Who came?

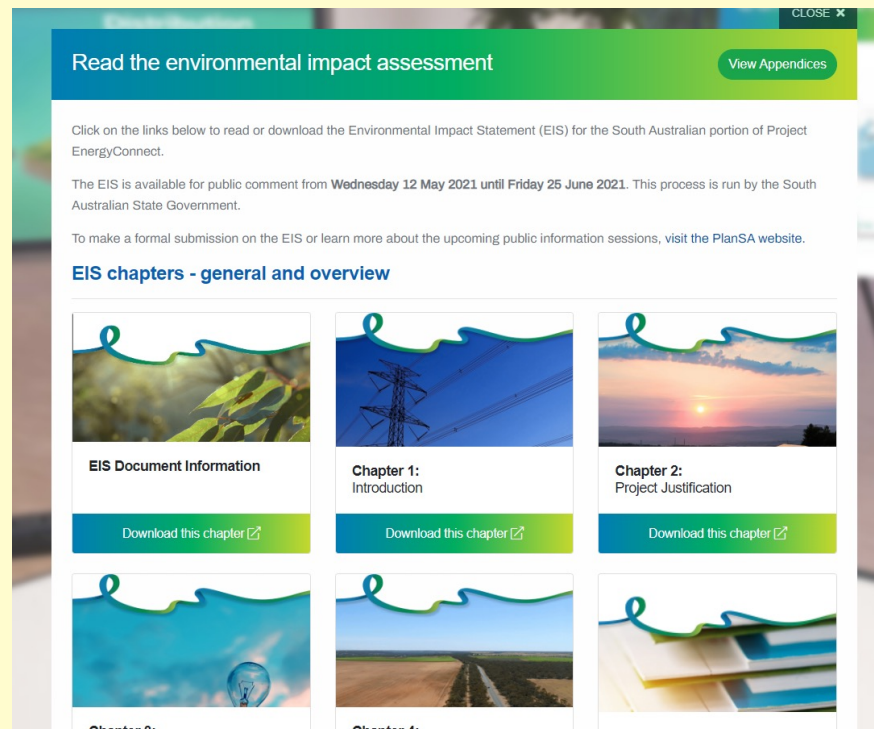


Experience with the workshops

- Early workshops relied on EIANZ marketing. Now mainly word of mouth
- Very positive feedback – 99.6% would recommend to colleague
- Mixed success in implementing ideas in their work
- One barrier was the perception that all approaches need to be implemented together – now emphasized this can be done in staged way
- Even being able to think more clearly about an argument is a success
- EIANZ has established an Organised Reasoning Community of Practice to share experience and learnings.

Experience in one company: JBS&G

- Several staff attended workshops
- Internal training
- Internal workshop with Glenn
- Elements of organised reasoning implemented on several projects
- Example: Project EnergyConnect (200 km transmission line)



How organised reasoning was applied

- Conclusions up front
- Vague terms defined
- Structured approach to chapter planning
- Assessment sections structured to provide reasons for each conclusion

17.1. Key Findings

- The Project is expected to have major positive impacts for electricity consumers in South Australia. The multiplier effect of a reduction in electricity prices and increased security of supply on regional and SA economies is expected to have major, positive impacts.
- The Project will enable greater market access for renewable energy generation in the region, leading to economic stimulus and further benefit to the population in the study area.
- The Project is located well away from the tourism region of the River Murray and the presence of Project infrastructure is not expected to affect visitation or viability of local tourism operations.

Table 8-2: Categorisation of impact consequence – socio-economic environment

Category	Public health and safety	Heritage	Socio-economic
Socio-economic environment			
Negligible	No injury or illness	No impact to items of cultural significance	No impact or minor reparable socio-economic impacts on local population
Minor	An injury or illness that does not require first aid or medical treatment	Isolated damage to locally significant natural, cultural or historic heritage that is readily rectified	Short-term impacts on local businesses and / or wellbeing of local communities

15.4.2. Operational noise

Transmission line maintenance using helicopters

Noise associated with the use of helicopters to inspect and maintain the transmission line is expected to have a negligible impact on the amenity of receptors.

The use of helicopters will be infrequent and of short duration. Helicopters will be used during annual maintenance operations to check on the transmission line. The helicopters will fly over the transmission line alignment and will only linger in a specific area (for a matter of minutes) if a problem is noted. Any impacts on the amenity of receptors would be correspondingly brief and negligible.

JBS&G experience – what staff liked

- Putting key findings up front
- Making arguments more concise
- Whiteboarding and developing chapter plans

Hydrology

Conclusion	Environmental aspect	Potential impact event	Reason that the conclusions were reached	Statement of expected environmental impact
No reduction in surface water or groundwater quality or quantity, due to Project construction or operational activities	Soil disturbance during construction	Excavation of soil during construction resulting in sedimentation of surface water, leading to a decrease in surface water quality	<ul style="list-style-type: none"> - The amount of excavation will be limited to a small footprint area which will be located away from water courses - ElectraNet will implement sediment control devices as part of the Erosion and Sediment Control Management Plan (ESCMP) - The sediment control measures are well-established for a range of construction activities and are considered standard practice - ElectraNet will implement a monitoring program to ensure the sediment control measures are regularly inspected, and, if required, maintained, following each potentially erosive event 	Sediment control measures are expected to ensure that, during construction there is no sedimentation of surface water bodies outside of the construction area
		Interaction with saline groundwater	- The Project is not anticipated to intersect	Groundwater will largely not be

If You're Interested...

Contact us!

Put name and email on sheet for handout, updates and information.

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Websites www.glennbrown.ca
www.eianz.org/about/organised-reasoning

END



Connection to Leadership

- Leaders make arguments all the time.
- Figuring out the logical steps in advance can keep meetings and written materials focused.