

The 'Dublin Conversation'



Profound new thinking defining for a new era of 'Comms', 'Advertising' and 'Public Relations'

A 100 day discussion, the 'Dublin Conversation' to talk about the new 'draft Dublin Definitions' theory and Toolkit and other options

Our society faces more division, distrust and 'fake news'. Can you make communications fitter for purpose for the 21st century?

Over the next 100 days from May 22nd 2018 you can join in on a conversation.

Not just any old conversation, but the 'Dublin Conversation'. It is an ambitious grass roots effort to make better sense of our world and how communications need to evolve and change to make a difference. It could be the biggest-ever shake-up in public relations, advertising and comms thinking and doing. This White Paper has been designed to spark your reflection, discussion and debate.

You are being asked to pour cold water on a series of insights, ideas and inspirations contained here, a sort of intellectual 'Ice Bucket Challenge'. These ideas, called the 'draft Dublin Definitions' have already been extensively researched and tested, probed and challenged by respected thinkers and do-ers in the communications industry around the world.

The aim here is twofold:

- First, to metaphorically pour cold water to challenge the proposed thinking, to ensure it is more robust, inclusive and smarter.
- Secondly, to encourage a bottom-up process of change. Working upwards we together can seed new thinking as wide as possible. We need to create a tribe of change makers, good people who want to make a difference, and who realise that if you keep doing the same thing you get the same results. Hence, the need for new thinking to guide future actions and practice.

After the 100 days the resultant new ideas will be presented to major global conferences and elsewhere with, hopefully, a legacy of the 'Dublin Definitions' fully tested, challenged and authenticated by you.

This is a completely independent, non-commercial initiative, started by people who want to make a difference.

Please don't sit on the fence with the majority. Read this - there's even a choice of a quick or extended read. Use the easy-to-use 'journey to Dublin' Beliefs Map Tool for insights on your changing beliefs. We guarantee it will get you thinking differently, to be a better communicator. Join the Dublin Conversation at www.prplace.com Why not organise a debate with your groups and networks?

Dedicated to Howard Gossage, the late Chris Skinner, a good person dedicated to creating a better world through better public relations and communications in Africa and beyond. And to the next generation of communicators who will carry our torch forward.



You can distribute, remix, tweak, and build upon this work, even commercially, as long as you credit the Dublin Conversation or the Dublin Definitions for the original creation.

Why we are here...

Events of recent times have transformed the previously academic question about *'What is public relations?'* into an urgent, critically important one for our society.

Our era has witnessed the emergence of something called 'Comms'; a new concept that seemingly consists of more than what is called 'integrated marketing communications', yet has still not been formally defined, with a coherent, established framework of supporting thinking.

The very concept of 'public relations' is facing serious long-term challenges, its role and function threatened and more marginalised.

Indicators such as:

- the decline in the use of the term 'public relations' in job titles, department or business names
- the emergence of 'Comms', 'Corporate Comms' or 'Communications' as increasingly used titles, without any clear understanding of what 'Comms' really is. Other specialisms being used for job and function titles such as, 'reputation management', 'investor relations', 'internal comms', 'employee engagement', or 'crisis communications'.
- anecdotal evidence of significant in-house job losses
- reports of salaries in the sector being squeezed ¹
- less than 2% of UK public relations businesses reporting profits of more than £50,000 a year ²
- only one in three of UK public relations companies - in what is a mature business sector - being more than five years old ²
- a 20% decline in Google searches for the term 'PR jobs' ³

- all point to a 'public relations' name and brand facing the risk of decline, or at the very least facing major changes; a profession and a business sector, in urgent need of a new impetus, an injection of new thinking, to ensure it can survive and thrive.

There has never been a more critical need for a redefined, revitalized, and rejuvenated public relations, working alongside advertising which itself is in a period of change, to address the major challenges our world faces.

The solution to this paradox is threefold:

- wake up to the impact of revolutions in technology, neuroscience and psychology witnessed in the last 25 years, creating a new era, a new context.
- use these revolutions enable us to see our world from completely new vantage points. In the same way Copernicus and Galileo revolutionised our understanding of our universe by looking from a different perspective.
- use new standpoints these revolutions create to enable us to dig deeper, to discover a core touchstone for a richer and more profound understanding of what is 'public relations' and what is 'advertising'.

These new opportunities provide a way ahead for public relations and advertising functions that can provide better leadership, connections and collaborations for the wider world - and a better future.

Hence this White Paper, or pamphlet, to get the discussion going.

We need to create wide-ranging engagement through what is called the ‘Dublin Conversation’; to explore new ideas such as the ‘draft Dublin Definitions’ proposed here to create better insights and understanding.

We can all make a difference to initiate the change we want to see in the world. Let’s start talking. Let’s make the ‘Dublin Conversation’ happen.

What’s in store

This ‘Dublin Conversation’ pamphlet aims to get the conversation going.

It is divided into:

Part One A - *The seven steps quick read to arrive at a new understanding (estimated reading time 4 minutes)*

or

Part One B - *The seven steps longer read to arrive at a new understanding (estimated reading time 15 minutes)*

Your journey to Dublin. Test how far you believe in the draft ‘Dublin Definitions’ by testing the 20 nudges required in your beliefs

Part Two - *The benefits and advantages of the ‘draft Dublin Definitions’*

Part Three - *It needs you in order to grow*

Appendix

Bibliography

And guess what? Public relations cannot be defined. At least not in isolation. Read on.

Part 1A. The quick glance - 7 steps to understand what is meant by the draft 'Dublin Definitions' (estimated reading time 4 minutes)

Step 1 - What was previously an academic debate about 'What is public relations?' is now an urgent task for our society.

Recent events in the Western world reveal an increasingly divided and distrusting society. Public relations and other communications disciplines urgently need to be more capable, resilient, fitter for purpose, to provide our society with better strategies and tools to survive and thrive.

Step 2 - You need to be looking from somewhere completely different to define 'public relations'. It's emergent.

For over 120 years there has been a failed search for a universal consensus on 'What is public relations?' The reason? We were looking in the wrong place. Like the ancient astronomers who defined their Universe with the Earth at its centre we need a new standpoint. The new era created by revolutions in digital technology, neuroscience and psychology, and emergence theory prompts new thinking on how we go about how we socially inter-act, communicate or achieve behaviour change.

These revolutions unveil a bigger landscape, overcoming the blinkers of earlier study. Public relations is not at the centre of its universe: it's a product of a wider context, not possessing an intrinsic exclusive quality, but works as a double act with advertising.

Step 3 – We have witnessed the emergence of the 'Comms' era and need to evolve the PESO model

A new era commonly called 'Comms' has emerged. 'Comms' needs to be recognised as more than an abbreviation of 'communications' or 'integrated marketing communications'. It features the communication disciplines of advertising, brand management, digital marketing, and public relations. Comms practice uses the communications model of Earned, Owned, Paid, and Shared media channels (currently called PESO).

This model however, needs to further evolve by expanding the concept of 'Own' to also include own behaviours and attitudes while also being more flexible in its application for both advertising or public relations. Your actions, what you think and do, are the most powerful statement anyone can make - managing them is a key activity of public relations.

Step 4 - You cannot define 'Public Relations' in isolation - it exists and works in polarity with advertising

Previous efforts to define 'Public Relations' have primarily been in isolation, with no reference to other disciplines, nor to its new context of the 'Comms' era. Public Relations can no longer be defined in isolation but operates alongside advertising to provide polarity in this new world of 'Comms'. Any communication is the result of an inter-play between the two poles of advertising and public relations. The different disciplines are defined not by any exclusive element but by their focus, emphasis, or range. Advertising tends to work to a PESO model. Public Relations to an OSEP one.

Step 5 - Earned trust is the pivotal touchstone for public relations - and validates existing accepted definitions

We need to use Nobel prize-winning psychologist Daniel Kahneman's five dimensions or heuristics, of creating familiarity by being known, liked, trusted, front-of-mind and being talked about to frame our universe of 'Comms'.

All communications leverage trust. The element of trust within these five heuristics is where public relations has an outstanding strength compared to other disciplines. Public Relations was born out of the need to earn trust.

Earned trust is the pivotal touchstone for all public relations practice. It is 'earned trust', not just 'trust'. Earned trust underpins, and is at the heart of a good reputation, relationships, influence, social capital and word-of-mouth. Earned trust exists as a deeper truth within all the current accepted definitions of public relations, thus validating them.

Step 6 - Public Relations activity is scoped by the process of earning trust

The process for earning trust defines the scope of public relations through five core activities:

- First, we identify where we need to earn trust to achieve the communications or behaviour change goals we seek. Then we listen, acting as the 'corporate listener', listening to our environment before acting
- We define and refine our Brand character, counselling on its reputation, and through our thinking, actions and behaviours begin earning trust.
- We next use existing or build social capital to earn trust through our relationships and shared identities.
- Lastly, we manage our narrative, story, news or content to earn further trust, by influencing how we are known, liked, already trusted, are front-of-mind or being talked about through word-of-mouth conversations.

Delivering these core activities, within Kahneman's five heuristics of being known, liked, trusted, front-of-mind and being talked about, creates the outcomes of better influence, relationships, reputation, social capital and word-of-mouth.

These five heuristics, activities and outcomes provide a framework, a new dashboard, for more extensive metrics-driven practice.

Step 7 - It's urgent. We need to begin an emergent, bottom-up conversation for change

Through these steps we have created new draft definitions for 'Comms', 'advertising', 'brand' and 'public relations',

We now need to mirror the process that created public relations through a bottom-up, emergent pathway for change. Hence the 'Dublin Conversation' to promote discussion. Every conversation can lead to new ideas or deeper understanding.

Share your views at www.prplace.com Spread the word. Tell at least two people.

The draft Dublin Definitions

The 'draft Dublin Definitions of 'Comms'

'Comms' is more than an abbreviation of 'Communications'. 'Comms' works to achieve change goals in social inter-actions including communications, marketing, behaviours or attitudes, by managing how we are known, liked, trusted, front-of-mind and being talked about.

'Comms' features the communication disciplines of advertising, brand management, digital marketing, and public relations that operate across Earned, Paid-for, and Shared media channels and Own behaviours, attitudes and media.

The 'draft Dublin Definitions of Advertising' (using the PESO model)

Advertising is born out of the need to get known and noticed to pro-actively advocate, persuade, engage, build emotional responses, participate, facilitate or create conversations. Effective advertising generates better awareness, emotional engagement or calls to action.

Advertising operates in a 'Comms' environment, working alongside public relations and other communication disciplines to achieve familiarity by making you more known, liked, trusted, front-of-mind, or being talked about through Paid-for, Earned, Shared or Own channels.

The 'draft Dublin Definitions of Public Relations' (using the OSEP model)

Public relations is born out of the need to earn trust for any social interaction. Effective Public Relations creates better influence, relationships, reputation, social capital and word-of-mouth conversations.

Public Relations operates in a 'Comms' environment, working alongside advertising and other communication disciplines to achieve familiarity by making you more known, liked, trusted, front-of-mind, or being talked about through using Own, Shared, Earned, or Paid-for channels.

The 'draft Dublin Definitions of Brand'

A 'brand' is defined as a conceptual space containing all the perceptions, drawn from its facts, feelings or even falsehoods, that exist about a character (a person, group, or organization), constituency (a place or market sector), or campaign (a promotional activity). This brand space provides a convenient box for individuals to select, organize, and interpret the input from their senses to give meaning and order to the world around them.

A brand is more than a marketing tool. It provides a conceptual vehicle for anyone operating in a Comms environment to contain the perceptions about any sender of a message, its receiver, the message itself, or its context.

Going forward

1. The draft 'Dublin Definitions' explains why, in over 120 years, there has never been a universally-accepted definition of 'public relations'. We were looking in the wrong place. We don't live in a PR-centric world.
2. Using new insights from digital technology, neuroscience and psychology provides an easy-to-use and share definition of a new 'Comms era'. This goes beyond existing definitions of 'integrated marketing communications, by identifying the simple rules that enable social interactions to take place by being known, liked, trusted, front-of-mind and being talked about. Combine this with an evolved communications model of using Earned, Own, Paid-for, and Shared channels enables the 'Comms' era to be formally recognised
3. The 'draft Dublin Definitions' benefits:
 - Public relations by providing direction with greater self-belief, purpose and confidence by either using 'earned trust' as the touchstone for invigorating better reputation, relationships, influence, social capital or word-of-mouth management, or through re-energising public relations-led integrated Comms practice.
 - Advertising by integrating and deepening its thinking and doing within a wider context of the 'Comms' era.
 - For advertising or public relations activity it has made briefing simpler for any communications challenge in the Comms era. Any brief now has the starting point of: *'Can you communicate or achieve behaviour change by getting more known, liked, trusted, front-of-mind, be talked about by using either PESO-led or OSEP-led channels?'*
 - Our society may have better tools for earning trust either to build better leadership, connections and collaborations. We can enable others to be better consumers of trust, thus reducing the risk of their being exploited.

Part 1B - The longer read alternative - 7 steps to understand what is meant by the draft 'Dublin Definitions' (estimated reading time 15 minutes)

Step 1 - This is now urgent. We are in a new era of critical changes with critical needs

The political events in 2016 regardless of political viewpoint, with the election in the United States of Donald Trump as President and earlier the same year the BREXIT vote in the UK to leave the European Union, have brought into sharp focus the concerns over society becoming increasingly divided and polarised.

The very notion of democracy in Western societies is under threat. One recent study revealed less than a third of millennials in the United States believe that it is extremely important to live in a democracy, compared with over two-thirds of older Americans. ⁴

What was previously an academic discussion about *'What is public relations?'* has been transformed into an urgent and critically important need to create better tools for our society. Public relations needs to be more capable, resilient and fitter for purpose in order to provide our society with better tools to operate and improve itself.

Conversation points:

- *Are societies becoming more divided and less trusting?*
- *How serious is this threat and what are its implications?*
- *Any other examples of challenges our society faces that could be addressed by better communications practice?*

Step 2 - You need to be looking from somewhere completely different. It's emergent.

For over 120 years practitioners and academics have either failed to establish a universal consensus '*What is public relations?*' or respond with '*It's something you can't define*'.

The reason? They were looking in the wrong place.

Like the ancient astronomers who defined their Universe with the Earth at its centre, we need a new standpoint.

Before Copernicus and Galileo the world was explained through theories that were elaborate, elegant and sophisticated. And wrong. Their starting point was the Earth being at the centre of their Universe.

We in public relations now stand at a new crossroads. Do we continue to seek to define our world with PR at its centre? Or do we start exploring from somewhere else?

A new era created by revolutions in digital technology, neuroscience and psychology and emergence theory prompt new thinking and starting points for beginning our journey towards how we go about social inter-action, communications or achieve behaviour change.

These revolutions unveil a bigger landscape, overcoming the blinkers of earlier study. Public relations is not at the centre of its universe: it's a product of a wider context, not created by any intrinsic exclusive quality.

The revolution in digital technology has created a new world, a dominant single canvas for all communications disciplines to operate on and compete on. These disciplines previously were perceived as operating in discrete silos. The digital revolution created a flux of uncertainty over who now does what, and questions whether these old labels even relevant to 21st century communications practice.

A parallel revolution in neuroscience and psychology, particularly the work of Nobel prize-winner Daniel Kahneman, identifies how you need to create familiarity by how you are known, liked, trusted, front-of-mind and being talked about. These simple rules-of-thumb - what Kahneman calls 'heuristics' - scope and frame the boundaries of this new canvas.

The revolutions in digital technology, neuroscience and psychology create a bigger landscape to investigate the question with new starting points for exploration. Using a bigger lens created by what is known as 'emergence', provides a completely new and transformational perspective.

Emergence can be explained by studying a familiar global icon - the brand logo of the FedEx Corporation.



Many are unaware of a right-facing 'arrow' seemingly hidden within the logo, created by the space between the letters 'E' and 'x'. This 'hidden' arrow is created through the artistic technique of negative space; the artist does not draw a white arrow, the shape and definition of the arrow is created instead as a product of its environment, it has emerged from within its landscape. What you perceive is an arrow not drawn, but created by its context, superimposed from outside its space.

Let us examine another example of emergence: how most British cities and towns historically have a more affluent West End and a less affluent East End, again caused not by town planning but by emergence.

Smoke from chimneys would go up and be blown by the prevailing westerly winds eastwards. As a result, if you lived in the eastern end you would contend with both your own smoke plus that blown over from the western end of town. The rich, who could afford to do so, consequently lived in the more desirable urban areas of the West End, while the poorer got the rough end of the deal, in the East End.

Over the centuries British urban landscapes emerged with affluent and less affluent districts, a reality created primarily through emergence rather than from conscious design or planning. They were created by their context, by emergence.

Ivy Lee, is often cited as a founder of modern public relations practice at the beginning of the 20th century, a time of major industrial disputes. He, along with the other pioneers of PR succeeded in demonstrating how the best interests of their clients could be served by moving beyond traditionally biased publicity handouts of his time that could not be trusted. They produced instead, statements of 'fact', information that could be more trusted by others to be accepted as truthful.

The PR pioneers response - a different type of more trust-based communication to contemporary advertising - emerged from their situation.

Let us explore beyond the conventional timeframe for defining public relations practice i.e. the Ivy Lee era, and go back to 2,000 years, to the works of Greek philosopher Aristotle. He identified that it's not what you rationally or emotionally say, but your character, your 'ethos' that defines how others see you, how they perceive who you are, and how they view your conduct and behaviour; what emerges from who you are.

The insights provided by neuroscience and psychology, notably Kahneman's heuristics of how we achieve familiarity with those around us by being known, liked, trusted, front-of-mind and being talked about, provide simple rules that create the landscape within which social interactions emerge.

Emergence theory creates a completely new perspective for analysing and defining *'What is public relations?'*

Public relations is defined by its environment, not by an intrinsic, exclusive quality. Public relations, like the FedEx 'arrow', is a product of its wider context, a recipe, a cocktail created from different responses to the needs of its environment. To understand, to get to the very heart of what is public relations, you need a bigger lens to overcome the boundaries and blinkers of earlier study.

Since its post Ivy Lee conception, the question of *'What is public relations?'* has been explored within the boundaries of the 'arrow'. Yet, the answer to gaining true understanding of *'What is public relations?'* is to examine the wider context that creates the emergence for the perception of the arrow.

We need to step and think outside the 'arrow'. We need to look at the question from a different place, in a universe where public relations is not at the centre.

Conversation points:

- *Do you agree that previous efforts to define 'public relations' were framed by looking at the world from a PR-centric viewpoint, the equivalent of looking from within the arrow?*
- *Does emergence theory present a new way of looking at the PR world?*
- *Can you think of any other examples of emergence theory in action?*

Step 3 - The emergence of the 'Comms' era of Earned, Owned, Shared, and Paid-for Channels

The new era of 21st century communications has witnessed many informal responses. Many practitioners in communications practice employ the loose label of 'Comms' using it in their job or department titles or branding to include the word 'Comms'.

One major professional body, the UK-based PRCA, even evolved its name to 'Public Relations and Communications Association' in response to its perceived changing situation.

Yet, no august oracle, no professional source declared, 'There should be a new era of 'Comms''. It just happened. It just emerged.

There have been significant informal adaptations to this new era of 'Comms'. Yet, there are no accepted formal definitions of 'Comms' or dedicated theory to its practice, nor the role of public relations within this new context.

In 2002 the Nobel Memorial Prize in Economic Sciences was awarded to Daniel Kahneman for his pioneering work in understanding how the human mind works - or fails to work - when it is forming judgments and making decisions. His work challenged the assumption of human rationality prevailing in modern economic theory - and seemingly in much communications practice - of people being rational, logical, and analytical beings, making optimum decisions if provided with the full facts.

Kahneman reveals how people engage two modes of thinking: System 1 and System 2.

System 1 is characterised by quick, instant responses to questions or challenges. Ask someone to answer what is 2 + 2, or name a white coloured animal, they will answer with quick-fire ease, with easy-to-hand replies. System 1 is like thinking without having to think. Most of the time it seemingly provides a satisfactory response.

Its shortcoming: you are actually coming up with first available answers rather than consciously deliberating a response.

In contrast, pose questions like 'What's 17 x 23?' without resorting to a calculator, and one can almost sense one's brain having to move up a gear to generate a response. That is System 2 analytical, rational, and logical thinking in operation.

Most people's thinking, Kahneman argues, uses System 1.

Neuroscience reveals that rational, logic and word thinking is performed in the pre-frontal cortex part of the brain that developed much later in humankind's evolution. Yet much of people's thinking is done in the limbic part of the brain, which does not use words in its reasoning, but is driven by raw emotional impulses. When asked 'What you thinking?' it is not possible to have precise words or definitions about our feelings, because the brain activity that generates these feelings has not articulated them in rational words.

People's choices and beliefs are motivated by the need to reduce cognitive dissonance - the sense of anxiety we have when making a choice, when balancing potentially conflicting or contradictory ideas.

When responding to a survey question, *'This organization is good because of...'* or *'that organization is bad because of...'* people make statements based not on rational facts, nor real insight into future intention. Rather they respond to reduce and minimise immediate internal dissonance, saying what makes them either feel better about themselves, or makes them look good to others. *"The fundamental tenet of market research is that you can ask people questions and that what they tell you in response will be true. And yet ...this is a largely baseless belief. The simple, clear obvious reason for this is that: "The unconscious mind is the real driver of consumer behaviour."* (Graves)

Fortunately, Kahneman provides help and a way forward for identifying the key drivers that guide people's unconscious thinking. People are inherently lazy, using 'heuristics', simple rules of thumb to guide and direct thinking, directing when to say 'Yes' or 'No'.

Using a heuristic when problem-solving or learning, provides a practical option not necessarily optimal or perfect, but sufficient for immediate goals. In a complex world finding an optimal solution can often be impossible or impractical. Heuristics speed up the process, finding satisfactory solutions, providing mental shortcuts to ease potential dissonance, the cognitive load in making decisions.

Kahneman identified five key heuristics, or what is proposed to be called 'Brand Heuristics'.

People say 'Yes' (or conversely 'No' if the opposite) the more something is identified as:

- Known
- Liked
- Trusted
- Is front-of-mind
- Others are talking about it

These Brand Heuristics provide simple rules to facilitate social interactions. They create the canvas for the world of 'Comms'. This canvas that has always existed but is only recognised now, thanks to the age of neuroscience feeding Kahneman's insights.

Greater convergence within communications disciplines preceded the arrival of the Internet. The concept of 'integrated marketing communications' was beginning to establish itself by the early 1990's. The digital era however, galvanised this underlying trend, brought it out into the open to fully reveal, confirm and identify itself.

'Comms' in practice is more than an abbreviation of 'communications'. It engages with marketing and behaviour change, engaging with a much wider landscape of social-interactions. It is greater in scope than what is currently defined as 'integrated marketing communications'. 'Comms' operates both within and above 'integrated marketing communications'.

We can explain this dichotomy by using an analogy of the game of chess; integrated marketing communications is about managing the individual chess pieces - one piece is advertising, one public relations and so on. 'Comms' does this but also manages the character and behaviour of the chess player, their conduct, playing by the rules, treating their opponents with respect, aware of the wider context thus positioning it beyond integrated marketing communications.

This 'Comms' canvas operates along a timeline and across different places and groups.

Although there are no accepted formal definitions of 'Comms' or dedicated theory to its practice, nor the role of public relations within this new context that's not to say there have not been any significant conceptual response to this new world of 'Comms'.

The concept of how the communication disciplines of advertising, brand management, digital marketing and public relations all operate on this new digital world using Earned, Owned, Paid and Shared channels of communications has gained widespread acceptance in practice. (Commonly called the PESO Model, but am not using this for reasons that will shortly be explained.)

The model defines:

- *Earned Media* is where you 'earn' the right for a third party to use the content you are providing because of its value. Media relations has been a traditional distinct domain of the public relations industry.
- *Owned Media* is content you own where you have full control over, such as your website, blog, in-house newspaper, property, or vehicle fleet.
- *Paid Media* is paying for the use of a medium owned by a third party.
- *Shared Media* is connecting with media platforms where you have a shared status with others, with goals to interact and share your content.

A deficiency in this model, one which is profoundly significant for public relations, is how it defines interactions solely as media channels, while ignoring the most profound form of communication available: your own behaviours and attitudes. Your actions, what you think and do, are the most powerful statement anyone can make.

To address this, the concept of 'Owned' needs to evolve and expand, to 'Own', being more than just directly-owned media channels but also including your own behaviours and attitudes, or as Aristotle would call it your 'ethos'.

In using the Earned, Own, Paid-for and Shared model we will also need to use the concept in a more flexible way - that can help us distinguish between advertising and public relations practice, which will be discussed in the next step.

As a consequence, 'Comms' practice can include advising the corporate whole on what to do or not do, what attitude to have, what to think in areas beyond the marketing remit, beyond the domain of 'integrated marketing communications'.

Reverting to our chess analogy, 'Comms' is about managing the chess player and their responses to their wider world, entering realms of engaging with strategic leadership, how you connect and how you can potentially collaborate, as well maximizing the use of the individual chess pieces that represent traditional communications disciplines.

But where does public relations sit within this new, wider world of 'Comms'?

Conversation points

- *Do Kahneman's five heuristics of being known, liked, trusted, and being talked about frame all communications practice?*
- *Can you think of any examples of communication activity that challenge the above statement?*
- *Is 'Comms' different to 'integrated marketing communications'?*
- *Does the existing PESO model need to evolve to include 'Own' consisting of own behaviours and attitudes as well as owned media channels?*

Step 4 - You cannot define 'Public Relations' in isolation - it exists and works in polarity

Previous efforts to define 'Public Relations' have primarily been in isolation, with no reference to other disciplines, nor to its new context of operating in the era of 'Comms'.

Public Relations can no longer be defined in isolation but operates alongside advertising to provide polarity in this new world of 'Comms', a universe of social inter-action created by Kahneman's five simple rules of being known, liked, trusted, front-of-mind and being talked about.

The different disciplines were previously characterised by their media channels; advertising was characterised by using paid-for media, whereas public relations was perceived as essentially earned.

In 21st century practice there is now considerable blurring between advertising and public relations campaign delivery. Most award-winning advertising now features a strong earned media dimension, while public relations has, for over a generation, increasingly been using paid-for media, whether 'colour separation charges' in B2B trade media campaigns or the fast-growing tactic of Pay-for-Clicks in social media campaigns. Shared media, since the advent of social media, has witnessed a turf war without clear conclusion of who, if anybody, among the communication disciplines, 'owns' this space.

The different disciplines are defined not by any exclusive element but by their focus, emphasis and range.

When you communicate or seek to influence behaviour change public relations is not a solo act. It is part of a double act working with advertising.

Other key dimensions in the Comms landscape are 'digital marketing' providing the dominant mechanics for operation and delivery of online activities - along with other offline marketing channels, while 'brand' provides the conceptual tools within an infosphere that provides the equivalent of an atmosphere for perceptions.

In this context, 'brand' is defined as a conceptual space containing all the perceptions, drawn from all the facts, feelings or even falsehoods that exist about a character (a person, group, or organization), constituency (a place or market sector), or campaign (a promotional activity). A brand provides a convenient box (or schema or paradigm) for individuals to select, organize, and interpret the input from their senses to give meaning and order to the world around them. A brand is more than a marketing tool. It provides a conceptual vehicle for anyone operating in a Comms environment to contain the perceptions about any sender of a message, its receiver or the message itself.

But what is at the heart of public relations' magnetic appeal?

Conversation points:

- *Do you agree there has been a considerable blurring between traditional characteristics of different communication disciplines?*
- *Do you agree that public relations is not just communications but also encompasses behaviour change?*
- *Do you agree that Brand is not just a marketing term, but its definition needs to evolve to be recognised as a conceptual tool to help make sense of the world?*

Step 5 - The difference between advertising and public relations. How earned trust is the pivotal touchstone for public relations

Within the five dimensions of creating familiarity, of being known, liked, trusted, front-of-mind and others talking about you, it is element of trust where public relations has an outstanding strength compared to other disciplines.

At the heart of Public Relations is the role of being champion for the task of 'earning trust'. Trust is having a belief and familiarity with others, that they will not harm you or disadvantage you, and will deliver their promises.

Trust cannot be built, it has to be given by a third party. It has to be earned. All human interaction requires trust. All communication disciplines use trust. Public Relations therefore cannot 'own' the dimension of 'trust' but takes a prime role in managing, measuring and nurturing 'earned trust', the equivalent of caring for the engine or muscle that creates trust.

You cannot say public relations is trust-based and advertising is not. That is nonsense. All disciplines use and leverage trust. What then is the difference between public relations and advertising? We may get insight by using the analogy of producing the traditional English egg and bacon breakfast; the hen is involved, but the pig is committed. Other communication disciplines are involved with trust. Public relations is committed to trust.

Public relations, like all other communication disciplines, should work to make its immediate communication or engagement as powerful as possible by harnessing any existing well of trust. Public relations however, through its exposition, in the telling of its story should ensure today's activities add to, or at least do not diminish the well of trust. Public relations is minded about trust that exists today, and beyond.

Public Relations, in contrast to advertising, tends to operate with a greater emphasis on more strategic and longer-term outcomes, and to a wider range of places - constituencies, and people - characters. It works to ensure your muscle of earned trust is able to perform tomorrow, and the day after, and also engages with a wider spectrum of stakeholders.

Earned trust is the pivotal touchstone for all public relations practice.

Public Relations primarily operates an OSEP approach to media channels with an emphasis at the outset on Own behaviours, attitudes and media channels, followed by Shared, Earned and Paid-for channels.

Advertising delivers advocacy of a brand, product or service. It primarily operates a PESO approach with an emphasis on Paid-for media, followed by Earned, Shared and Own channels.

The different disciplines mirror nature. There are two types of sighted animals - binocular and monocular vision.

Advertising is like the binocular vision animal with eyes at the front of their head, enabling precise, focussed tasks to be completed to survive.

Public Relations is like the monocular vision animal with eyes on the side of their head which, although is less precise, is better for scanning their environment, to be more alert to threats and opportunities, enabling them to adjust their behaviour to their environment in order to survive.

Public relations has always operated in polarity with advertising, but it has taken the revolutions in digital technology and neuroscience and psychology to bring this reality into sharp focus.

Being in polarity is not about being exclusively at opposite ends of a spectrum. The poles instead establish extreme points generating different synergies within their spectrum of inter-action. Reality in the Comms universe is not about one particular pole of advertising or public relations operating in isolation. The end social interaction is a result of the dynamic tension, an inter-play, between advertising and public relations.

From experience, discussion about public relations has tended to focus on what it isn't, rather than what it is. The reality is that it operates in an active field, inter-acting with advertising's tendency to pro-actively get known and noticed.

The poet John Donne might have said, 'No communications discipline is an island'.

Here is a list providing a starting point for the different tendencies that characterise the difference between 'advertising' and public relations. Note, they are tendencies rather than exclusive qualities or behaviours. The inter-action between the two extremes realises an outcome.

Tendencies	Advertising	Public Relations
<i>Timeline</i>	Immediate, short-term focussed	Expansive, longer-term focussed
<i>Focus</i>	Precise, narrow focus	Broader, wider focus
<i>Targets</i>	Audiences	Communities
<i>Trust</i>	Involved	Committed
<i>First instincts</i>	Paid-for media	Own behaviour
<i>Type of engagement</i>	Outbound, interrupts, pushes for engagement, top-down	Inbound, attracts, pulls for engagement by earning trust through actions, social capital and content
<i>How touches everyone within an organisation</i>	Role primarily of communication professionals	Role extends to touch everyone within an organisation

We operate in a world dominated by Darwinian thinking, Darwinian Theory is a dominant paradigm within contemporary scientific and intellectual thought, where "Darwinism can 'explain' anything." (Franklin, Stove)

This recognises strategies of co-operation and collaboration can enable species to survive or thrive. (The story of the oldest preserved human being, Otzi who lived over 5,000 years ago in the Alps is a tragic story of the human condition. He died not from old age, or being attacked by a wild animal or from disease. He was killed by another human, with an arrow in his back. A sad indictment of humankind that our oldest preserved ancestor was a victim of failed trust.)

The starting point for connecting public relations to Darwinian thinking is to recognise how human survival has depended on the need to be part of a larger social group as isolation leads to a sub optimal existence.

People need to trust you to live alongside you, do business with you or to work with you to future goals. Together you are able to provide a more capable tool for creating a prosperous and sustainable global society. Whether it is to survive - or succeed - humankind needs to manage how it can best work together.

By developing new thinking from the Darwinian theory of evolution, where altruism creates an evolutionary advantage (Tomasello), we are able to establish a role for public relations as guardian of the task of building the capacity to co-exist, co-operate or collaborate. Integrating this into any new theory, or theoretical framework will underpin a new enhanced public relations function that will be stronger, with more robust foundations for its right to exist.

At the heart of co-operation and collaboration is the imperative of trust. By adopting 'earned trust' as pivotal to public relation practice enables it to be a powerful tool at the heart of enabling our society to function more effectively.

To correctly quote John Donne, who captured the essence of this fundamental reality, *'No man [or woman] is an island, entire of itself'*. (Donne)

If we recognise the importance of trust, what do communicators need to be doing in order to address wider social issues?

Any skill can be at one of four levels:

- Unconscious incompetence - you don't know what you don't know
- Conscious incompetence - you know what you don't know
- Conscious competence - you know what you know
- Unconscious competence - you know something without having to consciously think about it

The task of earning trust as the central key to our society functioning goes largely unrecognised in everyday life, operating at an unconscious level - either competently, or incompetently. An online search for 'Trust' for example, surprisingly reveals the predominant ranking of searches for legal trusts and legal definitions.

Trust is our most precious asset for human survival after sun, air, water and food. It enables social interactions to happen. It provides the glue that holds our society together, a means of fostering better collaborations. Yet, trust in its meaning of 'belief in others' evidently ranks lower down the list on our society's scale of priorities.

We need to transform the idea of 'trust' in our societies, to encourage greater recognition, respect and veneration. 'Trust' and 'Trustworthiness' need to be transformed from an unconscious thing that somehow happens (or alarmingly, increasingly does *not* happen). We now need to recognise and celebrate how 'Trust' and 'Trustworthiness' are the critical assets that enable us to co-exist, co-operate or collaborate. We need to develop recognition that any engagement, or change, comes from a process of trust generated through behaviours, shared beliefs, values and narratives. These vital assets need care, nurturing and guidance from earned trust professionals, or we will have a poorer, lesser world.

Strategies on managing the dimensions of trust and trustworthiness from above - authority, sideways (your peers), or distributed trust (distributed among your environment), need to be the starting point for how we do public relations. The communications industry should also take a responsible role in educating consumers about the potential exploitation of trust and trustworthiness.

Public relations throughout its modern life-time has used the concept of two-way communications to distinguish itself, from advertising. In its simplest form this consists of two parties communicating with one another in a reciprocal manner, with the recipient providing feedback to the sender. Evolving from this is the concept of 'symmetrical public relations'. Here, the Holy Grail is relationships based on mutual respect and understanding, with a willingness to adapt and adjust to accommodate the other party.

We have never been happy with the concept of 'symmetrical relationships'. It imposes a simplistic model on a volatile, uncertain, chaotic and ambiguous world. If there was a map showing a brand and its environment, reality would consist of a chaotic mix of an infinite number of arrows in multiple endless directions, let alone the presence of a sea of memes consisting of arrows with no start or finish points. And there wouldn't be just one map.

Using Kahneman's five heuristics has simplicity, whilst not being simplistic at heart. Instead of seeking to define whether or not you have 'mutual understanding' - whatever that means - this can more quickly be established by posing what we call the five quick 'Earned Trust Questions':

1. *'Do they trust you?'*
2. *'Do you trust them?'*
3. *'Who is out there that is trusted?'*
4. *'Who is out there who isn't trusted?'*
5. *'What do we need to do to earn trust here - possibly learning from the good or bad in our context?'*

You can recognise the power of these probing questions. In the United Kingdom, the result of the BREXIT referendum in 2016 on whether it should stay in the European Union might have been different had the Remain lobby group addressed, at the outset of its campaign, these fundamental earned trust questions.

Public Relations is born out of an idea that you need to earn trust to establish any social interaction. This idea has a beautiful simplicity.

How you go about earning this trust scopes what defines future public relations practice.

Conversation points:

- *Is earning trust at the heart of defining public relations practice?*
- *How do you think advertising and public relations are different? Are they like the binocular or monocular animals? Can you add to the list of differences?*
- *Do the five Earned Trust Questions provide a useful tool for communications practise?*

Step 6 - Public Relations activity is scoped by the process of earning trust

A five step process for earning trust defines the scope of public relations activity.

- We earn trust using the five Earned Trust Questions as the starting points for public relations practice.
- We listen. Others won't trust us if they feel they have been listened to. Listening gives us intelligence, insight and power to earn trust.
- Our brand character and reputation is defined by our thinking, actions and behaviours. We earn the right to be considered trustworthy through what we do and what we stand for. How are we known, liked, trusted, front-of-mind or being talked about?
- We build social capital. Who do we know that others trust? How can our family, tribe or group, or any shared sense of identity, enable others to trust us more?
- What is our narrative, story, new or content that will make others trust us more? How can we use this to be more familiar, better known, liked, trusted, front-of-mind or being talked about?

As a consequence public relations has five prime activities of:

1. Managing the activity of earning, growing and measuring trust
2. Champion of corporate listening to its wider environment
3. Advice and counsel on Brand Character
4. Building social capital
5. Managing narrative, storytelling, media relations, and content marketing or inbound PR

Public relations works to achieve the outcomes of greater:

- Influence (with an ideal of win-win relationships)
- relationships
- reputation
- social capital
- word-of-mouth

Thus endorsing existing industry definitions of 'influence' (PR Council, USA), 'relationships' (PRSA, USA), and 'reputation' (CIPR, UK) and by creating a binding synthesis finding a deeper truth within them.

Earned trust is the potent quality, the energy at the heart of each of these outcomes:

- How do you know you have influence? People trust you, or your communication
- The sign of a good relationship? You are trusted.
- The indicator of a good reputation? People trust you.

- Evidence you have strong social capital? You are a trusted member of a wider group or identity
- Good word of mouth? People trust and are more likely to pass the information about you.

Public Relations is also recognised by its traditional roles in media relations or brand journalism, social media, community management and engagement, employee engagement and public affairs.

And what is the single, most profound asset at the core of these practices? They all leverage earned trust at the heart of their operations. It is the significance of earned trust that unconsciously marks them out as within the orbit of, and connected to public relations.

Public relations is characterised by the fact that it operates with a greater sense of its environment, and is able to drive messages in a more flexible way to achieve better leadership, connections and collaborations.

A current focus of the public relations profession is 'social purpose'. This reflects a move forward to an emphasis on social capital and brand character. It is a trend that recognises that media relations or content marketing in a more complex, competitive world are insufficient to achieve desired results.

Are there even bigger concerns that a revitalised public relations needs to face up to?

Conversation points:

- *Do the five steps for earning trust scope public relations practice?*
- *Do we need to embrace social capital and word of mouth communications within the orbit of public relations practice?*
- *Does recognising earned trust validate or offer a deeper alternative to existing definitions of public relations?*

A draft Dublin Definition Toolkit - the beginnings of an emergent communications Toolkit

Kurt Lewin, the behavioural psychologist, neatly explained the need for any good theoretical framework: *"There is nothing so practical as good theory."*

The draft 'Dublin Definitions' seek to provide new direction with new thinking that is both robust in theory and practice to stimulate a revitalised public relations practice.

Here is a starting point for a new Toolkit developing new strategies and tools to deliver 'Comms' via the draft 'Dublin Definitions'. A similar model for advertising, operating in polarity with public relations, awaits to be developed. These tools were grown from using emergence thinking, creating new assets from what is already out there. Can you add to or devise new strategies and tools that deepen or extend the draft Dublin Definitions?

Activity	5 emergent-based questions
Earned trust	<ol style="list-style-type: none">1. <i>'Do they trust you?'</i>2. <i>'Do you trust them?'</i>3. <i>'Who is out there that is trusted?'</i>4. <i>Who is out there who <u>isn't</u> trusted?'</i>5. <i>'What do you need to do to earn trust here to bridge the trust gap - possibly learning from the good or bad in your context?'</i>
Brand character	<ol style="list-style-type: none">1. <i>Do you have you the reputation, influence or relationships you deserve?</i>2. <i>Where do you <u>not</u> have you the reputation, influence or relationships you deserve?</i>3. <i>Who is out there that who has the reputation, influence or relationships they deserve?</i>4. <i>Who is out there that who <u>hasn't</u> got the reputation, influence or relationships they deserve?</i>5. <i>What do you need to earn trust here to bridge the reputation gap - possibly learning from the good or bad in your context?</i>
Social Capital	<ol style="list-style-type: none">1. <i>Are you trusted by others because of the people you know, the groups you are a part of or associated with, or any other wider sense of shared identities?</i>2. <i>Are you not trusted by others because of the people you know, the groups you a part of, or associated with, or any other wider sense of shared identities?</i>3. <i>Who is out there who is trusted by who they know, the groups they are a part of or associated with, or any other wider sense of shared identities?</i>4. <i>Who is out there who is not trusted by who they know, the groups they are a part of or associated with, or any other wider sense of shared identities?</i>5. <i>What do you need to do to earn trust here to bridge the social capital gap - possibly learning from the good or bad in your context?</i>
Word of mouth	<ol style="list-style-type: none">1. <i>What is your word of mouth? What 'sticky messages', memes or stories do people pass on about you?</i>2. <i>What don't they say about you? What messages or potential memes or stories are people not passing on about you?</i>3. <i>Who is out there who has good word-of-mouth?</i>4. <i>Who is out there who doesn't have good word-of-mouth?</i>5. <i>What do you need to do to bridge your word-of-mouth gap - possibly learning from the good or bad in your context?</i>

The draft Dublin Definitions - leading to a more metrics-drive Public Relations practice

Public relations has been on the back foot in the age of data. Partly because other disciplines were inherently more data-driven and therefore could respond easier to an age of numbers. Yet, also the other disciplines could define and dictate what actually gets monitored and subsequently measured.

The 'Dublin Definitions' provide the opportunity to extend what is on the radar for communications and behaviour change management. We have an opportunity through scoping public relations through the process of earning trust to create new dashboards to drive practice forward. By developing a greater understanding of listening skills - measuring how we are listening, identifying the specific muscles and inter-actions that earn trust, extending our measurement of brand character and reputation, the different levels of our social capital, and the qualities of our word of mouth will all contribute to a more metrics-driven practice.

The 'Definitions' features an integral theoretical framework to bridge theory, practice, and measurement. The Definitions seek to build theory that can be proved through experimental actions in real life, featuring a set of three checklists, each containing five elements.

The three checklists provide an initial framework to enable public relation practice to be a more metric-driven discipline.

Delivering the three checklists achieves the higher goals of improving the capacity for better leadership, connections or ability to collaborate.

The challenge is to now develop a dashboard that can provide effective measures for each of these elements.

Five *goals* of being:

1. Known
2. Liked
3. Trusted
4. Front-of-mind
5. Being talked about

Five *activities*: public relations is delivered by managing the dimensions of:

1. Earning trust
2. Listening - the corporate listeners for a brand and its wider context
3. Advising on brand character - where your actions are your most profound communication
4. Managing a brand's narrative, story, content and inbound PR
5. Building social capital

Five *outcomes*: by working to deliver the five tasks and managing the five actions public relations practice can deliver outcomes of better:

1. Reputation
2. Relationships
3. Influence
4. Social capital providing the capacity to co-exist, co-operate or collaborate
5. Word of mouth

Step 7 - It's urgent. We need to begin an emergent, bottom-up conversation for change

The rise of 'fake news' is recognised as a critical issue for Western societies with concerns over how digital technologies assist the spread of false or misleading information designed to damage in some way.

Who can you trust is now more than an empty rhetorical question: it is a critical challenge for the fundamental well-being of our society.

Add to this an unrecognised and hidden threat or society faces.

The new era of 'Comms' is within the context of rapid technological, economic and social changes, where new things that can make life more comfortable or convenient often have a cost to wider social interactions, connectedness and community. This phenomena can be called 'Unsociable Capital'.

Rising 'Unsociable Capital' means we hang out with each other less and less. As a consequence, it leads a greater atomization, insularity, division and most significantly, decline in trust from above. It unpicks the bonds that bind us together as a society. People are less trusting, more divided and potentially less collaborative.

Never has there been a more critical or urgent need for a public relations that works and takes a lead role to earn trust for better leadership, connections and collaborations within our society.

Can a new revitalized public relations rise to the challenge?

To make any new thinking fully embedded and sustainable we need to mirror the process that created public relations in the first place - a bottom-up, emergent pathway for change. Hence the idea of the 'Dublin Conversation'.

We need to create engagement, discussion and reflection by encouraging the widest conversations possible. We must encourage others to make their own minds up by working back from their situations, to review if their existing definitions or theories are the best choices available. Are there better options available? Do they now include the 'draft Dublin Definitions'? Could there be further iterations for even better outcomes?

Is the name 'Comms' for example appropriate or suitable for this new era? Are there better alternatives, such as 'New Comms', 'Now Comms' or 'New School Comms'? It is all up for discussion.

We believe the 'draft Dublin Definitions' offers a better alternative than existing definitions, providing a better way ahead and creating more self-belief, increased confidence and sense of purpose for public relations professionals and their practice.

You have a choice: Be like a Pope Urban VIII, in denial, refusing to accept new insights from new learning. Or be like a Copernicus or Galileo, recognising a public relations that is not at the centre of its universe.

Our society is in urgent need of better leadership to bind its wounds, heal its divisions, and create a better future. Central to this quest will be smarter ways we manage, measure and nurture earned trust through what we think, say and do, and what others say about us.

We also believe passionately in humility and humble intelligence. The 'draft Dublin Definitions' - even if you believe it does not provide a better alternative to what is currently on offer will at least provoke a reaction, stimulating new thinking and debate. You may even generate an even better alternative by yourself.

You decide. It needs you to grow in order to make a difference. That's why we are having this 'Dublin Conversation'.

Three quick actions to get your 'Conversation' going are:

1. Reflect on what you currently define as 'public relations'. Compare and contrast with the 'draft Dublin Definitions'
2. If you have new feelings, insights or ideas share them at www.prplace.com
3. Spread the word. Tell at least two people.

Conversation points:

- *Should we adopt the commonly used 'Comms' to describe our new era?*
- *How are you thinking differently as a result of reading this? Are there certain things you feel more convinced of? Are there new ideas you are embracing?*
- *Do you think your world is poorer with the rise of 'fake news' and 'unsociable capital'?*
- *Do you agree in giving feedback? Will the future you be critical of your behaviour if you do not respond, engage or give feedback in this Dublin Conversation?*

Going forward

So why is all this important?

Whether it is evidence of growing distrust or division, the fuelling of disinformation or mal-information through digital technology we need to be better practitioners in responding to this world. We must endeavour to build the capacity and confidence among others to be better consumers of information.

Our society needs better tools for managing the tasks of earning trust and being seen as trustworthy. By doing so we offer the way ahead for building better leadership, connections and collaborations. We can also enable others to be better consumers of trust, thus reducing the risk of their being exploited.

The draft 'Dublin Definitions' provide the public relations discipline with new direction offering the potential for greater self-belief, purpose and confidence.

By establishing 'earned trust' as the touchstone for practice offers the potential to strengthen the foundations for managing better reputation, relationships, influence, social capital or word-of-mouth management. By using the earning of trust to scope public relations practice the Definitions anchors or deepens its licence to operate. Public relations practice should now be scoped by managing the functions of the champion of earning trust, the corporate listener, counsellor to brand character, the builder of social capital, and manager of narrative, story, news, content or inbound PR.

Critically, in the age of 'Comms', the draft Dublin Definitions provide a call to action for a re-energised public relations-led integrated Comms practice. Too many public relations practitioners are stuck in a halfway house when delivering integrated communications practice. Responding ad hoc to the revolution in digital technology has led to an incremental process of adding to an old school way of public relations, centred on media relations. New tasks such as Search Engine Optimisation, pay-for-clicks and more are added, creating a Heath Robinson- like vehicle for delivering communications or behaviour change.

What is needed instead, is a fresh look, taking stock with new theories, definitions and methodologies. Words are tools, theories are maps; the more precise our tools and more accurate our maps the better chance we have of achieving greater goals. We now have the opportunity for a rejuvenated PR-led integrated Comms approach.

For advertising the Dublin Definition provides a way forward, enabling its practitioners to think and practice communications beyond paid-for media channels. The Definitions integrate and deepen advertising practice within a wider context of the 'Comms' era.

For both advertising and public relations activity the Definitions make briefing simpler for any communications challenge. Any brief now has the starting point of: *'Can you communicate or achieve behaviour change by getting more known, liked, trusted, front-of-mind, be talked about by using either PESO-led or OSEP-led channels?'*

The Definitions provide a way forward for making better sense of your world and guiding your responses to it. At the very least the draft Dublin Definitions provides a better alternative to existing definitions of advertising and public relations, while providing for the first time a formal definition of 'Comms' which goes beyond current definitions of 'integrated marketing communications'. If you care about the future of communications should you be making a 'journey to Dublin'?

Your 20 nudge ‘journey to Dublin’ - 20 belief steps for you to believe in the draft Dublin Definitions

Map out your journey of accepting new ideas by identifying the nudges that are transforming your thinking.

Make sure to answer all the nudges. Identify where you agree, disagree or are not sure.

Reflect, then please share your experience of your ‘Journey to Dublin’.

Nudge	Idea	Agree	Disagree	Not sure	Why not sure?
1.	We live and work in a world that has witnessed radical change. There is a need to evolve our thinking and doing in communications practice to meet the new challenges we face.				
2.	Our society faces major challenges of growing distrust, division and ‘fake news’				
3.	In communications practice we need to evolve the currently accepted PESO model of Earned, Owned, Paid-for and Shared media channels, by adapting ‘Owned Media’ to ‘Own’. This consists of behaviour, attitudes as well as own media channels.				
4.	All communications practice is governed by the five simple rules-of-thumb (heuristics) recognised by Nobel prize-winning psychologist Daniel Kahnemen of being known, liked, trusted, front-of-mind, being talked about, These frame all communications activity and campaigns. <i>[If you know of any campaign examples that do not fall within these five heuristics, we are desperate to hear from you.]</i>				
5.	We operate in a world, commonly called ‘Comms’ <i>[other names may emerge]</i> that is framed by Kahneman’s five heuristics which provides a canvas for social inter-action, and uses Earned, Own, Paid-for and Shared channels.				
6.	Advertising and public relations do not exist in isolation but operate in polarity in a ‘Comms’ world.				
7.	Advertising is born out of the need to get known and noticed. Public relations is born of the need to earn trust. The need to be liked, to be front-of-mind or be talked about is created through a synergy of inter-action between the two poles of advertising and public relations				

8.	All communications use trust				
9.	Public relations is born out of the need to earn trust in social interactions.				
10.	Public relations does not 'own' the dimension of 'trust' but takes a prime role in managing, measuring and nurturing 'earned trust', the equivalent of caring for the engine or muscle that creates trust.				
11.	The need to earn trust frames public practice by: <ol style="list-style-type: none"> 1. Managing the activity of earning, growing and measuring trust 2. Champion of corporate listening to its wider environment 3. Advice and counsel on Brand Character 4. Building social capital 5. Managing narrative, storytelling, media relations, and content marketing or inbound PR 				
12.	Public relations works to achieve the outcomes of greater: <ul style="list-style-type: none"> • Influence (with an ideal of win-win relationships) • relationships • reputation • social capital • word-of-mouth 				
13.	Public Relations is recognised by its traditional roles in media relations or brand journalism, social media, community management and engagement, employee engagement and public affairs - which all leverage earned trust at the heart of their operation.				
14.	The five quick 'Earned Trust Questions': <ol style="list-style-type: none"> 1. <i>'Do they trust you?'</i> 2. <i>'Do you trust them?'</i> 3. <i>'Who is out there that is trusted?'</i> 4. <i>'Who is out there who isn't trusted?'</i> 5. <i>'What do we need to do to earn trust here - possibly learning from the good or bad in our context?'</i> <p>These provide a valuable starting point for public relations inquiry.</p>				
15.	The draft Dublin Definition Toolkit offers potential to develop new strategies and tools for public relations and Comms practice.				
16.	Confidence is one of the most under-recognised requirement for effective communication and engagement				

17.	The draft Dublin Definitions provide direction with greater self-belief, purpose and confidence for invigorating better reputation, relationships, influence, social capital or word-of-mouth management, or through re-energising public relations-led integrated Comms practice.				
18.	Developing ideas through encouraging emergent, bottom-up development has the potential to be more widely shared with a more dispersed sense of ownership than top-down driven activity.				
19.	It is important that the genesis of the draft Dublin Definitions is seen to be independent, not owned by any organisation or person to achieve the widest adoption.				
20.	There is a need to educate and promote greater recognition and respect for trust and trustworthiness for the good of wider society.				

Part Two The 7 advantages of the Dublin Definitions

1. The draft 'Dublin Definitions' explain why, for over 120 years, we have failed to establish a universal consensus on '*What is public relations?*' The reason? We were looking in the wrong place. Thanks to the disruption caused by revolutions in digital technology, neuroscience and psychology have created a bigger landscape, overcoming the blinkers of earlier study.

Like the ancient astronomers who defined their Universe with the Earth at its centre we need a new standpoint. These revolutions unveil a bigger landscape, overcoming the blinkers of earlier study. Public relations is not at the centre of its universe: it's a product of a wider context, not created by any intrinsic unique quality.

Previous definition of public relations were insufficient because they did not recognise nor respond to the nature of a society based on trust.

The draft 'Dublin Definitions' respects complexity and emergence, recognising a definition of public relations is more defined by its context with its shape and form emerging from its emphasis, focus, characteristics and tendencies than a singular, unique point of distinction.

2. The draft 'Dublin Definitions' creates a new map for the 'Comms era'. Provides a formal definition of 'Comms anchored by its core disciplines of advertising, brand management, digital marketing and public relations within the context of a dynamic model.

It overcomes 'silo' thinking that previously blinkered earlier definitions and theory in defining communication and behaviour change disciplines.

For public relations it provides new direction with a greater self-belief, purpose and confidence by either using 'earned trust' as the touchstone for invigorating better reputation, relationships, influence, social capital or word-of-mouth management, or through re-energising public relations-led integrated Comms practice.

For advertising it integrates and deepens its thinking and doing within a wider context of the 'Comms' era.

For our society we may just have better tools to learn to live and go forward together better.

The draft 'Dublin Definitions' provide a new dimension to what it commonly called the 'PESO' or 'OSEP' models integrating Own behaviours and attitudes to the model.

3. The 'Dublin Definitions' is an evolution, harnessing new thinking to refining a definition of 'public relations. It validates existing dominant definitions of public relations based on reputation, relationships or influence by discovering a deeper truth within them, creating a new synthesis that binds them together to provide greater resonance.

Like a Christmas tree, earned trust is the star that sits atop. The next layer of branches are its prime functions of listening, brand character, social capital and word-of-mouth with the next layer of branches of influence, relationships, reputation, capacity to collaborate through social capital, and word-of-mouth.

The earlier definition weren't wrong. They were an integral part of a much bigger entity created and shaped by its context. Within them all existed a deeper truth. By using Kahneman's five heuristics we have been able to discover them.

The draft 'Dublin Definitions' provides a profound validity for public relations in a new era of 'Comms'. Its touchstone of earned trust, recognises that no one is an island, and provides an ethical basis for the discipline through managing, measuring and nurturing 'earned trust'.

4. The draft 'Dublin Definitions' extend the scope of public relations. It recognises social capital as a key activity within public relations, where no one is an island, using the power within relationships and communities to influence behaviour and connections thus provide greater capacity for co-operation and collaboration.

It also integrates the output of content marketing, and new thinking of 'inbound PR' and the outcome of word-of-mouth into the orbit of public relations activity.

5. The draft 'Dublin Definitions' features an integral theoretical framework to bridge theory, practice, and measurement, building theory that can be proved through experimental actions in real life, featuring a set of three checklists. The three checklists provide a framework to enable public relation practice to be a more metric-driven discipline. Delivering the three checklists achieves the higher goals of improving the capacity for better leadership, connections or ability to collaborate.
6. Incorporates new and older thinking, beyond the early 20th century, which frames current public relations theory and practice.

From science the draft 'Dublin Definitions' starts by using the dominant scientific paradigm of our era, Darwinian Theory: how strategies of co-existence, co-operation and collaboration can support survival. The draft 'Dublin Definitions' puts collaboration at the heart of its thinking and doing.

From the scientific revolution in neuroscience and psychology, the definition integrates the work of Nobel prize-winning psychologist Daniel Kahneman, of how people use heuristics to think and make decisions, based on how something is known, liked, trusted, front-of-mind and others are talking about it. The draft 'Dublin Definitions' uses these heuristics to frame its analysis.

From new thinking in social science and research, such as Robert Putnam's work on social capital, the draft 'Dublin Definitions' recognises the power and value within social relationships, social norms, social identity and social obligations. The definition integrates and references for the first time the task of building social capital and the dividends from this asset.

From management science, such as the work of Anne Gregory and Paul Willis, the Definition signifies the role of leadership to inspire others to engage or follow of their own free will.

From military strategy, such as the work of Emile Simpson, where the winner of a war is not necessarily the side that has killed more or occupied most land: it is the one with the winning story. Managing narrative and storytelling are recognised as key actions within the definition.

From poetry, the poet John Donne, would have written, *“No person is an island”* recognising that no individual, organization or place exists in isolation. Every action or inaction is part of a wider narrative, a bigger story.

The draft ‘Dublin Definitions’ recognises that public relations is the management function managing the relationship between people, organization, or communities and their context for managing either stability or change. The definition uses *“No man or woman is an island”* as a touchstone in its definition.

From philosophy, the work of Aristotle, recognizing how the *ethos*, the character of a person, and its *kairos*, the timing and context for their communication, are just as important as their *logos*, their facts, or *pathos*, their emotional appeal in any communication. The definition integrates advising on brand character and your context in its actions and outcomes, particularly for reputation, influence and word-of-mouth.

From marketing communications, writers like Seth Godin on ‘Idea viruses’ or Stephen Waddington on ‘Brand vandals’ on how word of mouth communications and brand reputation can be managed in a new era of digital communications.

7. The ‘Dublin Definitions’ is meme-friendly, with an easy to pass-on statement, featuring an inspiring call to action. If it was printed on a T-shirt it would probably say:

***Public Relations is born out of the need to earn trust through what you do, say, and what others say about you.
Because no one is an island.***

Conversation points:

- *Do you agree or disagree with any of the seven advantages?*
- *What ways can you make the thinking grow? What’s missing? What needs to be added?*
- *Is there a better alternative to the draft Dublin Definitions?*

Part Three - *It needs you in order to grow. Join the Dublin Conversation*

The anthropologist Margaret Mead once observed, *“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”*

The example of the Public Relations Society of America (PRSA) whose efforts to create a new definition of public relations demonstrate why a bottom-up approach is needed to address the question of new thinking, theory and definitions within communications.

In 2012 the PRSA announced, after using a crowdsourcing technique, that it had created a new definition of public relations. It declared that *“Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”*⁵

This is partly true. Our journey via the draft ‘Dublin Definitions’ has recognised that relationships are a key part of what constitutes public relations. Yet, despite using one of the most extensive and widely-engaging processes to arrive at a new definition, to this day it still has not received universal recognition or adoption.

Why?

We have demonstrated through the draft ‘Dublin Definitions’ that its statement, although not inaccurate, contains only part of a bigger truth. It is insufficient, only describing part of our reality.

Despite using a crowdsourcing techniques and engaging with 12 partner organisations and attracting 1,447 votes in its selection beauty parade, it was still essentially a top-down process. Its genesis was owned and directed by the PRSA.

Although the process was reasonably transparent and democratic, and certainly must be the biggest exercise of its kind, it was still the property of the PRSA. Being the progeny of the PRSA meant the new definition came with the baggage of being the PRSA’s baby, for good or bad.

Sure, someone from above has to start the conversation. Yet, if we want to nurture a better way forward it is critical that no one ‘owns’ the genesis of the draft ‘Dublin Definitions’. It needs to emerge as part of a wide-ranging strategic dialogue. Fundamentally, it need to be emergent in character, encouraging peer-to-peer, bottom-up engagement, growing from people like you and me. If organizations want to adopt it, or something similar, or even a completely new concept that adds value, that is a result from this exercise.

The PRSA said back in 2012, in response to criticism, *“This is the beginning, not the end of the debate. The organization plans to keep the PR Defined blog open to allow discussion. To that end, Corbett told The New York Times: “Like beauty, the definition of ‘public relations’ is in the eye of the beholder.”*

The PRSA’s blog is still open for contributions, albeit with no recent input. We hope the organisation’s mind is still open too. Along with the minds of any other group or individuals who care about a professional craft, and tools for a better society.

Yet, bodies, like the PRSA, need to be involved, engaged in exploring new thinking, yet alongside thoughtful citizens.

Could you be a thoughtful citizen to join a Conversation to make things better?

There's never been a more critical time for our society for a redefined, revitalized, and recharged public relations and Comms to address the major challenges our world faces.

Every conversation adds new ideas, deepens thinking or sparks new dimensions. If we want to create something that will serve us best, that is most insightful, profound or effective, of lasting value, we need more conversations.

That's the idea behind the draft 'Dublin Conversation'. Let's start talking about how we can make what we do better by encouraging as many conversations as possible. Let us create the intellectual equivalent of the 'Ice Bucket Challenge'. We have a belief that if two people agree on everything, one of them is useless. What ways can you be a good, critical and constructive friend to extend our thinking to make it more robust and effective?

It seems there is a choice of:

1. Reaffirm existing definitions and theory of what we do.
2. Help grow the new draft 'Dublin Definitions' as a new, better alternative.
3. Come up with even better alternatives which we need to be open and receptive to.

As fate would have it, there is a big international PR and Comms conference in October 2018, yes in Dublin. This seems an obvious place to present any new thinking and doing as a result of these conversations, as well as any other open doors to new thinking.

There's at least one place to share your ideas and conversation at www.prplace.com the independent, non-commercial global platform for new thinking and doing in public relations and communications. You can create your own talking space. You can join in the conversation.

This free pamphlet explaining what the draft 'Dublin Definitions' is also available at www.prplace.com.

Can you join the 'Dublin Conversation'? Are you going to accept the world as it is? Or are you going to change it for the better?

We are listening. We need to have a conversation.

Conversation points:

Do you agree that the draft 'Dublin Definitions' is a better alternative to what is currently on offer?

1. What's important to you emotionally?

- *How do you feel about the draft 'Dublin Definitions'? Is it good or bad?*
- *What first got you interested in public relations or communications?*
- *How does this discussion relate to your interest in public relations?*

2. What's your perspective of the future?

- *Are you optimistic or pessimistic about the future of public relations?*
- *How does this Conversation make you more or less optimistic or pessimistic?*

3. What ways can it be improved?

- *Is there one thing you would add to this 'Conversation'?*
- *What are you in agreement or disagreement with?*
- *Can you think of any examples of communications and public relations work that has not been scoped by the need to be known, liked, trusted, front-of-mind or being talked about?*
- *Are there even better alternative definitions and theories you know of?*

4. What are you going to do different on Monday as a result of reading about the 'Dublin Conversation and Definitions'?

You decide. It needs you to grow in order to make a difference. That is why we are having this 'Dublin Conversation'.

Three quick actions to get your 'Conversation' going are:

- 1. Reflect on what you currently define as 'public relations'. Compare and contrast with the 'draft Dublin Definitions'*
- 2. If you have new feelings, insights or ideas share them at www.prplace.com*
- 3. Spread the word. Tell at least two people.*

Can you join the 'Dublin Conversation'? Are you going to accept the world as it is? Or are you going to change it for the better? We're listening. You need to join the conversation.

Appendix

The journey to redefine and now refine public relations

The draft 'Dublin Definitions' and the 'Dublin Conversation' has emerged from a growing tribe of changemakers.

The idea was initially sparked by Andy Green. Andy is a UK-based PR practitioner, university lecturer and social entrepreneur. He has been on a quest over the last seven years to a Holy Grail of defining 'What is Public Relations?', only to realise he was asking the wrong question.

His journey has involved many friends and fellow professional communicators to whom he is extremely grateful for their providing constructive feedback and guidance. There have been numerous iterations, false dawns and plain wrong thinking. The wider effort included co-creating the #PRredefined global community of public relations thought leaders, producing an academic paper delivered at the EUPRERA conference, and many lectures, conversations, email exchanges and chats.

Why the 'Dublin Definitions'? It was in this fine city where the eureka moment arrived. Most definitions and theories are seemingly named after a place. And is there a better place in the world to start a conversation and inspire new thinking?

Why is this question so important to Andy? Over a 35 year career he has never been happy with current public relations theory and practice. Yet, he respects good theory in the same spirit as Kurt Lewin's explanation of, "*There is nothing so practical as good theory.*" Andy is passionate about humble inquiry: humility, he believes is the source of wisdom and happiness. Everyone has something to give and you build relationships by respecting others and their contributions. (Hence, why he is keen to anthropomorphise 'Dublin' as the hero of this exercise.)

Andy always had a bigger worldview of what public relations is, or should be about. He was blessed with an inspirational boss early in his career, the late Robert Davey. Robert told a story about the time when he went to pitch for a lawnmower account and when asked: "*Tell me Mr. Davey what are you going to do to improve our PR?*" replied, "*The first thing I'm going to do is cut the grass outside your office.*"

Andy also has a stupid belief that we have a duty to be good ancestors.

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