

# Lesson 3:

## The Second Driver of Trust for Vaccine Uptake: Logic



### Logic

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- Logic is a driver of trust and is experienced when you trust another person's judgment and competence.
- Logic is demonstrated by communicating your rationale or reasoning effectively, making sure others understand not just what to do, but why something needs to be done.
- Leaders wobble on logic when they fail to communicate consistently and effectively, explain their judgment poorly, exercise poor judgment, fail to deliver on what they say, and say one thing but do another.
- Communicating logic effectively involves keeping information clear and to the point; using everyday language; acknowledging bias and cultural differences with transparency; citing mutually-respected sources of evidence and inviting others to share what they know.
- Communicating logic effectively does not involve sharing a large amount of information, lecturing, telling people what to do, using jargon or abstract terms, seeking to influence or change others' ideas, discrediting their information source or its intent, being argumentative or overly technical, overstating your position, confronting, shaming, or using positional power to influence action.

### The Five Steps of Effective Communication

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The five steps in communicating effectively to people who think differently than you do include:

1. **Ask** open-honest genuinely curious, non-judgmental questions
2. **Listen** to what people you disagree with say and deepen your understanding with follow up inquiries
3. **Reflect** back their perspective by summarizing their answers and noting underlying emotions
4. **Agree** before disagreeing by identifying ways in which you agree with their point of view
5. **Share** your perspective by telling a story about a personal experience

**Misinformation** is false or misleading information; disinformation is false information that is purposely spread to deceive people.

When faced with misinformation, do not blame or shame, minimize or dismiss the source, or argue. Avoid being patronizing, judgmental or condescending.

### Facing Misinformation

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When faced with misinformation, leaders should:

- Stay calm and do not react
- Seek to understand by asking open honest questions
- Acknowledge others' concerns and show respect for their perspective
- Do not repeat misinformation; instead, pivot to positive examples
- Assess their readiness to receive factual information; if they become defensive, they may not be ready to change their mind
- Tailor your response to the individual by using sources, messaging and messengers that resonate with them
- When sharing an information source, provide information about why it is a trusted source and invite questions about what you shared
- Provide access to full and complete information while communicating key messages clearly and succinctly
- Acknowledge that you may not have all the answers and assure that you will find out and come back later

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### Messages that Resonate

Identify and share messages that resonate with your staff. This could include:

**Emphasize choice & caring for others:** “By choosing to get the vaccine, you are helping us keep everyone healthy.”

**Social proof:** “With 80 percent of staff fully boosted, we have been able to get closer to our goal of 100% uptake among eligible staff.”

**Connect to personal goals or identity:** “Choosing to wait to get a booster is now consistent with waiting to see how others fared; they have done well.”

**“Fresh start” messaging:** “It’s been two years since the first people received the COVID-19 vaccine” or “We just hit the 200-millionth vaccine given.”

### Additional Strategies to Building Trust

- Identify other communication channels that can be used to combat misinformation, such as the influential employee messengers speaking with staff in the break room. Make calls to action specific and actionable.
- The way people build trust differs across cultures, and it is important to learn how other cultures build trust. Leaders with staff from other cultures or countries should research their communication norms and styles.
- Open-ended honest questions are critical to crossing cultural divides; yes-or-no questions may lead to misunderstanding.
- To build trust in communities that have been historically marginalized, leaders can communicate logic effectively by demonstrating that their actions are consistent with their words, practice cultural humility, and demonstrate a consistent commitment to building trust.

### Building Trust with Staff Across Cultural Contexts

Examples of leader’s actions that can build trust include:

- Providing bilingual materials to staff, residents and family
- Posting welcome signs for historically marginalized communities in languages spoken by residents and their families
- Demonstrate support for causes or movements important to staff in your organization
- Ask staff how the organization can better support marginalized communities

To practice cultural humility, leaders should:

- Communicate historical awareness of the experiences of that community
- Develop relationships with members of those communities
- Create opportunities to learn about historical and present-day events impacting staff’s views

**Leaders should demonstrate a consistent commitment to building trust with marginalized communities** by holding themselves accountable and steadily taking supportive actions.