



Member Conference 2026

Authentic Communication for Responsible Business

Boldness × Control Matrix – Explainer

Purpose

The Boldness × Control matrix helps organisations prioritise communication actions by balancing ambition with evidence and governance. Use this tool to decide which actions to communicate now and which to phase over time.

Axis Definitions

Vertical Axis: Boldness

- **Stakeholder Salience:** How important the issue is to your key stakeholders.
High: Urgent and visible (e.g., local flood resilience).
Low: Distant or abstract.
- **Clarity of Stance:** How clear and unambiguous your message is.
High: Strong, direct positioning.
Low: Vague or hedged.
- **Readiness for Critique:** Ability to defend your position.
High: Prepared with evidence and spokespeople.
Low: Nervous or unprepared.

Horizontal Axis: Control

- **Operational Reality:** Can you deliver what you promise?
- **Data & Assurance:** Do you have credible metrics or third-party validation?
- **Regulatory Fit:** Does your message comply with relevant regulations and guidance?

Scoring Method

- Score each sub-aspect on a scale of **1 (Low), 2 (Medium), 3 (High)**.
- Average the three scores for Boldness and the three for Control.
- Plot the action on the matrix accordingly.

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Step-by-Step Instructions

1. Identify the action you want to assess.
2. Score each sub-aspect for Boldness and Control (1–3 scale).
3. Calculate the average for Boldness and Control.
4. Plot the action on the 2×2 matrix.
5. Aim for **top-right quadrant** (High Boldness + High Control).
6. If not top-right, decide what to improve before communicating.

Example

Aviva Norfolk Flood Resilience Project

- Boldness
 - Stakeholder Salience = 3
 - Clarity = 3
 - Readiness = 2
 - Avg = 2.7 (High).
- Control
 - Operational Reality = 3
 - Data & Assurance = 3
 - Regulatory Fit = 3
 - Avg = 3 (High)
- **Position:** Top-right quadrant → Communicate confidently now.

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Example Matrix

