



CORPORATE
Growing Pains

Stakeholder Communication:

Creating stronger relationships for sustainable business

Acceleration Workshop

SA Chapter



**Australian
Institute of
Architects**



The Day

1. The Why of Business Communication
2. Springboards for Business Communication
3. Strategies and tactics
4. Specialist client strategies and tactics



It's all about you ...

- What do you want out of today?
- What are your burning questions?
- Any rules you want for today's group?
- The carpark



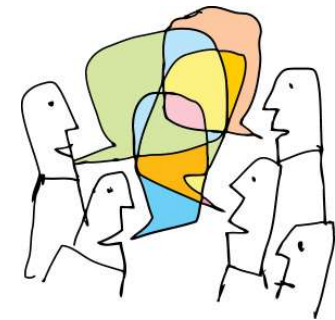
Session 1

THE WHY OF BUSINESS COMMUNICATION

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**Communication is an
integral part of every
human endeavour**



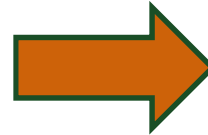
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Communication for business

- Focus Communication to achieve everything required for organisational success

- Values
- Vision
- Stories
- Leadership
- Communication Philosophy
- Relationships



- Productivity
- Accountability
- Ownership
- Revenue
- Repeat Business
- Relationships



Indicators of relationships

- Trust
- Openness
- Involvement
- Investment
- Commitment



Ledingham & Bruning

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Critical to relationships are shared values

Critical to communications are shared values

PRACTICAL EXERCISE 1

VALUES AND SCENARIOS

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Remember – they're people

- Professional
 - Architect
- Personal
 - Family time, fine dining
- Community
 - West Adelaide, PTA, Scouts



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Multifaceted Communication

- Social Networks
 - Why social media works
 - Communication Chain
- Grapevines
 - Water coolers
 - Professional networking



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Session 2

SPRINGBOARDS FOR BUSINESS COMMUNICATION

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Communication is central to leadership

- Organisations succeed when they lead their stakeholders, including their customers
- The key focus of communications should be leadership – sales, marketing, HR, CSR and media should all be supported by communications, but should not be the drivers of communications



Four leadership influence arenas

Voice	Behaviour
<ul style="list-style-type: none">➤ Authentic➤ Quintessential	<ul style="list-style-type: none">➤ Action➤ Communication
Focus	Context
<ul style="list-style-type: none">➤ Vision➤ Objectives➤ Themes	<ul style="list-style-type: none">➤ Perceptions➤ Setting, history➤ Systems➤ Relationships

Geoff Kelly, Kelly Strategic Influence



Types of Leadership

- Creative Leadership Jim Collins myskillsprofile.com
 - Transformational (Change)
 - Authority, communication and relationships
 - Innovation and risk taking
 - Achievement, initiative, decision making and learning
 - Transactional (Service)
 - Analysis and planning
 - Quality/customer focus and business awareness
 - Resilience
 - People orientated
 - Adaptability, sensitivity and teamwork
 - Motivating
 - coaching



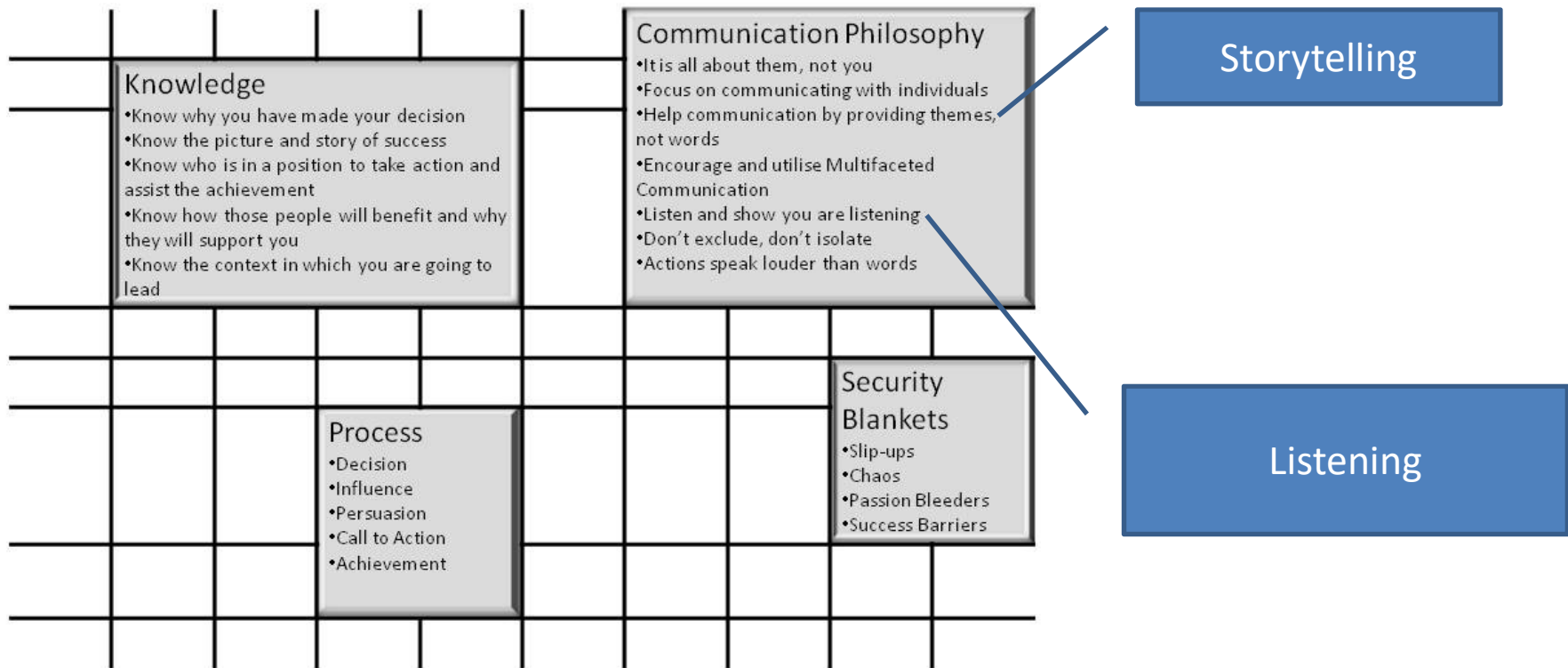
5 Dimensions of Authentic Leadership

- Understanding your purpose (why would I follow you?)
- Practising solid values (consistency)
- Leading with your heart (passion)
- Establishing connected relationships (built on trust)
- Self-discipline in getting results (deliver results, both short and long term)

– Bill George (former CEO Medtronic) 2003 Authentic Leadership



The Leadership Communication Framework





And to this day, most institutions look at public relations as their trumpet and not as their hearing aid. It's got to be both.

Peter Drucker (As quoted by Seitel 2004)

PRACTICAL EXERCISE 2

DEEP LISTENING

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Characteristics of excellent communications departments

- Contribute significantly to the way business relates to internal and external publics
- Interpret the current and future social and political environment for strategic commercial planning
- Encourage the integration of responsibility for dealing with social and political matters with other management aspects
 - Mark Rayner, Chair of National Australia Bank, Mayne Nickless & Pasminco

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Strategy

- “A strategy is a plan that integrates major goals, policies and action sequences into a cohesive whole in support of the organisation’s mission” (Harrison 2003)
- Elements
 - Big Picture
 - Leads the organisation
 - Integrates values, vision, mission, major policies
 - Creative
- PR/Communications deals with relationship activities



The connection

- Strategies are used to plan for the future to achieve specific outcomes
- Leadership creates the vision for the future – strategy helps to achieve that vision



Processes

- ROPE – Research, Objectives, Program, Evaluation
- RACE – Research, Action, Communication, Evaluation
- RAISE – Research, Audience, Implement Strategies, Evaluation
- Cutlip et al – Define PR Problems, Plan & Program, Act & Communicate, Evaluate
- And lots of others!



Session 3

STRATEGIES AND TACTICS

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Creativity

- Information
- Incubation
- Illumination
- Integration
- Illustration



The New Wave

- E-Business and E-Communication
- Business media
 - Blogs, wikis
 - Crowdsourcing
 - Cooperative competition
- Social media
 - Facebook, Twitter, LinkedIn, YouTube, Quora, Foursquare



Tactics – Actions & Events

- Special days
- Displays & exhibits
- Trade shows
- Fairs, festivals
- Anniversaries
- Open houses
- Coffee hours
- Contests
- Parades & Pageants
- Sponsoring
- Foundations
- Receptions
- Concerts
- Grand openings
- Dances & parties
- Banquets



Tactics - Uncontrolled

- News releases
- Feature stories
- News conferences
- Media kits
- Interviews
- Visual news releases
- Talkback radio
- Letters to the editor
- Media briefings
- Op-ed pieces
- Backgrounders
- CD – Rom
- DVD



Tactics - Controlled

- Brochures
- Handbooks & Manuals
- Posters & Flyers
- Emails
- Periodicals
- Annual Reports
- Commemorative stamps
- Protests
- Advertising
- Direct mail
- Mobile libraries & displays
- Suggestion boxes
- Pay & Bill inserts
- Teacher kits
- Videos and slide shows
- Speaking kits
- Speeches, lectures
- Q & A
- Panel discussions



Traditional media

- News Values v News
- Chronological storytelling v Inverted pyramid
- Information v Communication
- Controlled v Uncontrolled
- Reality v Aspiration



“Any media criticism or analysis is always simplistic by its nature and adversarial. You don’t get a balanced view of things. It’s either winner-loser, hero-disgrace in the media. As we all know, that’s not the way it actually is in the real world.”

Eddie McGuire, then CEO Channel 9 (2006)

PRACTICAL EXERCISE 3

YOUR STORY, YOUR LEAD

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Session 4

SPECIALIST CLIENT STRATEGIES AND TACTICS

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Remember – they're people

Build rapport for stronger relationships

- Their personal story
- Their personal values
- Their personal vision
- Their personal goals
- What's important to them outside of work
- Hobbies and interests
- Work responsibilities

Engage with sincerity, be present, listen and understand



9 Client Questions

- Can I trust you?
- Do you really have my best interests in mind or are you just here to get paid?
- What is this? Can you prove it?
- What's in it for me?
- Will it really give me what I want and need?
- Is it worth it? Does it add value to my life?
- What will I have to give up?
- Do I really need it now?
- What will other people think or say?

- Source: SG Partners + additions

How do your proposals and interactions answer these?



Relationship Selling

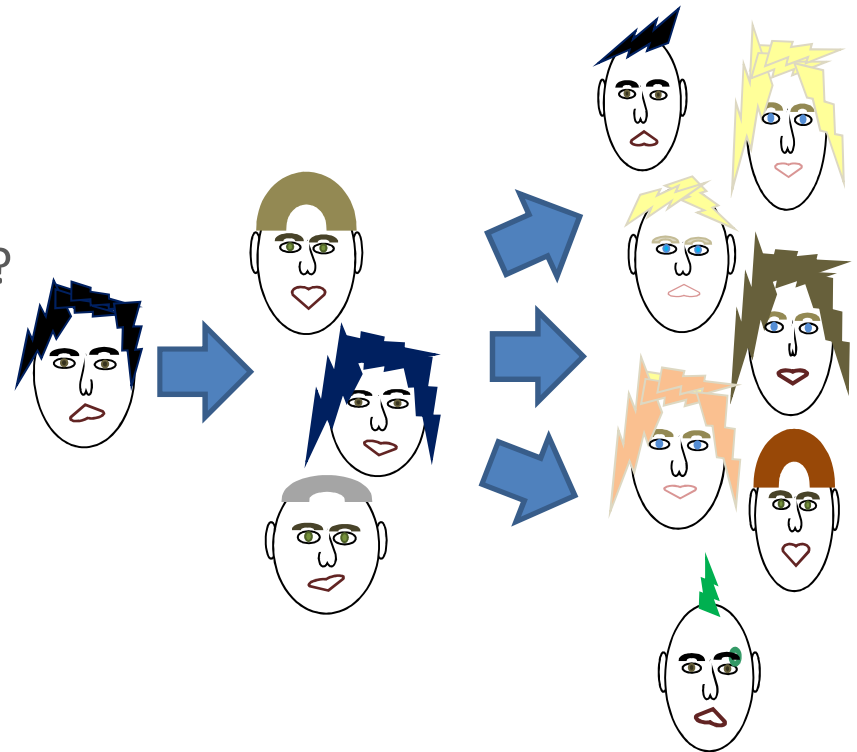
- How are we doing?
 - What do you like about our existing relationship and service?
- What else can we do?
 - To add even more value to you
- What plans do you have?
 - What jobs are coming up
- How can we help?
 - How can we become involved?





Relationship Marketing

- References and Testimonials
 - What did we do well?
 - What value did we add?
 - How we met your delivery needs?
 - Who else would benefit?
- Referrals
 - Planned social meetings
 - Bring into meeting
 - Immediate contact
 - Name and number





Sales Funnel

- Everyone in your practice can provide suspects
- Culling suspects effectively produces good prospects
- Qualifying (pre-tender):
 - What is their deep interest or want?
 - What's their pain? Disturb it.
 - How will your product deliver their want and remove their pain?
 - Make it easy for them to proceed
- Present your case through proposals and meetings (tender)
- Close -> reference/referral/up-sell



Graphic Source: <http://alanblume.wordpress.com/2010/05/25/the-top-of-the-sales-funnel-who-is-responsible/>



“Stephen Denning’s latest book, *The Leader’s Guide to Radical Management*, provides a practical and effective way for organisations to create long-term sustainable success and allow people to flourish at work.”

Geoff’s review, 2010

PRACTICAL EXERCISE 4

STORIES OF YOU

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The Challenge Summarised

My vision, my hope, is simply this: that many business leaders will come to see a primary role of business as incubators of the human spirit, rather than factories for the production of more goods and services

Anita Roddick, Founder The Body Shop, *Business as Unusual*, 2000

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