

Leadership and Capacity Building



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Goals of this Session

- Understand the role of strategic communication in building and changing:
 - Your reforms
 - Your organizations
 - Your networks
- View organizational change as an on-going *communication* process, not an event
- See how the concept of putting “Communication at the Center” applies to both designing and leading organizations
 - **BUT FIRST HISTORY REIMAGINED**


Create SC Capability





Recommendations for Achieving the Ideal SC Capability

LEVERS	RECOMMENDATIONS (short term and long term)
Role of Leadership	
Structure	
People	
Culture	
Process, procedures, tools	
Metrics	



What change do you want to see/help/create?

For network changes, use an Action Research framework to create change

For your organization, create a learning organization with a diagonal “coalition of the willing”



Why Don't Organizations Just Fix their Problems?

- Cognitive Inertia
 - As organizational members become more cohesive and integrated over time, there is a tendency for first-order learning to predominate over second-order learning.
 - Habit, institutionalization, and history drive out deep problem solving.
 - Experimentation tends to decrease over time.

(Virany)

- *Organizational Politics!*





Where is the Resistance?

- Is most of the resistance in the leaders above you or outside your organization?
- Is it in the middle management?
- Is it in the base of the organization—throughout the culture?




You Have to Lead ‘Up’

- A Common Situation:

Your
sophisticated
understanding
of the new

IDEA!

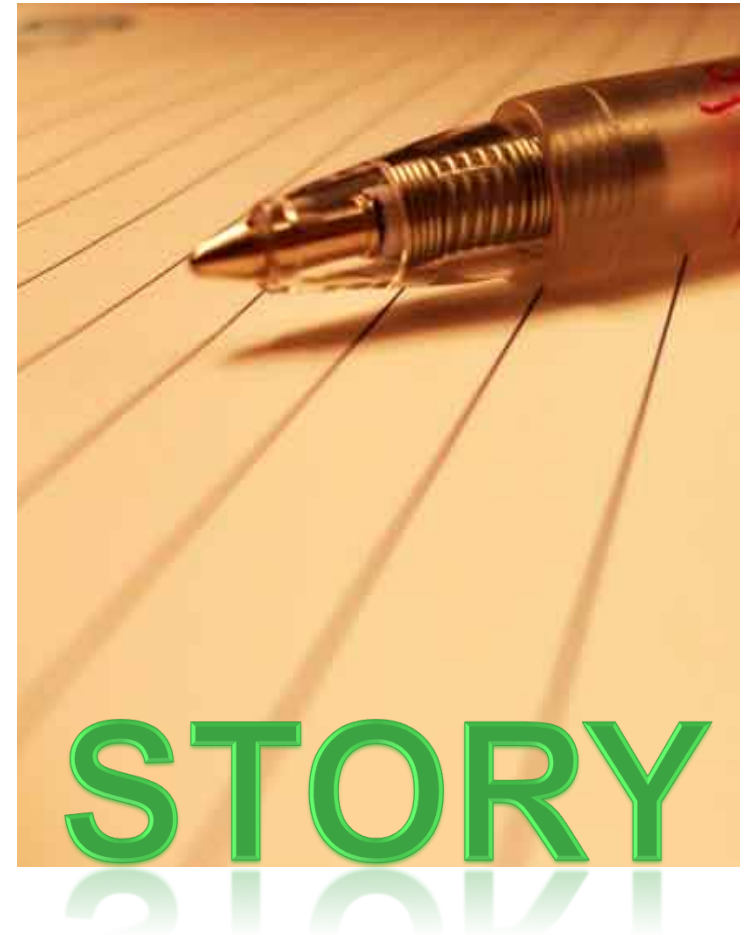


Your boss'
understanding



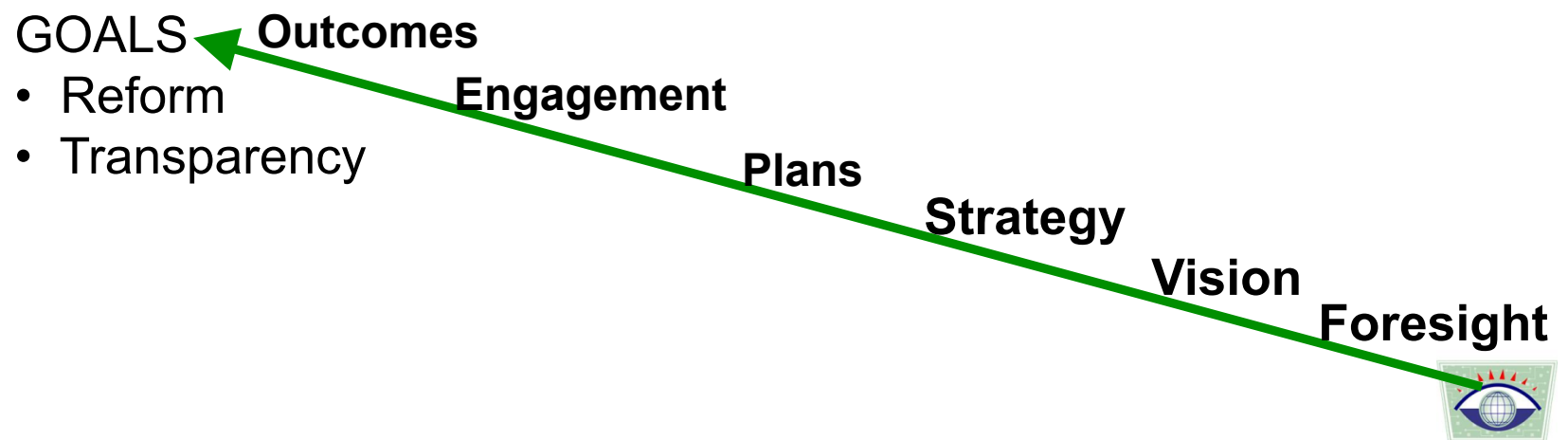
Leading Change Up and Outward

- Develop a coherent **story** for the changes that are needed
- Balance *advocacy* with *inquiry*
 - Find out what he or she believes —this constitutes **evidence** for the argument you are making
 - Best data, simplified
 - Make it their idea
- Patience and Persistence (not Pest)
 - Coaching means asking more questions than giving answers
 - **Lots of people give up too soon**



Create “Line of Sight”

- Alignment
 - Stakeholders understand the mission
 - Stakeholders understand the new vision
 - Stakeholders understand how they contribute to the achievement of the vision





The Drumbeat of Communication

The “On Strategy”* Communication Technique

1. The **Action Equation**

- You are asking people to DO something really different—they should
 - **KNOW WHY**
 - **FEEL WHY**

2. The **People Channel**

- Relationships, forums and social networks
- Real engagement so that people exchange ideas and knowledge



3. The **Conversation Platform**

- A short story that connects the dots and aligns strategy with jobs/actions
 - Has to be vivid
- Need a very short version of this story--an elevator speech
- **Detailed Timeline**

**From Beyond the Babble, 2007*



Lessons from Media and External Communication

- People filter out the dull, irrelevant or unimportant messages
- Framing the message is key (WIIFM)
- Agenda setting only works over time—the process is cumulative
- Individual differences have to be researched
- Content is very important but we need to know what people DO with the message





Building Capacity through Vision

- Think of a vision for the future you would like to help your organization achieve over the next two years
- Write it down
- Take 10 minutes and write a description of this vision that you could explain to someone you just met in 30-45 seconds
 - This is called a conversation platform or
 - An elevator speech
- You want your “story” to be:
 - Clear, Compelling, Memorable and Aligned with the organization’s mission and goals



Elevator Speech

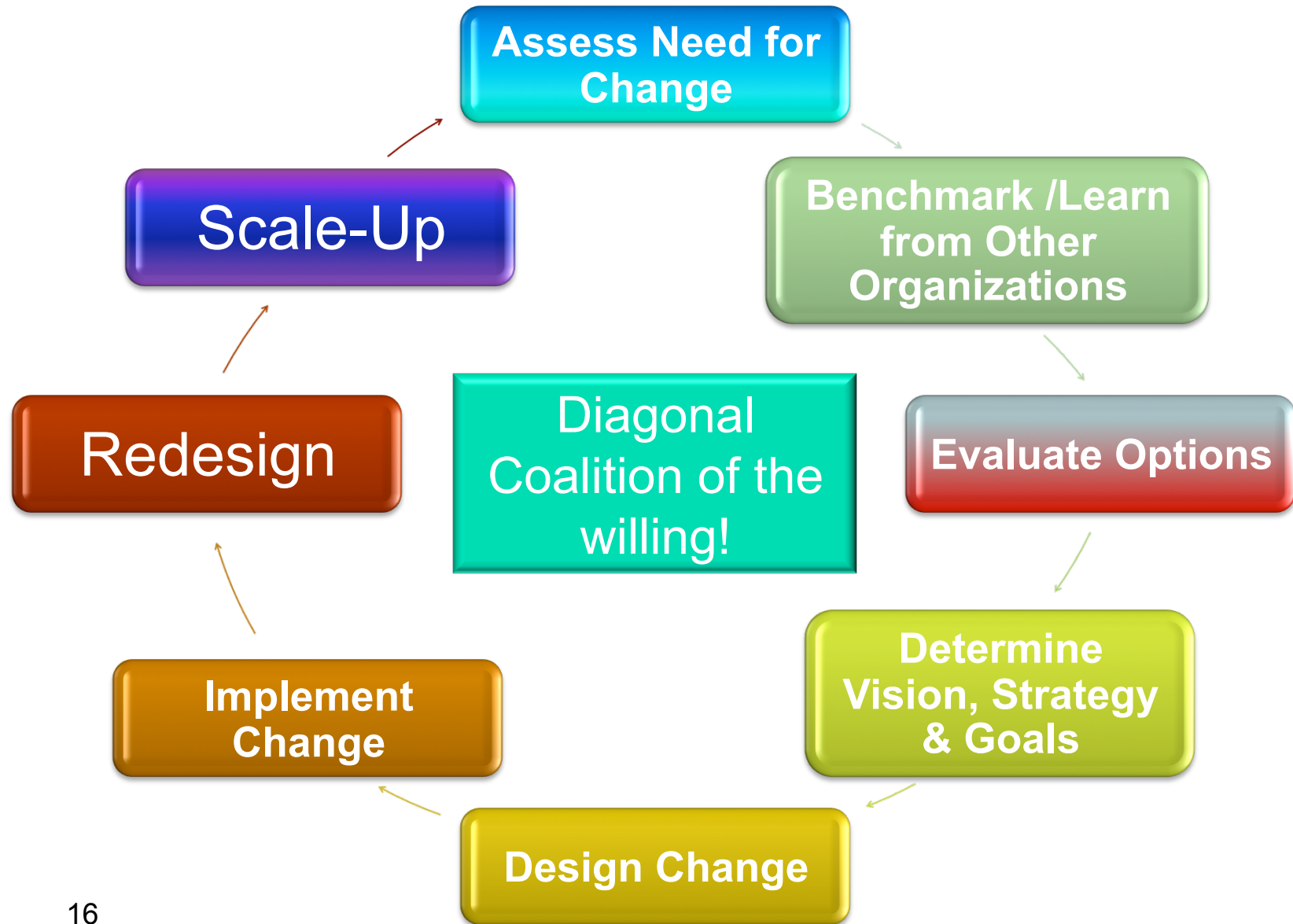
- Get in pairs
- Take turns giving your speech to each other
- Give each other feedback based on these criteria--Is it?:
 - Clear Here is a way to improve _____
 - Compelling Here is a way to improve _____
 - Memorable Here is a way to improve _____
 - Aligned Here is a way to improve _____
- 2 Volunteers to re-do theirs' for everyone
- Discussion: What was hard?
 - Do you think everyone in the organization/network
14 could share this story?



Organizational Will

Is your organization
ready to achieve
this vision?

Organizational Change Model



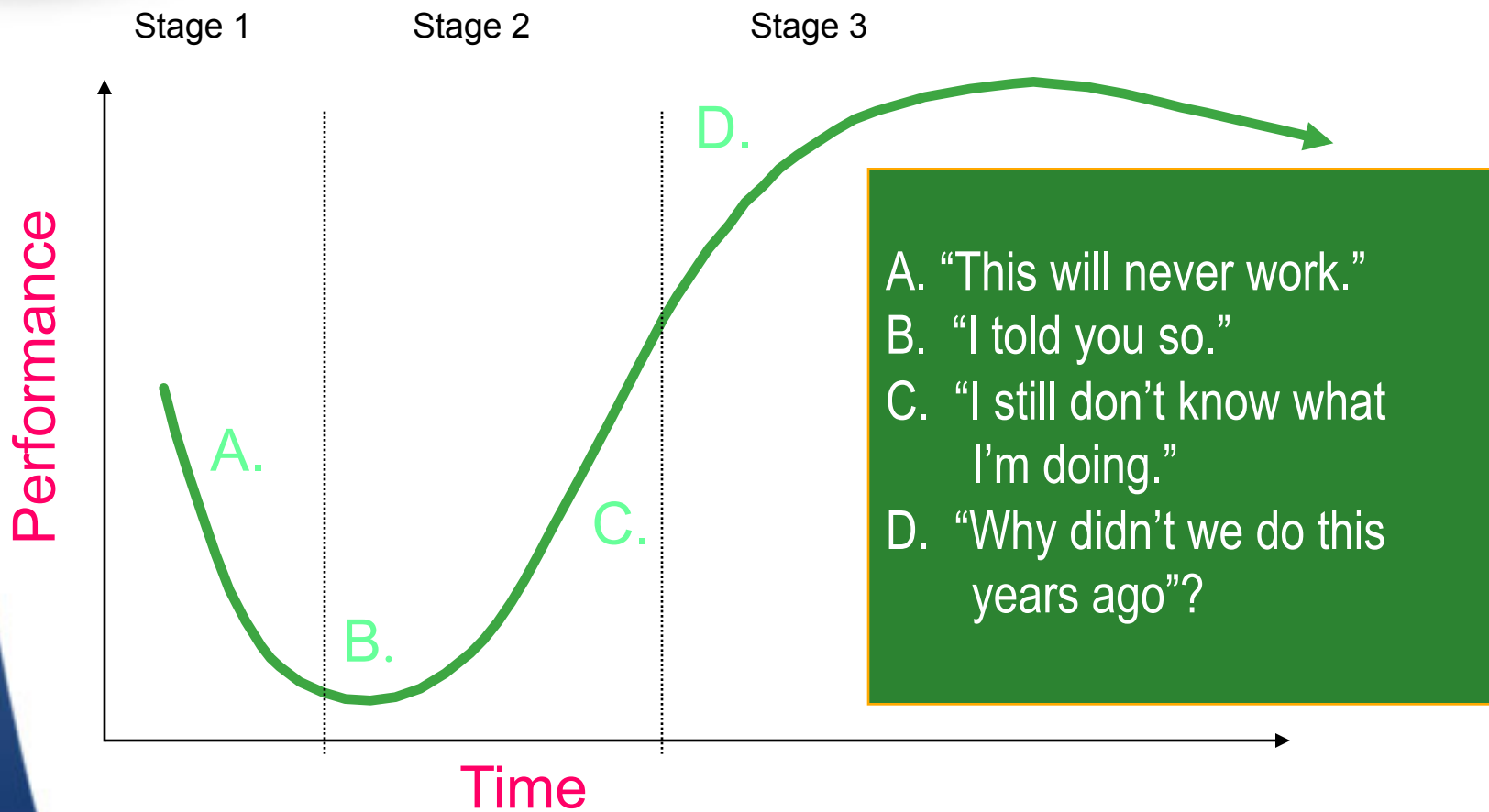


Are the People Motivated?

- People in organizations, especially in turbulent times or during large change efforts can generally be broken into 4 groups
 - Those who make it happen
 - Those who help it happen
 - Those who let it happen
 - Those who get in the way

- To attract involvement or handle dissention
 - Participation
 - Persuasion
 - Isolation
 - “Ventilation”

The “J” Change Curve*



*Jellison



The Human Condition: People Are Threatened by Change!

- Espoused Theories of Leadership Action
(what we **believe**)
 - Visionary
 - By-the-numbers
 - Role-model
 - Coach/Mentor
 - Participative management
- Theory-in-Use*
(what we **do**)
 - Design our behavior in order to remain in control
 - Act to maximize winning and minimize losing
 - Suppress negative feelings
 - Communicate defensively

*Argyris' Study of over 6,000 people



Best Communication Practices

- **Normalize the chaos**
 - “This almost always happens”
- Find many ways to get feedback—sometimes people will not tell you what is wrong
 - Suggestion boxes
 - Focus groups
 - Surveys
- Empathize with “I statements”
 - “I know this is hard and I really appreciate your efforts”
- **Communication Plan**
 - **Which stakeholders?**
 - **What frame?**
 - **What messages?**
 - **Fill the whitespace**
 - **Have a timeline**
 - **Check for understanding**
 - **Evaluate and Assess**



Learning from the Best

- Successful change leaders (e.g., from M&As) have great **focus**
 - It's that partial attention problem
- Four tactics*
 - Inject **speed**
 - Create infrastructure
 - Develop collaborative networks
 - Engineer success—get quick wins and **celebrate!**





Trust!

Change requires:

- Trust--can't get much done without it
 - The most important predictors of trust
 - Doing what you say you will do—need to close “Say-Do” gaps
 - Transparency builds trust
 - Where did the money go?
 - Open-source data bases
 - Trust exercise



Leaders' SC Tools for Building Capacity for Change

- Tools (on website)
 - Trust instrument
 - Emotional intelligence instrument
 - Strategic Communication survey
 - Communication audit
 - Vision gap
 - Empowerment measure
 - Engagement measure
 - Teamwork assessment
 - Conflict instrument
 - Organizational culture survey
 - Creativity and Innovation

Analyze

Plan

Execute

Assess

Best Practices for Building Innovative Networks

Co-Creators?

Collaborators?

Partners?



- Assess possible members/partners
 - Values, innovation, passion and commitment
- Jointly create goals
- **Train** members/partners when needed
- Develop and track metrics



Putting Communication at the Center



- Leaders have to champion change and innovation—Find people who want to grow their intellect
- Leaders have to hold everyone accountable with assessment/metrics
- Design organizations to improve communication (e.g., flatter, team-based, good communication tools)
- C@C reframes success (e.g., at GE you don't get credit for a great new idea unless you share it)
- Other ideas?