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

Create Your "Line of Sight"

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

GOALS ← **Outcomes**
- Reform
- Transparency

Engagements

Plans

Strategy

Vision

Foresight
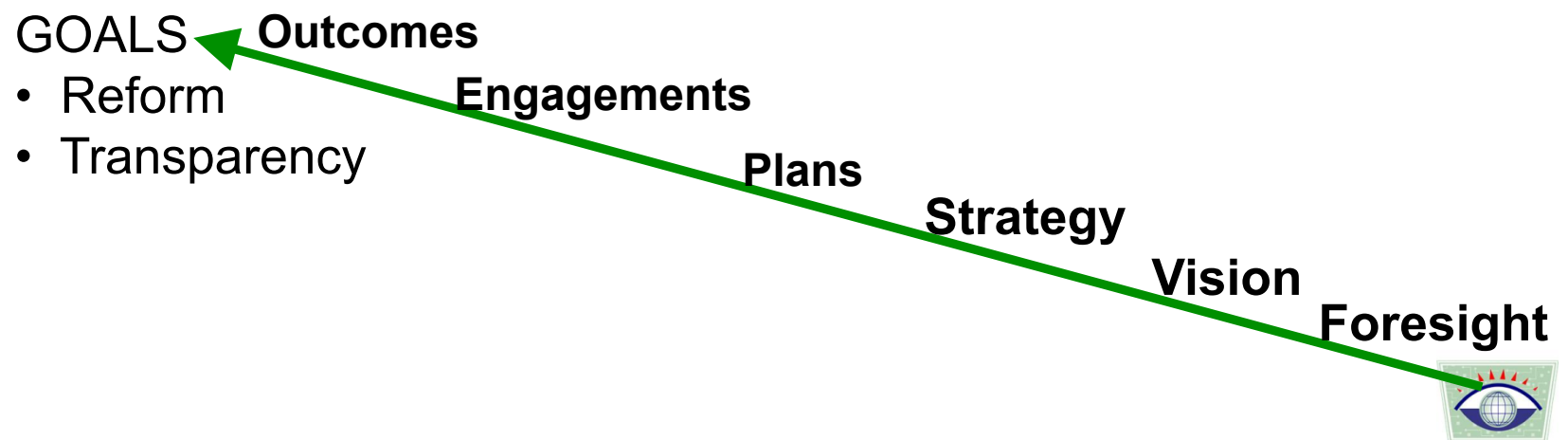
The Drumbeat of Communication

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*

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Building Capacity through Vision

- What is the vision for the future your organization wants to 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
  - The long version is called a conversation platform but this short version is called
  - The elevator speech

- Think of it as a "story" that has 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 could share this story?

Organizational Will

Is your organization ready to achieve this vision?

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!

FEAR   EGO

Your boss' understanding

HABIT   HISTORY

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**

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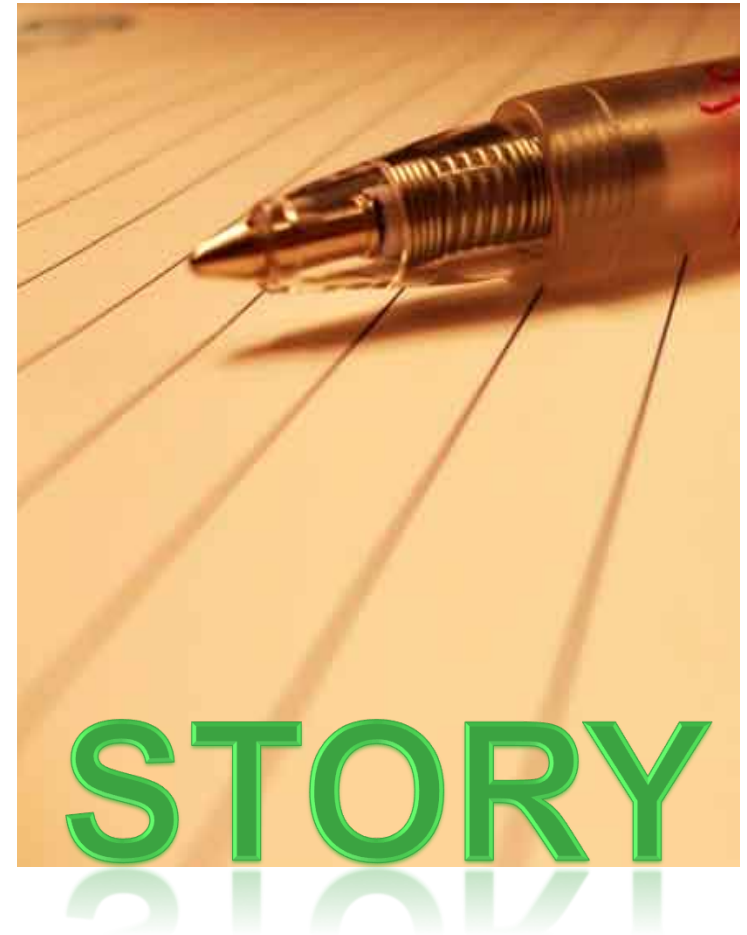
What change do you want to see/help/create?

Big Picture:

1. Create a learning organization with a diagonal "coalition of the willing" to coordinate change teams

2. Track communication and outcome metrics

Organizational Change Model

Assess Need for Change

Benchmark /Learn from Other Organizations

Scale-Up

Diagonal Coalition of the willing!

Evaluate Options

Redesign

Determine Vision, Strategy & Goals

Implement Change

Design Change

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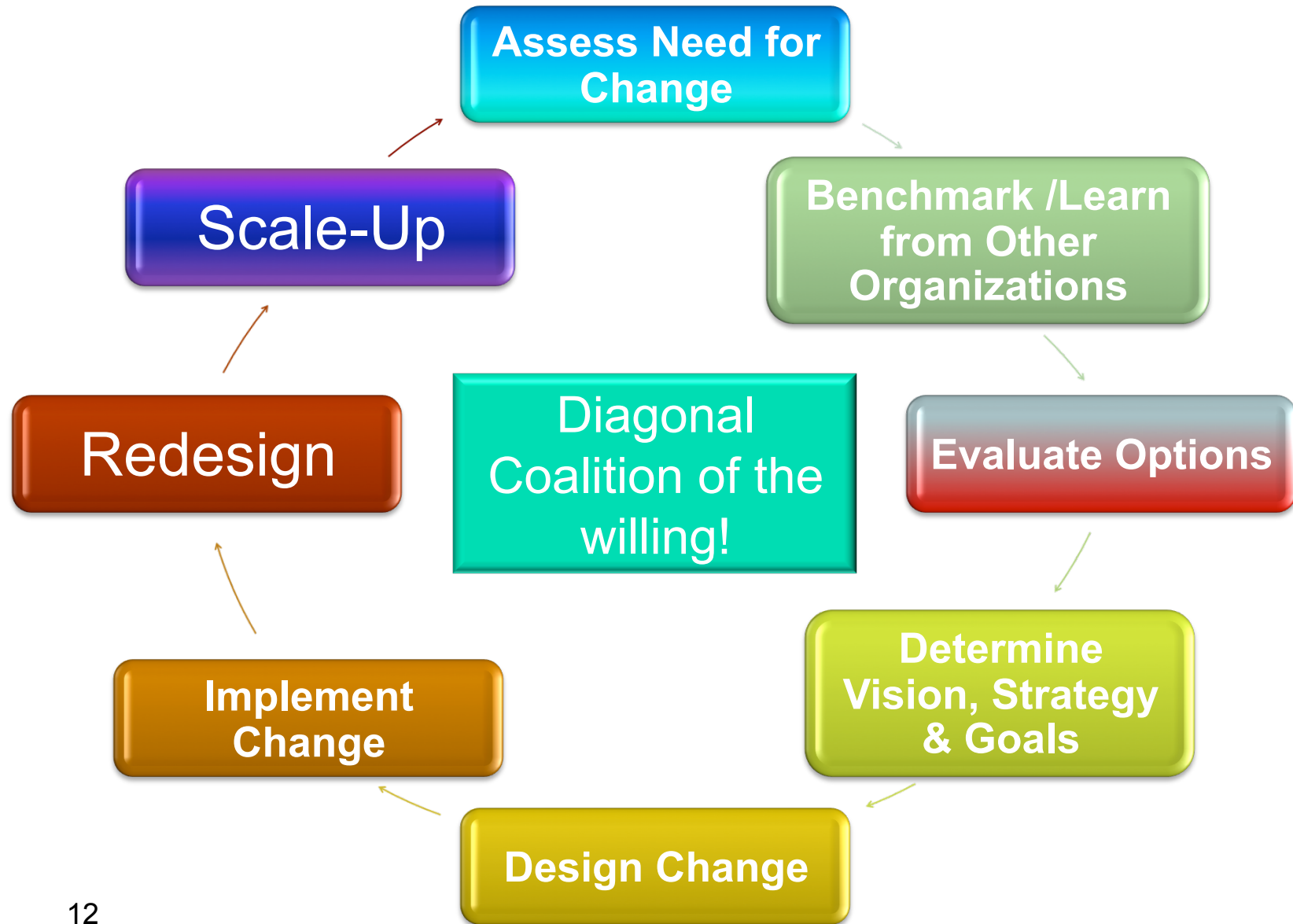
Why Don't Organizations Just Fix their Problems?

- 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)

- 13 *Organizational Politics!*

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
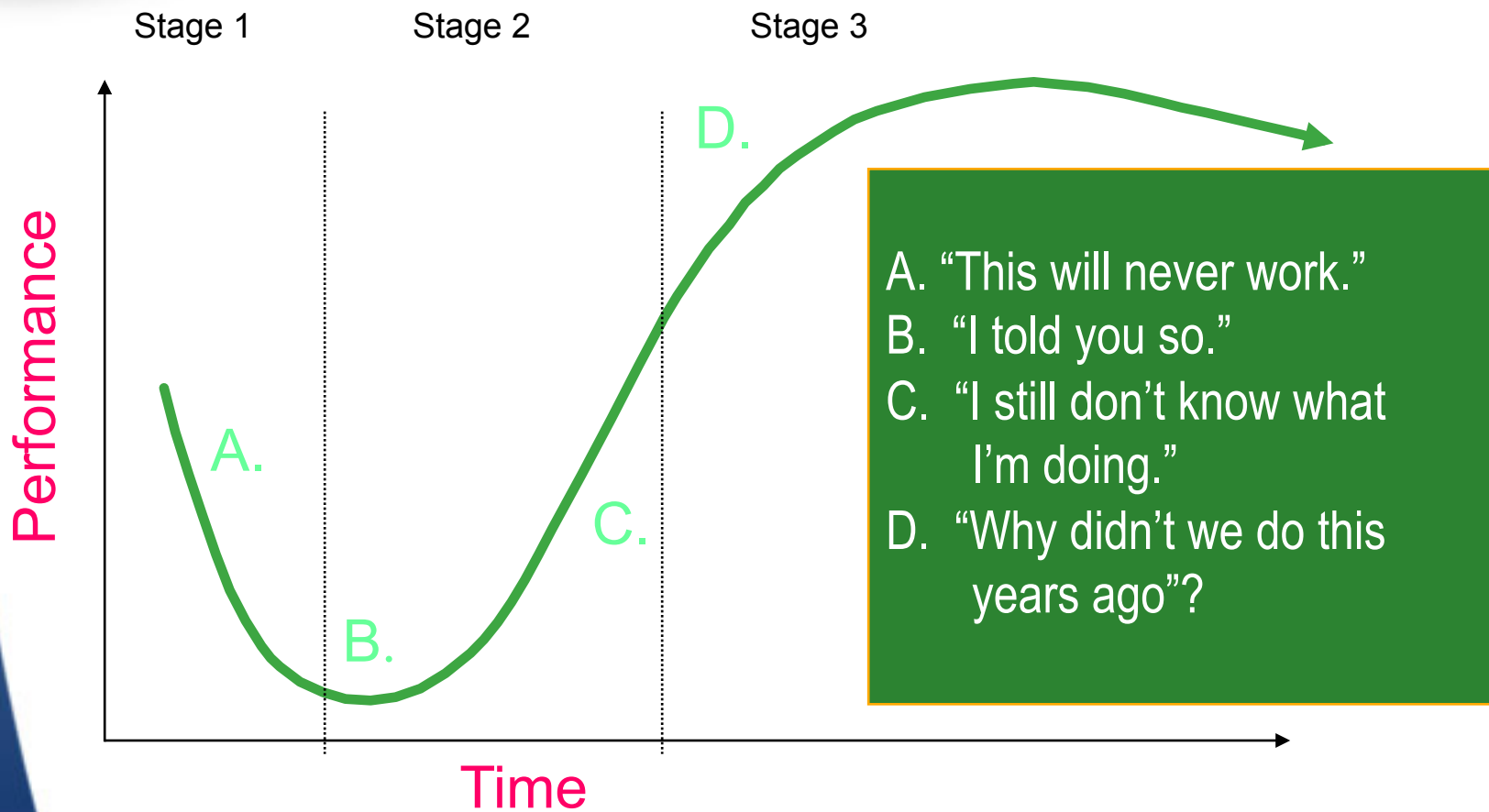 - Persuasion
  - Isolation
  - "Ventilation"

The 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

The "J" Change Curve*

Stage 1   Stage 2   Stage 3

D.

Performance

A.

B.

C.

A. "This will never work."
B. "I told you so."
C. "I still don't know what I'm doing."
D. "Why didn't we do this years ago"?

Time

16 *Jellison

The Key is Persistence!

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

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**!

18   *Adapted from Ashkenas & Francis, 2000

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**

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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

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

- Assess possible members/partners
  – Values, innovation, passion and commitment

- Jointly create goals

- **Train** members/ partners when needed

- Develop and track metrics

Co-Creators?

Collaborators?

Partners?

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Review:
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)

Create SC Capability

HOW WELL DEVELOPED IS YOUR SC PROCESS?

Leadership

Processes Procedures Tools

Structure

Strategic Communication Capability

Culture

People

Measures & Metrics

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Recommendations for Achieving the Ideal SC Capability

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