Reform Communication: Leadership, Strategy and Stakeholder Alignment

World Bank-Annenberg Summer Institute

June 2–13, 2014

University of Southern California, Los Angeles, CA

In many reform environments there are vast arrays of challenges that often seem far more numerous than any visible opportunities. Many barriers to change are not amenable to technical solutions alone but require the significant involvement of many different stakeholders, organizations and institutions. In fact, there is a recurring set of nontechnical, real-world problems that reform managers must confront, including:

• Lack of political will or broad leadership support for change

• Resistance from middle managers in institutions and other members of the professional bureaucracy

• There are many special interest groups and vested interests that are opposed to reform and the key issue is to understand how motivated they are, how quickly they can mobilize to oppose reform, and whether there are counter movement opportunities

• There may be public hostilities, even if the reforms are in the broader national interest due to hostile public opinion

• Unorganized majorities have no voice as potential beneficiaries may not know what they stand to gain

• There is often weak citizen demand for accountability

Nevertheless, even in difficult environments, global development experience suggests that with sufficient support reform efforts can move forward and attain successful and sustainable change. Effective implementation requires savvy deployment of approaches and techniques drawn from on-the-ground experience as well as applied research in political/strategic communication and the allied social sciences.

About the program:

The World Bank Institute's Leadership and Governance Practice, the World Bank's External Affairs Operational Communications division, the Annenberg School for Communication and Journalism at the University of Southern California, and the Annenberg School for Communication at the University of Pennsylvania have established a partnership with the overarching goal of enhancing capacity for reform and creating a network of professionals from the areas of communication, governance, and development along with public sector officials and private sector advisors who can enhance their own ability as well as provide implementation support to change agents and reform leaders. The partnership seeks to sharpen the skills of professionals and officials working on reform using the most recent advances in communication along with proven techniques in reform implementation. These skills are essential to bringing about real change, leading to development results in a wide range of sectors and include: using political economy analysis diagnostics and "real time" gathering of political context updates to guide the development and refinement of communication strategies and the creation of a multi-stakeholder engagement mechanism; the understanding of public opinion research and its use in stakeholder interest mapping; the facilitation of multi-stakeholder dialogue to address differences and build alliances; and the proactive of communication interventions and its impact on people's beliefs, attitudes, and behaviors relevant to reform.

Through a 10-day summer institute in reform communication, development professionals and public officials will learn about the most recent advances with regard to the contributions of communication to reform, as well as cutting-edge approaches and techniques that have been tested on the ground.

Learning objectives:

After completing the Summer Institute, participants will acquire a core set of specific skills. They will be able to:

- Understand the central role of communication in all its facets, structures and skills in changing and sustaining reform efforts.

- Interpret governance diagnostics and political economy analyses: participants will gain the knowledge and skills to become informed consumers of political economy analyses and governance diagnostics, and be able to draw out adaptive, non-technical challenges amenable to communication-based solutions.

- Craft and implement strategies for multi-stakeholder coalition-building in support of reform, including: securing political will demonstrated by broad leadership support for change; gaining the support of public sector middle managers, who are often the strongest opponents of change; addressing

powerful vested interests by building coalitions of pro-change influentials; transforming indifferent or even hostile public opinion into support for reform; and instigating citizen demand for good governance and accountability.

- Provide implementation support: participants will gain knowledge and skills in facilitating multi-stakeholder dialogue and negotiation toward durable agreement; set-up mechanisms for continuous gathering of political context updates for reform managers and country offices of international organizations; identifying and drawing on the necessary high-quality expertise for implementation; and identifying the necessary expertise mix for implementation.

- Leverage social/digital media tools and analytics effectively. Participants will learn how governments can utilize social media to communicate directly with citizens, nurturing transparency and civil participation. • Apply Monitoring and Evaluation frameworks: participants will gain familiarity and skills in the actual use of evaluation frameworks, embedding M and E frameworks in the upstream planning process; setting-up monitoring mechanisms to track outputs; and evaluating whether communication and governance interventions contributed to desired outcomes.

SCHEDULE

DAY ONE, Monday, June 2: Communication and Reform I

NOTE: All sessions will be held in the Performance Café Room of the Arts and Humanities residential college (PRB) at the University of Southern California University Park Campus (unless otherwise noted).

8:30-9:00 am	Arrival, Registration, Coffee
9:00-9:15 am	Welcome
	Dean Ernest Wilson III and Dean Michael X. Delli Carpini
9:15-10:15 am	Introductions, Expectations and Agenda Overview
	Sina Odugbemi, Patti Riley
10:15-10:30 am	Break
10:30-11:15 am	Plenary I: The Role of Communication in the Political World

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Dean Michael X. Delli Carpini

11:15-12:15 pm   Plenary II: Global Communication and the Third Space

Over the past 18 months, leaders and key faculty from USC's Annenberg School for Communication and Journalism have conducted a deep dive consultation with C-Suite and senior communications executives from a variety of industries and from organizations ranging from Fortune 50 companies to start-ups, to better understand the depth and breadth of their challenges. Drawing upon the rich feedback from these initial stakeholder discussions and analyses of dozens of industry reports, we've concluded that future leaders must be capable of ***communicating strategically*** – possessing not just critical skills, but a unique set of attitudes, perspectives, experience and substantive knowledge. We've defined this issue as the ***"Third Space" of 21st Century Talent Requirements***, a unique set of professional competencies not yet adequately addressed by conventional MBA or Engineering schools, yet urgently needed in the rapidly changing business world. USC Annenberg is leading the effort to close the chasm between this critical undersupply and the rising demand for high-quality, multi-dimensional strategic communications talent.

Dean Ernest Wilson III

12:15-1:15 pm   Lunch

1:15-2:45 pm   Reforms: Levels, Dynamics and Agency

What are reforms? At what levels and in which domains are reforms implemented? Is crisis a factor in reform success? What are the differing roles, structures, and forms of agency?

This session is a reflection on the nature of reforms- a key driver of social and political change.

Sina Odugbemi

2:45-3:00 pm   Coffee/Tea Break

3:00-5:00 pm   Communication for Effective Reforms

What is the role of communications in implementing successful reform? This session will lay-out the framework of the course. There are three broad groups of stakeholders that must be aligned in order to implement a reform: (a) leaders, (b) middle managers, and (c) the public.

The session will start by discussing how governments get citizens to do what the government wants. It will then discuss problem definition challenges around reforms. It will discuss the three wills that must be aligned and close with group work.

Sina Odugbemi

5:00-5:30 pm   Evaluations & Wrap Up, Day 1

5:30-7:30 pm   Welcome Reception

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center (SAL)

DAY TWO, Tuesday, June 3: Communication and Reform II

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-11:00 am   Constraints to Collective Action

This session equips participants with conceptual tools for gaining a firm handle on complex political economy factors undergirding many change contexts. A class of political economy challenges – those dealing with barriers to collective action—will be a particular focus during this session. By applying these concepts to real-world examples, participants will practice using a set of diagnostic concepts that will help them understand some of the key drivers as to why a measure, such as communication interventions for coalition building, will also be discussed.

Ceren Ozer

11:00-11:15 am   Coffee/Tea Break

11:15-1:15 pm   Political Intelligence/Political Updates

Because reform environments change continually, political context updates need to be gathered frequently. This has the potential to provide change agents with information to work effectively in fast-changing environments, adjust to changing realities, and avoid surprises that often derail the success and sustainability of reforms.

This session will pay particular attention to the role of informal norms. It will also provide participants with frameworks for thinking about politics before a reform is passed and during its implementation.

Sina Odugbemi

1:15-2:15 pm   Lunch Talk and Performance: Land of Smiles

Erin Kamler, Amanda Kruger and Jennie Kwan

2:15-3:30 pm   Introduction to Stakeholder Analysis Tools

This session looks at several stakeholder approaches that focus specifically on communication. For example, which stakeholders can best carry the message? Which groups reach younger citizens? What members of coalitions are networked with individuals who are networked with individuals who are likeminded but not involved? Several tools for stakeholder analysis will be reviewed.

Patti Riley and Rebecca Weintraub

3:30-3:45 pm   Coffee/Tea Break

3:45-5:15 pm   Stakeholder Analysis Application

The stakeholder analysis session will continue after the break with the Frelaria case. Participants will be assigned to their case study groups.

Patti Riley and Rebecca Weintraub

5:15-5:30 pm   Evaluations & Wrap Up, Day 2

6:00-8:00 pm	Open computer time at Salvatori Computer Science Center (SAL)

DAY THREE, Wednesday, June 4: Coalitions, Collaborations and Networks

8:30-9:00 am	Continental Breakfast
9:00-9:15 am	Nuggets
9:15-11:00 am	Building Coalitions for Reform – Philippine Procurement Reform Law

Central to tackling the 'how' of reform is a coalition building strategy supported by an effective communication strategy. Addressing collective action problems and forging alliances to form strong and stable multi-stakeholder coalitions are vital to successful reform efforts. In this session, participants will learn how the reform coalition skillfully navigated the difficult political landscape through a 'well-oiled machine' and mobilized broad support leading to the passage of a landmark legislation, which overhauled the public procurement system in the Philippines.

Ceren Ozer

11:00-11:15 am	Coffee/Tea Break
11:15-12:30 pm	Possible or Impossible?

Class exercise: can new perspectives and new actions make seemingly impossible goals possible?

Ceren Ozer

12:30-1:30 pm	Lunch
1:30-2:45 pm	Adaptive Leadership

Distinguishing adaptive challenges from technical differences; the role of formal and informal authority, the importance of latter to mobilize coalitions.

Ceren Ozer

2:45-3:00 pm	Coffee/Tea Break

3:00-5:00 pm   The Challenge of Implementing Reform: A Case Study

What challenges do reformers face as they implement reforms over the long haul? Sustaining reform will always be "work in progress" as vested interests push for counter-reform measures. Counter-reform never sleeps while reform coalitions often disband. That causes all kinds of problems and may even lead to reforms being reversed.

Sina Odugbemi

5:00-5:15 pm   Evaluations & Wrap-up Day 3

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center (SAL)

DAY FOUR, Thursday, June 5: Organizational Change

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:30 am   Leadership & Capacity Building for Change

The session focuses on the role of leadership in capacity building from a strategic perspective. Participants will explore strategies for leading change from a number of places in the organization—leading from the top, leading up, leading from the bottom and leading from the side. Examples from research and the global corporate world will be used for background. Participants will engage in a "conversation platform" to share their vision of change. They will also participate in group discussions to share ideas for leading and supporting change from various positions in the organization.

Patti Riley

10:30-10:45 am   Coffee/Tea Break

10:45 – 12:30 pm   Gaining Support of Middle Managers for Change

This session explores middle managers' role in securing organizational will for reform programs. Middle managers

can sabotage a reform effort if their role is marginalized or their support is overlooked. Participants will discuss communication approaches that can empower middle managers to be more productive partners in reform initiatives. A role-play will allow participants to practice strategies for engaging middle managers.

Gail Thomas, Allie Noyes and Shamiela Mir

12:30-1:30 pm   Lunch Talk on Communication, Media and Reform

Prawit Thainiyom, USC

1:30-3:00 pm   Conflict Handling Styles and Negotiation

Participants will learn how to interpret their conflict management scores from the Thomas-Killman Instrument and develop an understanding of conflict strategies and best practices in negotiation.

Gail Thomas

3:00-315 pm   Coffee/Tea Break

3:15-5:15 pm   Strategic Thinking and Envisioning the Future, Consulting Part I

This session uses the pre-work from the scenario exercise on strategic thinking and foresight to discuss ways to create a sense of the future through stories and visuals and discuss kinds of organizations will be most successful (and least) in that future. Groups will suggest new forms and changes that will help create the future they want. A group debriefing will follow.

Patti Riley

5:15-5:30 pm   Evaluations & Wrap Up, Day 4

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center (SAL)

DAY FIVE, FRIDAY, June 6: Collaborative Organizing

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:45 am   Building Collaborative Organizational Capacity

Reform requires effective collaboration across many organizations. Yet, organizations are typically not designed to facilitate inter-organizational collaboration. Using a research-based survey, participants will look at their own organizations to identify key factors that enable and inhibit inter-organization collaboration. Participants will discuss the results of the survey and learn how they can use these data to build collaborative capacity in their own organizations. The session will also allow participants to assess their individual collaborative leadership style.

Gail Thomas and Allie Noyes

10:45-11:00 am   Coffee/Tea Break

11:00-11:45 pm   Building Reform Networks and Embedding Strategic Communication in Organizations and Institutions

One of the central processes that makes organizational network building essential in the information age is transparency and knowledge sharing. Though networks require effort to build and maintain the knowledge sharing enabled through these structures creates efficiency in information processing and exposes organizations to an exponentially larger universe of knowledge than they would otherwise encounter.

This session reviews technologies and best practices that support organizational knowledge sharing processes and begins the translation into local arenas. This session will draw attention to the concept of power in networks. How do nodes in reform or governance networks gain and lose power? What are the challenges posed by corruption and how can network building shift power away from corrupt entities? Instructors will discuss what a "good" network might look like. The common assumption that networks are decentralized, "leaderless" structures is misguided. Networks may decentralize some elements of power and control, but this decentralization does not make leaders irrelevant. Instead, it changes the role of leaders and the

approaches to leading that will make them most useful and effective.

This session will provide participants with an understanding of how network leadership differs from hierarchical leadership. We'll do a group exercise on embedding concepts in participants' organizations.

Patti Riley and Gail Thomas

11:45-12:15 pm   Frelaria Team Exercise

Patti Riley

12:15-1:15 pm   Lunch

1:15-2:45 pm   Social Movements and Reform

Increasingly, both analysts and policy makers are seeing how active engagement by civil society actors – often in the form of social movements – can set the context for fundamental political and policy change. How do social movement arise? What leads them to pivot and persist, thus being able to last beyond a single issue or mobilization? When are they most effective – and what are the most effective ways to build social movements? This session presents a combination of recent research and hands-on experience in the field.

Manuel Pastor

2:45-3:00 pm   Coffee/Tea Break

3:00-4:30 pm   Consulting II

Participants will be in their affinity groups to continue to work on their particular problems with instructors.

Patti Riley, Thomas Hollihan, Gail Thomas, Allie Noyes

4:30-4:45 pm   Evaluations & Wrap Up, Day 5

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center (SAL)

SATURDAY & SUNDAY (June 7-8) – WEEKEND FREE DAYS

Relax, have fun and [enjoy LA](#)!

DAY SIX, MONDAY, JUNE 9: Interpersonal Skills & Global Media

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:45 am   Interpersonal Competence and Effective Reform

Development policymakers are familiar with the fact that even the best arguments fall short in light of weak or dysfunctional interpersonal relations. Improving one's relational communication skill requires deep reflexivity and self-awareness. "Emotional intelligence" underscores the importance of identifying emotions (both one's own, and others), to best assess and manage them. We will then discuss the challenges of contextual intelligence, and of navigating the interpersonal and intercultural dynamics that may inhibit engagement, influence, and coordination.

Eric Eisenberg

10:45-11:00 am   Coffee/Tea Break

11:00-12:30 pm   Dialogue in Practice

This session continues with the theme of shared understanding and shared meaning. Dialogue principles and strategies must be designed to facilitate agreement, critical information sharing must be prioritized, and solutions must be consistently re-evaluated for underlying tensions. Participants will practice dialogue strategies. This session asks participants to begin envisioning ways to build demand at the local level and determine how to identify possibilities offered by new technologies and build support for open information environments (legal, political and practical) and transparent government processes must be prioritized.

Eric Eisenberg

12:30-1:30 pm   Lunch: Participant TED Talks

1:30-3:00 pm	Global Media and Public Diplomacy
	There are many types of media organizations and many different forms of Governmental media. This session will give an overview of global media and regional media differences and cover issues related to these differences. In addition the role of public diplomacy will be discussed in order to understand alternative methods of influencing public opinion.
	Nicholas Cull
3:00-3:15 pm	Coffee/Tea Break
3:15-4:45 pm	Plenary: Global Strategic Communication
	Monroe Price
4:45-5:00 pm	Evaluations & Wrap Up, Day 6
6:00-8:00 pm	Open computer time at Salvatori Computer Science Center (SAL)

DAY SEVEN, Tuesday, June 10: Media Uses and Roles

8:30-9:00 am	Continental Breakfast
9:00-9:15 am	Nuggets
9:15-10:30 am	Media Roles
	There are many types of media. This session will provide participants with a broader framework for thinking about and understanding traditional media. The message-centric orientation of most communication specialists will be challenged by the introduction of media system dependency theory, which focuses not just on individual messages but on the broader network of power relationships within a given context that play a key role in determining message effects.
	Tom Hollihan
10:30-10:45 am	Coffee/Tea Break

10:45-12:00 pm   Key Media Research Concepts

Key concepts like framing and priming will be introduced as well as practical concepts like message "stickiness." Participants will learn about rules for interacting with traditional media outlets and strategies for building ongoing relationships with them. The instructor will emphasize the critical role of visual communication in the media and lead a mini-case on analyzing images and attributions. Vision and framing will be covered here.

Tom Hollihan

12:00-1:00 pm   Lunch

1:45-5:00 pm   Offsite Tour

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center (SAL)

DAY EIGHT, Wednesday, June 11: Communication Campaigns, Monitoring & Evaluation

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:45 am   Lessons from Health Campaigns

This talk introduces examples of persuasive communication campaigns from the health sector where great strides have been made in understanding the communicative mechanisms that lead to successful changes in knowledge, attitudes and behavior.

Sheila Murphy

10:45-11:00 am   Coffee/Tea Break

11:00-12:15 pm   Strategic Narratives: A Video Advocacy Toolkit

This presentation focuses on examples of the use of video by human rights groups as a technique for improved persuasion and effectiveness. A demonstration of

techniques and ways to improve videos will be discussed.

Sandra Ristovska

12:15-1:15 pm   Lunch

1:15-2:45 pm   Performance Measurement for Management and
                           Development Impact

                           Shabnam Shalizi

2:45-3:00 pm   Coffee/Tea Break

3:00-4:30 pm   Monitoring and Evaluating

                           Participants discuss the data that will be needed to be
                           successful as strategic communications and advocates for
                           reform. How will those data be collected? How will
                           participants know if they have been successful? What
                           metrics will they use? How will they monitor and evaluate
                           themselves and others? The MTV Exit case and a case from
                           Uganda will be discussed.

                           Patti Riley

4:30-4:45 pm   Evaluations & Wrap Up, Day 8

4:45-5:45 pm   Work in Teams

6:00-8:00 pm   Open computer time at Salvatori Computer Science Center
                           (SAL)

DAY NINE, Thursday June 12: Social Media

8:30-9:00 am   Continental Breakfast

9:00-9:15 am   Nuggets

9:15-10:45 am   Social Media

                           There are many types of media. This session introduces the
                           concept of the Fifth Estate—that social media act as a check
                           on governments and corporations. Background research
                           on social media will be presented and examples from the
                           mini-case Mobile Voices will be discussed. Participants will

break into teams to discuss how the MV activities of visualization and empowerment could be used in their projects.

This session will also discuss the transformative impact of social media on changing definitions of "information" and "audience." New technologies like Facebook and Twitter re-order conventional relationships among actors, presenting new opportunities for participation in global discourse. As demonstrated by recent civic uprisings in Tunisia, Egypt and Libya, social media can play a pivotal role uniting activists at the frontline of revolution, and in disseminating real-time updates from the site of struggle to a global audience. Similarly, journalists can leverage social media to circumvent dominant mainstream media narratives and governments can utilize social media as a unique platform for direct communication with citizens, nurturing transparency and civic participation. The focus will be on mobile social media and its possibilities and challenges.

The session will include the analysis of a mini-case called Mobile Voices. It will be used to discuss measurement/analytics in social media, including an exercise to learn how to interpret existing metrics and how to create new metrics that show impact. A short discussion of measurement tools/software will be included. Participants will break into teams for the analysis and return to the group as a whole for the debriefing.

François Bar

10:45-11:00 am   Coffee/Tea Break

11:00-12:00 pm   Measuring the Impact of Digital Communication Channels

An overview of the basic concepts behind measuring digital audience behavior, and how site and social media metrics differ from mass media metrics

Dana Chinn

12:00-1:00 pm   Lunch

1:00-2:00 pm   New Media Tools for Communication, Research, and Analysis

This session will introduce participants to network analysis and its application in organizational settings for policy making. Stakeholder analysis of health initiatives is provided as an example. It will also introduce the concept of open development and how network analysis can be applied to this context with the increasing availability of open data.

Rong Wang

2:00-2:15 pm	Coffee/Tea Break
2:15-3:45 pm	Role-Based Exercise and Debriefing
	Exercise instructions
	Sandra Ristovska
3:45-5:15 pm	Case Analysis and Presentation Instructions
	Work in groups
	Sandra Ristovska
5:15-5:30 pm	Evaluations & Wrap Up, Day 9
6:00-8:00 pm	Open computer time at Salvatori Computer Science Center (SAL)

DAY TEN, Friday, June 13: Case Assessment, Wrap Up and Way Ahead

8:30-9:00 am	Continental Breakfast
9:00-9:15 am	Nuggets
9:15-10:15 am	Reality Game Case Study Preparation/Work in Teams
	Sandra Ristovska
10:15-10:30 am	Coffee/Tea Break
10:30-12:00 pm	Presentation of Reality Game Case Study
	Participants

12:00-1:00 pm   Lunch: Participant TED Talks

1:00- 3:00 pm   Presentations of Group Work/Peer Feedback/Faculty
                         Analysis

                         Faculty

3:00- 3:15 pm   Coffee/Tea Break

3:15-4:30 pm   Wrap Up and Way Ahead: Strategic Communication and
                         Reform

                         Certificates ceremony

                         Patti Riley and Shamiela Mir

4:30-4:45 pm   Final Evaluations