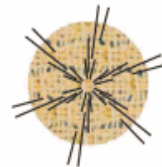




Leading Through Public Relations: *A Two-Way Street*

Designed and Facilitated by
Acuity Options



Acuity Options

Created by:
Ginny Jones, APR
Juanita Gledhill, CHRP
Deirdra Redden



Leading Through Public Relations: A Two-Way Street

Dear Participant:

We're delighted you're interested in **applied relationship management** and how it can be used to make yourself and others **more strategic** and better able to achieve **goals through** others. This presentation and workbook reflect *key learning's* for **Acuity Options** that resulted during the creation and delivery of a highly innovative Public Relations training program for management at a *leading* mid-sized Ontario municipality. It also gives you with some of the *theory* and *exercises* used in the original program.

Key Messages:

1. PR – can be trained (*PR behavioural tool*), measured, rewarded, **and modeled**
2. Best practices:
2-way symmetrical communications → **trust**
3. Stakeholder “intelligence” → better decision-making → **goals**

Ultimately, true leadership requires the *courage* to ask “*why?*” and the skills to create *context* and the best environment for other's to achieve success - *individually and collectively*. How well do you **ask** probing questions, **listen** fully and **assess and share intelligence before making decisions** that affect others? **By improving key relationships within one's direct control** and across *spheres of influence*, managers are not only communicating better -- they are also **earning trust** and **motivating supportive behaviours** in others! And that, quite simply, is how meaningful work gets done and **goals** are met.

The consultants have based their approach on the PR research and writings provided by academics James E. Grunig, David M. Dozier, Larissa A. Grunig, Scott M. Cutlip, Allen H. Center and Glen M. Broom among others, as well as, through best practice research and extensive client experience.





What is PR Excellence?

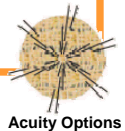
“We have found,” stated Dr. James Grunig, principal investigator of **The Excellence Study**, a landmark international PR research study conducted in the 90s and revisited over the years, “that excellent communication programs are **symmetrical** i.e. the communicator looks at the function of not just being an advocate for the organization’s interests, but of being an advocate of both the organization’s and the publics’ interest, of being a mediator or someone who resolves conflict. Also that it is **two-way**: involving listening and research as well as, the dissemination of information. Also that it is **ethical**... Effective organizations ... build relationships with strategic constituencies so that they choose appropriate goals (those important to strategic constituencies). With good relationships, organizations meet less interference and achieve greater support from strategic constituencies and therefore are more likely to achieve the goals they set.”

“If the outcome of what we are looking for is a good relationship,” Grunig continued, “the question becomes; **what is a relationship?** I think in evaluation it is time to move beyond one-way measures, like changes in knowledge, attitudes, behavior, to more relationship-based indicators of the outcomes of what we do ... **Now, the outcomes, particularly, trust and mutuality of control, are particularly important: control mutuality is a very important concept, which says that we have a good relationship if both parties to the relationship, both management and the public, believe they have some control over the decision that affects them.** If we have a feeling of control mutuality, then we are probably more likely to trust a government agency to do its business if I believe they are taking my interests into account.”

Three Functions of PR:

1. Communication Management
2. Relationship Management*
3. Reputation Management

* main focus of **Leading Through PR**





Leading Through Public Relations: A Two-Way Street

Core Competencies

Exercise #1:

Q: Why is PR a management competency today?

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Key Learning: *A manager's #1 key stakeholder is always - first and foremost - their staff, without whom a manager has no management role.*

Core Competencies for Management - Municipality

Know	Ask/Listen	Act
Knowledge of Legislation Ethics and Integrity	Presentation Skills	Improving Processes
	Public Relations	Effective Hiring and Staffing
	Interpersonal Effectiveness	Team Building
	Written Communication Skills	Decision-making
	Motivating Others	Performance Management
	Customer Service-Public Relations	Maintain Organizational Performance
		Financial Management

Q: Where do you see **public relations** in the above competencies?

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Exercise #2: Signs of (Behavioural) Success

Q: Imagine if your managers (at all levels) turned into great communicators – *with their staff, with colleagues, with customers and other stakeholders*. **What would that look like?** What would you notice them **doing**? Please list.

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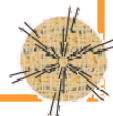
PR Theory:

What *is* Public Relations?

Public Relations *is* what public relations *does* – the techniques, *strategies, structures, and tactics* of the field that lead to improved relations. The proper term for the desired outcomes of public relations practice is public *relationships*.

Why is PR a strategic management practice?

- PR → improved *relationships* → achieve *mutually beneficial goals*.
- Practicing *two-way symmetrical communications*:
 - Control mutuality in outcomes.
 - Ethical → builds (mutual) **trust**.



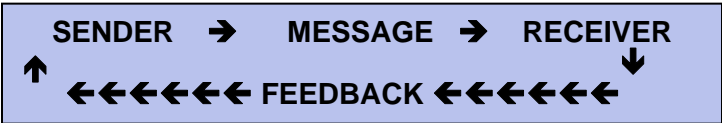


Theoretical Framework: 1 & 2-way Communications

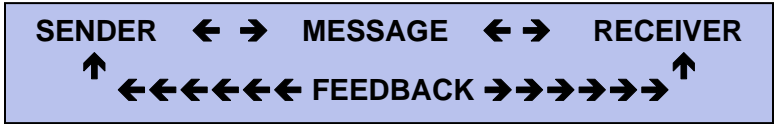
i) One-way communications



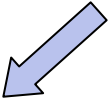
ii) Two-way **asymmetrical** communications



iii) Two-way **symmetrical** communication is *negotiated communication*.

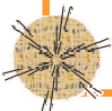


Behavioural Tool








PR Excellence – Behaviour/Relationship Tool

$$\frac{\text{ASK} + \text{LISTEN}}{\text{ASSESS}} = \text{ACT}$$





Current vs. Best Practices

<p>STANDARD PRACTICE CURRENT (NON-STRATEGIC) BEHAVIOUR</p>	<p>PR EXCELLENCE BEST PRACTICES (STRATEGIC) BEHAVIOUR</p>
<div style="display: flex; align-items: center;">  <p>GO = ACT</p> </div> <div style="display: flex; align-items: center; margin-top: 10px;">  <p>CAUTION = ASSESS</p> </div> <div style="display: flex; align-items: center; margin-top: 10px;">  <p>STOP = ASK + LISTEN</p> </div> <p style="margin-top: 20px;">ACT → ASSESS → ASK + LISTEN</p>	<div style="display: flex; align-items: center;"> <p>STOP = ASK + LISTEN</p>  </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <p>CAUTION = ASSESS</p> </div> <div style="display: flex; align-items: center; margin-top: 10px;">  <p>GO = ACT</p> </div> <div style="text-align: center; margin-top: 20px;"> <p>ASK + LISTEN → ASSESS → ACT</p> </div>

Exercise #3

Q: Which model (*tactical or strategic*) best describes your organization's **decision-making** (behavioural) style?

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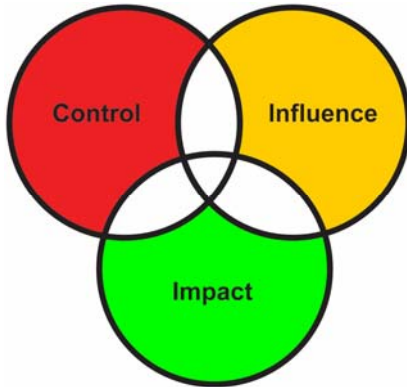
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Info/Intelligence/Decision-making

Spheres of Control, Influence and Impact



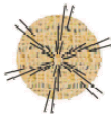
Exercise #4

Q: Who are the key stakeholders within your spheres of **a) control** and of **b) influence**? If you apply this PR tool to a current project, how do you anticipate they will react (impact) to decisions under consideration? How can you improve outcomes now?

ASK + LISTEN → ASSESS → ACT

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Acuity Options

Ginny Jones, APR
Acuity Options

Phone: **905- 648-2049**

Fax: 905-648-0193

Email: info@acuityoptions.com

Web: www.acuityoptions.com