Leadership, the Final Frontier...

Professor Anne Gregory
Context

• Practice
• Public sector
• Private sector
• Planet

• Puzzlement
What’s the problem?

Top 10 trends

1. Deepening income inequality
2. Persistent jobless growth
3. Lack of leadership
4. Rising geostrategic competition
5. The weakening of representative democracy
6. Rising pollution in the developing world
7. Increasing occurrence of severe weather events
8. Intensifying nationalism
9. Increasing water stress
10. Growing importance of health in the economy (Ebola: containing the spread)
What’s going on on the outside?
What’s going on on the inside?

Society?

Listening or Messages?

Ethics or ‘Send Out Stuff’?
Reasons to be cheerful: outside

COMPONENTS of S&P 500 MARKET VALUE

<table>
<thead>
<tr>
<th>Year</th>
<th>Tangible Assets</th>
<th>Intangible Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>17%</td>
<td>83%</td>
</tr>
<tr>
<td>1985</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>1995</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>2005</td>
<td>20%</td>
<td>80%</td>
</tr>
<tr>
<td>2015*</td>
<td>16%</td>
<td>84%</td>
</tr>
</tbody>
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SOURCE: OCEAN TOMO, LLC
*JANUARY 1, 2015

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Reasons to be cheerful: inside

• a new business paradigm is emerging
• governance is at its core
• covert and overt accountability
• new issues and risks to be managed
• a different world for CEOs and boards
What CEOs expect

• Forward intelligence
• Externally and internally connected
• Problem-solvers
• Coaches and advisors
• A new, authentic narrative
• Technical competence

Requires contextual and communicative leadership at all levels
Organisations are defined and constituted by communication not just enabled by it...
A starter for 10….

What is our role as strategic practitioners?

What does ‘good’ look like?

Being part of the organisational DNA
Four levels of contribution

- Functional
- Stakeholder/Value chain/network
- Corporate
- Society

Steyn, 2007; Gregory and Willis 2013
At the societal level....

Purpose: Social orientation
• What is our role in society?
• What are our obligations?
• What are the implications for our organisation?

Values based: stakeholder oriented

PR’s contribution
• Maintains legitimacy
• Assists strategy development
• Puts performance into perspective
• Builds brand identity
• Provides the organisational sense-check
A key issue is purpose...why exist?
The Melbourne Mandate

A new global mandate for PR
A new opportunity for PR professionals

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Understanding and communicating organisational character

Understanding and Communicating Organisational Character

PR Role: Questioning/testing/re-asserting/re-legitimising purpose
Check that values are being lived by the organisation and have external support

PR Role: Help communicate mission, model character and values and inspire support

PR Role: Enhancing, maintaining and/or protecting organisational authenticity and integrity

Shaping Organisational Character

DNA

Mission

The Why

Values

Leadership

Culture

DNA

Shaping Organisational Character

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More on Character...

The Integrity Index: Explanation

Using the Integrity Index:
Example of a health organisation spidergram

Explanation of process
- The Spidergram method can be used to test with various groups how they rate against their proposed or actual values.
- These ratings are then used to initiate discussions on the disparities between groups on each value and between values. The ratings for an organisation are not intended to be compared against another organisation (e.g. a competitor) but to stimulate strategic discussion and act as a catalyst for positive internal change.
- An index $^2$ can be developed for each value or the combination of Values by using the algorithm:
  
  \[
  \text{Sum of values rating} \times 100.
  \]
  
  Maximum possible Values score

Example: An organisation has 6 values: they are rated on the Spidergram as 8 for two of the Values, 4 for two and 9 and 3 for the other two.

\[8+8+4+4+9+3=36.\]

Maximum possible (6X10) = 60

\[
36/60 = 0.6 \times 100 = 60\%
\]

This calculation can be adjusted to score each Value: 5 on the scale obviously converts to 50%.

- The utility of this method is that it is graphically demonstrates areas of strength and authenticity when values are rated well and of areas where issues exist.

Note: The thinking behind organisational character, the Organizational Character model, and the Integrity Index are the intellectual property of the Character Working Group of the Global Alliance, which should be acknowledged when citing this work.
At corporate level....

Financial orientation
• What is the shape of our business?
• How shall we deploy our resources?

Internally oriented: resources and capability oriented

PR’s contribution
• Informed decision-making: listening
• Coaching management on their PR responsibilities
• Preserving and building organisational character
Who is round the Board table?
Articulating the contribution to assets

- Identity/brand
- Reputation
- Relationships
- Culture

Thank you Laurati, 2009
At stakeholder/value chain level....

Stakeholder and financial orientation
- Who is or should be part of the closer stakeholder community?
- Who is in our value chain?

Relationship oriented PR’s contribution
- Identifying stakeholder needs and tolerances
- Negotiating collaborations and touch points
- Upholding values
- Monitoring performance
- Managing multiple stakeholders
- Educating others
At functional level....

Societal, organisational and stakeholder/service user focused
• What are the operational imperatives?
• How do we implement efficient and effective programmes and campaigns?

PR’s Contribution
• Strategic programmes
• Reactive, proactive and interactive
• Evaluated
• Ethical

Operational competence
The Four DNA Strands
DNA strands: brand

- McDonald's
- WWF
- Nike
- Coca-Cola
- Google
- Walt Disney Pictures
- Mercedes-Benz
DNA strands: leadership

At the heart of change

Management is communication

Organisations and organising are realised through communication
DNA strands: core competence

We are all communicators now

The system, processes, structures and everything else speak
DNA strands: strategic planning

Aim
- Analysis
- Objectives
- Stakeholders
  - Content
    - Strategy
    - Tactics
    - Risk
    - Timescales
  - Resources
    - Evaluation
    - Review

Van Ruler, 2014

Gregory, 2015

Betteke van Ruler's Reflective Communication Scrum

Professional accountability
Decisional & Social accountability
Performative accountability
Bringing it all together

- Society
- Corporate
- Stakeholder/value chain
- Functional

BRAND
LEADERSHIP
CORE COMPETENCE
PLANNING

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The core role in four parts

ORIENTER

NAVIGATOR

CATALYST

IMPLEMENTER
The communicative leadership role

Society
Corporate
Stakeholder
Functional

Purpose
Principles
People
Process

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Leadership with communication at its heart - thanks to A.G Lafley

- Defining the meaningful outside
- Deciding what business you are in
- Balancing present and future
- Shaping values and standards
Leadership with communication at its heart - thanks to A.G Lafley

- Defining the meaningful outside
- Deciding how you do business
- Balancing present and future
- Shaping values and standards
The challenge

- Confidence
- Courage
- Competence
- CPD

Your profession needs you
On character

“Character is like a tree and reputation like its shadow. The shadow is what we think of it; the tree is the real thing.”

Abraham Lincoln
THANK YOU IPR!