Strategic Communications:  
International Perspectives  
22 July – 2 August, 2013

All sessions meet at La Maison Française in Buell Hall unless noted otherwise.  
All breakfasts, lunches and snacks will be provided.

SUNDAY, 21 JULY 2013

5:30 – 7:00 PM  Welcome Reception and Program Orientation  
Buell Hall, Maison Française

Food & drinks will be provided

Speakers:
  • Trudi Baldwin, Program Director  
  • Maryellen Novak, Program Coordinator  
  • Kainee Simone Aguilar, Events Coordinator
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MONDAY, 22 JULY 2013

8:30 – 10:00 AM  Continental breakfast provided

Escort to Kent Hall for Columbia IDs
Every student will be required to obtain an ID card (PASSPORTS and UNI needed)

Tech support for Internet in session room

10:00 – 10:30 AM  Break

10:30 AM – 12:00 PM  Session TWO: Thinking and Communicating Strategically
Arda Nazerian

Session Objective:
To lay the foundation for the program by having students understand the fundamental concepts of strategic thinking and communication in an organization, and appreciate how simply thinking and communicating are different from thinking and communicating strategically.

Discussion Questions:
- What is your understanding of “strategic communications?”
- Has your organization gone through the process of developing a strategic communications plan? If yes, do you believe the plan largely follows it?
- Does your senior management operate more tactically or strategically? More day-today or with a longer-term plan?
- Who do you think should have primary responsibility for driving a strategic approach to communications? Who in your organization actually does?
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- How might you introduce/further develop a strategic approach to thinking through organizational challenges, developing solutions and communicating with various constituencies?

Learning Objective:
Students will leave this session with a strong foundation for the two-week program, and a greater understanding of how to be truly “strategic” in their roles. They will learn how to recognize the differences between short term communication objectives and longer-lasting, organization-defining decisions and actions. Students will also be given the tools to help their colleagues and management team develop a respect for this seemingly small but clearly significant change in approach.

12:00 – 1:30 PM  Lunch: Getting to Know You

1:30 – 3:00 PM  Session THREE: Leadership Challenges: Building Credibility with Strong Ethics
Arda Nazerian

Session Objective:
To have students value the critical importance of credibility - both inside and outside of their organizations - and how strong ethics, maybe now more than ever, can be a defining factor in professional success and organizational viability.

Discussion Questions:
- What does credibility mean? Who do we, as communications professionals, need to establish credibility with? Which, if any, audience is most important?
- What are some detriments to our credibility?
- How do you define ethics? How does your management team?
- Have you or your organization confronted any ethical challenges? If yes, how have you overcome them?
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- Are there any organizations in your sector that are recognized for their strong ethical behavior?

Learning Objective:
Through this session, students will gain a stronger understanding of what credibility with various audiences, both internally and externally, can mean and how it impacts our ability to do our jobs. Students will also learn how in a rapidly changing global business environment with 24-hour-a-day social media activity on multiple platforms, strong ethics can impact the bottom line.

3:00 – 3:30 PM  Break
Mid-afternoon Snack Provided

3:30 – 5:00 PM  Columbia Campus Tour
Alex Dabertin
Gather in front of Buell Hall for a 60-minute tour of campus

Please review the following for Tuesday’s sessions:

For Simon Sinek and David Marquet’s session ONE (optional):

For Alan Towers’ session THREE:
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**TUESDAY, 23 JULY 2013**

8:30 – 10:00 AM  
*Continental breakfast provided*

Session ONE: Leaders Build Leaders with “Why”  
Simon Sinek and David Marquet

Session Objective:  
To understand the relationship between the organization’s “why” and employee decision-making capacity. Learn mechanisms for gaining clarity of purpose.

Reading (optional):  

Discussion Questions:  
- Why do we like to take control? What is the impact of that behaviour on others?  
- How do we increase organizational decision-making capacity?  
- What’s the mechanism by which clarity of purpose enhances organizational resilience and employee engagement?  
- How can I tell if an organization is vulnerable to leadership disruption?  
- How do our cultural perceptions of leadership inhibit our ability to learn?  
- Do people naturally take responsibility? If not, what are the keys in getting acceptance of responsibility?  
- Do people just want to be told what to do? What are the leadership implications of your answer?  
- What are the evolutionary biases of humans, as mammals, with regard to social dominance?  
- Can we have a highly demanding workplace and high morale?
Learning Objectives:

- Understand the difference between managing physical and intellectual work
- Learn how to create environments where knowledge workers will freely give of their intellectual passion, energy, and creativity
- Learn the inherent flaw in most empowerment programs
- Understand the mechanisms for cultural change and the preconditions for empowering employees with decision-making authority
- Learn mechanism for divesting control, creating technical competence, and establishing organizational clarity of purpose

10:00 – 10:30 AM Break

10:30 AM – 12:00 PM Session TWO: Continued—Leaders Build Leaders with “Why” Simon Sinek and David Marquet

12:00 – 1:30 PM Lunch Session: Reputation Matters: Student Experiences Alan Towers

1:30 – 3:00 PM Session THREE: The Role of Corporate Communications in Reputation Management Alan Towers

Session Objective:
Identify primary sources of reputation and reputation risk within organizations, explore how they can be managed and examine the developing role of Chief Reputation Officer.

Reading:
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Discussion Questions:
- Where does an organization’s reputation come from?
- Can reputation risk be identified before it creates damage?
- Compare career paths in corporate communications with roles in reputation management.
- Who should manage reputation? What are the required skills?
- How to be a “repucentric” company.

Learning Objective:  
Understand the function of and career opportunities in reputation management.

3:30-5:00pm  
Session FOUR: The Power of Relationships: Getting a Seat at the Table  
Arda Nazerian

Session Objective:  
To help students understand the importance of being considered part of the core team of an organization, involved in the earliest stages of critical decisions, positive business developments and potential crises, and not being relegated to a “support” role. Also to help students learn how different relationships might help secure that coveted “seat at the table.”

Discussion Questions:
- Is communications considered a core part of the management team in your organization? If yes, has it always been that way? If no, why not?
- Which executives (positions) currently have a seat at your organization’s decision-making table?
- If the communications function has a seat, is it a permanent one or by invitation only, depending on the conversation?
- Are there any organizations you can think of that seem to do it right? Consider both industry and geography.
What are the greatest challenges you face with respect to building the relationships that might secure that “seat?” Or if you’re fortunate to have a seat at the table, what got you there?

Learning Objective:
Students will learn how to define, understand, develop and nurture key relationships internally and externally that might lead to a “seat at the table.” The lessons and insights from this session will encourage students to make getting that seat a professional priority, whether with a current employer or a future one. Students will also learn that this is not only professionally beneficial, but is a tremendous benefit to an organization as well.
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WEDNESDAY, 24 JULY 2013

8:30 – 10:00 AM  Continental breakfast provided

Session ONE: Internal Communications: Building the Case 
David Grossman

Session Objective:
Get grounded in the key steps of an effective internal communication plan, and begin working through two key first steps: 1) situation analysis, and 2) building an effective case for internal communications.

Learning Objectives:
- To learn the makings of a great internal communication plan and to get started on two critical first steps including:
  - How to conduct a situation analysis
  - How to build an effective case for internal communication so leaders get it and support it, including developing and elevator speech on internal communication
  - How to handle common objections

10:00 – 10:30 AM  Break


10:30 AM – 12:00 PM  
Session TWO: Internal Communications: Moving the Audience to Action  
David Grossman

Session Objective:
Gain a deeper understanding of why and how to use to build better communication plans and get better results through an audience mind-set analysis.

Learning Objective:
- In this session, you’ll learn a critical (and often neglected) step to effective communication planning – how to understand your audiences’ mind-set to move them to action

12:00 – 1:30 PM  
Lunch Session: The Challenges of Effective Internal Communications  
Michael Ramah, Porter Novelli

1:30 – 3:00 PM  
Session THREE: Internal Communications: Messaging and Measuring  
David Grossman

Session Objective:
Know how to develop high-impact messages that resonate and drive the right behaviours and actions. Be able to deliver winning internal communication strategies, and how to measure progress against the business and communication goals. In addition, this session also will serve as a summary of the key steps to internal communication planning.

Learning Objective:
In this session, you’ll learn how to shape high-impact messages that connect with your audiences, and drive the right behaviours and actions. You’ll learn the most common tools to execute your internal communication plan and measure if it’s having the desired impact on your business and communication goals.
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3:00 – 3:30 PM  Break
Mid-afternoon Snack Provided

3:30 – 5:00 PM  Session FOUR: Internal Communications: Turning Strategy into Action
David Grossman

Session Objective:
This culminating session, which focuses on a case study, will allow you to assess the overall effectiveness of how an organization is communicating its strategy globally.

Learning Objective:
In this session, you’ll assess the effectiveness of how an organization is communicating its strategy. You’ll critically examine what the organization did well, and what it could have done better when comparing its work to best-in-class strategies and tactics.
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**THURSDAY, 25 JULY 2013**

**8:30 – 10:00 AM**

*Continental breakfast provided*

**Session ONE: Principles of Crisis Communications**
Professor Peter Hirsch

Session Objective:
Establish a theoretical framework for understanding successful crisis communications.

Discussion Questions:
- Are crises avoidable?
- Is every crisis unique?
- Has social networking changed crisis communications?

Learning Objective:
Become familiar with the common underlying structures of crises in order to facilitate speedy and effective response.

**10:00 – 10:30 AM**

Break

**10:30 AM – 12:00 PM**

**Session TWO: Anatomy of a Crisis**
Professor Peter Hirsch

Session Objectives:
You will learn to use table top simulation to identify the key pitfalls of a developing crisis response in action.

Discussion Questions:
- What should we say when we don’t know what happened?
- Who should we talk to first?
When can we declare the crisis over?

Learning Objective:
Understand the ethology of a crisis and how its phases dictate communications; gain insights into successful post-crisis reputation recovery.

12:00 – 1:30 PM  Lunch Session: Student-led discussion and case presentation

1:30 – 3:00 PM  Session THREE: Staffing a Crisis: Who, Where and How
Rhonda Barnat, Abernathy MacGregor

Session Objective:
Establish a framework for understanding how and why to create a crisis management team.

Discussion Questions:
• Who should be on a crisis team?
• What is the optimal size and why?
• Who should be the leader and why?
• Should the CEO lead the crisis team? Why or why not?
• What are some of the biggest mistakes a crisis team can make?
• How do you know when to disband a crisis team?

Learning Objective:
Be able to apply principles and practices that work in a real live corporate/institutional crisis.

3:00 – 3:30 PM  Break
Mid-afternoon Snack Provided

3:30 – 5:00 PM  Session FOUR: Personal Reflections
Trudi Baldwin
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FRIDAY, 26 JULY 2013

8:30 – 10:00 AM  
Continental breakfast provided

ONE: Real World Crisis Issues
Peter Hirsch

Session Objective:  
Use discussion of crisis issues brought by students to provide contrasting insights for practical application.

Discussion Questions:
- Is this a communications or operational problem?  
- Who owns the issue?  
- What would constitute success?

Learning Objective:  
Gain access to heuristic tools for assessing potential issues and crisis management strategies.

10:00 – 10:30 AM  
Break

10:30 AM – 12:00 PM  
Session TWO: Crisis Recovery
Peter Hirsch

Session Objective:  
Demonstrate strategies to restore reputation after a crisis.

Discussion Questions:
- What is the actual reputation damage?  
- How do we make “restitution” credible?  
- When can we declare the crisis over?
Learning Objective:
You will gain insights into successful post-crisis reputation recover and options for on-going reputation management.

12:00 – 1:30 PM  Lunch Session: Student-led discussion and case presentation

1:30 – 3:00 PM  Session THREE: Big Data: Finding Insight
Mark Truss

Session Objective:
After this session, you will be able to answer the following questions: 1) What are insights? 2) What do I need to be mindful of when looking for them? 3) How do I go about finding them?

Discussion Questions:
- When you see published numbers, what do you believe about those numbers?
- How much scepticism do you apply to numbers?
- How much does your own lens colour your interpretation of data?

Learning Objective:
You will become knowledgeable and comfortable with the process of diving into data in order to uncover relevant, accurate insights.

3:00 – 3:30 PM  Break
Mid-afternoon Snack Provided
Session FOUR: Big Data: Applying Insight
Mark Truss

Session Objective:
After this session, you will be able to answer the following questions: 1) How do I turn an insight into a strategy? 2) How do I know I have the right insight? 3) What are the different strategic models I can apply my insight to?

Discussion:
- Case examples of insights applied to communications:
  - Naukri.com and Santoor soap (India)
  - Omo/Persil (Asia)
  - Nolan’s Cheddar (UK)
  - Guinness Horse Surfer (Ireland)
  - Dos Equis (North America)
  - Mitt Romney (US)

Learning Objective:
You will become familiar with different methods of activating insights in communications.

Please review the following for Monday’s sessions:

For Paul Argenti’s session ONE:

For Paul Argenti’s session TWO:
- Fiji Water Case

For Paul Argenti’s Session THREE:
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MONDAY, 29 JULY 2012

8:30 – 10:00 AM  
Continental breakfast provided

Session ONE: What is a business for?  
Professor Paul Argenti

Session Objectives:  
To understand what a business is, beyond the obvious need to make a profit.

Reading:  

Discussion Questions:  
- What is the purpose of a for-profit corporation?  
- For what and to whom is a corporate executive responsible?  
- Does widespread stock market participation by average Americans require corporations to be more broadly responsible to society?  
- What happens when the rule-makers (i.e. governments, regulators) can’t keep up with market innovation?  
- Should corporations be responsible for taking the regulatory lead?

Learning Objective:  
To give students a grounding in how to think more responsibly about the role of a corporation. Also, students will learn to present arguments for their role as responsible leaders. Lastly, students will gain understanding in the ways in which companies need to check their own behaviour rather than rely on regulators.
10:30 AM – 12:00 PM  
**Session TWO: The Corporation’s Responsibility to the Environment**  
*Professor Paul Argenti*

**Session Objective:**  
You will understand how society and the corporation’s values can be mutually beneficial. In addition, you will learn how a major global corporation dealt with issues of responsibility and questions about its values. Lastly, you will learn and understand the concept of sustainability.

**Reading:**  
- Fiji Water Case

**Discussion Questions:**  
- Evaluate the methods that FIJI Water is using to measure their carbon footprint as well as their strategy for reducing it. Is FIJI Water truly a carbon negative company?
- Is the FIJI Green marketing campaign proactive or reactive? The years preceding the launch of FIJIGreen.com and the ‘green’ initiatives (2007 and 2008) were years where the bottled water industry had been under attack for selling an unnecessary product at a high environmental cost.
- Are these sustainability initiatives sincere on the part of FIJI Water or is going ‘green’ the company’s next big brand-building activity that keeps the brand relevant for target consumers?
- Is the real controversy over FIJI Water coming from the environmental destruction from bottled water or the fact that there is a perception that the company is looking the other way in a country with an oppressive regime?
12:00 – 1:30 PM  Lunch Session: Student-led discussion and case presentation

1:30 – 3:00 PM  Session THREE: Leadership and Personal Responsibility
Professor Paul Argenti

Session Objective:
Understand the connection between leadership and personal responsibility.

Reading:

Discussion Questions:
- McCoy says he is “haunted” by the decision made on the mountain. Should he be?
- What accounts for the decision that was made?
- What accounts for the outcome in “Us or Me?”
- What do these stores teach about leadership and personal responsibility?

3:00 – 3:30 PM  Break

3:30 – 5:00 PM  Session FOUR: Personal Reflections
Professor Paul Argenti
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TUESDAY, 30 JULY 2013

8:30 – 10:00 AM  
*Continental breakfast provided*  

**ONE: The Power of Purpose: Operating in a Transparent World**  
Carol Cone, Edelman

Objective:  
To gain understanding of the varying levels of corporate engagement with social and environmental issues. In addition, students will learn about program framework and best practices.

Reading:  
- Good Purpose Study

10:00 – 10:30 AM  
Break

10:30 AM – 12:00 PM  
**Session TWO: The Power of Purpose: Student Q & A**  
Carol Cone, Edelman

12:00 – 1:30 PM  
**Lunch Session: The Value of Social Media: Developing a Framework**  
Tony Lederer, Cohn & Wolfe
Session Objective:
Social media can and should be used for a lot of different business objectives – sales, customer service, brand building and more, but this can create a lot of confusion and internal competition within organizations over the primary role of social media and who should be managing its use. This session will focus on how to identify the best use of social media for your organization, and to develop an appropriate framework for managing it.

Discussion Questions:
- What are the best purposes for using social media?
- Which channels are appropriate for which activities?
- Who should ‘own’ social media inside an organization?

Learning Objective:
Develop an understanding of the value of social media for organizations, and how to develop a strategic framework to use it effectively.

1:30 – 3:00 PM  
Session THREE: The Value of Social Media: Using it Effectively  
Tony Lederer, Cohn & Wolfe

Session Objective:
Social media, operationally, can cause a number of challenges for companies. How can you adapt as a company to the speed in which social media operates? How can you possibly keep on top of everything that’s happening? This session will focus on developing an appropriate company process for engaging in social media that delivers on your objectives and is manageable for the organization.

Discussion Questions:
- Which channels should we focus on?
- How much should we develop our own content versus responding to what’s happening amongst our consumers?
- What tools can we use to stay on top of everything?
- How should we measure our success (or failure)?
Learning Objective:
A practical guide to developing a social media management structure for your organization that will give you the tools to start developing your own.

3:00 – 3:30 PM  Break  Mid-afternoon Snack Provided

3:30 – 5:00 PM  Session FOUR: How to Craft a Proactive Digital Strategy for your Organization  Alex Lirtsman, Ready Set Rocket

Session Objectives:
- Understand how digital channels and consumer touch points impact your organization (i.e. the true impact of digital)
- Learn what’s important to measure and how to define KPIs (Key Performance Indicators)
- Discover the tools and methodology that will help you measure, monitor and optimize your brand’s digital touch points

Discussion Questions:
- What defines digital success for your organization?
- How do you leverage digital at your organization to help shape brand perceptions and drive KPIs?
- How do you measure and report on your digital touch points?

Please review the following for Wednesday’s sessions:

For Paul Argenti’s session ONE:
For Barbara Becker’s session TWO:

For Paul Argenti’s session THREE:
WEDNESDAY, 31 JULY 2013

8:30 – 10:00 AM  Continental breakfast provided

Session ONE: The Corporation’s Responsibility to Defend Human Rights
Professor Paul Argenti

Session Objective:
To assess a corporation’s responsibilities to the public and key stakeholders in the event of a human rights crisis. To define how corporations can “do well by doing good.”

Reading:

Discussion Questions:
- What are the responsibilities of a multinational corporation in a foreign country in which it operates?
- What are a corporation’s communications responsibilities during a human rights crisis?
- At what point should Shell have determined the situation had become a crisis and begun engaging with the human rights community differently?
- How did the HBS report differ from the HRW report?
- How can corporations operate and communicate to proactively manage their international reputation and cultivate strong social value?
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Learning Objective:
To provide an overview of corporate responsibility in the 21st century and how it can enhance or impair reputation and value in today’s global business environment.

10:00 – 10:30 AM
Break

10:30 AM – 12:00 PM
Session TWO: How to Turn your Ideas into Action: Messaging for Social Responsibility
Barbara Becker

Session Objectives:
To deconstruct the key elements of successful messaging, including a concrete solution, target audience determination, and what you as a strategic communicator need this audience to do, feel and know. To apply this learning to the creation of a practical and immediately applicable message related to their current work challenge.

Reading:

Discussion Questions:
• What is your concrete solution to the problem at hand?
  o If you don’t know where you’re going, any road will get you there. -- Lewis Carroll
• How do you determine your target audience?
  o What happens if your target includes too many people? How can you segment your audience?
  o Is your target capable of reaching the decision makers who can make your campaign goal a reality?
• What concrete and measurable action do you want your target audience to do as a result of hearing your message?
• What constructive emotions do you want to invoke in your target audience?
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- How can you make messages personally relevant to your target?
- What’s in it for them?
- What stories or images support these feelings?
  - What knowledge should you share with your audience to support their understanding of the issue without overwhelming them with details?

Learning Objective:
To provide a hands-on understanding of effective message development for the purpose of generating measurable social change.

12:00 – 1:30 PM  
Lunch Session: Global Communication Challenges and Opportunities
Professor Paul Argenti

Session Objective:
In this session, you will experience the challenges of communication in the global environment. Also, you will learn how to avoid cultural assumptions.

1:30 – 3:00 PM  
Session THREE: Global Media Relations: Toyota Case  
Professor Paul Argenti

Session Objectives:
- To experience a simulated media interaction
- To learn how to apply communication strategy to media interactions
- To practice delivery techniques

Reading:
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3:00 – 3:30 PM        Break
                      Mid-afternoon Snack Provided

3:30 – 5:00 PM        Session FOUR: Leadership Challenges: Q & A with students
                      Professor Paul Argenti

For Dan Colarusso’s session TWO: Please pick up one copy of the New York Post before coming in tomorrow morning. (Available at newsstands)
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THURSDAY, 1 AUGUST 2013

8:30 – 10:00 AM  Continental breakfast provided

Session ONE: Strategic Media Relations: Adapting to the New World Order  
Arda Nazerian

Session Objective:  
To have students apply critical and strategic thinking with respect to audience, specific situation and global dynamics, both within and outside their organizations.

Discussion Questions:
• How has traditional media relations changed broadly?
• Specific to each of your roles and organizations, how have you seen the corporate communications function evolve?
• Is technology helping or hurting?
• Has globalization really created “one world”?
• Does your company think and act “globally”? Does your department?
• What company, if any, is your industry role model for effective media relations and strategic communications?

Learning Objective:  
Students will leave this session with a great appreciation for the true art of media relations, strategic corporate communications and the concept of global public affairs, and understanding the critical importance of building internal credibility from the CEO, department heads and other colleagues.

10:00 – 10:30 AM  Break
Session TWO: Media Relations: Candid insights from a career journalist
Dan Colarusso

Session Objective:
Learn how to effectively build a relationship with a journalist or news organization to serve you in good times and bad.

Reading:
- Daily New York Post

Discussion Points:
- How to establish trust and need before you have something to pitch
- Truly understanding and attaching yourself to the journalist’s goals to reach your own
- Pitching like you’ve done it before
- Safely providing worthwhile access
- How to react when it all goes horribly wrong

Lunch: Students: Ask the experts
Dan Colarusso, Arda Nazerian and Jane Praeger

Session THREE: Media Training
Jane Praeger

Session Objective:
In this session, you will learn the core principals behind strategic media interviewing and responding to questions in a live Q&A.

Discussion Questions:
- What is the purpose of media training?
- What are some basic techniques for controlling the direction and flow of a media interview?
- What kind of messaging and talking points are most helpful to a speaker?
How do you maintain message discipline without sounding stiff and artificial?

What is the best way to manage difficult or hostile questions?

How do you work with a speaker (such as a CEO) that doesn’t take direction well?

Learning Objective:

You will learn how to prep spokespeople for media interviews so that they can advance organizational objectives and avoid common mistakes made in media interviews.

3:00 – 3:30 PM  Break

Mid-afternoon Snack Provided

3:30 – 5:00 PM  Session FOUR: Continued–Media Training

Jane Praeger
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**FRIDAY, 2 AUGUST 2013**

8:30 – 10:00 AM  
*Continental breakfast provided*

**Session ONE: Storytelling: Crafting Strategic Presentations**  
Jane Praeger

Session Objective:  
This session will introduce a new paradigm for conceptualizing and developing persuasive presentations.

Discussion Questions:  
- What is the appropriate role of the presenter in the world of business?  
- Why are the best presentations persuasive and strategic as opposed to just informative?  
- How do you create content that maximizes audience engagement?  
- How do you integrate storytelling and narrative into presentations?  
- What is the role of slides in a presentation?

Learning Objective:  
You will gain an understanding of how to make presentations more strategic, powerful, and engaging.

10:00 – 10:30 AM  
**Break**

10:30 AM – 12:00 PM  
**Session TWO: Continued--Storytelling: Crafting Strategic Presentations**  
Jane Praeger
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12:00 – 1:30 PM Lunch: Student discussions: How will I move forward?

1:30 – 3:00 PM Session THREE: Student Q & A
Arda Nazerian, Jane Praeger,

Session Objective:
Address students’ challenges and reflections.

3:00 – 3:30 PM Break
Mid-Afternoon Snack Provided

3:30 – 5:00 PM Session FOUR: Awards and Celebration

5:30 – 8:00 PM Closing Event
Havana Central