

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

*All sessions meet at La Maison Française in Buell Hall.*

*All breakfasts, lunches, and snacks will be provided.*

### **SUNDAY, 26 JULY 2015**

**4:30 pm – 7:00 pm** *Food and drinks will be provided*

#### **Global Communications Exercise and Welcome Reception - Paul Argenti**

Opening Remarks

- Trudi Baldwin, Program Director
- Maryellen Novak, Program Coordinator

**Please review the following for Monday's sessions**

*Readings for Paul Argenti's presentation - session ONE*

- Argenti, Paul A., "Communicating Strategically" Chapter 2, *Corporate Communication*, 6e
- Case: Carson Container (Tuck School of Business)

*Readings for Paul Argenti's session TWO*

- Friedman, Milton. "The Social Responsibility of Business is to Increase its Profits." *The New York Times Magazine*. September 13, 1970.
- Handy, Charles. "What's a Business For?" *Harvard Business Review*. December 2002.

*Interactive Tool for David Zucker's LUNCH SESSION*

*Please review the interactive tool prior to the session via the following link:*

<https://hbr.org/2014/04/a-tool-that-maps-out-cultural-differences>

*Readings for Paul Argenti's session THREE*

- "Coca Cola India" Case, in Chapter 10 of *Corporate Communication* (6<sup>th</sup> edition)
- Chapter 5: Argenti, Paul A. *Corporate Responsibility*. In *Corporate Communication* (6th Edition)

*Readings for Paul Argenti's session FOUR*

- "Royal Dutch/Shell in Nigeria" (A) *Harvard Business School* 9-399-126
- "Responding to Market Failures." *Harvard Business School*. 9-396-344

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### **MONDAY, 27 JULY 2015**

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

#### **Session ONE: Communicating Strategically - Paul Argenti**

*Session Objectives*

- Develop a connection between strategy development and execution
- Use strategic communication to create integration
- Create communication strategies for personal leadership

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### *Readings*

- Argenti, Paul A., “Communicating Strategically” Chapter 2, *Corporate Communication, 6e*
- *Case: Carson Container* (Tuck School of Business)

### *Case Questions*

1. What problems does Carson Container Company have that will affect its communications?
2. What specific problems does Mr. Haskell have as a result of his communications to materials managers?
3. What advice would you give to Haskell to help solve his and Carson’s problems?

**10:30 am – 12:00 pm**

### **Session TWO: What is a Business For? - Paul Argenti**

#### *Session Objective*

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

### *Readings*

- Friedman, Milton. “The Social Responsibility of Business is to Increase its Profits.” *The New York Times Magazine*. September 13, 1970.
- Handy, Charles. “What’s a Business For?” *Harvard Business Review*. December 2002.

### *Discussion Questions*

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

### *Learning Objectives*

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.

**12:00 pm – 1:30 pm** *Lunch provided*

### **Lunch Session: Directing Global Teams - David Zucker**

#### *Session Objective*

Establish practical guidelines to effectively manage global teams.

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### *Reading*

- <https://hbr.org/2014/04/a-tool-that-maps-out-cultural-differences>

### *Discussion Questions*

1. If the world is flat, why does it feel so bumpy?
2. Can a shared corporate culture level out local cultural differences?
3. What personal qualities are most important for a global team manager vs a local team manager?
4. What is the best way to build a strong foundation for a successful global team?
5. How do you maintain motivation and engagement over time and across distances?
6. How do you strengthen the quality of communications across the team?

### *Learning Objective*

To apply guidelines and adopt behaviours that will improve efficacy as a global team manager.

**1:30 pm – 3:00 pm**

### **Session THREE: The Corporation's Responsibility to the Environment - Paul Argenti**

#### *Session Objectives*

Communicating responsibly in a Crisis: this session focuses on how issues of corporate responsibility can both lead to and prevent crises. We will look at a reputation risk analysis framework as a way of determining how responsible behaviour can create an opportunity platform for companies.

#### *Readings*

- "Coca Cola India" Case, in Chapter 10 of Corporate Communication (6th edition)
- Chapter 5: Argenti, Paul A. Corporate Responsibility. In Corporate Communication (6th Edition)

#### *Discussion Questions*

1. What are the key problems that Gupta should focus on in the short term and in the long term?
2. What is Coca Cola's responsibility in this situation?
3. How well prepared was Coke India to deal with the CSE's allegations?
4. What should Gupta do?

**3:30 pm – 5:00 pm**

### **Session FOUR: Corporation and Human Rights - Paul Argenti**

#### *Session Objectives*

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."

#### *Readings*

- "Royal Dutch/Shell in Nigeria" (A) Harvard Business School 9-399-126
- "Responding to Market Failures." Harvard Business School. 9-396-344

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### *Discussion Questions*

1. Why has Shell become the subject of criticism and controversy?
2. During its time in Nigeria, what, if anything, should Shell have done differently?
3. What is your appraisal of Shell's stated business principle of non-interference in political matters?
4. In Brian Andersen's position, what would you recommend to Shell's Committee of Managing Directors regarding the death sentence for Saro-Wiwa and his co-defendants? What, if anything, would you do personally about this matter?
5. What advice would you give Shell's leadership going forward? What about the liquefied natural gas project?

### *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.

### **Please review the following for Tuesday's sessions**

*Readings for Paul Argenti's presentation - session THREE*

- Chapter 10: Argenti, Paul A. *Crisis Communication*. In *Corporate Communication (6th Edition)*
- Case: *The Costa Concordia Disaster: Crisis Management in Times of Tragedy*

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## **TUESDAY, 28 JULY 2015**

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

### **Session ONE: Principles of Crisis Communications - Peter Hirsch**

#### *Session Objective*

Establish a framework for the theory and practice of successful crisis communications.

#### *Discussion Questions*

1. How are effective decisions made with limited information, under pressure?
2. How should one handle social media in a crisis?
3. How should one respond to a crisis locally and globally?

#### *Learning Objective*

Become familiar with the underlying structures of most crises and understand the cognitive barriers to effective decision-making in a crisis.

**10:30 am – 12:00 pm**

### **Session TWO: Anatomy of a Crisis - Peter Hirsch**

#### *Session Objective*

Use a table-top simulation to identify the most common pitfalls made by corporate leaders and communicators in responding to a crisis.

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### *Discussion Questions*

1. How can we organize most effectively to “run” the crisis response?
2. What is the best order of priority of action steps in a crisis?
3. How can we defend ourselves without making stakeholders angry?

### *Learning Objective*

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

**12:00 pm – 1:30 pm** *Lunch provided*

### **Lunch Session: Staffing a Crisis: Who, Where, and How - Rhonda Barnat**

#### *Session Objectives*

We will draw from a complex real-life crisis situation to learn the best practices and principles in managing a major crisis.

- You will learn how to form a working crisis management team and ensure that it can work well together over a long period of time.
- You will learn how to judge how a crisis is unfolding and to anticipate what actions may be required.
- You will learn how to work best with the press in a way that meets the overall needs of the situation.
- You will learn how to best search for facts and advocates that can assist you.
- You will learn how to know when a crisis is over and how to disband the team in the best possible way.

**1:30 pm – 3:00 pm**

### **Session THREE: Global Crisis, Costa Concordia - Paul Argenti**

#### *Session Objective*

This session focuses on how companies can avoid crises through proactive strategies.

#### *Readings*

- Chapter 10: Argenti, Paul A. Crisis Communication. In Corporate Communication (6th Edition)
- *Case: The Costa Concordia Disaster: Crisis Management in Times of Tragedy*

### *Discussion Questions*

1. What is the problem?
2. How could it have been prevented?
3. How should the organization have dealt with the accident happened?
4. What should Carnival Corp do now?

**3:30 pm – 5:00 pm**

### **Session FOUR: Personal Reflections - Paul Argenti**

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

**5:30 pm – 9:00 pm**

**Off-site Event - Lower East Side “Escape” Adventure**

*Please review the following for Wednesday’s sessions*

*URLs to Readings for Roger Bolton’s sessions ONE and TWO*

- [The Authentic Enterprise](#)
  - [Building Belief: A New Model for Activating Corporate Character and Authentic Advocacy](#)
  - [Corporate Character: How Leading Companies are Defining, Activating and Aligning Values](#)
  - [Authentic Advocacy: How Five Leading Companies are Redefining Stakeholder Engagement](#)
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### **WEDNESDAY, 29 JULY 2015**

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

**Session ONE: Reputation, Credibility & Influence - Roger Bolton, President, Arthur W Page Society**

*Session Objective*

To understand the increasingly important role of the CCO and corporate communications in the success of the modern global enterprise.

*Readings*

- [The Authentic Enterprise](#)
- [Building Belief: A New Model for Activating Corporate Character and Authentic Advocacy](#)
- [Corporate Character: How Leading Companies are Defining, Activating and Aligning Values](#)
- [Authentic Advocacy: How Five Leading Companies are Redefining Stakeholder Engagement](#)

*Discussion Questions*

1. Have public expectations of business changed?
2. What is the role of communications in leading within the enterprise, and how is it evolving?
3. How can leaders shape an organization that is worthy of trust?

*Learning Objective*

Be well prepared to step up to the opportunities presented for corporate communicators by the current business environment.

**10:30 am – 12:00 pm**

**Session TWO: Reputation, Credibility & Influence (Continued) - Roger Bolton, President, Arthur W Page Society**

**12:00 pm – 1:30 pm** *Lunch provided*

**Lunch Session: Managing Reputation: The Role of Corporate Communications - Gary Sheffer, Corporate Communications and Public Affairs, General Electric**

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

**1:30 pm – 3:00 pm**

**Session THREE: Coaching for the Media, Making the Most of a Media Appearance - Jane Praeger**

*Discussion Questions*

1. What is the purpose of media training?
2. What are the common mistakes made by spokespeople?
3. What are some basic techniques for controlling the direction and flow of a media interview?
4. How can you best handle a hostile interviewer or guest?
5. What kind of messaging and talking points are most user-friendly and useful?
6. How can you help your spokespeople become more quotable?

*Learning Objective*

Become familiar with the core principals of media training, and how to best prepare messaging documents for use in training sessions and interviews.

**3:30 pm – 5:00 pm**

**Session FOUR: Coaching for the Media, Making the Most of a Media Appearance - Jane Praeger**

*Session Objective*

We will continue media training participants as well as discuss different techniques for coaching your executives.

*Discussion questions*

1. How do you maintain message discipline without sounding stiff and artificial?
2. How do you deal with spokespeople who are long-winded, rambling, dull, or never quite get to the point (besides keeping them as far away from the media as possible)?
3. How do you work with a spokesperson (i.e. your CEO) that doesn't take direction well?

*Learning Objective*

How to best prep spokespeople so that they can avoid common mistakes made in media interviews and advance organizational objectives.

**Please review the following for Thursday's session**

*Information for Catherine Heaney's LUNCH SESSION*

*There is no required reading for this session, but if you are not familiar / out of touch with CSR, it would be useful to a little online reading so that you can participate effectively in the session.*

*Here are some sites that you might like to dip into:*

*Whetting your appetite (some articles)*

- *The Truth About CSR, Harvard Business Review (January – February 2015): <http://bit.ly/1w6OeA2>*

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

- *Corporate Social Responsibility: A lever for Employee Attraction & Engagement, Forbes, 6th May 2012:*  
<http://onforb.es/1HYXIKv>
- *Edelman loses executives and clients over climate change stance: The Guardian, 7th July 2015:*  
<http://gu.com/p/4aez6/sbl>

*Become more engaged (some blogs)*

- <http://sustainablesmartbusiness.com>
- <http://www.mallenbaker.net/csr>

*Research CSR (look at how some companies do CSR)*

- *Different commentators have different perspectives on the best CSR companies. This is one assessment:* <http://onforb.es/1MNIxmp>

*Some examples*

- Marks & Spencer's: <http://corporate.marksandspencer.com/plan-a>
- Ben & Jerry's: <http://bjsocialresponsibility.weebly.com>

### **Please review the following for Thursday's session**

*Readings for Alan Nelson's session FOUR*

- *The Story of Steve Jobs: An Inspiration or a Cautionary Tale?*
- *HSN's CEO on Fixing the Shopping Network's Culture*
- *A Selection of Leadership Communications*
- *The Power Trip*

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## **THURSDAY, 30 JULY 2015**

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

### **Session ONE: Making Internal Communications Count: The Seven Habits Every Communicator Must Master - David Grossman**

#### *Session Objective*

What makes internal communication professionals world-class? Learn the 7 critical habits they share, which help them engage and inspire employees, drive business results, and stand out from their peers.

Master these habits and you'll know the most sought-after strategic short-cuts and the smartest ways to drive business results today. Not to mention the best remedies for stress, overwork and feeling short on time.

#### *Learning Objectives*

In this session, you'll learn

- the 6 questions you must ask before your next project begins
- the Eight Key Questions every employee has



## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

- how to know your audience, every time
- the 6 questions journalists ask, and how they apply to masterful and memorable messaging
- how to frame change communications—and the ONE critical step your leaders must take proactively but often miss
- ...and much more

**10:30 am – 12:00 pm**

### **Session TWO: The Value of Social Media: Developing a Framework - Tony Lederer**

#### *Session Objectives*

Since the early days of social media, the channel has been used to service a number of different business objectives – sales, customer service, brand building and more.

However, significant changes to how the different platforms operate means that some of the early appeal of the channel – primarily organic reach – has dwindled. So what is the best use of social media for brands now?

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*

1. What are the best purposes for using social media?
2. Which channels are appropriate for which activities?
3. Who should 'own' social media inside an organization?

#### *Learning Objectives*

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

**12:00 pm – 1:30 pm** *Lunch provided*

### **Lunch Session: Making CSR Work - Catherine Heaney, 2013 Participant**

#### *Session Objectives*

- To remind / introduce the audience to corporate social responsibility, and how it operates (or doesn't) around the globe.
- To ascertain if your organisation has potential to engage in CSR.
- To share experiences of how CSR can work to enhance communications (internal and external).

#### *Reading*

There is no required reading for this session, but if you are not familiar / out of touch with CSR, it would be useful to a little online reading so that you can participate effectively in the session.

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

Here are some sites that you might like to dip into:

Whetting your appetite (some articles)

- The Truth About CSR, Harvard Business Review (January – February 2015): <http://bit.ly/1w6OeA2>
- Corporate Social Responsibility: A lever for Employee Attraction & Engagement, Forbes, 6th May 2012: <http://onforb.es/1HYXIKv>
- Edelman loses executives and clients over climate change stance: The Guardian, 7th July 2015: <http://gu.com/p/4aez6/sbl>

Become more engaged (some blogs)

- <http://sustainablesmartbusiness.com>
- <http://www.mallenbaker.net/csr>

Research CSR (look at how some companies do CSR)

- Different commentators have different perspectives on the best CSR companies. This is one assessment: <http://onforb.es/1MNIxmp>

Some examples

- Marks & Spencer's: <http://corporate.marksandspencer.com/plan-a>
- Ben & Jerry's: <http://bjsocialresponsibility.weebly.com>

*Discussion questions*

1. Is there a place in all companies / organisation for CSR?
2. Does your organisation have a meaningful CSR programme?
3. What are the communications areas in your organisation that – you think – could benefit from links with CSR?

*Learning Objectives*

- To gain a fresh perspective on CSR practice and engagement.
- To think more strategically about the benefits of CSR in communications, customer / audience engagement, and public affairs engagement.

**1:30 pm – 3:00 pm**

**Session THREE: The Value of Social Media: Using it Effectively- Tony Lederer**

*Session Objectives*

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.

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### *Discussion Questions*

1. Which channels should we focus on?
2. How much should we develop our own content versus responding to what's happening amongst our consumers?
3. What tools can we use to stay on top of everything?
4. How should we measure our success (or failure)?

### *Learning Objectives*

A practical guide to developing a social media management structure for your organization that will give you the tools to start developing your own.

**3:30 pm – 5:00 pm**

**Session FOUR: Leadership Communication and Leadership Style - Alan Nelson, Partner, CRA Inc.**

### *Session Objective*

Adopt a critical and pragmatic perspective on leadership communication.

### *Readings*

- The Story of Steve Jobs: An Inspiration or a Cautionary Tale?
- HSN's CEO on Fixing the Shopping Network's Culture
- A Selection of Leadership Communications
- The Power Trip

### *Discussion Questions*

1. Which leaders are most admired, and why?
2. What is the empirical relationship between perceptions of leadership effectiveness and communication effectiveness?
3. Does "executive presence" exist?

### *Learning Objectives*

In this session we will turn a critical eye upon common definitions of "leadership" and "communication." We will see what the data have to say about what truly creates admiration among those who choose to follow others, how communication contributes to those perceptions, and what, if anything, contributes to an executive style. We will approach this conversation from a pragmatic perspective, with a focus on things you can do (and can advise others to do) to improve your communication as a leader.

**Please review the following for Friday's session**

*Reading for Paul Argenti's session THREE*

- McCoy, Bowen H. "Parable of the Sadhu." *Harvard Business Review*. May 1997.

## **Strategic Communications: International Perspectives**

26 July – 31 July, 2015

### **FRIDAY, 31 JULY 2015**

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

**Session ONE: What Role Can Communications People Play? Future of the Profession**

**Panel Discussion: Paul Argenti, Joe Cohen, Adam Grossberg, Deirdre Latour, Dawn Schneider**

**10:30 am – 12:00 pm**

**Session TWO: Influencing Your CEO - TBC**

**12:00 pm – 1:30 pm** *Lunch provided*

**Lunch Session: Awards**

**1:30 pm – 3:00 pm**

**Session THREE: Leadership and Personal Responsibility - Paul Argenti**

*Session Objective*

Understand the connection between leadership and personal responsibility.

*Reading*

- McCoy, Bowen H. "Parable of the Sadhu." *Harvard Business Review*. May 1997.

*Discussion Questions*

1. McCoy says he is "haunted" by the decision made on the mountain. Should he be?
2. What accounts for the decision that was made?
3. What accounts for the outcome in "Us or Me?"
4. What do these stories teach about leadership and personal responsibility?

**3:30 pm – 5:00 pm**

**Session FOUR: Final Reflections**

**5:00 pm**

**Celebratory Dinner**