From Counselor to Leader: the next step for corporate communicators

LEADERSHIP

Professor Anne Gregory
Chair, Global Alliance

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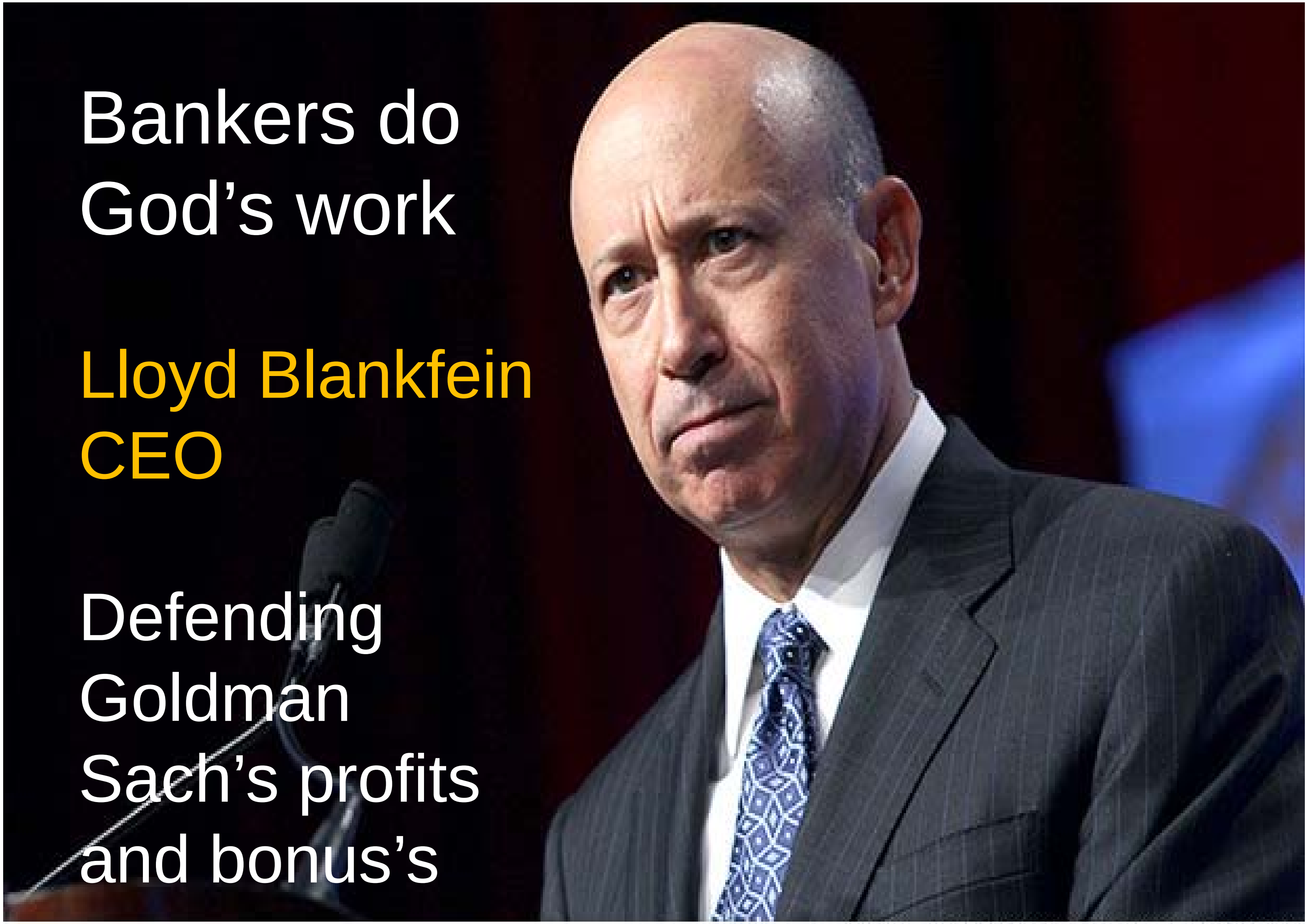

Bankers do God’s work

Lloyd Blankfein CEO

Defending Goldman Sach’s profits and bonus’s

PHOTO: JIN LEE/BLOOMBERG VIA GETTY IMAGES

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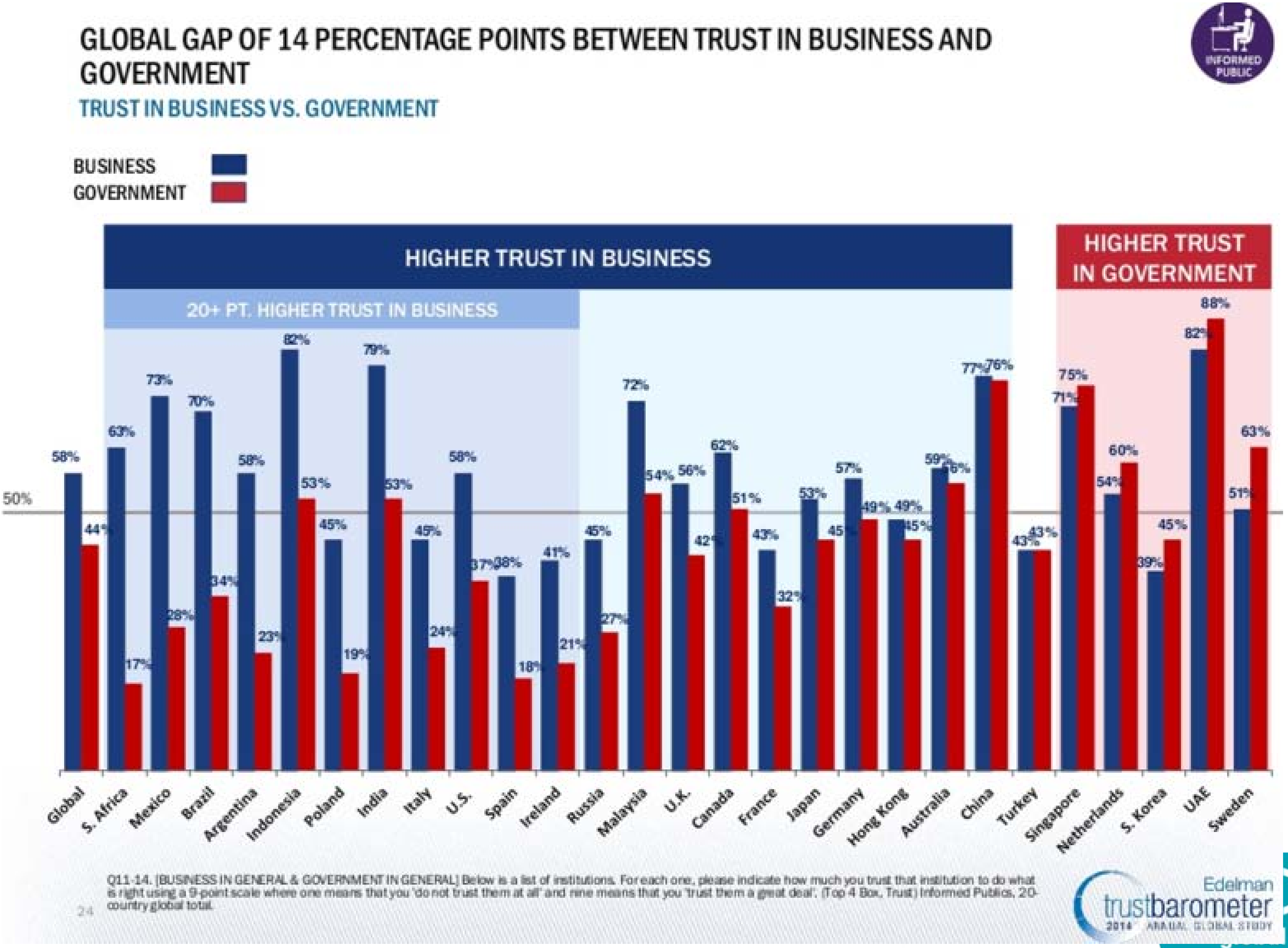
TRUST

Issues for our organisations



GLOBAL GAP OF 14 PERCENTAGE POINTS BETWEEN TRUST IN BUSINESS AND GOVERNMENT

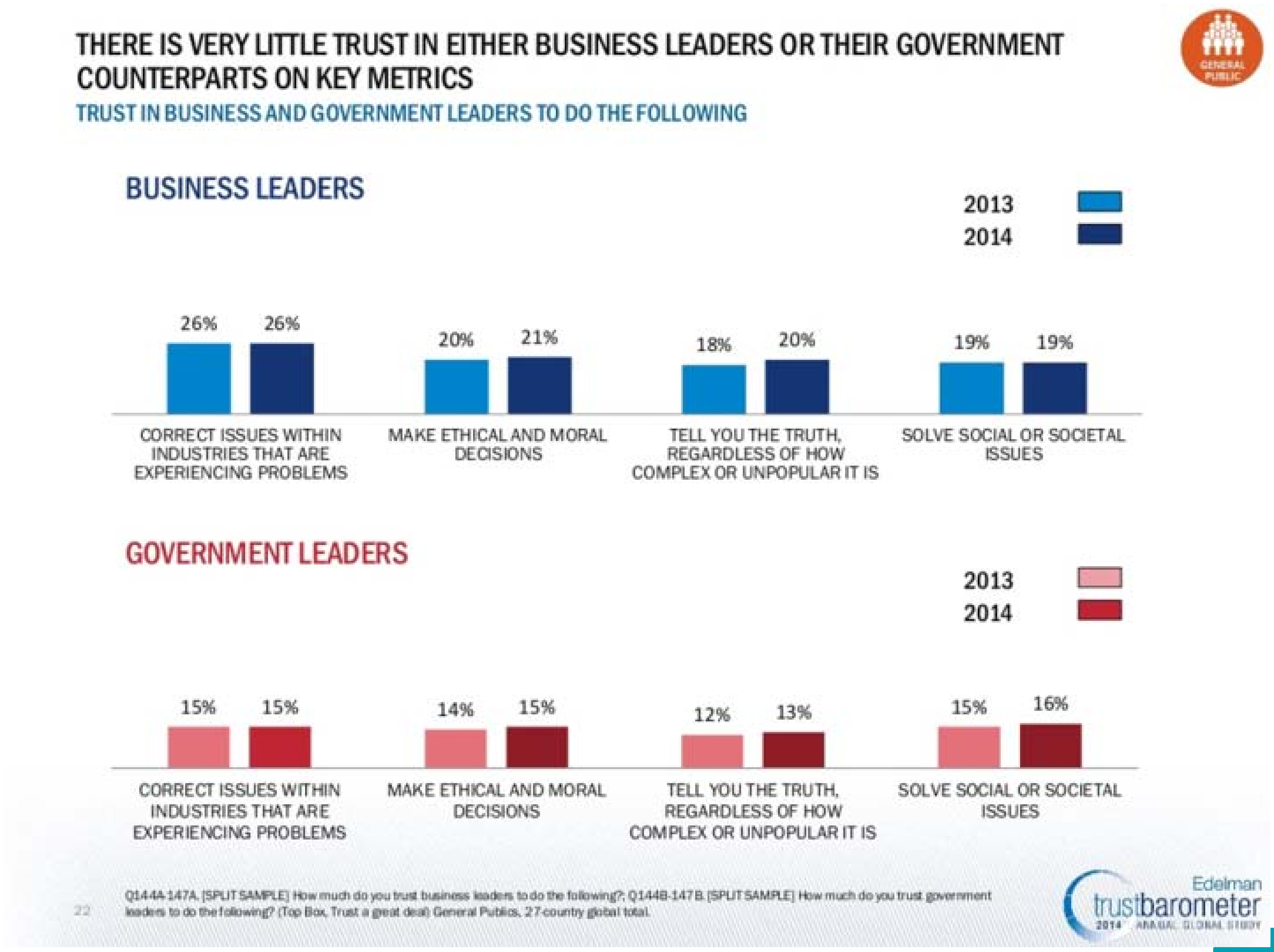
TRUST IN BUSINESS VS. GOVERNMENT

INFORMED PUBLIC

Q11-14. [BUSINESS IN GENERAL & GOVERNMENT IN GENERAL] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you 'do not trust them at all' and nine means that you 'trust them a great deal'. (Top 4 Box, Trust) Informed Publics, 20-country global total.

Edelman trustbarometer 2014 ANNUAL GLOBAL STUDY

What’s the issue?

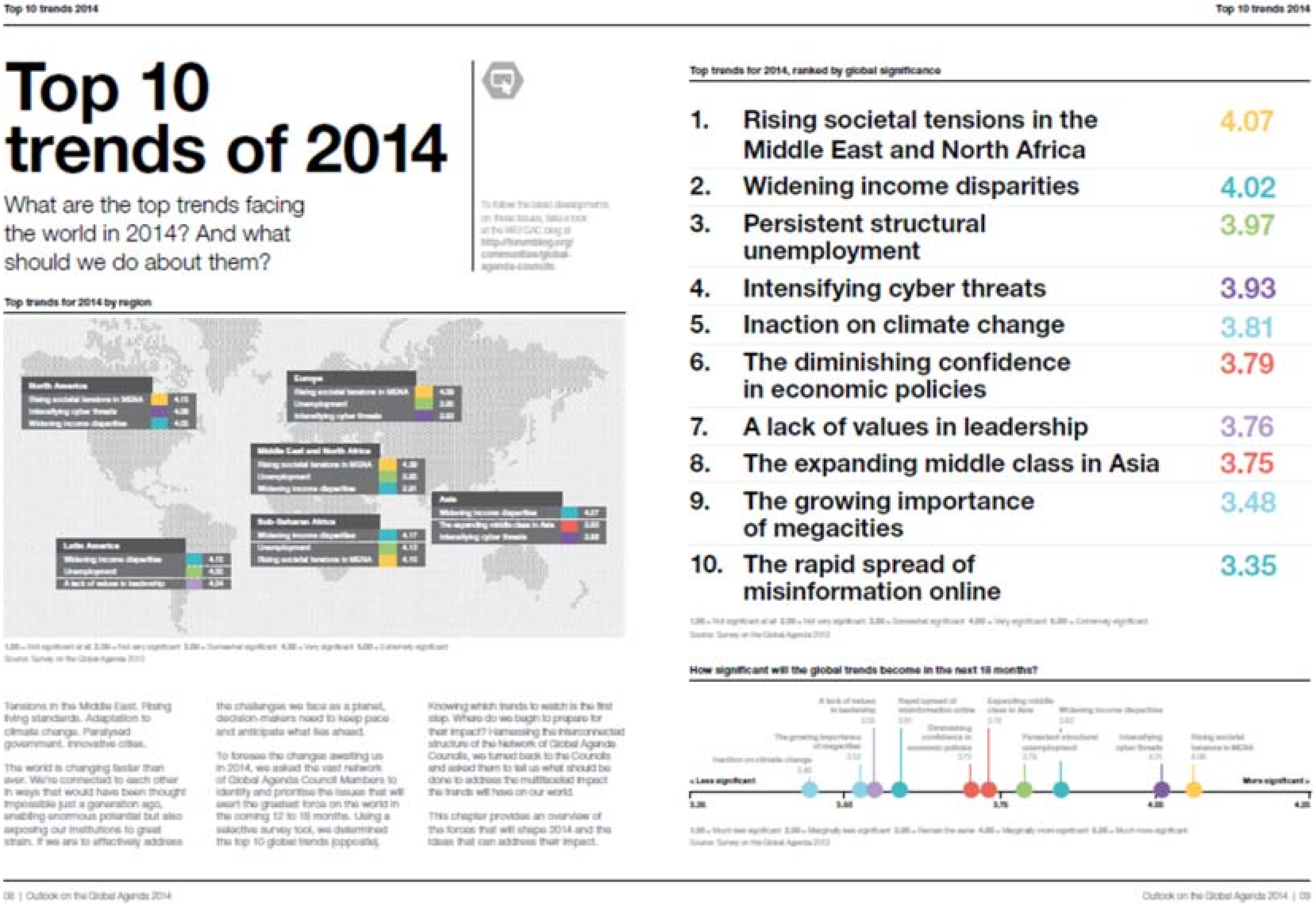


THERE IS VERY LITTLE TRUST IN EITHER BUSINESS LEADERS OR THEIR GOVERNMENT COUNTERPARTS ON KEY METRICS

TRUST IN BUSINESS AND GOVERNMENT LEADERS TO DO THE FOLLOWING

Q144A-147A. [SPLIT SAMPLE] How much do you trust business leaders to do the following?; Q144B-147B. [SPLIT SAMPLE] How much do you trust government leaders to do the following? (Top Box, Trust a great deal) General Publics, 27-country global total.

A view from the WEF


North America
Rising societal tensions in MENA
Intensifying cyber threats
Widening income disparities
Europe
Rising societal tensions in MENA
Unemployment
Intensifying cyber threats
Middle East and North Africa
Rising societal tensions in MENA
Unemployment
Widening income disparities
Asia
Widening income disparities
The expanding middle class in Asia
Intensifying cyber threats
Sub-Saharan Africa
Widening income disparities
Unemployment
Rising societal tensions in MENA
Latin America
Widening income disparities
Unemployment
A lack of values in leadership
A lack of values in leadership
Rapid spread of misinformation online
Expanding middle class in Asia
Widening income disparities
The growing importance of megacities
Diminishing confidence in economic policies
Persistent structural unemployment
Intensifying cyber threats
Rising societal tensions in MENA
Inaction on climate change
« Less significant
More significant »
3.25
3.50
3.75
4.00
4.25

Top 10 trends 2014

Top 10 trends of 2014

What are the top trends facing the world in 2014? And what should we do about them?

To follow the latest developments on these issues, take a look at the WEF GAC blog at http://forumblog.org/communities/global-agenda-councils.

Top trends for 2014 by region

Source: Survey on the Global Agenda 2013

Tensions in the Middle East. Rising living standards. Adaptation to climate change. Paralysed government. Innovative cities.

The world is changing faster than ever. We're connected to each other in ways that would have been thought impossible just a generation ago, enabling enormous potential but also exposing our institutions to great strain. If we are to effectively address the challenges we face as a planet, decision-makers need to keep pace and anticipate what lies ahead.

To foresee the changes awaiting us in 2014, we asked the vast network of Global Agenda Council Members to identify and prioritise the issues that will exert the greatest force on the world in the coming 12 to 18 months. Using a selective survey tool, we determined the top 10 global trends (opposite).

Knowing which trends to watch is the first step. Where do we begin to prepare for their impact? Harnessing the interconnected structure of the Network of Global Agenda Councils, we turned back to the Councils and asked them to tell us what should be done to address the multifaceted impact the trends will have on our world.

This chapter provides an overview of the forces that will shape 2014 and the ideas that can address their impact.

08 | Outlook on the Global Agenda 2014

Top 10 trends 2014

Top trends for 2014, ranked by global significance

1.	Rising societal tensions in the Middle East and North Africa	4.07
2.	Widening income disparities	4.02
3.	Persistent structural unemployment	3.97
4.	Intensifying cyber threats	3.93
5.	Inaction on climate change	3.81
6.	The diminishing confidence in economic policies	3.79
7.	A lack of values in leadership	3.76
8.	The expanding middle class in Asia	3.75
9.	The growing importance of megacities	3.48
10.	The rapid spread of misinformation online	3.35

Source: Survey on the Global Agenda 2013

How significant will the global trends become in the next 18 months?

Source: Survey on the Global Agenda 2013

Outlook on the Global Agenda 2014 | 09

Communication is at the heart of everything

The world outside

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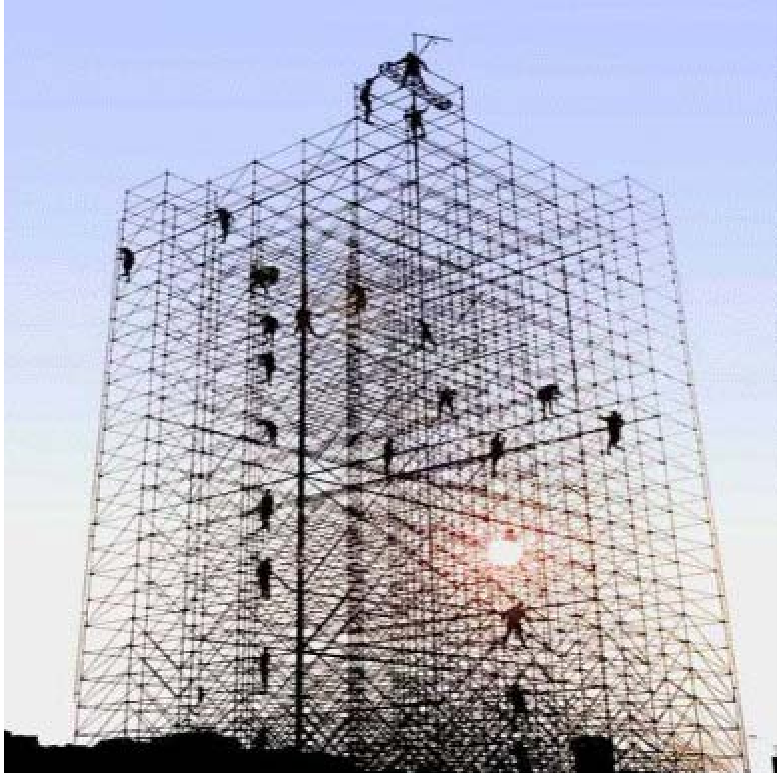
Driving factors in our world

WORLD ECONOMIC FORUM

- Compression
- Complexity
- Connectivity
- Co-dependence
- Context

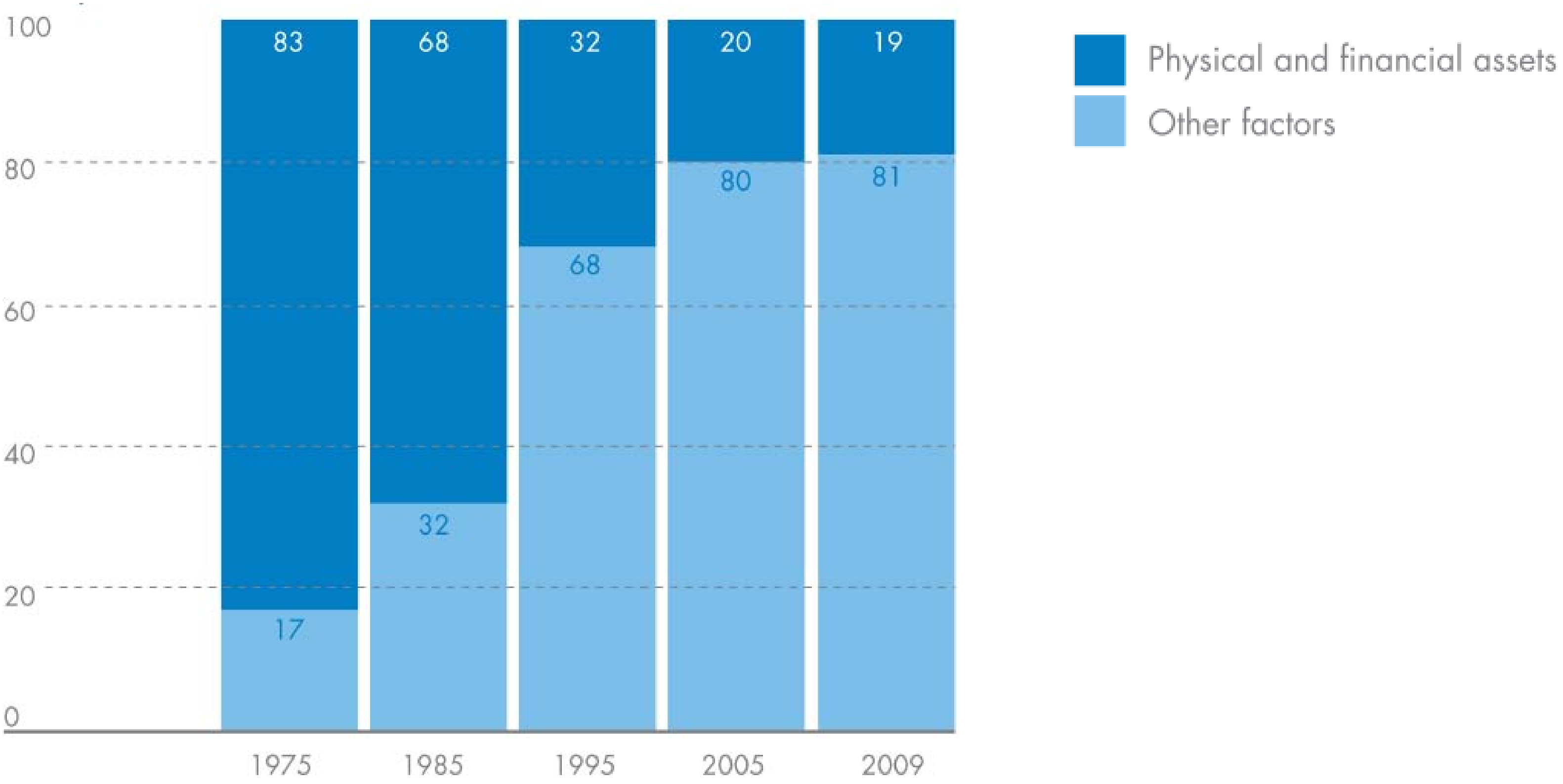
What do we conclude from this?

Organisations are *defined and constituted* by communication not just *enabled* by it…



Who is round the Board table?

Who is looking after the 80%?



Grasping the opportunity to lead…

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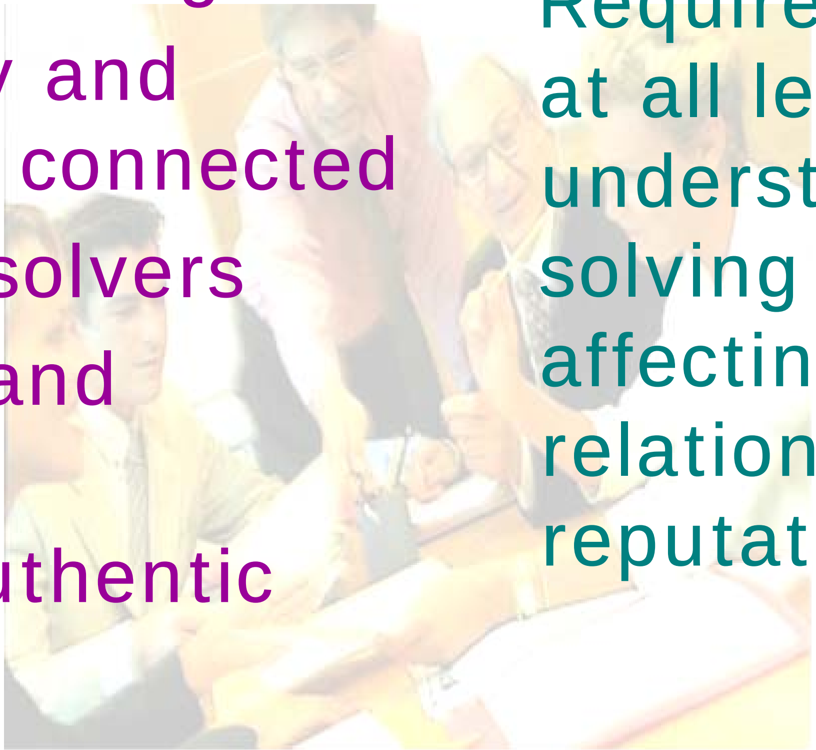
Leadership with communication at its heart - thanks to A.G Lafley

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

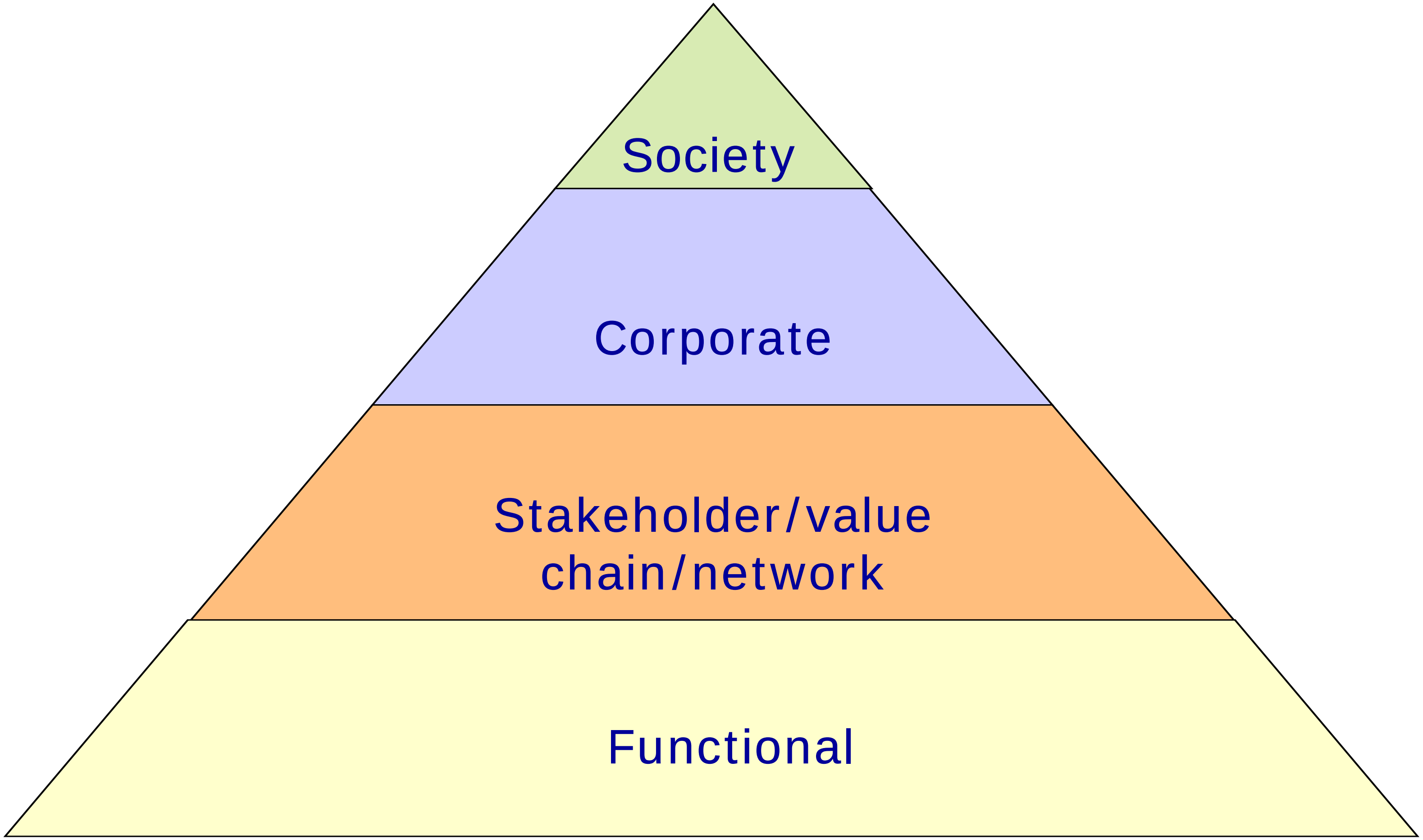
What CEOs expect



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

Requires leadership at all levels: understanding and solving problems affecting relationships and reputation

Four levels of contribution



Society

Corporate

Stakeholder/value chain/network

Functional

To society….

Purpose: Social orientation

- what is our role in society?
- what are our obligations?
- what are the implications for our organisation?

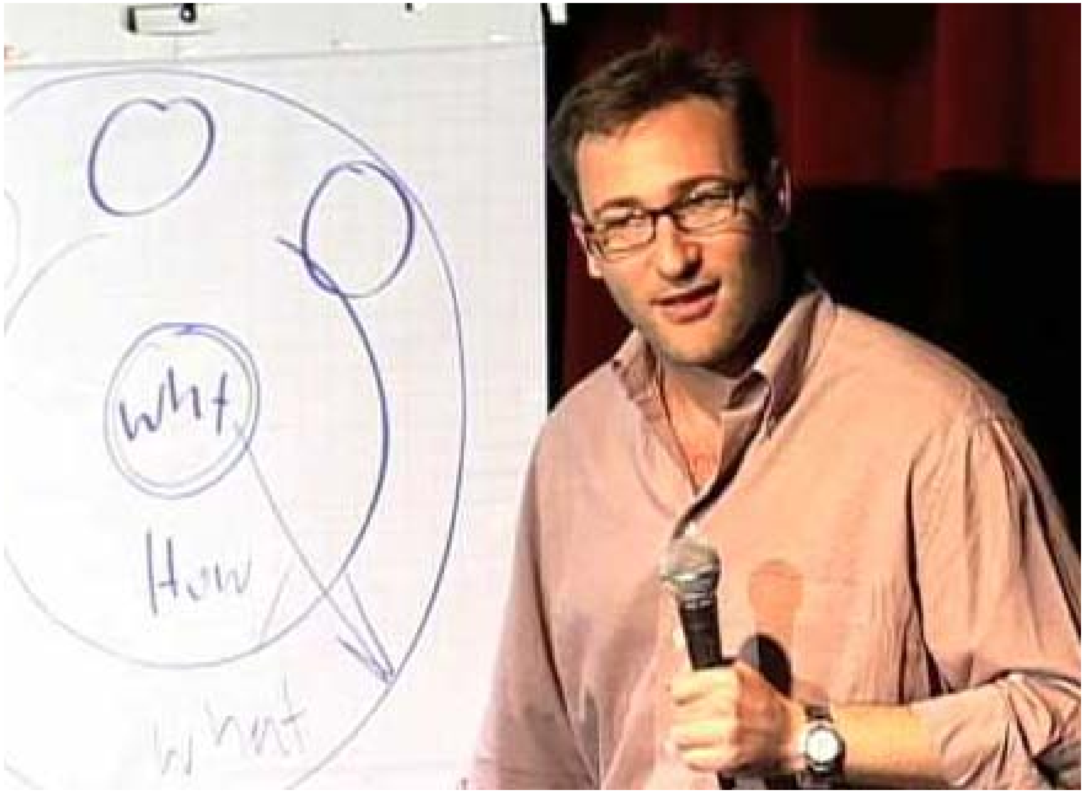
Values based: stakeholder oriented

PR contribution

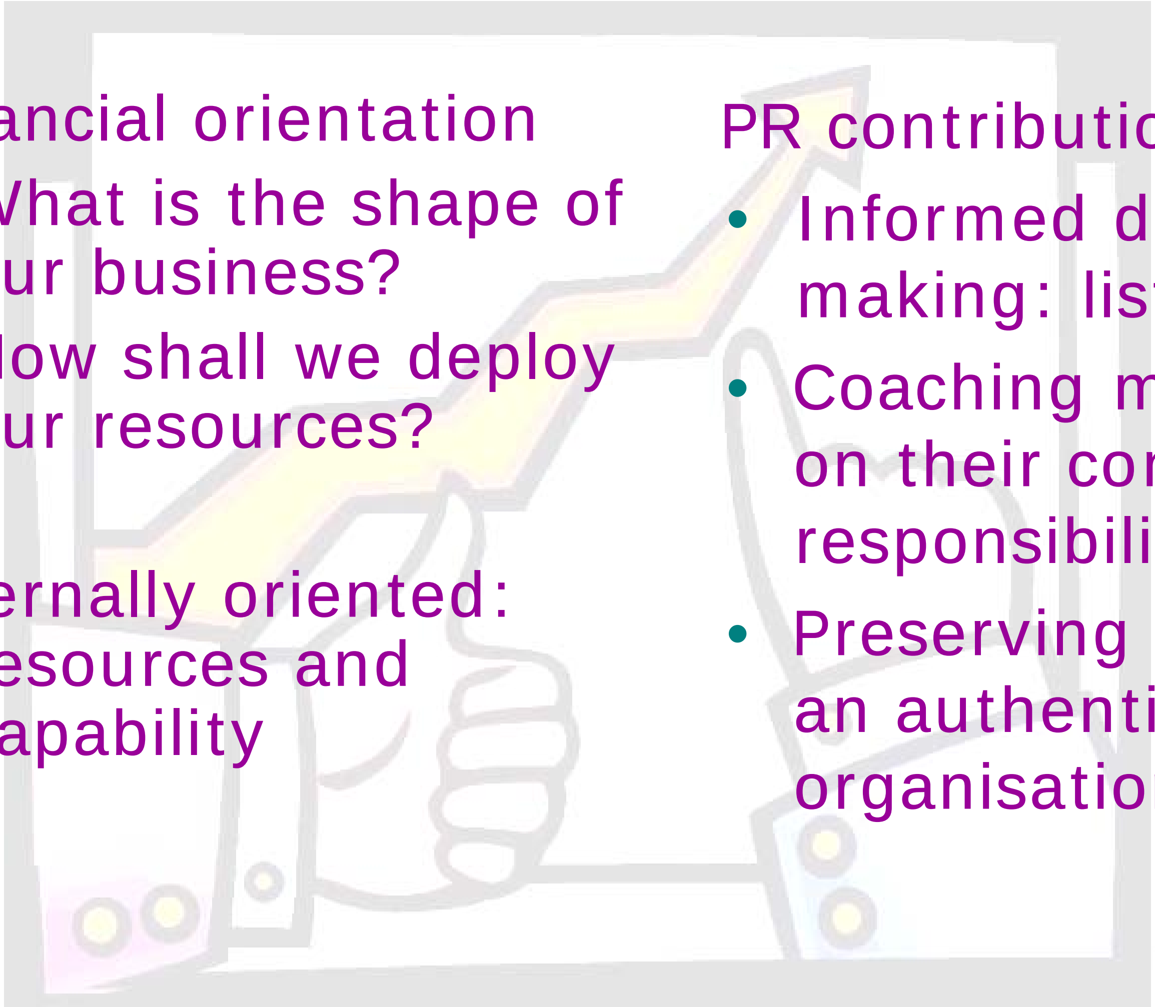
- maintain legitimacy
- assists strategy development
- puts performance into perspective
- builds brand identity
- provide the organisational sense-check

ROI on the 80%

Key issue is purpose…


why
How
what

At corporate level….



Financial orientation

- What is the shape of our business?
- How shall we deploy our resources?

Internally oriented: resources and capability

PR contribution

- Informed decision-making: listening
- Coaching management on their comms responsibilities
- Preserving and building an authentic organisational character

ASDA
24 hours
Relax in your Asda Café
The place to meet for a treat
PICK
UP

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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 contribution

- Identifying stakeholder needs
- Negotiating collaborations
- Upholding values
- Monitoring performance
- Managing multiple-stakeholders

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illy
LATTE
MACCHIA
illy
CAFFÈ
ITALIAN ESPRESSO BASED
illy
PUCCINO

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?

Operational competence

Comms Contribution

- Strategic programmes
- Reactive, proactive and interactive
- Evaluated

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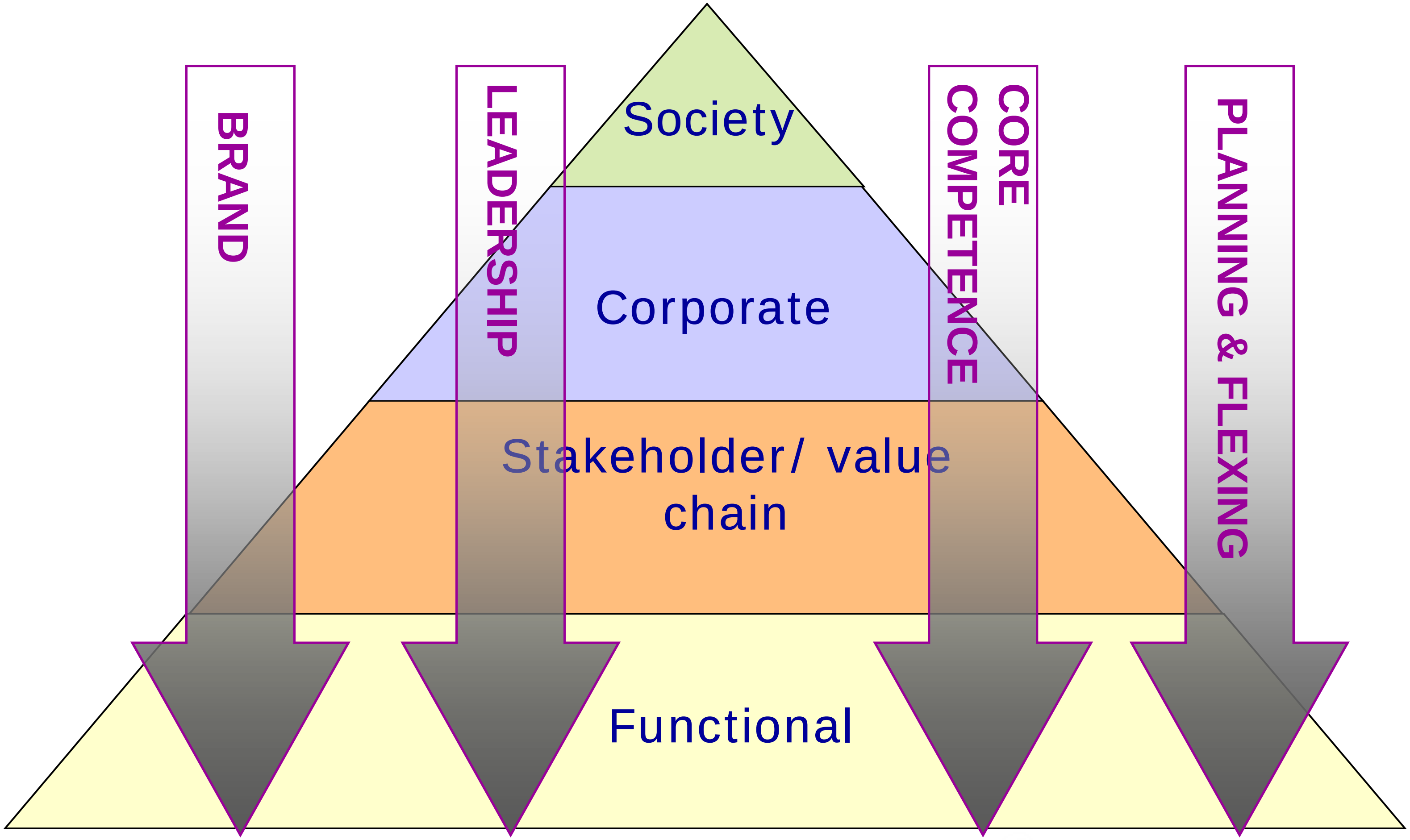
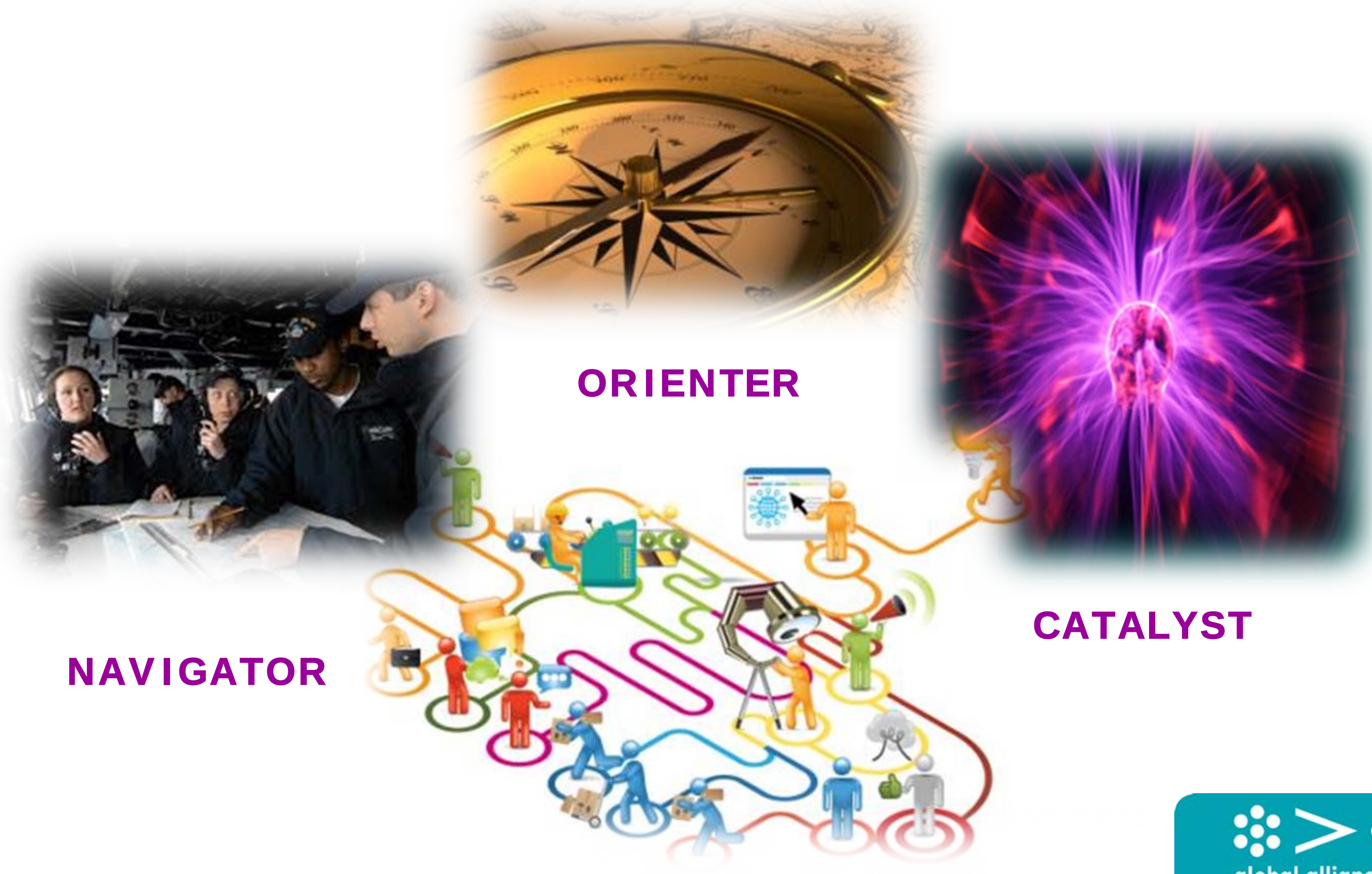
The four DNA strands



BRAND
LEADERSHIP
Society
Corporate
Stakeholder/ value chain
Functional
CORE COMPETENCE
PLANNING & FLEXING

The core role in four parts



ORIENTER

CATALYST

NAVIGATOR

IMPLEMENTER

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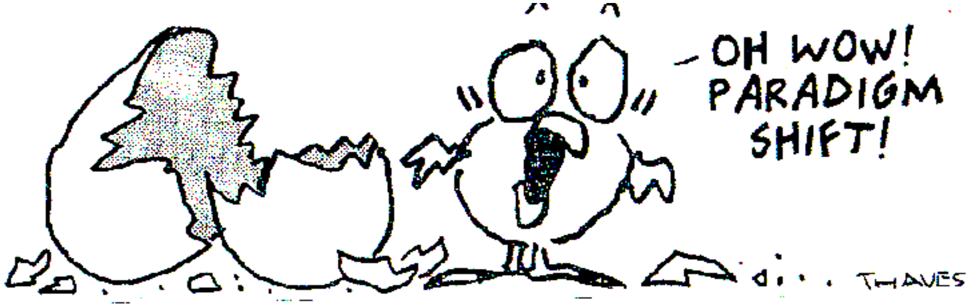
Why?

- a new business paradigm is emerging
- governance is at its core
- covert and overt accountability
- new issues and risks to be managed
- determines your license to operate
- a different world for CEOs and boards


OH WOW!
PARADIGM
SHIFT!
THAVES

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The 4 P’s of communicative leadership

you behave is the key to legitimacy

- Purpose
- Principles
- People
- Process

“At first, they told us, ‘here’s the message, go deliver it’.

Then it became, ‘what should the message be?’

Now, ‘it’s what should we do?”

Harold Burson

At the end of the day.....

INTEGRITY
trust

The ultimate core competence which communicative leadership can bring

- legitimacy
- influence
- advocates

The Challenge……

Are we up to the task?

Ευχαριστώ