

STRATEGIC COMMUNICATION

SKILLS & TECHNIQUES FOR MANAGERS

Breaking communication barriers with highly acclaimed
Communication Actions Matrix

23 (Mon) & 24 (Tue) June, 2008 - JW Marriott, Kuala Lumpur

Moderated by Roland Draughon, USA

- Recipient of The Gold Quill Award of Excellence for communication training
- Ranked #1 & top Keynote speaker at Communication conference in Chicago and Australia



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WHY YOU SHOULD ATTEND

The communication process in many organizations is still viewed as an expense when often it actually is an unclaimed, bottom-line asset.

Managers often say that projects, strategies and initiatives fail because of poor communication. In reality, managers invest detailed hours and resources in planning a projects hardware and software but spend little or no time pre-thinking the internal and external communication influences that can adversely impact a project's success.

The communication management process today requires leaders to act within organizational values, to share perceptions and decisions with internal and external audiences and provide rationale for business decisions. That means documented communication strategies must launch in tandem with the initiation of operating priorities. Communication strategies anchored to organizational priorities identify critical audiences that must be influenced, define desired behaviors and desired actions from those audiences, and anticipate and minimize the effects of communication barriers on operating success.

Ask an organizational manager to communicate and he or she will likely ask "What's the message?" According to our workshop leader, Roland L. Draughon, the communication process must never begin with "the message". The bottom-line value of the communication process is influenced behaviors of specific target audiences, he said. And, the process of deciding what needs to be communicated with audiences is a complex task with many variables that must be considered. A planning formula is required.

At this workshop, you will learn a systematic formula for developing value-adding, clear, targeted communications through use of The Values/Communication Actions Matrix. The Matrix, developed by our workshop leader, is a powerful and practical communication tool that you can use daily at your workplace. Managers who learn and use The Matrix process transform themselves into effective communicators—an essential skill for leaders and manager who are expected to unlock creativity and commitment among organizational stakeholder groups.

This two-day workshop has been carefully structured. On Day 1, you and Roland Draughon will revisit your past communication practices, examine the process of communication targeting, discuss how to anticipate and avoid common communication pitfalls, take a look at you and your communication management role in your organization, learn to identify desired target audience behaviors and receive detailed instruction in use of The Matrix process. On Day 2, with close observation and guidance from Roland Draughon, you will roll your sleeves and put into practice what you learned on Day 1. By the end of Day 2, you will have a complete understanding of The Matrix process and know how to apply it within your organization.



ABOUT YOUR WORLD-CLASS WORKSHOP LEADER ROLAND DRAUGHON



Roland is a recipient of The Gold Quill Award of Excellence for communication training from (IABC) the International Association of Business Communicators. He has consulted with and leads internal communication management training with organizations in the U.S., Canada and Australia.

With over 25 years of communication management experience, Roland is a frequent faculty member at annual IABC international conferences. His most recent presentation was entitled "*Pat your head, rub your tummy and whistle through the leadership graveyard.*" Participants ranked him #1 among speaker at the Chicago conference with the topic, "*How to rope and ride the three-legged career monster that never sleeps.*" That followed on the heels of his New York conference presentation where he interacted with a standing-room-only audience with the topic, "*Piano lessons for 1,000-pound gorillas: how to help your managers tap internal communication's bottom-line value.*"

Participants in Roland's sessions value both his communication targeting knowledge and his personal advice on how to make the communication process an organizational value. The sessions always are challenging and rewarding experiences.

In 1984, Roland became owner and managing associate of his own consulting firm after 12 years with Scott Paper Company as manager of employee communications and primary internal communication consultant to seven U.S. operating divisions and international affiliates in 22 countries. His career also includes service as: director of public information and education at Thomas Jefferson University Hospital MH/MR Center; a publications editor at Hercules, Inc.; and as a reporter and features writer for The Associated Press wire service.

Roland has worked with clients in the U.S., Canada and Australia that include American Century, Armstrong World Industries, Bayer, Boeing, Chrysler, Cisco Systems, Cigna, Deere, Federal Reserve Bank-NY, Kansas City P&L, Kimberly-Clark, Kodak, Kraft, Labatt's Ontario Breweries, PSE&G-NJ, Sprint, SunLife of Canada, The Gap, The Williams Companies, Westpac Bank (Sydney, Australia), United Technologies and the U.S. Postal Service. Organizations represented in the public seminar sessions he leads include major corporations in the U.S. and Canada as well as non-profits and federal and state government agencies.

He has held memberships in IABC, Council of Communication Management, American Society for Training and Development and American Management Association.



ABOUT COMMUNICATION ACTIONS MATRIX

The Matrix guides strategic communication planners through:

- how to anchor needed internal or external communications to their organization's key pursuits (current operating priorities)
- how to define the desired behaviors needed from specific internal or external audiences
- how to develop message exchanges that will influence the identified target audiences' behaviors
- how to pre-evaluate whether what is being proposed for communication will be received by the target audiences as intended
- how to determine whether the messages communicated by the organization, or organization operating unit, were the actual messages received by the target audiences

AGENDA DAY 1: INTERNAL COMMUNICATION MANAGEMENT BACKGROUNDER

- Understanding what subordinates do with Management Communications
- Defining management Belief Systems
- Matching management "Do" to management "Say"
- Avoiding "not getting anything done"
- Team Challenge: Developing internal communication messages fast
- Understanding Internal Communication as a systemic organizational process
- Defining internal Communication Targeting
- Understanding 'The Behavior Pyramid' of internal communication management
- Avoiding 'The Black Hole' of internal communication
- Identifying managers' internal communication roles in a Socio-Technical System
- Test-Driving The Values/Communication Actions Matrix, communication decision process model

AGENDA DAY 2: HANDS-ON USE OF THE VALUES/COMMUNICATION ACTIONS MATRIX

- Review and reconnect with Day 1
Day 2 will take you to real-world situations. Through interactive group exercise you will put into practice the tools and skills you learned on Day 1.
- Discuss and Review: Pre-Work Products
- Team Challenges: Developing real-world Internal Communication Strategies
 - (a) Teams use The Values/Communication Actions Matrix with Pre-Work Products
 - (b) Teams prepare real-world usable Internal Communication Strategy presentations
 - (c) Teams defend proposed real-world Internal Communication Strategy presentations before Workshop peers (who play the role of on-the-job superiors)
- Workshop Summary/Evaluation/Open Discussion/Adjournment

WORKSHOP OBJECTIVES

- To examine internal communication's critical role in organizational leadership
- To introduce internal communication as a strategic management process that can be planned and managed for bottom-line impact
- To provide hands-on use of a strategic, internal communication decision-making process

WHAT SOME OF ROLAND'S DELEGATES HAVE TO SAY ABOUT HIS WORKSHOP:

"The discussion on influencing behaviors forced me to rethink how I communicate. The opportunity to actually go through the Matrix steps gave us a real-life experience in communication planning with goals."

"I rate this whole session a 10! (It was) really so much better than I expected. It was practical, logical/sequential. The hands-on teamwork with our own operating priorities also rates a 10!"

"Being required to translate our business plan goals was a valuable experience. We found out that we didn't all know, or agree on, what the business plan words actually meant. That was a surprise."

"Having to define desired behaviors for employees made me think of how people can, do, and might perceive information."

"It was a revealing experience learning to communicate the same message with different stakeholders."

"I valued learning to use the Adverse Consequences Evaluation process because it pre-warns about possible communication exchange outcomes."

"I think that our team learned the value of having the full team discuss how we will communicate a topic."

WORKSHOP DOCUMENTATION

Quick-reference documentation is provided on: how to identify desired organizational behaviors from employees and other organizational target audiences; how to analyze whether proposed communications are on target before they are communicated; a sample set of completed communication-targeting worksheets from a management case study; and a complete copy of *The Values/Communication Actions Matrix* process learned and used during the two-day session.

Course Timing

Registration	08:00 am
Course Begins	09:00 am
Morning Refreshment	10:30 am
Luncheon	01:00 to 2:00pm
Afternoon Refreshment	03:30 pm
Course Ends	05.00 pm

Who Should Attend?

Heads of Department / Division	Head of Communications
Branch Managers	Investors Relations
Project Managers	General Managers
Communication specialist	Executives
CEO / Managing Directors	