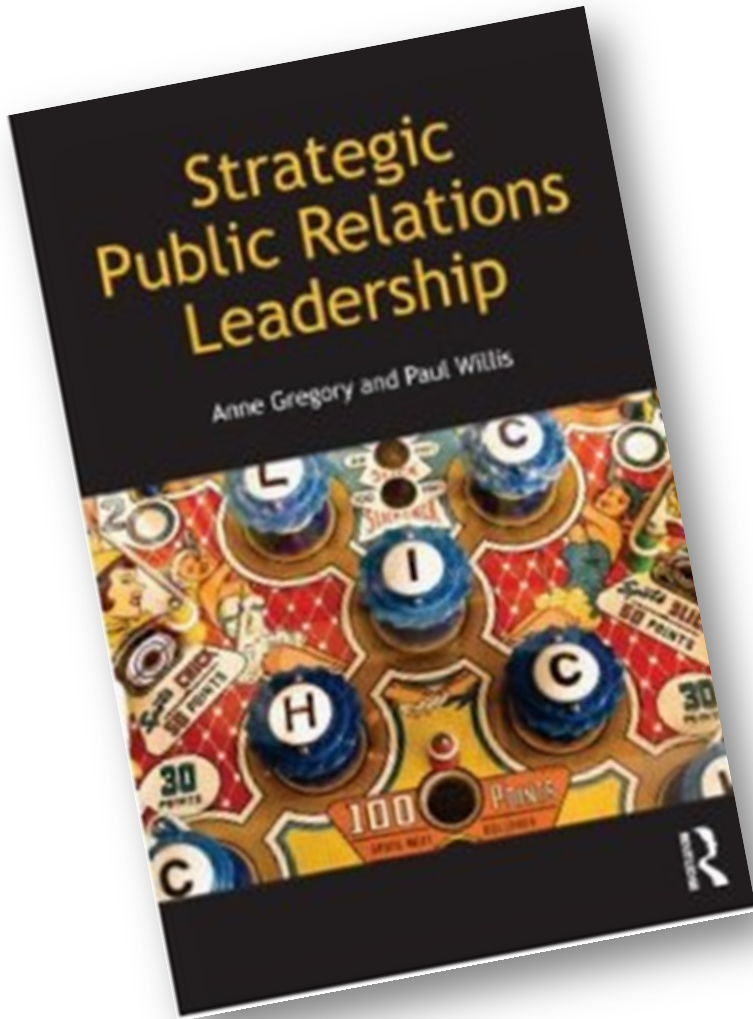# Leadership, the Final Frontier...

**Professor
Anne Gregory**

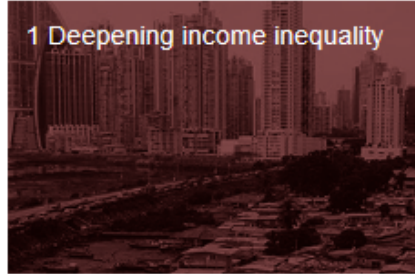# Context

- Practice
- Public sector
- Private sector
- Planet

- Puzzlement

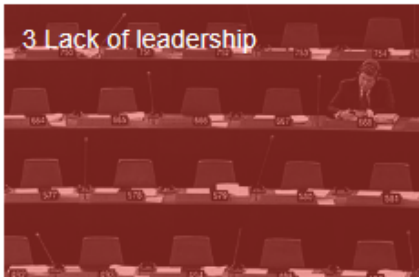# What's the problem?

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
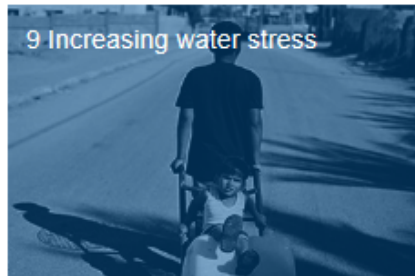
10 Growing importance of health in the economy

Ebola: containing the spread

WORLD ECONOMIC FORUM

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What's going on on the outside?

What's going on on the inside?

Society?
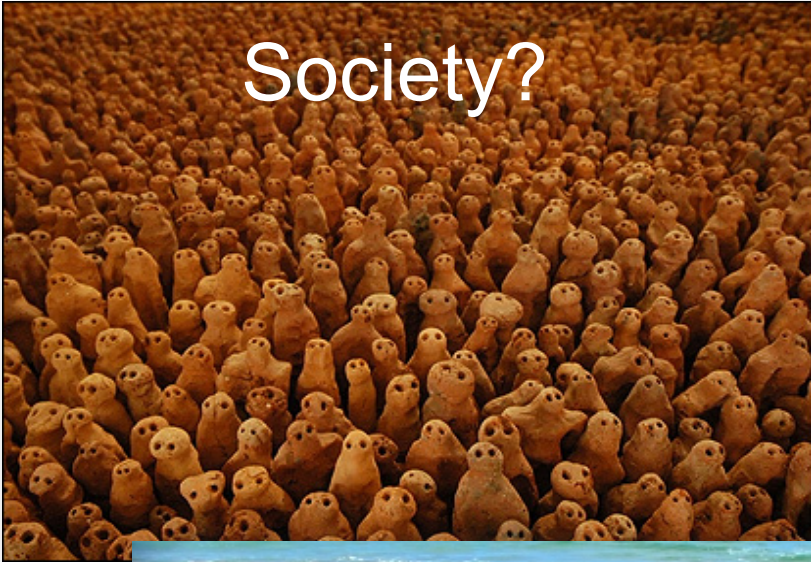
Listening or Messages?

Ethics or 'Send Out Stuff'?

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Reasons to be cheerful: outside

COMPONENTS *of* S&P 500 MARKET VALUE

	1975	1985	1995	2005	2015*
Tangible Assets	83%	68%	32%	20%	16%
Intangible Assets	17%	32%	68%	80%	84%

Tangible Assets   Intangible Assets
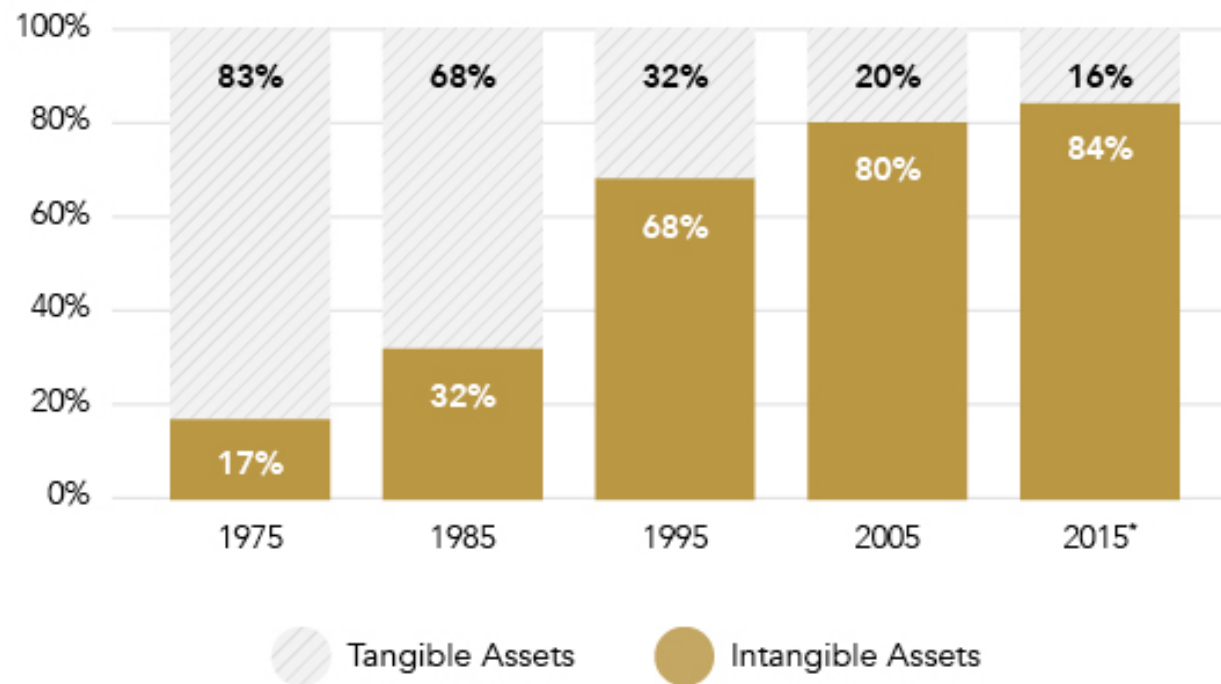
SOURCE: OCEAN TOMO, LLC
*JANUARY 1, 2015

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…

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A starter for 10….

What is our role as strategic practitioners?

What does 'good' look like?
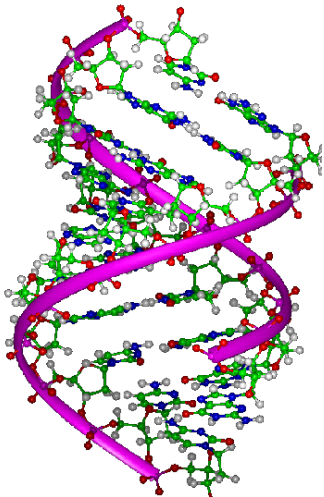
Being part of the organisational DNA

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Four levels of contribution

Society

Corporate

Stakeholder/Value chain/network

Functional
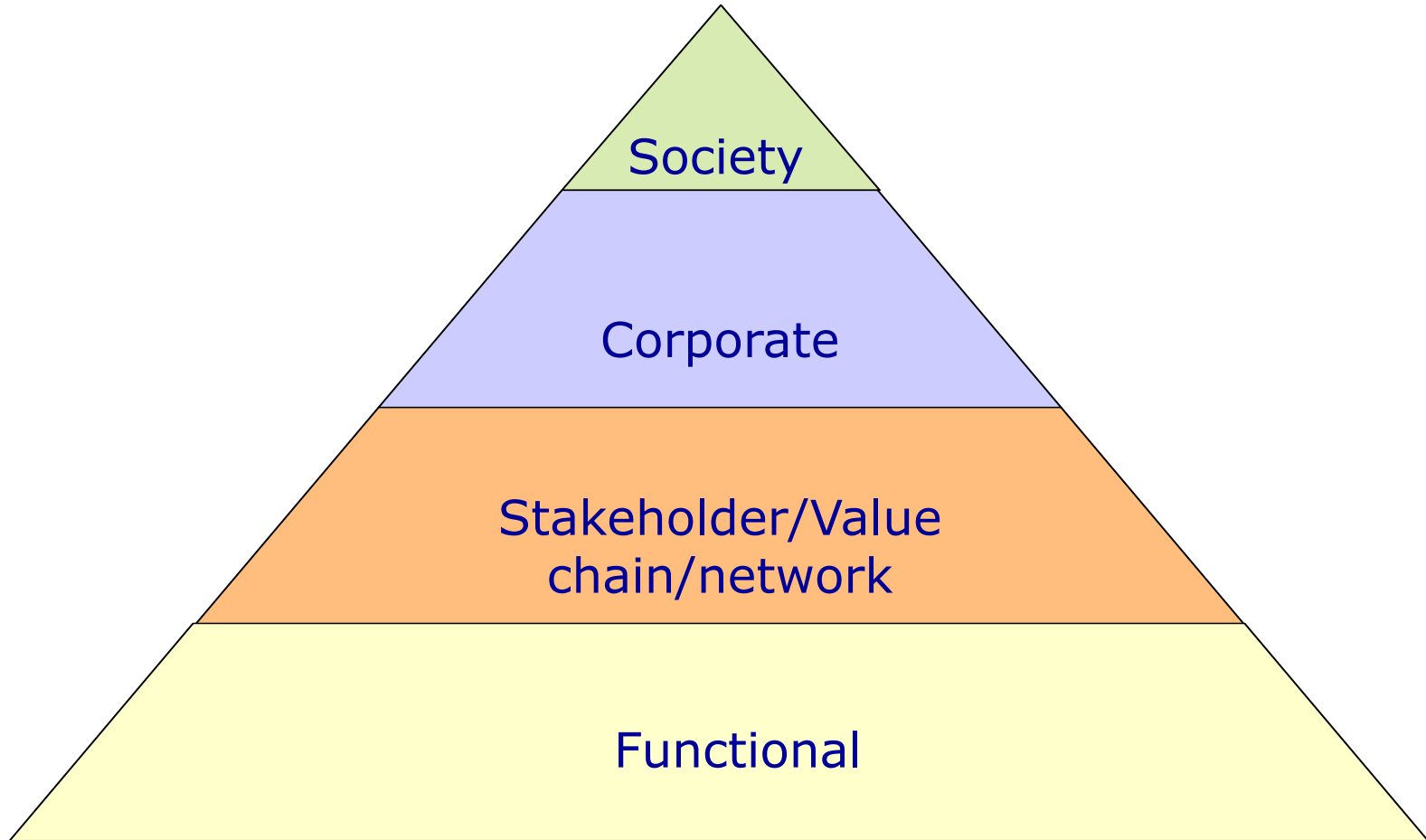
Steyn, 2007; Gregory and Willis 2013

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

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A key issue is purpose…why exist?

PURPOSE
OF PUBLIC
RELATIONS?

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Understanding and communicating organisational character

Understanding and Communicating Organisational Character

PR Role:
Check that values are being lived by the organisation and have external support

PR Role:
Questioning/ testing/ re-asserting/re-legitimising purpose

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

Shaping Organisational Character

DNA

Values

Leadership

Mission
The Why

DNA

DNA

Culture

Shaping Organisational Character

PR Role:
Ensuring structures, processes, behaviour and ways of working reflect values. Creating initiatives and programmes that bring this to life

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

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More on Character…

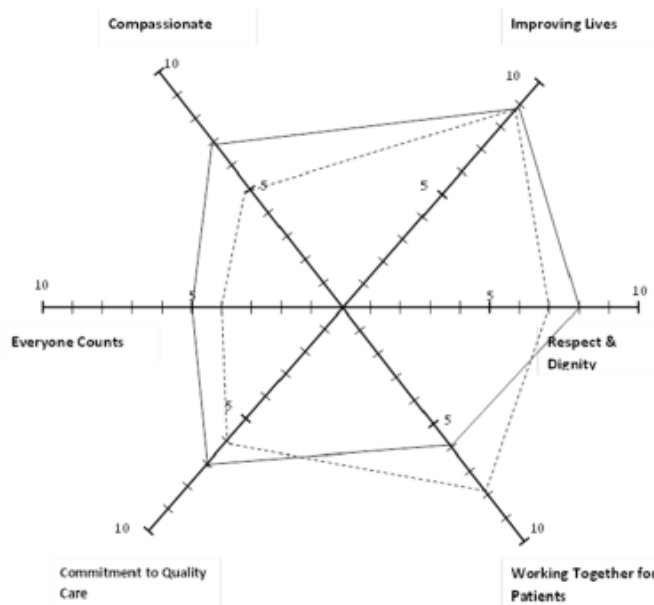## The Integrity Index: Explanation

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:

$$\frac{\text{Sum of values rating}}{\text{Maximum possible Values score}} \times 100.$$

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 $(6 \times 10) = 60$

$36/60 = 0.6$, $\times 100 = 60\%$

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

- The utility of this method is that 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

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Who is round the Board table?

Articulating the contribution to assets

- Identity/brand
- Reputation
- Relationships
- Culture

Identity	Reputation
Relationships	Culture

ROI for the 84%

Thank you Laurati, 2009

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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's contribution

- Identifying stakeholder needs and tolerances
- Negotiating collaborations and touch points
- Upholding values
- Monitoring performance
- Managing multiple-stakeholders
- Educating others

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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

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The Four DNA Strands
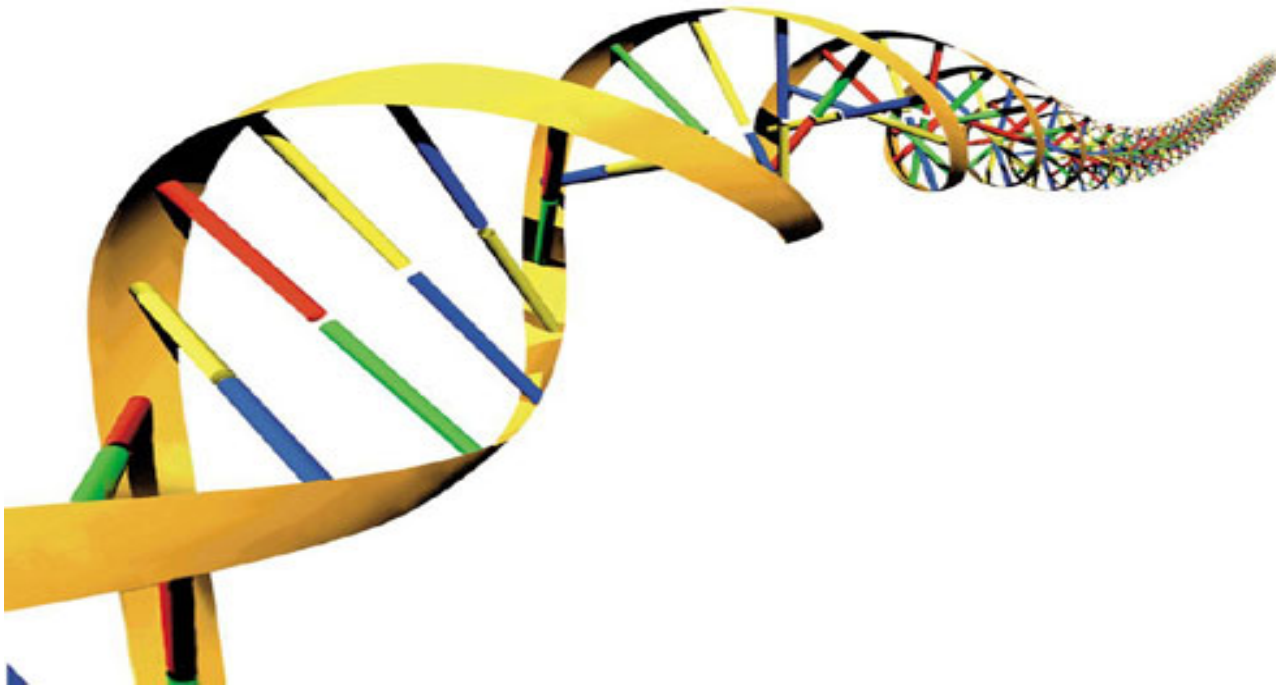
DNA strands: brand

DNA strands: leadership

At the heart of change

Management is communication

Organisations and organising are realised through communication

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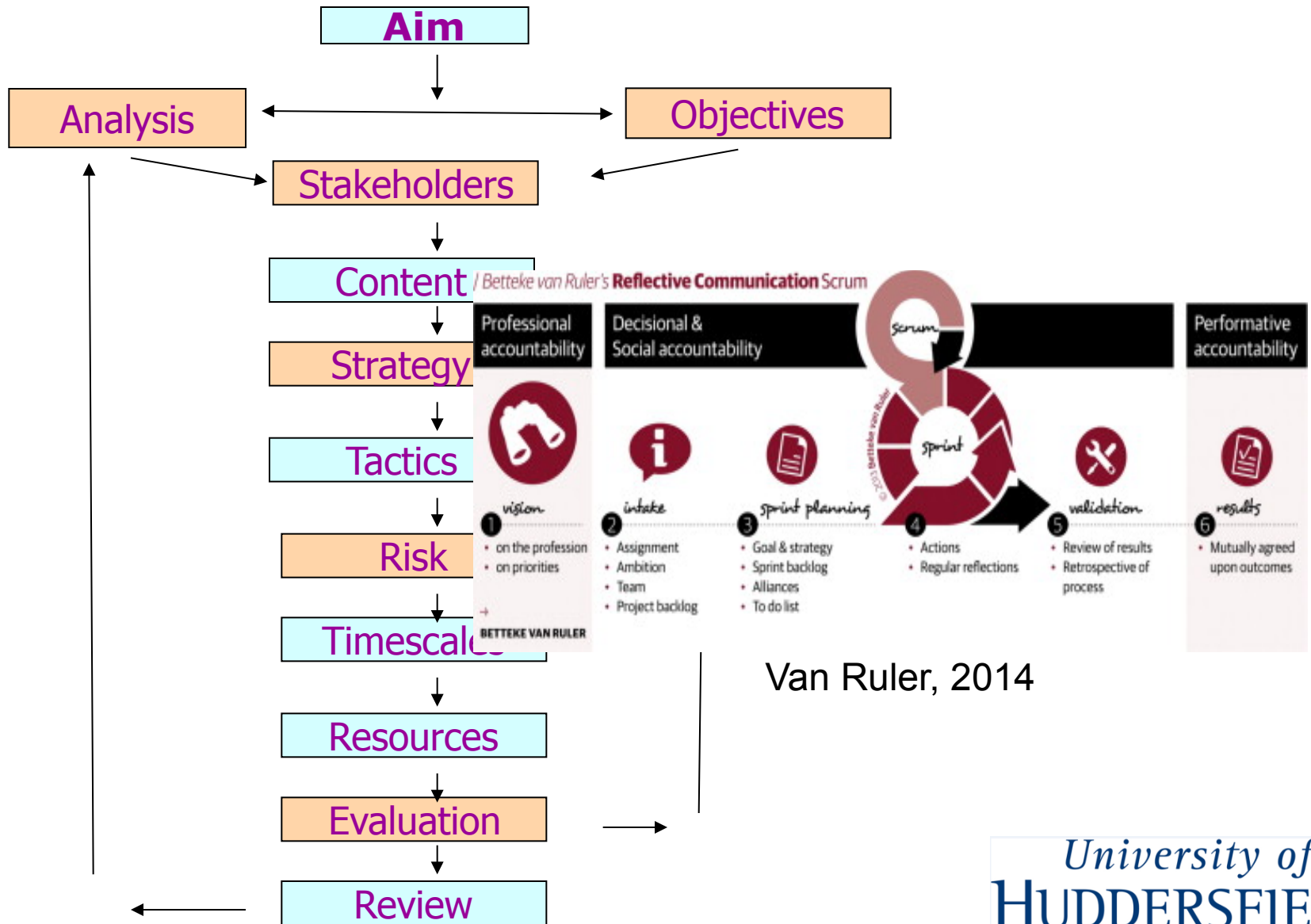Inspiring tomorrow's professionals

DNA strands: core competence

We are all communicators now

The system, processes, structures and everything else speak

DNA strands: strategic planning
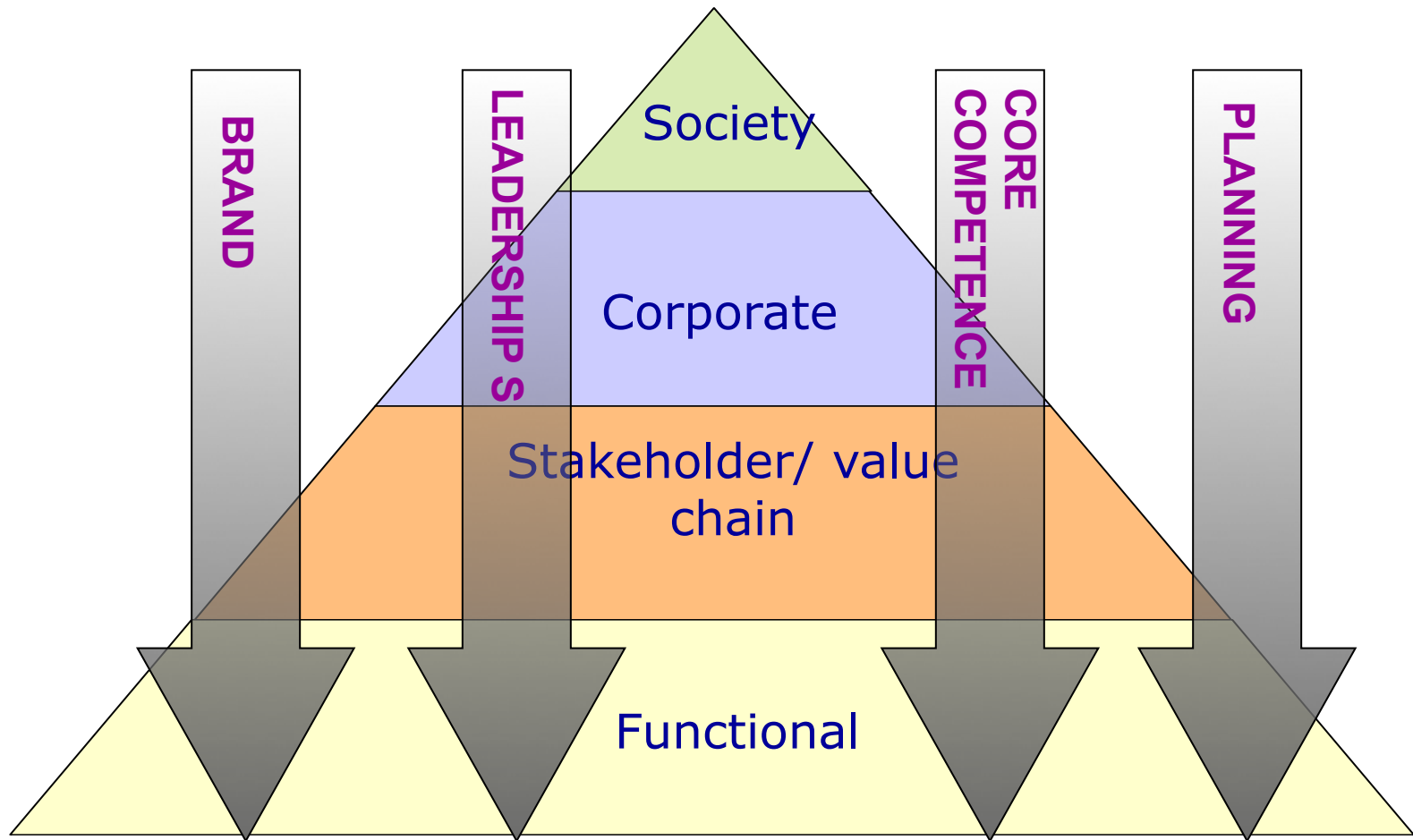
Aim

Analysis → ← → Objectives

Stakeholders

Content

Strategy

Tactics

Risk

Timescales

Resources

Evaluation

Review

Gregory, 2015

/ Betteke van Ruler's **Reflective Communication** Scrum

Professional accountability	Decisional & Social accountability			Performative accountability

Scrum

Sprint

1 vision
- on the profession
- on priorities

→
BETTEKE VAN RULER

2 intake
- Assignment
- Ambition
- Team
- Project backlog

3 sprint planning
- Goal & strategy
- Sprint backlog
- Alliances
- To do list

4
- Actions
- Regular reflections

5 validation
- Review of results
- Retrospective of process

6 results
- Mutually agreed upon outcomes

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Van Ruler, 2014

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Bringing it all together

The core role in four parts

ORIENTER

CATALYST

NAVIGATOR

IMPLEMENTER

The communicative leadership role
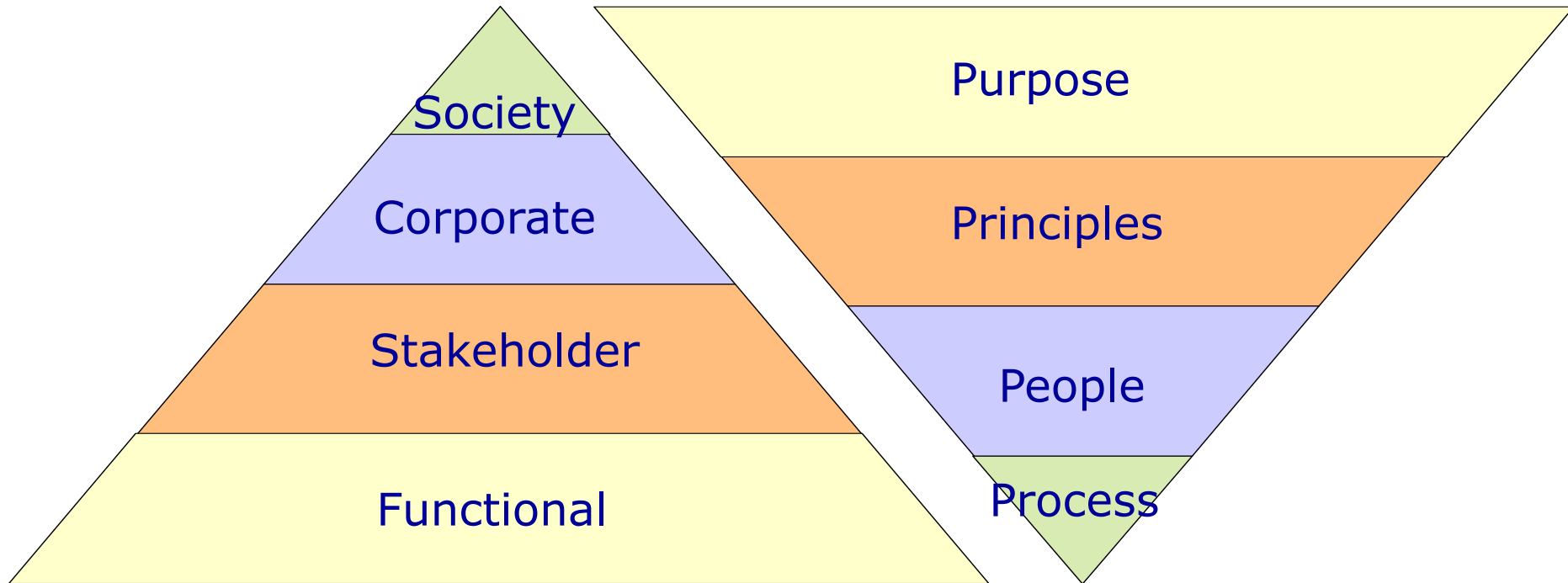
Society
Corporate
Stakeholder
Functional

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
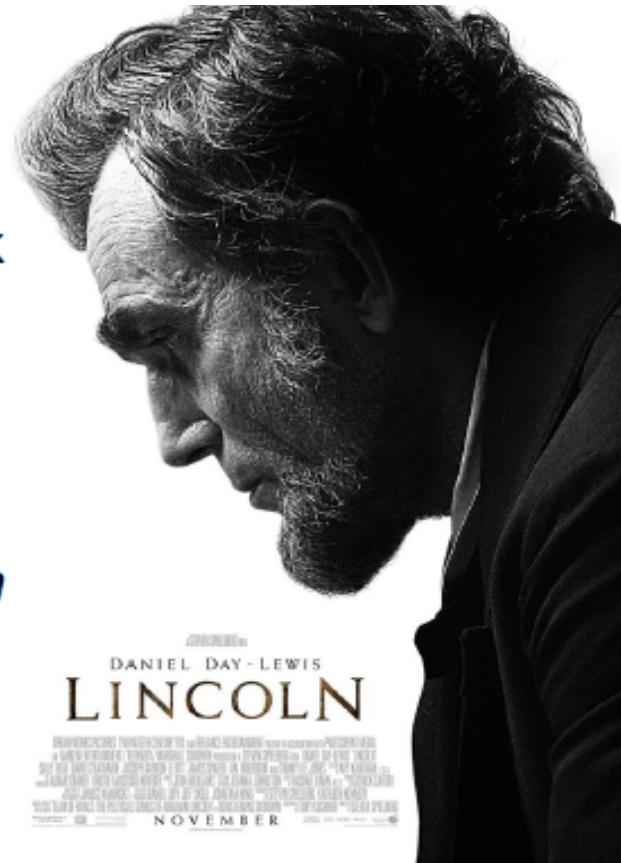- Shaping values and standards

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

DANIEL DAY-LEWIS
LINCOLN
NOVEMBER

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THANK YOU IPR!