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## **STRATEGIC COMMUNICATIONS, CRISIS MANAGEMENT & PUBLIC RELATIONS MASTERCLASS**



### **WHO SHOULD ATTEND**

- ◆ Communications Officers
- ◆ Communications managers
- ◆ Communications strategists
- ◆ Corporate managers
- ◆ PR professionals
- ◆ Protocol Officers
- ◆ Media specialists

**DATES:** 23-27 October 2017  
**VENUE:** Gallagher Hotel Midrand



**“Register and get  
a free laptop”**





## INTRODUCTION

The role of Corporate Communications and Branding is becoming an increasingly pivotal and integral component that impact an organisation in many ways, leading to financial gains, and equally, financial losses if not managed correctly. Thus, it is vital that your organisation fosters a good reputation by developing mutually beneficial relationships with various stakeholders

In this strategic communication, CSI and brand workshop, we map out a holistic reputation management journey that will equip delegates with new ideas, thoughts and tools to take their communication function to the next level.

When things go wrong, as they sometimes do, business communication is called upon to help the organisation turn reputation around. Corporate Communications, CSI and Brand communication, is a comprehensive and practical course that has been designed to boost and sharpen your overall business communication, media relations, branding and CSI skills to help position yourself as a strategic advisor within your organisation; and equip you with the latest tools to effectively plan and manage stakeholder communication.

The course is a particularly useful training programme if you are seeking to gain new insights and perspectives, and if you are looking to position yourself as the go-to professional on reputation management matters.

You will be taken through various case studies and practical exercises to further enhance your learning experience. There will be several workshops throughout the course, where the facilitator will enable you to walk out with practical and tangible tools to take back to your business. You will work on the material in real time benefit from expert advice and feedback on the frameworks you develop.



**CENTURY**  
Business Academy

## PROGRAMME OUTLINE

### SESSION 1: BUILDING A BUSINESS COMMUNICATION STRATEGY

This session will show you how to pull together a professional, strategic communication campaign from scratch. You will learn how to follow a step-by-step process, from taking a brief to finalizing plans and getting sign-off.

Participation in the session will provide you with the knowledge to:

Enhance the positioning of business communication conduct in-depth research and interpret findings in an intelligent way understand the difference between objectives, strategy and tactics \*Practical exercise structure your work to build an irrefutable business case demonstrate commercial value and return on investment agree and refine messages develop creative ideas that fit strategically Evaluate campaigns effectively.

### SESSION 2: LEADERSHIP COMMUNICATION. HOW SHOULD LEADERS COMMUNICATE; AND HOW CAN COMMUNICATORS SUPPORT THEM

Whether a company succeeds or fails in navigating a crisis, completing a merger, avoiding regulatory blunders, or

- laid plans go awry. Yet, paradoxically, communications are an undervalued, lightly regarded discipline in the theory and practice of corporate leadership.

Hence the importance of devising specific communication plans for key spokespeople in addition to an internal tanding their individual style of communication and tailoring specific key messages for each Chief Executive became crucial to the success of internal and external communication. In this session, the facilitator will share a case study, experience and lessons learnt, providing tips on: the importance of a communications plan for a 21st century CEO creating a communications plan for your CEO or key spokespeople why a communications plan should be domicile in the CEOs office and the need to make sure this plan is clearly owned with responsibilities and expectations clearly defined

### SESSION 3: CROSS CULTURAL COMMUNICATION

This session shows you how to identify organizational cultures and develop a high engagement culture. It explains how cultures are formed and communicated and the role that leadership plays in determining culture.

Participation in the session will provide you with the knowledge to:

- Identify culture and communication definitions and models articulate national and organisational value systems explore personal values in different cultures build a shared vision by overcoming barriers communicate in cross-cultural environments.

### SESSION 4: STRATEGIC INTERNAL COMMUNICATION

This session demonstrates how engaging with senior teams and building line manager capability connects employees with organizational goals. Improving engagement correlates with improving performance.

Participation in the session will provide you with the knowledge to:

- Articulate why effective internal communication and staff engagement are critical to business success
- Identify how line managers are the vital links between the executive and operational levels
- Understand the role of emotional hooks in motivating individuals
- Improve the quality of conversations with employees
- Involve employees in decision-making
- Effect change through effective staff engagement
- Evaluate the effectiveness of internal communication strategies against business success.

## SESSION 5: COMMUNICATIONS AUDIT: MEASUREMENT THAT HELPS WITH STRATEGIC PLANNING

This interactive session engages participants in hands-on learning about how to conduct a communication audit, reviewing internal and external communication activities. Participants will learn the communication attributes of high performing organizations, research methodologies and how to benchmark leading and lagging business indicators that measure the impact of strategic communication on business needs against a broad scope of audiences.

Participation in the session will provide you with the knowledge to:

- Have the skills you need to conduct a full-scale audit.
- become a better interviewer and listener.
- Practical exercise
- Find the emotional centre of a discussion about communications.
- Dig deeper, even with no, especially with your leaders.

Set yourself up for success. It starts with internal marketing, creating a "campaign of anticipation" for your audit, including how to:

- cover your own audit. Write about the effort before, during and after your work.
- recruit "ringers" inside your organisation to help prime the pump.
- Build a survey that gathers quantitative data you can put to use. Learn how to:
- write survey questions that deliver results  
\*Practical exercise
- generate clear feedback about your communications channels and vehicles.
- measure employees' level of awareness and understanding of your organisation's mission and major initiatives.

Hold effective focus groups that deliver the why behind your numbers. Learn how to:

- set up focus groups that give you a representative sample of your employees, from all areas.
- build a discussion guide that starts a conversation about communications and allows healthy disagreement. \*Practical exercise
- ask the "what if" questions that will help you test new content ideas.

- Analyse your audit findings and translate them into real communications change. Your audit results can help you:
- improve the level of writing and storytelling in your organisation.
- build a three-way communications function: leaders to employees, employees back to leaders, and employees talking among themselves.
- engage employees by communicating across media platforms and channels.

## SESSION 6: STRATEGIC PR MANAGEMENT

This session examines management of self and the role of emotional intelligence and personal effectiveness in managing individuals and teams. It focuses on motivation and managing underperformance as well as dealing with difficult people.

Participation in the session will provide you with the knowledge to:

- Understand how effective teams perform
- Set individual and team objectives
- Deal with conflict
- Train and develop your team
- Manage under performance
- Identify issues that affect working relationships
- Improve your interpersonal skills
- Understand the regulatory environment around employee relations.

## SESSION 7: PR STRATEGY AND PLANNING CAMPAIGNS

This session will show you how to pull together a professional, strategic PR campaign from scratch. You will learn how to follow a step-by-step process, from taking a brief to finalising plans and getting sign-off.

Participation in the session will provide you with the knowledge to:

- Take and interrogate a brief
- Conduct in-depth research and interpret

Findings in an intelligent way

- Understand the difference between objectives, strategy and tactics

- Structure your work to build an irrefutable business case
- Demonstrate commercial value and return on investment
- Agree and refine messages
- Develop creative ideas that fit strategically
- Evaluate campaigns effectively.

## SESSION 8: CRISIS COMMUNICATION

Amidst media scrutiny, constant pressure and public demands, communications professionals must neutralize the risk to avoid getting entangled in a blame game. This takes skill, experience and competence to adequately manage and resolve a crisis event. The session also outlines tactics for effective communication during crisis response.

### In this session you will learn/to:

- Identifying your crisis communications team and assigning responsibilities
- Preparing by identifying all potential crisis situations and how you would respond to these
- Ensuring that every staff member understands the communication plan to ensure consistency and clarity
- Ensuring a fast response; what needs to be in place to be able to achieve this?
- Understand who your stakeholders are and establish a notification system to be able to reach them during a crisis
- Integrating the use of social media into every aspect of your crisis communication plan

### Identifying Your Key Crisis-Specific Messages

- Identifying your key crisis-specific messages unique to each situation
- Who controls the message going out during a crisis?
- Avoid reacting without adequate information
- Keeping it simple

### Communicating With Staff

- Identifying any potential gaps or bottlenecks in your current internal communication system
- How to reach your staff during a crisis; ensuring that you have all the information needed before the crisis hits
- Ensure staff receive the messages you would like them to repeat elsewhere

### Communicating With the Media

- Practical advice about how to manage the media in a crisis
- Assessing what information should be provided and how to communicate this to the media
- Meeting the needs of different media groups during a crisis
- Managing unexpected enquiries and how to answer questions when you don't
- Why it pays to engage, rather than avoid the media
- How to deal with misreporting

### Communicating With Consumers and Other External Stakeholders

- Reaching your customers directly if required
- How your current communication efforts will aid your message during a crisis
- Responding to negative stakeholder responses or confusion
- Re-establishing credibility and confidence with internal and external audiences

### Using Social Media

- Social media overview: What are the different types, how do they work, who will you reach using these media?
- Which social media has proven to work best during different types of crisis situations?
- How social media is changing crisis and emergency responses
- How to harness the power of social media in a crisis as an information gathering tool, to communicate internally and externally, to aid your response effort
- Managing your messages through social media during a crisis

### Case studies

- Examining what angles traditional media channels picked up on in recent cases
- Examples of social media responses (good and bad)
- What can and has gone wrong?

### PRACTICAL EXERCISE:

What makes an effective response in different crisis scenarios including; natural disasters, major workplace accident, PR disaster, major product recall?

Set yourself up for success. It starts with internal marketing, creating a "campaign of anticipation" for your audit, including how to:

- cover your own audit. Write about the effort before, during and after your work.
- recruit "ringers" inside your organisation to help prime the pump.
- Build a survey that gathers quantitative data you can put to use. Learn how to:
- write survey questions that deliver results
- \*Practical exercise
- generate clear feedback about your communications channels and vehicles.
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Hold effective focus groups that deliver the why behind your numbers. Learn how to:

- set up focus groups that give you a representative sample of your employees, from all areas.
- build a discussion guide that starts a conversation about communications and allows healthy disagreement. \*Practical exercise
- ask the "what if" questions that will help you test new content ideas.

## SESSION 9: REPUTATION MANAGEMENT

This session encourages you to consider the role of public relations in reputation management. Participation in the session will provide you with the knowledge to:

- Understand the importance of reputation management
- Understand reputation as an asset to any organisation, comparable to assets such as the organisation's financial resources, intellectual property and the people who make up the organisation
- Advise on approaches to managing and measuring reputation
- Assess reputation risk, minimise threats to reputation and vulnerability to damage to reputation.

## SESSION 10: CHANGE COMMUNICATION: OUT WITH THE OLD AND IN WITH THE NEW

This session provides practical guidance, techniques and real world examples of communicating change to internal audiences. Drawing heavily on psychological research, it challenges the myth that people don't like change and highlights the real sources of resistance and how they can be overcome.

Participation in the session will provide you with the knowledge to:

- Deal with resistance to change, its sources and solutions
- Understand how communication has such an important role to play in change
- Communicate bad news messages
- Communicate long-term, organisation-wide changes
- Communicate in the face of open-ended, unpredictable change
- Understand the roles and responsibilities of communicators, leaders and HR colleagues during change
- Understand successful tactics, channels and techniques for communicating change.

## SESSION 11: STRENGTHENING THE SUITE OF STRATEGIES AND COMMUNICATION SKILLS FOR EFFECTIVE MEDIA AWARENESS AND LIAISON

Due to the changing and complex environment of the media landscape, communication professionals need to learn to respond to changes in the environment and embrace the dynamics of uncertainty to truly lead effectively. In this interactive workshop, we shall explore the ultimate challenge communication professionals are confronted with: How they can enhance their communication skills and value creating activities in a time of constant flux when business priorities are changing and the digital world is evolving? This session will outline the strategies needed to proactively engage with media and discuss how to communicate with senior executives. This interactive workshop will aid communication professionals with building core relationships and networks through a balance of theory and practice.

Participation in the session will provide you with the knowledge to:

## Advancing the communication framework of your organization:

- Coping with the challenges of 21st century media
- The design and development of coherent capabilities
- Proactive management of media liaison strategies \*Practical Session
- developing an authentic leadership style to adapt to the ever-changing landscape

## Benefits of evaluation frameworks and strategic planning:

- How to evaluate communication initiatives and campaigns effectively
- Encouraging and fostering collaborative thinking and working
- Implementing successful collaboration strategies
- Holistic approaches to policy implementation

## Embracing an adaptive mind set and utilizing skills to succeed:

- Strategic decision making and achieving improved leadership performance \*Practical exercise
- Inspire colleagues to change their expectations and perceptions to work towards common goals

## Being a company spokesperson:

- This session will focus on how a media liaison office, or spokesperson, can control an interview
- We will through various examples of how people have done this successfully and other who have failed

## SESSION 12: KEY MESSAGING - HOW TO WRITE SUCCESSFUL CONTENT IN AN OMNICHANNEL WORLD

This practical session shows you how to produce interesting, engaging publications that people want to read.

## Participation in the session will provide you with the knowledge to:

- The six fundamentals of all good writing
- Gaining a deeper insight into your audience(s)
- Why companies need PR
- What journalists expect from press releases
- Identifying newsworthy stories
- Planning and writing persuasive press releases
- Top tips for newsletter contents

- How to do great interviews that provide powerful stories
- How to Organise a News Release
- Components of Every Press Release
- Determining and development of your key messages \*Practical exercise

## Participation in the session will provide you with the knowledge to:

- Take Advantage of Surprise
- Becoming a Compelling Storyteller
- Creative Word Choice
- Stylistic Revolt: Find Your Voice
- A Smarter Writing Process: Tying Everything Together
- Remove Jargon: Write Accessibly
- Be Persuasive: Avoid Hype, Write Like Journalists

## SESSION 13: USING SOCIAL MEDIA TO IMPROVE COMMUNICATIONS

This session will provide an overview of how social media is transforming the way people communicate in the workplace. As more and more companies are realizing the value of engaging their employees online, social media is quickly becoming a preferred way of increasing knowledge sharing, encouraging teamwork and collaboration and adding value to the employee experience.

## Participants in this session will learn:

- How to effectively automate your social media communications to enable you to focus on building engagement
- How social media has evolved into an influential communications channel for brands, organizations and individuals.
- How large organizations around the world are using social media for communications success and what you can learn from them
- Which tools large organisations and companies use to manage, track and monitor their social media - and
- How you can quickly set up an online social media centre

- How to quickly and easily identify which social media analytics are important to your organisation
- How successful social media campaigns are run and how important it is to know your social media audience segments

## SESSION 14: BEST PRACTICES FOR EFFECTIVE STAKEHOLDER COMMUNICATION AND ENGAGEMENT

This session outlines the notion of a stakeholder and provides best practice advice on how to engage with stakeholders to achieve organizational goals.

Participation in the session will provide you with the knowledge to:

### Stakeholder engagement The three-stage step-change process

- The definition of stakeholder engagement
- Setting clear business goals (your strategic intent) why are we engaging, what are we trying to achieve?
- Why having a Customer Relationship Management system is important.
- Key components of the engagement plan.

### Profiling and understanding your stakeholders and their needs:

- The importance of pre-engagement intelligence gathering.
- Identifying and prioritising stakeholders \*Practical exercise.
- Understanding the sentiments and needs of your stakeholders.
- Considering the context for communication and engagement.

### Tailoring messages to engage with different stakeholders

- Speaking the right language with the right audience
- The enablers of message management
- Addressing difficult and complex scenarios

### Measuring the effectiveness of your communication and engagement plan

- Monitoring and evaluating stakeholder perceptions
- Reviewing the impact and changes created from the stakeholder engagement campaign
- Group exercise developing a strategic plan

## SESSION 15: CREATING A STRATEGIC DIGITAL COMMUNICATIONS FRAMEWORK

In today's media landscape where emerging technologies and online tools dictate the way communication is done, communications professionals are expected to harness digital means and strategies to enhance performance. However, digital communication frameworks cannot be stand-alone tools. Communication leaders must understand and link online public participation and digital experience to organizational excellence and at the same time be able to demonstrate results and value to internal stakeholders. As such this session, will provide practical insights into devising an effective digital communications strategy.

### Planning and designing a digital communication strategy

- Digital strategy in 2016 - What it means and what good strategy looks like
- Aligning digital communication with organisational strategies
- Avoiding the common mistakes of bad digital strategy
- Finding the niche to create targeted communication
- Changing perspective from digital channels to the digital experience
- Adopting an agile approach to digital strategy

### Understanding your online audience

- Identifying external stakeholders online - Where they are, what they need and how to reach them public participation
- The psychology of digital and how to build trust with your audience
- Delivery Managing the online conversation
- The rules of engagement - Creating an effective digital communication framework
- 6 Steps to a Social Media Strategy
- Managing conversations and risk in the Age of Outrage
- Content strategy, cutting through the noise and how to get more from less

### Managing internal engagement

- Governance - The importance of leadership and accountability
- Creating a customer-focused culture
- The benefits of a Digital Centre of Excellence Gaining management buy-in.



**SA DELEGATES**  
R16 000 per person  
**FOREIGN DELEGATES**  
\$1 400 per delegate

## CONTACT DETAILS

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