

Contemporary public relations: legitimacy and professional practice in today's context



**Professor Anne Gregory
Chair, Global Alliance**

**Communication with
conscience**

21-23 September 2014
Madrid, Spain



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 World Public Relations Forum global alliance

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Our menu for this morning

- Context
- Legitimising our practice
 - Communicative organisations
 - Catalyst
 - Challenge



Driving factors in our world



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

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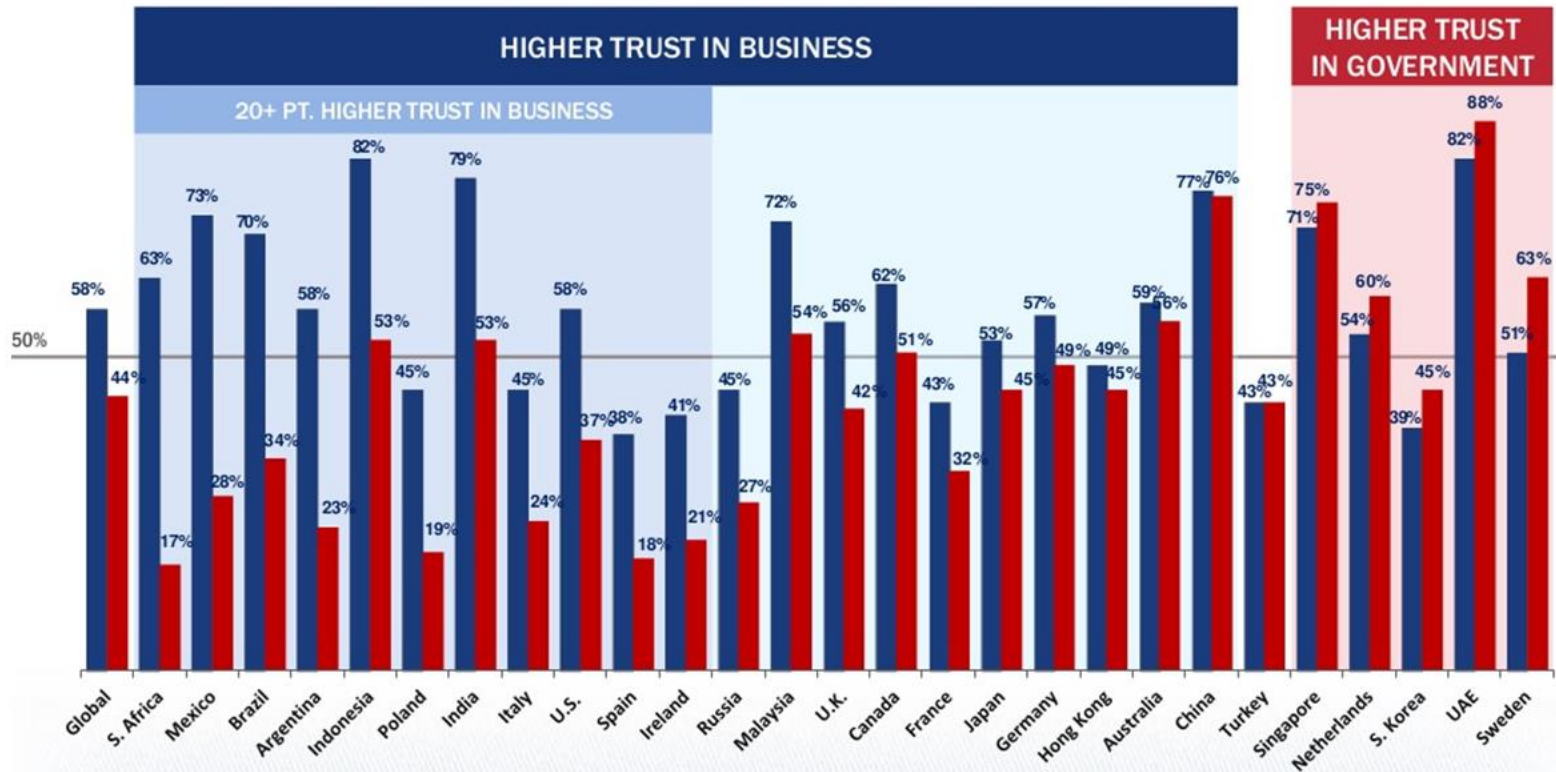
Issues for our organisations



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

TRUST IN BUSINESS VS. GOVERNMENT

BUSINESS ■
GOVERNMENT ■



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.

TRUST IN NGOS ON THE RISE, WITH MAJORITY OF MARKETS AT OR ABOVE 60% TRUST LEVEL

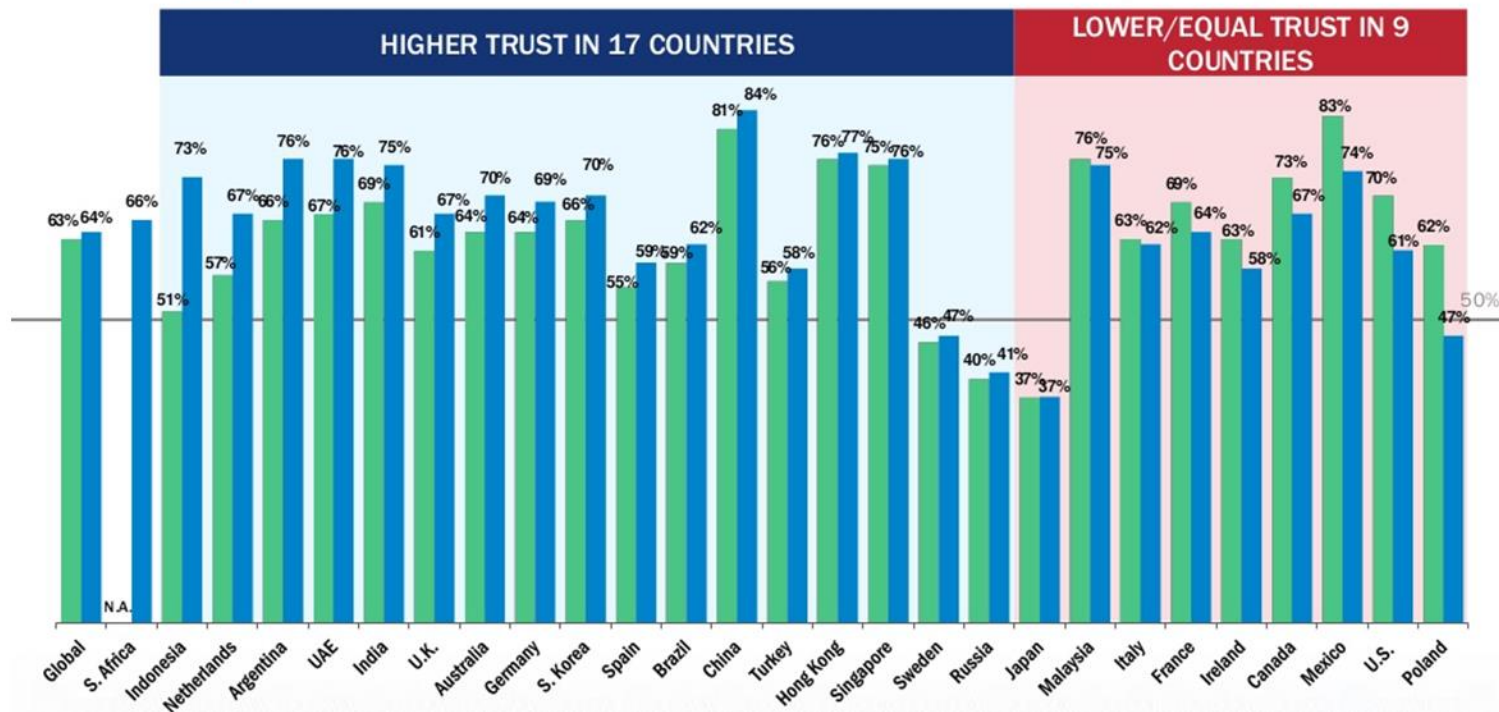
TRUST IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS), 2013 VS. 2014



2013
2014



NGOs most trusted institution in 20 of the 27 countries surveyed in 2014



Q11-14. [NON-GOVERNMENTAL ORGANIZATIONS] 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.



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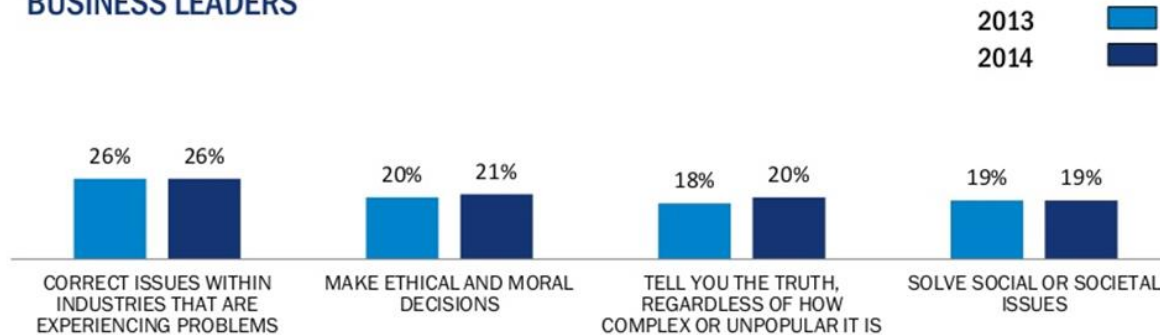
What's the issue?

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

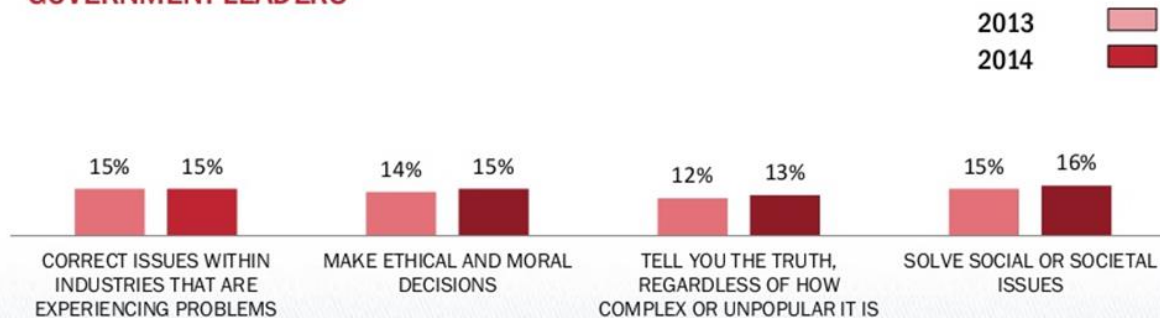
TRUST IN BUSINESS AND GOVERNMENT LEADERS TO DO THE FOLLOWING



BUSINESS LEADERS



GOVERNMENT LEADERS



22 Q144A-147A, [SPLIT SAMPLE] How much do you trust business leaders to do the following?: Q144B-147 B, [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.



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A view from the WEF

Top 10 trends 2014

Top 10 trends 2014

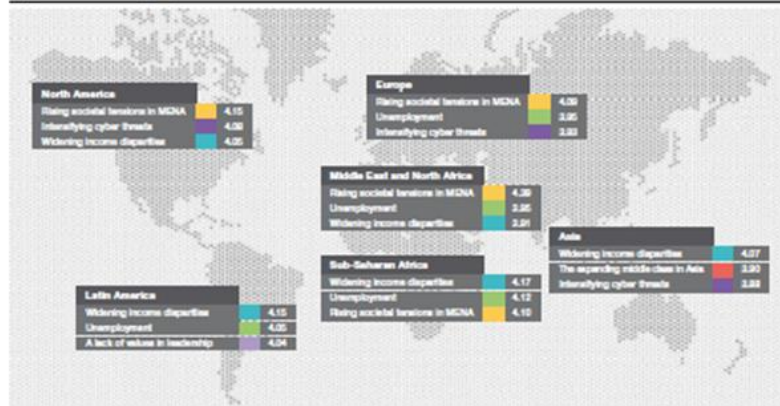
Top 10 trends of 2014

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://onumblog.org/communities/global-agenda-councils>.

Top trends for 2014 by region



1.00 = Not significant at all 2.00 = Not very significant 3.00 = Somewhat significant 4.00 = Very significant 5.00 = Extremely significant
Source: Survey on the Global Agenda 2013

Tensions in the Middle East. Rising living standards. Adaptation to climate change. Paralyzed 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 prioritize 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.

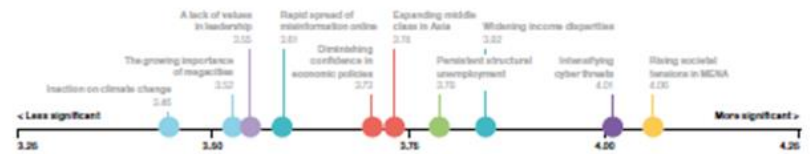
This chapter provides an overview of the forces that will shape 2014 and the ideas that can address their impact.

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**

1.00 = Not significant at all 2.00 = Not very significant 3.00 = Somewhat significant 4.00 = Very significant 5.00 = Extremely significant
Source: Survey on the Global Agenda 2013

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



1.00 = Much less significant 2.00 = Marginally less significant 3.00 = Remain the same 4.00 = Marginally more significant 5.00 = Much more significant
Source: Survey on the Global Agenda 2013

Driving factors for our profession



- The need to be strategic
- The pressures of the 'new' operational context

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Big and little trends



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The big trends

A profession that is strong, but...



- 12% increase
- 1m practitioners in China
- New and emerging areas
- More practitioners at senior levels



- Increased complexity
- Increased pressure

The smaller trends

Changes in Communication

- Channels
- Multi-modal
- Mobile
- Visual



- Brand journalism
- Personalisation
- Partnership
- Shift in content
- Measurement and metrics

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Challenges

- Partnership and power
- The digital divide
- Transparency
- Crisis communication



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What do we conclude from this?

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

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Grasping the opportunity to lead...



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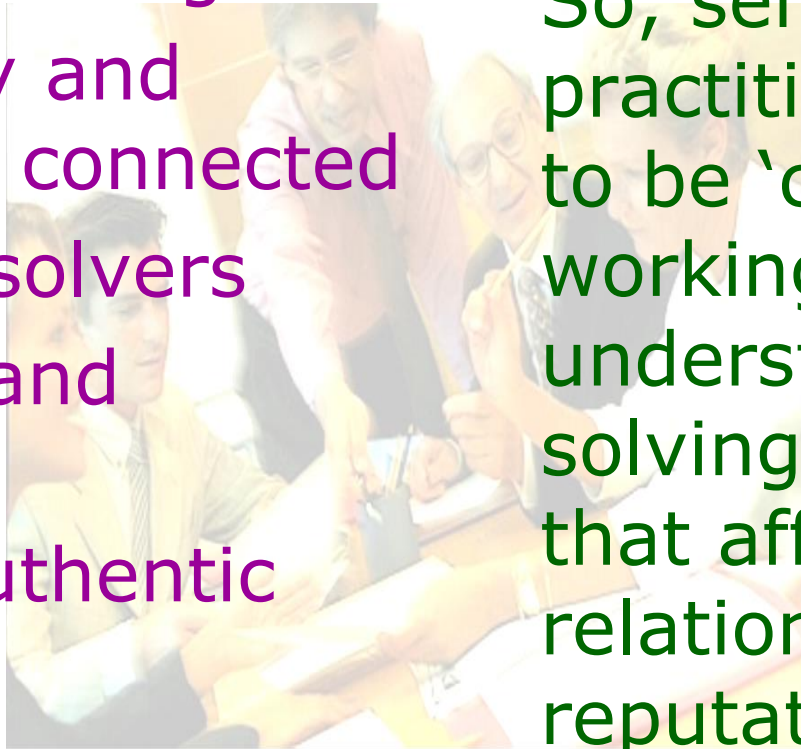
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What CEOs expect

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



So, senior practitioners need to be 'consultants' working at all levels understanding and solving problems that affect relationships and reputation

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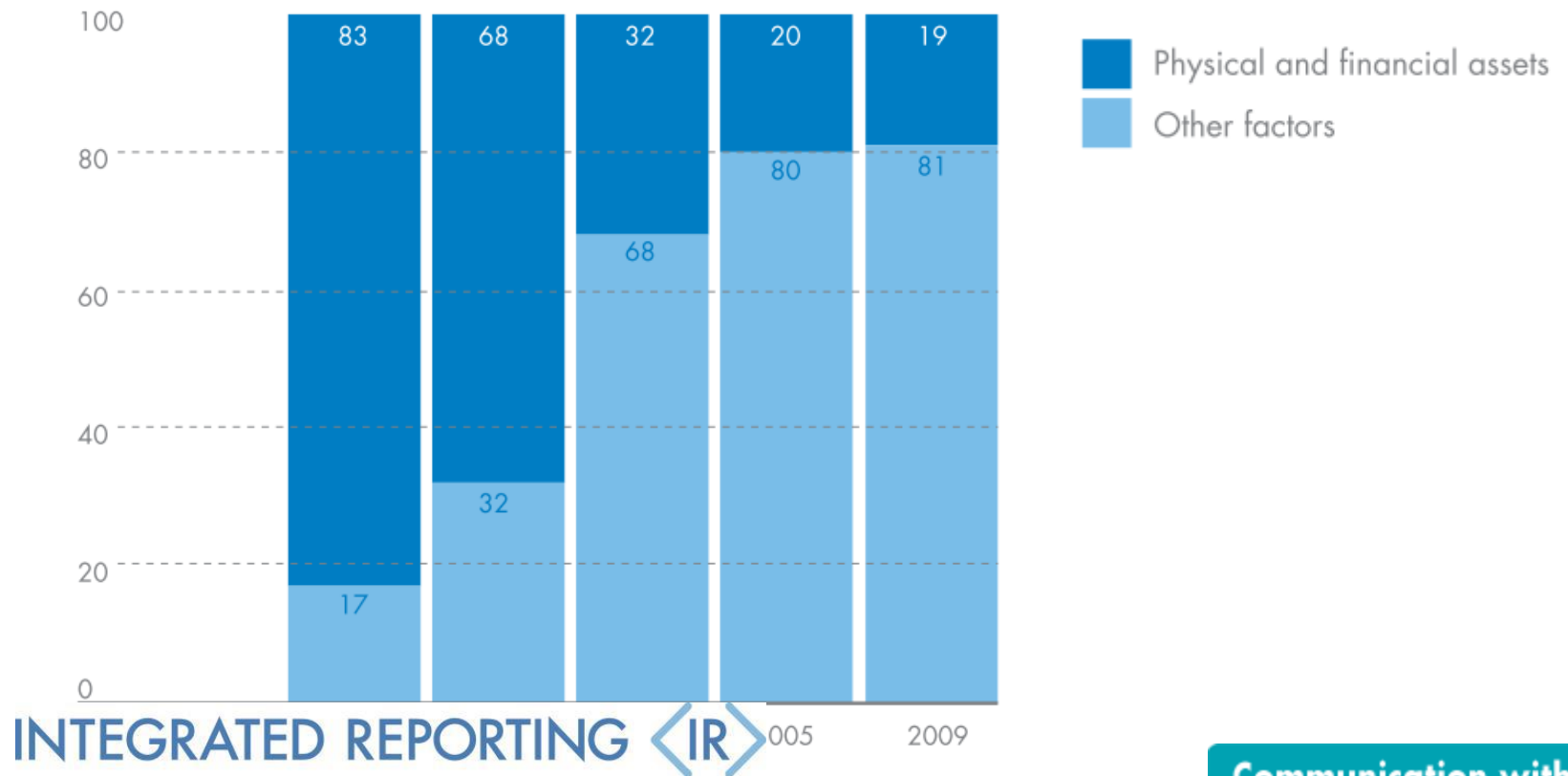
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Leadership with communication at its heart - thanks to A.G Lafley

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



Why this is so important: how value is measured



The role of public relations: The 4 X 4 model



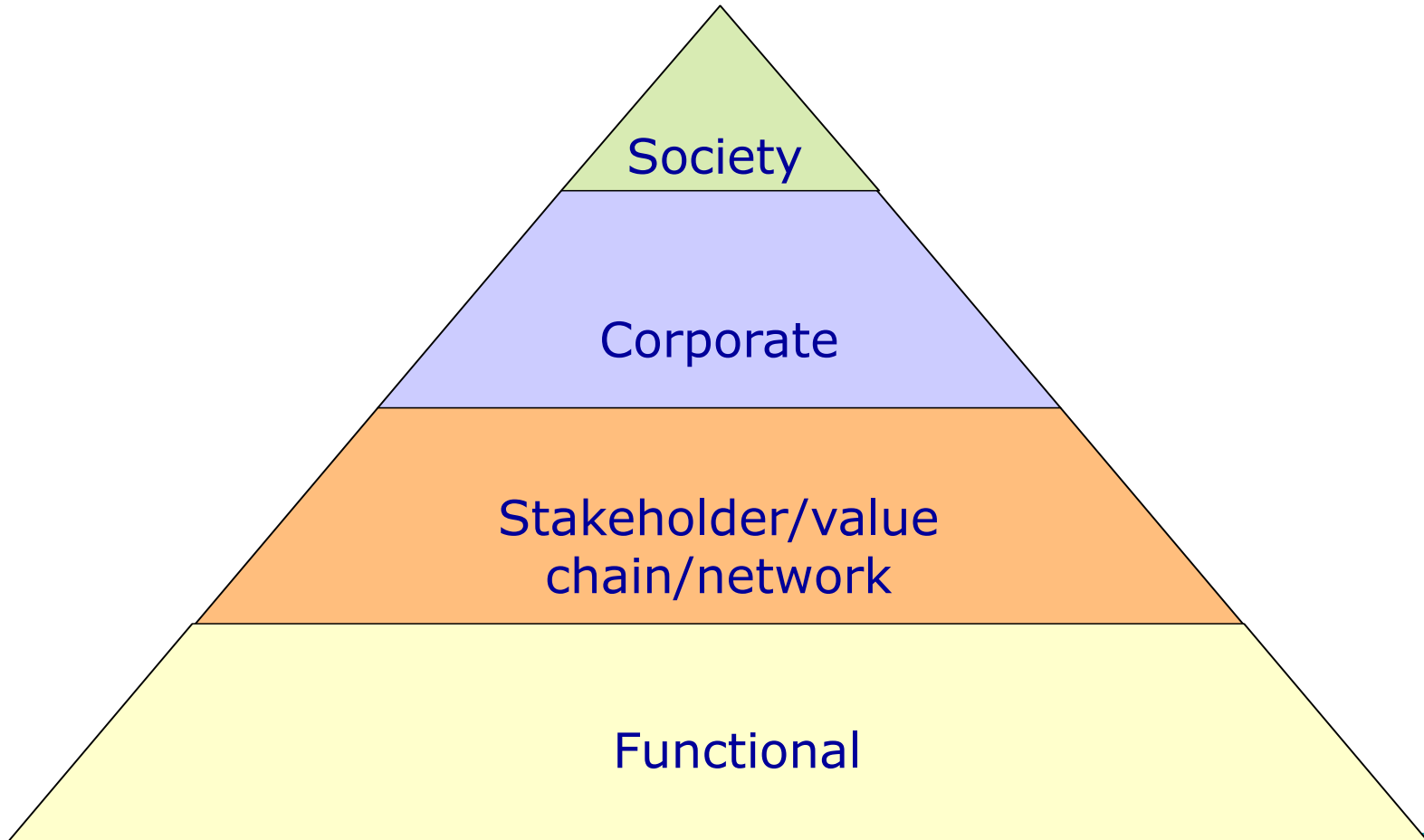
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Four levels of contribution



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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 contribution

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

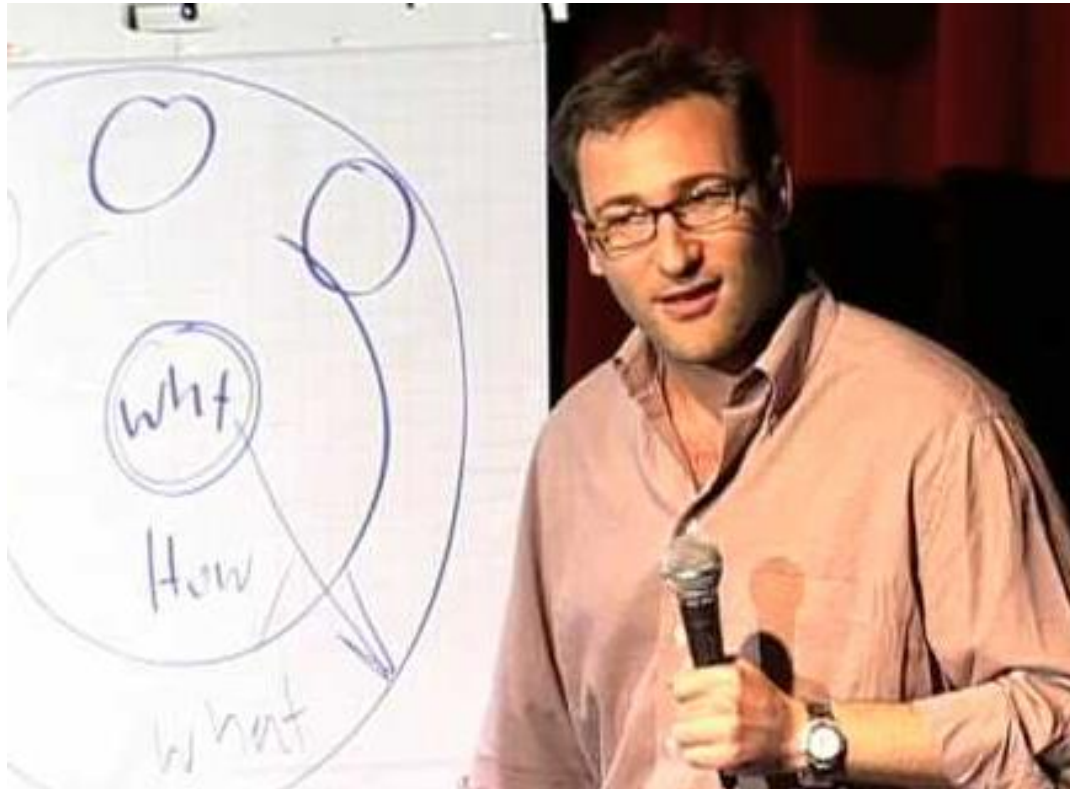
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Key issue is purpose...



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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

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The new accountabilities.....



bp



natura
bem estar bem



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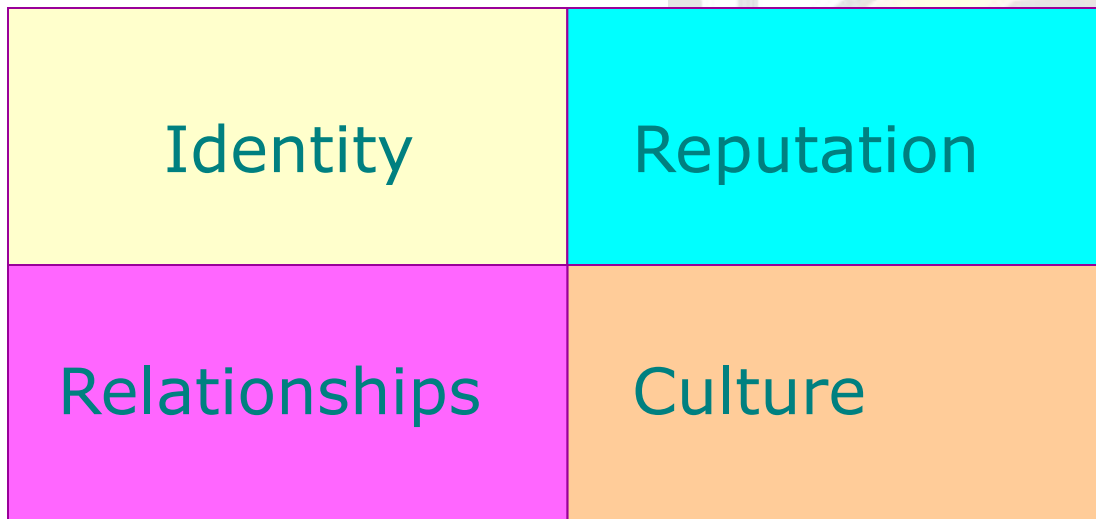
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Articulating the unique contribution to value

- Identity/brand
- Reputation
- Relationships
- Culture



ROI in comms terms

A 'balanced scorecard'?

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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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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
- Using recognised business planning disciplines
- Reactive, proactive and interactive
- Evaluated

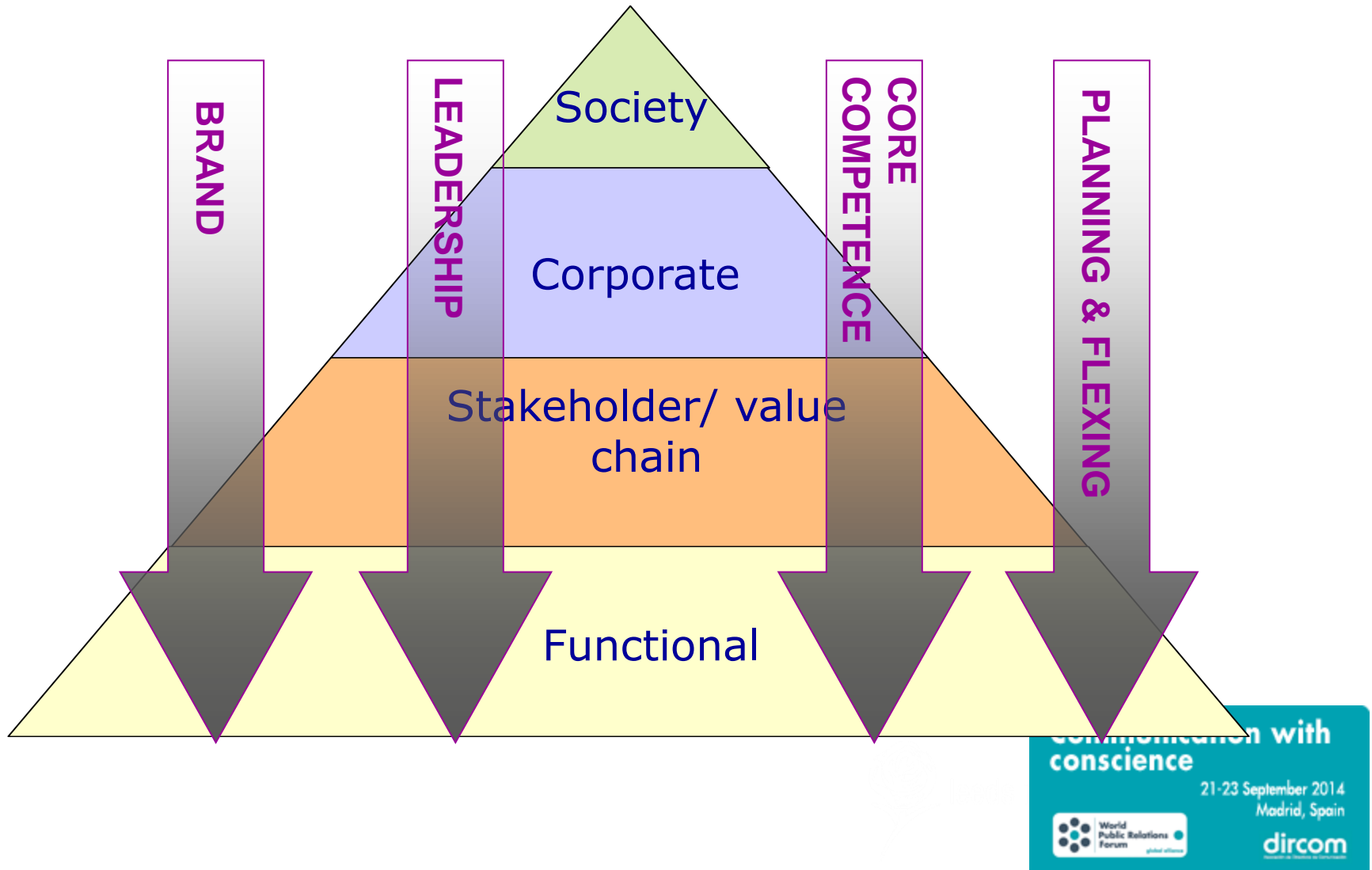
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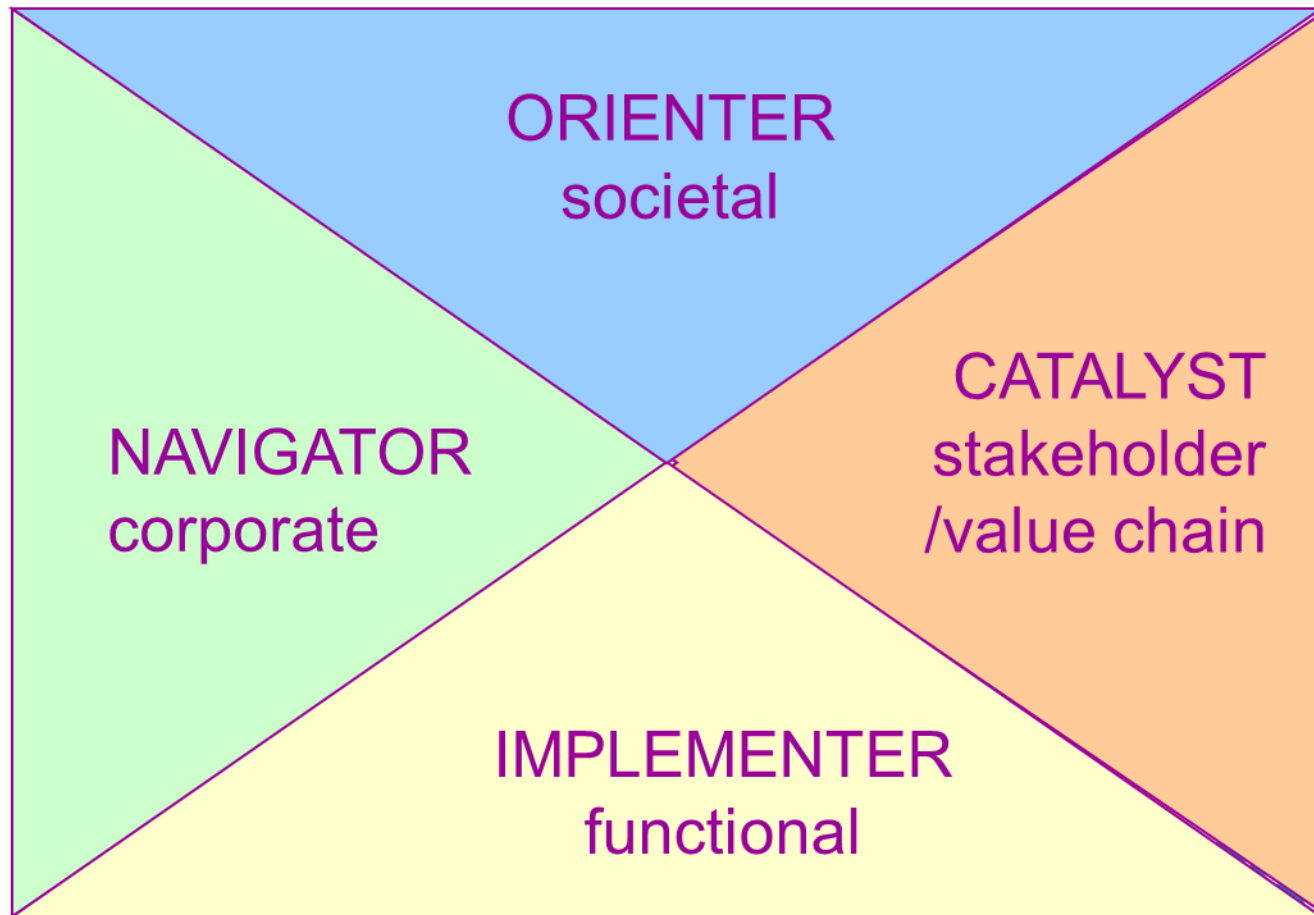


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The four DNA strands



The core role in four parts



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The catalyst.....



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What do I mean

- someone who makes things happen.....but in a particular way
- supports/defends values and relationships
- examines touch points with stakeholders
- operates in other leaders' territory
- highlights failing systems and processes

assesses expectations versus experience

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Why?

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



Implications

- an ideological leader
- a contextual leader

(Hamrefors, 2010)



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Building legitimacy from the inside, out



A new global mandate for PR

A new opportunity for PR professionals



17-20 November 2012
Melbourne Convention and Exhibition Centre



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The Melbourne Mandate



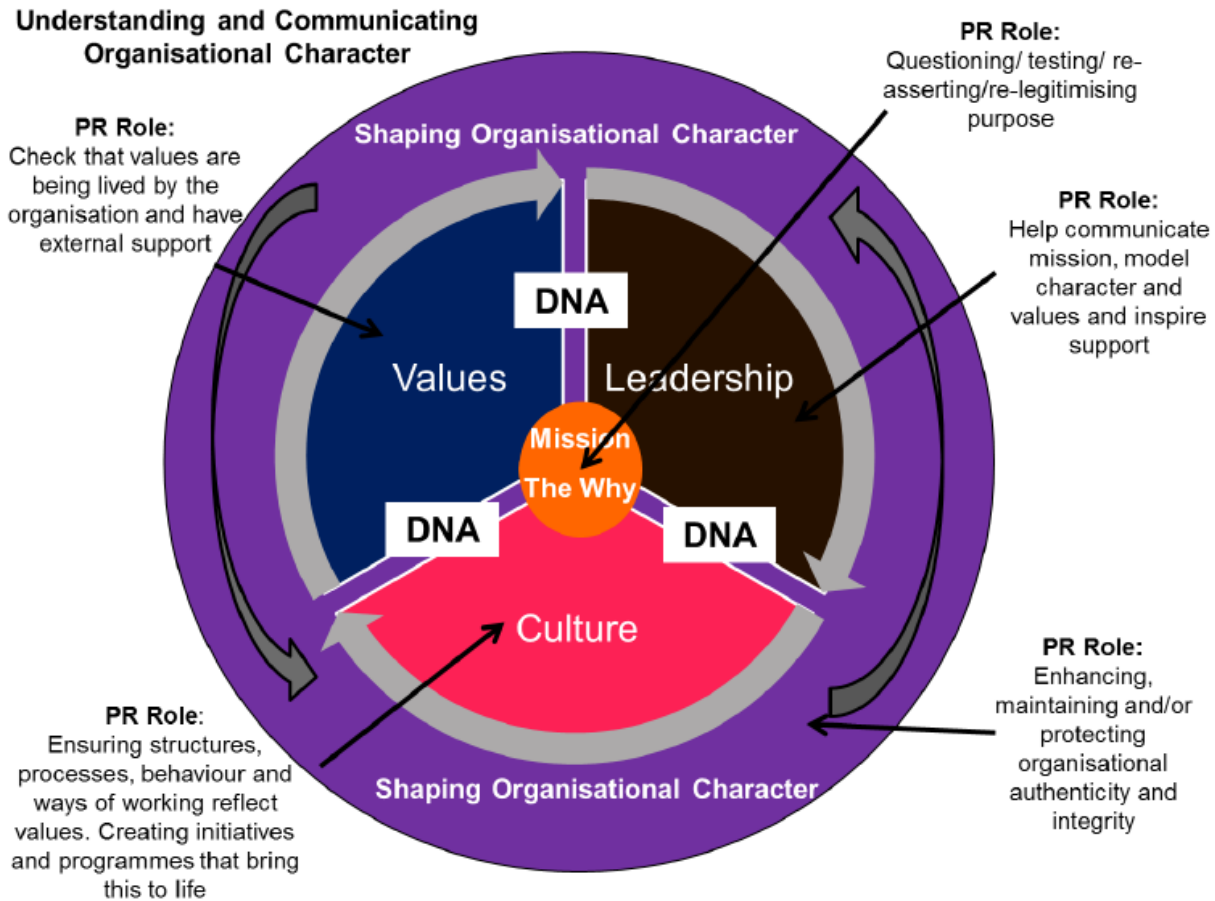
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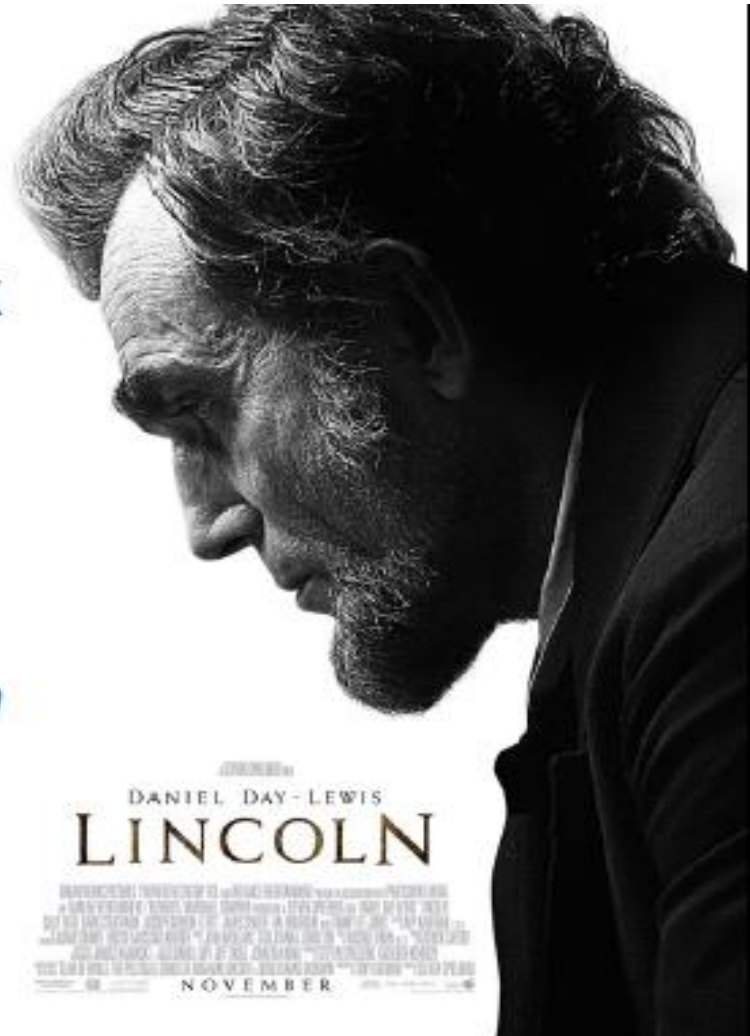
Organisational character



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



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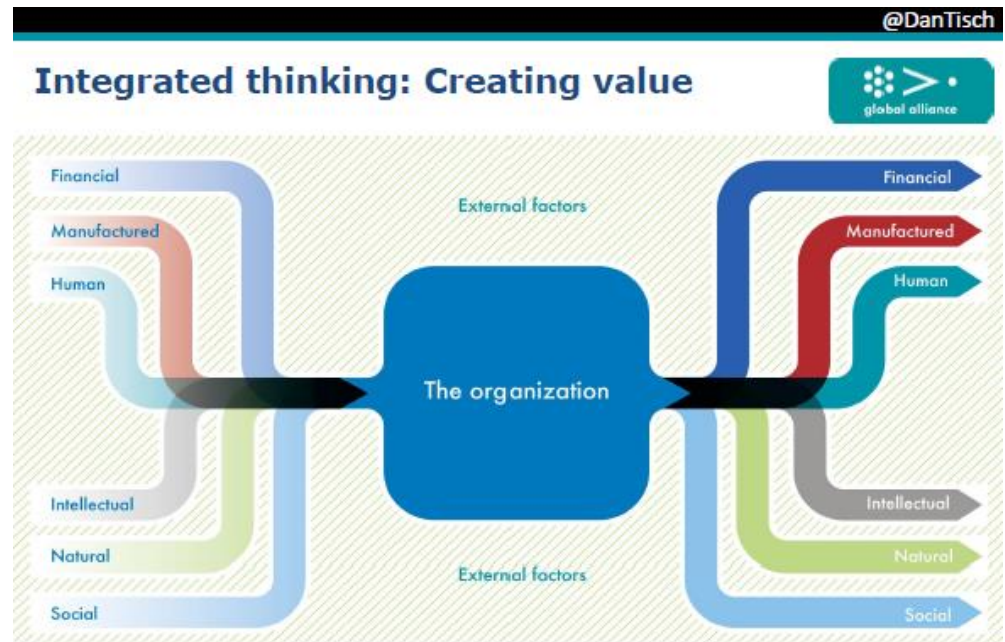
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Culture of Listening and engagement

| |
|---|
| Building a culture of listening and engagement |
| <i>Public Relations and communication professionals have a mandate to:</i> |
| Develop research methodologies to measure an organisation's capacity to listen, and apply these metrics before and after the pursuit of strategy and during any major action. |
| Identify and activate channels to enable organisational listening. |
| Identify all stakeholder groups affected by the pursuit of an organisation's strategy, both now and in the future. |
| Identify all stakeholder groups that affect the pursuit of the organisation's strategy, both now and in the future. |
| Identify these stakeholder groups' expectations and consider them both in the organisation's strategy and before taking any action. |
| Ensure sound reasons are communicated to stakeholders in cases where their expectations cannot be met. |
| Prove that the organisation is genuinely listening as it takes actions in pursuit of its strategy. |
| Evaluate the effectiveness of the organisation's listening. |

Instilling responsible behaviours

- societal
- organisational
- professional
- personal



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The 4 P's of communicative leadership



you behave is the
key to legitimacy

- Purpose
- Principles
- People
- Process

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“ 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.....

The ultimate core competence which communicative leadership can bring

- legitimacy
- influence
- advocates



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The Challenge.....



Are we up to the task?

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¡Muchas Gracias!

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