

COMMUNICATING STRATEGICALLY TO INCREASE RESIDENT SATISFACTION



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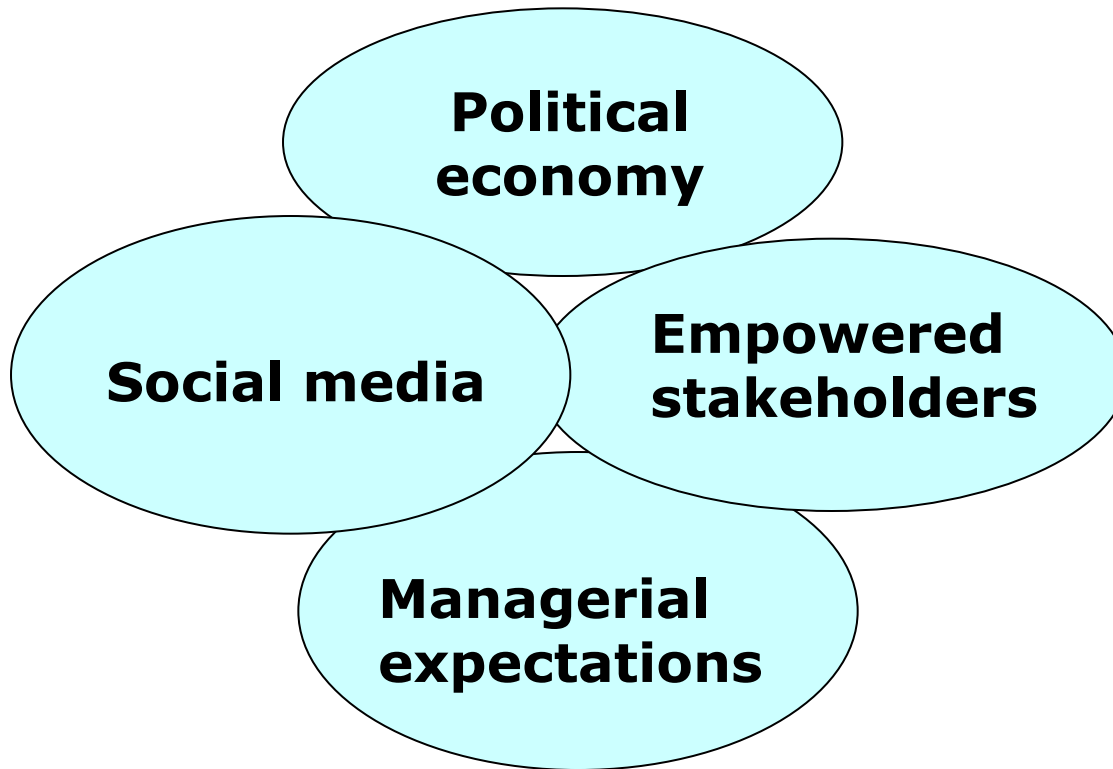
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Colliding and emergent issues



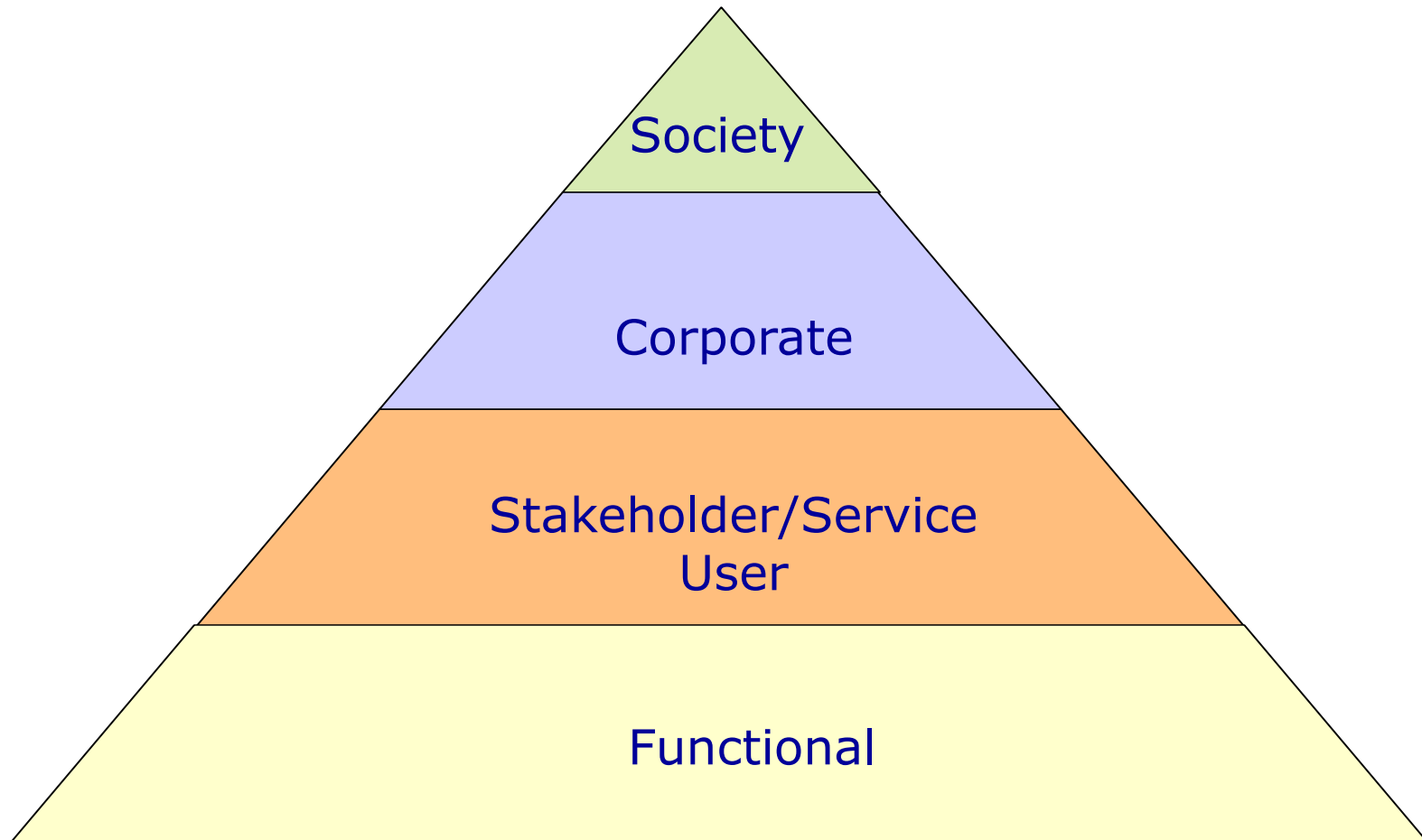
My focus

a strategic survival guide

- tune in
- align decision making to reputational indices
- be connected and play a role in fixing reality
- adaptive thinking in execution

**strategic interactivity and intervention at all levels
of the organisation**

Steyn, 2007; Gregory and Willis, 2009



Four levels of strategic contribution

Harvard Business Review



April 2003



Trading Up...48

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Use this insight to...

inform ***strategic discussions*** and organisational decision-making

influence ***content building***: seek to address the pre-occupations of residents, stakeholders, and publics at the time of communication

Answer six key questions

- salience
- empathy
- timeliness
- accessibility
- credibility
- feasibility



2. Corporate level of strategy

- increasingly important but still neglected
- broad strategy translated into action
- internally orientated
- a financial focus
- how shall we deploy our resources?
- a battle for resources...



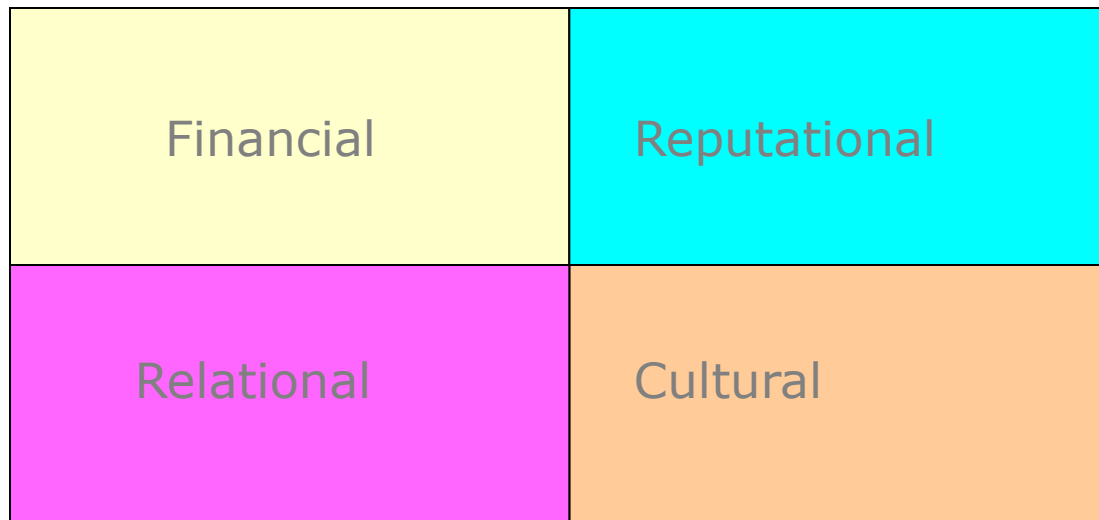
A coaching role to...

- alert management to reputational opportunities/threats
- ensure decision-making aligns with values...
- ...and the mission of the organisation
- ensure decisions are communicated appropriately
- prepare those people for the task

REPUTATIONAL v FINANCIAL CAPITAL

Articulating comms as an asset

- Reputation
- Relationships
- Cultural alignment



ROI in comms terms

A balanced scorecard

3. Stakeholder/service user level

- who is in our value chain?
- who is part of our closer stakeholder community?
- identify their needs
- negotiate collaborations
- uphold values
- monitor performance

are service decisions being taken on the basis of deep understanding of the needs of residents?

Insight - the 4 R's

Is a deep truth based on behaviour, experiences, attitudes, emotions, belief (**REAL**)...

It relates to the task or issue (**RELEVANT**)...

Resonates with the target group (**RINGS BELLS**)...

Is powerful enough to accomplish your objective: think, feel, do (**REACTION**)...

Why demography isn't insight



Demographic

male

born 1948

British

2nd marriage

affluent

well known

family

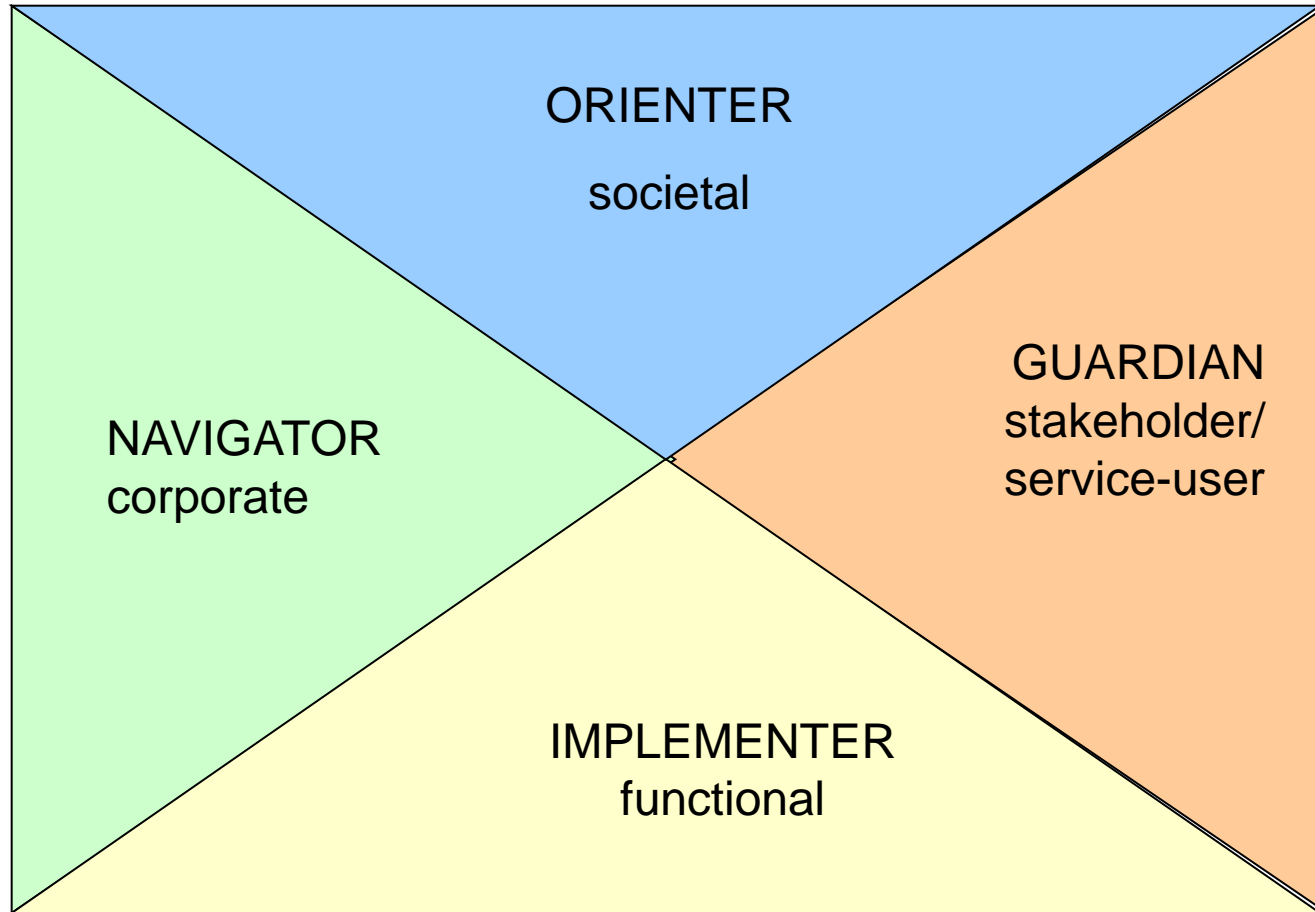


4. Functional level

- implementation strategies
- specific programmes of activity
- in support of organisational objectives
- a vigorous campaign planning architecture
- are we efficient and effective?
- organisational capability and capacity building

interactive, as well as reactive and pro-active

What does good look like?



And the end result...

- an effective communication team contributing at all levels
- informed business decisions
- better equipped senior managers
- good stakeholder networks
- services that uphold the brand
- improved trust, legitimacy and reputation

an increase in resident satisfaction?

