

TRAINING YOUR EXEC FOR EXCEPTIONAL EXTERNAL COMMUNICATIONS

JUNE 5, 2024



Public Affairs Council



AGENDA — EXEC COMMS



- 1. Formula for setting objectives**
- 2. Doing an audience analysis**
- 3. Doing a narrative analysis**
- 4. Creating thought leadership blueprints**
- 5. Auditing your exec's presentation style**
- 6. Media training considerations**

PREP YOUR EXEC WITH AIM OBJECTIVES

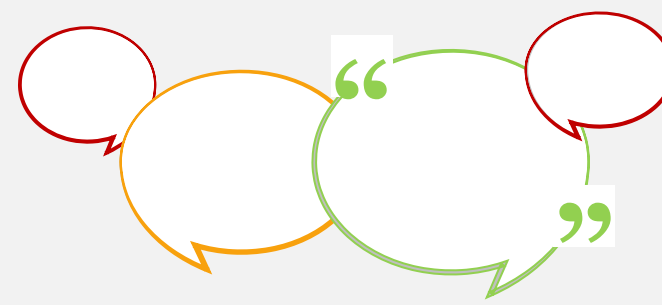
THE **AIM** FORMULA

Audience – **Who** are you trying to reach?

Incentives – What are their **goals and motivators**?

Messages – What **narratives** should be deployed?

PREP YOUR EXEC ON AUDIENCE(S)



AIM Formula = Go deep to understand your exec's target audiences.

Quick analysis example:

Audience of youth workers (pros who oversees youth programs) in one state.

Goals:

- Identify age, race, gender, income, etc. to better engage with this audience.
- Determine where they get their news (mainstream and online).
- Identify who influences them online.
- Know what their top causes are.

Mechanism:

Emails of newsletter subscribers at statewide youth-worker organization.

Audience Analysis Example:

Youth Workers

Progressive Educators (42%)

This cluster is distinguished by an audience that shows interest in **education, politics, and worldwide news**. These people are politically left-leaning, showing interest in figures such as Joe Biden and Kamala Harris, keeping themselves informed by following outlets like NPR, CNN and The New York Times.

Sporty Conservatives (28%)

This cluster is marked by **sports enthusiasts who lean towards conservative politics**, having interests in figures like Donald Trump, Ted Cruz and LeBron James. They enjoy major sports events, are keen followers of ESPN and have a significant regional influence, mainly clustered around X.

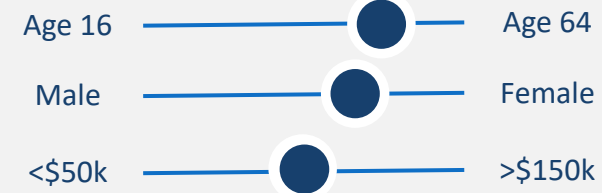
Pop Culture Fanatics (20%)

Members of this cluster are tuned in to **mainstream pop culture**, entertainment, and social media, showing interests in figures ranging from Taylor Swift to Jimmy Fallon to Britney Spears. They engage with brand-name companies like Starbucks and enjoy the latest pop culture phenomena, like a new series on Netflix.

Hometown Heroes (9%)

This cluster is particularly regional, revolving around the city of X. Interests range from local sports teams such as X,Y,Z, local news channels and breweries, to national and local nonprofits. **These people are proud Midwesterners who love their city.**

Where Do They Get Their News



PREP YOUR EXEC ON NARRATIVES



AIM Formula = Before deploying thought leadership strategies...determine what messages your exec should deploy?

Narrative analysis example:

What are individuals, organizations and media outlets online saying about data, technology and artificial intelligence in commercial real estate?

Review:

Review of X posts, online forum threads, blogs and earned media articles.

Report timeframe:

Apr. 1, 2020 – Mar. 27, 2022

THE NARRATIVE MAP EXAMPLE

NARRATIVE STABILITY

NARRATIVE IMPACT: The size of the circle represents the total size of the original content of the narrative. The larger the circle, the larger the narrative.

ENGAGEMENT WAVE: The size of the second circle represents the engagement from that narrative.

Falling Behind

This is the smallest narrative analyzed. However, it represents a distinctly different conversation focused on how CRE firms are behind other industries. This explains its negative sentiment.

NEGATIVE

INFLUENCER EFFECT

The largest narrative in this topic, *At the Cutting Edge*, also had the largest reach, secured the most engagements, and was driven by the largest number of voices. It is also growing quickly. This conversation is not driven by a few large influencers, but by many individuals engaged in how CRE firms are innovating around issues such as the metaverse and ESG. There is a strong foundation established by this narrative that CLIENT can add to and engage with.

GROWING

At the Cutting Edge

Whether tweeting about sustainability or writing articles on the metaverse, there is a large and growing narrative around the use of data and technology by CRE firms.

POSITIVE

SHRINKING

The most positive narrative in this topic, this conversation is driven by company announcements or positive news stories.

The Future is Here

Improving Customer Experiences

Despite shrinking in size over the last quarter, this customer-focused narrative was the second largest in this topic.

NARRATIVE SENTIMENT

THOUGHT LEADERSHIP

THOUGHT LEADER BLUEPRINT



Develop thought leadership blueprints for your exec(s):

- Identify the topic(s) on which exec(s) can share an authentic, credible and ownable POV.
- Create a content calendar for each week/quarter/month, etc. Include milestone months/observances, etc.
- Carve out dedicated swim lanes for each exec.
 - Earned media outlets.
 - Social platforms.
- Establish paid amplification strategy to drive awareness and engagement.

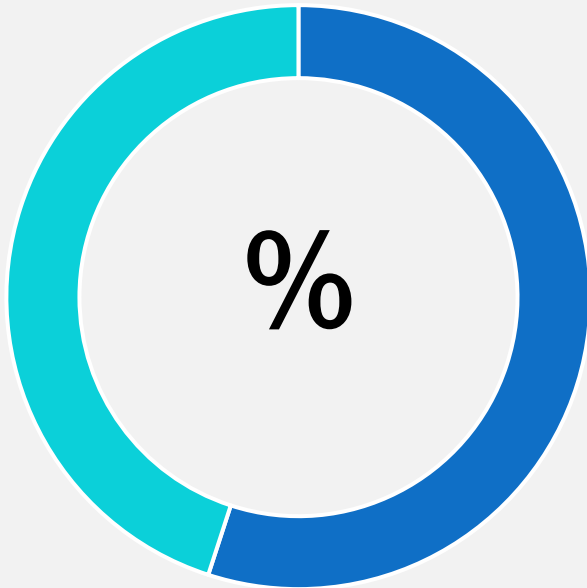


AUDITING YOUR EXEC'S PRESENTATION STYLE

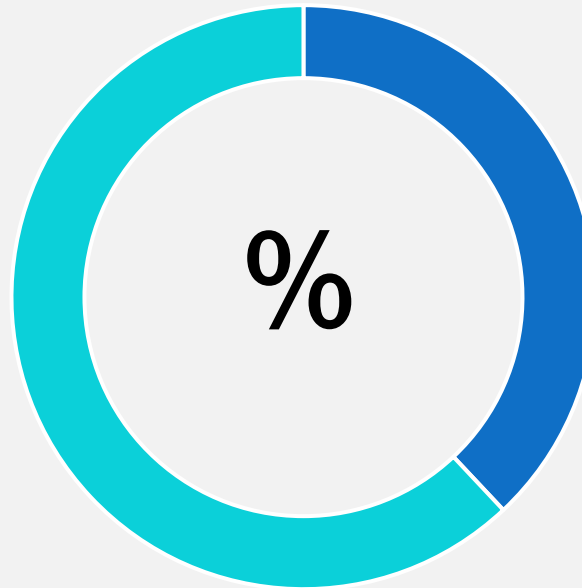
Body Language - Tone of Voice - Message Delivery

WHICH ARE MOST IMPORTANT FOR YOUR EXEC?

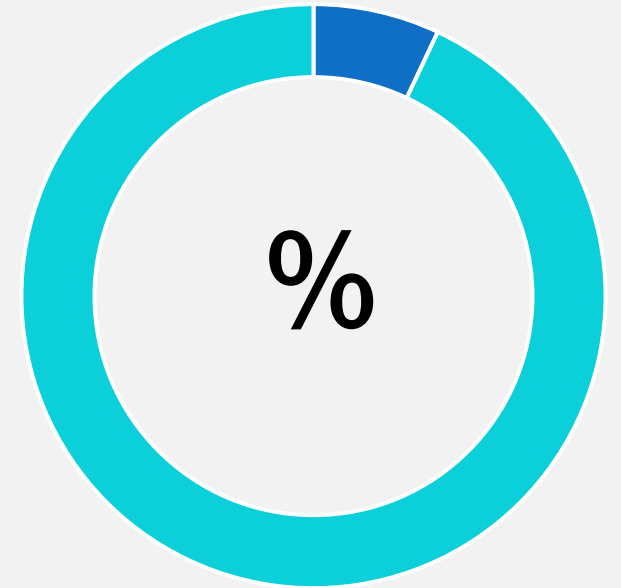
Body Language



Tone of Voice

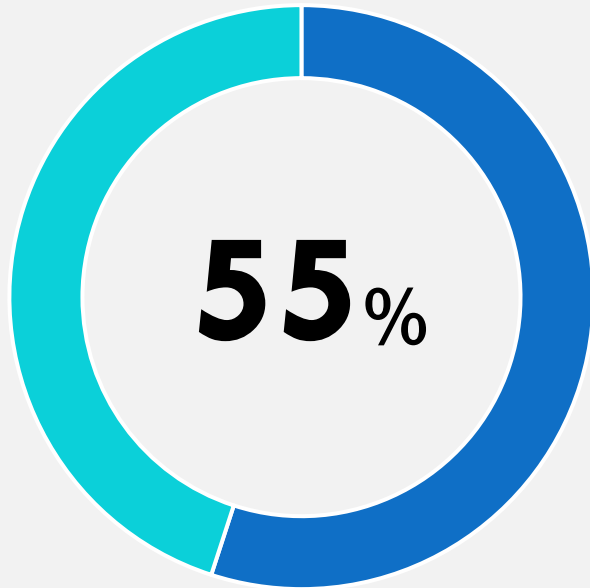


Words

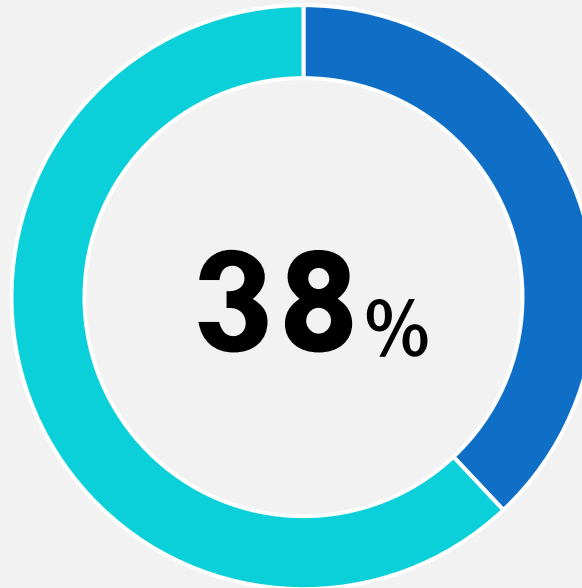


THE RESEARCH SAYS THESE ARE MOST IMPORTANT?

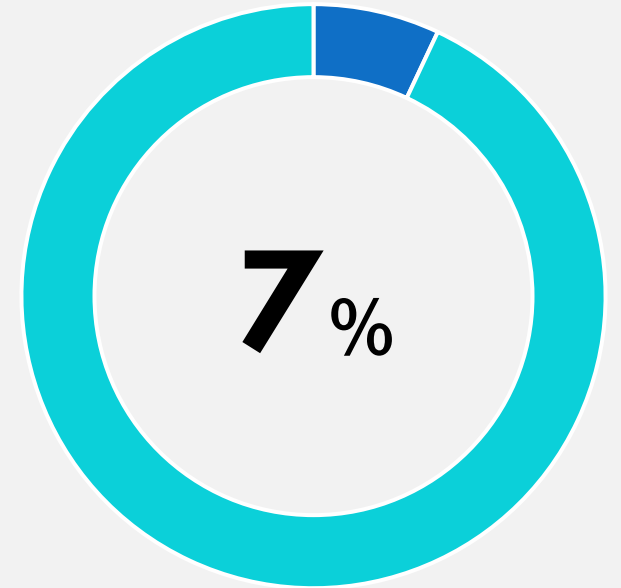
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Tone of Voice



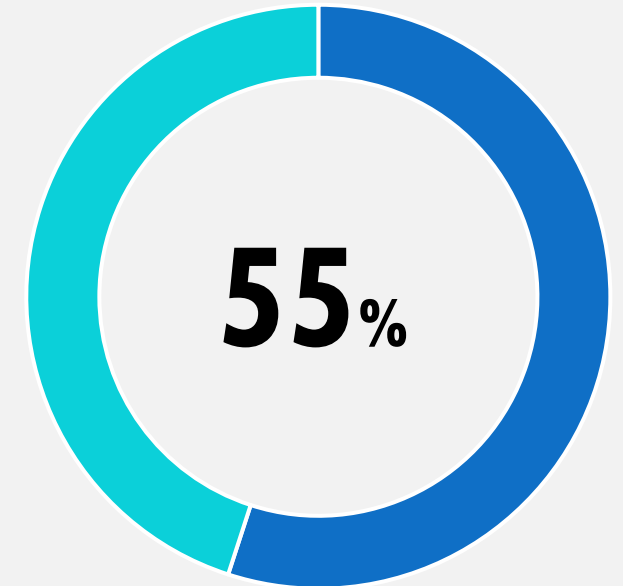
Words



BODY LANGUAGE

DO	<p>Smile and convey positivity and calmness</p> <p>Keep your hands visible, above your waist</p> <p>Use your hands and natural gestures</p> <p>Stand or sit straight and tall, but stay relaxed</p> <p>Make eye contact</p>
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DO NOT	<p>Have arms crossed</p> <p>Hands on hips (do that BEFORE your talk!)</p> <p>Hands behind your back</p> <p>Show frustration</p> <p>Roll eyes or shrug shoulders</p>
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MEDIA PREP AND INTERVIEW TRAINING

STAYING ON MESSAGE

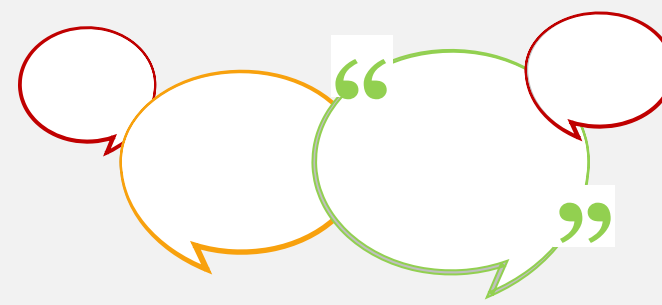


Successful interviews are grounded in 3-4 key messages.

Key messages = simple explanation of your exec’s POV on a topic:

- One or two sentences.
- Easy to understand.
- Easy to remember.
- Highly repeatable.
- Positively framed.

MANAGING QUESTIONS



Don't fixate on the questions...Bridge to key messages.

“Who has questions for my answers?” – Henry Kissinger

- Questions should be viewed as pathways to share messages.
- If asked about problems, talk about solutions.
- Blocking, bridging and flagging are essential for success.
- There's no substitute for practice. Know your messages and deliver.