

How to Thrive in Today's Dynamic Workplace

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Calibration



When you think of the **Public Affairs** function, what words come to mind?

Evolving Remits



How to Thrive in Today's Dynamic Workplace



TOPIC 1

**People and
Culture**



TOPIC 2

**Skills to
Survive
and Thrive**



TOPIC 3

**The
Organizational
Game**



TOPIC 4

**Nuances
for Public
Affairs**

How to Thrive in Today's Dynamic Workplace



TOPIC 1

**People and
Culture**



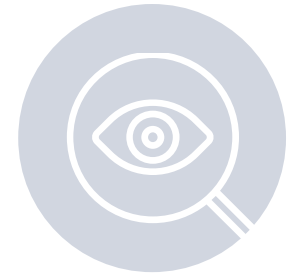
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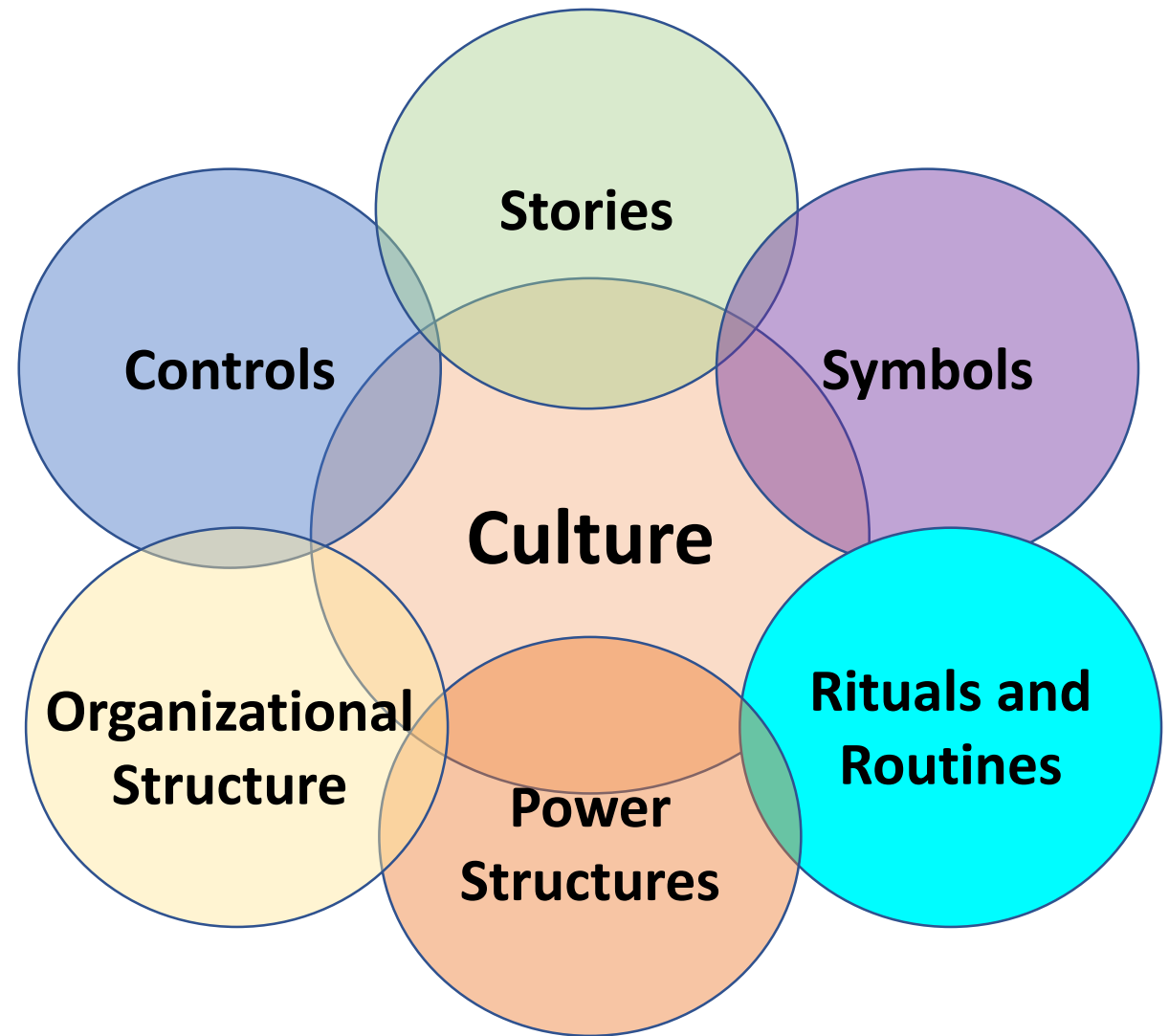
TOPIC 4

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Why Culture Eats Strategy for Breakfast

- People are loyal to culture, not to strategy.
- Culture creates competitive differentiation.
- Cultural miscues are more damaging than strategic ones.
- Strategies can be copied but no one can copy your culture.

Linked Elements Shape Culture



Culture is a Carrier of Meaning

Cultures provide a shared view of “what is” and “why it is.”

Cultures are dynamic. They shift, incrementally and constantly, in response to external and internal changes.

The Meaning behind the Meaning

Spoken Rule

“We’re flexible with how you spend your time.”

“We’re open and value others’ opinions.”

“We are democratic.”

“We’re in the middle of a change process.”

Unspoken Rule

“Don’t be the the last to arrive or the first to leave.”

“You can only speak up if you agree with the boss.”

“Only certain votes count.”

“Things are out of control.”

“Sense - Making”

Culture is a form of protection designed to prevent “***wrong thinking***” and “***wrong people***” from entering the organization in the first place.

Culture Shapes the Rules.



Employees pay attention to behaviors, not words



Unspoken rules define your culture



How to deal with the unwritten rules

Unspoken Rules

*“Culture is the behavior
you reward and punish.”*

—Jocelyn Goldfein

The behaviors
organizations **promote
and tolerate** determine
their real culture.

Unwritten Rules

If you're in a leadership role:

Make sure everyone abides by the same rules.

Address the tensions between written and unwritten.

Become more aware of your own behaviors.

Don't just make statements; leaders need to behave boldly.

As an individual contributor:

Be patient.

Don't fight what's different, try to learn and reflect.

Ask questions rather than provide solutions.

Comparing to how you felt at a previous job won't help.

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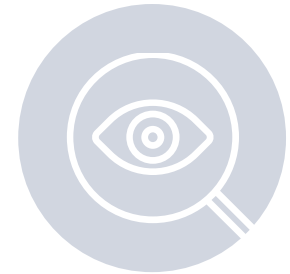
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Critical Skillsets

- Adaptability
- Resilience
- Communication
- Problem Solving
- Personal Development

The Art of Listening

- Key to influence and emotional control
- Can be a challenging skill to master
- The levels of listening:
 - Internal listening
 - Focused listening
 - 360 listening

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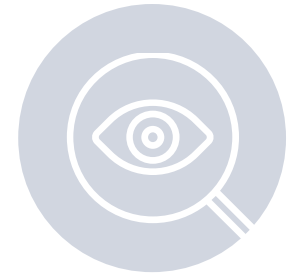
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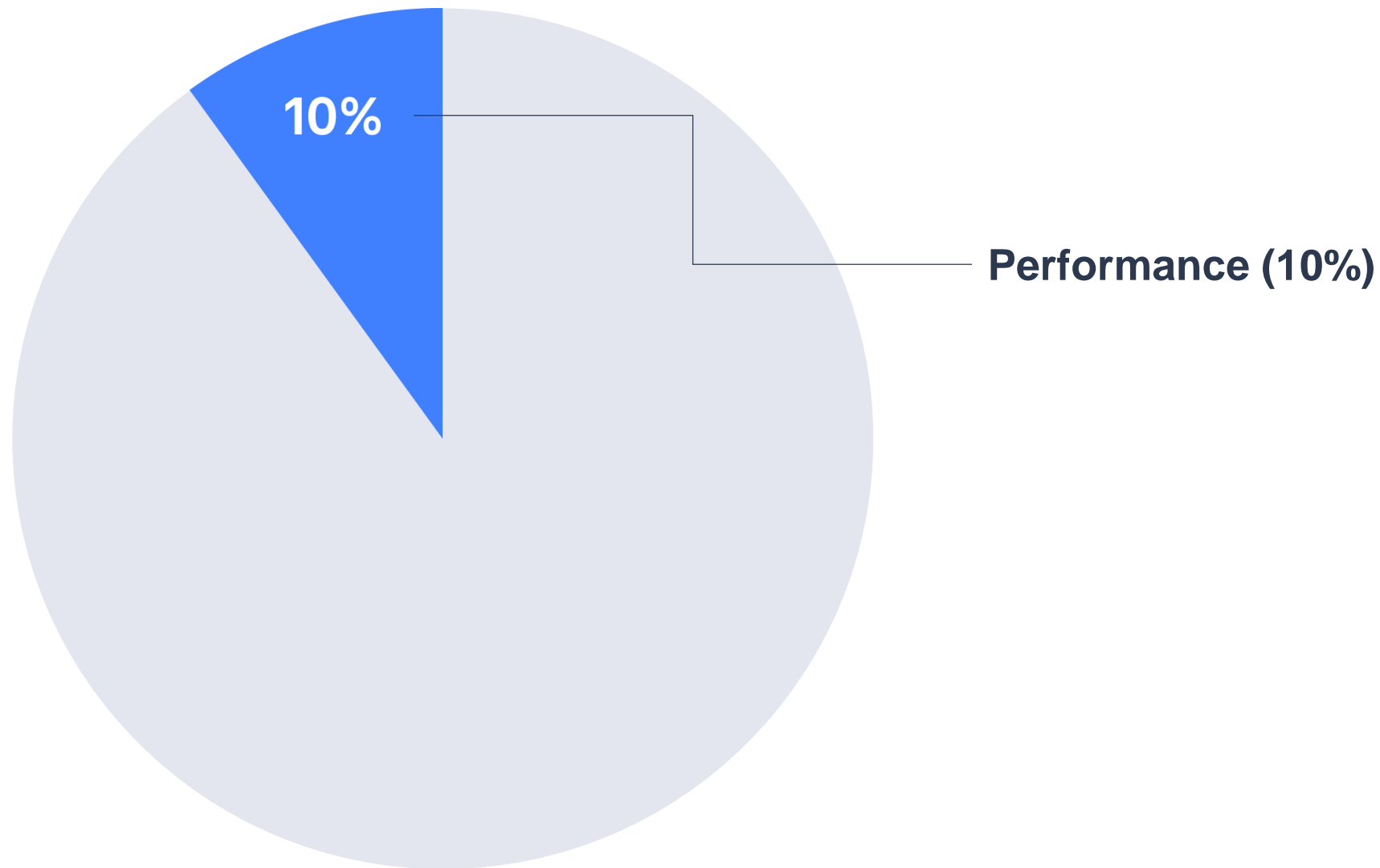
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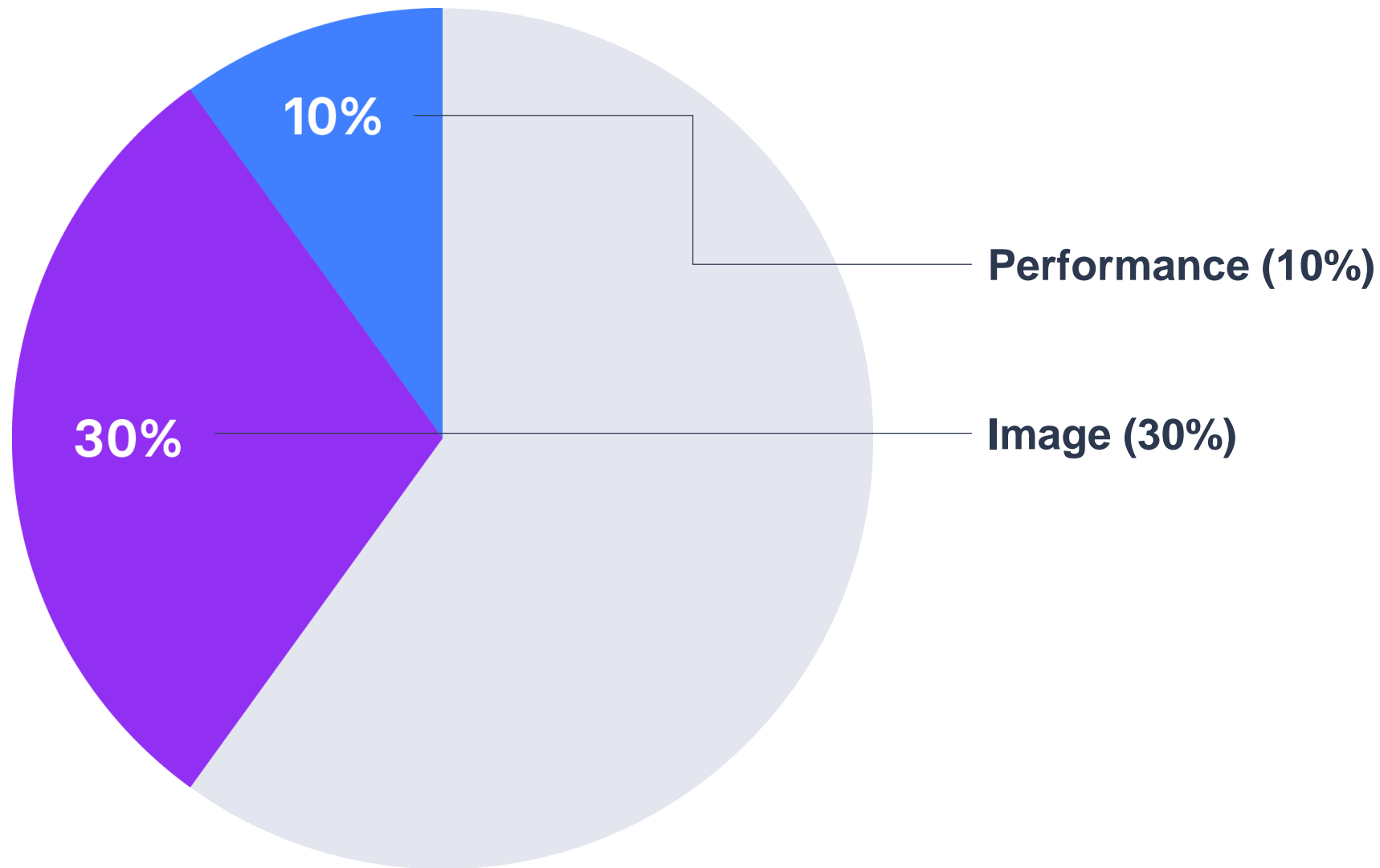
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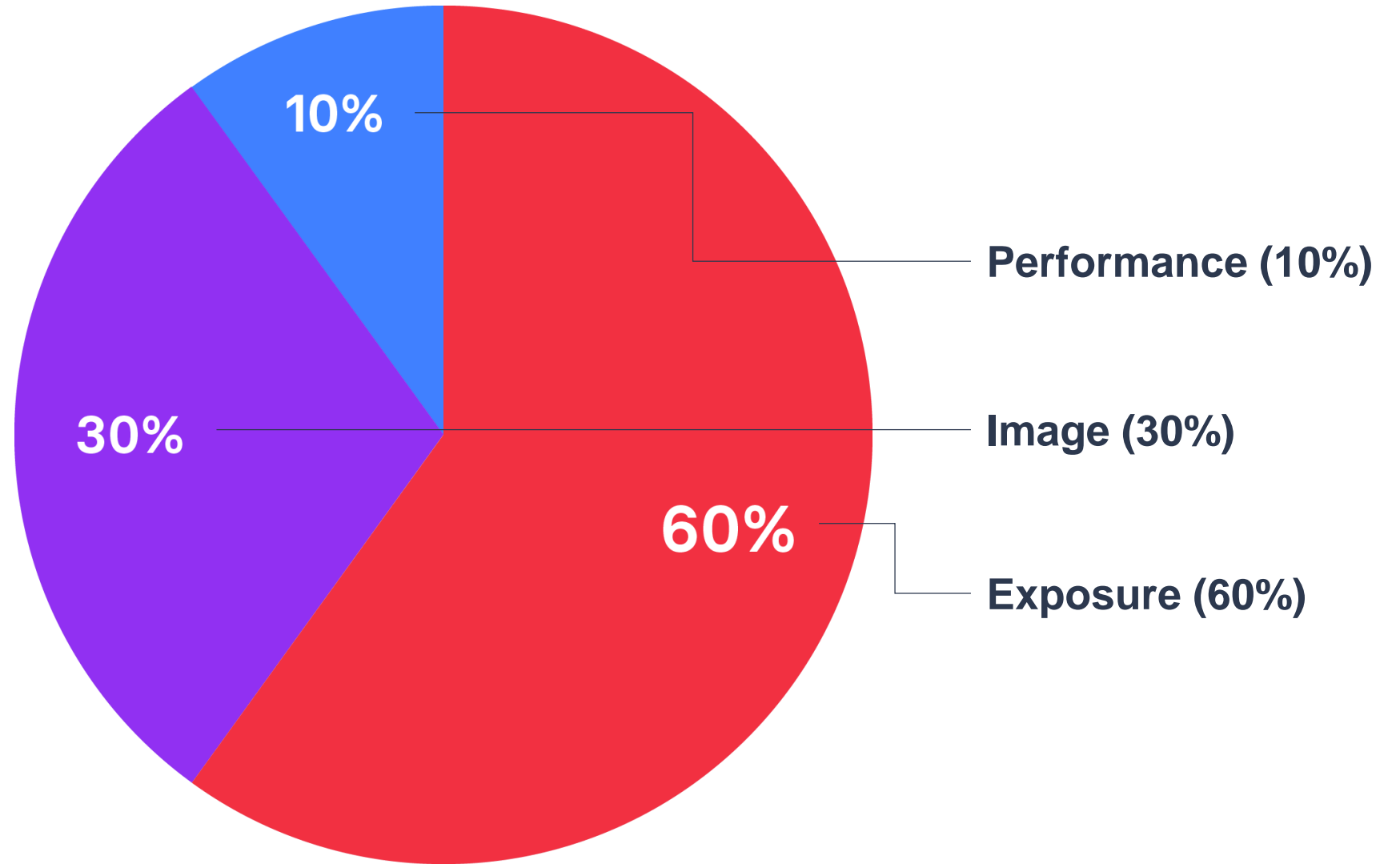
Organizational Game



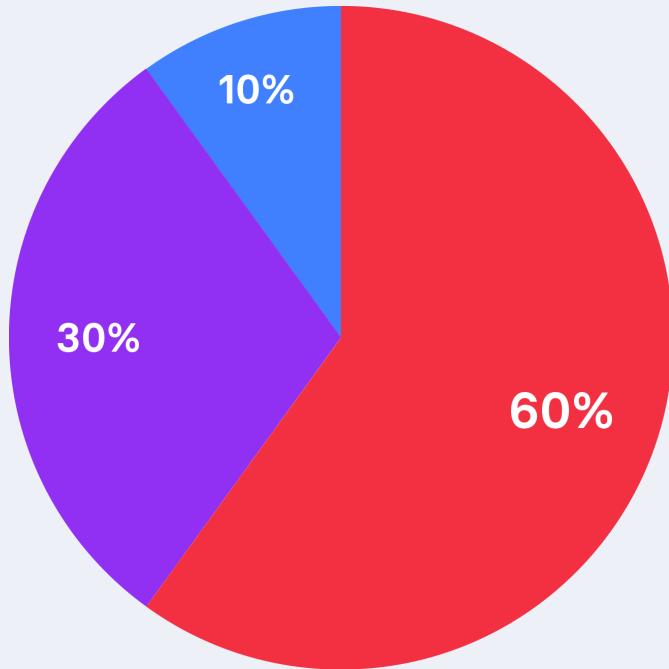
Organizational Game



Organizational Game



Organizational Game



Performance

Your output is important, however...

Image

Sight over sound

Exposure

How the system works

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Managing Soft Skills

Controlling Emotions

Scenario Planning

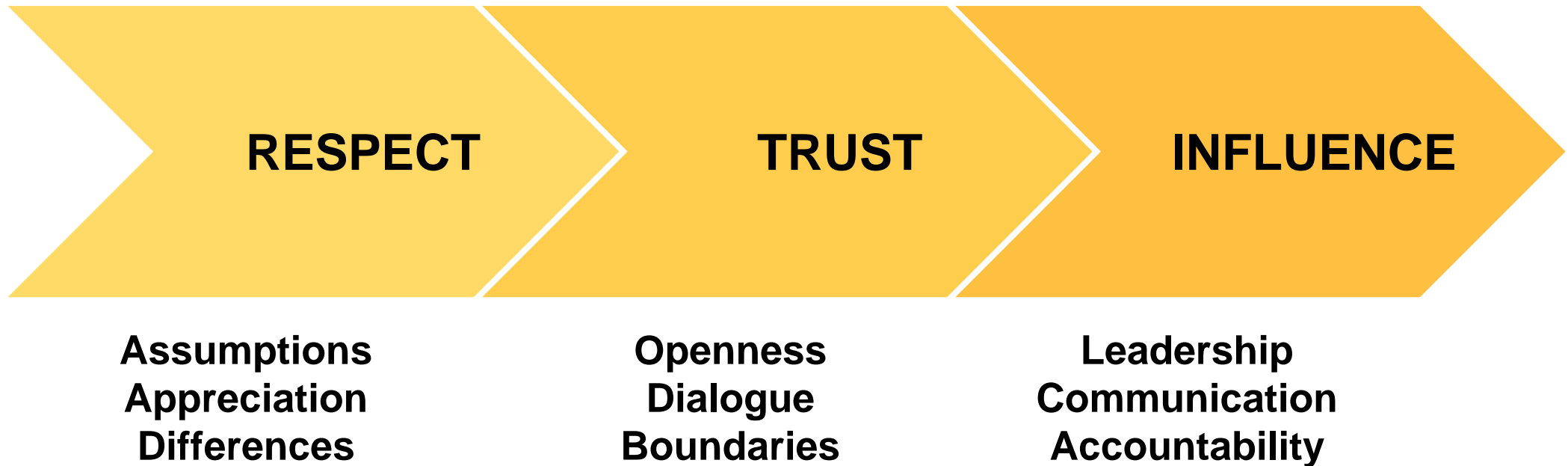
Balance Power Factors

- *Knowledge*
- *Charisma*
- *Association*

Stakeholder Influence



RTI Model



Summary

In today's workplace, the effective public relations practitioner must demonstrate value by:

- Exhibiting the ability to effectively align with the talent and culture of an organization.
- Establishing significant internal and external support and alliances.
- Providing practical guidance for deploying complex PA-related messaging.
- Embracing the new era of scrutiny.



Thoughts & Questions

Thank you for your time and attention!

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