



*Module 3:
Strategic Communication*

mq-learning.com

Why Strategic Communication?

\$ 37 Bn

*Total Cost of Poor
Communication**

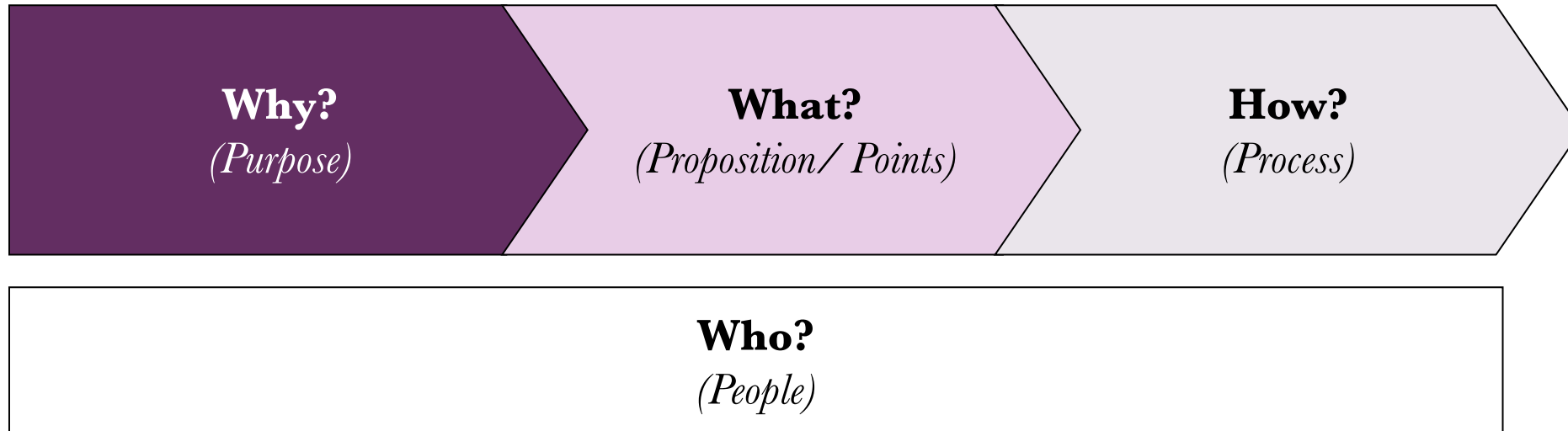
\$ 62.4 Mn

*Average Cost of Lost
Productivity due to Poor
Communication***

** Holmes report; per year*

*** Holmes report; 400 surveyed corporations (with 100,000 plus employees in the U.S. and U.K.)*

Approach for Strategic Communication!



Objectives & Agenda



- Understand the purpose of a strategic communication
- Communicate key messages backed by arguments and data
- Learn to provide the specificity with simplicity

CET	Topics and Activities
09:00 – 09:30	Check-in & Overview
09:30 – 10:15	Who (<i>People</i>) & Why (<i>Purpose</i>)?
10:15 – 11.45	What (<i>Proposition/ Points</i>)?
11:45 – 12.15	How (<i>Process</i>)?
12.15 – 12.30	Closing

Who are you communicating with?

Where they stand?

- Familiarity and interest



What is your objective?

- Inform or Update, Change Opinion, Make Decisions

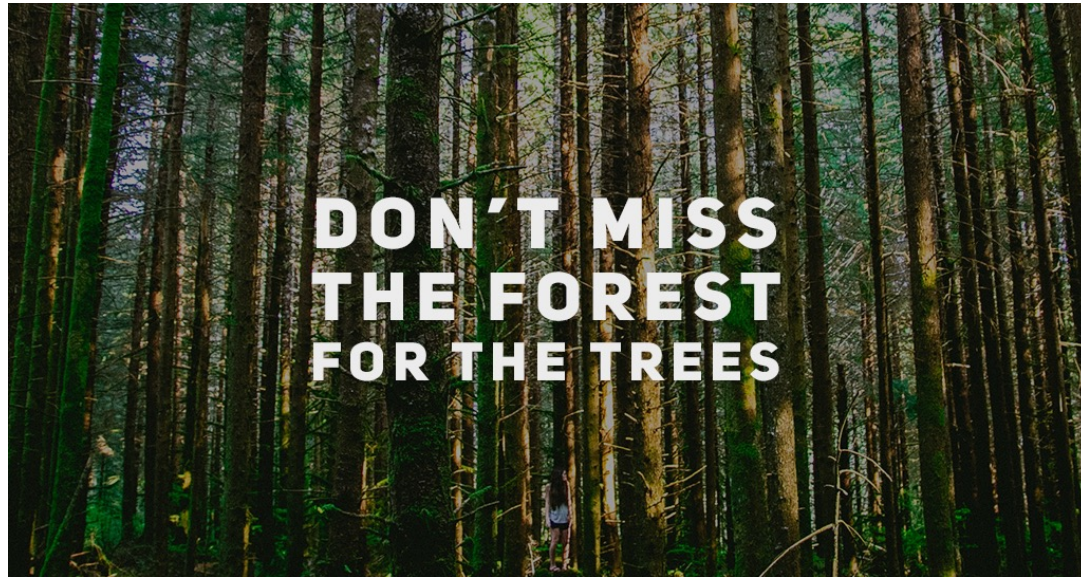
Big picture on *the CONTEXT* and *WHY a topic is important?*

A dense forest of tall, thin trees, likely a coniferous forest, with a person standing in the distance. The text is overlaid in the center of the image.

**DON'T MISS
THE FOREST
FOR THE TREES**



Big Picture Context Setting



- Check back which tree are you on and zoom back to the forest
- Communicate the bigger forest and then the trees
 - Keep on directing where the tree is
 - Talk about tree before branches
- Get rooted in the forest
 - People forget the location of tree or forest grows, keep on reminding them

Align on “Why this communication” is required?



- **Situation** – What is the context?
- **Challenge** – Why we need this conversation?
- **Question** – Which questions to solve/ goal to reach?

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All key messages should be MECE...

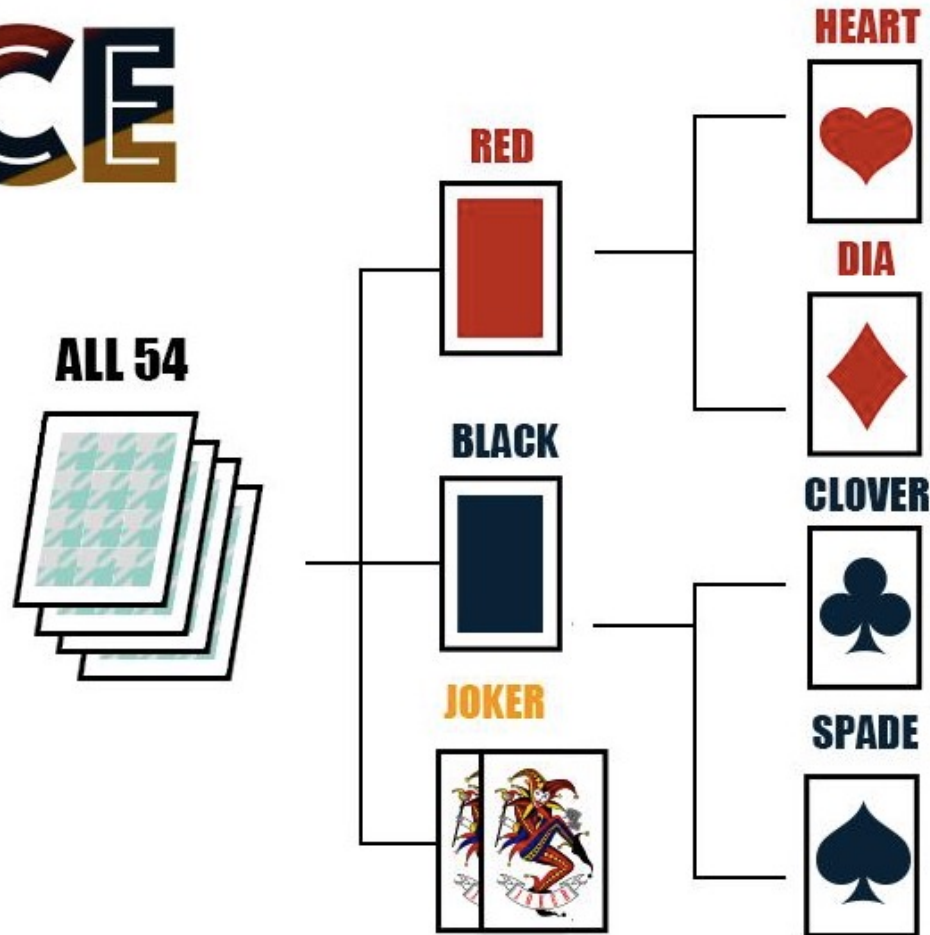
MECE- concept

- **Mutually Exclusive: Issues should be completely independent of each other**, so that two branches of a structure do not overlap
 - **For example**, a the aircraft maintenance market might be segmented geographically into: *Europe, North America, Asia, rest of the world*.
 - A **non-exclusive segmentation** might be: Europe, North America, Asia, China (this is in Asia), rest of the world
- **Collectively Exhaustive: A group of collectively exhaustive issues should cover all possible outcomes**
 - **For example**, the high level options for an under performing business would be: *close it, sell it, fix it*.
 - A **non-exhaustive list** of options for fixing the business might be: Improve the marketing mix: lower the cost, reduce staffing

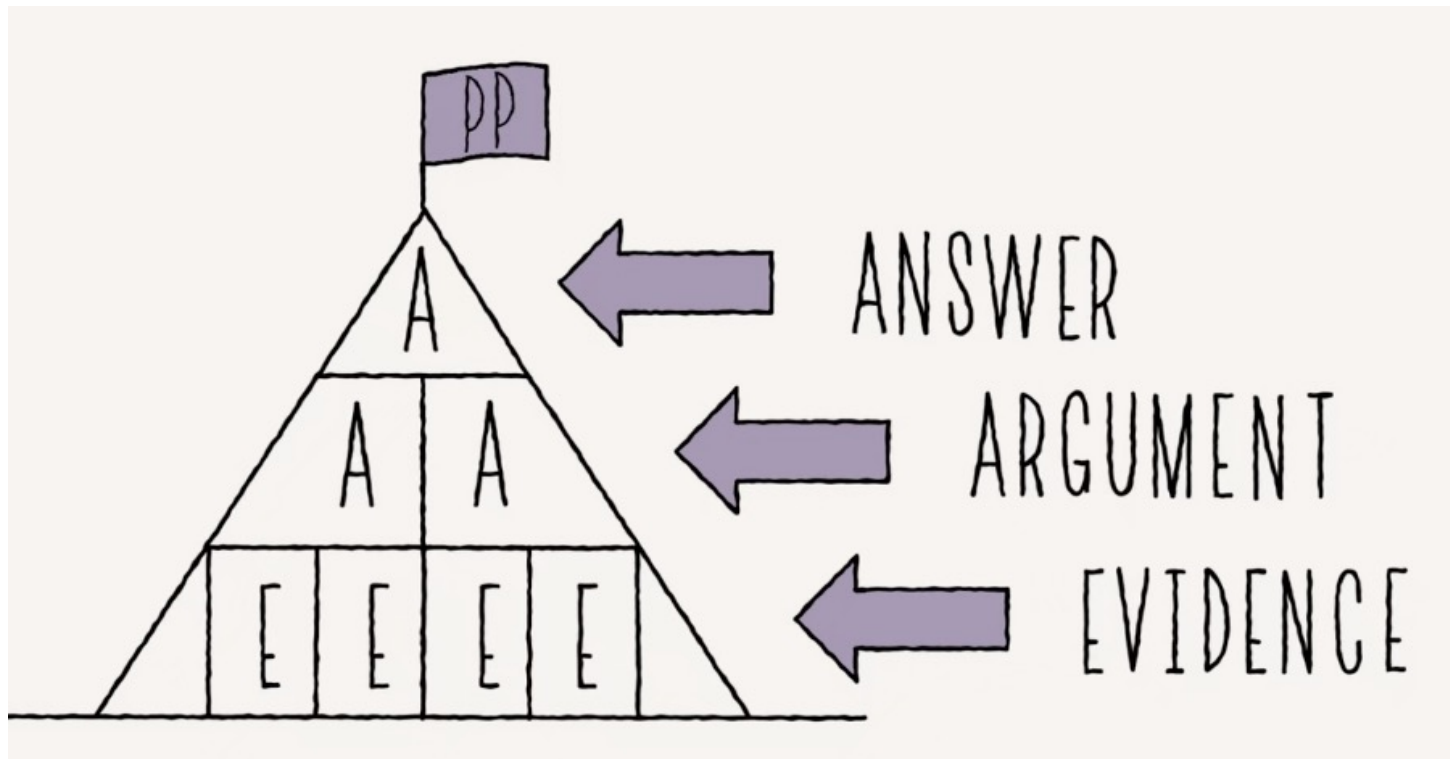
All key messages should be MECE...



MECE



The Pyramid Principle by Barbara Minto



1. Start with the **Answer first**.
2. Group and summarize your **supporting Arguments**.
3. Provide **data and Evidences**

What would be the Answer, Argument, and Evidence?

Question?

How can we save Majuli?

Answer:

Forestation in Majuli can help saving the land

Argument:

Other countries/places has also made shown improvements by forestation

Forestation in the last 40 years by Jadav Peyeng has made a difference

Evidence/Data:

- Deforestation is the major cause of disappearing islands
- Around 60% of all islands were saved by re-forestation

- Return on plants & animals
- Binding strength of the land increased by 30%

ARE THEY MECE?

Never leave without working on Objectives & Next Steps



What is your Objective?

- *Inform or Update:* **Summarize**
- *Change Opinion:* **Emphasize**
- *Make Decisions:* **Recommendations**

What are the Next Steps?

- **Activities**
- **Responsible**
- **Due Date**

Business Example

Question: What should XYZ do to be cost efficient?

Answer:

XYZ needs to reduce its claims costs dramatically

- XYZ has a leading position in Swiss insurance but is significantly under-performing
 - Lost \$1.5B in 2017
- Has set a target to reduce claims ratio from 82% to 70%
 - Competitors of similar size has claims ratio of 65%

Recommendation:

We conduct a 6 week diagnostic to prioritise costs

- This will help increase the savings by focusing on cost cutting measures
 - If we increase savings by 10% it is worth \$14-20M
 - If we achieve savings 10% faster it is worth \$70M

Next Steps:

Setup a team and start a exercise by Jan 2022

Objectives & Agenda

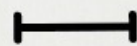


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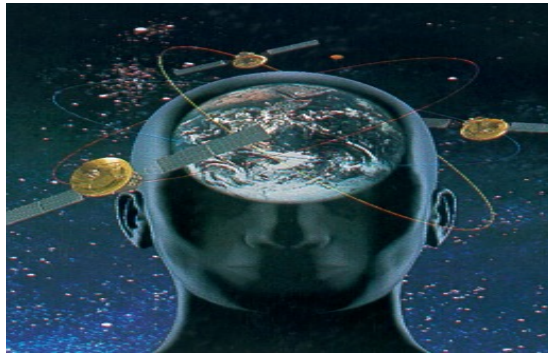


BE A MEANINGFUL SPECIFIC.

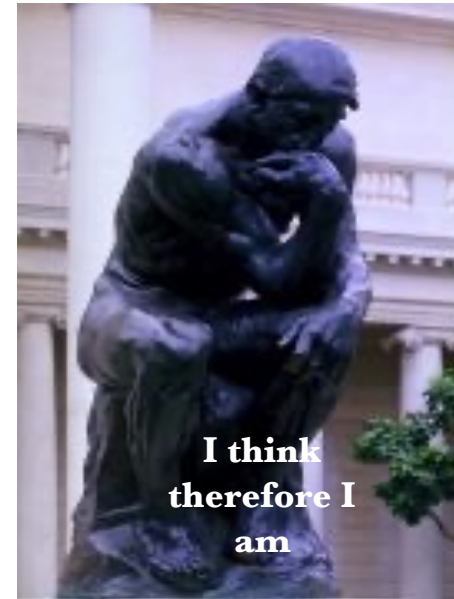


ZIG ZAGLAR

Simple word choices and meaningful phrase



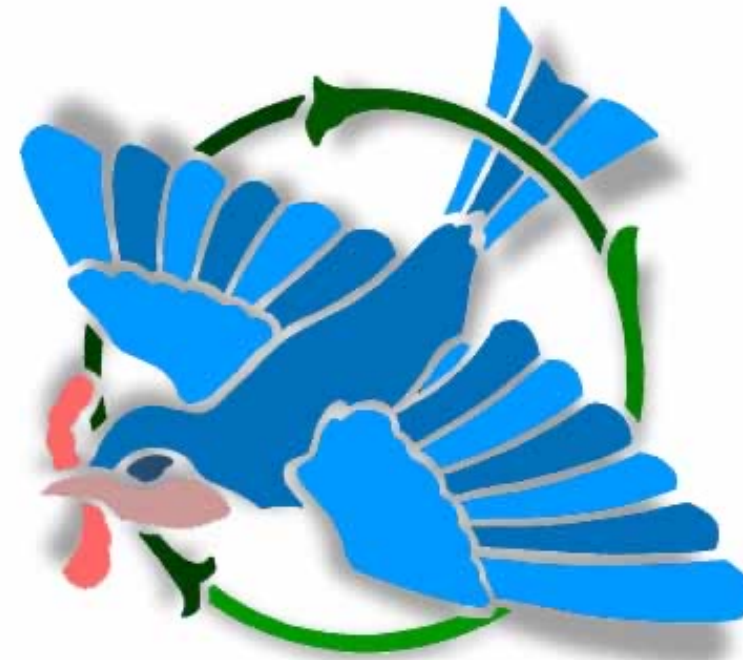
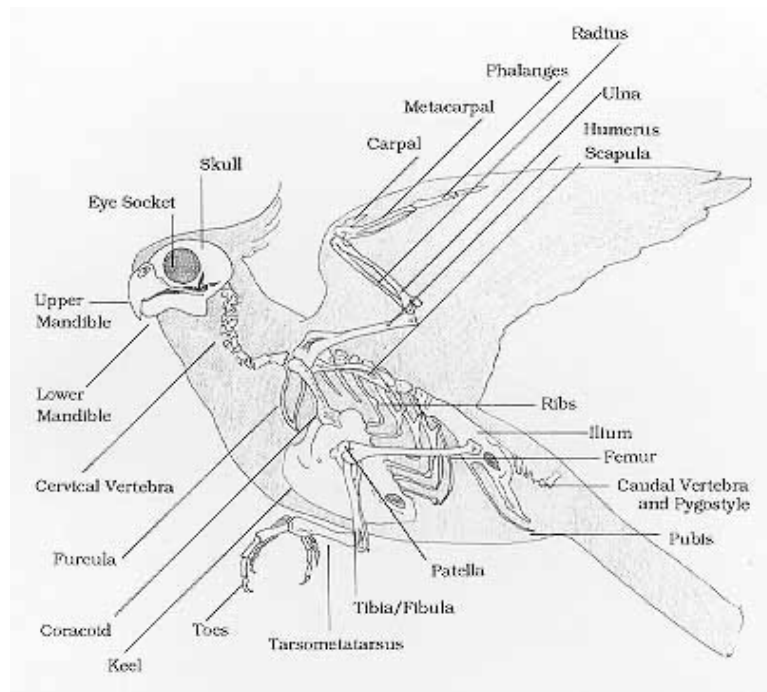
*Regression analysis suggests that utilization of cortical functionality to formulate and evaluate idea modules is highly correlated with the state of personal existence
(r-squared = .99)*



Simple meaningful voice might mean:

The winged vertebrate with advanced rising functionality has a competitive advantage in the selection and acquisition of primary food targets

The early bird catches the worm



Over time, crisp written communication got increasingly important for human beings...



Principles for Short & Specific Communication

Elements	Writing principles
Direct/ straightforward	<ul style="list-style-type: none">• Call of Action : State main point — “do this”/“know this” — by end of first paragraph• Write simple sentences – Rule of 3, MECE
Practical	<ul style="list-style-type: none">• Short sentences, paragraphs• Explicit references• Visual highlighting (for slides & emails) - Bullet point, Boldface, Italics Spacing etc.
Passionate	<ul style="list-style-type: none">• Strong verbs• Active voice• Modifiers not much used (adjectives & adverbs)
Friendly / informal	<ul style="list-style-type: none">• Personal words• Questions/conditionals
Down-to-earth	<ul style="list-style-type: none">• No jargon• Avoid long, fancy words where short, simple ones will do

The power of being concise:

Defined

- Being concise means removing all excess words from your documents
- Concise sentences range from 8-10 words in length

Benefits

- Concise writing underscores the brand value(s) of being “direct and straightforward” because readers go through fewer words to get your point.
- “**Reduction releases power**” - E.B. White



Out of Strategic voice

I would recommend to everyone that you plan your day sensibly, and if possible do not plan to leave the office while the activism is forecast to be at its height (expected to be around midday)

[36 words]



In Strategic voice

Please try not to go in or out of the building midday

[12 words]

Please stay in the office at midday

[7 words]

Use specific language & specific references



Out of Strategic voice

Specific Language

We recommend that the Chairman be closely involved in the process

Get back to me with your thoughts ASAP

Specific Reference

He spent three days reviewing the number of competitors and the size of the sales force. It was too small to factor into the analysis



In Strategic voice

We recommend that the Chairman attend every one of the 6 planning meetings
[How?]

Please email me by noon this Friday your explanation for the mismatch between the client's data and ours. **[When?]**

Chris spent three days reviewing the number of competitors and the size of the sales force. The sales force was too small to factor into the analysis
[Who? What was too small?]

Be especially thoughtful about the words or phrases you choose when...



- Communicating bad news
- Discussing a controversial topic
- Writing to someone much higher in an organization

These exceptional scenarios frequently require trading off directness for diplomacy