NPTEL NPTEL ONLINE CERTIFICATION COURSE

Course Name

Strategic Communication for Sustainable Development

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Lecture 10: Steyn and Puth's Model for Communication Strategy

Welcome back to the course titled strategic communication.

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For sustainable development, my name is Aradhna Malik and I am helping you with this course and in the previous lecture we discussed the psychological aspects to sustainability communication. In this, from this lecture onwards we will actually move on to the topic of strategic communication, communication strategy and how it relates to sustainable development.

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Strategic communication for sustainable development

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Okay.

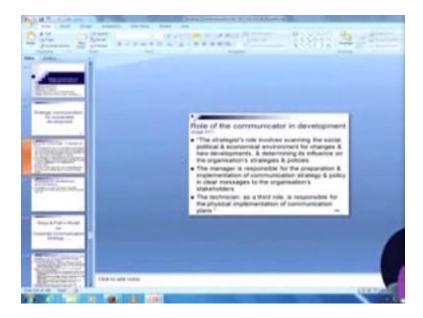
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Role of the communicator in development

- "The strategist's role involves scanning the social, political & economical environment for changes & new developments, & determining its influence on the organisation's strategies & policies.
- The manager is responsible for the preparation & implementation of communication strategy & policy in clear messages to the organisation's stakeholders.
- The technician, as a third role, is responsible for the physical implementation of communication plans "

So what is the role of the communicator in the development process. Now based on whatever I have told you till now you should have been able to come up with these categories yourself, but I will just reiterate everything. Now there is a paper by wiggil and I will give you the reference to it this paper describes three different roles that a communicator plays in the development process. The three roles are one is the role of the strategist, the strategists role involves scanning the social political and economic not economical. I am sorry about this mistake.

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An economic environment for changes and new developments and determining it is influence on the organization's strategies and policies. Now this is from the perspective of a strategic communication specialist in a corporate organization and we will see how all of this applies to the role of a communicator in development. (Refer Slide Time: 02:02)



The strategies, a strategy is a plan for action that sets priorities and users resources to achieve code so that is what a strategist does.

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The manager is responsible for the preparation and implementation of communication strategy and policies in clear messages to the organization stakeholders. So strategists plans the manager executes, that technician as a third role is responsible for the physical implementation of the communication plans, technician is the one on the frontline technician really executes the manager prepares gets the organization ready administers the strategist plans okay.

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The model that we will discuss in this class is Steyn and Puth's model for communication, corporate communication strategy and in the next session we will discuss how this model can be applied to sustainable development or any kind of development.

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Strategic level: Role of corporate communication strategist in developing enterprise strategy (Steyn & Puth, 2000; Steyn, 2007, in Wiggill, 2011) "Analyze the organization's/institution's internal environment Analyze corporate profile/ vision/ mission/ culture/ values/ policies Analyze enterprise/ corporate/ business unit/ functional strategies & internal stakeholder concerns Scan & analyze the external environment (including societal values, norms, & expectations) □ Identify & prioritize strategic external stakeholders. Determine the consequences of their behavior/ expectations/ concerns for the Identify & prioritize key strategic. Social, political & societal issues. Determine their consequences/ reputation risks for the organization. Identify the public & activists that emerge around key issues. Determine the consequences/ reputation risks for the organization. Feed this social intelligence into the enterprise strategy formulated at the top management/ board level. ***

Okay, according to this model there are three levels at which corporate communication strategies are planned. The first level is the strategic level, in this level the first thing that these strategist does is analyze the organizations or institutions internal environment. The first thing that is done is the analysis, what is the environment like what is required there analyze corporate profile, vision, mission, culture, values, policies etc..

So you analyze how, you know what by the organization was set up where is it going, analyze enterprise corporate business unit functional strategies and internal stakeholder concerns, so you not only analyze from the perspective of the organization as a whole we also analyze the business unit we also analyze what the concerns of different stakeholders are. So we go we analyze at my macro and the micro level at the large overall level and from the perspective of individual stakeholders.

And we see what the organization's internal environment is like, what the organizational culture is like. The second step here is to scan and analyze the external environment including societal values norms and expectations, what does the society expect from the organization, what does the society expect from whatever is happening in the organization, what from, what your

organization are or, what the organization should give to the society identify and prioritize strategic external stakeholders, who are the stakeholders outside that organization, determine the consequences of their behavior your expectations or concerns for the organization.

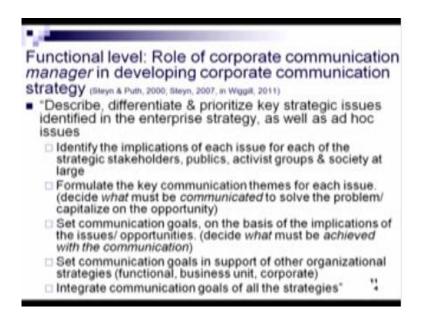
So how do these external stakeholders affect the organization, identify and prioritize key strategic social political and societal issues determine their consequences or reputation risks for the organization. So find out which issues affect the organization, identify the public and activists that emerge around key issues, determine the consequences or reputation risks for the organization. And then feed this social intelligence into the enterprise strategy formulated at the top management or board level.

So now let us apply all of this to the context of a community. We analyze the communities internal stakeholders, internal environment, what does the community want, where is the community coming from, what are the interests of the stakeholders, who lives in the village, who is the village head person, who are the children, what do the older people want, what do the farmers want? We analyze all of this, we then analyze what the village really does, what is the village known for, what is the image, what is the village identity? Identity of that village as a whole.

Identity of the community as a whole, what is the community known as, and then we analyze that then we scan and analyze the external environment where does the village fit into, or how does the village fit into the larger milieu, you know what do the neighbors say about this community, what do the other communities say about this community or the resources that the community has.

So we formulate a picture of the identity of the organization or community and I am talking about both things side by side. So we formulate a picture of the community, and then we find out we take all of this social intelligence whatever we have understood from the community and feed it into this strategy that we will formulate for what needs to be done in the community, okay.

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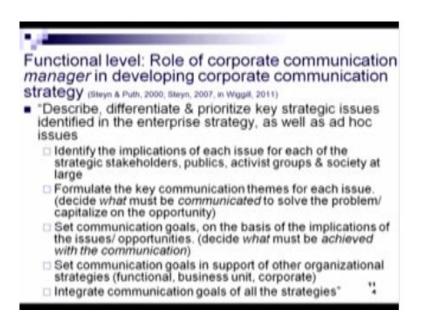
Functional level, so from the role of a strategist we have found out what, what is going on, what we can and cannot do, how it will affect things, now we get into the functional role, role of the corporate communication manager in developing corporate communication strategy. The manager takes the social intelligence and describes, differentiates, and prioritizes key strategic issues identified in the enterprise strategy as well as ad hoc issues.

I was listening to an interview a long time back this was in the mid 80s about a very renowned actor by the name of Mr. Raj Kapoor, Mr. Raj Kapoor was very sick and, you know that was one of the first times the Indian television went around asking people what they thought of him and they knew that he may not last very long. And so they went to his oldest son Mr. Randhir Kapoor and they asked him what he thought of his father.

And he said, you know in his very classic humorous style he said my father is a fire brigade, he is an ambulance, he's a policeman, he is there when nobody else can reach me. So anytime I am in trouble my father reaches there, and I have used this example while teaching my students about management that is what a manager does, ad hoc issue spring up here there everywhere and a manager has to go and deal with these ad hoc issues.

So things just come up I mean, you know we say we plan for contingencies, we cannot be, we cannot plan for contingencies we can only be prepared for these unexpected events.

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So that is what the manager does, the manager prioritizes the issues that come out of the community and also gets prepared cannot plan, but prepares himself and his team to face these unexpected issues that might crop up, based on the social intelligence that the manager has gathered from the community. And how do we do that? We identify the implications of each issue that we can see.

And each issue that we cannot see but we can project, that we might see we can for each of the strategic stakeholders publics, activist groups and society at large who is going to be affected, who is going to talk about it, it is not only who is going to be affected, it is also the media these days the media is very powerful and the media is very influential and media has a lot of role to play in how we prioritize how we do things.

The media helps us to become transparent in our actions, you know that is one big benefit. So we are constantly under the gun by the media to do things right because somebody will point out where we are going wrong. So we have to, they are also stakeholders formulate the key communication themes for each issue, decide what must be communicated to solve the problem or capitalize on the opportunity we were talking about resource communication in one of the previous classes.

So what should be communicated, is it a problem or is it an opportunity? A set communication goals on the basis of the implications of the issues or opportunities decide what must be achieved within the communication, how should we communicate. So we just let the stakeholders know what we as people going into the community are going to achieve, set communication goals and support of other organizational strategies, functional business unit corporate.

So micro level community level, family level, personal level, family level, community level. So set communication goals, set communication goals in support of other, sorry integrate communication goals of all the strategies. So we decide what we want to communicate, how we want to communicate, how we want to go about solving problems, what should be communicated as a problem, what should be communicated as a strategy.

In the corporate sector and in the social sector is it a problem or is it an opportunity for us to better ourselves to become more efficient. So that is how we, that is the functional level at which the strategy operates, okay.

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Integrated role of the communication expert in the organization, the expert conducts an overall corporate communication channel analysis determine which kinds of channels are best suited for the organization and for the community, if I want to go and help the one of the villages around the IIT campus learn about hygiene in the environment, I cannot and go and put up posters and, you know have videos and no, I need to possibly show people what keeping this environment clean does for them, okay.

So maybe, you know it will be a long drawn-out process it cannot be done through lectures, it has to be done by showing them I need to first get their trust get them to listen to me, and then go out and communicate what I think should be communicated to them. So I find out which angle will work best in some communities maybe the media will work better, in some communities public communication might work better. In some communities face-to-face, one-on-one communication might work better being a woman the men in the village may not listen to me.

So I may need to take a male team of, you know male activists with me if I want them to listen to me, being a woman children may listen to me, the elderly ladies may not listen to me. So I have to talk to them in a different manner maybe get the group together, maybe get one person from

the community with me first convince her and have her convince her peers, they will say you are a child, I do not have white hair on my head, so they will not listen to me. I do not speak Bengali, so you will say you are an outsider you will, you do not know what we are facing.

So I need to possibly get a person with white hair who speaks Bengali preferably an elderly lady go along with me or a person who looks old who is got white hair looks old goes with me into the community talks in the local language where is the similar clothes, sari or suit I cannot go there and jeans and talk to them they will listen to me. You know they will say you come from outside you do things and then you go away and we are left with whatever we have to deal with. So those kinds of things, so overall community we have to decide the channel that we will use.

How will I talk to them, what will I say to them, which more will I use I cannot, you know put up posters in English and then expect them to follow anything, no, most of them may be illiterate then what do I do. So decide the channel develop communication policy determine who is allowed to communicate what to whom. I cannot have everybody become an expert, I need to empower some people who will actually go into the village and do the work in the community. So as a strategist I cannot yes, everybody needs to be empowered, but everybody needs to be empowered differently, and we have to preserve the social structure, social fabric of the community in doing so.

Otherwise things will be a mess it will not be sustainable remember, the core here is sustainability whatever we do has to be ongoing and I am trying to discuss two things at the same time, I am talking about the corporate communication strategy as well as the social communication strategy. Social communication strategy will vary, the hierarchy is not so well defined there. Corporate communication strategy yes, in the corporate sector, you know we will or in a well-defined organization we will have people who are responsible, we will have a proper chain of command and that is how things will be done.

But I am trying to take that and apply it to the social sector and that is why I am discussing this. Develop strategic communication plan for all the divisions, employee, media, community investor, customer relations now in the context of community it will be the team of activists, it will be the community head people, it will be the community themselves, it will be the media possibly the media, it will be other stakeholders we grew our funding the effort everything requires money.

Who would want what from the community will decide who gets to have a safe, so we go back to the issue of power it is all a mess, you know social sciences any discussion in the social sciences is a mess it is not linear. So everybody's opinions, everybody's ideas, everybody's interests need to be taken into account. Implementation or operational level role of the corporate communication technician in developing an implementation strategy, after all at the end of the day the person who will be heard will be the person in the field.

It will be the person who will actually go and get things done, develop and implement communication programs campaigns plans etc., okay. So this is the integrated role now we have I think about ten minutes so I am going to go through.

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The challenges to participatory communication and take you through the simplified model proposed by Steyn and Puth, okay. Now when we talk about participatory communication in a

community yes, whatever I have discussed is in the context of corporate communication strategy. But we are talking about participatory communication, we are talking about getting the community involved, we need to realize that communication is not information. Communication is sharing being part of or entering into dialogue.

And this is the point at which I am going to read out something that Mr. Gumucio Dagron has posed in his paper. So this is a paper called playing with fire power participation and communication for development by Alfonso Gumucio Dagron I hope I am pronouncing his name right, this has been published in routledge journal called development in practice volume 9 number 4 &5 June 2009 and this is from page 453 to page 465 possibly yeah, 453 to 465 anyway.

So what I want to really read out here is, you know he says that analyzing the politics of development communication is playing with fire I really like his candid style communication for development is a subject as tricky as development itself this will not be the first time it has been discussed communication for development and social change has been around since the early 1970s nevertheless and ironically it is still considered a nuisance by many of the large development players, it makes them uncomfortable.

That is what I want to stress on he says trying to explain communication for development and social change to decision makers involves simplifying some larger issues for them to understand the shorthand. However even in very few words we cannot disguise what this is about communication for social change is about people taking into their own hands, the communication process that will allow them to make their voices heard to establish horizontal dialogues with planners and development specialists to take the decisions on the development issues that affect their lives to ultimately achieve social changes for the benefit of their community here, okay. So this is what participatory communication is all about.

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Participatory communication is not about experts going and telling the community what to do, participatory communication is about the community understanding what it needs to do and doing it on its own. And most people do not understand it okay, ignorance of policy and decision makers about past and current lessons that is another challenge. As an expert I do have this tendency when I am assigned a task I say okay, I do not care what has been done in the past I know the best way to do it and I will go and do it.

And I know my friends and family will be very happy and they listen to this lecture because they will say you finally admitted where your flaw is, most of us do that. We going to a situation and we say yes I am the best person to deal with it I know how to do it and I am go in it my way without looking at what has been done in the past, without looking at what will be sustainable in the future we just go in and try and impose our expertise on the community and that is one of the biggest challenges to participate free communication, okay.

Institutional agendas and red tape why am I doing it who will permit me to do it I mean we are all bound we are all limited by the institutions that we are a part of. We are all bound by the procedures, the administrative setup said we are a part of and that can limit participatory

communication in sustainable development situations. Short-term timeframes after all there has to be a limit if I take on a project there will be a limit by which there will be a deadline by which the project has to be completed I need to submit a port somebody I have to be accountable for every minute I spend on that project, every penny I spend on that project.

So, you know the time frame it cannot be endless I cannot yes development is continuous it is slow, but I need to see some results during my lifetime, the idealization of community we see communities like this communities like that community is a very messy affair community is constantly changing community involves a lot of people, community refers to a lot of people with different interests with different ideas etc, flawed evaluation practices again we are still developing our evaluation practices, lack of high-level communicators with the profile of strategists.

So lack of training in the field of communication, the problem of evaluation and evidence who evaluates and what and how and from whose perspective donors will want the donors and funders will want the project or the activity or the effort evaluated in a certain way, implementers will want it evaluated in a certain way, beneficiaries will say no that is not the way it should be done, we need the efforts evaluated from our perspective nothing has been done and donor will say I have spent you know cores of rupees or millions of dollars on this thing and nothing has come out implementer will say what can I do there are so many procedures, so much of paperwork to be maintained.

So I cannot do it within these limitations and beneficiaries will say okay you spend time and money, but what have we got out of it. So evaluation and evidence ultimately out of all the efforts who gets what out of it. The implementer will probably get a report what does the beneficiary get, what does the donor get and when and how. So these are some of the challenges to participatory communication.

So we say okay let us not let the community participate we will tell the community what to do that is not the way it works it is very murky, it is very complex and that is what I am trying to communicate through this series of lectures let us really realize the mess that we are in or the

complexity that we are dealing with when we talk about sustainability communication. Now I would like to really stop this lecture here and give you a very brief snippet about how this can be applied in the nonprofit or in the development sector in another short lecture. So thank you very much for listening.