GAD Institute 2017

Communicating in Today’s Information Marketplace

#GAD2017  West Palm Beach  July 11-14
PART I

The New Information & Advocacy
Politics Dominate News Coverage
Everything Is Political

Sports

Mashable

Here's the latest Super Bowl champion who won't visit Trump's White House

Entertainment

Entertainment

The ACADEMY AWARDS 2017

Oscars attack Trump: Celebs unleashed on Hollywood's big night

Weather

Weather Channel sends Trump a message: ‘Still Don’t Care? Proof You Should’
Trump Coverage By The Numbers

Earned Media In January 2017:
$817 Million

20,000 Sources From Around The World

Obama Average The Past 4 Years:
$200 – $500 Million

$817 Million

Source: mediaQuant
## With A Tweet, Trump Sends Major Companies Scrambling

<table>
<thead>
<tr>
<th>Company</th>
<th>Tweet Date</th>
<th>Response Type</th>
<th>Response Time</th>
<th>Stock Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford</td>
<td>November 17, 2016</td>
<td>Press release; Tweet</td>
<td>One day</td>
<td>1% ↓</td>
</tr>
<tr>
<td>Carrier</td>
<td>November 29, 2016</td>
<td>Press release; Tweet</td>
<td>One day</td>
<td>0%</td>
</tr>
<tr>
<td>BOEING</td>
<td>December 6, 2016</td>
<td>Press release; Tweet</td>
<td>&lt; Three hours</td>
<td>0%</td>
</tr>
<tr>
<td>Lockheed</td>
<td>December 22, 2016</td>
<td>Met with Trump; Tweet</td>
<td>One day</td>
<td>0%</td>
</tr>
<tr>
<td>GM</td>
<td>January 3, 2017</td>
<td>Statement to media; Tweet</td>
<td>&lt; Two hours</td>
<td>1% ↑</td>
</tr>
<tr>
<td>TOYOTA</td>
<td>January 5, 2017</td>
<td>Press release; Tweet</td>
<td>&lt; 1.5 hours</td>
<td>1% ↓</td>
</tr>
</tbody>
</table>
Businesses Strike Back

Nordstrom stock gains over 4 percent after Trump tweet

Super Bowl ad lands Budweiser in US immigration debate

Starbucks Makes Global Commitment to Hire 10,000 Refugees by 2022
Businesses Strike Back

America’s CEOs fall out of love with Trump
The early parades of meetings and West Wing photo ops trailed off before CEOs started publicly breaking with the president over his Paris decision.

Trump sparked a CEO revolt. Here's why

GE head fires back at Trump: 'Climate change is real'
The Uber Fumble

The New York Times

*Uber C.E.O. to Leave Trump Advisory Council After Criticism*

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Newsweek

**LYFT OVERTAKES UBER FOR FIRST TIME AFTER A TRUMP BAN PROTEST BACKLASH**

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Fortune

Uber’s Travis Kalanick Will Regret Quitting Donald Trump’s Advisory Council
The Political Environment Is Volatile

- National Security "Events"
- Affordable Care Act
- Trade
- Town Halls
The Political Environment Is Volatile

National Security Events

- London Attack
- North Korea
- Syria Conflict

Source: Kaiser Tracking Poll
The Political Environment Is Volatile

Affordable Care Act

Is the health care law a good idea or a bad idea?

Source: CNN-ORC Poll
The Political Environment Is Volatile

Trade

Republicans' Support for NAFTA Declines

% Good for the U.S.

- Republicans
- Independents
- Democrats

1997 1999 2001 2003 2005 2007 2009 2011 2013 2015 2017

GALLUP

Source: Gallup
The Political Environment Is Volatile

Town Halls
It's Not Just Politics: It's A Disruptive Time For Businesses

**Traditional**

- Transportation
- Service Industry
- Retail
- Hospitality

**Disruptive**

- Amazon
- Airbnb
The Media Marketplace

From…

- Print
- Broadcast
- Radio
- 24-hour news cycle

...To

- Digital
- Livestream
- 24-second news cycle
- 140 character coverage
How Americans Consume News

In 2016, Americans express a clear preference for getting their news on a screen – though which screen that is varies. TV remains the dominant screen, followed by digital. Still, TV news use is dramatically lower among younger adults, suggesting further shake-ups to come.

In the table below, about four-in-ten Americans (38%) often get news online, followed by television (57%) and print newspapers (20%). Radio usage is the lowest, at 25%.
How Americans Consume News


Source: Pew Research Center
How Americans Consume News

There is an inverse relationship between seeking and acting for some news topics.
Communications

Not Just a Department, But A Philosophical Approach
Communications Integration

- Government Relations
- Corporate
- Employees/Investors
- Public
- Legal
- Communications
Internal Communications

What is their value to the organization?

Do they have a seat at the table.

Sales is at the heart of any organization.

Are they communicating your organization's values?
External Communications

The way an organization communicates is often the difference between success and failure…

…between navigating a challenge or being consumed by it.
How To Communicate In This New Landscape

1. Communicate Values
2. Localize And Personalize
3. Content Is King
4. Be Proactive
Communicate Values

- Priorities
- Goals
- People
- Vision

What Drives And Shapes Decision Making?
What Are NAR’s “Values”?

Fabric Of The Community

Voice Of Local Business

Protector: Home Values, Investment

Solution-Oriented

Vision For The Future
Your Message: Localize & Personalize

- "Living Proof"
- Demonstrate Impact Beyond Numbers
- Bring To Life The People And The Facts About Your Presence In The Community
Your Message: Localize & Personalize

Which Message Matters To Me?

Existing-Home Sales

↑ 1.1%

Latest News
Low inventory levels helped raise the median sales price to a new high while reducing the median days a home is on the market to a new low.

- Read the full news release.
- View supplemental market data (Excel: 40 KB)
- See the summary of February 2017 Existing Home Sales Statistics (PPT: 2.19 MB)

Vs.

I AM PART OF THE FABRIC THAT WEAVES NEIGHBOR TO NEIGHBOR.

I AM THE POWER OF ‘R’ — FOLLOW THE STORY
Learn more at realtor.org/PowerofR  #PowerofR
Content Is King

Atomized Storytelling In An Atomized News Cycle

Visual, Shareable

Elevate Local Voices
Be Proactive

Hope Is Not A Strategy
Executive Communications

Leadership

Vision

Corporate Character
PART II

Media Engagement Lessons & Techniques
Media Engagement Lessons & Techniques

• Preparation
  • Messaging Basics
  • Print Interviews
  • TV Interviews
### The Media Landscape Today Is Different

<table>
<thead>
<tr>
<th>The Bad News</th>
<th>The Good News</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The media environment is increasingly cluttered.</td>
<td>• There are some simple steps you can take to minimize errors and maximize opportunities.</td>
</tr>
<tr>
<td>• The media is increasingly rushed, ill-informed, simplistic.</td>
<td>• Preparation is within your control and it makes all the difference.</td>
</tr>
<tr>
<td>• Reporters gravitate toward bad news, conflict, controversy.</td>
<td>• Position you and your organization as a resource.</td>
</tr>
</tbody>
</table>
Q: What is the worst mistake you can make?

A: Assuming you can just "wing it."
How You Approach The Interview Is Crucial

Do you see the interview as a conversation or an interrogation?

- View the interview as an opportunity to have a conversation:
  - With the reporter
  - On the issues that matter the most
  - With the audience
- Avoid defensive postures
- You’re an expert: act like one.
Understand How Reporters Work Before Engaging

The following is the process a reporter uses to create a story or segment:

<table>
<thead>
<tr>
<th>Story Formulation</th>
<th>Gathering The Elements</th>
<th>Choosing Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ideas are considered during editorial meetings</td>
<td>Producers are responsible for creating all parts of a segment</td>
<td>Journalists typically have a stockpile of go-to sources on a variety of topics</td>
</tr>
<tr>
<td>Every story needs a &quot;peg&quot; or reason for existing</td>
<td>This includes:</td>
<td>Media outreach serves to deliver new ideas, as well as to maintain relevance for any given organization</td>
</tr>
<tr>
<td>Pegs include:</td>
<td>– Scripts</td>
<td>– Scripts</td>
</tr>
<tr>
<td>– Timeliness</td>
<td>– Research</td>
<td>– Research</td>
</tr>
<tr>
<td>– Point of controversy</td>
<td>– Graphics</td>
<td>– Graphics</td>
</tr>
<tr>
<td>– Audience interest</td>
<td>– Video</td>
<td>– Video</td>
</tr>
</tbody>
</table>
## Prepare For Every Single Interview

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>• Research the reporter or television anchor; what did they write recently and in the past?</td>
</tr>
<tr>
<td></td>
<td>• Familiarize yourself with what's being said about the topic that you're scheduled to discuss, but do not cram</td>
</tr>
<tr>
<td></td>
<td>• Try to understand the angle and how it relates to your strategy</td>
</tr>
<tr>
<td>Prepare Answers</td>
<td>• Frame your answers so that they accomplish your main communications/messaging goal</td>
</tr>
<tr>
<td></td>
<td>• Write out your answers to determine the best wording and think more deeply on the questions</td>
</tr>
<tr>
<td>Mock Interview</td>
<td>• Practice in a mock interview to gauge comfort, speech style, and knowledge</td>
</tr>
<tr>
<td></td>
<td>• Anticipation: Think like a reporter</td>
</tr>
<tr>
<td></td>
<td>• What angle of pursuit may be used to “trip up” the interviewee?</td>
</tr>
<tr>
<td></td>
<td>• Beware of the pop quiz</td>
</tr>
</tbody>
</table>
Communicating in Today’s Information Marketplace

- Preparation
- **Messaging Basics**
- Print Interviews
- TV Interviews
Developing Your Message

Four key points when developing your message:

1. What is your goal/what do you want to communicate?
2. How do you want—or not want—to communicate?
3. Do your points support your business/operational goals?
4. Are your points targeted at your key audiences?

Most Importantly, Tell A Story

• Use anecdotes and people to illustrate your point
• Utilize data and analysis to put concrete facts behind the story you are telling
• Walk the interviewer through your thought process
## You Are The Expert, Control The Interview

### Strategy: Questions Are A Guide
- Acknowledge the question, but shift back to your message
- If a reporter asks you a long list of questions, select the one that gives you the best platform for your messages
- Repeat key talking points throughout

### Strategy: Flag Key Points
- "The most important thing for people to know is…"
- "The main point is…"
- "What I really want to make clear is…"
- "What it all boils down to is this…"

### Strategy: Bridge To Your Message
- "That is a good question; but, the key concern is…"
- "In addition to that…"
- "What I do know is…"
- "Let me put that into perspective…"
- "I believe more people are focused on the larger question at hand, which is…"
- "What's important to understand is…"
- "I don’t want to speculate on that, but what I can say is…"
# Avoid Common Mistakes

<table>
<thead>
<tr>
<th>Problem</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Negative Declarations | • Avoid negative declarations.  
                           • Richard Nixon: “I’m not a crook.”  
                           • Immigration: “This is not amnesty.” |
| Hypotheticals      | • Don’t get baited by the absent-party ploy.  
                           • “People are saying…” or “Some believe…”  
                           • Never answer a hypothetical.  
                           • “If X were to happen, would you agree to Y…? |
| Anger              | • Anger very rarely works.  
                           • The interview was an invitation. You’re a guest.  
                           • The interview is not over until the microphone is removed and you’ve left the studio.  
                           • “No Comment” is no good. |
Communicating in Today’s Information Marketplace

- Preparation
- Messaging Basics
- Print Interviews
- TV Interviews
Understand The “Rules Of The Game”

<table>
<thead>
<tr>
<th>Type</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>On The Record</td>
<td>• All that is said can be quoted and attributed</td>
</tr>
<tr>
<td>Background</td>
<td>• The information provided can be used, but is attributed to a non-specific source</td>
</tr>
<tr>
<td>Deep Background</td>
<td>• Similar to &quot;background,&quot; but no source will be cited</td>
</tr>
<tr>
<td>Off The Record</td>
<td>• None of the information provided can be used or attributed in a story</td>
</tr>
</tbody>
</table>

Any interaction with a reporter, including a television anchor off camera, can be used if it is not explicitly off the record. It is important to clarify how the information you provide will be used prior to speaking to a reporter.
## Print Interviews Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Explanation</th>
</tr>
</thead>
</table>
| **Message & Concision** | • Conveying a clear, simple to understand, and concise message is still important  
                        | • Take the time and opportunity to educate the reporter                                                                                  |
| **Resource**          | • Given the interview is not timed, you can have resources and data at your disposal  
                        | • Feel free to offer to follow up on specific questions                                                                                 |
| **Timing**            | • More lax time constraints mean that reporters can probe for answers more thoroughly and may ask the same question multiple times  
                        | • You are able to get back to the reporter about answers that you do not know off-hand                                                   |
Communicating in Today’s Information Marketplace

- Preparation
- Messaging Basics
- Print Interviews
- TV Interviews
# Broadcast Interview Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>• Tight time means limited opportunity for follow-up</td>
</tr>
<tr>
<td></td>
<td>• Anchors are often working from scripted questions and need to follow along</td>
</tr>
<tr>
<td>Appearance</td>
<td>• It's a performance for both you and the interviewer</td>
</tr>
<tr>
<td></td>
<td>• Demeanor and how you look are as important as what you say</td>
</tr>
<tr>
<td>Message &amp; Concision</td>
<td>• Tight responses and conversational dialogue</td>
</tr>
<tr>
<td></td>
<td>• Rhetorical techniques are useful</td>
</tr>
</tbody>
</table>
## Types Of TV Interviews

**Live Stand-Up**
- Arranged meeting, on-the-fly, stand-up location
- Not as common: campaigns; disasters; on-location reports
- Keep the engagement conversational, concise
- If paired with another participant, avoid confrontation or invading zones of personal space

**Taped**
- In studio, for later editing and broadcast
- Concentrate on your core message
- In 1992, network news producers attempted to use soundbites no shorter than 30 seconds; In 2011, the average soundbite was just under 8 seconds long.
- The interviewer/producer wants a solid soundbite just as much as you do, so take your time

**Live In-Studio**
- On set, in-person
- More control, equal access
- The element of surprise always exists
- Pivot back to your message
- Make your point and be concise

**Satellite**
- Straight to camera, in studio, stand-up
- Converse with the camera
- Beware of the “hot mic”
- Relax and smile
Be Natural

**The Interview Conversation**

- Converse, don't lecture
- Don't be overly familiar or casual
- Don't call interviewer by name, unless you know them
- Express thoughts in your own words
- Keep sentences simple
- Don't bury a good thought among too many words

**Delivery Rules**

**Body**

- Nod, gesture facially and with hands, but avoid excessive movement
- Maintain eye contact with the camera
- Relax mentally and physically
- Breathe out gradually to avoid sighing

**Voice**

- Fill your lungs with air to create power in your voice
- Do not be monotone. Be enthusiastic, but natural

**Material**

- Have brief, succinct answers – stick to the "30-seconds or less" rule
- Avoid jargon-laden, unclear answers
- Don't feel pressed into deviating from message
- Avoid personal opinions
# Problems Arise, Remain Calm

## Potential Issues

<table>
<thead>
<tr>
<th>Technical Problems</th>
<th>What To Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Don't be afraid to say, &quot;I'm having trouble hearing you&quot;</td>
<td></td>
</tr>
<tr>
<td>• Without drawing too much attention, it's important to make sure the control room understands there is an issue</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Confusion</th>
<th>What To Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Be patient and let the crew figure things out</td>
<td></td>
</tr>
<tr>
<td>• This is fairly typical and can come at any time</td>
<td></td>
</tr>
</tbody>
</table>
Sartorial Speaking: "Everything Communicates"

Accessories

Clothes

Grooming
PART III

Crisis Communications & Management
Crisis Management

**Execution**

Act Decisively: Hesitation invites aggression and crises create more competitive marketplaces

<table>
<thead>
<tr>
<th>Actively Shape The Debate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
</tr>
<tr>
<td>• Emails, updates, methodical flow of information</td>
</tr>
<tr>
<td><strong>Surrogate Network</strong></td>
</tr>
<tr>
<td>• Who will tell this story: you or your opponents?</td>
</tr>
<tr>
<td><strong>Process Story</strong></td>
</tr>
<tr>
<td>• Display confidence in your message and your strategy</td>
</tr>
<tr>
<td><strong>Counter Communications</strong></td>
</tr>
<tr>
<td>• Similarly disrupt the opposition's message</td>
</tr>
</tbody>
</table>
Crisis Management

Planning

1. Anticipate Crisis Scenarios

2. Prepare Content, Synchronize Research

3. Sequencing: Daily, Weekly, Long-Term

4. Designate Your Crisis Team
   • Corporate Lead, Communications Lead, Legal Counsel, Research, Spokesperson

5. Develop Your Network of "Friends And Allies"
Crisis Management
Case Study
“Bridgegate”

Lesson #1: Hesitation Invites Aggression

Lesson #2: Your Response Posture IS A Story

Lesson #3: If YOU Don’t Tell Your Story, Your OPPONENTS Will
Crisis Management
Case Study
“The 47% Moment”

Lesson #1: Admit You Have A Crisis On Your Hands

Lesson #2: Fight Bad Optics With Better Optics

Lesson #3: Counterattack
Lesson #1: Chain Of Command

Lesson #2: Engage Methodically

Lesson #3: Bullpen of Surrogates
Crisis Management

Measure Impact

Media Monitoring

Precise, Rapid Response
The NAR National Narrative

NAR’s Priorities = The Public's Priorities

The "Right Here At Home" Approach

"Skin In The Game"