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# From Cost Center to Value Creator

**How to Create a Very Different, Very Successful  
Communication Function**

Performance  
Counts!

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*Jim Shaffer*  
GROUP

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Few organizations regularly get the most from their people. They needlessly struggle to hit their goals.

It doesn't have to be this way!



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# Premise

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Communication breakdowns  
cause people and organizations  
to under perform.

The job is to find and  
remove the breakdowns.



## Who benefits?

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- Shareholders who want better investments returns
- Customers who want better, faster, more value
- Operations people who get paid to add value
- Communication people who want to advance their careers
- HR people who want to build workforce capability



## What's different?

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From

Channels to process

Output to outcomes

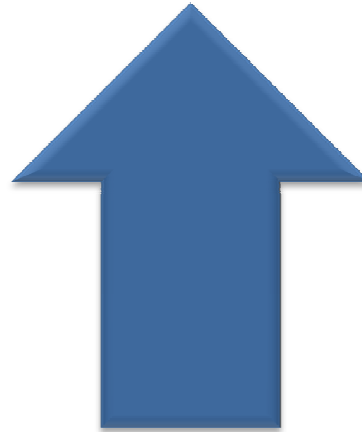
Cost center to value center



# Story: Pete North

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**\$300,000**



**Cost Avoided**



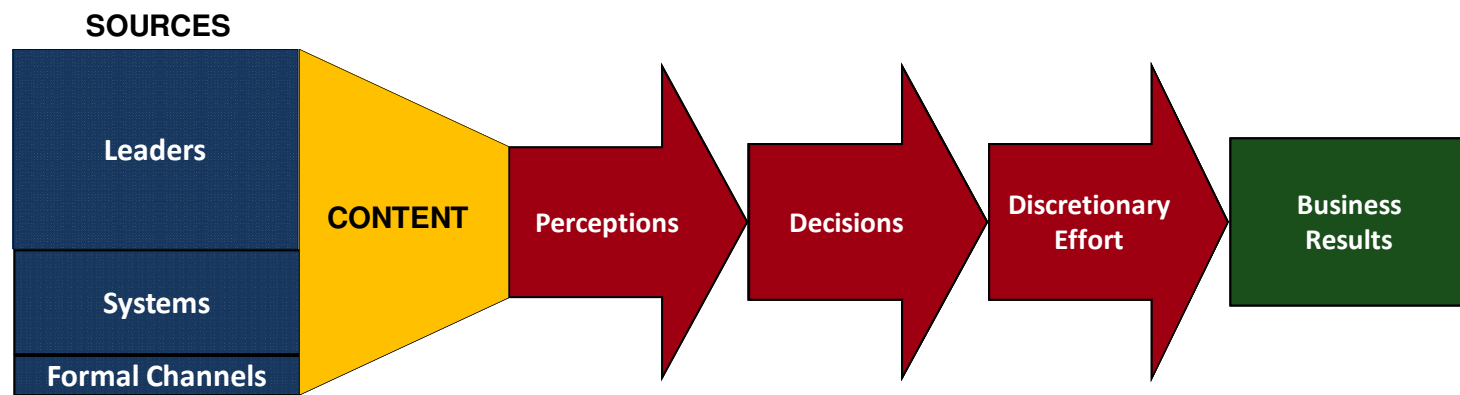
“Being able to go to your CEO and say ‘our communication improved revenues by 23 percent or we saved \$1 million and I can prove it’ buys you a lot because you’re adding value.

“At FedEx we’ve always had a seat at the table.... But when we started creating these kinds of outcomes, our role at the table changed dramatically. *It doesn’t matter that you’re at the table. It matters what you do when you’re there.*”



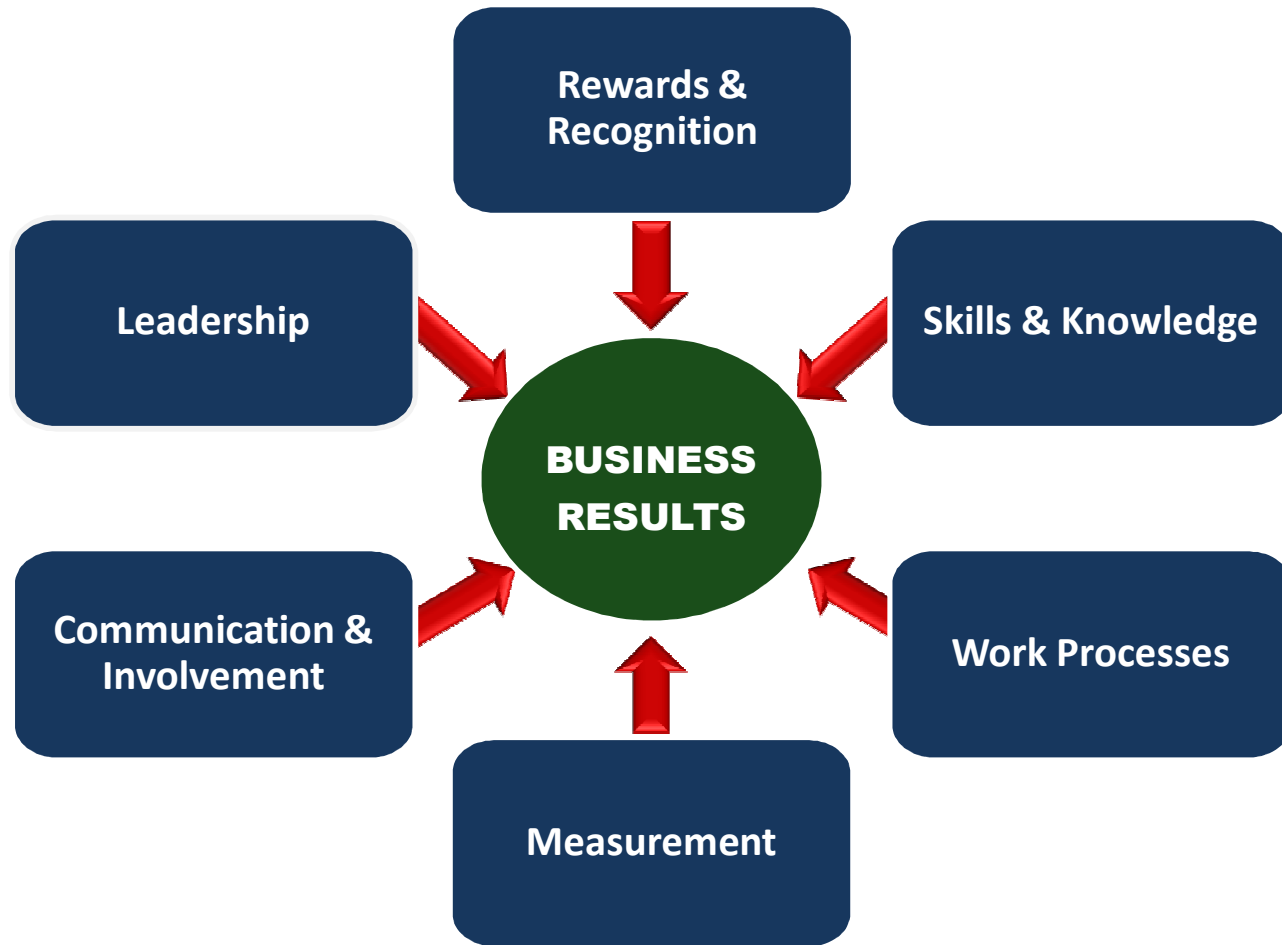
# Communication System

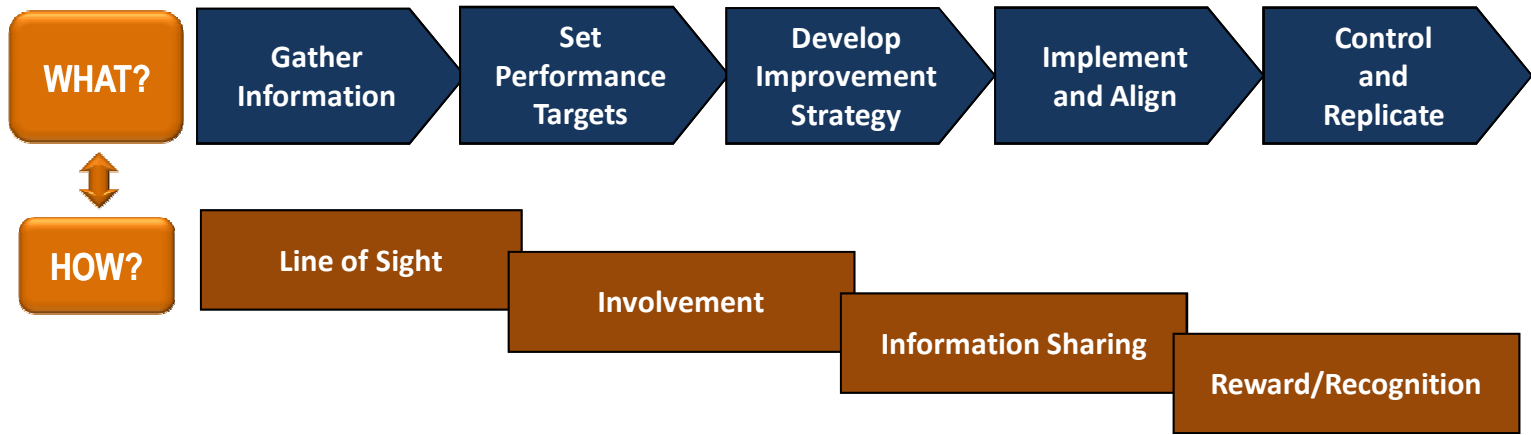
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# Systems





**Engagement Components**



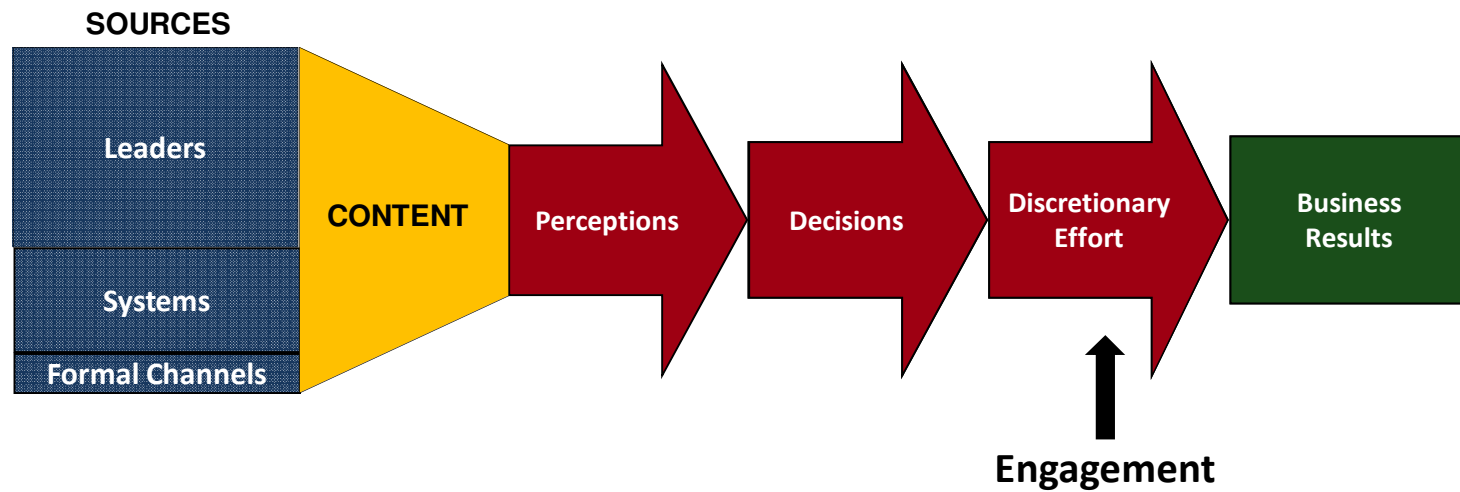
# Ryder Story--Before



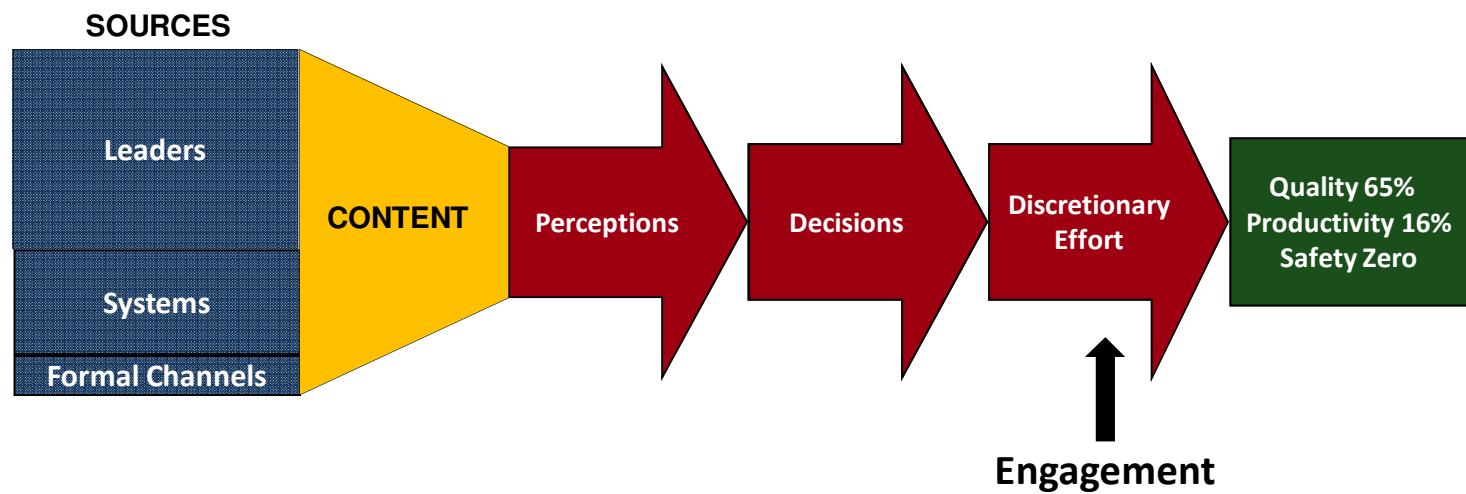
# Ryder Story--After



# Communication System



# Communication System



Bob Kula

Kiewit Corporation

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“Whether communicators know it or not, our profession is in the middle of a significant transformation. This approach has provided a clear path to how I can help the company deliver sustainable, measurable financial results – and change what leaders expect from a communication organization. To call this work game-changing for me personally and professionally would be an understatement.”



# Building a Communication Capability

Communication Roles of Leaders	Communication Department Roles (In Collaboration)
Champion and measure communication.	Monitor the communication climate and guide efforts to strengthen it where it pays off most.
Manage communication as an interactive process not as a collection of activities.	Identify and address communication barriers that are impeding the company's ability to achieve its goals.
Create a business case for change and align everything you say and do with the business case.	Help teach and coach leaders to improve communication skills.
Challenge the status-quo by championing innovation and continuous improvement. Ask questions and listen.	Create opportunities for employees to better understand the industry and company business (business and financial literacy).
Teach and develop people.	Adopt best practices in organization communication to improve company performance.
Build line of sight for your team to the goals of the organization.	Ensure that communication initiatives generate an appropriate ROI.
Manage your activities to communicate your priorities.	Provides consulting and change management expertise.
Seek to understand what enables and impedes people from hitting key performance goals.	Support leaders in building communication plans and activities.
Actively and visibly (to others) encourage collaboration.	Outsource communication work that doesn't make economic sense to keep within the company.
Use meetings and presentations to ask as much as to tell.	Support integration and collaboration by refusing to recognize organizational boundaries (strong internal partnerships).





“Instead of pointing to traditional communication metrics that business leaders don't understand fully, it was great to be part of the team that improved on-time delivery and other measures directly tied to the customer. This was the type of project that gained the attention of our senior-most leaders, and now, as I move throughout the corporation, it has been the experience people want to talk about most.”



“We needed to link what we did to the success of the business. There was so much more potential if we applied communication to improving productivity, safety and eliminating waste. Facility leaders want to make their numbers...so when our leaders saw others getting the kinds of performance gains we were able to help them generate, they wanted some of the same.”



“The advice I would give any young communication expert coming into the field would be to go out and see what they can do to tie communication as a strategy for performance improvement. I think by doing that they're going to have tremendous success in their field.”



## The Leadership Report

Jim Shaffer  
GROUP



### We have a listening problem

I am absolutely convinced that if business leaders everywhere spent more time actively listening to their people and less time telling them what to do they'd see an exponential improvement in productivity.

A huge percentage (75% for starters?) of the performance improvements we create in companies comes from ideas generated inside our client companies. People driving forklifts. Selling the product. Running bakery ovens. Putting molecules together in a lab. Processing insurance claims. Designing packaging.

### Ask Art

The legendary poultry processor, Frank Perdue, took me on a tour of his Salisbury, Maryland plant a number of years ago. As we were walking, he pointed to a man running a machine. *(More)*

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**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Company:** \_\_\_\_\_

Simply fill in the information requested above, tear this page out and give it to Jim after the session

Thank you.

**Comments:** \_\_\_\_\_

Jim Shaffer  
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# Contact Information

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Providing perspective  
based on in-depth  
knowledge of best  
practices and how  
organizations should work.

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