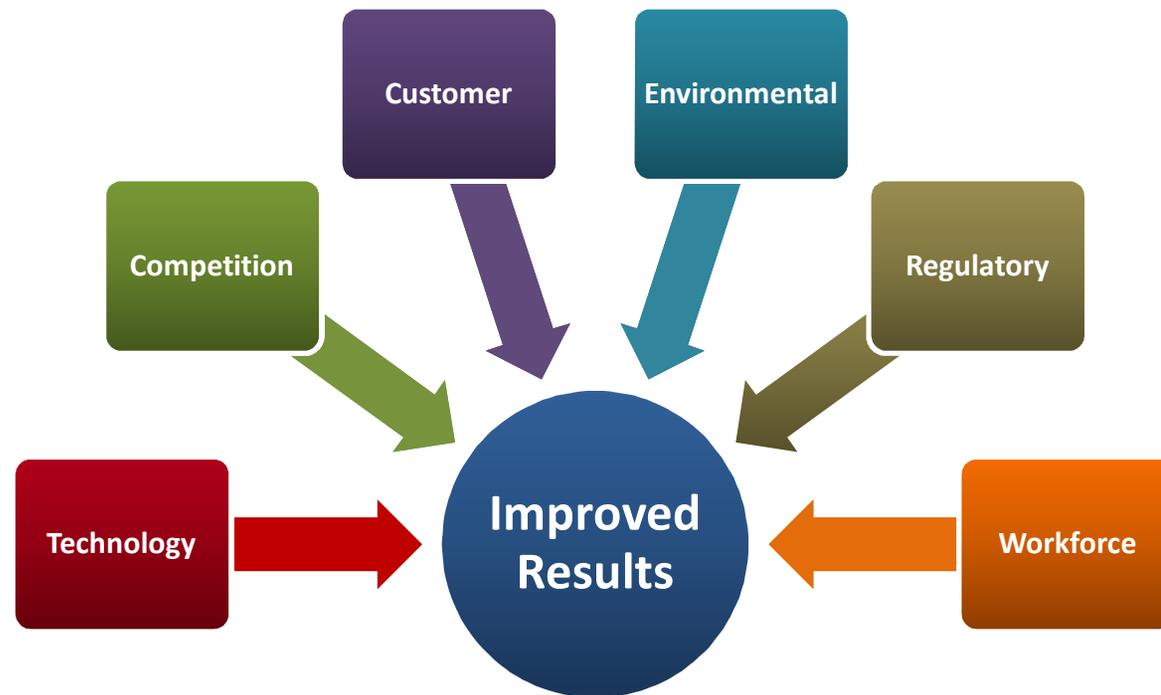

Reinventing the Internal Communication Function To Increase Value

A Market-Driven Requirement



Six Forces Driving the Need to Change



New Communication Roles. New Work. New Results

YESTERDAY	<i>to</i>	TODAY
Output	➔	Outcomes
News/ Information	➔	Solutions
Craft/ Technical	➔	Building the capability
Process	➔	Results
Formal channels	➔	Integrated systems
Audience	➔	Team
Cost center	➔	Value creator



Starter Questions That Need Today's Answers

1. What business are we in? What will we continue to do? What will we stop doing?
2. What's our value proposition? Why would someone buy our product or use our service vs. similar offerings?
3. What do we need to do very well to add maximum value to our enterprise? Where are the gaps and surpluses?
4. What work adds the most measureable value given the investment? What work adds the least?
5. How should we organize to offer the most leverage?
6. How should we measure our effectiveness?
7. How should we communicate our new role to the organization?



Why Reinvent

Influence
and Impact

Measureable
Value

Respect

Personal
Growth

Financial
Boost

Fun!



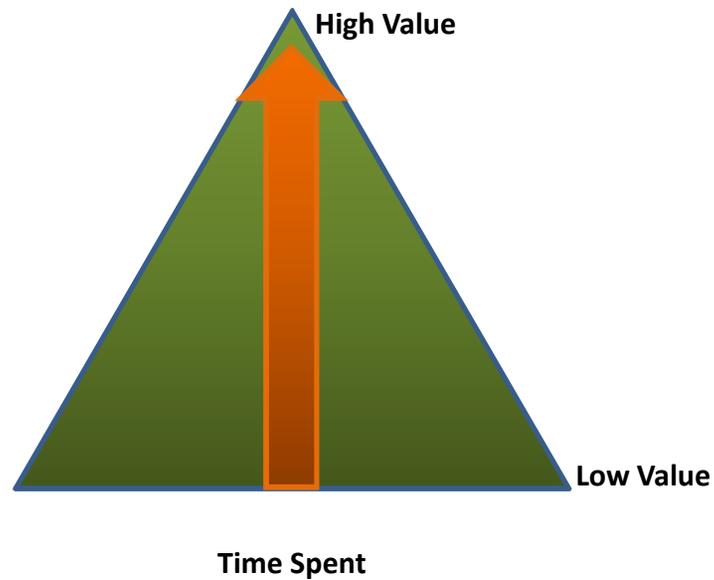
The Reinvention Process

Steps	Tasks
<ul style="list-style-type: none"> Leadership Interviews 	<ul style="list-style-type: none"> Clarify organization's vision, strategy and key performance measures Agree on reinvention process and department's goal: to increase value to cost ratio (ROI) Confirm needed leadership support
<ul style="list-style-type: none"> Employee survey 	<ul style="list-style-type: none"> Identify performance improvement opportunities and information gaps
<ul style="list-style-type: none"> Value to cost assessment Activity analysis 	<ul style="list-style-type: none"> Surface performing and under-performing communication activities/processes and associated costs Understand time spent on high and low value work
<ul style="list-style-type: none"> Department planning offsite 	<ul style="list-style-type: none"> Review collected data Define new communication function's business, vision, value proposition and overall strategy Agree on: <ul style="list-style-type: none"> What to start, stop and continue doing; where to re-deploy resources (money and time) Needed capabilities (what we need to do well), gaps and surpluses and how to fill gaps Where to build/make capabilities and competencies Which performance measures to adopt How to organize to deliver
<ul style="list-style-type: none"> Leadership review 	<ul style="list-style-type: none"> Agree on reinvention details, implications and mutual expectations
<ul style="list-style-type: none"> Communicate to organization 	<ul style="list-style-type: none"> Manage expectations about new work criteria and the focus on value to cost (ROI)
<ul style="list-style-type: none"> Create and implement plan; measure and refine 	<ul style="list-style-type: none"> Implement detailed communication plan focused on improving high priority performance areas Establish measurement baseline and refine continuously

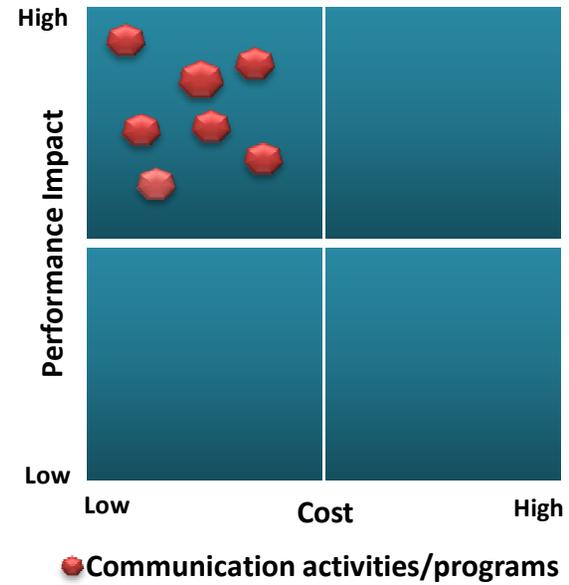


Shifting work to all the right places

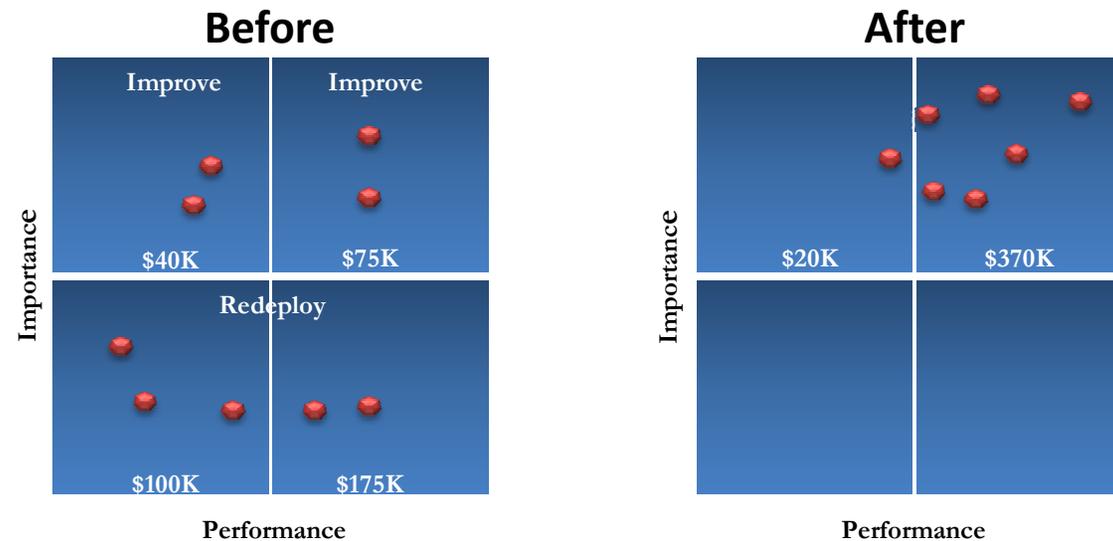
Activity Analysis
Goal: Time Spent on Highest Value Work



Value to Cost Assessment
Goal: Activities/programs Have Highest Impact at Lowest Cost (ROI)



Improving value to cost and productivity Before and After



Action Needed:

- Improve important activities
- Manage fewer non-performing activities
- Redeploy \$275K from Low Performance quadrants

Result:

- Same investment; redeployed \$275K
- Improved value to cost by 240%
- Improved productivity by 10% with new performance based communication project

• Communication activities/programs



Why senior leaders like this reinvention process

- It's similar to portfolio management (something they're familiar with)-
- re-deploying resources where they'll do the most good.
- It speaks to any leader who subscribes to lean or six sigma.
- Leaders are hungry for opportunities to add value.
- Most other functions and departments have already been through the reinvention process; it's not new to them.
- They're looking for new ways to generate higher performance from their people. This gives them one.
- Leaders want to integrate functions, departments and processes. This systems approach helps communication integrate with the rest of the organization.



Why the Jim Shaffer Group?

- 25 years helping communication professionals reinvent functions to add more value while driving business results
- Team of seasoned pros who've "been there"
- Proven, workable, rigorous analytical tools and processes create actionable data and direction
- Expertise counseling senior leaders on strategy clarification and say/do alignment
- Results: Every reinvention enabled clients to improve value to their business



Testimonials From Reinventors

“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.”

-Bob Kula, vice president corporate communication, Kiewit Corporation

“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.”

-Terry Simpson, manager employee communication, FedEx Express

"Jim is the best when it comes to driving real business results via the communication system. He relentlessly encourages us to focus our work on only the activities that the customer is willing to pay for, and through that, helps eliminate superfluous activities that can bog down communication teams. He uses proven tools and strategies, and he is terrific at teaching his approach to others. He is a very strong partner.“

-Teresa Paulsen, vice president communication and external relations, ConAgra Foods



Some Clients

Abbott	Lilly
AEP	Mayo Clinic
AstraZeneca	Marriott
ConAgra Foods	Medtronic
Darden Restaurants	Nordstrom
Dow Chemical	Owens Corning
ExxonMobil Chemical	Pepsi Bottling Group
GlaxoSmithKline	Pfizer
FedEx	Renesas Electronics
Hallmark	Royal Bank of Canada
Honeywell	3M
IBM	United Healthcare
ITT Corporation	USAA
Kiewit Corporation	Verizon
LexisNexis	Visa
Legg Mason	Westinghouse

“Jim's approach is driven by and leads to real and meaningful business outcomes. One session with Jim provided me with enough ideas to shave 3% from our total operating budget.

-Mark Weiner, CEO PRIME Research, North America





Jim Shaffer

Jim Shaffer is an internationally recognized consultant, speaker and author on improving business performance and managing large scale change, including helping guide lean six sigma transformations.

Jim's focus is squarely on improving work—and results—that people can control. He has measurably improved quality, service, costs, productivity, safety and speed with returns exceeding as much as 1,600 per cent.

His book, *The Leadership Solution*, became a classic treatise on leadership and performance. Hailed by leading CEOs as “invaluable for someone wanting to lead an organization into the future,” *The Leadership Solution* is frequently listed as one of the top “must have” business books on leadership, change management, communication and creating high performance through people.

Jim is consistently described by his clients and peers as having a unique ability to:

- View organizational performance issues from a broad, systems perspective;
- Remove root causes rather than treat symptoms so gains can be sustained;
- Measurably improve performance in a way that adds net value to the enterprise;
- Leave a client with stronger leaders and higher performing people.

Jim received the International Association of Business Communicators' prestigious Fellow award, the profession's highest recognition.

Prior to launching the Jim Shaffer Group, he was a principal and global leader of a Towers Perrin (now Towers Watson) center of excellence. He was an architect and leading practitioner in the firm's change management consulting practice.



Contact Information

“Most organizations are nowhere close to getting the most from their people. We prove every day that it doesn’t have to be this way.”

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