

Advocacy &
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SOLUTIONS

ARIZONA OHIO WASHINGTON, DC WWW.ADVOCACYANDCOMMUNICATION.ORG

ADVOCACY & COMMUNICATION SOLUTIONS, LLC


CEELO LEADERSHIP ACADEMY
November 7 – 8, 2018

Lori McClung, President and Scarlett Boudier, Vice President

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Good Morning

Welcome and Introductions



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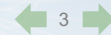
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ACS: Who We Are

- Established in 2004
- Woman and minority owned and led
- Award-winning national firm headquartered in Cleveland, OH with offices in Columbus, OH, Washington, DC & Phoenix, AZ
- Core clients are nonprofits, government and philanthropy

Passion + Experience
=
Powerful Impact

We only take on causes we care about.
We know our work, because we've been there.



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ACS: What We Do

ADVOCACY

- Government Relations
- State Lobbying
- Federal Lobbying
- Advocacy and Lobbying Training
- Situation Analysis
- Plan Development & Implementation

STRATEGY DEVELOPMENT

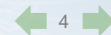
- Long-term Advocacy Planning
- Long-term Communication
- Planning Organizational Strategy

COMMUNICATION

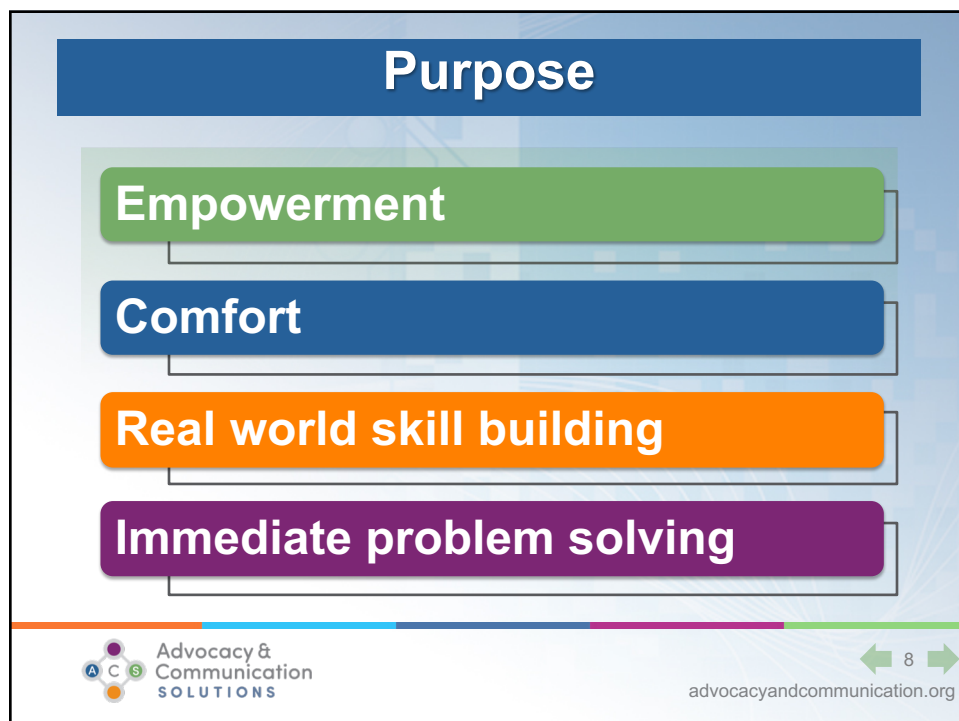
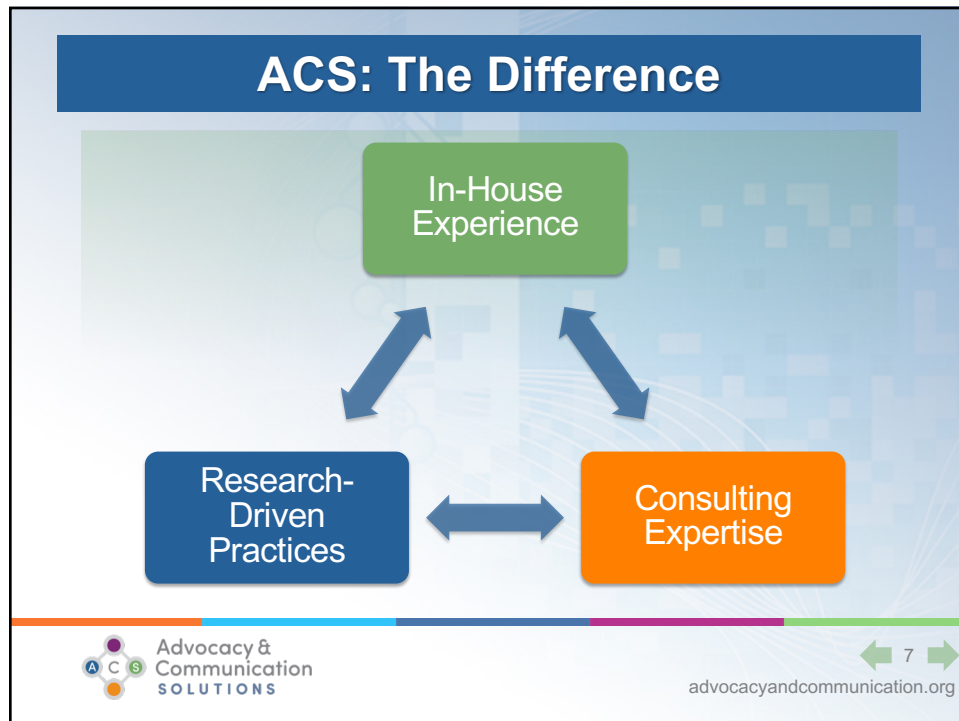
- Media Relations
- Strategic Communication
- Analysis & Planning
- Crisis Communication
- Message Development
- Communication Training

CAPACITY BUILDING

- Facilitation Training
- Spokesperson Training
- Organizational Development
- Advocacy and Lobbying Training
- Communication Training
- One-on-One Coaching
- Collective Impact
- Tools and Research



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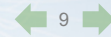


Icebreaker

If you didn't have the job you
have now, what would you
LOVE to do?



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Survey Results

Audiences

Agency leadership | Staff | External EL stakeholders

Challenges

Understanding ECE | Messaging | Prioritizing

Communication Needs

External messages | Internal politics | Collateral materials

Communication Skills

Difficult conversations | Using data | Messaging



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Challenging Scenario Tool

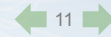
Identify challenge

Identify audience

Identify what has been done to address the challenge



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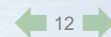
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Type and Communication

- **FOUR** preference pairs
- **SIXTEEN** possible combinations and personality types



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Exercise

- What is your personality type?
- What do you think the personality type is of key people in scenario?



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Realities of Personalities

Leveraging your personality type

- How can your personality help your scenario? How does it conflict?
- *Context: How does this impact your challenging scenario? Does anything change as a result?*




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Managing Up, Down & Sideways Leadership on the Line

- Holding environment
- Control the temperature
- Pacing
- Show the future

Managing Up, Down and Sideways

- Qualities you appreciate in a good manager (or you strive to have as a manager).
- Identify 2-3 barriers when:
 - Managing up
 - Managing down
 - Managing sideways



WALKABOUT



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LUNCH



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Internal Communication Pick. Up. The. Phone!

New world of communication is diverse

<https://www.youtube.com/watch?v=QN6Ob0NEGE>

- Pros and Cons
- Keep it simple and intentional
- Finding balance is critical to success
- **Challenging Scenario: Reflection**



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Internal Communication Pick. Up. The. Phone!: Iceberg and Ladder of Influence

**Look beyond the surface
to know thy audience**



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BREAK and JOURNALING



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Developing Effective Messages

- What is messaging?
- Need vs. Want
- Data
- Example of Jargon – [Video clip](#)




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Message Creation Checklist

Do your messages...	If not...
✓ Relate back to your communication goals?	Make sure your messages will resonate with your target audience and accomplish your objectives.
✓ Roll off your tongue?	Practice messages so they become natural and can be integrated into any conversation or presentation.
✓ Avoid industry jargon?	Simplify! How would you explain it to a 5th grader?
✓ Use positive language?	Find the upside and make that your approach.




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Message Creation Checklist

Do your messages...	If not...
✓ Use an appropriate amount of data to back up points?	Choose one or two points and simplify the way you present them.
✓ Meet people where they are?	What's the most important thing for your audience to know? Understand where they are coming from and message appropriately.
✓ Use a personal story to get the point across?	Find a story from your network and use it to bring your issue to life.
✓ Use the right messengers?	Identify people who can influence your target audience and incorporate them in your messaging strategy.



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Developing Effective Messages Give Jargon the Boot Tool

What You Do—write what your organization does.

Step 1—What You do.

State what you do but in words or less.
Review it. If your grandma wouldn't understand it, erase and start again.



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Developing Effective Messages Give Jargon the Boot Tool

How You Do It—write the ways you and your organization work to meet your mission.

Step 2—How You Do It

This is your time to shine. Talk about the unique work you do. What is different about your work than what other organizations do? What is your value? Keep it to 10 words or less and keep it wonky-free.



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Developing Effective Messages Give Jargon the Boot Tool


Why It Matters—think about your target audiences and why what you do matters to them.

↓

Step 3—Why Does It Matter?

↓

You're speaking to a local legislator. Or a parent. Or a business owner. Or a teacher. Why does this issue matter to them? Why does it matter to the community? Write down all of the ways the issue impacts them and the people they represent. For each target audience, keep why it matters to 10 words or less.



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Developing Effective Messages Give Jargon the Boot Tool


Why Should Anyone Care—bring it all together for someone who does not care about your issue.

↓

Step 4—Why Should Anyone Care.

↓

What's at stake? What will happen if there's no action? How does this impact the community? The economy? What are the outcomes for the people it serves? How does your work solve a problem? What will be most persuasive for your audience? What information does your audience need to hear? What action do you want the audience to take? Keep it to 10 words or less, and in words your parents would understand.




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Developing Effective Messages Give Jargon the Boot Tool

Step 5—Review and Practice.

Review all of your messages. Are they simple? Easy to understand? Would someone not familiar with the issue understand them? If not, start again. Practice delivering your statements.



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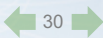
De-Jargon Example: PDG RFP

In Summary,

the PDG B-5 grants will support States in their efforts to analyze the current landscape of their ECE mixed delivery system and implement changes to the system that maximize the availability of high-quality early childhood care and education options for low-income and disadvantaged families across providers and partners, improve the quality of care, streamline administrative infrastructure, and improve State-level early childhood care and education funding efficiencies.



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Jargon Example – Without Jargon

Step 1

What does this grant do? The federal grant will help our state better partner and coordinate all that we are doing to provide young children opportunities to learn, grow, and thrive in school and life.



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PDG Jargon vs. De-Jargon Words

Multi-delivery system:

- Different services happening or being offered at the same time that see to meet the needs of children, parents, and communities with varying needs.

Human center delivery system:

- Put people first when you work with or on behalf of people.

Design thinking or co-design orientation:

- Work with or partner with others to think through how best to approach a challenge or effort.



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Developing Effective Messages Giving Jargon the Boot Exercise

- No jargon
- Accessible language
- 30 words
- 30 seconds

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Developing Effective Messages

How can you integrate this into your challenge?

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WALKABOUT



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Review and Reflection

- Review today's learnings
- Determine how this affects your scenario



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Wrap Up

- Evening instructions
- Adjourn



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GOOD MORNING!

Day One Recap and Goals for Today

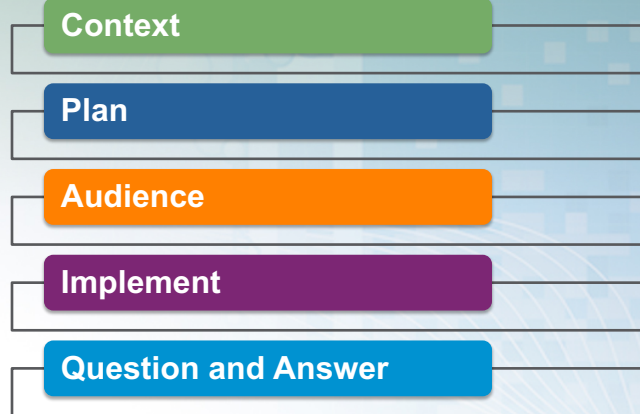


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Strategic Communication



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Strategic Communication Planning Framework



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PRE4CLE: What Will This Plan Do?

- The purpose of this plan is to support PRE4CLE in **building the foundation necessary to expand awareness of the importance of and demand for high-quality preschool in Cleveland.**



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4 Goals of the Plan

GOAL 1: Infrastructure

- Strategies:
 - Protocol
 - Brand Strategy
 - Messaging
 - Website

GOAL 2: Media Relations and Outreach

- Strategies:
 - Internal Protocol
 - Media Relations
 - Earned Media
 - Social Media

Plan Objective:

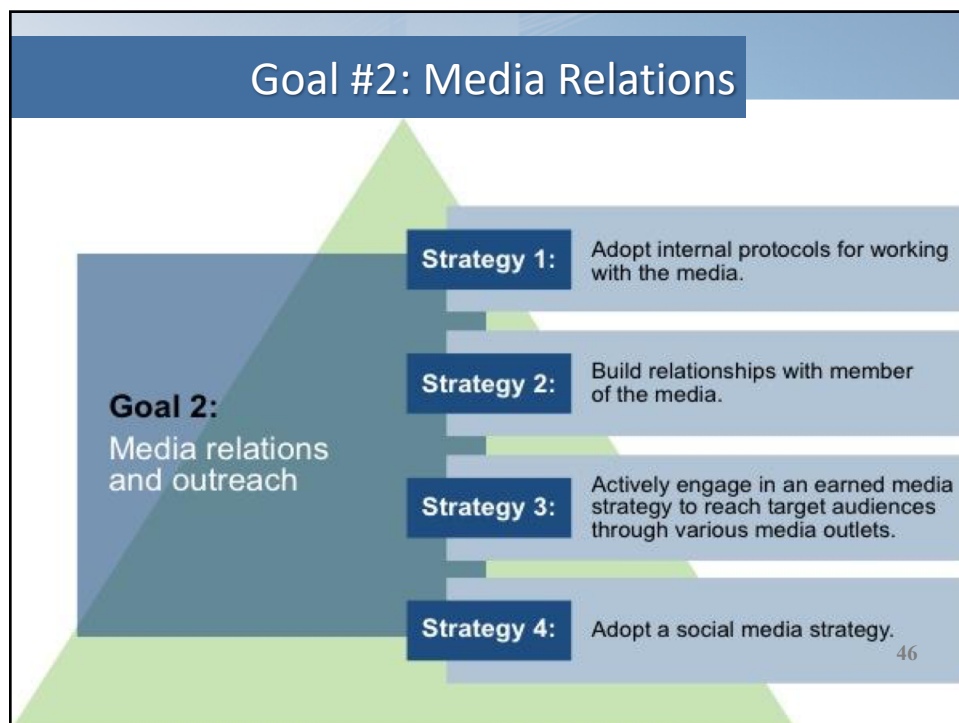
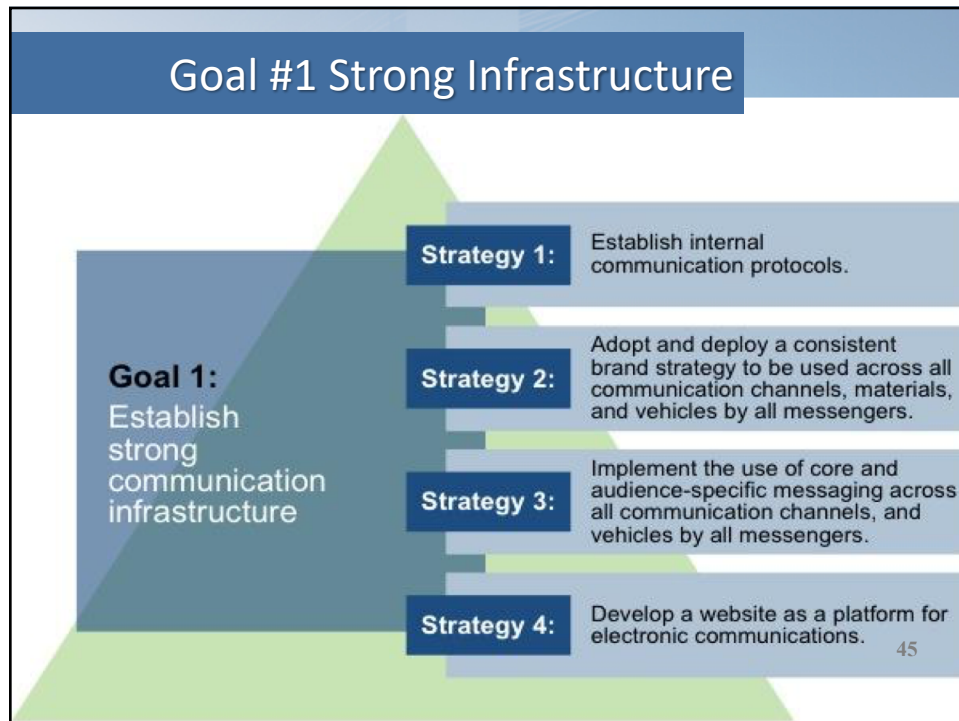
Build awareness, support, and demand for high-quality preschool in Cleveland.

GOAL 3: Community Outreach

- Strategies:
 - Audience Specific Outreach Strategies
 - Audience Specific Materials
 - Align Communication & Recruitment

GOAL 4: Support Advocacy Efforts

- Strategies:
 - Messaging
 - Media
 - Materials





Intended Outcomes

What will full implementation yield?

Recognition

- be recognized by stakeholders and audiences

Leadership

- viewed as a leader among peer organizations

Efficacy

- be valued for the work it does and consulted as an expert

Embedded

- be embedded in the early childhood landscape in Cleveland



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Storytelling



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What is Storytelling?

The diagram consists of four colored squares arranged in a 2x2 grid, with a central blue rounded rectangle. The top-left square is green and labeled 'Interactive'. The top-right square is orange and labeled 'Words convey meaning'. The bottom-left square is purple and labeled 'Encourages active imagination'. The bottom-right square is blue and labeled 'Easy to follow story'. The central blue rounded rectangle contains the text '4 Key Elements'.

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Storytelling

Anthony's Story

A black and white portrait of a young boy with short, dark hair, smiling. He is wearing a light-colored shirt with a dark pattern. The photo is set against a light blue background with a subtle grid pattern.


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Storytelling

Anthony's Story






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Storytelling

Anthony's Story





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Storytelling Integrate into Scenario

Emotional and or value based connections are very important.

How can you integrate a personal story into your scenario or other communication?



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Equity, Equality and Bias

Definitions

Refinement

Discussion

Health Equity [Video](#)

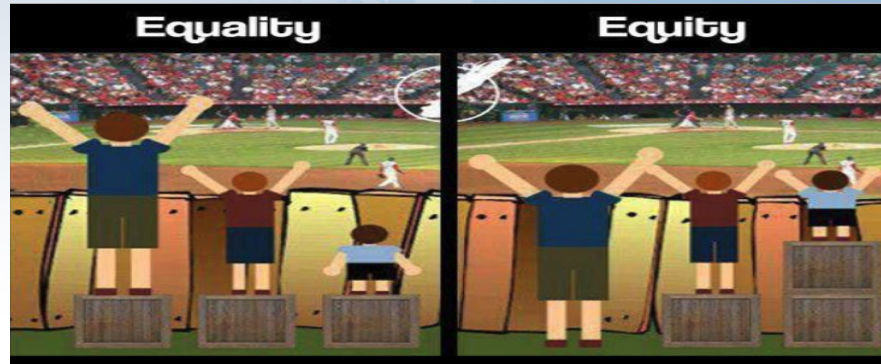


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Equity, Equality and Bias



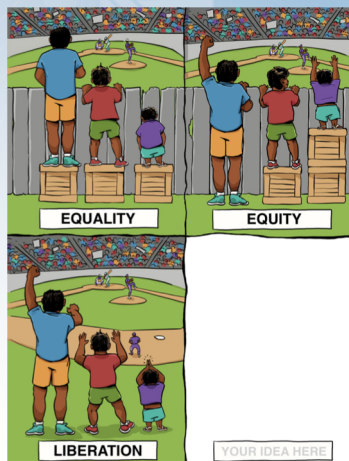
The problem with that equity vs. equality graphic you're using



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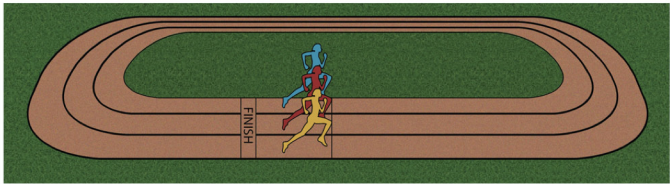
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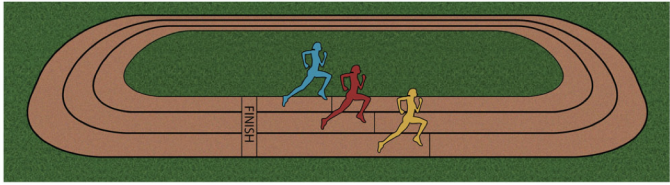
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EQUALITY




EQUITY




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EQUALITY















EQUITY



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<p>Supportive bias.</p> <p>When we see something, if it's positive about our choice, we have a bias. Think your dog is smart even if it bites someone in a while.</p> 	<p>6. Clustering illusion.</p> <p>This is the tendency to see patterns in random events. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.</p> 	<p>7. Confirmation bias.</p> <p>We tend to listen only to information that confirms our preconceptions — one of the many reasons it's so hard to have an intelligent conversation about climate change.</p> 	<p>8. Conservatism bias.</p> <p>Where people favor prior evidence over new evidence or information that has emerged. People were slow to accept that the Earth was round because they maintained their earlier understanding that the planet was flat.</p> 
<p>Information bias.</p> <p>We seek more information when it does not matter. With less information, people can often make better predictions.</p> 	<p>10. Ostrich effect.</p> <p>The decision to ignore dangerous or negative information by "burying" one's head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets.</p> 	<p>11. Outcome bias.</p> <p>Judging a decision based on the outcome — rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision.</p> 	<p>12. Overconfidence.</p> <p>Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.</p> 
<p>Availability effect.</p> <p>Believing that something has a certain probability of occurring because it is easy to recall. For example, people often experience biological effects in the real world.</p> 	<p>14. Pro-innovation bias.</p> <p>When a proponent of an innovation tends to overvalue its usefulness and undervalue its limitations. Sound familiar, Silicon Valley?</p> 	<p>15. Recency.</p> <p>The tendency to weigh the latest information more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.</p> 	<p>16. Salience.</p> <p>Our tendency to focus on the most easily recognizable features of a person or concept. When you think about dying, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.</p> 

BREAK and JOURNALING



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Handling Difficult Conversations

What is Framing?

What is Pivoting?

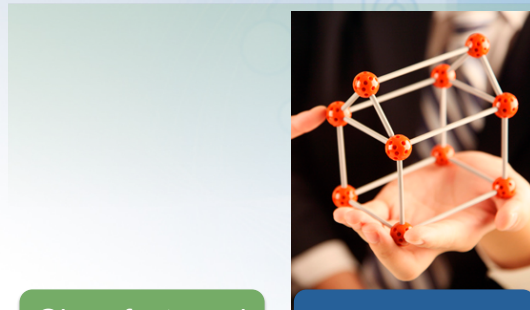


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Handling Difficult Conversations What is Framing?



Gives facts and
messages
meaning

Helps connect
the dots

Guides
response from
audience



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Examples of Frames

Value Based

Financial Benefits

Gain

Loss




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Handling Difficult Conversations Making the Connection

Framing guides
imagination and
the audience's
reaction to a
predictable end.



Storytelling
invokes
imagination
and cognitive
response.



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ECIC Training

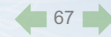
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More Frames

Analogy	Anticipating Objections
Call To Action	Choice Architecture
Countersignaling	Ethos
Heliotropic Effect	Loaded Question
Nudge Theory	Pathos
Peak-End Rule	Rule Of Three
Storytelling	



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Framing in action

USE THIS FRAME	INSTEAD OF THIS FRAME
Preparing children for success	Funding programs and services for children
More likely to graduate	Less likely to drop out
Empowering parents and families	Supporting parents
School Readiness	Solely Academic
Early Childhood Education is an essential part of the continuum for K–12 success	State should put the same emphasis on Early Childhood Education as K–12



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Handling Difficult Conversations Framing

If the facts don't fit the frame,
the facts...
regardless of accuracy...
will be discarded



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Handling Difficult Conversations Framing

Consider your audience

Think about your messages

**How can you integrate this into
your challenge?**



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Pivoting

What is pivoting?

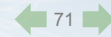
- Changes the focus of a conversation
- Controls your message
- Controls the conversation
- Ensures your story is told your way

How do you pivot?

- Listen
- Repeat the question if you need to
- Build a bridge back to your messages



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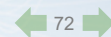
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Framing and pivoting in action

**Exercising leadership might
be understood as
disappointing people at a
rate they can absorb**



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Framing and pivoting in action

How can you integrate into your challenge?



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JOURNALING



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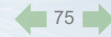
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LUNCH and BREAK



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Improving Your Presentation Skills

What are some examples where someone did a great job of communicating a message?

How about when someone did a poor job?

Overcoming bad habits

Engaging unfamiliar audiences




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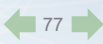


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Overcoming Bad Habits

- Preparation
- Verbal
- Non-verbal
- Presentation checklist


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Less Familiar Audiences

- Who and What
- Which
- Data, Values and Outcome
- Relevance
- Problem: Solution

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Exercise

Work individually on elevator speech
(30 seconds, 3 sentences)

Pair up and share/help each other
refine

Share elevator speeches

Group discussion & sharing on
suggestions and experiences



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Wrap Up

**Developing Communication
Action Commitments**



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Wrap up and Reflection

Review today's learnings

Final questions



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Thank you!



Lori McClung, President and Co-Founder

Scarlett Boudier, Vice President and Co-Founder



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