Good Morning

Welcome and Introductions
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

ACS: What We Do

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

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

**STRATEGY DEVELOPMENT**
- Long-term Advocacy Planning
- Long-term Communication
- Planning Organizational Strategy

**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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ACS: Our Areas of Expertise

- Early Childhood
- K-12 Education
- Workforce Development
- Medicaid
- Health and Human Services

ACS Geographic Client Focus

 mapa de los EE.UU.
ACS: The Difference

Purpose

Empowerment
Comfort
Real world skill building
Immediate problem solving
Icebreaker

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

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
Challenging Scenario Tool

- Identify challenge
- Identify audience
- Identify what has been done to address the challenge

Type and Communication

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

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

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?*
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
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

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

Look beyond the surface
to know thy audience
BREAK and JOURNALING

Developing Effective Messages

- What is messaging?
- Need vs. Want
- Data
- Example of Jargon – Video clip
### Message Creation Checklist

<table>
<thead>
<tr>
<th>Do your messages...</th>
<th>If not...</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Relate back to your communication goals?</td>
<td>Make sure your messages will resonate with your target audience and accomplish your objectives.</td>
</tr>
<tr>
<td>✓ Roll off your tongue?</td>
<td>Practice messages so they become natural and can be integrated into any conversation or presentation.</td>
</tr>
<tr>
<td>✓ Avoid industry jargon?</td>
<td>Simplify! How would you explain it to a 5th grader?</td>
</tr>
<tr>
<td>✓ Use positive language?</td>
<td>Find the upside and make that your approach.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Do your messages...</th>
<th>If not...</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Use an appropriate amount of data to back up points?</td>
<td>Choose one or two points and simplify the way you present them.</td>
</tr>
<tr>
<td>✓ Meet people where they are?</td>
<td>What’s the most important thing for your audience to know? Understand where they are coming from and message appropriately.</td>
</tr>
<tr>
<td>✓ Use a personal story to get the point across?</td>
<td>Find a story from your network and use it to bring your issue to life.</td>
</tr>
<tr>
<td>✓ Use the right messengers?</td>
<td>Identify people who can influence your target audience and incorporate them in your messaging strategy.</td>
</tr>
</tbody>
</table>
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.

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.
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.

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.
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.

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.
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.

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.
Developing Effective Messages

Giving Jargon the Boot Exercise

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

How can you integrate this into your challenge?
Review and Reflection

- Review today’s learnings
- Determine how this affects your scenario
GOOD MORNING!

Day One Recap and Goals for Today

- Evening instructions
- Adjourn
Strategic Communication

- Context
- Plan
- Audience
- Implement
- Question and Answer

Strategic Communication Planning Framework

CONTEXT
- Landscape
- Goals
- Assets, capacity, current practices, data & research

PLAN
- Target audiences, strategies, tactics, messages, messengers & materials

AUDIENCE
- Meet people where they are
- Recognize all stakeholders
- Advocacy & communication begin at home

IMPLEMENT
- Action plan, timeline & measurements
- Training, support & evaluation

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Strategic Communication Exercise

How will you integrate this into your challenging scenario?

Strategic Communication

Goals = Destination

Strategies = How you get there

Tactics = Turn by turn directions

Timeline
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.

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
Goal #1: Strong Infrastructure

- **Strategy 1:** Establish internal communication protocols.
- **Strategy 2:** Adopt and deploy a consistent brand strategy to be used across all communication channels, materials, and vehicles by all messengers.
- **Strategy 3:** Implement the use of core and audience-specific messaging across all communication channels, and vehicles by all messengers.
- **Strategy 4:** Develop a website as a platform for electronic communications.

Goal #2: Media Relations

- **Goal 2:** Media relations and outreach
- **Strategy 1:** Adopt internal protocols for working with the media.
- **Strategy 2:** Build relationships with member of the media.
- **Strategy 3:** Actively engage in an earned media strategy to reach target audiences through various media outlets.
- **Strategy 4:** Adopt a social media strategy.
Goal #3 Outreach

Goal 3: Community outreach

- **Strategy 1:** Engage all target audiences through strategic community outreach activities.
- **Strategy 2:** Use audience-specific collateral materials to support outreach activities.
- **Strategy 3:** Align communication and recruitment plan efforts.

Goal #4 Advocacy

Goal 4: Advocacy

- **Strategy 1:** Ensure consistent, clear, and targeted communication to policy makers through the development of policymaker specific messaging that is aligned with the goals of both the communication and advocacy efforts.
- **Strategy 2:** Use media outreach activities as a vehicle to communicate PRE4CLE’s value to priority policymakers.
- **Strategy 3:** Develop communication collateral that specifically supports outreach to policymakers.
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

[Image of books]
What is Storytelling?

4 Key Elements

- Interactive
- Words convey meaning
- Encourages active imagination
- Easy to follow story

Storytelling

Anthony’s Story
Storytelling

Anthony’s Story

[Image of Anthony]

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11/6/18

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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?

Equity, Equality and Bias

Definitions

Refinement

Discussion

Health Equity Video
Equity, Equality and Bias

The problem with that equity vs. equality graphic you’re using
Supportive bias. This is the tendency to see patterns in random events.

Confirmation bias. We tend to listen only to information that confirms our preconceptions.

Conservatism bias. Where people face prior evidence over new evidence or information that has emerged. Sometimes it can be very difficult to change one's mind, even if it means the Earth was round because they maintained their earlier understanding that the planet was flat.

Ostrich effect. The decision to ignore dangerous or negative information by “burying” one’s head in the sand, like an ostrich. Research suggests that investors often invest in their own businesses, which may eventually run afoul of their own predictions.

Outcome bias. Judging a decision based on the outcome – rather than how exactly the decision was made – the movement. Just because you won a lot in Vegas doesn’t mean gambling your money was a smart decision.

Overconfidence. Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Experts are more likely to be overconfident than laypeople, since they are more convinced that they are right.

Pro-innovation bias. When a proponent of innovation tends to overvalue its usefulness and undervalue its limitations. Sound familiar, Silicon Valley?

Recency. 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 unwarranted decisions.

Salience. 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 marooned by a lion, as opposed to what is likely, like dying in a car accident.

BREAK and JOURNALING
Handling Difficult Conversations

What is Framing?
- Gives facts and messages meaning
- Helps connect the dots
- Guides response from audience

What is Pivoting?
Examples of Frames

- Value Based
- Financial Benefits
- Gain
- Loss

Handling Difficult Conversations
Making the Connection

Storytelling invokes imagination and cognitive response.

Framing guides imagination and the audience’s reaction to a predictable end.
More Frames

<table>
<thead>
<tr>
<th>Analogy</th>
<th>Anticipating Objections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call To Action</td>
<td>Choice Architecture</td>
</tr>
<tr>
<td>Countersignaling</td>
<td>Ethos</td>
</tr>
<tr>
<td>Heliotropic Effect</td>
<td>Loaded Question</td>
</tr>
<tr>
<td>Nudge Theory</td>
<td>Pathos</td>
</tr>
<tr>
<td>Peak-End Rule</td>
<td>Rule Of Three</td>
</tr>
<tr>
<td>Storytelling</td>
<td></td>
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</tbody>
</table>

Framing in action

<table>
<thead>
<tr>
<th>USE THIS FRAME</th>
<th>INSTEAD OF THIS FRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparing children for success</td>
<td>Funding programs and services for children</td>
</tr>
<tr>
<td>More likely to graduate</td>
<td>Less likely to drop out</td>
</tr>
<tr>
<td>Empowering parents and families</td>
<td>Supporting parents</td>
</tr>
<tr>
<td>School Readiness</td>
<td>Solely Academic</td>
</tr>
<tr>
<td>Early Childhood Education is an essential part of the</td>
<td>State should put the same emphasis on Early Childhood</td>
</tr>
<tr>
<td>continuum for K–12 success</td>
<td>Education as K–12</td>
</tr>
</tbody>
</table>
Handling Difficult Conversations
Framing

If the facts don’t fit the frame, the facts… regardless of accuracy… will be discarded

Consider your audience

Think about your messages

How can you integrate this into your challenge?
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

Framing and pivoting in action

Exercising leadership might be understood as disappointing people at a rate they can absorb
Framing and pivoting in action

How can you integrate into your challenge?

JOURNALING
LUNCH and BREAK

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
Overcoming Bad Habits

- Preparation
- Verbal
- Non-verbal
- Presentation checklist

Less Familiar Audiences

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

Wrap Up

Developing Communication Action Commitments
Wrap up and Reflection

Review today’s learnings

Final questions

Thank you!

Lori McClung, President and Co-Founder
Scarlett Boudier, Vice President and Co-Founder