

The STRATEGIC COMMUNICATION ACADEMY *Seminar Series*

THE PREMIER DEVELOPMENT PROGRAM FOR COMMUNICATION PROFESSIONALS

For over 10 years, CRA has led the [Strategic Communication Academy at Sundance](#), the world's leading developmental opportunity for communication leaders and professionals. Outside of our week-long Academy, clients often ask for additional opportunities to further develop themselves or new team members, and to dive deeper into specific topics. This led to the creation of our spotlight series: the [Strategic Communication Academy Seminars](#).

Designed to provide deep understanding and cultivate proficiency, each seminar focuses on a single topic related to strategic communication and its practice in organizations. The content is both intensive and practical, delivered across a combination of provocative readings, group discussion, and counsel from CRA professionals with a wealth of real-world advisory experience. With a limited number of participants in each session and an intensive program schedule, CRA's Strategic Communication Seminars are an ideal developmental opportunity for any professional seeking to build substantive skills and cultivate meaningful relationships in a brief period of time.

While individual seminars may vary, a typical agenda is:

DAY ONE

9:00am – 5:00pm | Content sessions with ample breaks for personal or work needs
6:30pm | Virtual happy hour

DAY TWO

9:00am – 2:00pm | Content sessions



STRUCTURE

The 2021 series will feature eleven uniquely-crafted sessions led by CRA Partners and Managing Directors with advisory experience in Fortune 50 organizations. Session leaders will share their expertise and facilitate dialogue including other CRA staff and clients who lend texture. They also custom-design the agenda and timing for each seminar, which you can find on our [website](#) for the series. The goal is to engage a smaller number of more meaningful issues with great depth. While our seminars are typically hosted at our headquarters in the Philadelphia suburb of Radnor, Pennsylvania, the series will remain virtual via Zoom until health and travel concerns related to COVID-19 have subsided.

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THE 2021 SEMINAR SERIES

Leading Virtual Teams | Wednesday, February 17 – Thursday, February 18

Our current virtual environment presents teams and organizations with unique opportunities and challenges. This seminar covers the key leadership skills necessary to drive performance, lead through uncertainty, sustain morale, and re-engage key stakeholders in a virtual environment. In addition to this seminar, participants will have the opportunity to engage in 1:1 coaching sessions with session leaders.

Seminar Leaders: *Diana Hong & Katie Angstadt*

TOPICS:

- 👉 What You Should Know About Virtual Leadership
- 👉 Leading During Uncertain Times
- 👉 How to Sustain Morale (Teams and Organizationally)
- 👉 Driving Performance in a Virtual Environment
- 👉 Managing Stakeholder Relationships Virtually
- 👉 Nuances to Leading a Hybrid Team



Senior Seminar on Advisory Relationships* | Thursday, March 4 – Friday, March 5

One of the most crucial, fulfilling, and at times, difficult roles a senior advisory professional can play is that of a counselor. This seminar considers the unique dynamics of giving advice to the most senior leaders, and offers practical counsel on how to establish senior advisory relationships of confidence, equality, fulfillment, and trust.

Seminar Leader: *Alan Nelson* | * This seminar is designed for senior leaders.

TOPICS:

- 👉 How do we Manage Relationships of Equality When we are not Equals?
- 👉 What Organizational Models Create Which Advisory Advantages and Disadvantages?
- 👉 What are Effective Strategies for Giving Advice to Senior Leaders?
- 👉 How do we Elevate the Advisory Capability of our Talent?
- 👉 How do we Best Partner with Other Advisors?
- 👉 How do you Balance Advice Giving with Your Own Career Aspirations?



Communication Agility | Wednesday, April 28 – Thursday, April 29

Most organizations are sophisticated, fluid environments, and to succeed within them, communication professionals must be effective in managing both planned and unplanned work that crosses their desks. This seminar covers how communication leaders can bring agility to work flow and relationships using CRA's Air Traffic Control process, which includes strong situational awareness, intelligent editorial screens and service levels, and time management.

Seminar Leaders: *Ellie Chamberlin & Matt Coyne*

TOPICS:

- 👉 Prioritizing Work and Getting Things Done
- 👉 Tracking Issues, Opportunities, and Events
- 👉 Assessing Strategic Service Levels
- 👉 Identifying and Acting on Communication Opportunities
- 👉 Managing Internal Client Relationships Through Conversation
- 👉 Building Credibility and Trust with Colleagues

Communicating During Times of Change | Thursday, May 13 – Friday, May 14

Research shows most change efforts fail to deliver the promised results and ineffective communication almost always emerges as a root cause of failure. This seminar covers the frameworks, concepts, and tools communication professionals need to generate and sustain leadership commitment, craft a compelling change narrative, minimize surprises, and keep constituencies informed and committed along the way.

Seminar Leaders: Diana Hong & Kristin Fenty

TOPICS:

- 🍂 Change is a Wave, Not a Curve
- 🍂 Mapping and Tracking the Organizational Landscape
- 🍂 Managing Stakeholders and Social Capital
- 🍂 Authoring Change Narratives that Clarify and Connect
- 🍂 The Strategic Management of Expectations
- 🍂 Advice on Leading Change

**Designing Compelling Messages & Narratives** | Wednesday, June 16 – Thursday, June 17

Communicators and leaders increasingly use narratives to describe an overarching story that conveys change. Narratives are more than a story though, and can be used strategically to drive business outcomes. In this seminar, we cover different elements of narratives in depth and provide guidance on how to use framing, language, and data to craft more compelling and resonant messages.

Seminar Leaders: Katie Angstadt & Rachel LeWitt

TOPICS:

- 🍂 The Art and Science of Framing
- 🍂 Framing as Narrative Structures
- 🍂 The Formula for Resonant Messages
- 🍂 Using Tone and Voice to Inspire Change
- 🍂 Designing Narratives that Clarify and Connect
- 🍂 Leaders as Data Scientists, Leaders as Storytellers

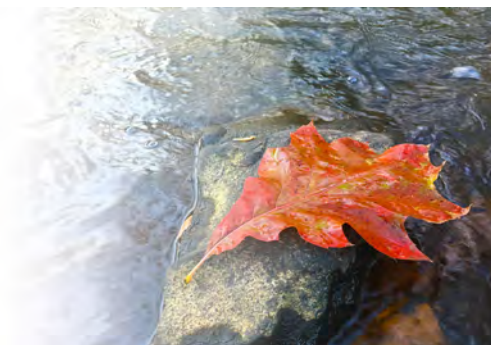
CRA's Approach to Measurement & Feedback | Tuesday, July 6 – Wednesday, July 7

Too often communication measurement is tied to click rates and other measures that do not truly demonstrate whether a function is influencing clarity, attitudes, or behavior. This seminar covers how communication functions can use measurement to provide actionable insights and reviews the basic measurement principles and methodologies communication professionals can use to drive an organization forward.

Seminar Leader: Mike Kern

TOPICS:

- 🍂 Measuring Organizational and Strategic Alignment
- 🍂 Determining Communication Effectiveness
- 🍂 Gauging Partnership Effectiveness
- 🍂 Gathering Performance and Development Feedback
- 🍂 Determining Change Readiness
- 🍂 Assessing Organizational Clarity



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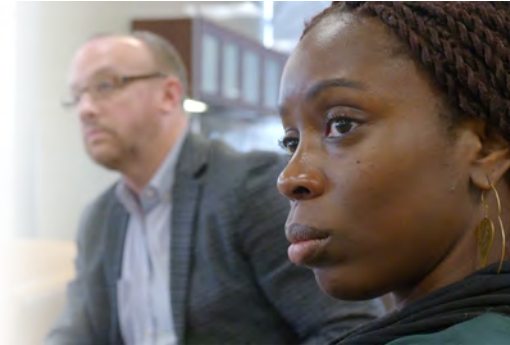
Equipping Leaders to Communicate Strategy | Thursday, August 5 – Friday, August 6

Too often, employees absorb company strategies only in the abstract: ambitious and important on paper, but too distant to apply to their day-to-day work. This seminar identifies practical ways to tap into team energy and commitment, helping leaders make big-picture strategy relevant to every employee decision and action.

Seminar Leaders: Scott Healy & Meghan Lane

TOPICS:

- 🍂 Understanding Power and Attractiveness
- 🍂 Building a Compelling Story with Richer Meaning
- 🍂 Understanding Audiences to Cut Through Jargon
- 🍂 Setting the Stage for Audience Buy-In
- 🍂 Aligning Leaders Around One Story
- 🍂 Finding a Shared Purpose That Moves Beyond Messaging

**Planning Communication Strategy** | Thursday, September 23 – Friday, September 24

Somewhere between a desired organizational outcome and a detailed communication plan lies a cogent communication strategy: the critical communication choices that determine what the organization should and should not say, and how and when it should say it. This seminar covers CRA's approach to communication strategy development, including how we scan a strategic environment and make the strategic choices of tone, message, medium, and approach that informs the specific messaging and activity that will follow.

Seminar Leader: Alan Nelson

TOPICS:

- 🍂 What It Means to Be Strategic
- 🍂 Being Strategic About Tone and Framing
- 🍂 Developing Strategic Message Sets
- 🍂 Diagnosing Strategic Context
- 🍂 Writing Communication Strategy
- 🍂 Executing and Measuring Communication Strategy

Recruiting & On-boarding Communication Talent | Wednesday, October 20 – Thursday, October 21

Communication leaders are always thinking about how to attract, select, and retain talent to build the reputation of their team and help the organization accomplish its strategic goals. This seminar covers best practices for building a team—from determining how communication should function, who should fill which roles, how to assess talent, and how to set members up for success in the short and long term.

Seminar Leaders: Diana Futrovsky & Montana Rozmus

TOPICS:

- 🍂 Letting Organizational Strategy Drive the Structure and Function of Communications
- 🍂 Recruiting, Hiring, and On-boarding with the Employee Value Proposition in Mind
- 🍂 Building a Communication Team with the Right Talent
- 🍂 Three-Gate Methodology for Assessing Talent
- 🍂 Setting and Meeting On-boarding Expectations
- 🍂 Developing Essential Communication Skills



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Building Advisory Relationships | Wednesday, November 10 – Thursday, November 11

The past 20 years have brought a change in role and expectations for communication professionals, shifting from tradespeople who practice a craft for the business to advisors who provide counsel to the business. This seminar covers the nature of advisory relationships, and offers practical counsel on how to establish those of trust, partnership, and influence with senior clients.

Seminar Leaders: *Diana Hong & Kristin Fenty*

TOPICS:

- 🍂 What it Means to be a "Trusted Advisor"
- 🍂 Giving Advice for Effect
- 🍂 What it Means to be Interpersonally Strategic
- 🍂 Forging Executive Relationships
- 🍂 Developing an Executive Style
- 🍂 Cultivating Professional Expertise

**Senior Seminar on Communication Talent Selection & Development*** | Thursday, December 2 – Friday, December 3

As a communication professional becomes increasingly senior in their role, their professional responsibility shifts from delivering communication expertise to developing and leading others to do so. This seminar covers the essentials of cultivating loyalty with talented people, developing their potential, and forging them into exceptional teams.

Seminar Leader: *Alan Nelson* | **This seminar is designed for senior leaders.*

TOPICS:

- 🍂 The Difference Between Fit, Skill, and Potential
- 🍂 Rooting High Expectations in Personal Values
- 🍂 The Key to Cultivating Loyalty
- 🍂 Crafting Teams of Leaders
- 🍂 Becoming an Every-Day Coach
- 🍂 Having Strong (and Honest) Developmental Conversations



INVESTMENT

The investment to attend a seminar which includes all materials, pre-readings, and notebooks is \$2,500 per participant. The investment for senior seminars is \$3,500 per participant.

For additional information or to enroll, please contact Ben Mallinger at bmallinger@crainc.com or (610) 644-5597.

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