

# The STRATEGIC COMMUNICATION ACADEMY *Seminar Series*

## THE PREMIER DEVELOPMENT PROGRAM FOR COMMUNICATION PROFESSIONALS

For nearly 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 topic. 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 participation limited to 30 participants 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, family, and work needs

6:30pm | Virtual happy hour

### DAY TWO

9:00am – 2:00pm | Content session



## STRUCTURE

The 2020 Strategic Communication Academy Seminar Series will feature nine uniquely-crafted sessions led by CRA Partners and Managing Directors with a minimum of ten years of advisory experience in Fortune 50 organizations. Session leaders will share their expertise and facilitate dialogue including other CRA staff and clients who lend texture. The agenda spans one and one-half days, with the content intentionally limited to six discussions. 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 remaining sessions will be conducted virtually via Zoom due to travel and health concerns related to COVID-19.

## 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.

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THE 2020 SEMINAR SERIES



**Senior Seminar: Advisory Relationships\*** | Thursday, February 20 to Friday, February 21

*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 is a senior seminar hosted in Tampa, Florida.

TOPICS:

- The Unique Dynamics of Senior Relationships
- Becoming a Peer, Not Peer-Like
- Speaking Truth and Giving Advice in Crisis
- Relational Limits and Boundaries
- The Dilemma of Poor Relational Fit
- From Advisor to Partner to Friend



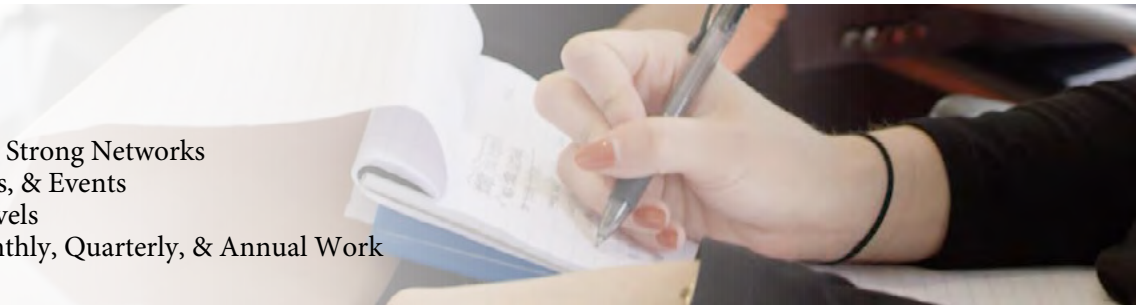
**Communication Agility & Editorial Air Traffic Control** | Thursday, March 26 to Friday, March 27

*Most organizations are sophisticated, fluid environments, and to succeed within them, communication professionals must be both disciplined and flexible. This seminar covers how to bring agility to work flow and relationships, including strong situational awareness, intelligent editorial screens and service levels, and time management that balances planned and unplanned work.*

Seminar Leader: Jen Shatwell

TOPICS:

- What it Means to be Agile
- Knowing Everything Through Strong Networks
- Tracking Issues, Opportunities, & Events
- Assigning Strategic Service Levels
- Managing Daily, Weekly, Monthly, Quarterly, & Annual Work
- Improving Through Feedback



**Virtual Seminar: Managing Stakeholders and Winning Internal Elections** | Thursday, May 7 to Friday, May 8

*All organizations are political, and thirty years of experience tells us that the effects of individual influencers can overwhelm even the most strategic and thoughtful of communication plans. This seminar covers the research on opinion leaders and influencers, and offers a practical process by which professionals can leverage the stakeholder network as a tool of organizational influence.*

Seminar Leader: Alan Nelson

TOPICS:

- Communication Networks & The Four Influencers Within Them
- The CRA Stakeholder Management Process
- Coaching Leaders on Stakeholder Relationships
- Nuances: Stakeholder Management for Projects
- Nuances: Stakeholder Management for Leaders & Leadership Teams
- Counting Votes & Influencing the Tally



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**Virtual Seminar: Communicating During Times of Change** | Thursday, May 14 to Friday, May 15

Research shows most change efforts fail to deliver 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



**Virtual Seminar: Developing Communication Strategy** | Thursday, July 9 to Friday, July 10

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 approaches that inform the specific messaging and activity that will follow.

Seminar Leader: *Alan Nelson*

TOPICS :

- What it Means to Be Strategic
- Being Strategic About Tone & Framing
- Developing Strategic Message Sets
- Diagnosing the Strategic Context
- Writing Communication Strategy
- Executing & Measuring Communication Strategy



**Virtual Seminar: The Art of Framing & Message Design** | Thursday, September 3 to Friday, September 4

"Framing" has become a common term within the professional sphere, yet few know what it actually means, and even fewer understand how to use framing in a strategic way. This seminar covers different elements of framing in depth, and provides guidance on how to use framing and other rhetorical tools to design messages of effect.

Seminar Leader: *Alan Nelson*

TOPICS :

- Framing as Culture
- Framing as Narrative Structures
- Framing as Reasons & Rationale
- Framing as Names & Labels
- The Formula for Compelling Messages
- Building Your Ear & Voice for Message Design



**Virtual Seminar: CRA's Approach to Measurement & Feedback** | Tuesday, October 13

*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 communications 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 Leaders: *Mike Kern*

TOPICS:

- Measuring Organizational & Strategic Alignment
- Determining Communication Effectiveness
- Measuring Partnership Effectiveness
- Gathering Performance & Development Feedback
- Determining Change Readiness
- Measuring Organizational Clarity



**Virtual Seminar: Building Advisory Relationships** | Thursday, November 5 to Friday, November 6

*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 the advisor relationship, 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 an "Advisor": Expectations & Boundaries
- What it Means to be Interpersonally Strategic
- Forging Executive Relationships
- Giving Advice for Effect
- Cultivating an Executive Style
- Cultivating Professional Expertise



**Virtual Seminar: Leading Teams & Developing Talent\*** | Tuesday, November 17 to Wednesday, November 18

*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

For additional information or to enroll, please contact Program Manager, Hannah Cassidy at (610) 644-5597 or hcassidy@crainc.com.

