

## **The School Practitioner: The Most Important Member of the Management Team**

*Second in a series of  
"The World According to Pat Jackson"*

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Presented by  
John Lyday, APR, Fellow PRSA  
Stacey Smith, APR  
Jackson Jackson & Wagner

## **Pat Jackson on the PR Profession**



## **Dipstick Research**

### *Leading Issues Facing Senior Practitioners*

- **Growing political influence of faith-based organizations**
- **Funding, Funding, Funding**
- **Continuing pressure for accountability but mounting local dissatisfaction with NCLB**
- **Loss of confidence in big institutions**
- **Battle for hearts and minds regarding the importance of public education**
- **Credibility of elected officials**

## **PR Adds Value to the Management Team**

- **Maintaining a strategic orientation**
- **Keeping focus on behavioral outcomes**
- **Connecting to constituencies**
- **Keeping an ear to the ground**
- **Managing expectations**

## Earning a Seat at the Management Table

- Know and understand theories
- Study and apply models
- Be a student of the profession
- Apply the body of knowledge
- Be the expert, use the talk
- Be measureable

## There is Nothing So Practical as a Sound Theory

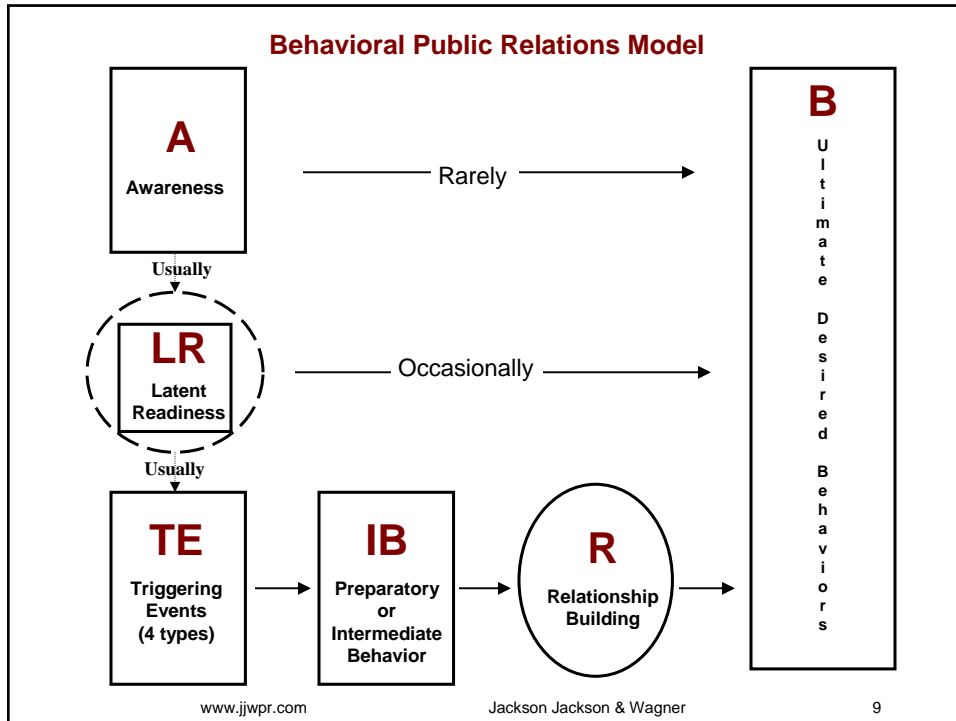


# The Diffusion Process

The Diffusion Process: The Flow of Information and Influence Toward Decision Making						
PHASES	A. <i>Awareness</i>	B. <i>Information</i>	C. <i>Evaluation</i>	D. <i>Trial</i>	E. <i>Adoption</i>	F. <i>Reinforcement</i>
	Learns about an idea or practice but lacks detail	Gets facts, develops interest, sees possibilities	Tries it mentally, weighs alternatives	Social acceptability, experimentation	Full-scale use, adopts it	Continued commitment
INFLUENCES BY PRIORITY	<ol style="list-style-type: none"> <li>1. Mass media and impersonal message forms</li> <li>2. Experts and agencies</li> <li>3. Friends and neighbors</li> <li>4. Opinion leaders and advocates</li> </ol>	<ol style="list-style-type: none"> <li>1. Mass media and impersonal message forms</li> <li>2. Opinion leaders and advocates</li> <li>3. Experts and agencies</li> <li>4. Friends and neighbors</li> </ol>	<ol style="list-style-type: none"> <li>1. Friends and neighbors</li> <li>2. Opinion leaders and advocates</li> <li>3. Experts and agencies</li> <li>4. Mass media and impersonal message forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Opinion leaders and advocates</li> <li>2. Friends and neighbors</li> <li>3. Experts and agencies</li> <li>4. Mass media and impersonal message forms</li> </ol>	<ol style="list-style-type: none"> <li>1. Friends and neighbors</li> <li>2. Opinion leaders and advocates</li> <li>3. Experts and agencies</li> <li>4. Mass media and impersonal message forms</li> </ol>	Appropriate mix of mass media and interactive techniques

# The Power of Behavioral Public Relations





## Ultimate Desired Behavior

**Those behaviors you ultimately want your stakeholders to**

- Do
- Not do
- Keep doing

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## Types Of Triggering Events

	Positive	Negative
Natural	Anniversary	Leadership Retirement
Stimulated	New Curriculum	Teacher Layoffs

## Preparatory or Intermediate Behaviors

Those behaviors which lead stakeholders through to ultimate desired behaviors

## **Definition of a Stakeholder**

**Any individual or group with a stake in an organization, an event or an issue**

## **Why Go Direct to Stakeholders?**

- **Builds a relationship**
- **Can offset the media or hostile third parties**
- **Gives two-way rolling feedback on stakeholder satisfaction level**

## Building Trust to Achieve Desired Behaviors



## Behavioral Strategy

1. **What *behaviors* must be motivated, reinforced or modified to achieve the goals?**

## Behavioral Strategy

2. *Which publics can or must give those behaviors?*

## Behavioral Strategy

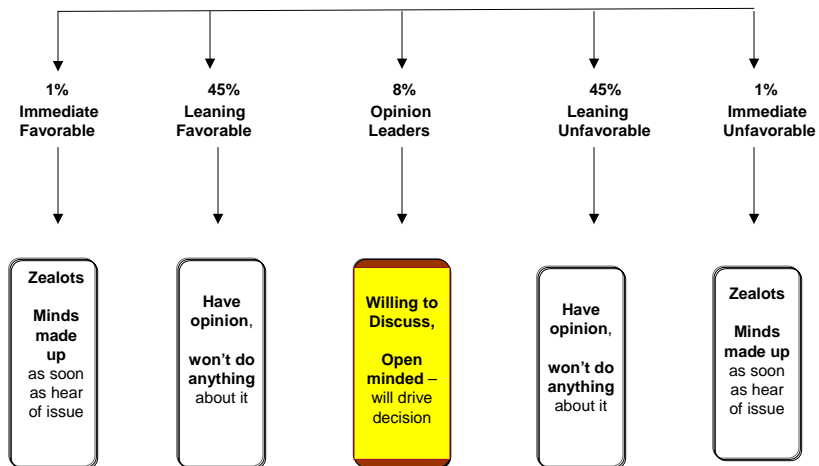
3. *Who are the opinion leaders in these publics and what behaviors do we seek from them?*

# Behavioral Strategy

## 4. What *intermediate behaviors* will lead to the ultimate desired behaviors?

### LESLY'S PARADIGM How Americans Typically Respond to Issues

100% of Stakeholders



## 5 Types of Opinion Leaders

- Role models
- Opinion leaders\*
- Power leaders\*
- Cheerleaders
- Celebrities

\*Types to concentrate on

## Characteristics of Opinion Leaders

1. **Must have an *interest***
2. **Must have a *following***
3. **Are *positivists***
4. **Are *activists***
5. **Some “*get around*” by not going anywhere**
6. **Have *credibility***

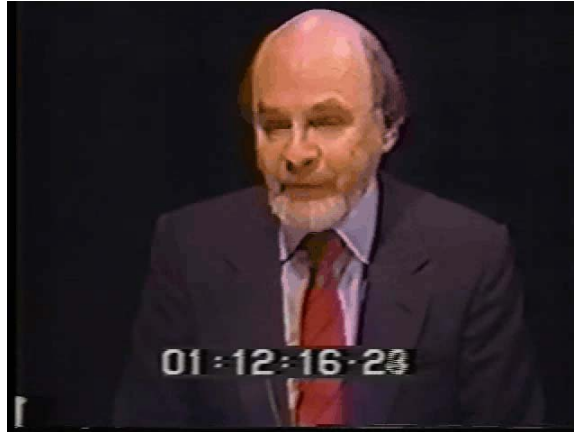
## How To Find Opinion Leaders

1. ***Sociometric study***  
(with target groups)
2. **Work the network *backwards***

## Keeping in Touch With Opinion Leaders

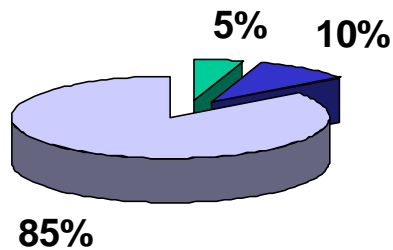
- **Using them for *dipstick research***
- **Inviting them to *special events***
- **Sending them *information of interest***

# The Power of Participative Decision Making



## Ambassador Model

### A Model for Employee Participation & Outreach Programs



## **Internal Prerequisites for an Ambassador Program**

- **Clarity on Vision and Mission of district and schools**
- **Deep commitment to district and school goals**
- **Involvement & commitment by Superintendent and Board**

## **Internal Prerequisites for an Ambassador Program**

- **Internal culture that rewards vs. punishes**
- **Teaming vs. silos**
- **Open lines of communication**
- **Openness to negative information**

## **5 Practical Application Points for Schools**

- **Research first... behavioral research**

## **5 Practical Application Points for Schools**

- **Ongoing two-way communication system based on relationships with opinion leaders**

## **5 Practical Application Points for Schools**

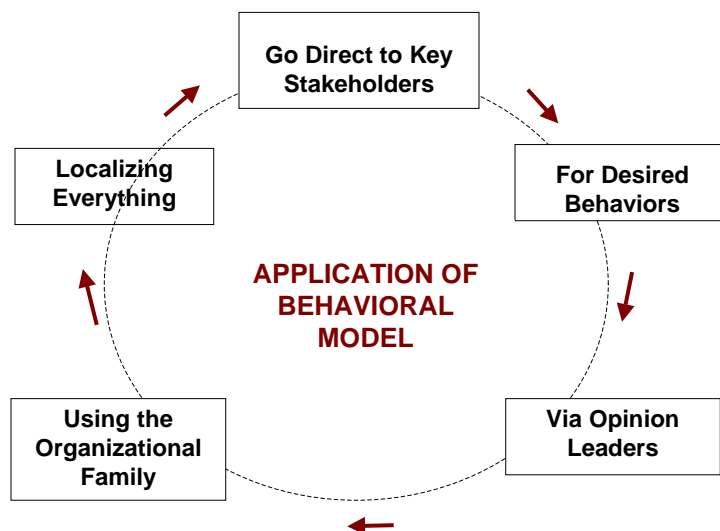
- **Employees as ambassadors for your organization**

## **5 Practical Application Points for Schools**

- **Take advantage of naturally-occurring or manufactured triggering events to achieve behavior change**

## 5 Practical Application Points for Schools

- Use the media to reinforce or raise awareness but don't depend on them as the conduit... go direct to stakeholders



## Pat Jackson on NSPRA



## For further information:

**John Lyday, APR, Fellow PRSA**  
**847/931-4896**  
**[jlyday@jjwpr.com](mailto:jlyday@jjwpr.com)**

**Stacey Smith, APR**  
**603/964-6302**  
**[ssmith@jjwpr.com](mailto:ssmith@jjwpr.com)**