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Management Consultants  
In Communications

# HOW TO DEVELOP THE MINDSET OF A STRATEGIST

## *Participant Guide*

*A Web Seminar Sponsored by the*  
**International Association of  
Business Communicators (IABC)**


*Presented by*  
**James E. Lukaszewski,**  
*ABC, APR, Fellow PRSA*

**Wednesday, May 27, 2009**  
**12:00 – 1:30 p.m. EDT**



### *Contents*

- Participant Letter
- PowerPoint Presentation
- Handout
- Discussion Outline
- James E. Lukaszewski Biography



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In Communications

May 2009

Dear Web Seminar Participant:

Thank you for registering for the IABC virtual seminar, *How to Develop the Mindset of a Strategist*. During the brief time we'll be together by telephone on May 27th, I'll talk about the crucial personal beliefs and actions that will enable you to become a more truly strategic thinker.

The content of this program is in five sections:

1. About strategy
2. Management perspective
3. The seven skills of the strategist
4. Strategic tools
5. Questions and answers

Please review the enclosed materials. I'll use these thought blocks during my presentation. Also included with the presentation guide are related handout materials and an extensive bibliography. Time will be devoted to the specific questions and concerns of those participating during the last 20 minutes of the program.

Should you wish to contact me ahead of time with the issues or questions you'd like me to address during the seminar, you may do so by phone or E-mail:

914.681.0000 – Office  
tlg@e911.com – E-mail

This program is designed to help you look at yourself, examine how you think, and learn how to become a truly sought after strategic practitioner.

If you would like to visit my Web site to get a flavor for the extensive knowledge and background brought to bear on today's topic, please go to:

[www.e911.com](http://www.e911.com) – Web site

Included in the *Participant Guide* is a discussion outline. Should you or the groups attending with you care to talk about the program, assess what you learned, and identify some additional questions you might like to explore following the presentation, this outline can get a good discussion started.

Thank you for participating in this Web seminar. I know you'll find the program very helpful, useful, and important.

Sincerely,

James E. Lukaszewski, *ABC, APR, Fellow PRSA*  
Chairman and President  
The Lukaszewski Group Inc.

P.S. *Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor*, published by Jossey-Bass, is now in bookstores and is also available on [www.e911.com](http://www.e911.com), [Amazon.com](http://Amazon.com), [BarnesandNoble.com](http://BarnesandNoble.com), or [800ceoRead.com](http://800ceoRead.com). The book describes a powerful approach to getting into the inner circle.

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Telephone: 914.681.0000 ■ Facsimile: 914.681.0047 ■ [tlg@e911.com](mailto:tlg@e911.com) ■ [www.e911.com](http://www.e911.com)

Welcome to the IABC Web Seminar  
Wednesday, May 27, 2009

## How to Develop the Mindset of a Strategist

By James E. Lukaszewski,  
*ABC, APR, Fellow PRSA*

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## Questions for Jim

To ask a question . . . click "Q&A" on the menu bar at the top of your screen.



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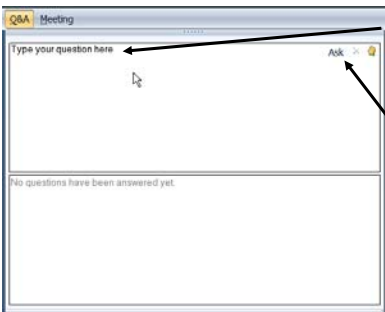
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## Questions for Jim



The screenshot shows a window titled 'Q&A Meeting'. At the top, there is a text input field with the placeholder 'Type your question here' and an 'Ask' button to its right. Below the input field, it says 'No questions have been answered yet.' There is a small icon of a question mark in the top right corner of the input area.

1. Type your question in the upper box.
2. Click "Ask" to submit your question.

- Receipt of your question will be confirmed.

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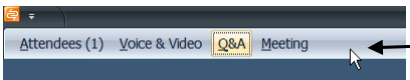
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## Questions for Jim



The screenshot shows a horizontal menu bar with several items: 'Attendees (1)', 'Voice & Video', 'Q&A Meeting', and 'Meeting'. The 'Q&A Meeting' item is highlighted with a blue background. A mouse cursor is pointing at the 'Q&A Meeting' item.



Click anywhere on the menu bar to close the Q&A box.

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## To Ensure Listen-Only Mode Please Press Mute





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Insert this and then when facing

**International Association of Business Communicators**

**Overcoming Opposition: Dealing Effectively With Emotionalized Issues, Organized and Disorganized Opposition, Media Attacks, and Persistent Bad News**  
August 22, 2007

If you prefer to submit your evaluation online, please go to: <http://www.iabc.com/eval.asp?ID=12432>

Name (optional) \_\_\_\_\_

1. Overall rating \_\_\_\_\_

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Presenter: overall effectiveness \_\_\_\_\_

5. Score: Likelihood \_\_\_\_\_

6. Would you participate in another virtual session? \_\_\_\_\_

7. Did the web component add to the value of the virtual session? \_\_\_\_\_

What do you know now that you didn't know before?  
 \_\_\_\_\_  
 \_\_\_\_\_

What was the most important thing you learned?  
 \_\_\_\_\_  
 \_\_\_\_\_

Name (optional) \_\_\_\_\_

PLEASE FAX TO 1.800.472.5138 or +1.715.653.5474

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**Attending Today**

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**Please Tell Jim Where  
You Work**

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**Check out Jim's new Crisis Guru Blog**

[www.e911.com](http://www.e911.com)

**Your first stop when crises occur.**

**Sign up for the free E-Newsletter**

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**In This Issue**

- Want the Boss to Participate in Safety During Crisis? Here's a Plan
- The Dark Art of Laying People Off: A Crisis Management Case Study
- Watch Your Language
- Makeup the News

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- eNewsletter Archive
- Schedule Jim as a Speaker
- The Crisis Store
- TLG Web Site

**Executive Action**  
Strategic Management Insights for Leaders, Decision Makers, and Their Trusted Advisors

**January 14, 2009**  
Number 3

**Note to Readers**

Hope you are finding *Executive Action* helpful. In this edition we add two more features that you will see from time to time.

**New feature in this issue: Watch Your Language**

We'll take a quote from a newspaper, publication, or speech and translate it into what should have been said. The very interesting first feature deals with a spokesperson talking about the Rhino, a utility terrain vehicle (UTV) manufactured by Yamaha, which is coming under fire for the accidents and injuries associated with their use.

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**James E. Lukaszewski, ABC, APR, Fellow PRSA**

**Photo Credit: Harry Turner.**

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## Today's Program

- Defining Strategy
- Understanding the Key Differences
- The Seven Skills of the Strategist
- Why Strategies Fail
- Strategic Tools
- Bibliography

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**Leaders  
Are  
Strategists**

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**Managers  
Work  
Inside  
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## Strategy

A unique mixture of mental energy verbally injected into an organization through communication, which results in behavior that achieves organizational objectives.



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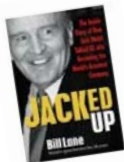
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## Jack Welch on Strategy

The movement of a core idea or concept through changing circumstances.



**Jacked Up:**  
The Inside Story of How Jack Welch Talked GE into Becoming the World's Greatest Company  
By Bill Lane

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## Strategy Is

- Positive
- Energizing
- Purposeful
- About tomorrow
- How we get to the future



The rest is inside the box.

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## Understand the Differences Between

- Leadership and management
- Staff and operations
- Strategy and stuff
- Optimism and pragmatism
- Management thinking styles



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## Non-Strategy

- Create spin.
- Create stuff.
- Debate the past.
- Focus on the unimportant.
- Whine about lawyers or consultants.



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## Seven Skills of the Strategist

1. Verbalization
2. Strategic thinking
3. Pragmatism
4. Inconsistency
5. Constructive approaches (tools)
6. Pattern intuition
7. Management sensitivity



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# 1. Verbalization

- Outcome-directed
- Storytelling

- Describe:
  - Destination
  - Route
  - Options
  - Costs
  - Pitfalls



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# 2. Strategic Thinking

- Use management language.
- Provide truly strategic insight.
- Talk, think, and recommend in a strategic context.
- Focus on the ultimate outcome.
- Go for the useful increments.

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# Questions About Being Strategic

- How do I get to the table?
- How do I stay at the table?
- How can I get better control of the boss?
- How can I have true influence over the boss?
- What do I do once I get to the table?

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## Understand Why Strategies Fail

- Not really part of strategic interest.
- Management can't support them.
- Developed without input from the boss.
- Usurp legitimate territory of others.
- Avoid dealing with truly tough stuff.
- Media are rarely the first concern of management.



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## Management Thinking

Problem



I

II

III

IV

V

Solution, answer, ideas



Time



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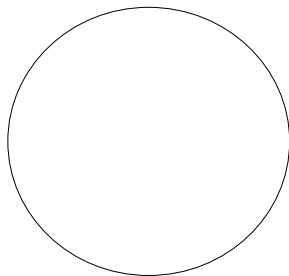
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## Intuitive Thinking



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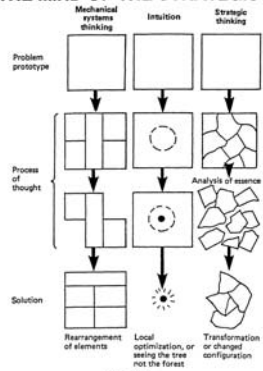
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**Handout  
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**THE MIND OF THE STRATEGIST**



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The Mind of the Strategist: The Art of Japanese Business,  
Kenichi Ohmae, © 1992 by McGraw-Hill, Inc.  
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**3. Pragmatism**

- The truly achievable
- A sense of reality
- What will work
- Incrementalism

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**4. Inconsistency**

- Always seeks alternatives
- Believes in laggship and entropy
- Intentionally different views/analyses
- Questions all assumptions
- Simplifies

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## 5. Constructive Approaches

- Goal-focused
- Long-term
- Process-driven
- Strategically relevant
- Incrementally achieved



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## Make Recommendations in an Operational Context

Step 1: ***Situation description:*** Briefly describe the nature of the issue, problem, or situation. **(60 words)**

Step 2: ***Analysis/explanation/interpretation:*** Briefly describe what the situation means, its implications, and how it threatens or presents opportunities for your organization. **(60 words)**

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## Make Recommendations in an Operational Context (Continued)

Step 3: ***The Goal:*** Where are we headed? What's our destination? What's the end-point? How far do we have to go? **(60 words)**

Step 4: ***Options:*** Develop at least three response options for the situation you're presented. You can suggest more, but three is optimal for management to choose from. Make sure that one of the options is "doing nothing." **(150 words)**

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## Make Recommendations in an Operational Context (Continued)

Step 5: **Recommendations:** This is what you would do if you were in the boss' shoes, and why. (60 words)

Step 6: **Justification:** Identify the negative or positive unintended consequences, events, and problems that could arise due to the options you have suggested or by doing nothing. (60 words)

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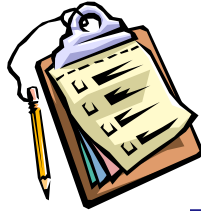
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## Strategic Tools

- Action/readiness templates
- Checklists
- Exposure management & surveillance
- Issue forecasting
- Message maps
- Mind maps
- Option sequences
- Prioritized action steps
- Timelines



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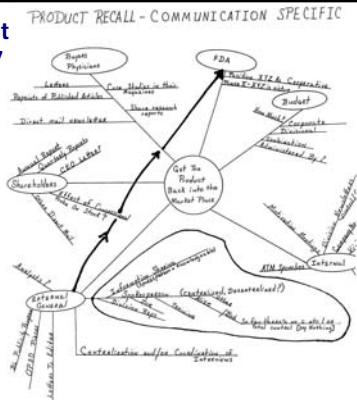
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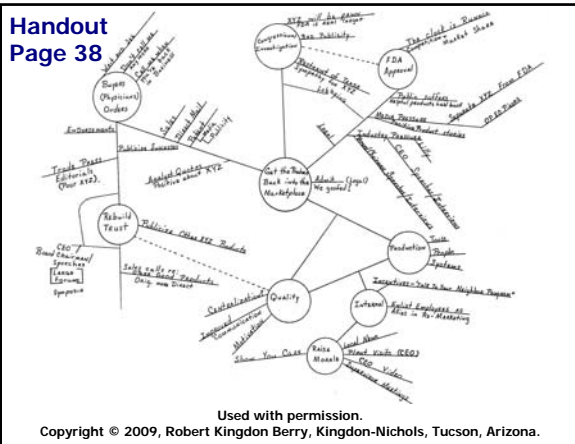
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**Handout  
Page 38**




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## 6. Pattern Intuition

- All incidents and circumstances have prior history and patterns.
- Draw existing information together to extract new insights.
- Find a solution by working against the patterns.
- Forecast based on pattern knowledge.

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## 7. Management Sensitivity

- Aspects of the business will fail or not progress without it.
- Helps the boss achieve his or her objectives and goals.
- Helps the organization achieve its goals.
- Is truly necessary.
- Keeps money.
- Makes money.
- Saves money.

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## Know What Management Wants

- Advance warning, plus options for solving, or at least managing trouble or opportunity, and the unintended consequences both often bring.
- Someone who can forecast patterns of events and problems.
- Something beyond what the boss already knows.
- Well-timed, truly significant insights.

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## Key Insights

- Tomorrow vs. yesterday
- Speak in management language
- Challenge every assumption
- Use tools
- Tell stories
- Seek out patterns

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## See You at the Table



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- *Strategy Pure and Simple, Volume 1*, Michel Robert, Copyright © 1993, McGraw-Hill Trade.
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**James E. Lukaszewski,  
ABC, APR, Fellow PRSA**



### Questions & Answers

To ask a question via  
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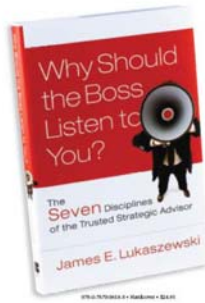
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**Lukaszewski Areas of Practice**

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**Thank You for Attending the IABC Web Seminar  
Wednesday, May 27, 2009**

**How to Develop the  
Mindset of a Strategist**

**By James E. Lukaszewski,  
*ABC, APR, Fellow PRSA***

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# HOW TO DEVELOP THE MINDSET OF A STRATEGIST

## *Handout*

*A Web Seminar Sponsored by the*  
**International Association of  
Business Communicators (IABC)**

*Presented by*

**James E. Lukaszewski,**  
*ABC, APR, Fellow PRSA*

**Wednesday, May 27, 2009**  
**12:00 – 1:30 p.m. EDT**



## *Contents*

- Let's Get Serious About Strategy
- How to Develop Mind of a Strategist
- Mind of a Strategist Diagram
- How Managers Make Strategic Decisions
- The Executive Decision Model
- Mind Mapping – Example #1
- Mind Mapping – Example #2
- How to Become a Strategic Player . . .  
Getting Management's Attention
- Lukaszewski's Manifesto for Winning

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One of the field's leading strategists, Jim Lukaszewski will a) explore the importance of strategy as a management function, b) analyze the process of strategic thinking and c) examine current examples in this **new 4-times yearly supplement**.

## LET'S GET SERIOUS ABOUT STRATEGY

Strategy is a driving force in any business or organization. It's the intellectual force that helps organize, prioritize, and energize what organizations do. No strategy; no energy. No strategy; no direction. No strategy; no momentum. No strategy; no impact.

Strategy is a unique mixture of **mental energy**, injected into an organization through **communication**, which results in behavior that achieves organizational **objectives**.

For public relations practitioners, being strategic is the difference between being just another member of the support staff or being an essential participant on the management team with the ability to make strategic contributions to the overall management process.

Strategy. Sometimes I think there's more talk, wishful thinking, and disappointment over this topic than almost any other in the field of public relations. Practitioners suffer enormous anxiety and frustration over not "being at the table," "guiding the boss," "just being heard," or "just getting invited to strategy meetings."

So, let's have a serious, candid, and useful discussion about two essential elements of the strategy - 1) What it is and 2) Your strategic mindset.

## WHAT IS STRATEGY?

Strategy is, first of all, a state of mind, because a strategist is relentlessly and pragmatically results oriented. Strategy is the combination of attitudes, purposes, possible actions, and decisions bundled together as options for decision and implementation by management. Strategy can:

- Give energy and momentum to a series of actions.
- Deny or drain energy and momentum.
- Draw attention.
- Confuse, obfuscate, and blur.
- Distract and dis-inform.
- Focus and intensify.
- Motivate and move people to action.
- Surprise, overwhelm, and dislocate.
- Ignore all previous assumptions, but still create a win.
- Create new directions by recombining old assumptions with new insights.

## IT'S ABOUT HOW YOU THINK

Strategy begins in the mind. It's a mental set. It's a method of thinking before it becomes a style of action. To be a strategist, it's essential to understand the three fundamental steps to creating strategy:

- A clear understanding of the issues, problems, or questions to be addressed.
- A method of analysis or pattern of recognition.
- A translation process that enables management to understand and act on the

insights and advantages of the strategic approach they will select from the options presented.

## GETTING TO THE TABLE

If you're one of those who is frustrated or anxious about being out of the loop, don't feel alone. I have some first-hand news from the front lines of management. During the last 14 months I've made presentations and conducted workshops about strategy for security directors, HR managers, corporate counsel IS managers, financial officers, purchasing agents, plant managers, and hundreds of public relations practitioners.

The news? Every single one of these groups has as its top priority getting to the table, which means advising the boss and playing a key strategic role. There is a nearly constant corporate staff rush hour, with everyone heading towards the boss' office or to wherever the organization's strategic decisions are being made.

Ironically, in the past few months I've also had the opportunity to advise and make presentations before groups of chief executives. They have a rather surprising point of view - something like this: "Please spare me from another amateur corporate strategist - the person who doesn't have a clue about how the company operates, my goals, or our critical strategic needs; but who yaps at me every day and calls it strategy. What I'm hearing is 'Appreciate my work,' 'Recognize what I do,' or

'Give me a leg up on the other staff functions because I'm loyal."

While you may feel that the boss "really needs to understand what you do," to the boss that's just more yap yap yap, whine whine whine. Translation? When you can truly help the business in some substantive way, you will make it to the table. But if all you offer is how to get a news release out or the standard tactics from the pr tool kit, you're not going to be invited to the table – at least while the discussions and decision making are taking place.

## HELPING MOVE THE ORGANIZATION

Bosses expect good staff work. The question is, does your staff work help those who actually know the business to do the business better, every day, from their perspective. If that's not what you have to contribute, your limited value as an advisor to management will be quickly discovered and you'll be excluded from the table.

I'm continually asked to review public relations plans and "strategies." It's striking to note that the vast majority of these activities have absolutely nothing to do with the strategic goals of the organization – at any level. *But, they are interesting and sometimes even award-winning public relations projects.*

Bosses need to be with revenue producers, cost managers, business operations strategists. These areas are of greatest concern to them. Does the boss ever want to hear from staff

executives about their concerns and strategies? Of course, if what is shared provides:

- Valuable, useful, applicable advice beyond what the boss already knows;
- Well-timed, truly useful intuitive insights; and/or
- Advanced warning and options for managing trouble or opportunity, and their unintended consequences.

## WHERE MANY PRACTITIONERS FAIL

Staff functions like public relations are not constant players at strategy meetings for some rather obvious reasons:

- Public relations solutions aren't necessarily a critical part of every business decision.
- Whining about the importance of the media has only limited value.
- Discussions about releasing information before the facts are known are disconcerting.
- Rarely are media concerns the first priority in any management decision.
- Spilling your guts is not a strategy.
- Public relations isn't viewed as a bottom-line function – because it isn't.<sup>1</sup>

## STRATEGIES MUST MEET THESE TESTS

1. Does it help the boss achieve his or her objectives?
2. Does it advance the purposes and goals of the entire enterprise?
3. Is it truly necessary, even if the answers to 1 and 2 above are yes?

4. Will the business or some aspect of the business fail or not succeed without it?

In most strategic environments what is most important is the ability to do and recommend less – but make what is suggested substantive and very important.

One clear lesson: dump the cynicism about management and get on the team. If your boss' team won't have you, find a team that will.

#### **SO MANY "STRATEGIES" FAIL BECAUSE THEY:**

- Don't serve a genuinely strategic interest.
- Don't have sufficient support and management "lift."
- Are developed without input and participation from the boss or someone the boss trusts.
- Usurp territory of others.
- Aren't related to those currently controlling the business.
- Are poor, unconvincing advocacy.

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<sup>4</sup>I know this point of view is upsetting, but it's absolutely correct. Why do public relations and communication activities take the first hit every time a CEO wants to cut expenses or bump up the stock price? Why is it that so many corporate public relations departments have been decimated or that even those with operating and marketing divisions are small? The answer is the boss doesn't believe that public relations is a bottom-line function, and we've never been able to conclusively demonstrate the bottom-line impact of this staff activity.

Besides, it's the wrong argument. Any time a staff function within an organization argues that it's a bottom-line function, it will be judged that way. If you live by the bottom-line function argument, you'll die by the bottom-line function argument. If management truly believed that staff functions were bottom-line issues, corporate staffs would be enormous, and we wouldn't be "wasting our time" trying to figure out how to be strategic. This argument is a lousy strategy for convincing the boss to do anything unless, like operating departments, you can prove it.

## HOW TO DEVELOP THE MIND OF A STRATEGIST

Strategy is a mindset, a way of thinking about decision making, work issues, even a wide variety of life-related issues. Michel Robert in his 1993 book, *Strategy Pure and Simple: How Winning CEOs Outthink Their Competition*<sup>1</sup>, defines strategic thinking as, ". . . a fresh approach to the subject of strategy. It identifies the key factors that dictate the direction of an organization and is a process that the organization's management uses to set direction and articulate their vision."

In his newest volume, *Strategy Pure and Simple II: How Winning Companies Dominate Their Competitor*<sup>2</sup>, Mr. Robert makes the key point that, ". . . the companies that will prosper and outpace their competitors during the next two decades will be those that will be able to outthink their competitors strategically . . . the winning CEO in the future will be the one who can craft a singular strategy that gives the company a distinctive advantage." Becoming a strategist means committing to a mental approach that outthinks the competition, or the opposition, or the media and produces a distinctive or unique approach, series of steps, solution options, or direction choices.

It's easy to list these outcomes but much tougher to consistently achieve them. Keep in mind that we're talking about a management process, not the creative process. Creativity and strategy are different. I'll address the differences in a future column. Today let's help you learn how to develop the mind of a strategist. Let's begin by helping you assess your strategic tendencies.

### A LITTLE SELF-ANALYSIS

How strategic are you? What's your strategic mindset? Here's an exercise you can do privately to determine just how strategic you really are. Assess yourself against these strategic attributes:

1. **Inconsistency:** The strategist is intentionally inconsistent; in fact with a true strategist, inconsistency is a virtue.

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<sup>1</sup> Robert Michel, *Strategy Pure and Simple: How Winning CEOs Outthink Their Competition*, McGraw-Hill Inc., New York, 1993, ISBN 0-07-053131-5, LOC 92-23176.

<sup>2</sup> Robert Michel, *Strategy Pure and Simple: How Winning CEOs Dominate Their Competitors*, McGraw-Hill Inc., New York, 1997, ISBN 0-07-053133-1, LOC 97-39581

Strategists relentlessly question all assumptions. The goal is always a different approach and identifying new options.

Are you predictable? Do you approach problems in the very same way, is what you recommend and think about virtually the same every time?

2. **Conclusive Approaches:** The strategist seeks the force and impact of a conclusive result even though that result may only be one of a series of increments and often not terribly exciting or very visible.

Is your approach always to try to find the "big idea" or, if that's impossible, to "do things," or to create activity and action, or to simply generate visibility?

3. **Substantive Intensity:** A strategist applies focus and intensity to the most critical parts of a problem or opportunity through fact-finding, truth seeking, and reality testing.

Do you focus primarily on the communication aspects of an issue? Can you see problems and issues and their priorities from the boss' perspective? Do you make operating recommendations, or do you merely suggest language changes or media contact that produces mindless visibility?

4. **Laggership, Entropy:** A strategist understands the priority and sequence of doing something and also of doing nothing. There are always a variety of options for action, including non-action.

Are you a person with a bias for action, attack, stuff, things, and the irrepressible urge to tell people?

5. **Pragmatism:** A strategist attempts to clarify, refine, and carefully target; to deal in facts, truth, and reality-based information; and, wherever possible, to forecast results that can actually or reasonably be achieved as well as the unintended consequences of various action options. A strategist usually forecasts underwhelming results.

Is your focus on the words more than analysis of problems and opportunities? Can you, do you accurately forecast the intended and unintended results of your recommendations?

## A USEFUL MODEL

The model I like most for describing the strategic thinking process was developed by Kenichi Ohmae as presented in his book, *The Mind of the Strategist: Business Planning for Competitive Advantage*<sup>3</sup>. The epiphany, for me, came on page 14 of this book through an illustration called, "The Mind of a Strategist."

The powerful insight of Mr. Ohmae's approach is his analysis of the three management thinking methodologies:

- Mechanical systems thinking (I call it "linear thinking");
- Intuition; and
- Strategic thinking.

Let me talk about each of them as I've come to understand them and teach them to others.

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<sup>3</sup> Kenichi Ohmae, *The Mind of the Strategist: Business Planning for Competitive Advantage*, Penguin Business Library, New York, 1982, ISBN 0-14-00.9128-9 (paperback), LOC 82-2567.

## Linear Thinking

The linear thinker is the manager, boss, or specialist; the physician, the economist, the engineer, the scientist, or your typical CEO.

This thinking is typified by a more chronological, more linear approach. Linear thinkers are the people who not only plan with the end in mind, but actually use a structured outline format, chronology, order of manufacture, etc. It's the doctor, lawyer, engineer, MBA, operations manager, boss.

They are the people that public relations people or any creative or intuitive person loves to hate because linear thinkers seem so organized, so "logical," so ... well, linear. Very few public relations people can be linear thinkers for long. This is the reason why few public relations professionals ever become CEOs of businesses other than public relations agencies. And, my guess is that most PR agency CEOs would rather be in the field with clients anyway.

With the linear thinker, the end to be achieved is identified early (maybe years earlier), and a plan is constructed backwards to include every detail, up to and through today.

## Intuitive Thinkers

Public relations professionals and other creative people such as artists, painters, news reporters, and writers are intuitive thinkers.

Intuitive people don't indulge in much truly analytical thought.

The goal is to find the great idea and/or the most interesting or creative solution - the big idea.

The "Jell-O Phenomenon" is the best way to describe how the intuitive thinker works. You've all made Jell-O or at least know what it is. You boil the water, stir in the powder until it's dissolved, put the bowl in the refrigerator, and at some point in time - we're not exactly sure when (there may be a deal between God and General Foods) - Jell-O happens. It's an amazing mystery.

While the linear thinker is driven by a timeline, a chronology, and a structured outline with basically all of its elements known, the intuitive thinker is simply driven by a deadline. There is little long-range thinking about how things will turn out until the very last minute just before the deadline (when the Jell-O Phenomenon happens). It's unexplainable. It's a mystery. With the intuitive thinker, no deadline, no progress.

It's this unexplainability, the lack of evidence, which upsets the linear thinker (read boss) and frustrates the intuitive thinker (read PR person/reporter) because, "they (linear thinkers) just don't get it."

## Strategic Thinkers

The strategic thinker takes an entirely different approach - on purpose. Inconsistency is one of the key attributes of strategic thinking.

It's consciously, relentlessly, purposely following different approaches.

The strategist is intentionally going for a result that no one expects or may recognize.

Liberal interpretation of Ohmae, strategic thinking is a process involving four segments:

- Problem dissection;
- Analysis and weighing of constituents;
- Scenario development based on different constituent configurations or options; and
- Creative re-integration.

Examination of Mr. Ohmae's diagram shows just how different the three thinking styles are:

- The linear thinker moves symmetrical concepts around, more to reconfigure than to re-invent.
- The intuitive thinker seeks the critical fact, idea, notion, or insight among a host of other potential ideas and concepts.
- The strategic thinker is, literally, deconstructing the problem in ways that are unique. The pattern of assumptions made by the intuitive and linear thinkers are totally challengeable in the strategist's mind.

As you compare the solutions in Mr. Ohmae's diagram, you see a graphic depiction of the difference in the product these thinking styles produce.

The **linear thinker's result** is symmetrical, it adds up, has balance, and to a certain degree resembles the original problem.

The **intuitive solution** is the classic "silver bullet."

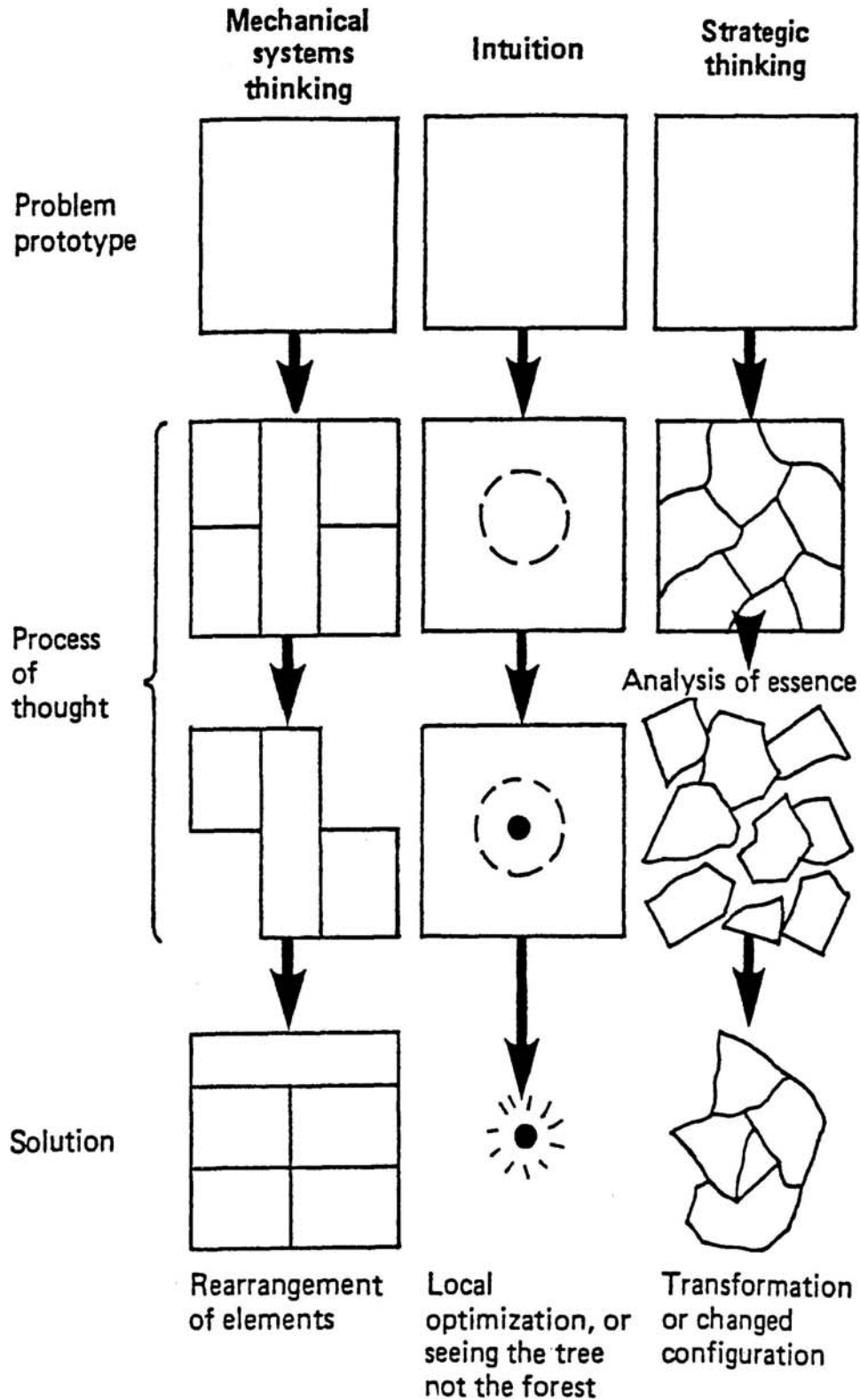
The **strategist's solution** often looks very little like the original problem. And, in fact, while utilizing elements of the original problem, a distinct and unique solution is the result. A strategist's goal is to transform the problem prototype into a command opportunity, a command strategy, a series of actions leading to a powerful result or series of results.

Clearly, good managers and decision-makers, even staff people, are situational thinkers. They can be intuitive. They can be strategic. But, for an organization to execute a strategy there must be a process by which strategy is developed and then translated into language and action plans that everyone can understand and support.

In the next issue of strategy, I'll talk specifically about how managers make strategic decisions and how intuitive thinkers and strategists can structure advice and counsel in ways that make both more understandable, acceptable, and usable for management.

(For more information on this subject, contact the author by E-mail at [tlg@e911.com](mailto:tlg@e911.com) or explore his Web site at [WWW.e911.com](http://WWW.e911.com).)

# THE MIND OF THE STRATEGIST



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## HOW MANAGERS MAKE STRATEGIC DECISIONS

Each year an astounding number of books and articles appear around the world on the subject of management decision making, leadership, goal setting, and achieving victory (or at least management success).

No matter which prescriptions or labels from creative management gurus you choose, there is a recognizable pattern of management decision making. The model that emerges has six important components with an optimum order. For decisions that matter, all six components will come into play. Omitting or skipping a component or changing the order is how mistakes happen, damage occurs, careers as well as companies get redefined.

Each of the six components has three powerful common elements:

1. **Factual basis:** What we actually know, can count on, trust, or see.
2. **Real-time:** On issues that matter, ideally there is a very small gap in time between decision and action. The larger the separation between decision and action the greater the likelihood that significant factual change may make a portion or all of the action less than optimum.
3. **Outcome focus:** Strategic decision making is always about the future. The past can only be re-imagined, reconfigured, rewritten, relived, and reinterpreted. It can't be changed. Looking forward allows us to set the past aside and deal in today and tomorrow. This is a much more positive and controlling approach.

## THE IDEAL PROCESS

In theory, management decision-making goals are easily identified: decisions are *rational*; reasoning is *logical*. If the process can achieve rationality and logic, the decisions made and actions taken will be *unemotional* and *incremental*.

Management decisions achieving this level of clarity will seem *well motivated* and *effective*.

## THE REALITY OF THE PROCESS

If you're having trouble recognizing the ideal as being consistent with how you see managers make decisions in your work environment, that's because, of course, reality is quite different. More typical managerial decision making is *incident driven*; management has little choice in the size, the scope, sequence, or timing of events.

Situations are often so *underfactualized* that logic is very difficult, if not impossible. Information is always insufficient.

Often the more important the decision, the more likely it will be pushed off until it has to be made on an *urgent* (panicky?) basis where management has little choice but to invest enormous amounts of *emotion and energy* into the execution and *rationalization* of decisions and timing. Real communication is either non-existent, via the grapevine, or defensive.

Results are inconclusive. What is achieved is not nearly what was contemplated. So, the exact same process gets repeated, several times.

Decision making this way shows management to be insufficiently prepared. Management won't like it, but move on to the next set of decisions.

## CHAOS = OPPORTUNITY FOR PUBLIC RELATIONS

This chaotic decision-making approach is the *opportunity environment* for the strategic public relations advisor. The

challenge is translating what we so easily and intuitively arrive at into a fact-based, real-time, outcome-focused approach management can actively absorb. Your contribution to the decision making process will insert your knowledge into the selection of a course of action. And, you could be asked to stick around to help with other issues, too.

In strategy number 2 (7/20/98) the public relations practitioner was described as an almost purely intuitive thinker. Understanding thinking styles of managers and those who advise them illustrates the need to appropriately transform information so its true value can be absorbed into strategic objectives, and to help manage some of the chaos, too.

Since most managers are predominately process thinkers and linear decision makers, information coming their way that doesn't neatly fit into some part of their thinking style is noted, but is then discarded or becomes quickly irrelevant.

## PROVIDING STRATEGIC INPUT

How information is structured when presented to management is very important. No matter how bold the solution proposed, its obvious commonsense, or its absolute applicability, managers can't absorb it unless it fits into their processing capacity, builds on their intuitive skills and experience, and allows them critical space to assimilate. If it also happens to be brilliant and creative, that's okay but often not essential.

Brevity is crucial. Figure 1, *Strategic Decision Making Worksheet* (see pg. 4), is a

valuable tool on one side of a single sheet of paper. Remember, we were talking strategy here, not planning. Avoid overkill. Other good reasons for brevity are:

- There will be just a few minutes to explain it (600 words or less).
- Concentrated, well-structured information is easier to include and more likely to achieve ownership by others.
- Most critical decisions are made based on experience, intuition, and some recently gathered facts.
- If the information is provided in a manual with 10 tabs and says "Plan," before the strategy and goals are even read, they may have to be re-done and will probably be ignored anyway.

## THE MANAGEMENT DECISION-MAKING PROCESS

The public relations practitioner can easily master all six elements. If the "strategy" can't be adequately addressed in this structure, it's probably not a strategy:

1. **Situation:** A brief description of the nature of the issue, problem, or situation that requires decision, action, or study.

This is the factual basis or "Here's what we know now."

2. **Analysis/Assumptions:** A brief description of what the situation means, what its implications are, and how it threatens or presents an opportunity to the organization. Include the one or two key assumptions that validate the analysis.

Managers always need to know why, but not in great detail. They're also interested in the intelligence you've gathered or know about that supports your analysis and assumptions.

3. **The Goal:** A clear, concise statement of the task to be accomplished (sometimes the reason or purpose for accomplishing it) or the target to be reached and why.

Goals keep everyone focused. Useful goals are understandable, achievable, brief, positive, and time/deadline sensitive.

4. **Options:** Provide at least three response options for the situation as presented and analyzed.

This is the area where intuitive thinkers fail frequently. They focus on the silver bullet. If you have only one recommendation and there are even a couple of questions about it, it will die and you'll be out of the discussion for the duration.

For example, what if you're asked, "What if we do nothing?" Doing nothing should always be an option in every strategy, and thoroughly examined. Recommend your optimal choice and recommend things you can and will do. Be prepared to do something in between the things you've recommended.

5. **Recommendation:** This is specifically the choice you would make among the options presented. The recommendation is usually

selected on the basis of which option will cause the least number of unintended negative consequences.

This is where you earn your paycheck. The boss always wants to know what you would do if you were in his/her shoes. Be prepared to walk through a similar sort of analysis for each of the options proposed.

- 6. **Justification:** These are the reactions or circumstances that could arise resulting from the options you suggested or by doing nothing.

Every management decision or action has consequences that can be forecast. Each also has unintended consequences that can be forecast. Inadequate provision for consequences is what sometimes can sabotage an otherwise useful strategy.

This is a strategic approach. It leads to productive, focused planning. Use it and you'll get to help managers at every level in their strategic decision making.

### FIGURE 1: STRATEGIC DECISION-MAKING WORKSHEET

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**KEY ISSUE:** \_\_\_\_\_

**SITUATION:**

A brief description of the nature of the issues, problem, or situation that requires decision, action, or study.

**ANALYSIS/ASSUMPTIONS:**

A description of what the situation means, what its implications are, and how it threatens or presents an opportunity to the organization.

**GOAL:**

A clear, concise statement of the task to be accomplished.

**OPTIONS:**

Provide at least three response options for the situation as presented and analyzed.

**RECOMMENDATION:**

The choice you would make among the options presented. The recommendation is usually selected on the basis of which option will cause the least number of unintended consequences.

**JUSTIFICATION:**

Positive or negative unintended consequences, reactions, or circumstances that could arise from the options you suggested or by doing nothing.

TO: Executive Addressed

FR: James E. Lukaszewski, *ABC, APR, Fellow PRSA*  
Chairman

RE: The Executive Decision Model: Three Minutes to Strategic Executive Decision Making

One crucial reality of being a trusted advisor is that the best and most useful advice is often needed in a brief period of time (on-the-spot) under the pressure of events. The Executive Decision Model is a compact, direct process for giving those you help focused, accurate, and complete information – framed in a strategic way – from which to choose a course of action.

The discipline is to use this highly focused, structured, time-sensitive approach to get your recommendations promptly put forward. This allows the balance of discussion time, meeting time, or face time with those you advise to be productive and directed toward helping them make better decisions. The six elements of the process are described below.

**Step 1: Situation description (60 words):** Briefly describe the nature of the issue, problem, or situation. This is the factual basis for “what we know now,” “why we need to take your time, now, to discuss this,” or “This is a new and important topic we need to talk about, now.”

**Step 2. Analysis (60 words):** Briefly describe what the situation means, its implications, and perhaps, how it threatens or presents opportunities. Include one or two key assumptions that validate the analysis. Managers always need to know why, but not in great detail. They’re also interested in the intelligence you’ve gathered or know about that supports your analysis, assumptions, and recommendations.

**Step 3: The goal (60 words):** The clear, concise statement of the task to be accomplished. Goals keep everyone focused forward. The goal should be stated as the behavioral, emotional, or intellectual change in your target constituencies. Useful goals are understandable, brief, achievable, positive, and time/deadline sensitive.

**Step 4. Options (150 words):** Always present at least three options for action. You can suggest more, but three is optimal for management to choose from. The goals you suggest are to “do something,” “do something more,” or “do nothing.” Having multiple options keeps you at the table and avoids the “death by question” syndrome that often strikes should you have only one recommendation. Lose that single recommendation through a crucial unanticipated question, and you’ll be out of the discussion for the duration.

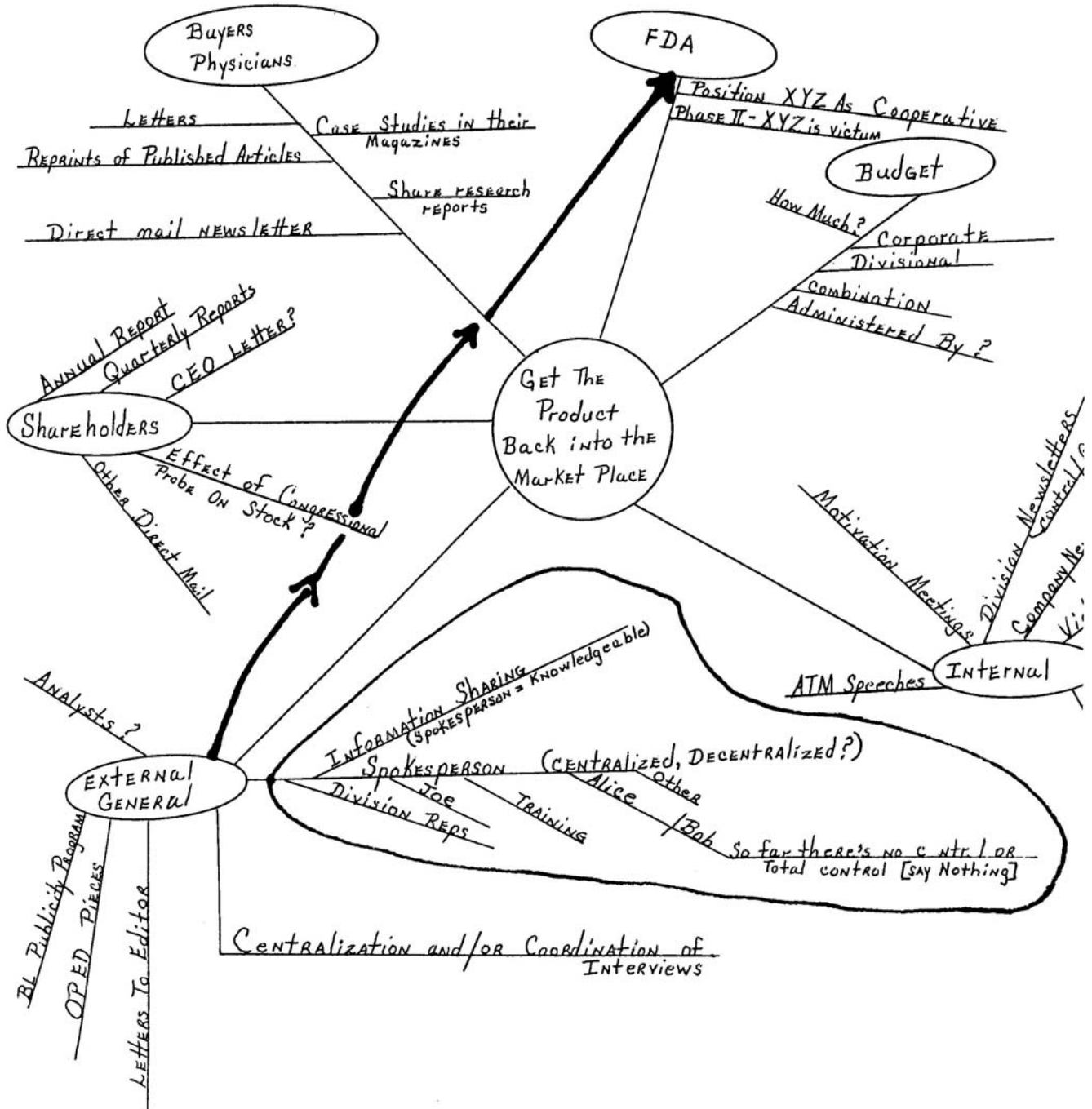
**Step 5. Recommendation (60 words):** Be prepared to say what you would do if you were in your boss’ shoes, and why. The recommendation is usually selected on the basis of which option will cause the least number of negative unintended consequences. This is where you earn your paycheck and a place at the table. The boss always wants to know what you would do if you were in his/her shoes. Be prepared to walk through a similar sort of analysis for each of the options proposed.

**Step 6. Justification (60 words):** Identify the negative unintended – but fully predictable – consequences of each option, including the option to do nothing. These are the reactions or circumstances that could arise resulting from the options you suggest (including to do nothing). Every management decision or action has consequences that can be forecast. Each also has unintended consequences that can also be forecast. Inadequate provision for consequences is what can sabotage an otherwise useful strategy.

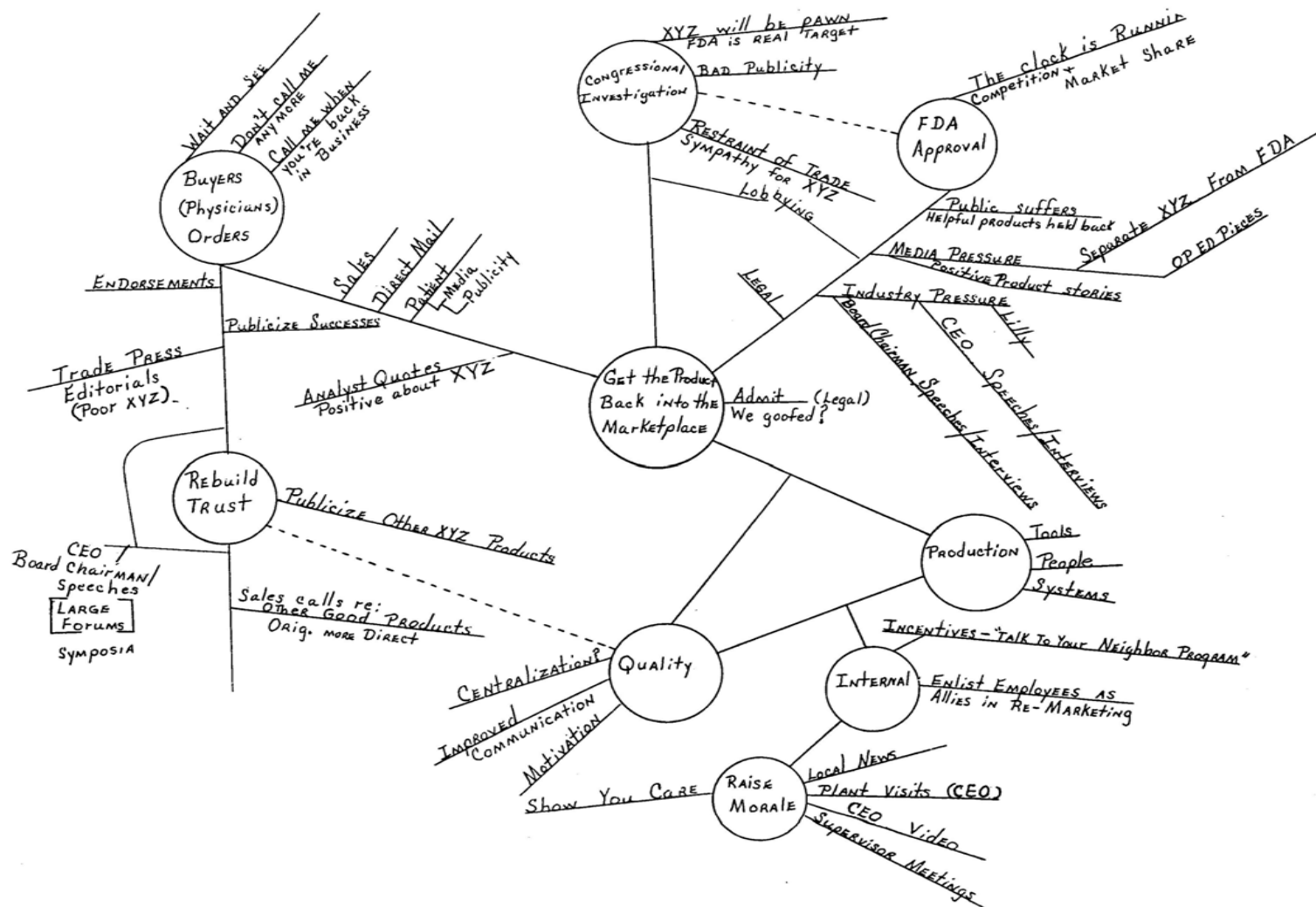
Striving to provide advice in this 450-word format (three minutes) is powerful, conserves management time, and coupled with the discipline of suggesting three action options every time, will get you invited back to the table again and again. Anyone who can spontaneously provide three decision options, on-the-spot, every time, is an extraordinarily valuable individual. If you want to be where the important decisions are made, when important decisions are being made, the three-minute strategy process will help get you there.

# MIND MAPPING EXAMPLE #1

## PRODUCT RECALL - COMMUNICATION SPECIFIC



## MIND MAPPING EXAMPLE #2



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## **HOW TO BECOME A STRATEGIC PLAYER . . . GETTING MANAGEMENT'S ATTENTION**

Becoming a truly strategic asset to management is one of the most challenging aspects of the communications profession. For the majority of practitioners, when they are finally allowed into the inner sanctum, the boss tells them, "Here's what we have to say. Go and say it," or, "Get your buddies in the press to print this." This happens because:

1. The PR advice usually offered (and expected by management) is related to tactics (i.e., news releases, making statements, shaping words, and responding).
2. The advice given is focused around the "why" of communications rather than advancing strategic business issues.
3. The ideas presented are out of sync with the goals and operational needs of the business or simply too late in the process.
4. Managers see little or no strategic relevance.
5. On issues that matter, lawyers, human resources, other staff, and consultants have more "juice" with management.

### **BECOME STRATEGIC**

Being a strategic player begins with becoming strategic yourself, but from the boss' or client's perspective. Who should the boss listen to? Whose advice is acted on? Who does the boss call? Why should the boss call you? When bosses and corporate leaders talk about the kinds of support they need from those around them, a very interesting list develops. Bosses need people who:

- Listen, that is really hear and respond to what is heard and hear enough to respond appropriately before blurting out some solution.
- Are usefully intuitive (even the best managers can use more of that sixth sense).
- Give useful feedback, promptly:
  - Data feedback—new information.
  - Feeling feedback—the emotional temperature of an organization or its constituents.

- Intelligence—information derived from surveillance and monitoring of issues and ideas critical to the organization.
- Inspire and add useful emotional and psychological energy to the management process and other people.
- Are trustable (they can keep their mouths shut).
- Bring instant insight (they have the ability to distill useful lessons and value from the contrast of ideas, information, and experience).
- Are complete thinkers (see *Strategy No 3*).
- Are pragmatists (individuals who can make useful, positive, constructive suggestions – on the spot).
- Understand the dollar value of time, are brief and to the point with a bias for action: Do it now, fix it now, repair it now, and ask it now.
- Understand the difference between strategy, planning, and tactical action.
- Provide useful advance information.

## BEHAVE STRATEGICALLY

Here are some behaviors I've observed time and again that make an individual strategic.

### 1. Altitude/Perspective

A strategist views and analyzes issues, problems, and situations from a mental altitude sufficient to disconnect assumptions, preconceptions, and observes the patterns.

### 2. Momentum/Motion

The strategist can take a given goal or series of targets and develop an integrated set of forward-moving steps to achieve them.

### 3. Pragmatism/Reality Checks

There are always immovable objects, ideas, patterns, turf politics, habits, and customs that need to be avoided, overcome, overturned, accommodated, or eliminated. The strategist evaluates the most doable courses of action

among all and the consequences of various approaches.

## 4. Engagement/Adaptability

Strategy is dynamic. Once action begins on any strategy, every move has the potential to require whole new approaches. A strategist is there observing, analyzing, revising, anticipating, guiding, and coaching.

## ANALYZE YOUR APPROACH

Can you be an effective strategist in your organization? Answering these questions will help you assess yourself.

1. Can you separate yourself from your own predisposition and habits to truly look at situations and issues dispassionately?
2. Do you add positive energy and purpose to management action, even when decisions are made that ignore, seriously change, or are the opposite of your strategic advice?
3. Can you routinely get very different organizational constituencies (lawyers, engineers, operators, managers, etc.) to listen to you and use what you recommend?
4. Do you get the organization to move in productive directions and, once moving, stay the course?
5. Does management routinely expect truly strategic contributions from you, whether they solicit them or not?
6. Does the boss call you before thinking begins on making a tough decision?
7. Do you wait for the boss to call?
8. When bad news happens, do you get it to the boss quickly with on-the-spot impact analysis and action options?

## BE AN AGENT OF TOMORROW

One of the most interesting strategic techniques for providing advance information to management was devised by Jerr Boschee and Scott Meyer while they were at the Control Data Corporation some years ago. They called it "Exposure

Reporting.”<sup>4</sup> We have since reconfigured their concept into “Exposure Management and Surveillance.”

## **EXPOSURE MANAGEMENT AND SURVEILLANCE**

Exposure Management and Surveillance is the purposeful monitoring of key corporate exposure sources and issues.

The goals of exposure management and surveillance are to:

- Provide a snapshot of the corporation’s current exposures;
- Send an early-warning signal identifying issues or corporate actions that could lead to significant public attention;
- Alert management to possible threats and opportunities;
- Anticipate planned and unplanned visibility;
- Prepare management to act promptly, conclusively, pragmatically;
- Mitigate, early, problems and threats;
- Estimate the potential organizational impact and exposure from threats, opportunities and circumstances; and
- Suggest an outline of actions and options being taken to manage the impact of both current and future exposures.

The information rarely exceeds three typed pages and is so valuable and vital that its distribution is limited to very senior management.

The report lists key events in six categories:

- Areas of sensitivity;
- Significant media contacts;
- News releases, high-profile events scheduled;

- Other major exposures (such as speeches, testimony, customer visits, etc.);
- Future events of note (beyond two weeks); and
- Chatter about us in various forums.

## **BENEFITS TO MANAGEMENT**

The Exposure Management and Surveillance process provides a number of important strategic benefits to the organization’s leadership and the communications function.

- These critical reports demonstrate to senior management that the public relations/communications function was capable of managing problems and crisis rather than simply reacting and reporting;
- Senior management is put squarely in the middle of the strategic planning process; they receive options for consideration and the ability to question strategy and tactics before the organization acts or reacts;
- Those in communications and key staff functions redefine their jobs and job purposes in terms of vulnerabilities and contingencies;
- More problematic scenarios rise to the surface and get more thoughtful, early consideration (e.g., the death of a key executive, plant explosion, drug bust, pandemic, or employee violence);
- Response time is improved because readiness is enhanced so dramatically
- Management will tolerate interruptions from communicators and, perhaps, other staff functions more readily because they have been sensitized by the information they received earlier in exposure reports; and
- This tool can change the behavior of line managers to thinking more about vulnerabilities, response strategies, and contingency plans; in the best case, they are driven to call their communications advisors and counselors more quickly, and perhaps even rely more on their advice.

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<sup>4</sup> Private correspondence between the author and Scott Meyer.

- Over time, the exposure report and surveillance process may begin to reveal even larger numbers of potential vulnerabilities as managers and leaders become more sensitive to the real-time nature of visibility management requirements; and
- The communications function is enhanced because it is now in a position to help executives obey a fundamental law of managerial survival—no surprises, in combination with getting ready more correctly, the first time.

Exposure Management and Surveillance focuses on current high value topics and the direct relevance of threats, perceptions, actions, and risks from the perspective of the manager and leader. Where used, it gets acceptance because it fills a key void in management information needs. The approach is helpful, positive, insightful, early, and relevant.

The array of issues and subjects that are monitored in the typical exposure management and surveillance program are illustrated in Figure 1 below.

## ISN'T THIS JUST ISSUES MANAGEMENT?

Senior executives often associate Issues Management with the charts, phases, and complexity that are perceived as soft, with little immediate impact and value, although there may be significant long-term value.

(For more information on this subject, contact the author by e-mail at [tlg@e911.com](mailto:tlg@e911.com), explore his Web site at [www.e911.com](http://www.e911.com), check out his blog at [www.e911.com/crisisgurublog.html](http://www.e911.com/crisisgurublog.html), or connect with him through LinkedIn at [www.linkedin.com/in/jameslukaszewski](http://www.linkedin.com/in/jameslukaszewski).)

**FIGURE 1**  
EXPOSURE MANAGEMENT AND SURVEILLANCE PROCESS

<p style="text-align: center;"><b>Phase I</b> <b>Identify Specific Corporate Exposure Sources, Issues, and Threats</b></p> <p><b>A. Identify Actions, Decisions, Events, And Activities to Be Monitored</b> (Select those with special significance for impact and threat analysis in 'B.')</p> <p>___ Activist demonstrations/threats ___ Angry neighbors ___ Competitive breakthroughs ___ Congressional Testimony ___ Corporate liability ___ Criminal investigations ___ Employee unrest ___ Executive speeches ___ Government investigations ___ Hazardous waste ___ High-profile litigation ___ International sanctions ___ Key executive public appearances ___ Labor negotiations or actions ___ Major site – specific issues ___ Risk management plan (RMP) ___ Serious environmental cases ___ Significant news interviews ___ Web/new media exposures ___ Whistleblowers</p> <p><b>B. Forecast Impact/Threat level</b></p> <p>1. (Score each of these items a value of 1-10, where 10 equals the highest level of impact) 2. (Score each of these items a value of 1-10, where 10 equals the highest degree of threat)</p> <p>___ Adverse court decisions ___ Angry employees ___ Anti-corporate action ___ Congressional hearings ___ Cyber attacks ___ Emergency potential ___ Emerging issue or problem ___ Exquisite threat ___ Indictment of managers or employees ___ Internal documents leaked ___ Major management decisions ___ Major media story ___ New media chatter ___ Plant closing ___ Product problems ___ Prosecution ___ Protestors ___ Regulatory problems ___ Takeovers ___ Whistleblowers</p>	<p style="text-align: center;"><b>Phase II</b> <b>Combined Score</b></p> <p>(Add the impact and threat numbers together to determine a combined score. List up to five items with the highest scores here – in descending order of highest score to lowest). These are your highest priority issues for exposure management, surveillance and readiness activity.</p> <table border="1"> <thead> <tr> <th>Issue or Threat (up to five)</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>1. _____</td> <td>_____</td> </tr> <tr> <td>2. _____</td> <td>_____</td> </tr> <tr> <td>3. _____</td> <td>_____</td> </tr> </tbody> </table>	Issue or Threat (up to five)	Score	1. _____	_____	2. _____	_____	3. _____	_____
Issue or Threat (up to five)	Score								
1. _____	_____								
2. _____	_____								
3. _____	_____								
<p style="text-align: center;"><b>Phase III</b> <b>Issue Confidential Limited Distribution Exposure Reports</b></p> <p>(Write a synopsis for each of the issues or threats listed in Phase II. Each synopsis should explore why the issue or threat is of utmost importance to the organization, the specific impact to be expected, and the consequences failing to be ready.)</p> <ul style="list-style-type: none"> <li>• Number all copies.</li> <li>• Prohibit any duplication, faxing, further e-distribution.</li> <li>• Collect copies after 72 hours.</li> <li>• Revise surveillance and exposure goals and adjust readiness plans and strategies to reflect new information, and current situation, quarterly.</li> </ul>									
<p style="text-align: center;"><b>Phase IV</b> <b>Meet Quarterly for Exposure Review</b></p> <ul style="list-style-type: none"> <li>• Identify new vulnerabilities and risks</li> <li>• Eliminate old vulnerabilities and risks</li> <li>• Provide direct feedback for revisions to readiness plans</li> </ul>									

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The  
Lukaszewski  
Group

Management Consultants  
In Communications

## LUKASZEWSKI'S MANIFESTO FOR WINNING

### Keeping Yourself and the Things That Matter Under Control

This manifesto is a personal and often publicly declared set of principles, policies, or intentions, for addressing public circumstances and situations, behaving with integrity, honesty, and even good humor. If your mother could teach you the rules for winning in the irritating, aggravating, agitating environment of being under attack in the news media, personally, politically, or professionally, here's what she (or most moms) would tell you to do:

1. **Speak only for yourself.** Say less, write less, but make these communications really important.
2. **Answer every question.** Honorable organizations, people, programs, and initiatives can answer any question. Aim for 75-150 word responses. This is 30-60 seconds reading or speaking time.
3. **Always let others speak for themselves.** When you try to speak for others, you will always be wrong, and attacked or humiliated for being wrong.
4. **Avoid claiming that you agree with your opponents** on anything, unless they say so first. Once opponents say it, you may quote them saying it, but always say what you believe to be true and back that up.
5. **Avoid saying that you work closely with public agencies,** other organizations, or even individuals related to your situation (even if you believe you do), unless they say so first and you then quote them. Otherwise, they can deny it (especially if controversy arises) or point out, as some may quite quickly, that whatever links exist are rather weak. They will then describe those weaknesses or deny that you have any real influence.

Those who can and may support you in the future (public or private) must have their status preserved for the long run. Drawing them into your discussion could needlessly make them targets of attack. They will have to abandon or, perhaps, denounce or distance themselves from you.

6. **Assume that everyone in the discussion has more credibility than you do.** Your job is to validate your credibility, every time, rather than to discredit others.
7. **Be relentlessly positive and constructive.** Negative words and criticism provide the fuel opponents thrive on.
8. **Focus on the truly important 5%;** forget the rest. Respond to and develop what truly matters.
9. **Let attackers discredit themselves.** Emotional words plus negative, destructive language equals less truth and trustworthiness.
10. **Practice laggership.** Speak second but always have the last word.

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11. **Be calm.** Critics, agitators, and bullies are energized by anger, emotionalism, whininess, and negative counter attacks.
12. **Silence is always toxic to the accused.** After a while, even your friends will sacrifice or question you.
13. **Refuse to be distracted** by negativity, friendly pressure, or the agendas of others. They are not in the spotlight. You are.
14. **Discourage others from explaining your situation.** They will get it wrong. You will be blamed, and they will be attacked. They will then have to abandon you altogether, or keep some distance.
15. **Everything that goes around comes back around.** Avoid verbal vegetables – the words phrases, arguments, assertions, and statements you write or say that you know you will eventually have to eat.
16. **Remember the math of truth.** Truth is 15% facts and data and 85% emotion and perception. Sixty-five percent of truth is point of reference (my backyard or neighborhood). Facts do matter, but addressing the emotional component of issues and questions immediately, continuously, and constructively is essential for success.
17. **Be strategic.** Say, act, plan, and write with future impact in mind.
18. **Prepare to work alone** and to be abandoned by just about everyone.
19. **Stay cool, reasoned, appropriate, and direct.** Positive and constructive responses tend to disempower those making the attacks.
20. **Keep the testosterone under control.** Every bit of negative energy you throw in their direction will multiply by a factor of five to 10, and they will throw it right back at you.
21. **Work in real time.** Do it now, fix it now, ask it now, correct it now, challenge it now, and answer it now.
22. **Write and speak simply, sensibly, positively, empathetically, and constructively.**
23. **Avoid trying to discredit anyone, any argument, any evidence, or any movement.** Such actions stimulate the creation of critics and adversaries, who will accumulate, hang around, live forever, and search relentlessly to exploit your weaknesses, vulnerabilities, and susceptibilities.
24. **Get accustomed to accommodating the long term, relentlessly negative nature of these situations.**
25. **Correct and clarify what matters promptly,** but do it all on your own Web site. Avoid joining blogs or conversations outside your site. The latter strategy will suck all of your energy into responding to the agendas of others who are having fun and sleeping well, while you are doing neither.
26. **It's your destiny.** Fail to manage it and someone else is waiting in the wings to do it for you.

## **DISCUSSION OUTLINE**

### **How to Develop the Mindset of a Strategist**

*IABC Web Seminar  
Wednesday, May 27, 2009*

If those who listened to this program with you would like to have a follow-up discussion, here are some questions to begin the conversation:

1. What do you know now that you didn't know when the program began?
2. What's the most important concept or idea you learned from this program?
3. What question has the presentation raised for which you need to find answers?
4. What key skills, ideas, or knowledges did this program confirm for you?
5. Based on what you learned and heard today, what is the first thing you're going to do when you return to your office?
6. What's the second thing you're going to do?

## **JAMES E. LUKASZEWSKI, ABC, APR, FELLOW PRSA**

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations through extraordinary problems and critical high-profile circumstances. The bulk of his practice is in the Western Hemisphere, although he has clients from many parts of the world.

He is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He counsels companies facing serious internal and external problems involving: activist counteraction; community conflict and grassroots campaigns; corporate relations failures; reputational threats; employee relationship building; ethics/integrity/compliance; litigation visibility; Web-based attacks; and threats to corporate survival. His broad-based experience ranges from media-initiated investigations to product recalls and plant closings, from criminal litigation to takeovers. He is frequently retained by senior management to directly intervene and manage the resolution of corporate problems and bad news. The situations he helps resolve often involve conflict, controversy, community action or activist opposition. Almost half of his practice involves civil and criminal litigation.

He is a teacher, thinker, coach, and trusted advisor with the unique ability to help executives look at problems from a variety of sensible, constructive, principled perspectives. He teaches clients how to take appropriate, highly focused, ethically appropriate action. He has personally counseled, coached, and guided thousands of executives in organizations large and small from many cultures representing government; the military and defense industry; the agriculture, banking, computer, financial, food processing, health care, insurance, paper, real estate development and telecommunications industries; cooperatives; trade and professional associations; and non-profit agencies. He is a coach to many CEOs.

Jim helps prepare spokespersons for crucial public appearances, local and network news interviews including *20-20*, *60 Minutes*, *Dateline NBC*, and *Nightline*, and for financial analyst meetings and legislative and congressional testimony. He also provides personal coaching for executives in trouble, or facing career-defining problems and succession issues.

He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and public speaker. He is a member of *Public Relations Review's* Board of Professionals, a contributing editor for *Public Relations Quarterly*, member of InfoCom's *Media Relations Insider* editorial advisory board, frequent columnist and member of *PR News's* editorial board, columnist for *O'Dwyer's PR Services Report*, and columnist for PRSA's magazine, *The Strategist*. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. The Public Relations Society of America published the final volume of his four-volume *Executive Action<sup>®</sup> Crisis Communication Management System* in 2005: *War Stories and Crisis Communication Strategies, An Anthology*; *Crisis Communication Planning Strategies, A Workbook*; *Crisis Communication Plan Components and Models: Crisis Communication Management Readiness*; and *Media Relations During Emergencies, A Guide*. His newest book, *Why Should the Boss Listen to You?*, was published by Jossey-Bass in February 2008. He has published 25 monographs on critical communication subjects since 1994 and hundreds of articles throughout his career.

He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. His recent addresses include the 2007 conferences of the U.S. Air Force Public Affairs Officers, U.S. Department of Veterans Affairs, National Information Officers Association, Puerto Rico PR Association, ABERJE in São Paulo, Brazil, Health PR & Marketing Society, Media Relations Summit, the College & University PR Association, Choice Hotels Annual Convention, CCEP World Conference on Disaster Management, National Air & Waste Management Association, National School Public Relations Association, and Syracuse University; and the 2006, 2007, and 2008 International Conferences of IABC, the Public Relations Society of America, and ASIS International. He has addressed several Canadian trade and government conferences including the National Agriculture Awareness, the Government of Canada Communicators, and most recently Natural Resources Canada, Service Canada, Transport Canada, Purchasing Management Association of Canada, and the Canadian Investor Relations Institute. Visiting his Web site, [www.e911.com](http://www.e911.com), is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA); Board of Ethics & Professional Standards; the Corporate and Public Affairs/Government Sections; and the New York City and Westchester/Fairfield Chapters. He is a member of the International Churchill Society, ASIS International, and the Society for Human Resource Management (SHRM). He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of Ball State University's National Public Relations Achievement Award, Patrick Jackson Award for Distinguished Service to PRSA, *PR News* Lifetime Achievement Award, Lloyd B. Dennis Distinguished Leadership Award, and named 2007 Minnesota Metropolitan State University Alumnus of the Year and the 2007 Practitioner of the Year by the Southern New England chapter of the PRSA.

Lukaszewski received his BA in 1974 from Metropolitan State University in Minnesota. He is a former deputy commissioner of the Minnesota Department of Economic Development and assistant press secretary to former Minnesota Governor Wendell Anderson. He founded Minnesota-based Media Information Systems Corporation in 1978. Prior to founding The Lukaszewski Group Inc. in 1989 he was senior vice president and director of Executive Communication Programs for Georgeson & Company and a partner with Chester Burger Company, both in New York City. His biography is listed in several editions of Marquis *Who's Who in America*. His name was listed in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."