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Ivana

- VP for Corporate Communication
- At a global fast-moving-consumer-goods company, HQ in London, but based in Russia.
- She has 20 years in the communication profession, working in investor relations, PR, HR and the organization's communication Hub. She has an organizational psychology degree, an MBA and is an ABC.
- She is responsible for all Europe, Middle East, Northern Africa communication. She has 500 communication professionals on staff. She reports directly to the CEO.

(The Business Leader career level has been alluded to in several industry groups but is not currently in any existing communication career pathing model. It is unique to IABC's career path model.)

Ivana spends most of her day in connecting with senior organizational leaders to plan, discuss, advise and evaluate key priorities. Her education and experience in diverse communication disciplines and businesses enables her to provide informed input to executive decision making. Her input focuses on:

- bringing the voice from stakeholder groups to the C-suite,
- understanding the complex, competing business issues in running a company, and,
- being the "conscience of the organization" in moral and ethical situations.

Ivana devotes about 5-7% of her week to volunteer/pro bono activities. Her main focus in these activities is to advance the profession by serving on association boards – providing business management expertise, developing thought leadership and mentoring select communication professionals.

Recently, she found herself in a high-level meeting with executive leaders to discuss the impact of announcing the company's upcoming acquisition on the key stakeholder groups. The executive group was very excited and proud of the acquisition underway and the value the move would bring to the company's future sustainability. Ivana found it challenging to bring up possible negatives that could be perceived by employees and distribution partners with the acquisition when the executive group was enjoying the result of a lot of very hard work to make the acquisition happen.

Relying on the six principles to guide her input she outlined the points she would need to cover.

1. **Analysis** – Using primary/secondary research, she would identify the possible perception of the upcoming acquisition by each stakeholder group.
2. **Strategy** – Upon release of the news to the investor community, she would recommend the simultaneous deployment of the announcement to each stakeholder group by a key executive/influencer in the group. An opportunity to address stakeholder concerns/comments should be part of message deployment. The crucial follow-up to comments/concerns could be handled through the stakeholder website.
3. **Context** – When building the story...tell the acquisition story, noting that this acquisition will ensure the company's future viability in the fast moving consumer good industry. Emphasize that globally to locally, we see benefits on every front. Provide evidence of how management informed their decision making and why they made the decision to do it.

4. **Consistency** – Get the story “right” and tell the same overall “story” and deliver the same key messages to all stakeholder groups.
5. **Engagement** – When telling the overall acquisition story to individual stakeholder groups, address specifically the benefits the group will realize with the acquisition, any foreseen changes and gain their concerns/comments.
6. **Ethics** – Focus on the positives but do not “hide” risks or impacts. Be up-front in telling it the way it is seen today and what monitoring will be done to ensure success.

Ivana felt confident in providing her input knowing that in basing her comments on the principles she was bringing the best in global organizational communication to her company. She saw that she had met her responsibility to her esteemed executive cohorts, the company and the communication profession.