

## WORKSHEET

### (The Leadership's Communication Strategy)

#### Task 1 – Drafting (40 minutes)

##### Drafting the Leadership's Communication Strategy:

- 1 Join your working group;
- 2 On the basis of Module III, Section II 2, draft a brief, comprehensive Communication Strategy for the Leadership team covering two perspectives: (1) the internal communication strategy – how the team and its members will communicate internally; and (2) the external communication strategy – how the team and its members will communicate externally (with structures, members and other stakeholders). Each perspective should include the strategy's:
  - 2.1 Overall process description
  - 2.2 Comparative advantage to be achieved (goal)
  - 2.3 Methodology
  - 2.4 Supporting processes
  - 2.5 Achievement requirements
  - 2.6 Anticipatory measures
  - 2.7 Applicability demands

**Note:** Take into consideration that in real life you would probably allocate more time to refine and finalise the strategy. However it should reflect a serious attempt to establish the major parameters and therefore even if in draft, you should complete the seven points for each perspective and therefore work in an organised, executive and efficient way in the time allowed.

Remember this is a draft and use a maximum of 4 flip-charts for reporting.

- Label the flipcharts you will use for reporting appropriately including the title of the exercise on top and numbers.
- Plan the time for this so you can achieve it in the time allowed and are not late for the reporting session.

#### Task 2 – Reporting (20 minutes)

- Return to the plenary and to your place;
- Place your Leadership's Communication Strategy draft behind your group's seating area in the plenary room.
- You will have five minutes maximum to report to and answer questions from the plenary.



**PEER ASSESSMENT FORM**

**(Leadership's Communication Strategy)**

*Note: To be distributed after group presentations*

Participant's Name: \_\_\_\_\_

Please mark below your own perception of the level of quality of each group's Leadership's Communication Strategy draft presented by ticking the box between 1 and 10 that corresponds to your perception, one meaning the lowest level of quality and 10 the maximum.

**IMPORTANT:** *Do not answer for your own group.*

**How well does the Leadership's Communication Strategy draft cover:**

**1 Overall process description?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**2 Comparative advantage to be achieved (goal)?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**3 Methodology?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**4 Supporting processes?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**5 Achievement requirements?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**6 Anticipatory measures?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

**7 Applicability demands?**

Map:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Compass:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Sail:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:
Keel:	1:	2:	3:	4:	5:	6:	7:	8:	9:	10:

WORKSHEET  
(SWOT Analysis & TOWS Strategies)

Total Group work time (3 hrs) + (Reporting time: 20 minutes, 5 per group)

SWOT Analysis matrix:

For reference, use SWOT Analysis description in Module III, Section IV, paragraph 2.1

Task 1 – Strengths (15 minutes)

- Brain-storm your union's strengths
- Prioritise them
- Determine the top 20%
- Transcribe the work onto a clean chart, label it and place it on one of the walls in your small-group room

Task 2 – Weaknesses (15 minutes)

- Idem on weaknesses

Task 3 – Opportunities (15 minutes)

- Idem on opportunities

Task 4 – Threats (15 minutes)

- Idem on threats

TOWS Strategy matrix:

To design strategies use the structure provided in Module III, Section II, paragraph 2.4

Task 5 – S/O strategy (30 minutes)

- Identify Opportunities that suit your union's Strengths and draft a strategy (or strategies) to pursue them.
- Transcribe the work on a clean chart, label it and place it on one of the walls in your small-group room.

Task 6 – S/T strategy (30 minutes)

- Identify Strengths that your union can use to reduce its vulnerability to external threats and draft a strategy (or strategies) to make most effective use of them.
- Transcribe the work onto a clean chart, label it and place it on one of the walls in your small-group room.

Task 7 – W/O strategy (30 minutes)

- Identify Weaknesses that impair the union to pursue Opportunities and draft a strategy (or strategies) to reduce or eliminate them.
- Transcribe the work onto a clean chart, label it and place it on one of the walls in your small-group room.

Task 8 – W/T strategy (30 minutes)

- Establish a defensive plan to prevent the union's weaknesses from making it highly susceptible to external threats.
- Transcribe the work onto a clean chart, label it and place it on one of the walls in your small-group room.

Task 9 – Reporting (30 minutes) – (About 2 minutes allowed for moving between rooms)

- Each group will report in their own working room. (Maximum 5 minutes)
- The other groups will visit your working group room and you will have five minutes maximum to report to and answer questions.
- Await instructions from the facilitator.



**PEER ASSESSMENT FORM  
 (SWOT Analysis – TOWS Strategies)**

Note: To be distributed after group presentations

Participant's Name: \_\_\_\_\_

Please mark below your own perception of the level of quality of each group's work by ticking the box between 1 and 10 that corresponds to your perception, one meaning the lowest level of quality and 10 the maximum.

**IMPORTANT:** Do not answer for your own group.

**1 Strengths?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**2 Weaknesses?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**3 Opportunities?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**4 Threats?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**5 S/O strategies?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**6 W/O strategies?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**7 S/T strategies?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

**8 W/T strategies?**

Map:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Compass:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Sail:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>
Keel:	1:	<input type="checkbox"/>	2:	<input type="checkbox"/>	3:	<input type="checkbox"/>	4:	<input type="checkbox"/>	5:	<input type="checkbox"/>	6:	<input type="checkbox"/>	7:	<input type="checkbox"/>	8:	<input type="checkbox"/>	9:	<input type="checkbox"/>	10:	<input type="checkbox"/>

## MODULE'S SUMMARY

- 1 **Introduction:** Strategy is defined as an elaborate, consciously adopted and systematic plan of action, a long-term plan of action designed to achieve a particular goal and by its nature, extensively premeditated. In short, as a planned, deliberate, goal-oriented procedure to respond to the continuous changes of the union's field.

Because the responsibilities for strategies in unions are shared between elected leaders and top staff in charge of union management and administration, a brief comparative description is given on the overlapping and complementary roles of leaders and managers. The leadership team's configuration is critical for the success of the strategic process and the ability of its members to function as a team. Therefore, their first responsibility is to establish an internal and external communication policy that ensures the team functions. Once this level of performance is attained, the team can indeed take advantage of the use of the methods and tools offered by this module.

- 2 **Strategic Planning:** Strategic planning is defined as the means the leadership uses to move organizations towards their desired future stages of development involving three major tasks: Situation Analysis, Target definition and Path Finding.

There are however, various perspectives that strategic planning can follow, depending on the goals the Leadership wants to attain. Methodologies can also vary whether the goal is to follow the normal incremental logical steps in implementation or to achieve radical change in a revolutionary manner.

Five supporting processes are suggested:

- The Operational Efficiency Cycle (Module II, Section II)
- Union Field Analysis (Module II, Section III)
- SWOT Analysis (Module III, Section IV, paragraph 2.1)
- Planning, (Module IV), and
- Execution, (Module V).

Defining the achievement requirements at the stage of developing each strategy allows the planning process to be effective because it provides a framework on which to build strategic consistency.

Furthermore, anticipatory leadership provides complementary methodologies to support effective strategic planning added to the importance of communication for successful leadership.

- 3 **The Leadership's Communication Strategy:**

Communication is defined as creating understanding. The process of communication has three elements: thought, coding and decoding all of which encapsulates the content and context of a message sent which must be understood by the receiver.

There are many barriers to effective communications whether oral or written. Much of the leader's impact is achieved through oral communication such as culture, noise, personal characteristics, perception, characteristics of the message, environmental aspects, suppression, and stress. They act like filters on the receivers' part.

Leaders are encouraged to apply a couple of well-known techniques to ensure that the message they are sending has been understood, such as active listening and feedback, and they must be aware of the positive or negative effects on oral communication of nonverbal behaviour such as eye contact, facial expressions, gestures, posture, proximity, and speech.

Although the greatest impact of a leader stems from his/her ability to communicate orally, written communication is also important when receivers are far away, or there is a need for records, or reference details.

Communication is indeed the union leader's primary and most important tool. While there is no substitute for good judgement, the union leader needs to be reflective and thoughtful about the ways he/she communicates.

The Leadership's strategic work and thinking process needs to be communicated to members efficiently and so the Leadership team needs to develop a communication strategy of their own to communicate efficiently amongst each other and to the union structures and stakeholders.

#### **4 Major Strategies:**

The level of quality in defining and drawing up major strategies will facilitate the Leadership's function in communicating direction and organising activities with efficiency and coherence.

The 80/20 Rule, commonly known as the "Pareto Principle" can be a useful tool to determine valid priorities in defining strategies, and the SWOT analysis technique can be particularly helpful in identifying and updating the Leadership's knowledge about the union's internal strength and weaknesses, as well as the field's opportunities and threats. These elements are essential to develop feasible strategies.

The extension of the SWOT matrix into a strategic perspective denominated the TOWS matrix is a supplementary tool useful to structure strategies consistently on the basis of the SWOT analysis findings.



TASK FOR THE EVENING

- Read Module III
- Note down the concepts you would like clarified tomorrow during the Q&A session
- Finalise any pending Peer Assessment Form
- Use your notes to pose questions during the morning Q&A session

