



Initially one needs to discover the unique needs of the client's specific audiences, and what actually motivates each of them, to learn how communication strategy can achieve operational change at each tier within the organization. Profiling concerns within the enterprise is absolutely key to aligning them toward desired objectives.

Getting folks to “behave differently” can be accomplished by identifying some overarching “north star” theme to drive that organization's communications. Tools are selected based on how people learn and what inspires them to take action. When the right stakeholders are involved in the accelerated planning session, one can come away with an action plan to guide the creative team as it refines the message, design and tools from within the dialogue. Finally, the plan is rolled out in conjunction with events that offer it traction.

Appropriate messaging at each tier of the enterprise can lead to operational effectiveness. Messages are guided by what Rudow referred to as “northstar ideas.” Every story serves as a “proofpoint” that supports the central guiding idea.

Rudow readily acknowledges that although consulting organizations such as his can guide and direct effective alignment through strategy, one can't just “shift” an organization's culture. They can, however, guide it in taking an effective new direction and modify the behavior of internal stakeholders.

*Eckhart Beatty is a freelance marcom/corporate writer in the Bay Area.*

*For another viewpoint, check out member Cathy Chatfield-Taylor's blog at*

<http://cctblog.tynenad.com/cctnewshlog/2006/04/>

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