

Quiz Question Response, Week 3, Foundations of Strategic Communication Management

Why do you think that a two-way symmetrical response is more effective than the other three models in the face of activism? In what circumstances do you think this approach would not work as well and another of the strategy might work better? (500 words)

A two-way symmetrical response is more effective because it promotes communication, relationship building, and the willingness to adapt and compromise. It emphasizes negotiation and involves receiving feedback and facilitating communication between activists' groups and the organization. It does not control or dominate the activist groups. Instead, it works to understand and cooperate with them, helping to resolve conflicts between the organization and its external communities. Activist groups can make public policy issues out of problems by using propaganda techniques carefully (Grunig). The two-way symmetrical model both gathers and disseminates information because the goal is to work collectively. Therefore, it would be beneficial to the organization to have relationships with these groups to respond to their wants and needs before it can mobilize into a more significant issue. This model has better success because corporations can use opinion surveys or focus groups to enhance the understanding of these external activists' group to appeal to their needs. In addition, this model supports the desire to collaborate with activist groups. This model allows organizations to change in response to the information they have collected. Although the two-way asymmetrical model is a two-way model, it is still not as effective as the symmetrical model. Press agency/publicity models and the public information model do not allow for this two-way communication.

An example of how the two-way symmetrical approach may not work as well would be for a specific product recall to the public. Using the public information model would be a better approach for the organization as the intent is to inform the public. The public information model is designed to enhance the image of an organization by utilizing relevant and meaningful information to a targeted audience. This one-way communication model is used to influence consumers. In a product recall situation, this would result in influencing customers to take action. An organization would use content directed at the media about its brand to reinforce its branding. The organization could consider using the two-way asymmetrical model; however, this involves feedback from groups, where the idea is for the organization to specifically target groups for the purpose of persuasion. This method would be utilized when an organization is more interested in coaxing the audience into thinking a certain way. As such, I believe the organization's more suitable approach for the recall is the public information model.

Another example where the two-way symmetrical model would not work as well would be for crisis management. For this scenario, the press agency/publicity model would be a more suitable approach. Any company experiencing a crisis could implement this one-way model. This model hires public relations experts and depends on press releases, news media outlets, and recorded media to circulate information about their brand. We saw an example of this in our case study about Boeing. Boeing set out to inform the public of what was happening with the planes it manufactured and the crashes resulting from its negligence. Boeing was selective with its facts and what they released to the public and needed help from experts to influence the public, so people would not stop flying on their aircraft.

This quiz question was part of a larger quiz from the Foundation of Strategic Communication class. The question required me to analyze the four messaging models we learned in class and apply them correctly to different scenarios. I completed this exercise alone, in week four of the class. The ask involved applying the concepts to real world examples involving activists. This required me to revisit how each concept would be applicable in a positive or negative manner. In my current position, I do not deal with activists groups; therefore, this skill was a gap in my knowledge. I was able to learn how choosing the right communication model to enhance your brand and image is critical for overall strategic communications. This is a great example of two learning outcomes of L02: 1) Identify strategies to capitalize on open organization trends, including two-way communication with external stakeholders and the use of crowd-based and open technology systems. 2) Utilize authentic crisis communication strategies, addressing both internal and external stakeholder concerns.

Leading Teams to Negotiate Reflection Paper, Week 1, Collaborative Leadership

Participating in the Towers Market exercise gave me an opportunity to refine my negotiation skills. It isn't often I get a chance to be a part of a team and negotiate what I want. In my role at work, I am used to mainly working individually. There are times when I am part of a team, but I am usually the facilitator. When acting as the facilitator, I can play various roles to facilitate negotiations and change acceptance to achieve a resolution.

From the start of negotiations, the overall behavior of the team was exciting. We all wanted to contribute and be part of this project. Everyone understood this was a give-and-take situation, and we all were not getting everything we wanted. However, no one wanted to walk away from the table with nothing, so we all wanted to work amicably together, so everyone had a mark in the win column.

Overall, the conversations around the most issues went well. We discussed and agreed on temperature, advertising, and clerks. During our discussions about the case of maintenance, everyone took an "advocate" approach. We all had our agendas and wanted what would work best for us individually. Right away, there was a conflict because the bakery and florist both did not like the idea of sharing the costs of the common areas since they leased the smallest amount of space. The bakery and florist proposed to keep the maintenance cost separate. Each business was responsible for its own floor space, plus the common area maintenance cost as a function of floor space occupied. Needless to say, that caused quite an uproar with the liquor store (me and Emma), as well as Parducci (Johanna) as the "market" owner. The bakery (Keziah and Jerry) and florist (Dennis) argument was the smaller business owners couldn't afford to pay a lot in "common area" costs. They felt the business owners with a larger square footage footprint could afford to pay more. Some owners gave in on those other topics because maintenance was a bigger deal to them. The maintenance issue was all about compromise. After about ten minutes of debate, it was clear we would not reach a unified approach. We moved on to "position," where it was also clear that this would also be a hot topic.

At this time, Parducci (Johanna) exhibited positive behavior as the "mastermind" on the project concept. She stated we were in this together, and everyone would benefit from being under one roof. Even though we would be running our businesses separately, it was beneficial for us to agree on the maintenance costs to keep the common areas welcoming and desirable. It was unfair for Donovans to pay more in "common area" maintenance costs because they had more space. Having a more considerable square footage doesn't mean they should pay more for light bulbs and curb appeal. After a bit of additional debate, the florist and bakery both agreed that customers would not want to visit a market that looked run down. Even though they had a smaller venue, they decided curb appeal was necessary to get people in the door to achieve more foot traffic. More foot traffic equated to more money for the market in general. This behavior from Parducci (Johanna) refocused the entire team on what was important. The benefit of being together under one roof far outweighed the notion of operating individually.

This assignment was to participate in a group session about negotiation. This assignment was virtual, and we all had to agree on a time which worked for our schedules after work hours. We were assigned a scenario, and all had a role to play with our wants and needs. Based on your role in the negotiation, we gained or lost points, depending on what you would "give up" or keep. I realized that negotiations are complicated, especially when there are multiple stakeholders

involved. It taught me to look at all sides of an issue before reacting. There are effective ways to negotiate without sacrificing all your needs. At times, the group was at a standstill and needed to regroup. We all learned a little “give and take” to complete the assignment. I think this was a great example of L03 to reinforce the elements of collaborative, inter-professional practice through a commitment to power-sharing, distributed leadership, and striving for partnership and teamwork. It also used L04 by applying communication-centered scholarship to strengthen communication effectiveness.

Bridging Teams Reflection Paper, Week 5 Leading Collaboration

When I think back to the start of this class and working through the strength finders’ exercises, I can’t help but reflect on how much I have learned in the last five weeks. I have used my top five strengths in many ways throughout this class. The strength finders’ book and assessment helped me realize what I thought all along. Your strengths change based on where you are in your life, both personally and professionally. My top five strengths are different today than they were a year ago. I think we all have a vast number of individual strengths, and they rotate in and out based on your situation and circumstances. The secret is to use the ones you need at the time you need them!

My first strength is being an arranger. This strength falls under the execute theme. I think this naturally flows to the top all the time. As an arranger, I often use words and deeds to value my teammates and their talents and knowledge skills. I surround myself with people who work like me and share my concern about doing things correctly and ethically. Part of being an arranger is the ability to build trust. Building trust with my teammates allows them to feel safe and set expectations. I depend on this honest feedback to make decisions about the path forward. They know I want them to tell me the truth about whatever they are experiencing. Having an open and honest dialogue sets the stage for the project team to be open and honest about their thought processes, which is especially crucial when working on projects with others.

An example of this is a weekly team meeting with my project team. Once a week, we get together to talk about questions and concerns. The meeting is an open format that is very informal. Since everyone is very busy throughout the week, we try and protect this time and never reschedule. There are norms set at the beginning. These norms include a no-phone rule, no over-talking other people, and everyone must be on-time. These norms are about respect and provide a stage for all team members to feel safe talking about the project. We share ideas and build trust amongst each other. I can give stability where necessary to get the group together. The shared vision can sometimes get lost, so I create hope for the team and get everyone back on track as the arranger. Being an arranger holds many responsibilities, but for me, all of these skills come naturally.

This paper was the culmination of my work in this class. At the beginning of the course, we all read the Strengthfinders book and took the Strengthfinders test to identify our top five strengths. This exercise was performed alone on the Strengthfinders website. The result was a report we

can use as we move through the MSC program. I wrote this reflection paper and provided real-life examples of how I utilize these strengths to my advantage both personally and professionally. When I took this exam a year ago, I was doing a different job at work, and my strengths were also different a year ago. This paper helped me to realize how our strengths can rotate based on where we are in our lives. This paper demonstrates disposition D1 to iteratively develop inter-professional leadership competencies.