

# **The Important Role of Strategic Communication(s) in Change Management**

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# 1. What do we understand as change?

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- A Change of routine /Stability?
  - Economical
  - Social
  - Political/ideological
- A Status Quo disruption?
- A New Playfield / Patterns or Values to stand for?

## 2. Why Communication has something to do with it?

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- Because we are the ones who help to find for communalities by promoting dialogue
- Because we are the ones who building Agendas (locally and globally)
- Because we are change agents and change means evolution.
- ... and because we align of organizations with the society

# 3. Societal Changes and Expectations

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- We are facing a change of area:
  - Manufacturing is not anymore the added value. Machines can do better than human!
  - Neither thinking seems to be as the computers have supplied it
  - Experiences and emotions are required the most above all!

# 4. New Playing field for Communication Professionals

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- Disruptions of new leaders
  - ON line (boggers/ Instagramers/youtubers...)
- Institutions are the ones considered working for the goodwill of the society:
  - corporate citizens/Corporate Foundations/CSR versus Lobbying
- The Postruth Effect:
  - where emotions count even more than logics and the rationale
  - New Normal based on values/identity affiliation
  - The believe above the argument
- Growth of the “Total Organizations” with an accurate balance among the Stakeholders relations
  - Acting like media/Institutions/multidimensional actors

# 5. Many New Terms to Sell Our Profession Better...

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- We are facing a change of area:
  - Resilience
  - Engagement
  - Mitigation of Activism
  - Liquid relations
  - Grassroots diplomacy
  - Collaborative Culture
  - Sharing society
  - And many more...

# 6. Traditional vs. New Roles for Corporate Communication\*

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	<i>Traditional</i>	<i>Incoming</i>	<i>Skills</i>
<b>Relationship</b>	Interests	Sharing	Artificial Intelligence
<b>Narrative</b>	Argumentation	Multidimensional	Public Speaking Multimedia
<b>Experience</b>	Rational	Emotional	Cultural Intelligence
<b>Leadership</b>	Support	Representation	Public Speaking

\* Source: Blanquerna-Emerson Center For Global Communication



# 7. New Required Skills\*

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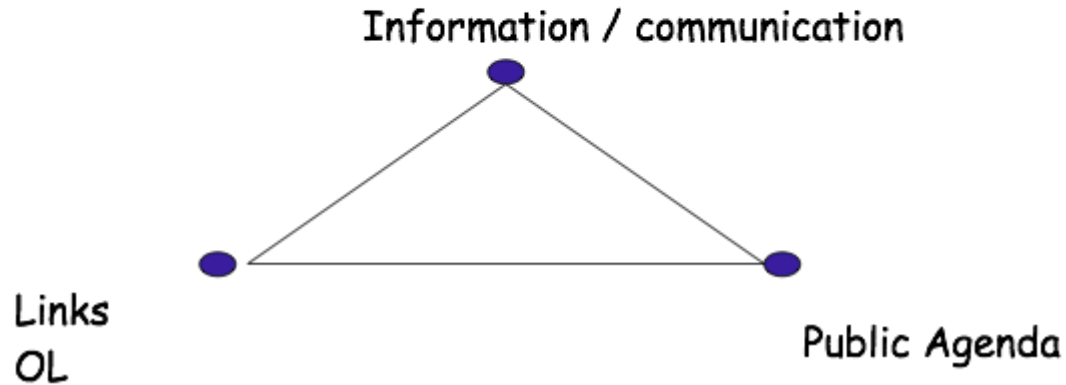
- Environmental Skills
- Communication Skills
- Cognitive Skills
- Management Skills
- Personal Skills

\*Nazari, M. "Competence baseline for Public Relations Activists"

# ...from Traditional

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## •Gold Triangle of PR

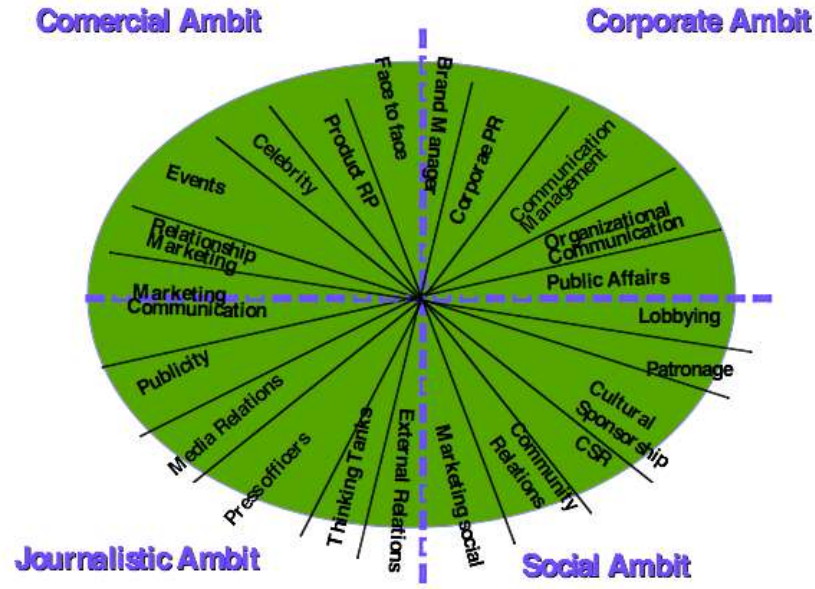


Inspired in: Lazarsfeld, Berelson i Gaudet (1944)

# ... to Holystic

— — —

## •Business Sphere of Influence Model



ORDEIX, E. (2013). "Constructing The Social Personality in Organizations" Doctoral Thesis.

# ....with a Multidimensional Approach

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Who is important to you?



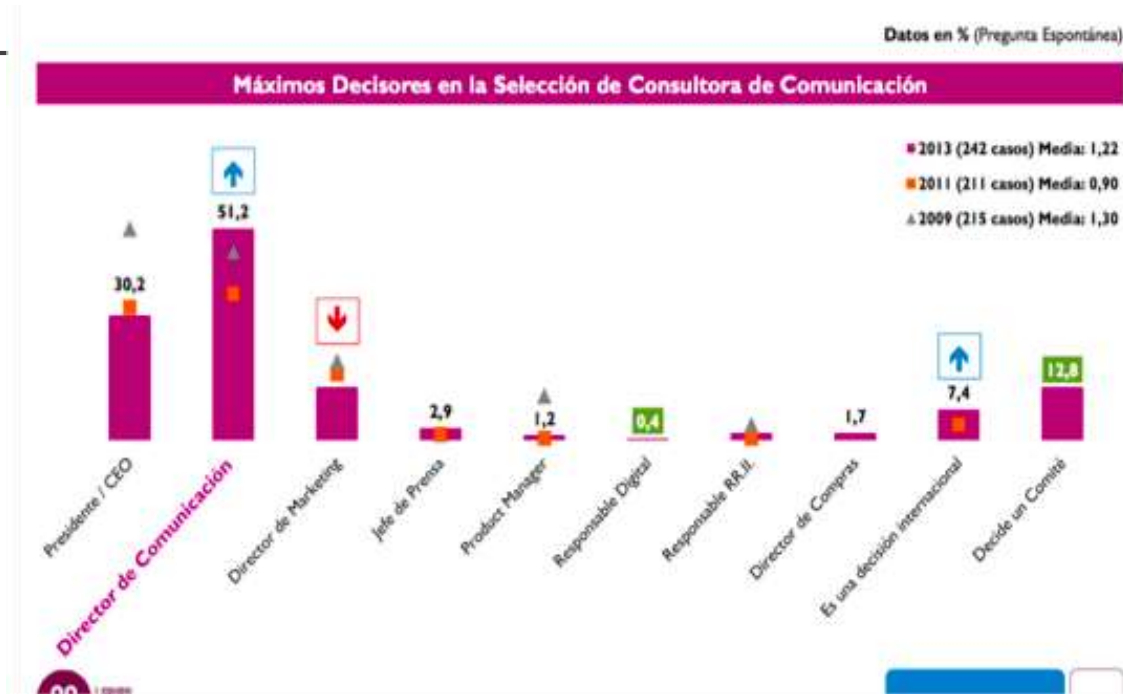
\*Hill and Knowlton



## A strong corporate reputation drives quantifiable benefits



# ....aligning PR with the Board of Management



\*PRScope España DirCom

# ....and the Organization with Society.

A strong corporate reputation drives quantifiable benefits



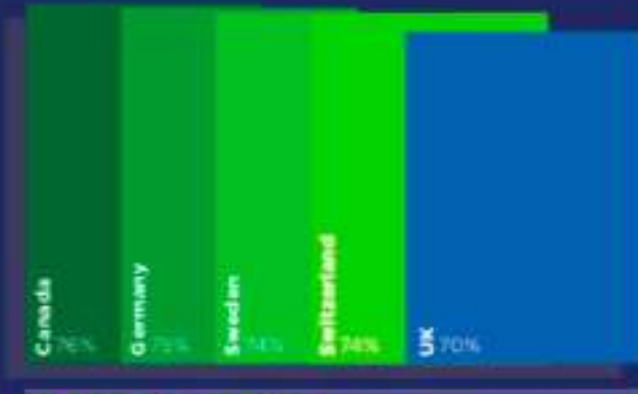
Source:  
Burson and  
Marsteller



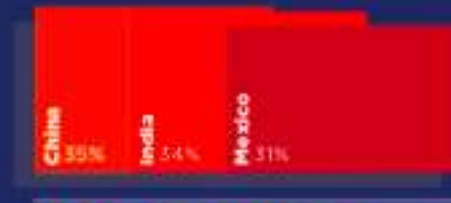
... because reputation is a sumatory of:  
Background + Culture + Values



## MOST & LEAST TRUSTED NATIONAL IDENTITY FOR COMPANIES



**MOST TRUSTED**



**LEAST TRUSTED**

Source:  
Edelman  
Trust  
Barometer

# 8. Indicators for Excellence in Global Communication

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Indicators:

- People engagement
- Organic Structure
- Entrepreneurial Spirit
- Dialogative Model

# 9. The 3 Main Challenges for Global PR and Corp. Com.

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- Balanced
- Coherent
- Emotional

\*Global Communication Management Map: GCM-Blanquerna-URL  
(Dec. 2019)

# **Knowledge Hubs: The Case of Barça Innovation Hub**

**Department of Knowledge FCBarcelona**

# 10. Barça Innovation Hub

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Center of Excellences basic Structure:

- Innovation
- Education
- Networking

\*[BIHUB- FCBarcelona](#)

# 10. Hubs of Knowledge /Centers of Excellence as Change Agent

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## PR Advantages\*:

- Acquire Legitimacy and Improve Grassroots Communications
- Become the Icon/symbol for the Organization's Identity and Good will
- Better align Corporate Values with Social Values
- Leadership and Opinion Making
- Mitigation of Negative Activism

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