

Be Heard™



IABC
TORONTO



Communicator

ESTABLISHING MEASURABLE AND ACHIEVABLE OBJECTIVES

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Marketers must start with measurable objectives. It is not enough to say you want to increase market share or grow your customer base. It's not even enough to say you want to increase leads by 20 percent if it's at all possible to tie those leads to sales and revenue.

So how do you go about establishing measurable marketing objectives that you might have some ability to achieve?

1. First, marketers must align their goals with the company's business objectives. That is why marketing exists—to further the organization's agenda. That agenda is usually related in some way to profits, value or growth.
2. Identify business outcomes that marketers can impact and then work backwards to determine what would have to occur to achieve that outcome. If the goal is to increase the customer base, determine what percentage of increase is desired and reasonable. How many new customers does that percentage increase represent in the marketplace?
3. If you need 100 new customers, for example, look at your potential market and identify those most likely to become your customers. Using qualitative research, determine what changes in behavior these people need to make to become customers, and what you can do to facilitate those changes.

4. Working backwards again, determine what tactics you need to initiate over a specific time period to get 100 new customers. How many proposals, direct mail pieces, special events or whatever combination of tactics will it take to make one sale? Then multiply by 100. This gives you some idea of the cost and feasibility of the goal.

If feasible, you now have a goal of increasing your customer base by 100 new customers (or X percent) over a specific time period in a particular market. This is much better than the goal of merely increasing the customer base because it's something concrete. Of course, it's much easier for marketers to predict a reasonable goal when they've been in the business of measuring and collecting data over time. They are bound to be more accurate in their estimation of an attainable goal, and finance departments revere nothing more than accuracy. 🖋️

~ **Merry Elrick**

*This article is an excerpt from *The Truth About B2B Marketing ROI* available at the IABC Knowledge Centre. Member price: US\$40, non-member price: US\$49.60.*





HOW DO YOUR CURRENT EMPLOYEE COMMUNICATION PRACTICES MEASURE UP?

Using the specific objectives defined for employee communication, it is necessary to review the current practices the company uses to communicate with employees—from company-wide to department to team practices—from hire to retire. This process is called a communication audit.

The purpose of a communication audit is to assess the strengths and weaknesses of internal communication practices and ultimately align the messages and practices with the strategy of the company and the needs of the employees. A thorough communication audit will aid in developing open, two-way communication and will identify barriers or constraints to open communication across the company. A communication audit may be done in-house by the person or team responsible for the employee communication function or may be contracted to an outside communication firm.

The advantages of performing this function in-house are cost savings and allowing the employee communication team or leader to get familiar with past communication practices and strategies. The disadvantage of performing this function in-house is that the team or leader may not be objective in the evaluation because they are too close to the process.

The advantages of hiring an outside firm to conduct the communication audit are the

objective analysis and additional expertise in the practice of communication (knowledge of best practices in the field). The disadvantage is the expense to the company.

The following is an overview of the communication audit process:

1. Review the goals and objectives of the employee communication program in light of the current business model and strategic business plan.
2. Analyze the content of current communication practices (face-to-face, print, electronic, multimedia, formal and informal) to determine whether objectives are being met and ensure that company messages, brand and strategies are being delivered consistently. This analysis should include the strengths and weaknesses of each communication practice (content, accuracy, image and cost-effectiveness). To assess the effectiveness of face-to-face communication with managers and peers, focus groups or a pulse survey may be conducted, or a member of the audit team may attend department meetings.

3. Conduct an employee survey to assess the employees' use of and opinions about each communication practice. In this survey, employees may be asked about the face-to-face communication they have with their immediate supervisor as well as peer employees. Also allow employees to suggest communication practices that are not currently used by the company. Use the employee survey to seek employee feedback on the quality of company communications: What is the company's biggest communication weakness? Is there a communication tool the company isn't using but should be? Where do you go to find information about company policies, news about the company, etc.? What communication tools do you rely on most frequently and least frequently?
4. Focus groups may also be conducted with key employee groups in order to meet their specific needs, as these may be different from the needs of the employee community as a whole. (For example, night shift employees may have

a greater need for information than day shift employees simply because the human resources office is not open to answer questions during their work hours. Additional communication practices may be necessary to meet these gaps in two-way communications.)

With this assessment in hand, current communication practices may either be modified to meet the stated objectives or eliminated, and new practices that better meet company objectives and employee preferences may be initiated.

~ Tamara Gillis, Ed.D, ABC, and
Insightrix Research Services

This article is an excerpt from The Human Element: Employee Communication in Small to Medium-sized Businesses available at the IABC Knowledge Centre. Member price: US\$40, non-member price: US\$49.60.





PLANNING EMPLOYEE COMMUNICATION

This article is the first of a three-part series on employee communication planning, execution and measurement, excerpted from IABC's latest publication: *Essentials of Employee Communication*.

Why plan employee communication?

A CEO would not make a business decision without seeking data to support that decision. The same should be true for your communication efforts. The plan is the element that enables everything else to fall into place. Communicating without a plan is like building a house without a foundation: At first glance, it may seem like it can work, but once the project gets rolling, you will find that things easily fall apart. Investing in careful planning at the start of a project will save you time, resources and heartache in the long run.

According to the *Watson Wyatt 2005/2006 Communication ROI™ Study*, following a formal communication process, including effective communication planning, can contribute 3.4 percent toward improved total return to shareholders.

A few things to keep in mind

As you develop your communication and project plans, the following concepts remain constant: Be flexible, keep people informed and plan early.

- **Remain flexible:** As you build your plan, understand that you are not building a rigid document. Your plan is a living document that grows and evolves with your project. As you gather information on your particular messages and intended audiences, you should be willing to modify your plan to fit the new information and conditions.
- **Keep your team informed:** Remember, it is important to communicate the need for a change to other team members before you actually modify your plans. Get their buy-in, and make sure team members always have a copy of the latest plan. While for some projects it may be necessary to change the plan several times, avoid “plan of the day” syndrome. Only make changes that are absolutely necessary; otherwise your plan becomes meaningless, and team members get confused.

- **Invest the time now, or pay the price later:** If you are working on a project where everything needs to be done yesterday, you are no doubt thinking, I don't have time to put together a complicated plan. Think again. The time it takes to put together a plan will be repaid exponentially by the efficiencies it creates during the process, and a communication plan keeps everyone on the same page, which ensures accountability.

A good communication plan doesn't have to be complicated. It can be simple and easily created with a word processing program. In its simplest form, a plan needs to account for all the action elements of the project. However, the more complex a project becomes, the more likely it is that you will need to use a project management tool such as Microsoft Project™ or IABC's MyComm.

Components of a good plan

Planning ensures that your project follows a process that is consistent, efficient, effective and timely. To be effective, communication initiatives must consider:

- Key stakeholders
- Objectives: business and communication
- Barriers to success
- Critical success factors
- Measures of success
- Audiences
- Key messages
- Timing
- Delivery channels
- Measurable results

~ Tamara Gillis, Ed.D, ABC and John Finney

This article is an excerpt from Essentials of Employee Communication, available at the IABC Knowledge Centre. Member price: US\$199 (PDF – US\$149), non-member price: US\$299 (PDF – US\$190).

LESSONS ON MANAGING RISK AND REPUTATION FROM THE MAN WHO RISKED IT ALL

It's not everyday that you get to meet someone truly infamous, someone in the same league as Al Capone, Bonnie and Clyde and Conrad Black. Just before the summer, I had a chance to be a reporter again—for one night only. IABC/Toronto member Mary Weil from the Ivey School of Business graciously offered *Communicator* a media pass to interview Nick Leeson right before a sold-out event for its alumni members.

For those of you who don't know who Nick Leeson is, or perhaps have forgotten, he's the notorious rogue trader who was at the centre of one of the largest financial scandals of the 20th century. You may remember his photo splashed on the front of the every newspaper in February 1995, sporting a backwards baseball cap. His roller coaster ride in dodgy bets brought down Barings Bank, the 233-year old venerable institution that funded the Napoleonic Wars. It was the place where the Queen entrusted her millions.

Today inviting him to speak anywhere in the world has the potential to become a cause célèbre. Audience members have been known to run out screaming. Given this, you may even be wondering why IABC/Toronto would want to cover it for this publication. I firmly believe his story really underscores the important role we play in protecting the reputation of our organizations. With our high level view of what's happening in our organizations,

we are in a unique position to advise our senior executives and push issues to the forefront. It takes courage to flag unusual behaviour but I believe it's become a regular part of our job.

Ivey's Dr. Gerard Seijts took a risk even suggesting Ivey bring Leeson to Canada. He heard Leeson speak in Iceland and was so impressed by his advice that he extended an invitation to speak at Ivey. It was a dicey move but he feels strongly that business schools can only prepare their students so much. Good judgment is something we hone through good role models and mentors, he says. All of us need a coach to guide us through the obstacles and dilemmas.

Leeson spoke to the MBA graduating class at the Ivey School in London before travelling to Toronto. He told the students he wishes someone had provided him a primer on Risk 101 because it may have prepared him to make different decisions.

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“...it’s so important for an organization to support its young employees with the proper training—especially when they are taking on a management role for the first time.”



At the news conference in Toronto he displayed his finesse in answering the usual questions about whether he knows the difference between what’s right and wrong. The quiet spoken, unassuming man said, “No one wishes more than me that the collapse of Barings didn’t happen. Success was my biggest motivating force. It was the most embarrassing period of my life. Success is not what I will be remembered for.”

He stressed he’d answer any question, and for a half an hour he openly shared his insight on the business climate of today. In an interesting twist of fate he was head-hunted by Société Générale just months before his departure. There’s no way he could have entertained a job offer from the French bank because his departure from Barings would have exposed the full extent of his multi-million pound losses. During his last two months at Barings in 1995, he was losing £11 million a day.

He joked that he wouldn’t even want to speculate on what might have happened if he’d gone to Société Générale. He still follows the markets with interest and isn’t

shocked by what happened there. “I don’t think you can ever change what’s happening in the industry. There are so many examples of this type of behaviour. They don’t all come to the forefront. Just look at the sub-prime crisis for an example of what is still allowed to happen.”

He said the story of Jerome Kerviel of Société Générale is very similar to his own—a young, unsupervised, type-A personality caught up in a competitive business where profit is everything. “Companies should try and identify these types of personalities when they’re hiring.”

While serving a four and a half year sentence in a “gang infested,” maximum security prison in Singapore, his wife divorced him to marry another trader and he received treatment for colon cancer. Since his release in 1999, he’s been asked to star in reality shows and endorse board games, but he’s chosen to speak to business audiences around the world to share his story and impart the lessons he’s learned since then.

He currently has a plum job as the CEO of an Irish football team but says he’s still on the hook to creditors for £100 million. There is an injunction against him. “If anyone has any great ideas on how to pay that off, please let me know.”

He explained he was an employee of Barings Securities, a wholly owned subsidiary, of Baring PLC, established in 1984 to carve out a niche in the emerging financial markets in the Far East. At 25, he was sent to manage the front and back office of their Singapore operation and saw instant sales success, reportedly earning an annual salary and bonus of £200,000 in his first year.

The responsibility of managing the whole operation proved to be very challenging and eventually led to his downfall. “I left school when I was 18 and had no management experience whatsoever. I think it’s so important for an organization to support its young employees with the proper training—especially when they are taking on a management role for the first time. At Barings, mistakes were not tolerated

and it led to hiding a mistake by one of my new employees.”

At Barings Securities, the focus on sales left little time to build a strong infrastructure of good governance supported by solid corporate functions like Human Resources. Instead, they relied on a slow system that took hours to settle trades. The weak accounting processes allowed him to freely operate the infamous 88888—or five eights—account where he hid his trading errors.

He said he wasn’t guided by a code of ethics because as far as he knows it didn’t exist. He knew his trading activity was wrong but not necessarily criminal. “The complexity of the futures business protected him from the prying eyes of management and whistleblowers. “There was no one with enough knowledge of the business to challenge me. No one in the bank knew exactly what I was doing.”

Even when the external auditors arrived to review the books, he claims they’d never done a futures and options audit

before and turned to him to address any questions. At the end of 1994, Singapore regulators approached the highest levels of Barings about unusual activity in the local office. The letter was cascaded down from the top until ironically it landed on Leeson’s desk. “They wanted me to provide a response. It was unbelievable.”

Members of the internal audit committee suspected something fishy but were prevented by his bosses from investigating any further, says Leeson. “I think you could put stronger controls in place if you pay risk managers as much as traders and expand the membership of these audit and control committees to include experts in the financial products they’re supporting.”

It was a fascinating discussion and I left the event wondering if he’s right about today’s business climate. He is a betting man. If he’s right, we’re certainly assured of job security. But what a double-edged sword that is!

~ **Alix Edmiston, ABC**

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STEP OUT FROM THE HERD AND BE HEARD

By now you've all heard IABC's new brand tagline: Be Heard™. You likely know this represents our profession and the global community we nurture to enable our organizations or clients to be heard. It also epitomizes our role to inspire, advance and represent the profession beyond IABC circles. And you may think you are already numb to its message. I encourage you to think again.

This simple phrase represents a daunting mandate in a noisy world, where our messages compete with hundreds of other voices, from credible to rogue sources, beamed daily through multiple channels and varied senses. Add to that the challenge to reach the ideal of two-way dialogue and we have our work cut out for us.

The good news is you're not alone in this mission.

IABC offers a range of global to local resources and learning events to equip you with the means and opportunities to be heard and even foster active listening among your stakeholders.

However, the intrinsic value of IABC doesn't rest solely in these services that can be matched, at least in part, by other organizations. Its value lies in a network of more than 15,000 communicators worldwide with diverse expertise—that is often readily shared on request. And the welcoming and inclusive culture of IABC makes it even easier to tap into this network, which includes more than 1,600 members in our Toronto chapter alone.

You can gradually build your own network of trusted IABC peers for seeking and sharing insights and referrals, by reaching out at events, through engaged volunteering and tools such as Toronto's Discussion Board, World Headquarter's MemberSpeak, or the association's evolving blogs and social network options. You can also use IABC's eXchange (IABC's customized social media tool) to build your own niche blog or use it or another tool to even build a Wiki, as IABC/Toronto's Alliance of Independent Practitioners (AIP) has done (www.aipwiki.com).

In fact, a 2004 study by the William E. Smith Institute for Association Research found salaries were \$25K higher, on average, and job satisfaction greater among members of an industry organization, versus non-members. It credited much of this to the fact that associations offer "winners" a path to increased success through resources and the opportunity to identify themselves, network with their peers and form mutually beneficial communities.

This year, challenge yourself to be heard within the IABC community—and in doing so, use the collaborative benefits of your IABC peers as leverage to boost your success rate in ensuring your organization and its message is heard, loud and clear.

~ **Leslie Hetherington, APR, MBA**
President, IABC/Toronto



DISNEY KEYS TO EXCELLENCE

On July 27, 2008, two employees from Walt Disney Parks and Resorts spoke to a group of about 800 people from several different industries including media, communications and hospitality, at the Metro Toronto Convention Centre in Toronto.

The Disney employees shared some of the key philosophies, strategies, concepts and tactics used by the company to maintain its success, introducing the group to a side of Disney that few people ever see—the business side. They presented the following strategies and approaches used by one of the most successful media and entertainment companies in the world:

Leadership excellence

Leaders are responsible for creating and communicating a clear vision. This is vital to leading the group to success. In order to be a great and influential leader, the vision must:

- Create a shared and meaningful purpose
- Inspire passion and interest
- Convey values
- Guide decision making and strategy

The leader must live out the vision from day to day to demonstrate it to the rest of the group because though the leader may have good intentions, they will be judged on their actions.

Successful corporate cultures

The following factors influence a successful corporate culture:

- Heritage and traditions
 - What stories can help perpetuate the company's history and beliefs?

- Language and symbols
 - What do you call your customers?
 - What do you call your employees?
 - What symbols do people recognize from the organization?
- Shared values
 - How do the company's values and employees' values align with one another?

The right employees, those that are the "right fit" for the corporate culture, help drive the company's vision and steer the organization towards success.

Service and loyalty

To provide the best service in the industry, service that exceeds that of the competition, companies must define who its customers are. In order to get into the minds and hearts of customers, companies must look at the following:

- Needs
 - What services and/or products are customers looking for?
- Emotions
 - Are they excited because they will be experiencing something new or are looking forward to notable outcomes as a result of the company's services?
- Stereotypes
 - What stereotypes might customers have of the profession, service or company?
- Wants
 - Wants and needs are very different from one another. A customer may need a new car, but want a particular vehicle that gives them status and one they believe is reliable.

~ **Maricel Dicion**

MEDIA TRAINING AND LOOSE CANNONS: AN INTERESTING CHALLENGE

The summer of 2008 was full of communication challenges: from the hydro explosion in East York that forced the evacuation of a high rise apartment followed by the massive propane explosion that affected 12,000 residents, to the listeria recalls.

While all of these situations have negatively impacted the public, one event in particular turned into a communicator's nightmare.

During a live news conference in August, a local politician lost her cool on camera. When challenged by the president of a local citizens' advocacy association, the politician told him to shut up. Apparently, they have a history of not getting along. According to a Toronto Star article that covered the event, the news conference ended abruptly immediately following the outburst.

We asked some media experts and trainers to share their thoughts on what could have been done to prevent this outburst. What can now be done to repair the damage and get back on track?

Mark Nusca Vice President & Regional Director Porter Novelli Canada

In my view there is no reason to ever have this kind of thing happen in front of the media or in public, whether you are a cor-

porate spokesperson or a public official. I don't care how hot the situation gets; if you cannot handle it, you are not cut out for the job. Trying to "mend fences" in the aftermath is no option in my opinion, because once the damage is done, it can be serious and largely irrevocable.

As media trainers, an important part of what we do to position both organizations and their spokespersons for success with the media is to actually assess in the early stages who in fact will make the best representative on the media stage.

Putting the wrong person out there is just too risky, so eliminating poor candidates as media spokespersons early is the first step for any organization. When your reputation rests largely on having the right public persona, you need to do everything in your power to deal skillfully and professionally with the public and the media at all times.

In this case, of course, as a public official who cannot simply resort to hiring a spokesperson to meet with the media on

her behalf, she is now stuck with the reality she created, having damaged her credibility. I have said it time and again to spokespeople—all of their hard work and success can be undone in an instant with the wrong performance in front of the media. This was a good example of that. I am sure this spokesperson is a good politician and a nice person. She just happens to be someone who could not control her emotions when doing so was most needed.

It was interesting to see a Toronto Star feature on this politician appearing some days after the event in question, which showed her interacting in a very friendly and caring way with neighbours and constituents. This was damage control no doubt. But that kind of damage can never be fully repaired. So avoid it at all costs.

If she was representing an organization, the case would be made strongly to replace her as a spokesperson. A company can only have zero tolerance for such an outburst. It sounds harsh but there is so much at stake.

Anyone who would blow up like that while the cameras are rolling should in fact be kept as far from the media as possible.

Ed Shiller Ed Shiller Communications Inc.

My initial advice to her would be three-fold: Issue a public apology for the outburst, write a letter of apology to the president of the advocacy association and offer him an opportunity to publicly express those views that he was prevented from expressing at the initial news conference. Towards this end, she might offer him space in her constituent newsletter or offer to address his concerns at a public meeting of his association.

I base this advice on two premises. The first is that people will forgive your mistakes, but not your attempts to justify your actions, to cover them up or to divert blame. The second is that you earn respect by accepting responsibility for your own behaviour, taking measures to prevent recurrences, and doing your best to undo

I don't care how hot the situation gets; if you cannot handle it, you are not cut out for the job.

any harm your behaviour might have caused. Following this course of action, which the spokesperson does not appear to have done, is likely to repair the damage to your reputation.

To get her back on track, I would provide refresher training that would stress the following point: When subjected to repeated challenges from a detractor, respond to the merits of the issues that the detractor raises, not to the behaviour and the presumed or actual motivation of the detractor. In effect, it doesn't matter that the association president may have been a constant thorn in the politician's side or that he may have a hidden agenda for being so. Nor does it matter that the president may, in her eyes, have been provocative, confrontational or rude in making his statements at the news conference. What matters is whether his challenges are valid or not, and the spokesperson should have dealt solely with this question when confronted by him.

Eric Bergman, ABC, APR, MC Bergman & Associates

The first thing to determine is whether the spokesperson believes the outburst was a problem. If not, the challenge is to convince her that the outcomes (i.e. the very fact we're discussing the issue in this forum) can be negative. If she does not believe she did anything wrong or damaging, she won't listen to a consultant telling her she did.

If the spokesperson believes that her behaviour created a problem, the focus should be on discovering what went wrong and finding ways to prevent it from happening again. Questions often work well in this situation. What was she feeling? Has she had similar exchanges with the other person in the past? Has something like this happened with other people? What are some of the common thoughts and feelings? Can we find ways to deal with those?

Later, I will examine my processes as a consultant. Obviously, my number one

CONTINUED ON / PAGE 12



goal is to help clients protect themselves, so I will examine how I provide advice. Was there something I could have done to modify this client's behaviour in advance of this incident? This internal dialogue helps improve the ways in which advice is given.

Kenneth Evans
Vice President
APEX Public Relations Inc.

There is simply no excuse for losing one's cool when being scrutinized by the media. It's not tolerated in most business or office environments and it should not be tolerated in the heat of a media interview. That doesn't mean a spokesperson can't be aggressive or tough; they can. But they should possess the skills and strategies to maintain a professional demeanour at all times, including:

- A clear grasp of simple bridging techniques to help shift the discussion to the spokesperson's advantage without being elusive or uncooperative
- A specific positioning or messaging architecture to keep the interaction focused on the most critical elements of the issue
- A thorough review and rehearsal of all potential "what if" scenarios to eliminate any rude surprises that might spark an inappropriate response

In the event a spokesperson behaves unprofessionally in a media situation the only recourse is damage control, such as an intervention by a moderator or handler supplemented by an apology to the audience for the inappropriate outburst (an intervention without a clarification would not be sufficient).

If the incident was really egregious, then a whole series of follow-up activities would

need to unfold—from media statements and open letters to potentially an entire mea culpa-oriented media campaign. But what a horrible waste of time, energy and money on something that was entirely preventable in the first place.

Can spokespersons who lose their cool in public regain their credibility and reputation? Yes, assuming they had a good reputation to begin with. But it takes a lot of time and effort.

What would you have done? Do you have any other ideas on how to prevent this situation from happening? Post your thoughts or comments on the IABC/Toronto Facebook group. It's an open forum and everyone's invited. 🍌

~ Sarah Twomey

Please note: This article reflects the opinions of the experts invited to comment and not necessarily those of the IABC/Toronto.



A COMMUNICATOR'S ROLE AS ETHICS SHERPA

Why communications professionals can and should help shepherd their organizations to the ethical high ground.

Unethical decision making can have potentially catastrophic consequences for any organization. The loss of trust from key stakeholders can be felt through decreased confidence and loyalty and negative media coverage and can directly impact the bottom line. Ethical conduct has the potential to greatly reduce the likelihood of these negative consequences. Communicators have a diverse and well tuned skill set that puts us in an excellent position to affect how our organizations choose to conduct themselves ethically. Doing so may help us realize an increased role in the management decision making process.

Why should we be considered for such a role?

Communicators can pre-empt and mitigate poor ethical decision making whenever preventable crises arise. Our understanding of how and why crises occur provides us with a unique skill set that can be used to recognize unethical actions that pose potential harm to our organizations, and guide them instead in a direction that will have positive results overall. Communicators can draw on a variety of skills to fill this role:

Understanding of audience:

Communicators are experts at understanding what makes our key audiences tick. This understanding puts us in an excellent position to identify the likely reaction to actions undertaken by an organization. This ability to accurately foresee audience reactions—whether from media, consumers or other stakeholders—puts us in a position to identify the potential social, political and monetary fallout of ethical wrongdoing.

Strategic thinking:

A firm understanding of how to create and implement objective-based strategy is also essential for affirming ethical conduct. Communicators understand how unethical actions can lead to negative outcomes that place undue risk on achieving objectives. The best strategies look at how to derive maximum benefit while minimizing risk; ethical conduct is usually a method of effectively achieving both.

Understanding of media and stakeholder landscapes:

Communicators are forced to keep continually up-to-date on media and consumer trends in order to optimize communications when opportunity arises. This understanding gives us a strategic advantage when it comes to understanding how decisions may be evaluated in the current climate, and this provides us with an important role when it comes to consultation on potentially unethical conduct.

These are only a few examples of how communicators can apply their skills to guide their organizations toward ethical decision making.



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Amanda Mills-Sirois

Morag Farquharson

Stephanie Thornbury

IABC/Toronto keeps growing!

Just before the Labour Day long weekend, it was announced that we had reached 1601 members! This is phenomenal news considering 14 months earlier we had reached 1400. Congratulations to everyone for making this possible!

ON THE MOVE

Brenda Hajdu (Delodder)

Marketing Director
Fuller Landau LLP

IABC/TORONTO'S MISSION STATEMENT

To be the communications association of choice by providing members with value through quality programs, professional standards and networking opportunities. *Communicator* is published six times annually plus two special issues for members of the IABC/Toronto chapter. *Communicator's* team welcomes your suggestions, ideas and comments. If you have article ideas or if you'd like to submit a piece, please send your ideas and/or submission to toronto-memcomm@iabc.com.

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Why should we act as ethics guides?

Our knowledge and talent put us in a strong position to give guidance on ethical issues; but why should we fight to secure such a role? The most practical answer is, if we don't prevent it, we might end up cleaning it up. Communicators are heavily relied upon during crises to manage corporate reputation; but by being involved from the beginning to help companies understand the potential implications of their actions, communicators are able to recognize their higher purpose as guides, as opposed to crisis janitors.

Beyond practicality, ethical conduct also carries with it the assertion of a positive corporate outlook. By continually striving to do the right thing, an organization is doing its part to improve business and the corporate climate in which we all work.

Our understanding of ethical conduct has the potential to be another building block toward securing communications as a management function. Communicators know the importance of effective corporate communications but can sometimes struggle to gain consideration during important decision making. Our understanding of the role ethics play in reputation management is another argument for our presence during key decision making, and has the potential to play a role in securing our seat at the executive table.

~ **Scott Fry**
HealthComm Inc.

THE GREENING OF THE IABC/TORONTO ANNUAL REPORT

IABC/Toronto plans to make the chapter's *2007–2008 Annual Report* as environmentally friendly as possible.

To accomplish this the chapter plans to:

- Publish the report in an electronic version
- Offer the print version to members only on request, thereby reducing the number of printed copies produced
- Recycle surplus reports (except for a few archive copies) when the *2008–2009 Annual Report* is published
- Hire an environmentally responsible printer, certified by the Forest Stewardship Council, using the most eco-friendly materials possible

