INDEX

Accountability, 211
Accounting, 31, 35, 153
Advertising department, 134
Aggressive transparency, 155
Allstate Insurance Company, 159–164
Alstom Power & Grid, 24, 26, 27
Ambiguity, dealing with, 7
Analyst day, 61
Annual meeting of shareholders, 60–61
AOL, 157
Apple, 177
Arthur W. Page Society, 5–8, 11, 201
Page Principles, 205–206
Ashley, Stephen B., 108
Assumptions, 109
Attorney/client privilege, 120
Audience, 77, 135, 193
Bain, Mark, 115–121, 204, 207, 209
Barnes, Brenda, 186, 187
Barra, Mary, 128
BCBS System, 77
Beam Suntory Inc., 99–105
Beiser, Kathryn, 54, 207, 208
Bill and Melinda Gates Foundation, 168
Blue Cross Blue Shield Association (BCBSA), 74, 76, 77
Boeing, 81–88
Bolt EV, 126–131
Bottom line, 159
BP, 145
Brand positioning, 33
Brooks, 179
Burns, Greg, 163
Business/economics competence, 5
building, 61–62
Business goals/objectives
communication with, aligning, 125–131
Business unit leaders, 201
Cahill, Maureen, 75
Calvin Klein, 179
Capabilities, 4–5
Career skills, 5
Caring, 40
Carter, Jimmy, 172
Casto, Carole, 63, 204, 207, 211
Cervone, Tony, 130, 206, 208
Chevrolet, 128–129
Chief Communications Officer (CCO), 3–8, 116, 133
as builder of digital engagement systems, 9
capabilities of, 6–7
challenges and opportunities for, 12–13
expanding leadership role, 8–10
expectations from the team, 206–207
foundational, 6
as integrator, 6
Chief Financial Officer (CFO), 50, 133
Chief HR Officer, The, 83
Chief Human Resources Officer (CHRO), 133
Chief Information Officer (CIO), 13
Chief Legal Officer (CLO), 116, 133
Chief Marketing Officer (CMO), 12–13, 133–139
qualities and characteristics of, 137–139
Chief Operating Officer (COO), 133
Chief Public Affairs and Communications, 33
Chief Technology Officer (CTO), 13
Chipotle, 145
Collaboration, 173
Communication, 91–97
with business goals and objectives, aligning, 125–131
corporate, 11, 57–63, 110, 112 defined, 134
Employee Communications, 81
Executive Communications, 76
influence during corporate transformation, building, 177–183
Internal Communications, 74, 76, 77
intersection with legal, 116–118
local, 28
marketing and, 134–137
need for, 170–171
open, 189–190
political, 110
positive, 185–190
for social good, 167–173
strategic, 144
during times of change, 187–189
Communications leadership, 191–197
integrated, 193–194
Communications professionals, 3, 4, 134, 187, 201, 202
Communicators, 159–164
as champions for social good, 160
cross-over into business strategists, 195
as integrator, 23–29
as storytellers, 160, 162–163
as strategic partners, 163–164
Complexity, dealing with, 7
Conagra Brands, 185
Connolly, Sean, 185, 187, 188
Contrition, 152
Conversation, changing, 155–156
Coordination across channels, 147
Corporate communication, 11, 57–63, 110, 112
Corporate conscience, 156, 203–204
Corporate culture, 204–206
Corporate legal department, 115–121
legal–communication intersection, 116–118
legal functions, 115–116
working with legal, 118–121
Corporate social responsibility (CSR), 11, 160
Corporate transparency, 152–155, 211–212
Counter-argument, 152
Courageous counsel, 203–204
offering, 7
Covey, Stephen, 87, 202
C-suite, 3, 9, 10, 12, 24–27, 43, 46, 50, 51, 81, 136, 201–204, 211
Cummins, Clessie, 57
Cummins Inc., 57–61
partnership growth, 60–61
Debt-to-EBITDA ratios, 99
Decision-making, 111
Dell, 178
Devine, Jaci, 163
Dig Communications. See OLSON Engage
Discover Financial Services, 208
Douwe Egberts, 187
Du Bois, W. E. B., 55
duBrowa, Corey, 72, 205, 207
Edelman, 208
Education, 40–41
Edwards, Paul, 126
Effective writing, 5
Empathy Index, The, 194
“Empathy to Action” campaign, 193, 194
Employees, 73–80
brand ambassadors, 78
communications, 81
engagement, 204–206
expectations, 76
Employment law, 116
Enterprise value, 99
Executive Communications, 76
Expected quantifiable impact, 33
Expertise
planning, 5
in social media
External Relations, 76
Fannie Mae, 108
Fechheimer, Steve, 101
Feldman, Bob, 6
Ferry, Korn, 8
Finance, basics of, 50–52
Foundations, role in society, 168–170
401(k)-type plan, 84–85
Friedman, Milton, 159
G. D. Searles, 107
General Counsel (GC), 25, 116
General Electric (GE), 23–27, 29
General Motors, 24, 129
GE Power, 24
Gerrard, Paul, 79
Global Affairs team, 25
Goal, 111–112
communication with, aligning, 125–131
Gradison, Bill, 113
Greener, Chuck, 107, 108, 112, 113, 207
Greener, William I., Jr., 107
Greener’s Rules, 107–113
Guthrie, Roy, 51, 52
Halls, Town, 76
Harris, Jon, 190, 207, 208
Hattersley, Gavin, 31
Hayes, Woody, 110
Healy, Jim, 23
Helm, Lucy, 68
Hillshire Brands, 187
Hilton Worldwide, 208
Hine, Clarkson, 104, 207, 210
Hospitality, 42
Human capital, 204–206
Human Resources (HR), 74, 77–81, 83–84
Humility, 112–113
IBM, 177
Image creation, 109–110
Immelt, Jeff, 23, 25–27
Impact measurement, 110–111
Integrated communications leadership, 193–194
Integrator, communicator as, 23–29
Internal Communications, 74, 76, 77
Investor relations (IR), 24, 60, 61, 204
Jacuzzi, Joe, 206
Jam, Page, 7
Jenner, Kendall, 147

Kelly, Gary, 95
Kick Tail goals, 95
Klyberg, Rich, 138
Knowledge, 4–5
Korn Ferry Institute, 8, 9
Kylberg, Rich, 203, 208

Language of business, 141–148, 209–211
Leader(s)
becoming, 207–209
business unit, 201
Leadership
communications, 191–197
expectations, 76
quality, 177
Legal—communication intersection, 116–118
Legal functions, 115–116
Levi Strauss & Co., 178
Liddy, Ed, 162
Local communication, 28
Long, Mike, 136

Mandela, Nelson, 172
Marino, Peter, 36, 202, 206, 208, 209
Marketing, 133–139
and communication, 134–137
metrics, 143
power, boosting, 145–146
strategy, understanding, 142–143
Martin, Steve, 112
MBAs, 32–33, 201
McCain, John, 107
McDermott, Bill, 191–192, 194–195, 204
McGinnis, Kelly, 183, 203, 207–208

Merger and acquisition (M&A), 100, 101
Metaphor, 34–35
Meurlin, Craig, 117
MillerCoors, 31
Morgan Stanley, 52
Most Powerful Women Summit, 187
Multi-tasking, 40
Munoz, Oscar, 11–12

Naughton, Jim, 112
Nealon, Tom, 92, 94, 95
Neill, Marleen, 12
Netflix, 177
Nonprofit communicator, advice for, 171, 173
Numbers, 52–53

Obama, Barak, 23
OLSON Engage, 208
Open communication, 189–190
O’Rourke, James S., 7–8
Outside perspectives, conveying, 181–182

Page, Arthur W., 11
Partnership growth, 60–61
Passion, 42–43
Peacock, Matt, 157, 203, 207
Pepsi, 147, 186
Personal relationships, building, 186
Place, 134
Planning expertise, 5
Political communications, 110
Positive attitude in challenging times, keeping, 186–187
Positive communication, 185–190
Power of human spirit, 41–42
Price, 134
Problem-solving, 5, 7, 35–36
Product, 134
Promotion, 134
Public Relations, 76
Quarterly earnings release, 60
Relationships, 53–55
Reputation, protecting, 144–145
Research ability, 5
Return on investment (ROI), 33, 135
Right team, establishment of, 180
Roberts, Angela, 80
Robinson, Jim, 44
Rockefeller Foundation, 168
Rumsfeld, Donald, 107
Rutherford, Linda, 96, 205, 207, 209
SAP, 191–194
“Empathy to Action” campaign, 193, 194
Sara Lee Corporation, The, 186–187
Schultz, Howard, 69
Securities and Exchange Commission (S.E.C.), 52, 53
Securities law, 116
Sharpe, Stacy, 164, 206, 208
Shebik, Steve, 161, 204
Sheffer, Gary, 28, 207, 209
Signaling theory, 10
Skills, 4–5
career, 5
Sleeping, 40
Smith, Mark, 58
Snowden, Edward, 155
Social good, communications for, 167–173
Solomon, Andrew, 172
Solomon, Andy, 207
Southwest Airlines, 91–97
SquareTrade, 161
Stakeholders, internal, 204
Starbucks, 67–72, 205
College Achievement Plan, 71
Food Share program, 71
partners, 70–71
unique culture of, 71–72
Stasch, Juliam, 171
Stephens, Rick, 82, 83
Storytellers, communicators as, 160, 162–163
Strategic business thinking, 7
Strategic communications, role of, 144
Strategic mind-set, 8–9
Strategic partners, communicators as, 163–164
Summy, Amy, 142
Supple, Chris, 196
Synergies, 99
Tail brands, 100
Talley, B.J., 147, 204, 207
Tax avoiders, 151
Teams
CCO’s expectations from the, 206–207
right, establishment of, 180
Teamwork, 78–80
TE Connectivity, 141–148
Ted Talk, 95
Tesla Motors, 127
Thompson, Tommy, 196
Time management, 39–40
Timuray, Serpil, 153, 203–204
Tips of the trade, 62
Toulouse, Anne C., 86, 207
Transformational leaders, 178–179
Transformation communication, 177–183
Transparency
aggressive, 155
corporate, 152–155, 211
True partners, 68–70
Trust, 152, 155
Trust Barometer, 73
Trust building
with senior executives, 195–197
Truth, 153–155
Tzitzon, Nick, 202
United Airlines, 11, 145
USC Center for Public Relations
2017 Global Communication Report, 5
Value creation, 99–105
strategies for, 99–100
Vodafone, 152
Walgreens Boots Alliance,
107–113
Wall Street, 210
Warmth, 42
Whitman, Walt, 83
Wilson, Tom, 159, 161
Winton, Jeffery A., 45, 211, 207
Wood, Elizabeth, 179
Wright, Patrick M., 83
Xerox, 177
Yahoo!, 145