



# Leadership Skills for PR Managers

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THE GRADUATE SCHOOL OF  
POLITICAL MANAGEMENT

**Fleishman-Hillard**  
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**2-5:30pm**

# From PR Manager to PR Leader

**Jeff Ghannam**

Crystal Communications  
& Marketing, LLC

703.888.8203

[jghannam@crystalcommunicationllc.com](mailto:jghannam@crystalcommunicationllc.com)

Twitter: @ghannam4



# Getting to know you

- Name, title, organization
- What do you hope to get out of this workshop?

# What are we going to cover in the first half?

- Differences/Similarities between Leadership and Management
- Managing Yourself First
- Managing People and Teams
- Managing “Up”
- Managing Clients/Agencies and Resolving Conflict with Customers, Clients, Members, etc.
- Questions anytime

# Leaders are naturally born, right? You can't learn this stuff.

*“Leaders are not born.  
They are made. They are  
made just like anything  
else ... through hard  
work. That's the price we  
have to pay to achieve  
that goal or any goal.”*

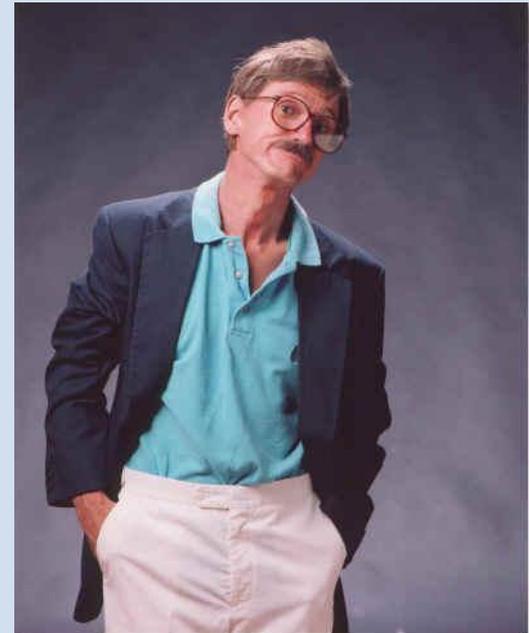
**- Vince Lombardi**



# Yes, it's a lot of hard work. Is it worth it?

*“If you ain't the  
lead dog – the  
scenery never  
changes.”*

**- Lewis Grizzard**



**We're here to change your scenery!**



# **EXERCISE:** What is the difference between a manager and a leader?

*“Management is doing things right; leadership is doing the right things.”*

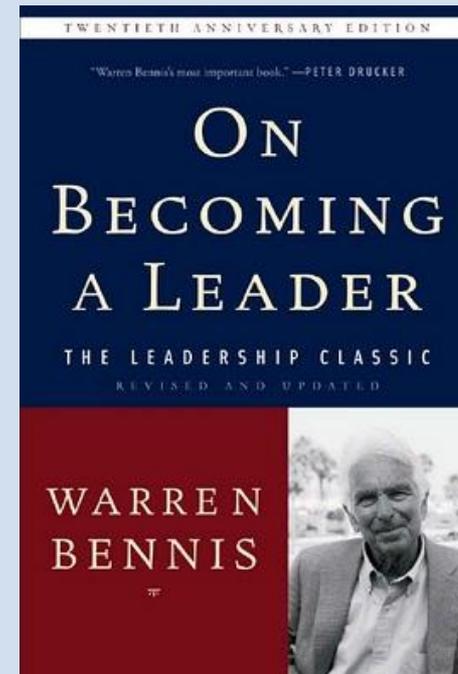
**- Peter Drucker**



# What is the difference between management and leadership?

*“The manager’s job is to plan, organize and coordinate. The leader’s job is to inspire and motivate people.”*

**- Warren Bennis**



# Manager or leader? Which one are you?

Warren Bennis on the differences between managers and leaders:

- The manager **administers**; the leader **innovates**.
- The manager is a **copy**; the leader is an **original**.
- The manager **maintains**; the leader **develops**.
- The manager focuses on **systems and structure**; the leader focuses on **people**.
- The manager relies on **control**; the leader inspires **trust**.
- The manager accepts **reality**; the leader **investigates** it.

# Manager or leader? Which one are you?

- The manager has a **short-range view**; the leader has a **long-range perspective**.
- The manager asks **how and when**; the leader asks **what and why**.
- The manager has his or her eye on **the bottom line**; the leader has his or her **eye on the horizon**.
- The manager **imitates**; the leader **originates**.
- The manager accepts the **status quo**; the leader **challenges it**.
- The manager is the classic **good soldier**; the leader is his or her **own person**.

# **EXERCISE:** What are the characteristics of a good leader?



# What are the characteristics of a good leader?

- Mission and vision-driven
- Committed to the job
- Transformational
- Effective; gets things done
- Skillful communicator
- Listens and considers input
- Builds consensus but can make decisions
- Ethical
- Role model; leads by example
- Good interpersonal skills

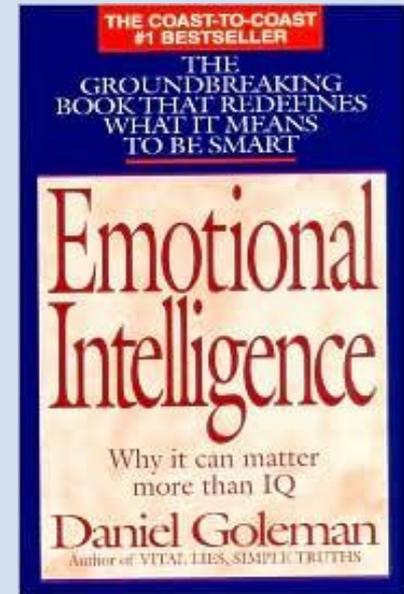
Good news!  
These skills  
can be  
learned!



# Managing Yourself

Interpersonal skills or intuition can be taught

According to Daniel Goleman, “Emotional Intelligence,” (1995)



# About Emotional Intelligence

Ability to recognize and understand emotions in yourself first and then others, and your ability to use this awareness to manage behavior and relationships and motivate people.

# About Emotional Intelligence

## Four main constructs:

**Self-awareness** – your ability to perceive **your own emotions** accurately and to understand your tendencies across situations.

**Self-management** – your ability to use your awareness of **your emotions** to stay flexible and direct your behavior positively. It's what happens when you act—or do not act.

**Social awareness** – your ability to sense, understand, and react to **others' emotions** and to understand what is really going on with them.

**Relationship management** - your ability to use your awareness of **your emotions and those of others** to manage interactions successfully.

# Improving your EI

With a coach or on your own:

- Practice active listening and sensing to increase your empathy
- As your empathy develops, your social awareness will improve
- As your social awareness develops, your overall EI will improve and so will your job performance!

**Bottom line: Emotions in the workplace are there like it or not--but they must be managed constructively.**

# **More on How to “Manage Yourself.”**

**Address these three specific areas and you will be a better leader:**

- **The “elusive” work/life balance**
- **Dealing with expectations  
(of yourself and others)**
- **Delegating is not a bad word**

# **Exercise:** Why is the “elusive” work/life balance important?

When your work life and personal life are out of balance, your stress level is likely to soar. But the quality of your work won't!



# Work/life balance strategies:

- **Track your time in writing for one week.** Decide what's necessary and what satisfies you. Cut, prioritize or delegate activities you don't enjoy.
- **Manage your time.** 1) Keep up with tasks; 2) Use a calendar (really); and 3) keep a daily to-do list
- **Take advantage of work schedule options.** Look at flex hours, compressed workweek, job sharing, telecommuting or other scheduling flexibility. Controlling your hours causes less stress.
- **Leave work at work.** Technology tears down walls between work and home. **Turn off the phone...be “in the moment.”**
- **Bolster your support system.** Cover for coworkers and they will do same for you. Enlist friends/family when travel or overtime arises. Find the time to return the favor. And find a mentor!
- **Nurture yourself.** Eat healthy, work out daily, and get enough sleep. Schedule time alone or with significant other (**whatever works best for you--not necessarily your significant other.**)

# Delegation: Getting Over Your Guilt (or Your Control Issues)

## **EXERCISE:** Why delegate?

Delegating tasks: 1) helps you develop your colleagues; 2) advances your organization's capability; and 3) helps you focus on your core responsibilities.

## **EXERCISE:** What duties should you delegate?

Everything but your core responsibilities. Delegate tasks that other staff need to learn, like to do, or are good at doing.



# Delegating so it's “done right”

**How:** Depending on the person, you must explain or provide:

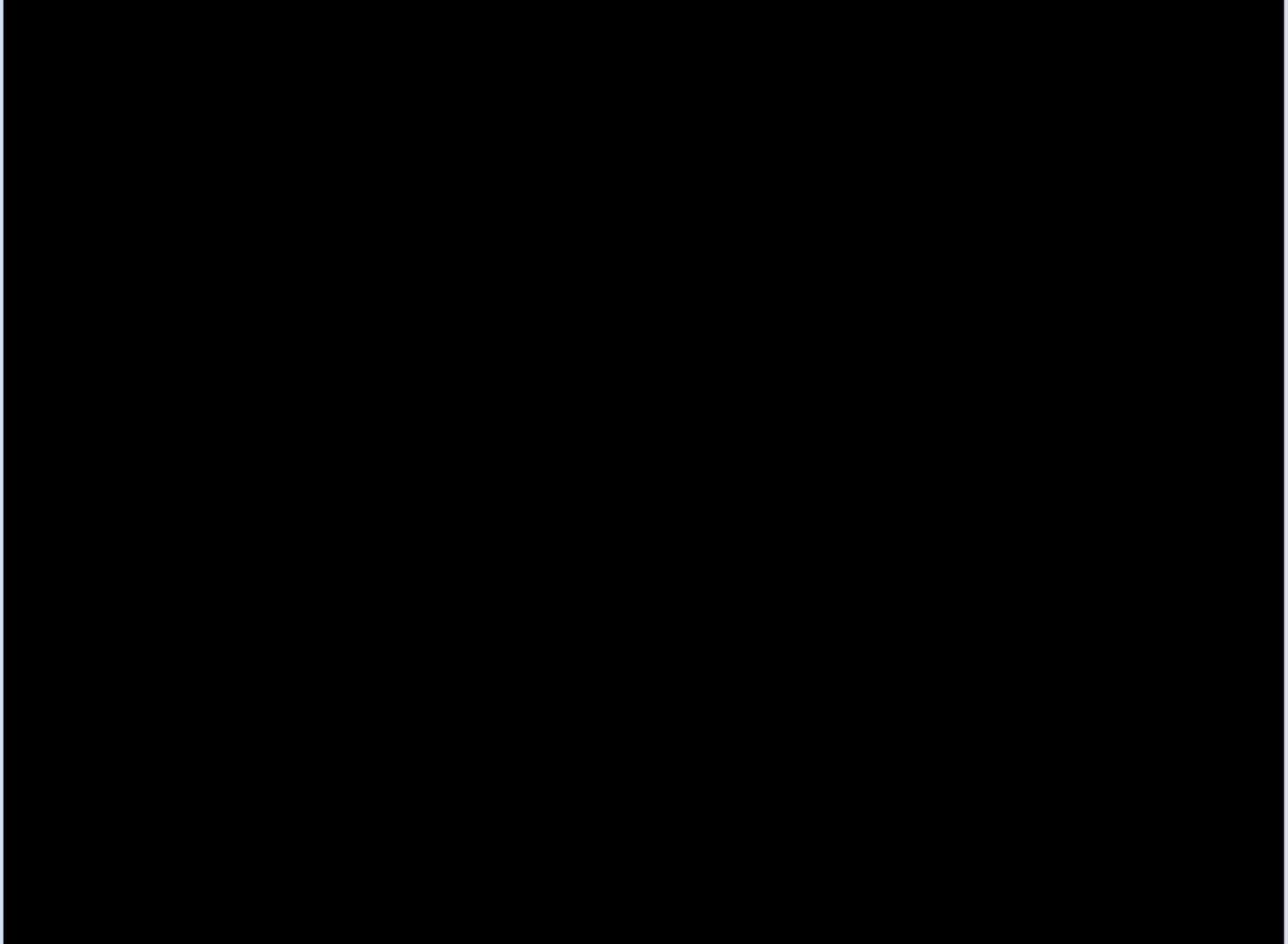
- ✓ **Why** the task needs to be done
- ✓ Any **background information** the colleague needs to perform the task properly
- ✓ **Guidelines**, but not explicit directions, for how the colleague should go about performing the task
- ✓ **Describe the outcome** or deliverable you expect.
- ✓ A **timeline** for when the task should be completed
- ✓ **Input and acceptance** from your colleague.



# Managing expectations of yourself and others

- **Set reasonable expectations right from the start.** Be clear about what you want from others and what you can deliver to others.
- **Save the hype.** Don't oversell a product, service or yourself.
- **Agree on goals, plans, timelines.** Agree on specific deliverables, time frames and delivery dates. **Input and agreement are important.**
- **Acknowledge and adjust.** If not going according to plan, change the expectation. Don't put this off; it doesn't get easier.
- **The bottom line: communicate clearly and often!**

# Managing People



# Managing People

**EXERCISE:** Think of a career highpoint when you were happiest. What were your motivators at that time?





Abraham Maslow, 1943, Hierarchy of Needs

# Meet these needs in the workplace and you will motivate

- 1) **Physiological Needs:** Provide lunch breaks, rest breaks, and wages sufficient to purchase the essentials of life.
- 2) **Safety Needs:** Provide a safe working environment, freedom from threats and relative job security.
- 3) **Social Needs:** Create a feeling of acceptance, belonging and community by reinforcing team dynamics.
- 4) **Esteem Needs:** Recognize achievements, assign important projects, and provide status to make employees feel appreciated and valued.
- 5) **Self-Actualization:** Provide challenging and meaningful work which enables innovation, creativity, and progress according to long-term goals.

# 12 Specific Ways to Motivate

- 1) **It's about the big picture.** Employees need to see that what they do impacts the whole company, organization, process or task. **Let them know what they do is important.**
- 2) **Praise, thank and recognize** the employee for a job well done--or even partially well done. Be sincere.
- 3) **Care about them professionally.** Discuss ways to create a more satisfying career path, including promotions based on concrete outcomes.
- 4) **State clear goals and objectives.** People like direction and structure. But they don't like micromanagement!
- 5) **Add variety** to a person's job. Ensure that the job description involves a variety of tasks.
- 6) **Provide constructive feedback** along the way, pointing out both positive and negative aspects.

# 12 Specific Ways to Motivate

7. **Allow for an appropriate amount of autonomy** – the more capable the person, the more autonomous and vice-versa.
8. **Let them grow.** Increase the depth and breadth of what the employee is currently doing as they prove themselves.
9. **Match tasks to talents.** Ask them what they enjoy and see if you can use that skill. An employee who is successful at one thing will have the self-confidence to tackle other projects.
10. **Create a positive and fun environment.** Laugh a lot. Throw parties. Give them extra days off.
11. **Treat everyone equally.** Don't play favorites with your staff. Yes, they can tell.
12. **Communicate.** Keep office doors open and let folks know they can always approach you.

# Encouraging professional development

**Why: Good people want to be great. Here's how to help them:**

- **Create a plan.** Help employees establish professional development or career goals and plans.
- **Pair your employees with a mentor.** Once their goals have been established, find someone who is in a similar role to the target position to serve as a mentor.
- **Expand their professional network.** Recommend opportunities within the organization, as well as networking or professional groups (like PRSA!).
- **Move them out of their comfort zone.** Give your employees challenging assignments. Let them learn from their mistakes.
- **Encourage continuing education.** Give them a budget and encourage further education (grad school, workshops, certification...)



# Enhancing Team Dynamics

- **Clearly state the objectives and focus of the team. The more specific info the better.**
- **Choose the right people for the team.**
- **Solve problems as a team.**
- **Team dynamics take time.**
- **Individual rewards or team rewards?**
- **Don't be an absentee leader.**
- **Regular communication.**

# Managing Team Meetings

**It's more than having an agenda....Do you know these people?**

**The dominator.** This person uses meeting as monologues.

**Strategy:** Look for a place to interrupt, quickly summarize their point of view and turn to the group and say, "Does anyone else have an opinion about this?"

**The wallflower.** He has good ideas but he/she's just too shy to share them.

**Strategy:** Encourage her. "Susan, you've had experience with this. What can you tell us?" If the whole group is quiet, chances you as the leader are the problem.

**The side-talkers.** In a big group, two people will often huddle together about something.

**Strategies:** 1) Stop and stare with a smile; 2) Call on someone who is sitting next them; 3) "You must have a good idea over there. How about filling the rest of us in?"

**The griper.** He may have a legitimate point and you don't want to shut down dialogue.

**Strategy:** Summarize the basic concern; use neutral words. Turn to the rest of the group and say, "What about this concern? Let's examine it. Does anyone else feel this way?"

**If this person persistently gripes, see next slide.**

# Dealing with “that” person

- **Go ahead and address the person** who is upset or bothering you. It is better to air grievances than to let them fester.
- **Listen carefully.** What is he really trying to say? Be sure you truly understand his position.
- **Speak to the other person calmly**, politely and rationally. Focus on the situation and facts, avoiding gossip and personal attacks.
- **Express interest** in what the other person is saying. Acknowledge without necessarily agreeing. Saying, "I understand that you feel this way. Here's how I feel..." acknowledges both positions.
- **Communicate clearly what you want** by offering positive suggestions and recommendations. Be willing to be flexible.
- **Speak to your supervisor or HR** if a problem with a difficult co-worker seriously threatens your work or breaks the law (harassment, bullying, discrimination, etc.)

# Managing Up: Working with Boss

- **Feel his/her pain.** Let him/her know you understand the big picture and the business. Care about the company and organization.
- **Agree on your personal goals** and objectives and get them in writing and review them regularly.
- **Talk to the boss regularly.** Schedule weekly meetings or status call if possible.
- **Be available.** Notice when he/she comes into and leaves the office. Be there before and stay after, if possible. Respond to email and phone calls immediately.
- **Look for opportunities** to make your manager's life easier.

# Managing Up: Working with Boss

- **Be honest.** Tell the boss the whole story if a problem arises so you can solve it together.
- **Solve problems.** Don't present problems without bringing solutions and recommendations.
- **It's not personal.** Develop tough skin. Don't overreact to boss's comments.
- **Step up to the plate** and volunteer for extra duties.
- **Show him/her your appreciation** (but don't suck up.)  
Bosses are people too.

# Managing Your Client

- **Start on the right foot.** Gauge their understanding of PR. Educate if you must.
- **Make sure you know what they want.** If necessary, work with them to develop an RPF that reflects the client's business objectives, requirements and expectations. Budgets and billing should be very clear.
- **Get it in writing.** Your Scope of Activities, Letter of Agreement or Contract should address all of the above.
- **Who is your client contact?** And what is the relationship to other staff?
- **Review and talk.** Put in place review procedures (e.g., weekly reviews) and status reports.
- **Keep them focused.** When they drift (“scope creep”) or don't deliver on their end, gently remind the client of the larger end goal, budget, or timeline.
- **Smile.** Never blame the client and show a can-do (but realistic) attitude.

# Managing Your Agency

- **Tell them what you want.** Develop an RPF that comprehensively and accurately reflects your overall objectives, requirements and expectations.
- **Get it in writing.** Your Scope of Activities, Letter of Agreement or Contract should address all of the above. Budgets and billing should be very clear.
- **Lead, don't follow.** Accept that it's your role to direct or manage the agency—not the other way around.
- **Review and talk.** Puts in place clear processes and procedures
- **Don't hog the credit.** Don't take the credit when things go well and blame the agency when there's a glitch.

# When things go wrong

- **Never argue back, just listen.** By listening, you will better understand the issue.
- **Be patient.** Let them vent and get it all out. They will tire.
- **Be positive:** “I understand why you’re upset.” “I hear what you are saying.” Don’t say “calm down.”
- **Speak softly** and slowly. Tone matters.



# When things go wrong

- **Ask for more information.** But don't grill them. It shows you have an interest in solving the problem.
- **Solve the issue at that time** if you can, but asking for more time to think is good too.
- **Thank them** for bringing up the issue. Be genuine they brought it to your attention.
- **Take a break** immediately after. It's OK to be frazzled.



**Thank you...**

**and let's  
keep  
talking.**



**Jeff Ghannam**

Crystal Communications  
& Marketing, LLC

703.888.8203

[jghannam@crystalcommunicationsllc.com](mailto:jghannam@crystalcommunicationsllc.com)

Twitter: @ghannam4

[www.crystalcommunicationsllc.com](http://www.crystalcommunicationsllc.com)



**Here's to a change in your scenery!**

