



Communicating Strategy

Phil Jones

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'If you don't communicate your strategy in a way that your people understand and find compelling, how can you expect them to help you succeed with it? Research suggests only 5% of the people in an organization understand its strategy. If that is true for your organization, whose strategy are the other 95% implementing? Not yours, that is for sure.'

Phil Jones' *Communicating Strategy* is designed to help you communicate your strategy in a compelling and effective way, and dramatically improve implementation and the resulting outcomes.

It provides a clear framework for building a communication plan as well as practical information, techniques, tools, tips and exercises that can be applied to explain and deliver a complete and coherent message.

There is guidance on how to identify likely obstacles to change and how the psychology behind your story - and the language you use - can help create change champions; as well as details of how to use metaphor, quotations and imagery to paint a vivid picture.

The author also explores the reasons why your organization's structure, processes and culture may stifle your story and the steps you can take to align each of these to the strategy.

This is an exceptional book that includes elements of organizational theory, human psychology and good, straightforward common sense.

If you believe that people will do a better job if they understand what you are thinking and what you want, this book is for you.

Contents

Preface; They don't get the strategy; Ten heresies; Communicate what, to whom and why?; Understanding and motivating change; What's in it for...?; Developing the story of the strategy; Let me tell you a story; The aligned management team; The handcuffed organization; Developing your communications strategy and plan; Final thoughts; Appendix: The channels - communicating the message; Index.

About the Author

Phil Jones is a strategy and performance management specialist. During his career he has helped many organizations develop, communicate and implement their strategy better in organizations as diverse as retail and investment banking, insurance, FMCG, utilities, leisure, manufacturing and IT services. He has worked in the UK, Europe, the US and Far East for organizations ranging from multi-nationals, FTSE100, SMEs, to start-ups. In the public sector he has helped organisations that include City Councils, MoD, NHS Trusts, the Department for Work and Pensions and Strategic Health.

Phil's background includes a corporate strategy planning role and in the management team of a dot.com as well as extensive management consultancy experience with the niche consultancy Renaissance set up by Norton & Kaplan (authors of the original balanced scorecard books) as well as both KPMG and Price Waterhouse. He now runs Excitant Limited to help organisations turn strategy, into performance and results through their people.

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