

**Meeting 2 Reinventing Purpose Communications Accelerate Community:** Middle Managers and Senior Executives

**CECP Leads:** Sara Adams, Senior Director, Communications and Marketing; Jackie Albano, Director, External Affairs

### **Speakers**

- Noah Keteyian, WE Worldwide, SVP, Corporate Reputation & Brand Purpose

### **Key Takeaways**

- While corporate purpose has been garnering more attention over the last few years, 2020 brought a renewed sense of urgency to purpose leadership. In fact, purpose-driven executive leadership is increasingly seen as equally important as financial performance. (See CECP's CEO Investor Forum report on this topic, [The Return on Purpose.](#))
- The morality of brands is taking center stage among consumers. CEOs and their companies are expected to take a position on critical social issues. [According to JUST Capital](#), an overwhelming 79% of Americans say it will be just as important, or more important, for corporate leaders to speak out publicly on social issues over the next four years, compared to today. Significant stakeholders – including employees – expect their company to step up.
- For communicators, the old strategies must be revamped or even laid to rest. The question becomes how to reorient your communications and what actions to take. Communicating with a sense of purpose that brings value to your audience, intentional messaging that is created with the audience and medium in mind, and ensuring all communications are developed through the lens of inclusivity, diversity, and equity are all key.
- Business recovery depends heavily on employees' ability to thrive at this time. Is your company senior leadership and its middle managers aligned on the crucial nature of ensuring employees feel safe, heard, and taken care of?
- Middle managers and senior executives each need a unique set of tools and communication strategies to reach their direct reports. Companies need to take a fresh look at strategies and reframe or reinvent them for the world we live in now.

### **Complete Meeting Notes**

Noah Keteyian

- Urgency in purpose leadership
- Purpose leadership as important as financial performance
- Employee's ability to thrive at this time will make or break our recovery
- Consumers putting moral obligations on brands
- How do you reorient your communications? Lean-into a culture of change?
- The question is how? What do those actions look like?
- Companies still expecting employers to step up
- Need to demonstrate the business imperative
- [Etsy NYT article](#)
- Middle managers – how can we help support middle managers and make sure the messages are getting to and through them

- About making choices – Taking a fresh look at manager tools, communications
- Everyone is on information overload all the time, doesn't help when we keep pushing info
- How do simplify, how do we scale back
- Collapse into singular frameworks with fewer moving pieces
- Managers trainings are lined up against purpose and values
- Need to be empathetic with managers – interrogate our strategies
- Increasing our listening tools – degree to which we can improve our metrics
  - Open rates for internal emails and manager trainings
  - Yammer, slack channels – analyze for key topics and conversations on a regular basis to examine red/yellow/green issues among employees
  - Combine townhalls with surveys, feedback loops
- New ways of listening or gathering feedback from employees?
  - Quarterly surveys, surveys after townhalls or large CEO events, business groups do their own pulse checks
  - Raytheon doing three annual surveys, as well as after big company-wide events or campaigns
  - ERGs have been powerful over the last few months, ramp up listening through those groups (ERGs can be underutilized resources)
- Doing purpose well
  - Microsoft – authentic but broad enough to allow them to innovate in new ways
  - Nike – issues with female athletes getting
  - Campbell's Soup
  - Does this meet the moment and serve us well on the journey?