

# Communications Issues

Issue 10

*A Community Service of Harley House Consultants Inc.*



## Relationship Centered Model

### Introduction

Historically, many organizations are inward focused and fail to recognize the importance of the various stakeholder groups that have an impact on their success.

Some organizations have the foresight to be focused on some of their internal or external stakeholder groups but fail to recognize all of the stakeholder groups that impact on their organizations.

An organization is only as strong as its weakest relationship.

A Relationship Centered Model (RCM) can be used by an organization to work together with all of its various key stakeholder groups so as to ensure the long-term success and effectiveness of the organization.



### The Components

#### Client Relations

Client relations and development should be every organization's first order of business. However, many organizations fail to maintain proper visibility with their clients, and tend to focus too much on existing clients, rather than identifying and developing new clients.

#### Media Relations

Media relations refers to the relationship that an organization develops with media representatives so as to gather and distribute information. It involves working directly with persons responsible for the editorial (news and features), public service and sponsorship programming products of the mass media.

#### Investor Relations

Investor relations is the activity through which a company consciously builds relationships with current and potential investors, financial analysts and the media to ensure it has not only their confidence, but access to all the funds it requires.

#### Employee Relations

Employee relations is defined as the practices which are concerned with the management and regulation of relationships between the organization, individual staff members, and groups of individuals within the organization.

#### Community Relations

Community relations involves establishing a two-way rapport with the community, and raising and maintaining the organization's public profile so as to ensure broad public input into the decision-making process and to build buy-in and support with decisions made.

#### Government Relations

Government relations is the systematic effort to influence the actions and policies of government to help achieve particular objectives or protect particular interests in a way that reflects well on your organization and the decision-makers involved.

*Making Communicators Better Managers—Making Managers Better Communicators*



## 2. Relationship Centered Model

### Relationship Centered Model Services

"At Harley House Consultants Inc. we help our clients manage internal and external relationships with key stakeholder groups to ensure the long-term success and effectiveness of the organization."

#### Audits and Evaluations

We conduct audits and evaluations of the organizations' relationships to determine:

- Does the organization have a clear sense of who their key stakeholder groups are?
- How do the various stakeholders perceive the organization, i.e., what is its image/reputation?
- Does the organization have a clear sense of purpose, direction, coordination, as well as clear performance expectations for key stakeholder groups?
- Is there a well-planned strategy and appropriate resources for dealing with key stakeholder groups?
- How economical, efficient and effective are stakeholder programs and activities?

#### Training

We develop and deliver customized training programs for organizations to improve the effectiveness of their dealings with key stakeholder groups. We also provide syndicated training programs for the following stakeholder groups:

- Client Relations
- Media Relations
- Investor Relations
- Employee Relations
- Community Relations
- Government Relations

#### Policy & Procedures

Policy and procedures ensure that the organization has processes in place to maximize the effectiveness of its various relationships. Customized Policy and Procedures Manuals provide guidelines, checklists and examples that are tailored to meet the requirements of individual clients. Each manual is drafted in a user-friendly format for ease of use and quick reference.

#### Tracking

We employ a series of primary and secondary data tracking tools aimed at helping clients keep a finger on the pulse of what stakeholder groups are saying and thinking about the organization. We can develop and implement customized tools for clients, employ standard tools, or train staff on how to implement, analyze and report on ongoing tracking tools themselves. Examples of tools include:

- Surveys
  - Employee
  - Management Team
  - Client
  - Community
- Stakeholder Group Monitoring (government, community)
- Media Monitoring and Analysis
- Sales and Enquiry Tracking

#### Coaching

We work with our clients and their management teams to ensure that their organizations are effectively adopting the Relationship Centered Model concept. This includes the provision of training services, providing guidance and assistance in the implementation of policies and procedures, attending management meetings and assisting in the development of management action plans to:

- Establish relationship objectives
- Successfully plan relationship activities
- Identify roles, responsibilities, budgets and timeframes
- Track the implementation and status of relationship activities

For more information on how Harley House Consultants Inc. can assist you in:

- Managing internal and external relationships with key stakeholder groups; and
- Improving the effectiveness of your organization's communications and consultation programs,

Please visit our website at [www.harleyhouse.com](http://www.harleyhouse.com) or contact Dale Harley at 613-882-5684, or email [dale@harleyhouse.com](mailto:dale@harleyhouse.com)