

PUBD 514: CORPORATE DIPLOMACY

USC Annenberg School for Communication and Journalism, Spring 2012

Time: Fridays, 2:00pm–4:50pm

Room: A240

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Office hours: By appointment

Objective -- To enable students to identify and further develop a global mindset as well as master some of the tools and operational tasks critical to global engagement, effective cross-cultural communication, and corporate diplomacy. Additionally, students will be able to apply various corporate diplomacy tools of the craft on behalf of any government agency, industry association, corporation, union, or other non-governmental organization upon completion of the course.

Background – Corporate Diplomacy is about *developing, leveraging and negotiating to create, sustain, and/or transform relationships with influential external parties in order to achieve strategic objectives*. Multinational companies require a new set of *relational competencies* that most global managers have no prior learning or training in. The competencies needed to deal with non-business counterparts such as foreign governments, multiple domestic and foreign pressures groups or domestic civil society groups like tribal leaders or NGOs predispose that global companies acquire organizational competency in Corporate Diplomacy Management.

Course Structure

The course will be conducted using a mixture of readings, cases and simulations. It is organized into four modules with regional and industry perspectives threaded throughout by global experts who will guest lecture.

- Module I.** *Laying A Foundation – Beginning with the Individual & The Corporate Diplomacy Mindset* – Understanding the public vs. private sector mindsets and terminology, cross-cultural communications and application of the Thunderbird Global Mindset work; Rigorous self-assessment exploration and exercises; personal branding & selling an MPD to the private sector
- Module II.** *Influencing the Influencers -- Developing & Leveraging Individual Corporate Diplomacy Skill sets* – Global Business protocol; Knowing & Influencing the Key Corp Diplomacy Influencers – Senior Global Execs, Governments, NGOs, Media; developing strategies necessary to conduct effective corporate diplomacy both over the long run and in crisis situations; Understanding and Managing Geopolitical Risk; expanding social capital
- Module III.** *Influencing & Leveraging External Networks – Strategic Tools of the Corporate Diplomat – Partnerships, Strategic Communications, Issue & Advocacy Branding, Global Research and PR. Coalition Leadership* – Brand foundations, building and maintaining trust, developing effective coalitions, partnerships and alliances, negotiation
- Module IV.** *Corporate Diplomacy In Practice: Emerging Market Landscapes, Assessing Geopolitical Environments, Political Risk, Intervention Strategies & Case Studies* – Review of Successes and Failures, lessons learned, scenarios; Creating lasting, measurable impact through powerful presentations

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Required Reading – There will be several case studies as well as related articles of note in addition to texts throughout the course which students will receive in class as well as available on Blackboard.

Books

- *Changing Minds, The Art & Science of Changing Our Own and Other People's Minds*, by Howard Gardner, Harvard Business School Press, 2006
- *Winning the Influence Game, What Every Business Leader Should Know About Government*, by Watkins, Edwards, & Thakrar, Wiley & Sons 2001
- *The End of Free Markets*, by Ian Bremmer¹
- *The Next 100 Years*, by George Friedman²
- *Power, Influence & Persuasion, Sell Your Ideas and Make Things Happen*, by Harvard Business Essentials, 2005

Computation of Grade

Class Participation (20%) & Oral Presentations (20%): Students are expected to attend all class meetings and to participate in class discussions. Students are expected to be aware of the week's events related to global affairs, particularly as it relates to the course. Every meeting, one student will be responsible for leading an initial discussion based on the week's events and course readings. Additionally, students will be asked to present summations of their assignments throughout the course as public speaking and delivering polished presentations are essential components to corporate diplomacy.

Written Assignments (60%) – The major assessment for this module are two extensive real-world corporate diplomacy exercises (Assignments I & III) and one high level mini-exercise (Assignment II). Students will investigate, then author and present examples of corporate diplomacy successes and failures, outlining lessons learned, challenges, and opportunities for the corporations they are profiling. Additionally, students will engage directly with senior level corporate diplomacy executives to expand their networks as well as learn valuable lessons from global practitioners.

Academic Integrity Policy:

The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School for Communication to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor, or from the graduate program.

¹ <http://www.amazon.com/End-Free-Market-Between-Corporations/product-reviews/1591843014>

² <http://www.europeaninstitute.org/February-%E2%80%93-March-2010/george-friedmans-the-next-100-years-a-forecast-for-the-21st-century.html>

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Course Outline

Module I: Laying a Foundation – Developing the Global Corporate Diplomacy Mindset

January 13 – No Class – **Instructor Travelling**

January 20 – Introductions & Foundations

Distribution of syllabus. Discussion of course goals, expectations, and grading.

**Global Mindset Inventory will be sent via email, to be completed online by COB Jan 27th (approx.. 20 min to complete online diagnostic)

Readings for Next Week:

- *The Wisdom of the Smart Crowd*, Foreign Policy Special Issue 176, December 2009
http://www.foreignpolicy.com/articles/2009/11/29/the_fp_survey?print=yes&hidecomments=yes&page=full
- *Is Global Mindset in your DNA?*, Thunderbird 2009,
<http://nowledgenetwork.thunderbird.edu/research/2008/08/16/is-a-global-mindset-in-your-dna/>
- *Growing with Global Mindset – Raytheon Case Study*, Thunderbird 2009,
<http://knowledgenetwork.thunderbird.edu/research/2009/06/03/raytheon/>
- *Growing with Global Mindset – J&J in Brazil Case Study*, Thunderbird 2009,
<http://knowledgenetwork.thunderbird.edu/research/2009/06/05/brazil/>

January 27 – Laying a Foundation -- Developing a Corporate Diplomacy Mindset

Corporate Diplomacy Overview – Key Definitions, Landscape, Discussion of Building Influence, Trust & Persuasion, Key Trends; What is culture and what is a *global mindset*, how does one develop and build a more global perspective; building influence and working successfully cross-culturally; relational competencies. Cross-Cultural Communications and Global Citizenship

Building a Corporate Diplomacy Mindset – Discussion of *readings*

Individual Assessment Exercise – In-Class

Readings for Next Week: *Changing Minds, The Art & Science of Changing Our Own and Other People's Minds*, by Howard Gardner, Harvard Business School Press, 2006

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February 3 – Developing a Corporate Diplomacy Mindset Part II – Global Mindset, Personal Branding, Managing Yourself

Discussion of readings

Global Mindset Exercise – In-Class – Developing the GMI Capitals

Reading for February 10 Class:

- *Note for Next Week: Business Attire* -- Students should be prepared to come to the next class dressed appropriately for various Corporate Diplomacy in-class exercises
- *Making Yourself Indispensable*, Harvard Business Review
- *Power, Influence & Persuasion, Sell Your Ideas and Make Things Happen*, by Harvard Business Essentials, 2005
 - Complete *Your Personal Power Profile* and *Persuasion Self-Assessment* (p. 138-39) bring to next class prepared to discuss
 - Focus on and be ready to discuss *Active Listening Concepts, Currencies of Influence, Elements of Persuasion, Defining Value Propositions, Word Selection, Effective Presentations, Ethics*
- *It's the Emotion, Stupid*, By Dr. Cynthia Schneider, The Huffington Post http://www.huffingtonpost.com/cynthia-p-schneider/its-the-emotion-stupid_b_436348.html
- *Guest Speaker Bio* – Carlos Valderrama (Attached Below)

February 10 -- Developing a Corporate Diplomacy Mindset – Part III – Know the Influencers – From Global Mindset to Global Citizenship, Global Engagement Tools – Global Business Protocol

International Business Etiquette & Protocol -- Diplomatic Dining, Time Management, Travel Considerations, In Class Scenarios
Living & Working Globally

Guest Presentation – Lanie Denslow, Founder & Principal
World Wise Intercultural Training & Resources & Senior Advisor to
Business for Diplomatic Action
<http://www.worldwiseonline.net/staff.htm>

Discussion of Readings – Influencing the government -- fundamental principles, laying the foundations, influence mapping, identifying leverage points, framing

Domestic vs. International Influencers – State Dept, Legislature, key US constituencies; points of contact within the US Government, NGOs, Host Country Government, private sector peers, global networks – opportunities, constraints; Public-Private Partnerships

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Readings for Feb 24: *Winning the Influence Game, What Every Business Leader Should Know About Government*, Watkins, Edwards, & Thakrar 2001

Module II: Influencing the Influencers -- Developing & Leveraging Corporate Diplomacy Capabilities & Skillsets

February 17 – No Class – **Instructor Travelling**

February 24 – Global Engagement Tools -- Part II – Building Influence & Trust -- Global Marketing, Market Research, and Consumer Insights

Discussion of Watkins Book

Guest Lecture – Corporate Diplomacy Perspectives – Michael Turner, SVP, West Coast, UPS

***Assignment I* – Student teams will have an assigned region where they will interview 3-5 c-suite or senior level business executives from differing industries whose corporate diplomacy activities are engaged in that region as well as prepare relevant insights from open source research on key protocol and etiquette insights for doing business in this region. Additionally, students will develop insights for expanding on the GMI capital areas for their selected region per interviews and open source information that will be collected and shared with classmate peers. A *Key Insights Fact Sheet* as well as a 500 word essay will be prepared, presented, and shared with the class the following week.

Readings for Next Week – *The End of Free Markets* by Ian Bremmer

Mar 2 – Global Engagement Tools -- Part III – Influencing the Influencers

Discussion of Bremmer Book & Understanding Geopolitical Landscapes

GMI scores delivered, reviewed and discussed.

Module III: Influencing & Leveraging External Networks – Strategic Tools of the Corporate Diplomat

March 9 – Global Engagement Tools – Part III – Strategic Communications, Issue & Advocacy Branding & Reputation Management

***Assignment I due*
Presentations & discussion by region

Strategic Crisis Communications for the Corporate Diplomat -- Introduction

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Mar 16 – No Class – **SPRING BREAK**

Mar 23 – Global Engagement Tools – Part III – Strategic Communications, Global Branding & Reputation Management Cont., Developing Partnership, Alliances & Coalitions

Brand Foundations & Springboard Process Discussions

Assignment II – Corporate Diplomacy Essay (500-700 words) – *delivered in class*

Module IV: Corporate Diplomacy In Practice: Geopolitical Landscape, Emerging Markets, Intervention Strategies & Case Studies

Mar 30 – Corporate Diplomacy in Action – Geopolitical Landscape

Discussion of Assignment II –Corporate Diplomacy Coalition Building & Developing Strategic Alliances

In Class Negotiation Exercise

Readings for April 13 – *The Next 100 Years* by George Friedman

April 6 – No Class – **Holiday Weekend**

April 13 – Developing & Executing Corporate Diplomacy Strategies; Negotiations

Discussion of Readings

Developing Corporate Diplomacy Strategies – SWOT analysis, Checklists and Global Scenario exercise/discussion

Assignment III -- Profiling Failures in Corporate Diplomacy – each student will prepare and plan to present 1 overview of 3-5 pages, exploring an example of a corporate diplomacy failure. Overviews should focus on key challenges and lessons learned as well as outline, with specificity, what led the failure and provide advice as to how such failures might be averted in the future.

April 20 – Developing & Executing Corporate Diplomacy Strategies Cont. Emerging Themes in Corporate Diplomacy – Political Risk & Geopolitical Context

Presentations for Assignment III

***Assignment III – Written portion of assignment due Apr 27th*