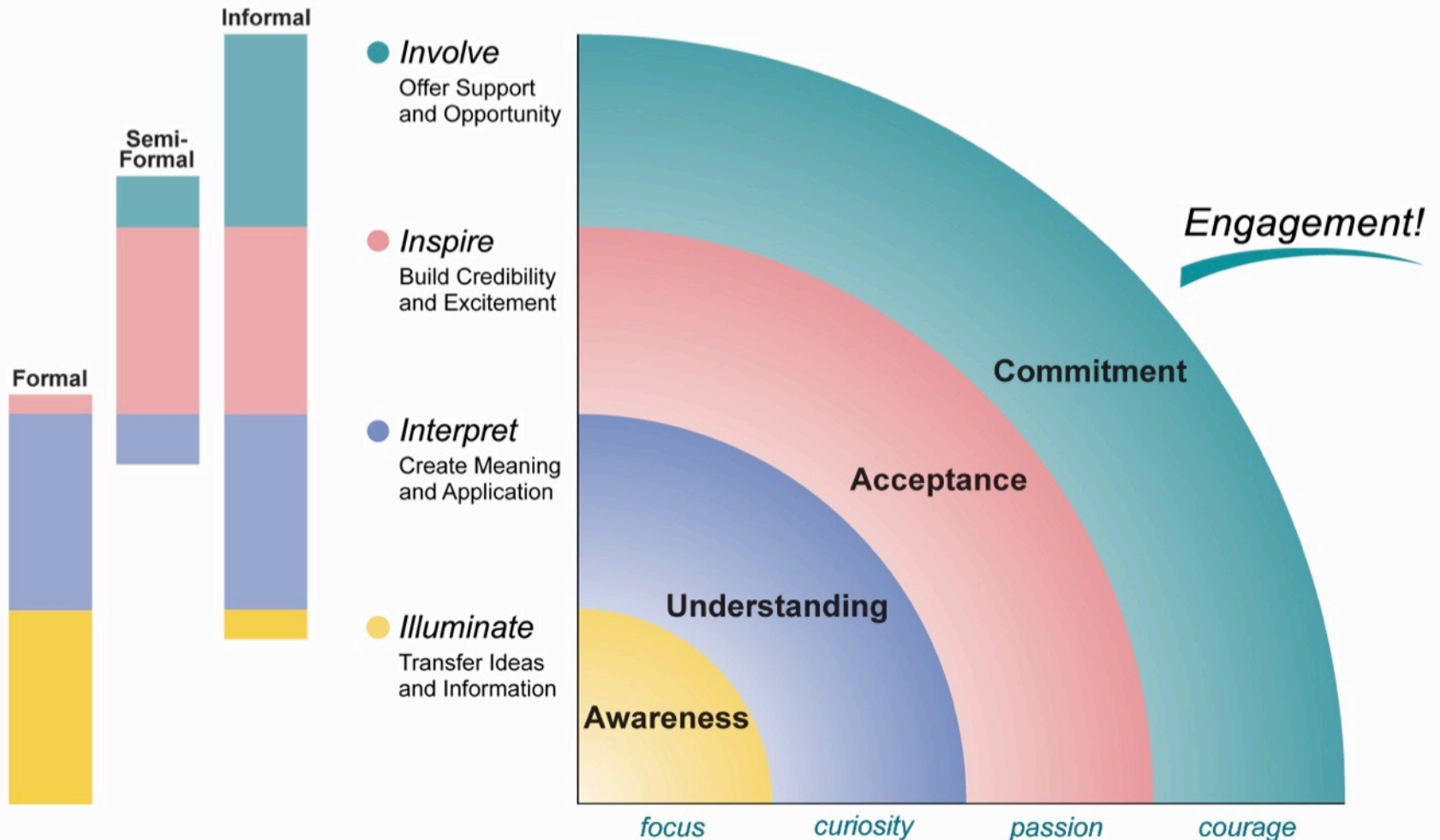


The Rainbow Model

for Integrated, Strategic Communication

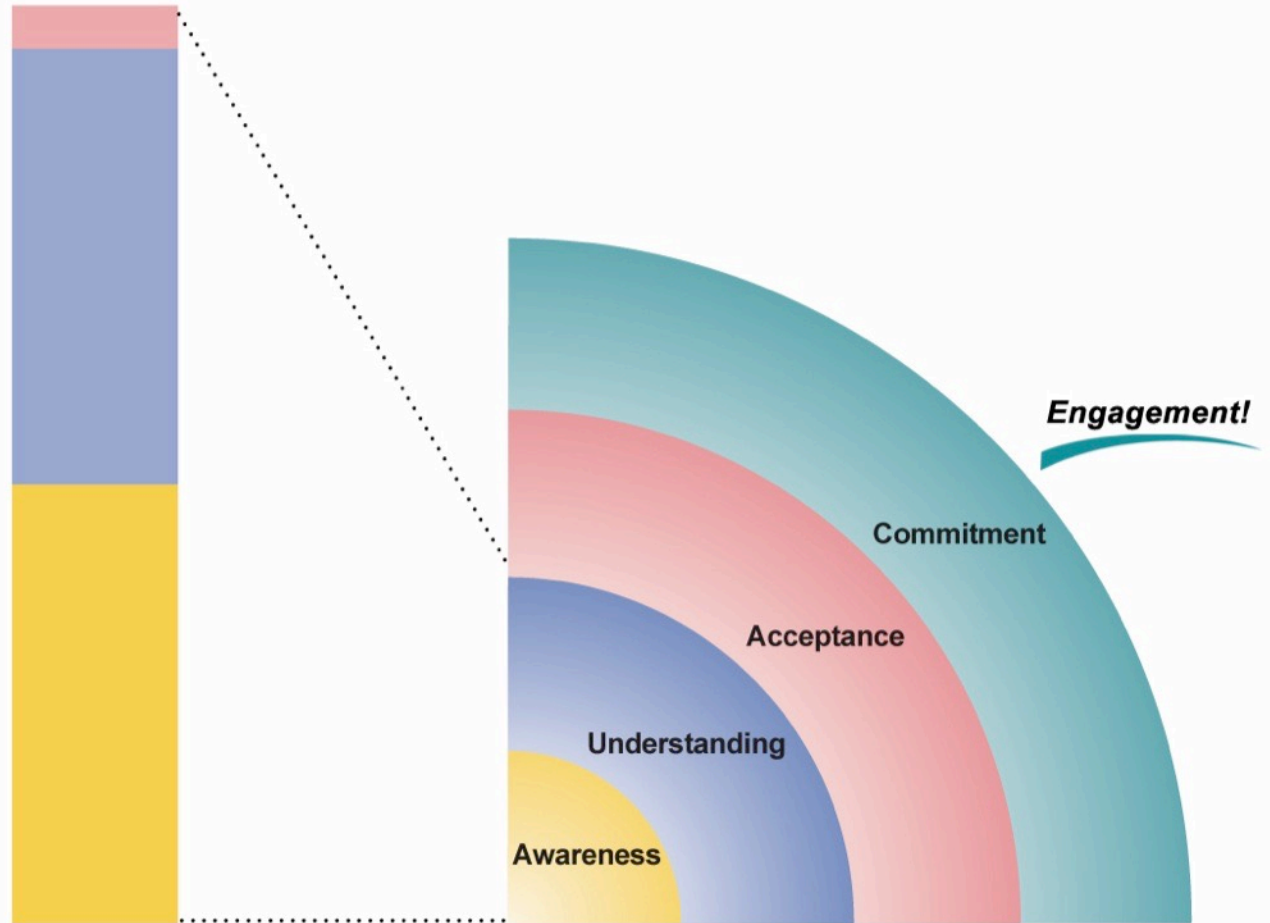


The Formal Voice:

Speaking Up

Formal Communication

Purpose and vision
Strategic intent, direction
Business model and plan
Soul / legacy / place
Values / ethics / aspirations
Quality certifications
Terminology / jargon
Financial statements
Brand promise, identity
Admonitions / speeches
Explanations / silence
Industry news and trends
Customer expectations
Respect / awards / honors
Performance metrics, data
Growth and change curves
Focus of internal media
Orientation / regard
Policy manuals, rules
Image / symbols / icons

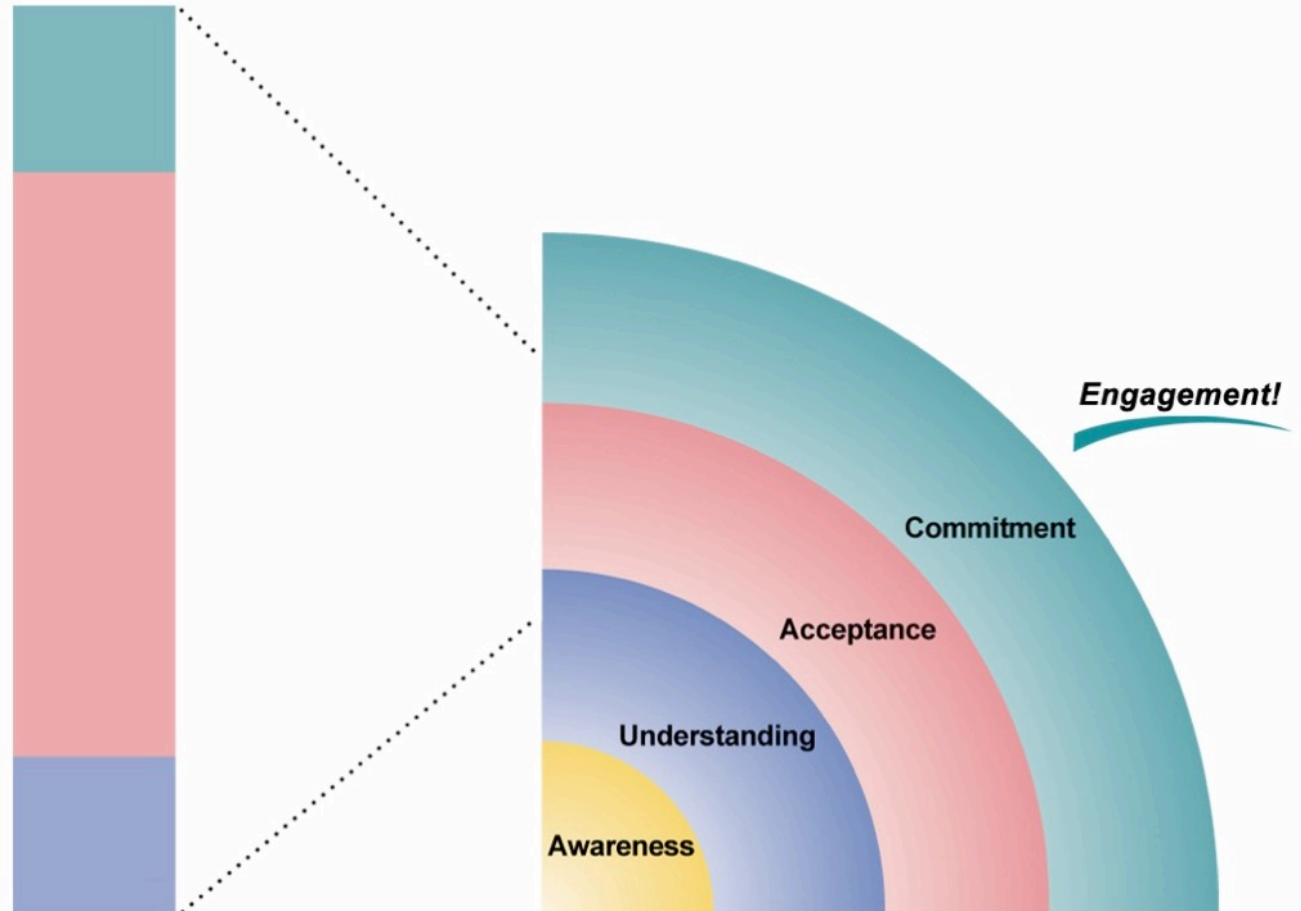


The Semi-Formal Voice:

Standing Up

Semi-Formal Communication

Major policy decisions
Decision-making process
Management programs
Systems and SOPs
Quality standards, process
Organizational structure
Hierarchy: rigidity, trappings
Roles and responsibilities
Cost accounting / authority
Partnerships / alliances
Compensation structure
Personnel choices / policies
Meetings and agendas
Requirements / mandates
Budgets / expenditures
Sales / production quotas
Job descriptions
Positions on public policy
Employee surveys
Bureaucracy / speed

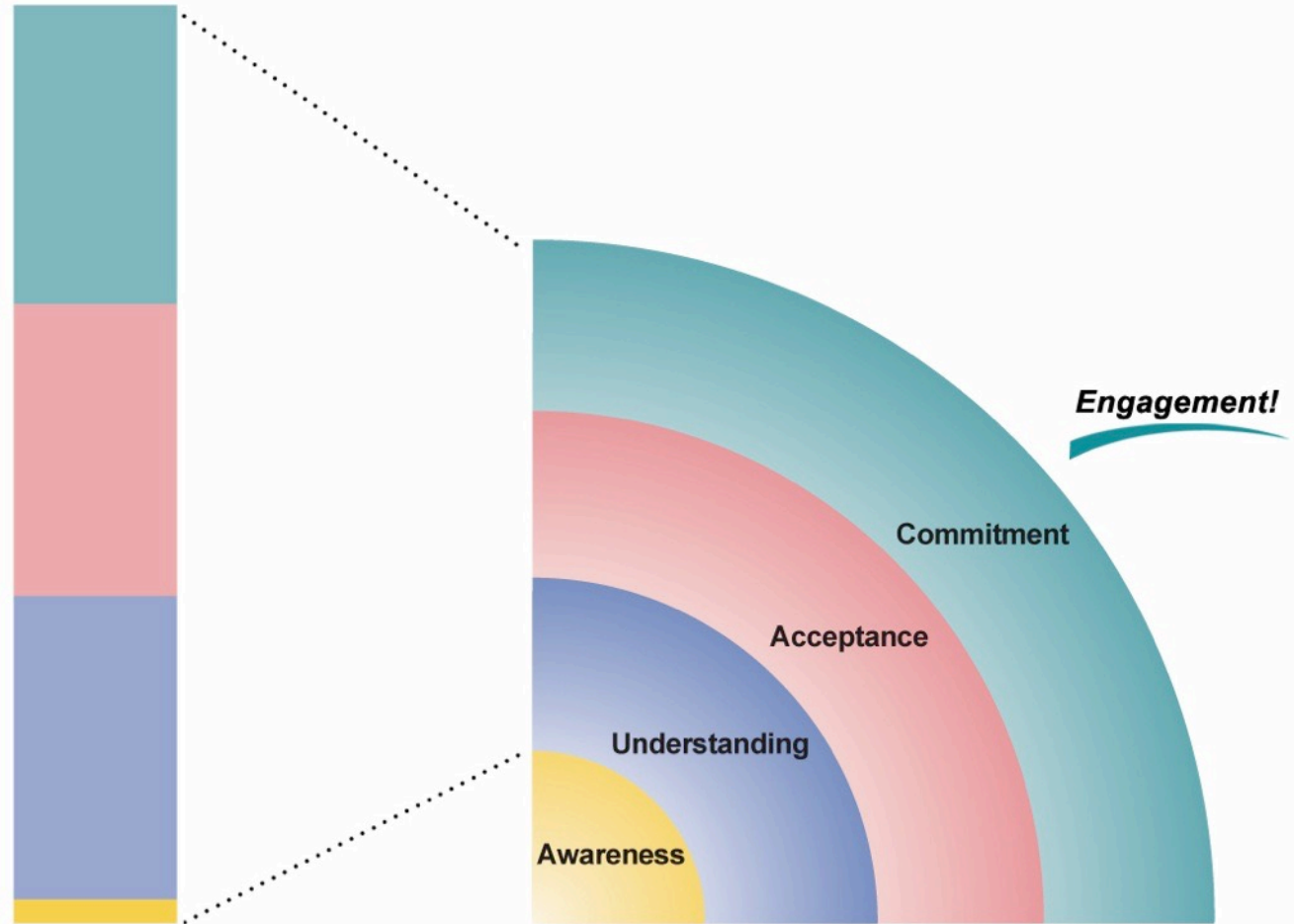


The Informal Voice:

Showing Up

Informal Communication

Day-to-day decisions
Visible behaviors
Apparent motivation
Authenticity / validation
Affirmation of values
Sensitivity to nuance
Questions / responsiveness
Resources / support
Accessibility / presence
Time / priorities / urgency
Availability / caring
Innovation / creativity
Courage / resilience / risk
Performance evaluations
Inclusion / collaboration
Expectations / compromises
Trust across hierarchy
Professional growth
Sharing of information
Listening / dialogue





Three Voices Must Become One

- Together the three voices must
 - send consistent messages
 - honor the nobility of an organization's values
 - encourage congruence of behavior with strategy
 - facilitate a mutually respectful dialogue with everyone
- Otherwise, communication is unreliable and often counter-strategic



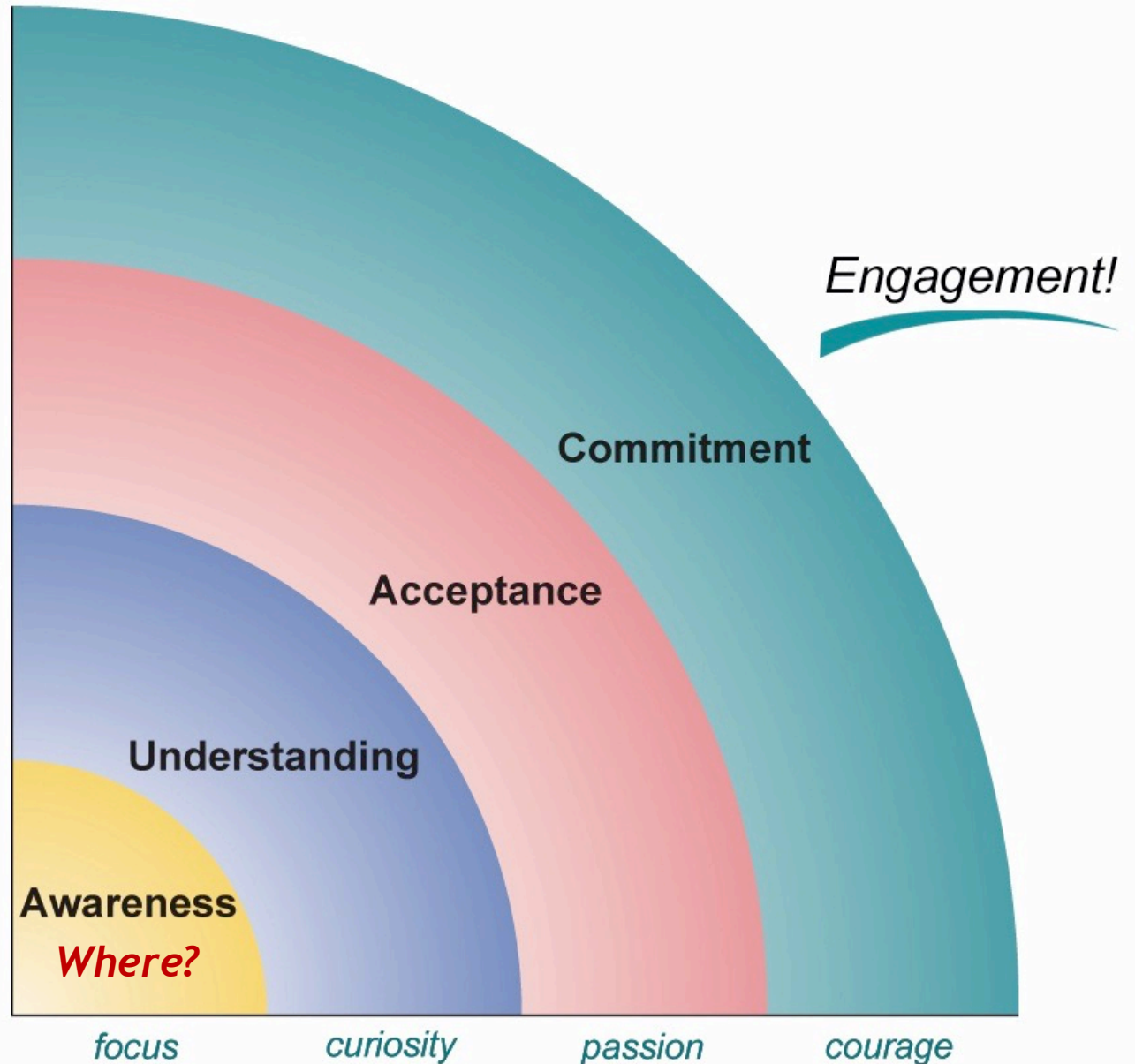
The formal voice can never operate in a vacuum.

● *Involve*
Offer Support
and Opportunity

● *Inspire*
Build Credibility
and Excitement

● *Interpret*
Create Meaning
and Application

● *Illuminate*
Transfer Ideas
and Information



What They're Asking

in the Awareness / Focus Stage

Where?

QUESTIONS

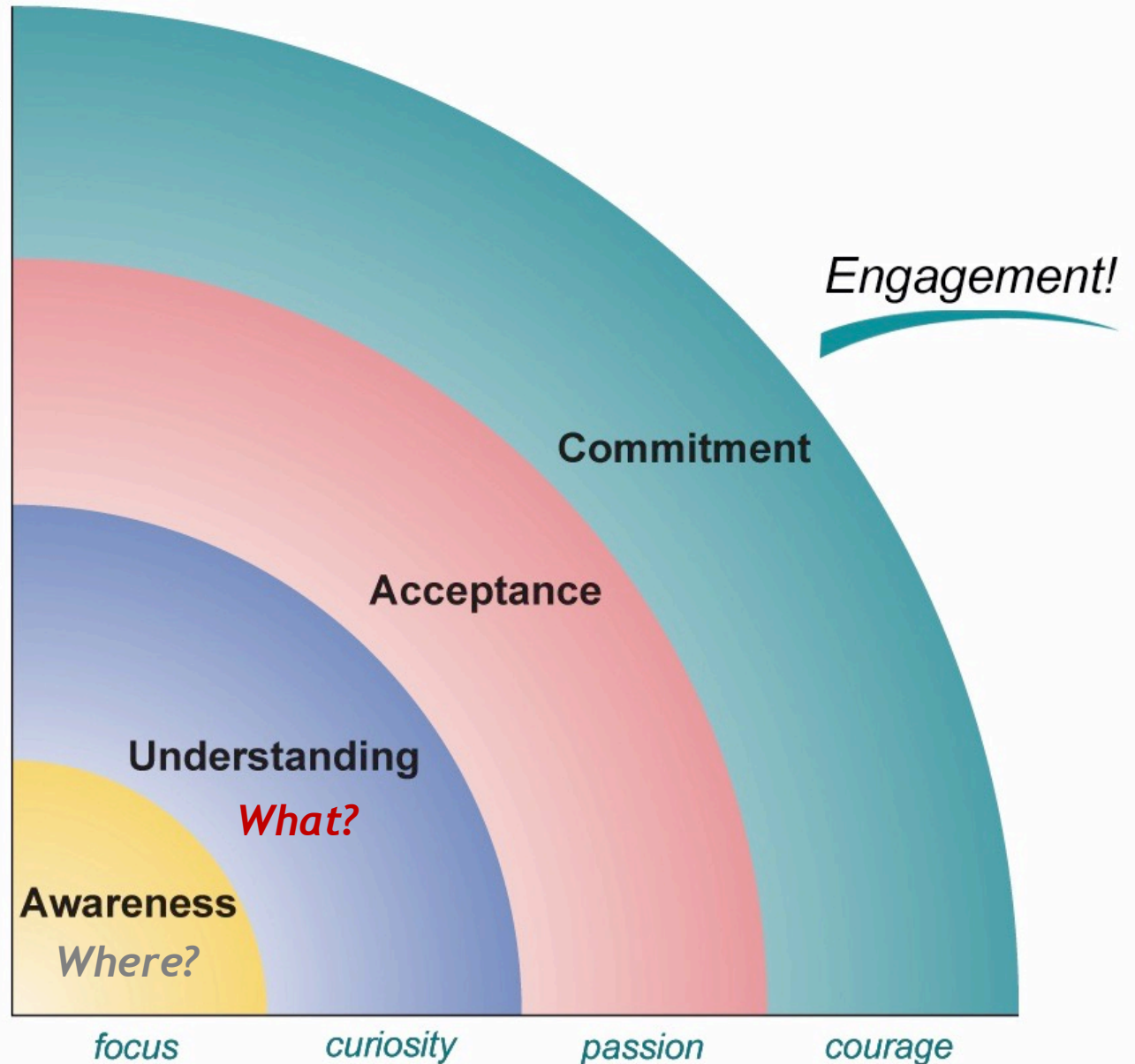
- Has our destination (our vision) changed?
- Where is this strategy supposed to take us?
- Where is it likely to take us?
- What is our timetable?
- What are the odds of success?
- Is this a non-strategic aberration?
- Will I still have a job? Must I transfer again?

● **Involve**
Offer Support
and Opportunity

● **Inspire**
Build Credibility
and Excitement

● **Interpret**
Create Meaning
and Application

● **Illuminate**
Transfer Ideas
and Information



What They're Asking

in the Understanding / Curiosity Stage

What?

QUESTIONS

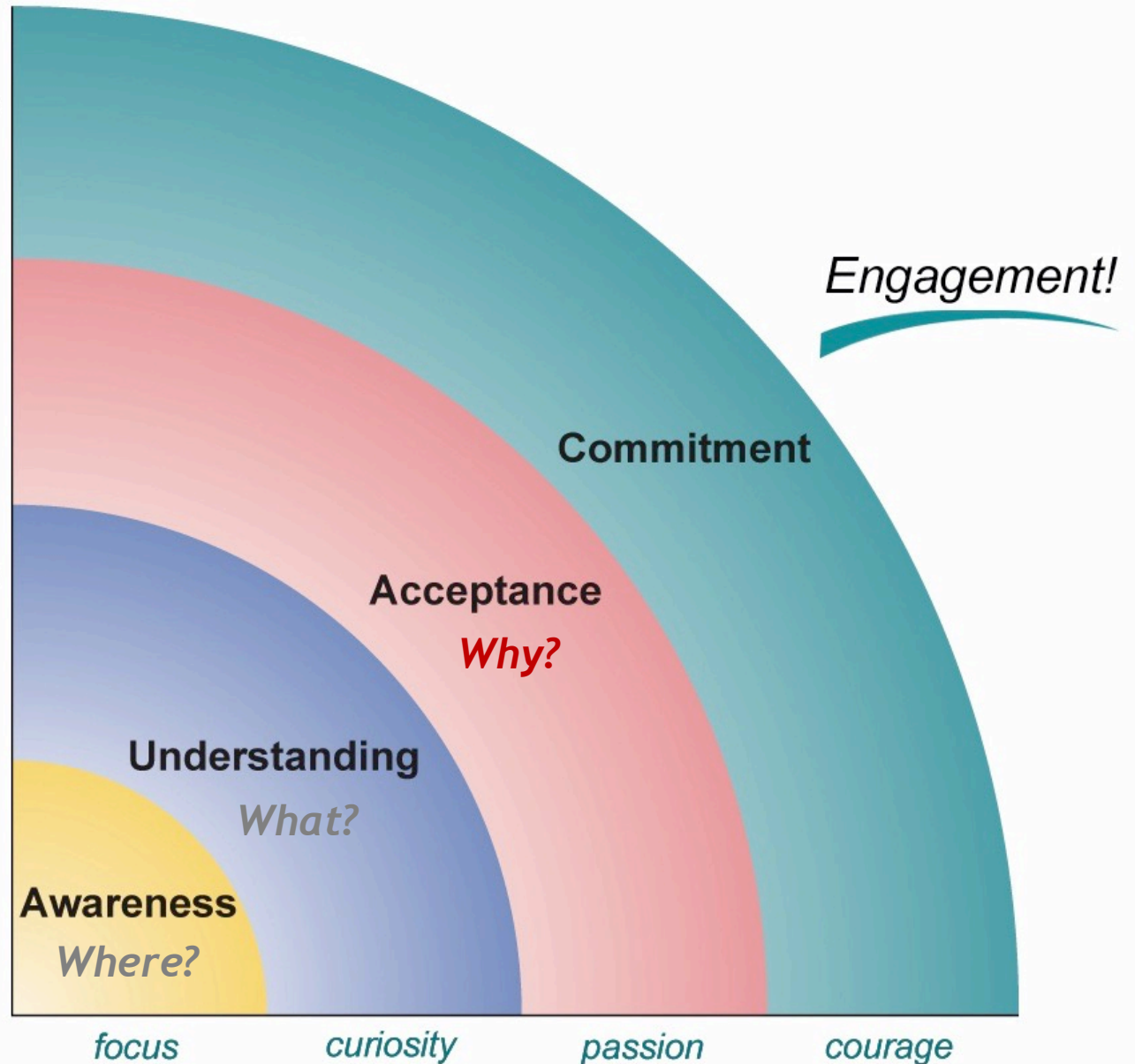
- What do they want me to do *differently*?
- What do they want me to do *faster*?
- What do they want me to do *better*?
- What do they want me to do *cheaper*?
- What do they want me to do *more of*? *Less of*?
- What do they want me to *stop doing*, so that I have time to do this?

● **Involve**
Offer Support
and Opportunity

● **Inspire**
Build Credibility
and Excitement

● **Interpret**
Create Meaning
and Application

● **Illuminate**
Transfer Ideas
and Information



What They're Asking

in the Acceptance / Passion Stage

Why?

QUESTIONS

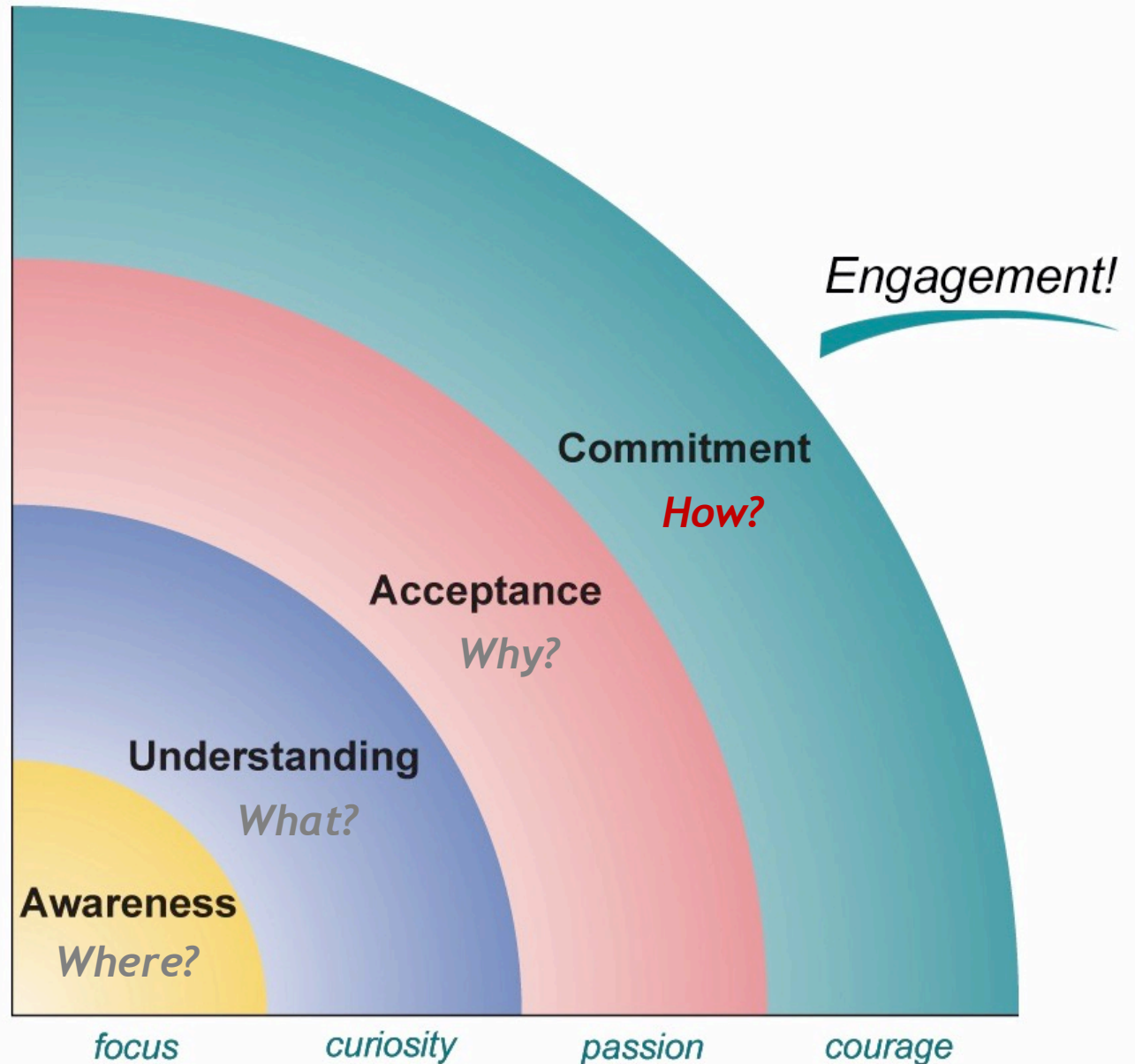
- Is this just another program of the month?
- Why should I care?
- Whose values are these, anyway?
- Is there a coherent rationale for it?
- What's the cost-benefit analysis?
- Have they done their due diligence?
- Why hasn't anyone talked to me about this?
- Does anyone care about *me*?

● **Involve**
Offer Support
and Opportunity

● **Inspire**
Build Credibility
and Excitement

● **Interpret**
Create Meaning
and Application

● **Illuminate**
Transfer Ideas
and Information



What They're Asking

in the Commitment / Courage Stage

How?

QUESTIONS

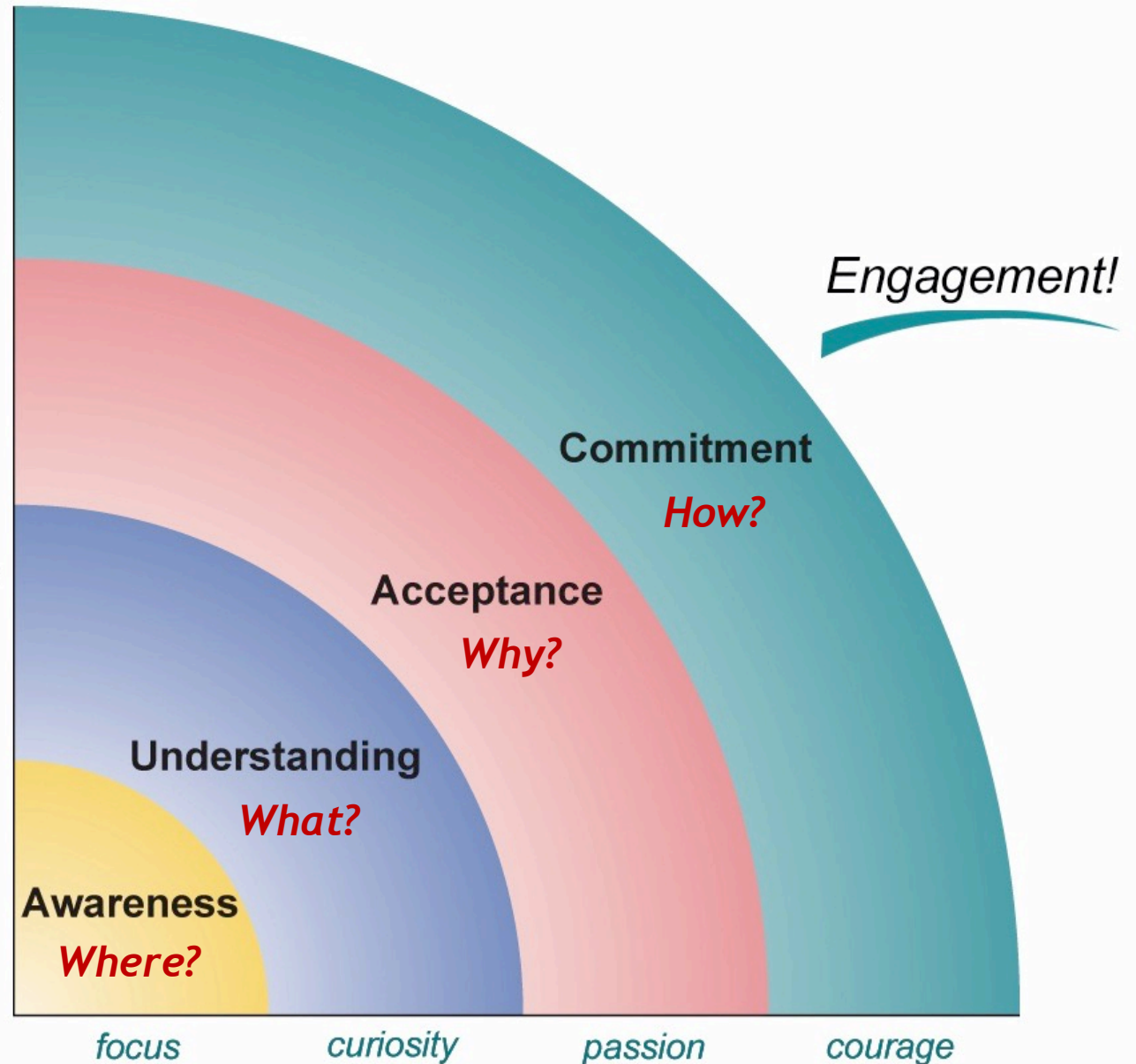
- How much opportunity is in this for me?
- How much danger is lurking in it?
- Is this a one-size-fits-all thing?
- Can our unit make it work for us? How?
- What will it take—in terms of resources, time, risk
—to do this the way it should be done?
- What hasn't senior management thought of?

● **Involve**
Offer Support
and Opportunity

● **Inspire**
Build Credibility
and Excitement

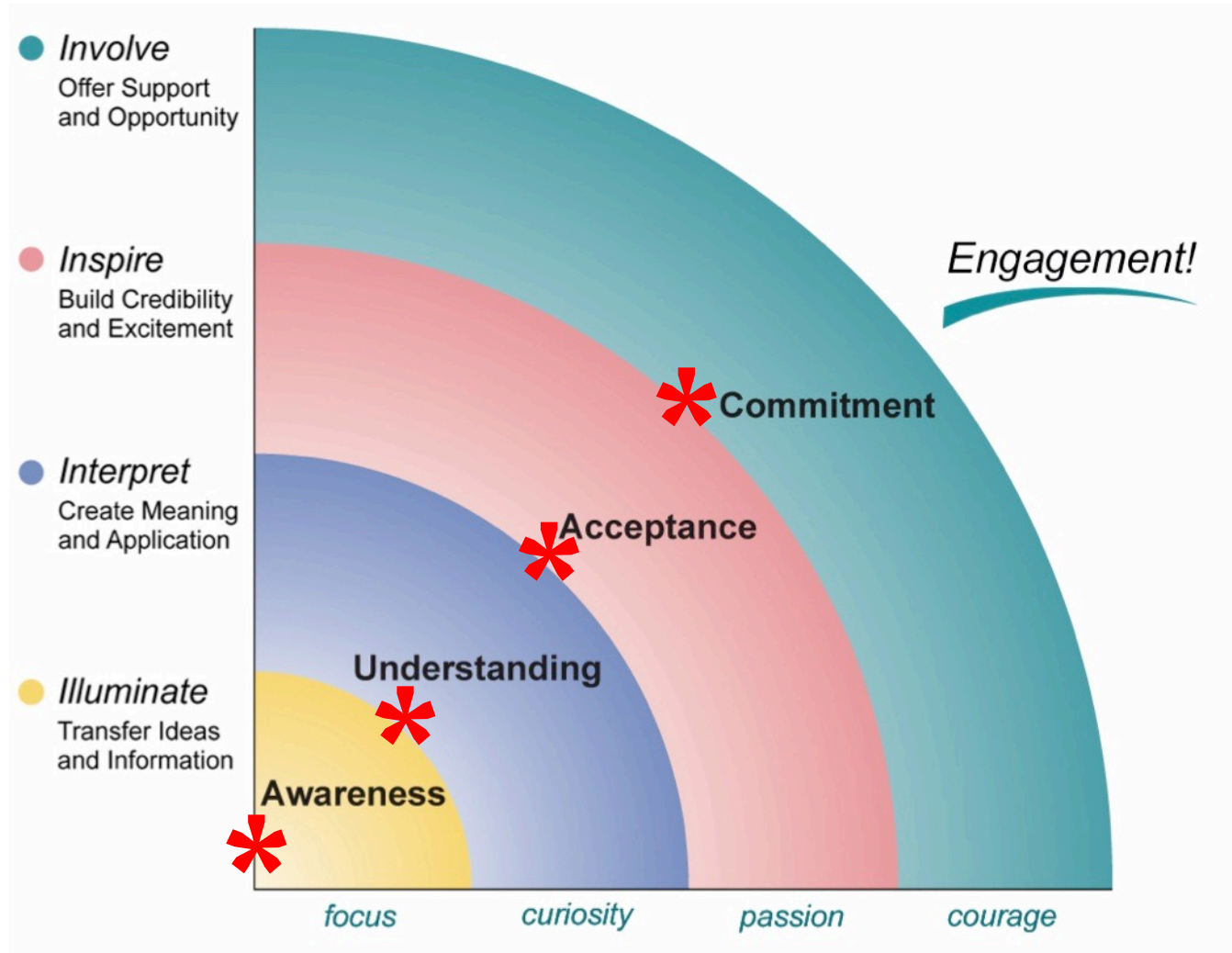
● **Interpret**
Create Meaning
and Application

● **Illuminate**
Transfer Ideas
and Information



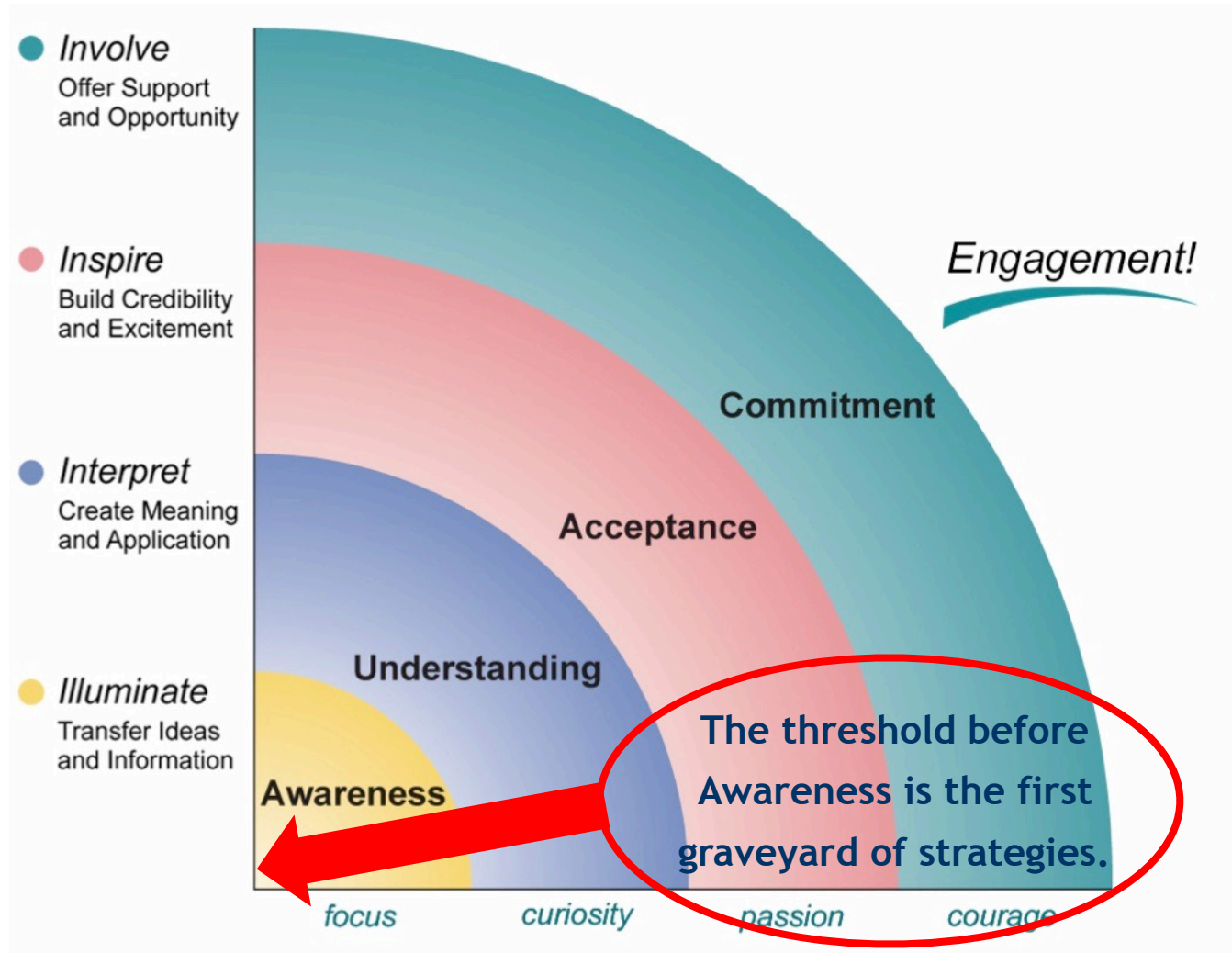
Where Strategies and Initiatives Die

The Four Graveyards



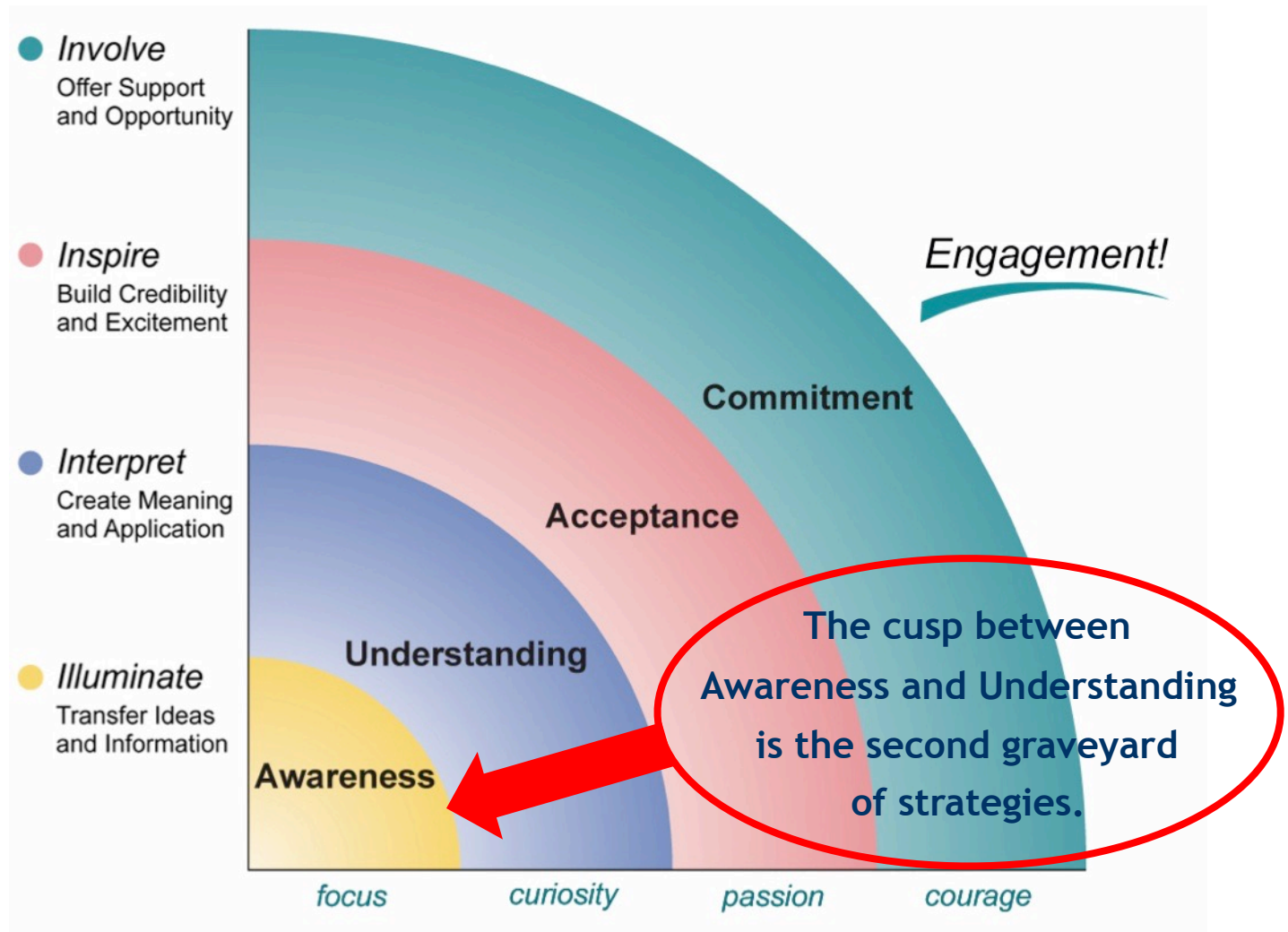
Where Strategies and Initiatives Die

The First Graveyard



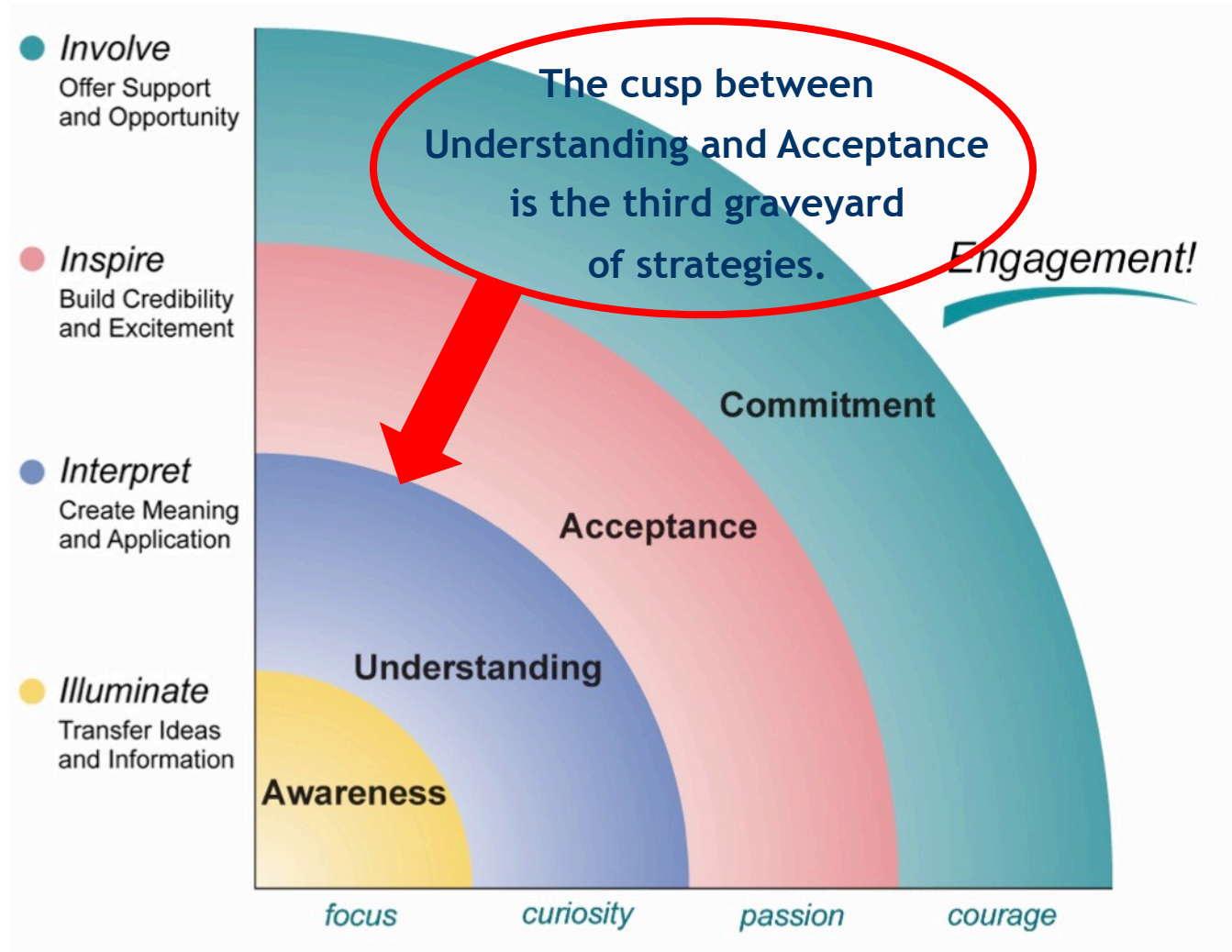
Where Strategies and Initiatives Die

The Second Graveyard



Where Strategies and Initiatives Die

The Third Graveyard



Where Strategies and Initiatives Die

The Fourth Graveyard

