



smart.  
creative.  
connected.



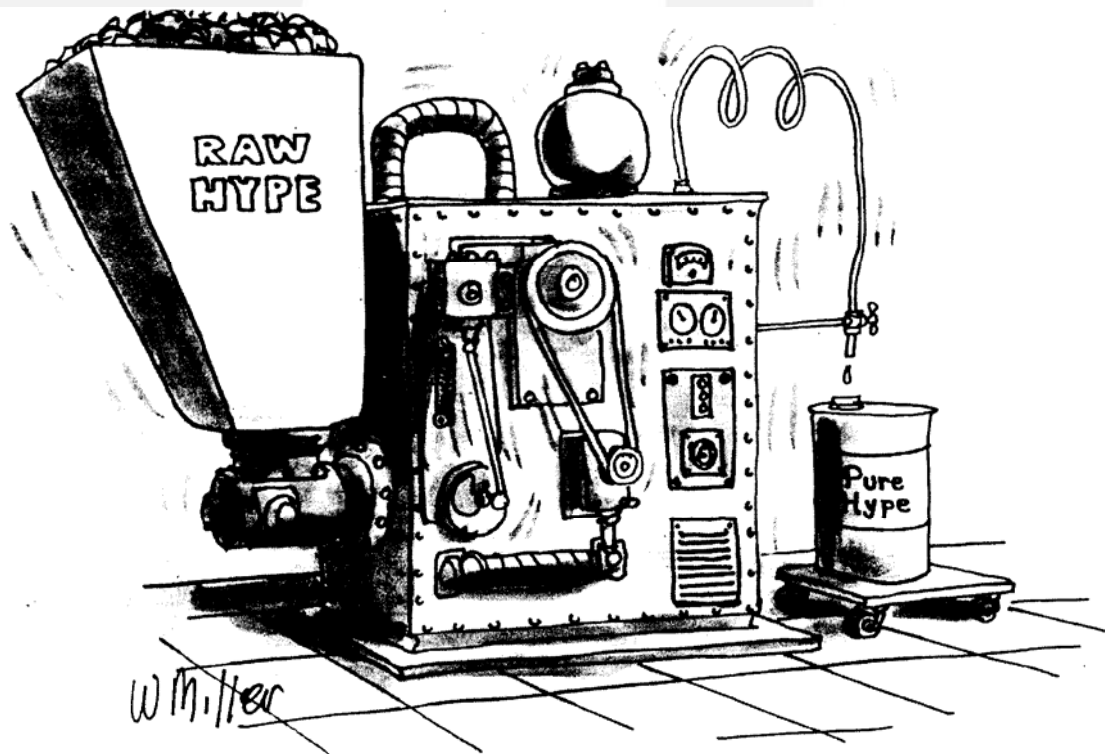
RESULTS  
THAT COUNT.

REPUTATIONS  
THAT MATTER.

# Turning CEOs into Gurus

*Tom Gable*

*PRSA – November 12, 2006 – Salt Lake City*



# Defining a guru

- *Organizational Qualities*
  - History
  - Results
  - Market leader, competitive advantage
  - People, culture
  - Technology, science, intellectual property
  - Future stardom
  - First mover, pioneer, innovator
  - Outside validation
  - Processes, proprietary methods

# Defining a guru



- *Individual Qualities*
  - Personality
  - Character
  - Reputation
  - Authenticity
  - Achievements
  - Extracurricular
  - Intelligence
  - Intangibles
- *Baggage, Land Mines*
- *The Media B-S Detector*

# Why it matters



- *Ongoing studies show that a positive reputation helps companies outshine their competitors in many ways:*
  - Faster growth
  - Higher PE ratios
  - Better margins
  - Improved employee morale
  - Lower turnover
  - Benefit of the doubt on the downside
  - Whiter teeth
  - Smoother complexion
  - Etc.

# Where to start



- *Can you differentiate?*
  - Competitive analysis
  - Company, people, technology, culture, savvy, science IP, processes, services, chutzpah
  - The qualities outlined earlier
  - Intangibles
  - Breakthrough
  - First mover
  - Future proof of principle
  - Blockbusters
  - Outside validation

# What it takes



- *Beyond the CEO, a guru program requires a well planned, orchestrated and consistently implemented program of unmatched creativity and energy involving many key players:*
  - The image curator
  - The data guru
  - The critic
  - The facilitator
  - The news junky
  - The humorist

# The CEO (guru) challenge

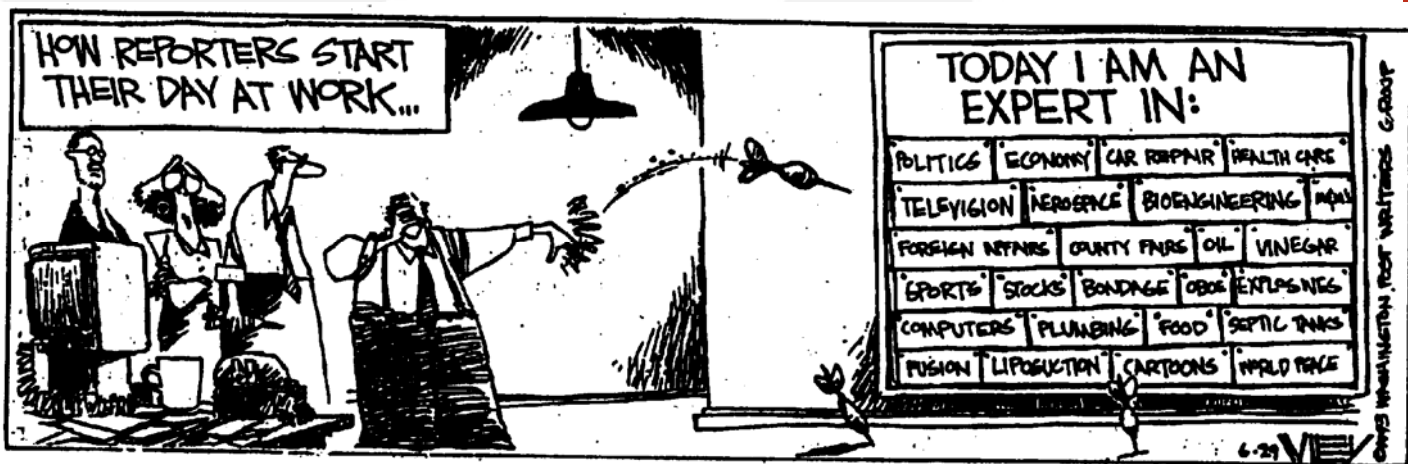


- *Commitment*
- *Cooperation*
- *Responsiveness*
- *Perspective*
- *Authenticity*
- *Humility*
- *No posturing*
- *Walking the talk*
- *Realistic expectations*

# Where do you need to go?



- *Work backward from your many different target audiences*
  - Stage the program to ramp: local, regional, trades, national, global
- *Develop comprehensive lists*
- *Assess realistically*
- *Prioritize intelligently*



# Road map to the stars



- *Building the desired image and reputation requires smart strategic planning and continuous, consistent and creative implementation*
  - Develop your customized map to guru-dom
  - Start with the knowns
  - Brainstorm on the unknowns
  - Find new opportunities
  - Set deadlines
  - Measure

# Positioning, core values



- *What do you stand for? How do you want to be known in one year, two?*
- *Can you walk the talk?*
  - Core values
  - Central unifying themes
  - News and feature topics to support
  - Proof of principle
- *The Gable PR values template*
- *Elevator Pitch*
- *Push Back*

# Strategic components



- *Customized for every company*
  - Media relations
  - On-line presence, engagement
  - Analyst relations
  - Public affairs
  - Trade relations
  - Customer relations
  - Community relations
  - Academic programs

# Triangulating validation



- *Can anyone outside your organization, family or circle of friends validate your guru-dom?*
  - Industry experts
  - Academic authorities
  - Published gurus
  - Civic, community leaders
  - Respected analysts
  - Top-tier media
  - Bloggers
  - Customers, suppliers, bankers, etc.

# Matching messages to markets



- *Customize and fine tune your vision, core values, themes and proof of principle, be relevant to each target audience and appropriate to each form of delivery*
- *Focus on the big picture in your industry, technology, profession, etc.*
- *Interpret from a guru-like vantage point*
- *Add your own data if it is relevant to the bigger picture*
- *Develop provocative quotes and killer one-liners to drop in extemporaneously*
- *Envision, educate and elucidate*

# Internal Education First



- *Having a bigger vision for your organization can be exciting, empowering and energizing to everyone there*
  - Educate internally first
  - Achieving bigger goals can be tied to incentive programs and other rewards as well
  - Analyze feedback (accolades, brickbats)
  - Fine tune
  - Communicate consistently
  - Invite feedback (email, Intranet, internal blog)
  - Celebrate success as future milestones are achieved

# The test drive



- *Local media*
  - Op-eds, commentaries
  - Features
  - Public broadcasting panels
- *Local, regional speaking engagements*
- *University guest lectures*
- *Local industry associations*
- *Select lobbying, public affairs*

# The ramp: building image momentum



- *How good is the plan and program?*
- *Evil Knievel or Neil Armstrong?*
- *All elements aimed at the goal*
  - Consistent
  - Continuous
  - Creative
  - Credible
  - Trusted
  - Controversial (?)
  - Pro-active
  - Responsive

# Gurus never sleep



- *The guru and his trusted team are always vigilant, looking for signs of change, hot topics, new directions, transforming events*
- *Track the industry, competition, economy, trends of all kinds, competition, demographics, psychographics*
- *New challenges and opportunities?*

# Your guru GPS system



- *Measurement and course correction*
  - Quantitative: trend line in each area
  - Qualitative: content analysis; are we where we wanted to be at this time?
  - Are we hitting the right targets consistently?
  - Have new targets emerged?
  - Old ones changed?
  - What are we doing best?
  - What to add, modify, enhance, delete?
- *Or?*

# Guru 2.0



- *The initial road map was top drawer; momentum is building according to the plan; time to throw out all the old ideas and think about new directions for the program, new goals*
  - Where do you want to be in two to three years?
  - Can you get there based on current position, values, operation, financial resources, technical advantages and future proof of principle?
  - Go for it!

# Contact Information



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