



**Communication
& Social Marketing Center**

Your SAMHSA Partner for Mental Health Promotion

Motivating Change Through Communication: A Leadership Issue

SS/HS New Grantee Meeting
November 4, 2009, Bethesda, MD

Session Objectives

- Understand the role of communication and social marketing in promoting your initiative.
- Learn to think like a social marketer.
- Look at the value of taking a strategic approach to communication.
- Recognize communication as a leadership issue—and your opportunity to lead!

Communication Defined

“Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.”

—*Merriam Webster*

Health Communication Defined

“Health communication is the study and use of communication strategies to inform and influence individual and community decisions that enhance health.”

—National Cancer Institute and
Centers for Disease Control and Prevention

Social Marketing Defined

“Social marketing is the use of commercial marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole.”

—Kotler, Roberto, & Lee, *Social Marketing*, 2002

Commercial Marketing . . .

- Is perceived as requiring lots of capital to:
 - Hire professional advertising/PR firms.
 - Produce slick television commercials.
 - Buy fancy print advertising.
- Measures success in terms of **revenue generated** from the sale of a product or service.

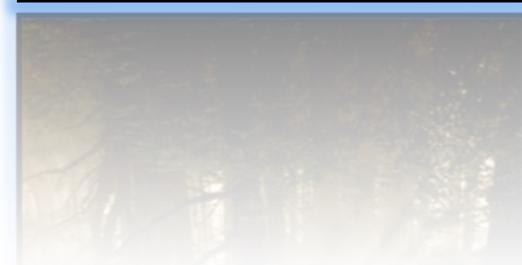
But **Social Marketing** . . .

- Builds on the concepts of commercial marketing.
- Is audience driven.
- Is research based.
- Measures success in terms of ***behavior change***:
 - Truancy goes down
 - Drunk driving goes down
 - Seat belt compliance rises

Why It's of Value to You

***If a tree falls in
the forest . . .***

***. . . but no one's
there to hear***



If You Build It, Will They *Come*?

- Communication supports implementation:
 - Raises awareness, increases knowledge.
 - Persuades others that you solve problems.
 - Generates buy-in for programs.
 - Encourages behavior change.

If You Build It, Will They *Fund*?

- Communication supports sustainability:
 - Fosters perception that you've been here always and will be here forever.
 - Deepens old, forges new partnerships.
 - Persuades others to get on board.

Your (Challenging!) Realities

- Marginalized student support services
- Assumptions around mental health
- Teachers with competing priorities
- No Child Left Behind Act
- Demographic shifts, cultural competency
- Perception that it's "just another grant"
- Staff turnover
- Major economic challenges

Today's Audiences . . . Tomorrow's Champions



Different . . .
Needs
Beliefs
Values
Priorities
Challenges



The “Typical” Approach to Communication

- “Experts”:
 - Tell us what’s “good for us.”
 - Frequently use jargon.
 - Ignore our realities.
 - “Blame” us when we:
 - Ignore their advice.
 - Don’t participate in programs.
 - More.

A Better Approach: The “Marketing Mindset”

- What’s wrong with our offering?
- What’s wrong with our message and the way we delivered it?
- What do we need to offer to offset the costs?
- What are our audiences’ beliefs, values, goals—how does our product reflect them?

It’s not what we want them to hear.
It’s what they’re ready to hear.

The “Exchange Theory”?

What are you going to give me?

Does this solve a problem for me?



What will I have to give up?

Is it worth the effort to me?

Putting It All Together

- The “typical” approach won’t get us far.
- Shift from expert mindset to marketing mindset.
- Remember the exchange theory.
- Our audiences belong at the heart of our efforts.

Social Marketing Example: Don't Mess With Texas

Intended Audience: Males Under 25



**Expert values:
Tax dollars, environment**

**Audience values:
Cultural pride**



Tactics Vs. Strategy

- Tactics:
 - “Spaghetti on the wall to see what sticks.”
 - Brochures, newsletters, Web sites just because you think you should have one.
- Strategy:
 - Set goals to support programs, sustainability.
 - Create audience-focused messages and materials.

From the Pueblo, CO SS/HS Initiative

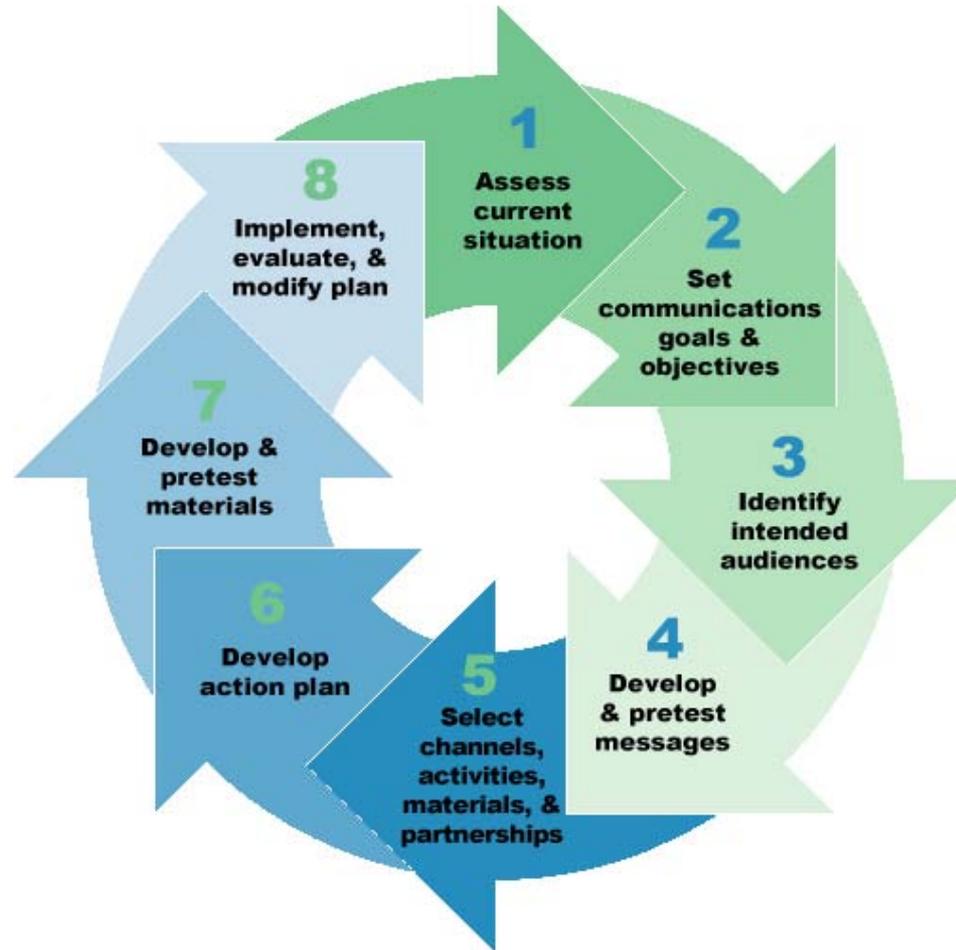


Moving from Tactical to Strategic

- Tactical:
 - Create a beautiful video because we want a beautiful video.
- Strategic:
 - What action do we want our audiences to take now?

Establishing your communication goals and objectives will keep you strategic!

8-Step Communication Planning Model



Two Key Components

- Strategy = the big picture:
 - How and what will accomplish behavior change or desired outcomes?
 - Steps 1 through 5.
- Action plan = the details:
 - Who does what, when?
 - Is it working, or should we modify it?
 - Steps 6 through 8.

You Can Do It!

- **Communication and Social Marketing:**
 - Can be done on large or small scale.
 - Often receives support from outside resources.
 - Establishes and maintains great relationships.
 - Often builds on a community's wish to "do the right thing."

Your communication specialist is available to help you with all of your communication needs.

Communication Is a Leadership Issue

“Leaders with vision can articulate problems and describe potential solutions in language that appeals to a broad base of stakeholders.”

—<http://www.promoteprevent.org>

The “Nuts and Bolts”

- Oversee comprehensive communication strategy to intended audiences and stakeholders.
- Integrate communication goals with programmatic goals.
- Make informed choices about communication resources.
- Be the “public face” of your SS/HS initiative.

Practicing Leadership

- Model the way.
- Inspire a shared vision.
- Challenge the process.
- Enable others to act.
- Encourage the heart.

*From the National Center for Mental Health
Promotion and Youth Violence Prevention*

One-Way Communication

- Does not foster systems change:
 - Presents messages as the **only** truth.
 - Disregards differing views.
 - Ignores cocreation of knowledge and vision.
 - Allows no dialogue.

Achieving a Dialogue

- Fosters systems change:
 - Identifies gaps in audience/stakeholder knowledge.
 - Uses these gaps to develop dialogue with audience.
 - Recognizes competing views.
 - Makes information useful to audience.

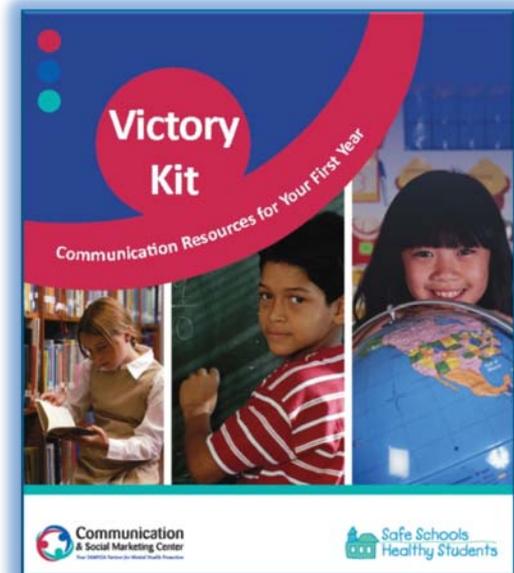
Lead the Way!

- Build a culture of communication.
- Inspire and persuade.
- Keep your eyes on the prize—a better future for your:
 - Children
 - Families
 - Schools
 - Communities.



Coming Right Up!

- Work with your communication specialist to:
 - Share upcoming communication challenges and solutions.
 - Explore communication “common denominators” with your peers.
 - Explore the Victory Kit’s tools and resources.



Questions?



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Your SAMHSA Partner for Mental Health Promotion

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