

2012

International Summer School Special Session

INFORMATION HANDBOOK

To Lead with the Media

What Future Leaders Must Know
about Communication in an Omni-Media Age

Prepared by
GJI & IPRSC, Tsinghua University

Trainers/Speakers

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Chair and Director, Global Journalism Institute, Tsinghua University

Editor-in-chief Emeritus, China Daily

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21 September 2012

Shanghai

Welcome from the Trainers/Speakers

Dear all,

On behalf of Tsinghua Global Journalism Institute (GJI) and Institute of Public Relations and Strategic Communications (IPRSC), we would like to welcome you to the Special Session on media and communications in the second edition of the AICESIS Summer School for young leaders in Shanghai.

The Rio+20 Earth Summit not long ago produced the document, The Future We Want -- a critical issue for mankind. All the stakeholders, governments, businesses, civil society and media, need to participate in the efforts to achieve sustainable development goals for the world. Authorities should no longer take GDP as their only target of development, businesses should implement corporate social responsibility to ensure environment protection, resources conservation and social equity, and the public should be more aware of a need for a new sustainable life-style. In all these efforts, media will play a unique and important role. While being a watch dog for any human activities that would damage the sustainability of our earth, media has an irreplaceable role of education in publicizing information, knowledge, guidelines as well as new technologies for sustainable development.

This session will create a series of scenarios where our participants will act as leaders and decision-makers to be interviewed, focusing on the general theme of sustainable development, in an active interactive manner so that the participants not only learn the necessary skills in meeting the media but also learn more about the concept and practices of sustainable development, its prevalent issues, and the ways for solution. All the participants will be the major players in this session while professional advices will be given by the experienced trainers.

Global Journalism Institute (GJI) at Tsinghua University has been working in association with Thomson Reuters helping journalists hone their skills since 2005. GJI has hosted 30 senior professional workshops covering financial and economic, sports and advanced television reporting. About 500 working journalists from leading Chinese and Asia-Pacific media organizations attended the workshops, which are led by Tsinghua faculty and accomplished members of Thomson Reuters worldwide.

Tsinghua Institute of Public Relations and Strategic Communications (IPRSC) has successfully hosted over 100 senior professional workshops and training programs with great support from the well-known organizations including State Council of China, China Central Television, Xinhua News Agency, Thomson Reuters, AstraZeneca, Johnson&Johnson, UNAIDS, UNDP, BBC World Service, Omnicom, Fleishman Hillard, Porter Novelli, Ketchum, Hill & Knowlton, Ogilvy. Over 25,000 people from government officials and leading Chinese and international organizations have applied and admitted to take part in our workshops and training programs.

We really hope you will find the Session useful for your career. Wishing you all a wonderful time with us in Shanghai!

Best Wishes,

Professor Yinghuang Zhu
Chair and Director, GJI

Professor Steven G. Dong
Chair and Director, IPRSC

Agenda

Friday 21 September, 2012

The two hour long session will be comprised of ice-breaking lecture and simulated interviews. These are meant to introduce the participants to media relations and how to work with the media. Specifically, this session agenda will cover the following:

- 09:00-09:30** **Introductory Remarks on Contemporary Chinese Media: Where it is now and where it is going**
Presented in an interview Q&A format with Professor Steven Dong (as interviewer) and Professor Zhu Yinghuang (as interviewee)
- 09:30-11:00** **Training Program: Meeting the Press--Simulated Media Interview**
Evaluated by Professor Zhu Yinghuang and Professor Steven G. Dong.
Interviews conducted by Professor Steven G. Dong, Nick Compton and Xiaoya Wang
- 09:30-09:40 Introduction to the Training Program
 - 09:40-09:55 Exercise 1 –Mock one-on-one Interview Practice
 - 09:55-10:15 Exercise 2 –Mock one-on-two Interview Practice
 - 10:15-10:25 Tea Break
 - 10:25-10:50 Exercise 3 –Mock Press Conference Practice
 - 10:50-10:55 Q&A
 - 10:55-11:00 Summary & Conclusion

Trainers/Speakers Biography



Professor Yinghuang Zhu

BAFudan **MA**Stanford

Chairman and Director, GJI, Tsinghua University

Editor-in-Chief Emeritus and advisor to the China Daily Newspaper Group

Editor-in-Chief of China Daily between 1993 and 2004. Member of the Foreign Affairs Committee of the Tenth National People's Political Consultative Conference (CPPCC).

Now the Editor-in-Chief Emeritus and the Advisor to China Daily Newspaper Group; Executive Vice President of Translators Association of China (TAC); Vice Chairman of China National Committee for Pacific Economic Cooperation; Standing Member of China Economic and Social Council (CESC).

Member of the Chinese People's Institute of Foreign Affairs (CPIF); Member of the Chinese People's Association for Friendship with Foreign Countries (CPAFFC); Professor at Tsinghua University and China Communications University.



Professor Steven G. Dong

LLBPeking **MA**Sheffield **MPhil**Cambridge **PhD**Durham

Chair and Director, IPRSC, Tsinghua University
Shorenstein Fellow on the Press, Politics and Public Policy, Kennedy School of Government, Harvard University
Professor of Media and Politics, National School of Administration
Vice President, China Public Relations Association (CPRA)

Steven Guanpeng Dong is a political scientist, communication advisor, public and international speaker. Prior to the current appointment as chair and director at the Tsinghua IPRSC, Dr. Dong was also the Founder and Executive Director of Global Journalism Institute (GJI), a joint program of Tsinghua University and Thomson Reuters.

Dr Dong also holds professorships of political communications at the State Council National School of Administration and the Chinese Communist Party's Central Academy of Socialism. Since 2001, he is among the first scholars in China who lectures on political communications for Chinese high-ranked politicians and leaders of the largest firms in China.

His research interests and expertise involve political communications, international communications, public relations and strategic communications.

About GJI & IPRSC

About GJI

The Tsinghua University Global Journalism Institute (GJI) is dedicated to the belief that free flow of ideas and accurate information are vital to the development and improvement of a nation. Focusing on journalism study and practical training, GJI is set up with a conviction that quality journalism today requires global perspective, subject-matter expertise, sophisticated professional skills and understanding of how journalism is changing people's learning, thinking and behavior.

Mission of GJI

- To develop a socially responsible journalism environment in China.
- Dedicated to advancing exchanges and interaction of global journalistic practices.
- Dedicated to promoting transparent governance and advocating openness of administrative information in China.
- Dedicated to promoting journalist ethics and eliminating corruption of any kind in journalism practices.
- Dedicated to the mission of reporting a truthful image of China for the world.

About IPRSC

Tsinghua University Institute of Public Relations and Strategic Communications (IPRSC) educates and trains students from all over world to take up professional public relations and strategic communications positions in government, corporate firms and NGOs.

We train students to perform a vital and challenging function in contemporary China's social transition. Our courses are unique, and the most up-to-date available anywhere in the country. We aim to highlight the importance of managing PR and strategic communications as a key intangible asset for China's growth, harmony and sustainable success.

The IPRSC also educates communication scholars, and functions as a significant guiding force in PR, inculcating our students in the habit of thinking of themselves as leaders for change and improvement in and beyond the profession.

IPRSC Expertise

- Public Relations, Theory and Practice
- Strategic Communications, Theory and Practice
- Reputation Management, Theory and Practice
- Government Relations and Public Affairs, Theory and Practice
- Crisis Communications and Management, Theory and Practice
- Corporate Communications, Theory and Practice
- Investor Relations Management, Theory and Practice
- Corporate Social Responsibility, Theory and Practice
- Integrated Marketing Communications, Theory and Practice

Training Program

Meeting the Press--Simulated Media Interview

◆ OBJECTIVES

- To know the Journalist and give them a story
- To know different types of broadcast interview
- To examine and understand the nature of media
- To work in teams on realistic news scenarios
- To improve message formulation and communications skills
- To explain the most up to date and effective approach to preparing for an interview

◆ GENERAL APPROACH

In order to teach effective press management techniques and communication methods, this workshop will use four mock television/multi-media interviews simulated to reflect real-world situations.

The first mock interview concerns damage to traditional Vietnamese heritage sites during renovation. It will be conducted as a one-on-one, television style interview show, with a representative from group one serving as the spokesperson for the Vietnamese restoration committee.

The second mock interview concerns the extraction of raw minerals from Peru and the degradation of the environment there. It will be conducted as a one-on-two television style debate, with two representatives from group two serving as a representative from Peru's mining industry as well as a representative from Peru's government. The two representatives have conflicting viewpoints. The government official is critical of the mining industry, as his constituents worry about the environmental impact, while the mining executive believes that profit and environmental protection can be balanced.

Finally, the third mock interview concerns a traffic-congestion charge enforced in London. The charge, in place since 2003, has helped lower air pollution, traffic congestion, and fuel use. This interview will be conducted in a press-conference format, with members of the seminar serving as media asking questions to three London officials, acted by members of group four.

Scenario 1

(For Group One)

➤ Amateur restoration work threatens historic sites

[Reuters, Hanoi] The slipshod restoration of cultural and historical relics throughout Viet Nam is alarming Vietnamese and foreign experts. Many heritage buildings had been replaced partly or almost completely by new buildings. Other buildings had lost valuable and ancient carvings, friezes and pillars that had survived for centuries.

Recently, the 900-year-old Tram Gian (one-hundred-compartment) Pagoda was virtually destroyed by "restoration" work. The authorities paid no attention to the matter until the media drew attention to the issue. The pagoda, located in Ha Noi's Chuong My District, was built in 1185 on a hilltop during the reign of King Ly Cao Tong (1176-1210). This is really a big loss for Vietnamese.

➤ Guidelines

Group one will select one representative to act as the head of the Tram Gian Pagoda Restoration society, answering questions about the controversial restoration process. The representative should draw out the facts about restoration efforts and ask informed questions to weigh the positive and negative impact.

➤ Questions may be asked

- A. Are citizens informed of the restoration work beforehand?
- B. Is there any public bidding? If there is, what factors are taken into consideration?
- C. When the restoration work is undertaken, is there any corresponding evaluation or follow-up check?
- D. Is there anybody or department who claims responsibility for this work?

Scenario 2

(For Group Two)

➤ In Peru, Gold Rush Leads to Mercury Contamination Concerns

[AP, New York] These miners are part of the biggest gold rush the world has ever seen. Recent spikes in gold prices have lured 10 to 15 million people worldwide into the business of small-scale gold mining.

But rising global demand for gold has also fueled demand for a far less prized metal, mercury. The toxic metal is used by millions of miners every day to separate and collect gold from rocks and soil. Miners say mercury is easy to use, readily available, and cheap.

The United Nations Environment Program estimates that small-scale miners use up to 1,350 tons of mercury each year, making it the single largest use of mercury worldwide. In southeastern Peru, the gold rush has attracted some 20,000 small scale miners to the pristine rain forest and rivers of the Madre de Dios region.

The devastation caused by widespread mining is easy to spot, with huge swathes of the forest turned to barren desert, but the damage caused by the heavy use of mercury is harder to detect. Mercury from small-scale mines travels widely, settling in sediments and moving up the food chain into fish, fish-eating wildlife and humans. Scientists and medical researchers only recently started to measure the impact of mercury here.

This fish is called mota. This is a very popular fish around the region. You will find it on a lot of dinner tables, a lot of restaurant menus. This fish is at the top of its food chain. And what that means is it consumes a lot of smaller fish. And a lot of these small fish have mercury in them. And through a process known as biomagnification, this fish accumulates a lot of mercury.

In fact, if a person consumes two servings of this fish per week, they're getting seven-and-a-half times the safe limit of mercury, according to the World Health Organization

It takes two ounces of mercury to produce a single ounce of gold. That means 50 tons of mercury are used to extract the 25 metric tons of gold mined here each year. Miners mix the soil with mercury, often using their hands and feet, creating a clump of amalgam that contains gold. And yet most miners are unaware of the dangers posed by mercury to the environment and to their health

➤ Guidelines

Group two will select two representatives to conduct a one-on-two television interview style debate. Representative one will act as an executive of a mining company that

benefits from mineral extraction, and representative two will act as a government official who hopes to ban mining because of the environmental harm it brings.

➤ **Questions may be asked**

- A. What is your opinion on the dilemma between economy interest and environmental protection?
- B. What do you think about the phenomenon of developing local economy at the cost of public health?
- C. Can you take advantage of the modern technology to optimize the mining methods in Peru and other countries?
- D. Do you have any laws and policies to regulate the mining industry and guarantee the safety and health of mining workers?

Scenario 3

(For Group Three)

➤ In British, Congestion Charge Scheme

[AFP, London] In the year of 2003, London introduced congestion charge scheme. The scheme charges users entering or driving within its perimeter between 7:00am and 6:30pm Monday to Friday. After scheme implementation, the government invested £36m per year over an 8-year period in capital, and £64m per year over an 8-year period in Operational cost. The government originally predicted to be £130m per year for Revenue Income, now revised down to £68m per year.

The congestion charging scheme has been directly responsible for reductions in central London, between 2003 and 2006, of approximately 6% for NOx, 7% per year for PM10 and 1% year for CO2. Furthermore, there were 14.9m litres of fuel saved per year in central London, and 21.5m in Inner and 12m in Outer London (considering £8 charge per day).

The result of a post-implementation survey showed an increase in bus patronage in relation to the western extension over 2006, and importantly, that these increases are being satisfactorily accommodated by additional bus service provision. Survey of bus passengers entering central London indicate that in 2007, 113,000 passengers were found entering central London in the morning peak period. The number of passengers entering central London has been stable over the last four years.

In 2006, the number of collisions involving personal injury within the original charging zone increased by 6% overall. On the Inner Ring Road, level of accidents fell by 6% during charging hours. In Greater London, total reported road traffic collisions fell down on average by 6% during 2006

There was 21% reduction in congestion within the original charging zone comparing to pre-charge levels, and 14% reduction in traffic entering the Western Extension, and 6% increase in bus passengers during charging hours, and 12% increase in cycle journeys into the Western Extension. In the financial year 2007/08, it was £137m being raised to invest back into improving transport in London.

According to recent survey, one in six persons surveyed responded they were better off and just over one in six stated they were worse off as a result of charging. Six in ten London residents felt that the scheme had made no difference to them. Londoners survey showed that 43% of respondents were more likely to think that they had lost out as a result of charging but also more likely to say that they had gained (19%). 59% of drivers who ever drive into the extension zone were also more likely to say that they had lost out as a result of charging.

➤ **Guidelines**

Group 3 will select three representatives to conduct a press-conference as London officials who will explain the congestion charge and field questions from the media in attendance. Media who ask questions should identify themselves with their name and title.

➤ **Questions may be asked**

- A. What spurred London officials to enact the congestion charge in the first place?
- B. How did the government officially announce the policy? Was there a referendum or other means for public approval?
- C. What was the initial reaction to the congestion charge?
- D. How did London choose what amounts to charge? Was profitability a consideration?
- E. With the success of the charge, how can London ensure it doesn't grow complacent in environmental protection?
- F. What are some of the limitations of the congestion charge?
- G. What are some other efforts London is taking to ensure the environment is protected?

For Your Reference

BEFORE THE INTERVIEW

First we need to realise that we are all media 'experts.' We spend a large part of our lives reading, watching and listening to their output. We are immersed in the media - so it only takes a small extra step to be able to understand all we need to know about them. And that step consists of analysing the media instead of just using them for information, education and entertainment.

Next time you find yourself half way through a press article or absorbed by a TV interview, pause for a moment and ask yourself why. How did they attract your attention to the piece in the first place? How did they keep you on the hook when your own priority was to get through the paper as quickly as possible? How is the story constructed? What sort of questions is the interviewer asking? And why?

Be aware how, when looking at every story, the editor comes up against the invisible 'So What?' barrier that every reader has. For when we are reading, listening to or watching the media we are subconsciously asking ourselves: 'What's this got to do with me?' If the story grabs us in some way by appealing to our fear, our greed, our sense of humour, our morbid curiosity or some other human motivator, then we keep reading. But if it does not crash our 'So What?' barrier we switch off –often literally.

So journalists are indoctrinated from their earliest days to work in a certain way which crashes that 'So What?' barrier. They are indoctrinated into believing that the only way to write is with a grabbing first sentence, with all the facts condensed into the first two paragraphs, and the whole thing written from an angle which tells only a fraction of the full story, and which meets the editor's definition of 'newsworthy.'

Another important fact to remember is that journalists have to work the way they do. It is staggering how many top executives still believe that the media should change their ways - but you might as well try to house train a racoon. And even if you did manage to 'tame' a journalist and get him or her to write about you responsibly and in depth, they would then be out of a job in days because their copy (which in any case would be re-hashed and made more sexy by the sub editors) would not be what the editor wanted.

Journalists are like nettles. If you get one lot under control another will spring up. So if the media are a kind of protection racket and we cannot control them what can we do? The answer is – as far as possible to go along with them, give them what they want and learn to work together. You will seldom get them to do it all your way but you can vastly improve positive coverage and diminish negative coverage about you by following two very simple rules:

Know the journalists

Give them a story

Know the Journalists

Be aware of the different requirements of the different types of journalist, eg:

Editor

News editor/news diary

Page/section editor

Correspondent/specialist

Reporter

Picture Editor

Local Media

Trade

Broadcast

All have different needs, different deadlines and different places in the pecking order.

Above all, be aware of the vital importance of human chemistry. If you want to do business with a major customer do you do it at arm's length?

If you want to persuade a politician to influence government policy for you do you do it by remote control? Of course not. We do business with people we know, like and trust so we go to great lengths to get our key audiences to know, like and trust us - everything from the golf course to dinner with respective spouses.

Journalists are no different, yet even a high proportion of PR professionals try to do it all by telephone, e-mail and press release. If you want to win journalists over you must look for every opportunity to get to know them face to face. Once you do, you will find that they differ from each other as much as people do in any other walk of life, so some you will simply get on with alright, some you will not get on with at all and some you will click with and cultivate an invaluable mutual relationship.

These principles also apply to journalists who approach you 'cold.' Instead of just responding, ask yourself if this journalist might be useful in future and look for an opportunity to build the bridge with a meeting or a follow-up to the story. The best way to get a journalist to know and like you better is to provide him/her with a good story and to be a useful source of specialist information. But before you can give the journalist a story you must first have a story to tell!

Creating a Story

Take as much time and trouble as you can to prepare yourself an interview brief consisting of:

Message(s): You might have several points to make but your audience (reader, viewer, listener) will not remember more than two or three items at the very most. The less you say, the more they will remember.

So What?: Now picture the audience reading or hearing your message for the first time. Will it overcome their subconscious 'So What?' barrier and make them want to know more? If not, why are you saying it? Once you can overcome the audience's 'So What?' barrier you will automatically overcome the journalist's barrier, too. Identify 'hot buttons' that will motivate the audience.

Distil Them: Take time to work out the most clear, succinct and articulate way of expressing the message(s). Pascal wrote at the end of a letter: 'I have made this letter longer than usual, only because I have not had the time to make it shorter.' Any fool can give a long-winded explanation of something - but it takes time, effort and imagination to say it in a few words. This is the famous 'sound bite.'

Give Examples: One example really is worth a thousand words. Find a single, detailed, graphic example/anecdote to back up every assertion. People love stories. And they believe them. Journalists love them too.

Analogy: Another form of graphic support is to ring a bell in the audience's mind. Relate abstract terms, dimensions etc to everyday images (eg converting hectares into numbers of football pitches). As you go through life spotting useful examples, anecdotes and analogies store them in a 'treasure' chest to draw on at any time.

Advice: In some interviews, a useful device is to give the audience (and the journalist) a few hot tips on how to get the best out of something or avoid disaster.

Simplicity: Use simple, spoken language. Not jargon, business speak or techno babble.
Anticipate Questions: Interviewees worry too much about being asked a 'surprise' question. You can usually anticipate most of the questions you are likely to be get by asking yourself: 'If I were a journalist, what would I ask?' Journalists are only human and there is a finite number of questions that can be asked on your subject. But more importantly:

It is Your Show: Every interview is a golden opportunity to get your side of things over to large numbers of people. In thoroughly preparing your brief you are preparing the messages you are going to get across to the audience, no matter what the questions.

From *Handling the Media & Winning Media Interviews* by IPRSC Adjunct Professor Michael Bland, 2008