ALISON THEAKER AND HEATHER YAXLEY

The **Public Relations** Strategic Toolkit

AN ESSENTIAL GUIDE TO SUCCESSFUL PUBLIC RELATIONS PRACTICE

Social International media

media
investor

Effective crisis management

psychology Understanding

Profession public Objectives

Political Corporate resourcing relations

Communication Budgeting

Community

Business to business trends engagement Campaign

Ethics skills careers Consumer

Monitoring Situational management

analysis Issues planning Financial

evaluation social responsibility Brand

considerations execution

SECOND EDITION

Routledge

The Public Relations Strategic Toolkit

The Public Relations Strategic Toolkit presents guidance to instruct and educate students and professionals of public relations and corporate communications. Alison Theaker and Heather Yaxley cover every aspect of critical practice, including definitions of public relations, key theoretical concepts and both original and established methodological approaches. Case studies and interviews are featured to provide real-world context and advice for professional development. The new edition is fully revised with brand new case studies and updated content which reflect significant developments in theory and contemporary practice. It puts particular emphasis on the use of technology (including automation) and social media in current public relations planning, corporate communications and stakeholder engagement.

The book is divided into four parts; covering the profession, corporate communication and stakeholder engagement.

Features include:

- definitions of key terms
- contemporary case studies
- interviews with practitioners
- handy checklists
- practical activities and assignments.

By combining theory and practice, with an invaluable insight from experts in the field, this guide will introduce readers to all the professional skills needed for a career in public relations.

Alison Theaker has over 30 years' experience in public relations as a practitioner, academic and author. She has taught public relations, marketing communications and management in the UK and US. She is the editor of the bestselling textbook, *The Public Relations Handbook*. A Fellow of the Chartered Institute of Public Relations (CIPR), she now runs her own business coaching and training consultancy, The Spark, as well as continuing to teach at undergraduate and postgraduate level for Birmingham City University and Plymouth University, UK.

Heather Yaxley is a rhizomatic academic-educator-consultant-practitioner with a range of interests across public relations, reflective practice and sustainable professional development. She is a CIPR Fellow and Accredited Practitioner, as well as an honorary member and director of the Motor Industry Public Affairs Association Ltd. In 2017, Heather completed her PhD at Bournemouth University, researching career strategies within public relations. She is an experienced university lecturer, a course director for the CIPR qualifications with PR Academy and her academic work has been extensively published. Heather works closely with a number of clients, having established Applause Consultancy in 2000. She blogs at PR Conversations and participates in social media under the name Greenbanana.

The Public Relations Strategic Toolkit

An Essential Guide to Successful Public Relations Practice

Second Edition

Alison Theaker and Heather Yaxley

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Part I

The profession

Introduction

Alison Theaker

This book is intended to be a kind of 'how to' book with brains for public relations practitioners. So whilst it includes theoretical concepts and discussions about the nature of public relations, it is also full of examples of real-life good practice. When we were discussing how this could be different from its sister book, *The Public Relations Handbook,* we were clear that we wanted it to be of use to those in the field. We both believe that theory improves practice, but it is not the whole story. We are happy to be making changes and updating this second edition.

You will find that each chapter is set out with the same headings. Starting with a Check Point to tell you what is in it, there will be Talking Points to flag up related issues and a Reading Point to direct you to other sources if you want to look at this area in more detail. There will also be several Action Points in each chapter, detailing the experience of practitioners so you can see how these issues might look in practice. The End Point will review what has been covered.

When I started in PR practice in 1982, I was not aware of the range of textbooks available to me that might have helped me perform my job better. Indeed, I was surprised to find a whole shelf of them in the library when I started as the first lecturer on the new BA in Public Relations at the then Leeds Polytechnic (now Leeds Carnegie University). One of the questions that I was asked at interview was, 'What is the difference between education and training?'

Experience and training are good, but by definition they are looking at what has gone before. They are valuable but not the whole story. Education, using theory to try and see why something worked on a deeper level, is vital in enabling us to apply the lessons of experience. It gives us more ways of looking beneath the surface of what happened

to us, a variety of lenses through which to view an event. It allows us to use different language when we talk to board members, we can see that we may have been using communication or management theory without being aware of it. We can be critical of our profession and so we can change it. It gives us more tools than just learning on the job. Taking time out to examine our own practice also means we can become objective about what works.

The competence of practitioners was raised in the DTI study in 2003, and is what the many qualifications in PR are trying to address. Any profession will always be judged by the few who don't fulfil the required standards rather than the many who do. However, the willingness of more and more graduates to enter PR, the expansion of both academic and professional courses in the discipline, the ever growing body of knowledge coming from practitioners and academics willing to look at the theory underpinning their practice show the increased willingness of PR to be reflective.

This first Part starts by introducing public relations and looking at some different definitions. Traditionally, this has been a difficult area for practitioners, as everyone seems to have their own idea of what public relations is. By comparing PR to other related professions and business functions such as advertising, marketing and journalism, the picture hopefully gets clearer.

The second chapter investigates exactly what PR practitioners do, looking at the various roles they might play in an organisation, as well as listing the tasks that they perform. This is built on in Chapter 3, which gives an overview of the PR industry in the UK and looks at the various professional bodies who are striving to improve the reputation of public relations.

Finally, Part I is completed with a look at the question of professionalisation and issues affecting the development of public relations. Several prominent academics and practitioners have been asked for their views on the challenges facing the industry in the next five years.

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