

page

Page DNA

Mission

WHAT WE WILL DO TO REALIZE OUR PURPOSE AND VISION

To strengthen the enterprise leadership role of the chief communications officer by embracing the highest professional standards, advancing the way communications is understood, practiced and taught, and providing a collegial and dynamic learning environment.

PAST

Page is focused on creating community among the world's senior communication leaders, who help strengthen the impact and value of the CCO in three ways:

- Assists the CCO broaden her influence, scope, and leadership in other areas such as public affairs, sustainability, corporate brand, and culture; as a result of this, the title of the CCO is changing, for example, to Chief Corporate Affairs Officer or Chief Impact Officer
- Helps the strategic communication function be at the center of the organization, determining its corporate character. By establishing and activating corporate character, the chief communications officer earns and maintains public trust, protects reputation and preserves the enterprise's social license to operate.
- Helps elevate those who aspire to be CCOs and those who hold critical leadership positions so they can best support the CCO to accomplish her ambition

This mission can be accelerated by a strong partnership between the CCO and her organization, their agency partners and the education community.

To strengthen the organizational impact of chief communication officers and their teams, and to lead the profession in the future.

We help team members grow and shape the future of the profession in three ways:

Educate members on the Page Principles and Page Model: Named for Arthur W. Page, the **7 Page Principles** were developed based on his lifetime of work and have served as a foundation for all communication professionals. Through the years, Page members have evolved the principles to meet the modern day. We regard these principles as the guidelines by which all communications professionals should act and behave. The **Page Model** begins with Corporate Character, the unique, differentiating identity of the organization. This character must be clearly defined and aligned across mission, purpose, brand, values, culture, strategy, business model, and policies and practices. The organization must authentically embody its character in every interaction to be deserving of trust. Then, the Authentic Advocacy portion of the model describes the cyclical process of engaging stakeholders, building trust and earning their support and advocacy.

Advance the way communications is understood, practiced and taught: Page helps the CCO educate the C-suite that she has the capability to play a broader role (e.g., public affairs, sustainability, corporate brand, culture) beyond influencing influencers, counseling the CEO to do the right thing, managing crises and crafting messages. Page contributes to this by being the voice and advocate for this important evolution of the strategic communication function. **Practiced** means adhering to the Page Principles, which represent the highest professional standards for the ethical practice of communications. **Taught** means the purposeful inclusion and engagement of educators to build knowledge, skills and abilities of students studying communications.

Offer pragmatic guidance, counsel and encouragement: Page's thought leadership is designed to help members understand how they can learn and grow to become larger contributors to the strategic direction of the organization, and ultimately serve in a CCO+ role. Content is based on members' needs on the most pressing, relevant topics and is delivered by subject matter experts in a myriad of formats. It's designed to inspire and guide professionals, their teams, and organizations with just-in-time, of the moment content, much of which is presented in a collegial and dynamic learning environment. Additionally, Page creates the context for members to learn from one another on topics of interest, and the sense of community for members to seek counsel and encouragement from other members.

NEW

Purpose

WHY WE EXIST

To unite the world's best communicators to transform business for the better.

PAST

Page wants everyone to feel welcome, that they belong, and are empowered to lean on and learn from the diverse peers in the Page community. In addition, members feel connected to each other and trust one another, seek or offer perspective based on their needs, support one another, and are willing to be vulnerable. Above all, members feel like Page is their organization.

Page is an exclusive assembly of the very best and brightest of the profession. It's the only communication organization that aspires to behave and deliver like a truly global organization singularly focused on senior leaders in the profession -- sharing experiences rapidly from one corner of the globe to the next while also creating hyper-local relevance.

To create community among the world's senior communication leaders to help them improve business and society.

The Page Community consists of:

- Chief communication officers (CCOs) of the world's leading organizations, leading nonprofits and government – many of whom play a broad, multi-dimensional role with a rapidly evolving remit
- CEOs of the world's foremost communications agencies
- Senior communication professionals who aspire to be CCOs or agency CEOs, or who hold critical leadership positions (including Page Up and Future Leaders)
- Distinguished academics from top business and communication schools

Page helps the world's best communicators evolve who their organization is and what it does using a multi-stakeholder view. That helps improve the overall performance of the organization and create an ***Authentic Enterprise**** that is more responsible and responsive to the public and other stakeholders, and as a result, helps the organization maximize its benefit to society.

****This was the title of Page's first whitepaper in 2007***

NEW

Vision

WHAT OUR FUTURE WILL LOOK LIKE WHEN WE'RE SUCCESSFUL

The Arthur W. Page Society believes that the chief communications officer possesses the opportunity and responsibility to ensure that enterprises operate honestly, responsibly and with genuine respect for the interests of all stakeholders.

By establishing and activating corporate character, the chief communications officer earns and maintains public trust, protects reputation and preserves the enterprise's social license to operate.

Strong leadership by the chief communications officer ensures that enterprises not only succeed financially but also contribute positively to society and to the communities in which they operate.

PAST

Page's global aspiration is two-fold:

- Continue evolving our programs, processes, content, communications and mindset to serve our increasingly international community
- Growing the proportion of membership from outside the U.S. – a crucial factor on whether Page is a truly global association or primarily an American one with members from other countries.

While Page has made progress over the last decade, it aims to be at the level where our non-U.S. members see us as a truly global organization.

Part of the prestige of Page comes from being a respected source of fresh thinking, and members regard it as among the most valuable offerings. As such, Page will move the profession forward through leading-edge thinking and broaden its impact to a wider set of stakeholders, including the C-Suite and corporate boards.

For example, with many CCOs are expanding their remits and areas of focus, Page will publish findings, recommendations and resources to help with that evolution. Page will also introduce a biennial benchmarking study and aim to produce at least one report each year on a timely industry topic.

To be the global organization with the most pioneering thinking and influence on communication leaders

The Page Community consists of the following groups, who will be at the epicenter of its target reach:

- Chief communication officers (CCOs) of the world's leading organizations, leading nonprofits and government – many of whom play a broad, multi-dimensional role with a rapidly evolving remit
- CEOs of the world's foremost communications agencies
- Senior communication professionals who aspire to be CCOs or agency CEOs, or who hold critical leadership positions (including Page Up and Future Leaders)
- Distinguished academics from top business and communication schools

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