



GOVERNMENT RELATIONS ACADEMY

Government Relations (GR) team management is a complicated task. Navigating internal expectations and stakeholders on the one side, performing complex tasks like policy analysis and corporate positioning on the other side, while also building a team – GR managers have a lot to deal with.

While every GR team is unique, there are common challenges across corporations – and there is an opportunity to learn from the experience of others. Introducing our exclusive GR Academy, designed for forward-thinking professionals who understand the

pivotal role GR plays in the success of global companies. Whether you are navigating the complexities of a highly regulated sector as a startup or fine-tuning strategies as an established industry leader, our GR Academy is tailor-made for you.

Led by a seasoned expert in the field, our GR academy is not an average seminar. We are flipping the script on traditional GR discussions, focusing on practical, actionable insights that will elevate your skills and transform your approach.

WHAT WE OFFER

The GR Academy offers a range of modules that can be booked separately or in combination. These modules cater to both individual coaching and team training needs, providing flexibility in scheduling and content selection. Sessions can be held either in English or German.

SPARRING PARTNER SESSIONS

GR manager sparring sessions are peer conversations that provide an opportunity to share experiences and exchange ideas. Our clients are GR managers with team management responsibilities. The modules described below can be adapted and expanded according to the needs of the client.

M1 – SPM: Strategy, Planning, Measurement

“Strategy” is an overused term. Team exercises focusing on strategy development require a robust framework. We provide a clear-cut definition of what strategies are supposed to achieve and distinguish them from planning processes.

GR strategy takes place in a particular environment. We focus particularly on the pre-conditions: Strategic capability.

Lastly, we discuss the performance measurement question: Can and should GR teams be measured? Why is measurement not the same as quantification? This segment dovetails with module T2 (see below)

M2 – Organizational design and hiring

Each company has a unique need for GR services. We identify the most important internal stakeholders and policy arenas and discuss options to structure the team accordingly. Based on this analysis, we discuss hiring strategies and employee profiles.

GR strategy takes place in a particular environment. We focus particularly on the pre-conditions: Strategic capability.

M3 – Scaling: GR Products

GR seems to consist of a plethora of different tasks, which are difficult to streamline or scale. However, there are elements that could be “productized” and hence managed efficiently. The M3 module focuses on the identification of such products and how a matching product management could be established in the team.

TEAM TRAININGS

Team trainings are focusing on “getting stuff done”: From setting clear individual objectives to essential project management skills to hands-on trainings on how to write great briefings. Team trainings will be prepared by a 121 conversation with the GR team manager to ensure full alignment on objectives and methods.

T1 – Strategy framework | simple rules (1 workshop)

Based on the M1 session, T1 will include the whole GR team into the strategy discussion. We will also discuss how the concept of “simple rules” might help to give the GR team direction.

T2 – Setting objectives (2 workshops, individual follow-up)

Translating strategies into meaningful action requires clear team and individual objectives. With the help of the OKR approach, this team module develops a framework for such goal setting. During the first workshop introduces the OKR method and concludes with specific homework for each team member. In the second workshop, we will review the proposed OKRs as a team. Individual follow-ups with each team member will deepen the conversation and lead to fully developed individual OKRs.

T3 – Project management fundamentals: RACI (2 workshops)

T3 will focus on the fundamentals of project management, particularly the RACI model. The first workshop will introduce the RACI model and conclude with homework for each team member. (e.g. definitions of RACI for the most important team projects). The second workshop will discuss the RACI homework.

T4 – How to write great briefings and define policy positions (2 workshops, individual writing training)

Briefings are an essential part of GR work – be it for preparing a meeting or for proposing a corporate policy position. The T4 module is based on a review of briefings written by the GR team. Workshop 1 will introduce principles of good briefings and conclude with a homework task for each team member. Workshop 2 will focus on a joint discussion of the homework. Based on the outcomes, individual training sessions will be assigned.

As an add-on, we offer a workshop focusing on the development of a briefing infrastructure and IT-supported workstreams.



YOUR COACH



Ansgar Baums

Senior Consultant, Geotech expert

Our senior advisor, Ansgar Baums, has 16 years of corporate GR and strategy experience. Ansgar is a trained political scientist, holding a diploma in Political Science from the Free University of Berlin and a Master of Science in International Strategy and Economics from the University of St. Andrews. His professional career began as an analyst for the German intelligence service, followed by positions at leading companies in the tech industry, including GR management positions at SAP, Hewlett-Packard, HP, and Zoom. Ansgar is the author of the GR Blog, a resource dedicated to providing GR managers with ideas on how to build a great GR team.

Ansgar is a renowned international expert on geopolitical risks. In 2018, Ansgar became HP's Head of Global Strategy Program, a dedicated unit to manage geopolitical risks. As a Helmut-Schmidt-Fellow 2023 of German Marshall Fund and Zeit-Stiftung in Washington DC, Ansgar recently wrote a book titled "The Tech Cold War. The Geopolitics of Technology", which will be published in summer 2024 (Lynne Rienner Publishers).

REFERENCES

Briefing trainings: Creating "lovable" GR products

Ansgar trained an EMEA GR team of a major tech company on how to improve internal briefings. Based on an analysis of existing briefings, Ansgar identified individual needs (like writing style or analytical structuring). Ansgar also introduced a proposal on the general structure of meeting preparation briefings as well as policy position choices. Ansgar also consulted on developing a customized briefing tool, based on Sharepoint technology.

Increasing transparency and clarity with the help of RACI

Ansgar introduced the RACI model to a political consultancy agency. By applying the RACI model to each client as well as internal projects, the political consultancy increased transparency and resource planning. RACI also helped to establish a management culture based on responsibility.

Team management with the help of OKR

Ansgar trained a global GR team of a tech company on the OKR method, which provided a link between overall strategic priorities on the team level and individual tasks of each team member. The OKR method is now used regularly to structure quarterly team workshops and individual performance reviews.

Development of Simple Rules

Ansgar coached a global GR team of a US tech company on the development of simple rules. The team wanted to define its "way of doing things" outside of the categories of business priorities. The team had some frustrating experiences with "corporate culture" discussions before, so it was important to provide a tool that led to tangible outcomes that could be applied in day-to-day business. The simple rules were an outcome of a mixed bottom-up / top-down process.

ABOUT US

Established in 2012, SUB ERSTE LESUNG GmbH stands as a trusted consultancy firm specializing in Public Affairs and visual communication. With a strong foundation in Brussels, Berlin, and Paris, we offer tailored strategies and expert analysis to diverse clients, from tech firms to non-profits and governmental bodies.

Our dedicated team is committed to guiding you through the complexities of today's political environments. Whether you're seeking strategic positioning or thematic management, ERSTE LESUNG is here to help.



SUB Erste Lesung GmbH

Jägerstraße 71

D-10117 Berlin

T +49 30 403 630 270

mail@erstelesung.de

<https://erstelesung.de/?lang=en>

