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# **Corporate Internal Communications**

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## **Industry Best Practices**

**September 9<sup>th</sup>, 2003**



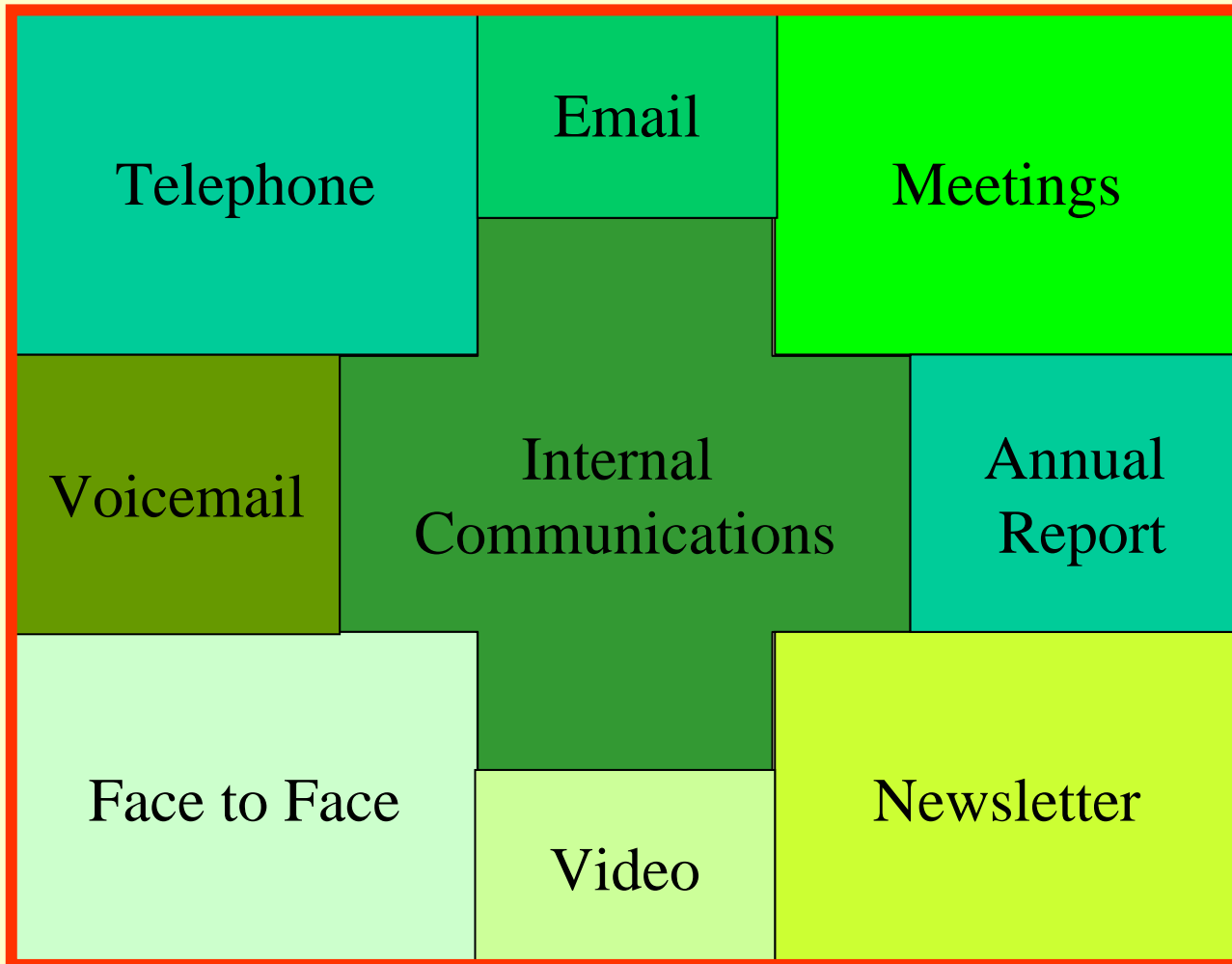
# Internal Communications



*The central role of internal communications is to align employees with corporate business goals*



# Internal Communications





**1. Physical image of each**AgeGender

- Race
- Mannerisms
- Body appearance / looks
- Dress

**2. Social and psychological attributes of each**PersonalityOpenness /closedness

- Passivity/assertiveness /aggressiveness
- Trust/defensiveness
- Conformity
- Desire for inclusion /affection /control
- Sensitivity/receptivity
- Interests /preferences
- Persistence against opposition
- Adaptability
- ExperiencesCultural background
- Education
- Occupation /title
- Economic status /formal and informal power
- Communication /relationship skills
- Self-discipline
- Readiness to learn
- Alone / loneliness
- Chronological/psychological development
- Perceptual skills / limitations
- Relationships (experiences of each other)

**3. Attitudes, beliefs, and values of each**Expectations /preconceptions

- Philosophical base
- Biases of source toward message and other
- Willingness to interact

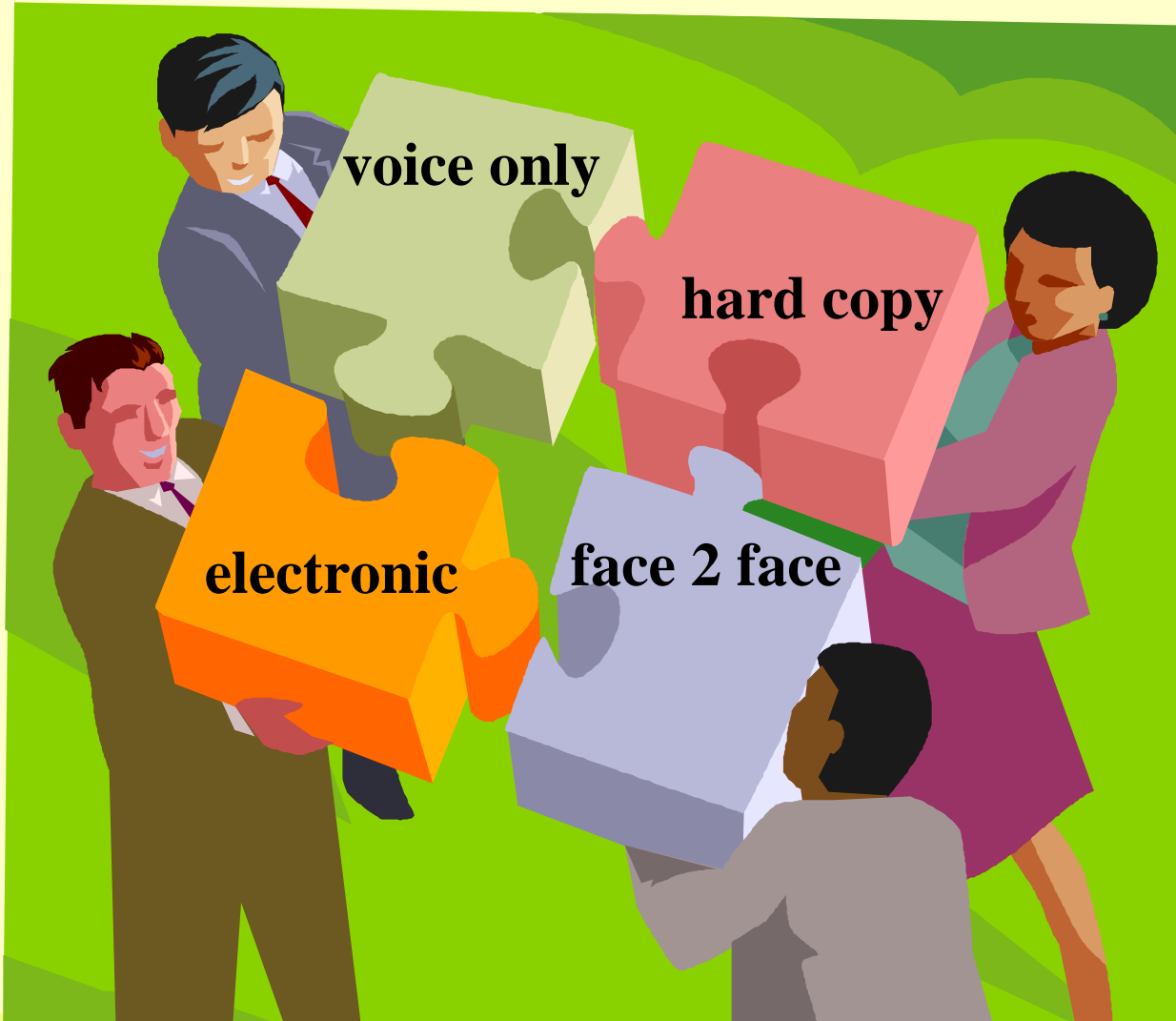
**4. Self-concept**Individual's view of self with respect to #1, 2, 3

**5. Internal noise**Physical/mental health

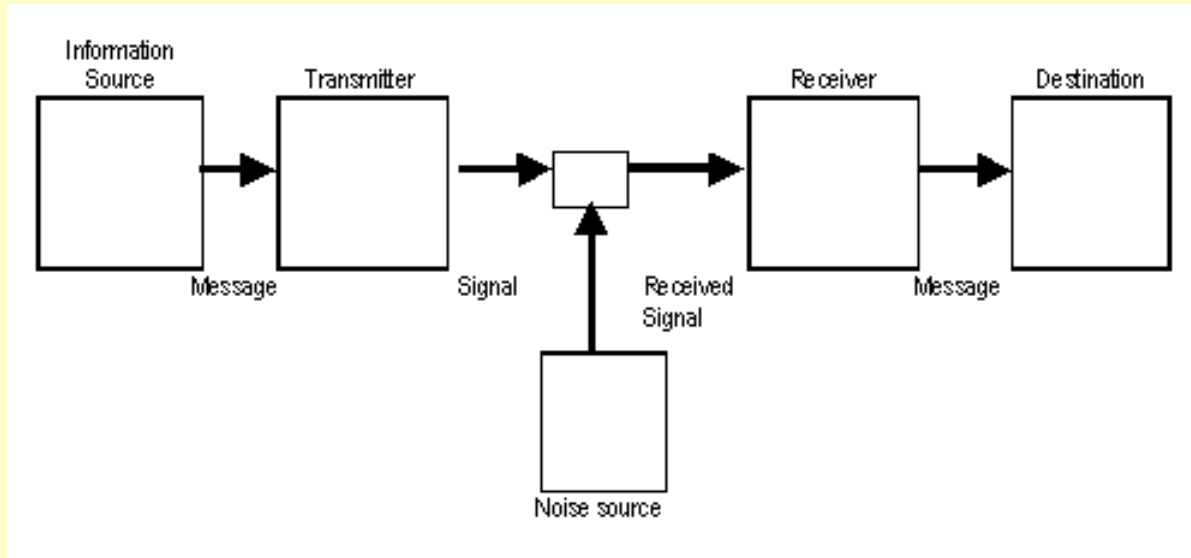
- Hunger/physical comfort
- Anxiety/alertness /ability to focus
- Clarity with respect to #3

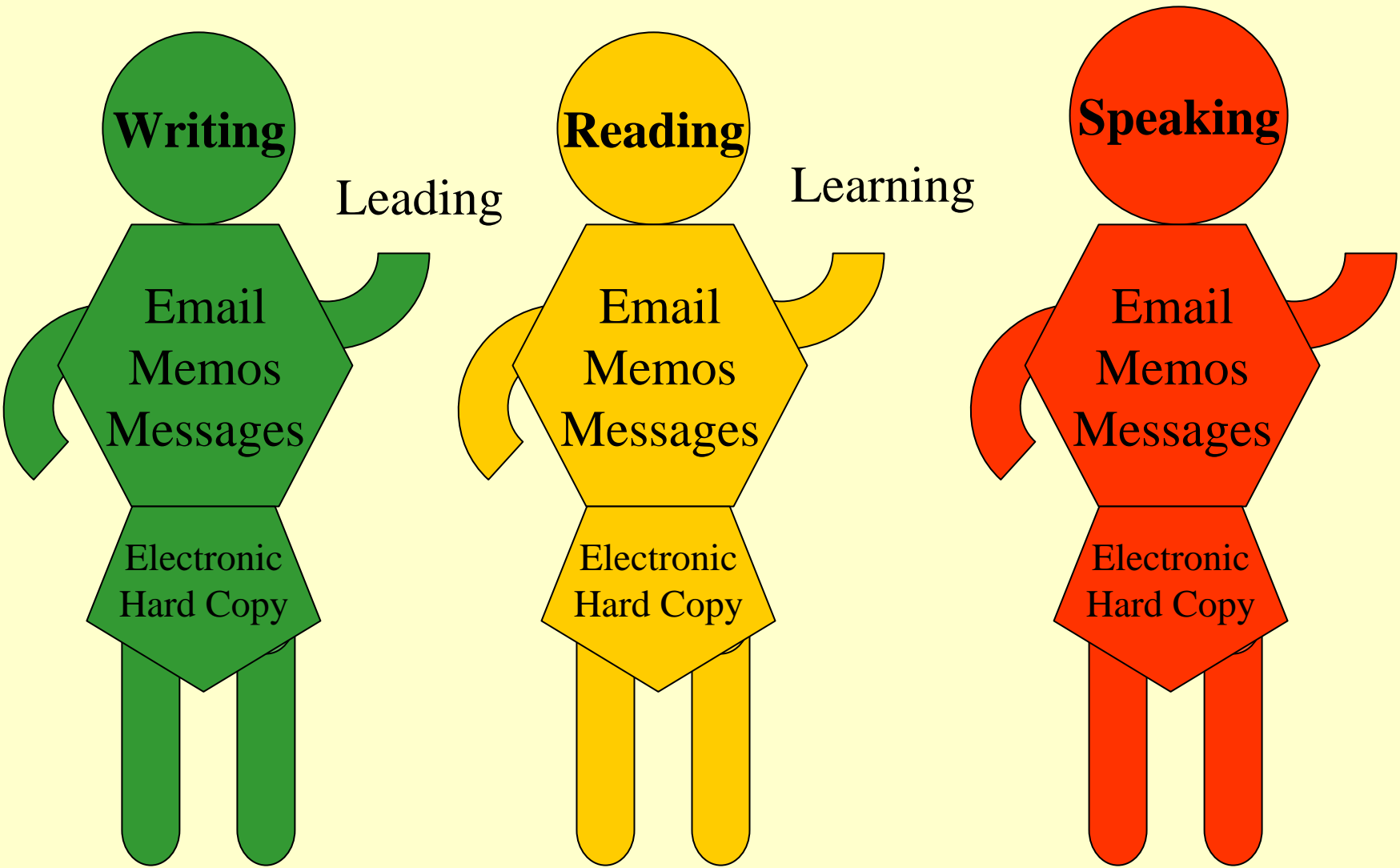


# Internal Communications



# Shannon-Weaver Model







# Benchmarked Best Practices

Benchmark Consortium Study

Internal Communications

*American Productivity and Quality Center 1995*

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Best Practices Primer

Strategic Corporate Communications

*Public Relations Society of America 2000*

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# Benchmark Consortium Study

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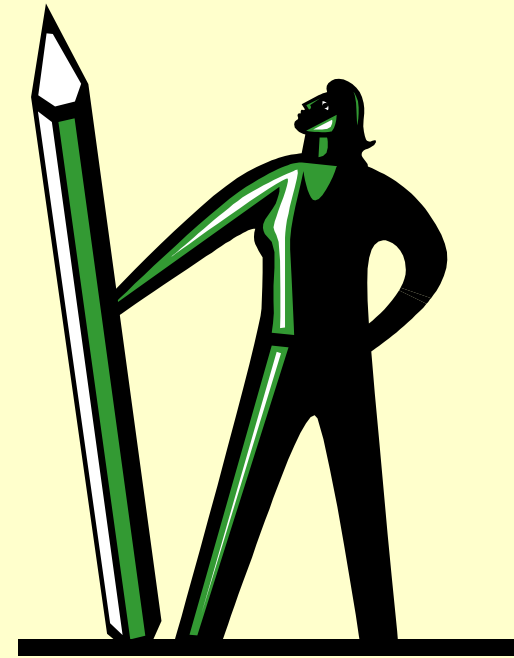
# Major Findings



- There are *enablers* of effective internal communications
- There are processes for achieving *alignment* between employees and corporate objectives
- Deliberate and critical processes exist to facilitate *restructuring and change*

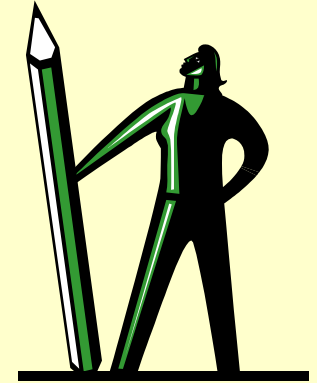


# Enablers of Effective Employee Communications

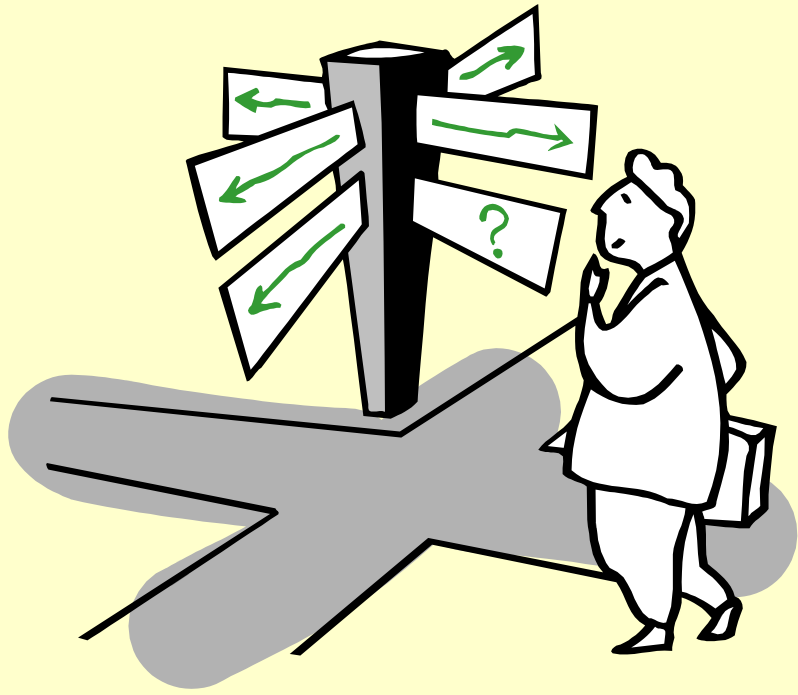




# Enablers



- CEO and Top Management
- Internal Communications Department
- Middle Management, front line supervisors
- Employees



# Processes for Achieving Alignment



# Processes for Alignment

Following core communications processes identified for achieving alignment with the corporate vision:



- Planning
- Deployment
- Feedback



# Communicating About Restructuring and Change



# Planning

Key aspects of planning for restructuring or downsizing that led to a **smooth** organizational change:

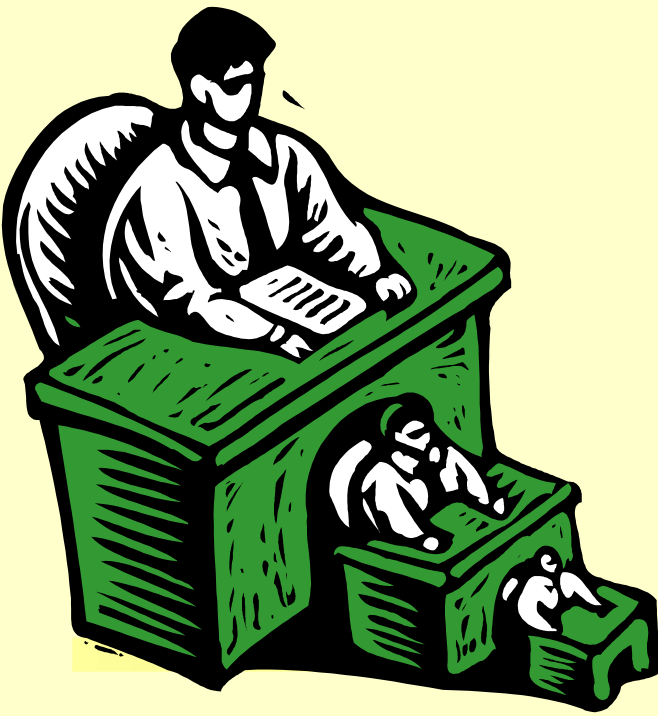


- Involve **HR** Department and **key leaders**
- Involved **early** in the process



# Implementation

Aspects of communications about restructuring or downsizing that help employees **understand** and **accept** the changes:



- Send **timely** messages
- **Coordinate** internal releases with external releases
- Create content that provides **rationale**
- Use **face-to-face** communication to affected employees



# Aftercare

Aftercare refers to the communication efforts aimed at the **survivors** of downsizing



- Don't overlook impact on **morale and motivation** of employees
- **Credibility** of top management may have suffered
- Use **face-to-face** meetings and **on-going** communications to **reinforce** to survivors that *meeting objectives and satisfying stakeholder needs will result from the change*



# Best Practices Primer

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# Major Findings



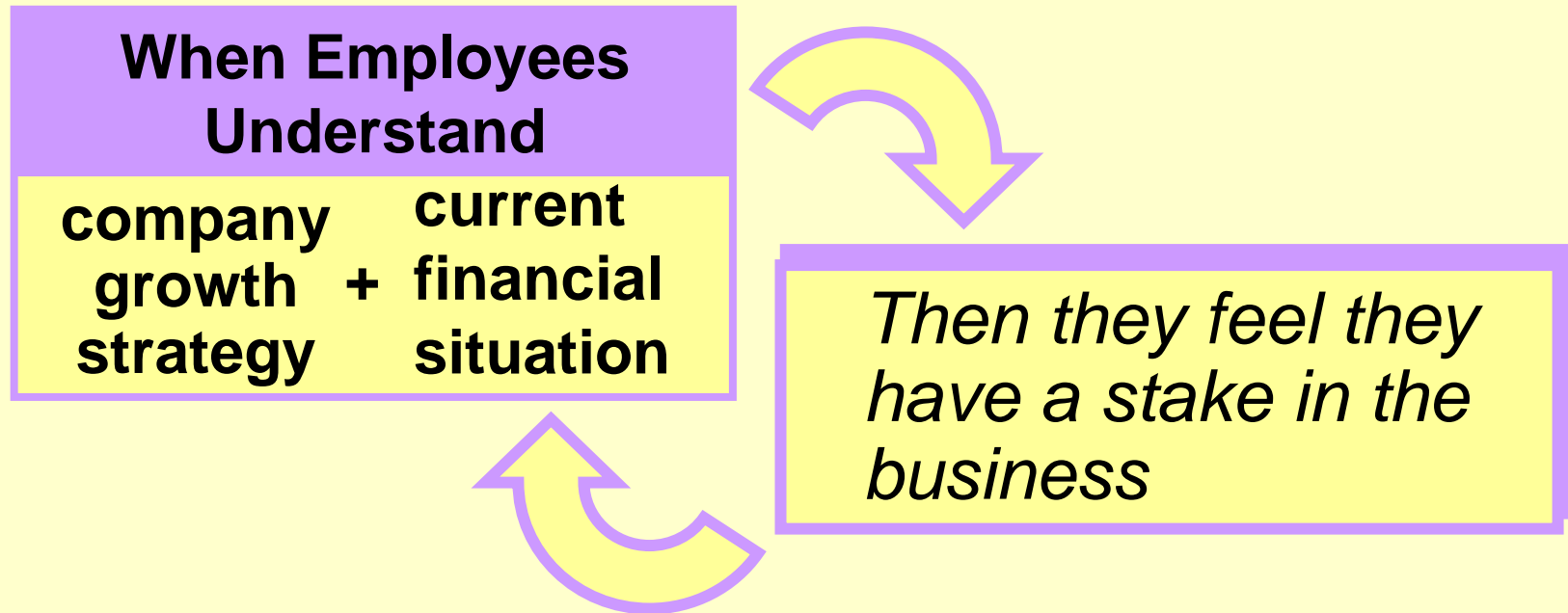
There are 13 **key** internal communications issues identified as best practices

- **Employees to focus on Business Goals**
- **Cost Sharing & Consulting**
- **Integrating Staff Functions**
- **Managing Employee Communications**
- **Employee Branding**
- **Compensation & Incentives**
- **Engaging the Employees**

- **CEO as Change Leader & Champion**
- **Technology & Intranets**
- **Change and Mergers & Acquisitions**
- **Performance Driven System**
- **Value to Cost Assessment**
- **Knowledge Strategy**

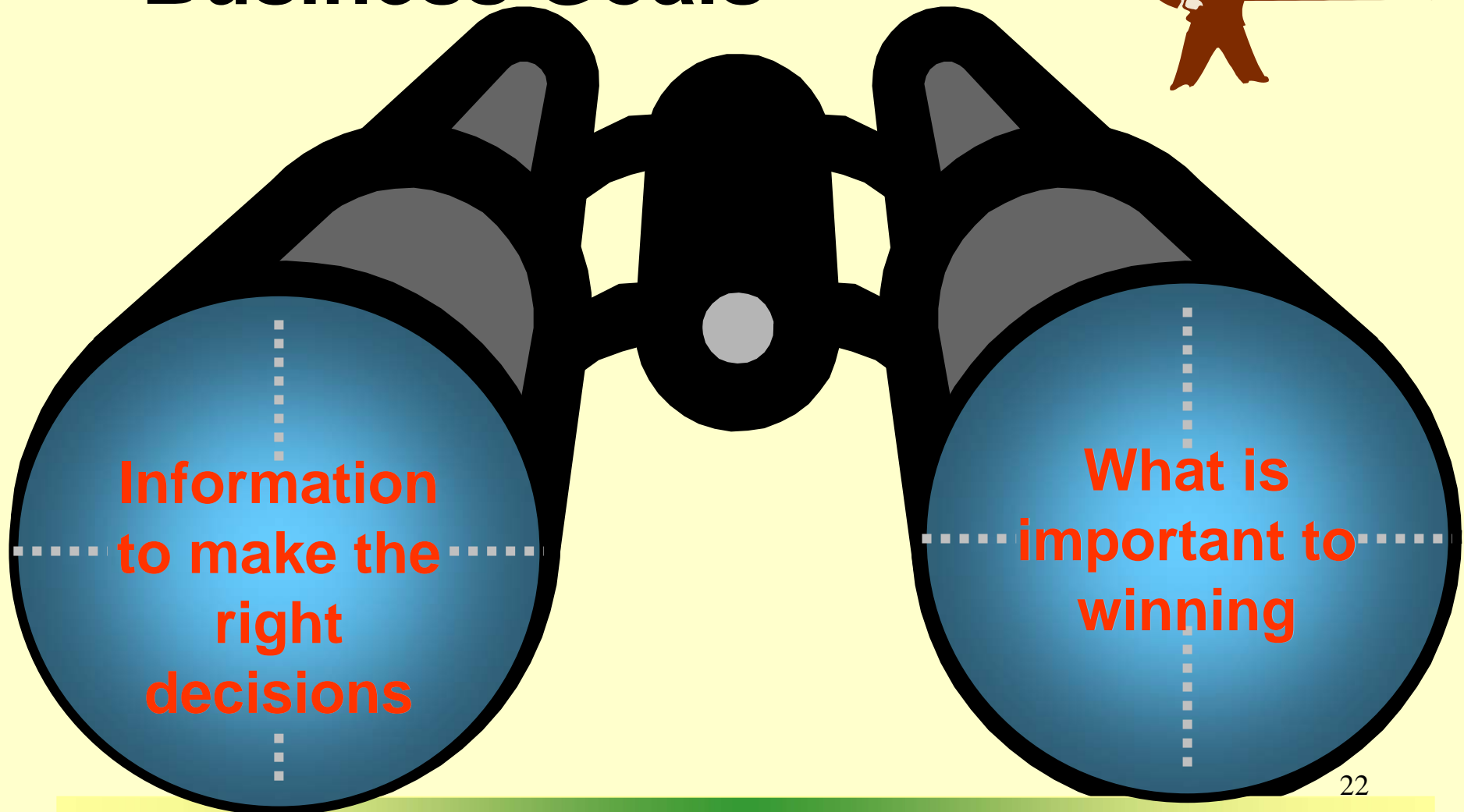


# Employees to focus on Business Goals





# Employees to focus on Business Goals





# Employees to focus on Business Goals



Technology

People Needs

**Internal Communications**

**Fast**

**Forward focused**

**Performance driven**

Competition

Globalization

Special Needs



# Cost Sharing & Consulting



## Cost Sharing

Leveraged  
Resources

Integrated  
Functions

## Consulting

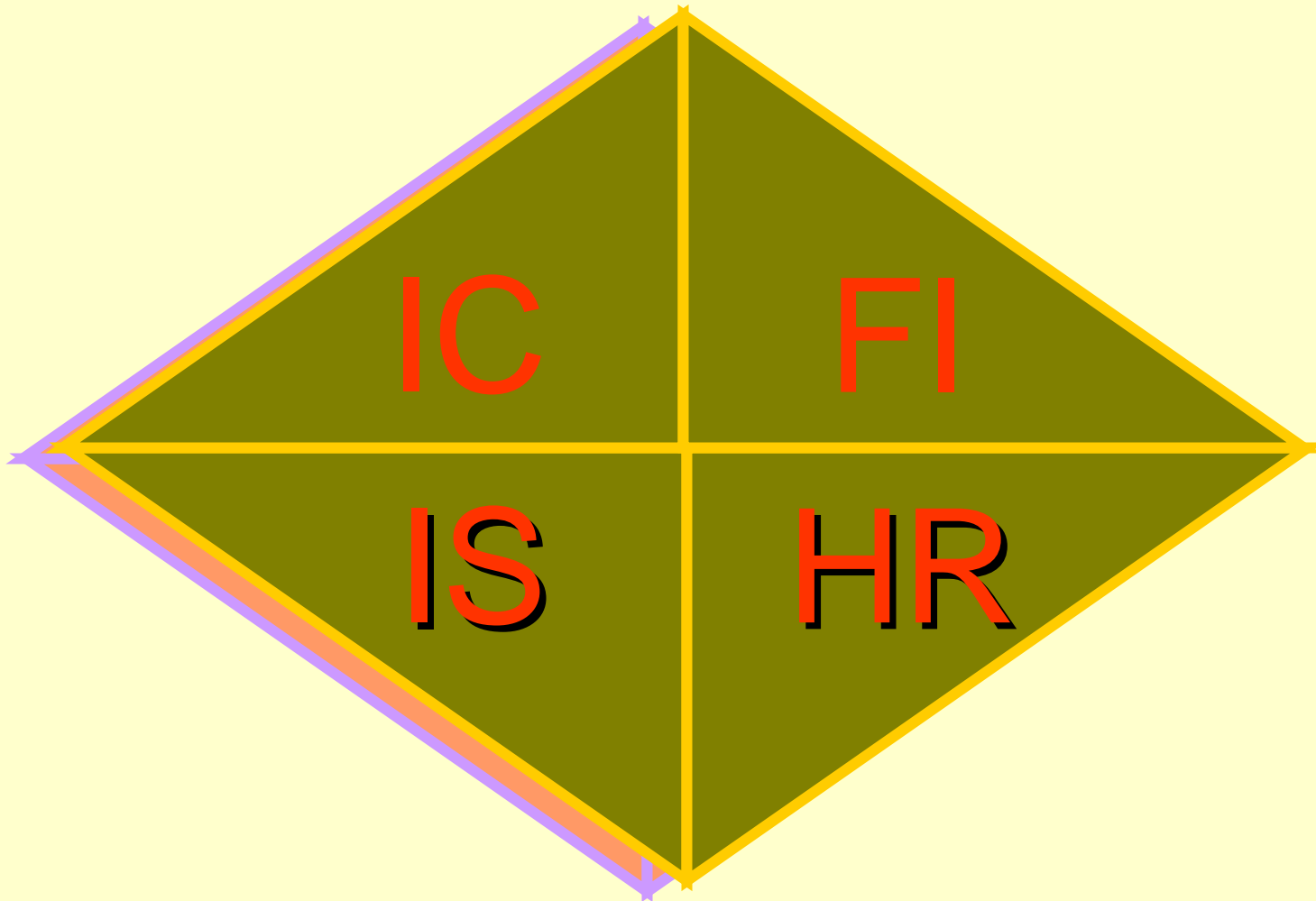
Streamlined  
organization

Support  
business  
units

Proven Value of  
Corporate  
Communications  
and Corporate  
Communications  
Departments



# Integrating Staff Functions





# Integrating Staff Functions

**IC**

**FI**

**Nobody owns the information flow**

**IT**

**HR**



# Integrating Staff Functions

**IC**

**FI**

**Integrated communications strategy**

**IT**

**HR**

**Integrated effort**

Partnerships vs Obstacles

Cooperation

VS

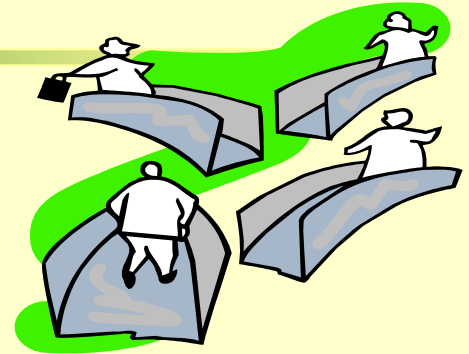
Hoarding of Information



# Employee Communications



# Managing Employee Communications



## Some Challenges

- Providing consistent, clear messages about the business plan
- Encouraging employees to embrace company brand and mission
- Insure messages from the top are making it to all corners of the organization
- Fostering a positive culture where workers enjoy their jobs and feel empowered



# Managing Employee Communications



Manage Decision Moments

Right People into Process

Discretionary Effort



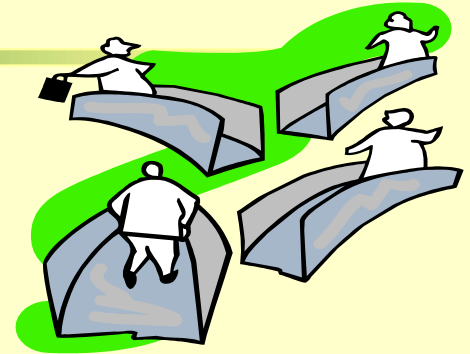
Organizational Performance



Financial Performance



# Managing Employee Communications



Cultural Assessments

Annual Surveys

Culture Audit



Enhanced Productivity



Financial Performance



# Managing Employee Communications



Cultural Assessments

Annual Surveys

Culture Audit

Attitudes towards company

Intention to stay

PD

Diversity

Motivation

Mentoring / Coaching Programs

Personnel Evaluations

Willingness to Go the Extra Mile



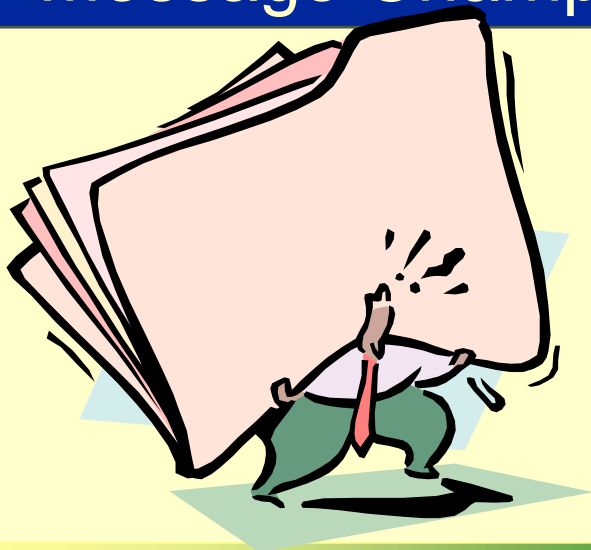
# Managing Employee Communications



Employee Carried Messages

Corporate Ambassadors

Message Champions



Employee Ambassadors

Live Corporate Identity

Define the soul of Public Relations Strategy

Are Stewards of the Company Brand



# Major Findings



## Employee Branding



# Major Findings

## Compensation & Incentives





# Major Findings



## Engaging the Employees



# Major Findings



**CEO as Change Leader & Champion**



# Major Findings



## Technology & Intranets



# Major Findings



## Change and Mergers & Acquisitions



# Major Findings

## Performance Driven System





# Major Findings

## Value to Cost Assessment





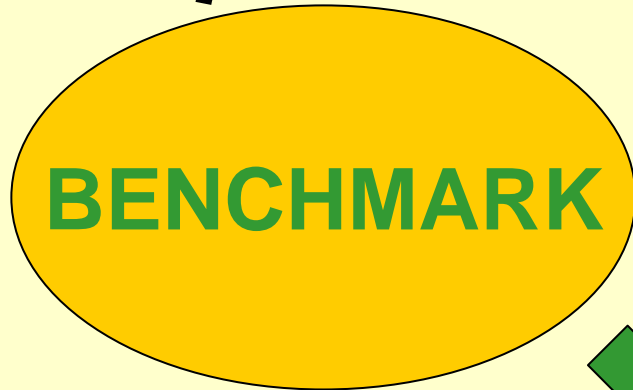
# Major Findings



## Knowledge Strategies



# *World Class Performance*



FUNDING - \$25-?

TIME - 24 months  
(initially)

**Training**

**CEO EMPHASIS**

**LEADERSHIP**





## New IC Logo



## The Idiot Communicator

