

THE ULTIMATE GUIDE TO INTERNAL COMMUNICATIONS

ACCELERATING CHANGE IN THE WORKPLACE

INVOLVE

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INTRODUCTION

On a gloomy and overcast afternoon (just after lunch!) on 19 July, 2011, a radiant group of over 150 professional communicators gathered in London for the annual Melcrum Member Event, to write the ultimate guide to internal communications. Hundreds of ideas were generated in just 40 minutes.

Through hands-on involvement, this team of experts co-created this definitive guide, packed with loads of tips and advice.

But we didn't want to stop there! To add some real quality and relevance to this guide, we felt it would be useful to include some real life examples and case studies for each of the chapters, again provided by the experts, all of which are included in this book.

So, we sent out on the road for 10 days our very own in-house Stig, 'The Greg!', to meet with our authors, hear about their case studies and record them onto an iPad.

From Westminster to Walsall, Uxbridge to Edinburgh, not even a blown head gasket, a hot bag of marshmallows or a very tight leather biker suit could stand in his way. See how 'The Greg' got on by visiting our News page at involve.co.uk/news.

From your friends at INVOLVE.



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HOW NOT TO DO IT! WAYS TO DISENGAGE, ALIENATE AND CONFUSE YOUR EMPLOYEES

1. Make sure employees hear about redundancies through the press first
2. Information overload: 20 key messages in one communication or multiple competing messages
3. Managers communicate infrequently and inconsistently
4. Use lots of jargon and acronyms
5. Always highlight the negatives e.g. inequalities, deficiencies
6. Never involve staff in decision making
7. Seek staff opinion and don't act on it
8. Avoid face to face and just send more emails
9. Don't value your team's input, just tell them what to do
10. Ignore how the work links back to company strategy
11. Don't recognise good performance
12. Just wing it!

CASE STUDY

Sarah Pellegrini

My favourite internal comms quote is ‘the greatest employment campaign will fail if the CEO doesn’t say good morning to people in the lift.’

It does pass the blame somewhat, but I have seen how true it is in a range of organisations. It’s relevant for all levels of management - the really great leaders are those with real humanity. We as communicators can have the flashiest social media tools, the best recognition programmes or award-winning road shows, but employees really feel engaged when their boss remembers their children’s names or which team they support.

CASE STUDY

Anonymous

Many years ago at the start of my career I organised the annual staff conference. I was very pleased that the CEO came over from Australia to address the workforce; however I was not so pleased when he opened his speech with the line “it’s great to be here in London” the only problem was that we were in the heart of Kent. With one word he had completely lost the audience.

CASE STUDY

Anonymous

The (im)perfect employee event: Arrange a last-minute global Town Hall and make attendance mandatory. Where possible, try to ensure the timing of the event is inconvenient and outside office hours for most of the audience. Don't share the agenda in advance, giving no incentive for people to attend. Try and arrange for a small room so that people have to squash in and stand cramped together at the back. Ensure air-con is set to 'tropical' or 'arctic' for maximum discomfort. Only remember to involve the AV team an hour before the event, so the video-conference linkups are erratic and in listen-only mode. Don't introduce the speakers, especially after a change in organisational structure.

Refrain from briefing the speakers so they have no idea what the key messages are and ramble on past their allotted time. Make sure the dullest member of the management team with the monotone voice is given the longest slot. Ensure the slides are packed with detail (the busier the better) and difficult to read on screen. Coupled with the incoherent speakers, this will guarantee employees leave feeling confused and satisfied they have completely wasted an hour of their time. Don't allow any time for Q&A at the end, or if you do give employees a chance to have their say, ensure the management responses are belittling, sneering and insincere. Repeat regularly for maximum disengagement.



USEFUL IDEAS FOR GETTING SENIOR STAKEHOLDER ALIGNMENT

1. Get them involved early and meet each of them 1-to-1 to uncover issues/ideas
2. Demonstrate the value of their engagement
3. Create a leadership community to make sure they work as a team, not as individuals, to identify business objectives and benefits
4. Be transparent and honest, articulate problems and issues
5. Know your stakeholders and what's in it for them, show you know their agenda
6. Speak their language, how is the business impacted. Provide facts, figures and make it tangible
7. Invest in key relationships. Find your advocate and use them to influence others and use their network to influence them e.g. PAs, EAs, Team
8. Make accountable through personal objectives e.g. engagement scores
9. Be confident and assertive, make them listen to feedback and show you're right and know your stuff and audience

10. Use an impartial outsider who can have difficult/constructive conversations
11. Take them on the journey, engage them emotionally
12. Give feedback from frontline staff and put them into the audience's shoes
13. Clear 'direction' of travel to ensure alignment; where we're going/common goal
14. Giving substantive evidence to reasons why – employee opinion survey, articulate to create understanding and context
15. Create heartbeat – regular dialogue and discussion.
16. Keep meetings brief clear and concise – understand time is precious
17. At the end of the process, go back and share results, show ROI, benefits & feedback (close the loop)
18. Ask questions

CASE STUDY

Deborah Binks-Moore *centrica*

Mobilising Senior Leaders to drive change

Brief: rollout a large multiple country, multiple business change in a global programme, focussed on common systems, processes and organisations. Shell needed to simplify and standardise all its businesses in the downstream. The buy-in of senior management in every country and their energy and engagement was critical.

Solution: This was a large programme, so the strategy and investment was set from the beginning but we involved senior leaders in every country in customising the design and delivery of a series of interactive road shows, workshops, and discussions, both virtual and face to face, where they had a chance to network and talk about the programme and their country plans. Each country manager with their leadership team mapped out their roadmap for the next two years. We created tools and messages for them to take back to their businesses and demonstrate how the strategic priorities would impact their people at every level. These were updated regularly through face to face team discussions.

Results: at the end of the first two day workshop, more than 80% of senior leaders felt they understood what was needed, they felt confident to lead the change and engage with their people. The overall result was committed leaders, and a clear line of sight that enabled line managers and people at all levels to be engaged and united behind the 2 year road map and leaders who were confident to lead their teams through a massive change.



HOW TO HELP MIDDLE MANAGERS GET ON-BOARD AND TAKE OWNERSHIP

1. Communicate the 'Why' and the 'What', but ask your managers the 'How'
2. Create structure and framework and get them involved early in the design
3. Keep consistency in structure to allow managers to have flexibility to communicate in their own way
4. Listen to their ideas and concerns
5. Get emotional engagement and belief to take ownership
6. Incentivise appropriately; capability tools, feedback / encouragement
7. Understand Vision, live & breathe values, interact with others, support network
8. Formalise role as part of objectives
9. Give them the time and space to deliver
10. Give them great, innovative, simple support tools – making it easy to communicate effectively
11. Measure, recognise, reward good practice

CASE STUDY



Samantha Children

QBE

At QBE we helped middle managers take ownership of delivering workshops aimed at engaging our people with the brand, by providing them with plenty of tools and support. This included a detailed manual which provided a step by step guide to running the session. We also provided them with two days facilitation training.

In the first day, managers participated in a workshop themselves to see what 'good' looks like. On the second day, they received specific facilitation skills training. We also offered them a further 90 minute coaching session a couple of days before they ran their workshop. During this session we highlighted key messages and pointed out where they should provide additional stories from their part of the business, to bring the content to life.

CASE STUDY

Louise Walton



Employee Recognition, With a Local Flavour

In 2009, I launched a global employee recognition scheme, called Altitude - Aim Higher, for 2000 analysts across 22 countries, within Wealth Operations. The scheme had three components, local recognition, quarterly recognition and annual recognition. On a quarterly basis, employees could nominate themselves or their colleagues for awards, using an online nomination form and awards were distributed locally, during town hall events. Quarterly award winners were considered for annual awards, and invited to an awards ceremony, hosted by our managing director, the head of wealth operations. A small number of annual awards were chosen by the senior leadership team for employees who demonstrated the wealth operations core behaviours and could prove that they had gone above and beyond in their role to deliver exceptional client service.

Once a month, local management teams were given small budget to use for recognition of individuals or for team incentives. There was no formal structure to this component, and line managers had the flexibility to select their 'employees of the month' and offer appropriate rewards, such as flowers, chocolate, champagne.

Local recognition was successful because local management teams were empowered to use their own funds to recognise employees who had made an outstanding contribution within their business area. They also had the flexibility to design their own team

incentive programmes or simply organise local networking events so that staff from different departments within the same location could get to know their colleagues better. The design of team incentives was focussed on customer satisfaction which created healthy competition between teams and helped to build morale within the department. Feedback received on this component of Altitude indicated that it had a positive impact on local levels of attrition.

In October 2010, a shared service was created bringing together teams from Wealth Operations and Barclays Capital Operations. Altitude was extended to employees of the shared service and has recently been adopted by one of our frontline business areas, Barclays Wealth Stockbrokers.

CASE STUDY

Katy Cash

Deutsche Bank



Eurostar, the international rail service, embarked on a major change project that involved relocating its head office, main transport hub (from Waterloo to St Pancras) and engineering site, as it launched the UK's first high speed rail service to Europe. In addition to the physical move, engaging the hearts and minds of employees and changing their perception of the business, as it moved into a new era was key.

After base lining employee engagement following the initial announcement, it became apparent that middle management and senior leaders would be critical in helping cascade information and bringing their teams on board.

As part of a comprehensive change communications programme, face to face events were carried out over seven weeks, three to four weeks prior to the move and run by leaders in the business - this was to help raise their visibility and build their trust and credibility with employees, make them part of the change process and give them a first-hand opportunity to hear and address employee concerns and hot topics.

A second phase of workshops was carried out six months after the move to assess the 'greens' and 'reds' (good and bad) of the move. Post move, managers were also given training to help them become better communicators, with a specific focus on helping them deliver a new quarterly employee briefing cascade,

providing regular informed updates on progress and issues. This cascade was first delivered to them by the executive team so they had chance to question it and put themselves in the employees' shoes ahead of running their own sessions. By empowering middle managers with training and tools to be good communicators, the opportunity to engage with their own and larger teams and involving them in the change communication process, even the most cynical were converted to ambassadors in a short time.

Managers ultimately played an essential role in bringing the organisation on the change journey, which was backed up by excellent results in the employee engagement survey and a successful move.

CASE STUDY

Catherine Rennie **SIEMENS**

An increasing problem facing communications professionals is how to provide effective internal communications on a hopelessly small budget with limited resource and equally how to engage middle managers with leading their teams, supporting them in owning their communications. The solution in part, is about providing managers with strong, easy to use yet sophisticated tool that supports creation of clever, relevant communications. It's about giving managers control through an innovative tool whilst ensuring they adhere to business branding and messaging in a robust framework.

I have created an online tool that operates from manager's desktops. The tool appears modern and easy to use and asks the users simple questions about the communications problem, questions around messaging, audience and timing. The back end of the tool is a matrix which is able to generate an answer to the questions providing the user with a specific channel for his communication problem. It explains the reasoning for suggesting perhaps a team brief, or face to face communication, and provides a branded template together with access to key business messages to assist in content generation and contact information for the harder to create communications tools such as videos.

The tool is currently being tested with a positive response to the concept.

CASE STUDY

Simon Jeremiah ZURICH

“It’s called Spacehopping and we’re introducing it next month. Go and communicate it, will you?” Thus spoke Facilities.

Turns out that Spacehopping is just a funky way of dressing up hot desking. Having spent far too much of my working life in offices, I know that people get quite attached to their desks, adorning them with pictures of little Johnny, Tiddles, Fido and the like.

So, how to minimise the inevitable groundswell of discontent? Engage the managers of course. And how to engage the managers? Involve them and make them feel they’re in control! So, keeping the baying wolves of facilities at bay I organised a workshop for managers.

The aim: to present the plans, deal with any questions and reservations and get them to use their allocated desk quota in a way that works for them and their teams. They would then be responsible for communicating this to their teams - with a bit of help from me of course!

The result: revolution avoided and a workforce reasonably happy with their 0.7 of a desk.

The moral: get the managers on board and the rest will follow...

CASE STUDY

Joni Wormald



Employee Recognition, With a Local Flavour

When preparing to make announcements to staff about changes to reward and benefits, we held a workshop with managers in advance to obtain their views on the proposals and to prepare them for communicating with their teams.

As a result of their feedback and the leadership team being open to change, a number of changes were made, which resulted in them taking more ownership of the decisions and confident in talking to their teams.

95% of managers said they felt well prepared as a result of the session and 98% of staff felt their line manager was informative, trustworthy and easy to understand.

CASE STUDY

Maggi Judd

Our central comms team ran some events for all 3000 Managers at British gas. The events were very popular and it was then the job of the local internal comms teams to run similar events for all of our front line staff.

We used the managers that had attended the original events to rework the content so that it was relevant to our audience, and it was the middle managers themselves that delivered it ...in fact one of the main objectives of the programme was to encourage managers to take more responsibility for communicating.

Not only were our local events very successful, a few months later the same group of managers, who were inspired by their involvement in a the original events, created and delivered their own events to their teams to communicate their departmental goals and objectives. They did this with very little support from the Comms team, taking full ownership for content, activities and delivery. Needless to say they were very successful events, enjoyed by all, and effective at aligning people behind the same goals for the year.

CASE STUDY

Violaine Cola



Middle managers are the link between the top management of the company and the teams on the field. Internal studies show that only about 50% of our N-4 understand the organisation and strategy of the company, or at least they do not feel comfortable enough to explain it to their teams. Beyond that, it is worse! To help this population understand the key stakes and better share them with their teams, the internal communication team set up the **Connexion breakfasts**.

The format is simple: once a month, a member of the Executive Committee of Schneider Electric has breakfast with 10 to 15 selected middle managers. These informal exchange sessions last 1h30 minimum. During this open and transparent debate, managers can ask their questions, express their opinion and talk about their concerns. ExCom members answer transparently. After the session, middle managers are enthusiastic and motivated.

Started a year ago, it is now being extended to the different entities. If all of them were organizing a session once a month, more than 40,000 middle managers would be reached in a year!

Quick hit #1

Connexion breakfast; worldwide roll out

If each

- Businesses EVP
- Functions EVP
- Regions EVP
- Country Presidents
- Country Presidents n-1 (management teams)

X1 Connexion per month
X15 participants per session
= 40'000+ middle managers

ie. 1/3 of the company's employees, our mid managers who will receive face to face messages + their understanding will be checked.

Global Internal Comms provides entities with one unique Connexion Kit, incl. Communication guidelines to organise the breakfasts

- Key messages to push
- Agenda / format
- Welcome speech & guidelines
- Invitation emails
- Satisfaction survey
- Feedback templates





MAKING THE MOST OF FACE-TO-FACE COMMUNICATION

1. Set clear objectives for what you want to achieve; don't use it as a talking shop
2. Involve the team in delivery to encourage 2 way communication and include feedback for continued development discussion
3. Equip managers with skills needed for emotional engagement and to own the content
4. 2/3 listening, 1/3 talking
5. Try stand up meetings
6. Choose the appropriate environment for your content and audience
7. Avoid jargon, keep it short, keep it clear and check understanding
8. Be aware of body language
9. Train and support presenters and make sure they're prepared
10. Include relevant and critical information – something in it for them
11. Ensure empathy, focus and authenticity

12. Recognise and adapt to local culture and accept differences
13. Know where you're taking your audience in terms of 'Know, Feel, Do'
14. Use a range of styles and different ways to ask questions
15. Ensure you consider the 'How' as well as the 'What'
16. Share outcomes and allocate tasks
17. Prepare and always allow time for Q&A and be open to feedback
18. Create a stimulating environment, with chocolate!
19. Recap and reinforce key messages through different channels
20. Minimise Powerpoint presentations

CASE STUDY

Kate Shaw



We communicated the Transformation Story to 5,000 employees using powerful and compelling storytelling:

- launching the highly visual story to leaders first, engaging them and providing tools and techniques for them to deliver their cascade
- senior managers committing to delivering the cascade to employees, adding credibility
- talking to people in their own language using real life examples and personal stories for them to connect to
- no PowerPoint!
- 35 cascade events
- reinforcing story with redesigned channels aligning with face to face communication

Employee engagement dramatically increased, along with suggestions for continuous improvement, driving real business benefit.

CASE STUDY

Tereza Urbankova

As part of AMEC's employee development programme, one group devised 'AMEC Moment', a communication tool providing two-way dialogue within a team at the end of regular meetings: it is a 'moment' of sharing relevant information about AMEC and giving an opportunity to ask questions.

'AMEC Moment' also helps employees see how corporate goals and initiatives relate to them individually and how they can contribute to the success of AMEC. It is driven by 'champions' who can use various available presentations and engage employees in a short or long discussion. After a successful pilot the tool is currently being implemented globally.

CASE STUDY

Erika Redding

Our Vision Champions Group meets twice a year - 80 carefully selected behavioural change advocates from across the business at all levels.

To maximise the effectiveness of these meetings, champions help design the agenda two months before to enable effective pre-communications. These remind attendees of the last meeting and offer tasters of what's to come; across email, intranet and printed channels. We encourage the champions to lead or facilitate sessions; use resonating videos, include fun creative sessions and finally, our business leader makes time to attend, to talk face to face and answer questions.

After the meeting, we share an update and the tools introduced on the day, to use with their colleagues. At the next meeting we will be launching an internal Twitter closed community for this group to share hints, tips and best practice.

CASE STUDY

Adam Pledger Lloyds TSB

Too often as communicators we chase the latest fad. Sometimes it pays to keep it simple and focus on one of the oldest forms of communication - face to face.

At Lloyds Banking Group we used Leaders as a channel. Developing their communication ability, providing them with channels to support continuous knowledge improvement and delivered a range of tools to help them stimulate dialogue. The key lessons we learnt were:

- Trust leaders with information earlier than other colleagues - to give them more time to prepare
- Segment your leaders and recognise their differing communication needs and communication purpose
- Think about ways to help support better dialogue - engender two way dialogue that helps all colleagues to question and translate important messages

CASE STUDY

Pamela Dease 

Fat man scoop - put your hands up!

Who hasn't experienced the 'groans and shaking of heads' when you invite a leader to use an icebreaker to help focus attention?

Here's how my MD stepped out of his comfort zone to engage with over 300 employees during a face to face business update.

By his own admission, my MD was the 'quiet and geeky' sort. So I explained the brief in advance, suggested things to consider and left it with him. On the day, he still insisted it wasn't 'the done thing' here, but with a twinkle in his eye, he took to the floor, held his mobile phone high into the air and loudly aided by Fat Man Scoop, asked everyone to 'Put your hands up! Put your hands up!'

The reaction could not have been better!

CASE STUDY

Ruth Martin **HOME**BASE

Our retail 'free2' forums generate great ideas which can help to put the customer first, which is one of our values. Everyone can put forward a suggestion and the best ideas are taken to the bi-annual forum.

The forum members themselves decide which ideas to pitch to the Senior Leaders in Homebase. These pitches are always very innovative and passionately delivered and the panel agree the best ones to take forward and develop.

Many great ideas have been adopted since the forums began, to make life easier for colleagues and to give great service to our customers, for example, the introduction of a simplified light bulb display.

CASE STUDY

Mhairi McLaren 

What keeps our employees updated, tells a single UK story and is an award-winning initiative? Our Plan, that's what!

Aviva UK's 22,500 employees wanted one strategy for everyone and regular business updates. Internal Comms hit on Our Plan. You might say it does what it says on the tin.

A single UK story, updated quarterly, delivered face to face and given to managers to tailor for their teams. We provide the comms, the information, games, exercises, video footage and the guidance and our managers go out and share it - face to face. It's been a great success, with positive feedback resounding off the walls every quarter and people asking us when the next update is. Our managers know it's coming, can plan in their local sessions and the employees get the strategy, the news and their team update at the same time.

And the icing on the cake was Our Plan 2011 winning the Institute of Internal Communication's award for the Best Communication of organisational objectives and performance in 2011. Now we're looking at Our Plan 2012.....



Airoh
HELMET

4TH
EDITION

AA Street by Street

GREATER LONDON

**BRITAIN'S
CLEAREST
STREET
MAPPING**

Quick and easy
to navigate from
page-to-page

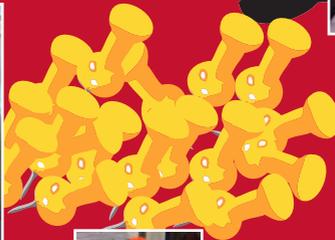
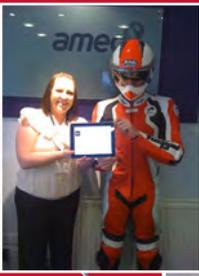
Car parks, one-way
streets and petrol
stations clearly
marked

AA recommended
pubs and hotels



"The most practical, clear and"









THE STATE OF THE ART IN BUSINESS JARGON: WHAT'S THE LATEST IN MEANINGLESS MANAGEMENT SPEAK?

1. Let's take this offline, I don't have the bandwidth for this right now
2. Let's park that
3. Further stratification is necessary
4. Level of granularity
5. Let's sunset that
6. Opening your kimono
7. Low-hanging fruit
8. Circle back
9. Hygiene factors
10. Future back thinking
11. Are you on the bus?
12. Blue sky thinking
13. Have you any builds on this?
14. Anything using acronyms
15. We need to nebulise our thought process
16. That's got great texture

17. We need a Jamie for that
18. Our silver bullet...
19. I'm holding the pencil on that
20. It's all swings and roundabouts
21. Renaissance project with snowball sessions
22. Pre-surplus (i.e. you will be made redundant, but just not yet)
23. Spook the horses
24. Let's run this up one of several flagpoles
25. Make the data sweat

CASE STUDY

Kirsty Langley 

Bob: We need to tarmac the thought yard.

Neil: We... What?

Bob: Tarmac it. Build an ideas playground.

Neil: I thought we were meeting to kick off the Watson project.

Bob: Exactly. Let's blue sky it. Release the inventiveness balloon and see where it flies.

Neil: I think we should start by defining our objectives.

Bob: Right on! Get to that eureka moment.

Neil: No, I...

Bob: Neil, the bottom line is you can't synergise user-centric initiatives that generate through the line, innovative functionalities without meshing impactful relationships.

Neil: Bob...

Bob: Omelettes, Neil. Eggs.

Neil: I really think we need to discuss this in plain English.

Bob: I'm with you. Now let's bake a results cake.

CASE STUDY

Jodea Pakos  ZURICH

The latest phrase I've noticed being overused is 'speak to'. Of course, this does not mean literally to address someone. That would make sense. It is now being used to mean 'about', it seems.

A real-life example I read today is 'shouting to our expertise'. Yes, really. I'm all for finding new ways of expressing the same ideas, but surely this is just bad English? It doesn't even make sense. Okay, rant over. Maybe I just need to 'speak to' my therapist...

CASE STUDY

Jo Cook  HomeServe

In a world of jargon, business-speak and acronyms the best example of business jargon I heard lately was during a meeting with a few "marketeters," who were discussing the Company brand.

From out of nowhere the words "we need to nebulise our thought processes" was uttered by one of the brand team. There were a few confused looks from fellow colleagues but no-one had the heart to question what on earth he meant. I still, to this day, don't have a clue as to its meaning! If you know, answers on a postcard please....

CASE STUDY

Christina Clark



Here at Virgin Active, suits are for weddings, not work, and our communications are relaxed. We can't do 'dress down days' for charity, as people won't donate £1 to wear the jeans they wear every day.

Instead, we come in suited and booted, using as much jargon as we can to raise money on 'VA Goes Corporate' days. A list goes round on email to help people out with the latest office jargon, and Bullshit Bingo cards are placed in meeting rooms for extra fun. We like to think that we don't do corporate, but we are not immune...

Currently going through a huge integration process, we can't escape from the frequent use of the usual suspects, such as 'going forward', 'synergy' and 'RAG updates'. But currently at Virgin Active, everyone's 'locked and loaded'!

CASE STUDY

**Kirsty Anderson
& Anna Vaughan**



Working in the financial services industry is high in the corporate bull**** bingo stakes. As a communications team, we often battle to find our 'true north'. You might find yourself having to 'park this in controversy car park' while your colleague 'kicks the tyres'. Failing that, there's always the option of 'running the idea up the flagpole, and if it flies we'll salute it'.

Once you've managed to take your proposal out of the 'ideas fridge', you need to run it through the 'three lines of defence'. But hold on, don't be too bold or you might 'spook the horses'.



GREAT WAYS TO ACCELERATE CHANGE

1. Run a breakthrough pilot with a small group focused on a tangible business measure
2. Involve employees at all levels in shaping and influencing the change, have advocates and change champions
3. Be honest, open and explain the benefits and improvements clearly and regularly
4. Ensure a visible leadership team model the behaviours required and support the change
5. Don't tolerate the 'Don't knows' and challengers, manage and convert them
6. Measure and Demonstrate ROI for the business and employees
7. Create burning platform and consequence of not changing to create urgency
8. Create emotional connection to the new state – what's in it for me?
9. Reward and recognise people who are role-modelling the change

10. Use the right channels at the right time
11. Visual roadmap
12. Give ownership of change – YOU are the change (i.e. it's not being done to you)
13. Write goals into people's objectives
14. Ensure staff has the right training, support and skills to make change happen
15. Communicate frequently and consistently to build trust and buy-in
16. Get line managers on board
17. Co-ordinate all change communications to avoid bombarding staff with messages and link to the common goal, clearly
18. Involve staff in creating the vision
19. Have a clear end goal and take them on a journey to achieving it

CASE STUDY

Stuart Lawton-Davies Kimberly-Clark

Engaging Employees in a New Business Strategy

The Challenge: Engage employees in a new business strategy, introduced in 2009 by the Kimberly-Clark European Consumer Business, which required employees to significantly change how they worked to deliver a defined set of financial objectives by 2012. A pan-European multiple-channel internal communications strategy was introduced and included video, podcasting, email newsletter, online forums and a PowerPoint roadshow.

The Game Changer: Ensuring team leaders were actively involved in employee engagement, thanks to a new targeted tactic, called 'Talk', which in PDF format summarises all communications activity in a particular time frame, gives direction on how to use communication channels, reiterates key messages, confirms a leader's action/deliverables, and provides advice to improve communications abilities.

The Outcome: Kimberly-Clark's 2010 bi-annual employee engagement survey, showed consumer Europe improved in 11 out of the 12 measurement areas, notably:

- Employee engagement with the business was 77%, up 3%
- Employees belief there is "a clear and promising direction for the business" increased 10% to 77%
- "Confidence in Leadership" increased 4% to 68%

CASE STUDY

Lisa Gwinnell **SIEMENS**

Despite a new strategy, a year after a restructure our employees had two intranets and two mind-sets. We knew that moving to one intranet was the vehicle to bring them together and soon learned the key to making it happen faster.

50 employees became 'Intranet Champions' with a dual role; they'd be given full access to the site ahead of time and feedback to a blog, whilst assisting with queries in their location around 'go live'.

This empowered those who had so often felt frustrated with the previous intranet, and their involvement caused a 'buzz' amongst their colleagues who didn't want to miss out. On 'go live', the feedback blog was opened to all employees, and it was great to see 'Champions' responding to queries before we could.

Over the following few months we released more capabilities of SharePoint whilst keeping the 'Champions' involved. We now have a business (and an intranet!) that employee's feel they are part of!



ENSURING SOCIAL MEDIA IS HELPING TO DRIVE BUSINESS PERFORMANCE

1. Make sure comments are on-topic, follow guidelines and show employees you're listening and acting on feedback
2. Wikis / knowledge sharing. Globally > Innovation
3. Use it to get quick feedback on new products & services
4. Get senior leaders to join in the conversation and be advocates
5. Measure the benefits for innovation & creativity
6. Ensure content is fresh and relevant
7. Employee led and self-moderated to ensure open and transparent communications
8. Promote it as a collaboration tool across the business' entire operations
9. Right platform for the right audience to make sure everyone can join in the conversation
10. Make sure social media is right for the culture
11. Make it optional and one of a suite of channels
12. Minimum rules – trust in self-regulation

13. Understand your audience's comfort with social media to decide whether to push as social media, or disguise
14. Don't jump on the bandwagon – link to real business objectives
15. Understanding gaps in knowledge – use as research tool
16. See social media as a tool, not a solution!
17. How are your customers/competitors using social media?
Learn from industry best practise
18. Training/awareness of tools
19. Nominate a channel owner to build, drive and monitor
20. Send peers a high five for displaying company behaviours

CASE STUDY

Nicolette Cotterill

We are embarking on a journey to develop our leader to be different.

Our vision is for leaders to lead the way as inspirational motivators and develop their teams to think, act, and do new, different and bold things. This culture change begins with our leaders themselves so every opportunity to capture, share and learn from each other will get us closer to our vision.

We have set up an online video blog to help leaders connect with each other's ideas, insights and reflections. It's a new and powerful tool to help create a sense of community and enable the leadership team to share new behaviours and ways of working, captured on company flip cams in an engaging and dynamic way. There are lots of stories about how leaders are driving change at a local level and collectively, each change is contributing to a much bigger change that will help transform our business for the best.

CASE STUDY

Lottie Gunn

THE Carphone Warehouse

Conference objectives - for managers to feel motivated by our core purpose: to inspire and guide in this connected world, making people's lives better through technology; for managers to feel empowered in bringing their teams on the journey and being part of the role we're playing in the connected world.

We created a conference app so people could share contacts using a QR code, vote for team of the year, comment about the day on the app feed and see which manufacture stands they'd visited. This was determined by questions that delegates answered using the QR codes on each stand.



WAYS TO WASTE MONEY: ADVICE ON MINIMISING ROI

1. Death by PowerPoint!
2. Pointless events – no clear objectives or outcome
3. Not following through
4. Basing campaigns on a ‘hunch’ and not on evidence
5. Engaging external agencies without a clear brief
6. Not measuring your comms – producing materials for your client, not your audience!
7. Going for the easy option to spend money on ‘doing what you’ve always done’
8. Not positioning yourself as a trusted advisor and expert
9. Employee survey to death and don’t follow it up with action
10. Not joining up initiatives, not maximising synergies and messages
11. Working in silos and duplicating roles
12. Meaningless merchandise, especially mouse mats, mugs and lanyards
13. Roles and skills not adding value
14. Too many ‘cooks’ at approval stages – time consuming
15. Expensive advertising and unnecessary celebrity endorsement

CASE STUDY

Neil Beard



1. Start without a clear brief - never state what success looks like
2. Approach every project anew – who cares what worked before?
3. Don't bother with strategy – life's about tactics
4. Remember, one size fits all – segmentation is for wimps
5. Give vague feedback – never be specific
6. Don't engage stakeholders until everything's finished
7. Don't seek feedback from the audience. What do they know, they aren't communicators!
8. Don't worry about background activity – your message is so important, people will drop everything to read it
9. If other messages coincide with yours, just shout louder
10. Remember, if you don't measure anything, there's no need to worry about ROI anyway!



HOW TO KEEP YOUR PROGRAMME ALIVE AND SUSTAIN RESULTS IN THE MEDIUM TERM?

1. Accept that different parts of your organisation go at different speeds and adapt plan with feedback
2. Hold events to reiterate messages
3. Repetition, repetition, repetition
4. Encourage employees to question their leaders
5. Ensure senior & middle managers are engaged, involved and are bought into the programme
6. On-going visibility – update, keep it alive, awareness
7. Link back to vision and strategy
8. Progress and performance updates
9. Recognise ‘what’s in it for me?’
10. Have a clear plan with milestones mapped along the way and report against them
11. Compelling narrative with ‘cliff-hanger’ moments and sharing stories of success to demonstrate programme
12. On-going dialogue between managers and their teams – listen
13. Pulse surveys and informal feedback to show impact and continually improve

14. Secure resources from start of programme
15. Celebrating and rewarding early success to demonstrate it is worth doing
16. Let people hear the positive impact on customers – build momentum
17. Use external stakeholders perspective
18. Mini-teaser campaigns for each phase
19. Continue to embed identity in programme
20. Create, nurture and support a network of advocates with accountability and ownership, that meet regularly to drive the programme
21. Celebrate short term wins
22. Make it part of 'business as usual'

CASE STUDY

Claire Yates

I once heard that you need to reiterate a message at least 3 times for it to stick. That's where I start on every campaign. **Communicate. Communicate. Communicate.**

Follow the change curve and adapt your communication style for every stage. Don't make 'one size fit all'. Tell the story with a beginning, middle and an end. Build anticipation. Make it personal. Attack from all angles - people need to hear it, see it, touch it, feel it. Give it an identity. Make it memorable. Then keep momentum - continue communicating but change emphasis. Involve people to engage them. Ask them to pass on the message in some way. Have champions. Run competitions. Promote discussion. Check understanding. Get feedback. Act on that feedback. Communicate results. People will become your biggest advocates as long as you've managed expectations and they understand your story's ending.

CASE STUDY

Nicola Gormley 

Having developed our employee friendly business strategy in 2009 and subsequent launch within the business, the challenge was on to ensure that it remained within our geographically dispersed and diverse white and blue collar business streams.

As well as ensuring that stories in the business are related back to the statements and chapters in our story map, an annual reward and recognition initiative was launched, currently in its second year, where employees are asked to tell us stories relating directly to statements of intention on our strategic journey. Whilst there is still some work to do in embedding it into the whole of business, success is measured qualitatively by its use within the business and quantitatively in the number of entries into the awards (an unexpectedly high 110 in year one, year two results pending).



MISSION / VISION STATEMENTS THAT MAKE A DIFFERENCE: OUR FAVOURITES

1. **Computer in every home** – Microsoft
2. **To save and improve patient's lives** – NHS BT
3. **Just do it** – Nike
4. **Be the best** – The British Army
5. **It's in you to give** – The Canadian Blood Service
6. **To boldly go where no man has gone before** – Star Trek
7. **Ladies and Gentlemen serving Ladies and Gentlemen**
– Ritz Carlton
8. **People will forget what you said, people will forget what
you did, but people will never forget how you made them feel**
– Maya Angelou
9. **Yes we can** – Barack Obama
10. **The Power of Dreams** - Honda

CASE STUDY

Tabitha Beaven



PEPSICO

Our mission at PepsiCo is quite simply 'Performance with Purpose' – to deliver sustainable growth by investing in a healthier future for people and our planet.

Performance with Purpose has resonated well with employees across the globe, its simplicity also makes it easy to remember. We want people to understand that although we are committed to achieving business and financial success, we also want to make a positive impact on the environment and in the communities in which we work and live.

THE POWER OF INVOLVEMENT

INVOLVEMENT IS A GAME CHANGER. IT MOVES FROM THE TRADITIONAL, PASSIVE TECHNIQUES OF INTERNAL COMMUNICATIONS AND EMPLOYEE ENGAGEMENT, TO HANDS-ON EXPERIENCES THAT DRIVE LASTING, MEASURABLE CHANGE. IT TRANSFERS THE OWNERSHIP OF INITIATIVES FROM THE BOARD ROOM AND EXECUTIVE OFFICES TO THE CUBICLES AND SHOP FLOORS. IT SHIFTS MIND-SETS AND BEHAVIOURS. IT CAN BE MEASURED AND WILL BOOST YOUR RETURN ON INVESTMENT IN ANY TEAM-, DEPARTMENT- OR ORGANISATION-WIDE INITIATIVE.

INVOLVE is an employee engagement agency, specialising in Vision & Direction, Employee Engagement programmes and Conferences & Experiences. We sell high impact, high emotion programmes and experiences that maximise employee contribution, communication and motivation to accelerate change.

We believe the battleground for business in this current economy is people power – finding more potent ways to help your people make a difference. Yet most traditional solutions are wasted opportunities that don't actually improve business performance. Our work does.

The magic ingredient is involvement. By that we mean devising pioneering ways to enable employees to experience your challenges from new perspectives, discover new possibilities, contribute significantly to the solutions and own the steps necessary to change. Put simply, involvement is the most powerful way to help your people get it, get there faster and get on with it.

By creating the most effective conferences, forming defining vision statements and designing employee engagement programmes, we've been helping our clients deliver real, measurable, results since 1996, and we're so passionate about making a difference that we work on a performance related fee.

To find out more about INVOLVE

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