



# BEST-IN-CLASS PRACTICES IN EMPLOYEE COMMUNICATIONS: AN UPDATE

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## TECTONIC MOVEMENT: RESHAPING ORGANIZATIONAL COMMUNICATION

### “OLD MODEL”

- Activity, Even as Focused on Employee Satisfaction, Motivation **1**
- Awareness is Key Measure **2**
- Communicated for the Corporation **3**
- Boundary-Driven: Siloed Two-Way Information Flow **4**
- Employees Viewed as a Homogenous Audience **5**

### CREATING VALUE IN TODAY’S ENVIRONMENT

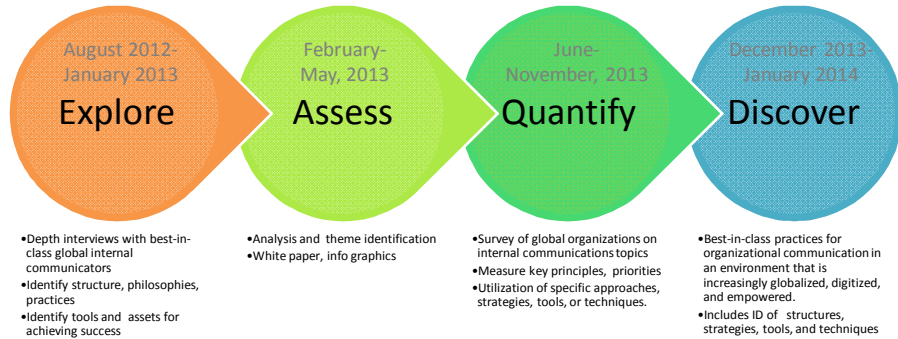
- ✓ Analytics-Based, Business Performance, Outcomes and Strategy Socialization
- ✓ Discussion, Dialogue, and Debate
- ✓ Optimized Corporation’s Ability to Communicate
- ✓ Boundary-Less: Platform-Agnostic, Integrated, “Democratized,” Multi-Way, Peer-to-Peer Channels
- ✓ Segmented; Targeted for Influence, Engagement, Social Prowess

**Overall Business Objective:**

Identify best practices for employee communication in an environment that is increasingly globalized, digitized, and empowered.

SECTION 2: **THE QUALITATIVE RESEARCH**

## Process: Dual-mode research approach for discovery



## EXPLORE & ASSESS INTERVIEWS:

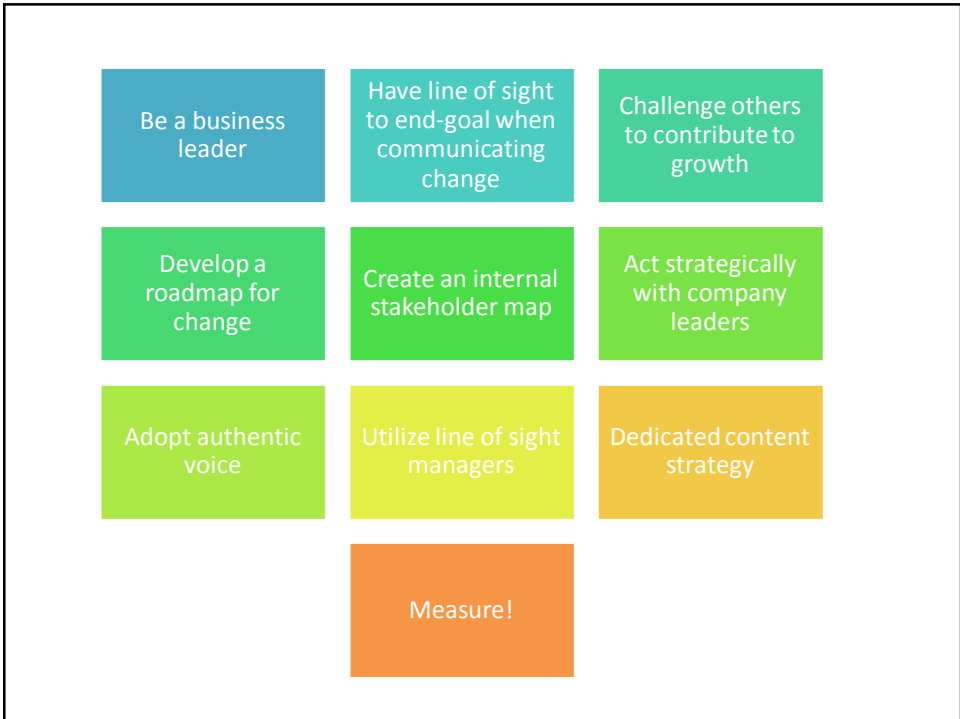
Engaged KRC Research in 2012 to interview internal communications professionals at 10 world-class corporations

*Chosen based on global scope, market leadership and perceived effectiveness in internal communications (frequenters on the most-admired or best-places to work lists, awards)*

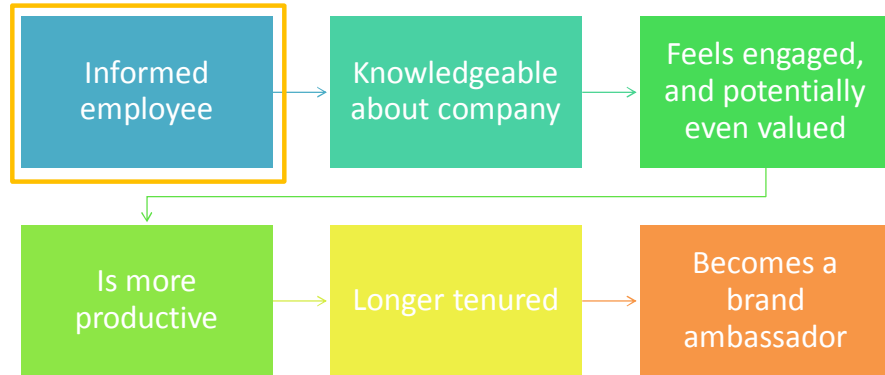
**GOAL:** to better understand internal communications methods and practices in global organizations

### Explore and Assess: Revealed approach, challenges, and practices of best-in-class organizations

Common Factors	"10 from 10" Lessons
<ul style="list-style-type: none"><li>• Tangibles: organizational structure and tools, practices</li><li>• Intangibles: Innate beliefs, commitment to keeping company informed.</li></ul>	<ul style="list-style-type: none"><li>• Managing up, and managing down</li><li>• Alignment with business strategy</li><li>• Keeping goals in-sight</li><li>• Authentic and consistent, multi-channel communications</li><li>• Measurement</li></ul>



**The Return:** Innate belief in the importance of employee communications



**Best in Class Perspectives:**

“We are business leaders first, communicators second. And the objective isn’t the best internal communication plan, or the best program on a specific project. Our job when we come in everyday is: How do we help the organization sell more trucks, sell more engines, as competitively and at the highest margins possible?”



Best-in-Class Practices in Employee Communication: Through the Lens of 10 Global Leaders

Institute for Public Relations Commission on Organizational Communication

SECTION 3: **THE QUANTITATIVE RESEARCH**

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**QUANTIFY SURVEY:**

- Perceived internal communications efficacy
- Challenges
- Recognized importance of best-in-class practices, mindset
- Current adoption, aspirations to adopt best-in-class practices, mindset
- Biggest priorities going forward

**GOAL:**

Who's employing Best-in-class practices for organizational communication, and do they contribute to success?

KRC Research conducting online survey of internal communicator in global companies in 2013.

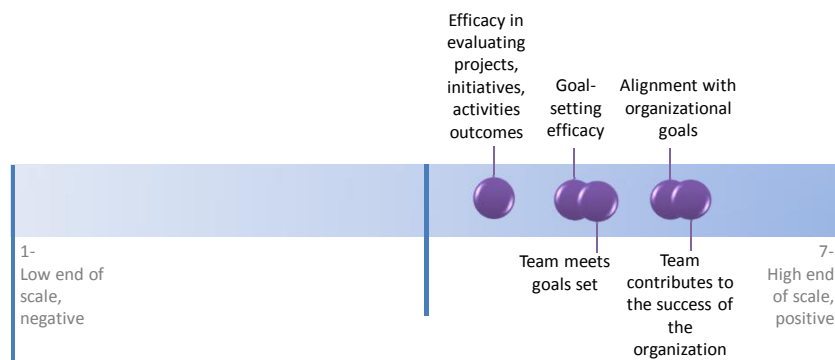
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**Preliminaries:** Top challenges pertain to resources, the environment and proving value

- › **Adequate staffing** for internal communications
- › **Fast pace** of the work in your team
- › **Operating across multiple brands**
- › CEO does not understand **value of employee communications**

- › Generational differences among employees in your team
- › Generational differences among employees in the company
- › Adequate budgeting for internal communications needs
- › Technology infrastructure, excluding social media
- › Social media strategy and infrastructure
- › Operating in diverse cultures
- › Media coverage challenges: negative coverage, misinformation, lack of coverage and context
- › Marketplace competition for your talent
- › Skills and competencies of internal communications teams
- › Universal metrics/measurements to adequately assess engagement

**Preliminaries:** There's some disconnect with goal-setting, evaluation and organization alignment



Potential barriers: Unforeseen priorities arise, lack of time, internal politics

Chart shows mean score for measurements

**Preliminaries:** There are also some gaps in perceived importance of best-in-class practices

**Importance more readily recognized:**

- Way to **listen and learn from employees**
- Roadmap outlining organizational changes**
- Periodic assessment** of employee perceptions
- Internal communications **team leader report to corporate communications leader**
- Team leader **having oversight of all key internal communications** and employees
- Team leaders **participate in total organization strategy**
- Employees **informed in a timely fashion**
- Employees **informed about the context** of the issue at hand.
- Letting employees **know what to expect from organizational change** and developments

**Importance not as apparent:**

- Internal **social media sites/platforms**
- Listing of **all internal stakeholders**
- Communicating **impact of organizational change** and developments on employees
- Analytics to regularly **gauge employee engagement**
- Challenging next generation to **contribute to organizational growth**
- Voice that is authentic** to organization
- “Line-of-sight” managers** as communicators
- Measurement and key metrics** to benchmark strategies and programs
- Utilizing **messaging platforms** consistently

Based upon mean importance scores for each attribute

**Preliminaries:** Few of these factors are common practice for most communicators

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Based upon mean importance scores for each attribute



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<b>Periodic assessment</b> of employee perceptions	<b>Communicating impact of organizational change and developments on employees</b>
<b>Internal communications team leader report to corporate communications leader</b>	Analytics to regularly gauge <b>employee engagement</b>
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Team leaders <b>participate in total organization strategy</b>	<b>Voice that is authentic to organization</b>
<b>Employees informed in a timely fashion</b>	<b>"Line-of-sight" managers as communicators</b>
<b>Employees informed about the context</b> of the issue at hand.	<b>Measurement and key metrics</b> to benchmark strategies and programs
<b>Letting employees know what to expect from organizational change</b> and developments	Utilizing <b>messaging platforms</b> consistently

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### Preliminaries: Organizational mindset on return, shared viewpoints not as aligned with best in class

7- High end of scale, positive

- To be successful, internal communicators should be seen as business people, with an expertise in communications.
- An organization should be able to clearly and concisely articulate the purpose and value of change for its future success and for employees.
- Strong internal communication will have a positive return for the total organization that need not be proven at every juncture.
- There are shared viewpoints up and down the chain of command about the total organization at-large and the way to communicate.

More aspirational, than actual. Few say this describes their current organization.

Low end of scale, negative  
1-

Chart shows mean score for measurements

**What's Next:** Organizational clarity, and improving analytics as well as digital skills are top priorities

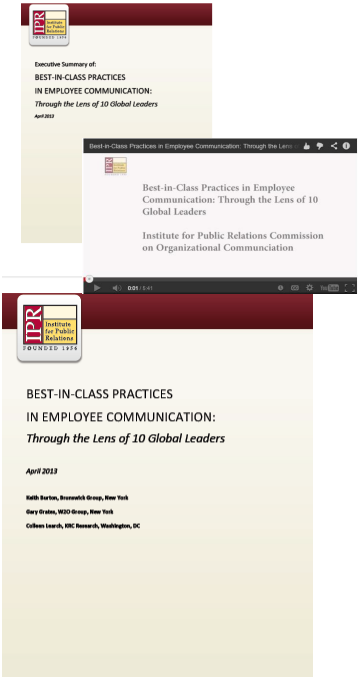
**Improve organizational clarity around strategy and direction**

Become more adept at analytics and how to incorporate into programming

Improve skills around digital, social, planning, engagement and content

Explore more and varied social media platforms internally to improve engagement

Rediscover the workforce in terms of worldview and mindset



**Next steps:**

- “ Complete data collection
- “ Analyze data
- “ Share findings