



The
STRATEGY
GROUP, LLC presents

Developing Internal Communications to Nurture a Happy and Productive Workplace

FREE WEBINAR

with
ADAM SCHAIR
Head of Internal
Communications at
New York Life



www.thestrategygroupllc.org

Our Presenter



Adam Schair
Head of Internal Communications
at New York Life

Agenda

What is employee communications?

How: Tools of employee communications

- Stakeholder analysis
- Audience analysis
- Strong messaging
- Channels

Why: What are you trying to accomplish?

- Change
- Employee engagement
- Employer brand and employee advocacy

Defining Internal Communications

The planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees

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Defining Internal Communications

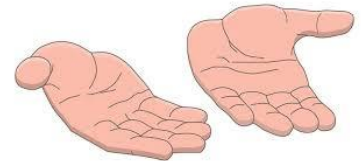
The planned use of communication actions to systematically influence the knowledge, attitudes and behaviors of current employees



“Head”



“Heart”



“Hands”



How: Tools of employee communications

OUTCOMES-FOCUSED PLANNING TEMPLATE

1. Establish Target Business Outcome and Metrics

A. Target Business Outcome

B. Business Metrics

2. Identify and Prioritize Associated Stakeholder Behaviors and Metrics

A. Target Stakeholder Group

B. Desired Stakeholder Behavior

C. Behavioral Metrics

3. Diagnose Barriers to Stakeholder Behavior

Problem Statement: Why isn't your desired stakeholder behavior happening already?

4. Determine Communications Activities and Metrics

A. Communications Activity

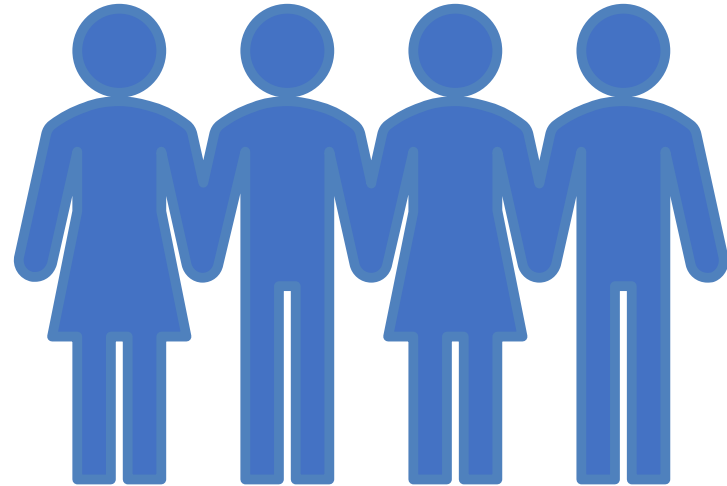
B. Communications Channel

C. Owner

D. Communications Metrics

Source: CEB analysis.

Know Your Audience



Why Segment Your Audience?

Direct the right messages to the right people at the right time

- Make sure the people you need to do something, know something, or feel something react the way you want

Communications fatigue

- Annoyance
- Less credible
- Will filter your messages



Employee Segmentation: Other

Type	Examples	Pros	Cons	Best for . . .
Psycho-logical	<ul style="list-style-type: none"> • Myers Briggs • Insights 	<ul style="list-style-type: none"> • Can improve 1:1 or 1:team comms 	<ul style="list-style-type: none"> • Very difficult to segment for group comms 	1:1 and 1:team communications
Channel Access	<ul style="list-style-type: none"> • Mobile phone • Intranet 	<ul style="list-style-type: none"> • Ensures that comms are actually reaching the intended audience 	<ul style="list-style-type: none"> • Doesn't allow you to create new norms • Sometimes you want to make it a little harder for people to gauge interest 	All communications
Attitude	<ul style="list-style-type: none"> • Simple matrix • Complex model 	<ul style="list-style-type: none"> • Important to understanding groups current motivations 	<ul style="list-style-type: none"> • Difficult for targeting purposes if doesn't link back to firmographic or demographic 	Most engagement or change communications
Outcome	<ul style="list-style-type: none"> • Informed • Understand • Involved 	<ul style="list-style-type: none"> • Right stakeholders are provided right action 	<ul style="list-style-type: none"> • No guarantee that stakeholders will buy in to program 	Change communications
Tenure	<ul style="list-style-type: none"> • Veteran • New employee 	<ul style="list-style-type: none"> • Helps in guessing attitudes about certain actions • Can be used to get around age restrictions 	<ul style="list-style-type: none"> • When target tenure, can look like agism • Not homogeneous 	Engagement or change communications



**MESSAGING:
GETTING THROUGH
TO THE OTHER SIDE**

And breaking through the noise



Win Hearts and Minds

Jonathan Haidt: The Happiness Hypothesis



The Head Needs Proof

Proof points

- Facts
- Figures
- External Benchmarks
- Testimonials
- Credible spokespeople

The Heart Needs Emotion

We use emotion to make decisions

- Need not just to know it is the right thing, but feel it is the right thing

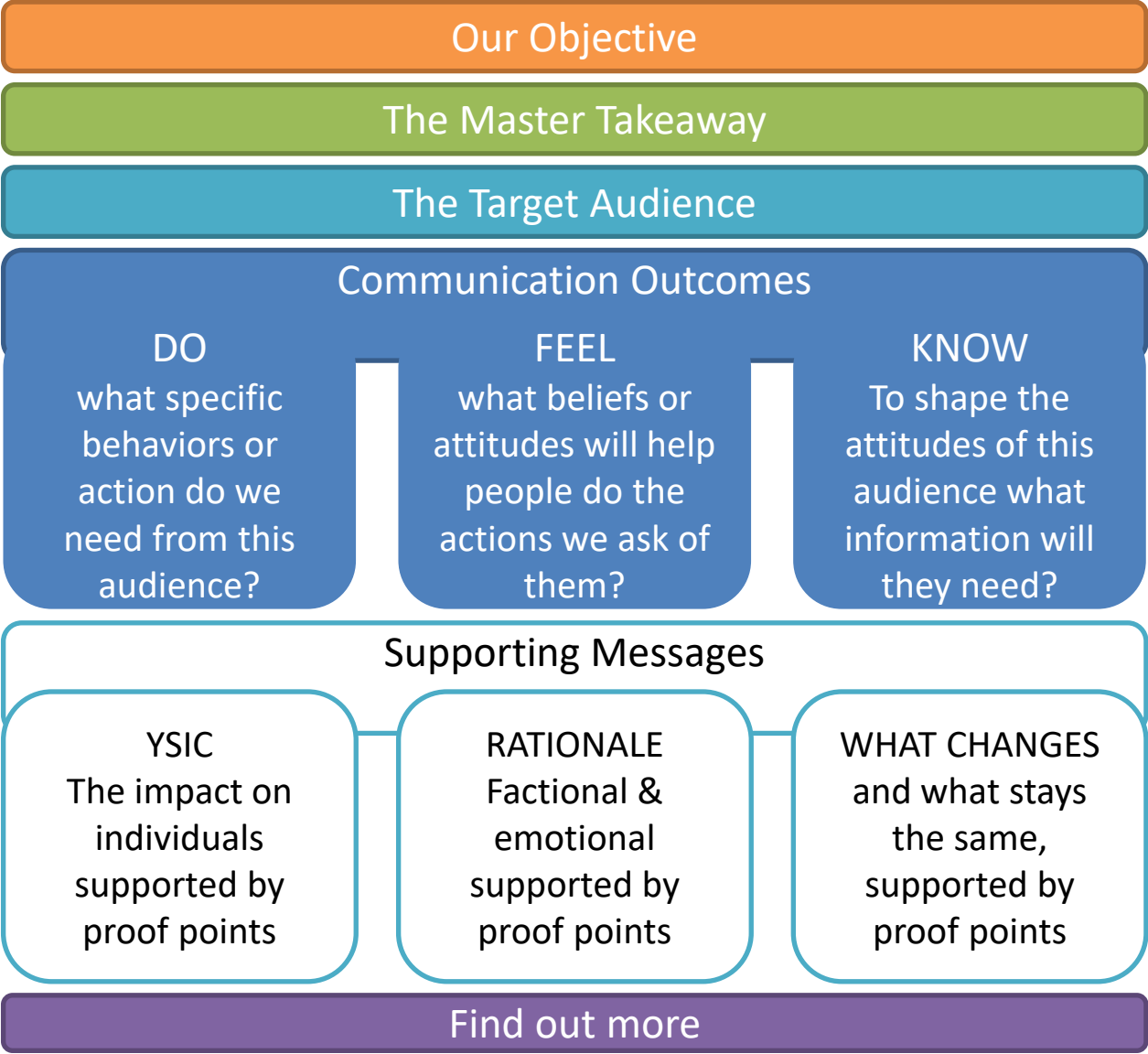
Use fear and humor (compliance videos)

Use imagery, music and words

What's in it for me?

- Need to know your audience
- How will they benefit?
- They can do their job better or easier
- They can have more free time
- But what about layoffs or compliance messages or safety messages (it won't happen to me!)?
- YSIC (Why Should I Care?)
- Layoff, moving sites, wage cuts: they will take notice!
- Safety
- Compliance

A Message Palette (Fitzpatrick & Valskov)



Why are we communicating-
what business result do we want?

What is the single compelling
idea we want remembered?

Who are they & what will shape
reactions & attitudes?

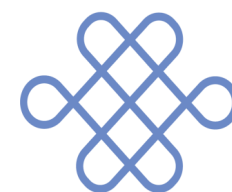
What do we need from this
audience?

Includes benefits, an argument,
an appeal to emotion,
practicalities, and evidence

When and when will we know
more? Include timelines.



**CHANNELS:
A COMMUNICATOR'S
TOOLBOX**



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PUSH COMMS ONE WAY CHANNELS FACTS



KNOW



UNDERSTANDING



EMOTIONAL ENGAGEMENT TWO WAY INTERVENTIONS WHAT'S IN IT FOR ME?

ACCEPTANCE



FEEL



COMMITMENT



INVOLVE PEOPLE SHARE SUCCESS STORIES REWARD & RECOGNITION

OWNERSHIP



DO

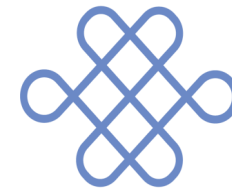




Why: What are you trying to accomplish?



CHANGE COMMUNICATIONS



Kotter's Eight Steps To Effective Change







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Defining employee engagement

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

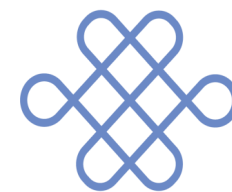
Employee engagement is based on trust, integrity, two way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.

- Engage for Success

Reasons for Disengagement

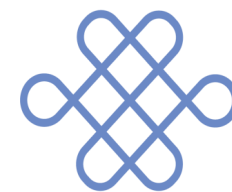
- ❖ Companies are going through transition and the leadership and management hasn't re-engaged people.
- ❖ Workload is too high and the performance management process is flawed.
- ❖ Lack of investment in development and talent mobility, making it difficult for high performers to advance.
- ❖ Some have a non-inclusive culture (perhaps as a result of history) and cannot attract and retain today's more diverse workforce.
- ❖ Others just have old fashioned working conditions that simply make work difficult.

<https://www.forbes.com/sites/joshbersin/2014/04/10/its-time-to-rethink-the-employee-engagement-issue/#53e7733e6cf3>



Influencing Employee Engagement

- ❖ Start at the Top (leaders modelling behavior)
- ❖ Be Transparent (Trust)
- ❖ Offer Visibility
- ❖ Say “Thank You”
- ❖ Be Authentic (show human side, D&I)
- ❖ Be Flexible (work life balance)
- ❖ Hire Traits & Behaviors (versus experience and education only)
- ❖ Engage from Day One (Onboarding)
- ❖ Volunteer Together (CSR)
- ❖ Play Together
- ❖ Personal Growth



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What is an employer brand?

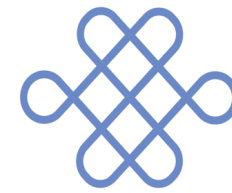
- An employer brand is what the organization communicates as **its identity** to both potential and current employees.
- It encompasses an organization's **mission, values, culture and personality**.
- A positive employer brand communicates that the organization is **a great place to work**.
- Employer brand affects recruitment of new employees, retention and engagement of current employees, and the overall **perception of** the organization in the market.
- Answers the question **"Why <company>?"**

What is Employee Advocacy?

Employee advocacy can mean any promotion of your company by the people who work for it.

As a marketing tactic is a strategic, sustainable program to encourage employees to share brand values and messages in an organic way.

- **Strategic:** Implemented with goals in mind and metrics in place to measure progress toward those goals.
- **Sustainable:** Designed to last, with support from management and a plan for keeping enthusiasm up.
- **Organic:** Participation should be voluntary and out of genuine interest. You're inspiring advocacy, not mandating it.
- **Controlled:** If you don't tell your people what to say, they will say things that you may not like!



Where can advocacy happen?



Social Media Networks



Thought Leadership



Swag



Corporate Events/Conferences



Bar Conversation

Employee Advocacy Use Cases

- ❖ Brand awareness
- ❖ Generate sales leads
- ❖ Recruiting/employer brand building
- ❖ Events
- ❖ Employee engagement campaign

Employees Share

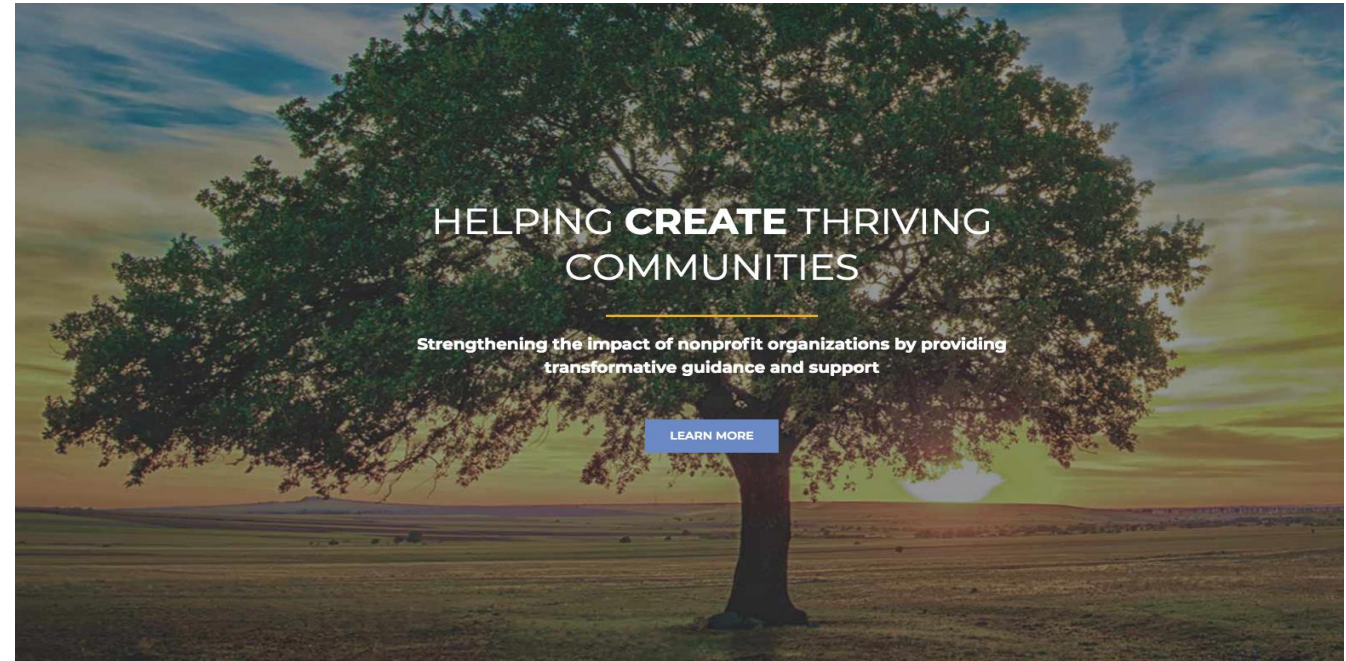
- ❖ Start Small and Grow
- ❖ Who are your social stars?
- ❖ Must be voluntary
- ❖ Launch with an internal campaign
- ❖ Strong Social Media Guidelines
- ❖ Social Media training
- ❖ Reverse Mentoring
- ❖ Audience Alignment: suggest the right platform for content
- ❖ Must be EASY – One click
- ❖ Gamification, Rewards & Recognition
- ❖ Keep momentum going!
- ❖ Someone owns program
- ❖ Strong Tool

About The Strategy Group

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If you would like to set up a free 30-minute phone call with Debra, go to this link...

<https://calendly.com/dwhertz/time-with-debra>.