

Contents

Introduction.....	1
1 INTEGRATED INTERNAL COMMUNICATIONS	4
Mitchells & Butlers, a company with more than a decade’s worth of change	5
The internal communications structure and approach	6
Internal communications: an essential to employee motivation and satisfaction	7
Employee surveys	7
Communications channels	9
Innovation is a constant	9
Intranets have radically changed internal communications	10
Internal communication is the ‘eyes and ears’, and the conscience of the organization	11
2 THINKING ABOUT INTERNAL COMMUNICATIONS	12
The policy and the principles	13
Why we communicate within organizations and why we should do it better	14
How we communicate within organizations and the best ways of doing it	16
Other characteristics of good internal communications	17
What to communicate	19
Measuring success	20

3	MAKING A START – POLICIES AND AUDIT	21
	Internal communications policies	22
	The internal communications challenge at the Natural History Museum	23
	Selling to the corporate sector	24
	Bringing in external consultants to help with the communications audit	25
	Promoting the communications audit	26
	Publicizing the results	26
	‘Quick wins’ before a published policy	27
	Measuring success	28
	Writing down the internal communications policy	29
	Involving everybody in the organization	29
	Tips	31
4	CHANNELS OF COMMUNICATION	32
	Face-to-face communication	33
	Conferences	34
	Notice-boards	34
	E-mail	35
	Intranets	36
	Publications	36
	Annual reports	37
	Web-sites	38
	Video and audio	38
	Employee surveys	38
	Tips	39

5	LEADERSHIP: COMMUNICATING THE VISION	40
	dmg world media, a company in a hurry	42
	An entrepreneurial strategy	43
	Strategy first, vision second	44
	Communicating company culture	45
	The top team travel and communicate constantly	47
	The value of conferences	47
	Tips	48
6	FACE-TO-FACE COMMUNICATION	49
	Everybody’s preferred form of communication	50
	Skills in everyday face-to-face communication	51
	Team briefing	52
	The virtues of team briefing	53
	How team briefing developed	55
	Team briefing is not necessarily plain sailing	56
	Team briefing feedback channels	57
	Team briefing and virtual teams	58
	Establishing team briefing	59
	Team briefing means listening	60
	Tips	61
7	‘AND THEN...’ STORY-TELLING IN INTERNAL COMMUNICATIONS	62
	The power of the story	63
	Communicating a merger as an unfolding story	63
	The internal communicator as witness and story teller	65
	Telling the story through several media	66
	‘Rich, coherent and engaging’ stories	67
	Measuring success	67
	Story-telling in ‘steady state’ organisations	68
	Tips	69

8	INTERNAL COMMUNICATIONS PARTNERSHIPS	70
	Letting people have a say in organizational culture	71
	Involving the management team	72
	The first ‘temperature check’	73
	Further measurement	74
	Identifying different feelings in different employee groups	75
	New communications initiatives in response to employee attitudes	76
	Responding to what employees say	77
	Tips	77
9	INTRANETS IN INTERNAL COMMUNICATION	78
	Bringing multiple intranets together	79
	Driven from the center	80
	Issues about opting for an Extranet	80
	Editorial independence	82
	Knowledge management	82
	Tips	83
10	CONCLUSION	84