

Effective Measurement for Internal Communication

- five key steps



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Communication **A**lignment **E**valuation **S**olutions

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Five key steps for success:

1. Clear – and achievable - objectives
2. Involve colleagues
3. Build on firm foundations
4. Tell the story – get below the figures
5. Identify clear action points

Effective communication measurement

Action

Maximum impact on engagement
Aligned with the business
Commitment at all levels

Feedback

Interpretation and understanding
Segmented for senior and line
management, functions, employees

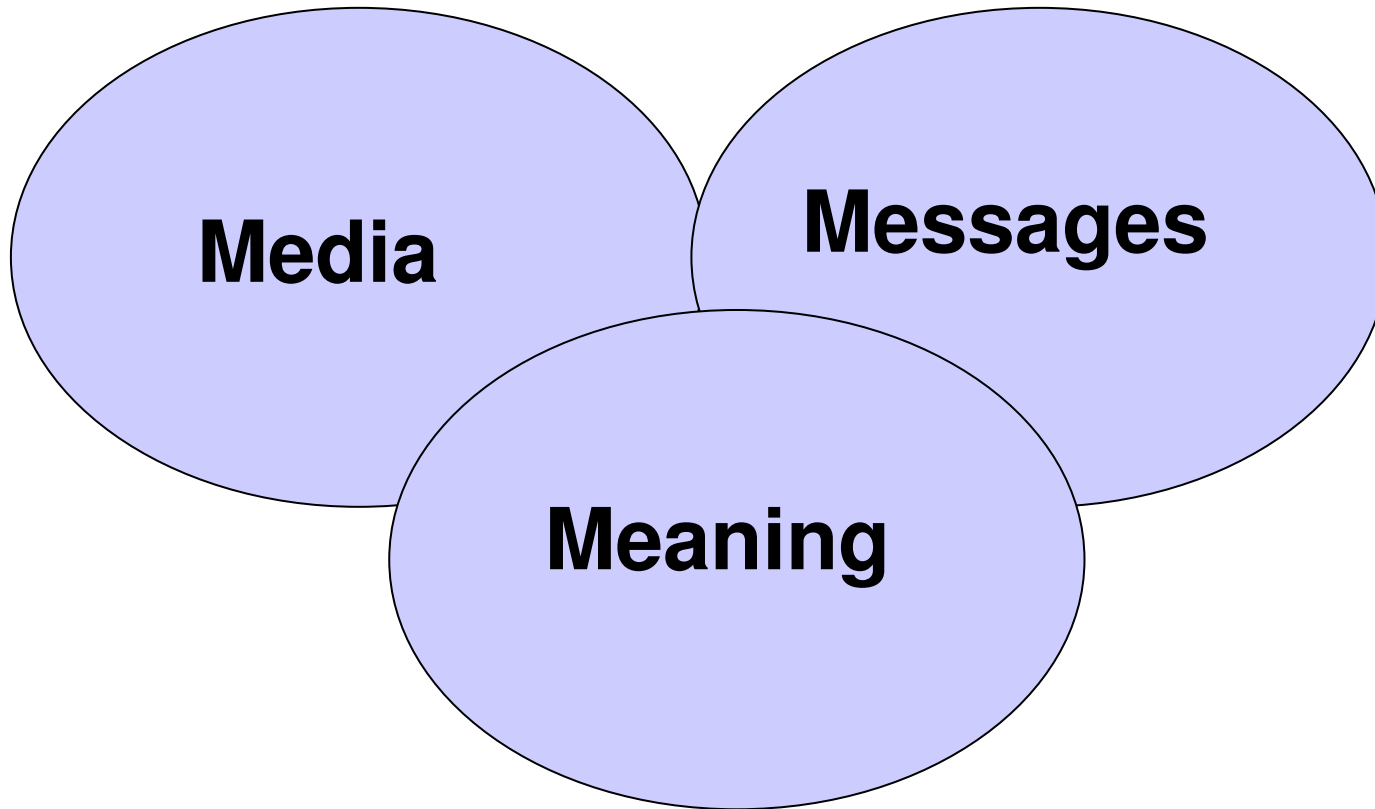
Process

High response rate
Efficient and effective
Clear stages and outputs

Development

Building on previous research
Engagement: employer & business
Existing models
Divisional flexibility

Clear objectives: measure all three M's

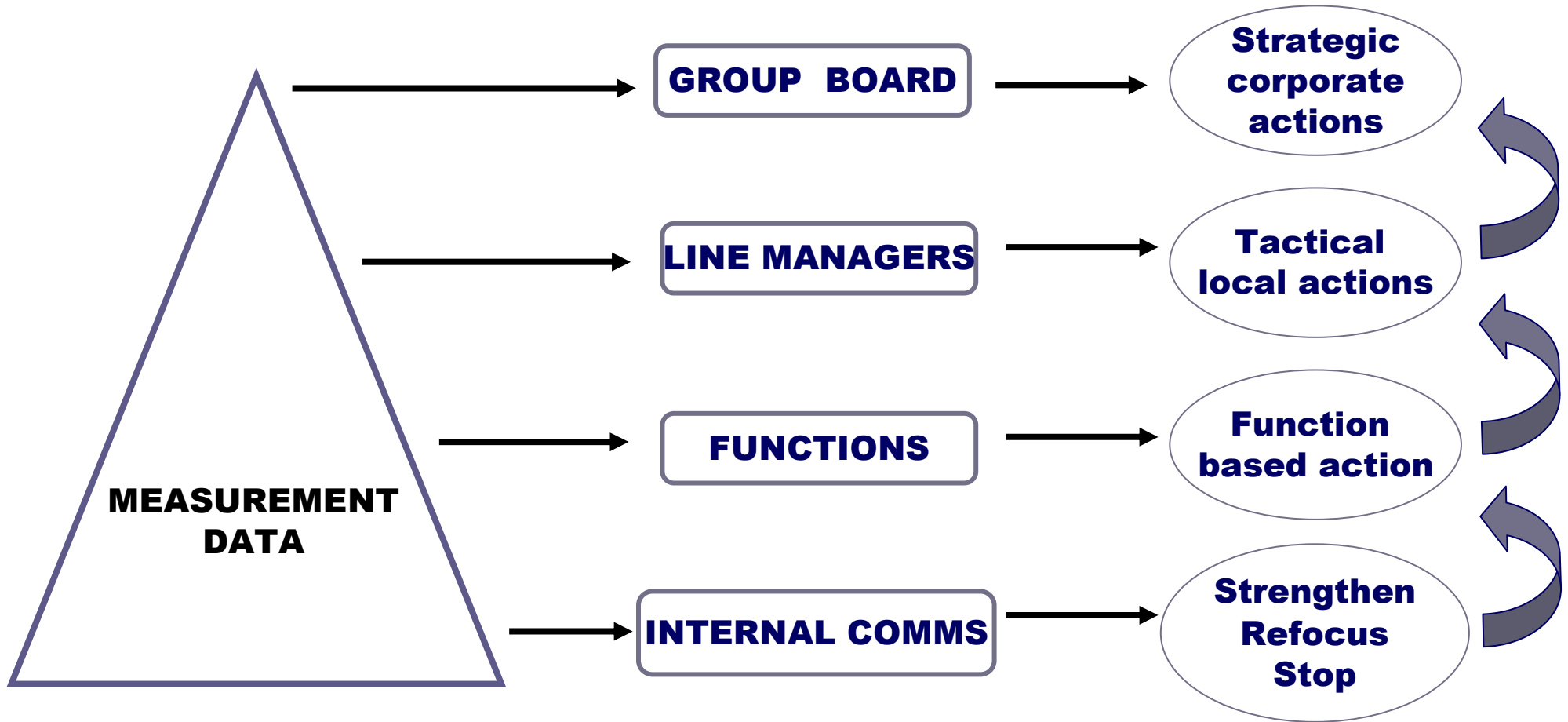


Sunday Times Best Companies

These are some of the characteristics of the “best” companies in terms of their communication. The main themes emerging are:

- **personal involvement/time/visibility of the MD/CEO**
- **opportunities/encouragement of upward communication: both questions/suggestions and ideas**
- **more use of new media such as blogs**

Involvement: colleagues with development and feedback



Communication links with the bottom line

IABC research reveals four key links:

- Clarity of purpose/direction
- Effective interfaces (interactive relationships)
- Effective information (sharing best practice)
- Leadership communication

Source: International Association of Business Communicators Research Foundation

Firm foundations: select methodology

- Desk Research
- Qualitative
 - focus groups
 - in depth interviews
- Quantitative
 - telephone
 - face to face
 - postal
 - group self-completion
 - electronic

Firm foundations: objective questionnaire design

1. No leading questions
2. Balanced scales
3. “Don’t knows” an important group
4. Negatively phrased questions prevent “yea saying”
5. Variety of question types

Must be tested before going live

Firm foundations: sample or census

1. Is a sample or census needed?
2. Sample size depends on size of organisation
3. Need to consider possible response rates
4. Think about what groups of employees you want to look at/likely response rate
5. If you sample disproportionately, you can weight the final results to reflect the profile of your audience

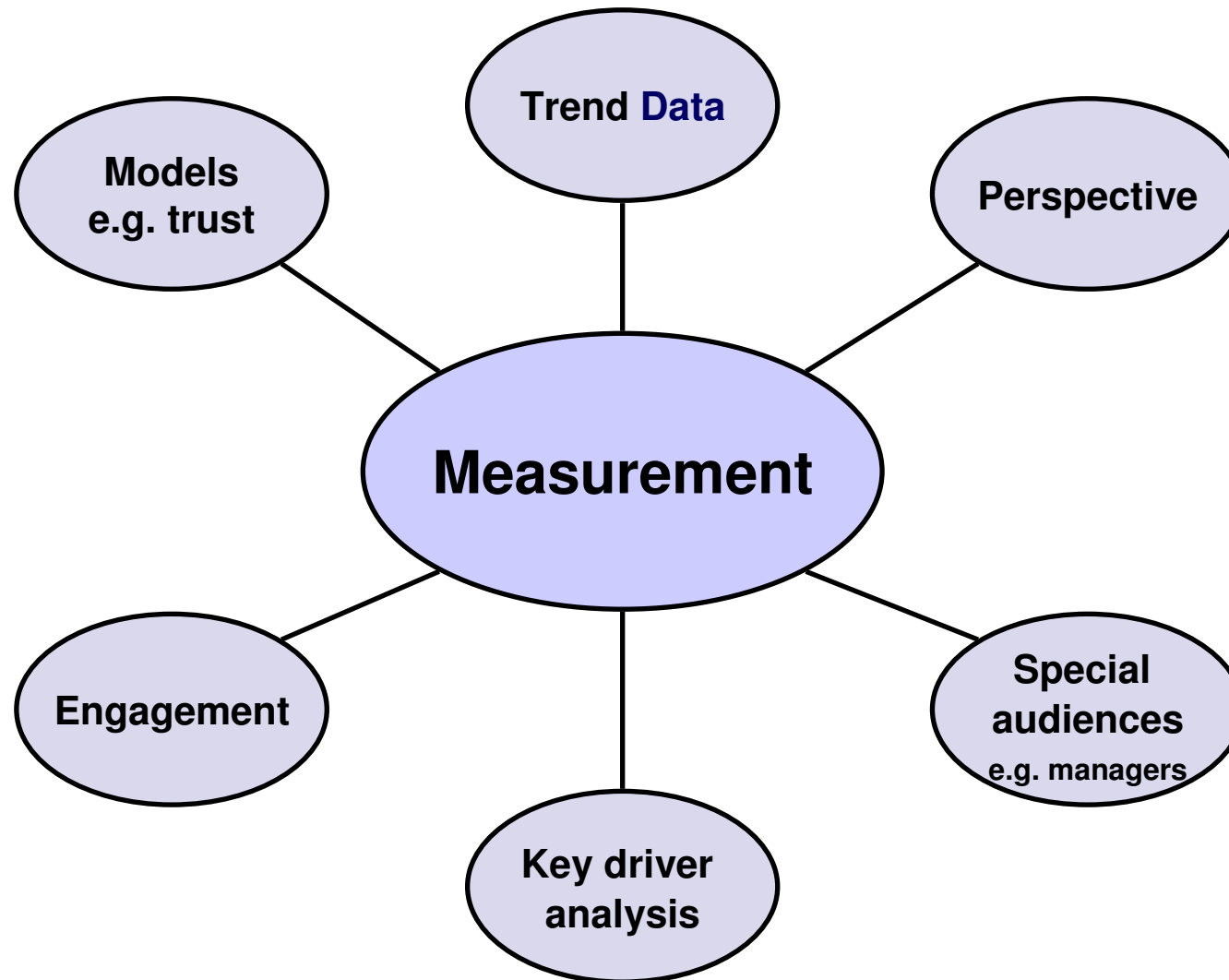
Firm foundation: Statistics

1. Don't disregard as "boring"
2. Reliability can make the difference between accurate/inaccurate facts for decision making
3. Formula to work out whether results are statistically reliable or not
4. Use this for ease:
www.surveysystem.com/sscalc.htm
5. Communicate to other users which differences are significant

Firm foundations: maximising response rates

1. Communicate process and timelines
2. Avoid difficult/busy times
3. Give sufficient time for responses and have a simple, short questionnaire
4. Allow working time for completion
5. Have response targets for line managers – and update them on levels

Tell the story: data into management information



Tell the story: where will you get maximum impact?

Biggest drivers Those people who find communication good are most closely correlated with positivity about:

Major projects/initiatives

Future business plans

Credibility

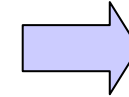
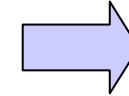
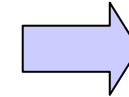
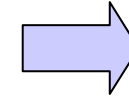
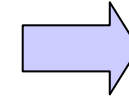
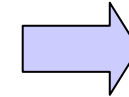
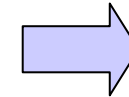
Leadership confidence

Good employer

Trust

Informed new initiative

IMPACT



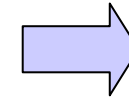
Work in these areas will improve Internal comms

Tell the story: where will you get maximum impact?

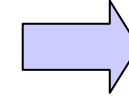
Biggest drivers

Communication performance

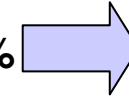
Major projects/initiatives



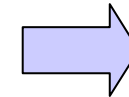
Future business plans



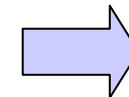
Credibility



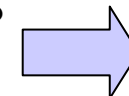
Leadership confidence



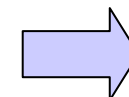
Good employer



Trust



Informed new initiative



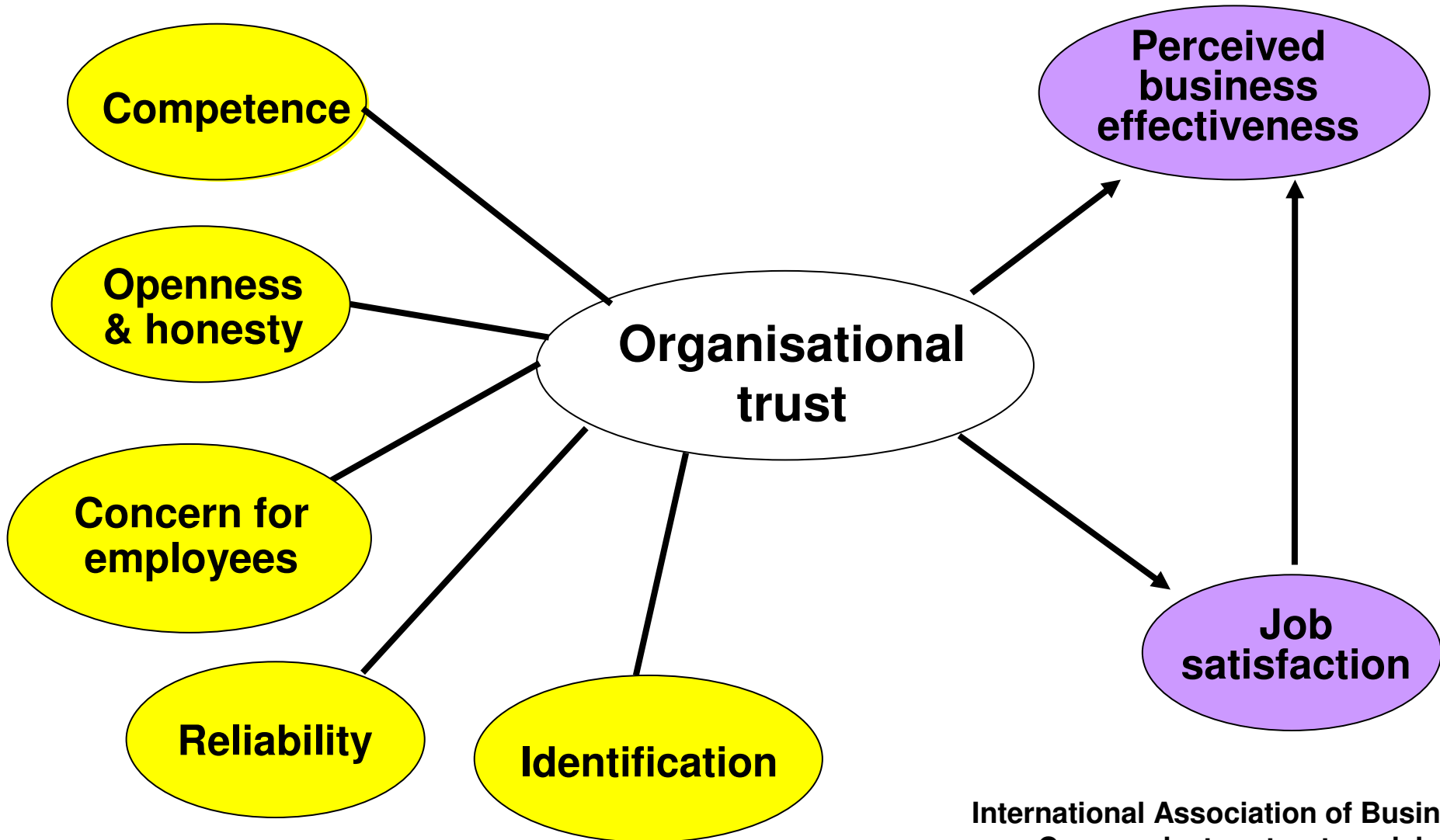
Work in these areas will improve Internal comms

Key action areas are in red



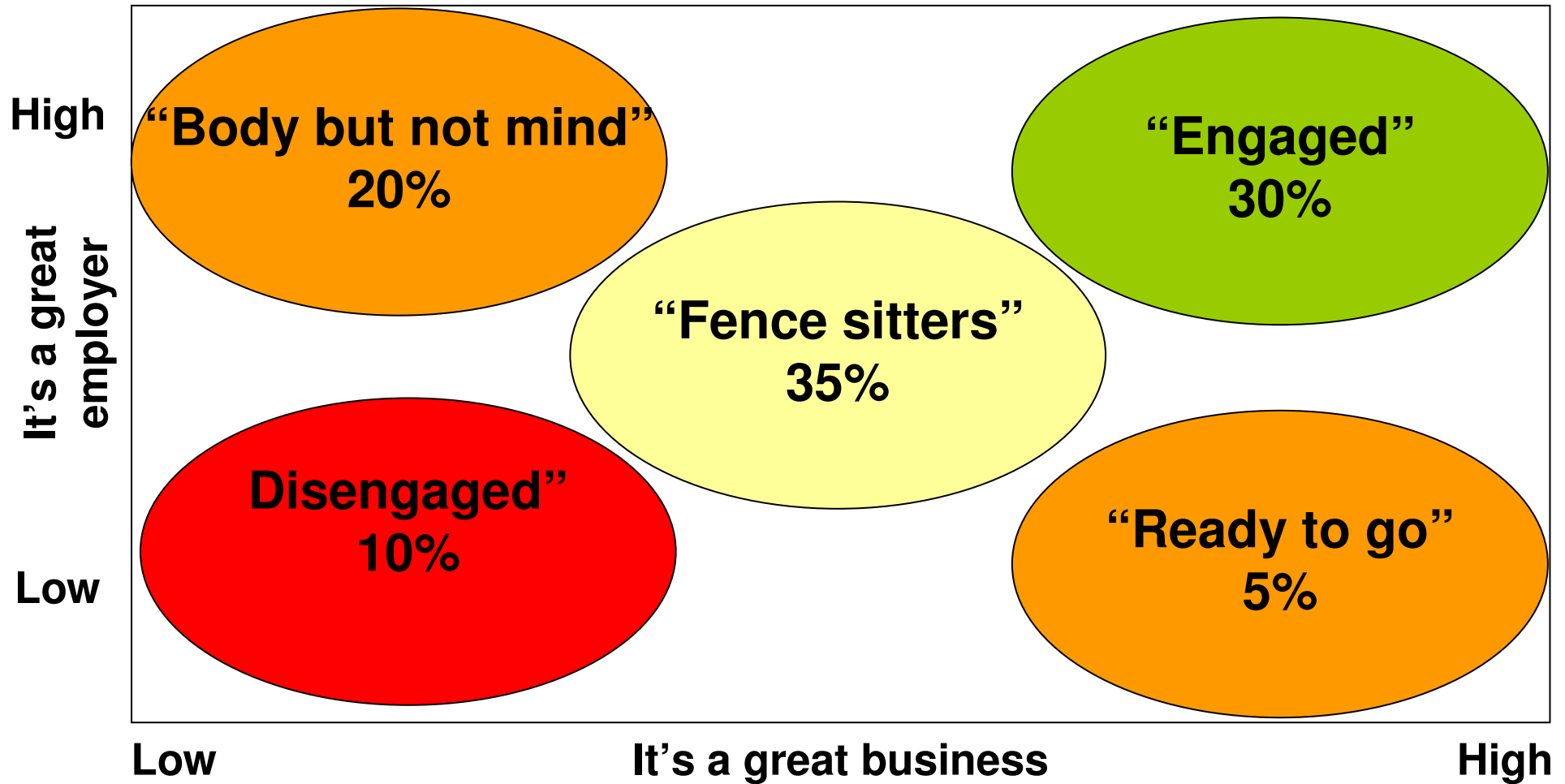
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Tell the story: discover and use models



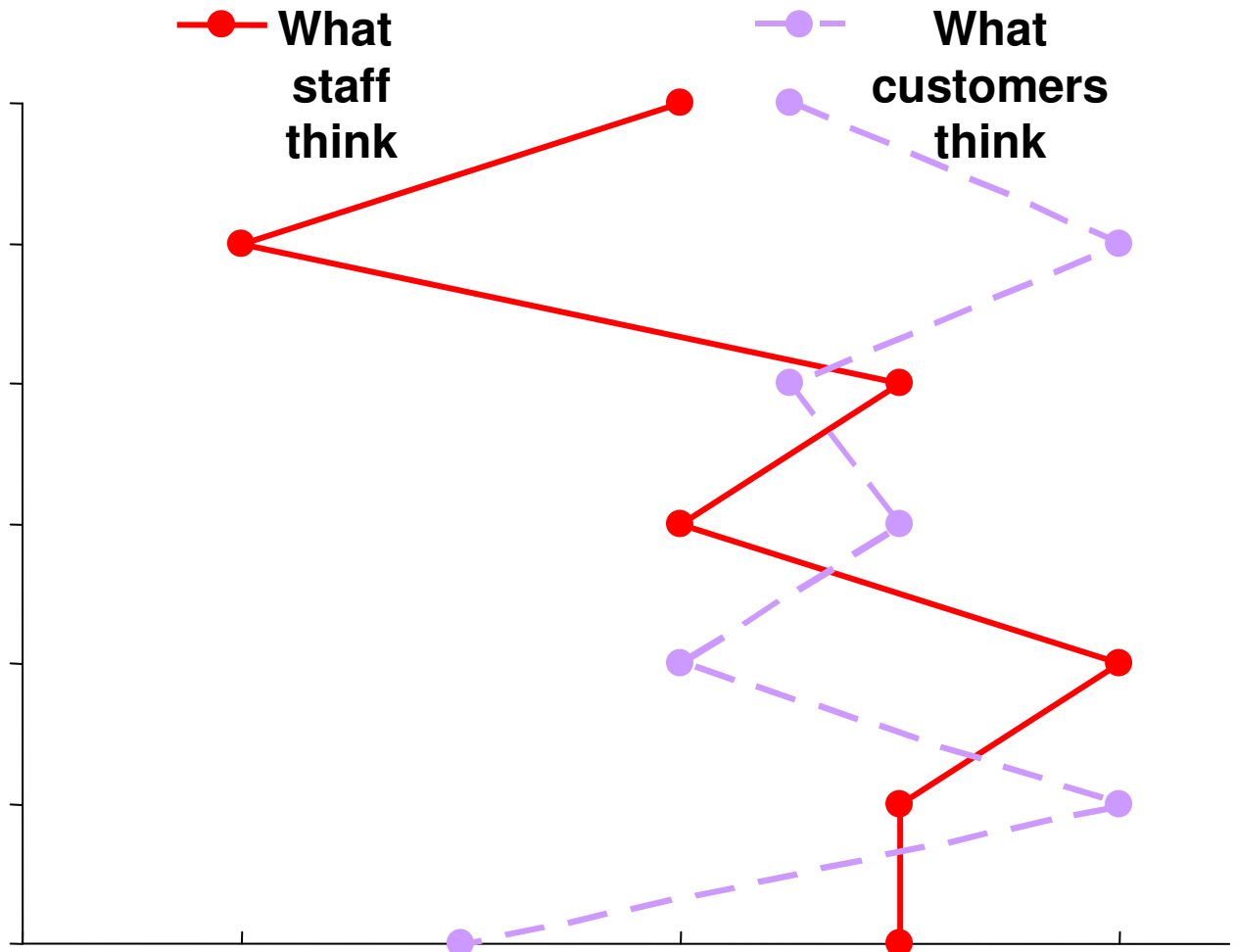
International Association of Business Communicators trust model

Tell the story: people profile



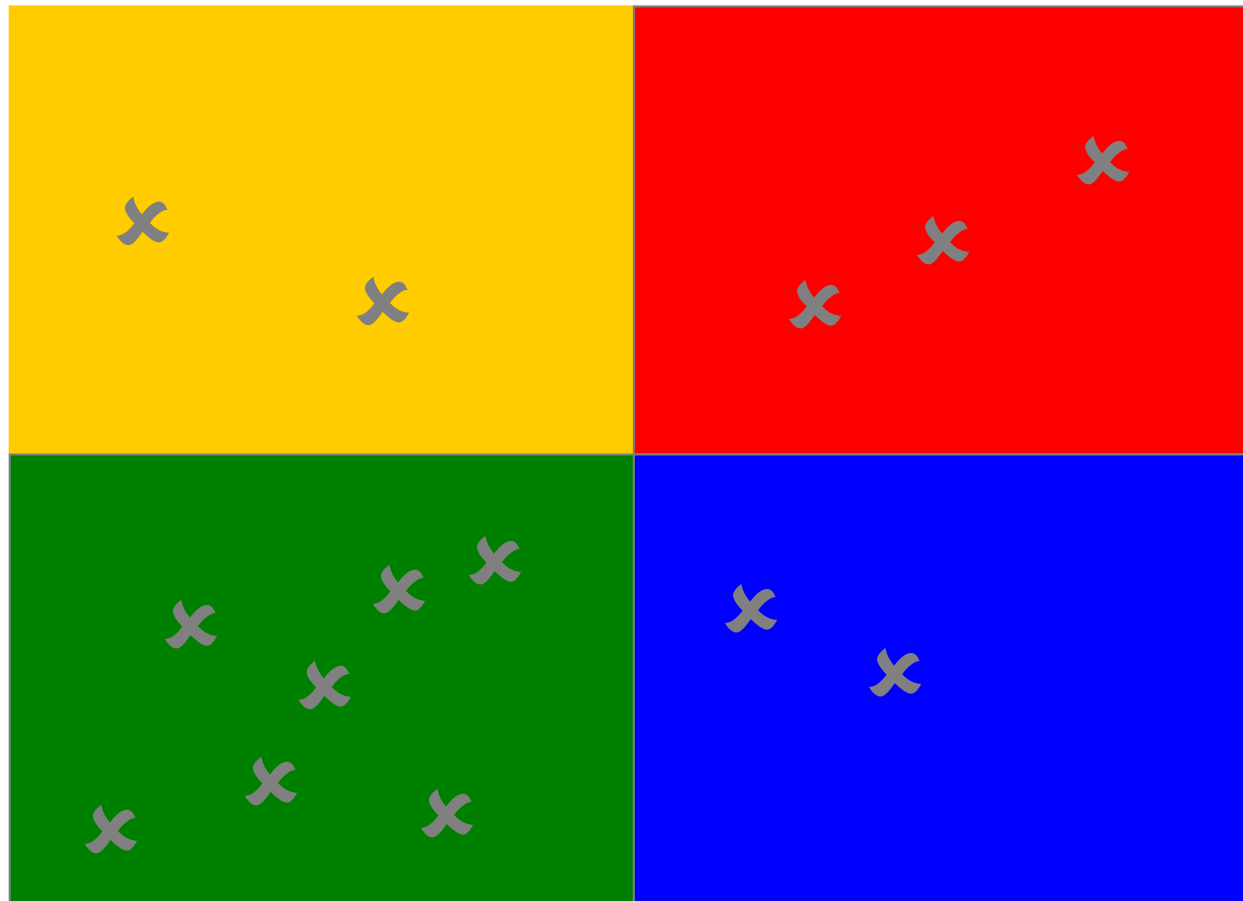
Tell the story: link with business measures

Product knowledge
Staff enthusiasm
Product range
Speed of response
Price
Quality
Availability



Action planning: assess actions and prioritise

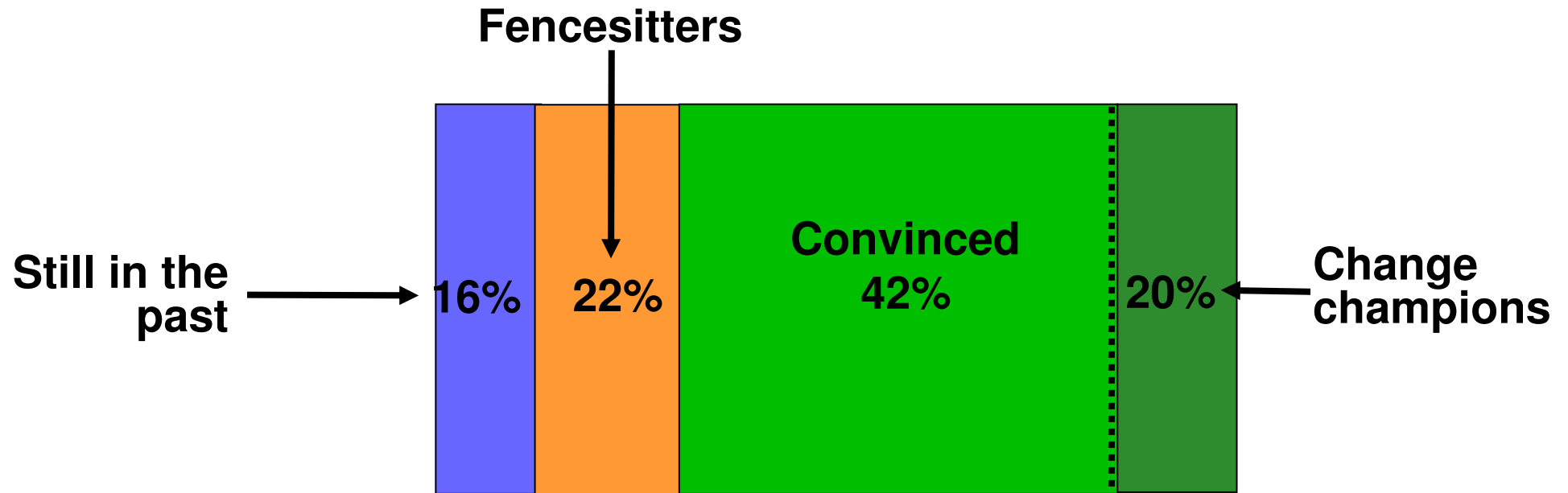
Cost



x = possible action points

Benefit

Remember: one chart can tell the story...



How engaged are your people with the change journey...

(Based on William Bridges transition model)