Effective Measurement for Internal Communication - five key steps

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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
Involve: colleagues with development and feedback

- **GROUP BOARD**
  - Strategic corporate actions

- **LINE MANAGERS**
  - Tactical local actions

- **FUNCTIONS**
  - Function based action

- **INTERNAL COMMS**
  - Strengthen Refocus Stop

**MEASUREMENT DATA**
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

Measurement

Trend Data

Models e.g. trust

Engagement

Key driver analysis

Special audiences e.g. managers

Perspective
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

Work in these areas will improve Internal comms
Tell the story: where will you get maximum impact?

 Biggest drivers

- Major projects/initiatives: 54%
- Future business plans: 59%
- Credibility: 61%
- Leadership confidence: 45%
- Good employer: 65%
- Trust: 45%
- Informed new initiative: 54%

Communication performance

Key action areas are in red

Work in these areas will improve Internal comms
Tell the story: discover and use models

- Competence
- Openness & honesty
- Concern for employees
- Reliability
- Identification

Organisational trust

- Perceived business effectiveness
- Job satisfaction

International Association of Business Communicators trust model
Tell the story: people profile

- "Body but not mind" 20%
- "Engaged" 30%
- "Fence sitters" 35%
- "Disengaged" 10%
- "Ready to go" 5%
Tell the story: link with business measures

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

What staff think
What customers think
Action planning: assess actions and prioritise

- = possible action points
Remember: one chart can tell the story...

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

(Based on William Bridges transition model)