

INTERNAL COMMUNICATIONS: THE CRITICAL FIRST STEP

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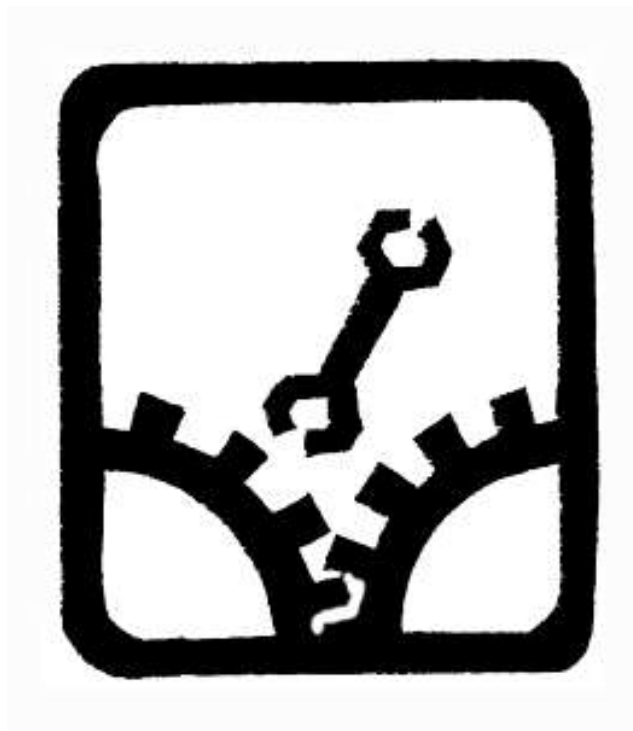
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Just when you thought you were OK...

- Disgruntled employee on TV
- Frustrated vocal physician at a cocktail party
- A prolific post-er on Facebook

- Best laid plans of external comm programs... can get derailed by an internal comm problem
- So... plan, develop and prepare... now
- Plus... it's the right thing to do



So... plan first.

- Assess (research, analysis, insight, honesty, intuition).
- Identify and fill gaps.
- Develop comprehensive plan: messages, media (who or how), measurement.

Then.. develop, fast.

- AEMs & tried and true tools.
- Unique, creative and effective tactics your assessment and plan tell you.
- Pass the sniff test.

Launch and evolve. And measure.

- Identify which tools to launch when, by whom and how (rate them by velocity, credibility, control).
- Measure. Edit. Evolve.

Research and plan: Assessment.

- Have now? Surveys, feedback groups, existing committees. Informal leaders, sneezers.
- New research.
- Full communications audit (total, or any one audience).

Research and plan: Assessment.

- Who should research? Someone they trust, or safe from retribution.
- “Anonymous individuals.”
- Eval upward, downward, within. Formal, informal. Routine, crisis.

Research and plan: ID, fill gaps.

- Review findings. Have people not emotionally attached involved.
- Identify gaps: upward, downward, within. Formal, informal. Routine, crisis.

Research and plan: ID, fill gaps.

- Fill gaps: strategically identify categories of solutions: upward, downward, within. Formal, informal. Routine, crisis.

Research and plan: Develop plan.

- Overall goal (improve, sustain, alter).
- Measureable objectives.
- Action plan by audience: What, by whom, when, resource allocation, how measure.

Develop, enhance, update.

- Credible, relevant, timely, right “voice”
- AEMs (enhance, update)

Develop, enhance, update.

Tried and true:

- Upward: feedback via technology, surveys, feedback groups, employee meetings, social media.

Develop, enhance, update.

Tried and true:

- Downward: emails, newsletters, memos, mass voice mail, mobile, social media, blogs, presentations/meetings, virtual town hall, webinars, talking points for “deliverers.”

Develop, enhance, update.

Tried and true:

- Within: group-run ambassadors, emails, newsletters, memos, mass voice mail, mobile, social media, blogs, presentations, virtual town hall, webinars (talking points).

Develop, enhance, update.

Tried and true:

- Formal: obviously from the “brand” and sanctioned.
- Informal: use your sneezers, informal leaders, ambassadors, “let” social media evolve.

Develop, enhance, update.

Tried and true:

- Routine: identified, scheduled, consistent, part of the plan.
- Crisis: planned, how/who/when. Who calls it and who calls it “off.”

Develop, enhance, update.

- Be creative, be YOUR brand, stretch brand as needed for the audience
- They can be uniquely YOU, or your CEO, or the face of the brand.
- Pass the sniff test.

Develop, enhance, update.

- Pass the sniff test. Test your messaging frequently – is it believable, sound too corporate, too stiff, too jargon.

Launch and evolve. And measure.

- Within your routine and crisis plans: Identify which tools to launch when, by whom and how (rate them by velocity, credibility, control).
- Budget – human and \$\$.

Launch and evolve. And measure.

- Measure: pre and post-effort surveys, periodic assessment, sniff tests, post mortems for big initiatives.
- Use groups and tools developed as ways to reach out and get feedback.

Launch and evolve. And measure.

- Edit and evolve. Repeat.
- Again, no emotional attachment. If not cutting it, cut it.
- Keep eye on technology and get over fear of letting some control go.

Question and answer time.

Thank you from KPS3.

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