

Internal Communication as Management tool

HET COMMUNICATIECONGRES 2018

- Datum: 24 en 25 mei 2018
- PARAMARIBO – SURINAME
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De Kennismaking



Agenda

- **The value of IC**
- **Six practices for effective IC**
- **Well known IC statements**
- **Internal Communications nowadays**
- **How effective are the IC channels?**
- **A comparison of IC channels**
- **The role of IC has changed over time**
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- **Communicatie en organisatie**
- **Statements about IC**
- **IC “Balanced” Scorecard?**

The value of IC

57% better return from good communication

Percentage higher shareholder return in companies with effective communication compared to norm over 5 year period (Watson Wyatt 2006 Study - now Towers Watson)

Six practices for effective IC

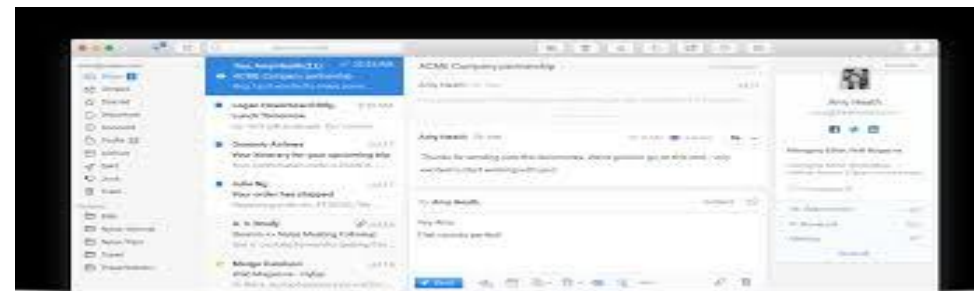
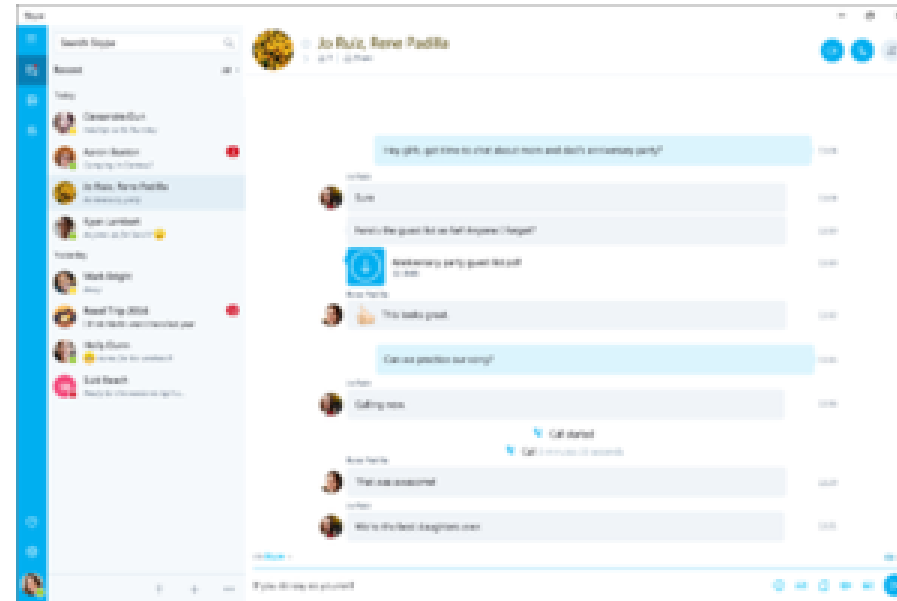
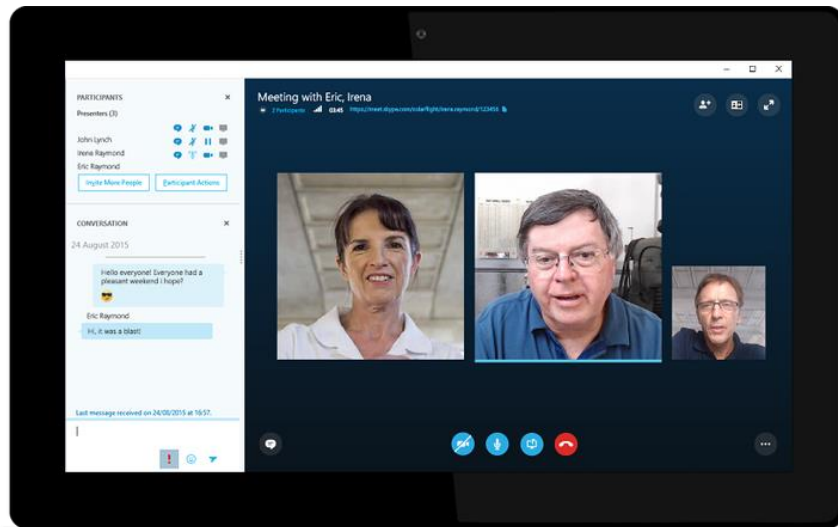
- Helping employees understand the business
- Providing information on organisational performance and financial objectives to employees
- Educating employees about organisational culture and values
- Integrating new employees into the organisation
- Communicating to employees how their actions affect the customer
- Asking for rapid feedback from employees about their opinions on the company

Well known IC statements

- Ik heb reeds gemaïld, en wacht al een paar dagen op een reactie.
- Ik heb gebeld, maar er wordt niet opgenomen.

- Ik heb je een paar keer gebeld, maar je nam niet op.
- Kan jij je mail lezen!
- Heb je mijn bericht ontvangen?

Internal Communications nowadays



How effective are the IC channels?

Current Use of Channels		
1	Email	46%
2	Letter	2%
3	Team Meeting	17%
4	All staff mtg	21%
5	Newsletter	5%
6	Conf. Calls	4%
7	Other*	4%

Most Effective Channels		
1	Email	29%
2	Letter	2%
3	Team Meeting	30%
4	All staff mtg	31%
5	Newsletter	4%
6	Conf. Calls	0%
7	Other*	6%

A comparison of IC channels

Ranking Communications Tactics

Top 10 Motivators

1. Team meetings (71%)
2. Leaders' Visits (71%)
3. Employee Conferences (69%)
4. Letters to Staff (53%)
5. Video (48%)
6. Email (47%)
7. Newsletters (43%)
8. Intranet (39%)
- 9= Posters
- 9= Web Broadcast

Top 10 Communicators

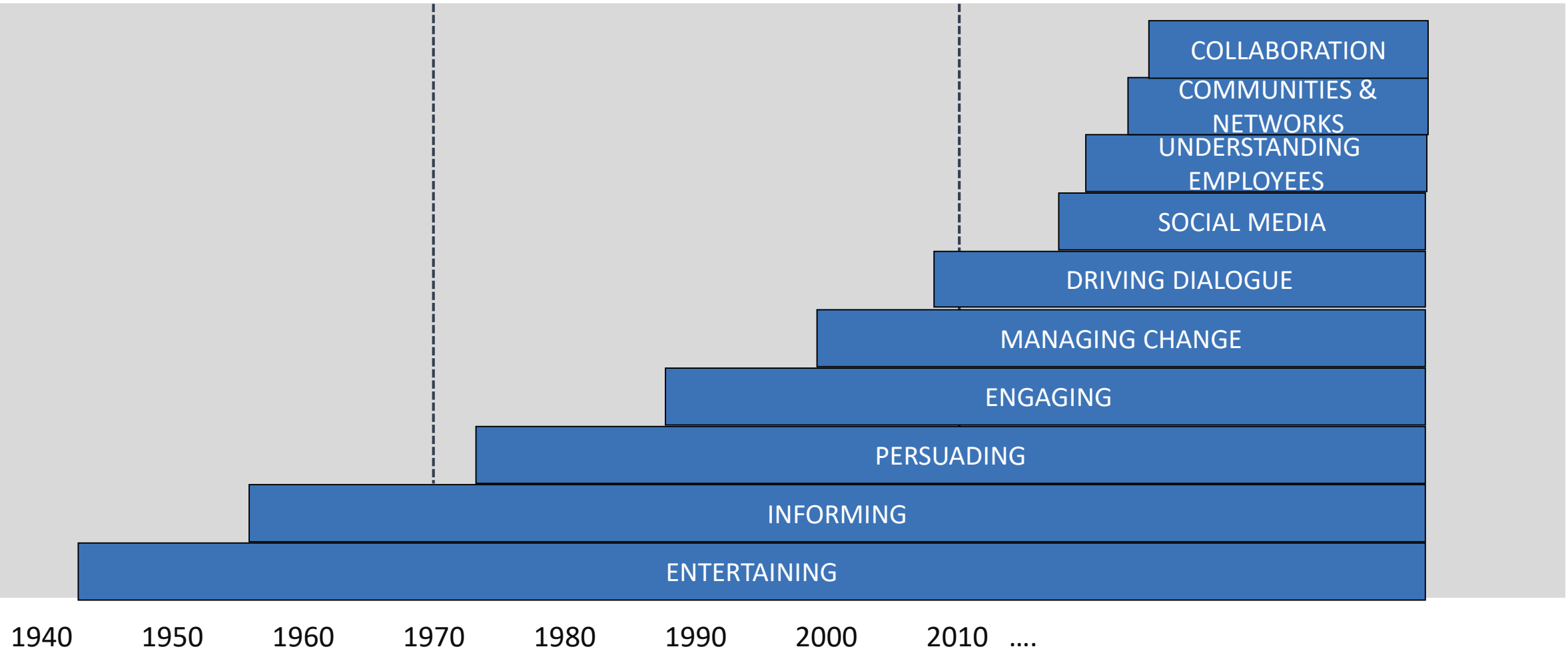
1. Team meetings (79%)
2. Letters to Staff (73%)
- 3= Leaders' Visits (72%)
- 3= Newsletters (72%)
5. Employee Conferences (65%)
6. Text Messaging (60%)
7. Video (56%)
6. Email (47%)
9. Intranet (46%)
- 10 Posters (43%)

Top 10 Most Used Methods

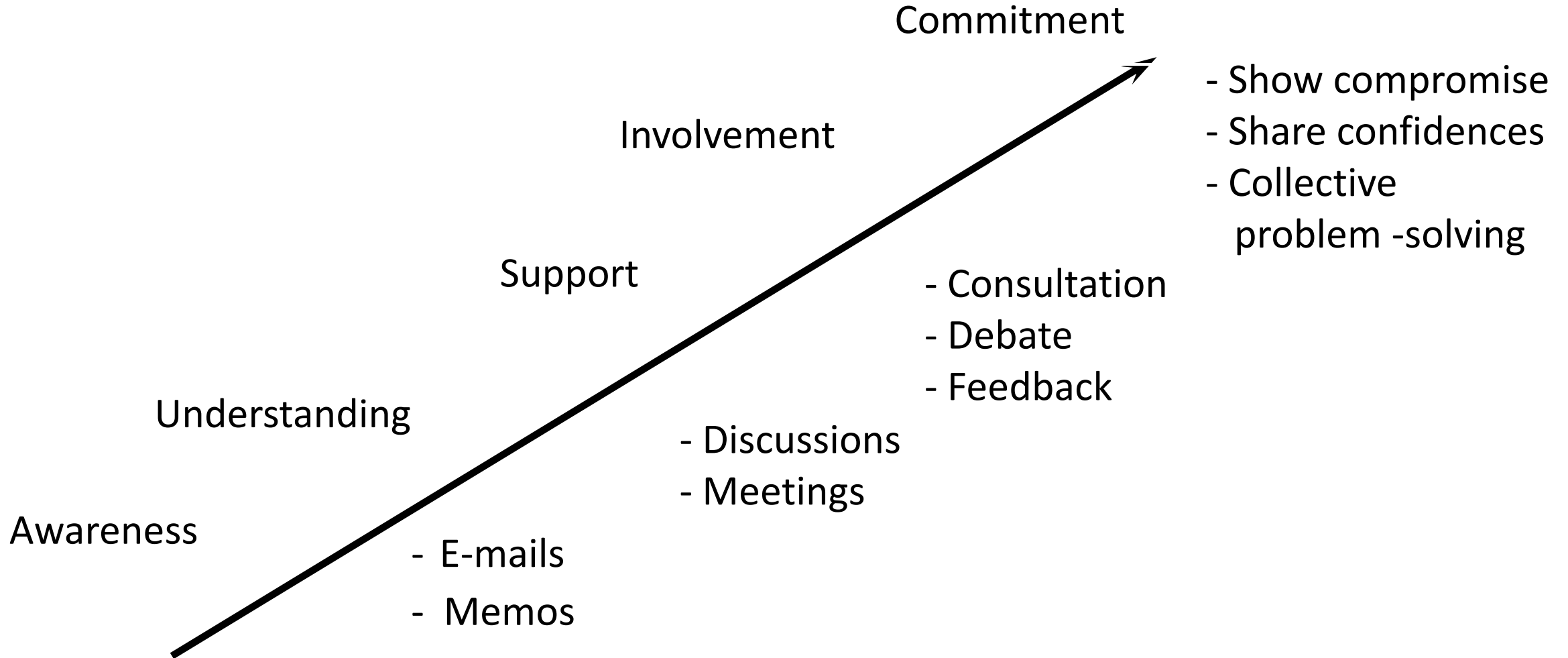
1. Team meetings
2. Email
3. Newsletters
4. Intranet
5. Letters to Staff
6. Employee Conferences
7. Leaders' Visits
8. Posters
9. Public websites
10. Video



The role of IC has changed over time



One size doesn't fit all



Communicatie en organisatie”

1. de organisatie maakt communicatie mogelijk.
2. communicatie staat gelijk aan de organisatie.
3. communicatie beïnvloedt de organisatie en de organisationele context beïnvloedt de communicatie.

Statements about IC

- De internecommunicatiediscipline beweegt zich tussen de uitersten van 'uitvoerder van opdrachten' tot 'strategisch sparringpartner voor management'.
- De functie van interne communicatie wordt vaak gezien als serviceafdeling.
- Interne communicatie wordt in de meeste organisaties gezien vanuit de zender gedachte 'de communicatie' wel even verzorgt.

IC “Balanced” Scorecard?

- Vaststellen van de IC strategie
- Vaststellen van kritieke succes factoren voor IC per perspectief
- Vaststellen van de IC KPI's
- Vaststellen van de normwaarden voor IC

