



THE NEXT LEVEL

The Business Value of Good Internal Communication

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*Global Research Report: IABC Webinar
28 February 2019*

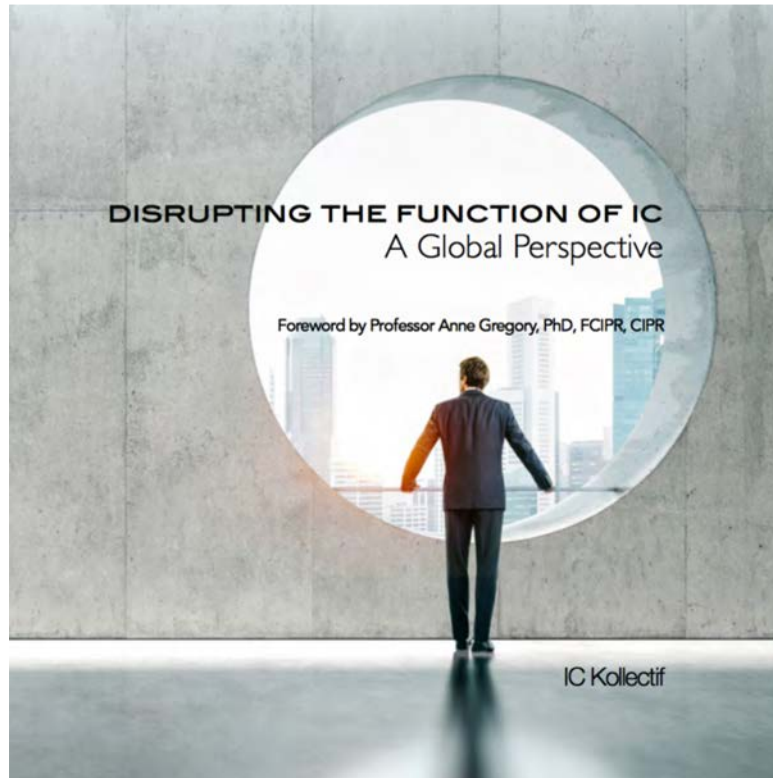
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- The Next Level : Inside the report
- Key topics
 - IC in the Eyes of C-Suite Leaders | Perceptions & Expectations
 - The Trusted Advisor & Counsellor
 - The Business Value of IC
 - Internal & External Communication
- Questions

* All references used in this presentation are available in the report.

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The Business Value of Good Internal Communication



Primary and secondary research

- ❑ Interviews
- ❑ Open question survey
- ❑ Literature Review
- ❑ Research-based contributions

Collaborators Communication professionals - Executives | Researchers | Professors | C-Suite Members



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Section 1 | Perceptions

- **Internal Communication**
Through the lens of business leaders
- **How Business Leaders Value IC**
From the perspective of practitioners
- **How Business Leaders Value IC**
Views from contributors



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Section 2 | Inside Companies

The Reality on the Ground

- Issues communication teams are facing
- Blurring lines internal/external communication
- Practices
- Convincing business leaders of the value of IC
- Measurement | Impact of IC on business goals



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Section 2 | Inside Companies

Europe

- Status & trends in IC in European companies

USA - Two-Part Research

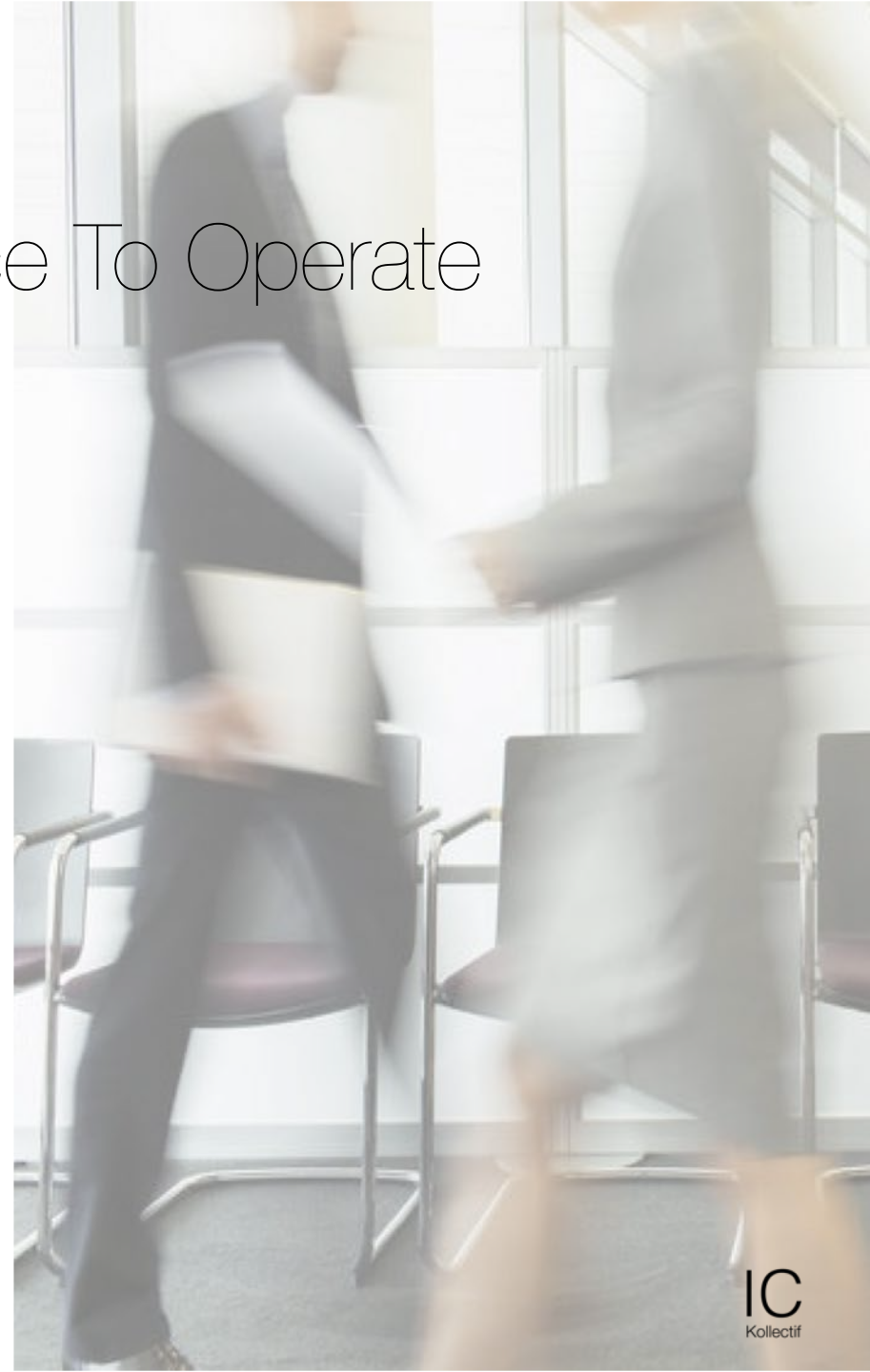
- Best-in-class practices for employee communication
- The gap between best-in-class practices identified and what IC professionals reported to be practicing



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Section 3 | The Licence To Operate

- What the C-Suite wants from internal communication
- The case for business acumen
- 7 research-based resources
 - Define & demonstrate the contribution of practitioners to corporate success



IC in the Eyes of C-Suite Leaders | PERCEPTIONS

INTERNAL COMMUNICATION

- Improves financial bottom lines & helps drive business results
- Part of the strategic management process
- Increasingly at the table





IC in the Eyes of C-Suite Leaders | PERCEPTIONS

KEY ROLE OF IC

- Core business objectives, strategic initiatives, vision
- Major changes
- Employee engagement
- Foundational to successful external communication
- Essential for corporate/ brand reputation

IC in the Eyes of C-Suite Leaders | PERCEPTIONS

DISPARITIES IN THE PERCEPTION OF IC

- Lack of clarity on the role
- Practitioners as channel producers or technicians
- Strategic vs tactical





IC in the Eyes of C-Suite Leaders | PERCEPTIONS

European Communication Monitor 2018

- Linking business strategy and communication (37.7%)
- Strengthening the role of the communication function in supporting top management decision making (29.2%)

European Internal Communications, 2018

- Explaining the value of IC to top executives (61%)
- Strengthening the role of the communication function in supporting top management decision-making (69%)

IC in the Eyes of C-Suite Leaders | PERCEPTIONS

CAPACITIES & CREDIBILITY ISSUES

- Not confident own communication teams deliver value
- Can't communicate on the same strategic level





IC in the Eyes of C-Suite Leaders | EXPECTATIONS

“Just as business leaders need to be excellent communicators, communicators need to have exceptional business acumen.

If we’re going to work together to make the right strategic decisions for our stakeholders, we all need a deep understanding of what we’re trying to do.”

- Steve Shebik, Vice Chairman, Allstate

IC in the Eyes of C-Suite Leaders | EXPECTATIONS

What they expect from communication professionals:

- Strategists, counsellors and advisors
- Demonstrate their capacity to deliver value
- Business people with expertise in communication
- Business knowledge required for practitioners at all levels
- Speak their language





IC in the Eyes of C-Suite Leaders | EXPECTATIONS

What they expect from communication professionals:

- Connect the dots
- Translate complex business strategy
- Use advanced methods to understand and engage employees

IC in the Eyes of C-Suite Leaders | EXPECTATIONS

What they expect from communication professionals:

- Ensure employees are well informed to represent the brand effectively
- Support employees in times of crisis
- Alignment between internal & external communication



The Trusted Advisor & Counsellor

“Trust is the ultimate human currency.

To earn the trust of your leaders, prove to them that you understand the fundamentals of the business.

Give them candid advice. If you deliver, they will welcome you into the inner circle and never want you to leave.”

- Bill McDermott, Chief Executive Officer, SAP





The Trusted Advisor & Counsellor

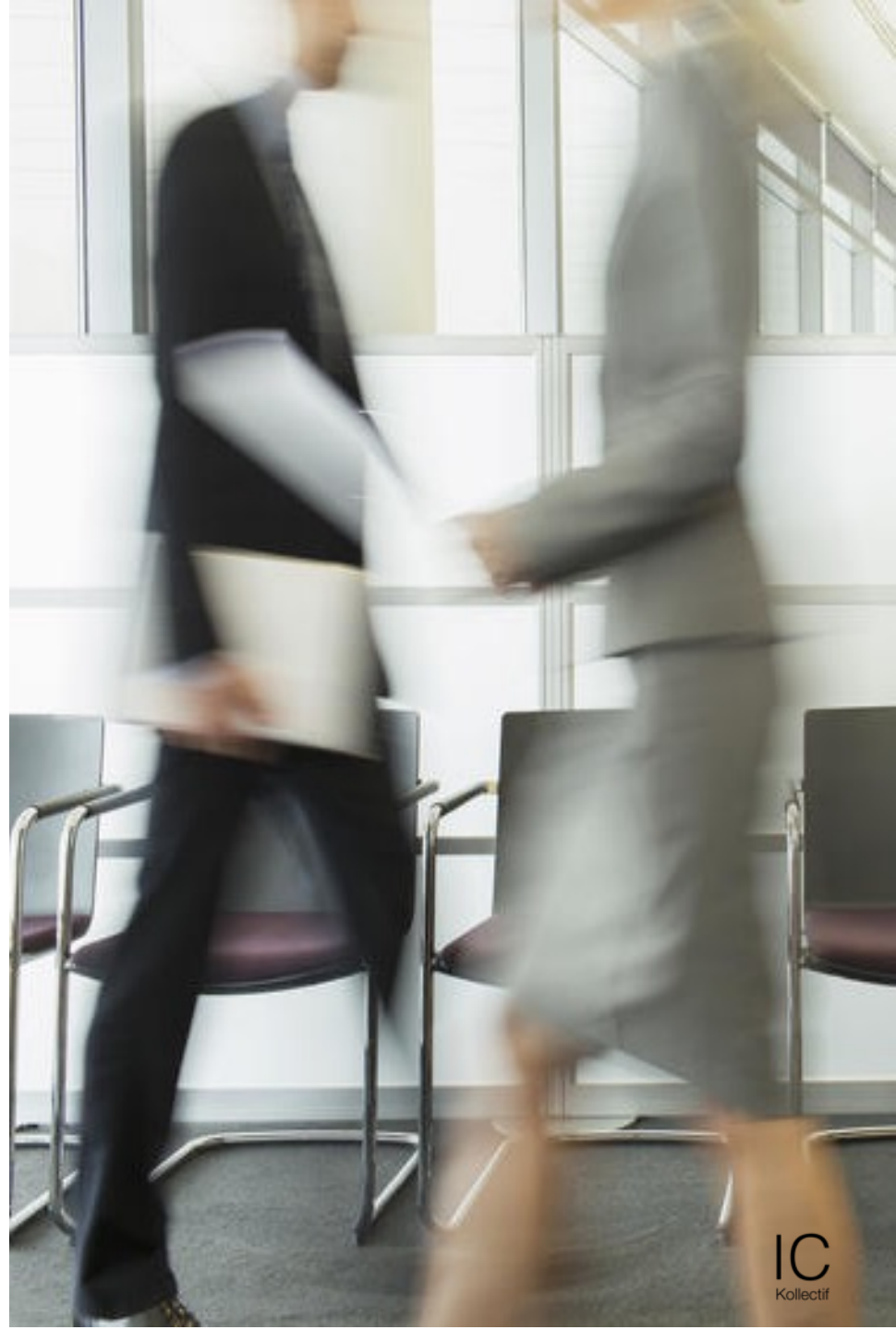
Some advice

- Build excellent relationships to earn trust: credibility, reliability, integrity
- Common understanding of the role
- Strategic approach and alignment
- Understand the business & show you do

The Trusted Advisor & Counsellor The Business Value of IC

Some advice

- Be part of business conversations
- Don't vacate a seat at the table. Advocate a point of view.
- Early warning





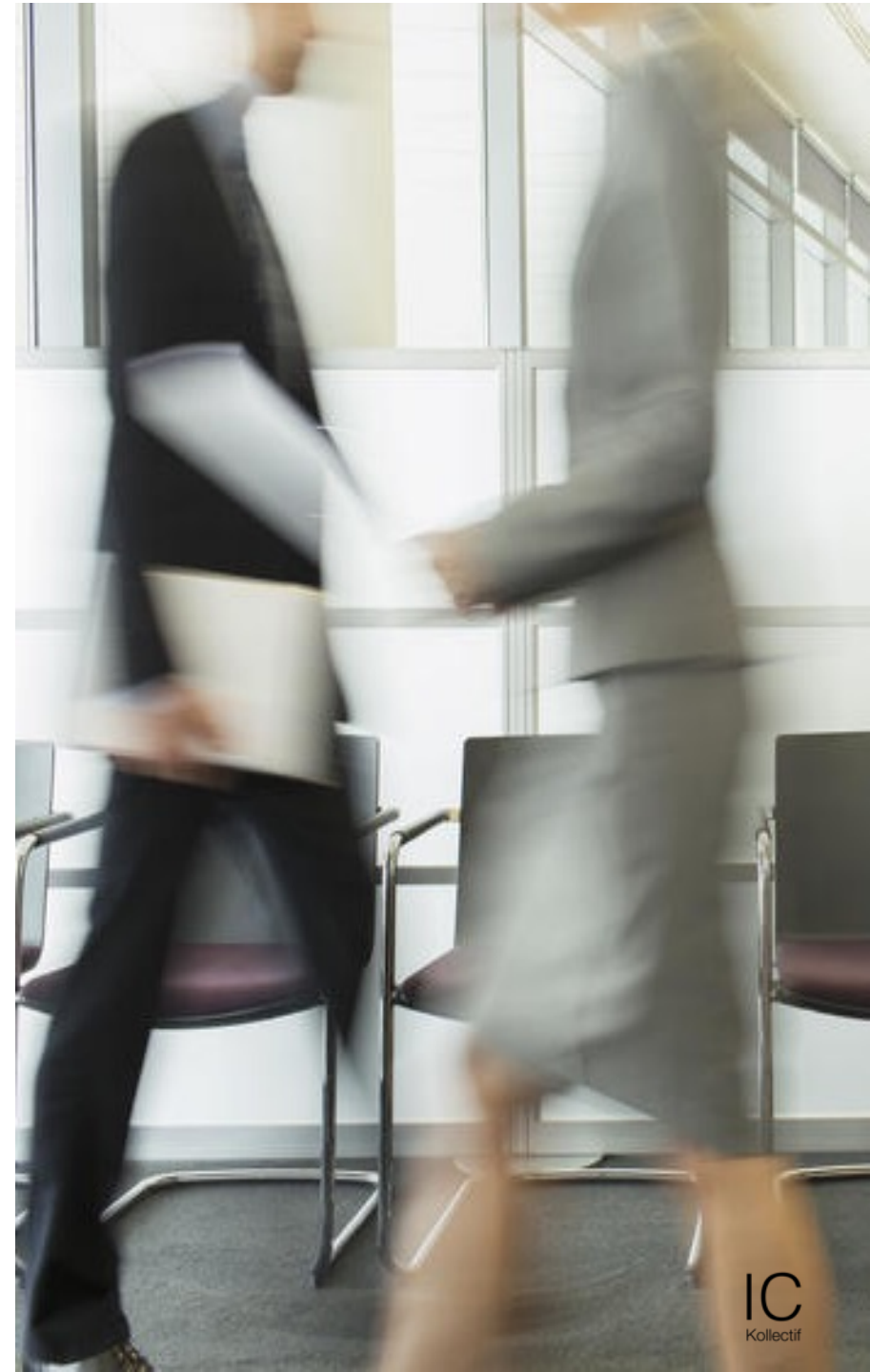
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“Giving communications the same KPI’s as the business means that we judge our communication effectiveness by the final result, not the amount of communications, channels, and methodology it took. This also helps leaders to understand that we are full partners in their goals.”

- Tali Dulin, Head of Corporate Internal Communications,
Teva Pharmaceuticals

The Business Value of IC

METHODS TO ASSESS & MEASURE INTERNAL COMMUNICATION





The Business Value of IC

METHODS TO ASSESS & MEASURE INTERNAL COMMUNICATION

The Business Value of IC

WHAT IS MEASURED



The Case for Business Acumen

- Communication professionals can no longer afford to ignore business acumen
- A critical capacity according to surveys
- Required at all levels





The Case for Business Acumen

Business acumen is:

- Among the top 10 most important competencies
- The most valued specialist knowledge for some 62 percent of recruiters
- The number one skill/ capacity candidates are lacking

The Case for Business Acumen

“If internal communication is to be viewed as a vital leadership process and internal communicators as business partners who are called upon to help address business issues, we need to have a thorough understanding not only of the business but of [its] industry in general and, even higher-level, the principles of business.”

-Shel Holtz, Director, Internal Communications, Webcor, USA





The Case for Business Acumen

- A baseline element for being a successful communication professional
- The quickest way to show your credibility

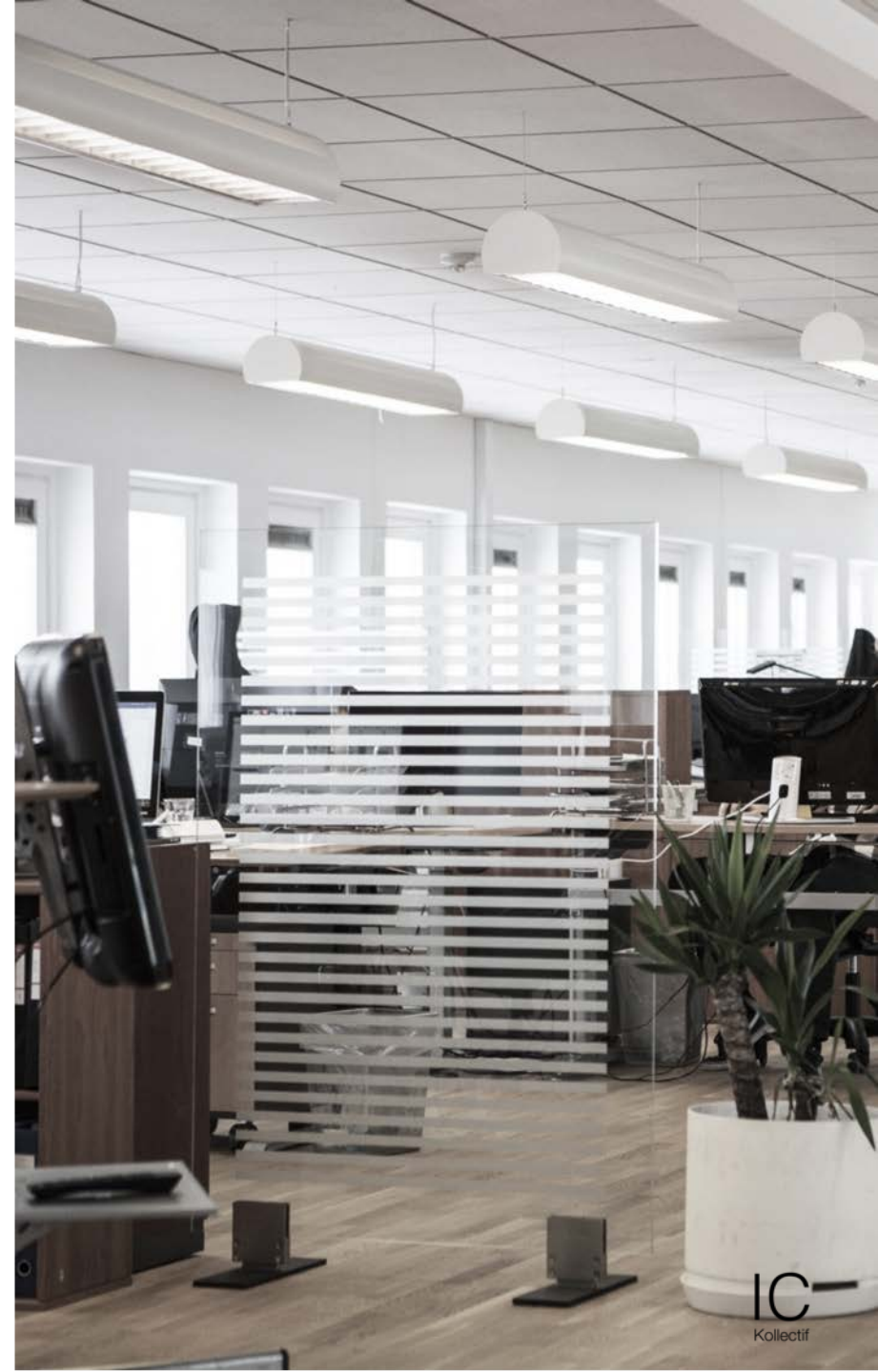
The Case for Business Acumen

- Business leaders are looking for business partners and problem solvers



RESOURCES

- Explain your *contribution*
- Demonstrate your capacity to help drive business value
- Measure impact effectively



RESOURCES | Global Capability Framework

Developed by the Global Alliance of Public Relations and Communication Management with academics and professional organizations



Communication Capabilities

- To align communication strategies with organisational purpose and values
- To identify and address communication problems proactively
- To conduct formative and evaluative research to underpin communication strategies and tactics
- To communicate effectively across a full range of platforms and technologies.



Organisational Capabilities

- To facilitate relationships and build trust with internal and external stakeholders and communities
- To build and enhance organisational reputation
- To provide contextual intelligence.



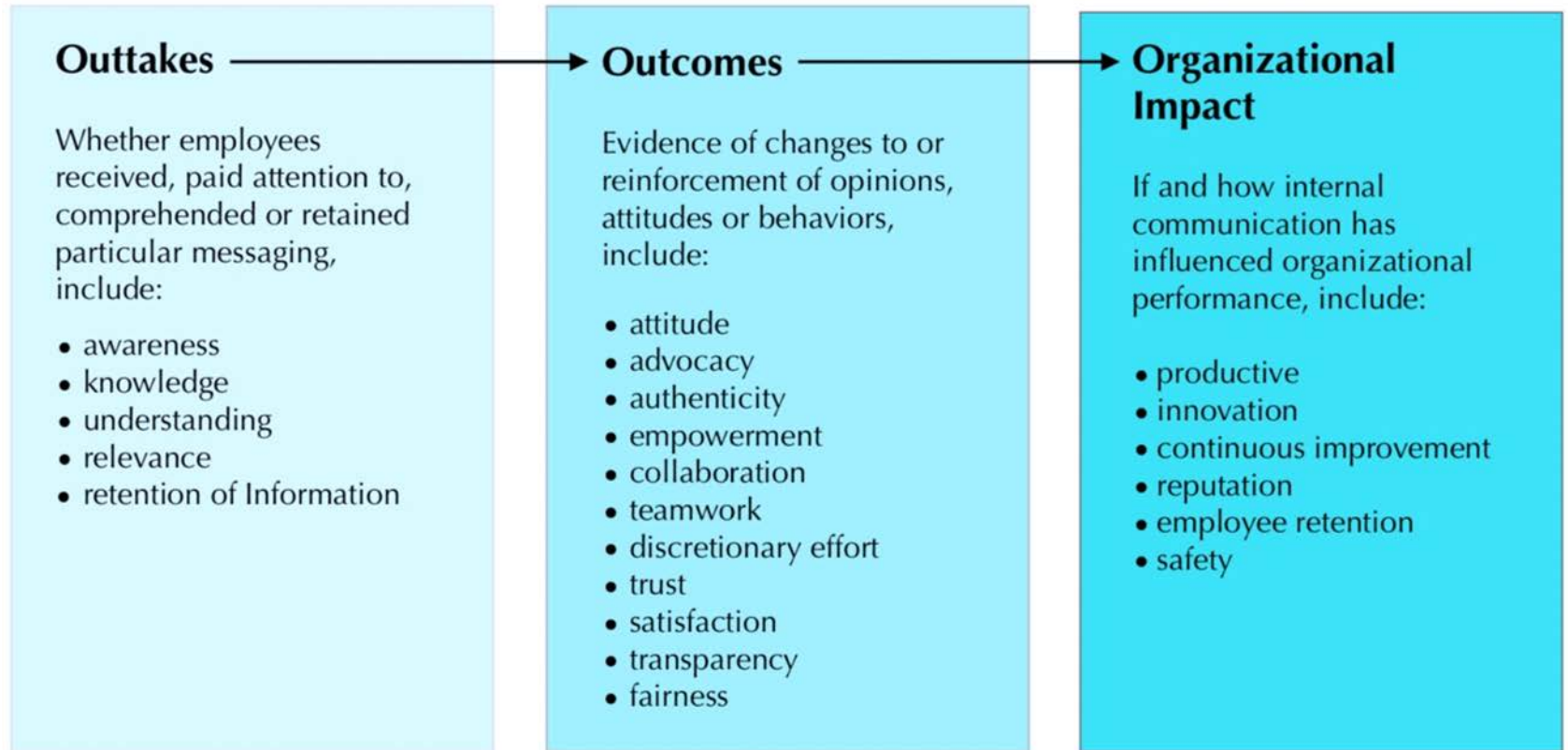
Professional Capabilities

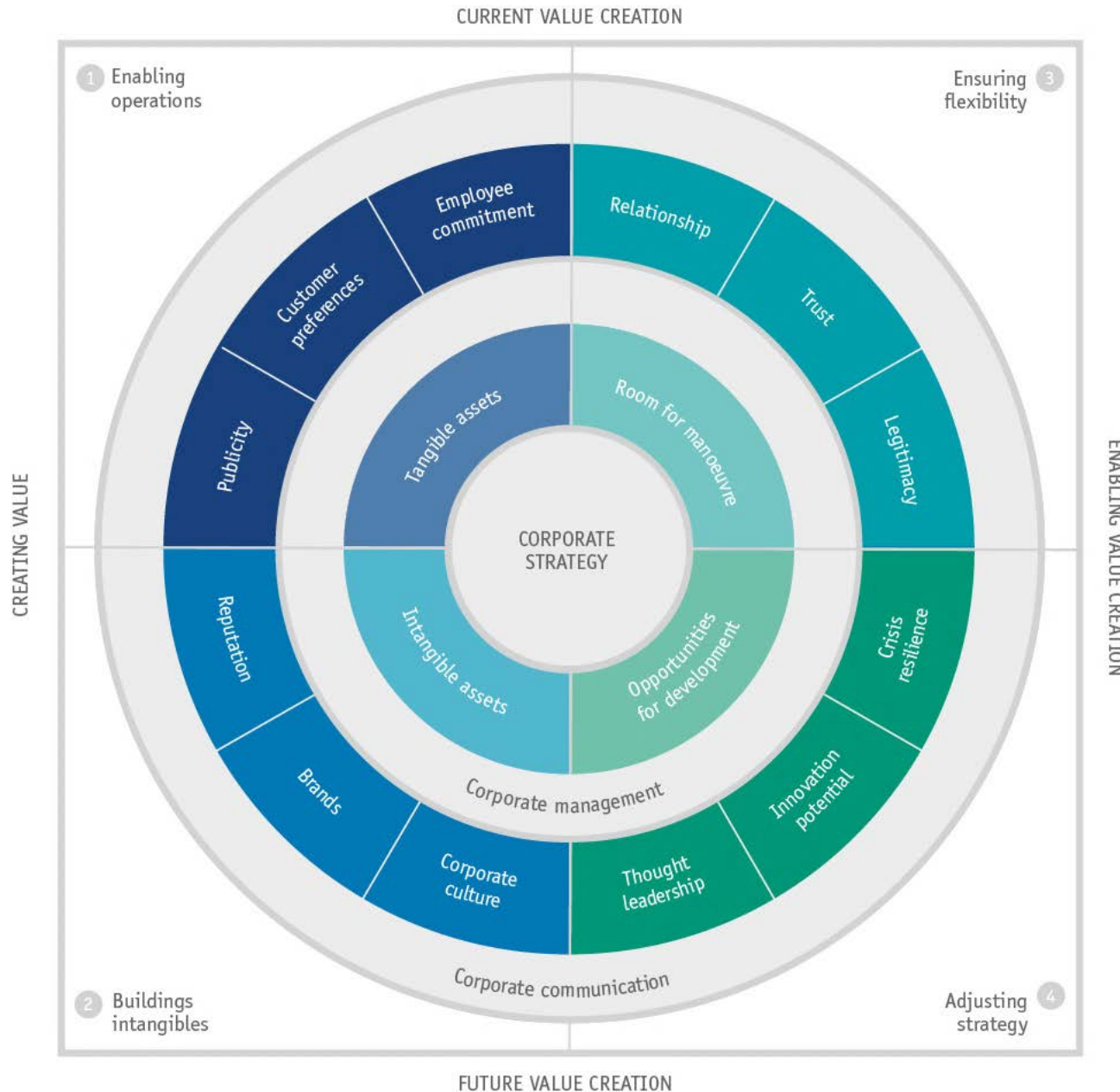
(those expected of any professional)

- To provide valued counsel and be a trusted advisor
- To offer organisational leadership
- To work within an ethical framework on behalf of the organisation, in line with professional and societal expectations
- To develop self and others, including continuing professional learning.

RESOURCES | IC Standards

Developed under the auspices of the Institute for Public Relations Measurement Commission.





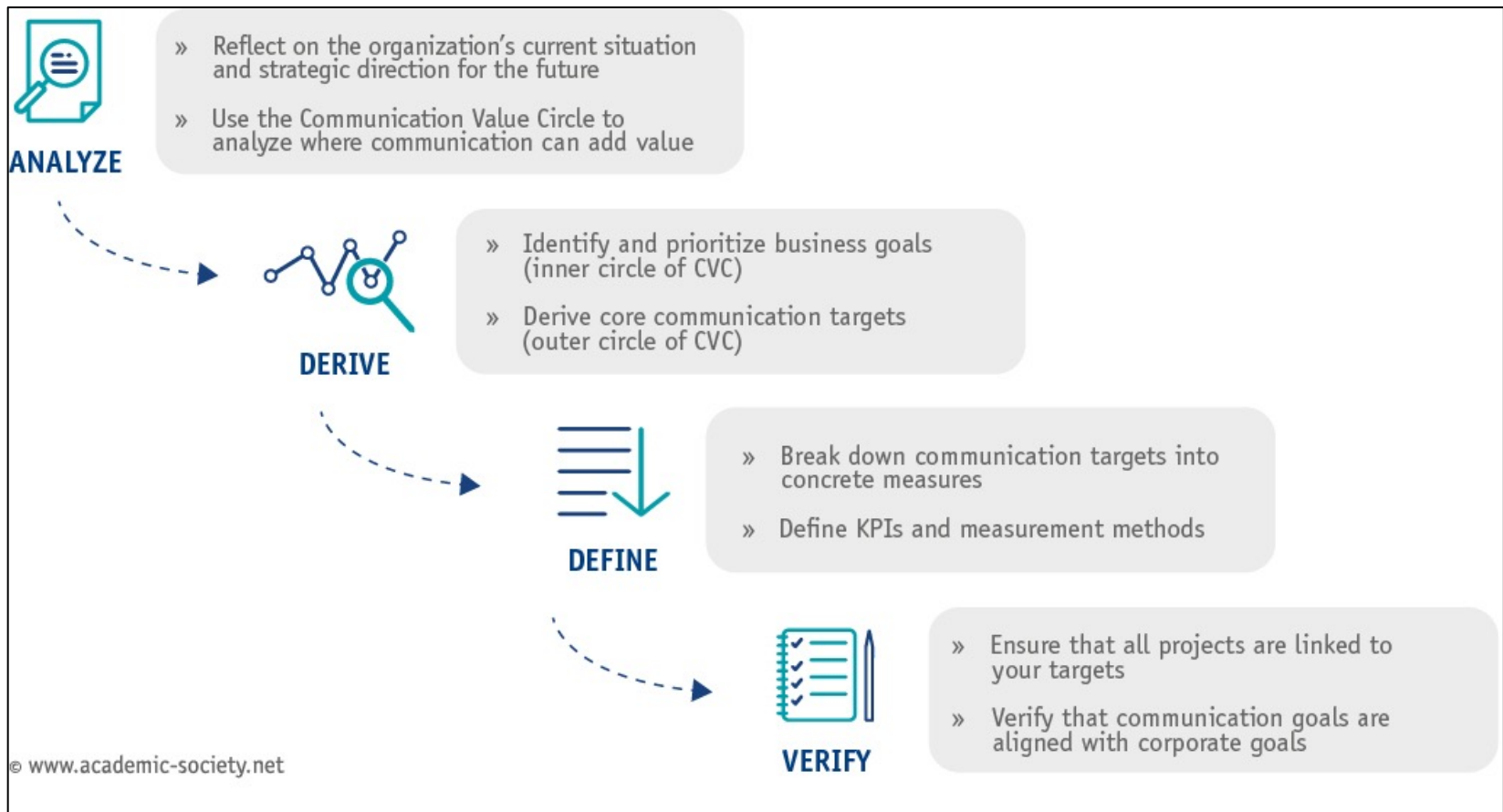
RESOURCES

The Communication Value Circle

Developed by the Academic Society for Management & Communication / University of Leipzig, Germany.

RESOURCES | The Strategic Alignment Process

Developed by the Academic Society for Management & Communication / University of Leipzig, Germany



RESOURCES | The Toolbox for Strategic Communication Management

Developed by the Academic Society for Management & Communication / University of Leipzig, Germany



RESOURCES | The Communication Contributions Framework

Developed by the Academic Society for Management & Communication / University of Leipzig, Germany



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Internal & External Communication

Distinct Functions. Integrated Approach.

Qualitative Research

- Open-question survey
- Interviews
- 100 respondents

“How do you manage the blurring of the ‘lines’ between internal and external communication in your organization and how do you make sure the needs of your internal audiences and constituencies are not overlooked?”

Internal & External Communication

Distinct Functions. Integrated Approach.

“Internal and external communication are part of the same continuum. They are co-dependent and as such, one can’t succeed without the other as they are both needed for corporate success.”

-Christine Szustaczek, AVP, Communications,
Public Affairs & Marketing, Sheridan College, Canada





Internal & External Communication

Distinct Functions. Integrated Approach.

Findings

- Internal communication: a distinct discipline
- External content not enough to keep employees well informed
- Internal stakeholders distinct & key audience with specific needs

Internal & External Communication

Distinct Functions. Integrated Approach.

“Leaders generally don’t express interest in just one solution. They want to make sure that internal and external communications are tightly aligned on any given issue.”

- Rick Philip, recently retired as the CCO at Nationwide, USA

Findings

- Integrated approach/ close collaboration
- Alignment a high priority
- Prevent reputation gap externally and lack of trust internally





Internal & External Communication

Distinct Functions. Integrated Approach.

Internal first

- Practitioners know the rule: Don't tell the world before you tell employees. "Tell is first, tell it fast, tell it all."
... but this remains a challenge.

No more internal

- What you tell employees you tell the world.

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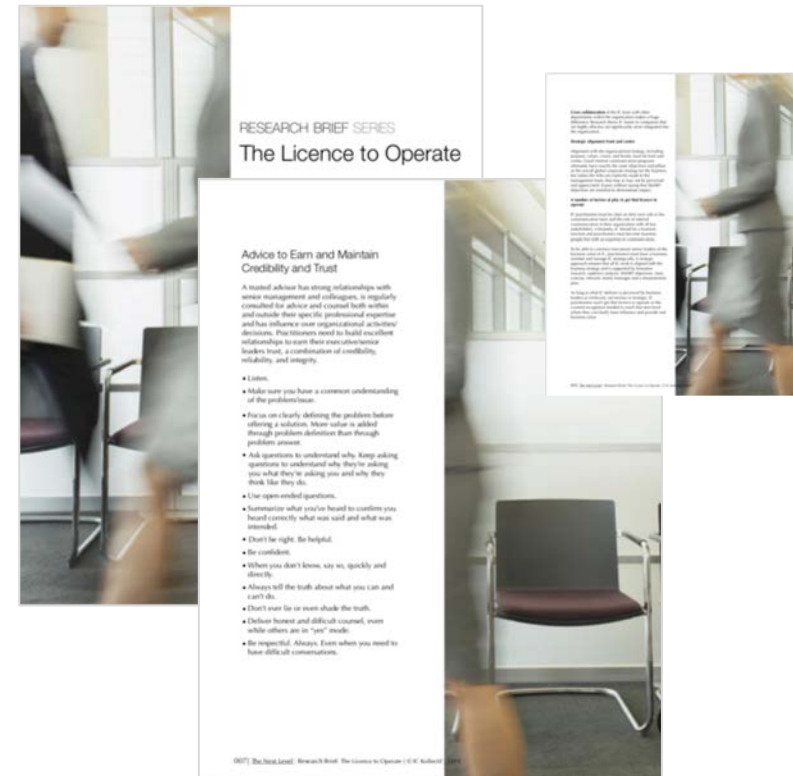
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