

Why you're worth a fortune

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Business Fairy Tale Detective

# By the end of this session

You'll know :

1. Why you're worth a fortune
2. Why senior managers don't understand this yet
3. Why the traditional communication models aren't helping
4. How you can start proving all this
5. What we could all now realistically aspire to

But first of all...

# Two questions...

... for senior managers

Do you take internal communication seriously...

... enough?

Is 'seriously enough' not a matter of subjective judgement?

# The internal communication model

A new, burgeoning business management model

Puts IC at the heart of planning & management

Currently based on 10 principles

Each underpinned with a business policy

- which aren't rocket science

Supported by procedures

- which often are

# icm principles & policies

1. Language
2. Functional purpose of IC
3. Ultimate purpose of IC
4. Investments & costs
5. Briefing
6. Integration
7. Writing & Editing
8. Approvals
9. Feedback
10. IC Policy

Still to come:

Channel planning. Project management. Change management. Social Networking

# icm principle 1

## Language

Language is our main tool for rational thinking

It's an inexact tool

*"In parliament today, the police were called on to stop drinking in the streets"*

It can allow for/cause misunderstandings

The more disciplined we are, the less room for misunderstandings

# The right combination...

... for getting at the goodies:

040760

# The right combination...

... for getting at the goodies:

040760

99.99999% correct

Only one millionth out

And you still can't get at the goodies

# The right combination...

... for getting at the goodies:

040761

A tiny difference will often make all the difference  
'Kind of doing it' isn't 'exactly doing it'

# icm principle 1

## Language

Language is our main tool for ascribing meaning

It's an inexact tool

*"In parliament today, the police were called on to stop drinking in the streets"*

It can allow for/cause misunderstandings

The more disciplined we are, the less room for misunderstandings

Policy:

We will make our language as precise as possible whenever briefing, writing, editing or approving internal communications, or presenting them live, or seeking feedback.

# Communication Ownership:

Identifying what needs communicating

To whom

When

And how

In any business situation they encounter

Should senior managers be skilled communication owners?

# Should

Duty/obligation:

"You should stop at red traffic lights"

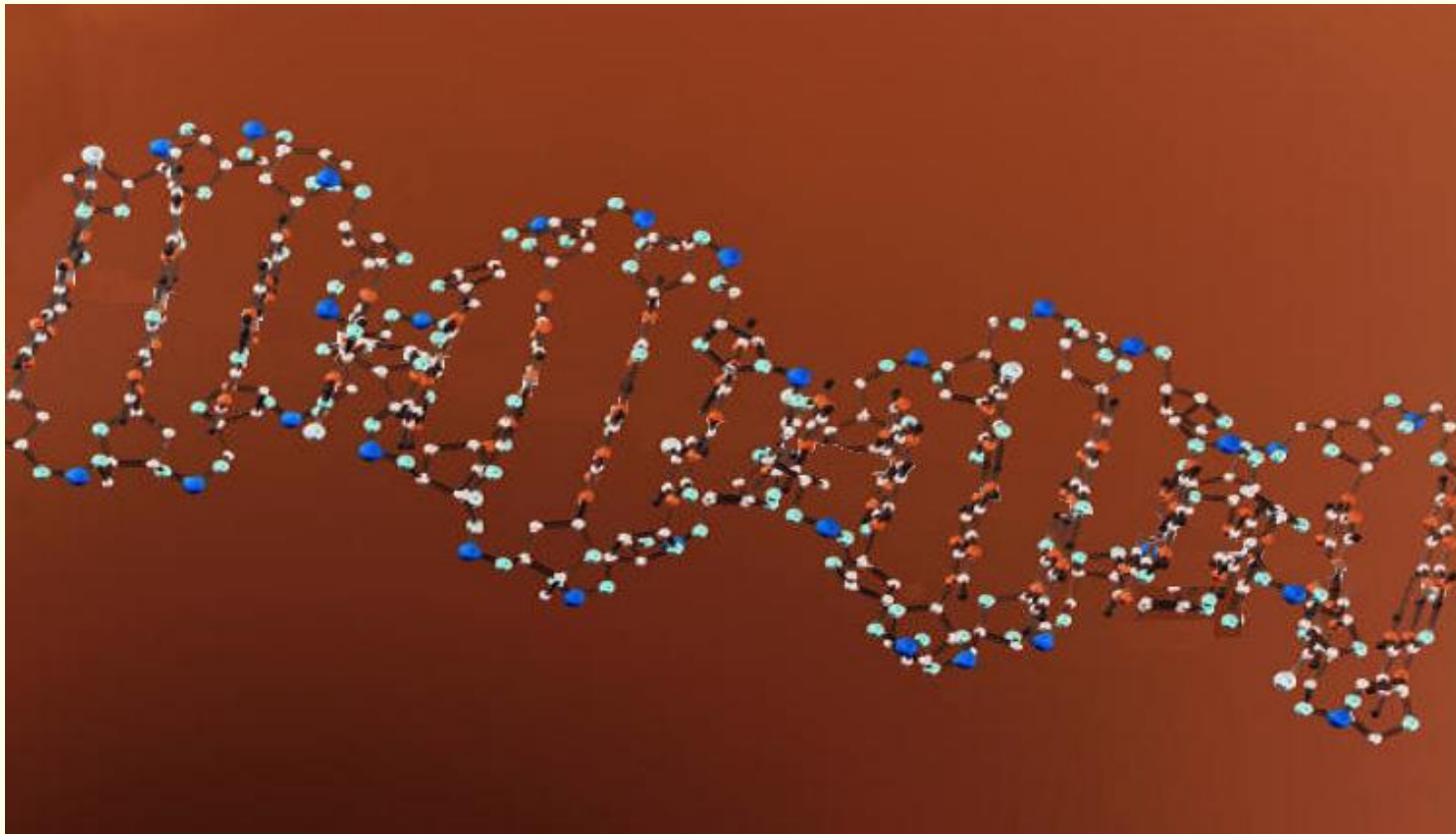
Yes, they have an obligation to be good at doing their job

Reasonable expectation:

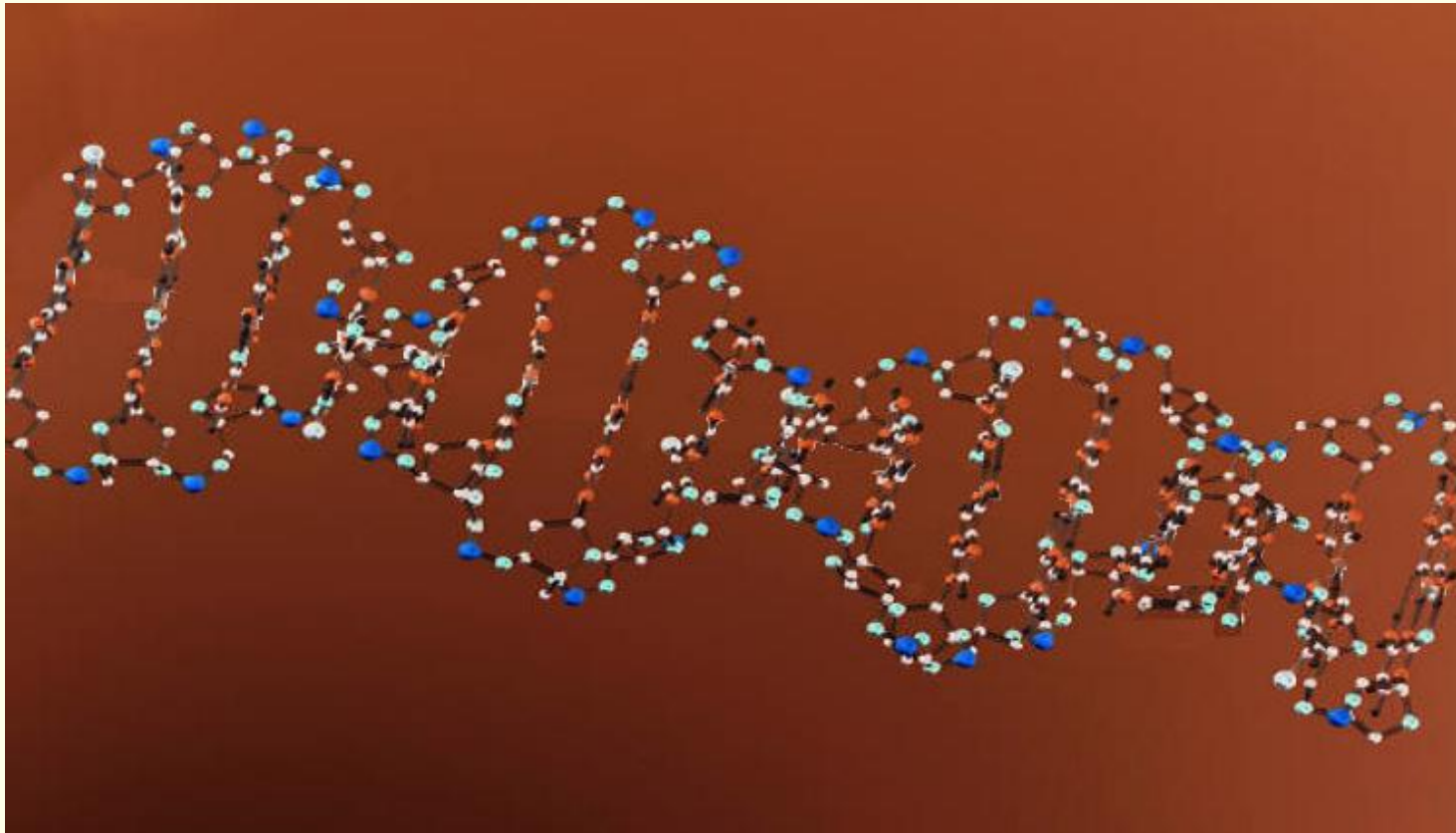
"A flight from London to Glasgow should take about an hour"

Is it reasonable to expect someone to be a skilled communication owner?

W hat's this?



The business communication  
gene...  
... yeah, right



# Reasonable expectation

- ~~1. A business communication gene?~~
2. Learning & Development?

# Learning & Development

Traditional business communications courses:

Letter writing, interpersonal skills, presentation skills etc.

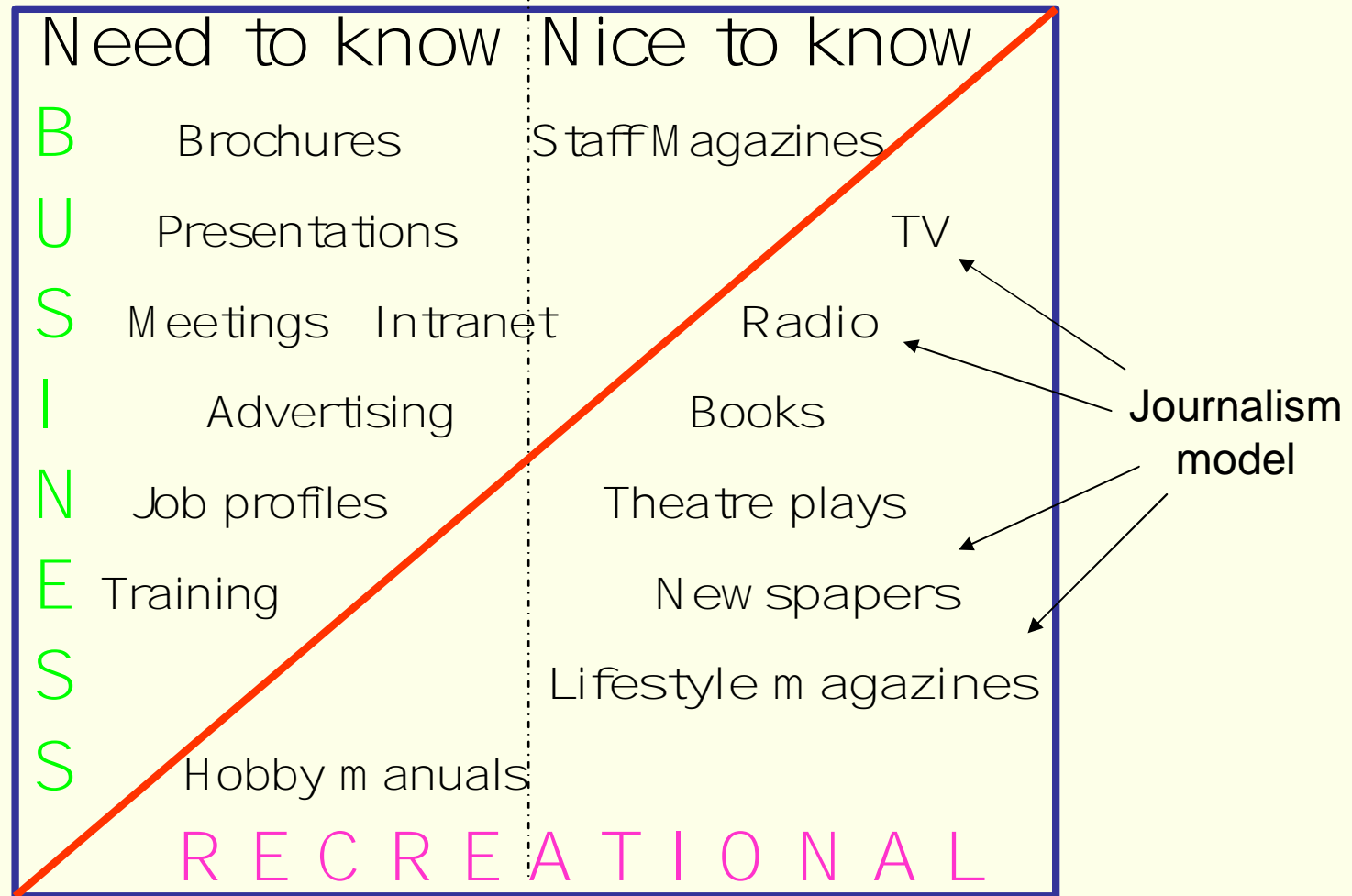
How to execute communications

*Not* how to work out what needs communicating

Vocational training for commercial communication specialists?

Typically journalism or marketing

# Commercial communication



# Vocational training

Journalism model

Great for getting people engaged in the process

Perfect if:

- audience/advertisers are paying, and
- you don't have to pay the audience

With IC, the process is not enough

IC requires audience action beyond the process

Marketing model

Works where:

Audience is receiving it on their own time

Audience is *100%* voluntary

It's *always* OK for some folk to opt-out

Not true for IC

# Reasonable expectation for communication owners

~~1. A business communication gone?~~

~~2. Learning & Development?~~

Everyone who's communicating inside a business has a duty to fulfil an *unreasonable* expectation

3. Try to work it out by means of trial & error...

...which has two components:

the first is 'Trial'

The second is..

...leading us to an inescapable conclusion

# Inescapable conclusion:

With no business communication gene,  
and with no communication ownership training,  
Every business has ERROR hard-wired into its IC  
practices...

... not by design, but by default

Virtually all business management activity involves IC  
practices

Hey, let's celebrate!...

... because we can do something about it

# Seriously enough...

... to design error out of the business's internal communication practices – as far as reasonably possible.

How could anything less be '*seriously enough*'?

How reasonable is 'reasonably possible'?

Initially, this depends on the category of communication

# Two categories of IC

1 Mainstream : the stuff you and/or other IC professionals work on

2 Ad-hoc: emails, meetings etc, produced or run by anyone around the business

It makes sense to sort out mainstream IC first because:

- production involves fewer people
- individual impact is greater

Requires investment of time, money & effort

We need a commercial case

# icm principle 4

## Investments & Costs

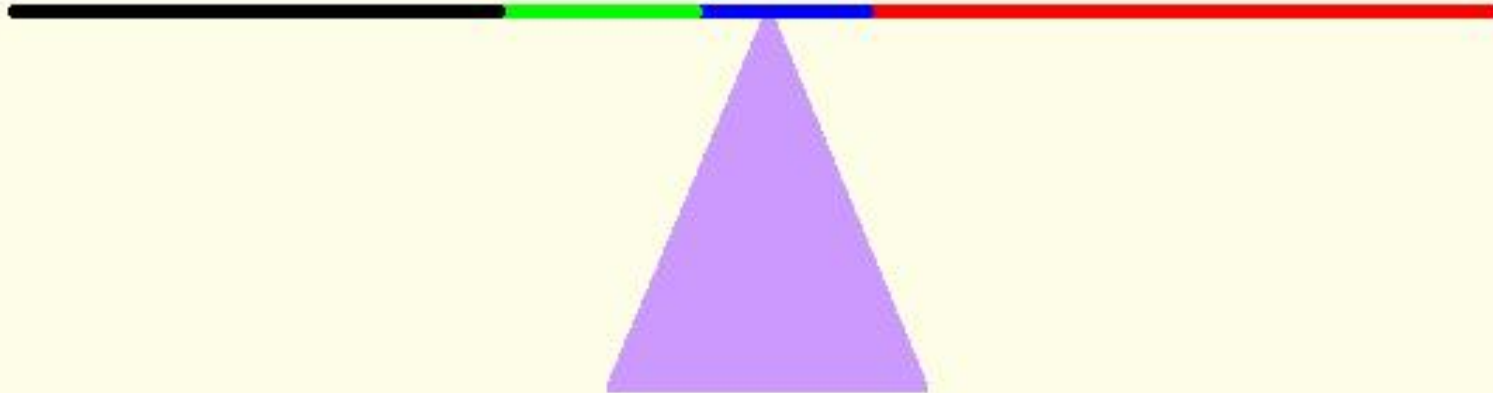
Internal Communication requires 3 investments & can involve up to 8 unnecessary costs

Policy:

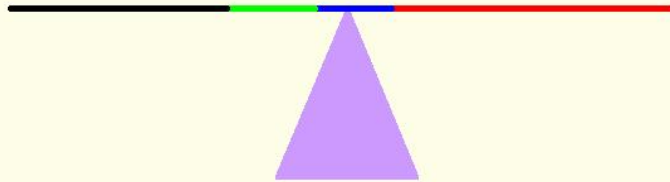
We will follow procedures which will minimise our IC costs and give us maximum return on our IC investments

# Investments & Costs

The squillion-pound see-saw



# The squillion-pound see-saw



1 Usable income

IC investment

2 Budgets

3 Production time

4 Audience time

Wasted investment

5 Moving goalposts

6 Ditched projects

7 Wasted audience time

Communication failure

8 Repeat comms

9 Correcting mistakes

10 Missed opportunities

11 Lost good will

12 Purpose failure

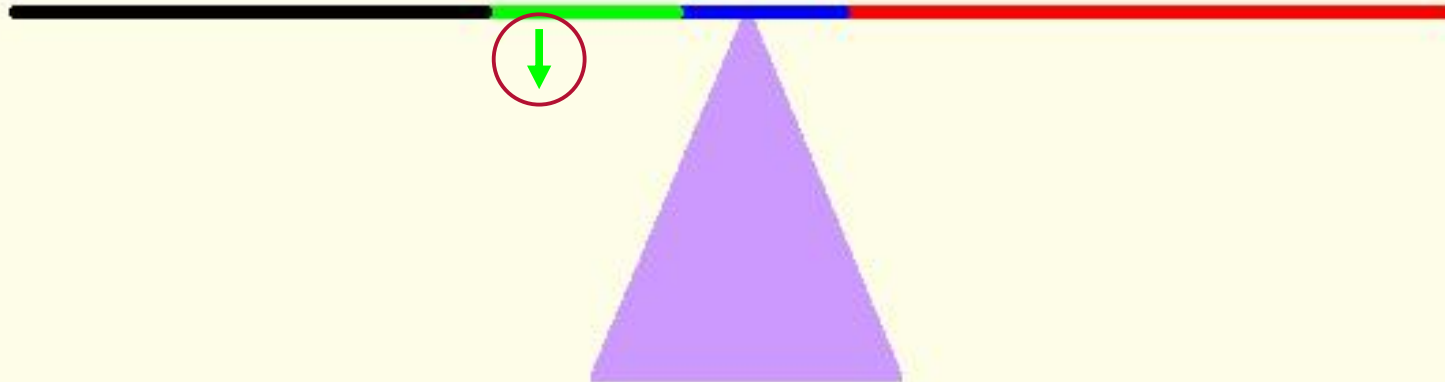
# The squillion-pound see-saw

Useable income

Investment in internal comms

Wasted investment

Communication failure costs





# One cost of 'trial & error'

Wasted audience time - eg email overload:

Number of email-user employees

X

Weekly audience time

X

50 weeks a year

X

% time wasted

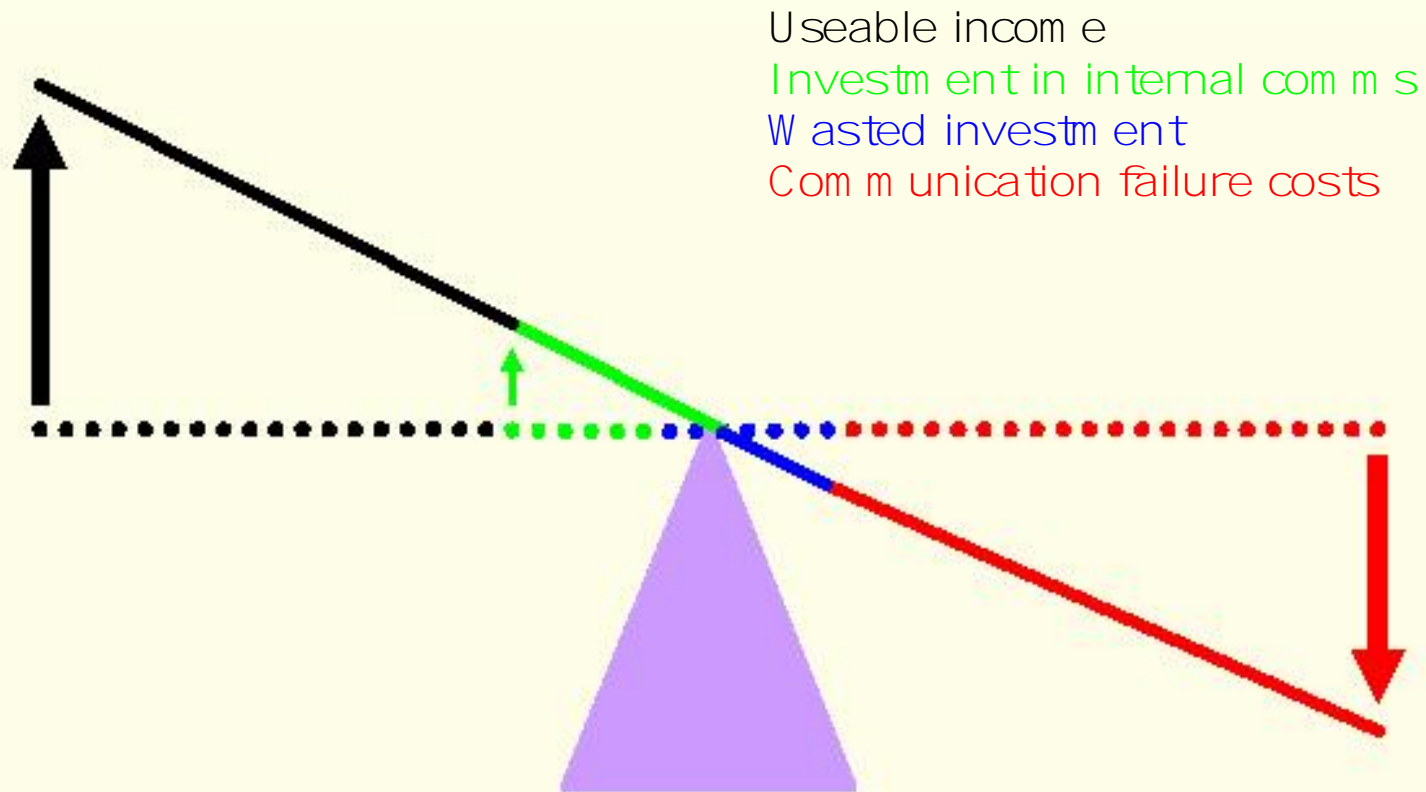
X

£?? an hour

[www.internalcommunicationmodel.com](http://www.internalcommunicationmodel.com)

Free online calculator for up to six internal audiences

# Investing seriously enough



# Initial investment in internal communication

1. Develop communication professionals' ability (skill & authority) to use appropriate IC practices
2. Introduce those appropriate practices on mainstream communications
3. Use the time and money released to invest in improving people's ad-hoc IC practices

# icm principle 5

## Briefing Process

The quality of result that any communication produces will be affected, at least in part, by the quality of thinking that goes into it.

Policy:

We will *always* follow a structured briefing process, to ensure a guaranteed minimum standard of thinking goes into all our mainstream internal communications

# icm principle 7

Unlike marketing & recreational communications, audiences for IC have rarely volunteered themselves to receive many of the comms they get. There's often a sense of duty/coercion involved.

# m ini-com m unication

Hear

See

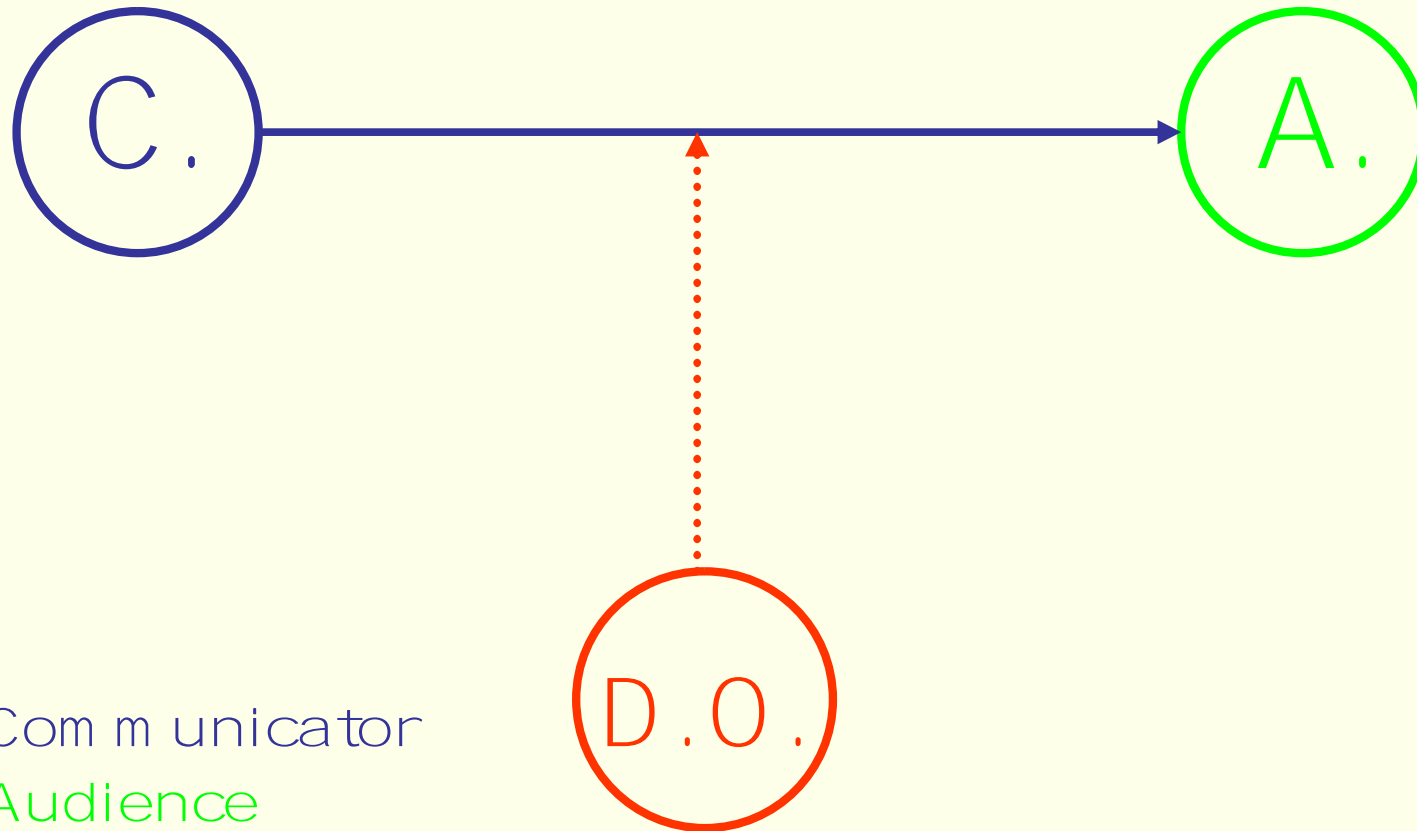
Understand

Willing to respond

It still failed

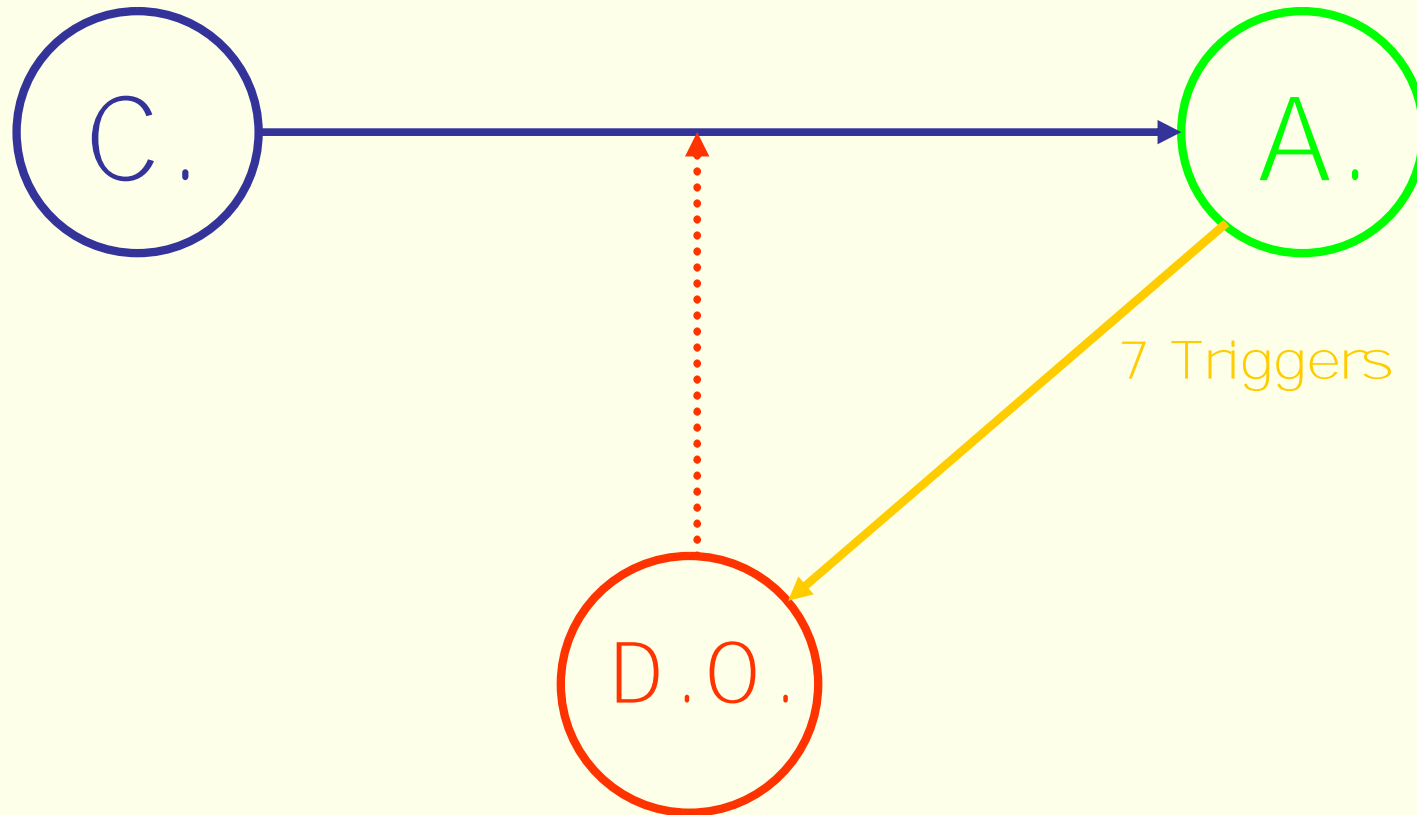
Is it talking to *m e*?

## 3 Positions



1. Com m unicator
2. Audience
3. Detached Observer – the 'fly on the wall', eavesdropping on the com m unication (ie they w on't feel any instructions/calls to action are for them )

## 3 Positions



With IC there are seven triggers that push people out of the audience and into the detached observer position

# The 7 Detached Observer Triggers...

... occur in 40% of all mainstream ICs

Make 80% of people feel the communication is now talking to someone else.

Those people don't take/avoid actions

The communication fails

# Communication failure costs

1. Repeat communications
2. Correcting mistakes & misunderstandings
3. Missed opportunities
4. Lost goodwill
5. Purpose failure

# The 7 Detached Observer Triggers...

... occur in 40% of all mainstream ICs

Make 80% of people feel the communication is now talking to someone else.

Those people don't take/avoid actions

The communication fails

One trigger resides in the briefing process

The other six are linguistic

# icm principle 7

## Writing/Editing

Unlike marketing & recreational communications, audiences for IC have rarely volunteered themselves to receive many of the comms they get. There's often a sense of duty/coercion involved.

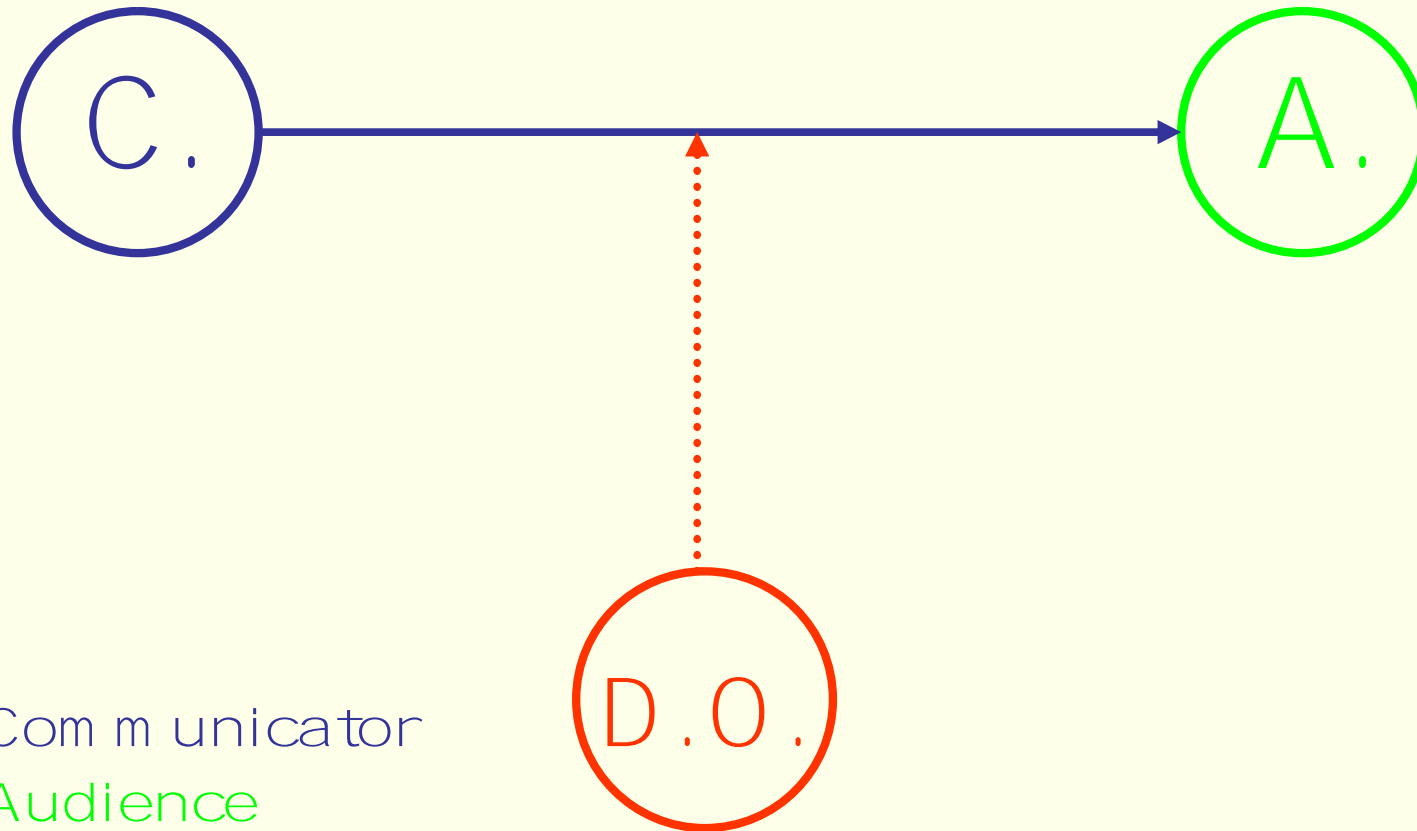
Unlike Marcoms, it's often not OK for people to opt out of an IC audience

It's therefore possible for ICs to fail because of Detached Observer Triggers

Policy:

We will always remove any such triggers from our internal communications.

## 3 'Approval' Positions



1. Com m unicator
2. Audience
3. Detached Observer – the 'fly on the wall', eavesdropping on the com m unication (ie they w on't feel any instructions/calls to action are for them )

# icm principle 10

## IC Policy

There's no point having clear, logical Principles, Policies & Procedures for IC, without ensuring they're being used

Policy:

All parties involved in the production of mainstream ICs will receive the necessary education, and have appropriate performance measures included in their annual appraisals.

Feedback on their performance must be sought from the people with the necessary knowledge.

Anyone who doesn't follow the procedures will be subject to the business's existing performance management process.

This will eventually apply to all producers of ad hoc communications too.

In other words...

# icm principle 10

## IC Policy

We'll design error out of our internal communication practices as far as reasonably possible

# Being worth a fortune

You're not currently being taken seriously enough

No business communication gene

Error is hard-wired into the system

The journalism and marketing models fall short

It's costing a fortune

Start with mainstream IC practices

But first..

We need to be prepared to take ourselves seriously  
enough

# Taking ourselves seriously enough

"Our deepest fear...

... is not that we are inadequate.

Our deepest fear is that we are powerful beyond  
measure.

It is our light, not our darkness, that most frightens us.

We ask ourselves: "Who am I to be brilliant, gorgeous,  
talented, fabulous?"

Actually, who are you *not* to be so?

Your playing small doesn't serve the world.

There's nothing enlightened about shrinking, so that  
other people won't feel insecure around you.

We are all meant to shine;

because, as we let our own light shine, we implicitly give  
other people permission to do the same."

Marianne Williamson

To what extent would you like to...

... start allowing your light to shine,  
increasingly, from here on?

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