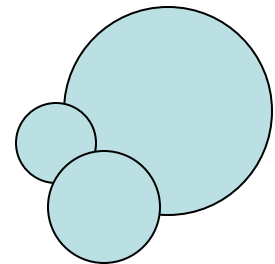


*Employee communication:*  
Borrowing Best Practices from  
Unlikely Places

Sheri Rosen, ABC

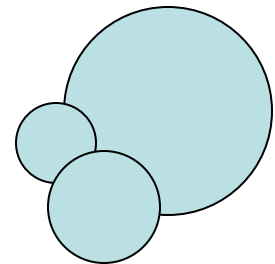
For Dallas/IABC

March 13, 2007



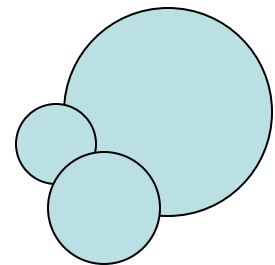
# Employee communication

- Information that leads to understanding
  - To establish supportive relationships on the job
  - To know how work furthers business goals



# Why we're good at what we do

## Why we want to get better at it



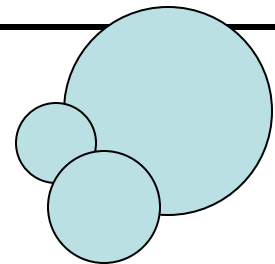
**Our big shiny bubble**



# What are we aiming for?

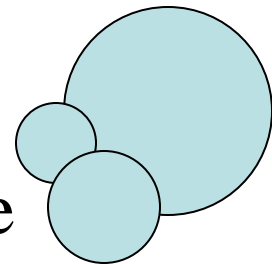
## **Symmetrical communication**

Two-way communication in which the sender uses communication to manage conflict and improve understanding through dialogue with the receiver



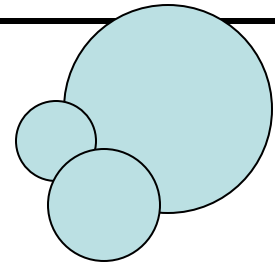
# Comparing perspectives

<b>Asymmetrical communication</b>	<b>Symmetrical communication</b>
Two-way communication in which sender uses research about receiver to create messages that will persuade receiver to behave as organization wants	Two-way communication in which sender uses communication to manage conflict and improve understanding through dialogue with receiver



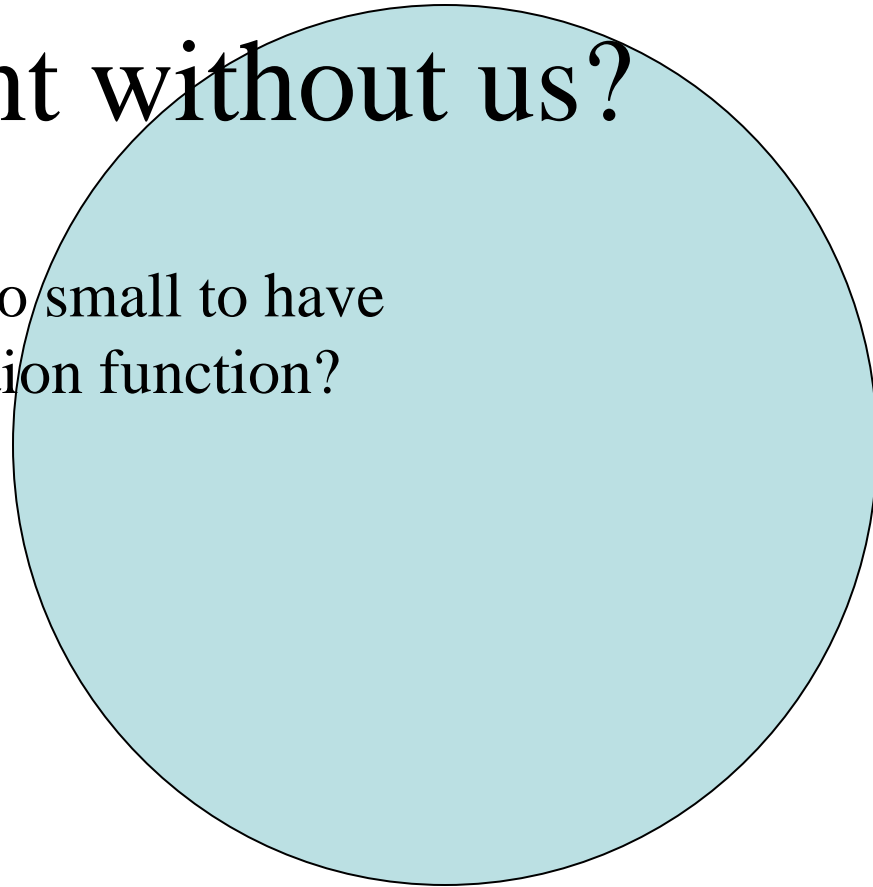
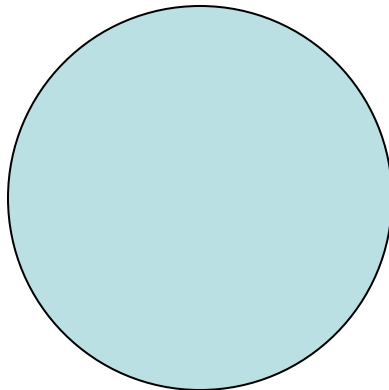
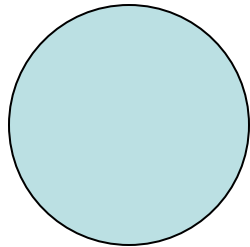
# Additional perspectives

Goldhaber, 1984	Grunig, 1992
Without communication there can be no motivation, no leadership, no productivity, and no organization	Such variables as motivation, leadership and productivity affect the way people communicate in an organization



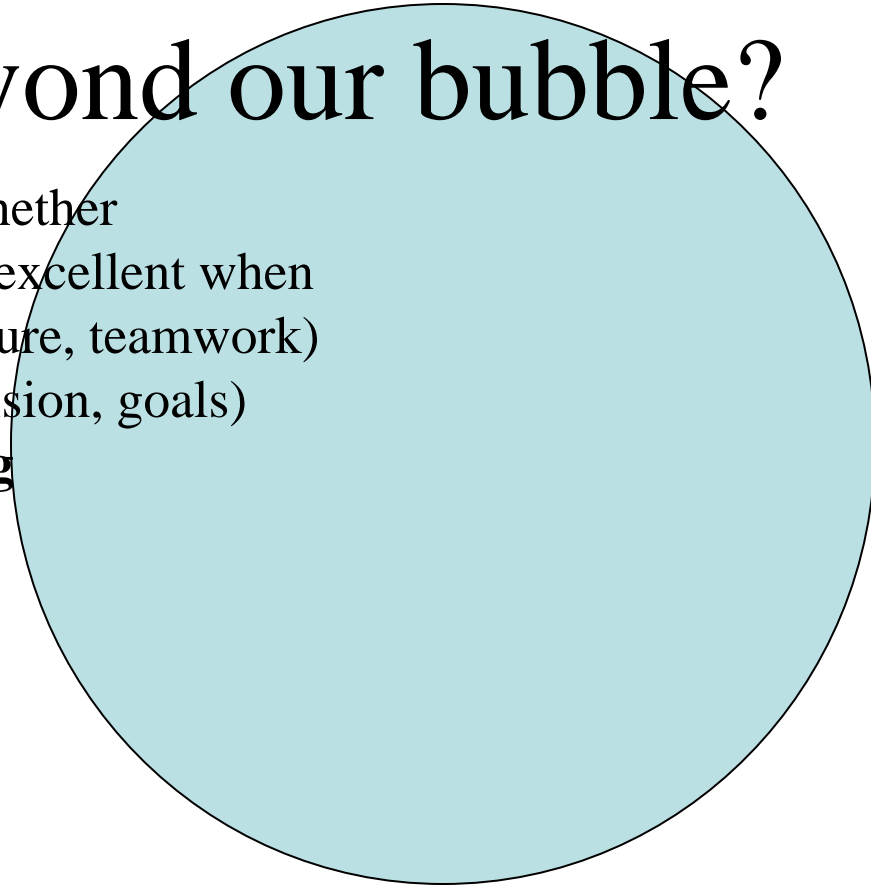
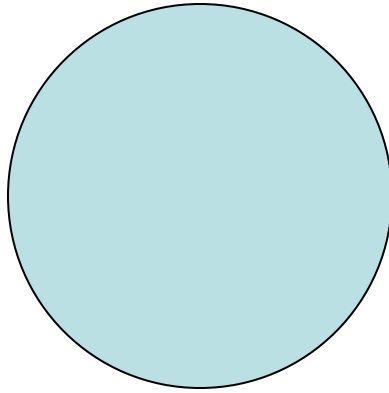
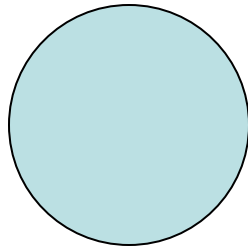
# Excellent without us?

What about companies too small to have  
an employee communication function?



# What is beyond our bubble?

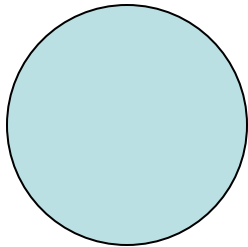
Employee communication, whether **unintentional** or **planned**, is excellent when **supportive interactions** (culture, teamwork) and **strategic information** (vision, goals) lead to **shared understanding**



# The micro bubble

CEO:

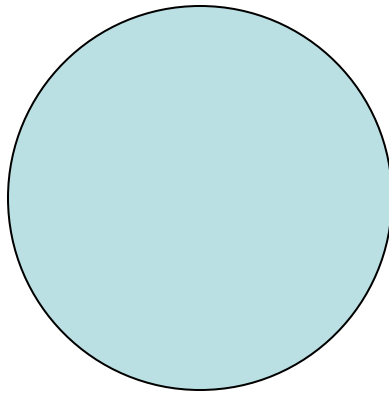
- Confident communicator
- Connects individually
- Conversations



# The mid-sized bubble

Everyone's responsibility:

- Embedded in operations
- Strong two-way emphasis
- Share meaning of endeavors



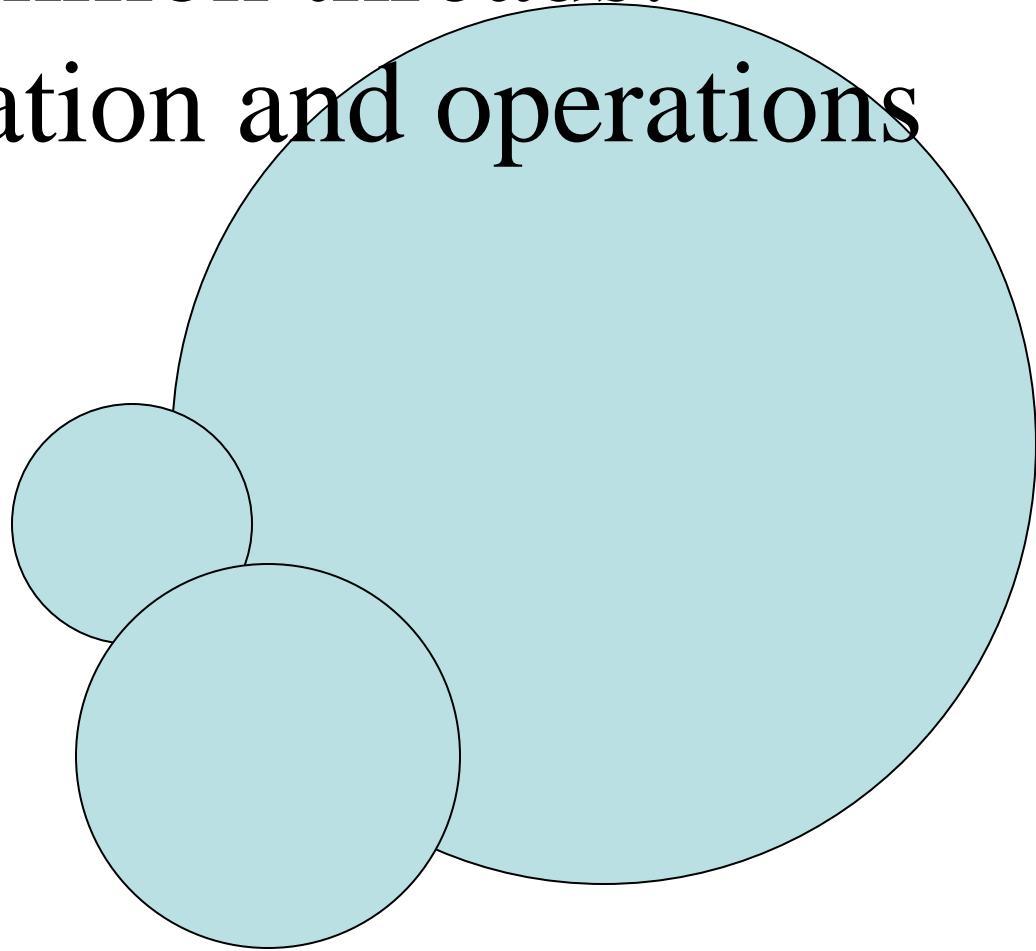
## Excellent employee communication varies depending on size of audience

<b>Company size</b>	<b>Employee communication strength</b>
Micro business (up to 20 employees)	CEO as communicator through <i>conversation</i> of business goals and culture
Small business (up to 500 employees)	Communication of goals and culture <i>embedded in business operations</i> and processes
Large business (more than 500 employees)	<i>Consistent messages</i> through internal “mass” <i>media</i> to improve understanding of strategic information and culture

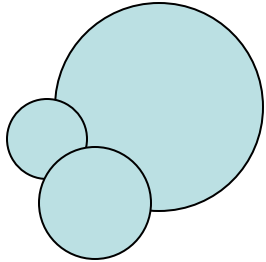
# Strengths and opportunities to communicate strategy and culture

	<b>Conversation</b>	<b>Operational</b>	<b>Media</b>
<b>Micro small business</b>	Strength in strategy and culture	Opportunity for strategy	Opportunity for culture
<b>Mid-sized small business</b>	Opportunity for culture	Strength in strategy and culture	Opportunity for strategy
<b>Large business</b>	Opportunity for culture	Opportunity for strategy	Strength in strategy and culture

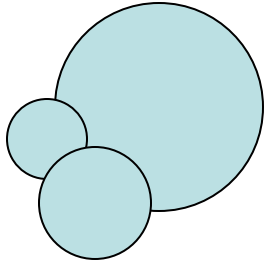
# Common threads: Conversation and operations



# Supervisor to employee

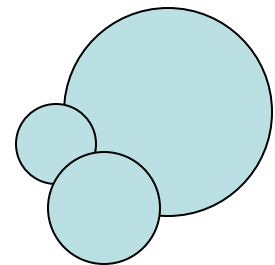
Same	Local manager is like micro CEO
Different	Local manager won't have same communication confidence
Plan	Help them feel smart 

# Supervisor to employee

Same	Communication from manager in mid-sized company falls outside any employee communication plan
Different	Large companies make efforts to formalize cascading communication
Plan	Focus the conversation on managers 

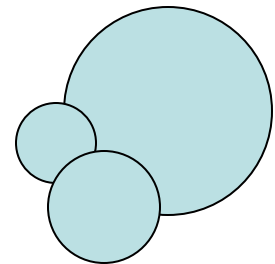
# Peer opinion leader to coworker

- Influencer, not supervisor
- Desirable behavior



# Peer to peer

- Shared meaning creates behavioral consistency
- Gossip is more revealing than you thought
- All employees are newcomers



Conversation, whether unintentional or planned, is part of excellent communication when supportive interactions and strategic information lead to shared understanding.

