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C H A P T E R



THE KEY STAKEHOLDERS

Your Employees

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Pottinger's Entry is an arched passageway that knifes into Belfast, Ireland's onetime waterfront streets that snake between warehouse blocks, and proceed down to the quayside that was destroyed by a German aerial assault in World War II. It remains the gateway through which multiple generations have connected to the world of commerce, social trends, lifestyle interests and sources of knowledge that fueled their lives. Pottinger's Entry was named for a prominent local family, one of whose number was Sir Henry Pottinger, the first Governor of Hong Kong and the man who, coincidentally, forced the Chinese Imperial government to give up the island (Figure 8.1).

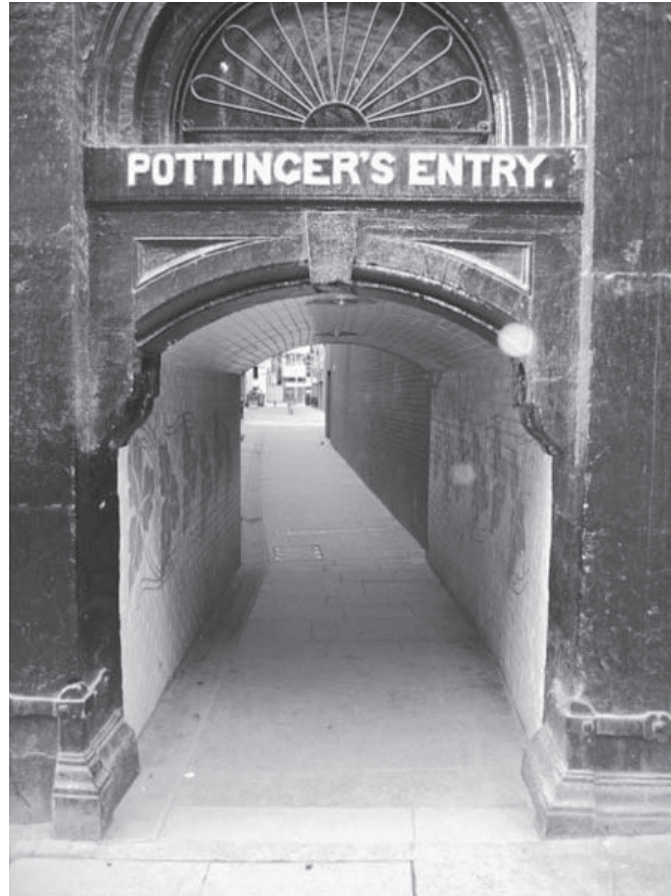
Walking through Pottinger's Entry on a visit to Northern Ireland, it didn't escape me that this historic portal, one of a series of seven narrow alleyways dating back to the 1600s, is a powerful allegory for employee communication today: If we find the right point of entry, the right passage to the hearts and minds of the men and women who populate the leading companies of our world, we can access higher performance, transform cultures, and achieve greatness together.

When the original *Handbook of Strategic Public Relations & Integrated Communications* was first published in the 1990s, employee communication was a nascent discipline. And that's being kind. For decades, it had been relegated to a back room, where its practitioners toiled with old-school newsletters, overhead foils, speeches, video and benefits communication. It wasn't strategic. It wasn't valued. Nobody cared. And the band played on.

Fast forward. Corporate re-engineering took center stage in 1991 and the game changed forever.

In 1992, I teamed up with Dr. Clarke Caywood, editor of the *Handbook* and a true thought leader in integrated marketing communication, and Dr. Robert Berrier, one of the world's foremost employee research specialists, to innovate the first integrated employee communication model for IBM Corp. For the first time, we used research as a "listening" tool to mine for knowledge and to plumb the perception gaps that exist between executive leaders and frontline employees. We created a new model that eclipsed the classic top-down communication by placing frontline managers and supervisors into the role of privileged carriers of information. And we created a new anthem—"One Voice, One Look"—to signify the critical importance of aligning the internal brand with the external voice of the organization.

From business process re-engineering to cultural transformation, to the dot-com boom and bust, to the mergers and acquisitions explosion, to internal branding and now to the Employee Value Proposition—we've seen it all during two decades of internal communication consulting. And in my experience, great organizations like

**FIGURE 8.1**

IBM, FedEx, Genentech, American Airlines, Boeing, the Federal Aviation Administration, Dow Chemical, NASA, Toyota, Molson Coors and Covidien all have contributed to the progress we've made globally with this discipline.

What have we learned? As we conduct ongoing soundings and best practices reviews among our clients and other leading companies, we've learned that employee communication has evolved from a perfunctory component of corporate communication and HR functions to one that is firmly tied to corporate strategies and business objectives. Companies are putting more money and effort into their employee communication programs, and employee communicators are being more aggressive in pushing their leadership teams to see them as strategic consultants.

As a result, employee communication has evolved from a state of "sharing information" to one of driving employee behavior by helping people understand how their work influences the success of the company.

CEOs and other top corporate executives who've ascended during this evolutionary period now better understand and value effective employee communication, and they're more supportive of those who lead it. Many companies place their top employee communicators at the director level and above, and within one or two reports of the CEO or president (that is, if you can find and hire them, as experienced employee communicators are becoming one of the hottest commodities in our profession). We've found that on average, about a third of today's corporate communication budgets are spent on employee communication staffing and programming—and that number is growing with the adoption of new digital channels and mobile applications required to reach a distributed workforce.

About two-thirds of the companies we've surveyed have told us they measure their internal communications programs in some way—be it qualitative or quantitative. The most common measures include cultural or employee engagement surveys (often in association with human resources), internal communication audits (to measure the effectiveness and credibility of communications vehicles and channels) and surveys around

specific programs (e.g., the quality of communication around a one-time event, such as an employee town hall). Beyond the employee climate studies, we've also witnessed an increase in the use of field "pulsing" and targeted internal focus groups to test ideas and validate the efficacy of messages, messengers and programs. Insidedge also has pioneered a model known as the "Challenge Team," comprised of a cross-functional group of men and women who come together to review and critique internal communication strategies and tactics before a launch. Challenge Teams help us ground our ideas in the realities of how employees will receive and act on the information we communicate.

It seems strange to say today, in 2011, that blogs are becoming somewhat passé. It was not long ago that we innovated two of the earliest CEO blogs for Andrew Liveris of Dow Chemical and John Swainson of CA, Inc. Today, wikis, portals, apps, webcasts, social media and an explosion of digital solutions are providing internal communicators with a new arsenal of tools with which to do their work. Even the vanguard among us, however, would caution that companies should not concentrate on electronic communication at the expense of print or face-to-face communication. Each has a role, and each should be used in a way that reflects the wants and needs of the employees at a company. As Al Golin, the founder of GolinHarris, has said: "Don't let high-tech replace high-touch!"

What will the future hold for employee communication? Here are the collective predictions of our Insidedge team:

- *Authenticity is the new green.* Sustainability and green-friendly practices are still in, but they are no longer it. Today's employees are looking for total values alignment with their employer, and environmental stewardship alone is no longer sufficient. Authenticity—which calls for demonstrating integrity, telling employees the truth even if the news is bad, being consistent in what is said and done internally and externally and acting in an honest, trustworthy way—is the new standard.
- *The wisdom of virtual teams.* Technologies that captivate us are enabling greater agility and collaboration. Or so we hope and pray. In truth, we know that nothing is more complex than welding together global virtual teams because of geographic, cultural, linguistic, emotional and procedural distance. Terence Brake, author of *Where in the World is My Team? Making a Success of Your Global Virtual Workforce*, tells us that if virtual teams are to be effective, they require more attention, discipline, and effort than colocated teams. The key to success, Brake says, is providing guidance on "how to think coherently and holistically" when setting up or running a virtual team. That's where employee communicators come in: Our job is to create a communication "road map" that will help employees fully understand what we expect of them, how they can contribute and collaborate, how their differences will bring strength to the enterprise and ultimately, to demonstrate that our plans will support their growth.
- *Return on investment = standard operating procedure.* The time has come for communicators to deliver more than just messages. Although communicators live in a world of words and images, the people who lead organizations live in a world of processes and numbers, and they expect us to relate to the way they keep score. Measurement is a business imperative, not just something to justify budgets. Go beyond *acknowledging* the need to measure: define, deliver, and demonstrate the value of employee communication to the business with tangible outcomes that show success or the need for adjustment. Use the many tools available to justify a program's impact on the bottom line.
- *Corporate speak is dead (or it should be).* The Internet and social media have changed the way we write, speak and receive information. A long, stuffy memo from the CEO will be forgotten or ignored. These days, employees expect fast, direct and informal communication—24/7/365. The workplace is shifting from experienced, reliable baby boomers to savvy, demanding Gen X, Gen Y and Millennial employees. To keep their attention, we must communicate in a way that's relevant to them. Whether you're blogging or not, communicate like a blogger: tell it like it is with personality and purpose.
- *Don't control conversations. Join them.* In this era of Facebook, Twitter and the surge of digital channels, what was once a whisper in the break room is now heard around the world. I'm reminded of the medical technology company that had planned for every possible contingency in announcing a wave of layoffs. To everyone's surprise, word of the downsizing quickly leaked out on Facebook among 25 affected employees

connected as “friends,” and then it spread like wildfire to the larger workforce, the media and other stakeholders before the company could release an official statement. As much as you might want to, you can’t govern the kinds of viral conversations that take place on the Web. Learn to love this loss of control and embrace it to your advantage. Our job must be to persuade CEOs and executive leaders to blog directly with employees. Develop grassroots networks and eschew one-way, top-down communication.

- *Listen up.* Before you e-mail, blog, script or print, ask yourself, “Is this something that matters to employees?” In a refinery location of a client organization, we found that managers were receiving a mountain of e-mails, multiple voice messages and myriad meeting requests that paralyzed their ability to do actual work and act as communicators with their frontline reports. As an IBM manager once said in the heat of change, the clotted communication in his company left employees “gagging on data and starving for information.” Information overload and desensitization creates less-engaged employees. There’s no magic formula to determine what kind of information employees want or how they want to get it. Take the time to listen and understand your unique workplace culture, the issues employees are concerned about and the channels through which they prefer to receive information. Then communicate about the things that matter to them in the way they want to hear it. And remember—a good rule is “Less is *more*.”
- *Corporate cultures are woven with stories. Share them.* Since the dawn of time, people have used stories to make information memorable. Why, then, has the corporate world seemingly become an ever-escalating competition over who can prepare the most elaborate presentations? If you want to capture employees’ hearts and minds, go back to the basics and tell a good story. Facts are merely information, but storytelling brings information to life. Storytelling is the anti-PowerPoint. Employees want to feel like they’re part of something, and a good story forges that essential emotional connection. Microsoft, Pepsi, Dow Chemical and Molson Coors all have used storytelling to teach managers and frontline employees how to communicate less formally, more personally and more effectively (see Chapter 52 on storytelling).
- *It’s time for emerging professionals to teach their leaders.* Gone are the days when the senior executive mentored the fresh-faced associate just starting out in his or her career. Now, the young are removing the mystery of technology and social networking for their bosses and their bosses’ bosses—teaching them how to set up Facebook pages, send tweets and use wikis. Workforce dynamics have changed and communication has a role to play in easing the transition and removing the awkwardness of reverse networking.
- *The world is your backyard.* All companies are global. For those who don’t think they’re a global firm, just take a look at the Google Analytics for your company’s website—you’ll be stunned to see where you have followers. Employers must look at every issue from a global perspective, not just from the viewpoint of the home office. Language, cultural differences and geography should all play a role in your communication planning.
- *Managers are corporate communicators’ best friends.* Employees trust their immediate supervisors more than anyone else to deliver important information. Developing the communication skills of managers is critical. But don’t just train your managers; give them tools they can use. We know that approximately two-thirds of all employees work in a factory, manufacturing, telemarketing or support environment where time and technology for communicating may be very limited or not available. So a PowerPoint presentation or Web video is of little use to a manager in these settings. Something like a simple set of pocket-sized note cards with important information, or a “toolkit” for use in a “tailgate session” (literally setting up shop on a truck’s tailgate for a conversation with telephone linemen, as it happened with one client), have far more value.
- *Get outside by going inside.* Companies can invest time, talent and resources into nurturing their reputation, but a brand is only as good as the people who deliver it. Although external image is important, what’s inside is *vital*. If companies don’t enlist their employees as brand advocates, arming them with the information they need to live the brand and spread the good word, consider your marketing budget wasted. Engaged employees are at the core of every extraordinary brand. Engaged employees comprise the new face of the Employee Value Proposition that is now taking center stage in our world.

- *When worlds collide.* I've long said that one of the most critical aspects of our work is to understand the importance of cultural compatibility. A celebrated example of this is the failed merger of Pharmacia and Upjohn in the 1990s, when *The Wall Street Journal* reported that the consolidation would cost hundreds of millions of dollars more than was originally planned because of the difficulty in unifying the American and European cultures in four geographies and poor communication efforts. Sadly, this pattern has been repeated countless times through the years with other leading brands—and at a very high cost of human capital, productivity and squandered market opportunities. I believe we'll see a resurgence of M&A activity in the coming years, and we should not be surprised that many of the “acquiring” brands will be companies from India and China like Lenovo, Tata Group or Reliance Industries, to name a few. How will European and North American workers respond when they're expected to embrace Eastern values and management philosophies that don't synch with their expectations and experiences? We've already seen the affects of such mergers in the technology field, and it has not been pretty. Stay tuned. It will be a big part of our work as employee communicators.

I spent a weekend once in Seattle with Jeff Bezos and his team at Amazon.com. The executives were working through a very difficult decision, at that time, about shuttering new distribution centers to reduce costs in a drive for pro forma profitability. It was a tough call. Tax abatements and covenants had been struck with the economic development authorities and governors of certain states where the distribution centers would operate. Jobs that had been planned would be in doubt.

In the heat of the discussion, questions flew throughout the conference room. “What do we say?” “How do we honor the commitments we've made?” “What will our people think?” “Will this hurt our reputation?”

I remember watching Bezos as he sized up his team and reflected privately on their questions. Silence fell in the room. Then he spoke, and his words pierced the cloud of uncertainty: “We have to remember that our reputation is what people say about us when we're not in the same room. We have to do what is right for us and for those communities that have honored us with their commitment.” And that's exactly what happened in the difficult days ahead. The company honored all of its commitments. And it communicated—honestly, openly, transparently—with its people. As promised.

I've long been a fan of alternative rock music. My Chemical Romance is an alt-rock group whose music I've enjoyed. As I think about the days ahead, I'm drawn to lyrics of their hit, “Sing”

*Sing it out,
Boy you've got to see what tomorrow brings
Sing it out,
Girl you've got to be what tomorrow needs
For every time that they want to count you out
Use your voice every single time you open up your
mouth*

INSIDEDGE

Insidedge, a specialty brand of The Interpublic Group of Companies, is recognized as the world's leading employee communication consultancy. Its team of specialists weds the rigor of management consulting, the science of research and the art of marketing and communication into a strategic package that fosters employee commitment and motivates their performance.

Insidedge works with an array of global clients to help “translate” and explain business plans, organizational change, and corporate strategies in language employees can understand, and—more importantly—act upon. Insidedge team members have broad experience supporting client programs related to the following:

- Change management
- Employee engagement and employee value proposition
- Labor relations
- Crisis management
- Communication organization reviews
- Communication skills training
- Human resources and benefits communication
- Internal communication research
- Leadership communications/mission, vision and values development

Insidedge serves global clients from its offices in Chicago, New York and London. Its Website is www.insidedge.net.

Through these words, the artists encourage a new generation to speak up and become the leaders of tomorrow, to look ahead and to learn what our world will need. I feel that way about our role as employee communication strategists—we've got to be what tomorrow needs. I'm confident that the men and women learning on college campuses today, as well as those entering our field, have what it takes and will rise to the occasion. We need them even now. Life moves quickly, and we have much to do as employee communicators.

Pottinger's Entry has stood the test in Belfast. The world has changed, but the truth we find once we pass through the portal will never change. Our job is to remember that our reputation is what people say about us when we are not with them. Employee communication must be that touchstone, that authentic voice that will carry us forward to a new place.

Sing it out.

STORYTELLING CASE STUDY: THE DOW CHEMICAL COMPANY

In 2006, The Dow Chemical Company announced aggressive 2015 Sustainability Goals, including a commitment to achieving breakthroughs in the areas of sustainable water supplies, adequate food supplies, decent housing and personal health and safety by 2015. The goals are the foundation for Dow's "Human Element" advertising and public relations campaign, a key aspect of the company's overall efforts to enhance its reputation. The campaign is centered on the concept that the missing element in the periodic table is the human element, which when applied to chemistry, can help solve the world's most pressing problems. The company understood that the credibility and success of the entire reputation program would depend in large part on active engagement from its employees around the world.

However, soon after the launch of the overall Human Element campaign in June 2006, a global internal pulse survey examined employee reactions to the campaign and found the following:

- Only 55 percent of employees had seen images from the Human Element campaign at their site.
- Only 59 percent of employees felt informed about the Human Element campaign.

These results indicated an opportunity to develop a sustained internal component to the Human Element campaign to recognize Dow employees and increase awareness of Dow's sustainability goals, as well as to foster support for the overall Human Element reputation program and the important role reputation plays in achieving the company's goals.

OBJECTIVES

Dow had several objectives that it wanted to accomplish through this global effort, all of which tied naturally to developing a storytelling campaign. These included:

- Building business literacy among employees for the Human Element campaign and Dow's 2015 Sustainability Goals, as well as ensuring that a majority of employees understand the importance of reputation to Dow's achieving its vision of being the largest, most profitable and most respected chemical company in the world.
- Motivating employees to be brand ambassadors for Dow by gaining the support of a majority of employees for the Human Element campaign.
- Fostering employee understanding of the types of work being done by Dow employees across the world to further progress toward the achievement of its 2015 Sustainability Goals.
- Bolstering pride in Dow among its employees and employee commitment to the company.

- Recognizing and celebrating Dow employees for the work they do that embodies the spirit of the Human Element and helps Dow to achieve its goals.

STRATEGY AND TACTICS

Insidedge set out to engage all 46,000 Dow employees who work in a variety of positions from scientists to manufacturing, to research and development, to administrative roles in nearly 40 countries around the world.

Our overall strategy involved the “I am the Human Element” peer-driven internal storytelling campaign, whereby employees nominate colleagues to be featured in the series as living examples of how Dow can achieve its 2015 Sustainability Goals through employees who embody the spirit of the Human Element. To ensure the campaign would be global in scope, and would recognize employees from all geographies, levels and job functions, we launched an easy-to-use online nomination form translated into the six languages of Dow’s key regions: English, Spanish, French, Italian, Portuguese and Dutch. In 2007, the program received more than 150 nominations, representative of all the regions of the Dow world.

From these nominations, Insidedge interviewed the employees and developed articles and internal ads intended to share each employee’s story and how he or she helps the company achieve its goals. The ads—close-up photographs of the employees’ faces—are treated with the Human Element graphic and are accompanied by a brief overview of their story. The ads are published with an internal news story and are also printed as oversized posters displayed at Dow sites around the world and on *DowTV*, Dow’s own internal television broadcast channel. New stories and posters are published every three weeks on the *Dow Today* global Intranet home page.

RESULTS

- A September 2007 employee survey indicated that an overwhelming 90 percent of employees strongly agree or agree that Dow’s efforts to build its reputation are beneficial to achieving company goals and 61 percent of employees are very favorable or favorable to the Human Element campaign.
- The survey showed that 79 percent of Dow employees were aware of the “I am the Human Element” program and 82 percent reported having seen posters from the campaign, up from 55 percent after the campaign’s initial launch. Sixty-nine percent of Dow employees felt “very informed” or “informed” about the Human Element campaign, up from 59 percent at the launch of the campaign in June 2006.
- Employees from around the world have been recognized and celebrated for their work to achieve the 2015 Sustainability Goals. Since the program’s inception, 25 employees have been featured at a global level, representing all five geographies where Dow operates: Europe; Asia-Pacific; Latin America; India, the Middle East, Africa; and North America. Many more have been featured at a regional and site level (Figure 8.2)

CASE STUDY: MOLSON COORS

Category	13—Internal Communications
Title of Entry	A Business (Fewer than 10,000 Employees)—Products
Agency	Rallying Employees Behind “Our Brew” at Molson Coors
Client Name	Insidedge
	Molson Coors Brewing Company

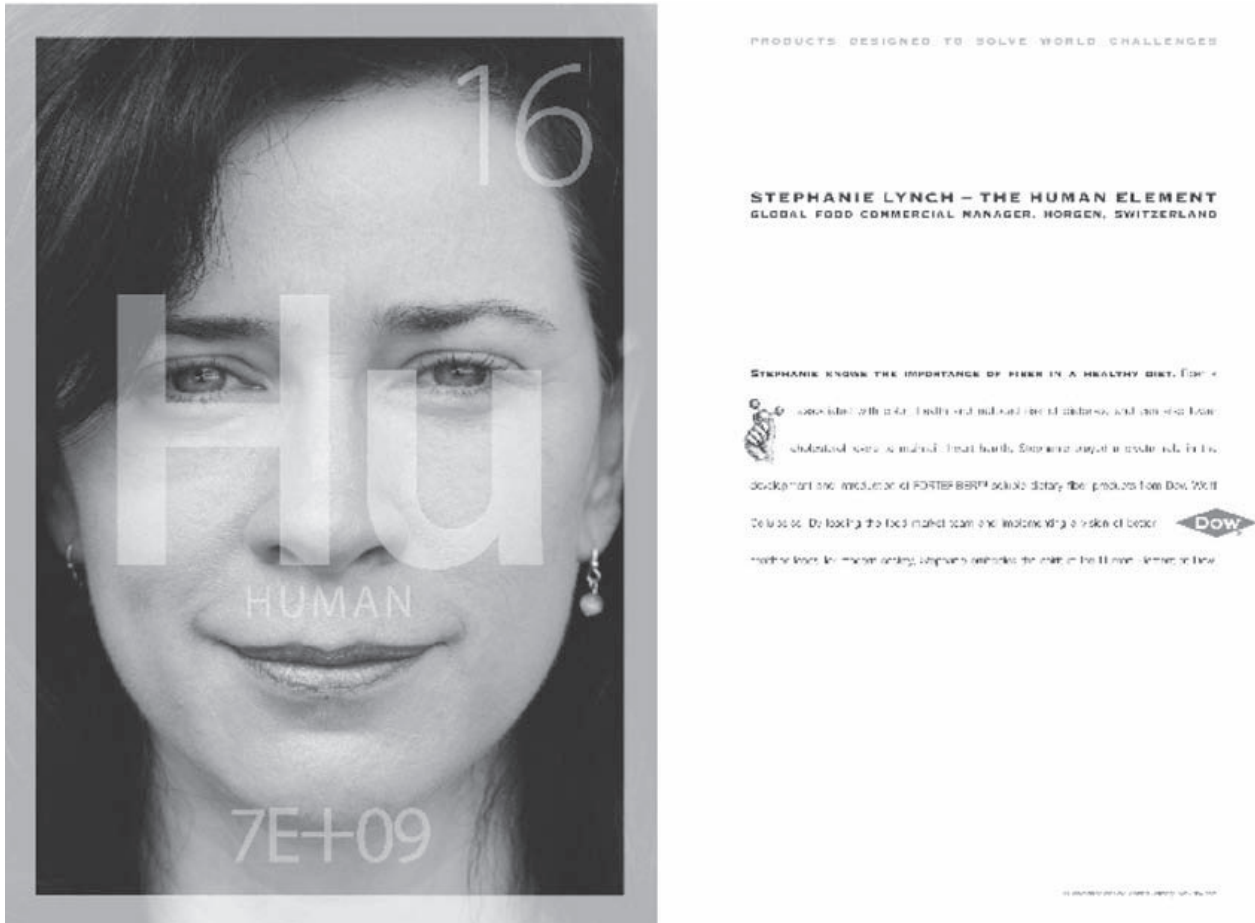


FIGURE 8.2

OVERVIEW

In a shrinking global economy, differentiating your business among many is a problem not unique to beer, and not unique to Molson Coors. But before you can build your brands and identity externally, you must build an internal culture that understands—and is engaged in—your path forward.

At Molson Coors, one of the core beliefs is that the only two sources of sustainable competitive advantage come from the quality of your brands and the quality of your people. We work to build extraordinary, iconic, inspiring brands that are based on enduring truth and principles, and a relevant, consistent experience. In turn, we need people who are passionate about delivering exceptional results and holding themselves accountable for achieving our ambitions and challenging the expected to deliver these extraordinary brands.

Obviously, we knew this mission was not a simple one, but we also knew that it was not mission impossible. We knew it would take the insight, input and commitment of our entire organization to develop, implement and sustain our winning recipe. Enter “Our Brew.”

RESEARCH

1. *Clue-finding mission.* Our Brew was not born from leaders brainstorming about our vision. It was a nine-month journey with input from more than 300 employees. Employees participated in “clue-finding exercises” to discuss likes, dislikes and beliefs about Molson Coors. This resulted in 3,000 “clues” that would serve as the foundation for Our Brew.

2. *Communications audit.* We also conducted a global communication audit to measure the effectiveness of existing internal communications, as well as affinity for the enterprise strategy and change readiness.
3. *Annual People Survey.* Molson Coors also gathered input from our annual global “People Survey.” The survey measures seven areas of engagement: (1) engagement, (2) growth and development, (3) involvement and empowerment, (4) decision making and future vision, (5) supervision, (6) goals and objective, and (7) work culture.
4. This research provided insight into preferred and trusted communication methods, communications and work needed to change employee mindsets. For example, employees were eager for a more visible leadership team and to better understand where we were heading.

The findings indicated three focus areas: decision making and future vision, goals and objectives and growth and development. Our Brew was developed to address these areas of engagement.

PLANNING

Budget: \$500,000 including collateral production and printing costs and consulting fees.

Audience: Our Brew needed to connect with a diverse global population of approximately 6,000 full-time employees, including salaried G&A and hourly production employees in the United States, Canada, United Kingdom, China, Japan, and other small sales/marketing locations.

Objectives:

1. Increase employee engagement scores 4 percent in four years (2008 score of 80% to 84% by 2012) as measured by our annual People Survey.
2. Improve employees’ trust in leadership and leadership decision-making as measured by our annual People Survey.
3. Clearly define and increase employee awareness and understanding of the company’s ambition, strategic goals and values.
4. Rollout Our Brew to all salaried employees by March 2009; rollout to hourly production employees by end of October 2009.
5. Unite disparate business units under one company name, brand and strategy.
6. Translate all major communication vehicles into “pub talk–approved” look, feel and language.

Strategy: Our multipronged strategy focused on the following:

1. *Print.* The physical manifestation of Our Brew is a book distributed to all employees.
2. *Leadership visibility.* In addition to being involved in Our Brew development, consistent messaging presented by visible leadership was key to ensuring employees saw Our Brew as more than just words on a page.
3. *Pub-talk approved.* We left corporate speak in the boardroom and talked to people like people. Pub-talk became the “stamp of approval” for all employee communications going forward.
4. *Interactive, two-way dialogue and storytelling.* This took a personal and virtual approach. Leaders had frequent meetings with employees outside their function to talk about Our Brew and share stories. These conversations continued through a new intranet site, “Our Brew Board.” This featured a weekly blog and a storyboard where employees could post, read and comment on stories. We also started a social networking site, Yammer, a Twitter-like environment.

5. *Ongoing visibility.* As mentioned previously, the look, feel and sound of Our Brew is not just used when talking about Our Brew. The communications approach and design permeate all aspects of our employee communications campaigns to keep Our Brew “top of mind.”

EXECUTION

- *January:* Our Brew rolled out to global leadership team during a three-day January leadership conference. Our Brew was the focus of the entire conference, preparing leaders to leave the conference as certified Our Brew ambassadors.
- *February–March:* The global leadership team conducted town halls to introduce Our Brew to salaried employees. This included a standard presentation format including messaging and video. Employees also were provided with the Our Brew Book. Materials were translated into French, Japanese and Chinese to accommodate geographies.
- *April–May:* After the rollout, global leadership conducted staff sessions to talk more directly with their teams to see if Our Brew messages were resonating and what questions or communication opportunities we had. The communications department also began applying the Our Brew look, feel and pub-talk language to existing and new communication mediums and launched the Our Brew Board site.
- *June–July:* In preparation for the hourly rollout, all managers of hourly employees attended an Our Brew Communication workshop to be reimbursed in Our Brew and their role as communicators.
- *August–November:* Hourly rollout, following a similar format to salaried rollout, with storytelling sessions added at the end of town hall to gather stories of Our Brew in action. “Sip Survey” conducted of 1,000 salaried employees to measure awareness and effectiveness of Our Brew rollout at midyear (see results under Measurement and Evaluation).

MEASUREMENT AND EVALUATION

1. *Objective:* Increase employee engagement scores 4 percentage points in four years (2008 score of 80% to 84% by 2012) as measured by our annual People Survey.

Result: Employee engagement results jumped from 80 percent in 2008 to 86 percent in 2009, representing an unprecedented six-point increase in one year, clearly exceeding the goal of a four-point increase in four years. Our survey vendor, Towers Perrin-ISR, said these engagement results were unprecedented within the history of their client base.

2. *Objective:* Improve trust in leadership and leadership decision making as measured by our annual People Survey.

Results: Trust in leadership and confidence in leadership decision making were among the most improved individual question scores within the annual People Survey. Specifically:

- I trust the senior leaders of my division—score increased 14 points to 80 percent agree or strongly agree.
- I have confidence in the decisions made by the senior management team of Molson Coors—score increased 15 points to 80 percent agree or strongly agree.

3. *Objective:* Clearly define and increase employee awareness and understanding of the company’s ambition, strategic goals and values.

Results: A November 2009 Sip Survey of 1,000 salaried employees showed an overwhelmingly positive reaction to Our Brew. More importantly, it showed that people were connecting the dots between Our Brew and the company's strategy. Some results included (% agree or strongly agree):

- I believe senior executives at Molson Coors are committed to Our Brew (90)
- Our Brew helps me understand what the company is trying to achieve (82)
- I understand the Big, Hairy, Audacious Goals defined in Our Brew (82)
- I understand what is expected of me to help us become a Top 4 global brewer (79%)
- I feel comfortable challenging the expected at work (81)
- I know how I help deliver extraordinary brands that delight beer drinkers (83)

4. *Objective:* Rollout Our Brew to all salaried employees by March 2009; rollout to hourly production employees by end of October 2009.

Results: Rollout completed to entire employee population within pre-established timeline.

5. *Objective:* Unite disparate business units under one company name, brand and strategy.

Results: In addition to a common alignment around Our Brew key messages and corresponding goals, the leadership, HR and communication teams took a series of "iconic actions" such as the business unit name changes, HR process changes and launch of one global employee intranet.

6. *Objective:* Translate all major communication vehicles into "pub-talk approved" look, feel and language.

Results: All major communications vehicles revised to be pub talk-approved, including Our Brew Board, Yammer social media community, printed collateral and global portal.

- Average 1,500 to 3,000 unique users to Pub Talk portal per day (Monday highest average; Friday lowest).
- Average 1,750 distinct Our Brew Board users per month; 175 average users per day.
- Yammer enrollment more than 1,600 in first six months.

DISCUSSION QUESTIONS

1. How has employee communication evolved as a communication discipline, and why?
2. How have major business cycles affected employee communication?
3. What are the key elements of effective employee communication cited by the author?
4. How can employee communication be measured to demonstrate its effectiveness, reach and return?
5. What trends will influence the evolution of employee communication?
6. What did the author mean when he cited the following quote: "Don't let high-tech replace high-touch?"
7. What does the concept of "One Voice, One Look" represent?
8. What role does storytelling play in companies today?
9. How is globalization influencing the role of employee communication?
10. How important will digital communication and new technologies be to the internal communication efforts of organizations in the coming years?

ADDITIONAL READING

BOOKS

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WEBSITES

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plankcenter.ua.edu
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www.iabc.com
www.prsa.org
www.prweek.com
www.awpagesociety.com

BLOGS

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intranetblog.blogware.com
atomicbomb.typepad.com
www.edelman.com/speak_up/blog
byrnebabybyrne.com

NEWSPAPERS AND PERIODICALS

The Wall Street Journal (iPad)

The New York Times (iPad)

The Economist

Talent Management

MacLife

Outside

The Strategist (PRSA)

Harvard Business Review