

WHAT DOES
GREAT
LOOK LIKE?

THE
GROSSMAN
GROUP

URNS 25

WORLD-CLASS INTERNAL COMMUNICATION FUNCTIONS HAVE FOUR KEY ATTRIBUTES



ADVANCES AN ORGANIZATION'S BIGGEST PRIORITIES

- Ensures communication covers what employees want and need to hear to feel informed about what's important.
- Aligns with an organization's goals, strategy, and structure and is underpinned by its purpose, mission, and values.
- Leverages key moments to address all aspects of what employees need to do, know, and feel – so they're informed, involved, and inspired.
- Focuses on outcomes and drives the behaviors necessary to achieve them.
- Provides what employees need, so they can articulate how they fit into the overall strategy.
- Creates communication plans that drive action and are grounded in employee insights.



SUPPORTS ALIGNED, COMMITTED LEADERS

- Articulates the enterprise strategy in a consistent way.
- Ensures leader communication ladders to the strategy and is relevant to their team.
- Connects their team actions to the broader enterprise goals.
- Plays an active role in shaping the communication culture with individual but integrated communication cadences.
- Builds trust and communicates with authenticity, concern, and empathy.
- Creates experiences to influence behavior versus commanding actions.
- Remains accountable for effective communication through tools, training, and measurement.



FOSTERS AUDIENCE-FOCUSED CHANNELS

- Ensures consistency with how employees want to get information.
- Enables two-way communication and dialogue.
- Conducts regular listening to seek feedback on what's working and what's not and allows for recalibration.
- Takes into account the geographic and cultural diversity of organization-wide internal audiences.
- Ensures experiences and storytelling are infused across all aspects of the organization, so employees see themselves in the communication.
- Ensures inclusion of employees operating outside of the central headquarter offices.



RUNS EFFECTIVE AND EFFICIENT OPERATIONS

- Ensures those developing / driving internal communications think enterprise-wide.
- Ensures those driving communications act as strategic partners focused on accelerating organizational goals.
- Uses standard operating processes for every day, repeatable tasks.
- Puts in place systems to track, assess, and prioritize regularly what needs to be communicated to the organization and how.
- Ensures key partners are integrated into internal communications efforts (e.g., HR, Marketing, IT, and others as needed).
- Measures the outcomes critical to driving the business and uses the insights for continuous improvement.
- Has clear commitments – and accountability – around how communications will support the business.

FOUNDATION

Common Philosophy | Guiding Principles | Processes and Protocols | Service Level Agreements



ADVANCES AN ORGANIZATION'S BIGGEST PRIORITIES

- Ensures communication covers what employees want and need to hear to feel informed about what's important.
- Aligns with an organization's goals, strategy, and structure and is underpinned by its purpose, mission, and values.
- Leverages key moments to address all aspects of what employees need to do, know, and feel – so they're informed, involved, and inspired.
- Focuses on outcomes and drives the behaviors necessary to achieve them.
- Provides what employees need so they can articulate how they fit into the overall strategy.
- Creates communication plans that drive action and are grounded in employee insights.

✓ SUPPORTS ALIGNED, COMMITTED LEADERS

- Articulates the enterprise strategy in a consistent way.
- Ensures leader communication ladders to the strategy and is relevant to their team.
- Connects their team actions to the broader enterprise goals.
- Plays an active role in shaping the communication culture with individual but integrated communication cadences.
- Builds trust and communicates with authenticity, concern, and empathy.
- Creates experiences to influence behavior versus commanding actions.
- Remains accountable for effective communication through tools, training, and measurement.

✓ FOSTERS AUDIENCE-FOCUSED CHANNELS

- Ensures consistency with how employees want to get information.
- Enables two-way communication and dialogue.
- Conducts regular listening to seek feedback on what's working and what's not and allows for recalibration.
- Takes into account the geographic and cultural diversity of organization-wide internal audiences.
- Ensures experiences and storytelling are infused across all aspects of the organization, so employees see themselves in the communication.
- Ensures inclusion of employees operating outside of the central headquarter offices.

✓ RUNS EFFECTIVE AND EFFICIENT OPERATIONS

- Ensures those developing / driving internal communications think enterprise-wide.
- Ensures those driving communications act as strategic partners focused on accelerating organizational goals.
- Uses standard operating processes for every day, repeatable tasks.
- Puts in place systems to track, assess, and prioritize regularly what needs to be communicated to the organization and how.
- Ensures key partners are integrated into internal communications efforts (e.g., HR, Marketing, IT, and others as needed).
- Measures the outcomes critical to driving the business and uses the insights for continuous improvement.
- Has clear commitments – and accountability – around how communications will support the business.

HAVING FOUNDATIONAL PRACTICES IN PLACE IS CRITICAL TO BUILDING A WORLD-CLASS FUNCTION



COMMON PHILOSOPHY

Internal communications function vision and mission



GUIDING PRINCIPLES

Ways in which all team members are expected to operate and represent the function



PROCESSES & PROTOCOLS

How the function and communication channels are governed consistently



SERVICE LEVEL AGREEMENTS

Clearly articulating the amount of support internal communications will provide to initiatives or priorities