ORGANIZATIONAL DIALOGUE
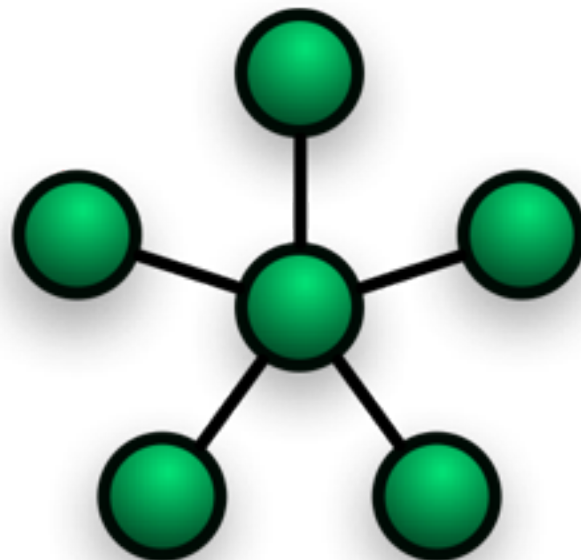
The added value of employee communication in the social era
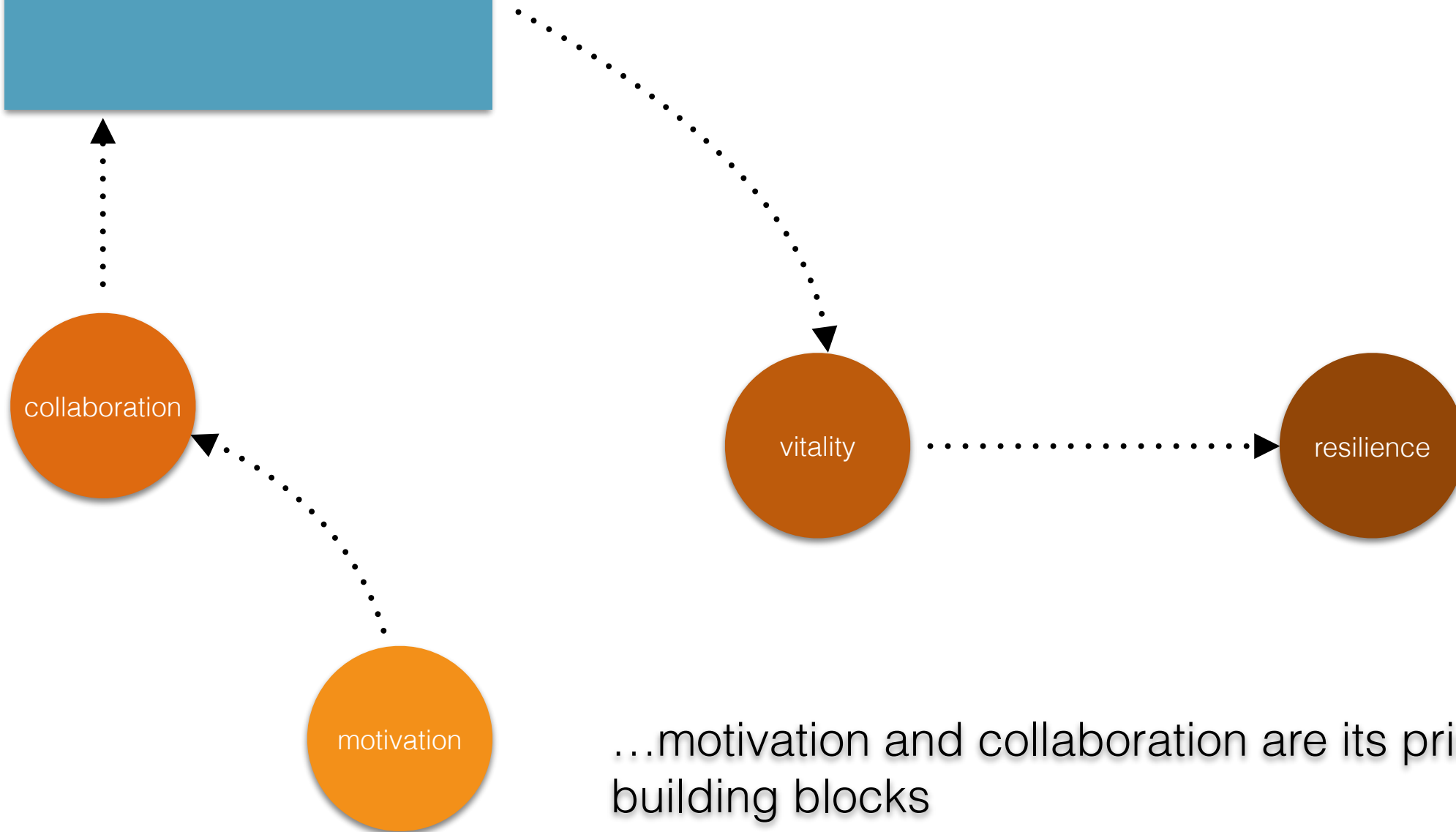
Imagine what openness and trust can bring your organization

the **Why** of employee communication in the social era

Agility & Responsiveness

…are the skills organizations seek to master in today's harsh business environment

collaboration

motivation

vitality

resilience

…motivation and collaboration are its primary building blocks

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To be motivated employees need to experience …

Purpose,
Autonomy
& Mastery

At least 3 factors are fundamental:

1
identity

2
openness
& trust

voice &
participation

3
learning
opportunities

supportive-
ness

communication climate

4

spUp

In reality confidence, trust and engagement are stuck at record lows

*Netherlands and France
lowest ranking countries
in Western Europe[1]*

✳ Worldwide, 13% of employees are engaged at work

✳ Actively disengaged employees outnumber engaged employees by nearly 2-to-1

✳ 30% of U.S. employees are "actively engaged" versus 9%

✳ 40% of employees have trust in top-management

✳ 35% of employees believe top-management are genuinely interested in well-being of employees

✳ 49% of all employees in Netherlands have been on sick-leave each year, EU-27 average is 37%

Obviously, current practice in employee communication, leadership and HR is providing **few answers** when it comes to aligning with and motivating employees

1) Gallup, 2013, 2) TowersWatson, 2013, 3) TowersWatson, 2013, 4) TNO, CBS, SCP, UWV, 2010

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Why employee communication often has no answers

Chasing the wrong problem

identity

over-identification with top-management

top-down orientation

aiming to achieve employee alignment by "selling" pre-cooked visions and strategies

vision

outdated assumptions about drivers of motivation

unaware of need to manage communication climate

ignorant of informal networks within organization

action

acting mainly as a spokesperson of top management

relying on persuasion and seduction styles borrowed from advertising and PR

focusing on content creation and building channels to push top management's messages

impact

not contributing to strategic goals, e.g. self-management and collaboration

not seen as a trusted business partner

failing to build trust, credibility and engagement

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Mind-shift

The future of internal communication

"Forget spin doctoring,
start facilitating organizational dialogue"

identity

be a moderator, not a spokesperson

vision

teach them to catch fish

action

create conditions for sustained organizational dialogue

impact

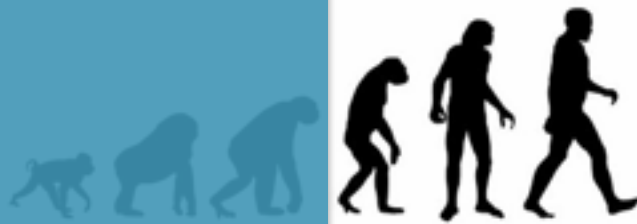building trust, dialogue and collaboration

spup

the
What
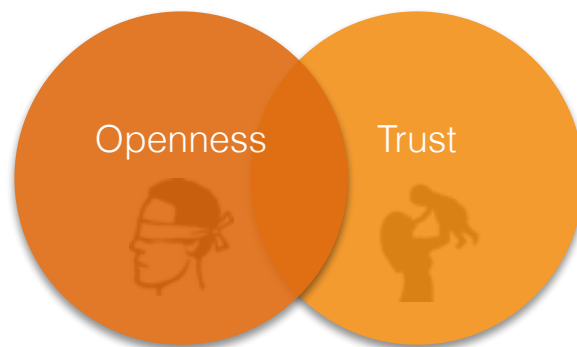of employee communication in the social era

Communication climate

…the missing link in leadership and communication

Communication climate
is the single most important driver
of employee engagement
and collaboration

spup

Communication climate

3 dimensions

Openness | **Trust**

Participation

Supportiveness

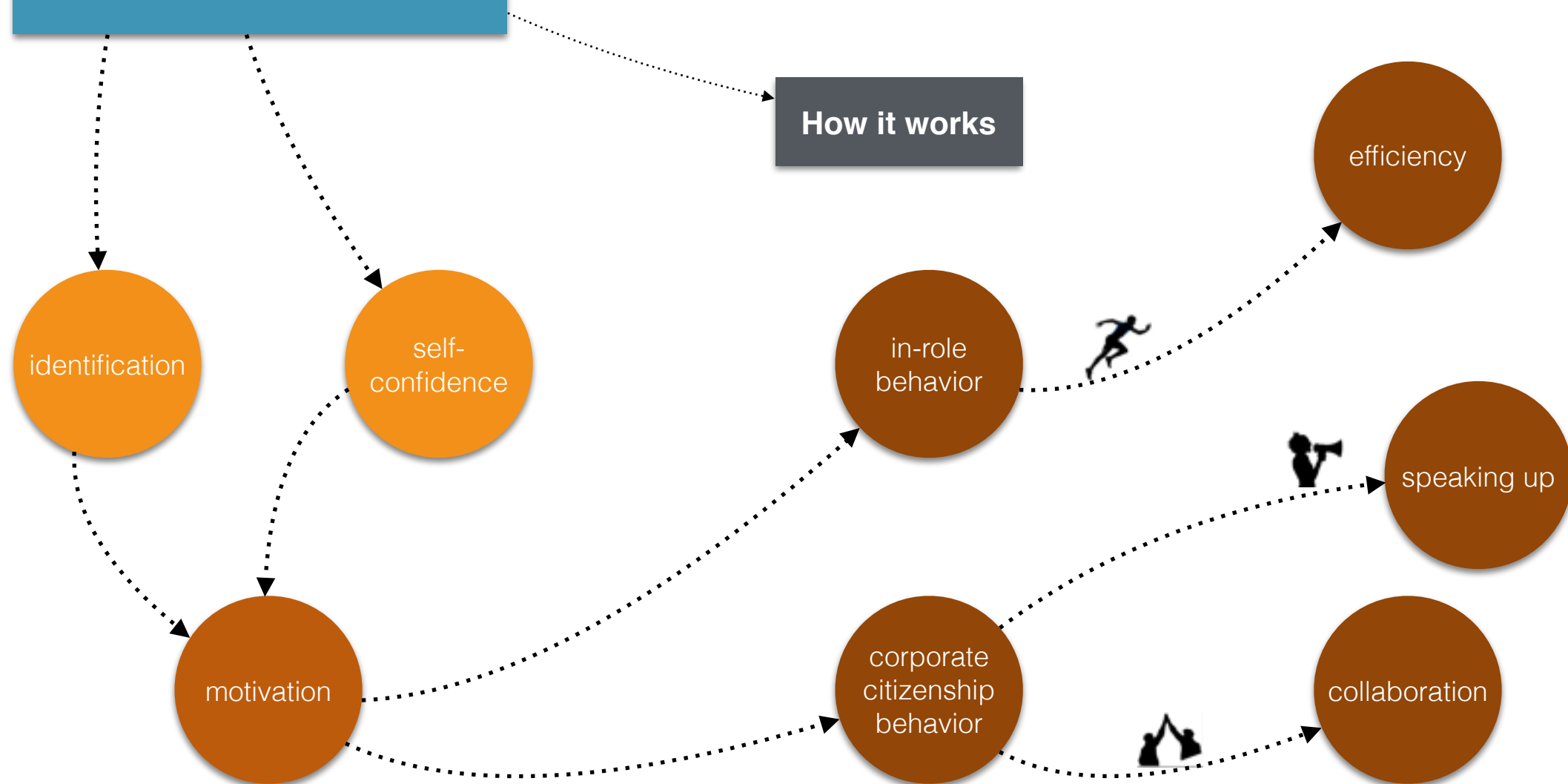feeling trusted and included | having trust in management and co-workers

having a say and influence

feeling taken seriously

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Communication climate

Positively influences in-role behavior and corporate citizenship behavior

How it works

identification

self-confidence

motivation

in-role behavior

corporate citizenship behavior

efficiency

speaking up

collaboration

spup

BUILDING BLOCK **2**

Shared purpose

The invisible navigator in autonomy and collaboration-driven workplaces

ingredients

identity

purpose, mission, vision, values

strategic intent

core strategic principles guiding day-to-day decision making on all levels

ambitious goals

also positively influences communication climate and engagement

shared meaning-driven organizations require the highest degree of openness, participation and supportiveness
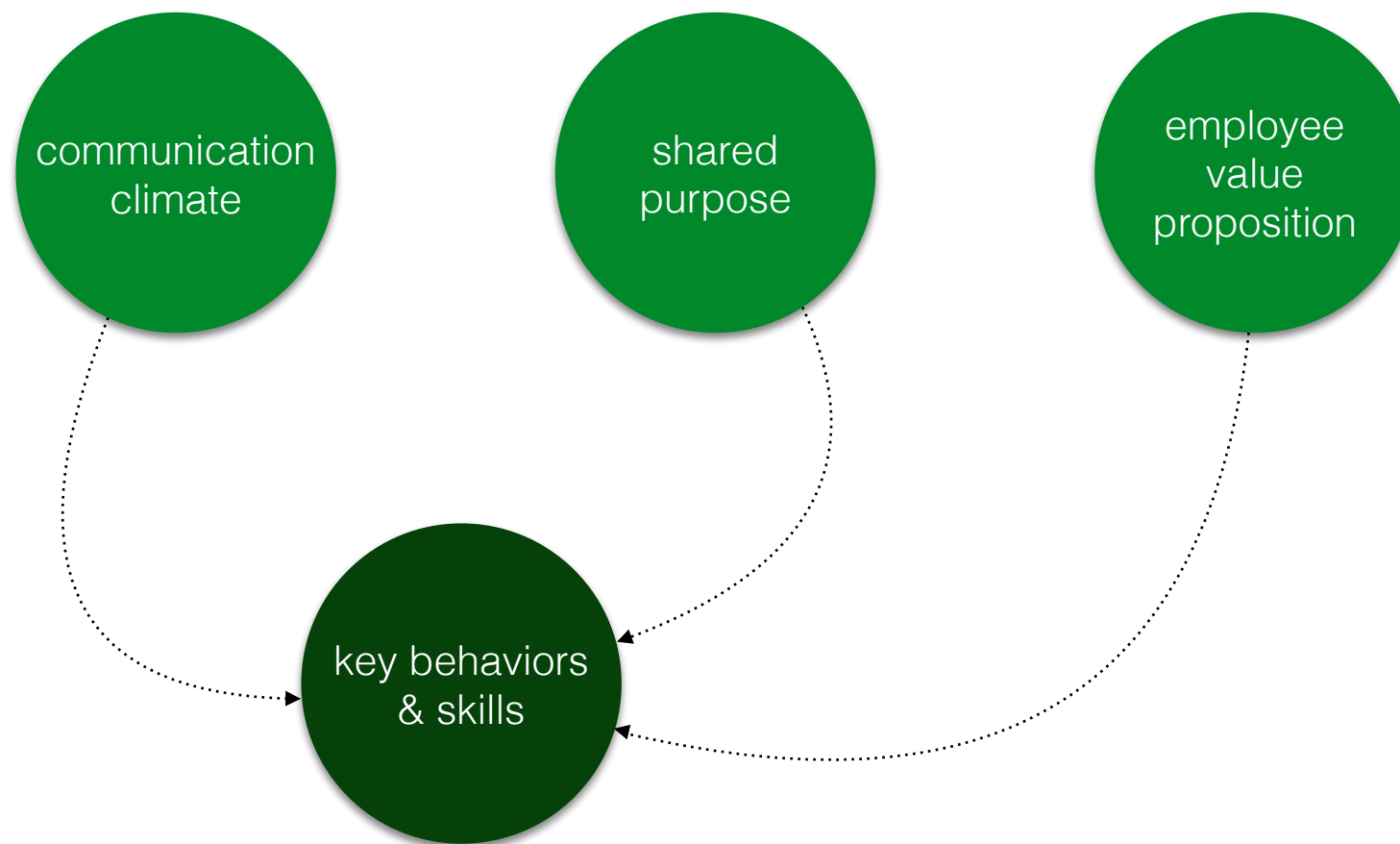
dialogue & feedback

multidirectional flow

spup

Behavioral Alignment

Bridging the performance gap between knowing and doing

communication climate

shared purpose

employee value proposition

key behaviors & skills

"the rules of engagement"

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Example

The Netflix approach to establishing a high-performance culture

"Our culture focuses on helping us achieve excellence"

Fleshing out key-behaviors

1. You listen well, instead of reacting fast
2. You treat people with respect, independent of their status
3. You focus on great results, rather than on process
4. You question actions inconsistent with our values
5. You say what you think, even if it is controversial
6. You inspire others with your thirst for excellence
7. You are non-political when you disagree with others
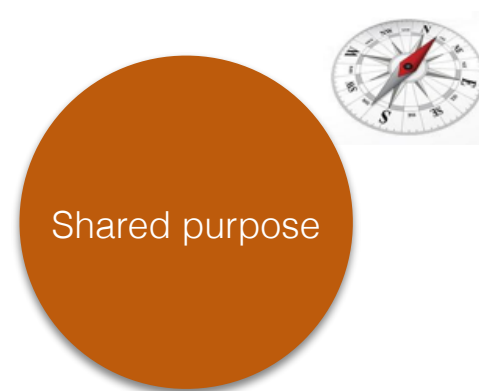8. You are quick to admit mistakes

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Summary

3 building blocks of engagement and collaboration

Communication
climate

Shared purpose

Behavioral
alignment

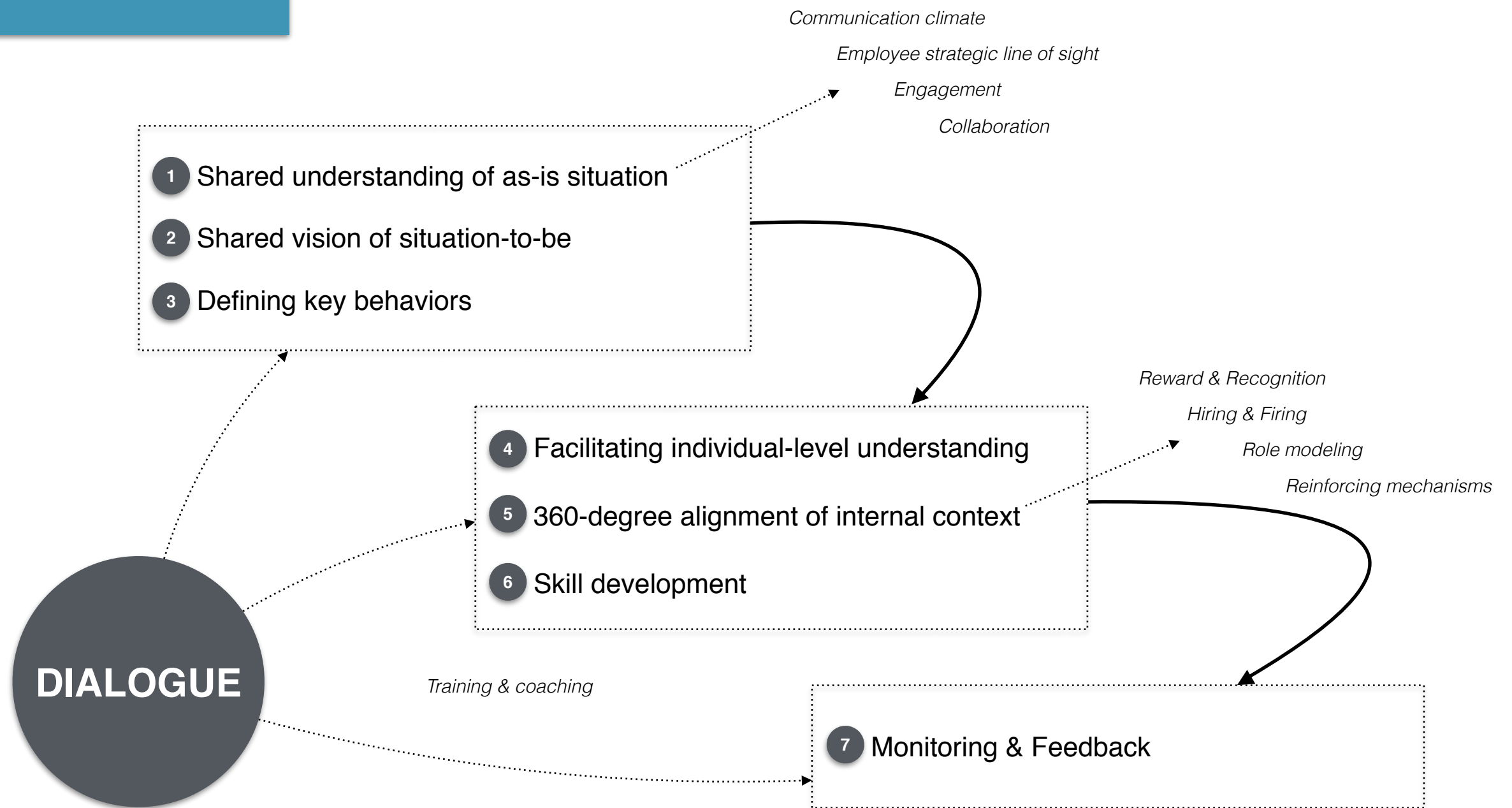Emotional level

Cognitive level

Behavioral level

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the
How
of employee communication in the social era

7 steps to build high performance through trust, alignment and collaboration

Communication climate

Employee strategic line of sight

Engagement

Collaboration

1 Shared understanding of as-is situation

2 Shared vision of situation-to-be

3 Defining key behaviors

4 Facilitating individual-level understanding

5 360-degree alignment of internal context

6 Skill development

Reward & Recognition

Hiring & Firing

Role modeling

Reinforcing mechanisms

DIALOGUE

Training & coaching

7 Monitoring & Feedback

17

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Contact

Like to know more?

I trust this monologue has sparked your interest. Like to know more? Please don't hesitate to contact me. Looking forward to an engaging dialogue.

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