CONTENTS

Forewor.
Acknowledge.

Before we start 1

At internal com Foreword by Anne Gregory xi Foreword by James Harkness xiii Acknowledgements xiv

What internal communication is and why it matters 4

What you will learn from this chapter 4 Internal communication is coming of age 5 efinitions
's not about tellus, setting strategic 9

2 thics 16

The key learning points from this char.

Notes and references 18

Organizing internal communication 20

What you will learn from this chapter 20

"He history 21

"Swer 21

"de what you need? 30

"36

"this chapter 40

02

03

Templates for a communication plan 53 The key learning points from this chapter 57 Reference 57

04 Audiences 58

What you will learn from this chapter 58 Why understanding your audience is important 58 The basics – the demographics every internal communicator needs to know 60 Segmentation: One size does not fit all! 61 The key learning points from this chapter 72 Notes and references 72

What you will learn from this chapter
What is a message? 73
Making it supportable 77
Making the case for a change – dilemmas, proof and emotion 79
Keeping it simple 84
Planning your message – a standard template 86
Channels and messages 88

Channels 90 06

What you will learn from this chapter 90 t's all about 100.

The medium is the message Social media – misunderstandings of Conducting a basic channels audit 101

Discovering what good looks like 102

A channels matrix 103

The key learning points from this chapter 114

Notes and references 114

Why line managers matter and how to support them 115

will learn from this chapter 115

will learn from this chapter 116

way that you do it: the five key It's all about results 90

07

80 Working with senior leaders 136

What you will learn from this chapter 136 Why should anyone care about making the CEO look good? 137 The boss and engagement 138 Why should the IC team care? 139

What does it mean to be a 'trusted adviser'? 141 Getting your plan sorted 152 Channels and tools that work 157 The key learning points from this chapter 165 Notes and references 166

What you will learn trom.
What is change? Getting the terms is Some theory 169
A planning template 173
Preparing leaders 183
Keeping communications going through the life of a change 186
The key learning points from this chapter 186

Troferences 187

Research and evaluation for internal communicators 188

hat you
Thy do internal
That should you mean
audits – creating the commun.
Where can you find your dara?
Quantitative measures – surveys and trackin.
Qualitative approaches 214
Resources 221
The key learning points from this chapter 221
Notes and references 222

**vourself and the team 223

**m this chapter 223

**m this chapter 223

**eed to do a good

**eed to do a good What you will learn from this chapter 188

11

Notes and references 234

Appendix 1: The CIPR Code of Conduct 235 Appendix 2: Dewhurst and FitzPatrick's core competencies 237

Index 250