

✦ CONTENTS ✦

Preface x

Introduction 01

01 The new organizational triangle: Internal communications, employee engagement and HR 07

Twenty-first-century communications: A changing paradigm 09
Internal communications is about communicating behaviour 17
The internal communications and employee engagement partnership 18
Partnering with HR: Communicating organizational values 21
Leaders behaving badly 23
What are the benefits of effective internal communications? 24
Infusion 27
One last point... 29
Questions 30

02 Culture shock: Corporate culture does not exist 33

The illusion of organizational culture 34
Using dialogue to integrate the organization 37
Using dialogue to connect 39
Dialogue as power 46
Communication space as a vacuum 49
Introducing the 'Dialogue Box' 51
Questions 55

03 Communicating through change, changing through communication 57

The people dimension of change 58
Change and uncertainty 61
The alienated employee 63
How we are economically organized 65

Employee cooperation	67
Improving through dialogue, not confrontation	69
Dialogue and emotion	71
Democracy in the workplace?	72
Questions	76

04 Dialogue and the digital world 79

Authority and power in the digital world	82
Dialogue in the new social space	85
Technology and organizing employees	90
Conclusion	94
Questions	95

05 Zone 1: Intelligence – how organizations and people think 97

So, what is intelligence?	98
The power of knowledge	103
Getting your employees' attention	104
The intelligent organization: Consensus and learning	111
Building the learning organization	113
The Dialogue Box: Focus on intelligence	116
Conclusion	116
Questions	117

06 Zone 2: Emotion – how organizations and people feel 119

What is emotion?	120
Emotional management	123
Three steps to effective emotional management	126
Strategies for emotional management	128
Motivational emotions	131
Questions	132

07 Zone 3: Interpretation – how organizations and people understand 135

What is interpretation?	136
The key of meaning	140

Meaning to connect 144

Questions 146

08 Zone 4: Narrative – how organizations and people agree (or disagree!) 149

What is narrative? 151

How we tell stories 153

Counter-narrative 156

The Dialogue Box: Focus on narrative 159

Telling the corporate story 159

Getting the narrative right 161

Questions 163

09 The end zone: Ensuring effective dialogue – how organizations and people talk 165

What is dialogue? 166

Fostering dialogue 169

Connecting and disconnecting 172

Disconnected intelligence 174

Disconnected emotions 176

Disconnected interpretation 177

Disconnected narrative 178

The Dialogue Box ready for use 181

Working with your dialogue word 181

Epilogue 184

Questions 184

10 Using the Dialogue Box 185

1. Explaining the Dialogue Box 185

2. Using the Dialogue Box 195

Index 215