



# LEADERSHIP LEARNING LAB: ENSURING AN EFFECTIVE COMMUNICATION PLAN

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# PURPOSE

- Offer more formal training on developing effective communication plans as a result of engagement team feedback
- Support global communication plan
  - Work with managers and directors to assist them in developing their own communication plan
- How can you use your communication plan to increasing your alignment and engagement with our strategic direction?

# LEARNING OBJECTIVES

- Develop a process and plan to effectively communicate strategic direction/alignment with employees
  - Sources, Filter, Plan
- Review best practices around team communication
- Discuss application examples
- Complete personal action plan

# KEY ACTIONS OF AN EFFECTIVE COMMUNICATION PLAN

- Identify Sources, Stakeholders and Key Messages
- Align People with Strategy and Direction
- Be Intentional and Consistently Reinforce
- Use a Variety of Methods
- Be Visible

# WHAT ARE MY SOURCES?

- Sources:
  - Events
  - Meetings
  - Leadership
  - All Hands
  - Customers
  - Media
  - Team and Colleagues
- Are you getting what you need from your sources?
- What else do you need? How will you get it?

# STAKEHOLDERS

- Look Outward – Who are my Stakeholders
  - Who needs to know?
  - Why do they need to know?
  - When do they need to know it?
  - What will they be able to do with the information?
  - What do I want them to do with the information?
  
- Look Inward – You as Stakeholder

# KEY MESSAGE: ALIGN PEOPLE WITH STRATEGY

- Attract new customers and market segments
- Expand product portfolio
- Focus on distribution channels
- Drive customer loyalty

**Removed Proprietary Information**



# BE INTENTIONAL AND CONSISTENTLY REINFORCE

- Be Proactive
- Keep notes
- Filter what's important and what's not
- Choose style of communication given topic and audience
- Use to build team connection
- Use to increase trust
- Use to reinforce engagement and alignment



# USE A VARIETY OF METHODS

**Develop a timeline of key employee communication practices.  
Educate managers on communication expectations and drive efforts to create consistency across teams.**

| Daily  | Weekly/Bi-weekly   | Monthly  | Quarterly   | Bi-Annually<br>(Quarterly as necessary)   | Annually<br>(Q1 of each fiscal year)  |
|--|--|--|---|---|---|
| <p><b><i>Make recognition part of your day and the way we do business</i></b></p> <p>Call or stop by a team member's office to say thank you for their work, efforts</p> <p>Pass along kudos or recognition from team member, business, customers, Agents to Direct Staff and colleagues to increase visibility of good work</p> <p>Send a thank-you note or stick a post-it note with positive feedback on a team member's desk</p> <p>Go to lunch/coffee with someone you haven't in a while</p> | <p><b><i>Team/Staff Meetings</i></b></p> <p>Discuss operational issues</p> <p>Cascade key messages and passdowns</p> <p>Recognize, Give kudos</p> <p>Remember to push feedback up to Director as necessary</p> | <p><b><i>1:1 Meetings</i></b></p> <p>Conduct meetings, monthly at a minimum, with all of your direct reports</p> <p>Build relationships (get to know your team members) and manage performance</p> <p>Ask for feedback on your effectiveness</p> <p>Recognize, give kudos</p> <p>Remember to push feedback up to Director, as necessary</p> <p><b><i>Best Practices Leadership Forum</i></b></p> <p>Attend development sessions to review and discuss best practices to help achieve our 2010 organizational goals</p> | <p><b><i>Performance and Development Plans</i></b></p> <p>Conduct meetings with your direct reports to review and address performance and plans</p> <p><b><i>All Hands Meeting</i></b><br/>Discuss key issues in staff/team meetings as necessary</p> | <p><b><i>Town Hall Meetings Led by Directors</i></b></p> <p>Encourage participation by your direct reports</p> <p>Provide your director with information on team members to recognize</p> <p>Discuss key issues with team members following meeting, as necessary</p> | <p><b><i>Playbook</i></b></p> <p>Discuss fiscal year priorities with team members and obtain feedback to help create organizational goals</p> |



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# APPLICATION QUESTIONS

- How are you or will you use a communication plan to drive strategic direction and alignment?
  - Share Best Practices
    - Start?
    - Stop?
    - Continue?
  
- How could this team collectively increase communication across IT and OPS to drive more strategic direction and alignment?

# APPLICATION QUESTIONS

- How am I making myself visible so that communication flows more freely?
- How can I create an environment of accountability in terms of communication?
  - What information am I responsible for getting to my team?
  - What information would I like my team to be proactive in getting themselves?
  - What information do I need to be proactive in getting myself?

# DEVELOP/MODIFY YOUR PLAN

- Sources
  - Where is communication coming from?
- Filter/Goal
  - What information needs to be communicated?
  - What is the objective of sharing this information?
- Stakeholders
  - Who needs to know it?
- Timeframe
  - When does it need to be communicated?
- Plan
  - How do I communicate it?

# COMMUNICATION PLAN & PROGRAMS

## TIMELINE OF EVENTS

|                             | Objective   | Audience                 | Q1FY10 |                 |       | Q2FY10 |     |      | Q3FY10 |     |      | Q4FY10 |     |     |
|-----------------------------|---|--------------------------|--------|-----------------|-------|--------|-----|------|--------|-----|------|--------|-----|-----|
|                             |   |                          | Jan    | Feb             | March | April  | May | June | July   | Aug | Sept | Oct    | Nov | Dec |
| All Hands                   | To inform broad audience of current key messaging.  | All Employees            |        |                 | 11    |        |     | 3    |        |     |      | 13     |     | 16  |
| Staff Meeting (Weekly)      | To meet with Direct reports to discuss current key messages, issues. Opportunity for Q&A. | Direct Reports           | X      | X               | X     | X      | X   | X    | X      | X   | X    | X      | X   | X   |
| Skip-level Meetings         | To provide leadership perspective and key message update.                                 | Extended Leadership team |        |                 | 4     |        | 27  |      |        |     | 30   |        |     | 9   |
| 1:1 Meetings                | To provide business updates and opportunity to address strategic initiatives              | Direct Reports           | X      | X               | X     | X      | X   | X    | X      | X   | X    |        | X   | X   |
| Face To Face Staff Meetings | To provide direction to leadership team.  | Direct Reports           |        | Global Kick Off |       |        | TBD |      |        | TBD |      |        | TBD |     |
| Reputation Management       | Tell Our Story to various stakeholders  | Employees, Media, Board  | X      | X               | X     | X      | X   | X    | X      | X   | X    | X      | X   | X   |
| Feedback Alias              | To provide ongoing opportunity for questions, feedback, ideas.                            | All Employees            | X      | X               | X     | X      | X   | X    | X      | X   | X    | X      | X   | X   |
| Communication Evaluation    | To receive feedback regarding current communication mechanisms/tools.                     | All Employees            |        |                 | X     |        |     | X    |        |     | X    |        |     | X   |
| Online Newsletter           | To inform broad audience of current key messaging   | All Employees            |        |                 | X     | X      | X   | X    | X      | X   | X    | X      | X   | X   |

# REALITY CHECK/OBSTACLES

- Don't agree with information
- Don't want to talk about it
- Lack of trust
- Approach isn't effective

# PERSONAL ACTION PLANNER

- Start?
- Stop?
- Continue?
- Action Items