

Employee

Caroline Kealey

Setting the Stage

“Employee communications is like oxygen. You don’t see it when it’s there, but you sure feel it when it’s not.”

Employee communications¹ has long been an under-treated, under-valued function. Today, leaders increasingly recognize that it’s impossible to be a high-performance organization without a deliberate and proactive approach to employee communications.

The old school style of employee communications as information dissemination is dead. It’s not just that we’re playing the game differently, *it’s that it’s an all together different game*. Today, employee communications is an enabler of business performance – it’s about strategic alignment, context and meaning.

The days of relying on information broadcasts to employees have been replaced with highly sophisticated, strategic and sustained approaches to employee communications *and engagement*.

The integration of engagement strategies and tactics into the discipline is significant. This is part of a shift toward creating an intentional employee experience – one that is highly connected and communicative, where employees feel they are part of a community aligned with a meaningful sense of purpose. As practitioners, we are sustaining and building an internal culture that helps our organization deliver services and results.

This holistic, strategic positioning of employee communications and engagement holds significant promise for communications practitioners to play a truly transformational role, rather than a transactional one. That said, unlocking the true potential of high-performance employee communications and engagement does require intentional efforts in setting the function up for success.

1 The term “employee communications” is used deliberately in this Guide as opposed to the often-used label “internal communications”. This is a nod to Shel Holtz’s ground-breaking [Employee Communications Model](#) in which he makes the point that the focus of the practice should really be on the people, rather than the “container” or “place.”

Employee Communications + Engagement

Rather than seeing employee communications and engagement as two distinct spheres of activity, it is helpful to understand them as being deeply connected. Communication is the lifeblood of engagement, and there can be no engagement without some form of communication.

In this context, communication is not merely passive one-way information dissemination – it's a dynamic process of sharing information and context, building connections up, down and across the organization. There is an emphasis on face-to-face opportunities for communicating with employees in highly engaging ways – events, programs and interactions that contribute to an *experience* of being a connected, supported and valued employee.

The hallmark of best-in-class employee communications and engagement is that it connects powerfully on both an intellectual and emotional level in ways that are coherent, creative and synergistic.



The Results Map® Solution

The Results Map® Guide for Employee Communications & Engagement is designed to equip practitioners with techniques, tools and advice from the trenches to deliver a best-in-class employee communications and engagement function.

It introduces the Results Map® methodology for adopting a strategic approach to communications, including time-saving tools, worksheets and samples. It's a proven system for equipping communicators to deliver strategic value and measurable results.

This Guide is all about helping you avoid some of the common pitfalls of working in an area that is often rife with difficulties – process gaps, murky lines of accountability and responsibility and risky disconnects between senior leaders' expectations and the resources and capacity that are actually available. It's about helping you create a powerful employee communications and engagement system that can deliver impact across your organization.