

## **Melcrum Summit, EMEA: 100 key takeaways and soundbites in 140 characters**

Redefining the role of Internal Communication, enhancing the leader-manager-employee relationship, supporting business transformation, building a collaborative organization, and making measurement more transparent and compelling; just some of the topics and case studies shared at the 11th Annual Melcrum Summit at the London Marriott Hotel in Grosvenor Square on the 10-11 October by Internal Communication leaders from global companies including Kingfisher, Shell, GE and Pfizer.

But if you weren't able to attend, worry not. Thankfully, no decent communication event today is complete without a Twitter hashtag where delegates can discuss and share insights from the event in real-time. And insights there were aplenty.

Here I gather some of the highlights from over the two days and share them with you in 140 characters:

### **Day One**

#### **Global Vision 2020: Redefining organizational communication in a new era of transparency, mobility and digital fluency**

**Anne-Lise Kjaer, Futurist & Founder, Kjaer Global, Copenhagen Goodwill Ambassador [@kjaerglobal](#)**

A great comms strategy is based on a multi-dimensional model incorporating a trend map to predict change for the future of the business.

63 percent of employees don't think their employers have prepared them at all for the future.

The new currency for companies is online reputation.

An authentic org. ensures brand promise & consumer experience are totally aligned w/ performance.

56 percent of people say employee engagement will be the most important leadership quality in 2020.

As physical and virtual borders dissolve, people want seamless transitions & self-

defined boundaries in all areas of life.

Dynamic digital landscape of social networks and open dialogue is where actions and reactions happen in real-time.

## **Aligning GE's global IC function with the new world of employee communication and engagement**

**Rebecca Edwards, Director, Employee Communications, General Electric** [@generalelectric](#)

The weekly cost for organizations whose employees aren't able to get to the information they need: £1,200.

Employees seek out and stay with employers who engage in open conversation.

GE employees co-create their company's narrative. The internal brand has guided the external brand message, see more: [www.ge-works.com/](http://www.ge-works.com/)

82 percent of employees trust a company more when the CEO and leadership team communicate *via* social media.

If you don't give people social media access at work, they'll use their own device. Old world *versus* new.

## **Using data to empower Shell's IC function to shift from outputs to outcomes**

**David Harrington, Vice President, Internal Communications, Shell** [@dfharri](#)

Use data to shift behaviors before using it to measure performance.

When you bring data-free opinion to a meeting, it is not influential – IC needs to bring data to the table.

A data-free opinion doesn't matter, for brand and communicators to have influence supporting opinion with data is a must.

If your not clear on your audience and desired outcomes, how can you measure success? Simply, you can't. Visibility + effectiveness = outcomes.

It doesn't matter if comments on online articles are negative or positive so long as employees are engaging with the content.

## How to have an honest conversation about strategic change

**Flemming Norrgren, Professor of Management, Chalmers University, Sweden and Director, TruePoint Center, Europe**

Poor coordination across businesses, functions or geographies is the top Silent Killer for 73 percent of companies.

40 percent public and 50 percent of employees don't trust top executives.

When designing a rapid strategic change process:

1. Clarify by engaging top team in crafting crisp statement.
2. Create a high trust context for open and honest conversations.
3. Deploy disciplined process for getting hard facts and issues on the table, and reduce politics.
4. Engage some of most talented people to research the organization.
5. Engage people at all levels and in all units to participate.

## Shifting the role of IC from messenger to change agent at Pfizer

**Antje Burbach, Director Communications, Europe Speciality Care, Pfizer & Nigel Edwards, former Communication Director & Lead, Pfizer Primary Care, Europe & Canada Region**

When embedding a new change effort, support leaders with tools and materials i.e. weekly calls to discuss progress, elevator speech, etc.

It's vital that senior leaders are regularly visible and communicate their thoughts and opinions when going through change.

Use evidence to drive action, not just anecdotes.

The goals for Internal Communicators shouldn't be to communicate more.

## Creating meaningful video for the YouTube generation

**Jeremy Hewitt, Creative Director, Speakeasy [@speakeasyuk](#) & Sona Hathi, Global Research Manager and Editor, Strategic Communication Management, Melcrum [@Sonahathi](#)**

Things to think of when making a video:

- AIM What is it?
- AUDIENCE What do we know?
- VIEWING CONTEXT what way will aid content consumption?

The Organization, The Brand and The Company are all the same things.

When making a video use a format and concept people are already use to from TV and apply these to a corporate setting, i.e. dramas, adverts, reality shows, etc.

Video needs to relate to all audiences, irrelevant of brand or department.

## **Establishing IC as a disruptive force behind cultural change at Kingfisher**

### **Benedikt Benenati, Group Internal Communications Director, Kingfisher**

Bureaucracy is an organized lack of trust.

Agile organizations enable better business performance and happier employees.

Internal Communication models should create a culture where people can connect horizontally not vertically; working, learning & changing together.

Don't patronize people by telling them what to do, create a culture where they can make their own decisions.

It's not a communication plan, it's a contamination plan.

Combat fear with love – very powerful business tool as makes employees feel secure/safe.

## **Day Two**

### **Building employee engagement and managing change to deliver Marks & Spencer's sustainable business goals**

#### **Mike Barry, Head of Sustainable Business & Clair Foster, Head of Internal Communications, Marks & Spencer plc [@planamikebarry](#)**

Change management will be an important part of everyone's job description over the next decade.

Communication approach:

- Employees first.
- Use simple tools and messages: Remember the why; imagine a better future; something where everyone can play their part from top to bottom.
- Visible leadership.
- Drumbeat fresh stories: Peer-to-peer; keep it local.
- Two-way exchanges.
- Local delivery.
- Integrated.

## **Refocusing the IC function to support a new era of communication at RBS**

**Julie Langford Academy Manager, RBS Communications & Anna Vaughan, Strategy and Planning Manager, Group Employee Communications, RBS**

No matter how good an idea is you still need to sell it.

Benefits of a Communication Academy: individually and collectively more efficient – builds capacity, shapes culture and creates networks.

A Communication Academy can connect you with people who can help, gives access to the smartest thinking and a place to share it, provides the opportunity to sharpen your skills.

When using comments boards know your channel and your audience. Set clear boundaries, find your advocates and be bold.

## **Shaping Syngenta's global IC function to partner with leaders and drive business strategy**

**Susan Kelly, Group Head of Internal Communications, Syngenta [@susankelly](#)**

Be a catalyst for the right kind of conversations for leaders and employees.

Internal Communication is the great connector. More than a function it's about networking, connecting and partnering across an organization.

Use the challenging times as an opportunity to shape the IC function and work with leaders in new ways to reshape the business.

Leaders want Internal Communication people who challenge them.

Strategist, executor, connector, expert; we are who we think we are, so we should be

very careful who we think we are.

Culture strategy and business strategy must be 100 percent aligned.

## **Wisdom of the crowds – key questions for internal communicators**

**Rebecca Richmond, Managing Director, EMEA, Melcrum** [@Melcrum](#)

Gameful engagement will become an increasingly important part of the future of business.

31 percent of communicators don't feel that their IC team have the right mix of skills to tackle future challenges.

Moving IC to the role of trusted advisor? Build business knowledge, speak leaders' language, be a visionary and understand metrics.

Key drivers when establishing trust in senior leadership: dialogue, honest conversations, authenticity and visibility.

The biggest barrier for communicators when implementing a communication strategy is budget and resources (29%) and lack of clear strategic narrative (30%).

## **Learning is more important than knowledge – how Yammer makes knowledge management social at Zühlke**

**Jörg Dirbach, Chief Knowledge Officer and Partner, Zühlke** [@zuehlke\\_group](#)

The workplace is moving towards informal learning and tacit knowledge.

Internal social media tool Yammer provides two fundamental ways of working:

1. Division of labor.
2. Collaboration problem solving.

Formal training and workshops account for only 5 percent to 20 percent of what people learn at work.

Informal learning is the unofficial unscheduled, impromptu way most people learn to do their job.

When trying to change the ability of employees from current to desired behaviour, analyze how much change is possible in a certain time-frame.

## Three steps to engagement through organizational collaboration

**Andy Brown, CEO [@DrAndyBrown](#) & Nick Crawford, Senior Consultant, [@nick\\_crawford](#) Engage Group**



*With thanks to Twitter*