

Communication Protocol



Establish a Communication Protocol

Companies need to minimize communication gaps, build alignment with all levels of leadership, and ensure that employees receive consistent messages.

The Communication Protocol outlines the types of information to be communicated to the organization, as well as identifying the person(s) responsible for communicating particular topics. In addition, the audience, frequency, and suggested communication vehicles are also outlined. Prominently displayed in all common areas such as lobby's and conferences, and distributed to all new hires, the Protocol ensures that communications will align with the company's key strategic priorities.

As importantly, the Protocol represents a set of company commitments to employees:

- Leaders will be held accountable for fulfilling their communication responsibilities and assessed on the effectiveness and timeliness of their communication.
- Employees will receive regular updates about the progress, initiatives, and changes that affect them.
- And (most importantly for this step of the engagement process), each communication milestone provides opportunities for employees to ask questions, contribute ideas, and give or receive feedback.

In turn, the expectations for employees are clear. All employees are responsible to share information and give feedback to help the company reach its goals, thereby reinforcing the desire for employees to communicate "up" and bolstering the mutual commitment shared by employer and employee.

A Communication Protocol will reinforce that one's culture needs to be one of mutual commitment and high performance. All new hires should receive a copy of the Protocol, demonstrating the company's promise to communicate on day one.

Thought-Provoking Questions:

Message	Who Delivers	Venue	Audience	Frequency

1. What are your specific strategic elements?
2. What opportunities will staff have to communicate up?
3. How will this tool build in alignment?
4. How to leverage social media
5. How to ensure compliance from managers

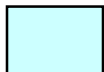
Work with a partner to come up with a strategy for the following....

Define a simple change(s) you can make in your communication habits (or your company's communication protocol) to correct perceived shortcomings. In the appropriate box above, describe what change(s) you intend to make.

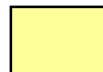
Sample Communication Protocol

Scope	Message/Topic	Leader	Venue	Audience	Frequency
General Info					
Corporate	Company Update: -Review of Company Metrics (e.g., health & safety performance to plan, net sales growth, etc.) -Recent Awards/Opportunities -Organizational Development Update -International News -Recognition	CEO	Email	All Employees	Monthly
Regional	Quarterly Review Meeting to include: -Review of Company Metrics -BD Review (incl.. recent awards) -Recognition -Organizational Development Update	Regional VP	On-site, conference call, or Webex meetings	All employees of the region	Quarterly
Office	Office Update: -Review of Key Metrics (e.g. performance to plan, net sales growth, etc.) -Recent Awards/Opportunities -Workload leveling -Organizational Development Update -Recognition	Office Manager	On-site, conference call, or Webex meetings	All employees of Office	Quarterly/Monthly
Department	Workload leveling: -Recent Wins Proposal Activity -Professional Developmental Opportunities -Health & Safety -Recognition	Dept. Mgr.	On-site meetings	All employees of department	Weekly/Bi-weekly
Scope	Message/Topic	Leader	Venue	Audience	Frequency
General Info					
Corporate	Company Update	CEO	Conference Call	Sr. Mgt. Team	Bi-weekly
Corporate	Strategy Update	CEO	On-site meetings	Sr. Mgt. Team	Quarterly
Regional	Operations Review: -Performance vs. Plan -Key Account Update -Strategic Initiatives -Staff Development Update	CEO	On-site meeting or conference call	EVP, CFO, Sr. VP Sales, RVPs, Office Managers	Bi-annual

Sales					
Corporate	Must Win	Sr. VP Sales	Conference Call	RVPs, RSDs, KAMs	Bi-weekly
Regional	Regional BD Review: -BD Plan Review -Account Plan Review -Sales Training	RSD	Conference Call	CSCMs, KAMs	Monthly
CSC	CSC BD Review	CSCM	On-site meeting	DMs, Sr. Seller-Doers	Bi-weekly
Corporate	Service Line/Industry Sectors - Bookings and Sales Trends - Overall Performance - Key Wins - Professional Development Opportunities	Applicable Leader	Email/Intranet	All Employees	Quarterly
Other Communication					
Corporate	Professional Development Calendar and Employer of Choice Committee Updates	EVP-OD	Email, OD Quarterly	All Employees	Bi-weekly
Corporate	Indirect Labor Team	VP-Quality	Email	All Employees	Quarterly
Corporate	Innovation Committee Update	Committee Chair	Email	All Employees	Quarterly
Corporate	Organizational Development Update	HR and IS Depts.	"OD Quarterly" Newsletter	All Employees	Quarterly
Corporate	"Inside Company"	Mktg. Dept.	Email	All Employees	Bi-weekly
Scope	Message/Topic	Leader	Venue	Audience	Frequency
Board of Directors					
BOD	-Performance to plan -Forecast -Sales & Marketing	CEO	On-site meeting	BOD Members & Guests	Quarterly
BOD	Bi-weekly Shareholder Update	CEO	Conference Call	Shareholders, CEO, EVP, CFO	Bi-weekly



Information



Dynamic