



Welcome

Engaging First-line Leaders

Developing an Communication Protocol

**Employee
Engagement
Specialist**

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Housekeeping



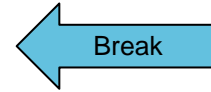
Agenda

8:00 – 9:15

- Feedback review
- Review of assignments

9:15 – 11:30

- Engage your First-line Leaders
 - Engaging your first-line leaders
 - Helping your engaged first-line leaders engage their staff
- Creating a Communication Protocol



11:30 – 12:00

- Your Engagement Action Plan
- Assignments for Session 5 and Pre-work for Session 6

Your Feedback

Thank you for the feedback (and testimonials) you provided last month:

You like:

- Process and structure of the workshop
- Tools provided
- Group interaction and the people in the class

You'd suggested these improvements:

- Reduce the number of assignments between sessions
- Reduce the time commitment outside the workshop
- Increase specifics on assignments (less vague)
- Don't try to pack so much into each session



Assignment

- Rate yourself and your company on your use of social media
- Rate yourself on the Attributes of Successful Change Agents worksheet
- Ask your team (or a group that sees you as a leader) complete the Twelve Needs evaluation

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Engage Your First-Line Leaders

from potential to performance 

First Line Leader Role in Engagement

*The #1 driver of employee engagement is one's first line supervisor**

*Disengaged managers are 3 times more likely to have disengaged employees***

Less than 10% middle managers rated their management training to be excellent

75% of people voluntarily leaving jobs say their boss as the reason

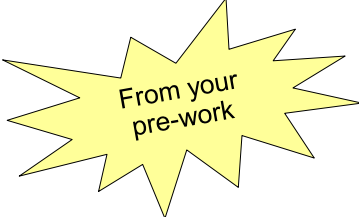


* Gallup survey of 80,000 Global Employees
** Sirota Intelligence Study

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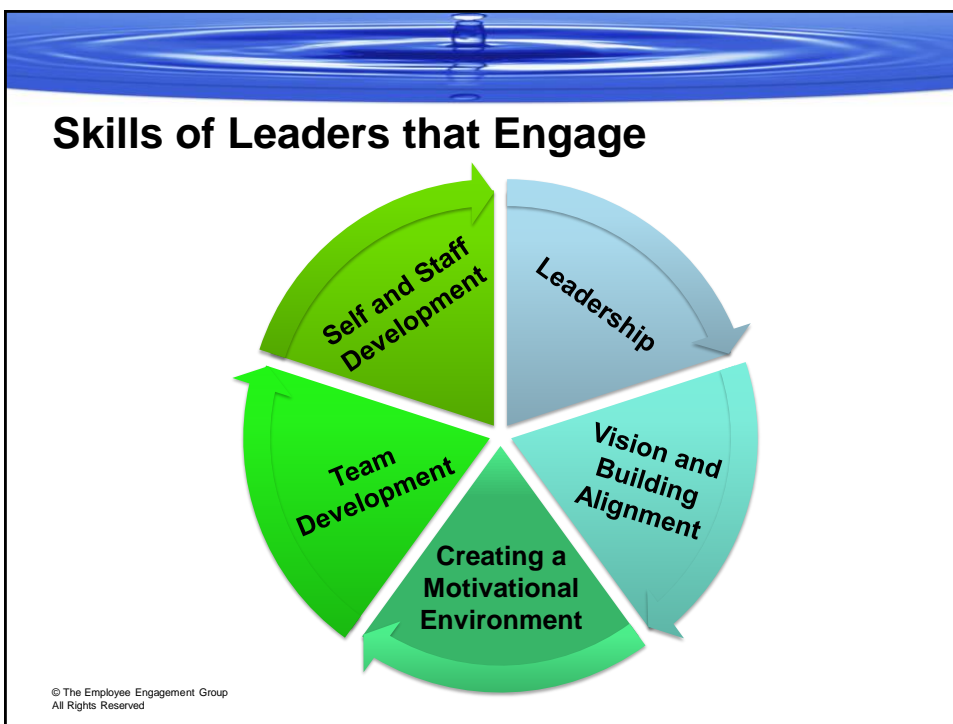
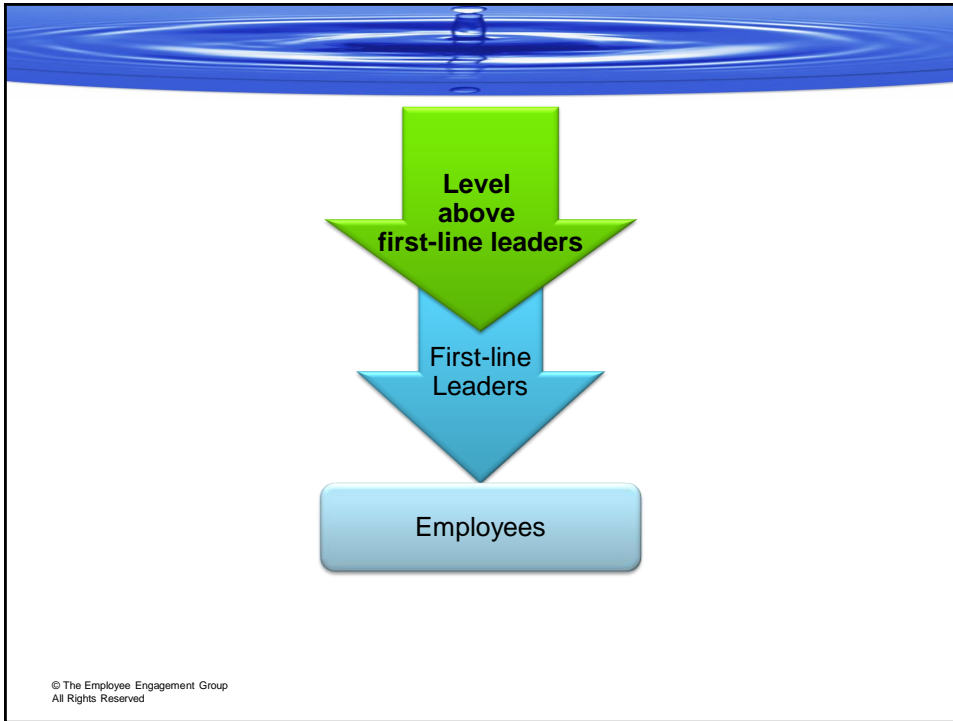
Where did you rate your first-line leaders?

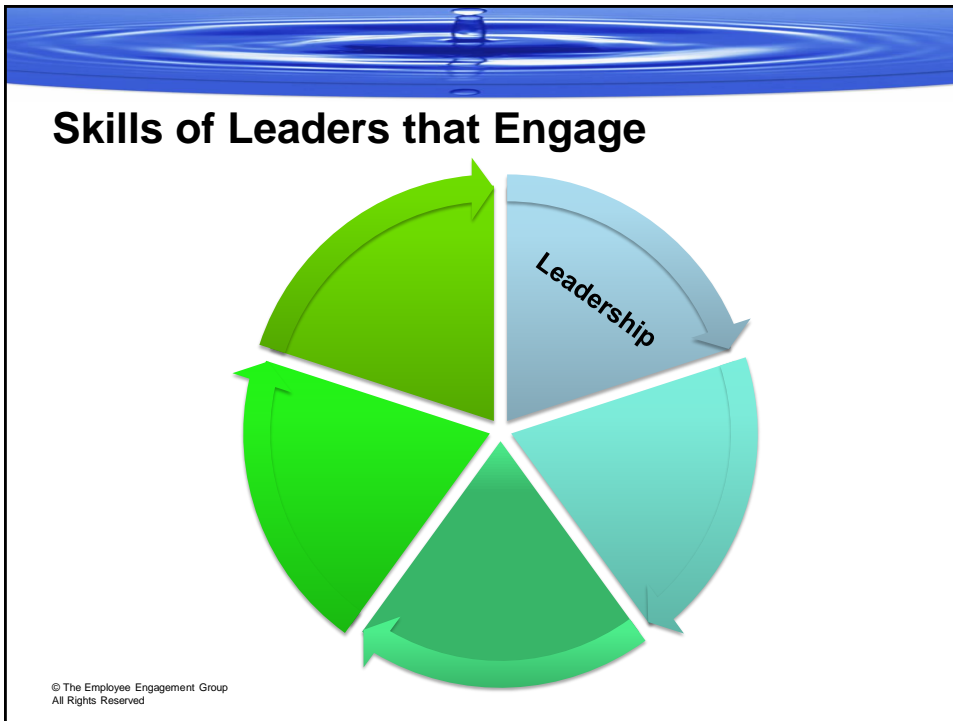
1 = Not Engaged
10 = Fully Engaged



– What could you do to improve or maintain your engagement levels?

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Force-Rank Yourself

On the following chart, force-rank yourself in each category from 1 – 12:


- 1 = Highly Effective
- 12 = Needs most work

Use each number only once but use all numbers

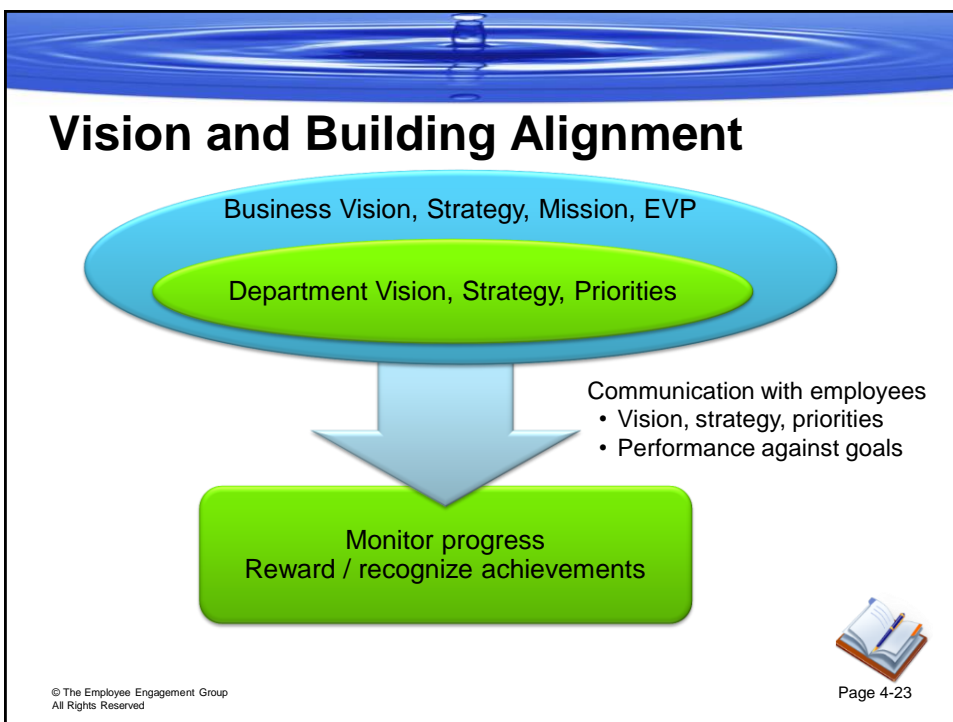
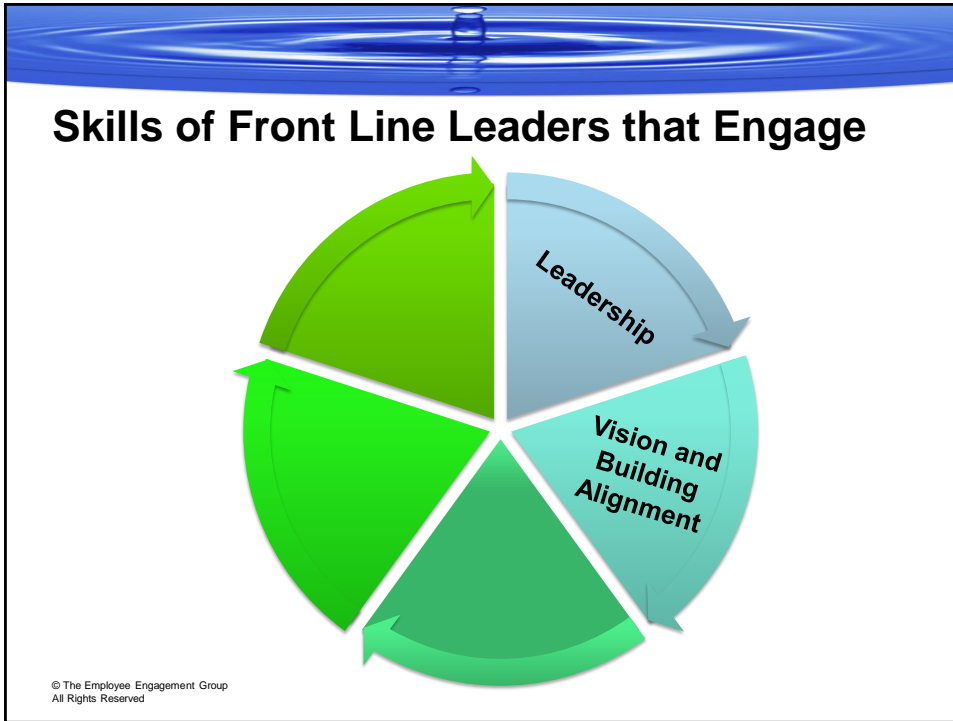

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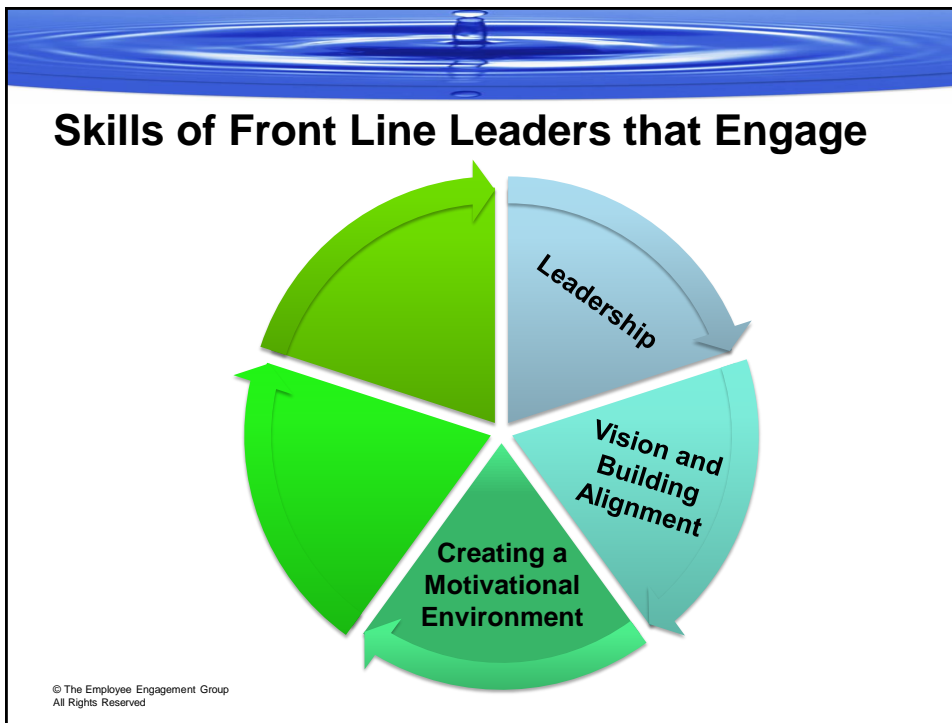
Train your Leaders on Engagement

Two tools you can use this tool to ask employees to evaluate leaders on the 12 Needs


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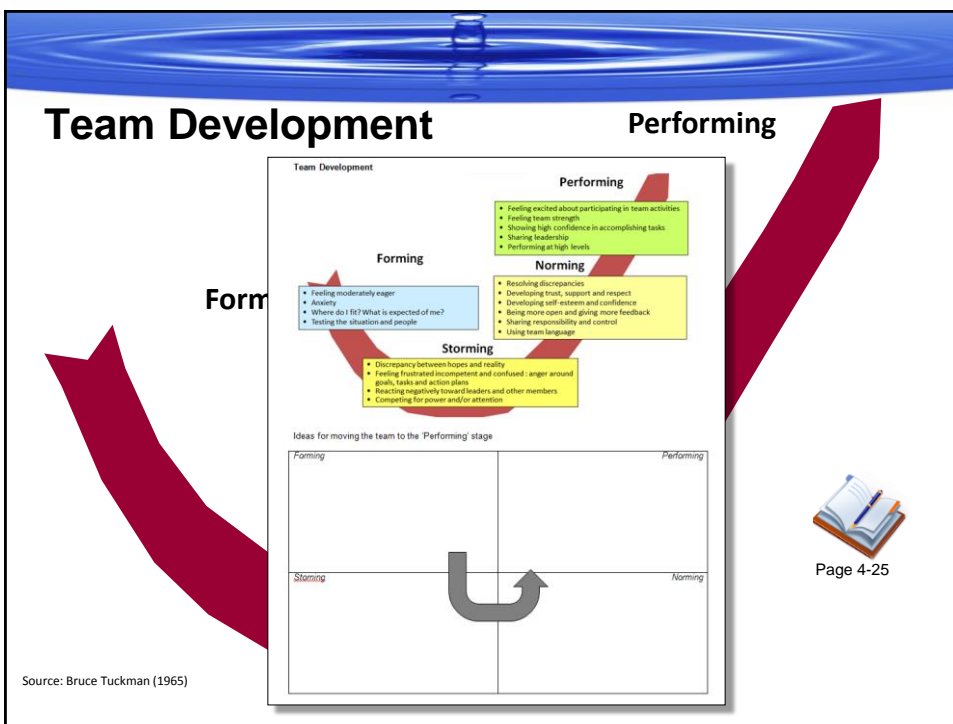
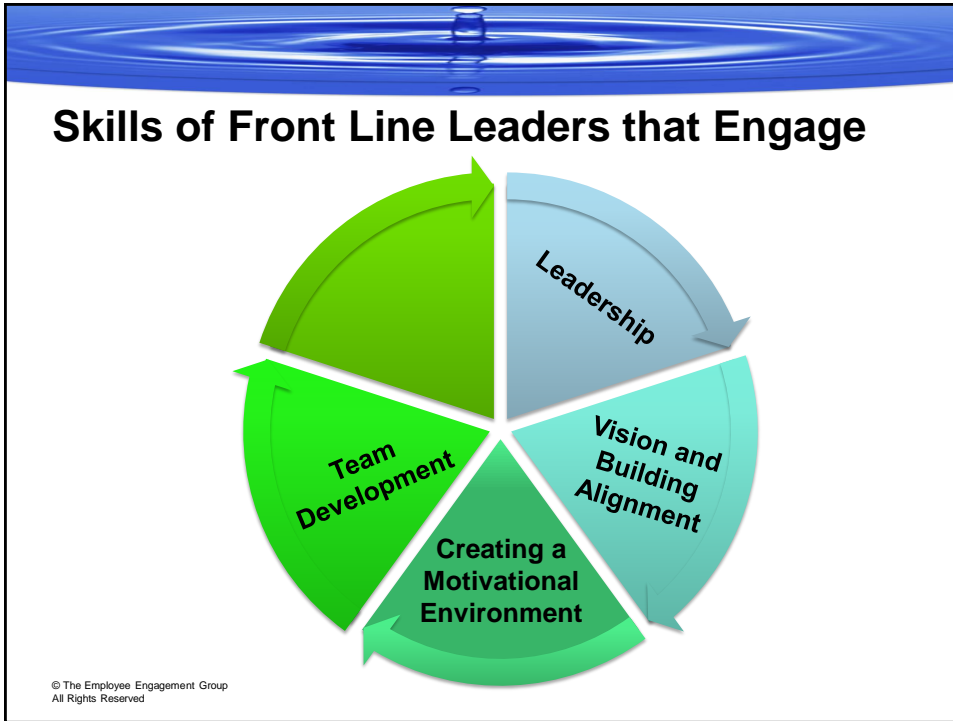
Create a Motivational Culture

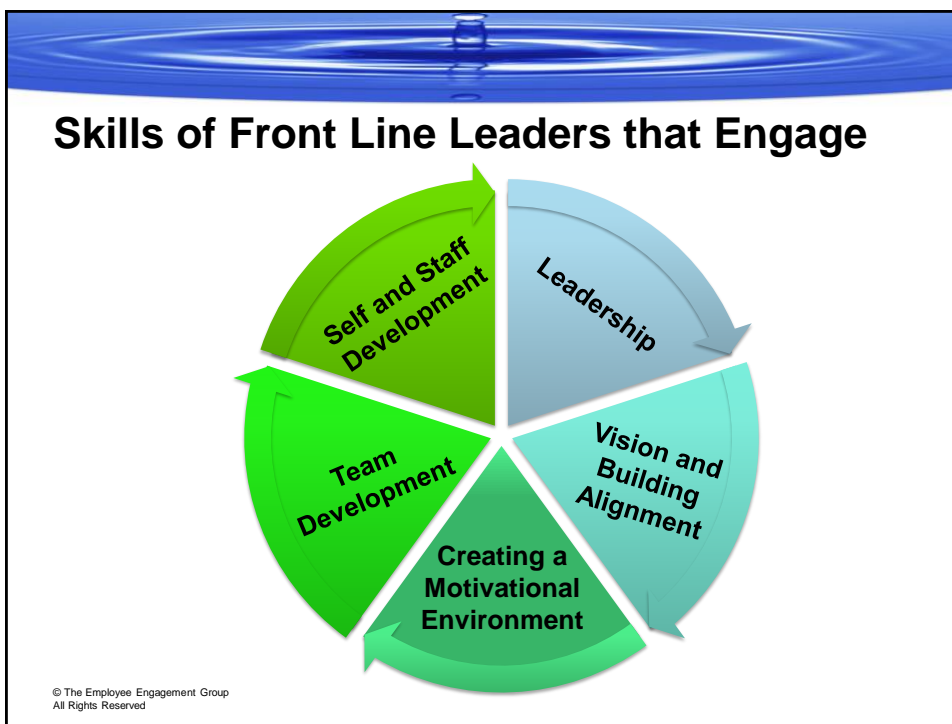
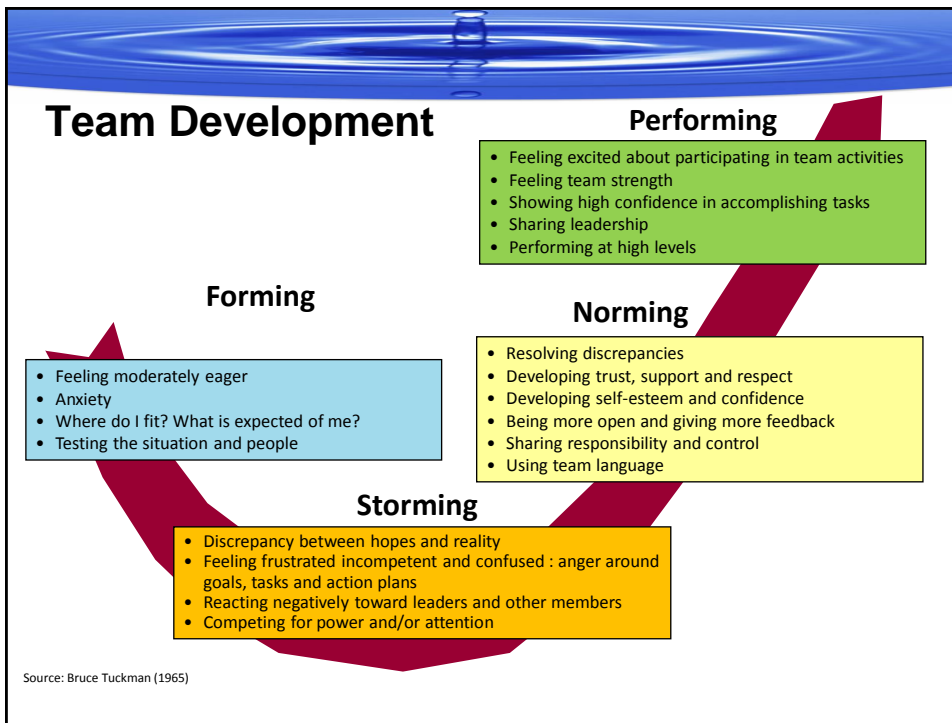
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- Knowing employees
 - Professional
 - Personal
- Accountability
 - Setting clear expectations
 - Performance management
- Communication
 - Business information
 - Input
 - Ability to talk to you

Accountability	Communication				
<p style="font-size: small;">Setting Clear Expectations</p> <div style="text-align: center;"> </div> <p style="font-size: small;">Performance Management</p> <ul style="list-style-type: none"> • What is your process? • How is it supported? • How is consistency maintained? 	<p style="font-size: small;">Business Information</p> <p style="font-size: small;">Input</p> <p style="font-size: small;">Ability to talk to you</p>				
<p style="font-size: small;">Knowing Your Employees</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; font-size: x-small;">Professionally</td> <td style="width: 50%; text-align: center; font-size: x-small;">Personally</td> </tr> <tr> <td style="height: 80px;"></td> <td style="height: 80px;"></td> </tr> </table>		Professionally	Personally		
Professionally	Personally				


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Staff Development

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- Hire the right people
 - Set clear objectives and expectations

How do you hire your people managers?

- Where do you look?
- Do you have an internal development process?
 - What does it look like?
 - Who is eligible?
- Who is involved in the 'filtering' process?
- Do you have a standard list of requirements or does it vary from position to position?
- Who makes the final decision?

From your pre-work

Leadership Selection Process

Position: _____

Performance Objectives and Expectations

What will this person be expected to accomplish in this role, how will he/she be evaluated?


Training

What training will be required to be successful in this position? How will training be provided?

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Staff Development

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- Hire the right people
 - Set clear objectives and expectations
 - Identify behaviors, traits, skills, and experience/education (BEST)
 - Look internally and externally
- Provide development opportunities (more than just training)
- Track progress – help them succeed

Leadership Selection Process

Position: _____

Performance Objectives and Expectations

What will this person be expected to accomplish in this role, how will he/she be evaluated?

What are the requirements of this job?


Behaviors and Traits	Skills, Education, and/or Experience

Internal or external candidate

Internal Leading Candidate Name	If no internal candidate, why not?
	How will you replace this internal candidate in his/her current position?

External Leading Candidate Name	Why is an external candidate preferable to an internal candidate?

Training



Exercise – Develop a hiring profile for a people manager.

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Self and Staff Development

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This framework is designed to assist you in identifying and assigning the appropriate learning and development strategies that will help you achieve your targeted professional and career development goals. You may want to reference this information as you create or modify development goals.

Learning and Development Actions	Description	Target Skill-Set	Examples	Implementation Steps/Success Factors	Benefits
Formal Training & Education (internal or external)	Classroom, Webinar, or online self-paced courses targeted toward specific employee groups or skill development areas.	<ul style="list-style-type: none"> o Functional or role-specific skills/knowledge o Interpersonal skills development o Leadership Development 	<ul style="list-style-type: none"> o Live, instructor-led course o Webinar based instructor-led course o On-line self-paced course 	<ul style="list-style-type: none"> o Identify employee knowledge or skill need/gap o Match to appropriate training course o Develop pre- and post-training goals o Ensure program attendance o Provide manager feedback and evaluate progress in using skills on the job 	<ul style="list-style-type: none"> o Provides immersive, targeted development. o Timing of training is important, should be completed close to time when skills/knowledge can be used/applied
On-the-Job Training/Challenges	Training or coaching provided to employees by managers, supervisors, and/or peers; activities align with day to day job tasks and assignments.	<ul style="list-style-type: none"> o Core job experiences o Personal challenges 	<ul style="list-style-type: none"> o Creative problem-solving o Identification of new ways to work o Engagement in planning projects 	<ul style="list-style-type: none"> o Identify employee knowledge or skill need/gap o Determine which on-the-job opportunities that would be appropriate of interest o Determine goals of assignment o Facilitate learning during assignment, provide support. o Evaluate goal accomplishment 	<ul style="list-style-type: none"> o Provides employee development through providing additional responsibility o Enables employee to learn through experience
Professional Memberships/Association	Typically a method to increase exposure to best practices and knowledge sharing within a technical/professional discipline.	<ul style="list-style-type: none"> o Networking/Exposure o Specific functional or professional skill development 	<ul style="list-style-type: none"> o Participate as a member or as leader of professional organization, or internal/external networking 	<ul style="list-style-type: none"> o Identify if broader or targeted exposure knowledge is desired/needed. o Talk to various people who belong/have participated in those groups, get feedback on effectiveness, focus, etc. of organization. 	<ul style="list-style-type: none"> o Facilitates network building o Provides greater access to professional resources/best-practices
Reading/Writing	Self-directed learning or research in topical areas.	<ul style="list-style-type: none"> o Gaining and/or sharing specific knowledge 	<ul style="list-style-type: none"> o Books, case studies, articles, on-line research, etc. o Writing a technical paper 	<ul style="list-style-type: none"> o Identify knowledge gaps/needs o Provide recommendations, help, or ideas for resources as needed 	<ul style="list-style-type: none"> o Exploration or targeted study of a particular subject matter
Feedback	Typically someone observes the employee and provides information, advice, and instruction intended to help develop skills, improve performance, or enhance the quality of his/her career.	<ul style="list-style-type: none"> o Functional or role-specific skills/knowledge o Interpersonal skills development o Leadership development 	<ul style="list-style-type: none"> o Manager o Supervisor o Peer o Experienced coach (internal or external) o Client 	<ul style="list-style-type: none"> o Identify skill to be developed and who would be best able to provide feedback o Provide opportunities for observation o Meet to discuss self-evaluation and give objective feedback 	<ul style="list-style-type: none"> o Provides objective, outside view o Opportunity to reflect, discuss and learn from experiences o Improves short-term performance and long-term development


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Self Development

- 360 Feedback
- Development opportunities
- Professional associations
- Career planning

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360 Evaluation



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Leadership Evaluation
Rate _____ on a scale of 1 = 10 (1 = Not at all, 10 = Extends well beyond or 7 not applicable, NA)

Leadership Foundation	Rating (1 = Not at all, 10 = Extends well beyond)										
Appropriately changes leadership style depending on the situation	1	2	3	4	5	6	7	8	9	10	NA
Adopts leadership techniques to fit individual employees	1	2	3	4	5	6	7	8	9	10	NA
Makes the tough decisions with confidence	1	2	3	4	5	6	7	8	9	10	NA
Takes control of the situation when needed	1	2	3	4	5	6	7	8	9	10	NA
Works effectively in cross-cultural environments	1	2	3	4	5	6	7	8	9	10	NA
Shows an appreciation for the value of diversity (race, nationality, culture, age, gender, sexual orientation)	1	2	3	4	5	6	7	8	9	10	NA
Shows employee empathy	1	2	3	4	5	6	7	8	9	10	NA
Shows risk aversion making the decisions	1	2	3	4	5	6	7	8	9	10	NA
Actively contributes to team success during tight deadlines	1	2	3	4	5	6	7	8	9	10	NA
Inspires others to follow	1	2	3	4	5	6	7	8	9	10	NA
Places a high priority on coaching people	1	2	3	4	5	6	7	8	9	10	NA
Assigns the appropriate person to the appropriate task or job	1	2	3	4	5	6	7	8	9	10	NA
Understands importance of rules and procedures	1	2	3	4	5	6	7	8	9	10	NA
Values flexible approaches to deal with cultural differences	1	2	3	4	5	6	7	8	9	10	NA

Vision and Building Alignment	Rating (1 = Not at all, 10 = Extends well beyond)										
Communicates clear goals for the next year of the organization	1	2	3	4	5	6	7	8	9	10	NA
Translates vision into motivating strategies and implementation plans	1	2	3	4	5	6	7	8	9	10	NA
Makes annual objectives consistent with long-range goals	1	2	3	4	5	6	7	8	9	10	NA
Makes annual reports understandable how they contribute to the vision	1	2	3	4	5	6	7	8	9	10	NA


Growth of Human Capital & Succession Management	Rating (1 = Not at all, 10 = Extends well beyond)										
Recruits and selects talented people	1	2	3	4	5	6	7	8	9	10	NA
Clearly communicates performance expectations	1	2	3	4	5	6	7	8	9	10	NA
Takes appropriate action when performance does not meet expectations	1	2	3	4	5	6	7	8	9	10	NA
Consults freely and effectively performance reviews	1	2	3	4	5	6	7	8	9	10	NA
Regularly gives open and honest feedback	1	2	3	4	5	6	7	8	9	10	NA
Makes others prepare for increased responsibility	1	2	3	4	5	6	7	8	9	10	NA
Proactively looks to promote from within	1	2	3	4	5	6	7	8	9	10	NA
Works with employees to identify career growth plans that link with business development plans	1	2	3	4	5	6	7	8	9	10	NA
Identifies individuals with the appropriate skill	1	2	3	4	5	6	7	8	9	10	NA
Looks to eliminate unnecessary work or obstacles to productivity	1	2	3	4	5	6	7	8	9	10	NA
Has proactively identified and developed a successor to his/her role	1	2	3	4	5	6	7	8	9	10	NA

Creating a Motivational Environment	Rating (1 = Not at all, 10 = Extends well beyond)										
Provides material and equipment needed to do the work right	1	2	3	4	5	6	7	8	9	10	NA
Recognizes and rewards achievement and performance successes	1	2	3	4	5	6	7	8	9	10	NA
Is clear enough to be objective	1	2	3	4	5	6	7	8	9	10	NA
Keeps promises and commitments	1	2	3	4	5	6	7	8	9	10	NA
Focuses on how results are achieved as much as on what results are achieved	1	2	3	4	5	6	7	8	9	10	NA
Provides specific feedback when deserved	1	2	3	4	5	6	7	8	9	10	NA
Stands up fairly on both quantitative and qualitative results	1	2	3	4	5	6	7	8	9	10	NA
Establishes a culture which enables others to succeed	1	2	3	4	5	6	7	8	9	10	NA

Team Development	Rating (1 = Not at all, 10 = Extends well beyond)										
Works cooperatively with others to achieve common goals	1	2	3	4	5	6	7	8	9	10	NA
Successfully manages conflict	1	2	3	4	5	6	7	8	9	10	NA
Works effectively with peers and colleagues	1	2	3	4	5	6	7	8	9	10	NA
Motivates others to "step" outside their comfort zone	1	2	3	4	5	6	7	8	9	10	NA
Respects the importance of other people's time	1	2	3	4	5	6	7	8	9	10	NA
Connects team people with dignity and respect	1	2	3	4	5	6	7	8	9	10	NA

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Leadership Best Practices



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Leadership and Engagement Best Practices

Leadership

- Use positive language – say what to do, vs. what not to do
- Validate before you communicate – rumors can sound just like facts
- Ask questions and use employees as a sounding board
- Listen to employees
 - * Use your ears and eyes
 - * Let employees finish (no interruptions)
 - * Respond to show you are engaged
 - * Ask questions to clarify
- Encourage employee communication by facilitating discussions and conflicts
- Ask for feedback from employees about your leadership
- Solicit new ways of doing things
- Be open to new ideas
- Ask for solutions, not just complaints
- Encourage employees to submit innovative ideas
- Over communicate, especially in times of stress
- Conduct a better practices brainstorm session
- Set a good example – know who you are and live your 3 lives (business, personal, and family) with passion
- Encourage employees to balance life and work
- Demonstrate empathy, especially in times of personal hardship
- Keep a positive attitude – your staff will mirror your behavior
- Respect others' time
- Communicate, communicate, communicate

Vision and Building Alignment

- Understand the vision of the company
- Define your vision for your department that ties directly to the vision of the company
- Communicate your vision to your employees with emphasis to the connection to the company vision
- Clearly articulate cascading goals
- Routinely remind your employees of the vision
- Define and communicate your strategy for reaching the vision
- Discuss with your employees how to best execute the strategy flawlessly
- Measure progress (create 'balanced scorecards')

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Communication Protocol

from potential to performance 

Goals of a Communication Protocol

- Establish Communication Expectations
- Build consistent messaging
- Create alignment with employees at all levels
- Create circular communication
- Build shared accountability (from the top to bottom)
- Reinforce a culture of achievement
- Minimize duplicate work
- Reinforce key messages “13 times”
- Leverage different communication venues and tools



In an ideal world

- You begin by creating one presentation template from the office of the CEO
- You include the key elements of your strategic plan.
 - Examples:
 - Profit
 - Growth
 - Engagement
 - Etc.
- You support with a Balanced Scorecard
- You link with your strategic plan and update annually
- You post in all public areas
- You give to all new hires

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Example

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 (inc. recent awards) -Recognition -Organizational Development Update Office Update: -Review of Key Metrics (e.g. performance to plan, net sales growth, etc.) -Recent Awards/Opportunities -Workload leveling -Organizational Development Update -Recognition	Regional VP	On-site, conference call, or Webex meetings	All employees of the region	Quarterly
Office	Workload leveling: -Recent Wins/Proposal Activity -Professional Developmental Opportunities -Health & Safety -Recognition	Office Manager	On-site, conference call, or Webex meetings	All employees of Office	Quarterly/Monthly
Department		Dept. Mgr.	On-site meetings	All employees of department	Weekly/Bi-weekly
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, RVP's, Office Managers	Bi-annual

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Example

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 TS 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
Communication aimed at providing updates

Dynamic
Communication to solicit input

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Examples: Strategic

	What's the topic or forum?	What are the key messages?	Who's the responsible leader?	Who's the audience?	How do they participate/get the information?	How often?
Where We're Going	5 Year Plan	Prepare and update 5-year Strategic Plan. Review Company performance and progress against vision and strategic plan.	CEO	Senior leaders	On-Site Meeting	Annually (Spring)
	5 Year Service Line or Business Line Plan	Prepare and update Service or Business 5-year Strategic plan	Specific Service or Business Line Leader	Senior leaders representing Company's global environmental service lines	On-Site Meeting	Annually (Fall)
	Company Strategy Council	Prepare and update Company's 5-year Strategic Plan; Review Company performance and progress against vision and strategic plan. Review Industry/Service Line outlook and revenue projections. Generate recommendations to achieve strategy. Recognize and celebrate successes.	CEO	Strategy Council	On-Site Meeting	Annually (Fall)
	Fiscal Year Planning Process	Refine Company Operational, Sales & Marketing, and G&A department plans to support Company upcoming fiscal year plan.	CEO, COO, CFO, Operations Director & SVP, Sales & Marketing	Company senior leaders from Operations, Sales & Marketing, and G&A functions	On-site meetings/ Conference Calls	Annually (Winter)
	Employee Development Plans	Prepare Individual Plans: Assess performance against individual goals/metrics and discuss strengths, improvement areas, and professional & career development opportunities. Adjust/Set new goals that align with the company strategy.	All managers w/in management responsibility	All Employees	On-Site Meeting	Bi-Annually

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Examples: Tactical

General Information						
What and How We're Doing	Company Update	Reinforce business philosophy, values and mission. Review of all elements of strategy and progress toward each. Provide updates on Company and Company news and key initiatives. Highlight recent awards/opportunities.	CEO or COO	All Employees	Email	Monthly
	Environmental Health & Safety Performance Update	Provide communications aimed at preventing injuries and incidents, and educating employees on wellness, sustainability, security and other EHS related issues. Share successes in EHS Performance, including our progress on sustainability.	VP, Environmental Health & Safety Performance	All Employees	Email, Newsletter, and face-to-face meetings in the offices	Monthly
	New Enterprises Update	Update on new mergers and acquisitions, and research and development efforts. Promote innovative work across the company.	SVP, New Enterprises	All Employees	Email	Quarterly
	Merger News	Provide updates on progress of mergers and transitions. Communicate changes to our systems, or other aspects of our business.	SVP, New Enterprises	All Employees	Email/Intranet	As needed
	Project/Program Management Update	Share plans, progress and information about: risk management, the Project Delivery System and Integrated Management System, project management training, project management resources, and SharePoint development.	SVP, Office of Risk Management or VP Project Excellence System	All Employees	Email	Quarterly
	Client Survey Feedback	Provide an update on Client Survey results and recommendations.	SVP, Sales & Marketing	All Employees	Email	Bi-Annually

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Examples: Tactical

Operations/G&A						
What and How We're Doing	Company/ Continental Update	Environmental Health & Safety message. Innovation moment. Reinforce business philosophy, values and mission. Review all elements of strategy and progress toward each. Celebrate recent awards and team accomplishments.	COO/ Operations Directors	All employees within Continental Area of Operations	On-site, all staff meetings in conjunction with bi-annual on-site Operations Review	Annually
	Bi-Annual Operations Review	In-depth review of strategy execution and operating performance following the Balanced Scorecard.	COO and/or Operations Directors	General Managers, CFO, SVP Sales & Mktg, etc.	On-site meeting or conference call	Bi-Annually
	Leadership Council Call	Review Balanced Scorecard, market trends and developments, mergers and acquisition update.	CEO	Leadership Council	Conference Call	Weekly
	Global Operations Management Call	Review key, upcoming initiatives.	COO	Continent Leaders, COO's Direct Reports	Conference Call	Bi-weekly
	Continent Operations Management Call	Review Company and Continent Balanced Scorecard, near term service line and geographic performance outlook, general hiring and training plans, must-wins and significant opportunities.	Operations Directors	Management Team for Continent	Conference Call	Bi-weekly
	Quarterly Update	Environmental Health & Safety message. Innovation moment. Reinforce business philosophy, values and mission. Review all elements of strategy and progress toward each within operational area. Review Balanced Scorecard. Review upcoming Company U training schedule and hiring plans. Celebrate recent awards and team accomplishments. Introduce new hires, note employee tenure anniversaries.	General Manager or Country Manager	All employees within Operational Area	On-site, conference call, or Webinar	Quarterly
	Group/ Department Meeting	Environmental Health & Safety message. Innovation moment. Review recent EH&S "Lessons Learned Sheets", local near-misses, and local mgmt. audit findings. Review Balanced Scorecard, business development/sales activities, project and resource scheduling, upcoming Company U training schedule and hiring plans. Celebrate recent awards and team accomplishments.	Group/Department Manager	All employees within Group/ Department	On-site, conference call, or Webinar	Monthly (or more frequently)

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Examples: Tactical

What and How We're Doing	Sales & Marketing					
	"Inside Company"	Report news on recent big wins, cross-selling, opportunities, proposals, awards, and BD initiatives by Operating Area. Update on Marketing Department initiatives. Highlight EH&S topics and innovative work across the company.	Marketing Dept.	All Employees	Email	Bi-weekly
	Sales Call	Report and discuss updates on new strategic opportunities/proposals. Discuss sales and marketing initiatives, and sales and marketing best practices.	Sales Director	Sales Managers	Conference Call	Bi-weekly
	Service Line & Industry Sector Calls	Review EH&S performance by Service Line/Industry Sector, opportunities, proposals, awards, business development initiatives, conferences and training opportunities. Introduce new hires. Highlight Intra OpCo collaboration.	Service Line/Industry Sector Leader	Service Line Representatives	Conference Call	Monthly
	Organizational Development					
	Company Employee Engagement Survey	Solicit input on how we're doing on key employee engagement dimensions. Share results, recommendations and action plans.	CEO	All Employees	Email	Every 2 yrs
	Company UI Organizational Development Update	Share monthly Company University Calendar and progress or news about key training, organizational development, and employee engagement initiatives.	Organizational & Professional Development Director	All Employees	Email	Monthly/Quarterly
	Human Resources Update	Share progress or news about key recruitment initiatives, employee programs and Employer of Choice Committee activity.	HR Director	All Employees	Email	Quarterly
	Total Rewards Program Update	Summarize highlights of existing compensation, rewards, recognition, and benefits plans and programs, and what changes have been introduced.	Director of Compensation	Eligible Employees	Email, Employee Meetings	Annually
	Company					
Company Operational Review	Review performance to plan, forecast, and progress on elements of Company's Strategic Plan.	CEO, COO, CFO	On-site meeting	Company Senior Leadership	Quarterly	

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Creating Your Communication Protocol Message

Message	Who Delivers	Venue	Audience	Frequency

Imagine you are sitting with your CEO and discussing communication messages to deliver to the organization:

- What are 4 key elements he/she would want to communicate?
- Through what venues should these be communicated?
- Who is the audience for each message?
- What's the frequency for each message?

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Creating Your Communication Protocol Message

Message	Who Delivers	Venue	Audience	Frequency

Look at the level below the C-Suite (this might be a director, division leader, or department head)

- What are 4 key elements he/she would want to communicate?
- Through what venues should these be communicated?
- Who is the audience for each message?
- What's the frequency for each message?
- How does this tie to the message the CEO delivered?

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Creating Your Communication Protocol Message

Message	Who Delivers	Venue	Audience	Frequency

Look at the level below the Director, Division, Department (depending on your organization's hierarchy)

- What are 4 key elements he/she would want to communicate?
- Through what venues should these be communicated?
- Who is the audience for each message?
- What's the frequency for each message?
- How does this tie to the message that has been delivered by the other levels?

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Thought-provoking questions.....

- How to ensure staff have to communicate up?
- How will this tool build alignment?
- How best to leverage social media
- How will people delivering the message be held accountable?
- Is there a way to include customers?




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Keeping your protocol vibrant

- Reference in monthly CEO communication
- Keep the same sequence
- Leverage the same template where and when possible
- Use social media in partnership with other forms
- Update annually
- Show communication graphically where possible
- Maintain ongoing communication via a balanced scorecard if possible



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Assignment

from potential to performance 

Assignment

- Conduct a '12 Needs a Leader Must Fill' evaluation with your staff (or people who see you as a leader)
 - What can you do to be a more engaged leader?
- Share the '12 Needs' tool with other leaders in your organization and teach them to how to use it
- Get to know several employees on a professional and personal level
- Create a draft Communication Protocol document starting with the CEO and cascading at least 3 levels
 - Share the document with your leadership team and discuss

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Pre-work for Session 5

Innovation

Generations in the Workforce

from potential to performance 

Pre-work for Session 6



Page

- Innovation is taking a current product, process, or service and making it better
 - Based on that definition, make a list of 3 – 5 innovations that you've seen in your lifetime outside of your industry
- What is the mix of generations in your workplace (just a rough estimate)

Thank you



*See you on
December 13*



(2nd Friday instead of 3rd Friday)

from potential to performance 