
'Effective internal communication strategies'

ENTER Malta Session
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CV in outline

- Education: Master in Communications, University of Copenhagen (2008), and BA in Sport Science (2006)
- Currently: Consultant, Center of Sport and Leisure, Municipality of Greve (2009-?), and committee member of The National Olympic Committee and Sports Confederation.
- Previously: Communication Consultant at Humankind, Academic Consultant at Danish Institute of Sports Studies (Ministry of Cultural Affairs)



Program for the session

- Internal communication
- Network communication
- Case: developing strategy for effective internal communication
- Plenum presentation and debate
- Round-off



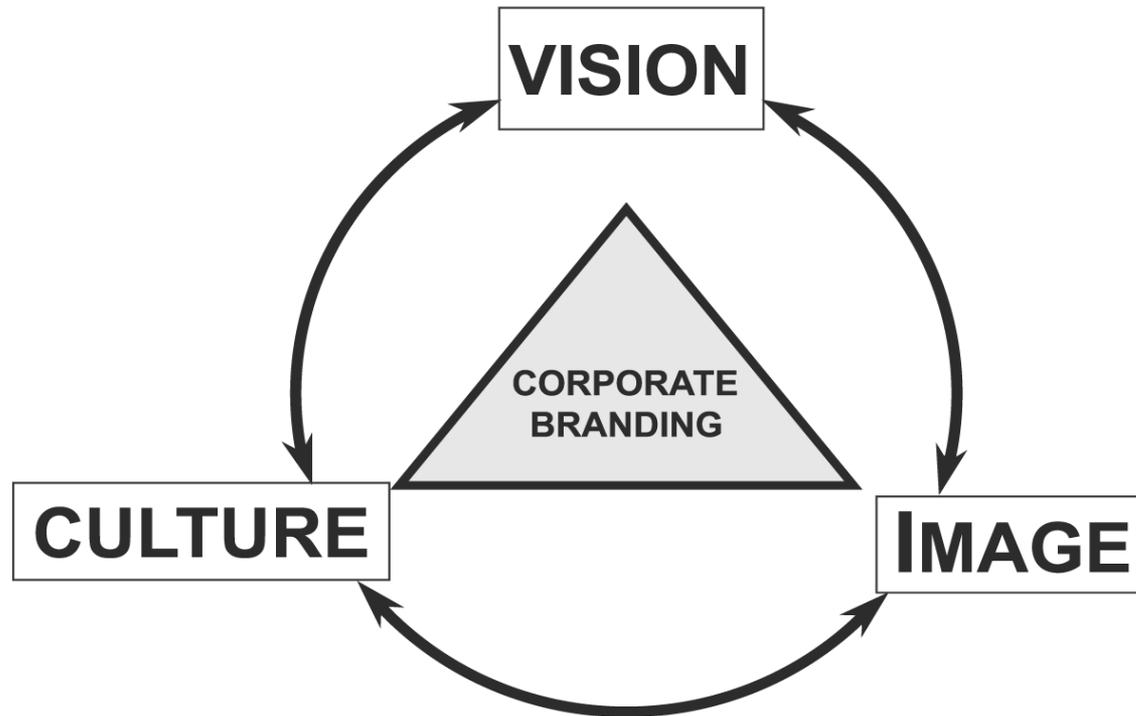
Internal Communication - definition

”Communication between employees or departments across all levels or divisions of an organization. Internal communication is a form of corporate communication and can be formal or informal, upward, downward, or horizontal. It can take various forms such as team briefing, interviewing, employee or works councils, meetings, memos, an intranet, newsletters, the grapevine, and reports.”

(Source: Business Dictionary)



Corporate communication



(M.J. Hatch and M.S. Jørgensen)



Multiple purposes of internal communication

- Creating awareness
- Consulting
- Involving
- Changing
- Anchoring



Formal and informal channels

Formal

Meeting, workshops, conferences

Intranet, news letter, staff magazine

One-way communication

One sender/communicator

Easy to control

Informal

Coffee room, printing room, in the hallway, receptions

Face-to-face dialogue

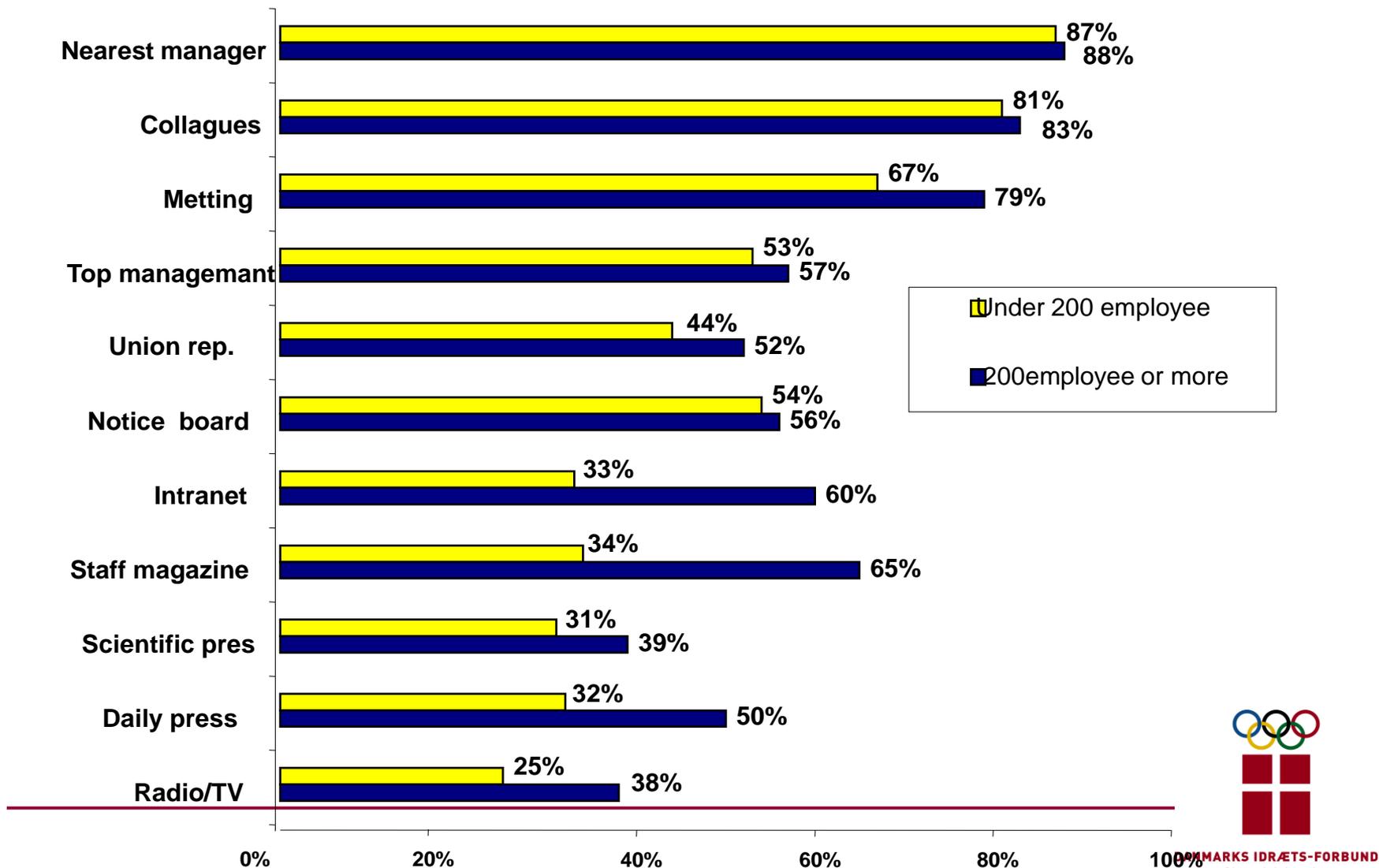
Two-way communication

Several senders, communicators

Difficult to control (diffussion)



Difference in use of information sources



Network communication

- ‘The third wave’
- Diffusion
- Two-way communications
- Opposite to mass media communication



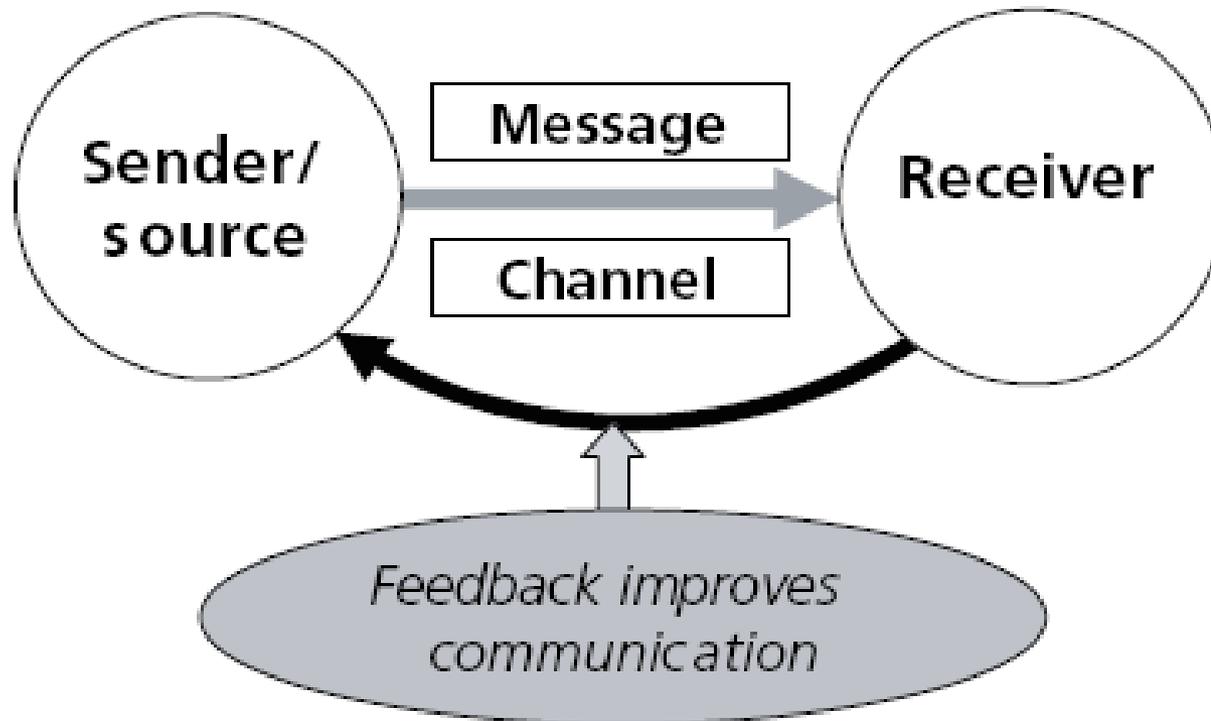
Definition of network communication

”Diffusion is the proces by which an innovation is communicated through certain channels over time among the members of a social system”

(Rogers, 1995)



Simple communication model



Purpose of strategic network communication

- Stimulating interpersonal relations
- An effective tool in change management
- An effective tool for reaching opponents



Target group

- Always take the target group as your starting point.
- The sender/source always has the responsibility of the communication.
- But the receiver is the only one, who can assess whether the communication is successful or not!



Different types of target groups

1. Subsidiary target group
2. Final target group



Stakeholder analysis (1)

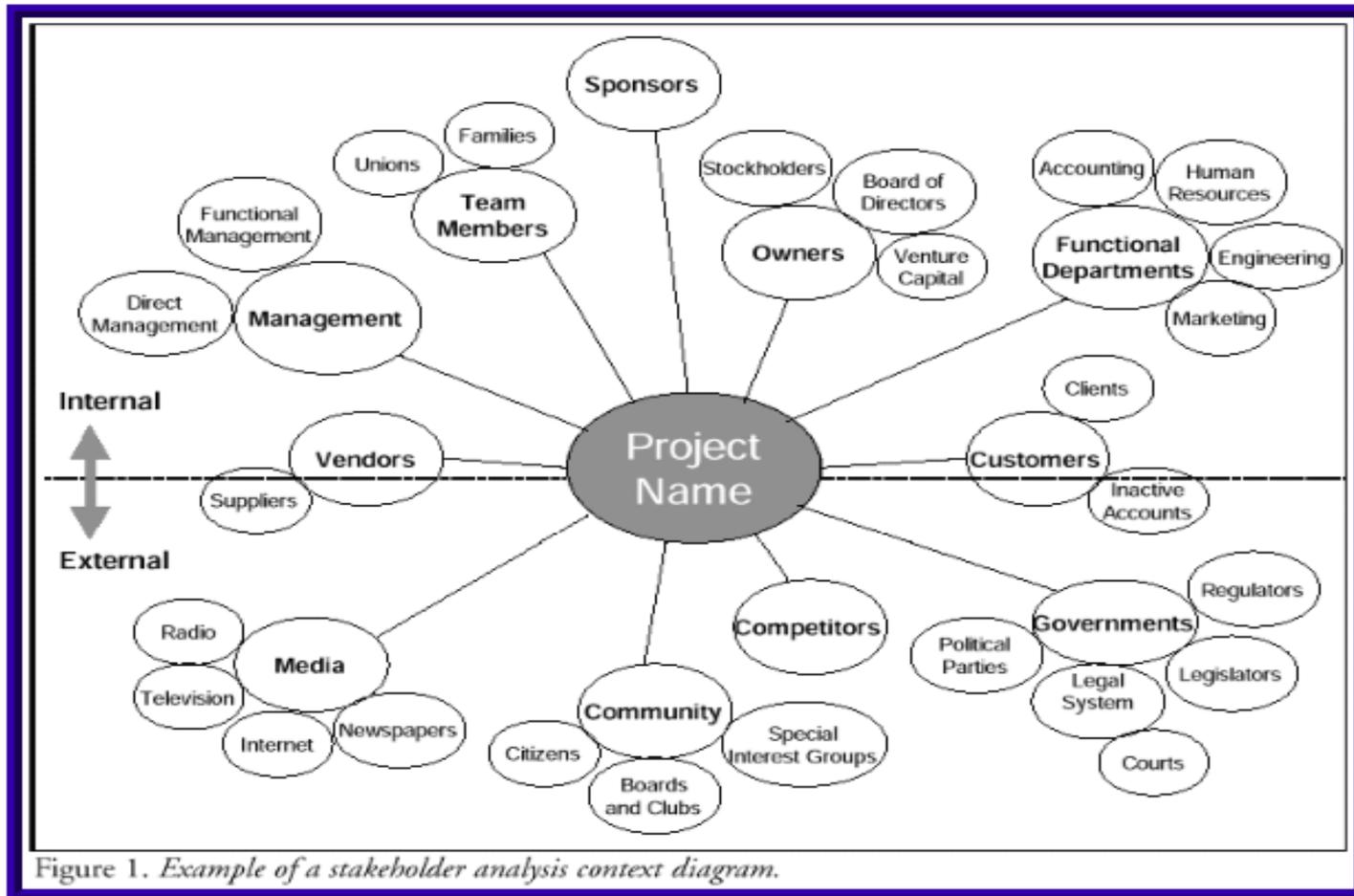


Figure 1. Example of a stakeholder analysis context diagram.



Stakeholder analysis (2)

Motives for the different types of target groups:

- Supporters
- Opponents
- ‘Trivial’
- Competitors



Conclusion

- Accordance between external and internal communications (corporate branding)
- The direct, verbal communication channels are the most used, the most important ones, and the most reliable
- Always take the target group as your starting point
- Network communication is effective in reaching and changing opponents



Case

Design your own internal communication strategy!

