Communication campaign in WHP projects

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Starting point

The level of success of a workplace health program depends, in large part, on how the employees react.

And

Even the slightest misunderstanding can creat a major disaster.

What we know

- We spend 75% of a working day talking and listening

- 75% of what we hear, we don't fully understand

- 75% of what we clearly understand, we forget in the following 3 weeks

What we know

- 70% of our communication efforts are:
  - In comprehended
  - Misinterpreted
  - Rejected
  - Distorted
  - Not heard / not listened to

- 93% of what communication is, it's not verbal!!

What do we remember?

10% of what we read

20% of what we hear

30% of what we see

70% of what we see and hear

What we know

That regular and consistent communication is a vital component of the overall program and fosters an organizational commitment to employee health.

Consistency comes from repeating an uniform presentation at all levels of the organization and over time …..

and this will create a **culture of health**.

Possible benefits/outcomes

Direct effects	Indirect effects
Health benefits	**Health benefits**
Improved health awareness **Improved health status** **Improved health related behaviours** **Improved mental wellbeing** **Reduced psychosocial stress** **Improved fitness** **Improved social support at work** **...**	**Reduced accident rates** **Improved occupational health** **Improved general health** **...**
Organisational benefits	**Organisational benefits**
Reduced health related absenteeism **Return on investment** **...**	**Improved relations atmosphere** **Improved corporate image** **Improved productivity** **Improved product/service quality** **Improved workforce skill levels** **Improved morale** **...**

End goal

- ✓ Improve the chances of success "of the program, of the individuals and of the organization"
- ✓ Create a culture for health

How to communicate this?

It is like all the other aspects of managing…

it must be studied, programmed, implemented and evaluated!

In phases, it would look like this

1. Management decision
2. Situation analysis
3. Communication analysis
4. Communication planning
5. Evaluation planning (selection indicators)
6. Implementation & management
7. Feedback
8. Evaluation

A real case

- **Industry:** Plastic components
- **Organization:** Italian Operating Facility Two plants
- **Employees**: 2.452 (1,400 Full time / 1,052 external service companies)

The problem

The management was experiencing a significant lack of organizational alignment in the workforce and in supporting strategic efforts. Additionally, less than acceptable levels of commitment to industrial and safety were the norm across both plants in operation.

The idea

Shift the company's overall culture from one of passive and avoiding behaviors, to one that was constructive, proactive and strategically focused in nature.

The new management, believed that these two aspects of the company's culture were vital to sustaining business success and employee and community safety

After a first analysis

- Supporting leadership behavior
- Improve work management
- Implement goal setting across the organization down to the frontline
- Enhancing internal communication strategy

As part of this process

Was conducted an audit of the cultural norms within the organization.

These assessments identified a lack of internal communications as being one of the key contributing factors to a passive/difensive culture.

In detail

- Were limited, not free-flowing, and most often late.

- Were sporadic and mistrusted while feedback to leadership was often times censored, misinterpreted and problem-focused.

Final considerations

- The lecture tells us that a lack of clear internal communications ultimately promotes conventional behaviors, having employees adhere to the established rules, procedures and traditions.

- As a result, strengthening the process of internal communication or how information is passed from management down became a **high priority within the culture change initiative.**

Second level analysis

on the communication channels and resources being used in the organization and their role in transferring information to drive strategic changes and safety/individual behaviors.

The finding from this analysis, combined with the insights gained from the cultural assessments, field interviews and industry benchmarking, helped to expose a significant absence of information being passed from leadership to employees.

The priority need detected

Was stronger "Top-down" communication that would carry the desired information and messaging to help drive strategic support in operations, safety, maintenance, chemical and other key functional areas of the plants.

Aim

The development of an internal communication plan, including a strategy, structures, processes and channels, and staffing levels that would achieve the desired goals of communications to support strategy and safety.

Specific aims

- Strategic alignment of all employees resulting in increased engagement and performance
- Increased operational efficiencies resulting in operating and financial margin increase
- Increased engagement of employees resulting in higher retention and knowledge transfer
- Organizational pride that transcends into community perceptions
- Safety
- Sustainable success

To achieve these aims:

1. A detailed "Desired State" which included:
   - A statement of strategy and purpose for internal communications and internal branding requirements.
   - Primary content needs and sources, as well as frequency requirements.
   - Required processes, channels and communication vehicles, including templates for all communication tools.
   - Organizational structure, roles and staffing requirements.
   - Skill requirements for each role.

To achieve these aims:

2. A change management and implementation plan, including:

- Current internal communications assessment
- Desired-state of internal communications
- Communications plan
- Content generation and process
- Measurement process
- Continuous improvement process
- Communication infrastructure strategy
- Management of communications implementation actions

Process

1. Pre Implementation
2. Implementation and process improvement
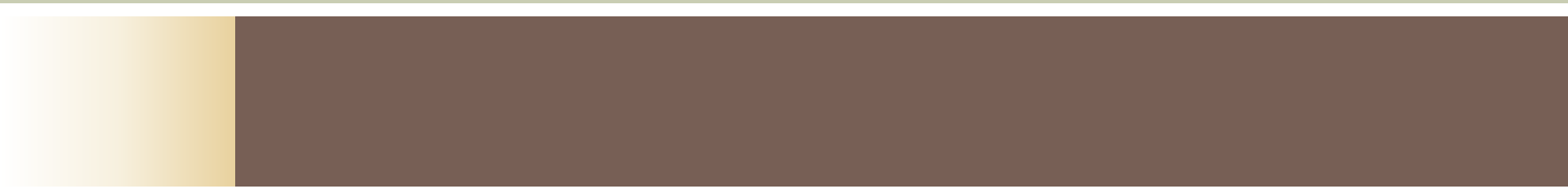3. Sustainability

Pre Implementation Results

□ Renewed internal communications plan with input from senior leaders, management, supervisors and frontline employees.

□ Through use of tools such as audience maps leaders more clearly understand their role in communications and are communicating more frequently with the workforce.

□ Map of the organization's internal audiences for the purpose of identifying the segments that may need varied messaging or require a different mix of channels.

Implementation and process improvement

- A detailed work plan

- Daily operations meetings multiple times each day.

- Re-design the front page of the daily operations and maintenance reports to include key messages and data to be shared vertically

- Finally, to accomplish a top-down, and bottom-up effect, the front page only of the daily report is converted to PDF and sent to all employees. This effort provides the platform for workers to ask their supervisor and manager questions should the leaders fail to share specific data with them

Sustainability

□ While the organization had traditional channels such as intranet, newsletters, and email already in place, planning for the integrated use of these channels <u>was lacking</u>.

□ Training on how to approach key messaging campaigns and equipped them with customized planning templates for a number of their key initiatives.

This has allowed the organization to now have a planned, instead of reactive, approach to internal communications.

Some hits from past experiences - conclusions

- The program should be branded, including a logo, and used in all communication materials
- Identify the employee group(s) who will be the subject of the communication efforts
- Use a variety of message channels such as e-mail, newsletters, intranet, printouts, poster, etc
- Employee success stories should be highlighted, shared, and celebrated to help motivate others

Thank you for your attention

.... and good luck!