Contents

Part I Organizational Culture

1	The Incoherence of a Solid Organizational Culture for Liquid Employees Thatiana Cappellano	3
2	Bodymedia Theory: A Value Proposition for Organizational Culture Simone Ribeiro de Oliveira Bambini	23
3	Organizational Ethics: The Challenges Faced by Communication and Culture to Change Behaviors Ágatha Camargo Paraventi	37
4	Leadership Communications with an Appreciative Approach in a Participative Culture: The Case of Nutrimental William Antonio Cerantola	49
5	WhatsApp and the Mediatization of Informal Communication in Organizations Bruno Carramenha, Thatiana Cappellano and Viviane Regina Mansi	61

xiv	Contents				
6	Diversity Management: An Overlook on Brazil's Largest Companies Bruno Carramenha and Thatiana Cappellano	75			
7	Behind Every Engagement There Is Always a Good Story Bruna Bezerra Lima	91			
8	Employer Branding, Employee Value Proposition, and Employee Experience: New Approaches for People Management in Organizations Bruna Gomes Mascarenhas	97			
Part II Leadership and Engagement					
9	Internal Communications Flourishes at the Grassroots: The Growing Importance of Managers in Employee Engagement Gail S. Thornton	107			
10	Work, Motivation, and Monday Mornings André Caldeira	121			
11	Building Trust from the Inside Out: Employees and Their Power of Influence Daniela Sandrini Bittencourt Ferreira	133			
12	Leadership Communications, Dialogue, and Communications Areas: New Paths for Employee Communications Viviane Regina Mansi	147			
13	Social Team Building as a Practice of Corporate Values to Achieve Engagement Silvana Nader	155			
14	Humanized Employee Communications: The Possible Contributions of Public Relations in the BIOFAST Group Experience Solange Moura	169			

Part	III Planning and Measurement	
15	Employee Communications Management: The Role of Planning and Communication Channels Bruno Carramenha	181
16	The Maturity Matrix for Employee Communications: Paving the Way for a New Model of Organizational Communications Cynthia Sganzerla Provedel	191
17	Planning and Measurement: Propositions for the Strategic Work of Employee Communications Andréa Guardabassi and Gisele Lorenzetti	209
18	Communication Measurement as a Key Factor for Organizational Strategy Success Lívia Guadaim	225
19	On the Imperative of Planning Employee Communications: Theoretical Considerations and the Case Study of Vale Paulo Henrique Soares and Rozália Del Gáudio	237
20	Simplification to Drive Relevance: GE's Moment of "Letting Go" Danielle Abade Brito	255
21	Communications Agencies in Practice: Reflections and Stories from Working with Clients in Employee Communications Projects José Luís Ovando	259
Part	IV Channels and Campaigns	
22	On Employee Communications Channels and Campaigns Marina Gerardi	275

Contents

XV

xvi	Contents			
23	Corporate Mobile Communication: Challenges and Reflections in an Environment of Connected Employees Renato Martinelli			
24	An Employee Communications Strategy to Support the Launch of a New Business Strategy Javier Marín			
25	Rituals and the Leaderships: Cases of Strategic Use of Communication Campaigns for the Employees Bruno Chaves			
Index				