

CONTENTS

About the author ix
Acknowledgements x

Introduction 1

PART ONE

Writing a strategy

1 An introduction to strategic internal communication 15

What this chapter will cover 15
What is internal communication? 15
The purpose of internal communication 18
Myths of internal communication 22
Why internal communication is important 24
The internal communicator's role 27
What are the benefits for organizations? 29
What skills do internal communicators need? 30
Everyone as communicators? 33
What is strategic internal communication? 35
Why companies need an IC strategy 37
Busting the industry jargon 41
Mixternal communication 42
Strategy creation checklist 44
References and further reading 45

2 The mindset strategic internal communicators need 48

What this chapter will cover 48
The MILLER Framework: Mindset 48
Superpowers 49
Capturing the uniqueness 52
Core principles 54

Saying what we mean	55
Working intentionally	56
How to write a strategy: Formatting	59
Who should write an IC strategy?	63
When to write an IC strategy	68
Internal communication inside start-ups	68
Ethical practice for internal communication	72
Aligning with business strategy	74
Collating the evidence	76
Strategy creation checklist	78
References and further reading	79

3 How to gather organizational insights 81

What this chapter will cover	81
The MILLER Framework: Insights	81
How to gather insights about an organization	82
The impact of the pandemic on companies	86
What we know about employees	92
Listening to employees	94
Impact of neurodiversity on internal communication	98
Analysing integrity gaps	103
How to create strategic objectives	105
How to turn insights into action in an IC strategy	112
Strategy creation checklist	115
References and further reading	115

4 How internal communication happens 118

What this chapter will cover	118
The MILLER Framework: Logistics	118
Being intentional with internal communication	120
Developing internal communication	122
Including priorities in your IC strategy	127
How to be more strategic with channels	129
Visual communication	131
Addressing noise	135
Determining logistics via a channels matrix	136
Creating the foundations	141
Timeliness	150

Setting internal communication standards 154
Standards in action 155
Cohesive communication 158
Strategy creation checklist 163
References and further reading 164

PART TWO

Implementing an internal communication strategy

5 Leading organizational communication 169

What this chapter will cover 169
The MILLER Framework: Leadership 169
Leading the way 171
Employee engagement 172
Deciphering engagement and internal communication 175
Establishing a successful IC team 181
Designing teams 185
How to manage stakeholder expectations 187
Involving leaders in decision making 194
Why people managers need to be effective communicators 196
What is expected? 197
Operating as a strategic internal communicator 200
How to champion an IC strategy 204
Strategy creation checklist 205
References and further reading 206

6 Evaluation and measuring internal communication 209

What this chapter will cover 209
The MILLER Framework: Evaluation 209
Transforming organizational communication 210
Why measurement is important 212
Making sense of data 215
How I measure 215
Defining the terms and creating clarity 216
Speaking with stakeholders 218
The role of data in an IC strategy 219
Why measuring impact matters 225

Writing key performance indicators 230
Determining a cadence for evaluation 233
Strategy creation checklist 236
References 237

7 Why revision is essential for an IC strategy 239

What this chapter will cover 239
The MILLER Framework: Revision 239
Conducting a SWOT analysis 242
Determining the strategy life cycle 242
Strategy sign-off 246
Ownership and sponsorship 248
Influencing and advising 250
Strategic skills 253
Strategy creation checklist 256
References and further reading 257

8 What happens inside is reflected outside 258

What this chapter will cover 258
Reflecting on topics covered in this book 258
What happens inside is reflected outside 259
Unlocking the power of corporate communication 261
Looking ahead to the future 264
Today’s world: AI 264
The chief communication officer 273
References 274

Index 276