

GOING FROM CHAOS TO CALM WITH EMPLOYER BRANDING: ALIGNING EXPECTATIONS

@redefiningcomms
www.redefiningcomms.com

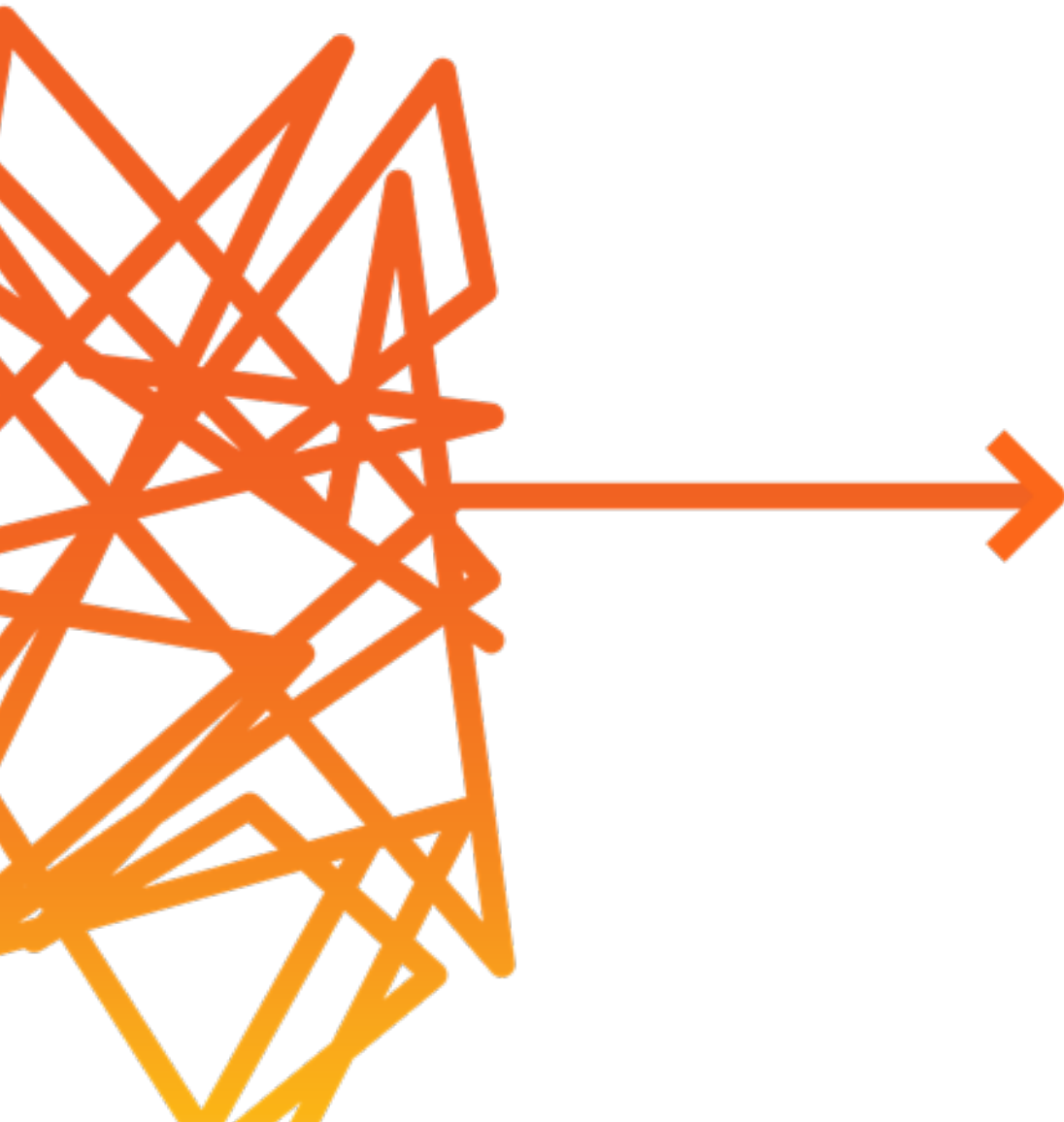


**Redefining
Communications**
www.redefiningcomms.com

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Health advocate
CrossFitter
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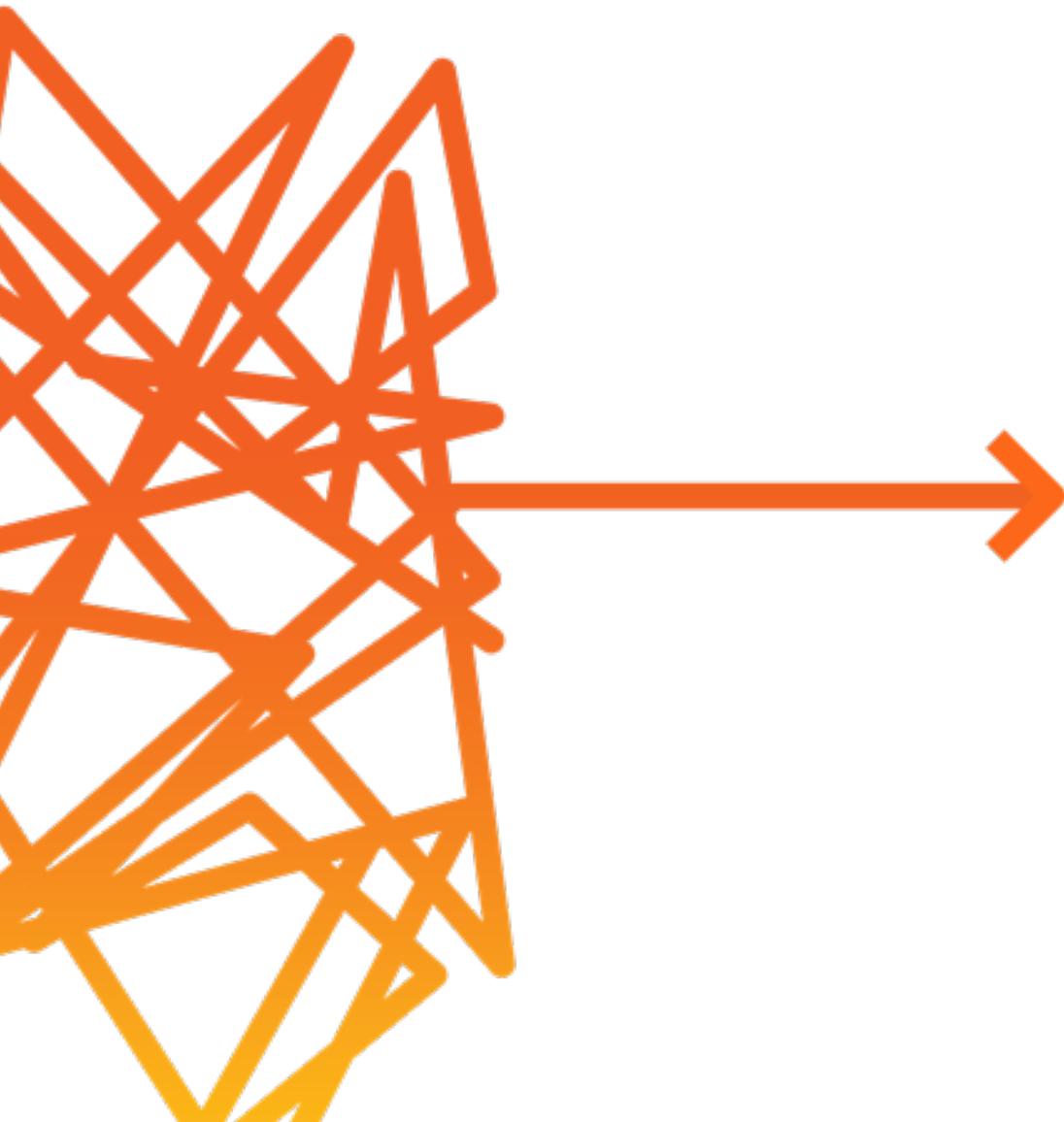


What we will cover today



- Different types of organisational chaos and how to fix them with employer brand and communication
- The framework to help you address the root cause of communication or organisational chaos
- How the employer brand and employee lifecycle impact reputation
- What internal communication is and how it can help you go from chaos to calm
- How employee experience, employee engagement and internal communication are connected

How today will work



- Lots of discussion and conversation
- The structure is intentionally flexible to make sure we address why you're here
- Anything on your mind that needs your attention?
- Anyone need to leave early or for anything during the day?
- This is your workshop, I'm just here to guide you through it so ask anything as we go through the day
- If I speak too quickly, tell me, I am passionate and that can increase my pace
- If you don't understand anything, ask me

WHY ARE YOU HERE TODAY?



Discussion

DEFINITIONS



Employer brand

A set of attributes and qualities, often intangible, that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture.

CIPD

Employee Value Proposition (EVP)

An employee value proposition (EVP) is part of an employer's branding strategy that represents everything of value that the employer has to offer its employees. Items such as pay, benefits and career development are common, but employers also highlight offerings that are currently in demand—like technology, remote work and flexible scheduling.

Employee Experience

Creating an operating environment that inspires your people to do great things

(Maylett and Wride, 2017)

Designing an organization where people want to show up by focusing on the cultural, technological, and physical environments.

(Morgan, 2016)

Employee Engagement

A workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success and are able at the same time to enhance their own sense of well-being

(Macleod and Clarke, 2009)

Internal Communication

Internal communication includes everything that gets said and shared inside an organization. As a function, its role is to curate, enable and advise on best practice for organizations to communicate effectively, efficiently and in an engaging way.

(Field, 2019)

Employee Lifecycle



Attraction

Getting the right people to join your company. You want to make sure that the company's values and culture align with the potential employee's values and career goals, and you do this by making sure your employer brand is authentic and truthful.



Recruitment

You need the best people whose values align to your organisation. Robust recruitment practices, centred around clear principles and procedures give a strong indication of what your organisation is like as an employer.



Onboarding

Bringing new employees up to speed and making them feel comfortable in their new role and glad that they joined. This is the time to instil a sense of belonging too.

Employee Lifecycle



Development

Helping employees grow and develop within the company. This may include training and development programmes, and opportunities for career advancement.



Retention

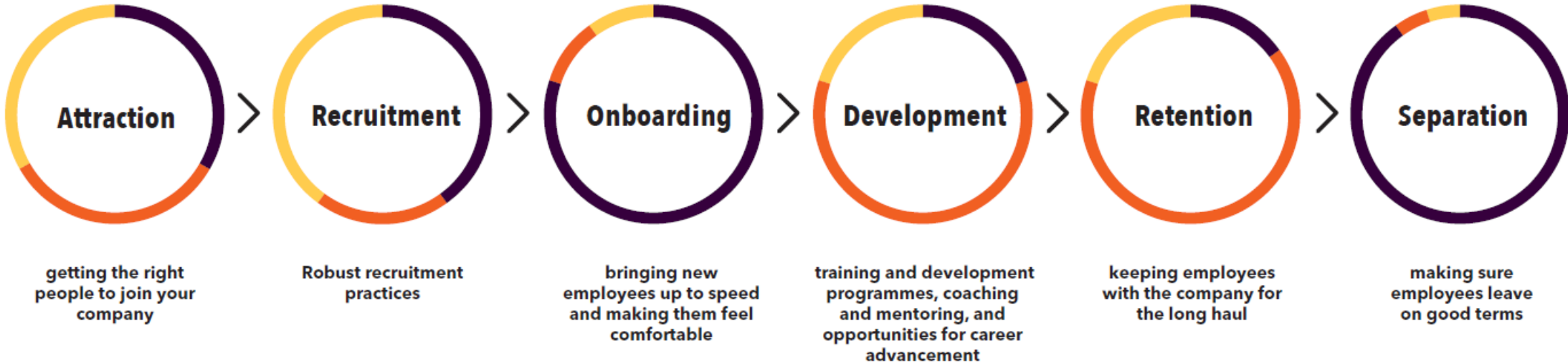
Keeping employees with the company. This may include benefits such as flexible work arrangements. It also includes ensuring employees are motivated, engaged, efficient and productive.



Separation

Making sure employees leave on good terms. This may include an exit interview and a smooth transition to their next role.

Bringing it all together



Employee experience impacts every stage of the Employee Life Cycle

- Relationships (people, communication)
- Tools and processes (technology, platforms)
- Environment (physical and virtual)

WHAT IS CHAOS?



And how does this link to culture?

What is chaos in organisations?

Chaos is all around us, all of the time.

To take the Cambridge Dictionary definition, it is 'a total state of confusion with no order'. Chaos theory in mathematics suggests that the apparent randomness of chaos is false. There are underlying patterns that show connections, patterns and loops. If we look at this idea alongside the dictionary definition, we can see how it can be applied to organisations.

Chaos is a state of utter confusion but there are patterns within that confusion that, if you explore and delve into, you can calm. Even where there is complexity, you can find the ability to bring control.

In organisations, chaos is everywhere because organisations are complex. They are complex because they involve people and in many cases they operate in multiple locations around the world as well.

“Chaos is a total state of confusion with no order.”

How does this link to culture, and employer brand?

Defining culture is never easy. We have over 30 definitions from a crowd-sourced list but the one we come back to is the simple 'it's how things happen around here'.

When we look at the symptoms of chaos we are looking at things that are happening as a result of the culture. Why they are happening is still to be explored but the culture of the organisation plays a big part.

When it comes to the employer brand, it's the culture that we are looking at. It's the alignment between what we say it's like to work here and the reality.

“How things get done around here”

Symptoms of organisational chaos



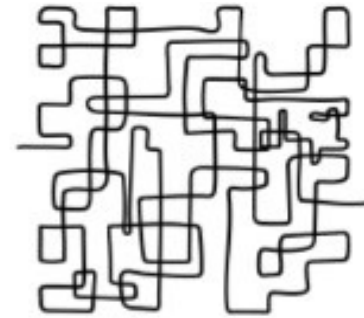
Too much
focus on
financials



Inability to
get work
done

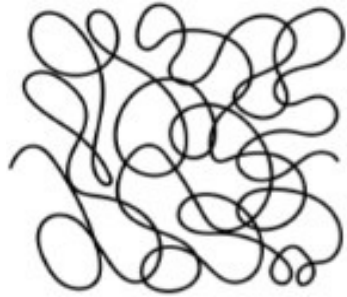


Too many
meetings and no
action



People off on
stress or sick
leave

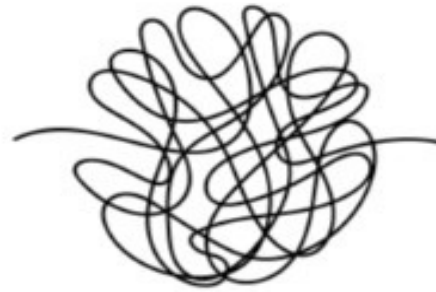
Symptoms of organisational chaos



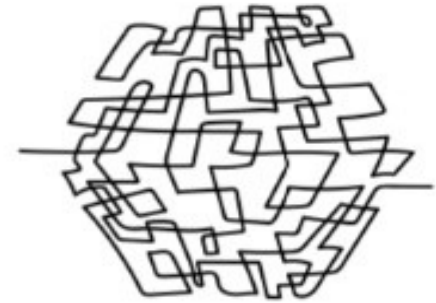
Recovering
from global
crisis



Merger and
acquisition in
process



Rewarding
senior leaders
too much



Team
friction

Going from chaos to calm



Understand:

The first step of understanding the problem is the most important, and the most ambiguous. Understanding is when you can say something isn't right, there are symptoms you can see like people leaving, off sick, low engagement score etc. You can see things happening, but you don't know why, you understand there is a problem.



Diagnose:

Once we understand, we can fully diagnose the issue. We will use a variety of tools to diagnose what's going on inside the organisation or the team. Selecting the right tools for you means we can ask the right questions to get to the bottom of the issues.



Fix:

The solutions here address the root cause of the symptoms you were seeing or understanding. They will include communication and behaviour changes and they will also explore strategy and culture. The fix is different for everyone, but we see some common themes when there is chaos.

WHAT SYMPTOMS DO YOU SEE?



Discussion

We now understand the symptoms

- We have spent the first part of today understanding the symptoms of organisational chaos and the specific challenges you're being asked to help with
- After the break, we will explore how we diagnose these to make sure you're doing the right things for the client and then we can delve into the detail behind the employer brand

DIAGNOSING THE CAUSE OF THE SYMPTOMS



Why do we care about the employer brand?

- Thinking about the examples we have discussed today for your organisation or for your clients, why is employer brand important?
- What is the problem they are trying to solve?
- Are they introducing one or changing one?

Diagnosing the symptoms to address the culture

- There are different ways to diagnose the symptoms of chaos inside organisations. What's important, is that you make sure the solutions you're recommending are based on data and insight.
- How can you diagnose:
 - Surveys
 - 1:1 interviews
 - Focus groups
 - Workshops
 - Persona analysis
 - Experience mapping
 - Stakeholder maps
 - Diagnostic tools, like The Leadership Alignment Tool
 - Reviewing existing material



Reviewing existing material inside and outside

- You need to look at what exists today to check how aligned it is to the outcomes of the work on the employer brand. The things to look at:
 - Communication channels - internal and external
 - Content strategy - internal and external
 - Values
 - Behaviours
 - HR processes
 - Ways of working
 - Leadership behaviours
 - External branding and messaging
 - Annual reports, financial reports
 - Websites
 - External third party websites like Glassdoor

**WHAT DO YOU NEED TO
BE ABLE TO DIAGNOSE?**



THE EMPLOYER BRAND



The 6 stages of the employer brand



Creating



Changing



Launching



Training



Maintaining



Measuring

Creating

- Once you have been through the diagnosis phase you can determine what needs to be fixed and the creation of the brand can begin.
- This needs to consider the personality of the brand aligned to values and beliefs
- It also needs to consider brand colours if there is going to be a slightly different approach for this aspect of the external brand
- Consider photography, artwork and image concepts aligned to what the employer brand is trying to do
- The core messaging can also be development linked to the content created in the mapping exercise and the persona mapping as well as the alignment to external messaging if that exists already



Let's talk about personality



- There are 12 key personalities, known as brand archetypes
- The table helps us symbolise abstract characteristics as people

Archetypes and tone of voice

Archetype	Tone of voice	Example company
The outlaw Disruptive, rebellious, desire for revolution	Bold, dares to challenge	Harley-Davidson, Apple, and Virgin
The lover Passionate, empathetic, indulgent	Sensual and persuasive	Victoria's Secret, Chanel, and Godiva
The explorer Ambitious, fearless, daring	Aspirational, values freedom	Patagonia, Jeep, and National Geographic
The ruler Refined, articulate, commanding	Powerful, shows expertise	Mercedes-Benz, Rolex, and Microsoft
The magician Informed, transformational, creating the impossible	Imaginative and mystical	Disney, Apple, and Netflix
The jester Fun, irreverent, in the moment	Playful and lighthearted	Ben & Jerry's, M&M's, and Old Spice

Archetypes and tone of voice

Archetype	Tone of voice	Example company
The caregiver Reassuring, caring, warm	Compassionate and supportive	Johnson & Johnson, Campbell's Soup, and TOMS Shoes
The sage Intelligent, understanding, seeking information	Guiding and knowledgeable	Google, Harvard University, and TED
The hero Brave, empowered, accomplished	Candid and inspirational	Nike, FedEx, and Tesla
The everyman Approachable, authentic, accessible	Relatable and down-to-earth	Levi's, IKEA, and Walmart
The creator Inspirational, innovative, original	Provocative and expressive	Lego, Adobe, and IKEA
The innocent Honest, simple, ethical	Wholesome and optimistic	Dove, Coca-Cola, and Disney

Changing

- Often you are changing an employer brand from one to another and this needs consideration
- If you're telling existing employees that things are changing, a change programme needs to run in parallel to this with a focus on internal communication and employee engagement
- Let's discuss this in more detail and discuss the six concerns of change



The six concerns of change

1

Information concerns: What is the change about? Why do we need to change?

2

Personal concerns: What's in it for me, right now?

3

Implementation concerns: How is it going to work? How will it be implemented?

4

Impact concerns: Does this change make any difference?

5

Collaboration concerns: How does everyone get involved? There is no point changing if others aren't on board

6

Refinement concerns: Enable voices to be heard allowing you to continually improve or refine the change

Launching

- A launch should always be culturally appropriate
- What internal communication channels do you need to use? This will be a campaign so there should be an internal communication campaign plan created to support the launch
- The external impact on the EVP needs to be considered
- There is still an element of change to consider
- Be clear who your stakeholders are and what role they play in this:
 - Do you need IT to be able to take over people's screensavers on their laptops?
 - How can you get things to people at home?
 - How are you communicating with people managers before anyone else?



Training

- There needs to be a consideration around training for everyone in the organisation around what will be different
- This is especially important for line managers so they know what they need to do differently as a result of the employer brand:
 - Is there is a shift in the priority for learning and development?
 - Are there changes in how we recruit?
 - If this is new and nothing before, tell them what they need to know about leading people
- What other training should you consider?



Maintaining

- How does the employer brand show up every day?
- How are your values and behaviours being demonstrated?
- Is it part of the processes and policies from HR and the overall employee experience?
- Is there a gap between the external and internal messaging



Measuring

- What are the things that will tell you this has been a success?
- There are likely to be launch metrics but long term, the reasons why we did this need to be measured against:
 - Retention numbers
 - More diverse attraction and recruitment
 - Internal succession is improved
 - Engagement scores have changed
 - Innovation has increased



RASCI



RACI or RASCI

- RACI stands for Responsible, Accountable, Consult and Inform
- We started using the RASCI model when working in-house as a Communications Director, mainly because it was how the business organised projects.
- It can be overused so we recommend it is used for projects and not for the entirety of a plan
- The addition of the S in the model stands for Support. This can be a helpful addition, especially for communicators.
- The main reasons for use are to ensure there is no ambiguity about who is doing what and everyone knows who needs to be involved - it is an easy way to manage stakeholders.

Ambiguity to Allocation



The doer



**The buck stops
here**



Helper



In the loop



Notify me

Examples: Launch of framework

Item	Deadline	Responsible	Accountable	Support	Consult	Inform
Rewrite summary	28/01/2019	Deborah	Karen	David	Sarah	Jenni
SLT slides	28/01/2019	Deborah	Karen	David	Sarah	Jenni
Icons sent as PNG files to Deborah	28/01/2019	David	David	N/A	N/A	N/A
Workshop dates sent to Jenni	28/01/2019	Sarah	Karen	Jenni Deborah	David	N/A
Create a take away for SLT	29/01/2019	Deborah	Karen	David	Sarah	Jenni
Q and A's (Answers to be sent to Deborah for proof and edits)	29/01/2019	Karen	David	Deborah	Jenni Sarah	N/A
Case study created	30/01/2019	David	Karen	Deborah	n/a	Jenni Sarah
Event slides finalised	01/02/2019	Jenni	Karen	David	Sarah	Deborah
PDF overview for emailing to all employees post Event	04/02/2019	Jenni	Karen	Deborah	David	Sarah

PERSONA DEVELOPMENT



Understanding your stakeholders



Customers



Employees



Shareholders



Communities

These should be whatever the stakeholder groups are for your organisation

Focussing on the employee stakeholder group

- Narrowing the 'employee' bucket into the groups that represent the whole employee base
- We need to be clear about the different personas that represent your whole employee base
 - There should be no more than eight personas so let's see how we can group them together
 - We want to get into the shoes of the person in that role
 - We need to be realistic. If the person comes to work for the pay check and isn't interested in anything else, we need to lean into that reality - it's ok to come to work to get paid, not everyone will be engaged on the highest level
- Get together with a group to brainstorm the different personas and verify with individuals in those groups

Developing personas

- **Any demographic significance.** Generic breakdown of demographics
- **How engaged are they?** This will explore their needs, their expectations and their motivations (data from HR to be brought to the workshop)
- **What do they need most for a great experience?** This will explore meaning, impact, autonomy, connection, challenge and appreciation
- **Pains and gains.** Exploring what frustrates/worries them and what would they like
- **Opportunities or risks.** If this group doesn't see progress, what is the impact?
- **Communication and content.** Channel and content preferences known

List the personas you will work through

1. Salesperson
2. Multi-site manager
3. Call centre representative
4. Waiting staff
5. Director
6. Regional Manager
7. Support / office worker
8. PA/admin

Persona: Leasing consultant

Demographic

Add data about male/female/local/age etc.

Engagement

How engaged are they and what impacts their engagement

Experience

What is their experience like at work? Are there peaks and downtime? What is the reward structure like?

Pains and gains

What do they love and hate

Opportunities/risk

What do they see as opportunities or risks - but also what are the risks to the business if this person leaves - this can be a broad conversation

Comms and content

What do they have access to?

STAKEHOLDER MAPPING



Stakeholder matrix: power/influence

<p>B – High Interest / Importance, Low Influence</p> <p>They will require special initiatives if their interests are to be protected</p>	<p>A – High Interest / Importance, High Influence</p> <p>They are the basis for an effective coalition of support for the project</p>
<p>D – Low Interest / Importance, Low Influence</p> <p>Stakeholders are of less importance to the project, but monitoring of their influence must be maintained.</p>	<p>C – Low Interest / Importance, High Influence</p> <p>Stakeholders can influence the outcomes of the project, but their priorities are not those of the project. They may be a risk or obstacle to the project</p>

Six steps to stakeholder identification and mapping

- **Step 1: Who are they?**

Come up with a list, be as specific as you can - no "general public" or "local community", it's too vague. See if you can work with others to develop the list. A stakeholder can be an individual or a group of individuals (but only if they all have the same communication needs).

- **Step 2: Analyse and prioritise**

Think about how you will analyse the stakeholders. Will it be using the power/influence matrix? Or perhaps it is more appropriate to do it by demographics. If it is a change project you should also consider which stakeholders you need to be talking with at different stages of the project lifecycle.

- **Step 3: Think about the stakeholders' needs**

What are the needs of the stakeholders - what information do they want and how will they want to be involved and/or informed?

Six steps to stakeholder identification and mapping



- **Step 4: Set some objectives**

What do you want from the relationship with that stakeholder? What do you want your stakeholder to think, do or feel? Too often this is expressed simply as positivity. While there is nothing wrong with that it is more likely to be achieved through two-way dialogue than trying to sell a message.

- **Step 5: Plan your communication approach**

Once you know who your stakeholders are and why they matter, designing the communication approach is a lot easier. Will you be inviting them along to workshops? Talking to a stakeholder one-to-one? Or maybe they just want to be kept informed so email updates are fine.

- **Step 6: Evaluate and track**

Stakeholders will change over time so make sure you review them regularly. Keep a track of who has been engaged with, when and how - it helps you to make sure you aren't missing anyone out. How is the relationship going? For example, at the last meeting with a stakeholder did you agree any follow up actions? Has a stakeholder raised any concerns that need to be addressed?

TRUST AND CREDIBILITY



Building trust with leaders

Character

- Be honest
- Be respectful
- Be real and tell the truth
- Have humility
- Show loyalty

Competence

- Deliver results
- Continuously improve
- Get comfortable with the uncomfortable
- Clarify expectations
- Be accountable

Character + Competence

- Listen before anything else
- Do what you say you will
- Give trust to others

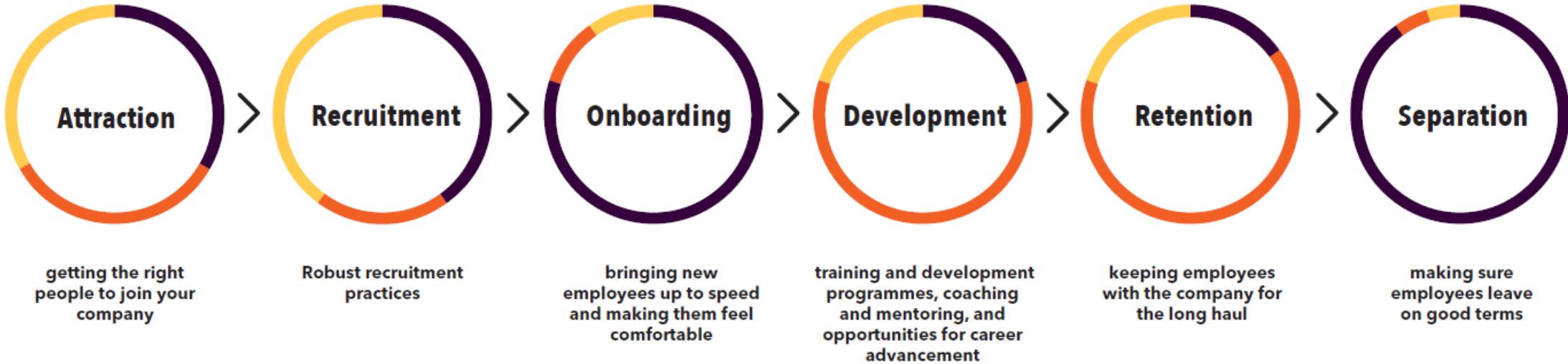
Credibility traits and impact

	What you get from those you lead:
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Credible
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Dislike
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Disengagement
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Disagreement
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Disrespect
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Disconnect
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Rejection
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Distrust
Empathetic + Trustworthy + Likeable + Capable + Vulnerable + Supportive + Integrity + Visionary	= Apathy

EXPERIENCE MAPPING



Mapping the detail to the lifecycle to create the brand



Employee experience impacts every stage of the Employee Life Cycle

- Relationships (people, communication)
- Tools and processes (technology, platforms)
- Environment (physical and virtual)

Attraction

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

Recruitment

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

Onboarding

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

Development

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

Retention

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

Separation

RELATIONSHIPS

**TOOLS AND
PROCESSES**

ENVIRONMENT

THE ROLE OF INTERNAL COMMUNICATION



Why is internal communication important?

1. **Economic climate** – lifelong job security is now a rarity, and so the former social contract of unquestioning loyalty (from the employee) for job security (from the employer) has been broken. This means organizations have to work harder on relationships with their people.
2. **Importance of delivering great customer experience** – organizations have realized that a disconnect can quickly occur between the promises of promotional activity and what is actually experienced by customers if employees are not clear about what they are supposed to be doing or completely behind it.
3. **More democratic/consultative** – organizations have become less hierarchical and bureaucratic. People do not just want to be told things – they expect involvement and dialogue.
4. **New technology** – the ways in which communication takes place, and the forms that are now accepted and expected, cannot be ‘controlled’ in the same way as previous methods could.
5. **Frequent change** – organizations have to keep modifying how they operate to remain competitive. It is more challenging to keep employees motivated and moving in the right direction in these circumstances.

THANK YOU



We believe in the power of relationships

Being part of a community is important to us and our belief that everyone can make work a better place when they understand more about the power of communication.

When you become part of our community you can:

- Attend a 90-minute quarterly online Ask me Anything session with Jenni
- First access to our research and reports into communication and leadership
- Bi-monthly newsletter with advice, discount codes and insights to help
- Gain early-bird access to our Comms Reboot unconference



Thank you

Thank you for joining me today for our workshop on employer brand.

I'd love to chat more about how you use what you learnt today so please keep in touch!

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