Communication GAME B
Identifying internal communication needs

6 Sessions

Course outline

Each session contains 90 minutes of learning, and we top and tail them with 10 minute segments to aid the learning continuity between sessions.

Session 1
Linguistic tools & starter questions
To be sure we end up with a Briefing process which is DFVP, we need a demonstrably valid purpose. So we start by looking at a series of axiomatic principles which can give us a purpose in which we can have justifiable confidence. And to fulfil that purpose effectively we'll need to add some specific insights to the linguistic toolkit we put together in GAME 1.

Session 2
Phantom outcomes
Starting with the wrong result – or an incomplete one – can be very costly – in terms of both time and money. Not to mention people's emotions. But it can happen all too easily. So valid results are hugely valuable.

And we'll spend this session discovering how to distinguish between valid outcomes and 'phantom outcomes'. Then we'll conduct a virtual treasure hunt, to track down a series of valid results – and their deadlines – from amid a mass of phantoms. (We'll be giving you a Mind Map to help you find your way.)

Session 3
Using the phantom outcome mind-map
Now it's time to start applying the morning's insights to your day to day work, looking at real communications each team member is currently working on (or about to start). We put the mind-map up on the screen.

It shows all the different phantom results. And each person has to make their way across it, by answering their team-mates' questions, so they get to the valid result box. But sometimes people give answers which put them in two or three phantom boxes at once. So it can be more complex than it appears. But that's an important part of the learning, because it reflects what's likely to happen out in the real world.

This gives everyone a chance to practice the questions they'll be using with clients afterwards. And you get to take away the hand-held mind maps, so you can use them to educate your clients over the subsequent weeks and months.

Session 4

Identifying & validating audiences

Unlike its external counterparts, internal communication is uniquely:

➤ costly if it wastes audience time
➤ vulnerable to the Detached Observer Phenomenon
➤ dependent on the SMARTIED Principle.

So we need an approach to identifying audiences which is completely different from the Marketing or PR models. We'll start this session with a game of misdirection so everyone understands how easily we can get it wrong. Then we'll look what's needed to overcome IC's arcane challenges. And we'll build a sequence of questions which will how to identify your audiences, and any 'outcome enablers' with the precision you need.

Session 5

Identifying & validating content

Of course we have to identify the content we need to include in any communication. But we also know that communicating often won't be enough to do the job on its own. Employees need to have the right SMARTIED resources as well: Skills, Money, Authority, Responsibilities, Time, Information, Equipment and Desire. And, crucially, unlike audiences for external comms, all these resources are down to the employer.

So, to be DFVP, our briefing process needs not only to enable us to identify all the content (the Information part of the SMARTIED puzzle). It also needs to be able to tease out any other resources which an audience my currently be missing. And you'll be introduced to a neat little system for doing exactly that.

Session 6

Introducing new standards & rules

As with the language standards, you need to be able to show your workings out in order to give yourself the best possible chance of people following the new standards.

In this session we'll walk through both the documentation of the rules, and the workings out which underpin them. And we'll discuss the practical concerns you may have about implementing these standards – so you can introduce them with justifiable confidence.