

IC Leadership

**15 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

## The start

We begin with a route-map, so you know where you’re going. This means having a clear picture of what IC Leadership makes possible, and the steps involved in getting there. It also means getting clear about where you’re starting from in relation to that destination: the challenges, niggles, and frustrations you and others currently face.

# Session 2

## Planning outcomes

Now you know what’s possible, and where you are in relation to that future, it’s time to make it personal. What do you personally want, for yourself and your team? And your employer? And why? What’s in it for all of you?

# Session 3

## Analysing your current situation

In session 1 you mapped out where you are currently in relation to your ideal ‘IC Leadership’ situation. To move you towards that desired outcome, you’ll need to deal with the causes of your current situation.

Even if you have the same symptoms as other IC Specialists, yours may have different sources from theirs. (For example, if you don’t have as much influence as you desire, would it be for the same reasons as someone working in a different team, or a different organisation?) Only by addressing those causes can you hope to get to where you want to be.

So you need to get crystal clear about what they are, and what’s holding them in place.

# Session 4

## The anatomy of confidence

There are two reasons why confidence can be one of the biggest challenges when it comes to establishing new rules for a game which everyone’s been playing forever. First, you need to have confidence enough in the rules you’re setting, and in your ability to set them correctly. More insidiously, though, you may often need to overcome the misplaced overconfidence which others may have in how they’ve been playing the game for years.

Charting a course through these potentially treacherous waters is what we’ll handle in this session.

1

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| **Session 5** **Definitions & Purposes of Internal Communication**If you want anyone to follow any new rules of the game, you’ll have to be confident they’re fit for purpose. But you can’t know anything is fit for purpose without first being clear about ‘the purpose’ for which they need to be fit. And you can’t know what the purpose of any given ‘thing’ needs to be, without first defining ‘the thing’ which needs to have that purpose. So in this session we’ll work it all through.  **Session 6** **Risk Management principles**Because IC pervades and influences every other business activity, it’s almost impossible ever to assign a particular business success solely to Internal Communication. There will almost always have been too many other factors inextricably involved. Crucially, though, it is often possible to assign business failures to IC (‘the message didn’t get through’). This means any new ‘rules of the game’ you introduce (whether they relate to briefing communications, eliciting feedback, posting on ESNs etc) can never guarantee success. That’s not their job. The rules exist to minimise risks (a bit like surgeons scrubbing up before entering an operating theatre). So, in this session we’ll look at how to apply this thinking to your ‘rule-making’. We’ll explore the Critical Success Factors you need to include, and define a set of Minimum Hygiene Criteria for your IC Practices to meet.**Session 7****IC Practice Governance**Coming up with a series of credible working practices for everyone to follow is one thing. Setting up and running the systems to ensure everyone is following those practices is a whole other ball game. What will it take? What would the system need to look like? What roles and responsibilities would there need to be? And how much resource would it take? These are the questions we’ll begin unpacking in this session.**Session 8** **Mapping your IC Practices**Now you know what the system needs to look like, we’ll look at the rules of the game for defining the purposes of all your working practices. ‘The rules for setting rules’ as it were. And we’ll look in detail at the five core practices you’ll need to make squeaky-clean so you can govern how other people use them.  |

2

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# Session 9

## Defining purposes

Now you have five core practices to use as worked examples, you can start looking at all your other working practices, and define valid purposes and Minimum Hygiene Criteria for each. Each one will help strengthen your business case for having the mandate you desire to carry out every part of your job exactly as you know it needs to be done.

# Session 10

## IC Practice Audit

How can you make the business case for the changes you want to introduce? In this session you’ll be learning how to conduct an IC Practice Audit, which will give you two vital pieces of information:

1. It will enable you to demonstrate some of the (huge) needless costs your organisation is incurring as a result of IC Practice Governance *not* being in place.
2. You will also be able to see where you can most quickly have the greatest impact on those costs.

Together, these will help you know what needs fixing within your organisation’s IC practices, and give you the business case for fixing those things. We’ll conduct a live ‘dry run’ of this audit, so you can see how to use it in your organisation.

# Session 11

## Wish-list building

With a compelling financial case to support you, it’s now time to consider the resources needed for you to realise that untapped potential. So we return to the work you did in Session 3, looking at the causes of all of the challenges, frustrations and niggles you and others face. And we systematically go through each one, and work through what you – and anyone you work with – would need in order to remove those blocks from your working life.

You can even start working out the budget these resources would involve (which will almost certainly be only a tiny fraction of the untapped value you discovered in Session 10).

# Session 12

## Mapping employee groups

To bring this work to life back in the workplace, you’ll need to be able to run an IC Practice Audit of your own. And – Internal Communicationwise – not everyone in your workforce will be in the same boat (eg managers tend to spend more time in meetings than front-line staff – and cost more per hour to employ). This means you’ll need to divide up the workforce into appropriate groups, so their answers to the audit’s questions will give you reliable data.

In this session we’ll work through how to identify your different employee groups.

3

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| **Session 13****Planning your campaign**Introducing IC Practice Governance is a big step. You’ll need to win hearts and minds of various groups. So in this session we’ll identify who those groups are, the outcomes you’ll be looking for from each, and how best to approach the task of getting everyone on board. **Session 14****Reviewing campaign materials**We’ve prepared emails, a scripted presentation, and an article which you can use to help get you started.These are, of necessity, fairly generic. And you will probably want to tailor them to suit your situation. So in this session you’ll have the opportunity to review what we’ve provided, and start thinking through what you would want to amend, so you’re already ahead of the game before you get back to work.   **Session 15****Review, action planning, Q&A**We’ve covered a huge amount of ground over these sessions. And to get the most value out of it, you need to have the space to review everything, and put together an action plan. In the course of doing so, it’s possible some new questions may occur to you. And rather than leaving them festering, you’ll have an opportunity to talk them through.  |

4

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