

# Communications Issues

Issue 21

*A Community Service of Harley House Consultants Inc.*



## The Role of Internal Communications in Managing Change

### Change Management

Change management is an approach to transitioning individuals, teams, and organizations from a current state [Where are we now?] to a desired future state [Where do we want to be?]. It is an organizational process aimed at helping stakeholders to accept and embrace changes in their business environment or individuals in their personal lives.

Effective change management doesn't just happen; it needs to be driven. Organizations must invest the necessary time and resources to develop and implement effective change management throughout an organization. Internal communications is a critical element of any organization's change management strategy.

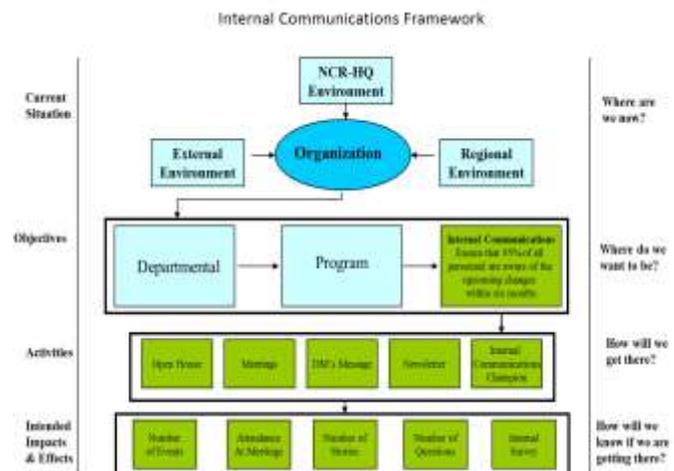
### Internal Communications

Internal communications is an important part of any change management process. Internal communication involves both providing information and listening. Internal communication is essential to the work and management of any organization. As a function of good management, open and proactive internal communications ensures that employees receive the required information, and that the views and concerns of internal publics are taken into account in the planning, management and evaluation of policies, programs, services and initiatives.

### Communicating Effectively

The ability to communicate effectively within an organization is as important as the ability to reach the external public. Federal Government Departments and Agencies are involved in hundreds of operations, administer countless programs, and employ tens of thousands of people. Rules, regulations, guidelines, operating procedures, and governmental direction and decisions, as well as corporate objectives, messages, and news, must all be passed on.

### Internal Communications Framework



To aid in developing internal communications strategies, an Internal Communications Framework can be developed that answers the following questions:

- Where are we now? (Public Environmental Analysis)
- Where do we want to be? (Objectives)
- How will we get there? (Internal Communications Activities)
- How will we know if we are getting there? (Impacts/Effects)

The Internal Communications Framework is typically drafted during the early stages of the strategy development. It is reviewed with senior management to ensure that the essence of the internal strategy has been captured, and that everyone is in agreement with the direction and emphasis of the strategy. The model also facilitates challenging individual internal communications objectives and activities by relating them back to the objectives and intended impacts and effects. Once the model has been discussed, and agreement reached, the detailed drafting of the strategy proceeds.

For more information about how to develop effective internal communications strategies,

- Go to [www.harleyhouse.com](http://www.harleyhouse.com),
- Click on: [Internal Communications](#),
- Email Dale Harley at [dale@harleyhouse.com](mailto:dale@harleyhouse.com) or
- Call 613-882-5684.

*Making Communicators Better Managers—Making Managers Better Communicators*

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