



**Internal  
communication  
is not internal  
marketing!**



Imagine the future.  
Make it happen.  
Create value.



## Internal communication: what it is not!

Before we dive deep into the secrets of a well-conceived internal communication, it felt important to us to underline what it is not:

- Internal communication is not internal marketing
- Internal communication is not propaganda
- Internal communication is not a one-way process
- Internal communication is not an excuse to control what employees say, write or share

## This being said – what is internal communication?

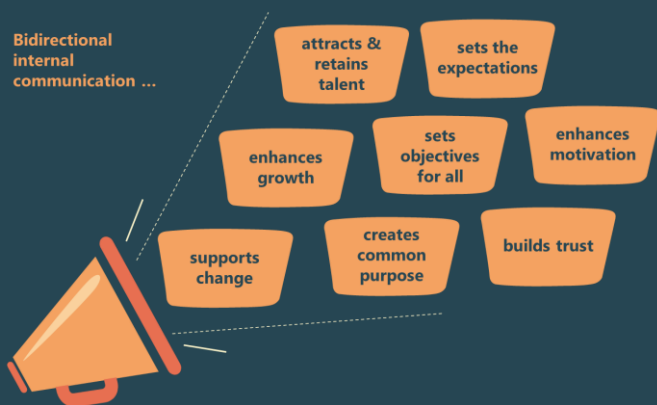
Internal communication serves the purpose of **sharing valuable information on a cognitive and affective level**. Internal communication is the art of expressing the rules people should understand and follow, **sharing and celebrating achievements**, and **supporting major changes or transformations** – all this while allowing employees to express themselves and voice their opinions and needs. At the end of the day, internal communication aims to **give something to believe in**.

To do so in an efficient way, internal communication should focus essentially on **pushing and pulling information, supporting the people in understanding the shared messages, and promoting the community**. Considering, in an **authentic and meaningful** way, the point of view of the employees increases the overall **motivation** of the people and – in case of major change – has the effect of **reuniting people together behind a cause** and thus **facilitates the implementation of Change** as it is promoted and defended by all.

From a historical standpoint, companies should leave the "telling and selling" approach (long considered the best practice) and adopt an **"engage and consult" approach**.

## Why is two-way internal communication important?

Efficient internal bidirectional communication has a noticeable positive impact on the following areas:



On top of the above-mentioned impacts of a well-built and thoughtful internal communication, we can also add that it **strengthens the identity of the organisation, its purpose, as well as the culture and the values of the company**.

To build or reinforce the existing internal communication department (its message, tone, processes, etc.), **three major steps should be followed**.



First of all, it is crucial to **understand the audience, its diversity, and the existing employee archetypes** (comparable to the personas defined e.g. in the context of customer experience). This will provide **clarity on the style and content of internal communication**. Effective internal communication also requires the courage to be transparent. Setting rules for this topic is also part of this first step.

The next step consists in **defining the roles and contributions of the members** of the internal communication team and building the required skills.

Finally, the communication is **transformed** according to the new vision. This may require **working hand in hand with other sectors** or departments and often involves a "Train the Trainer" program. Some important points are the following:

- Give a large room to culture and its development and make sure to have strong, common, and binding values
- Switch from transformational to communicative leadership
- Implement purposeful digital engagement tools
- Implement a feedback culture within the entire company
- Provide training in communication skills
- Educate the managers about the issues that need attention

**Measurement and constant alignment** ensure the efficiency and effectiveness of the internal communication.

## How to get there with AGILIS' support

Building effective internal communication requires an **execution framework** as well as **appropriate soft skills** within the communication team. The latter are **empathy, strategic vision, listening skills, authenticity**, and the **capacity to provide sensible advice**. AGILIS provides guidance, training, and tools to build all these capabilities and to allow you to sustain and further develop the achievements after the end of the project.

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