Creating an Internal Communications Strategy for Community Recovery Resources

Shirmila Cooray

Capstone Presentation
Spring 2016
About Community Recovery Resources

Our mission is to support the communities we serve with a full spectrum of wellness-focused programs to reduce the social, health and economic impact on families and children from all types of substance abuse and behavioral health issues.
What are Internal Communications?

- Strategic management of information flows to ensure optimal level of employee engagement.

- All forms of communication (horizontal, lateral, across sites etc.) harnessed as means of delivering messages and working effectively and efficiently.

- Reinforces the vision, values, and culture among employees, who can then communicate it to internal and external audiences.
Expert Interviews: CoRR Staff

Deputy Director
Ariel Lovett

Operations Director
Elaine Bailey

Coalition Program Coordinator/
Development Associate
Melissa Kelley
Expert Interviews: Practitioners

Pivotal Group Consultants
Lyn Corbett

Adele James Consulting
Adele James

Wildfire Strategies
Elene Deutsch
Process

1. Short **interviews** with senior staff either by phone or in person
2. Designing and sending out a **survey** to employees about current internal communications processes
3. Analyzing **data**
4. Developing and presenting **recommendations** to senior staff
5. Facilitating a **workshop** with staff about survey results, a feedback activity, best practice deliverables, and next steps.
6. Designing and sending out an **evaluation** survey following the workshop
Creation of Survey Questions using Bolman & Deal’s Four Frames

- Structural
- Symbolic
- Political
- Human Resources
Survey Question: Structural Frame

- Do you feel that all-staff meetings are the right length of time?
- What medium do you feel you communicate most effectively with?
- Please rank how important you feel the following channels are for communicating and sharing information throughout CoRR.
- How effective of a tool do you find the newsletter in conveying upcoming events and engaging employees?
- Please reflect on how effective the internal communications process is at conveying the following information?
Survey Question: Human Resource Frame

- Which of the following best describes your definition of internal communications?
- Do you believe you play a role in internal communications?
- How important do you think internal communications is to CoRR?
- Any other thoughts or suggestions for more effective, efficient, internal communications?
Survey Question: Political Frame

- How effectively do you feel your supervisor communicates CoRR and divisional developments?
- Do you feel management, and your supervisor, usually communicate in a transparent and timely fashion?
- Do you feel there is/are channel(s) for you to effectively express your ideas and concerns to senior management?
Survey Question: Symbolic Frame

- If you think internal communications are **important** to CoRR, why?
- How **effective** do you think CoRR is at internal communications?
- How **effectively** do you feel CoRR’s **priorities** are communicated?
- Do you think you have a pretty good idea of CoRR’s overall **mission** and programs to achieve that mission?
Compasspoint Theory of Change

ISSUES BEING ADDRESSED
- Serving a nonprofit to help shared mission, vision, and values with employees
- Helping leaders understand employee needs and how to meet those needs to motivate and inspire
- Allowing nonprofit to operate effectively and efficiently to provide best level of patient care

FOCUS OF CHANGE
- Individuals, teams, and systems within CoRR
- Management by personal commitment to emulate best practices
- All employees’ contribution to an efficient and effective system
- Primary communication methods: Email and Meetings

Anticipated Changes
- More effective leaders and managers who have knowledge and insight into employee needs and wants
- Bottom-up feedback providing symbolic commitment to transparency and accountability to employees, generating stronger morale and culture of servant leadership
- Appreciation of the role of internal communications regarding successful implementation of CoRR’s strategic plan
- Well-resourced best practices for communication that are adopted throughout the organization
- Changed culture and revised communication systems that are essential to providing patient care

PRIMARY STRATEGIES ADOPTED TO INFLUENCE CHANGE
Transparency:
- Report out on survey findings to staff
- Build opportunity for further feedback during designed activity
- Build engagement by asking for personal commitments from staff

Knowledge:
- Provide best practices to all staff
- Provide feedback loop when best practices not used
- Discuss alignment to Strategic Plans during all-staff meetings

Leadership:
- Home in on strengths of the survey
- Fiske one quick win to demonstrate commitment
- Senior Team and Managers commit to demonstrate best practices
- Make commitment to re-run survey in one year to measure results

GUIDING PRINCIPLES

Compassion
We will walk in the shoes of people we serve and those with whom we work. We must be truly compassionate and genuinely understand, feel, and identify with their needs.

Integrity
We act with honesty and integrity, not compromising on our beliefs and be an organization that represents the highest level of personal and institutional integrity.

Professionalism
We strive to provide the utmost professional care to our clients.

Commitment
We have an enduring commitment to provide services to reduce the social, health, and economic impact on families and children from all types of substance abuse and behavioral health issues.

Intentionality
We are intentional in the decisions we make as an organization on behalf of our clients and staff. We are deliberate in our growth and strategies towards wellness and recovery.

Accountability
Our work is grounded towards impact to which we hold ourselves and our partners accountable.

Community
We strive to build community within the areas we serve, for our clients, and within our staff culture.
Assumptions

- A **shared commitment** by senior staff and all employees towards internal communication results in **stronger capacity building** throughout the organization.

- Organizations that **invest** in internal communications are more likely to **sustain impact** over time, and better engage and retain employees.

- People have a **drive to grow and develop**, especially if they are provided with an encouraging environment.

- **Suppressed feelings** are **detrimental** to satisfaction, trust, and cooperation.

- The **leadership style** and **culture** at higher levels tend to **pervade** the organization, shaping levels of trust and teamwork throughout.

- **Collaborative effort** has **value**. The welfare of all members of the system if important and should be valued by those who are the most powerful in the system.
Anticipated Changes

- More **effective leaders and managers** who have knowledge and insight into employee needs and wants.

- Bottom-up feedback through this process provides highly symbolic commitment to transparency and accountability to employees, generating **stronger morale and culture of servant leadership**.

- The impact/role of internal communications will be recognized and a **renewed prioritization** of internal communications will align with CoRR’s strategic plan.

- **Well-resourced best practices** for communication that are adopted throughout the organization.

- **Changed culture** and revised communication systems that are essential to providing patient care.
SWOT Analysis of Survey Responses

SOM School of Management
SWOT Analysis of Survey Responses: Strengths

Do you think you have a good idea of CoRR's overall mission and programs to achieve that mission?

Answered: 53  Skipped: 4
SWOT Analysis of Survey Responses: Weaknesses

Do you feel like management and your supervisor communicate in a transparent and timely manner?

Answered: 57  Skipped: 0

- Yes
- No
- Unsure

Graph showing the responses with 'Yes' having the highest percentage.
SWOT Analysis of Survey Responses: Opportunities

How important do you think internal communications are to CoRR?

Answered: 56  Skipped: 1

- Very Important: 90% - 100%
- Important: 10% - 20%
- Somewhat Important: 0% - 10%
- Not Important: 0%
SWOT Analysis of Survey Responses: Threats

How effective do you think CoRR is at internal communications?

Answered: 56  Skipped: 1

- Very effective
- Effective
- Somewhat effective
- Not effective
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Link internal communications to strategic plan

SOM School of Management
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Creating the climate for change

Implementing & sustaining for change

Link internal communications to strategic plan

Present to leadership
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Do “Keep, Start, Stop” activity with all staff
Present to leadership
Link internal communications to strategic plan
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

- EMT makes a personal commitment
- Do “Keep, Start, Stop” activity with all staff
- Present to leadership
- Link internal communications to strategic plan

Engaging & enabling the organisation
Implementing & sustaining for change
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Create the climate for change

Engaging & enabling the organisation

Implementing & sustaining for change

→ Provide all staff with toolkit
→ EMT makes a personal commitment
→ Do “Keep, Start, Stop” activity with all staff
→ Present to leadership
→ Link internal communications to strategic plan
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

- Link internal communications to strategic plan
- Present to leadership
- Do “Keep, Start, Stop” activity with all staff
- EMT makes a personal commitment
- Provide all staff with toolkit
- CoRR to take one staff suggestion
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Create feedback loop
CoRR to take one staff suggestion
Provide all staff with toolkit
EMT makes a personal commitment
Do “Keep, Start, Stop” activity with all staff
Present to leadership
Link internal communications to strategic plan
Implementation: Utilizing Kotter’s Theory of Change for Recommendations and Next Steps

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

→ Link internal communications to strategic plan
→ Present to leadership
→ Do “Keep, Start, Stop” activity with all staff
→ EMT makes a personal commitment
→ CoRR to take one staff suggestion
→ Provide all staff with toolkit
→ Create feedback loop
→ Rerun survey after one year
Connection to MNA Program

Core Competencies
- Values-Based Leadership
- Project Design
- Change Theory
- Strategic Planning
- Building Capacity
- Consulting

Skills
- Consensus-building
- Facilitation
- Strategic thinking
- Reframing
- Communicating Vision
- Negotiation
- Public Speaking

Values
- Cultivating community
- Cooperation
- Intentionality
- Accountability
- Transparency
- Communication

Connections to the MNA Program
Thank you!
Creation of Survey Questions using Bolman & Deal’s Four Frames

**Structural**
- Do you feel that all-staff meetings are the right length of time?
- What medium do you feel you communicate most effectively with?
- Rank how important the following channels are for communicating and sharing information throughout CoRR.
- How effective of a tool do you find the newsletter in conveying upcoming events and engaging employees?
- Please reflect on how effective the internal communications process is at conveying the following information?

**Human Resource**
- Which of the following best describes your definition of internal communications?
- Do you believe you play a role in internal communications?
- How important do you think internal communications is to CoRR?
- Any other thoughts or suggestions for more effective, efficient, internal communications?

**Political**
- How effectively do you feel your supervisor communicates CoRR and divisional developments?
- Do you feel management, and your supervisor, usually communicate in a transparent and timely fashion?
- Do you feel there is/are channel(s) to effectively express your ideas and concerns to senior management?

**Symbolic**
- If you think internal communications are important to CoRR, why?
- How effective do you think CoRR is at internal communications?
- How effectively do you feel CoRR’s priorities are communicated?
- Do you think you have a pretty good idea of CoRR’s overall mission and programs to achieve that mission?