

PRACTITIONER ADVICE FOR INTERNAL ENGAGEMENT | GUIDE

1. OVERALL CONSIDERATIONS

Why should employees be informed - what is the purpose?

What do they need to know / do?

Drop the ambition that everyone should know everything about the strategy.

How should employees contribute?

What behavior should it be translated into?

2. STRATEGIC CONNECTION & INVOLVEMENT

Make sure to break down the strategy to the level of each business unit.

Involve managers of each business unit in this work.

Hold workshops with managers so they can create involvement of their own employees.

Show confidence that people want to do something good / do the right thing. It just needs to be presented the right way.

3. COMMUNICATION PLANNING

What "why" messages / arguments can we tell to reach people at eye level?

Who are we going to communicate to?

Break down the communication into for instance practical instructions.

4. CHANNELS

Use video, intranet, email, apps.

Bring ambassadors and frontrunners into play.

Make different channels available (i.e groups, platforms etc.) so that employees can choose and unfold it themselves.

5. MESSAGES / STORIES

Tell the main messages in small stories, e.g. small films with humour.

Find a narrative that people may already be a part of (in collaboration with managers and leaders of the individual units).

Think in terms of characteristics / benefits.

Remember that the SDGs can be a blocking layer - "you do not need to know them, you just need take action and do it right".

Break down the communication into eg practical instructions.

Create stories of why this is the right thing to do; what a difference it makes in the world; how little does it take on a daily basis for us to contribute.

Get employees to tell the stories so they are the ones sharing the messages with their other colleagues.

Think about what employees want to tell their own families at the dinner table.

6. AMBASSADORS

Find role models and front figures for each area of responsibility, that lead the way and walk the talk, so that the messages are brought to life.

Let employees find ambassadors, and let it be interest-based.

7. INTEGRATION AND IMPLEMENTATION OF ACTIONS

Hold weekly board meetings, to evaluate status on critical goals, efforts and results.

Get it into bonus systems and KPIs / incentive structures ("hardwiring").

8. REMEMBER TO CELEBRATE

Remember to continually acknowledge and celebrate.

For example, by celebrating the employee of the month per. strategy area with eg a CEO congratulations via eg app, intranet, e-mail.

Reward ambassadors for their efforts.