

# BURN AFTER READING

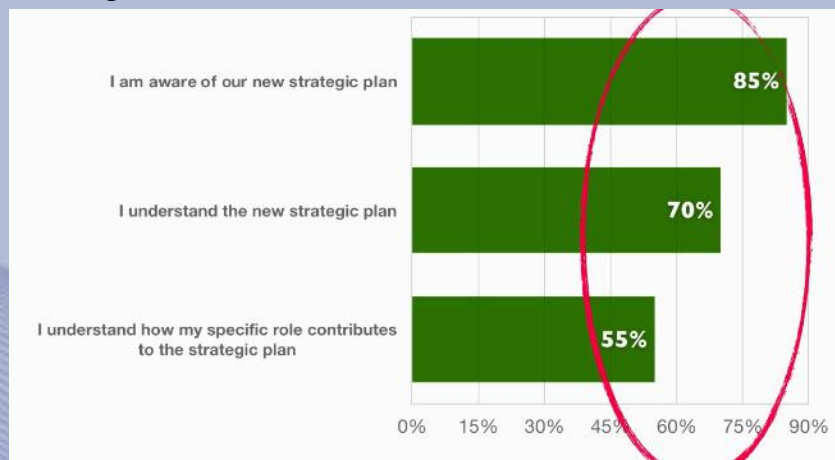
## Key takeaways from Internal Communications & Employee Engagement Summit at Facebook (so your boss doesn't think you had too much fun)

### July 30

## As internal communications gets its due, are you on board for what's next?

Mark Ragan, Ragan Communications, and Jim Ylisela, Ragan Consulting Group

- Internal comms is not one of the cool kids.
- Employees who trust employers demonstrate:
  - 71% greater advocacy
  - 78% greater loyalty
  - 74% greater engagement
  - 81% greater commitment
- About 66% of the room reported having been bored by something they've written.
- PR hates marketing. Marketing hates PR. They both hate internal comms.
- Example: "Diversity Week means ice cream day in all campus cafes." Why did they do this? It's SAFE.
- People who aren't reporters don't know how to take an abstract idea like "Diversity Week" down the ladder and translate it into stories.
- There is a disconnect between employees understanding their organization's strategic plan and knowing what to do about it.



- Additional question: Do you know how we will measure success?
- Internal comms brings the strategic plan down to the individual level.
- One question we must answer: What's in it for employees?
- How do you figure out your employees?
  - Focus groups

- Ethnography studies (shadowing employees to find out what motivates them)
- Positive storytelling example: <https://moffitt.org/take-charge/take-charge-story-archive/regular-screenings-led-to-prostate-cancer-diagnosis/>
- Positive headline example: “Pecked by a chicken? Sucked into a jet engine? There’s a code for that.”
- Writers block? Or content block?
- Beautiful example from Pittsburgh International Airport: <https://blueskypit.com/2019/07/22/a-perfect-place-for-presley/>
- Stop pitching stories. Write the story and then pitch it.

## How employee communications powers innovation at Facebook

Jonny Oser, global director of internal communications, Facebook

- What does culture at FB look like?
  - Culture is organic—it evolves over time.
  - Transparency matters: “We believe that a more open world is a better world because people with more information can make better decisions and have a great impact” —Mark Zuckerberg
  - Focus on impact: Six-month reviews to see what kind of impact you’ve had in the last half year.
  - Move fast: Move quickly, learn faster, have a greater impact.
  - Be bold: Even if you hit more than 50% of your goals, you’re not pushing yourself hard enough.
- FB values: Focus on impact, be open, be bold, build social value, move fast.
- Poster culture! Posters at Facebook are a visual representation of the culture.
- Facebook uses video to tell their employees stories and give them a voice.
- For town halls, letting people vote on questions lets Zuckerberg answer the questions that are most important to his employees.
- Motto at Facebook: “This journey is 1% finished”—your internal comms strategy can constantly be developed and improved on. You are never 100% done.
- Putting execs on internal social media (Facebook Workplace) instead of email allows them to be more accessible and less intimidating to employees. It’s easier to respond to Mark Zuckerberg’s post than it is to respond to his email.
- Storytelling at FB is based on four points that help communicators decide what stories matter:
  - Talk about the social issues that we face
  - Help FB communicate more transparently
  - Play a meaningful role in people’s lives
  - Grow the business

# July 31

## The business case for a thriving workplace: How to use culture to boost your bottom line

Scott Dobroski, senior director of corporate communications, Glassdoor

- “Bring your full selves to work”—what does that mean?
- Seventy-five percent of the room works closely with their HR team.
- Eighty-two percent of leaders believe their organization’s culture gives them a competitive advantage. But how do they really invest?
- Sixty percent of employees say job realities do not meet expectations set in interviews.
- In a healthy job market, job seekers act as consumers:
  - They search an average of seven websites to seek information about a company
  - They read seven reviews before forming an opinion
  - Eighty percent look at company reviews and ratings when making job decisions
  - Eighty-nine percent also respect the employer’s perspective (not just the online reviews)
- Job seekers want more than a job description. They want the opinions of others who work there.
- Jobs are taking 82% longer to fill in 2019 versus 2018. (Average is 31 days to fill.)
- “I’m quitting to pursue my dream of not working here.”
- Why do people leave?
  - Stagnation
  - Better culture
  - Better pay



- A strong culture is six times more powerful than a \$10,000 salary increase.
- Words associated with highly rated companies:
  - Professional development, culture
- Words associated with poorly rated companies:
  - “Management” is the biggest. This includes senior managers and middle managers.
- Average company rating on Glassdoor: 3.4.
- Companies rated as Best Places to Work by Glassdoor outperformed S&P 500 by 122%.

- Employee advocates are three times more effective ambassadors than the CEO.
- How do you enlist employee advocates? A one-pager on the guidelines can reduce uncertainty.
- Make employees “brand models”—give them backpacks, hats, T-shirts (works best for known brands).
- LinkedIn: “Compassion Project” featured CEO Jeff Weiner talking about workplace culture. [Got airtime on CBS News](#).
- Seventy percent would not apply to a job if their values don’t align. WAY higher with millennials.
- Low-budget solution: Speaker series. Glassdoor invited a panel of LGBTQ employees for pride month.
- About 25% of the room said they have an employee value proposition.
- Recommends [Glint](#) or [SurveyMonkey](#) for surveying employees.
- EventBrite added a question at the end of its application. More than 70% were motivated by culture.
- Employees can leave a unique review once a year on Glassdoor. Most reviews are written by current employees.
- Every review gets a human-touch review.

## Panel: Working across departments for employee engagement

Christopher Westcott, vice president of culture and employee experience, Federal Reserve Bank of San Francisco; Kim St. Lawrence, marketing director of professional development, BLR; Tiffin Jernstedt, senior vice president of communications, PVH; Erin Lickliter, head of associate communications and engagement, Kroger; Jessica Kimball, head of employee engagement, diversity and inclusion, Mattel

- Kimball: You must reach different employee segments in different ways.
- Jernstedt: Of 38,000 employees, only 12,000 sit in corporate. Mobile news app reached retail associates, too. Anyone could share a photo or video that represented one of the common values. It was a huge success, BUT the engagement was largely in corporate. They learned internal partners are crucial.
- Lickliter: Communicators have positioned themselves as communications subject matter experts and partners, rather than order takers. They operate as an internal agency.
- Westcott: Co-creation is key! Diversity of perspective across silos is important.
- St. Lawrence: Started synthesis sessions with the CEO.
- Lickliter: On its intake form, Kroger is able to make suggestions. For example, if someone says they need a video, they can suggest another channel if a video isn’t a priority. Also, it specifies who needs to approve a particular piece of content. It saves them from having to chase down the numerous people who normally have to approve.
- Ask your stakeholders: What can I do to make your job easier?
- Westcott: They use [Airtable](#) as their intake tool. Another one is [Smartsheet](#).
- Lickliter: “Governance is a huge part of what we do.” Help people understand what good content does and doesn’t look like.
- Lickliter: Internal comms owns the channels. It’s okay to say “no” sometimes.

- Lickliter: Let associates speak, and take their words to senior management. “This is what our people are saying.”

## Closing keynote: Get to the heart of employee engagement by channeling the power of data

Kristin Graham, head of employee communications, Amazon Web Services

- In 2020 the average person will have more conversations with a bot than with his or her spouse.
- Two in three people get their news from their social networks.
- Eighty percent of our mobile consumption is video.
- Employees are connected to technology for work purposes 12 hours a day.
- People are checking email 74 times a day, so it isn't that they aren't answering email—it's that they're just getting overwhelmed with hundreds of emails.
- The average attention span for digital tasks is 40 seconds. Once you get their attention for your email, video, tweet, etc., you have about 40 seconds until they get distracted.
- Interruption cost: Most of the time, the cost of being interrupted for something unrelated to the task you're working on is over 23 minutes.
- Attention sweet spot: Forty-nine percent of people will stop reading or listening to a message at 111 words (according the Associated Press).
- BLOT: Bottom Line On Top. Indicate whether it is need to know or need to do. Use bold wording on the key action needed, date or deadline, or info given.
  - Have space between the BLOT and the rest of the info. Content here should not be in bold; however ...
    - Bullets are great
- Be “snackable.”
- Sixty-five percent of people are visual learners; visual information is processed 60% faster than text.
- Short-term memory can retain the magical number of seven things (plus or minus two).
- Beware of “pretty nothings”—does it really matter? Or are you just putting it out there to get it off your to-do list?
- If a picture is worth 1,000 words, a video is worth 1.8 million.
- Video is working, but that doesn't mean you have all the time in the world—90 seconds is the sweet spot where you'll lose attention.
  - Get creative
  - Use live video (people stay on live three times longer)
  - Create “chapters”
- Do fewer things better. Pick the things that feel right, don't try to do everything.
- Be stubborn on vision, but flexible on details—Jeff Bezos

*Did this Burn After Reading sheet provide value for you? [Yes](#) [No](#)*