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Communicator

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model has most certainly been disruptive.

Early Bird deadline: February 4 On-time deadline: February 18

IN THE KNOW

> The IABC/Toronto OVATION Awards offers the communications

excellence of individual award winners while fostering a greater appreciation of the communications profession. The awards

program is open to all GTA communications practitioners—

members and non-members — from juniors to independents

profession an opportunity to present its best work. It advertises the

 Last minute deadline: February 25 This year, IABC/Toronto is offering a \$5 discount off submission fees for your 10th and any subsequent entry. For further details about submissions and fees, please visit toronto.iabc.com/award D.

to veterans and all those in-between.

PRESIDENT'S MESSAGE

evolving, and about the opportunities, threats and challenges it brings. Learn how you can become the driver of innovative change in your own business or organization. Follow Ted on Twitter: oteler: otelerright <a href="

Disruptive innovation and the sharing economy with Ted Graham:

Disruptive innovation is a hot topic these days, with the sharing economy gaining momentum as a business model—and Ted

Graham, Innovation Leader at PwC Canada, has a bit of firsthand

alone may not have invented the sharing economy, its business

experience, having recently served as an UberX driver. While Uber

On Tuesday, February 23, join Ted at The Spoke Club (600 King St. W.) between 6 and 8:30 p.m. to hear firsthand about the lessons he

learned working for Uber. Find out how the sharing economy is

Last year, we were surprised and utterly delighted to win five IABC chapter management awards for communication,

student involvement, professional development, membership marketing and leadership development. We also took home trophies for the prestigious large chapter of the year and international chapter of the year awards. Because of this, we had the privilege of judging this year's chapter management awards. It's been a great experience learning more

chance for us to connect with IABC international, regional and chapter leaders and hear more about what we can expect in the year ahead. I promise to share what I learn in an upcoming issue of *Communicator*. And speaking of awards, anyone who knows me knows I'm passionate about IABC awards, whether it's Gold Quills,

session to learn how to be a judge. Many of our seasoned communicators will tell you judging awards is one of the activities they look forward to most on the IABC/Toronto calendar each year. All you need to do to get involved is email **Toronto-info@iabc.to** and you'll be connected with the appropriate chapter leader. I'd be remiss if I didn't also mention the IABC/Toronto Communicator of the Year award. As I write this, our panel is reviewing the submissions we've received to determine who we'll honour at an event to be held in March. Stay tuned for more details. If awards aren't your thing, I hope one of our upcoming networking or professional development events appeals to you. If not, is there something else you want from your association? Email **Toronto-president@iabc.to** and let me know.

about how chapters from all corners of the world approach the challenge of continuing to raise the bar in serving their members and other communication professionals. The final results are being tabulated now and the winners will be recognized at the annual Leadership Institute (LI) event occurring in the first weekend of February. LI is also a great

Silver Leafs or Toronto's very own annual OVATION Awards. Why do I love them so much? I think it's because of the multitude of opportunities they bring to our members to get involved, so I encourage you to submit an entry (or two, or ten). It's a great way to be recognized by other communication professionals for the exceptional work you've done during the past few years. But there are other ways to get involved; you can volunteer to help plan and execute our May awards gala. And, if you've been a communication professional for at least 10 years, I encourage you to sign up for a

MANAGING EDITOR'S MESSAGE

LETTER FROM THE EDITOR As communicators, we're usually trained to aim our efforts away In the X-perienced File, Priya Bates notes that too many from the organizations that hire us. Whether it's designing a companies measure employee engagement based on whether

between two and three people about a wonderful experience, but complaining to between eight and 10 about an awful one, can just as easily apply to employees, and have an equal effect on an organization's morale—and bottom line.

Suzanna Cohen, ABC, CMP

President, IABC/Toronto

books and folk wisdom about engaging the public that seem to loom highest in our field's collective imagination. We think it's time internal comms stood up and was counted. Diane Bégin's Digitally Speaking article about how we can inspire colleagues to use social media when talking about our employers—and help create a positive work environment so that they'll want to — touches on this relationship between employee

less an authority than Dale Carnegie & Associates.

morale and an organization's bottom line, citing a study from no

social media campaign to maximize anticipation for a product

launch, teaching executives how to best respond to a scandal, or speaking to an irate customer, we often find ourselves on the

front lines when it comes to defining our client's public image,

as if each business we represent is a single autonomous entity.

work for them – know this isn't the case. They realize what is said

between a company's walls can often matter more than what is

said outside of them. The maxim of satisfied customers telling

This internal communications-themed issue of Communicator

equal or greater importance of internal strategies to business

communications, it's the lessons and guides and seminars and

is for those practitioners and their employers. Despite the

Of course, smart companies — and the communicators who

FEATURE

ABOUT ERIC EMIN WOOD Eric Emin is a freelance journalist and staff writer for IT World Canada, with a keen interest in the corporate communications field.

employees decide to stay with - or leave - an organization or go above and beyond the call of duty, without taking into

perform it well cannot be overstated.

Let us know – feedback is always welcome.

vs. print.

account why they made their decision. We communicators are

the buffer between management and the rest of our colleagues, and the importance of recognizing that role and knowing how to

Elsewhere, Warren Leppik offers a case study in how we can help

bridge the gap between managers and employees through video

without spending a fortune, while Merissa King's feature offers a

We hope you find this edition as interesting and useful as we do.

step-by-step guide to creating and, through strong leadership,

delivering an effective internal communications plan. Lynn

Woods talks about how indies can help their clients' internal comms, and we take a look at the ongoing argument of digital

CAN YOUR LEADERS

walk the talk?

The thing about best-laid internal communication

plans is that **people** have to implement them, and

typically, there's a 99 per cent chance that you've

assigned a senior leader to execute your ideas.

Email to staff from the CEO? Check. Quarterly

Check. Informal chat on Yammer with the senior

town hall with a panel of regional directors?

It might seem like a simplistic list of internal tactics, but senior leaders play an immensely powerful role in fostering excellence in internal communication. At all times, they must be aware not only of your company's goals, but also the reasons behind your company's goals,

and practice what they genuinely consider the best

Employees crave genuineness and openness when

they hear from leadership, and unless your leaders truly believe in what they are saying – unless they can walk the talk—any message from them will come across as

This is, of course, where you come in. Part of making sure your leaders walk the talk is creating an effective internal

As with any public relations strategy, your company's organizational culture must serve as the foundation of your new internal communications plan. If you don't

understand your company's organizational culture, use this opportunity to take a step back and complete an initial assessment through an internal communications

audit. While it may be tempting to plow ahead with a one-off internal communication plan to say you've checked the box, these plans will not be as effective

vice president? Check.

methods of reaching them.

inauthentic and forced.

communications plan.



ABOUT

Merissa King is an account manager with APEX Public Relations

specializing in corporate communications and media relations.

She has eight years of experience in finance, energy, legal and

management, and print and digital content development.

THE X-PERIENCED FILES

REDEFINING

non-profit sectors handling internal and external communication,

media relations, community relations, issues management, event



and "strive" elements of this definition.

who usually account for less than 10 per cent of the organization. Imagine what's possible for an organization if they can get the majority of their employees to simply do their job! I recently shared another definition of employee engagement during an IABC Academy workshop that seemed to resonate, so I thought I would share it here. These are what I call my 4Ps of Engagement.

them to do. Don't be afraid to set a goal against which to

Do you want more information on employee engagement?

Join Priya Bates and the IABC Academy for a four-part on-demand workshop: **Engaging your employees to**

deliver your strategy and brand O or contact us at

www.innerstrengthcommunication.com Q.

measure success.

news.

DIGITAL MEDIA USE

DIGITALLY SPEAKING

Despite being an organization that valued its employees, and even with all the platforms available back then, senior management didn't always place the necessary emphasis on internal communication. They didn't realize — as many companies don't — that employees are the most intimate and powerful ambassadors of an organization's brand. An internal focus that promotes two-way dialogue can actually make our jobs as communicators more effective.

The top three reasons comployees are not engaged include:

1 No relationship with an immediate supervisor

2 Lack of belief in senior leadership

A few years ago, the organization where I worked was getting

ready to make a major announcement. The president at the

time was very concerned with how much mainstream media

be communicated to the staff, the president's response was

coverage the news would generate. When asked how it would

they could find out about it in the newspaper or on the evening

ABOUT DIANE BÉGIN

government relations and communications planning.

both agency and client-side. Her passion is in community

through the use of digital and social media, with other specialties in internal and external communications,

> Association of Registered Graphic Designers

if they are out of sync with an organization's culture and goals. If you don't have the time or resources to complete a full-scale, in-depth communications audit, a simple scan of your current organization's internal environment is still an important step. As renowned public relations academic James E. Grunig points out, environmental scanning by public relations professionals involves analyzing strategic decisions made by management, and processing those decisions against what's happening with internal (and external) environments. Once you create your plan, senior leaders still need to share their messages in a way that will resonate with employees. As international public relations

practitioner Benita Steyn articulates, the responsibility of a PR function with a strategic mandate is to counsel

responsibilities toward their employees. Meaning, it's your job to evaluate the internal environment in which

leaders need to communicate and then effectively set them up for success by making sure they have an

Before your leaders actually deliver their message,

plan and have a frank conversation with the leaders

When the story told to employees matches what's

complete some up-front homework, develop a skeleton

you've identified to help you communicate with staff to

actually going on at a strategic organizational level, the more naturally authentic communication will come to

organizational leaders on their communication

authentic message for employees.

determine their comfort level.

your leaders and the more likely they will be to lead by example. It may take some coaching on how to be an effective communications leader, but the result - inspired and motivated staff—is well worth the effort.

encourage your employees to promote your organization. Also, make sure you have a social media policy and training

to give them permission to communicate responsibly.

ABOUT

PRIYA BATES

owner of Inner Strength Communication.

How do we as communicators encourage online staff

through each step to commit to engagement.

interested given the right incentive.

built. Just like that, it took off.

Using the marketing framework of AIDA (attention, interest, desire

and action), you should provide staff with access to an internal social

platform or platforms (such as discussion forums, blogs or a private

Yammer **○** offering swag to those who participated in the

community. Even in a stressful environment, people can be

such as food drives. Empower folks by sharing these events

Inspire action: Years ago I worked on an internal community

for managers in the non-profit sector. The turning point came in a meeting when someone unexpectedly mentioned that the community was the best resource our organization had ever

get out of the way and let your community do its thing. That day will

online because staff may not think of doing it themselves.

Fuel desire: Organizations such as Rand Worldwide → recognize

the need for community through corporate responsibility events

social network). Then ask yourself how individuals will be guided

engagement?

In a career spanning more than 20 years, Priya has led

communication for organizations including Loblaws, HP, and

Compag, received the Master Communicator (MC) designation from IABC Canada in 2010, and is currently the president and

EMPLOYEE
ENGAGEMENT Philosophically, we know that engaging employees is important, but many of us don't really know

PROUD PERFORM At the end of the day, when leaders are asking for employees Are employees proud of your organization, products and/ to be more engaged, they are really focused on bottom-line or services? Although more difficult to measure, this "P" is performance. Are your employees performing so that your integral to any engagement program. Pride is that intangible business or organization can deliver on its strategy with feeling that drives employees internally. Ask yourself what concrete results? For every engagement program you build, employees should be proud of; help them understand your define what good performance looks like for the business. organization's history; give them access to experience your products; help them celebrate your victories and milestones. Make sure you create engagement programs and messaging that build pride. **PARTICIPATE** PROMOTE Do employees voluntarily participate? What do you want Do employees promote your organization, its products, and them to do? Whether you want employees to deliver on the its services? Do they recommend your organization as a great place to work? Do they buy your products or services? brand's promise, provide customer service that is up to a Do they say good things on social media or to friends certain standard, take advantage of a benefits program, or volunteer for the community, clearly define what you want and family? Build engagement programs that help and

if an employee says good things; and if the employee strives to go above and beyond. However, I've personally had issues with the "stay"

Stay talks to employee retention, which seems to be harder to maintain today with many entry-level and customer-facing roles naturally

seeing higher turnover. Strive talks to going above and beyond, but the way organizations measure this is through high-potential employees

4 STEPS TO INSPIRE INTERNAL

> The way I see it, there are four key ways: Create attention: Regularly update a platform with content that will be of interest to your community. Servus Credit Union D did this (in partnership with **Habanero D**) by simply posting a new, compelling, community-related image every day on its intranet. Staff logged in daily to see it. Generate interest: Free stuff works on external social media, so why not try it internally too? Air Canada did this through

Because of the nature of digital and social media – generally speaking, only a small portion of people will ever comment — the funnel of participants at each stage from attention to action will shrink. Not everyone will feel compelled to join you for the full journey. In fact, many people won't. But with the right strategy, most will figure out how to get what they need, and one day you'll have to at the University of Toronto in #digitaledu. She's worked

be magic.

LOOKING TO STAND OUT

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THERE'S MORE! KEEP SCROLLING OR CLICK 🚥

Association des graphistes agréés IN THE MARKETPLACE? A Registered Graphic Designer can take



for internal communications In our time-strapped, budget-conscious world, creating and

distributing internal communications to a large global staff is a challenge to say the least. But I've learned that with its ability to capture and share emotion, video — when done well — can replicate the engaging power of a personal appearance, on demand, 24/7. I have a large logistics client with more than 3,000 staff worldwide. The arrival of a new CEO with a new strategy for the company led to massive changes — and showing great vision, the internal communications

team chose professional video as the medium to increase employee engagement by sharing regular messages from the new leader via the company's intranet. Video allowed him to not only introduce himself but to provide regular updates and personally answer questions being asked by staff through a specially created "ask the CEO" email address. It humanized him, allowing people to get to know him in an economical, easily consumed format, accessible at the staff's convenience. About a year into the process, the CEO wanted to do a major update on the progress of the company via a roadshow, which he would present in person at the company's major locations around the world. But given the size of the company, the geographic spread, the value and demands on the CEO's time and the sheer expense of that much travel, it was

obvious that reaching every location was unrealistic. Video offered a high-impact solution. As the company operates 24/7, the internal communications team decided the CEO would present three times in each location he physically visited, once to every shift. During his Toronto visit, we recorded all three presentations, allowing us to select the best parts and combine them with the slides and video used to create a "TED Talk" style production distributed to all staff via the company intranet.

There were challenges presented by this approach, starting with the venue. The only space large enough was the lunchroom — hardly an inspiring space. Beige walls, fluorescent light, noisy vending machines, microwaves, fridges, and utility tables and chairs. If, like the majority of do-it-yourselfers out there, the client had chosen to find an employee with a video camera and simply set it up at the back of the room, they would have ended up with the typical crappy, barely audible, visually drab, unengaging content that abounds these days on YouTube. You'd capture it, but would anyone want to watch it? Studies show that no

video is better than bad video! Cognition Productions has been helping businesses create powerful, engaging video communications for over 25 years, and we knew we had to make our client look and sound good. In about 2.5 hours, using black drapes, lights, wireless mics and multiple cameras, we transformed the lunchroom into a sophisticated set that made the CEO look and sound great. And once his presentation was done, we were able to capture the audience's questions with wireless handheld microphones, closing out the video with an interactive Q&A session. Viewers didn't

just watch the CEO talking, they saw their coworkers participating in the process and being heard—all without the prohibitive costs of in-person presentations to everyone. Not only did the company's video-centric approach save money while informing and engaging its dispersed workforce, it could even be hailed a green solution given the travel and associated activities that were avoided. What's more, with the content residing on the intranet, staff who were unable to participate in a live presentation could still experience it after the fact, at their convenience. If creating and delivering consistent, engaging content is part of your internal communications mandate, video is a powerful vehicle you

should include in your strategy.

THE **INDIE** SCENE



ABOUT

WARREN LEPPIK

Warren Leppik has run Cognition Productions for 29 years,





communications

they all share is the need to ensure their employees have access to timely information that helps them do their jobs well and contribute to achieving their organization's business goals. Two fellow indies, **Jennifer Ferguson**, principal, Ferguson & Associates, and Susanna Smith, principal, Susanna Smith Communications, share their top three tips for helping keep clients on track with effective internal communications practices: 3. Demonstrate ROI. 1. Identify competing priorities.

Inviting employees to provide input into a specific project or

initiative via focus groups, one-on-one interviews or surveys is an

ideal way to generate buzz, enhance engagement and improve

the front end of a project or initiative, make sure your client has

important question: "What else is currently vying for employees'

time and attention?" This may affect the planned communications

consulted with others across the organization to ask the all-

Independent communicators work with many different types of clients,

from small non-profit organizations to global multi-site businesses. What

objectives is critical. All too often, internal communications is buy-in. However, it's not unusual for organizations to have several major projects on the go at the same time, and this can present the first to become a casualty during a financial crunch simply significant challenges for internal communications if project leads because its value hasn't been clearly demonstrated at the aren't talking to one another. leadership level. Gennifer's 'Jip: Secure executive and management buy-in for When considering engaging employees at

approach, timing and associated tactics. 2. Engage middle managers.

Numerous employee satisfaction and/or internal communications surveys over the years have consistently revealed that employees look to their immediate supervisors as their primary sources for what is going on in the organization and for timely information that will help support them in their work. Yet, many clients continue to face challenges with inconsistency in how and what managers communicate to their teams. Gennifer's Jip: These folks are key to effective internal

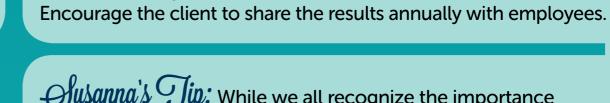
communications. Recommend to clients that they make communications a core competency for managers during

and provide associated templates and tip sheets.

the hiring and performance evaluation processes to ensure

accountability. Provide managers with an internal communications toolkit clarifying their role in supporting effective communications,

HEAD TO **HEAD**



While we all recognize the importance of building in a robust evaluation component in the internal communications plans we develop for clients, as indies we are not always involved during each plan's implementation. I make myself a note to follow up with the client at the appropriate interval to ask whether or not they have tracked internal communications activities, to offer help, and once the results are in, to request time to review them together for shared learning.

Linking internal communications to an organization's business

how communications helps support the achievement of those

objectives and putting the right measures in place to track

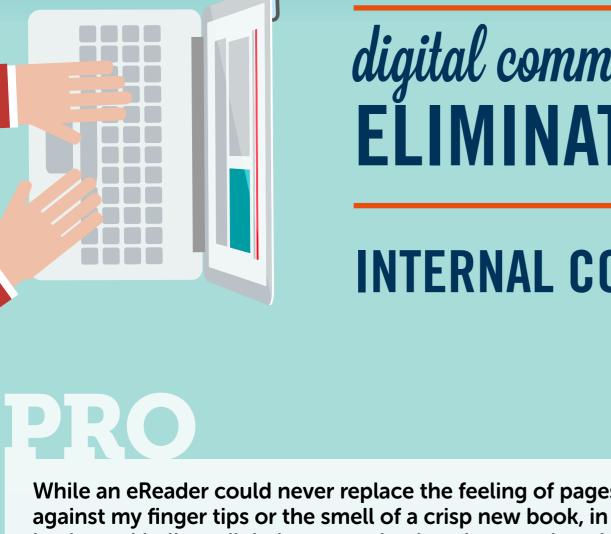
the corporate internal communications plan and mutual

agreement on how it will be measured year over year against

what is working well and where there is room for improvement.

the organization's business objectives. This will help identify

LYNN WOODS Lynn Woods is a communications professional specializings in internal, HR and change communications in the health care and non-profit sectors.



programs.

CON While an eReader could never replace the feeling of pages While there's no question there are tremendous benefits and applications for digital vehicles, and their positive business, I believe digital communications have replaced impact on internal communications is significant, print print for internal communications and here's why: remains a viable, and in some cases indispensable, means of communicating with employees. Society has shown **Practicality and price.** With the cost of paper, print, desk a tendency to forsake the tried-and-true in favour of the drops and shipping eliminated, internal communicators can newest, sexiest, next big thing, but this often runs the risk now use their enhanced budget to invest in short videos or of throwing the baby out with the bath water. Both delivery stock photos to enhance their communications, engage their mechanisms have their own strengths and merits and can audience and deliver key messages. coexist, complementing each other. Going green. Knowing a company is mindful of its impact One of the cardinal rules of communication is to know your on the environment can help enhance a brand, which is why audience. When dealing with employees, this doesn't just several Fortune 500s have implemented internal paperless mean knowing their demographics, business group, roles and responsibilities, where they are located, desired language, etc.

digital communication vehicles

ELIMINATE THE NEED

INTERNAL COMMUNICATIONS?

Community. Internal social networking platforms such as IBM's Connections or Salesforce's Chatter have significantly improved the way we communicate. These tools encourage employees to express themselves and facilitate two-way communication between the organization and its employees, which is faster, more open and more personal. Employees

Flexibility and timeliness. In today's online world,

blast, blog post or intranet page?

via email or asking for input in a survey.

publication cycles and deadlines don't always work. Often we're called upon to deliver urgent, ad hoc news the day it's

announced to make sure employees feel they're being kept

Interaction. Employees need to feel engaged by having

in the loop. What better way to do that than through an email

two-way dialogue. With digital communications, it's as simple

for your audience to respond as it is for you to talk to them, whether it's commenting on a blog post, starting a dialogue

feel a sense of online community and have the opportunity to foster connections between departments, which are critical to employee experience, especially in larger corporations. **Measurable.** Personally, one of the reasons I love digital communications is because it is easier to measure their success. When it comes to compiling a year-end review I can more accurately measure what worked well and

what didn't by reviewing hits and visits on intranet pages,

comments on a blog and likes or user-generated content

from the social networking platform. The advantages to going digital feel almost endless customization, remote workers, address changes, postal strikes, reprints, archiving. But the bottom line is, with the internet now readily available in almost all locations and on all devices, internal communicators need to make sure employees are accessing the information they need whenever and wherever they want.

communications professional with almost 10 years of experience in developing and executing internal communication strategies and initiatives. As IABC/Toronto's Senior Director, Social Media, Stefanie looks forward to increasing value for members through the use of online platforms including LinkedIn, Facebook, Twitter and Instagram.

CAMPUS CORNER

class.

Stefanie is a resourceful and innovative change management and internal

STEFANIE PENZES

It's also critical to know how they prefer—and are able—to receive and process information.

North America preleased the results of a survey pabout which vehicle – print or digital – consumers preferred most. Not surprisingly, it is consistent with previous survey results showing print is the instrument of choice for certain types of information: 88 per cent of respondents indicated that they understood, retained or used information better when they read print on paper, versus the lower percentages (64 per cent and less) when reading on electronic devices. The same trend was found for reading complicated documents, with 80 per cent indicating a clear preference for reading print on paper, and less than 16 per cent preferring screens across all age groups. Employee comprehension and retention are vital when it comes to complex business issues, so it would appear that

print is more suitable in those situations.

Let's take a look at preference. This past June, **Two Sides**

upon, and created and distributed much faster than print. But they can't be used exclusively because one size doesn't fit all. This is where the employees' ability to receive and process information comes into play. Not all employees have access to digital delivery. People in remote areas (oil riggers in the Arctic for example) come to mind, but there are also those closer to home, such as factory workers or tradespeople, who typically don't have their own computer or mobile device for work. People employed in technical environments such as call centres or bank tellers may use computers all day while they deal with customers, but have a very limited amount of time to catch up on internal

comms. So print, and of course verbal communication with

their manager, becomes key to keeping these employees

Admittedly, digital vehicles shine when it comes to briefer,

less complex messages that are easily understood and acted

internal communicators need to use all available tools to get the right message to the right employees at the right time using the right vehicle. I believe print will always have a place in the mix. ABOUT **DAVE WATT** Dave Watt is the sole proprietor of Watt's the Word Communications and IABC/Toronto's Senior Director, Member Communications. His



ABOUT

break into the industry.

ARLETTE BAX

Arlette is currently developing her skills as a communications

professional in Centennial College's graduate certificate program. She

travel. Arlette particularly enjoys event management and is excited to

has an academic background in international relations and a passion for

AND tomorrow's communicators

This past fall, after obtaining my Honours B.A. in international Once we finally confirmed a venue, charity partner and musical relations and political science from the University of Toronto, performers, we faced the daunting task of securing sponsors. We I began the Corporate Communications and Public Relations were pleasantly surprised by our ability to secure sponsorship from graduate certificate program at Centennial College. It's intense, local businesses and corporations alike, through both research and but very rewarding, and I already have work I can share in my our own personal networks. We learned that sometimes, all you portfolio ranging from media releases to social media and have to do is ask. strategic communications plans. My favourite project so far has been developing a business plan for a start-up PR agency in my Business for Corporate Communicators The business plan was a group project that encompassed everything from the big picture to the smallest detail. We

BOOK REVIEW

Internal Communications:

A Manual for Practitioners

by Liam FitzPatrick and Klavs Valskov

outlined the vision and mission of our company, a boutique PR

agency specializing in work with non-profits, social enterprises

potential real-life location, calculated an income statement and balance sheet and even determined which team members would

The project highlighted the many challenges of running a business, which as a communicator, is incredibly important to understand. In our case, we had to learn not only the structure of our own company, which we called PR Rangers, but research the wider not-for-profit industry, so that we could give our competitive

advantage the appropriate context. In our case, we emphasized our

company's ability to offer high-quality services and consultation

at affordable rates — a necessity when working with charities and social enterprises who are often challenged to do a lot with a little. By understanding the industry surrounding our fictitious business,

we were better able to recognize potential issues and articulate

Another challenging but satisfying project was hosting a charity

organize an event from start to finish. Each group faced its own unique challenges. My team struggled first to find a charity with whom to partner, and then faced significant difficulty securing

a venue. Our event — An Evening with Eva's — would feature coffeehouse-style musical performances and a silent auction in support of Eva's, a network of youth homeless shelters. This

fundraiser with no budget. With a team of six students, we had to

meant we needed a venue that had both the space and technical

means to host musical performers and that would let us use its

how we would effectively address stakeholder concerns.

and government relations, along with its corporate structure, competitive advantage and the plan's logistics. We found a

require a company cell phone.

space free of charge.

Can a 272-page book tell you everything you need to know about internal communications (IC)? Of course not — but this volume provides an excellent start if you are new to IC (like me). Its 11 chapters cover topics ranging from how to plan and organize IC, how to mix and match communications channels for maximum impact, what to keep in mind when composing your IC messaging, and so on. It also covers, in separate chapters, the different nuances to keep in mind when working on IC issues with senior leaders versus line managers.

The authors are two long-time IC practitioners who want to assist

other communications professionals by helping senior leaders set up

IC strategies, drawing on relevant case studies every step of the way

(including relevant IABC research in a few chapters). This is therefore

a very practical manual. The book has been written with a European

audience in mind, but there isn't anything here that someone in

The authors drive home key lessons and tips with gentle wit and

humour. Standing out for me is their observation regarding working

on IC efforts involving senior executives: "when we are dependable,

Behind this clever line is a more serious message that the authors hit

as merely the ability to produce high-level documents like strategic

on again and again as they stress how we cannot define "dependable"

annual IC plans. "Dependable" has to also mean we are professionally and consistently getting all of the small details that go into successful

IC tactics right — whether that means last-minute formatting changes to

Toronto will have trouble following or understanding.

we are indispensable."

ABOUT

IABC/TORONTO

NEIL HRAB

Neil Hrab works in corporate communications in Toronto.

PROUST QUESTIONNAIRE

a CEO's town hall PowerPoint deck, or ensuring that the microphone is at the right height and volume level for an internal workshop. We have to sweat the small details to truly succeed in IC — not just propose ambitious goals or strategies and then assume someone else will implement them. This manual includes a list of the key competencies you need to make it in IC, such as the ability to turn "plans into successfullyimplemented actions," looking "for new ways of working, exploring best practices and delivering original and imaginative approaches to communications problems" and conduct "research and [manage] mechanisms for gathering feedback and employee reaction."

PROUST QUESTIONNAIRE

What is your idea of perfect happiness?

Appreciating and enjoying small moments

in my life while being surrounded by loved

As much as I don't like spiders and fear

them, my greatest fear is not being able to

accomplish the goals I have set for myself.

What is your greatest fear?

Which person, living or dead,

do you most admire?

What do you consider the most overrated virtue? Hope. Sometimes instead of just hoping to the community. things will happen, one just needs to take control and go after what they desire. Which words or phrases do you most overuse?

This changes on a monthly/quarterly basis

but for the longest time I have been saying

My greatest regret would be letting time pass

by. We all have the same 24 hours and when

number of life experiences I missed because

I look back on my life I'm surprised by the

"actually" a lot and recently picked up

"to be honest" from my best friend.

What is your greatest regret?

Which talent would you most like to have? I wish I could sing: Top 40, pop, rap, R&B... I would do anything to have a voice that could sing all of my favourite songs.

(Kogan - 2014);Internal \$39 via Amazon.ca D. Communications A manual for practitioners

What is the trait you most What is your greatest extravagance?

What do you most value in your colleagues? Having a positive attitude and being a team player. Everyone has their own strengths and skills to share and I truly believe that being a team player helps everyone feed off each other's energy and grow from one another.

deplore in others?

Travel. Nothing will ever compare to the Lack of empathy. People who are ignorant people you meet, the places you explore, and inconsiderate toward a circumstance the culture you embrace and the memories that become priceless. another person might be going through. If you could change one thing about If you were to die and come back yourself, what would it be? as another person or thing, what I would try to be more carefree. I am overly would you be? rational to the point where I spend more time I would want to come back as myself so I could finish what I started and continue living my life with my loved ones.

completing writing projects to recognize IABC/Toronto volunteers during Volunteer Recognition Week. Since June 2015, I have been the Senior Director of Professional **ABOUT** Development Events and have helped to organize activities catering to the interest of our members. When Navneet (Nav) Sahota completed this Proust Questionnaire in December, she had just finished an

IABC/Toronto wishes Nav the best in her new position.

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Communicator?

My nani (mom's mom) recently passed away and she was someone I looked up to my entire life. Growing up, I lived in India for five years with her and the person I am today is all thanks to her.

ones.

I didn't seize the moment. This includes not seeing certain movies, reading certain books and all the travelling I've missed out on.

Carly Wallace – Senior Director,

COMMUNICATOR **Dave Watt** Editor-in-Chief **Eric Emin Wood Managing Editor Suzanna Cohen** President's Message

internship in strategic communications with the City of Toronto and was the Senior Director, Professional Development Events with IABC/Toronto. In January, she was offered – and accepted – the position of Communications Coordinator for the Grande Prairie Public School District, and relocated to Alberta.

What do you consider your business communication? greatest achievement? 1. Failing to know your audience Being able to graduate from university without any debt by working part time, while still volunteering and giving back What made you join IABC/Toronto? I wanted to network with communication professionals and have the opportunity to contribute my skills and experience to give back to the communications industry. What is your motto? Practice what you preach. Nothing bothers How do you participate in IABC/Toronto? me more than people who expect a great I started off by helping with event logistics for the Communicator of the Year award and deal from others but can't follow their own advice.

than I should weighing the pros and cons before doing something drastic. Finding a balance between that and doing something for its own sake would be great. What do you think are the three most common mistakes made in

toronto-membercomm@iabc.to D

Anna Relyea **Communications & Strategic Partnerships Portfolio** Students **Vice President, Communications & Strategic Partnerships** Maliha Aqeel, PMP Scott Fry – Senior Director, Website **Vice President,** Alissa Liotti – Senior Director, **OVATION Awards** Marketing and Strategic **Partnerships** Stefanie Penzes – Senior Director,

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Member Retention

OVATION Awards Portfolio

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properly informed on more involved and multifaceted issues. The list of advantages and disadvantages of digital versus print is much more extensive than can be discussed here, but one thing is certain: In an increasingly busy and complex world, experience includes internal, strategic and change-management communication with BMO Financial Group and media, public and artist relations with Universal Music Group (Canada).

To overcome these challenges and successfully execute our event, we learned to play to each other's strengths. Those in the group with strong design skills were tasked with developing invitations and posters while journalism grads handled press releases and media relations. Despite the obstacles encountered, this project was by far the most rewarding I have been involved with so far. Our silent auction was very successful and even prompted a few friendly bidding wars. Approximately 80 guests attended the event and we raised almost \$1,000 for Eva's, our deserving charity. Though I still have one more semester to go, I feel I have already learned a great deal about the world of public relations. Armed with the skills and experience provided by my graduate certificate and the network and professional development opportunities offered by IABC, I can't wait to see what's next.

Two other competencies to cultivate are "using and developing" the right mix of practical communications abilities (such as writing or design management) to hold the confidence of peers and colleagues," and "helping other communicators build their communications competence and develop their careers." The book also has a helpful guide to what we could call "key incompetencies" — that is, a list of "ineffective behaviors" that will sabotage your efforts to carry out a quality IC program. Covered here are actions such as "consistently repeat[ing] old routines without taking account of changing circumstances or needs," "accept[ing] other people's claims about employee

attitudes or experience without checking the facts" and "carry[ing]

Other behaviours to avoid in IC are "show[ing] a poor grasp of [your organization's] business priorities or challenges in conversations with

leaders and clients" and "produc[ing] communications without any

One especially valuable takeaway from this list: the best writer in the world will fail at IC if that person doesn't also have a good top-down

sense of the organization's goals and of the senior leadership's IC

priorities, a grasp of the needs of different internal audiences and

I warmly and enthusiastically recommend this excellent book for

an understanding of how to best communicate with them.

overarching goals on a purely ad hoc basis."

IC newcomers and veterans alike!

out tactical activity [yourself], rather than helping others to do it

when appropriate."

2. Failing to think about the bigger picture 3. Failing to review past performance What would your dream job be? I would like to have my own business, and to be in a position where I could emphasize to children the importance of education and guide them toward discovering their passions and finding their dream jobs.

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