



# internal communication:

how to increase expertise, impact  
and added value...measurably?

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Randstad Group Belgium, 17/03/20

 randstad group

# randstad group

AUSY  
a Randstad company

 randstad

 RiseSmart  
a Randstad company

 **tempo-team**

# frustrations

"Nobody reads the intranet"

"Oh, there are the colleagues of the party department!"

"Just publish this"

"I want a gadget for this campaign. Can you arrange that?"

"We are late already. We need to communicate this today"

"Let's celebrate this. Can you fix cake and drinks?"

"Nice story, but what exactly is your ROI?"

## what we all want...

- more impact
- measure and prove our added value
- overcome the 'issues of the day'
- be taken seriously
- be visible
- be more engaged in strategic matters, less in support tasks



from supporting  
producer

to strategic partner

# roles of internal communication



vision & mission

of internal  
communication

doelstellingen connectie employerbrand tech  
conversatie motiveren veranderingsprocessen  
extern ambassadeurs  
organisatie realiseren juiste  
strategie officiële toegankelijk weten versterken  
communicatieplan ondersteunen conversatietools  
informatiekanalen missie projecten  
terbeschikkingstellen communicatie gebruiken nodige Randstad  
meer op Groep resultaten  
communicatiecultuur  
faciliteert en betere intern via informatie visie betrokkenheid  
rol ondersteunt touch'-middelen  
collaboratietools transparant  
implementeren informele erkend motivatie optimaal  
expertise coachen betrokken  
bestpractices



six

pillars

**inform!**

**engage!**

**inspire!**

**service better!**

**coach!**

**be best!**

yearly

plan

# making the plan: team-event: interactive and playful



BUZZWORD BINGO				
innovative	leading	ground breaking	actionable	takeaways
dynamic	cutting-edge	synergy	leverage	circle-back
solution	influencer	integrate	giving it legs	offline
award-winning	thought leader	strategic partnership	interactive	seasoned
unique	optimize	revolutionary	expert	robust

- preparation!
- 'buzzwords'
- post-its, colors, boules
- move and discuss
- make proposals
- assemble, structure, clarify, reformulate, give body,
- priorities, choices
- KPI?
- agreement
- ultimate goal










inform!	engage!	inspire!
service better!	<b>TARGETS!</b>	
be best!		



measuring efforts

and KPIs

### KPI's

		Q1	Q2
1. know your business <i>inform</i>	83% evaluate Bluuweb & 70% evaluate Redweb as 7+/10 Traffic intranets +10% Wekelijks KISS	- 13% 40	
2. love your brand <i>engage</i>	Human Forwarden 5 g d. 20% - 8/10 ViTAAAL: +10% 75% geeft 8+/10 kichoffs/wispiration dag / SSC plenaire/party	+14% 86% - 96%	
3. grow your business <i>inspire</i>	Tweewekelijks filmpjes op beide intranetten #bestyears #innovation Tweewekelijks Topdiega #keisgoodtohave Traffic Google plus: +10%	14 6 3%	
4. support communicators <i>coach</i>	20 (B)MS bevestigd tegen juli 3 verbeterplannen HR(O)	7 1	
5. better service <i>improve</i>	CONNECT: 6x fieldbezoek/maand 25 campagnes/ projecten RUBW 8,8/10	13 9	
6. boost expertise <i>be best in class</i>	6 externe sharings 20 leermomenten samen	 Mercurius Cristina Zanot Foodfactory	Abci Mercurius 

# how to decide on KPI's?

how to prove our expertise, and value?

- measure what is relevant/what you would like to be
- result KPI or effort KPI?
- discuss it with you internal customer
- discuss it with your team
- be flexible to adjust during the year
- team KPI - personal plan
- visualise progress
- visualise and celebrate success

'lean' philosophy

at internal  
communication





# 改善

Kai = Change Zen = Good



people	performance	continuous improvement																						
<p>&lt;&lt; Team Name &gt;&gt;</p> <p>Team Mission   Team Vision</p> <p>Attendance   Team Check-in</p> <p>Team Capabilities</p> <p>Skill Matrix   -Learning plan -Train the trainer</p> <p>Team rules</p> <ul style="list-style-type: none"> <li>Start on time, be on time</li> <li>Everyone standing</li> <li>In case of absence inform leader</li> <li>Active participation but one voice at a time</li> <li>We are all responsible, so we support and challenge each other</li> </ul> <p>Daily Kaizen agenda</p> <ul style="list-style-type: none"> <li>Check-in (1 min)</li> <li>People (2 min)</li> <li>Performance (3 min)</li> <li>CI (3 min)</li> <li>Other (1 min)</li> </ul> <p>Team Info   Team Planner</p>	<p>Quality   Lead-time / throughput time</p> <p>Delivery / performance   Cash / Cost</p> <p>Leading indicators</p> <p>Lagging indicators</p> <p>Performance / Improvement KPI's:</p> <ul style="list-style-type: none"> <li>Are derived from Team Vision (Mission)</li> <li>Relate to Voice of (internal) Customer</li> <li>Represent Team performance</li> <li>Or represent relevant improvement initiative</li> </ul> <p>Key questions at stand-up meeting:</p> <ul style="list-style-type: none"> <li>How did we do yesterday / last week?</li> <li>What are the concerns to address?</li> <li>What to do to perform coming day/week?</li> </ul>	<p>Task Kanban</p> <table border="1"> <tr> <th>Owner</th> <th>identified</th> <th>In progress</th> <th>To review</th> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table> <p>3C Improvement board (PDC)</p> <table border="1"> <tr> <th>Concern</th> <th>Cause</th> <th>Counter measure</th> <th>Who</th> <th>When</th> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table> <p>Reactive</p> <p>Kaizen ideas</p> <table border="1"> <tr> <td>Kaizen 1</td> <td>Kaizen 2</td> </tr> <tr> <td>Pro-active</td> <td> </td> </tr> </table>	Owner	identified	In progress	To review					Concern	Cause	Counter measure	Who	When						Kaizen 1	Kaizen 2	Pro-active	
Owner	identified	In progress	To review																					
Concern	Cause	Counter measure	Who	When																				
Kaizen 1	Kaizen 2																							
Pro-active																								



daily steering

and visual  
management

# PEOPLE

## SAMEN LEREN

- 29/1: ppt
- 17/3: commu-plan template
- 18/2: sourcecode
- aug: buccanblad
- aug: labels - mail merge
- sept: refresh Nomini (Maxine)
- Great Conversations/MAP
- holding communication
- 27/9 google! beken
- tech & touch
- 30/9 structuur & dir

25/11 We maken...  
 Het Assessment helpt communicatie te faciliteren in de officiële communicatie en in de informele context...  
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 Het Assessment helpt communicatie te faciliteren in de officiële communicatie en in de informele context...

	7/10	MA	DI	WOE	DO	VRJ
[Photo]	A	A	4/5	A	A	A
[Photo]	A	A	A	A	A	A
[Photo]	A	A	A	A	A	A

## 30/9 THIS WEEK

[Photo]	A	A	4/5	B	V
[Photo]	A	A	T	A	A
[Photo]	T	A	A	A	A

- A = Access
- V = visit
- R = recap
- B = buccanblad
- T = thumbstick
- O = opleiding
- M = meeting

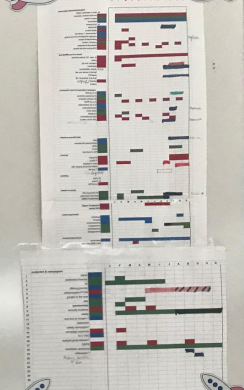
# PERFORMANCE 2019

strategie	voortgang	toelichting	toelichting	toelichting	toelichting	toelichting
add value at the right price	...	...	...	...	...	...
love your brand	...	...	...	...	...	...
engage	...	...	...	...	...	...
inspire	...	...	...	...	...	...
support communicators	...	...	...	...	...	...
better service	...	...	...	...	...	...
improve	...	...	...	...	...	...
boost expertise	...	...	...	...	...	...
be best in class	...	...	...	...	...	...

added value at right price  
 added value at right price  
 added value at right price

how we work at internal communication  
 engaged together  
 no 100 minute  
 flexible both ways

# JAARPLAN 2019



# PERFORMANCE

Projecten	who	deadline	Status
Zomeravonden		30/16	→ Overnachting Kanen
Intranet	all	∞	15/10: Herman
My Benefits	mhu	1/11	eerste lezers: uitgesteld → zomervakantie welruim - acceptatie p.
Content 'mijn kantoor	ke		contact N Arts
kerstgeschenk	Max	1/01	2/10: Gail Helen (Bos + bakje)
public sector	Max	31/8	8/10: News p.s. → Content pagina
Future do learning	Max/ke	31/12	filmbox / Gijnber/Herman - meeting for sept / complete
infomarkt december	mhu	5/12	team samenstellen
concepten (intranets)	Max	aug	source right deze week
jubilairisfest	Max	28/11	

# RESULTS 2019

know your business	partnership	Q1	Q2	Q3	Q4
inform	100 kids / jaar	24	24	24	24
love your brand	80%: 8/9 of 10	10/10	10/10	10/10	10/10
engage	80%: 8/9 of 10	10/10	10/10	10/10	10/10
grow your business	5 ballen 10 speler	5	5	5	5
inspire	30 leiders klanten	6	6	6	6
support communicators	25 projecten	11	11	11	11
better service	continue verbetering	11	11	11	11
coach	8 cycli van 20 weken	11	11	11	11
improve	20 leiders klanten	11	11	11	11
boost expertise		11	11	11	11
be best in class		11	11	11	11

# DONE! ✓

- keuzespeel SPA
- Top employ SPA
- Inspi-day mhu
- vitaal mhu
- infomarkt mhu
- 77 with Heart
- 15 y v50
- SSC afternoon event spa
- Clipper Max-Mar
- Walibi Max-Mar



our processes

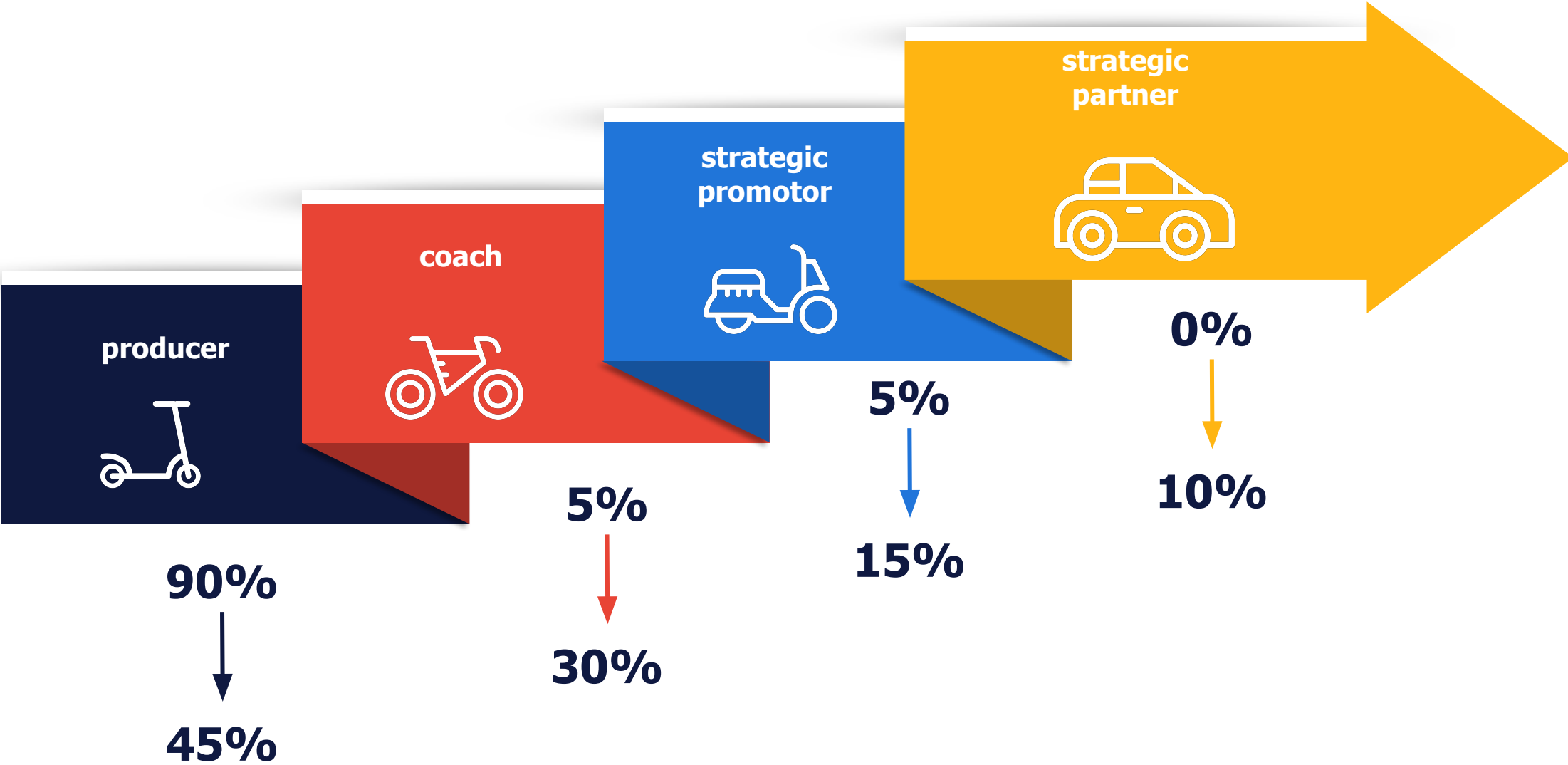
written and up to  
date



results

& lessons

# our results



# lessons learned

- it takes time ---> baby steps
- visual management: energy, inspiration, creativity
- engagement of the complete team
- the 'lazy manager'
- constant evaluation of everything: stop doing x, do more x.
- elimination of all 'waste'
- invite your management to your daily start
- use data, graphs, infographics, analyses...
- less meetings, learn more
- stick to your vision and mission (mandate)
- leave your office