

## **RETHINKING EMPLOYEE COMMUNICATIONS: A STRATEGIC ANALYSIS<sup>®</sup>**

“Who are they? Who are those people who come to work here every day? What are they about? Why can't we communicate with them? Why won't they listen? Why won't they just do what they're told to do?”  
— *the words of countless frustrated managers.*

Getting through to workers to influence their behavior, attitudes, and work habits is one of the most frustrating aspects of organizational management. How can senior executives, supervisors, and managers generate enough loyalty, enough motivation, enough focus to move the organization forward each day despite rumors, uncertainty, “failed opportunities”, abrupt shifts in direction, obvious mistakes in decision making, and the daily sense that there really is no one in charge, no plan, or no strategy in place to meet future contingencies.

The greatest continuing area of weakness in management practice is the human dimension. In good times or bad, there seems to be little real understanding of the relationships between managers, among employees, and interactions between the two. When there are problems, everyone acknowledges that the cause often is a “communications problem.” So now what?

**Enter the management communications strategist whose objective is to rethink, refocus, and then restructure the goals and objectives of this critical part of effective organizational management.** Here's how it might work.

### **STEP 1: IDENTIFYING AND CHALLENGING ASSUMPTIONS**

The analysis begins by challenging some of the more closely held assumptions that appear to underlie modern employee communications theory.

1. Employee communications is a staff function owned collaboratively (or combatively) by public relations and human resources.
2. More communication is better.
3. Message uniformity and consistency are key ingredients to effective delivery and reception.
4. The manager's role is to run the business.
5. Just tell the story right and employees will know what to do.



## PRODUCT DETAILS

Newsletter: 4 pages

Language: English

Price: \$5.00 U.S.

## ABOUT THE AUTHOR

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations. He is an expert in managing and counteracting tough, touchy, sensitive corporate communications issues. The fastest growing portion of his practice involves civil and criminal litigation. He is one of the few who can and truly does coach CEOs.

He is a prolific author (several books, hundreds of articles), lecturer (corporate, college and university), coach, and counselor. He is quoted in publications such as *The New York Times*, *The Wall Street Journal*, *The Miami Herald*, the *Harvard Business Review*, and industry trade journals. He is a columnist, advisor, or editor for almost every major public relations periodical. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. Visiting his Web site, [www.e911.com](http://www.e911.com), is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA) and Board of Ethics & Professional Standards. He served as a crisis communications advisor to the International Disaster Advisory Committee, Agency for International Development, Office of U.S. Foreign Disaster Assistance from 1989 to 1992, and is a civilian advisor to several other federal agencies. He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of both Ball State University's 2004 National Public Relations Achievement Award and the 2004 Patrick Jackson Award for Distinguished Service to PRSA, and is among the winners of the 2005 *PR News* Lifetime Achievement Award. His name appeared in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."