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Building a resilient  
and committed  
workforce



# What's ahead for today



## Part I

1. About me
2. Human motivation and what matters
3. A simple formula for success
4. Communication principles and the employee and customer EX
5. Discussion: putting theory into practice

## Part II

1. Psychological safety
2. Burnout, boundaries and mental health
3. Gratitude and celebration
4. Discussion: putting theory into practice



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# About me



Understanding human motivation



# Human motivation

## Understanding what your employees need

- Fulfilling work – a purpose
- A sense of mastery
- Ability learn and grow
- Connection
- Certainty
- Belonging
- Trust and respect
- Agency and empowerment



# A simple formula for success



**Inform. Involve. Inspire.**

# Inform

Equip people with the information they need to succeed

- Communication isn't just about the news. It is about content people can use
- Use content to build knowledge and mastery and to empower people



Employees can waste up to 17 hours a week looking for information



ROI for CISCO's intranet is close to \$1B a year



# When people aren't informed

**The problems I see over and over again**

- **There are 500 different interpretations of how to do things**
- **Inconsistent customer experience**
- **Managers are overwhelmed with questions**
- **People waste time and feel frustrated**
- **Incredibly valuable knowledge is lost**



# Involve

## Giving people a voice and a say

- Harness the brainpower of the smart people you've hired
- Empower people and give them agency over their work
- Involving employees builds trust and buy-in
- Change is much easier if it is done WITH employees rather than TO them



Make sure you listen to a wide variety of perspectives (apply a diversity lens).



Build psychological safety first



# When people aren't involved

## **The problems I see over and over again**

- People lack autonomy and don't feel empowered
- There is increased uncertainty
- People feel victimized and barriers to change become harder to identify and address
- Trust is eroded
- Lack of autonomy triggers a stress response

# Inspire

## Employees crave fulfillment and meaning

- Purpose is the new competitive advantage
- Employees want to make a difference – it serves our deep-seated need for fulfillment
- A clear purpose also creates alignment around priorities and rallies everyone around a common goal.
- People need to know where they are going and why.



Purpose-oriented employees outperform their peers on **every** indicator



82% of employees say it is important to have a clear purpose.



# When people aren't inspired

## The problems I see over and over again

- People lack motivation and energy
- They are working hard but not getting anywhere
- Decisions don't make sense
- Change fatigue is real
- Resilience? What resilience?



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Tried and true principles



# #1 – Take a STRATEGIC Approach

## A playbook for communication

1. Be clear on what you are trying to achieve
2. Understand what makes your people tick
3. Build content and messages focusing on how it will make people THINK, FEEL and ACT
4. Develop a detailed implementation plan



What happens inside is reflected outside



## Principle #2 – Communicate early and often

- At least once a week
- Even if you don't have all the answers
- Use your managers
- Create a listening ecosystem



**Tip! Watch your tone – communicate in a human and caring voice**

# Principles #3 - #6

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## **Authentic and transparent**

Build trust and demonstrate respect

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## **Words and tone matter**

Make it human and reflect the culture you want to build

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## **Listen**

Ensure psychological safety, harness the ideas of your smart people, and get buy-in

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## **Tell stories**

Win hearts and minds, and create a culture of learning with storytelling

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# #7 – It's never done

This is the most important step.

It's NOT a set it and forget it exercise.



## Celebrate the wins

- Reinforce the change by celebrating the wins
- Take time for gratitude and to recognize how far you have come

## Alter and course correct

- You won't get it perfect the first time
- Ensure you have a system in place to make further changes and adjustments

# #8 – Build your change muscle

## Culture matters

- A learning and growth mindset
- Psychological safety
- Empowerment
- Purpose



# Discussion



**Let's talk about what you learned  
and how you might put it into  
practice.**



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# Building a resilient and committed workforce

**Part II**

Psychological Safety



# Psychological safety

**Hint! It's the underpinning of successful teams**

A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.



Psychological safety explains the difference in **performance** in workplaces



Helps explain how **organizations** can thrive in a complex and uncertain world



Is present **when** colleagues trust and respect each other

# What psychological safety is not

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**People who agree with each other for the sake of being nice.**

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**People who offer unequivocal praise or unconditional support for everything for everything you have to say.**

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**An anything goes environment where people are not expected to adhere to high standards or meet deadlines**

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**About becoming comfortable at work**

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# Our brains and psychological safety

**"Nobody gets a great idea when they  
are being chased by a tiger."**





# The way we work today



# The four dimensions of psychological safety



## Attitude towards risk and failure

The degree to which it is permissible to make mistakes.



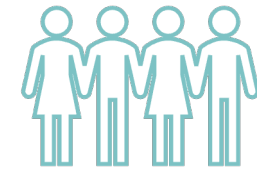
## Willingness to help

The degree to which people are willing to help each other.



## Open Conversation

The degree to which difficult and sensitive topics can be discussed openly.



## Inclusion and Diversity

The degree to which you can be yourself and are welcomed for this.

# Attitude towards risk and failure



“Perfectionism is a 20-ton shield that we lug around thinking it will protect us when in fact, it’s the thing that’s really preventing us from being seen and taking flight.”

- Brené Brown

# Step 1

## Set the stage

- Help people think differently about work, what it means to fail and the importance of different perspectives
- Set expectations about failure, uncertainty, and interdependence to clarify the need for voice
- Emphasize purpose, what's at stake, why it matters, and for whom

## Step 2

# Invite Participation

- Demonstrate humility (no one has all the answers and there will always be gaps)
- Invite conversation, questions and ideas
- Ask good questions
- Listen deeply
- Create structures and processes for input and guidelines for discussion

## Step 3

# Respond Productively

- Express appreciation by listening, acknowledging and thanking
- Destigmatize failure by offering to help, looking forward and turning failure into learning.

# Burnout and mental health



# The high cost of burnout

**People experiencing burnout are 2.5 times more likely to be actively seeking a different job**

**Nearly eight out of ten workers report they experience burnout sometimes**

**People with burnout are 63% more likely to take a sick day**

Consider that burnout disproportionately affects high-performers and leaves them less likely to come up with the next big idea, serve customers with a smile, or continue to learn and grow.



# Six causes of burnout

**Its not just too much work or long hours**

**1** Unsustainable workload

**2** Perceived lack of control

**3** Insufficient reward for effort

**4** Lack of supportive community

**5** Lack of fairness

**6** Mismatched values and skills



**"Humans are a *source* not a *resource*, and a people-first culture that focuses on helping people thrive instead of draining them until there is nothing left is the best way to address the staggering toll that burnout is taking on your people."**

**- Andrea Greenhous**

# Addressing burnout



Build psychological safety

Listen

Communicate with openness  
and transparency

Make work meaningful and  
rewarding



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# The role of gratitude and celebration

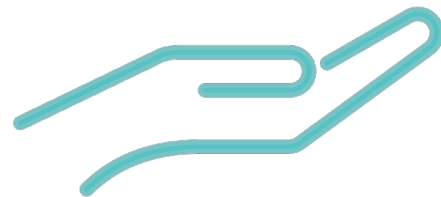


# Benefits of Gratitude

Improves biological functioning – even increasing immunity

Lowers stress and toxic emotions and reduces anxiety and depression

Increases resilience and empathy





# Gratitude benefits

A culture that has an **attitude of gratitude** leads to:

- deeper connections
- higher job satisfaction
- stronger teams
- improves how organizations respond to and bound back from adversity

# Nurture an attitude of gratitude



Remember it is an action

Express it sincerely

Make it spontaneous

Value people for who they are



# Celebration benefits

- Highlights and reinforces positive behaviour
- Deepens connections
- Recharges and energizes
- Infuses people with positive emotions



# Celebrations done right



Add play

Make it inclusive

Align it with purpose and values

Get creative



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