

Internal communication requires good management training

 By [Daniel Munslow](#)

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On the one hand, good internal communication is about rising above the ages old view that the newsletter and intranet are the only means of communicating with staff, and moving towards the delivery of true employee engagement. On the other hand, it's about inculcating a culture of communication that starts at the top and filters down to all staff in a meaningful way about strategic issues.



How can this optimised form of communication take place? Through management training of communication fundamentals. It is not just about how to communicate certain messages, but why communication is important. In these uncertain times, which are far from over, it is more important than ever for leaders to be communicating the right messages, at the right time, consistently and to the point.

Should be widespread

Internal communication should be widespread and be integrated across the organisation, not just in specific areas. This is challenging in the South African context, on account of the demographically and geographically diverse workforce many companies have. This also means communication activities must be refreshed as often as possible (moving away from the archaic 'quarterly newsletter' mentality), and, where possible, done so in consultation with employees. This will demonstrate the ability of the organisation to listen to staff.

To achieve some of these developments, investment in training for frontline managers who communicate with client-facing staff is critical - or nothing will change. Managers can be the greatest drivers of internal communication or the biggest inhibitors of a communication culture.

Some of the skills frontline managers would benefit from on the communication front include brand-building; understanding change versus transition; customising communication styles; mastering message delivery; and more.

Relevant at all levels

Brand-building is essential in understanding the crucial area of delivering and nurturing the promise of your brand. It is relevant at all levels - and especially at stewardship (leadership) level where the promise of the brand must have its origin.

We live in a society of change, and so managers need to be geared to making sure that not only do employees understand the process of change and transition, but also understand and accept their own reactions to it. Change continuum prepares them for the process of personal learning that change involves. Good training, and understanding of some of these fundamentals, will assist managers in managing their staff's expectations.

And how can these fundamentals be communicated to them? Through crafting the right messages. Companies must provide the scaffolding to help managers in the development of the messages they wish to communicate, so that every communication is delivered clearly, concisely and logically, with the needs of the specific audience groupings in mind.

ABOUT DANIEL MUNSLOW

Daniel Munslow is chief communications officer at Talk2Us, a consultancy specialising in employee engagement and the implementation of strategies that inculcate a communication culture through behaviour change. A graduate of the Rhodes School of Journalism, Daniel has worked extensively as a journalist at Highveld Stereo, the SABC, and as editor at Newsclip. He is an International Association of Business Communicators (IABC) regional board member and sits on several other industry committees and judging panels. Contact him on daniel@talk2us.co.za.

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