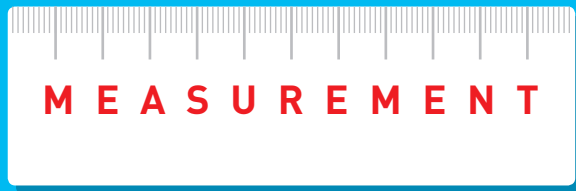




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This booklet is reprinted in memory of the designer,  
James Dunford. Much missed by all at AB for his  
humour and humanity



# Do you measure up?

Does measurement *really* matter?

At AB, we're big supporters of making measurement count in internal communications; it gives you a better understanding of the audience, helps you craft the right message, forms the basis of an action plan and validates your hard work.

So, enjoy 25 of our finest measurement tips, drawn from more than 50 years of internal communications experience.

*May I present...*  
**MISS INTERNAL  
COMMS 2018!**



**TIP 01**

## And the award goes to...

Get your work judged by industry peers.  
The IoIC, IABC, CIPR, FEIEA and PRCA all  
have annual awards schemes - or consider  
the Employee Engagement Awards.  
Most provide thorough feedback even if  
your work isn't shortlisted.  
This is a great way to get an independent,  
fresh perspective on your work.



## Get sentimental

Today's sentiment analysis tools will help you gauge how positively people are speaking about your organisation on social networking sites.



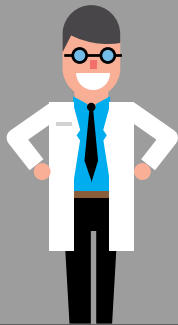
*Oooh, it's like  
a warm bath!*

TIP 03

## Test the water

Ask a sample from your audience group to test the questions before they go live. There may be a burning question missing, or no opportunity for people to reveal their true fears and concerns.

*Ah Dr Schnitzel,  
have you tested  
the latest batch of  
acid yet?*



*...it works.*

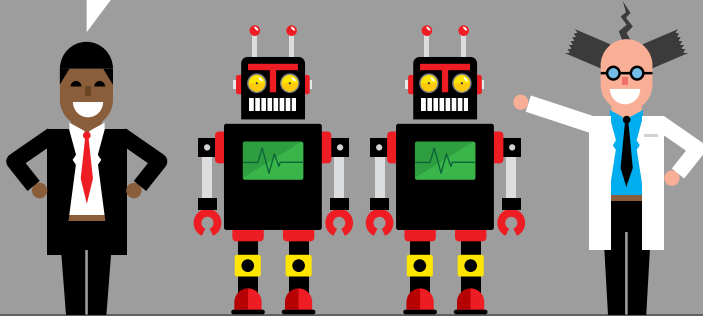


TIP 04

## Take the Acid Test

The AB Acid Test measures understanding and alignment inside your organisation – it's more than just another deck of slides. We conduct face-to-face interviews starting with the CEO and finishing with frontline employees. Everyone interviewed is asked the same set of open questions. We identify gaps in understanding and alignment. Then make recommendations to bridge those gaps.

*Hmmm, a robot workforce you say? Well, £5,000,000 is a lot of money...but what the hell, I'LL TAKE IT!*



TIP 05

## The value of your investments can go up and down

The debate about the Return on Investment (ROI) of internal communication and employee engagement has raged for many years. There is no secret formula, but we'll help you make a good case.

**FOR THE LOVE  
OF GOD, STOP  
CALLING!!**



**TIP 06**

## How hot is the phone?

Are people calling you day in, day out offering news stories and sharing their work, or is your inbox gathering dust? Whether or not people are getting in contact should give you a rough sense of engagement and appetite for information.



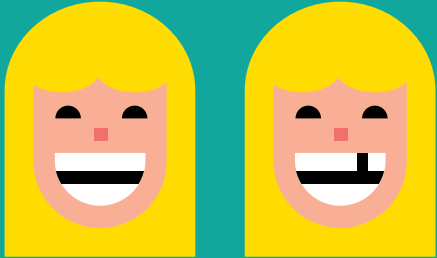
*Ok, Sue, my next question  
is how do you decide what  
to wear every morning as  
a nuclear scientist?*



TIP 07

## Get personal

Don't be scared to ask demographic information – sex, age, job role, length of service, location...whatever you might find useful. It will help you identify if an issue is localised and how to address it.

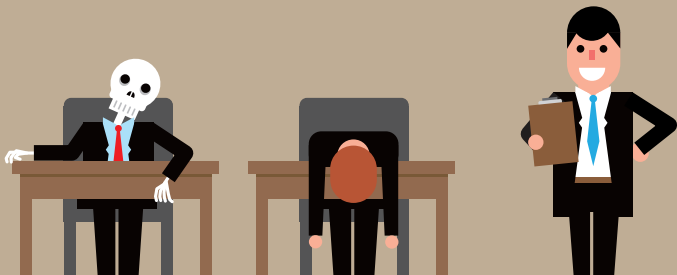


TIP 08

## Spot the difference

Explain what's changed as a result of the research. Point out what will change in the future and use all of your communications channels to point out progress and change.

*OK guys, almost  
halfway through now!  
Question 600, what  
do you think is...*



TIP 09

## Avoid survey fatigue

Make the process of participating in research rewarding and worthwhile. Keep surveys simple, or mix up surveys with face-to-face interviews, focus groups, quick online polls on the intranet or discussion groups on social media. Always provide feedback and thank people for their participation.



## The bigger the prize, the bigger the response

If you want to attract more respondents, offer a really decent prize. It will get people talking about the survey, if nothing else. Advertise the winners of last year's prize for added clout.



## Gather digital feedback

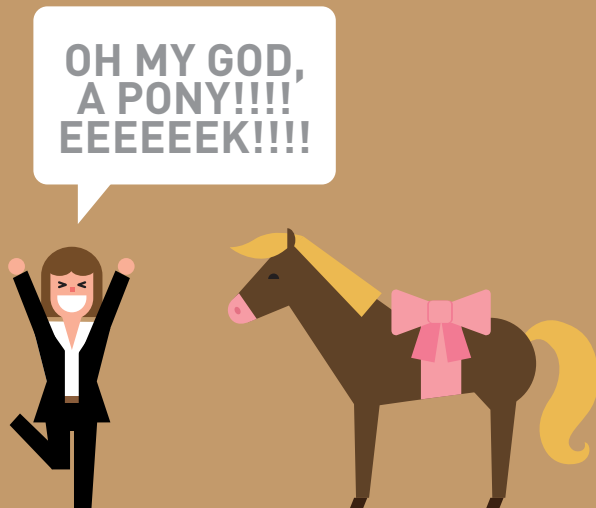
Digital and social communication can now give you a wealth of readership data, such as page downloads, dwell time, QR code usage, unique visits and most frequent search topics. Use this to see what's hitting the mark and being read, and tailor content accordingly.



## Reward those who get involved

If people have given up their time to get involved in research, remember to thank them and provide at least a summary of your findings as a courtesy.

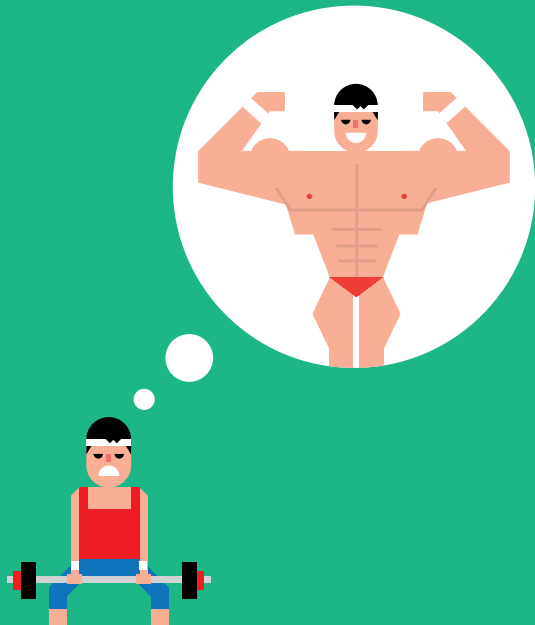
A personalised approach is best, but even an article in the company magazine can make them feel valued, appreciated and part of the solution.





## Think about the end at the beginning

What are you trying to achieve?  
Who do you want to target? Are there  
communications issues you know about  
that you want to investigate further?  
A clear set of objectives will help you  
shape your research, making the whole  
project more useful.



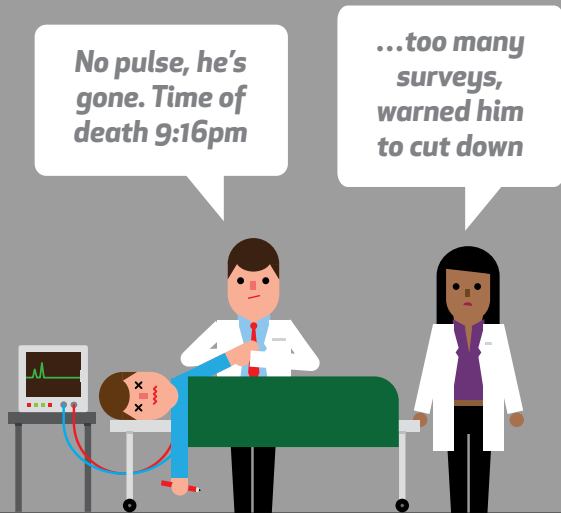


#### TIP 14

## Be a brave messenger

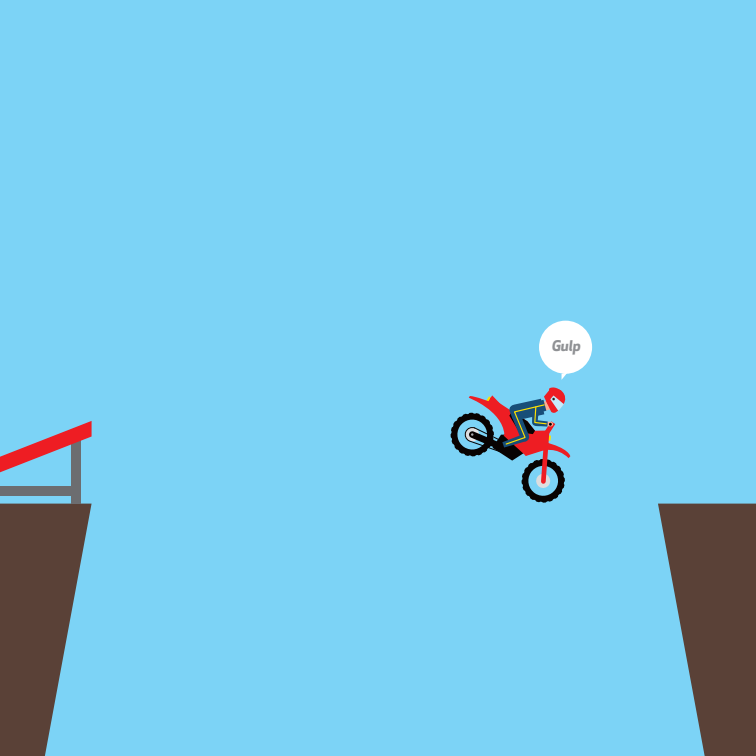
Be open and honest with everyone in the organisation about research findings, even if the news is bad. It's a chance to say: "We haven't been doing great, but this is how we are going to fix it." People will appreciate the honesty, and admitting flaws builds trust.





## Take your pulse

One big annual survey may miss important fluctuations in how your audience is thinking and feeling. Develop a more localised or regular pulse approach to gauge reactions to company changes, events or news.



## Don't lose momentum

The entire process, from getting the feedback to reporting your findings, needs to be no more than a matter of weeks. Get the results feedback into your comms plan and make a pledge to feed back actions soon after.



TIP 17

## Ask the big 'why' questions first

Why are you undertaking measurement? A clear objective will help you tailor your approach and "we do it every year" is not enough of a reason. If you haven't acted on your last research, that's more important than testing again.



## Keep it short

Think about how you respond to a request to complete a survey. Knowing it will be only five questions or take three minutes is more likely to encourage you to take part. State the length at the start of the survey and stick to it.



## A step-by-step approach to report writing

When writing your report, take the reader through a logical process – objectives, method, findings, recommendations and next steps. An executive summary is handy if the document is lengthy.



## The 1950s survey

The all-staff engagement survey hasn't changed much since the 1950s. But consider how much business has changed in 60 years – research needs to reflect modern technology, mindsets and ways of working. Try a new approach.

TIP 21

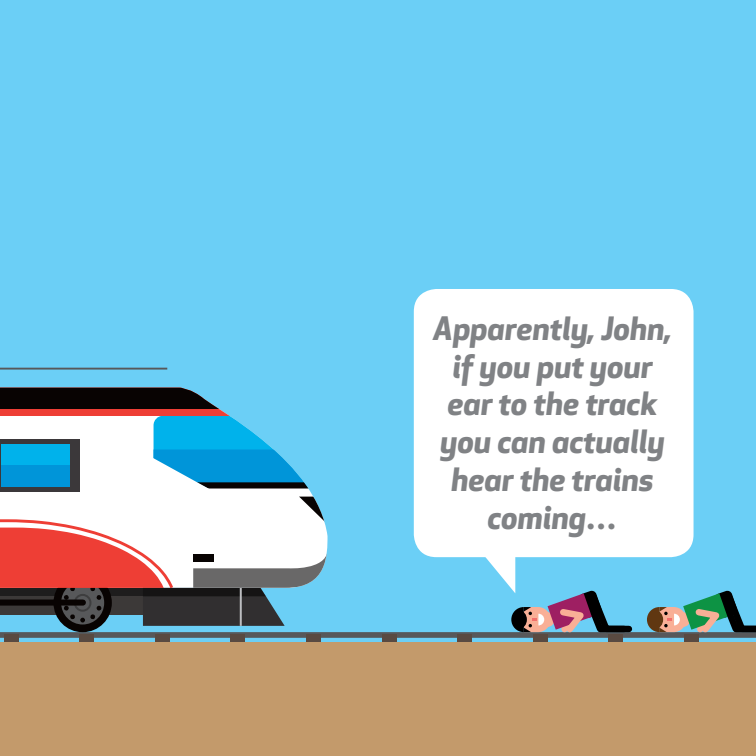
## Be more open

Closed questions give you data but little insight. Include at least one open question in your survey to add qualitative data to the mix. It can allow people to explain their answers or just add value. “What would you like to see change?” is a good example.

**CHILDREN OF THE  
UNIVERSE, BURN  
YOUR CLOTHES!  
LET US RUN FREEEEEE!**

*Why can't  
he just do a  
PowerPoint like  
everyone else?*

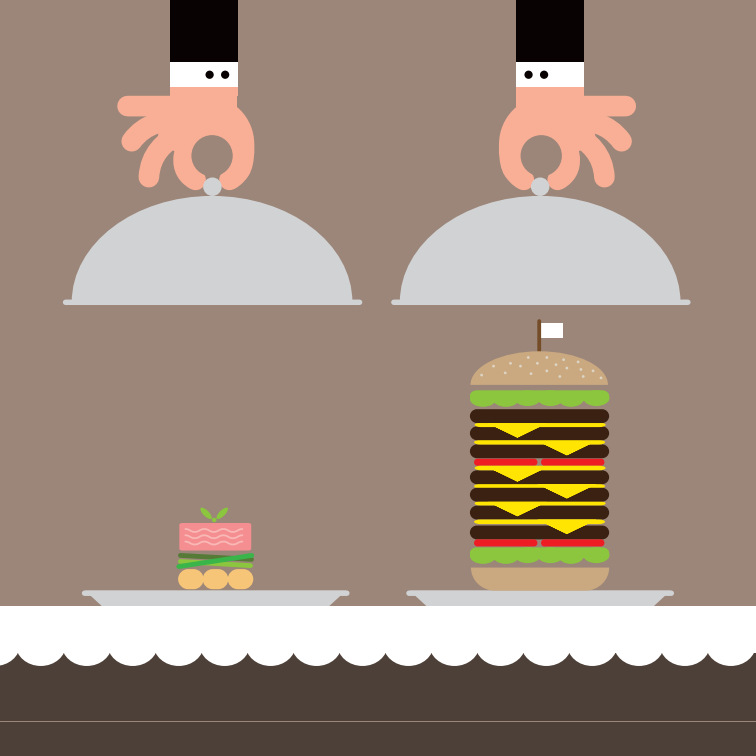




## Keep your ear to the ground

Not all measurement is done in formal surveys and questionnaires. Use 'water cooler' chat, forum debates, team meetings and blog comments for an umbrella view and sense check of your employees' emotions.





## Quality or quantity?

What matters most in your findings?  
Qualitative research generates insight.  
It explores opinions, attitudes and intentions.  
You will be asking why, would or how?  
Quantitative generates data. You need to  
ask how many, how often, who, when  
and where?



## TIP 24

### Finish with a To Do list

A diagnosis of what is wrong is no good without a plan to put it right. Your research is not finished until you have drafted a practical plan of action based on employees' thoughts and recommendations. Include a start and completion date for each action and name the person accountable.

An illustration on a brown background with a red floor. On the left, a man in a white shirt and pink tie is cheering with his right arm raised and holding a red megaphone in his left. A large white speech bubble above him contains the text 'HANDS UP WHO THINKS I'M FABULOUS!'. To his right, three people in business attire (two men and one woman) stand with their arms crossed and neutral or slightly annoyed expressions. A small white speech bubble above the man on the right contains the word 'Sigh'.

**HANDS UP  
WHO THINKS  
I'M FABULOUS!**

*Sigh*

TIP 25

## Measure what matters

Measure outcomes, not outputs.  
What matters most is the degree to  
which you have influenced your audience.  
Ask questions that probe thoughts,  
feelings and understandings.

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## Your next move

Our consultants would be delighted to hear about your communication challenges and discuss how they can help with your measurement needs.

If you would like to see how this book's ideas can take shape inside your organisation, please get in touch.