

Internal Communications Plan

DRAFT

Contents

Introduction.....	3
Points to note.....	3
Objectives, values and behaviours.....	5
Living the brand.....	11
Management responsibilities.....	13
Communication tools.....	14
Paper-based.....	14
Oral.....	14
Electronic.....	17
Physical.....	18
Supporting programmes.....	19
Management behaviour.....	19
Feedback forums.....	19
Policies & procedures.....	20

Introduction

Strategic Internal Communications is of key importance and should be assigned a high priority by senior management. Rather than being reactive to any specific event, strategic Internal Communications planning allows for proactive communications to identify

What should be communicated, to **which** staff - **when** should it be communicated and **how** should it be communicated.

The purpose is not to control employees in any way but to aim them at a set of common goals. This is done by creating an organisational culture that is held in common by most employees in GOA. In internal communications plan is a vital tool to underpin corporate culture.

Some benefits of a consistent Internal Communications strategy include

- Allowing employees of all levels to make more decisions without continually reverting to management since they have the tools and knowledge to make the right decisions.
- Encouraging identification with the goals, mission and procedures of GOA. If employees feel they are making a difference this can directly affect efficiency and effort.
- Reducing day-to-day conflict, which is frequently generated by conflicting ideas on what is important to the organisation.

Points to note

- This is a **long-term** process, since the effects of communications extend over a long time period.
- It is crucial to have **clear** values and goals. We decide what kind of workplace and workforce we want, and then plan towards this.



Games Services Ltd.

- Consistency is important. Internal communications uses a broad range of communications tools and not all of them can be controlled by the communications department. Line managers and team leaders are responsible for the majority of day-to-day communications with their teams.
- The communications strategy should place as much emphasis on listening to staff as it does on sharing information with them.

DRAFT

Objectives, values and behaviours

Our **mission** is to make games a success.

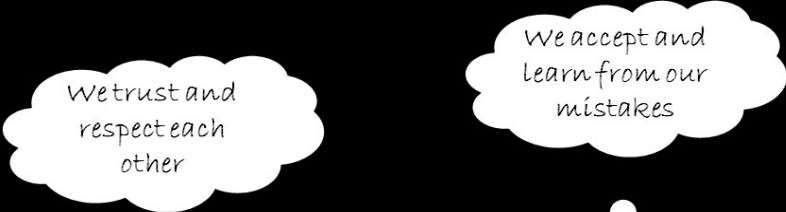
Our **business objectives for 2009** are to

- Make Warhammer a success
- Industrialise our game publishing process
- Build internal trust
- Launch blockbusters on GOA.com
- Prepare for the future

Our values, which inform the ways in which we achieve these objectives

- Honest
- Dynamic
- Refreshing
- Friendly
- Straightforward

Honest



Everyone

We consistently act honestly, with good intentions and with our best effort in all situations

We give positive and constructive feedback to team members

We clearly communicate the expectations we have of each other

We always keep our promises

Everyone in GOA is responsible for the honesty of their communications with customers and colleagues

Managers especially

Be fully committed to communicating openly and in a timely manner.

Encourage people to resolve conflict directly wherever possible, and follow-up to ensure any conflict has been resolved.

Always be open to feedback from members of your team

Dynamic

Gamers are our number one priority

We are proactive



Everyone

- Encourage different perspectives, new approaches and unique thinking.
- Learn from failures as well as our successes. We share what we learn.
- Constantly consider the effect of your decisions on our customers
- Don't focus on the symptoms, find the cause
- Don't always wait to be told what to do
- Always consider who your customer is, both internally and externally, and how you can improve their experience

Managers especially

- Identify opportunities that help people on your team learn and grow
- Remember that GOA isn't about games, it's about gamers. This means both your customers and your team members.
- Constantly think of ways you and your team can exceed rather than meet customer expectations.
- Where possible, encourage your team members to coach each other

Refreshing

We constantly look to do things differently and in a better way

We promote an inspiring atmosphere



Everyone

Always think of new ways of doing things, rather than sticking with 'tried and tested' ways of doing things

Don't have an "it's not in my job description" attitude.

Remember that debate leads to discovery

Managers especially

Communicate a vision that gives people direction and channels their energy.

Always welcome suggestions from your team members, and consider them thoroughly. Remember that we should learn from mistakes as well as successes in GOA.

Friendly

We consider the needs of others and build close relationships

The people round here don't pretend to smile



Everyone

Recognize that everyone has a valuable and unique point of view.

Bring your experience to bear, and share it with others

Managers especially

Learn what motivates the members of your team.

Give the same respect to the members of your team as you expect to receive from them

Straightforward

We keep things simple

Talk first, email later



Everyone

- Always look for insights that will simplify our work
- Deal with any conflicts or issues through direct contact rather than email.
- Ask for help when you need it, and offer help when you can give it
- Don't make excuses, make it work!
- Don't speak before you think

Managers especially

- Ask for feedback from your team regularly. And act on that feedback
- All GOA staff should have a personal connection to GOA's mission, and it is your job to make this clear to your team.

Living the brand

Living these values mean making them part of the way we think and how we do things at work. Some specific examples are shown below.

Value	GOA	Non GOA
Straightforward	"I can meet you on Monday"	"Provided I am free and nothing unexpected comes up, I'll try to meet you on Monday"
Honest	"Oops, I've messed up, I need to tell my customer / manager / colleagues so that we can fix this as quickly as possible"	"Oops, I've made a mistake, if I keep quiet maybe nobody will notice"
Honest	"Honestly, I missed your email. I'm so sorry and I'm taking care of it right now and will contact you to confirm when it's done."	"Sorry, did you not get my reply? It must have got lost in email ."
Straightforward	Send email to the people you are working with on a project	Copy many people on each email, including everyone's manager, to cover your back
Refreshing or dynamic	Introduce yourself to a new member of staff when you are waiting for your coffee. You never know, they may be able to help you with a problem. And if not, well you've met a	"Poor guy, he looks new and lost. Right, that's my coffee ready, back to work."



	new colleague	
Friendly	“Enjoy your weekend” as an email sign off	“Yours sincerely”
Honest and refreshing	“If I can’t say it in two slides, I need to rework it”	“The more slides the better”
Refreshing	Make sure to thank at least one colleague a day for something they have helped you with	“Well, it’s part of their job to help me, isn’t it?”
Refreshing	Pick up the telephone and talk about a problem or issue with a colleague. Better still if possible, go to their desk and discuss it with them.	Send email which can easily be misinterpreted about the issue.
Honest	When you find a problem, work with others to find the best solution.	You find a problem and decide not to do anything about it because it isn’t your fault.
Refreshing	“What can I do to make people aware of this problem?”	“Nothing to do with me!”

Management responsibilities

Key principle: **information is not communication.** Whenever necessary, written communication should be followed up with face-to-face contact.

Every individual in GOA is responsible for the effectiveness of their own communications. This especially applies to those who manage others.

All managers and team leads must be committed to communicating openly. Unless something is identified as commercially sensitive it can be, and is expected to be communicated in a complete, unambiguous and timely manner.

Unless told otherwise, all managers at all levels are authorised to communicate all relevant information with their staff.

Management credibility and trust can only be built on a track record of honest and open communication.

Communication is a two way street. Getting feedback from team members and listening effectively are vital for good communication.

Every GOA employee will meet at least once a month face-to-face with their direct manager as mentioned above, and should be encouraged to provide feedback.

Employees should know that when providing feedback they can always say what's on their mind, and that managers are always committed to acting on feedback, either with clarifying information or relevant action.

In addition to the formal channels identified above, all managers should communicate regularly with their team members on an informal basis.

Any information provided to one person within a team should also be provided at the same time where possible to all others involved or interested.

Communication tools

This toolset is designed to support and underpin the values identified on page 6 of this document.

Paper-based

Type	Content	Frequency
Newsletter	New starter profiles Staff news Game updates Sports & Social club news	Monthly
Payslip inserts	All staff communication coming from CEO	Monthly if used

Oral

Type	Content	Frequency
New staff induction	Introduction to GOA presentation HR presentation Health & Safety presentation	Within one month of start date

<p>All-hands staff meeting</p>	<p>Games update</p> <p>General business update (high level, no numbers)</p> <p>Welcome to new starters</p> <p>New titles updates</p> <p>Facilities updates when necessary</p> <p>Monthly Triple A awards presented</p> <p>AOB (e.g. attendance at games events)</p> <p>Q&A</p>	<p>Monthly</p>
<p>Departmental meetings</p>	<p>Trickle-down information from all-hands meetings and management team policy decisions</p> <p>Q&A</p>	<p>Monthly (preferably the week after each all-hands meeting to capture any issues requiring follow-up)</p>
<p>Team meeting</p>	<p>Operational updates from departmental head</p> <p>Q&A</p>	<p>Biweekly</p>
<p>Cross-team meetings</p> <p>These will take the form of 'brown bag' meetings (free lunch), with the aim of increasing understanding across teams of what tasks different functions within the business perform.</p>	<p>Introduction to overall role of different departments / teams (both departments)</p> <p>Overview of a typical 'day in the life' of a team member (both departments)</p> <p>Q&A</p>	<p>Monthly</p>
<p>Skip level meetings</p> <p>Each manager meets with the direct reports</p>	<p>Q&A from staff on issues, problems and areas of concern.</p>	<p>Monthly rotated by department</p>

of his / her immediate reports.		
<p>One to one meetings</p> <p>Every manager meets face to face with all of their direct reports.</p>	<p>Two-way open feedback forum to identify any areas where improvement / help is needed or acknowledgement required.</p> <p>AOB</p>	Monthly
Appraisal & performance review	Driven by objectives and review template	Half-yearly
Cultural awareness days	Information about a particular national culture, presented by nationals from that country	<p>Every national holiday (or nearest available weekday)</p> <p>France – 14th July</p> <p>Ireland – 17th March</p> <p>England – 23rd April</p> <p>Scotland – 30th November</p> <p>Germany – 3rd October</p> <p>Italy – 2nd June</p> <p>Spain – 12th October</p> <p>Poland – 3rd May / 11th November</p> <p>Netherlands – 30th April</p> <p>Austria – 26th October</p> <p>Denmark – 5th June</p> <p>Switzerland – 1st August</p> <p>Belgium – 21st July</p> <p>Hungary – 15th March, 20th August, 23rd October</p> <p>Czech Republic – 28th October</p> <p>Slovenia – 25th June</p> <p>Colombia – 20th July</p> <p>United States – 4th July</p> <p>Sweden – 6th June</p>

Electronic

Type	Content	Frequency
Email	<p>All email communication should be straightforward, friendly, clear and concise.</p> <p>A very brief style guide will be circulated to support staff in writing using this tone of voice.</p> <p>Common EU signature files should be defined. In Ireland it is a legal requirement under European Directive 2003/58/EC for all limited liability companies incorporated in Ireland to display place of registration, registered number and registered in email messages.</p>	Use as support of verbal confirmation of business decisions
Intranet	<p>Intranet Phase One is live and is widely used.</p> <p>Phase Two planning is complete and development is underway. New sections include Customer Support, Sports & Social. HR section to be expanded with inclusion of information on Triple-A Recognition & Reward scheme.</p> <p>Sports & Social section will include a dedicated culture programme section, with information about as many countries as possible, contributed by GOA staff.</p>	Updated as required

Desktop ticker tool	GOA Dublin is investigating possible use of a tool which will allow rapid dissemination of time-critical information to all staff in the building, or pre-defined groups by role at any given time.	As required
Instant Messaging	Business decisions should not be recorded using this medium. Talk and agree an issue, then support with a confirming email. IM business use should be restricted to time-sensitive requests for information.	As required

Physical

Type	Content	Frequency
Noticeboards	CEO letters Newsletters Intranet notices Sports & social information	Monthly

Supporting programmes

Type	Content	Frequency
Triple-A recognition & reward programme	In development	Monthly & annually
Culture programme	Introduction by GOA staff to their national cultures	Monthly and per national day (see above)

Management behaviour

It is crucial that all managers behave in a manner that ensures their employees see them “Living the Brand”. Employees are unlikely to exhibit the desired behaviours themselves if they do not see their managers doing likewise.

Feedback forums

- The suggestion box in the Dublin canteen identifies common themes of concern amongst overall staff population. The vast majority of suggestions submitted are now related to facilities matters, and are relayed to the facilities manager.



Games Services Ltd.

- Question & answer sessions are held at the monthly meetings with the MD in Dublin, and the quarterly sessions with the CEO.
- Question & answer sessions are held at all monthly departmental meetings
- Direct one to one sessions with managers
- Half-yearly appraisals

Policies & procedures

The tone of our policies and procedures need to reinforce and be consistent with the messages being sent by other channels.

Action: Sign-off on employee handbook which incorporates all policies and procedures is expected shortly (early / mid Jan 2009). These will be reviewed for tone and consistency with values before dissemination.