

# Being An Effective IC Practitioner

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Public Service  
Communications  
Academy 2020

Raising our standards:  
democracy and communities  
24-26 November 2020



## How many of you predominantly practise internal communications in your current roles?

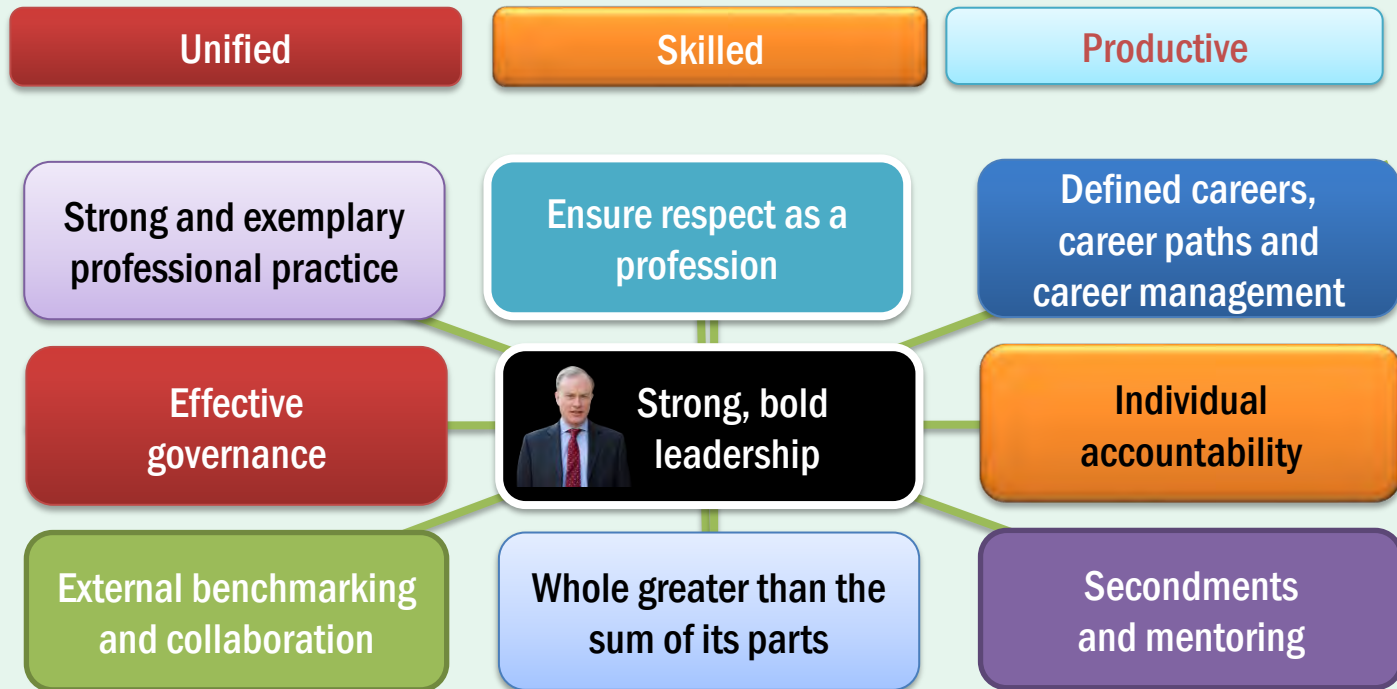
- a) 100% - it's everything I practise in my current role
- b) >50% - it's most of what I practise in my current role
- c) <50% - it's some of what I practise in my current role
- d) I don't currently practise in internal communications
- e) I have never practised in internal communications
- f) I've never practised in IC but might consider doing so



# Government Communication Service

*Established 2014*

Make the best, standard





# The Modern Communications Operating Model

Launched 2015  
Version 2.0 2019

**Internal communication** engages staff in delivering priorities and supporting organisational and cultural change, maximising performance and delivering business strategy most effectively.

A master  
template for  
how we operate

## What Effect Should Internal Communications Have On People?\*

People are proud  
to advocate the  
work of their  
department and  
serve the public

People know their  
contributions count,  
want to make a  
difference, and feel  
they can challenge

People own  
and adopt  
inspiring  
values

People talk about  
the mission of  
their organisation  
in a positive and  
consistent way

People cope  
well with  
change

People can  
easily access  
the  
information  
they need to  
do their jobs  
well

*\*staff, colleagues, workers, partners, employees, associates, brothers & sisters - the actual term you use depends on your organisation's culture*

## Why is internal communications so important?

### At a basic level, colleagues need to know:

- What kind of organisation they work for
- What it stands for [what it does]
- What's important [strategic priorities]

### People make decisions about the *kind* of organisation they work for:

- Those that do good in the world/or no harm
- Have a strong mission
- Makes them feel valued
- Have deep integrity, often tied to leadership and organisation ethos

Internal Communications helps people understand the value they bring to an organisation and to feel valued themselves in return





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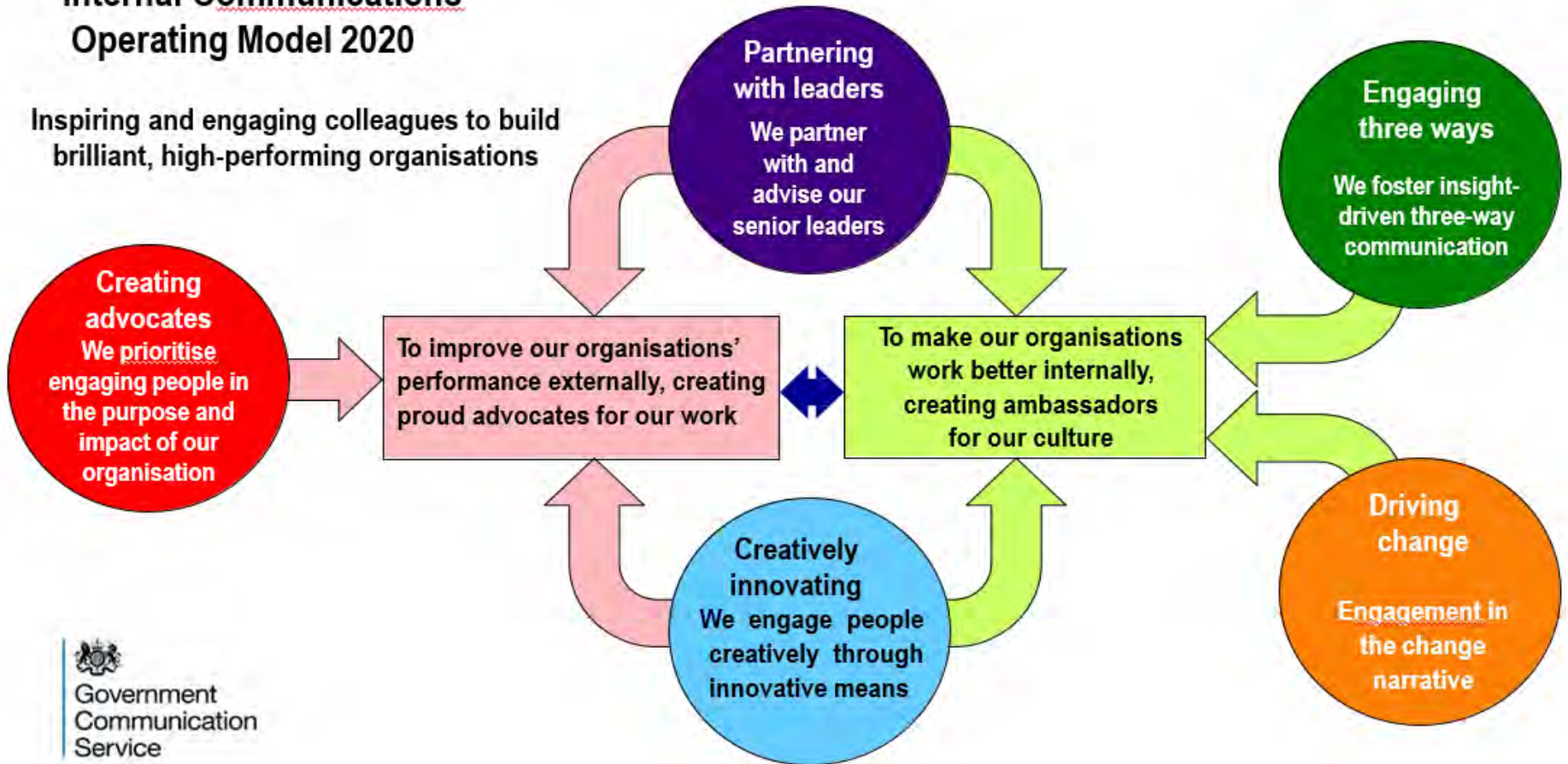
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## Internal Communications Operating Model 2020

Inspiring and engaging colleagues to build  
brilliant, high-performing organisations



internal  
communications  
is **not** primarily  
about  
'sending out stuff'  
and  
'telling the staff'



- **Roles of an internal communications practitioner?**
- **Strategic partner** to Lead Team/Chief Exec/Bossperson and the organisation
- **Business partner** to senior people managing a big change programme
- **Coach and facilitator** to managers to help them to engage their staff
- Ensuring effective **three-way dialogue** in the organisation, especially in change
- Managing and **challenging the volume** and quality of internal communications
- And still doing it **creatively and innovatively** (and be able to write good copy)

To be an effective IC  
practitioner

You need ....

**Data-Based Insight**  
**Conscience**  
**Effective Challenge**  
**Collaboration**  
**Digital Nous**

And you need to have....

**Judgement, Resilience, Courage, Intuition, Tenacity,**  
**Good Grace** and not infrequently, a sense of humour

## 11 Principles For Being A Great IC Practitioner -1

1. Focus on your **objectives**, don't put them in a drawer to next March
2. Learn from your **mistakes** and show you do
3. Trust people in your organisation, but verify that with **evidence**
4. Recognise your role as a **leader**. People look to you for this
5. Make progress by attacking unnecessary **process**
6. It is always better to **collaborate** than to conflict



## 11 Principles For Being A Great IC Practitioner - 2

6. Know the day to day detail as well as the broad strategy (and use **F7**)
7. Make **measurement** and digital core
8. Practise excellent **leadership** and actively manage ‘talent’
9. Know the **difference** between :“practice” & “practise”;  
“affect” & “effect”; MPs, MP’s and MP’s’
10. Get enough **sleep!**





Are you in and visible?

Or are you invisible?



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