

# Asset Management



A GUIDE TO EMPLOYEE ENGAGEMENT

To employees everywhere.

# Dedication

# Foreword

Once upon a time, well, in the year 2000, we started an internal marketing consultancy. Back then internal marketing was still pretty new and most of our time was spent convincing clients that PowerPoint, even when it had motivational pictures, may not be the last word in communication.

*It took a lot of convincing.*

But here we are ten years down the road. We've had the opportunity to work on some remarkable campaigns, and have gained an understanding of the things that work and the things that don't.

We'd like to share these insights with you. Some are principles, some are models and others are practices. We hope that it makes engaging your people easier and more enjoyable. Both for you and for them.

Actuate



THING NO.

# Employee engagement

Why bother? Sure, it's not very PC to ask but it's what a lot of people are thinking.

What value is there in happy staff?

Well, we're not 100% certain about the value of happy staff, but engaged staff – that's a totally different kettle of fish. Happiness is the joy-o-meter, the stuff of fairytales and mild hallucinogenic drugs. Engagement is about a cognitive understanding and emotional attachment to the company that results in a greater discretionary effort.

Most blue chip companies spend a whack on advertising – driving people through the McKinsey funnel. But it's what happens after they take action that really matters. At that point they're in the hands of your employees and their ability to create a brand-fulfilling experience is what determines whether they're converted from trialists to advocates.

So to answer your question... we don't know the value of happy staff but the value of engaged staff is loyal, profitable customers. Whoop whoop.



THING NO.

# Integrate

Look around you. Aren't people the most marvellously integrated and contradictory creatures? They are at once cognitive, emotional and behavioural beings, and at different times and in different situations any one of these aspects may dominate. The problem is we don't always know which one.

For communication to be effective it needs to reach people on all of these levels.

Every piece of communication should convince the head, appeal to the heart and have a clear call to action – the hands.

So when developing communication elements make sure you consider these questions:

*What do I want people to think?*

*What do I want people to feel?*

*What do I want people to do?*



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Say less

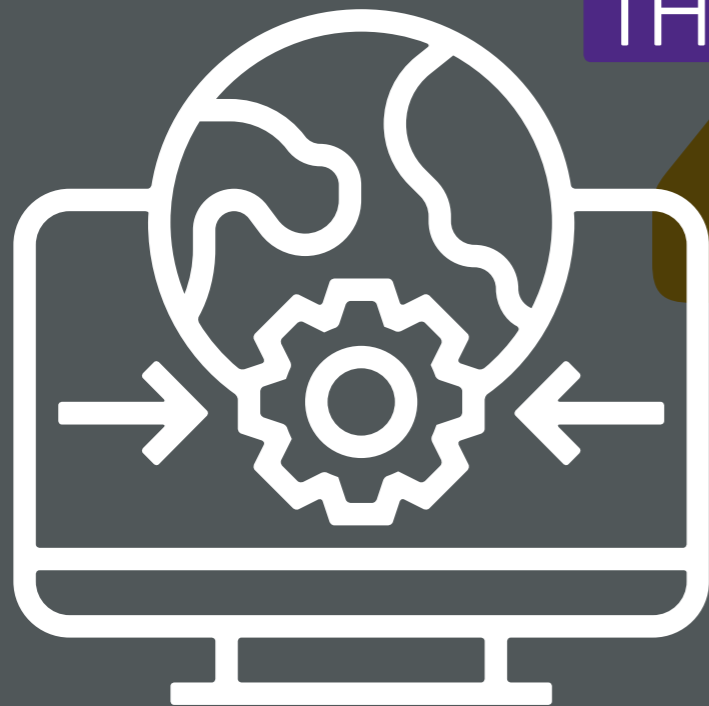
You can tell someone a hundred things, no a thousand, heck you can tell them a million if you want. But people have a limited capacity to understand, integrate and remember a lot of information when it's presented all at once.

A few things we have no problem with. And the fewer the better.

A general rule of thumb is if you tell someone a hundred things they'll remember nothing. If you tell them ten things they'll remember ten.

Choose what is most important and stick to those things. Don't get bogged down in the detail. Less, as the old cliché goes, is more.

THING NO.



# Contextualise

It's not enough to know what. We need to know why.

When you're constructing your message, frame it with two important bits of information. What's in it for your audience – how will it make their job simpler, easier, more profitable or more enjoyable (less like work)?

Then, how will it contribute to the success of the business?

When people understand the bigger picture and how it will benefit them personally they'll be far more likely to change their behaviours, beliefs or opinions. We're selfish like that.

Asking someone to do something without giving them the context is a lot like telling the punchline without the joke. Not likely to get you the response you want.

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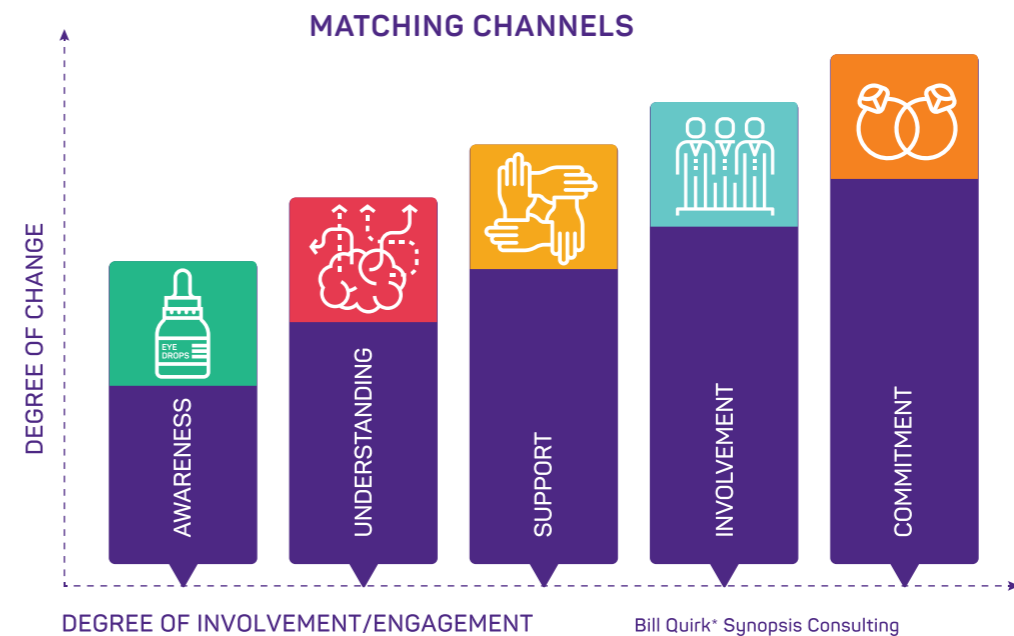


Connect

Resist email. At all costs resist the urge to fire off a quick email. We know it's easy, seductively so, but it may be the least persuasive form of communication in the known universe.

A simple guideline is that the easier and more convenient the medium you choose, the less effective it will be. The bigger the 'ask', the more face time people will need to be convinced. Asking people to change their minds over email is...well, it's like proposing over SMS. Not cool.

If we put it in a table it would look something like this...



Using the appropriate communications medium is vital to get your message through to the right audience:

- 1} The content of the message must match the tone of the medium
- 2} Use a variety of different media to ensure you reach your audience
- 3} Consider the recipients and what medium would be best for them
- 4} If you need to communicate a complicated or controversial issue it's best to do it face-to-face
- 5} Never just assume a message has been received



THING NO.



# Reinforce

Reinforce.

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Reinforce.

People forget. They need reminding.

*What were we saying? Oh yes...*

Take Coke. We all know about it. We know where to buy it. We know that we enjoy it. But the smart people at Coke don't stop advertising just because we know about it.

They understand that we need to be constantly reminded (not to be confused with nagged). The same applies to communication.

Just because you've told people, doesn't mean you can go sip Piña Colada on a beach somewhere. Your job isn't done yet. Far from it. We need to be reminded from time-to-time, so when you're planning your campaigns and messages think into the future and remember to plan not just how you'll tell people, but how you'll remind them.

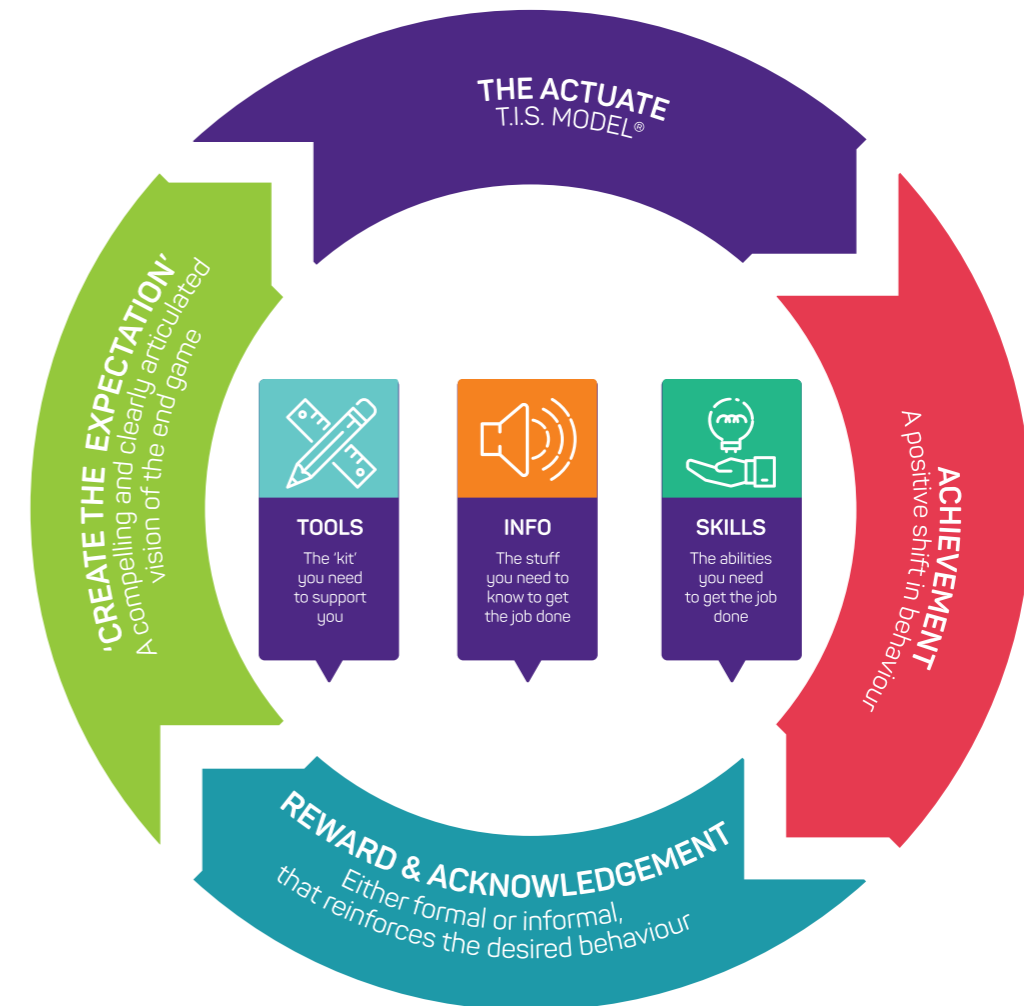


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# Change

In driving change, much like making pancakes, there are 5 key ingredients.

This model provides a framework for understanding what is required to drive change. If you want to make pancakes you might just be missing the point of this.



Driving change requires 5 things:

- 1} A compelling and clearly articulated vision of the end game
- 2} Information – the stuff you need to know to get the job done
- 3} Skills – the abilities you need to get the job done
- 4} Tools – the 'kit' you need to support you
- 5} Reward and recognition (either formal or informal) that reinforces desired behaviour

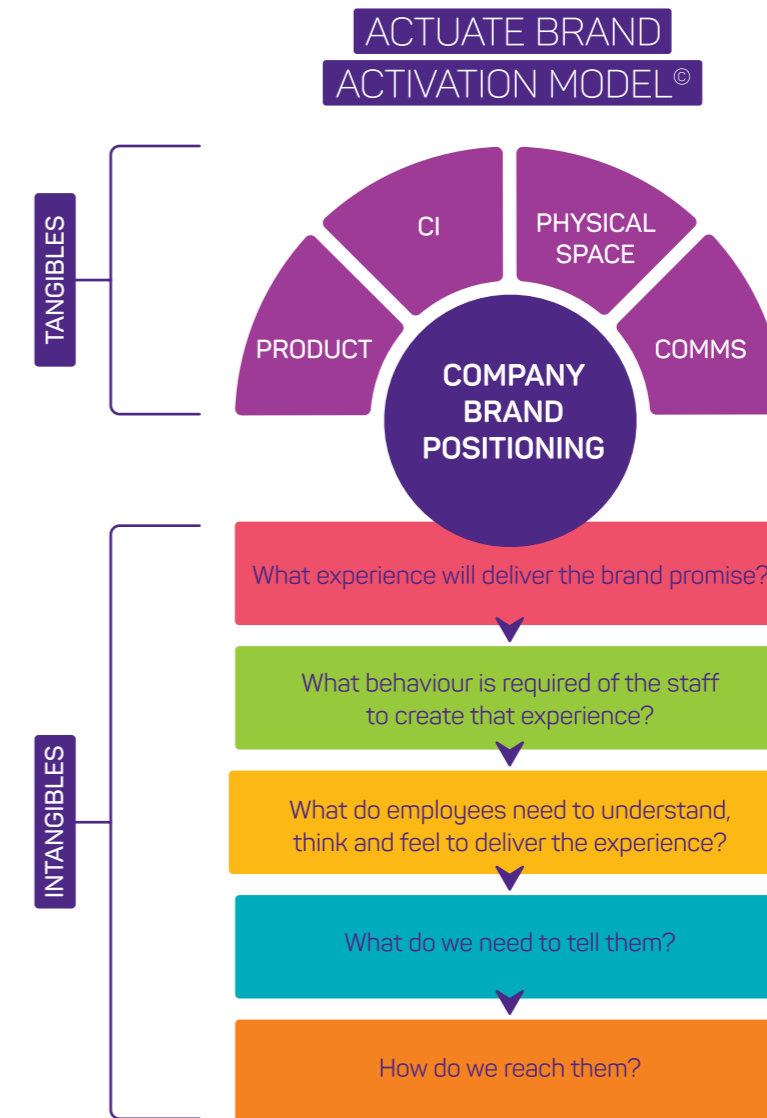
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Activate

This model takes you through a step-by-step process from defining your objectives to developing your messages and choosing your media.



Don't start developing a campaign by asking 'do we need posters, an AV or a desk drop?'

By choosing the medium first you may end up choosing the wrong tool for the job.

Instead start by looking at the campaign objectives – what is it that you want to achieve, and from there work backwards.

In short, find out what before you decide on how.

THING NO.



# Segment

Unfortunately, an internal target market doesn't consist of a single homogenous cluster of robots that think, feel and communicate in exactly the same way. Nor do they all consume the same mediums, speak the same language or respond to information in the same way. So you'll need to find a way to reach them en masse with messaging that appeals. No one said it was easy.

By segmenting your target market you can reduce clutter, increase awareness and more effectively drive behaviour. You'll also save money and time. Which is nice.

There are an almost infinite number of fancy ways to slice and dice your target market - psychographics, geography, function, tenure, role, or a combination of these. But the simplest and most practical way to do this is to cluster people into groups based on what you're asking them to do.

## ONE LAST THING...



# Measure

Measuring campaigns can be pretty tricky. It's one of the things we've struggled with over the years. How do you separate out the factors that influence the outcome of a campaign, how do you know if the result you got was because of something you did or because of something someone else did.

And if it is something you did, how do you convince your boss so you can get a raise, the corner office and a hot PA?

The truth, unless you're prepared to go through the laborious and costly process of controlled studies, is you can't. But there are things you can measure.

Before you begin your campaign take a base-line measurement so you'll have something to compare to – a 'before and after' if you will.

Once you've run the campaign you can measure four different aspects of it:



BRINGING GREAT  
PEOPLE TOGETHER  
TO MAKE A POSITIVE IMPACT  
ON THE UNIVERSE



We hope the ideas in this book help you to communicate more effectively.

If you need a little more help please get in touch.

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