

Article on “Communication Management” – Dr Kanak Madrecha

1. **Communication Policy** – Excellent Organizations generate increased value and levels of financial and non-financial performance through continual and systematic Communication by harnessing the creativity & innovation of all the stakeholders.
2. **Communication Strategy** – Excellent Organizations establish and manage networks to identify opportunities for Communication from signals within the internal and external environment. They create a culture of entrepreneurship to enable Communication across all aspects of the organization. Have an open mindset and use creativity and Communication to respond quickly to challenges they face. Establish approaches to engage people (employees), partners, customers and society in generating ideas and Communication.
3. **Communication Objectives and KPIs** – Set Clear goals and objectives for Communication (examples number of communications generated, % successful communication, % employees involved in Communication, % customers involved in Communication, % suppliers involved in Communication, ROI on Communication, % of stakeholders recognized and % of stakeholders) and refine their Communication strategy in line with Communication achievements.
4. **Communication Process** – Turn new ideas into reality through Communication – enabling processes which fit the nature and importance of the changes. Processes could include creating awareness about creativity & communication amongst all stakeholders i.e. employees/customers/suppliers, brainstorming, generating ideas, evaluating ideas, implementing ideas and monitoring the benefits/costs of ideas implemented to improve the Communication policy, strategy, processes including recognition and reward systems. Use Communication in a way that goes well beyond technical change and reveals new ways of offering value to customers.
5. **Communication Initiatives** – Examples could be Employee Suggestion Scheme, Customer Suggestion Scheme, Supplier Suggestion Scheme, Other Stakeholders (i.e. Shareholders/Owners/Bankers/Government/Society at large) Suggestion Scheme.
6. **Communication Resources** –These resources could be Communication Organization Structure including “Chief Communication Officer”, Creativity & Communication Facilitators/Consultants & Trainers, Communication Champions, , Creativity & Communication Think Tank, Research & Development function/Laboratory, Library (Creativity & Communication Materials), Creativity & Communication Promotion Materials, Company Intranet (with Communication module), Communication Hardware (Idea generation/logging Gadgets) & Software (for handling all stages of Communication process – including intranet/automated workflows for processing of suggestions within the layers of the supervisory/management within the organization) and appropriate Communication Budget.
7. **Communication Benefits**- Improve stakeholder perception/satisfaction, improve financial and non-financial results (including Quality/HSE/Revenue/Costs/Profit/ROI/Share Value/Brand Image/Market Share etc.) as per Balanced Score Card (BSC)/Excellence Framework.
8. **Communication Monitoring & Review** – Monitor, Assess & Review the impact and added value of Communications on a daily/weekly/monthly/quarterly/half yearly/annual basis and suggest recommendations for improvement in “Communication Policy, Strategy, Objectives & KPIs, Process, Initiatives & Resources”.

Author: Dr Kanak Madrecha (Organizational Excellence Advisor /Management Consultant /Past JuryDQA, DHDA & SKEA) consulted for 42 large & reputed organizations from 25 different industry sectors to win 93 Excellence Awards in UAE in last 20 years. He was instrumental in developing & implementing number of global best practices in private (including listed local & multinational companies with market leader position in their industry sector), public & government sector organizations and improve their financial & non-financial performance during last 39 years of his experience in UAE/GCC & India.