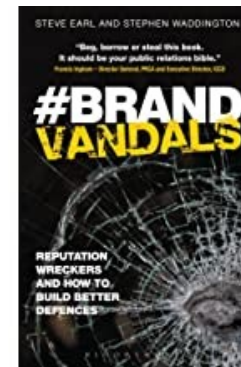
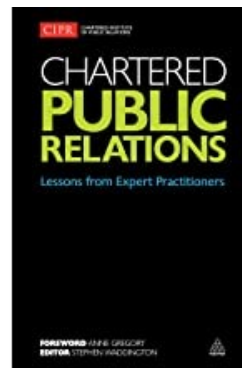
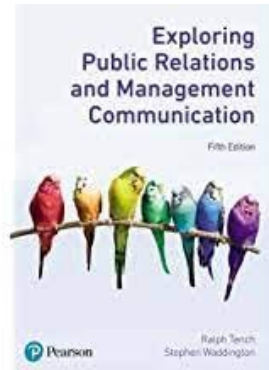




## MAsterclass

- Prof. Stephen Waddington: *ESG, COP27, and Qatar 2022 World Cup*
- 12-2pm on Monday, 5 December
- AGRB.CSLT



# **MCH8065 Theoretical Approaches to PR**

## **Lecture 8: Internal Communications**



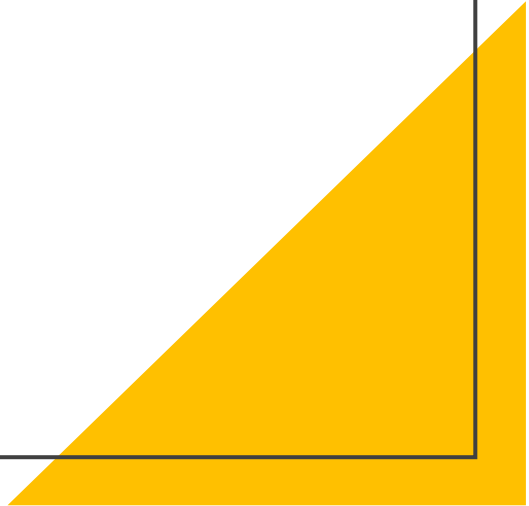
**Week 8  
Learning  
Outcomes**

To develop of knowledge of the main theoretical frameworks used in PR (IC)

To integrate the most appropriate and up-to-date theory in professional practice

To develop as reflective practitioners.

## **Week 8 Lecture Outline**

- What makes a good communicator?
  - Internal Comms: PR role & importance
  - IC and publics
  - Channels and tactics
- 
- A yellow triangle graphic is located in the bottom right corner of the slide, pointing towards the top right.

## Organisational Stakeholders

Customers/consumers

Employees

Journalists

'THE BIG 3'

Shareholders/funders

Government/regulators

Local community

Suppliers/partners

Pressure Groups (PGs) and Special Interest Groups (SIGs)

Potential – customers and employees

Opinion Leaders/Formers/Influencers

*Internationally?*

**THINK:** what makes a good communicator?

Think about the places where you have worked.

How did your managers communicate with you? How did that make you feel? Were you clear what your role was?

## What employees need to know

- What their role is
- How they make a difference and contribute to success



## Internal Communications

- ‘Employee communication’
- ‘Organisational communication’
- ‘Internal marketing’

‘An organisation’s managed communication system, where employees are regarded as **internal public**’ (Vercic et al, 2012 in: Tench & Waddington, 2022)

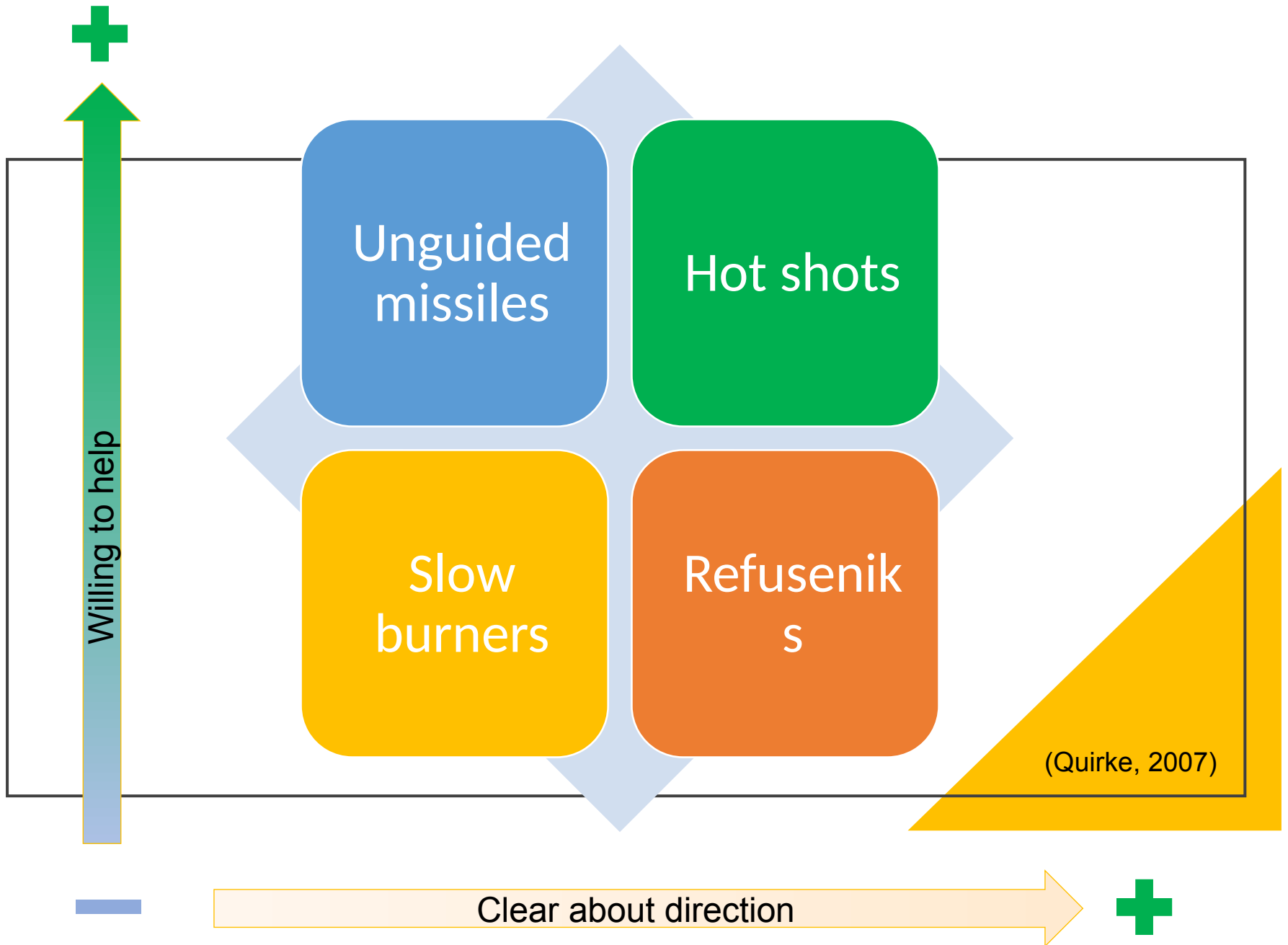
Two-way symmetrical communication results in ‘open, trusting, and credible relationships with strategic employee groups following’

(Grunig, 1992 in: Tench & Waddington, 2022)



## Internal Communications

- Considered a strategic imperative
- Focussed on employee engagement
- Particularly vital during organisational change (merger, rebranding, management changes)
- No organisation can thrive without robust IC



IC: function &  
characteristics

“Communication helps to **reinforce a company culture**. Culture can have many definitions but ultimately, it’s the way we get things done inside the organisation. How you **communicate with each other** is a tangible way of **demonstrating that culture.**”

(Field, 2021)

**PR Role**

Corporate  
personality

Corporate  
identity

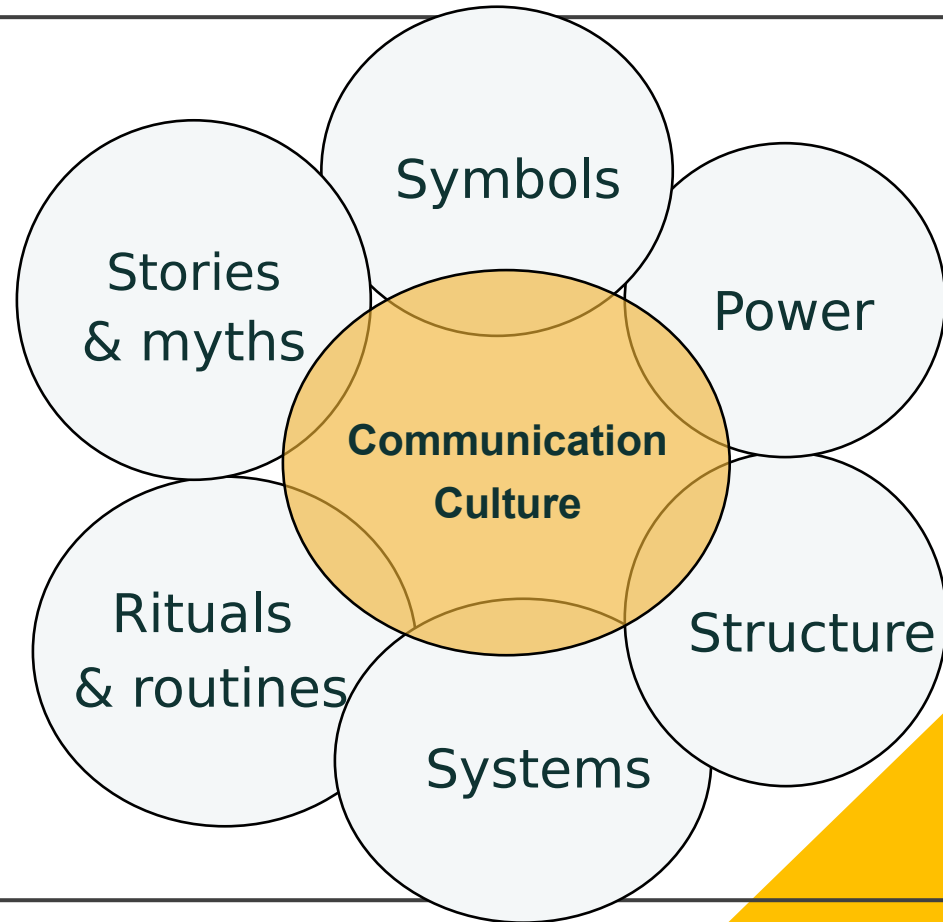
Corporate  
image

The 'beating  
heart' &  
core purpose

What they  
say/do

What  
others say

**PR Role**



(Gregory & Willis, 2022; Özoran, 2021)

# PR Role



1965  
**The Birthplace of Pop Art**  
Newcastle becomes known as the birthplace of Pop Art after Richard Hamilton exhibits his seminal work *Man, Machine and Motion* at the Hutton Gallery.

From Newcastle.  
For the world.



**Internal  
Communications  
- Importance**

- Retain good talent
- Support major change (inc. crisis)
- Help people work harder and better
- Help people say the right things about you
- Foster community and collaboration

(Fitzpatrick, 2014)

**BUSINESS**

# Twitter employees can work from home forever, CEO Jack Dorsey says

By [Nicolas Vega](#)


May 12, 2020 | 1:24pm | Updated

Employee Engagement



Twitter CEO Jack Dorsey




 The Guardian

## Elon Musk went on a firing frenzy at Twitter. Now he's paying for it

Where employees are a corporation's key assets, workers' greater power comes in threatening to walk out the door.


22 hours ago

 EURACTIV.com

## Twitter fate in doubt as employees defy Musk ultimatum

The future of Twitter seemed to hang in the balance Friday (18 November) after its offices were locked down and key employees announced...

3 days ago

 The Guardian

## Elon Musk summons Twitter engineers amid mass resignations and puts up poll on Trump ban

Reports show nearly 1200 workers left company after demand for 'long hour intensity', while Musk starts poll on whether to...

3 days ago



# ...a social group ...is affected who


 Entrepreneur

## Elon Musk's Ultimatum to Twitter Employees Results in 1,200 Resignations, Worries Over Infrastructure

Musk reached out Friday to the remaining team members to learn more about Twitter's "tech stack."

3 days ago




 Sky News

## World Cup risks knocking out Twitter after staff exodus, industry expert warns

Twitter has temporarily closed its offices as more staff leave the troubled social media giant, sparking warnings about the site's ability...

3 days ago



 NDTV.com

## Twitter Employees Left Meeting As Elon Musk Continued Speaking: Report

Twitter fell into a pitiless chaos under its new owner Elon Musk after several employees appeared to have quit following a deadline by the...

4 days ago



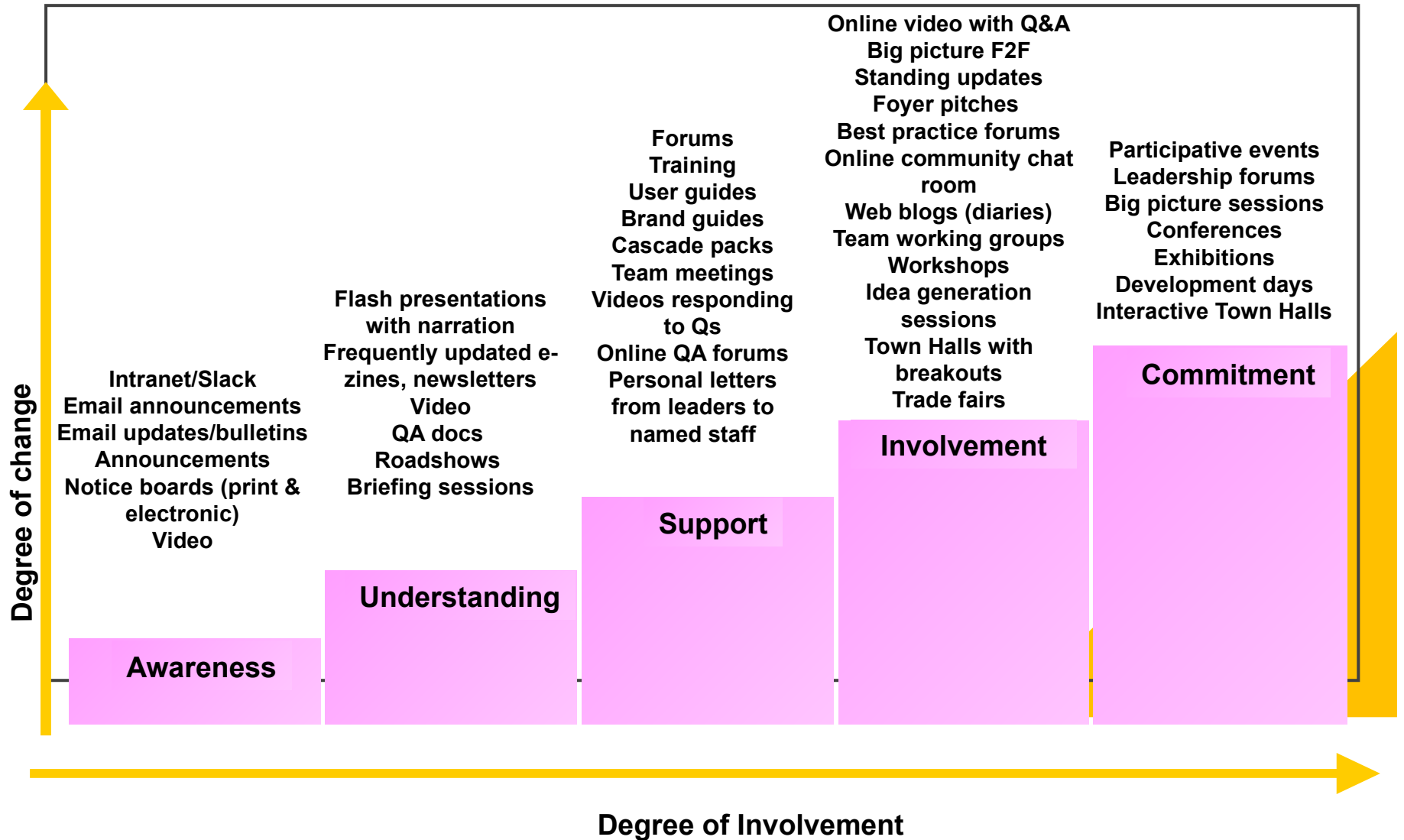
...brought

**IC & Publics**

	<b>LOW INTEREST</b>	<b>HIGH INTEREST</b>
<b>LOW POWER</b>	Minimal effort - ignore?	Keep informed
<b>HIGH POWER</b>	Keep satisfied	Prioritise as key players, very regular communication

(Johnson & Scholes, 2002)

# Channels and tactics





## Seminar: IC & Major Change

Your brief: the university where you work has recently merged with a small local college and the Vice-Chancellor is keen to ensure that the transition is as seamless as possible.



**What advice will you give?**