

Employee Communication



Employee communication at a glance

Communication does not work in isolation. Multiple forces, such as leadership, culture, structure, and technology, interplay to influence how communication works. Effective employee communication requires a thorough understanding of organisational context, infrastructure, power dynamics, employee psychologies, and communication processes.

Today, the goal of employee communication has gone beyond keeping employees informed, generating conversations, or shaping perceptions; instead, it is to create a holistic positive employee experience (physically and psychologically), manifested by trust, engagement, and loyalty, which can be translated into a strong internal brand and culture that can be leveraged in the company's external communication efforts. Employee communication aims to motivate and inspire employees to work with a higher purpose and genuine passion and strive for a unified vision. It is to engage employees in behaviour change. As an art and a science, employee communication has welcomed its best era.

In this course, you'll explore:

1. Why does employee communication matter? What is the role of employee communication?
2. How can communication channels be optimised to best reach employees and keep them informed, motivated, and engaged? How can organisations engage remote workers? How do we take full advantage of emerging technologies to engage employees and mitigate potential issues and risks?
3. How should corporate leaders communicate to align employees with strategies, build the internal brand, and enhance employee trust?
4. How should leaders and companies communicate with employees during turbulent times (e.g., during the COVID-19 pandemic, or a strategic change)
5. Why is culture not just an HR concern? How to leverage the power of communication to build a healthy and effective workplace culture. How to establish a positive emotional culture (e.g., a culture of joy, companionate love, pride, and gratitude).
6. How to create an employee communication campaign and evaluate its effectiveness. How can internal publics and audiences be segmented and analysed?



Your learning experience and learning objectives

This masterclass will help you develop a scientific worldview of effective employee communications, broaden your perspectives and knowledge scope, and sharpen your skills in this arena. It is informed by theories and original research insights from strategic communication and management as well as industry trends and best practices.

The course is designed to help you achieve these learning objectives:

1. To understand strategies and principles of effective employee communication
2. To compare different channels and tactics in reaching and engaging employees in the digital age
3. To learn how to counsel organisational leaders, such as C-suite and supervisors, in communicating effectively, especially during turbulent times
4. To understand how contextual factors such as organisational culture, structure, and leadership, and current trends and issues shape employee communication practice
5. To create an employee communication campaign by applying strategic and creative thinking, and using a comprehensive toolkit, and measure its effectiveness.

Your learning experience

This masterclass creates an environment based on experiential learning, which will help you to assimilate new knowledge. It combines these learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, and additional reading to further develop your understanding of each course topic.
- **Case studies** and **team presentations** to help you discuss each topic in depth so you can better understand how to practice the theoretical concepts.
- **Guest speakers** who will give you knowledge and practical tools from their own experience.
- **In-class discussions** which encourage you to become actively engaged and share your experiences with other participants.





For whom

This course is designed to energise your employee communications and enhance your management communication skills by integrating theories, recent research insights, and practices, as well as current issues and cases. It helps you to build a comprehensive guide for best practices in employee communications.

If you are a professional in corporate communication, strategic communication, internal communication or human resource management it will give you a strategic mindset, specialised knowledge, and a detailed toolkit so you can:

- keep employees informed and engaged;
- align employees with corporate strategies;
- establish long-lasting relationships with employees;
- create a healthy, positive, and vibrant workplace culture;
- and enable employees to measure and demonstrate success.

In our classroom you will meet a diverse group of accomplished, driven and open-minded professionals from Europe and beyond, working in various communication positions in the public and private sectors, NGOs, and consultancies.

Participants on this course should be educated to bachelor level and to have at least three years of work experience.

Programme overview

Lecture Day 1: Latest trends in employee communication

- Introduction and course overview
- Evolving practices of employee communication
- Current trends and issues in employee communication
- Exercise
- Guest lecture

Lecture Day 2: Leaders' role as communication agents and corporate culture

- Walking the talk: Leaders as Communication Agents
- Culture workshop
- Cultivating an effective corporate culture through strategic communication
- Guest lecture

Lecture Day 3: Best practices of employee communication in the digital era

- Evolving communication landscape and emerging technologies
- Guest lecture
- Campaign planning, implementation and evaluation
- The future of employee communications

Why employee communication?

Employee communication has become a critical function within organisations. All corporate communications start from within.

An organisation's true character is expressed by its people, and its culture is shaped and lived by its members. Employees have been long recognised as the most important stakeholders for an organisation. With social, economic, and technological transformations sweeping the globe, organisations and their leaders are challenged to harness disruption and innovation. In the midst of complexity and chaos, determining how to attract, retain, motivate, and engage talent has become a pressing issue for leaders.

As the communication landscape in the workplace is reshaped by an evolving environment, as well as new trends, issues, and audiences, then communication models and practices must evolve to cope with the pace of change.

New opportunities and challenges at the macro- and micro-levels require employee communication leaders to update their knowledge base and equip themselves with data-backed strategies, insights, and toolkits to create impact, deliver business results, and shape organisational competitive advantage.

Certification and ECTS

There is one compulsory assignment. Participants apply the theoretical and practical ideas presented in this course to an organisation of their own preference. As a group, they prepare a written report that shows what can be improved, why, and how this can be implemented, using the frameworks that have been taught during the course. The details of this assignment will be explained in the final session of the course. All participants will receive a certificate of participation upon completion of the course.

This masterclass is worth 5 ECTS, which will be granted upon successful completion of the assignment, provided that the masterclass is taken as a part of the complete RSM Part-time Executive MSc in Corporate Communication.



Course experts

Leading lecturer: Professor Rita Linjuan Men

Rita Linjuan Men is a professor in the department of Public Relations at the University of Florida. She is advisory board member for the International Public Relations Research Conference (IPRRC). Her research interests include employee communication, leadership communication, public engagement, measurement and evaluation, relationship and reputation management, start-up public relations, and emerging technologies.

Men's work has been widely published in academic journals in communication, management, and public relations. In addition to over many awarded articles, she has lead-authored two books, Excellence in Internal Communication Management and Strategic Communications for Start-ups and Entrepreneurs in China. Her third lead-edited book, Current Trends and Issues in Internal Communication: Theory and Practice will be published by December 2021.

Paola Foglia

Paola Foglia is currently the Head of Commercial Communication at TIM. Paola graduated in Work and Organizational Psychology, and has a full and varied range of professional experience with positions in internal communication, change management and human resources, always in major leading companies such as Leonardo Group, Eni and TIM.

Dr Coni Judge

Coni Judge is the Director Internal Communications at TAQA Group. Coni is an expert in performance psychology, executive presence and impression management. She has over twenty five years' experience as a top communications strategist and executive performance coach working primarily in Fortune 100 and FTSE 100 companies.



Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our online application [form](#).

We look forward to welcoming you to our programme!



About our Part-time Executive Master in Corporate Communication programme

This masterclass can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme to communication professionals who wish to further enhance their careers since 1998. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:



Part I

Foundation of corporate communication

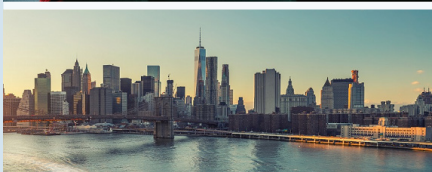
Foundation course (in January or June)



Part II

Six advanced elective courses

Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III

Study trip to New York

International study trip



Part IV

Master thesis

Master thesis

To obtain the master degree you must complete all four modules.

Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc

Accredited by



Corporate Communication Centre

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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.