UNIVERSITY OF SAN FRANCISCO
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SCHOOL OF MANAGEMENT

Creating an Internal Communications Strategy for Community Recovery Resources

Shirmila Cooray

Capstone Presentation

Spring 2016

About Community Recovery Resources

Our mission is to support the communities we serve with a full spectrum of wellness-focused programs to reduce the social, health and economic impact on families and children from all types of substance abuse and behavioral health issues.

Community Recovery Resources

What are Internal Communications?

- Strategic management of information flows to ensure optimal level of employee engagement.
- All forms of communication (horizontal, lateral, across sites etc.) harnessed as means of delivering messages and working effectively and efficiently.
- Reinforces the vision, values, and culture among employees, who can then communicate it to internal and external audiences

Expert Interviews: CoRR Staff

Deputy Director
Ariel Lovett

Operations Director
Elaine Bailey

Coalition Program Coordinator/
Development Associate
Melissa Kelley

Expert Interviews: Practitioners

Pivotal Group Consultants
Lyn Corbett

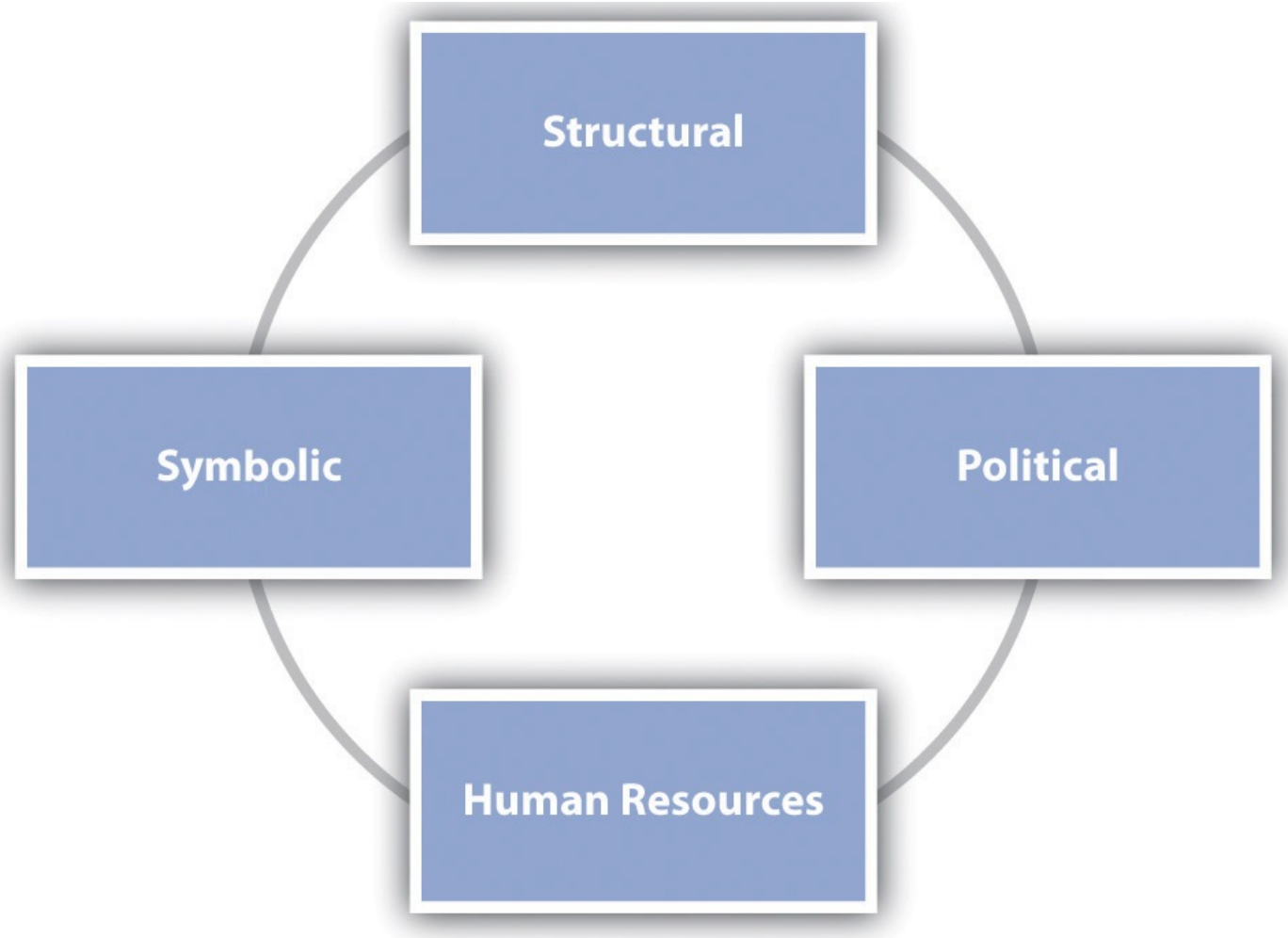
Adele James Consulting
Adele James

Wildfire Strategies
Elene Deutsch

Process

1. Short **interviews** with senior staff either by phone or in person
2. Designing and sending out a **survey** to employees about current internal communications processes
3. Analyzing **data**
4. Developing and presenting **recommendations** to senior staff
5. Facilitating a **workshop** with staff about survey results, a feedback activity, best practice deliverables, and next steps.
6. Designing and sending out an **evaluation** survey following the workshop

Creation of Survey Questions using Bolman & Deal's Four Frames



Survey Question: Structural Frame

- Do you feel that **all-staff meetings** are the right length of time?
- What **medium** do you feel you communicate most effectively with?
- Please rank how important you feel the following **channels** are for communicating and sharing information throughout CoRR.
- How effective of a tool do you find the **newsletter** in conveying upcoming events and engaging employees?
- Please reflect on how effective the **internal communications** process is at conveying the following information?

Survey Question: Human Resource Frame

- Which of the following best describes **your definition** of internal communications?
- Do you believe **you play a role** in internal communications?
- How important **do you think** internal communications is to CoRR?
- Any other **thoughts or suggestions** for more effective, efficient, internal communications?

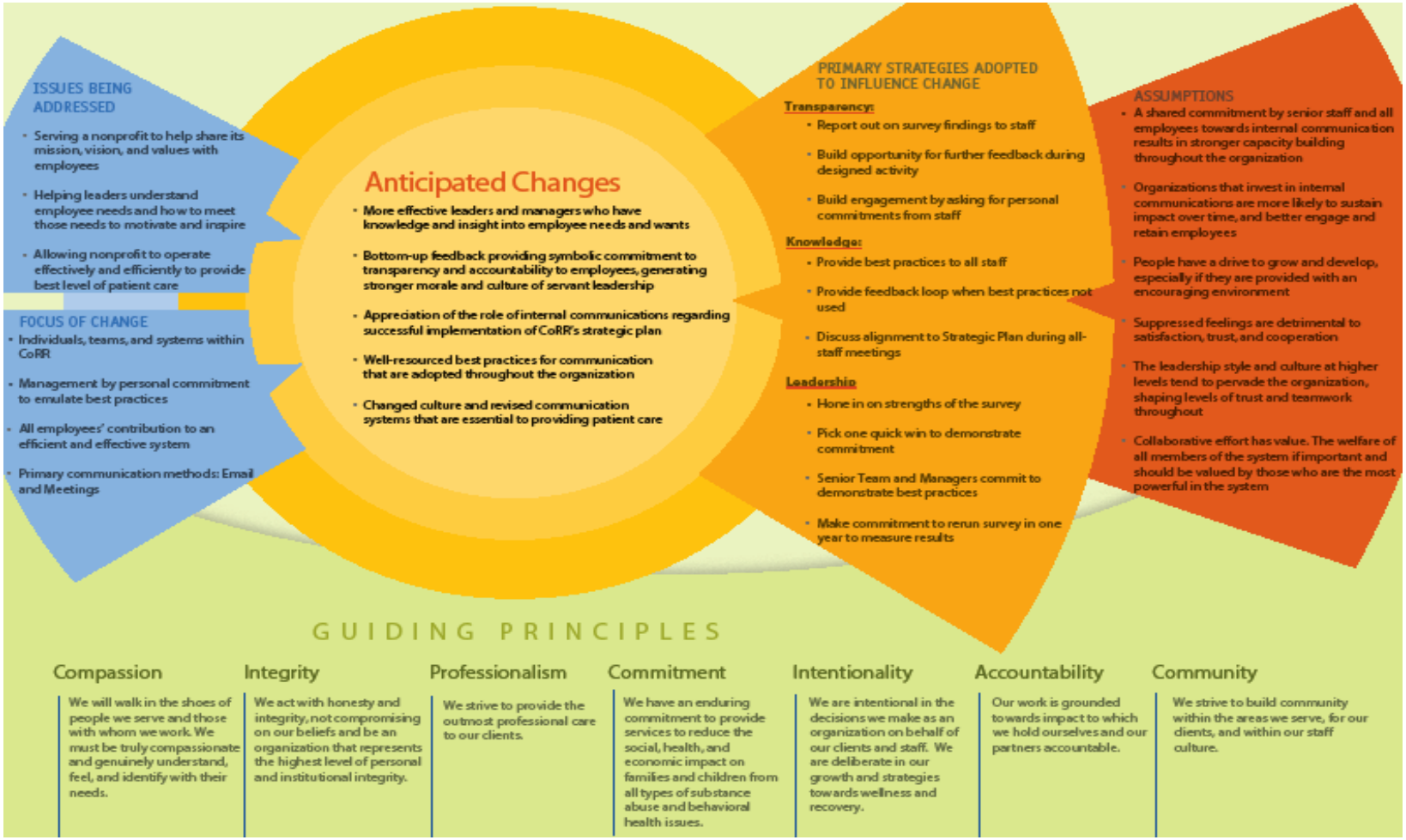
Survey Question: Political Frame

- How effectively do you feel your **supervisor** communicates CoRR and divisional developments?
- Do you feel **management**, and your **supervisor**, usually communicate in a transparent and timely fashion?
- Do you feel there is/are channel(s) for you to effectively express your ideas and concerns to **senior management**?

Survey Question: Symbolic Frame

- If you think internal communications are **important** to CoRR, why?
- How **effective** do you think CoRR is at internal communications?
- How **effectively** do you feel CoRR's **priorities** are communicated?
- Do you think you have a pretty good idea of CoRR's overall **mission** and programs to achieve that mission?

Compasspoint Theory of Change



Assumptions

- A shared commitment by senior staff and all employees towards internal communication results in stronger capacity building throughout the organization.
- Organizations that invest in internal communications are more likely to sustain impact over time, and better engage and retain employees.
- People have a drive to grow and develop, especially if they are provided with an encouraging environment.
- Suppressed feelings are detrimental to satisfaction, trust, and cooperation.
- The leadership style and culture at higher levels tend to pervade the organization, shaping levels of trust and teamwork throughout.
- Collaborative effort has value. The welfare of all members of the system if important and should be valued by those who are the most powerful in the system.

Anticipated Changes

- More effective leaders and managers who have knowledge and insight into employee needs and wants.
- Bottom-up feedback through this process provides highly symbolic commitment to transparency and accountability to employees, generating stronger morale and culture of servant leadership.
- The impact/role of internal communications will be recognized and a renewed prioritization of internal communications will align with CoRR's strategic plan.
- Well-resourced best practices for communication that are adopted throughout the organization.
- Changed culture and revised communication systems that are essential to providing patient care.

SWOT Analysis of Survey Responses

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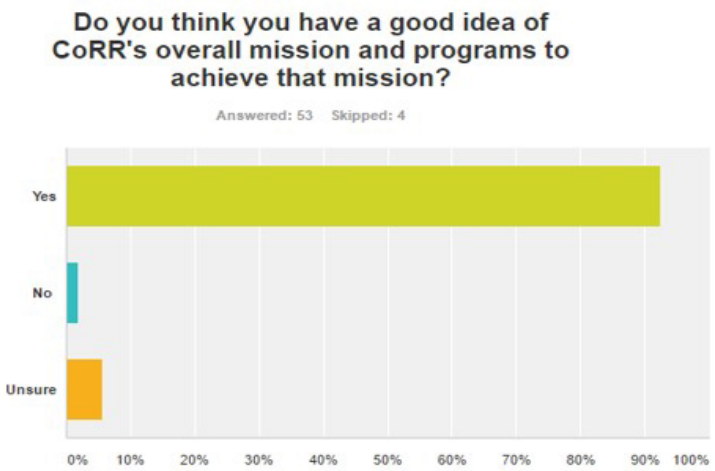

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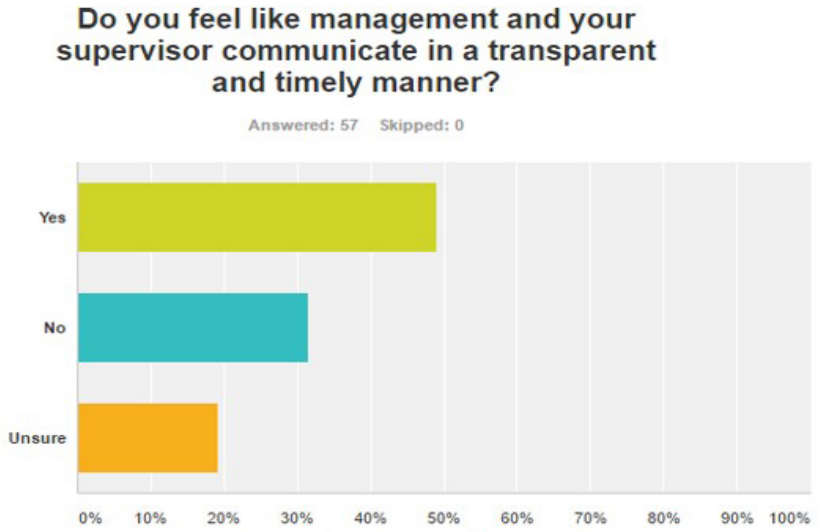

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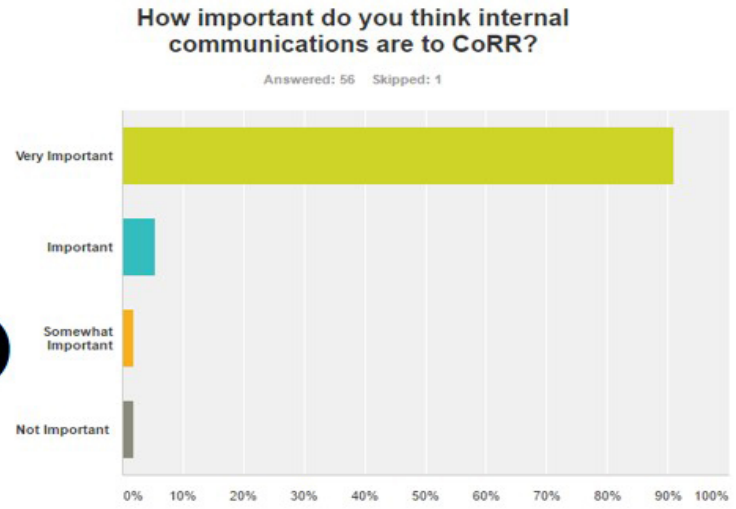

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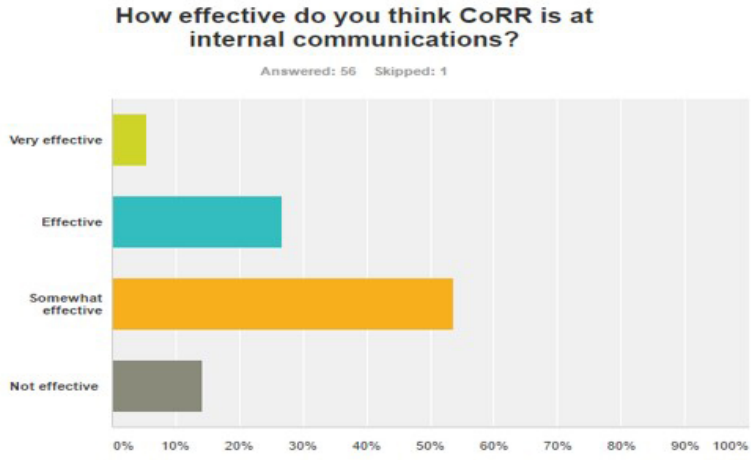
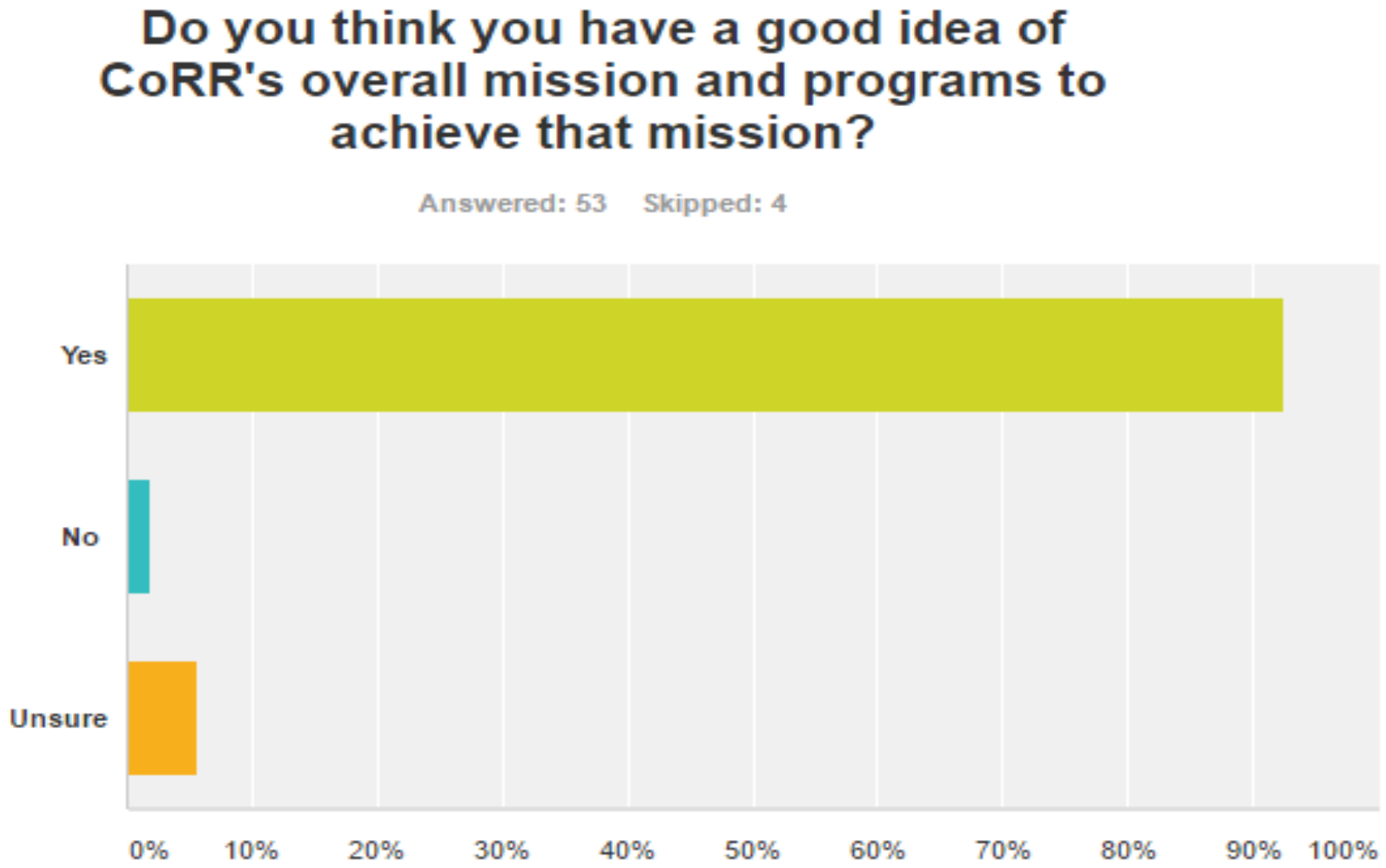
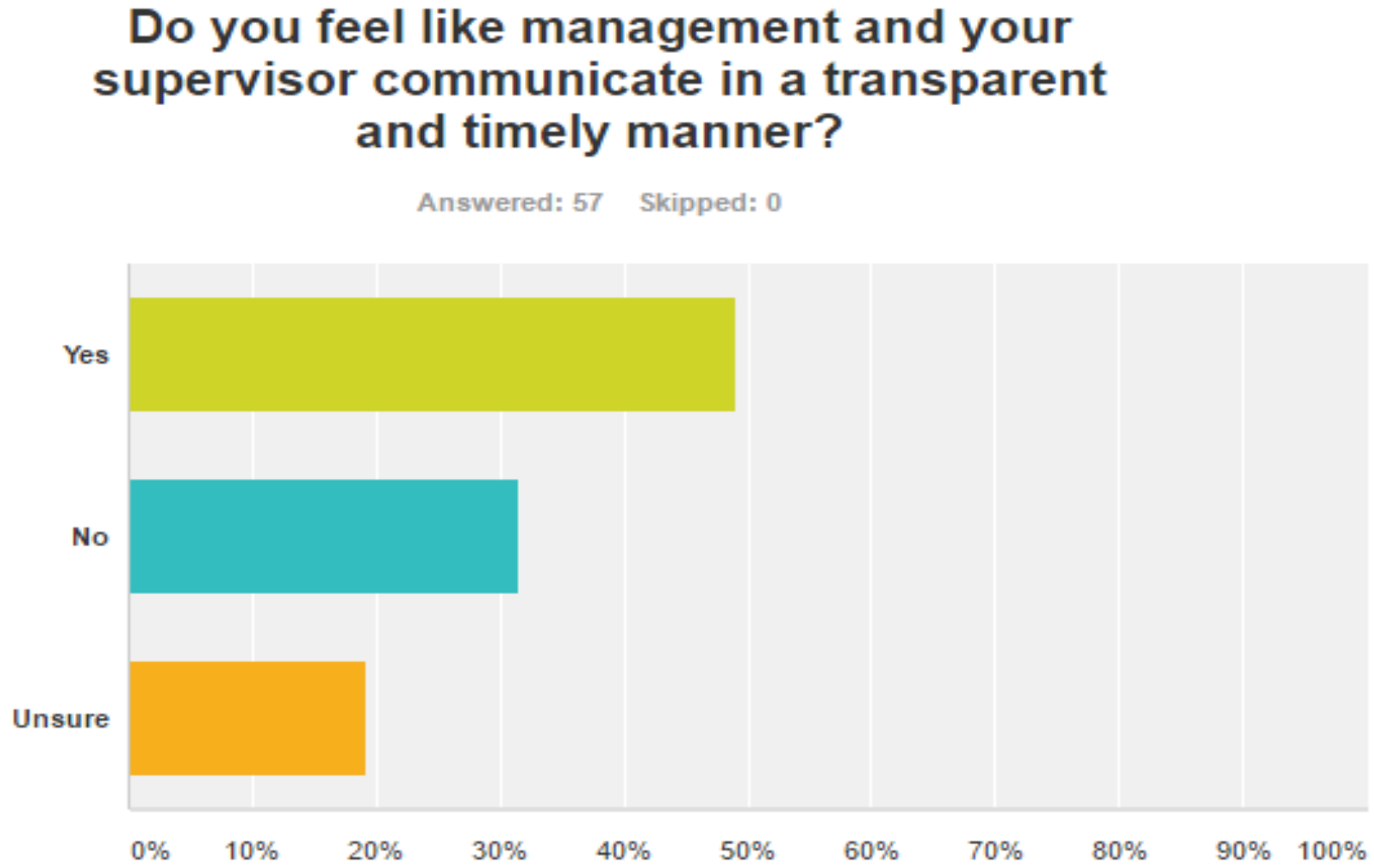


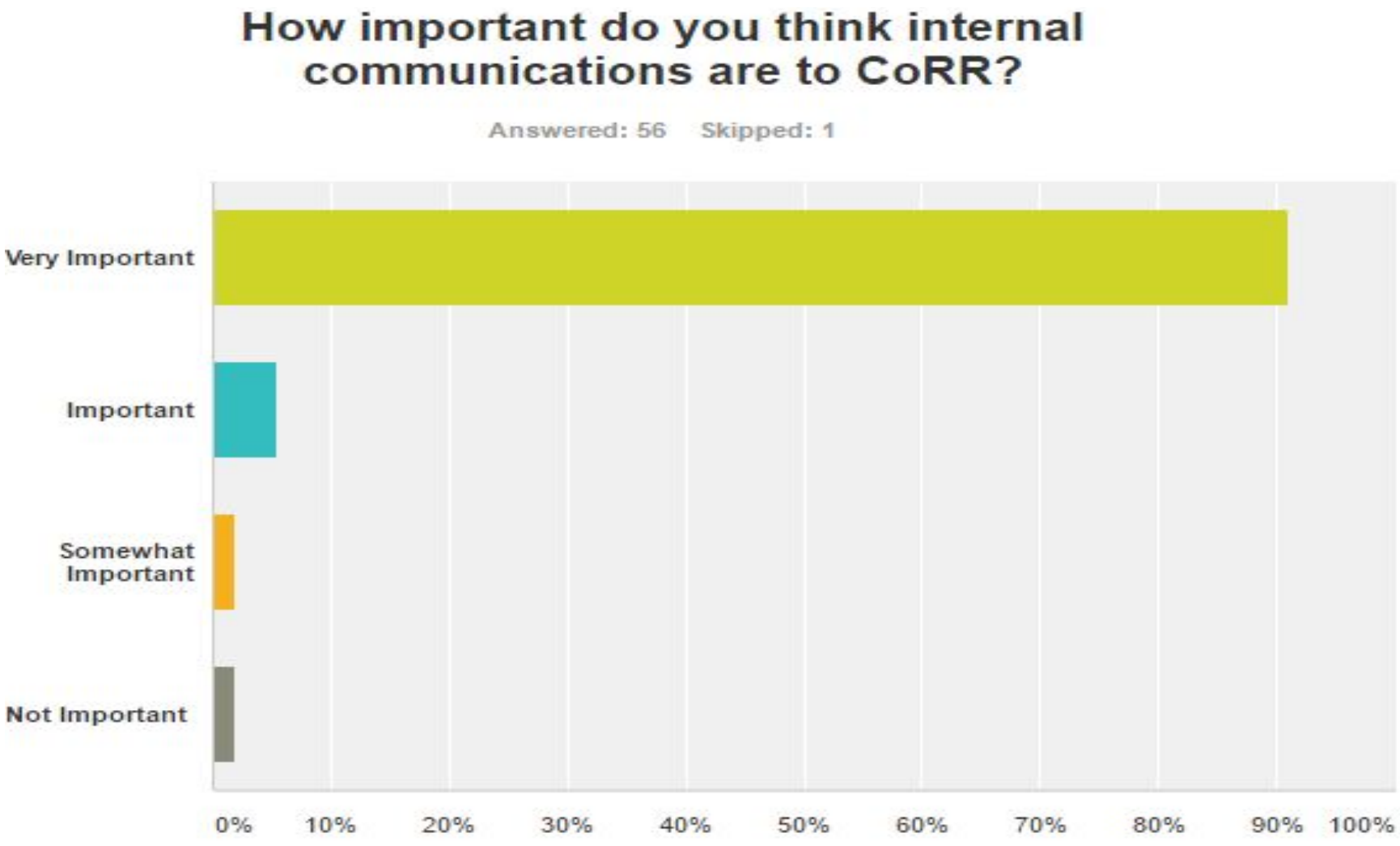
SWOT Analysis of Survey Responses: Strengths



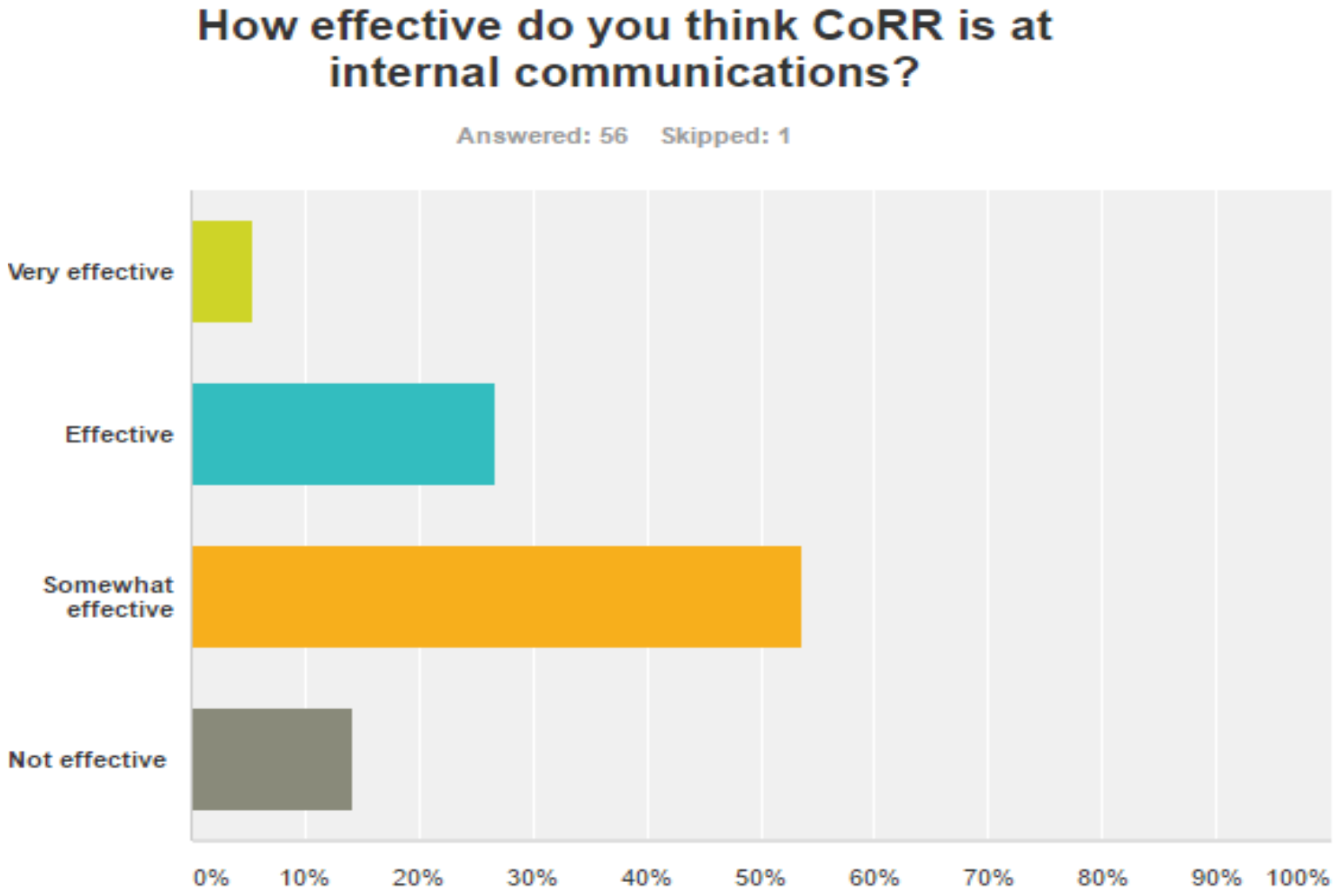
SWOT Analysis of Survey Responses: Weaknesses



SWOT Analysis of Survey Responses: Opportunities



SWOT Analysis of Survey Responses: Threats



Implementation: Utilizing Kotter's Theory of Change for Recommendations and Next Steps

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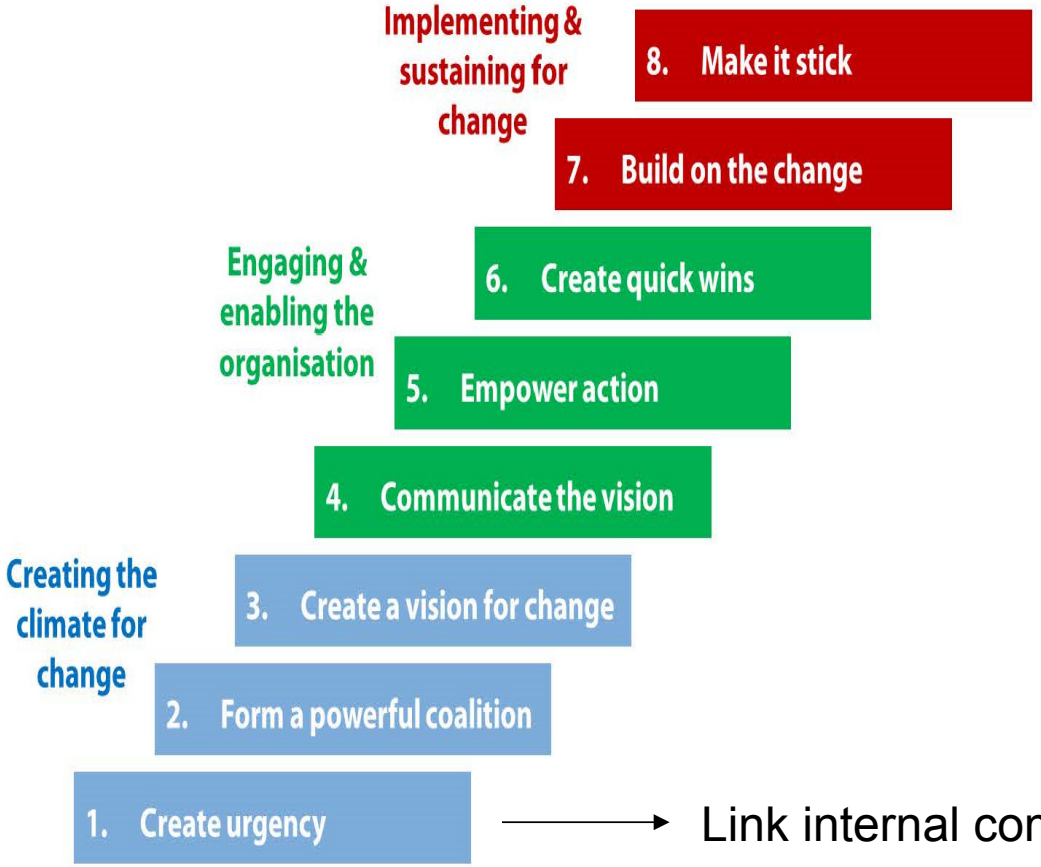

→ Link internal communications to strategic plan

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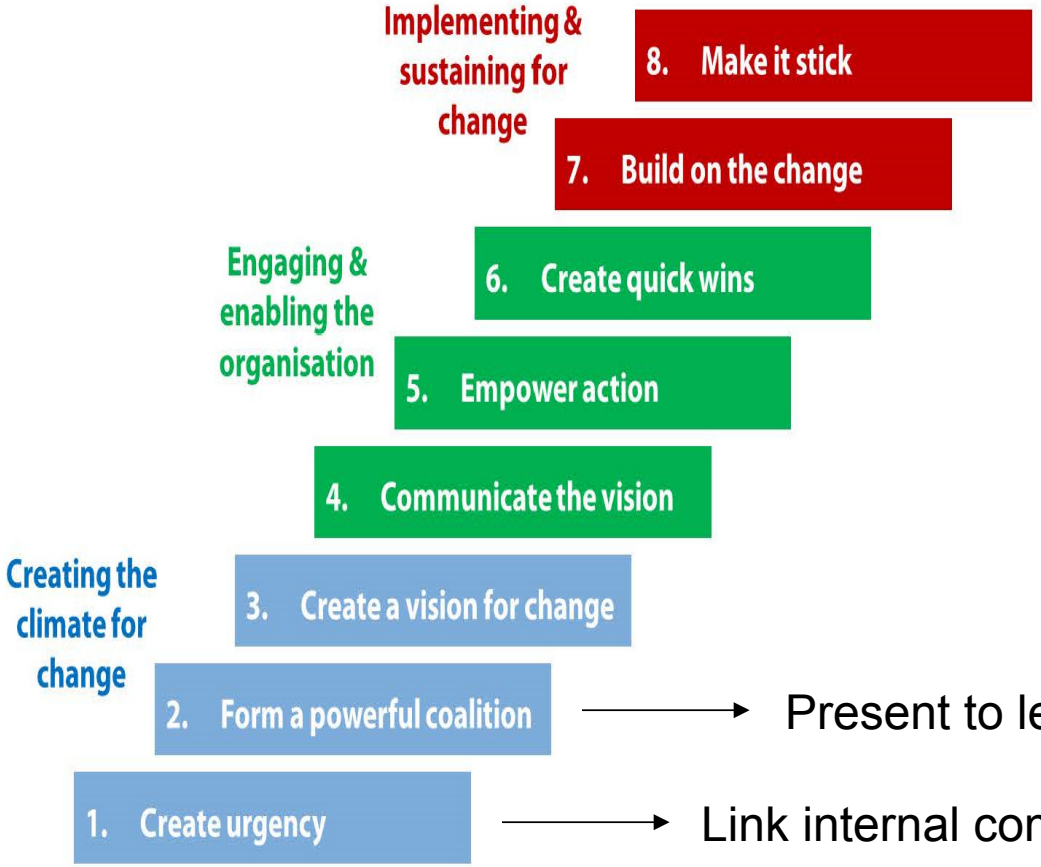

→ Present to leadership

→ Link internal communications to strategic plan

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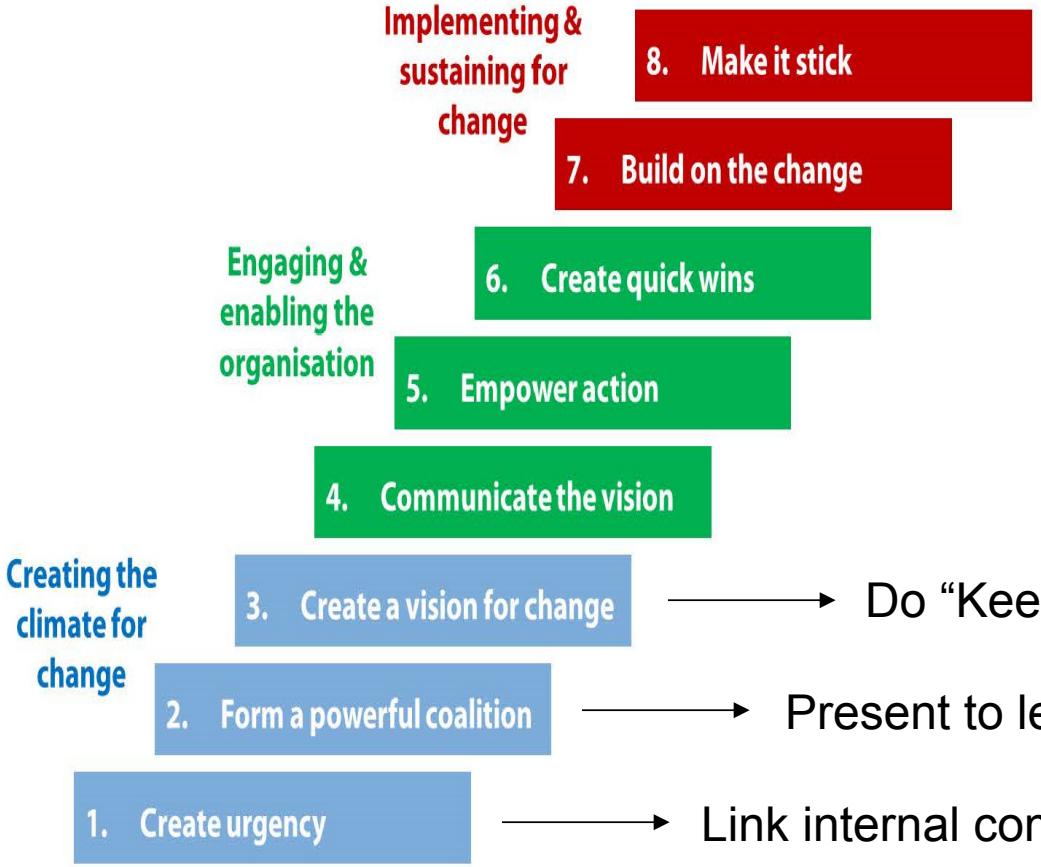

→ Do "Keep, Start, Stop" activity with all staff

→ Present to leadership

→ Link internal communications to strategic plan

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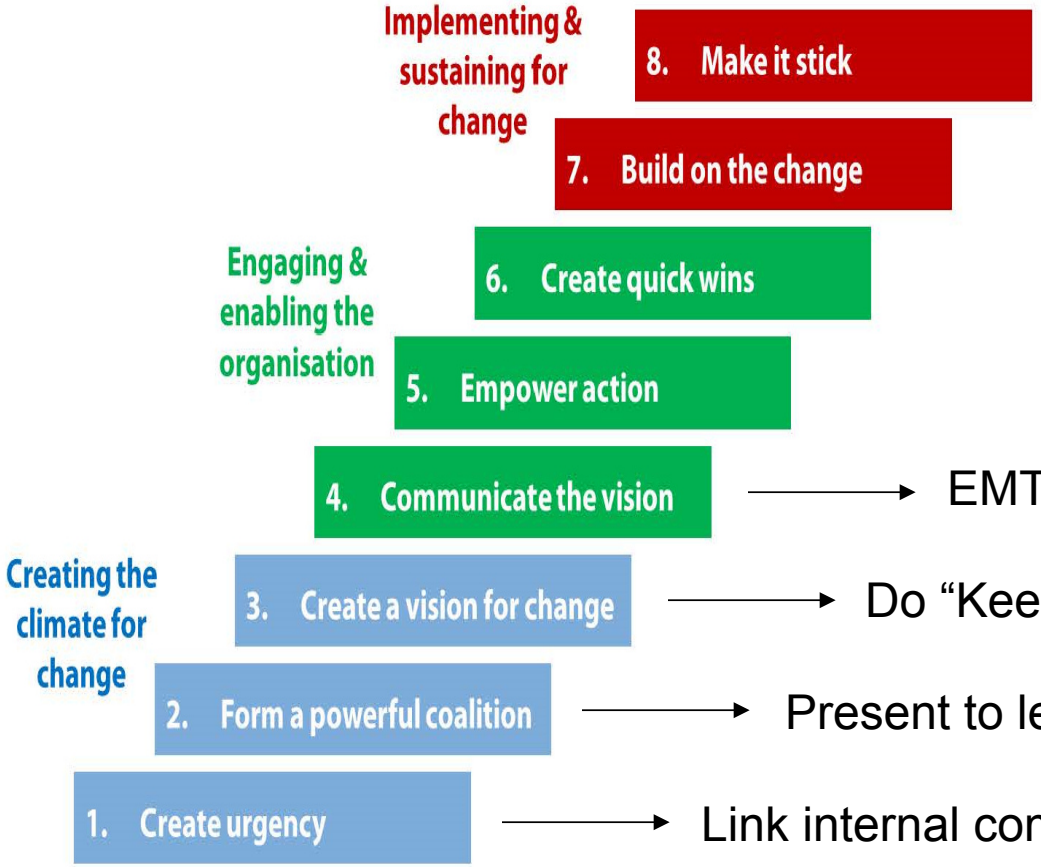

→ EMT makes a personal commitment

→ Do "Keep, Start, Stop" activity with all staff

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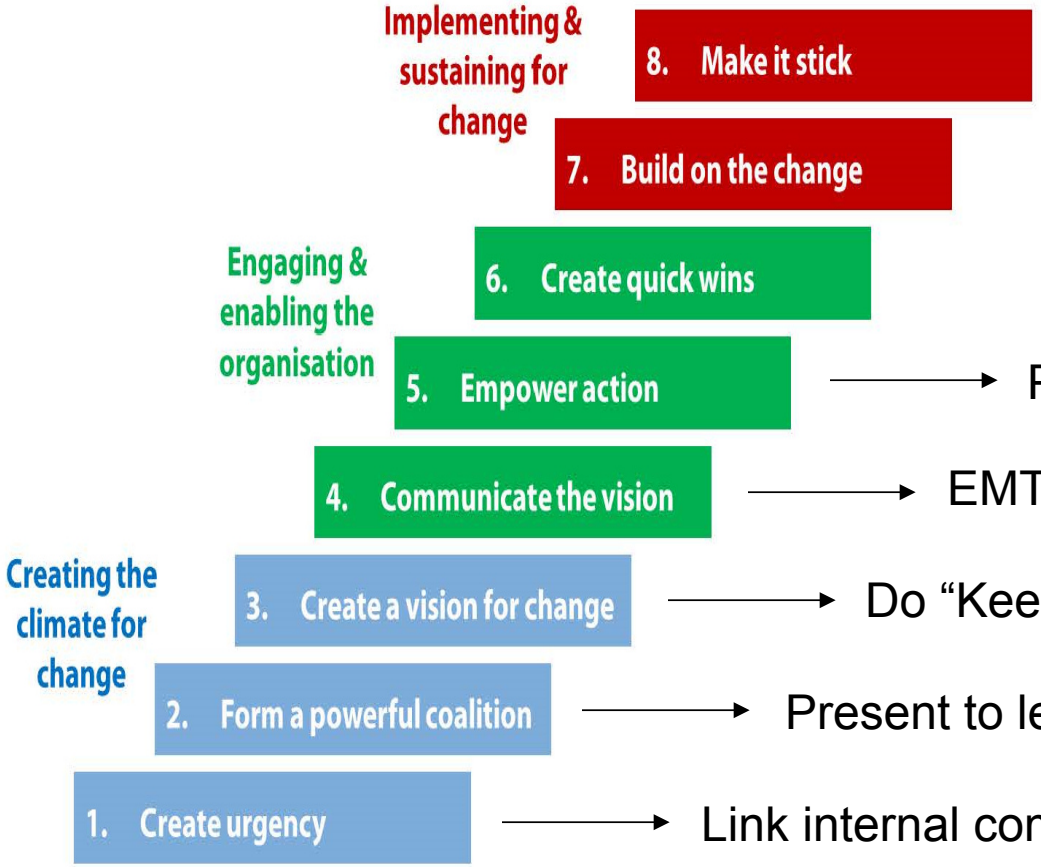

→ Provide all staff with toolkit

→ EMT makes a personal commitment

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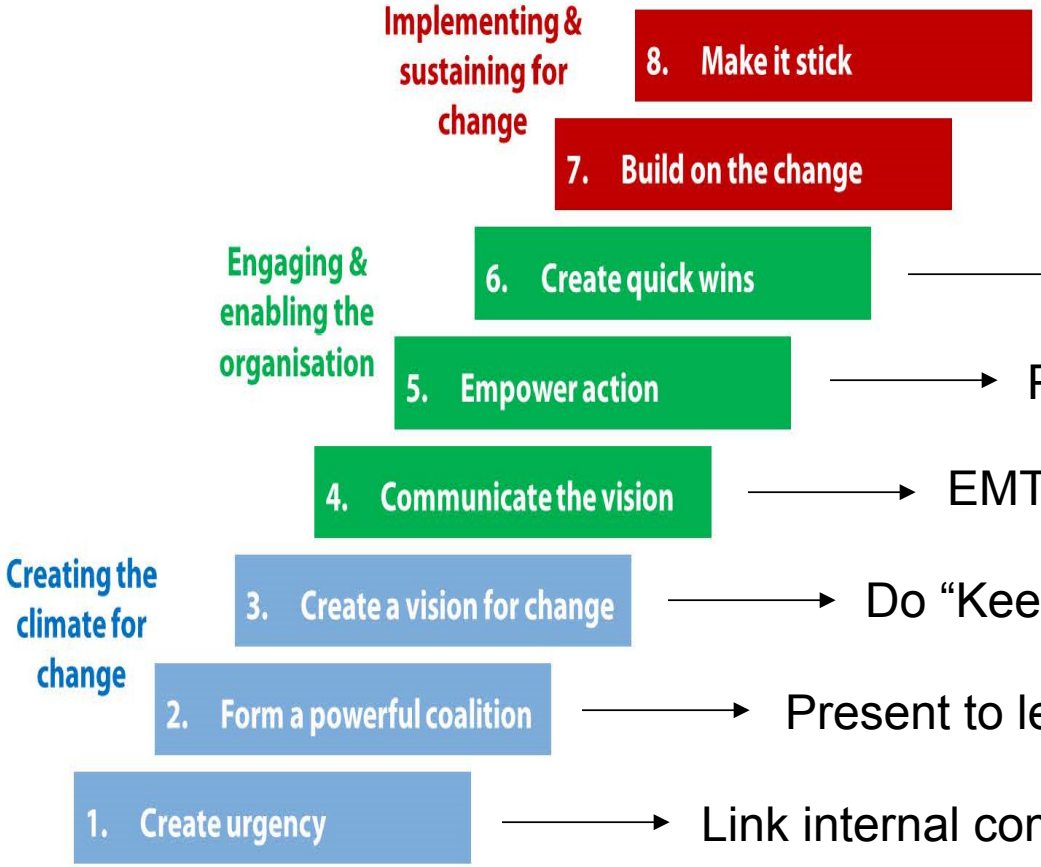

→ CoRR to take one staff suggestion

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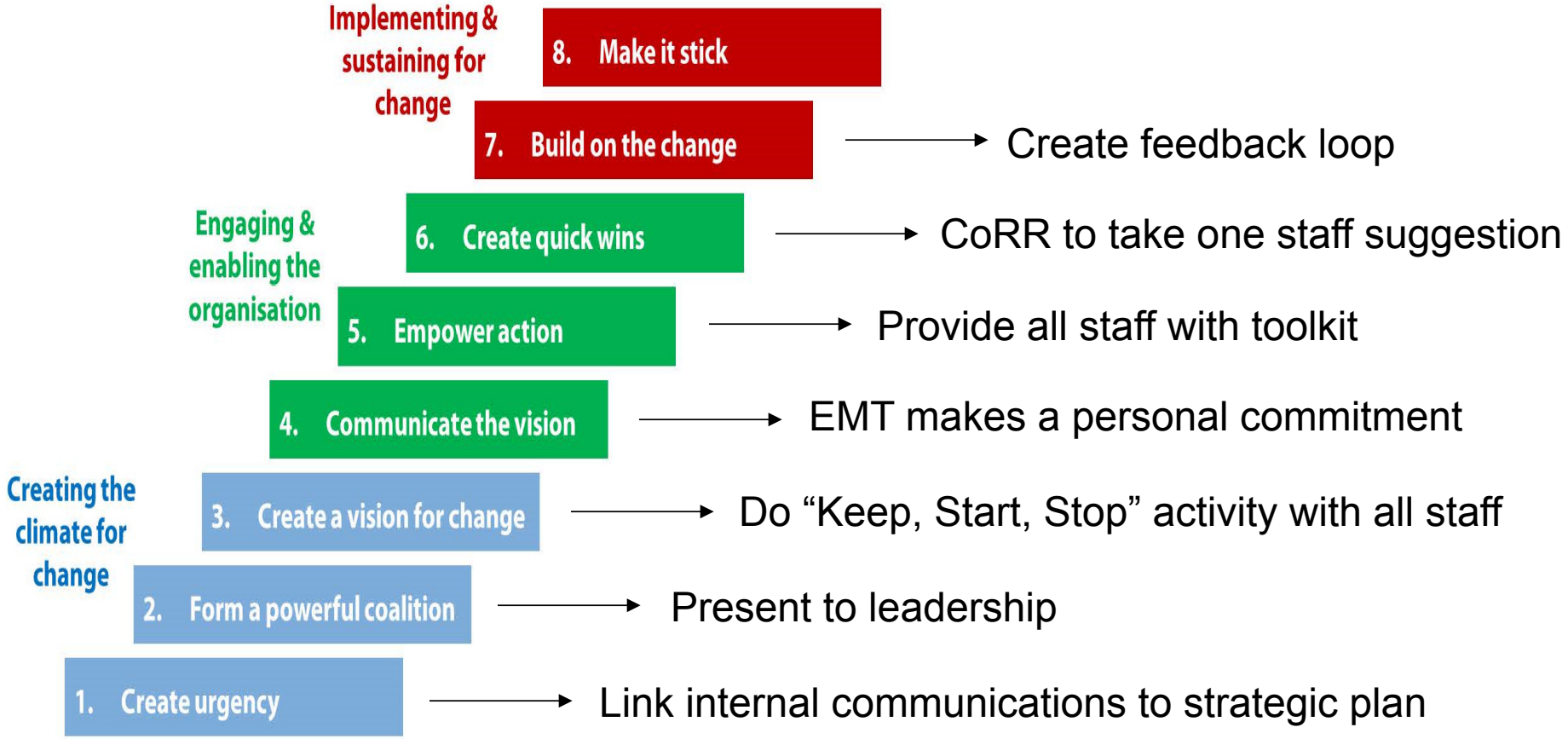

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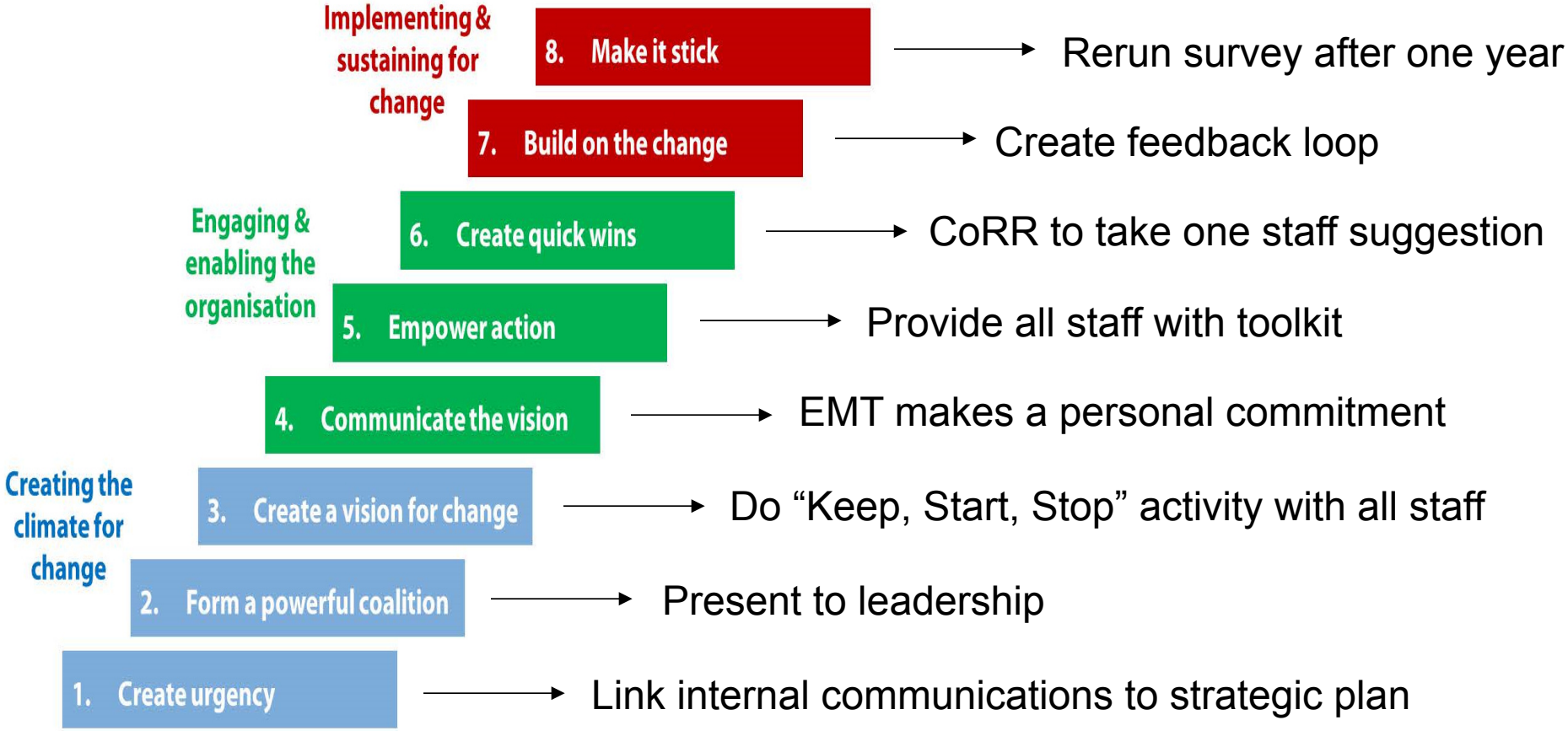
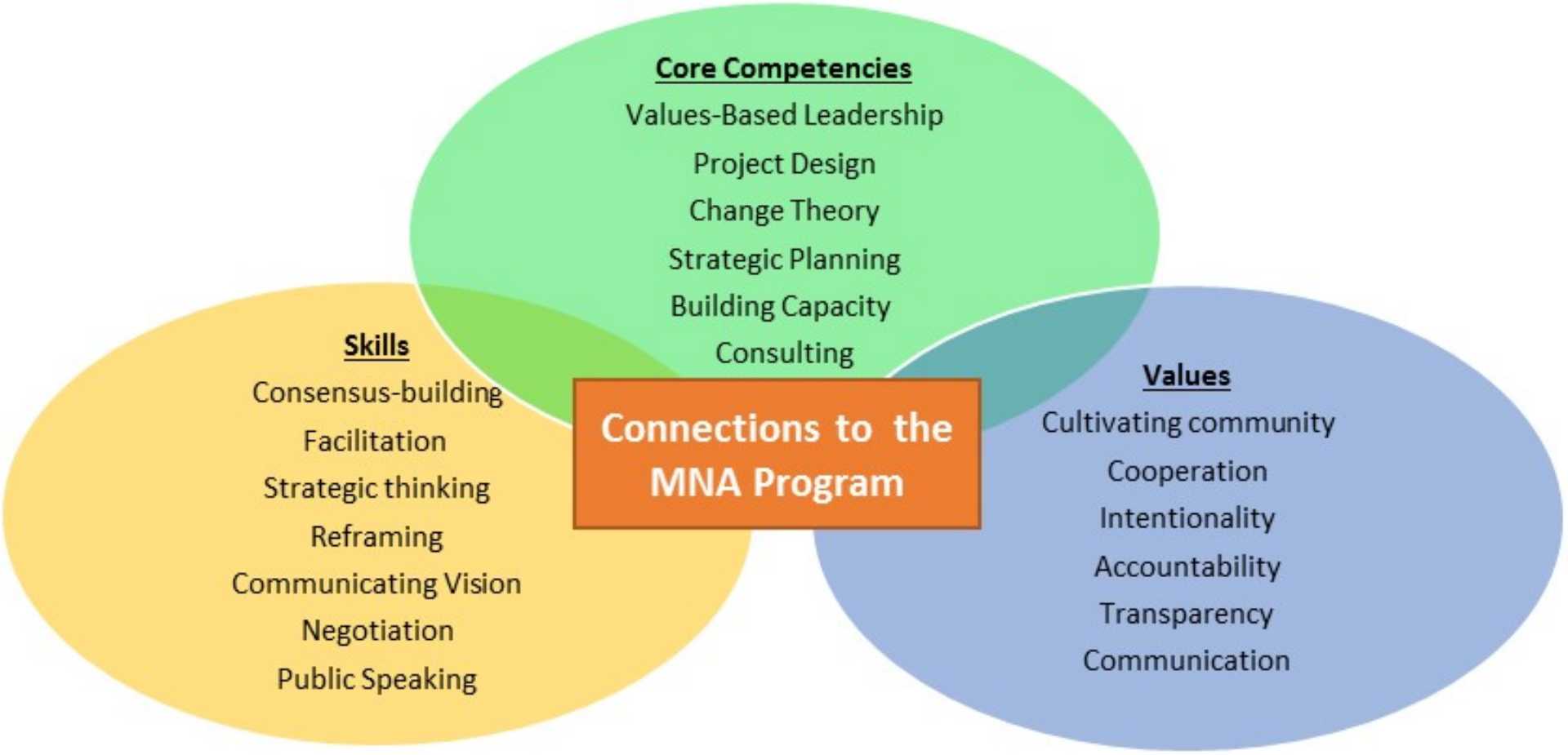


Connection to MNA Program



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Thank you!

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