



**THE TOOL THAT GIVES CONSISTENCY TO THE
COMMUNICATION OF THE ORGANISATION**

"The narrative lies in both worlds. As it tells a story, it creates a world in which the imagination unfolds; as it is told by someone to someone else who listens, it lies in the world of action and relationships".

(P. Jedlowski, Common Stories)

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An organisation is the result of the **relationships** existing between the **people** who belong to it: the more these relationships are valued, the more important will be the results achieved.

The **company** can no longer be considered a closed entity in itself, but rather an **open system**, engaged in numerous "**conversations**" with **very different audiences**, both internal and external, and where even the people who work there are extraordinary "**Storyholders**".

COMPANIES AS OPEN RELATIONSHIP SYSTEMS



Collective intelligence

For the French philosopher Pierre Lévy, the diffusion of communication techniques in digital media has allowed the development of new ways of social bonding based on gathering around common centres of interest, on play, on sharing knowledge, on cooperative learning and on open processes of collaboration.

This phenomenon has given rise to the idea of "**collective intelligence**", i.e. a form of intelligence distributed everywhere, continuously enhanced, coordinated in real time, which leads to an effective mobilization of skills.

Inspired by the work of Englebart and Atlee, the Hungarian-born researcher George Pór defined the collective intelligence phenomenon as the **ability of human communities to evolve towards greater complexity**, order and harmony through innovation mechanisms such as differentiation and integration, competition and collaboration.

Starting from Levy's reflection, Derrick De Kerckove developed the theory of **connective intelligence** in order to underline above all the importance of the connection, of the linking of intelligences: while collective intelligence represents a wide-ranging humanistic aspiration, connective intelligence makes greater reference to the "concrete practice" of the multiplication" of intelligences, favoured precisely by connection.

De Kerckhove insists on the open character of the concept of connective intelligence with respect to the image of a closed container to which collective intelligence would refer. What the two concepts have in common concerns the observation that the age of the network allows for a different and productive mobilization of individual skills that **enables human beings to interact, share and collaborate with ease and speed**

ORGANISATIONAL COMMUNICATION AS A RESPONSE

Integrated or organisational communication is a set of tools and information flows, media channels and communication channels that make possible to develop a coherent and effective corporate identity of the company or individual, and its products or services.

"With integrated communication the different communicative flows are therefore managed so that the different actions are coordinated with each other, support each other and multiply the effect of the communication campaign".

(American Association of Advertising Agencies - 1989)



Communication means, therefore, to implement **strategies** that are not a simple sum of techniques and professionalism, but rather to adopt different points of view and design skills, to move easily in the complexity and to build and reconstruct **new visions and narratives** of the organization.

Defining communication as organisational **means exalting the role of the stories**, of all the stories, that are born: inside and outside the organisation, among the people who are part of it structurally or occasionally, between the organisation and the other public institutions, with the other civil society organisations present in the territory, etc.

It is therefore necessary that all **these signs are consistent** for the one who receives them.

Organizational communication, starting from Mission, Vision and Values is realized when (Invernizzi, 2000):

- **the communication process** is managed and coordinated by a single Company Function or by several Functions, but perfectly "synchronised";
- it is possible to spread "**communication skills**" widely among all the people in the company;
- high **coherence and synergies** are achieved between internal and external communication actions and between the more strictly managerial and organisational ones;
- the **languages** are consistent both inside and outside the company;
- the use of **media** is consistent with their specific characteristics

THE PARADIGM OF ORGANISATIONAL COMMUNICATION



The paradigm of organisational communication - replacing the concepts of internal, external and product communication - becomes the methodological and operational reference, in order to govern the use of communication in different companies and the likely developments of communication and its use to support the development of organisations.

Using organisational communication from the perspective described so far, means **rethinking the overall strategies** of communication and of planning of organisations.

A quality leap necessary for adequately face the **challenge of transformation and growing complexity** of the territories and societies in which the organisations are immersed.

A QUALITY LEAP





Our reference model

The research of a balance between what the reality of the organization tells us - as we believe we see it - and what the imagined community of the organization tells us, is one of the first points to keep in mind when building communication strategies.

The second point concerns, on the other hand, the **analysis of the relationships** between the complex internal and external world, where the elements of complexity and intertwining between the real and the imaginary are multiplied.

THE COMMUNICATIO N STRATEGY AS A BALANCING POINT





OUR IDEA

An integrated approach that, starting from Values, Vision and Mission of the company, is able to define an integrated and coherent communication plan, identifying:

- ✓ the key messages
- ✓ the targets
- ✓ the channels/tools to use
- ✓ The monitoring tools to measure its effects

The macro phases of the project

The project is divided into the following phases:

- **interviews**, based on a defined questionnaire, with the top management and, if necessary, with other target groups;
- **Semiological analysis** of the communication carried out;
- analysis of the coherence of **planned media**;
- analysis of existing **surveys** and **data** (climate and brand surveys, analytics of communication activities, etc.).

These four phases generate a **report evaluating the existing gap** compared to an ideal "model" of communication.

On the basis of this report the **co-designing of the action plan** to make communication integrated and coherent is initiated.

- Spreading and sharing Mission, Vision and Values to foster engagement
- Communicating and "spreading" the Business Plan and the Sustainability Report
- Harmonising the Communication Plan with the Business Plan and the Sustainability Report
- Define Communication Governance, fostering closer cooperation between HR, Communication and CSR
- Develop Brand Reputation by increasing the engagement of its employees
- Creating a strong synergy between Employer Brand and Consumer Brand to improve image and increase sales
- Create a coherent language by choosing the most effective media

THE INTEGRATED COMMUNICATION PLAN



The expected outcome



BRAND IDENTITY

Internal communication, which reached Italy in the final period of the Marshall Plan, is a managerial science that provides for "subordinates" to have access to "superiors": the managers open the doors of their offices, the so-called "suggestion boxes" are adopted, and the first company newspapers appear.

Following on from Total Quality Management, imported from Japan in the mid-1980s, it regained vigour with factory meetings, internal marketing programmes and Norbert Wiener's model of the "individualised" employee immersed in a communication system in which he or she "reacts to external stimuli". Many of these initiatives demonstrated their ineffectiveness, their inability to reach the entire company population and their inconsistency between company objectives and employee expectations.

A BIT OF HISTORY



Internal communication was initially used along two alternative lines:

- The one of continuous and targeted supply of "pills" of knowledge or information, and control of the correctness of the transmission. For example, **the Shannon and Weaver model** (developed at the University of Illinois) enhances the mathematical and probabilistic aspects of communication in order to minimize "noise" during the transfer of information from the issuer to the recipient and to maximize the recipient's reaction (Shannon, 1971);
 - The one that considers communication as a relationship achieved through mutual influences between the sender and the receiver (Pratkanis, 2001).
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TWO ALTERNATIVE LINES

The next step, in the development of communication, is **the semiotic - informational model** which asserts that the first function of each message is to bring back to a "meaning" the signs used by the communicator; signs are words, gestures, postures, behaviours, images, brands, signals.

At the end of the Nineties, the management of companies was further shaken up by the phenomena of "glocalisation", of virtual enterprise, and of outsourcing implemented under the just-in-time principle, so that **internal communication lost most of its connotations in order to identify itself**, in its operating methods, **with communication to the outside world**.

Our Vision

Building - with the power of storytelling - a future in which **PEOPLE** have the mental approaches and skills to make their **ORGANISATIONS** sustainable over time, enhancing their **IDENTITY**.



Our Mission

To be the **REFERENCE** of organizations in the management of their **CHANGE** processes, working alongside **PEOPLE** and **TEAMS** to create **TOGETHER** with them innovative, integrated and measurable solutions, functional to the defined strategies and objectives.



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