



COMMUNICATING IN A CHANGING WORLD

Louise Breed – Managing Director

We support some of the world's biggest and best organisations

Our specialist team is made up of

100+
employee
experience
experts

sat within Ipsos' global network

We partner with

50%
of the
FTSE 30
and other global clients

We survey over

2m
employees
every year



CAPITA



ASDA



Sainsbury's

TESCO

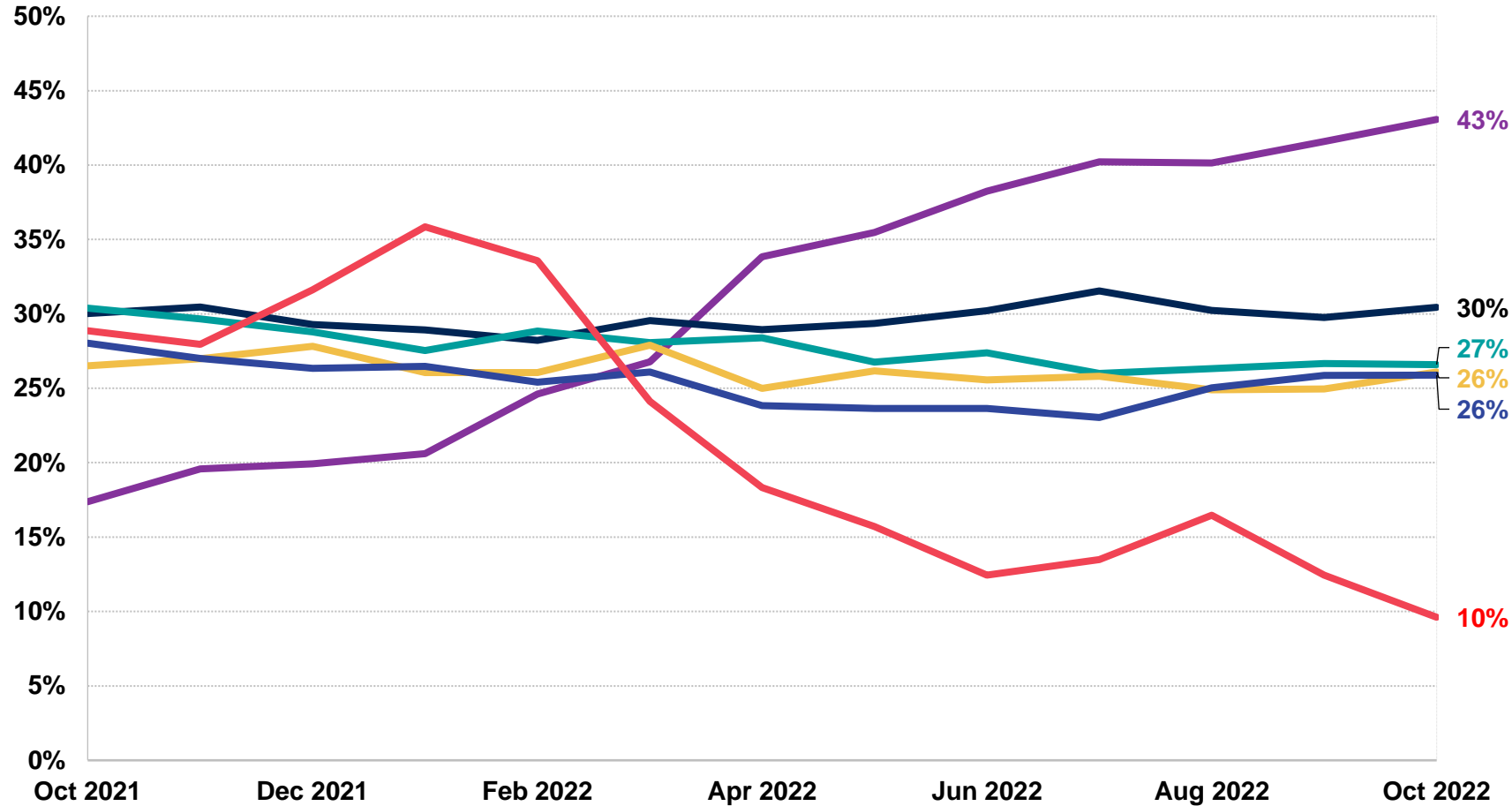


BURBERRY
LONDON ENGLAND

William HILL

DIAGEO

A shifting external landscape



 Inflation	 Poverty & social inequality
 Crime & violence	 Unemployment
 Financial / political corruption	 Coronavirus 12th place this month

Source: Ipsos Global Advisor. Global source is a Global Country Average. See methodology for details.

Layered with a constantly changing world of work



Unprecedented
change in
every sector



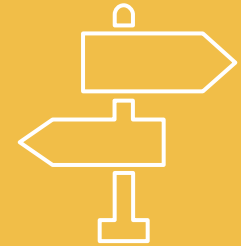
Accelerated
learning and
decision-making



Changing
customer needs –
sped up



Employee
wellbeing
a growing concern



Uncertainty on
future ways of
working



Source: 435,577 responses from employees collected through online surveys on behalf of twelve large organisations in the Financial Services, Manufacturing and Retail sectors.



Musk tells Twitter staff remote working will end

By Michael Race

Business reporter, BBC News

See all Business

Bosses haul staff back to the office as remote working boom peaks

Employers cut back flexible job offers as economic downturn looms, survey shows

Remote work is just the start - businesses need to think global. Here's how

Omnipresent is a Business Reporter client



HELLO HYBRID | HOW WE WORK

The rise of the 'chief remote officer'



(Image credit: Getty)



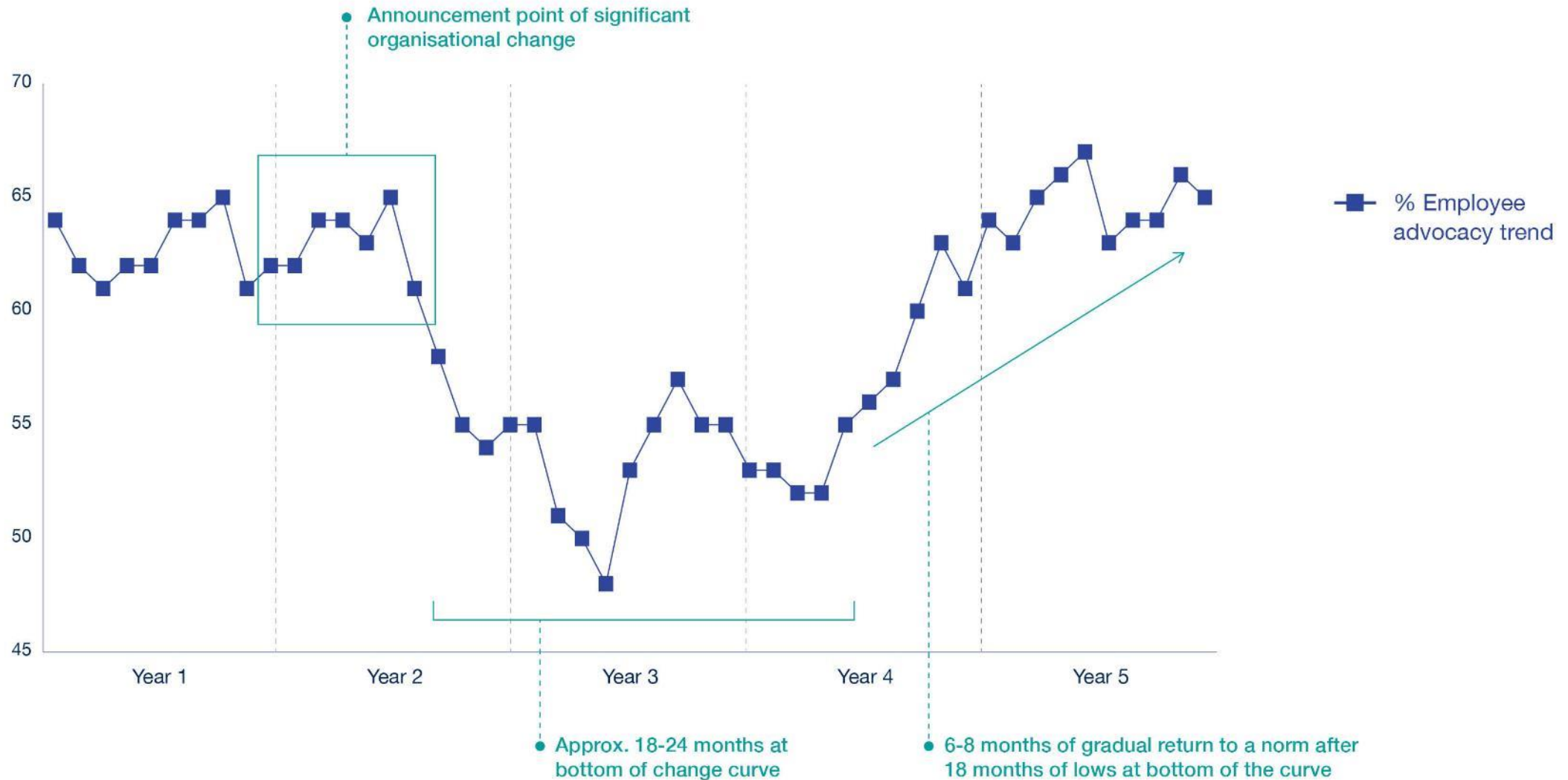
CALCULATOR

The Best Cities for Remote Work

A study ranked large U.S. cities on how friendly they are to remote workers. (Forget about California!)

What's the **impact** of
change on employees?

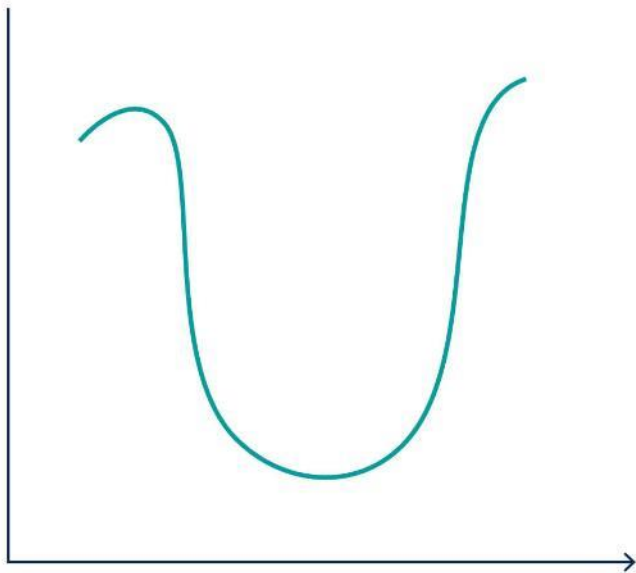
It takes approximately 18 months for the change curve to 'play out'



And the impact can be worse with continuous and sustained organisational change

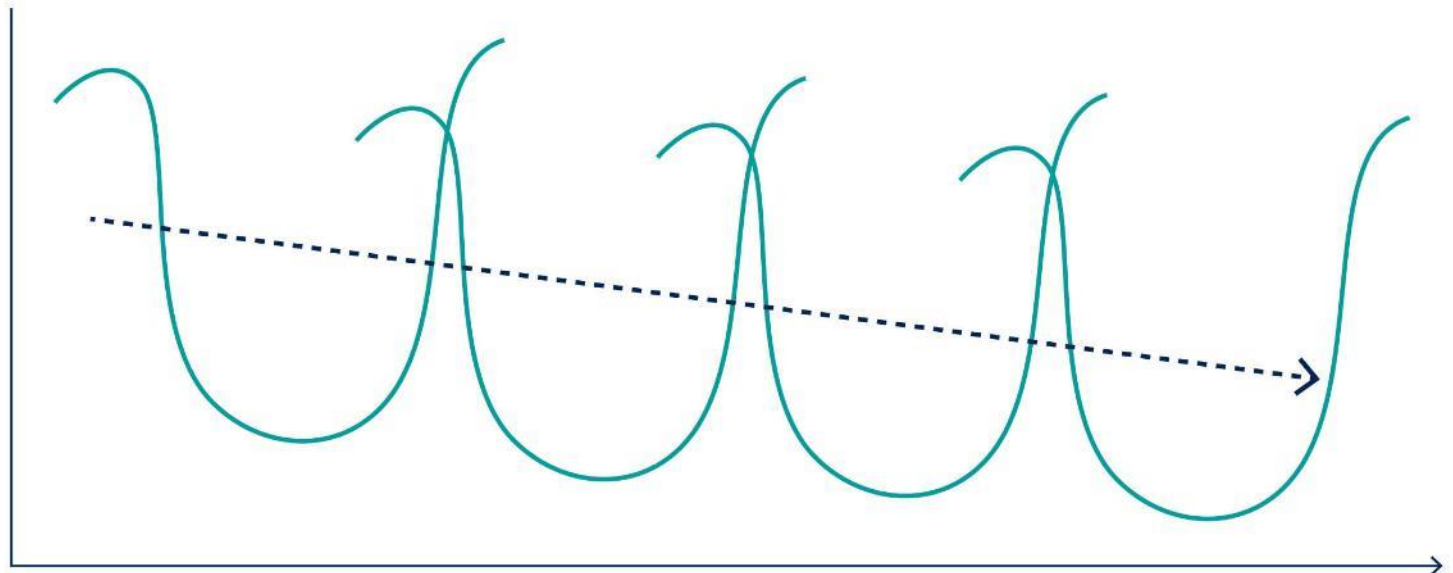
We go from this...

A singular event



To this

Constant change, ever reducing engagement





33%

**don't believe change is clearly
communicated to employees**

Source: Karian and Box UK Employee Experience survey –
5,004 UK workers participated via online survey in May 2022.

And for those who don't, the reasons are clear...

1

**A vacuum or
radio silence**

2

**Messages feel
subject to spin**

3

**Lack of
understanding or
belief in the 'why'**

4

**Don't like the
message**

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Ultimately, it's a question of trust



2 in 3

**UK workers trust the decisions
their organisation's senior
leadership make**

Source: Karian and Box UK Employee Experience survey –
5,004 UK workers participated via online survey in May 2022.

How can leaders build trust?

1

**Visibility
when needed**

2

**Openness
and honesty**

3

**Empowering
behaviour**

4

**Humility and
willingness to
be challenged**

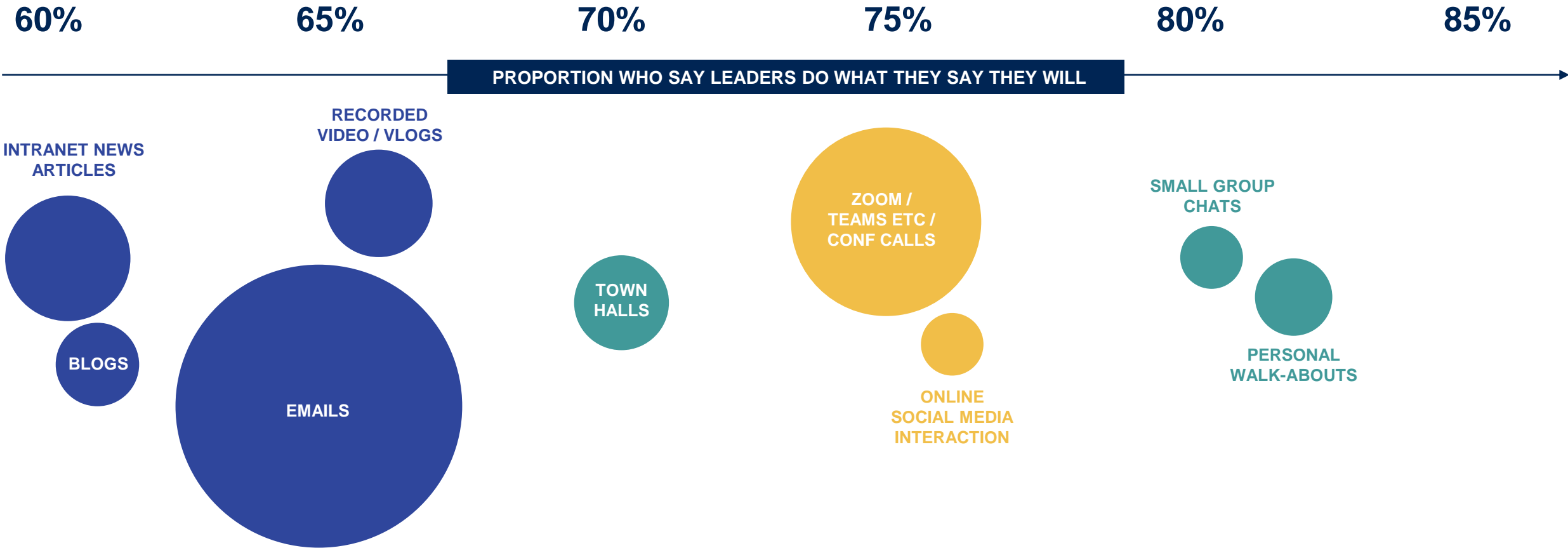
Source: Karian and Box UK Employee Experience survey –
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How senior leaders communicate impacts trust

Type of communication

- Face-to-face
- Virtual social media
- One way

The size of the bubble represents the proportion of leaders who rely on this channel



Source: Ipsos Karian and Box IC UK 2021 – 872,000 UK employees surveyed between November 2019 and November 2020

How do internal communications teams respond to retain or gain their place as trusted advisors?

How do internal communications teams respond to retain or gain their place as trusted advisors?



Focus on outcomes



Stay close to organisational temperature

Use data to drive decisions



Coach leaders



Thank you.

Louise Breed

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