

IoIC Profession Map

Designed to help internal communicators build their knowledge, skills and behaviours

**Institute
of Internal
Communication**

The power within



Understand the organisation's strategy and the wider environment it operates in, to create effective internal communication plans that align to the organisation's goals and contribute to its success.

	Level 1 Eg: Entry Level - 6 months: IC Writer/Executive	Level 2 Eg: 1 - 3 Years Executive/ Manager	Level 3 Eg: 4 - 5 years Senior Manager	Level 4 - 5 years plus Senior Practitioner/Head of IC / Director
Understand the organisation's strategy and how internal communication supports the overall achievement of its goals	1. Collate information relating to the organisation's strategy, goals, vision & values	2. Interpret organisational strategy to understand the role of its people in achieving its goals	3. Translate complex business requirements into IC programmes and devise measurable activities that link the goals of the organisation to internal communication	4. Develop an IC strategy and business case proposing a solution to align internal communications to the organisation's strategy and achievement of its goals
	1. Gather and analyse data to understand the links between the IC performance and the achievement of the organisation's objectives	2. Interpret the data to identify opportunities and tactics to improve IC activities that support the organisation's strategy	3. Benchmark IC function against other business units to gain insights on how to improve for the future	4. Devise metrics to create evidence of the impact internal comms has on the organisation's performance, i.e. the link between the impact of internal communication and customer voice/experience
			3. Create brand standards for IC practices	4. Establish IC function purpose and mandate within the organisation
Ensure a broader knowledge of the business and wider industry	1. Build knowledge of the structure and commercial framework of the organisation	2. Work with departments to build first hand knowledge of the business to help inform IC strategy	3. Make recommendations to ensure IC supports all business functions and goals	4. Devise IC strategy and framework that supports the business environment
	1. Build knowledge of the industry the organisation operates in	2. Understand how the external factors can effect business, people and internal communication	3. Recommend strategies to ensure internal communications can respond effectively to external factors and translate messages for the internal audience	4. Engage senior leaders to anticipate changes in business, its structure and align internal communication function, keeping IC flexible to meet strategic priorities and organisational needs
Work with other functions to ensure IC strategy is aligned and integrated, i.e. external communications	1. Build a solid grasp of the total communications mix (internal & external)	2. Make the links between internal and external communication to ensure messaging/activities are aligned	3. Devise and implement strategies to ensure internal and external communications are aligned	4. Advise and create strategies to ensure internal and external comms are aligned
	1. Build a network with other business functions, i.e. HR/ Marketing/PR/Customer Insight	2. Create effective working relationships with other business functions, to ensure synergies in activities across External Communications/Marketing & HR	3. Contribute and be involved in multidisciplinary project teams	4. Articulate to the organisation value and strategic need for internal communication to drive performance
Craft effective internal communication strategies and tactical plans	1. Build understanding of IC strategy and tactical plans	2. Plan a simple internal communications programme/ timetable & co-ordinate activities	3. Translate business strategy into effective internal communication plans and deliver more complex IC programmes	4. Establish and lead IC strategy & implementation of tactical plans
		2. Knowledge & understanding of relevant professional codes of practice	3. Co-ordinate improvements to IC practices, i.e. conduct an internal communications audit to gain insights on how to improve for the future	4. Establish best practice improvements for 'non-IC Department' IC Activities
	1. Take / commission briefs for IC strategies	2. Translate briefs/proposals to ensure they meet IC strategy objectives	3. Craft IC effective tactical plans and/or strategies	4. Lead organisational change programmes 4. Provide a high level of consultancy (both internally and externally) advising on IC
Deploy strategic thinking, leadership and business acumen		2. Develop own IC capability and professionalism to deliver the organisation's needs	3. Lead IC department or consulting team and deploy good people management skills and coaching for junior team members	4. Act as a leadership role-model with regular exposure to senior leadership team/board
		2. Find out about the connections between wider organisational issues and own role	3. Keep up with and anticipate emerging organisational and commercial developments	4. Develop deep insights into the commercial and strategic context of the organisation
		2. Build theoretical knowledge of strategic expertise (i.e. planning/ commercial/strategic thinking) to translate and address challenges and opportunities	3. Deploy high levels of strategic thinking to make effective decisions in line with the organisation's priorities	4. Make decisions in a strategic context where there are many unknowns, keeping in mind organisation priorities
		2. Manage IC budgets and ensure all activities are delivered effectively within scope	3. Build influencing and negotiating skills to manage budgets and effective supplier relations	4. Make investment recommendations & devise budgets for IC function with demonstrable ROI
Takes responsibility for own professional and personal development by engaging in a range of learning activities				

Understand the cultural & psychological factors that influence people at work to ensure IC strategies are effectively delivered and interpreted across all audience and stakeholder groups.

	Level 1 Eg: Entry Level - 6 months: IC Writer/Executive	Level 2 Eg: 1 - 3 Years Executive/ Manager	Level 3 Eg: 4 - 5 years Senior Manager	Level 4- 5 years plus Senior Practitioner/Head of IC / Director
Understand the culture and factors which influence people at work	1. Build understanding of organisational culture and how it affects people at work	2. Interpret the cultural context of the organisation and its audience groups and to advise effective internal communication practices	3. Devise and recommend IC practices that fit the cultural environment of the organisation	4. Create a feedback environment to devise IC activities in line with the organisation's needs and culture
	1. Build theoretical knowledge of models and drivers for employee engagement, behaviour and motivation	2. Understand the links between internal communication and its impact on employee engagement	3. Recommend internal communication activities that support and drive employee engagement and behaviours	4. Coach senior leaders to implement solutions to optimise culture, behaviour, performance and communication in the organisation
		2. Understand how people react or adapt to changing circumstances	3. Grasp of psychology in the workplace	4. Interpret psychology theory, i.e. neuroscience, to optimise and deliver best practice internal communication
		2. Working across cultures	3. Contribute and work on organisation culture and change management initiatives	4. Lead and advise on effective culture and change management strategies, and ensure their efficient delivery
Interpret people/audience needs, to create effective segmentation strategies	1. Basic understanding of audience segmentation	2. Devise metrics to evaluate the impact of communications and how they are interpreted by different audiences	3. Interpret metrics into meaningful insights to inform effective segmentation strategies	4. Craft effective segmentation strategies to ensure messages resonate across all stakeholder and audience groups
Identify drivers for employee engagement and motivation	1. Build theoretical knowledge of models and drivers for employee engagement, behaviour and motivation	2. Understand the links between internal communication and its impact on employee engagement and motivation	3. Develop practical initiatives that support and drive employee engagement behaviours through effective internal communication	4. Advocate the importance between effective internal communications and employee engagement, motivations and behaviours amongst leadership (both line managers and senior leaders)
		2. Analyse employee engagement and survey data using a variety of techniques	3. Interpret results to understand current engagement levels and the links with IC	4. Lead recommendations to improve employee engagement through effective internal communication
		2. Develop communication and employee involvement plans	3. Design and build internal communication activities to support reward & recognition schemes	4. Support leaders to create a caring and high trust work environment which respects and values diverse contributions
Articulate vision and values & create employee advocacy	1. Build knowledge and understanding of the organisation's vision and values	2. Interpret how these are aligned to the internal communication function and activities	3. Ensure these are reflected and incorporated in the internal communication strategy	4. Engage senior leaders to ensure the alignment of organisation values with internal perceptions
	1. Co-ordinate and roll out key messages to employees on the organisation's vision and values, using appropriate communication tools	2. Develop ongoing engagement and communication plans regarding the organisation's values and behaviours	3. Devise strategies to secure champions and employee advocates to role model the organisation's vision and values	4. Coach managers on how to communicate the organisation's vision and values with their teams
	1. Build knowledge and understanding of employer brand	2. Research and develop an authentic and appealing employer brand through internal communication	3. Work across the organisation to ensure internal communication is incorporated effectively in the complete employee experience, i.e. from on-boarding to departure	4. Lead the identification and articulation of the organisation's core values and behaviours (creating an authentic employer brand) building these from the inside out

Deliver internal communication activities through effective messaging, writing & storytelling to ensure business messages are interpreted into effective content that is clear, inspiring and relevant to all employee & stakeholder groups.

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Translate business messages into clear and relevant content	1. Understand business messages and be able to interpret them for an internal audience	2. Draft effective internal communications to translate business messages	3. Recommend internal communication activities (across mix of channels) to ensure business messages are delivered and interpreted effectively	
	1. Understand and follow internal approval procedures	2. Manage approvals for internal messages	3. Establish an approvals process	4. Final sign off on approvals process to ensure all content is clear and relevant
	1. Understand the need for crisis communications plan	2. Draft effective crisis communications plan	3. Create crisis communications plan and have final approval when there is a need for it to be delivered	4. Lead and advise on crisis communications
	1. Build knowledge of organisational context to ensure messages are translated and support colleagues in message delivery	2. Co-ordinate and conduct effective interviews to translate business messages for internal communication activities	3. Ability to interpret financial and organisation performance reports to internal audiences	4. Support senior leadership and CEO on effective communication and profile building, i.e. speech writing, presentation coaching and editorial support
Write effective messaging and encourage storytelling & knowledge sharing	1. Understand core principles of grammar and writing & draft internal messages that can be used across the required channels, responding to briefs from managers and/or clients	2. Demonstrate a high level of skills in writing effective news stories/content for internal communication across all formats, i.e. news/features/interviews/live presentation	3. Lead the commissioning of internal messages, effectively briefing agencies/suppliers and/or junior members of the team	4. Managing the IC function, ensuring all activities, to include writing of messages, are delivered to a high standard
	1. Understand the fundamentals of storytelling and how it can be used in an internal communication context	2. Build internal relationships for the purpose of storytelling and sharing across the organisation	3. Encourage an environment of storytelling within the organisation working with employees / agencies / clients to craft stories for effective internal communication	4. Lead & advise on the embedding of storytelling practices across the organisation to impact internal communication activities
	1. Build knowledge of information and how knowledge is shared across the organisation, i.e. between departments	2. Interpret and create activities that will support internal communications and encourage employees to share more knowledge and expertise across the organisation to ensure an informed & connected workforce	3. Create forums and coach managers/employees to implement behaviours and activities to ensure knowledge sharing across the organisation	4. Champion the importance of creating a culture that embeds knowledge sharing to achieve a more informed and connected workforce
Utilise creativity & design in IC activities and campaigns	1. Build relationships and collaborate with creative and design teams/suppliers/clients	2. Effectively brief creative teams for internal communication campaigns and resources	3. Deliver innovative & creative ideas to internal communication activities to re-energise and engage audiences	4. Establish creative and innovative standards within the organisation/team/suppliers
	1. Build knowledge of design and creative tools i.e. graphics/visual/video/illustration/infographics	2. Understand the impact of creative methods and how they are used/applied across channels and formats	3. Ensure all internal communication have high standards of design and creativity	4. Champion the importance of creativity and design to ensure internal communication campaigns are effective
Fundamentals of editing & proofreading	1. Understand the fundamental principles of proofreading and copy editing	2. Apply principles when reviewing content, knowing when stories require editing, re-writing or correcting errors	3. Ensure appropriate approval processes are in place & all content is edited and proofread to a high standard prior to communications being issued	4. Final accountability and responsibility for all internal content ensuring a high standard and within company style, gathering feedback and monitoring for improvements

Understanding the channels, tools and technology to deliver effective internal communication with the right messages to the right audience and maintaining knowledge of trends in technology and digital communications.

	Level 1 Eg: Entry Level - 6 months: IC Writer/Executive	Level 2 Eg: 1 - 3 Years Executive/ Manager	Level 3 Eg: 4 - 5 years Senior Manager	Level 4- 5 years plus Senior Practioner/Head of IC / Director
Knowledge of channels & how to use them effectively to deliver the right messages to the right audiences	1. Build knowledge and understanding of channels and techniques, i.e. print/digital/cascades/social/f2f	2. Manage a range of internal IC channels, ensuring the right use of channels for messages and audiences	3. Develop new and existing channels for impactful communication and engagement with employees	4. Design and lead channel audits, ensuring they are fit for purpose for the IC strategy and objectives
	1. Monitor the use of all channels and their impact for message delivery	2. Interpret employee feedback to ensure channels are used and maintained for effective messaging across all audience groups	3. Develop strategies to ensure channels offer engaging experiences for employees and respond to feedback	4. Make recommendations to senior leadership for investment and development of internal channels
Up-to-date on current technology & trends	1. Monitor and maintain awareness of developments in technology which will impact internal communication (both corporate controlled and unregulated/user generated channels)	2. Work with colleagues to develop solutions to leverage opportunities within technology & effectively embed them for the organisation's culture and IC strategy	3. Manage and interpret user trends of technology platforms (both in working/personal lives) to ensure the right implementation and strategy for the organisation's culture	4. Advocate the use of technology platforms which fit the needs of the internal audience and organisation's strategy, taking recommendations to senior leadership and embedding amongst the workforce
	1. Assist colleagues in the implementation of new technologies and channels	2. Lead the implementation of new technologies, working with IT and other departments to ensure they are delivered effectively, on time and with the internal audience in mind	3. Manage the briefing and relationship with technology suppliers and partners and relevant departments ensuring the solutions are fit for purpose and embedded effectively amongst employees	4. Draft business and investment plans for the embedding of technology partners that help create an informed, connected and engaged workforce
Seek improvements in communications tools	1. Build understanding of available metric tools for all channels/digital platforms and support colleagues in monitoring and reporting	2. Interpret metrics & deliver meaningful insights on how platforms and channels can be improved	3. Manage and recommend effective monitoring tools, ensuring they effectively evaluate the impact of internal communication	4. Utilise monitoring and metrics to support business cases for internal communication to meet the organisation objectives and employee needs
Creative use of digital platforms	1. Understand how conversations and interactions are taking place within digital platforms amongst employees	2. Identify strategies, leverage digital channels to curate and create conversations with employees, developing multi-directional dialogue	3. Monitor digital platforms and employee conversations, understanding when IC should facilitate or be owned by employees to support the culture, engagement and connecting of the workforce	4. Lead the best use of digital platforms, interpreting employee conversation and how best to be used within IC and organisational context

To be trusted advisors, coach & facilitate conversations between leadership, line managers and employees for effective internal communication.

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Be a trusted advisor within the organisation, building relationships to demonstrate the value of effective communication	1. Build internal relationships and networks	2. Develop internal relationships and proactively contribute to discussion representing the importance of internal communication	3. Establish yourself as a trustworthy colleague (across all levels/functions) of the organisation	4. Be seen as a trusted advisor within the organisation, representing employee voice and advising leaders/managers on effective communication
Coach leaders/line managers to be effective communicators	1. Understand the basic principles of coaching	2. Build a deeper understanding of why coaching is key to influencing leader/manager communication	3. Deploy a level of confidence in your own ability to coach others, understanding when to coach and using simple coaching models	4. Establish the mandate to coach senior leaders/managers to ensure they are authentic and trustworthy in their communication
	1. Understand the organisational design and leaders/line managers roles & how internal communication fits	2. Identify strategies and processes to ensure leaders/line managers are part of the internal communication channel framework	3. Establish leaders/line managers as core to effective internal communication and implement IC programmes to actively involve them in campaigns and strategies	4. Lead and proactively seek the involvement and feedback of leaders/line managers in the IC strategy
Facilitate collaboration & alignment between employees and leadership	1. Monitor feedback & listen to employees through internal communication channels	2. Interpret employee feedback/ voice to leadership to enable honest dialogue	3. Actively encourage and facilitate open & honest conversations between leaders and colleagues, designing & hosting forums to enable the dialogue	4. Advocate & champion honest and open communication, ensuring senior leadership are embedding these practices across the organisation and listening to employee feedback
Influence & challenge others		2. Build your own confidence and knowledge to speak up within organisation when representing internal communication	3. Utilise knowledge and internal relationships to 'speak up' on the importance and effectiveness of internal communication	4. Deploy high standard of own communication skills, ensuring other departments and leaders are challenged and influenced for good internal communication

Craft effective research programmes that deliver meaningful insight on the effectiveness of your communication and evidence to demonstrate the impact of IC to the organisation.

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Design employee research programmes, analyse and deliver meaningful insight	1. Basic understanding of research principles, methodologies and governing practices	2. Identify and define research objectives and requirements to measure employee opinion and engagement	3. Prepare and/or contribute to research briefs or survey programmes to include; question design & channel selection	4. Lead recommendations on the design of employee research programmes in line with the internal communications strategy
	1. Assist the co-ordinating of employee research programmes, i.e. ensuring these are incorporated within the IC channels	2. Brief and manage the implementation & delivery of research programmes	3. Interpret research findings and identify meaningful insights	4. Present and communicate findings to internal stakeholders, highlighting key insights and provide actionable recommendations to inform strategic decisions
Listen to employees and demonstrate action	1. Participate in employee forums and actively listen to feedback	2. Facilitate employee feedback forums	3. Design and implement new ideas to ensure the organisation is listening to employees, creating new forums and stimulus ideas	4. Role-model a listening culture amongst employees and leadership, demonstrating to employees action based upon research
	1. Monitor internal channels to understand employee views and opinions, i.e. social media/ intranets/ESNs	2. Gather data and interpret findings	3. Communicate findings from internal channels and understand their links with other research sources	4. Demonstrate direct action to employee feedback on social / internal channels on ongoing basis
Measure effectiveness of communication	1. Understand available metrics to measure communication open/engagement rates	2. Monitor the internal communication digital metrics, i.e. development of dashboards	3. Interpret communication metrics data to provide actionable insights to improve the impact & engagement of communications	4. Ensure the effective use of metrics and analytics to communicate impact of internal comms to leadership
Provide evidence to leadership of the impact of internal communication	1. Build understanding of research methods and data to demonstrate the link between internal comms and organisational performance	2. Gather research findings and data to understand how best to link and demonstrate ROI of internal comms	3. Identify strategies to link research data and findings across activities and functions i.e., engagement/comms metrics/ consumer research to build evidence of the link of employee voice to customer voice	4. At senior leadership level, champion and demonstrate the ROI of effective internal communication to organisational performance & success

The behaviours required of an internal communicator to do the job efficiently and effectively.

Analytical	Is able to examine information or a situation to identify the key elements in order to make recommendations or solve a problem
Creative Thinker	The ability to think and act in ways that are new and innovative, offering fresh approaches to the organisation
Influencing	Can gain support, inspire others and persuade people to become personal champions, through a healthy combination of interpersonal, presentation and assertiveness techniques
Collaborative	Is able to work effectively with others through idea sharing and collaborative thinking to accomplish a common goal
Resourceful	Has the ability to cope with challenges and can use what is available to create a solution
Challenging	Has the confidence and ability to question current thinking in a way which engages colleagues and creates positive difference
Curious	Has a strong desire to know or learn, with a willingness to explore new experiences, take risks and reflect on outcomes
Empathetic	Is able to recognise other peoples' emotions – to think beyond you and your own concerns
Active Listener	Demonstrates the ability to fully concentrate, understand, respond and then remember what has been said in conversations with colleagues