



The IoIC guide to

Internal Communication Strategy



If you are developing IC strategy for the first time, or if you're an experienced strategist who just wants some new inspiration, this guide is here to help you.

So, let's get started...

3	Introduction
4	What is a strategy and what does one include?
6	What is an IC strategy?
8	Where does it fit in the organisation?
9	How should you go about developing one?
10	Section one: Gathering data and engaging leaders
14	Section two: Setting objectives
18	Section three: Making choices
22	Section four: Implementing
23	Section five: Learning and adapting
27	Toolkit
35	Acknowledgements



Introduction

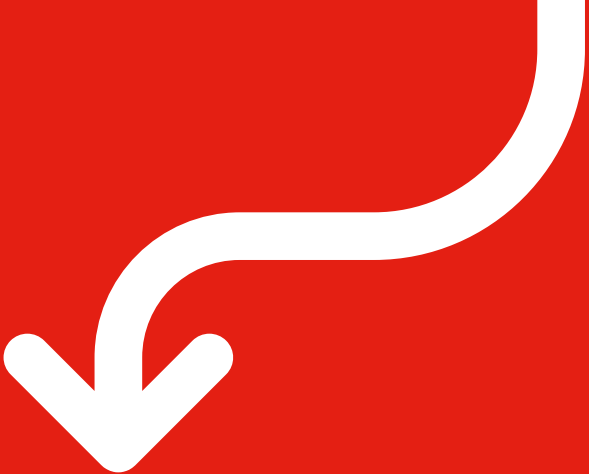
Surveys of internal communication ('IC' from here) professionals continually show that too many organisations do not have clear IC strategy in place¹.

IC professionals are often called upon to close this gap. And with good reason – developing a strategy or strategies sets a clear course of action for how the organisation can use IC to deliver on its objectives. Working without one is like setting off on a long journey with no map.

Developing an IC strategy is not always straightforward though. It involves acquiring a strong understanding of an organisation's strategy, operations and people, and using this knowledge to make fundamental choices about how communication within the organisation will happen.

But it is thoroughly worthwhile. Done well, it can help IC to make a meaningful and valuable contribution to an organisation's success. This guide, developed with a group of experienced IC leaders who have been there and done it, is designed to help unpack the process of developing and implementing IC strategy.

What is a strategy and what does one include?



IC strategy ultimately has to support the organisation’s strategy – it has to help the organisation harness the power of its people to define and achieve its objectives.

An organisation’s strategy defines its direction and scope, usually over the long-term². Basically, it says where the organisation is trying to get to and what it is going to do to get there.

Organisational strategy documents will usually include at least some of the following elements in order to set the context for the approach:

Vision (usually a sentence)	Describes what the organisation wishes to be like (or what it would like the world to be like as a result of its work) in the future.
Mission or purpose (usually a short sentence)	Describes what the organisation is there to do or achieve.
Values (usually a list of adjectives)	Describe the way the organisation wants to go about its work and its relationships with stakeholders, internal and external.
Analysis of current state	Including internal strengths and weaknesses, and external opportunities and threats.
Objectives or goals (a list)	Describe specifically what the organisation is trying to achieve.
Targets or key performance indicators (a list of measures)	Describe how the organisation will measure its performance against its objectives.

The body of the strategy will then set out the key choices the organisation is making in pursuit of its objectives.

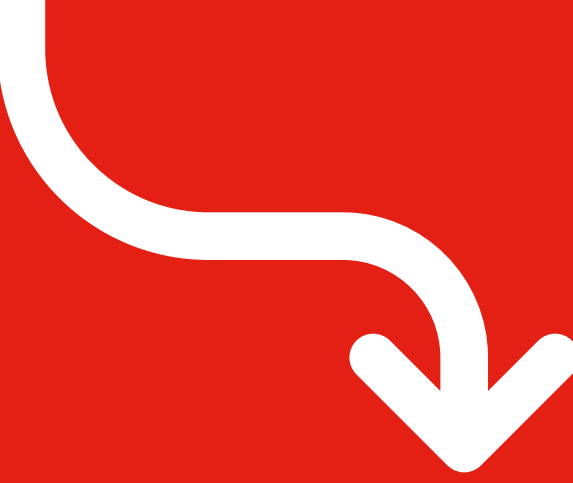
For example, a retailer may determine the categories of merchandise they want to sell and whether they intend to compete mainly on price or quality.

Organisations would like to be able to set objectives and pursue them without interruption. But the reality is that we live in an unpredictable world – external events, competitor actions or internal crises can change the picture very quickly. Organisations will have differing levels of flexibility around strategy and this may create uncertainty for employees, but also opportunities for them to be involved in determining the way ahead.

Sometimes the terms ‘strategy’, ‘plan’ and ‘tactics’ cause some confusion. They are closely related. A strategy is a type of plan (in essence, both are about setting out what you intend to do in the future). In general though, strategies will be focused on the broad actions that will be taken in pursuit of big objectives. They are less likely to set out how these actions will be delivered in exhaustive detail – the tactics.

To use an analogy, you might have an objective to reach the far bank of a river. Your strategy may be to get there using a bridge (rather than a boat for instance). You will then need to choose your tactics for building the bridge.

What is an IC strategy?



Individual departments will tend to have strategies setting out how they will support the organisation to deliver on its objectives. For example, your colleagues in procurement may well have a strategy setting out how the organisation will use its supply chain to support its objectives.

The benefits of doing this include:

- Aligning the department's work with the organisation's objectives
- Clarifying the priorities for members of the department
- Clarifying the role of the department for other stakeholders in the organisation
- Making it easier to assess the department's performance.

Creating an IC strategy will ensure the IC function is able to benefit from all of the above. An IC strategy will often cover a whole organisation. In larger organisations it may be focused on a particular business unit.

Similarly, IC strategies often encompass all communication happening within the organisation (or business unit) over a defined period. Or they may be focused on one or a number of large, strategic undertakings – a transformation programme or merger, for example.

This is all fine. But if there are multiple IC strategies running in parallel, they should be aligned and consistent with each other. Ultimately, they are all part of shaping the employee experience and need to be pulling in the same direction.

In most organisations, there will also be lots of IC planning activity – for channels, content, campaigns or changes for example. These should clearly support and underpin the IC strategy or strategies.

For the purposes of this guide, we define IC strategy as:

An approach to communicating with employees that directly supports the achievement of an organisation's objectives.

Where does it fit in the organisation?



How should you go about developing one?

An IC strategy is likely to be linked to other strategies within the organisation (in addition to organisational strategy, which has already been covered).

When fully aligned, IC strategy can strengthen – and be strengthened by – these other strategies. The best way to ensure this alignment is for IC strategy to be developed alongside these others. By making them interrelated from day one, you can ensure approaches are mutually supportive and the best use of resources. Effective collaboration with those responsible for these strategies is key.

Corporate communications strategy

Covers how an organisation wants to communicate with various stakeholders – such as the media, industry bodies, public officials and legislators – in order to achieve organisational goals. Employees may be included within its scope. If so, any distinct work on IC strategy should align with it.

People strategy

Covers how an organisation wants to manage its people in order to achieve organisational goals. Typically owned by the HR function, it may cover things like employer branding, employee engagement and/or employee experience. All of these things are relevant to IC. People strategy and IC strategy must be aligned.

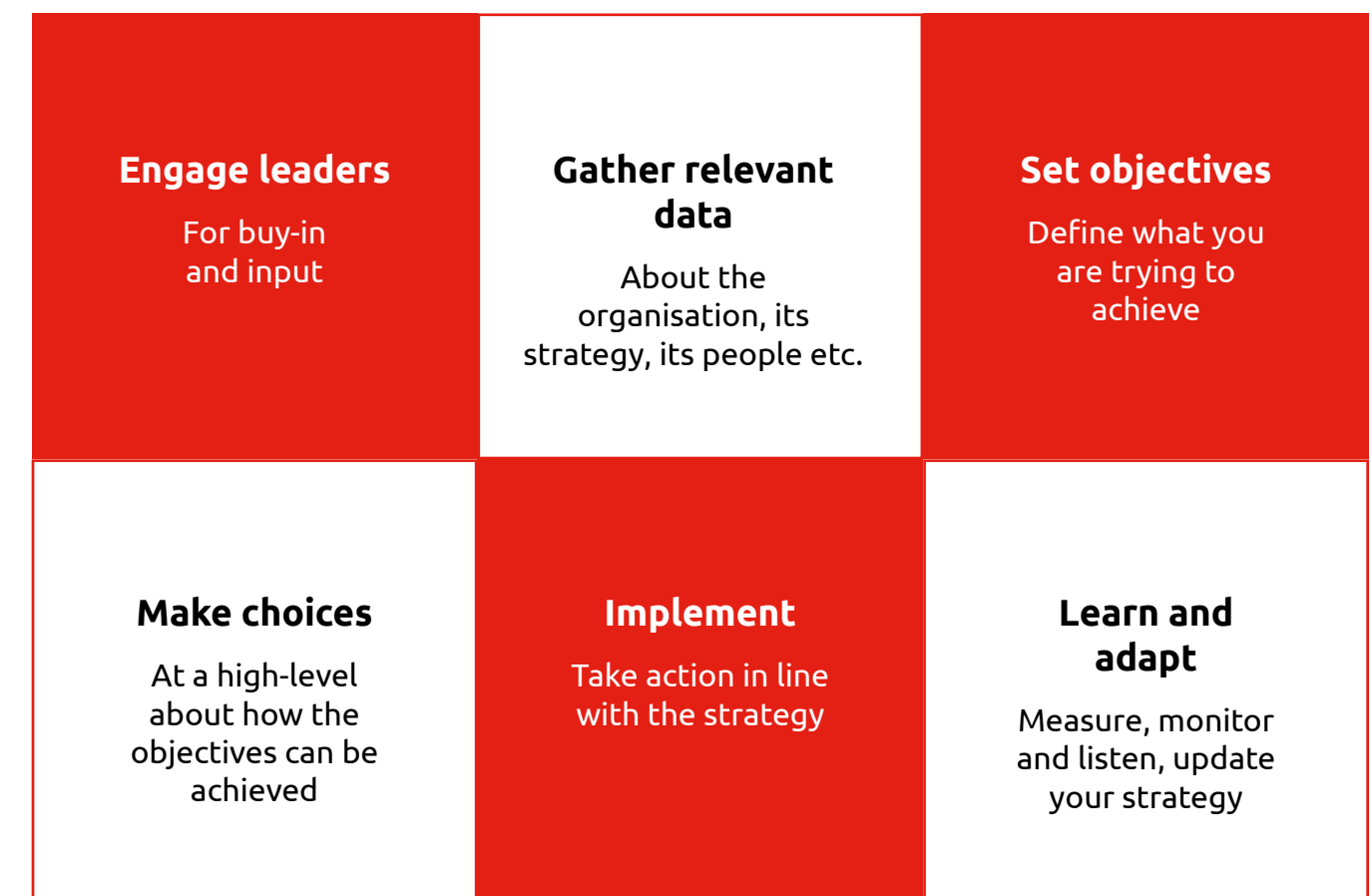
Technology strategy

Covers how an organisation intends to deploy technology to deliver on its goals. It is important because communication is a significant function of technology. Understanding the organisation's technology infrastructure (current and future) will help you to understand how you can deploy it to facilitate better employee communication.

Individual business unit strategies

Individual business units may set strategies for how they intend to support the achievement of overall organisational goals. The levels of detail within these strategies may help to indicate where IC can add most value.

Here are six key activities you should aim to cover. This is not an exhaustive list, but it does cover the essentials and makes a good starting point. While there is a logical sequence to them, the reality is that, in most organisations, a flexible approach is required so you can respond to changes as they occur. It is often best to think of these as ongoing, parallel streams.



³ See Gifford, J. and Young, J. (2021) Employee engagement: definitions, measures and outcomes (available from the CIPD website) for a review of how this concept is defined and related to other similar concepts.

Section one

Gathering data and engaging leaders

There is a multitude of information sources which may help to shape your IC strategy. Below are some key ones you should consider. Which ones are relevant will depend on the breadth and focus of your strategy.

Other relevant strategies

Establish which other strategies exist that could inform your IC strategy. The main types are listed on page 8. Find them, read them. They will be particularly relevant to objective setting (see page 14). In analysing these, assess how much flexibility the organisation has in its strategy and how much room there might be for employees in helping to determine future direction and how strategy is executed. As well as considering how the IC strategy must align with these other strategies, consider whether they may need to flex to support the IC strategy (for instance, in terms of communication technologies or management competencies).

Input from leaders

Leaders are the group most likely to need and request IC support to achieve their objectives, as well as your best source of information about where IC could add real value. Whether it is in individual conversations or senior team meetings, or specially arranged workshops, you may want to consider questions like these to help you gain a fuller understanding the organisational context:

- What are you seeking to achieve ?
- What is likely to change for your employees?
- How open are you to involving employees in shaping plans?
- How open are you to involving employees in deciding how plans are implemented?
- What are your biggest business, operational, and people challenges?
- What is your vision for the future?
- What are your biggest risks?
- What are your biggest IC challenges?
- What one thing would you change about how we communicate if you could?
- What communication approaches have worked well in the past?
- What approaches have created problems?

Use this information to help you determine where IC can add strategic value. And also use these conversations as the basis for building buy-in from influential people. Their support could be critical in the months to come and building these relationships provides an opportunity to establish yourself as a trusted advisor.

Come back to these leaders at other points in the process – particularly when you are prioritising objectives, selecting options and approving or reviewing the strategy.





Structure and work

How is the organisation structured? Are business units independent or interdependent? What kinds of work do people do? How connected are they with their manager, the organisation's IT networks, and other employees? How widely distributed is the organisation physically? Do people work in operational environments, offices, or their homes? Are people working across different shifts or time zones? Consider these types of things and the bearing they will have on how communication is given and received.

People and perceptions

How many people are in the organisation? Are they older or younger in general? How engaged are they with the organisation and its objectives? What's the average length of service? What issues are important to them? Where may their interests and the organisation's come into tension? How are they likely to react to what the organisation is doing? How does this vary by division, role, location, or other factors?

There are plenty of sources of this kind of information in most organisations - HR data, staff surveys, works councils etc.

Communication and management

What kind of approach to management is typically taken? How much does the organisation involve its people in decision-making? How may this help or hinder communication efforts? How formal or informal are peoples' relationships? How is information currently shared with people? How are people listened to? How are meetings usually run? How do these things vary across the organisation? Again, the answers to these questions will help to inform your choices.

As above, there are lots of potential sources of information here - including communication and management audits, observation, performance reviews, employee surveys and focus groups.

Bringing it all together

Once you pool all the information you have, it might look overwhelming - so your next job is to try and work out what information is important. Some tools you can use for this include grouping, SWOT analysis, force-field analysis, or simple prioritisation methods (using a visual aid like Harvey balls or even just separating each piece of information by 'high', 'medium' or 'low' importance). The aim is to emerge from this with a list of the most material factors.

At this stage you can look at each of the factors and ask yourself 'so what?' For example, 'Our people are split across several time zones so we need to allow for asynchronous communication', or, 'Employees will be required to take on broader roles so we should consider placing the emphasis on communicating development opportunities'.

These 'so what' statements will help you when it comes to deciding the right objectives, and how best to pursue them (see the next two sections).

If you lack evidence in any key areas, you can perhaps record your assumptions at this stage so that these can be verified or challenged at a later date.

Some examples

Organisation A

Organisation A is a global technology business with 100,000 people working across multiple time-zones, generally in office environments. Employees are generally young, have been with the organisation under two years, are highly technologically literate and are managed against challenging daily targets. Most are primarily motivated by career progression. Employees trust their peers more than other sources. The organisation's primary objectives are focused on sales, acquisitions and achieving rapid growth. Employees are often presented with opportunities to contribute ideas and opinions on future direction.

Organisation B

Organisation B is a UK local authority employing 3,500 staff across a range of online and offline environments within a 50 square mile geographical area. 50% of employees have no work email account, and most have been with the authority longer than three years. Most are primarily motivated by job security. Employees trust their supervisors more than senior managers. The organisation's primary objectives are focused on delivering critical services while operating within tight budgetary constraints. Decision-making is generally top-down.

Section two

Setting objectives

Objective-setting is critical to IC strategy. You can't define the right communication approaches if you're not clear on what you are trying to achieve.

Before you get to those tangible objectives, you may want to consider some higher-level statements of intent. These could fall into the following categories. If you choose to do this, it's important these reflect the language and spirit of those used in the wider organisation (see page 4).

Concept	Application in IC strategy
Vision (usually a sentence)	Sets out the way the organisation and its people will communicate for best results - or how the organisation will be better as a result of the communication.
Mission or purpose (usually a short sentence)	Describes what IC (the team or the practice more broadly) is there to do. You might want to refer to the IoIC profession map here .
Values (usually a list of adjectives)	Describe the way organisation wants to go about its work and its relationships with specific reference to how it communicates. Similarly, you may set out communication 'principles' like 'timeliness' or 'honesty'.

When you get down to determining the objectives themselves, you need to first consider a couple of key questions:

1. How fixed or flexible is the organisational strategy?
2. How much scope is there for employees to help shape plans?

Answers to both these questions should emerge from the analysis outlined on page 10. Determining this will help you to choose what kinds of objectives to set – see examples below.

Fixed strategy, high scope for involvement Set objectives for promoting effective employee involvement in local decision-making about how strategy is implemented.	Flexible strategy, high scope for involvement Set objectives for involving employees in bringing their expertise and creativity to organisational challenges.
Fixed strategy, low scope for involvement Set objectives for promoting behaviours and actions that directly support the organisation's strategy.	Flexible strategy, low scope for involvement Set objectives for managing the impact of uncertainty and supporting people to respond to change rapidly.



Writing objectives

Your objectives should describe clearly what the organisation is aiming to achieve through effective IC within the focus of your strategy. A good framework for setting these goals is **SMART**. Below are some examples of what this may mean in an IC context:

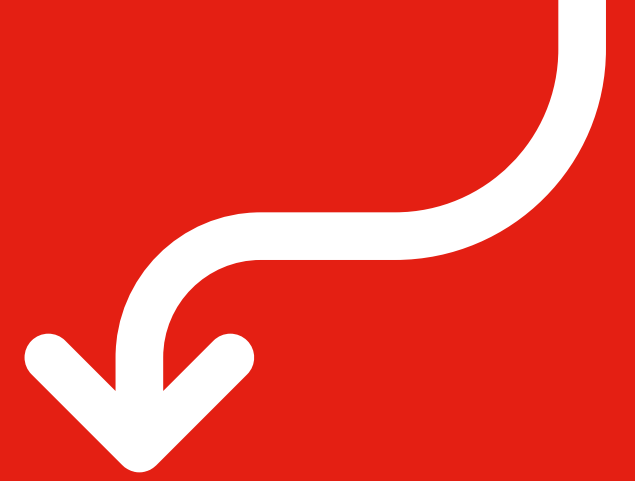
- S** **Specific** - the more clearly focused your objective is, the more helpful it will be to targeting IC activity. It is better to say 'double lead generation for product X among customer group Y' than 'promote sales'. It is better to say 'generate ideas for cost-savings of £1m' than 'generate efficiency ideas'.
- M** **Measurable** - if you have no means of knowing whether you are achieving your objective it will be of limited value. In general, measures should be related to 'outcomes' (what effect your communication has had) rather than 'outputs' (how much you have communicated). Outcomes may include whether employee sentiment or awareness has moved. But it is far better to focus on tangible behaviours that the organisation needs to drive. 'Think, feel, do' is a popular concept when it comes to setting communication objectives. This is helpful, but it is particularly important to be clear on what you want people to 'do' (and then on what thoughts and feelings may contribute to this). As always, consider how this may vary by group.
- A** **Achievable** - can IC make a significant contribution to the attainment of the objective? In thinking about this, consider what other factors could be influencing the objective. There is no point saying you want to increase pay satisfaction if the organisation is intending to freeze pay for the next three years.
- R** **Relevant** - does the objective directly support the organisational objective/s? Is the link between the communication and organisational objective/s clear? For example, it may seem sensible to have an objective to increase employee awareness of the organisational strategy, but do you know what you would want employees to do with this knowledge, and how it would help?
- T** **Time-bound** - are you clear about when the objective should be achieved? This could be a year or a quarter, or you could tie it to other organisational objectives (eg. 'contribute to doubling the number of innovation ideas raised by staff within two years').

Think about how many objectives you want to set. Having too many risks spreading resources too thin – you should focus on those that will make the biggest impact for the organisation. It may be appropriate to set different objective for different parts of the organisation.

Prioritising your objectives is a stage at which you should consider involving leaders again – if they have been part of selecting the priorities, they are more likely to feel a sense of ownership over them and less likely to subvert them with requests for other work.

Section three

Making choices



This is the essence of strategy. Knowing where you want to be (having clear objectives) is critical – but determining your best options for achieving those objectives is what this process is really about.

Generating options

The kinds of options you develop will be dictated by the objective you have set. They could, for example, feature any of the following.

- **Governance processes** – for instance, for effectively involving employees in decision-making about organisational direction and activities.
- **Setting out communication roles for different key players** – for instance, leaders, managers, local IC ‘champions’ or employee representatives – and how you will broadly support them in their roles.
- **Channel development** – determining which channels best support the achievement of the objectives and how these might be developed within the organisation.
- **Campaigns, conversations and key messages** – for example, promoting internal collaboration or connecting people to the organisation’s heritage.
- **Segmentation approaches** – for example, focusing on promoting customer-centricity in the call centre and efficiency in the back-office.
- **Operating model for IC** – for example, centralised in a single team or decentralised across business units.

At this stage, you may find it helpful to tap into good practice from other organisations – perhaps through magazines, websites, conferences or your professional network. You should be mindful that what works elsewhere may not translate to your organisation, but you will get lots of food for thought by doing this.

Some examples

Example one

One of the example objectives on page 16 is ‘double lead generation for product X among customer group Y’. Potential approaches for achieving this objective may include:

- Promote awareness of the kind of leads we are looking for and why these are important for the business via broadcast campaigns.
- Celebrate successful lead generators via high profile employee recognition.
- Support managers to share successful lead generation tactics with each other and transfer effective approaches across units.

Example two

Remember organisation A on page 13? The global technology company is reliant on retaining talent to stay ahead of the competition. Potential approaches for supporting this objective may include:

- Decentralising IC so that specialists can focus communication activities on the specific drivers of retention in each region.
- Working with HR colleagues to define the business’s employer brand and communicate this effectively across territories.
- Conducting a whole-business listening exercise to understand better why people stay or leave and feed this information into the decision-making processes of HR and senior leaders.



Assessing options

It is important to develop several potential approaches and assess the strengths and weaknesses of each. You will most likely have an instinct about the best things to do. You shouldn't ignore this, but you should be willing to challenge your assumptions – we all have inbuilt preferences and biases that may sometimes prevent us reaching the best decision. You can do this by assessing each option against some common criteria. These typically fall into the following categories.

- **Likelihood/degree of success** - will it deliver against the objective/s, and to what extent?
- **Time and cost** - how much staff time is required to deliver on the approach? How much budget? And how quickly will the organisation see a return on this investment? (Note that the two factors above can be combined into a cost/benefit analysis).
- **Quick wins** - delivering short-term impact can help to buy support for future investment. Consider the extent to which you need to balance short-term deliverables with longer-term activity.
- **Fit** - how consistent is the approach with the organisation's brand, values, size, structure, management style etc. Many of the information sources listed in section one could help support your judgement here.
- **Dependencies and links** - who else in the organisation would need to be involved to deliver the approach? How supportive are they likely to be? Who else in the organisation is working towards the objective and how could you best combine?
- **External evidence** - is there evidence from other similar organisations or studies that suggests the option will be effective?
- **Risks** - what negative effects could the approach have and what could be a barrier to its success?

You could put these factors into a grid and score your options against each of them (on a scale of 1-5, for instance). This is not an exact science but will give you data to help decide what your best 'plays' are.

Think about how much you want to fully commit to any one option. Might it be better to experiment with two or three to test their potential fit and impact before firming up your approach?



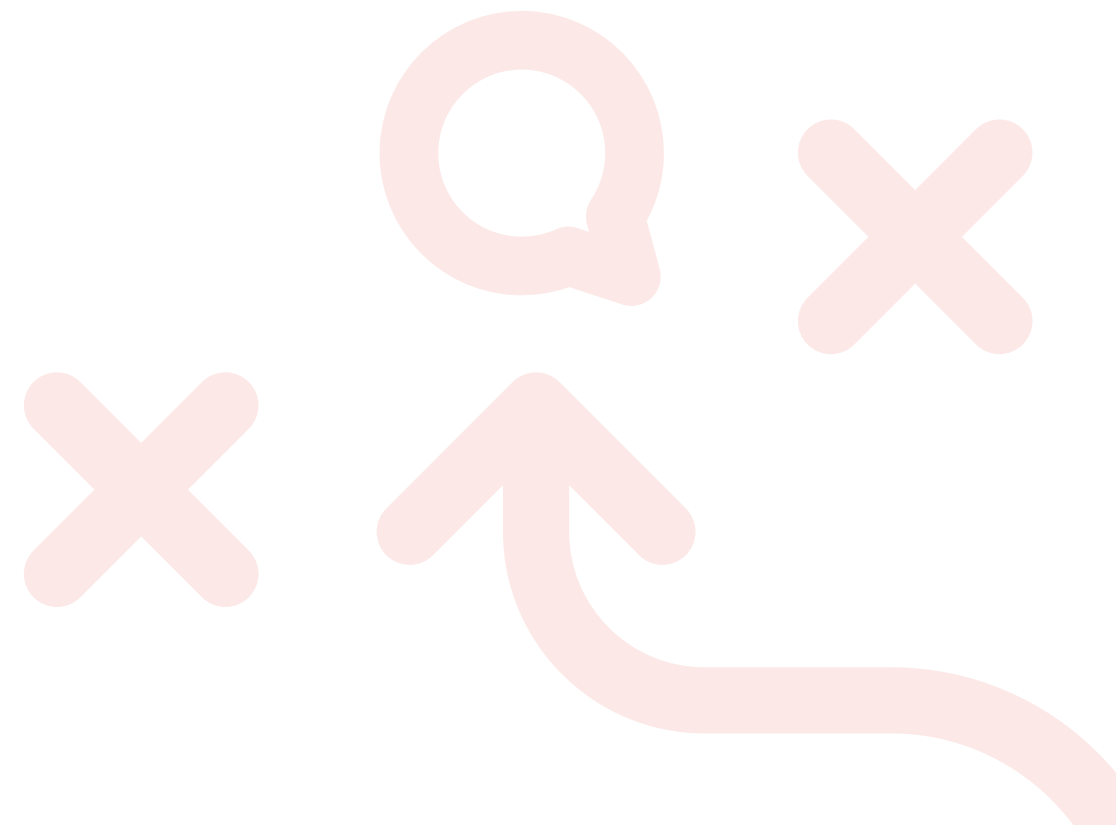
Setting out your proposals

Once you have assessed what you think are the right approaches, you will probably want to set these out in a bit more depth before seeking buy-in from leaders. You can judge the level of detail required here based on what's normal in your organisation (strategy documents can be one page, 100 pages or anything in between). You may wish to say more about things like key messages, audience segmentation or budget depending on which factors are most critical to success. But the key thing is to set out the objective and the proposed courses of action, together with the rationale for these based on the evidence you have looked at and your appraisal of the available options.

Getting buy-in from leaders

Depending on your organisation, your leaders may prefer to be part of the process of reviewing and selecting options. Consider if you should engage them in this.

In any case, you should share your strategy with relevant leaders again to get their feedback and, if necessary, secure their support to proceed. You may need to refine or change your strategy following their feedback.



Section four

Implementing

Section five

Learning and adapting

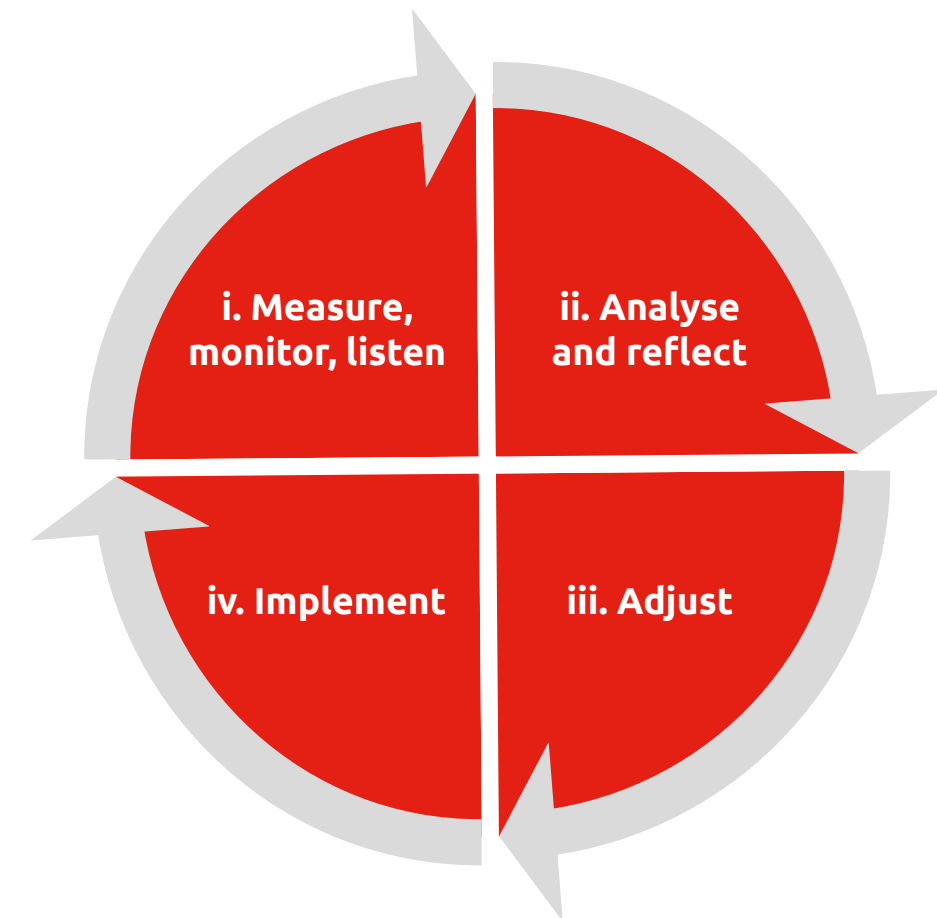
Implementing your strategy will look very different depending on the choices you make. But it may include:

- Communicating the strategy to your team (if you have one) and wider stakeholders – and seeking their input into how it is implemented
- Clarifying communication roles and responsibilities within the organisation in line with the strategy
- Aligning the activity of the internal communication team with the strategy – including looking at every piece of communication the team is responsible for and ensuring it is consistent with the strategy
- Selection and briefing of agencies and other suppliers
- Working with other departments on shared responsibilities – for instance, IT on rolling out new communication technologies or HR on manager training
- Planning and delivery of communication campaigns, channels and activities
- Reporting progress to leaders and getting feedback (see page 23).

In all these cases, you should have been involving the key leaders throughout the strategy formulation process – so nothing they are being asked to do at this point should come as a surprise.

As you are implementing, constantly check that what you are doing is true to the objectives you set and the strategic choices you have made. The process of learning and adapting should start from early on in your implementation and continue throughout.

As you move from setting objectives and making strategic choices into implementation, you will quickly gather new data about how well your strategy is working. You should feed this into an ongoing process of reflection, adjustment, further implementation, and further learning.





i. Measure, monitor, listen

You should, ideally, be able to measure directly whether your implementation is succeeding in achieving your objectives. However, this is not always as straightforward as it seems. To do it effectively, you need to be able to assess:

- a)** is the objective being achieved (for example, is the intended change in employee behaviour happening?); and
- b)** if so, is the communication activity responsible for the change? This can be challenging, for example, when other factors could be influencing the achievement of the objective.

Regardless of this, you should be seeking to evaluate your communication activities as fully as possible within the context of your organisation and strategy. Helpful frameworks are available for this – the AMEC integrated evaluation framework and the standards identified in the Delphi Study, for example⁴.

As well as measurement attached to communication activities, you should also make use of less formal feedback from employees and leaders to inform your view about how things are going. Avoid a narrow focus here – the issue that derails your strategy may not be completely related to it. Having an embedded approach to employee voice and listening means you can be attuned to these kinds of developments and respond accordingly.

Finally, you should be mindful that organisational priorities can change as events unfold. Ensure you are monitoring the internal environment for such changes and be conscious of the need to reflect these in your evolving strategy. Schedule regular check-ins with leaders and key colleagues to update them on progress, review next steps and continually assess the relevance of the objectives and plan.

ii. Analyse and reflect

As the amount of information you have grows, you should analyse and reflect on it. This means sorting the information to identify the pieces that are most important and relevant. And it means extracting the learning from this information.

Some tips for doing this are below.

- Allow time for analysis and reflection – block time in your calendar, include it in your team’s agendas, encourage and reward it in others.
- Acknowledge both the successes and failures from the implementation so far, as both may be good sources of learning.
- Be prepared to honestly challenge your previous assumptions and conclusions – you know more today than you did yesterday, and this may guide you in a different direction.
- Look for ways to minimise bias. For example, ensure that input is gathered from a broad and representative group of people.

iii. Adjust

Out of your analysis and reflection, think about what you may need to change. This may happen at several levels.

Objectives	Did we set the right objectives? Are they still achievable? Do they need reprioritising? Was there an important objective we missed? Has a new organisational priority emerged? If you need to revisit your objectives, go back to page 14.
Strategic choices	Have we chosen the right approaches and activities to achieve our objectives? Might another approach actually be more effective? Have conditions in the organisation changed in a way that might require a change in approach? If you need to revisit your strategic choices, go back to page 18.
Implementation	Have we implemented the strategic choices effectively? Have some tactics failed? Have some worked much better? Might a change in (for example) spokesperson or channel make a difference? If you need to revisit your implementation, go back to page 22.

iv. Implementation

Once you have made the right adjustments, continue with implementation – and continue to measure, monitor and listen to support your ongoing learning.

Ideally, you should view this as an ongoing process of ‘tuning up’ your strategy to improve its impact and ensure it is up to date for the organisation. We all know that organisations are constantly changing. As they do, IC strategy must change too. Alongside this, you may find it helpful to set up key review points (after major milestones, at the end of ‘sprints’, or as part of business planning for instance) to focus your learning and adaptation.

⁴These are summarised in the IoIC and CIPR Inside report into [Measurement and ROI for Internal Communication](#)

Thanks and good luck!



In this guide we have outlined the major steps towards delivering strategic internal communication – linking to organisational strategy, assessing the organisational context, setting clear objectives, developing and evaluating options, aligning communication activities with strategy, and learning and adapting as you go.

Exactly what each of these things looks like will vary in different organisations and under different circumstances. You should adjust your approach based on the situation you are in. That said, we have provided a simple checklist you can use to guide you through the most important activities we've covered in the guide – see page 27.

As you go through this process, you may want to refer to IoIC factsheets that cover specific activities in more detail: Understanding your Internal Audiences; Communication Planning; Leadership Communication; Communicating Change; and Measuring Internal Communication, for example. All of these are available to IoIC members in our online [knowledge hub](#).

Thank you for taking an interest in communicating strategically. The more we do this as practitioners, the more we collectively increase the impact and credibility of our profession. And finally, good luck as you develop and implement your IC strategy!



The IoIC Strategy Guide Toolkit

We've created a handy toolkit with some essential guides to help you develop your IC strategy...



The IC strategy checklist

29

Engaging leaders	
Interview key internal leaders	☐
Collecting data	
Read and understand relevant organisational strategies	☐
Gather data on structure, work, people, perceptions, communication and management	☐
Analyse the data to work out what is most important	☐
Setting objectives	
Set objectives that support organisational priorities	☐
Set objectives based on where communication can have the greatest impact	☐
Write objectives that are SMART	☐
Engage again with leaders	☐
Make strategic choices	
Develop multiple options for the achievement of each objective – think creatively	☐
Assess the options objectively against consistent criteria to identify your 'best plays'	☐
Get buy-in and approval from leaders	☐
Implement	
Align internal communication activity with the strategy	☐
Learn and adapt	
Ensure appropriate measurement takes place	☐
Bring formal measures together with informal listening and feedback	☐
Reflect honestly on how things are going based on measurement and listening	☐
Adjust your strategy accordingly to improve its impact and ensure it remains relevant	☐

Leader questions

What are you seeking to achieve?

What is likely to change for your employees?

How open are you to involving employees in shaping plans?

How open are you to involving employees in deciding how plans are implemented?

What are your biggest business, operational, and people challenges?

What is your vision for the future?

What are your biggest risks?

What are your biggest IC challenges?

What one thing would you change about how we communicate if you could?

What communication approaches have worked well in the past?

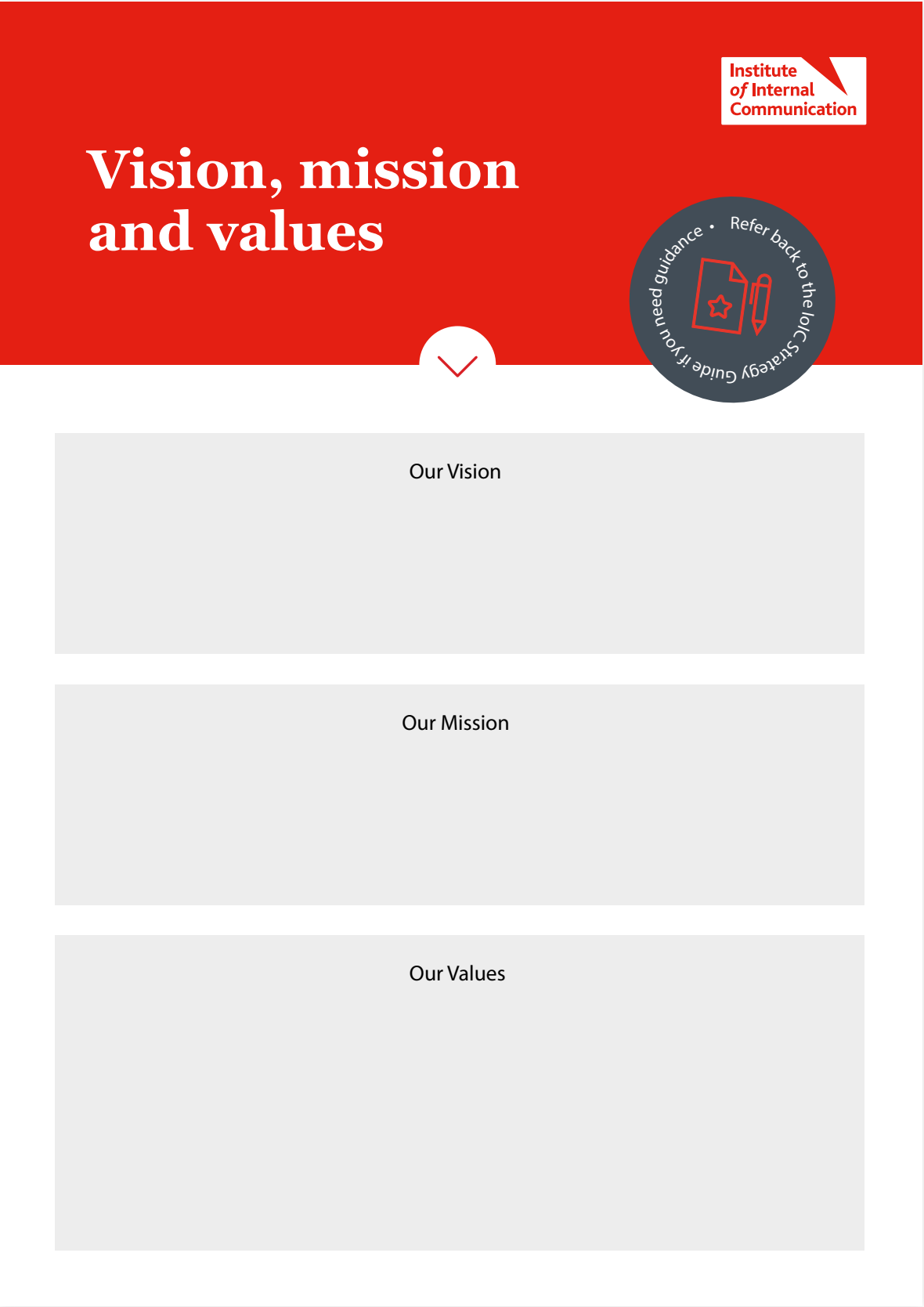
What approaches have created problems?

Options assessment

Option	1	2	3	4	5
Likelihood/degree of success Will it deliver against the objective/s, and to what extent?	☐	☐	☐	☐	☐
Time and cost How much staff time is required to deliver on the approach? How much budget? And how quickly will the organisation see a return on this investment? (Note that the two factors above can be combined into a cost/benefit analysis)	☐	☐	☐	☐	☐
Quick wins Delivering short-term impact can help to buy support for future investment. Consider the extent to which you need to balance short-term deliverables with longer-term activity.	☐	☐	☐	☐	☐
Fit How consistent is the approach with the organisation’s brand, values, size, structure, management style etc. Many of the information sources listed in section one could help support your judgement here.	☐	☐	☐	☐	☐
Dependencies and links Who else in the organisation would need to be involved to deliver the approach? How supportive are they likely to be? Who else in the organisation is working towards the objective and how could you best combine?	☐	☐	☐	☐	☐
External evidence Is there evidence from other similar organisations or studies that suggests the option will be effective?	☐	☐	☐	☐	☐
Risks What negative effects could the approach have and what could be a barrier to its success?	☐	☐	☐	☐	☐

Vision, mission and values

We’ve created a handy poster template for you to fill in with your vision, mission and values. You might want to get some of the team to work through this together and display somewhere for the wider team to digest and engage with. You can download the template below.



Acknowledgements

Lead Author: Oli Howard

We’d like to thank the following IoIC members, Masters alumni, and partners for their valued contribution and support in the creation of this guide:

Julie Asbury, Helen Chown, Chris Coburn, Liz Cochrane, Jenny Davenport, Mona Dhanjal, Oli Howard, Domna Lazidou, Sarah Lea, Declan Lyons, Terrence McDonald, Richard Plant and Ranjit Sidhu.

To find out more or to speak to a member of the team in more detail, please contact prodev@ioic.org.uk or call 01908 237 564.

