



“The greatest problem with communication is the illusion that it has been accomplished”

George Bernard Shaw

Measuring communications effectiveness is an important part of the communications function. Not only does measurement ensure that the communications process can be continually monitored and improved, it also allows communicators to demonstrate business value to senior management and other departments.

The SnapComms Survey tool allows communicators to gather important feedback and measure attitudes, awareness and behaviors in a simple, effective and targeted way. A few examples of how Staff Survey Tool can be used are given below:

Measuring Communications Effectiveness

As a business, how good are we at communicating?

(Multiple-choice)

1. Excellent
2. Really good
3. Pretty good
4. OK
5. Not great
6. Terrible

How much are we communicating?

(Multiple-choice)

1. Too much and it can be confusing
2. Too much but I understand the messages
3. Just the right amount
4. A little more communication would be useful
5. Not enough, I have to find things out for myself

What else should we know about our communications?

(Free-form answer)

Measuring Impact on Attitudes, Understanding and Behaviours

Have you heard anything about X?

(Multiple-choice)

1. I've heard about this a lot
2. I've heard the right amount about this
3. I've heard a little about this
4. I've never heard of this

Did you understand what was meant by Y?

(Multiple-choice)

1. I have no idea what was meant
2. I have a limited idea of what was meant
3. I got the general idea
4. I know exactly what was meant

Has your behaviour changed as a result of Z?

(Multiple-choice)

1. Yes, I really believe in this
2. Yes, because I have been told to change
3. No, I don't have the time
4. No, I don't believe in this

Benchmarking and Measuring Campaign Effectiveness

Because short Staff Surveys are very easy to set up and quick to administer, it is possible to measure changes over time.

For example, a communications campaign to raise awareness of the need to recycle is to be undertaken. Prior to the launch of the campaign, a short Staff Survey can establish how many people currently recycle and to what degree, which establishes a baseline for comparison. Once the campaign is over, the same Staff Survey can be completed and the shift in attitudes and behaviour can be clearly measured.



Measuring Information Cascade

Managers / supervisors play an important part in the communications process. Measuring how effectively managers are at communicating key messages allows communicators to set standards, reward good behaviour and provide training to those managers who are not performing well.

General Staff Survey questions could include:

- My supervisor / manager effectively explains how company initiatives will affect our departments
- My supervisor/ manager is good at speaking in front of groups
- My supervisor / manager does a good job when conducting my annual performance appraisal

Answers could be 1 – 5 multiple choice options as follows:

1. Strongly agree
2. Agree
3. No opinion
4. Disagree
5. Strongly disagree

And / or questions can be more specific - for example:

Who did you hear about XXX from?
(Multiple-choice)

1. CEO
2. Senior Manager
3. My Manager
3. Colleague
4. Other
5. I didn't heard about it from a person
6. I didn't heard about it at all

Did you have a chance to ask questions?
(Multiple-choice)

1. Yes
2. A little
3. No

Do you understand how your team /role's activities can contribute to this initiative? (Multiple-choice)

1. Yes
2. A little
3. No

What else should we know?
(Free-form answer)

How did you receive the message?
(Multiple-choice)

1. Intranet
2. Email
3. My Manager
4. Quarterly Briefing
5. Talking with Colleagues
6. Other

Did you receive subsequent feedback to your comments?
(Multiple-choice)

1. Yes
2. A little
3. No
4. Not relevant

Has your manager been able to answer questions and provide context for you? (Multiple-choice)

1. Yes
2. A little
3. No
4. I didn't ask them to

Who is your direct manager?
(Free-form answer)



Measuring Effectiveness of Communications Tools

Screensavers – how often do you read / notice them?
(Multiple-choice)

1. Every time a new one comes out
2. Quite often
3. Sometimes
4. Never seen one

What else would you like to see included in Screensavers?
(Free-form answer)

SnapMag – how often do you read it?
(Multiple-choice)

1. Every time it comes out
2. Quite often
3. Sometimes
4. Never seen it

What else would you like to see included in SnapMag?
(Free-form answer)

Desktop Quiz / Survey – how often do you participate?
(Multiple-choice)

1. Every time they come out
2. Quite often
3. Sometimes
4. Never

What else would you like to see included in Quizzes and Surveys?
(Free-form answer)

Desktop Scrolling Newsfeeds – how often do you read / notice them?
(Multiple-choice)

1. Every time it scrolls out on screen
2. Quite often
3. Sometimes
4. Never seen one

What else would you like to see included in Desktop Scrolling Newsfeeds?
(Free-form answer)

How useful is Screensaver content?
(Multiple-choice)

1. Excellent
2. Pretty good
3. OK
4. Terrible
5. Boring

How useful is SnapMag content?
(Multiple-choice)

1. Excellent
2. Really good
3. Pretty good
4. OK
5. Useless

How useful is the Quiz / Survey content?
(Multiple-choice)

1. Excellent
2. Really good
3. Pretty good
4. OK
5. Useless

How useful is the Internal Newsfeed content?
(Multiple-choice)

1. Excellent
2. Really good
3. Pretty good
4. OK
5. Terrible
6. Boring



Desktop Alerts – how often do you read / notice them?
(Multiple-choice)

1. Every time one pop's up on screen
2. Quite often
3. Sometimes
4. Never seen one

How useful is the Desktop Alert content?
(Multiple-choice)

1. Excellent
2. Really good
3. Pretty good
4. OK
5. Terrible
6. Boring

What else would you like to see included in Desktop Alert Messages?
(Free-form answer)

Tips:

- Include printed magazines, newsletters and other communications channels in the survey
- Break into multiple surveys, delivered fortnightly, if it becomes too long
- To increase participation, offer a prize draw





Employee Satisfaction

Engagement surveys can help identify and measure elements of worker engagement most tied to the bottom line, e.g. sales growth, productivity and customer loyalty.

After hundreds of focus groups and thousands of employee interviews across a variety of industries, the Gallup Organisation came up with the Q12, a 12-question survey that identifies strong feelings associated with employee engagement. Results from the survey show a strong correlation between high scores and superior job performance. These 12 questions can be included in a Staff Survey as follows:

- | | |
|---|--|
| 1. I know what is expected of me at work | 6. I have the materials and equipment I need to do my work correctly |
| 2. At work, I have the opportunity to do what I do best every day | 7. My supervisor, or someone at work, seems to care about me as a person |
| 3. There is someone at work who encourages my development | 8. At work, my opinions seem to count |
| 4. The mission / purpose of my company makes me feel that my job is important | 9. My fellow employees are committed to doing quality work |
| 5. In the last six months, someone at work has talked to me about my progress | 10. In the last year, I have had opportunities at work to learn and grow |

The way you allow your employees to answer these questions is up to you - a possible suggestion is that answers are 1 - 5 multiple choice options as follows:

1. Strongly agree
2. Agree
3. No opinion
4. Disagree
5. Strongly disagree

The remaining two questions with suggested answer options are as follows:

- | | |
|--|--|
| 11. In the last seven days, have you received recognition or praise for doing good work? | 12. Do you have a best friend at work? |
| 1. Yes | 1. Yes |
| 2. In a round about way | 2. Not really |
| 3. No | 3. No |



Measurement During Change

Change generally involves loss and an acceptance of a new way of thinking. A change poll can be short and gauge understanding, perceptions, levels of opposition and acceptance, ownership of change initiatives etc. The following example is adapted from **The CEO Chief Engagement Officer**, John Smythe.

Are you aware that XXX is undergoing a transformation designed to radically improve YYY?

1. Yes
2. In a round about way
3. No

Do you believe that XXX requires transformation?

1. Yes
2. Not really
3. No

For each of the statements below, please indicate the extent to which you agree or disagree using the following multiple choice options:

1. Strongly agree, 2. Agree, 3. No opinion, 4. Disagree, 5. Strongly disagree.

- | | |
|---|---|
| ▪ I am aware of the reasons for transforming XXX | ▪ The XXX transformation is urgent |
| ▪ I am familiar with the initiatives being implemented to assist the transformation | ▪ The strategy driving the transformation is visible |
| ▪ I feel personally involved in the transformation of XXX | ▪ I would like to be more involved in contributing to the transformation of XXX |

There are 3 big shifts in our culture and approach to carrying out our duties which will help transform XXX, they are:

1. AAA, 2. BBB, and 3. CCC.

Please indicate the extent to which you agree or disagree with the following statements using the above multiple choice options.

- | | |
|--|--|
| ▪ These shifts will help transform XXX | ▪ We are far along the journey of |
|--|--|

How visible is leadership in championing the transformation of XXX?

1. Very visible
2. A little visible
3. Hardly visible
4. Not at all visible

How would you rate communication about the transformation of XXX?

1. Yes
2. Not really
3. No

What do you think we should know / any comments you would like to share?
(Free-form answer)



Other Survey Possibilities

- Levels of trust
- Role Knowledge
- Productivity
- Opportunity to participate in decision making
- Degree of discretionary effort
- Readiness to take risk
- Collaboration beyond work team
- Desire to stay with company
- Satisfaction with:
 - Pay, conditions, environment
 - Work experience
 - Relationships
 - Career
 - Leadership

“No measurement can begin without putting the exercise in the context of the organisation’s situation. Is it crisis, strategic complacency of transformation”

John Smythe, “The CEO Chief Engagement Officer”