

Analysis of the findings emerged in a chat administered by ASCAI during the first month of pandemic emergency, involving Heads of Internal Communication of medium-large Italian companies

**Objectives** Communication initiatives were clustered into three macro-areas ...

### Information



Accurate and timely conveyance and interpretation of messages/guidelines as issued by public institutions

### Caring



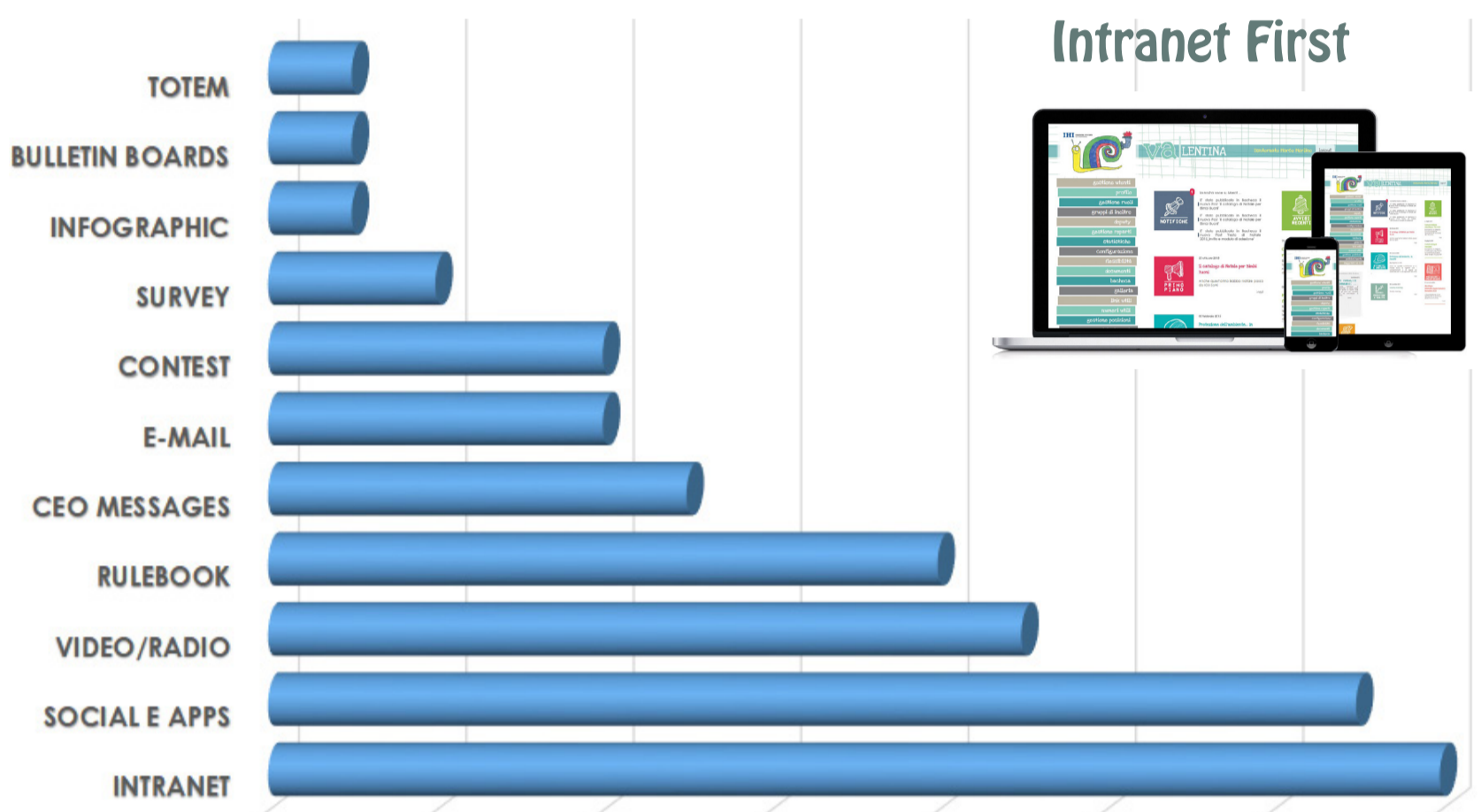
Help people to cope with the new situation, in particular the overlap between personal and professional life

### Training



Frequent and precise instructions on how to deal with daily operations in a different way (smart working)

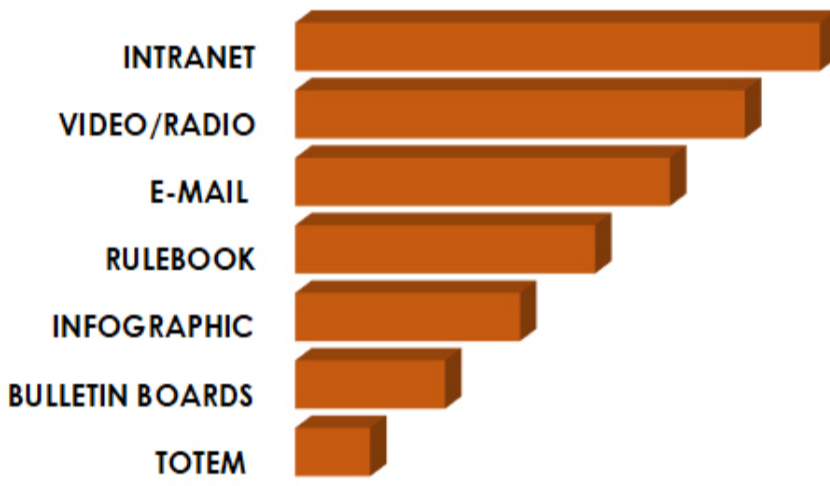
**Tools/Channels** A set of tools and channels allowing timely remote communications and interaction was privileged. Most companies could already count on them ...



### Intranet First



### To Inform



### To Engage



## Role, People, Reputation



Especially in the early stages of the crisis, the **centralization of Communication**, with a strong consistency between internal external, has helped to overcome the moment of dismay and to align people on the new ways of working, minimizing the risk of leaving someone behind.

From an organization standpoint, the widespread presence of a **“Crisis Committee”** was the formula that most frequently allowed internal communication to be a real **“transmission belt”** for both information and corporate **“sentiment”**.

Public recognition of colleagues who continue to operate in the field between hardships and sacrifices has had very positive effects on **company reputation** both internally and externally.

## A Guide to the Future ‘New Normality’

Following what was experienced in the first critical phase of the pandemic emergency, Internal Communication professionals begin exploring how to operate in the future, wondering which **“New Normality”** has to be expected. Here’s some line of thoughts, as they emerged from the ASCAI members group ...

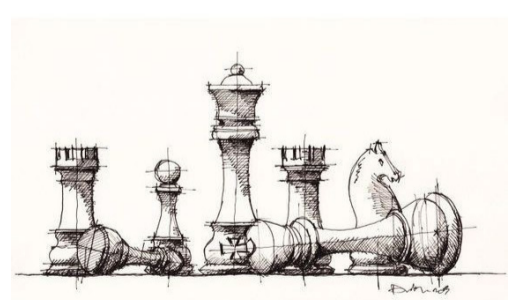


### The Paradigm

A new paradigm of **Internal Communication** is emerging, **more inclusive, open to the needs of people working** in the company under particular circumstances

### The Context

Sudden changes in the context in which the company operates lead to believe that a **storytelling** can help people to better frame a constantly changing flow of information. In this respect **the need for a sole-source** becomes all the more relevant the faster is the change



### The Role

The central role of Internal Communication in crisis situations requires **enhanced relational skills** as well as going beyond the traditional separation between internal and external communications