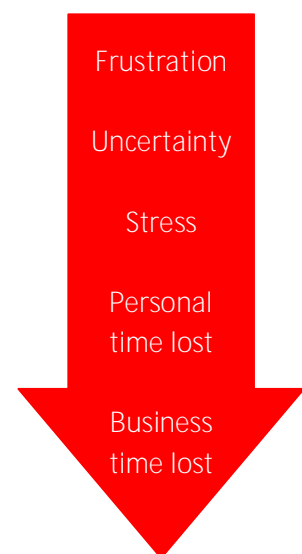
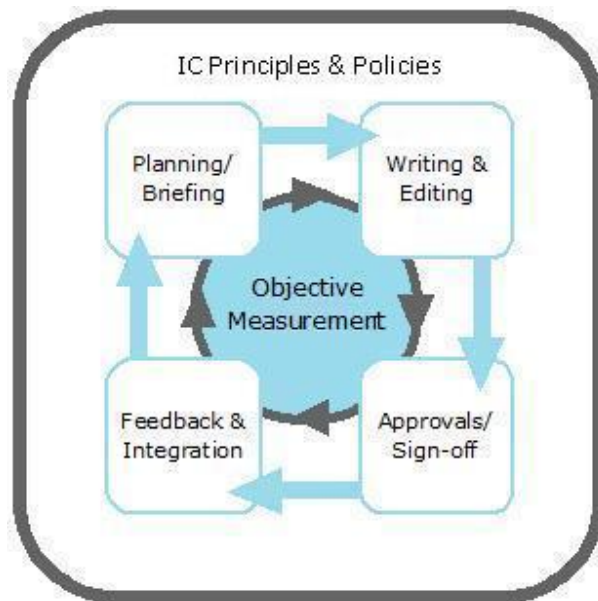
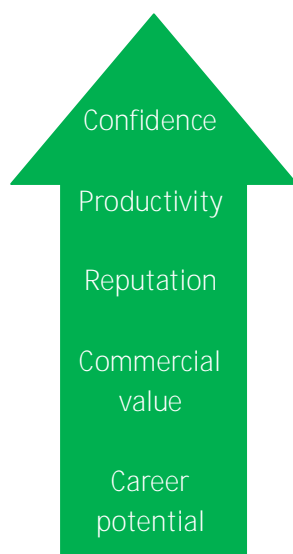




The Internal Communication Model Professional Development Programme



2 x 2 days of brain-friendly tuition, in which you'll learn...

...four dedicated IC processes that can revolutionise your personal confidence, effectiveness and commercial value, and your organisation's results...

...Plus

- q An overarching framework of principles and policies for knitting the processes together
- q A package of performance measures to help ensure everyone plays ball

...And

- q New linguistic techniques to extend and refine your interpersonal and writing skills
- q A new appreciation of your astonishing potential to add to the bottom line



The Internal Communication Model Professional Development Programme

What your peers say about the ICM Programme

Testimonials from Internal Communication Specialists Page 2

Benefits you can get from the ICM

What's in it for...

...you? Page 3

...your clients? Page 4

...your audiences? Page 4

...your organisation? Page 4

Challenges you can solve with the ICM

Day to day issues it can remove from your working life Page 5

What you'll learn

Tuition overview...

...for the first two-day session Page 6

...for the second two-day session Page 7

Why the ICM programme works

The support package that helps the learning stick Page 8

The ICM's developer and tutor

Russell-Oliver Brooklands' background Page 9

Getting your hands on the ICM...

In-house programmes Page 9

Public programmes Page 9



What IC Specialists say about the ICM programme

"I would highly recommend it. It's the best course, of any kind, I've ever done. ROB has spoiled me for other trainers."

*Sandra Kokot
Internal Communication Manager
Sony Professional*

"This is such a fabulous product"

*Jennie Davis
Head of Management Development
Somerset Stores*

"It's completely changed the way I view Internal Communication.

The tuition is unlike 'normal' training, as it's very practical and you use your brain the entire time: connecting things you've never connected before and changing the way you think. For me, it's the ultimate model for IC and I think anyone who is serious about it should go on this programme."

*Lizzie Barrett
IC Consultant
BP*

"ROB was brilliant and his training style superb. I particularly enjoyed the innovative ways he found to stimulate the mind."

*Shenan Morgan
Internal Communication Manager
Vodafone*

"It is by far one of the best Internal Communication courses I've done. If you want to save your business time, money and resource, as well as delivering IC that brings concrete business benefits, then this is the course for you."

*Yvonne O'Hara
Head of Internal Communication
Department of Work & Pensions*

"Do it. Even if you think you're great at your job and have all the right skills, this course will teach you new things. And this is the only place you can learn a lot of it."

*Kerrie Armitage
Internal Communication Manager
Amey*

"A structured, scientific and empowering approach to the process of producing internal comms. I can't now imagine being able to produce effective comms without this model"

*Shelley McIvor
Change Manager
Nationwide Building Society*

"Wow! So much to learn."

*Sue Williams
Education Manager
Institute of Internal Communication*

"Go for it. It's brilliant; over and above my expectations. I've now got so much food for thought my brain's in danger of becoming obese. ROB is a brilliant teacher, and the content addressed everything I wanted plus much more."

*Cassandra Morris
Communication Manager
Guernsey Post*

"It absolutely met my expectations. It answered all of my questions. And I really appreciated the follow up coaching, as this helped keep me focused on the elements I had learned during the training and embed them into my thinking"

*Kate Hunt
IC Specialist
P&O Nedlloyd*

"ROB is excellent; I have learned more from him in one day than I have from everyone else in the last five years"

*Nicky Woods
IC Consultant*

"Very practical course, and applies to any level of expertise and any industry (and to anyone involved in communicating in business - not just IC Specialists)."

*Lianne Veasey
Communication Manager
Babcock*

"By using this process, I'm now saving between 20 and 30 minutes whenever I'm taking a brief from someone, because it focuses them properly and cuts out all the waffle"

*Rikesh Shah
IC Specialist
Transport for London*

"I enjoyed yesterday very much indeed; in fact it probably had more immediate impact than any other course I've done at work – every section was useful, made me think hard, and we discussed and sorted out the comms plan today! Also enjoyed your teaching style."

*Sue C
Internal Communication Specialist
GCHQ*

"I came in with an open mind, and took away so much that I am able to put together a complete toolkit for our organisation."

*Matt Twilley
Internal Communication Manager
Vodafone (Europe)*



What's in it for...

...You?

Saving time - hours or even days a month because:

- q You can instantly get clients to cut to the chase when you're taking briefs
- q Writer's block will be a thing of the past – forever.
- q The approvals process will be as slick as can be
- q You can plan more proactively and get ahead of the game

Feeling more fulfilled because:

- q You'll be helping your clients and their audiences think increasingly clearly and usefully
- q You'll *never* be asked to do pointless work
- q You'll know you're adding huge value through your work

Having more confidence because:

- q You'll know you're doing the job right
- q You can explain to others – in terms they can't argue with – *why* you're doing the job right

Being worth more money because:

- q You can prove the extra value you're adding
- q You're identifying and (when appropriate) fulfilling hitherto hidden IC needs
- q You'll be making senior managers look better, and helping them perform better – and they'll know it

"Excellent use of time & money. It provides:

- 1. A background understanding of the forces at work*
- 2. Light-bulb moments that give you immediate solutions to problems at hand*
- 3. Knowledge to build excellent future practices."*

April Day, Internal Communication Manager, AXA



What's in it for...

...Your clients?

Saving time – hours or even days a month because:

- q You can enable even the most clueless of them to give you a clear, accurate brief – first time, every time
- q They won't be instigating unnecessary IC projects
- q They won't be chopping and changing their minds about what they want further down the line
- q The approvals process will be as slick as can be

Enhancing their reputations because:

- q Their audiences will be receiving only clear, valuable, credible communications from them

Having more confidence because:

- q You'll be helping them improve their 'Communication Ownership' skills
- q They'll know their proposed communications will always be valuable to their audiences, and to the organisation.
- q They'll know their communications are working

Being worth more money because:

- q Increasingly, they'll be able to think more productively about what needs communicating, to whom, when and how.

...Your audiences?

Saving time because:

- q They'll be receiving only valuable communications
- q They'll be making (or on the receiving end of) fewer mistakes or misunderstandings

Feeling better because:

- q They're confident they know what's going on
- q They better understand the contribution they're making to fulfilling the organisation's purpose
- q They're more involved in being able to increase that contribution

Thinking better because:

- q They'll be getting better quality raw material to think with
- q They'll have more 'quality thinking time'

...Your organisation?

Better performing employees because:

- q They'll be thinking and feeling better
- q They'll be able to make increasingly valuable contributions

Lower sickness and better retention because:

- q They'll be better informed, thinking more clearly, and less stressed
- q They'll be more engaged with the brand

Lower recruitment and training costs because...

- q ...of better retention

More profit/brand/stakeholder value because...

- q ...of lower employee costs
- q ...of an increasingly healthy brand reputation

So if that's where the ICM can get you to, where can it take you from? What are some of the challenges it can help you solve?



Typical challenges the ICM can help you overcome

Here are some of the more common scenarios facing IC Specialists - at all levels. The ICM was designed with all of these and more in mind. This list is by no means exhaustive, but if you recognise any of these scenarios, you can be confident the ICM can enable you to move beyond them.

Planning/Briefing

1. You sometimes have to produce communications for people who can't tell you what they want (but they'll know it's what they want when they see it).
2. Some clients give you a brief, and later on change their minds about what they want.
3. You get called in on some projects at the last minute.
4. You put loads of work into some IC projects, only to have them cancelled at the last minute.

Writing/Editing

5. You'd like more confidence in your copywriting skills.
6. You sometimes experience writer's block

Approvals/Sign-off

7. Some people re-write your drafts (often quite badly) or just ask you to produce things wot they've written themselves.
8. It takes ages to get text approved, because so many people want to stick their oars in.

Feedback & Integration

9. You don't have enough budget to do the job as well as you feel it ought to be done.
10. You just don't have as much influence in the organisation as you want or need.
11. You'd like more confidence that you're adding significant, demonstrable value.
12. Your organization doesn't use a consistent feedback process on all its IC activity.

Performance measurement

13. Some people won't put aside enough time to brief you properly.
14. People around the organisation are suffering from communication overload (particularly email)
15. People around the organisation complain they aren't kept informed

Many people believe some of these scenarios to be intractable. And, until the ICM came along, perhaps they were. But not any more. So, if you'd like your working life to be free from any of these issues, how can the ICM programme help you achieve that? What, specifically, will you learn in the four days of tuition?...



Tuition Session 1

Day 1: Principles, Policies and linguistic foundations

How the Model works

- q A route map for integrating the Briefing, Writing, Approvals and Feedback processes with each other
- q How to make the commercial case for change
- q 12 Principles and Policies of effective IC management
- q Why the right types of ignorance (yes, *ignorance*) are vital to your success, and how to achieve them.

Linguistic tools and traps

- q How the English language can trip us up without us realising it, and how to stop it doing so
- q How to cut through corporate speak instantly, and get people thinking more clearly
- q How to free up someone's thinking if they're getting stuck

'When I first saw the course outline I thought "This is too good to be true". But when you do the training you realise that "Yes, there is a process here that will really work".'

Heike Nitschner, Online Communication Manager, European Central Bank

Day 2: Planning & Briefing – Part 1

Identifying IC results

- q The 10 'Phantom' IC results: how to recognise them and why to avoid them
- q Identifying the eight timeframes within which results can happen
- q The key questions for unmasking the phantoms and identifying valid IC results instead
- q Practising rooting out the Phantoms
- q Linking IC results to business benefits

Identifying audiences

- q The Detached Observer phenomenon
- q The four step process for identifying precise internal audiences
- q How to avoid silo thinking, by ensuring the left hand knows what the right hand's doing

Action planning

- q Identifying what it will take to successfully introduce the new Briefing Process.

"It was an absolutely fantastic, brilliantly put-together course. ROB is amazing, and has got IC down to a fine art. Learning so much in so little time, with so many useful ways of thinking and communicating, he's made me see IC in such a completely different light that it feels like I've been communicating with my eyes shut until now.

I can't tell you how much better and more confident I feel about my job role - especially knowing I've an expert on hand to run things by if needs be. I'm looking forward to practising my new skills at work, and applying everything we've learnt to my own business needs. I would definitely recommend it."

Saskia Dornan, Internal Communication Manager, Virgin Group



Tuition Session 2

Day 3: Writing & Editing, and Approvals/Sign-off (Why internal audiences switch off, and how to stop it)

The linguistic minefield

- q The first four linguistic triggers that make internal audiences switch off
- q The four key linguistic tools for disarming these triggers
- q How these triggers can 'gang up on you' and how to stop them doing so

The ventriloquist's dummy

- q The fifth linguistic trigger: how it works and how to avoid it
- q How writer's block works, and how to stop it (and enable others to do likewise)
- q How to use 'Linguistic Osmosis' to improve people's writing style across your organisation.

The approvals process

- q The five unconscious activities people are doing when approving communications
- q How to get everyone doing those activities in the same way
- q How speed reading slows down the approvals process

The linguistic chameleon

- q The sixth linguistic trigger, and why it's more complex than all the others put together
- q How it 'impersonates' the other triggers
- q How it creates logical paradoxes the human mind can't process
- q The three options for managing this trigger

"After extensive research, I found this to be the only training which offers a unique approach to internal communication. It is truly ground-breaking in terms of how it addresses the problems faced by everyone trying to communicate in the business world. It gives people the processes and thinking with which to generate workable solutions that are totally innovative. Twelve months on, the magic it has wrought among even the most cynical attendees has to be seen to be believed."

Fiona Hall, Internal Communication Manager, Lloyds Banking Group

Day 4 (Planning & Briefing – Part 2 + Feedback and Measurement)

Identifying & verifying content

- q How to enable clients to discriminate between all the things they want to say and the content which will be of true business value
- q How to use the 'SMARTIED Principle' to enable clients to:
 - o Identify gaps in what they're thinking of communicating
 - o Ditch unnecessary communications
 - o Get the timing of necessary communications right

Identifying media/channels

- q The two 'moments of truth' in which the medium through which the communication arrives can make or break its success
- q The crucial questions to ask to ensure the media/channels will work

Feedback & measurement

- q The three types of feedback, and what each is useful for
- q How to use feedback to improve the IC process
- q How to use feedback to test and prove the success of each IC project
- q How to build in the SMARTIED Principle so you can identify future IC needs and plan proactively
- q How to integrate IC with employee performance management

Action planning

- q Identifying what it'll take to introduce:
 - o New writing guidelines/refinements to a current style guide
 - o The new approvals process
 - o The new feedback process
 - o The new performance measures



The ICM Professional Development Package

This programme works not just because of the quality of the tuition and content, but because the four tuition days sit within a carefully structured professional development package that's all included in the price. This package is designed so you can:

- q Identify where you are, where you want to be getting to, and what's in the way
- q Build a robust business case for changing your organisation's current IC practices
- q Tailor those new working practices – for yourself and for everyone you work with
- q Get key decision makers on board with the specific changes you want to introduce
- q Measure your long term value-adding impact.

This development package is in six parts:

Part 1 Setting yourself up

- a) *Reading the ebook*: (which you may have done already) to get a handle on your untapped potential, and why many business managers (senior and not so senior) haven't yet recognised it.
- b) *Completing a pre-learning contract*: a questionnaire which will challenge you to identify
 - q the specific challenges you'd like to overcome,
 - q the business benefits of doing so,
 - q clear learning and business outcomes you'd like to achieve (agreed with your manager).

Part 2 Your first two days' tuition

Brain-Friendly Learning which is highly interactive and will help you ensure your learning sticks. Throughout, you'll be referring back to your 'contract', planning when and where you'll be able to put your learning into practice, and updating your learning outcomes as you go.

Part 3 – Implementing your first tranche of learning (usually over a four week period)

- a) *Self-conducted reviews* to help you consolidate your learning.
- b) *A fully scripted PPT presentation* to help get your key decision-makers on board (and also help further consolidate what you've learned).
- c) *A 30 minute, one-to-one coaching call* with your tutor, which will enable you to:
 - q Go back over anything you want to understand better, and
 - q Ask questions about how to apply your learning in specific situations you hadn't thought of during the tuition session.

Part 4: Your second tuition session

More brain-friendly learning, and a more formal planning process at the end, so you'll know where you're going next.

Part 5: Implementing your second tranche of learning

- a) *More self-directed learning reviews*
- b) *Two more fully-scripted PPT presentations*, and
- c) *Another one-to-one coaching call* within the first month, with an option for further follow-ups to support you as you put the ICM's new processes in place.

Part 6: Open ended support

An online forum available only to ICM alumni, on which you can receive updates, ask questions and share ideas.



About the ICM's developer & tutor

I'm Russell-Oliver Brooklands: a behavioural linguist, and a researcher, developer and trainer of dedicated internal communication practice.

I've been a professional communicator for over 20 years. Starting out as a radio DJ, I got increasingly involved in writing entertainment and news features for programmes across the schedule, and then got into commercial production. In the mid 80s I started offering my writing services outside the broadcasting arena, and was eventually taken on by Zurich Financial Services as their first full time writer. Having built up the copywriting function, I was invited to join the new Corporate Brand Management team in 1993, and given responsibility for developing the business's Verbal Identity. It was while working on this that I started to develop the first seeds of what has now become the ICM.

In 1996, I set up in business on my own, offering training and consulting services. And in 2001 my training was taken on by the British Association of Communicators in Business, which has since evolved into the Institute of Internal Communication (IoIC). Four years ago, I was elected to the Board, since when I have been heavily involved in the development of professional standards and qualifications for the burgeoning IC profession. In 2011 the members re-elected me to serve a fourth consecutive term, and I published a new book (my second): *The Uncommon Sense of Internal Communication*.

Getting your hands on The ICM

In-house programmes

You can book an in-house ICM Professional Development Programme for a team of 4-10 people in the UK (6-10 people outside the UK). Prices vary depending on where you are, and how many people you'll have attending

q UK-based programmes start from £997 per delegate

q Programmes outside the UK start from \$1885 per delegate

If you'd like to discuss an in-house programme for your organisation, please email rob@internalcommunicationmodel.com, or ring 0044 (0)20 8949 2583.

Public programmes

In the UK, you can get the full ICM development package for £1,447 a head (no VAT).

For programmes outside the UK, you can get the full ICM development package for \$2,697 USD a head.

Details of dates and venues are constantly being updated. Please visit the ICM website for the latest information: www.internalcommunicationmodel.com

The Internal Communication Model, 44 Queens Road, New Malden, Surrey, KT3 6BX UK
0044 (0)20 8949 2583