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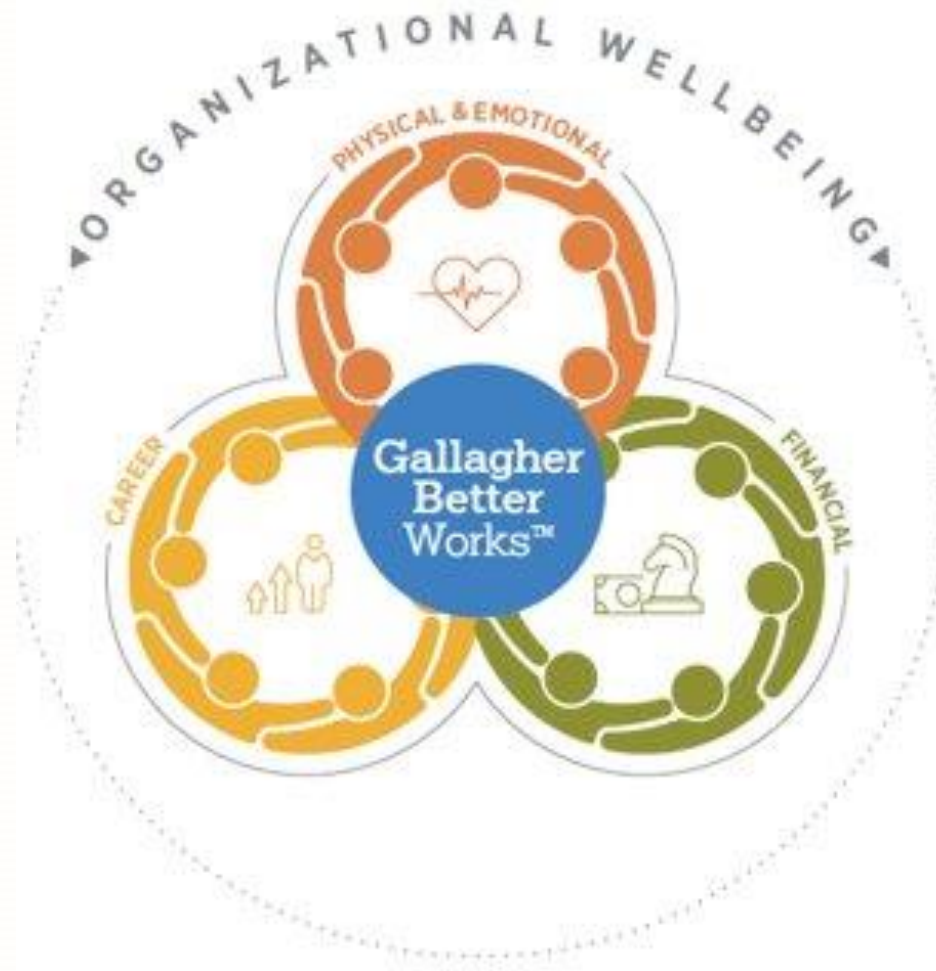


HELPING YOUR PEOPLE FEEL DIFFERENT ABOUT WORK

**Allistair Dornan, Director - Organisational
Wellbeing Consulting**



Gallagher





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Trend 1

Digital experience:

it's time to raise the bar

When you think about the world outside of work, the digital space is usually the first place a brand impacts its users. Perhaps unfortunately for employers, the same rules now apply when it comes to the way an employee interacts with their organisation.

Done badly, technology at work can be the ultimate frustration for employees. And, however you may feel about it, remote working is probably here to stay.

So how have organisations pivoted to an online engagement strategy in the wake of COVID-19?

We found that digital is one of the least well-defined components of the employee experience ([see Trend 2 - Employee Experience](#))—and, alarmingly, many organisations aren't even planning to look at this. Yes, we've seen an increase in web calls, mobile apps, messaging apps, and collaboration platforms such as Teams, Yammer and Zoom, but what sort of engagement is digital really driving? And is the focus on digital—and the complex levels of noise it creates—actually detracting from the delivery of quality content?





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Trend 2

EX:

yet another buzzword?

Employee experience. Is this phrase on your radar yet? If not, it soon will be. Because, whether your organisation is embracing it at the moment or not, the age of employee experience (EX) is officially here. And, because business leaders are becoming increasingly aware of the impact that even the most minor day-to-day interactions with an employees can have, everything you do as a communicator will work to influence this.

As a concept, EX has been around for a while. But is it a tangible business outcome or just another buzzword? Are organisations actually starting to take a similar approach to the tech giants' customer experience (CX) with their people internally?


Let's face it, no matter what business you're in, delivering great CX is hugely important—after all, the more positive an experience a person has with you, the more likely they are to come back.

The same can be said when you look inside your organisation and focus on EX, because when it comes to employee engagement, there's certainly a lot to be taken from the way expertly-delivered CX commands brand loyalty.

Employees are now organisational consumers and EX has to be a crucial part of your employee value proposition (EVP)—which is why it should be hard-wired into everything you do.

People are the very purpose of communication; they are the 'why?' that determines the narrative of future success. Recognising that point and advocating for your people, using tangible insight to meet their very personal expectations, is the key to building trust and better places to work. And providing better places to work creates a corporate community to be envied—which, in turn, leads to increased productivity, reduced attrition and better overall organisational wellbeing.

So what does this mean for your organisation? And, more importantly, what does it mean for you in your role as a communicator?



Digital experience is one of the least well-defined components of the employee experience.



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Trend 3

Change: the 'new' new normal?

When you consider the events of the past 12 months, organisations all over the world have had no choice but to make change a key business priority—meaning communication teams have got a lot of work to do.

But communicating change as a consequence of an operational shift is different to other comms initiatives. And because most people are resistant to change at work, effective change communication is essential when it comes to taking your employees from passive observers to proactive advocates.

Without the right communication plans, creative ideas and authentic messages, employees can become uncertain and remain resistant to change—it's basic human nature.

The truth is, nothing can change without communication. But it's important to remember that people often start from a position of scepticism when it comes to change—then to think again about how you articulate the necessity of the transformation at hand.

So do this openly and realistically, make your narrative simple and compelling, understand the mindset, experience and expectations of your audience (all of them)—and, above all, make sure it's engaging.

43% of organisations
have culture change
programmes planned
in 2021.





Trend 4

Insight:

turning feedback into actions

How do you determine what success looks like when it comes to developing a clear understanding of the strategic objectives in your organisation?


You probably use what you know about your business then assess the levels of understanding in your people, right? What they know, how they feel, who influences them, how they respond to information...

If this doesn't resonate, you're really missing a trick. The best tool at your disposal when it comes to determining the best course of any action is the information you already have at your fingertips—your insight.

And no matter what you're communicating—whether it's the introduction of new technology, new ways of working, or a new internal structure—without insight, you're pretty much starting with a blank piece of paper every time.

We know that organisations have more data than they can handle these days. The rise of digital has enabled us to track what people receive, read or watch, click, like or engage with—but are we turning these touchpoints into actionable insights? And, beyond metrics, how well are we really doing at capturing what people think, feel and do?

A responsive approach is key to nailing communication success. It's all about measuring and redefining strategies in real time without losing sight of the end goal—and using insights is the only way to identify the best strategy, forge your narrative, strike the right tone, and identify your influencers in the here and now.



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Wellbeing Strategy Framework





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