

Introducing or refreshing team briefing

Team briefing is one of the most common ways to promote face to face communication in an organisation. Use our checklist below to make sure your process is as effective as it can be:

- **Clarify your objective.** Providing managers with a reason to have a team meeting, cascading strategic messages and agreeing local actions that support the strategy are all valid reasons for having a team briefing process. Make sure you and everyone involved is clear about the overall purpose.
- **Include the right content.** A common criticism is that too much of the content lacks local relevance. Avoid this by including only the content you need to meet your objective and making clear where you need local input. If your objective is to support strategy communication, make sure all content links direct to key strategic messages.
- **Ensure senior people engage.** Senior people will often pay lip service to this kind of communication so engage them by asking them to run sessions for their reports. This will help them tailor their message, demonstrate their commitment and will be of great benefit their reports prior to meeting with their teams.
- **Allow managers to facilitate.** The manager's role should be to promote local discussion and action. Use video or audio clips of senior managers or written journals to communicate key messages as they will do it better and free the manager to fulfil their role as facilitator.
- **Align with current practice.** Unless the organisation is new, there will almost certainly be a framework of local team meetings already in place. Align your process with this structure and if you want to introduce something over and above it, make sure the frequency is appropriate (quarterly or every six months)
- **Target front line managers.** Once your pack is ready, send it directly to all front line managers rather than allow senior managers to own the cascade. If it is to have impact, meetings need to happen quickly and should not be subject to manager discretion.
- **Build in a feedback loop.** It's important you get feedback about whether meetings are happening and the value it is bringing. This can be gathered through a formal feedback form though this can be time-consuming to manage, via a pulse test or through other less formal means. You can also use other more interactive media to promote debate and ideas.



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