



**CSCCE** Centre for  
Strategic  
Communication  
Excellence

# The Internal Communication Playbook

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**“A business playbook contains all the pieces and parts that make up your company’s go-to approach for getting things done.”** Sterling Woods

The concept of a playbook originated from professional sports where time to onboard new players was reduced by providing the playbook and introducing them to best practices. In business, a playbook serves the same purpose – to share best practices and to help people get on with the job.

Communication is that little gear the keeps business going. Effective and efficient communication ensures that the correct information reaches the right people at the right time.

This Internal Communication Playbook was developed to help business people inject energy and action into their organisation through effective communication. We wanted to create a practical resource that people at all levels could use as a go-to communication guide to help them experience communication as a powerful force in business; a force that ignites ideas, strengthens teams and grows businesses.

We hope you enjoy it as much as we enjoyed putting it together. Let’s communicate!



# Section 1:

# The basic game rules

## 1

### Know what you can achieve with communication

You can only achieve three things with communication

- ▶ That is to provide information that will create or change:

▶ **knowledge and understanding**

▶ **emotions and attitudes**

▶ **behaviour**

- ▶ Before you embark on any communication intervention:

- ▶ Decide on what you want to achieve with your message – one, two or all three of these things.

- ▶ Set the standard you want to achieve – it's best to know what the current situation is before you set your standard and measure after your communication intervention.



# 2

## Communication is a buying and selling transaction

In any communication situation, the following holds true:

- ▶ The communicator is the “seller” of an idea, process, behaviour, etc.
- ▶ The receiver is the “buyer” whose interest must be awakened in what you have to sell.
- ▶ The way you “wrap” (present) your message is important. If it does not create interest, the receiver will not “buy” it.
- ▶ The receiver must “pay” for your message and if it is too expensive, you will not succeed. The currency the receiver will use is:
  - ▶ The time required – if it is too long to read or listen to, they will not buy it.
  - ▶ Understanding – if you use complicated words or long explanations that don’t resonate or make a connection, they will not “buy” your message.
- ▶ You need to know what you want to achieve with the “transaction,” i.e., you need to know what you want people to know, think and feel, and do as a result of your communication intervention.
- ▶ If your recipient does not respond appropriately, in other words, their knowledge, attitude, and behaviour does not change as planned, you need to give “change” in the form of feedback. In other words, if they still lack the right knowledge and understanding, the appropriate attitude or emotion or behaviour, you will have to provide them with more information.



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