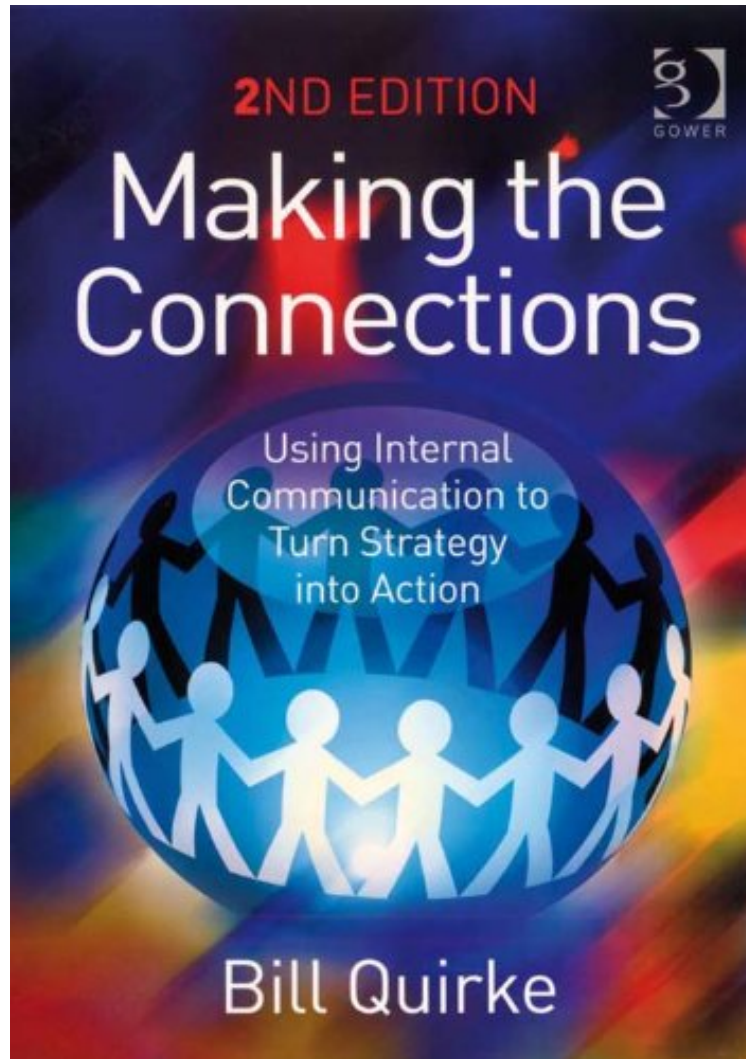


Making the Connections: Using Internal Communication to Turn Strategy into Action

Bill Quirke

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Bill Quirke : Making the Connections: Using Internal Communication to Turn Strategy into Action before purchasing it in order to gage whether or not it would be worth my time, and all praised Making the Connections: Using Internal Communication to Turn Strategy into Action:

1 of 1 people found the following review helpful. mindsetBy Vitaly AvvakumovClear explanations of the basic principles of communications. Very good book. Thick enough but quiet detailed.Waiting for the release in russian language.2 of 2 people found the following review helpful. Essential reading for all internal communicatorsBy Rodney GrayThis is a new edition of a highly popular book that many communicators have been raving about for the many years. It has been thoroughly rewritten with four new chapters and 80 more pages. This is not really a "how to do it"

book. It is more an in depth "how to understand it" book, so internal communicators can work out for themselves how to "turn strategy into action". A strength of the book is the first section (of three chapters over 100 pages) linking communication to organizational strategy. It painstakingly explains how business operates (including globally) and what communicators need to do to contribute to business success. The themes are familiar and include: stakeholders, planning, leadership, trust, innovation, communication as a process, information v communication, changing attitudes and behavior, measurement; as well as business issues such as brand, strategy, structure (including matrices and the corporate centre), and culture. Part 2 (four chapters over 150 pages) covers "leading change": leadership and engagement, making change happen (including the richness of media), face-to-face communication, and communicating projects and initiatives. Part 3 (three chapters over 100 pages) is on "pulling it together": planning and managing communication, a wonderful chapter on "repositioning the role of the internal communication function" (which Quirke believes is vital if communicators are to add value), and measurement. Quirke has a vast knowledge of both business and communication and the content is solid and reasonably easy to read. There are half a dozen long, informative case studies (e.g. BMW, Starbucks). The writing style is quirky (e.g. "information can travel over wires, but communication happens between the ears", "clutter kills", "cycle, not cascade", and both cascades and managers "leak meaning"). There are some excellent diagrams although I would have liked more. This book is great but not perfect. There is the odd spelling error and missing reference (e.g. a great Jack Welch paragraph). I could find no discussion of social media except a brief mention of blogging, nor any mention of communication with remote workers. Some statistics quoted probably apply only to the UK (e.g. MORI norms) and a knowledge of UK companies (e.g. Marks Spencer, Sainsbury, Tesco) will help but is not critical to understanding. Certainly if you don't have the first edition you should get this one, and read it carefully. But should you buy it if you have the first edition? The answer is probably "yes", if only to get the brilliant new section on the "roles" of communicators. In this Quirke expands on his earlier descriptions of the communication roles of post office, travel agent and consultant, to a new set: distributor, craftsman, technical advisor, consultant, and coach. Strongly recommended. 1 of 1 people found the following review helpful. Critical read for any communications professional. By Amy I saw Bill talk at a global communications conference and I instantly wanted the book. Not only does Bill clearly articulate what is in my mind, he also sets the stage for how to argue for communications to be at the table where crucial business discussions are being made. The chapters are distinct and work independently, while there is a clear red thread that passes throughout the book as a whole. This book is a need for all internal communications professionals who specialize in engaging employees and arming line managers with confidence to communicate change.

Bill Quirke demonstrates practically how businesses can use internal communication to achieve differentiation, to improve their quality, customer service, and innovation, and to manage change more effectively. He describes the why, the what and the how of internal communication - why business needs better communication to achieve its objectives, what internal communication needs to deliver to add value, and how organizations need to manage their communication for best results.

'Bill Quirke is one of the philosophers of good organizational communication. From an enviable depth of real world experience with real organizations, he has written an important book not only for communication professionals but also for organizational senior leaders, who must understand that effective communication doesn't just happen. It must be led and nurtured. Quirke tells exactly how to do that in a highly readable book.' Roger Driscoll, Vice President, ROI Communication and author of *The Credible Company* 'A comprehensive book which will be much sought after by communications professionals and senior leaders alike...'; Gordon McNeil, ACQI, Quality Manager at AWE 'Making the Connections is a pleasure to read...It gives answers to the question of how can internal communication to a strategic level attract and effectively contribute to the results of the organization.' Nico Jong, COM2KNOW 'Everything one needs to know about setting up a communication strategy that promotes real business value is covered in this excellent book. Nothing is left to chance.' Economic Outlook and Business About the Author Bill Quirke is one of the leading authorities on internal communication and the management of change. He is Managing Director of Synopsis, an internal communication consultancy that helps organizations to achieve their business strategy through communicating with their people. He is a regular speaker internationally, and is the author of numerous works on internal communication, including *Communicating Corporate Change*.