

## **Generating engagement by encouraging internal communications**

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### *Abstract and Paper*

Generating changes and enhancing engagement through internal communications in the National Institute of Statistics and Geography of Mexico have required facing challenges like changing habits and attitudes, as well as old communication habits in order to consider new ways to approach to our workforce. To offer a new vision, different efforts have been carried out to meet new goals of influencing instead of informing, therefore, internal communication campaigns are now being based upon generating emotion and change by creating more interaction with our talent by focusing in better design, assertive story telling messages, audience segmentation and even disruptive campaigns to get more attention. To create alignment in the communication of an 18,000 employees approximately across the Nation and implementing new tools such as Microsoft Yammer to create new ways to create dialogue between thematic areas and different locations have been a great challenge in our path to strengthen engagement, values and productivity in our Institute's community.

## **GENERATING ENGAGEMENT BY ENCOURAGING INTERNAL COMMUNICATIONS: The case of the National Institute of Statistics and Geography of Mexico.**

*“Tell me and I forget  
Teach me and I may remember  
Involve me and I learn”*  
**Benjamin Franklin**

In an ever changing world an organization is always obliged to be competitive, innovative, open to change and those organizations that survive and thrive in this context are starting to learn about the importance of developing internal communication functions that increase the levels of engagement by offering an internal environment that provides trust, inspiration, values, learning, to their employees.

For quite some time, organizations have focused their efforts on external communication and have forgotten about the most important resource: our collaborators, who contribute to achieve the goals but they are also influencers in the public perception of our organizations.

The National Institute of Statistics and Geography of Mexico (INEGI) possesses some interesting characteristics for HR specialists due to a large number of departments, functions and a workforce that fluctuates between 14,000 and 18,000 nationwide and many generations identified: employees between 45 – 60 years old with an approximate 25 years of professional experience, a large group of 35 – 44 years old with a professional experience of 15 – 20 years and employees below 35 years old with professional experience of 10 years maximum. In addition the levels of scholarship and a general turnover of less than 2%, makes of this organization an interesting study case.

In this scenario, achieving an effective and inspiring internal communications and becomes a challenge if we add changes in the organization such as limited budgets, changes in structures and strategic planning.

For that reason, in 2017 the Internal Communication Department began an impact assessment of campaigns, messages and how the internal networks were transmitting formal information as well as how the informal messages and attitudes were spreading. As a result, we identified several measures in order to increase our levels of engagement and we started working on designing processes that could lead to a better understanding between leadership and workforce that could end in

a strengthening and aligning between our mission and vision and what we were actually doing.

Some of the efforts undertaken to stop informing and start influencing our collaborators were:

- Promoting and prioritizing content in internal channels such
- Developing better web design through Content Management Systems
- Creating protocols and internal matrices for internal media
- Adopting better practices from private sector
- Focusing internal campaigns in increasing our call to action, and creating positive involvement of our audiences.
- Feedback spaces were created and a major dialogue with leadership was enhanced.
- Implementation of an internal social media (Yammer).

Another challenge we faced was in convincing leadership that internal communications is not about posters and e mails, it is how we perceive our internal relations, our emotions and behaviours within the organization and to fulfil that mission, we started breaking silos by offering new ways to communicate a new vision.

In this new vision, generating engagement in all our communications is our purpose, having a well-informed workforce that feels acknowledged and appreciated by their institution will have positive impact and will always be profitable and even though there is still a long way to go to position the internal communication function we are clear that the path will always include setting a clear strategy and the well-being of our workforce.