

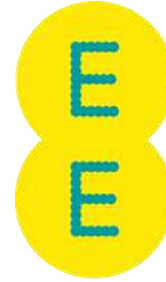


Karen Terry Weymouth

Transformation & Change Director, BT Group



## Some business context





# Challenging times....

## CUSTOMER SERVICE

**The winner of our Wooden Spoon is...BT  
You voted the telecom giant as having the  
worst customer service in Britain**

Daily Mail, 12 January 2016

## RELEASE OF OFCOM PROPOSALS

**Plans to make digital communications work for  
everyone**



Ofcom, 26 July 2016

## BT loses almost £8bn in value as Italy accounting scandal deepens

The Guardian , 24 January 2017

## PRESSURE FROM MPs

**BBC**

Sign in



News

Sport

Weather

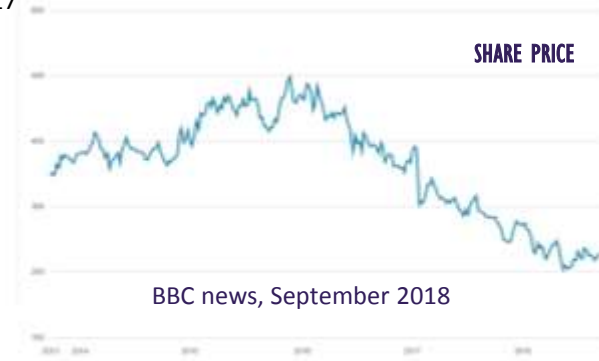
iPlayer

**NEWS**

**BT must 'put its house in order' - MPs**

BBC News, 19 July 2016

## SHARE PRICE



BBC news, September 2018





# Internal Communications - where we were in 2016 .....

The work we did



Organisation structures  
and processes



People and skills

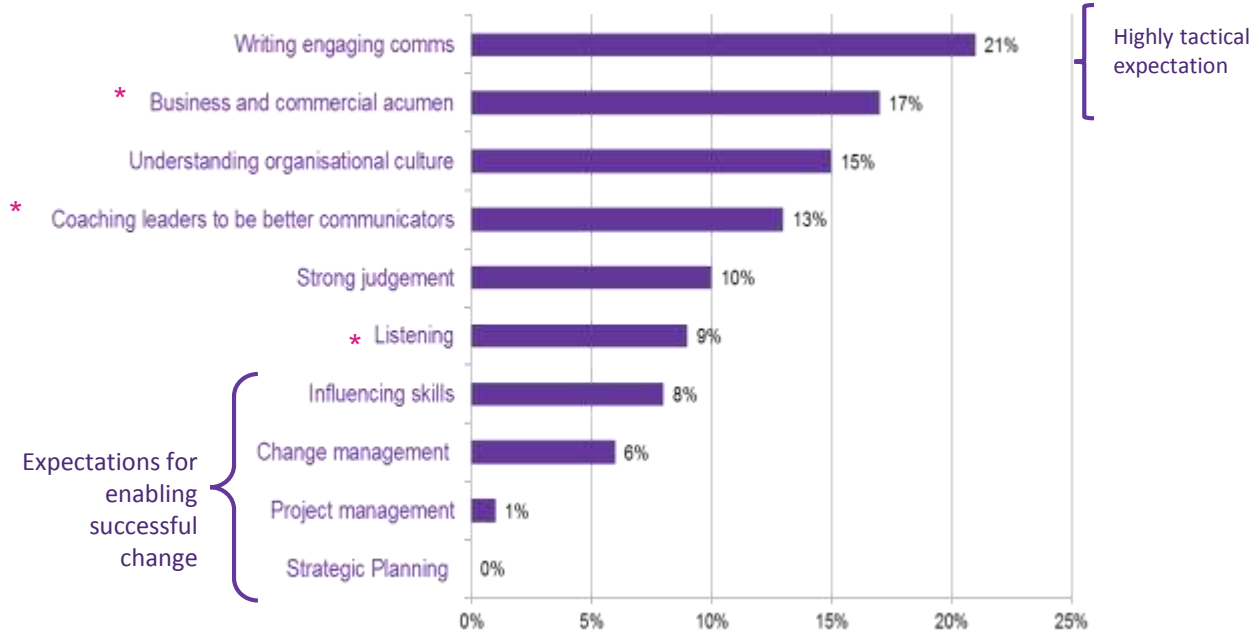


Values and behaviours





# BT leaders thought we were 'great writers'



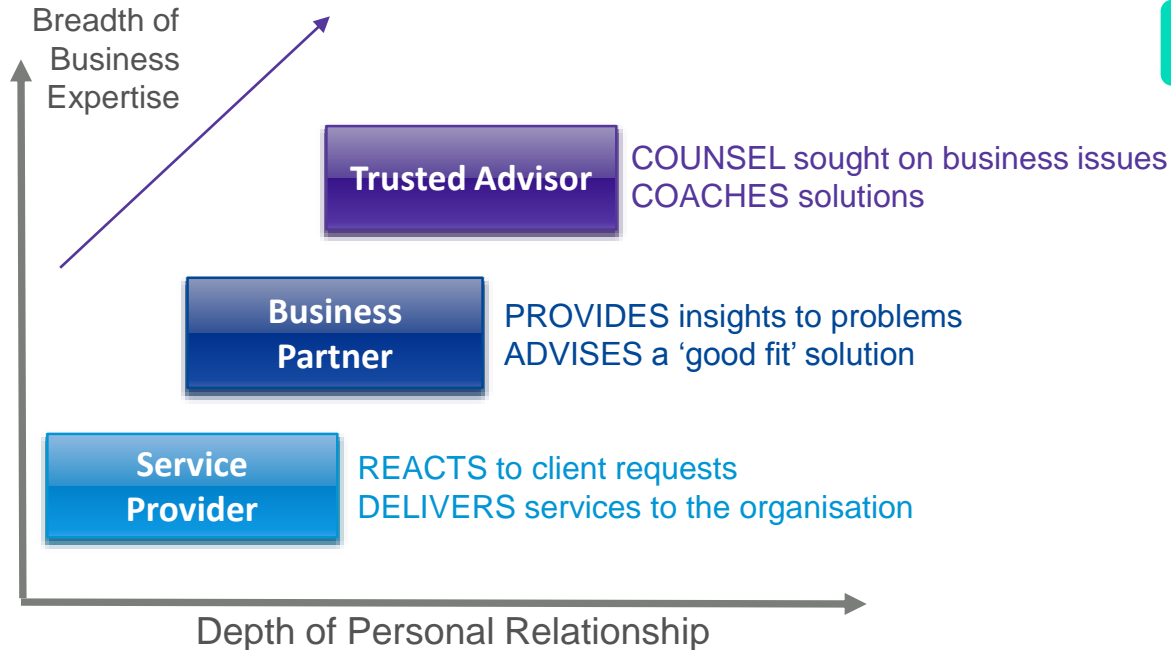
Source: BT Leadership Customer Satisfaction Survey 2015



\* Best practice requirements



# Shift from Service Provider to Trusted Advisor



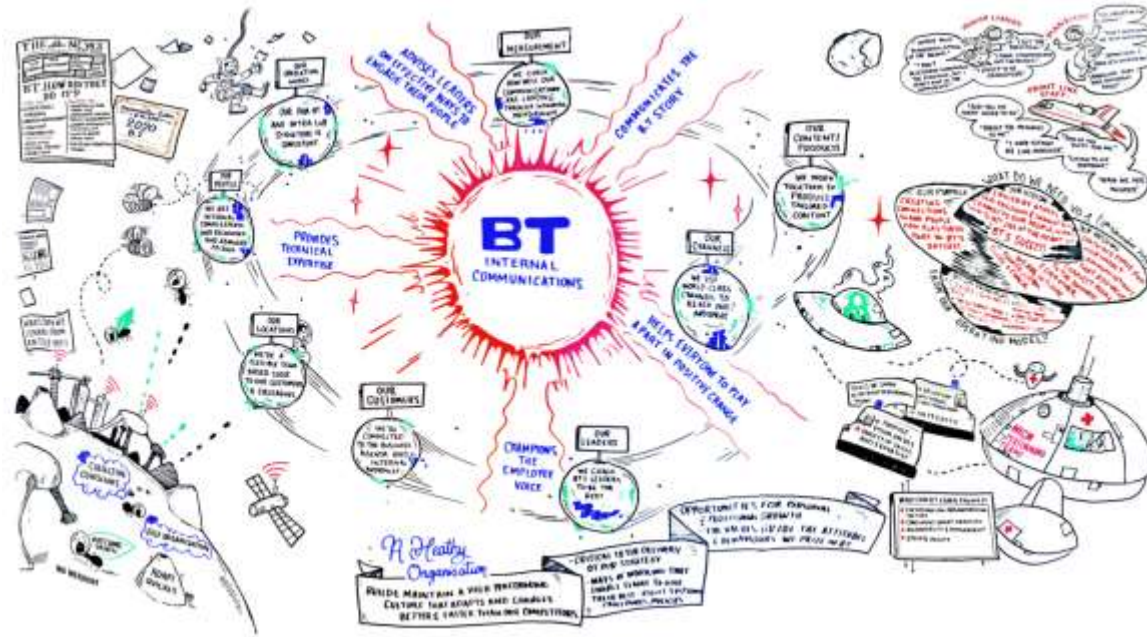


# Critical success factors for managing change





# Resetting the vision and purpose of Internal Communications



To enable leaders to create connections that engage and inspire our people to drive BT's success



Setting a clear strategy focused on three key areas.....

**Advising  
Leaders**

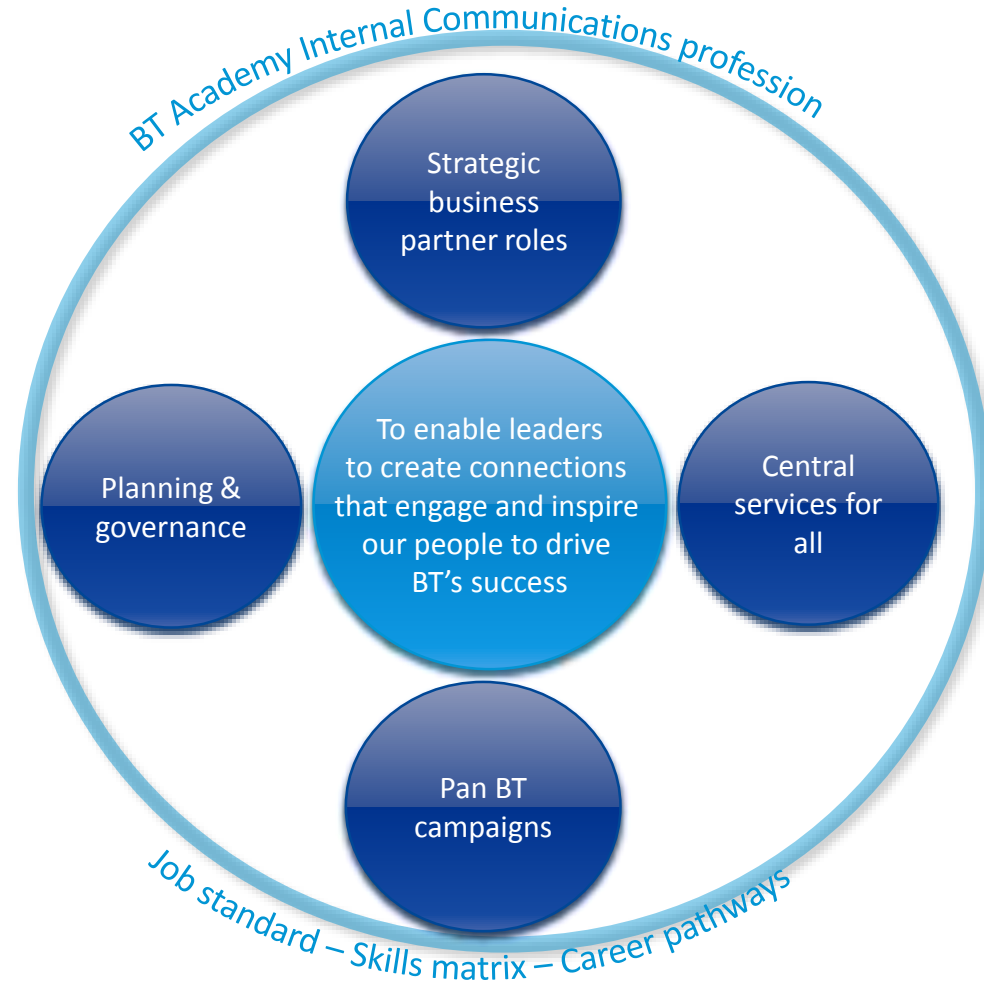
**Enabling  
Change**

**Creating  
Advocacy**

**Build an IC profession**

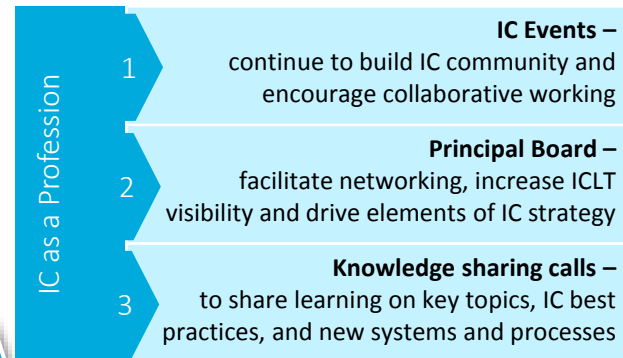
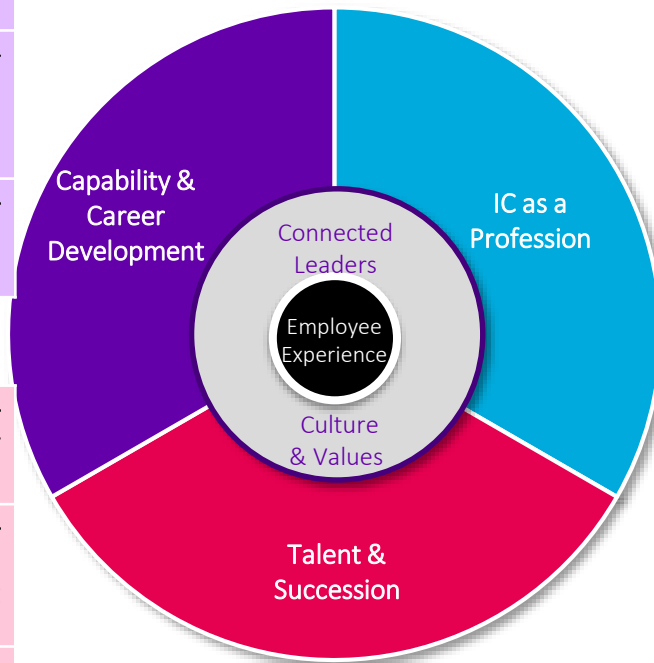
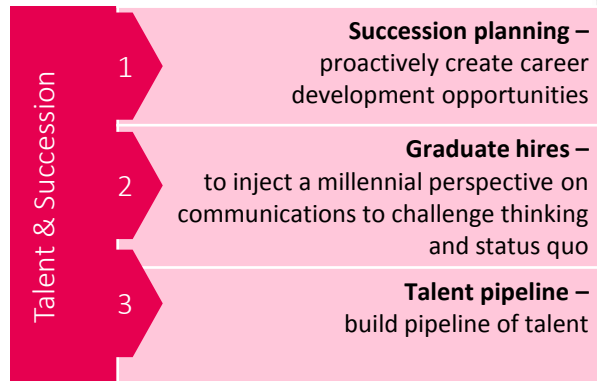
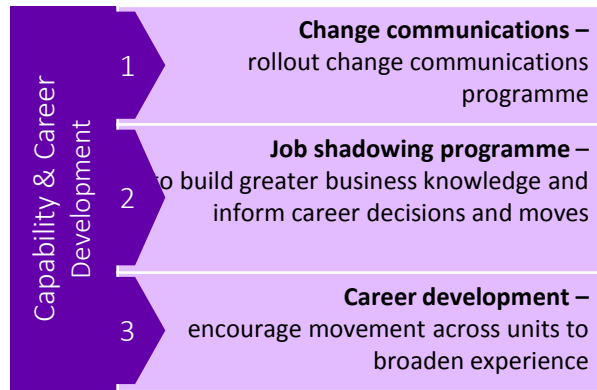


# Creating an operating model that enabled us to work end-end-end





# Creating the capability to change





# Defining the expected capability levels by grade



## Internal Communications Profession guide

| Internal Communications              |                       |                     |                |                       |                     |                   |
|--------------------------------------|-----------------------|---------------------|----------------|-----------------------|---------------------|-------------------|
|                                      | Senior Manager<br>S61 | Professional<br>S62 | Manager<br>S63 | Senior Manager<br>S64 | Professional<br>S65 | Head of IE<br>S67 |
| Core professional skills             |                       |                     |                |                       |                     |                   |
| Change management                    | None                  | None                | None           | Intermediate          | Full                | Expert            |
| Change communications                | None                  | None                | Intermediate   | Full                  | Expert              | Expert            |
| Effective 'copy writing' and writing | None                  | None                | Intermediate   | Full                  | Full                | Expert            |
| Facilitation                         | None                  | None                | None           | Intermediate          | Full                | Full              |
| Facilities                           | None                  | None                | None           | Intermediate          | Full                | Expert            |
| Information                          | None                  | None                | Intermediate   | Full                  | Expert              | Expert            |
| Intelligence                         | None                  | None                | Intermediate   | Intermediate          | Full                | Full              |
| Media health management              | None                  | None                | None           | Intermediate          | Full                | Expert            |
| Planning and coordination            | None                  | None                | None           | Intermediate          | Full                | Full              |
| Stakeholder management               | None                  | None                | Intermediate   | Full                  | Full                | Expert            |
| Strategic competence                 | None                  | None                | None           | Intermediate          | Full                | Expert            |
| Specialist skills                    |                       |                     |                |                       |                     |                   |
| Commercial awareness                 | None                  | None                | None           | Intermediate          | Intermediate        | Full              |
| Language management                  | None                  | None                | Intermediate   | Intermediate          | Full                | Full              |
| Communication channel management     | None                  | None                | None           | Intermediate          | Full                | Full              |
| Project coordination                 | None                  | None                | None           | Intermediate          | Intermediate        | Full              |
| Team management                      | None                  | None                | None           | Intermediate          | Full                | Expert            |
| Video communications                 | None                  | None                | None           | Intermediate          | Full                | Expert            |

### Find out more

Visit the [Guidance](#) for the more career guidance advice and tools, take a look at the [Specialist](#)



## Head of Internal Communications

### What's expected?

A Head of Internal Communications sets the internal communications strategy and ensuring for a line of business including managing a portfolio of projects and aligning with internal marketing. They understand the business and their audience inside out and use that knowledge to drive and deliver strategic communications and engagement plans. They mobilise and coach their teams to successfully deliver these plans.

They partner with stakeholders at C-suite level and through trusted relationships to create strategic messages and coach leaders to deliver inspiring and authentic communications and motivate it through consistent leadership behaviour.



# Our skills assessment highlighted significant gaps in 3 key skills

- Change Communications
- Influencing
- Stakeholder Management

| Skill                     | Comms Mgr | Senior Comms Mgr | Principal |
|---------------------------|-----------|------------------|-----------|
| Change management         | 0         | 43               | 47        |
| Change comms              | 75        | 70               | 84        |
| Copy planning and writing | 38        | 43               | 0         |
| Analysis                  | 0         | 39               | 37        |
| Coaching                  | 6         | 17               | 47        |
| Influencing               | 69        | 65               | 84        |
| Innovation                | 44        | 22               | 68        |
| Matrix team management    | 0         | 43               | 37        |
| Planning and scheduling   | 6         | 17               | 42        |
| Stakeholder Management    | 50        | 74               | 42        |
| Strategic Perspective     | 0         | 22               | 42        |



# ‘Developing Influence as a Trusted Advisor’



## What our people have said about the programme

If not too dramatic I found the course life changing. It's totally challenged the way I work with stakeholders.  
Thank you BT for the investment!

It will blow your mind, turn your thinking inside out then brings you out the other side with a new powerful, emotional approach to use and help you get results.

This course has given me the tools to help me ask more powerful questions to increase my stakeholder's ability to help themselves uncover the answers to their issues



# Making change stick....

## People Processes



## Culture & Behaviours



Personal  
Simple  
Brilliant





# Looking back at what we achieved....

## Our leader's views



## Our people's views

- **I know what's expected of me at work - 81%**
- **My manager cares about me – 80%**
- **I feel like my ideas and opinions count – 79%**
- **It's easy for me to work with teams from other parts of the business – 68%**
- **In the last year, I've had opportunities to learn and grow – 69%**





# Q&A

