



March/April 2012

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By Linda Sanders

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VOLUNTEERING: Come Join Us!!

WELCOME to YIABC

UPCOMING Events

PRESIDENT'S CORNER: Spring Fever! By Linda Sanders



After the holidays, I'm a bit of a recluse. My favorite winter pastime is huddling indoors, rereading Jane Austen books under a heated blanket with a cup of hot tea. However, with the calendar turning to March, my energy returns and I'm ready to stick my head outside and socialize again. If you're like me and you're ready to venture forth, then you're in luck. Yankee IABC has reserved tables at four Boston-area restaurants during Restaurant Week Boston. With two lunches and two

dinners scheduled, these are fun, low-key opportunities to get to know other area communicators while having one of the best meals in town at a Boston Restaurant Week price!

You should have received an email invitation with event details (if not, check our [Calendar of Events](#).) **Act fast, because seating is limited.** Options include:

- Dinner on March 19 at **Lumiere** in Newton hosted by Sarah Cruise, President-Elect, and Blair Gately, Director of Public Relations
- Dinner on March 22 at **Casablanca** in Harvard Square, Cambridge, hosted by Carol Grabowski, VP of Communication, and Linda Sanders, President
- Lunch on March 27 at **Ruth's Chris Steak House** in Boston, hosted by Manya Chylinski, VP of Membership, and Jeanne Brady, Director of EDIT and website
- Lunch on March 30 at **Summer Winter** in Burlington, hosted by Lauren Libitz, liaison to the Yankee IABC Board and former President, 2009-10

I've heard such good things about all the restaurants that I'm tempted to go to all four events!

We have more events planned through the spring:

April 24:

We continue our **Local Expert Series** with **Suzanne McDonald**, President and Content and Social Strategist, *Designated Editor*, teacher of social media at the University of Rhode Island; and leader of the Newport Interactive Marketers. McDonald will give a presentation on **Planning Your Social Media Editorial Calendar**. Once you're past the "Ooh, Twitter. Shiny" phase, she'll explain how you create an organized, thoughtful plan of action to mix various social media platforms with your other communication channels.

May:

For the final 2011-12 **Local Expert Series** event, **Tom Roux**, Director, International Executive Board; Trustee, IABC Research Foundation, and internal communications consultant, asks "**Are You a Networking Lamb or a LION? Maximizing Your LinkedIn Experience.**"

June: Spring Membership Mixer, date, time and location TBD.

Details on all these events will be posted on yankeeiabc.org in the coming weeks.

Please help us restore our Facebook family!

Recently *Facebook* made some changes and migrated our site. Unfortunately, they did not migrate our membership! If you were a member of our *Facebook* family, or would like to join us now, please go to the site now and sign up.

Just click on the link below and then the "Ask to Join Group" button near top right of the page.

facebook

Our goal is to get all our members participating. Given our geographic spread, *Facebook* is a good way to get to know each other without leaving our keyboards!

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It wouldn't be spring without coming up with a to-do list—we're currently planning Board elections for the 2012-13 year and a redesign of both our chapter website and Yankee logo. If you want to join us on Yankee IABC's Board, or be involved with planning upcoming events, newsletters, and website changes, please let us know.

With regards,
Linda

Linda Sanders is Yankee IABC President and Senior Content Manager at IHS CERA

MEMBER'S CORNER: Five Ways to Spark Interest in Your Intranet!

By Allison Looney

Have you updated your corporate intranet recently? Perhaps you added some social media features, such as blogging, rating, or tagging. Then you announced the changes and sat back to wait for employees to take advantage of the new resources. Maybe some waded in. But most are probably hanging back, waiting to see if this is just another corporate fad or if it's worth the trouble of changing their routines to learn another new tool. So what can you do to push adoption—and keep it going?

Remind...and remind some more...

People have short attention spans, and the workplace provides many distractions. You need to frequently remind employees that new resources are available and how to access or use them. You can do this by publicizing snapshot case studies of employee success in using the resources to solve a problem more easily or quickly. A specific instance of good results is more persuasive than generalizations about what can be done with a new tool. And if your upgrade is taking the form of a phased rollout, you will have built-in opportunities for reminders. Whenever you announce new features, advertise the previously released features again!

Recruit champions

Ideally, advocates for using the new site or features will be identified and recruited for support before the launch, but you can certainly do it afterwards as well. If possible, these people should be influential and respected by employees. But if you can't get a time commitment from those people, find others who are motivated, enthusiastic, and willing to put in a *sustained* effort in championing the tools to their colleagues. Champions should be asked to talk up the new features in meetings or at the water cooler, to suggest to coworkers that they try the site for information on topic X or that they post their ideas as a comment on an intranet blog. This will need to happen over a period of time as site usage builds momentum, and you will need a team of people from across the organization to maximize message reach.

Plant seeds for dialogue

The hope is for a new site or feature to take off spontaneously and become integral to getting the day's work done. But this won't happen immediately, so you may need to keep the effort on life support for a while. Seed forums, blogs, or comment areas with questions to stimulate discussion, requests for help or information, or to prompt employees to post new content. This may seem somewhat inauthentic, but if activity on the site is low or declining it may be necessary. Seed material should be relevant to real business issues. Ask managers what problems they would like to see solved, help them distill that into a question or request, and have them post it. Seeding should come from various organizational areas to stimulate broader participation.

Use incentives

People love stuff, winning, and attention. Periodically run contests to reward people for their participation on the site. You might start with a drawing for a gift certificate to the cafeteria for all who completed their profiles on the site (and make sure new employees are asked to fill theirs out as part of their orientation!) Later you could hold a quarterly drawing for lunch with a manager to recognize valuable contributions to the site. Even covering employee use of features in a mini case study gives them recognition among their peers and may motivate others to participate.

Leverage management support

One of the most effective ways to get site usage going and keep it active is for senior managers to participate visibly. They can model the desired behavior, so employees will have a better sense of what is expected. Senior management participation also signals that the organization has a serious commitment to the tool. The key here is sustained activity, even if it rotates through the management team so that no one is burdened with frequent blog posting. Posting brief comments from time to time will help, especially in the form of “public” praise of employees for innovation and contributions to the company community.

Allison Looney is Manager of Internal Communications at Draper Laboratory and a member of Yankee IABC

Note: MEMBER'S CORNER is a new name for an old feature—articles submitted by our members. If there's something you want to write about, let us know! We are looking for content for our May/June and September/October newsletters. Please contact [Jeanne Brady](#) if interested.

Make People Love Their Jobs! **marcus evans' Recap: Rick Border, AEO** *By Jeanne Brady*

Attract, develop and keep your best talent by branding and messaging to *engage*. “We need to make people love their jobs!” This was the message of Rick Border, Director, Internal Communications, American Eagle Outfitters (AEO), at marcus evans' 7th Annual Conference on Internal Communications and Situational Messaging in December. And he summarized AEO's approach with this three-step formula:

1. Hire the right people for the right jobs.
2. Connect new hires to the brand.
3. Build a culture that cares and your talent will care, too!

It all begins with hiring the right people. AEO has a separate website for recruits only: www.liveyourlifeloveyourjob.com. I challenge you to go to this site and not want to work there! If you like what you see, you will probably fit right in. The site is designed to attract the kind of people who will love to work at AEO.

AEO fosters brand advocacy through brand ambassadors—the employees themselves. Everyone visibly belongs, you know you are “there”—everyone is wearing the product! AEO promotes a casual, fun environment, while running a very successful business. In fact, the atmosphere and the employees are a big part of their marketing. Why wouldn't you want to wear AEO? Look how much fun these people are having!

Border's first assignment at AEO was to completely revamp the company's intranet. Driven largely by IT, it was stale and ineffective. The intranet is for the employees and Border set out to make it theirs. Some of the changes he made may scare you:

- Content generated completely by employees
- Full posting access to all
- Pictures!
- New hires on Home Page every week
- "Cool Tools" and commonly used forms on Home Page

The goal was not only to make the site easy to use, but easy on Day One. And *desirable*. Survey response indicated that new applications were valuable, tools easy to use, and the site "allows me to do my job better." But what Border also accomplished was making the culture and the brand *visible and available* to everyone in the field as well as corporate HQ. Employees at every store have total access and are encouraged to use the intranet. "Aspirational," or people who wanted to write, blog and communicate, have a blank page to write on; management has a means to truly gauge the corporate culture; and everyone can find common ground in a "culture that cares."

Was anyone worried about the first two bullets? Well, at the time of the presentation, AEO had about 75 employees contributing to intranet content, running the gamut of positions, with 45 extremely active contributors. Approval is occasionally required, but for the most part it is the employees' show. And they have not had any problems with people posting anything inappropriate. And they definitely have no problem keeping the site fresh. Remember, if you hire the right people...you can trust them. *And make them love their jobs!*

Jeanne Brady is Director of Yankee IABC's website and newsletter EDIT and Principal at Jeanne Brady Writing & Editing

LOCAL EXPERT SERIES: ART STEWART

Corporate Social Responsibility: The Future of Our Profession

By Carol Grabowski

The economic recession and corporate America's drive to do more with less have taken a toll on the communications profession. But Yankee IABC's January 2012 Local Expert Series shed light on the Corporate Social Responsibility (CSR) Revolution and Strategic Communications Practice—a potential growth area for communicators.

[Art Stewart](#), President and Chief Strategy Officer of Stewart Strategies Group, LLC, made a compelling case as to why corporate social responsibility will continue to re-shape the future of our profession. Stewart, who is teaching a custom course on CSR at Emerson College, maintains, "communications professionals have a central role in ensuring that responsible businesses remain transparent, accountable, and consistent in how they live out their brand promises."

CSR Defined

Stewart reminded the audience about a series of events over recent decades, seemingly unrelated, that have had the combined effect of eroding trust and confidence in organizations that the public formerly perceived as sources of authority, credibility, competency and accountability. The Watergate Affair, the Iran-Contra scandal, the federal government's tepid response to Hurricane Katrina, the sexual abuse crisis in the Roman Catholic Church and other incidents breached an

historic social contract in which the general public had largely bestowed trust in its leaders.

These and other occurrences fostered a permanent change in the way many people and organizations think and act. Prodded in part by anxiety about the future and concerns that current public policy responses are inadequate, a “new responsibility paradigm” is prompting organizations to change how they interact with customers and an ever-widening range of stakeholders. Responsible corporations are increasingly emphasizing the following areas:

- **Sustainability**—the continuity and longevity of the enterprise
- **Innovation**—the perpetual product and service improvements that fulfill customer aspirations
- **Brand integrity**—product and corporate enhancements that close the “walk/talk gap”
- **Stakeholder well-being**—the social, cultural, economic and political dimensions of values consciousness
- **Governance**—the ethics, accountability and transparency of an organization
- **Human capital development**—training, education and just labor practices
- **Environmental stewardship**—resource conservation, responsible consumption and use of renewable resources

How Communicators Are Involved

Communications professionals are involved in this paradigm in a variety of ways. According to a report publicized by CorporateRegister.com, the number of corporations producing Corporate Sustainability Reports increased from 26 in 1992 to 5,627 in 2010.

Forward-thinking corporations are moving to integrated reporting in which sophisticated presentations combine corporate finance, materiality, CSR and other areas in a multi-media format. Who has a primary role in producing these reports? You guessed it: the communications staff.

Increasingly, Stewart said, leading companies embed CSR across multiple operating areas—a practice which requires communicators to work closely with procurement (supply chain), human resources, finance, operations, facilities, senior management and other professionals throughout an organization. This approach increases the chances that a corporation will embed sustainability into its culture and link CSR to the corporate mission.

Interested in learning more about CSR? Stewart provided helpful sources that communicators may want to explore:

- [Boston College Center for Corporate Citizenship](#)
- CorporateRegister.com
- [Global Reporting Initiative](#)
- [Tellus Institute](#)
- [United Nations Hub on Corporate Citizenship](#)

Even during a post-recessionary period, when many corporations are guarding their resources carefully, CSR represents a significant growth area, and Stewart expects this trend to continue for the foreseeable future.

Carol Grabowski is Yankee IABC VP of Communications and an Editor with McGraw-Hill Financial Communications

LOCAL EXPERT SERIES: KAREN PAPA

Boosting Managers' Communication Competency

By Blair Gately

For many managers, effective communication is not a skill that comes naturally. Karen Papa, while director of internal communications at Textron, partnered with a cross-business, cross-functional team to help managers develop this skill. She shared her experience with attendees at Yankee IABC's Local Expert Series dinner meeting in February.

Papa developed and implemented a successful program aimed at boosting managers' communication competency, employees' engagement and the company's profitability. She initially began working on the program while working at Textron's corporate office, but then piloted it while serving as Senior Vice President, Communications of the company's finance division. Papa recently began working as Head of U.S. Employee Communications at National Grid.

Papa noted that numerous studies have shown that effective communication between managers and staff not only boosts employee retention and productivity, but also, in effect, a company's financial performance. She cited a Watson Wyatt study indicating that supervisor/manager behavior and commitment to effective communication could have a stronger impact on a company's market value than any other communication practice.

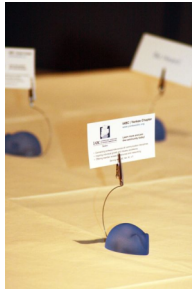
The first step Papa and her team undertook at Textron was a communications audit. They found that employees preferred their supervisors to be the primary source of information on most company matters. The audit also indicated that most Textron managers agreed that communication was an important part of their job, but one out of three respondents didn't feel they had the tools to communicate effectively. "Of course," Papa said, "there were other managers who simply felt that communications was the responsibility of the communication department!"

The pilot program was based in part on the communications model and diagnostic tool of consultant Roger D'Aprix. It focused on increasing managers' awareness of their communication responsibilities, giving them feedback on how they were doing (based on staff feedback), guiding them in the creation of a meaningful action plan, and incorporating accountability into their performance appraisal system. The communication team worked closely with the company's Talent Development and Training resources. Participation in a daylong workshop was positioned as an "honor" and a "privilege," and only select managers were invited to participate. A post-program survey indicated that 89% of participants felt the program helped them improve their communications skills, and 86% said it helped them become a better manager.

Textron piloted its program within its Finance division in 2005. Approximately 350 managers participated in the first year and gave the program a 90 percent approval rating. In 2006 and 2007, Textron Financial achieved record financial results and its employee engagement scores were ranked in the top 25 percentile among high performing companies. Senior management partially attributed this success to the communications program. Textron ultimately rolled out the program enterprise-wide, engaging more than 6,000 managers at Cessna, Bell Helicopter, E-Z-Go and its other manufacturing businesses.

Blair Gately is Public Relations Director for Yankee IABC and Senior Writer/Editor at Raytheon Integrated Defense Systems

Scenes from our LOCAL EXPERT SERIES...



***Art Stewart (above)
explains how we
contribute to CSR as
Communicators...***

Photos by member
Mary Malito



***Karen Papa (above) explains how to help
managers communicate more effectively...***



Photos by
member
Jeanne
Brady

VOLUNTEERING: Come Join Us!

By Pat Masterson, ABC

Why do we do it?

Every point of contact you have with Yankee IABC is volunteer-driven. For instance, from the moment you read an event announcement on the website, to registering for and attending that event or reading a recap in EDIT, you are guided by a volunteer. They represent every area of our profession, from employee communications to marketing to individual practice to external communications. With the demand of careers, home, family, friends, and other endeavors, why do we do it?

It's different for everyone, of course. You might think it's only about professional development. That's one major reason Yankee IABC members are drawn to volunteering. Some want to build new skills that they can't acquire on the job or improve on some they have. Some people are looking for a challenge, while others like meeting and teaming up with colleagues. Still others just think it's fun!

Tom Curran, ABC, former Executive Director of the Scleroderma Foundation of New England and former President of Yankee IABC, spoke to members a couple of months ago about a life rich with volunteering. He said that through volunteering he has had experiences that he never would have had otherwise.

What's in it for you?

When you decide what it is you hope to gain from volunteering, you'll be able to better pinpoint the position you want. At Yankee IABC, we'll help you do that. Do you need to expand your writing portfolio? Learn more about social media? Balance some books? Plan an event? Let us know what your goals are and we'll put together a project or an assignment that will help you achieve them.

Along with March Madness, crocuses popping up, and thoughts of sun and outdoor fun, spring is a time of renewal at Yankee IABC. It's Board revival, if you will, when some Board members leave, some change positions and new talent steps in. This may be your time!

As a member of the Board of Directors for many years, I've found it to be a way to feel connected to my profession in a very direct and tangible way. It's your chance to shape the future of the Yankee chapter and maybe the IABC.

Who are we looking for?

The Board of Directors consists of energetic members of YIABC who are willing to volunteer about ten hours a month. We meet monthly to discuss the direction of the organization, and decide what activities might make the organization more vital to our members. There are a few openings right now for Board members and more openings for committee leaders and members.

In short, this is a great time to volunteer for Yankee IABC! A new Board is being formed, and you can be involved in a range of exciting 2012-2013 events and initiatives. Contact me, [Pat Masterson](#), and I'll give you some ideas on how to start.

Pat Masterson, ABC, is Director of Accreditation for Yankee IABC and a Writer/Editor in Corporate Communications at Harvard Pilgrim Health Care

LOCAL EXPERT SERIES: Planning Your Social Media Editorial Calendar

Do you find Social Media overwhelming ... is it making you crazy?

University of Rhode Island Social Media professor Suzanne McDonald explores sanity-saving tools to engage and increase social media effectiveness:

- Tips on discovering influencers
- Tools to be more efficient
- Tactics to measure and boost ROI
- Strategies to integrate efforts across platforms and even offline efforts

Since voluntarily leaving *The Boston Globe* and a 15-year career at daily newspapers, Content and Social Media Strategist Suzanne McDonald delves into the full spectrum of new media.

McDonald teaches Social Media Strategies at the University of Rhode Island and leads Newport Interactive Marketers networking and learning group. Suzanne's firm, *Designated Editor*, serves clients large and small, helping them engage with humans via social media, blogs, websites, and search marketing.



WELCOME to Yankee IABC!

Chapter membership is holding steady: as of February 28, 2012 we have **195 members**. In February, **4 new members** joined Yankee IABC. **Welcome!**

- **Karen Setzko**, Communications Consultant, MassMutual Financial Group
- **Christina Lorenzoni**, Communications Specialist, Textron Systems
- **Gina Boday**, Sr. Specialist, Global Communications & Branding, Raytheon
- **Elizabeth Hern**, Principal, Vaughn/Hern Communications

And ***Congratulations!*** to members who celebrated **anniversaries of 5 years or more** in February:

- **5 years: Manya Chylinski**, Principal, Alley424 Communications
- **6 years: Casey Hauch**, Communications Consultant, Watson Wyatt Worldwide
- **7 years: Jody Baum**, VP Communications, Fidelity Investments
- **8 years: David Murdoch**, Director of Communications, Novartis Vaccines and Diagnostics
- **14 years: Beverly Wood**, Manager, Communications Services, MITRE Corp.

UPCOMING Events

Downtown Boston SIG Lunches, March 13 Downtown, and April 10 in Back Bay, time and place TBD. RSVP to [Manya Chylinski](#).

MetroWest SIG Lunch, March 14, noon, at [Papa Razzi](#) in Framingham. RSVP to [Chris LaFontaine](#).

MetroProv SIG Lunches, Fridays, March 16 and April 20, noon, at [Joe's American Bar & Grill](#). RSVP to [Kim Hanson](#).

Join YIABC at Restaurant Week Boston!

Dinners (Week 1):

- Monday, March 19 at [Lumiere](#), Newton. RSVP to [Sarah Cruise](#).
- Thursday, March 22 at [Casablanca](#), Cambridge. RSVP to [Carol Grabowski](#).

Lunches (Week 2):

- Tuesday, March 27 at [Ruths' Chris](#), Boston. RSVP to [Manya Chylinski](#).
- Friday, March 30 at [Summer Winter](#), Burlington. RSVP to [Lauren Libitz](#).

Local Expert Series:

Suzanne McDonald tells us how to plan our ***Social Media Editorial Calendar*** April 24, at [Buca di Beppo](#) in Dedham. Registration will be open soon.

Check our [Events Calendar](#) for more details soon!