


GWS FY 16

COMMUNICATION STRATEGY

SUCCESS FROM FY15

- Began GWS Director's Quarterly Update (to GWS associates only).
- Launched first IRC chat with all the vertical leaders.
- Established a "meet and greet" time when a global GWS member visits an office.
- Disseminated our Global Satisfaction Survey results to all associates.
- Outfit Mojo with GWS's new branding and information about who we are.
- Traveling Lunch'n'Learns and Townhalls began, conducted by the GWS Director.
- GWS Communications Review Team- a group of GWS members have been assembled, who give feed back and international perspective for various out-going communications.
- GWS Newsletter has been developed and disseminated for three quarters, giving updates on departmental success, changes, and implementations.
- GWS goals for the fiscal year were publicized to all associates.
- Began segments on GWS members and what they do to enhance visibility and accountability inter-departmentally.

GOVERNANCE AND REVIEW

-  to review plan
- GWS Senior Leadership Team review and maintain accountability and engagement of their associates in the plan when applicable.

AUDIENCE/KEY STAKEHOLDERS

- All Red Hat associates- both in office and remote workers (audience)
- Contractors (audience)
- GWS department members (stakeholder)
- Senior Leadership Team (stakeholder)

KEY DEPARTMENTAL MESSAGES

“**Why we do it**”: To enable growth by providing excellent working environments that promote productivity, retention, well-being, and the Red Hat culture. (GWS Mission Statement, April 23, 2015)

“**How we do it**”: GWS listens. GWS is available. GWS is open. GWS is personal.

“**What we do**”: Design, Find, Build, Secure, Manage

COMMUNICATION OBJECTIVES

- To focus on associates' education, awareness, or implementation of GWS' programs and processes.
- To introduce and encourage personal interaction with GWS members globally (internal objective).
- To drive awareness and engagement of GWS members to the wider global associates (external objective).

2-3 YEAR COMMUNICATION GOALS

Internal GWS:

- Encourage education and personal development within our GWS department by this, this, and this (having each associate aim for 1 class per quarter, have a distinct professional goal, and outline OPT for each member), with the aim to promote 100% of our internal associates in 3 years.
- Create and adopt internal communication to be aligned with our departmental goals and processes by establishing a communication database of training and documentation training, reevaluating legacy works and defining operational efficiency, and training on the "why/how/what" of our department so that every associate can say what the department goals are at any moment in 3 years.
- Build internal trust between associate to associate interactions and to manager to associate interactions by supporting and establishing programs or processes that allow associates to have two way communication and reliable deliverables, to be measured as at least a 3% increase in the RHAS data every year.

External to GWS:

- Fully adopted branding of "GWS" and communicating our mission/what/why by FY17, as measured through POE's and Satisfaction Surveys, at 70% acknowledgement and understanding.
- Increased transparency to our GWS members, measured through our ticketing system and the adoption and satisfaction of the communication change management process.

ASSUMPTIONS AND RISKS

- Low participation by GWS members in these communication approaches due to lack of understanding of importance or desire.
- Various deadlines on GWS managers prohibit the ability to make deadlines.
- Hostile feedback from associates.
- Unengaged participation from GWS members (ex: filling out mojo boxes or ticketing responses without thoughtful consideration, etc).
- Unengaged participation from associates (ex: no feedback boxes filled out or lack of participation when requesting feedback).

METRICS

- Some events have singular-instance metrics. These are applied to that specific event for individual review.
- RHAS data- measurement for internal improvements
- GWS satisfaction survey- measurement for external improvements (this may not be done annually, so this will need to be considered a long-term measurement tool)
- CAFM drawn data (about tickets received and types of requests).
- Individual page views (Mojo).
- Pre/Post Occupancy Evaluations
- Number of participants on IRC, webcasts, in-person meetings.
- CBE industry benchmarking.

COMMUNICATION APPROACHES

Click here for details on Communication Goals, Timeline, and other potential ideas:



Goals and Comm Ideas

Audience	2-3 Year Goals	Communication Support
Internal	Build trust within our global peers	<ul style="list-style-type: none"> Accountability/Trust/Respect committee Awareness of each other through Mojo groups Cross team and regional work groups (not committees but something similar) Start passion projects (only 3 months to propose, has to be people from at least 3 different regions, this could be an enhancement to a current project/program or a way to save money or research or something entirely new, ect). Then it's platformed through the Ideas Forum and continued to discuss in a larger audience.
	Define and communicate operational efficiency. Reevaluate legacy works.	<ul style="list-style-type: none"> Check in with the Trust committee to see if they have further ideas Finishing Mojo work/decommission of Doc Space Establish guidelines and standards Define a specified time rotation of review all documents (in tandem with IT's productivity primes)
	Open up two way communications	<ul style="list-style-type: none"> Monthly updates from the SLT team (each one has to give an update including Simon) could be in the form of an stylized and formatted email, Mojo page, etc Recommend training courses that we all take as a department (one or two per fy year... this would be in coordination with Cindi) ie Crucial conversations, leading across generations, etc. GWS quarterly updates Idea Forum Read a book as a department and talk about it in a guided feedback call Do case studies as small groups throughout our department and then do as feedback later in group calls
	Promote from within	<ul style="list-style-type: none"> Communicate job openings within our department Training on next steps for your career (this would be a general action plan template that you could fill out with your manager. It could include mentorship, training courses, GPT analysis, a document that outlines ways they could grow with tangible ways they can work "up", how to find what's next at Red Hat, etc) mentorship program within our department (also possibly exterior to our department) Small level ADLP groups in GWS? this could help diversify our skills, build understanding of each other's roles, and make improvements within our department/offices (this may be like passion projects, because I don't 100% know what ADLP structure is like)
	Change mentality to think through the "why/how/what" for communicating	<ul style="list-style-type: none"> change internal Mojo front page to reflect our mission statement Train on the concept of the Golden Circle Change Management program implemented and educated to OM Create guidelines and agreement of how to speak to other leadership members, internally and externally to Red Hat (how we talk to them, what we say, our messaging) to create consistency in our leadership messaging Training for new hires on "what is GWS", "how do we treat our customers", "rules of engagement", "standards of working together", and etc.
	Communication database	<ul style="list-style-type: none"> creating materials we can pull from that create consistent messaging Mojo and google drive: explanation of how to use them, when/why to use them, uploading materials to be readily accessible to all associates for their benefit.
External	Fully adopted branding of "GWS" and communicating our mission/what/why	<ul style="list-style-type: none"> Video on what our office project lifecycle is and does Postcard of major players in GWS and what they do (very high level) Continue changing all communications that are external to our department to be GWS instead of Facilities Start talking about why we're "GWS" instead of Facilities in the Townhalls and any time we have an external audience.
	Consistency in messaging to customers	<ul style="list-style-type: none"> Creating checks and balances of channels for public messaging to be audited through Training on the "Red Hat Voice"
	Increase transparency	<ul style="list-style-type: none"> Publish budget and the "whys" behind our programs Educate through webinar lunch/learns on who we are and what we do Publish departmental goals to Mojo Host RIC chat for all associates Change Management collaboration with associates in each office Host GWS satisfaction survey and publish results in a timely fashion
	New "GET" teams	<ul style="list-style-type: none"> Change Management strategies and implementation Long term plan to enhance office support with customer engagement groups (possibly a left-over from projects and keeping associates in a position to provide feedback and advocacy)

Timeline

Date/Timing	Medium	Audience	Message Summary	Responsible	Comments
Quarter 1					
March	Various	All associates	Change Management Program reas		
April	BlueJeans/Slides.com		GWS Quarterly Call		
April/May	Mojo		Update Mojo profiles to align with new hire emails (who they are, what they do, why to contact them)	Accountability Committee	
April	Mojo	all associates	Departmental Goals for FY16	SLT, [redacted] will post	Release to GWS associates first, then post to everyone else.
TBD	Mojo and more	[redacted] office	Project Change Management	Change Coordinator	More information to come, will span several quarters.
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TBD	Mojo and more	[redacted] ough office	Project Change Management	Change Coordi	More information to come, will span several quarters.
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TBD	Mojo and more	[redacted] Aires office	Project Change Management	Change Coordi	More information to come, will span several quarters.
Quarter 2					
June	BlueJeans/Slides.com		GWS Quarterly Call	Simon George	
June	Mojo/Email		GWS Newsletter	[redacted] and newsletter team	
TBD	Mojo and more	[redacted] ce	Project Change Management	Change Coordi	More information to come, will span several quarters.
TBD	Mojo and more	[redacted] ce	Project Change Management	Change Coordi	More information to come, will span several quarters.
TBD	Mojo and more	[redacted] office	Project Change Management	Change Coordi	More information to come, will span several quarters.
TBD	Mojo and more	[redacted] ew office	Project Change Management	Change Coordi	More information to come, will span several quarters.
March	Various	All associates	Change Management Program conte	[redacted]	
Quarter 3					
September	BlueJeans/ Slides.co	G [redacted] n	GWS Quarterly Call	[redacted] e	
September	IRC	All associates	IRC chat with GWS Leadership Team	Senior Leadership Team	
September	Mojo/ Email	[redacted]	GWS Newsletter	[redacted] and newsletter team	
TBD	Mojo and more	Waterford office	Project Change Management	Change Coordi	More information to come, will span several quarters.
TBD	Mojo and more	Ra'anana office (part	Project Change Management	Change Coordi	More information to come, will span several quarters.
Quarter 4					
January	BlueJeans/ Slides.co	[redacted]	GWS Quarterly Call	Simon George	
January	Mojo/ Email	[redacted]	GWS Newsletter	Rachel and newsletter team	
2-3 year projects					
**these projections are subject to change					
Change Management- stage 2	Various	Fac Ops office managers	Change Management Tools	Rachel	Tools that Office Managers can use within their offices for smaller program/process launches, education, and implementation
Office Projects	Various	Office Specific associates	Relocations, Expansions, Reconfigurations, Acquisitions, etc.	Change Management owner	THESE OFFICES AND THESE TYPES OF THINGS
COMPLETED					
Quarter 1, FY16	Mojo/Email	[redacted] n	GWS Quarterly Newsletter	Newsletter team	

Ideas and Details for Communications

Idea	Description	Budget Requested	Audience	Medium																	
Who is GWS? Senior Leadership Team calls	this 5 part series will teach you about the internal team of GWS, and how you can engage in the process of future design with us. This call is meant to be an opportunity for you to meet the key players and learn about what we do to support you, in your business.	\$0.00	External	BlueJeans																	
IRC chat for our department		\$0.00																			
Leadership communication education	30 minute segments on training for how to lead well, specific to GWS (for example, how to say no training for office managers directed toward the customer, how to communicate bad news well to all associates, how to engage our culture, etc). Associates can opt in and enhance their career paths with direct assistance and classes.		Internal	Eliminate																	
Slogans and swag	Think of a slogan to try and give special little gifts to associates like the southwest slogan: "if it matters to you, it matters to us." (other examples: if you care, we care. We're here for you) or even a "we appreciate you... here's why"		Internal	Desk drops																	
Associate features	Ways to encourage and highlight associates within our department for outstanding services. This could be an internal engagement or external if we wanted to enhance the overall office bonding and awareness.		All	Signage																	
Remote offices Mojo page/group	This is a way to connect our remote workers with information that they can use to have some of the same perks as being in an office (connectedness, ergonomics, wellness, etc)		Remoteless	Mojo																	
Video segment: How GWS can help remotees	This is a way to connect our remote workers with information that they can use to have some of the same perks as being in an office (connectedness, ergonomics, wellness, etc)		Remoteless	Video/Mojo																	
Video segment: the Sustainability Story	What do we do to support sustainability and why do we do it? how does it impact our lives far beyond the office and our bottom line.		all associates	Mojo/The Show Blog																	
Video segment: Logistics	How to use all the amenities offered. (tutorial and how to, mostly a training video)		all associates	Mojo/The Show Blog																	
Video segment: SharedSpace	How to use shared space: what to do or not do		all associates	Mojo/The Show Blog																	
Video segment: Wayfinding	is this glib? If yes, talk about how we actually have set up our way finding, markers in your office, identifications and such.		all associates	Mojo/The Show Blog																	
Feedback booth	Like Lucy on peanuts, hold a feedback booth somewhere in the office, for associates to come and give any in person feedback they can think of to the office manager. Maybe do this in tandem to a project launch or a global satisfaction survey, a type of "tree listening" campaign.		all associates	In person																	
Training on the "red hat voice"	What is the red hat voice? how should we write emails? what are the things that shadowman would or wouldn't say? Training for our entire department.		Internal	BlueJeans/Elluminate																	
GWS satisfaction survey	Most consumable for associates, long term survey, baseline assessments		contractor?	All associates	Key survey																
Change Management Program for Office Projects	This is the entire process and documentations for the beginning of GWS change management. Office projects are the primary focus of these documents and processes			All associates	Various																
Change Management tools for Office Managers to use for small programs or projects	This is the second stage of processes and documentations for the GWS change management process. Office life is the primary focus of this stage, making educational tools, templates, strategies available and catered to the Office Managers to be able to implement within their offices.			Office Manager	Various																
Mojo profiles enhancement	Part of the accountability committee initiative, it is for the understanding of all associate roles and increased accountability through our department.	\$0.00	Internal	Mojo																	
SS: Fusion Center launch and campaign	This may include townhalls, manager meetings, single number calling route, documentation for each business, and regional staff introductions	Alan's budget.		All associates	Various																
Office Projects Change management strategies	Reconfiguration, relocations, expansions, ect	Project budget		Office-specific a	Various																