



## Making measurement work

### Align your measures to the business

By linking measurement to business goals, you will be able to show that good communications is about helping to create a more successful organisation. Work with senior leaders to understand the behaviours and outputs that need to be measured. Make sure there's always a business imperative.

### Create a clear plan

A clear communications plan for the whole measurement process will help people who are involved in gathering, interpreting and disseminating information understand what's going on. Senior managers need to be consulted to develop a sense of ownership for the process and the follow-up. Last but not least, if they're going to be persuaded to take part, the people being measured need to know why and how.

### Use natural communicators

Most organisations tend to cascade measurement activities from the top, but this too often relies on middle managers to make it happen. Rather than rely on these managers, you can use natural communicators to get it going. Seek out and find enthusiastic people at the frontline of the organisation's activities.

### Flex the process

The idea of measurement can sound daunting to an organisation that has never done it. Measurement does not have to be an extensive, time-consuming and costly process. Try some quick and easy dipstick techniques such as Passion Tests and interactive focus groups to test the water and gain experience.

### Make sure your process reflects your culture

Although the response rate is important, enforcing survey completion may not necessarily reflect the organisation's culture or way of doing things. Think about the completion process when you're designing the survey. If you use a process more reflective of where you want the organisation to be, you might get a more positive response.

### Make measurement relevant in time

Planning, undertaking, evaluating and communicating the results can all take time. Try to make that span as short as possible. A slow process can make measurement seem irrelevant and unimportant in your organisation, and act as a barrier to a good response rate and initiative after results are known.

### Act on the findings

Measuring anything raises expectations among the measured. Failing to act will be seen as a refusal to consider people's rightful opinions that you have solicited. Decide in advance how you will communicate the findings, and equally importantly, how you will deal with priority issues and recommendations.

### Keep on communicating the credibility of measurement

When you've finished measuring, make sure you keep communicating the benefits. Often, people do not see the link between data in a survey and who is responsible for acting upon the implications. Keep talking to people so they begin associating their actions with improving figures and the general health of the business and respond more favourably next time!