

Motivation reason:

Options	Opportunity, choice, break the rules just for you, another better way, unlimited possibilities, an alternative is, that's one way, here are the options, there has got to be a way, the sky's the limit
Procedures	The right way, speak in procedures: first.....then.....afterwards....the last step, tried and true, reliable, just follow the procedure, the procedure is

Motivation decision factors:

Sameness	Same as, in common, as you always do, like before, un-changed, as you already know, maintaining, totally the same, exactly as before, identical
Sameness with Exception	More, better, less, the same except, advanced, upgrade, progression, gradual improvement, similar but even better, moving up, growth, improvement
Difference	New, totally different, unlike anything else, unique, one of a kind, completely changed, unrecognisable, shift, switch, a complete turn around, brand new, unheard of
Sameness with Exception & Difference	Use both Sameness with Exception and Difference vocabulary

Marketing, not magic: Kate Sanderson, West Yorkshire Playhouse

This practical session aimed to generate solutions from the participants to the internal communication challenges faced by marketing departments.

Kate started by asking the seminar participants what the three biggest challenges they face in their working lives with regard to internal communications. The broad answer in both sessions was that it was to persuade other organisational departments to trust what the marketing department is doing. This was framed in a number of different ways:

- Senior management don't recognise marketing as essential;
- There's a lack of understanding about marketing – most departments don't understand how complex marketing is;
- There is no value for the strategic role of marketing – all the focus is on reactive/short terms solutions;
- Establishing trust.

In groups, the seminar participants came up with the following ways of tackling these issues: some had been tried, and others were still at the idea stage. Marketers, it was suggested need to be:

- Sharing campaign plans as either hard copies, on central staff notice boards, or advertising their presence on shared computer drives; and thereafter sharing results so that people can see what worked;
- Inviting the artistic director or managing director to focus groups and marketing planning meetings;
- Good at learning from other departments and using the learning;
- Setting agendas in meetings;
- Finding comparators outside the organisation so that you can demonstrate the success of what you are doing;
- Making sure that people know who you are;
- Brainstorming marketing ideas with other members of the organisation;
- Creating a database of FAQ's so that other people can look things up;
- Identifying and nurturing ambassadors (allies) within other departments and encouraging the marketing team to communicate and collaborate with other departments;
- Encouraging job swaps and interdepartmental shadowing;
- Keeping up to date with marketing issues, and engaging in professional dialogue. Practising being able to explain it effectively;
- Finding mentors outside the organisation to help you get a perspective on what might be going on;

- Keeping up with the artistic director's vision and with the artform you work in (so that your commitment to the art itself cannot be questioned);
- Learning to speak in the languages of other departments;
- Making time for internal communications.

Kate then explained her top-tips, based on her own experience of what works;

- Create your own support and information network. It means that you have allies, ambassadors, and regular two-way information flow with all parts of the organisation. Generally, get to know your colleagues better – and call their bluff if necessary.
- See, and tackle, the issues before they become problems. For example, who in the organisation is most going to be affected by our activity? Let's speak to them first.
- Be the first to know what is going on in your area of specialism so that no-one can put you on the back foot.
- Don't be afraid of asking for help – from colleagues, from outside the organisations or from professionals.
- Don't take things personally... and don't dig your heels in; sometimes other people are right.

Lastly, she reminded participants that conflict and negotiation are – and always will be – part of the job.

...who controls communication, but the listener? Alec Coles, Tyne & Wear Museums

Alec's session was about the challenges of building commitment amongst staff to the organisation and its purpose. This has been a specific challenge for Tyne and Wear Museums (TWM) which comprises eleven museums in different locations, five local authority funders, and eight funding stakeholders including the Department of Culture, Media and Sport (DCMS), Renaissance in the Regions and the University of Newcastle; they employ 320 paid staff, plus 200 volunteers and have a turnover of £9m. In summary, he suggested that building staff commitment is about:

- Ensuring communication at and across all levels;
- Establishing common goals that can be understood by everyone;