

HOW TO TOUGHEN UP YOUR TEAM



Internal communicators have a key role to play in empowering their workforce in times of crisis.

By Nancy Papalexandris

In our present world, countries, organisations and individuals can experience various types of crises, the most important being our current economic and financial crisis. Facing crisis within organisations, whether its source is due to the external or the internal environment of the company, requires serious efforts on the part of top management to gather available resources, mobilise people and design the necessary steps to help the organisation survive. Undoubtedly the most severely affected victims of organisational crisis are employees. One common side effect of crisis is downsizing which means that some people lose their job with scarce possibilities to find employment, especially after a certain age. The remaining employees suffer from work overload and from the sense of loss which results from being separated from colleagues with whom they had spent years working together.

THE STRENGTH TO SURVIVE Some other common consequences of organisational crisis include cuts in salaries, benefits and training. Employees witness job insecurity (which often leads to increased employee turnover, especially for more talented employees), loss of work motivation and lack of job satisfaction. Here we must mention the so-called 'survivor syndrome' which is much discussed in management literature. It refers to the low morale that hits employees who have survived downsizing and who feel that their company is unfair and that their own turn is soon to come. In order for a company to face all the above and manage an exit from crisis it needs all the support it can get from its employees. Nothing can be achieved without the following:

A. Improved job performance, which means effectiveness in meeting organisational

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FACTS & FIGURES

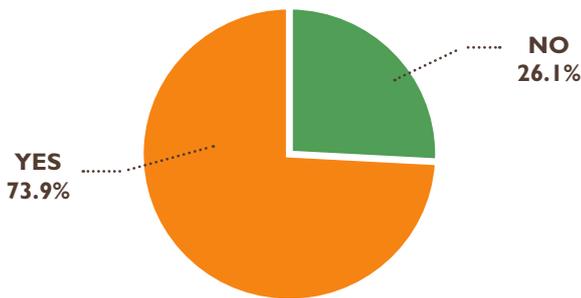
With the growth of courses and qualifications in communication management, the issue of education and career paths leading up to and augmenting a career in corporate communications and public relations is a timely one. The UK's PR Academy has recently released the findings from its 2011 Qualifications for Communicators: Trends Survey, shedding light on the link between career progression and holding a professional qualification. A key, somewhat surprising point picked up in the report's foreword is that the expected fall in the proportion of public sector respondents who said they had funding available has not, in fact, happened: rather, there has been a rise from 64 per cent to 70 per cent. The PR Academy interprets this as a "reassuring sign that communications professional qualifications continue to be valued by employers." 85 per cent of the survey's respondents hold in-house positions. The proportion of respondents holding a first degree remains virtually unchanged from the previous year at 74 per cent (below left), although, the survey notes, changes in higher education fund-

ing might well impact on this trend in the future. Elsewhere, 72 per cent of respondents say that holding a professional qualification has led/or are confident that it will lead to career progression, compared with 80 per cent last time. Also of note is the fact that 75 per cent of respondents who work in the public sector have a first degree, compared to 70 per cent of those who work in the private sector (below right). Although the total number of respondents who receive funding for qualifications through their employer remains static at 66 per cent, there has been a rise in the proportion of public sector respondents who indicate that funding is available, from 64 per cent to 70 per cent. Given the widespread cuts in the public sector, this result is surprising, notes the report, though anecdotal evidence suggests that employers are keen to train and hold on to employees rather than filling skills or knowledge gaps with new hires. *Taken from The PR Academy, Qualifications for Communicators: Trends Survey 2012*

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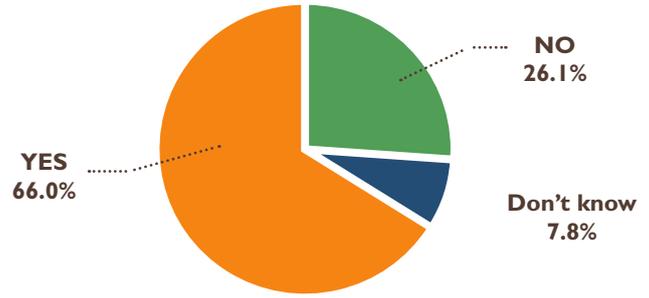
Students who hold a first degree...

Do you have a first degree?



Students who have access to employer funding...

Do you have funding for qualification available through your employer?



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PERSONNEL



Brian Bannister
(Head, Global Communications)
KPMG International
Start: December 01



GB: KPMG names new Head of Global Communications

KPMG International, the professional services companies and one of the Big Four auditors, has appointed BRIAN BANNISTER to the newly created post of head of global communications, based in London. Bannister will join KPMG in December from PwC, where he served for the past five years as UK director of communications. He has more than 20 years of experience as a senior corporate communications adviser, including 12 years in the professional services arena.



Jonathan Goodman
(Communications Director)
PSA Peugeot Citroën
Start: November 01



FR: New Executive VP Corporate Comms at PSA Peugeot

JONATHAN GOODMAN has been appointed executive vice-president, corporate communications of PSA Peugeot Citroën, replacing Caroline Mille-Langlois, who is retiring. He will report to Philippe Varin, chairman of the managing board. Previously, Goodman was the company's director of world wide press relations.



Arnaud de Lamothe
(Director,
Marketing & Communications)
Citroën
Start: November 01



FR: Citroën names Lamothe as Marketing & Comms Chief

Carmaker Citroën has appointed ARNAUD DE LAMOTHE as its new marketing and communications director, replacing Xavier Duchemin. Lamothe currently serves as assistant director of PSA's Dongfeng Peugeot Citroën Automobile joint venture in China. Lamothe will be responsible for Citroën's communications and marketing strategy, which entails advertising campaigns, brand image management, and social media initiatives. Lamothe became a part of Citroën in 1995, starting in the brand's sales division for the French market.



Manfred Gruenert
(Head, Product Communications)
BMW Automobiles
Start: August 01



DE: Restructuring of BMW Group Product Comms

The BMW Group has made changes in its corporate communications operations to reflect the growing importance of the MINI, BMW Motorrad und Husqvarna Motorcycles brands. Product communications activities for these areas are now handled by a separate department. MANFRED GRUENERT will move from his post as spokesperson heritage for the BMW Group to take over as head of product communication MINI, BMW Motorrad, Husqvarna Motorcycles.



Jenny Grey
(Head, Public Affairs EMEA)
Citigroup
Start: October 01



GB: Jenny Grey heads Citigroup EMEA public affairs

The UK Government's executive director for government communications, Jenny Grey, has left the Cabinet Office to join US banking giant Citigroup. Based in London, Grey is Citigroup's managing director and regional head of public affairs for the EMEA region. Grey joined the Cabinet Office as director of communications in July 2008 before taking up her current role as executive director and head of the Government's communications.



Valentina Saffiotui
(Head, Communications,
Southern Europe & Israel)
AstraZeneca
Start: September 6



IT: New communications role for Saffiotui at AstraZeneca

VALENTINA SAFFIOTUI has been appointed head of communication for southern Europe and Israel at AstraZeneca. In this new role she is responsible for internal and external relations in five European countries, while maintaining her existing post of director of communications for the Italian market. Saffiotui began her career gaining experience in the retail industry and also consulting.

PERSONNEL



Keith Lewis
(Head of Communications)
SMMT
Start: September 24



GB: Lewis appointed as SMMT Head of Communications

The Society of Motor Manufacturers and Traders (SMMT) has appointed KEITH LEWIS as head of communications. Lewis has spent the last six years at Zurich Insurance, most recently as senior media relations manager. He has been leading communications activity on a range of major issues facing the company and the wider insurance industry. Prior to 2006, he held a number of positions within SMMT's Policy and Communications teams.



Richard Stephenson
(Director,
Corporate Affairs)
AXA UK
Start: October 01



GB: AXA UK appoints new Director of Corporate Affairs

AXA UK has appointed RICHARD STEPHENSON as director of corporate affairs. Stephenson has over 15 years in house, agency and political experience and has spent the last year working as managing director of a New York-based public relations firm, leading a number of international projects. In his new role, he assumes responsibility for all external communications, internal communications and public affairs of AXA UK.

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New Survey: What is the Future of Stakeholder Engagement?

Brunswick Research is conducting a pan-European survey of senior communications professionals to understand their views on stakeholder engagement. Ever wonder how your stakeholder engagement activities compare to your peers? Or whether you are ahead of or behind the curve when it comes to co-creating solutions that affect your organisation? Join your peers in this unique research project and find out the answers to these and other critical questions about the future of stakeholder engagement.

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EVENTS



11-12.10.2012 Internal Communication 2012

Now in its third year, this annual conference highlights latest trends and approaches to internal communications. The two-day event ensures that communicators not only experience the latest developments in internal communications, but also explore new ways of communication during corporate changes.

► Quadriga Froum, Berlin

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15-16.10.2012 Social Media for Public Administrations & Institutions

This seminar is tailored to the needs of communication experts and other members of staff dealing with the external communication of public organisations and institutions at European, national, regional and local level.

► European Academy for Taxes, Economics & Law, Berlin

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17-18.10.2012 EuroPCom 2012

The third edition of EuroPCom, the European Conference on Public Communication, will bring together communication managers and senior experts of local, regional, national and European authorities. Last year over 600 colleagues participated in this networking event.

► Committee of the Regions, Brussels

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18-20.10.2012 Communication, Crisis & Critique in Contemporary Capitalism

Prof. Peter Golding will reflect on why the study of communications and media demands the insights and methods of sociology. He will reflect on the role of the media as institutions and communications as a social process.

► European Sociological Association, University of the Basque Country, Bilbao

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