

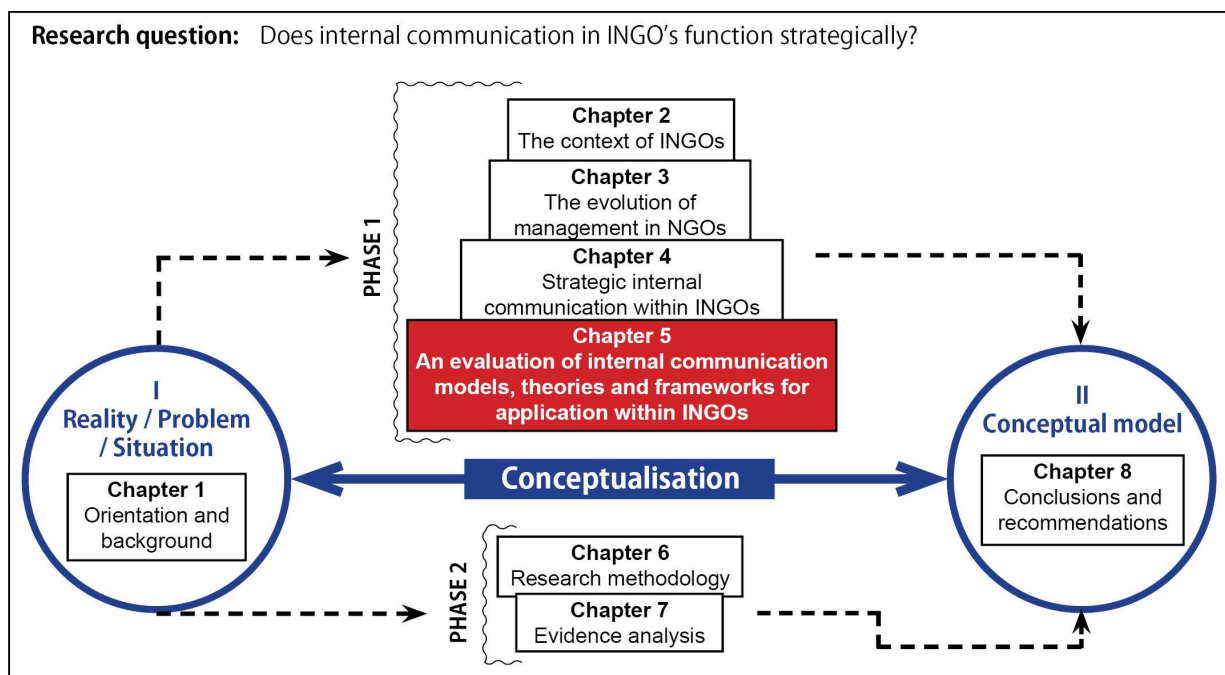
Chapter 5

An evaluation of internal communication models, theories and frameworks for application within international non-government organisations

5.1 INTRODUCTION

Chapters 2 and 3 provided the contextual background for the management of strategic internal communication in INGOs. Meanwhile Chapter 4 introduced the concept of strategic internal communication and how it could help INGOs address the challenges they face. Against the backdrop of these discussions, this chapter focuses on the models, theories and frameworks of internal communication, considering how well they support the normative ideal for strategic internal communication in INGOs developed in Chapter 4. Figure 5.1 illustrates the position of Chapter 5 in relation to the other chapters.

Figure 5.1: Chapter 5 in relation to the other chapters



The chapter is divided into three sections. The first section outlines the normative ideal for strategic internal communication in INGOs against which the models, theories and frameworks for internal communication will be evaluated. The second section explains and

critiques the models, theories and frameworks. The chapter concludes with an overview of all the models, theories and frameworks discussed and comments on them with regards to the normative ideal.

5.2 A FRAMEWORK FOR EVALUATION

Several authors have proposed various theories, frameworks and models for internal communication and different elements thereof. However, no particular theory, framework or model appears to have heavily influenced the later literature around internal communication. This chapter aims to evaluate these models, theories and frameworks based on the normative ideal for strategic internal communication developed in Chapter 4.

Chapter 4 laid out how internal communication should look to play a strategic role and the opportunities it would fulfil if it were implemented in INGOs based on the normative ideal. Fulfilling this ideal for INGOs involves two elements:

1. *Strategic internal communication*
 - a. *Strategic*: To be strategic, internal communication must be centred on the organisation's strategic intent with the purpose of strategic alignment. The communicator must also be in a position to be part of strategic management and play a role in both strategy development and implementation.
 - b. *Process*: To be effective, strategic internal communication needs to incorporate certain elements into its process, notably: an internal communicator with strategic knowledge, a strategic orientation, leadership commitment from both senior and line managers, symmetrical communication and dialogue around strategic issues and a holistic internal communication infrastructure.
2. *INGO context*: To be applicable in an INGO, strategic internal communication needs to take into consideration the challenges posed by the INGO's context, form, structure, culture and workforce as well as the communication challenges they face.

The models, theories and frameworks discussed in this chapter will be evaluated against this framework to determine their fit with the normative ideal for strategic internal communication in INGOs, and whether they offer any additional insights into this process.

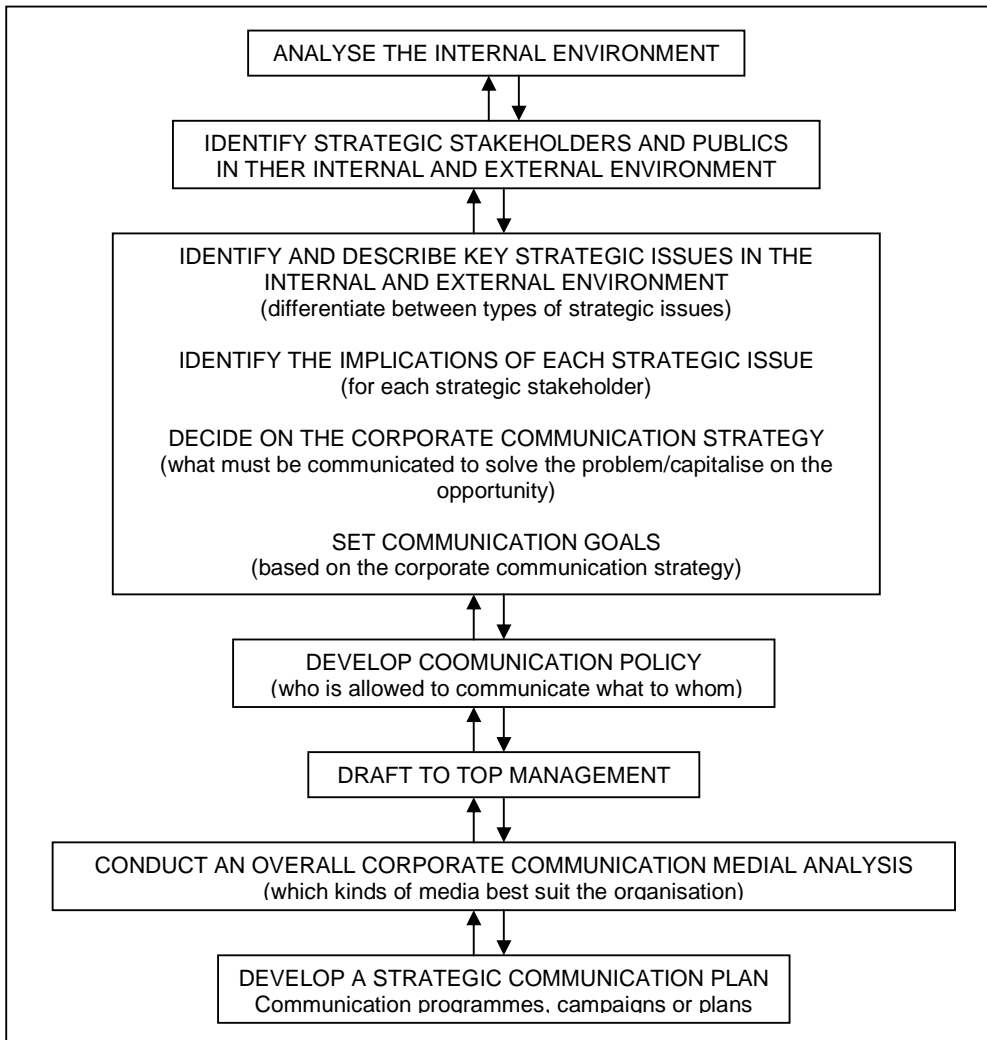
5.3 CURRENT THEORIES, MODELS AND FRAMEWORKS FOR INTERNAL COMMUNICATION

In the literature, there are several models and frameworks that relate to internal communication. However, in a review of the literature, the majority of these models have only been considered in a very limited setting or only within the theoretical domain. As a result, there is no generally agreed upon model of strategic internal communication. This section reviews the various models, theories and frameworks individually in chronological order and evaluates them based on the criteria for the normative ideal for strategic internal communication in INGOs outlined in the previous chapter. As each model, theory and framework does not use the same conceptualisation of internal communication nor focus on the same aspects thereof, they are not specifically compared with each other but rather insights are drawn from each to build a better understanding of the management of strategic internal communication.

5.3.1 Steyn and Puth's (2000) strategic communication theory and model for developing a corporate communication strategy

Steyn and Puth's (2000:63) book entitled *Corporate Communication Strategy* provides significant input into the theory of strategic communication. In relation to this study, it helps to illustrate both the relationship of strategic communication to strategic internal communication as well as some of the key principles of both concepts. Their model for developing a corporate communication strategy, Figure 5.2, illustrates many of their key principles.

Figure 5.2: Model for developing corporate communication strategy



Source: Steyn and Puth (2000:63)

5.3.1.1 Explanation

It is clear from Figure 5.2 that strategic communication incorporates communication with internal stakeholders within its framework by its emphasis on both the internal and external environment. While Steyn and Puth's theory and model are focused on strategic communication overall, they illustrate several key components of strategic internal communication. First, by placing 'Analyse the internal environment' at the top of their model, Steyn and Puth (2000:63) emphasise the importance of this environment to all communication. The internal environment includes the organisation's mission and vision (which form the basis of its strategic intent) as well as other elements such as its culture

and values. Figure 5.2 also emphasises the importance of identifying key stakeholders and the issues that affect them. It is through this identification process that the organisation is able to build and maintain effective relationships with each group (Steyn and Puth, 2000:66). Several other important elements in this model of strategic communication include the identification of top management acceptance as a key component of the process, the need to evaluate the infrastructure or media used for communication and the identification of the process as a two-way undertaking.

5.3.1.2 Critique

Steyn and Puth's model for developing a corporate communication strategy is based on a foundation of strategic communication theory they developed in their book. This strategic communication theory provides the foundation for this study's understanding of what it means for internal communication to operate strategically. This is emphasised in the model in figure 5.2 where strategy and strategic intent are embedded into the content of the corporate communication strategy and where the involvement of top management is clearly noted as part of the process. While not entirely evident in the model, Steyn and Puth (2000) clearly emphasise in their theory the importance of the senior communication being positioned to take part in the strategic management of the organisation and possessing the knowledge to operate strategically at that level. Steyn and Puth's theory of strategic communication also identifies most of the key criteria for determining the normative ideal of how internal communication should operate at the strategic level.

Steyn and Puth's theory of strategic communication and model for developing a corporate communication strategy highlight some elements of the communication process as well. For example, the model clearly shows the need for strategic orientation and the identification and consideration of strategic issues. Similarly, Steyn and Puth (2000) emphasise the need to ensure the involvement of senior management in the communication process. However, while the elements of strategic communication identified by Steyn and Puth (2000) are applicable to internal communication, the unique nature and intensity of the relationship between internal stakeholders and the organisation indicate that additional factors may need to be considered. While Steyn and Puth (2000) provide the foundation for understanding the strategic aspect of internal communication, they do not provide the necessary detail for understanding the complete process within the

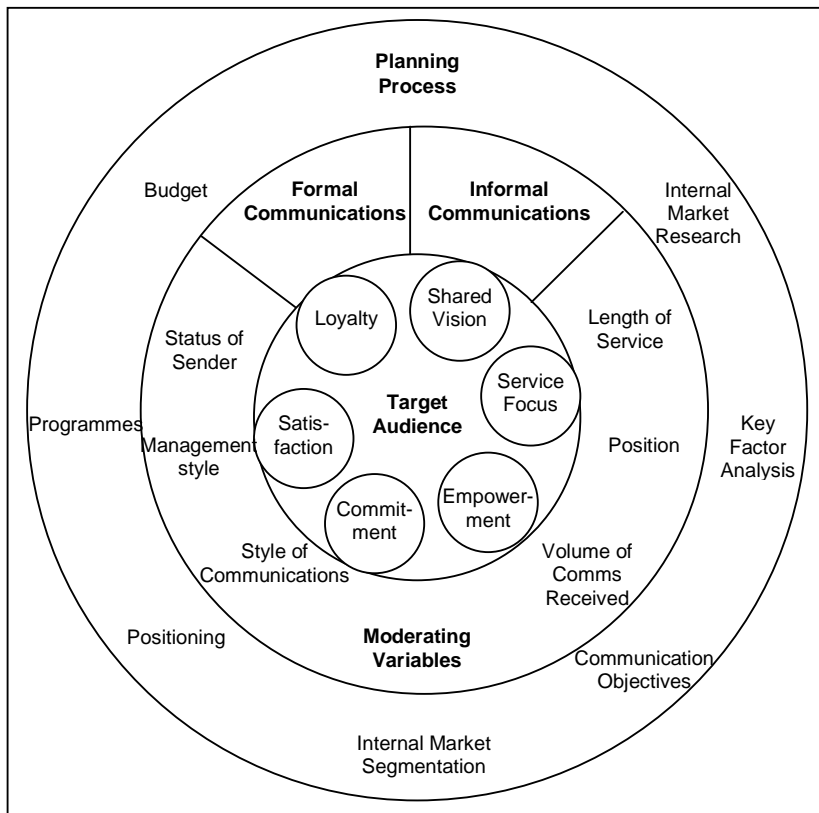
organisation. It should be noted, however, that strategic internal communication is not separate from strategic communication because as Steyn and Puth (2000:66) point out, communication with different stakeholder groups must be integrated in order to be effective. Rather, strategic internal communication is one key component of the broader strategic communication process.

A study by Steyn and Nunes (2001) established the applicability of Steyn and Puth's (2000) strategic communication theory to a community development organisation. Similarly, Figure 5.2 notes the importance of analysing the internal and external environment, a process that would bring into focus many of the challenges posed by the INGO's context, form, culture and workforce. Therefore, Steyn and Puth's strategic communication theory and model for developing a corporate communication strategy would have relevance within the INGO context. However, it does represent a relatively structured and top-down approach to communication, particularly if it were strictly implemented within the internal environment. An increased emphasis on dialogue and negotiation would make it fit better with the INGO values (in many cases) of participatory communication as well as help build a consistent brand for the organisation to which all its internal stakeholders are aligned.

5.3.2 Asif and Sargeant's (2000) model of internal communication

Using an inductive methodology and focusing on the financial services sector, Asif and Sargeant (2000) developed a model for internal communication which provides more detail on the elements involved in the internal communication process. Their model is presented in Figure 5.3.

Figure 5.3: Model of internal communication



Source: Asif & Sargeant (2000:306)

5.3.2.1 Explanation

Asif and Sargeant’s model (2000:306) illustrates several elements of internal communication. The centre circle represents the target audience with the small circles the desired outcomes of the communication with the audience. The desired outcomes are: shared vision, service focus, empowerment, commitment, satisfaction and loyalty. The middle circle consists of the moderating variables to effective internal communication, notably the style of management and communication and the volume of communication received.

Finally, the outer circle represents the internal communication planning process. One component of the planning process identified in the model is internal market segmentation. This is an important component because often organisations treat all employees the same, which can result in a deluge of information that they do not necessarily require (Asif & Sargeant, 2000:303). In addition, the notation of formal and informal communication in the

middle circle acknowledges that internal communication involves the facilitation of informal as well as the use of formal communication channels (Asif & Sargeant, 2000:308).

5.3.2.2 Critique

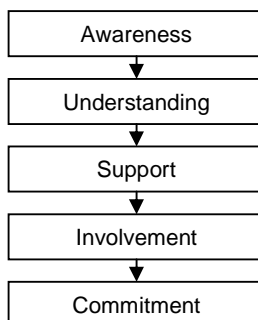
While Asif and Sargeant's model illustrates several important elements of internal communication, it is lacking in strategic theory. In particular, it does not draw a clear link between the overall strategy of the organisation and the internal communication process. The only element that hints at strategy is the inclusion of 'shared vision' as a goal, indicating a desire to achieve strategic alignment. However, overall, the model does not reflect any recognition of the strategic contribution of internal communication.

In terms of the internal communication process, Asif and Sargeant's (2000:306) model does indicate a need for a holistic infrastructure and notes that management style plays an important role. However, it does not identify symmetrical communication and dialogue as a component of the strategic internal communication model nor does it identify any need to consider the context in which the internal communication occurs. Therefore, while their model may reflect the reality of internal communication within the organisations they studied, it does not reflect the normative ideal identified in the theory and literature around strategic internal communication and INGOs.

5.3.3 Quirke's (2002) progression of internal communication objectives

Focusing on the goal of internal communication, Quirke (2002:169) identified a line of progression for internal communication objectives (Figure 5.4).

Figure 5.4: Progression of internal communication objectives



Adapted from: Quirke (2002:169-170)

5.3.3.1 Explanation

Quirke's progression starts with awareness of organisational values, goals and strategy. Awareness can generally be achieved through one-way communication. The second goal is understanding, which involves more information than awareness and additional feedback to ensure that employees actually understand what they are being told. The third goal is eliciting support for the organisation's goals. This involves more explanation into the rationale behind organisation decisions so that employees, even if they do not like the decision, accept that it is happening and can support the logic behind it (Quirke, 2002:170). In order to elicit support, communication exchanges must be less formal and have room for continual discussion.

The fourth goal is involvement, which means engaging in dialogue to share thought processes and explore alternatives and best means of implementing organisational strategies. The final goal is commitment. Commitment results from "a sense of ownership, and this comes from having participated in the process" (Quirke, 2002:170). As a result, achieving commitment involves significant dialogue with employees that includes reviewing the pressures on the organisation and the different strategic options available.

5.3.3.2 Critique

Quirke's progression of objectives is based on the ultimate goal of strategic alignment among all internal stakeholders. However, his progression illustrates that it is easier to see the process as consisting of different stages which each employee or group of employees must first achieve in order to move on to the next stage. Thus Quirke's progression provides insight into how strategic alignment is achieved through strategic internal communication.

Quirke (2002:170) also provides support for the need for symmetrical communication and dialogue within the organisation in order to achieve strategic alignment. By noting that achieving the final goal, commitment, depends on symmetrical dialogue around strategic intent, Quirke supports a postmodern strategic management process which, as discussed in Chapter 4, fits the context and form of INGOs.

5.3.4 Mounter's (2003) framework for global internal communication

Mounter (2003) identifies several steps that are necessary for managing internal communication in an international context. These are presented in Figure 5.5.

Figure 5.5: Global internal communication

Seven steps to a global communication heaven:

- i. Senior management commitment
- ii. Evaluation/research of issues, both local and global, to uncover cultural nuances
- iii. Identification of the few, key messages
- iv. Creation of a communication network to support local management
- v. Identification of non-negotiables concerning delivery and feedback
- vi. Empowerment of local management and the communication network to deliver the messages and control feedback on them, to stimulate ownership
- vii. Engagement of management and leadership, at all levels, in a continuing process

Source: Mounter (2003:268)

5.3.4.1 Explanation

The first of the seven steps necessary for internal communication in international organisations identified in Figure 5.5 is senior management commitment, which has already been identified as necessary for effective internal communication in any organisation. Step 2 relates to the internal market segmentation and research noted in Asif and Sargeant's model (Figure 5.3), and is necessary for identifying the cultural difference among groups of employees and tailoring communication appropriately. Step 3, the identification of key messages, requires identifying the necessary elements of the organisation's values, strategic intent and goals that require communication to all employees no matter their location. Step 4 involves developing a communication network that includes representatives from local management in order to provide support for local strategic internal communication.

Step 5 is identifying the non-negotiables regarding how internal communication is conducted locally and what sort of feedback must be received internationally (Mounter, 2003:268). For an INGO, these non-negotiables may relate to the organisation's values, for example, if they require internal democracy, or to requirements from donors. Step 6 involves the empowerment of local management to control the internal communication locally, in line with the key messages and non-negotiables previously identified (Mounter, 2003:268). This is important because it promotes ownership and, in turn, commitment and

also because local management is better positioned to understand the cultural nuances of each location. Finally, Step 7 identifies internal communication as a continuous and evolving process which requires leadership and engagement at all levels of management.

5.3.4.2 Critique

The seven steps for global internal communication identified by Mounter (2003:268) are useful in understanding some of the considerations necessary for managing strategic internal communication in INGOs. As the only model found in the literature that specifically considers this function in an international context, its insights are unique in their application to this study. However, it lacks a foundation in strategic theory and does not consider the strategic contribution of internal communication to the organisation.

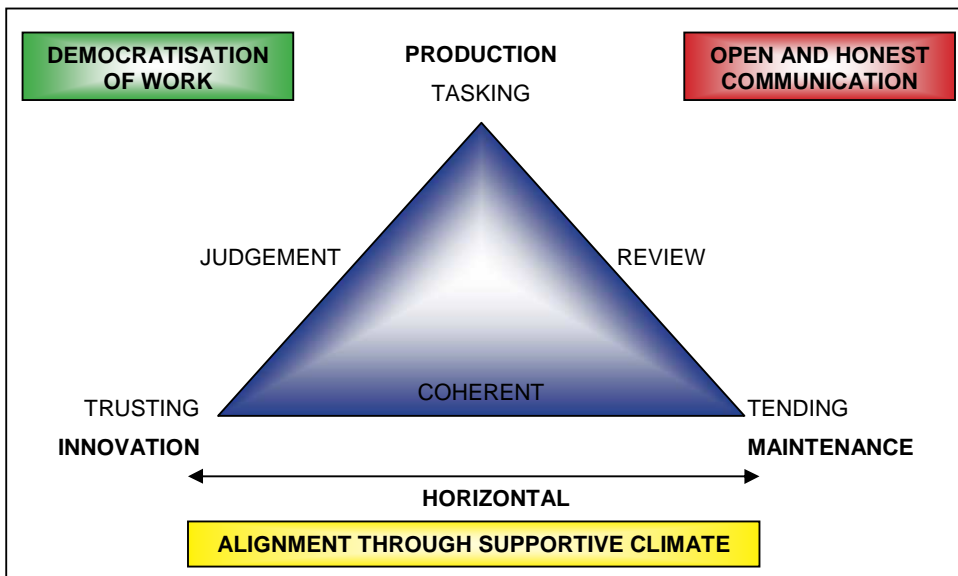
In terms of the internal communication process, many of Mounter's seven steps are in line with the overall model for strategic communication put forward by Steyn and Puth (Figure 5.2). For example, the identification of key issues and the need to obtain top management commitment are part of both frameworks. While Mounter (2003:265) does not identify symmetrical communication as a key component, he does note that successful organisation requires symmetrical dialogue, and not monologue, in the countries in which they work. He also advocates local empowerment and ownership of the process, with constraints, that suggests a need for dialogue. In addition, he notes that good global internal communication is seventy percent listening. Thus, the model of global internal communication (Figure 5.5) put forward by Mounter (2003) does include several of the normative elements of strategic internal communication discussed in Chapter 4.

With his focus on uncovering cultural nuances and empowering local management, Mounter's (2003) model provides insight into how strategic internal communication can be implemented within the INGO context.

5.3.5 Verwey, Du Plooy-Cilliers and Du Plessis' (2003) communication triad at work

Verwey *et al.* present a model (Figure 5.6) that helps to explain how strategic internal communication fits into the overall communication within an organisation.

Figure 5.6: The communication triad at work



Source: Verwey, du Plooy-Cilliers and du Plessis (2003:163)

5.3.5.1 Explanation

Verwey *et al.* use the ‘Triad of Work’ developed by Stamp (quoted in Verwey *et al.*, 2003:161) as the basis for their model. They associate each work function in the ‘Triad of Work’ with a specific communication function. Tasking is associated with production communication whereby information regarding tasks, roles and requirements is communicated. Trusting is associated with innovation communication wherein information is communicated that allows the organisation to plan and adapt to changes in its environment and through which employees are trusted with the responsibility of developing new ideas. Finally, tending is associated with maintenance communication wherein employees are recognised for their contribution and their development is supported in pursuit of organisational goals.

5.3.5.2 Critique

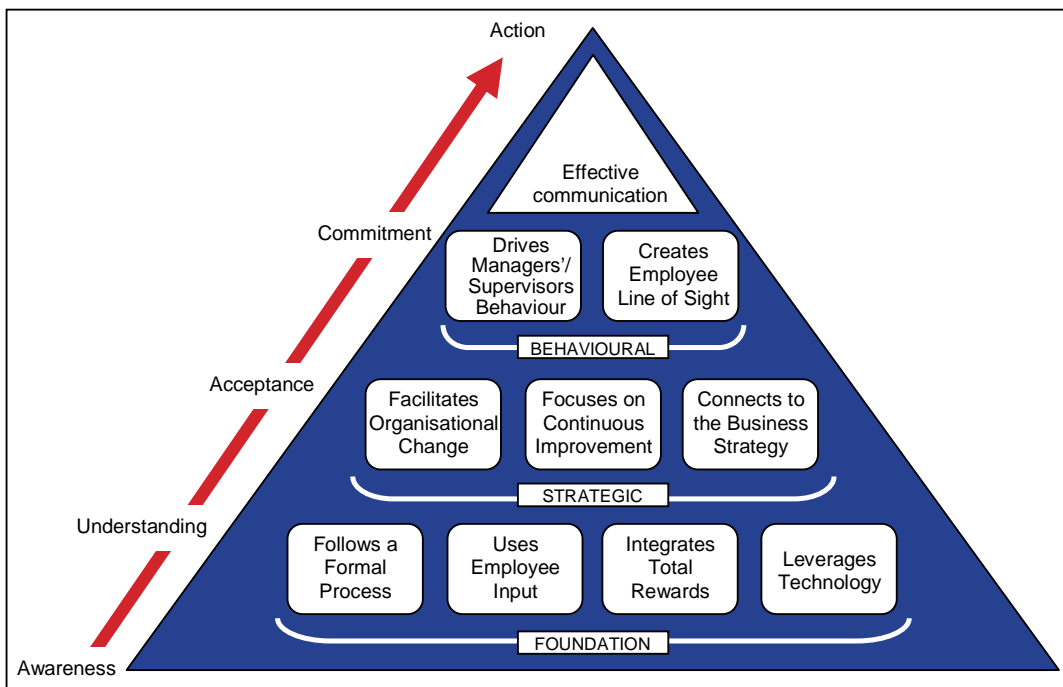
Through the process of tasking, tending and trusting, management creates a supportive climate based on a democratic workplace and open and honest communication through which employee goals are aligned with the goals of the organisation (Verwey *et al.*, 2003:163). Thus Verwey *et al.*’s model supports the strategic contribution of internal communication by focusing on strategic alignment and illustrating how strategic internal

communication depends on all aspects of communication in the organisation, including production, innovation and maintenance communication. However, their model provides little insight into the process of internal communication. In terms of the INGO context, the model supports a participatory environment based on symmetrical communication which is part of the normative ideal of strategic internal communication in INGOs.

5.3.6 Watson Wyatt Worldwide's (2004) hierarchy of effective communication

As Kelly (2000:88) notes, when a functional area is ignored in academic literature, practitioners often step in to fill the void. This is the case with internal communication, where consulting firm Watson Wyatt International has developed its own model for effective internal communication (Figure 5.7).

Figure 5.7: Hierarchy of effective communication



Source: Watson Wyatt Worldwide (2004)

5.3.6.1 Explanation

The Watson Wyatt model highlights several elements of the internal communication function. To start with, it builds on the line of progression identified by Quirke (2002) for internal communication objectives. The progression goes from awareness to

understanding through acceptance to commitment and finally action, this last being a key addition. As Quirke (2002:48) notes, employees must not only understand the organisation's values and goals but "be able to convert that understanding into action." When employees are able to do this, they can take responsibility for decisions at a lower level because they will be aligned with the organisation's strategic intent. While neither Watson Wyatt nor Quirke makes the connection, identification, as discussed in Chapter 4, can be associated with achieving commitment and changing it into action.

The Watson Wyatt model (Figure 5.7) also identifies several key components for the management of internal communication. Firstly, they argue that the foundation of effective internal communication is a formal communication process, employee input, the linking of desired behaviour from employees and their compensation and the effective use of communication technology (Yates, 2006:73). At the strategic level, effective internal communication must facilitate organisational change, focus on continuous improvement and connect employees to the organisation's strategy. Finally, at the behavioural level, they argue that effective internal communication should communicate the organisation's vision so that it drives the behaviour of management and supervisors and develops a clear line of sight so that employees can understand how their jobs contribute to the organisation's goals and achievements (Yates, 2006:74).

5.3.6.2 Critique

The Watson Wyatt model recognises the strategic contribution of internal communication. It is based on a goal of strategic alignment and notes the importance of communicating around strategic intent and linking employees work with the overall strategy. However, the model does not indicate the position of internal communication, not just as part of strategic management for implementation purposes, but also for strategy development purposes.

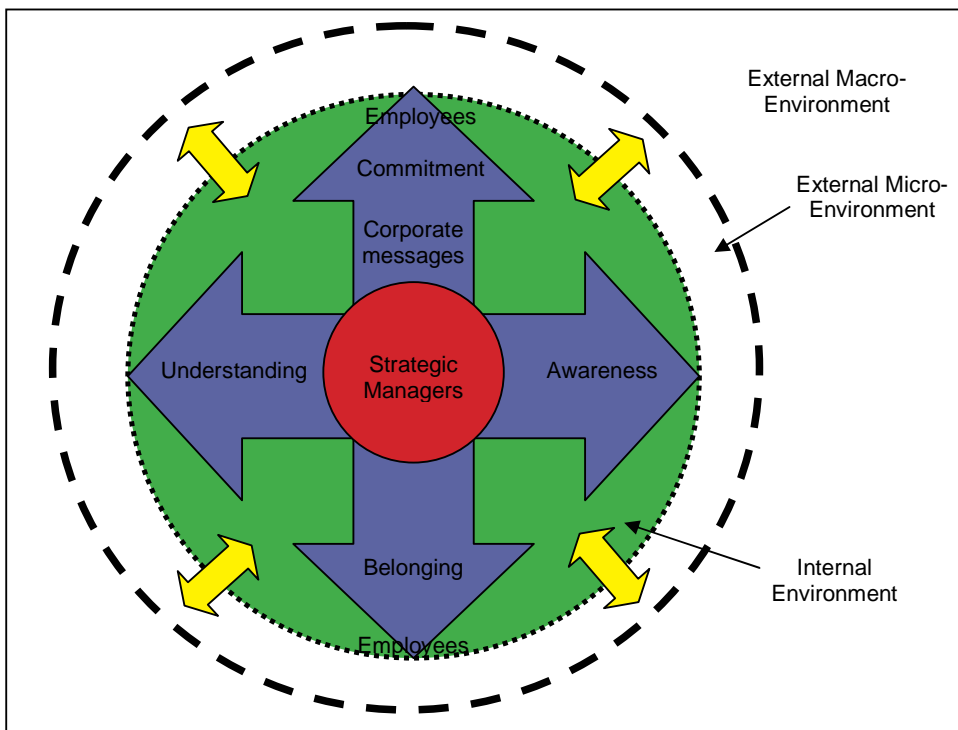
In terms of the internal communication process, the Watson Wyatt model includes several of the elements identified as part of the normative ideal. For example, it notes the necessity of engaging with senior executives as well as line managers as part of a formal internal communication process wherein internal communication develops its own strategy (Yates, 2006:74). However, the model is also missing certain components of the strategic internal communication process. For example, while it does identify employee input as part

of the foundation for effective internal communication, the overall model remains linear in approach and driven from the top down. As a result the principle and necessity for symmetrical communication is not apparent. Similarly, the model provides no consideration for the external context or internal culture, structure or workforce characteristics of the organisation. Therefore, the Watson Wyatt model does not appear to be appropriate for INGOs because it does not facilitate a postmodern approach that allows the values and other characteristics of an INGO to be taken into account.

5.3.7 Welch and Jackson's (2007) internal corporate communication model

Welch and Jackson (2007) put forward a model (Figure 5.8) to illustrate how their concept of internal corporate communication achieves its goals.

Figure 5.8: Internal corporate communication



Source: Welch and Jackson (2007:186)

5.3.7.1 Explanation

Welch and Jackson (2007:187) identify four goals for internal corporate communication: to promote commitment to the organisation, a sense of belonging to it, awareness of its

changing environment and understanding of its evolving aims. They argue that their four goals are achieved through communication from the organisation's strategic managers to all employees as symbolised through the arrows emanating from the centre circle. In contrast to the Excellence Theory of PR, they argue that this type of internal communication must, by necessity, be asymmetrical in large organisations, particularly because messages regarding organisational goals and strategy must be consistent throughout the entire organisation. The model also acknowledges the influence of the organisation's internal and external environment on internal corporate communication.

5.3.7.2 Critique

Welch and Jackson's model is based on a partial understanding of the strategic contribution of internal communication. While they identify four distinct goals for internal communication, their four goals are all necessary for aligning employees behind the organisation's strategic intent. They also recognise the importance of internal communication being positioned among the strategic managers of the organisation. However, their argument for asymmetrical internal communication is at odds with the theory on strategic communication and strategic internal communication, as discussed in Chapter 4. What their approach does not consider is the role that stakeholders, including employees, need to play in the development of the organisation's strategy and the role of the internal communicator in ensuring their views and issues are brought into the strategy development process.

Overall, Welch and Jackson (2007) do not specifically address many elements of the internal communication process. However, for the one element they do address, symmetrical communication, they do not acknowledge its importance for achieving strategic alignment at all levels and across all functions of the organisation. Welch and Jackson (2007:187) do acknowledge, as indicated by the double-headed arrows in Figure 5.8, that strategic internal communication should be underpinned by two-way symmetrical communication. However, they define the purpose of this as identifying what employees need to know; an asymmetrical purpose because it does not acknowledge that the organisation might be open to changing on the basis of the communication.

Welch and Jackson do acknowledge the role played by the organisation’s internal and external context and its influence on the internal communication process. In this regard, their model would assist in applying this process within an INGO. However, as it does not support a postmodern approach based on dialogue and negotiation, it is difficult to see how it would be able to address the many challenges faced by INGOs.

5.3.8 Grimshaw and Mike’s (2008) strategic communication maturity model

Grimshaw and Mike (2008) developed a model to measure the maturity of the strategic internal communication function in an organisation. This model is illustrated in Figure 5.9.

Figure 5.9: Strategic communication maturity model

Maturity Level	How internal communication drives business results...	Seat at the leadership table
1	... very indirectly, if at all, by delivering formal communication products to specs, efficiently and reliably (Tactical only)	None (internal vendor status only)
2	... by delivering formal communication products targeted at specific “know, believe, feel and do” outcomes (A strategic orientation limited to formal communication products)	Guest/Consultant (appear when summoned to participate in problem solving)
3	... by helping leaders manage meaning through symbolism (decisions and action, rewards and recognition), informal communication and formal channels and vehicles)	Trusted Advisor
4	... by promoting strategic alignment (driving leadership’s overall strategic communication objectives, effectively and credibly communicating strategy and engaging all employees around it)	Trusted Advisor and Senior Strategist
5	... by promoting organisational effectiveness (strategic alignment and cross-functional collaboration, coalition building, effective partnering, etc.)	Fully Integrated Senior Leadership Team Member (e.g. Chief Communication Officer)

Source: Grimshaw & Mike (2008:30)

5.3.8.1 Explanation

In their model, Grimshaw and Mike (2008) outline five levels of maturity for an organisation’s strategic internal communication function. Starting at level one and progressing to level five, the levels diagnose the maturity, or more specifically the strategic maturity, of an organisation’s internal communication function.

Each level outlines the position that people, processes, content and measurement need to attain in order to achieve that level of strategic maturity (Grimshaw & Mike, 2008:29). For

example, an internal communication function with a maturity level of one is efficient and reliable at delivering formal communication products but content-generation and other decisions are undertaken outside of the function. Meanwhile, an internal communication function with a maturity level of five is actively engaged in improving organisational performance through effective communication (Grimshaw & Mike, 2008:30-31). At this maturity level, the lead communicator plays an active role on the organisation's leadership team and marries his/her strong communication skills with a deep understanding of the organisation's strategic intent.

Grimshaw and Mike (2008:31) argue that their model helps an organisation identify its current internal communication maturity, its desired, or even required internal communication maturity level and the means to move from one to the other. They therefore put their model forward as a means of helping organisations generally, and internal communication practitioners in particular, develop more strategic internal communication functions. In this way, the model is designed to help organisations address the barrier posed by communication personnel who are not strategic enough, as discussed at the end of Chapter 4.

5.3.8.2 Critique

Similar to the Steyn and Puth model (Figure 5.2) and the Watson Wyatt model (Figure 5.7), Grimshaw and Mike's model (Figure 5.10) is based on a solid foundation of strategic thinking. They note that, in a function with a maturity at level three and above, strategic or "brand" alignment is key (2008:30). In addition, they also note the need for the senior communicator to play a role at the highest level of the organisation. Finally, Grimshaw and Mike's (2008) five levels of maturity reflect the need for internal communicators to possess the knowledge necessary to operate strategically.

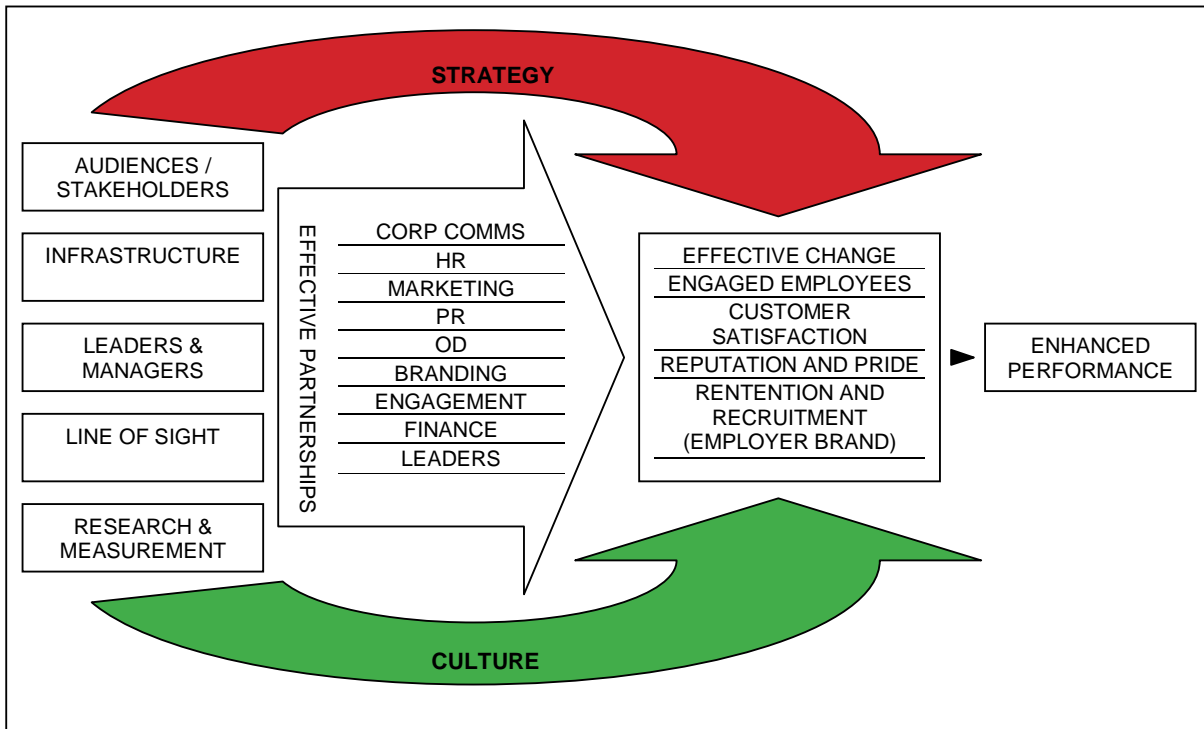
Grimshaw and Mike's model does not specifically address the internal communication process. However, it does emphasise the incorporation of formal and informal channels of communication, which they see playing a role in functions with a maturity level as low as two, and the incorporation of feedback within the function, which suggests a holistic internal communication infrastructure incorporating symmetrical communication. It does not preclude a postmodern approach to strategic internal communication which would help

INGOs address the challenges they face. However, their model does not consider the organisational and contextual elements that need to be considered in order to build a mature strategic internal communication function. As a result, while Grimshaw and Mike (2008) reflect the normative ideal of what a strategic internal communication function should look like, their model does not incorporate any consideration for the possibility of adaptations to meet the overall INGO context.

5.3.9 Mellor and Dewhurst’s (2008) framework for an effective internal communication function

Similar to Watson Wyatt International, consulting firm Melcrum developed its own model for effective internal communication. It is presented in Figure 5.10.

Figure 5.10: Melcrum’s Framework for an effective internal communication function



Source: Mellor and Dewhurst (2008)

5.3.9.1 Explanation

Melcrum’s framework identifies five key elements as necessary for an effective internal communication function: audience/stakeholders, infrastructure, leaders and managers, line

of sight, and research and measurement. These five elements must work together through partnerships with multiple other departments of the organisation in order to achieve the five goals of internal communication: effective change, engaged employees, customer satisfaction, reputation and pride, and retention and recruitment (employer brand). Achieving these goals all then contribute to the overall performance of the organisation (Mellor & Dewhurst, 2008). The final component of the framework is that the entire internal communication must take place within the context of the organisation's strategy and culture.

5.3.9.2 Critique

The Melcrum Model (Figure 5.5) recognises the role of strategy – notably in the sense that all aspects of internal communication must be undertaken within the context of the organisation's strategy and that there is a need to create a line of sight between the strategy and the individual employees. However, the model does not identify the purpose of strategic alignment, nor does it position internal communication within the strategic management of the organisation.

In terms of the process of internal communication, the Melcrum Model does make several key contributions. Like Asif and Sargeant's model (Figure 5.4), it identifies audience and stakeholder research as an important component of the process, noting that internal communication needs to be tailored for different employee groups (Mellor & Dewhurst, 2008). This point is also similar to Steyn and Puth's model of strategic communication (Figure 4.2), where analysing the environment and identifying strategic stakeholders is key to strategic communication. Secondly, it identifies the internal communication infrastructure as a main component of the internal communication function (Mellor & Dewhurst, 2008). Infrastructure refers to the activities, process and channels that are used to implement strategic internal communication and these are thus important considerations for the management of the function. It also notes the need for effective partnerships, echoing the importance of taking a strategic orientation to the internal communication process which integrates it with the broader communication function. Finally, it recognises the importance of involving managers in the internal communication process (Mellor & Dewhurst, 2008).

While the model does reflect many of the process elements of the normative ideal for strategic internal communication in INGOs, it does not identify employee input and symmetrical communication as components of the strategic internal communication process. As a result, the model is linear and top down in approach and does not adopt the postmodern strategic management approach identified as assisting INGOs address their particular challenges. However, the Melcrum model does demonstrate that internal communication is shaped by the organisation's culture as well as its strategy (Mellor & Dewhurst, 2008). This is an important contribution as it highlights the importance of the organisation's strategic intent, culture and values to the management of strategic internal communication. In addition, it shows consideration for the fact that different contexts, such as the INGOs, may have implications for internal communications.

5.4 OVERALL CRITIQUE OF THE MODELS AND FRAMEWORKS RELATED TO STRATEGIC INTERNAL COMMUNICATION

As can be noted from the previous section, no model, framework or theory found in the literature fully encapsulates the normative ideal for strategic internal communication in INGOs discussed in Chapter 4 and outlined in section 5.2 above. The following will provide an overview of how the models, theories and frameworks discussed in this chapter integrate with three elements of the normative ideal: strategic focus, process and INGO context.

The strategic communication theory presented by Steyn and Puth (2000) provides the foundation for strategic thinking and focus behind strategic internal communication and outlines the content, positioning and knowledge required for communication to function strategically. The earlier models and frameworks, Asif and Sargeant's (2000: Figure 5.3) in particular, did not adopt a similar strategic focus to their conceptions of internal communication. Later models, such as Watson Wyatt's (2004: Figure 5.7), Welch and Jackson's (2007: Figure 5.8) and Melcrum's (2008: Figure 5.10), do indicate a shift towards more strategic thinking in the implementation of internal communication. However, it is only Grimshaw and Mike (2008: Figure 5.9) who identify all the elements of the normative ideal as integral parts of internal communication.

No one model, theory or framework discussed in this chapter identified all the necessary elements for an effective strategic internal communication process: a strategic orientation, leadership commitment from senior and line managers, symmetrical communication and dialogue and a holistic internal communication infrastructure. However, each of these did receive support from one or more models or frameworks. For example, Melcrum (Figure 5.10) and Watson Wyatt (Figure 5.7) both noted that strategic orientation, in terms of integration with an overall communications strategy and the overall orientation of the function, is an important component of effective internal communication. Similarly, Mounter's model (Figure 5.5), the Watson Wyatt model (Figure 5.8) and the Melcrum model (Figure 5.10) all identified commitment from senior leaders and line managers as part of an effective internal communication function.

In terms of symmetrical communication and dialogue, Quirke's framework (Figure 5.4), Verwey *et al.*'s model (Figure 5.6) and Grimshaw and Mike's model (Figure 5.9) embrace this approach to internal communication, although not the importance of it concerning strategic issues. Finally, in line with Steyn and Puth's identification of a media analysis as an important component of building a corporate communication strategy (Figure 5.2), Melcrum (Figure 5.10) identifies the infrastructure as an important part of the internal communication process. As a result, while the models provide support for the ideal process for internal communication, none reflects it in its entirety.

Several of the models, frameworks and theories identify elements that are useful to consider when looking at strategic internal communication in the INGO context. For example, both Asif and Sargeant (Figure 5.3) and Melcrum (Figure 5.10) identify the need to consider the audience, such as the INGO workforce and its characteristics, when implementing internal communication. In addition, Melcrum (Figure 5.10) notes the importance and influence of the organisation's culture on effective internal communication. Finally, Welch and Jackson place internal communication firmly within the internal and external context of the organisation, highlighting the impact of these two contexts on the internal communication process. However, it is only Mounter (Figure 5.5) who actually considers internal communication within a non-generic context, the international organisation. From this perspective, he saw the importance of understanding cultural

nuances and empowering local management, while, at the same time, maintaining non-negotiables across the organisation.

Overall, the models, theories and frameworks support the view that context including form, culture, structure and workforce characteristics could have an impact on strategic internal communication within INGOs. By ensuring consideration for context and a focus on dialogue that INGOs require, it is possible for strategic internal communication to help INGOs address their many challenges.

5.5 CONCLUSION

Strategic internal communication functions within the broader context of strategic communication and the organisation's context, form, structure and culture. The theories, models and frameworks discussed in this chapter highlight this fact, while at the same time providing more detail about the process of internal communication. While none of these models, theories or frameworks fully reflects the normative ideal for strategic internal communication developed in Chapter 4, they all provide support for one or more elements thereof. The next phase of this study will look at the current internal communication practices in INGOs, noting how closely actual practices reflect the normative ideal and identifying how to improve the strategic contribution of internal communication to help INGOs address their many challenges.