

INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX – TRAINING, DEVELOPMENT & RECOMMENDED READING

GENERIC - BUSINESS & MANAGEMENT	SPECIALIST - CORPORATE & INTERNAL COMMUNICATION
BAND 1 – Entry level (six to 12 months) Entry level practitioner (degree level). Learning core skills and acquiring basic knowledge in the wider context of communications and management.	
<ul style="list-style-type: none"> • Who Moved My Cheese – Johnson • Idiot’s Guide to Project Management – Baker • Broad reading of the quality press – FT, Times, Telegraph, etc • The Economist Style Guide • Inside organisations – 21 ideas for managers – Handy 	<ul style="list-style-type: none"> • Handbook of Corporate Communications - Gower • Writing for the web – IABC • Essential English for journalists, editors & writers – Evans • Copy-editing – a practical guide - Juee
BAND 2 – 12 months to 2/3 Years Becoming effective as a practitioner, growing the skills set and deepening their understanding of business/management and internal comms.	
<ul style="list-style-type: none"> • The Seven Habits of Highly Successful People – Covey • First Things First - Covey 	<ul style="list-style-type: none"> • Making the Connections – Quirke • Work Psychology: Understanding Human Behaviour in the Workplace – Arnold, Cooper & Robertson (Financial Times/Prentice Hall) • The Fundamentals of Corporate Communication – CIM Professional • PR Week • Inside Organisational Communication – IABC • The Complete Guide to Integrated Change: Best Practice for Major Announcements - IABC • The Communication Plan - IABC • Introduction to Communication Studies – Fiske • Simplicity – the new competitive advantage in a world of more, better, faster - Jensen

INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX – TRAINING, DEVELOPMENT & RECOMMENDED READING

GENERIC - BUSINESS & MANAGEMENT	SPECIALIST - CORPORATE & INTERNAL COMMUNICATION
<p>BAND 3 – Manager or Supervisor with at least Two to Three years post graduate experience Moving from learning core skills to becoming effective as a manager and as an advisor to other leaders</p>	
<ul style="list-style-type: none"> • Understanding Organisations – Handy • The Structuring of Organisations - Mintzberg • The Empty Raincoat – Handy • Business Management for Communicators – IABC • The Skills of Management – Rees • How do we choose – Tuck • Management Today • Living strategy – putting people at the heart of corporate purpose - Gratton 	<ul style="list-style-type: none"> • Reputation – Fombrun • Brand Manners - Pringle & Gordon • Corporate Culture Survival Guide - Schein • Managing Change – Burnes • Communicating Change – Larkin & Larkin • Communicating Corporate Change - Quirke • NLP at Work – Knight • Managers Guide to Excellence in Public Relations – Grunig, Grunig & Dozier • Behavioural Aspects of Marketing – Williams • Internal Communication • The Business Communicator • Human Resources magazine • Strategic Communication Management • Facilitators Guide to Participatory Decision Making – Kaner, Lind, Toldi, Fish & Berger • Managing the Communication Function – IABC • Customer Service in Communication – IABC • Best Practice Series, The Work Foundation • Communication Models – McQuail and Windahl • Understanding Communication Theory – Windahl & Signitzer • Living the Brand – how to transform every member of your organisations into a brand champion - Ind • Why Change doesn't work – why initiatives go wrong and how to try again and succeed – Robbins and Finley • Aftershock – helping people through corporate change – Woodward and Buchholz

INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX – TRAINING, DEVELOPMENT & RECOMMENDED READING

GENERIC - BUSINESS & MANAGEMENT	SPECIALIST - CORPORATE & INTERNAL COMMUNICATION
BAND 4 – Senior Practitioner – at least five years operating at Band two Leading a department or consulting practice which provides support to senior managers	
<ul style="list-style-type: none"> • Living Tomorrow's Company – Goyder • Management Teams, Why do they Succeed or Fail? – Belbin • The culture and the organisation -Belbin • In Search of Excellence – Peters & Waterman • Built to Last – Collins & Porras • Leading Change – Kotter • Harvard Business Review on Culture & Change - HBR • Psychological Contracts in Organisations – Rosseau • Making Strategy – Eden & Ackermann • Harvard Business Review • When Cultures Collide – Lewis • Difficult Conversations – How to discuss what matters most – Stone, Patton and Heen • From Good to Great - Collins 	<ul style="list-style-type: none"> • The Expertise of the Change Agent – Buchanan & Boddy • Sensemaking in Organisations - Weick • Leading Organisations Through Transition – Deetz, Tracy & Simpson • Corporate Communication – Argenti • Management of Corporate Communication – Heath • Organisational Culture - Brown • The Expressive Organisation – Schultz, Hatch & Larsen • Strategic Management, a Stakeholder Approach – Freeman • Appreciative Management & Leadership – Srivastva & Cooperrider • Strategic Communication Management • Journal of Communication Management