

23 Immutable Laws of Change Management and Internal Communication

1. The CEO ultimately drives employee behavior and the organization's culture.
2. Management and communications must be married: not distant relatives.
3. Decision-making must be inclusive and integrated.
4. It's all about "Purpose."
5. Make it "Important."
6. View employees as a public constituency not a captive audience.
7. Discover versus sell.
8. Communications must be holistic.
9. Employees understand strategy by "seeing and feeling" behavior patterns, not via corporate speak
10. The marketplace should dominate internal dialogue.
11. Information must be dynamic versus inert.
12. Communicators must be businesspeople first as well as problem solvers and behavioral experts.
13. Have the courage to be subjective.
14. Corporate initiatives fail because of poor or improper communications.
15. Employees must be given a frame of reference.
16. Connecting versus building relationships.
17. "Simple" creates interest.
18. "Where am I?"
19. Size means nothing.
20. Culture of information versus communications.
21. Remember, people are working with the "volume off."
22. An organization's reputation today is the sum of its communications.
23. Employees are the enterprise's authentic experts.

Excerpted from [Perspective, Volume 1; Issue 2](#), a white paper published by Edelman Change and Employee Engagement that details a communicator's role in today's complex business environment. For more information, contact us at inboxedelmanchange@edelman.com.



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