



AUDIENCE PULSE CHECK



OVERVIEW

Communications team leverages listening techniques to identify and understand motivators of employees' actions.

SCENARIO

- Chief Risk Officer approaches Communications to help him “refresh” the Code of Conduct, whose presentation was perceived as stale, to simplify the language while incorporating new regulatory requirements.
- Communications decides to explore more thoroughly what it would take to drive meaningful dialogue around the Code and to increase its relevance to employees' day-to-day decision making.

COMPANY SNAPSHOT

Avery Dennison		
Industry:	Labeling and Packaging	Avery Dennison (NYSE:AVY) is a global leader in labeling and packaging materials and solutions. The company's applications and technologies are an integral part of products used in every major market and industry.
2011 Sales:	US\$6 Billion	
Employees:	30,000	
Geographic Reach:	Global	

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Source: Avery Dennison; Communications Executive Council research.



Communicators identify motivators of Code of Conduct use to guide their communication plan.

- Communicators follow several simple steps that allow them to build a deeper understanding of employees' and managers' behavioral drivers.
- By generating insights around what employees really think and need, communicators can develop more targeted communication solutions.

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LEARNING JOURNEY

Steps in Avery's "Audience Pulse Check"



Source: Avery Dennison; Communications Executive Council research.



Communicators utilize existing listening techniques to gain deeper insight into employees' and managers' motivators.

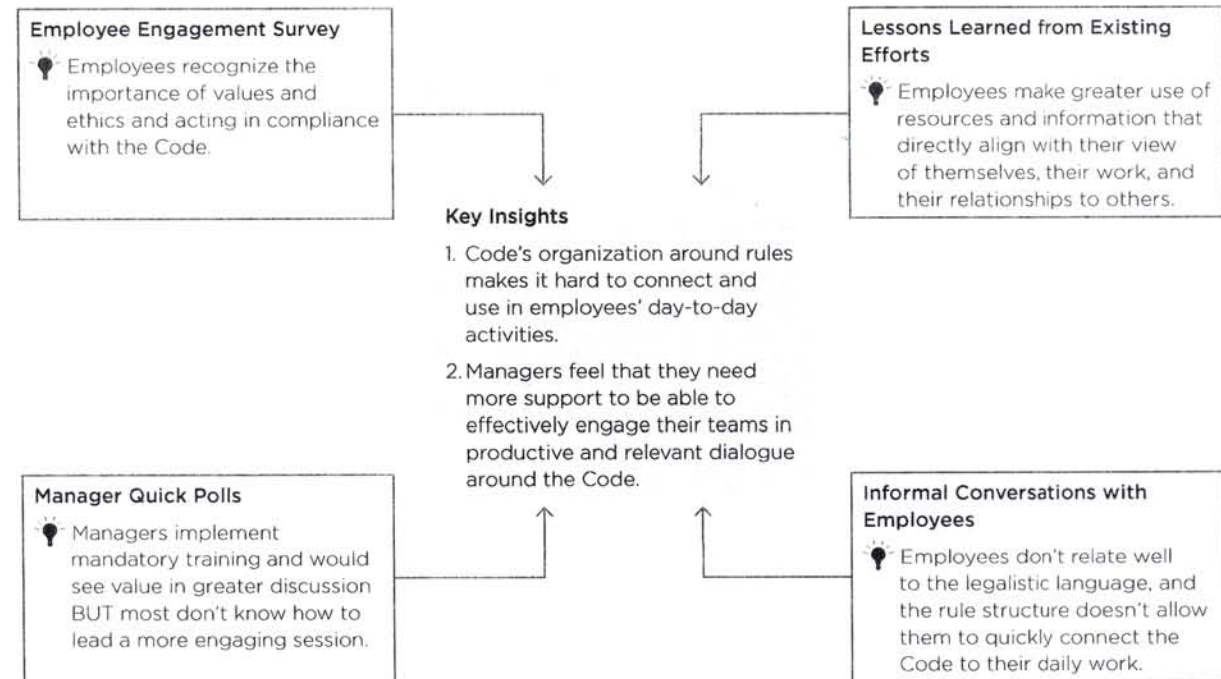
- Communicators capitalize on existing resources to build high level understanding of their employees.
- Communicators use quick, informal listening channels to dig deeper into what motivates and drives their employees.
- Communicators consolidate all the acquired knowledge to draw important insights about the employees' behaviors.

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BUILDING TO BEHAVIORAL INSIGHT

Inputs to Insight Generation



Source: Avery Dennison; Communications Executive Council research

Interactive manager training and online “trending page” spark dialogue about the Code among employees.

- Regular manager-led training and online features serve as useful reminders for employees to embed the Code into their daily activities.



“We know that every decision comes out of a process of education and understanding, and that led us to reorganize our code in a way that makes it easy for employees to use it as a tool of empowerment as opposed to a rule book.”

Jim Durrée
Vice President and Chief Risk Officer,
Avery Dennison

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EMBEDDING THE CODE IN WORK FLOW



Values and Ethics “Talkabout”
Word Association Cards



Increasing Employees' Comfort

Word association exercise indirectly introduces less comfortable topics and increases employees comfort to speak up.

Values and Ethics “Make Your Mark” Video



Creating Context for the Code

A contemporary video sets the tone for the Code and serves as a teaser to draw employees in. It's a key part of new hire orientation.

Values and Ethics Trending Page



Utilizing Existing Information Flow

The trending page on the Values and Ethics website engages employees in online dialogue and highlights to employees what parts of the Code are being utilized by their coworkers.

Source: Avery Dennison, Communications Executive Council research

Redesigned Code and training kit empower employees and managers to act.

- The redesigned Code of Conduct centers on employees' daily interactions and allows employees to quickly find and understand information that is relevant to them.
- The dialogue-focused Values and Ethics Manager Kit gives managers easy ways to present and discuss the Code with their direct reports.



"We could have approached this effort as a simple compliance exercise to ensure our Code was current, but we chose to look at it as an employee engagement opportunity and find ways to make it more meaningful and connected to the day-to-day experiences of our employees."

Heather Rim
Vice President, Corporate Communications, Avery Dennison

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ENABLING ACTION

Code Structure

Table of Contents: Before and After Redesign Effort

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Employee Relationship-Centric Redesign
Code of Conduct is reorganized to center around employee relationships and activities, which makes it easy to quickly find relevant and actionable information.

Dialogue-Facilitating Values and Ethics Manager Kit

Safe to Speak Up
Opening

Work Authorization

Rule (100)

Safe Business

Dialogue-Focused Training Structure

- Easy-to-use kit is designed to help managers facilitate usage, discussion, and roll-out.
- Interactive presentation increases employees' comfort to talk about challenging topics.
- Real-life examples of potential ethical dilemmas encourage discussion and engagement among employees.

Source: Avery Dennison, Communications Executive Council research