databoom

Getting 9,000 People on Board with Change

An organization-wide initiative to help technical and measurement teams better communicate their findings to external audiences

psi

EXECUTIVE SUMMARY

AN ORGANIZATION-WIDE INITIATIVE TO HELP TECHNICAL AND MEASUREMENT TEAMS BETTER COMMUNICATE THEIR FINDINGS TO EXTERNAL AUDIENCES

PSI's teams are 9,000 members strong and span 65 countries. The organization had a small communications team and technical and measurement teams struggled to find time to write up their most interesting findings and communicate with non-academic audiences. We worked with staff across the organization to develop an easy-to-understand framework and complementary communications. The final product aligned PSI's strategic vision with the priorities of multiple departments to shift policy, practice, and funding.

SERVICES

Strategic Communication

Team and Stakeholder Engagement

Getting 9,000 People on Board with Change

PSI's teams are 9,000 members strong and span 65 countries. The organization uses social marketing to change behavior for healthy outcomes. Family planning, HIV/AIDS, malaria, maternal/child health, and tuberculosis programs are supported by large volumes of evidence to understand target audiences and drive impact.

The organization had a small communications team of ten, not nearly enough to produce effective communications for all its work. In addition, technical and measurement teams struggled to find time to write up their most interesting findings, and were challenged to communicate their work to stakeholders outside of academic and technical circles.

That's where we came in

We worked with staff across the organization to develop an easy-to-understand framework and complementary communications. The final product aligned PSI's strategic vision with the priorities of multiple departments to shift policy, practice and funding.

We started by understanding senior leadership's vision and different departments' needs. A key insight was that technical and measurement teams were used to thinking very linearly about their work and seeing it portrayed in logic models, so we worked with staff to create a flow chart (below) to link evidence, communications, and impact at the policy and funding levels.

PSI FLOW CHART

Linking Evidence, Communications, and Impact at the Policy and Funding Levels

AIM
- To get PSI to communicate its evidence to external audiences more effectively

RESOURCES
- ERC, SR&E, EFI, HARAs, Health areas staff, Country staff, Project staff
- $$, Organizational coordination

ACTIVITIES
- Digital + Print (Blog posts, email, social media, impact) earned media (news), webinars, events, roundtables, in-person meetings, trips, donor communications
- Learning products, research briefs, peer-reviewed articles, data visualizations

OUTPUTS
- Intentional communications (What are we saying?, why are we saying it?, and to whom?)
- Effective communications (Is this being delivered to the right person at the right time, in the right format?)

OUTCOMES
- PSI is top of mind with donors and COP in five health areas
- PSI requested to submit for funding
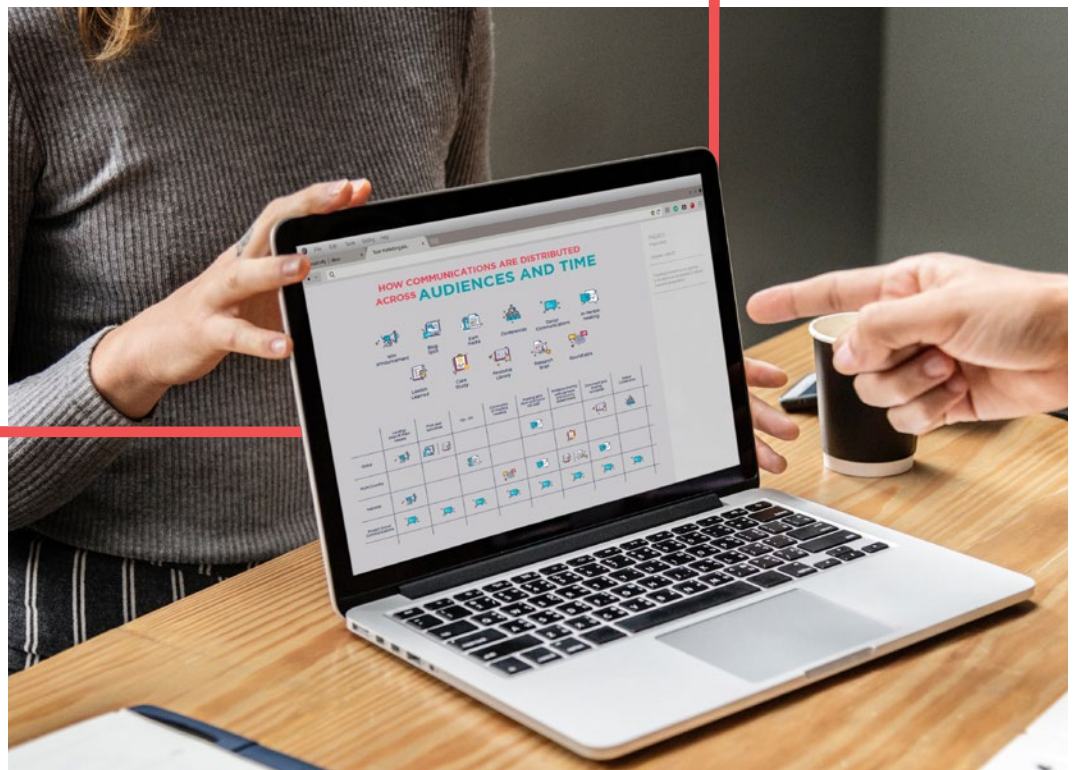- PSI seen as trustworthy by decision-makers in policy

IMPACT
- Policy shift at national and global levels (to accelerate market transformation)
- More funding from targeted donor orgs (to evolve PSI's funding model)

We then iterated upon the framework until agreement was reached. We supported teams to deliver against the framework, bringing together their evidence and communications, and identifying gaps in evidence as well as solutions for filling them.

We also trained technical and measurement teams to use the framework, and helped create templates so they could easily execute communications. Finally, we helped teams think about communications in relation to the lifecycle of their projects and deliverables, recognizing that communication messages and materials are delivered in a variety of formats and are adjusted for audiences over time.

HOW COMMUNICATIONS ARE DISTRIBUTED
ACROSS AUDIENCES AND TIME

Win Announcement

Blog Post

Earned Media

Conferences

Donor Communications

In-Person Meeting

Leason Learned

Case Study

Resource Library

Research Brief

Roundtable

	Landing Page & Press Release	First Year Successes	Op - Ed	Community of Practice Meeting	Meeting with MoH and Donor HQ staff	Evidence Sharing with Partners and Country Stakeholders	Documenting and Sharing Successes	Global Conference
Global	●	● ●			●		●	●
Multi-Country			●			●		
National	●			●	●	● ●	●	
Project Donor Communications	●	●	●	●	●	●	●	●

DATA COLECTION

	2016				2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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FLAGSHIP PROJECT A

Impact

The framework and tools received positive praise from senior leadership and technical and measurement teams. PSI has adopted the framework and staff have tailored evidenced-based communications products to it, including written materials, in-person engagements, and social media blasts, and its blog, The Five.