

THE LEADERSHIP COMMUNICATION GAP CASE STUDY

How Globe Telecom Strengthened Leadership Communication
to Secure Stronger Management Buy-in

CLIENT CONTEXT

- **Organization:** Globe Telecom
 - **Industry:** Telecommunications (Philippines)
 - **Audience:** 30 HR leaders across HRBP, Change mngt, L&D, C & B and HR Analytics
 - **Seniority:** CHRO -1/-2
 - **Context:** HR teams were driving multiple people initiatives but struggling to secure consistent leadership buy-in
- 👉 At Globe, HR was not lacking ideas or intent, but needed to translate initiatives into compelling narratives for business leaders.

CLIENT SPEAK

“Our HR teams regularly propose several employee engagement initiatives to the management. I believe storytelling can help us engage management more effectively and secure buy-in.”

– Vice President and Head HR,
Change Mngt & Org Development COE Team

THE LEADERSHIP COMMUNICATION GAP (LCG)

What HR Leaders Intended

- Present well-thought-out HR initiatives to senior mngmt
- Influence leadership on employee programs
- Drive alignment on culture and change initiatives

What the Organization Experienced

- Strong initiatives did not consistently secure leadership buy-in
- HR proposals were seen as functional rather than strategic
- Communication lacked emotional and business resonance

LCG at Globe (a classic intent-to-influence gap)

1. **Trust Gap:** Limited emotional connection reduced leadership conviction
2. **Clarity Gap:** HR messages lacked a sharp “Big idea” linked to business outcomes
3. **Action Gap:** Proposals did not consistently translate into approvals or action

STORI5 INTERVENTION

Our Approach:

A Design Thinking-based Storytelling intervention focused on enabling HR leaders to translate intent into influence.

Framework used: Empathize → Discover → Ideate → Craft → Narrate

Program Details:

1. *Structured Learning Journey (2 months)*

- 7 virtual sessions (2 hours each)
- Weekly cadence for application and reflection
- Each session incorporated basic principles, group case studies and assignments

2. Core Capability Areas Built

- Finding the 'Big Idea' behind HR initiatives
- Applying *Tactical Empathy* in leadership communication
- Using Storytelling frameworks (Values2Culture™ & Insight2Decision™)
- Crafting narratives for real business scenarios

3. Action Learning Projects (ALPs)

- Participants worked on applying Design Thinking-based Storytelling principles to active HR initiatives
- Applied Storytelling frameworks to secure outcomes as per project objectives
- Reviewed by facilitators on core Storytelling competencies

👉 This was not an HR communication program.
It was a structured effort to close the communication gap between HR intent and influence for management buy-in.

STORI5 IMPACT

Behavioural Shift (Backed by Participant Feedback):

1. Audience-Centric Communication: Use of empathy to make personas, framing through audience lens and making communication more human-centric
2. Structured Story Development: Starting with 'Big Idea' and using Design Thinking principles to build business-centric narratives
3. Stronger Presentation & Engagement: Integrating data with narrative and outcome-driven communication
4. Emotional Impact in Communication: Role of emotion in leadership decisions and applying storytelling models to create resonance

👉 HR does not struggle with ideas.
It struggled with communicating those ideas in ways that build Trust, create Clarity and inspire Action.