

<b>JOB TITLE / FUNCTION</b>	<b>BAM Internal communication &amp; change</b>
<b>REPORTS TO:</b>	<b>HR manager</b>
<b>MATRIX:</b>	<b>Internal Communication Manager</b>

**IKEA VISION:** To create a better everyday life for the many people.

**IKEA BUSINESS IDEA:** We shall offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

**IKEA HR IDEA:** To give down-to-earth, straightforward people the possibility to grow, both as individuals and in their professional roles, so that, together, we are strongly committed to creating a better everyday life for ourselves and our customers.

#### **GROWING IKEA TOGETHER 2010 – 2015:**

Our main objectives are:

- to be the leader in life at home
- growth and sustained long term profitability

#### **PURPOSE OF FUNCTION:**

To establish IKEA as the preferred employer by attracting those who share the IKEA values, ensuring a systematic development for all co-workers, inspiring them to perform in developing the business and deliver results and remain with IKEA. This will support IKEA in achieving the business objectives:

- To be the leader in life at home;
- Growth and sustained long-term profitability

This shall happen by

- working in partnership with all business functions
- ensuring the appropriate processes and tools are implemented
- actively contributing to the growth of business and people
  - ensuring that internal communication is used as a tool in leading business and people
  - ensuring that change processes are well guided and supported by our leaders towards our co-workers

To ensure that the internal communication is used as a tool in leading the business and the people in the unit. As a result, our co-worker satisfaction is recognised by our customers.

To ensure that all leaders in the unit are able to deal with change processes, to translate change processes to their co-workers and to guide and support their co-workers during these changes.

**PURPOSE OF THE JOB:**

My overall aim is to support IKEA in being and acting as a business partner and coach what will contribute to a successful meeting with our customers. I do this by supporting the IKEA Retail Organisation in using an efficient, effective and consistent way of internal communication and building business competence through a systematic approach to change processes.

I act as a business partner and coach for leaders to use internal communication and change management as strategic tools and as an integrated part of our business when leading business and people.

**ASSIGNMENT:****Customers**

- I ensure that the customer meets a satisfied co-worker by creating an open, sharing climate where all co-workers are well-informed and the IKEA culture is a living reality
- I ensure that the internal communication strategy is designed to achieve our overall aim of encouraging new consumers to become customers and existing customers to shop more frequently over time
- I ensure that all change processes in the unit are delivered in the best interest of the customer

**Commercial**

- I create awareness of the importance of internal communication as a tool for steering the business and create an effective information landscape
- I analyse and define internal information needs within the unit
- I plan, implement and follow-up the local internal communication calendar and activities, in collaboration with the management team
- I implement, in collaboration with the national internal communication responsible, internal communication activities rolled-out on a national level
- I create awareness of the importance of change management as a tool for steering the business
- I communicate and defend the need for change throughout the organization and create an open and receptive environment for change
- I follow-up local change activities
- I work with the IKEA change management model to maximize the possible contribution to the commercial objectives
- I'm responsible implementing the internal communication and change strategy

**People**

- I assure effective/efficient communication adjusted to target groups throughout the unit
- I coach and support leaders to plan the most effective, appropriate information/communication activities and media for delivering key messages and information to internal audiences
- I secure change management competence and capability with all leaders in the unit
- I challenge and support the management team and the line organisation in change initiatives
- I set clear goals and expectations and make time to follow these up

## Financial

- I set my personal goals based on the global and agreed KPIs
- I constantly monitor our performance against agreed goals, adapting and taking action accordingly
- I control costs by working in a lean, simple, cost-conscious way using good examples and encouraging others to discover even more effective ways of working

## PREVIOUS EXPERIENCE AND SKILLS:

Essential	Preferred
Compelling communicator both verbally and in writing	Knowledge in general project management processes; scope, time, cost, risk, quality, communication, procurement and how to integrate these processes
Ability to communicate confidently and clearly in English	
Excellent relationship building skills.	
Ability to set expectations and provide clear direction	
Ability to prioritise and delegate and organise own work and the work of others in order to make the most efficient use of time available	
Analytical, structured and organized	
Ability to visualize decisions on changes to how we work	
Ability to understand how changes affect adjacent processes	
Awareness of change effects and the different needs people have in a change process	
Self-reliant and motivated with proven ability to work as part of a team as well as independently	
Deep interest in people's everyday life at home and in home furnishing	

Ability to put the customer at the centre in all we do	
Ability to inspire and motivate others to see future possibilities	

## MOTIVATION:

### It is essential that I have the following motivations:

- The IKEA values really reflect my own values.
- I am driven to exceed my goals. I get as much out of helping my colleagues achieve and develop as I do out of my own achievements.
- I am passionate about promoting IKEA in my PMA in order to attract more traffic to our store and convert more visitors into customers.
- I am interested in home furnishing and people's everyday life at home and identify myself with the IKEA range.
- I enjoy working in a fast-paced and future-oriented environment.
- I am hungry for knowledge and want to improve my skills and learning, using this to benefit IKEA and grow personally.

## CAPABILITY/SKILL:

### Develop the business and deliver results

I focus on and understand the customers and their life at home, seeing the big picture as well as the details – both today and tomorrow. I make strategic choices and operational decisions to develop and drive my business to achieve the best possible results – with low cost and simplicity in mind.

I know my business and I lead from a total IKEA perspective.

I lead for development, I plan and organise, always learning from previous experiences.

I am result-driven and I focus on achieving the best possible results.

I follow up on short-term business performance as well as long-term business development.

I focus on our customers and their life at home.

### Lead and develop people

I lead, manage and coach co-workers, recognising competence and potential, empowering co-workers to perform to the best of their abilities, and to continuously develop in their business assignments.

I always focus on perform & deliver **and** learn & develop, making the business grow as well as the people.

I live the IKEA values every day.

I set, implement and follow up on the directions and goals.

I listen and respond, develop trust and build long-term relationships.

I recruit and identify talent and support my co-workers in exploring and developing their potential.

I take responsibility for my own development.

### Inspire and clarify

I communicate; inform, influence and actively listen and respond in an honest and straightforward way to inspire, motivate and convey the vision. I ensure clarity in the direction, the frameworks and goals, thereby creating meaning and commitment.

I communicate in a transparent, honest and straightforward manner.

I make the bridge between vision and everyday work possible to understand.

I create dialogue, listen and respond to others' views and ideas.

I inspire and influence.

### Create togetherness

I create relationships where our assignments, competences and differences strengthen each other.

I establish an atmosphere of belonging and shared values to be able to say "we" as one IKEA.

I act in order to create teamwork, co-operation and togetherness across IKEA.

I invite people with relevant competence to engage in critical questions – I connect business and people.

I share my experience and knowledge, and I am always willing to contribute with my competence.

### Find better ways

I create a working environment where I use common sense, ask “why?” and challenge the established. I encourage developing new ideas, and daring to do things differently – while embracing the good examples, and thereby finding – and sustaining – better ways of working.

I always look for better ways.

I spot bureaucracy and overdoing. I simplify and speed up, guided by my common sense.” I dare to break the walls of denial, to experiment and try out.

I encourage an atmosphere where we express our viewpoints, challenge the “here and now” and listen to unconventional ideas.

### Enable change

I create a direction, planning, managing and coaching co-workers in understanding the why, so we can move from knowing to doing thereby reaching the full potential of the change I aim for.

I act as a change sponsor.

I understand the different stages in a change process and I prepare for, plan and dedicate the resources needed.

I understand that communication is key in implementing change.

I act persistently and support my team to achieve the full potential of the change initiative.

I reflect upon and I create awareness about my own resistance and motivators in every change process.

## SPECIFIC KEY PERFORMANCE INDIC

### RECOMMENDED KEY PERFORMANCE INDICATORS (KPIs):

Customer	Commercial	People

### SPECIFIC KEY PERFORMANCE INDICATORS (KPIs):

Situational and personal KPIs agreed with my line manager.