

# The Journey begins

*MIB Employee Handbook and Manifesto - The Framing Logic*



REDBEARD

IN IMAGES OF ORGANIZATION, Professor Gareth Morgan argues that all theories of organisation and management are based on implicit images or metaphors that persuade us to see, understand or imagine situations in useful but inherently partial ways.

Seeing the organisation as a machine, for instance, leads to entirely different insights than seeing it as an organism, a brain, a culture or a political system.

As communications professionals, we have long understood and used the power of metaphor to frame an organisation's distinctive cultural, behavioural and aspirational drives. The right metaphor – by which we mean a metaphor that connects to the lived reality of organisational life and its strategic goals in a relevant and emotionally resonant way – can bring real structure, coherence and meaning to that organisation's internal and external communications.

And very occasionally – as with MIB – the most relevant and appropriate metaphor presents itself with unusual clarity.



# MIB and the ‘Purposeful Journey’ metaphor

*We believe that the journey metaphor plumbs much deeper into the organisational, cultural, employment and strategic reality of MIB*

NUMEROUS BUSINESS LEADERS draw journey metaphors when they embark on – and try to sell – the process of organisational and transformational change. For example, Chief Executive of Microsoft, Satya Nadella, promised staff that they were starting “a new phase of our journey together” back in 2015 – and then proceeded to make 25,000 job cuts.

We are certainly not suggesting that MIB adopt the journey metaphor is in this purely tactical and rhetorical sense.

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ROAD SAFETY

plumbs much deeper into the organisational, cultural, employment and strategic reality of MIB – what it does, how it does it, the industry context within which it operates and the ambitious goals it has explicitly committed itself to achieving.

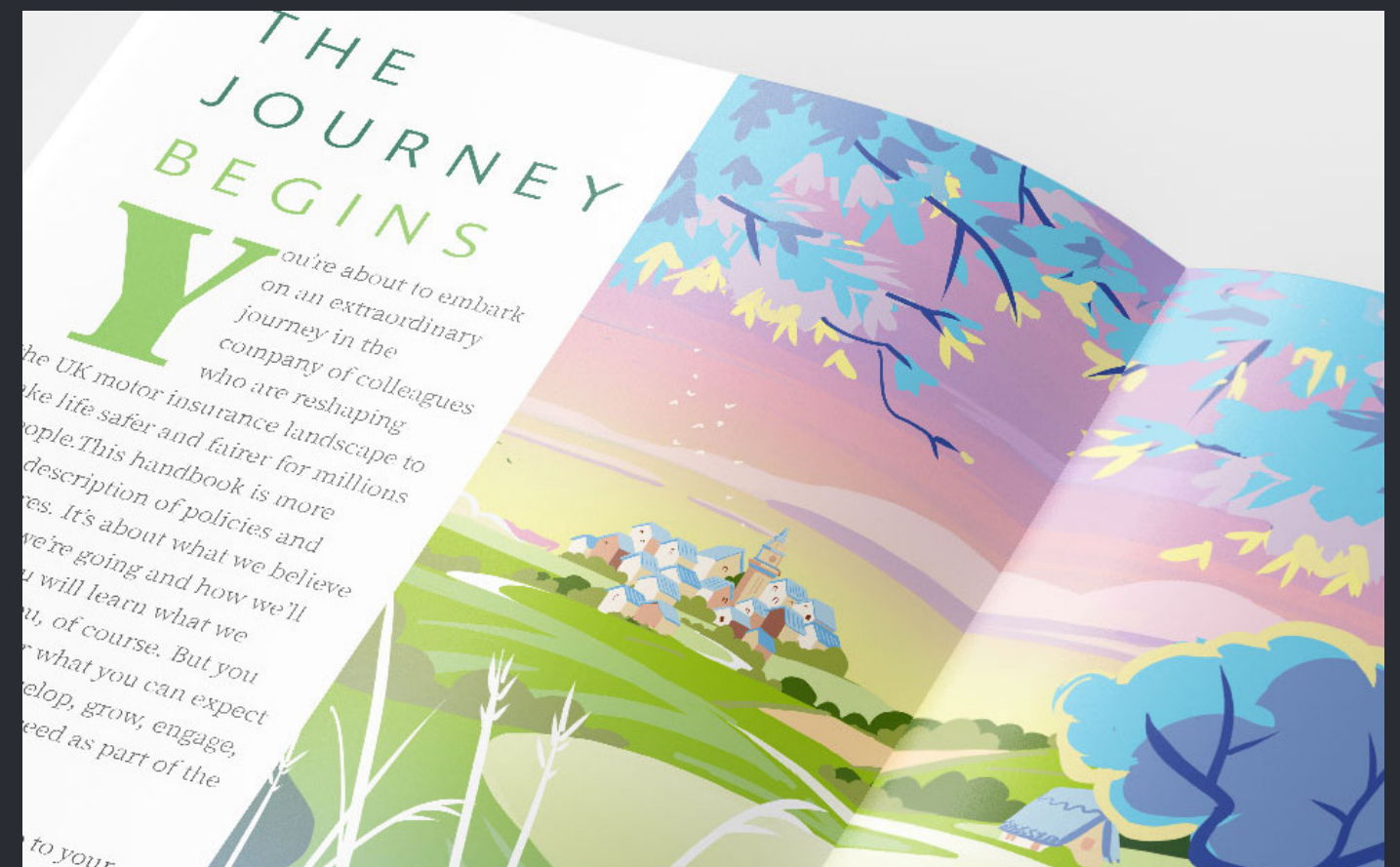
Most obviously, of course, you engage with some of the most fundamental issues of road safety including uninsured driving

and ‘hit and run’ incidents. You literally protect people engaged in vehicle journeys. Your website and marketing materials show vehicle imagery and iconography. Your Claims and Underwriting Exchange (CUE) has been expanded to accept data relating to travel insurance claims. You have even helped negotiate hassle-free post-Brexit driving in the EU.

Within MIB, in other words, the Journey metaphor is more than a figure of speech: it is a conceptual thread woven into the very fabric of the organisation and its multiple activities. For this reason, it also offers an evocative and linguistically rich way to depict, articulate and explore that other crucial journey within MIB: the one you offer to talented individuals who choose to join your team.

This explains why we have designed the journey metaphor into your Employee Handbook – a foundational document that will, properly executed, give both voice and visibility to the distinctive values, behaviours and possibilities that make your career environment special.

As you will see, the MIB handbook has been created as a “Roadbook”, a guide typically used by drivers and overland travellers to





navigate across new and challenging terrain. We have used the headline “Going Places” on the cover, with the subheading “Your Super Cool MIB Roadbook”. The opening section is appropriately titled “The journey begins” with welcoming paragraphs that state the purpose of the roadbook, followed by an introductory section – “On the road with MIB” – which delves into the culture, the sense of purpose, the values and the exceptional career environment.

The objective is to engage the new employee and demonstrate that this is the perfect environment for people who expect to be treated as adults, respected by their colleagues, valued for their initiative, rewarded for their contribution and recognised for the powerful and positive impact they have on the welfare of millions of people in the UK.

THE POWERFUL MESSAGING WILL  
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UNIQUE AND ORIGINAL DIGITAL  
ARTWORK

If the MIB communications team approve of this journey-themed approach, we will develop and implement it throughout the handbook. The “journey” through the handbook will capture the emotionally-engaging aspects of MIB’s mission and work, point to the spirit of leadership and innovation that drives you, evoke the adventure of being part of a dynamic and rapidly evolving business, and highlight the key policies – relating to everything from Health & Safety and Rewards to Training and Development – that are vital milestones on the path to genuine career fulfillment and success.

The powerful messaging will be supported throughout by distinctive and relevant imagery. Our ballpark quotation for the project has allowed for the creation of original digital artwork that will significantly enlarge and improve the portfolio of graphics MIB has available for its wider internal and external marketing activities.

# Next steps

We have created our sample copy and designs to demonstrate the viability, appeal and relevance of the “purposeful journey” metaphor to the proposed MIB Handbook.

We hope that you are as excited by the work as we are.

If so, we will take the project to the next essential stage: namely, defining the precise architecture of the document in terms of what it must contain and what we can omit.

This will include a discussion about the extent to which we can articulate the spirit of specific policies rather than present them in full detail. We need to explore the option of providing thumbnail overviews of policies which then link through to actual policy documents hosted outside of the handbook (on a dedicated microsite, for example, or in the form of your current printed handbook). We need to decide which policies can be safely left out of the new handbook (Canteen Guidelines, Meeting Rooms, Car Parking, Visitors to MIB, etc.)

In short, we need to map the transition from (and the relationship between) your current 164-page staff handbook and a version that is likely to be no more than a quarter of that size, and ideally less.

We look forward to your feedback on the process and the creative execution so far.

