



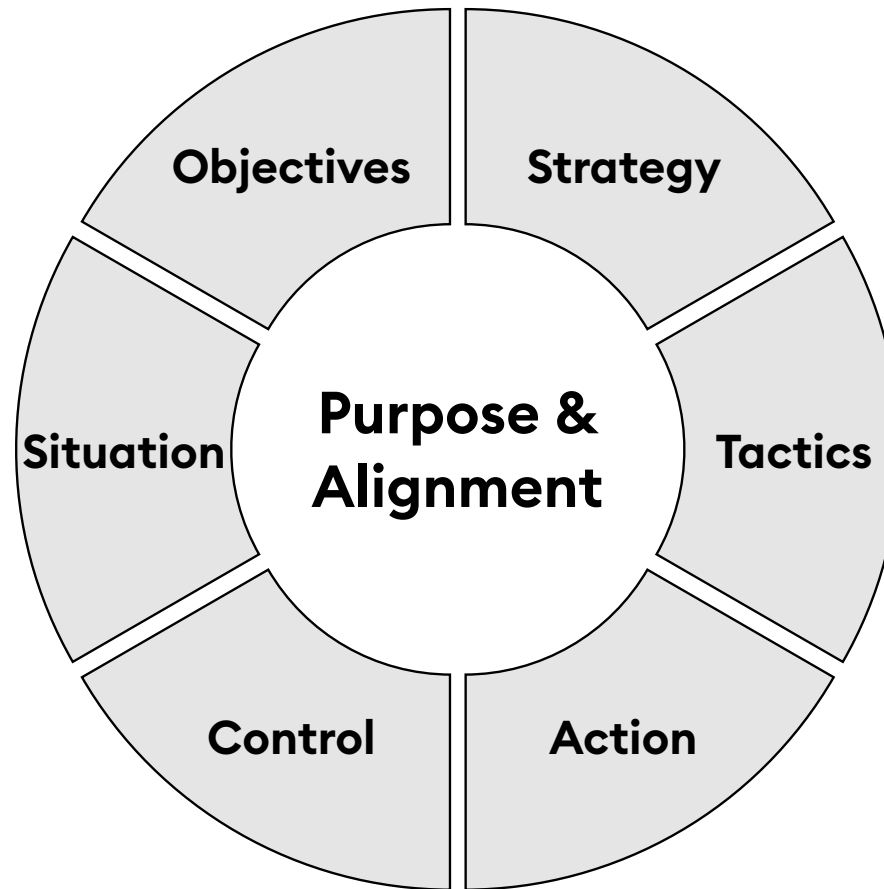
BEYOND global ND

SOSTAC for Internal Communication Planning

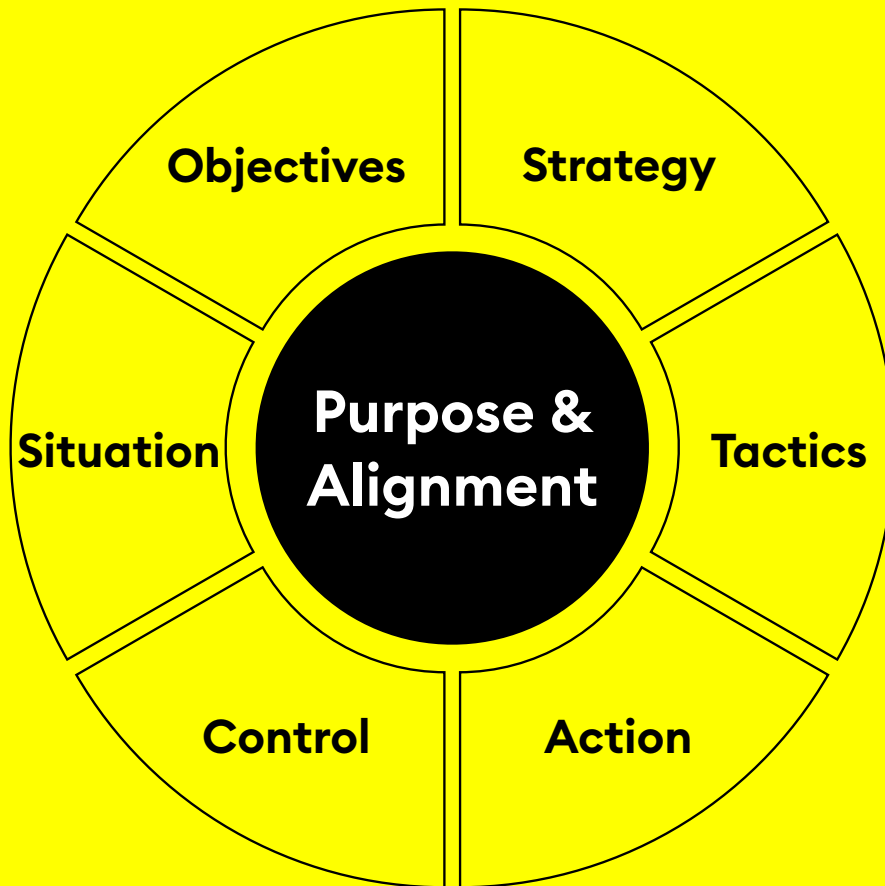
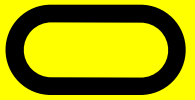
*A leadership framework for
complex, international organizations*

SOSTAC

for internal communication planning



SOSTAC *Purpose & Alignment*



Purpose & Alignment

Objective:

Ensure that people worldwide understand

- what matters in the current year,
- why these priorities are in place,
- and how their contribution makes a difference.

Internal annual planning is not primarily about coordination, but about orientation, connection, and impact.



SOSTAC *Situation*



S – Situation

Understanding the system

Key question:

How does our organization actually work – globally and locally?

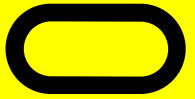
Focus:

- Real organizational logic (not just the org chart)
- Tensions between headquarters, regions, and functions
- Maturity and impact of internal communication
- Engagement, fatigue, resistance

Objective:

A realistic picture of the system and the people within it.

SOSTAC *Objectives*



O – Objectives

Creating Shared Direction

Key question:

What impact should internal communication create this year?

Focus:

- Clarity on strategic priorities
- Shared understanding across regions
- Strengthening alignment and orientation
- Reduction of friction and coordination effort

Objective:

- Define goals that are understandable to people and effective for the system.

SOSTAC *Strategy*



S – Strategy

How We Lead Through Communication

Key question:

How do we provide orientation in a complex organization?

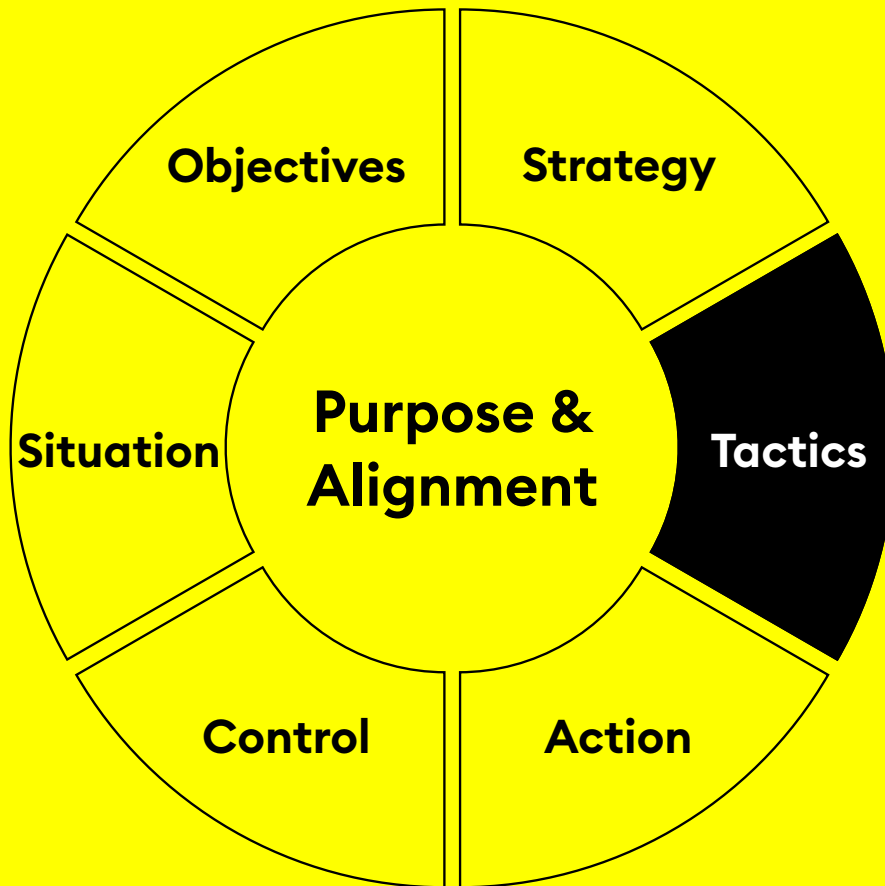
Focus:

- Role of internal communication (information, dialogue, leadership)
- Top-down vs. dialogue vs. co-creation
- Role of leaders as multipliers
- Global framework with local degrees of freedom

Objective:

- Establish a clear leadership and governance logic for communication.

SOSTAC *Tactics*



T – Tactics

Formats & Routines That Scale

Key question:

Which formats support our strategy globally?

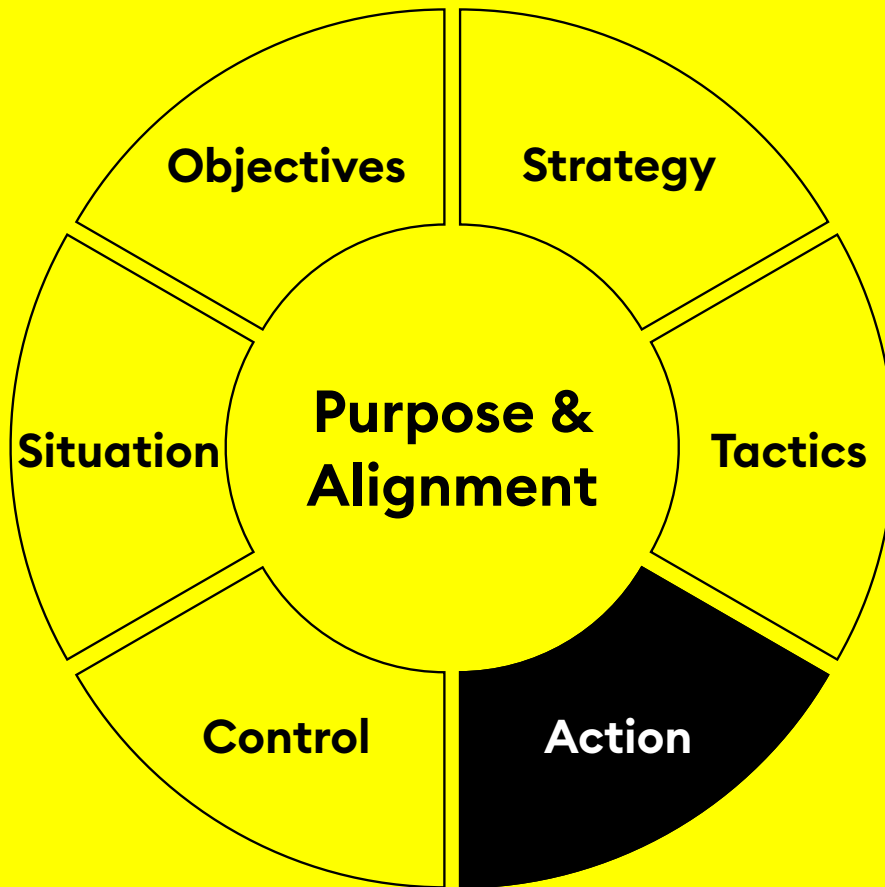
Focus:

- Recurring, scalable communication formats
- Dialogue and feedback spaces
- Global narratives + local story slots
- Clear communication rhythms (e.g., annual and quarterly cadence)

Objective:

- Create formats that provide orientation and enable participation.

SOSTAC *Action*



A – Action

Roles, Ownership & Timing

Key question:

Who does what – and how do global and local roles interact?

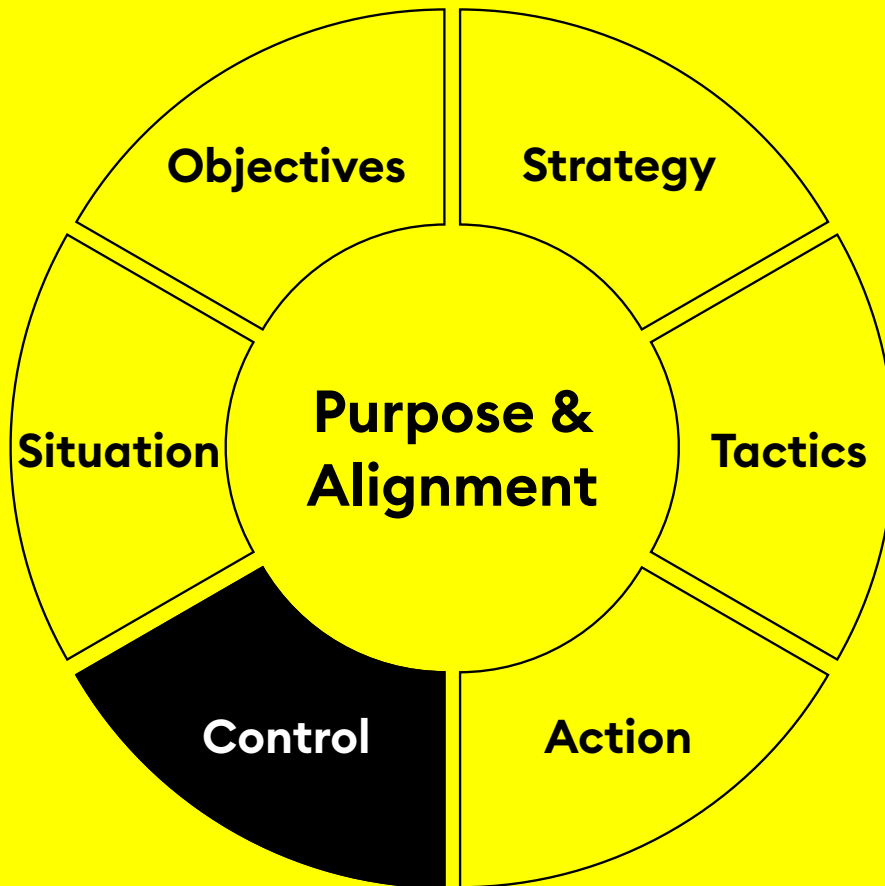
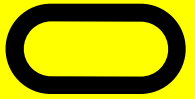
Focus:

- Clear lines of responsibility (global vs. local)
- Transparent decision-making and approval processes
- Alignment with business cycles
- Realistic timelines

Objective:

- Make the plan clear enough that it works without explanation.

SOSTAC *Control*



C – Control

Learning, Not Just Reporting

Key question:

Where does impact occur—and what can we learn from it?

Focus:

- Understanding and alignment with target audiences
- Engagement and participation
- Consistency between global and local communication
- Constructive feedback from leaders and teams

Objective:

- Facilitate learning and continuously refine planning.