

Specialised Language in Global Communication
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Communication and Language Policies in the Global Marketplace

Colloquium



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Communication and Language Policies in the Global Marketplace

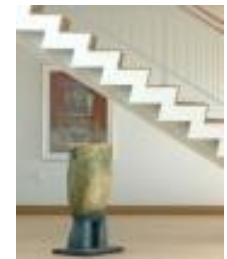
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Communication and Language Policies in the Global Marketplace

- The concept of the Communication Policy revisited
- Communication Policy as a means of Corporate Communication
- Discussion
- 'Our Corporate Language is English' + discussion
- On the implementation of Language Policies + discussion



Colloquium

Strategic level of management



Policies (tactical level of management)



Implementation



We will raise questions rather than provide answers





Peter Kastberg

The concept of Communication Policy revisited



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Communication Policy as an Instance of Corporate Communication

Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication is harmonised as effectively as possible, so as to create a favourable basis for relationships with the groups upon which the company is dependent. (van Riel 1995:26)



Communication Policy as an Instance of Corporate Communication

A communication policy – as seen from this point of view – is an instrument of management.

A communication policy is a sign of change and an instrument for making changes.

Ditlevsen/Kastberg (2007:12)



Policy - a Definition

[...] a general statement that is designed to guide a person's thinking about decision making in an organization. A policy specifies a definite course of action to be followed under certain circumstances.

(Pace 1975:184 quoted from Jørgensen/Windfeld 2003:94)



Legitimacy

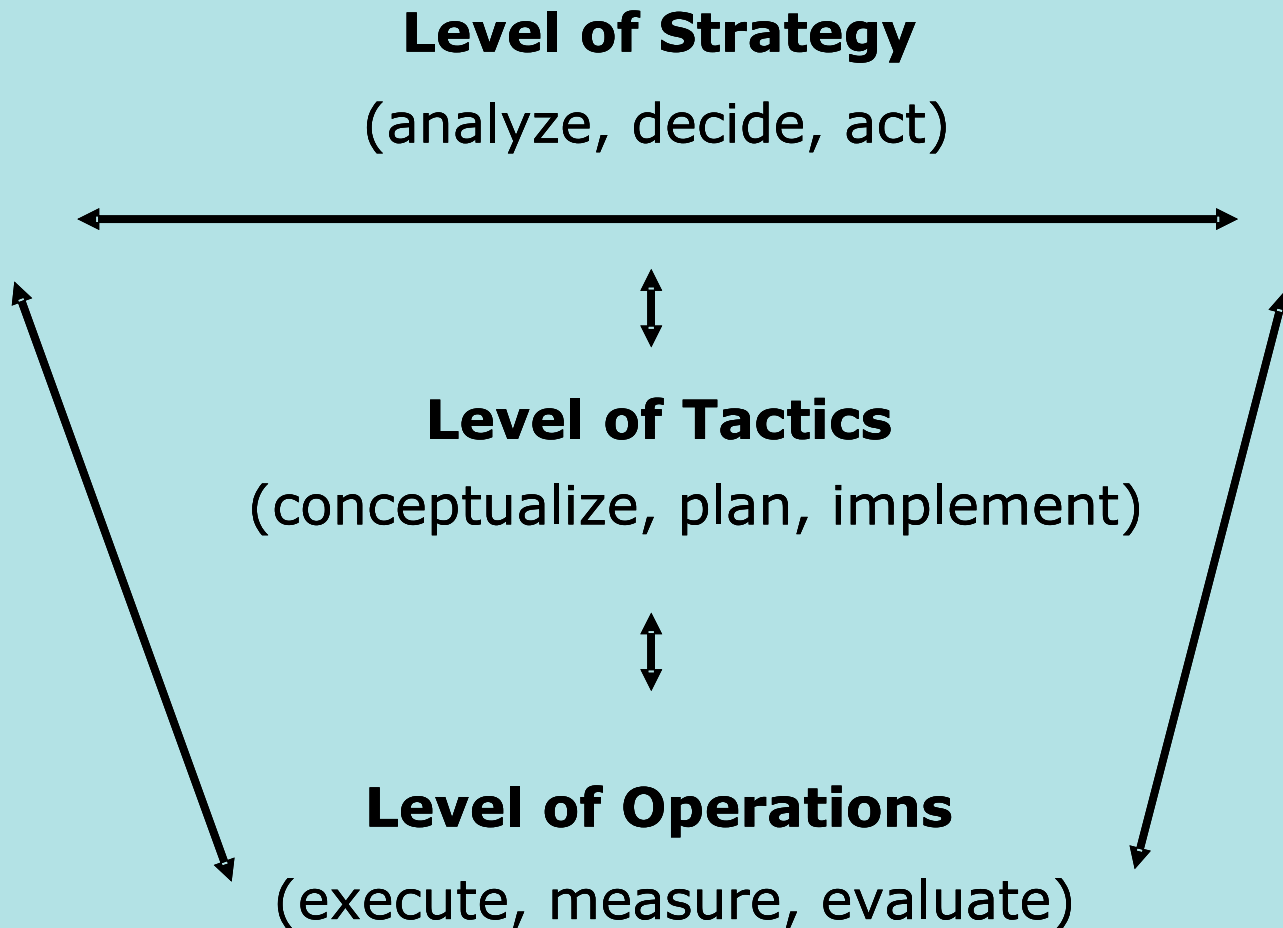
Legitimacy involves the capacity of the system to engender and maintain the belief that the existing political institutions are the most appropriate ones for the society.

(Lipset 1984:64 quoted from Klausen 2003:75)



Policies as Organizational 'Mediators'

(Ditlevsen & Kastberg 2007;
adapted from Frandsen et al. 2005: 70)



Features of a Policy

1. It should reflect the organization's goals and be based on the organization's underlying values.
2. It should be consistent with the organization's other policies.
3. It should allow for a certain amount of self-governance; i.e. not be too specific, but allow for interpretation.
4. It should be written down.
5. It should be communicated to the members of the organization.

(Pace 1975:184 in Jørgensen/Windfeld 2003:94)



Operational qualities / ideals

- A. Support decision making processes when it comes to ensuring that any instance of communication – internally as well as externally – is in line with the mission, vision and values of an organisation.

- C. Offer a definite course of communicative action contingent on situational factors.

(Ditlevsen/Kastberg 2007:17)





Marianne Grove Ditlevsen

**Communication Policy as a means of
Corporate Communication**



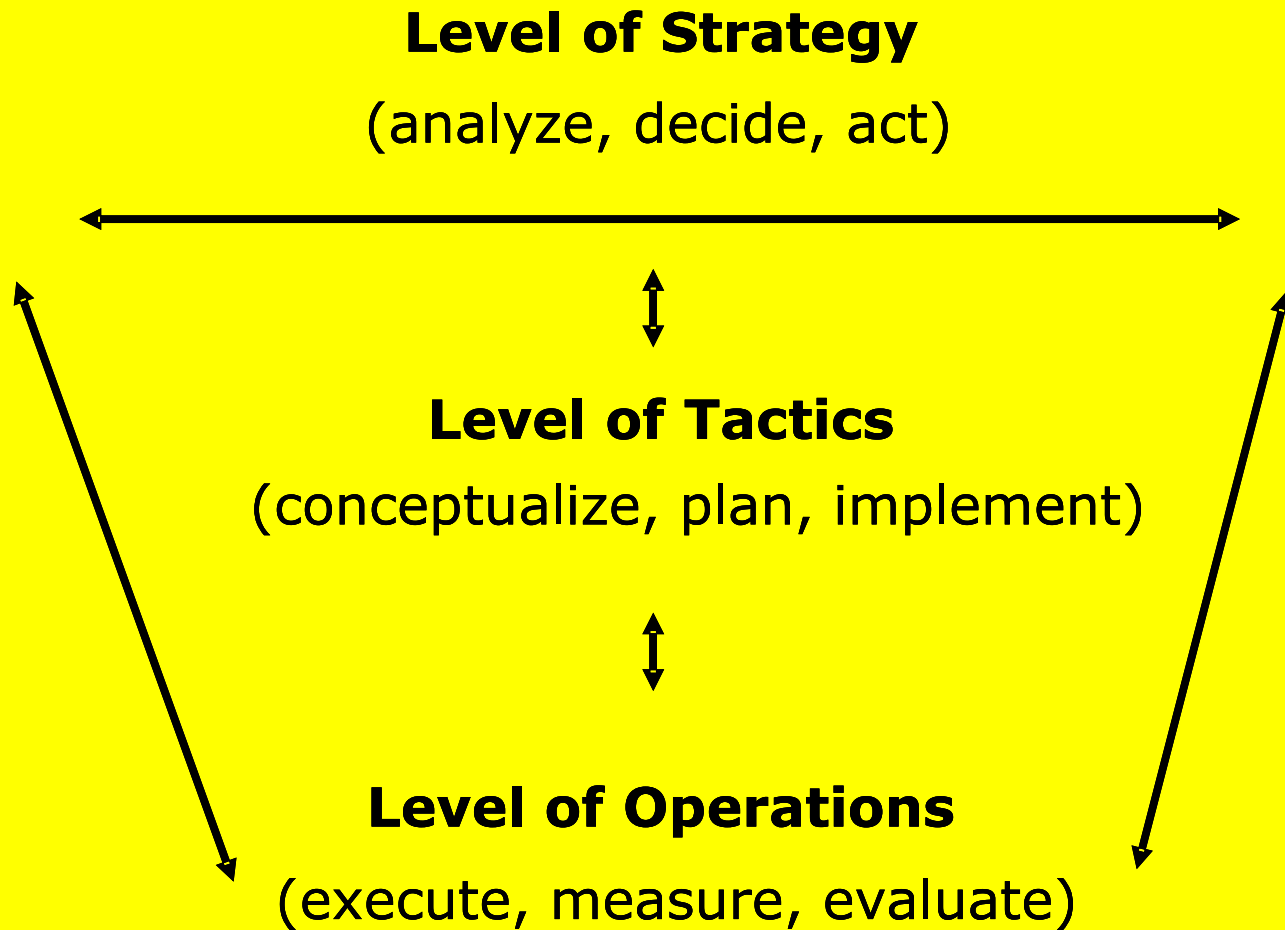
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Communication Policy as a means of Corporate Communication

(Ditlevsen & Kastberg 2007;
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Communication Policy as a means of Corporate Communication

Corpus: 16 authentic communication policies of Danish municipalities

Research questions:

1. To put to the test the framework for analyzing communication policies within a corporate communication perspective suggested by Jørgensen/Windfeld 2003.
2. To discuss to which extent we are able to observe the 'mediational' properties of the communication policy.

Ditlevsen & Kastberg 2007

Communication Policy as a means of Corporate Communication

- (1) With its communication policy the Municipality of Copenhagen dictates how communication and dialogue must underpin the goals and values of the municipality. (Municipality of Copenhagen)
- (2) We must design the pieces of information according to the receivers. (Municipality of Dronninglund)
- (3) Write to the point – and there is no reason to construct complicated sentences with domain specific language and foreign words. (Municipality of Dronninglund)
- (4) Everybody is responsible for creating good communication. (Municipality of Haderslev)



Communication Policy as a means of Corporate Communication

(5) Always begin your sentences so that the sentence verb comes before the subject [...] Variation may, however, occur. [...] Always begin with the conclusion, if, say, you are replying to an application. Afterwards you should bring forward motivations, reservations etc. [...] Keep in mind the inverted triangle [of composing news articles beginning with the most salient element and working your way down to the lesser salient elements] [...] when you write. (Municipality of Struer)



Communication Policy as a means of Corporate Communication

Questions:

WHAT DOES IT MEAN, ON THE ONE HAND, THAT THE COMMUNICATION POLICY SERVES AS A GUIDELINE AND, ON THE OTHER, THAT IT SHOULD ALLOW FOR A CERTAIN AMOUNT OF SELF-GOVERNANCE?

WHAT ARE THE DISCRETE CHARACTERISTICS OF A COMMUNICATION POLICY? I.E. WHAT DISTINGUISHES A COMMUNICATION POLICY FROM OTHER ORGANISATIONAL POLICIES?



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Karen M. Lauridsen

'Our Corporate Language is English'



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'Our Corporate Language is English'

1. This statement is often used in lieu of a more specific language policy.
2. What does it mean?
3. Does it cover all internal and external communication?
4. What are the consequences of having one dominating language of international business and trade? A lingua franca?



What do we mean by Language Policy?

- **Which language is used in which communicative situation?**
- Not geographically different standards (Br. vs Am. Eng.).
- Not the language and terminology of a given discourse community.

Language Policy at different levels

Language policies may be found at

- Supra-national level (e.g. UN, EU)
- National level (linguistic human rights; the education system)
- **Organisational level** - national
 - multi-national



Corporate Language Policy (1)

In the literature, organisation-internal communication is the case in point, primarily as regards multi-national companies.

Issues of organisation-internal communication comprise e.g.

- Language management
- International Human Resource Management
- Language as Power

Corporate Language Policy (2)

- Literature on organisation-external communication does not seem to focus on the language choice.
- This issue is left to the people responsible for
 - PR
 - Marketing communication
 - Sales and promotion
 - Etc.

Corporate Language Policy (3)

The result is that there seems to be a mismatch:

- Communication policies focus on external communication, i.e. organisation-external audiences.
- Language policies focus on organisation-internal communication.
- Is this a true picture of the real-life situation or is there a research gap to be filled?

-

'Our Corporate Language is English'

Question:

WHAT DO WE MEAN WHEN WE TALK ABOUT A CORPORATE LANGUAGE POLICY?

DOES THE TERM COVER ONE, OR DOES IT IN FACT COVER A WHOLE SPECTRUM OF REALITIES?

CAN OR SHOULD THE COMMUNICATION AND LANGUAGE POLICIES BE BETTER ALIGNED? HOW



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Morten Pilegaard

On the implementation of Language Policies



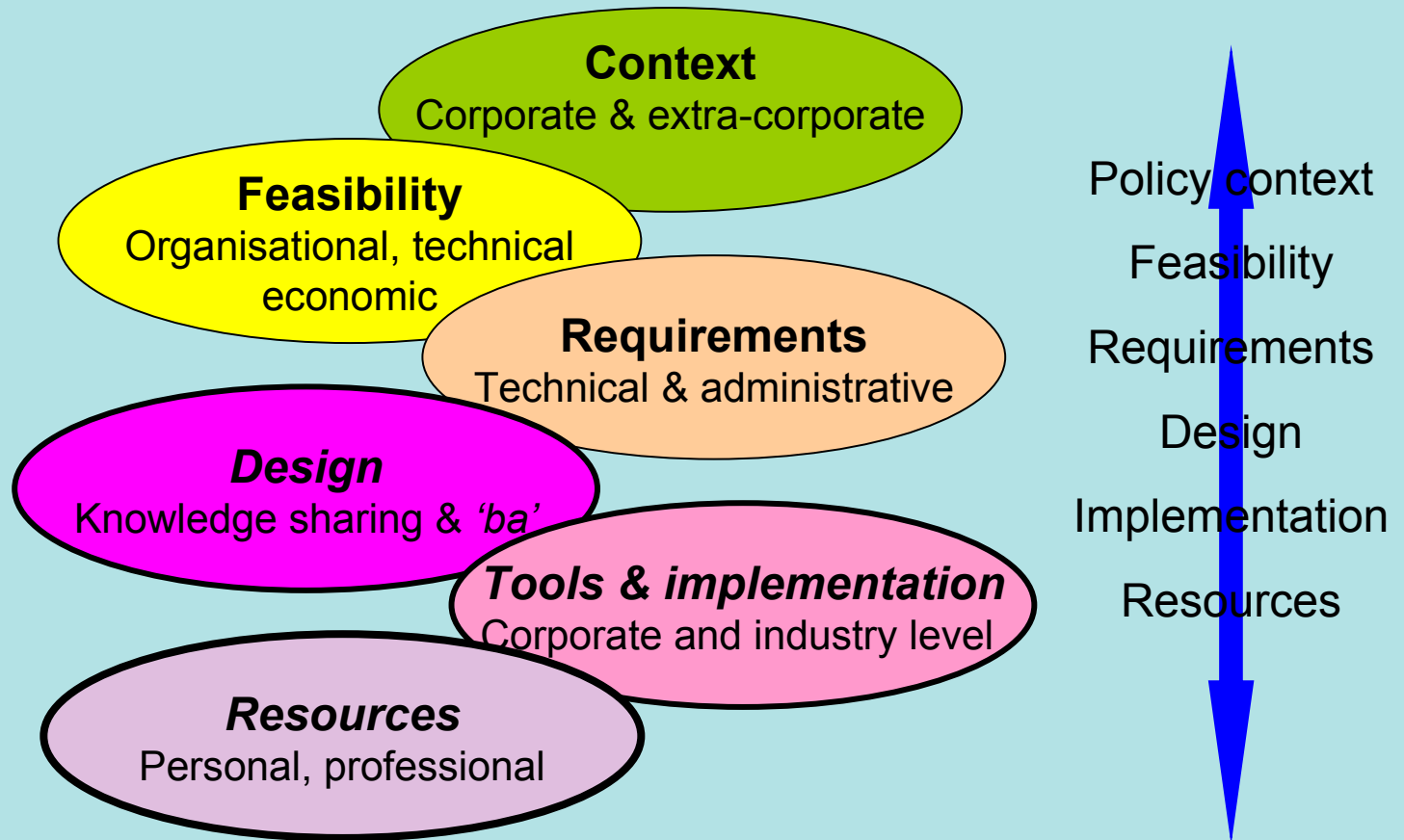
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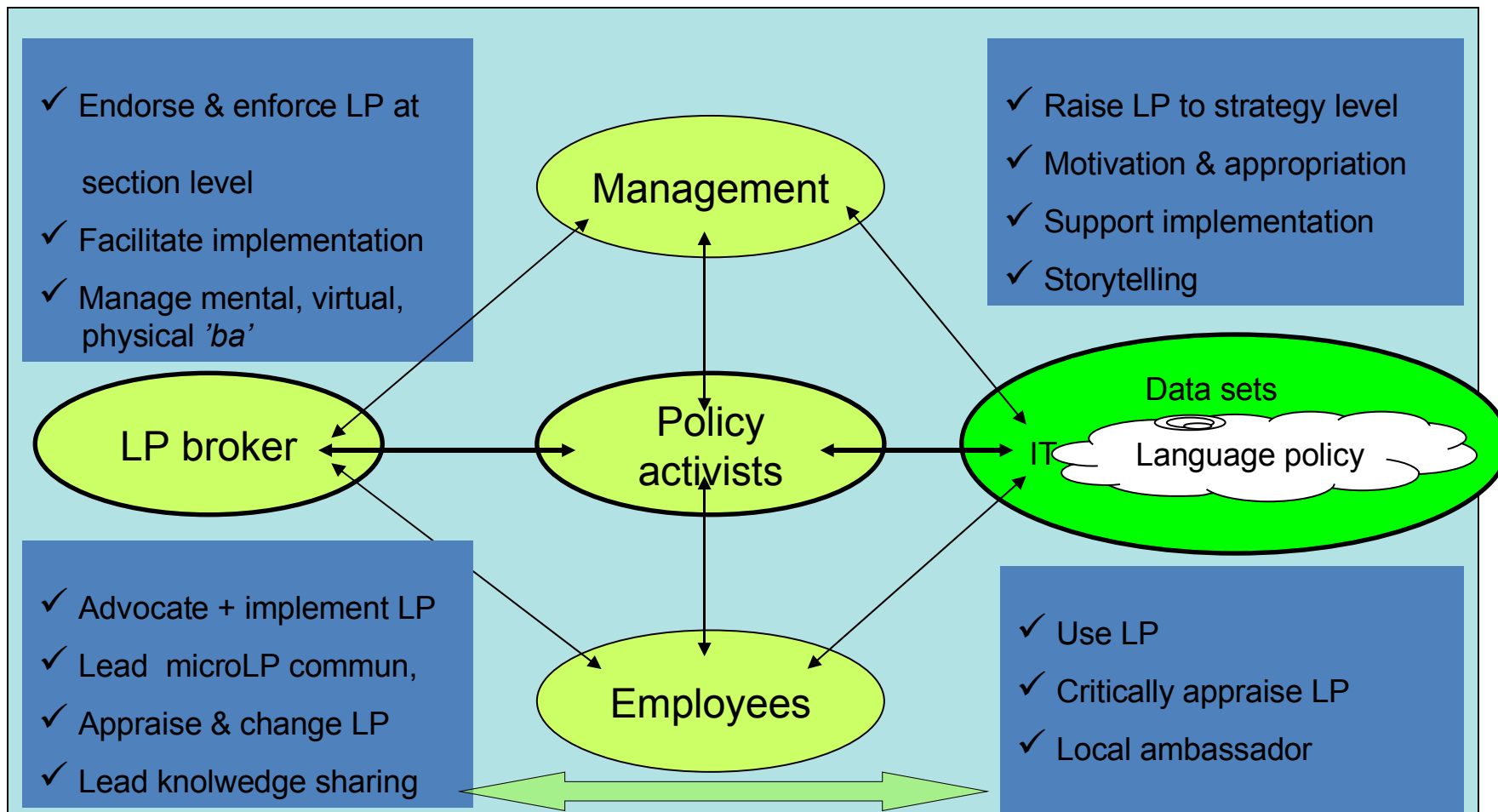
Implementation

Overview of dimensions



Implementation

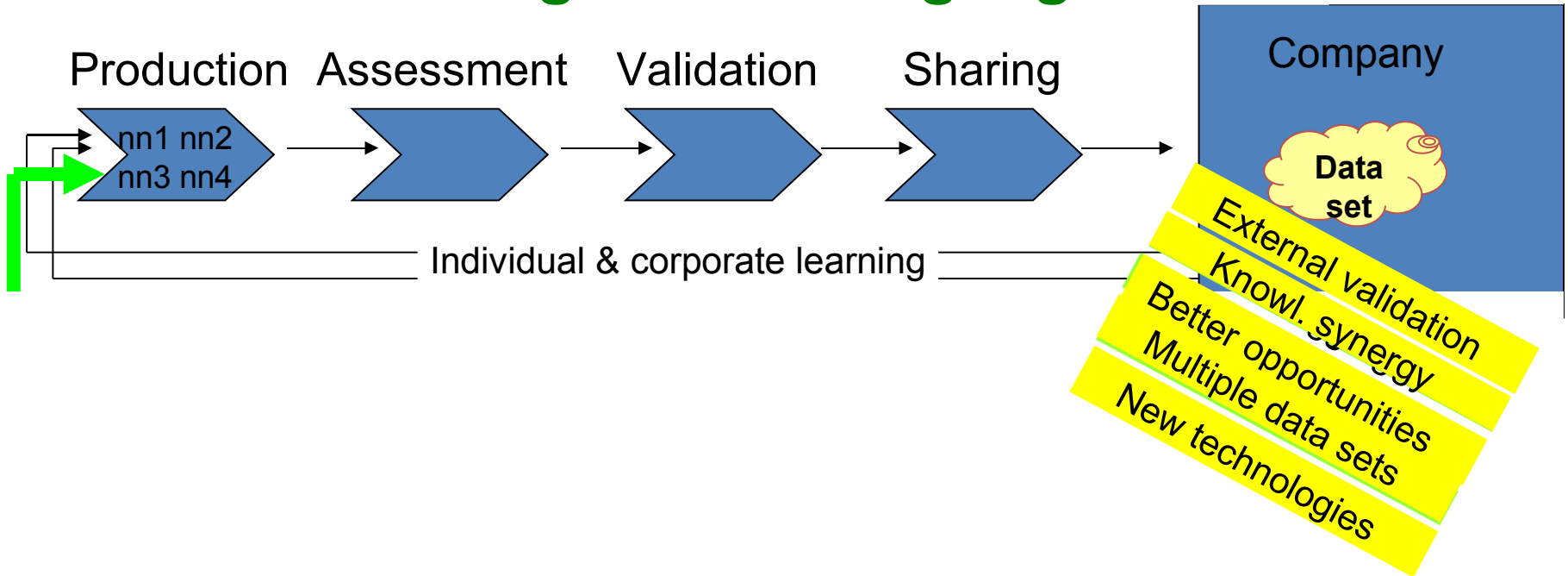
Social role division



Implementation: ex terminology

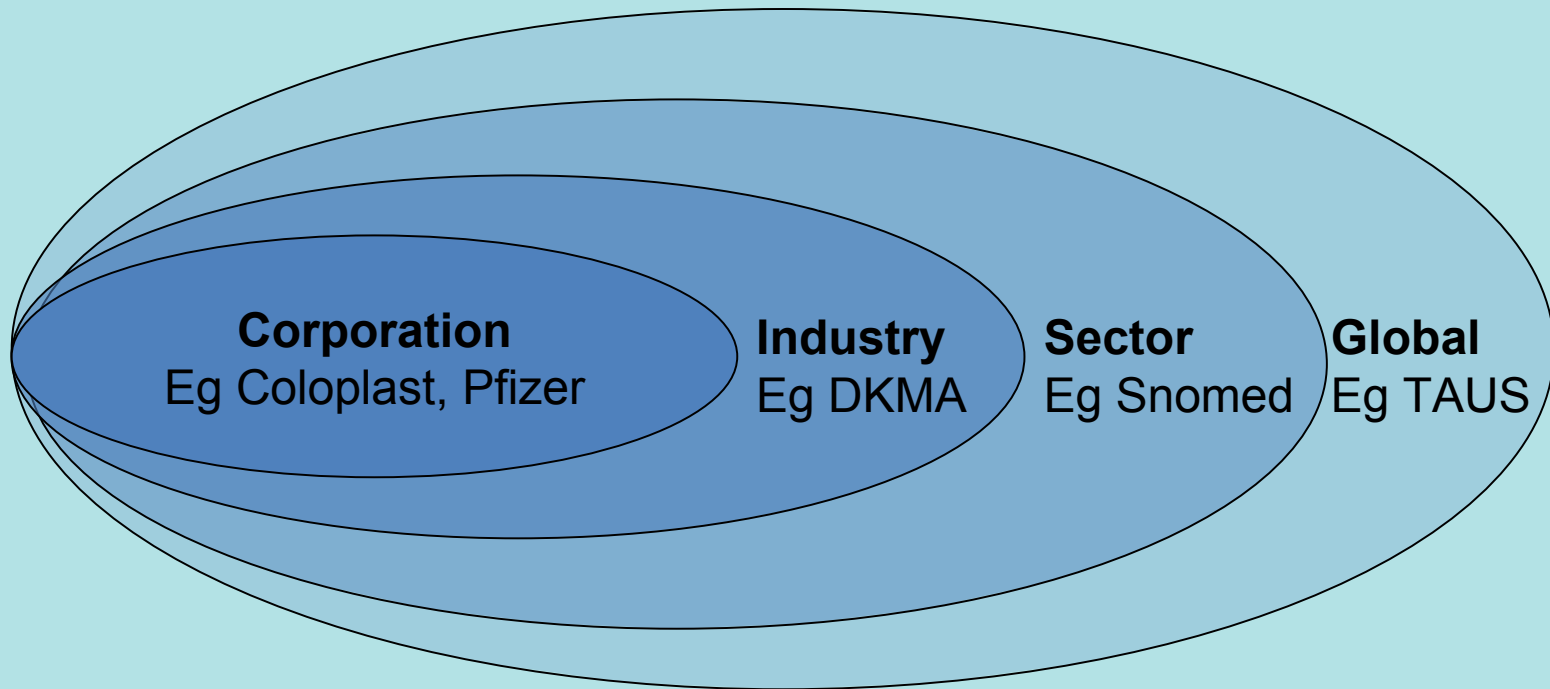
Virtuous LP knowledge sharing: Tools

LP local+ & integrated in language resources



Implementation Examples

Policy implementation levels



On the implementation of Language Policies

Question:

WHICH CONDITIONS AND TOOLS ARE CRITICAL FOR CORPORATE LANGUAGE POLICY IMPLEMENTATION PROCESSES AND OUTCOMES?
HOW DO WE COMMISSION LANGUAGE ACTIVISTS TO MAKE THEM SUCCESSFUL LANGUAGE POLICY AMBASSADORS?
IS CORPORATE LANGUAGE POLICY A BOTTOM-UP OR A TOP-DOWN PROCESS?