THE GROSSMAN GROUP



THE GROSSMAN GROUP THE HARRIS POLL STUDY ON INTERNAL COMMUNICATIONS OF ISRAELI-PALESTINIAN CONFLICT

November 2023



Employee confidence in senior leadership, culture, and engagement soars 4 to 6 times when leaders communicate effectively about the Middle East conflict.

We often hear from CEOs and other top-level leaders that they don't want to speak out on an issue such as the Middle East because it's a political issue. By not communicating at all, leaders are sending a message as well. Listening and showing that you care is **not** political. Further, it can make a huge difference in building an employee's trust in leadership, confidence and engagement; critical elements for overall business success.

This research provides a fresh perspective on employee confidence in senior leadership, culture and engagement as it relates to internal communication about the Middle East conflict and what that means for leaders during future issues.

Methodology Overview: This Study Is Based On Three Research Components

1. EMPLOYEE RESEARCH

• The objective of this research was to gauge how affected employees feel by the current Israeli-Palestinian conflict, how their company has responded through internal communication, and how that communication has made an impact on employee engagement, alignment, and confidence in leadership.

n=2154 Employed Americans

- Fielded by Harris Poll over two waves
 - October 24-26, 2023
 - October 31-November 2, 2023
- All data weighted to US Census
- Analyzed and synthesized into this study by The Harris Poll

2. INTERNAL AND SENIOR COMMUNICATION PROFESSIONAL RESEARCH

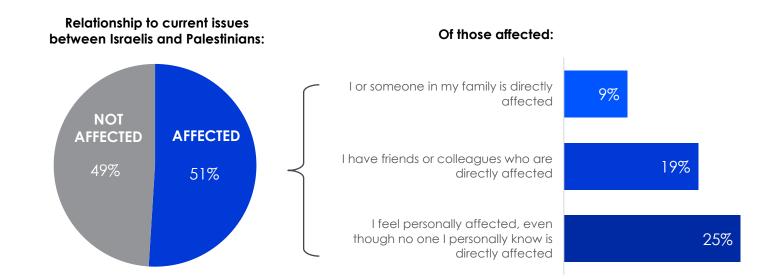
- The objective of this research was to gauge the most important elements of internal communications during a time of crisis.
- n=118 Internal and Senior Communication Professionals
 - Fielded by The Grossman Group, October 23 November 3, 2023
 - Audience represented a broad spectrum of industries, sizes, and types of organizations
 - Analyzed and synthesized into this study by The Harris Poll

3. INTERNAL STATEMENTS ON ISRAELI-PALESTINIAN ISSUES RESEARCH

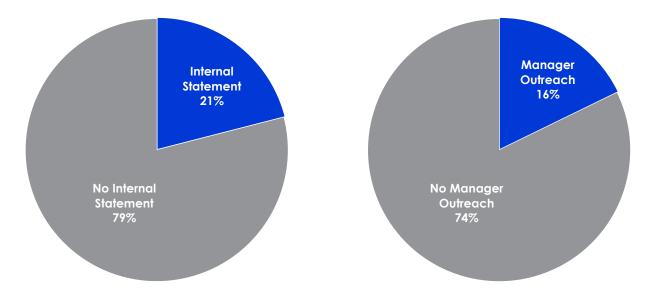
- The objective of this content analysis was to evaluate the degree to which the key elements of internal communication were present in internal statements on the Israeli-Palestinian issues.
- n=68 Internal Statements on Israeli-Palestinian Issues From Leading Companies
 - Collected by The Grossman Group, October 23 November 3, 2023
 - Analyzed and synthesized into this study by The Harris Poll

Half Of Those Employed In the US Feel Affected By the Current Issues Between Israelis And Palestinians

Of those affected, around half are indirectly affected.



Q1. Which of the following describe your relationship to the current issues between Israelis and Palestinians. Select all that apply Base: FT/PT employed in the US (n=2154) Only A Fifth Of Employees Report Internal Statements About the Current Israeli Palestinian Issues; One In Six Report Manager Outreach On the Issues



Among 21% Who Recall Statements, Coming From Senior Leadership Stands Out Most; Manager Outreach Made 20%+ Impact (With ~30% Impact On Empathy, Clarity, Dialogue)

Strongly agree with the following, regarding company's internal statements:

enior leadership					45%
like they belong			39	9%	
nowed empathy			39	9%	
Iture and values			39	9%	
Was timely			38%		
sides of the issue			37%		
ion on the issues			36%		
may need them		32%			
npany's purpose	;	31%			
relevant action	;	31%			
nd togetherness	;	31%			
nt to take action	;	31%			
those travelling	30)%			
ue the dialogue	28%				
curring updates	27%				

Internal Statement Elements

Came from the CEO or relevant se Made employees feel valued, respected and li Felt personal or she Was authentic and consistent with my company's cul-Acknowledged suffering on both si Clearly explained the company position Offered specific support resources for employees who n Connected to my com Provided the option for employees to take Fostered a sense of unity ar Showcased my company's commitment Addressed actions to ensure safety of employees, families and Provided additional opportunities to continu Has been followed by rea

Over 20% increase when there is also manager outreach:

Average Increase, Agreement on all Internal Statement Elements			
Manager outreach	No manager outreach	Increase	
52%	31%	+21%	

Almost 30% increase when it comes to certain elements:

Average Increase, Four Biggest Increases in Agreement on Internal Statement Elements

- Felt personal or showed empathy
- Clearly explained the company position on the issues
- Provided additional opportunities to continue the dialogue
- Has been followed by recurring updates

Manager outreach	No manager outreach	Increase
56%	28%	+28%

Q3. Please indicate how much you agree or disagree with each of the following statements related to your company's INTERNAL statement on the current issues between Israelis and Palestinians Base: Company released internal statement (n=443), Manager outreach (n=69*), No manager outreach (n=374)

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Manager Outreach Most Clearly Conveyed and Delivered Listening, Engagement, Empathy, and Increased Confidence In Leadership

Strongly agree with the following, based on manager outreach:



Q5. Please indicate how much you agree or disagree with each of the following statements based on your meeting with your manager based on the current issues between Israelis and Palestinians. Base: Had manager outreach (n=333)

Internal Statement and Manager Outreach Increase Impact 4X To 6X On Alignment Around Culture, Confidence In Leadership, And Engagement, Vs. No Statement



Q4. Please indicate how much you agree or disagree with each of the following statements based on your company's response, or lack of a response, around the current issues between Israelis and Palestinians. Base: No internal statement (n=1288), Manager outreach, no internal statement (n=264), Internal statement, no manager outreach (n=374), Internal statement and manager outreach (n=69*)

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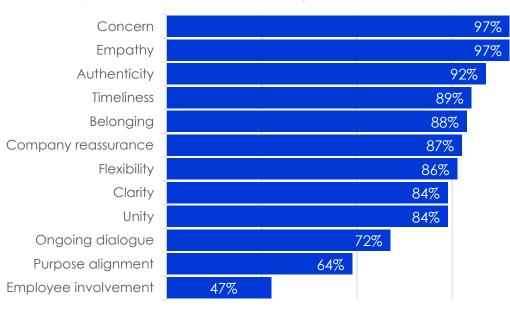
Connecting The Dots, Across:

Ideal Internal Statement
Actual Internal Statement
Employee Perceptions

1. Ideal Internal Statement Elements: Concern, Empathy, and Authenticity Most Important Elements

Ideal Elements for Internal Statement

(% Senior Communications Leaders Who Agree Each is Somewhat or Very Important)



Q. To what extent do you agree or disagree that the following components are important to a company's internal communication to employees during times of crisis? Base: n=118 internal communication and senior communication professionals, representing a broad spectrum of industries, sizes, and types of organizations.

2. Actual Internal Statement: Empathy Ubiquitous Across Statements; <50% Provide Opportunity To Continue Dialogue

(% of Internal Statements Reviewed That	1	
Felt personal or showed empathy		99%
Clearly explained the company position on the issues		87%
Made employees feel valued, respected and like they belong		85%
Showcased my company's commitment to take action (e.g., humanitarian aid, support or donation)		84%
Fostered a sense of unity and togetherness		82%
Came from the CEO or relevant senior leadership		81%
Offered specific support resources for employees who may need them	63%	
Provided the option for employees to take action (e.g., humanitarian aid, support or donation)	63%	
Acknowledged suffering on both sides of the issue	62%	
Addressed actions to ensure safety of employees, families and those travelling on their behalf	62%	
Connected to my company's purpose	62%	
Was authentic and consistent with my company's culture and values	60%	
Provided additional opportunities to continue the dialogue	47%	
0	% 50%	100%

Internal Statement Analysis

Source: n=68 Internal Statements on Current Israeli-Palestinian Issues at Leading Companies.

3. Employee Perceptions: Coming From Senior Leadership Stands Out Most; Manager Outreach Made 20%+ Impact (With ~30% Impact On Empathy, Clarity, Dialogue)

Strongly agree with the following, regarding company's internal statements:

ership		45%
elong	39%	
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alues	39%	
timely	38%	
e issue	37%	
issues	36%	
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action	31%	
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action	31%	
elling	30%	
logue	28%	
dates	27%	

Internal Statement Elements

Came from the CEO or relevant senior leade Made employees feel valued, respected and like they be Felt personal or showed emp Was authentic and consistent with my company's culture and vo Was ti Acknowledged suffering on both sides of the Clearly explained the company position on the is Offered specific support resources for employees who may need Connected to my company's pur Provided the option for employees to take relevant as Fostered a sense of unity and togethe Showcased my company's commitment to take a Addressed actions to ensure safety of employees, families and those trave Provided additional opportunities to continue the dial Has been followed by recurring upo

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Q. Please indicate how much you agree or disagree with each of the following statements related to your company's INTERNAL statement on the current issues between Israelis and Palestinians Base: Company released internal statement (n=443), Manager outreach (n=69*), No manager outreach (n=374)

Not All Ideal Elements Are Clearly Present, and Unfortunately Have Not Pulled Through To Employee Perceptions (Noting Manager Outreach Increases Impact Substantially*)

Note: Not All Ideal Elements Were Able To Be Asked/Addressed In All Studies. Below Are The Elements Consistent Across Research.

	Liemenis rieseni	Linployee reicepiions
97%	62%	30%
97%	99%	39%
92%	60%	39%
89%		38%
88%	85%	39%
87%	63%	32%
86%		
84%	87%	36%
84%	82%	31%
72%	47%	28%
64%	62%	31%
47%	63%	31%
	97% 97% 92% 89% 88% 88% 86% 84% 84% 72% 64%	$\begin{array}{c c c c c c c c c c c c c c c c c c c $

Elements Present

seal Elements: Q. To what extent do you agree or disagree that the following components are important to a company's internal communication to employees during times of crisis? (n=118)

Ideal Flements

Elements Present: Source: Internal Statements on Current Israeli-Palestinian Issues at Leading Companies (n=68)

mployee Perceptions: Q. Please indicate how much you agree or disagree with each of the following statements related to your company's INTERNAL statement on the current issues between Israelis and Palestinians (n=443)

Employee Perceptions*

INTERNAL COMMUNICATIONS: ISSUES Resource Hub

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QUICK GUIDE 10 Steps to Help Employees **Process Difficult** Situations



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KEY FINDINGS

Study On Internal Communications of Israeli-Palestinian Conflict

OSSMAN GROUP-THE HARRIS POLL: **STUDY ON INTERNAL** The Harris Poll COMMUNICATIONS **OF ISRAELI-PALESTINIAN** CONFLICT

QUICK GUIDE Critical Components of Internal Communications When Issues Arise

Critical omponents INTERNAL COMMUNICATION WHEN ISSUES ARISE MUST-HRVES FOR Engrging with **EMPLOYEES WHEN**

IT MATTERS MOST

About The Grossman Group

The Grossman Group is an award-winning communications consulting firm that specializes in internal, leadership, culture, and change communications. Led by founder and CEO David Grossman, The Grossman Group is celebrating more than 20 years of engaging employees and helping leaders lead with heart to drive performance.

Its team of senior **thought**partner[™] consultants work with companies of diverse sizes and industries to accelerate business through employee engagement and internal and leadership communication. The Grossman Group is a Certified Diverse Supplier through the National Gay and Lesbian Chamber of Commerce since 2008.

SEE WHAT SETS THE GROSSMAN GROUP APART FROM OTHER COMMUNICATIONS AGENCIES:

THE GROSSMAN GROUP DIFFERENCE

CONTACT US

About The Harris Poll

The Harris Poll is a global consulting and market research firm that delivers proven intelligence for transformational times. Responsible for one of the longest-running surveys in the United States, Harris Poll provides unique context and social insights based on analyzing public opinion, motivations, and social sentiment since 1963.

It works with clients in three primary areas: building modern corporate reputation, crafting brand strategy and performance tracking, and data-driven thought leadership. THE GROSSMAN GROUP



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