

THE  
GROSSMAN  
GROUP



 **The Harris Poll**  
Harris Insights & Analytics, A Stagwell LLC Company

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

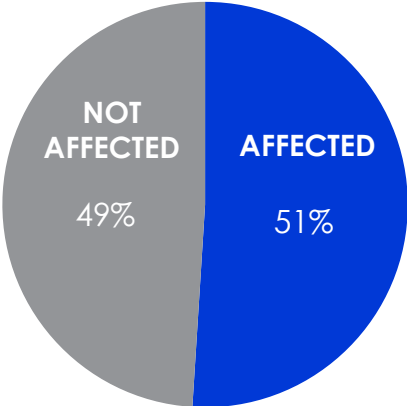
## 3. INTERNAL STATEMENTS ON ISRAELI-PALESTINIAN ISSUES RESEARCH

- 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

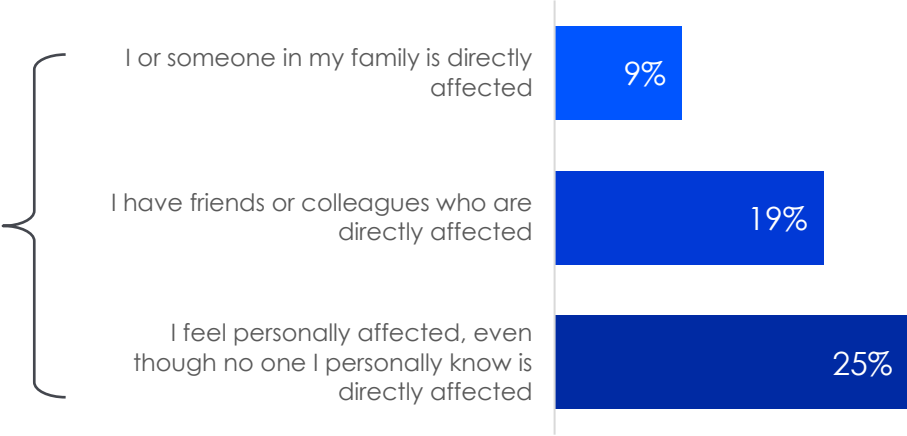
# Half Of Those Employed In the US Feel Affected By the Current Issues Between Israelis And Palestinians

Of those affected, around half are *indirectly* affected.

Relationship to current issues between Israelis and Palestinians:

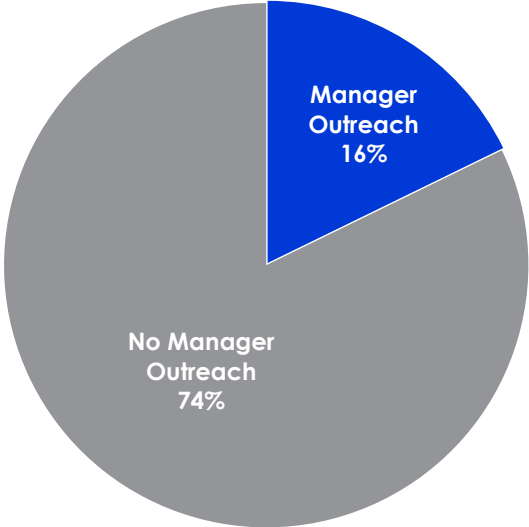
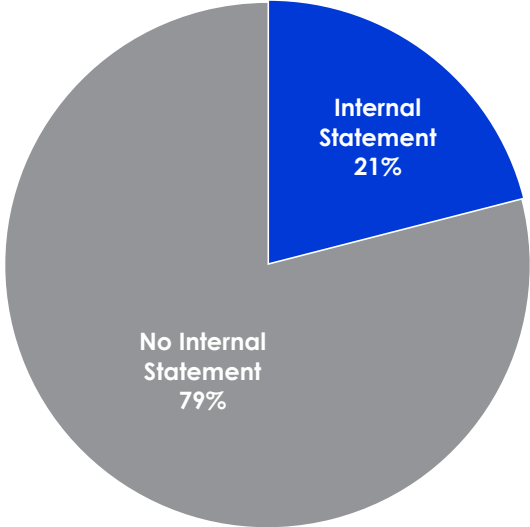


Of those affected:



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

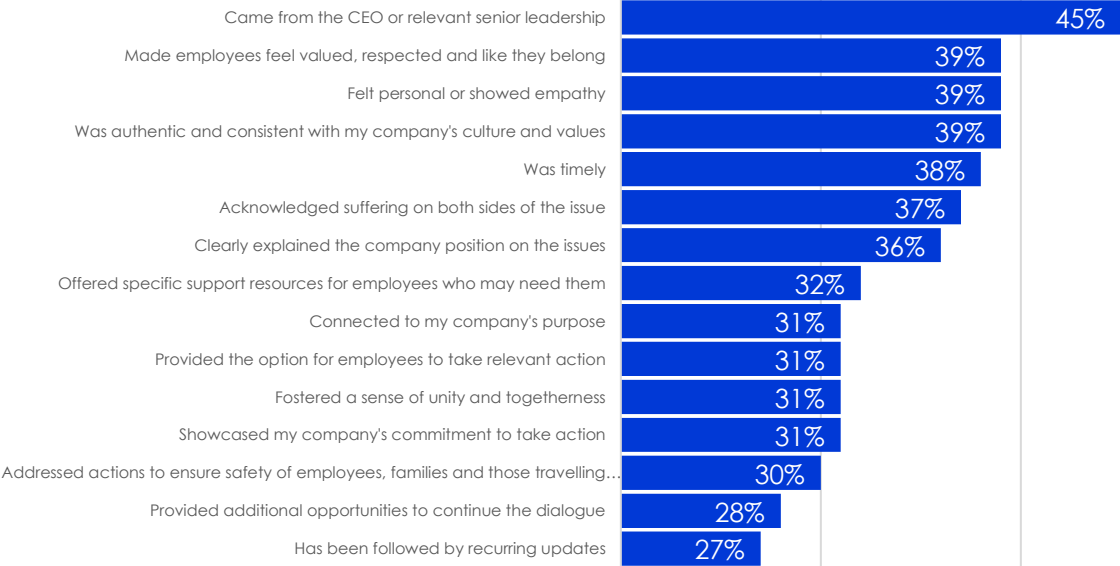


Q2. Which of the following best describes how your company has responded to the current Israeli and Palestinian issues. Please select all that apply.  
Base: FT/PT employed in the US (n=2154)

# 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:

### Internal Statement Elements



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%	<b>+21%</b>

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%	<b>+28%</b>

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)

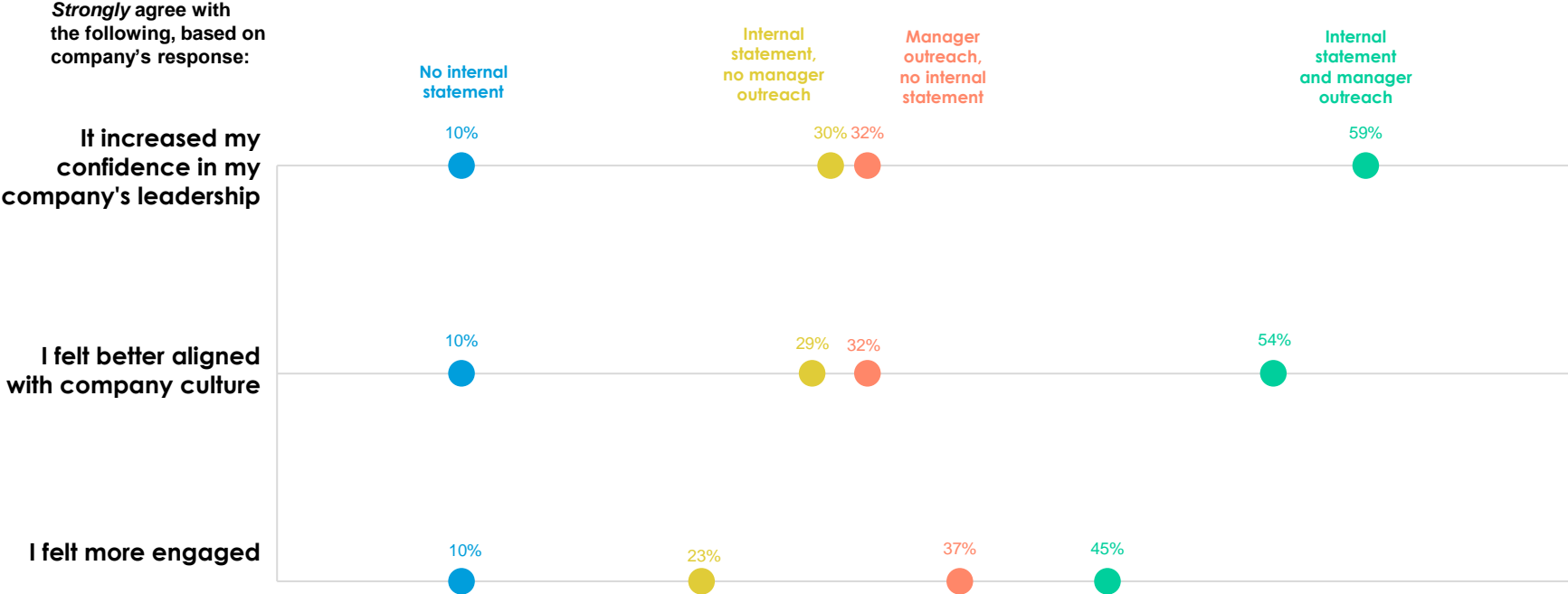
# Manager Outreach Most Clearly Conveyed and Delivered Listening, Engagement, Empathy, and Increased Confidence In Leadership

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\*)

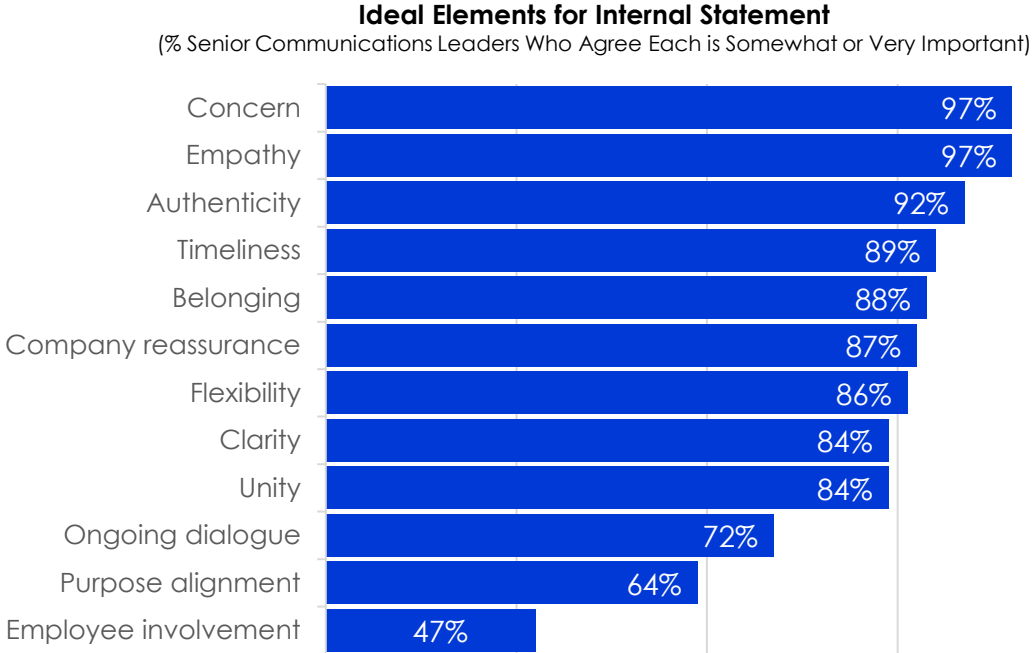


# Connecting The Dots, Across:

1. Ideal Internal Statement
2. Actual Internal Statement
3. Employee Perceptions

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

## Most Important 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?  
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

## Internal Statement Analysis

(% of Internal Statements Reviewed That Addressed Each Element)

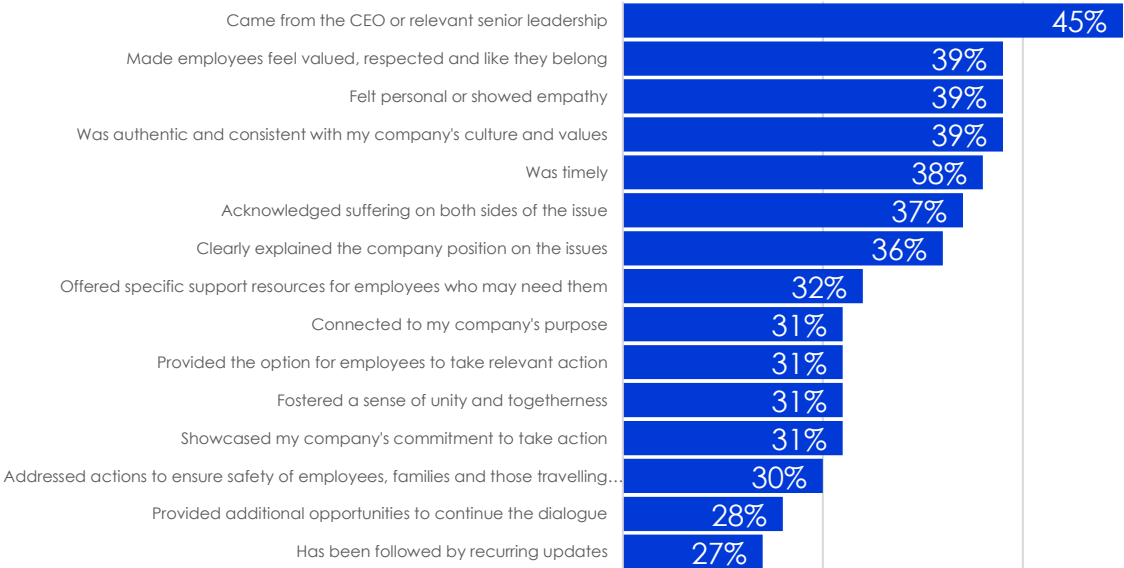


Source: n=68 Internal Statements on Current Israeli-Palestinian Issues at Leading Companies.

# 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:

Internal Statement Elements



Over 20% increase when there is also manager outreach:

Average Increase, Agreement on all Internal Statement Elements

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52%	31%	<b>+21%</b>

Almost 30% increase when it comes to certain elements:

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

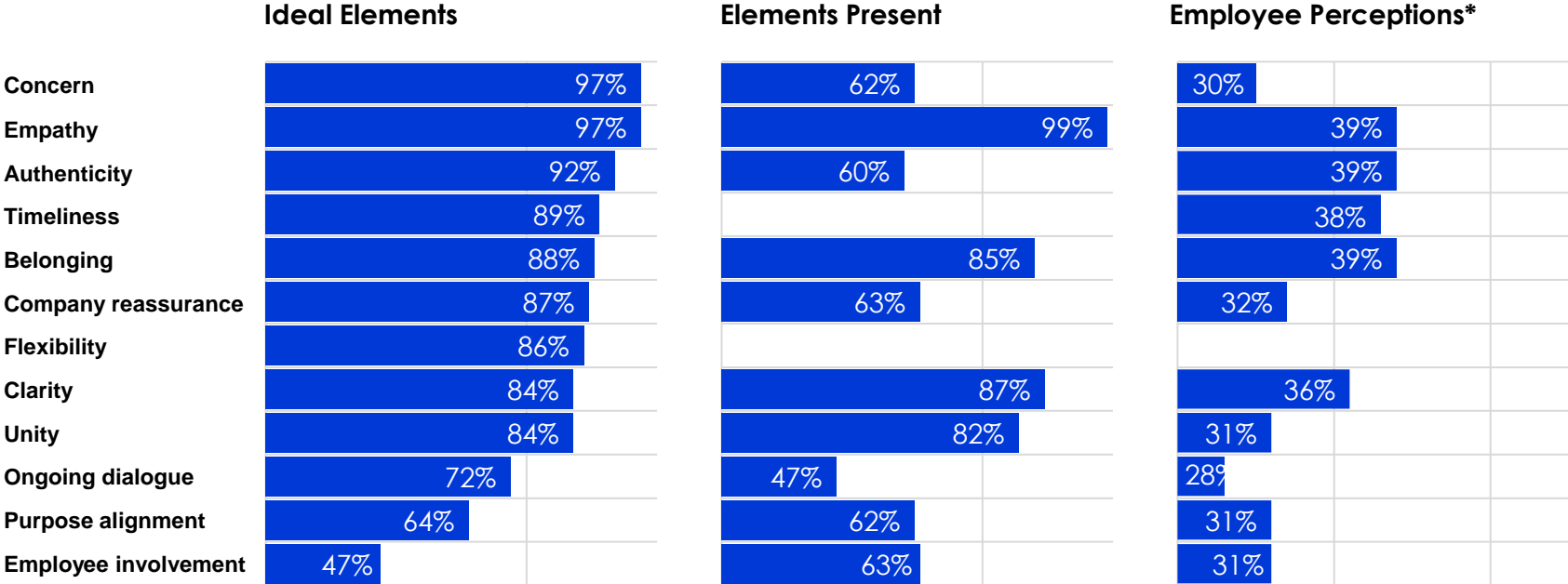
- Felt personal or showed empathy
- Clearly explained the company position on the issues
- Provided additional opportunities to continue the dialogue
- Has been followed by recurring updates

Manager outreach	No manager outreach	Increase
56%	28%	<b>+28%</b>

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.



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

\*As Seen on Slide 11, when Manager Outreach is added, on avg., Employee Perceptions increase by >20%



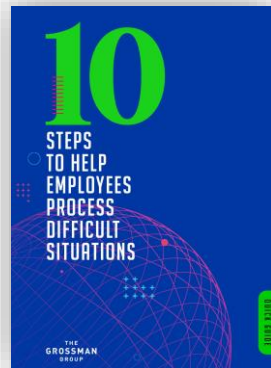
## WHITE PAPER

Big Miss:  
Far Too Many  
Organizations  
Are Silent  
About  
The Israeli-  
Palestinian  
Conflict



## QUICK GUIDE

10 Steps to  
Help Employees  
Process Difficult  
Situations



## KEY FINDINGS

Study On  
Internal  
Communications  
of Israeli-  
Palestinian  
Conflict



## QUICK GUIDE

Critical  
Components  
of Internal  
Communications  
When Issues Arise



## 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 **thoughtpartner**™ 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.

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

[THE GROSSMAN GROUP DIFFERENCE](#)

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## 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.

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