

*The AIHR Live Event will
start in a couple of minutes*



Leading Through Change:

Communicating Change Effectively



Today's Discussion Topics

- ✓ What are you communicating
- ✓ Understanding the role of filters when we communicate change
- ✓ How to communicate change
- ✓ Learning from the authors of Switch & Starting with Why
- ✓ Communicating Kotter's 8 steps in change
- ✓ Having a communication plan



What are you communicating?

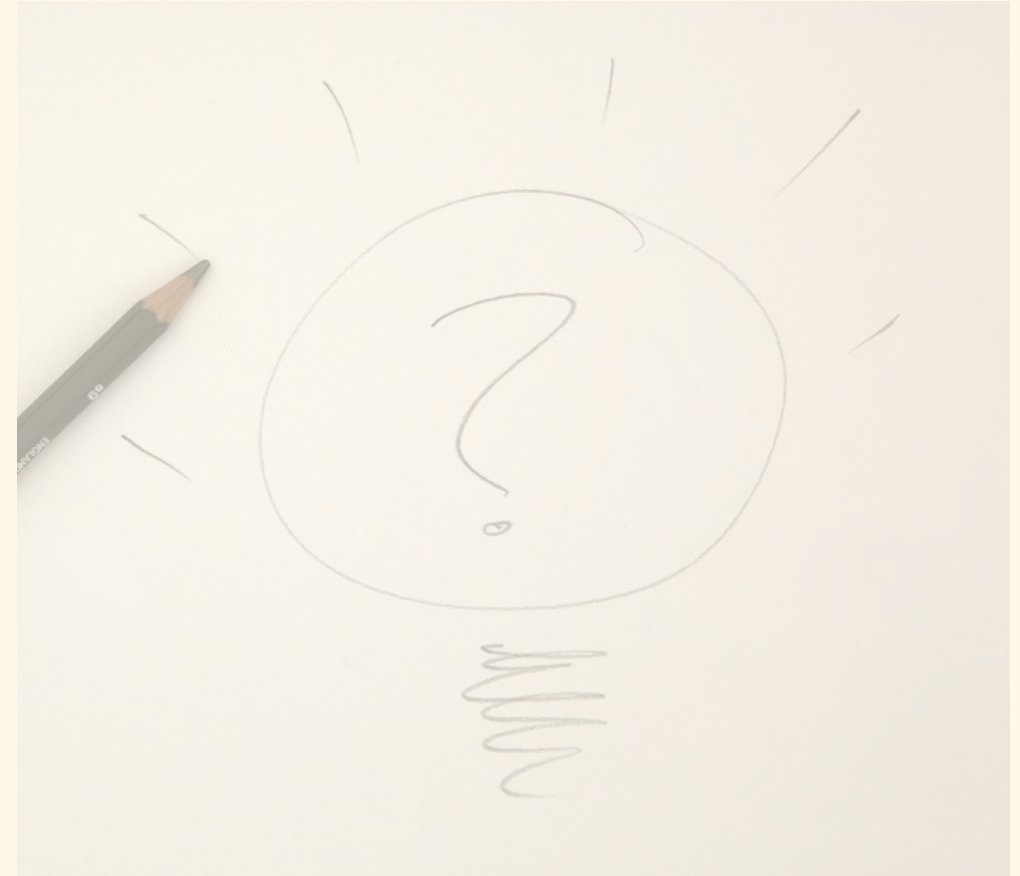
Knowing the difference

It's NOT About Communicating Change...

You are actually not communicating change you are communicate the output or more importantly the outcome of what will be the result of the change.

It's not so much about what you will do or how you will change it is the result of the what you will do and how you will do it that really matters

Stop selling and communicating the change process and instead sell the outcome not output!



What Change Are You Communicating...

1. Developmental Change

This encompasses change that is, planned. It is usually change that will correct failings in existing procedures or enhance existing procedures. Continuous change often responds to the changes in the environment in which the organisation operates e.g. staff turnover.



What Change Are You Communicating...

2. Transitional Change

This is change where the organisation aims to achieve a set goal, so this type of change is planned, episodic and radical. Episodic change is change that occurs infrequently, usually involves substituting an existing programme or plan with a new one and is a change that is intended by its implementers or the organisation's decision makers.



What Change Are You Communicating...

3. Transformational Change

This will lead to an organisation that is very different to the organisation that existed prior to the change. As the change is very radical the organisation and its employees will need to radically change their views, strategy and assumptions. Such change can alter an organisation's culture, ethos and systems.



Understanding the role of filters when we communicate change

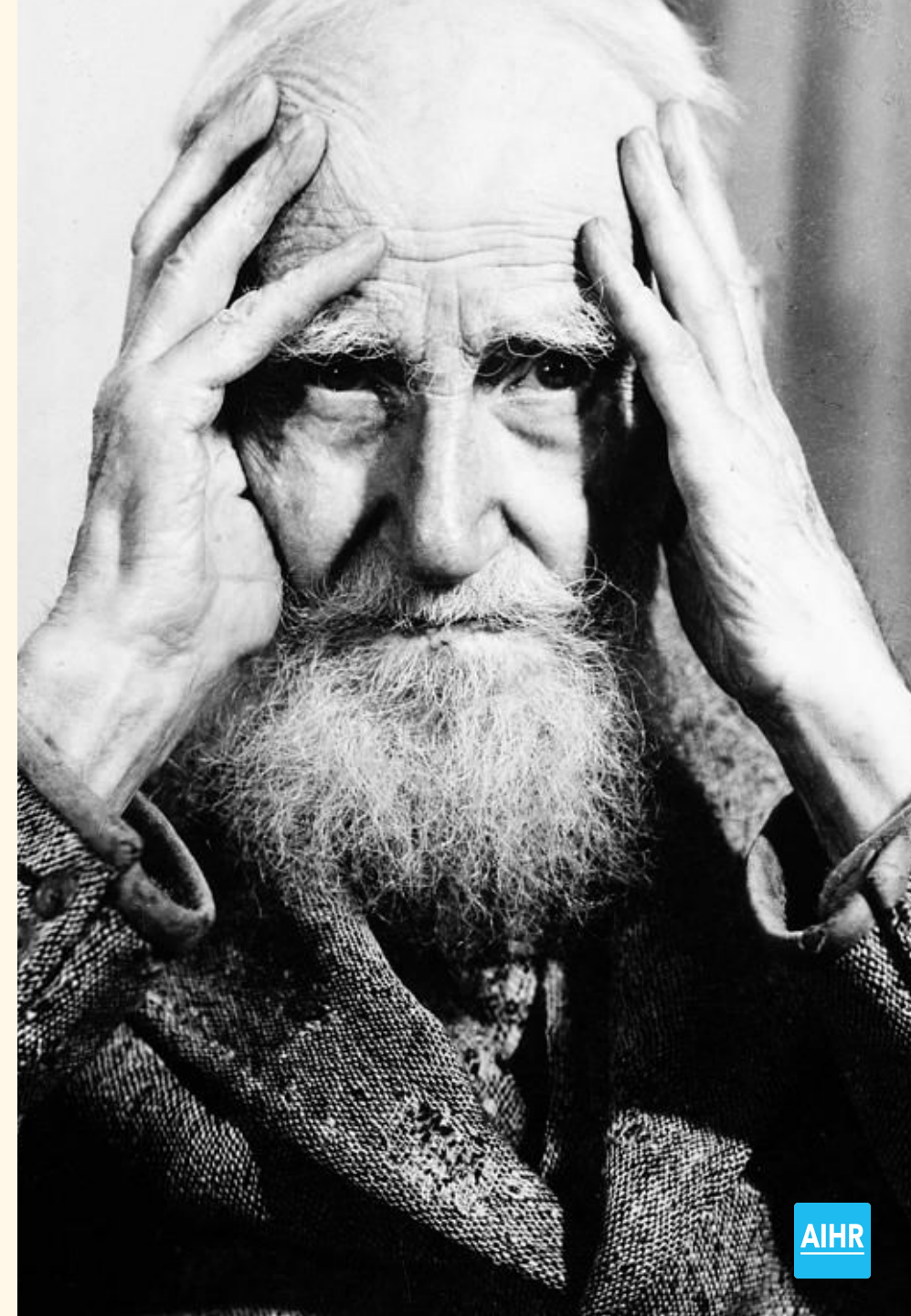
Communication Considerations

Communicating Change



The single biggest problem in communication is the illusion that has taken place.

George Bernard Shaw



The Communicational Challenge

When we are communicating, there at least six messages happening more or less at the same time

1. What you mean to say
2. What you actually say
3. What the other person thinks they heard
4. What the other persons thinks you meant by what you said
5. What the other person says in response to what they think they heard
6. And then its start over and now it's over to you and what you think the other person said

Our Filters During Negotiation

Delete, Distort & Generalise



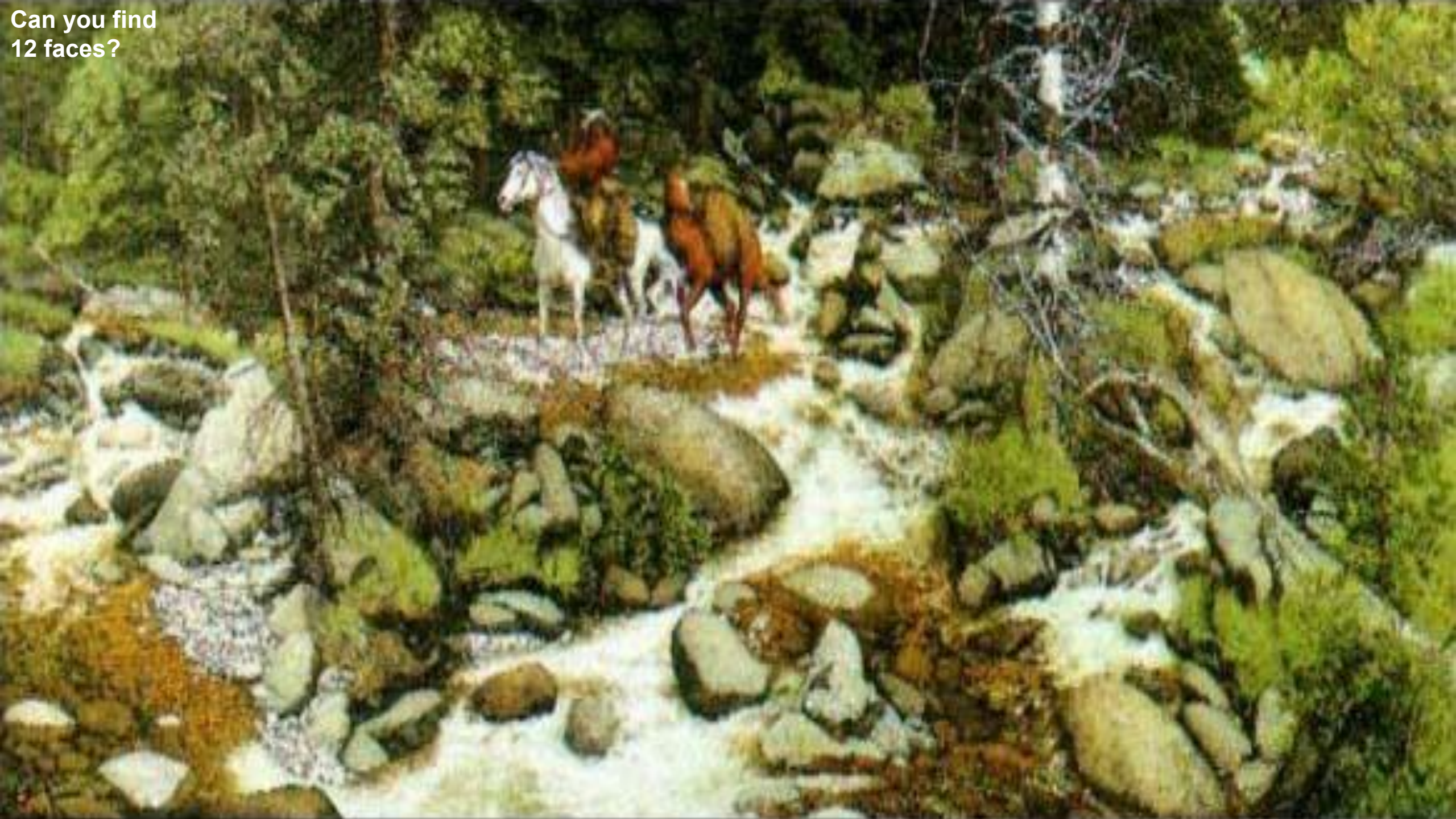
Our Filters During Negotiation

Delete, Distort & Generalise

What We Hear, Feel & See in OUR World

- **Deletion** - Occurs when we selectively pay attention to some aspects of our experience and not others.
- **Distortion** - A method of adding or altering an experience. It occurs when we make shifts in our experience of sensory data by making misrepresentations of reality
- **Generalisation** - When we draw global conclusions based on one or more experience. We take the information we have and draw conclusions about the meaning of the effect of those conclusions.

Can you find
12 faces?



Can you find
12 faces?



Our Filters During Negotiation

Delete, Distort & Generalise

What We Hear, Feel & See in OUR World

I cnduo't bvleiee taht I culod aulacly uesdtannrd waht I was rdnaieg. Unisg the icndeblire pweor of the hmuan mnid, aocdcnig to rseecrah at Cmabrigde Uinervtisy, it dseno't mttar in waht oderr the lterets in a wrod are, the olny irpoamtnt tihng is taht the frsit and lsat ltteer be in the rhgit pclae.

The rset can be a taotl mses and you can sitll raed it whoutit a pboerlm.

Tihs is bucseae the huamn mnid deos not raed ervey ltteer by istlef, but the wrod as a wlohe. Aaznmig, rihgt?

Our Filters During Negotiation

Delete, Distort & Generalise

You must ask...

- What will people potentially **Delete** – during the change process?
- What will people likely **Distort** – during the change process
- How or what will people **Generalise** – during the change process?

“I have found that people will delete, distort and generalise to justify their behaviour, their point of view, their thinking and to avoid having to change”

Our Filters During Negotiation

V-A-K Convincer strategies during change

1

Visual Convincer

“I’ll believe it when I SEE it” (**Show me/present the evidence**)

2

Auditory Convincer (**Tell me/Talk me through the evidence**)

“I’ll have to HEAR it for myself to believe it”

3

Kinesthetic Convincer (**I need to feel confident in the evidence**)

“I’ll have to experience (FEEL) it for myself to believe it”

What will you do during your change process to ensure people understand and are convinced the change you are proposing is of value?

Learning from the Authors

“Switch” and “Starting with Why”

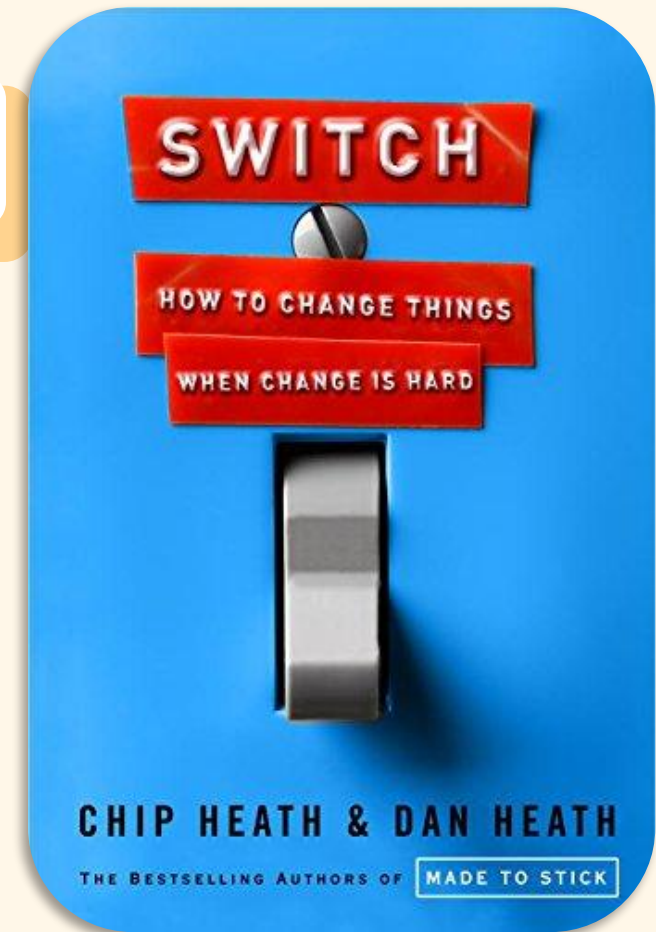
Leading Successful Organizational Change

A 3 Part Framework

The authors introduce a three-part framework to accomplish change effectively

- 1. Direct the Rider** - Provide crystal-clear directions to the rational side by following a bright-line script and plan.
- 2. Motivate the Elephant** - Engage the emotions and motivations through using the right emotional motivators like finding the feeling, shrinking the change, and cultivating a growth mindset.
- 3. Shape the Path** - Make the journey easier by scripting critical moves, rallying others, and creating an environment conducive to the desired change.

The book illustrates how leaders can change behaviours in a sustainable way by directing the rider with rational plans, motivating the emotional elephant, and shaping an environment that makes the preferred path easier to travel.

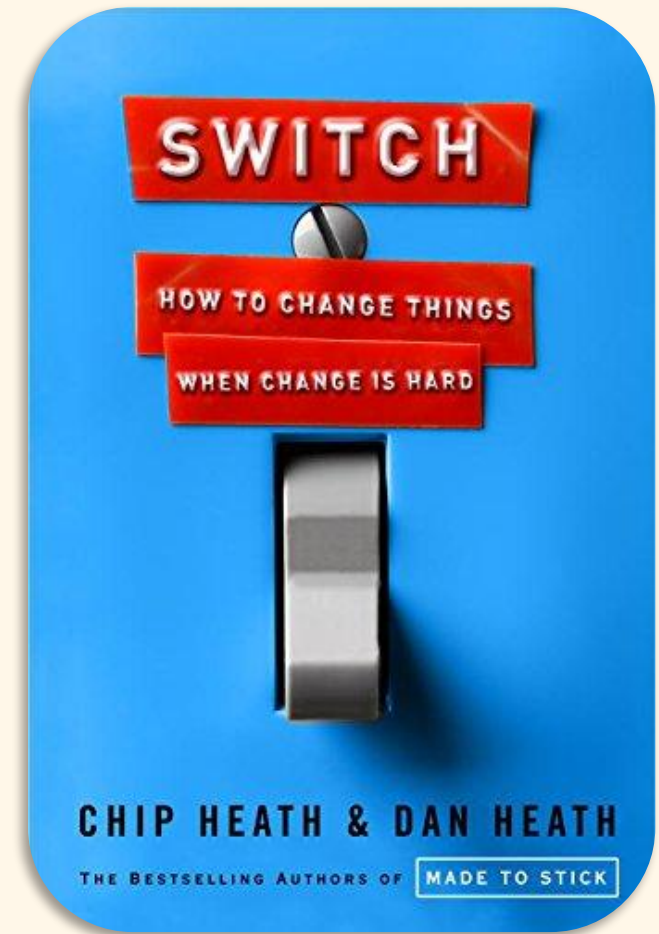


Learning from Authors

Resistance during change - 4 Key Insights from Switch

“What looks like resistance is often a lack of clarity.”

“Change is not one of understanding but one of feeling.”

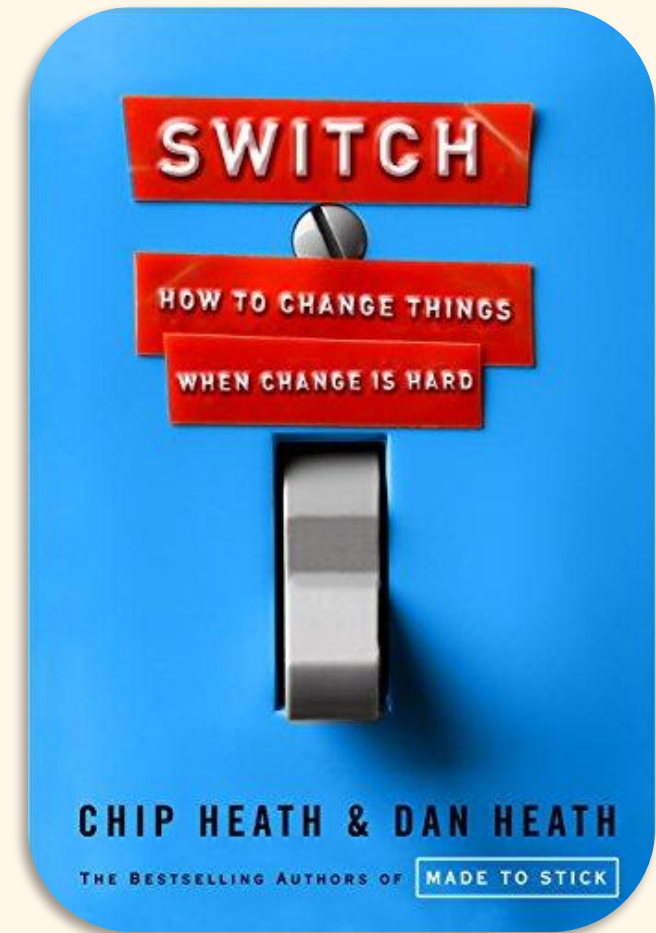


Learning from Authors

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“Change isn’t an event; it’s a process...To lead a process requires persistence.”

“What looks like laziness is often exhaustion.”



Learning from Authors

Resistance during change - 4 Key Insights from Switch

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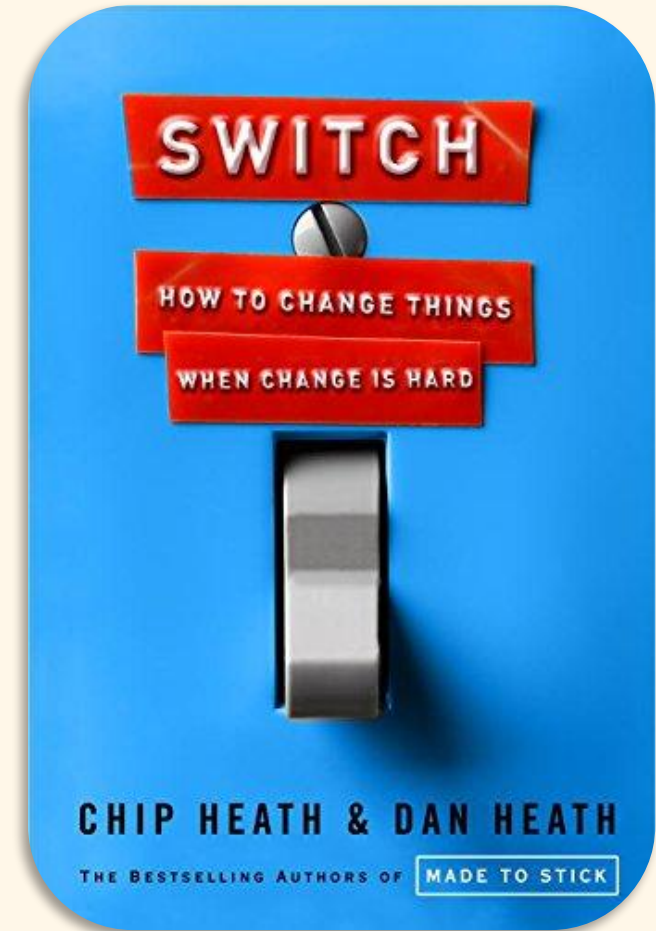
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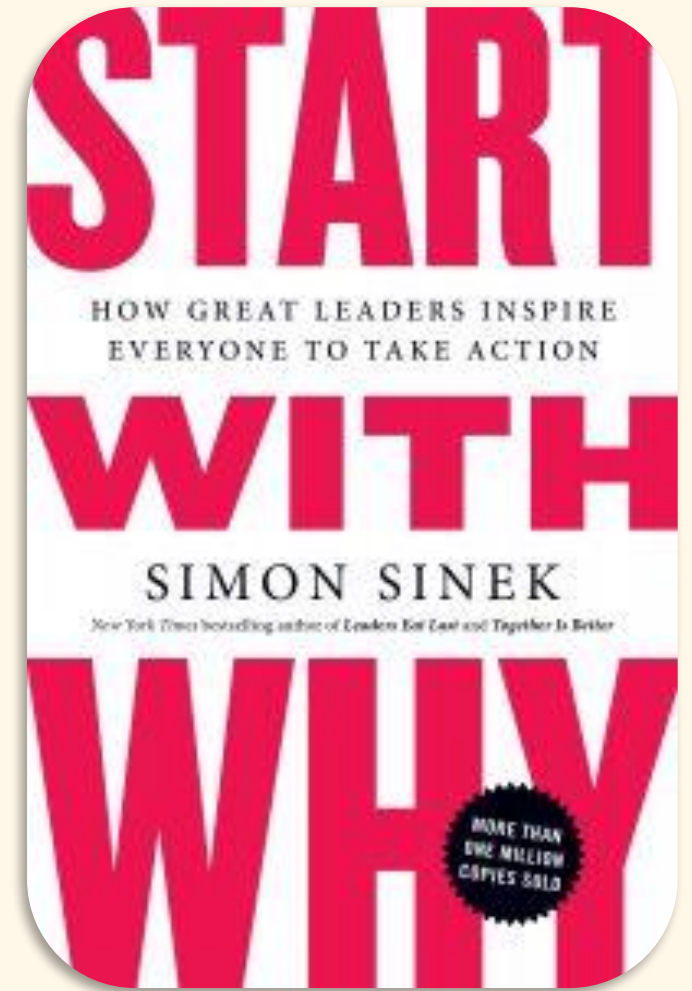
“I have found that people are not stupid or do not get it when they are being resistant,

I believe I have simply failed to get through to them.”



Learning from Authors

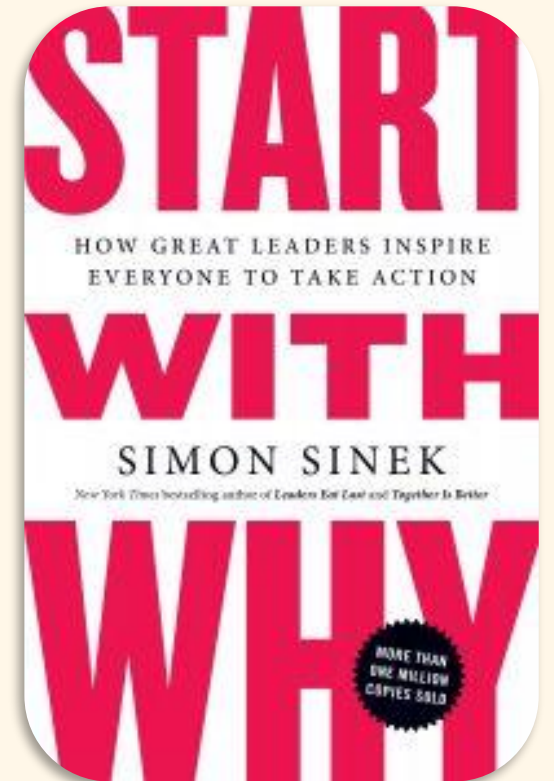
The Golden Circle



Learning from Authors

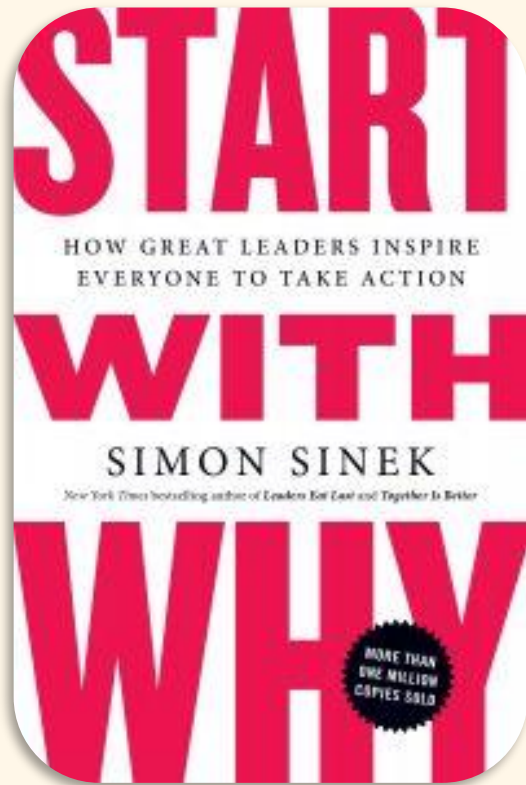
The Golden Circle

*Communicating your **WHAT**
or **HOW** of change is the
wrong starting point...*



Learning from Authors

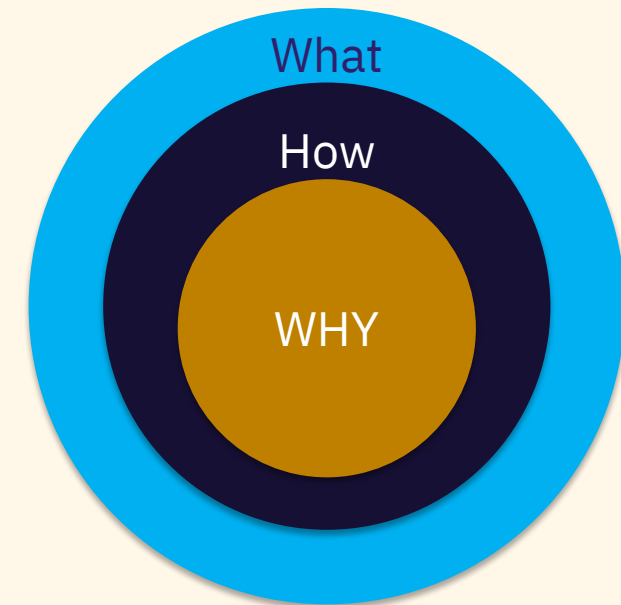
The Golden Circle



The **outer circle - WHAT**: This refers to the products, services or descriptors of what the organization does.

The **middle circle - HOW**: This covers the specific actions and methods used to accomplish the "what."

The **inner circle - WHY**: This is the core purpose, belief or fundamental reason for an organization's existence that inspires action.



Learning from Authors

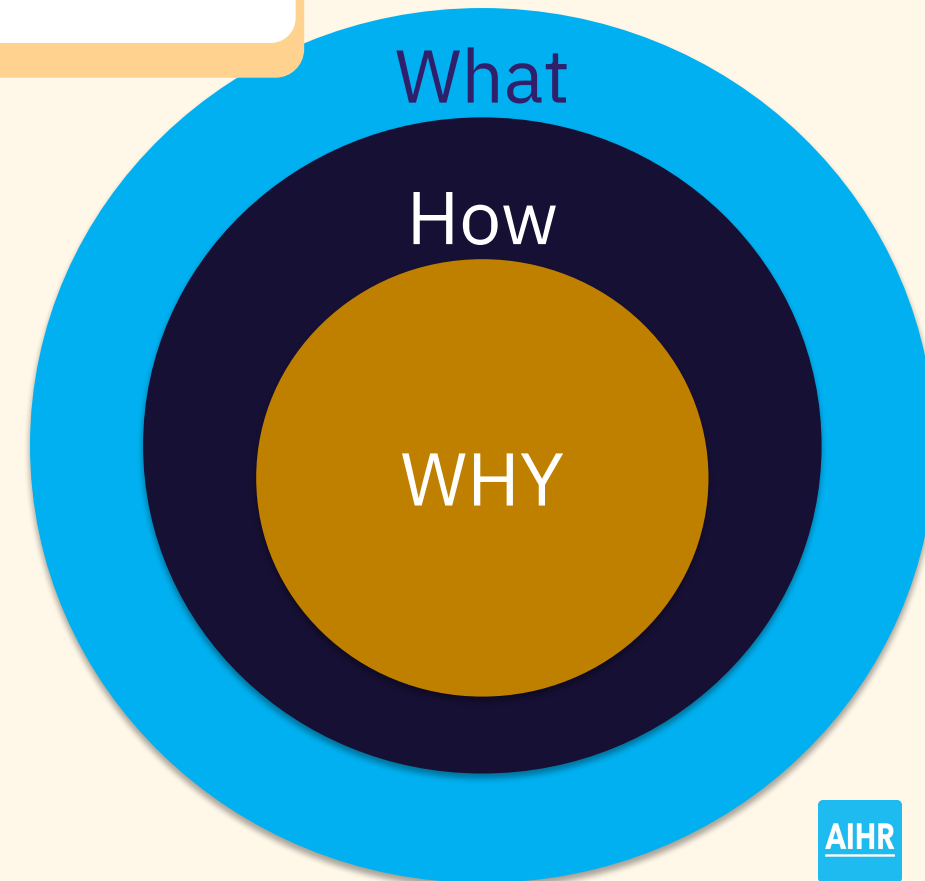
The Golden Circle

The core of Simon Sinek's "Start With Why" is his discovery of The Golden Circle. There are three parts of The Golden Circle: Why, How, and What.

The **"Why"** grounds the communication in the organization's inspiring purpose.

The **"How"** conveys/communicates the distinct means of bringing that purpose to life.

The outer **"What"** level communicates/translates the purpose into the tangible products/services delivered.

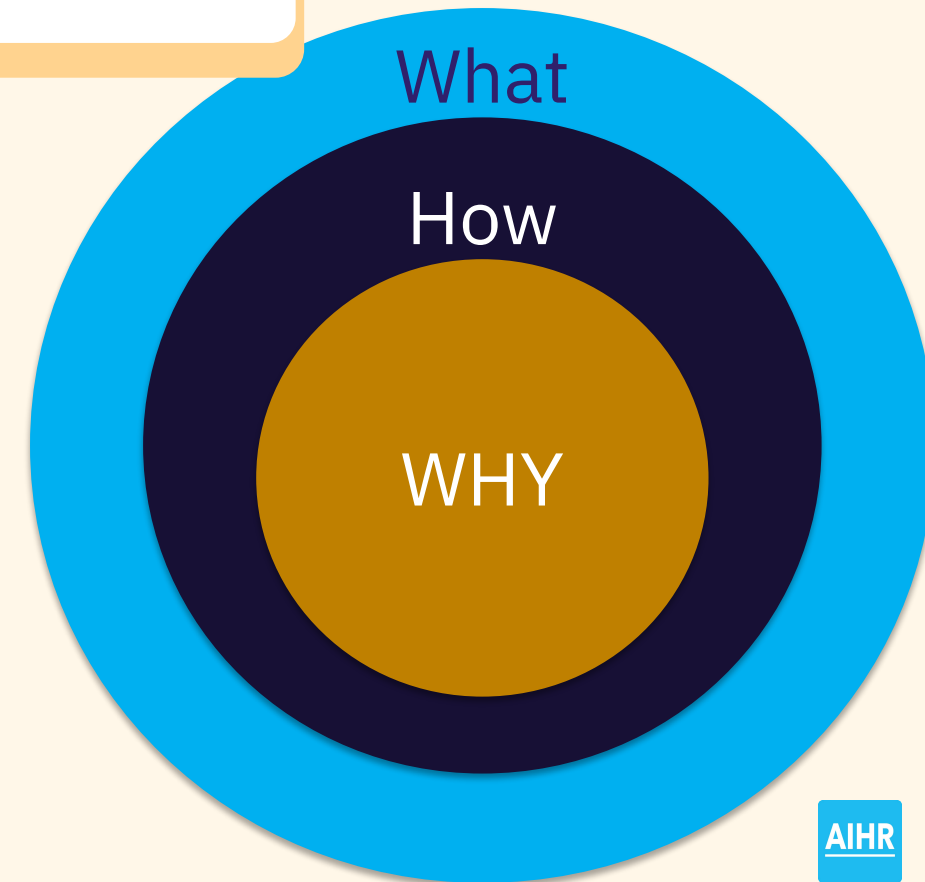


Learning from Authors

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- Why now?
- Why can't we wait (lose Vs gain)?
- Why the need for change?
- Why our organisation?
- Why is this change going to benefit me?

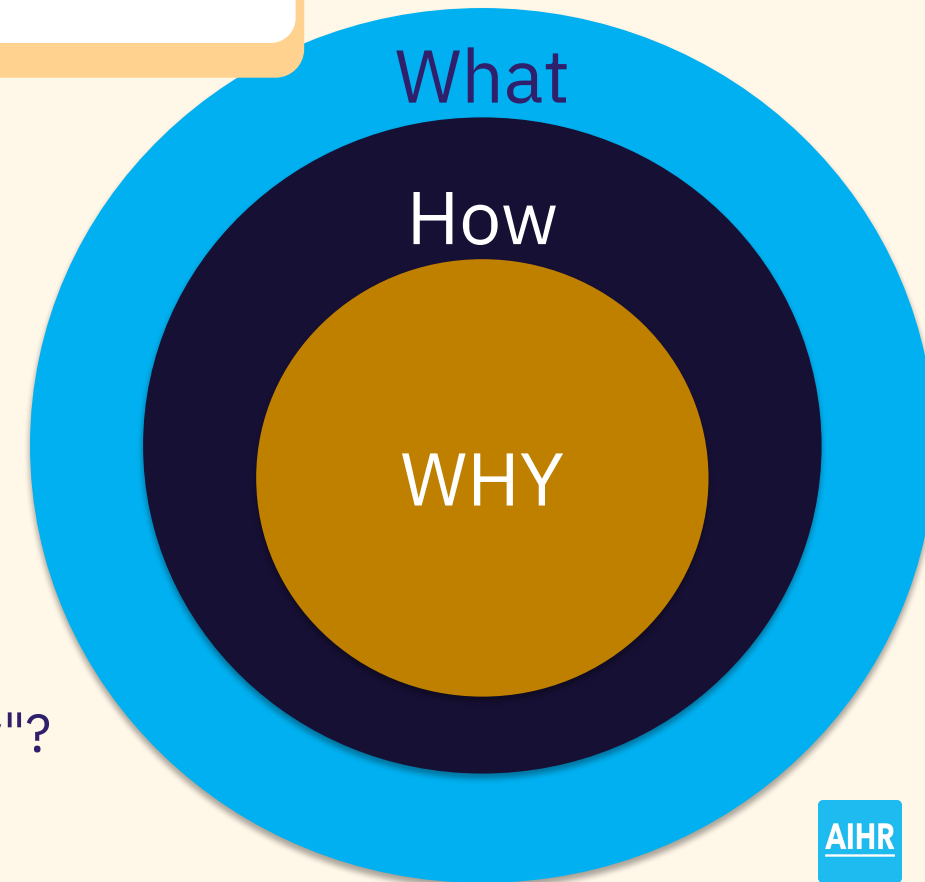


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- How are you/we going to do it?
- How do we ensure success?
- How do we measure if we are winning or losing?
- How will this change impact me? (role/responsibility)?
- How do you know if this is the right change process?
- How will we measure and be held accountable to our "Why"?

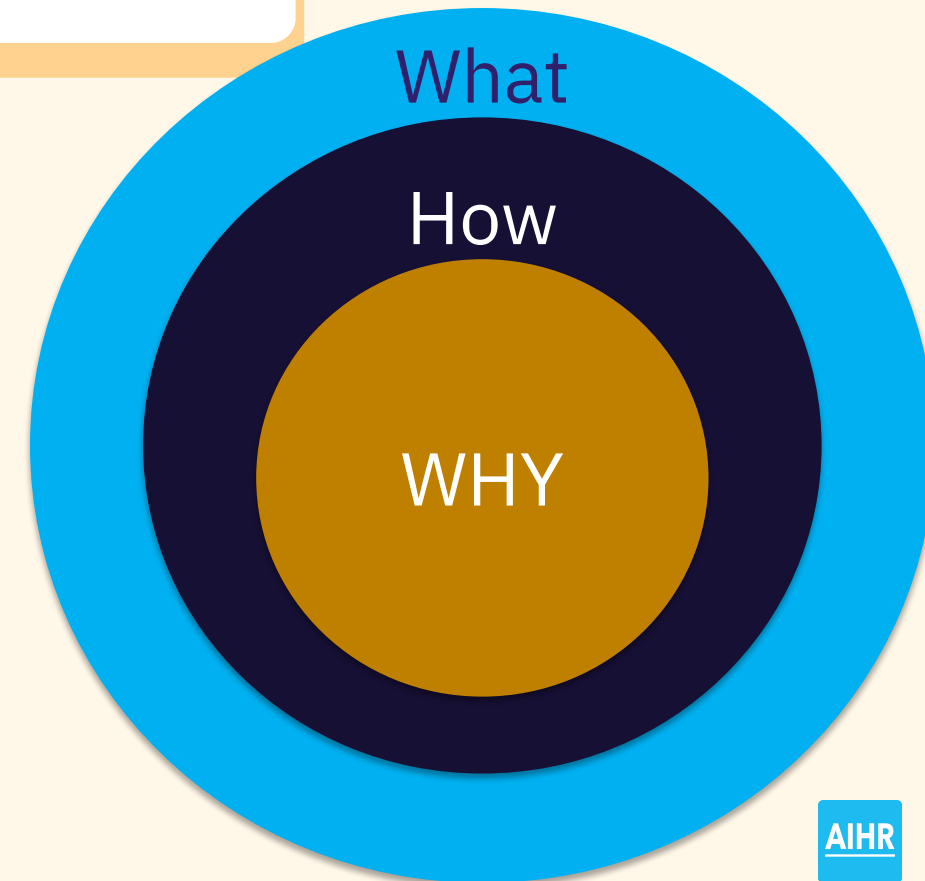


Learning from Authors

The Golden Circle

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- What do I need to do?
- What difference is this change going to make?
- What measure if we are winning or losing?
- What tangible results, solutions or value propositions flow from our "Why"?
- What customer needs, pain points or desires are we aiming to fulfil?



Communicating through John Kotter's 8 Steps to Change

What are you Communicating During each Step

The Critical 2 Rules to Consider in Change

Most people succeed or fail to lead a change based on how well-prepared they are (or are not!). Adhere to the 80/20 rule – **80% of change is preparation** and **20% is actually communicating with the others.**

The 70/30 rule in communicating change, is where you **listen for 70%** of the time and **talk only 30%** of the time. “The more you can listen, the more you learn what to do and not do to facilitate a smooth change process



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

0- Months

1. What is the burning platform or key drivers that are making this change absolutely necessary?
2. Will I be able to clearly articulate the urgency for change in a compelling way?
3. Do I have strong support and commitment from key leaders and influencers across the organization?
4. Have I assembled a powerful guiding coalition with the right mix of skills, levels and influence to lead the change?
5. Is my vision for the future state clear, motivating and easy to communicate?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

0- Months

1. Have I mapped out coherent strategic initiatives that will help achieve the vision when implemented well?
2. How ready is the organization for this change in terms of culture, capabilities and existing change fatigue?
3. What are the major risks, obstacles or resistance I may face?
4. Do I have a robust change management plan and strategy that covers all aspects like communication, training, removing barriers, celebrating wins, institutionalizing changes etc.?
5. Do I have the resources and structure to execute this plan effectively?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

0- 90 Days

1. What are the potential threats or opportunities that make this change imperative?
2. How can I make the need for change feel real and relevant to people across the organization?
3. Who are the key stakeholders that need to be convinced of the urgency?
4. What data or evidence can I use to demonstrate the need for change?
5. How can I create a safe environment for people to voice concerns and objections?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

0- 90 Days

1. Who are the influential leaders and change agents across different levels and functions?
2. How can I ensure the coalition has enough power, authority, and credibility to lead the change?
3. What skills and expertise are needed in the coalition to guide the change effectively?
4. How can I ensure the coalition works as a cohesive team with a shared commitment?
5. What initial training or resources might the coalition need to be effective?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

3- 6 months

1. What is the desired future state or vision for the organization after the change?
2. How can I ensure the vision is clear, compelling, and easy to communicate?
3. What specific initiatives or projects need to be undertaken to achieve the vision?
4. How can I align the vision and initiatives with the organization's values and goals?
5. How will I measure progress and success toward the vision?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

3- 6 months

1. What are the most effective channels and methods to communicate the vision and initiatives?
2. How can I address potential resistance or concerns about the change?
3. What incentives or benefits can I highlight to motivate people to support the change?
4. How can I involve people across the organization in shaping and implementing the change?
5. What resources or training might people need to effectively participate in the change?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

6- 12 months

1. What potential obstacles or barriers could hinder progress toward the vision?
2. How can I identify and address processes, structures, or policies that might impede the change?
3. What resources, training, or support might people need to take action on the initiatives?
4. How can I empower people to take ownership and make decisions aligned with the vision?
5. How will I monitor progress and address any emerging barriers or challenges?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

6- 12 months

1. What are some achievable, short-term goals or milestones that can demonstrate early progress?
2. How can I ensure these wins are visible and celebrated across the organization?
3. What resources or support are needed to achieve these early wins?
4. How can I use these wins to build momentum and reinforce the change vision?
5. What adjustments might be needed based on learnings from the early wins?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

12 - 18 months

1. How can I consolidate the gains and improvements from the change initiatives?
2. What systems, structures, or policies need to be modified to align with the new ways of operating?
3. How can I continue to identify and remove barriers or sources of resistance?
4. What additional skills or capabilities need to be developed across the organization?
5. How will I reinforce the changes through hiring, promotion, and leadership development?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

12 - 18 months

1. How can I ensure the changes are deeply embedded in the organization's culture?
2. What mechanisms can I put in place to monitor and sustain the new behaviours and practices?
3. How can I continually articulate the connection between the changes and organizational success?
4. What plans are needed for ongoing leadership development and succession?
5. How will I evaluate the overall impact and effectiveness of the change effort?



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

THE 4 PRINCIPLES

SELECT FEW ✦ DIVERSE MANY



HAVE TO ✦ WANT TO



HEAD ✦ HEART



LEADERSHIP ✦ MANAGEMENT



John Kotter's 8 Steps to Accelerating Change

80/20 Rule in 10 Questions – Preparing your Win Win

***Inspire and
Empower***

SELECT FEW ✚ DIVERSE MANY


More people need to be able to make change happen—not just carry out someone else's directives. Done right, this uncovers leaders at all levels of an organization; ones you never knew you had.



John Kotter's 8 Steps to Accelerating Change

The 4 Principles

Going the Extra Mile



HAVE TO + WANT TO

Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy if you invite them.

John Kotter's 8 Steps to Accelerating Change

The 4 Principles

***Articulate
individual & Team
Purpose***

HEAD + HEART

Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger case. If you can give greater meaning and purpose to your effort, extraordinary results are possible.



John Kotter's 8 Steps to Accelerating Change

The 4 Principles

***Engaging your leaders
and managers at all
levels***



LEADERSHIP + MANAGEMENT

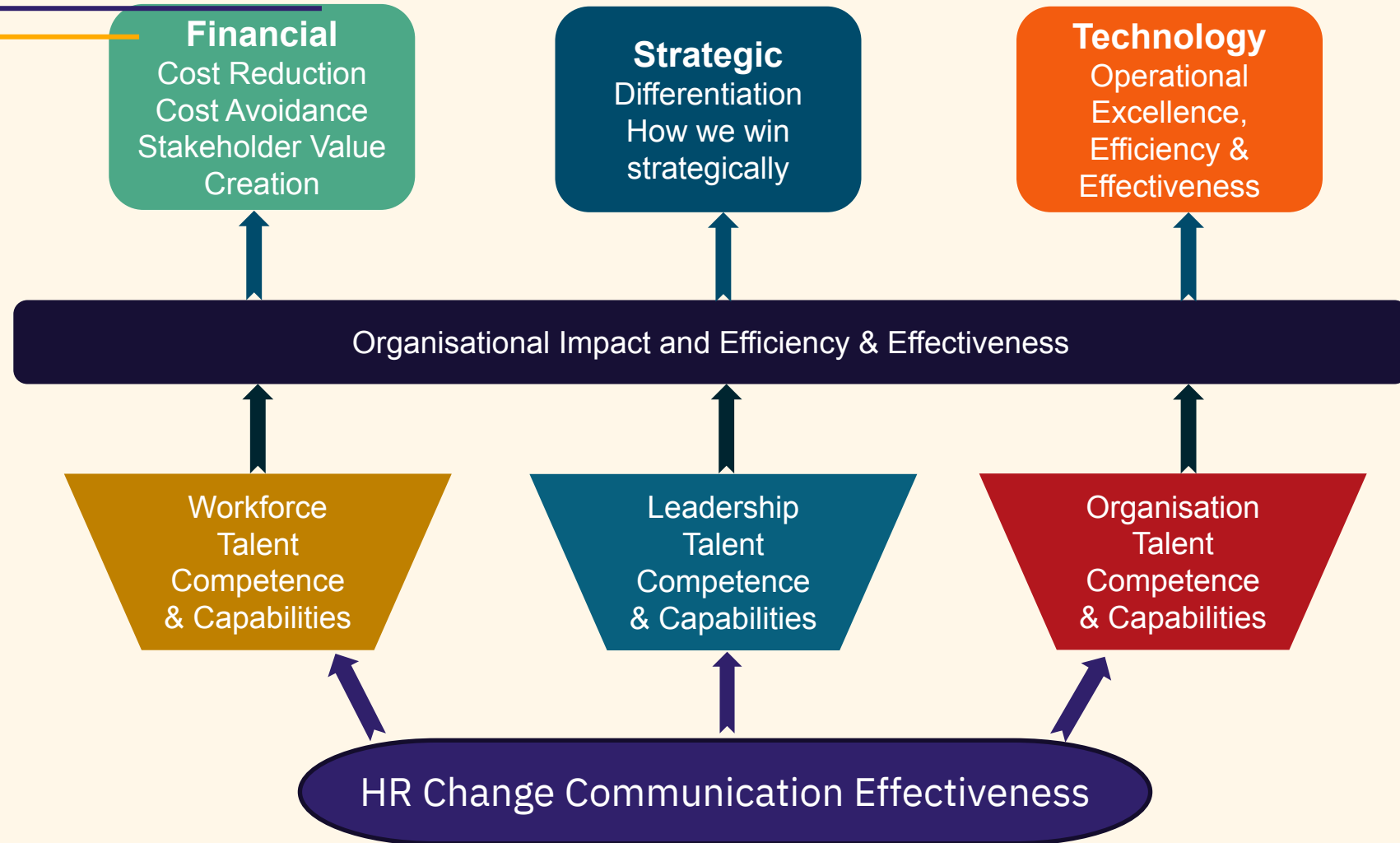
In order to capitalize on windows of opportunity, leadership must be paramount—and not just from one executive. It's about vision, action, innovation, and celebration, as well as essential managerial processes.

Creating your Communication Plan

Knowing What, When, Who and How to Communicate

Creating your Communication Plan

Communicating your Business Change Impact & Value



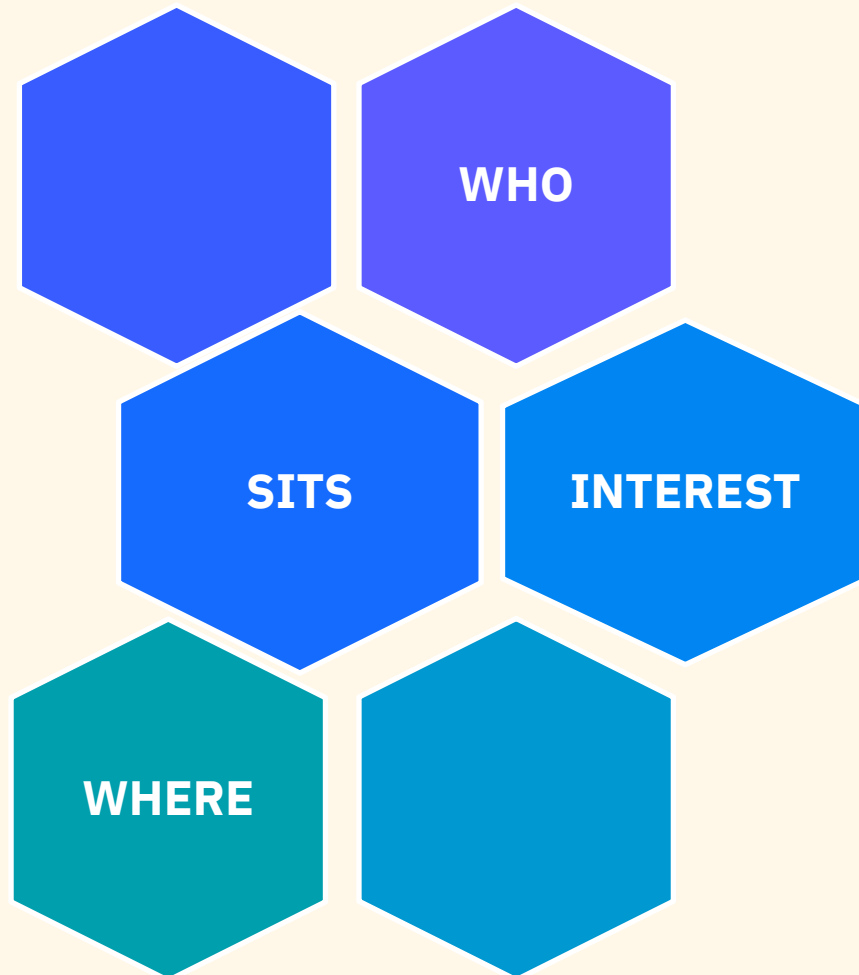
Creating your Communication Plan

Creating a Clear Communication Plan

Who is our target audience	Communication objective	Types of information to be conveyed	Which communication channel	When and how often/frequency	Who is responsible for the communication
All employees	Updating progress	KPI's	E-mail/info graphs/newsletters	Weekly	Sam
Senior/middle leaders	What's working what's not	Quick wins	Video shorts & Zoom/Teams calls	Monthly	Eric
Customers/suppliers	Convincing the resistors	Failures/misses	Posts/blogs/Direct messaging	Fortnightly	Jenifer
C-suite/Board	Sharing individual/team successes	Testimonials	Team/departments meetings/town halls	Quarterly	Alison

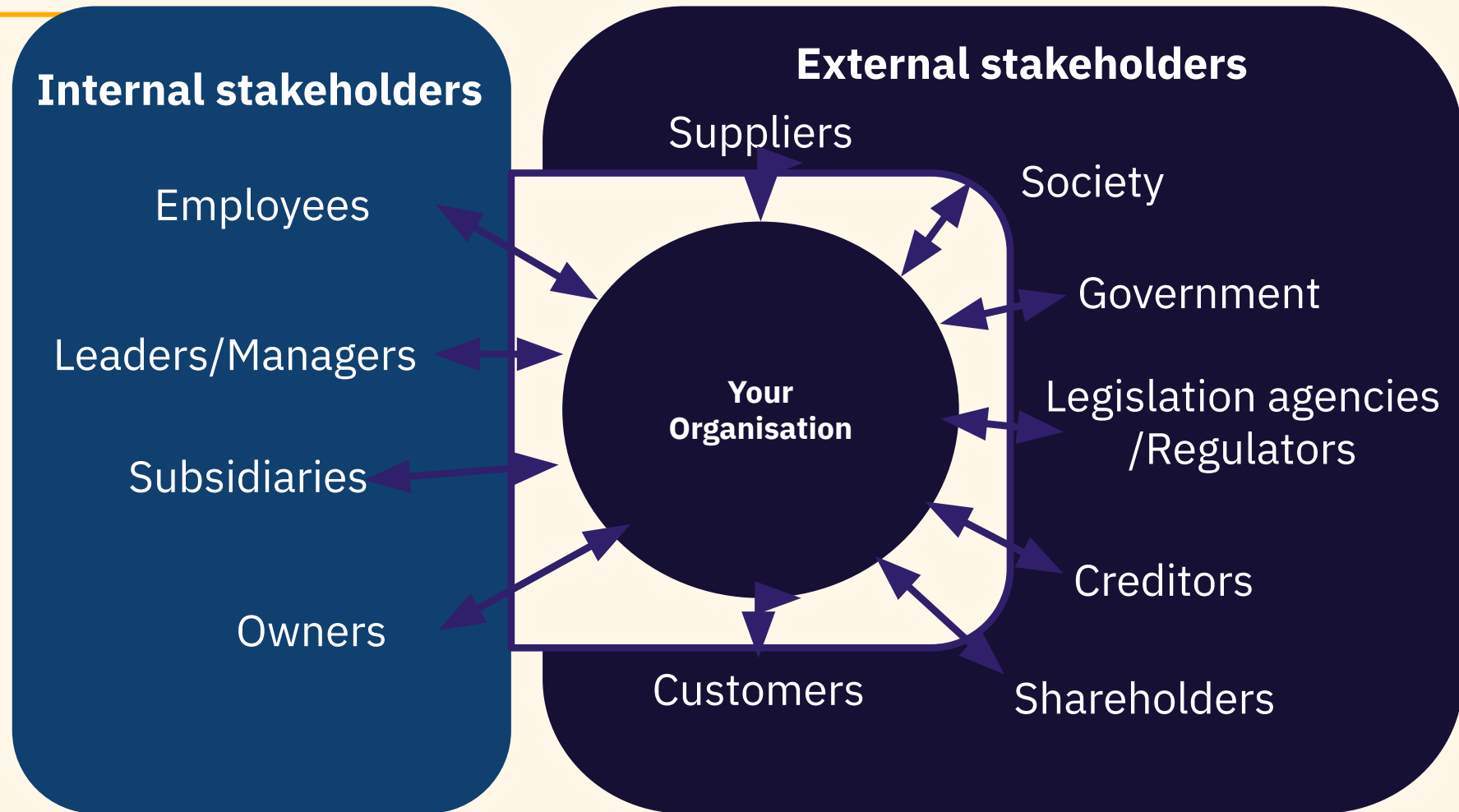
Creating your Communication Plan

Stakeholder Communication



Creating your Communication Plan

Stakeholder Communication



Creating your Communication Plan

5 Tips for effective Negotiations with diverse stakeholders

- 1. Do Your Homework:** Thoroughly research and understand each stakeholder's goals, concerns, and decision-making processes. This will help you anticipate their perspectives and develop strategies to address their specific needs. More importantly overcome any resistance of the change.
- 2. Build Rapport and Trust:** Establish rapport and trust with each stakeholder by demonstrating empathy, active listening, and a genuine interest in their viewpoints. Building personal connections can facilitate more collaborative during the change process.
- 3. Adapt Your Communication Style:** Adjust your communication style to align with the cultural norms and preferences of each stakeholder. For example, some may prefer direct communication, while others may favour a more indirect, implicit approach.
- 4. Identify Common Ground and Mutual Interests:** Look for areas of common ground and shared interests among the stakeholders. Highlighting these can create a foundation for mutually beneficial agreements and foster a spirit of collaboration.
- 5. Be Prepared to Compromise and Offer Trade-offs:** Understand that each stakeholder may have different priorities and be prepared to offer compromises or trade-offs that address their specific concerns. This flexibility can help you reach agreements that satisfy the diverse needs of multiple stakeholders.

Your Questions

What's on your mind?