

# Communicating change

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CIPR Thames & Chiltern

7 June 2011

Scarlett Associates

# Scarlett Associates



Foreign and  
Commonwealth  
Office



**PEPSICO**  
UK & Ireland



THE REALLY USEFUL  
GROUP THEATRES



# This evening's session

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1. What changes are you facing?
2. The impact of change on people and organisations
3. Different kinds of change
4. Examples:
  1. Be clear about why you need to change, where you are heading and what people need to do
  2. Connect with employees emotionally
  3. Equip managers to lead their teams
  4. Involve employees
5. Key lessons about communicating change

What changes are you facing?

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# The climate that change creates

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## Personal/individual

- Anxiety and restlessness
- Excitement about new opportunities
- Guilt/anger
- Confusion and paralysis
- Disappointment/depression
- Disaffection

## Organisational

- 'Losing the plot': uncertainty about purpose, contribution required, roles and responsibilities
- Rumours go into overdrive
- New, potentially antagonistic relationships between different staff groups and between managers and staff
- Changes in leadership style: sometimes greater visibility, sometimes less
- Change in performance: sometimes up, often down
- Sense of renewal and new energy

# Different kinds of change need different types of communication

Types of change	
Strategic ↓	Organisational-level changes eg external factors, change in government, change in direction, viability of the company
Structural ↓	Inner workings of the company: eg change in structure, merging of work units, change of reporting lines, relocation
Job-related	Change in role, ways of working, responsibilities, use of technology

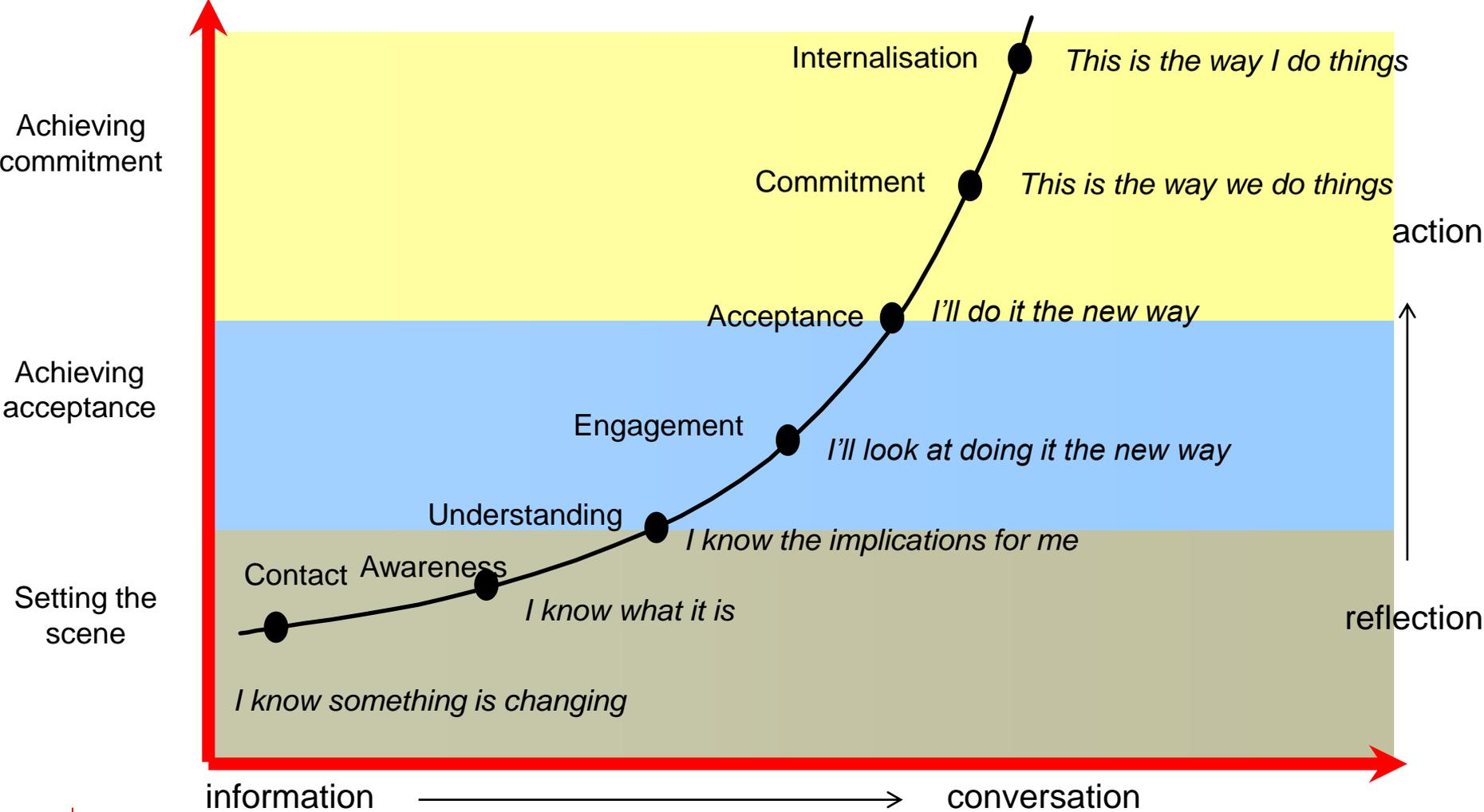
Communication

**Communication reduces uncertainty; control leads to a greater sense of employee well-being**

↓  
Participation in decision-making

# The steps to internalising change

“help thousands of people take small steps through the change process...”



# Examples

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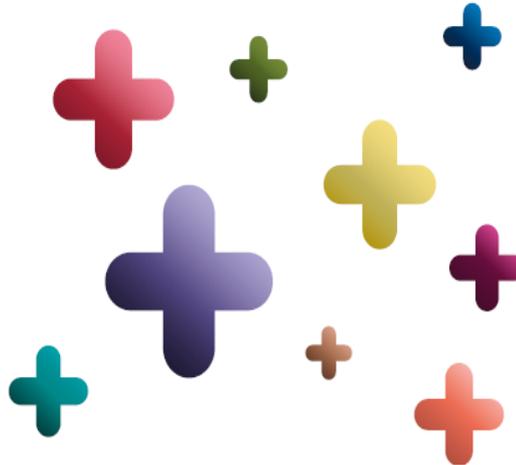
1. Be clear about why you need to change, where you are heading and what people need to do
2. Connect with employees emotionally
3. Equip managers to lead their teams
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# 3 of 9 storyboards that tell the change story

We have a customer-centric business strategy



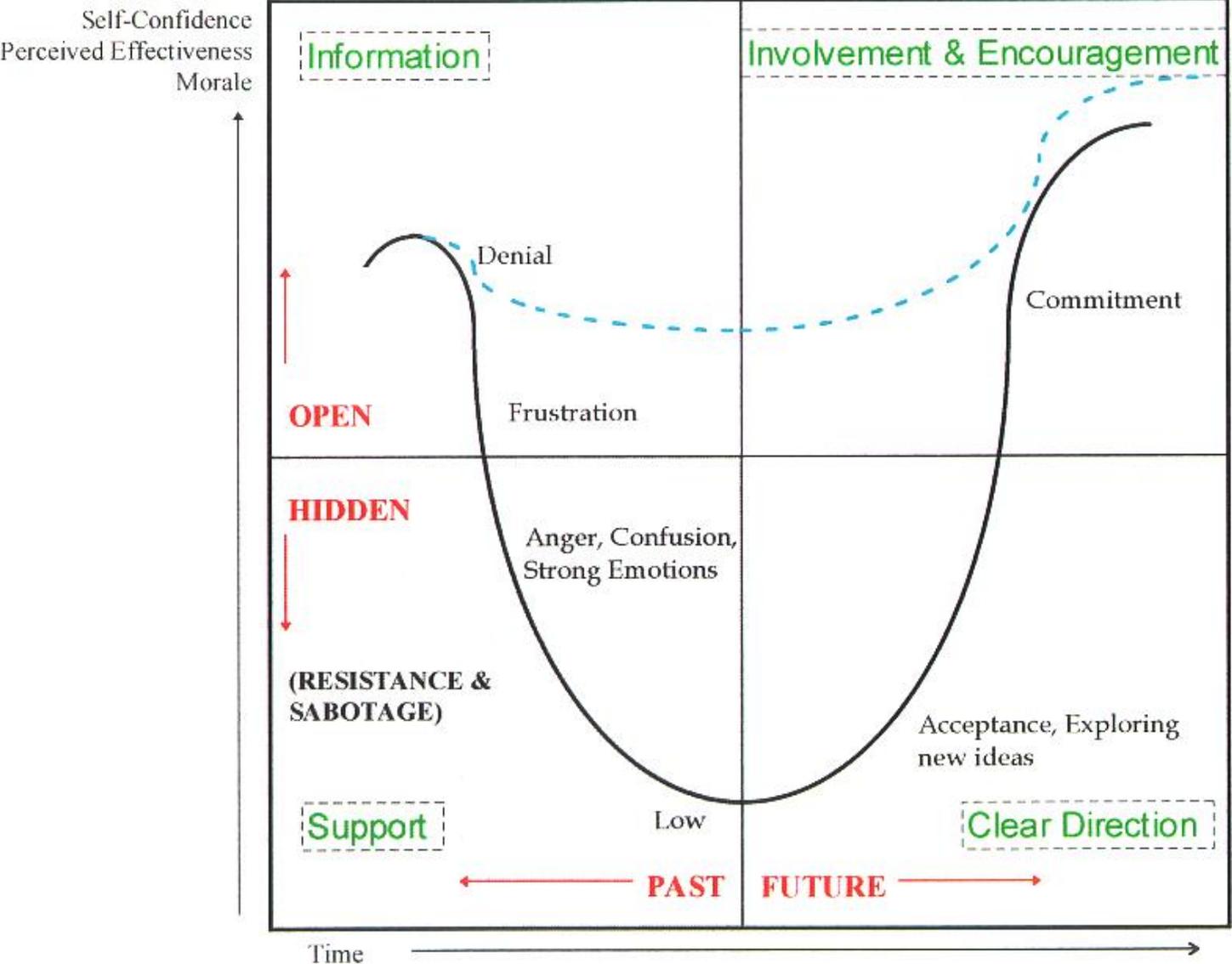
Our strategy is to design our services and interventions around the needs and behaviour of our customers



Our job is to lead and engage our people in achieving the strategy



# Connect with employees



# Equip managers

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BAE SYSTEMS



- Short workshops
  - The impact of change on team and organisational performance
  - What creates engagement
  - Cathartic
  - Specific skills eg:
    - Involvement in decision-making at 'local' level
    - Balancing challenge and support
    - Flexible style (Situational leadership)
    - Coaching skills
    - Building resilience in the team
    - The phases of change and what you can do

# The three major transition phases

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## Endings

- Listen
- Don't be surprised by 'over reaction'
- Help people let go
- Give people information
- Mark the endings symbolically
- Treat the past with respect
- Define what's over and what is not
- Core purpose & values continue

## Neutral Zone

- Acknowledge the neutral zone
- Create temporary systems, structures, roles
- Protect from failure
- Use the neutral zone creatively: opportunity to try new ways of doing things

## New Beginnings

- Encourage new ways of doing things
- Paint a picture of what the future will be like
- Rebuild trust
- Involve people in planning
- Celebrate success

# Helping managers to share ideas – examples from workshop

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What some managers are doing to help people in the Neutral Zone

Holding “Communal vents”  
 one afternoon a week (but  
 not on a Friday)

Creating a one-page personal  
 moves planner so that people can  
 plan what they take, what they  
 leave and what they want from the  
 future

Getting staff to write up on  
 flip charts what’s worrying  
 them. Then dividing the  
 concerns into two – those  
 we can’t control and those  
 we can. Then creating  
 action plans for those they  
 can control

Using  
 quotes  
 from *Who moved my  
 Cheese?* and  
 put them up on posters  
 on the wall.

# Involving employees

100+ workshops  
2,500 people

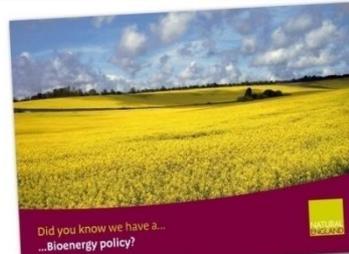
- Reluctant advocates
- Integrated campaign
- Leadership support (from top and with workshop hosts)
- Measurable improvement, reinforcement and confidence



**Did you know we have a... CAP Reform policy?**

**CAP Reform key messages**

- The Common Agricultural Policy (CAP) is the European Union's system of agricultural subsidies and rural development programmes.
- Natural England is working to ensure that the main purpose of CAP is to help farmers and land managers care for the environment and respond to new challenges (e.g. climate change).
- Agri-environment schemes are funded from CAP and help to ensure that environmental land management can co-exist with commercial farming.



**Did you know we have a... Bioenergy policy?**

**Bioenergy key messages**

- Using low carbon fuels made from plants and waste material to make power and heat can help to reduce the causes of climate change.
- The right type of crop needs to be grown in the right places, and processed in the right ways, to make low carbon bioenergy without damaging our environment.
- Some transport biofuels can offer direct carbon savings of 70%, others only offer 1% (and indirect emissions aren't counted). Without labelling, consumers have no way of knowing which is best for the environment.

To: All staff

At: Natural England

This is part of a series of 9 postcards to introduce you to Natural England's policies. We have designed them to help you talk about our policies whenever your role. Whether talking to family, friends or customers, these key messages summarise Natural England's position on Bioenergy.



**Did you know we have a... Climate Change policy?**

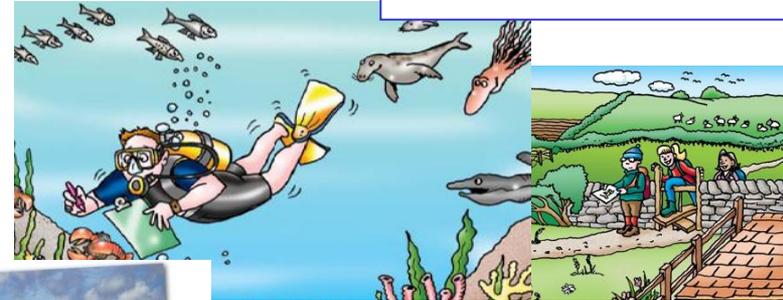
**Climate Change key message**

- Climate change represents the most serious long term threat to our natural environment.
- Because of past pollution by greenhouse gases, our climate now faces some unavoidable or locked-in changes.
- To stop these getting any worse, severely damaging our world, we must all cut the amount of greenhouse gases we produce.
- Just as urgently, if the natural environment is to survive, we must all find ways to help it adapt to the already locked-in changes.

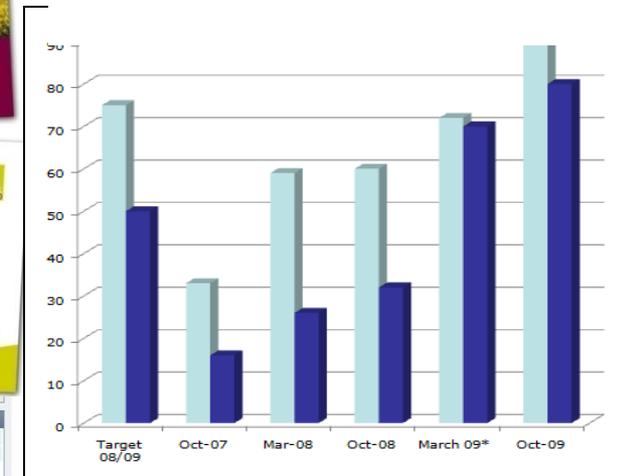
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Confident advocating purpose  
Confident advocating policies



**A-Z Index**

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**Quick links**

- ▶ Natural England Corporate Directory
- ▶ News, Cascade, FWNE
- ▶ Helpdesks
- ▶ [Rictelsinshla traust](#)

**Act MORE** Play your part in the world's biggest environmental awareness event.

**Reminders**

**One Million Children**  
Woodlands, countryside and parks have become out of bounds to a generation of 'cotton wool kids'. We go behind the scenes to find out how our campaign is helping to release them back into the wild.



# Change communication – lessons learned

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1. The nature of change differs and communication needs to be planned accordingly
2. Change is messy and ambiguous
3. Leaders need to be visible and know when to be consistent
4. Managers are key – equip and support them
5. People need a vision for the change and to see the benefits
6. The greater the uncertainty, the more a *fair* approach matters
7. Involvement in decision-making helps change and reduces stress
8. It's not just the words, tone matters too
9. Symbolic moments speak volumes and can help or hinder hugely
10. Dignity – organisations need to think about the long-term relationship with those staying and leaving
11. Feedback
12. Sustained plan and campaign



Thank you!

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