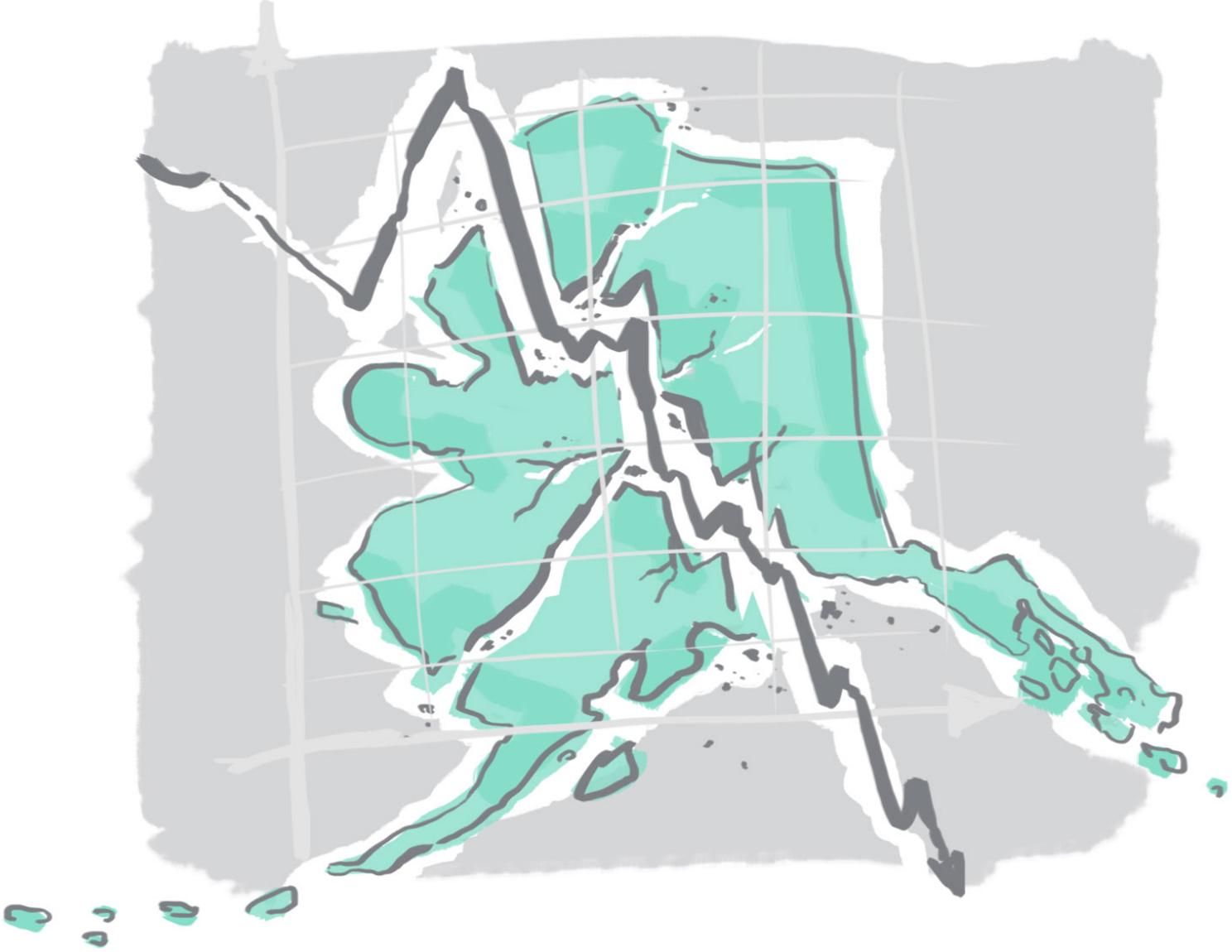


# COMMUNICATION, FOR A CHANGE

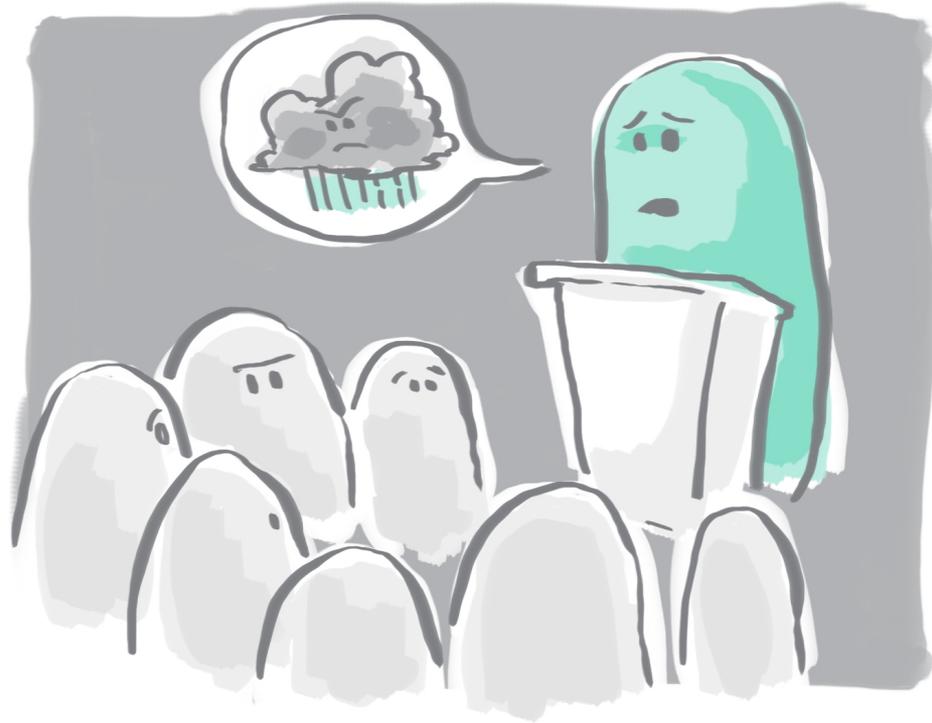
How to communicate with employees when your organization is changing

Blythe Campbell

2018 Alaska State HR Conference



# Today's session



- What causes organizational change?
- How leaders see and manage change
- How employees see and manage change
- Why context is key
- What HR professionals can bring to the table

What causes  
change?

Change in the “**COMPETITIVE ENVIRONMENT**”

*that results in a*

change in **STRATEGY**

What causes  
change?

*that results in...*

**LAYOFFS**

**RESTRUCTURING**

**PROCESS RE-ENGINEERING**

**MERGERS**

**ACQUISITIONS**

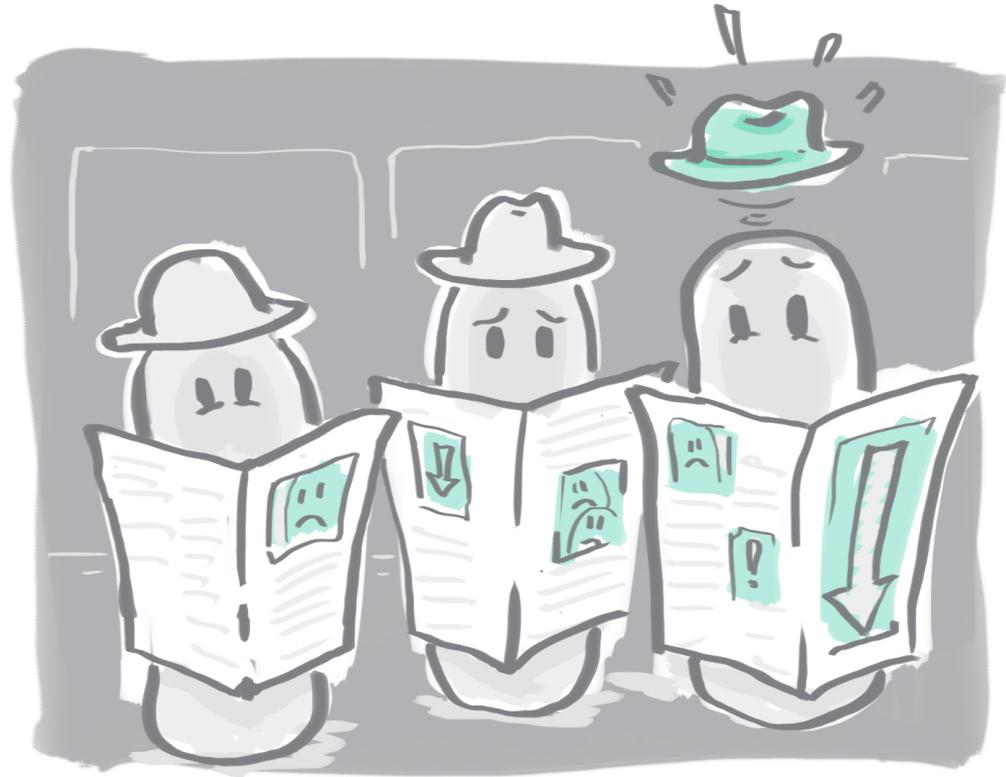
**MARKET EXPANSION OR CONTRACTION**

**PAY & BENEFITS CHANGES**

**CHANGES IN SENIOR LEADERSHIP**

**BANKRUPTCY/CLOSURE**

How leaders  
see and  
manage  
change



## How leaders see change

They have access to all the information

They see their competitive position in a holistic way

They consider a wide network of relationships

They connect the dots of opportunity

They think of change in terms of strategy, structure, and resources

How leaders  
manage  
change:  
the bad stuff

Defer decisions

Get impatient with pace of change

Go straight to implementation

Underestimate the role of culture

Minimize input

How leaders  
manage  
change:  
the good  
stuff

Build a strong team

Articulate a compelling vision

Balance short- and long-term goals

Take risks

Make decisions

Model the right behaviors

Care about how people are treated

How  
employees  
see change –  
the bad  
words

GRIEF

TEARS

ANGER

WITHDRAWAL

DENIAL

BLAME

GUILT

DISBELIEF

ANXIETY

SHAME

SADNESS

SHOCK

FEAR

DEPRESSION

BARGAINING

REJECTION

RESIGNATION

PARALYSIS

STRESS

HOPELESSNESS

CYNICISM

RAGE

ACCEPTANCE

CONFUSION

How  
employees  
see change –  
the good  
words

HOPE

MOTIVATION

INSPIRATION

RELIEF

OPTIMISM

ANTICIPATION

INTEREST

TRUST

ADMIRATION

CURIOSITY

ENGAGEMENT

GRATITUDE

SURPRISE

COMMITMENT

EXCITEMENT

COURAGE

INTEREST

CONFIDENCE

PRIDE

ENTHUSIASM

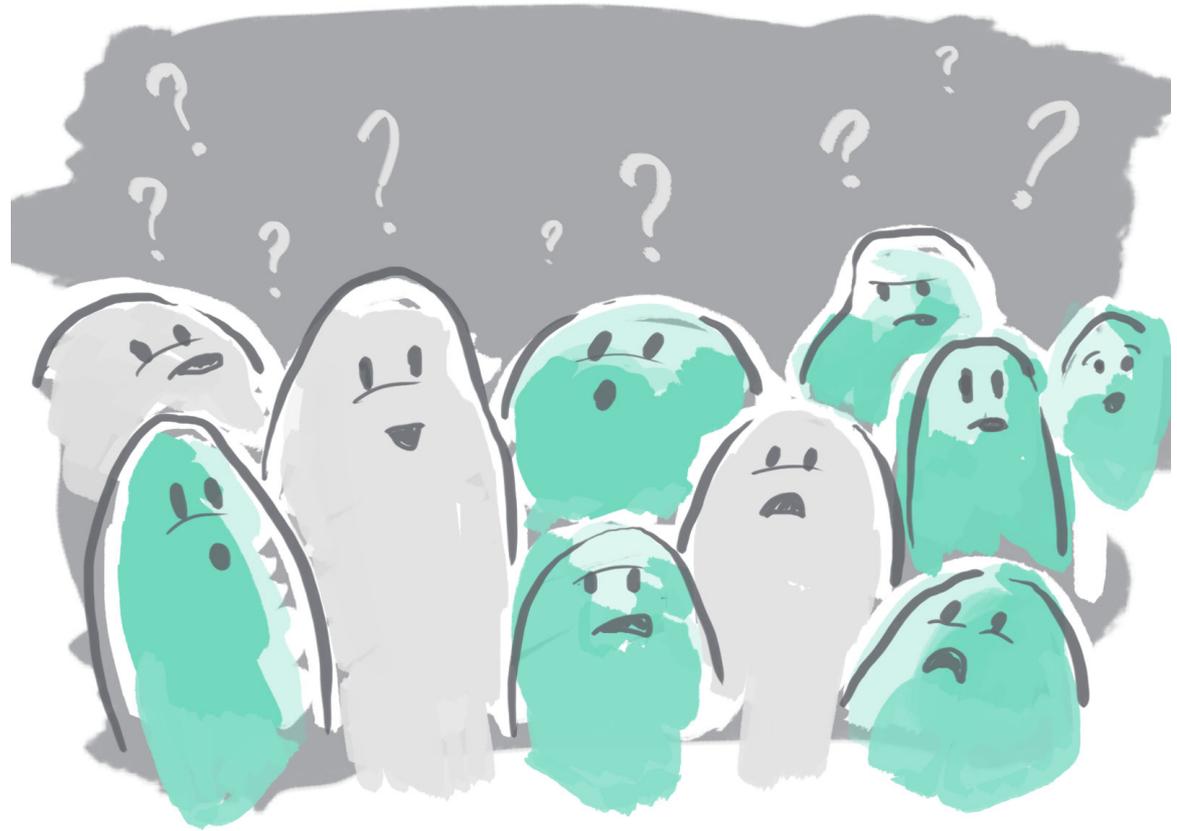
DEDICATION

RESOLVE

COMFORT

FORTITUDE

What  
employees  
want to  
know





Will I still have a job? If I still have a job, will I have to do more? Will I have to move? Will my pay and benefits be impacted? Who will I work for? If I lose my job, what's the timing? Will I get any help finding a new job? Is every department taking cuts? Is upper management taking cuts? Is the company going under? Is this really going to make our company better? When will you have the answers?

What  
employees  
NEED to  
know

## CONTEXT

*What was the change in the competitive environment that caused the change in strategy that resulted in the organizational change?*

Do you and  
your leaders  
share context  
from top to  
bottom of  
your  
organization?

Shared context “connects the dots” for employees

Starting from a point of shared context sets the foundation for action

Candidly sharing context builds trust – even when the future is uncertain – and helps prevent surprises

Start sharing now – don’t pile context sharing on top of immediate change

# The elements of context

## Your organization's context

Operations	Customers/ Clients/Donors	Community	Industry/ Sector	Personal
<i>Context around the day-to-day operations of your organization</i>	<i>Context around your existing, potential and ideal customers</i>	<i>Context around your social, political and regulatory environment</i>	<i>Context around the current strategic position of your industry and future trends</i>	<i>Context that makes you the person you are</i>
History	History	History	History	History
Vision, Mission, Culture	Statistics	Economy	Key indicators	Values
Short- and long-term strategy	Lifetime value	Laws & regulations	Market share	Preferred work style & environment
Financial results & goals	Buying habits	Government stability	Industry drivers	Desired work-life balance
Processes	Share of spend	Taxation	Competitors	Future plans
Organization	Satisfaction	Sustainability	Materials/inputs	
Culture	Perception	Workforce	Technology	
Operational data	Influencers	Geography	Labor	
	Trends	Energy	Supply & demand	
		Climate		

### Tips for understanding context:

Be curious, read, ask questions, follow thought leaders, go to conferences, connect the dots, reflect

*What do we know now?*

*What do we need to know?*

*Who has the information?*

# Your organization's context

<b>Operations</b>	<b>Customers/ Clients/Donors</b>	<b>Community</b>	<b>Industry/ Sector</b>	<b>Personal</b>
<i>Context around the day-to-day operations of your organization</i>	<i>Context around your existing, potential and ideal customers</i>	<i>Context around your social, political and regulatory environment</i>	<i>Context around the current strategic position of your industry and future trends</i>	<i>Context that makes you the person you are</i>
<b>History</b>	<b>History</b>	<b>History</b>	<b>History</b>	<b>History</b>
<b>Vision, Mission, Culture</b>	<b>Statistics</b>	<b>Economy</b>	<b>Key indicators</b>	<b>Values</b>
<b>Short- and long-term strategy</b>	<b>Lifetime value</b>	<b>Laws &amp; regulations</b>	<b>Market share</b>	<b>Preferred work style &amp; environment</b>
<b>Financial results &amp; goals</b>	<b>Buying habits</b>	<b>Government stability</b>	<b>Industry drivers</b>	<b>Desired work-life balance</b>
<b>Processes</b>	<b>Share of spend</b>	<b>Taxation</b>	<b>Competitors</b>	<b>Future plans</b>
<b>Organization</b>	<b>Satisfaction</b>	<b>Sustainability</b>	<b>Materials/inputs</b>	
<b>Culture</b>	<b>Perception</b>	<b>Workforce</b>	<b>Technology</b>	
<b>Operational data</b>	<b>Influencers</b>	<b>Geography</b>	<b>Labor</b>	
	<b>Trends</b>	<b>Energy</b>	<b>Supply &amp; demand</b>	
		<b>Climate</b>		

## Tips for understanding context:

**Be curious, read, ask questions, follow thought leaders, go to conferences, connect the dots, reflect**

What  
employees  
NEED to  
know

## CONTEXT

*How will the changes you are making  
position your organization for  
success?*

# Inspiring action through change



Communicate a clear vision of the future

Illuminate the path to get there

Celebrate successes along the way

Acknowledge choices, pitfalls, and emotions

What about  
the change  
will make  
employees  
feel this?

GRIEF

TEARS

ANGER

WITHDRAWAL

DENIAL

BLAME

GUILT

DISBELIEF

ANXIETY

SHAME

SADNESS

SHOCK

FEAR

DEPRESSION

BARGAINING

REJECTION

RESIGNATION

PARALYSIS

STRESS

HOPELESSNESS

CYNICISM

RAGE

ACCEPTANCE

CONFUSION

How can you  
communicate  
the change so  
employees  
feel this?

HOPE

MOTIVATION

INSPIRATION

RELIEF

OPTIMISM

ANTICIPATION

INTEREST

TRUST

ADMIRATION

CURIOSITY

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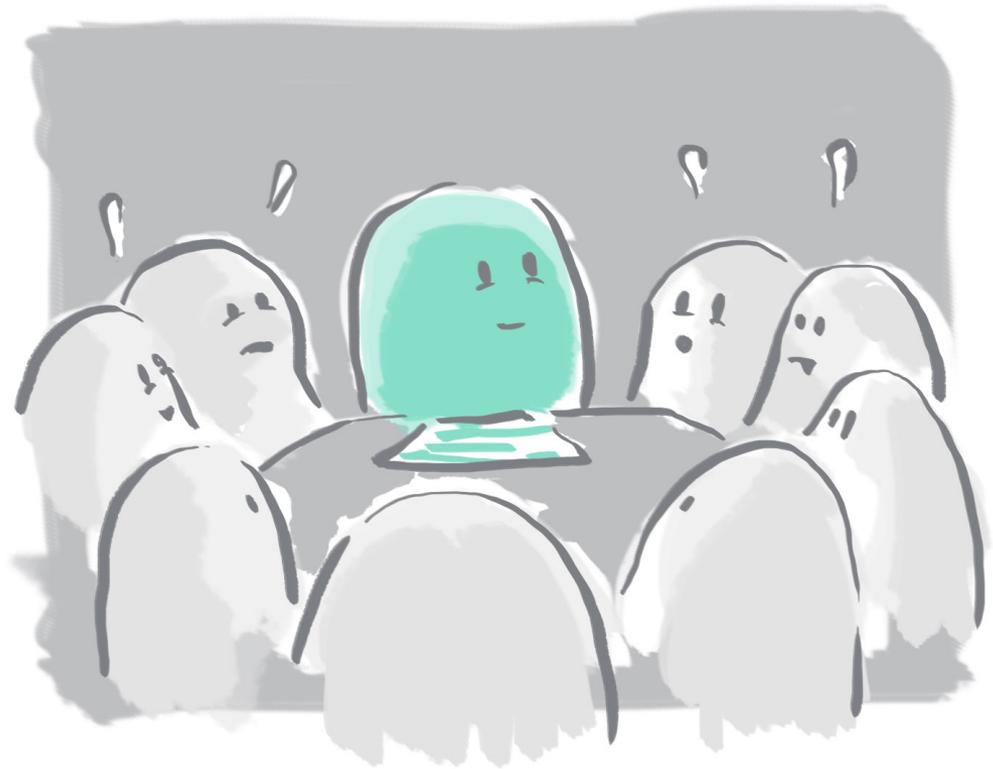
DEDICATION

RESOLVE

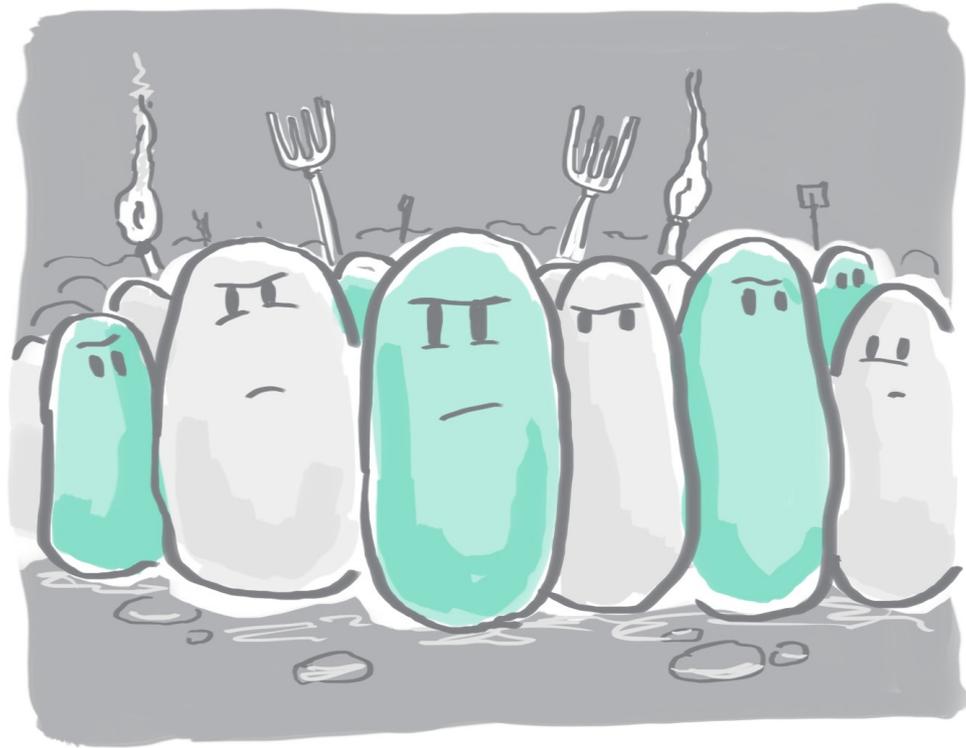
COMFORT

FORTITUDE

What HR  
professionals  
bring to the  
table



# Knowledge of stakeholders



## Knowledge of stakeholders

Directly impacted employees: job elimination, change in organizational structure/reporting, change in responsibilities

Indirectly impacted employees: do more with less, “am I next?”

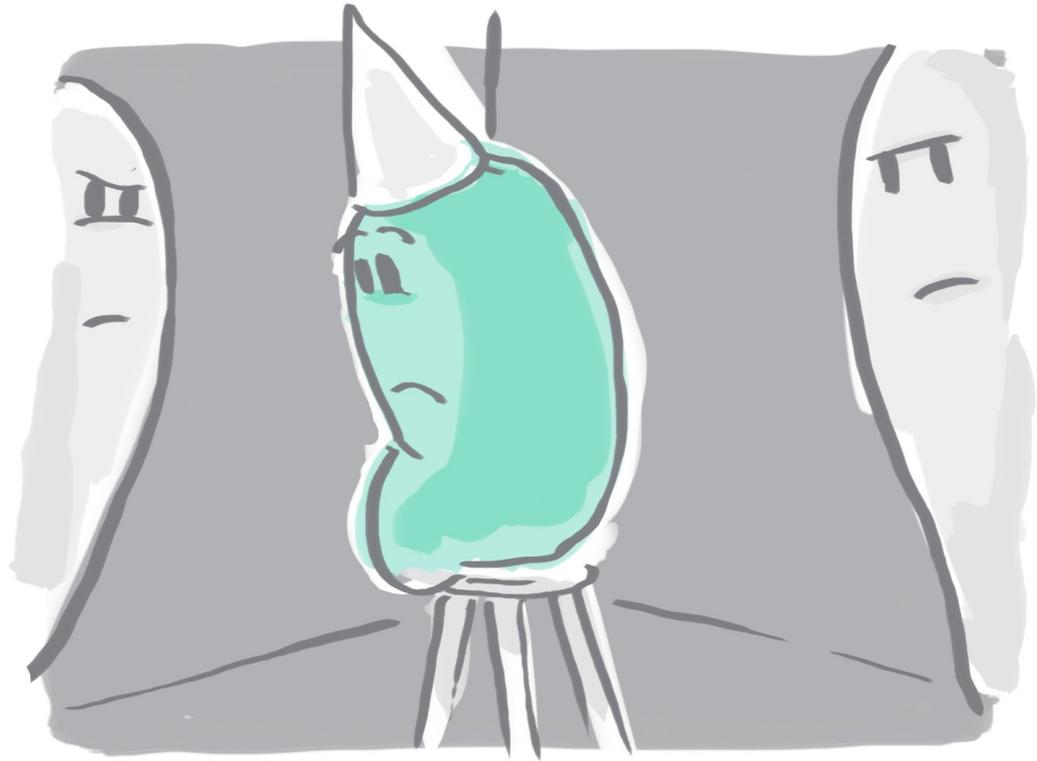
Families (perception of company as a good place to work)

“Acquiring” employees and “acquired” employees (culture clash, competition)

Managers and supervisors (didn’t make the decision but have to implement)

You and your HR staff (know early, have to implement, have to support managers, have to be discreet)

Experience  
with  
consequences



Experience  
with  
consequences

*Good – and poor – implementation and communication can impact:*

**RETENTION**

**RECRUITMENT**

**MORALE**

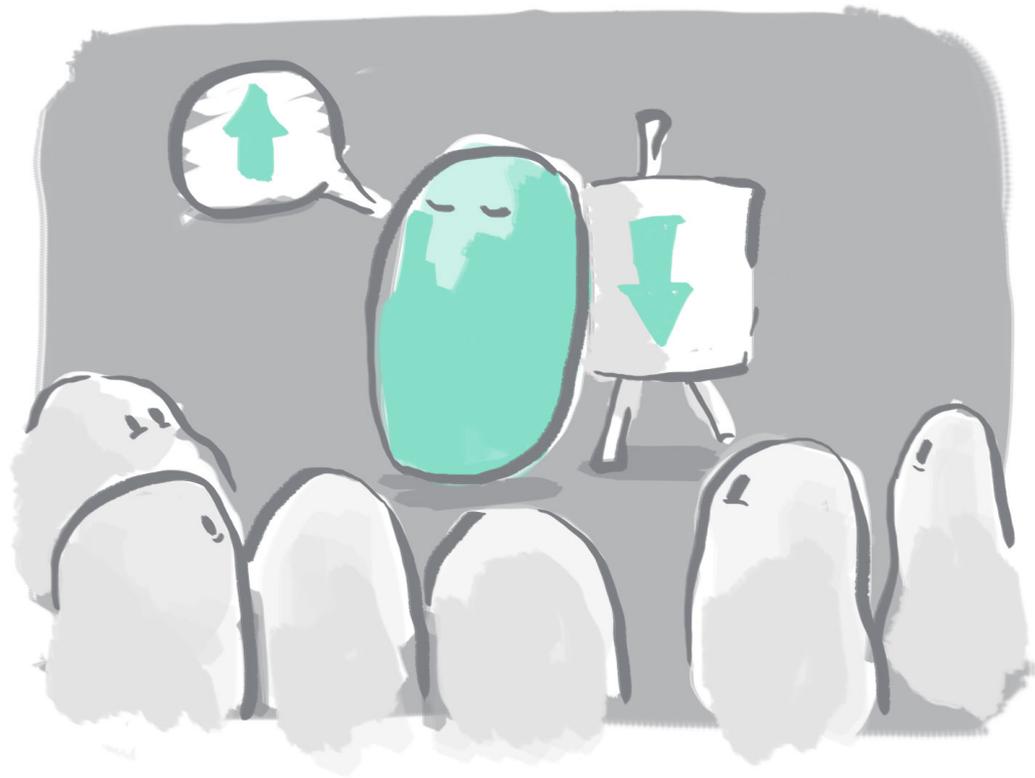
**REPUTATION**

**BRAND**

**FINANCIAL VALUE**

*And the success of your going-forward strategy*

Eye for  
inconsistencies



## Eye for inconsistencies

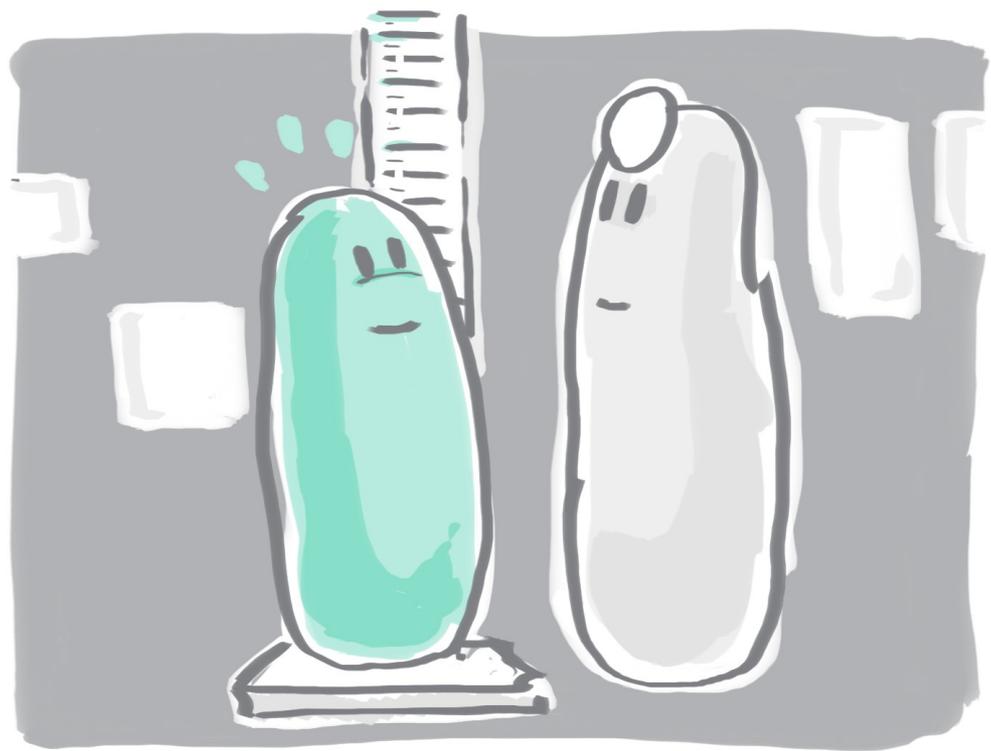
Between the actions and the company's values

Between the actions and past communications

Between the actions and external communications

Between the actions and employees' innate sense  
of "fairness"

Knowing  
what to  
measure



Knowing what  
to measure

*Not just financial projections and results*

**SATISFACTION**

**ENGAGEMENT**

**RETENTION**

**MORALE**

**PERFORMANCE**

**DIALOGUE, DEBATE & CONVERSATION**

*What are you measuring now?*

# Banking goodwill



# Banking goodwill

Build a bank of goodwill **EVERY DAY** with employees

*You'll need every bit of it during times of change*

**DON'T OVERDRAW THE BANK**

## How to get a seat at the table

Understand the context of change

Bring a different point of view

Be prepared

Use relevant facts and examples

Get to the point

Make a recommendation

The ugly truths:  
most change  
does not  
achieve its  
promises



And if you  
wait too  
long, things  
will get  
worse



Thank you!



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