Getting Beyond the Facts…Telling the Story of Change

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SESSION OVERVIEW

• The change management plan vs the communication plan
• The four overlooked aspects of communication
• The importance of story-telling and having a clear “call to action”
• The WHO Tool™
WHEN DOES COMMUNICATION BEGIN?

STRATEGY
The project or change comes to life, describing the benefits and impacts to the organization.

PLANNING
A strong plan defines the activities and roles to manage and control the implementation of the project and change.

IMPLEMENTATION
The execution of plans drives awareness of the need for change and the desire to participate in and support the change.
GOOD, BETTER, BEST

1. More communication
2. Have a communication strategy
3. Communicate earlier
4. More attention to senior leadership
5. More dedicated people working on communication

** Prosci® 2011 Best Practices in Change Management Benchmarking Study
A PLAN, IS A PLAN…RIGHT?

Change Management Plan

- Resource
- Sponsorship
- Stakeholder Assessment
- Impact Assessment & Readiness
- Learning & Development
- Measurement & Benefit Realization
- Sustainability

Communication Plan
COMMUNICATION PLAN

• Target Audience
• Communication Outcomes
• Key Messages
• Channel
• Roles and Responsibilities
• Schedule
• Measurement
FOUR OVERLOOKED ASPECTS

1. The importance of story
2. Clear “call to action”
3. Support the “call to action”
4. Measure the success of your communication
1. THE IMPORTANCE OF STORY

Once upon a time...

- Stories make information memorable
- A story will help ensure key messages are linked together
GETTING BEYOND THE FACTS
Information graphics or infographics are graphic visual representations of information, data or knowledge intended to present complex information quickly and clearly.
2. CLEAR “CALL TO ACTION”

You want me to do what?

- Don’t just tell the the story
- Be clear and be obvious
• Check your communication pieces to see if they have a “call to action.”

“The benefit of attending Explore for me is to be able to see not only where the organization is today but where it’s going in the future.”

Toni Clubb, CFO, Vitatech
3. SUPPORT THE “CALL TO ACTION”

• Ensure the “call to action” can be acted on with enough time for follow-through
• People, processes, tools are in place
4. MEASURING SUCCESS

• Why measure?
• What can you measure?
THE WHO TOOL™
THE WHO TOOL™
A quick and easy way to get you started on your communication plan and build your story of change.

WHO
• Who is the target audience for the change?
• Who should deliver key messages?

WHY and WHAT
• Why does the project or change matter?
• What do people need to know?
• What do people need to do - the call to action.

HOW
• How will information be communicated?
• Determine the best mix of communication channels.

OFTEN and OPEN
• Keep the conversation going
• Two-way conversations
WHO

- Who is the target audience for the change?
- Who should deliver key messages?

Not a believer

I’m good with change but...

Advocate for change
WHY and WHAT

- Why does the project or change matter?
- What do people need to know?
- What do people need to do - the call to action.
HOW

• How will information be communicated?

• Determine the best mix of communication channels
OFTEN and OPEN

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CONCLUSION

• Communicate earlier
• Use story-telling to link your communication
• Check for the “call to action”
• Use “The WHO Tool™” to get you started
Q&A

Thank you to all who attended our webinar and for your great questions and suggestions! Please feel free to contact us directly if you have any other questions. ~Joan & Linda

We received a number of questions on measurement. They are:

- Do you have a list of standard communication metrics?
- Measuring is the hardest – especially if there is not built in analytics method when working with a client. Any suggestions other than polls?
- I am always interested in any tools and tactics used for communication measurement
- Do you make use of Change Agents to “measure” the success of communications?

If you have a “call to action,” likely, there is a metric that can be set against it. For example, if a “call to action” is to have people sign up for an information session, some metrics could be: the number of registrations, the number of questions about the information session and the number and types of questions at the information session.

Measuring communication is a challenge and the metric or measurement used may also depend on the communication goal. For example, if the communication goal is “inform” then a metric could be the number of communication tactics that were used to “inform” and how often people were “informed.” If you are using an intranet article as the “inform,” you could track the number of clicks on the article or if the “inform” is through email and your organization has the capability, track the number of opened vs. unopened emails.

Also, you could check with your IT department to see what capabilities they have to support your measurement goals.
Q&A

What advice do you have for handing rumours?
Rumours are a tricky to handle, especially if the rumour is about sensitive matters. Try to uncover and understand the root cause of the rumour. E.g., is there something that has gone unaddressed and people are left to fill in the gaps with their own ideas?

If you to respond to the rumour by providing facts or information that provides clarity for the issue, this can help dispel the rumor. It will also show transparency and that you are listening, have heard the rumour and are addressing it.

Any advice for when there are disclosure constraints and communication is discouraged?
Our advice would be to find out what you can communicate. If you are in a situation where there is a legal or regulatory constraint, work with these experts to determine what can be stated. In some cases, you may need to state that for confidential of regulatory reasons, you are not able to disclose certain pieces of information. However, you will commit to communicating what you can.

You may also be able to refer people to public sources of information e.g., corporate website for public announcements or public regulatory sites.

Do you separate out change communications (the WHO) and training communications (the details on tactics) or are they part of the same plan?
For a holistic view, they should be part of the same plan or integrated with the training plan.

Do you have a story-telling template?
We don’t have one right now. But we encourage you to keep in touch with us as we are working on other tools and templates.
Q&A

Would you talk more about the “Call to Action?” We’re implementing a major system change, and we’re communicating over a long period of time. So I’m not sure what types of “calls to action” might work.
Without knowing the different phases of the system change that is planned, the “call to action” will depend on the goal of each phase of the change and who the impacted end-users or stakeholders are for the phase.

When using a “call to action,” think of active verbs to start the “call.” For example, “go to, register, read etc.”

One thing we struggle with is the “branding” projects when it is part of a greater initiative that corporate has not yet branded. Any tips?
Some tips (including) some that we received from our audience are:
• Check in with internal communications team and engage them to help you develop the “brand.”
• The brand should relate to the project and help to quickly describe what the project is
• Keep the branding simple and use it consistently in all aspects
• Also pay attention to how the branding translates into other cultures languages if your organization uses other languages internally

Any suggestions on if you do not have an in-house resource to develop and infographic?
An Infographic uses concise data in a visual form, it needs to be able to tell a story that makes sense to your audience without them needing the background information. Keep it specific, relevant, and targeted to your audience. The layout should be simple and have impact.

Here are some resources that were suggested:
CANVA has infographic templates -  www.canva.com, Istockphoto.com, Shutterstock.com, Piktochart.com , Adobe illustrator