



A GUIDE TO CHANGE COMMUNICATION

Change communication is about delivering timely, relevant and consistent information. To bring your change project from an idea to reality.

BACKGROUND

Change is an inevitable part of life, and there is no running away from it. If change is well planned and formulated, it can produce positive results, however even in spite of planning, change is hard to incorporate, accept and appreciate. Communication is a key factor in times of change.

A change or a transformation in an organization can mean everything from a major shift in IT systems, changes in business models and product designs to changes in ways of working. No matter the type and size of the change or transition, you need to move people physically and/or mentally from one place to another in order for it to succeed. Reports are only confirming the statement: as many as two thirds of all change initiatives fail*.

To understand change and contribute to it, it's important to put the receiver in focus and use the power of well planned as well as tactical communication and training. Research studies show that this is where most organizations fail; either to prioritize communication and training in the process, start to communicate too late or not use the wide spectra of communication and training that is needed in these special circumstances. Our experience shows that effective communication and training can save you time, money and energy along the change process.

GET PEOPLE TO LIKE AND ADOPT CHANGES IN A FAST MOVING WORLD

Why change communication is more important than ever.

In today's digitalized high speed society, we live in constant change. Change raises a lot of questions in organizations: Do I have to do things differently? What is my role? What will my role be next year?

Change is often perceived as something dangerous; something that challenges the safe and stable existence we know, the predictability and our habits and routines. We as humans are designed to seek stability; we want to know what the next day will be like. This need looks different for different people. Therefore different individuals need to be addressed in different ways. Mass communication does not work when people's change readiness* varies. This is because we handle change in various ways dependent on where we are on our change journey (see page 7). It requires situational communication, based on a great deal of listening, flexibility and adaptation.

THE SHIFT

To change you need to learn.

No matter whether it's a new process, a new system that is implemented or everyone has to work with Office 365, a change normally means expecting a new behavior. To change a behavior you need to communicate, train and enable your employees to learn and grow based on their needs and situation. This is where a strategy and tactical plan for internal communication and training plays an important part; in what order various activities should take place, which target groups come first, what type of trainings are needed etc. Along with creative communication and training you will stay one step ahead and be well equipped with tools to motivate and guide your organization through the journey.

HOW DOES IT AFFECT YOU?

How can change communication help in digital transformation?



Change Communication will help your organization to:

- Increase efficiency – you will find that change communication eases the digital transformation, and helps your organization adopt improved working tools and processes. Change Communication also increases time efficiency in implementation, as well as reduces cost in terms of, for example, licenses and support.
- Develop a learning organization – working with Change Communication increases knowledge sharing in an organization, as well as empowers self-learning and makes people more inclined to adopt change.
- Improve employer branding - improving an organization's ability to cope with change through Change Communication also increases employee satisfaction and strengthens the employer brand.



HOW WE APPROACH IT

Successful change communication combines learning with engaging activities, a clear message and distinctive design. It shows respect for the target group, the time needed and the defined goals. The work should be done iteratively and with a long-term focus that extends from the early analysis to beyond launch. We at Maverick believe in continuous wow: start with a strong concept, stick to it and reactivate it repeatedly. Remember that change takes time.

NEXER

DEFINE CHANGE

Build the concept from the ground based on the USPs, similar to a product launch. Answer the questions: What do we want to change? How can we do it? Is it realistic?

KNOW YOUR AUDIENCE

We are all different. We have different expectations, resources and needs. The communication needs to be adapted and designed to meet different target groups.

SHARE A VISION

There should be a vision at the core of every concept; a driving force for change and call to action for the users. Dare to aim higher, think big, and give a purpose for the journey.

BE VISUAL

If we can relate a fact to an image, it is easier for the human mind to understand. It creates a communicative shortcut to the heart of our audience.

SPEAK HUMAN

If you can't explain something in an easy way, you probably don't understand it yourself. Translate technical terminology to everyday language. Keep it short and simple, and keep it legible and large.

NUDGE EVERY DAY

Human minds are irrational. Information and intention is not always enough to change our behaviour. Small nudges every day help us make the right choices. Create reminders, and aim for the intuition rather than the intellect.

THE WE EFFECT

Communication literally means "to make common". Use the change process to create a team spirit. Take advantage of the power of social norms and group influence get everybody along.

BUILD THE BRAND

The employees are carriers of the brand. How we communicate internally influences how we are perceived externally. Investing in internal communication and working seriously with organizational development, will strengthen the employer brand. A strong culture is the first link in a chain towards growth.

STICK TO YOUR STORY

Being persistent is key to success. A communication concept grows stronger over time. It is only when we who work with the communication get tired of the concept, users start to grasp it. Sticking to, and developing the concept is what creates continuous wow.

TIPS

A few tips and advice to make sure the Change Communication succeeds:

- Includeco-workers from different departments, in different roles and with different perspectives in your change team – this will help you gather all the questions and concerns from the organization when creating your communication throughout the process.
- Make sure to setupa realistic time plan and budget.
- Definea clear purpose and goal with the initiative – and when you get tired of hearing yourself saying it, say it 50 more times!
- Thinkaboutthe risks and opportunities and set up clear messages to answer these.
- Setupclear communication KPIs, follow up, adapt and react throughout the journey.
- Monitorwhat'sgoing on in and around the organization

GET STARTED

Do you want to know more about Change Communication? Don't hesitate to contact us.



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