

Session 4C

Jump-Starting Organizational Change through Communications Strategy

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Communicating for Organizational Change

- Why it's difficult; why it's essential

Q: How many of you have tried to go on an exercise program? A diet? Quit Smoking?

- Change is hard
- Involvement in change management is difficult

I. What we talk about when we talk about change:

- Quantum leaps in performance
- New company missions
- New markets, products, business lines
- Restructuring
- Mergers and acquisitions
- Reengineering
- Dilbert- like pronouncements that often go nowhere

“The future aint what it used to be.”

-Yogi Berra

- What is change management communication?
- Why is it important to the PR field?
- What are productive guidelines and best practices?
- How can I make use of all that at Carrier?

II. Change accelerators:

- Technology
- Globalization
- Market segmentation
- The new (unspoken) employer/employee compact

- Traditional communication approaches don't help; they hurt
- Most organizations fail at change
- Change isn't the problem, engagement is
- Some winners, some losers
- Basic principles, practices

The emergence of symmetrical communications principles, practices

III. Change motifs from the literature:

- Effective change communication is strategically integrated management activity
 - Effective change communication is two-way symmetrical in nature
 - Effective change communication is often promoted through the use of cross functional teams or other special organizational structures
 - Effective change communication is linked to organizational and individual performances
- Change is difficult, uncertain, costly, and time consuming
 - The performance imperative hasn't changed
 - *Communicating for Change* by Roger D'Aprix
 - *Communicating Change* by T.J. and Sandar Larkin

IV. Even hard-nosed CEOs agree:

- GE's Jack Welch
- Allied-Signal's Lawrence Bossidy
- GM's Roger Smith

V. 3 Case Studies:

1. Raytheon: traditional engineering company looking to double in size and adequacy.
 - Interactive town-hall meetings get senior managers out front
 - E-mail effective with engineering audiences
 - The Toyota method applies-how are things going today, simple, but hard to do
 - Turn print media into presentation media, questions can be asked
 - Supervisors can't communicate everything
2. GE/UTC
 - CEO sets the tone and direction of communication
 - Personal interviews are effective in communication planning
 - Top tools-large and small group meetings, single topic newsletters
 - Work-out works; employee involvement motivates people
 - Simple is better, no rah-rah stuff
 - Expect morale problems
 - Institute rewards system
3. Levi Strauss & Co.:
 - An aspiration statement can have real consequences
 - Emphasize face-to-face to go beyond information to meaning
 - Skip the communications audit; research employee motivation, values

- Electronic mail is a media match for change communication because it doesn't last
- Leadership is adopting a campaign model
- Recognize early wins, resist change to go back

VI. 2 essential change principles:

1. Let the realities of the marketplace drive change
2. Teach employees that management doesn't have all the answers

“Democracy is a tough way to live.”

-Roger D'Aprix

VII. Managing complex change takes:

- Vision
- Values
- Strategy
- Resources
- Capability
- Motivation
- Feedback