



Making Change Communication Personal

Kirby James - MBB, Business Architect

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Today's Program



- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Presentation:
 - Kirby James
- Open Discussion and Questions



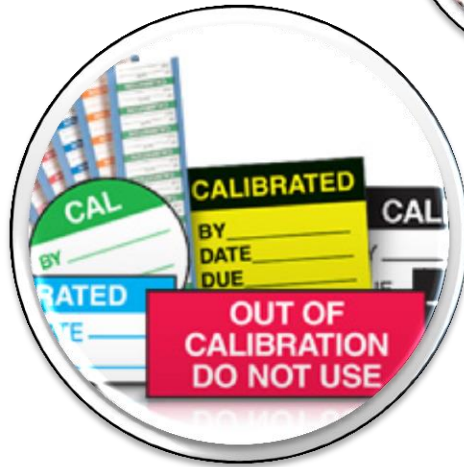
Presentation Purpose

To assist participants create more personalized communication that supports success during change efforts.



AGENDA

**Calibration on
Change**



**Making Change
Communication
Personal**



**Change Demographics
& Reality**



About Your Presenter:

Kirby James, HBSc, MHSc, LS MBB

- Accomplished change leader, business architect, educator and coach. Taught advanced communication techniques to over 4000 professionals

Advanced Program
in Change
Management



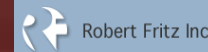
Systems Dynamics



LeanSigma Green,
Black &
Master Black Belt



Organizational &
Personal Structural
Consulting



Business Design &
Architect



Educator, lecturer,
facilitator



15+ years as
corporate change
agent



Diverse Array of
Change projects of
all sizes in many
sectors



UNIVERSITY OF
TORONTO

HBSc

MHSc



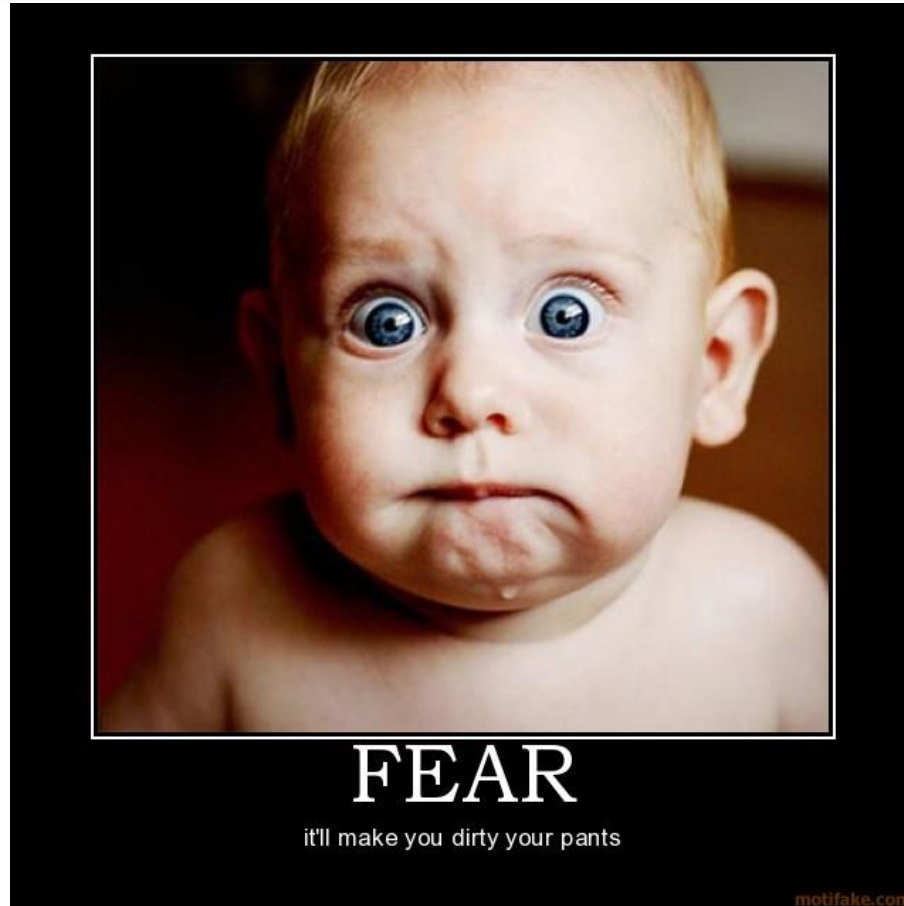
Exercise part 1: Extreme Apathy



- What is **YOUR** typical communication strategy to address apathy?



Exercise part 2: Afraid of Their Shadow



- What is **YOUR** communication strategy to address fear of change?

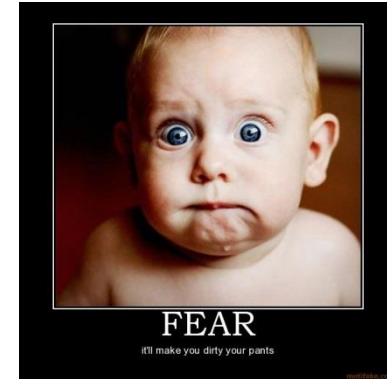


Did Your Communication Plan Fit the Challenge?



Extreme Apathy

- *Do you attempt to convince them not to be apathetic using compelling arguments?*



Afraid of Their Shadow

- *Do you attempt to convince them not to be “afraid of their shadow” with compelling arguments?*



If Change Success = Changing Minds ...

How facts can make things worse

Article

Toronto Star

2010/07/13 16:15:00

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Debra Black

Staff Reporter

It is known as the backfire phenomenon: misinformed people who are given correct information not only reject that information, but end up believing the wrong information even more strongly.

“This is a behaviour that is widespread,” said Reifler, “and it isn’t limited to political conservatives.”

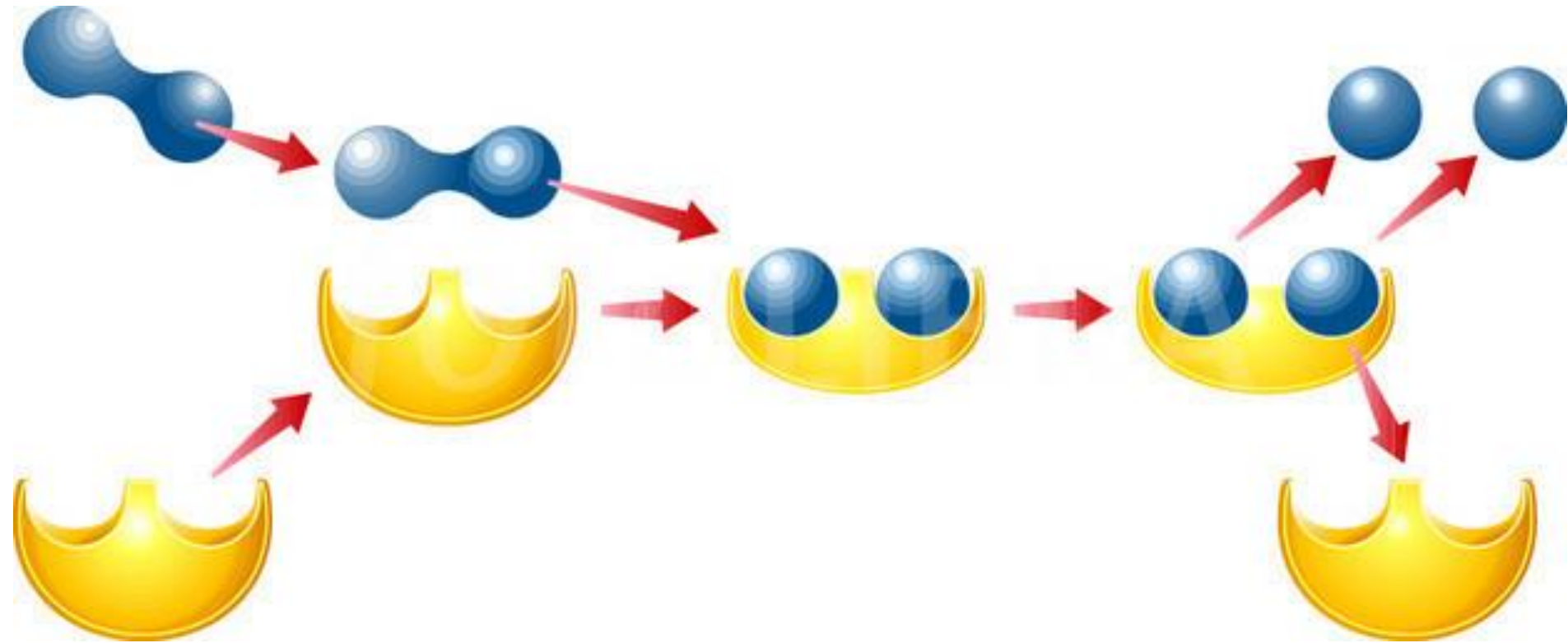
Part of this response can be attributed to a common psychological phenomenon known as motivated reasoning.

“One of the things. . . when people encounter discordant information is to find a way to deal with that information in a way that doesn’t threaten what they already know or believe,” Reifler explained. .

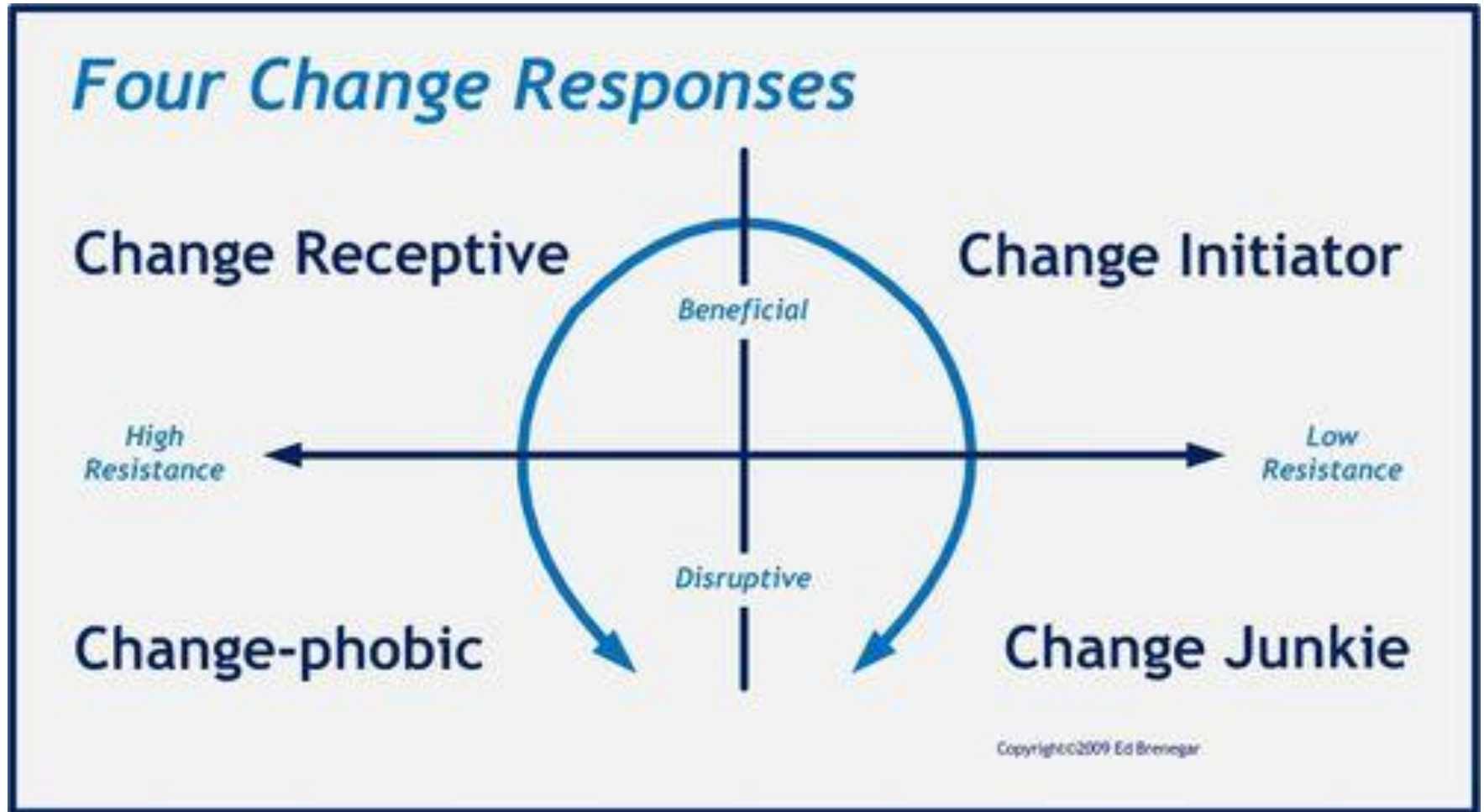


PART1: Calibration on change

1. We are Enzymes of Change



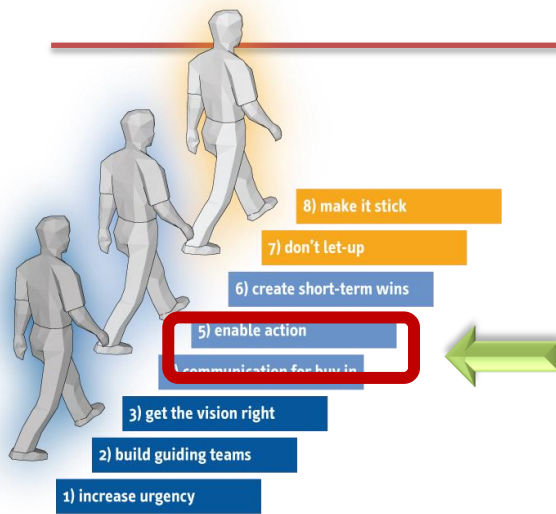
2. Change will be Disruptive to Some



3. Scale no Predictor of Communication Challenge



4. Change Models Mostly Silent on HOW



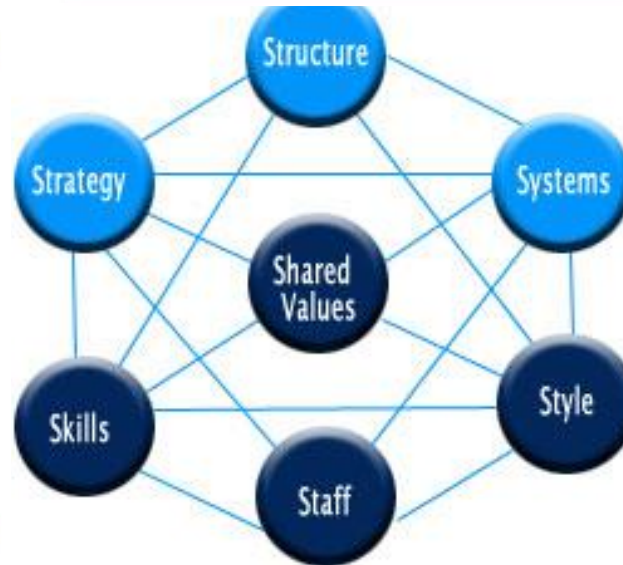
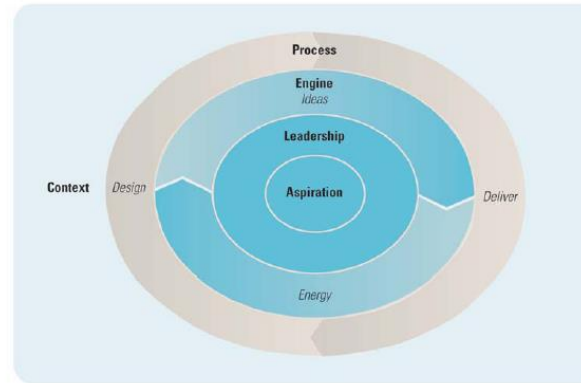
Kotter
Model of Change

Prosci® ADKAR® Model

ADKAR Elements	Factors Influencing Success
Awareness of the need for change	<ul style="list-style-type: none"> A person's view of the current state How a person perceives problems Credibility of the sender of awareness messages Circulation of misinformation or rumors Contestability of the reasons for change
Desire to support and participate in the change	<ul style="list-style-type: none"> The nature of the change (what change is and how it will impact each person) The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) Each individual person's situation What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	<ul style="list-style-type: none"> The current knowledge base of an individual The capability of this person to gain additional knowledge Resources available for education and training Access to or existence of the required knowledge
Ability to implement required skills and behavior	<ul style="list-style-type: none"> Psychological blocks Physical capabilities Intellectual capability The time available to develop the needed skills The availability of resources to support the development of new abilities
Reinforcement to sustain the change	<ul style="list-style-type: none"> The degree to which reinforcement is meaningful and specific to the person impacted by the change The association of the reinforcement with actual demonstrated progress or accomplishment The absence of negative consequences An accountability system that creates an ongoing mechanism to reinforce the change

EXHIBIT 1
Ingredients for a successful transformation

The dynamic nature of transformations requires a disciplined approach across a number of different elements.



Prosci 3-Phase Change Management Process

Phase 1 - Preparing for change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

Phase 2 - Managing change

Develop change management plans

Take action and implement plans

Phase 3 - Reinforcing change

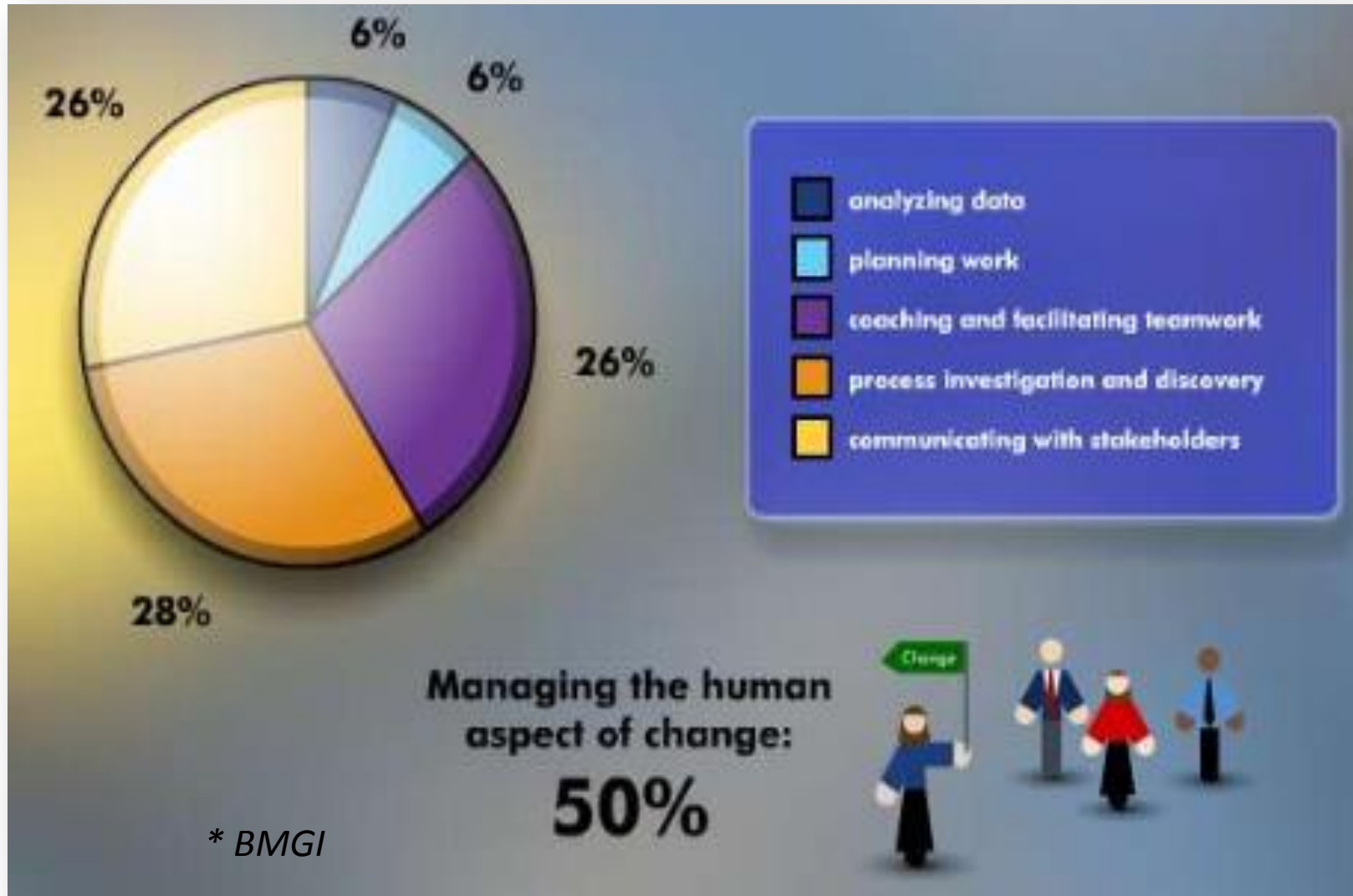
Collect and analyze feedback

Diagnose gaps and manage resistance

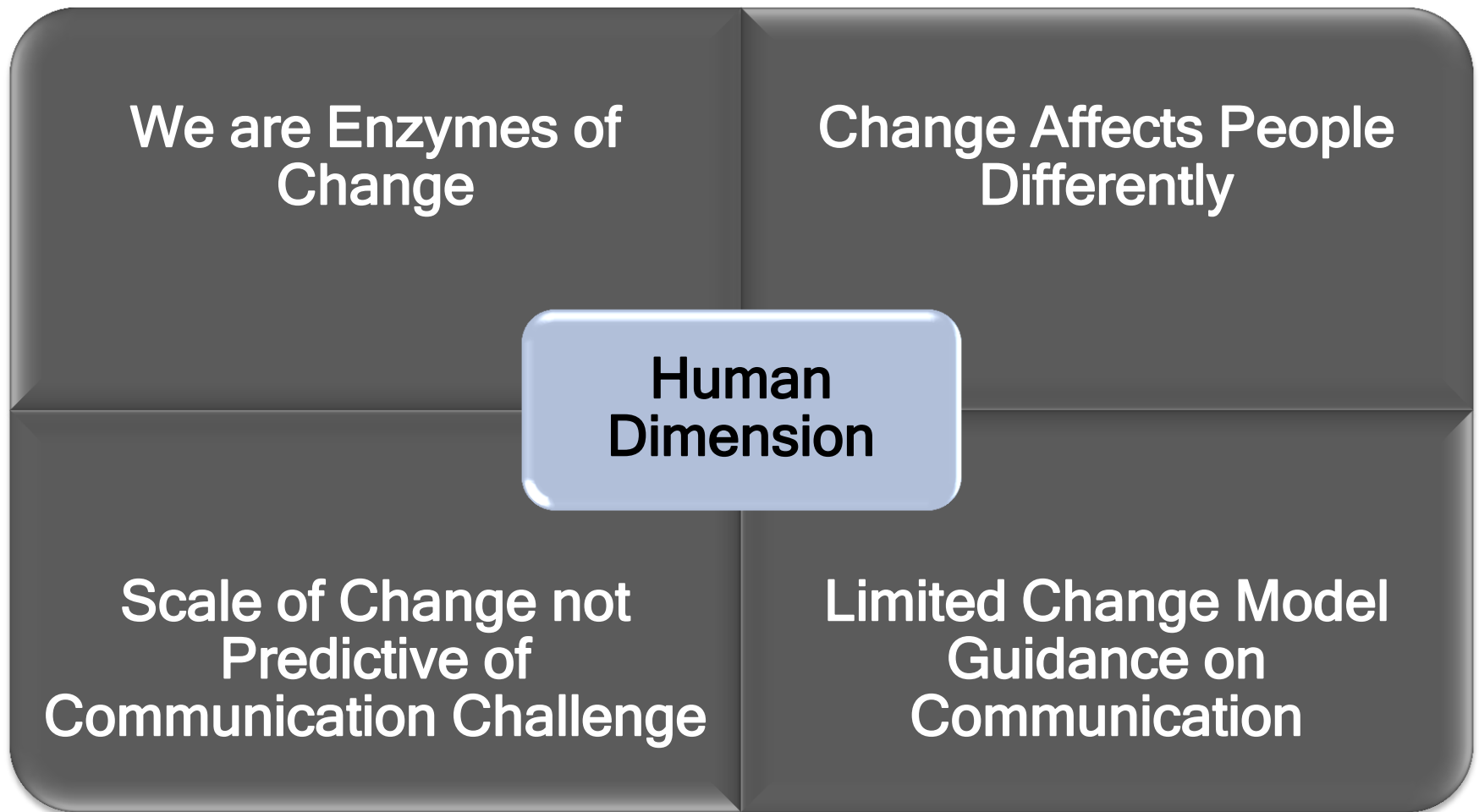
Implement corrective actions and celebrate successes



5. Human Dimension of Change*



Part 1 Summary



Part 2) Change, Demographics & Reality

Facing reality in change & communication

Example:



*Watch out for
the “but” ...*



Reality in change communication trumps all.



1. No change brings everyone on board and isn't required for success
2. No communication satisfies everyone, so trying to is wasteful



Survey Question

- What % of the change population do you have to “win” over for the change to succeed?

A) 90%

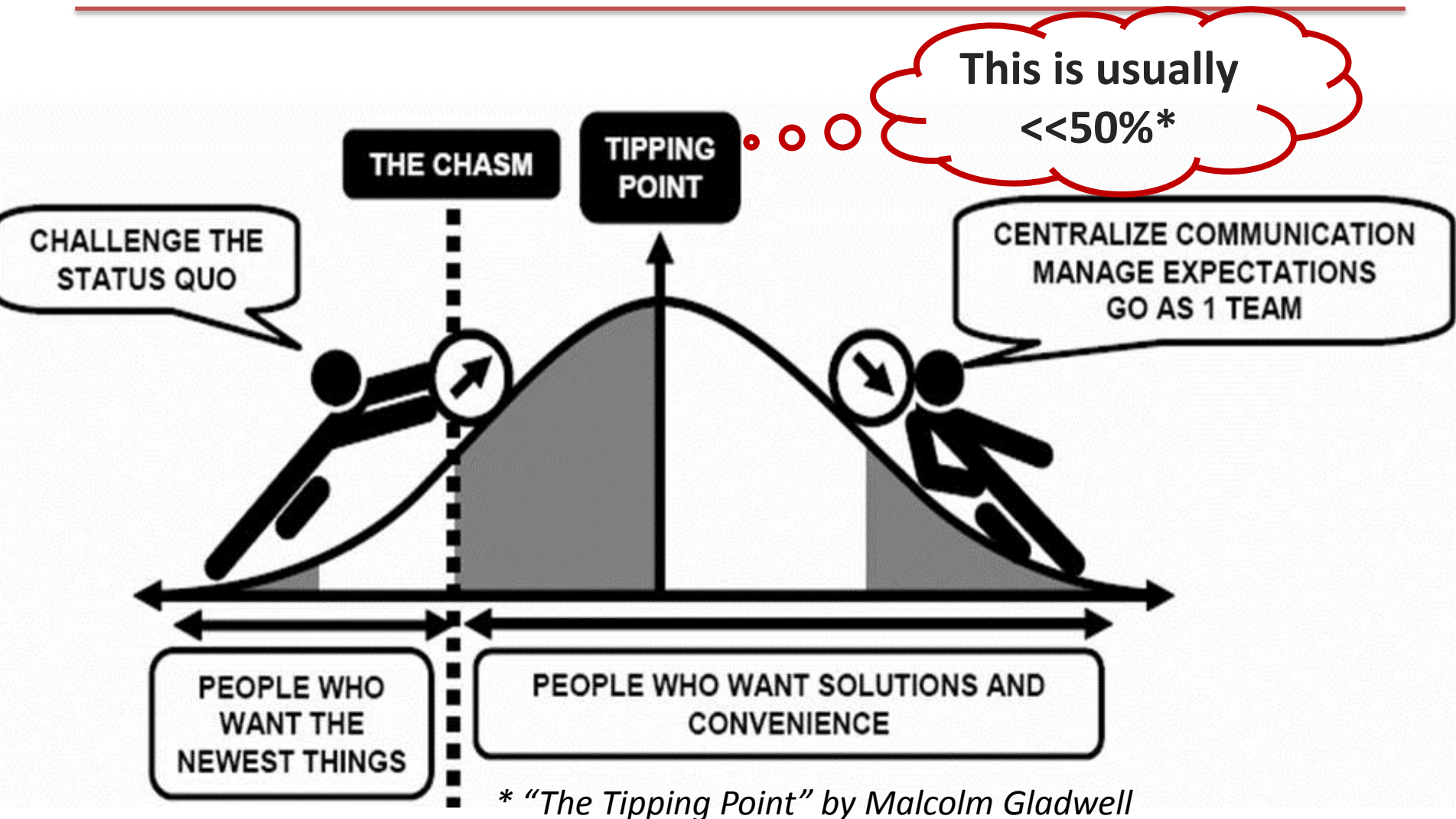
B) >75%

C) >50%

D) <50%



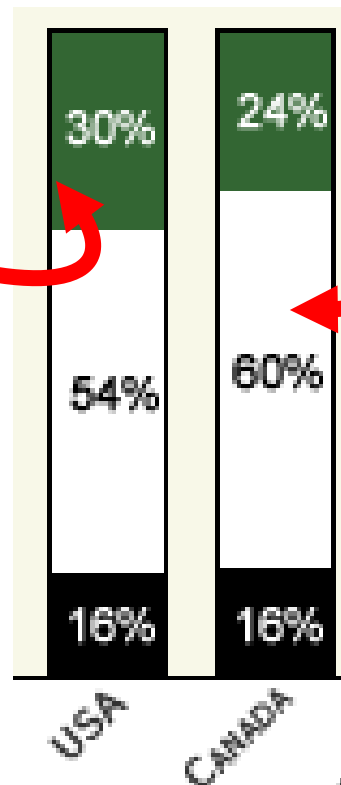
Change is an Arduous Journey



Focus Communication on Right Audience

Need JUST ENOUGH of the Engaged and Not-Engaged Employees.

■ Engaged Employees □ Not-Engaged Employees ■ Actively Disengaged Employees



ROI analysis for communication effort.

Where best to direct scarce resources?

* **"First Break All the Rules"**
by Gallup
Management



Part 2 Summary



Part 3) Making Change Communication Personal

Understand “DONE”

“See” Audience

Choose What & How to Say It

Each
communication
contributes to
change success

Develop keen
insight into what
change audience
thinks and feels

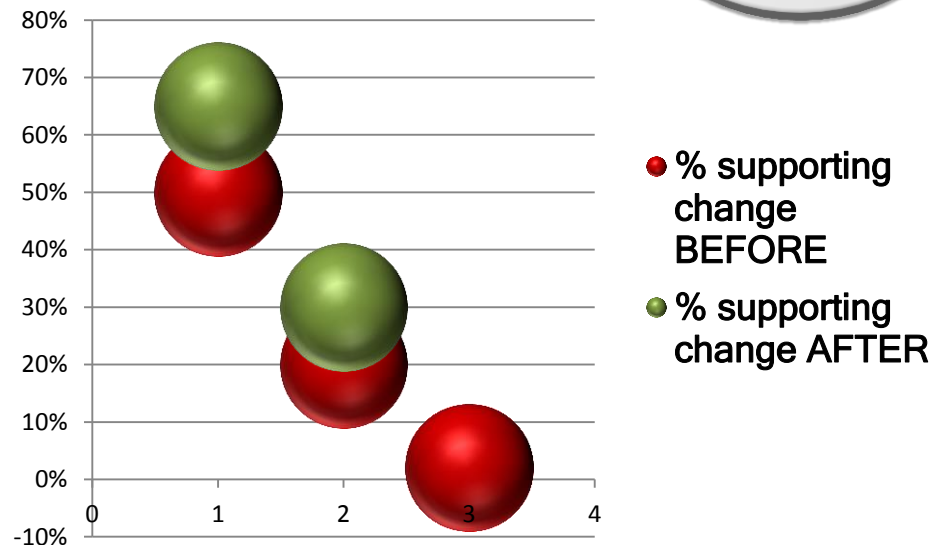
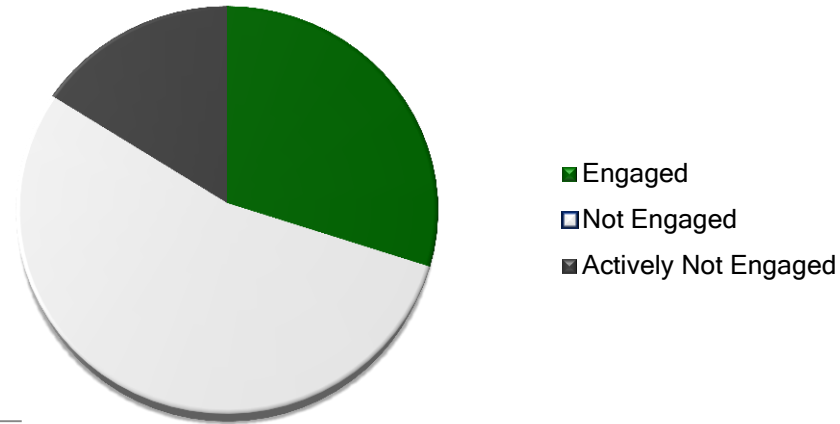
Knowing “done” and
“seeing” audience,
craft messages
DESIGNED FOR
THEM



Goal of Communication = Conversion

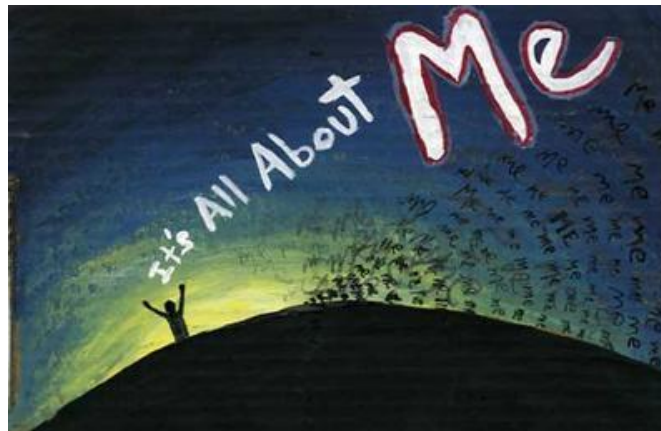
- Communication needs to help move enough people to reach the Tipping Point

Engagement Distribution



Objective of Audience Analysis

- To be effective, a change agent **must** know
 - Who is not yet onside & why in THEIR terms
 - Design & deliver messages to address THEIR concerns in a way that reaches THEM



Seeing Done: Beckhard's Change Equation


$$A \times B \times D$$

- A = Dissatisfaction with Current State
- B = Desire for Future State
- D = Practicality of Change Effort



■ Engaged Employees

□ Not-Engaged Employees

■ Actively Disengaged Employees

R = Resistance to Change



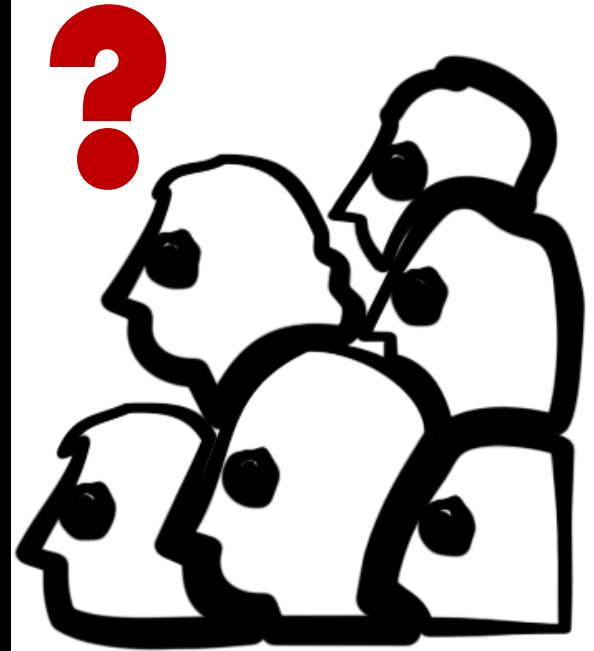
Connecting to Audiences

An ego-centric communicator can be blind to your audience mindset ...



DR. SHELDON COOPER

"You can't have a rational argument with this man"



Message Development

- **The “95% Rule”** (*Dr. Vincent Covello)

**95% questions
concerns
predictable**

**95% responses
can be prepared in
advance**

**Increased ability to
manage change
communication**



Seeing Inside Audiences

* Common
underlying
factors in
change.

Coercion

Memorable

* Dr. Peter Sandman

Lack of Trust

Lack of Control

**Not Been Heard / Responded to
appropriately**



“Afraid” Audiences

* Common underlying factors in change.

Coercion

If THEY likely feel coerced, introduce a degree of voluntariness ...

Memorable

If THEY HAVE seen this kind of situation before ... ACKNOWLEDGE THE TRUTH ...

* Dr. Peter Sandman

Lack of Trust

If change leaders / messengers are NOT trusted offer accountability. NEVER ask to be trusted ...

Lack of Control

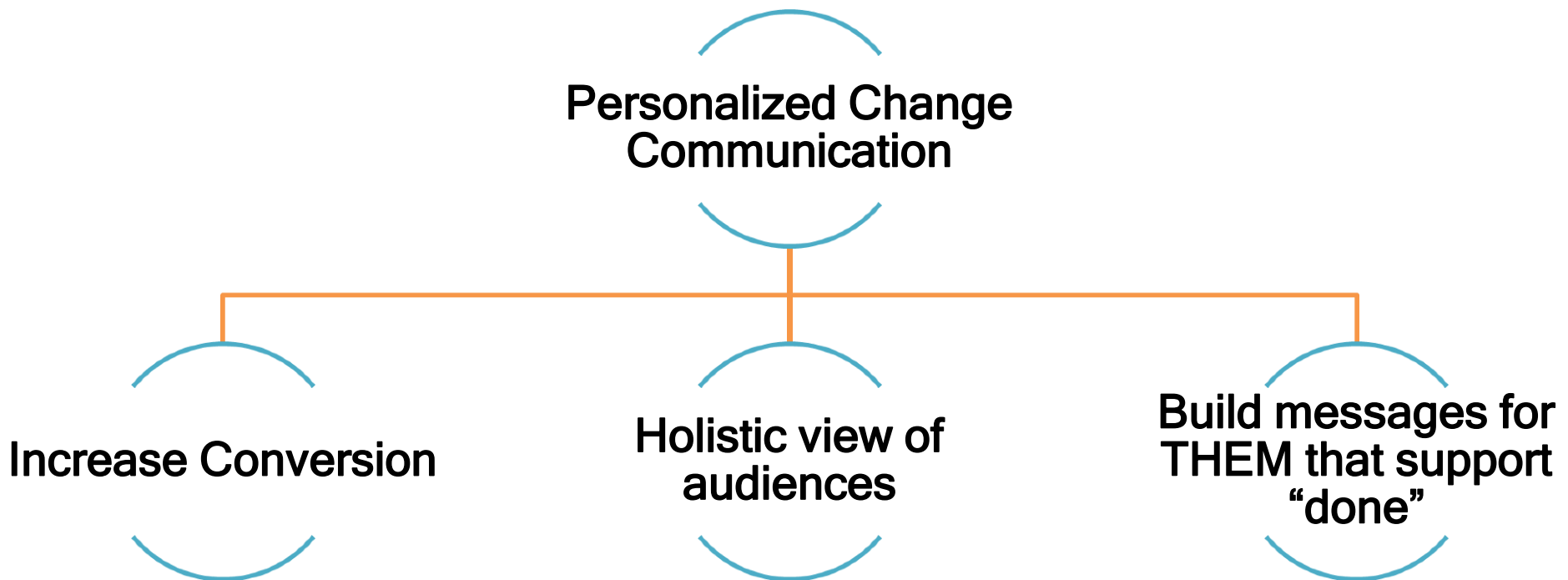
Offer limited degrees of control to help them be part of the solution ...

Not Been Heard / Responded to appropriately

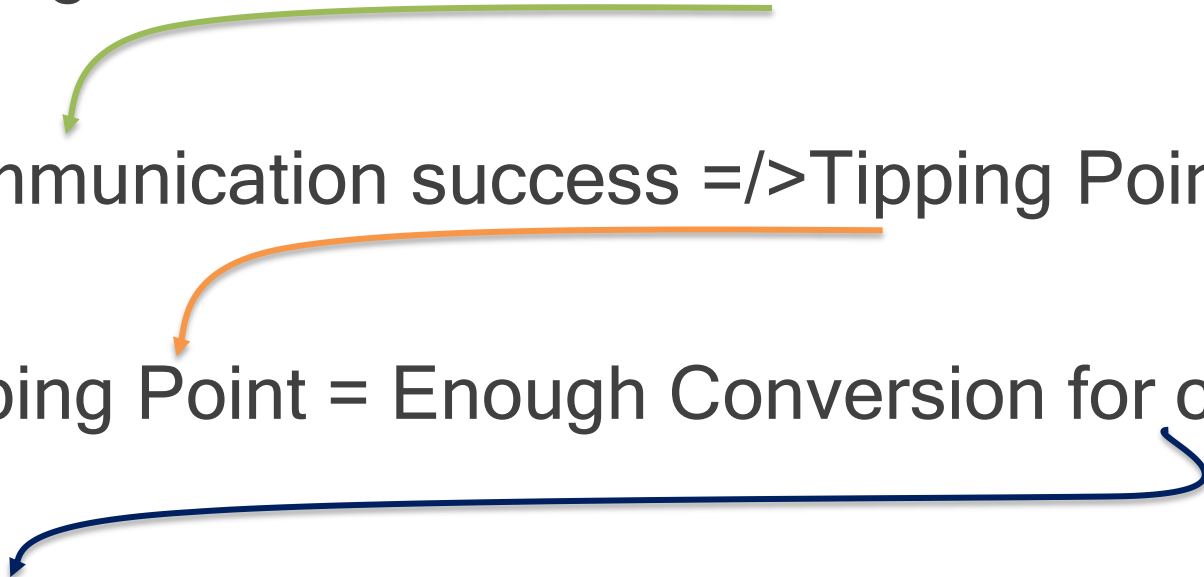
If your audience has not received inadequate responses: APOLOGIZE and respond in more audience centric way in future



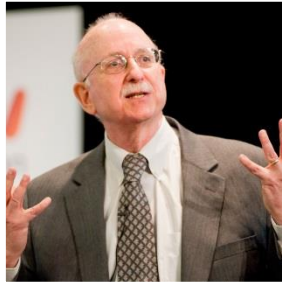
Part 3 Summary



CONCLUSIONS

1. Change success = Communication success
 2. Communication success \Rightarrow Tipping Point
 3. Tipping Point = Enough Conversion for change
 4. Enough employees need to feel understood so they can support the change
- 

Recommended Reading



<http://www.psandman.com/>

<http://centerforriskcommunication.org/risk-communication-consultants/>



<http://www.jeffansell.com/>



Questions



Kirby James
MBB, Business Architect

How have you handled

*Have you ever
encountered*

*Would you explain more how
you've approached*



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Thank you for joining us

Questions? Comments about today's program?

Kirby James – MBB, Business Architect

kirby@kirbyjames.com

www.kirbyjames.com



Ellen Milnes – MoreSteam.com

emilnes@moresteam.com

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