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Objectives

- Identifying kinds of change
- Reviewing organizational change
- Creating a communication plan
- Being proactive
- Succeeding in communicating change
- Conversing vs. presenting
- Listening actively and showing empathy
- Naming common concerns
- Working through the change

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Kinds of Change

Outside Issues

- The economy
- Technology
- Politics

Inside Issues

- Leadership changes
- Employee turnover
- Finances

Others — What Have You Experienced?

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Organizational Change

- It's an ongoing process, not an event
- It's a very personal experience for each employee
- Using effective communication helps employees move through the process

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Creating a Communication Plan

Plan Ahead/Identify:

- What you're trying to communicate
- Who you're communicating the change to —group or individual
- When you'll communicate it
- Where you'll communicate it
- The most effective way to communicate it

In Writing?

Face to face?

One on one?

A group meeting?

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"If you don't give people information they'll make something up to fill the void"

— Carla O'Dell, CEO APQC

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Be Proactive

- Remember, people don't fear change, they fear the unknown
- Be the first to tell employees, and promptly, to quell rumors before they start
- Anticipate all possible questions so they don't need to be asked or assumed; be prepared to respond
- Be judicious about who you first involve in the discussions/information about change; emphasize the importance of confidentiality
- Keep people informed quickly and simply

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How To Be Successful In Communicating Change

- Communicate more information rather than less
- Communicate the rationale for the change
- Be honest; ensure your tone of voice and nonverbal communication reflect your honesty and integrity
- Be consistent in your language and the terms you use
- Share as much information as you can
- Acknowledge what you don't know
- Walk the talk – be a role model for effective change management

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Conversing vs. Presenting

Make this a two way conversation, not a one way presentation

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Active Listening


- Avoid interruptions
- Ask questions to clarify
- Check for understanding
- Summarize the conversation
- Attend to employees' nonverbal behavior

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Show Empathy

- Recognize and acknowledge the significance of the change
- Validate the employees' feelings and reactions
- Use your own nonverbal communication appropriately; be certain that it's consistent with your verbal communication



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Common Concerns for Employees

Reactions to Change:

- "It's too hard"
- "It's not going to help"
- "I'm going to pretend it's going to go away"
- "I don't understand it"

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Discussion

We just announced the change; an employee tells you it's too hard.
What do you do?

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Ways To Work Through The Change

- Keep your sense of humor
- Ask for help
- Turn the challenge into an opportunity
- Plan fun activities
- Keep yourself healthy

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Communicate everything you possibly can to your team, the more they understand the more they'll care; once they care there's no stopping them!

- Sam Walton

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