

NPTEL ONLINE CERTIFICATION COURSES

Course Name: Managing Change in Organizations

Faculty Name: KBL Srivastava

Department: Humanities and Social Sciences

Indian Institute of Technology Kharagpur

Topic: Communicating Change

Role of Communication

Communication plays a vital role in the change process

- it is an essential prerequisite for recognizing the need for change
- it enables change managers to create a shared sense of direction, establish priorities, reduce disorder and uncertainty
- It facilitates learning

Role of Communication in Change

- Explain **why** change is happening:
 - Ensure people understand the rationale for change
 - Talk about the benefits / consequences
 - Emphasise what's not changing
- Show people **where** they are going:
 - Map out the process of change
 - Identify and recognise key milestones; celebrate success
- Show people **how** they will get there:
 - Break it down into clear, simple steps
 - Give practical examples
 - Be directional

Communication Process

- The way change is communicated is important to the success of the change program
- The communication process, or mix, includes elements such as content, voice, tone, message, audience, medium, frequency and consistency.
- There are many problems can disturb the process of communication:
 - message overload
 - message distortion and
 - message ambiguity

Problems of Communication

- **message overload**- occurs when information acquisition is overbalanced compared to an individual's response capabilities
- **message distortion**- occurs when meanings are misinterpreted through intentional or unintentional problems relating to the sending or receiving of the message and
- **message ambiguity**- occurs when an organization has a vision but is not prescriptively clear on how to

The What, Who, and How of communication

What: Managers can communicate about anything but they cannot communicate about everything - so, implicitly or explicitly, they make choices about communication content.

Who: They also take decisions or unconsciously act in ways that impact on the shape of communication networks.

For example, they may communicate with some organisational members but not with others and they may authorise or encourage certain others to communicate with each other.

How: They may also influence, if only by example, preferred channels for passing on particular kinds of information



Planning Communication for Change

- Establish a clear vision and objectives
- Divide the project into phases
- Confirm key milestones for each phase
- Identify your target audiences
- Select your channels
- Select your spokesperson/people
- Determine resources and timetable

Audience Segmentation

Looking at the target audience



Vision in Communicating to Audience

Directly affected	Close interest	Wider community
<p>Why is this happening?</p> <p>Will anything really change?</p> <p>When will it happen?</p> <p>What does it mean for me?</p> <p>Is my job secure?</p> <p>Where can I find out more?</p>	<p>Why is this happening?</p> <p>What impact will it have on my work?</p> <p>How will I benefit?</p> <p>Where can I find out more?</p>	<p>Why is this happening?</p> <p>Will it affect my work?</p> <p>Will anything really change?</p> <p>How much will it cost the University?</p>

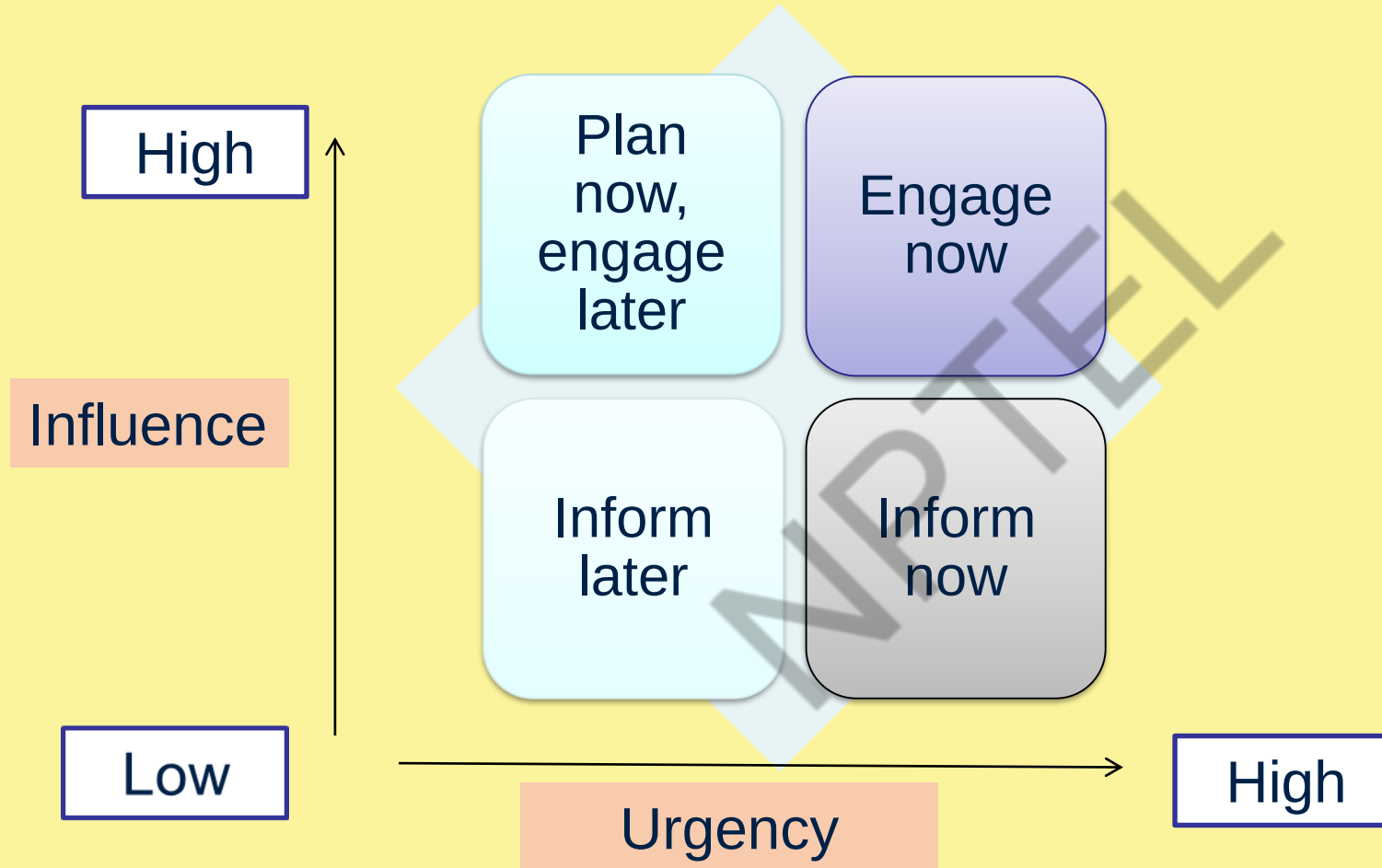
Planning Communication in Change

Directly affected	Close interest	Wider community
How will it be different? How will my role differ? Will my team change? Will my manager change? Will my work location change? Is my job secure? How can I raise issues / concerns? How can I get involved?	What changes will happen? When will they happen? How can I contribute ideas? How can I raise issues?	What is changing and why? What are the benefits? How much is this costing the University?

Implementation of Communication Plan

Directly affected	Close interest	Wider community
<p>What will happen over the next few months?</p> <p>How will we know if we're on the right track?</p> <p>When will the changes affecting me take place?</p> <p>How can I raise concerns?</p>	<p>What changes are happening and when?</p> <p>How will they affect me?</p> <p>Will the service I use be disrupted?</p> <p>How can I issues?</p>	<p>What is changing & why?</p> <p>What are the benefits?</p> <p>Will it affect my work?</p> <p>How much is this costing the University?</p>

Implementation of Communication Plan



Communication channels

Paper

Best for: digesting complex information

When to use: to support face-to-face communication, esp when there are complex messages

Avoid: Relying on paper as a primary channel

Website

Best for: retrieving factual information

When to use: when people need to find small pieces of information quickly

Avoid: Relying on the web as a primary channel; sensitive information; changing behaviour

Face-to-face

Best for: difficult messages; changing people's behaviour or attitude

When to use: primary channel for change communication

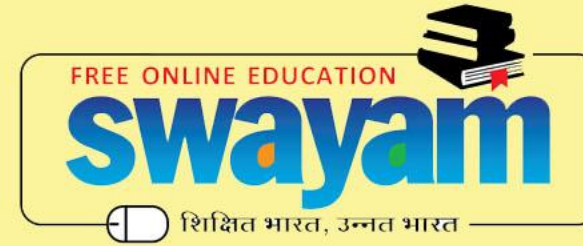
Avoid: communicating very complex or detailed information

Primary channel

- **Face-to-face** allows you to:
 - Articulate the end vision
 - Use the appropriate tone
 - Gauge reactions
 - Check understanding
 - Correct misconceptions
 - Provide reassurance

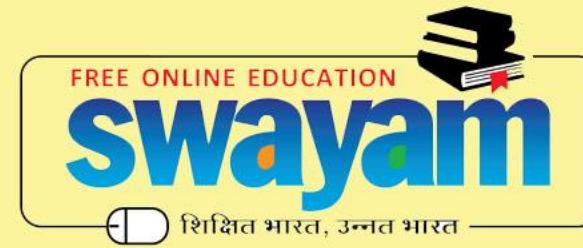
Secondary channels

- **Website:** quick retrieval of information and check facts
- **Q&As:** tailored information by subject/group
- **Email:** for short broadcast announcements and updates; *not* for major announcements about restructuring
- **E-bulletin:** regular updates; reminder of key milestones
- **Staff newsletter:** recognise success; reminder of what has not changed
- **Email inbox:** allows people to submit questions, concerns and ideas



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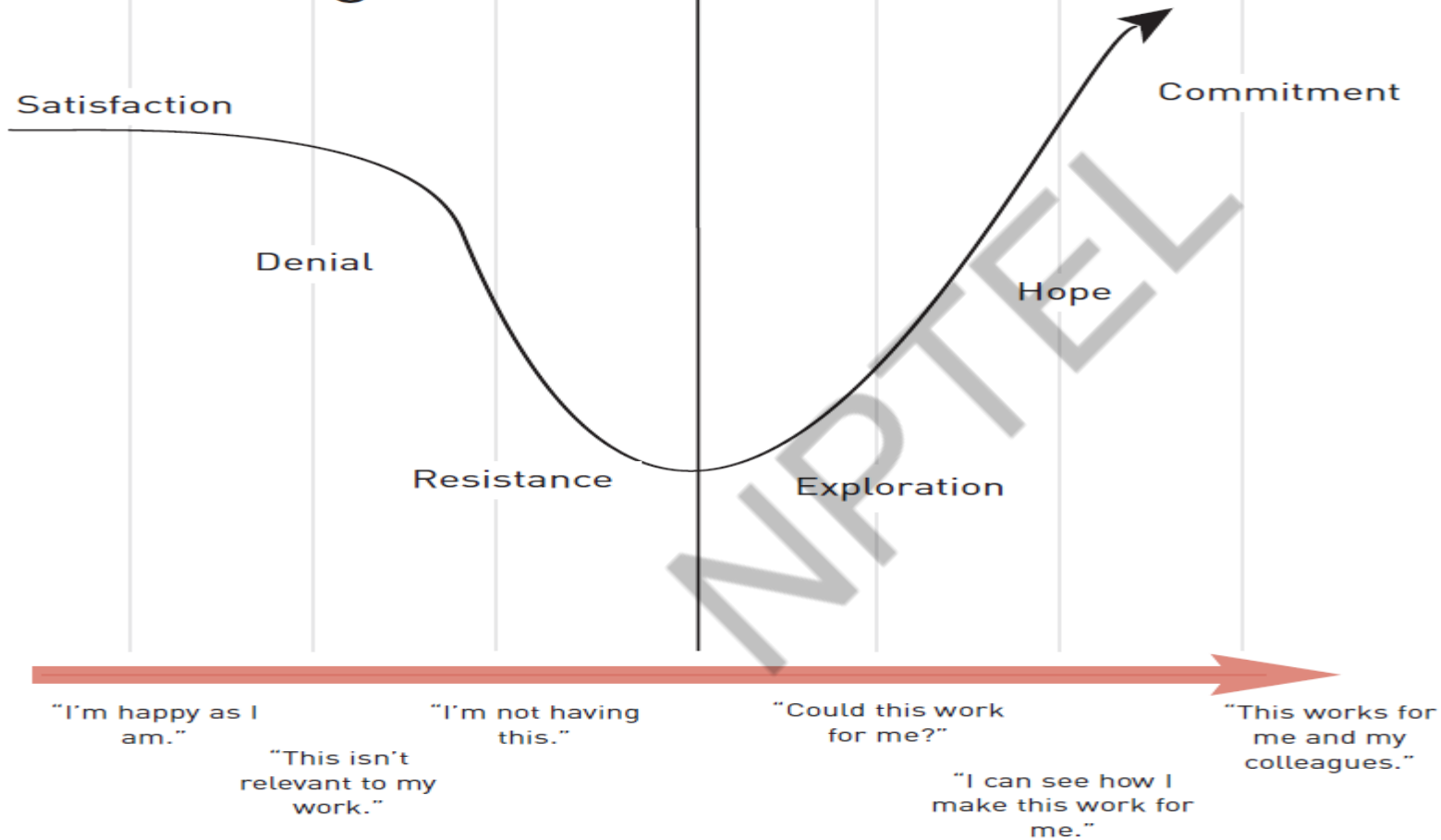
Department: Humanities and Social Sciences

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Topic: Strategies for Communicating Change

Define the Communication Needs During Change

The Change Curve



Communication Needs During Change

Deny

- Need to talk and be heard

Resist

- Need to see the big picture and understand the benefits
- Need to be involved
- Need to feel in control

Accept

- Need more detailed information
- Need reassurance and affirmation

Explore

- Need more active involvement
- Need to be able to work with others

Commit

- Need acknowledgement
- Need recognition and reward

Language, Power, Gender & Communication

- Language, power, gender and emotion can also impact the communication of change.
- **Language** reflects and reinforces underlying social and power relationships.
- **Gender** differences, for example, also affect this process. Three examples of the difference are:
 - Getting credit
 - Confidence and boasting
 - Asking questions
- Other gender differences relate to how feedback is given and received, how compliments are exchanged, and whether the communication is direct or indirect.

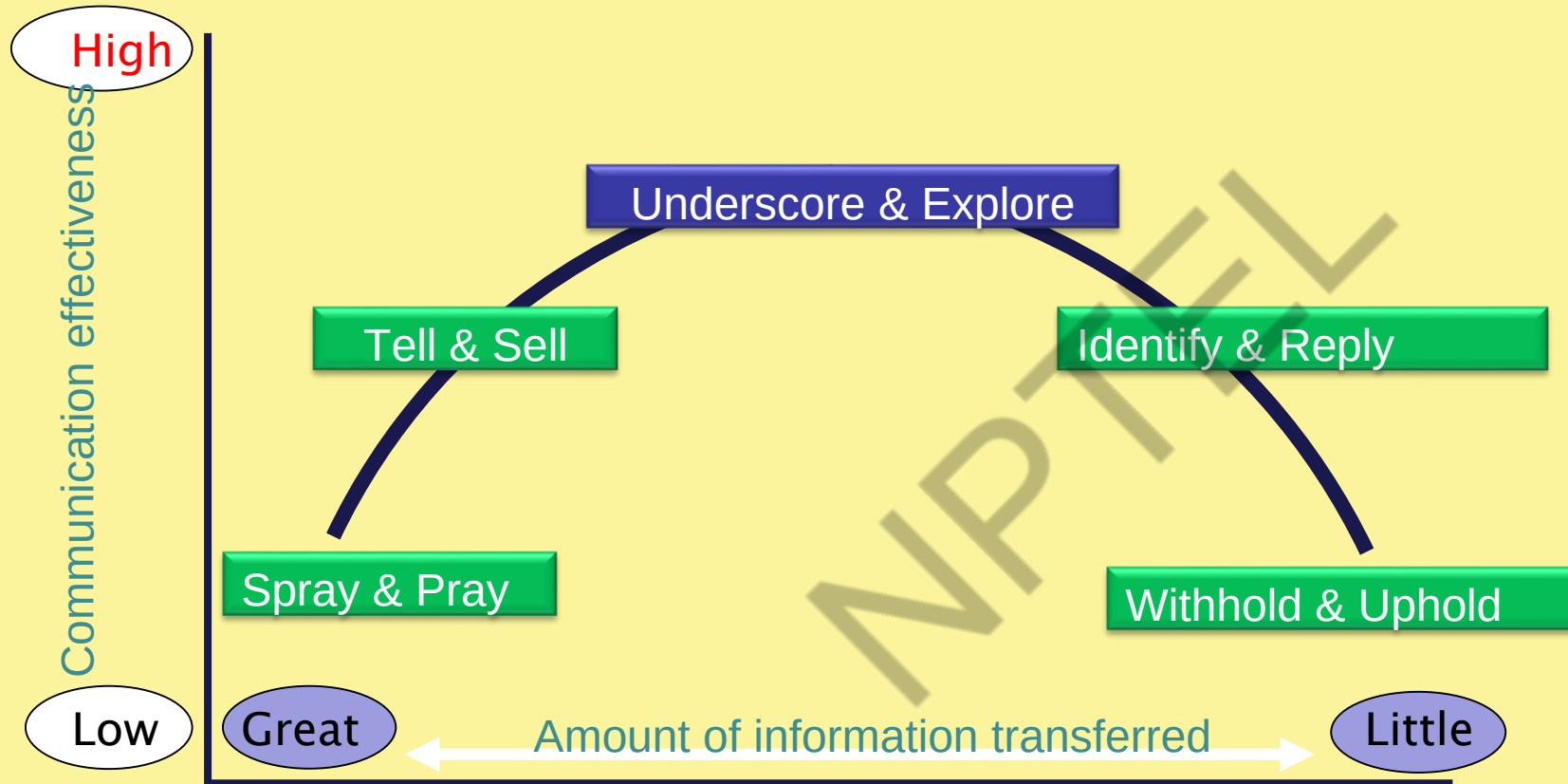
Emotion & Communication

- **Emotion** is linked to change, and can also contribute to the breakdown of the communication process.
- Individuals can perceive that organizational change can harm them personally, thus their emotional state and sense of identity are threatened by change situations.
- Managers can use three techniques to avoid these situations:
 - Perspective taking
 - Threat-reducing behaviour
 - Reflection

Communication Strategies

- **Can you communicate too much:**
 - depending on the change and the image of the change manager the level and extent of communication can vary.
- **Getting word out or buy in:**
 - this differentiates between focusing the communication process on the provision of information or gaining participation in the process.
- **Beyond Spray and Pray:**
 - This communication continuum includes five approaches
 - Spray and pray
 - Tell and sell
 - Underscore and explore
 - Identify and reply
 - Withhold and uphold

Communication Strategies



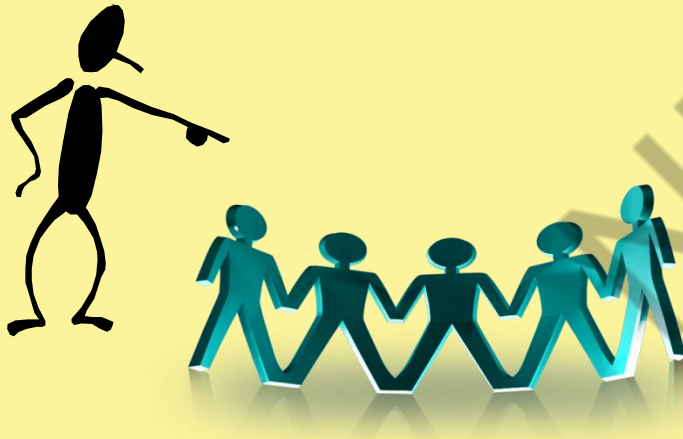
Auditing communications

communication audits should focus on questions such as:

- Who is communicating with whom?
- What issues are they talking about?
- Which issues receive most attention and arouse most anxiety?
- Do people receive all the information they require?
- Do people understand and use the information they receive?
- Do people trust and have confidence in the information they receive?
- From what sources do people prefer to get their information?
- Which channels are most effective?

The importance of upward communication

Often change managers pay more attention to communicating their message to others than listening to what others have to tell them

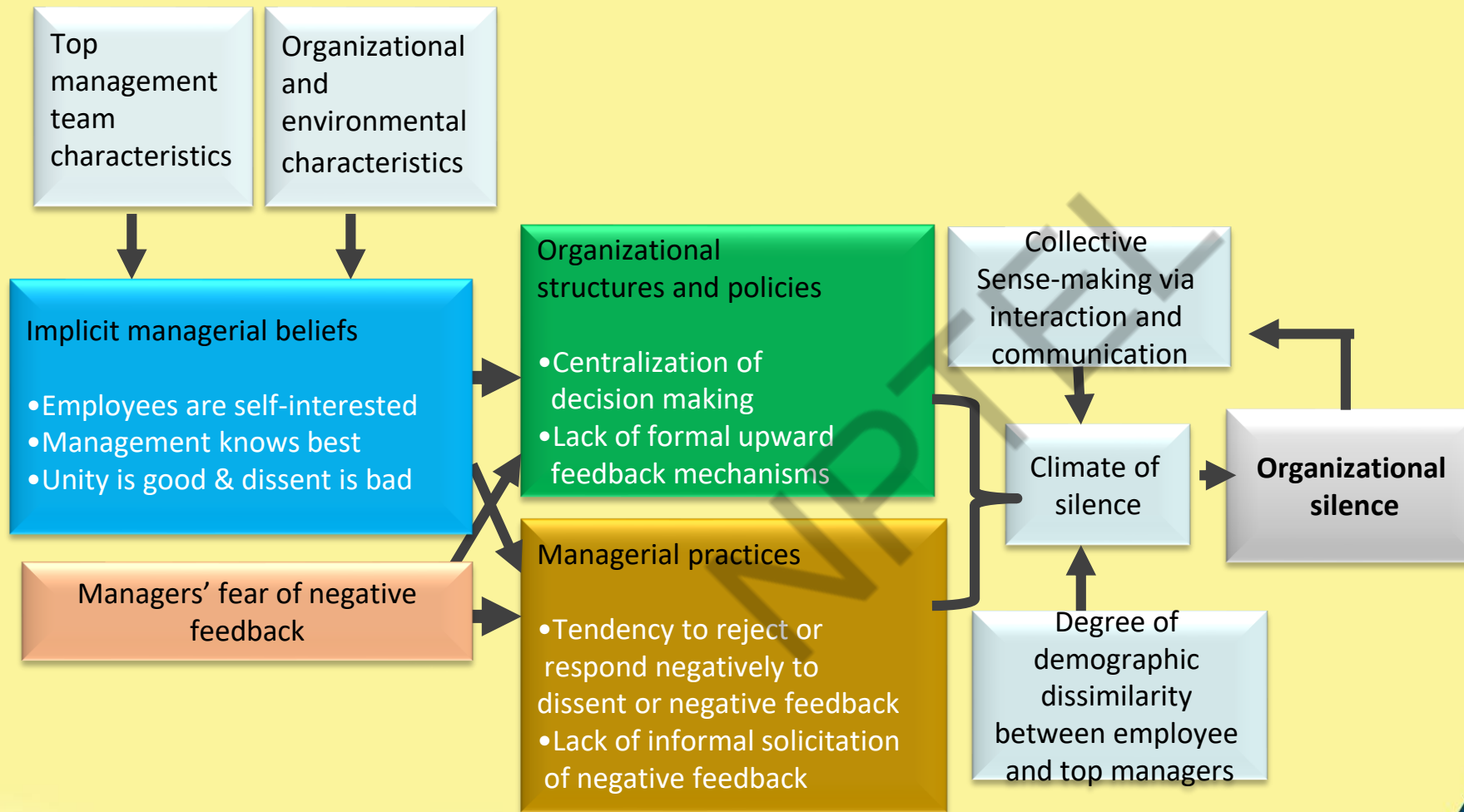


Organisational silence

The widespread withholding of information can

- deprive decision makers of the opportunity to consider alternative perspectives
- inhibit organizational learning because it affects the ability of managers to detect and correct the causes of poor performance

Dynamics giving rise to organizational silence



Interpersonal effects on the quality of communication

Factors such as **trust and a willingness to listen** can have an effect on the **quality of information** that is exchanged



The interaction between change agents and organizational members



Communication Strategies

- Contingency approaches to communicating strategy vary depending:
 - on the type of change e.g.
 - Developmental or incremental
 - Task-focused
 - Charismatic
 - Turnaround (Stace & Dunphy, 2001)
 - on the stage of change e.g.
 - Planning
 - Enabling
 - Launching
 - Catalyzing

Communication Media: Richness

- Varies in “richness” depending on how personal is its ability to communicate change
- There is a hierarchy of media richness than can be more applicable for particular situations.
 - For example, an email or memo is less personal (and less “rich”) than a face to face meeting
- Different types of media may also be more appropriate for different audiences with differing needs

Communication Media: Responsibility

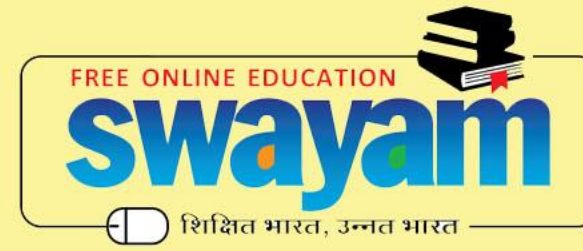
- **CEO:** Many believe that the CEO should be the principle communicator of change.
- Others find lower level managers more trusted by staff and therefore in a better position to communicate change.
- **Tag Teams:** Many organizations now use tag teams – a transition management team.
- The role of this team is specifically to stimulate open conversations through organizational units and dispersing information

Monitoring progress

- Did the briefings happen, how many people attended?
- What are people saying?
- What does the rumour mill say?
- Who are people listening to?
- Is there a change in behaviour?
- Do people need more support?

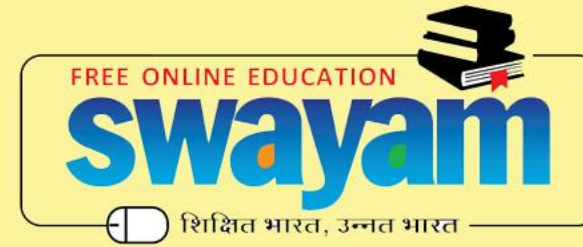
Summary: Strategies for successful communication

- **Clarify roles and responsibilities** in advance, particularly the decision-making and sign-off process
- **Reduce uncertainty** and instil a sense of control
- **Be consistent** – maintain tight control over key messages
- **Separate facts from reassurance**
- **Provide as much information and support** as you can throughout the change process
- **Ensure** the structure, tone and content of communications acknowledges people's emotional and intellectual needs
- **Listen** – provide a range of feedback channels
- **Use FAQs** and keep them current
- **Get people involved** – make them feel they have a say



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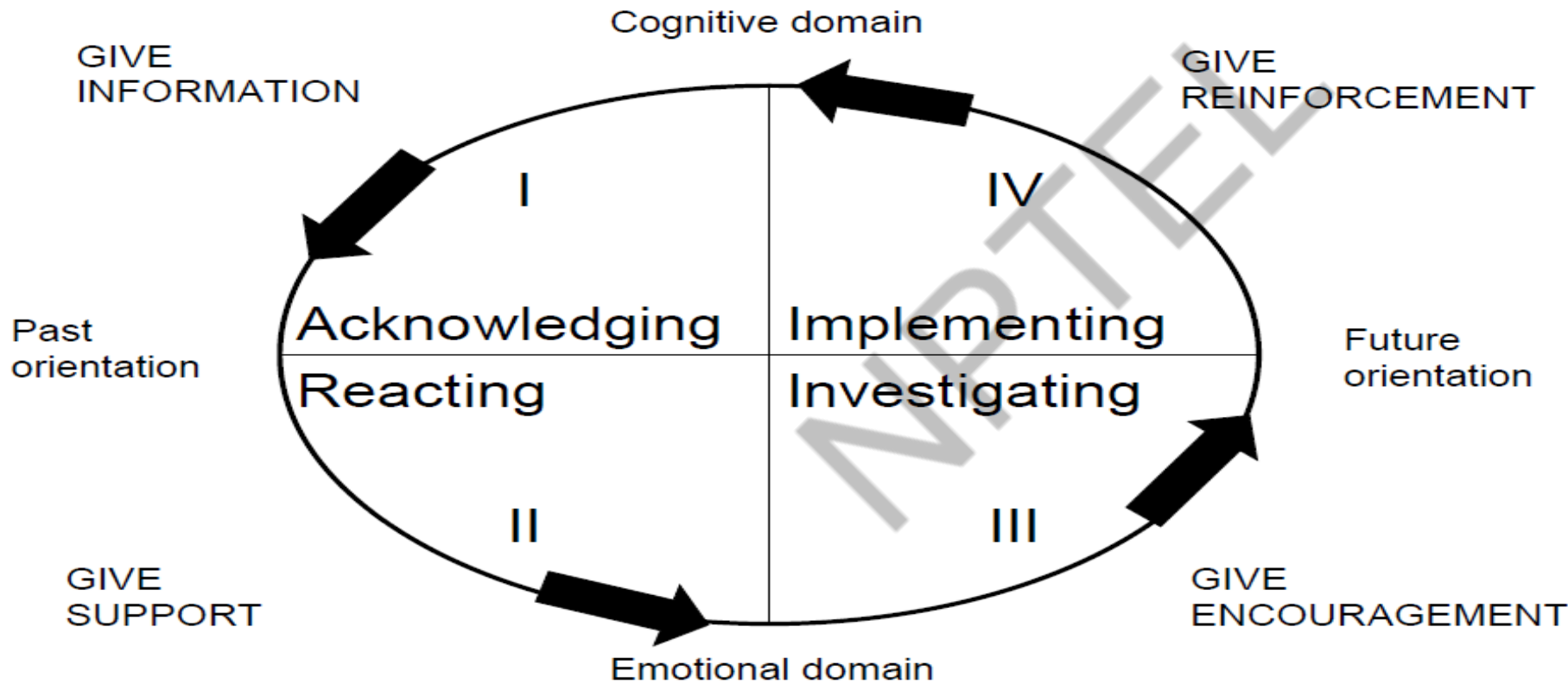
Topic: Skills for Communicating Change

Communication Skills

- These skills are aimed at involving people and encouraging commitment to the change process
- It may not be possible to overcome some change issues through communication – at times the differences between intended outcomes and internal and external pressures can be too deeply embedded
- Dialogue leads to transforming behaviours, experiences, attitudes

Communication and Cycle of Change

The cycle of **change**



Transition and typical Reactions

Stage 1 Acknowledging	People are shocked, feel threatened Denial People appear distracted, forgetful Low productivity
Stage 2 Reacting	Various reactions – anger, depression, withdrawal, etc. People try to “bargain” to do things the old way People believe they can wait out the change People go back to stage 1 when their feelings are denied or ignored

Transition and typical Reactions

Stage 3 Investigating	People may display grief/sadness over loss but begin to explore future options Mix willingness to explore new options with reservation Emotions range from excitement to anxiety
Stage 4 Implementing	People appear ready to establish new routines, adapt to new systems, help others learn new ways Comfort with change engenders more flexibility, creativity and risk-taking The change is viewed as the way things are done

Communication: Do's and Don'ts's

	Do's	Don'ts
Investigating <i>Give encouragement</i>	Create opportunities to explore Employ participative decision-making Outline pros and cons	Push choices Rush choices Punish mistakes Overestimate or misrepresent future options
Implementing <i>Give reinforcement</i>	Reward effective performance Support risk-taking and innovation Encourage communication Get out of the way	Micromanage Control choices Limit participation

Key Communication Skills

Four key skills for communicating include

- **Listening:** There are four types of listening skills – suspending judgement, identifying assumptions, listening for learning, and reflecting.
- **Telling stories:** This is an effective way of helping employees learn from past changes & painting pictures of the future.
- **Selling change upward:** Issue selling is a way of gaining senior management attention to changes initiated from below.
- **Toxic handling:** Some people in organizations take on a role of handling the ill-effects of change processes and absorbing these as a way of shielding others from their negative impact

Key Communication Skills- Listening

- Four types of listening skills
 - suspending judgement
 - listening for learning
 - identifying assumptions
 - reflecting
- Five type of listening
 - Discriminative
 - Therapeutic
 - Appreciative
 - Comprehensive
 - Critical
- Good listening is understanding different points of view
- Perceived lack of listening may endanger relationships
- *Good listeners can recognize and use when and how to use these skills/types*

Key Communication Skills - Telling stories

- This is an effective way of helping employees learn from past changes & painting pictures of the future.
- Content of stories
 - Protagonist
 - Catalyst prompting action
 - Trails and tribulations
 - Turning point
 - Resolution

Key Communication Skills - Selling Change Upward

- Issue selling is a way of gaining senior management attention to changes initiated from below.
- **Key tactics in presenting**
 - Link to logic of business plan
 - Packaging the idea incrementally – identifying who/formality
 - Raising idea continuously
- **Key tactics in bundling:** Link you plan to...
 - Profitability
 - Org. Image
 - Market Share
 - Key Stakeholder Concerns
- **Why don't people speak out more?**
 - Myths, Assumptions, Beliefs that they can't

Key Communication Skills - Toxic handling

- Handling the ill-effects of change and shielding the negative impact
- Toxic handlers
 - Listen Empathetically
 - Suggest Solutions
 - Work behind the scenes, easing pain
 - Carry confidence of others
 - Reframing difficult messages

Change Conversations

- Different conversations used at each stage of change

Initiative conversations	Conversation for understanding
<ul style="list-style-type: none">• draw attention to the need for change.• Assertions, requests, Declaration	<ul style="list-style-type: none">• communicates the type of changes needed and why• Conditions for satisfaction, enables participation, confirms
Conversations for performance	Conversation for closure
<ul style="list-style-type: none">• focus on the actual change that is intended, progress monitored• Promises, obligations, accountabilities, targets, deadlines	<ul style="list-style-type: none">• signal the end of the change• Celebrations, rewards

- Other Issues: defining stages, skills required at each stage
- Power: enforcing vs interpreting understandings?

Coherent Language

- Coherent language is important to avoid message ambiguity in the change message.
- The desired change and the language used must be in sync with and reflective of each other.
- Four dominant language forms used in change conversations:
 - **Ideals**: expressing preferences
 - **Appeals**: seeking support
 - **Rules**: seeking to direct the behavior of individuals
 - **Deals**: serving as a form of bargaining and exchange

Imagery & Common Language

The use of metaphors influences the images of change. These change images include:

Machine: based on the “fix and maintain” view

Developmental: based on the “build and develop” view

Transitional: based on the “move and relocate” view

Transformational: based on the “liberate and re-create” view

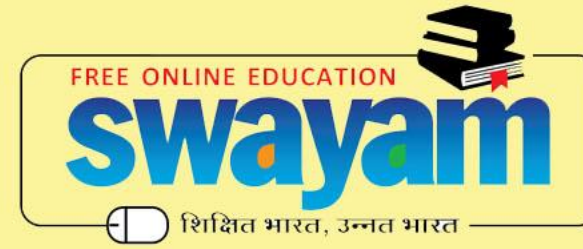
The use of words and sentences that are misinterpreted or have evolved from their original meaning can be detrimental to the change process. It is important that a common change language is established

Communication with the outside

- Communicating to external stakeholders is as important as communicating internally.
- Research has focused on:
 - Impression management: four key defensive practices used to protect organizations from negative reactions have been identified:
 - excuses,
 - justifications,
 - disclaimers and
 - concealment.

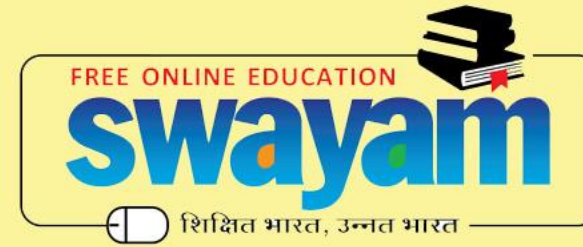
Communication with the outside

- Research in this area has focused on:
 - **Sensegiving strategies**: these are:
 - **acquiescence sensegiving** - strategic changes are presented as being aligned with current understandings and standards, and
 - **balancing sensegiving** - frames a change as deviating from current standards.
 - **Crisis management**: this refers to managing threats to organizational survival.
 - **Corporate reputation**: this is an important asset that is positively correlated:
 - Apology
 - Corrective Action
 - Bolstering (Image Maintenance)
 - Denial
 - Shifting Blame



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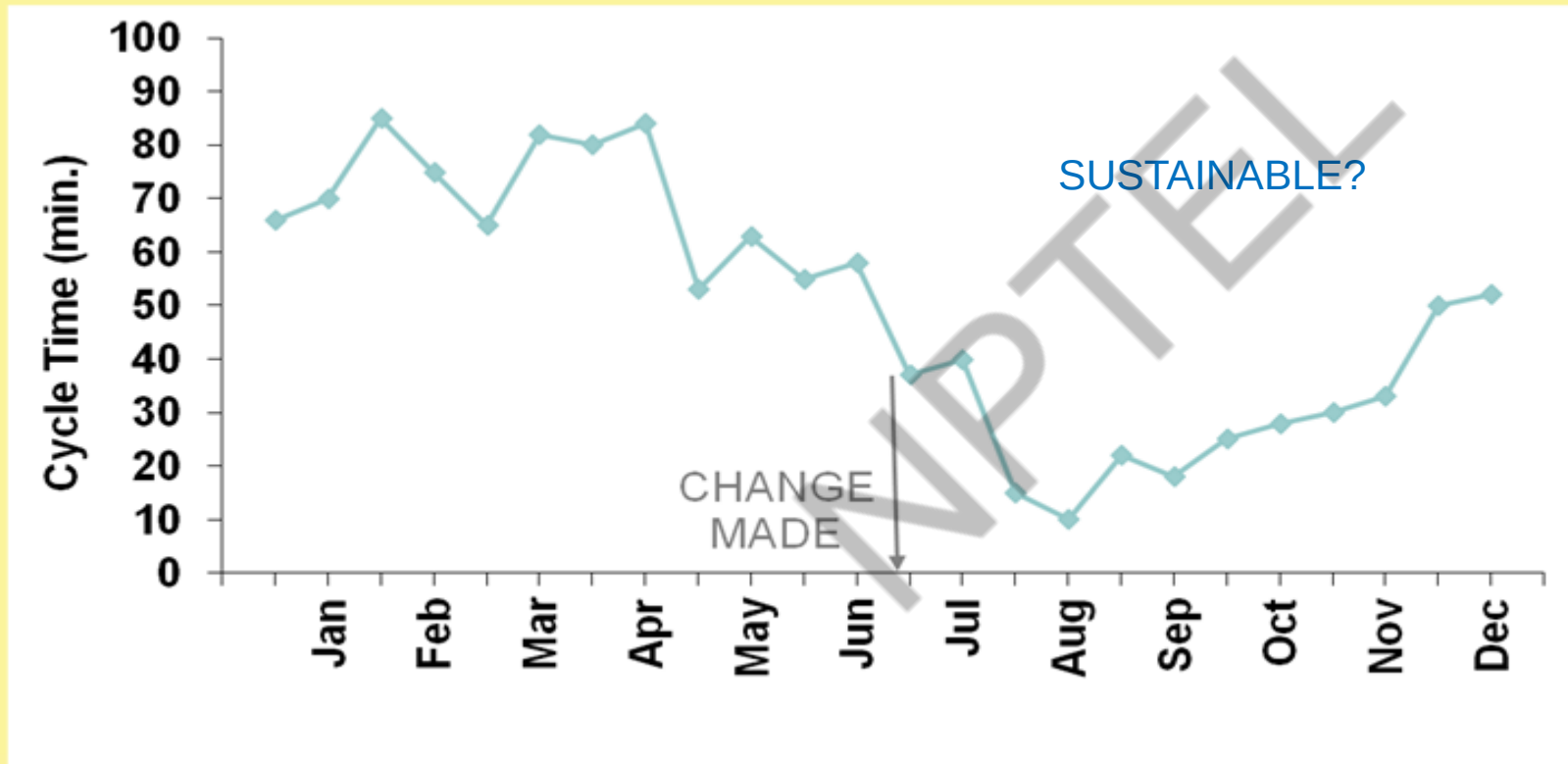
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Topic: Sustaining Change

Your Improvements— Are The change Sustainable?

Sustaining change is as hard as making it



Sustaining Change

Often change decays and hard won gains evaporate.

Sustaining change involves refreezing behaviour at a new level for as long as it is beneficial to do so

- Once implemented, change is not always embedded in an organization
- The ability to make the change “stick” indicates the long-term success of the change
- There are a number of actions that can help sustain change

Not all change should be sustained

It may not be beneficial to sustain change when:

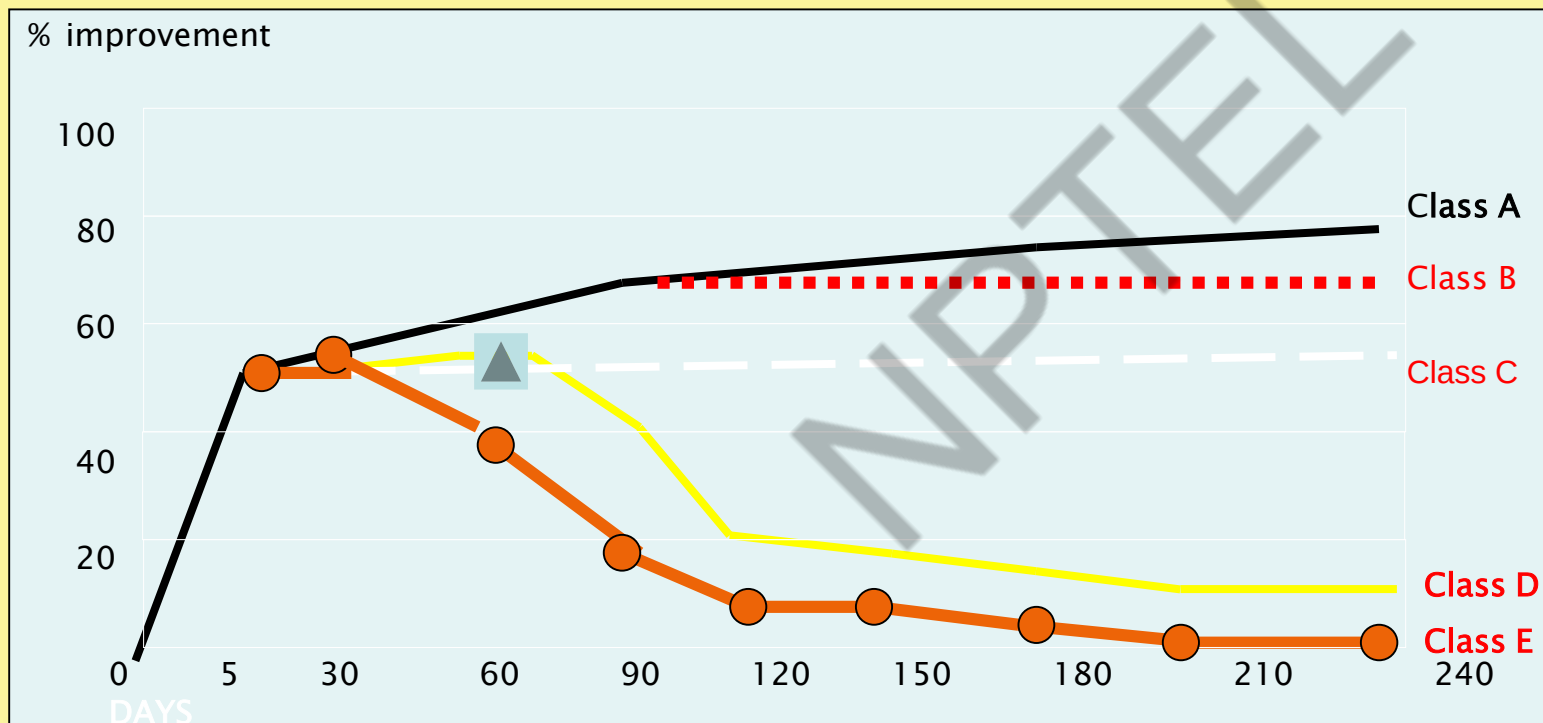
- changes in the wider environment render recently implemented working practices and outcomes obsolete
- maintaining recently implemented practices impede further and more significant developments

Two aspects of sustainability

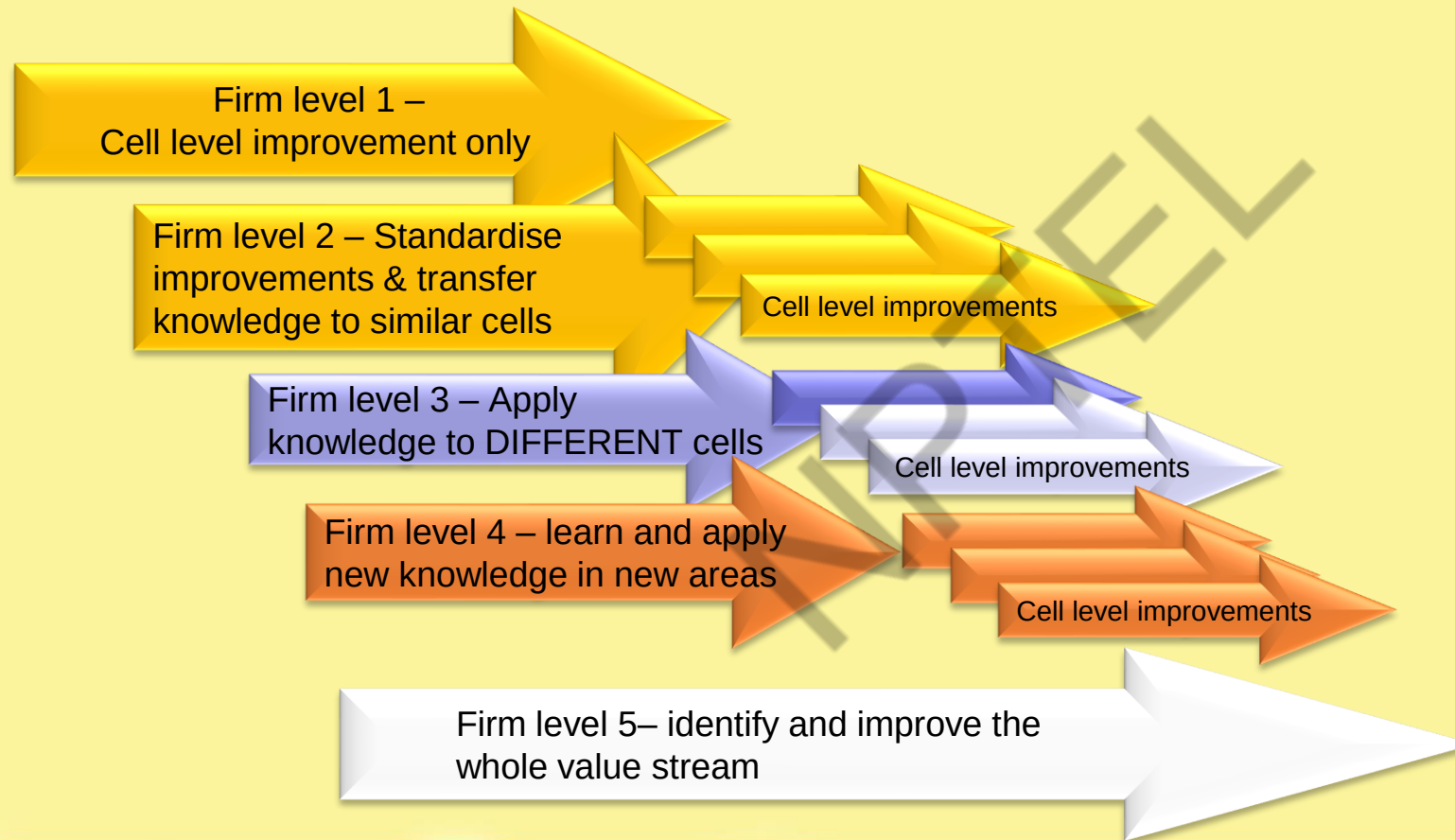
- **“Stickability”** – the extent to which gains achieved in a particular part of the organization are held and built upon.
- **“Spreadability”** – the extent to which the new methods and processes which led to these gains are applied elsewhere.

Holding on to gains at cell level (Stickability)

Bateman and David (2002: 520) report **five levels of sustainability** at cell level, ranging from realizing but failing to hold on to gains (class E) to maintaining the new way of working and applying the tools and techniques learnt to new problems as they arise (Class A)



Spreading change across the Firm (spread)



Factors which undermine sustainability

- **Stickability:** Reflect on your experience of change and identify some of the occasions when new ways of working were not maintained.
- List the factors that you think contributed to change decay.
- **Spread:** Reflect on your experience of successful changes that were not spread to other locations.
- List the factors that you think undermined spread and fostered containment.

Sustainability can be undermined when

- Those who initiate the change move on
- Accountability for developments becomes diffused
- Knowledge and experience of new practices is lost through turnover
- Recruits from less dynamic organizations import old habits
- The issues and pressures that triggered the change are no longer visible

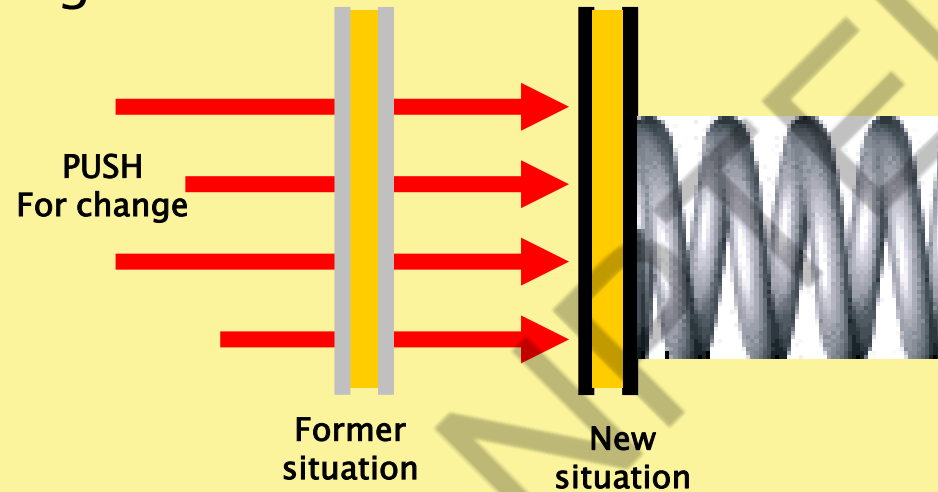
Sustainability can be undermined when

- New managers want to drive their own agenda
- Powerful stakeholders are blocking progress
- Pump-priming funds run out
- New priorities divert resources and attention
- Enthusiasm for change falters because of change fatigue

Acting early to promote sustainability

Pushing hard for change may only gain compliance

Driving forces



Reducing restraining forces can promote ownership and win commitment

Promoting sustainability later in the change process

- Avoid declaring victory too soon – remain focused
- Provide feedback that draws peoples' attention to how new ways of doing things are making a difference
- Sell benefits and clarify what's in it for all stakeholders
- Beware the 'bicycle effect' where lack of forward momentum leads to a crash – avoid faltering enthusiasm by relaunching with new focus, themes and goals.

Spreading change

Implementation of innovations in new areas is affected by at least three factors:

1. attributes of the innovation,
2. attributes of the organisation,
3. values of the potential users of the innovation

Attributes of the innovation

- Advantageous when compared with existing practices.
- Compatible with existing practices.
- Easy to understand.
- Observable in demonstration sites.
- Testable
- Adaptable to fit local needs
(Reinventing the wheel versus 'exact copying')

Attributes of the organisation

The organisation's climate for implementation

A 'strong implementation climate' can foster the spread of innovation by

- ensuing employees have the skills to use the innovation
- incentivising them for innovation use and imposing sanctions for innovation avoidance
- removing obstacles that hamper the adoption of new working practices

The values of potential users (innovation-values fit)

Potential users' perceptions of whether the innovation will foster or inhibit the fulfilment of their values will affect their motivation to adopt the change

Combined effect of implementation climate and innovation-values fit

	Innovation-Values Fit		
	Poor	Neutral	Good
Strong Implementation Climate	1. Employee opposition and resistance	2 Employee indifference	3 Employee enthusiasm
	Compliant innovation use, at best	Adequate innovation use	Committed, consistent and creative innovation use
Weak Implementation Climate	4 Employee relief	5 Employee disregard	6 Employee frustration and disappointment
	Essentially no innovation use	Essentially no innovation use	Sporadic and inadequate innovation use

Actions for Sustaining Change

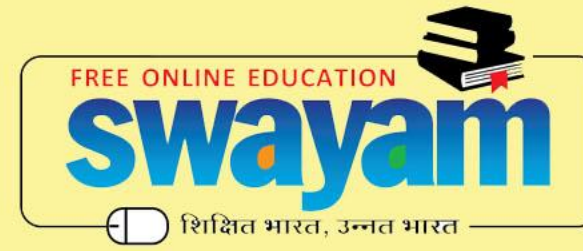
- **Redesigning roles:** This is a common outcome of change and is a sign that the change is of considerable importance.
- **Redesign reward systems:** reward systems form part of the culture and changing this is a way to directly influence the core values of the organisation.
- **Link selection decisions to change objectives:** Selection criteria are symbols of whether new ideas and change are being encouraged.
- **Act consistently with advocated actions:** This indicates the permanency of change through adopted practices and priorities.

Actions for Sustaining Change

- **Encourage “voluntary acts of initiative”**: New practices that support the change should be encouraged as the norm at all levels of the organization.
- **Measure progress**: Measures are used as a means to quantify the progress of change and to provide achievable goals.
- **Celebrate “en route”**: It is encouraging for all involved in the change if short term wins are acknowledged and celebrated. This enhances the credibility of the program.
- **Fine-tune**: The change program should be open to remodifications which will improve the change outcomes.

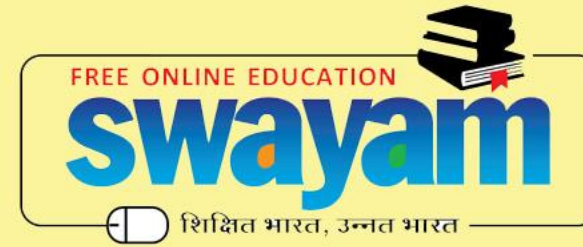
Change Managers Beware

- Expect some unanticipated outcomes
- Be alert to measurement limitations
- Don't “declare victory” too soon
- Beware escalation of commitment
- Recognize “productive failure”



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Topic: Evaluating Change

Objectives of Evaluation

Examine the arguments for evaluating organizational change

Consider the limitations of evaluation

Consider different methods for evaluation

Consider difficulties of evaluation in practice

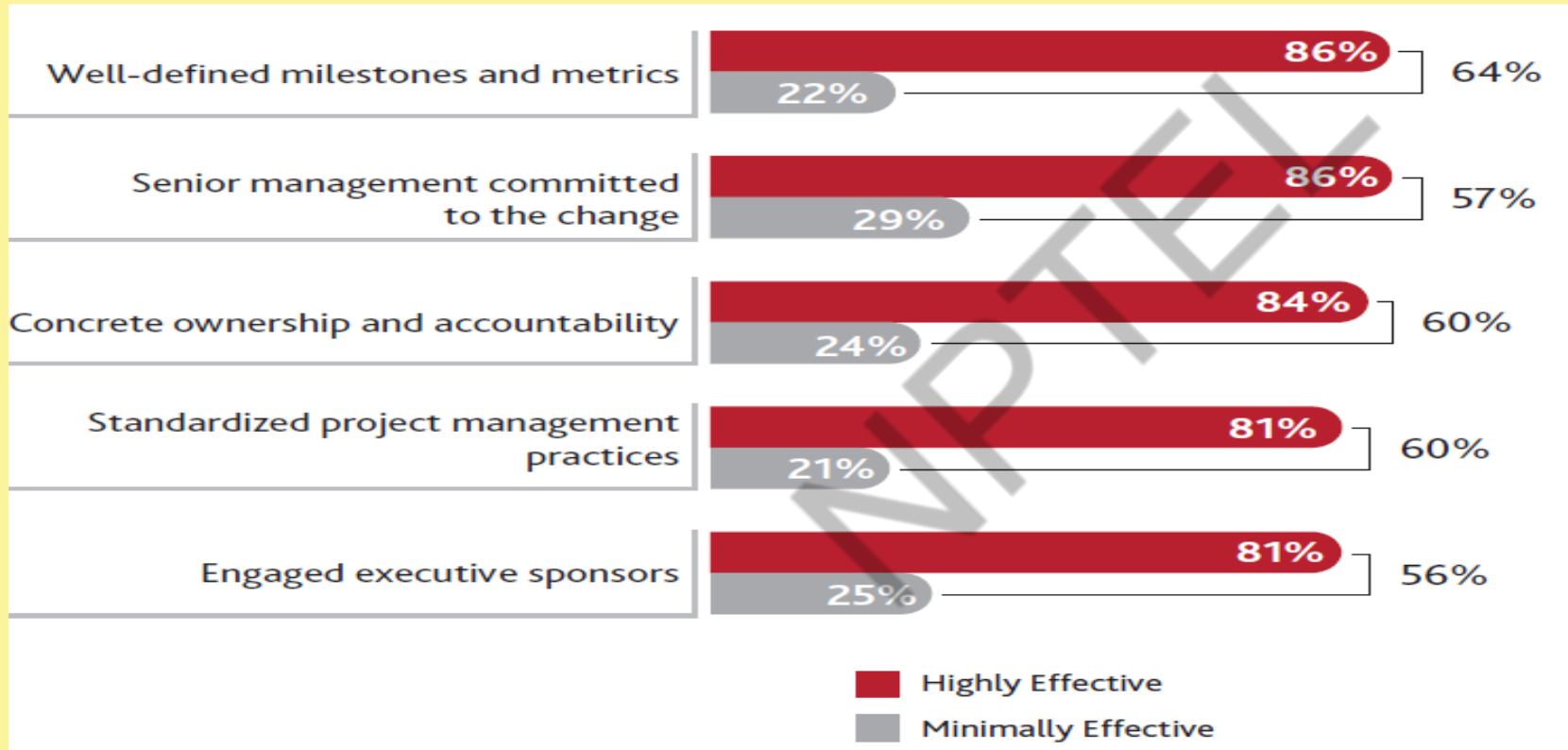
Consider costs and benefits in practice

Reasons for evaluating organizational change

- Sound professional practice
- Basis for organizational learning
- Central to the development of evidence based practice
- To influence organizational policy

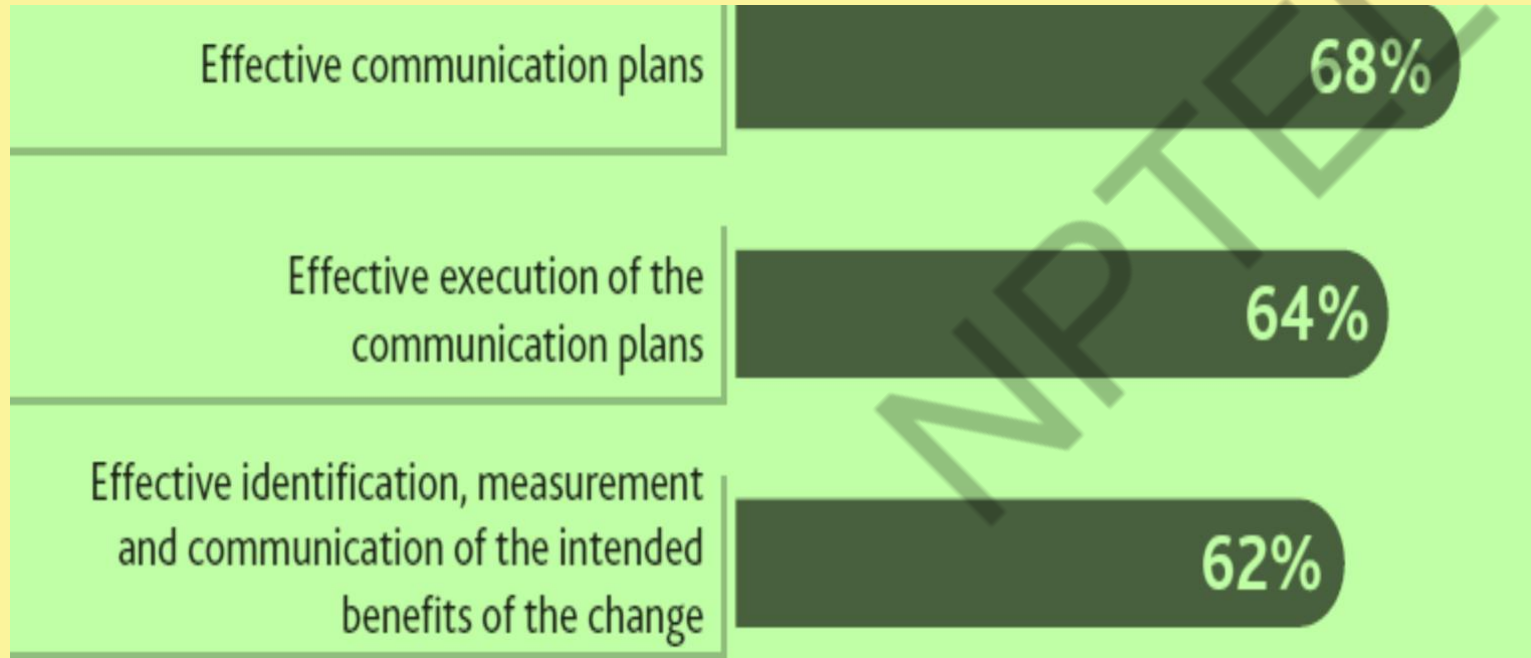
Practices adapted by highly effective organizations

Change Enablers focus on certain practices for managing organizational change



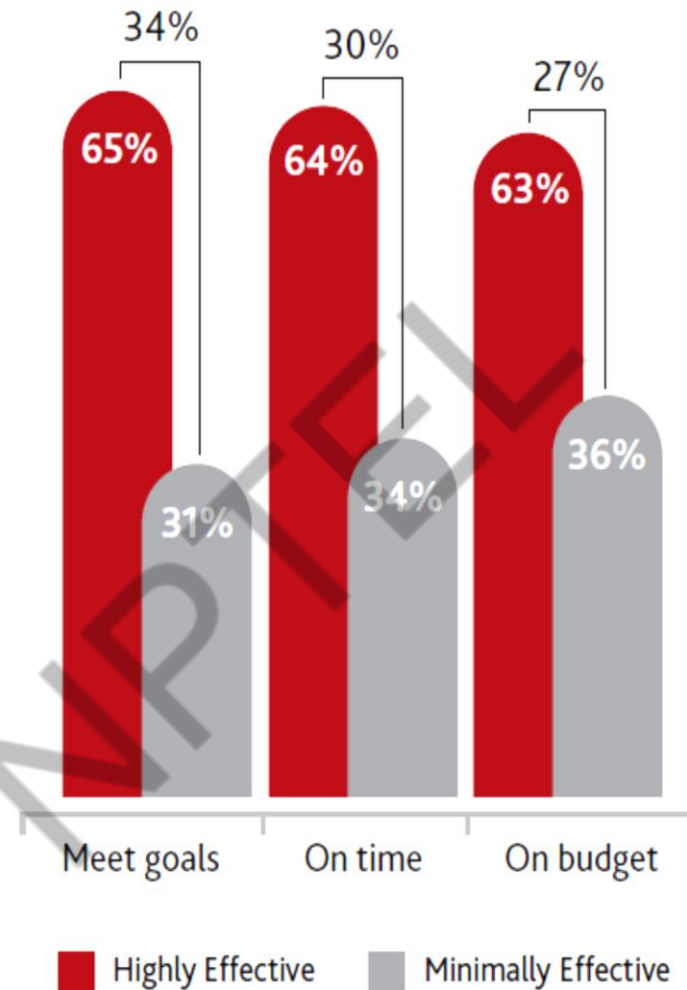
Effectiveness of Communication in Change management

Communication is critical to effective organizational change management



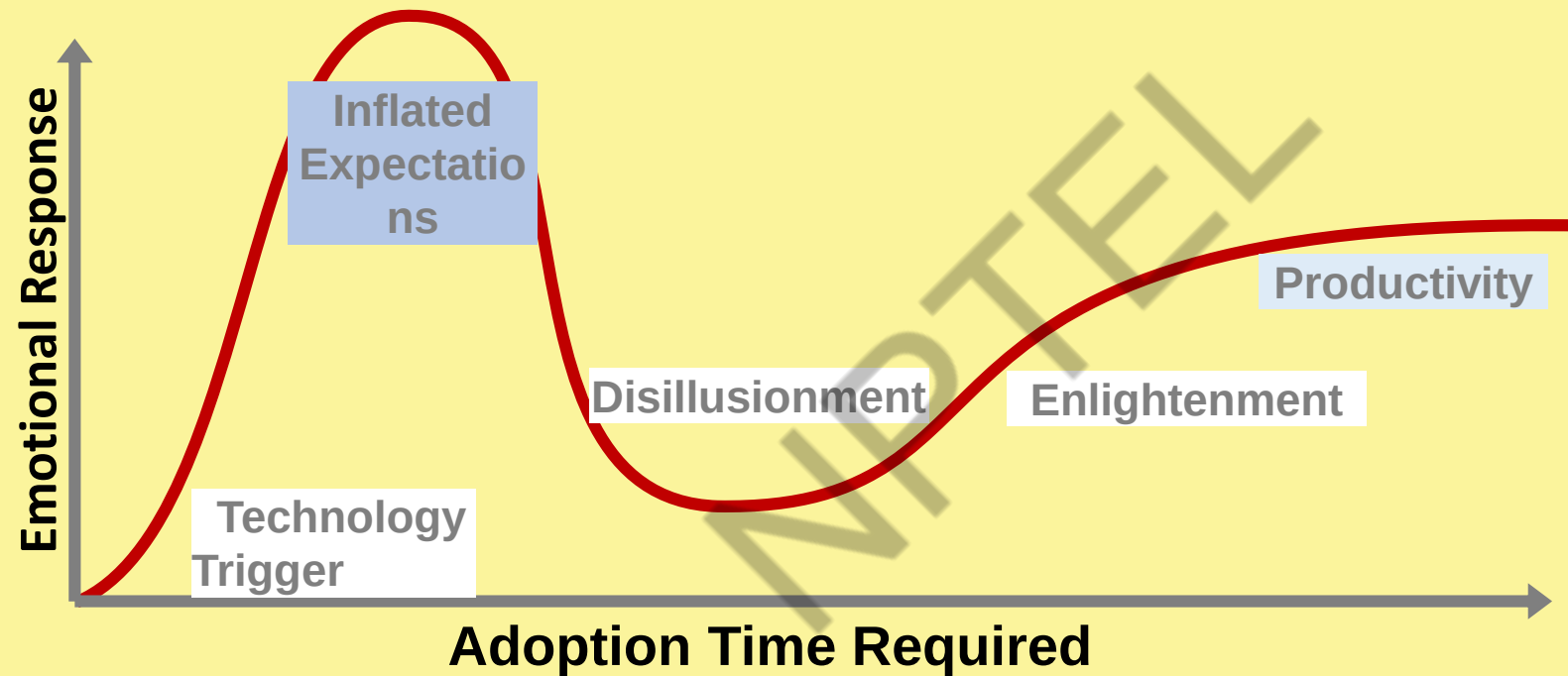
Enabling sustaining Change

The strategic initiatives of Change Enablers perform better

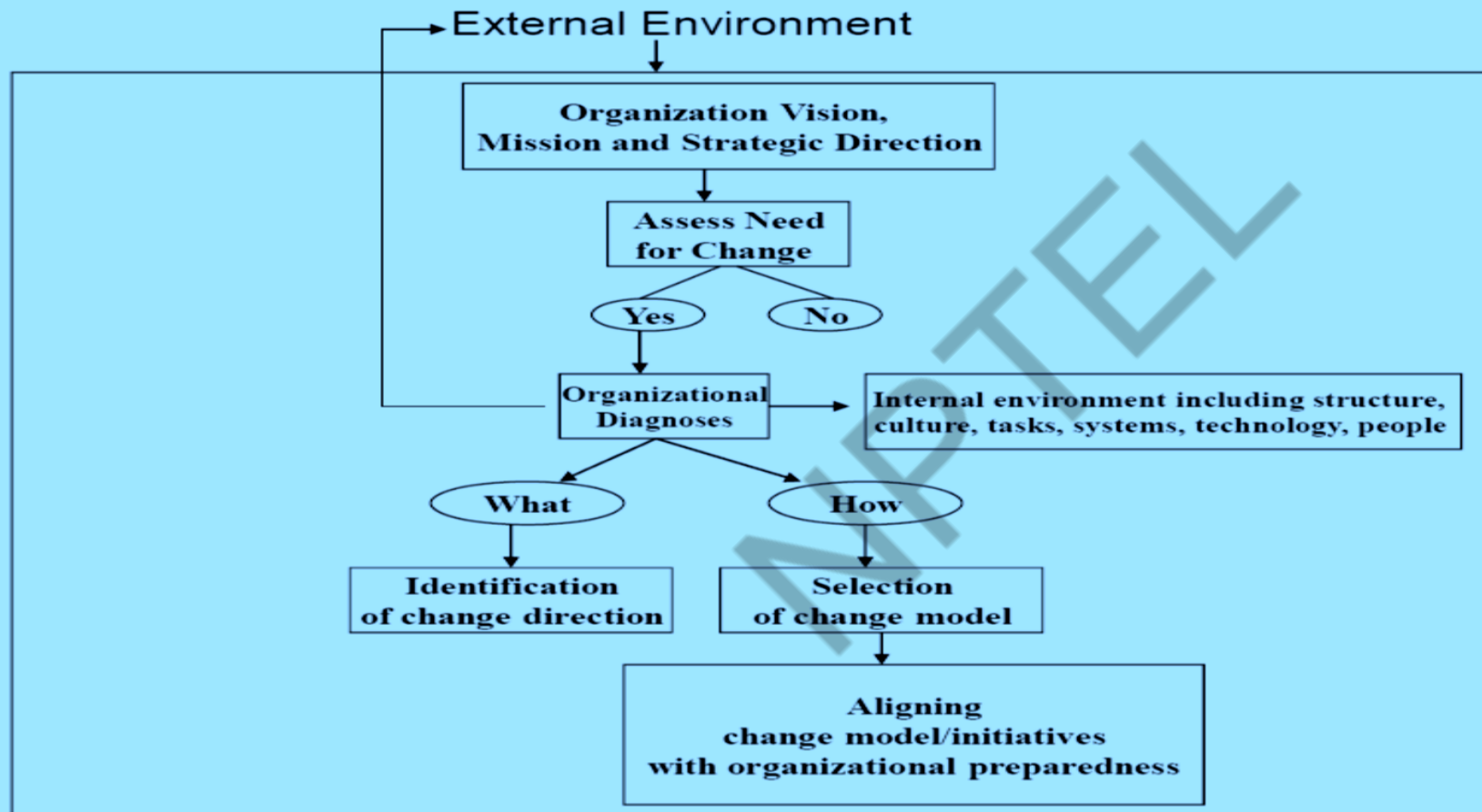


Measuring Change effectiveness

- Do you need the change quickly? Do you have time to effect the Change?



Aligning Change Initiatives with an Accurate Diagnoses of the Need for Change



Change deployment strategy based on balanced score card

Step 1
Framing the Desired Final Outcomes expected to be achieved through the *Change Initiative* and the Strategy for achieving the same.

Step 2
Breaking the Strategy into broad Change Themes and linking it to Results that capture the critical essence of the Outcomes desired from Change

Step 3
Breaking each Change theme into manageable Change Objectives either in BSC framework of four perspectives of Financial, Customer, Internal Processes and Learning & Development or through an 'Integrated non-BSC approach'*

Step 4
Develop Performance Measures for each Change Objective clearly distinguishing the Lead and Laggard measures

Step 5
Aligning the Final Change Outcomes/Change Themes/Change Results and Change Objectives through establishing a Systematic Cause and Effect relationship

Identifying the criteria of success

Meeting the goals and objectives of the change initiatives

Changes in the following areas

People management systems

Organizational structure

Technology

System and Process

Strategic change



Evaluating Change effectiveness

QUESTIONS TO ANSWER

Increasing Organizational Value

1 Diagnosis and Solution Design

- Did we clearly describe the problem?
- Did we uncover the root causes?
- Do we have a clear picture of the future state?
- Did we create a holistic solution to address the underlying cause?

2 Planning and Resourcing

- Is our project plan achievable?
- Do we have the right level of resources with the right skills?
- Is our project approach flexible and adaptable?
- Do team members understand their roles and accountabilities?
- Does our plan incorporate management of change and communications?

3 Execution

- Are we executing to plan?
- Are stakeholders and project team members fulfilling their commitments?
- Are we reviewing the plan monthly and identifying what's working or not?
- Have we adjusted and communicated the plan when warranted?

4 Realizing the Future State

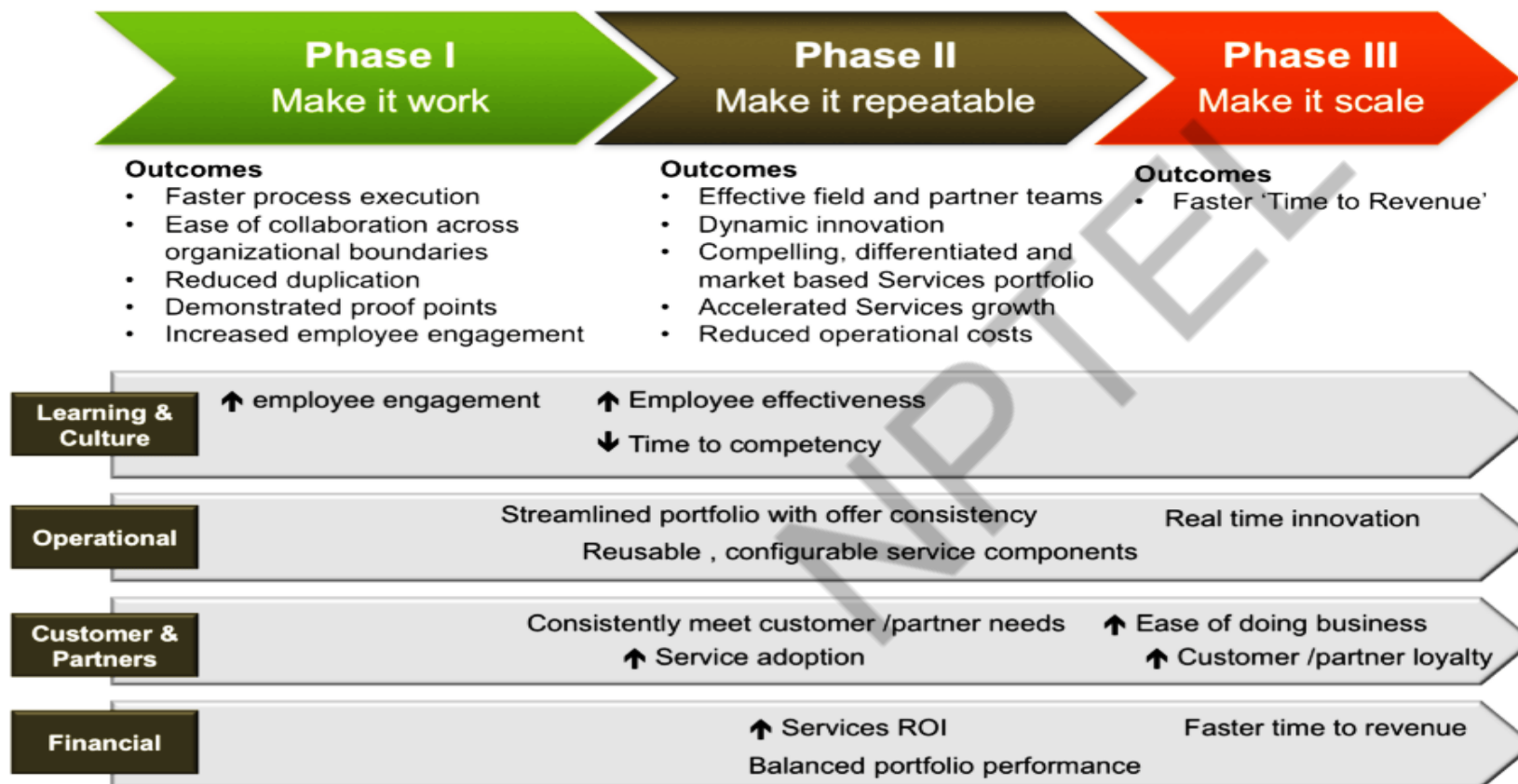
- Do we see high engagement in implementing the new approach?
- Do we see evidence of new behaviors?
- Has the business consistently implemented the new process?
- Are we seeing evidence of progress on leading indicators?

Measuring the success of change

Stage	Indicators of success
Diagnosis and solution design	<ul style="list-style-type: none">• Strategic fit to organizational direction• Organizational capacity or readiness for change• Goal clarity and alignment to strategic direction
Planning and resourcing	<ul style="list-style-type: none">• Level of sponsor commitment and oversight• Quality of the project plan (complete, comprehensive, achievable)• Clear accountabilities• Resource staffing relative to requirements
Execution	<ul style="list-style-type: none">• In scope, on time and within budget• Alignment of program priorities with organization's strategic portfolio• Employee awareness and understanding; support for direction
Realization of the future state	<ul style="list-style-type: none">• Evidence of new behaviors• Increased employee engagement• Improved process quality• Increased customer loyalty• Reduced costs and/or improved sales

Evaluation in Phases: Road Map

Program Implementation Roadmap



Conclusion

Conclusion:

Understanding the importance of communication
in the change management process

Strategies and skills for communication

How to consolidate change

How to measure the effectiveness of change

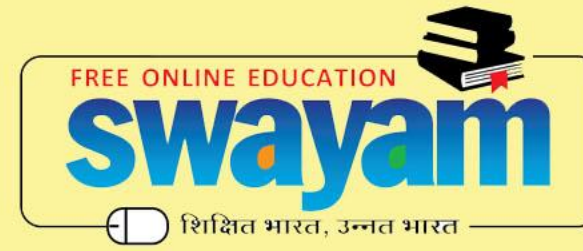


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**Thank
you!**