# LEADING CHANGE: COMMUNICATING CHANGE EFFECTIVELY



# **ELEVATOR SPEECHES**

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# AN EQUATION FOR SUCCESS



# Quality of Solution

- data
- analysis
- facts

# Acceptance of Solution

- •buy-in
- •commitment
- energy
- passion

# **Excellence** of Solution

- data
- analysis
- facts



# **CHANGE EXAMINED**

100%

98%

What is the differentiating factor between success and failure?

of all **Successful** Change Initiatives had a good technical solution or approach

of all **Unsuccessful**Change Initiatives had a good technical solution or approach

# **CHANGE MANAGEMENT CURVE**

## Mobilizing Commitment

- •Design the Future State
- Build Investment
- Find Vital Behaviors

### Transitioning

- •Sustain the Change
- •Build Systems and Structures
- Employ Influence Strategies



## Making Change Last

- •Monitor Results and Learning
- •Becomes a "Way of Doing Business"



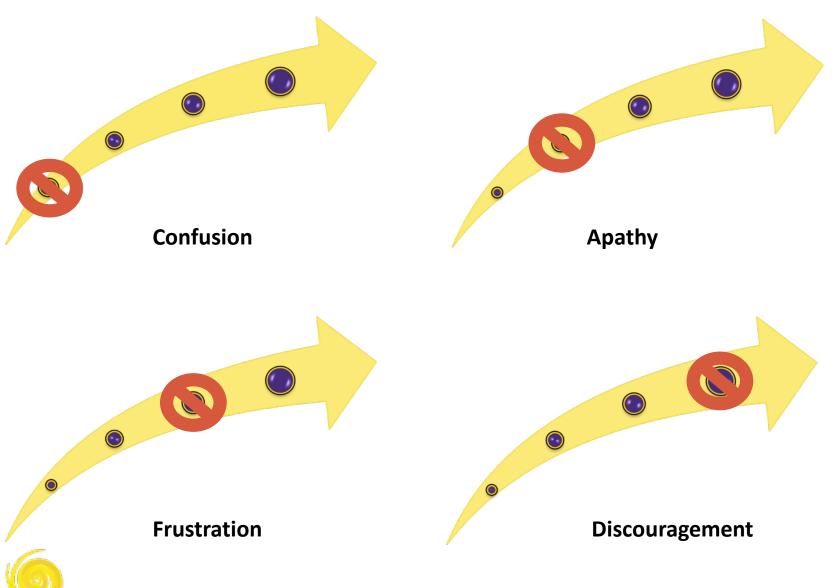


## **Initiating Change**

- Define Purpose
- •Create a Shared Need
- •Clarify Measurable Results



# **CONSEQUENCES**



## CHANGE MANAGEMENT TOOLS

## **Initiating** Change

#### **DEFINE PURPOSE**

#### **Ensure Sponsor Commitment**

- ✓ Sponsor discussion
- ✓ Form a guiding coalition
- ✓ Screen Test
- ✓ GRIP

#### **CREATE A SHARED NEED**

#### Establish a sense of urgency

- √ Threats/Opportunities
- ✓ Kev constituents

#### Voice the Vision

✓ Elevator Speech

## Mobilizing Commitment

#### **DESIGN THE FUTURE STATE**

#### **Refine the Vision**

- ✓ Critical success factors
- ✓ Project planning
- ✓ RASCI Matrix

#### **BUILD INVESTMENT**

#### Empower others to act on the vision

- ✓ Stakeholders analysis
- ✓ Influence strategy
- ✓ Building excitement & readiness
- ✓ Influencing Emotional Responses

#### Communicate. communicate, communicate

- ✓ Influence Strategy
- ✓ Communication Planning

## **Transitioning**

#### **MONITOR RESULTS & LEARNING**

#### Plan for & create short-term wins

- ✓ Internal Assessment
- ✓ Resistance check
- ✓ Results tracking

#### **BUILD SYSTEMS & STRUCTURES**

#### **Consolidate improvements** and produce still more change

- ✓ Transition manager
- ✓ Altered, created, retained
- ✓ Interim business strategy planning

## Making **Change Last**

#### **BECOME 'A WAY OF DOING BUSINESS'**

#### Institutionalize new approaches

- ✓ Best Practices.
- ✓ Storytelling
- ✓ Implementation Checklist

# **ELEVATOR SPEECH**

- The elevator speed tool helps teams distill specific messages in a clear, consistent unified fashion
- Build a sense of urgency for the change
- Enable continual consistent communication
- Increase momentum
- Agree on what this effort exists to achieve

