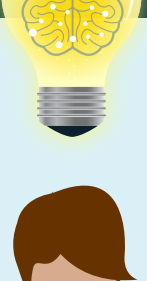


Communication Framework for Change Agents



Want to drive change in your organization?

The Two Rules of Change:

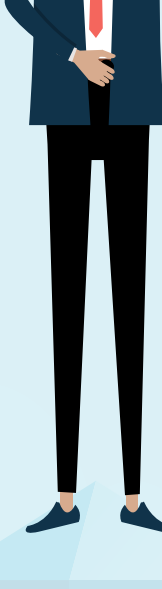
Technological change is inevitable, swift and exponentially powerful.

Gordon Moore's wisdom

People don't accept and embrace change at the same pace or for the same reasons; resistance is inevitable.

Geoffrey Moore and Roger Everett's wisdom

Win hearts and minds!



Understand why and when someone *would* change to better communicate why they *should* change.

PROFESSIONAL

My team's or my own performance will improve or our business outcome will be better

OR

There isn't enough evidence this will improve our business.

PERSONAL

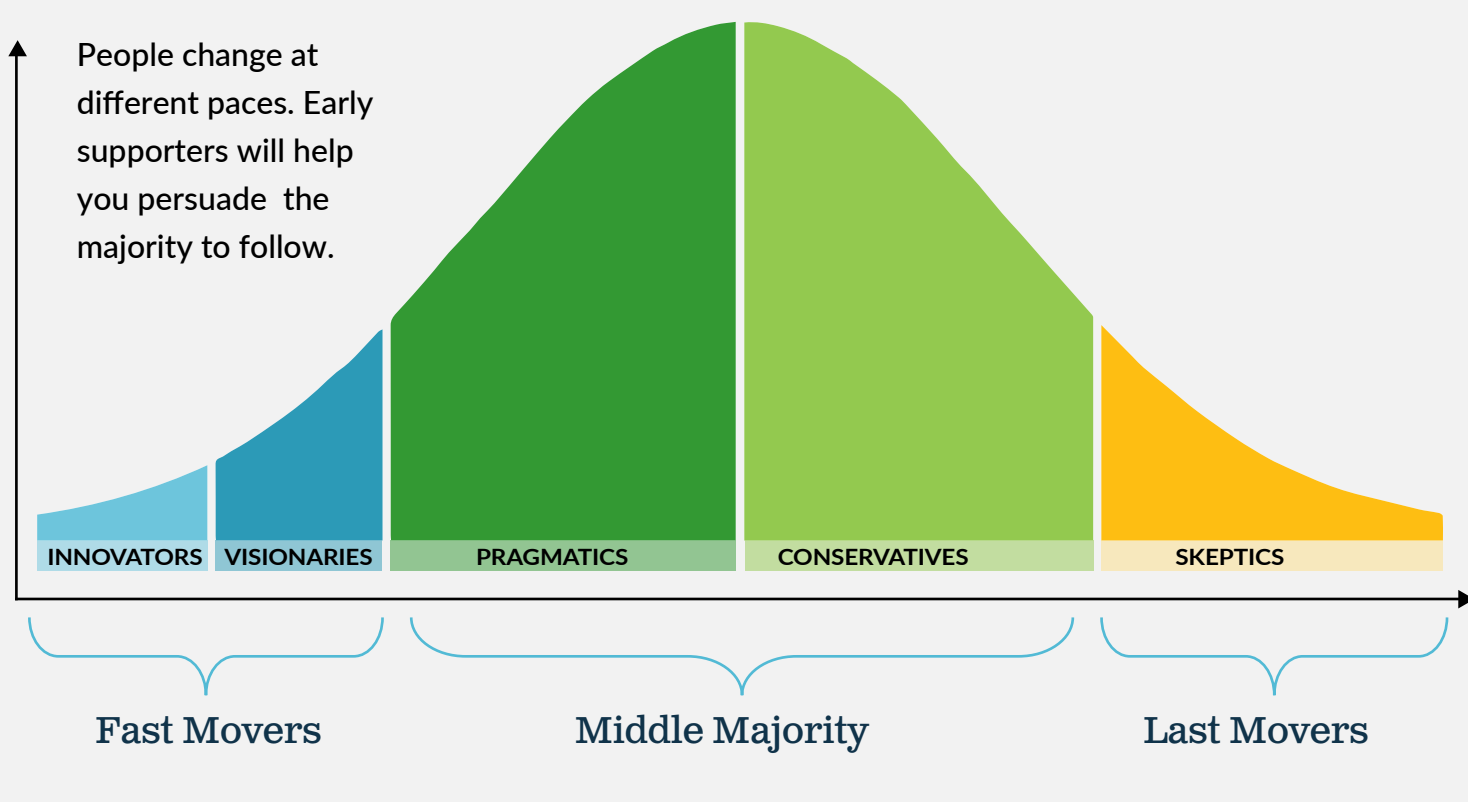
I will have less tedious work to do. I will have less risk of error or I will look like a hero for sponsoring or supporting this.

OR

This will add hours to my week or day. I fear this will fail and I'll look like a failure along with it. I have so much else going on, I don't see how I can learn this now.

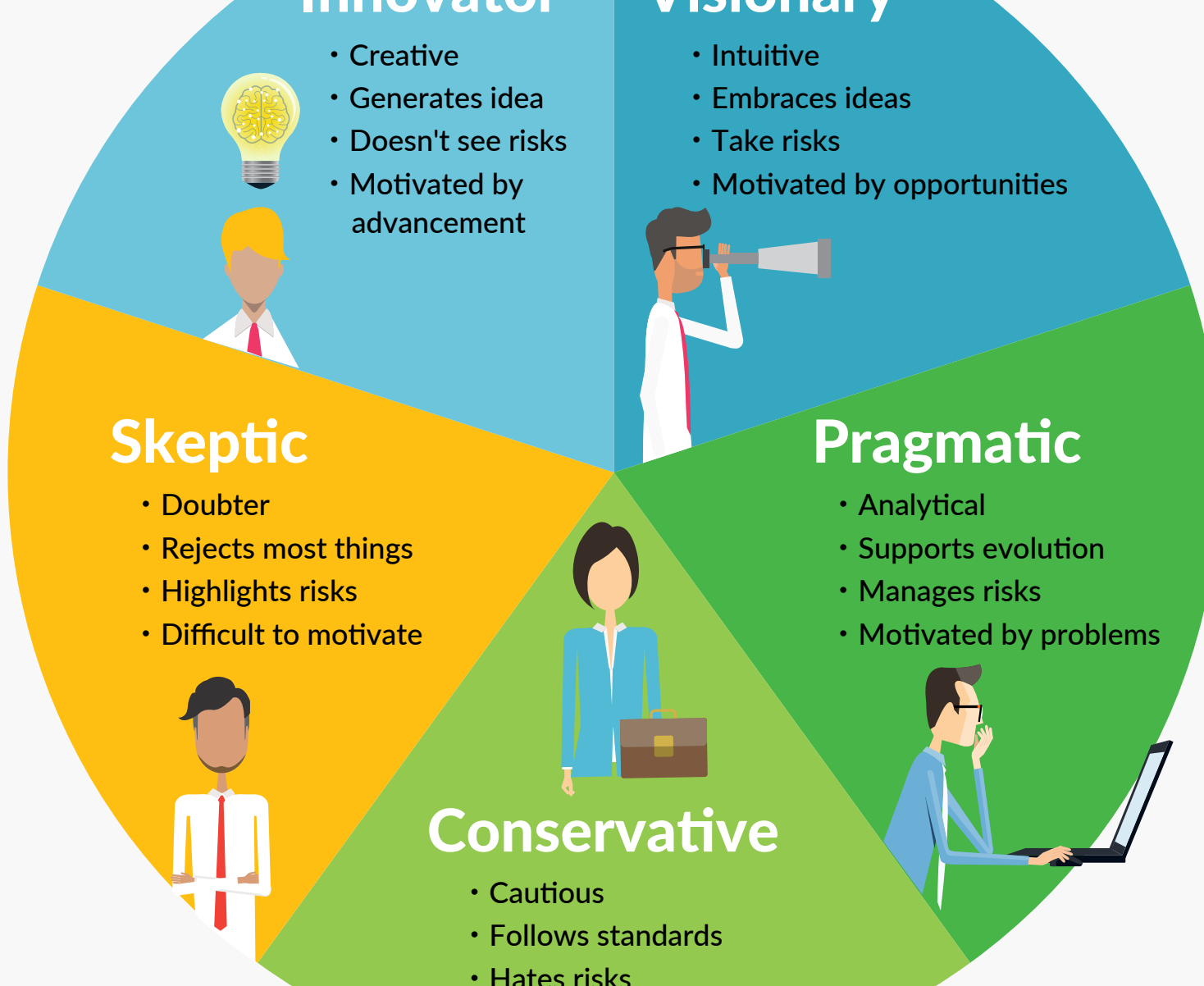
How does your audience react to change?

People change at different paces. Early supporters will help you persuade the majority to follow.



What's their personal perspective?

What excites change agents and visionaries rarely motivates conservatives and skeptics – understand your audience's personal perspective on new ideas to be more effective communicating value.



What's their professional focus?

What concerns senior executives and front-line practitioners are rarely the same. Map the level of detail and content of your message to the focal areas of the audience.

Level	Watches...	Focused on...
EXECS	Metrics	Performance and Results
DIRECTORS	Process	Reliability and Predictability
MANAGERS	Actions	Execution Priorities
PRACTITIONERS	Details	Steps and Quality



Is the audience captive?

If you're a leader communicating change to your team, weigh and consider:

Is your team looking for your commitment before making their own? Be cautious about saying "we'll try this out for a while" which tells them you're not serious and they don't need to be either.

Are you demonstrating the change you'd like to see? Set the standard for the team and be persistent; they're watching your actions.

Do you have executive support? Let the team know your boss is expecting better outcomes and results.



What's in it for them?

Tune your message to people's unique motivators and perspectives to increase momentum for your ideas. Create "what's in it for you" slides or talking points designed for each audience so they can quickly understand why change is good for them. Sometimes separate conversations with four constituencies can save four weeks of resistance!

	EXEC Metrics	DIRECTOR Process	MANAGER Actions	PRACTITIONER Details
VISIONARY	Share the vision, quantify what's possible: less cost or risk, more revenue or growth.	Describe the potential process benefits and new opportunities available as a result of change.	Highlight what more they can achieve and the personal and career opportunity presented.	Show how they can make a bigger impact, grow and be a part of great change.
PRAGMATIC	Quantify what's probable and the steps/costs to achieve likely results.	Demonstrate probable process improvements. Highlight knowledge, risk or other gaps that will be closed.	Provide specific examples to show how this change improves key actions; detail what is required to achieve results.	Explain specifically what will change -- what steps are eliminated, what are improved. Show executive sponsorship.
CONSERVATIVE	Quantify what others have achieved and the cost of not changing (cost, risk, revenue, share).	Detail the process improvements; demonstrate current process shortcomings so risk of inaction exceeds risk of change.	Show how your idea reduces risk of failure, inaction, or error in current practices or prevents loss, so risk of inaction is greater than the risk of change.	Itemize what they won't have to do in the future, what tedium is eliminated, and how they or their work will be better off.
SKEPTIC	Determine quickly if the exec is a skeptic, find another sponsor if so.	Minimize your time investment; highlight the risks, costs or shortcomings of current process.	Minimize time spent trying to convince this person. Find a strong executive sponsor to help.	Don't invest time convincing this skeptic; there is little you can do to accelerate their adoption.



The Enterprise Results Platform

Find out more at: www.workboard.com

Source: Moore, Geoffrey A., Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets