

Not again!???

Communicating Change with/for Employees

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What's the deal about change?

- Stress
- Constant
- Piles up
 - It isn't just work or home
 - It is everything
 - Birthdays
 - Family issues
 - Health
 - Commute
 - Finances



Why are changes in the HR world?

- Change decisions
 - Made by people
 - Disrupt people
 - Embraced by some
 - Dreaded by some
 - Added to the “work”
 - Are they tied to the mission?
 - Are they tied to the values?

Changes - some specific to Public Sector

- Benefits
 - Changes in plan(s)
 - Costs
- Legislative issues
 - Costs
 - Plan
 - Compensation
- Political atmosphere
 - Board/Council/Commission
- Location
- Work changes
- Lack of training
- Organizational changes
 - New boss
 - New coworker
- Policies- changes, lack of education
- Philosophy
 - Training
 - HR
- Generational issues
 - New boss
- Holidays
- Safety changes
- Technology/systems



Let's have a sidebar....

about a big change
we all experienced

- My client stories
- COVID
 - Celebrations
 - Rituals
 - Oral history




Emotions from change

- Distrust
- Lack of confidence
- Worry
- Scared
- Give up
- Feel devalued
- Victim



Behaviors and Change

- What behaviors do you see?
Feelings/Emotions aren't behavior
- What is the behavior?



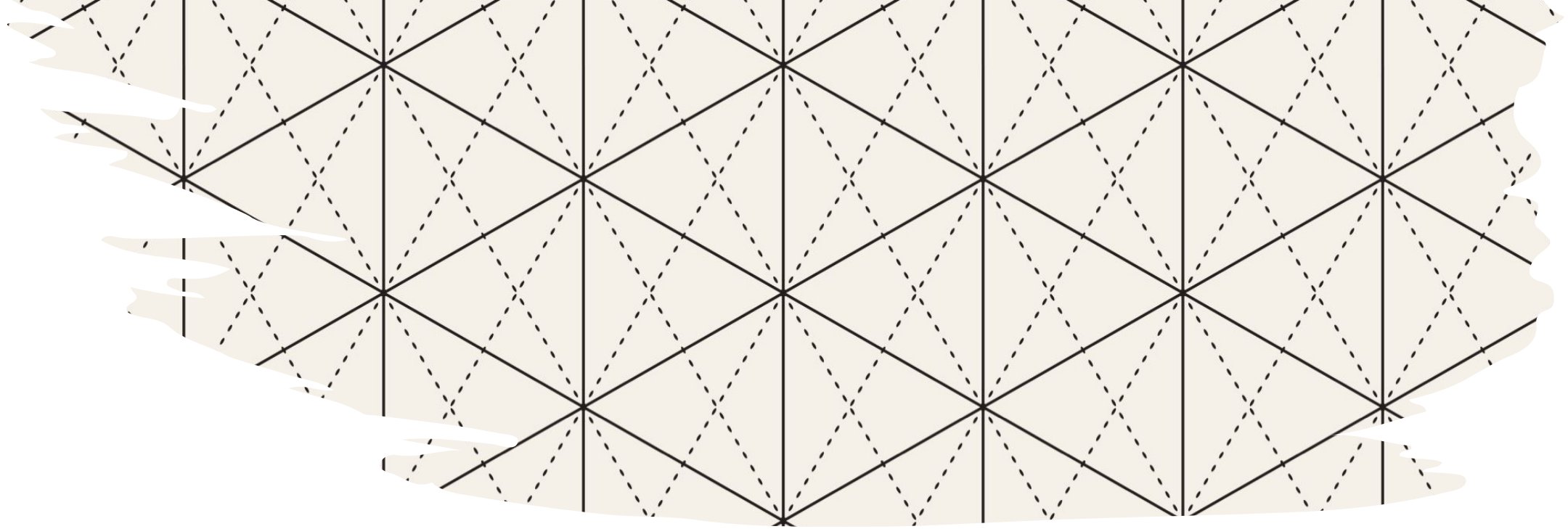
What do behaviors
have to do with
change?

- We have reinforced the behavior of employees
-are displaying or aren't displaying

We get what
we reinforce--
the
behaviors
are exhibited

- Are your employees patient?
- Resilient?
- Proactive or not?
- Empathic or not?
- Are behaviors ignored?
- We use euphemisms
 - Transformational
- We shame those who don't respond how we want "teampayer"

- Is navigating change a performance measure?
- Affects performance--spirals
- Affects turnover
- Us and them
- Are employee comms a priority?
- Do you hear "I have to.."
- Change fatigue –without recognition or celebration
- Good enough mentality



Behavior has a function

We can't change behavior until we understand its function (including our own!)

- Sensory
 - Feels good
- Escape
 - Removed or remove yourself
- Attention
 - Not necessarily good
- Tangible-seeking
 - Get something we want

4 Functions of Behavior

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Behaviors around change are a reflection of your community

- The way you manage change is how you manage employees
- How your employees manage change is a reflection of the strength of your culture

Leaders and Change

They don't have the
training/tools just because
they have the title



How do you reinforce leaders?

What is meaningful to them?



Change happens to/in HR too

- Over and over and over
- Between the rock and the hard place
- We don't know -- yet we are "suppose to know"



So, what do we do?

- We change the message or the process and unintentionally
 - add to the problem
 - “They are overwhelmed”
 - We pull back.
 - Let’s skip that part.
 - We fail to communicate that
 - Let’s tell them later
 - Better to ask for forgiveness
 - They find out and we miss our chance
Trust is broken.

What to do

- Communicate, communicate, communicate
- Remember, communication isn't about you!
- Start with the end in mind!

Why communicate?

Because it tells the why and the why not?

Stops speculation

Establishes the facts




It is like road construction- it's the middle that's the problem.

When to communicate?

As soon as possible
Regularly

What to communicate

- What you have-even if not much in your eyes



Best way to
combat change
fear and engage

- Four C's
 - Clear
 - Consistent
 - Constant
 - Communication
- Thinking about the sound bite
- Timing and Packaging

Reinforcements

- When people embrace change, reinforce the good behavior
 - Thank you for the question
 - Tchochke when the deadline met
 - Involve those who understand
 - Be specific
 - Ask for help/support
- Show empathy

Use the entire basket of tools

- Technology
- Voicemail
 - Texts
 - Video
 - Portal
 - Non-English languages
- Newsletters
- Posters
- Games/Apps
- Town halls
- Cascade the message
 - Leadership needs tools
 - Meeting in a box
- Your words mean something
- Transparency in the message
- Most important is the immediate supervisor
- The organization head is not the only person to speak
- Natural leaders
- Get feedback



My favorite way to start

- FAQs
 - Audience focused
 - Use technology
 - Reference
 - Same question in a different way
 - Message evolves
 - Can be used with other media

Seek first to understand....

- To understand change, you need to understand the behaviors and their function for the person
- Otherwise, the behavior you don't want gets deepened.

What results
from effective
employee
communication
during change?

Trust

Behaviors

Engaged

Responsive/Proactive

Resiliency



You can do this!

- Happy to help you!
 - Connect on LinkedIn
 - Listen to the micro podcast- every Monday!
 - *What the Heck is Happening in HR?*
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