

A Framework for Communicating HR Organizational Change

March 21, 2007

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Communicating Change – Our Guiding Principles

- During times of change, communication must:
 - Provide stakeholders with a clearly articulated “**case for change**”
 - Come from a **trusted and credible** messenger
 - Have **visible and vocal support** from organizational leadership (top-line, local, functional)
 - **Anticipate and address** each stakeholder group’s information needs
 - Connect each individual’s **role and accountabilities** with the organization’s charter and objectives
 - Demonstrate “**what’s in it for you**” to customers and HR staff alike
 - Provide mechanisms for **collecting, assessing and responding** to stakeholder feedback and questions

Are these the appropriate guiding principles for communicating change with the University’s stakeholders?

Where Are We Now?

Current State

Awareness

Understanding

Perceptions

Action

What have we communicated?

To whom?

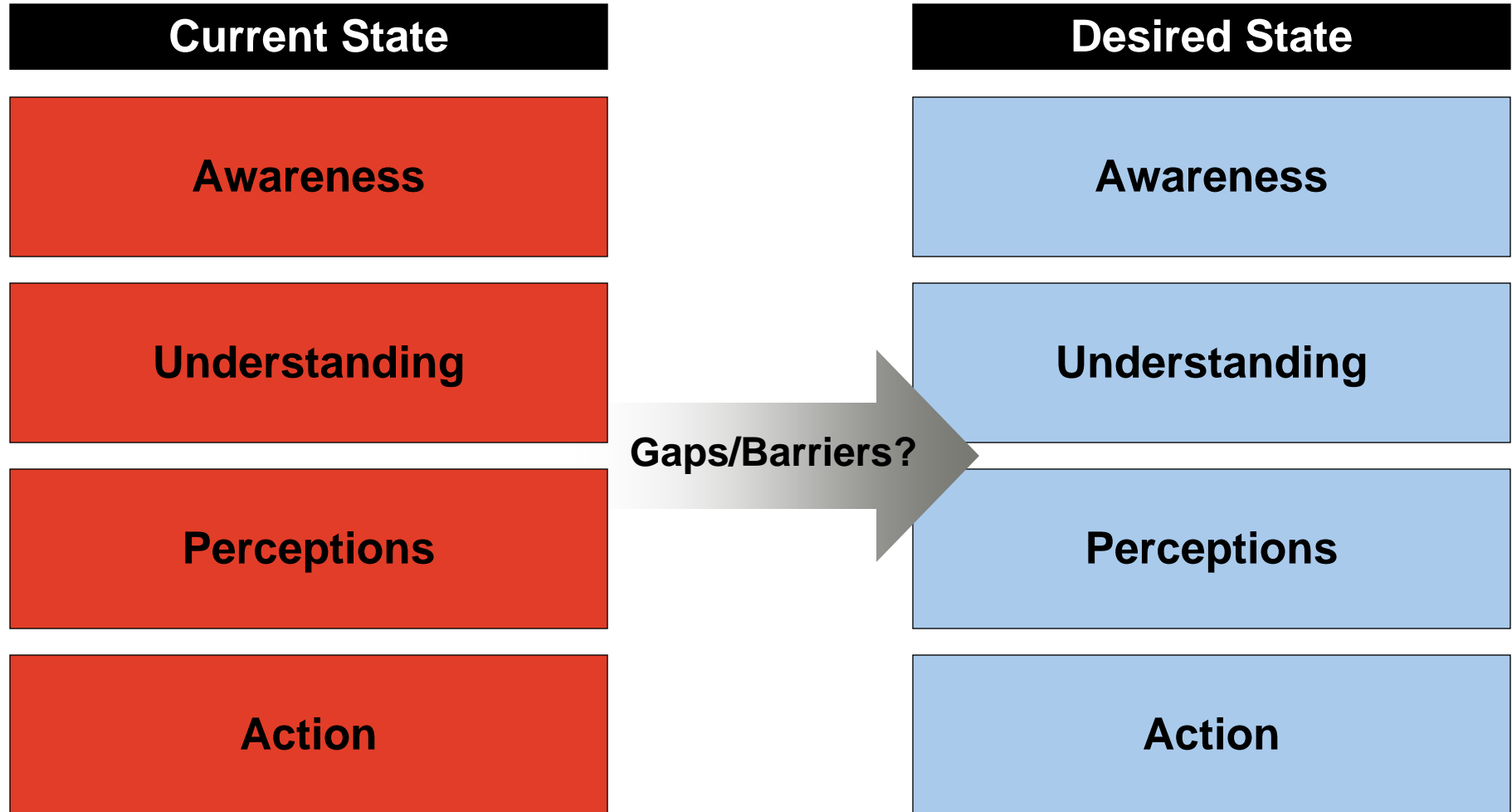
How?

When?

To what effect?

How do we know?

Where Do We Need to Be?



Change Positioning and Messaging

- Business drivers
- Customer impacts
- HR process and delivery improvements
- Changes for HR staff – role and responsibilities
- Timing and commitment
- “What about me?”

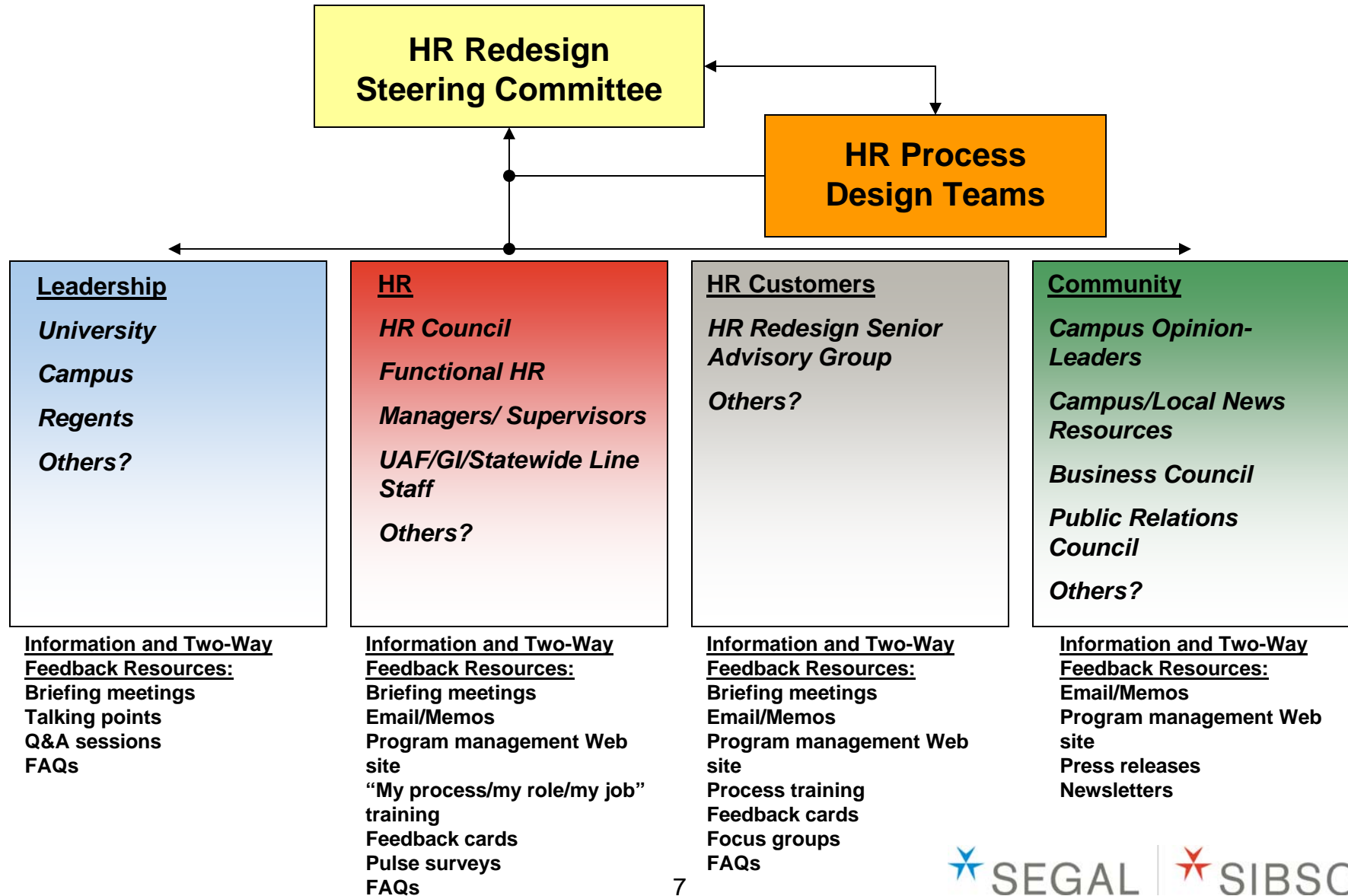
Our Stakeholders (a.k.a. “Audiences”)

Stakeholder Group	Information Needs
<i>University Leadership</i>	
<i>Campus Leadership</i>	
<i>HR Leadership and Council</i>	
<i>Functional HR Managers/ Supervisors</i>	
<i>UAF/GI/Statewide HR Line Staff</i>	
<i>UAF/GI/Statewide Customers</i>	
<i>UAF/GI/Statewide Opinion-leaders</i>	
<i>Campus Press</i>	
<i>Others?</i>	

Initial Communications Strategy Recommendations

- Ongoing “cascade” of information from HR transition advisory team to leadership, HR managers and line staff, and affected customers
- Delivery of targeted communications with stakeholder groups as transition components roll-out—i.e. right user, right information, right time
- Informed and visible HR leadership support throughout transition
- Coordinated use of all internal/external communication channels
- Careful and planned reinforcement of consistent key messages across channels
- Establish and promote two-way feedback channels

Proposed Cascading Communications Model



Cascading Communications Logistics

- How will information most effectively “flow” through this model?
- Who are the appropriate messengers?
- What communications tools are in place now?
- What needs to be developed?
- With what frequency will we communicate?
- How will you collect audience feedback?
- What resources are required to support the change communications process?
- How will you fill the potential gaps?

Communications Management

- Directed by **communications advisory group**
 - Made up of representative HR, customer and campus stakeholders
 - Responsible for execution of change communications strategy and plan
 - Meets regularly with HR transition team and leadership as appropriate
 - Employs rigorous communication project management protocols
 - Conducts ongoing review of progress against agreed-upon communications metrics
 - Identifies and recommends adjustments in course, as necessary

What resources are required to support the change communications process? How will you fill the potential gaps?