SAMPLE SLIDES

Manager Communication Workshop

For Line Managers

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AHS | COMMUNICATIONS
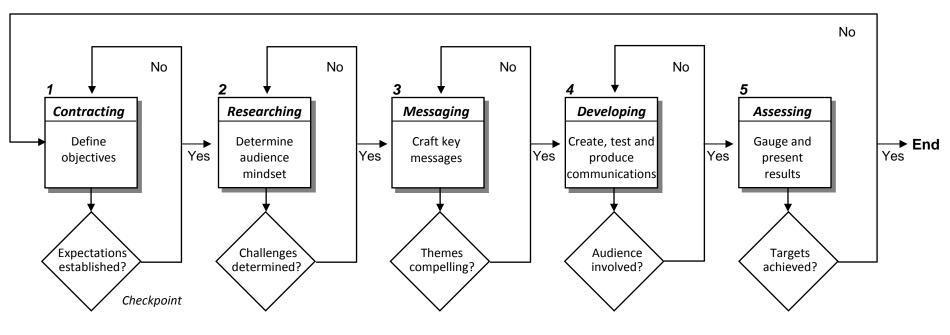
Bridging Research and Communication

How Organizations Communicate

- Formal communication programs and vehicles help build awareness of key issues.

- Leaders communicate what is important by their words and actions.

- HR processes reinforce what is important and reward people for adopting desired attitudes and behaviors.

Competency models
Hiring processes
Orientation programs
Training and development
Feedback and coaching
Talent planning

Communication plans
Print and electronic media
Face-to-face communication

Communication

**Knowledge/
Skill Emphasis**

Performance management
360 degree feedback
Employee surveys
Performance benchmarks

Vision and strategy
Messages
Questions
Praise
Actions
Symbolic gestures

Leadership   **Employees**   **Measures**

**Structure/
Process**   **Rewards**

Organization structure
Career paths
Policies and procedures
Roles and responsibilities
Tools and support

Compensation plans
Benefits
Recognition programs
Promotions

Change Communication Model

Activities

1 *Contracting* — Define objectives

Expectations established? — *Checkpoint*

2 *Researching* — Determine audience mindset

Challenges determined?

3 *Messaging* — Craft key messages

Themes compelling?

4 *Developing* — Create, test and produce communications

Audience involved?

5 *Assessing* — Gauge and present results

Targets achieved?

Flow labels: No / Yes between each stage, ending at **End**.

Activities

1 (Contracting)
Identify what needs to be accomplished.

Determine whom you wish to reach.

Decide what your target audience should know, feel and do.

2 (Researching)
Define what your target audience currently believes about issues related to the change.

Identify the values and perceptions driving those beliefs.

Outline likely challenges to your message.

3 (Messaging)
Craft persuasive messages that reinforce positive beliefs, counter negative believes and enhance people's understanding.

Express each message in terms of a theme, a summary statement and supporting evidence (e.g., facts, statistics, etc.)

4 (Developing)
Plan communication approach and tactics.

Create prototype communications.

Test prototypes with target audiences.

Revise communications as necessary.

Obtain approvals and finalize deliverables.

Communicate the change.

5 (Assessing)
Measure impact of the change, reactions and opportunities to enhance perceptions.

Present results to those leading the change effort.

Supplement communication as necessary.

Questions to Answer at Each Stage

1. Contracting
- What needs to be communicated?
- Why is it important?
- What are the implications?

2. Researching
- Who is our target audience?
- What do they currently think?
- What would we like them to think?

3. Messaging
- What is the single most persuasive message to change people's attitudes?
- What will strengthen positive beliefs, counter negative beliefs and enhance understanding?

4. Developing
- How can we reach our target audience?
- What's the purpose of each planned communication tactic?
- What does the target audience think of our draft communications?

5. Assessing
- What was accomplished through the communication campaign?
- How were the communications perceived?
- What messages need to be reinforced?

Leader Communication Competencies

Insight

- Connects company strategy to marketplace events
- Aligns work unit priorities to company goals
- Defines individual performance objectives and metrics
- Conveys customer needs
- Explains the rationale and benefits of major changes

Feedback and Coaching

- Identifies ways people can be more effective
- Recognizes and rewards good performance
- Prepares people for future assignments
- Points out available tools and resources
- Helps others learn and adapt

Listening

- Stays focused on the speaker
- Strives to understand the speaker's position before reacting
- Asks clarifying questions to start a dialogue
- Probes to determine root causes of problems
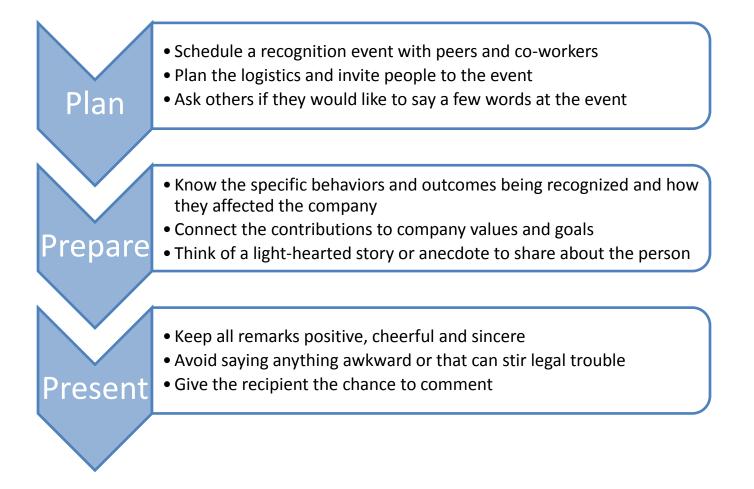- Listens for underlying thoughts and feelings

Informing

- Defines the message to be conveyed
- Makes the point using simple, direct language
- Writes clearly and concisely
- Demonstrates tact and diplomacy
- Considers who else needs to know

Delivering Tough Messages

Be empathic
- Demonstrate that you understand how an event or situation might make others feel. Watch how politicians handle comments following a disaster. Invariably they'll begin by offering their condolences to the victims and their families. They may simply be following the playbook, but at least they show awareness of the human cost of a tragic event.

Don't speculate
- Separate facts from reassurance. Every good crisis communicator knows this. Say what's known, what's not known and what's being done, but don't speculate to make people feel better or you will erode your credibility.

Avoid spin and hype
- People will recognize the facts for what they are, and a rosy interpretation will appear either out of touch or disingenuous. When the heads of seven tobacco companies in 1994 told a U.S. congressional committee they do not believe nicotine is addictive, did anyone watching the proceedings believe them?

Tell it all…all at once
- Letting bad news trickle out slowly breeds distrust and anxiety. For an example of the right way to convey bad news, look at how Johnson & Johnson handled crisis communication during the Tylenol scare of the 1980s. In addition to pulling the product from store shelves, J&J acted with openness about what had occurred – and rebuilt consumers' trust.

Make the point plainly and directly
- Communications are blunt instruments; subtlety is usually ignored. Your goal is to ensure anyone half listening or skimming the text gets the message. Think of the tagline that New York's Metropolitan Transportation Authority uses to remind passengers of their role in stopping terrorism: "See something. Say something."

Strive to reduce uncertainty
- Don't wait until you are ready to issue a press release before getting a message out to employees. Instead, explain what's being decided, where things might be headed and the timeframe for decisions. Remember: communication among employees doesn't stop in the absence of an official message; rumors rush in to fill the void.

Let people arrive at conclusions themselves
- If you tell others what to think or feel, they will challenge your assumptions. For instance, if you want someone to think you are funny, tell them a joke – don't tell them you are funny. The goal is actually to minimize expectations, not raise them. Consider how candidates try to boost expectations about their opponent's performance before a debate.

Tool: Recognition Event Checklist

Plan
- Schedule a recognition event with peers and co-workers
- Plan the logistics and invite people to the event
- Ask others if they would like to say a few words at the event

Prepare
- Know the specific behaviors and outcomes being recognized and how they affected the company
- Connect the contributions to company values and goals
- Think of a light-hearted story or anecdote to share about the person

Present
- Keep all remarks positive, cheerful and sincere
- Avoid saying anything awkward or that can stir legal trouble
- Give the recipient the chance to comment

Source: Adrian Gostick and Chester Elton, The O.C. Tanner Recognition Company

Tool: Bank of America's Huddle

Huddle Date:	(date or timeframe within which huddle will take place)
Topic:	(topic to be covered in huddle)
Coach:	(leader who will facilitate huddle)
Associate(s):	(associate(s) who will participate in huddle)
For More Details:	(printed materials, websites, other associates, etc. to explore for more information on this topic)
Desired outcome:	(Specific, expected behavior change[s] that associate will demonstrate after the huddle)

Step	Min.	Information to Cover
Open huddle Tell associate: • What's going to change. • Why it's important to the associate and the bank. • What you want them to do differently	3 min.	(Cover topic—make sure associates know what's changing in the company or what needs to change and <u>why</u>. Tell them, specifically, what they need to do differently themselves, if they need to get customers to do something differently, or both. Outline what will happen if they do change, and what could happen if they don't [the potential positive and negative impacts, to the business and/or personally]. Tell them, specifically, how they and/or their customers will benefit from this change.)
Clarify topic & challenges • Ensure associate understands what's being asked of them. • Solicit issues, challenges or concerns about making this change.	4 min.	(Ask questions to ensure all associates understand the issue or topic, and everything that was covered in "Open huddle" above. Ask questions to uncover any issues around confidence with skills/support or with motivation to make the change. Ensure all associates have a common understanding of related terms, procedures, products, policies, processes, etc. Ask questions to identify, from their perspective, what possible barriers exist to making this change. Also, ask questions to identify what problems they think their customers might have with it.) (The questions you ask should be focused, open-ended questions; avoid closed, "yes/no" answer-types of questions, and avoid rhetorical questions or statements that do not allow the associate[s] to participate.)
Develop solutions • Solicit ideas to address any issues, challenges or concerns associates have. • Solicit ideas for measuring success w/ this action.	3 min.	Ask questions so *associates* generate possible solutions to overcoming each of the challenges and issues. Identify solutions to those challenges and ways of successfully making the change happen. Capture these ideas.)
Agree on actions • Confirm & get commitment on what needs to happen next.	1 min.	(Decide, as a group, on specific actions to take and who is responsible. Ensure everyone's clear and on board.)
Close the huddle • See if there are any questions. • Express confidence • Wrap up discussion	1 min.	(Express confidence in positive outcomes. Identify any additional next steps. Encourage associates to come to you with questions they may have later.)

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Exercise: Writing a Huddle

Instructions: Working in pairs, use the template below to draft a huddle on a topic of your choosing. Be prepared to share your huddle with the full group.

Huddle Date:	
Topic:	
Leader:	
Associate(s):	
For More Details:	

Desired outcome:		
Step	**Min.**	**Information to Cover**
Open huddle Tell associate: • What's going to change. • Why it's important to the associate and the company. • What you want them to do differently	3 min.	
Clarify topic & challenges • Ensure associate understands what's being asked of them. • Solicit issues, challenges or concerns about making this change.	4 min.	
Develop solutions • Solicit ideas to address any issues, challenges or concerns associates have. • Solicit ideas for measuring success w/ this action.	3 min.	
Agree on actions • Confirm & get commitment on what needs to happen next.	1 min.	
Close the huddle • See if there are any questions. • Express confidence • Wrap up discussion	1 min.	

Communication Skills Self Assessment

Name:	Date prepared:
Use this form to create a plan for developing your communication skills. First, identify your communication strengths and development needs. Be sure to consider how your natural communication style might support or hinder you in achieving your business goals. Then, in the "Action items" section, list what you will commit to do by when to become a better communicator.	

Communication strengths	Communication development needs
•	•
•	•
•	•
•	•

Action items List actions you will take to address your communication skill and performance gaps.	Due date
•	
•	
•	
•	
•	