

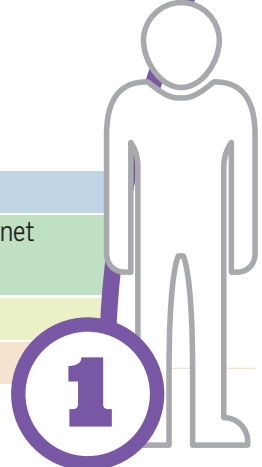
BUILDING UNDERSTANDING

Dialogue (two-way).
Small group meetings, breakouts to develop questions, facilitated Q&A.
“In response to your question, let me share the rationale for change.”
“Having explored my concerns, I now understand the focus of the change and why it’s needed.”



SHARING INFORMATION

Telling (one-way).
Presentation, email, video, intranet posting.
“Here’s what’s we’re planning.”
“Thank you for telling me this.”



IDENTIFYING IMPLICATIONS

Exploring and analyzing the impact of the change.
Interactive group discussions about what the change means for the individual, team, and organization. Alone time for analysis and reflection.
“How does this change impact you and your work?”
“This change means X for my department and Z for me and my job.”



GAINING COMMITMENT

Making the decision that the change is worth the cost.
Alone time for personal introspection.
Opportunities to address issues with peers, supervisors, and/or leaders of change.
“Are you with me in making this change?”
“I personally want this change to succeed and will contribute fully so that it does.”



ALTERING BEHAVIOR

Demonstrating new behavior.
Training, coaching, and other opportunities for practice and learning. Policy or systems changes to reinforce desired behavior.
“What do you need in order to perform in the new way?”
“I can perform as needed for this change to succeed. I’m open to receiving feedback and coaching to keep improving.”



LEVELS OF COMMUNICATION

Most leaders recognize that communication is essential during change. However, all too many think of communication as a simple matter of sending an informational email. To encourage the understanding, commitment, and behaviors needed to support sustainable change, organizations must engage in five levels of communication.

