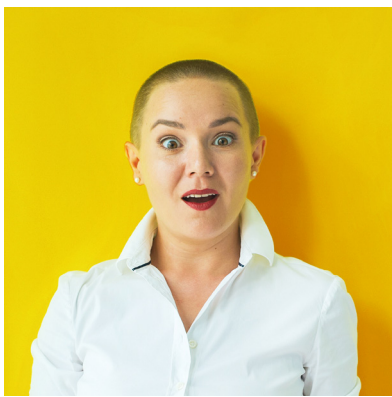
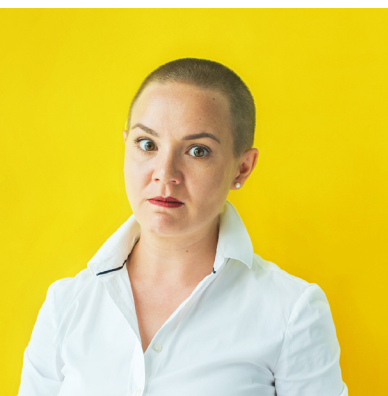
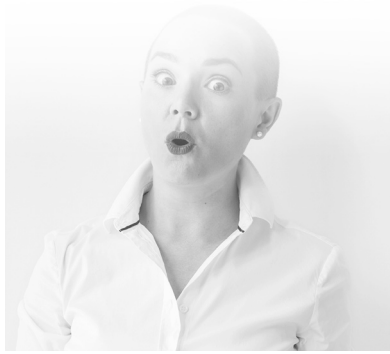


THE  
**CHANGE  
COMMUNICATION  
AND  
LEARNING  
MODEL**  
FOR  
EFFICIENT  
CHANGE



“

There is nothing  
permanent  
except change

Heraclitus

”

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# 1

## INTRODUCTION TO THE CHANGE COMMUNICATION AND LEARNING MODEL



## 1.1 History of “our model”

Our original model for change communication was shaped during our first assignments with IKEA back in 2004. A common view was needed among stakeholders, project people, and communicators about the journey that lay ahead for a series of change initiatives of new tech solutions and ways of working in the organization. So, our goal was to formulate an “IKEA way” of leading and communicating change.



FIG. 1 – OUR ORIGINAL CHANGE COMMUNICATION & LEARNING MODEL

Symbal was newly founded and focused on helping companies succeed in implementing change and inspiring employees to adopt new behaviour effectively and efficiently. Our experience lay in marketing and conducting product launches for major tech companies during the 90s and early 00s, where we had developed a structured and sequential routine for launching new products at different points in the value chain – from product owners through to the sales force, distributors, retail, and customers.

Our toolbox at the time mainly consisted of theoretical approaches taught and practiced in the two founders’ previous careers as marketers. Influenced by different marketing theories – in particular the AIDA model (Attention Interest Desire Action), one of the first and simplest theories in marketing – we searched for a model that focused on individual behavioural change rather than on how to get people to buy your product.

## 1.2 The essence of our model – **how** to communicate change

The essence and the benefit of our Change Communication and Learning Model is that it not only describes the change journey for an individual person, but also provides guidelines for HOW to communicate with many people in a community, during each of the steps of the journey that we will introduce below.

Explaining HOW to is the main purpose of the model. The theoretical base relies on social and psychological science, and change management theory combined with a humanistic perspective and aspects from rhetoric, storytelling, and pedagogy.

In short, the Change Communication and Learning Model is meant to provide a good framework for planning, preparing and executing engaging and efficient change communication.

## 1.3 Why use the Change Communication and Learning Model?

The Change Communication and Learning Model is based on best practice from our Symbal change management and communication work with clients since 2003. As with any change model, it is important to keep in mind what the purpose and meaning of the model is when preparing, planning, engaging and supporting people to adopt new behaviours.

# THE CHANGE COMMUNICATION AND LEARNING MODEL IS BASED ON BEST PRACTICE.

The Change Communication and Learning Model can support you in...

- **...creating a common language among the stakeholders, leaders and communicators.** A recommendation is to stick to one or a few behavioural change models as many of them address similar points. Choose your vocabulary around change work and use it consistently. Using a common language helps people involved in the change work recognize, relate and engage.
- **...preparing and planning change communication.** Our model is a behavioural change model with a how-to-guide attached to it, an abstraction and a framework for coping with a complex reality. It addresses both the needs of the people in the community that are entering a change journey and those of the change initiator. We think that it is crucial to first understand both dimensions and then concentrate on the transmission between these two – the communication.

## 1.4 Using the Change Communication and Learning Model

The model is both linear and sequential, built on an assumption that people move through a series of cognitive (thinking) and affective (feeling) stages, which eventually culminate in a behavioural stage.

A relevant criticism of any linear model is that it represents a hierarchical sequence. We are fully aware that progress of change is often non-linear, and that human behaviour is complex, so the main risk for you as a practitioner is that following a model may lead you to believe that reality moves in a linear, hierarchical sequence.



THEORY



REALITY

However, as long as you are aware of the purpose of the model and use it as an abstraction and guide, we think it can be a great help. Remember its purpose: to help prepare, plan, engage and support people in an organization to adopt new behaviours.

Be aware that the communication you prepare will be perceived differently by different people, depending on who they are and where they are, both emotionally and rationally. Moreover, change rarely happens in isolation. In work life, people are involved in many change journeys at the same time, which can be exhausting and impact a person's ability and willingness to accept and engage in change.

There are many more "ifs" and "buts" to think of, yet the Change Communication and Learning Model has an important place in the change management portfolio. Read on to let us tell you why...

## 1.5 Five steps to make change happen

Our model contains five steps to help people adopt new behaviour with the help of engaging communication and purposeful learning. Each step has a name that expresses the goal of the step from the change initiator's perspective.



### 1 – PREPARE AND PLAN CHANGE COMMUNICATION

In this step, you should do just that. Plan ahead by taking into consideration the communication and learning needs for all phases already at this point. Laying a solid groundwork here will make your work in the next phases much easier.

### 2 – AWARENESS

The communication in this phase should create awareness. It needs to be clear, trustworthy, engaging and truthful.

### 3 – INTEREST

The communication in this phase should help people feel secure, safe and motivated.

### 4 – TRIAL

The communication in this phase should invite people to retrieve and understand for them relevant, new knowledge and to try it out. In other words, this step is about pedagogy.

### 5 – ADOPTION

The communication in this phase should focus on enabling people to adopt the new behaviour, to apply new knowledge and skills in their flow of work and to make them stay in the “new” without slipping back into old habits.

We have chosen the analogy of “steps” to highlight that a change journey is a step-by-step process for each individual. As a change initiator or promoter, plan and work your way through each of these steps thoroughly. The scientific base that the model rests upon as well as our own experiences tell us that you can't skip any of the steps. Each new step can only be accessed from the step that comes before it.

## EX SHORTCUTS DON'T WORK

**TO ILLUSTRATE THE IMPORTANCE OF DOING THINGS STEP BY STEP, LET US INTRODUCE TWO OF OUR PREVIOUS CUSTOMERS. ONE HAS AROUND 2 000 EMPLOYEES AND THE OTHER ABOUT THREE TIMES AS MANY. IN BOTH CASES, THE CUSTOMERS WANTED TO CLARIFY AND REVITALIZE ONE COMMON VALUE BASIS THROUGHOUT THE ORGANIZATIONS – AN EXTENSIVE AND CHALLENGING TASK THAT BOTH CUSTOMERS UNDERTOOK WITH THE UTMOST ENTHUSIASM. BUT THE RESULTS DIFFERED GREATLY – ONE OF THEM CHOSE TO TAKE A SHORTCUT.**

From our perspective, the assignments were very similar. We were given the task of helping to first map the conditions for change and then developing a communication strategy. Thereafter, we were asked to create a communication concept with a positive and trustworthy narrative, and we provided material for presentations and for facilitating engaging dialogues with the team.

At first, everything went well for both customers. The management was committed, and we were appreciated for our work and contribution. In both cases, we started the implementation work by involving the

every day, supported by the operational leaders. We had done it in this way before and seen it succeed.

We followed this plan with both customers, but the projects differed in one important point when it came to the implementation:

When the change was communicated, the operational leaders played a major role in creating awareness as the main communication channel. The big difference was that Company A's leaders, after being very much involved in the process themselves, only informed their staff about the common values rather than actively in-

### **COMPANY A TREATED THE IMPLEMENTATION LIKE A MARKETING CAMPAIGN WHILE COMPANY B TREATED IT AS A CHANGE JOURNEY.**

operational leaders, around 100 in the smaller company (Company A in this example) and around 400 in the larger one (Company B in this example).

The goal in both cases was to get the middle managers' participation and commitment. By ensuring this, the change roll out in the organization would be smoother and closer to the jobs people carried out

volving them, while Company B's leaders gave their employees time to participate, talk, reflect, and relate the common values to their own work situations.

From a methodological perspective, Company A skipped the crucial steps 3 and 4 in the Change Communication and Learning Model: Interest and Trial. They assumed that the, admittedly, well-presented intro-

duction would be enough to get action from the co-workers.

In Company B, time was allocated and attention paid to these two steps in the beginning (a time span of almost two years to cover the whole organization). Company A treated the implementation like a marketing campaign while Company B treated it as a change journey.

To make the change stick and become a sustainable, vital part of the business, Company B has measured the impact on an organizational level twice a year since the initial implementation. They have also built the common values into all HR processes, from recruitment to performance feedback. Company A never reached a company-wide view on the preferred and appreciated common values.

The results speak for themselves. In the 10 years since we completed the assignment with Company A, they have changed the formulation of their values twice and both times communicated the new versions in the same way as the first time – as marketing campaigns. The experience in the organization is that there are sedi-

ments of old and new formulations floating around, creating more uncertainty than benefit. As a new employee, one version will be presented to you; if you have worked for the company for a long time, you think that an earlier version is the one that applies. There is no common view, and even different parts of the organization have different versions and interpretations. What started off well with a high level of engagement among leaders became a slow-cooked soup of words and interpretations – a great opportunity for unity and growth left to stew on a small flame.

Six years after the initial steps in the change journey of Company B, leaders and functions have “rubbed in” the values to make them stick. Leaders were involved to set the change in motion, but they also meticulously designed and carried out each following step of the journey and followed it up. Top management kept an eye on the change process and continuously stepped and steps up to remind and support.

**Company A took short cuts; Company B trusted the process. The results speak for themselves.**



It has really settled in. For many of us, it feels completely natural to raise the values in everyday life. They have become guidelines for us, both for big and for small decisions.

// The chief executive officer of Company B

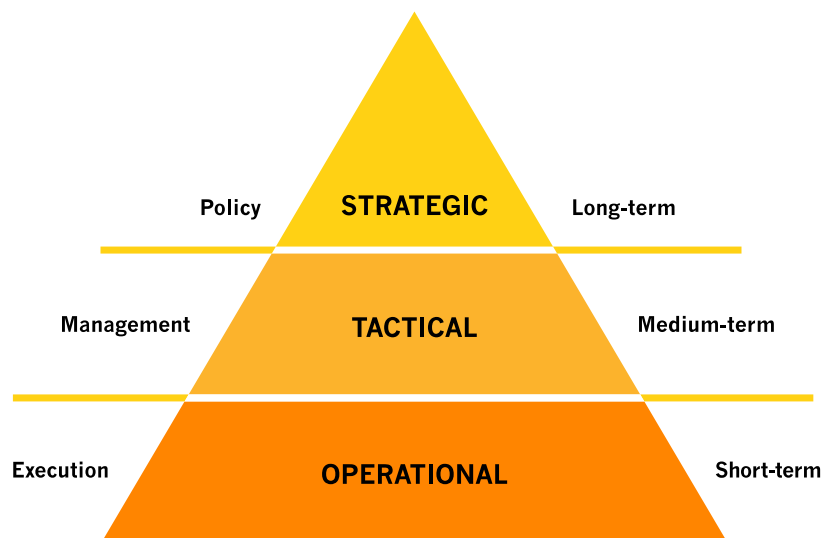


# 2 STEP 1 PREPARE AND PLAN THE CHANGE COMMUNICATION

**The main goal in this step is to ensure that change initiators and ambassadors prepare for the change, share a common understanding of the objectives, and have a shared plan to make it happen. Owners of the change initiative must assess themselves, their internal stakeholders, and the different target groups.**

Hopefully you’ve done your homework, the business problems are defined, and you know where to go. You can describe the future state of your business – your destination. Based on your business vision, you’ve identified a couple of strategic goals, must-win-battles and related change initiatives that you would like to start. This is where step one of our Change Communication and Learning Model begins.

Although we exemplify with strategic change initiatives, the model is useful for tactical and operational change initiatives as well. We go through the same process every time, whether we are solving a problem, streamlining a work routine, or engaging in a strategic change. The main difference is that the tactical and operational decision is made quicker and those affected are often closer to where that decision was made.



OUR DEFINITION OF STRATEGIC, TACTICAL AND OPERATIONAL LEVELS

Sometimes tactical and operational changes are not handled in the same careful way as strategic ones. They can appear with a bit of a bang from the initiators: “This is how we do it from now on instead”. In these instances, we often forget to communicate the WHY or to give people enough time to reflect and ask questions. Often, they won’t even have time to learn before they do. Remember that those who were not involved in identifying a tactical challenge, need to be convinced of the importance of it as well. Our model works well in this context also.

## 2.1 Each change initiative requires specific preparations and plans

So, where do we start the prepare and plan step when we often have many change initiatives happening at once?

Let's start with you. Have you done your personal preparations? Part of this prepare and plan step is to understand all the preconditions by structuring your thoughts and getting commitment from all those around you who you will need to promote the change and make it happen. When doing this work, you should be honest with yourself: How can you be clear, brave, consistent, and persevering in making this change happen?

In the following, we will go through five important sub-steps for you to consider in this 1st step of the Change Communication and Learning Model:

- 1 ABILITY TO CHANGE
- 2 CHANGE COMMUNICATION STRATEGY
- 3 DEFINING SUCCESS CRITERIA
- 4 COMMUNICATION CONCEPT
- 5 COMMUNICATION PLAN

### 1. ABILITY TO CHANGE

The aim should be to make sure everyone working to drive the change shares a common understanding of the objectives and of the target groups' readiness for change.

The starting point, we argue, is to understand the ability to change of the people in the target group. To understand the ability to change, you need to talk to and listen to people and gather information in a structured way. Research-based tools and methods as well as best practice can help you with this step.

At Symbal, we have developed our own tool: the Change Barometer™. Why guess when you can know? This tool helps change initiators find out how prepared the organization is for the upcoming change. It can be used to collect data on the current change topic in relation to current organizational behaviour, culture, leadership, communication, and learning. The Change Barometer™ supports the user in their conversations with members of the target group and leads to usable insights. The tool also reveals the "language of the organization", providing important input on how to shape communication and learning according to the already existing.

Your ambition in doing this investigation should be to try and gain a holistic understanding of the people you want to involve in the change journey. Often, many changes are happening at the same time, and everyday tasks need to be managed despite all this. For better or worse, we live in times of continuous change that we must handle to "survive."

For individual co-workers or customers affected by changes, there must be a balance between the conditions of their daily work and the ambition to change. You may consider Kairos (one of the rhetorical means of persuasion defined by Aristotle) by showing awareness of your target groups' factual situation and timing your communication and implementation strategy in a way that does not put unnecessary stress and pressure on them. When you do this, you create a sense of trust in you and your ability to see and empathize with those carrying the change.



THE CHANGE READINESS OF YOUR LEADERS IS KEY TO SUCCESS, BUT NEVER UNDERESTIMATE THE POTENTIAL STRENGTH AS WELL AS POTENTIAL CHALLENGE THAT EACH INDIVIDUAL IN THE CHANGE JOURNEY CAN BECOME.

The importance of leaders in bringing about change cannot be underestimated. A clear and committed leadership during times of change is often the overriding key to success and helps people "endure" the fact that the conditions of their daily work are constantly evolving. If co-workers or customers do not feel confident in those who want the change, the house of cards will soon collapse.

As change promoter, your job is to ensure that this analysis is in place and that you plan and prepare by relying on the insights of it. It's a process that you cannot by-pass if you want people to actually change their behaviour.

#### **PREWORK FOR PLANNING AND CREATING AN EMPATHIC NARRATIVE**

Everything is connected. Business transformation involves managing many changes at the same time. As we mentioned earlier, change is very complex. Having a perfect overview of an organization is impossible, although it is desirable and something that management tries to create by relying on support functions. Often, there is no way to grasp everything, at least not for a prolonged time – because things are changing and adapting constantly.

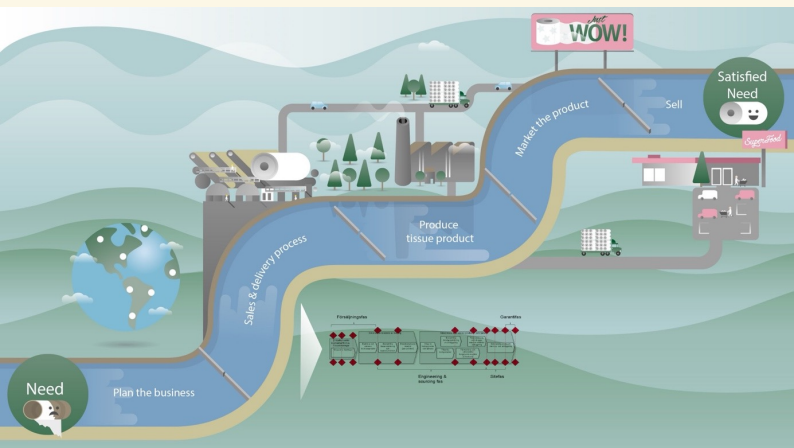
There are methods and systems that support the endeavour of seeing better and understanding the totality. Many data science companies are busy trying to find “the solution,” focusing on new technologies, AI, etc. We do not intend to delve into this here, partly because it is not our expertise and partly because we have not yet met an individual who knows everything, nor one solution that can provide a clear vision of everything.

To get an overview and to be able to see potential forces for and against change, both data and sensitivity to what people experience are needed. A good support system based on substantial big data goes a long way, but never forget that both facts and experience are relevant in ensuring that your upcoming change initiative succeeds. In the end, it will be your people who need to carry the change, so don't forget them along the way.



## A TIP TO HELP MANAGERS AND CHANGE COMMUNICATION PROFESSIONALS

Create a visualization that clarifies how current business operations connect to the new change initiatives. Visualize how the specific change is dependent on others. Workshops and conversations with various stakeholders will be crucial in gaining a holistic overview. This image of the interconnections of the business operations and change initiatives will be helpful to put on the table when having conversations with stakeholders and leaders at first. It will also be very helpful in the storytelling and visualization to all employees. One should not underestimate people's interest in an overview and the sense of security that this can create.



EXAMPLE OF A VISUALISATION FROM A TRANSFORMATIONAL PROGRAM AT A CLIENT.

Knowing more about the organization's situation will make it possible to create a sound narrative – holistic, realistic, and empathic. With a clearer view, you will be able to communicate, lead, and handle peoples' expectations in a much more realistic way.

## 2. CHANGE COMMUNICATION STRATEGY

Based on your analysis and the conclusions drawn from it, you build your change communication strategy. This is where you sketch out the background and direction for the change communication that lies ahead. The strategy should be written and visualized in such a way that you can use it as an information tool for other stakeholders or, for example, an external communications agency. Think about the audience when you write. You may have to explain some things that are crystal clear to you in more detail as your audience is unlikely to have the same understanding of the situation as you have.

The strategy defines the direction for all the following change communication. How it is packaged varies significantly from company to company. In some cases, a global communication strategy is available. In this case, alignment of the change communication strategy with the existing global communication strategy is important. Otherwise, there is a risk that the change team becomes too creative and misses valuable input that already exists. In other cases, there is no global communication strategy; then all the necessary descriptions and definitions need to be prepared by the change communication team.

While there is no one standard, a few key aspects should be covered in all change communication strategies. These are:

### **BE CLEAR ABOUT WHY THE CHANGE IS NEEDED AND WHAT IT WILL ADD IN TERMS OF BUSINESS VALUE ONCE THE DESTINATION IS REACHED**

It's important for readers of the change communication strategy to see the link to the business strategy. What do people need to understand and embrace? How does this change fit into the bigger picture?

### **DESCRIBE YOUR TARGET GROUPS AND HOW THE CHANGE WILL IMPACT THEM**

How do we see the community, organization, or customers? Should we divide them into categories based on roles, geography, etc.? To what extent do you believe this new initiative will rock the boat, and what do you base your conclusion on? What are the key

forces for and against change that you've identified in your analysis? All this is needed to back up your strategic direction for communication and to define your reasons for change. The answers to these questions will help you choose the most suitable means of communication for each target group, the communication channel, and so on.

### **DEFINE YOUR INTERNAL STAKEHOLDERS**

One way to categorize the people you need to involve is by sorting them into groups of decision makers, opinion makers, gatekeepers, and users. The users group is covered by your target group analysis mentioned above. To succeed with change initiatives, you need to understand the attitudes, engagement, and commitment of your stakeholders, even those perhaps not directly affected by the change as they can still be potential enablers of it. To be fully prepared, it is important to know to what extent they are for or against your initiative.

Consider all stakeholders in your analysis of the pre-conditions for change. Defining the energy for and against it in a so-called Force Field Analysis (a useful tool created by psychologist Kurt Lewin) could be enough at this stage. Most importantly, don't forget these stakeholders in your change communication plan – keeping them informed and nurtured might be one of your most crucial communication goals.

### **DEFINE YOUR CHANGE PROMOTERS**

The top communication channels for change in an organization are the leaders closest to the people, team leaders, and operational managers. Employees generally want to hear about change through them, so a general rule in change work is to get them onboard the change journey first. Also define who the top sponsor(s) of this particular change initiative is (are). This should be standard in any change communication strategy as it gives direction to the planning and conceptual work that comes next.

### **DESCRIBE YOUR CHANNELS FOR COMMUNICATION AND LEARNING**

It's important to utilize the channels that your target groups are already familiar with. Each group may use different channels, so you need to be aware of each of these. To spread out your messaging efforts and to create dialogue are essential tools in making people aware and engaged in the change. You should talk and repeat the change stories in multiple channels, such as face-to-face meetings, articles, blogs, video talks, e-mail, as well as via collaboration tools such as Teams or Yammer, etc. The more relevant channels you can use, the better.

Digital learning content should be easily accessible, just a few clicks away. When it comes to learning, there are advantages to choosing platforms that are already in use, such as the company's learning management system or intranet. This has the advantage of learning in a familiar context. However, this "corporate way" often entails creative and technical limitations. Instead, it can be tempting to choose a unique solution in which the specific initiative can stand out, e.g., a mobile app especially developed for the purpose. In the context of change management, this can show that you are serious and want to create its own place for the content. Thinking long-term, however, this can also have drawbacks. After the behavioural change has been implemented, other needs

come in, e.g., to introduce new employees, to provide support for rehearsal, etc. If you have the content on a separate platform, this means that people won't naturally come across it in the flow of their work.

Think ahead about what is likely to happen and prepare for the next step, in which the content is likely lifted into the company's general learning infrastructure. It is definitely an important decision point that has a bearing on both the change itself and future maintenance.

### 3. DEFINING SUCCESS CRITERIA

**What are the goals – both qualitative and quantitative – and how will I know when we have reached them?**

Define your change communication and learning goals. The goals for the change communication are an important input to the communication concept, plan, and feedback loops you will need.

The general engagement level varies in different organizations. Many large organizations struggle with being agile enough to be able to adapt to the speed of change today. Employee engagement is key for any business's ability to adapt and innovate at a sufficient pace. In other words, it is not easy to isolate the engagement for a single change initiative from the general engagement level. This needs to be considered. If you want to follow the progress of your change initiative, you need to find specific goals and ways to measure if these have been achieved.

Observing the target group over time in a structured way is a well-placed effort. From the perspective of the single change initiative, follow-up provides insights on how well the change has been rolled out. Continuous follow-up creates dialogue, and dialogue creates insights about how far you have come in your change journey. Finally, through follow-up, the initiators get useful examples (both positive and negative) to communicate to the entire target group.

Many change initiators think in terms of selling the ideas: from a sender to a receiver. However, this approach is too simplified when it comes to the change work that lays ahead of you. Change communication is not about talking people into doing or believing things; it's about convincing people on a fundamental level. Behavioural change is not a product they should buy. Rather, it is about them, and how they transform their habits.

**Change communication is about convincing people.**

## OUR CHANGE COMMUNICATION AND LEARNING MODEL (SEE FIG. 1, P. 5) CAN GUIDE YOU IN SETTING THE GOALS FOR YOUR CHANGE COMMUNICATION JOURNEY:

- Goals you set for the awareness phase should cover what people need to know, to see, and to understand about what they will face and, most importantly, why they will face it.
- Goals you set for the interest phase should cover feelings and perception. Define one objective focused on a feeling of trust and security and one focused on the level of motivation.
- Goals you set for the trial phase should focus on people's ability to understand and learn. Knowledge can be measured, but don't forget to also measure whether people feel that they know enough.
- Goals you set for the adoption phase should be focused on what people do, on their performance in the flow of daily work.



## SMART – A USEFUL FRAMEWORK

One useful framework for defining specific change communication goals is called **SMART – SPECIFIC, MEASURABLE, ATTAINABLE, RELEVANT, and TIMELY.**

Here's an example of how you could use it.

You're about to implement your new sustainability agenda, and you define a goal for the level of interest you would like to have as follows:

'Our goal for the new sustainability agenda is that people should talk proudly about the sustainability agenda, of being part of a company that wants to make a difference (specific).

We will measure this by following the activities and reactions on social media and in areas of internal collaboration. We will also conduct structured polls at certain times, both qualitative (talking directly to a sample of people) and quantitative (through our digital channels). It will be quantifiable by number of likes, retweets, comments, and scores (measurable). Following the social activities, we'll be able to see the level of interest (attainable) and appreciation and clarity through the type of conversations and attitudes. If people talk proudly about the sustainability agenda, it is relevant to them. We will measure this weekly over the next twelve months (timely). The feedback loops of data will help us adjust and clarify the message, if necessary (cultivate the relevance).'

## 4. CHANGE COMMUNICATION CONCEPT

**The change communication concept is the communicative framework that we create before making plans and developing the actual means of communication.**

The objective of the change communication concept is to shape the key messages, story, and visual expression as well as to define the different means and tools for communication.

There are different ways to produce great ideas, to refine them into concepts, and to create a feeling of ownership for all in these. Creativity with a purpose should be your motto in working on this. Treat idea work with great care; the connection to your analysis and link to your communication strategy must be maintained. Therefore, it is important that creators, storytellers, and artists that you invite to help you create this understand your strategy and goals. Otherwise, the ideas, no matter how creative they are, might not hit the target.

### THE FOLLOWING STEPS NEED TO BE CONSIDERED IN THE CREATIVE PROCESS – NO MATTER THE METHOD:

1. Need definition and goals (both business needs and the needs of the target group)
2. Idea generation (structured methods to trigger and collect ideas)
3. Selection of idea (structured methods to evaluate and prioritize ideas)
4. Concept creation (make the concept concrete, sketching, visualizing, and writing)
5. Test the concept (make a mock-up, pilot, or presentation of concept)
6. Evaluation and adjustment, budgeting for production and distribution
7. Documentation of the concept as a package, a vehicle for informing and anchoring with stakeholders, and with external as well as internal content producers.



The Design Sprint Framework – inspired by Google and Design Thinking – is a useful method for quickly producing communication and learning concepts. It's a step-by-step process for answering critical business questions through designing, prototyping and testing ideas together with target groups.

## ...design sprints require structure and leadership.

At Symbal, we use this methodology and we have learned that design sprints require structure and leadership. Today, we can run highly efficient design sprints 100% remote with participants from multiple locations (Who could have imagined that just a few years back?).

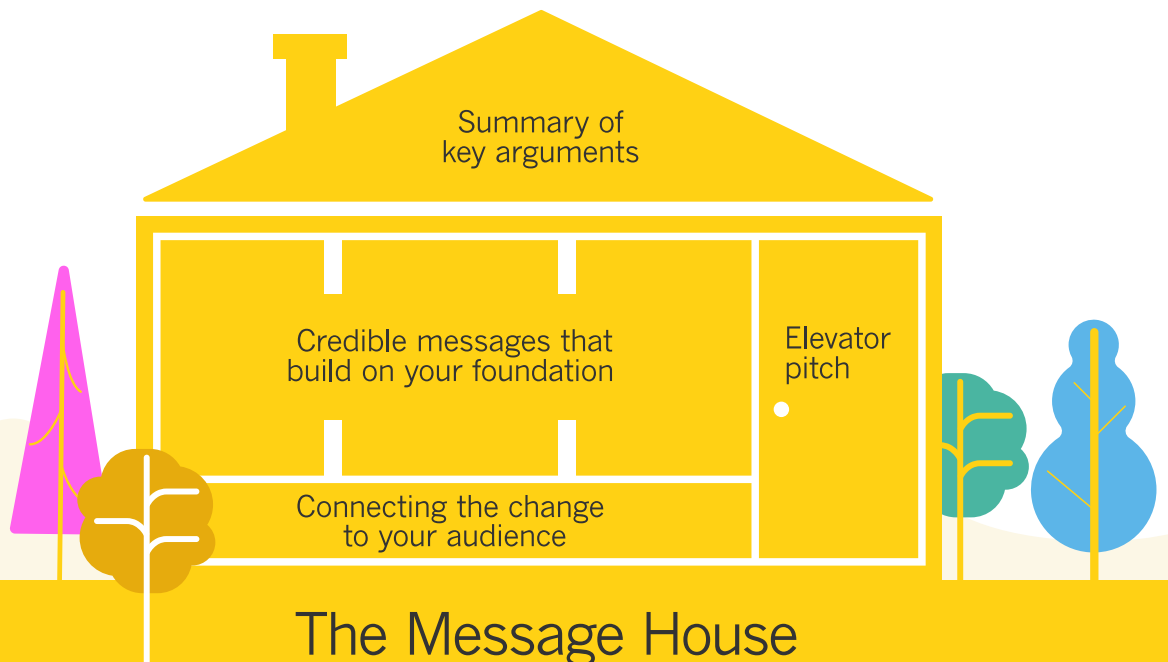
Here are some of our main learnings so far:

- **Extensive pre-work is needed.** A change communication strategy is helpful to set the scene, and a commitment to the purpose and goal of the sprint must be clearly defined and understood by all participants. If you work remotely, the whole process can be outlined beforehand in one of the many available collaboration tools, e.g., Miro.
- **Professional facilitation is crucial.** The facilitator(s) should have the personal skills to listen and lead. The facilitator's job is to focus on the process and the people, enabling them to mould the ideas and content of the concept.
- **Allocation of time and relevant resources.** A sprint requires full focus from all people attending. By designing the process properly, attendees can be involved exactly when they are needed. To participate without a role to play is meaningless and could affect others negatively. Commitment and engagement in every step are key.
- **Trust in the process.** Do not deviate. Put disparate thoughts on hold and steer them out of the design process. You can work through these later.

### PACKAGE THE RESULT IN A CONCEPT DESCRIPTION – FOR OTHERS, NOT THE DRAWER

Packaging the concept should be done in the way that makes the most sense for your specific context. We would argue that there is no standard.

A typical concept description may contain a “one-page” that provides a summary of the ingredients. This is useful for providing information and situating the change journey in relation to stakeholders. Otherwise, the description should contain the main messages. Sometimes you can work with a so-called message house, where the roof is the main message, and the rest of the house is divided into sections with sub-messages to address specific needs, issues, or target groups.



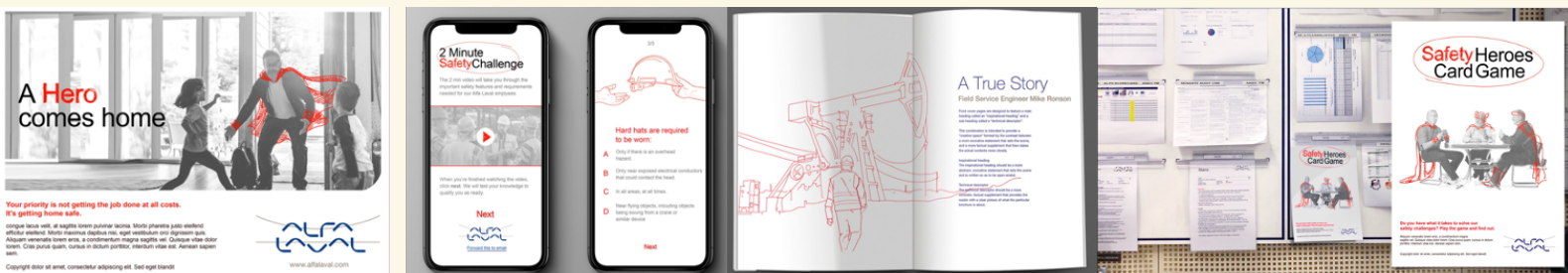
AN EXAMPLE OF A MESSAGE HOUSE TEMPLATE WE USE AT SYMBAL.



## PRACTICAL TIPS FOR YOUR CONCEPT DESCRIPTION

Ideally, your concept description is visual, with concrete sketches that apply the message to show how it could be used in different media, e.g., website, Facebook, brochure, or advertisement. It is important that everything is connected and has a consistent look and feel across all media. A concept description of this kind will serve as a guide to produce communication material and help creators and communicators stay on track.

Be aware that there is great value in consistency of appearance, story, and message. Of course, you should not go to extremes; monitoring pixels and exact wordings is often counterproductive. As a presenter/sender of the change message, it is important that there is room for your own examples and initiatives, not least to perceive a sense of ownership and create authenticity for the recipient. Ensure that the core of the communication lies on a recognizable foundation to help the recipients situate themselves as well as to avoid communicative islands in the organization, where different groups have taken part in different stories.



### EXAMPLE OF THE VISUALIZATION IN A CONCEPT DESCRIPTION

A powerful way to visualize the messages is to write a story, like a synopsis of a movie or just a short story. Here you can also clarify the choice of words and tone that constitute the overall tone-of-voice of your communication. Try these communication efforts out in your communication team to see if they work.

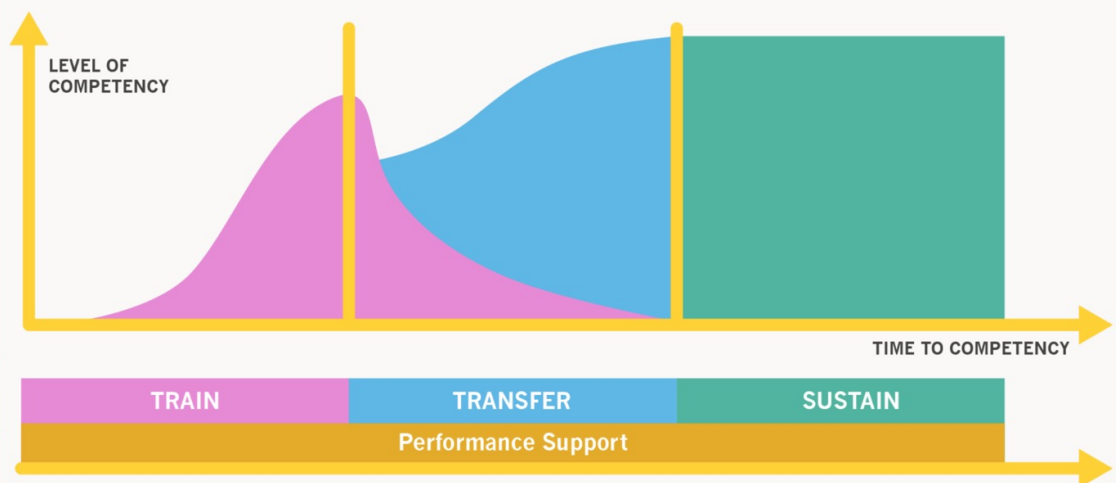
A powerful way to visualize the messages is to write a story.

### LEARNING CONCEPT

It's equally important to think through and outline the way you will help people learn and how you will provide learning support in the flow of their work. In your change readiness analysis, you must identify the target groups' potential capability gaps.

There is a great potential in thinking in terms of workflow learning already from the start. We recommend you use **The 5 Moments of Need model** presented by the American workflow learning specialists Bob Moshier and Dr. Conrad Gottfredson. They have described corporate learning as consisting of five specific moments where you have a need to learn.

- New** When you learn something for the first time.
- More** When you want to learn more.
- Apply** When you try to apply and remember.
- Solve** When something goes wrong.
- Change** When things change.



### THE 5 MOMENTS OF NEED MODEL

Everybody expected to join a change movement needs to build new capabilities in one way or another. The first thing to prepare is to package, publish and invite people to learn experiences to up-skill and/or re-skill.

In the conceptual work, you need to ensure that the pedagogy and technology you choose are adaptable to the nature of the subject. For example, learning about soft skills such as customer service, leadership or health issues, must build on credible facts and viewpoints, time for reflection and exemplifications. This might call for social learning events where people reflect on and explore the topics together, perhaps complemented by self-managed learning via a digital device.

When it comes to hard skills such as application handling, new technical features on a machinery, it is very much about step-by-step instructions and information packaged based on the target group's knowledge levels and needs.

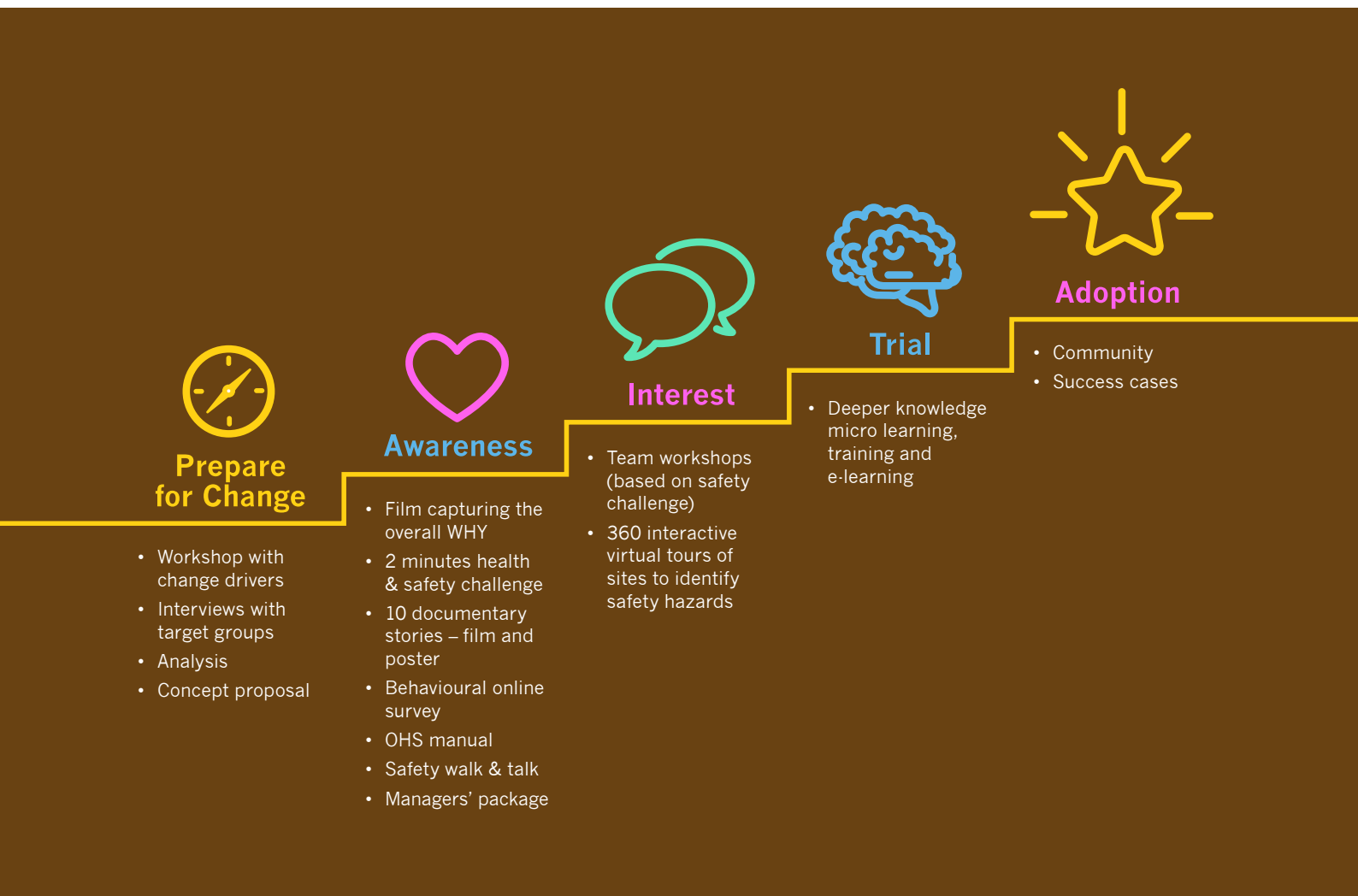
What we want to highlight here is that different types of skills require different concepts, in terms of both pedagogical method and technology.

A troubling pain point for both companies and employees is that learning experiences are often placed at a specific point in time, quite frequently far removed from the point in time where the learning needs to be applied to a work context.

**WITH A WORKFLOW LEARNING APPROACH, YOU CAN MAKE THE KNOWLEDGE AVAILABLE RIGHT WHERE AND WHEN IT IS NEEDED AND HELP PEOPLE IN THEIR EVERYDAY WORK.**

## 5. PLANNING THE CHANGE COMMUNICATION

Take the time to break down the strategy and concept into a concrete tactical plan describing how, when, and for whom you think the communication efforts will be implemented.



### EXAMPLE FROM A CHANGE COMMUNICATION PLAN

A first step is to use the Change Communication and Learning Model as a planning tool to break down the concept and to decide exactly what communication items should be prepared for each phase, including purpose and goals for each of them.

**Remember that change is not a linear process at the individual level for the receiver. Everyone is likely to move back and forth both emotionally and rationally during their change journey. The point of a plan is thus simply to give you a general idea of how to target your audiences in as synchronized a manner as possible throughout the change.**

In practice, some individuals will quickly start trying the new and changing their habits, while others will need time to catch up. The quick ones do not want to wait to attend an education, while others need time to absorb the education before they land in a sense of security and willingness to change.

The most important thing about a communication plan is that it allows you to prepare the communication and embed it in different channels with a clear purpose. Sometimes we have seen that communicators who use our model use their plans as a schedule, where each step must have a time slot, and no other communication than the one that applies to this particular slot should take place. Depending on the type of change, this can go very well or very badly, so be sure to continuously evaluate your specific situation rather than relying on a one-size-fits-all model. In change management, there is no such thing.

While there is no one standard, some things tend to not work. One of these is communicating “everything” at once. By doing this, you risk information overload and confusion. Therefore, the logic of the Change Communication and Learning Model is helpful as a guide, giving people time to board the journey: from not knowing at first, to processing the rational and emotional question marks, to finally absorbing the new knowledge completely, or de-learning old knowledge and “truths.”

Just because you’ve followed “the plan” doesn’t mean your target audience has also been able to follow the journey. If you can evaluate progress early, then you can repeat messages and schedule meetings with those lagging behind. For you as the initiator or promoter of change, it’s all about being vigilant and adaptive in your planning to meet the ever changing needs of your audiences throughout the change journey.

## **ELEMENTS OF A TACTICAL CHANGE COMMUNICATION PLAN**

- COMMUNICATION GOALS (what are the success criteria you’re aiming for?)
- PREPARE A SECTION FOR EACH TARGET GROUP (remember to onboard the operational leaders first)
- KEY MESSAGES (for each target group)
- COMMUNICATION AND EDUCATIONAL MEANS (films, presentations, articles, podcasts, e-learning, etc.)
- COMMUNICATION CHANNELS (forums, events, intranet, social media, collaboration spaces, etc.)
- RESPONSIBILITIES
- BUDGET (for production of means)
- TIME PLAN (a tip is to integrate the time for the production of means into the time plan, avoiding compromising with the means because you’ve committed to an unrealistic launch date).

## SUMMARY – PREPARE AND PLAN STEP

In this step, change communication practitioners, such as Symbal or other change experts, can help you facilitate the change readiness analysis, change communication strategies, creative concepts, and change communication plan. They can also help you package all this in a visually appealing and professional way.

### Key points:

- Ensure mutual understanding among change promoters and key stakeholders.
- Evaluate the target groups' ability to change. Identify the forces for and against change.
- Create a strategy for the change communication, creating a framework for the communication concept as well as for how to measure the progress of the change journey.
- Create a change communication concept.
- Create a learning concept.
- Create a change communication plan. Agree on the division of work among change promoters, communication support, time, and investment. The plan should define target groups, communication goals, and means for communication (what, when and how).
- Enable the top sponsors so they can become good ambassadors.

| A goal without a plan  
is just a wish.

# 3 STEP 2 AWARENESS



**This step is about helping people see and understand why the change is needed and what the change means to the business and organization. Great leaders don't just issue orders, they inspire people to act. It's only after you win people's hearts that you're ready to manage the change. Creating awareness is about being clear, inspiring, likeable and trustworthy. This is where the change journey starts for your target groups.**

By default, people are passive when it comes to changing what they're familiar with, so it's vital to get off to a strong start. You'll need to pluck the right strings with messages that inspire and encourage on an emotional level if you want to move people to action.

Make sure your messages shine and your vision comes to life. Create communication that makes your audience aware of what the future holds and why it's the right path. Story-telling from the heart is key to establishing trust. With clarity, honesty and compelling goals, your audience will be won over and eager to see what comes next.

What is to be done, when it is to be done, how it is to be done, who is affected are all management decisions. People need to be aware of the answers to these questions. The decision to replace something and to change into something new is always based on a motive: a why. It is most crucial to convince people that this why is a worthy cause.



People don't buy what you do, they buy what you believe in.

//Simon Sinek

You can support your people with information and tools, but the change always starts (and ends) with the WHY! To enable change, it needs to be explained right from the start of the journey. One story and key message shared by all promoters and in all channels. Clear and concise.

It is vital to remember a business does not change by decree of the board of directors. The people that work with you are the ones that in the end make change happen. First, you need to inspire them. Reiterate WHY you exist. By first addressing the heart, their minds open to the HOW and the WHAT.

Preparing the awareness communication also means that you eventually need to hand it over in a good way to those who will present and lead the conversation. One way to ensure that the story is coherent is to package it as a "Why film" or a pre-recorded presentation and to take time to practice this together among those who will present it. Research shows that visuals are key to creating awareness and engagement.

**If your audience sees that you as the senders of this story stand united and are convinced of the effort, they will be much more likely to trust the process and feel positive about it.**

## 3.1 Let Aristotle inspire you

So how can you find a way of making that “why” matter to your actual audience?

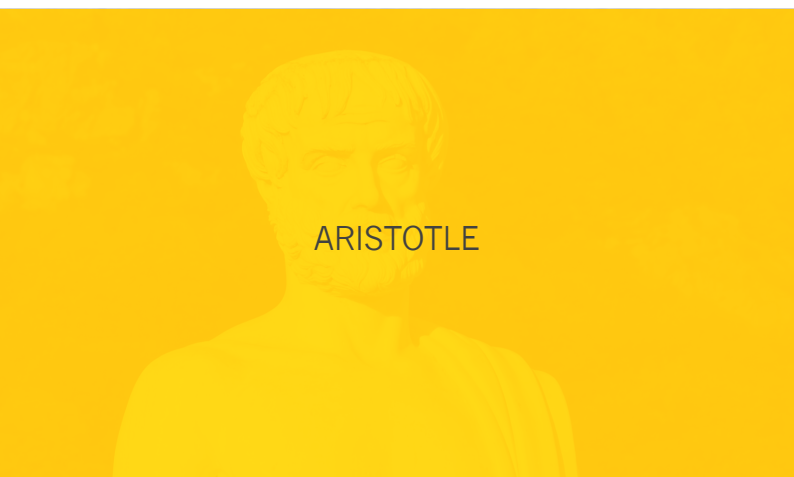
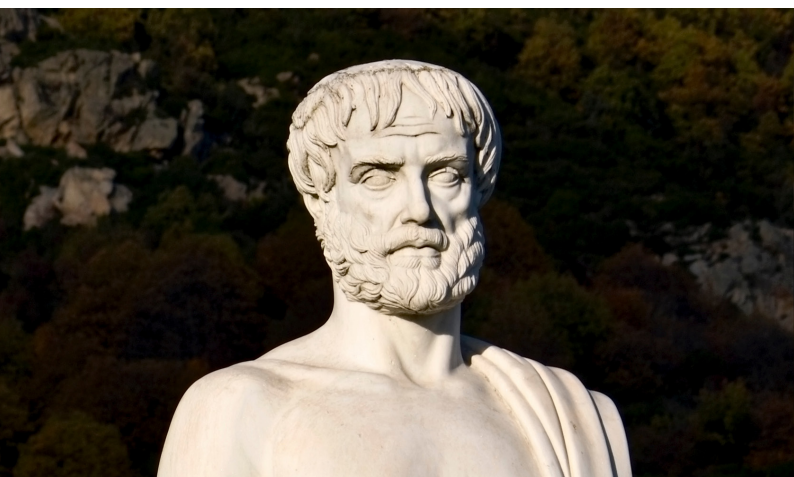
Change communication requires actual change and for that to happen, you need to lay the proper groundwork. Often, companies approach change as they would a marketing effort and that means using all kinds of messages and methods to push the audience to do what they want them to. To avoid this, try to see the journey through the eyes of those that will carry it. If you can find what motivates them or perhaps stops them from changing, you are much more likely to persuade rather than push them to change.

What people really need are **several** “whys”. You will provide the overall “why”, but then you’ll need to tailor it to the different audiences that you need to get on board of your change journey.

Just like you would not tell the same version of “how was your weekend?” to your grandmother as you would to your friends, you are also not going to tell the same version of “why are we doing this and why should you care” to your shareholders as you would to your employees. However, the essence must be the same to create consistence and trust. To have different fundamental reasons in the overall why is risky for many reasons.

...the essence must be the same to create consistence and trust.

When you think of persuading your audience, the four artistic devices that Aristotle defines as effective modes of persuasion can be very helpful. Even if these cornerstones of rhetoric are more than 2000 years old, they’re still relevant. In the following, we’ll give you a brief introduction to ethos, kairos, logos and pathos.



## **ETHOS**

Ethos is the appeal to the trustworthiness of the speaker. In your change communication, this is not an element that you can quickly pull out of a drawer. It requires time and consistency to build an ethos of yourself as a trustworthy leader and communicator. One way of building this ethos is to maintain a continuous, clear, and open dialogue with your employees. This will make them more likely to trust you when you are initiating a change or leading them through a change journey.

When thinking about your actual argument and how you phrase it, the elements to include, and how to angle it, you can take some help from the other three modes of persuasion.

## **KAIROS**

Kairos is the appeal to the right time and measure. Not all arguments will work at all times. Taking this into consideration, you may not introduce a major change initiative to your employees at a time where they are already extremely busy. Instead, you might find a time that is naturally a bit slower. Acting with empathy and insight like this will also strengthen your ethos as a leader who sees and takes into consideration the needs of their employees.

## **LOGOS**

Logos refers to both reason and speech and has, as such, been defined in different ways by different scholars. Some focus on the idea of logic and rationality: formulating arguments in a way that appeal to the rational thinking of the argument. This is the kind of argument that might work for selling a project to an investor, for example, because you can clearly point out the logic and the profitability of an investment. At times, logos is used to describe the actual word choice of formulating the argument, which is crucial as well.

Aristotle was convinced that to move people to action and change their behaviour, you'd need to make them care, and you can do that by using appeals to their emotions – pathos.

## **PATHOS**

Pathos is the lifeblood of any successful change communication. You need to make your audience care. To do so, you need to know what moves them. What motivates them. And sometimes the easier question is: what doesn't. For a successful change journey, all participants need to be on board. If you can find some arguments that touch upon what the bulk of your audience cares about, you're halfway there.

## 3.2 The words and the sender

Take a moment and reflect upon the following famous quotes. Think about by whom, what, when, how, and why these words were spoken. Think about what effect these words have had on so many people. What can we learn?



We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too.

//President John F. Kennedy, September 12, 1962

The United States was one step behind the Soviet Union when these famous words were spoken by the American president in 1962. The Soviet Union had sent men into space before the Americans. The threat from the communist giant in the east permeated American society, and the feeling of losing ground bothered the Americans. This speech was addressed to the American people in support of the Apollo program. It created a feeling that space was crucial for the USA, a belief in success, and an obligation to their proud heritage as a nation. Six years after these words were spoken, US astronauts landed on the moon.



We should create a better everyday life for the many people. We have once and for all decided to stand on the side of the many people. What is good for our customers is also good for us in the long run. This is a goal that commits.

//Ingvar Kamprad, A Furniture Dealers Testament, 1976

This message with its all-encompassing but, at the same time, specific meaning is and has been essential for everyone at IKEA since it was first written in 1976. During the more than 20 years we have had the privilege of working closely with the furniture giant, this is without a doubt the most recurring stanza in IKEA's conversations before new change initiatives. The importance of this message from the founder cannot be underestimated and may be the single most important factor for IKEA's incredible success.



We are striving to forge a union with purpose, to compose a country committed to all cultures, colours, characters, and conditions of man. And so we lift our gazes not to what stands between us, but what stands before us. We close the divide because we know, to put our future first, we must first put our differences aside.

//A stanza of the poet Amanda Gorman's speech at President Joe Biden and Vice President Kamala Harris's inauguration ceremony, 2021

This recent poem quickly became famous far beyond the borders of the USA through news media and social media. There are likely more people who can recite a few stanzas from Amanda Gorman's poem than there are people who remember President Joe Biden's inaugural speech. What long-term effect this has on its target groups will remain to be seen. But that Gorman's iconic moment had an effect as a style-maker, a representative of the future, is undisputed.

In all three examples, the modes of persuasion play key roles. Logos, ethos, pathos, and kairos are in play simultaneously. The sender of the message matters – as does their ethos. To clarify a bit further, we can distinguish between primary and secondary ethos.

#### **PRIMARY ETHOS**

Something that the person brings with them into the rhetorical situation. For example, the IKEA founder Ingvar Kamprad has a solid ethos, already established through his role as the founder of the company, but also based on how he was perceived as a person. The primary ethos is affected by many factors, but simplified it is the image of the sender in the audience's mind. Unfortunately, if a manager is unpopular or has an unsympathetic image, it is very possible that he or she enters a rhetorical situation with a weak primary ethos and is thus less likely to succeed with his or her communication.

#### **SECONDARY ETHOS**

What a person tries to convey and establish in the rhetorical situation, during the speech for instance. A speaker can try to strengthen their ethos by showing emotions such as empathy and compassion, i.e., by trying to convey pathos to their audience. This will only work if it is authentic. Audiences are often good at sensing if this is not the case.

We have seen changes in ethos: a well thought through communication set up and a great performance by leaders have changed the image of them, both as leaders and as individuals. We have seen how the winds turned from headwinds and scepticism towards tailwind and trust. Often these changes happened because of a well-prepared communication plan and a communicator that focused on using the basic principles of rhetoric to communicate authentically.

### 3.3 Visual communication

Communication that is not face-to-face, such as communication via social media, movies, websites, or brochures, also needs to include ethos, logos, and pathos. It can be more difficult to understand how to include these however, when the sender is less clear. A good change communication agency will be able to help you create visuals that can work with these modes of persuasion when working with visuals as well.

## **VISUALS NEED TO BE DESIGNED TO SUPPORT THE WRITTEN COMMUNICATION.**

Visuals need to be designed to support the written communication, and by thinking carefully about this, they can carry some of the persuasion. It is the totality that determines whether communication is perceived in the way it was intended. Images, like other communication, are perceived both on an emotional and a rational level.

When thinking about images, we need to look at four dimensions: the aesthetics, the skill in the execution, the intellectual stimulation, and the creativity. All of these affect how we react and reason after we have seen the visual.

The importance of image selection is often underestimated: “I can just throw in a fun stock image that I found; it has the same colors as our logo”. Stock images might work for visual artists who have the skills and the talent. Often analysis and creativity are needed before choosing a visual expression. To copy others is not always the best strategy; a “nice and informative” image for one company can be a particularly boring and everyday image for another. In the end, it’s about how to capture your identity and how you want to express yourself that matters.

Moreover, the effect of images depends to a large extent on the cultural context and identification of the group you’re addressing. A corporate brand guide can be very helpful, provided it represents the company’s identity, which it unfortunately doesn’t always do. This can be a dilemma when we talk about change. Perhaps the usual imagery and tone-of-voice manifests things as they are today; perhaps a new expression would clarify the change and create engagement? But this is a delicate balance where different interests within the company can oppose each other. Take this discussion seriously within your communication team. There is no one correct answer, so this question must be assessed on a case-by-case basis.



THIS IMAGE WAS PROPOSED BY US TO IKEA A COUPLE OF YEARS BACK. IT WAS APPRECIATED BY OUR ASSIGNER BUT NOT IN LINE WITH THE CORPORATE BRAND GUIDE. SO IT WAS TAKEN OUT. RIGHT OR WRONG?

AN IMAGE CAN BE RIGHT FROM ONE PERSPECTIVE: “WITH THIS, WE WILL CERTAINLY GET ATTENTION!” – BUT COMPLETELY WRONG FROM ANOTHER ONE: “THIS DOES NOT REPRESENT THE VALUES AND IDENTITY WE STAND FOR.”

Enable Change  
THE IKEA WAY

An image or a visual story in change communication should:

- **Stimulate curiosity and evoke thoughts.**
- **Make it easier to remember.**
- **Capture the essence of the change message.**
- **Create recognition and relevance.**
- **Engage and stimulate motivation for a positive future.**
- **Convey the sender's ambitions.** When you choose to invest in creative communication, it reflects well on you as the sender. There are scientific studies that show that ambitious and creative commercials have a better effect on the target group. Investing and producing high quality material shows that the sender is serious, that they believe in the new and want to invest in the future.

## INTERNALIZED IMAGES – INVITE PEOPLE TO PAINT THE FUTURE

We hope that you at this point see the importance of presenting an appealing vision – a why – that engages your audiences in your change journey. The key word here is “**vision**”. An image of the future is presented to us, but the emotions and retention is created in our brains. A strong visual concept and story is more likely to trigger emotions and reflection than a boring, factual, and grey presentation.

We want to introduce one more way of preparing this vision to you. It involves letting the audience paint the picture of the future themselves. We have tested this concept several times. On the following pages we'll show you two cases to exemplify what we mean.

# EX

## CASE 1: CREATIVITY TO ENGAGE IN THE MESSAGE

**IN 2010 WE HELPED TO ARRANGE A LEADERSHIP CONFERENCE IN SHANGHAI CHINA FOR A GLOBAL COMPANY IN THE METAL INDUSTRY. THE THEME WAS TO LAUNCH THE NEW BUSINESS STRATEGY. ONE OF THE ACTIVITIES WE ARRANGED DURING THE CONFERENCE WAS TO GIVE ALL THE 120 LEADERS AN ASSIGNMENT TO VISIT THE WORLD EXPOSITION 2010 CURRENTLY ARRANGED IN SHANGHAI, AND USE WHAT THEY EXPERIENCED THERE AS INSPIRATION TO TELL THEIR OWN STORIES ABOUT THE COMPANY'S FUTURE.**

Once there, they worked in small teams of three to find inspiration for their future stories in the different pavilions. They were asked to record a video to tell the story using their creativity and imagination.

It may seem as though we took a risk and that this untraditional approach would be perceived as childish and a bit off-topic. But we focused entirely on the effect the CEO was looking for – to increase the commitment and above all the understanding of the new strategic direction. And it really worked. It was a success on many levels. We used involvement, reflection, and personal creativity to plant the change message.

Both the learning effect and the commitment increased exponentially. We have seen it happen many times, when customers dare to challenge the ordinary and go beyond the usual norm of showing and telling. The purpose being to inspire and engage in the message with all senses. Remember the presentation is always a mean to achieve an effect. The presentation is never the purpose.

We have tested similar concepts with other clients: oil painting, theatre, creating leaflets, writing future stories, etc. In all cases, this has taken the participants past the rational conversation into emotional involvement – a sense of pride in what you have created yourself.

Creativity sharpens the mind through conceptual visualization and implementation, and it also helps people retain the actual message.

# EX

## CASE 2: IMAGINE OUR CUSTOMER'S DREAMS

**WHAT IF YOU KNEW WHAT THE CUSTOMER IN FRONT OF YOU DREAMS OF, WHAT THEIR LIFE GOALS ARE? HOW WOULD THAT INFORMATION ENABLE YOU TO UNDERSTAND THEM BETTER AND PROACTIVELY PROPOSE THE BEST INVESTMENT SOLUTIONS FOR THEM? THESE WERE THE QUESTIONS WE WORKED WITH IN HELPING A REGIONAL BANK IMPLEMENT A NEW BANKING SYSTEM.**

The communication concept was aimed at helping employees internalize images of the customers and their needs. We were asked to help visualize the bank customers, their hidden drivers, and motivators and, by starting from these images, to shape the role of the bank clerk of the future. We did this by using pedagogic means to explore the typical customer from different angles. Instead of just saying that “the new banking system enables a greater adaptation to each customer’s needs,” we built an educational concept to explore the customers, both as a group and as individuals.

Instead of just letting employees read about some archetypal customer, we invited the entire bank’s staff to spend time together to explore the “customer”

other learning practitioners started talking about performance support as a concept in learning.

The communication strategy was created by the management board and lead and facilitated by Symbal consultants. Let us show you some of the creative means we used to make the communication strategy come alive.

The overall story was packaged in a film about “What do our customers dream of?”. We sent a film crew to a couple of cities to meet people (customers) on the street or at their companies and asked them the question: what is your big dream for yourself, your business or your family? We added a few short clips with co-workers who also presented their view

### **...WE INVITED THE ENTIRE BANK'S STAFF TO SPEND TIME TOGETHER TO EXPLORE THE 'CUSTOMER' AS A SUBJECT.**

as a subject. The methods we used were designed to create many small aha-moments. We also provided simple tools that they could bring with them to the actual meeting with the customers later on. All these tools, checklists, and reminders were published on an employee portal, easily accessible in the flow of work. We did this many years ago, long before

on what they thought customers were dreaming of. Out of this raw material, we were able to produce a film that covered the whole message house – top message and sub-messages. For visuals, we relied on an image bank that we re-used throughout all communication means to create consistency and recognition.



→ We hired a SPA-hotel for a full day and invited all 250 employees of the bank. After management presentations in groups, the participants visited four creative workstations with different themes.

**CREATE AN IMAGE TOGETHER**

*‘It is expected of me that I will come up with ideas in a customer meeting. I can influence by painting the future together with the customer.’*

The employees literally did this in the exercise – they painted together. A “yellow idea box” was also introduced to hang on the wall at all offices. Perhaps today this idea box would have been digital?

**BEING PERSONAL**

*‘To have a personal relationship with the customers is key to gaining trust. I must dare to be personal myself.’*

Discussions were facilitated by the members of the management team, and the groups created checklists. These were collected and then later packaged into one checklist for better personal customer service, made available on the intranet’s toolbox for change. As a final task, they all sent a personal postcard to a colleague outside the group.

**HELP BY LISTENING**

*‘To help customers who are looking for a better life, I need to understand their needs. To know their needs, I must ask questions. The way I ask questions determines the answers I get.’*

This exercise was designed to train asking the right kinds of questions and to really listen to the answers. Everyone at this station received a fun book about the art of daring to ask.

**ADAPTING OUR PORTFOLIO TO THE CUSTOMER NEEDS**

*‘Customers must have the services that suit them. My job is to help them – on their terms!’*

In groups, the employees matched different products to different customer needs.

Finally, each person received an empty Easter egg, which they had to fill themselves with loose candy served in buckets. Symbolically, participants could either choose the candy themselves or take a “ready-made solution,” in this case a Kinder egg. All of the ready-made solutions were left untouched.

**Jag drömmer om en gård med hästar och high land cattle.**

**Elsa Hedenstam, 64 år och gift.**

**Drömmen om en gård med hästar & High Land cattle**

Vilka frågor vill du ställa?

**Ungdomar som just teg! Studenten.** Anbörser att plugga vidare på universitetet. Vill först se världen.

**Jobbar** så mycket det går för att få ihop pengar. **Sparar** för att bli på spännande resor. Gärna med rygg-säck. Laos, Burma, Namibia och Paraguay. Thailand är oke. Kan tänka sig att ta **ströjobb** under resorna för att kunna förlänga resandet.

**Umgås** mycket med vännen Krogas. Bor fortfarande **hemma** hos sina föräldrar för att **spara** pengar. Vill dock ha egen **lägenhet** så fort de börjar studera. Ambitiös. Föräldrarna har flyttig **ekonomi** och har sparat pengar till **barnen** under alla år. Inga enorma summor, men det finns en slant.

**Vi är nu fria att skapa våra egna tjänstepaket.**

Vilka tjänster vill du ha? (List of services)

Namn på tjänstepaketet \_\_\_\_\_

Tjänster i paketet \_\_\_\_\_

Eventuella tilläggstjänster \_\_\_\_\_

**Tjänster**

SPARA / PLACERA

Konton

Försparaskonto

Lönkonto

Kundspårkonto

Kompanikonto

Fonder

Aktiefonder

Stiftelser

Räntefonder

Försparasfonder

Finansiella instrument

Aktiefondgarner

Aktiefondar

Aktier i de sju storbankerna

Forsäkringar

Kapitalförvaltningar

Individentipens- sparande (IPS)

LÅNA

Bilån

Kortlån

Schuldlån

BEHALD

Internmarken

Spår- och sparplaner

Kontraktstillsäggsdomar

Uppdragsförvaltare

FÖRSÄKRING

Chyvsäkringsförsäkring

Barn- och ungdomsförsäkring

Sjukvård

Slaktförsäkring

Levnadsförsäkring

Kapitalförvaltning

Säkringsförsäkring

**Checklista**

Checklista för det personliga mötet med kunden

01 \_\_\_\_\_

02 \_\_\_\_\_

03 \_\_\_\_\_

04 \_\_\_\_\_

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## SUMMARY – AWARENESS STEP

### Key points:

- Present an appealing vision of the reason for change and the future state. Why not also let people paint their own image of the vision?
- Provide a clear direction for change – what it means and why it is important.
- To convey a sense of security, make connections to your success factors that led up to today. People want to be appreciated for the past and see how the new is connected to what has been done before.
- Do not promise too much – do not overdo it!
- “Less is more”. Take out 50% of your PowerPoint slides – then look at them again and remove even more if you can.
- Use storytelling and visualization to capture the audience’s emotions and to frame the message.
- Be present – both physically and mentally. It matters who communicates what. People expect to hear important, officially sanctioned information from their immediate supervisor or boss.
- Speak on the audience’s terms and conditions and use their language. Information that is relevant to the individual is more easily retained.
- Even though you’ve said it once, it doesn’t mean people retrieve and retain your message. Multiple channels, touchpoints, and repetitions are often needed to capture the attention you need to reach actual awareness.

# 4 STEP 3 INTEREST



**This step is about helping people appreciate what the change journey entails for them, their colleagues, and the company. In that order.**

If you have succeeded in creating the right kind of awareness, people will actively engage with the initiative, reflect on it and relate it to themselves and their work. People want to understand how the change affects them. The initial awareness step may have given them a good idea of why the change is necessary and a positive image of the future for the company. But employees will want to know, “What does all this mean for me?”



HELP PEOPLE ANSWER THE QUESTION “WHAT’S IN IT FOR ME?” BY OFFERING OPPORTUNITIES FOR DIALOGUE AND REFLECTION.

The psychologist and economist Daniel Kahneman, famous for his theories about behavioural economics, defines three basic ways of decision-making: routine, emotional, and mental. Many decisions in everyday work life are made routinely: unconsciously and without reflection. However, during change processes, it is crucial to also work with the other two ways of making decisions.

These three decision-making processes often work simultaneously, which is especially noticeable when we move into an unknown direction. A message of change often contains complexity; several factors are affected simultaneously.

When we begin to sense this extent and complexity, we can feel insecure and anxious. The emotional decision-making process is unconscious and based on our own perception of reality, our self-image and our values.

A strong emotional reaction to a new direction that deviates from what we know or that surprises us can make us aware of what we feel. Then, the mental processes are switched on. When we do not grasp the view expressed by the sender, feel overwhelmed by the proposal, or cannot connect the message to our own perceived reality, we feel

insecure, confused, and sometimes afraid. With larger deviations from the norm, more mental processing is required to calm the emotions by understanding and conceptualizing the message.

## 4.1 Listen, lead and encourage dialogue

The best way to process the change message is by getting answers to our personal questions, both rational and emotional. Therefore, leadership, openness, sincerity, and dialogue are crucial. To keep things moving in the right direction, you need to demonstrate your own engagement by actively listen, lead, and take initiatives that create dialogue.

Unfortunately, this step is often overlooked in the preparation for a change. For example, we can see issues when the initiators of a change leave this work to the operational leaders without giving them support to prepare and lead the dialogue in an effective way. In the worst case, we have seen that the operational leaders themselves have received the information about change at the same time as the staff. We think this is extremely counterproductive and an easily avoided mistake. As most major change initiatives are planned well in advance, there is often plenty of time to onboard the operational leaders, but it needs to be planned for effectively and listed in the communication plan as a separate activity.

As a change initiator, you should provide the means for managing the expectations, feelings, and questions of the target group. Prepare structured dialogue in advance. Bring a structured agenda into the dialogue and create open and honest communication with the organization. With this approach, you will minimize rumours and misunderstandings. People must understand and believe in what they can gain (or lose) before they buy into the next step.

Think about the best conversation you've had in your life. With whom was it, in what context and why did you have this conversation? Maybe you remember a meeting with your grandmother in your youth or when you last talked to your boss about your future.

Regardless, we rarely remember the exact words that were said. Maybe we remember a praise, or a word of truth that we carry with us. Most likely, however, we will remember how the conversation made us feel.

Dialogue is about much more than saying your part and listening to that of your speaking partners.

Words mean a lot, but context and attitude shape that meaning substantially. This is important to remember when preparing for a new conversation with your target group. Think about where you should be, digitally or physically. Set three goals for yourself by answering these questions: what do you want your speaking partners to feel, think, and do after you have met?

The preparations you make, both mentally and rationally, determine your success in a conversation about change. Designing a good conversation is an art form. Even the most experienced leader should think through what issues may arise and create the conditions for an inclusive conversation. Your goal should be that everyone has a say. Take the help of change communication experts like us at Symbal to prepare this conversation and to learn how to use rhetoric to everyone's advantage.

**So, to prepare dialogue from a change perspective requires the same common-sense techniques that you rely on for creating a comfortable social space in any type of encounter. The key for you as a change promoter is to prepare yourself, to be clear about the purpose and goal of the conversation and to facilitate rather than dominate the conversation. This is important in any physical or digital space. Finally, the more you plan to rock the boat and deviate from the current state, the more time and help people need to sort out their feelings using the conscious reflective side of their brains.**



YOU ARE SO ANXIOUS TO CONVINC OTHERS THAT YOU'RE TALKING WITHOUT LISTENING. A CROCODILE HAS A VERY LARGE MOUTH AND SMALL EARS. DON'T BE THE CROCODILE.

# Be aware of the crocodile trap!



## THE RENDAHL MODEL: ADDRESSING OUR INNER DRIVERS FOR CHANGE

The Rendahl model was presented by the Swedish psychology professor Jan-Erik Rendahl in the 90s. This theory helps us understand the existential drivers that rest deep inside of us since childhood and that all our behaviour is connected to.

The Rendahl model relies on humanist psychology. It's built on the assumption that all people have an innate ability and desire to be active, creative, and productive. The model provides a structure of how we humans choose to organize our energy, the driving force to satisfy our innate longing. This, in turn, affects the way we approach change in the workplace as well as the way in which we connect and commit.

It's a two-dimensional model, where the existential drivers are one of the two dimensions and are composed of three core values: **Life**, **Ambivalence** and **Control**.

### LIFE

A good working climate with a high degree of participation for those involved.

### AMBIVALENCE

Challenges that require new thinking and that allow you to try things.

### CONTROL

To implement a well thought out plan that allows you to improve your skills during implementation.

The other dimension is about our approach towards authorities. We are either Dependent, Independent, or have Counter Dependencies with authorities. The term authorities covers both people (e.g., the boss) and systems (e.g., the policies, processes, etc.).

It is not possible to say what the core values are simply by studying someone's behaviour. It's the driving force behind the behaviour that is essential to understanding a person's existential driving force. A social and extroverted person who likes to hang out with others and feels comfortable with it can be anchored in any of the three core values. The question is why do they thrive? To be appreciated for who they are, for what they do or for their perspectives and ideas?



WHAT CORE VALUES DO THESE PERSONS HAVE? IT IS NOT POSSIBLE TO SAY WHAT THE CORE VALUES ARE SIMPLY BY STUDYING SOMEONE'S BEHAVIOUR.



## TIPS & TRICKS: INVITE PEOPLE TO A WELL-PREPARED DIALOGUE

Talking directly to someone that is knowledgeable, can listen, and can provide answers is key. In larger organizations, however, it's impossible for the initiators of change, often the managers, to talk to everybody personally. Still, people need to feel appreciated and seen. That's why operational leaders and appointed change ambassadors must make themselves available for direct conversations with individual employees whenever required. The importance of one-on-one conversations with the closest manager should not be underestimated.

Additionally, conversations in groups can have other benefits. One benefit of group conversations is the so-called audience effect. It arises when a person's behaviour changes because they believe someone else is watching them. This is a strong concept when hoping to align a group of people and also when attempting to handle negative attitudes.

Another benefit of group conversations is that they can create a sense of belonging, a feeling of "being in it together". It's difficult to be a negative opponent in a social context where the majority is positive.

Group conversations can be great, but they can also be terrible. Organization and facilitation are crucial things to consider ensuring smooth processes.

One of our main tips is to provide the operational leaders with support and time to prepare. They may even want to practice and rehearse before they enter the 'stage of dialogue'.

Unfortunately, as we mentioned, this element is often neglected by change initiators, and the operational managers often don't realize the importance of taking time to prepare. We are not used to practicing conversation.

This is true in businesses and in public organizations but not in the Armed Forces. Even if you're a pacifist or just dislike the whole idea of defence and ultimately war, the Armed Forces do something smart here from a leadership perspective that companies could learn from. The Armed Forces are the only organization that mainly engage in training as part of their everyday job, during times of peace that is. The serving men and women practice their main tasks daily.

In the world of business, we do very much the opposite: we deliver and deliver, but rarely practice. Yes, leadership courses are taken every five years, or so. But practice and repeat before performing a new step happens very seldom. We highly recommend integrating practice, especially in times of change!

How you deliver the message and how you handle the conversations that follow has a major effect on the speed and efficiency of the change journey ahead. We have persuaded a few customers to practice with their leaders, to test their pitch, conduct the dialogue and handle objections in a closed, protected environment.

Every time we've monitored the impression and perception in the organization after this, the benefits of excellent meetings have far exceeded the time and resources required for preparation. When we've asked for feedback from the participating employees, the experience has been overwhelmingly positive: "It was the best presentation our manager has given in years, and the conversations we had were open and inclusive. It gave us a lot of energy."

So, help your operational leaders to shine.  
When they shine, the employees bask in the  
glory and feel seen, appreciated and understood.  
A lot of time and money can be saved here.

## SUMMARY – INTEREST STEP

### Key points:

- Invite members of your target audience to participate and be an active part of the process.
- Have a physical and social open-door policy for dialogue, one-on-ones, and discuss and meet more than once.
- Make sure you address the question: "What's in it for me (them)?"
- Be open to conversations about the change journey and the future state. People want to know where they are headed and how they will get there. They also want to feel seen, appreciated and understood.
- Use the input from the target audience analysis to prepare the process for conversations and the needed content.
- Customize your message to your target groups and communicate on their terms.
- Be present – leadership is key to success in this phase.
- Personal preparation, practice and rehearsal make a huge difference before entering a new dialogue with a group of employees.

# 5 STEP 4 TRIAL



**This step is about inviting people to reflect, relate and understand new knowledge and to build new skills. People want to understand what the change really means in practice: “What do I have to do?” and “What knowledge do I need?”**

The best way to understand and retrieve new knowledge that sticks is to invite people to apply the new information about the change initiative in a relevant and realistic context. When they can relate back to their own situation, embracing change becomes much easier.



APPLYING NEW SKILLS IN A REALISTIC WORK-LIKE CONTEXT IS EFFECTIVE FOR MAKING NEW SKILLS AND KNOWLEDGE STICK. SCENARIO BASED LEARNING IS ONE WAY OF OFFERING JUST THAT.

Today, there are many proven methods, but also many new ones that have emerged with the digitalization of business life. Most methods are based on more or less the same five steps that we need to go through to understand or learn something new.

## 5.1 The steps to learn something new

### 1. WE NEED TO BE MOTIVATED

If everything is done properly, a good basis for motivation should have been built in the two previous steps of the change journey: awareness and interest. But to really be motivated to learn, there are some aspects that need to be considered:

- **The learning format:** how people will learn.
- **The learning design itself:** the learning experience needs to be motivating no matter the subject.
- **Timing and accessibility of the learning:** people need dedicated time to learn during which they feel relaxed and not disturbed by other things.
- **Expectations:** if people know exactly what is expected of them and agree on this with others, they are more likely to be motivated and not overwhelmed by the learning opportunity.

## **2. WE NEED TO GET INFORMATION**

How this information is packaged, made accessible and how relevant it is for me will determine how easy or hard it is for me to absorb it.

## **3. WE NEED TO TRY THINGS OURSELVES**

It's crucial that new information relates to something you know. People need time to reflect on what the learning means and to be able to apply it using different senses and having an appropriate time available just for trying things out. One core element in this process of learning by doing is repetition.

## **4. WE SEE THE LIGHT, WE UNDERSTAND**

This is the AHA-moment. During a well-planned learning experience, there will be many AHA-moments. Yet, the real AHA-moments happen later, when learners apply and solve problems in their daily work.

## **5. WE APPLY INSIGHTS AND NEW KNOWLEDGE & SKILLS IN REAL LIFE**

This is when learning transforms into a new behaviour. The behavioural change comes next and will be described in the final step of the change journey (next chapter), the adoption step. This is where the new knowledge and skills are transferred and applied into everyday behaviours – no more change, just the new normal.

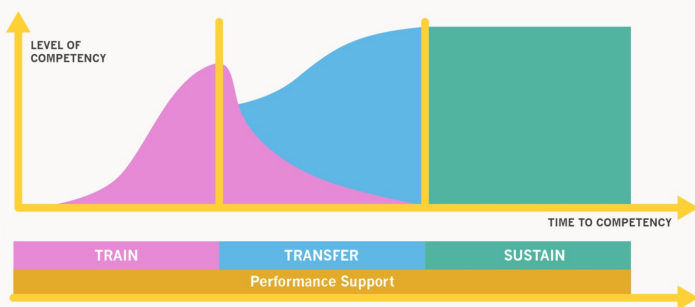
This fifth moment is the Achilles heel of many training and learning activities, most of which only cover the first four steps. Some learning professionals proclaim that they are helping companies with change. They are helping, but often they are not involved when change actually happens – in the adoption step.

Learning activities are often measured directly after they happen, through knowledge tests and, at best, interviewing people to see what they thought about the experience as such. The real learning effect, however, comes later and can only be measured against the change communication goals you set from the start. What did we want people to do? Do they do it now?

The real learning effect  
can only be measured  
against the change  
communication goals  
you set at the start.

## 5.2 Learning in the flow of work

The question is how learning can be designed in a way that supports behavioural change. Performance support in the flow of work is one approach that can support this (we present this in more detail in the chapter Learning Concept). If people can access the information they need to do something right at the time they need it, they can apply it directly while working. Most learning in any organization happens when employees work, but in many cases this is informal learning – trial and error – which requires a lot of time and frustration from employees.



### THE 5 MOMENTS OF NEED MODEL.

The informal networks are a gold mine for learning. The internet has whatever you need just a few clicks away. So, access to information is seldom a problem. However, knowing where to look, determining what information is relevant and daring to ask for help when this still doesn't help are often more difficult steps.

With new technology, a so called 'digital coach', we can provide performance support integrated into the business processes and workflow so that employees can access support right when they are about to execute a task. Asking a colleague and trial and error are still crucial steps to learning, but a lot of time and frustration can be saved by creating a tool that supports the learning needs right in the job process.

Here is a simple example: You're a salesperson who is about to meet a client to whom you want to introduce a new product line. You have attended a product training, have learned about all the specs, features, and benefits of the new products. You have also attended a sales training and learned about probing the client's needs and arguing for the new products.

Two months later, you have your first meeting where the new product line will be the subject of the day. What do you do? As an ambitious salesperson, you prepare and plan your meeting. You go through the features and benefits from the product information material once again. You are much more likely to succeed with the sale if you prepare even more and remember key features of the training you had a while back.

One kind of performance support for this situation could be a checklist to support your task to prepare the meeting. Instead of having to remember and search for information yourself, you would only have to go through the checklist and ensure everything is in place.

A more advanced option for support could be a template of a presentation that can be adjusted for your meeting with this particular client. A presentation could include a comparison between competitive products, a value calculator where you enter the client's specific data and automatically display the potential outcome for the customer, and many other options could be useful features. Another task for a sales person may be to create a proposal displaying the cost and a benefit analysis for the client. All these documents and tools can be prepared as pieces in a digital coach (performance support hub) that is accessible by anyone who has to complete this task. Making this readily available, you support your employees and save a lot of time and money.

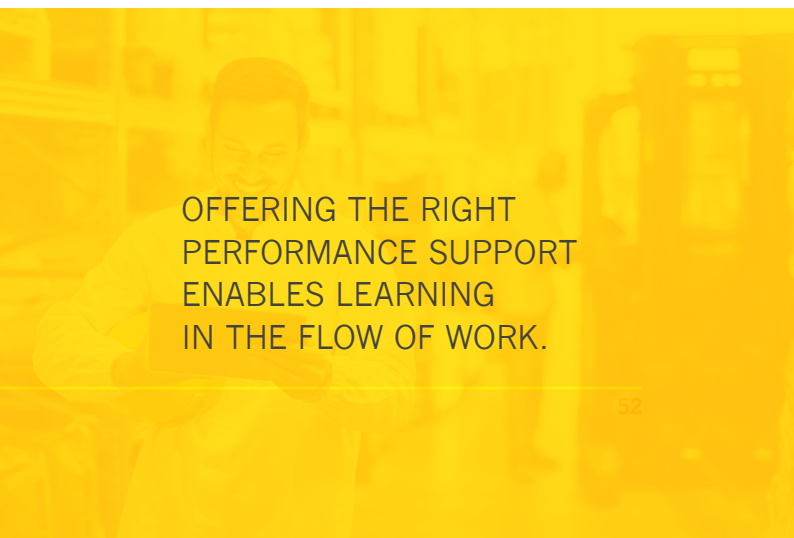
Moreover, if you're a sales manager and have 40 sales reps in five countries, this sort of support can be used to onboard new salespeople and to remind the old-timers of what's important to do to conduct a successful sales activity with a client.

We present this example of performance support because it is already available on the market. We have created these types of "digital sales tools" for our clients, and with great success. This way of thinking and providing support is equally important in many other work situations, so we develop performance support for many different business processes and workflows.

What performance support might your leaders need after attending a three-day leadership course to actually enable them to apply all the good things they have "learned" in reality?

What performance support might your project manager need after being certified in a project management concept that includes new principles and practices? What performance support will they need to actually apply these principles and practices in their everyday work?

What performance support might your product development experts need after you have communicated a new product strategy based on new customer insights? How do they actually apply this new direction and these new insights about the customers in the product development process?



OFFERING THE RIGHT  
PERFORMANCE SUPPORT  
ENABLES LEARNING  
IN THE FLOW OF WORK.

## SUMMARY – TRIAL STEP

### Key points:

- Help your target groups see the details and understand what will be required of them in terms of new knowledge and skills.
- Be super-clear of the expectations placed on them.
- "Wash away" misunderstandings and old truths.
- Let the target groups explore the future – "trial and error" in a closed safe setting.
- Invite reflection and to compare "the new" to "the old" to highlight the difference.
- Help the target groups reflect on and "apply" new knowledge in their own situations.
- Secure that knowledge transfer takes place through follow up and feedback on learning activities.
- Find practical learning vehicles for performance support available at the moment when the learners actually apply what they have studied in reality.

# 6 STEP 5 ADOPTION



**The Adoption step is about keeping up the change movement, by encouraging and reminding people of the change. It is also about removing obstacles and dealing with emerging situations so as not to affect peoples’ beliefs and willingness to stick to the new. And finally, it is about following through and supporting people to really translate all the new knowledge into real actions.**

Many planned and organised change initiatives start with a bang and end with a training session. Many change initiators simply expect compliance after that. Unfortunately, they often fail to address the final step – adoption – where the actual behavioural change happens!

This is the most difficult task in the entire change journey. Every person in the target group has to actually change his or her behaviour. It’s in our nature to resist change. It takes hard work on several levels – individually, as a group and as a company.



ADOPTION IS ABOUT APPLYING WHAT YOU’VE LEARNED AND COMMITTING TO THE NEW WAY FORWARD.

During the adoption step, we have to encourage positive behavioural development. Communication that encourages change and celebrates progress is critical in empowering people to change – for real and for the better.

Management needs to have the tools to adapt when reality kicks in. That’s why methods to monitor and analyse the initiative over time are very important.

## 6.1 The human change algorithm

Why do most change initiatives fail to realise the intended benefits? Let's start at the end. What needs to happen so that you as a change initiator can realise your change goals?

The end of the change journey is a new state, a state where the majority of your target group has entered a new collective state with a common, new work practice. This means specific behaviours need to be in place to realise the benefit of change.

If a specific behaviour/type of action is the goal, what does the "human algorithm" or formula to achieve this look like? Let's look at this from the perspective of the smallest factor in the big puzzle of organizational change – the individual human being.

A very simplistic, but practical view of a human's ability to perform an action is to look at three human factors that can push the process forward but that can also potentially prevent progress.

### **FACTOR 1: KNOWLEDGE AND SKILLS**

It entails old habits, routines, experiences, theoretical and practical training. This factor can be seen as a vessel that we fill with new relevant knowledge and skills, but that can also be filled with redundant, irrelevant knowledge or misconceptions.

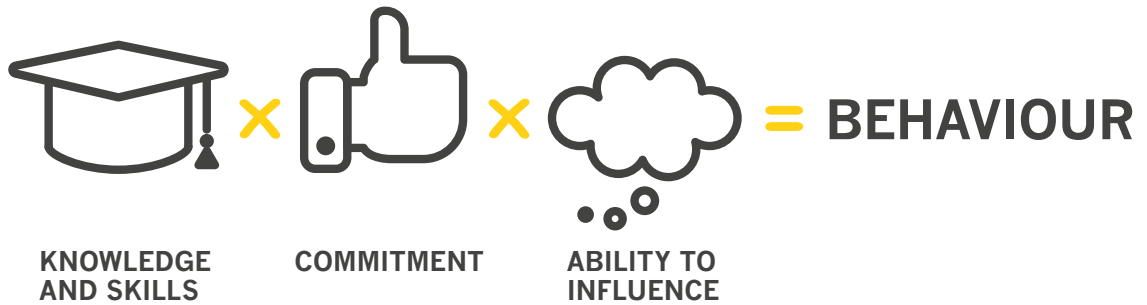
### **FACTOR 2: COMMITMENT**

Behind this are the mental and emotional processes that tell you that this is something for me – or not. It's about being motivated enough to take on the responsibility for yourself and others to actually do something.

### **FACTOR 3: ABILITY TO INFLUENCE**

Your own ability to influence what you do depends on a number of surrounding dependencies. Some of the most important dependencies are the trust and expectations you experience from communicating with your immediate boss, the security you feel in the social environment you are in, and the clarity of your role and goals. In other words, the fewer social, technical or organizational obstacles or confusions there are, the greater freedom you will experience in acting as you were meant to.

# THE HUMAN CHANGE ALGORITHM



The formular looks like this and can be explained mathematically.

If the expected behaviour/action is defined as 100%, each of the three factors must be optimized and, theoretically, be at 100% each. Only a level of 100% in each factor will lead to 100% action. This theoretical model helps us think about what matters for an individual to reach 100% performance.

To be honest, 100% execution for one individual does not always have the same value for the company as 100% execution for another. We are all different, have different roles and different capacities. But these numbers help us understand what matters.

We can also use this model to summarize the behavioural change in an entire community of employees. Let's assume that the knowledge level of the group averages at 70% and that everyone is super charged and motivated, averaging at 100%. The result will still only be 70%. If we in this example have 100 employees at an average knowledge level of 70%, we will only have 70% human contribution to the benefit realization of the change initiative. Theory, yes, but worth thinking about when you calculate time and effort made available to make the change happen.

$$70\% \times 100\% \times 100\% = 70\%$$

**KNOWLEDGE AND SKILLS**      **COMMITMENT**      **ABILITY TO INFLUENCE**      **BEHAVIOUR**

100% BEHAVIOUR REQUIRES 100% IN ALL THREE FACTORS

The model helps us understand that to achieve behavioural change, the change initiator needs to plan, prepare, engage and support people by considering all of these three factors at the same time.

The adoption step is about doing this hard work, not once but over and over again, until the change sticks.

**Knowledge and skills** are fresh products that, if not applied almost immediately, are quickly lost again. Therefore, there cannot be too great a time gap between training efforts and the application of knowledge. It is equally important that there is support for learning in everyday life when the tasks need to be completed. Tasks that are done less often need to be supplemented with performance support activities, such as checklists, help functions, how-to-videos, etc. to ensure that the knowledge is readily available whenever it is needed.

Spreading the educational efforts over time in shorter batches has also been shown to have a positive impact on the learning effect. A refresher training can be planned in advance and carried out to keep the knowledge current.

**Commitment and motivation** need to be fostered all the time – if possible, every day. An adversity that is not handled properly can quickly turn tailwind into headwind. This is especially common with new technology launches that happen later than expected because the technology implementation has become more complex than expected, or the technology does not meet the demands of reality. Here, communication plays a major role in preventing dissatisfaction and rumours among those waiting for the change to finally take place.

Here, and in all other change initiatives, it is crucial to consciously and continuously use behaviour-enhancing communication. From psychological research, we know that the best way to build motivation is to get confirmation. Am I doing the right thing? Am I seen? Do I feel involved?

As a leader and communicator, it is your job to confirm and show that we as a company, you as a group, or you as an individual have chosen the right path. This ensures that the commitment from your audience can be maintained and perhaps even further developed. When the individual feels that they have taken over the change work from the management and control it themselves, you will begin to see the finish line.

**The ability to influence** is perhaps the most difficult factor to fully optimize. This is because it depends on everything else. For an individual change initiative, this is a challenge. People may have succeeded in conveying an understanding and sense of what is expected, what mandate there is and what the framework for the “new” is.

Unfortunately, the space the individual has to act according to this change will be limited by other goals, other simultaneous change initiatives, external circumstances such as a component shortage from subcontractors leading to delivery problems for the organization, etc. There are a thousand reasons why the target audience may not act 100% when you have thought they would. You need to be sensitive to this, and handle it, both in terms of leadership but also in terms of communication. You can prevent some of this, as we said earlier in the description of step 1: Prepare and plan the change communication, but you can never fully foresee the future. Keep your plan in mind as it gives you direction, but always measure and follow the change movement where it happens. That way, you spot roadblocks early and can engage or modify to help people navigate past these.

Based on what you see and hear, you create the communication that keeps the journey of change alive. Unfortunately, if you are the one responsible for the decision to change, you can never let go until the majority of your target group has fully adopted the change.



## TIPS & TRICKS

To follow the change movement, understand what's happening, attitudes, obstacles, and potential risks, you need methods to follow up. One way to do this is to book weekly stand-ups with your team, 15 minutes to put the finger in the air and estimate the wind direction can be enough. To assess the current situation, regular short meetings are often more useful than occasional long meetings. The same thing applies to people leading other leaders or those who are change managers in a larger organisation with multiple stakeholders around the globe.

Besides the weekly “feel the breeze meetings,” you should collect positive stories. Wins, and progressive moves that have happened that prove you're on the right path are material for articles and posts to everyone. Remember positive reinforcement through success stories is contagious. “If they can, we can!”, “Glad it's going well for colleagues!”, “Aha, it works, there is hope!”

## SUMMARY – ADOPTION STEP

### Key points:

- Confirm that you are on the right path; find and share quick wins.
- Pay attention to your target groups and encourage them.
- Repeat, repeat, repeat.
- Follow-up activities and communicate.
- Communicate success stories.
- Communicate progress in existing channels (newsletters, intranet, internal magazines).
- Be honest!
- Be a role model and “walk the talk”.
- Celebrate victories.
- Secure that performance support is available through a task-based digital coach and/or mentorships, super-users or other creative solutions that are integrated into the flow of work.
- Finally, measure the impact of everything you do and create a feedback loop to those who this concerns. Adjust and adapt your means for change when necessary.

# Epilogue

We can't predict the future; that is a truth we must live with. If we plan and prepare well, however, we can ensure that we can handle the challenges of change in a quickly moving world. To prosper as humans or as businesses in this reality, we need many different skills, such as the ability to see and understand reality, the ability to organise ourselves, the motivation and ability to learn, and the guts and will to act. Often, we need a bit of luck too.

To cope with all of life's challenges, it is sometimes helpful to have a handrail to hold on to, a "best practice", checklist, or methodology that will facilitate the process from thinking to doing. Our Change Communication and Learning Model is such a handrail – an approach to preparing and implementing change for a group of people with the support of communication and learning.

As initiators and promoters of change, we often rely a lot on our own insights and experiences, but also on shared "truths" that we internalize (like customer feedback, industry trends, popular theories, beliefs, etc.).

Our rule of thumb to create and facilitate efficient change communication rests on the three collaborative cornerstones:

**A shared view** of the change method among the change promoters, **communication** that targets both people's emotions and rationalities, **and facilitation** of adapting to new skills and understanding the framework of the change.

In this paper, we have shared how we believe change communication is best done in practice.

For us, change communication has a broader meaning than the word communication typically has. It can be defined as an accumulation of different techniques that help people understand the importance and scope of the new initiatives and that enable them to take over and drive the change by starting to do things differently than before.

We hope you've got inspiration and new insights from the description of the Change Communication and Learning Model and from our best practice examples. Good luck with your next change initiative.

All the best,

**Peter Gustafson**

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The main author of this publication is our co-founder, Peter Gustafson. Peter has more than 30 years of experience as a business and communications consultant, working with some 100, mainly global, companies and public organizations. He has also managed and led employees in the companies he has worked for, international companies as well as consulting companies.

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