

Communicating Change

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Enabling strategy 1

“Quality People - an exemplary employer”

Motivate, engage and inform our workforce -engaging with our employees and understanding what matters to them is important in being able to motivate and inform our staff. It will also help provide the competitive advantage we require locally, nationally and internationally.

Why we need good internal communications?

- Improves operational efficiency
- Increases staff satisfaction
- Create ambassadors for the University brand
- Encourages the sharing of ideas and good practice
- Help us to deliver organisational change

Internal communications at University

- 94% think the University is a good place to work.
- 77% are well informed about what is happening in the team/section they are working in.
- 63% are satisfied with communications between teams/sections.
- 55% said that there are effective channels to feed views upwards.
- 77% feel more could be done to help staff prepare for and cope with change.

Senior leadership communications

- 75% agreed that SLT set out a clear vision of where the organisation is headed.
- 66% agreed that SLT communicate well and keep staff informed on important issues.
- 59% agreed that SLT supported new ideas for improving services.
- 51% agreed that SLT listen to and respond to the views of staff.

Communicating Change

Major Change taking place inside the University and Externally

We have delivered/are delivering major change in many areas:

- New BMH Faculty
- IT Transformation
- Changes to the Redeployment Register
- Catering Employment Changes
- MECD Project
- Student Recruitment Marketing and Admissions Review
- Student Lifecycle Project

Golden Rules for Communicating Change

- **Prepare**
- **Plan**
- **Deliver**
- **Listen**
- **Evaluate**

1. Prepare

- Clarify your communication goal
- Decide your messages
- Who are your audiences
- How will you reach them
- How will they react
- What results do you want?

2. Plan

Prioritise communication as part of
your change project plan
from the start

3. Deliver

- Few – but clear messages
- Delivered with conviction
- Relate your message to larger goals
- Identify what action – if any – must be taken
- Confirm the recipients understand
- Make it timely
- Repeat key messages

4. Listen

- Listen out for feedback;
- Encourage people to message back;
- Demonstrate that you value constructive feedback
- Show that you have acted on constructive feedback

5. Evaluate

- Evaluate: the effectiveness of the communication;
- Decide how will you do things differently next time?

Communications plan

- Objective – what do you want to achieve
- Audiences – managers, PSS staff, academics, staff with no access to PC
- Key messages – what do you want to say? Put yourself in their shoes – focus on benefits and outcomes. Keep messages concise and focussed.
- Channels – how will you get your messages to your audiences (face-to-face, email, intranet, print, video, opportunities for two-way communication).
- Timeline – map out what you will say, to which audience, via which channel
- Measurement –the best way to do this is by listening to colleagues and asking for their views (have they understood?).

Change Communications Exercise – 15 mins

- Your group is the management team for a Directorate/Faculty Office
- You have been asked to devise a communications plan for a major change project
- Decide how you would approach communicating the change to your team:
 - How would you start?
 - What are the key considerations?
 - What challenges will you face?
 - What opportunities are there are two-way communication?

Group One: Restructure

- Your Director informs you that the whole Directorate/Faculty Office will be undergoing a restructure
- This involves moving from six distinct teams to three larger and more broadly-focussed teams
- A new management structure will be introduced
- The restructure is taking place to improve efficiency and effectiveness and to respond to the changing external environment and increased expectations from our customers
- The new structure will take effect in 12 months time
- While cost saving is not the major driver for this change, you have been asked to reduce staff costs by 5%

Group Two: New Building

- Approval has been given for a new £45 million building which your team will be moving into in two years time
- It will feature state-of-the-art facilities making it one of the best work spaces in UK higher education
- The Estates Directorate wants to involve your team in the detailed planning of the new building but the timescale for consultation is very short – two months
- The move to the new building will be done in phases causing disruption to your team.
- Building inflation and tight budgets mean that the building has had to be “value engineered” and as a result your Director is the only person who will have a private office, all other staff will work in open plan offices

Group Three: Car parking

- You have been asked to lead a project to change the way that staff car parking is allocated and charged
- The drivers for the change are a lack of space on the campus and to encourage more people to use sustainable transport for their journey to and from work in support of Goal 3 of M2020
- The number of car park spaces will be reduced by 25% over the next five years
- Car parking charges will increase by 35% over the next five years
- A significant part of Oxford Road will be closed to traffic for the next two years as part of a city wide strategy to encourage sustainable travel which the University supports

Key Principles of Effective Communications

- Honest
- Authentic and credible
- Visible
- Simple and brief
- Consistent – repetition, repetition, repetition
- Aspirational
- Clear call to action
- Provide context and explain relevance
- Listen and learn

Support

For more support and advice with internal communications contact the University's IC teams:

- Kate Cassidy, Division of Communications and Marketing
- Rachel Hobson, EPS
- Felicity Wicks, HUM
- Ian Speakman, BMH