



THE ROLE OF **STRATEGIC COMMUNICATIONS** IN SUCCESSFULLY MANAGING **LARGE-SCALE CHANGE**

HELPFUL INFORMATION FOR COMMUNICATION PRACTITIONERS

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HOW TO SUPPORT CHANGE IN YOUR ORGANIZATION:

- ✓ Assess if the change is high or low risk. This will help determine the scale of the strategic communications required.
- ✓ Identify the key stakeholder groups impacted by the change.
- ✓ Develop key messages for each stakeholder group, including why the change is occurring and the benefits for end users.
- ✓ Identify communication channels and two-way communication vehicles for each of the stakeholder groups (the feedback loop will be essential).
- ✓ Where you have identified gaps, develop new communication channels or vehicles to reach specific stakeholder groups.
- ✓ Identify roles anticipated to undergo the greatest amount of change. Provide additional support for those people currently in these roles and maximize engagement strategies.
- ✓ Benchmark stakeholder change readiness and communication preferences. Then remeasure prior to and post go live.
- ✓ Create and share a map of the milestones and timing of the change for stakeholders.
- ✓ Prior to training, help staff visualize the benefits of the change using roll cards comparing their current and transformed workflows.
- ✓ Create opportunities for the primary leads to be visibly and actively supporting the change initiative throughout the change journey, with each of the stakeholder groups impacted by the change.
- ✓ Create ways to recognize and celebrate success along the change journey.

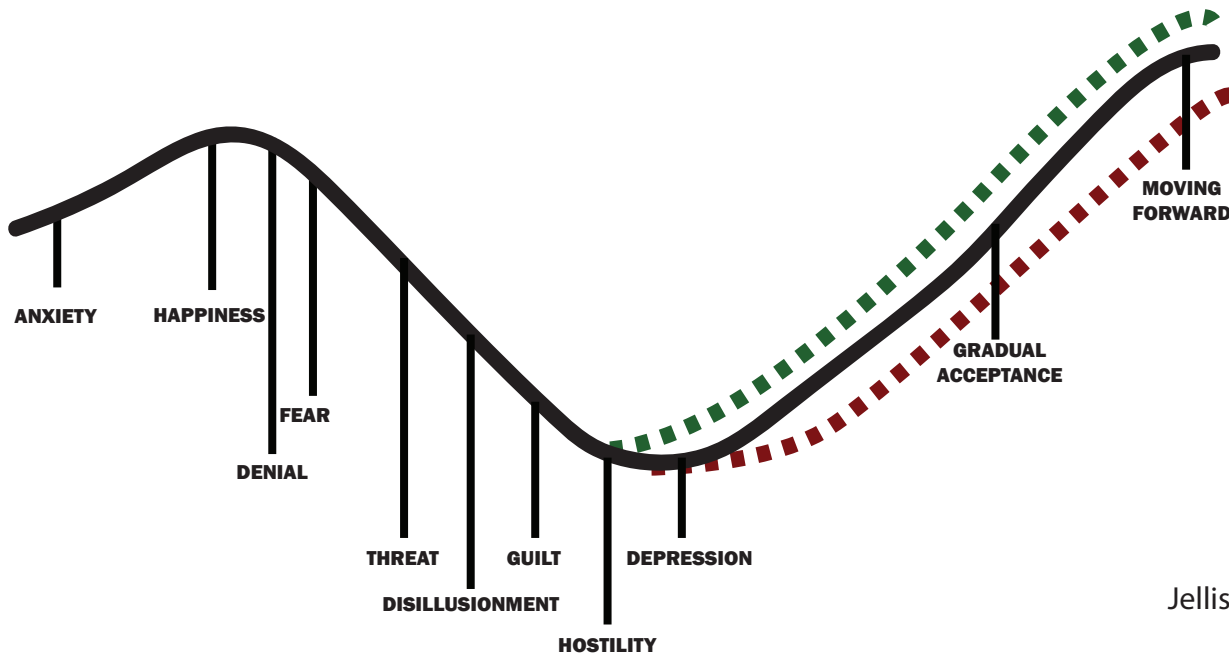


PROVEN IDEAS TO EMPOWER SENIOR LEADERS AND FRONTLINE MANAGERS:

- ✓ Publicly acknowledge contributions and milestones of individuals and teams working above and beyond.
- ✓ Find human interest stories that illustrate the benefits of the change to share with end users.
- ✓ Provide coaching support for senior leaders and managers.
- ✓ Share benchmark readiness assessment results to help senior leaders understand the rationale for your recommended communications approach and to evaluate the effectiveness of the plan.
- ✓ Consider developing a resistance management plan to help reduce the number of employees that leave an organization undergoing significant change—building high-engagement activities for users with high influence and high interest is important.
- ✓ Inform leaders about the impact of change on productivity and where and how strategic communication can make an impact (share the Jellison J Curve).
- ✓ Educate stakeholders about the ADKAR phases of change, how to identify where individuals are in the change process and how to support individuals in moving them to the next stage.
- ✓ Provide tools to manage the *Valley of Despair*. (tip sheets, messages from the CEO and project sponsor, celebration of milestones)
- ✓ Create manager toolkits with important information they need to know at that stage of the project.
- ✓ Introduce the role of change champions to help managers identify and address resistance to change.
- ✓ Obtain realtime feedback at online and in-person meetings (Mentimeter, Slido).
- ✓ Create new communication vehicles specifically for this change initiative.



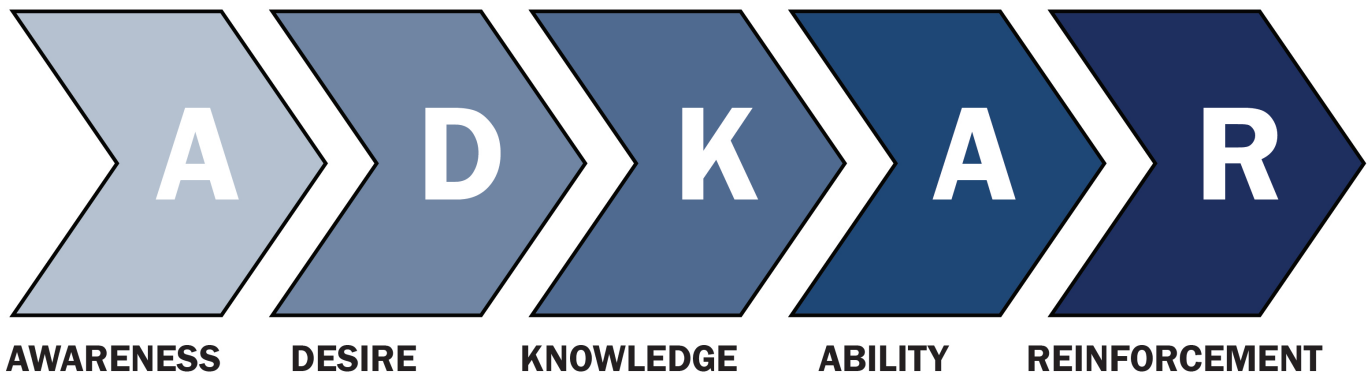
JELLISON'S J CURVE



Jellison's J Curve

PROSCI ADKAR CHANGE MANAGEMENT PROCESS

INDIVIDUAL





SUGGESTIONS FOR KEY PERFORMANCE INDICATORS



Baseline pulse check



Stakeholder satisfaction with project communication



Adoption metrics



Percentage of end users who support the upcoming change



Understanding of future change in workflow



Track the number of patient complaints

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