

Communicating for Commitment

How to Get Buy-in to Change and New Initiatives

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Our Speaker – Robert L. (Bob) Harris

Author Speaker Trainer

Robert Harris is President of Robert Harris Resources Inc, a training organization focused on enhancing individual and organizational effectiveness. Bob brings an energetic and engaging style to speaking events, blending his own business and consulting experience to the pressing workplace issues of the day.

Bob's career started in the public sector, moved into management in the private sector, followed by consulting as a partner with a Canadian-wide human resources consulting firm, and finally founder of his own speaking and training company. RHR Inc. provides solutions in the areas of change leadership, conflict management, negotiating and influencing, career management, individual and team effectiveness. Recent conference presentations include:

- Strategic Change Leadership
- Communications during Times of Ongoing Change
- Best Practices in Conflict Management
- Career Management in the Knowledge Economy
- Becoming an Employer of Choice
- High Impact HR Management
- Win-Win Negotiating
- Partnering and Influencing Skills



Robert has published numerous articles in the business press and is the co-author of *“Global Impact - Award Winning Performance Programs from Around the World”*. He is currently writing his second book on Business Communications and Change Leadership.

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Mini-Quiz..?



1. What % of people reach their target weight in “Weight Watchers”?
2. What % of people maintain their weight forever?
3. What % of people stop smoking and never start again?
4. What % of people stop smoking and never start again after a major health crisis?

What Motivates People?



"People are motivated by two factors: Pain and Gain...of these two, the avoidance of pain is by far the greater motivator"

Tony Robbins

The Reality is...

Most people would just as soon **not do** what you need them to do



Presentation Objectives



1. Learn a ***strategic communications process*** which allows you to deliver difficult or unpopular news in a way that fosters understanding, buy-in, and commitment.
2. Practice using a ***4-part Influencing Model*** which provides balance to the upsides and downsides inherent in any initiative..
3. ***Apply*** the 4 part Model to your ***real workplace communication and change challenges***
4. ***Have fun*** in a dynamic learning environment

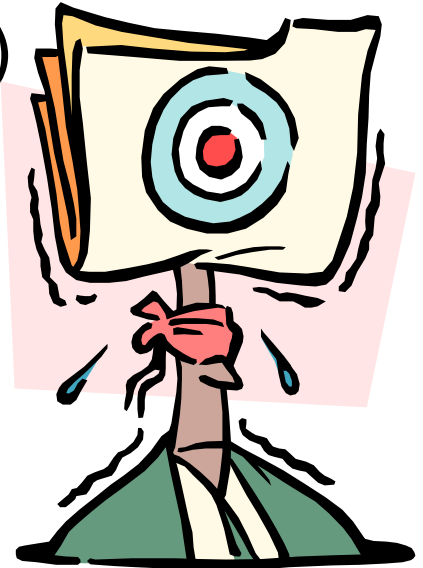
Module I -- Understanding “RESISTANCE”



“Resistance isn’t futile...it’s necessary”

It's Natural to Resist Change because...

- Uncertainty, fear of the unknown
- Getting outside one's "comfort zone"
- Fear of incompetence, not having the skills, looking foolish (i.e., fear of failure)
- An imposed change
- A loss of control



It's Natural to Resist Change because...

- Not enough information about: why, what, how, etc. (i.e. vague, ambiguous)
- Not understanding the purpose or benefits of the change
- Lacking clarity on expected outcomes
- Timing issues: too soon, too slow
- Experiencing other changes at same time
- Sense of loss

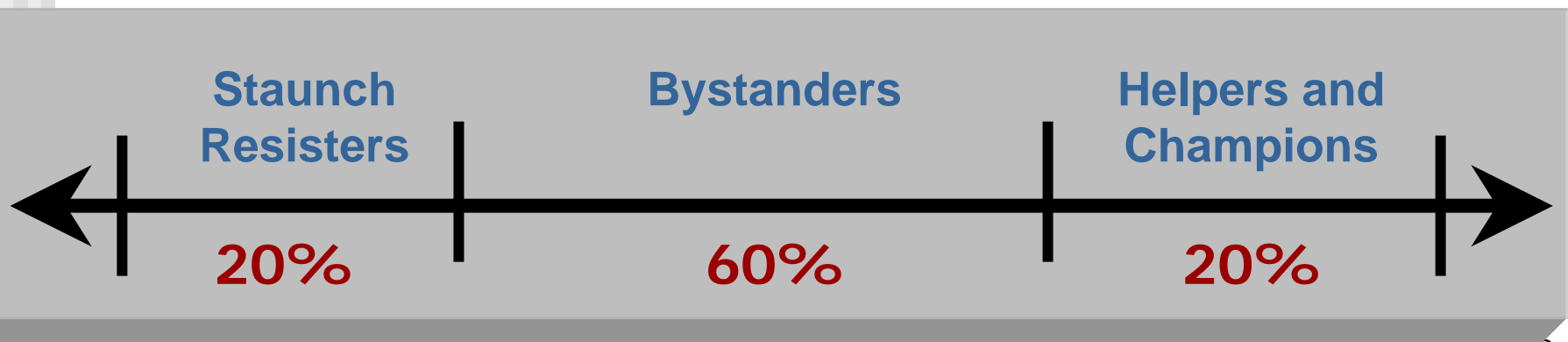


Helping with “Resistance” is Essential



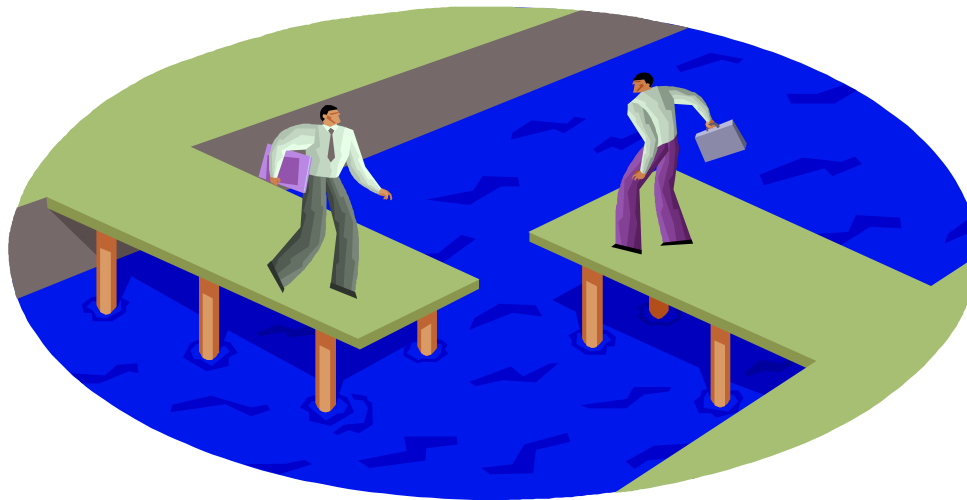
- In any organization, at least 80% of employees will be in mild to strong *Resistance* at the outset of change.

Resistance Continuum



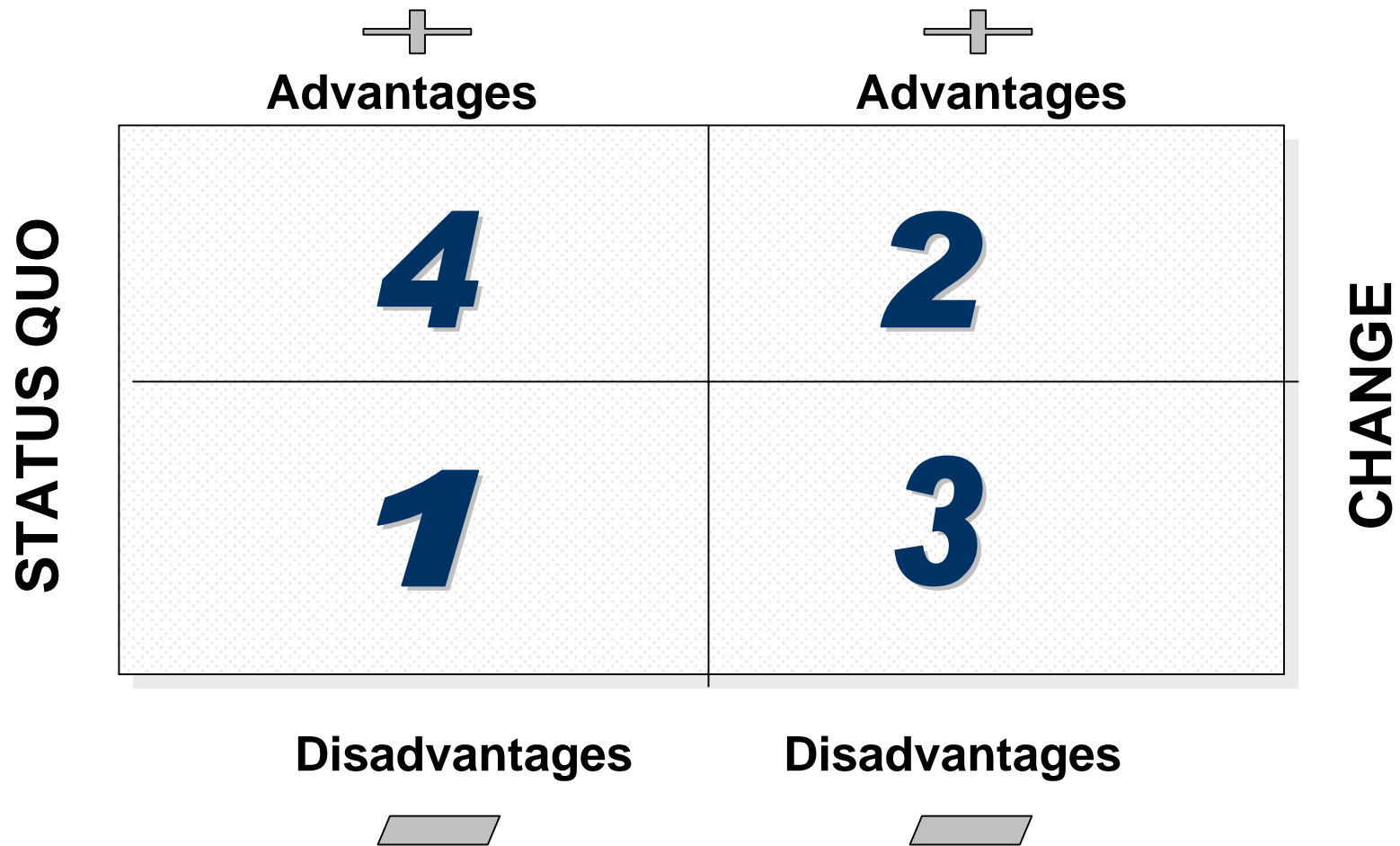
Module II

Strategic Communications

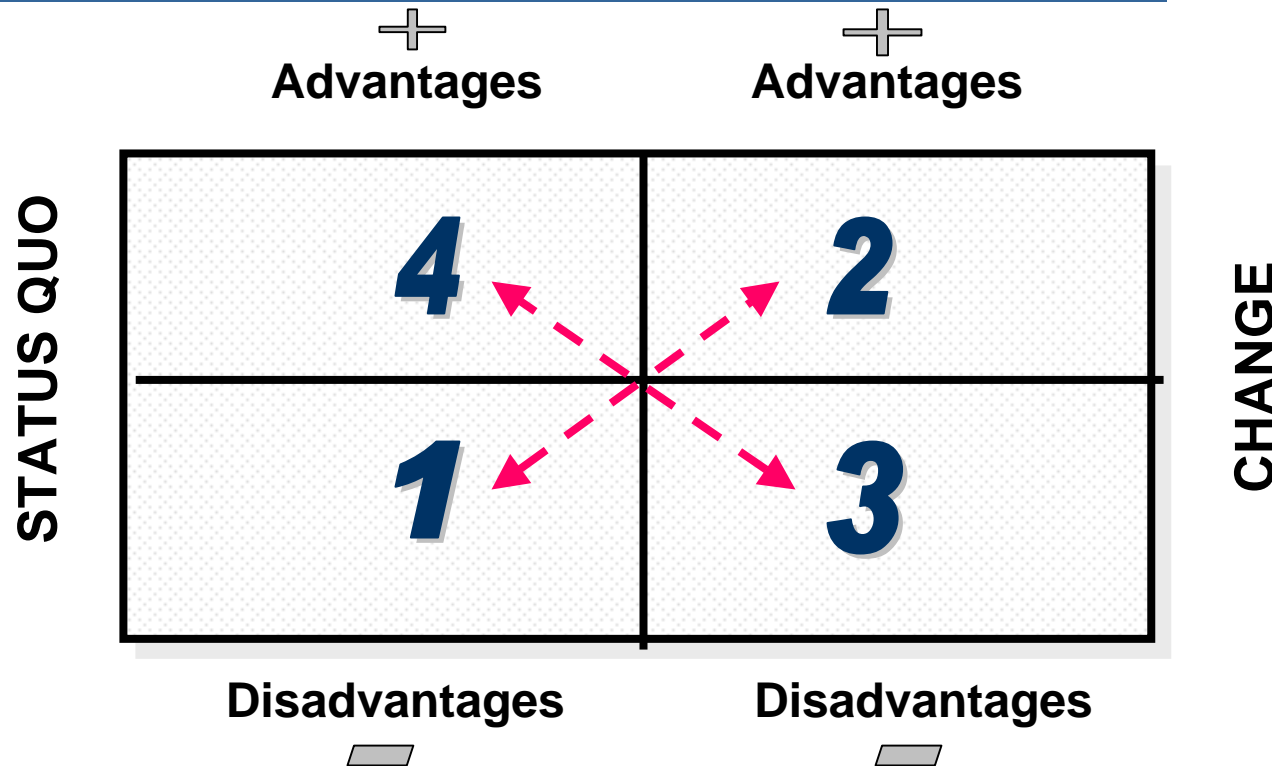


Bridging the “Disconnect” between Advocates and Resisters

Strategic Change Communications



The Natural “Disconnect”



Some points to consider:

- The “natural” persuasion pattern for the communicator is to present only quadrants #1 and #2, especially #2.
- The “natural” resistance pattern for others is to feel and think of quadrants #3 and #4.
- Remember to address advantages/disadvantages from the other’s perspective.

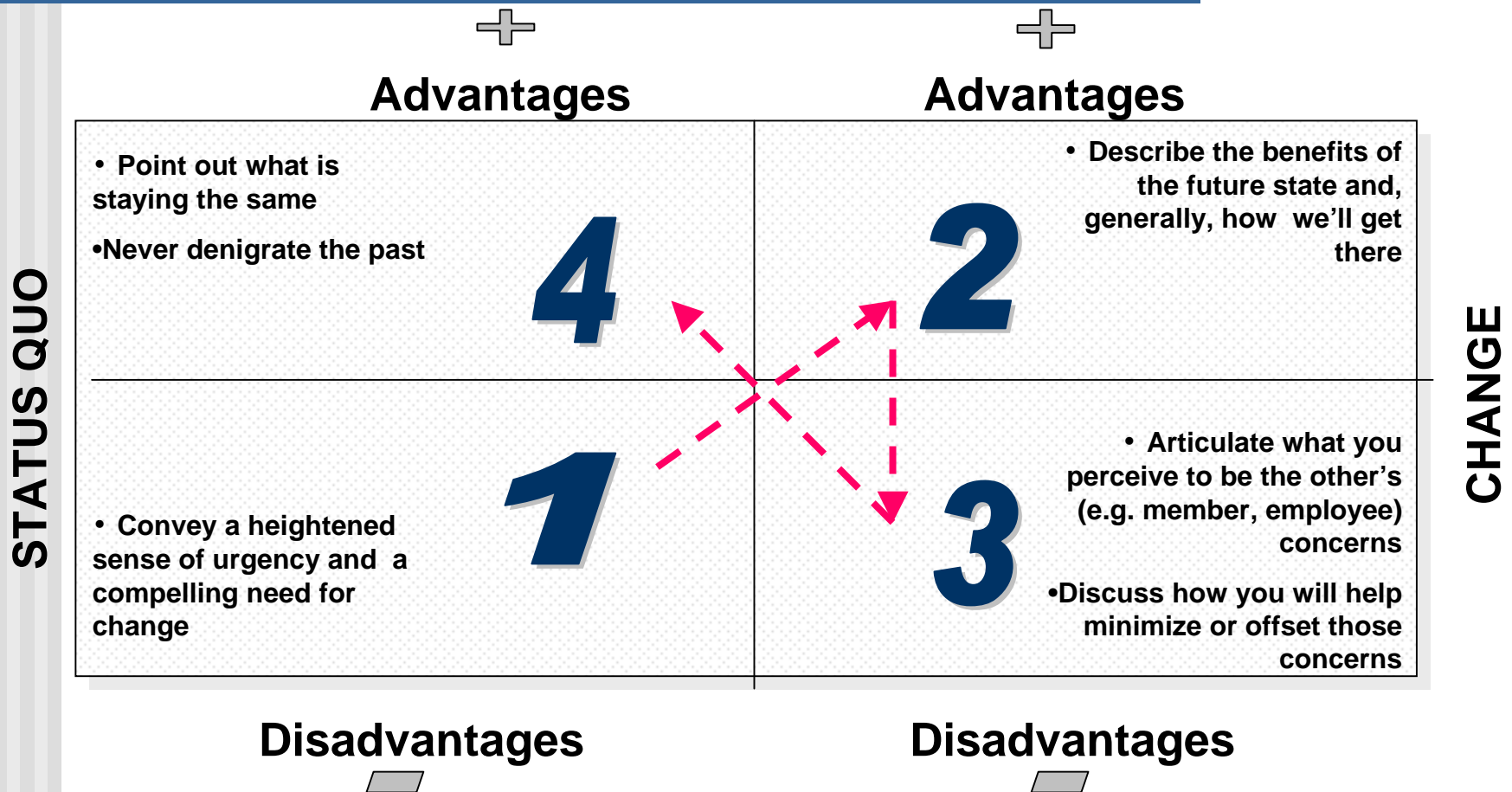
Why Should I Believe You?



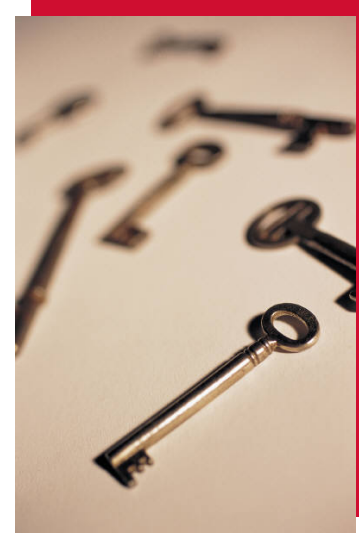
“The clearer you are about the ‘truth’ of your point of view, the clearer I am that you don’t have a clue about the truth of my point of view”

(Barry Johnson)

Strategic Communications



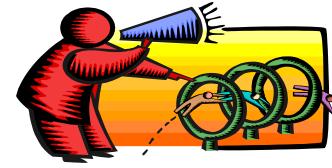
Keys to this Communications Approach



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- ***Don't underdo Box 1*** – it is important to compelling case for “why change”
 - Wherever possible, reflect reasons *from organizational and employee/member perspective*
- ***Don't overdo Box 2*** – you can always return to this during Q&A
- ***Spend lots of time on Box 3*** – you can't always resolve all issues, but validating them is important
 - Acknowledge that you are not presuming you understand all concerns and you would welcome input on this
- ***Keep the flow*** – *don't go back and forth between boxes;* this will totally lose audience and energy

Applying the Strategic Communications Model



1. Identify a change initiative that would likely encounter 'resistance'. This could be a current, past, or future change. Use the worksheet on the following page.
2. Develop a presentation (1 → 2 → 3 → 4) that would likely move your audience from resistance to acceptance on the change initiative .

Worksheet

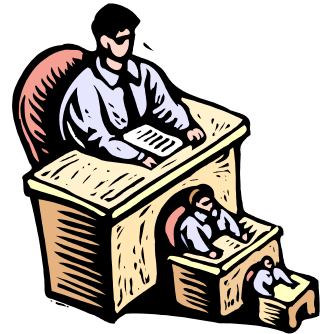


STATUS QUO

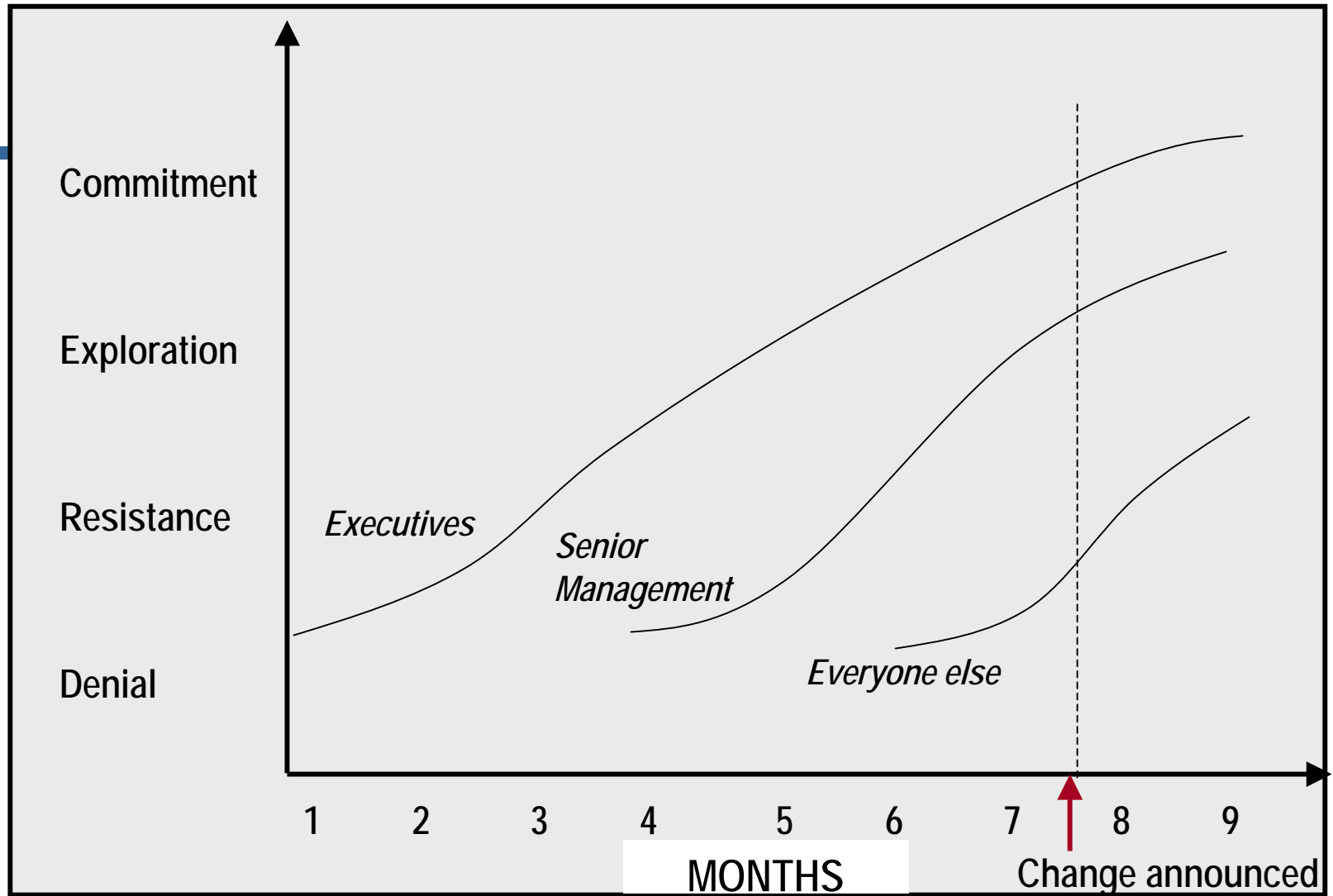
CHANGE

Why Influencing Model Works...

"The clearer you are about my perspective, the more willing and able I am to be open to your perspective."



Pay Attention to “Marathon Effect”



THE MESSAGE IS...



*Talk with people where they are at,
not where you are at -- this leads
to personal credibility, trust, and the
increased likelihood of change
success.*

All the Best in Your Change Initiatives

***THANK YOU FOR HAVING ME TODAY -
IT'S BEEN A PLEASURE***



Key Takeaways from Today



1. Even for *logical* change, many people will be offside
 2. People are more motivated by the avoidance of pain than the achievement of gain
 3. For people to buy-into and trust the change, they need to know that their interests have been accounted for
1. Don't underestimate the normalcy of "resistance" and find ways to integrate that resistance into change efforts
 2. Help people understand the "burning platform" of *why* the change is necessary
 3. Use the 4-Box Model to clearly show that you understand and want to work with their interests

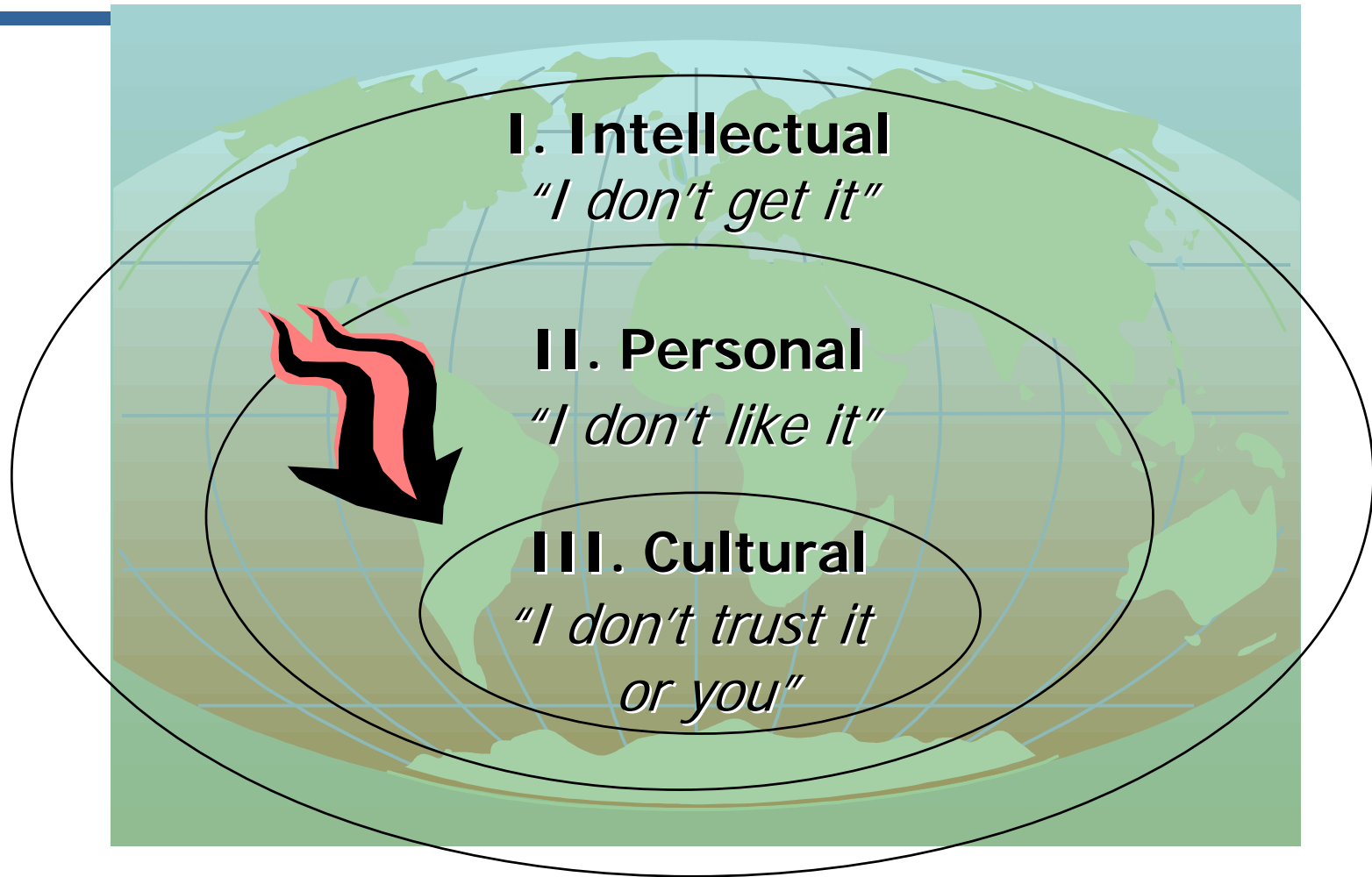
And...Remember the “Marathon Effect”



- 1. Some people get a head start and naturally are farther along the curve. They often expect others to be in the same place as they are*
- 2. Talk with people where they are at, not where you are at -- this leads to personal credibility, trust, and change success.*

3 Levels (degrees) of Resistance

"Just like the earth, it gets hotter near the centre!" - Rick Mauer



Communicating to Lessen 'Resistance'



- **People will challenge at an intellectual level (level I)** while really struggling with personal (*don't like*) and cultural (*don't trust*) issues (**levels II and III**)
- **Our response to level I is to respond at level I**, which doesn't help and **may worsen**
 - “Perhaps I wasn't clear, let me try that again”
 - “What part don't you understand?”

(Note: A different type of response is needed – i.e., 4 Box)

- **Behavioural change only occurs when level II and Level III are addressed.** Strategic Communications Model accomplishes that.

Communicating to Lessen Resistance

Solution

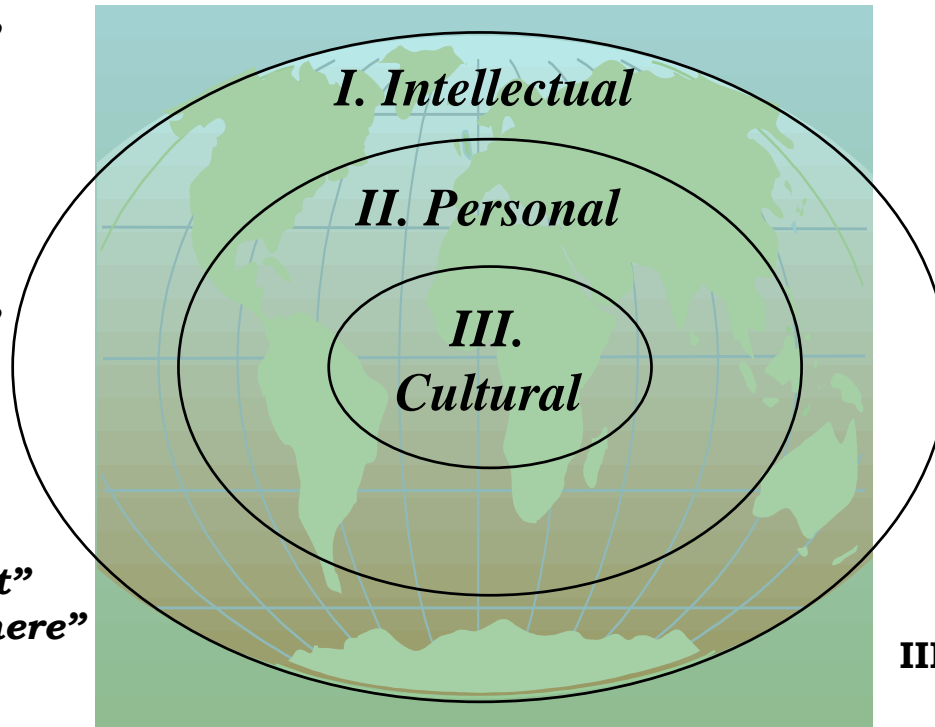
- I. **Facilitate information-flow.** Make it 2-way. Avoid jargon or hype. Solicit employee feedback & act on it.
- II. **Focus on their Interests.** Show empathy & flexibility. Ask what people need to commit (“WII-FM”); Talk about what’s not changing. .
- III. **Do things dramatically differently.** New optics & behaviours are required. Measure and publicize successes.

Context

I. “I don’t get it”

II. “I don’t like it”

III. “I don’t trust it”
“That won’t fly here”



“Just like the earth, it gets hotter near the centre!”