

An aerial, high-angle photograph of a massive crowd of people gathered for a public event or festival. The crowd is dense and fills the entire frame. In the upper center, a white truck is visible. To its right, a large banner features the 'vinaphone' logo and '3G' branding, along with the Vietnamese text 'Chào Mừng Mừng Mừng' (Welcome Welcome Welcome). Below this, another banner displays '3-2' and '3-1'. The overall scene is one of a large-scale public gathering.

THE BUSINESS OF CHANGE THE ART OF COMMUNICATION

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NOVEMBER 2014

ISN'T CHANGE THE BASIC BUSINESS OF COMMUNICATION?



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Communication management is about changing *something*

Opinions, Relationships, Knowledge, Actions



Change management is also about changing *something*

Process, system, strategy

THINGS THAT ARE TRUE*

Change is hard

People resist change

Opposition is a problem

Everyone needs to understand the change

Kotter's model is the best way to manage change

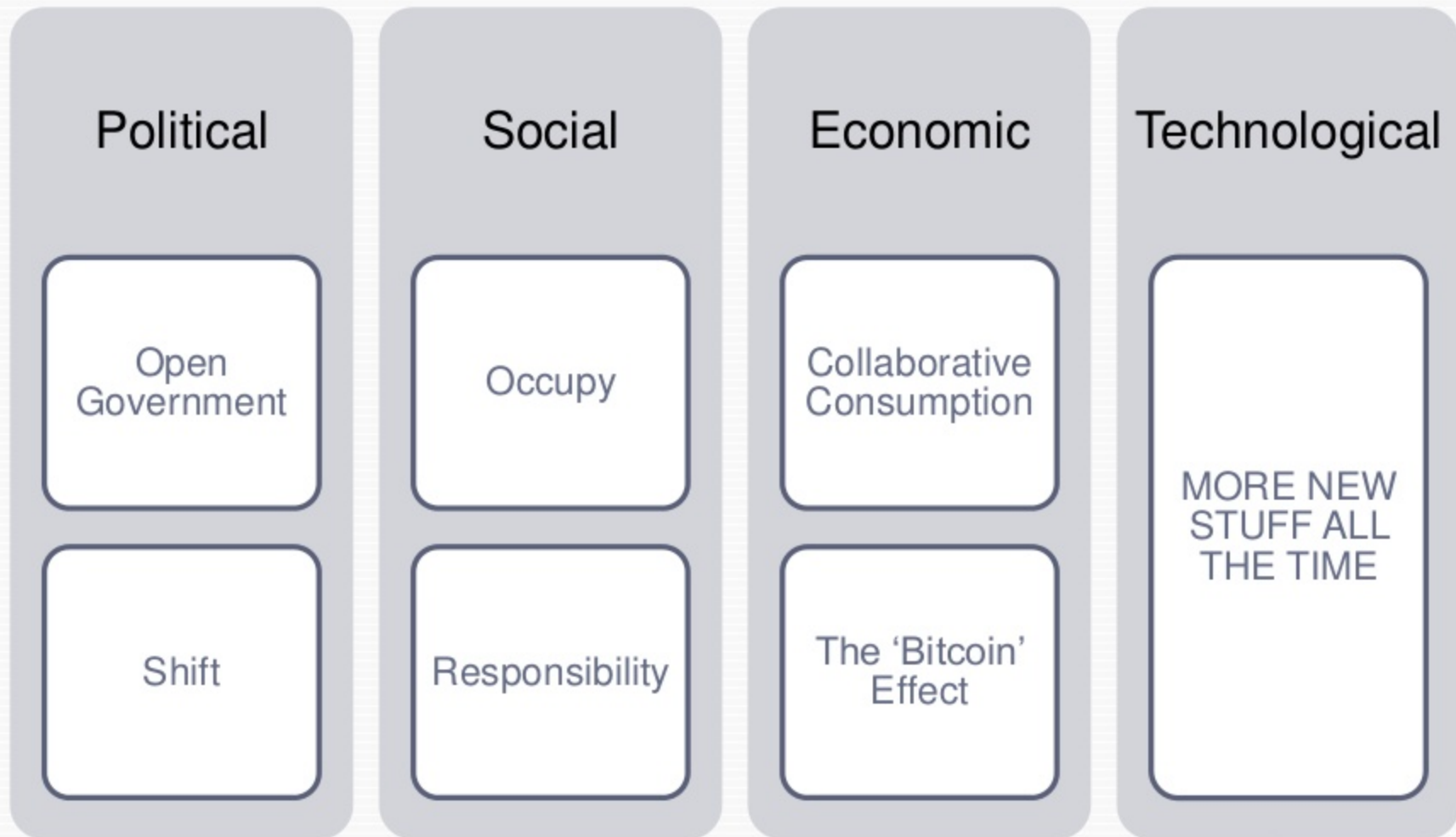
***Not actually true**

Without the right leadership change will fail

IF CHANGE IS CONSTANT OUTSIDE ORGANISATIONS, WHY NOT INSIDE?



ORGANIZATIONS FACE A DEGREE OF COMPLEXITY GREATER THAN EVER



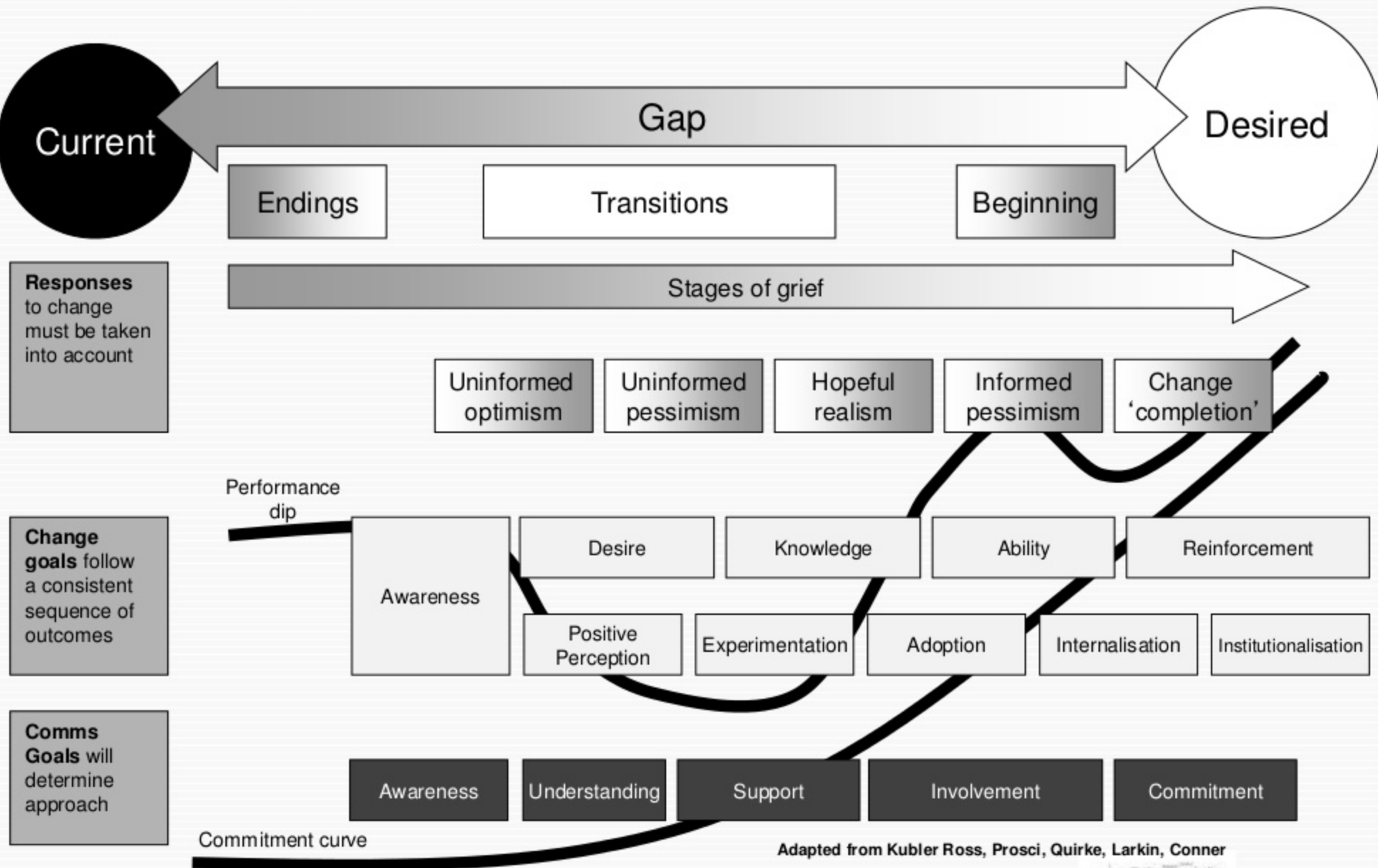
COMPLEXITY IS DISRUPTIVE, DISRUPTION DRIVES INNOVATION



FOUNDATIONS: CHANGE IS PERSONAL

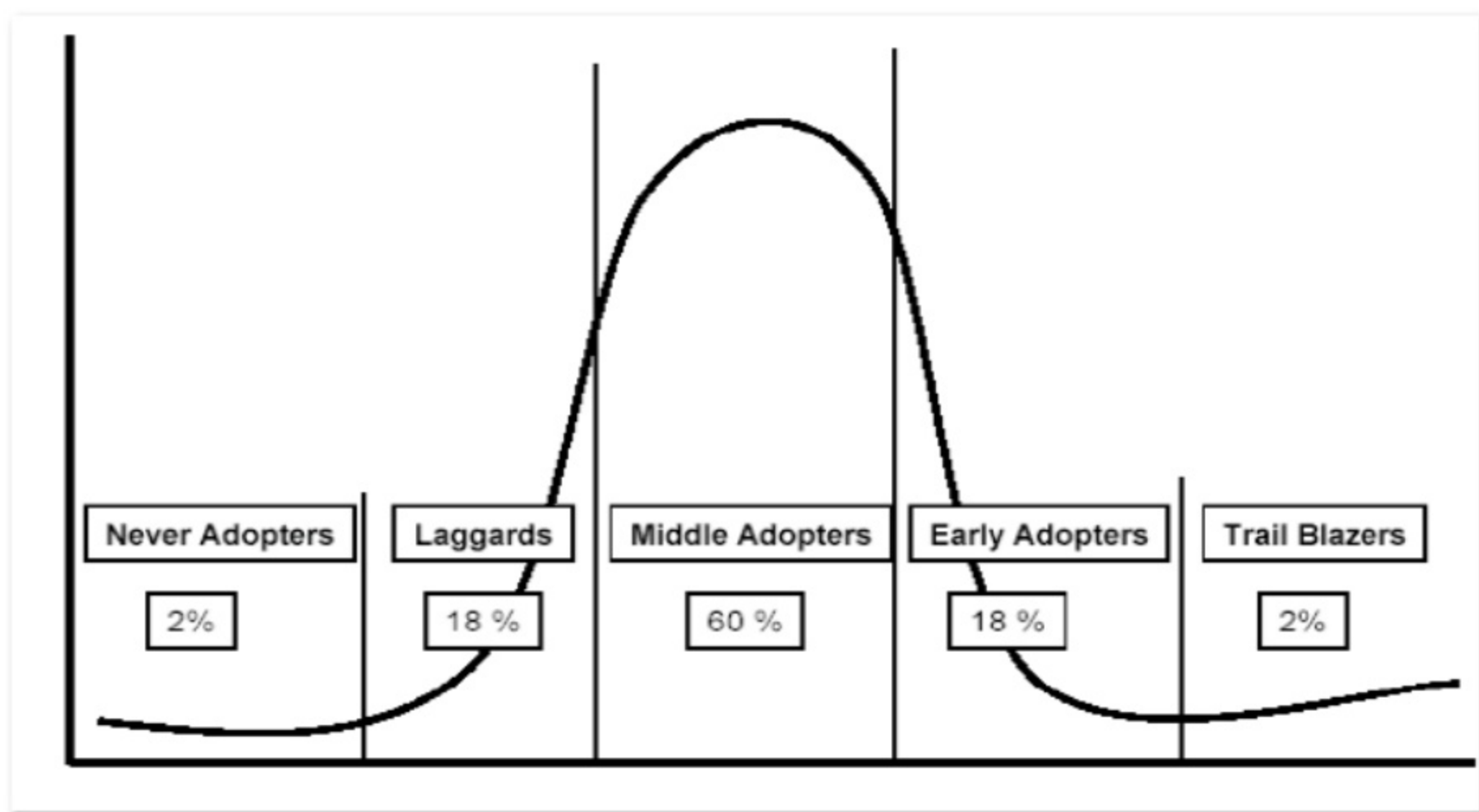


THE GAP, THE CURVE AND THE DIP



Adapted from Kubler Ross, Prosci, Quirke, Larkin, Conner

THE (OTHER) CHANGE ACCEPTANCE CURVE





TYPES OF CHANGE: EVOLUTION OR REVOLUTION?

Operational/Organic – incremental change to current practices

Developmental – moderate change but within current strategies and paradigms

Transformational – major change but within many new strategies which are unclear when you begin the process

Universal:

- Ending
- Neutral
- Beginning



OH MR KOTTER

Establish a sense of urgency

Form a powerful guiding coalition

Create a vision

Communicate the vision

Empower others to act on the vision

Plan for and create short term wins

Consolidate improvements and produce more change

Institutionalise new approaches



***If you can't communicate the vision to someone in five minutes or less
and get a reaction that signifies both understanding and interest,
you are not done.***

**BEYOND KEY
MESSAGES:
CHANGING
BEHAVIOUR**

THREE CAUSES OF RESISTANCE

Not knowing

Not able

Not willing



OVERCOMING RESISTANCE

1. **Listening**
2. **Understanding the nature and reasons for resistance**
3. **Facilitation and support**
4. **Creating understanding**
5. **Negotiation**
6. **Confrontation and consequence management**
7. **Transition**



STORIES FOR CHANGE

Own experience

**Colleague
experience**

**Customer
experience**

**Competitor and
market experience**

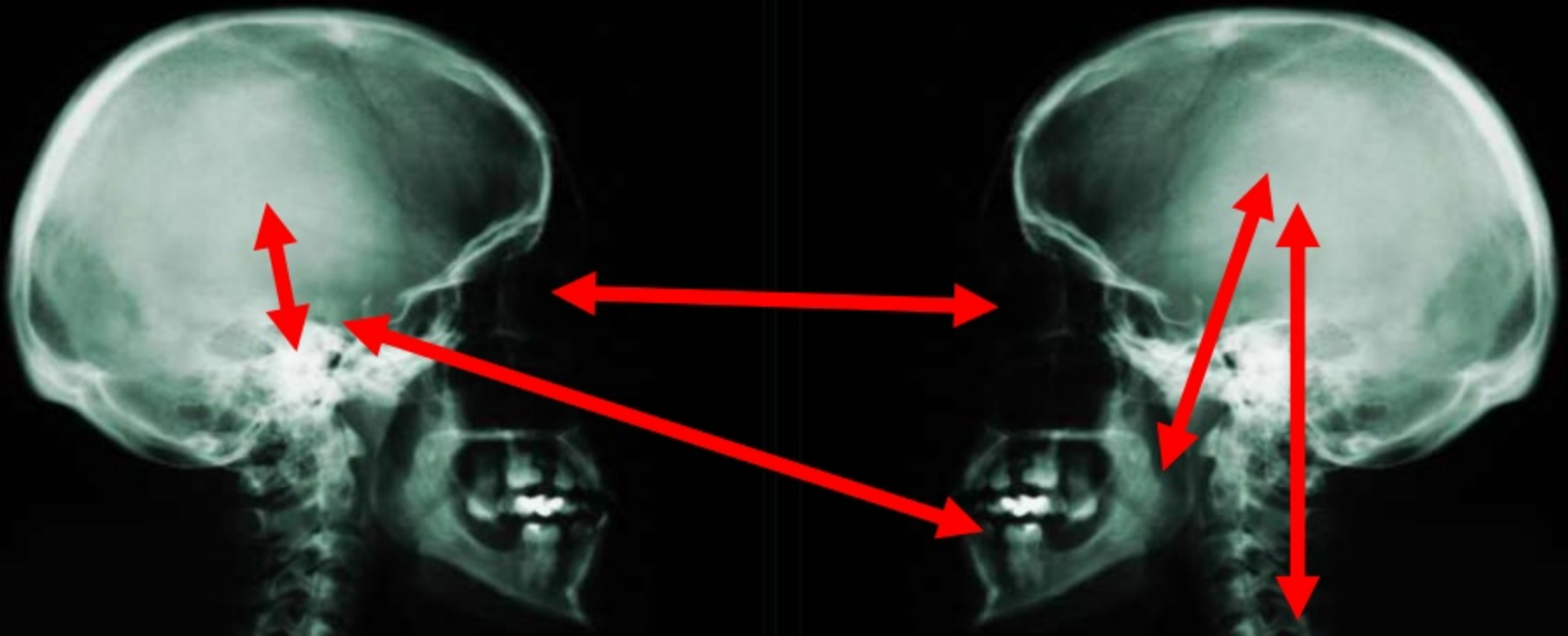


LINE OF SIGHT – THROUGH DIALOGUE

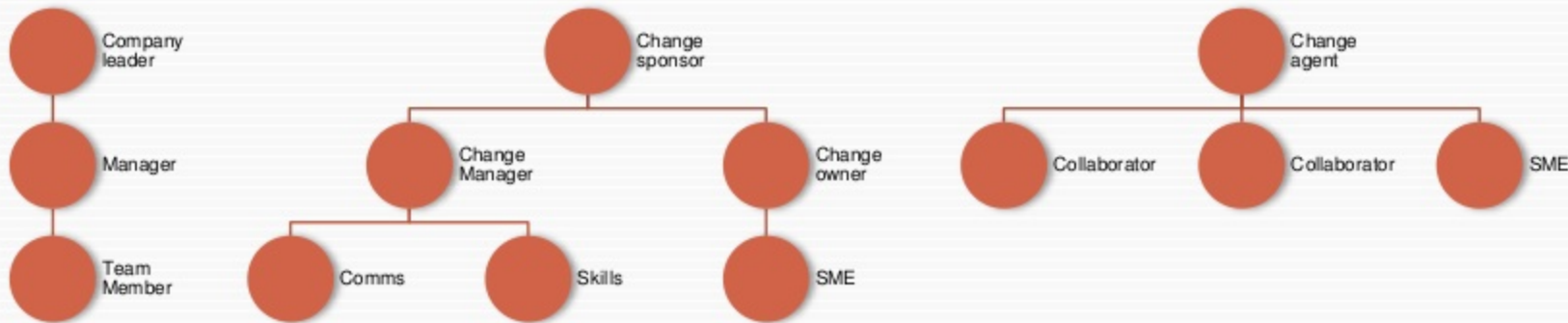
Operational change– we are going to use this process

Programmatic change – because we want to dominate this market sector

Strategic change – because our industry is changing.



CHANGING ROLES: LEADERS, CHANGE AGENTS AND SPECIALISTS



BLURRING THE LINES:

