

What TRT aims to do to manage the people side of change

.....ensuring effective communication with staff when developing and implementing new or significantly revised systems/processes and policies



Effective communication means.....

Timely and targeted communication with kaimahi to help them understand, support and adopt/utilise new work practices and/or expectations.



Why communication is key?

- You cannot over-communicate when you are asking people to change the way they do things.
- A communications plan is an important part of designing & implementing new or significantly revised systems/processes and policies.

Why?

.....To Communicate/Articulate:

- The reasons for the new system/process/policy so people understand the context, purpose, and need, and
- New or different expectations & what people will need to do differently, and
- Timelines, responsibilities and training/support to be provided.

No communication or poor communication =



Different perspectives on change?

From an organisational perspective –

“We need results.” “We need to do things more efficiently.” “We need to send a clear message about what’s expected.” “We need greater accountability and transparency.”

From an individual’s perspective –

“What will this mean to me?” “How will this impact me?” “What if I can’t adjust to the new way?” “What training and support will be provided?”

The needs of both perspectives must be met

Individual PEOPLE change, NOT organisations

Resistance to change



- The most common and initial response to change is resistance.
- There is a strong link between resistance to change and the absence of effective communication to get people on board.

Reasons why people resist change

- Fear of the unknown
- Lack of awareness about and/or involvement in the change
- Poor communication
- Low trust
- Exhaustion/saturation – here we go again
- Uncertainty (creating stress...fear)
- Impact on job
- Lack of visible support and commitment from managers, leaders
- Organisation's past performance with change
- Loss of control
- Increased work load (lack of time)
- Culture of change resistance and past failures

Communication Tips

- True communication is a **two-way conversation** with the people who are expected to make the changes. It cannot be just a presentation.
- Need to listen. Avoid defensiveness, excuse-making, and answers that are given too quickly. Act with thoughtfulness.
- Provide answers to questions only if you know the answer. Managers damage their credibility when they provide incorrect information or appear to stumble or back-peddle when providing an answer.
- It is much better to say you don't know, and that you will try to find out.

Communication of other projects/policies/initiatives?

- Time Target?**
- Webcare?**
- Policies (Finance, Care Services Support, HR, Assets)?**
- Other initiatives in the pipeline?**