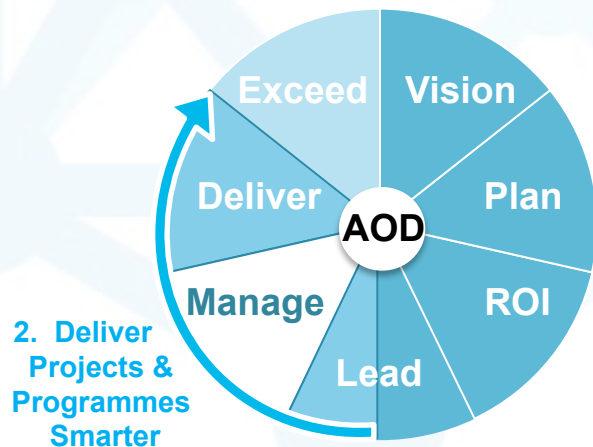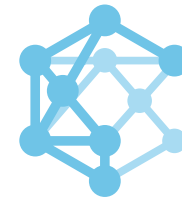# Assured Outcome Delivery

# AOD Communications Guide

Sharing the tools our team use successfully to enhance Clients' benefits realisation capabilities.......how we suggest clear communication of your change vision to ensure all involved in projects are clear in their desired outcomes. Our Communications guide complements the Socialisation tool.



2. Deliver Projects & Programmes Smarter

Assured
Outcome
Delivery

# Implementing Smarter….

## ........*How to Communicate desired outcomes effectively*

# AOD Comms Introduction

The purpose of effective AOD communication is to **make sure all participants in a change process are crystal clear on what the organisation wants** from the project or programme, and to ensure those affected know what is expected of them.

AOD comms start by defining an inspiring Show-Me Events to define what change will represent success from investment of resources and finances, and who is accountable for change delivery.

Good communications always answer the key question for staff – **w**hat's **i**n **i**t **f**or **m**e (W.I.I.F.M.) – and it will explain why a reader should make the time to read and engage with the Comms messages.

Outcome Delivery Network Members have been influenced strongly by John Kotter's guidance on avoiding normal pitfalls in transformation efforts. Pitfall number 4 – **Under communicating by a factor of ten** – serves to emphasize the need for rigorous communications planning and repetition to get desired messages across.

This communications guide should be read in conjunction with the AOD tools: 2.1.6 Stakeholder Management and 2.2 Socialisation Guide.

# Understanding Organisational Change

## An organisation is like a person. It has:

| Personality | Self-perception | Habits | Physique | Relationships |
|---|---|---|---|---|
| Behaviours<br>Attitudes<br>Language<br>Myths<br>Legends | Posts<br>Responsibilities<br>Departments<br>Skills<br>Knowledge | Procedures<br>Processes<br>Systems<br>Technology<br>Machinery | Buildings<br>Locations<br>Transport<br>Comms<br>Environment | Customers<br>Suppliers<br>Markets<br>Products<br>Brand |

By using "show-me" events (SMEs) the future of all and any of these can be specified in a way that is:

- Binary (is-it-or-isn't-it?), Tangible, Personal
- Inspectable, Recognisable, Deliverable
- No longer confined to what you can measure in numbers.

# The personal impact of change

Projects bring about changes which may be very uncomfortable

- Familiar processes on which you are dependent may disappear
- Skills and knowledge that underpin your status may become redundant
- Habits that have made you efficient and effective may become unwanted
- Location at work and travel from home may change radically, imposing strains

… and we expect people to accept change willingly?

…..So we have to help those involved understand W.I.I.F.M?

# Planning our Comms

Effective communication and stakeholder management are critical to the success of Assured Outcome Delivery projects, to ensure staff understand required change. AOD Comms plans ensure that:

- The right audiences, get the right messages, they need, at the right time, for them;
- We maximise opportunities to promote the project and the organisations involved;
- Communications will be linked with Show-Me Events, project milestones and work stream deliverables.

All communications should be coordinated across all parties involved with formal approval and reference points to check that efforts fit within each partner organisation's comms frameworks.

# Comms Approach #1

Develop a stakeholder analysis and management strategy with communication plan to:

- Detail the approach to communications with key internal/external audiences
- Provide a working document for team members, to include required governance control procedures

Overall objectives of an effective Communications strategy:

- to create awareness and engagement, elicit support and commitment amongst required stakeholder groups, and
- ensure that stakeholders are kept informed of progress via timely, accurate and appropriate communications

# Comms Approach #2

Support successful achievement of Show-Me Event, project or work stream implementation with communication and engagement around two main elements:

- Promotion of investment in ……….
- Sharing learning from the project in innovative use the AOD benefits realisation approach to improve outcomes delivered

AOD advocates use of a proven 7 step method:
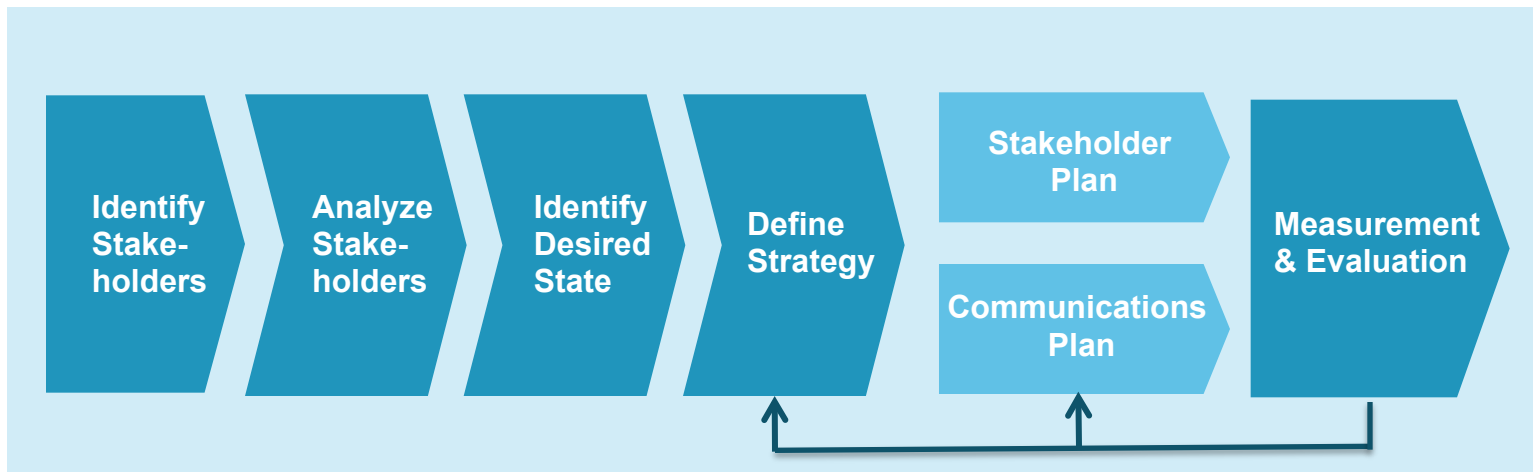
# Tailoring Messages to meet Stakeholders Needs #1

**Internal Example**

| Stakeholder Group Internal | Individual/Sub Group | Current State | Desired State | Comms Approach |
|---|---|---|---|---|
| Organisational Leaders | Balfour Beatty Board | Supportive | Committed | Senior briefings |
| | UWE Leadership | Supportive | Committed | Senior briefings |
| | Power T&D Leadership Team | Supportive | Ownership | Operational briefings |
| | Balfour Beatty BIM Forum | Aware | Engaged | Operational briefings |
| | Balfour Beatty Digital Leadership | Aware | Engaged | Operational briefings |
| | | | | |
| Participants | Project sponsors | Engaged | Committed | Operational stakeholder |
| | Project leads | Engaged | Committed | Operational stakeholder |
| | Data holders/providers - PMO | Engaged | Supportive | Targeted comms |
| | BB Regional Management Teams | Aware | Engaged | Operational briefings |
| | UWE Research team | Engaged | Engaged | Operational stakeholder |
| | | | | |
| Employees | Power T&D employee base | - | Understanding | Employee comms |
| | Power T&D Pilot Project Groups | Aware | Engaged | Employee comms |
| | UWE staff and student base | - | Understanding | Employee comms |

# Tailoring Messages to meet Stakeholders Needs #2

**External Example**

| Stakeholder Group External | Individual/Sub Group | Current State | Desired State | Comms Approach |
|---|---|---|---|---|
| Government | Innovate UK Board | Engaged | Engaged | Client stakeholder |
| | Others? | | | |
| | | | | |
| Industry | Power sector clients | - | Engaged | Client stakeholder |
| | Power sector competitors | - | Aware | Sector stakeholder |
| | Wider construction sector companies | - | Aware | Sector stakeholder |
| | Industry forums | - | Understanding | Sector stakeholder |
| | Academic forums | - | Understanding | Sector stakeholder |
| | | | | |
| Media | Construction sector meda | - | Supportive | Sector stakeholder |
| | Academic media | - | Supportive | Sector stakeholder |
| | | | | |
| Public | Balfour Beatty shareholders | - | Aware | Public stakeholder |
| | Talent pool | - | Aware | Public stakeholder |

# Example Engagement Plan for Contract users of BIM & Mobile

- Similar comms plans will be prepared for each work stream and at a project level, tailored for each stakeholder group's needs

- Successful engagement is when stakeholders know what is going on, how their involvement is supporting delivery, and they understand where progress is being made

| Key messages for stakeholder groups | 2016 | | | | 2017 | | | | 2018 | |
|---|---|---|---|---|---|---|---|---|---|---|
| Internal Balfour Beatty employee base | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2+ |
| Project objectives - desired outputs and benefits | ■ | | | | | | | | | |
| Project timelines, participants, requirements | ■ | | | | | | | | | |
| Formal launch | | ★ | | | | | | | | |
| Mobile rollout | | ■ | | | | | | | | |
| Mobile functionality upgrades | | | ■ | | | | | | | |
| Mobile to BAU | | | | ■ | | | | | | |
| BIM Level 2 compliance | | ■ | | | | | | | | |
| Integrated BIM Mobile CDE | | | ■ | | | | | | | |
| BIM to BAU | | | | ■ | | | | | | |
| One year in - output and findings so far, impact | | | | | ■ | | | | | |
| Business Model Research | | ■ | ■ | | | | | | | |
| Business Model Development | | | | ■ | ■ | ■ | | | | |
| Project close - successes, learnings, benefits | | | | | | | | | ■ | |
| Ongoing learnings/developments | | | | | | | ■ | | | ■ |

# Stakeholder & Comms Engagement Channels (High Level Example)

- Internal
  - Briefings
  - Newsletters/bulletins
  - Leadership & team events
  - Case studies
  - Announcements
  - Workshops
  - Intranet site

- External
  - Briefings
  - Events
  - Websites
  - Social media
  - Media relations – in line with corporate policies and processes:
    - Industry publications
    - Industry events

- Timing of plan elements will be agreed at initial kick off workshop

# Measurement and evaluation

- Communications Leads will monitor comms feedback assessment reports and evaluate success as a basis for informing future communications decisions

- Evaluation measures / KPIs will be incorporated as part of the project or work stream delivery plans :

  - relationship owners to be allocated to ensure specific needs and wants are addressed;

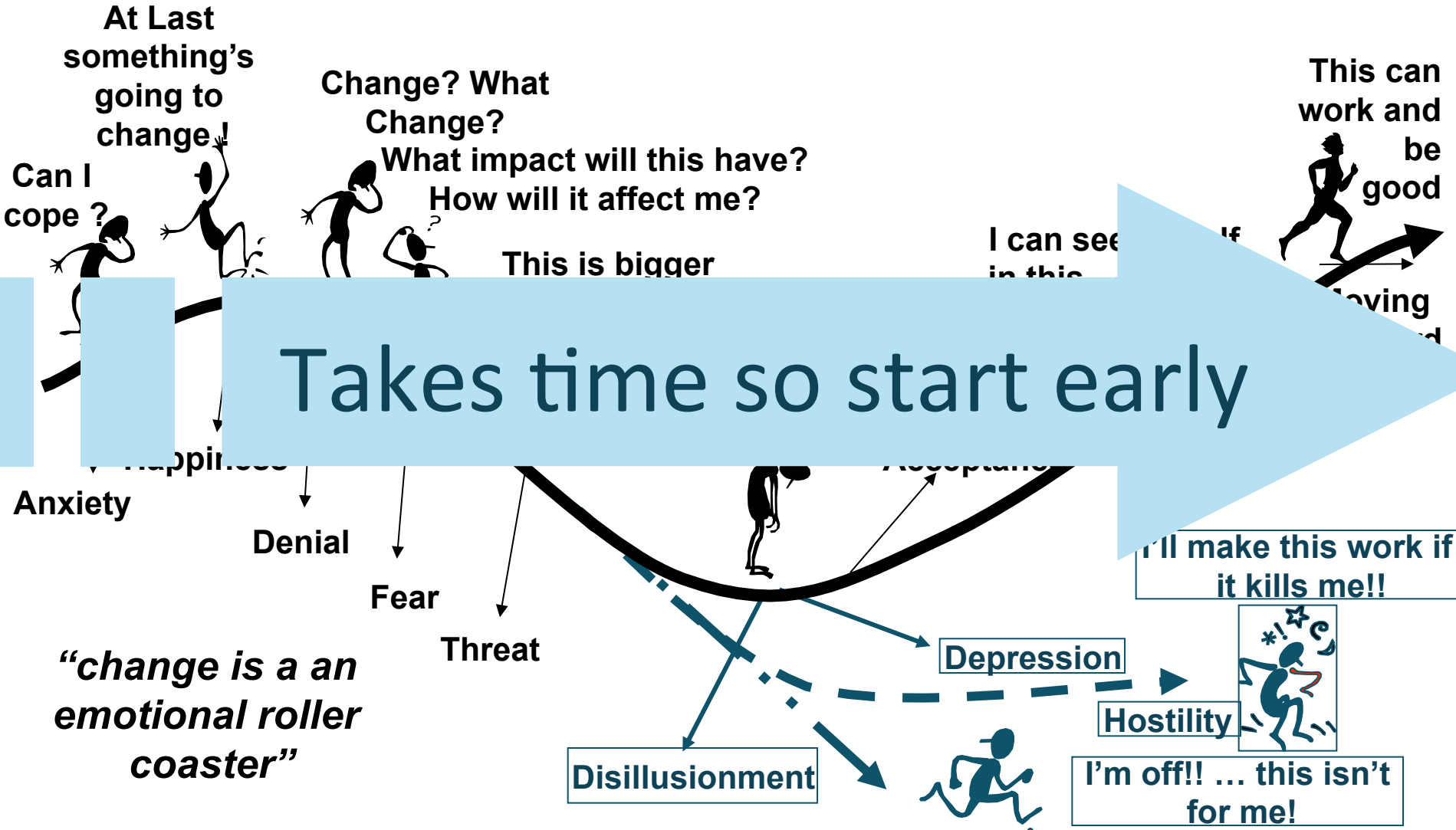  - we will document their needs and wants to inform our comms message design and delivery approaches.
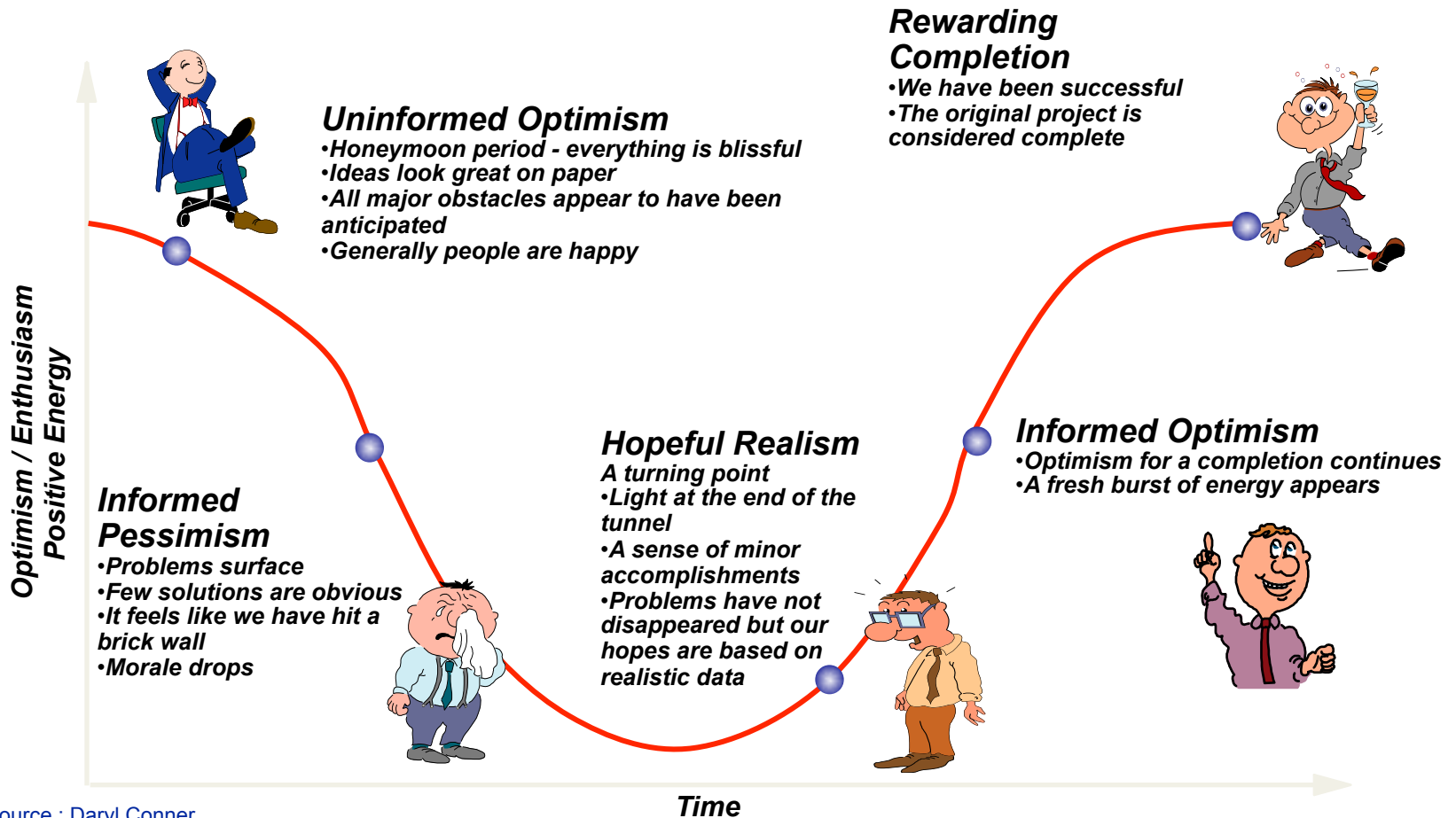
# AOD Comms Tools

2.4.1    Kubler Ross Change Curve – Planning for change reaction!

2.4.2    The Emotional Cycle of Change

2.4.3    Change Readiness Assessment

2.4.4    Change Analyser (based on Kotter)

2.4.5    Stakeholder Management Needs and Wants Analysis

2.4.6    AOD Change Equation

2.4.7    AOD Comms Style Analyser

2.4.8    Rich Picture for SMEs

2.4.9    AOD Transformation Map

# 2.4.1 How People & Organisations React to Change

At Last something's going to change !
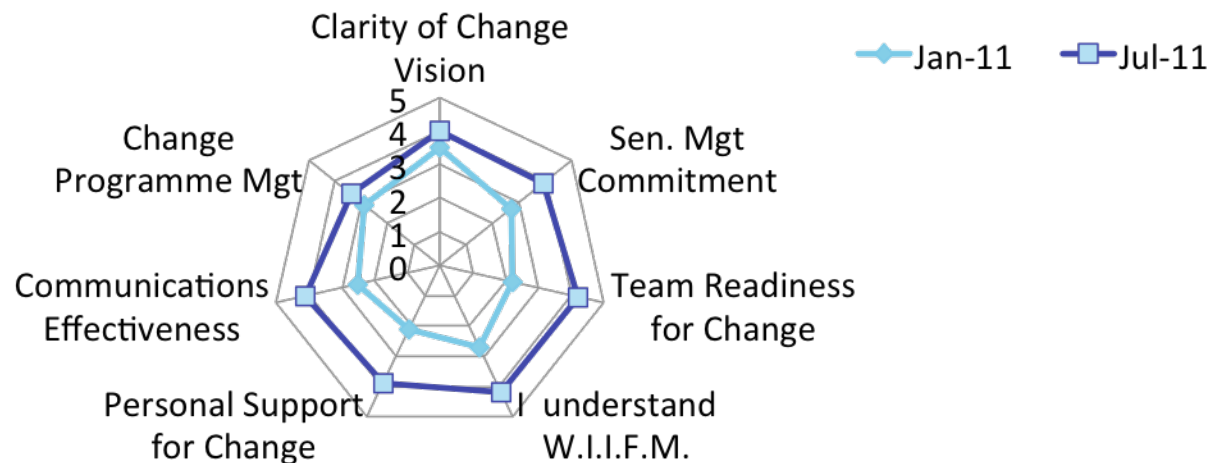
Can I cope ?

Change? What Change?
What impact will this have?
How will it affect me?

This is bigger

I can see myself in this

This can work and be good

## Takes time so start early

Anxiety

Happiness

Denial

Fear

Threat

Acceptance

Depression

Hostility

I'll make this work if it kills me!!

*"change is a an emotional roller coaster"*

Disillusionment

I'm off!! … this isn't for me!

AOD targets the steps in preparing and supporting staff in change as a process – We call it Socialising…..........What we socialise are the SMEs, and key tipping points

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# 2.4.2 Emotional Cycle of Change

**Uninformed Optimism**
- *Honeymoon period - everything is blissful*
- *Ideas look great on paper*
- *All major obstacles appear to have been anticipated*
- *Generally people are happy*

**Rewarding Completion**
- *We have been successful*
- *The original project is considered complete*

**Informed Pessimism**
- *Problems surface*
- *Few solutions are obvious*
- *It feels like we have hit a brick wall*
- *Morale drops*

**Hopeful Realism**
*A turning point*
- *Light at the end of the tunnel*
- *A sense of minor accomplishments*
- *Problems have not disappeared but our hopes are based on realistic data*

**Informed Optimism**
- *Optimism for a completion continues*
- *A fresh burst of energy appears*

*Optimism / Enthusiasm Positive Energy*

*Time*

Source : Daryl Conner

**By understanding the Emotional Cycle of Change, we greatly increase our chances of making change happen by understanding our own emotional reactions.**

# 2.4.3  AOD Change Readiness Assessment

Support successful achievement of your change objectives by assessment of staff readiness for change.    Using a proven set of survey questions – responses to which have been bench markers across private and public sector organisations – we can help design and deliver a communications plan that will best support an organisation's change effort.    The survey questions are easily tailored from a standard list assessing 7 key areas of change readiness and delivered on Survey Monkey or any other survey tools you use.



**Example Change Readiness Assessment**

See AOD Tools ref 2.4.6 on how  the Change Equation informs our Communications approach

# 2.4.4.1  AOD Change Analyzer*

| | 1 | 2 | 3 | 4 | 5 | Current Assessment |
|---|---|---|---|---|---|---|
| **Establishing urgency** | Now awareness of need for change or competitive threat | No real drive for change visible from leadership | drive from single department / mgt team member | some collective understanding of need and drivers | burning platform' / accepted and agreed by senior team | |
| **Developing Change Leadership** | Change not on management team agenda | change' scanning' / thinking allocated | number of senior team have responsibility | active discussion of change, threats & opp'ys at mgt team | shared Δ accountability demonstrated by whole mgt team | |
| **Defining an Outcome Based Vision** | our leaders don't do 'visions' | vision and direction delegated to strategy director | vision understood by top team but comms are inconsistent | top team vision communicated but not acted upon | vision communicated well and commitment demonstrated through socialization | |
| **Communicating the Vision** | no vision communicated | inconsistent views helped by top team and their delegates | Regular staff briefings on vision and progress | full briefing cascade and various media involved | top team share the comms role and lead by example in stressing need for change | |
| **Empowering teams to Act** | no formalized performance management approach | performance management processes encourage new ways | senior team actively remove blockers to change | new work instructions mad processes are issued to embed Δ and felicity required | leaders and systems promote risk taking and reward new approaches | |
| **Planning for and Creating Short term wins** | staff not involved in short / long term business planning | teams involved in short term business improvement planning | improvement efforts resourced, planned and funded regularly | Business improvement successes recognized and rewarded locally | business improvement culture widely recognized across organization | |
| **Consolidating Improvements & Changing more** | no business improvement focus or desire | active challenge to process inefficiency - call-outs when inconsistent with vision | appoint change agents to challenge and drive process and structural change | performance management processes rewards change and improvements | process challenge to ways of working is the norm | |
| **Institutionalizing New AOD and other Approaches** | we don't encourage cottage industries to thrive | teams encourages to scan / assess other approaches | HR and Comms articulate links with new behaviours and change success | leaders demonstrate change behaviours and lead change | Leadership development and change mgt path clear to all | |
| | | | | | **Change Analyzer Score** | |

**\* Building on the ideas of John Kotter, and easy to use excel based tool against which progress towards successful change can be measured**

# 2.4.4.2  Change Readiness Analyzer Example

## Leaning from Kotter's Lessons (Why Transfromation Efforts Fail?)



Target Score
Current Assessment
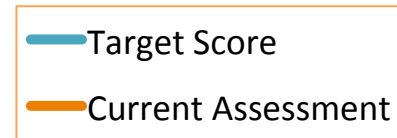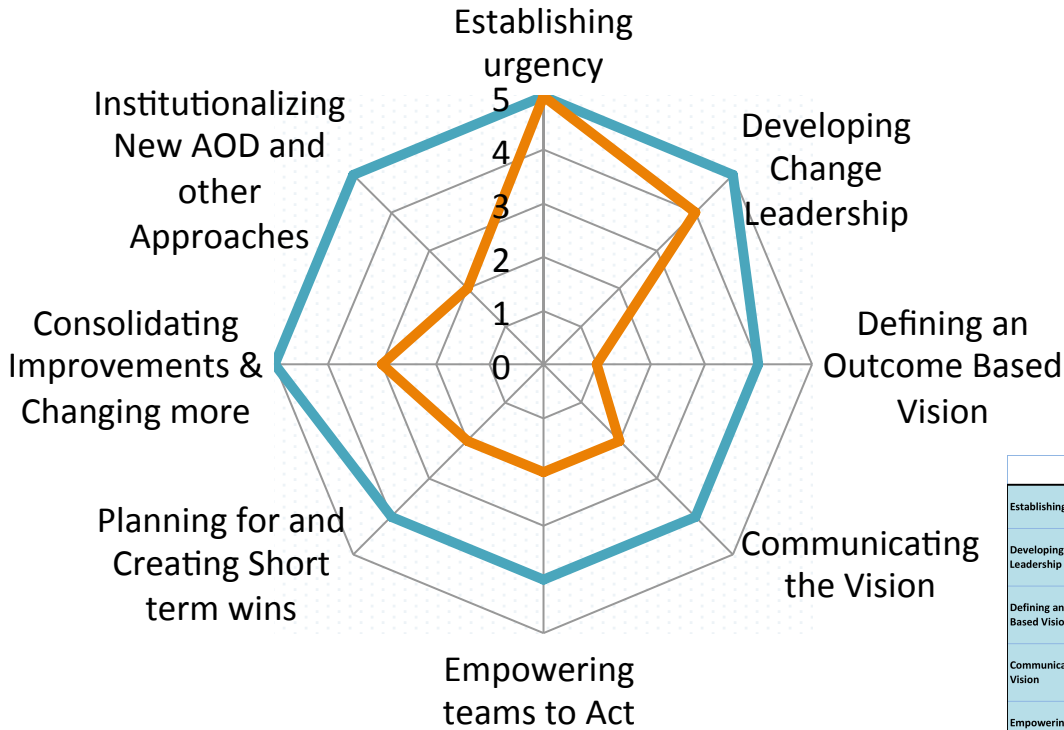
| | 1 | 2 | 3 | 4 | 5 | Current Assessment | Desired Position |
|---|---|---|---|---|---|---|---|
| **Establishing urgency** | Now awareness of need for change or competitive threat | No real drive for change visible from leadership | drive from single department / mgt team member | some collective understanding of need and drivers | burning platform' / accepted and agreed by senior team | 5 | 5 |
| **Developing Change Leadership** | Change not on management team agenda | change' scanning' / thinking allocated | number of senior team have responsibility | active discussion of change, threats & opp'ys at mgt team | shared Δ accountability demonstrated by whole mgt team | 4 | 5 |
| **Defining an Outcome Based Vision** | our leaders don't do 'visions' | vision and direction delegated to strategy director | vision understood by top team but comms are inconsistent | top team vision communicated but not acted upon consistently | vision communicated well and commitment demonstrated through socialization | 1 | 4 |
| **Communicating the Vision** | no vision communicated | inconsistent views helped by top team and their delegates | Regular staff briefings on vision and progress | full briefing cascade and various media involved | top team share the comms role and lead by example in stressing need for change | 2 | 4 |
| **Empowering teams to Act** | no formalized performance management approach | performance management processes encourage new ways | senior team actively remove blockers to change | new work instructions and processes are issued to embed Δ and felicity required | leaders and systems promote risk taking and reward new approaches | 2 | 4 |
| **Planning for and Creating Short term wins** | staff not involved in short / long term business planning | teams involved in short term business improvement planning | improvement efforts resourced, planned and funded regularly | Business improvement successes recognized and rewarded locally | business improvement culture widely recognized across organization | 2 | 4 |
| **Consolidating Improvements & Changing more** | no business improvement focus or desire | active challenge to process inefficiency - call-outs when inconsistent with vision | appoint change agents to challenge and drive process and structural change | performance management processes rewards change and improvements | process challenge to ways of working is the norm | 3 | 5 |
| **Institutionalizing New AOD and other Approaches** | we don't encourage cottage industries to thrive | teams encouraged to scan / assess other approaches | HR and Comms articulate links with new behaviours and change success | leaders demonstrate change behaviours and lead change | Leadership development and change mgt path clear to all | 2 | 5 |
| | | | | | Change Analayze Score | 21 | 36 |

See AOD Tools ref 2.4.1 on how to anticipate change challenges from the outset

# 2.4.5 AOD Stakeholder Needs & Wants

In achieving change successfully….

- *Who do I need to keep on-side ?*
- *Who do I need to work with to gain influence ?*
  - *Who isn't supportive (& the why…) ?*
  - *Who could 'de-rail' the project ?*
- *What's the current 'temperature check' ?*
- *Where should I be focussing my efforts ?*
  - *Who do I consider first ?*
  - *Have I told everyone ?*
    - *Etc. etc.*



| I Want | I Don't Want |
|---|---|
| Stakeholder 1 | | |
| Stakeholder 2 | | |
| Stakeholder 3 | | |
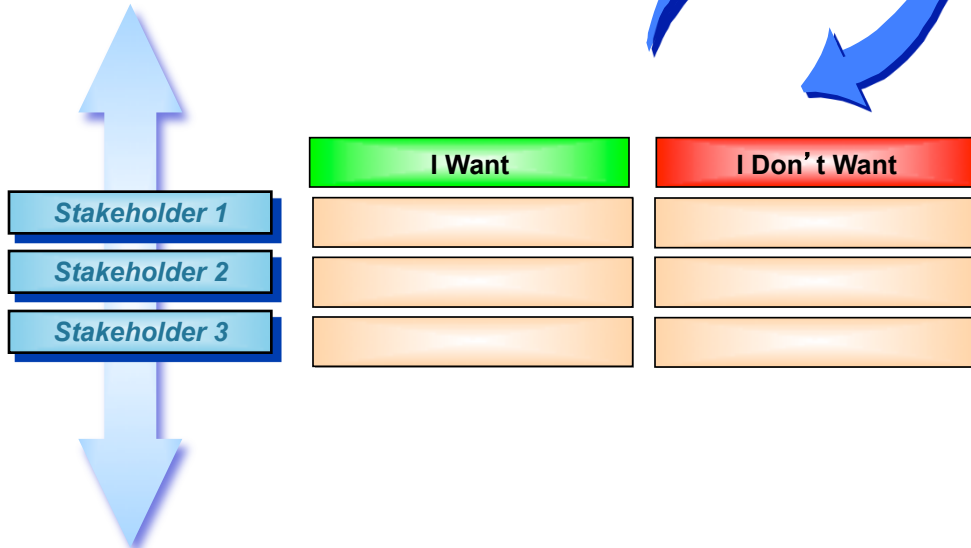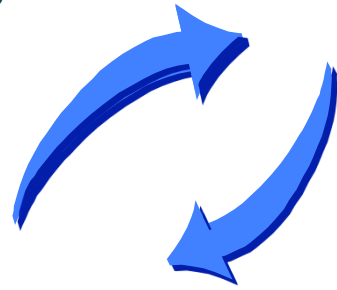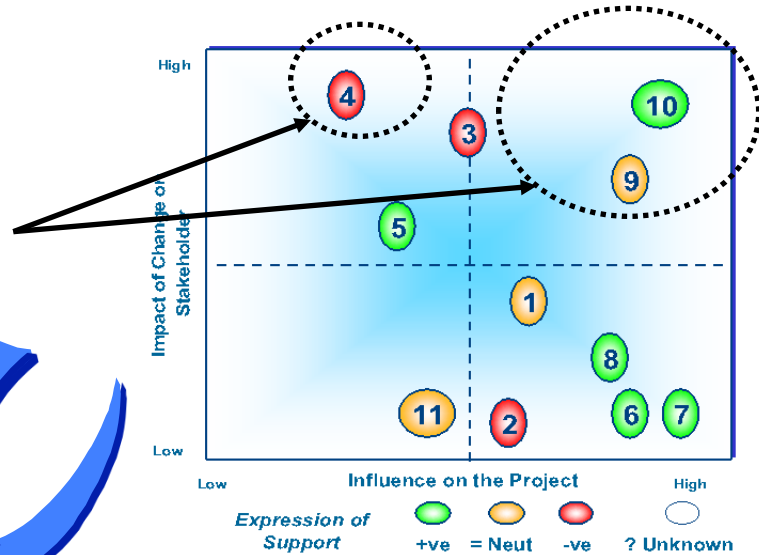
*…can also be supplemented by a stakeholder requirements matrix …. To establish a baselined set of statements on wants / don't wants that needs to be considered (& sometimes reminded to participants when "new ideas" on scope or "intended purpose" are introduced!!!)*

# 2.4.6 AOD Change Equation

- Clarity of message is vital for effective communications
- All staff must understand where they contribute to and support a transformational vision

| Need for Change | + Clear Shared Vision | + Management Commitment & Behaviour | + People Involvement | + Supporting Structure and Processes | + Performance Measures | = Lasting Change |
|---|---|---|---|---|---|---|
| ✗ | ✔ | ✔ | ✔ | ✔ | ✔ | = No action |
| ✔ | ✗ | ✔ | ✔ | ✔ | ✔ | = No direction |
| ✔ | ✔ | ✗ | ✔ | ✔ | ✔ | = No role models |
| ✔ | ✔ | ✔ | ✗ | ✔ | ✔ | = No ownership |
| ✔ | ✔ | ✔ | ✔ | ✗ | ✔ | = No systemic solutions |
| ✔ | ✔ | ✔ | ✔ | ✔ | ✗ | = No results |
| ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | = Lasting change |

See AOD Tools ref 2.4 on how the Change Equation informs our Communications approach

# 2.4.7 AOD Comms Style* Analyser

**ASSURED OUTCOME DELIVERY -
COMMUNICATON STYLE ANALYSER**

**Copyright Outcome Delivery Network Ltd
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**Communication Styles Questionnaire**

For each of the 25 questions below, read all 4 words or phrases, then place a number 1 next to the style preference element which best describes you in a work sitiation. Make your choice quicly when you have read all 4 items, as your first thought is probably the most accurate

| # | Question | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 1 | Least concerned with . . . | *Caution in relationships* | 1 | Routine | | Causing change | | People |
| 2 | You most desire . . . | To control | | To get involved | | To relate to others | | *To organise* | 1 |
| 3 | Personal time frame is . . . | *Right Now* | 1 | Next year | | This week | | Past Year |
| 4 | Completion of tasks is | Immediate | | *Timely* | 1 | Cautious | | Delayed |
| 5 | Greatest concern is for . . . | *Conclusions & actions* | 1 | Dreams & intuition | | Feelings & relationships | | Principles & thinking |
| 6 | You tend to . . . | *Reject inaction* | 1 | Reject isolation | | Reject conflict | | Reject involvement |
| 7 | Most oriented to . . . | *Action* | 1 | Intuition | | Others | | Analysing |
| 8 | You tend to be . . . | Direct | | Impulsive | | *Suppoortive* | 1 | Hestitant |
| 9 | You tend to be . . . | *Pushy* | 1 | Manipulative | | Conforming | | Criticising |
| 10 | You tend to be . . . | *Determined* | 1 | Personable | | Non-controversial | | Industrious |
| 11 | You tend to be . . . | Harsh | | *Promotional* | 1 | Indecisive | | Judgmental |
| 12 | You tend to be . . . | Dominating | | Reacting | | Dependent | | *Exacting* | 1 |
| 13 | You tend to be . . . | Demanding | | *Stimulating* | 1 | Respectful | | Persistent |
| 14 | You tend to be . . . | Forceful | | *Enthusiastic* | 1 | Willing | | Precise |
| 15 | You tend to be . . . | *Decisive* | 1 | Dramatic | | Dependable | | Vigilant |
| 16 | You tend to be . . . | Efficient | | *Gregarious* | 1 | Agreeable | | Orderly |
| 17 | You tend to be . . . | *Tough-minded* | 1 | Undisciplined | | Pliable | | Stuffy |
| 18 | You tend to be . . . | Severe | | *Excitable* | 1 | Retiring | | Tentative |
| 19 | You tend to be . . . | Serious | | *Creative* | 1 | Sympathetic | | Reserved |
| 20 | You tend to be . . . | Secretive | | *Opinionated* | 1 | Yielding | | Stern |
| 21 | You tend to be . . . | Independent | | Interesting | | *Helpful* | 1 | Thorough |
| 22 | You tend to be . . . | Bold | | *Humourous* | 1 | Gentle | | Meticulous |
| 23 | You tend to be . . . | *Insistent* | 1 | Boisterous | | Compliant | | Rigid |
| 24 | You tend to be . . . | *Disciplined* | 1 | Expressive | | Relaxed | | Factual |
| 25 | You tend to be . . . | *Impatient* | 1 | Egotistical | | Appeasing | | Insensitive |
| | TOTALS: | 12 | | 9 | | 2 | | 2 |
| | Multiply total x 4 = | 48 | | 36 | | 8 | | 8 |

**\*** Complements the use of AOD's Belbin and MBTI analysers for building great change teams

See AOD Tools ref 2.4.7 - an excel based tool to assess the 4 main communications style of key stakeholders and members of change efforts, together with recommendations on how to tailor your response to best suit others style

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# 2.4.8. Rich Picture Examples



Illustrating the desired successful outcome story from Show-Me Events

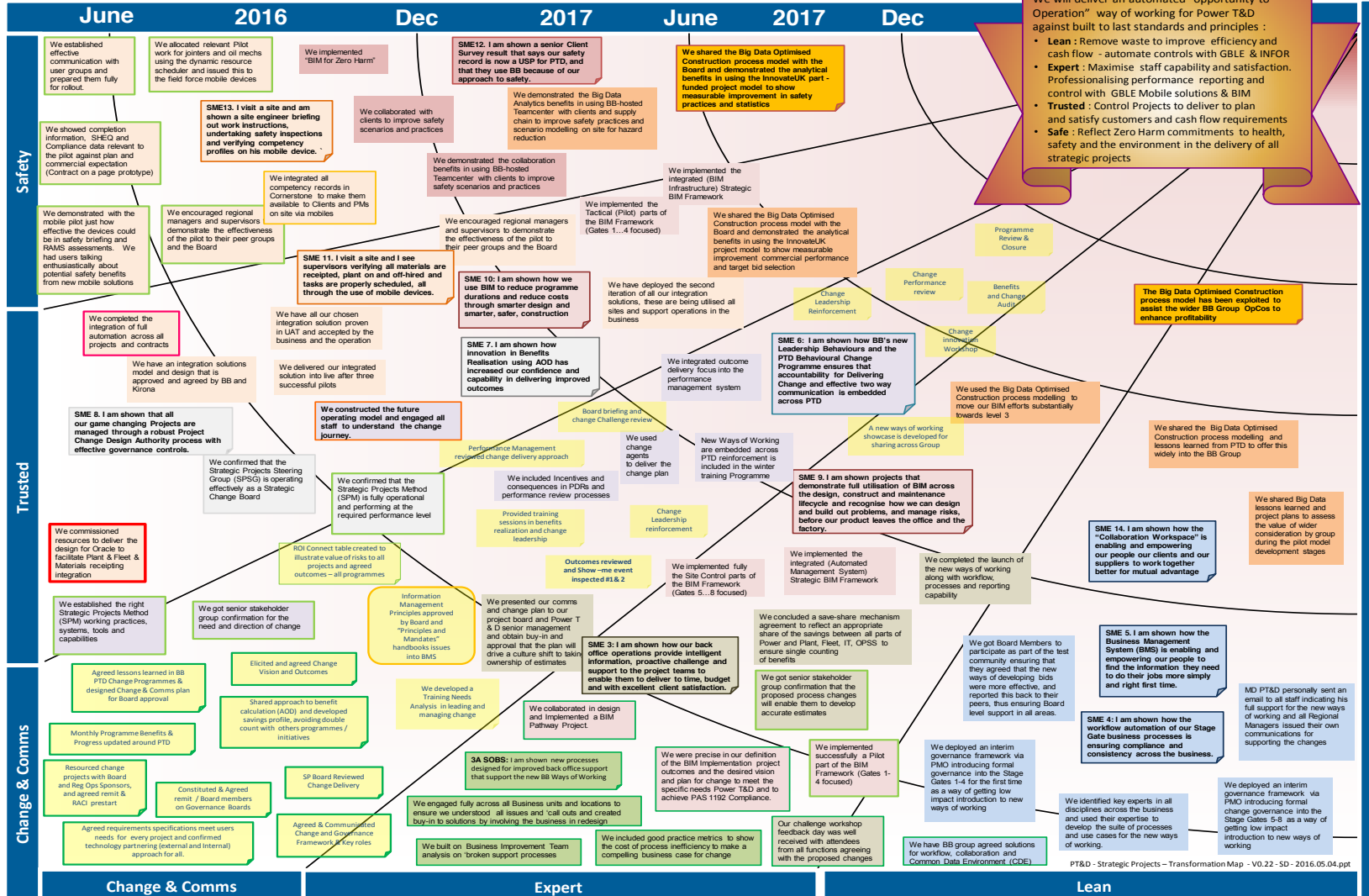See AOD Tools ref xxxxx on how to anticipate change challenges from the outset

# 2.4.9 AOD T-Map - An ideal tool for Socialising Change SMEs and plans



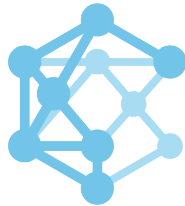Strategic Projects – Transformation Map (Show-Me Events, Tipping Points & Major Change Communications)

See AOD Tools ref 2.4.9 on how to run a T-Map workshop – a favorite approach to client engagement and collaborative planning

# Can AOD Comms & Socialisation help start your projects smarter?

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