



Leadership and Capacity Building for Change



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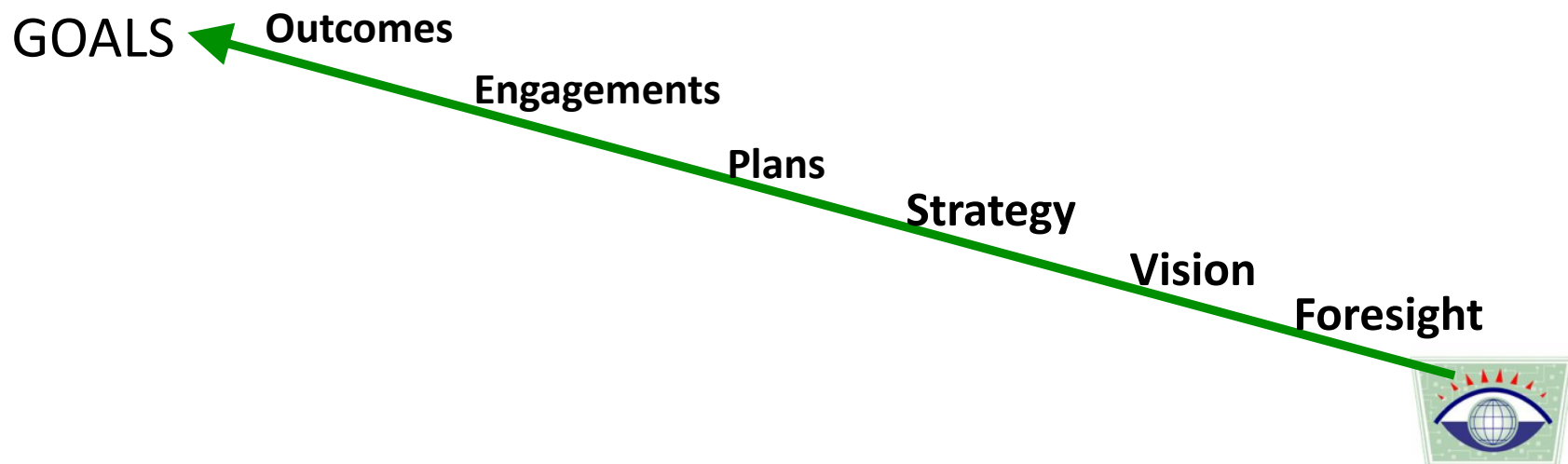
Goals of this Session

- Understand the role of strategic communication in building and changing:
 - Reforms
 - Organizations
- Start with a compelling vision—if it is not compelling, no one will follow-you
- Think of change as an on-going *communication* process, not just an event
- See how the concept of putting “Communication at the Center” applies to both leading change in organizations and networks



Create Your “Line of Sight”

- Alignment
 - Stakeholders understand the mission
 - Stakeholders understand the new vision
 - Stakeholders understand how they contribute to the achievement of the vision





Remember:

Strategic thinking and planning is the process of deciding the optimal alignment between unlimited needs and limited resources to achieve your priorities.

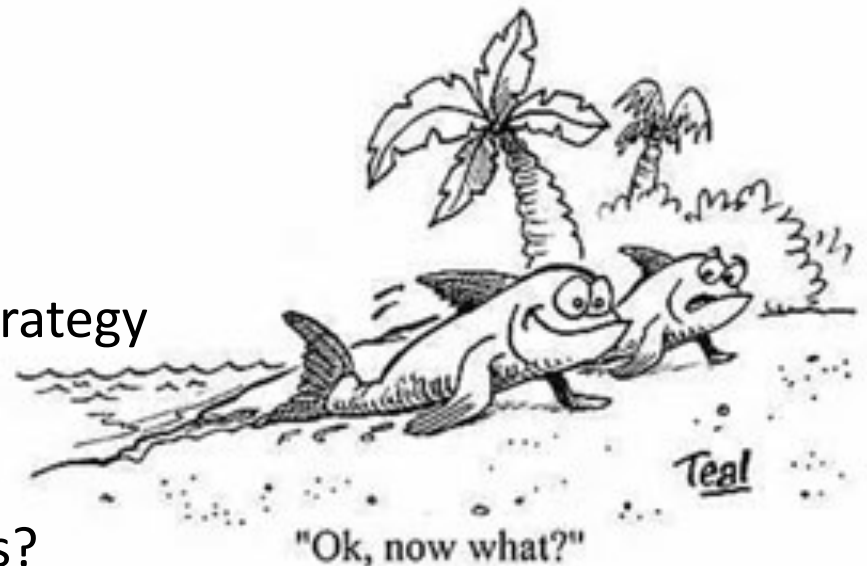
USC Center for Organizational Effectiveness



Mission/Vision Statements

<https://www.youtube.com/watch?v=LJhG3HZ7b4o>

- Most mission and vision statements are problematic
- Clearly define the future-state
 - What does it look like? Be vivid!
 - How is it different from today?
 - Sometimes encompasses your strategy
- Keep it simple
- Questions to ask:
 - Does it speak to the stakeholders?
 - Can it be explained in about a minute?





Building Capacity through Vision

- What is the vision for the future your organization wants to achieve over the next two- five years?
- Write it down
- Take 10 minutes and write a description of this vision that you could explain to someone you just met in 30-45 seconds
 - The long version is called a conversation platform but this short version is called
“The elevator speech”
- Think of it as a “story” that has to be:
 - Clear, Compelling, Memorable and Aligned with the organization’s mission and goals



Elevator Speech

- Get in pairs
- Take turns giving your speech to each other
- Give each other feedback based on these criteria--Is it?:
 - Clear Here is a way to improve_____
 - Compelling Here is a way to improve_____
 - Memorable Here is a way to improve_____
 - Aligned Here is a way to improve_____
- 2 Volunteers to re-do theirs' for everyone
- Discussion: What was hard?
 - Do you think everyone in the organization/network could share this story?



Organizational Will?





The Drumbeat of Communication

The “On Strategy”* Communication Technique

1. The **Action Equation**

- You are asking people to DO something really different—they should
 - **KNOW WHY**
 - **FEEL WHY**

2. The **People Channel**

- Relationships, forums and social networks
- Real engagement so that people exchange ideas and knowledge



3. The **Conversation Platform**

- A short story that connects the dots and aligns strategy with jobs/actions
 - Has to be vivid
- Need a very short version of this story-- an elevator speech
- **Detailed Timeline**

**From Beyond the Babble, 2007*



Where is the Resistance?

- Is most of the resistance in the leaders above you or outside your organization?
- Is it in the middle management?
- Is it in the base of the organization—throughout the culture?





You Have to Lead ‘Up’

Common Situation:

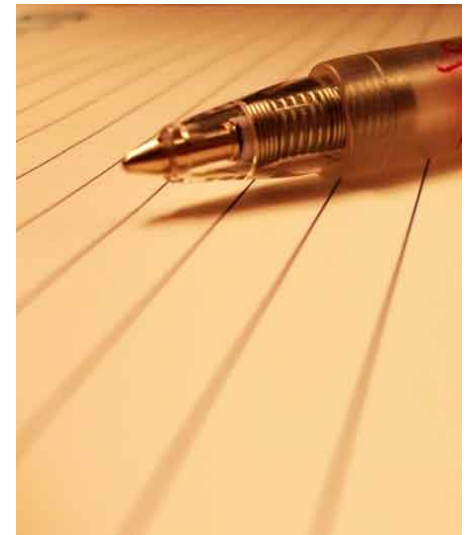
Your
sophisticated
understanding
of the new
IDEA!





Leading Change Up and Outward

- Develop a coherent **story** for the changes that are needed
- Balance *advocacy* with *inquiry*
 - Find out what he or she believes—this constitutes *evidence* for the argument you are making
 - Best data, simplified
 - Make it their idea
- Patience and Persistence (not a Pest)
 - Coaching means asking more questions than giving answers
 - **Lots of people give up too soon**



STORY



Implementing Change

Big Picture:

1. Change “campaign”—the drumbeat
2. Create a diagonal “coalition of the willing” to coordinate change implementation teams
3. Track communication and outcome metrics

Organizational Change Model



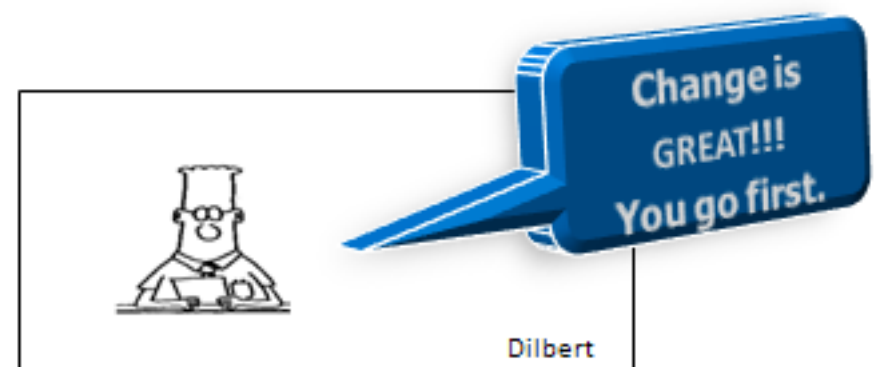


Why is Change so Hard?

- Cognitive Inertia
 - As organizational members become more cohesive and integrated over time, there is a tendency for first-order learning to predominate over second-order learning.
 - Habit, institutionalization, and history drive out deep problem solving.
 - Experimentation tends to over time.

(Virany)

- *Organizational Politics!*





Are the People Motivated?

- People in organizations, especially in turbulent times or during large change efforts can generally be broken into 4 groups
 - Those who make it happen
 - Those who help it happen
 - Those who let it happen
 - Those who get in the way
- To attract involvement or handle dissention
 - Participation
 - Persuasion
 - Isolation
 - “Ventilation”



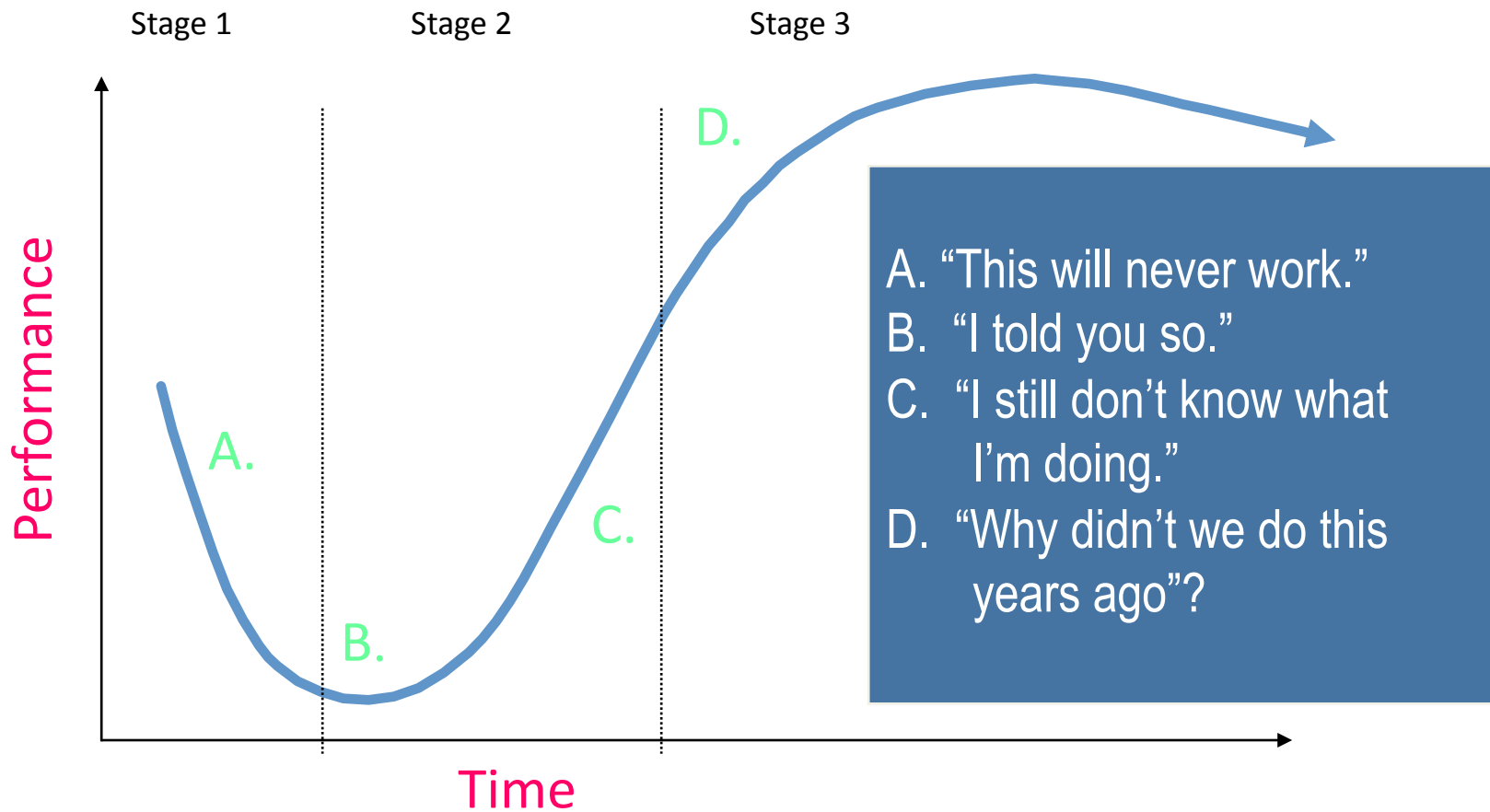
The Human Condition: People Are Threatened by Change!

- Espoused Theories of Leadership Action
(what Leaders **believe**)
 - Visionary
 - By-the-numbers
 - Role-model
 - Coach/Mentor
 - Participative management
- Theory-in-Use*
(what most Leaders **do**)
 - Design their behavior in order to remain in control
 - Act to maximize winning and minimize losing
 - Suppress negative feelings
 - Communicate defensively

*Argyris' Study of over 6,000 people



The “J” Change Curve*



The Key is Persistence!



Best Communication Practices

- **Normalize the chaos**—“This almost always happens”
- Find many ways to get feedback—sometimes people will not tell you what is wrong
 - Suggestion boxes
 - Focus groups
 - Surveys
- Empathize with “I statements” —“I know this is hard and I really appreciate your effort.”
- **Communication Plan**
 - Which stakeholders?
 - What frame?
 - What messages?
 - Fill the whitespace
 - Have a timeline
 - Check for understanding
 - Evaluate and Assess



Learning from the Best

- Successful change leaders (e.g., from M&As) have great **focus**
 - It's that partial attention problem
- Four tactics*
 - Inject **speed**
 - Create infrastructure
 - Develop collaborative networks
 - Engineer success—get quick wins and **celebrate!**





Lessons from Media and External Communication

- People filter out the dull, irrelevant or unimportant messages
- Framing the message is key (WIIFM)
- Agenda setting only works over time—the process is cumulative
- Individual differences have to be researched
- Content is very important but we need to know what people DO with the message
- People will not listen to those they do not trust!





Leaders' SC Tools for Building Capacity for Change

- Tools (on website)
 - Trust instrument
 - Emotional intelligence instrument
 - Strategic Communication survey
 - Communication audit
 - Vision gap instrument
 - Empowerment measure
 - Engagement measure
 - Teamwork assessment
 - Conflict instrument
 - Organizational culture survey
 - Innovation survey
- Example comm. plan



Analyze

Plan

Execute

Assess



Review: Putting Communication at the Center



- Leaders have to champion change and innovation—Find people who want to grow their intellect
- Leaders have to hold everyone accountable with assessment/metrics
- Design organizations to improve communication (e.g., flatter, team-based, good communication tools)
- C@C reframes success (e.g., at GE you don't get credit for a great new idea unless you share it)



Create SC Capability





Recommendations for Achieving the Ideal SC Capability

LEVERS	SHORT-TERM RECOMMENDATIONS	LONG-TERM RECOMMENDATIONS
Role of Leadership		
Structure		
People		
Culture		
Process, procedures, tools		
Metrics		