



YOU ALREADY KNOW

CHANGE

IS CONSTANT



**YET, TODAY'S
CHANGES
FEEL
DIFFERENT
THAN
THE PAST**

MORE
COMPLEX

FREQUENT

AND
SCRUTINIZED

**ORGANIZATIONS FACE
GROWING EXTERNAL RISKS
FORCING CHANGE AT AN
UNPRECEDENTED RATE...**



SPEED + EASE OF
SHARING INFORMATION



UNCERTAINTY AROUND
HEALTHCARE REFORM



GENERATIONAL SHIFT
IN THE WORKFORCE



CHANGING
TECHNOLOGY



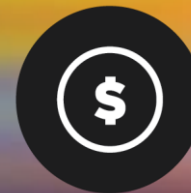
VARIED + INCREASING
REGULATIONS



GROWTH IN
EMERGING MARKETS



PRIVACY CONCERNS



RISING MATERIAL
COSTS

**ORGANIZATIONAL CHANGE IS
NOT AN END STATE OR A BRIDGE
TO MEETING A STATUS QUO.**



**THE GOAL ISN'T TO MINIMIZE
CHANGE UNTIL IT'S A NECESSARY
EVIL. IT'S TO MAKE CHANGE
YOUR STATE OF BEING AND
YOUR COMPETITIVE ADVANTAGE.**

CHANGE TAKES MANY FORMS



Restructuring



**Mergers and
Acquisitions**



**Leadership
Turnover**



**Adjusted Growth
Strategies**



**Austerity
Measures**



**New Cultural
Expectations**



**Updated
Technology**

YET, CHANGE OFTEN FAILS

70%

of organizational change fails as a result of employee attitudes and management behavior.

(According to McKinsey & Company's
"The Inconvenient Truth About Change Management")

60%

of more than 1,500 executives said they had failed at least one major change initiative.

(According to IBM's 2008 Global CEO Study)

COMMUNICATIONS CAN HELP

1.

COLLABORATE WITH OTHER FUNCTIONS TO IDENTIFY RISKS AHEAD OF IMPLEMENTATION.

Work with functional peers to assess behavioral and process barriers to applying the change.

2.

BUILD A CULTURE FOR CHANGE.

Understand change is not a straight line. It's an ongoing cycle with smaller, overlapping chapters. Effective change doesn't just happen; it requires preparing employees to be drivers of change, not bystanders.

3.

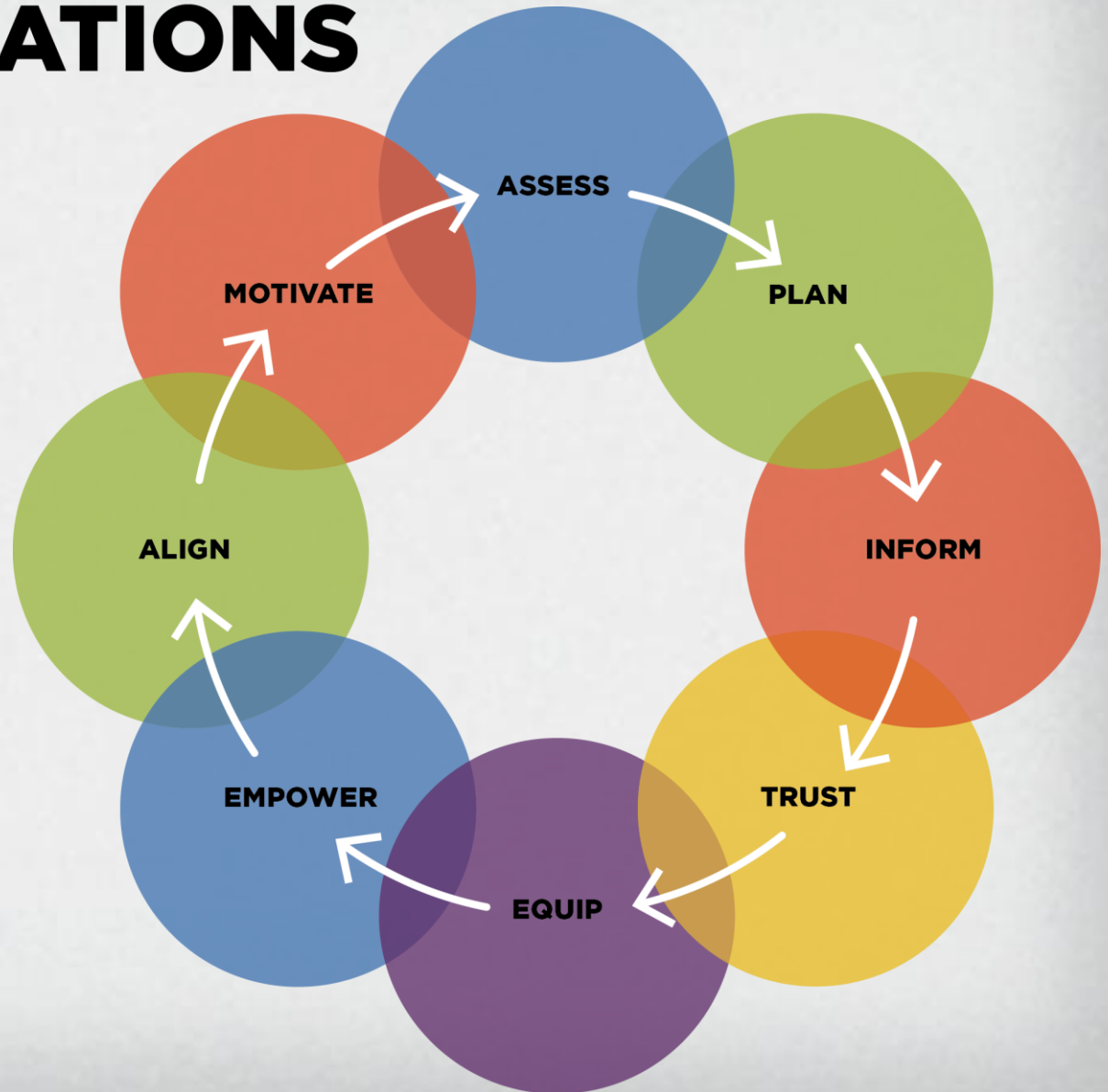
EQUIP EMPLOYEES TO MAKE CHANGE SUCCESSFUL.

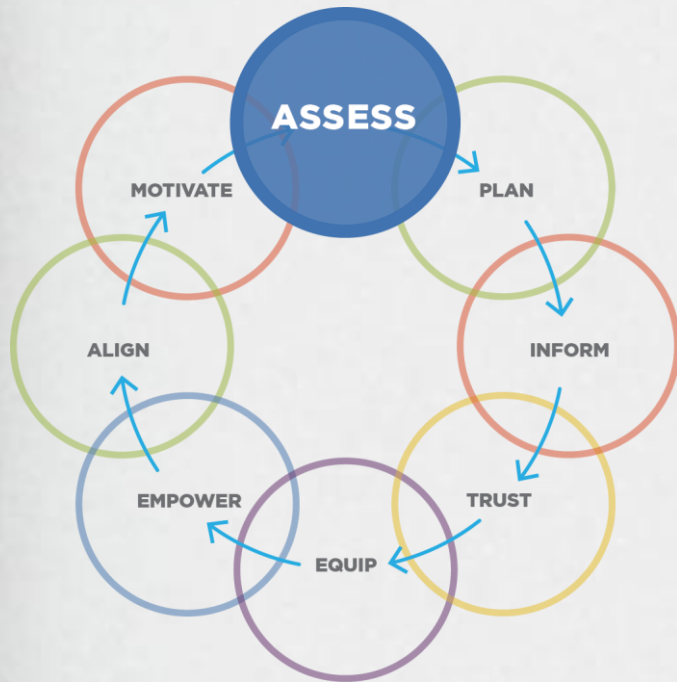
Give employees what they need to be engaged in their work and the change. Communications is a top-five driver for employee engagement*, and the biggest contributor to increase an employee's sense of team.**

* Aon Hewitt "Trends in Global Employee Engagement" (2012)

** Corporate Executive Board (2012)

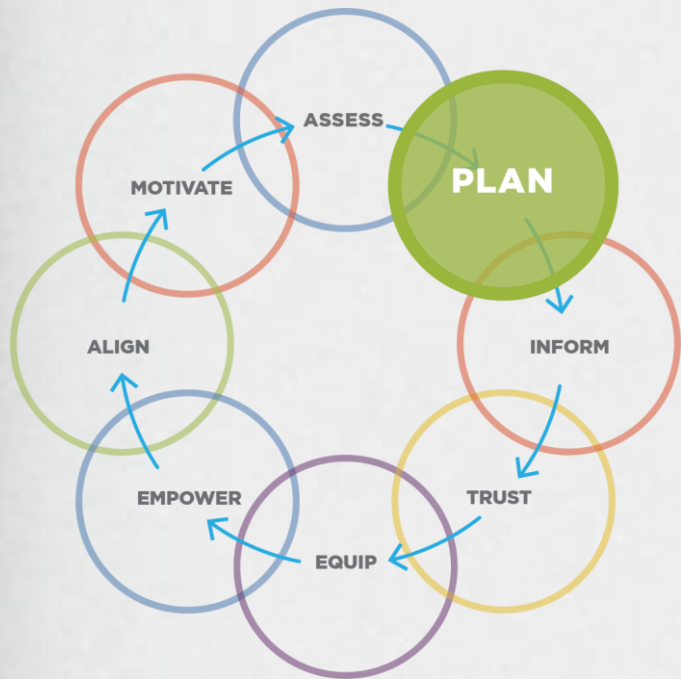
CHANGE COMMUNICATIONS CYCLE





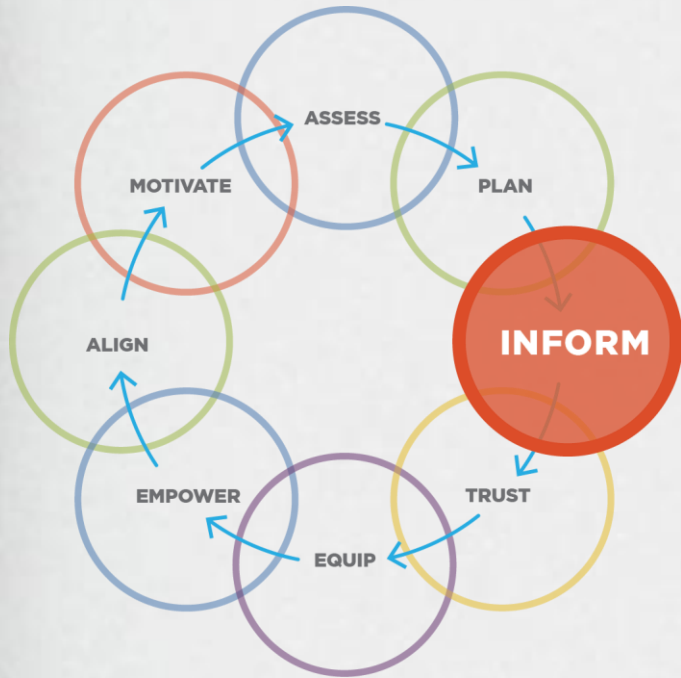
ASSESS

Determine gaps and barriers to reach future goal/desired change.



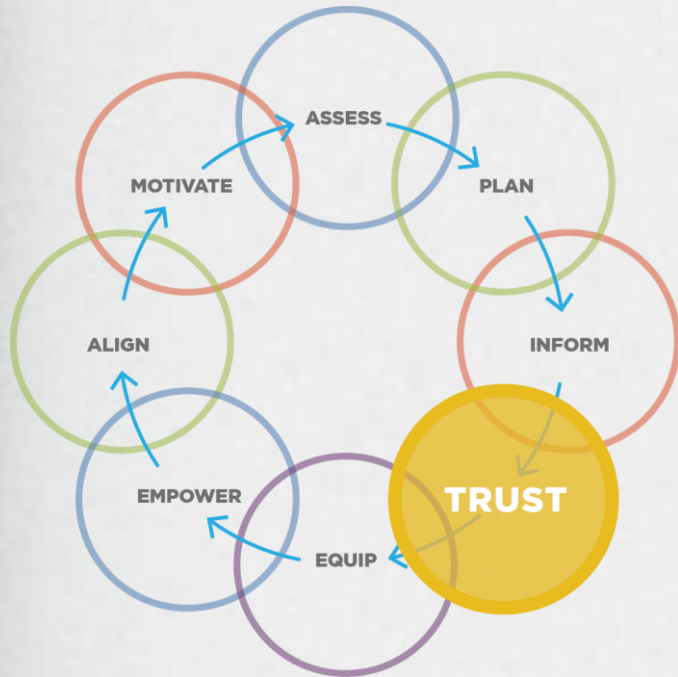
PLAN

Use assessment insights to inform strategies and tactics.



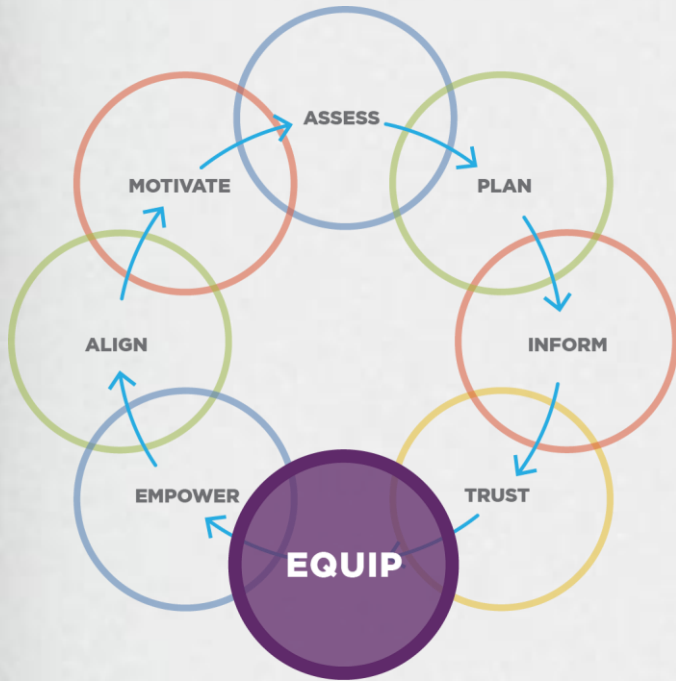
INFORM

Ensure employees understand the vision, where they can contribute and how it benefits them.



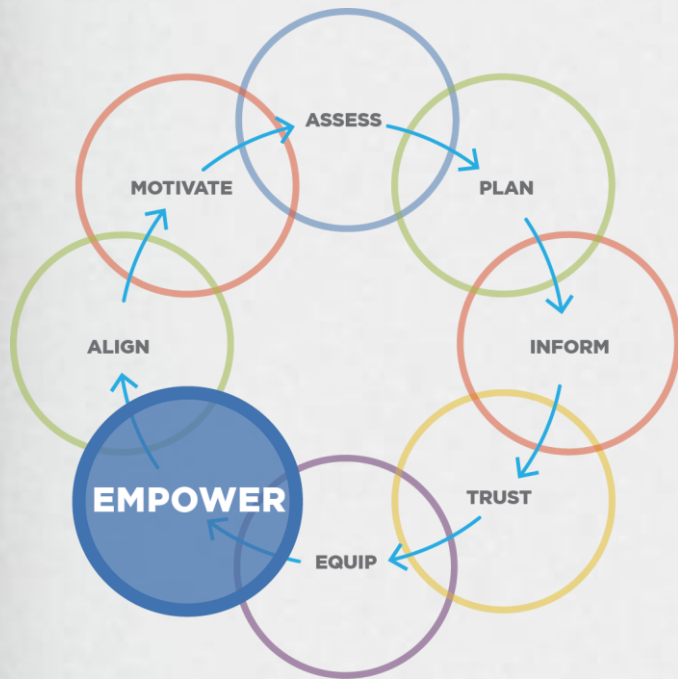
TRUST

Move employees from understanding the change to trusting it is the right thing to do.



EQUIP

Provide resources for employees to succeed in the change.



EMPOWER

Remove obstacles to put employees in the best position for success.



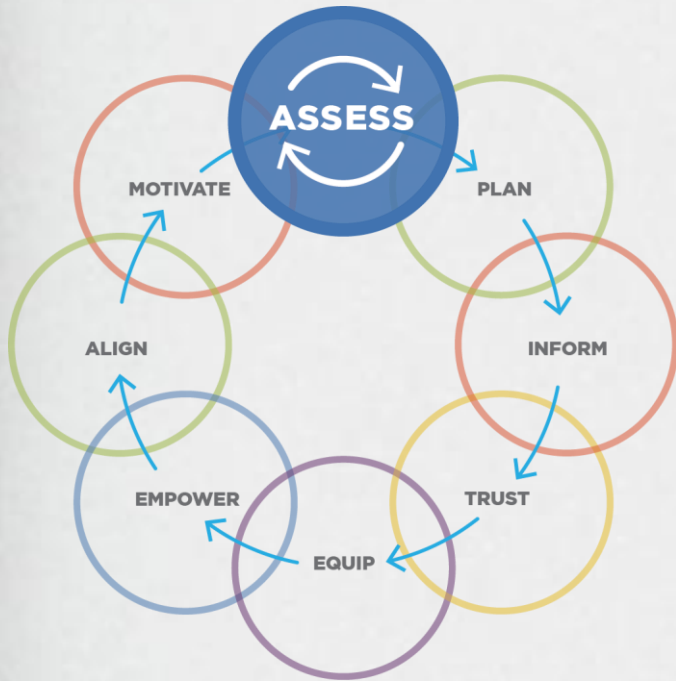
ALIGN

Guide employees to prioritize their work around what is needed for the change.



MOTIVATE

Collect, share and celebrate progress to encourage employees.



RESTART TO ASSESS

Change is a constant mix of listening, communicating, analyzing and adapting.

HOW STANDING PARTNERSHIP CAN HELP

Effective internal communications strategies build, protect and restore corporate reputations. Our approach develops cross-functional partnerships to collaboratively improve employee engagement, strategically lead change management, and develop brand ambassadors who are focused on the priorities and behaviors needed to reach an organization's goals.

FOR MORE INFORMATION

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standing
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