

# Managing change and change communications

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The Warehouse

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Welcome to  
my world...

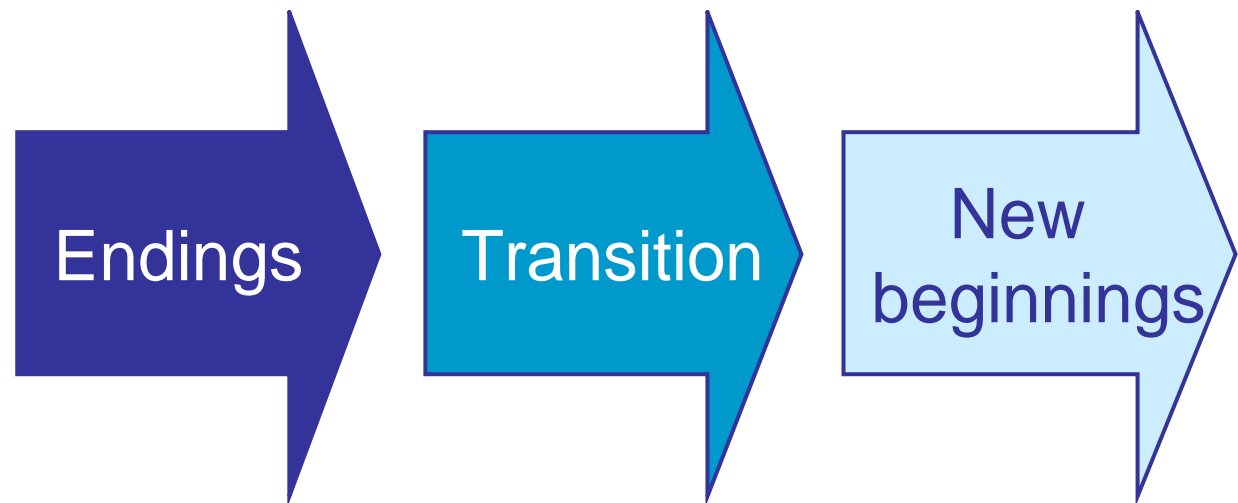


Tim Peckham

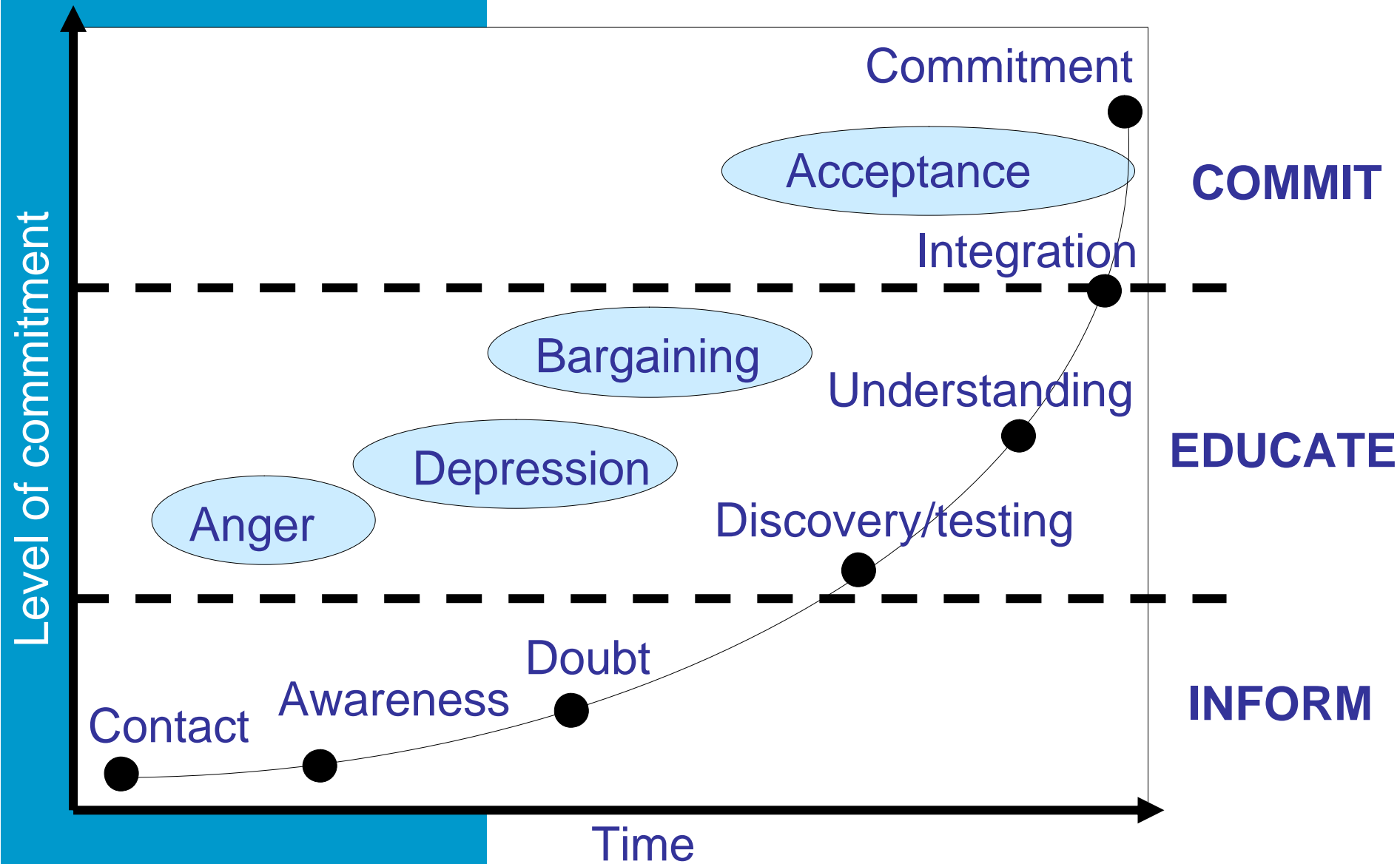
# What is change management?

Can be done well or poorly

- Managing 'process of change' in a systematic way
- Helping organisation move:



# The change curve



# Why is it important?

- Staff engagement
- Staff retention
- Business results
- Compliance

Costs of getting it wrong can be huge

66% of change initiatives fail to achieve desired results

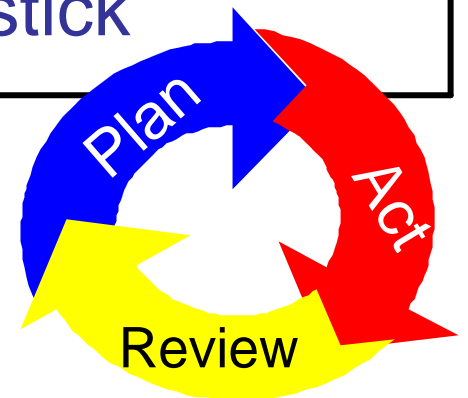
*Harvard Business Review  
2006 study*

# The Kotter model of change

Communication is important at **each** step

1. Create a sense of urgency
2. Build the guiding team
3. Get the vision and strategy right
4. Communicate
5. Enable action
6. Create short-term wins
7. Don't let up
8. Make the changes stick

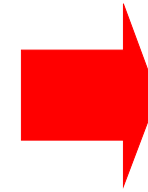
Source: John Kotter, Harvard Business School



# Change at The Warehouse



Small family  
business



Large  
corporate

Needed new:

- processes
- systems
- templates
- roles
- organisational structure

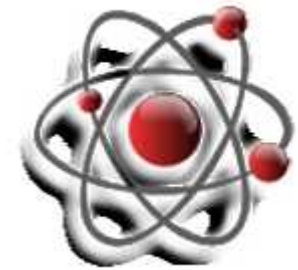
# 1. Create a sense of urgency

You need to articulate the 'why' before you get to the 'how'.

*Jack Welsh, GE*

## Activity

- Identify issues, changes needed, rationale



## Communications

- “Burning platform”:
  - What’s wrong and why?
  - What needs to change?
- Benefits of changing

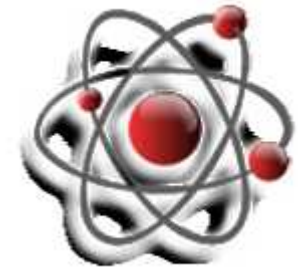


## 2. Build the guiding team

Strong, visible leadership is crucial

### Activities

- Set up teams
- Agree and document clear roles, ownership
- Involve people
- Work as a team



### Communications

- Explain roles, responsibilities



# Roles and ownership

Clear roles,  
responsibilities

## Senior leaders

- Lead change
- **Communicate**

## Project team/HR

- Develop strategy, plans
- Support managers, employees
- Develop tools, **communications**

## Managing the change

## Managers/ supervisors

- Coach
- **Communicate**
- Address concerns
- Engage, retain

## Employees

- Understand
- Adapt
- **Communicate**

### 3. Get the vision and strategy right

Review and adapt regularly

#### Activities

- Develop change strategy:
  - Impact/readiness assessment
  - Implementation plan
  - Communications plan
  - Retention plan



#### Communications

- Paint compelling picture of future
- Make relevant (“WIIFM?”)
- Explain how/what/when



### 3. Get the vision and strategy right

Know what you're up against

**Why?**

- “The stakes”

**Who?**

- Resistance/readiness
- Experience/expertise

**When?**

- Time frame

**How? (= change strategy)**

1. Reason = facts, incentives
2. Educate = norms, champions
3. Coerce = rules, policies
4. Adapt = incremental change

## 4. Communicate



### **When**

- All stages of project
- Timely, regular

### **Audience**

- Everyone affected
- Other groups too

### **Messages**

- Clear roadmap
- Consistent messages
- Empathetic, positive, realistic

## 4. Communicate



### Channels

- Range – existing and new
- Face-to-face
- Two-way

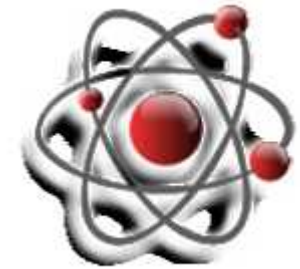
### Other

- Plan, review, adjust
- Involve managers
- Use “story telling”

## 5. Enable action

### Activities

- Empower and reward
  - Remove barriers to change
  - Encourage risks
  - Reward results



### Communications

- Communicate new ways of working, rewards, progress, linkages



## 6. Create short-term wins

Be creative.  
Pick the things  
people care  
about.

### Activities

- Identify quick/symbolic wins
- Show changes are paying off
- Recognise and reward
- Model the changes



### Communications

- Identify wins
- Celebrate success



## 7. Don't let up

Keep the throttle down

### Activities

- Hire/promote/develop people who 'live' the new way
- Keep reviewing
- Keep it fresh
- Prioritise work



### Communications

- Celebrate success
- Next phase of project
- New ways to communicate

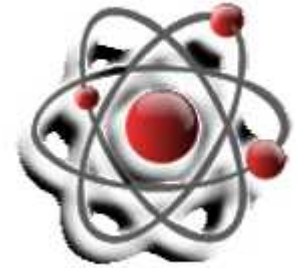


## 8. Make the changes stick

Continuous improvement

### Activities

- Match changes to:
  - HR/people processes
  - systems
  - business processes



### Communications

- Explain how it all fits together
- Ask for feedback

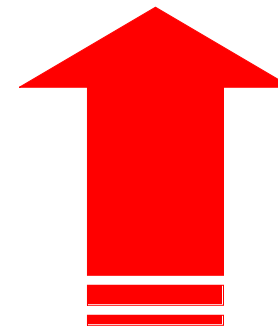


# Results

It won't happen overnight but it **will** happen



- Head to Toe now consistently one of the top performing departments:
  - Sales
  - Gross profit
  - Engagement



# Factors that make for success

- Strong leadership
- Clear direction
- Great communication
- Supportive culture



“Change is inevitable  
- except from a vending machine”

~ Robert C. Gallagher

