

## CHANGE COMMUNICATION STRATEGIES FOR LEVELS & OUTCOMES

LEVEL & OUTCOME	STYLE	METHODS & MEDIA
1. Information Sharing	Telling; often one-way	Lecture, presentation, memo, video
2. Building Understanding	Dialogue; two-way; exploring and answering listener-generated questions	Small group meetings; breakouts to develop questions; facilitated Q&A
3. Identifying Implications	Introspection; discussing with co-workers what the message means to you and to the organization; multidirectional	Group interactive discussions ranging from multilevel, large or small group discussions to work team discussions; most important exploration done with work team and immediate supervisor
4. Gaining Commitment	Sorting out inner feelings and choices; may require time and multiple returns to the discussion with peers, immediate supervisor, or change leaders	Alone time for personal introspection; opportunity to re-address issues with co-workers, direct supervisor, and/or change leaders
5. Altering Behavior	Demonstrating new behavior; may require training, feedback mechanisms, and coaching over time to ensure that behaviors stick	Training, coaching relationships; opportunities for practice and learning; can be supported with policy or systems changes to reinforce desired behavior

Source: *The Change Leader's Roadmap* - Ackerman, Anderson & Anderson, 2001.

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<b>LEVEL &amp; OUTCOME</b>	<b>STYLE</b> (one-way, two-way, exploration, training, feedback, etc.)	<b>METHODS &amp; MEDIA</b> (how the communication gets done)
1. Information Sharing		
2. Building Understanding		
3. Identifying Implications		
4. Gaining Commitment		
5. Altering Behavior		