

Marilyn Manning and The Consulting Team's Leadership Tips



NOTE FROM THE CONSULTING TEAM

In this issue of Leadership Tips, The Consulting Team explores the primary “personal” elements of implementing any plan: Communications. Jack Welch, the iconic CEO of General Electric, believed that leaders could never communicate too much or too often when they implemented any change. And plans, be they strategic or project, bring change. Our article will provide you with the key elements for effective communications, both oral and written. Our Tools of the Trade, will remind you of key facets of balanced personal plans. The Consulting Team’s Offerings outlines its new series of Implementation Workshops. In May we will continue our Leadership Tips Application Exercises with a framework to help you build messages that spur change.

*Our Warm regards,
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Change? What Change?

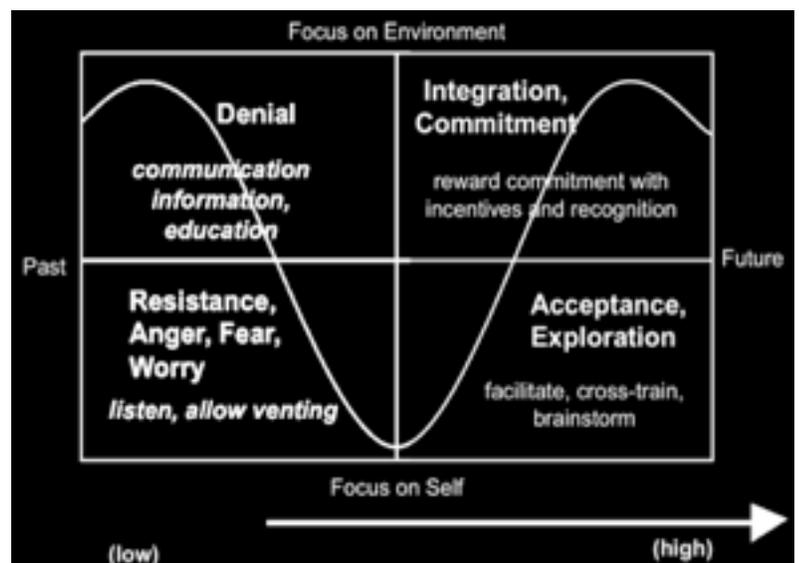
Communicating Strategic Changes

Without credible communication, and a lot of it, employee hearts and minds are never captured.

~ John P. Kotter, Leading Change

Many organizations invest time and money in strategic and project plans. Experience has showed that they reap dividends in preparing to implement changes in direction, technology, and culture. The most successful know that time and effort spent on operational objectives need to be balanced with support plans for the “personal” effects of these objectives on employees. See Tools of the Trade on page 2.

Communications is the primary support plan, because new plans mean change. As most leaders know, normal reactions to change in the workplace can include fear, anger, and outright resistance. These responses can stall implementation and affect productivity and morale. One of The Consulting Team’s favorite tools to explain the dynamics of change is the Change Curve, developed by Scott and Jaffe in 1989. In this model, the action management can take to initiate change is to communicate.



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Tools of the Trade: Balancing the Procedural with the Personal

Procedural:

For every objective of your plan, and perhaps, some action items, make sure you think of the personal support plans you will need...



Personal Support:

- ✓ COMMUNICATIONS
- ✓ Recognition
- ✓ Training/Skill Building
- ✓ Human Resource Issues

The first step in good communications is to identify your audience. In most organization plans, there may be several different audiences, also called stakeholders. The obvious group is employees. They will typically be the first stakeholders that need information as well as persuasion to commit to the plan. Other typical stakeholders include customers, governing bodies or unions, and vendors. These various groups will need different knowledge and levels of detail, and clear messages about the benefits the plan holds for them.

Delivering the message that satisfies your audience's needs is essential if you want them to be read. When you present material in meetings or public forums, you need to meet attendees' needs if you want them to listen to and retain what you say.

Many times managers pack essential data and details into a dense communiqué. Then they are surprised when many of their recipients don't retain their priceless information. The following recommendations may help you compose written or oral communications that others can process and use:

Keep It Brief: Even before texting, brevity has been demanded in business messages. Keep letters to one page and emails to two paragraphs. In talks, keep remarks brief and invite periodic audience participation.

Make It Compelling: Use active verbs and active voice. (Example: "The boy ate the apple," not "The apple was eaten by the boy.") Eliminate any unnecessary words. Use short, simple sentences.

Make It Visual: Employ charts, graphs, and other visuals to make your point. In written reports use bullets and leave plenty of "white space."

Be Persuasive: Remember you are enrolling others in a challenge. Accentuate the positive. Support your position with sound facts, statistics, and examples. Build your credibility with your audience through a good presentation.

Use Correct Spelling and Grammar: This increases your credibility. It also minimizes reader confusion that errors introduce. Include feedback loops: In writing, include contact information with an invitation to connect. In speaking allow time to ask questions. If people need to vent, listen, acknowledge their concerns, and promise to follow-up on legitimate issues.

Most important, communicate often and in different ways throughout implementation. Constant, consistent information and clarification is a must.

Our relationship with The Consulting Team has guided us through difficult change, conflict, and management challenges. Building management capabilities through communications and critical skills workshops, which contained useful concepts, practical applications, and work-related exercises, has provided us skills and confidence we need for successful visioning of where we want to be and knowing how to get there. ~ Virgil Schwab, Director, Monterey County Information Technology

The Consulting Team's New Change Implementation Workshop Series

How many times have your plans been left on the shelf or only partially implemented? Once your organization or team has developed a plan for change, the hard work begins. What makes the difference in successful implementations are the steps you take to inspire and support your employees to commit to the change.

More than the procedures, metrics, and timelines, managers need skills to communicate to employees, customers, and other interested parties. They need to motivate and develop their teams. They need to integrate and sustain the change in workplace culture and processes.

In this workshop series, we provide a roadmap tailored to your plan. We provide you support in meeting your goals. Managers learn and apply change management skills in hands-on, roll-up your sleeves work sessions.

The workshops topics include:

- ***Strategic or Project Planning***
- ***Communications Planning***
- ***Merging the Plan into Current Conditions***
- ***Creating Messages that Spur Change***
- ***Presentation and Facilitation Skills***

- ***Tracking Your Plan to Meet Performance Benchmarks***
- ***Raising the Bar on Organization Performance***
- ***Employee Development and Evaluation***
- ***Evaluating Your Plan and Charting a New Path***

Choose all or any of these workshops to fit your needs.

About Leadership Tips:

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past *Leadership Tips* go to www.theconsultingteam.com and select Newsletters

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For more information on this new lineup, please contact m@theconsultingteam.com or elaine@theconsultingteam.com.



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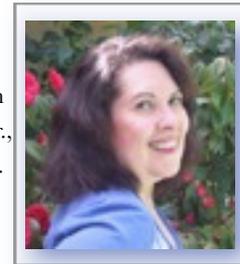
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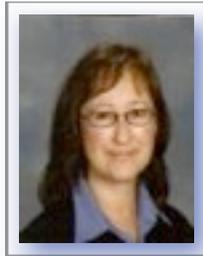
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Introducing Lynn Ryder

Lynn Ryder, Consultant, MS, SPHR, has 25 years of experience in Leadership and Career Development, Process Improvement, Change Management, and Sales Training. Her expertise is in improving organizational results by listening and understanding the issues; involving key stakeholders in evaluating options; developing customized training, coaching, or team programs; and using the most effective delivery option – elearning, webinars, instructor-led training, or planning and implementation meetings.

Lynn has been a Learning and Development Leader at General Electric, Pacific Gas and Electric, Fireman's Fund, AAA, Kaiser Permanente, and Salesforce.com. She is a Six Sigma Black Belt and a quality expert and examiner for the State of California. Her experience includes: Wharton MBA Program instructor, Stanford University graduate, Masters from Boson University, Graduate of Leadership San Francisco, Author. She has served on the leadership teams of the Bay Area Organization Development Network and the American Society for Training and Development.