

Leading Change in Times of Transformation

Strategies for Communicating Change
and Engaging Team



Today's Agenda

- Why We Are Here
- Your Role in Communications
- Preparing Yourself for Change
- Communicating About Change
- Next Steps

Why We Are Here

Preparing Our Teams for Change

- 1** Connect the dots among all our efforts through a **common framework** and drive **awareness and understanding** about our ongoing efforts.
- 2** Keep leaders, providers and employees **informed about changes** impacting them, and the **role we play** in achieving our goals.

Communications is essential to advancing both of these goals, and your role in this is critical.

Today' Goal

You will leave with practical information and tools to help you communicate about changes about our integration with your employees and providers.

Preparing Yourself for Change

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Before you can lead your team through change, you must be ready yourself.

Bringing the Ascension team members into the Aspirus family will likely impact your daily work during the integration process.

Preparing Yourself for Change

Small Group Exercise

Spend 10 minutes discussing:

- What will you have to give up/change?
- How will your work life be different because of our partnership?

Your Role in Communications

Your Role in Communications

As a leader, **you play an important role** in communicating with our teams about the work we're doing together and what it means for them, their role and our patients.



Use communications resources to support team member engagement



Listen and gauge how information is being received



Provide feedback on what you hear from team members

Know Your Audience - Engagement Pyramid



Change Model

VISION	SKILLS	BENEFITS	RESOURCES	ACTION PLAN	=	RESPONSIVE CHANGE
X	✓	✓	✓	✓	=	Confusion
✓	X	✓	✓	✓	=	Anxiety
✓	✓	X	✓	✓	=	Gradual Change
✓	✓	✓	X	✓	=	Frustration
✓	✓	✓	✓	X	=	False Starts

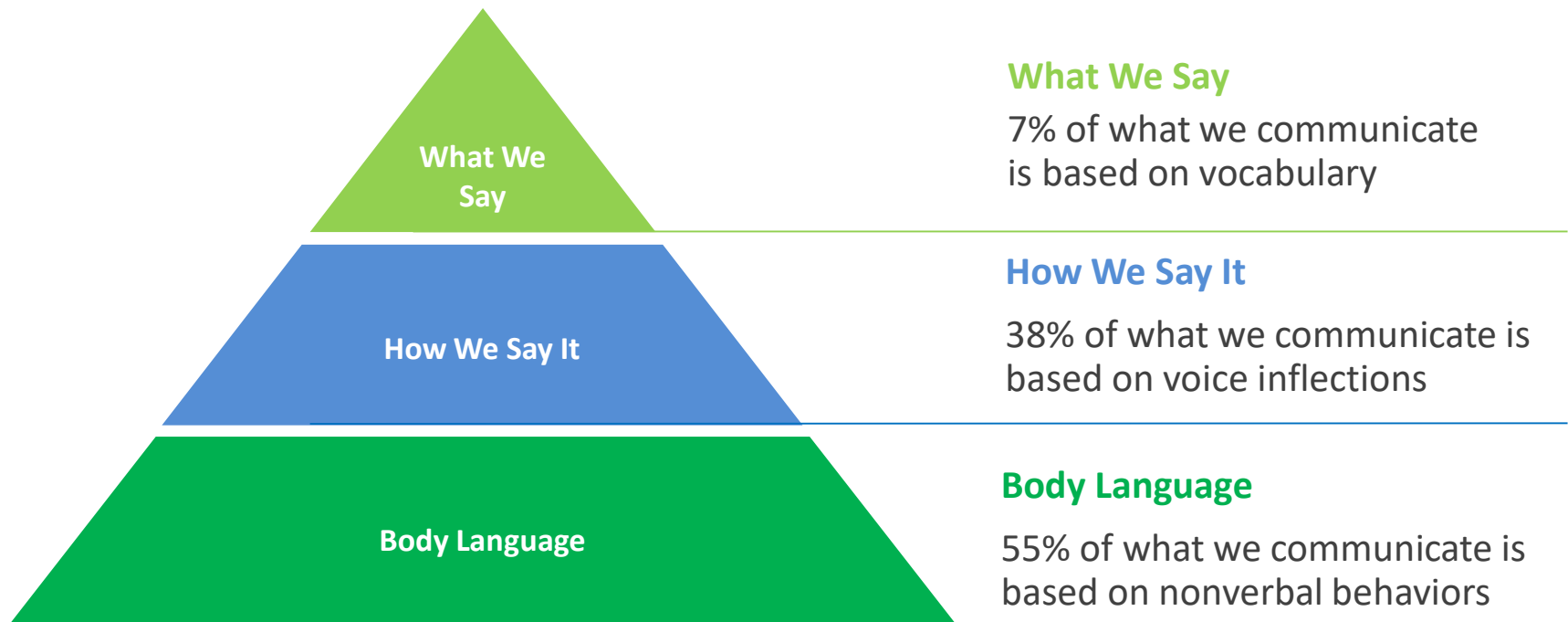
Ask the Question

**What do your team members need
RIGHT NOW to be successful?**

Continually ask that question as we move forward

Practical Pointers: ***Communicating About Change***

How We Communicate



How We Say Something and What We Do

How We Say Something Matters. Be present, use variable speeds, take a deep breath and emphasize the right words.



Facial expressions
and eye contact



Body movement
and posture



Gestures



Space

Framing Topics

Give Context – *The Why*



Provide Details – *The What*



Give Next Steps – *The Action*



Summarize Points – *The Recap*



Actively Engage – *The How*

Framing Topics

- **Give Context – *The Why***
 - Like health systems across the country and here in Wisconsin, we are growing to better fulfill our mission and realize our vision.
- **Provide Details – *The What***
 - We have the unique opportunity to care for more patients in rural communities by bringing Ascension hospitals and clinics into the Aspirus family.
- **Give Next Steps – *The Action***
 - In the coming weeks, we will be welcoming our new colleagues into our network. Each of us has a role to play in success of our integration.
- **Summarize Key Points – *The Recap***
 - We are excited about serving more of our rural friends and neighbors and expanding our patient-centric mission.
- **Actively Engage – *The How***
 - Continue active engagement and conversations with team members to answer questions and accelerate change.

Practical Pointers for Framing



Keep it brief and consumable



Provide the details and background that is most relevant to the person or group you are talking to



Answer these questions:

- *What does this mean to me/Is it good for me?*
- *How does this help our patients?*
- *What am I supposed to do next?*

Small Group Exercise

Spend 10 minutes framing up the following topic:

Why your team members should be active participants in onboarding new colleagues from Ascension, or a different topic of your choosing.

Remember the 5 Framing Steps:

- **Give Context – *The Why***
- **Provide Details – *The What***
- **Give Next Steps – *The Action***
- **Summarize Key Points – *The Recap***
- **Actively Engage – *The How***

Information Communication

Information is just words; communication is about moving people to action.

Important Points to Remember

One-way communication is:

- Fast
- Generally satisfying to the sender
- Generally frustrating to the receiver
- Not very accurate

Two-way communication is:

- Time consuming
- Often frustrating to the sender
- Satisfying to the receiver
- More accurate than communication without feedback

Sharing Complex or Tough Information

1. Preparing

- Plan ahead
 - Anticipate tough questions
 - Beware the curse of knowledge
- Don't put it off

2. Sharing the News

- Face-to-face
- Be brief, clear and confident
- Show empathy
- Own the message and manage up
- Be honest about what you don't know
- Match verbal with non-verbal cues

3. Follow-up Engagement

- Be available
- Circle back to unanswered questions

Dos and Don'ts

Do

- Take personal ownership of the change effort.
- Help create confidence in our plan and our shared future.
- Be visible, talk to your colleagues and teams.
- Use “we” language.
- Communicate three times more often than you think you need to.

Don't

- Speculate. It's okay to say you don't have all the answers today.
- Assume employees and providers understand what is happening. Please talk to them and ensure they are engaged.
- “Blame” changes on others – we are in this together.

Tools & Resources

One-Page Summary

- Practical pointers
- Techniques to use with team

Communications Workshop

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*How to communicate
complex messages*

Communicating Complex Messages

Understand the message

Avoid agreeing with negative ideas

Practice your delivery

Leave your opinion at the door

Maintain a positive attitude

Bridge Phrases

