



## Communication: Your Most Powerful Tool To Get Results and Drive Change

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### Objective

Maximize the effectiveness of your communications with employees and leaders:

1. Understand communications as a process.
2. Use communication as a strategic tool, to achieve business and safety results.
3. Share best practices, tips and traps for effective communications.



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# Communication as a Process... Not an Event



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## Key Communication Planning Steps

### Step 1

Define Timing  
Identify Your Audience

### Considerations

- ✓ Objectives
- ✓ Timing
- ✓ Key People
- ✓ Audience
- ✓ Message



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# Planning Guide

Audiences	Concern (LISTEN)	Message (WHAT)	Timing (WHEN)	Channel (HOW)	Close the loop (FOLLOW-UP)
Leadership					
Supervisors					
Employees					



*Plan your work, then work your plan*

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# 20-60-20 Response

20% Negative	60% Neutral	20% Positive
<ul style="list-style-type: none"> <li>• Invested</li> <li>• Hidden fears</li> <li>• Risk averse</li> </ul>	<ul style="list-style-type: none"> <li>• Open</li> <li>• Wait and see</li> </ul>	<ul style="list-style-type: none"> <li>• Invested</li> <li>• Believers</li> <li>• Risk takers</li> </ul>

Employees



*Spend your time where you will get your best return*

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## Key Communication Planning Steps

### Step 2

- LISTEN
- Identify Your Audience Needs

### Considerations

- ✓ Their Concerns
- ✓ Your Messages
- ✓ Understanding Motivation



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## Understanding Motivation

Leadership



- Long-term view
- Focused on broader business issues
- Concerned about business/financial implications

Supervisor



- Medium- to shorter-term view
- Focused on balancing safety with operational goals
- Concerned about resources and how to get it all done

Employee



- More immediate/short-term view
- Focused on individual or team needs and goals
- Concerned about personal implications including safety, job security and compensation/pay

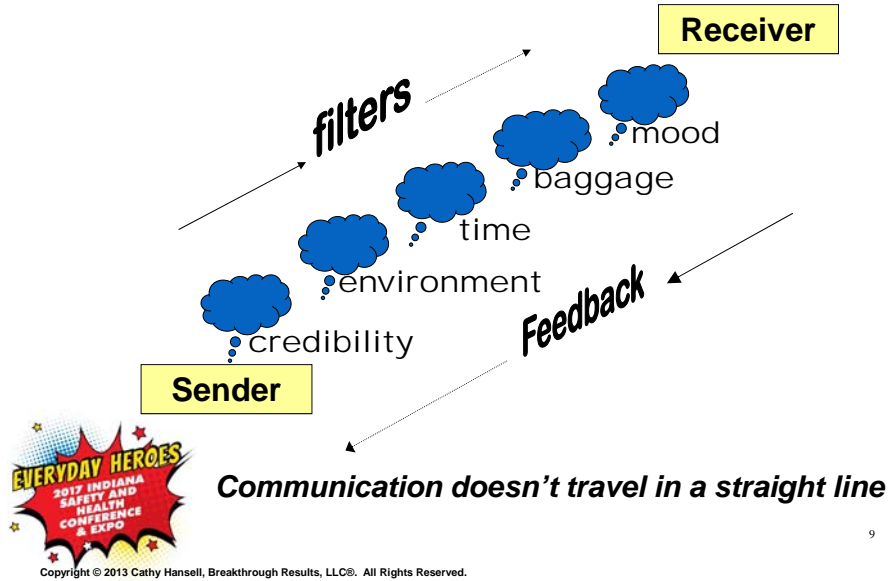


***You need to understand what drives your audience***

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## Listening Barriers



## Key Communication Planning Steps

### Step 3

Refine Your Message

### Considerations

- ✓ Desired Level of Engagement
- ✓ Message Framework



## Engaging your audience

### Rational

Supervisors



Knowledge and understanding of how to support organizational goals and brand values

### Emotional



Motivation to apply knowledge and abilities to deliver results and the brand promise



***Effective communication connects  
with hearts and minds***

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## Seven Employee Questions\*

1. Do I have a job?
2. How am I doing?
3. Does anybody care about me?

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4. How do I contribute to my team?
5. How is the team doing?
6. How does the team contribute to ASD?

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7. How can I help?



\*Adapted from Assoc. D'Arco, Towers Perrin

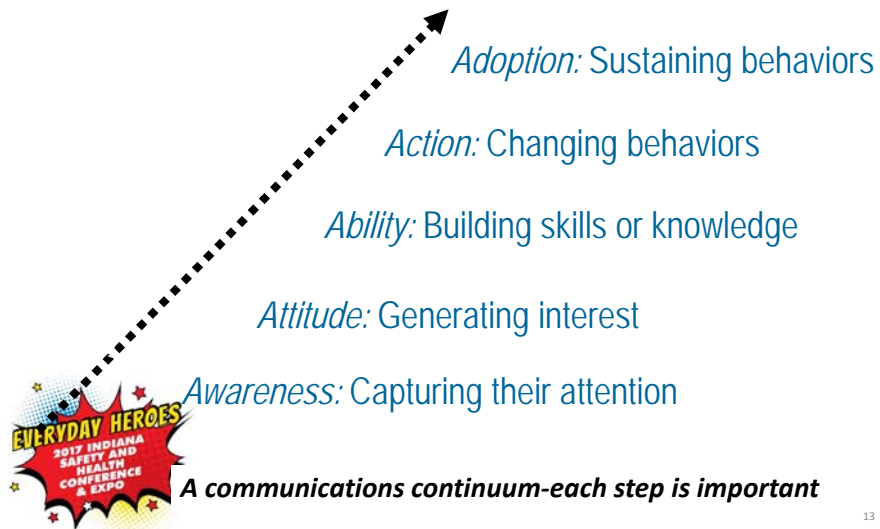
***To do a good job, employees  
need information***

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## TIP: Our Desired Audience Engagement

Managing the steps to a sustainable safety (SHE) culture



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## Message Framework

**Personal stake**

Individual  
(why should I care?)

+

**Team Picture**

Team Impact

=

**Magic question:**  
**Engagement**

How can I help?



**No matter the audience, the approach is the same**

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## Key Planning Steps

### Steps 4 and 5

Chose your tool and timing, and Deliver

### Consideration

- ✓ Richness
- ✓ Reach
- ✓ Achieve your Desired Engagement
- ✓ Symbolic Communications
- ✓ Timing



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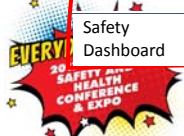
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## Choosing Your Tools

**Richness**



**Choosing the right tool for the job**



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## TIP: Our Desired Audience Engagement

Feedback, problem-solving opportunities,  
participating on safety subcommittees,  
integrated with other tools and processes

*Adoption: Sustaining behaviors*

Coaching and accepting additional  
responsibilities and accountabilities

*Action: Changing behaviors*

Group sessions, safety meetings and  
training safety meetings, signage

*Ability: Building skills or knowledge*

Cell boards (department  
boards)

*Attitude: Generating interest*

Stop Light, message  
boards, banners and  
poster contests

*Awareness: Capturing their attention*

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## Symbolic Communications

### Walk the Talk

- There are two kinds of communication:
  - What you say
  - What you do

### Straight Talk

- Sugarcoating can lead to confusion and mistrust among employees



***What you say and do may send different messages***

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## Leadership's Role in Communication

- Are highly visible, not hiding from employees
- Serve as the face of the company
- Engage employees in the business and company goals
- Use communication to build relationships and establish trust
- Use available communication resources
- Align words, actions behaviors and decisions with company-wide values

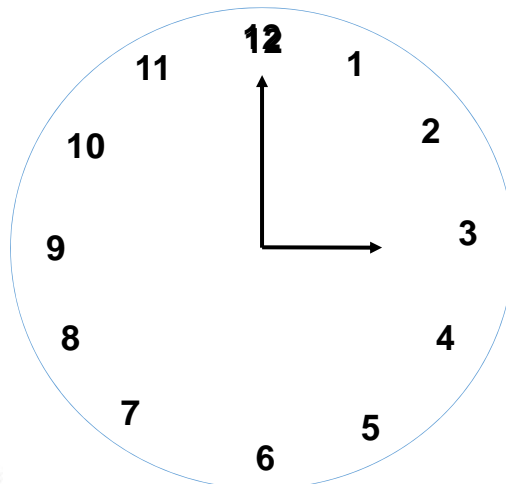


*Leading by example*

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## Timing Sends a Message



*When you surprise people, you are begging  
for trouble*

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## Key Planning Steps

### Step 6 Follow-up

- ✓ Check for Understanding
- ✓ Close the Loop
- ✓ Ask for Feedback



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## Use as a Strategic Tool

- Carefully planned communications
  - Audiences - Timing
  - Messages - Channels
- Coordinate communications with strategic deployment of programs or initiatives
  - Create excitement
  - Clarify goals and help understanding
  - Supplement with events, tools, programs and recognition



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## Tips

- Well Planned
- Listen
- Follow the Process

## Traps

- Ad hoc
- Misjudge the Audience
- Disjointed



*Effective Communications Enhance Buy-In & Results*

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## Discussion---what would you do?

- Four common scenarios

### Follow the Process

- Plan
- Listen
- Develop Your Message
- Choose Your Tools
- Deliver Your Message
- Follow-up

