

# Communication Strategies for Managing Change

---



**Lynn Hoffman**

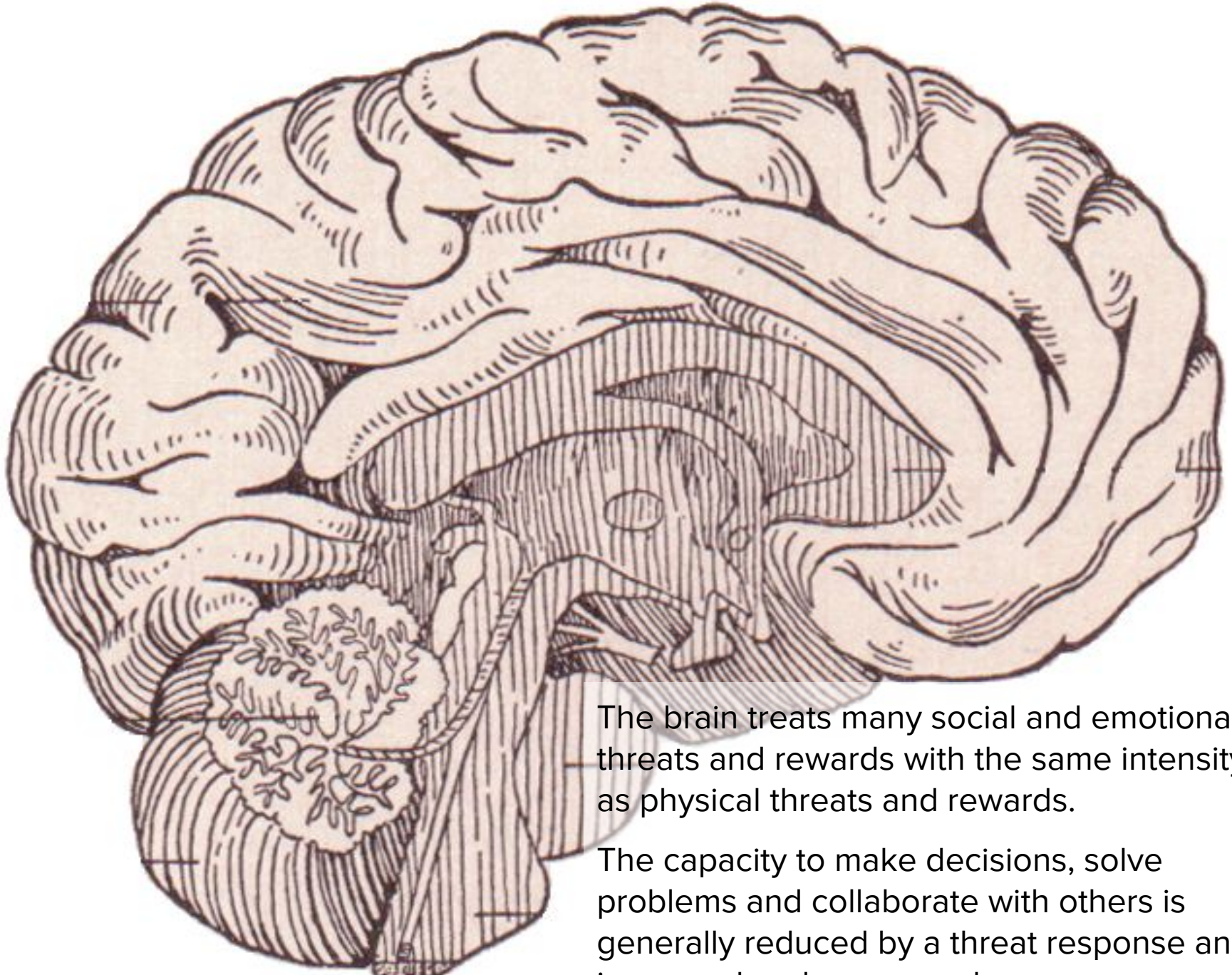
Director of Operations

Somerset County Library System of New Jersey

lhoffman@sclibnj.org



Managing change  
isn't about change.  
It's about emotion.



The brain treats many social and emotional threats and rewards with the same intensity as physical threats and rewards.

The capacity to make decisions, solve problems and collaborate with others is generally reduced by a threat response and increased under a reward response.

# SCARF: a brain-based model for collaborating with and influencing others

Status - rank, expertise, experience

Certainty - predictability

Autonomy - agency, control

Relatedness - belonging, acceptance

Fairness - justice, transparency

**AVOID threats to:**

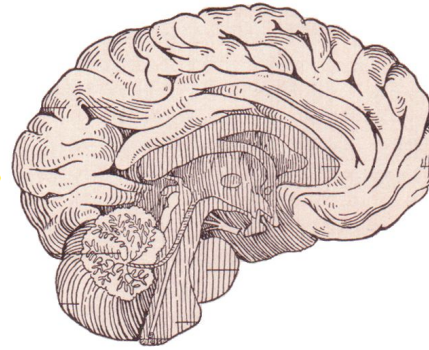
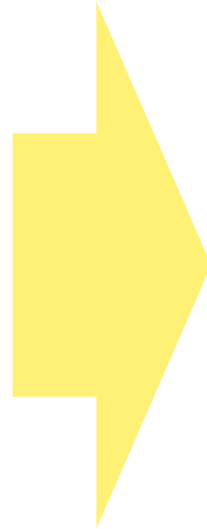
**Status**

**Certainty**

**Autonomy**

**Relatedness**

**S**



**SEEK rewards of:**

**Status**

**Certainty**

**Autonomy**

**Relatedness**

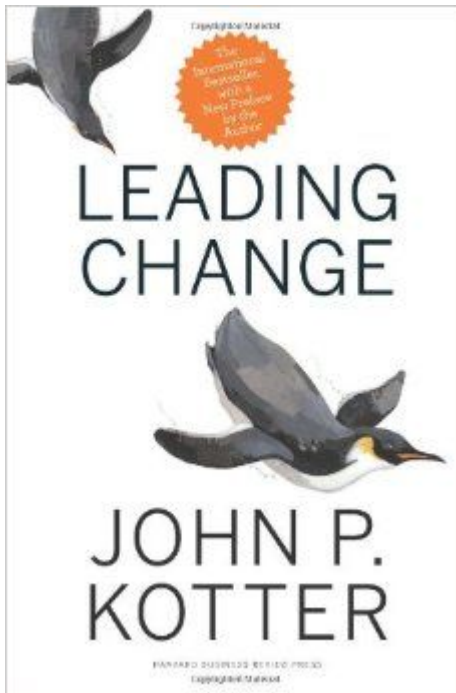
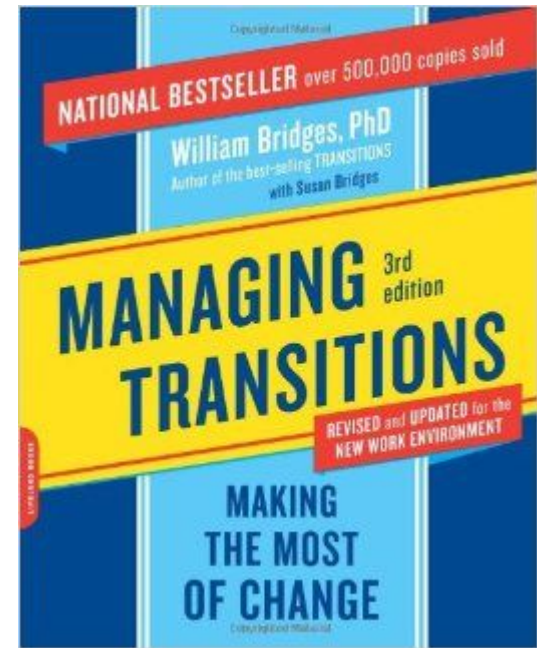
**Fairness**



# Bridges - *Managing Transitions*

People work through three processes as part of any change:

- Ending, losing, letting go
- The neutral zone
- New beginning



## Kotter - *Leading Change*

- Create urgency
- Form a powerful coalition
- Create a vision for change
- Communicate the vision
- Remove obstacles
- Create short-term wins
- Build in the change
- Anchor the changes in the culture

# Change Communication

1. Who's concerned about what?
2. Plan what to communicate when
3. How many modes of communication can you use?
4. Create tiered levels of detail
5. Communicate directly – don't rely on trickle-down
6. Ask for feedback and acknowledge it

<b>Domain</b>	<b>Potential Threats</b>	<b>Who Is Affected</b>
<b>Status</b>		
<b>Certainty</b>		
<b>Autonomy</b>		
<b>Relatedness</b>		
<b>Fairness</b>		

1. Who's concerned about what?



# 2. Plan what to communicate and when

NEW APPS ROLLOUT

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Sep 1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	Oct 1	2	3
4	5	6	7	8	9	10

Handwritten notes in the calendar cells:

- Monday, 10: \*Google Update - Starting Testing
- Tuesday, 11: \*Google Update - Testing Report
- Tuesday, 11: \*Google Update - Feature Preview
- Wednesday, 12: \*Google Update - Training Plans
- Wednesday, 12: \*Google Update - Learning Resources
- Wednesday, 12: \*Google Update - What to Expect
- Thursday, 13: \*Google Update - Migration FAQ
- Friday, 14: \*Google Update - Welcome!
- Saturday, 15: \*Google Update - Quick Tips
- Sunday, 16: \*Google Update - How it's Going
- Monday, 17: Data Migration Part 1
- Monday, 27: last day on email...
- Monday, 27: DATA MIGRATION



Lynn Hoffman &lt;lhoffman@sclibnj.org&gt;

9/11/15 ☆



to bcc: Adam, bcc: Adele, bcc: Alana, bcc: Alice, bcc: Alicia, bcc: Allison, bcc: Amy, bcc: Amy, bcc: Amy, bcc: Ana, bcc: Andres, b

Hello everyone!

By now you've received information about the Gmail training sessions that will be starting next week. I encourage you to sign up soon to get your first choice of time and location!

We're working to give you lots of options for training, depending on how you like to learn new things.

- If you do best in a hands-on class where you can practice and get help from an instructor, then the training sessions are your best bet.
- If you're the kind of person who likes to read the manual, Google has great resources in the Google Apps Learning Center (<http://learn.googleapps.com>). In fact, our training team is using some of their resources in our Gmail class.
- If you just need someone to give you an overview, you might be interested in one of the webinar sessions being offered – they won't be hands-on, but you'll get a basic tour of what's different about Gmail.
- If you do best just diving in and playing with a new tool, we have some training accounts set up. Just let us know and we'll give you the login information so you can test it out on your own.
- Of course if you're a long-time Gmail user, you may already feel comfortable with the switch, and that's just fine. Make sure your supervisor knows you aren't planning to attend a training session, and then let us know if you run into any issues or problems after the migration happens in a few weeks.

We'll continue to keep you posted on the process as we get closer. Keep your questions coming!

-Lynn

Now that we've finished making staffing changes, we're going to rearrange the workroom later this month. (\*\*Why? More explanation below...)

What does that mean for you? Your workspace will be changing. Leading up to the holiday weekend, we will provide you with boxes for emptying your desk of files and materials so that the furniture can be rearranged.

After the move, your workspace may not be laid out in exactly the same way, but we will definitely make sure that you have the right kind of space for the duties that are part of your job.

Watch for a diagram of the new space to come later today!

Questions? Concerns? Let me know!

\*\*Why are we rearranging things? Over the last several years, our work has changed pretty dramatically, but our workroom is still set up the way it was a decade ago. We've changed our staffing, so we have the right people and positions to get the work done. Now, instead of shoehorning what we do into the existing space, we want to completely rethink the workroom so that it works for us.

## 4. Create tiered levels of detail

What happens when you don't know?

Say, “I don't know.”

Honesty and authenticity build trust.

Model optimism in the face of uncertainty.

If it's important to you, it's important to me.

# Resources

Altman, Louise. *The Intentional Workplace*. (blog: <https://intentionalworkplace.com/>)

Bridges, William. *Managing Transitions: Making the Most of Change*. (DaCapo, 2009; 978-0738213804)

Kotter, John P. *Leading Change*. (Harvard Business Review, 2012; 978-1422186435)

LeDoux, Joseph E. *The Emotional Brain: The Mysterious Underpinnings of Emotional Life*. (Simon & Schuster, 1998; 978-0684836591)

Rock, David. *Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long*. (HarperBusiness, 2009; 978-0061771293)



**Lynn Hoffman**

Director of Operations

Somerset County Library System of New Jersey

lhoffman@sclibnj.org