

Tap into the experience of your peers to learn how to create great change initiatives at Melcrum's

Change Communication Conference

2-day conference:

Wednesday 12th & Thursday 13th March 2008

Plus 2 practical workshops:

Tuesday 11th March 2008

Chelsea Football Club, London



Attend and find out how to:

- Engage employees, senior leaders and other stakeholders in change and get them to add real value to the transition process
- Learn how to minimise employee uncertainty and resistance during turbulent times
- Evaluate the most effective channels for change communication
- Use techniques to build commitment to change and engage your workforce
- Use proven tactics to communicate change such as storytelling, strategy maps and change champions

Engage employees, motivate managers and improve business performance during times of change



Mark Darby
Head of Internal Communications
Visa Europe



Terry McKenzie
Senior Director, Global Employee Communications and Communities
Sun Microsystems



Susan Jackson
Head of Internal Communications
Parcelforce Worldwide



Chris Hind
Transition Manager
National Australia Group Europe



Tom Everett
T5live Communication Consultant
BAA Heathrow



Jeni Joyce
Internal Communications Manager
AXA Insurance



Clare Lucraft
Head of Internal and Change Communication
Cadbury Schweppes



Deborah Binks-Moore
Programme Manager: Change Communications
Shell

Global Partner:

INVOLVE

Annual Partner:



the edge
picture company



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Organised by:

MELCRUM
Connecting Communicators

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Be one of the first 20 delegates to register for the conference and save £200 on the full price!



Change Communication

Conference

Dear Communicator,

In business, the one thing you can count on is change. Change is a fact of life. It's a natural organisational response to competition and to shifts in the socio-economic environment, as well as being a route to gaining advantage and building business performance proactively.

But what exactly are the tools and techniques to engage your workforce and drive change as best as possible? Which channels will work best for your organisation? And how do you minimise resistance to change and deliver a sustained change communication programme?

Join leading companies who share their experiences like Tom Everett from **BAA**, who will show you how to integrate communications into a complex change programme to drive great results. And don't miss hearing how **AXA** developed a set of principles to help managers in communicating change effectively.

Attending Melcrum's Change Communication Conference is a great chance to see how your peers have successfully devised and implemented change programmes and learn from their successes and mistakes. Even if you pick up just one great idea, this could make all the difference to the success of your change initiatives and make attending this conference one of the most important and productive things you've done all year!

I look forward to meeting you in March.

Best regards

Mandy Thatcher

Mandy Thatcher
Managing Editor
Melcrum

Attend Melcrum's Change Communication Conference and find out how to:

- Understand the psychology of change
- Put the theory into practice
- Use innovative techniques to drive change in your organisation
- Evaluate the most effective channels for communicating change
- Minimise employee uncertainty and resistance to change
- Encourage employees to use new processes and support new business objectives
- Communicate and deliver a sustained cultural change programme

Come and network with your peers

Delegates at Melcrum events in the last 12 months have come from companies such as:

ABN AMRO, Airbus, American Express, Arup, AstraZeneca, AXA, Bank of Ireland, Barclays, BP, Brit Insurance, Britannia, BA, BT, BUPA, Capital One, Carphone Warehouse, Credit Suisse, Deutsche Post, EDF Energy, Ernst & Young, Eversheds, GlaxoSmithKline, HBOS, Hewlett Packard, Home Office, HSBC, IBM, IKEA, Legal & General, Levi Strauss, Linklaters, Lloyds TSB, Masterfoods, Microsoft, Morgan Stanley, National Express, Nestle, NHS, Nokia, Norwich Union, Novartis, Orange, Pfizer, Philips Electronics, PricewaterhouseCoopers, Provident Financial, RBS, Roche, Royal Mail, Scottish & Newcastle, Siemens, Shell, T-Mobile, Towers Perrin, Transport for London, Unilever, Virgin Mobile, Vodafone, Wal-Mart and many, many more.

5 reasons to convince your boss that you should attend this conference:

- 1. Get tips and tools from practitioners with first-hand experience**
Like all Melcrum events, the Change Communication Conference is led by actual practitioners, who deal with the same issues you do everyday.
- 2. Practical takeaways**
With hands-on practical sessions, case studies from some of the world's most successful corporations, and plenty of time to network with your peers and industry leaders, you will go home with real-world best practices, tips and shortcuts that will make an immediate difference to your initiatives and programmes.
- 3. Make your CV more competitive**
The internal communication world is moving and changing quickly. By coming to a Melcrum event, you'll stay on top of the latest developments, with exclusive insight into where the industry is going, from the best practitioners and experts in the field.
- 4. Come back better networked**
Let's face it, it's not always what you know, it's who you know. And this works at every level - from being able to ask someone about a tricky comms issue you're facing, to knowing who to talk to when you're looking for benchmarking data, to sharing a coffee with someone who could give you the next great idea to implement in your company. Melcrum conferences are about community and networking.
- 5. Come back to the office inspired**
Remember the last time you were genuinely excited about comms, change and employee engagement? Congratulations if you do, but if you're struggling with the day-to-day grind of your job, the Change Communication Conference is not just another conference. It's an experience. It's a chance to recharge, to rediscover your inspiration and to take time to think about the big picture. It's not a holiday - you'll be challenged and stimulated at every step - but the positive effect on you may be the same.

MELCRUM

Connecting Communicators

About Melcrum:

Melcrum is a research and training business, expert in all aspects of internal communication. Through our global networks, we connect more than 18,000 professional communicators in sharing what works. For more details visit: www.melcrum.com or www.melcrumblog.com

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Delivering successful change communication

Conference Day One: Wednesday March 12th

08.30 Registration & coffee

09.00 **Welcome from the Chair**

09.10 **Understanding emotional responses to organisational change**

Understanding how different people within your organisation will respond to change is crucial to developing effective and tailored change communications. This session will analyse possible responses to different types of organisational change.

- Understanding the core principles of the “change curve”
- Assessing the emotional responses evoked by different types of organisational change such as governance, disruptive, continuous and cultural change
- Segmenting your workforce and developing tailored change communication strategies
- Applying the change-curve theory to complex, real-life environments



Peter ten Hoopen
Senior Consultant
Trompenaars Hampden-Turner

10.00 **Overcoming and managing resistance to change**

Changing business culture or processes is incredibly difficult to achieve and employees tend to resist the change in whatever ways they can. In this session, Russell will draw on his extensive experience of managing change at the BBC, HM Revenue and Customs and in his current position at BERR.

- Reducing resistance by engaging your workforce and building commitment from the outset
- Understanding and empathising with resistors to determine how best to overcome barriers
- Determining the role of the communication practitioner during change
- Assessing the effectiveness of different tools to drive change and influence behaviour



Russell Grossman
Director of Communications
Department for Business Enterprise and Regulatory Reform (BERR)

10.50 Morning coffee

11.10 **Case study – Heathrow Terminal 5: Integrating communication into a complex change programme**

Terminal 5 will open its doors to the public in March 2008. Tom Everett will share how BAA has effectively communicated large-scale change to drive acceptance of significant cultural and operational changes.

- Identifying where best to use communication to mitigate risks
- Integrating communications into your people programme to help create cultural change
- Using multiple tactics to challenge the rumour mill, generate excitement and build employee trust over time



Tom Everett
T5live Communication Consultant
BAA Heathrow

12.00 **Getting senior leaders to lead the change**

Gaining acceptance and agreement of change from senior managers is essential. But how can senior managers lead change effectively if they have not understood or bought in to the change? Fiona will talk about:

- Comparing different engagement strategies for senior leaders based on time, cost and effectiveness
- Motivating senior leaders who have not been involved in change decisions
- Managing resistance from senior leaders
- Distinguishing between the macro and micro vision of change to help senior leaders understand employee motivations
- Creating forums to encourage feedback and incorporate ideas



Fiona Rogers
Head of Internal Engagement & Change
COI Strategic Consultancy

12.50 Lunch

14.00 **Roundtable discussions**

During this structured session you'll get the chance to talk frankly about some of the specific change communication issues you face. This is the perfect opportunity to hear from fellow practitioners dealing with similar challenges and find out what's working for them.

14.50 **Case study – Parcellforce Worldwide: The power of storytelling to visualise change**

In this session, Susan will discuss how Parcellforce Worldwide used storytelling to bring together real stories with strategic messages to connect with employees and communicate change.

- Assessing the change benefits of storytelling
- Sharing personal experiences to improve trust and honesty
- Defining the objectives of the storytellers
- Creating a “story map” and determining the core components of your strategic story
- Examining the potential of viral models for storytelling
- Using media such as online blogs, video diaries and podcasts to share stories



Susan Jackson
Head of Internal Communications
Parcellforce Worldwide

15.40 Afternoon coffee

16.00 **Using learning maps to understand new organisational processes and activities**

Employees often have a micro perspective of work and cannot immediately see the benefits of organisational change for themselves or the business. This session will examine how learning maps can help present a holistic overview and drive understanding of the value of the change and why change is necessary.

- The importance of using a visual medium to communicate complex change
- Examining how learning maps can be used to convey change
- Identifying when to use learning maps as part of an engagement strategy
- How can you ensure a learning map will work?
- Evaluating learning maps against alternative internal communication strategies



Bernhard Bachmann
Managing Partner
Change Champions

16.50 **Closing remarks from the Chair followed by evening drinks & networking reception**

Delivering successful change communication

Conference Day Two: Thursday March 13th

09.00 Welcome from the Chair

09.10 **Case study – Visa: Enrolling employee champions to communicate the benefits of change**

It's well known that employees who buy in to changes taking place can make excellent change agents for the rest of the organisation. But how can you attract, retain and manage employees in this role? Mark will talk about:

- Why employee champions make effective change agents
- What qualities to look for in a potential change champion
- Attracting and rewarding champions
- Setting out roles and responsibilities for champions
- Evaluating other change communication strategies to use in tandem
- Weighing up the effectiveness of change champions and assessing time and cost



Mark Darby

Head of Internal Communications
Visa Europe

10.00 **Case study – AXA: Managing continuous and non-centralised change**

If change communication is not being managed from a central point, how do you know if the most effective message or channel is being used? AXA has overcome this concern by developing a set of principles to help guide managers in communicating change effectively.

- Getting managers to recognise what constitutes change and the impact of small but ongoing change
- Identifying common problems associated with non-centralised communication such as change not recognised, poor choice of channel or wrong message communicated
- Developing a set of guiding principles to support managers and team leaders
- Measuring the success of change communication tools



Jeni Joyce

Internal Communications Manager
AXA Insurance

10.50 Morning coffee

11.10 **Case study – Sun Microsystems: Making communication part of the change management process**

This session will examine Sun Microsystems' unique approach to change communication with a focus on:

- Determining to what extent change acceptance rests on proactive communication
- Applying Sun's "Knowledge/Attitude/Action" model to change management
- Practical tips to turn line managers and communicators into change management practitioners



Terry McKenzie

Senior Director, Global Employee Communications and Communities
Sun Microsystems

12.00 **Case study – ITV: Managing the impact of cascade communications**

The traditional "cascade" is the most common change communication technique. But if it's used inappropriately or not managed effectively the results can be poor. This session will explore how to get the most from cascade communications, but also how to move away from cascade models when necessary.

- Understanding the limitations of a cascade approach to drive change
- Identifying situations where cascade communication is appropriate – and where it's not
- Identifying major pitfalls and ways to improve the effectiveness of cascades during change
- Addressing and overcoming common problems when trying to bypass hierarchy and move away from cascade models



Penny Lawson

Director of Internal Communications
ITV

12.50 Lunch

14.00 **Case study – Cadbury Schweppes: Building a shared communication framework to support global, long-term change**

Cadbury Schweppes has recently undergone a major global change programme. Clare will share the challenges faced when managing change across different countries, and how to ensure global cohesion while territories are at different points of the change process.

- Creating a common language to drive consistent communication of messages globally
- Tailoring communication for different countries to engender local ownership and allow for cultural differences
- Managing communication between employee groups at different points of the change transition
- Working with external partners on change programmes



Clare Lucraft

Head of Internal and Change Communication
Cadbury Schweppes

14.50 **Case study – Shell: Communicating system, process and structural change**

Dynamic market conditions often produce dynamic work environments. But rapid change needs to be managed and communicated carefully to keep your workforce feeling secure, confident and supported. Deborah's session will cover:

- Challenges for communicators operating in a global business undergoing extensive change
- How dynamic work environments affect employees
- Selecting appropriate techniques to communicate business changes and implications for individuals
- Understanding the psychological impact of changing responsibilities
- Distinguishing between informing, educating and ensuring use of new systems and processes
- How to drive cultural change – what's in it for employees?



Deborah Binks-Moore

Programme Manager: Change Communications
Shell

15.40 Afternoon coffee

16.00 **Case study – National Bank of Australia: Ensuring a smooth transition during an outsourcing change**

This session will examine how the National Bank of Australia helped staff make a smooth transition to a new corporate identity during a major outsourcing project. Chris will discuss:

- Understanding employee anxiety pre- and post-outsourcing
- Prioritising change communications during major outsourcing projects
- Assessing the impact of a gradual versus rapid changeover
- Developing strategies to help employees engage with their new corporate identity
- Facilitating two-way communication to support an insecure workforce



Chris Hind

Transition Manager
National Australia Group Europe

16.50 **Closing remarks from the Chair & close of conference**