A story about dirt.
Marketing Communications +
Crisis Communications +
Public Relations +
Change Management +
a dollop of psychology =

CHANGE COMMUNICATIONS
What about your campus?
People don’t like ANY type of change.
Change elicits an emotional response because of the transition to a new state.
Communication equips your audience to make the transition but they still have to paddle.
Gigantic Campus Initiative

To-Do List

1. Envision amazing new project
2. Set up campuswide committees
3. Define project specifics
4. Arrange funding sources and budget
5. Create multi-year implementation plan
6. Send an email out

IRONY
The strategy for communications is just as important as the strategy for the initiative.
Map out the groups of people who will be impacted, and their expected level of disruption.
Suppose your mascot changed
What groups are impacted?

What is their level of disruption?
Who should deliver the message?

Level of Organizational Impact

Senior Leader or Sponsor

Immediate Supervisor

Level of Personal Impact

Shared Communication
WHERE

Personal Delivery

Media Mix
Personal Delivery Options

- One-on-one meeting
- Department meeting
- Videoconference
- Open Forum
- Phone call

Do not default to email!
Add these into the mix:

- Videos
- Website or Microsite
- Newsletters – digital or print
- E-letters
- Presentations
- Print flyers
- Texts
- Signage, posters and banners
- Social media
- Blogs
- And of course, email
Content Tips

- Say as much as you can
- Discuss not just the change, but also the impacts to them, and the plan to help them through the transition
- Express new benefits, but also “avoided pain”
- Tailor the depth of detail to your audience
- Give them a voice
  - Surveys
  - Open Forums
  - Live Polls
- Tell them what to do (next steps)
What you must say is WHY
You must address:

- Why is this change happening?
- Why is it important?
- How is it connected to the mission?
- Why should I care?
Tips About Timing

- Say what you know now, and when you will know more
- Keep information flowing consistently
- Communicate changes to the plan as they happen
- Communicating over time allows you to break big messages into bite-sized pieces
- Repeat messages 5-7 times
The Kubler-Ross Change Curve

- Shock
- Denial
- Frustration
- Depression
- Experiment
- Decision
- Integration
The Kubler-Ross Change Curve and Communication Strategies

Morale and Competency

- Shock
- Denial
- Frustration
- Depression
- Experiment
- Decision
- Integration

Messages to Communicate:
- Why
- Why and Progress
- Why and Listen
- Support and Training
- Training and Successes
- Successes and Celebrations

Time
Transparency

“We’re sharing this with you”

“This is what we know at this point”

“We made an error”
Empathy

"I understand"

"I'm sorry this is hard on you"

"We support you"
Authenticity

“They’re just putting a happy face on this.”
Transparency + Empathy + Authenticity = Trust
Preparing For a Successful Change Journey
Key Points

1. Have a solid communications strategy
2. Understand your audience and their point of view
3. Communicate early and consistently
4. Explain WHY the change is happening
5. Be authentic to build trust
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