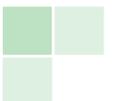


Business DNA Case Studies:

Communication



THE CHALLENGE

Managers were asked to disseminate the information about a major re-organization of the business. It was important to generate discussions and obtain feedback from their teams so that changes could be introduced with as little disruption to the staff, business and customers as possible. Some managers found it difficult to communicate the information whilst others communicated in detail and received helpful feedback that could feed into plans going forward. Senior management was keen to ensure that the communication was effective as it was important to overcome any fears and concerns that might arise because of the changes. A significant amount of time was invested into providing the management team with information and preparing them to communicate the changes to their departments.

THE PROBLEM

Some of the Managers were not good at communicating face to face preferring to e-mail the proposed re-organization of the business. Whilst senior management saw the need for the communication to be ongoing some managers treated it as a 'one off' and moved onto other issues. It was clear that the change message was not only being disseminated ineffectively but the message had become distorted leading to fear for jobs and even a whisper that the business was in trouble. The Managing Director (MD) received a phone call from a media outlet asking for a comment on the proposed job losses and potential close down of the business.

THE BUSINESS DNA SOLUTION

The MD engaged DNA Behavior Group to prepare a strategy for communicating the message so all could understand it and receive it in a way that did not alarm them. He also requested that he and all managers undergo the DNA Behavior Discovery and Performance Process to determine the communication and behavioral styles of each. This could then feed into the strategy in terms of understanding the most effective vehicle to use for the information dissemination.

IMPLEMENTATION AND STRATEGY

Using the outcomes for the DNA Behavior Discovery and Performance Process the DNA Behavior Group worked with each manager to help them construct their presentation to their staff. They also selected a representative group of team leaders and staff to undergo the DNA Behavior Discovery and Performance Process so they could understand their communication and behavioral style and be able to recognize the same in their colleagues. This representative group was also charged with taking on the role of 'ambassadors' to the change as a way of supporting their line manager and working with colleagues to allay any fears.

Going forward the DNA Behavior Group worked with senior management to help them understand how messages could create flashpoints in the business. Using the results of the DNA Behavior Discovery and Performance Process they were able to:

- Assist them to understand the way in which their staff would receive a message
- Help them to understand and be able to moderate their communication style
- Create a robust communication strategy which included:
 - Individual approaches on how to present, communicate, influence and persuade when they delivered their change messages
 - How to provide the staff with a healthy structure which allowed them to articulate their concerns
 - Ways in which they could successfully engage, inspire and influence listeners using their knowledge of their inherent communication style
 - Deliver the messaging in a way that not only transferred information and a vision for the future but able to do it in a compelling way



OUTCOME

Using this constructive and insightful form of messaging the organization began to settle down and view the changes with a sense of expectancy rather than one of fear. The re-structure was implemented effectively. The management team learnt an important message in terms of how best to communicate with their staff and currently use only face to face contact when delivering key business messages. They then follow this up with a written briefing thus satisfying the needs of all the communication and listening styles that are in the organization.