



ECLC Executive Brief

Audience Segmentation for Positioning of Change

The Executive Council for Leading Change (ECLC) assembled a roundtable of seasoned executives to dig into the topic of Audience Segmentation for Positioning of Change

In an ever-evolving corporate landscape, the ability to communicate change effectively across diverse audience segments stands as a cornerstone for successful transformation. In fact, mastering the art of change communication should be as crucial as the change itself. The recent ECLC roundtable, led by leaders from across industries, dived into this challenge, uncovering strategies that not only address the mechanics of change but also the human elements that drive acceptance and engagement.

Date of Roundtable

February 6, 2024

Roundtable Participants

Led by **Nellie Wartoft**
CEO of Tigerhall & Chair of ECLC



Laureen Knudsen
Chief Transformation Officer
Broadcom



Barbara Roos
Head of Change,
Sales Transformation
Intel



Danielle Campbell
Senior Vice President,
Education & Enablement
Infor



Haley Pitts
Change Management and
Communications Leader
Aldi, USA



Mary Beech
Chief Marketing &
Transformation Officer
Scholastic



Sarah Machin
VP, Global Head of Talent
Management
Chubb

Key Questions Answered

- ? How do you successfully deliver the **WIIFM (What's In It For Me) messaging** to different audiences across the organization, curated to their unique context and goals?
- ? How do you position the change with a **consistent yet personalized** message?
- ? Do you think there's a need to **speak differently** to audiences in different geographies, business units, seniority levels, generations and cultures?

5 Key Strategies for Segmenting & Positioning Change

The discussion at the roundtable surfaced several key strategies that are essential for enabling executives to segment and position organizational change:

Embracing Customization

Understanding that each segment within an organization has its own culture, language, and resistance points is crucial. **Tailoring messages to these specific attributes** can significantly increase the relevance and impact of communication, ensuring that every individual feels directly addressed and understood.

Frontline Feedback as a Compass

Directly engaging with those who are closest to the operational impacts of change provides critical insights into the practicalities of implementation. This engagement not only brings authenticity to the change process but also empowers employees by giving them a voice, thereby enhancing the overall strategy based on real-world feedback.

Milestone Mapping

Establishing clear, measurable goals throughout the change process helps to visualize progress, celebrate small wins, and maintain momentum. This approach keeps the organization aligned and focused, providing tangible evidence of advancement that can motivate and reassure stakeholders.

Leadership as Catalysts

Active and visible support from leadership is non-negotiable for successful change. When leaders embody the change they wish to see, it sends a powerful message throughout the organization, encouraging others to follow suit and **reinforcing the commitment to transformation at all levels**.

Diverse Mediums for Message Dissemination

Leveraging a mix of communication channels — from digital platforms like Tigerhall to face-to-face meetings — **ensures that the message of change is accessible to everyone**, regardless of their preferred mode of communication. This variety also allows for the repetition of key messages in different formats, reinforcing understanding and engagement.

Voices of ECLC

5 Key Quotes

Drawing from diverse industries, ECLC executives shared pivotal strategies for audience segmentation and change positioning:



“ Addressing the challenge of serving multiple audience segments calls for strategic prioritization and focus.

Barbara Roos Head of Change, Sales Transformation, **Intel**



“ Involving end-users from the outset anchors change initiatives in practical reality, securing early buy-in and ownership.

Mary Beech Chief Marketing & Transformation Officer, **Scholastic**



“ Personalizing the narrative of change through success stories makes the abstract tangible, fostering relatability and support.

Danielle Campbell Senior Vice President, Education & Enablement, **Infor**



“ Consistency in messaging across channels solidifies the change narrative, reinforcing the leadership's commitment to transformation.

Lauren Knudsen Chief Transformation Officer, **Broadcom**



“ Engagement challenges, particularly among employees without direct access to traditional communication channels, highlight the need for innovative outreach strategies.

Haley Pitts Change Management and Communications Leader, **Aldi, USA**

2 Common Challenges Faced

The discussion also touched on overcoming challenges like resistance to change and effectively ensuring change messages reach the target audience.

Overcoming Resistance to Change

A prevalent challenge identified was the inherent resistance to change found within organizations. Participants discussed strategies for **understanding the root causes of resistance** and emphasized the importance of addressing these concerns directly through empathetic communication and engagement.

Ensuring Message Penetration Across Segments

Another significant challenge highlighted was the difficulty in ensuring that change messages effectively reach and resonate with all segments of an organization. This includes **overcoming information overload** and **finding the right balance between generic corporate messaging and highly personalized communication** that speaks to specific group needs.

Conclusion

This executive roundtable hosted by the Executive Council for Leading Change (ECLC) underscores the multifaceted approach required to navigate audience segmentation in change management effectively.

By embracing customization, soliciting frontline feedback, celebrating milestones, leveraging leadership, and diversifying communication channels, organizations can build a culture of adaptability and resilience.



The Executive Council for Leading Change

The Executive Council for Leading Change (ECLC) is a global organization that brings executives together to redefine the landscape of organizational change and transformation. Our council's aim is to advance strategic leadership expertise in the realm of corporate change by connecting visionary leaders. It's a place where leaders responsible for significant change initiatives can collaborate, plan, and create practical solutions for intricate challenges in leading major shifts in large organizations.

In a world where change is constant, we recognize its crucial role in driving business success.

ECLC's mission is to create a community where leaders can excel in guiding their organizations through these dynamic times.

Interested in joining ECLC?

Learn the membership criteria and sign-up here



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