

Mastering Change Communications for Scalable Change Activation

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TIGERHALL



70%
of change and
transformation
initiatives **still** fail*

**McKinsey Global Business Survey (2023)*



Strategy



Planning



Activation

- Communications
- Capability Building
- Culture Activation

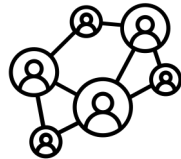


Current methods of communication lead to *increased* resistance, confusion and change fatigue.

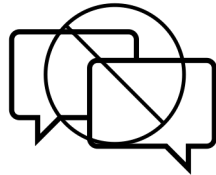
And relies on the employee to make sense of all the fragmented information overload.



Top-down, one-size-fits-none delivery



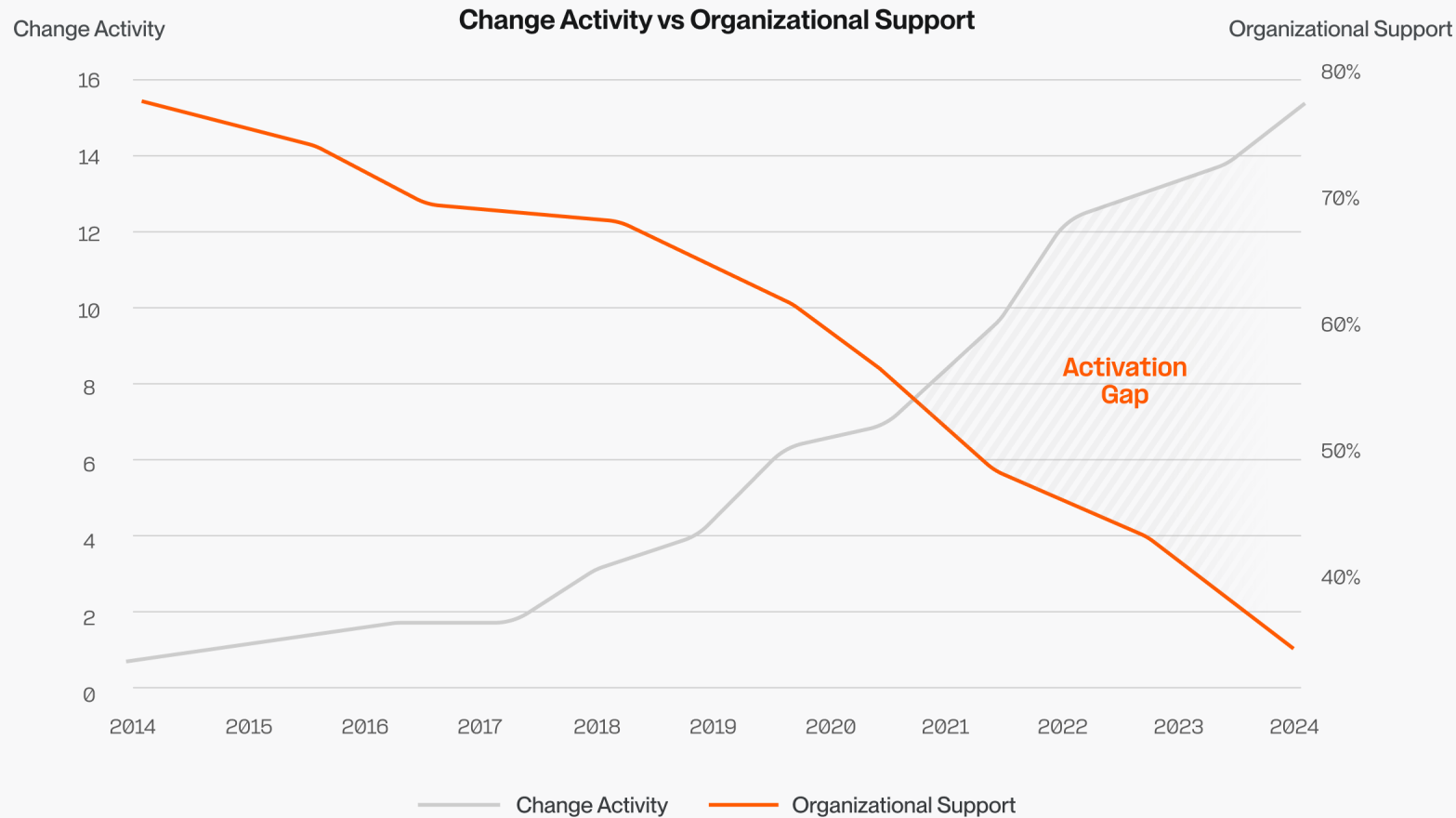
Manual, unstructured, **fragmented** across destinations



Low to no organizational involvement and **feedback**



Leading to a Widening Activation Gap



Research from Gartner

“

The number of changes impacting the average employee per year has increased from **2 in 2016** to **12 in 2023**, while employee support for change initiatives has dropped from **74% to 38%** in the same time period.

- Gartner



And Millions of Dollars in Transformation Losses



Decreased Productivity

Organizations' undergoing transformation typically experience an 18% dip in productivity due to uncertainty and morale issues.

McKinsey & Company, The Change Compass (2024)



Top Talent Attrition

It is estimated that about 47% of key personnel leave in the 12-month period following a major transformation.

Gallup, It's the Manager (2019)



Project Delays and Budget Overrunning

68% of senior leaders report transformation initiatives going off course in the first 12 months of the initiative.

KPMG, US Technology survey (2023)



Transformation Success Requires a *Shift* in Communication Approach



FROM A FORCING FUNCTION

One-Way, Top-Down

One-Size-Fits-None

Scattered and Fragmented Noise

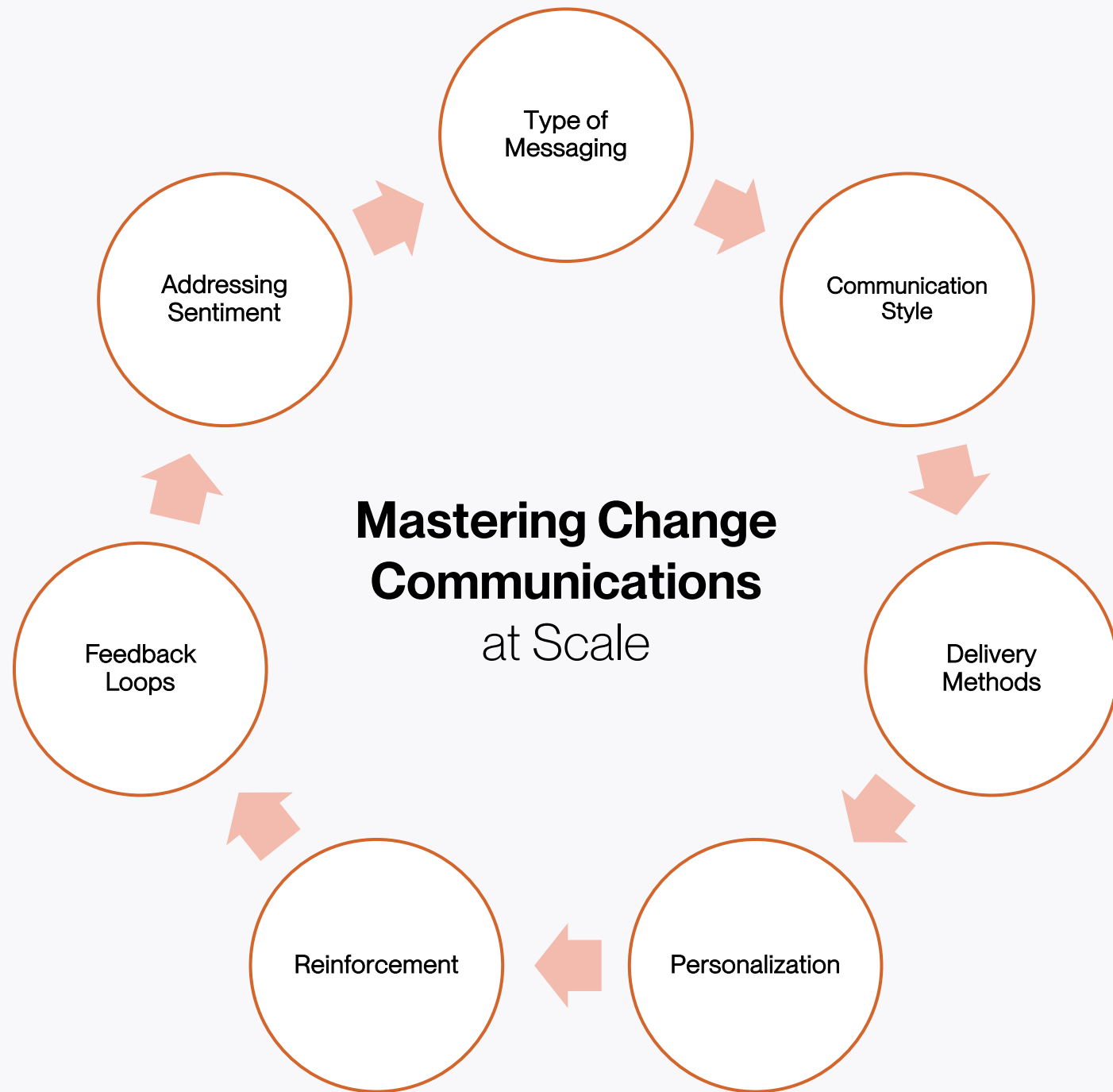


TO AN ACTIVATING FUNCTION

Two-Way, Bottom-Up

Personalized at Scale

Integrated Journeys of Storytelling



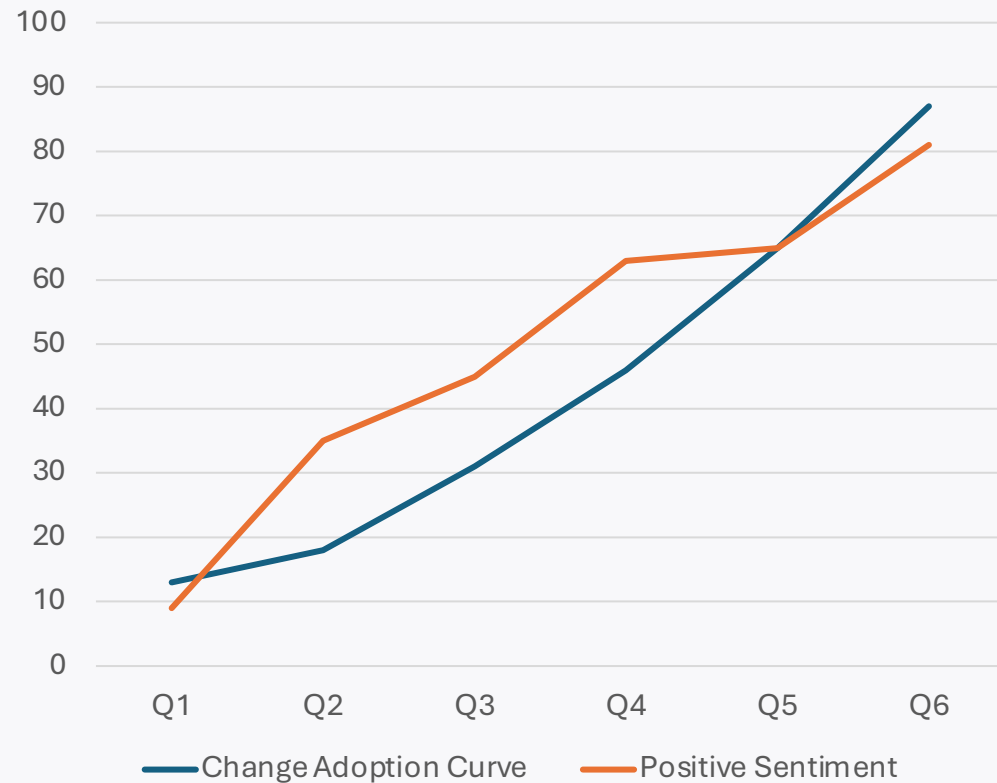


People aren't afraid of change;
they are afraid of **identity loss.**

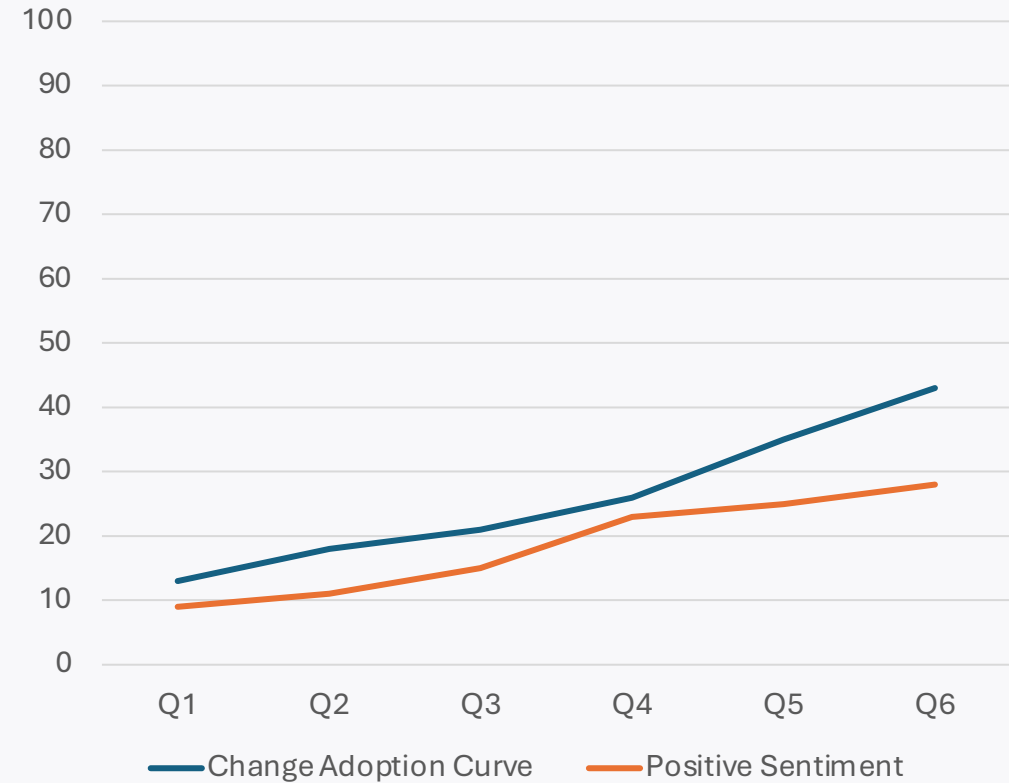


Your Type of Messaging Matters

Messaging Centered around
Reshaping Identity

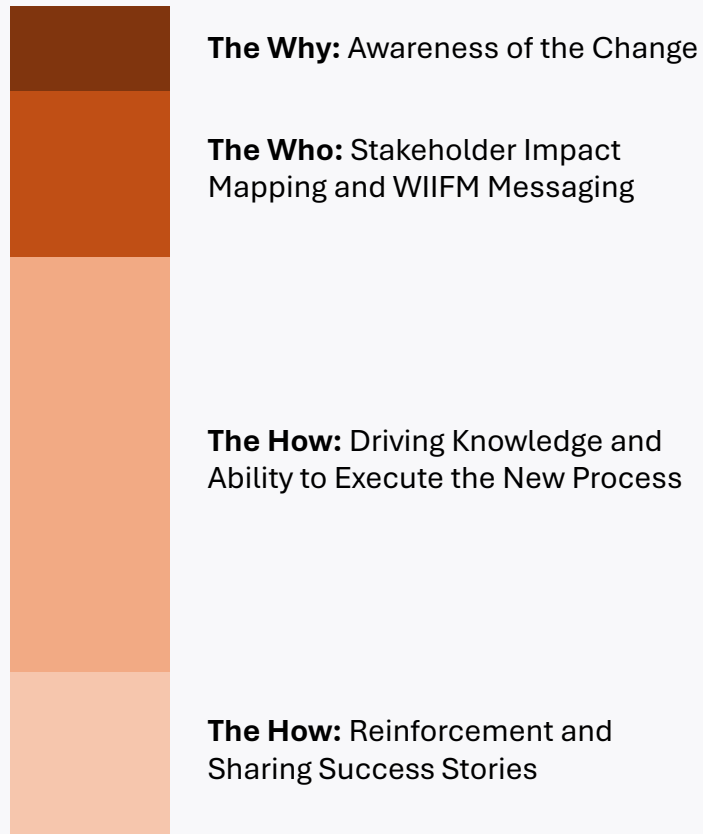


Messaging Centered around
Reshaping Processes and Workflows

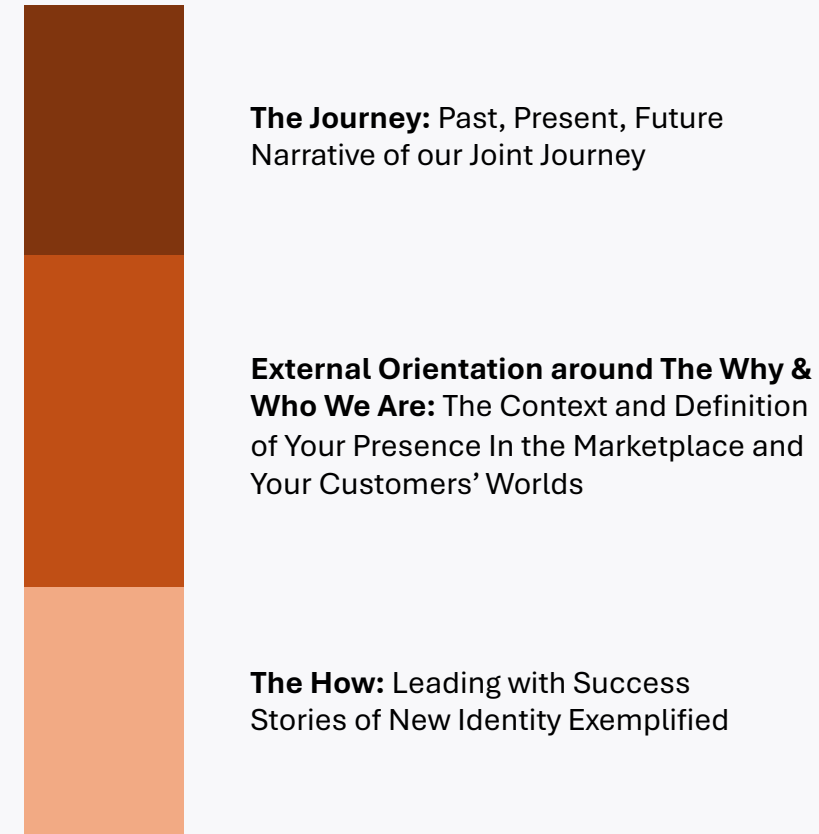


Shifting the Balance

Typical Process Centered around
Reshaping Processes and Workflows



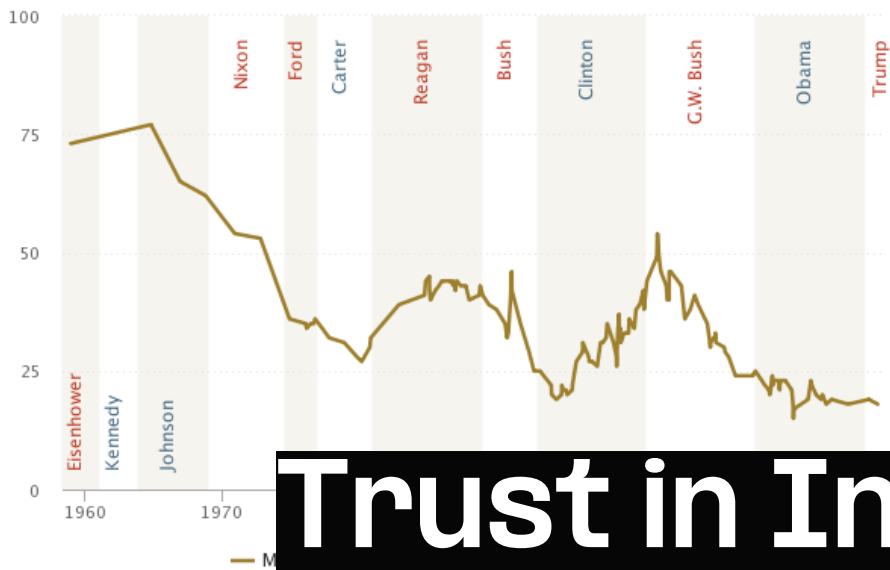
Process Centered around
Reshaping Identity





Public trust in government near historic lows

% who trust the govt in Washington always or most of the time



Trust in Media Reaches New Low in U.S.

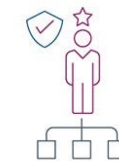
Share of U.S. respondents by level of trust in mass media (in percent)



Representative survey of 1,000+ U.S. respondents (18+ y/o) per year. No survey carried out in 2006. Rest: Not very much. Source: Gallup

statista

Leadership Trust Is Broken



I trust senior leaders at my organization to do what is right **32%**



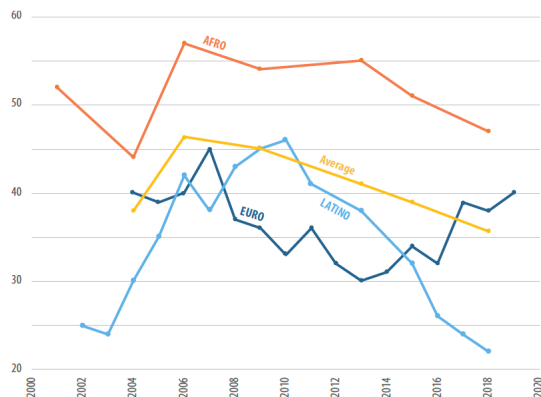
I trust my manager to do what is right **46%**

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Trust in Institutions & Authority at an All Time Low

PEW RESEARCH CENTER

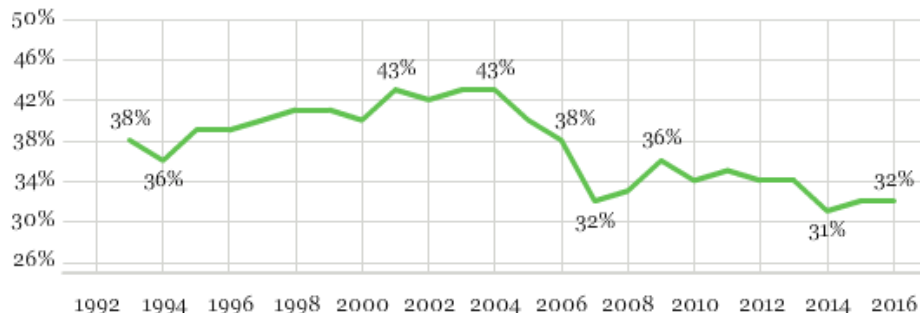
Figure 1
Percentage of the population across three regions with confidence or trust in their national Government or Parliament



Note: Author's calculations (unweighted averages) based on data from Eurobarometer, Afrobarometer and Latinobarometro. Eurobarometer figures taken since 2004 EU expansion onwards to maximize countries included, while avoiding composition effects. Two values per year but only one selected here (earliest survey in year taken). Afrobarometer data consists of only 6 waves, with waves covering 2/3 years of field work and responses relate to "trust in parliament" (as

Average Confidence Rating for All Institutions, 1993-2016

Average percentage of Americans who have "a great deal" or "quite a lot" of confidence across 14 institutions

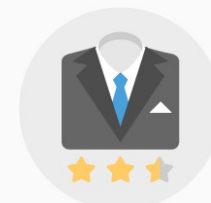
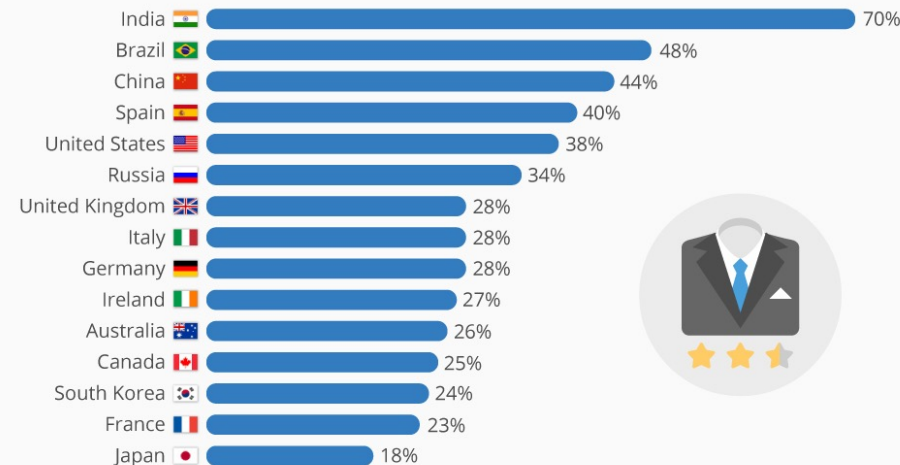


Average is based on 14 institutions asked about annually since 1993

GALLUP

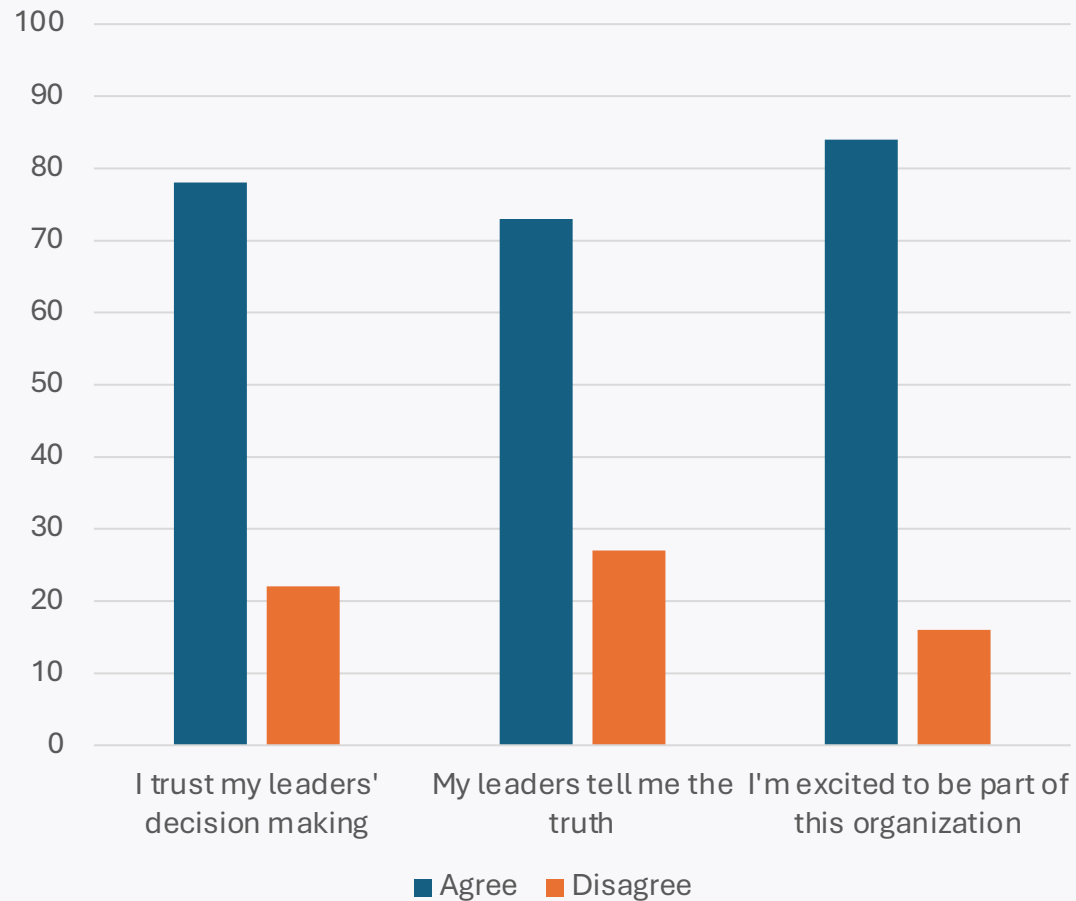
Global Trust In CEOs Has Evaporated

% rating CEOs as extremely/very credible in selected countries in 2017

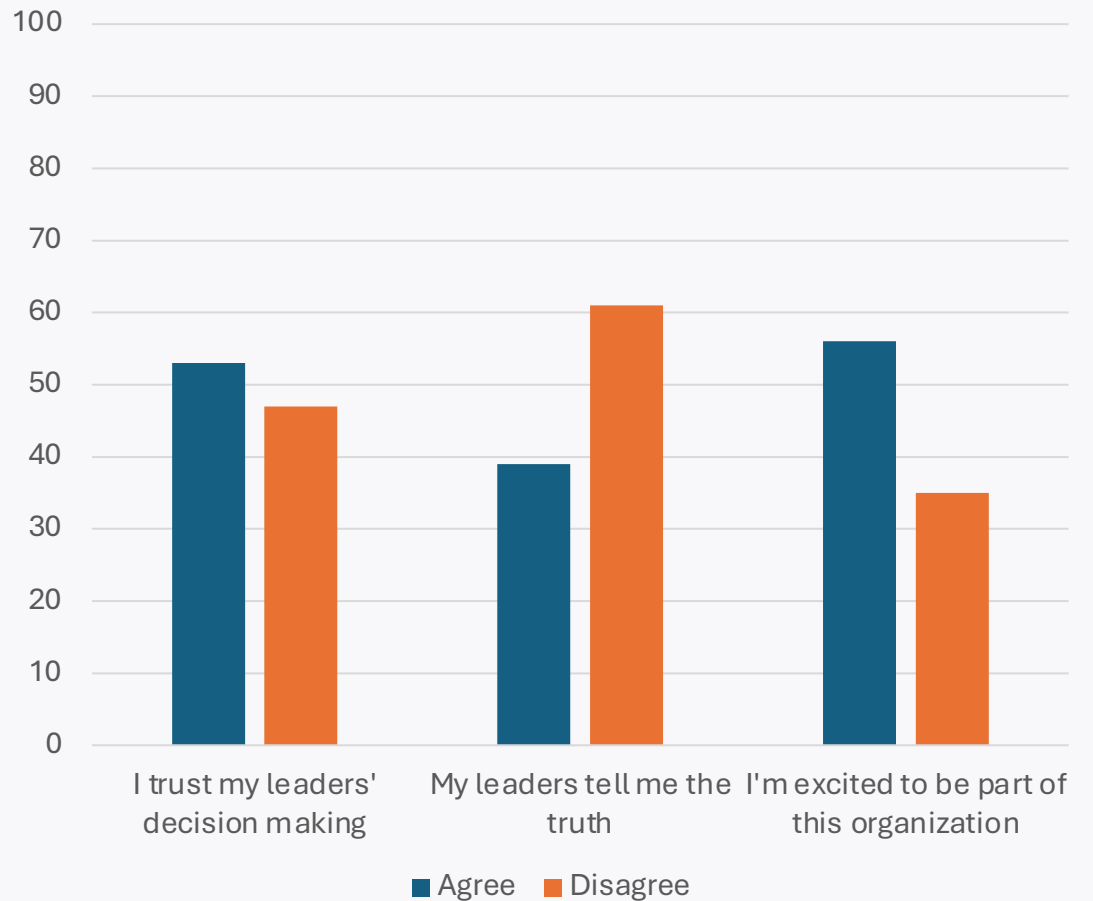


Leaders' Communication Style Matters

**Raw, authentic, unscripted
communication style**



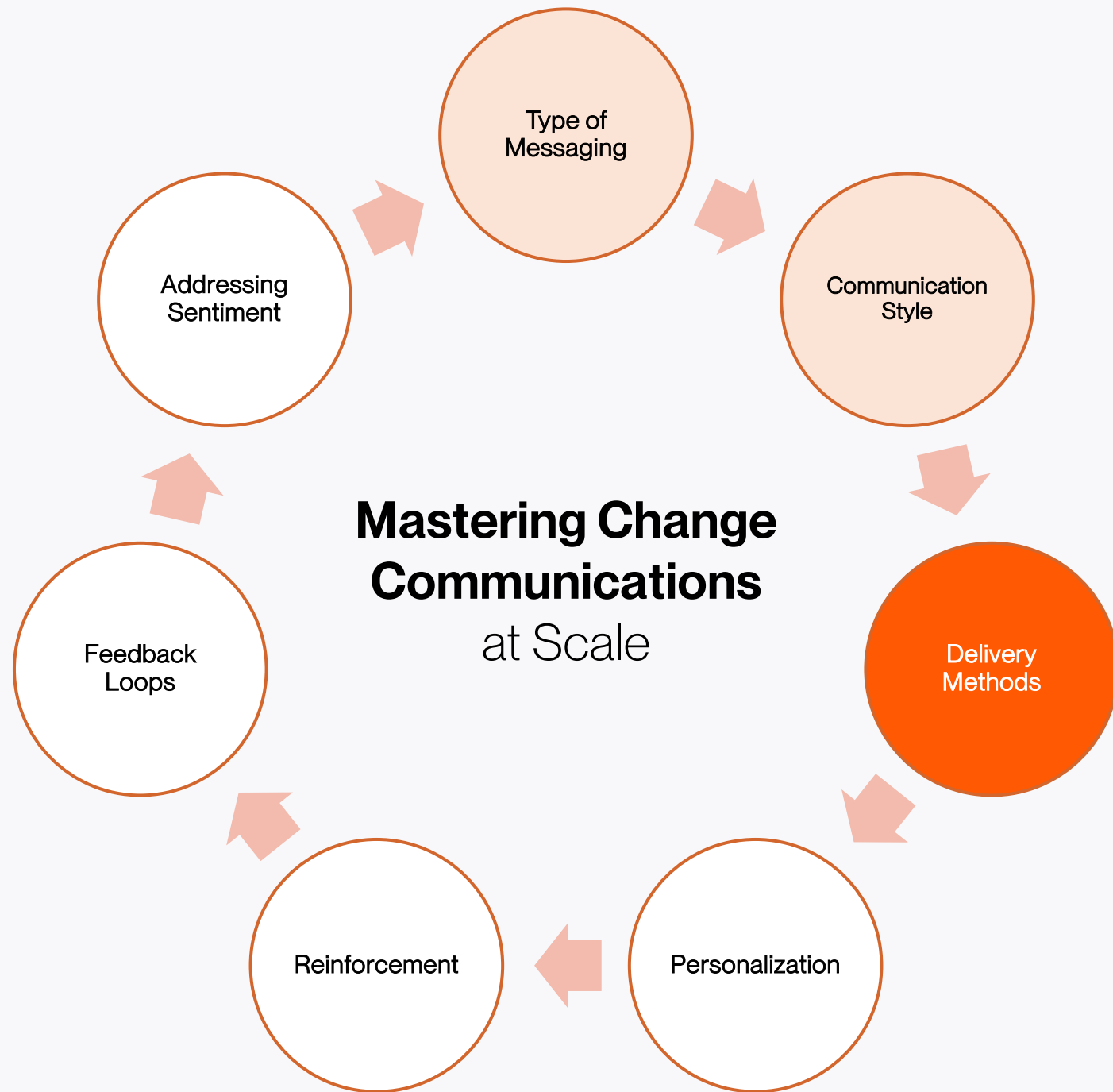
**Scripted, formal
communication style**

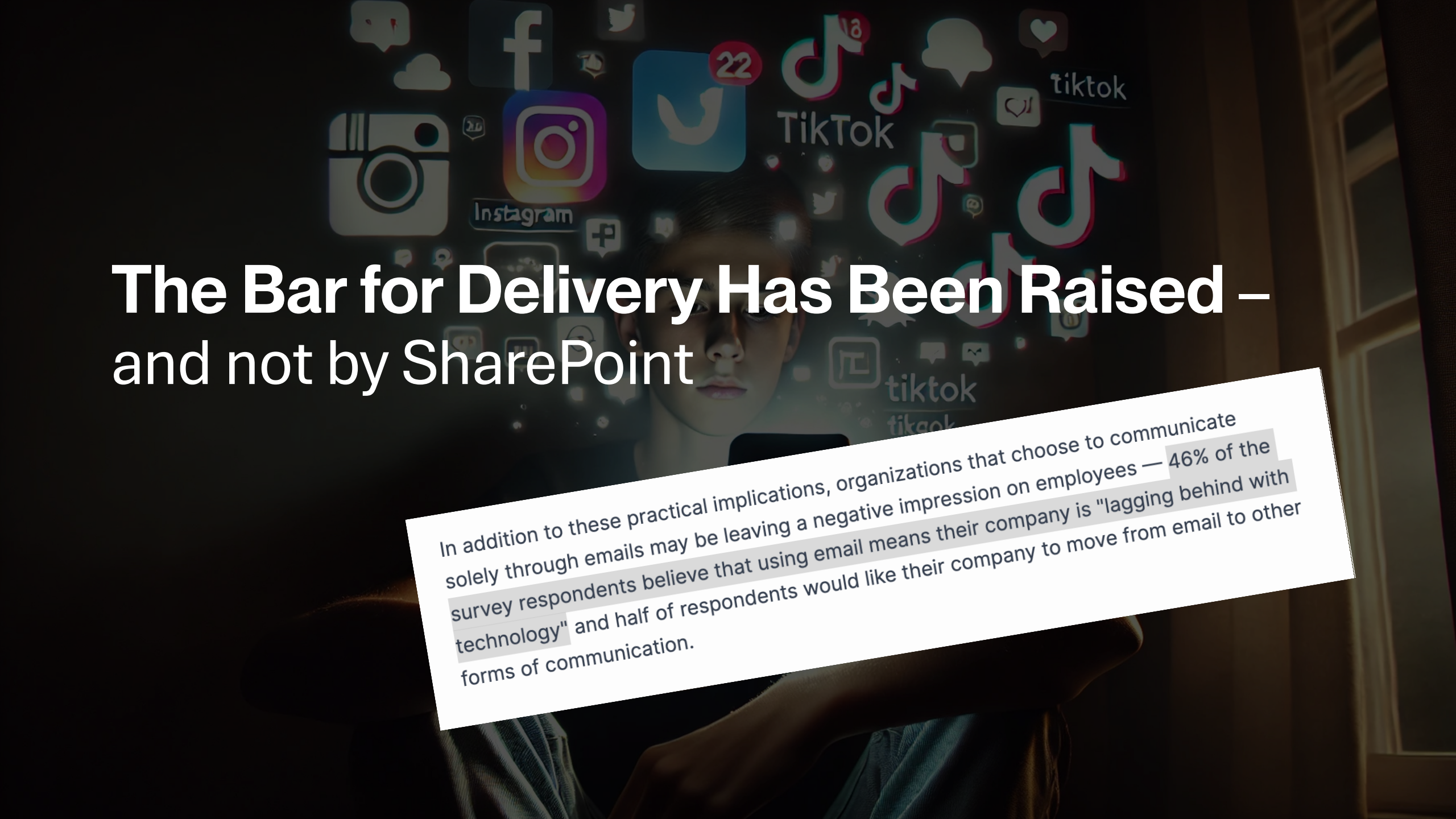


Top 5 Most Impactful Change Activation Methods to Increase Trust

1. Two-Way Feedback Loops; the more instant the better
2. Communicating even when there are no news or updates to report
3. Transparency around pros and cons of the change – people know it's not perfect
4. Sharing of personal change experience
5. Personable, relatable environments





A young person is shown from the chest up, looking down at a smartphone held in their hands. The background is dark, and numerous social media icons are floating around the person, including Facebook, Instagram, Twitter, TikTok, and Snapchat. The icons are semi-transparent and have a glowing effect. The person's face is partially obscured by the floating icons and the text overlay.

The Bar for Delivery Has Been Raised – and not by SharePoint

In addition to these practical implications, organizations that choose to communicate solely through emails may be leaving a negative impression on employees — 46% of the survey respondents believe that using email means their company is "lagging behind with technology" and half of respondents would like their company to move from email to other forms of communication.

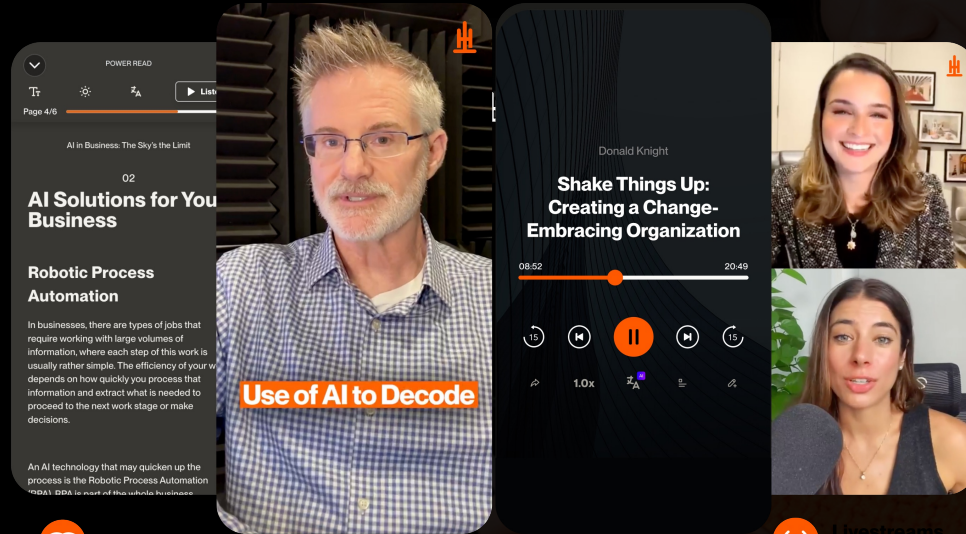
How much of global corporate communications is in **written** format and in the **English** language?

85%+

How much of global content consumption is in **written** format and in the **English** language?

4%

Multimodal

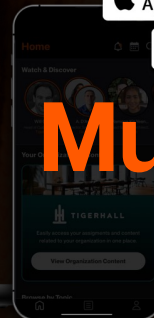
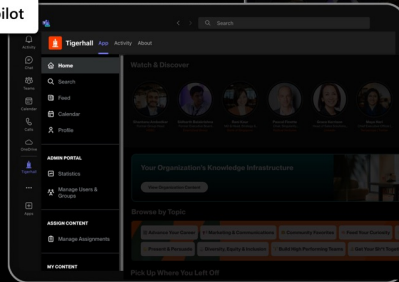


3-8 minutes

1-5 minutes

Podcasts
10-15 minutes

Livestreams
20-35 minutes



Multi-access

Multilingual

Select Language

Customize Playlist

Japan Product Launch

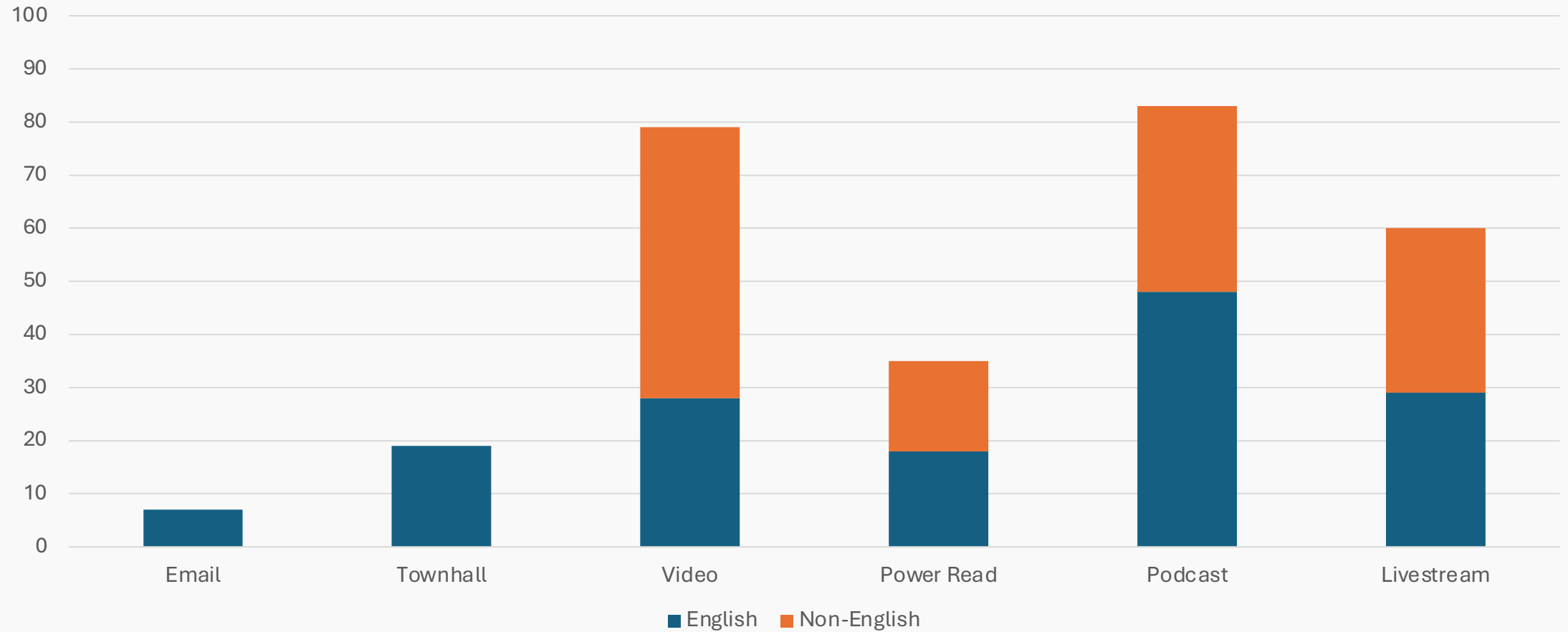
BD Across JAPAC

The US Market



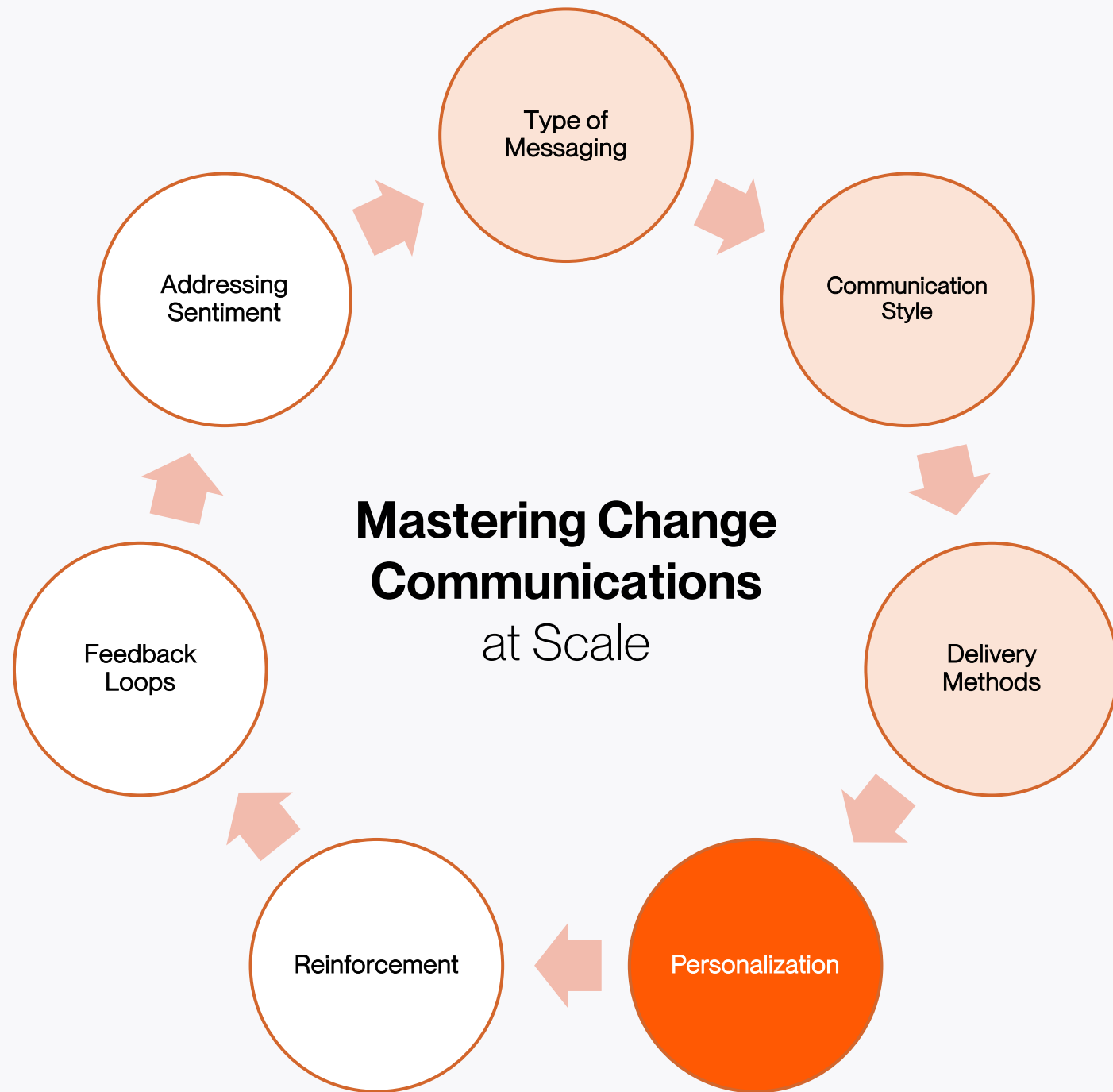
9x Your Reach

% Audience Reach (Open Rate)

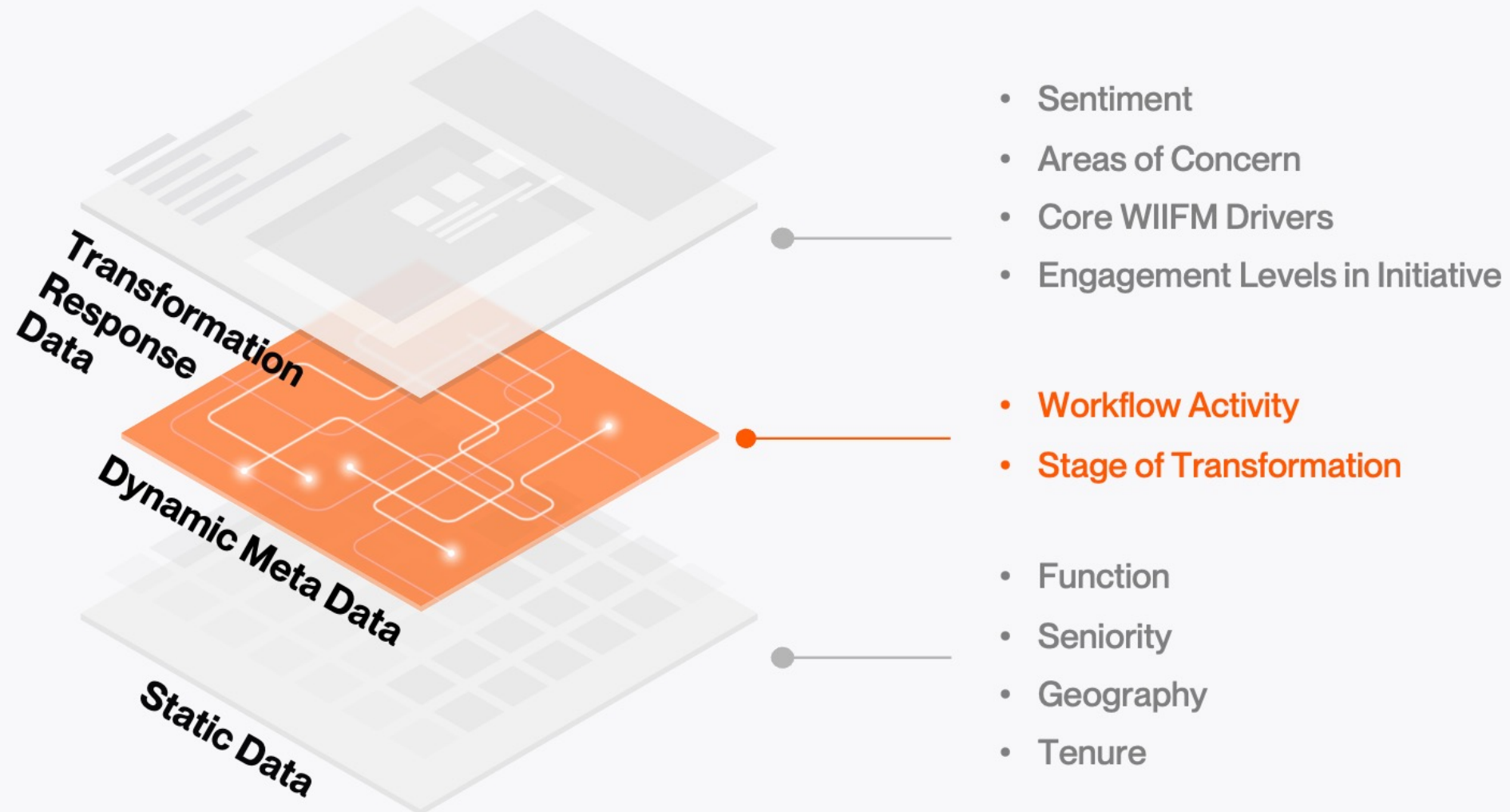


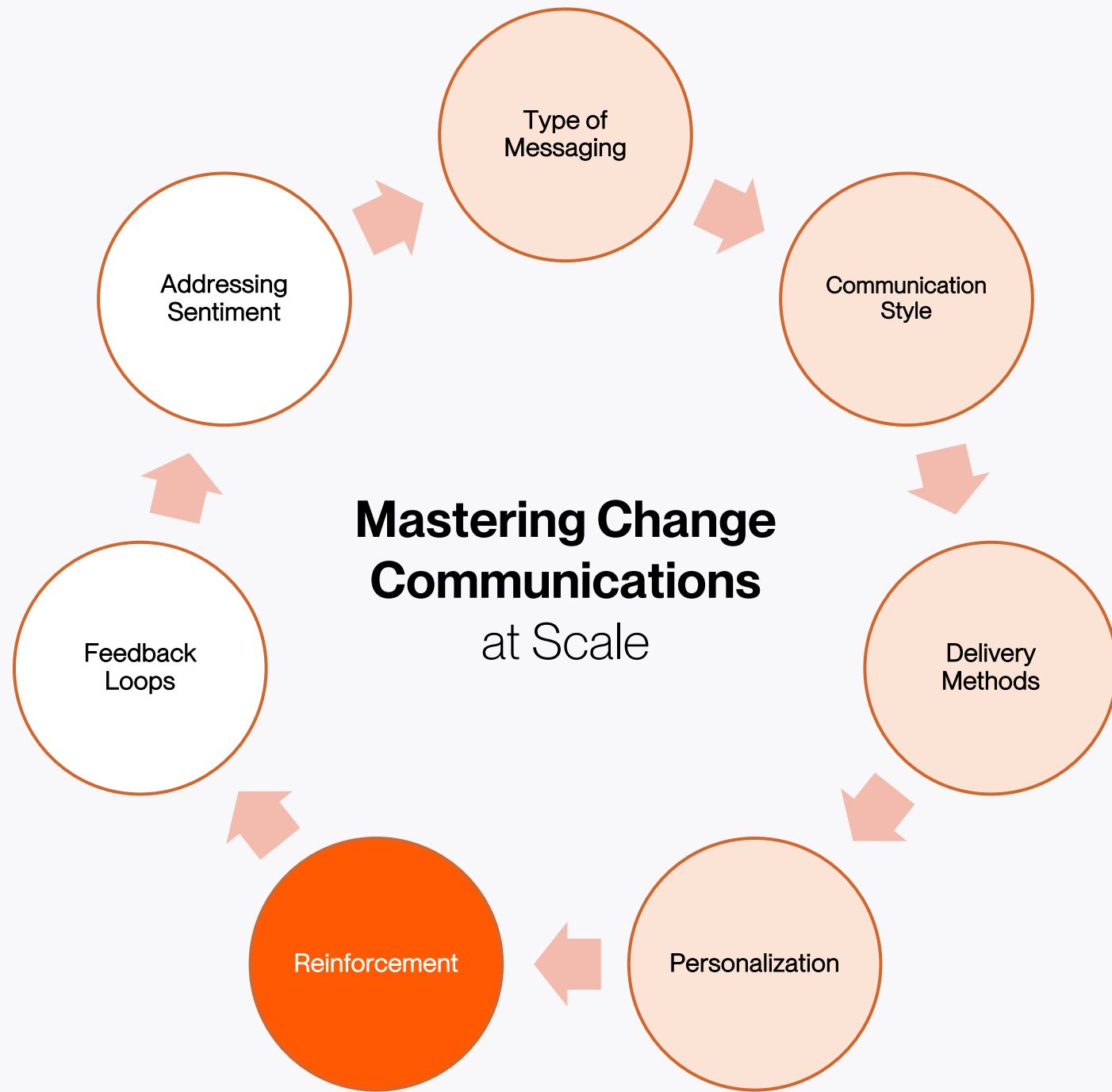
Source: Tigerhall, 2024



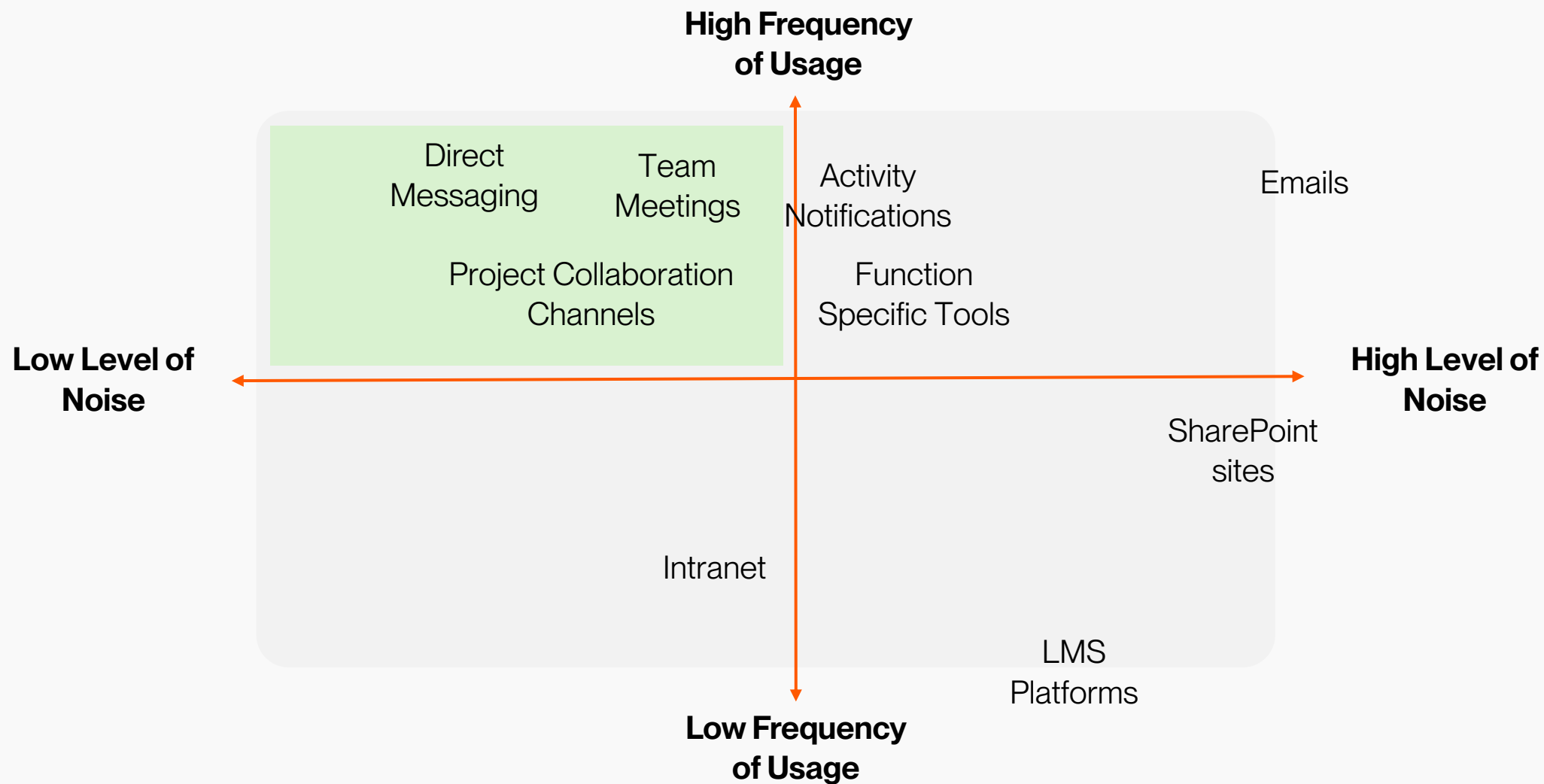


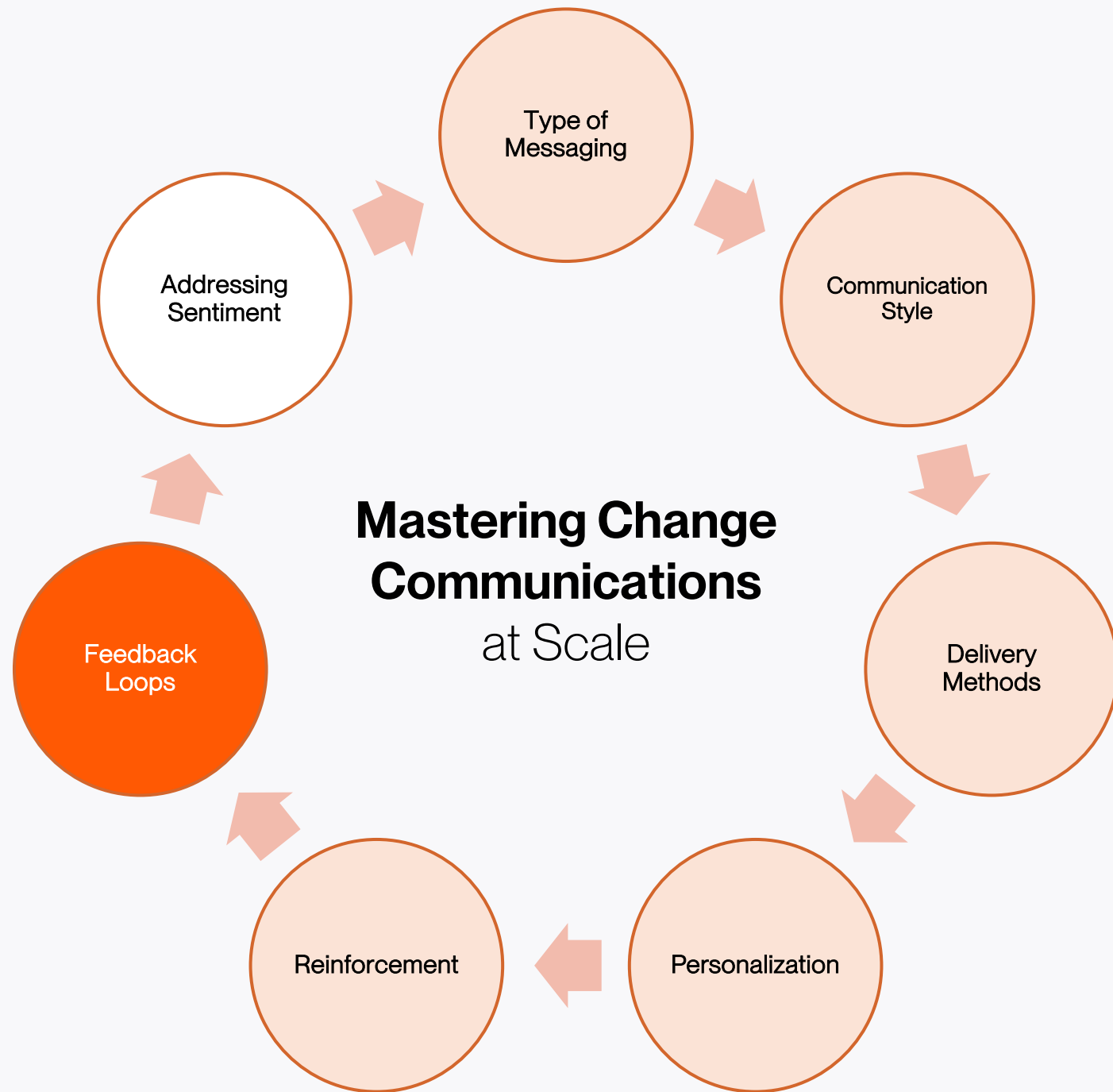
10 Data Points for Change Journey Personalization





Reinforce Where People Are (And See It)





Two-Way Feedback Loops



Instant

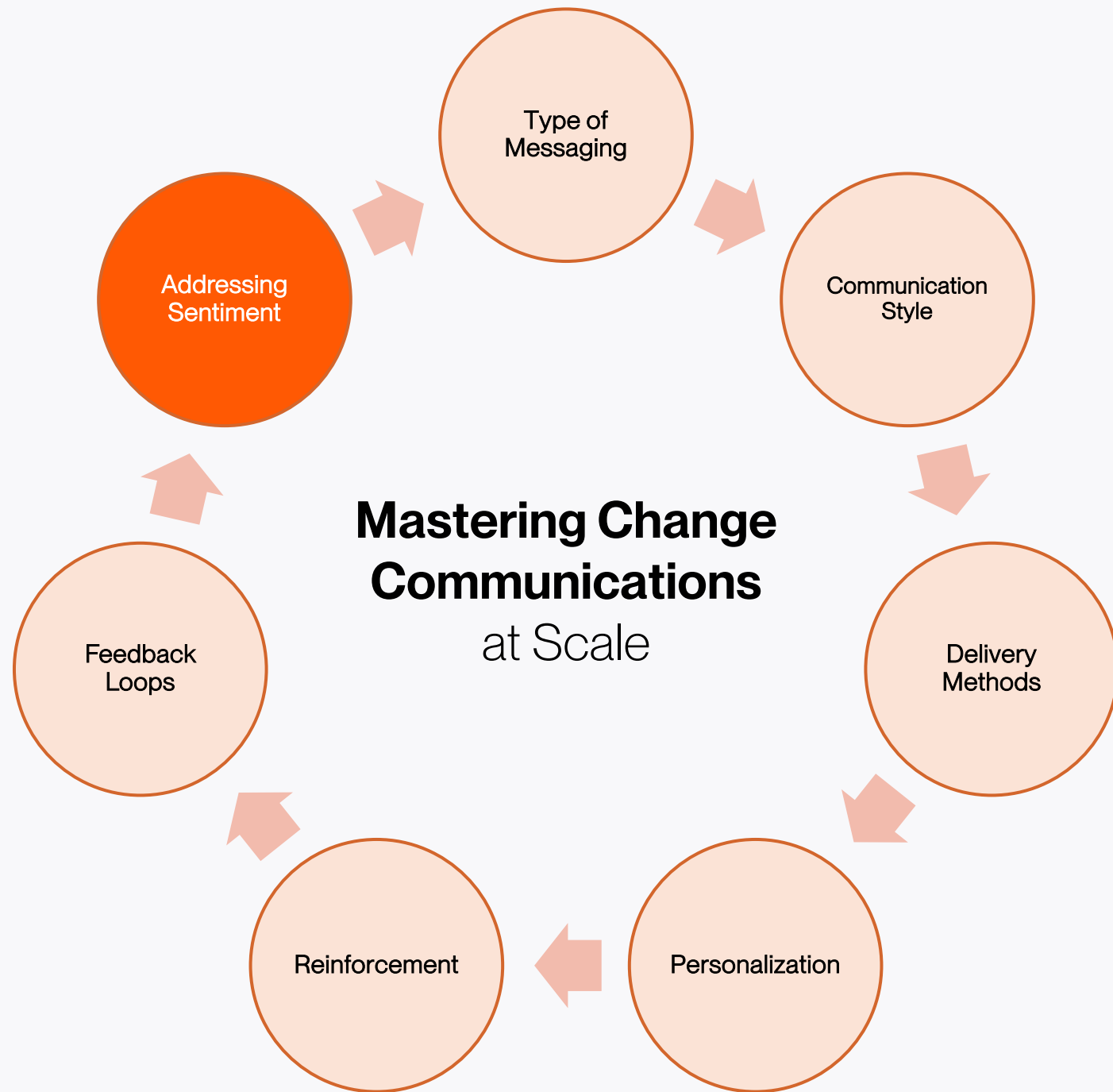


Interactive



Informal





Generating Sentiment Analysis



NPS

Pulse Surveys

Quizzes

Comments

Reactions

Chat messages

Meeting transcripts

Microsoft Graph data

Prompt Engineering

User Stories

Heat Maps

Word Clouds

Trends over time

1st, 2nd – not useful

3rd – more useful



Best Practices in Addressing Sentiment

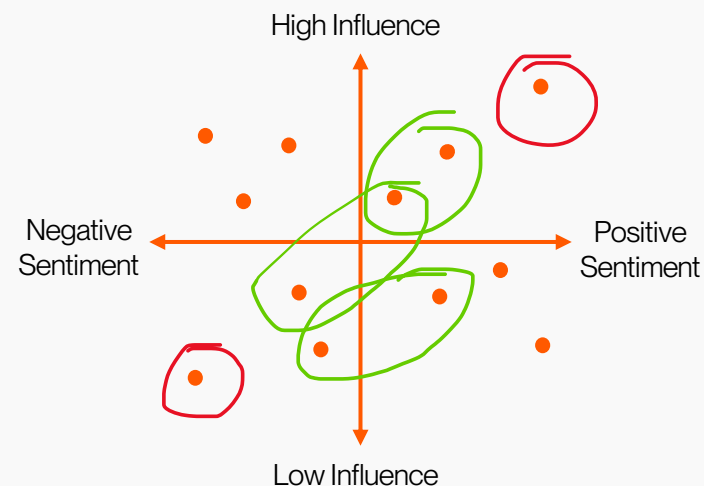


	Marketing	Finance	HR
Job Security	3	7	12
Useless Change	10	2	3
Lack of Trust in Leadership	7	14	6

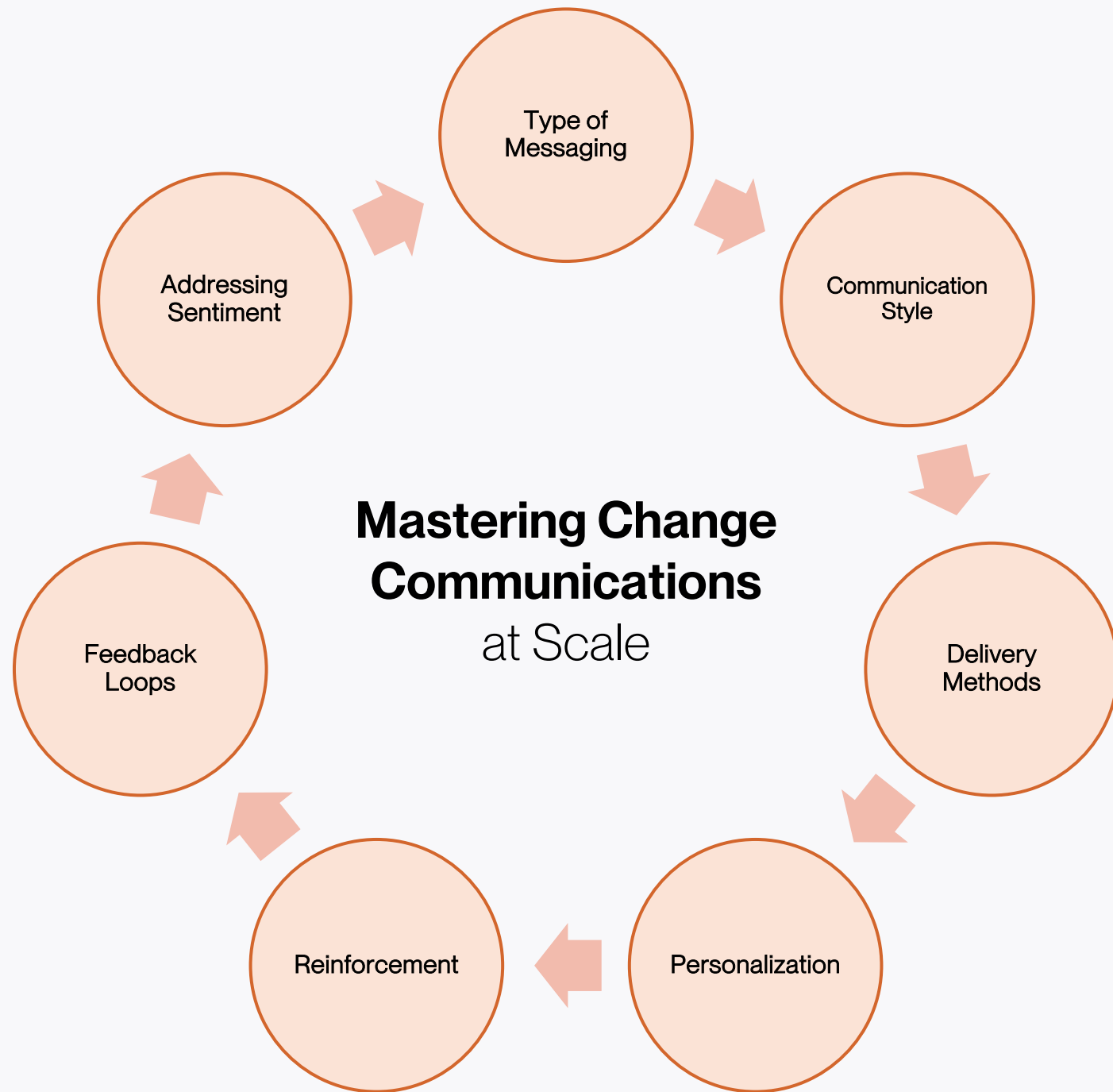
Build groups for themes instead of themes for groups



Reinforce positive sentiment too



Leverage the Influence-Attitude Matrix and change champion networks







Master change communications at scale.

⚡ Transform PPTs and PDFs to podcasts and videos in less than 2 mins

🌐 Instantly localized to 33 global languages

🎯 Personalized to unique audiences

💬 Receive real-time feedback and response

📊 Easily report on progress, sentiment and change adoption

tigerhall.com



How Tigerhall Works

Technical Set-up

User Set-up



Integrate data from HRIS, ERP,
and other systems of your choice

700+ One-Click Data Integrations



Land the Change



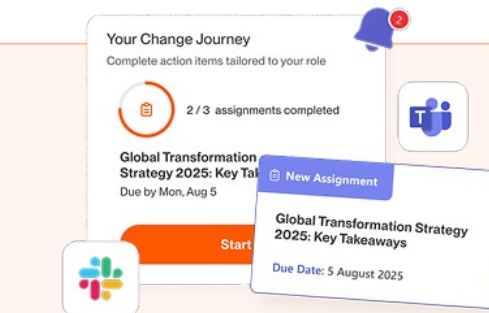
1 Dynamic Audience Segmentation



2 Create Personalized, Bite-sized, Multimedia Content

Podcasts
Videos
Power Reads
Livestreams
Broadcasts

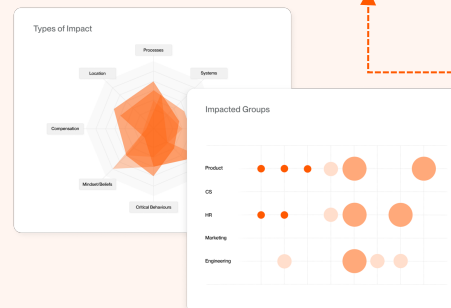
Translated to
33 languages



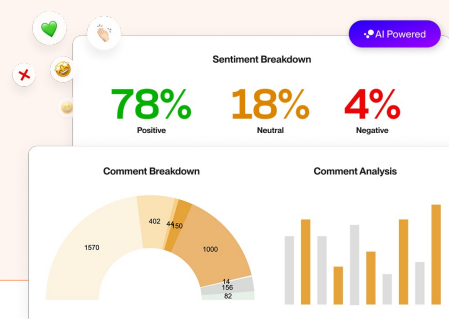
3 Automated Delivery and Reinforcement in Daily Workflows

Mobile App
Web App
Microsoft Teams
Slack

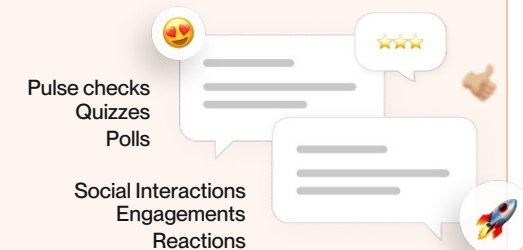
6 Report on Change Impact, Load, Capacity and Leading Indicators



5 Data & Insights on Progress, Adoption, Sentiment and more



4 Instant Two-Way Feedback Loops



Know What's Going On





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