



HOW NOT TO LOSE YOUR TEAM IN 10 DAYS

Organizational Changes through
Effective Communication

Speaker BIODs



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AGENDA



1

Using Prosci,
determine the
communication
plan necessary for
executing
organizational
changes

2

Outline 3 ways
communications
can impact an
individual or team
negatively

3

Identify 2
indicators to
adjust your
communication
plan



How many of you have
been impacted by an
organizational change in
the last year?



PROSCI Process & Organizational Changes

Define Success
Define Impact
Define Approach

Phase 1

Prepare Approach

Define Success

What are we trying to achieve?

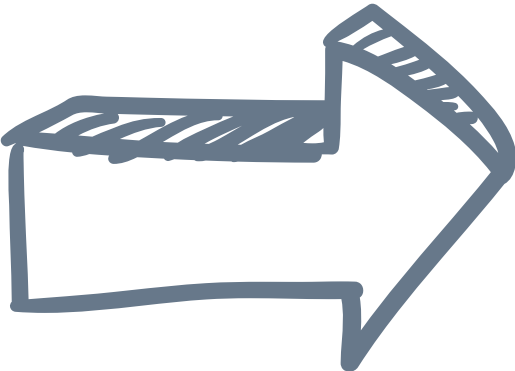
Define Impact

Who has to do their jobs differently and how?

Define Approach

What will it take to achieve success?

Change Management Strategy



Plan and Act
Track Performance
Adapt Actions

Phase 2

Manage Change

Plan and Act

What will we do to prepare, equip and support people?

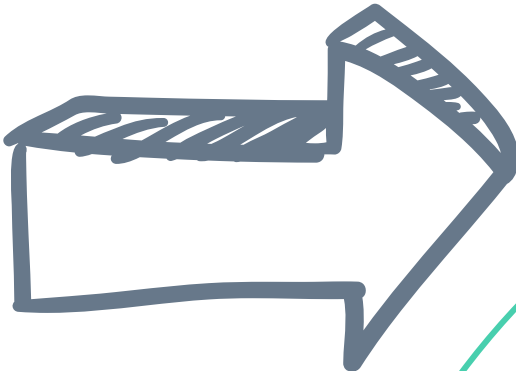
Track Performance

How are we doing?

Adapt Actions

What adjustments do we need to make?

Master Change Management Plan



Review Performance
Activate Sustainment
Transfer Ownership

Phase 3

Sustain Outcomes

Review Performance

Now, where are we?
Are we done yet?

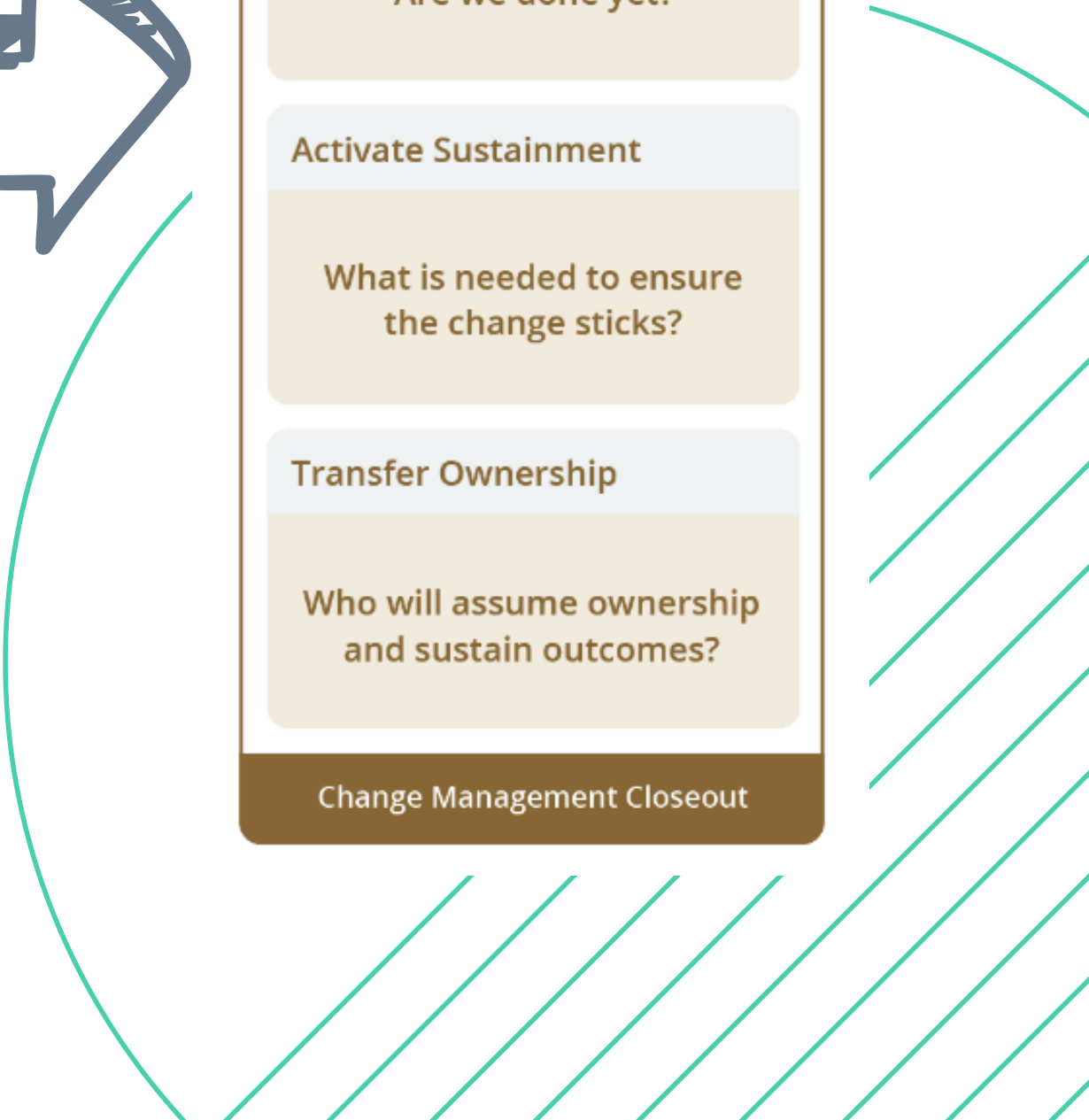
Activate Sustainment

What is needed to ensure the change sticks?

Transfer Ownership

Who will assume ownership and sustain outcomes?

Change Management Closeout



Communications Checklist for each Prosci Phase



- ✓ Identify preferred senders
- ✓ Train preferred senders
- ✓ Ensure the right questions are answered first
- ✓ Communicate WIIFM
- ✓ Repeat messaging 5–7 times
- ✓ Identify effective ways to reach your audience
- ✓ Emphasize one on one communications
- ✓ Evaluate the effectiveness of your communications



Never too late to create the checklist

~~Plan A~~

~~Plan B~~

Plan C



Higher Education Example

Executing Planned Changes

- 3 organizational changes over 5 months
- Transitioning 6% of staff to another leader
- Each organizational transition is unique, impacts different stakeholders on campus, and within the department.

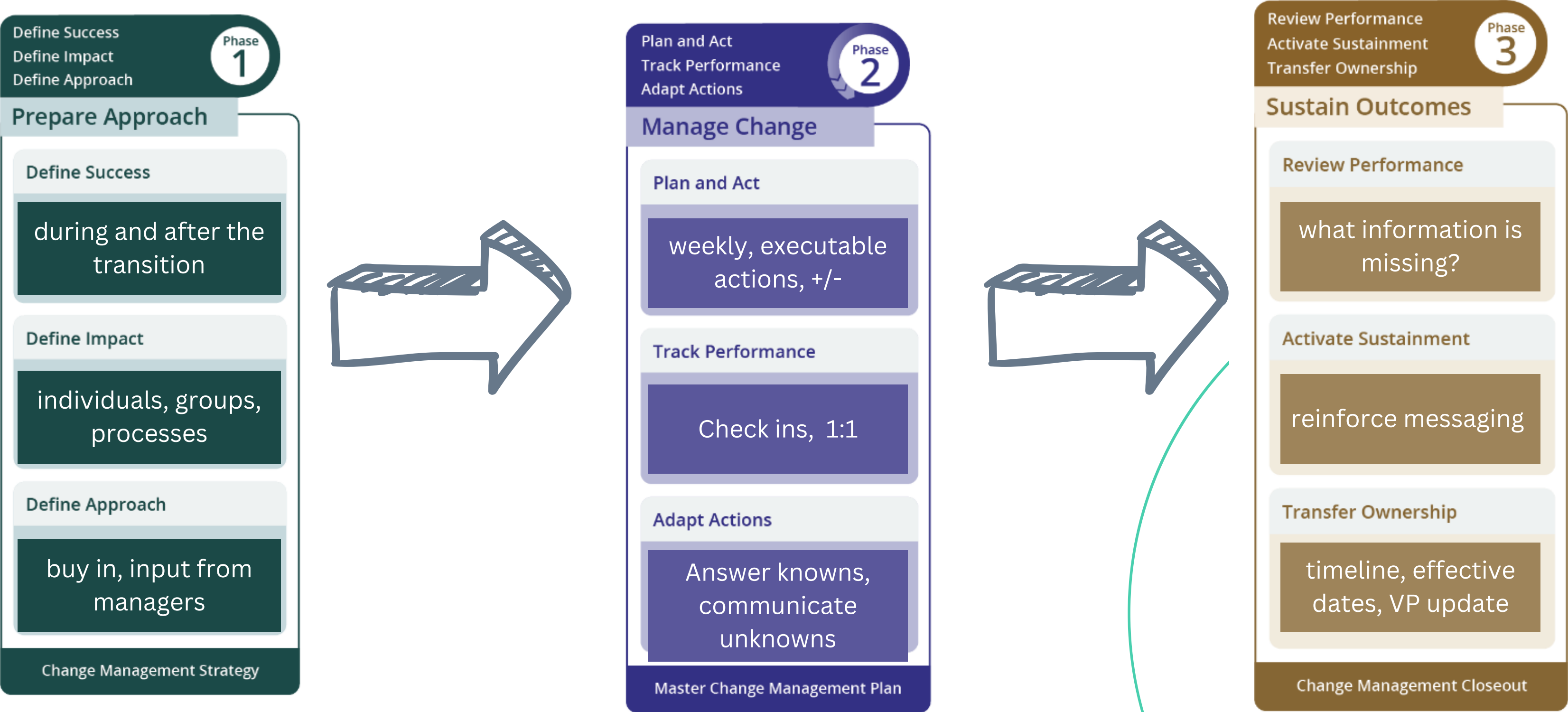


Higher Ed Plan of Action



1. Integrate communication plans for each change
2. Prioritize where you need buy in
3. Establish regular meetings, including up to 3 months **after** transition
4. Update leadership and provide insight into organizational change timeline
5. Prep & ensure leadership can be present physically during the transition
6. After the transition, recommunicate to all the stakeholders

HIGHER ED EXAMPLE – 25 person department transition to new AVP



Big Tech Example

Unexpected Change Happening to Your Team

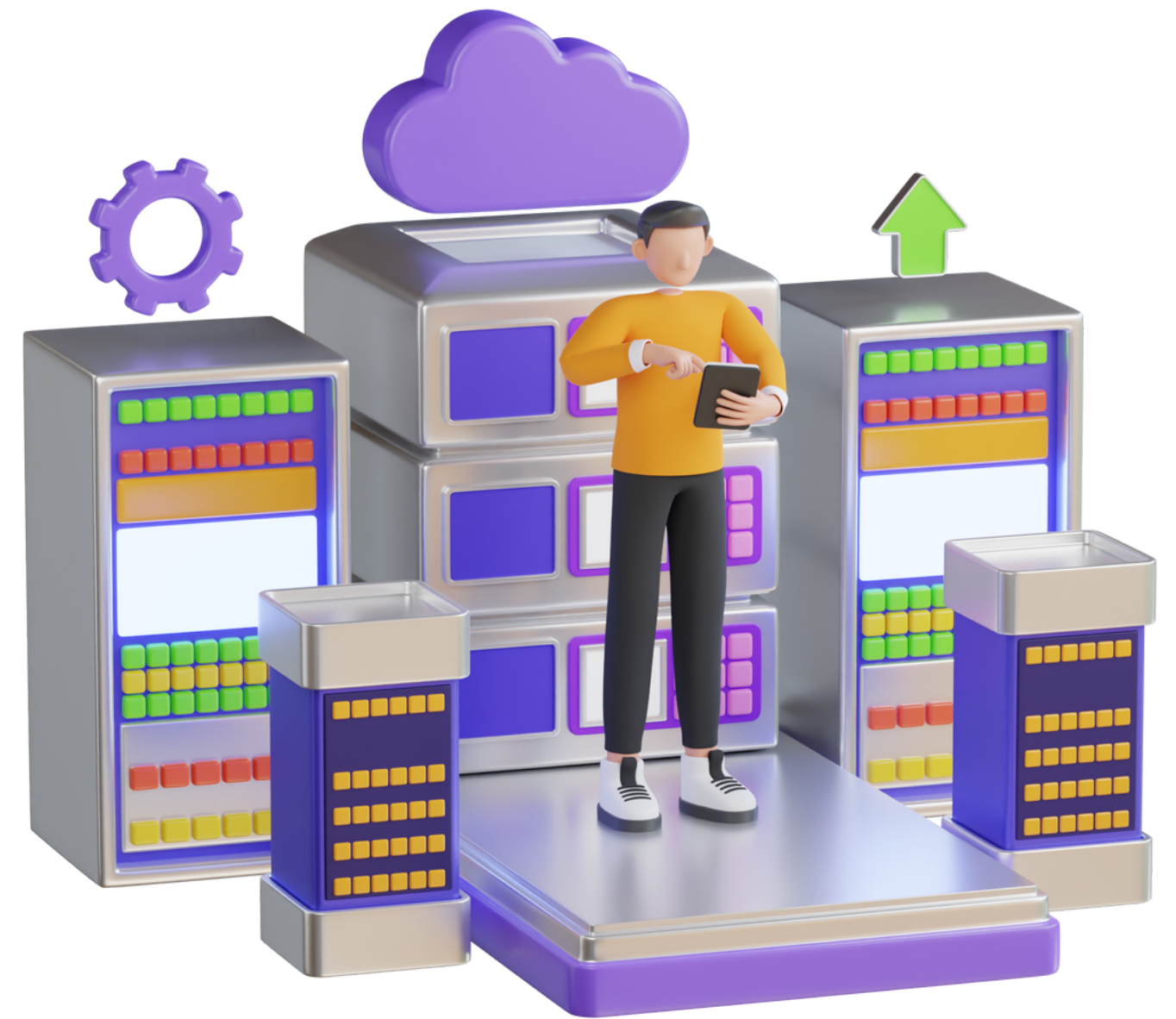


1. Leaked information on changes that will impact your team
2. Couldn't control the change
3. Major disruption to business
4. No communication to the decision maker of the change
5. Managing the emotions of the impacted team

Big Tech Example

Response to Reorganization and Layoffs in Big Tech

1. Executive leadership communicated the major impacts in team meeting setting without prior notice
2. There was no plan or next steps for reconciliation
3. Team members planned knowledge transfer to newly reorganized members
4. Uncertainty impacted business output to the point of stagnation



3 Ways Communications can impact an individual or team negatively



Without targeted communications, the message is conveyed disingenuously

Unexpected meeting attendance from Executive Leadership can raise more questions and malign confidence

Not recognizing the unknowns create doubt and mistrust, which may lead to staff turnover and loss of talent

How to address the negatives



Create Templates

- ✓ Why the decision was made
- ✓ The impact it will have on the team
- ✓ What are the next steps
- ✓ What is not changing

Create the right spaces to actively pursue emotional awareness and expression

Align with leaders on what you will communicate before deploying to rest of the group

Coordinate a trusted group for unfiltered feedback

It's Time to Pivot If...



You receive repeat questions

You aren't receiving questions or employee engagement

You're denying being impacted by a change, when others are

The communication timeline doesn't match the team culture



How long after a transition occurs
are people still impacted by the
change?

How to maintain your team culture

Ultimate goal is to keep your team intact, in a thriving, positive team culture



- Taking the time and attention throughout the change cycle is how you maintain your team culture and morale
- Give individuals time to process
- Check in after the transition





As a leader of change, each time you communicate it's your opportunity to gain trust by being vulnerable and showing how much you care. Empathy, vulnerability, and consistency drives trust.

Don't be tempted to take the short cut.

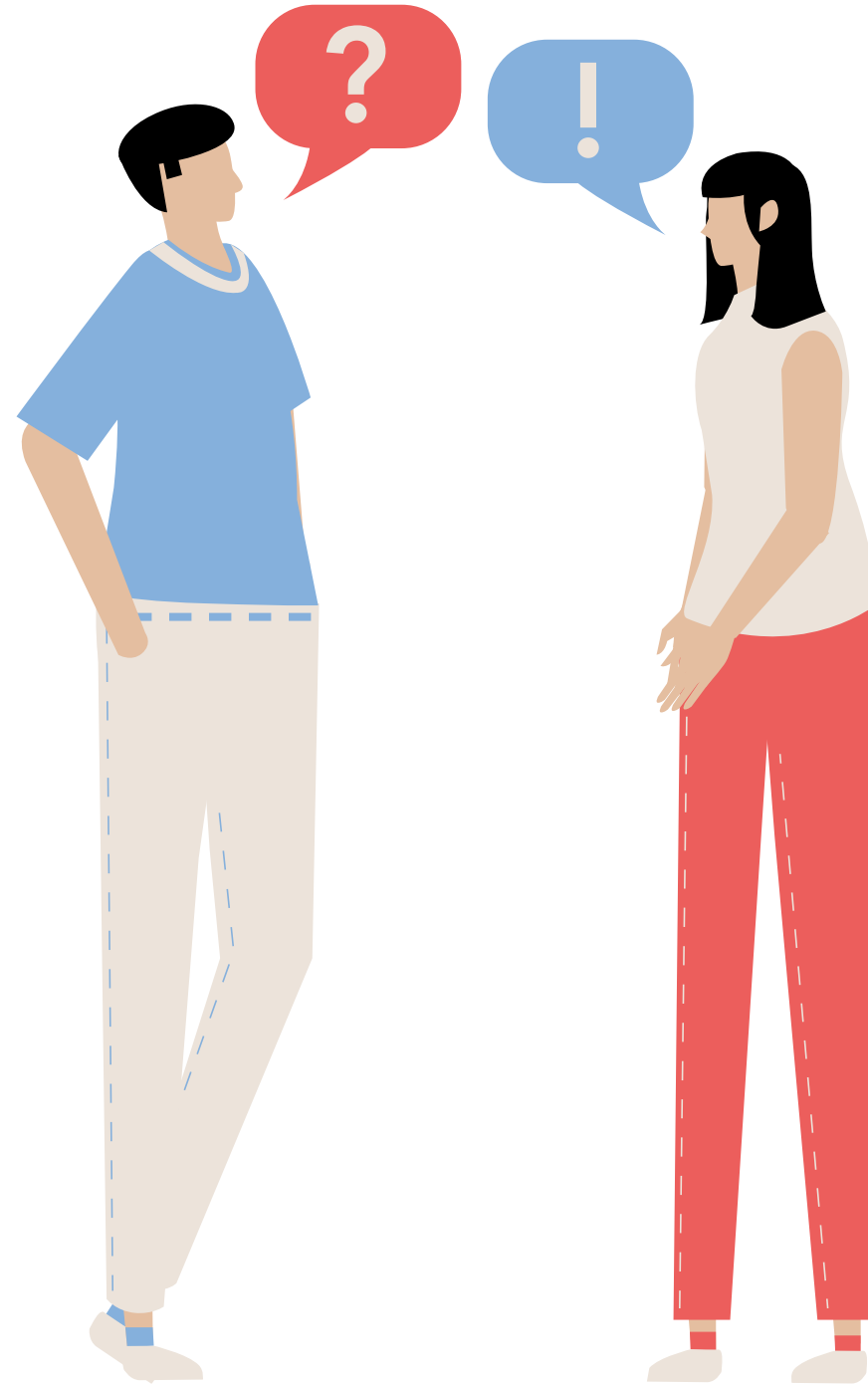


Conclusion



1. You need a communications checklist – create one if you don't have one. One that can be revisited
2. Be intentional about creating trust during the transition.
3. Look for signs that you need to pivot

Questions?



Thank you

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