EIYPN – Energising Next Generation Leaders
Communication to influence behaviour

Steve Nicol – Aug 2018

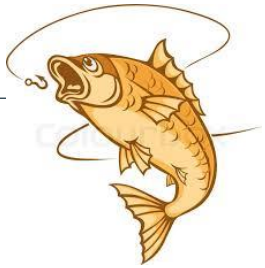
Introduction

I will focus on COMMUNICATION to persuade / influence

Why Communicate?

- To inform
- To convey
- To persuade
- To request
- To warn
- To reassure

1. Get a hook



The issue

- Multiple systems and outdated processes
- Inefficient and complex operating model
- Pockets of change resistance
- Need to focus on continuous improvement

The solution

- Launch Business Improvement Plan
  - Oracle ERP
  - Shared Services
  - Entity Rationalisation

GETTY IMAGES

2. Winning hearts and minds - inclusion in the cause

The issue

- Wood acquisition of AMEC Foster Wheeler and employees wedded to their heritage organisations culture
- Risk for a difficult integration
- Potential lack of unity / alignment amongst staff

The solution

- Create a new brand, vision and set of values
- Socialise, listen to feedback and create collective ownership to new organisation

Allow people to be part of the cause

Our vision is to:

Inspire with ingenuity, partner with agility, create new possibilities...

Our values are:

Care

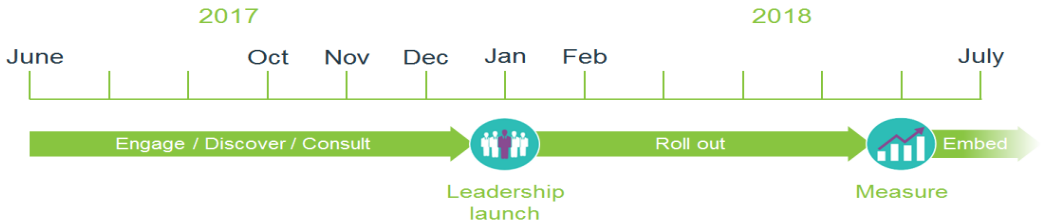
Working safely, with integrity, respecting and valuing each other and our communities

Commitment

Consistently delivering to all our stakeholders

Courage

Pushing the boundaries to create smarter, more sustainable solutions



3. Think about “how you make people feel”

The issue

- Australia suffering from serious accidents at work
- Campaigns ran previously (fact based were proving ineffective
- People not “buying in” or embracing messaging

The solution

- Run a new campaign **but** focus on the way it makes you ***feel***
- Campaign was based on Father’s relationships with their families

4. Bring your message to life

- Tell stories about your topic
- Celebrate successes – awards

- Use different media – video, technology, handout
- Get a handshake – commitment
- Constant drip feed the business with message
- Make part of your processes i.e. appraisals
- Talk about it constantly – base your decisions on it

Communication to influence – key takeaways

1. Get a hook for your message
2. Win the hearts and minds
3. Play with people's emotions
4. Bring to your message to life – tell stories

Q&A