Chapter 6 Developing the Vision and Plan for Change

Written by: Chuan Yu, Seung-Yon Yu, Sheng-Yi Chou, and Jared Cheng

Revised by: Dong Joon Lee, Andrew Neang, and Hyunjong (Joe) Yun

Chapter Outline

1. Objective
2. Introduction
3. Developing the Vision and Roadmap
   3.1. Mission Statement
   3.2. Vision Statement
   3.3. Value Statement
   3.4. Internal and External Analysis
   3.5. Why Road Mapping?
4. The Work Plan for Change
   4.1. Definition
   4.2. Argument
   4.3. How to Implement it
      4.3.1. Process
      4.3.2. Obstacles
      4.3.3. Support
      4.3.4. Detail Guidelines
   4.4. Example to Support it
5. The Communication Strategy
   5.1. Definition
   5.2. Argument
   5.3. How to Implement it
   5.4. Evaluation
   5.5. Crisis Communication Management
      5.5.1. Managing Crisis
      5.5.2. Preventing Crisis
      5.5.3. Layoffs
      5.5.4. Mergers and Acquisitions
6. Empowering, Training, and Coaching
   6.1. Change Agents
   6.2. Changing Perception
7. Holding People Accountable
   7.1. Defining Responsibility
   7.2. Metrics and Benchmarks
8. Conclusion
9. Case Study
1. **Objective**

In this chapter you will learn:

- Definitions of Mission, Vision and Value statement, and their importance to organizations
- Necessity of internal & external analysis to develop a clear vision and roadmap
- Definition of business plan for change
- Process of developing a work plan for change
- Factors that should be considered and evaluated when making and conducting a work plan
- Obstacles and difficulties organization usually have when executing the plan
- Supports that a complete work plan should have
- The importance of communication in organizational change
- The objectives, approach, and implementation of a communication strategy
- The evaluation that enhance communication strategy
- The strategies to empower change agents
- The methods to change perceptions of other people
- The methods to identify who owns what responsibilities
- The methods to establish metrics to measure performance
2. Introduction

In this chapter, we will discuss about the procedures for leading changes.

First, we talked about developing the organization's vision and roadmap. There are mission, vision, and value statement that define an organization's goal. Furthermore, we provide insight on when these statements are effective and ineffective to helping organizational change. We briefly explained about the utilization of internal and external analysis as a premise for planning changes. Also defined what road mapping is and why is important to the organizations.

When developing work plans also call business plans, we should know what our strengths and opportunities are. Based on the analyses of 3M-Man power, Market, and Money, we could develop the plan that would work the best for us. Due to limited resources and time, an organization needs to utilize our plan effectively by having priorities. In addition, when it comes to processing the plan, there are some obstacles that an organization will encounter, thus some support plans should be developed.

Communication is important when an organization is going through a change. A leading team usually develops a communication strategy to deal with foreseen problems invoked by the change. A communication strategy is initiated by a set of objectives. The leading team then approaches these objectives by analyzing the WHO, WHAT, WHEN, HOW, WHERE, communication tips, and the stages of change management, and then develop a strategy that can be best applied throughout the change. A communication strategy’s effectiveness is evaluated by measuring user feedbacks, which serve as the foundation for improving the current communication strategy. This section also provides insight on managing communication during times of crisis, layoffs, mergers, and acquisitions.

Then we talked about empowering, training, and coaching for both change agents and people who need to align themselves to changes initiated by the change agents. We introduced the strategies to empower change agents and the methods along with tools to change perception of the people.

Finally, we addressed the issue of holding people accountable throughout the whole change process – Methods that identify each person’s responsibilities based on his/her role and the metrics to measure people’s performance.
3. Developing the Vision and Roadmap

For a successful change management, developing a clear vision and roadmap and keeping the people in the organization aware of the organization’s purpose are essential. Defining a vision helps the people to understand the organization’s ultimate goal and guide them to the desirable direction. Thus, it is very important to develop an effective vision for the first step of the change management.

What is an effective vision? J. Kotter, Harvard Business School Professor, who is widely regarded as an authority on leadership and change, described the characteristics of an effective vision in his book, Leading Change:

- Imaginable: Conveys a picture of what the future will look like
- Desirable: Appeals to the long-term interests of employees, customers, stockholders, and others who have a stake in the enterprise
- Feasible: Comprises realistic, attainable goals
- Focused: Is clear enough to provide guidance in decision making
- Flexible: Is general enough to allow individual initiative and alternative responses in light of changing conditions
- Communicable: Is easy to communicate; can be successfully explained within five minutes

(Kotter, Leading Change, 1996)

The basic approach for setting the vision and roadmap is to create statements that describe an organization’s goal. In our context we discuss the ‘Mission Statement’, ‘Vision Statement’, and ‘Value Statement’ in organizations.

3.1. Mission Statement

3.1.1. Definition

A mission statement is a written declaration that tells who the organization is, what it does, and how it will get there (Williams, 2008, p.3). It serves to attach meaning to an organization's operations beyond profit and loss statements by: 1) filtering what is important from what is not; 2) identifying which markets will be served and how; and 3) communicating a sense of intended direction of where a firm is headed, how it plans to get there, what its priorities, values, and beliefs are, and how it is distinctive (Abrahams, 1995). These statements often address a wide-ranging audience that includes management, employees, customers, shareholders, and other residents of the communities and countries where a company does business (Williams, 2008, p.3). A good mission statement is based on a good understanding of organization’s role, and articulates the objective in convincing manner using proactive verbs. Here are some examples of real-world companies’ Mission Statements:
“To solve unsolved problems innovatively” (3M)
“To give ordinary folk the chance to buy the same thing as rich people.” (Wal-Mart)
“To make people happy.” (Walt Disney)
“To push the leading edge of aviation, taking huge challenges doing what others cannot do” (Boeing)
“To organize the world's information and make it universally accessible and useful.” (Google)
“To provide society with superior products and services by developing innovations and solutions that improve the quality of life and satisfy customer needs, and to provide employees with meaningful work and advancement opportunities, and investors with a superior rate of return.” (Merck)

Normally, a Mission Statement represents the broadest perspective of an organization’s mission; however, a Mission Statement can be also very specific. The former are like above instances, but the later specifically defines the key measures of the organization’s success. Sometimes it uses specific numbers.

**Mission Statement**

Take an example of a product store whose winning idea is “farm freshness”. The owner identifies two keys measurements of her success: freshness and customer satisfaction. She creates her mission statement – which is the action goal that combines the winning idea and measures of success. Here is the mission statement of the product store:

“To become the number one produce store in Main Street by selling the highest quality, freshest farm produce, from farm to customer in under 24 hours on 75% of our range and with 98% customer satisfaction.”

3.1.2. Argument

An effective mission statement resonates with the people working in and for the organization by expressing the purpose in a manner that inspires commitment and innovation. It communicates the importance of an organization’s internal activities and the overarching reasons why employees should value their work there (Radkte, 1998, p.1). Furthermore, it allows the organization to keep employees focused and it forms a basis for making tactical decisions. Beneficial decisions to the organization can include preserving or strengthening the company's unique competitive niche, and preventing panic and unwise spending responses to meet new competitors that enter the market (Developing a Mission Statement, p.1). Externally, publishing an effective mission statement provides a sense of stability and security as stakeholders can understand what to expect from the organization (Bobinski, 2005, p.1). The overall effectiveness of a mission statement hinges on being adopted by the organization, its employees, and stakeholders. Effective mission statements usually feature four main characteristics: 1) simple, declarative statements free of jargon, 2) honest and realistic, 3) communicates expectations and ethics, and 4) periodically updated (Mission Statement Law & Legal Definition, p.1)
An ineffective mission statement is usually not remembered by people inside and outside the organization rendering them useless. Often statements are jargon-heavy and contain vague generalizations that could apply to almost any company. The paragraphs themselves are too long which make it difficult to be recalled by anyone. An unclear mission statement leads to a loss in shared focus. More often than not, individual missions tend to rise up and compete with each other which results in conflicts, delays, and lost revenues (Bobinski, 2005, p.1). Another factor that often results in mission statements becoming an ineffective is when vision and mission statements are intermixed which cloud their practicality. Rather than having a mission statement that addresses what an organization has to do to achieve their goals, the statement focuses on where the organization sees itself and wants to go in the future. Lastly, a mission statement loses its effectiveness when an organization places far greater weight to the mission statement's public relations function than to its value as a management tool to help the business overcome obstacles and challenges (Lewis, 1995, p.1).

**3.1.3. How to Implement it**

A well-crafted mission statement alone will not bring about change in an organization. Implementation is the essential factor that enables change to be made possible. Everything in the practice must be based upon and measured against the mission statement (Shields, 2006, p.1). Shown below is a five part framework that highlights how to develop and put mission statements into practice.

1. **Orientation Process**
   The purpose of the orientation process is to ensure that individuals in the organization are aware of their significance and role in planning. The goal is to render differences in opinion, which is a vital part of achieving an appropriate mission statement. Understanding the significance of the mission statement to strategic management and an introduction into the development process used to design an effective mission statement for their organization is vital to achieving an appropriate mission statement for a firm (Cochran, 2008, p.3).

2. **Component Analysis**
   Once an understanding of the importance of a mission statement to the organization has been established, the firm must identify components to be addressed in the statement. Below is a guideline of components that firms may seek to address in their mission statement:

   1). Customers: Who are the enterprise’s present and future customers?
   2). Products or services: What are the firm’s major products or services?
   3). Markets: Where does the firm compete?
   4). Technology: What is the firm’s basic technology?
   5). Concern for survival, growth, and profitability: What is the firm’s attitude towards economic goals?
6). Philosophy: What are the basic beliefs, values, aspirations, and philosophical priorities of the firm?

7). Self-concepts: What are the firms’ major strengths and competitive advantages?
8). Concern for public image: What is the firm’s public image?
(Cochran, 2008, p.3)

3. Communication Analysis
Deciding how and to whom the mission statement should be communicated is critical. First, organizations must determine if the statement is written in a clear and concise manner. Readability by the target audience is important. Mission statements must avoid the over usage of buzz words and jargon to ensure that the mission can be easily articulated and remembered (Mission Statement Law & Legal Definition). Second, the organization must evaluate the mission statement using words that describe the feelings of inspiration and motivation management wants to convey. Mission statements are most effective when it can arouse emotions for an organization. A good mission statement makes people feel that an organization is successful, knows where it is going, and is worthy of the reader’s time, support, and investment (Cochran, 2008, p.8).

4. Applicability Analysis
The purpose of the applicability analysis is to measure how effective or ineffective mission statements are in dealing with a given organizational issues. By creating various test scenarios leaders can assess how well managers understand the direction provided through the statement as well as their ability to apply the mission statement to the situation (Cochran, 2008, p.8). The results of the analysis enable management to refine the mission statement until it can be easily understood and adhered to.

5. Putting mission statements into practice
For a great mission statement to go beyond being words on a paper, it requires the commitment of both employees and leaders of the organization. It is crucial to allow employees from all levels of the organization to contribute to development of the mission to create a sense of ownership. An example could include helping identify the strengths and limitations of the organization during the initial stages of creating a mission statement. Leaders must take the initiative to educate employees with regards to contents of the mission statement and what it means for the organization as a whole. They must communicate using language that is clear and resonates with employees (Halder, 2006, p.1). Leaders function as role models in the organization and must ensure their actions align with the mission of the organization to set precedents for employees.
Below figure shows steps for developing mission statement.

Figure 6.1 Steps for Developing Mission Statement

1. Identify your organization’s “winning idea”. This is the idea or approach that will make your organization stand out from its competitors, and it is the reason why customers will come to you and not your competitors.
2. Identify the key measures of your success. Make sure to choose the most important measures.
3. Combine your winning idea and success measures into a tangible and measurable goal.
4. Refine the words until you have a concise and precise statement of your mission, which expresses your ideas, measures, and desired results.

Example: (from MindTools)

3.1.4. Example to Support it

These examples reflect good mission statements which have benefited their respective organizations in terms of inspiring, guiding daily behavior, establishing priorities, and differentiating.

1. Inspiring
NASA’s mission statement for the Apollo project was adopted from President John F. Kennedy’s 1961 speech in which he stated: "This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to Earth” (Perkins, 2008, p.1) This single sentence resonates with the audience inspiring a generation to believe that landing a man on the moon was possible. NASA was able to fulfill their goal in July 16, 1969 which shows the benefit of a good mission statement.
2. Guiding daily behavior
Ritz-Carlton’s mission statement highlights the purpose of the organization to provide “extraordinary customer service.” This resulted in the empowerment of front-line employees to solve most customer problems without seeking supervisor approval. By guiding daily behavior to focus consistently on customer service the organization has won Ritz-Carlton the coveted Malcolm Baldridge National Quality Award twice (Perkins, 2008, p.1).

3. Establishing priorities
In 1980, Scandinavian Airlines changed its mission statement “To become the best airline in the world for the frequent business traveler.” The reasoning behind this move was to try and stop the firm from losing money continually. As a result, they focused solely on providing flights for business travelers by maintaining more flights through the use of smaller planes than their competitors. By 1983, they became highly profitable and were named “Airline of the Year” by Fortune magazine (Perkin, 2008, p.1).

4. Differentiating
CVS pharmacy found itself threatened by larger competitors like Costco and Wal-Mart who focused on providing pharmaceutical services at a low cost. Since CVS could not effectively compete in this segment, the organization decided to differentiate itself by focusing on service. CVS states “We will be the easiest pharmacy retailer for customers to use” (Perkin, 2008, p.1).

3.2. Vision Statement

3.2.1. Definition

Literal definition of a vision statement is overall goal and value of an organization. It concentrates on the future of the organization itself. This definition sounds very similar to the definition of a mission statement. However, existing differences between these two statements is that a vision statement is about what an organization wants to become, while a mission statement concerns what an organization is all about. Though a vision statement does not tell you how you are going to get there, it does set the direction for your business planning.

“For employees, it gives direction about how they are expected to behave and inspires them to give their best. Shared with customers, it shapes customers’ understanding of why they should work with the organization” (Mindtools).

A vision statement also has an intrinsic definition which is a concept “to unify a group around a task” (Tarnow, 2001, p.138). A unified group has much more potential power to beat their competitors than normal groups (Deetz, 1997, p.191) and a vision statement can help a group to be a unified group. Here are examples. First, an eleven-year-old boys’ handball team can play games with much better results if they have orange jerseys. In this case, orange jerseys help the boys’ team to unify the team members and a vision statement serves the same function as the
team jersey (Tarnow, 2001, p.138). Second, Kenneth C. Bator, president of Bator Training & Consulting, Inc., mentioned that “business is simply a game- a game we play to win fairly and by the rules, but a game nonetheless” and he provided phrases: “Steel Curtain” and “Kill Miller” (Bator, 2003, p.4). Each of these two phrases also works as a vision statement for the Pittsburgh Steelers football club, and the Anheuser Busch beer company. The former describes a strong defense line of the Steelers and this phrase helps the team to make solid teamwork. The latter represents a concept to beat a competitor. This concept also offers unified teamwork toward a vision for Anheuser Busch.

**Vision Statement**

Using the example of mission statement developed for Farm Fresh Produce, the owner examines what she, her customers and her employees’ value about her mission.

The four most important things she identifies are: freshness, healthiness, tastiness and “localness” of the produce. Here’s the Vision Statement she creates and shares with employees, customers and farmers alike:

“We help the families of Main Town live happier and healthier lives by providing the freshest, tastiest and most nutritious local produce: From local farms to your table in under 24 hours.”

### 3.2.2. Argument

A vision statement focuses on what an organization wants to become in the future so that an organization’s owners want their employees to know and keep in mind their vision statement. In most companies, however, the vision statement only exists in paper form and their employees do not even know the existence of the statement. Although they know their statement, they do not remember the contents. Therefore, a vision statement should be easy to act upon and remember for the employees.

In order to create an effective vision statement, organizations need to understand unifying actions of the unified group. After that, they need to create an effective vision statement based on their understanding of the action. The unifying action is a competitive action against their competitor, identifies the action vaguely because of a longer-lasting goal and group, an unspecific group boundary, and inclusive interests of the organization, and includes social categorization (Tarnow, 2001, p.140). Depending on the definition of unifying action, most current vision statements “can be revised to improve the force of group formation” (Tarnow, 2001, p.139). The modified statement can be accessed to employees more easily and effectively. Here is an example:

Vision Statement: “Lead in bringing interactive entertainment to a mass market.”

Revised Vision Statement: “We bring interactive entertainment to the world.” (Tarnow, 2001, p.140)
This revised statement is categorized socially by a word: “we,” and it also has a vague word: “world.” By editing the statement, employees feel that their vision statement is more easily accessible. Therefore organizations’ owners may want to revise their vision statement based on a unifying action. As a result, the employees will remember their vision statement so that they can keep their desired focus on their needs from the mission statement.

Here is another issue of the vision statement. Although most organizations have their own vision statement, they do not use it in the above ways. Simply, their vision statement does not work for their company. It just exists by itself. Therefore many organizations should notice the below situations which happen when a firm does not work with its own vision statement effectively.

- It’s never brought up in strategy or planning sessions.
- Employees who have been with us for more than 30 days can’t tell us what the vision means to them personally or how it relates to their daily priorities.
- We finish the vision thing and move on to other projects.
- Our people tell us in an anonymous survey that our vision statement sounds good but really is useless or meaningless. (Lucas, 1998, p.25)

If an organization meets the above conditions often, the owner of the firm needs to make new vision statement and the employees will need to learn about the importance of the vision statement. Organizations with a vision statement also need to create their statements with an understanding of a unifying action and they always should try to avoid the above situations.

3.2.3. How to Implement it

In order to improve the value of a vision statement, leaders of an organization have to put enough efforts in the process of the implementation. Here are some of the key points to remember during the process:

- Know who you are
  Before you decide what you want to do, you should know who you are. By knowing the answer to this question, you can understand clearly about your core values and competencies and then you will get an effective vision statement.
- Review the mission statement
  A mission statement supports a vision statement. When the mission statement represents the needs of achievement, the vision statement should describe the desire to make the achievement.
- Determine the top two or three achievements
  In order to be successful, this is necessary. When there are clear goals, the purpose can be accomplished.
- Define success in the financial industry
Success can be meant by several standards. For example, it may mean having the highest market approval rate or mean being able to beat specific competitor.

- **Determine the time frame**
  It can make vision statement effective because desired focus would be kept by employees.
- **Support the implementation of the vision**
  If you want it to permeate into organizational life, you must devote your time and efforts. (Lucas, 1998, p.26 & Bator, 2003, p.4)

Below figure shows the steps for creating vision statement.

![Steps for Creating Vision Statement](image)

Figure 6.2 **Steps for Creating Vision Statement**

1. Identify your organization’s purpose in terms of the organization’s values.
2. Articulate your dreams and hope for your organization.
3. Refine the words until you have a vision statement inspiring enough to energize and motivate people inside and outside your organization.

Example: (from MindTools)

---

### 3.2.4. Example to Support it

These are examples of a revised vision statement. As you can see, the revised vision statements are making the statements more competitive and precise. In the first example, the revised statement has the word: “we,” which is adding a social categorization aspect on the statement and by using: “world-wide,” this statement is much more precise and less complex. It also has
generality. The second example becomes more motivational by having unified action elements: competitive, vague, and social categorization. The rest of the examples can be similarly edited.

<table>
<thead>
<tr>
<th>Vision Statement</th>
<th>Revised Vision Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow technically and geographically into a world-wide, world-renowned organization.</td>
<td>We go world-wide.</td>
</tr>
<tr>
<td>Be a survivor and prosper in a heavily and unfairly regulated industry.</td>
<td>We survive despite regulation.</td>
</tr>
<tr>
<td>Be a major force in high performance banking in the community bank arena.</td>
<td>We bring you high performance banking.</td>
</tr>
<tr>
<td>Lead in providing applications to the construction industry throughout the world.</td>
<td>We supply the world’s builders first.</td>
</tr>
<tr>
<td>Double in size within five years.</td>
<td>We’ll double in five years.</td>
</tr>
</tbody>
</table>

Figure 6.3 **Vision Statement can be revised by using unifying action** (Tarnow, 2001, p.140).

### 3.3. Value Statement

#### 3.3.1. Definition

“Values are important in strategic planning because they represent the organization’s desired behavior, character, and culture and how the organization members act in the organization” (Birnbaum, 2004). Thus a **Value Statement** describes the organization’s principles or beliefs that guide its members, and answers the question: What does the organization stand for, and how does it want to operate? “Both the Mission Statement and Vision Statement reside in a sea of values” (Birnbaum, 2004). That’s because your company’s values influence everything. For example, for any statement, whether mission or vision, to be held and acted upon, must reflect the values of your organization. In addition, values describe what your management team really cares about (Birnbaum, 2004). What values are held? What makes them tick? How would your managers respond to a trade-off between product quality and profit? That’s really a question of value. In other words, a values statement is a specific set of publicly-stated organizational beliefs or concepts. Often these beliefs are stated in writing for all members of the organization, and are shared with other key stakeholders, including the general public (Buchko, 2007, p.37). These statements are commonly referred to as core values, corporate values, or organizational values. It should be noted, though, that the values statement is only the tip of the iceberg when it comes to organizational values – only a fraction of those made visible to everyone. Many businesses create vision and mission statements but overlook the need for a statement of values (Wheeler, 2007, p.1). Unlike the mission statement that states how the company will achieve its vision, a values statement expresses those boundaries that will not be crossed while in the pursuit of the mission.
statement. In the short term, cutting corners may seem to move the company closer to getting its vision, but in the long term those shortcuts may catch up with you. Your employees need to know that no aspect of your mission statement is worth achieving if it means violating the company's values. Therefore, a value statement might be "We will deliver to our customers what we promise. We will not promise what we cannot deliver. We will keep our employees safe and provide a positive working environment. We will never tolerate unethical or illegal behavior" (Wheeler, 2007, p.1).

**Value Statement**

Example:
“Selling the highest quality natural and organic products available, Supporting team member excellence and happiness, and Caring about our communities and our environment.”

(Whole Foods)

In defining the relation of Mission, Vision, and Values, the Values drive the Vision which in turn drives the Mission.

**Case Study: Johnson & Johnson’s credo**

Johnson & Johnson’s credo is a classic example of a values statement that stood the test of time and guided the company through the Tylenol crisis. The company's original statement was written in the 1940s by General Johnson, a World War II hero and business visionary who firmly believed that the role of business was to serve society. Johnson spelled out his ideas in a credo with several “stanzas” describing the responsibilities of business to its various constituencies. The credo started with the customers, then talked about employees and community organizations. Johnson purposely put the stockholders last, knowing it would cause a stir. He pointed out that if you put the public and customers first, you would be more successful than competitors (Buchko, 2007).

3.3.2. Argument

In general, organizational values, just like individual ones, can be divided into terminal and instrumental values (Rokeach, 1973). Terminal values refer to desirable end-states and are thus similar to ideals (Maccoby, 1998, p.55) and aspirations (Lencioni, 2002, p.114). The created values put forward by Wenstop and Myrmel (2006) resemble terminal values because they
visualize tangible outcomes that different stakeholders suppose from an organization. Instrumental values express how to accomplish terminal values, and other authors have provided a deeper insight into this category. The how-question could be approached both from a behavioral point of view – what one should/should not do? – and from an attitude or character point of view – what one should be like? (Maccoby, 1998, p.55 and Griseri, 1998). For instance, a behavioral outcome of the value Teamwork would be that the work in the organization is organized in teams rather than by individual assignments. A character outcome of the same value implies that employees share a strong belief in group synergy; they are team players by nature and are possibly recruited on this basis. Of course, the two approaches are not entirely independent, so the question is rather which one takes priority.

Behavioral values often boil down to normative rules and standards; such values are referred to as permission-to-play values and protected values (Lencioni, 2002, p.114 and Wenstop, 2006, p.679). The characteristics of these values are the absence of emotions and their inability to distinguish an organization from its competitors. For instance, being ethical is something that is expected from all organizations. In contrast, values as character reflect emotions and attitudes; they form the heart of an organization’s culture, which is unique. Character is expressed through core values (Lencioni, 2002, p.114 and Wenstop, 2006, p.679). These function as a backdrop to all activities in the organization and are a source of the company's uniqueness. A good example of a core value would be mercy and compassion in The Body Shop (Anderson, 1997). Since it goes beyond behavior, it is a way of thinking and a life-style.

In addition, Lencioni (2002, p. 114) talks about accidental values, which reflect employee interests (thus being an element of character), but have little to do with the organization’s actual strategy and basis for success.

It has been suggested that organizational values statements should be about how rather than what to do (Dolan, 2006, Blanchard, 1996). In other words, an efficient values statement belongs to the instrumental side. Further, there seems to be agreement about those minimum standards of behavior or protected values that do not help an organization or its stakeholders (Lencioni, 2002, p. 114, Wenstop, 2006, p. 679).

3.3.3. How to Implement it

To improve the value statement, stakeholders of an organization should put enough efforts in the process of implementation. Here are some of the key steps to remember during the process.
Below figure shows the steps for creating value statement.

![Diagram](image)

Figure 6.4 **Steps for Creating Value Statement**

1. Identify the core values of the organization in achieving its mission. Consider values of customers, shareholders, employees and the community. Core values are basic elements of how we go about our work.
2. Establish four to six core values from which the organization would like to operate.
3. Integrate with mission and vision statement and make sure they are closely related together (Mcnamara, 1999).

### 3.3.4. Example to Support it

Here are some good value statements in successful cases.

1. “In achieving this mission, the men and women of the Fitchburg Police Department value the diversity of our community and are dedicated to the professional and ethical standards we are sworn to uphold. We promote and advocate… - Fitchburg, WI Police department” (WI Police department).

2. “We are committed to operate in a professional manner that is financially responsible, respectful of the environment and which demonstrates high ethical values - all in the best interest of the long-term success of our industry – Berneunion” (Berneunion).

3. “As a company, and as individuals, we value integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. We are committed to our customers and partners and have a passion for technology. We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers,
shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality- Microsoft” (Microsoft).

4. Some company use bullet points, simple ways, to easy to see

- Selling the Highest Quality Natural and Organic Products Available
- Satisfying and Delighting Our Customers
- Supporting Team Member Happiness and Excellence
- Creating Wealth through Profits & Growth
- Caring about our Communities & Our Environment
- Creating ongoing win-win partnerships with our suppliers. – Wholefood (Wholefood)

Regardless of how a values or vision statement is developed, a company needs reinforcing mechanisms. This means more than posting a plaque in the lobby or giving out wallet cards with the statement on them. It means developing communication and education programs for employees and making sure performance reward measures are in place. An effective statement is more than window dressing (Walter, 1995).

3.4. Internal and External Analysis

With a clear picture of what the organization needs to achieve, the organization must perform an external and internal analysis.

**External Analysis** - The goal of external analysis is to understand macro- and industry-level trends that impact on the company’s strategy and operations. The external Analysis should including the following:

Macroeconomic Environment Assessment – The external analysis should include assessment on factors in the macroeconomic environment, such as economic growth, interest rates, currency movements, input prices, regulations, etc., that impact the organization.

A **PEST analysis** reflects the political, economic, social, techno-logical, environment and legal components of the macroeconomic environment, is often performed as a tool for this purpose (Click for more information).

Industry-level Examination – The external analysis should conduct an industry-level examination to identifying the opportunities and treats in the industry that the organization presents.

**Five Forces Analysis**, developed by M. E. Porter in Harvard Business School, is a framework that introducing the five forces (the bargaining power of buyers, the bargaining power of suppliers, the availability of substitutes, the threat of new entrance, and the intensity of industry rivalry) that determine the competitive intensity and therefore attractiveness (i.e. overall industry profitability), to examine industry economics (Click for more information).
Competitor Assessment – The external analysis should include competitor assessments that determine the strengths and weaknesses of existing or potential competitors. One of the common techniques conducted for this analysis is a competitor array.

A competitor array analysis can be displayed on a two dimensional matrix with competitors along the top and key success factors down the side. Each key success factor is given a weighting that is used to multiply the ranking of each competitor for a particular key success factor. Thus, the results show the weighted assessments of all competitors in different dimensions, as well as overall strength of each competitor relative to each other (Click for more information).

Internal Analysis – Internal analysis is used to address the organization’s own strengths and weaknesses. Thus it focuses on an organization’s own performance and capabilities.

e.g.) Balance Scorecard (Performance Management Tool), Value Chain (Capability Assessment), see details – Balance Scorecard, Value Chain

Necessity of Internal Analysis
You also need to understand your own internal strengths and weaknesses. This is because the main strengths or weaknesses of an organization could be the internal factors. For example, the strength might be the company’s original product and enthusiastic employees and the weakness might be the lack of financial resources and the inefficient operation system.

SWOT Analysis combines the external and internal analysis to summarize your Strengths, Weaknesses, Opportunities and Threats. You may need to find the Opportunities that could be Strengths in the future, and then think about what to do for the Threats and how to overcome the Weaknesses. (Click for more information.)

3.5. Why Road Mapping?

The goal of the road-mapping is to develop the innovation strategy – to choose and do the right things (Kameoka, 2003). The goal of innovation management is to implement this strategy well. Road-mapping leads to effective project portfolio development and management. It provides for company-wide technological strategy development and technology assessment, as well as division-level project evaluation and strategic aligning. Road-mapping tools provide also a common language for innovation and building bridges between technologists and business managers within your corporation, and with your major suppliers and customers.

According to a study conducted by GE, successful companies:

- Manage processes, not people. Focus not on what they do, but on how they do it.
- Use techniques (like “process mapping” and “benchmarking”) to achieve continuous improvement.
- Value incremental gains.
- Measure performance by customer satisfaction.
- Introduce new products faster that the competition.
- Design new products for efficient manufacture.
• Treat suppliers and customers as partners.
• Manage inventory in superior fashion.

Here are good examples of succeed cases

➢ **Case in Dell Inc.**

"We learned to identify our core strengths," says Michael Dell, Founder of Dell Inc. “We wanted to earn a reputation for providing great customer service, as well as great products. Engaging the entire company – from manufacturing to engineering to sales to support staff – in the process of understanding customer requirements became a constant focus of management, energy, training, and employee education” (Dell and Fredman, 2006).

➢ **Case in Toyota**

Toyota’s global competitive advantage is based on a corporate philosophy known as the Toyota Production System aimed at systematic elimination of Seven wastes – overproduction, waiting, transportation, inventory, motion, over-processing, defective units – and the implementation of the concepts of continuous flow and customer pull. (Lu, 1991)

➢ **Case in Google**

Google is the Internet’s number one search engine today. What is the reason for their remarkable success? It’s beta testing and market learning. They launched a less than perfect service into the market place to get market feedback. Feedback is the key to dominating a market. It also makes great business sense. Google's competitors were trying to perfect a product by themselves separate from their target market as Google was continuously and rapidly upgrading their original beta version by listening to the customer. (Schmidt and Varian, NA)

➢ **Case in Corning**

Corning keeps its customers, such as Nortel Networks, end-users, such as AT&T, as well as OEM suppliers well informed of its product development plans. It uses road-mapping as a co-innovation tool that allows customers and suppliers to work together to build products. (Corning Case Study Summary, 2005)
4. The Work Plan for Change

4.1. Definition

A business plan or work plan is a formal statement that summarizes the operational and financial goals of a business and contains the comprehensive plans and budgets showing how the goals are to be realized because the business plan contains detailed financial projections, forecasts about your business’s performance, and marketing plan (Ward, NA). An organization needs to create a business plan for their decision making process because a dynamic business plan can help their decisions making.

4.2. Argument

In order to create effective business plan, organizations’ strategy process is a necessary condition. Nevertheless, many companies run their business plan without detailed strategy process. As a result, the companies do not make deliberate decisions for themselves (Rangan, 2004, p. 115). Another issue is that many organizations except some top performing companies do not have specific position for strategic business executing in executive level so that current chief officers in the organizations have vague responsibility and the business plan has possibilities to run toward unintended direction (Ross, 2007, p. 1).

Strategy process for organizations has four steps: mission statement, operational mission, strategy platform, and programs. First, executive officers create “broad and far reaching” mission statement and it “usually identifies the customer need the organization attempts to serve” (Rangan, 2004, p. 115). The mission statement can inspire funders and workers of the organization and gather attention from them. Second, by creating an operational mission, they get quantitative and narrow goals of mission to make their organization which understands the impact of change (Rangan, 2004, p. 115). Third, strategy platform step sketches “how the operational mission will be achieved, including which programs run and how to run them” (Rangan, 2004, p. 116). Based on the selected programs and strategies, the goal of organizations can be accomplished. Fourth step is a deeply connected process to third step. In other words, the choice of the programs and strategies is the last step (Rangan, 2004, p. 118). This four steps’ strategy process helps creating effective business plan.

Some top performing companies have a unique executive level employee position which is a Strategic Execution Officer (SEO). Having this employee position can help efficient executing their business plan and prevent pursuing unintended goals in a changing organization (Ross, 2007, p. 1). Here are the major roles for the SEO.

- Build a platform for enterprise processes
- Develop metrics for ensuring performance of the core process
- Balance enterprise and business unit objectives
- Drive value from the data
- Engage in IT governance processes (Ross, 2007, p. 3)
4.3. How to Implement it

4.3.1. Process

After developing a vision and a road map, we know why we want to change and where we are going. The next question is: how do we get there? A vision statement might be a simple statement, but the strategy of developing or executing the vision should be specific and complete. A comprehensive process should include these four dimensions: (Kotter-Getting the Vision Right, London Borough of Lambeth Website)

4.3.1.1. Enablers for innovation

When we paint the pictures of the future and try to execute the plan, we should know our strengths and opportunities. Focus on the 3Ms – Man power, Material, and Money.

- Man Power

Who are going to be involved? These include not only employees but also customers and desired customers. Also make sure everyone is on the same page, ensuring people know the vision, understanding the meaning and purpose of the plan, feeling positive about the plan, and wanting to work on the plan actively. In the process of work plan, manpower is critical and integral because it allows innovation to take place.

- Material

What do we have and what do we need now? How can we use the resources we have to leverage innovation? We should use the external and internal analysis previously mentioned. Examining internal and external resources of the organization, then we can choose the most important factors that affect the company the most.

- Money

Is it worth to develop new technology? Is there demand or market for the new product or service? Is it a high ROI or just high risk? Finance plays an important role when it comes to investing innovation. Organization should allocate their money wisely and carefully when investing on innovation.

4.3.1.2. Rationalization of existing initiatives

You cannot eat elephant in one bite. In fact, financially there are difficulties of conducting everything all in one time. There are so many things that needed to be done but there is limited resource to use. When running the plan, we need to rationalize our process.
• **Prioritization**

When coming up with the plan, we should know what our first priority is. We might have countless of brilliant plans to achieve our goals and vision, but we only have limited time. To work the plan effectively, weigh the importance of every plan and give each plan an acceptable time frame before running it.

• **Elimination of project inconsistencies with vision**

When setting up new vision for the organization, we can screen the existing projects, find out what can be eliminated to save our time and cost to make the plan more efficient and effective.

4.3.1.3. **Opportunities for short-term wins**

In general people are more comfortable with taking things as they are. Changing status quo requires not only determination but also communication. When the leading team works on the plan that brings change, people in the organization start having feeling of uncertainty. As the process goes, people might feel frustrated (“it has been three months and I did not see the plan go anywhere”), angry (“we just keep spending our retirement pension. I do not want to waste my money!”), or doubtful (“Are we on the right track? Is this a good or profitable change for the organization?”). Those thoughts and voices are one of the critical factors which determine how well the plan is run. It is hard to keep people excited about the change plan and contribute the related projects without letting them see any success or output. Aside from long-term goal, we need to identify milestones and offer opportunities for short-term wins to keep people motivated to go on the projects and keep stakeholders involved in the progress (Kotter, The Heart of Change, pp. 83 - 98).

4.3.1.4. **Business Case**

In terms of successful work plan, we need to consider the business aspects. After having a good understanding of how to implement the strategy and plans, we need to evaluate the plan based on the financial situation and risk control.

• **Costs and Benefits**

Budget is an important part when working on the plan. Without a good budget, a plan could fail or lead to breach because running out of money. We need to spend money wisely to accomplish our plan. Always do budgeting to see how much we need to spend on the plan and what we benefit from every penny we spend.

• **Risks and implications**
Something unexpected may happen any time. Not everything is always predictable and controllable. Think of every situation that might happen. Prepare for the worst beforehand and hope for the best. Learn how to manage risk and damage control. Also give the team backup plan and slack time to leave the room for the project in case something goes wrong or out of control.

4.3.2. Obstacles

There are some obstacles when executing the plans for change.

4.3.2.1. Lack of professional skills of leading the change plan

When working on a change plan, the organization needs people who can handle cross-function activities. The managers or team should see things above the goal of their own department or from their perspective. These activities are so different from the normal managerial activities that the person who leads to the plan for change should have professional knowledge, skills of coordination and communication, and related work experiences.

4.3.2.2. Difficult to envision the future

People would have problem visualizing the future when they never experience change. The planner can give people a series of figures and numbers to show why we need to implement the plan, but people can still feel that it is abstract. Fears of uncertainty, the employees are so familiar with their current jobs functions; they can not foresee the future.

4.3.2.3. Information overload

When the chief executive officer proposed new vision asking the executive team for their opinion of what needs to be changed, which happens in most case is that in few weeks, the CEO gets piles of suggestion and tons of financial information reports. The vision can be overly analytic and fail to focus on conducting the plan.

4.3.2.4. Compromise between leaders and stakeholders

With different perspective, leaders and stakeholders might have conflicts. For example, when working on the projects, leader might care about the coordination and quality performance of each team while stakeholders might want to focus more on cutting down the cost and increasing profit.

4.3.2.5. It is not just about to get work done. It is about continuous change and improvement
The work process is iterative: investigate, develop, execute, evaluate, and then go back to investigate. This is a fast pace world. The final product or service provided should be altered based on the rigorous analysis.

4.3.3. Support

Implementing change plan successfully needs support. Below are four supports that the planners should consider.

4.3.3.1. Effective Communication
Do we keep our employees, future customers, and any other important related individuals on board? People cannot conduct plan without understanding the reasons why they need the change. We can make effective communication by having more orthodox exercises and workshops to not only exchange information but also convey the ideas and messages of working the plan for change. In addition, effective communication requires reinforcing core messages through regular, timely meeting that are both practical and serve to inspire. Timeliness is crucial factor in effective communication as employees are more suited to adopting a change plan when they know in advance (Mills). For example, issues such as mergers, acquisitions or downsizing are all relevant change issues that employees should know and hear from their managers since it affects them. The earlier information is communicated the better the chance they will accept the plans for change. Furthermore, communication should be clear not only by voice but in the written format also. Written messages that sent to employees must use language that is explicit to foster clear understanding.

4.3.3.2. Full and Active Executive Support
Change starts from the top and the CEO and the leadership team must provide strength and direction to employees when new change is introduced into the organization. Executives must show unity and commitment to the direction of change, understand the culture and behaviors the changes intend to introduce, and can model those changes themselves (Jones). Taking such measures is necessary to reduce any insecurities by employees in terms of executives commitment to the overall vision for change. To make employees feel the plan is needed to run well, executives should show their full support on the plan. Let people know how much the company cares about the change as well as the company’s determination on change.

4.3.3.3. Employee Involvement
It is not employees’ responsibility to manage the change or get involved. It is the responsibility of executives or the management team to manage the change that the employees can cope with. It is also the responsibility of the company to facilitate and enable the change. The company should always actively get employees involved in every stage of the change process as early as possible. Instead of just carrying out the plan, employees
would think the organization take their opinion into account; therefore, they are more willing to get involved in the plan.

- **Motivation**

In order for change to be accepted and followed, leaders will need to understand the motivational needs of employees throughout the organization. A plan that incorporates the needs of employees while also being in line with the goals and strategies of the organization is necessary (Motivating Your Staff in a Time of Change). The success of managing change depends on being able to answer the overarching question of “what’s in it for me?”. Motivation is driven by this question and if successfully addressed will generate greater acceptance to carry out the plan.

- **Clear Responsibilities**

Leaders within an organization must know and understand their responsibilities in order to help design and implement change in the organization. They must be trained in terms of understanding the organization’s vision, equipped with the tools to execute their responsibilities, and be motivated to make change happen (Jones). Leaders who are clear about their roles will be able to communicate and build support among employees.

- **Create Ownership**

Employees are willing to support a change plan if they have a stake in it. Organizations should allow employees to help in identifying problems and crafting solutions. Their efforts should be reinforced by incentives and rewards. These can be tangible (for example, financial compensation) or psychological (for example, camaraderie and a sense of shared destiny) (Jones).

### 4.3.4. Organization Planning and Analysis and Widespread Perceived Need for the Change

We cannot ask employees to change without them agreeing or realizing the urgency of change. By providing rigorous data and analysis, we can explain the need for change, articulate the ideas and concepts of the change behind, and specify the process of the change plan.

### 4.3.4. Detail Guidelines

A winning business plan considers organization’s market, investors, and producers in the body of the plan. The balance of the three components fulfills elements of great business plan. But “too
many business plans are written from the viewpoint of the third constituency - the producer. They describe the underlying technology or creativity of the proposed product or service in glowing terms and at great length. They neglect the constituencies that give the venture its financial viability - the market and the investor” (Rich, 1985, p. 156). Therefore, a business plan should be implemented with below critical factors

- Emphasize the market
  Many investors want to put their money into market focused business rather than technology or service business.

- Show the user’s benefit
  When the plan uses many technical terms and explains the products’ virtues, some investors and users feel bored about the business plan. In order to get attention to the business plan, it should emphasize the short payback period otherwise, the discussion about product should be short length.

- Find out the market’s interest
  Since the business plan provides the customers’ interest, an investment would be happened more often.

- Document your claims
  “A realistic business plan needs to specify the number of potential customers, the size of their businesses, and which size is most appropriate to the offered products or services” (Rich, 1985, p. 158).

- Address investors’ needs
  Cashing out, making sound projections, the development stage, and the price can be the needs of investors.

- Packaging
  “Potential investors expect the plan to look good, but not too good; to be the right length; to clearly and concisely explain early on all aspects of the company’s business; and not to contain bad grammar and typographical or spelling errors” (Rich, 1985, p.162). The business plan includes prefer appearance, length, the cover and title page, the executive summary, and the table of contents.

(Rich, 1985, p.157-162, and 166)

The business plan with the above factors came to be effective. In addition, the plan can check below four parts of framework elements such as, people, opportunity, context, and risk and reward, on the plan itself. However, in reality, a business plan cannot cover every framework elements completely because each business case is on its own specific conditions. Company’s owners need efforts to improve their plan by following these framework steps.

- People
  Business plan should describe each employee’s knowledge of the target business because people invest their money in people, not ideas. A Great idea cannot exist without great people.

- Opportunity
  Potential possibilities of success should be provided on the business plan so that investors anticipate the future moves.
- **Context**
  Context is an evidence of the opportunity. The context of the plan describes environment of the organization such as, level of economic activity, inflation, exchange rates, and interest rates.

- **Risk and Reward**
  Plan should provide detailed payoff information because the ultimate goal of the investment is getting money.
  (Sahlman, 1997, p. 99-105)

### 4.4. Example to Support it

#### Sony

**Problem:**

Sony Corp. enjoys the reputation of owning one of the world’s 10 most powerful consumer brands. From camcorders, digital cameras, video games and computers that cover the spectrum of music, movies and the Net, it clearly holds the high ground with an incredible array of products, with more than 100 million devices produced a year. However, during 2000, Korean and Chinese rivals churned out ever-cheaper alternatives to Sony DVD players, TVs and digital cameras.

**Sony’s plan:**

*Shift its weight* from making low-margin ‘boxes’ to selling movies, music, games and Internet services. Central to that effort is the *fusion of its digital devices along with content*, all transmitted within a network of high-speed connections, both wired and wireless.

**Learning point:**

- Before you deal with new product development, assess the state of young long-term business strategy. How does it relate to the strategic direction you set for your company or business unit? If you recast your direction, then your strategies will change. Further, watch the competitive activity within your industry. This was the key to Sony moving toward a redefinition of its strategic direction, which subsequently dictated the course of its new product development activity.
- Use the cross-functional team to focus on your total product portfolio. Where team members methodically think of customers’ needs and match them with the strategic direction of the organization or business unit, the outcome can prove enormously effective in prioritizing new product strategies and expenditures.

5. The Communication Strategy

5.1. Definition

Communication is defined as “a process whereby information is encoded and imparted by a sender to a receiver via a channel/medium. The receiver then decodes the message and gives the sender a feedback” (Communication). In context to communicating change within an organization, the purpose is to affect the knowledge or behavior of the receiver through informing, directing, persuading, and motivating (Baker, p.10). Receivers can include staff, consumers, internal, and external stakeholders. Forms of communication can include meetings, face-to-face discussions, memos, letters, e-mails, and reports. Having good communication strategy is vital component for change in an organization because how the messages are received by the audience depends not only on content but the method and timeliness of communicating those messages. Communication is one of the key elements of change management. The goal of communication for change is to get the commitment and involvement of people in an organization. After a change work plan is created, the next step is to communicate the vision and the change to all affected organizational units.

“A great vision can serve a useful purpose even if it is understood by just a few key people. But the real power of a vision is unleashed only when most of those involved in an enterprise or activity have a common understanding of its goals and direction. That shared sense of a desirable future can help motivate and coordinate the kinds of actions that create transformation” (Kotter, 1996, p.85).

5.2. Argument

An effective communication strategy can ensure acceptance from participants and stakeholders and build commitment to the change project. Without effective communication, stakeholders may not commit to change and enforcement of the vision may become more difficult. Moreover, uncertainty about the change plan among participants results in a negative attitude towards the plan or even resistance; all of which have a negative impact on performance. Consequently, empowerment of individuals will fail and the vision will fall short, resulting in an unsuccessful transformation. It is characterized by three features: dialogue, credible information sources, and relationship building. Organizations that plan well and avoid issues of rumors and uncertainty will help ensure their messages will resonate with their stakeholders.

- **Dialogue**
  Message about change is provided in a manner that enables a wide range audience to understand the context, the purpose, and the need. To ensure proper dialogue, using a suitable communication channel dependent on the type of change proposed is important.

- **Credible Information Source**
  Information being communicated to the audience is from a credible source. For example, a message about an unwelcomed change in an organization is best communicated by a senior personnel rather than intermediary or junior employee. Direct communication by senior decision makers help show how important the issue is and ensure employees will pay closer attention.
- **Relationship Building**
  Adjusting message of change to address concerns along with preparing additional messages aimed at skeptical stakeholders to get them to understand. It ensures the reduction of misunderstanding, frustration, and conflict. Furthermore, active listening on part of the organization is also vital to help build a relationship of understanding. It promotes involvement and shows the organization cares about the stakeholders affected by change. Timeliness in the delivery of information is also another factor in ensuring credibility as it shows the organization has the interest of their stakeholders in mind (Broomes, 2008, p.1).

An ineffective communication strategy results when information pertaining to organizational change is unclear to stakeholders. There is no vision, strategy, or urgency attached to it along with not being able to address the concerns of those affected. Only a limited amount of time offered for people to ask questions, request clarification, and provide input. Providing stakeholders with incorrect information or appear to stumble or back-peddle, when providing an answer which results in a loss of credibility and distrust in regards to the organization’s proposed change (Heathfield). Poor choice in communication channel used to deliver message about change. Below are examples of when communication is ineffective according to (Tourish, 2004, p.61):

- Communication of important changes is not repeated and limited to poor communication channels like memos.
- Leader of a company makes many speeches but everybody else remains silent resulting from the audience not understanding.
- Behavior of leaders in organization that have championed for change conflicts with the message communicated.

### 5.3. How to Implement it

In order to implement an effective communication strategy, organizations must consider communication as being a vital component of a firm’s overall business strategy. Management and stakeholders must talk and listen to one another about issues of concern to foster understanding and agreement. Early communication and consultation while the change implementation is in the planning stages is critical in generating interest and participation (Successfully Implementing Change). A foundation of trust must be built before any organizational change can occur. Management must be wise in understanding who their audience is, the contents of their message, timeliness of delivery, and medium used to communicate message (Grove, 2009, p.1). Getting stakeholders and participants to accept a change vision is a challenging task. When they are informed about a change plan, they ask themselves questions: “What does the change mean to me or the organization?” “What do the organization or I benefit from the change?” “Does the change yield a better outcome?” “If a change is necessary, can I do it?” “What should I or the affected organizational units need to know to keep up with the change?” In order to reduce the uncertainties invoked by the change, the leading team should carefully craft an effective communication strategy that provides information and emotional support. Shown below is a framework as to how to develop an effective communication strategy and put into practice:
• Building acceptance and commitment of stakeholders, participants, and effective organizational units to the change plan
• Gaining stakeholder buy-in
• Selling the benefit of the change plan across the organization
• Reducing uncertainty
• Providing information support during change process
• Collecting feedback from stakeholders and participants
• Updating information about change progress, issues, and risk to key stakeholders
• Ensuring the consistency and quality of delivered messages to stakeholders and sub units

After the objectives of communication are clearly defined, the leading team is able to develop a strategy to address those objectives. The common approach used in communication strategy development is knowing the WHO, HOW, WHAT, WHEN, WHERE and the communication tips.

WHO – Audience
Before a communication strategy can be developed, determining who the audience is vital as it will affect how the content of the message is crafted and the medium it is delivered by. Start by making list of who the stakeholders, assess their behavior and perceptions with regards to how change has affected them in the past, and then proceed to developing the contents of the message (Grove, 2009, p.1).

HOW – Medium for Delivery
Depending on your audience, choosing a communicating medium that suits them specifically is important. Meetings, face-to-face discussions, memos, letters and e-mails are some of the most frequently used forms. If the message is important, face-to-face communication is the most effective as it provides two-way communication which encourages involvement, clarifies ambiguities, and increases understanding among stakeholders (Klien, 1994, p.1). Furthermore, be prepared to deal with questions posed by stakeholders as this is where you can either gain support or indifference regarding proposed organizational change (Grove, 2009, p.1).

Figure 6.5 Lambeth Transformation Academy

<table>
<thead>
<tr>
<th>Channel</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| Meetings | • Allows face-to-face, two-way multi-directional communication  
• Can check people’s understanding level | • Messages may not be relevant to every attendant  
• Different people may not deliver the same message  
• People may be absent at the meeting due to various reasons  
• Cannot be quickly & easily arranged |
### E-mail

- Written messages promote consistency
- Can be quickly & easily prepared
- Gathering feedbacks may be difficult
- Cannot check people’s understanding level
- May be difficulties for people who do not have E-mail access

### Bulletin boards

- Written messages promote consistency
- Can be quickly & easily prepared
- People can choose a convenient time for them to read the board
- Can collect feedbacks from people’s posting
- People may not be interested in reading the board
- Cannot check people’s understanding level

---

**WHEN – Timing**

Timing is crucial, be sure to plan the communication strategy in advance to anticipate situations such as crises, layoffs, mergers, acquisitions etc. Furthermore, informing stakeholders advance is essential to ensure they understand the ongoing changes and the impact it has on them. Do not wait until the last minute, instead be sure to repeat the messages often and through a variety of communication channels as it increases people’s memory (Klien, 1994, p.1).

**WHAT – Content of Message**

The contents of the message should include a vision, context, a proposition, objectives, plans, actions and status updates. It should allow to audience to understand with ease in regards to how important the proposed change is to the organization and how it affects them. Information that directly affects one’s job is more likely to draw attention and lead to retention. Furthermore, be sure to use evidence to justify the organizational change to ensure better understanding (Grove, 2009, p.1).

**WHERE – Authority**

People expect to hear important information from a source of authority which can include executives, immediate supervisor or boss. As a result, leading figures such as these must not only be well-informed about the rationale and progress of organizational change but accurate transmitters of information. They should employ the use of face-to-face communication and repeat the message often to ensure employees are informed and retain the information (Klien, 1994, p.1). Opinion leaders are another source of authority in which people turn to for information. By keeping them informed, provides an opportunity to ensure public opinions are aligned with that of the organization. Also, when communicating a plan for change, be sure that the leading figures in the organization deliver the same message and is consistent with the core values of the organization.
Communication Tips:

- Keep messages simple; avoid jargon.
- Repeat consistent messages for better retention.
- Use multiple forums that allow multi-directional communications for spreading the messages.
- Utilize appropriate communication channels to communicate with different audience groups.
- Face-to-face communication is most effective.
- Make the message consistent, relevant, and interesting to audience, and deliver it positively.
- Ensure the alignment of leaders’ actions and communications for delivering consistent messages.
- Avoid information overload.
- Communicate effectively to colleagues and subordinates the need for changes, project goals and individual tasks and responsibilities.
- Listen and collect appropriate information, identifying the concerns of other people (how these changes will affect them) who are involved in the change.
- Awareness in identifying potential coalitions, and in balancing conflicting goals and perceptions.
- Sell plans and ideas to others by creating a desirable and promising vision of the future as well as indicating explicit fulfillment of their own interest.
- Stimulate motivation and commitment of other people who are involved.
- Influencing - to gain commitment to project plans and ideas from potential skeptics and resisters.

After knowing the WHO, HOW, WHAT, WHEN, WHERE, and the communication tips, the leading team also needs to know the stages of change management, and how to develop a communication strategy are best utilized in different stages of change. Typical stages of change management are listed below:

**Stage 1 - Creating a climate for change**

- Announce and communicate the vision, the mission, and the objectives of the change to a broad range of employees.
- Clearly communicate the vision, mission, and objectives of the change management effort. Help people understand how these changes will affect them personally. (If you don’t help with this process, people will make up their own stories, usually more negative than the truth.)
- Communicate consistently and frequently through multiple channels including speaking, writing, video, training, focus groups, bulletin boards, and intranets.
- Communicate the reasons for the changes in such a way that people understand the context, purpose, and need.
- Provide significant amounts of time for people to ask questions, request clarification, and provide input. If you have been part of a scenario in which a leader presented changes on overhead transparencies to a large group and then fled, you know what bad news this is for change integration.
- Recognize that true communication is a “conversation.” It is a two-way process and real discussion must result. It cannot be just a presentation.
• Provide answers to questions only if you know the answer. Leaders destroy their credibility when they provide incorrect information or appear to stumble or back-peddle when providing an answer. It is much better to say you don’t know and that you will try to find out.

Stage 2 - Engaging and enabling the whole organization

• Communicate with the responsible groups
• The change leaders or sponsors need to spend time conversing one-on-one or in small groups with the people who are expected to make the changes.
• Leaders need to listen. Avoid defensiveness, excuse-making, and answers that are given too quickly. Act with thoughtfulness.

Stage 3 - Implementing and sustaining transformation

• Follow up the change efforts by fostering effective communication among participants
• Make leaders and change sponsors available, daily when possible, to mingle with others in the workplace
• Provide opportunities for people to network with each other, both formally and informally, to share ideas about change and change management
• Hold interactive workshops and forums in which all employees can explore the changes together, while learning more. Use training as a form of interactive communication and as an opportunity for people to safely explore new behaviors and ideas about change and change management. All levels of the organization must participate in the same sessions

5.4. Evaluation

Communicating change is the key element that builds stakeholder commitment. Evaluation of the communications can help determine whether the current strategy is effective or a new communication strategy for improvement is needed. Evaluation of communication strategy can be achieved through collection of feedback and effective measurement.

• Collecting feedback – The leading team can carefully design a communication diagnosis survey, distribute the survey forms to the key individuals, and collect the survey forms to evaluate current communication strategy based on the audience’s experience and knowledge of the organization.
• Measurement – The leading team can measure whether the message has reached the intended audience, as well as their understanding of the meaning conveyed and their adjustment to change.
• Making suggestions for improvement – Based on the diagnosis survey result, the leading team is then able to determine areas of current strategy that need emphasis and make suggestions for improvement (ex. “Is the delivered message too complicated and it needs to be simplified?” or “are meetings a better communication channel than E-mail to communicate a specific message?”).
5.5. Crisis Communication Management

A crisis is defined as a significant threat to operations that can have negative consequences if not handled properly. In crisis management, the threat is the potential damage a crisis can inflict on an organization, its stakeholders, and an industry (Coombs, 2007, p.1). Anticipation and planning of potential problems is critical during a crisis as it requires quick and decisive decisions to be made and communicated. A crisis communication management plan is necessary to eliminate technological failure as well as the development of formal communication systems to avoid or to manage crisis situations. Communication with the public is crucial to ensure customers or stakeholders maintain confidence in an organization. It is important for staff at all levels along with outside partners to be informed about the status and magnitude of a situation and the steps being taken to respond (Pierce, 2006).

5.5.1. Managing Crisis

The following strategies below serve to assist organizations in dealing with crises effectively:

- **Control Information**

  Have command over the situation and messages that flow to reduce the risk of the release of wrong or sensitive information pertaining to the organization. This will also help minimize the risk associated with employees choosing publicly discuss the crisis (Pierce, 2006).

- **Consistent Message**

  Provide a consistent message as provides a sense of truth and honesty as oppose to conflicting messages.

- **Keep Employees Informed**

  Foster a cohesive staff that feels invested, rather than excluded. Keeping employees informed, will help instill confidence with regards to the crisis and reduce speculation that leads to rumors (Pierce, 2006, p.1).

- **Timeliness**

  Speed is essential in communicating relevant information to the public. Organization should communicate information as it becomes available to have control over what is presented. Delays in responses to a crisis can result in considerable losses for an organization in terms of revenues, reputation, and increasing cost in managing the issue (Crisis Communication).

5.5.2. Preventing Crisis

The following strategies below serve to assist organizations in prevent a crisis effectively:

- **Identify specific potential threats to organization**

  This allows the company to develop plans that pertain specifically to the nature of each potential crisis before they become a problem. Examples of threats can include: accidents, financial and business issues, legal issues, or safety and security issues. Although
organizations cannot plan for every contingency, they should focus on issues that are most likely to bring about implementing their crisis communications plan (Butler, 2009, p.1)

- **Create a crisis response team.**
  Make sure all key players, from the CEO, the communications department, the legal department and any of those involved with the technical aspects of a crisis scenario are involved (Zaferos, 2007, p.1).

- **Media Training**
  Provide training to those who may become involved with the crisis publicly. This can include the CEO to the technical staff, all of which needs to be aware that what they say will directly affect the organization’s credibility (Zaferos, 2007, p.1).

- **Name a spokesperson**
  It's important to have message consistency in a crisis, and having one person in charge of speaking publicly diminishes chances of conflicting messages (Zaferos, 2007, p.1).

### 5.5.3. Layoffs

#### 5.5.3.1. Definition

A **layoff** is the temporary suspension or permanent termination of employment of an employee for business reasons, such as the decision that certain positions are no longer necessary or a business slow-down or interruption in work (Layoff). Communication to both the employees being let go and the employees remaining are crucial during the process. As a result, organization should have a communication strategy in place prior to layoffs taking place.

#### 5.5.3.2. Argument

An effective layoff process begins preparing leaders early to deliver key messages about business conditions and actions. This will ensure that a clear rationale for layoffs is communicated. Being clear helps maintain the trust of employees being let go. Furthermore, the message must highlight how much the organization values their efforts and what support they will provide in their transition to finding a new job. For employees that remain in the organization, it is important to reinforce a message that their position is secure.

Communicating a vision for the future and engaging employees to take part in helping achieving the organizations future goals will show remaining employees their importance to the organization (Butler, 2009, p.1).

An ineffective layoff process usually has no clear communication plan in terms dealing with employees being let go. There are no severance and bonus agreements written up or how to notify the employee ahead of time. Furthermore, employees being let go have no clear sense as to reasoning behind it and the criteria the organization used. There is a lack of trust and respect which ultimately has a negative effect on remaining employees (Rogoski, 2003, p.1).
5.5.3.3. How to Implement it

Effective communication is crucial to the planning and implementation of layoffs. Being clear and honest is the basis for the following strategies to succeed according a Layoff Guide by the University of Berkeley human resources department:

Communicating with Management

- All levels of management should be involved in the discussion of layoffs plans in terms of what is being done and how it will affect the organization before the plans are presented to employees.
- Hold a meeting with all managers to review your plan
- Offer other managers and supervisors a chance to react, discuss, and help revise the plan

Communicating with Employees

- Openly communicate with staff during the planning and implementation stages of a staff reduction

Communicating Layoff to Employees

- Recognize the employee's contribution
- Provide a clear and concise reason for the layoff
- Tell the employee that written notice of the layoff will be coming and when they should receive that notice
- Offer support by listening to concerns or frustration employees may have to show that the organization cares.
- Describe how the organization will support an employee's transition to a new job (Layoff Guide, 2008)

5.5.4. Mergers and Acquisitions

5.5.4.1. Definition

*Mergers and Acquisitions* (M&A) is an aspect of corporate strategy that deals with the buying, selling and combining of different companies that can aid, finance, or help a growing company in a given industry grow rapidly without having to create another business entity (Mergers and Acquisitions). There are three broad phases in M&A which include: strategy development, negotiation and closing of deal, and post merger integration. The most critical phase deals with integration in which effective internal communication among employees is crucial to deal with the culture changes brought on by the newly acquired company (Harrison, 2005).
5.5.4.2. Argument

Effective M&A communication strategy starts by communicating information early to reduce uncertainty and speculation among employees. Organizations must show a clear plan in terms of how employees will be affected in terms such as workload or job security. Maintaining positive attitude towards the changes brought on by the crucial to the success of an M&A (Harrison, 2005). It keeps the organization focused on customers and productivity along with helping retain key employees. Ineffective M&A communication strategy does not articulate individual expectations and the benefits of the integrated organization. Employees are filled with concerns by the lack of information in terms what spillover effects will the integration bring on their lives. There is no clear plan in terms of job security resulting in employees waste time in discussing rumors and losing some of their motivation.

5.5.4.3. How to Implement it

The following strategies provide companies with a means to plan and implement an effective communication strategy for M&A. The focus will be on post merger phase.

- Understand who the stakeholders are and how to craft a communication plan to fit them better.
- Persuaded employees to believe in the corporate vision and to act on it
- Take in account the logistical and cultural factors necessary to communicate with staff in diverse locations.
- Take into account feedback from employees by listening to their needs and concerns
- Ensure senior managers are committed to communicating the message consistently, firmly and honestly.
- Use multiple avenues communicate message such as through print, voice mail, e-mail, meetings, and video (Harrison, 2005)
6. Empowering, Training, and Coaching

6.1. Change Agents

The term change agent is used for all those persons or groups of persons who are responsible for implementing change. There are two kinds of change agent: 1. Change managers, change leaders, or project managers for change projects. 2. Members in a change management team who are executing the orders of the change leaders. When we try to empowering these two groups of agents, we must make sure they meet the different qualifications according to their groups. As for leaders, they are responsible for clarifying objectives and building teams. For team members who are executing the actual change process, they need relevant knowledge and skills to conduct the change as well as tolerance of ambiguity and flexibility in responding to changes.

- **Change agents who are managers and leaders of changes should be empowered with:**
  - Ability of decision making and setting objectives
    
    They should have access to information about changes in technology trend, market conditions, and competitors in key players and top management perceptions. Therefore, they can maintain the sensitivity to changes, which impact the strategy of the organization. They should be provided with concrete information about the organization’s current standings and operation management process. With the information given, change agents can establish clear-defined and feasible goals.

    Next, the power is granted to the change agents to remove obstacles caused by potential skeptics and resisters as well as bureaucracy once priorities are set.

  - Team-building resources

    Team-building resources are provided to change agents which enable them to bring together key stakeholders, establish effective working groups, and define and delegate respective responsibilities clearly.

- **Change agents who are team members that conduct changes should be empowered with:**
  - Knowledge and skills to conduct changes

    Provide key staff with the skills and knowledge set required to drive change. By ensuring that key staff members receive appropriate training, the organization will be able to address critical issues and solve problems in change process in ways that are cost-effective and sustainable.

  - Flexibility in ambiguity and in responding to changes
Provide flexibility to change agents who are team members; enable them to work creatively, patiently and effectively in an uncertain environment. Provide flexibility in responding to changes without the control of the change leader or project manager. In some cases, major shifts in project goals and roles are required.

6.2. Changing Perception

In a change process, changing perception should not only target the change agents who facilitate the change, but also others involved in the change who are not conducting the change (e.g. employees who are changing their work routines in response to the change). Change leaders could change other people’s perception through effective communication, training and coaching, and aligning systems to the vision of the change:

- **Training and Coaching**

  Training and Coaching are not only necessary for change agents, but also necessary for people who are involved in the change. Without the training that empowers those people with the knowledge about change, they probably will misinterpret the change. Furthermore, without the training that empowers those people with the skills to accommodate themselves to the change, they will lack the capabilities to align themselves to the change.

  - **Approaches**

    i. **Workshops and public seminars**

       Workshops and public seminars give participants a chance to gain knowledge about how to apply change management in a setting where experts and other peers can give input and feedback. For example, Prosci an independent research firm specializing in change management conducts workshops that allow participants to bring their change project and work on building change management plans for their project while learning the methodology. Workshops and public seminar give participants to reinforced newly acquired knowledge through a hand on approach (Launching a change management team).

    ii. **Face-to-face**

       Face-to-face training is a traditional approach in which employees are taught by specialist. Information is usually communicated in a form of a lecture regarding information, skills and tools needed to implement change management (Launching a change management team). Training can be done by either an internal or external resource. Internal resources can include managers, in-house change management specialist or executives. External resources can include third party change management specialist or consultants. Face-to-face training allow for employees to get up to speed and understand the importance of change.
iii. Discussions

Discussions are an approach that enables the organization keep individuals that are being impacted by change informed. The goal is foster understanding among employees in the organization which serve to bolster support for change. The format of discussions can include: 1) one-on-one 2) group setting (Launching a change management team).

iv. Meetings

Meetings help facilitate an exchange of new information about change between employees. This approach creates an atmosphere that allows experiences and concerns to be shared. Having such insight is beneficial for the organization to managing change successfully. Meetings are often formatted in two ways: 1) Incorporate topic of change management on into agenda for all normal meetings. 2) Assign periodic meetings focused solely change management. (Launching a change management team).

ο Tools

i. Presentations

PowerPoint presentations are an effective tool to communicate things such as change management best practice research to executives and information such as goal-oriented change management models to managers and supervisors (Launching a change management team). The tool compliments meetings and discussion as enables important information to be delivered in a concise form.

ii. Reading materials and handouts

Reading materials and handouts serve as a tool that compliment face-to-face training, workshops, and such. Both serve as a source to information for employees to refer as needed. The purpose is to aid in understanding the goals and vision regarding change in the organization.

• Tips for Aligning Systems to the Vision

• Align information and personnel systems to the vision: Unaligned systems also block needed action (Kotter, J. P. 1996).
• Create economic incentives and organizational incentives
• Publicly review the measurements for the change effort to track the progresses of the change management and change efforts
• Publicize rewards and recognition in the organization for excellent performance and accomplishments in the changes and change management
7. Holding People Accountable

7.1. Defining Responsibility

The first step to keep people accountable is defining responsibility for every person. It is important to identify who owns what responsibility. It pertains to the behavior that allows for corrective action and for penalizing mismanagement to take place (Dlamini 2005). Being clear and specific about responsibilities is a must for organizations not only for change management teams to be enforced properly but also to better understand mistakes that have occurred. Here are example lists of actions:

- Identify change leaders who are in charge of the change process
- Identify significant responsibilities of each change manager based on their roles in the change management
- Identify team members who are involved in conducting changes
- Identify significant responsibilities of each team member based on their roles in the change management
- Identify employees who do not conduct change but need to accommodate themselves to the changes
- Identify work routines that will be changed for other employees who are not conducting but are influenced by the changes
- Identify the person who oversees incident response planning and assists with disciplinary and legal matters

However, sometimes roles and responsibilities can become unclear. The importance of organizational responsibilities is that they serve to make everyone accountable for their position. Organizations that don’t have a proper structure most often are ill-prepared to minimize risks but also determine how that the problem occurred in the first place. Research by PwC has shown that “over half of global financial firms have no accurate record of where customer and employee data is collected, transmitted or stored” (Muncaster 2009). It is clear that not knowing on the part of the financial firms was attributed to unclear responsibilities being delegated to manage this task. It is impossible to protect valuable customer information if responsibility isn’t taken to monitor along with other activities to minimize potential risks such as data breach.

7.2. Metrics and Benchmarks

Metrics and benchmarks are tools of performance management and the second step of making employees accountable for their position. After employees’ responsibilities were clearly defined, this step comes into order. Through these metrics or benchmarks tools, organizations can measure and monitor change leaders and they also can compare their performance with other employers. The benefits of performance management by using metrics and benchmarks:

- Easy for employees to develop and manage their career and development plans
- Easy for managers to assess employees fairly
- Easy for employees to understand the company strategy and their role in this strategy
Tools of Metrics and benchmarks:

- **Key Performance Indicators (KPIs)**

  System of KPIs is a metrics to help company’s performance. It can be used as a benchmarking tool to measure employees’ work progress toward organizational objectives. For example, a company may use this for tracking their “sales figures, expenses, gross margins and so forth.” (Wardell 2008)

- **Balanced Scorecard**

  This metric is a performance management tool which focuses on financial and operational objectives and this tool offers “comprehensive view of a business” for users. (Balanced Scorecard) So balanced scorecard metrics helps communication between employees and gives long term plan ideas. (Kaplan 2007)

- **Gap Analysis**

  This tool is for resource assessment of organization and this focuses on actual company performance and compares with the best organization performance. (Gap Analysis) By comparing the two performances, gap analysis provides direction where the organization needs to go in the future. Also this analysis offers current organization’s weaknesses and strengths. (Laurent 2006)

- **Six Sigma**

  This strategy tool is originally developed by Motorola and today this tool is very popular application in many organizations. (Vince 2006) “Six Sigma seeks to identify and remove the causes of defects and errors in manufacturing and business processes.” (Six Sigma)

- **Process Management**

  This is an activity of planning and monitoring the performance of a process. By using this method, organizations can develop their applications and systems of knowledge, techniques, skills, and tools. (Process Management)

  “There is no need to create a specific metrics for benchmarking, when you already have some ready-to-use metrics. The metrics for benchmarking and metrics for evaluating the performance of your business should be the same.” (Balanced Scorecard and KPI, performance-based management and benchmarking)
8. Conclusion

The Executive Committee should provide a clear sense of direction before an organizational change takes place.

The committee defines the mission, vision, and value statements which give a vivid description of the future where the organization is going to be and the operations that need to be carried out to achieve the goals. Knowing why are we making change and where are we going, we need to know how to get there. Therefore making a work plan provides a guideline of executing the process.

The change management team develops a strategy that lists the detail processes required for the change, predict what obstacles that they will encounter during the change process, and proactively seek supports for commitments for the change plan. The strategy includes a thorough internal and external analysis to ensure that the change plan is realistic. A communication strategy then is developed to sell the vision to stakeholders and gain their acceptance and commitment. Methods for evaluating the communication strategy should be created to ensure the effectiveness of communications.

After the mission is clearly set, the work plan is established, and people are committed and well-adjusted to the change plan, it is important to think about empowering change agents. The change agents, no matter the change agents are change leaders or ordinary members in the change management team. This part addresses how both kinds of change agent should be empowered. In addition, it is important to changing perception of the people who are not conducting the changes, but are affected by the change through a persuasive process.

Finally, the leading team wants to hold people accountable throughout the whole change process. It is important to make everyone, including change managers, team member of the change management team, staff who are affected by the change, involved in the change. The leading team needs to clarify their responsibilities and create a metric system to evaluate their performances.
## 9. Case Study

### Developing a Mission & Values statement

= With the Salvation Army’s School for In-Service Training and Development

#### Process

The Salvation Army’s school for In-Service Training and Development department wanted to improve their own mission statement toward their ultimate goals.

Here are their steps to develop statement. About 25 staffs of the department gathered and brainstormed answers to the below three questions:

- Why do we exist?
- Who do we serve?
- What is the need we are addressing?

The answers were divided by a small group of people and they put that down on their mission statement and value statement. And both of these were presented often by the whole groups of the organization.

The key concepts of these statements were “Technology of Participation (ToP), including elements of the ToP Focused Conversation and the ToP Consensus Workshop.” “This process took place two years ago, and since then the statements have been used both internally to give a sense of direction and clarify purpose, and externally, to considerably strengthen the identity and raise the profile of the school within the wider organization.”

#### Result

The impact of this has been to provide a unifying effect and teamwork on their whole departments, giving a strong sense of direction and identity. The influence in the organization has increased and the attendance at training events. “More widely, the process used was a practical demonstration of the more participatory approach to planning which the Salvation Army is in the process of adopting, and led to other departments using a similar approach in their planning.” So the In-Service Training and Development department demonstrates the needs of ownership and commitment to the process by keeping regular meetings. The mission and value statements have remained in the organization constantly.

NCR’s Communication

= Organizational Development and Change

In 2005, Bill Nuti replaced Mark Hurd as CEO of NCR. The NCR organization had a very clear strategic vision for the company and Nuti ensured this existing organizational vision was at the center of his vision. During this initial phase, Nuti felt it was vital to communicate his vision with as many stakeholders and possible. These stakeholders included employees, customers, analysts, investors, the community, and the media. During this “communicating the vision” phase Nuti focused on the 30,000-foot view of where he would like to take the company, not a specific plan of how to get there. (Bird, 2005, p.1). Nuti also kept management in the loop during this “changing or moving” phase. Bird explained this portion of the organizational communications focused was not only on keeping the management aware of senior managements plan. It also included training management to solicit “feedback from the employees, customers, investors and other stakeholders” (Bird, 2005, p.1) to gain a better perspective of the change and its affect on the business.

With NCR’s US$6 billion in annual revenues, it was important to invite the community into the change process as well as the press. While most of these groups were not direct stakeholders to the leadership change, they played a vital role in supporting the stakeholders. Bird explained, “It’s best to be up front, rather than letting talk at the local coffee shop unjustly tarnish your reputation.” (Bird, 2005/2006). The organization measured results of the leadership change through a variety of tools to ensure proper coverage of the feedback. These tools included comparing the third-quarter results to the Wall Street Journal expected results, which were exceeded by NCR. The continuation of a CEO connections website, set up during the first 100 days, to monitor employee views of the leadership. As in the other two phases, the stakeholders and communication media have remained constant; the messages, however, have changed (Huff, 2006, p.8).
References

Book


Magazine/Journal Articles

- Bobinski, Dan. “How a clear vision and mission leads to more profits” Management Issues. Dec. 7, 2005


- Perkins, Bart. “Mission statements: The good, the bad, the forgotten.” *Computer Weekly*. May 12, 2008. p.1


Websites


- “Layoff Guide” < http://www.law.berkeley.edu/administration/hr/hiring/layoff.htm>.