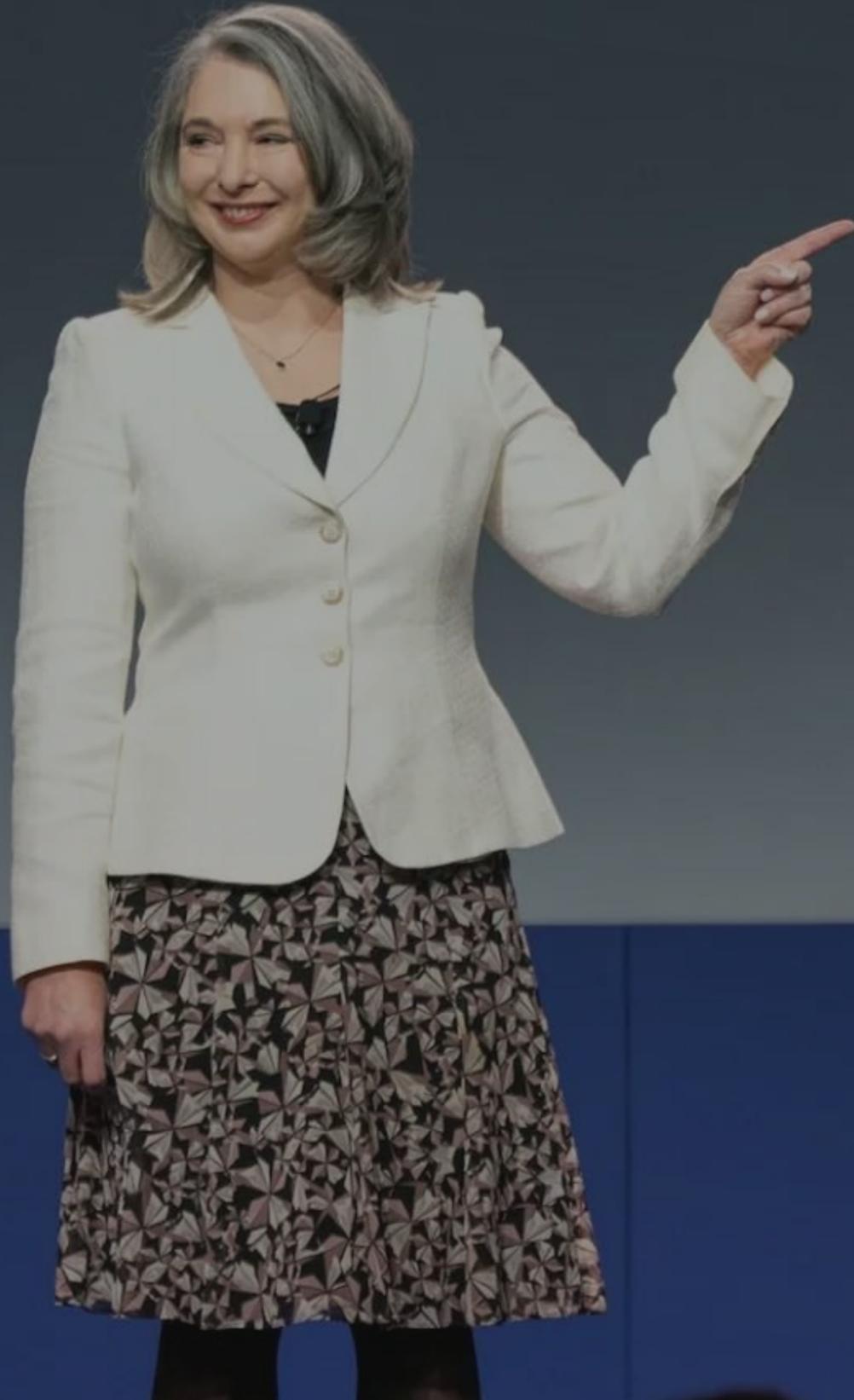


Transformation Conversation Guide

A tool for leaders during change



Transformation Conversation Guide

WHAT this is

Principles and talk tracks to discuss certain transformation topics with employees: job eliminations, cost cutting, and investments

WHO uses it

Change Network Champions, Executives, Transformation Leaders, Management Committee

WHEN to use it

To respond to specific questions about these transformation topics

HOW to use it

Follow the posture and talk tracks as necessary

Transformation Conversation Guide: Our Posture

We must adopt the right posture and mindset to deliver the right message.



Straightforward

Honesty and candor in difficult conversations builds trust and credibility. Present the facts in simple clean language so that there is no confusion or ambiguity to the definition.



Sincere

People gravitate and listen to people who are authentic and sincere. Be genuine with your audience and lean on your humanity.



Empathetic

Everyone has gone through a phase of uncertainty and has felt strong emotions. Put yourself in their shoes and acknowledge their legitimate emotions. Don't let it turn into a "vent" session.



Factual

Amongst false rumors and strong emotions, facts are paramount. Stick to the facts you know and lay them out in a logical order. If you don't know, say "I don't know," and repeat what you do know.



Confident

People look for confidence in difficult situations. Speak with conviction and authority to show them there is a plan in place during this season of change.



Calm

Don't fight fire with fire. Emotions may run high, but don't get overwhelmed. Keep calm, stick to your talking points, and calmly answer questions that you have the answer to.

Transformation Conversation Guide

An intentional yet flexible process to deliver our message

1

Set Expectations

Tell them what you're going to talk about and that you want to be honest and transparent about what you know.

2

Empathize with your audience

Acknowledge the tension and frustration they may be feeling. It's understandable and you appreciate their patience.

3

Look at the big picture

We need to take a step back and look at the realities of where the company is and where it needs to go. This is the "why" for the change.

4

Tell them the hard facts

Provide a clear and honest look at what changes the company will go through and how it may impact people. This is the "what" for the change.

5

Tell them the plan

Reassure them there is a plan in place and changes will roll out at different times. This is the "when" for the change.

6

Give them a sense of ownership

Provide them with actions they can take to prepare for the change and encourage them to talk with coworkers and managers.

7

Take time to listen

If possible, open up the floor. Invite people to respond and ask clarifying questions.

8

Respond with what you know

If you are able, respond with what you know in a factual and honest way. Always stick to the facts and don't become emotionally driven.

Transformation Conversation Guide: Shifting Our Language

When we say...	Some people will hear...	Instead it's all about...	So we could say...
Cost cutting	Budget cuts	Funding our investments	We fund our investments through cost-cutting initiatives
Job eliminations	Massive layoffs	New ways of working	As we adopt new ways of working, we will become more lean
Transformation	Cost cutting	Investments	Transformation is primarily about reinvesting in our growth and people
Transformation	Past failed transformations	Our future growth	A change-ready mindset will enable us to grow our business
Technology	Something new to learn or adopt	Working smarter	New tech will help you work faster and be more impactful
Growth	Company revenue	Employee development	As we grow as a company, you will learn new skills and advance

Transformation Talking Points: Investments

Set the Expectations

This is very exciting for our company and is what the transformation is ultimately about. I want to tell you what our transformation has enabled and also how cost cutting directly plays into our investments.

Empathize With Your Audience

To be honest, we have not done a good job communicating our transformation investments. To navigate the challenge of transformation, you need to see and understand the benefits. Let's talk about those.

Look at the big picture

You see, our transformation is not primarily about cutting costs. It's about reinvesting our saved money right back into the company to help our people and grow our business. Let's talk about that a little more. We're investing in our strategic growth imperatives and have a full portfolio of projects in each area to grow. These projects need millions of dollars of funding. This is why we need to save money across the company. Our transformation effort is designed to invest in the future and growth of our company.

Tell them the hard facts

I'm going to talk about a few of our major investments that are direct results from our transformation. For example did you know that we said that we'd [INSERT INVESTMENT]. The great news is that because of our investments across the company, we are on track to accomplish that.

Our [METRIC] increased because of our transformation investments. We are already adopting cutting-edge technology platforms across company divisions – meaning that these technologies will make you more impactful in your role. All of these major wins were part of our transformation investments.

Transformation Talking Points: Investments

Tell them the plan

You can expect to continue seeing more technologies adopted, new cultural initiatives rolled out, and positive business shifts going forward.

We will do a better job of celebrating and telling you about our investments so you can see our progress as we go.

Give them a sense of ownership

Stay updated on XXX to better understand where we are investing and how you can tap into those benefits.

Take time to listen

I know that I just said a lot and it there are probably some questions.

What can I help clarify or answer?

Respond with what you know

Here is what I know, but we don't have all the answers yet. We are working on figuring it out and feel confident we're going in the right direction.

Transformation Talking Points: Cost Cutting

Set the Expectations

I want to explain to you why we are cutting costs and clear up any confusion you may have around our cost cutting rationale.

Empathize With Your Audience

First off, we have all been impacted by this. I know my budget has been cut, procurement policies have changed, travel is more restricted. It's been a challenge for all of us and I want to tell you why we are doing it- because, yes, it's inconvenient.

Look at the big picture

But there are certain business truths and realities about our company that are causing business issues, meaning that our company is actually underperforming in significant areas of our business.

Tell them the hard facts

Because of our current challenge, we have been forced to cut costs in certain areas to offset our underperformance. Additionally, as you know, the business is going through a large transformation focused on enabling our strategic growth initiatives. These initiatives cost millions of dollars. To fund these investments for our future, we need to save money somewhere- namely through a few cost cutting initiatives.

Our cost saving measures have already benefitted you. For example, did you know that the money we are saving through procurement changes actually funded [INSERT INVESTMENT].

Just know that we aren't cutting costs for the sake of saving money alone. We are looking for ways to offset our underperformance and ways to invest in the future of our business in the coming months.

Transformation Talking Points: Cost Cutting

Tell them the plan

Now, we know that everyone is making sacrifices and changes because of these cost cutting initiatives and we truly appreciate your flexibility. We understand that it's not easy. We want all of you to feel that you have what you need to succeed and we are working to get back on target and remove some of those cost cutting initiatives.

Give them a sense of ownership

In the meantime, as we are all facing these changes, take time to talk with your fellow colleagues about how they are navigating the changes. Stay updated on XXX.

Take time to listen

I know that I just said a lot and it there are probably some questions.

What can I help clarify or answer?

Respond with what you know

Here is what I know but we don't have all of the answers yet. We are working on figuring it out and feel confident we're going in the right direction.

Transformation Talking Points: Job Eliminations

Set the Expectations

I want to explain as much as I can to give you a holistic picture of how transformation towards new ways of working will impact roles.

Empathize With Your Audience

Let me say that we don't take this topic lightly. This impacts all of us. We've all experienced crossroads in our careers where there is uncertainty. So, as much as we can, let's talk about where we currently stands as a business and where we need to go.

Look at the big picture

We want to be as honest and straightforward about this topic as we can. To do this, we need to take a step back and look at the big picture.

We have grown as a company because of our hustle, hard work, and ability to adopt change at fast pace. But we work in a world that is still changing. For example, customer expectations are changing. We all know and recognize that technology is changing too. As a company, we still need to grow, improve, and adapt to these changes as we discover new and better ways of working.

Tell them the hard facts

But right now, we are not prepared or able to grow like we need to. We've benchmarked other companies and learned that, though we're currently in a healthy place, unless we make changes, we will soon be in a position where we can't be competitive. One of the main reasons we won't be competitive is because of our dependency on older ways of working, which need a heavy headcount to keep our business moving. We have yet to adopt new ways of working that will set us up for long-term growth and success.

Simply put, we need to reduce our headcount to adopt new ways of working and stay competitive for the future success of our business.

Transformation Talking Points: Job Eliminations

Tell them the plan

We don't have all the answers yet. We don't know where we will reduce headcount and how many people will be impacted. We are currently figuring it out.

We know you are eager to learn more about all of this, and we promise to share more information as soon as possible. These changes won't happen overnight but you can expect to start seeing them unfold in 202X.

Give them a sense of ownership

In the meantime, as we are all facing these changes, take time to talk with your fellow your colleagues about how they are navigating the changes. Stay updated on XXX.

Take time to listen

I know that I just said a lot and it there are probably some questions.

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