EIYPN – Energising Next Generation Leaders
Communication to influence behaviour
Steve Nicol – Aug 2018
Introduction
I will focus on COMMUNICATION to persuade / influence

Why Communicate?

- To inform
- To convey
- To persuade
- To request
- To warn
- To reassure
1. Get a hook

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- Multiple systems and outdated processes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

**The solution**
- Launch Business Improvement Plan
  - Oracle ERP
  - Shared Services
  - Entity Rationalisation
2. Winning hearts and minds - inclusion in the cause

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

The solution
• Create a new brand, vision and set of values
• Socialise, listen to feedback and create collective ownership to new organisation
Allow people to be part of the cause

Our vision is to:

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

Our values are:

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

**Commitment**
Consistently delivering to all our stakeholders

**Courage**
Pushing the boundaries to create smarter, more sustainable solutions

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June | 2017 | Oct | Nov | Dec | Jan | Feb | 2018 | July

Engage / Discover / Consult | Leadership launch | Roll out | Measure | Embed
3. Think about “how you make people feel”

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

The solution
- Run a new campaign **but** focus on the way it makes you **feel**
- Campaign was based on Father’s relationships with their families
2H benefits from balance sheet release and volume increases
4. Bring your message to life

• Tell stories about your topic
• Celebrate successes – awards
• Use different media – video, technology, handout
• Get a handshake – commitment
• Constant drip feed the business with message
• Make part of your processes i.e. appraisals
• Talk about it constantly – base your decisions on it
Communication to influence – key takeaways

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