

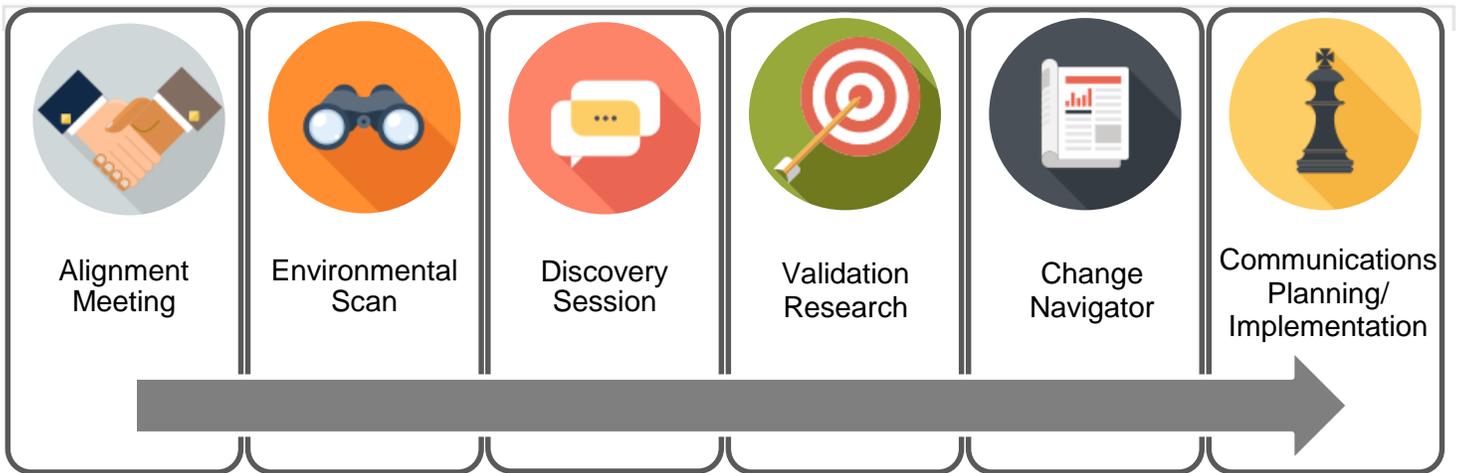
Standing Partnership's Change Navigator

Driving successful change with communications

We believe employees are the key to successful organizational change initiatives.

70 percent of organizational transformations fail – from implementing new technologies and integrating cultures after a merger, to entering new markets and modifying strategy to align with market trends. The most common cause is employee attitudes and behaviors. Employees play a critical role in the outcome of organizational change – they can make it or break it. **Standing Partnership's Change Navigator process builds employee understanding and engagement to drive effective change management.**

Standing Partnership's Change Navigator Process



ALIGNMENT MEETING

The first step is an Alignment Meeting with you to discuss your planned change, review the steps of our process and identify the right participants who will be critical in the change process (Change Team).



ENVIRONMENTAL SCAN

Following the Alignment Meeting, we'll conduct an Environmental Scan during which our team will review available background materials on your organization's structure, values, employee satisfaction/engagement research, and other relevant content. On occasion, the Environmental Scan may unveil the need for primary research, which would be conducted outside of the Change Navigator process.



DISCOVERY SESSION

The Discovery Session is typically a full-day, facilitated, in-person meeting with company representatives who understand the business strategy behind the change or have insights into the areas and employees most important to the success of the change.

Depending on the nature of the change, this could include decision-makers from HR, business development, operations, risk managers, sales/marketing, and corporate communications. The session will help them understand how the change will impact their department and increase the likelihood of their adoption of recommended strategies.

The Discovery Session guides participants through interactive exercises and covers discussion and documentation of the following:

- Business case for the change to explain why change is needed
- Change management vision statement to guide and engage employees in the change
- Exercise to map how change will impact each part of the business (people and processes)
- Identification and prioritization of risks associated with the change
- Employee subgroup inventory
- Deep-dive analysis of employee subgroups to identify their mindset, the desired actions we want from them, barriers to supporting change, and rewards they value
- Key message exercises

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VALIDATION RESEARCH (As needed)

The Discovery Session unearths the client's "best guess" as to the desired actions, attitudes, barriers and rewards with regard to employee subgroups, and provides the foundation for key message architecture. Validation Research tests those assumptions with actual employees. Research can be performed either in small focus groups, surveys or interviews, and is budgeted as a separate item based on individual client need.



CHANGE NAVIGATOR

Standing Partnership provides a comprehensive Change Management Recommendations Report, which captures content from the above steps, including important risks, mitigation strategies and employee subgroup insights that help inform the change management communications plan.

This report serves as the "navigator" for the organization's change management communications strategy. Included are:

- A top-line executive summary
- The finalized business case
- Change management team member roster, guiding principles and roles
- Change management vision statement
- Map of areas the change will impact
- Heat map of potential risks
- Target audiences and deeper-dive analysis on each audience
- An overview of recommended communications strategies
- Change management dashboard to monitor progress on key change success factors



COMMUNICATIONS PLANNING/IMPLEMENTATION

Standing Partnership will meet with you to review the report, make necessary refinements and finalize. We will work with you to identify the appropriate next steps.

Typically, one of the next steps includes a change management communications plan that is informed by the outcomes of the Change Navigator process.

This plan consists of a summary of change initiative goals and objectives, including:

- A list of prioritized target employee subgroups
- Key messaging platforms for each priority employee subgroup to guide change communications outreach
- Recommended communications strategies and tactics, incorporating strategies to address risks outlined during the Discovery Session
- Timeline for execution
- Communications-specific measurement/evaluation recommendations, including employee feedback mechanisms

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314.469.3500
314.469.3512 [fax]
standingpartnership.com